

Industrial Joint Cross-Service Group (IJCSG)

Meeting Minutes of November 4, 2004

Mr. Michael Wynne, Acting Under Secretary of Defense for Acquisition, Technology and Logistics, chaired the meeting. The list of attendees is at Attachment 1.

The Chairman opened the eighteenth IJCSG meeting by stating that scenarios were on the agenda and that is important to get these purified as soon as possible. Other opening remarks included the general following points:

- Mr. Wynne reminded the JCSG principal members that they need to send in their financial disclosure forms.
- The next ISG meeting, scheduled for 5 November, would focus on COBRA data call development. He encouraged IJCSG principals, in particular Mr. Orr, to think about ways they could test the scenario data collection process.

Mr. Wynne then discussed scenario development. As the IJCSG begins to close out scenario development, the group should ensure that at least a partial set of the scenarios are strategy driven. The subgroups should each also add scenarios that close a range of bases including each of the large depots and shipyards. In this regard, the principals declared scenarios to close each of the four shipyards, McAlester and Crane Army Ammunition Plants, and some maintenance depots at the Air Logistics Centers. The group must continually perform “sanity checks” on their scenarios to ensure they made sense from a military judgment standpoint. Mr. Wynne also stated that the group needs to consider creating consolidated joint depots with a rotating joint command structure.

Mr. Gary Mostek gave the Munitions and Armaments subgroup scenario brief presentation (attachment 2). He indicated that his subgroup is almost done with scenario development.

RADM Klemm briefed the Ship Repair Subgroup scenario presentation (attachment 2). Mr. Wynne asked RADM Klemm what the global footprint was for ships and RADM Klemm responded that the movement of overseas troops back to the United States would not affect the Naval Shipyards. Mr. Wynne also suggested that the Ship Repair subgroup prepare a geographic chart that arrays the data in ways that are easy to pinpoint which shipyards are targeted for closure. His concern is keeping the number of scenarios that the Infrastructure Executive Council (IEC) must review to a minimum and presenting the information in a manner that makes it easy to see what the scenarios are and what areas of the country they impact.

Mr. Ron Orr briefed the Maintenance subgroup scenario presentation (attachment 2). He stated the group had been using three major strategies:

- Minimize sites
- Minimize excess capacity and
- Move one depot to another

Discussion ensued regarding Navy Detachments in their Aviation Integrated Maintenance Program and whether to leave them open or closed. Mr. Orr said his subgroup recommends that the Navy detachments remain open in the interest of customer service. Mr. Paul explained slide 33 in detail, specifically elaborating on the Aviation Integrated Maintenance Program. A recommendation was made to keep the Navy Detachments open and remove them from the analysis. The Chair concurred, although he asked the group to consider regional consolidation of the Detachments.

Mr. Wynne then discussed the plan for the next ISG meeting, which included feedback from the IEC meeting. Mr. Wynne said he will be using their munitions scenario at the IEC presentation.

Mr. Wynne ended the meeting by summarizing his concerns: homeland defense, combatant commanders' involvement and surge requirements as mandated in legislative statute. He said that as the IJCSG moves toward the COBRA analysis phase, in order to have a comprehensive analysis, all options must be explored.

Approved: _____



Mr. Michael Wynne
Chairman, Industrial Joint Cross-Service Group

Attachments:

1. List of attendees
2. IJCSG presentation materials *[All the slides were part of a single consecutively numbered package]*

**Industrial JCSG Meeting
Nov 4, 2004**

Attendees

Members:

- Michael Wynne, Acting Undersecretary of Defense for Acquisition, Technology and Logistics
- RADM Bill Klemm, Deputy Commander, Naval Sea Systems Command
- Ron Orr, Principal Deputy Assistant Secretary of the Air Force (Installations, Environment & Logistics)
- Gary Motsek, Deputy G3, Support Operations, Army Material Command

Alternates:

- Ms. Shanna Poole for BGen Willie Williams, Director Logistics Plans and Policies, HQMC

Others:

- Maj. Gen. Mary Saunders, Vice Director, Defense Logistics Agency
- RDML Mark Hugel, OPNAV
- Peter Potochney, Director OSD BRAC Office
- Jay Berry, OSD Maintenance Policy, Programs and Resources
- Frank O'Rourke, Defense Logistics Agency
- Allan Beckett, HQ USAF
- Mark VanGilst, HQ USAF/ILMM
- Steve Krum, NAVSEA
- Catherine Schneiter, DoDIG
- Maj. S. DuBois, HQMC
- LtCol Walt Eady, JCS/J4
- Willie Smith, HQ AFSC
- John Desiderio, OSD BRAC Office
- Laurel Glenn, OSD BRAC Office
- Alex Yellin, OSD BRAC Office
- Stu Paul, OSD (MPP&R)

Attachment 1



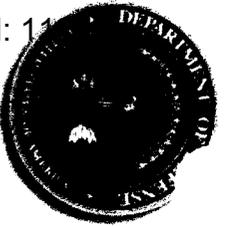
DCN: 11

Industrial Joint Cross Service Group

November 4, 2004

Draft Deliberative Document – For Discussion Purpose Only

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MUNITIONS & ARMAMENTS ANALYSIS

Draft Deliberative Document -For Discussion -poses Only -Do Not Release Under FOIA

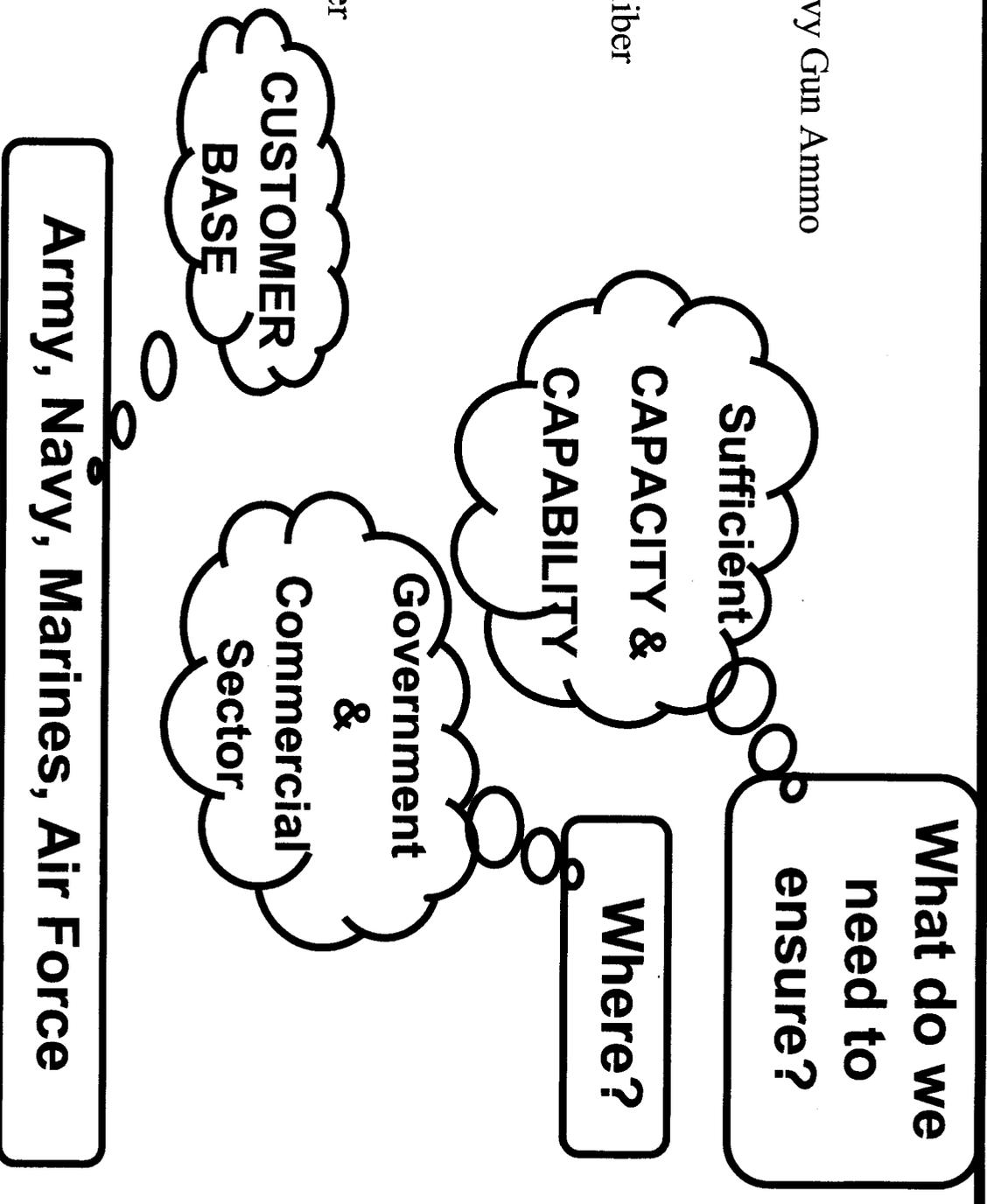
ANALYSIS

DCN: 11

Munitions:

Production:

- Artillery/Navy Gun Ammo
- Bombs
- CAD/PAD
- Energetics
- Medium Caliber
- Missiles
- Mines
- Mortar
- Rockets
- Pyro/Demo
- Small Caliber
- Tank
- Torpedoes
- Demil
- Storage/Distro
- Maintenance
- Armaments





MUNITIONS SUMMARY

DCN: 1

	PROD	DEMIL	STORE	MAINT
ANNISTON MUNITIONS CTR		-	-	-
BLUE GRASS		+	+	+
CRANE	+	+	+	+
HAWTHORNE		-	-	-
INDIAN HEAD	+			+
HOLSTON	+			
IOWA	+	+	+	
KANSAS	-		-	
LAKE CITY	+		+	
LETTERKENNY MUNITIONS CTR	-	-	-	-
LONESTAR	-		-	-
LOUISIANA	-		-	
McALESTER	+	+	+	+

LEGEND: + (GAINER); - (LOSER)



DCN: 11

MUNITIONS SUMMARY

	PROD	DEMIL	STORE	MAINT
MILAN	+		+	
MISSISSIPPI	-			
PINE BLUFF	+		+	
RADFORD	+		+	
REDRIVER MUNITIONS CTR		-	-	-
RIVERBANK	-			
SCRANTON	+			
SIERRA			-	
TOBYHANNA				-
TOOELE		+	+	+

LEGEND: + (GAINER); - (LOSER)



