

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of March 4, 2005

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

Mr. Wynne opened the meeting by stating that there are effectively only 65 days left until May 16 and the JCSGs and Military Departments should be preparing to end their analysis and finalize candidate recommendations by March 15, 2005. He emphasized that the ISG needs to begin focusing on getting the Secretary of Defense educated on the issues and potential conflicts. To accomplish this goal, he said that, starting today, he would be preparing weekly status updates for the Secretary that highlight major issues.

The Chairman then turned the meeting over to Mr. Peter Potochney, Director of OSD BRAC, to give a brief update on progress to date. Mr. Potochney used the attached slides to review the schedule and scenario conflicts. Mr. Wynne mentioned that a new Process Overview slide had been created at the request of the IEC that gives a clearer picture of the BRAC process after May 16, 2005. Upon review of the status of Candidate Recommendations, Mr. Wynne noted that at least 50 percent of the Air Force and 25 percent of the Army's scenarios currently show negative payback value, and that this negative investment could become a topic of discussion at future IEC meetings.

Mr. Potochney then briefed a proposed plan to close out the process for submission of Candidate Recommendations, which would make March 15, 2005 the date by which JCSGs must brief their candidate recommendations to the ISG. Complete candidate recommendation packages and briefing slides must be submitted to the OSD BRAC office no later than March 11, 2005. The ISG agreed to this date, noting that any new ideas generated after March 15, 2005 would have to go directly to the IEC. The ISG also agreed that another IEC was required during the week of March 28th. Mr. Wynne then explained a new process to focus the IEC meetings on those candidate recommendations with which IEC members have concerns. He indicated that he recently signed a memorandum distributing candidate recommendations that have been submitted for IEC review, asking each IEC member to identify (of the submitted candidates) those candidate recommendations on which they wish to focus discussion at the March 10th meeting. Only those candidate recommendations so identified will be included in the briefing slides used at the meeting. All others will be deemed tentatively approved by the IEC, unless at the meeting a member objects to that determination for a particular candidate recommendation.

Mr. Charles Abell, Chairman of the Education and Training JCSG, then briefed the ISG on four Education and Training candidate recommendations. The ISG discussed

each of the recommendations. Acknowledging the concerns expressed, as noted below, the ISG approved sending the candidates to the IEC.

For E&T-0003R The Department of the Navy expressed concerns about the COBRA not accounting for the possibility that military unique courses will be relocated or established elsewhere as allowed by the candidate recommendation language. Mr. Wynne asked the Navy to propose how to capture such costs.

For E&T-0032 Gen Pace asked the JCSG to provide more data on the effect this realignment would have on the quality of life for service members since it would bring more families that are military into the National Capital Region where there is a minimum of government housing, and the cost of living on the economy is high. The Air Force and the Department of the Navy questioned the real military value of such a realignment, noting there is great synergy with other military education programs in the status quo configuration. Mr. Wynne indicated that these arguments would not be resolved at the ISG level and that the JCSG chair and ISG members should refine their arguments for discussion at the IEC.

For E&T-0046 While the ISG agreed that this candidate should go forward to the IEC, it also directed the E&T JCSG to explore a subset of what it proposes here, based on comments from the Department of the Navy and the Air Force. The Chair instructed the E&T JCSG to break out the navigator/CSO training issue (with which there was concurrence), the consolidated helicopter training (with which there was concurrence), and the pilot instructor training realignment to Sheppard (on which there was agreement to delete) from the still unresolved undergraduate pilot training proposal for clarity at the IEC. This discussion focused on potential impacts on pilot production and on airspace availability. This subset should be available for the Secretary to consider as an alternative to E&T-0046.

For E&T-0052 The ISG approved this candidate, but asked the E&T JCSG to review and revise the language to address Air Force concerns with the term “Integrated Training Center.”

Mr. Michael Rhodes, Deputy Assistant Commandant, Manpower and Reserve Affairs, U. S. Marine Corps, and the USMC representative on the Headquarters and Service Activities (H&SA) JCSG, briefed H&SA-0069, which the ISG approved.

Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense Research and Engineering, briefed nine candidate recommendations for the Technical JCSG noting that some needed additional analysis to address impacts on pilot activities. The ISG approved all to go forward to the IEC. General Pace noted during discussion of TECH-0047 (Combatant Commander C4ISR Development and Acquisition Consolidation) that if a Combatant Commander has any concerns with this or any other

candidate recommendations, we should make sure those views are clearly presented to the Secretary, together with how we did or did not address them.

Dr. Craig College, Deputy Assistant Secretary of the Army, briefed two Candidate Recommendations involving the closure of the Army Garrison at Selfridge (USA-0063) and Fort Monmouth, NJ (USA-0223), for ISG information.

Maj Gen Gary Heckman, Assistant Deputy Chief of Staff for Air Force Plans and Programs, then briefed seven Air Force candidate recommendations involving the closure of two guard and reserve bases and the realignment of five active/guard/reserve installations, for ISG information.

Approved: 
Michael W. Wynne
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing slides entitled “BRAC 2005 Briefing to the Infrastructure Steering Group March 4, 2005”
3. Read Ahead package dated March 3, 2005 used to facilitate the meeting, which includes candidate recommendation and accompanying quad charts, and a compact disc with additional supporting information.
4. Read ahead package dated March 3, 2005 used to facilitate the meeting, which includes the briefing slides, summary of scenarios registered to date broken out by category with an accompanying disc.

**Infrastructure Steering Group Meeting
March 4, 2005**

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Philip W. Grone, Deputy Under Secretary of Defense (I&E)
- Hon Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Gen Michael Moseley, Vice Chief of Staff for the Air Force
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Gen William Nyland, Assistant Commandant of the Marine Corps
- Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)

Advisor:

- Mr. Ray DuBois, Director of Administration and Management

Alternates:

- MG Geoffrey D. Miller, Assistant Chief of Staff for Installation Management for GEN Richard A. Cody, Vice Chief of Staff of the Army
- VADM Justin D. McCarthy, Director, Material Readiness and Logistics (OPNAV N-4) for ADM John Nathman, Vice Chief of Naval Operations

Education and Training JCSG

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

Headquarters and Support Activities JCSG

- Mr. Michael Rhodes, Deputy Assistant Commandant, Manpower and Reserve Affairs, U. S. Marine Corps, for Mr. Don Tison, Chairman, Headquarters and Support Activities JCSG
- COL Carla Coulson, Chief of Staff, Headquarters and Support Activities JCSG

Industrial JCSG

- Mr. Jay Berry, Executive Secretary for the Industrial JCSG

Intelligence JCSG

- Mr. Wayne Howard, Senior Strategic Analyst, [BRAC Core Team Facilitator] for Intelligence JCSG

Medical JCSG

- Lt Gen George Taylor, Chairman, Medical JCSG
- Col Mark Hamilton, Executive to the Air Force Surgeon General

Supply and Storage JCSG

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

Technical JCSG

- Dr. Ron Sega, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering

Others:

- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- LtGen Richard L. Kelly, Deputy Commandant for Installations and Logistics for the Marine Corps
- Col Dan Woodward, Branch Chief, Forces Division, Joint Staff J-8
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- CAPT William Porter, Senior Military Assistant to the Under Secretary of Defense (AT&L)
- Mr. Peter Potochney, Director, OSD BRAC
- COL Robert Henderson, Military Deputy, OSD BRAC
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC
- Mr. Kaleb Redden, Action Officer, OSD BRAC



BRAC 2005

Briefing to the
Infrastructure Steering Group

March 4, 2005

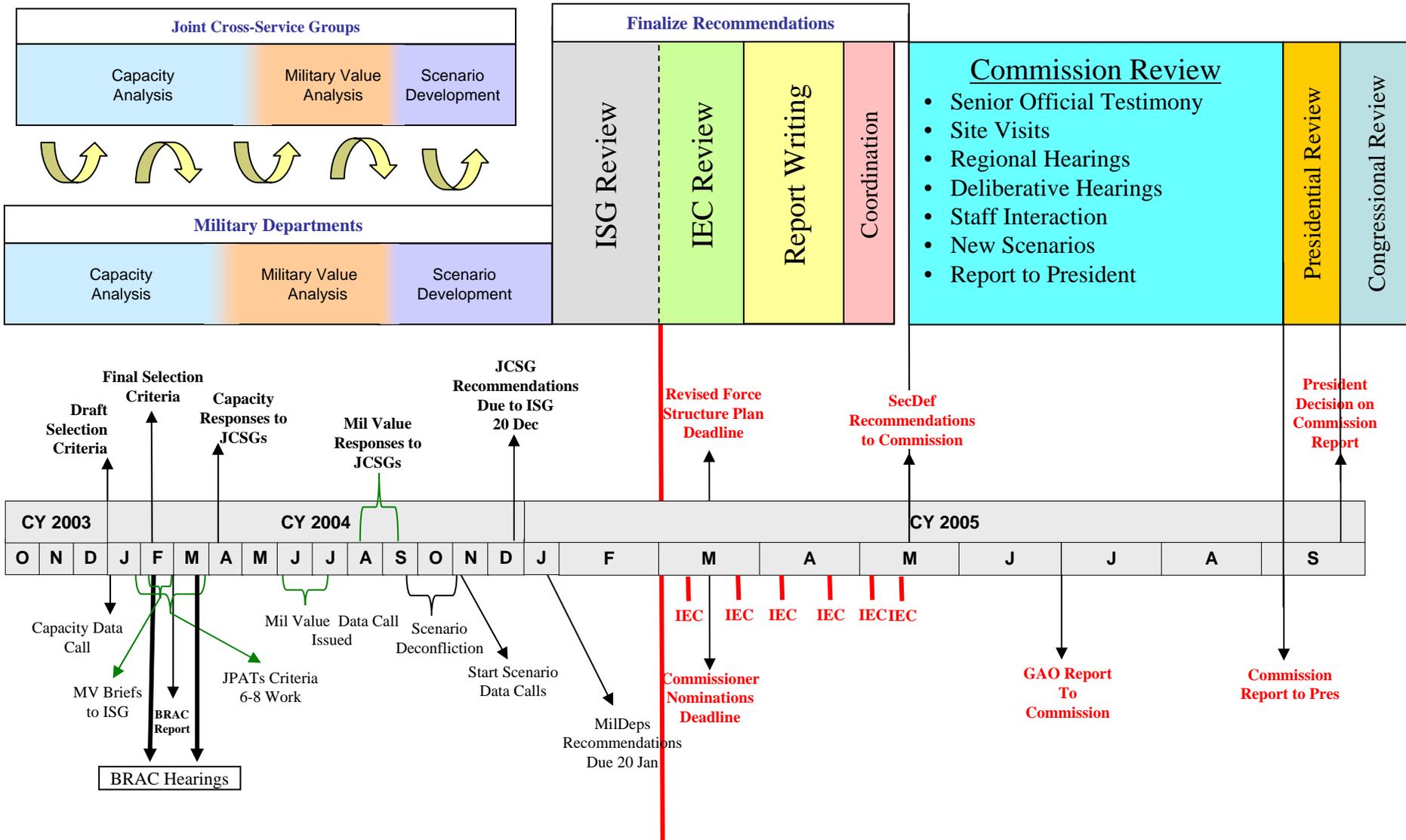


Purpose

- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
 - Candidate Recommendations Projected briefings to ISG
 - Closeout for Candidate Recommendations
 - Education & Training (4)
 - Headquarters and Support Activities (1)
 - Technical (9)
 - USA (2)
 - USAF (7)



Process Overview





Summary of Conflict Review

- As of 18 Feb 05 – 1,024 Registered Scenarios
 - 0 New Conflicting Scenarios
 - 108 Old Conflicts Settled
 - 10 Not Ready for Categorization
 - 591 Independent
 - 44 Enabling
 - 257 Deleted



Candidate Recommendations

Projected Briefings to ISG (as of 28 Feb 05)

| Group | Total | 7 Jan | 14 Jan | 21 Jan | 28 Jan | 4 Feb | 11 Feb | 18 Feb | 25 Feb | 4 Mar | 11 Mar | 15 Mar |
|--------------|------------|---------------|--------------|---------------|----------------|---------------|---------------|---------------|---------------|-----------|-----------|-----------|
| E&T | 15 | | | | | | 6/0/0 | | | 4 | | 5 |
| H&SA | 59 | 15/0/0 | | 3/0/0 | 4/1/0 | 4/0/3 | 3/0/0 | 5/0/5 | 2/1/0 | 1 | 6 | 6 |
| IND | 34 | | | 10/0/0 | 5/0/0 | 2/0/0 | 4/0/0 | 1/0/0 | 6/0/0 | | 6 | |
| INTEL | 6 | | | | | | | | | | 1 | 5 |
| MED | 20 | | 8/0/0 | | 1/0/0 | | | 3/0/0 | 3/0/0 | | 1 | 4 |
| S&S | 7 | | | | 1/0/0 | | | 3/0/0 | | | 3 | |
| TECH | 21 | | | | | 0/0/1 | | 3/0/0 | | 9 | 5 | 3 |
| ARMY | 153 | | | | 95/0/1 | 32/0/0 | 21/0/0 | | | 2 | 2 | |
| DoN | 65 | | | | 38/0/0 | | 2/0/0 | | | | 12 | ~13 |
| USAF | 51 | | | | | | | 31/0/0 | 12/0/0 | 7 | 1 | |
| Total | 423 | 15/0/0 | 8/0/0 | 13/0/0 | 144/1/1 | 38/0/4 | 36/0/1 | 46/0/5 | 23/1/0 | 23 | 37 | 36 |

Legend:

Approved – 323 / Disapproved – 2 / Hold – 10

Pending - 96

Note: MilDepts are for info only to ISG



Closeout for Candidate Recommendations

- ~ 65 candidate recommendations remain to be briefed to ISG/IEC
- Tasks required after closeout
 - Adjudicate conflicts between candidate recommendations;
 - Ensure validity and appropriate allocation of costs and savings among separate candidate recommendations;
 - Combine candidate recommendations, as appropriate;
 - Re-run COBRA, and criterion 6, 7, & 8 for combined candidate recommendations;
 - Write report (quantify results, message, etc.) and brief to ISG & IEC;
 - Coordinate Report within DoD;
 - Present report to SecDef for review
- Only 9 ISG meetings before May 16th
 - 11, 15 & 25 Mar; 1, 8, 15, 22, & 29 Apr; 13 May
- Only 6 IEC meetings before May 16th
 - 7 & 21 Mar; 11 & 25 Apr; 2 & 9 May



Recommendation

- Direct 15 March 05 as last day for JCSGs to brief recommendations to the ISG
- Complete packages and briefing slides due to BRAC office 11 March
- Schedule additional IEC meeting the week of 28 March to consider last batch of candidate recommendations

Education & Training Joint Cross Service Group

Candidate Recommendations

Infrastructure Steering Group Meeting
March 4, 2005



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



E&T JCSG Guiding Principles

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



Strategies

- **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**



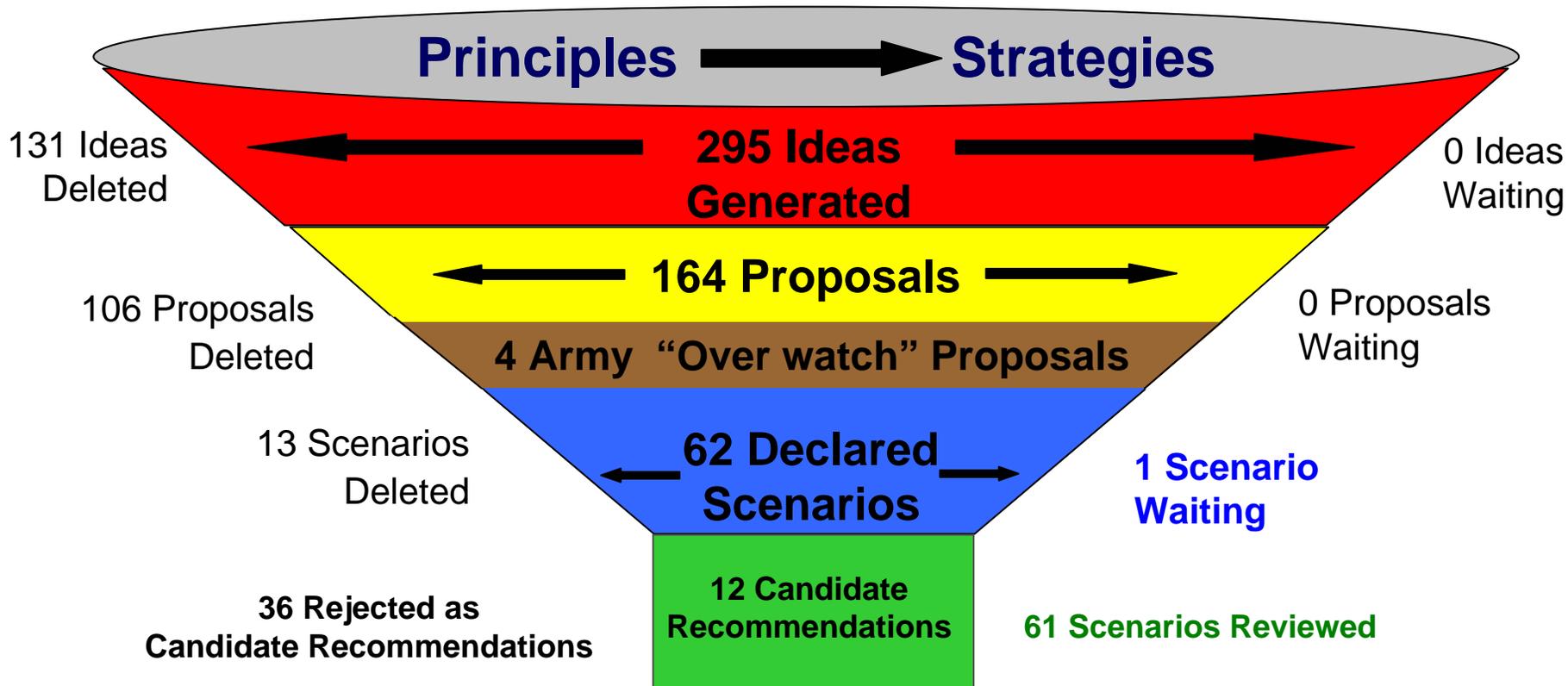
Strategies

- **Specialized 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)**
 - **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



6 ISG Approved & Prep for IEC

— ISG Approved but On-Hold for Enabling Scenario

1 ISG On Hold for addl info or related Candidate Recommendation

— ISG Conflict (s) to be Considered & Resolved

2 ISG Disapproved (Scenarios)
14 Jan 05



E&T JCSG Roadmap

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

Approved by ISG 11 February 2005

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

- **Consolidate / Realign**
 - ✓ **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





Candidate # E&T-0003R

Candidate Recommendation: Realign AFIT at Wright-Patterson AFB, Dayton, Ohio, by disestablishing graduate level education. Realign the NPS at Monterey, California, by disestablishing graduate level education. **Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.**

Justification

- ✓ Eliminates need for education programs at NPS and AFIT.
- ✓ Realize savings through privatizing education function to civilian colleges & universities.
- ✓ Supports DoD transformational option to privatize graduate-level education

Military Value

- ✓ NPS: 73.7 (1st of 2)
- ✓ AFIT: 53.4 (2nd of 2)

Payback

- ✓ One Time Cost: \$47.6M
- ✓ Net Implementation Savings: \$82.4M
- ✓ Annual Recurring Savings: \$32.7M
- ✓ Payback Period: 1 year
- ✓ NPV (savings): \$377.9M

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



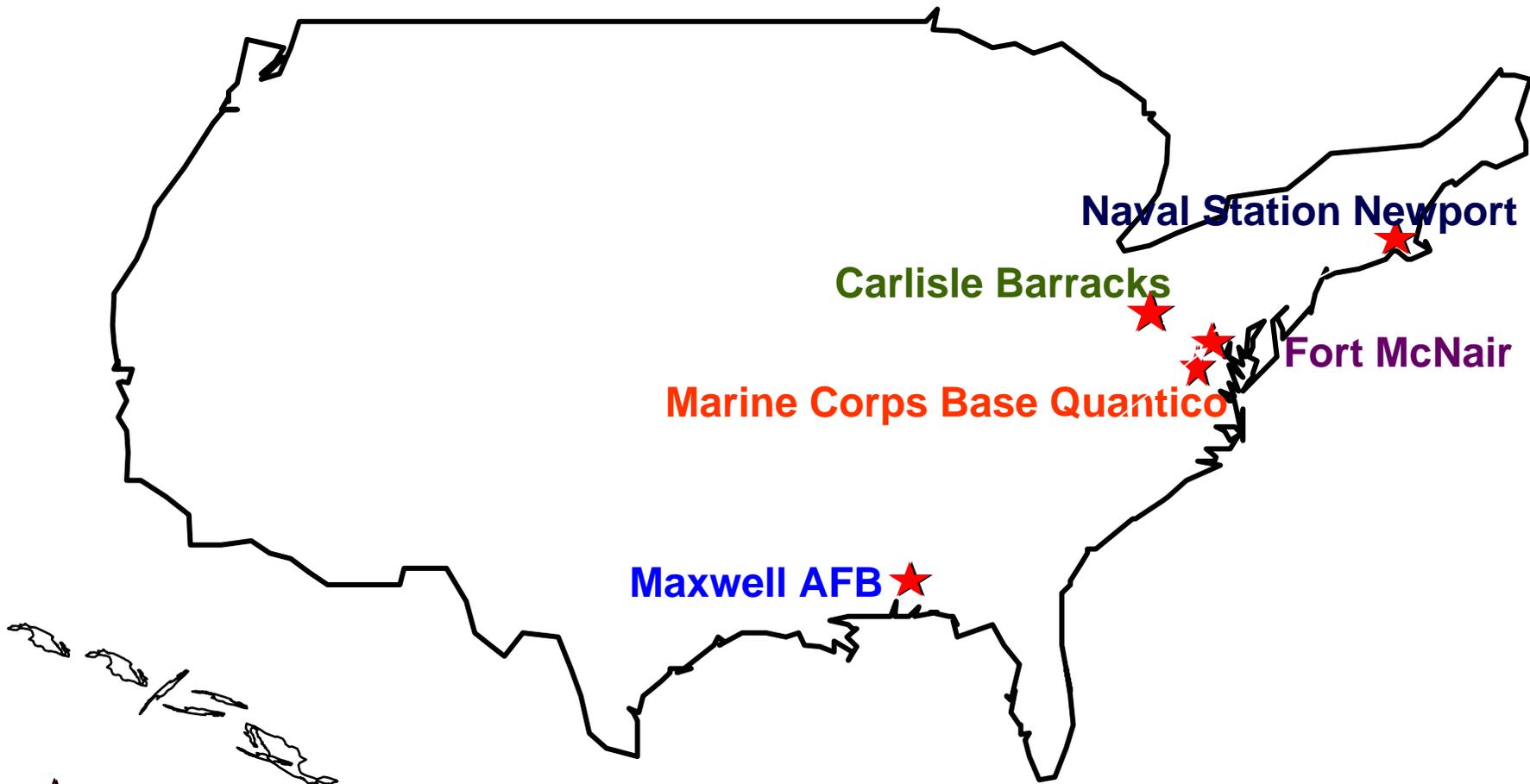
Candidate Recommendations

Submitted for ISG deliberation 4 March 2005

- **Consolidate / Re-align**
 - ❑ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
 - ❑ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
 - ❑ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



Establish a Joint Center of Excellence for Senior-level JPME



Naval Station Newport

Carlisle Barracks

Fort McNair

Marine Corps Base Quantico

Maxwell AFB

★ Indicates PDE locations



Candidate E&T-0032

Candidate Recommendation (Summary): Realign Carlisle Barracks, Maxwell AFB, Naval Station Newport, and MCB Quantico by relocating Service War Colleges to Fort McNair, making them colleges of the National Defense University.

Justification

- ✓ Maximize professional development, administrative, and academic synergies
- ✓ Merges common support functions and reduces resource requirements.
- ✓ Establish Centers of Excellence for Joint or inter-service education

Military Value

- | | |
|---------------------|------|
| ✓ MCB Quantico | 62.8 |
| ✓ Ft. McNair | 61.1 |
| ✓ Maxwell AFB | 54.1 |
| ✓ Carlisle Barracks | 53.8 |
| ✓ NAVSTA Newport | 52.7 |

Payback

- | | |
|-----------------------------|----------|
| ✓ One Time Cost: | \$85.2M |
| ✓ Net Implementation Cost: | \$12.8M |
| ✓ Annual Recurring Savings: | \$21.6M |
| ✓ Payback Period: | 2 Years |
| ✓ NPV (savings): | \$212.1M |

Impacts

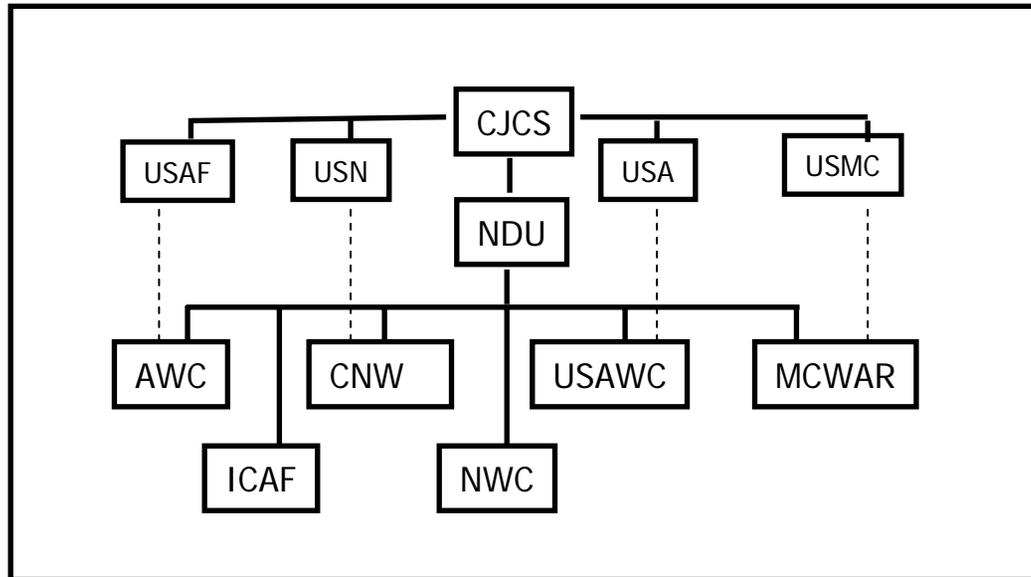
- ✓ Criterion 6: -742 to -1299 jobs; 0.11% to 0.36%
- ✓ Criterion 7: No issues.
- ✓ Criterion 8: Issue regarding buildable acres.

- | | | | |
|------------|---|---------------------------|----------------------------|
| ✓ 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 and Co-locate

What we mean by “Realign and Co-Locate”



- **Coordinated Functions**
- **CJCS controls JPME curriculum**
- **Service Chiefs control PME Curriculum**



Why Joint Centric?

✓ Build Synergy for Joint Warfare

- **Synergy in Senior Education of Joint Land, Maritime, Air & Space, and Expeditionary Warfighters (“*Advance Jointness*”)**
 - At the Operational Level, the fight is fundamentally Joint; Senior education of those warfighters must be too
 - Models Senior Education with G/FO JPME Delivery
- **Delivery Enhanced by Proximity (“*Achieve Synergy*”)**
 - Opportunity for Integrated Wargaming & Common Elective Program
 - Opportunity to Interact with larger Student & Faculty Populations
 - Proximity to Center of Excellence for National Security Strategy & Joint/Strategic Thought
 - DC location = Easier access to Senior DoD, Interagency & International Leaders & Key Staff
- **Institutional Resources Enhanced...NDU Library gains depth by what the Service Colleges bring**
- **“Cradle to Grave Synergy” of Service Schools not affected**
 - Real Mentoring occurs when Senior School Grads return to Instruct at Junior Courses



Why Not Quantico? (Higher Mil-Val)

- Quantico's Mil Value Score largely attributable to quantity of Buildable Acres & due extant MCU capabilities
- Stretches the "Synergy by proximity" DC factor
 - 3 miles vs 35 miles (on I-95!)
- Breaks synergy with other NDU Institutions
 - Regional Centers, IRMC, NSSEE etc
- Impact on core MCCDC mission?
 - Share facilities with Marine Corps Service PME all levels.
- More Expensive "Double the Price"
 - Higher ROI, Less NPV, Higher One Time Costs
 - Why? : Moving more people & Need more MILCON

Moves 5 Colleges & NDU HQ to location of Smallest College



Candidate Recommendations

Submitted for ISG deliberation 4 March 2005

- **Consolidate / Re-align**

- ✓ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
- ☐ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
- ☐ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



Flying Training “Big Picture”

- **Goal: Array Assets to “Enhance Jointness” & “Uncover Bases”**
 - Move to / toward common UFT platforms at fewer joint bases
 - Preserve Integrity of Service & Joint Training Programs
- **Reviewed Undergraduate Flight Training**
 - **Fixed-wing Flight Training**
 - Primary Phase of Flight Training
 - Advanced Phase of Flight Training
 - Naval Flight Officer & Navigator Training
 - **Rotary Wing Flight Training**
- **Proposals data-driven (MilVal & Capacity) three major concepts**
 - Status Quo; Keep assets aligned with parent service/present programs
 - Cooperative; Realign sub-functions to create a joint environment
 - Transformational; Marry Advanced Phases of UFT w/appropriate FRS/FTU

Domino Effect: Consolidating assets for one program will “drive” moves across multiple UFT bases



Force Structure Allocation

- **Flight Training Force lay down Rules of Engagement**
 - Optimization Model yielded Best-case Number of Bases
 - Excess capacity based on FY04 (Before) & FY09 (After)
 - Distribution based on Student Throughput Forecast for FY09
 - Target: 80% of Runway Operations Capacity (244 days/year)
- **Flight Training Airfield/Airspace Reconfiguration**
 - Shared use of Aux Fields & Airspace at other bases if in close proximity
 - Realign airspace to accommodate new activities for primary or advanced phases of flight training



Candidate E&T-0046 “Cooperative”

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 at Fort Rucker.

| <u>Justification</u> | <u>Military Value</u> |
|---|--|
| <ul style="list-style-type: none"> ✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization ✓ Eliminates redundancy ✓ Postures for joint acquisition of Services’ undergraduate program replacement aircraft | <ul style="list-style-type: none"> ✓ UPT: <ul style="list-style-type: none"> ✓ Vance AFB 2nd of 11 ✓ Laughlin AFB 3rd of 11 ✓ NAS Meridian 4th of 11 ✓ NAS Kingsville 6th of 11 ✓ Columbus AFB 7th of 11 ✓ URT: Ft. Rucker 1st of 2 ✓ UNT: Pensacola 1st of 11 |
| <u>Payback</u> | <u>Impacts</u> |
| <ul style="list-style-type: none"> ✓ One-time cost \$399.83M ✓ Net Implementation cost \$199.38M ✓ Annual Recurring savings \$35.31M ✓ Payback Period 10 years ✓ NPV savings \$130.98M | <ul style="list-style-type: none"> ✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79% ✓ Criteria 7: No Issues ✓ Criteria 8: No impediments |

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Rec’d

✓ De-conflicted w/JCSGs

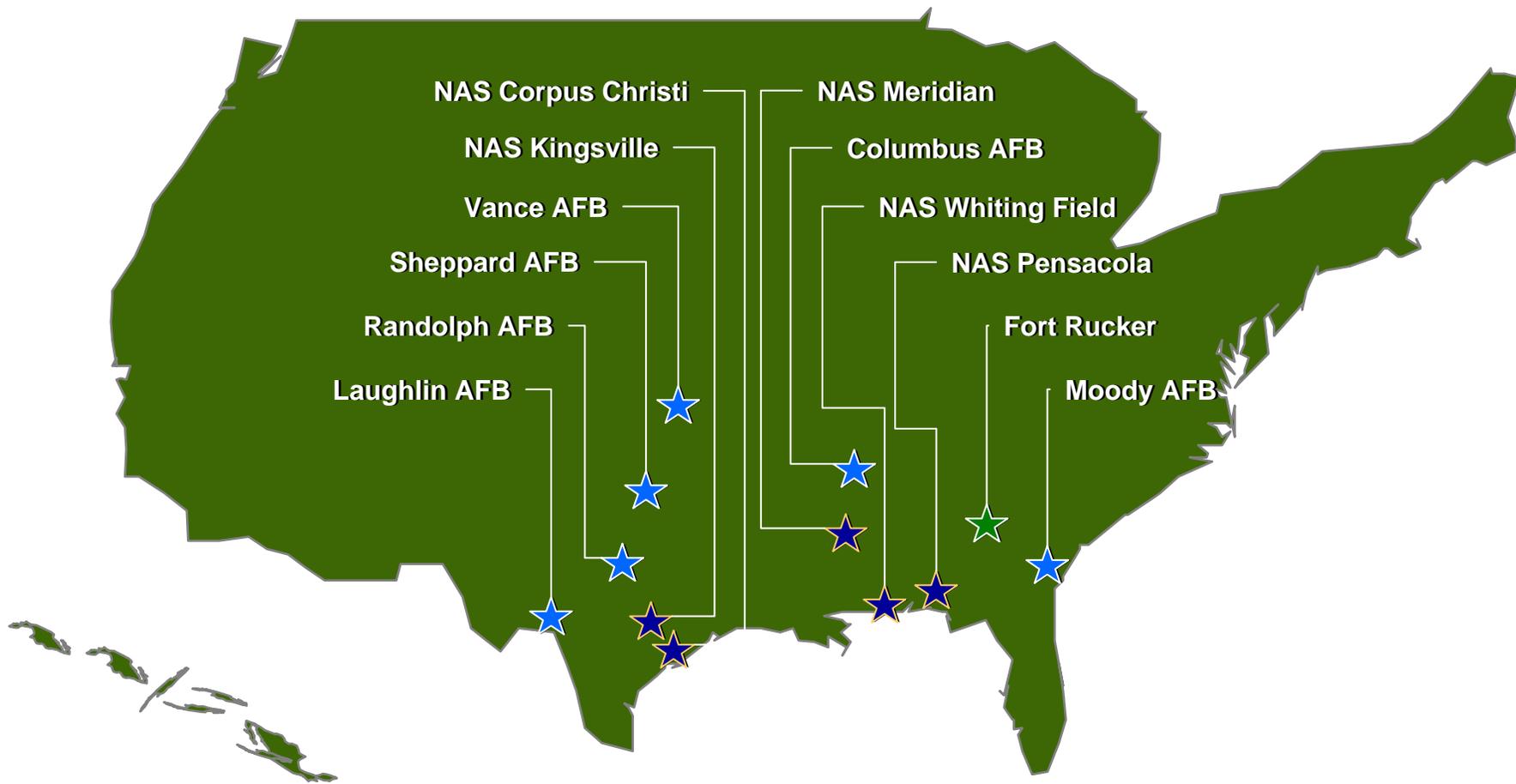
✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps

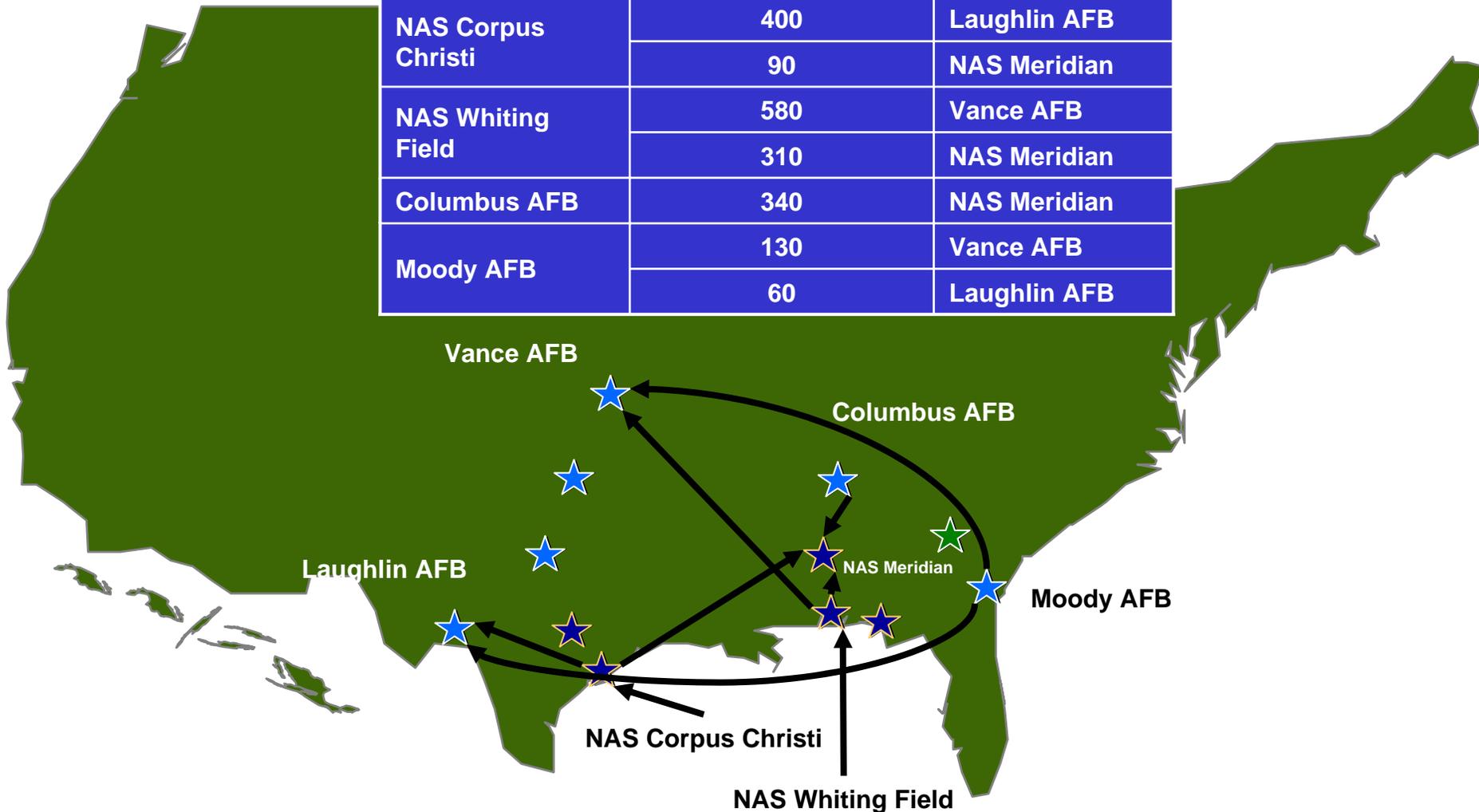
E&T-0046 Consolidate Common UFT Functions





E&T-0046 Consolidate Common UFT Functions

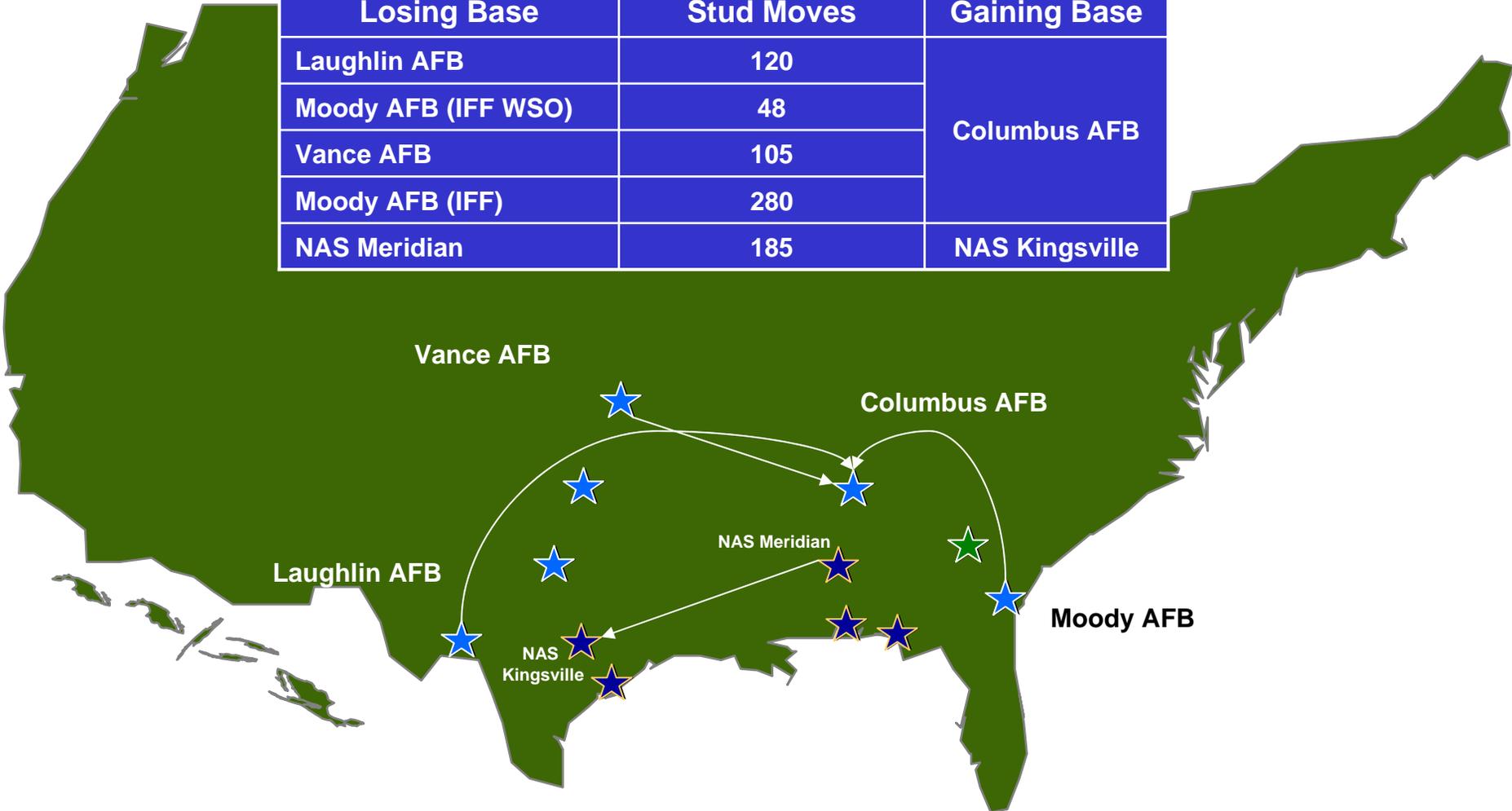
| Primary Phase (T-6, T-37 & T-34) | | |
|----------------------------------|------------|--------------|
| Losing Base | Stud Moves | Gaining Base |
| NAS Corpus Christi | 400 | Laughlin AFB |
| | 90 | NAS Meridian |
| NAS Whiting Field | 580 | Vance AFB |
| | 310 | NAS Meridian |
| Columbus AFB | 340 | NAS Meridian |
| Moody AFB | 130 | Vance AFB |
| | 60 | Laughlin AFB |





E&T-0046 Consolidate Common UFT Functions

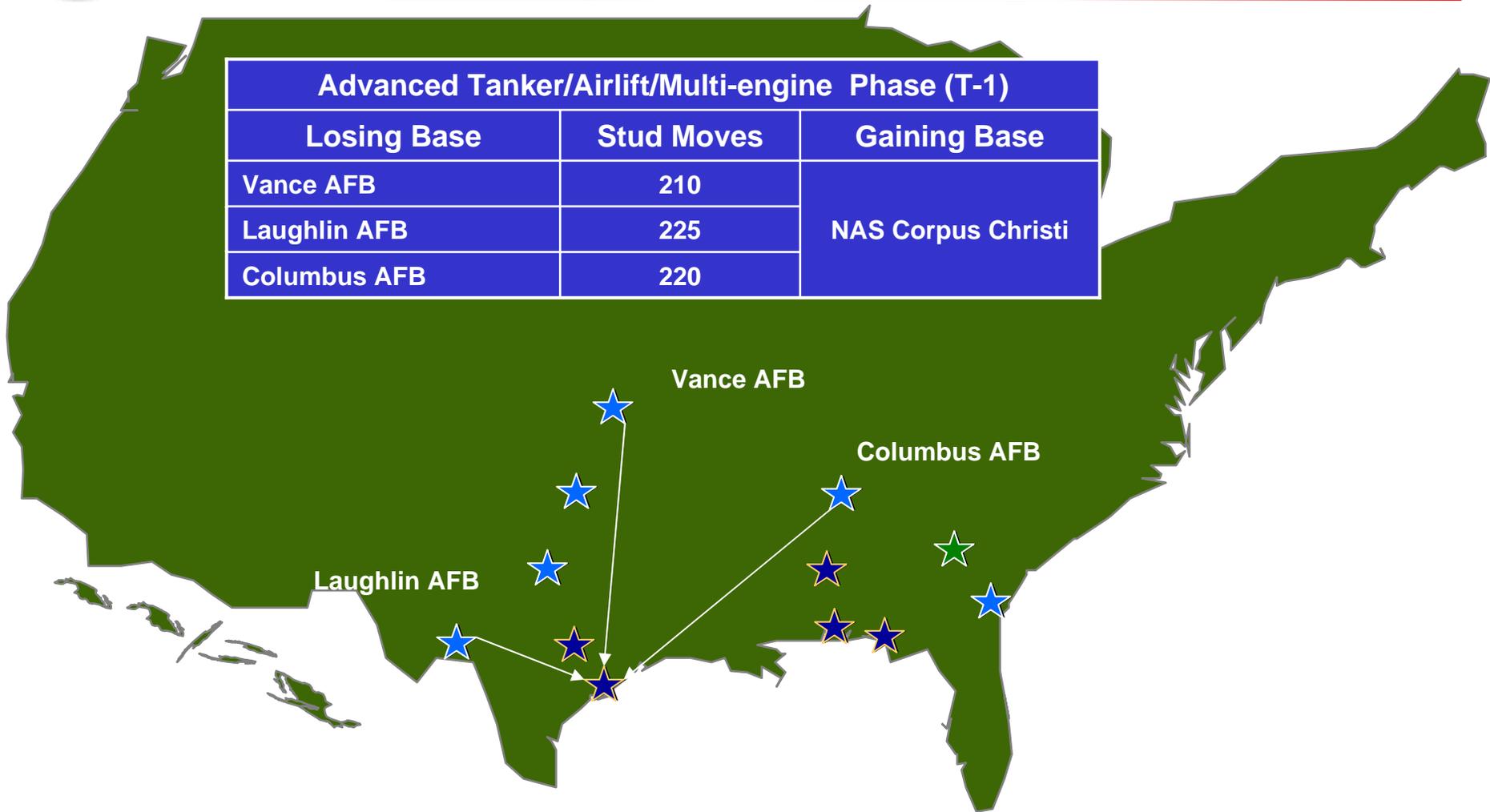
| Advanced Fighter/Bomber/Strike Phase (T-38 & T-45) | | |
|--|------------|----------------|
| Losing Base | Stud Moves | Gaining Base |
| Laughlin AFB | 120 | Columbus AFB |
| Moody AFB (IFF WSO) | 48 | |
| Vance AFB | 105 | |
| Moody AFB (IFF) | 280 | NAS Kingsville |
| NAS Meridian | 185 | |



E&T-0046 Consolidate Common UFT Functions



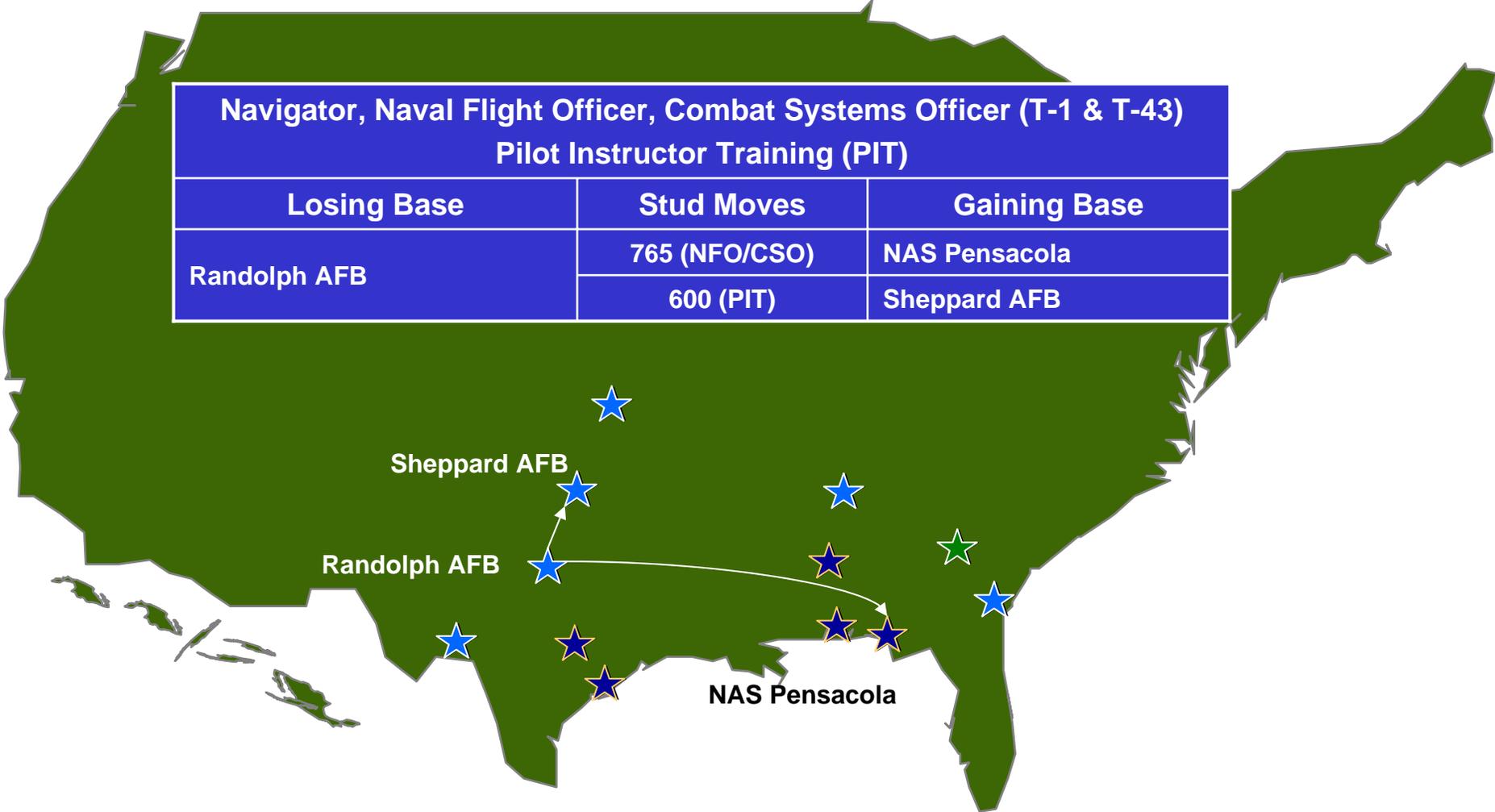
| Advanced Tanker/Airlift/Multi-engine Phase (T-1) | | |
|--|------------|--------------------|
| Losing Base | Stud Moves | Gaining Base |
| Vance AFB | 210 | NAS Corpus Christi |
| Laughlin AFB | 225 | |
| Columbus AFB | 220 | |





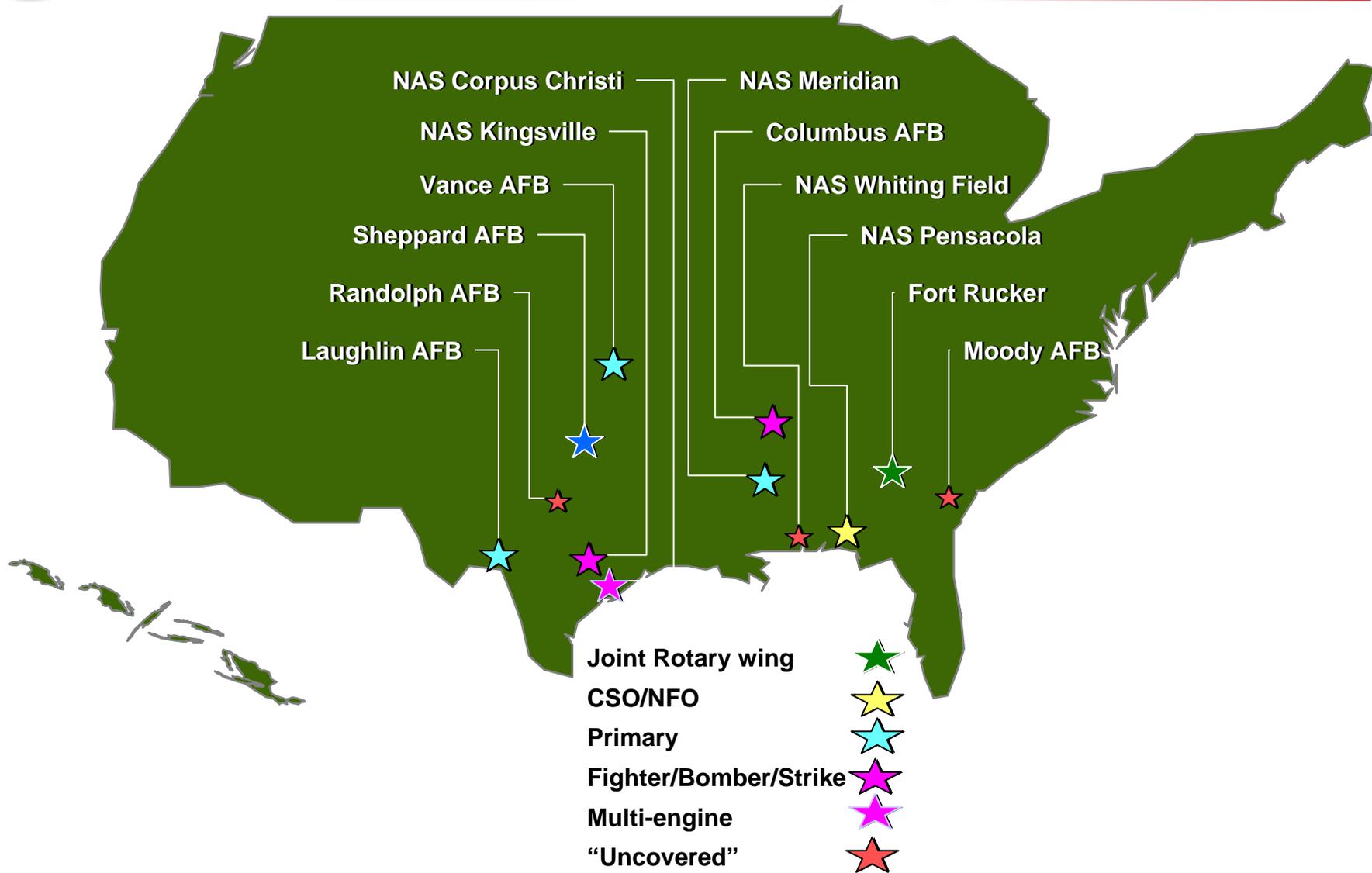
E&T-0046 Consolidate Common UFT Functions

| Navigator, Naval Flight Officer, Combat Systems Officer (T-1 & T-43) Pilot Instructor Training (PIT) | | |
|---|---------------|---------------|
| Losing Base | Stud Moves | Gaining Base |
| Randolph AFB | 765 (NFO/CSO) | NAS Pensacola |
| | 600 (PIT) | Sheppard AFB |



