BRAC 2005 Infrastructure Executive Council (IEC) Meeting Minutes of March 10, 2005

The Deputy Secretary of Defense chaired this meeting. The list of attendees is attached.

The Deputy Secretary asked Mr. Wynne, Acting Under Secretary of Defense (AT&L), to begin the briefing using the attached slides. During the Process Overview, Mr. Wynne noted that IEC meetings would be scheduled on Saturdays in the near future and one was tentatively slated for April 2, 2005. He also mentioned that, at this juncture, the Secretary has expressed interest in regular BRAC process updates. Accordingly, we are working on setting aside 1 to 2 hour blocks on his schedule for BRAC informational meetings.

Mr. Wynne then turned the discussion to Maj Gen George Taylor, Chairman of the Medical JCSG who briefed MED-0016 (realign Lackland AFB Medical Center to develop a single, world class Joint Medical Center at Fort Sam Houston) and MED-0002 and 0018 (realign Walter Reed to establish a single world class National Military Medical Center at Bethesda). Highlights of the discussion follow:

- Neither recommendation changes the inpatient or outpatient capability; they merely change the location where these services are provided. Quality of care would not be affected. The strategy behind them is to focus efforts on one primary regional location, instead of having multiple locations competing for resources.

- Retirees could receive medical care in the private sector in the event of a surge in requirements.

- For the Walter Reed realignment, the amputee specialty care currently provided at Walter Reed will relocate to Bethesda.

- The proposed "National Military Medical Center" at Bethesda would be called the "Walter Reed National Military Medical Center at Bethesda" to capture the history and tradition of Walter Reed.

- The Fisher and Malone Houses adjacent to Walter Reed should still be of use since Bethesda and Walter Reed hospitals are only six miles apart.

- Mr. Wynne noted that both recommendations are progressive and put the Department where it needs to be in relation to 2010 technology. Gen Taylor emphasized that approximately 1,800 staff members will be eliminated in the Walter Reed realignment, which accounts for a substantial part of the BRAC

savings. In addition, there would be an increase in available space for government entities in the National Capital Region that are currently residing in leased space. The IEC approved these three candidate recommendations.

As an adjunct to the discussion on the medical scenarios, the Deputy Secretary questioned Gen Taylor about the possible closure of the Uniform Services University of Health Sciences (USUHS) (MED-0030). Gen Taylor briefed the IEC that it is three times more expensive to send a student through USUHS than it is to send students to civilian medical schools on scholarship and that the closure of USUHS would result in 500 million dollars savings over the next 20 years. The Deputy Secretary requested that the USUHS scenario, MED-0030, be brought back to the IEC for additional discussion.

Mr. Wynne then proceeded to brief two Industrial JCSG candidate recommendations on the closure of two Depot Maintenance Activities: MCLB Barstow (IND-0127A) and Red River (IND-0127B). Highlights of the discussion are as follows:

- Mr. Wynne emphasized that these relocations provide the highest overall military value to the Department because they enable a complete realignment of all depot maintenance commodities to locations that were rated as having the highest military value.

- Mr. Wynne also stated that, in regards to Barstow, the Marine Corps would receive the same level or better support to its customers.

- Gen Hagee, Commandant of the Marine Corps, expressed concern about the impact of the Barstow scenario on response times since two thirds of the Marine Corps' equipment is in Asia. Other IEC members questioned whether the efficiency rate and level of quality output had been factored into the Industrial JCSG's analysis of these closures. Mr. Wynne stated that both throughput and overhead rates had been studied and that the receiving sites are comparable to the current sites.

- Gen Hagee questioned how many people from Barstow would really relocate to another state to keep their jobs and opined that the projected 90 percent relocation rate in the scenario's model was too high. Gen Hagee also noted that if Barstow closed, some equipment, the Howitzer for instance, would have to be taken apart and repaired at different locations.

- Regarding IND-0127B (realign Red River), the IEC agreed to have the Industrial JCSG bring the scenario back to the IEC updated to have all assets move to Anniston vice being spilt between Anniston, Albany, Tobyhanna and Letterkenny.

- The IEC directed that both IND-127A and IND 127B should be briefed for further IEC deliberation.

Mr. Wynne then briefed Education and Training JCSG candidate recommendation (0003R) to privatize graduate education functions of the Naval Post Graduate School in Monterey, CA, and Wright Patterson AFB, Ohio. The Navy expressed its support for the initiative but indicated it was concerned about losing the intangible benefit offered by the attendance of foreign officers at Monterey. The IEC agreed to bring this candidate recommendation back for further discussion.