DCN: 1

ARMAMENTS SUMMARY

	ALT 1	ALT 2	ALT 3
LIMA ARMY TANK PLANT	-	-	-
PINE BLUFF ARSENAL	+	+	+
ROCK ISLAND ARSENAL	+	+	-
WATERVLIET	+	LEASEBACK	LEASEBACK



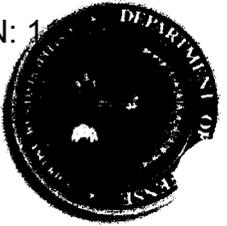
MUNITIONS & ARMAMENTS

Artillery: MA-4

DCN: 11

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retain Crane, Iowa, McAlester, 155MM (smoke, illum, and HE) artillery, and Navy 5” and 76MM Navy Gun Ammo ■ Facilitization required at Scranton, Iowa, McAlester, Pine Bluff, and Milan 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ Indian Head falls into the Industrial JSCG and the Technical JCSG ■ Industrial JSCG recommends limiting Indian Head and Yorktown munitions workload to LRIP and R&D efforts

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



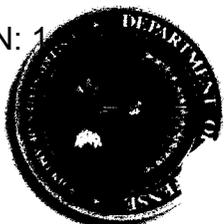
MUNITIONS & ARMAMENTS

Energetics : Scenario MA-5

DCN: 1

Scenario	Drivers/Assumptions
<p>✓ Retain Radford, Indian Head, Holston and Crane</p> <p>✓ Realign workload from Yorktown to Indian Head</p> <p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retains PBX, Propellant (all bases), TNT, Missile energetic fill, and Torpedo energetic fill capability ■ Reduces excess infrastructure, creates multi-functional munitions sites, and increases efficiencies 	<ul style="list-style-type: none"> ■ Principles: Supply, Service, and Maintain ■ Transformational Options: Consolidate similar commodities under Centers of Technical Excellence <p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

- ✓ Strategy
- Capacity Analysis / Data Verification
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- De-conflicted w/Services



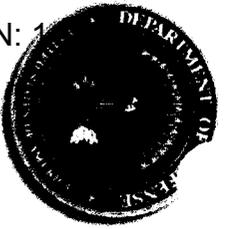
MUNITIONS & ARMAMENTS

Mines : Scenario MA-6

DCN: 1

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retain capability at Iowa, Milan, and Indian Head. ■ Realign Mines workload from Lone Star to Iowa ■ Reduces excess infrastructure, creates multi-functional munitions sites, and increases efficiencies 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

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MUNITIONS & ARMAMENTS

Missiles : Scenario MA-7

DCN: 1

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retain Iowa, McAlester, Indian Head, and Milan ■ Realign Yorktown’s workload to Indian Head ■ Realign Kansas and Letterkenny Munitions Center workload to Iowa and McAlester 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

- Strategy
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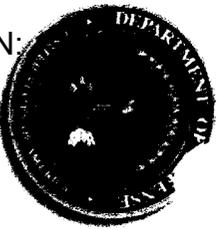


MUNITIONS & ARMAMENTS

Mortars : Scenario MA-8

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ■ Retain Crane, Milan, and Pine Bluff Arsenal for munitions production ■ Retain Scranton for metal parts. ■ Realign workload from Kansas to Milan ■ Realign workload from Lone Star to Crane ■ Realign workload from Riverbank to Scranton and the commercial sector <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Maintains critical skills: Pyrotechnics illum candles and smoke for artillery/mortars (all caliber), decoy flares for Navy, 40MM, M74 Grenade for ATACMS Warhead and C-4 extrusion ■ Reduces excess infrastructure, creates multi-functional munitions 	<ul style="list-style-type: none"> ■ Principles: Supply, Service, and Maintain ■ Transformational Options: Consolidate similar commodities under Centers of Technical Excellence <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

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MUNITIONS & ARMAMENTS

Pyro/Demo : Scenario MA-9

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retain Crane, Iowa, Lake City, Milan and Pine Bluff ■ Realign workload from Kansas to Crane ■ Realign workload from Lone Star to Pine Bluff ■ Realign Grenades, Demo/Saluting Charges, Signals, and Simulators from Indian Head to Pine Bluff, Crane, Iowa, and Milan <p>Retains capability for charges, decoys/countermines, demo charges, detonators/relays/delays, grenades, signals, primers, simulators, saluting charge, and smoke munitions</p> <ul style="list-style-type: none"> ■ Facilitize Pine Bluff, Milan, and Iowa to create multifunctional sites 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ Indian Head falls into the Industrial JSCG and the Technical JSCG ■ Industrial JSCG recommends limiting Indian Head and Yorktown munitions workload to LRIP and R&D efforts

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MUNITIONS & ARMAMENTS

Rockets : Scenario MA-10

DCN:

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ■ Retain Pine Bluff, Indian Head and McAlester ■ Realign workload from Kansas and Lone Star to Pine Bluff ■ Realign workload from Riverbank to Seranton and Private Sector. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Retained capability for JATOs, Hydra 70, MLRS, and Zuni ■ Reduces excess infrastructure, creates multi-functional munitions sites, and increases efficiencies ■ Facilitize Pine Bluff, Milan, and Iowa 	<ul style="list-style-type: none"> ■ Principles: Supply, Service, and Maintain ■ Transformational Options: Consolidate similar commodities under Centers of Technical Excellence <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

- Strategy
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- JCSG Recommended
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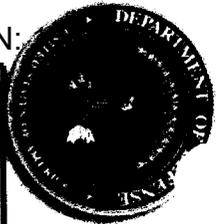
MUNITIONS & ARMAMENTS

Tank: Scenario MA-11

DCN:

Scenario	Drivers/Assumptions
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Retain Iowa and Milan ■ Realign Metal Parts workload from Riverbank to Scranton ■ Retained capability for 105MM and 120MM capability ■ Facilitize Scranton for 105MM metal parts capability ■ Maintain metal parts capability in the commercial sector 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

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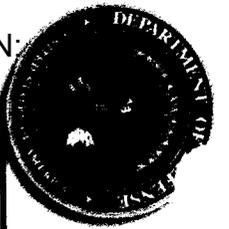
MUNITIONS & ARMAMENTS

Demilitarization : Scenario MA-12

DCN:

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ■ Retain Crane, McAlester, Iowa, Lake City, Pine Bluff, Blue Grass, and Tooele. ■ Realign demil workload from Letterkenny Munitions Center, Anniston Munitions Center, Red River Munitions Center, Kansas, Hawthorne, and Lone Star to Crane, McAlester, Iowa, Lake City, Pine Bluff, Blue Grass, and Tooele ■ Disestablish Chemical Sites: Deseret, Pueblo, Newport, and Umatilla <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Retains capability to demil what is in the B5A account, Non-Self Destruct Anti Personnel Mines, and returned WRSA-K stocks ■ Focus on preserving closed disposal versus OB/OD 	<ul style="list-style-type: none"> ■ Principles: Supply, Service, and Maintain ■ Transformational Options: Consolidate similar commodities under Centers of Technical Excellence <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Umatilla, Pueblo, Newport, and Deseret have Chemical Demil Mission only. The Treaty says that we cannot close the sites until the work is complete. ■ Recommendation: Closure of all 4 when work is complete. Dates for 2 exceed 2011.

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



Draft Deliberative Document –For Discuss
MUNITIONS & ARMAMENT TS

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Maintenance : Scenario MA-13

DCN:

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retain munitions maintenance capability at Crane, Blue Grass, McAlester, Tooele, Seal Beach, Seal Beach San Diego, Seal Beach New London, and Hill AFB ■ Realign workload from Anniston Munitions Center, Hawthorne, Letterkenny Munitions Center, and Red River Munitions Center to Crane, Blue Grass, McAlester, and Tooele <p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retains capability to perform munitions maintenance on missiles, torpedoes, and guided/unguided munitions ■ Focus on the location of maintenance with production 	<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Supply, Service, and Maintain ■ Transformational Options: Consolidate similar commodities under Centers of Technical Excellence <p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

- ✓ Strategy
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MUNITIONS & ARMAMENT TS

Maintenance : Scenario MA-14

Scenario	Drivers/Assumptions
<p>DCN</p> <ul style="list-style-type: none"> ■ Retain intermediate munitions maintenance capability at Seal Beach, Seal Beach San Diego, Seal Beach New London, and Hill AFB ■ Realign depot level workload from Crane, Blue Grass, McAlester, Tooele, Anniston Munitions Center, Hawthorne, Letterkenny Munitions Center, and Red River Munitions Center to Private Sector <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Retains intermediate-operational munitions maintenance with the Service ■ Focus is on privatization of depot level munitions maintenance 	<ul style="list-style-type: none"> ■ Principles: Supply, Service, and Maintain ■ Transformational Options: Privatization <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None

- Strategy
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- Military Value Analysis / Data Verification
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- Criteria 6-8 Analysis
- De-conflicted w/JCSGs
- De-conflicted w/Services



MUNITIONS & ARMAMENTS

Armaments : Scenario MA-15

DCN:

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Retain Pine Bluff Arsenal ■ Disestablish Rock Island Arsenal and transfer workload to Watervliet ■ Disestablish Watervliet Arsenal and Lima Tank Plant ■ Transfer leaseback space at Watervliet to support Watervliet and Rock Island core capabilities <ul style="list-style-type: none"> ■ Removes all arsenals from the industrial base ■ Retains foundry capability for armor steel (ferrous and non ferrous), gun mounts (medium and large caliber, and recoil mechanisms and (cannons, gun tubes, mortars, and chrome plating) 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ Principles: Supply, Service, and Maintain ■ Transformational Options: Consolidate similar commodities under Centers of Technical Excellence ■ Depletes the industrial base of all manufacturing capability

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



DCN: 11

Ship Overhaul and Repair Subgroup of the Industrial Joint Cross Service Group



DCN: 1

Ship Overhaul and Repair Scenario Summary

- Ship Overhaul and Repair scenarios SR-5 through SR-11 are enabling scenarios for known and anticipated DON scenarios:
 - DON-0003
 - DON-0007
 - DON-0032
 - DON-0033
 - DON-0034
 - DON-0035
 - DON-0036
 - DON-0037
- Realigns unrequired I-level maintenance capacity when fleet units depart.