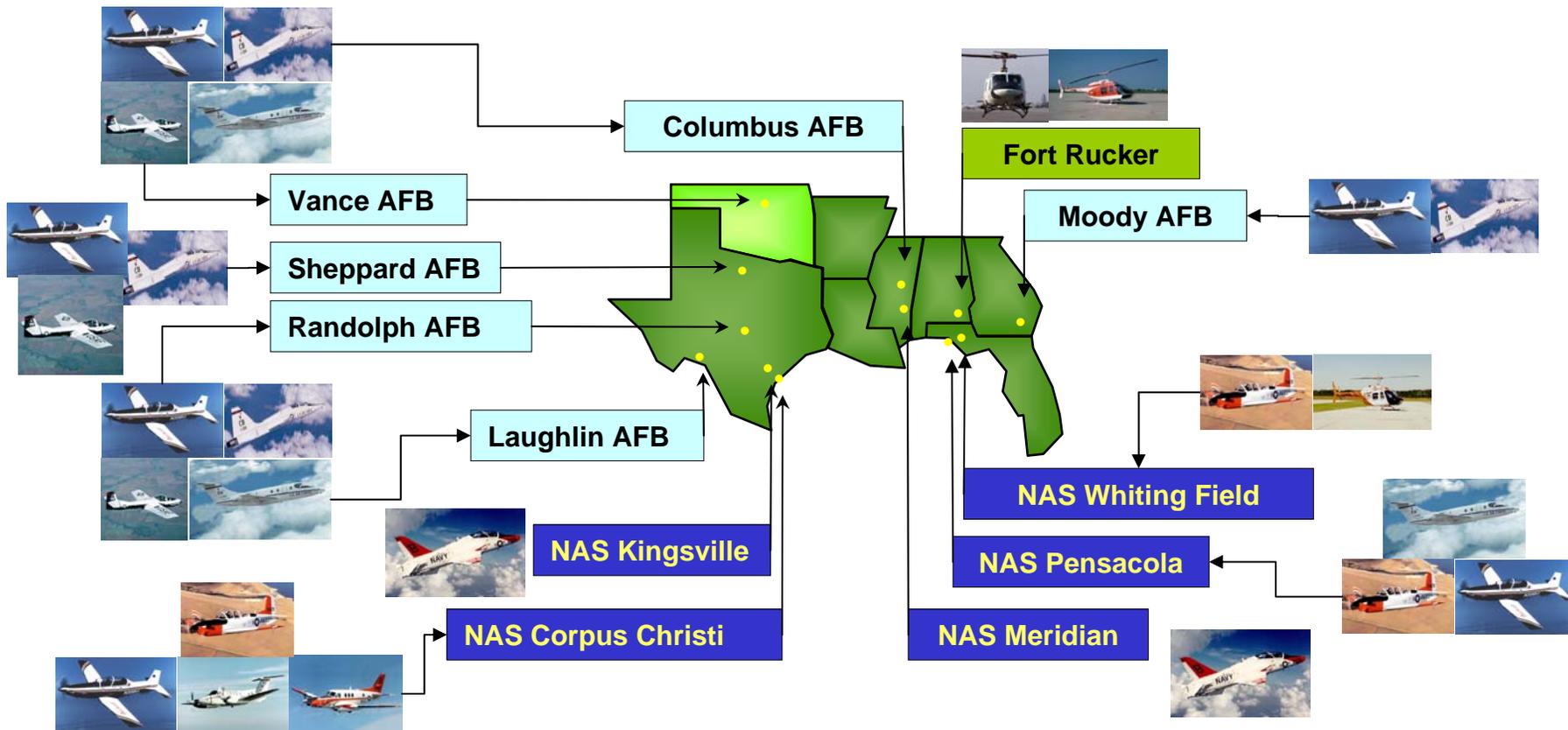


E&T-0046 Consolidate Common UFT Functions





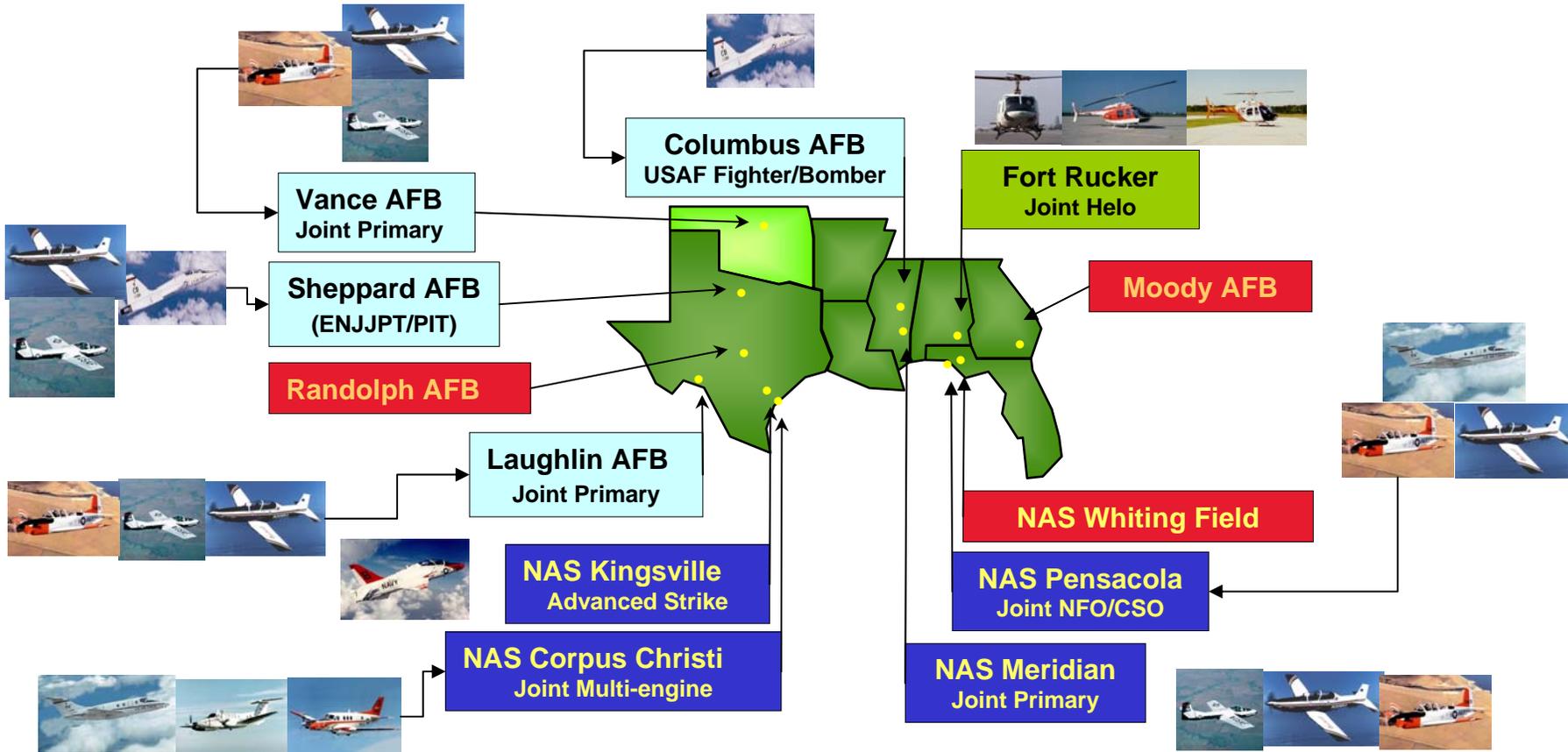
Hardware Today



| Aircraft | T-6 | T-34 | T-37 | T-1 | T-2 | TC-12 | T-38 | T-39 | T-44 | T-45 | UH-1 | TH-57 | OH-58 | TH-67 |
|------------------|---------|------|------|-----|-----|-------|------|------|------|------|------|-------|-------|-------|
| Number Bases | 9 | 3 | 5 | 5 | 1 | 1 | 6 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |
| Total # Aircraft | 196/779 | 287 | 317 | 179 | 17 | 24 | 461 | 21 | 54 | 162 | 40 | 121 | 113 | 185 |



Hardware Post BRAC



| Aircraft | T-6 | T-34 | T-37 | T-1 | T-2 | TC-12 | T-38 | T-39 | T-44 | T-45 | UH-1 | TH-57 | OH-58 | TH-67 |
|--------------------|---------|------|------|-----|-----|-------|------|------|------|------|------|-------|-------|-------|
| Number Bases | 4 | 3 | 3 | 2 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Delta from "Today" | 5 | 0 | 2 | 3 | 0 | 0 | 4 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| Total # Aircraft | 196/779 | 287 | 317 | 179 | 17 | 24 | 461 | 21 | 54 | 162 | 40 | 121 | 113 | 185 |



E&T-0052: JSF Integrated Training Site

Candidate Recommendation (Summary): Realign Luke AFB, Sheppard AFB, Miramar MCAS, NAS Oceana, and NAS Pensacola by relocating instructor pilots, operations support personnel, maintenance instructors, maintenance technicians, and other associated personnel and equipment to Eglin AFB, Florida to establish an Integrated Training Center for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to train aviators and maintenance technicians how to properly operate and maintain this new weapon system.

| | |
|---|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ OSD Direction to nominate installation for JSF Initial Training Site w/in BRAC ✓ Enhance personnel management of JSF Aviators | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Eglin had the highest MVA Score for JSF Graduate level flight training ✓ Meets Service-endorsed requirements ✓ Follows services future roadmap |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One-time cost \$199.07M ✓ Net Implementation cost \$208.86M ✓ Annual Recurring cost \$3.14M ✓ Payback Period Never ✓ NPV cost \$220.63M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6: - 36 to -888 jobs; 0.00 to 0.42% ✓ Criteria 7 - No Issues ✓ Criteria 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



F-35 Integrated Training Center and Continuation Training Concept

Integrated Training Center

- Flying Syllabus
- Advanced Simulation Systems
- Interactive Multimedia Instruction
- Electronically Mediated Lecture

Electronic Classrooms



Computer Resource Centers



Advanced Simulation



Service Training Squadrons



- Service-Unique Training Tactics/Weapons
- Embedded Training

Operational and Deployed



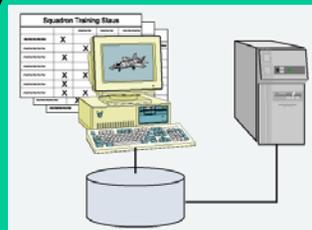
- Pilot Mission Rehearsal
- Maintainer Task Rehearsal
- Distributed Mission Operations
- Web Based on-Demand CBT
- Continuation Training
- Embedded Training

Deployed/On-Demand Training

- Deployable Mission Rehearsal Trainer
- Distributed Learning
 - *Full Access to All F-35 Courseware*



Training Infrastructure System



Distributed Management of Records, Courseware, Software, Tech Data, Configurations

Information System Connectivity

Pilot Entry Criteria

- T-38
- T-45
- Fighter Qualified

Maintainers Entry Criteria

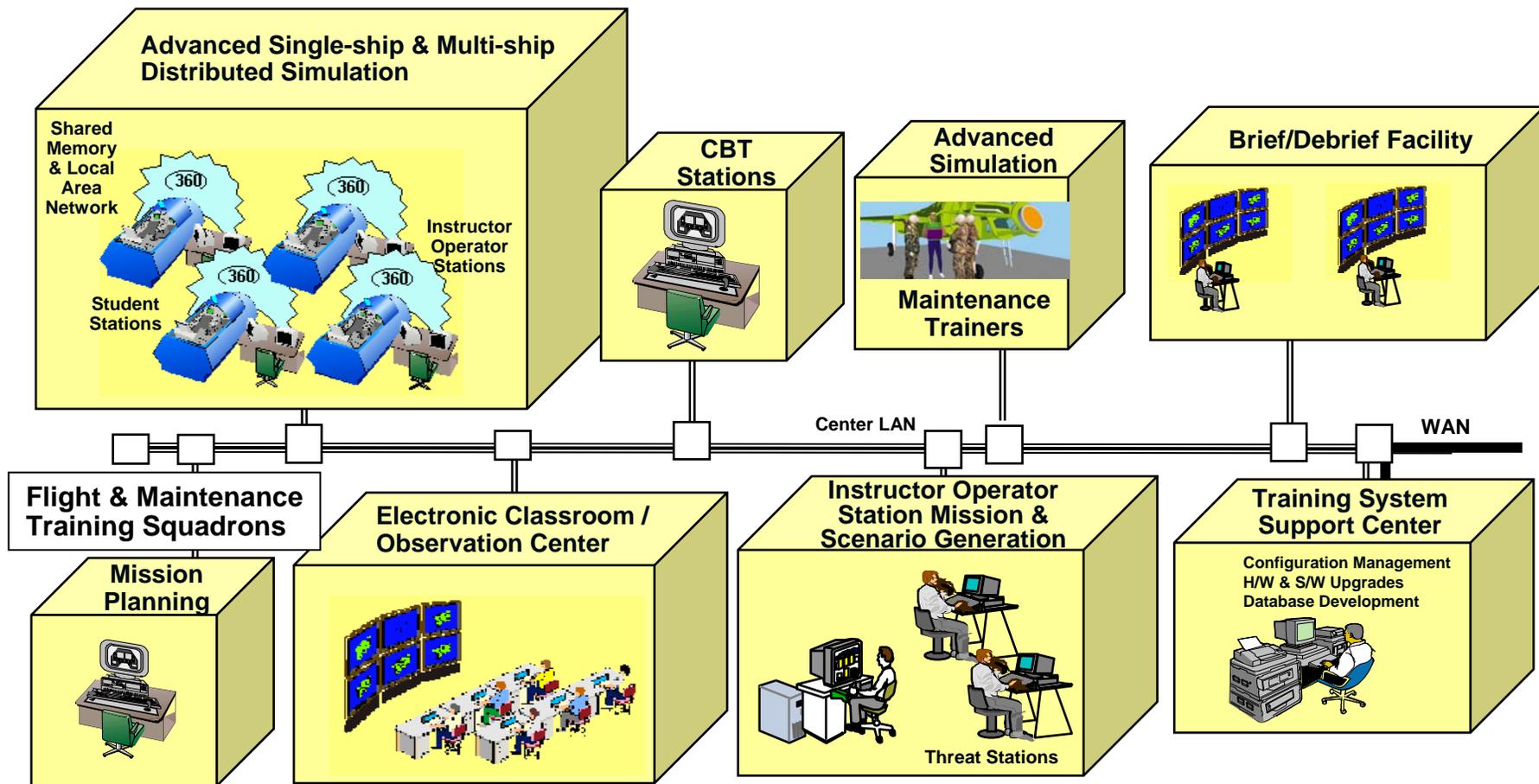
- A School
- Tech School
- Previously Qualified Tech

FOR OFFICIAL USE ONLY

Approved for release to UK, IT, NL, DK, NO
MOD, CA DND, TU MND, & AS DOD.



Integrated Training Center (ITC) Notional Products/Elements



FOR OFFICIAL USE ONLY

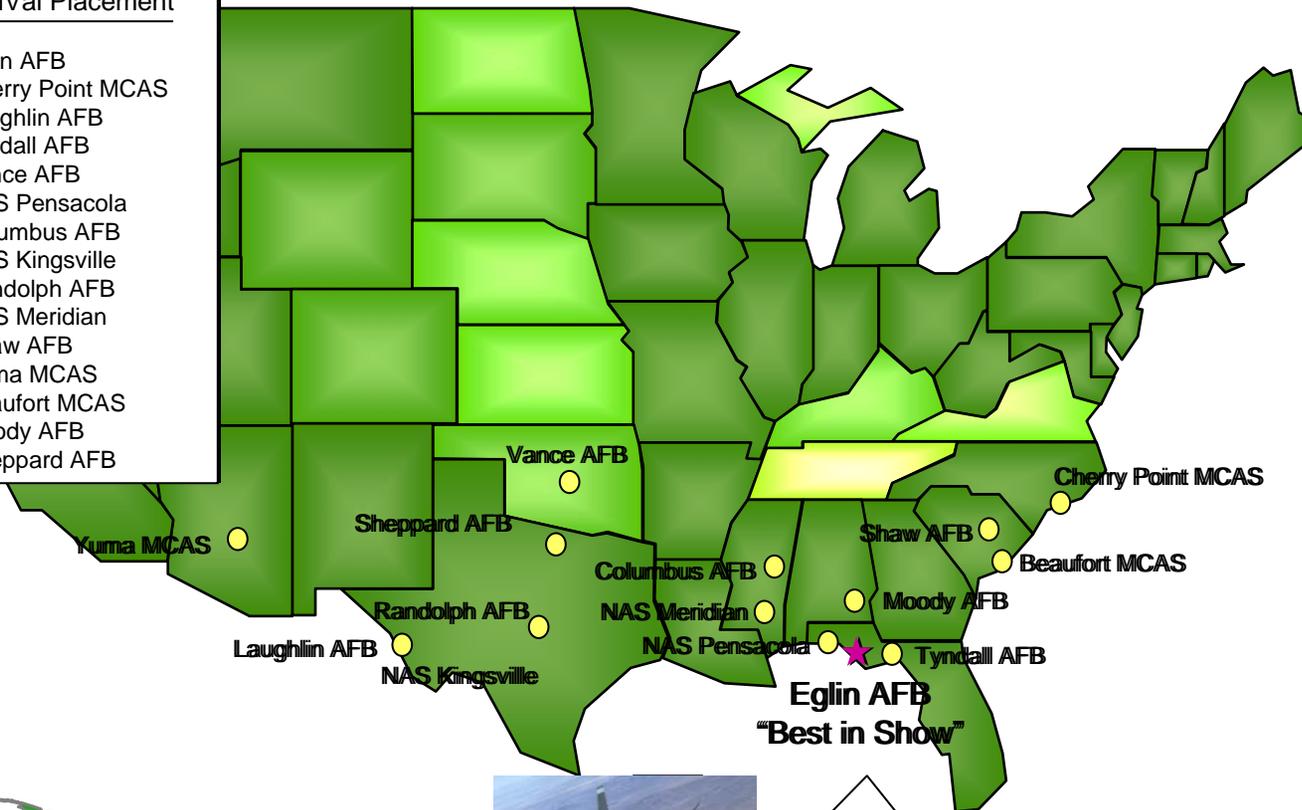
Approved for release to UK, IT, NL, DK, NO
MOD, CA DND, TU MND, & AS DOD.



JSF Integrated Training Center Initial Training Site

JSF Candidates Ranked by MilVal Placement

1. Eglin AFB
2. Cherry Point MCAS
3. Laughlin AFB
4. Tyndall AFB
5. Vance AFB
6. NAS Pensacola
7. Columbus AFB
8. NAS Kingsville
9. Randolph AFB
10. NAS Meridian
11. Shaw AFB
12. Yuma MCAS
13. Beaufort MCAS
14. Moody AFB
15. Sheppard AFB





E&T JCSG Roadmap

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



E&T JCSG Scenarios Net Financial Impact

| Candidate Recommendation | 1 Time Cost | Total 1-6 yr Net Cost | Annual Savings | NPV Savings |
|-----------------------------|----------------|-----------------------|----------------|-----------------|
| E&T-0003 Privatize Grad Ed | 47.60M | 82.40M | 32.70M | 377.90M |
| E&T-0012 DRMI to DAU | 3.30M | 0.40M | 0.70M | 6.80M |
| E&T-0014 Religious Ed | 1.00M | 3.80M | 0.80M | 11.10M |
| E&T-0016 Culinary Training | 4.88M | 0.77M | 0.71M | 5.69M |
| E&T-0029 Prime Power | 10.23M | 7.65M | 3.61M | 40.08M |
| E&T-0032 SLCs | 85.20M | 12.80M | 21.60M | 212.10M |
| E&T-0039 Diver Training | 17.78M | 14.24M | 1.31M | 0.77M |
| E&T-0046 UPT | 399.83M | 199.38M | 35.31M | 130.98M |
| E&T-0052 JSF | 199.07M | 208.86M | 3.14M | -220.63M |
| E&T-0053 Trans Mgt Training | 0.88M | 0.28M | 0.24M | 2.45M |
| | | | | |
| TOTALS | 769.77M | 530.58M | 100.12M | 567.24M |



Headquarters and Support Activities Joint Cross Service Group



HSA JCSG

Geo-clusters & Functional

Correctional Facilities (18 Feb 05)

Civilian Personnel Offices (11 Feb 05)

Defense Agencies

Financial Management (7 Jan 05)

Military Personnel Centers (11 Feb 05)

Installation Management (18 Feb 05)

Mobilization

Mobilization

Major Admin & HQ

Combatant Commands (25 Feb 05)



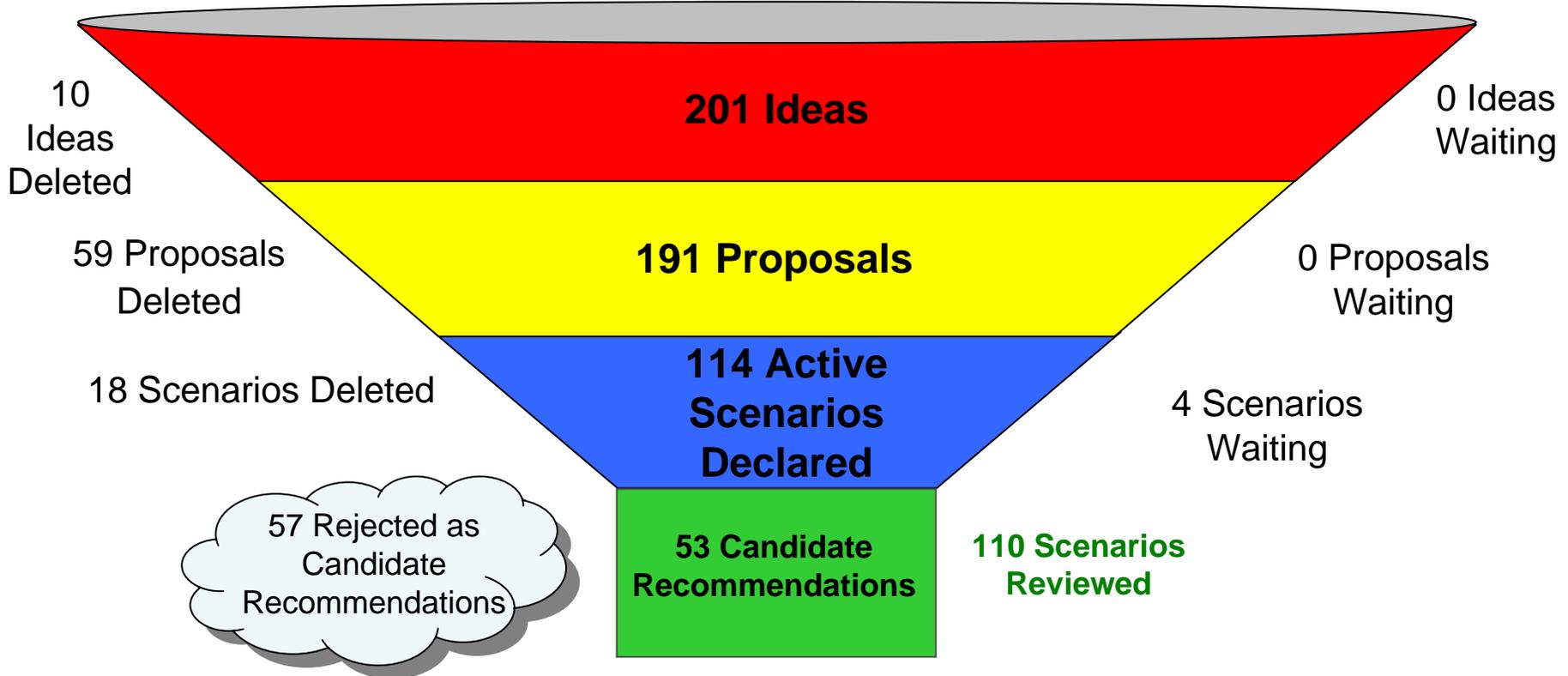
Major Admin & HQ (15 of 16)

Reserve & Recruiting Commands (3 of 4) (4 Feb 05)



Statistics

HSA JCSG Currently has:



| | | | | | |
|-----------------|--------------------------------|---|---|--|---|
| 27 IEC Approved | 36 ISG Approved & Prep for IEC | — ISG Approved, but on Hold for Enabling Scenario | 8 ISG On Hold for Addl Info or Related CR HSA-0035, -0120 R&RC HSA-0063 MAH HSA-0020, 21, 22, 24, & 82 Corrections | — Note Conflict(s) to be Considered & Resolved | 2 ISG Disapproved HSA-0050 COCOM HSA-0058 COCOM |
|-----------------|--------------------------------|---|---|--|---|



Strategy – Rationalize Presence in the DC Area

- HSA-0018 Consolidate DFAS – 399 personnel
- HSA- 0006 Create Army HRC – 2177 personnel
- HSA- 0067 Relocate DCMA – 595 personnel
- HSA- 0092 Relocate AMC – 1656 personnel
- HSA -0065 Consolidate ATEC – 470 personnel (out of NCR, but not DC Area)
- HSA – 0047 Co-locate Missile and Space Defense Agencies at Huntsville – 3634 personnel
- HSA – 0046 Consolidate DISA – 4,019 personnel
- HSA – 0029 Consolidate CPOs – 244 personnel
- HSA – 0071 Create Media Agency – 1,617 (out of NCR, but not DC area)
- HSA – 0122 Relocate AF Real Property Agency – 63
- HSA- 0077 Consolidate and Co-locate USA IMA and Service Providers- 1768
- HSA – 0063 Co-locate TRANSCOM Components – 1183 personnel

TOTAL to Date (direct, not including indirect or eliminations):
16,642 out of NCR; 14,555 out of DC Area



Strategy – Minimize Leased Space in the NCR

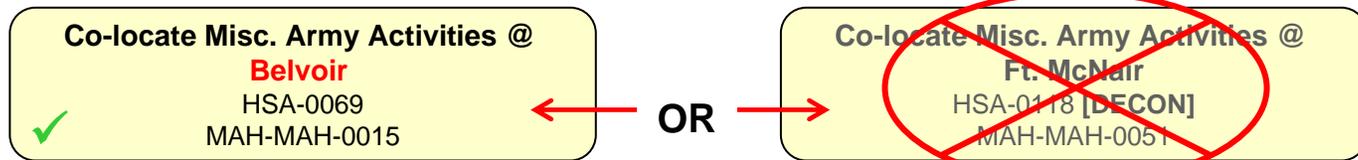
About 8.4 M USF of leased space in the NCR (> 2 Pentagons)

- HSA-0018 Consolidate DFAS – 102,979 USF
- HSA-0006 Create Army HRC – 437,516 USF
- HSA-0067 Relocate DCMA – 83,408 USF
- HSA-0065 Consolidate ATEC – 83,000 USF
- HSA-0047 Co-locate Missile and Space Defense Agencies – 168,000 USF
- HSA-0115 Co-locate Medical Activities – 166,000 USF
- HSA-0056 Co-locate AF Leased Locations – 190,000 USF
- HSA-0046 Consolidate DISA – 523,165 USF
- HSA-0029 Consolidate CPOs – 43,793 USF
- HSA – 0071 Create Media Agency – 44,526 USF
- HSA -0078 Consolidate NAVAIR – 25,000 USF
- HSA-0122 Relocate AF Real Property Agency – 16,437 USF
- HSA-0077 Consolidate and Co-locate USA IMA and Service Providers- 300,000USF
- HSA-0106 Co-locate OSD and 4th Estate Leased Locations – 1.75M USF
- HSA-0035 Co-locate National Guard HQs – 296,000 USF
- HSA-0063 Co-locate TRANSCOM Components – 162,000 USF
- HSA-0069 Co-locate Army Leased Activities

TOTAL to Date: 4,608,824 USF of leased space in NCR (54.8%)



Army Leased Space Activities



Candidate #HSA-0069: Co-locate Miscellaneous Army Leased Activities



Candidate Recommendation (summary): Realign 15 leased installations in Northern Virginia by relocating HQDA Staff elements to Ft. Belvoir, Virginia.

| | |
|---|--|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Co-locates HQDA staff elements; eliminates redundancy and enhances efficiency. ✓ Eliminates approximately 675,000 USF of leased space within the NCR. ✓ Moves HQDA staff elements to AT/FP compliant locations | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Activities range from 236th to 314th of 324. ✓ Ft. Belvoir: 44th of 324 |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$146.9M ✓ Net Implementation Cost: \$ 68.5M ✓ Annual Recurring Savings: \$ 21.6M ✓ Payback Period: 8 Years ✓ NPV (savings): \$130.5M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: No job reductions. ✓ Criterion 7: No impediments. ✓ Criterion 8: Air quality, Endangered species, and Historic properties. 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/MilDeps⁴⁷



Technical Joint Cross Service Group Candidate Recommendations

March 4, 2005

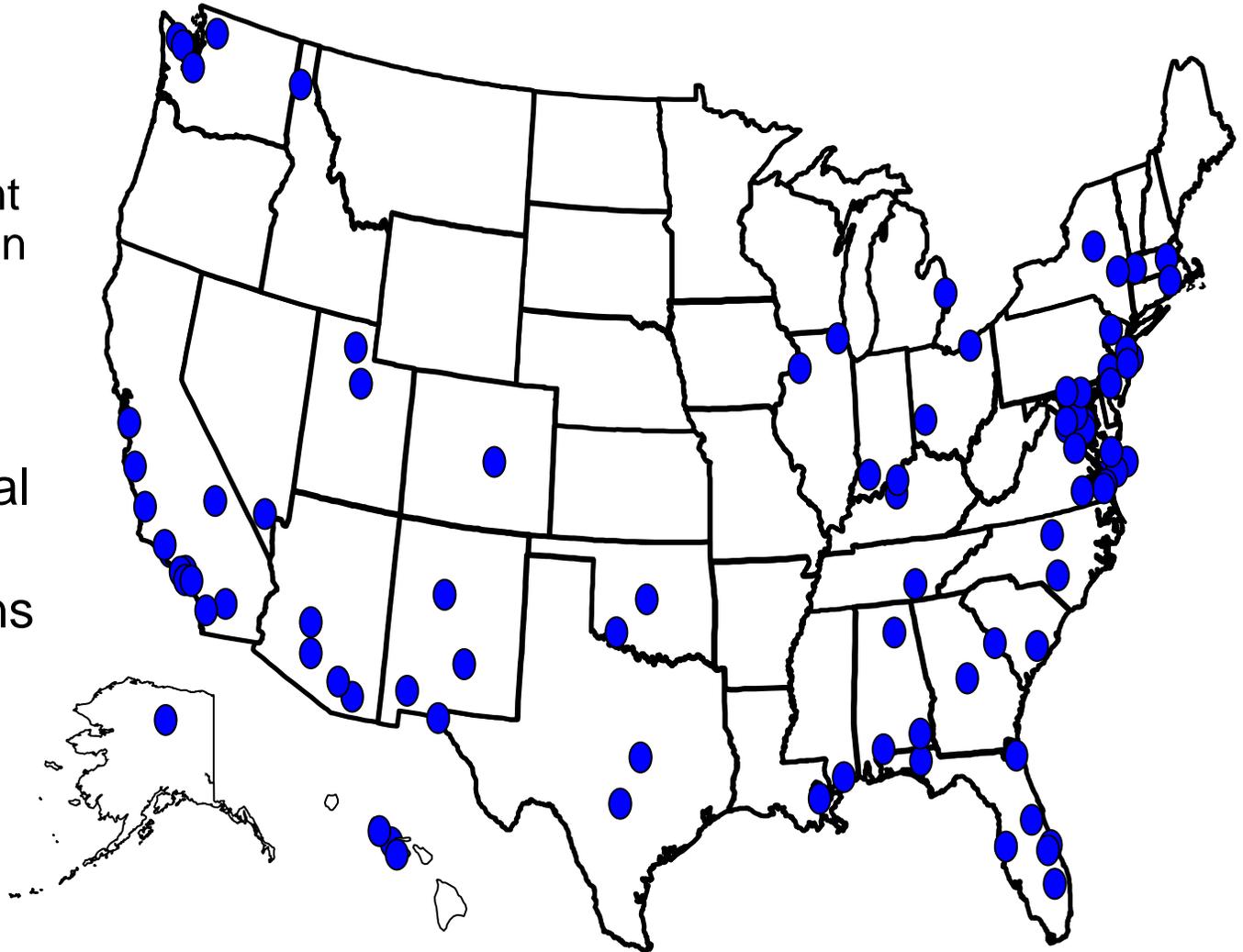
Dr. Ron Sega/Mr. Al Shaffer

Technical Joint Cross Service Group

RDAT&E Facilities*



- 3 Functions
 - Research
 - Development & Acquisition
 - Test & Evaluation
- 157,315 FTEs
- ~ \$130B Annual Funding
- 144 Installations



*With greater than 30 Full time Equivalent personnel



TJCSG “Principles & Strategies”

Principles:

- 1) Ensure Efficiency--Consolidate to a few RDAT&E major centers with specialty sites as required
- 2) Competition of Ideas--Maintain Complementary/Competitive Sites

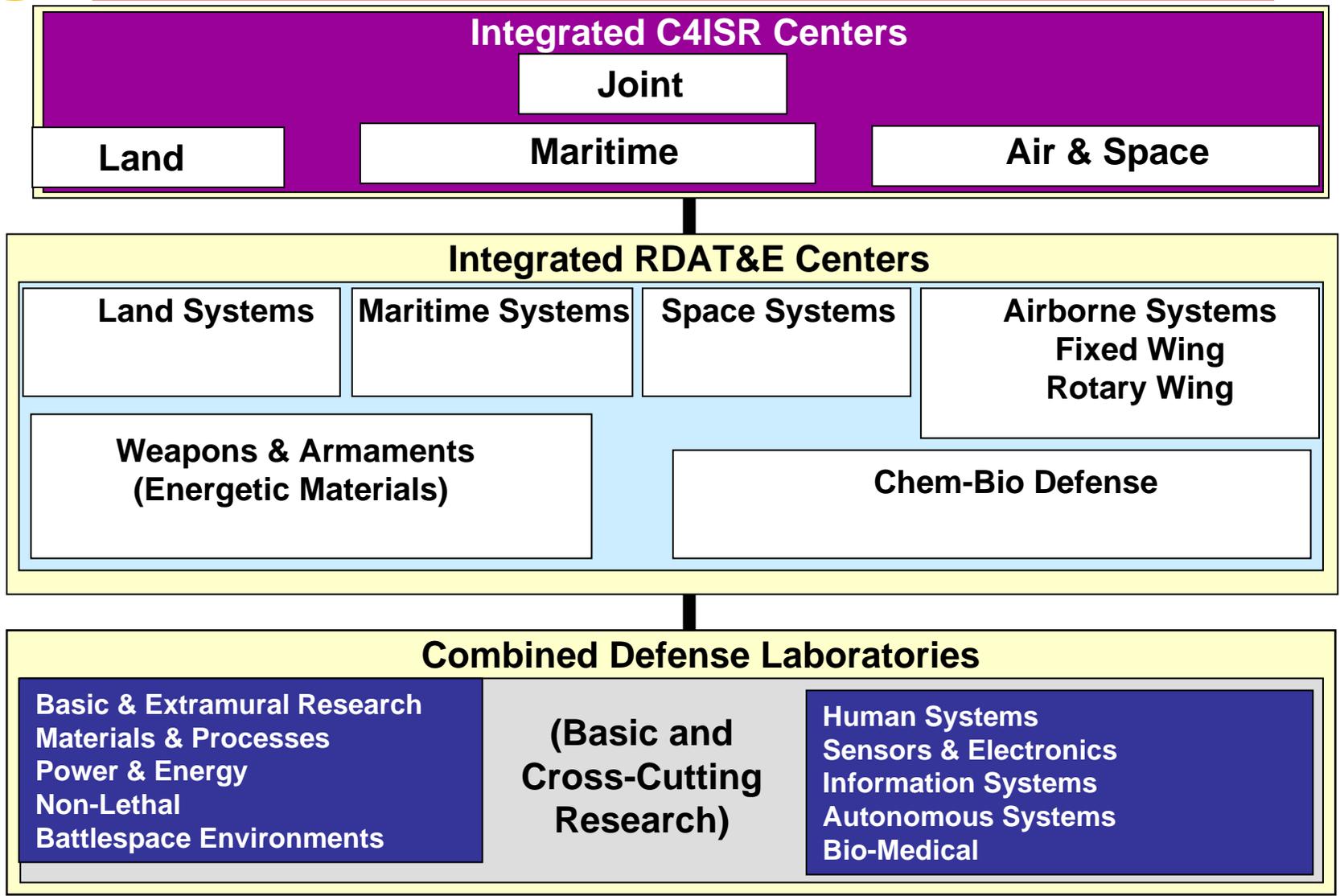
Strategies:

- 1) Establish Defense Research Laboratories
 - A. Colocate` Program Managers
 - B. Reduce Number of In-House Laboratory Sites
- 2) Establish Air, Land, Maritime and Joint C4ISR Centers
- 3) Establish “Integrated” RDAT&E Centers for Major Defense Systems
- 4) Position Technical Sites for Jointness



TJCSG Transformational Framework

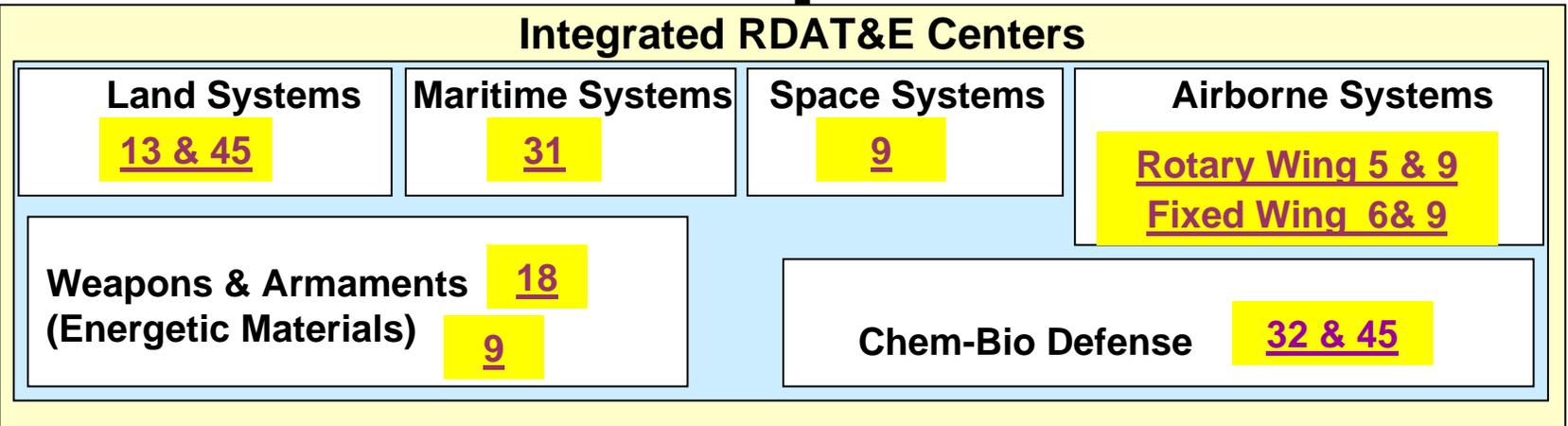
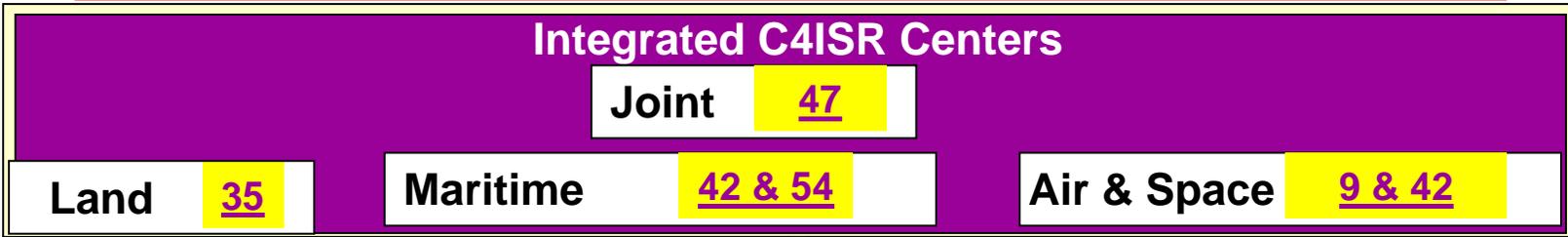
DRAFT





TJCSG Transformational Framework with Candidate Recommendations

DRAFT

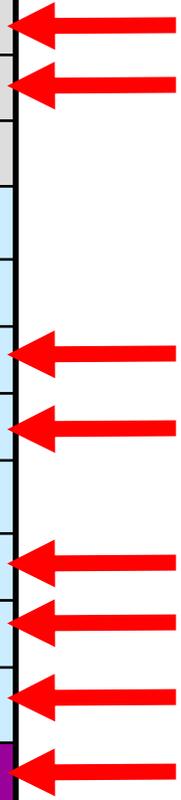


Scenario

Scenario Families



| | | FAMILY | SCENARIOS |
|---------------------------|---------------------------------|--------|-------------------|
| Combined Defense Lab | 1. Extramural Research | | 40 |
| | 2. Defense Research Lab | | 9A&B |
| | 3. Human Systems | | 45, 58 |
| | 4. Joint Battlespace "Lab" | | 20 |
| Integrated RDA&TE Centers | 5. Joint Chem-Bio Defense | | 32, 45 |
| | 6. Land Systems | | 13, 45 |
| | 7. Air Systems (Fixed) | | 6, 9A |
| | 8. Air Systems (Rotary) | | 5, 9A |
| | 9. Maritime Systems | | 31 |
| | 10. Space Systems | | 9A |
| | 11. Weapons & Armaments Systems | | 18A,B,C,D & E |
| | 12. Energetic Materials | | 18D |
| | 13. Combined C4ISR | | 35, 42A&C, 47, 54 |



Green—Approved to IEC



Combined Research Laboratories

- Research End State:
 - ***Co-location of Research Program Managers***
 - Seven Sites to Anacostia or Bethesda
 - Consolidation of Research Labs
 - Army—Aberdeen MD and Adelphi
 - Navy—Washington DC and ***Stennis Space Center MS***
 - AF—Wright Patterson and Kirtland AFB
 - Retention / Alignment of Product Centered Research for Major Acquisition (Major Defense Acquisition Program) Areas
 - E.G. C4ISR—Adelphi, San Diego, and Hanscom AFB

Tech 0009A: Defense Research Service Led Laboratories (Air Force Locations)



Candidate Recommendation (summary): Realign AFRL, Brooks City Base by relocating HED to Wright Patterson AFB. Close AFRL Mesa City, AZ and relocate all functions to Wright Patterson AFB. Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson AFB and the Information Directorate to Hanscom AFB. Realign AFRL Hanscom by relocating the Sensors Directorate to Wright Patterson AFB and the Space Vehicles Directorate to Kirtland AFB. Realign AFRL Wright Patterson AFB by relocating the Information Systems Directorate to Hanscom AFB.

| | |
|--|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Reduces number of Air Force Research Laboratory operating locations • Eliminates overlapping infrastructure • Increase efficiency of operations • Closes Rome, Mesa • Facilitates the closure of Brooks City Base | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> • Realigning/Closing locations with lower military value to locations with higher military value. • Increases Capability at WPAFB, Kirtland, Hanscom |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$393M • Net implementation cost: \$204M • Annual recurring savings: \$ 58M • Payback time: 7 years • NPV (savings): \$349M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criterion 6: -457 to -2536 jobs; <0.1 to 1.6% • Criterion 7: No issues • Criterion 8: No impediments |



#TECH 0058: Realign Human Systems D&A

Candidate Recommendation: Realign Brooks-City Base, TX by relocating the Human Systems Development and Acquisition function to Wright Patterson Air Force Base, OH.

Justification

- Enhances technical synergy in Human Systems RD&A and Air Platforms RD&A
- Reduce infrastructure and lease space
- Simplifies organizational structure and concentrates acquisition expertise at one site
- Facilitates full closure of Brooks City Base
- Supports Tech-0009 realignment of Human Systems Research to WPAFB OH
- Supports Med-0025 realignment of 311 HSW, USAF School of Aeromedicine & Operational Health to WPAFB OH

Military Value

- WPAFB military value in D&A is essentially the same as Brooks.
- WPAFB military value in Research is higher than Brooks.
- Military judgment favored WPAFB as location for RD&A because of increased synergy in that area and with Air Platform RD&A at WPAFB

Payback

- One-time cost: \$14.2M
- Net implementation cost: \$1.8M
- Annual recurring savings: \$3.9M
- Payback time: 4 years
- NPV (savings): \$33.9M

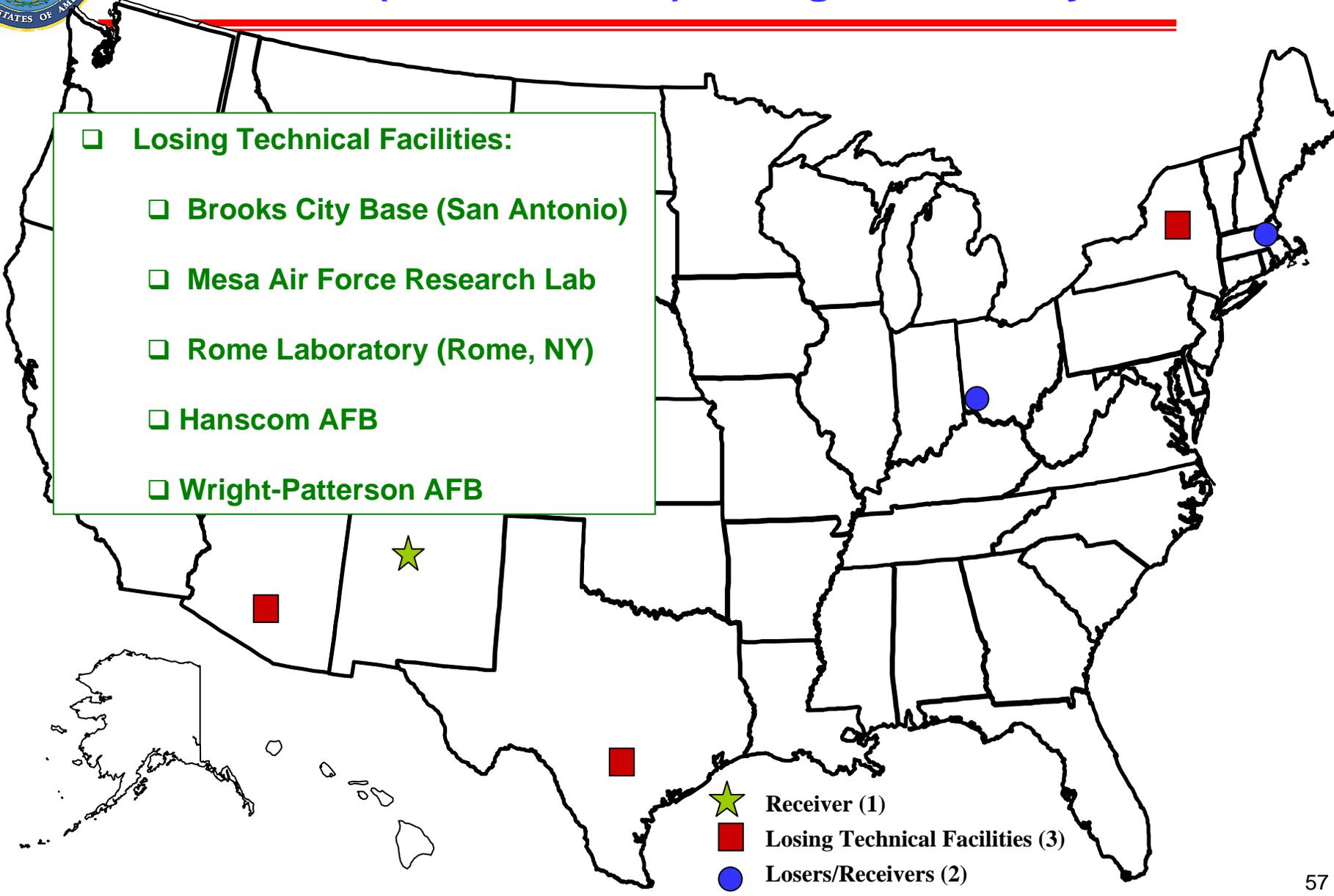
Impacts

- Criterion 6: -408 jobs (210 direct, 198 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/MilDepS



TECHS: 0009A & 0058 – Defense Research Service Led Laboratories (AF Locations)/Realign Human Systems D&A



Techs: 009A & 0058 (Air Force Locations)

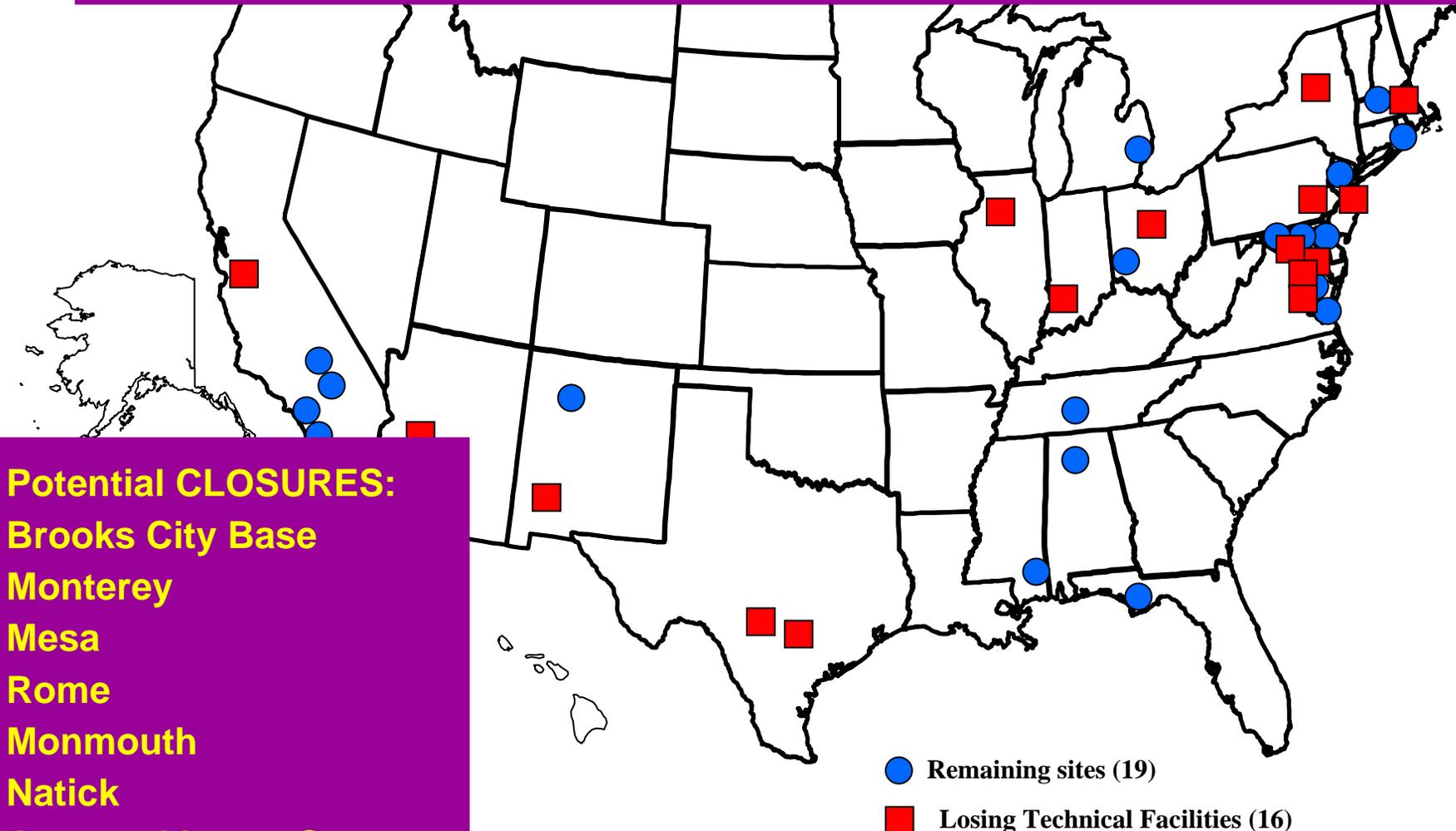


| Scenario | One-Time Cost (M) | Payback (Year) | NPV (M) | Impacts |
|---|--------------------------|-----------------------|---------------------|--|
| Tech 0009A Defense Research Labs (AF) | \$393 | 7 | \$349 (savings) | Assist closure of Brooks City Base, Rome & Mesa |
| Tech 58 Human Systems (AF) | \$14.2 | 4 | \$33.9 (savings) | Assist closure of Brooks City Base |

TJCSG Research End State



Approximately 45% Reduction in DoD Research Footprint



Potential CLOSURES:
Brooks City Base
Monterey
Mesa
Rome
Monmouth
Natick
Assorted Lease Spaces



Integrated RDAT&E Centers

Mission Research Center End State

- Co-location, consolidation around larger centers
- Land Systems - Detroit Arsenal & Aberdeen Proving Grounds
- Maritime Systems - Naval Surface Weapons Center Carderock Division & Naval Sea Systems Command Washington Navy Yard
- Space Systems - Kirtland AFB & Los Angeles AFB
- Airborne Systems:
 - Fixed Wing – Wright-Patterson AFB & Patuxent River NAS
 - Rotary Wing – focus around Redstone Arsenal & Patuxent River NAS
- Weapons - focus around “three major centers”:
 - “Major Centers”
 - China Lake, Egin AFB, & Redstone Arsenal
 - Retain Specialty sites:
 - Guns - Picatinny & Dahlgren
 - Surface Ship Combat Systems Integration – Dahlgren
 - Retain Energetic Materials work at 4 sites:
 - China Lake, Egin, Indian Head, Redstone

#Tech-0005: Establish Joint Centers for Rotary Wing Air Platform RDAT&E



Candidate Recommendation (summary): Realigns Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, Naval Surface Warfare Center Division, Corona, CA, Air Force Material Command Wright Patterson AFB, OH, Fort Eustis, VA, Fort Rucker, AL, and Warner Robins AFB. Consolidates all rotary wing air platform RDAT&E at Patuxent River, MD and Redstone Arsenal, while retaining specialty sites.