Approved: _____
Michael W. Wynne
Executive Secretary
Infrastructure Executive Council

Attachments:
1. List of Attendees
2. Briefing slides entitled "Base Realignment and Closure 2005, Infrastructure Executive Council" dated March 10, 2005

Infrastructure Executive Council Meeting
March 10, 2005

Attendees

Members:

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- Admiral Vern Clark, Chief of Naval Operations
- General Michael Hagee, Commandant of the Marine Corps
- Mr. Michael W. Wynne, Acting Under Secretary of Defense (AT&L)
- GEN Peter. J. Schoomaker, Chief of Staff of the Army
- Mr. Peter B. Teets, Acting Secretary of the Air Force
- Hon Francis J. Harvey, Secretary of the Army
- Hon Gordon R. England, Secretary of the Navy

Alternates:

- Gen Michael Moseley, Vice Chief of Staff of the Air Force for Gen John P. Jumper, Chief of Staff of the Air Force
- GEN Richard A. Cody, Vice Chief of Staff of the Army for GEN Peter. J. Schoomaker, Chief of Staff of the Army
- Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff for Gen Richard B. Myers, Chairman, Joint Chiefs of Staff

Others:

- Mr. Raymond DuBois, Director, Administration & Management
- Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Mr. Pete Potochney, Director, OSD BRAC
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Dr. Craig College, Deputy Assistant Secretary of the Army
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Mr. Fred Pease, Deputy Under Secretary of the Air Force (B&IA)
- Hon William J. Haynes, DoD General Counsel
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- Lt Gen George Taylor, Chairman, Medical JCSG
- Mr. Charles S. Abell, Chairman, Education and Training JCSG
- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Mr. Alan Shaffer, Director, Plans and Program, Defense, Research and Engineering, OSD, for Dr. Ronald Sega, Chairman, Technical JCSG
- Capt Sean O'Connor, Military Assistant to the Deputy Secretary of Defense