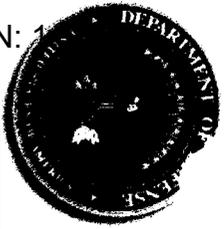


JCSG – Ship Overhaul & Repair Scenario SR-5

DCN: 1

Scenario	Drivers/Assumptions
<p>■ Close:</p> <ul style="list-style-type: none"> •NAVIMFAC PACNORWEST EVERETT WA •SIMA NRMF INGLESIDE TX •NSY AND IMF PUGET SOUND DET PT LOMA CA <p>■ Realign CVN I-level workload from NAVIMFAC EVERETT to NSY AND IMF PUGET SOUND DET SAN DIEGO CA.</p> <p>■ Realign all DD/DDG I-level workload from NAVIMFAC EVERETT to SIMA SAN DIEGO CA.</p> <p>■ Realign all MCM/MHC I-level workload from SIMA INGLESIDE to SIMA SAN DIEGO.</p> <p>■ Realign all SSN I-level workload from PUGET SOUND DET PT LOMA to SIMA SAN DIEGO.</p> <p style="text-align: center;">Justification/Impact</p> <p>■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements)</p>	<p>■ Supports DON operational scenarios DON-0007, DON-00032, and DON-0035</p> <p>■ Closes unrequired I-level maintenance capacity when fleet units depart closing homeport.</p> <p style="text-align: center;">Potential Conflicts</p>

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



JCSG – Ship Overhaul & Repair Scenario SR-6

DCN: 1

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Close: <ul style="list-style-type: none"> • NAVIMFAC PACNORWEST EVERETT WA ■ Realign CVN I-level workload from NAVIMFAC EVERETT to NAVSHIPYD AND IMF PEARL HARBOR. ■ Realign all DD/DDG I-level workload from NAVIMFAC EVERETT to SIMA SAN DIEGO CA. <p>■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements)</p>	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ Supports DON operational scenarios DON-0036. ■ Closes unrequired I-level maintenance capacity when fleet units depart closing homeport.

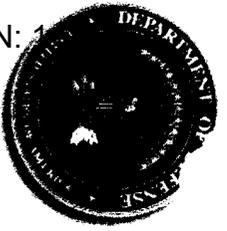
- Strategy
- COBRA
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- De-conflicted w/Services



JCSG – Ship Overhaul & Repair Scenario SR-7

Scenario	Drivers/Assumptions
<p>■ Close: •NAVIMFAC PACNORWEST EVERETT WA</p> <p>■ Realign CVN I-level workload from NAVIMFAC EVERETT to NSA GUAM</p> <p>■ Realign all DD/DDG I-level workload from NAVIMFAC EVERETT to NSA GUAM.</p>	<p>■ Supports DON operational scenarios DON-0037.</p> <p>■ Closes unrequired I-level maintenance capacity when fleet units depart closing homeport.</p>
Justification/Impact	Potential Conflicts
<p>■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements)</p>	

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



JCSG – Ship Overhaul & Repair Scenario SR-8

DCN: 1

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ■ Close: <ul style="list-style-type: none"> • SIMA NRMF INGLESIDE TX ■ Realign 5 MCM/6 MHC I-level workload from SIMA INGLESIDE to SIMA NORFOLK VA. ■ Realign 5 MCM/6 MHC I-level workload from SIMA INGLESIDE to SIMA SAN DIEGO CA 	<ul style="list-style-type: none"> ■ Supports DON operational scenarios DON-0003 ■ Closes unrequired I-level maintenance capacity when fleet units depart closing homeport.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements) 	

- ✓ Strategy
- Capacity Analysis / Data Verification
- COBRA
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- Criteria 6-8 Analysis
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- De-conflicted w/Services



JCSG – Ship Overhaul & Repair Scenario SR-9

DCN: 1

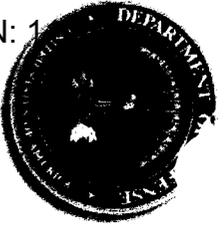
Scenario	Drivers/Assumptions
<p>■ Close:</p> <ul style="list-style-type: none"> •SIMA NRMF INGLESIDE TX ■ Realign MCM/MHC I-level workload from SIMA INGLESIDE to SIMA NORFOLK VA. <p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements) 	<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Supports DON operational scenario DON-TBD ■ Closes unrequired I-level maintenance capacity when fleet units depart closing homeport. <p>Potential Conflicts</p>

✓ Strategy COBRA

Capacity Analysis / Data Verification Military Value Analysis / Data Verification

JCSG Recommended Criteria 6-8 Analysis

De-conflicted w/JCSGs De-conflicted w/Services



JCSG – Ship Overhaul & Repair Scenario SR-10

DCN: 1

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Close: <ul style="list-style-type: none"> • NAVSUBSUPPFAC NEW LONDON CT ■ Realign 11 SSN's I-level workload from NAVSUBSUPPFAC NEW LONDON to SIMA NORFOLK VA. ■ Realign 6 SSN's I-level workload from NAVSUBSUPPFAC NEW LONDON to TRIRFFAC KINGS BAY GA <p>■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements)</p>	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ Supports DON operational scenario DON-0033. ■ Closes unrequired I-level maintenance capacity when fleet units depart closing homeport.

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



JCSG – Ship Overhaul & Repair

Scenario SR-11

DCN: 1

Scenario	Drivers/Assumptions
<p>■ Close:</p> <ul style="list-style-type: none"> • NAVSUBSUPPFAC NEW LONDON CT ■ Realign all SSN's I-level workload from NAVSUBSUPPFAC NEW LONDON to SIMA NORFOLK VA. <p>■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements)</p>	<p>■ Supports DON operational scenario DON-0034.</p> <p>■ Closes unrequired I-level maintenance capacity when fleet units depart closing homeport.</p>
Justification/Impact	Potential Conflicts

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



DCN: 1

Maintenance Subgroup of the Industrial Joint Cross Service Group



DCN: 11

JCSG – Maintenance Subgroup

Depot Overview: Ideas, Proposals, Scenarios

CNA	Scenario Registered	Proposal Developed	Idea	Proposal
	X	X	MX -1.0	Minimize Sites
		X		MX 1.1 Minimize Sites using Workload - Total capacity at 1.5 (60 hour week)
		X		MX 1.2 Minimize Sites using Workload - Maximum capacity at 1.0 (40 hour week)
	X	X		MX 1.3 Minimize Sites using Workload - Maximum capacity at 1.5 (60 hour week)
			MX 1.4 Minimize Sites using Core - Maximum capacity at 1.5 (60 hour week)	
			MX -2.0	Minimize Excess Capacity
		X		MX 2.1 Minimize Excess Capacity using Workload - Total capacity at 1.5 (60 hour week)
		X		MX 2.2 Minimize Excess Capacity using Workload - Maximum capacity at 1.0 (40 hour week)
		X		MX 2.3 Minimize Excess Capacity using Workload - Maximum capacity at 1.5 (60 hour week)
			MX 2.4 Minimize Excess Capacity using Core - Maximum capacity at 1.5 (60 hour week)	
			MX -3.0	Move entire depot into another depot
		X		MX 3.1 Move single depots into best fit depot - workload and 1.5 Total Capacity (Depot from MX-1.0/2.0)
		X		MX 3.2 Move single depots into best fit depot - workload and 1.0 Maximum Capacity (Depot from MX-1.0/2.0)
		X		MX 3.3 Move single depots into best fit depot - workload and 1.5 Maximum Capacity (Depot from MX-1.0/2.0)
		X	MX 3.4 Move single depots into best fit depot - core and 1.5 Maximum Capacity (Depot from MX-1.0/2.0)	

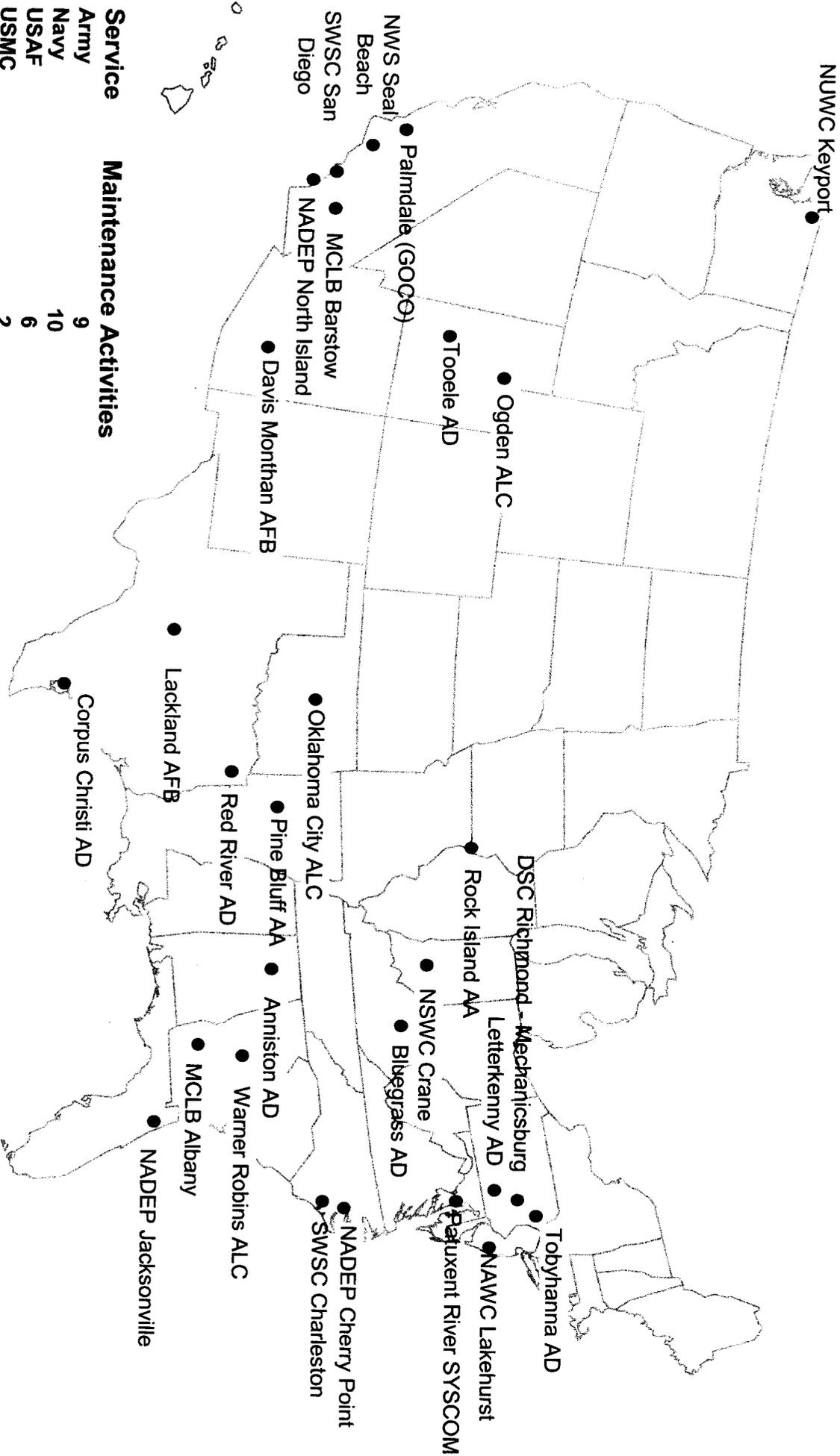


DCN: 119

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Major DoD Depot Maintenance Activities (28 Total)