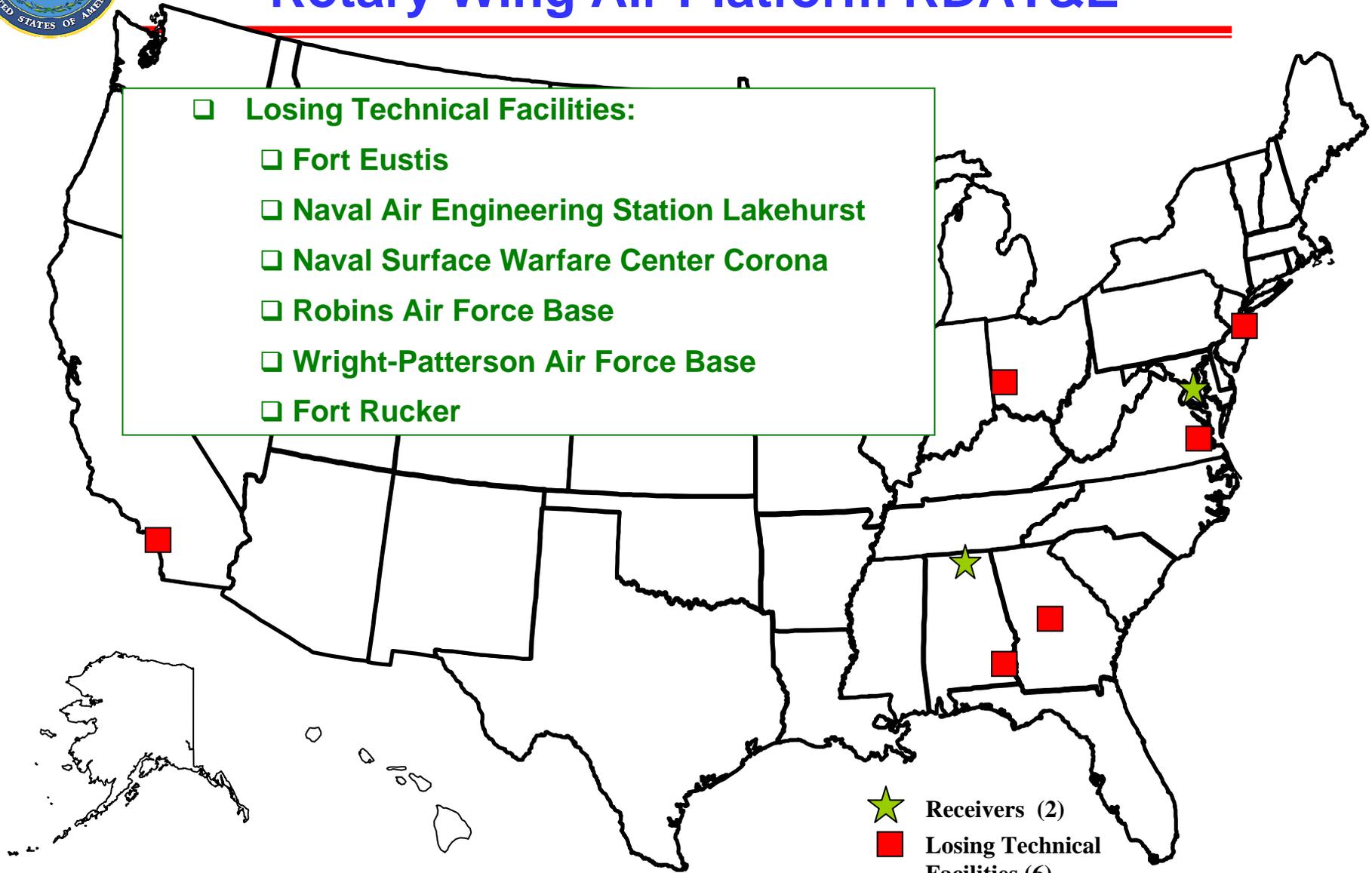
| | |
|---|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> •Enhances synergy •Preserves healthy competition •Leverages climatic/geographic conditions and existing infrastructure •Minimizes environmental impact •Distributes demand on the telemetry spectrum •Reasonable homeland security risk dispersal | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> •All moves to Patuxent River go from low to higher military value •Although Redstone Arsenal not highest military value for all functions, military judgment supports Redstone because it reflect an Army strategy to develop a full life-cycle support activity for aviation. |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$101.25M • Net implementation cost: \$74.43M • Annual recurring savings: \$7.86M • Payback time: 17 years • NPV (savings): \$2.03M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criterion 6: -56 to -605 jobs; <0.1% to 1.23% •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

TECH 0005 – Establish Joint Centers for Rotary Wing Air Platform RDAT&E



- ❑ **Losing Technical Facilities:**
 - ❑ **Fort Eustis**
 - ❑ **Naval Air Engineering Station Lakehurst**
 - ❑ **Naval Surface Warfare Center Corona**
 - ❑ **Robins Air Force Base**
 - ❑ **Wright-Patterson Air Force Base**
 - ❑ **Fort Rucker**



★ Receivers (2)
■ Losing Technical Facilities (6)

#Tech-0006: Centers for Fixed Wing Air Platform RDAT&E



Candidate Recommendation (abbreviated): Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform RDAT&E to NAS Patuxent River. Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform T&E to NAS Patuxent River. Realign Tinker, Robins, & Hill AFBs by relocating fixed wing related Air Platform D&A Wright Patterson AFB. Realign Wright Patterson AFB by relocating fixed wing related Live Fire T&E to Naval Air Weapons Station China Lake, CA.

Justification

- Enhances synergy by consolidating fixed wing work to major sites
- Preserves healthy competition
- Leverages climate/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Provides reasonable home security risk dispersal

Military Value

- All functions move to locations with a higher military value score for that function.

Payback

- One-time cost: \$68.692M
- Net implementation cost: \$ 47.234M
- Annual recurring savings: \$ 6.496M
- Payback time: 13 yrs
- NPV (savings): \$15.261M

Impacts

- Criterion 6: -31 to -873 jobs; <0.1% to 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

TECH 0006 Establish Joint Centers for Fixed Wing Platform RDAT&E



- ❑ Losing Technical Facilities :
 - ❑ Hill Air Force Base
 - ❑ Naval Air Engineering Station Lakehurst
 - ❑ Naval Surface Warfare Center Corona
 - ❑ Robins Air Force Base
 - ❑ Tinker Air Force Base
 - ❑ Wright-Patterson AFB



- ★ Receivers (2)
- Losing Technical Facilities (5)
- Loser/Receiver (1)



Tech-0018A: W&A RDAT&E Integrated Center at Eglin

Candidate Recommendation: Realign Hill Air Force Base, UT by relocating Weapons/Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

Justification

- Enhance W&A life cycle / mission-related synergies
- Multiple use of equipment/ facilities/ ranges/ people
- Has one of the required ranges for W&A
- Facilitates 1 closure (savings not in payback)

Military Value

- Eglin has a higher military value in RDAT&E than Hill & DTRA

Payback

- One-time cost: \$2.8M
- Net implementation savings: \$3.0M
- Annual recurring savings: \$1.5M
- Payback time: 2 years
- NPV (Savings) \$16.2M

Impacts

- Criteria 6: -68 jobs (35 direct, 33 indirect); <0.1%
- Criteria 7: No issues
- Criteria 8: Several issues but 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

Tech-0018B: W&A RD&A Guns and Ammunition Specialty Site at Picatinny Arsenal



Candidate Recommendation (summary): Realign Guns & Ammo RD&A from Adelphi, MD; Indian Head, MD; Crane, IN; Dahlgren, VA; Louisville, KY; Fallbrook, CA; & China Lake, CA to Picatinny Arsenal, NJ; realign weapons packaging from Earle, NJ to Picatinny Arsenal, NJ. Retain Over Water Gun Range at Dahlgren, VA.

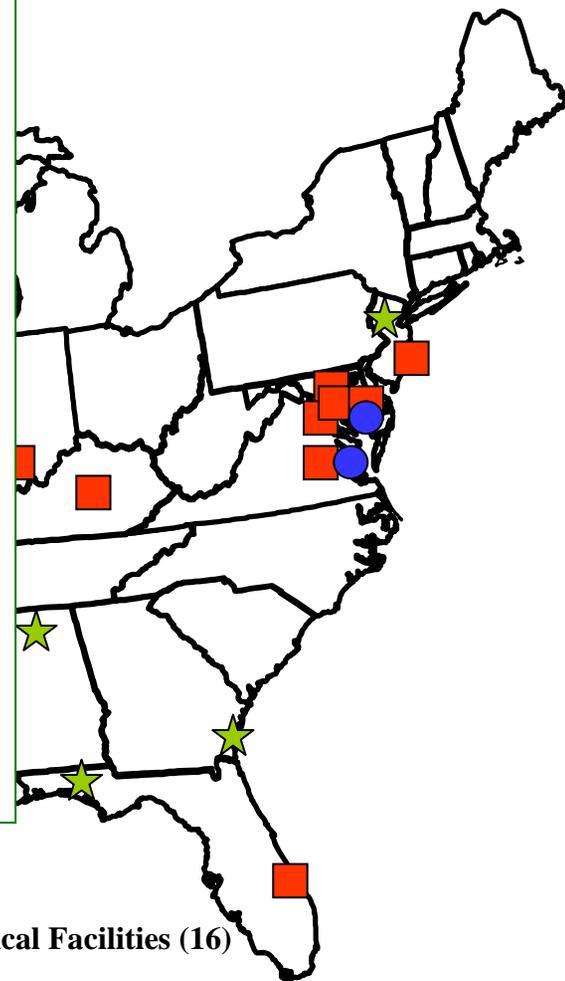
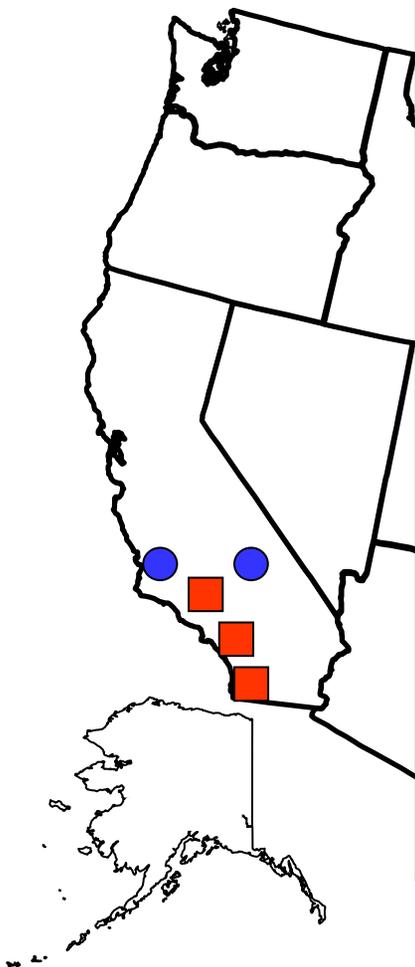
| | |
|--|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Enhance Guns & Ammo jointness and synergy • Combine weapons packaging in Army & Navy • Ensure synergy with gun production capability • Maintain Navy unique capability for large caliber gun T&E; Retain existing Army test sites and major research site • Facilitates 5 closures (savings not in COBRA) | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> • Picatinny has highest MV for guns/ammo in both Research and D&A |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$120M • Net implementation cost: \$83.9M • Annual recurring savings: \$11.6M • Payback time: 13 years • NPV(Savings) \$28.4M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criteria 6: -11 to 506 jobs; <0.1% to 4.9% • Criteria 7: No issues • Criteria 8: No impediments |

Tech 18 W&A RDATE&E Integrated Mega Centers



❑ Losing Technical Facilities:

- ❑ Hill Air Force Base
- ❑ Adelphi
- ❑ Naval Surface Warfare Center Corona
- ❑ MDA Crystal City Leased
- ❑ Naval Ordnance Test Unit Cape Canaveral
- ❑ MDA Kirtland AFB
- ❑ DTRA NCR (Ft. Belvoir)
- ❑ Naval Base Ventura County (Hueneme & Mugu)
- ❑ Naval Air Station Patuxent River
- ❑ Naval Air Weapons Station China Lake
- ❑ Naval Surface Warfare Center Dahlgren
- ❑ Naval Surface Warfare Center Indian Head
- ❑ Naval Weapons Station Earle
- ❑ Naval Weapons Station Fallbrook
- ❑ Naval Weapons Station Seal Beach
- ❑ Naval Weapons Station Yorktown
- ❑ MDA Schriever AFB
- ❑ Naval Reserve Center Louisville
- ❑ Naval Support Activity Crane
- ❑ Port Hueneme Detachment (Pt Loma)



- ★ Receivers (4)
- Losing Technical Facilities (16)
- Losers/Receivers (4)

ESTABLISHED 3 W&A MEGA CENTERS AND 2 W&A SPECIALTY CENTERS

Integrated RDAT&E Centers



| Candidates | One Time Cost (M) | Payback Time (years) | NPV (M) | Impacts |
|---|-------------------|----------------------|----------------------|---|
| Tech 0005 Rotary Wing | \$101.2 | 17 | \$2.02 (savings) | Retain Aircraft Launch & recovery Equip @ Lakehurst |
| Tech 0006 Fixed wing | \$68.69 | 13 | \$15.26 (savings) | Consolidates WPAFB Live Fire T&E @ China Lake |
| Tech 0018A Integrated Eglin Weapon Center | \$2.8 | 2 | \$16.2 (savings) | Creates a "Mega Center" @ Eglin |
| Tech 0018B Guns/ammo @ Picatinny | \$120 | 13 | \$28.4 (savings) | Facilitates 5 potential closures |



Combined C4ISR Centers

- **Create Domain Specific C4ISR Centers with an Overarching Joint Center**
 - **Joint Center at Peterson AFB**
 - **Land Centers at Ft. Belvoir and Adelphi MD**
 - **Maritime Centers at San Diego and Dahlgren**
 - **Air Centers at Hanscom and Wright Patterson AFB**
 - **Specialty Center (underwater) at Newport RI**
 - **Specialty Test Center at Edwards AFB**



#Tech-0042A: MARITIME C4ISR RDAT&E

Candidate Recommendation (Summary): Relocate Surface Maritime Sensors, Electronic Warfare, and Electronics RDAT&E to Naval Surface Warfare Center Division, Dahlgren, VA. Relocate Sub-surface Maritime Sensors, Electronic Warfare & Electronics RDAT&E to Naval Station Newport, RI. Relocate Maritime Information Systems RDAT&E to Space Warfare Center San Diego, CA.

Justification

- Reduce Technical Facilities from 11 to 4
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations
- Facilities the closure of Corona & Crane

Military Value

- Dahlgren has the highest MV in Sensors, EW and Electronics Research and one of the highest in D&A and T&E.
- San Diego has the highest MV in Information Systems D&A.
- Newport has the highest MV in Sensors, EW and Electronics RDAT&E.

Payback

- One-time cost: \$152.01M
- Net implementation cost: \$104.67M
- Annual recurring savings: \$10.4M
- Payback time: 18 years
- NPV (savings): \$2.9M

Impacts

- Criterion 6: -63 to 1069 jobs; <0.1 to 10.1%
- Criterion 7: No issues
- Criterion 8: No impediments

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

#Tech-0042C: Air & Space C4ISR DAT&E Consolidation



Candidate Recommendation: Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

Justification

- Reduce Technical Facilities from 6 to 2
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations

Military Value

- Hanscom AFB, MA has the highest MV in Air Information Systems D&A. Military judgment indicated Information Systems RD&A should be at location with highest MV in D&A - the largest workload.
- Edwards AFB, CA has the highest MV in Air Sensors, EW and Electronics T&E and Air Information Systems T&E among installations with suitable Open Air Ranges.

Payback

- One-time cost: \$51.1M
- Net implementation savings: \$19.3M
- Annual recurring saving: \$13.12M
- Payback time: 4 years
- NPV (savings): \$137.03M

Impacts

- Criterion 6: -212 to -2754; < 0.1 to 1.33%
- Criterion 7: No issues
- Criterion 8: May have to build on constrained acres at Hanscom. 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



TECH 0042 Consolidate Domain-Centric C4ISR RDAT&E

DRAFT



- ❑ Losing Technical Facilities:
 - ❑ Eglin AFB
 - ❑ Lackland AFB
 - ❑ Naval Air Station Patuxent River
 - ❑ Maxwell AFB
 - ❑ Naval Research Laboratory DC
 - ❑ Naval Station Norfolk
 - ❑ Naval Station San Diego
 - ❑ Naval Support Activity Crane
 - ❑ Naval Surface Warfare Center Corona
 - ❑ Naval Weapons Station Charleston
 - ❑ Naval Surface Warfare Center Dahlgren
 - ❑ Port Hueneme
 - ❑ NUWC Newport
 - ❑ Wright-Patterson AFB

- ★ Receivers (2)
- Losing Technical Facilities (11)
- Losers/Receivers (3)

#Tech-0047: Joint C4ISR

Development & Acquisition Consolidation



Candidate Recommendation (abbreviated): Realign DISA Leased Space in Bailey’s Crossroads, VA, by relocating GIG-BE, GCCS, GCSS, NCES, and Teleport Program Offices to Peterson AFB, CO. Realign NAVSURFWARCEN, Panama City, FL, by relocating DJC2 Program Office to Peterson AFB, CO. Realign Ft. Monmouth, NJ, by relocating JNMS Program Office to Peterson AFB, CO. Close the JTRS Program Office leased space in Crystal City, VA. Relocate all functions to Peterson AFB, CO.

Justification

- Establish Joint C4ISR development & acquisition capability co-located with a Combatant Commander
- More efficient use of retained assets

Military Value

- Military Judgment finds military value locating C4ISR D&A with a Combatant Commander
- Peterson Air Force Base, home of NORTHCOM, had the highest C4ISR technical military value among locations hosting combatant commanders

Payback

- One-time cost: \$13.88M
- Net implementation cost: \$1.68M
- Annual recurring savings: \$2.08M
- Payback time: 5 years
- NPV (savings): \$17.28M

Impacts

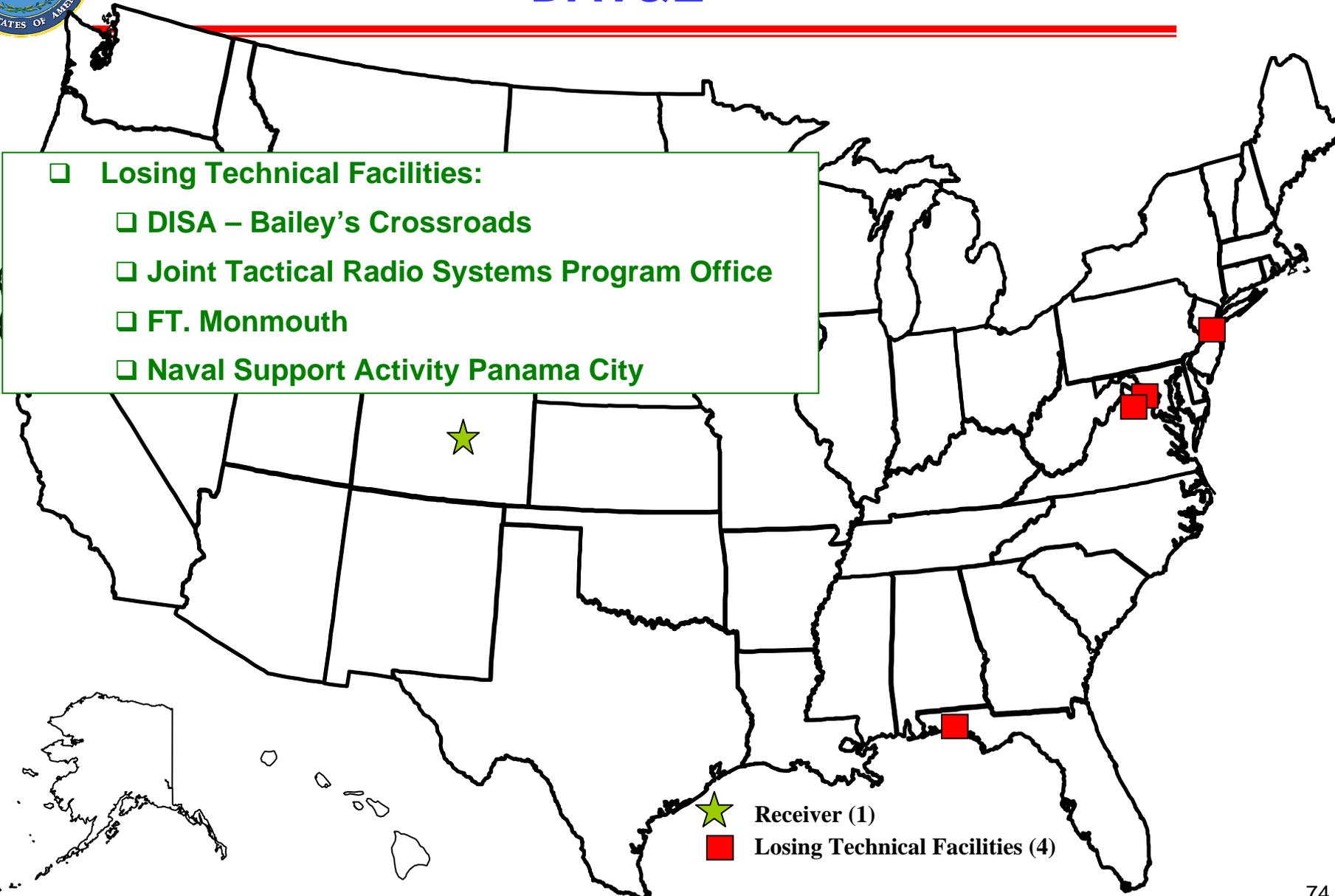
- Criteria 6: -6 to 881 jobs; <0.1% in all ROIs
- Criteria 7: No issues
- Criteria 8: No impediments

- ✓ 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



TECH 0047 Consolidate Joint C4ISR DAT&E

DRAFT



- ❑ **Losing Technical Facilities:**
 - ❑ **DISA – Bailey’s Crossroads**
 - ❑ **Joint Tactical Radio Systems Program Office**
 - ❑ **FT. Monmouth**
 - ❑ **Naval Support Activity Panama City**

★ Receiver (1)
■ Losing Technical Facilities (4)

Combined C4ISR Centers

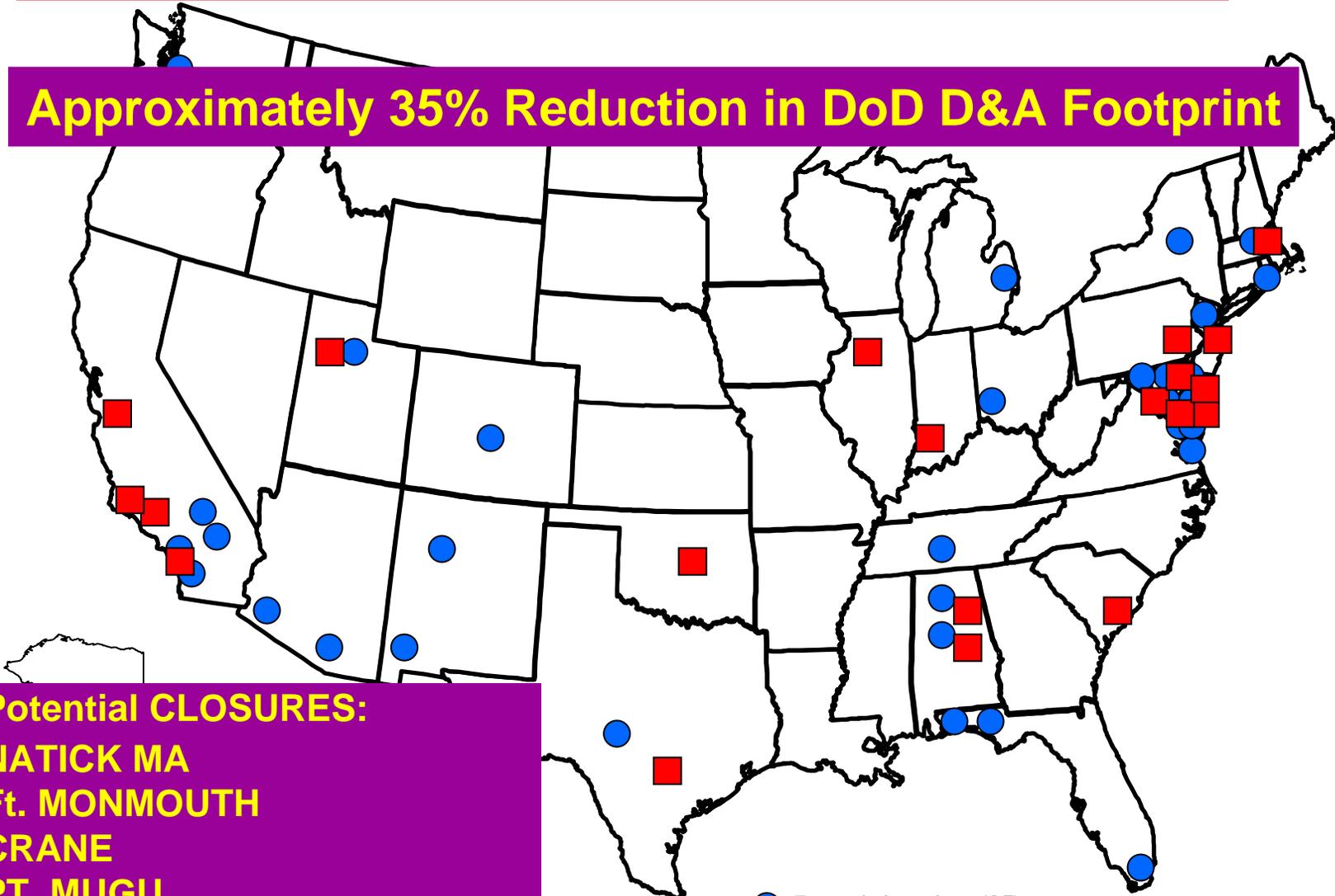


| Candidates | One Time Cost (M) | Payback Time (years) | NPV (M) | Impacts |
|-----------------------------|-------------------|----------------------|------------------------|--|
| Tech 0042A Maritime | \$152.01M | 18 | \$2.9M (savings) | Facilitates potential closure of Corona & Crane Reduce Tech facilities from 11 to 4 |
| Tech 0042C Air & Space | \$51.1M | 4 | \$137.03M (savings) | Reduce Tech facilities from 6 to 2 |
| Tech 0047 Combatant Cmdr | \$13.88M | 5 | \$17.28M (savings) | Close leased space in Crystal City & Bailey's Crossroads. |

TJCSG Development & Acquisition End State



Approximately 35% Reduction in DoD D&A Footprint



Potential CLOSURES:
NATICK MA
Ft. MONMOUTH
CRANE
PT. MUGU
Assorted Lease Spaces

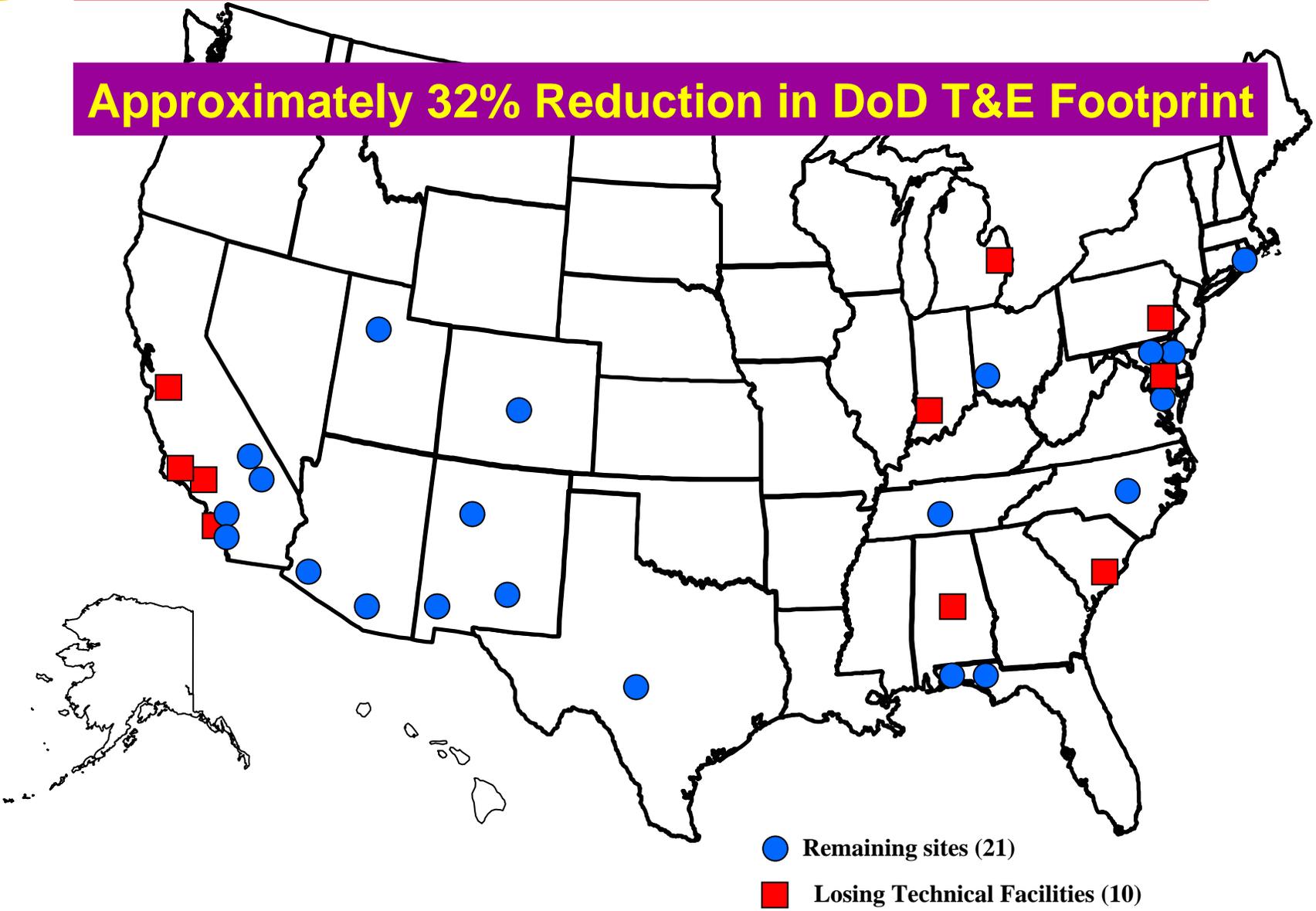
- Remaining sites (35)
- Losing Technical Facilities (20)



TJCSG Testing & Evaluation End State

DRAFT

Approximately 32% Reduction in DoD T&E Footprint





Army Candidate Recommendations



Candidate #USA-0063

Candidate Recommendation: Close United States Army Garrison, Michigan (Selfridge). Retain an enclave to support the Bridging Lab and Water Purification Lab located on Selfridge.

Justification

- ✓ Primary mission is to provide housing for activities in the local area
- ✓ Avoids the costs of continued operation and maintenance of unnecessary support facilities
- ✓ Sufficient housing is available in the Detroit Metropolitan area

Military Value

- ✓ USAG Selfridge was not in the Army MVP
- ✓ Available areas not well suited for maneuver units
- ✓ MVI: USAG Selfridge (69)

Payback

- ✓ One time cost: \$9.4M
- ✓ Net Savings: \$91.0M
- ✓ Annual Recurring savings: \$18.0M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$253.0M

Impacts

- ✓ Criterion 6 – Max potential reduction of 1213 jobs (722 direct and 491 indirect) or .08% of the economic area employment.
- ✓ Criterion 7 – Low risk
- ✓ Criterion 8 – Minimal impact; no ranges/DERA sites require cleanup

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/Services



Candidate #USA-0223



Candidate Recommendation: Close Ft. Monmouth, NJ. Relocate the US Army Communications & Electronic Command (CECOM) development and acquisition functions to Ft. Belvoir, VA. Relocate the US Army Communications & Electronic Command (CECOM) research functions to Adelphi Laboratories, MD. Relocate the US Army Military Academy Preparatory School to West Point, NY.

Justification

- ✓ Tech scenario 0035 and USA 0006 enable this closure
- ✓ Consolidates C4ISR assets in a single geographical area
- ✓ Supports the Army's "commodity" business model by geographically collocating R, D&A, and Logistics functions
- ✓ Collocates Prep school with USMA

Military Value

- ✓ TJCSG recommends creating a Land Network Science, Technology, Experimentation Center for Ground Network Centric Warfare addressing complex technical challenges inherent in integrated hardware/human operational environment.
- ✓ Supports Transformation Options #54 & #56.
- ✓ MVI: Fort Monmouth (50), Fort Belvoir (38), Adelphi (84), West Point (61)

Payback

| | |
|--------------------------|----------|
| One Time Cost: | \$645.4M |
| Net implementation Cost: | \$32.9M |
| Recurring Savings: | \$156.5M |
| Payback Period: | 4 years |
| NPV Savings: | \$1,407M |

Impacts

- ✓ Criterion 6 – Max potential reduction of 13,985 jobs (7,646 direct and 6,339 indirect jobs) or -1.15% of the total ROI Employment in Edison, NJ metropolitan area.
- ✓ Criterion 7 – Low. Of the ten attributes evaluated three declined (Cost of Living, Education, and Safety).
- ✓ Criterion 8 – Moderate Impact – air analysis req'd (Belvoir, Adelphi); buildable acres constrained (Adelphi); remediate 12 ranges (Monmouth)

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force BRAC Update to ISG



4 Mar 05

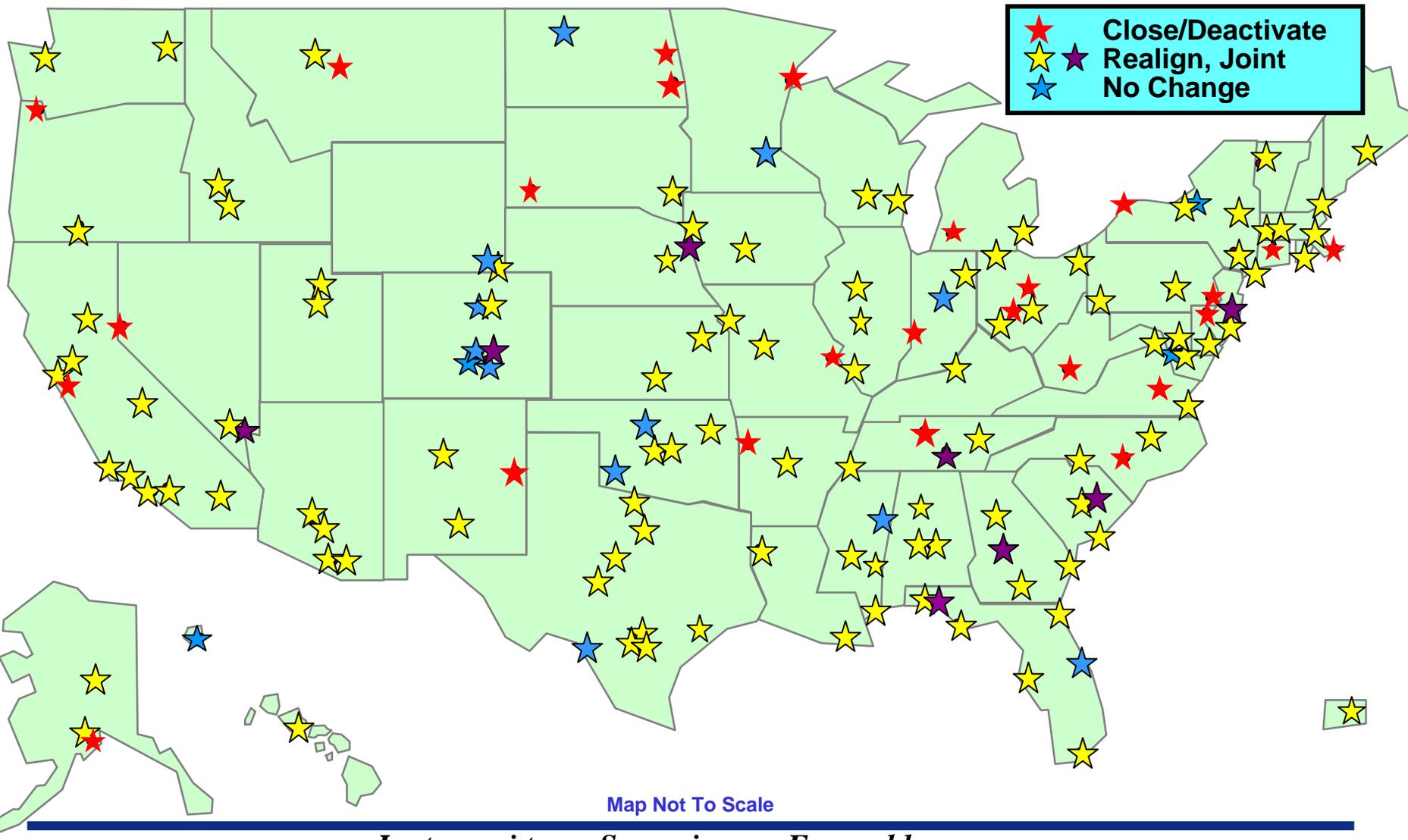
Maj Gen Gary Heckman

**Assistant DCS,
Plans and Programs (BRAC)**

U.S. AIR FORCE

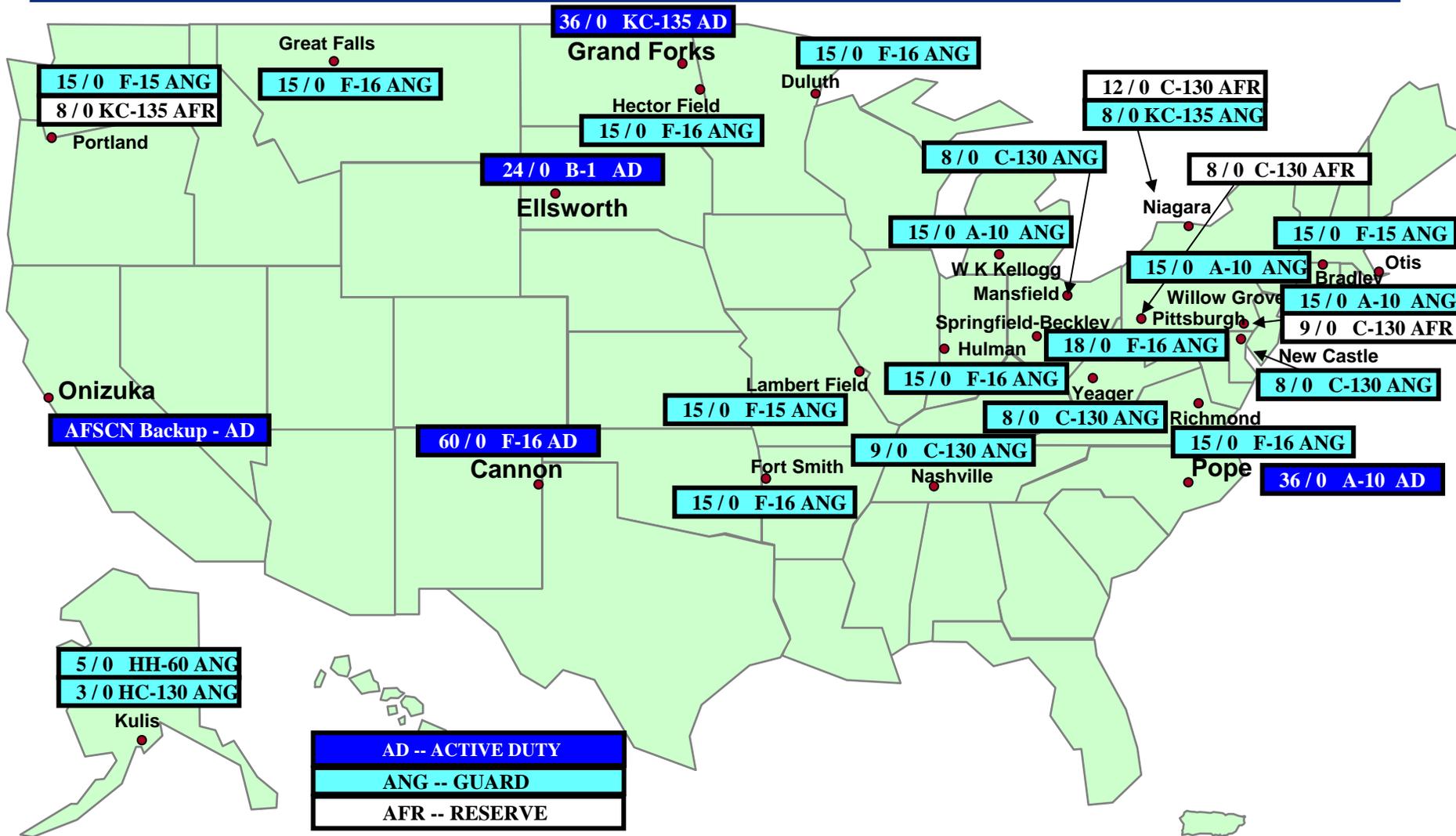


Air Force Installations





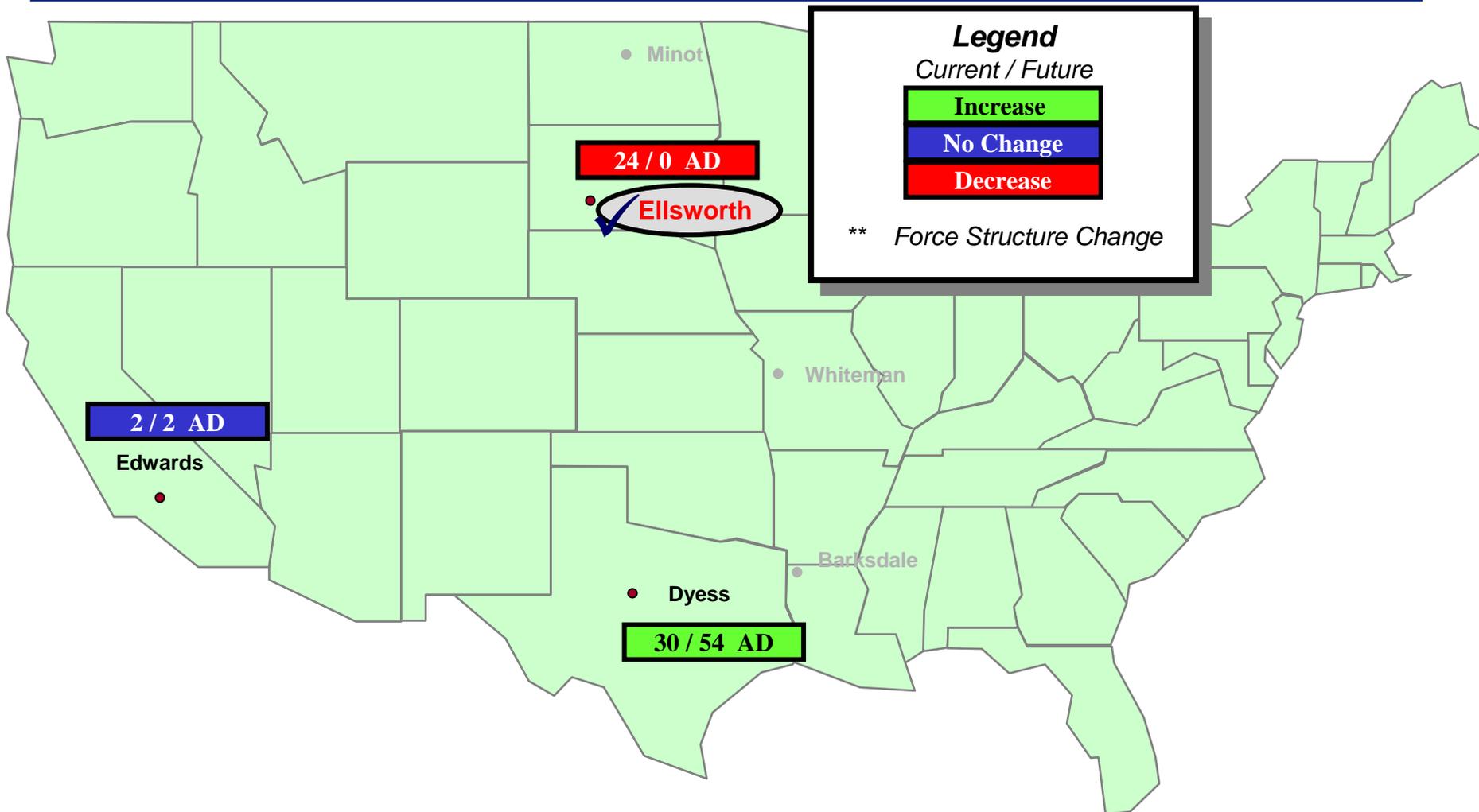
Air Force Candidate Closures





B-1 Group

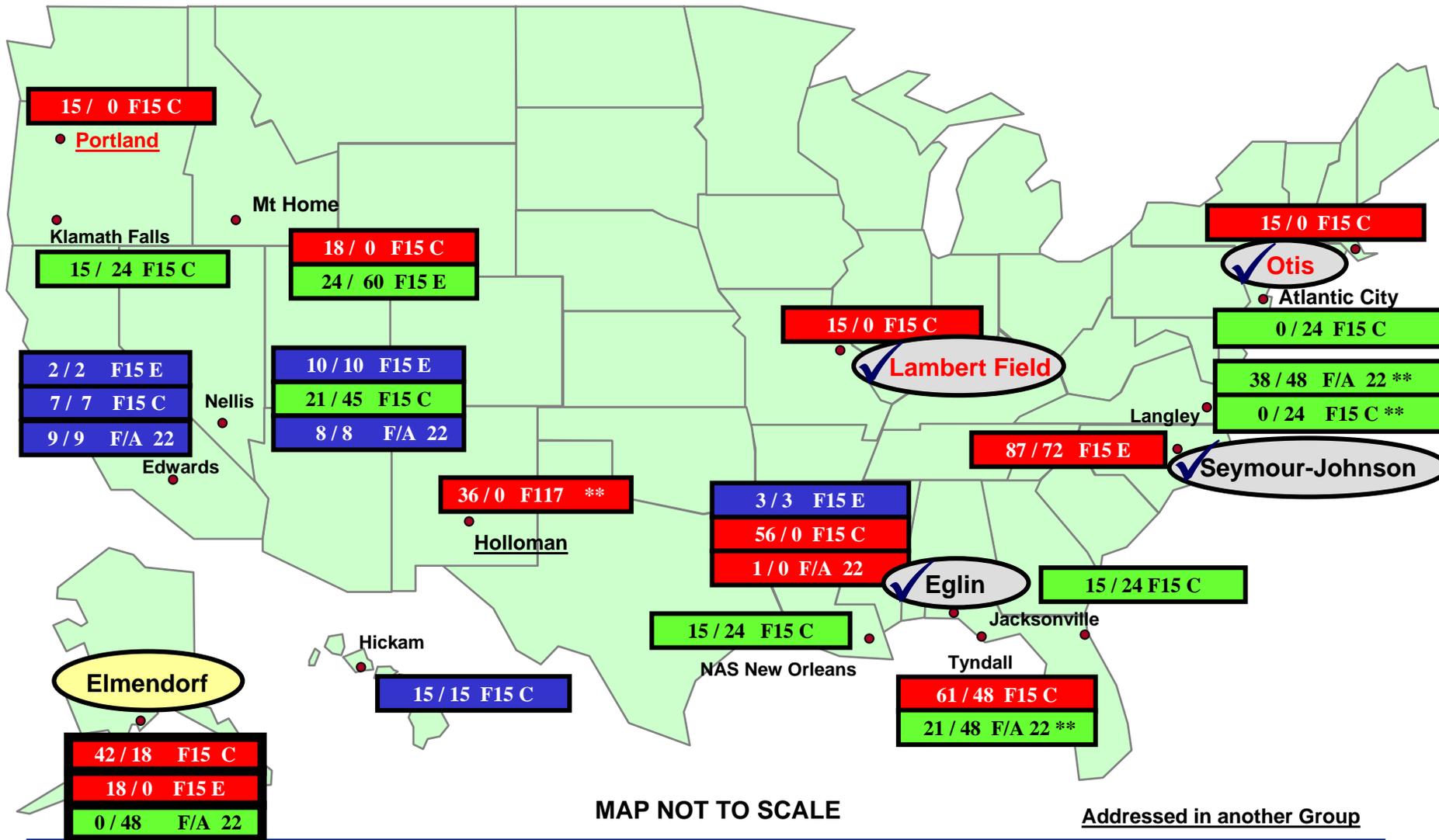
Candidate Recommendations



MAP NOT TO SCALE



F-15 C/E, F/A-22, F-117 Group Candidate Recommendations





Candidate #USAF-0115/ S141.2

Realign Elmendorf AFB, Anchorage, AK

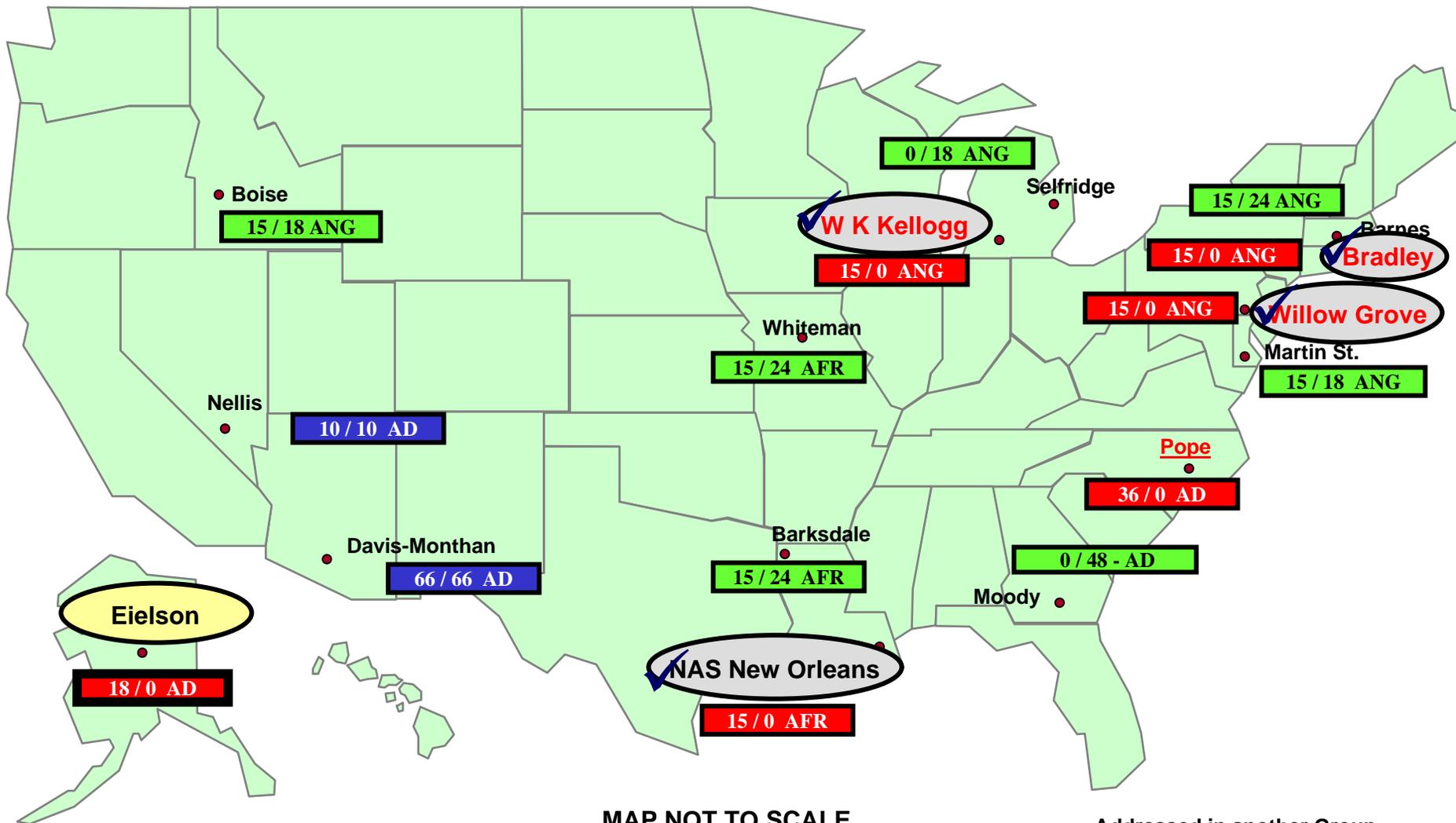
Candidate Recommendation: Realign Elmendorf AFB. The 3d Wing will distribute assigned F-15C/D aircraft to the 1st Fighter Wing, Langley AFB, Virginia (24 PAA).

| | |
|---|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increases efficiency of operations ■ Part of the Ellsworth Recommendation Group which consolidates F-16 fleet | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Frees up capacity for F/A-22 aircraft and effectively-sized C-130 squadron ■ Robusts an ANG sqdn to effective size |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$17M ■ Net Implementation Cost: \$15M ■ Annual Recurring Savings: \$0.4M ■ Payback period: 100+ ■ NPV Cost: \$10M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -1,245 (direct: -720, indirect: -525) ROI impact: -0.59% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8- Langley is in non-attainment for 8-hour Ozone (Marginal). |

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



A-10 Group Candidate Recommendations



MAP NOT TO SCALE

Addressed in another Group



Candidate #USAF-0056 / S137.1

Realign Eielson AFB, Fairbanks, AK

Candidate Recommendation: Realign Eielson AFB. The 354th Fighter Wing will distribute its assigned A-10 aircraft to the 917th Wing (AFRC), Barksdale AFB, Louisiana (3 PAA); 347th Wing, Moody AFB, Georgia (12 PAA); and to BAI (3 PAA); and its F-16 Block 40 aircraft to the 57th Wing, Nellis AFB, NV (18 PAA). ANG Tanker unit and rescue alert detachment remain.

Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Anchors an Eielson Recommendation Group which consolidates A-10 and F-16 aircraft

Military Value

- Distributes force structure to bases with higher military value (for both F-16s and A-10s)
- Robust two ANG squadrons to effective size
- Retains Cope Thunder

Payback

- One Time Cost: \$223M
- Net Implementation Cost: \$14M
- Annual Recurring Savings: \$122M
- Payback period: 3 yrs/2012
- NPV Savings: \$ 1,125M

Impacts

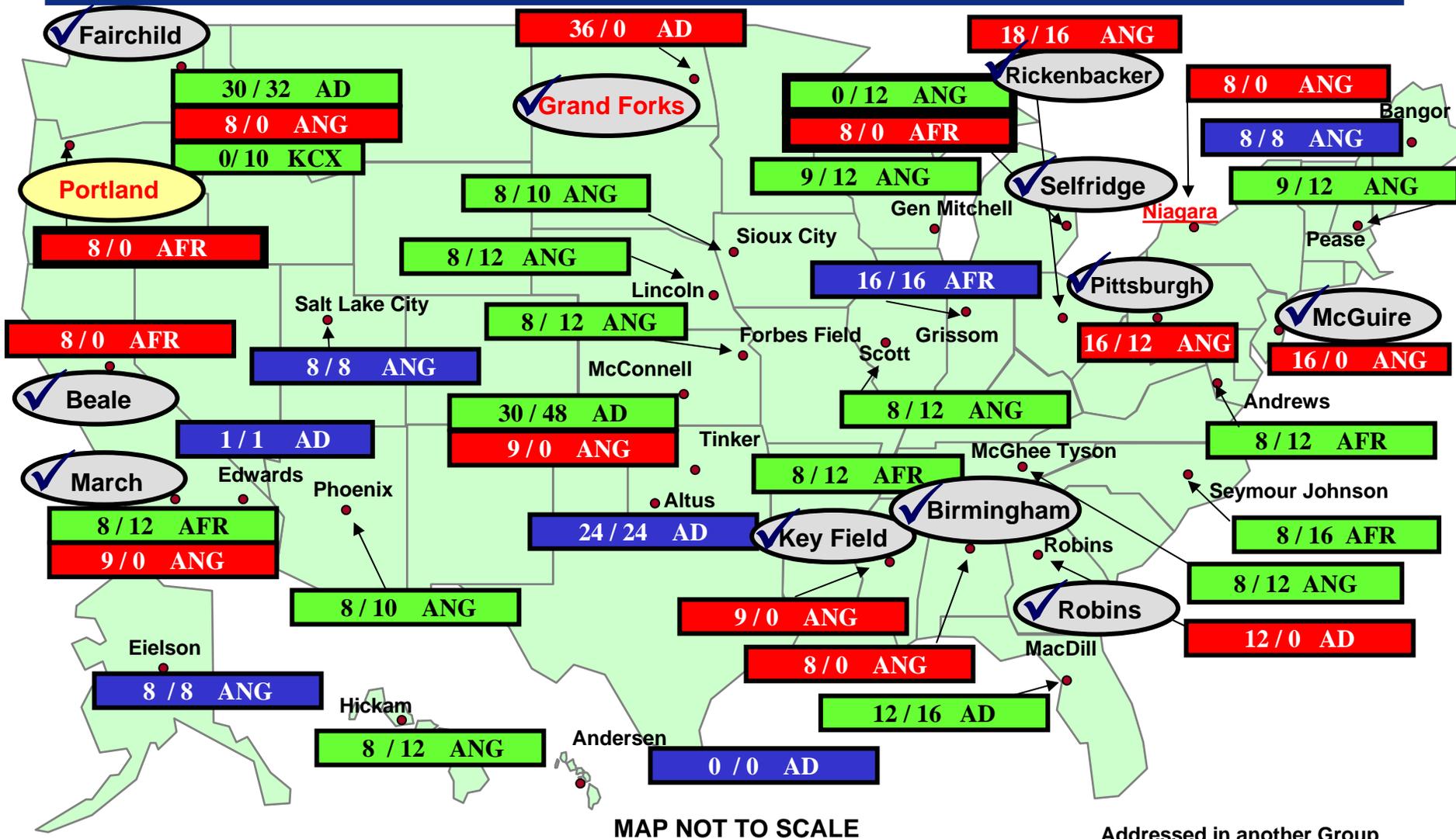
- Criterion 6: Total Job Change: - 4,574 (direct: - 2,872, indirect: - 1,702) ROI – 8.4%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious).

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



KC-135R Group

Candidate Recommendations





Candidate #USAF-0087 / S438

Realign Rickenbacker AGS, Columbus, OH

Candidate Recommendation: Realign Rickenbacker IAP AGS. The 121st Air Refueling Wing (ANG) will retain sixteen KC-135R aircraft and distribute the remaining two KC-135R aircraft to the Backup Aircraft Inventory.

| | |
|---|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Consolidates tanker fleet | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Enables more effective squadron sizes ■ Optimizes number of backup aircraft for the tanker fleet |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$52K ■ Net Implementation Cost: \$27K ■ Annual Recurring Cost: \$5K ■ Payback period: 12 yrs/2019 ■ NPV Cost: \$18K | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : -3 (direct -2, indirect -1) ROI -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation |

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



Candidate #USAF-0079 / S432.1

Close Portland IAP AGS, Portland, OR

Candidate Recommendation: Close Portland IAP AGS. The 939th Air Refueling Wing (AFRC) is realigned. The wing's KC-135R aircraft are distributed to the 507th Air Refueling Wing (AFRC), Tinker AFB, Oklahoma (4 PAA) and to backup aircraft inventory (4 PAA). The 142d Fighter Wing (ANG) is inactivated. The wing's F-15 aircraft are distributed to the 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA) and 159th Fighter Wing (ANG), NAS JRB New Orleans, Louisiana (9 PAA). The 939 ARW's operations and maintenance manpower to support 4 PAA are realigned to Tinker AFB; remaining 939 ARW manpower, to include ECS, are moved to support emerging missions. The 304th RQS (AFRC) is realigned to McChord AFB, Washington. The 142nd Fighter Wing's ECS elements, along with the 244th and 272d Combat Communications Squadrons (ANG), enclave and will support a Homeland Defense alert commitment.

Justification

- Enables Future Total Force transformation
- Consolidates tanker fleet
- Part of the Ellsworth Recommendation Group which consolidates fighter forces

Military Value

- Fighter realignment supports NORTHCOM alert
- Enables the standup of effectively sized fighter squadrons at two locations with roles in Air Sovereignty Mission and one effectively-sized tanker squadron

Payback

- One Time Cost: \$47M
- Net Implementation Cost: \$45M
- Annual Recurring Savings: \$.5M
- Payback period: 100+
- NPV Cost: \$39M

Impacts

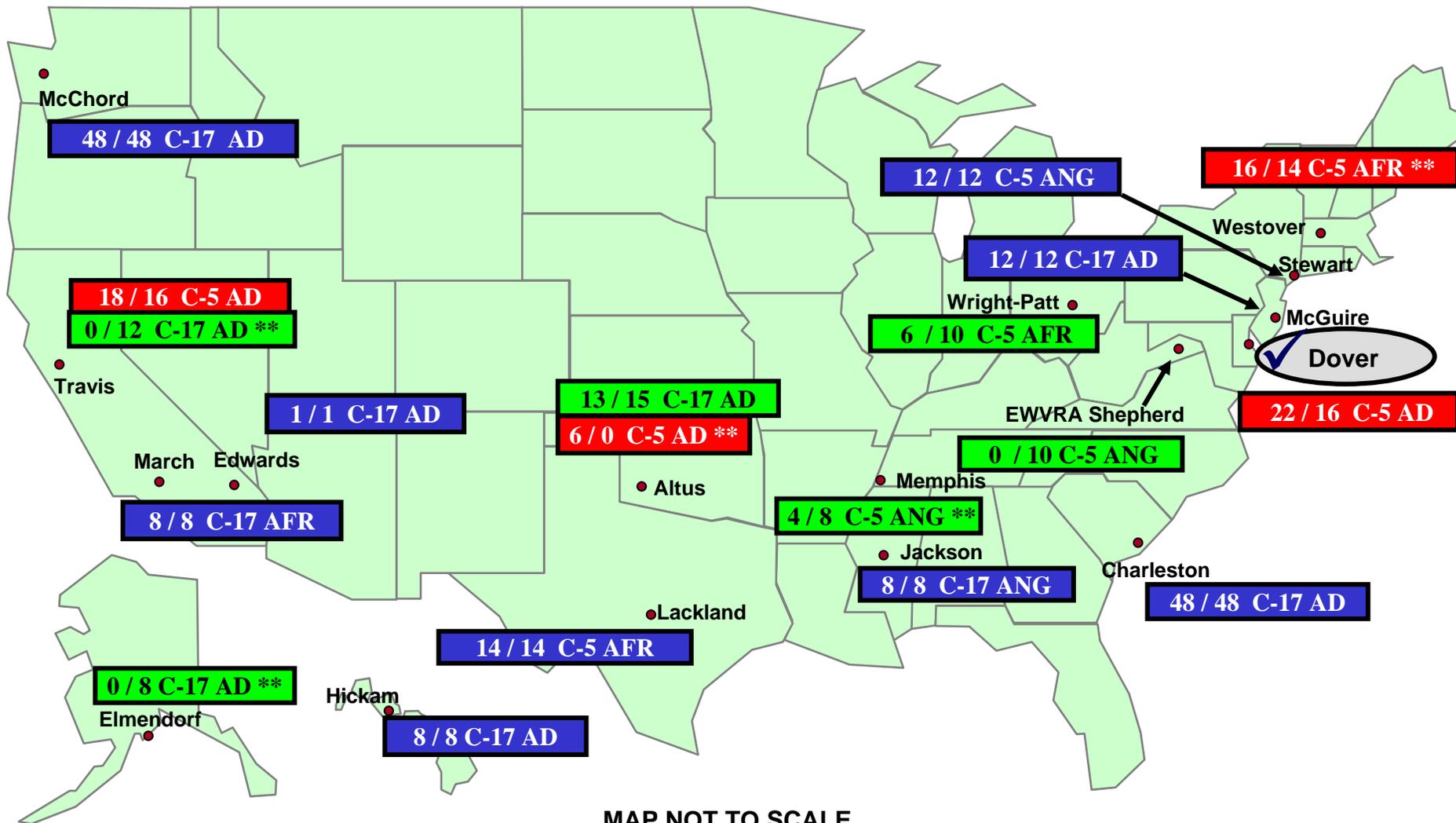
- Criterion 6: Total Job Change : -538 (direct -310, indirect -228) ROI -0.04%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



C-5 & C-17 Group

Candidate Recommendations

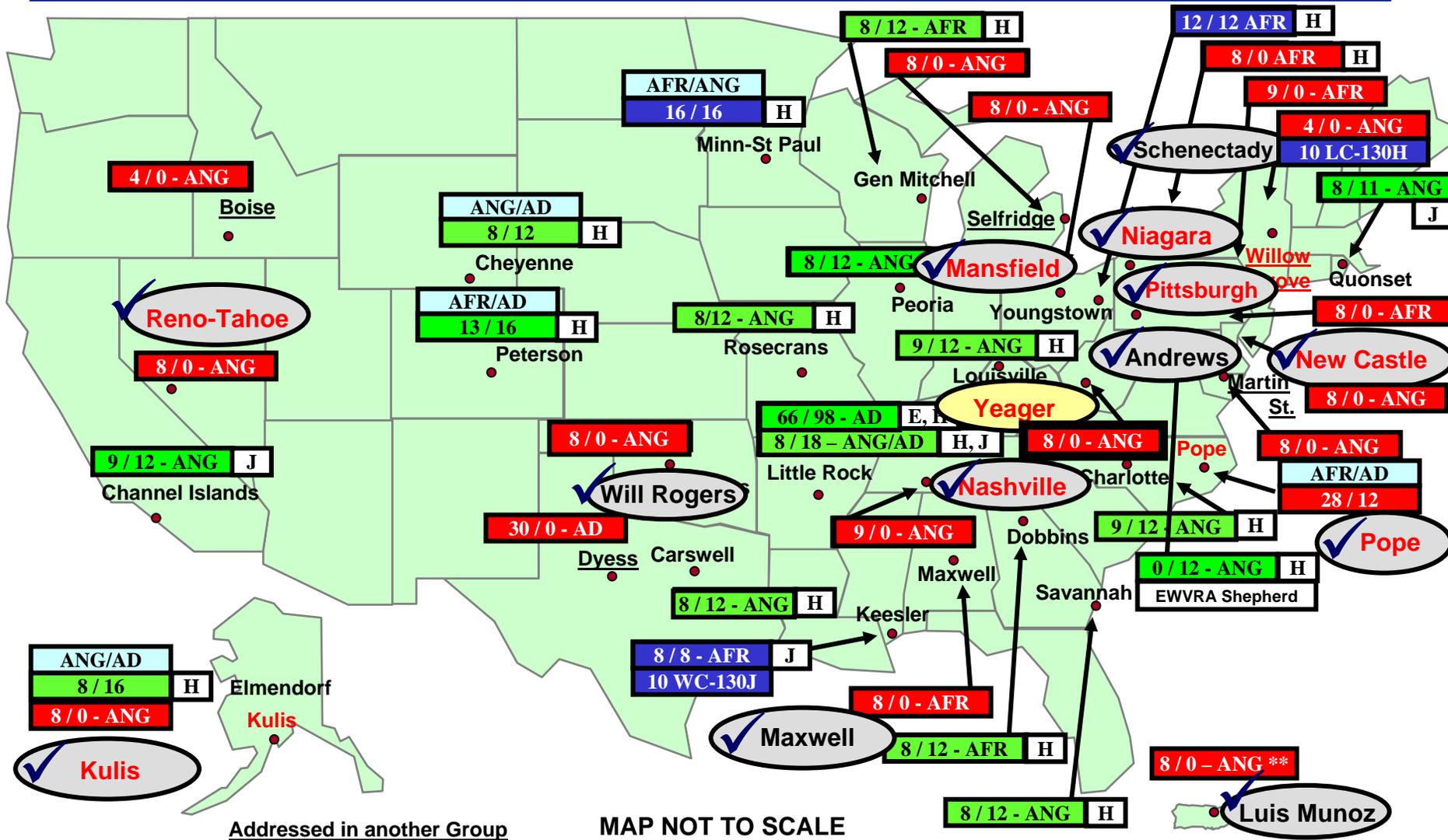


MAP NOT TO SCALE



C-130 Group

Candidate Recommendations



Addressed in another Group

MAP NOT TO SCALE



Candidate #USAF-0127 / S321.3

Close Yeager APT AGS, Charleston, WV

Candidate Recommendation: Close Yeager Airport AGS. The 130th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft (8 PAA) will be distributed to Fort Bragg, North Carolina to form a 12 PAA Reserve and active duty associate unit. The wing's flying-related expeditionary combat support (ECS) manpower will move from Yeager to Eastern West Virginia Regional Airport/Shepherd Field AGS (Aerial Port and Fire Fighters). The remaining wing ECS will remain in enclave at Yeager. The association at Fort Bragg will be a 75/25 mix (AFRC/AD).

Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Part of Ellsworth Recommendation Group that consolidates airlift fleet

Military Value

- Distributes force structure to base of higher mil value
- Maintains AF and joint training synergy at Fort Bragg
- Helps robust a squadron to effective size

Payback

- One Time Cost: \$10M
- Net Implementation Cost: \$18M
- Annual Recurring Cost: \$2M
- Payback period: Never
- NPV Cost: \$40M

Impacts

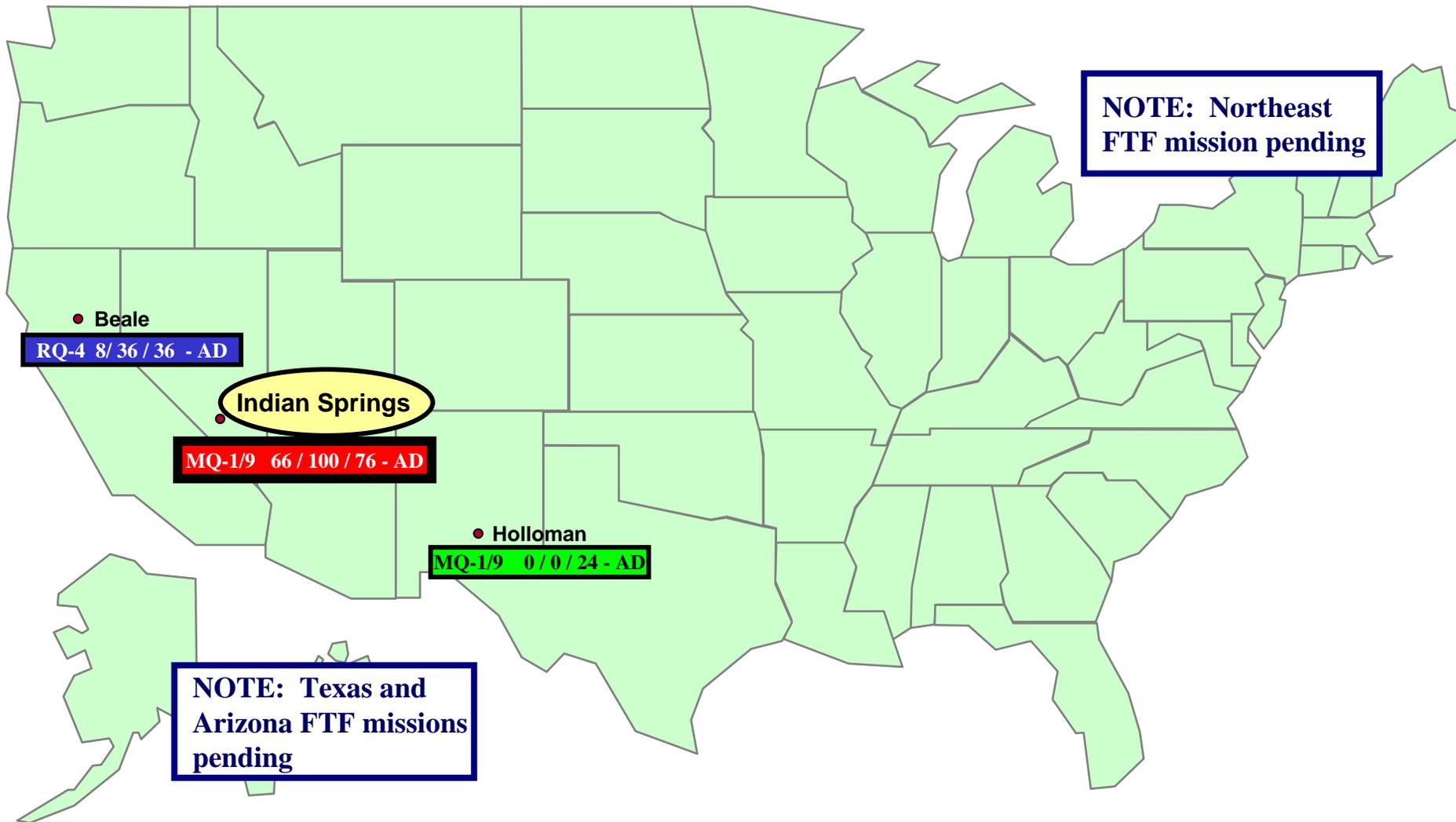
- Criterion 6—Total Job Change: -247 (direct -157, indirect -90) ROI -0.14%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



UAV Group

Candidate Recommendations





Candidate #USAF-0125 / S601

Realign Indian Springs AFAF, NV

Candidate Recommendation: Realign Indian Springs Air Force Auxiliary Airfield. Relocate USAF MQ-1/MQ-9 unmanned aerial vehicle operations squadrons to Holloman AFB, NM to facilitate establishment of a Joint UAV Center of Excellence (COE) at Indian Springs. The MQ-1/MQ-9 flying training unit at Indian Springs will remain as part of the UAV COE. The 49th Fighter Wing’s F-117A aircraft (36 PAA) retire in place at Holloman AFB.

Justification

- Enables establishment of UAV Joint Center of Excellence—transformational option
- Postures new COE for future expansion
- Support Joint training missions

Military Value

- Holloman has higher military value
- Proximity to airspace, ranges and training areas
- Supports USA-0221 (force additions to Ft Bliss)
- Synergy with emerging unmanned missions

Payback

- One Time Cost: \$12M
- Net Implementation Cost: \$10M
- Annual Recurring Savings: \$0.2M
- Payback period: 100+
- NPV Cost: \$8M

Impacts

- Criterion 6—Total Job Change : -975 (direct -594, indirect -381) ROI -0.11%
- Criterion 7- A review of community attributes indicates utility issues for Indian Springs, regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8- No natural infrastructure issues affecting candidate recommendation

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



BRAC Closures and Realignments

Historical Context

| 1988 | 1991 | 1993 | 1995 | 2005 Closures | 2005 Realignments |
|--|---|--|--|---|--|
| Chanute (A) George (A) Mather (A) Norton (A) Pease (A) | Bergstrom (A) Carswell (A) Castle (A) Eaker (A) England (A) Grissom (A) Loring (A) Lowry (A) MacDill (A) Moody (A) Myrtle Beach (A) Williams (A) Wurtsmith (A) Richards/Gebaur (R) Rickenbacker (G) | Gentile (A) Griffiss (A) Homestead (A) K.I. Sawyer (A) March (A) McGuire (A) Newark (A) Plattsburgh (A) O'Hare (R) | AF EW Eval Sim (A) Brooks (A) Eglin (A) (EMTE) Grand Forks (A) Hill (A) (UTTR) Kelly (A) Malmstrom (A) McClellan (A) Onizuka (A) REDCAP (A) Reese (A) Rome Lab (A) Greater Pittsburgh (R) Bergstrom (G) Moffett (G) North Highlands (G) Ontario AGS (G) Roslyn AGS (G) Springfield-Beckley (G) | Cannon (A) Ellsworth (A) Grand Forks (A) Onizuka (A) Pope (A) Pittsburgh (R) Niagara (G, R) Portland (G/R) Willow Grove (G/R) Bradley (G) Duluth (G) Ft. Smith (G) Great Falls (G) Hulman (G) Hector (G) Kulis (G) Lambert (G) Mansfield (G) Nashville (G) New Castle (G) Otis (G) Richmond (G) Springfield-Beckley (G) W.K. Kellogg (G) Yeager (G) | Andrews (A) Dover (A) Eglin (A) Eielson (A) Elmendorf (A) Hill (A) Indian Springs (A) Luke (A) McGuire (A) Mountain Home (A) Robins (A) Seymour Johnson (A) Beale (R) March (R,G) Maxwell (R) NAS New Orleans ARS Selfridge (G, R) Birmingham (G) Capital (G) Ellington (G) Fairchild (G) Hancock Field (G) Key Field (G) Luis-Munoz (G) Pittsburgh (G) Reno (G) Rickenbacker (G) Schenectady (G) |

1988-1995 entries show all AF closure and realignment recommendations

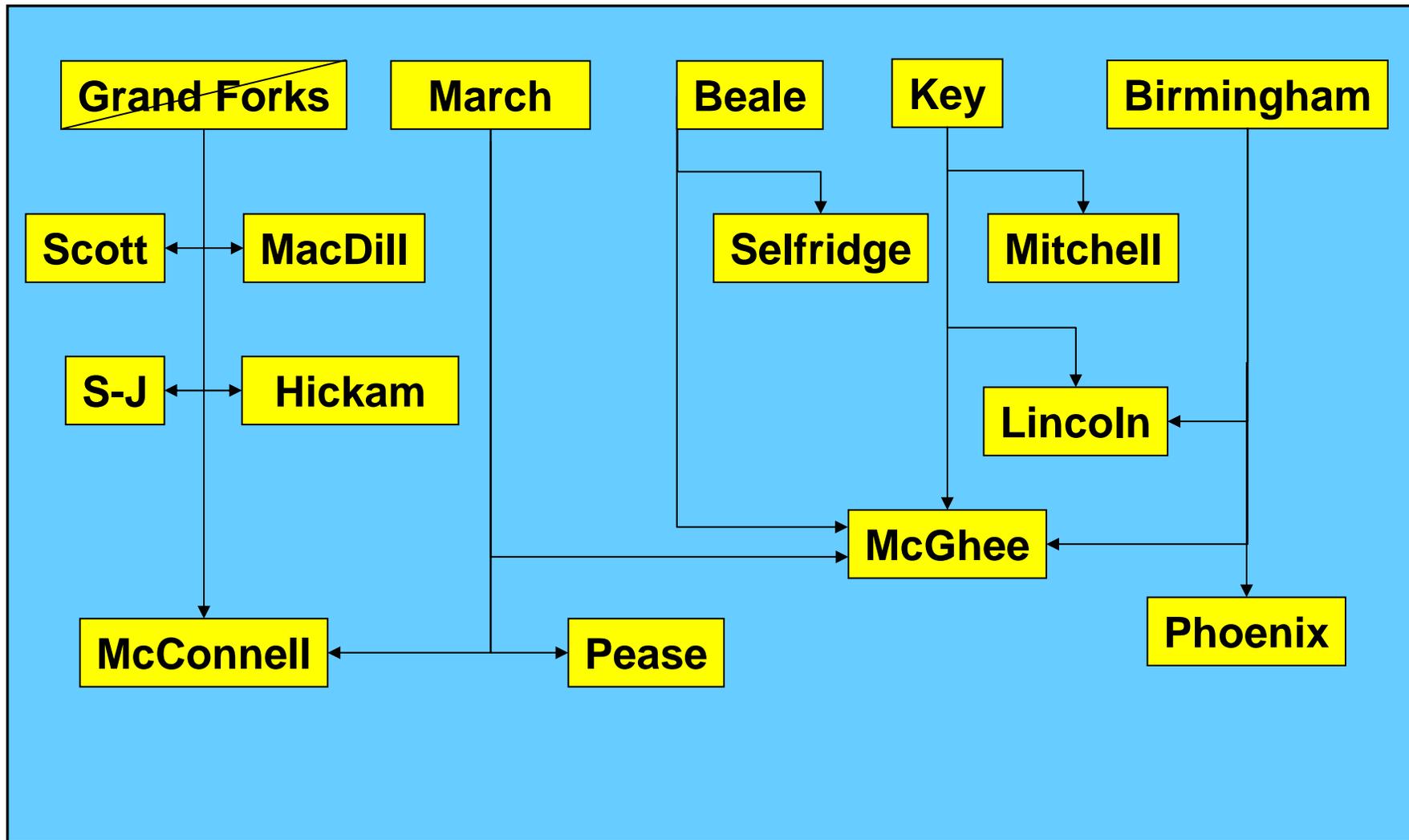
REJECTED BY COMMISSION

ADDED BY COMMISSION

(A): Active base; (R): Reserve base; (G): Air National Guard Base



Grand Forks Tanker Group





Preliminary BRAC Costs/Savings

Force Structure Closure/Realignments

| Closures | | Realignments | | <i>Group</i> | <u>Total 1-Time Cost \$K</u> | <u>*MILCON Cost \$K</u> | <u>Net 2011 Cost \$K/ (Savings)</u> | <u>Steady State Cost \$K/ (Savings)</u> |
|-----------------------------|-------------------------|-------------------------|-------------------------|--------------------|--------------------------------------|-----------------------------|---|---|
| 1. Bradley (G) | 1. Andrews (A) | 1. Andrews (A) | 1. Andrews (A) | | | | | |
| 2. Cannon (A) | 2. Beale (R) | 2. Beale (R) | 2. Beale (R) | | | | | |
| 3. Duluth (G) | 3. Birmingham (G) | 3. Birmingham (G) | 3. Birmingham (G) | | | | | |
| 4. Ellsworth (A) | 4. Capital (G) | 4. Capital (G) | 4. Capital (G) | <i>Ellsworth</i> | \$642,008 | \$358,705 | \$139,087 | (\$165,945) |
| 5. Ft. Smith (G) | 5. Dover (A) | 5. Dover (A) | 5. Dover (A) | | | | | |
| 6. Grand Forks (A) | 6. Eglin (A) | 6. Eglin (A) | 6. Eglin (A) | <i>Grand Forks</i> | \$279,992 | \$132,398 | (\$39,634) | (\$146,220) |
| 7. Great Falls (G) | 7. Eielson (A) | 7. Eielson (A) | 7. Eielson (A) | | | | | |
| 8. Hulman (G) | 8. Ellington (G) | 8. Ellington (G) | 8. Ellington (G) | <i>Pope</i> | \$509,454 | \$228,610 | \$63,261 | (\$150,649) |
| 9. Hector (G) | 9. Elmendorf (A) | 9. Elmendorf (A) | 9. Elmendorf (A) | | | | | |
| 10. Kulis (G) | 10. Fairchild (G) | 10. Fairchild (G) | 10. Fairchild (G) | <i>Cannon</i> | \$168,091 | \$65,297 | (\$183,278) | (\$117,287) |
| 11. Lambert (G) | 11. Hill (A) | 11. Hill (A) | 11. Hill (A) | | | | | |
| 12. Mansfield (G) | 12. Hancock Field (G) | 12. Hancock Field (G) | 12. Hancock Field (G) | <i>Eielson</i> | \$299,410 | \$141,300 | \$90,712 | (\$121,929) |
| 13. Nashville (G) | 13. Indian Springs (A) | 13. Indian Springs (A) | 13. Indian Springs (A) | | | | | |
| 14. New Castle (G) | 14. Key Field (G) | 14. Key Field (G) | 14. Key Field (G) | <i>Independent</i> | \$274,963 | \$77,884 | \$164,047 | (\$29,927) |
| 15. Niagara (G, R) | 15. Luis-Munoz (G) | 15. Luis-Munoz (G) | 15. Luis-Munoz (G) | | | | | |
| 16. Onizuka (A) | 16. Luke (A) | 16. Luke (A) | 16. Luke (A) | <i>“Two-fers”</i> | \$31,197 | \$11,923 | \$10,459 | (\$3,143) |
| 17. Otis (G) | 17. March (R,G) | 17. March (R,G) | 17. March (R,G) | | | | | |
| 18. Pittsburgh (R) | 18. Maxwell (R) | 18. Maxwell (R) | 18. Maxwell (R) | <i>Total</i> | \$2,205,115 | \$1,016,117 | \$244,654 | (\$735,100) |
| 19. Pope (A) | 19. McGuire (A) | 19. McGuire (A) | 19. McGuire (A) | | | | | |
| 20. Portland (G/R) | 20. Mountain Home (A) | 20. Mountain Home (A) | 20. Mountain Home (A) | | | | | |
| 21. Richmond (G) | 21. NAS New Orleans (R) | 21. NAS New Orleans (R) | 21. NAS New Orleans (R) | | | | | |
| 22. Springfield-Beckley (G) | 22. Pittsburgh (G) | 22. Pittsburgh (G) | 22. Pittsburgh (G) | | | | | |
| 23. W.K. Kellogg (G) | 23. Reno (G) | 23. Reno (G) | 23. Reno (G) | | | | | |
| 24. Willow Grove (G/R) | 24. Rickenbacker (G) | 24. Rickenbacker (G) | 24. Rickenbacker (G) | | | | | |
| 25. Yeager (G) | 25. Robins (A) | 25. Robins (A) | 25. Robins (A) | | | | | |
| | 26. Schenectady (G) | 26. Schenectady (G) | 26. Schenectady (G) | | | | | |
| | 27. Selfridge (G, R) | 27. Selfridge (G, R) | 27. Selfridge (G, R) | | | | | |
| | 28. Seymour Johnson (A) | 28. Seymour Johnson (A) | 28. Seymour Johnson (A) | | | | | |

Previously Briefed to ISG

Remaining Recommendations to Brief

*MILCON Costs are incorporated in Total 1-Time Costs



Strawman Payback Categories

- Pays back by 2011
- Enables a CR which pays back by 2011
- NPV Savings
- Enables a “Recommendation Group” with NPV savings
- Quantifiable benefits not captured in BRAC
- Compelling advantage to DOD based on military judgment



Preliminary BRAC Costs/Savings

| Scenario OSD Track | Title | Total 1T | | | Cost/(Savings) | |
|-----------------------|------------------------|------------|--------------|---------|----------------|--------------------|
| | | Cost (\$K) | MILCON (\$K) | Payback | 2011 (\$K) | Steady State (\$K) |
| USAF-0052 | Close Willow Grove | \$44,085 | \$17,754 | 100 | \$38,693 | (\$919) |
| USAF-0064 | Close New Castle | \$21,507 | \$7,153 | 100 | \$17,682 | (\$668) |
| USAF-0060 | Close Nashville | \$22,027 | \$10,084 | 100 | \$21,922 | (\$85) |
| USAF-0115 | Realign Elmendorf | \$17,260 | \$14,917 | 100 | \$14,917 | (\$374) |
| USAF-0120 | Realign Robins | \$5,831 | \$1,026 | 100 | \$3,608 | (\$66) |
| USAF-0083 | Realign March | \$17,041 | \$4,141 | 100 | \$11,927 | (\$347) |
| USAF-0086 | Realign Selfridge ANGB | \$21,575 | \$0 | 100 | \$18,561 | (\$610) |
| USAF-0079 | Close Portland | \$46,525 | \$24,356 | 100 | \$45,208 | (\$473) |
| USAF-0125 | Realign Indian Springs | \$11,967 | \$5,325 | 100 | \$10,306 | (\$178) |

| Candidate Recommendation | Linked to: | Impact |
|--------------------------|--|---|
| Close Willow Grove | 4 recommendations; 18 installations | Enables DON #0084 |
| Close New Castle | Independent | Enables effective sqdn sizing at 2 locations |
| Close Nashville | Independent | Enables effective sqdn sizing at 2 locations |
| Realign Elmendorf | 6 recommendations; 9 installations | Enables F/A-22 beddown |
| Realign Robins | AF Independent | Enables DON #0068; robusts ANG unit to effective sqdn size |
| Realign March | 2 recommendations; 8 installations | Enables effective sqdn sizing at 3 locations |
| Realign Selfridge ANGB | 2 recommendations; 3 installations | Enables payback CR. Creates AFRC association at MacDill/ posture for KC-X |
| Close Portland | 1 recommendation; 3 installations | Enables effective sqdn sizing at 3 locations |
| Realign Indian Springs | 1 recommendation; TBD installations (JCSG) | Enables UAV Center of Excellence |



Way Ahead

- **STRATCOM requested excursions**
 - Space AOC from Vandenberg to Offutt
 - Joint Information Operations Center (JIOC) from Lackland to Offutt
 - AOC from Barksdale to Offutt
- **“Knitting” among MilDeps and JCSGs**

| | | |
|-----------|---------|-------------|
| ■ Andrews | Hanscom | Offutt |
| ■ Bolling | Hill | Peterson |
| ■ Buckley | Maxwell | Rome Lab |
| ■ Edwards | Moody | Tinker |
| ■ Eglin | Nellis | Wright-Patt |
- **AF flight training bases**



Next Steps

- Next ISG meeting 11 Mar 05
- Completion of Candidate Recommendations
- IEC meeting rescheduled to 10 Mar 05



ACQUISITION
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE
3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

FEB 28 2005

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS

SUBJECT: Candidate Recommendations Packages for the March 4, 2005, ISG Meeting

The Infrastructure Steering Group will meet on March 4, 2005, at 10:30 a.m. in 3D-1019. This memorandum provides the candidate recommendation packages for consideration at this meeting. As prescribed in Acting USD (AT&L) memo of January 4, 2005, attachment 1 contains hard copies of the candidate recommendations and accompanying quad charts for the briefing. The disc at attachment 2 provides additional supporting documentation. This information has also been posted to the OSD AT&L portal. The briefing slides and conflict review information for this ISG meeting will be provided separately.

Please contact me at (703) 614-5356 if you have any questions or concerns.

A handwritten signature in black ink, appearing to read "Peter J. Potociney".

Peter J. Potociney
Director, Base Realignment and Closure
Office of the Deputy Undersecretary of Defense
(Installations and Environment)

Attachments:
As stated





Candidate # E&T-0003R

Candidate Recommendation: Realign AFIT at Wright-Patterson AFB, Dayton, Ohio, by disestablishing graduate level education. Realign the NPS at Monterey, California, by disestablishing graduate level education. Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.

| <u>Justification</u> | <u>Military Value</u> |
|---|--|
| <p><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$47.6M ✓ Net Implementation Savings: \$82.4M ✓ Annual Recurring Savings: \$32.7M ✓ Payback Period: 1 year ✓ NPV (savings): \$377.9M | <p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ NPS: 73.7 (1st of 2) ✓ AFIT: 53.4 (2nd of 2) ✓ Criterion 6: <ul style="list-style-type: none"> ✓ 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/medical care ✓ Criterion 8: No Impediments |

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps

Candidate Recommendation E&T-0003R

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. Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.

Justification: The Department will rely on the private sector for its graduate level education requirement. This scenario eliminates Navy and Air Force manpower requirements associated with providing Service-provided advanced academic degrees at AFIT and NPS for realignment of manpower to war-time missions. Realized savings result from privatization of professional development education functions to civilian colleges & universities. This candidate recommendation supports the DoD transformational option to privatize graduate-level education.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$47.6 million. The net of all costs and savings to the Department during the implementation period is a savings \$82.4 million. Annual recurring savings to the Department after implementation is \$32.7 million, with payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of \$377.9 million.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5,412 jobs (2,619 direct jobs and 2,793 indirect jobs) over the 2006-2011 period in the Salinas, CA Metropolitan Statistical Area, which is 2.3% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,235 jobs (1,248 direct jobs and 987 indirect jobs) over the 2006-2011 period in the Dayton, OH Metropolitan Statistical Area, which is 0.44% of economic area employment.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: This recommendation has no impact on air quality; cultural, archaeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This

recommendation will require spending approximately \$185K for environmental compliance at Naval Postgraduate School. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

8 Attachments:

- 1) Complementary Recommendations
- 2) Force Structure Capabilities
- 3) Military Value Summary
- 4) Capacity Analysis
- 5) COBRA Results
- 6) Economic Impact Report
- 7) Installation Criterion 7 Profile
- 8) Summary of Scenario Environmental Impacts



Candidate E&T-0032

Candidate Recommendation (Summary): Realign Carlisle Barracks, Maxwell AFB, Naval Station Newport, and MCB Quantico by relocating Service War Colleges to Fort McNair, making them colleges of the National Defense University.

| <u>Justification</u> | <u>Military Value</u> |
|--|--|
| <p>✓ Maximize professional development, administrative, and academic synergies</p> <p>✓ Merges common support functions and reduces resource requirements.</p> <p>✓ Establish Centers of Excellence for Joint or inter-service education</p> | <p>✓ MCB Quantico 62.8</p> <p>✓ Ft. McNair 61.1</p> <p>✓ Maxwell AFB 54.1</p> <p>✓ Carlisle Barracks 53.8</p> <p>✓ NAVSTA Newport 52.7</p> |
| <u>Payback</u> | <u>Impacts</u> |
| <p>✓ One Time Cost: \$85.2M</p> <p>✓ Net Implementation Cost: \$12.8M</p> <p>✓ Annual Recurring Savings: \$21.6M</p> <p>✓ Payback Period: 2 Years</p> <p>✓ NPV (savings): \$212.1M</p> | <p>✓ Criterion 6: -742 to -1299 jobs; 0.11% to 0.36%</p> <p>✓ Criterion 7: No issues.</p> <p>✓ Criterion 8: Issue regarding buildable acres.</p> |

✓ Strategy
✓ COBRA

✓ Capacity Analysis / Data Verification
✓ Military Value Analysis / Data Verification

✓ JCSG/MilDep Recommended
✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs
✓ De-conflicted w/MilDepts

Candidate Recommendation E&T # 0032

Candidate Recommendation: Realign Carlisle Barracks, PA, by relocating the United States Army War College to Fort McNair, Washington, DC, making it a college of the National Defense University. Realign Maxwell Air Force Base, AL, by relocating the Air War College to Fort McNair, Washington, DC, making it a college of the National Defense University. Realign Naval Station Newport, RI, by relocating the College of Naval Warfare to Fort McNair, Washington, DC, making it a college of the National Defense University. Realign Marine Corp Base Quantico, VA, by relocating the Marine Corps War College to Fort McNair, Washington DC, making it a college of the National Defense University.

Justification: This scenario provides a Joint Centric approach to senior level education and is based upon the foundational Education and Training Joint Cross Service Group Guiding Principles of “Advancing Jointness” and “Achieving Synergy”, and “Minimizing Redundancy.” It goes beyond what is possible by changes to Chairman, Joint Chiefs of Staff Professional Military Education (CJCS PME) policy alone, while preserving the current strengths of CJCS Policy.

Senior level education will be provided by multiple colleges under the National Defense University. The above colleges will be administered by NDU and report the President of NDU and will combine all common support requirements. Funding for all aspects of the expanded NDU will be by Defense-wide appropriation as per the 2002 National Defense Authorization Act. Student throughputs will be a coordinated matter between the Chairman, Joint Chiefs of Staff and the Service Chiefs.

The Army will be the proponent for a Land Centric college. The Air Force will be the proponent for an Air Centric college. The Navy will be the proponent for a Maritime Centric college. The Marine Corps will be the proponent for an Expeditionary Centric College. All of these colleges will continue to teach a common Joint Professional Military Education Level II curriculum controlled by the Chairman of the Joint Chiefs of Staff. Professional Military Education curricula will be veined inside the Land, Maritime, Air, and Expeditionary-centric Colleges and will be controlled by the appropriate proponent Service Chief. US Military Officer Faculty and student body mix will remain as articulated in the 2005 National Defense Authorization Act; e.g.: a 60/40 mix of “host” military Department officers.

The National War College and Industrial College of the Armed Forces remain in place at Fort McNair providing single-phase Joint Professional Military Education (JPME) with a strategic focus with its extant 1/3 x3 US Military Officer Faculty and student body mix. Joint Forces Staff College remains a separate source of Joint Professional Military Education Level II for Joint Specialty Officers, primarily for graduates of Intermediate level JPME I education offered in Service Intermediate Level Education venues.

Realigning all Senior Level Colleges under NDU results in a joint educational focus that provides a strong Joint Professional Military Education (JPME) base for senior officers. In this scenario, NDU supervises the delivery of the CJCS-directed JPME

curriculum for all of the colleges. Individual service Professional Military Education (PME) requirements are achieved by maintaining individual colleges that vein the common JPME curricula with the appropriate service PME focus. This makes this scenario superior to any scenario that would consolidates all the extent colleges into one school; this later paradigm would see the diminishment of the needed Service PME curricula, as well as a blurring between the distinct Joint warfighting, operational level of war focus of the current Service War Colleges with the Strategic focus of the current NDU Senior Colleges.

Co-location of all of the colleges at one location allows for an increased academic synergy among the six senior level colleges. Co-location will increase interaction among the faculty and students of each of the six schools and allow for a wider range of elective courses and interoperable wargames. A common electives program will further increase student and faculty between the six colleges, thus advancing jointness and building synergy in ways now not currently practiced on geographically separated campuses.

This recommendation brings the three of the extant Service War Colleges into the DC area (the 4th—at Quantico—is already located inside the National Capital Region.) This action is rationalized by the extant presence of NDU and the other three Colleges in the DC area (largely aboard Fort McNair) and adheres to the Transformational Option guidance calling for “Joint Centers of Excellence for Joint Education” (caused by combining or co-locating like schools.) Washington DC is the clearly the dominant Center of Excellence (globally) for Joint and Strategic thought with NDU being *primus inter pares* amongst US Senior Level JPME venues. The close proximity of NDU to Washington DC is clearly an enormous asset to the quality of the JPME provided there, as this close proximity allows for a favorable confluence of joint and strategic concepts, ideas and issues as well as easy access to key national and international security figures and staffs as guest speakers and resources—all within the emerging Joint, Interagency and Multi-national paradigm. Locating the re-envisioned NDU any place but within the DC area strips these positive benefits away.

Further, co-location of all of the colleges specifically at Fort McNair takes advantage of the superior physical facilities either extent or under construction aboard Fort McNair---facilities that would need to be largely replicated at other locations. Practically, this means that this scenario is simpler and cheaper to implement than the alternative scenarios. This scenario is simpler in that it requires the movement of 4 schools, whereas alternate scenarios locating the realigned schools at Marine Corps Base Quantico and Ft Eustis require the movement of 6 schools and a portion of the NDU administrative staff. This scenario maximizes the use of approximately 130,000 SF of planned excess academic and administrative space not available at the other locations (Marine Corps Base Quantico or Ft Eustis.) Additionally, Marine Corps Base Quantico and Ft Eustis would require the expansion or establishment of their library facilities to support the colleges.

Additionally this recommendation addresses two of the E&T JCSG BRAC imperatives; maximize opportunities for joint bases and activities while maintaining Service core competencies and enhance transformational opportunities. Finally, this

scenario rationalizes our infrastructure with the joint-focused defense strategy in accordance with SecDef BRAC guidance.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$85.2 million. The net of all costs and savings to the Department during the implementation period is a savings \$12.8 million. Annual recurring savings to the Department after implementation is \$21.6 million, with payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of \$212.1 million.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 927 jobs (407 direct jobs and 520 indirect jobs) over the 2006-2011 period in the Providence-New Bedford-Fall River, RI-MA Metropolitan Statistical Area, which is 0.11% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,299 jobs (747 direct jobs and 552 indirect jobs) over the 2006-2011 period in the Harrisburg-Carlisle, PA Metropolitan Statistical Area, which is 0.34% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 742 jobs (440 direct jobs and 302 indirect jobs) over the 2006-2011 period in the Montgomery, AL Metropolitan Statistical Area, which is 0.36% of economic area employment.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: Potential Impact on Air Quality at Fort McNair; new Source Review required due to new construction; Air Conformity Analysis required due to severe Nonattainment for Ozone. While the Army reports that Fort McNair has no unconstrained acres available for development, that impact assessment does not consider the recently acquired property that has become a part of Fort McNair, on which the small amount of construction for this recommendation will be located. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require an air conformity analysis, new source review analysis and permitting, and National Environmental Policy Act documentation at Fort McNair. The approximately \$550K cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

8 Attachments:

- 1) Complementary Recommendations**
- 2) Force Structure Capabilities**
- 3) Military Value Summary**
- 4) Capacity Analysis**
- 5) COBRA Results**
- 6) Economic Impact Report**
- 7) Installation Criterion 7 Profile**
- 8) Summary of Scenario Environmental Impacts**



Candidate E&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 at Fort Rucker.

| <u>Justification</u> | <u>Military Value</u> | | | | | | | | | | |
|--|--|-----------|---------------------------|------------|----------------------------|-----------|------------------|----------|---------------|-----------|--|
| <ul style="list-style-type: none"> ✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization ✓ Eliminates redundancy ✓ Postures for joint acquisition of Services' undergraduate program replacement aircraft | <ul style="list-style-type: none"> ✓ UPT: <ul style="list-style-type: none"> • Vance AFB 2nd of 11 • Laughlin AFB 3rd of 11 • NAS Meridian 4th of 11 • NAS Kingsville 6th of 11 • Columbus AFB 7th of 11 ✓ URT: Ft. Rucker 1st of 2 ✓ UNT: Pensacola 1st of 11 | | | | | | | | | | |
| <u>Payback</u> | <u>Impacts</u> | | | | | | | | | | |
| <table border="0" style="width: 100%;"> <tr> <td style="width: 70%;">✓ One-time cost</td> <td style="text-align: right;">\$399.83M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td style="text-align: right;">\$199.375M</td> </tr> <tr> <td>✓ Annual Recurring savings</td> <td style="text-align: right;">\$35.313M</td> </tr> <tr> <td>✓ Payback Period</td> <td style="text-align: right;">10 years</td> </tr> <tr> <td>✓ NPV savings</td> <td style="text-align: right;">\$130.98M</td> </tr> </table> | ✓ One-time cost | \$399.83M | ✓ Net Implementation cost | \$199.375M | ✓ Annual Recurring savings | \$35.313M | ✓ Payback Period | 10 years | ✓ NPV savings | \$130.98M | <ul style="list-style-type: none"> ✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79% ✓ Criteria 7: No Issues ✓ Criteria 8: No impediments |
| ✓ One-time cost | \$399.83M | | | | | | | | | | |
| ✓ Net Implementation cost | \$199.375M | | | | | | | | | | |
| ✓ Annual Recurring savings | \$35.313M | | | | | | | | | | |
| ✓ Payback Period | 10 years | | | | | | | | | | |
| ✓ NPV savings | \$130.98M | | | | | | | | | | |

✓Strategy

✓Capacity Analysis / Data Verification

✓ JCSG/MilDep Rec'd

✓De-conflicted w/JCSGs

✓COBRA

✓Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps

Candidate Recommendation #E&T-0046

Candidate Recommendation: Realign Moody Air Force Base, Georgia, by relocating the Primary Phase of Fixed-wing Pilot Training to Laughlin Air Force Base, Texas, and Vance Air Force Base, Oklahoma, and Introduction to Fighter Fundamentals (IFF) Training for both Pilots and Weapons Systems Officers to Columbus Air Force Base, Mississippi.

Realign Randolph Air Force Base, Texas, by relocating Navigator Training to Naval Air Station Pensacola, Florida, and Pilot Instructor Training (PIT) to Sheppard Air Force Base, Texas.

Realign Naval Air Station Whiting Field, Florida, by relocating Rotary-wing Training to Fort Rucker, Alabama, and the Primary Phase of Fixed-wing Pilot Training to Vance Air Force Base, Oklahoma, and Naval Air Station Meridian, Mississippi.

Realign Vance Air Force Base, Oklahoma, by relocating Fighter/Bomber Training to Columbus Air Force Base, Mississippi, and Tanker/Transport Training to Naval Air Station Corpus Christi, Texas.

Realign Laughlin Air Force Base, Texas, by relocating Tanker/Transport Training to Naval Air Station Corpus Christi, Texas, and Fighter/Bomber Training to Columbus Air Force Base, Mississippi.

Realign Naval Air Station Meridian, Mississippi, by relocating the Advanced Strike Phase of Pilot Training to Naval Air Station Kingsville, Texas.

Realign Naval Air Station Corpus Christi, Texas, by relocating the Primary Phase of Pilot Training to Naval Air Station Meridian, Mississippi, and Laughlin Air Force Base, Texas.

Realign Columbus Air Force Base, Mississippi by relocating Tanker/Transport Training to Naval Air Station Corpus Christi, Texas, and Primary Phase of Pilot Training to Naval Air Station Meridian, Mississippi.

Justification: This recommendation will realign and consolidate common undergraduate flight training functions across all services to reduce excess/unused basing capacity and increase the level of joint training in Department of Defense (DoD) Undergraduate Fixed-/Rotary-wing Flight Training (UFT/URT) and Undergraduate Navigator (UNT), Combat Systems Officer (CSO), and Naval Flight Officer (NFO) Training programs. Overall this recommendation will eliminate redundancy, enhance jointness, reduce excess capacity, and improve military value.

The basing arrangement that flows from this recommendation will allow the Inter-service Training Review Organization (ITRO) process to establish a DoD baseline program in consolidated/joint schools with curricula that permit services latitude to preserve service-unique culture and a faculty and staff that brings a “Train as we fight; jointly” national perspective to the learning process. The U.S. Air Force and the U.S. Army presently conduct URT at Fort Rucker, Alabama, in separate/collocated schoolhouses. The analysis indicates sufficient space is available at Fort Rucker for the Department of the Navy (DoN) URT program to relocate from NAS Whiting Field, Florida, to Fort Rucker with limited renovation and/or military construction. As T-45 and T-38 aircraft near the end of their service life, this arrangement better postures services for joint acquisition of common follow-on aircraft for the Advanced Phase of Undergraduate Fixed-/Rotary-wing Flight Training.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$399.83M. The net of all costs and savings to the Department during the implementation period is a cost of \$199.375M. Annual recurring savings to the Department after implementation are \$35.313M with a payback expected in ten years. The net present value of the costs and savings to the Department over 20 years is a savings of \$130.98M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 514 jobs (315 direct jobs and 199 indirect jobs) over 2006-2011 in the Del Rio, Texas Micropolitan Statistical Area, which is 2.44 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 313 jobs (166 direct jobs and 147 indirect jobs) over 2006-2011 in the Enid, Oklahoma, Micropolitan Statistical Area, which is 0.91 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,462 jobs (1,125 direct jobs and 1,337 indirect jobs) over 2006-2011 in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area that is 1.17 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,326 jobs (1,212 direct jobs and 1,114 indirect jobs) over 2006-2011 in the San Antonio, Texas, Metropolitan Statistical Area, which is 0.23 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 883 jobs (542 direct jobs and 341 indirect jobs) over 2006-2011 in

the Valdosta, Georgia, Metropolitan Statistical Area, which is 1.34 percent of the Economic Region of Influence (EROI) employment.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: This recommendation may require significant air permit revisions for Columbus, Laughlin, Vance, and Sheppard AFBs. Fort Rucker may require an Air Conformity Analysis. Columbus and Sheppard AFBs contain historic districts and/or cemeteries that may impact future development. Laughlin AFB contains archeological sites (acknowledged and areas of high archeological potential) that constrain operations and may impact future development. If MILCON requires demolition of a historical facility at NAS Corpus Christi, mitigation will be required. Military Munitions Response Program sites exist on Columbus, Laughlin, and Vance AFBs and may represent a safety hazard for future development. Will need to re-evaluate noise contours for Columbus, Laughlin, Vance, Sheppard, Meridian, Pensacola, Kingsville, Corpus Christi, and Fort Rucker. Threatened and endangered species and/or critical habitats exist on Sheppard but do not currently impact operations. Additional operations may impact threatened and endangered species and/or critical habitat. The runway extension at Corpus Christi will likely affect the piping plover. May need to modify the hazardous waste program for Columbus, Laughlin, Corpus Christi, and Sheppard AFBs. Expect additional (undefined) waste disposal fees for NAS Pensacola. The state requires a permit to withdraw ground water at Columbus and Laughlin AFBs. Additional operations at Columbus, Laughlin, Vance, and Sheppard AFBs may impact wetlands, which may restrict operations. This recommendation has no impact on dredging or marine mammals, resources, or sanctuaries. This recommendation will require approximately \$500K in one time waste management costs at Columbus, Laughlin, Vance, Sheppard, and Corpus Christi, and \$5K a year for a hazardous waste permit at NAS Pensacola. This recommendation will require approximately \$6,329K in environmental compliance costs at Columbus, Laughlin, Vance, Sheppard, Meridian, Pensacola, Kingsville, Corpus Christi, and Fort Rucker. These costs were included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities.