DCN: 5069

BRAC 2005

Briefing to the
Infrastructure Executive Council

March 10, 2005

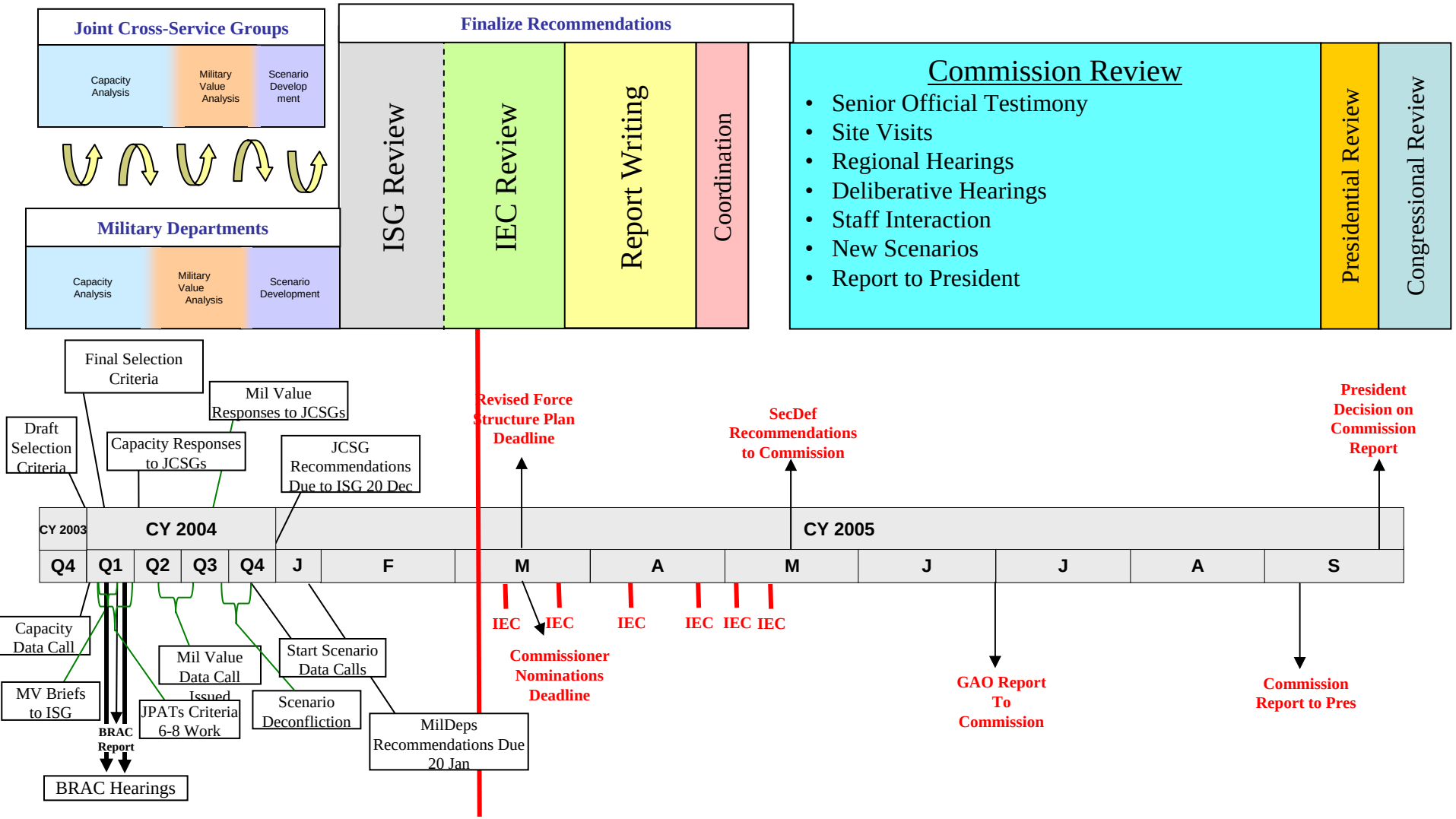
DCN: 5069

Purpose

- Process Overview
- Closeout for Candidate Recommendations
- Candidate Recommendations Review
  - JCSG Candidate Recommendations
    - Medical (1)
    - Industrial (2)
    - Education & Training (4)
    - Headquarters & Support (1)
    - Technical (6)
  - Financial Summary
- CNO’s issues
- Strategic Presence

Process Overview

DCN: 5069



Closeout for Candidate Recommendations

- ~ 65 candidate recommendations remain to be briefed to ISG/IEC
  - 15 March 05 last day for JCSGs to brief recommendations to the ISG
- 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 5 IEC meetings before May 16th
  - 21 Mar; 11 & 25 Apr; 2 & 9 May
- Recommendation
  - Schedule additional IEC meeting the week of 28 March to consider last batch of candidate recommendations

Summary of Candidate Recommendations

- Total of 142 candidate recommendations (CR) presented for approval
- Only those CRs that IEC members identified for discussion are in the briefing
- No MilDep CRs identified
- IEC members raised issues with the following:
  - Realign Walter Reed
  - Close MCLB Barstow
  - Close Red River
  - Privatize Graduate Level Education
  - Collocate Senior Service College at Fort McNair
  - Relocate Army Diver School to Panama City
  - Consolidate Undergraduate Pilot Trng
  - JSF Initial Training Site
  - Consolidate Civilian Personnel Offices
  - Consolidate DISA Components to Offutt
  - Realign Naval Air Warfare Center Lakehurst
  - Realign Naval Surface Warfare Center Corona
  - Defense Research Service Led Laboratories
  - C4ISR RDAT&E Consolidation
  - Joint Weather Center at Stennis