Service **Maintenance Activities**

- Army 9
- Navy 10
- USAF 6
- USMC 2
- DLA 1



DCN: 112

Navy Support Concept

- **Navy Industrial Maintenance Aviation Integrated Maintenance Program**
- **Navy Industrial Maintenance Aviation Support Equipment**



DCN: 112

Navy Industrial Maintenance

Aviation Integrated Maintenance Program

- 1996: Chief of Naval Operations (CNO) Directed Elimination of Variable Period End Dates (PEDS) for Aircraft Depot Maintenance
- Directed More Budget Stability, Less Out of Service Time, and Increased Average Aircraft Material Condition NAVAIR Responded By Transforming To IMC Program
 - RCM II (Reliability Centered Maintenance) Based
 - Eliminated SDLM... Transformed To Fixed PEDs, and More Frequent Depot Level Maintenance, With Cycles Tailored To Specific T/M/S Aircraft
 - Field Cycles Created; Many Events Accomplished In Conjunction W/ Fleet
- IMC has
 - Increased Aircraft Ready For Training/Operations (Readiness)
 - Increased Average Aircraft Material Condition
 - Provided Fixed PED's = Budget Certainty
 - Lowered Costs (in some instances)
 - Depot Artisans / Capability Co-located Within Fleet Sites...
 - Pro-typed Concept of 2 Level Maintenance & Transformation To Fleet Readiness Centers (FRCs)
- IMC is integral to the way Naval / USMC Aircraft are supported and the attainment of FRP (Fleet Response Plan)

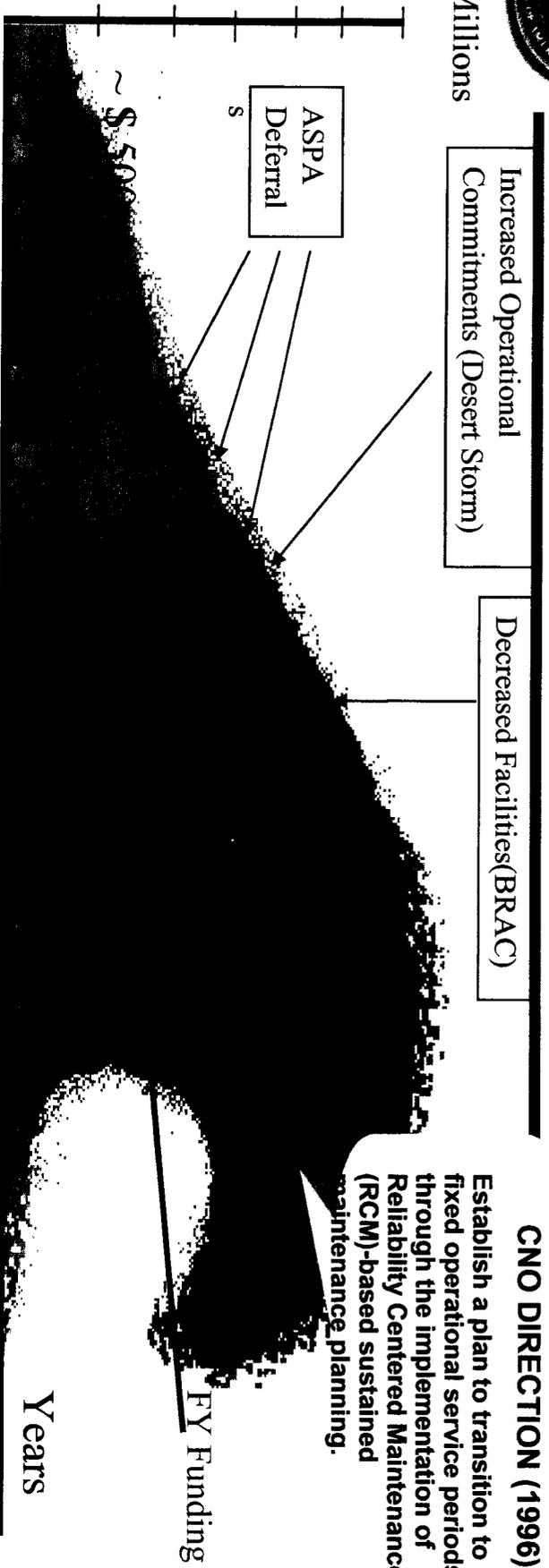


DCN: 11

\$ Millions

Why Integrated Maint Program ?

ASPA / SDLM REQUIREMENT BOW WAVE



M / PED Adjusted by ASPA to fit Op Tempo & Budget

- Unpredictable Depot Level Maintenance Budget
- A/C Material Condition Declining
- Multitude of ISR / P&E Repairs
- Too Much Acft "Out of Service" Time

Post IMC/P: Fixed PED w/Integrated Maintenance

- Based on "Reliability Centered Maintenance" Analysis
- Improved Material Condition
- Integrated Maintenance Levels (where appropriate)
- Budget Predictability

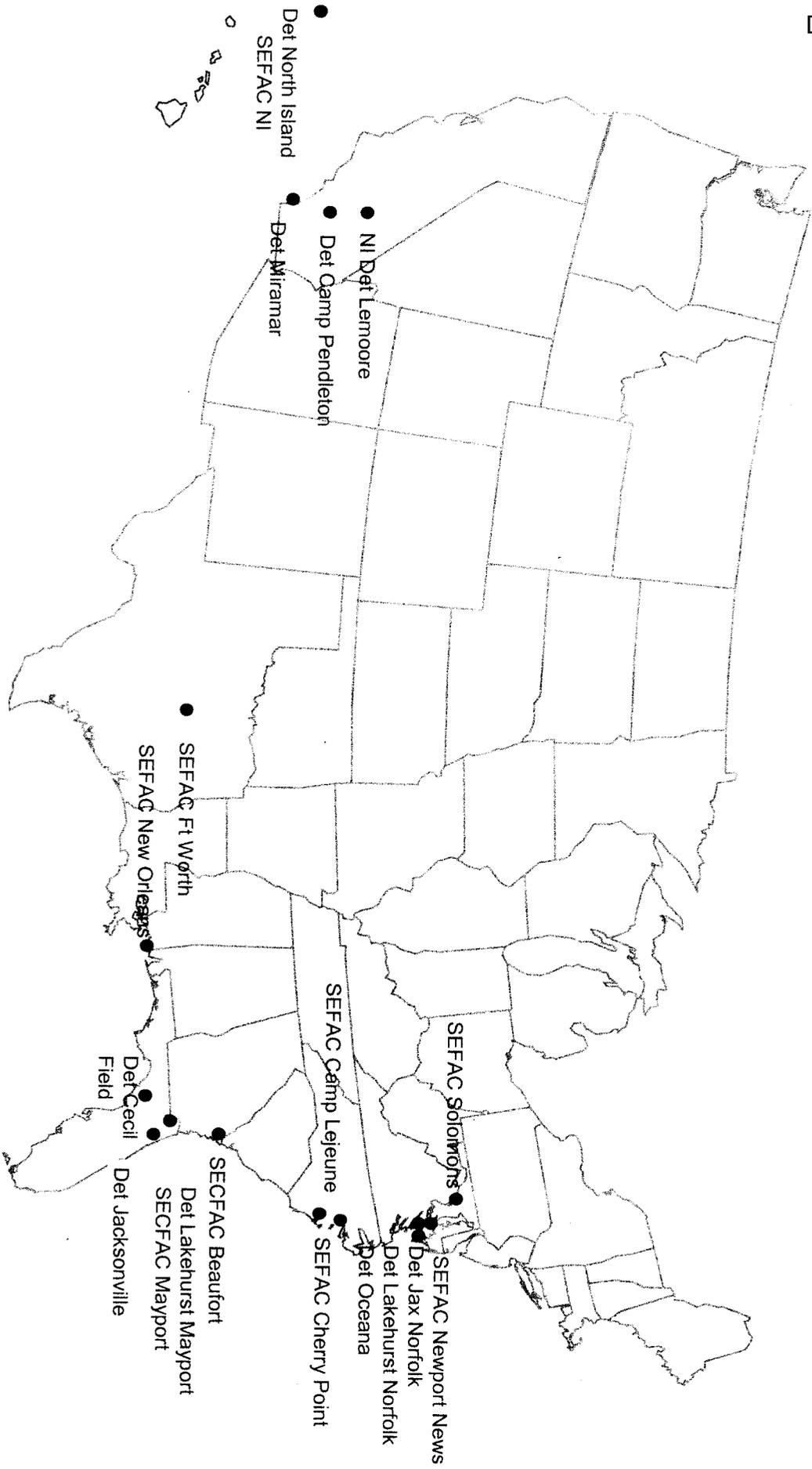


DCN: 112

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Navy Detachments (20 Total)





DCN: 119

Navy Support Concept-Recommendation

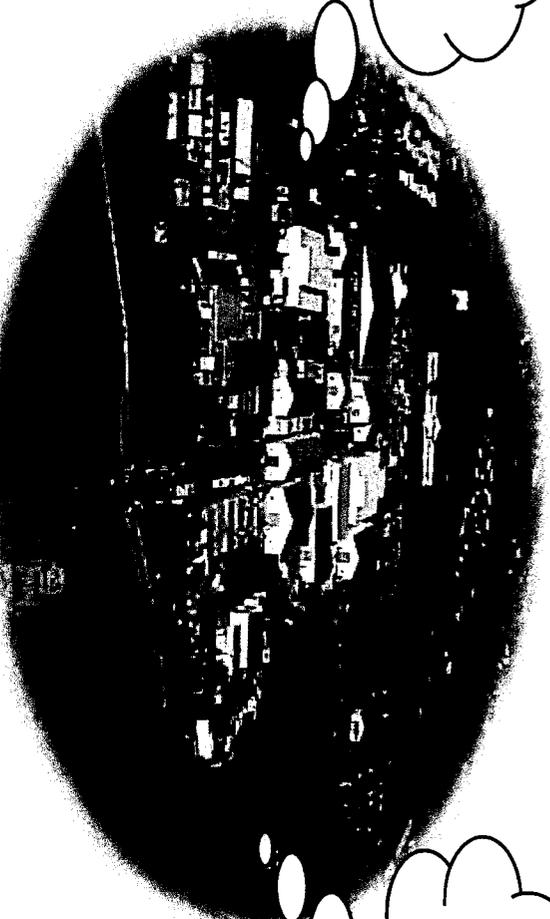
- **Remove Navy Detachments from Analysis**



DCN: 1

Navy Industrial Maintenance Aviation Support Equipment

Responsive, Focused, Able To Handle Significant Workload Swings... Geographically Situated As Required



GOCO; Use avail Government Facilities, Operate In Most Effective and Efficient Manner

- Ability to Share Facility/Infrastructure Costs With Fleet Intermediate Maintenance Activities
- Reductions in Transportation Costs (Proximity to Fleet Locations)
- Cross Training of Fleet Sailors & Marines
- Flexibility to Surge in Support of Increased Fleet Operations
- Ability to Meet Short Turnaround Time Requirements
- Synergy From More Closely Aligned Maintenance at Organizational, Intermediate, and Depot Activities
- Less SE In Repair Pipelines (or the AWM Que)...