5 Attachments:

- 1.) COBRA Results
- 2.) Economic Impact Report
- 3.) Installation Criterion 7 Profile
- 4.) Summary of Scenario Environmental Impacts
- 5.) Service Comments Concerning COBRA Costs/Savings



E&T-0052: JSF Integrated Training Center

Candidate Recommendation (Summary): Realign Luke AFB, Sheppard AFB, Miramar MCAS, NAS Oceana, and NAS Pensacola by relocating instructor pilots, operations support personnel, maintenance instructors, maintenance technicians, and other associated personnel and equipment to Eglin AFB, Florida to establish an Integrated Training Center for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to train aviators and maintenance technicians how to properly operate and maintain this new weapon system.

| | | | | | | | | | | | |
|--|--|-----------|---------------------------|-----------|-------------------------|---------|------------------|-------|------------|-----------|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ OSD Direction to nominate installation for JSF Initial Training Site w/in BRAC ✓ Enhance personnel management of JSF Aviators | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Eglin had the highest MVA Score for JSG Graduate level flight training <ul style="list-style-type: none"> ✓ Meets Service-endorsed requirements ✓ Follows services future roadmap | | | | | | | | | | |
| <p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>✓ One-time cost</td> <td style="text-align: right;">\$199.07M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td style="text-align: right;">\$208.86M</td> </tr> <tr> <td>✓ Annual Recurring cost</td> <td style="text-align: right;">\$3.14M</td> </tr> <tr> <td>✓ Payback Period</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>✓ NPV cost</td> <td style="text-align: right;">\$220.63M</td> </tr> </table> | ✓ One-time cost | \$199.07M | ✓ Net Implementation cost | \$208.86M | ✓ Annual Recurring cost | \$3.14M | ✓ Payback Period | Never | ✓ NPV cost | \$220.63M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6: -36 to -888 jobs; 0.00 to 0.42% ✓ Criteria 7 - No Issues ✓ Criteria 8 - No Impediments |
| ✓ One-time cost | \$199.07M | | | | | | | | | | |
| ✓ Net Implementation cost | \$208.86M | | | | | | | | | | |
| ✓ Annual Recurring cost | \$3.14M | | | | | | | | | | |
| ✓ Payback Period | Never | | | | | | | | | | |
| ✓ NPV cost | \$220.63M | | | | | | | | | | |

- | | | | |
|------------|---|--|----------------------------|
| ✓ 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 Recommendation #E&T 0052

Candidate Recommendation (CR): Realign Luke Air Force Base, Arizona, by relocating to Eglin Air Force Base, Florida, a sufficient number of instructor pilots and operations support personnel to stand up the Air Force's portion of the Joint Strike Fighter Joint Air Force/Navy/ Marine Corps Integrated Training Center hereby established at Eglin Air Force Base, Florida.

Realign Marine Corps Air Station Miramar, California, by relocating to Eglin Air Force Base, Florida, a sufficient number of instructor pilots and operations support personnel to stand up the Marine Corps' portion of the Joint Strike Fighter Joint Air Force/Navy/ Marine Corps Integrated Training Center at Eglin Air Force Base, Florida.

Realign Naval Air Station Oceana, Virginia, by relocating to Eglin Air Force Base, Florida, a sufficient number of instructor pilots, operations, and maintenance support personnel to stand up the Navy's portion of the Joint Strike Fighter Joint Air Force/Navy/ Marine Corps Integrated Training Center at Eglin Air Force Base, Florida.

Realign Sheppard Air Force Base, Texas, by relocating to Eglin Air Force Base, Florida, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force's portion of the Joint Strike Fighter Joint Initial Maintenance Training Organization hereby established at Eglin Air Force Base, Florida.

Realign Naval Air Station Pensacola, Florida, by relocating to Eglin Air Force Base, Florida, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Department of the Navy's portion of the Joint Strike Fighter Joint Initial Maintenance Training Organization at Eglin Air Force Base, Florida.

Justification: This recommendation establishes Eglin AFB, Florida as an Integrated Training Center (ITC) that teaches entry-level aviators and maintenance technicians how to safely operate and maintain the new Joint Strike Fighter (JSF) (F-35) aircraft. The Department is scheduled to take delivery of the F-35 beginning in 2008.

This joint basing arrangement will allow the Inter-service Training Review Organization (ITRO) process to establish a DoD baseline program in a consolidated/joint school with curricula that permit services latitude to preserve service-unique culture and a faculty and staff that brings a "Train as we fight; jointly" national perspective to the learning process.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$199.07M. The net of all costs and savings to the Department

during the implementation period is a cost of \$208.8M. Annual recurring costs to the Department after implementation are \$3.14M with no payback expected. The net present value of the costs and savings to the Department over 20 years is a cost of \$220.63M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 888 jobs (392 direct jobs and 496 indirect jobs) over 2008-2011 in the Pensacola-Ferry, Pass-Brent, Florida, Metropolitan Statistical Area, which is 0.42 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 36 jobs (20 direct jobs and 16 indirect jobs) over 2006-2011 in the Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 82 jobs (43 direct jobs and 39 indirect jobs) over 2006-2011 in the San Diego-Carlsbad-San Marcos, California, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 69 jobs (33 direct jobs and 36 indirect jobs) over 2006-2011 in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 487 jobs (295 direct jobs and 192 indirect jobs) over 2006-2011 in the Wichita Falls, Texas, Metropolitan Statistical Area, which is 0.52 percent of economic area employment.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: This recommendation may require a significant air permit revision for Eglin AFB. Historic properties and districts exist on Eglin AFB but do not constrain operations. Additional operations could impact these sites, which would then impact operations. Will need to re-evaluate Eglin AFB noise contours as a result of the change in mission. There are 11 threatened and endangered species and 2 critical habitats on Eglin that impact operations on 78% of the installation. Previously, operations/testing/training have been delayed or diverted expect additional operations may further impact T&E species and/or critical habitats. This recommendation will

require Endangered Species Act Consultation for all T&E species. This recommendation may require modifying the hazardous waste program and on-installation water treatment works permits. Wetlands restrict 13.53% of Eglin, and operations are restricted by their CWA Section 404 permit. Additional operations may impact wetlands and the permit, which may further restrict operations. This recommendation has no impact on dredging or marine mammals, resources, or sanctuaries. This recommendation will require approximately \$100K in one time waste management costs and approximately \$876K in environmental compliance costs at Eglin AFB. These costs were included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities.

5 Attachments:

- 1.) COBRA Results
- 2.) Economic Impact Report
- 3.) Installation Criterion 7 Profile
- 4.) Summary of Scenario Environmental Impacts
- 5.) Service Comments Concerning COBRA Costs/Savings



Candidate #HSA-0069: Co-locate Miscellaneous Army Leased Activities

Candidate Recommendation (summary): Realign 15 leased installations in Northern Virginia by relocating HQDA Staff elements to Ft. Belvoir, Virginia.

| <u>Justification</u> | <u>Military Value</u> |
|--|--|
| <p><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$146.9M ✓ Net Implementation Cost: \$ 68.5M ✓ Annual Recurring Savings: \$ 21.6M ✓ Payback Period: 8 Years ✓ NPV (savings): \$130.5M | <p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Activities range from 236th to 314th of 324. ✓ Ft. Belvoir: 44th of 324 ✓ Criterion 6: No job reductions. ✓ Criterion 7: No impediments. ✓ Criterion 8: Air quality, Endangered species, and Historic properties. 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

Candidate Recommendation #HSA-0069

Candidate Recommendation: Realign Ballston Metro Center, a leased installation in Arlington, Virginia, by relocating the U.S. Army Legal Agency to Ft. Belvoir, Virginia.

Realign Park Center IV, a leased installation in Alexandria, Virginia, by relocating the U.S. Army Audit Agency to Ft. Belvoir, Virginia.

Realign Skyline VI, a leased installation in Falls Church, Virginia, by relocating the Administrative Assistant to the Secretary of the Army(SAAA) to Ft. Belvoir, Virginia.

Realign the Zachary Taylor Building, a leased installation in Arlington, Virginia, by relocating the U.S. Army G6/DISC4, the G8/Force Development, the G1/Army Research Institute, and the Administrative Assistant to the Secretary of the Army(SAAA) to Ft. Belvoir, Virginia.

Realign Crystal Square 2, a leased installation in Arlington, Virginia, by relocating U.S. Army NISA-P, the U.S. Army Environmental Policy Institute, and Senior Executive Public Affairs Training to Ft. Belvoir, Virginia.

Realign Crystal Gateway 2, a leased installation in Arlington, Virginia, by relocating the Deputy Under Secretary of the Army - Operations Research to Ft. Belvoir, Virginia.

Realign the Hoffman 1 and 2 Buildings, leased installations in Alexandria, Virginia, by relocating U.S. Army G1/Civilian Personnel Office, G1/Personnel Transformation, the Administrative Assistant to the Secretary of the Army(SAAA), and the Communication and Electronics Command to Ft. Belvoir, Virginia.

Realign Rosslyn Metro Center, a leased installation in Arlington, Virginia, by relocating the Administrative Assistant to the Secretary of the Army(SAAA) to Ft. Belvoir, Virginia.

Realign Jefferson Plaza 1 and 2, leased installations in Arlington, Virginia, by relocating the U.S. Army Office of the Chief Army Reserve, Assistant Secretary of the Army Financial Management and Comptroller/CEAC, the Administrative Assistant to the Secretary of the Army(SAAA), and Chief of Chaplains to Ft. Belvoir, Virginia.

Realign Crystal Gateway North, a leased installation in Arlington, Virginia, by relocating the U.S. Army G3/Army Simulation to Ft. Belvoir, Virginia.

Realign Crystal Plaza 5, a leased installation in Arlington, Virginia, by relocating the U.S. Army Safety Office and OSAA to the Ft. Belvoir, Virginia.

Realign Crystal Mall 4, a leased installation in Arlington, Virginia, by relocating the Assistant Secretary of the Army Manpower and Reserve Affairs/Amy Review Board/Equal Opportunity Office to the Ft. Belvoir, Virginia.

Realign Crystal Gateway 1, a leased installation in Arlington, Virginia, by relocating U.S. Army Environmental Technology to Ft. Belvoir, Virginia.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The average military value of the noted components of Headquarters of the Department of the Army (HQDA) based on current locations ranges from 236th to 314th out of 324 entities evaluated by the MAH military value model. Ft. Belvoir is ranked 44th out of 324. Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 675,000 Usable Square Feet of leased administrative space within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide HQDA components with immediate compliance with Force Protection Standards. HQDA's current leased locations are non-compliant with current Force Protection Standards.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$146.9 million. The net of all costs and savings to the Department during the implementation period is a cost of \$68.5 million. Annual recurring savings to the Department after implementation are \$21.6 million, with a payback expected in 8 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$130.5 million.

Impacts:

Economic Impact: This recommendation will not result in any job reductions (direct or indirect) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division.

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: This recommendation may impact air quality at Fort Belvoir. Fort Belvoir is currently in non-attainment for Ozone and PM 2.5. An air conformity

analysis and New Source Review is required. Fort Belvoir has 62 historic properties which may place some restrictions on base expansion and/or add cost to planning and permitting for this recommendation. Fort Belvoir has federally-listed species, including the Bald Eagle. As a consequence, there are current restrictions on aircraft flying altitude over nests during nesting season, as well as no land-disturbing training or timber clear cutting regulations along undeveloped shorelines. Additional operations may further impact threatened/endangered species leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use constraints/sensitive resource areas; marine mammals, noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$550,000 to undertake Air Conformity Analysis, New Source Review Permitting, and National Environmental Policy Act documentation at the receiving location. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

Supporting Information Attachments

- Section 1 – Competing Recommendations / Force Structure Capabilities
- Section 2 – Military Value Results
- Section 3 – Capacity Analysis
- Section 4 – COBRA Results
- Section 5 – Economic Impact Report
- Section 6 – Installation Criterion 7 Profile
- Section 7 – Summary of Scenario Environmental Impacts



#Tech-0005: Establish Joint Centers for Rotary Wing Air Platform RDAT&E

Candidate Recommendation (summary): Realigns Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, Naval Surface Warfare Center Division, Corona, CA, Air Force Material Command Wright Patterson AFB, OH, Fort Eustis, VA, Fort Rucker, AL, and Warner Robins AFB. Consolidates all rotary wing air platform RDAT&E at Patuxent River, MD and Redstone Arsenal, while retaining specialty sites.

Justification

- Enhances synergy
- Preserves healthy competition
- Leverages climatic/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Distributes demand on the telemetry spectrum
- Reasonable homeland security risk dispersal

Military Value

- All moves to Patuxent River go from low to higher military value
- Although Redstone Arsenal not highest military value for all functions, military judgment supports Redstone because it reflect an Army strategy to develop a full life-cycle support activity for aviation.

Payback

- One-time cost: \$101.25M
- Net implementation cost: \$74.43M
- Annual recurring savings: \$7.86M
- Payback time: 17 years
- NPV (savings): \$2.03M

Impacts

- Criterion 6: -56 to -605 jobs; <0.1% to 1.23%
- Criterion 7: No issues
- Criterion 8: No impediments

✓ Strategy
✓ COBRA

✓ Capacity Analysis / Data Verification
✓ Military Value Analysis / Data Verification

✓ JCSG/MilDep Recommended
✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs
✓ De-conflicted w/MilDepts

Candidate Recommendation TECH-0005

Candidate Recommendation: Realign the Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, by relocating Aviation Support Equipment activities in rotary wing air platform development & acquisition and test and evaluation to Patuxent River, MD. Realign the Naval Surface Warfare Center Division, Corona, CA, by relocating the METCAL activities in rotary wing air platform test and evaluation to Patuxent River, MD. Realign Air Force Material Command Wright Patterson AFB, OH, by relocating V-22 activities in rotary wing platform development and acquisition to Patuxent River, MD.

Realign Ft. Eustis, VA, by relocating activities in rotary wing air platform research, and development & acquisition to Redstone Arsenal, AL, and consolidating them with the Aviation Missile Research Development Engineering Center at Redstone Arsenal, AL. Realign the Aviation Technical Test Center, Ft. Rucker, AL, and consolidate with Redstone Technical Test Center at Redstone Arsenal, AL. Realign Warner-Robins AFB by relocating activities in rotary wing air platform development and acquisition to Redstone Arsenal, AL.

Justification: This Air Land Sea & Space (ALSS) scenario realigns and consolidates those activities that are primarily focused on Rotary Wing Air Platform sub-DTAP activities in Research, Development & Acquisition, and Test and Evaluation. The action creates the Joint Center for Rotary Wing Air Platform Research, Development & Acquisition and Test and Evaluation at the Redstone Arsenal, Huntsville, AL, and enhances the Joint Center at the Naval Air Warfare Center Aircraft Division (NAWCAD), Patuxent River, MD. While this recommendation consolidates all rotary wing air platform RDAT&E to two principal sites, several specialty sites are also retained—for example, Lakehurst will be retained as a dedicated RDAT&E facility for Navy Aircraft Launch and Recovery Equipment. All non-maritime unique air platform research functions are currently performed at Redstone Arsenal in concert with previous S&T Reliance Agreements. The end state of this recommendation builds upon existing rotary wing air platform technical expertise and facilities in place at the two principal sites and provides focused support for future aviation technological advances in rotorcraft development.

The planned component moves will enhance synergy by consolidating rotary wing work to major sites, preserving healthy competition, and leveraging climatic/geographic conditions and existing infrastructure, minimizes environmental impact, distributes demand on the telemetry spectrum and effects reasonable homeland security risk dispersal. These consolidations co-locate aircraft and aircraft support systems with development and acquisition personnel to enhance efficiency and effectiveness of rotary wing air platform design and development activities. The consolidation at Redstone Arsenal reflects the initiative to co-locate research, development and acquisition, and test and evaluation at a single site to replicate the proven enhanced synergy and efficiency gained by earlier U. S. Navy moves to Patuxent River, MD.

The consolidation of the Lakehurst Aviation Support Equipment work at Patuxent River will enhance productivity because of increased synergy and reduced personnel requirements. Currently, Patuxent River hosts the Aviation Support Equipment Program Management and T&E functions. Subsequent to executing this and other recommendations, all Navy Aviation Support Equipment work will then be performed at one site in conjunction with all other Navy Air Platform RDATE&E functions. The retention of Lakehurst as a dedicated Aircraft Launch and Recovery Equipment RDATE&E site was based on military judgment regarding the potential loss of an intellectual capital base that could not be replicated or purchased from industry. This decision is supported by the extreme costs that would be associated with the heavy civil engineering works essential to relocation of those facilities.

The Rotary Wing related Air Platform Test and Evaluation effort reported by NAVSURFWARCENDIV Corona is METCAL work. Relocating this work to Patuxent River will consolidate all such work at one site with a resultant increase in efficiency.

Payback:

The total maximum estimated one-time cost to the Department of Defense to implement this recommendation is \$101.25M. The net of all costs and savings to the Department during the implementation period is a cost of \$74.43M. Annual recurring savings to the Department after implementation are \$7.86M with a payback expected in 17 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$2.03M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 114 jobs (62 direct jobs and 52 indirect jobs) over the 2006-2011 period in the Dayton, OH Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment;

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 448 jobs (238 direct jobs and 210 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 590 jobs (319 direct jobs and 271 indirect jobs) over the 2006-2011 period in the Enterprise-Ozark, AL Metropolitan Statistical Area, which is 1.23 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 56 jobs (28 direct jobs and 28 indirect jobs) over the 2006-2011

period in the Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 605 jobs (259 direct jobs and 346 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 83 jobs (51 direct jobs and 32 indirect jobs) over the 2006-2011 period in the Warner Robins, GA Metropolitan Statistical Area, which is 0.13 percent of economic area employment.

Community Infrastructure Impact: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

Environmental Impact: Cultural, Archeological, and tribal resources exist at both Patuxent River and Redstone Arsenal and may have minimal impact on new military construction. ESQD Arcs exist at Patuxent River with one waiver and 1 exemption. None of the arcs can be expanded. Patuxent River has one international treaty (Open Skies Treaty) and underground storage tanks. There are 876.52 unconstrained acres at Patuxent River for development. Increased noise from aviation operations may result in operational restrictions on Redstone. Further evaluation is required. Threatened and endangered species exist at Patuxent River and Redstone and may have impact on new military construction. Water demand at Patuxent River would increase. The State of Maryland currently regulates water withdrawals at Patuxent River due to contamination found in groundwater. Approximately 5.9% restricted wetlands on Patuxent River, 100% restricted wetlands on the range, and 24.5% restricted wetlands on the auxiliary airfield. This Candidate Recommendation has no impact on air quality; dredging; or marine mammals' resources or sanctuaries. This recommendation will require National Environmental Policy Act documentation at Redstone and Patuxent River, and noise analysis and monitoring at Redstone. The approximately \$170K cost for these action was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities.



#Tech-0006: Centers for Fixed Wing Air Platform RDAT&E

Candidate Recommendation (abbreviated): Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform RDAT&E to NAS Patuxent River. Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform T&E to NAS Patuxent River. Realign Tinker, Robins, & Hill AFBs by relocating fixed wing related Air Platform D&A Wright Patterson AFB. Realign Wright Patterson AFB by relocating fixed wing related Live Fire T&E to Naval Air Weapons Station China Lake, CA.

Justification

- Enhances synergy by consolidating fixed wing work to major sites
- Preserves healthy competition
- Leverages climate/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Provides reasonable home security risk dispersal

Military Value

- All functions move to locations with a higher military value score for that function.

Payback

- One-time cost: \$68.692M
- Net implementation cost: \$ 47.234M
- Annual recurring savings: \$ 6.496M
- Payback time: 13 yrs
- NPV (savings): \$15.261M

Impacts

- Criterion 6: -31 to -873 jobs; <0.1% to 0.1%
- Criterion 7: No issues
- Criterion 8: No impediments

Candidate Recommendation TECH-0006

Candidate Recommendation: Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform Research, Development and Acquisition, and Test & Evaluation to Naval Air Station Patuxent River, MD . Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform Test and Evaluation to Naval Air Station Patuxent River, MD

Realign Tinker Air Force Base, OK, Robins, Air Force Base, GA, and Hill Air Force Base, UT, by relocating fixed wing related Air Platform Development and Acquisition to Wright Patterson Air Force Base, OH.

Realign Wright Patterson Air Force Base, OH, by relocating fixed wing related Live Fire Test and Evaluation to Naval Air Weapons Station China Lake, CA.

Justification: This recommendation will consolidate all Fixed Wing Air Platform RDAT&E at two principal sites: Naval Air Station (NAS) Patuxent River, MD, and Wright-Patterson Air Force Base (AFB), OH, while retaining several specialty sites. Research and Development & Acquisition will be performed at NAS Patuxent River and Wright-Patterson AFB. Lakehurst will be retained as a dedicated RDAT&E facility for Navy Aircraft Launch and Recovery Equipment.

This recommendation includes Research, Development and Acquisition and Test & Evaluation activities in Fixed Wing Air Platforms across the Navy and Air Force. The planned component moves will enhance synergy by consolidating to major sites, preserve healthy competition, leverage existing infrastructure, minimize environmental impact, and effect reasonable homeland security risk dispersal. The relocation of Fixed Wing Air Platform Research was previously accomplished in response to the S&T Reliance Agreements resulting in the consolidation at Wright Patterson AFB with the maritime related Fixed Wing Air Platform Research consolidated at NAS Patuxent River.

The consolidation of the Lakehurst Aviation Support Equipment work at NAS Patuxent River will enhance productivity because of increased synergy and reduced personnel requirements. This move must be executed in a manner to avoid splitting the Fixed Wing and Rotary Wing elements of this function since both elements depend on the same personnel and facilities. Currently, NAS Patuxent River hosts the Aviation Support Equipment Program Management and T&E functions. Subsequent to executing this and other recommendations, all Navy Aviation Support Equipment work will then be performed at one site in conjunction with all other Navy Air Platform RDAT&E functions. The retention of Lakehurst as a dedicated Aircraft Launch and Recovery Equipment RDAT&E site was a Navy decision largely dictated by concern over the potential loss of an

intellectual capital base that could not be replicated or purchased from industry. This decision is supported by the extreme costs that would be associated with the heavy civil engineering works essential to relocation of those facilities.

The Fixed Wing related Air Platform Test and Evaluation effort reported by NAVSURFWARCENDIV Corona [64267] is Metrology and Calibration (METCAL) work. Relocating this work to NAS Patuxent River will consolidate all such work at one site with a resultant increase in efficiency. This action must be executed in a manner to preserve the existing synergy between the Fixed Wing and Rotary Wing workload elements.

The Air Force intends to consolidate Development & Acquisition functions currently resident at Logistic Centers (Hill AFB, Tinker AFB and Robbins AFB) at Wright-Patterson AFB. These moves will increase efficiency by making a robust acquisition organization available to all Air Force Fixed Wing Air Platform D&A functions.

The consolidation of all Fixed Wing Air Platform Survivability Live Fire T&E at China Lake is driven by the redundancies that currently exist between the two sites, (Wright Patterson AFB and China Lake), and the potential savings afforded by establishing a single live fire test range for fixed wing air platforms. China Lake has this capability and has been doing such work for many years. This action will increase efficiency by reducing overall manpower requirements while also reducing redundancies that exist across the Live Fire Testing domain.

Payback: The total maximum estimated one-time cost to the Department of Defense to implement this recommendation is \$68,692K. The net of all costs and savings to the Department during the implementation period is a cost of \$47,234K. Annual recurring savings to the Department after implementation are \$6,496K with a payback expected in 13 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$15,261K.

Impacts:

Economic Impact on Communities:

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 873 jobs (474 direct jobs and 399 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 41 jobs (21 direct jobs and 20 indirect jobs) over the 2006-

2011 period in the Ogden-Clearfield, UT Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 31 jobs (14 direct jobs and 17 indirect jobs) over the 2006-2011 period in the Oklahoma City, OK Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 95 jobs (47 direct jobs and 48 indirect jobs) over the 2006-2011 period in the Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

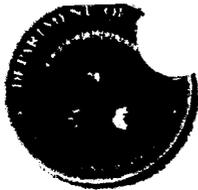
Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 65 jobs (40 direct jobs and 25 indirect jobs) over the 2006-2011 period in the Warner Robins, GA Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 32 jobs (20 direct jobs and 12 indirect jobs) over the 2006-2011 period in the Dayton, OH Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

Community Infrastructure Impact: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

Environmental Impact: China Lake is moderate nonattainment for PM10. It holds 336 CAA Major Operating permits. This recommendation will not create any problems with respect to China Lake's current or proposed air quality status. Implementation of this recommendation will not require the use of emission credits. Existing CAA district and Title V permits at the Weapons Survivability Laboratory complex can accommodate the proposed test pad and the increase in workload, fuel, and energetics consumption without modification. Construction of the test pad will not trigger General Conformity, based on analysis of significantly larger projects that have remained below the de minimis threshold. The Kern County portion of China Lake is in maintenance area. However, implementation of this recommendation will take place in the San Bernadino County portion of China Lake, which is not in any maintenance areas. A conformity analysis is required at Wright-Patterson. Air credits are currently not available. A more in-depth review is required. An initial analysis indicates a conformity determination is not required. Archeological and historical sites exist at China Lake. Federally recognized Native American Tribes have asserted an interest in the installation.

The proposed increases to Weapons Survivability Lab operations would be accommodated within an established range test area. The new test pad described in the recommendation would be built on an existing disturbed area used for the same purpose. On installation cemeteries impose limitations on fee simple ownership at Wright-Patterson (e.e., access easements). 50 Archaeological sites are present, and some with high potential for archaeological sites. One constrains training/testing operations by restricting digging in the area. Another site constrains future construction. 22 Historic sites and 4 historic districts are present at Wright-Patterson. Additional operations may impact these areas, which may restrict operations. ESQD Arcs exist on Patuxent River with one waiver and one exemption. None of the arcs can be expanded. The installation has one international treaty (Open Skies Treaty). The installation also has underground storage tanks. The installation has 876.52 unconstrained acres available for development. This scenario will require construction of a facility within the Chesapeake Bay Critical Area. However, this constraint will not preclude addition the new mission. The facility construction site plan will require review by the State of Maryland for consistency with the critical area laws. The state may identify mitigation measures (i.e., storm water management) that will be addressed during the facility design. Marine mammals and sensitive resource areas are present at China Lake. The Indiana bat is a T&E species on Wright-Patterson that impacts operations. Tree cutting is prohibited between 15 April and 15 September to avoid incidental take of roosting bats. No training restrictions. Additional operations may further impact this T&E specie. Solid wastes created by the new mission can be fully accommodated under China Lakes existing solid waste management capabilities provided under a base Operating Services Contract. China Lake has a permitted hazardous waste RCRA TSD facility and a final RCRA Subpart X permit. The hazardous waste program at Wright-Patterson will require modification. This recommendation will increase the water demand at China Lake and Patuxent River. Contamination has been found in the groundwater at both locations but that will not restrict the new mission. Lakenhurst, China Lake, Patuxent River, and Corona, discharge to an impaired waterway and groundwater contamination has been found. Wetlands restrict <1% of Wright-Patterson. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on dredging or noise. This recommendation will require additional hazardous waste disposal costs at China Lake and Wright-Patterson and environmental compliance costs at Wright-Patterson. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



#Tech-0009A: Defense Research Service Led Laboratories

Candidate Recommendation (summary): Realign AFRL, Brooks City Base by relocating HED to Wright Patterson AFB. Close AFRL Mesa City, AZ AND relocate all functions to Wright Patterson AFB. Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson AFB and the Information Directorate to Hanscom AFB. Realign AFRL Hanscom by relocating the Sensors Directorate to Wright Patterson AFB and the Space Vehicles Directorate to Kirtland AFB. Realign AFRL Wright Patterson AFB by relocating the Information Systems Directorate to Hanscom AFB.

| | |
|--|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Reduces number of Air Force Research Laboratory operating locations ■ Eliminates overlapping infrastructure ■ Increase efficiency of operations ■ Closes Rome, Mesa ■ Facilitates the closure of Brooks City Base | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Realigning/Closing locations with lower military value to locations with higher military value. ■ Increases Capability at WPAFB, Kirtland, Hanscom |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One-time cost: \$393M ■ Net implementation cost: \$204M ■ Annual recurring savings: \$ 58M ■ Payback time: 7 years ■ NPV (savings): \$349M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: -457 to -2536 jobs; <0.1 to 1.6% ■ Criterion 7: No issues ■ Criterion 8: May require building on constrained acreage. |

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



BRAC 2005

Briefing to the
Infrastructure Steering Group

March 4, 2005

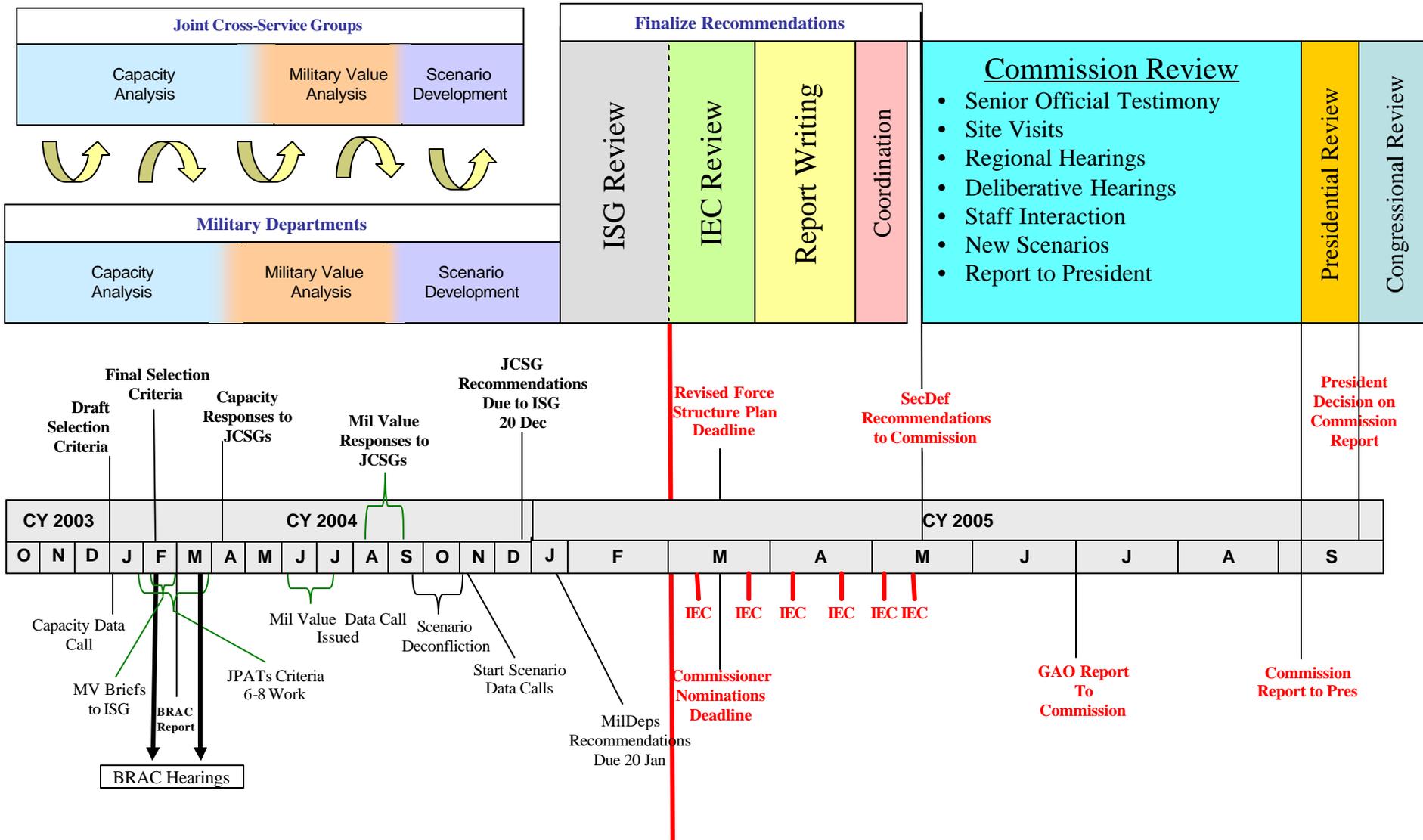


Purpose

- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
 - Candidate Recommendations Projected briefings to ISG
 - Closeout for Candidate Recommendations
 - Education & Training (4)
 - Headquarters and Support Activities (1)
 - Technical (9)
 - USA (2)
 - USAF (7)



Process Overview





Summary of Conflict Review

- As of 18 Feb 05 – 1,024 Registered Scenarios
 - 0 New Conflicting Scenarios
 - 108 Old Conflicts Settled
 - 10 Not Ready for Categorization
 - 591 Independent
 - 44 Enabling
 - 257 Deleted

Candidate Recommendations

Projected Briefings to ISG (as of 28 Feb 05)



| Group | Total | 7 Jan | 14 Jan | 21 Jan | 28 Jan | 4 Feb | 11 Feb | 18 Feb | 25 Feb | 4 Mar | 11 Mar | 15 Mar |
|--------------|------------|---------------|--------------|---------------|----------------|---------------|---------------|---------------|---------------|-----------|-----------|-----------|
| E&T | 16 | | | | | | 6/0/0 | | | 4 | 6 | |
| H&SA | 53 | 15/0/0 | | 3/0/0 | 4/1/0 | 4/0/3 | 3/0/0 | 5/0/5 | 2/1/0 | 1 | 3 | 3 |
| IND | 34 | | | 10/0/0 | 5/0/0 | 2/0/0 | 4/0/0 | 1/0/0 | 6/0/0 | | 6 | |
| INTEL | 6 | | | | | | | | | | 4 | 2 |
| MED | 20 | | 8/0/0 | | 1/0/0 | | | 3/0/0 | 3/0/0 | | 5 | |
| S&S | 7 | | | | 1/0/0 | | | 3/0/0 | | | 3 | |
| TECH | 18 | | | | | 0/0/1 | | 3/0/0 | | 9 | 5 | |
| ARMY | 153 | | | | 95/0/1 | 32/0/0 | 21/0/0 | | | 2 | 2 | |
| DoN | 65 | | | | 38/0/0 | | 2/0/0 | | | | 12 | ~13 |
| USAF | 51 | | | | | | | 31/0/0 | 12/0/0 | 7 | 1 | |
| Total | 423 | 15/0/0 | 8/0/0 | 13/0/0 | 144/1/1 | 38/0/4 | 36/0/1 | 46/0/5 | 23/1/0 | 23 | 47 | 18 |

Legend:

Approved – 323 / Disapproved – 2 / Hold – 10

Pending - 88

Note: MilDepts are for info only to ISG



Closeout for Candidate Recommendations

- ~ 65 candidate recommendations remain to be briefed to ISG/IEC
- Tasks required after closeout
 - Adjudicate conflicts between candidate recommendations;
 - Ensure validity and appropriate allocation of costs and savings among separate candidate recommendations;
 - Combine candidate recommendations, as appropriate;
 - Re-run COBRA, and criterion 6, 7, & 8 for combined candidate recommendations;
 - Write report (quantify results, message, etc.) and brief to ISG & IEC;
 - Coordinate Report within DoD;
 - Present report to SecDef for review
- Only 9 ISG meetings before May 16th
 - 11, 15 & 25 Mar; 1, 8, 15, 22, & 29 Apr; 13 May
- Only 6 IEC meetings before May 16th
 - 7 & 21 Mar; 11 & 25 Apr; 2 & 9 May



Recommendation

- Direct 15 March 05 as last day for JCSGs to brief recommendations to the ISG
- Complete packages and briefing slides due to BRAC office 11 March
- Schedule additional IEC meeting the week of 28 March to consider last batch of candidate recommendations

Education & Training Joint Cross Service Group

Candidate Recommendations

Infrastructure Steering Group Meeting
March 4, 2005



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



E&T JCSG Guiding Principles

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



Strategies

- **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**



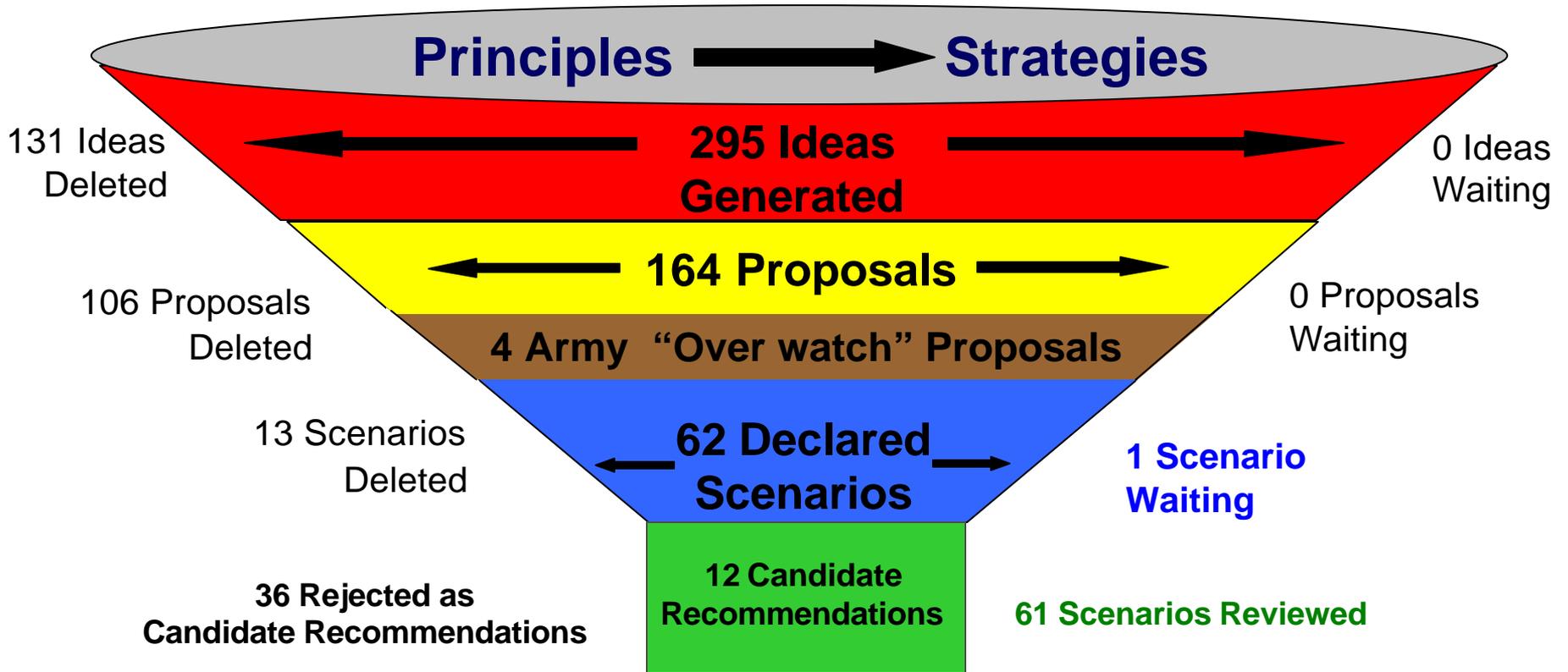
Strategies

- **Specialized 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)**
 - **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



6 ISG Approved & Prep for IEC

— ISG Approved but On-Hold for Enabling Scenario

1 ISG On Hold for addl info or related Candidate Recommendation

— ISG Conflict (s) to be Considered & Resolved

2 ISG Disapproved (Scenarios)
14 Jan 05



E&T JCSG Roadmap

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

Approved by ISG 11 February 2005

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

- **Consolidate / Realign**
 - ✓ **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





Candidate # E&T-0003R

Candidate Recommendation: Realign AFIT at Wright-Patterson AFB, Dayton, Ohio, by disestablishing graduate level education. Realign the NPS at Monterey, California, by disestablishing graduate level education. **Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.**

| | |
|--|--|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Eliminates need for education programs at NPS and AFIT. ✓ Realize savings through privatizing education function to civilian colleges & universities. ✓ Supports DoD transformational option to privatize graduate-level education | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ NPS: 73.7 (1st of 2) ✓ AFIT: 53.4 (2nd of 2) |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$47.6M ✓ Net Implementation Savings: \$82.4M ✓ Annual Recurring Savings: \$32.7M ✓ Payback Period: 1 year ✓ NPV (savings): \$377.9M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> • 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



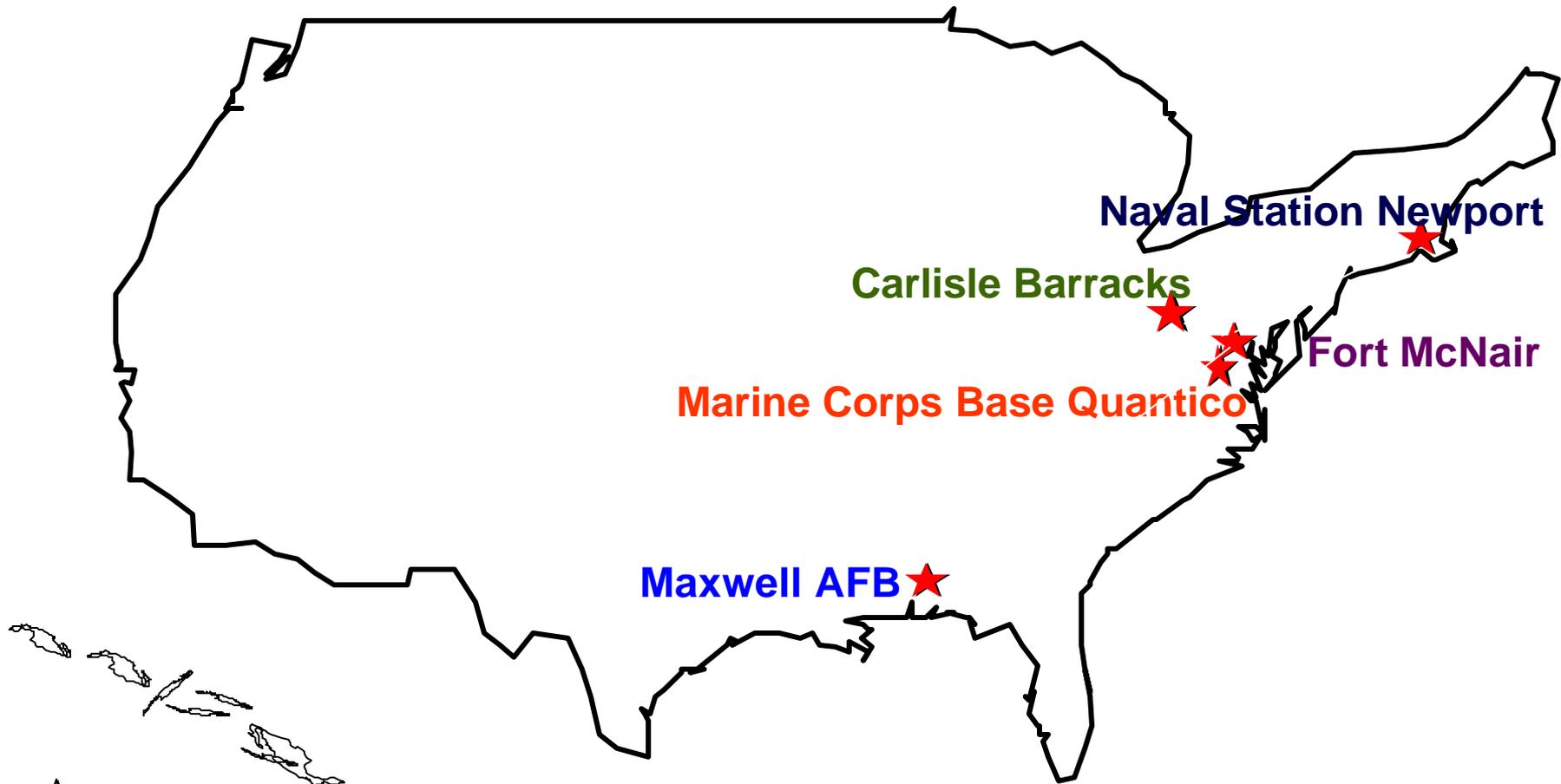
Candidate Recommendations

Submitted for ISG deliberation 4 March 2005

- **Consolidate / Re-align**
 - ❑ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
 - ❑ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
 - ❑ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



Establish a Joint Center of Excellence for Senior-level JPME



★ Indicates PDE locations



Candidate E&T-0032

Candidate Recommendation (Summary): Realign Carlisle Barracks, Maxwell AFB, Naval Station Newport, and MCB Quantico by relocating Service War Colleges to Fort McNair, making them colleges of the National Defense University.

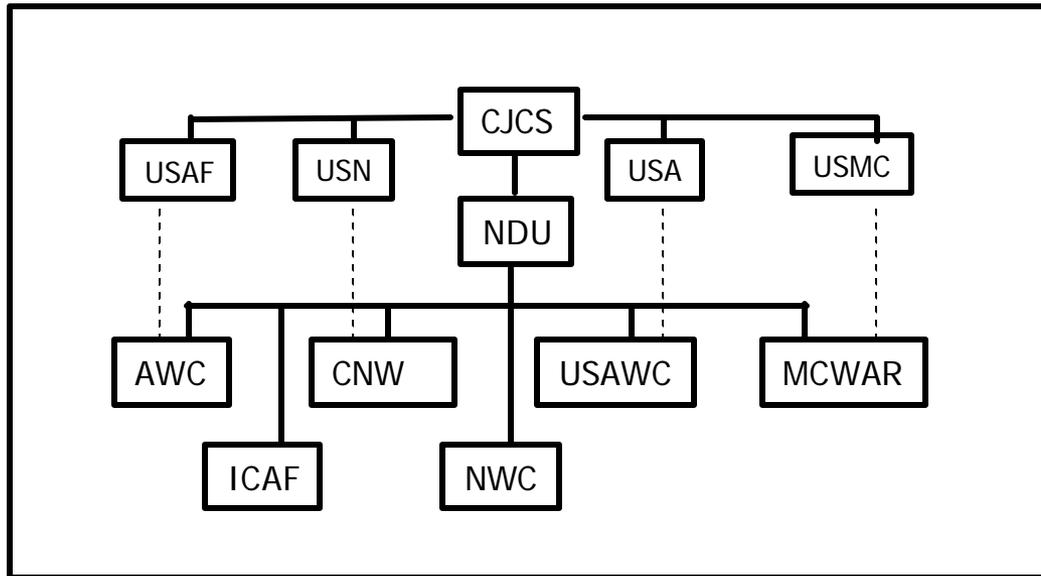
| <u>Justification</u> | <u>Military Value</u> | | | | | | | | | | |
|---|---|----------------|----------------------------|--------------|-----------------------------|---------------|-------------------|---------------------|------------------|------------------|--|
| <p>✓ Maximize professional development, administrative, and academic synergies</p> <p>✓ Merges common support functions and reduces resource requirements.</p> <p>✓ Establish Centers of Excellence for Joint or inter-service education</p> | <table> <tr> <td>✓ MCB Quantico</td> <td>62.8</td> </tr> <tr> <td>✓ Ft. McNair</td> <td>61.1</td> </tr> <tr> <td>✓ Maxwell AFB</td> <td>54.1</td> </tr> <tr> <td>✓ Carlisle Barracks</td> <td>53.8</td> </tr> <tr> <td>✓ NAVSTA Newport</td> <td>52.7</td> </tr> </table> | ✓ MCB Quantico | 62.8 | ✓ Ft. McNair | 61.1 | ✓ Maxwell AFB | 54.1 | ✓ Carlisle Barracks | 53.8 | ✓ NAVSTA Newport | 52.7 |
| ✓ MCB Quantico | 62.8 | | | | | | | | | | |
| ✓ Ft. McNair | 61.1 | | | | | | | | | | |
| ✓ Maxwell AFB | 54.1 | | | | | | | | | | |
| ✓ Carlisle Barracks | 53.8 | | | | | | | | | | |
| ✓ NAVSTA Newport | 52.7 | | | | | | | | | | |
| <p><u>Payback</u></p> <table> <tr> <td>✓ One Time Cost:</td> <td>\$85.2M</td> </tr> <tr> <td>✓ Net Implementation Cost:</td> <td>\$12.8M</td> </tr> <tr> <td>✓ Annual Recurring Savings:</td> <td>\$21.6M</td> </tr> <tr> <td>✓ Payback Period:</td> <td>2 Years</td> </tr> <tr> <td>✓ NPV (savings):</td> <td>\$212.1M</td> </tr> </table> | ✓ One Time Cost: | \$85.2M | ✓ Net Implementation Cost: | \$12.8M | ✓ Annual Recurring Savings: | \$21.6M | ✓ Payback Period: | 2 Years | ✓ NPV (savings): | \$212.1M | <p><u>Impacts</u></p> <p>✓ Criterion 6: -742 to -1299 jobs; 0.11% to 0.36%</p> <p>✓ Criterion 7: No issues.</p> <p>✓ Criterion 8: Issue regarding buildable acres.</p> |
| ✓ One Time Cost: | \$85.2M | | | | | | | | | | |
| ✓ Net Implementation Cost: | \$12.8M | | | | | | | | | | |
| ✓ Annual Recurring Savings: | \$21.6M | | | | | | | | | | |
| ✓ Payback Period: | 2 Years | | | | | | | | | | |
| ✓ NPV (savings): | \$212.1M | | | | | | | | | | |

- ✓ 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 and Co-locate

What we mean by “Realign and Co-Locate”



- **Coordinated Functions**
- **CJCS controls JPME curriculum**
- **Service Chiefs control PME Curriculum**



Why Joint Centric?