All others deemed tentatively approved

Medical Joint Cross Service Group Recommendations

Summary for the IEC

10 Mar 05

Multi-Service Market Areas

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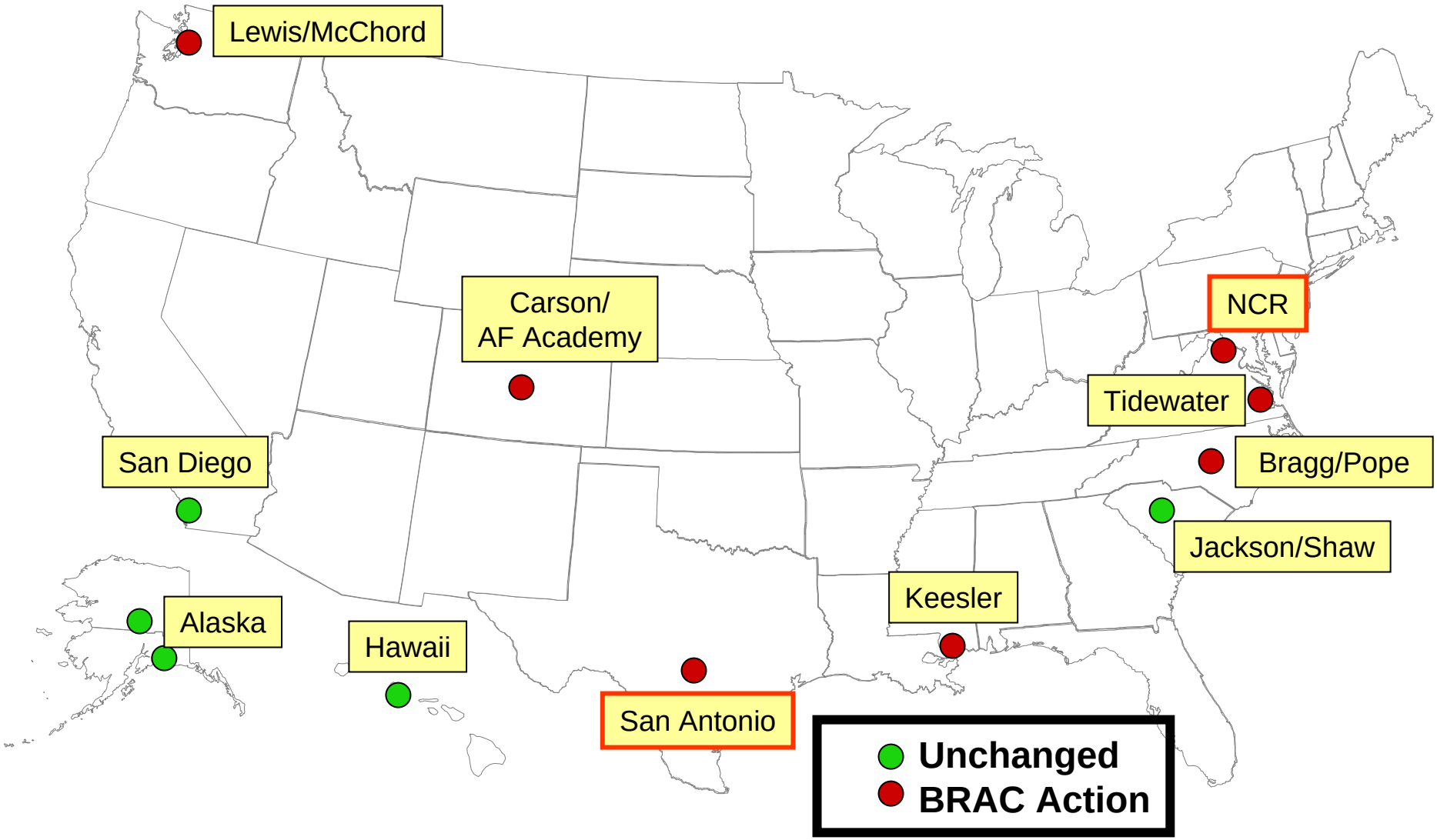
Two or More Collocated Military Treatment Facilities