SE Rework Program ... Essential Fleet Support”

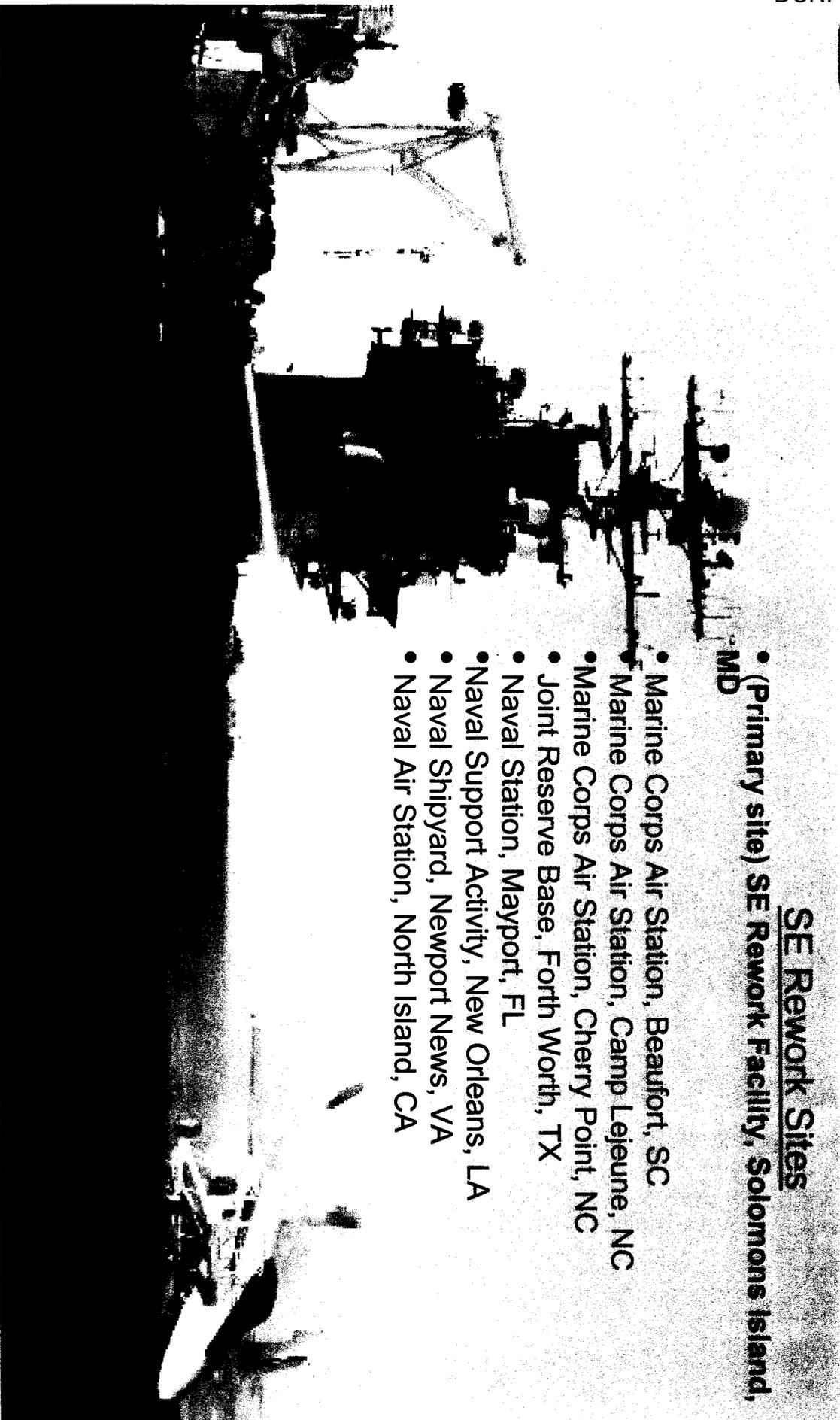


DCN: 11

SE Rework Sites

• (Primary site) SE Rework Facility, Solomons Island, MD

- Marine Corps Air Station, Beaufort, SC
- Marine Corps Air Station, Camp Lejeune, NC
- Marine Corps Air Station, Cherry Point, NC
- Joint Reserve Base, Forth Worth, TX
- Naval Station, Mayport, FL
- Naval Support Activity, New Orleans, LA
- Naval Shipyard, Newport News, VA
- Naval Air Station, North Island, CA





JCSG – Maintenance Subgroup

Minimize the number of joint sites consistent with doctrine & readiness

CN:

<p>Scenario MX-1 (Derivative 1,3)</p> <p>Realignments:</p> <ul style="list-style-type: none"> Aviation Workload (NADEP-CP/NI/JAX, ALC-OC/OO/WR) to 2 or 3 sites for each area: Fighter Attack Other Aircraft, Cargo/Tanker Rotary Workload (CCAD, NADEP-CP) to 1 site Ground Workload (Vehicles: Tracked, Wheeled, Amphibious) 7 locations (ANAD, RRAD, TYAD, RIA, LEAD, MCLBA, MCLBB) to 2 or 3 sites Components- Commodities (e.g. landing gear, electronics etc) at various locations to 2 or 3 sites per commodity Using current workload, commodity approach, consider joint Service solutions 	<p>Drivers/Assumptions</p> <p>Boundaries:</p> <ul style="list-style-type: none"> Service Doctrinal Compliance: Navy Detachments; Army National Maintenance Program; USMC turnaround response requirement, etc. Workload moved from closing sites should be moved as a complete unit wherever possible, if not, move a portion of the work to the site with the highest available capacity and remaining is TBD. Total Capacity based on 1.5 shift/60 hour, or Maximum capacity based on 1.5 shift/60 hour - work week per workstation.
<p>Justification/Impact</p> <ul style="list-style-type: none"> Increase Joint use through minimizing sites Environmental impacts not known at this time-workload moves Cost/Savings of movements not determined – COBRA Post BRAC recurring costs/savings 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> USC Title 10 Sec 2466 requirement - 50/50 Other JCSG potential impacts – Supply and Storage

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



DCN: 1

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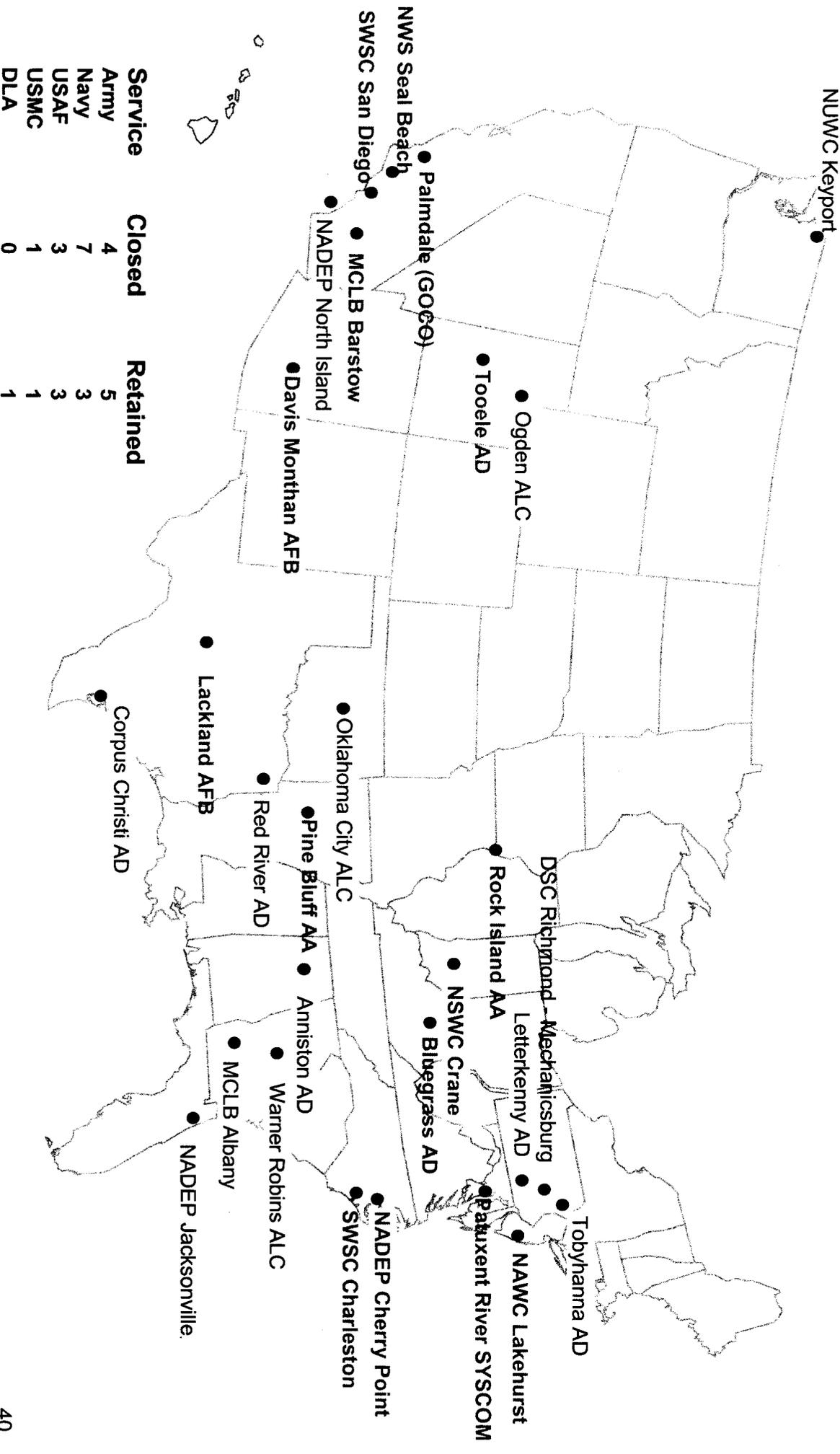
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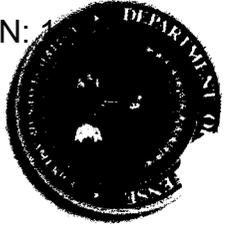
(Already Presented)