✓ Build Synergy for Joint Warfare

- Synergy in Senior Education of Joint Land, Maritime, Air & Space, and Expeditionary Warfighters (“*Advance Jointness*”)
 - At the Operational Level, the fight is fundamentally Joint; Senior education of those warfighters must be too
 - Models Senior Education with G/FO JPME Delivery
- Delivery Enhanced by Proximity (“*Achieve Synergy*”)
 - Opportunity for Integrated Wargaming & Common Elective Program
 - Opportunity to Interact with larger Student & Faculty Populations
 - Proximity to Center of Excellence for National Security Strategy & Joint/Strategic Thought
 - DC location = Easier access to Senior DoD, Interagency & International Leaders & Key Staff
- Institutional Resources Enhanced...NDU Library gains depth by what the Service Colleges bring
- “Cradle to Grave Synergy” of Service Schools not affected
 - Real Mentoring occurs when Senior School Grads return to Instruct at Junior Courses



Why Not Quantico? (Higher Mil-Val)

- Quantico's Mil Value Score largely attributable to quantity of Buildable Acres & due extant MCU capabilities
- Stretches the "Synergy by proximity" DC factor
 - 3 miles vs 35 miles (on I-95!)
- Breaks synergy with other NDU Institutions
 - Regional Centers, IRMC, NSSEE etc
- Impact on core MCCDC mission?
 - Share facilities with Marine Corps Service PME all levels.
- More Expensive "Double the Price"
 - Higher ROI, Less NPV, Higher One Time Costs
 - Why? : Moving more people & Need more MILCON

Moves 5 Colleges & NDU HQ to location of Smallest College



Candidate Recommendations

Submitted for ISG deliberation 4 March 2005

- **Consolidate / Re-align**
 - ✓ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
 - ☐ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
 - ☐ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



Flying Training “Big Picture”

- **Goal: Array Assets to “Enhance Jointness” & “Uncover Bases”**
 - Move to / toward common UFT platforms at fewer joint bases
 - Preserve Integrity of Service & Joint Training Programs
- **Reviewed Undergraduate Flight Training**
 - **Fixed-wing Flight Training**
 - Primary Phase of Flight Training
 - Advanced Phase of Flight Training
 - Naval Flight Officer & Navigator Training
 - **Rotary Wing Flight Training**
- **Proposals data-driven (MilVal & Capacity) three major concepts**
 - **Status Quo**; Keep assets aligned with parent service/present programs
 - **Cooperative**; Realign sub-functions to create a joint environment
 - **Transformational**; Marry Advanced Phases of UFT w/appropriate FRS/FTU

Domino Effect: Consolidating assets for one program will “drive” moves across multiple UFT bases



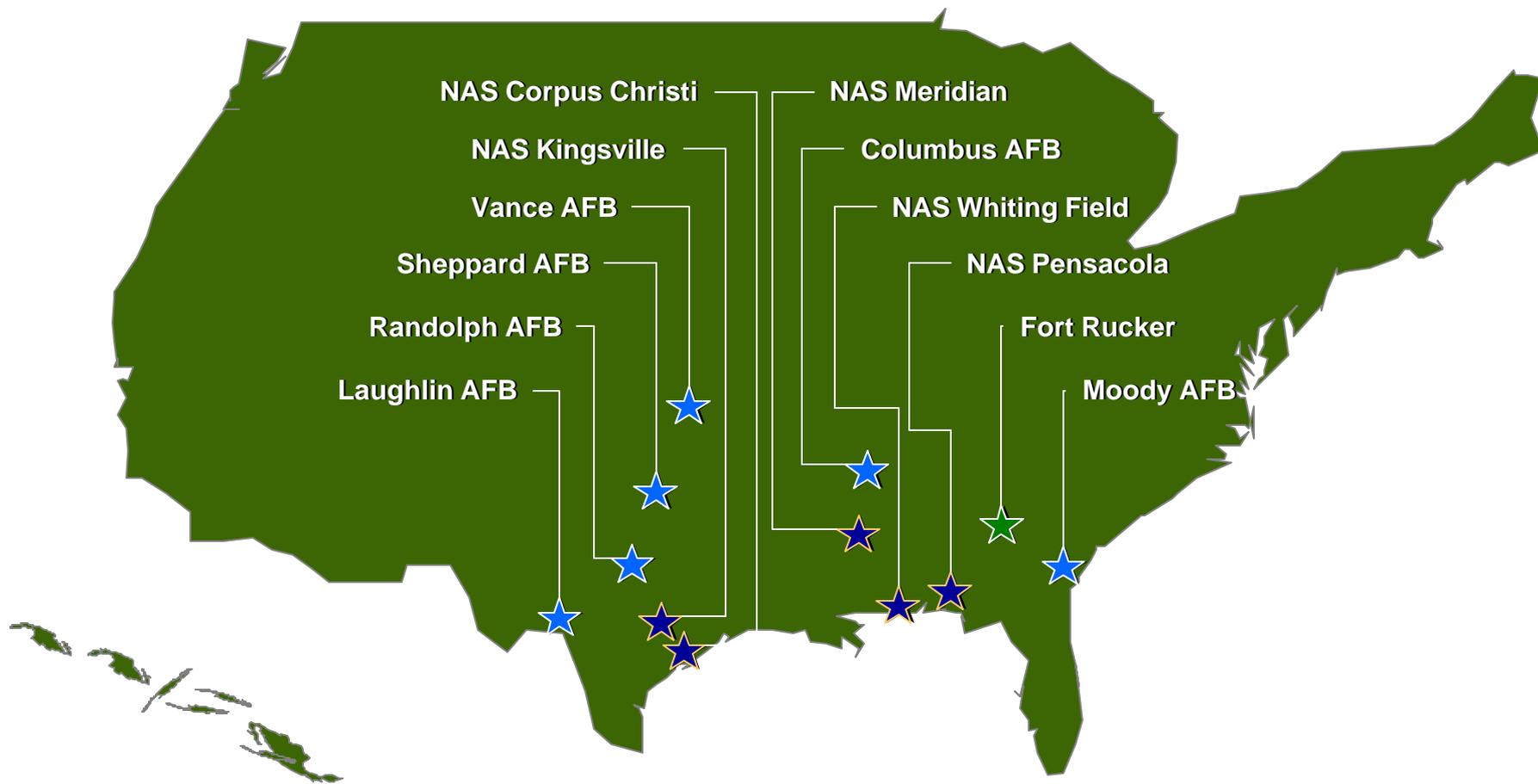
Force Structure Allocation

- **Flight Training Force lay down Rules of Engagement**
 - Optimization Model yielded Best-case Number of Bases
 - Excess capacity based on FY04 (Before) & FY09 (After)
 - Distribution based on Student Throughput Forecast for FY09
 - Target: 80% of Runway Operations Capacity (244 days/year)

- **Flight Training Airfield/Airspace Reconfiguration**
 - Shared use of Aux Fields & Airspace at other bases if in close proximity
 - Realign airspace to accommodate new activities for primary or advanced phases of flight training



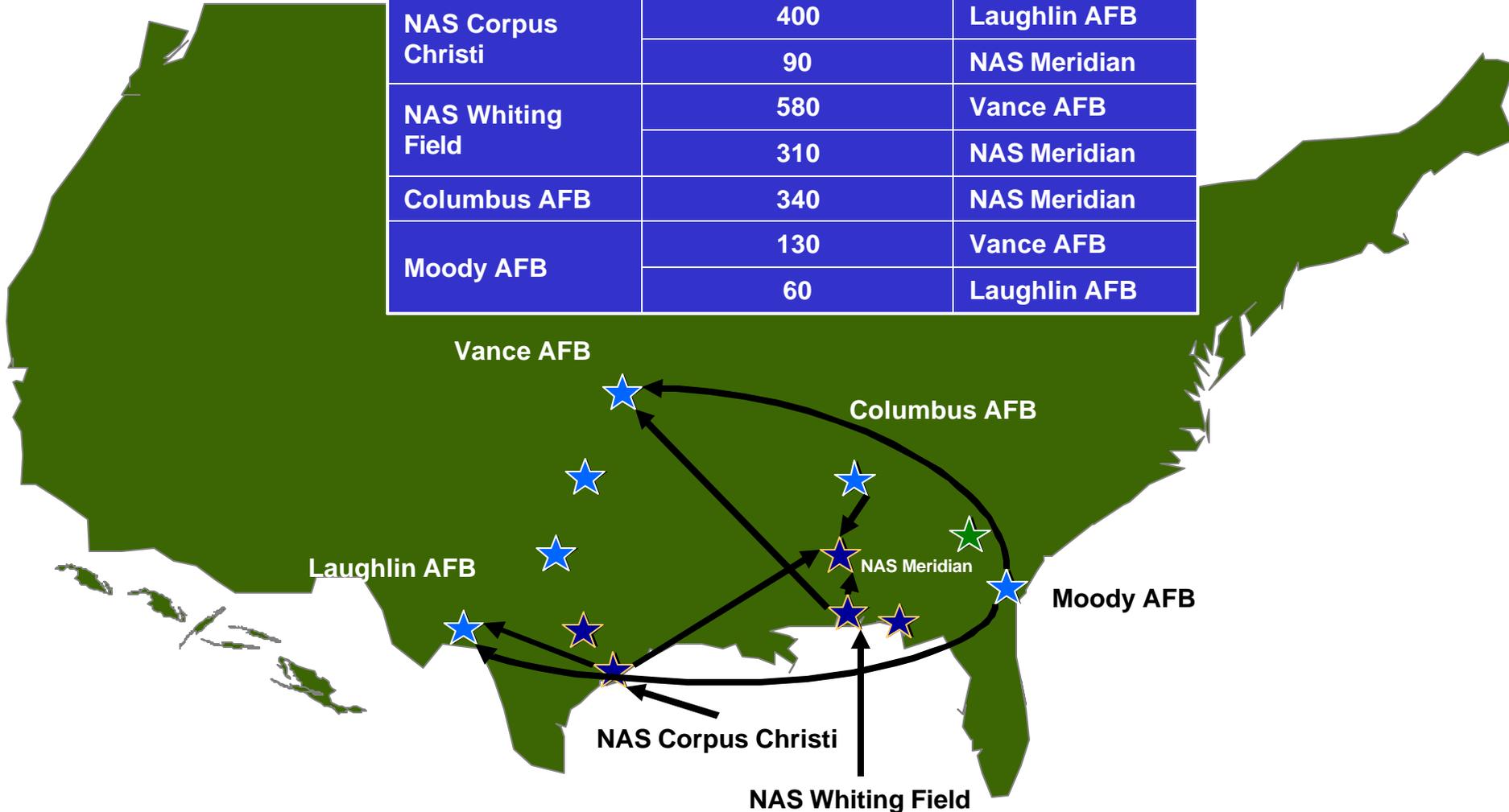
E&T-0046 Consolidate Common UFT Functions





E&T-0046 Consolidate Common UFT Functions

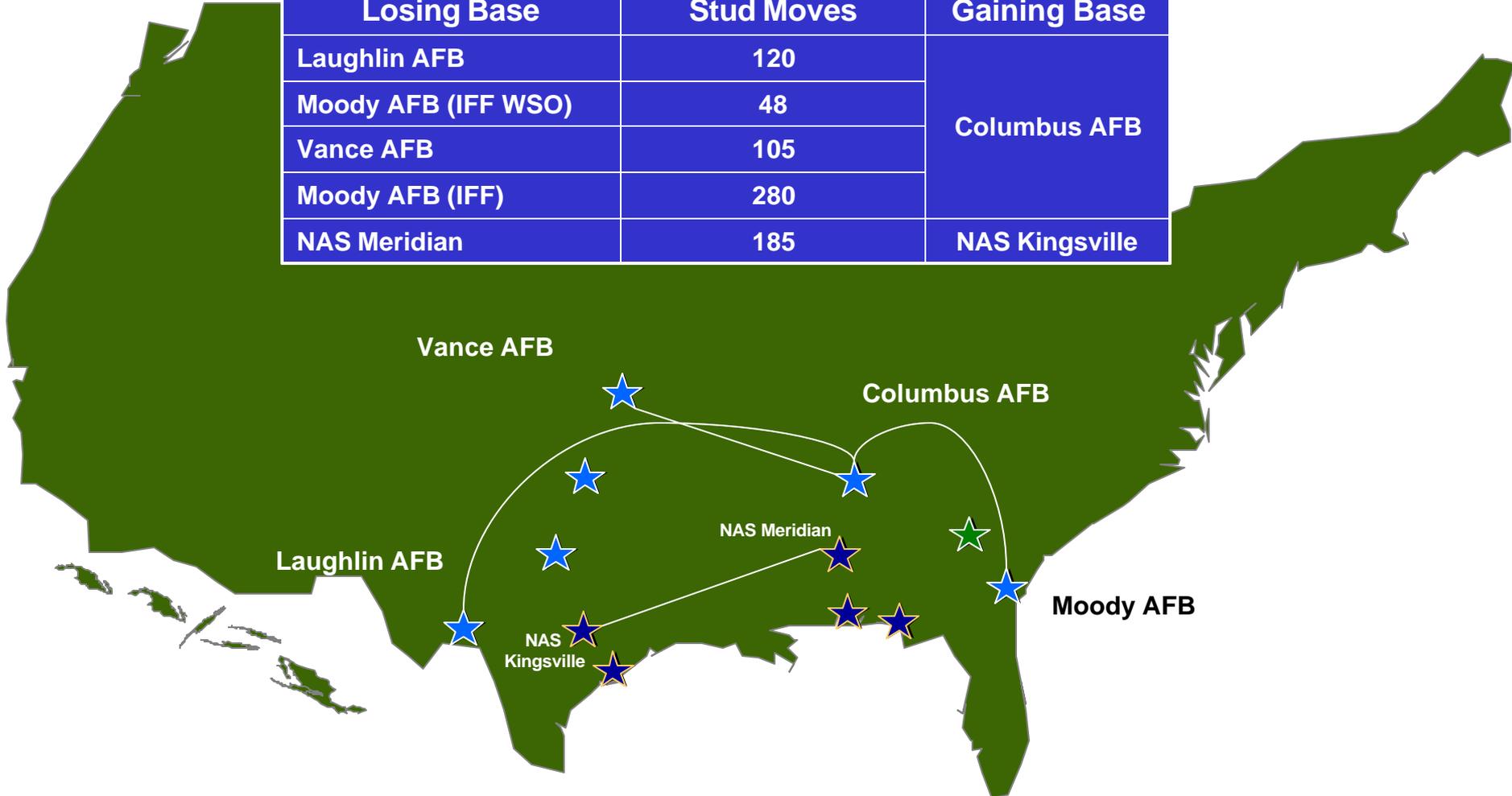
| Primary Phase (T-6, T-37 & T-34) | | |
|----------------------------------|------------|--------------|
| Losing Base | Stud Moves | Gaining Base |
| NAS Corpus Christi | 400 | Laughlin AFB |
| | 90 | NAS Meridian |
| NAS Whiting Field | 580 | Vance AFB |
| | 310 | NAS Meridian |
| Columbus AFB | 340 | NAS Meridian |
| Moody AFB | 130 | Vance AFB |
| | 60 | Laughlin AFB |





E&T-0046 Consolidate Common UFT Functions

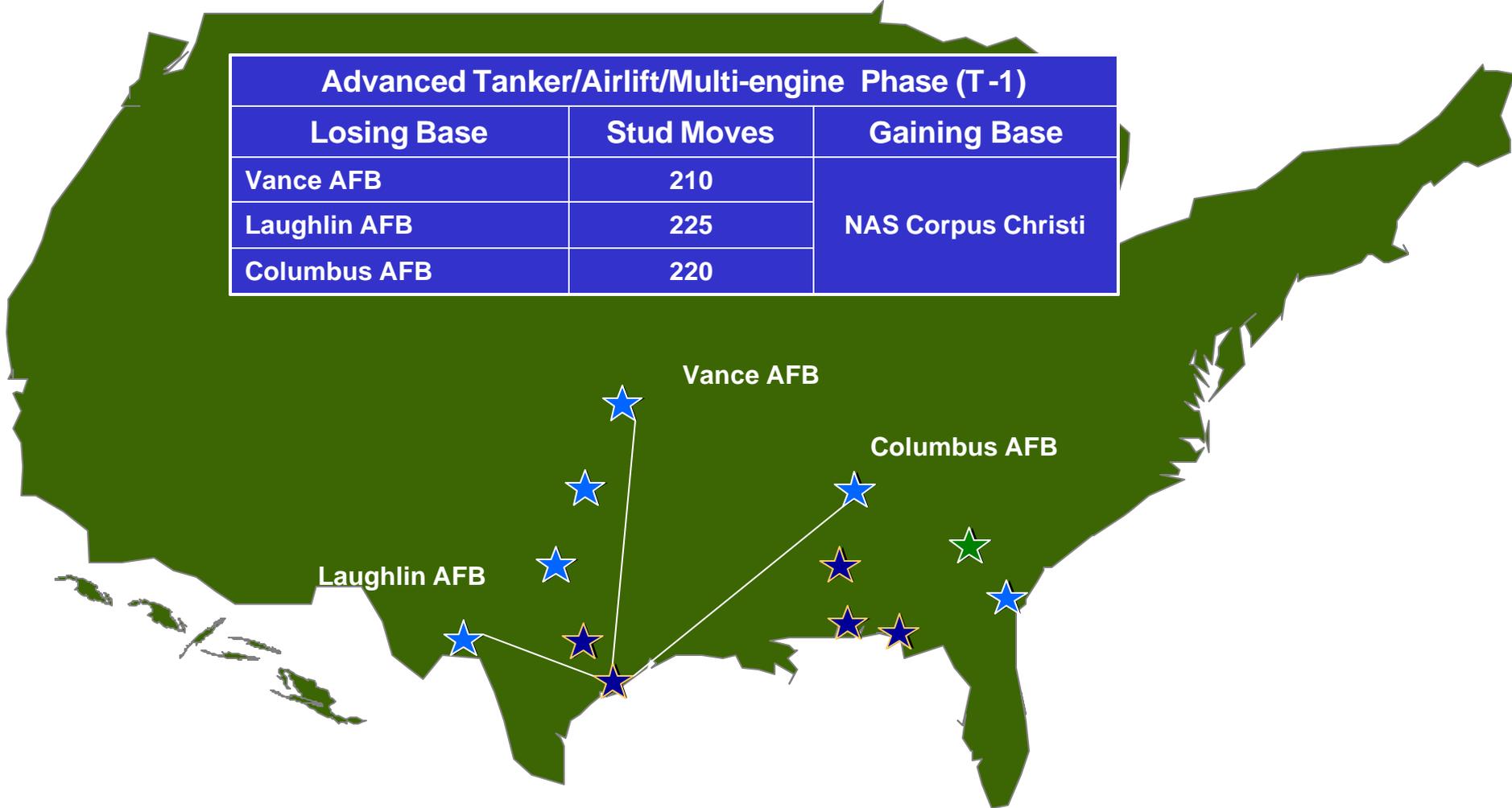
| Advanced Fighter/Bomber/Strike Phase (T-38 & T-45) | | |
|--|------------|----------------|
| Losing Base | Stud Moves | Gaining Base |
| Laughlin AFB | 120 | Columbus AFB |
| Moody AFB (IFF WSO) | 48 | |
| Vance AFB | 105 | |
| Moody AFB (IFF) | 280 | NAS Kingsville |
| NAS Meridian | 185 | |





E&T-0046 Consolidate Common UFT Functions

| Advanced Tanker/Airlift/Multi-engine Phase (T-1) | | |
|--|------------|--------------------|
| Losing Base | Stud Moves | Gaining Base |
| Vance AFB | 210 | NAS Corpus Christi |
| Laughlin AFB | 225 | |
| Columbus AFB | 220 | |

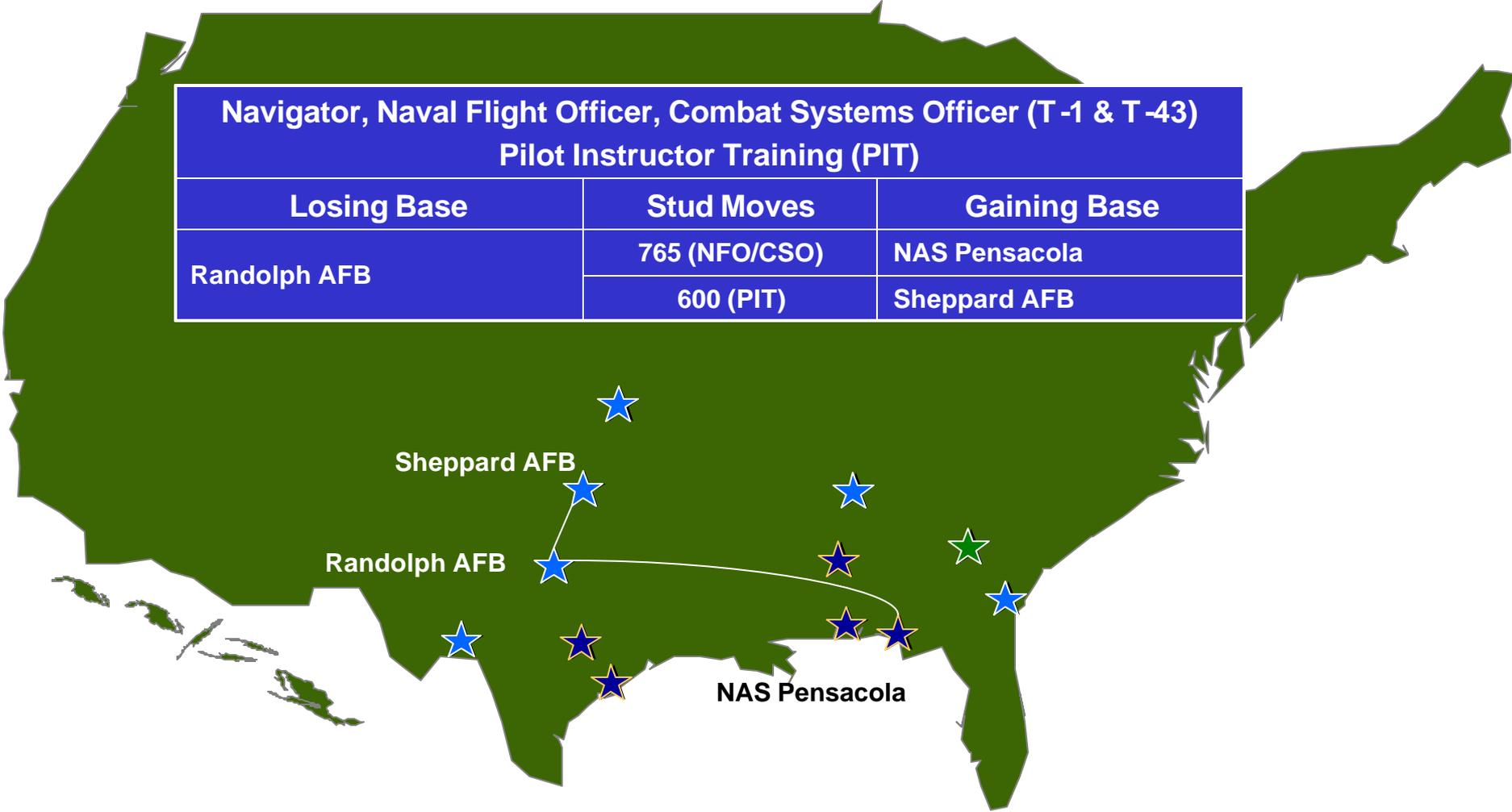




E&T-0046 Consolidate Common UFT Functions

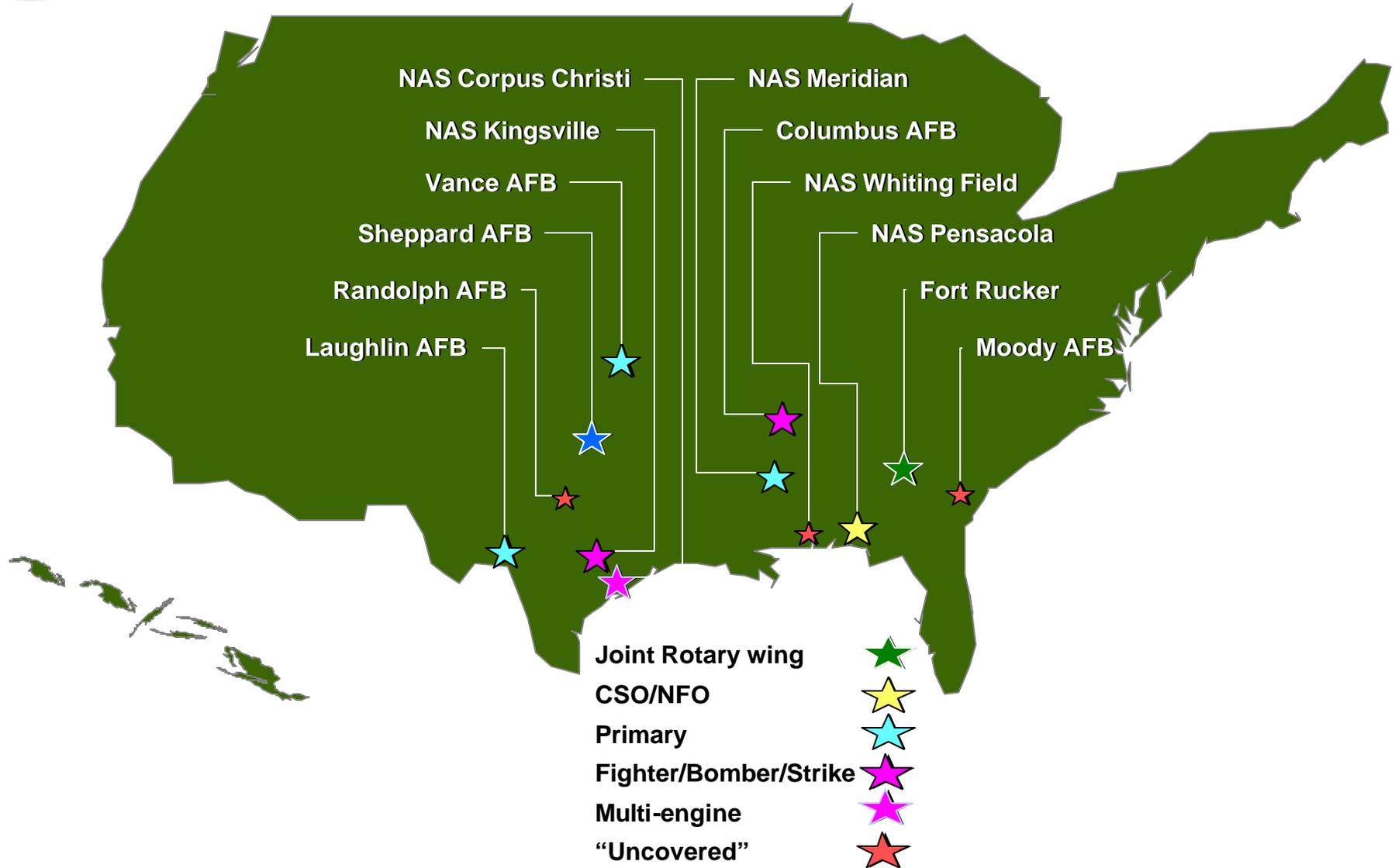
Navigator, Naval Flight Officer, Combat Systems Officer (T-1 & T-43)
Pilot Instructor Training (PIT)

| Losing Base | Stud Moves | Gaining Base |
|--------------|---------------|---------------|
| Randolph AFB | 765 (NFO/CSO) | NAS Pensacola |
| | 600 (PIT) | Sheppard AFB |

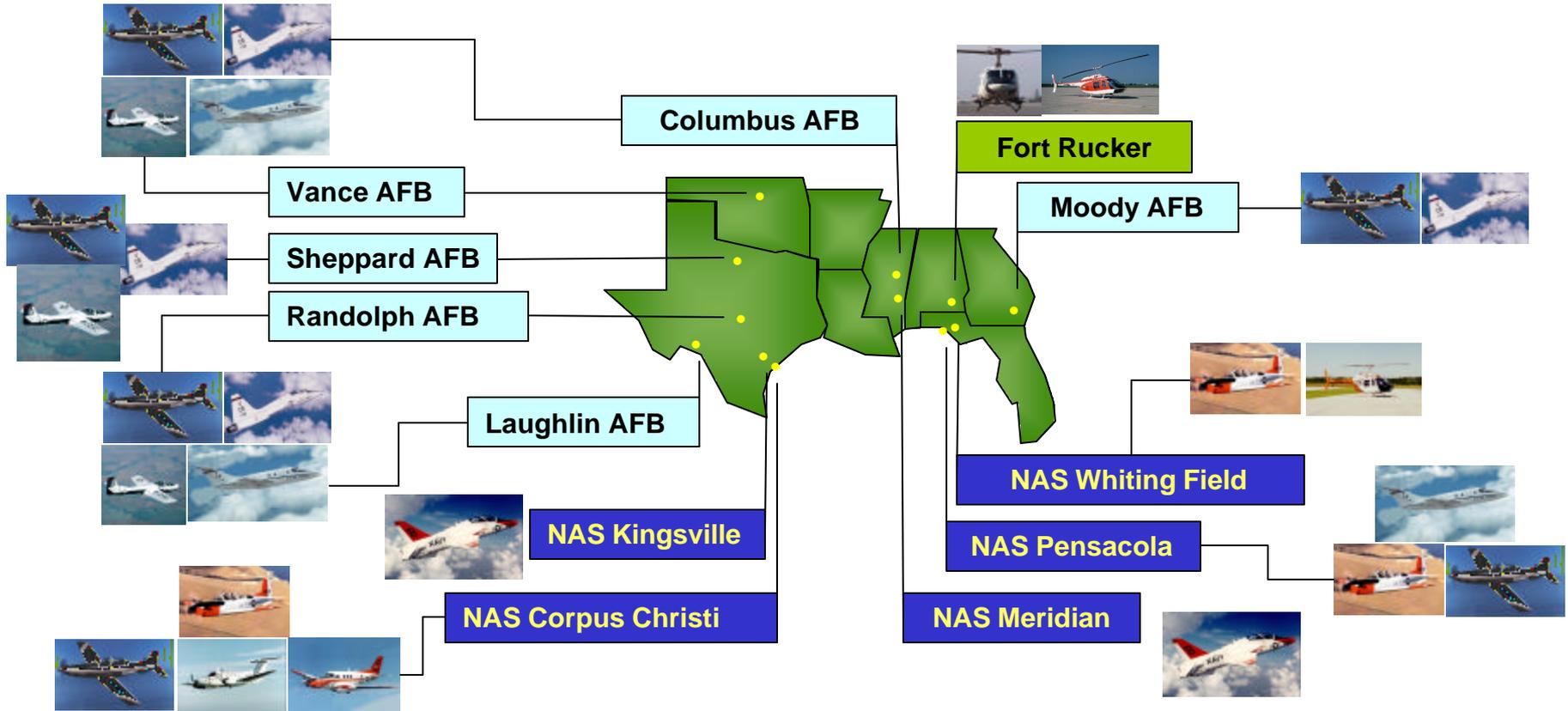




E&T-0046 Consolidate Common UFT Functions

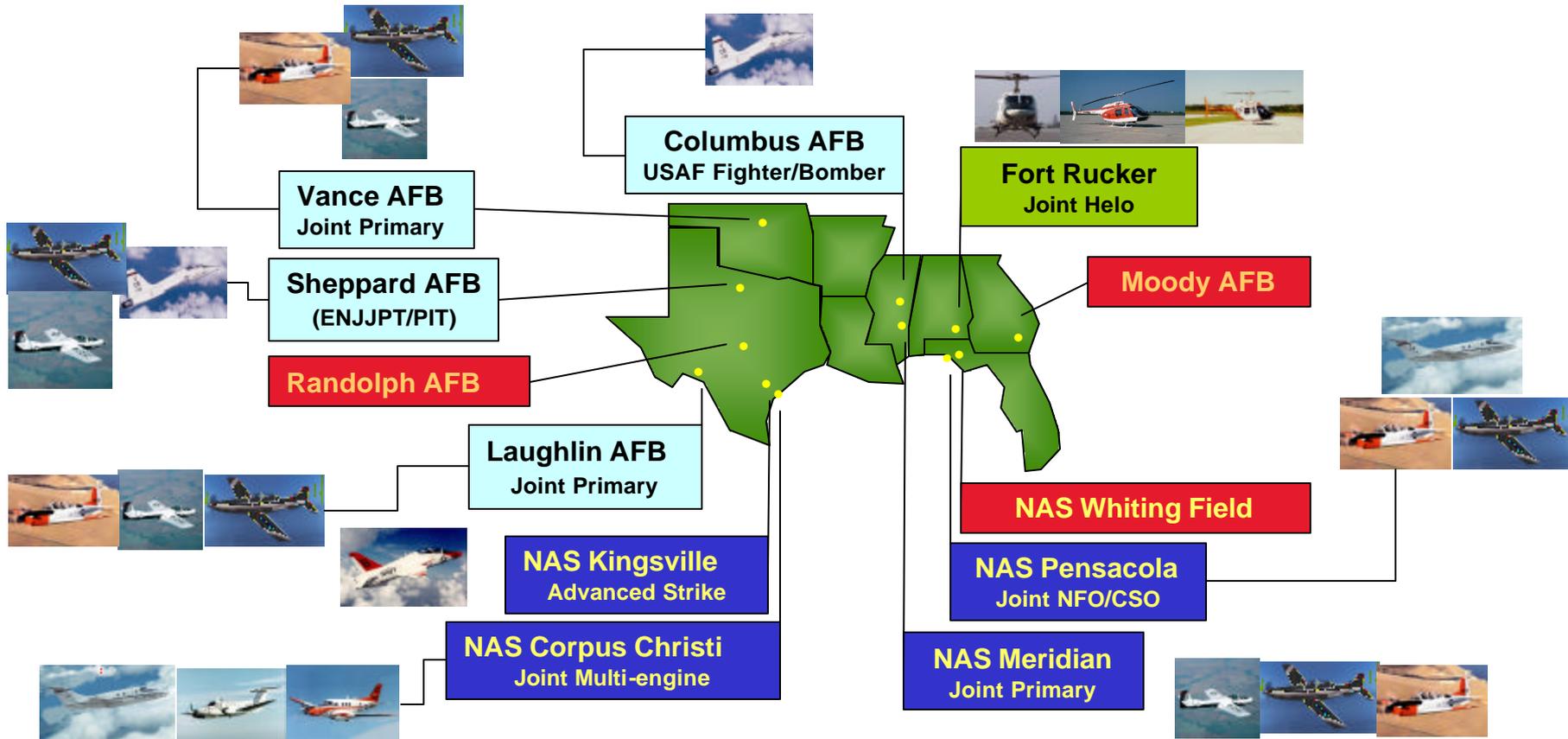


Hardware Today



| Aircraft | T-6 | T-34 | T-37 | T-1 | T-2 | TC-12 | T-38 | T-39 | T-44 | T-45 | UH-1 | TH-57 | OH-58 | TH-67 |
|------------------|---------|------|------|-----|-----|-------|------|------|------|------|------|-------|-------|-------|
| Number Bases | 9 | 3 | 5 | 5 | 1 | 1 | 6 | 1 | 1 | 2 | 1 | 1 | 1 | 1 |
| Total # Aircraft | 196/779 | 287 | 317 | 179 | 17 | 24 | 461 | 21 | 54 | 162 | 40 | 121 | 113 | 185 |

Hardware Post BRAC



| Aircraft | T-6 | T-34 | T-37 | T-1 | T-2 | TC-12 | T-38 | T-39 | T-44 | T-45 | UH-1 | TH-57 | OH-58 | TH-67 |
|--------------------|---------|------|------|-----|-----|-------|------|------|------|------|------|-------|-------|-------|
| Number Bases | 4 | 3 | 3 | 2 | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| Delta from "Today" | 5 | 0 | 2 | 3 | 0 | 0 | 4 | 0 | 0 | 1 | 1 | 1 | 1 | 1 |
| Total # Aircraft | 196/779 | 287 | 317 | 179 | 17 | 24 | 461 | 21 | 54 | 162 | 40 | 121 | 113 | 185 |

E&T-0052: JSF Integrated Training Site



Candidate Recommendation (Summary): Realign Luke AFB, Sheppard AFB, Miramar MCAS, NAS Oceana, and NAS Pensacola by relocating instructor pilots, operations support personnel, maintenance instructors, maintenance technicians, and other associated personnel and equipment to Eglin AFB, Florida to establish an Integrated Training Center for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to train aviators and maintenance technicians how to properly operate and maintain this new weapon system.

Justification

- ✓ **OSD Direction to nominate installation for JSF Initial Training Site w/in BRAC**
- ✓ **Enhance personnel management of JSF Aviators**

Military Value

- ✓ **Eglin had the highest MVA Score for JSF Graduate level flight training**
 - ✓ **Meets Service-endorsed requirements**
 - ✓ **Follows services future roadmap**

Payback

- ✓ **One-time cost** **\$199.07M**
- ✓ **Net Implementation cost** **\$208.86M**
- ✓ **Annual Recurring cost** **\$3.14M**
- ✓ **Payback Period** **Never**
- ✓ **NPV cost** **\$220.63M**

Impacts

- ✓ **Criteria 6: - 36 to -888 jobs; 0.00 to 0.42%**
- ✓ **Criteria 7 - No Issues**
- ✓ **Criteria 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



F-35 Integrated Training Center and Continuation Training Concept

Integrated Training Center

- Flying Syllabus
- Advanced Simulation Systems
- Interactive Multimedia Instruction
- Electronically Mediated Lecture

Electronic Classrooms



Computer Resource Centers



Advanced Simulation



Service Training Squadrons



- Service-Unique Training Tactics/Weapons
- Embedded Training

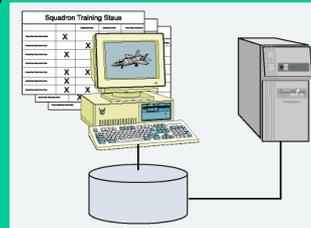
Pilot Entry Criteria

- T-38
- T-45
- Fighter Qualified

Maintainers Entry Criteria

- A School
- Tech School
- Previously Qualified Tech

Training Infrastructure System



Distributed Management of Records, Courseware, Software, Tech Data, Configurations

Operational and Deployed



- Pilot Mission Rehearsal
- Maintainer Task Rehearsal
- Distributed Mission Operations
- Web Based on-Demand CBT
- Continuation Training
- Embedded Training

Deployed/On-Demand Training

- Deployable Mission Rehearsal Trainer
- Distributed Learning
 - Full Access to All F-35 Courseware



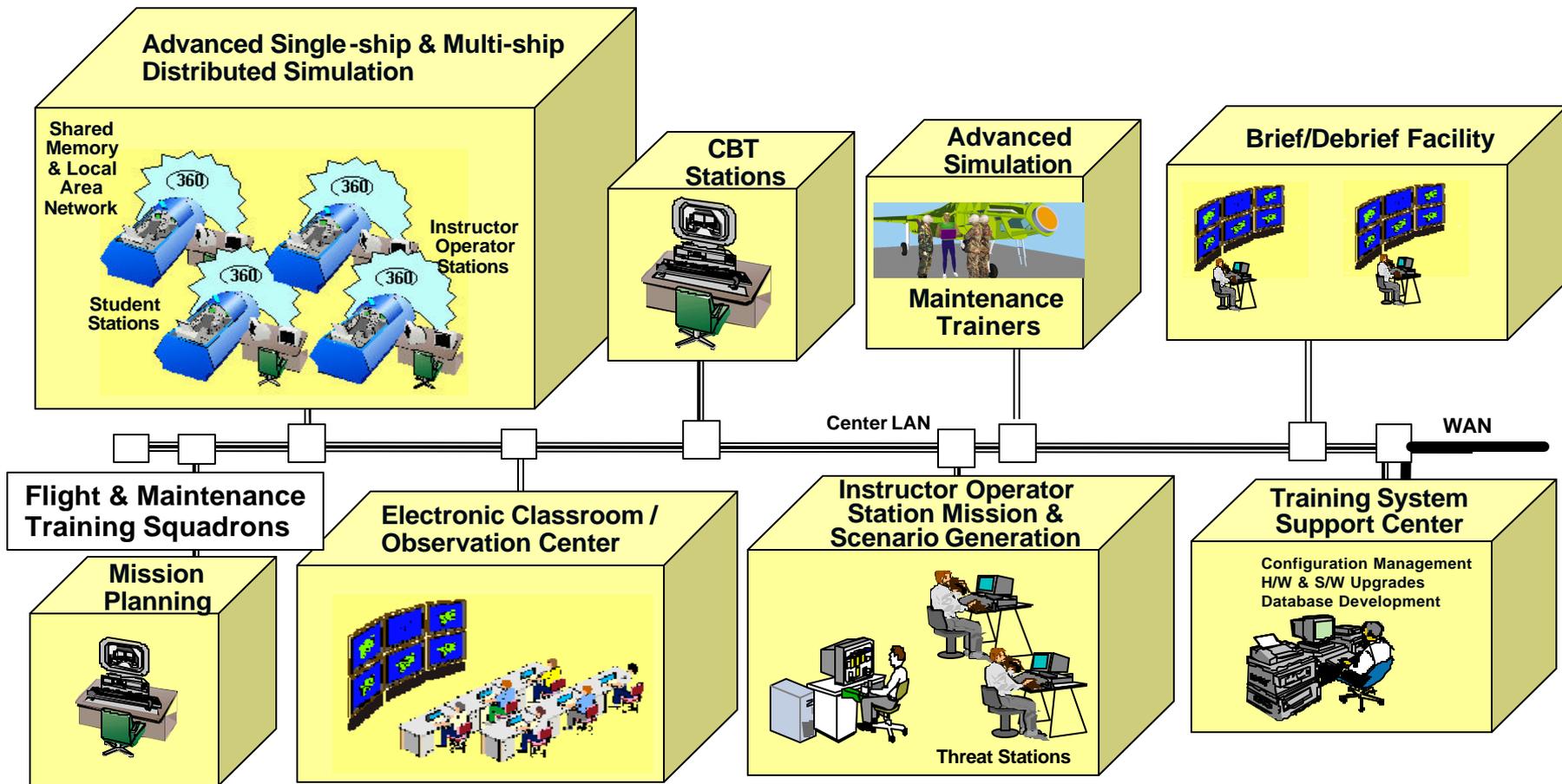
Information System Connectivity

FOR OFFICIAL USE ONLY

Approved for release to UK, IT, NL, DK, NO, MOD, CA DND, TU MND, & AS DOD.



Integrated Training Center (ITC) Notional Products/Elements



FOR OFFICIAL USE ONLY
Approved for release to UK, IT, NL, DK, NO
MOD, CA DND, TU MND, & AS DOD.



JSF Integrated Training Center Initial Training Site

JSF Candidates Ranked by MilVal Placement

1. Eglin AFB
2. Cherry Point MCAS
3. Laughlin AFB
4. Tyndall AFB
5. Vance AFB
6. NAS Pensacola
7. Columbus AFB
8. NAS Kingsville
9. Randolph AFB
10. NAS Meridian
11. Shaw AFB
12. Yuma MCAS
13. Beaufort MCAS
14. Moody AFB
15. Sheppard AFB



Eglin AFB
"Best in Show"



E&T JCSG Roadmap

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



E&T JCSG Scenarios Net Financial Impact

| Candidate Recommendation | 1 Time Cost | Total 1-6 yr Net Cost | Annual Savings | NPV Savings |
|-----------------------------|----------------|-----------------------|----------------|-----------------|
| E&T-0003 Privatize Grad Ed | 47.60M | 82.40M | 32.70M | 377.90M |
| E&T-0012 DRMI to DAU | 3.30M | 0.40M | 0.70M | 6.80M |
| E&T-0014 Religious Ed | 1.00M | 3.80M | 0.80M | 11.10M |
| E&T-0016 Culinary Training | 4.88M | 0.77M | 0.71M | 5.69M |
| E&T-0029 Prime Power | 10.23M | 7.65M | 3.61M | 40.08M |
| E&T-0032 SLCs | 85.20M | 12.80M | 21.60M | 212.10M |
| E&T-0039 Diver Training | 17.78M | 14.24M | 1.31M | 0.77M |
| E&T-0046 UPT | 399.83M | 199.38M | 35.31M | 130.98M |
| E&T-0052 JSF | 199.07M | 208.86M | 3.14M | -220.63M |
| E&T-0053 Trans Mgt Training | 0.88M | 0.28M | 0.24M | 2.45M |
| | | | | |
| TOTALs | 769.77M | 530.58M | 100.12M | 567.24M |



HSA JCSG

Geo-clusters & Functional

Correctional Facilities (18 Feb 05)

Civilian Personnel Offices (11 Feb 05)

Defense Agencies

Financial Management (7 Jan 05)

Military Personnel Centers (11 Feb 05)

Installation Management (18 Feb 05)

Mobilization

Mobilization

Major Admin & HQ

Combatant Commands (25 Feb 05)



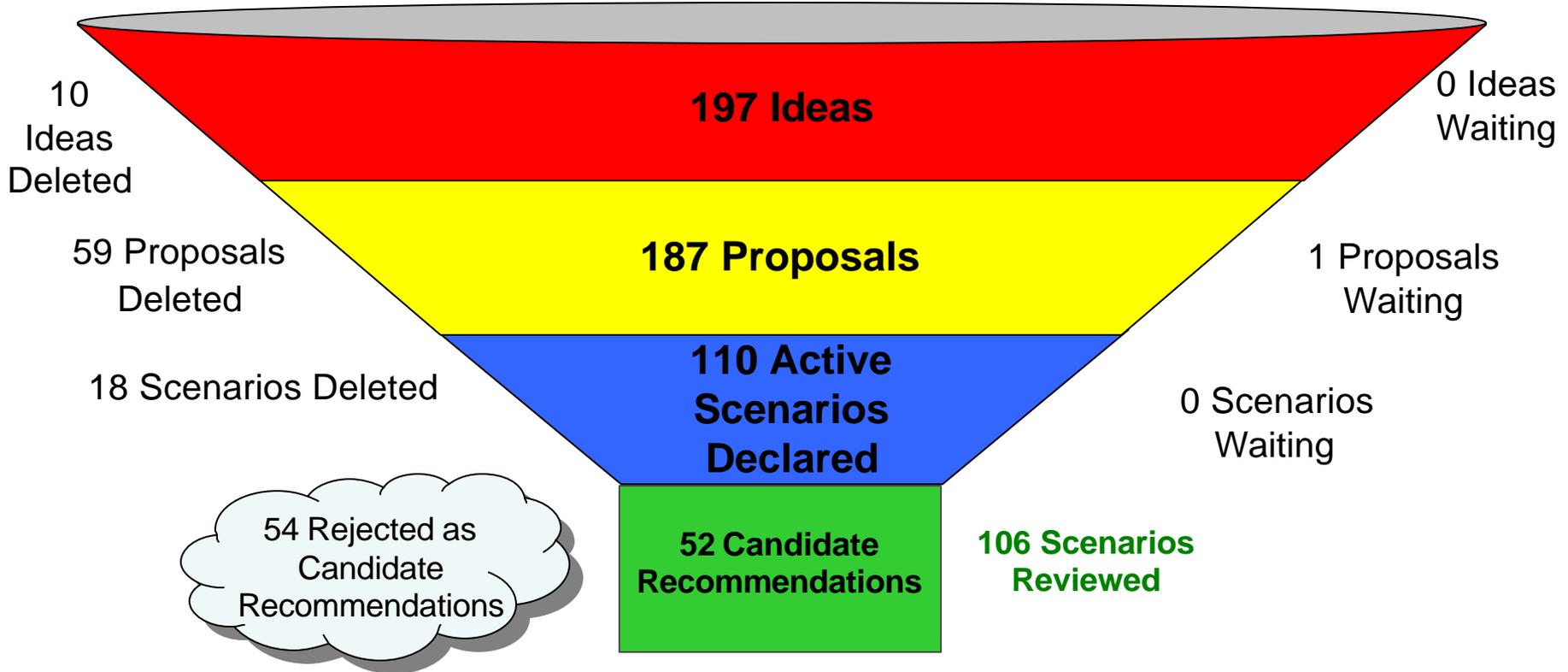
Major Admin & HQ (15 of 16)

Reserve & Recruiting Commands (3 of 4) (4 Feb 05)



Statistics

HSA JCSG Currently has:



27 IEC Approved

37 ISG Approved & Prep for IEC

 ISG Approved, but on Hold for Enabling Scenario

8 ISG On Hold for Addl Info or Related CR
 HSA-0035, -0120 R&RC
 HSA-0063 MAH
 HSA-0020, 21, 22, 24, & 82 Corrections

 Note Conflict(s) to be Considered & Resolved

 2 ISG Disapproved
 HSA-0050 COCOM
 HSA-0058 COCOM



Army Leased Space Activities

✓ Co-locate Misc. Army Activities @
Belvoir
HSA-0069
MAH-MAH-0015

OR

~~Co-locate Misc. Army Activities @
Ft. McNair
HSA-0118 [DECON]
MAH-MAH-0051~~

Candidate #HSA-0069: Co-locate Miscellaneous Army Leased Activities

Candidate Recommendation (summary): Realign 15 leased installations in Northern Virginia by relocating HQDA Staff elements to Ft. Belvoir, Virginia.

Justification

- ✓ Co-locates HQDA staff elements; eliminates redundancy and enhances efficiency.
- ✓ Eliminates approximately 675,000 USF of leased space within the NCR.
- ✓ Moves HQDA staff elements to AT/FP compliant locations

Military Value

- ✓ Activities range from 236th to 314th of 324.
- ✓ Ft. Belvoir: 44th of 324

Payback

- ✓ One Time Cost: \$146.9M
- ✓ Net Implementation Cost: \$ 68.5M
- ✓ Annual Recurring Savings: \$ 21.6M
- ✓ Payback Period: 8 Years
- ✓ NPV (savings): \$130.5M

Impacts

- ✓ Criterion 6: No job reductions.
- ✓ Criterion 7: No impediments.
- ✓ Criterion 8: Air quality, Endangered species, and Historic properties. 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



Technical Joint Cross Service Group Candidate Recommendations

March 4, 2005

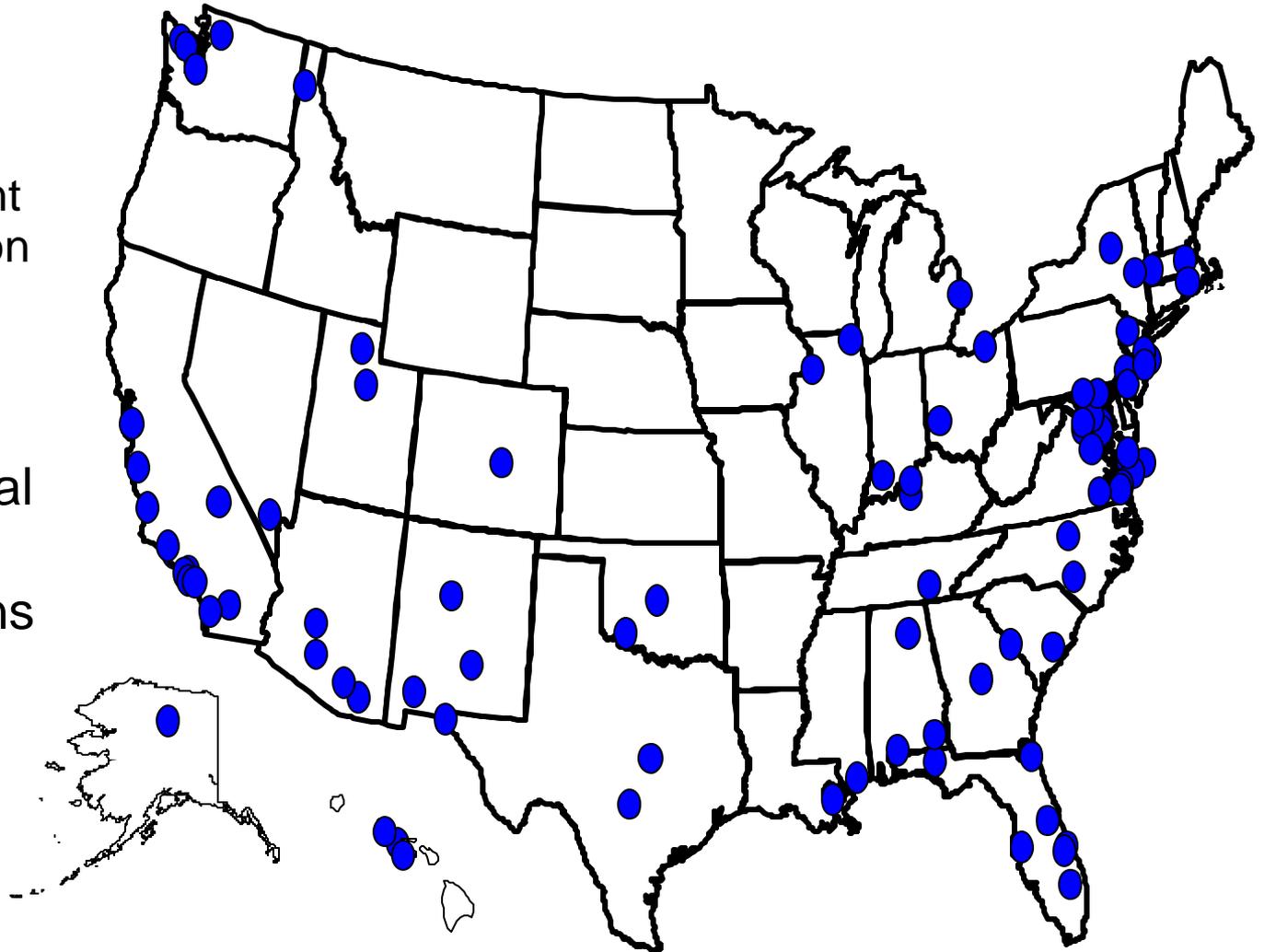
Mr. Al Shaffer

Chairman, Technical Joint Cross Service Group



RDAT&E Facilities*

- 3 Functions
 - Research
 - Development & Acquisition
 - Test & Evaluation
- 157,315 FTEs
- ~ \$130B Annual Funding
- 144 Installations



*With greater than 30 Full time Equivalent personnel



TJCSG “Principles & Strategies”

Principles:

- 1) Ensure Efficiency--Consolidate to a few RDAT&E major centers with specialty sites as required
- 2) Competition of Ideas--Maintain Complementary/Competitive Sites

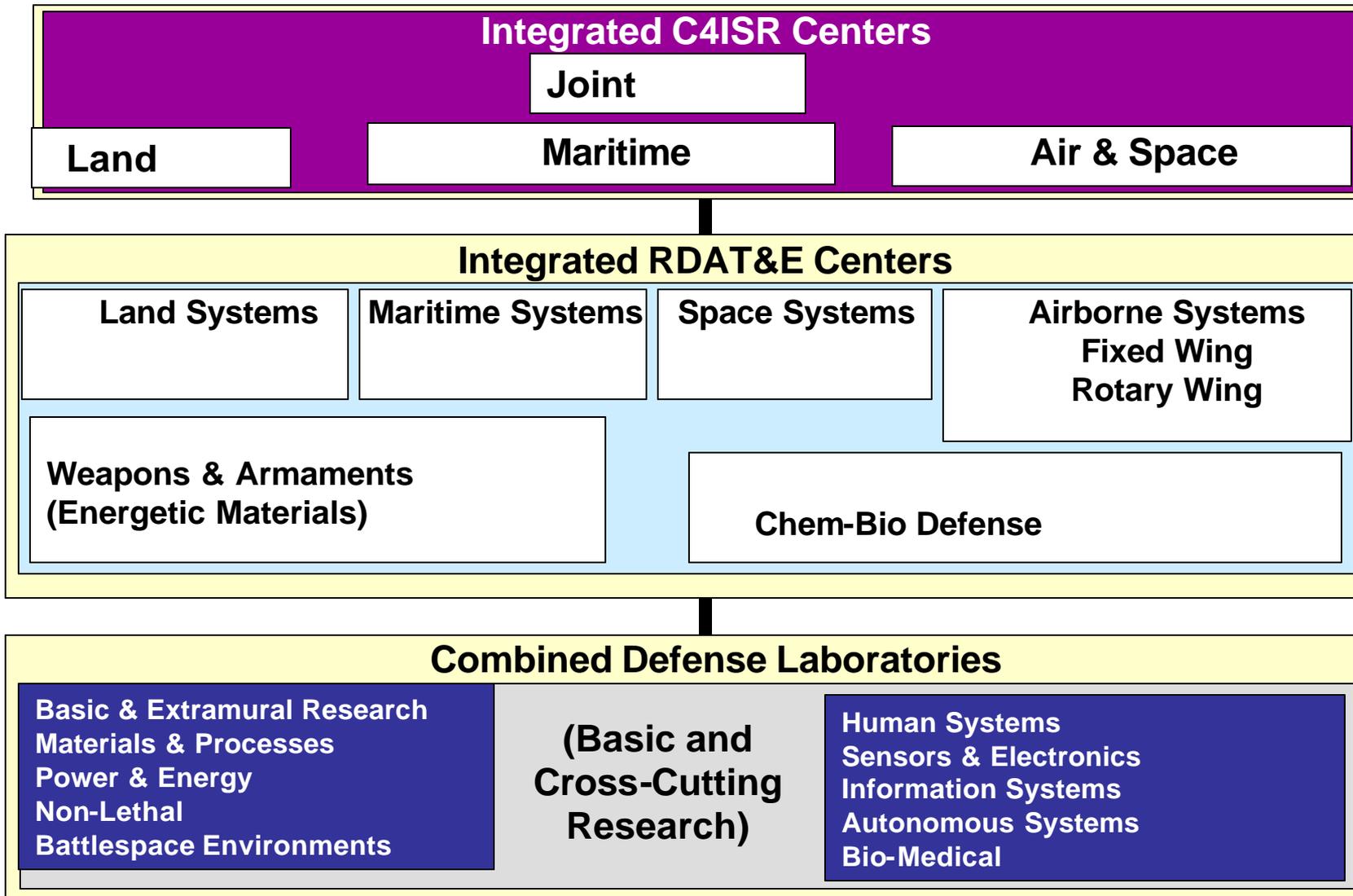
Strategies:

- 1) Establish Defense Research Laboratories
 - A. Consolidate Program Managers
 - B. Reduce Number of In-House Laboratory Sites
- 2) Establish Air, Land, Maritime and Joint C4ISR Centers
- 3) Establish “Integrated” RDAT&E Centers for Major Defense Systems
- 4) Position Technical Sites for Jointness



TJCSG Transformational Framework

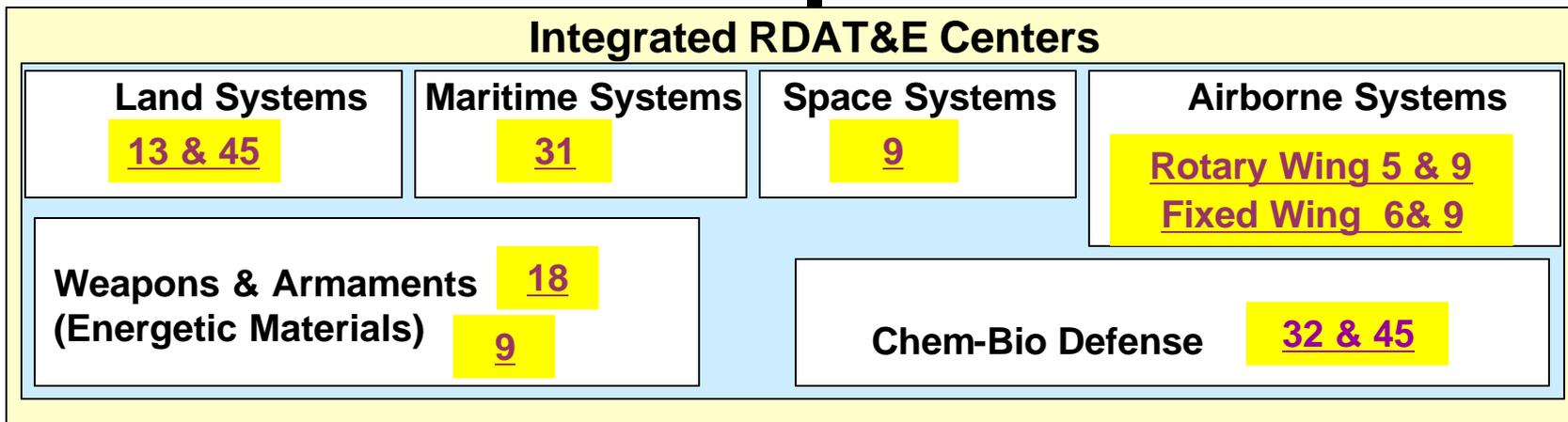
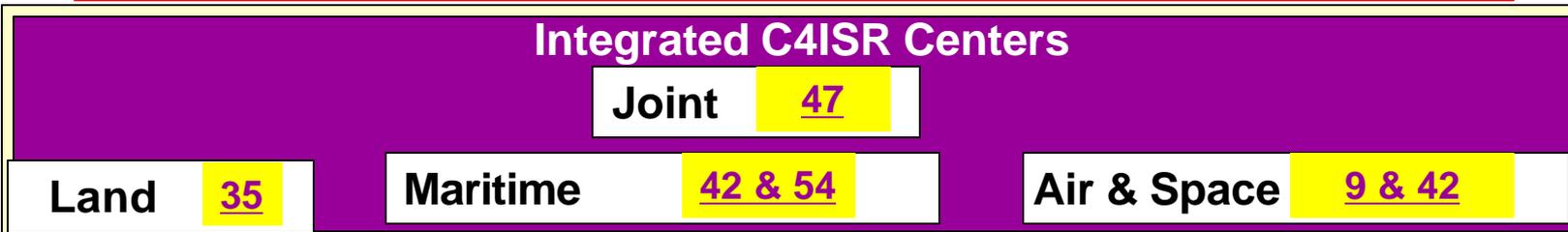
DRAFT





TJCSG Transformational Framework with Candidate Recommendations

DRAFT



Scenario



Scenario Families

| | FAMILY | SCENARIOS | |
|---------------------------|---------------------------------|-------------------|---|
| Combined Defense Lab | 1. Extramural Research | 40 | |
| | 2. Defense Research Lab | 9A&B | ← |
| | 3. Human Systems | 45, 58 | ← |
| | 4. Joint Battlespace "Lab" | 20 | |
| Integrated RDA&TE Centers | 5. Joint Chem-Bio Defense | 32, 45 | |
| | 6. Land Systems | 13, 45 | |
| | 7. Air Systems (Fixed) | 6, 9A | ← |
| | 8. Air Systems (Rotary) | 5, 9A | ← |
| | 9. Maritime Systems | 31 | |
| | 10. Space Systems | 9A | ← |
| | 11. Weapons & Armaments Systems | 18A,B,C,D & E | ← |
| | 12. Energetic Materials | 18D | ← |
| | 13. Combined C4ISR | 35, 42A&C, 47, 54 | ← |



Combined Research Laboratories

- Research End State:
 - ***Co-location of Research Program Managers***
 - Seven Sites to Anacostia or Bethesda
 - Consolidation of Research Labs
 - Army—Aberdeen MD and Adelphi
 - Navy—Washington DC and ***Stennis Space Center MS***
 - AF—Wright Patterson and Kirtland AFB
 - Retention / Alignment of Product Centered Research for Major Acquisition (Major Defense Acquisition Program) Areas
 - E.G. C4ISR—Adelphi, San Diego, and Hanscom AFB



Tech 009A: Defense Research Service Led Laboratories (Air Force Locations)

Candidate Recommendation (summary): Realign AFRL, Brooks City Base by relocating HED to Wright Patterson AFB. Close AFRL Mesa City, AZ and relocate all functions to Wright Patterson AFB. Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson AFB and the Information Directorate to Hanscom AFB. Realign AFRL Hanscom by relocating the Sensors Directorate to Wright Patterson AFB and the Space Vehicles Directorate to Kirtland AFB. Realign AFRL Wright Patterson AFB by relocating the Information Systems Directorate to Hanscom AFB.

| | |
|--|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Reduces number of Air Force Research Laboratory operating locations • Eliminates overlapping infrastructure • Increase efficiency of operations • Closes Rome, Mesa • Facilitates the closure of Brooks City Base | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> • Realigning/Closing locations with lower military value to locations with higher military value. • Increases Capability at WPAFB, Kirtland, Hanscom |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$393M • Net implementation cost: \$204M • Annual recurring savings: \$ 58M • Payback time: 7 years • NPV (savings): \$349M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criterion 6: -457 to -2536 jobs; <0.1 to 1.6% • Criterion 7: No issues • Criterion 8: No impediments |



#TECH 0058: Realign Human Systems D&A

Candidate Recommendation: Realign Brooks-City Base, TX by relocating the Human Systems Development and Acquisition function to Wright Patterson Air Force Base, OH.