Casualty Flows - 2010 & Beyond

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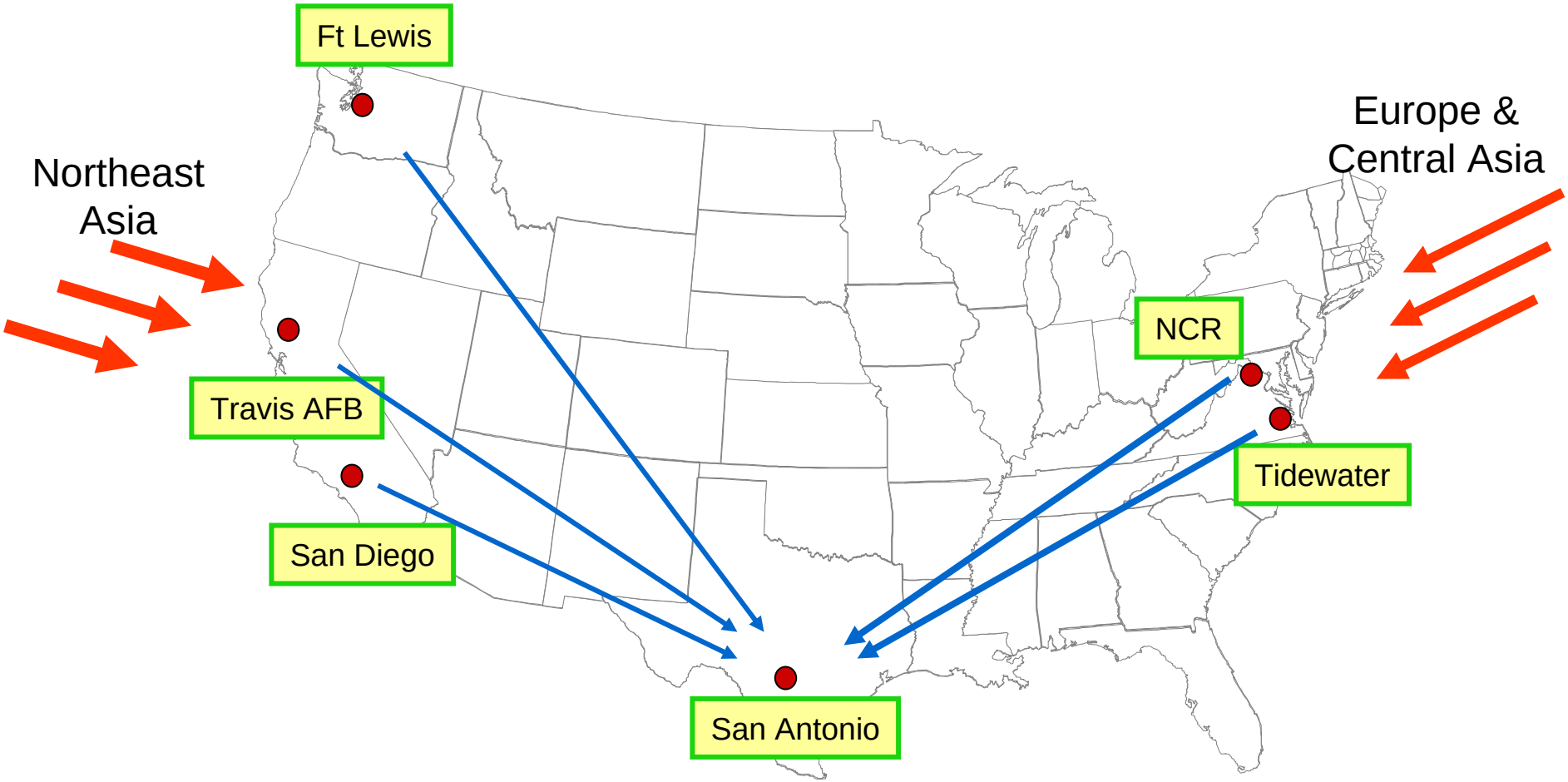