28 Major DoD Depot Maintenance Activities

(15 Closed) Work Stations Utilized 60 Hours/Week – Total Capacity

Moderate Impact Scenario MX 1.1





DCN: 1

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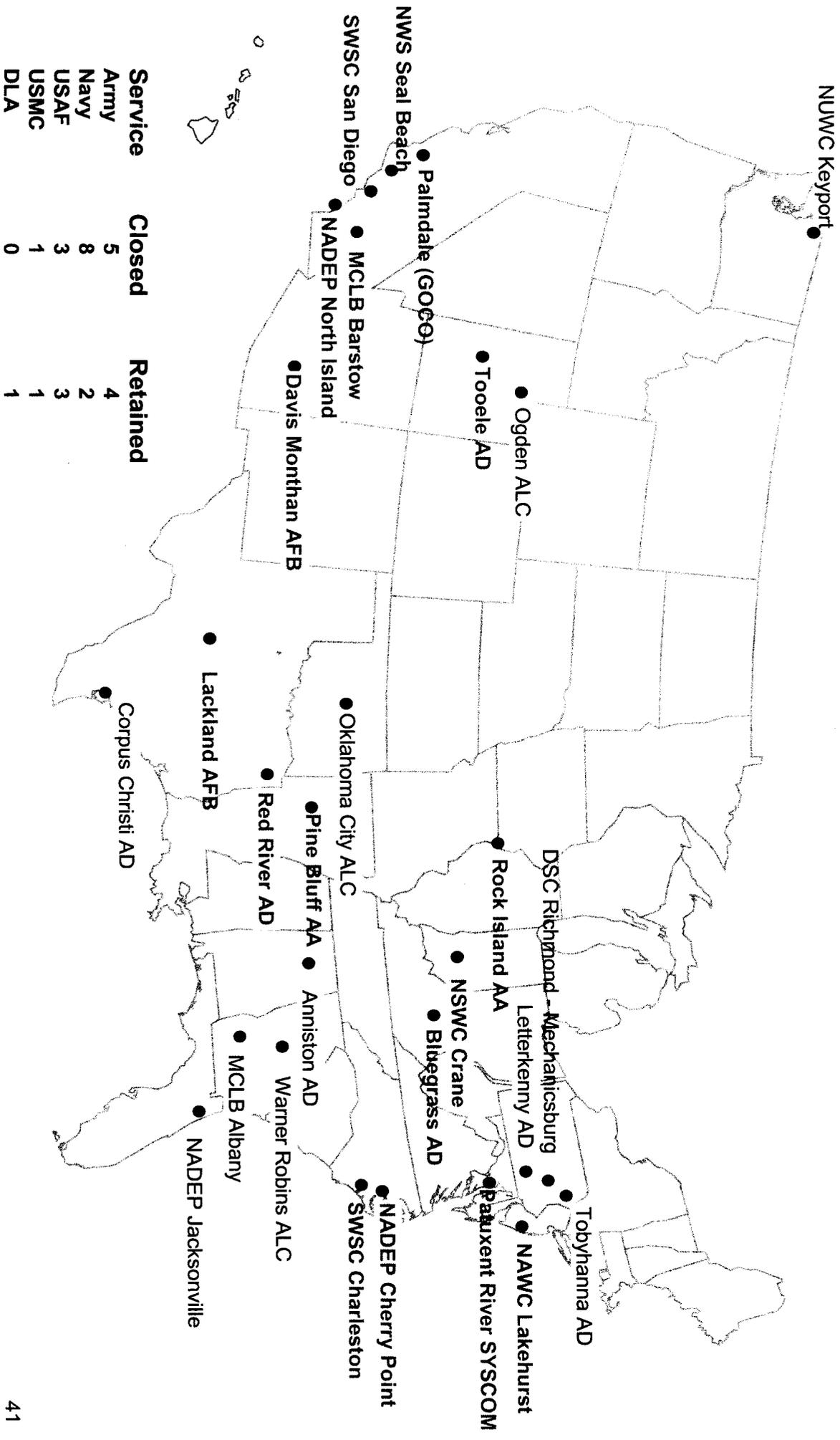
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(Already presented)

28 Major DoD Depot Maintenance Activities

(17 Closed) Work Stations Utilized 60 Hours/Week – Maximum Capacity

Aggressive Scenario MX 1.3





JCSG – Maintenance Subgroup

Minimize the number of joint sites consistent with doctrine & readiness

DCN: 1

Scenario MX-1 (Derivative 2)	Drivers/Assumptions
<p>Realignments:</p> <ul style="list-style-type: none"> Aviation Workload (NADEP-CP/NI/JAX, ALC-OC/OO/WR) to 2 or 3 sites for each area: Fighter Attack Other Aircraft, Cargo/Tanker Rotary Workload (CCAD, NADEP-CP) to 1 site Ground Workload (Vehicles: Tracked, Wheeled, Amphibious) 7 locations (ANAD, RRAD, TYAD, RIA, LEAD, MCLBA, MCLBB) to 2 or 3 sites Components- Commodities (e.g. landing gear, electronics etc) at various locations to 2 or 3 sites per commodity Using current workload, commodity approach, consider joint Service solutions <p>Justification/Impact</p> <ul style="list-style-type: none"> Increase Joint use through minimizing sites Environmental impacts not known at this time-workload moves Cost/Savings of movements not determined – COBRA Post BRAC recurring costs/savings 	<p>Boundaries:</p> <ul style="list-style-type: none"> Service Doctrinal Compliance: Navy Detachments; Army National Maintenance Program; USMC turnaround response requirement, etc. Workload moved from closing sites should be moved as a complete unit wherever possible, if not, move a portion of the work to the site with the highest available capacity and remaining is TBD. Based on Maximum Capacity on 1.0 shift/40 hour work week per workstation <p>Potential Conflicts</p> <ul style="list-style-type: none"> USC Title 10 Sec 2466 requirement - 50/50 Other JCSG potential impacts – Supply and Storage

- ✓ 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



JCSG – Maintenance Subgroup

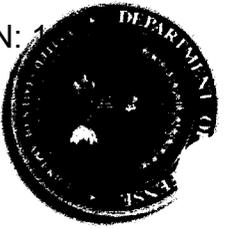
Minimize the number of joint sites consistent with doctrine & readiness

DCN: 11

Scenario MX-1 (Derivative 2)

<p>Realignments:</p> <ul style="list-style-type: none"> Close the following activities and realign the workload to the retained activities <ul style="list-style-type: none"> Blue Grass AD, Tooele AD, NAWC Lakehurst, NWS Seal Beach, SWSC Charleston, Davis Monthan AFB, Lackland AFB Retain the following activities <ul style="list-style-type: none"> Anniston AD, Corpus Christi AD, Letterkenny AD, Tobyhanna AD, Red River AD, Rock Island AA, Pine Bluff AA, NADDEP Jacksonville, NUWC Keyport, NADDEP North Island, Patuxent River SYSCOM, NADDEP Cherry Point, NSWC Crane, SWSC San Diego, Hill AFB, Robins AFB, Tinker AFB, Palmdale (GOCCO), MCLB Albany, MCLB Barstow, DSC Richmond - Mechanicsburg 	<p>Drivers/Assumptions</p> <p>Boundaries:</p> <ul style="list-style-type: none"> Service Doctrinal Compliance: Navy Detachments; Army National Maintenance Program; USMC turnaround response requirement, etc. Workload moved from closing sites should be moved as a complete unit wherever possible, if not, move a portion of the work to the site with the highest available capacity and remaining is TBD. Based on Maximum Capacity on 1.0 shift/40 hour work week per workstation
<p>Justification/Impact</p> <ul style="list-style-type: none"> Increase Joint use through minimizing sites Environmental impacts not known at this time-workload moves Cost/Savings of movements not determined – COBRA Post BRAC recurring costs/savings 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> USC Title 10 Sec 2466 requirement - 50/50 Other JCSG potential impacts – Supply and Storage