Justification

- Enhances technical synergy in Human Systems RD&A and Air Platforms RD&A
- Reduce infrastructure and lease space
- Simplifies organizational structure and concentrates acquisition expertise at one site
- Facilitates full closure of Brooks City Base
- Supports Tech-0009 realignment of Human Systems Research to WPAFB OH
- Supports Med-0025 realignment of 311 HSW, USAF School of Aeromedicine & Operational Health to WPAFB OH

Military Value

- WPAFB military value in D&A is essentially the same as Brooks.
- WPAFB military value in Research is higher than Brooks.
- Military judgment favored WPAFB as location for RD&A because of increased synergy in that area and with Air Platform RD&A at WPAFB

Payback

- One-time cost: \$14.2M
- Net implementation cost: \$1.8M
- Annual recurring savings: \$3.9M
- Payback time: 4 years
- NPV (savings): \$33.9M

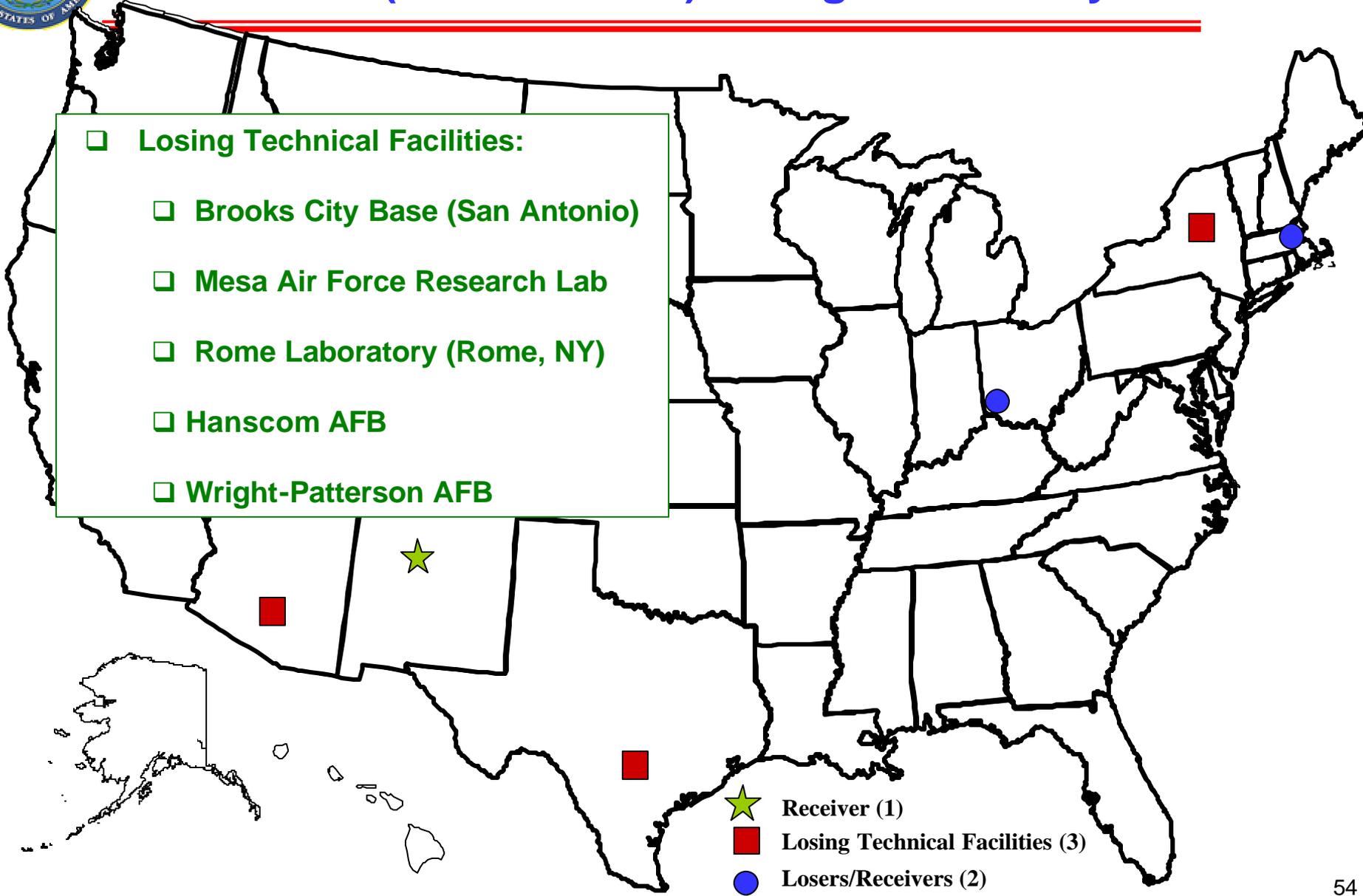
Impacts

- Criterion 6: -408 jobs (210 direct, 198 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



TECHS: 0009A & 0058 – Defense Research Service Led Laboratories (AF Locations)/Realign Human Systems D&A



- ❑ Losing Technical Facilities:
 - ❑ Brooks City Base (San Antonio)
 - ❑ Mesa Air Force Research Lab
 - ❑ Rome Laboratory (Rome, NY)
 - ❑ Hanscom AFB
 - ❑ Wright-Patterson AFB

- ★ Receiver (1)
- Losing Technical Facilities (3)
- Losers/Receivers (2)

Techs: 0009A & 0058 (Air Force Locations)



| Scenario | One-Time Cost (M) | Payback (Year) | NPV (M) | Impacts |
|---|--------------------------|-----------------------|---------------------|--|
| Tech 0009A Defense Research Labs (AF) | \$393 | 7 | \$349 (savings) | Assist closure of Brooks City Base, Rome & Mesa |
| Tech 58 Human Systems (AF) | \$14.2 | 4 | \$33.9 (savings) | Assist closure of Brooks City Base |



Integrated RDAT&E Centers

Mission Research Center End State

- Co-location, consolidation around larger centers
- Land Systems - Detroit Arsenal & Aberdeen Proving Grounds
- Maritime Systems - Naval Surface Weapons Center Carderock Division & Naval Sea Systems Command Washington Navy Yard
- Space Systems - Kirtland AFB & Los Angeles AFB
- Airborne Systems:
 - Fixed Wing – Wright-Patterson AFB & Patuxent River NAS
 - Rotary Wing – focus around Redstone Arsenal & Patuxent River NAS
- Weapons - focus around “three mega centers”:
 - “Mega Centers”
 - China Lake, Egin AFB, & Redstone Arsenal
 - Retain Specialty sites:
 - Guns - Picatinny & Dahlgren
 - Surface Ship Combat Systems Integration – Dahlgren
 - Retain Energetic Materials work at 4 sites:
 - China Lake, Egin, Indian Head, Redstone



#Tech-0005: Establish Joint Centers for Rotary Wing Air Platform RDAT&E

Candidate Recommendation (summary): Realigns Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, Naval Surface Warfare Center Division, Corona, CA, Air Force Material Command Wright Patterson AFB, OH, Fort Eustis, VA, Fort Rucker, AL, and Warner Robins AFB. Consolidates all rotary wing air platform RDAT&E at Patuxent River, MD and Redstone Arsenal, while retaining specialty sites.

Justification

- Enhances synergy
- Preserves healthy competition
- Leverages climatic/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Distributes demand on the telemetry spectrum
- Reasonable homeland security risk dispersal

Military Value

- All moves to Patuxent River go from low to higher military value
- Although Redstone Arsenal not highest military value for all functions, military judgment supports Redstone because it reflect an Army strategy to develop a full life-cycle support activity for aviation.

Payback

- One-time cost: \$101.25M
- Net implementation cost: \$74.43M
- Annual recurring savings: \$7.86M
- Payback time: 17 years
- NPV (savings): \$2.03M

Impacts

- Criterion 6: -56 to -605 jobs; <0.1% to 1.23%
- Criterion 7: No issues
- Criterion 8: No impediments

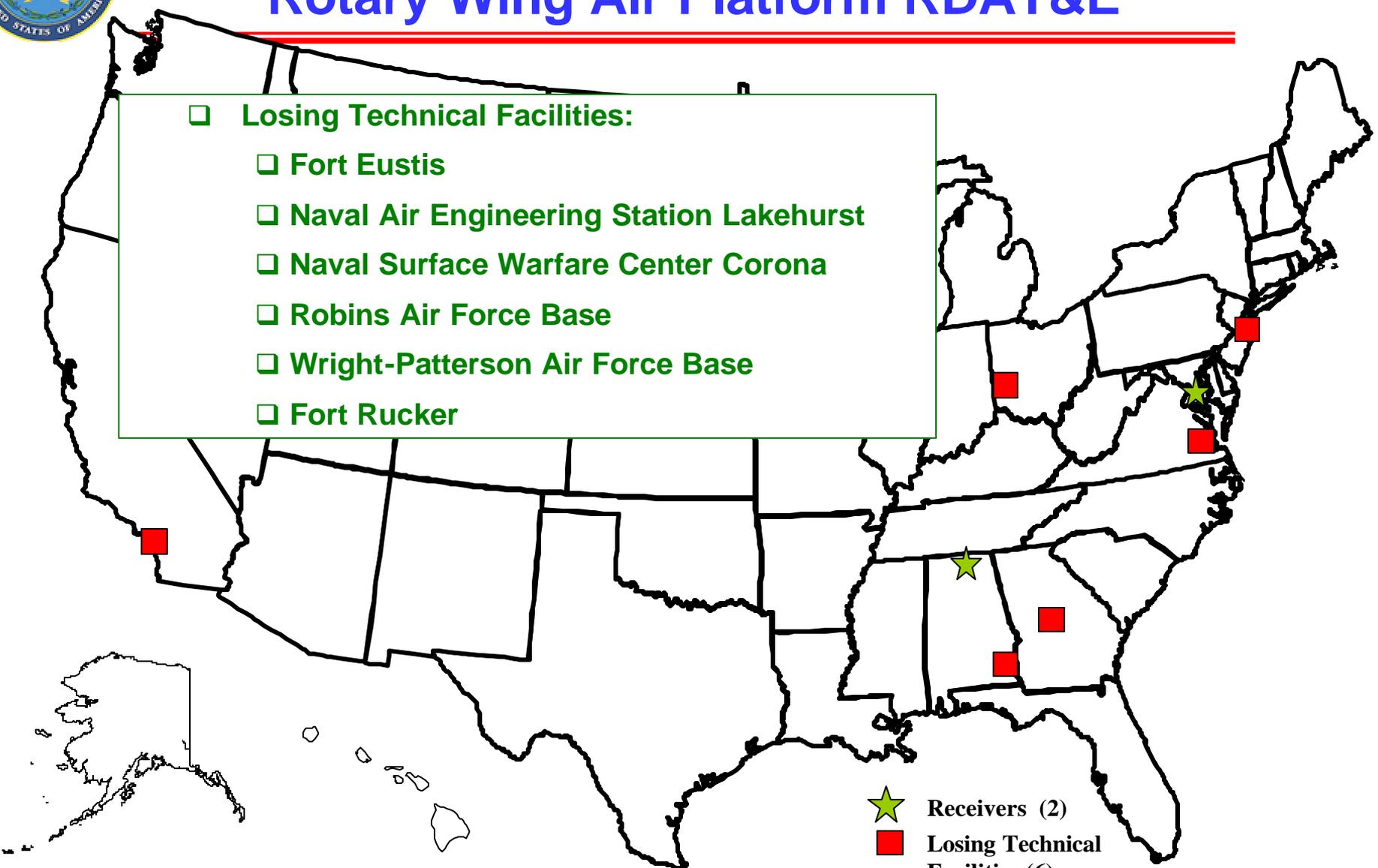
- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



TECH 0005 – Establish Joint Centers for Rotary Wing Air Platform RDAT&E

DRAFT

- ❑ Losing Technical Facilities:
 - ❑ Fort Eustis
 - ❑ Naval Air Engineering Station Lakehurst
 - ❑ Naval Surface Warfare Center Corona
 - ❑ Robins Air Force Base
 - ❑ Wright-Patterson Air Force Base
 - ❑ Fort Rucker



★ Receivers (2)
■ Losing Technical Facilities (6)



#Tech-0006: Centers for Fixed Wing Air Platform RDAT&E

Candidate Recommendation (abbreviated): Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform RDAT&E to NAS Patuxent River. Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform T&E to NAS Patuxent River. Realign Tinker, Robins, & Hill AFBs by relocating fixed wing related Air Platform D&A Wright Patterson AFB. Realign Wright Patterson AFB by relocating fixed wing related Live Fire T&E to Naval Air Weapons Station China Lake, CA.

Justification

- Enhances synergy by consolidating fixed wing work to major sites
- Preserves healthy competition
- Leverages climate/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Provides reasonable home security risk dispersal

Military Value

- All functions move to locations with a higher military value score for that function.

Payback

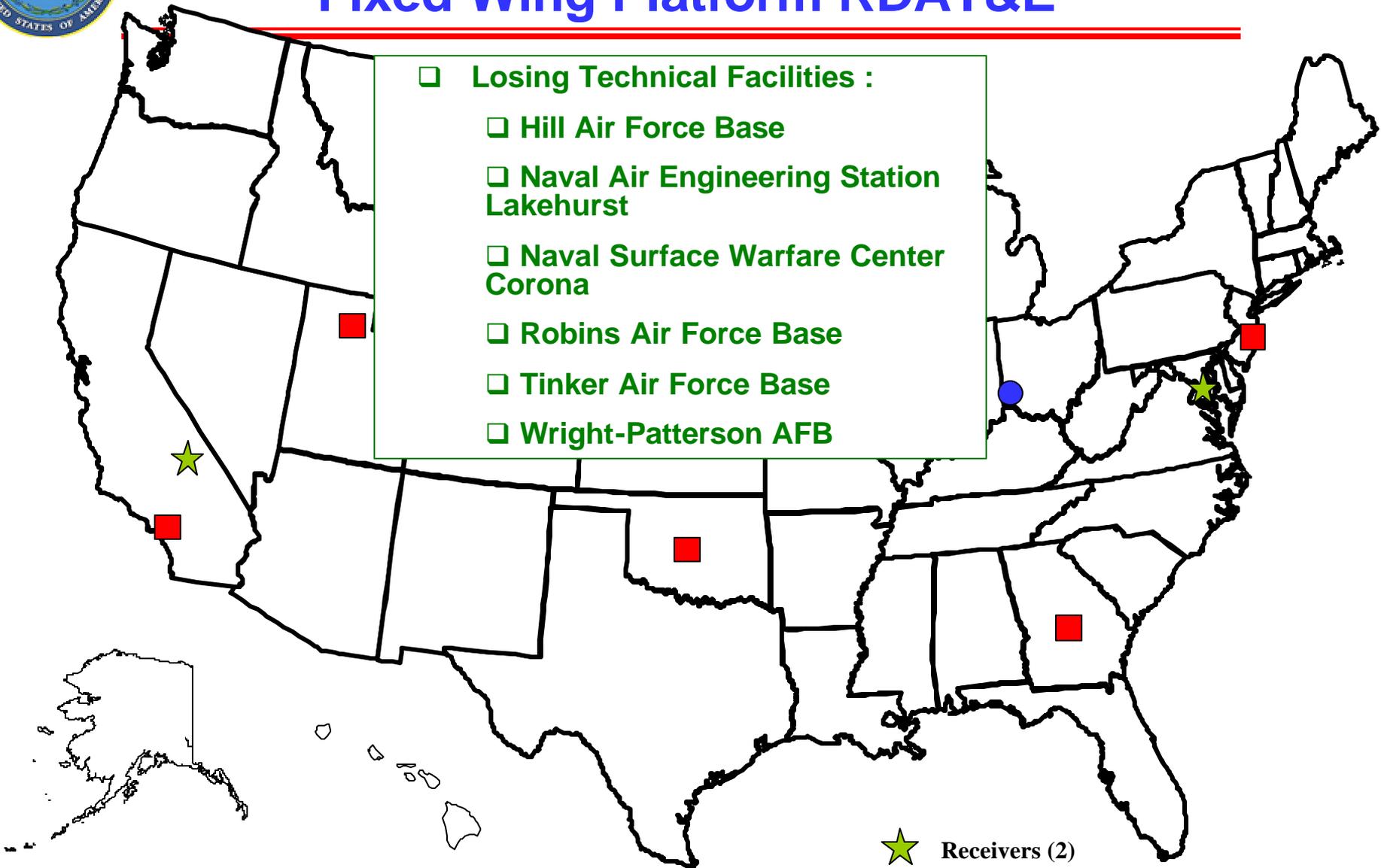
- One-time cost: \$68.692M
- Net implementation cost: \$ 47.234M
- Annual recurring savings: \$ 6.496M
- Payback time: 13 yrs
- NPV (savings): \$15.261M

Impacts

- Criterion 6: -31 to -873 jobs; <0.1% to 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/MilDeps

TECH 0006 Establish Joint Centers for Fixed Wing Platform RDAT&E



- ❑ Losing Technical Facilities :
 - ❑ Hill Air Force Base
 - ❑ Naval Air Engineering Station Lakehurst
 - ❑ Naval Surface Warfare Center Corona
 - ❑ Robins Air Force Base
 - ❑ Tinker Air Force Base
 - ❑ Wright-Patterson AFB

- ★ Receivers (2)
- Losing Technical Facilities (5)
- Loser/Receiver (1)



Tech-0018A: W&A RDAT&E Integrated Center at Eglin

Candidate Recommendation: Realign Hill Air Force Base, UT by relocating Weapons/Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

Justification

- Enhance W&A life cycle / mission-related synergies
- Multiple use of equipment/ facilities/ ranges/ people
- Has one of the required ranges for W&A
- Facilitates 1 closure (savings not in payback)

Military Value

- Eglin has a higher military value in RDAT&E than Hill & DTRA

Payback

- One-time cost: \$2.8M
- Net implementation savings: \$3.0M
- Annual recurring savings: \$1.5M
- Payback time: 2 years
- NPV (Savings) \$16.2M

Impacts

- Criteria 6: -68 jobs (35 direct, 33 indirect); <0.1%
- Criteria 7: No issues
- Criteria 8: Several issues but 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



Tech-0018B: W&A RD&A Guns and Ammunition Specialty Site at Picatinny Arsenal

Candidate Recommendation (summary): Realign Guns & Ammo RD&A from Adelphi, MD; Indian Head, MD; Crane, IN; Dahlgren, VA; Louisville, KY; Fallbrook, CA; & China Lake, CA to Picatinny Arsenal, NJ; realign weapons packaging from Earle, NJ to Picatinny Arsenal, NJ. Retain Over Water Gun Range at Dahlgren, VA.

| <u>Justification</u> | <u>Military Value</u> |
|---|---|
| <ul style="list-style-type: none"> • Enhance Guns & Ammo jointness and synergy • Combine weapons packaging in Army & Navy • Ensure synergy with gun production capability • Maintain Navy unique capability for large caliber gun T&E; Retain existing Army test sites and major research site • Facilitates 5 closures (savings not in COBRA) | <ul style="list-style-type: none"> • Picatinny has highest MV for guns/ammo in both Research and D&A |

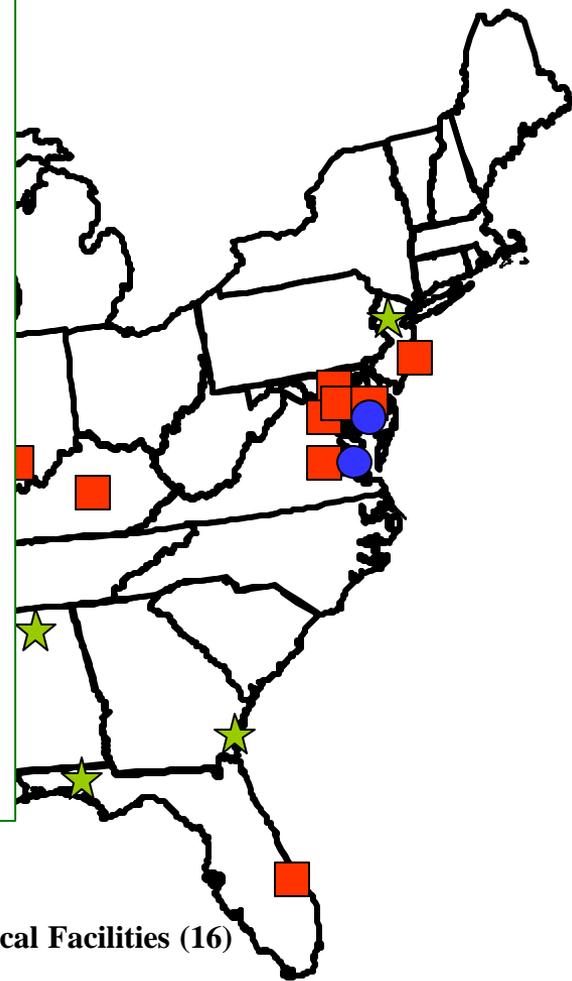
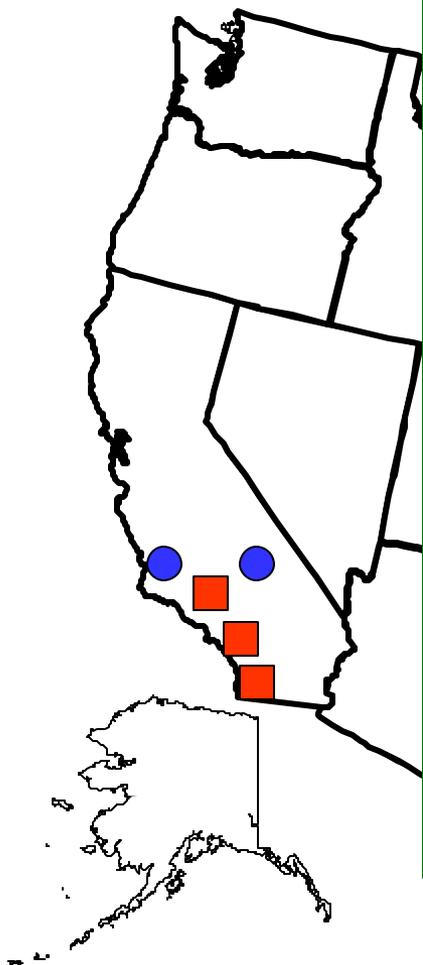
| <u>Payback</u> | <u>Impacts</u> |
|--|--|
| <ul style="list-style-type: none"> • One-time cost: \$120M • Net implementation cost: \$83.9M • Annual recurring savings: \$11.6M • Payback time: 13 years • NPV(Savings) \$28.4M | <ul style="list-style-type: none"> • Criteria 6: -11 to 506 jobs; <0.1% to 4.9% • Criteria 7: No issues • Criteria 8: No impediments |

Tech 18 W&A RDAT&E Integrated Mega Centers



❑ Losing Technical Facilities:

- ❑ Hill Air Force Base
- ❑ Adelphi
- ❑ Naval Surface Warfare Center Corona
- ❑ MDA Crystal City Leased
- ❑ Naval Ordnance Test Unit Cape Canaveral
- ❑ MDA Kirtland AFB
- ❑ DTRA NCR (Ft. Belvoir)
- ❑ Naval Base Ventura County (Hueneme & Mugu)
- ❑ Naval Air Station Patuxent River
- ❑ Naval Air Weapons Station China Lake
- ❑ Naval Surface Warfare Center Dahlgren
- ❑ Naval Surface Warfare Center Indian Head
- ❑ Naval Weapons Station Earle
- ❑ Naval Weapons Station Fallbrook
- ❑ Naval Weapons Station Seal Beach
- ❑ Naval Weapons Station Yorktown
- ❑ MDA Schriever AFB
- ❑ Naval Reserve Center Louisville
- ❑ Naval Support Activity Crane
- ❑ Port Hueneme Detachment (Pt Loma)



- ★ Receivers (4)
- Losing Technical Facilities (16)
- Losers/Receivers (4)

ESTABLISHED 3 W&A MEGA CENTERS AND 2 W&A SPECIALTY CENTERS

Integrated RDAT&E Centers



| Candidates | One Time Cost (M) | Payback Time (years) | NPV (M) | Impacts |
|---|-------------------|----------------------|----------------------|---|
| Tech 0005 Rotary Wing | \$101.2 | 17 | \$2.02 (savings) | Retain Aircraft Launch & recovery Equip @ Lakehurst |
| Tech 0006 Fixed wing | \$68.69 | 13 | \$15.26 (savings) | Consolidates WPAFB Live Fire T&E @ China Lake |
| Tech 0018A Integrated Eglin Weapon Center | \$2.8 | 2 | \$16.2 (savings) | Creates a "Mega Center" @ Eglin |
| Tech 0018B Guns/ammo @ Picatinny | \$120 | 13 | \$28.4 (savings) | Facilitates 5 potential closures |



Combined C4ISR Centers

- **Create Domain Specific C4ISR Centers with an Overarching Joint Management Center**
 - **Joint Management Center at Peterson AFB**
 - **Land Centers at Ft. Belvoir and Adelphi MD**
 - **Maritime Centers at San Diego and Dahlgren**
 - **Air Centers at Hanscom and Wright Patterson AFB**
 - **Specialty Center (underwater) at Newport RI**
 - **Specialty Test Center at Edwards AFB**



#Tech-0042A: MARITIME C4ISR RDAT&E

Candidate Recommendation (Summary): Relocate Surface Maritime Sensors, Electronic Warfare, and Electronics RDAT&E to Naval Surface Warfare Center Division, Dahlgren, VA. Relocate Sub-surface Maritime Sensors, Electronic Warfare & Electronics RDAT&E to Naval Station Newport, RI. Relocate Maritime Information Systems RDAT&E to Space Warfare Center San Diego, CA.

Justification

- Reduce Technical Facilities from 11 to 4
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations
- Facilitates the closure of Corona & Crane

Military Value

- Dahlgren has the highest MV in Sensors, EW and Electronics Research and one of the highest in D&A and T&E.
- San Diego has the highest MV in Information Systems D&A.
- Newport has the highest MV in Sensors, EW and Electronics RDAT&E.

Payback

- One-time cost: \$152.01M
- Net implementation cost: \$104.67M
- Annual recurring savings: \$10.4M
- Payback time: 18 years
- NPV (savings): \$2.9M

Impacts

- Criterion 6: -63 to 1069 jobs; <0.1 to 10.1%
- Criterion 7: No issues
- Criterion 8: No impediments

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



#Tech-0042C: Air & Space C4ISR DAT&E Consolidation

Candidate Recommendation: Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

Justification

- Reduce Technical Facilities from 6 to 2
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations

Military Value

- Hanscom AFB, MA has the highest MV in Air Information Systems D&A. Military judgment indicated Information Systems RD&A should be at location with highest MV in D&A - the largest workload.
- Edwards AFB, CA has the highest MV in Air Sensors, EW and Electronics T&E and Air Information Systems T&E among installations with suitable Open Air Ranges.

Payback

- One-time cost: \$51.1M
- Net implementation savings: \$19.3M
- Annual recurring saving: \$13.12M
- Payback time: 4 years
- NPV (savings): \$137.03M

Impacts

- Criterion 6: -212 to -2754; < 0.1 to 1.33%
- Criterion 7: No issues
- Criterion 8: May have to build on constrained acres at Hanscom. No impediments

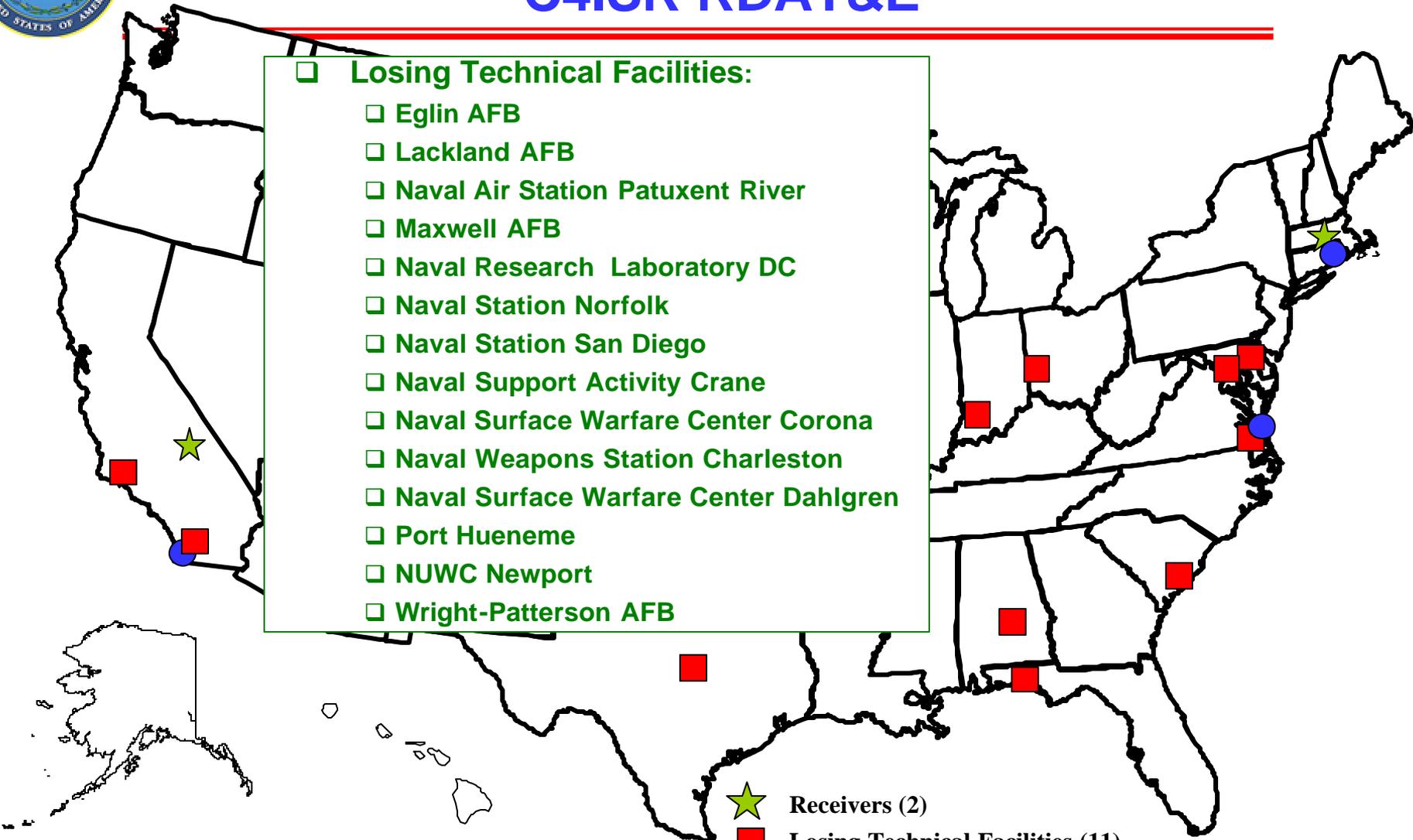
- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



TECH 0042 Consolidate Domain-Centric C4ISR RDATE

DRAFT

- ❑ Losing Technical Facilities:
 - ❑ Eglin AFB
 - ❑ Lackland AFB
 - ❑ Naval Air Station Patuxent River
 - ❑ Maxwell AFB
 - ❑ Naval Research Laboratory DC
 - ❑ Naval Station Norfolk
 - ❑ Naval Station San Diego
 - ❑ Naval Support Activity Crane
 - ❑ Naval Surface Warfare Center Corona
 - ❑ Naval Weapons Station Charleston
 - ❑ Naval Surface Warfare Center Dahlgren
 - ❑ Port Hueneme
 - ❑ NUWC Newport
 - ❑ Wright-Patterson AFB



- ★ Receivers (2)
- Losing Technical Facilities (11)
- Losers/Receivers (3)



#Tech-0047: Combatant Commander C4ISR Development & Acquisition Consolidation

Candidate Recommendation (abbreviated): Realign DISA Leased Space in Bailey’s Crossroads, VA, by relocating GIG-BE, GCCS, GCSS, NCES, and Teleport Program Offices to Peterson AFB, CO. Realign NAVSURFWARCEN, Panama City, FL, by relocating DJC2 Program Office to Peterson AFB, CO. Realign Ft. Monmouth, NJ, by relocating JNMS Program Office to Peterson AFB, CO. Close the JTRS Program Office leased space in Crystal City, VA. Relocate all functions to Peterson AFB, CO.

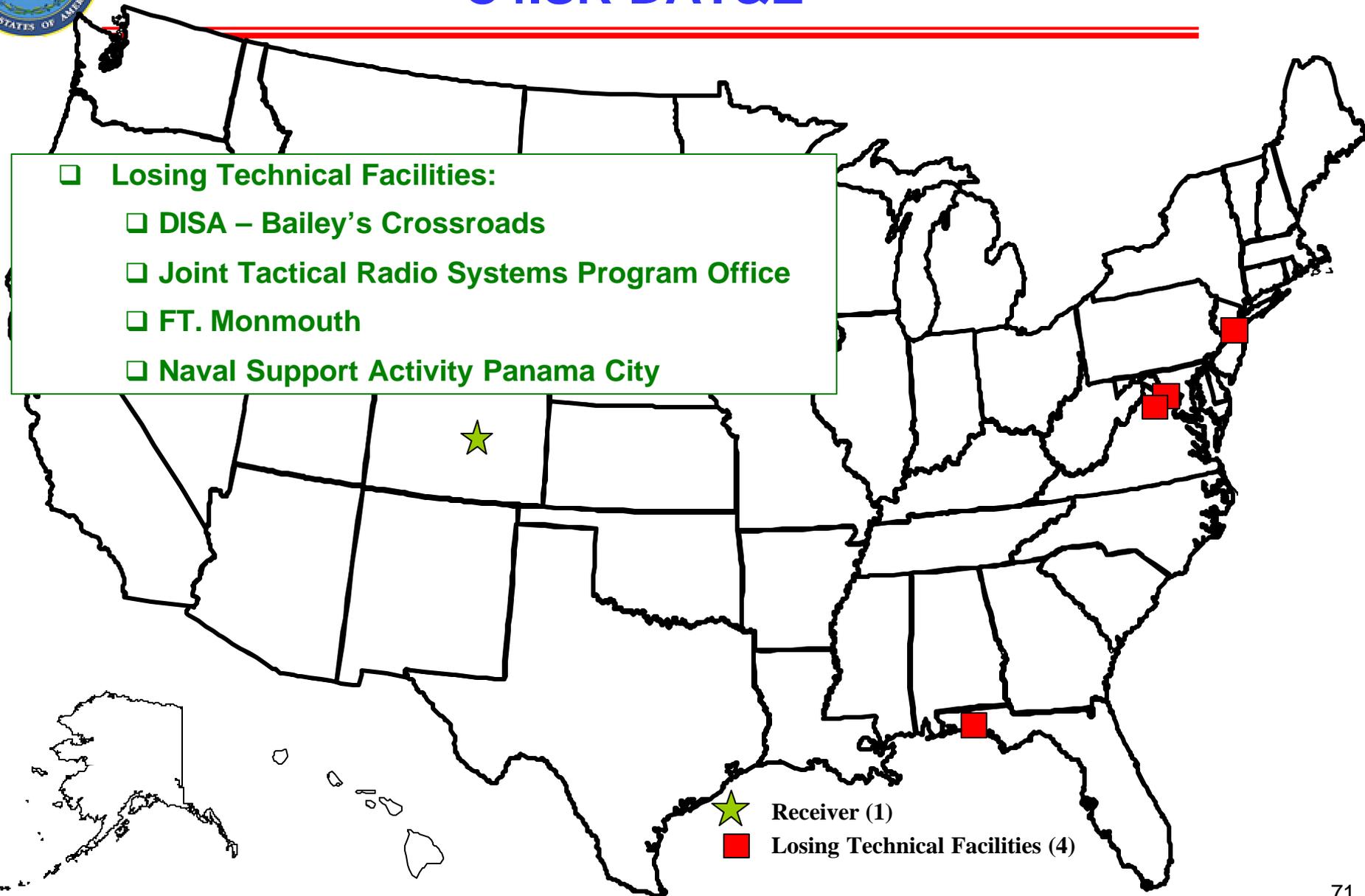
| <u>Justification</u> | <u>Military Value</u> |
|--|--|
| <ul style="list-style-type: none"> • Establish Joint C4ISR development & acquisition capability co-located with a Combatant Commander • More efficient use of retained assets | <ul style="list-style-type: none"> • Military Judgment finds military value locating C4ISR D&A with a Combatant Commander • Peterson Air Force Base, home of NORTHCOM, had the highest C4ISR technical military value among locations hosting combatant commanders |
| <u>Payback</u> | <u>Impacts</u> |
| <ul style="list-style-type: none"> • One-time cost: \$13.88M • Net implementation cost: \$1.68M • Annual recurring savings: \$2.08M • Payback time: 5 years • NPV (savings): \$17.28M | <ul style="list-style-type: none"> • Criteria 6: -6 to 881 jobs; <0.1% in all ROIs • Criteria 7: No issues • Criteria 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



TECH 0047 Consolidate Combatant Cmdr C4ISR DAT&E

DRAFT



Combined C4ISR Centers



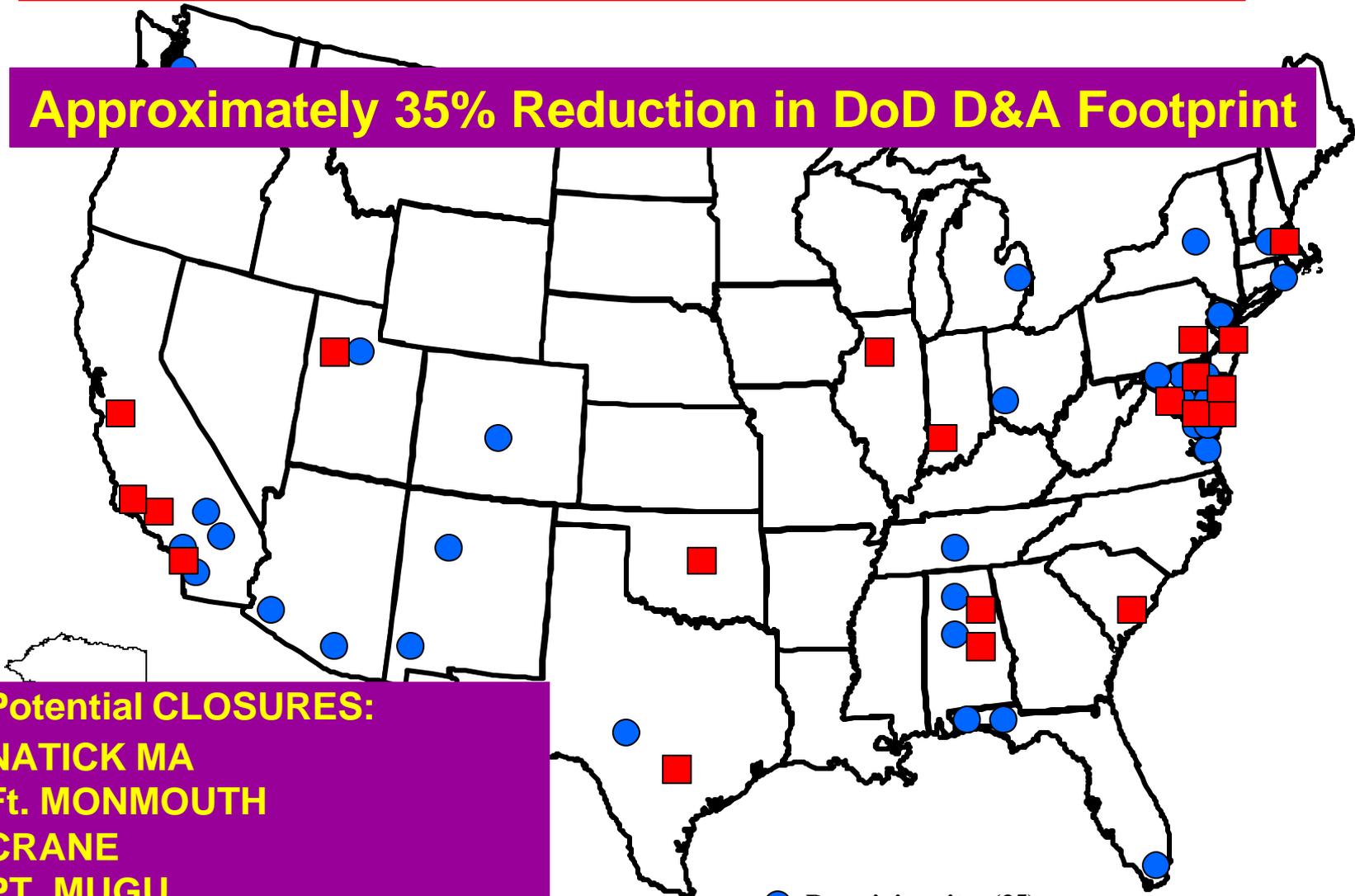
| Candidates | One Time Cost (M) | Payback Time (years) | NPV (M) | Impacts |
|-----------------------------|-------------------|----------------------|------------------------|--|
| Tech 0042A Maritime | \$152.01M | 18 | \$2.9M (savings) | Facilitates potential closure of Corona & Crane Reduce Tech facilities from 11 to 4 |
| Tech 0042C Air & Space | \$51.1M | 4 | \$137.03M (savings) | Reduce Tech facilities from 6 to 2 |
| Tech 0047 Combatant Cmdr | \$13.88M | 5 | \$17.28M (savings) | Close leased space in Crystal City & Bailey's Crossroads. |



TJCSG Development & Acquisition End State

DRAFT

Approximately 35% Reduction in DoD D&A Footprint



Potential CLOSURES:
NATICK MA
Ft. MONMOUTH
CRANE
PT. MUGU
Assorted Lease Spaces

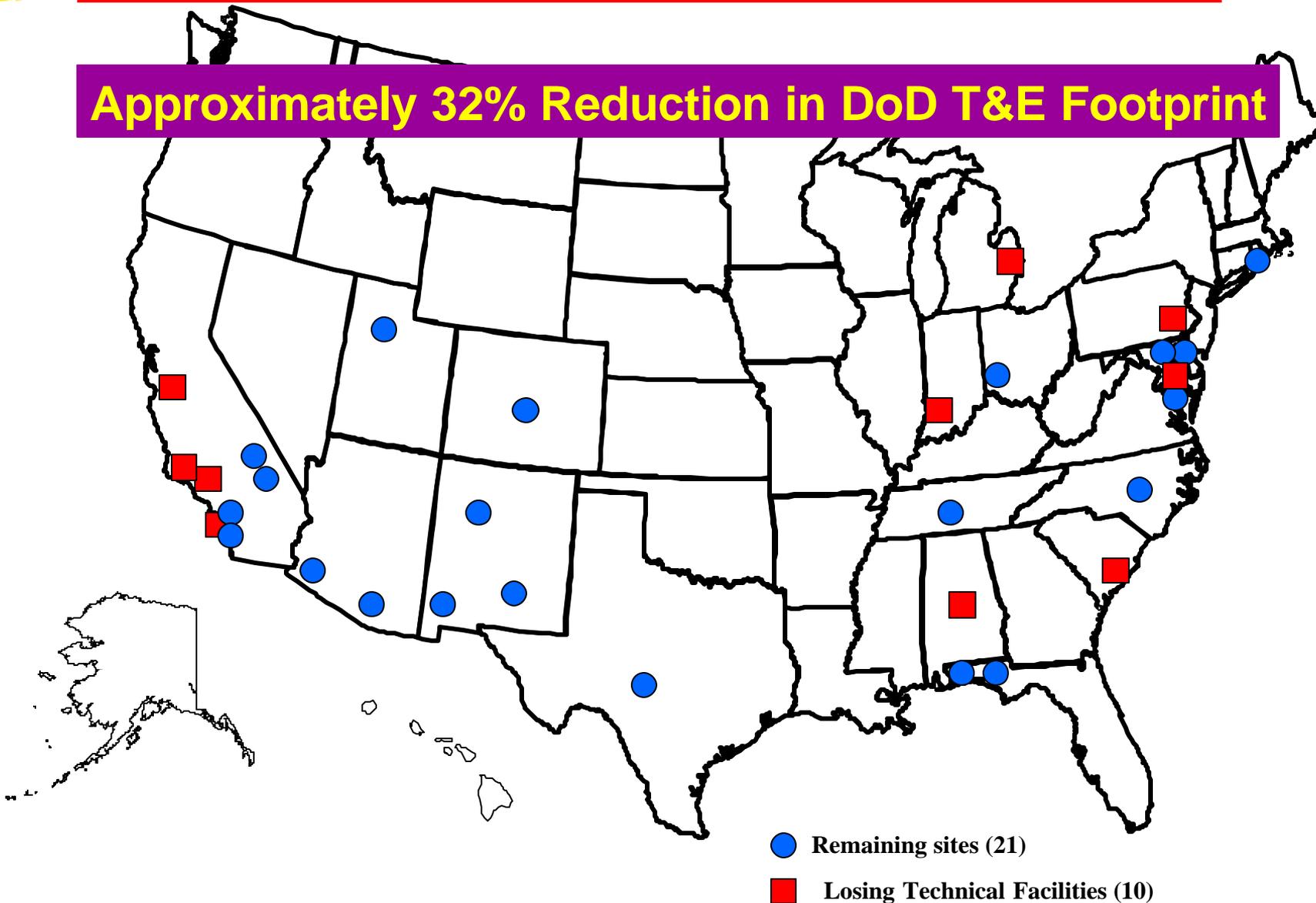
- Remaining sites (35)
- Losing Technical Facilities (20)



TJCSG Testing & Evaluation End State

DRAFT

Approximately 32% Reduction in DoD T&E Footprint





Army Candidate Recommendations



Candidate #USA-0063

Candidate Recommendation: Close United States Army Garrison, Michigan (Selfridge). Retain an enclave to support the Bridging Lab and Water Purification Lab located on Selfridge.

Justification

- ✓ Primary mission is to provide housing for activities in the local area
- ✓ Avoids the costs of continued operation and maintenance of unnecessary support facilities
- ✓ Sufficient housing is available in the Detroit Metropolitan area

Military Value

- ✓ USAG Selfridge was not in the Army MVP
- ✓ Available areas not well suited for maneuver units
- ✓ MVI: USAG Selfridge (69)

Payback

- ✓ One time cost: \$9.4M
- ✓ Net Savings: \$91.0M
- ✓ Annual Recurring savings: \$18.0M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$253.0M

Impacts

- ✓ Criterion 6 – Max potential reduction of 1213 jobs (722 direct and 491 indirect) or .08% of the economic area employment.
- ✓ Criterion 7 – Low risk
- ✓ Criterion 8 – Minimal impact; no ranges/DERA sites require cleanup

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/Services



Candidate #USA-0223

Candidate Recommendation: Close Ft. Monmouth, NJ. Relocate the US Army Communications & Electronic Command (CECOM) development and acquisition functions to Ft. Belvoir, VA. Relocate the US Army Communications & Electronic Command (CECOM) research functions to Adelphi Laboratories, MD. Relocate the US Army Military Academy Preparatory School to West Point, NY.