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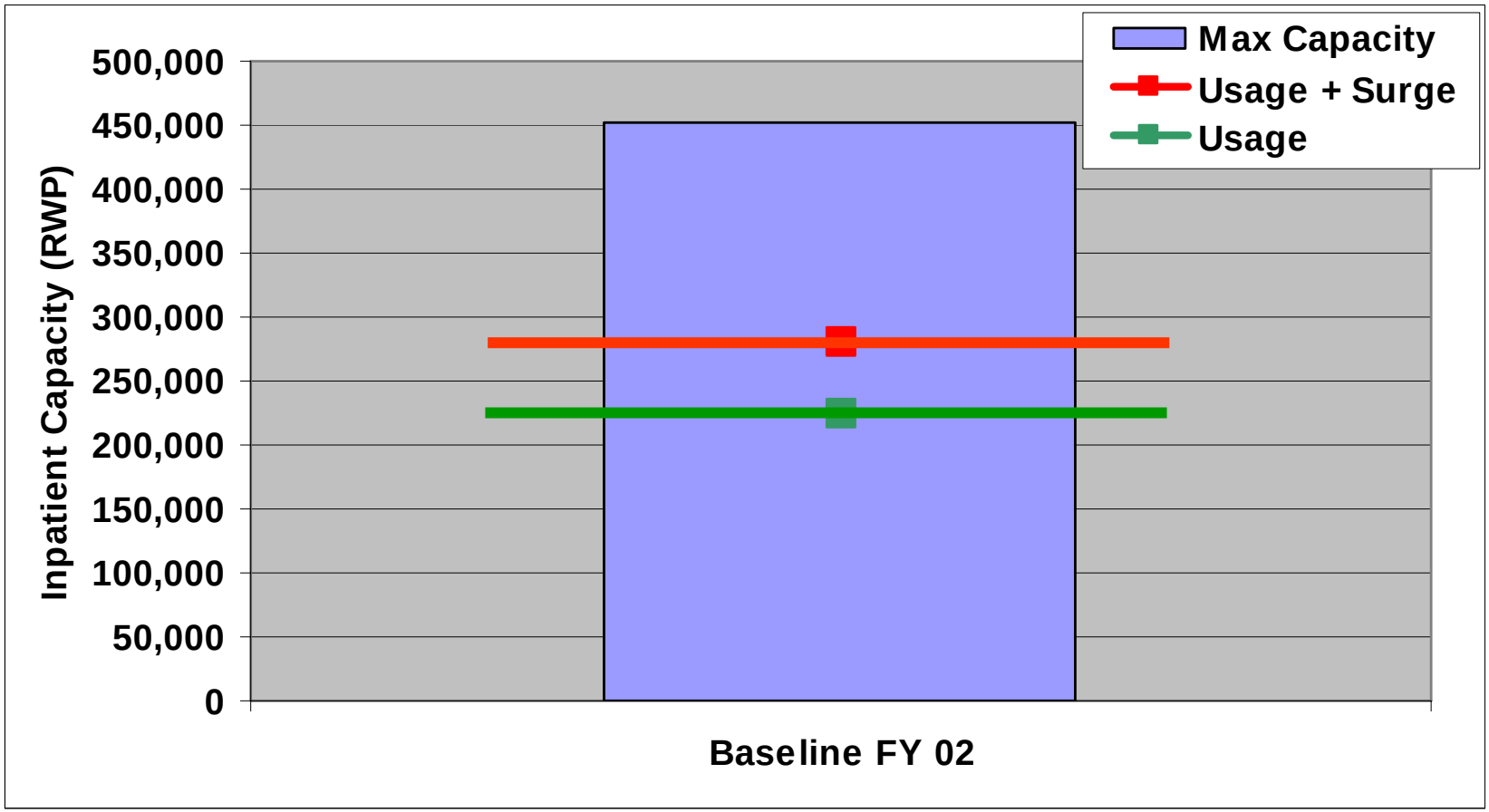
Reduce Excess Capacity