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



DCN: 1

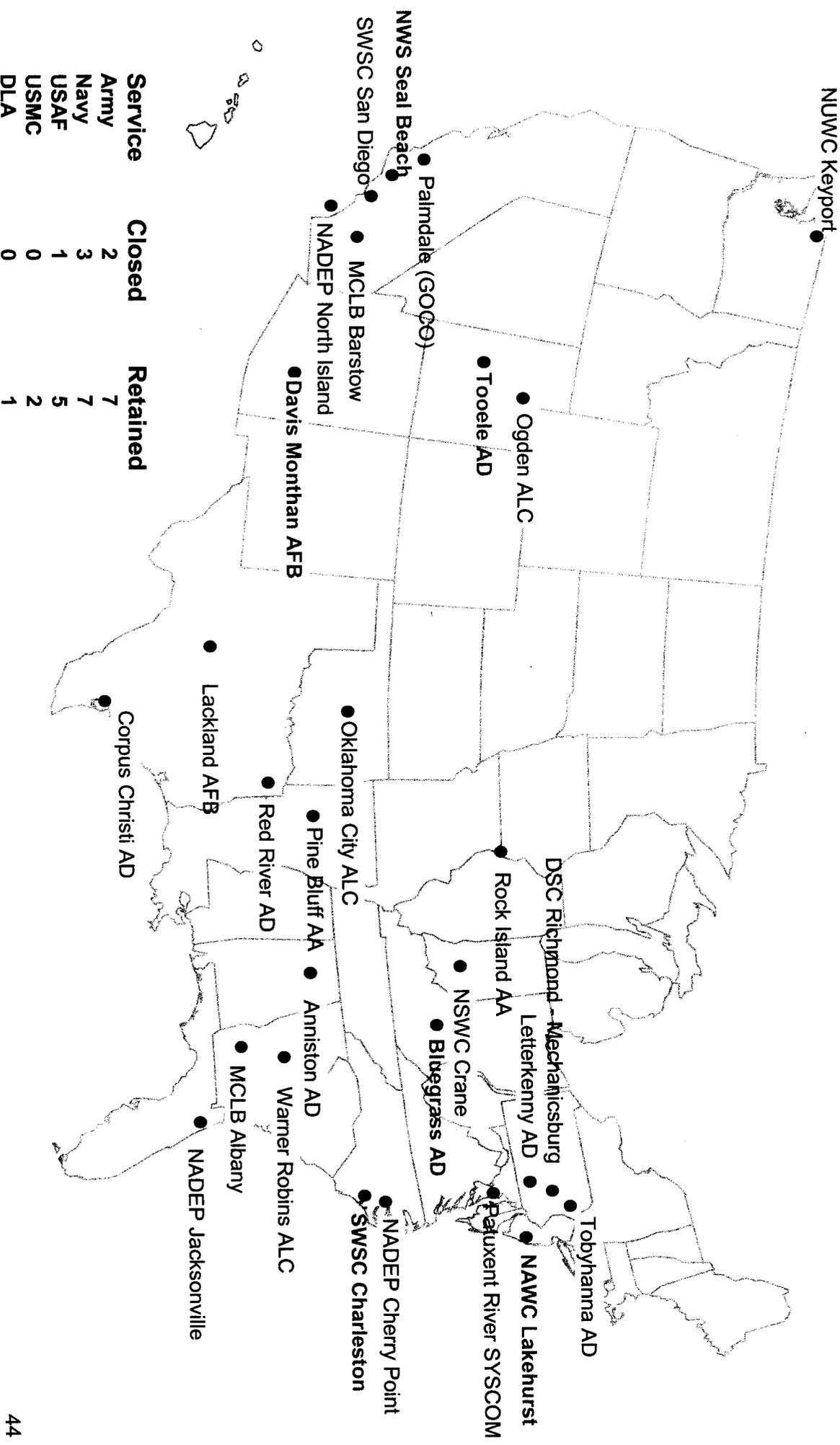
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28 Major DoD Depot Maintenance Activities

(6 Closed) Work Stations Utilized 40 Hours/Week – Maximum Capacity

Minimal Impact Scenario MX 1.2





JCSG – Maintenance Subgroup

Minimize excess (available) depot capacity consistent with doctrine and readiness

DN: 1

Scenario Proposal 2 (Derivative 1, 2, or 3)

Realignments:

- Aviation Workload (NADEP-CP/NJAX, ALC-OC/OO/WR) to 2 or 3 sites for each area: Fighter Attack, Other Aircraft, Cargo/Tanker
- Rotary Workload (CCAD, NADEP-CP) to 1 site
- Ground Workload (Vehicles: Tracked, Wheeled, Amphibious) 7 locations (ANAD, RRAD, TYAD, RIA, LEAD, MCLBA, MCLBB) to 2 or 3 sites
- Components- Commodities (e.g. landing gear, electronics, etc) at various locations to 2 or 3 sites per commodity
- Using current workload, commodity approach, consider joint Service solutions

Drivers/Assumptions

Boundaries:

- Service Doctrinal Compliance: Navy Detachments, Army National Maintenance Program, USMC turnaround response requirement, etc.
- Workload moved from closing sites should be moved as a complete unit where ever possible, if not move a portion of the work to the site with the highest available capacity and remaining is TBD.
- Total Capacity based on 1.5 shift/60 hour, or Maximum capacity based on 1 shift/40 hour, or Maximum capacity based on 1.5 shift/60 hour - work week per workstation.

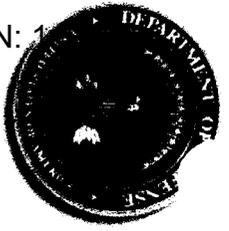
Justification/Impact

- Increases jointness and reduces industrial footprint
- Environmental impacts not known at this time - workload moves
- Costs/Savings of movements not determined – COBRA
- Post BRAC recurring costs/savings

Potential Conflicts

- USC Title 10 Sec 2466 – 50/50
- Other JCSG potential impacts- Supply and Storage

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



JCSG – Maintenance Subgroup

Minimize excess (available) depot capacity consistent with doctrine and readiness

Scenario Proposal 2 (Derivative 1, 2, or 3)

<p>Realignments:</p> <ul style="list-style-type: none"> Close the following activities and realign the workload to the retained activities <ul style="list-style-type: none"> Blue Grass AD, Tooele AD, Patuxent River SYSCOM, NAWC Lakehurst, SWSC Charleston, Davis Monthan AFB Retain the following activities <ul style="list-style-type: none"> Anniston AD, Corpus Christi AD, Letterkenny AD, Tobyhanna AD, Pine Bluff AA, Red River AD, Rock Island AA, NADEP Jacksonville, NUWC Keyport, NADEP Cherry Point, NADEP North Island, NSWC Crane, NWS Seal Beach, SWSC San Diego, Hill AFB, Robins AFB, Tinker AFB, Lackland AFB, Palmdale (GOCO), MCLB Albany, MCLB Barstow, DSC Richmond – Mechanicsburg <p>Note: Using 1 shift and maximum capacity Lackland will close and Patuxent will remain open. Using 1.5 shift and either maximum or total capacity Patuxent will close and Lackland will remain open</p>	<p>Drivers/Assumptions</p> <p>Boundaries:</p> <ul style="list-style-type: none"> Service Doctrinal Compliance: Navy Detachments, Army National Maintenance Program, USMC turnaround response requirement, etc. Workload moved from closing sites should be moved as a complete unit where ever possible, if not move a portion of the work to the site with the highest available capacity and remaining is TBD. Total Capacity based on 1.5 shift/60 hour, or Maximum capacity based on 1 shift/40 hour, or Maximum capacity based on 1.5 shift/60 hour - work week per workstation.
<p>Justification/Impact</p> <ul style="list-style-type: none"> Increases jointness and reduces industrial footprint Environmental impacts not known at this time - workload moves Costs/Savings of movements not determined – COBRA Post BRAC recurring costs/savings 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> USC Title 10 Sec 2466 – 50/50 Other JCSG potential impacts- Supply and Storage

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



DCN: 1

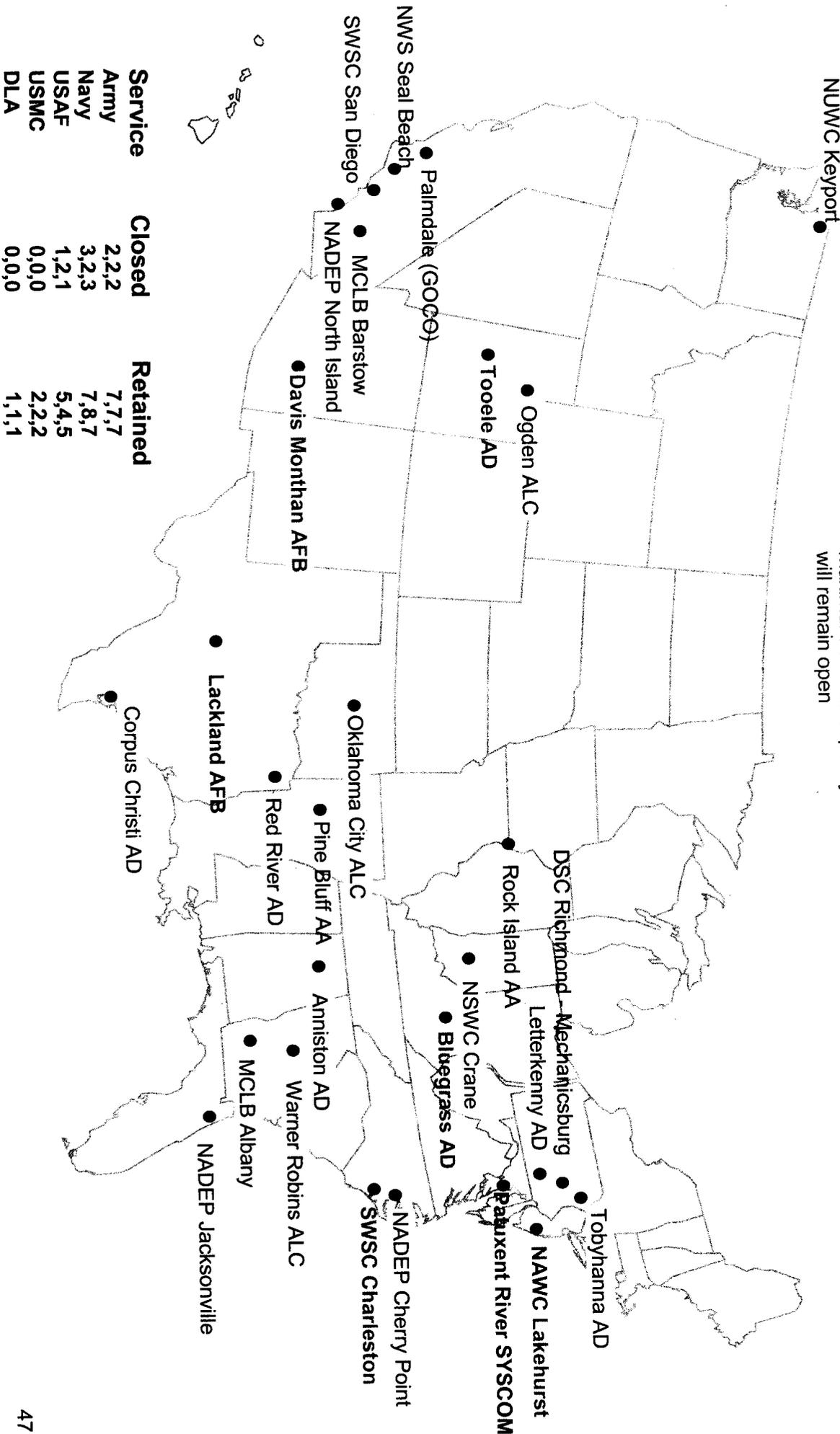
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28 Major DoD Depot Maintenance Activities

(6 Closed) Minimize Excess Capacity
Proposals MX 2.1, 2.2, and 2.3

Note: Using 1 shift and maximum capacity Lackland will close and Patuxent will remain open. Using 1.5 shift and either maximum or total capacity Patuxent will close and Lackland will remain open