Justification

- ✓ Tech scenario 0035 and USA 0006 enable this closure
- ✓ Consolidates C4ISR assets in a single geographical area
- ✓ Supports the Army's "commodity" business model by geographically collocating R, D&A, and Logistics functions
- ✓ Collocates Prep school with USMA

Military Value

- ✓ TJCSG recommends creating a Land Network Science, Technology, Experimentation Center for Ground Network Centric Warfare addressing complex technical challenges inherent in integrated hardware/human operational environment.
- ✓ Supports Transformation Options #54 & #56.
- ✓ MVI: Fort Monmouth (50), Fort Belvoir (38), Adelphi (84), West Point (61)

Payback

| | |
|--------------------------|----------|
| One Time Cost: | \$645.4M |
| Net implementation Cost: | \$32.9M |
| Recurring Savings: | \$156.5M |
| Payback Period: | 4 years |
| NPV Savings: | \$1,407M |

Impacts

- ✓ Criterion 6 – Max potential reduction of 13,985 jobs (7,646 direct and 6,339 indirect jobs) or -1.15% of the total ROI Employment in Edison, NJ metropolitan area.
- ✓ Criterion 7 – Low. Of the ten attributes evaluated three declined (Cost of Living, Education, and Safety).
- ✓ Criterion 8 – Moderate Impact – air analysis req'd (Belvoir, Adelphi); buildable acres constrained (Adelphi); remediate 12 ranges (Monmouth)

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force BRAC Update to ISG



4 Mar 05

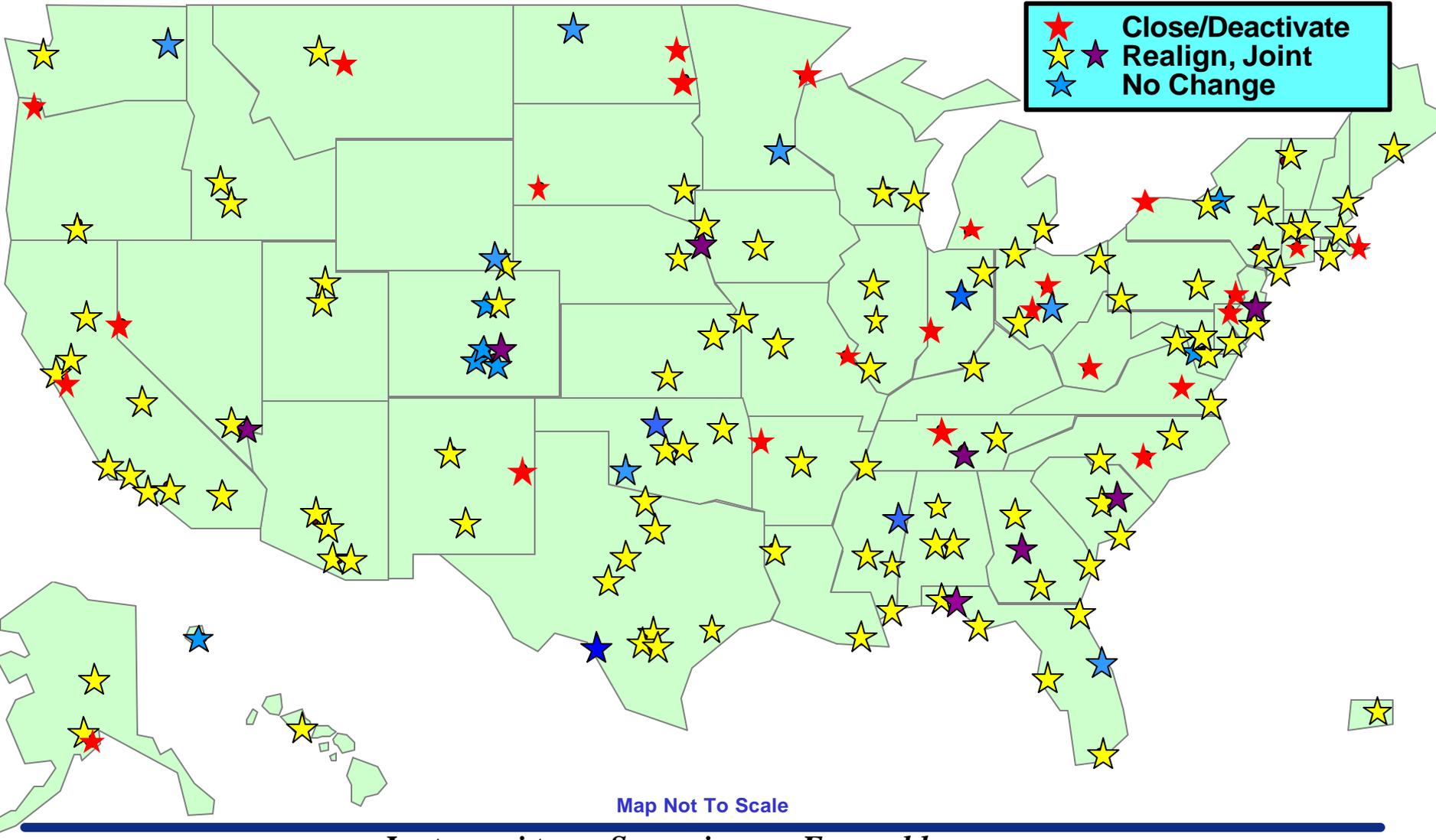
Maj Gen Gary Heckman

**Assistant DCS,
Plans and Programs (BRAC)**

U.S. AIR FORCE



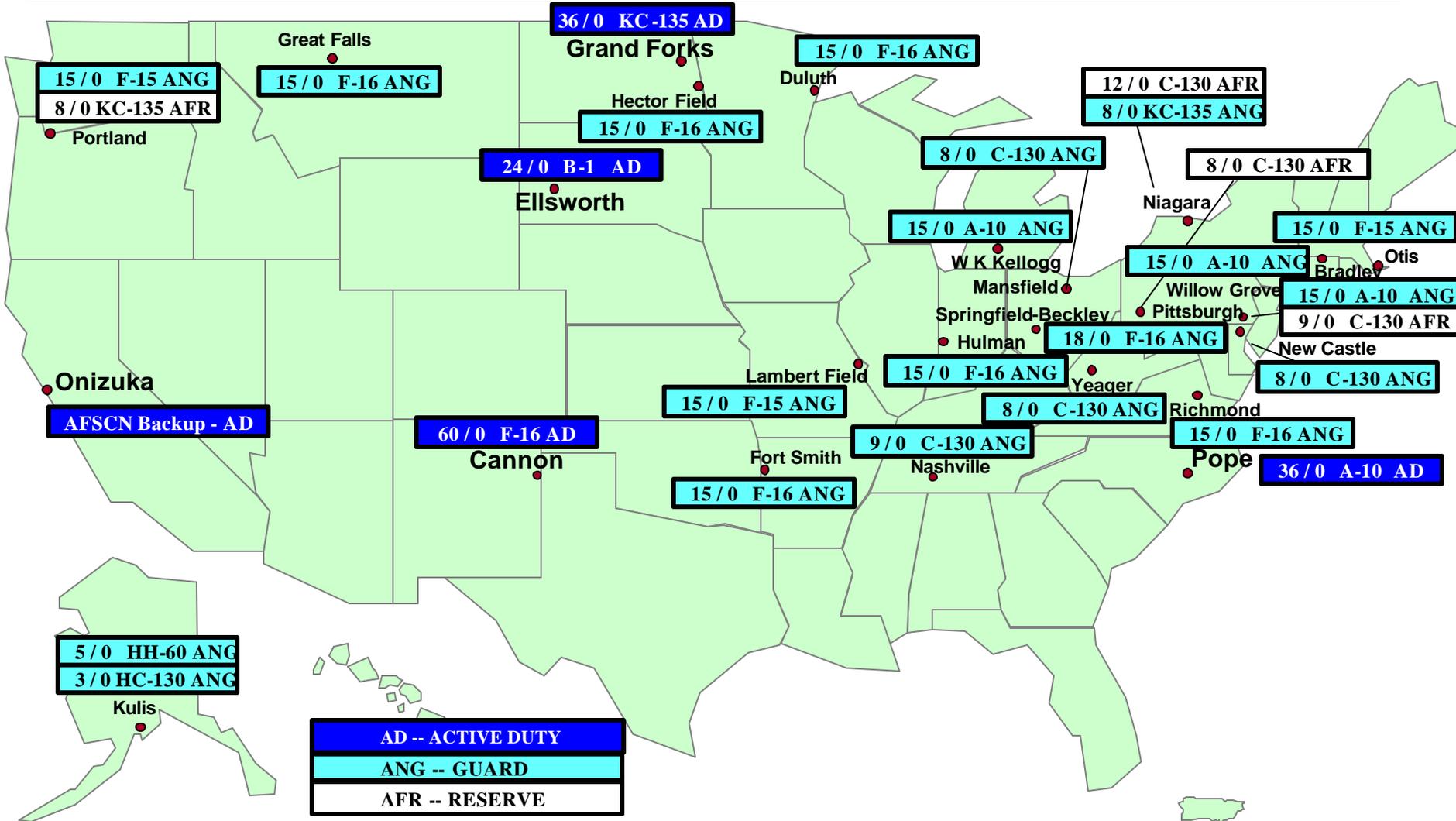
Air Force Installations



Map Not To Scale



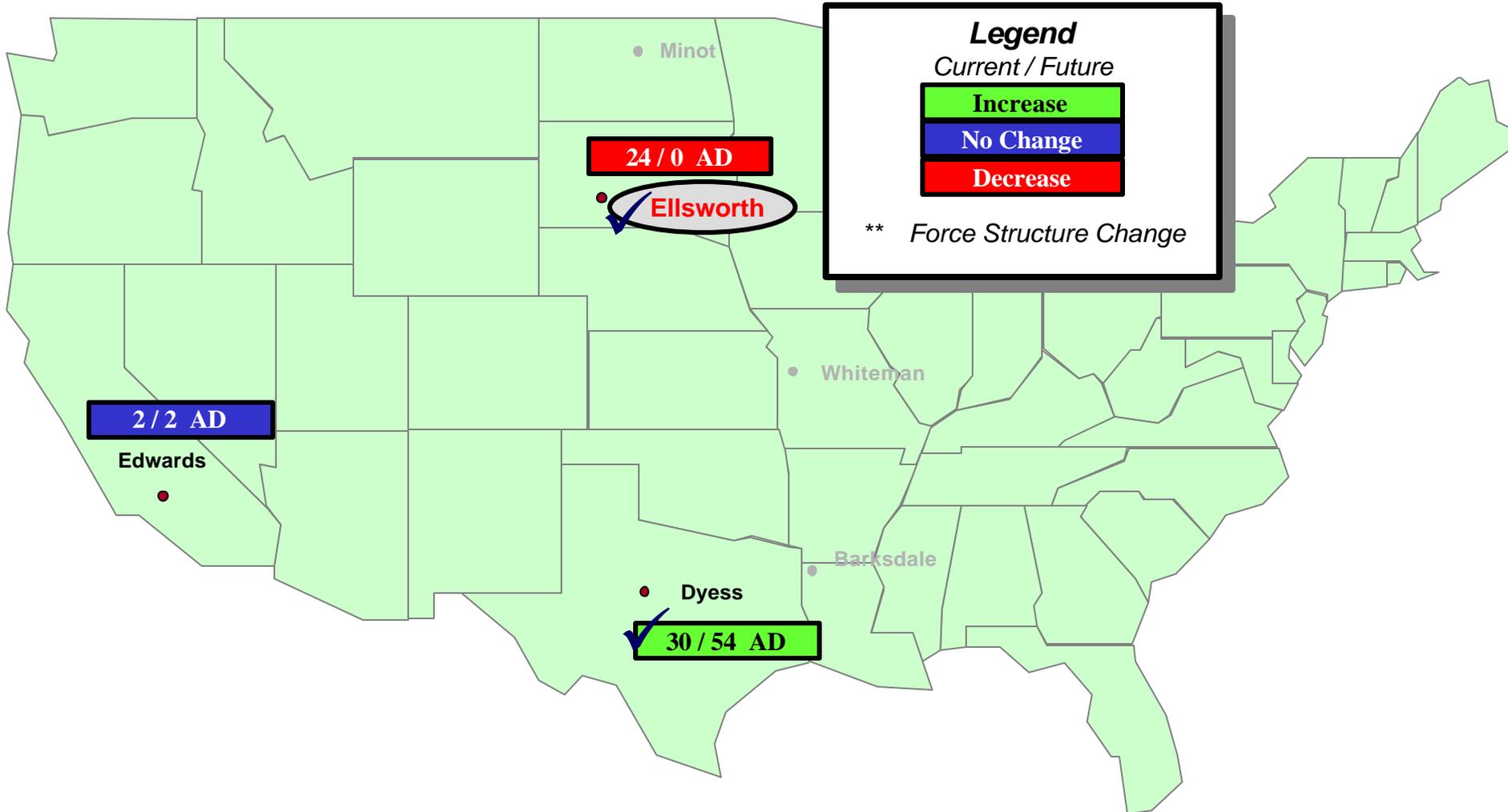
Candidate Closures





B-1 Group

Candidate Recommendations

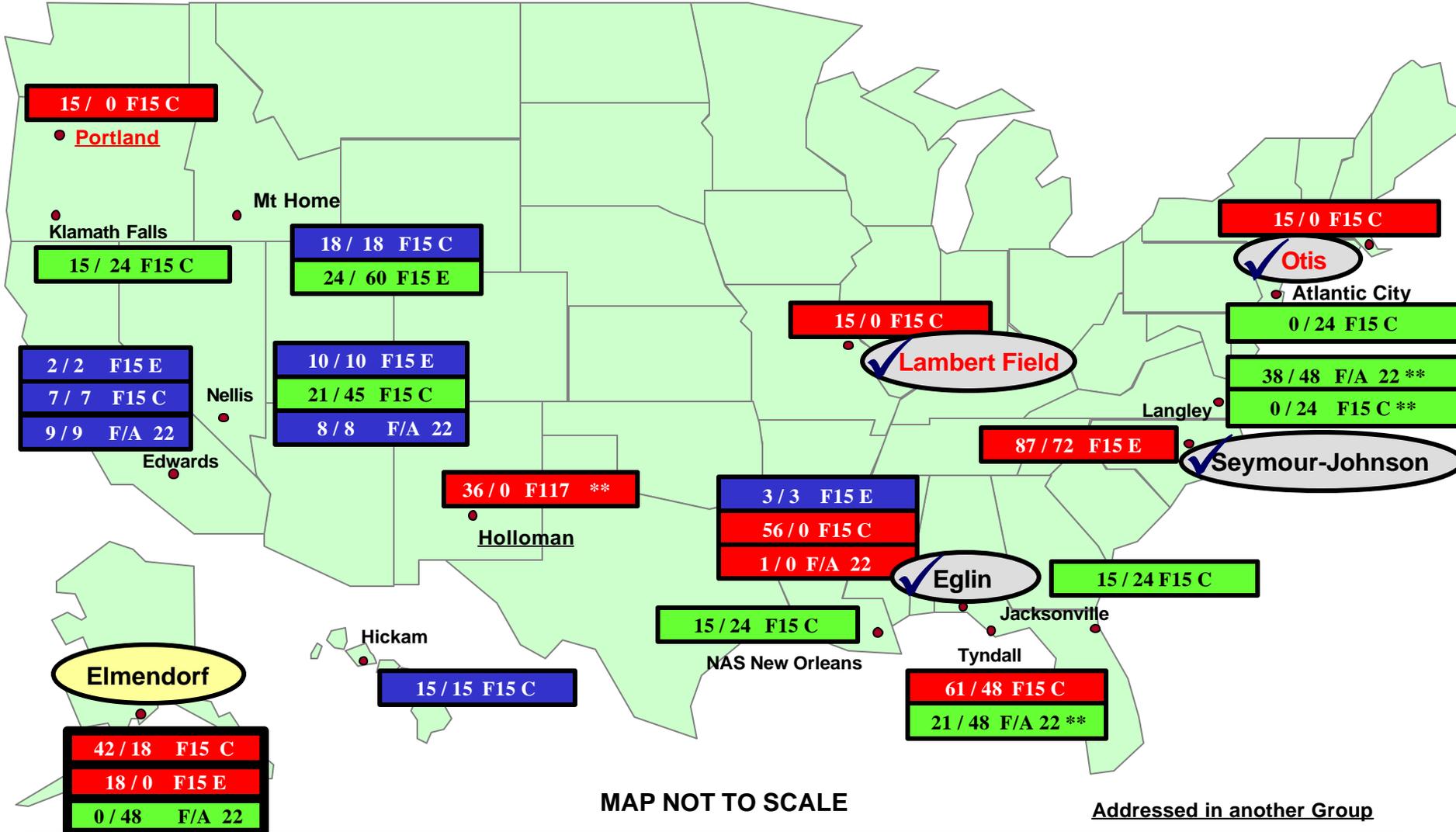


MAP NOT TO SCALE



F-15 C/E, F/A-22, F-117 Group

Candidate Recommendations





Candidate #USAF-0115/ S141.2

Realign Elmendorf AFB, Anchorage, AK

Candidate Recommendation: Realign Elmendorf AFB. The 3d Wing will distribute assigned F-15C/D aircraft to the 1st Fighter Wing, Langley AFB, Virginia (24 PAA).

Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate legacy fleet

Military Value

- Distributes force structure to bases with high military value including planned Air Sovereignty commitment (Jacksonville, FL)
- Enables increased capability at Nellis for Future Total Force missions

Payback

- One Time Cost: \$17M
- Net Implementation Cost: \$15M
- Annual Recurring Savings: \$0.4M
- Payback period: 100+
- NPV Cost: \$10M

Impacts

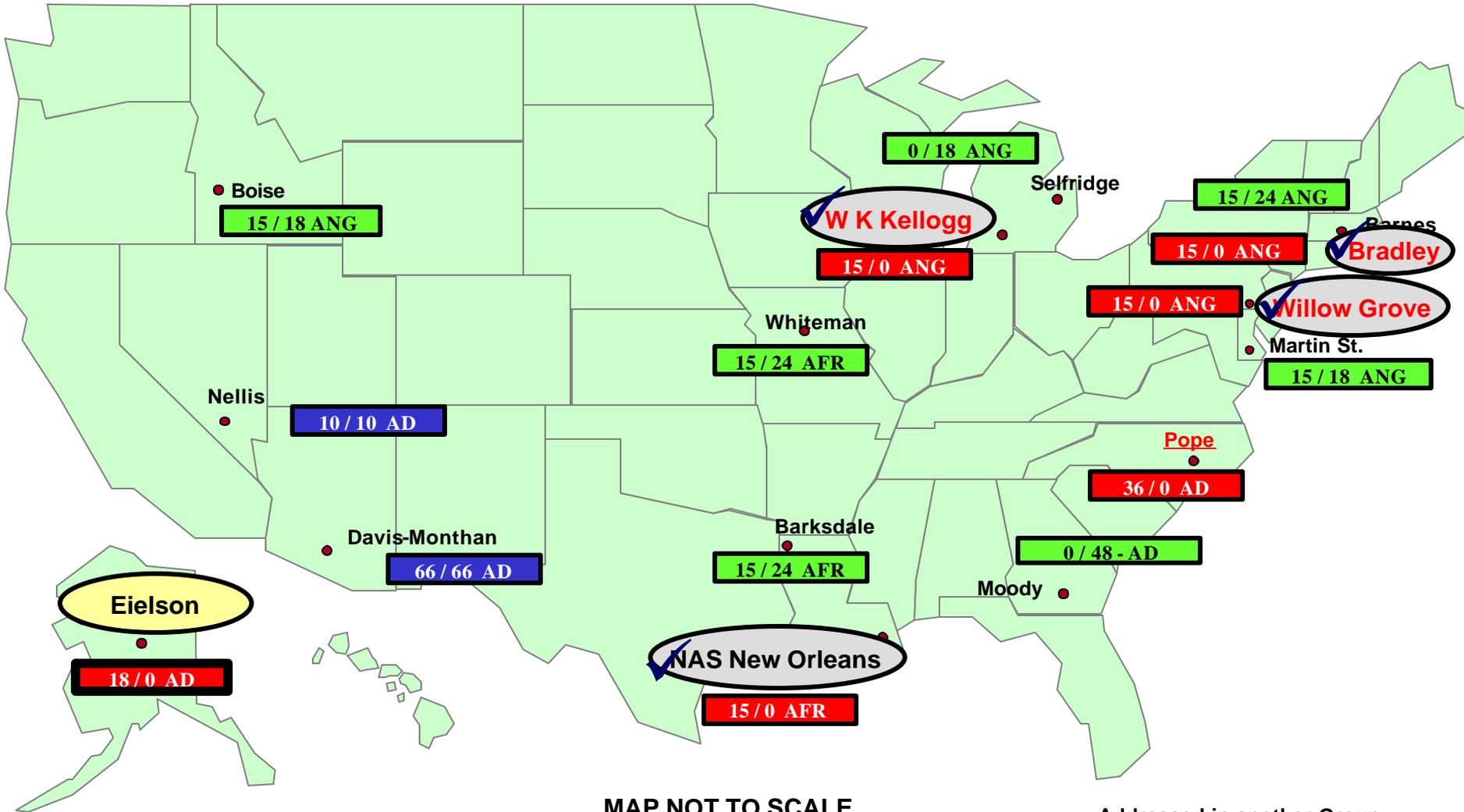
- Criterion 6: Total Job Change: -1,245 (direct: -720, indirect: -525) ROI impact: -0.59%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8- Langley is in non-attainment for 8-hour Ozone (Marginal).

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



A-10 Group

Candidate Recommendations



MAP NOT TO SCALE

Addressed in another Group



Candidate #USAF-0056 / S137.1

Realign Eielson AFB, Fairbanks, AK

Candidate Recommendation: Realign Eielson AFB. The 354th Fighter Wing will distribute its assigned A-10 aircraft to the 917th Wing (AFRC), Barksdale AFB, Louisiana (3 PAA); 347th Wing, Moody AFB, Georgia (12 PAA); and to BAI (3 PAA); and its F-16 Block 40 aircraft to the 57th Wing, Nellis AFB, NV (18 PAA). ANG Tanker unit and rescue alert detachment remain.

Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Anchors an Eielson Recommendation Group which consolidates A-10 and F-16 aircraft

Military Value

- Distributes force structure to bases with higher military value (for both F-16s and A-10s)
- Robust two ANG squadrons to effective size
- Retains Cope Thunder

Payback

- One Time Cost: \$223M
- Net Implementation Cost: \$14M
- Annual Recurring Savings: \$122M
- Payback period: 3 yrs/2012
- NPV Savings: \$ 1,125M

Impacts

- Criterion 6: Total Job Change: - 4,574 (direct: - 2,872, indirect: - 1,702) ROI – 8.4%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious).

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



Candidate #USAF-0087 / S438

Realign Rickenbacker AGS, Columbus, OH

Candidate Recommendation: Realign Rickenbacker IAP AGS. The 121st Air Refueling Wing (ANG) will retain sixteen KC-135R aircraft and distribute the remaining two KC-135R aircraft to the Backup Aircraft Inventory.

| | | | | | | | | | | | |
|---|--|-------|----------------------------|-------|--------------------------|------|-------------------|-------------|-------------|-------|---|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Consolidates tanker fleet | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Enables more effective squadron sizes ■ Optimizes number of backup aircraft for the tanker fleet | | | | | | | | | | |
| <p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>■ One Time Cost:</td> <td style="text-align: right;">\$52K</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$27K</td> </tr> <tr> <td>■ Annual Recurring Cost:</td> <td style="text-align: right;">\$5K</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">12 yrs/2019</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$18K</td> </tr> </table> | ■ One Time Cost: | \$52K | ■ Net Implementation Cost: | \$27K | ■ Annual Recurring Cost: | \$5K | ■ Payback period: | 12 yrs/2019 | ■ NPV Cost: | \$18K | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : -3 (direct -2, indirect -1) ROI -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation |
| ■ One Time Cost: | \$52K | | | | | | | | | | |
| ■ Net Implementation Cost: | \$27K | | | | | | | | | | |
| ■ Annual Recurring Cost: | \$5K | | | | | | | | | | |
| ■ Payback period: | 12 yrs/2019 | | | | | | | | | | |
| ■ NPV Cost: | \$18K | | | | | | | | | | |

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



Candidate #USAF-0079 / S432.1

Close Portland IAP AGS, Portland, OR

Candidate Recommendation: Close Portland IAP AGS. The 939th Air Refueling Wing (AFRC) is realigned. The wing's KC-135R aircraft are distributed to the 507th Air Refueling Wing (AFRC), Tinker AFB, Oklahoma (4 PAA) and to backup aircraft inventory (4 PAA). The 142d Fighter Wing (ANG) is inactivated. The wing's F-15 aircraft are distributed to the 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA) and 159th Fighter Wing (ANG), NAS JRB New Orleans, Louisiana (9 PAA). The 939 ARW's operations and maintenance manpower to support 4 PAA are realigned to Tinker AFB; remaining 939 ARW manpower, to include ECS, are moved to support emerging missions. The 304th RQS (AFRC) is realigned to McChord AFB, Washington. The 142nd Fighter Wing's ECS elements, along with the 244th and 272d Combat Communications Squadrons (ANG), enclave and will support a Homeland Defense alert commitment.

Justification

- Enables Future Total Force transformation
- Consolidates tanker fleet
- Part of the Ellsworth Recommendation Group which consolidates fighter forces

Military Value

- Fighter realignment supports NORTHCOM alert
- Enables the standup of effectively sized fighter squadrons at two locations with roles in Air Sovereignty Mission and one effectively-sized tanker squadron

Payback

- One Time Cost: \$47M
- Net Implementation Cost: \$45M
- Annual Recurring Savings: \$.5M
- Payback period: 100+
- NPV Cost: \$39M

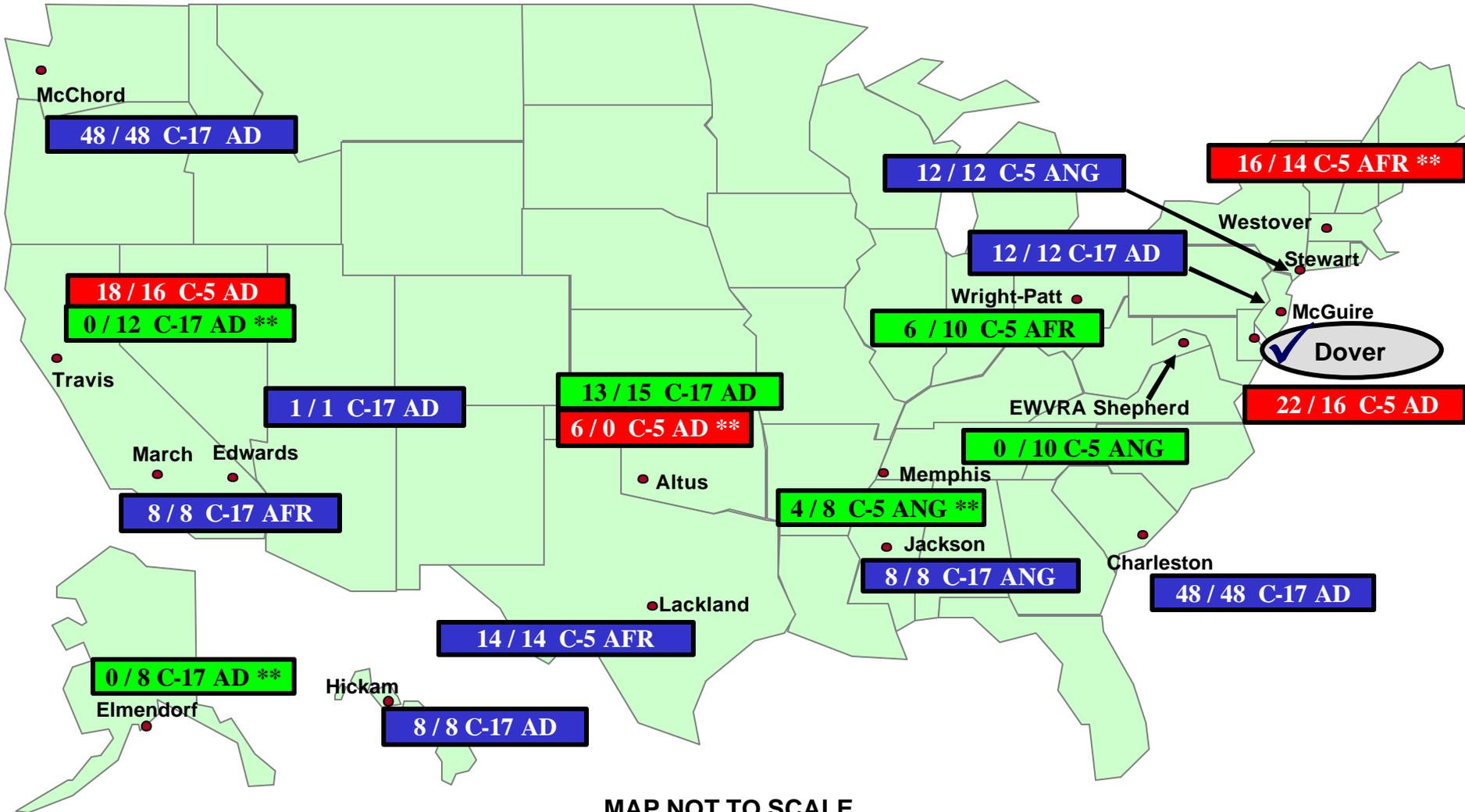
Impacts

- Criterion 6: Total Job Change : -538 (direct -310, indirect -228) ROI -0.04%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



C-5 & C-17 Group Candidate Recommendations

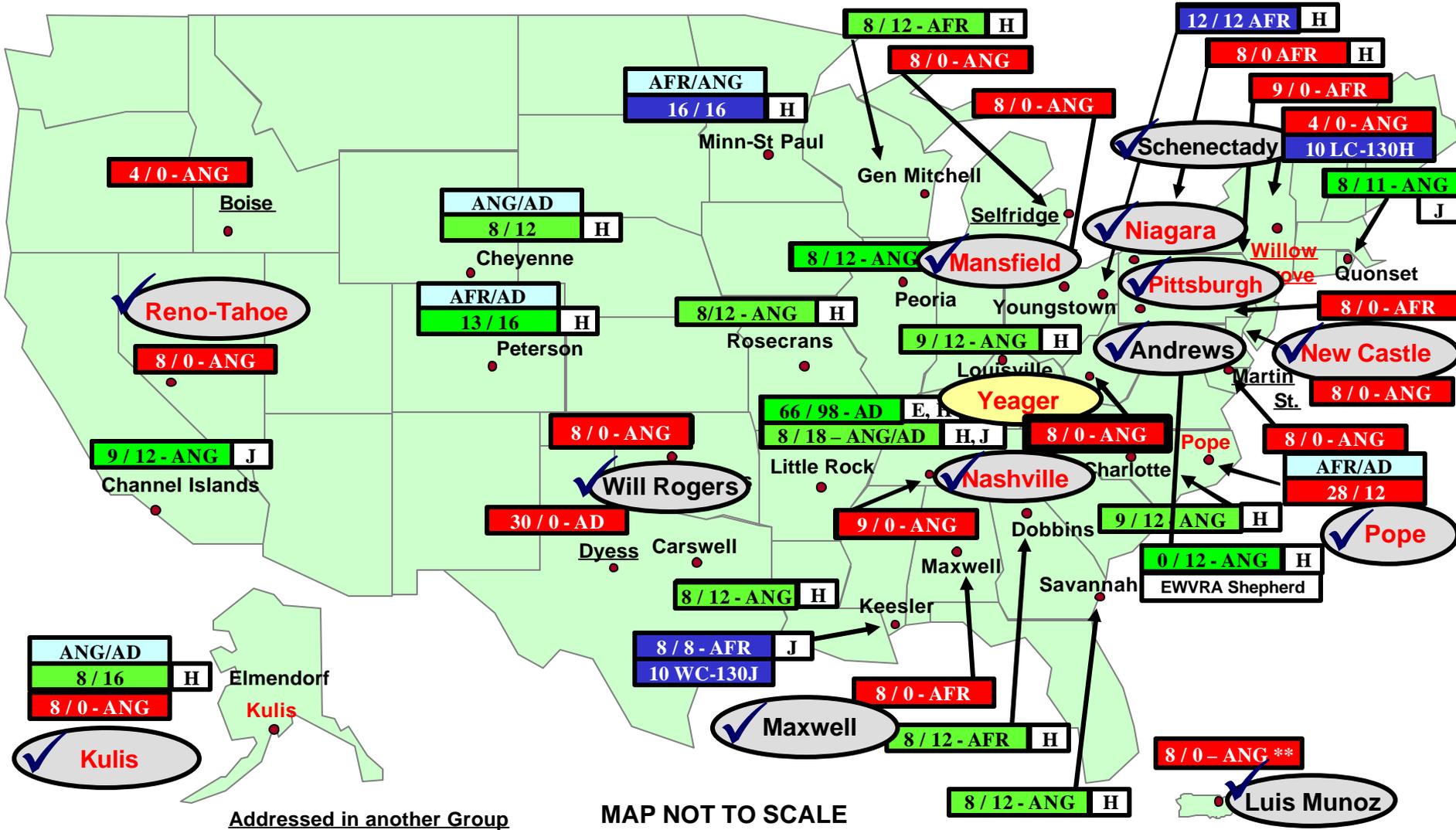


MAP NOT TO SCALE



C-130 Group

Candidate Recommendations



Addressed in another Group

MAP NOT TO SCALE



Candidate #USAF-0127 / S321.3

Close Yeager APT AGS, Charleston, WV

Candidate Recommendation: Close Yeager Airport AGS. The 130th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft (8 PAA) will be distributed to Fort Bragg, North Carolina to form a 12 PAA Reserve and active duty associate unit. The wing's flying-related expeditionary combat support (ECS) manpower will move from Yeager to Eastern West Virginia Regional Airport/Shepherd Field AGS (Aerial Port and Fire Fighters). The remaining wing ECS will remain in enclave at Yeager. The association at Fort Bragg will be a 75/25 mix (AFRC/AD).

Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Part of Ellsworth Recommendation Group that consolidates airlift fleet

Military Value

- Distributes force structure to base of higher mil value
- Maintains AF and joint training synergy at Fort Bragg
- Helps robust a squadron to effective size

Payback

- One Time Cost: \$10M
- Net Implementation Cost: \$18M
- Annual Recurring Cost: \$2M
- Payback period: Never
- NPV Cost: \$40M

Impacts

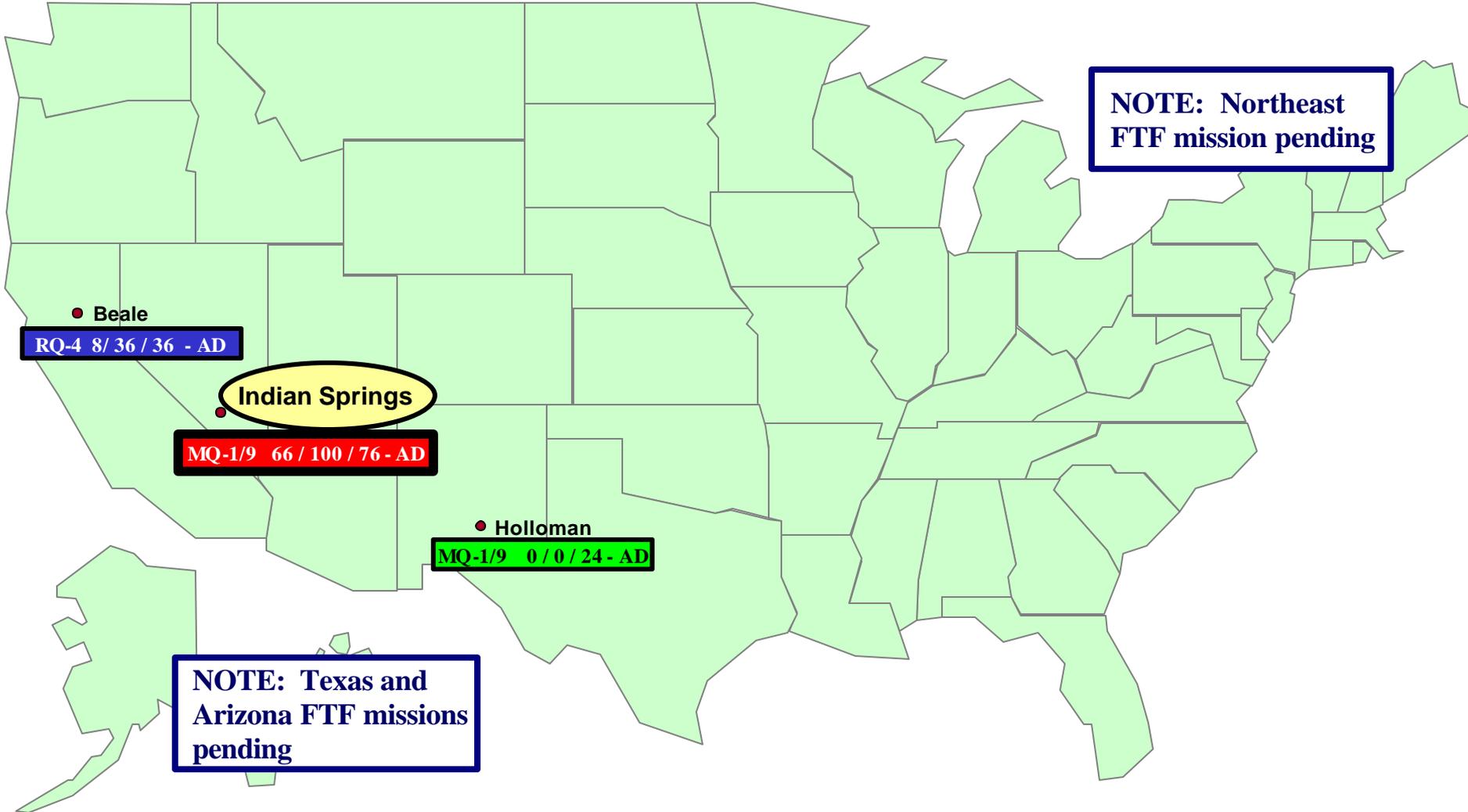
- Criterion 6—Total Job Change: -247 (direct -157, indirect -90) ROI -0.14%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



UAV Group

Candidate Recommendations



**NOTE: Northeast
FTF mission pending**

RQ-4 8/36/36 - AD

Indian Springs

MQ-1/9 66/100/76 - AD

MQ-1/9 0/0/24 - AD

**NOTE: Texas and
Arizona FTF missions
pending**



Candidate #USAF-0125 / S601

Realign Indian Springs AFAF, NV

Candidate Recommendation: Realign Indian Springs Air Force Auxiliary Airfield. Relocate USAF MQ-1/MQ-9 unmanned aerial vehicle operations squadrons to Holloman AFB, NM to facilitate establishment of a Joint UAV Center of Excellence (COE) at Indian Springs. The MQ-1/MQ-9 flying training unit at Indian Springs will remain as part of the UAV COE. The 49th Fighter Wing's F-117A aircraft (36 PAA) retire in place at Holloman AFB.

| | |
|--|--|
| <p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables establishment of UAV Joint Center of Excellence—transformational option ■ Postures new COE for future expansion ■ Support Joint training missions | <p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Holloman has higher military value ■ Proximity to airspace, ranges and training areas ■ Supports USA-0221 (force additions to Ft Bliss) ■ Synergy with emerging unmanned missions |
| <p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$12M ■ Net Implementation Cost: \$10M ■ Annual Recurring Savings: \$0.2M ■ Payback period: 100+ ■ NPV Cost: \$8M | <p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change : -975 (direct -594, indirect -381) ROI -0.11% ■ Criterion 7- A review of community attributes indicates utility issues for Indian Springs, regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8- No natural infrastructure issues affecting candidate recommendation |

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



Realignments

Historical Context

| 1988 | 1991 | 1993 | 1995 | 2005 Closures | 2005 Realignments |
|--|--|--|--|---|--|
| Chanute (A) George (A) Mather (A) Norton (A) Pease (A) | Bergstrom (A) Carswell (A) Castle (A) Eaker (A) England (A) Grissom (A) Loring (A) Lowry (A) MacDill (A) Moody (A) Myrtle Beach (A) Williams (A) Wurtsmith (A) Richards/ Gebaur (R) Rickenbacker (G) | Gentile (A) Griffiss (A) Homestead (A) K.I. Sawyer (A) March (A) McGuire (A) Newark (A) Plattsburgh (A) O'Hare (R) | AF EW Eval Sim (A) Brooks (A) Eglin (A) (EMTE) Grand Forks (A) Hill (A) (UTTR) Kelly (A) Malmstrom (A) McClellan (A) Onizuka (A) REDCAP (A) Reese (A) Rome Lab (A) Greater Pittsburgh (R) Bergstrom (G) Moffett (G) North Highlands (G) Ontario AGS (G) Roslyn AGS (G) Springfield-Beckley (G) | Cannon (A) Ellsworth (A) Grand Forks (A) Onizuka (A) Pope (A) Pittsburgh (R) Niagara (G, R) Portland (G/R) Willow Grove (G/R) Bradley (G) Duluth (G) Ft. Smith (G) Great Falls (G) Hulman (G) Hector (G) Kulis (G) Lambert (G) Mansfield (G) Nashville (G) New Castle (G) Otis (G) Richmond (G) Springfield-Beckley (G) W.K. Kellogg (G) Yeager (G) | Andrews (A) Dover (A) Eglin (A) Eielson (A) Elmendorf (A) Hill (A) Indian Springs (A) Luke (A) McGuire (A) Mountain Home (A) Robins (A) Seymour Johnson (A) Beale (R) March (R,G) Maxwell (R) NAS New Orleans ARS Selfridge (G, R) Birmingham (G) Capital (G) Ellington (G) Fairchild (G) Hancock Field (G) Key Field (G) Luis-Munoz (G) Pittsburgh (G) Reno (G) Rickenbacker (G) Schenectady (G) |

1988-1995 entries show all AF closure and realignment recommendations

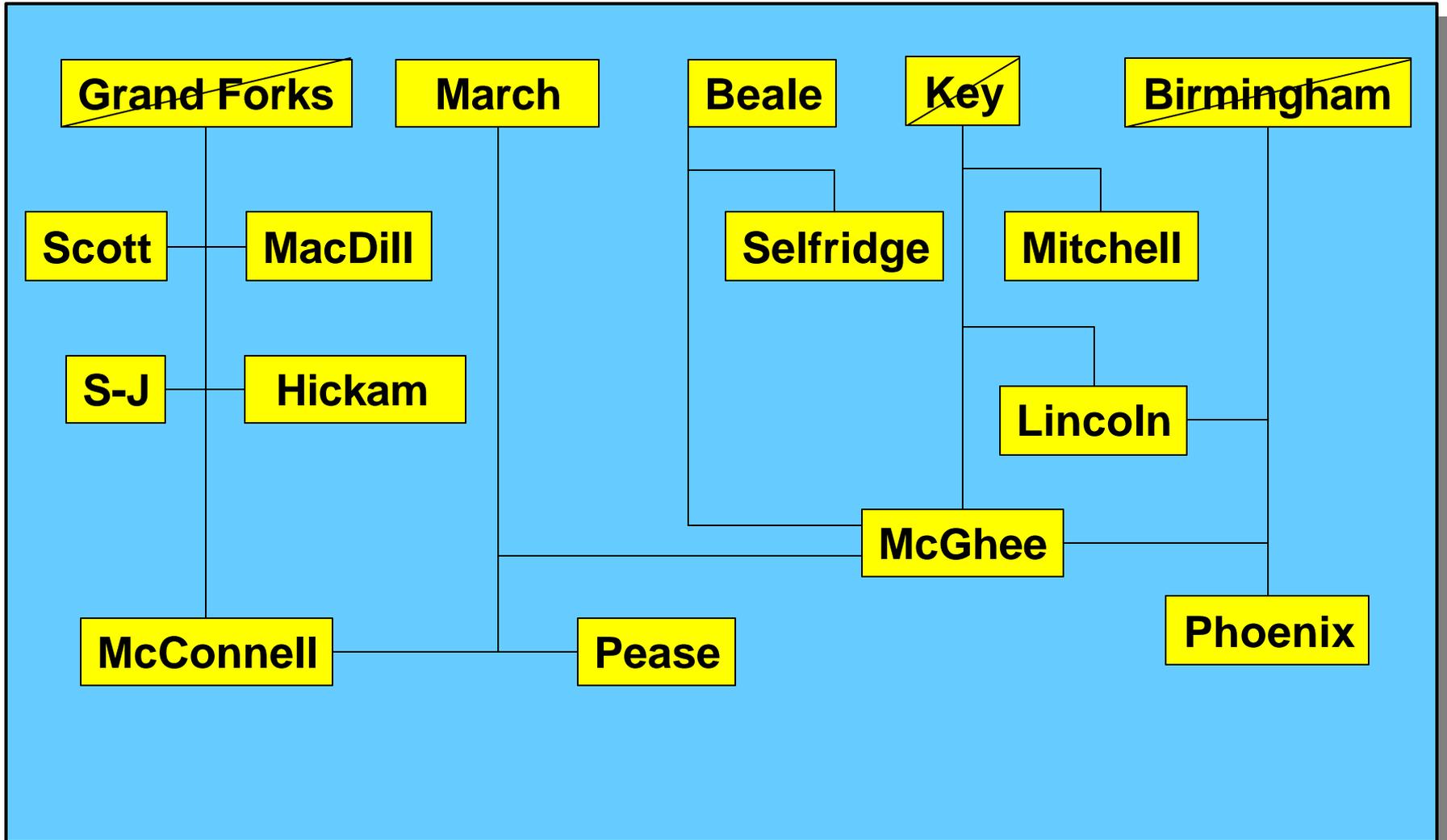
REJECTED BY COMMISSION

ADDED BY COMMISSION

(A): Active base; (R): Reserve base; (G): Air National Guard Base



Grand Forks Tanker Group





Preliminary BRAC Costs/Savings

Force Structure Closure/Realignments

| Closures | | Realignments | | <u>Group</u> | <u>Total 1-Time Cost \$K</u> | <u>MILCON Cost \$K</u> | <u>Net 2011 Cost \$K/ (Savings)</u> | <u>Steady State Cost \$K/ (Savings)</u> |
|-----------------------------|-------------------------|-------------------------|-------------------------|--------------------|--------------------------------------|----------------------------|---|---|
| 1. Bradley (G) | 1. Andrews (A) | 1. Andrews (A) | 1. Andrews (A) | Ellsworth | \$642,008 | \$358,705 | \$139,087 | (\$165,945) |
| 2. Cannon (A) | 2. Beale (R) | 2. Beale (R) | 2. Beale (R) | Grand Forks | \$279,992 | \$132,398 | (\$39,634) | (\$146,220) |
| 3. Duluth (G) | 3. Birmingham (G) | 3. Birmingham (G) | 3. Birmingham (G) | Pope | \$509,454 | \$228,610 | \$63,261 | (\$150,649) |
| 4. Ellsworth (A) | 4. Capital (G) | 4. Capital (G) | 4. Capital (G) | Cannon | \$168,091 | \$65,297 | (\$183,278) | (\$117,287) |
| 5. Ft. Smith (G) | 5. Dover (A) | 5. Dover (A) | 5. Dover (A) | Eielson | \$299,410 | \$141,300 | \$90,712 | (\$121,929) |
| 6. Grand Forks (A) | 6. Eglin (A) | 6. Eglin (A) | 6. Eglin (A) | Independent | \$274,963 | \$77,884 | \$164,047 | (\$29,927) |
| 7. Great Falls (G) | 7. Eielson (A) | 7. Eielson (A) | 7. Eielson (A) | “Two-fers” | \$31,197 | \$11,923 | \$10,459 | (\$3,143) |
| 8. Hulman (G) | 8. Ellington (G) | 8. Ellington (G) | 8. Ellington (G) | Total | \$2,205,115 | \$1,016,117 | \$244,654 | (\$735,100) |
| 9. Hector (G) | 9. Elmendorf (A) | 9. Elmendorf (A) | 9. Elmendorf (A) | | | | | |
| 10. Kulis (G) | 10. Fairchild (G) | 10. Fairchild (G) | 10. Fairchild (G) | | | | | |
| 11. Lambert (G) | 11. Hill (A) | 11. Hill (A) | 11. Hill (A) | | | | | |
| 12. Mansfield (G) | 12. Hancock Field (G) | 12. Hancock Field (G) | 12. Hancock Field (G) | | | | | |
| 13. Nashville (G) | 13. Indian Springs (A) | 13. Indian Springs (A) | 13. Indian Springs (A) | | | | | |
| 14. New Castle (G) | 14. Key Field (G) | 14. Key Field (G) | 14. Key Field (G) | | | | | |
| 15. Niagara (G, R) | 15. Luis-Munoz (G) | 15. Luis-Munoz (G) | 15. Luis-Munoz (G) | | | | | |
| 16. Onizuka (A) | 16. Luke (A) | 16. Luke (A) | 16. Luke (A) | | | | | |
| 17. Otis (G) | 17. March (R,G) | 17. March (R,G) | 17. March (R,G) | | | | | |
| 18. Pittsburgh (R) | 18. Maxwell (R) | 18. Maxwell (R) | 18. Maxwell (R) | | | | | |
| 19. Pope (A) | 19. McGuire (A) | 19. McGuire (A) | 19. McGuire (A) | | | | | |
| 20. Portland (G/R) | 20. Mountain Home (A) | 20. Mountain Home (A) | 20. Mountain Home (A) | | | | | |
| 21. Richmond (G) | 21. NAS New Orleans ARS | 21. NAS New Orleans ARS | 21. NAS New Orleans ARS | | | | | |
| 22. Springfield-Beckley (G) | 22. Pittsburgh (G) | 22. Pittsburgh (G) | 22. Pittsburgh (G) | | | | | |
| 23. W.K. Kellogg (G) | 23. Reno (G) | 23. Reno (G) | 23. Reno (G) | | | | | |
| 24. Willow Grove (G/R) | 24. Rickenbacker (G) | 24. Rickenbacker (G) | 24. Rickenbacker (G) | | | | | |
| 25. Yeager (G) | 25. Robins (A) | 25. Robins (A) | 25. Robins (A) | | | | | |
| | 26. Schenectady (G) | 26. Schenectady (G) | 26. Schenectady (G) | | | | | |
| | 27. Selfridge (G, R) | 27. Selfridge (G, R) | 27. Selfridge (G, R) | | | | | |
| | 28. Seymour Johnson (A) | 28. Seymour Johnson (A) | 28. Seymour Johnson (A) | | | | | |

Previously Briefed to ISG
 Remaining Recommendations to Brief



Strawman Payback Categories/Priorities

- Pays back by 2011
- Enables a CR which pays back by 2011
- NPV Savings
- Enables a “Recommendation Group” with NPV savings
- Quantifiable savings not captured in BRAC
- Compelling advantage to DOD based on military judgment



Preliminary BRAC Costs/Savings

| Scenario OSD Track | Title | Total 1T Cost (\$K) | MILCON (\$K) | Payback | Cost/(Savings) 2011 (\$K) | Steady State (\$K) |
|-----------------------|------------------------|------------------------|--------------|---------|------------------------------|-----------------------|
| USAF-0052 | Close Willow Grove | \$44,085 | \$17,754 | 100 | \$38,693 | (\$919) |
| USAF-0064 | Close New Castle | \$21,507 | \$7,153 | 100 | \$17,682 | (\$668) |
| USAF-0060 | Close Nashville | \$22,027 | \$10,084 | 100 | \$21,922 | (\$85) |
| USAF-0115 | Realign Elmendorf | \$17,260 | \$14,917 | 100 | \$14,917 | (\$374) |
| USAF-0120 | Realign Robins | \$5,831 | \$1,026 | 100 | \$3,608 | (\$66) |
| USAF-0083 | Realign March | \$17,041 | \$4,141 | 100 | \$11,927 | (\$347) |
| USAF-0086 | Realign Selfridge ANGB | \$21,575 | \$0 | 100 | \$18,561 | (\$610) |
| USAF-0079 | Close Portland | \$46,525 | \$24,356 | 100 | \$45,208 | (\$473) |
| USAF-0125 | Realign Indian Springs | \$11,967 | \$5,325 | 100 | \$10,306 | (\$178) |

| Candidate Recommendation | Linked to: | Impact |
|--------------------------|--|---|
| Close Willow Grove | 4 recommendations; 18 installations | Enables DON #0084 |
| Close New Castle | Independent | Enables effective sqdn sizing at 2 locations |
| Close Nashville | Independent | Enables effective sqdn sizing at 2 locations |
| Realign Elmendorf | 6 recommendations; 9 installations | Enables F/A-22 beddown |
| Realign Robins | AF Independent | Enables DON #0068; robusts ANG unit to effective sqdn size |
| Realign March | 2 recommendations; 8 installations | Enables effective sqdn sizing at 3 locations |
| Realign Selfridge ANGB | 2 recommendations; 3 installations | Enables payback CR. Creates AFRC association at MacDill/ posture for KC-X |
| Close Portland | 1 recommendation; 3 installations | Enables effective sqdn sizing at 3 locations |
| Realign Indian Springs | 1 recommendation; TBD installations (JCSG) | Enables UAV Center of Excellence |



Way Ahead

- **STRATCOM requested excursions**
 - Space AOC from Vandenberg to Offutt
 - Joint Information Operations Center (JIOC) from Lackland to Offutt
 - AOC from Barksdale to Offutt
- **“Knitting” among MilDeps and JCSGs**

| | | |
|-----------|---------|-------------|
| ■ Andrews | Hanscom | Offutt |
| ■ Bolling | Hill | Peterson |
| ■ Buckley | Maxwell | Rome Lab |
| ■ Edwards | Moody | Tinker |
| ■ Eglin | Nellis | Wright-Patt |
- **AF flight training bases**



Next Steps

- Next ISG meeting 11 Mar 05
- Completion of Candidate Recommendations
- IEC meeting rescheduled for 10 Mar 05



Scenarios Registered

(Scenarios as of 18 Feb 05) DAS Review on 02 Mar

| | Total | Not Ready | Indep | Enabling | Conflict | Deleted |
|------------------|-------------|-----------|------------|-----------|------------|------------|
| Army | 221 | 0 | 122 | 0 | 64 | 35 |
| Navy | 183 | 1 | 111 | 1 | 3 | 67 |
| Air Force | 125 | 3 | 63 | 0 | 1 | 58 |
| Ed & Training | 62 | 0 | 31 | 1 | 17 | 13 |
| H&SA | 133 | 0 | 87 | 3 | 18 | 25 |
| Industrial | 126 | 0 | 73 | 34 | 0 | 19 |
| Intel | 11 | 0 | 4 | 0 | 4 | 3 |
| Medical | 56 | 0 | 49 | 4 | 0 | 3 |
| Supply & Storage | 51 | 1 | 10 | 3 | 0 | 37 |
| Technical | 56 | 0 | 18 | 0 | 0 | 38 |
| Total | 1024 | 5 | 568 | 46 | 107 | 298 |