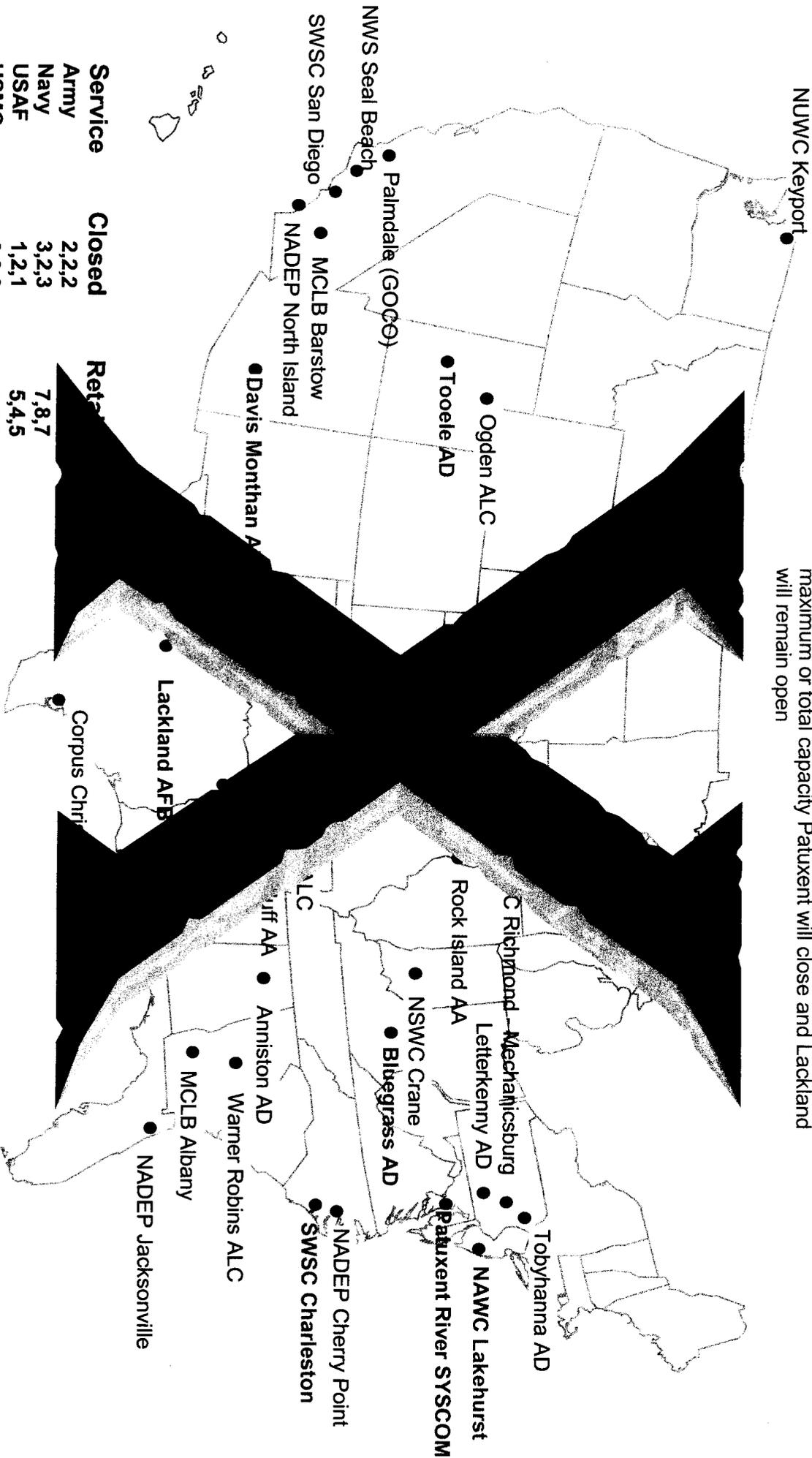




DCN: 11

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28 Major DOD Depot Maintenance Activities
 (6 Closed) Minimize Excess Capacity
 Proposals MX 2.1, 2.2, and 2.3

Note: Using 1 shift and maximum capacity Lackland will close and Patuxent will remain open. Using 1.5 shift and either maximum or total capacity Patuxent will close and Lackland will remain open



Service	Closed	Retain
Army	2,2,2	7,8,7
Navy	3,2,3	5,4,5
USAF	1,2,1	2,2,2
USMC	0,0,0	1,1,1
DLA	0,0,0	



JCSG – Maintenance Subgroup

Move entire depot to another depot

DCN: 119

<p>Scenario Proposal 3 (Derivative 1,2, 3)</p> <ul style="list-style-type: none"> Close an existing depot maintenance site by moving an entire depot to consolidate with another considering: <ul style="list-style-type: none"> Workload comparability Common or complimentary commodities Available physical space and environmental headroom Moving and gaining depot selected based on capacity analysis Potential Inter and Intra-Service consolidations may include Army, Navy, Air Force, and Marine locations 	<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> Service Doctrinal Compliance: Navy Detachments, Army National Maintenance Program, USMC turnaround response requirement, etc. Reduced Infrastructure through increased Joint operations Workload moved from closing sites should be moved as a complete unit where ever possible, if not move a portion of the work to the site with the highest available capacity and remaining is TBD. Total Capacity based on 1.5 shift/60 hour, or Maximum capacity based on 1 shift/40 hour, or Maximum capacity based on 1.5 shift/60 hour - work week per workstation.
<p>Justification/Impact</p> <ul style="list-style-type: none"> Increased opportunities for Joint Operations Environmental impacts not known Costs/Savings of movements not determined – COBRA Other JCSG potential impacts- Supply and Storage and Munitions 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> Site selection

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



DCN: 1128

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JCSG – Maintenance Subgroup

MX 3 Scenarios: Move entire depot to another depot

Function To Realign	Workload To Realign	Using 1.5 Total Capacity		Using 1.0 Maximum Capacity		Using 1.5 Maximum Capacity	
		Function Realigned To (Gaining Activity)	Additional Capacity Required	Function Realigned To (Gaining Activity)	Additional Capacity Required	Function Realigned To (Gaining Activity)	Additional Capacity Required
NAVSURFWARCEN DIV CRANE IN	842	TOBYHANNA ARMY DEPOT	94	TOBYHANNA ARMY DEPOT	244	TOBYHANNA ARMY DEPOT	27
NAVAIRSEFAC_BEAUFORT_SC	268	Hill AFB	0	Hill AFB	53	Hill AFB	0
NAVAIRSEFAC_CAMP LEJEUNE NC	93	TOBYHANNA ARMY DEPOT	0	Hill AFB	0	TOBYHANNA ARMY DEPOT	0
NAVAIRSEFAC_NEWPORT_NEWS_SHIPYA RD VA	173	Hill AFB	0	Hill AFB	0	Hill AFB	0
NAVAIRSEFAC_NEW_ORLEANS LA	106	TOBYHANNA ARMY DEPOT	0	Hill AFB	0	TOBYHANNA ARMY DEPOT	0
NAVAIRSEFAC_CHERRY_PT_NC	223	Hill AFB	0	Hill AFB	8	Hill AFB	0
NAVAIRSEFAC_MAYPORT_FL	33	TOBYHANNA ARMY DEPOT	0	TOBYHANNA ARMY DEPOT	0	TOBYHANNA ARMY DEPOT	0
NAVAIRSEFAC_NORTH_ISLAND_CA	251	Hill AFB	0	Hill AFB	36	Hill AFB	0
NAVAIRSEFAC_SOLOMONS_MD	790	Hill AFB	454	Hill AFB	575	Hill AFB	374
Lackland AFB	77	TOBYHANNA ARMY DEPOT	0	TOBYHANNA ARMY DEPOT	0	TOBYHANNA ARMY DEPOT	0
LETTERKENNY ARMY DEPOT	1238	TOBYHANNA ARMY DEPOT	951	BLUE GRASS ARMY DEPOT	1009	BLUE GRASS ARMY DEPOT	890
CO_MCLB_BARSTOW_CA	869	RED RIVER ARMY DEPOT	437	RED RIVER ARMY DEPOT	438	CO_MCLB_ALBANY GA DEPOT	241
NAVAIRDEPOT_CHERRY_PT_NC	2840	CORPUS CHRISTI ARMY DEPOT	1138	CORPUS CHRISTI ARMY DEPOT	2002	CORPUS CHRISTI ARMY DEPOT	1138
NAVAIRDEPOT_JACKSONVILLE_FL	3909	Tinker AFB	2402	Tinker AFB	3235	NAVAIRDEPOT_NORTH_ISLAND_CA	2359
NAVAIRDEPOT_NORTH_ISLAND_CA	3638	NAVAIRDEPOT_JACKSONVILLE_FL	1522	Hill AFB	2617	NAVAIRDEPOT_JACKSONVILLE_FL	1256
NAVAIRSEFAC_JRB_FORT_WORTH_TX	48	TOBYHANNA ARMY DEPOT	0	TOBYHANNA ARMY DEPOT	0	TOBYHANNA ARMY DEPOT	0
Robins AFB	7286	NAVAIRDEPOT_NORTH_ISLAND_CA ANNISTON ARMY DEPOT	5656	Hill AFB	6065	Hill AFB	3400
RED RIVER ARMY DEPOT	2056	ANNISTON ARMY DEPOT	1133	ANNISTON ARMY DEPOT	1602	ANNISTON ARMY DEPOT	1133



DCN: 119

IJCSG – Maintenance Subgroup

MX 3 Scenarios: Move entire depot to another depot

■ Recommendations

- Results are a subset of minimizing the number of sites
- Minimizing number of sites also eliminates these locations plus more depot activities
- Recommend this approach be incorporated in the development of minimizing number of sites scenarios



DCN: 11

BACK-UP SLIDES



JCSG – Maintenance Subgroup

Minimize excess (available) depot capacity consistent with doctrine and readiness

- Minimizing excess capacity
 - Closes 6 of the smaller depot maintenance activities
 - Recommends many workload redistribution moves between remaining depot activities – many workload moves appear to require procurement of additional support equipment if implemented

USA	BLUE GRASS ARMY DEPOT	8.4	X	X	X	X	X	X	X
USN	COMNAVVAIRSYSCOM_PATUXENT_RIVER_MD	539	X					X	X
USAF	Davis-Monthan AFB	604	X	X	X	X	X	X	X
USAF	Lackland AFB	147			X				
USN	NAVVAIRWARCENACDIV_LAKEHURST_NJ	272	X	X	X	X	X	X	X
USN	SPAWARSSYSCEN_CHARLESTON_SC	72	X	X	X	X	X	X	X
USA	TOOELE ARMY DEPOT	25	X	X	X	X	X	X	X

- Minimizing number of sites also eliminates excess capacity plus significantly closes more depot activities
- Recommend development of minimizing number of sites scenarios to reduce excess capacity