Reasons for Underutilized Capacity in Large Hospitals:

- ✓ **Wartime Casualty Flows from Cold War Estimates to Today's MCOs**
- ✓ **Changes in Medicine Away from Extended Inpatient to Outpatient Care**

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MJCSG Results

Under Consideration

San Antonio

- Lackland AFB **
- Ft Sam Houston *

NCR

- Andrews AFB *
- Fort Belvoir
- Walter Reed AMC
- Bethesda NMC *

BRAC Closure Or Realignment Already Considered

- Keesler AFB *
- USAFA
- Fort Eustis
- McChord AFB
- Pope AFB

* Flag Positions

Objectives

- Support Combat Casualty Flows for 2010 & Beyond
- Maintain Surge Capacity
- Better Service for Troops and Their Families
- Sustain a Solid Platform for Training, as well as Research and Development
- Reduce Excess Capacity, Maintaining Highest Possible Military Value

MEDCR-0016

Objectives:

- Develop Single World Class Joint Medical Center in San Antonio, Texas
- Maintain Current Capabilities/Capacity

Background

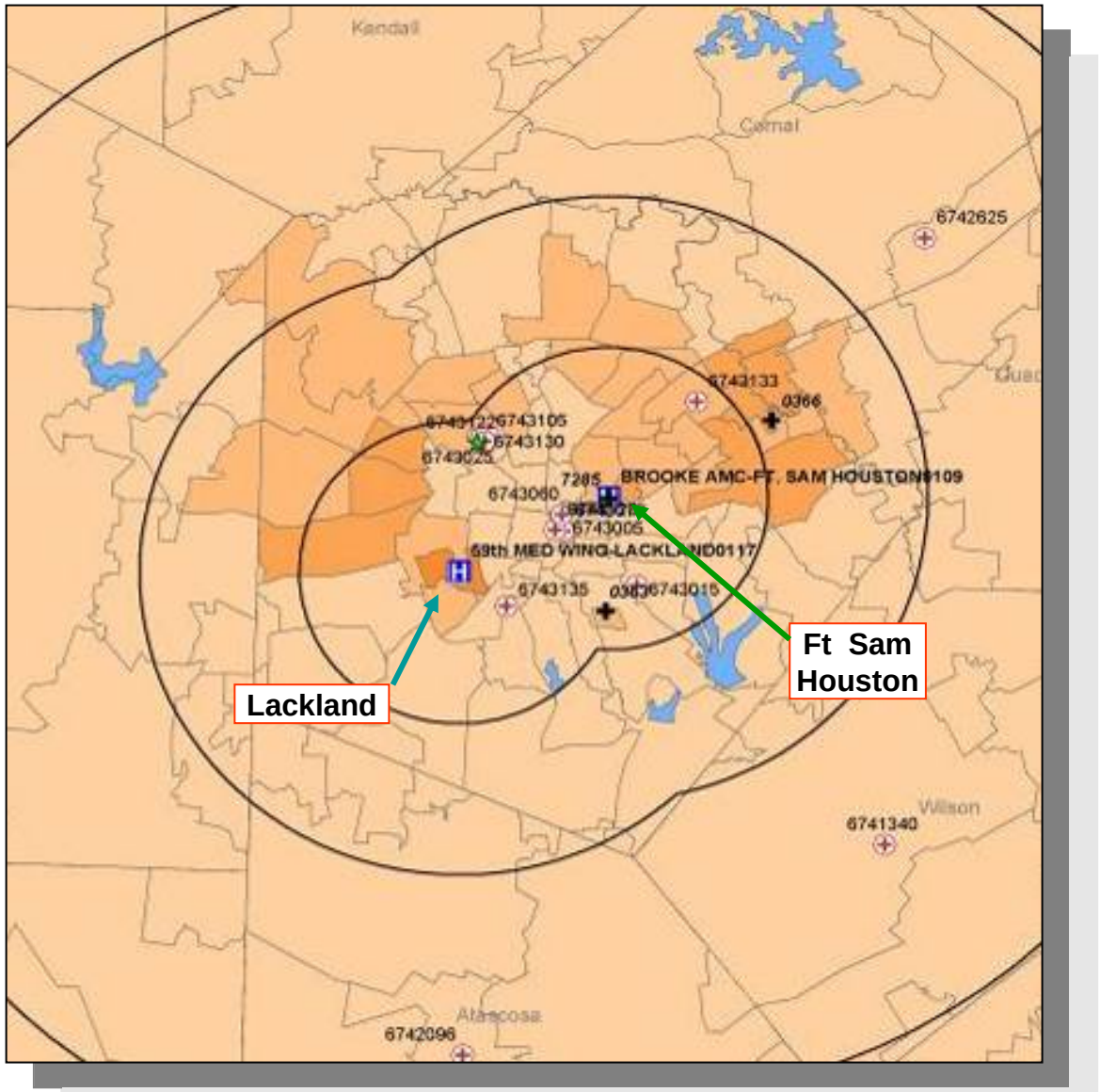
- Large concentration of eligible military beneficiaries (~193,000)
- Lackland/Ft Sam Houston within 17.7 driving miles
  - No geographical barriers
- Inpatient Capacity (Mil Value):
  - Ft. Sam Houston (68): built to 450 beds, occupancy 137
  - Lackland (70):built to 1000 beds, occupancy 178
- Consolidating enlisted medical training at Ft Sam Houston

GOAL: Construct ~2010 World Class Medical Complex for SAT

DCN: 5069

San Antonio Enrolled Population

DATA SOURCE: 2004 DEERS



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San Antonio Recommendation

Baseline

Lackland

Full Service Medical Center

Ft Sam Houston

Full Service Medical Center

Recommendation

Lackland

Joint **Ambulatory Care Center**
No Inpatient Care
Outpatient focus
Jointly Staffed

Ft Sam Houston

Joint **Regional Medical Center**
Expanded Inpatient Care
Jointly Staffed

San Antonio Outcomes

- Maintains current medical capabilities/capacity
- World Class Regional Medical Center
- Maintains First-Rate Care and Service for casualties, troops, and families
- Preserves Surge and Casualty Capacity
- Leverages existing, newly built inpatient space
- Releases 1.4M GSF for non-clinical uses

MEDCR 0002 & 0018
National Capital Region

Strategy:

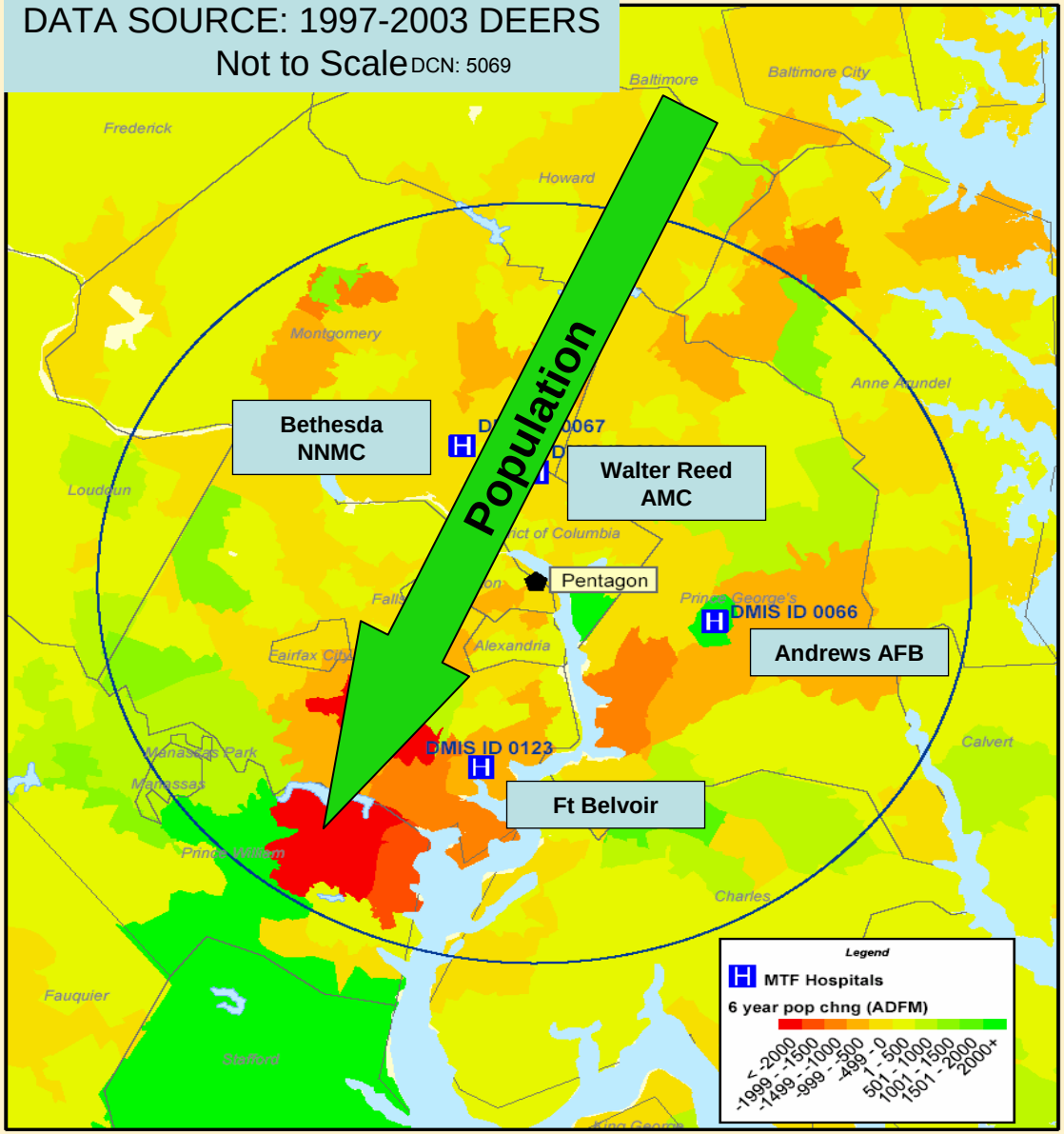
- Establish a Single World Class National Military Medical Center for 2010+
- Optimize Services to Locations Where Active Duty Families Live

Background

- Large concentration of eligible military beneficiaries (~394,000)
- Bethesda and Walter Reed within 6.4 driving miles
  - Located in North
  - Beneficiaries concentrating in South
- Inpatient Capacity (Mil Value):
  - Bethesda (63): Built to 400 beds, occupancy 113
  - Walter Reed (54): Built to 1230 beds, occupancy 189
  - Ft. Belvoir (59): Built to 250 beds, occupancy 20
    - Note: New MILCON approved
  - Andrews (48): Built to 350 beds, occupancy 33

GOAL: Construct ~2010 World Class Medical Complex for NCR

DATA SOURCE: 1997-2003 DEERS
Not to Scale DCN: 5069



NCA Active Duty Family Members Six Year Change in Population

SRA International
January 2005

Source: MHS Data
Created in ArcGIS 9 using ArcMap

0 0.5 1 2 3 Miles

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NCR Recommendation

Baseline

Walter Reed
Large Medical Center

Bethesda
Large Medical Center

Andrews
Hospital

Ft Belvoir
Hospital

Complex Care

Recommendation

National Mil Med Ctr
Joint Mil Med Ctr
Jointly Staffed

Ft Belvoir
Expanded Inpatient Care
Large ***Joint*** Medical Center
Jointly Staffed

Andrews
AF Clinic
No Inpatient

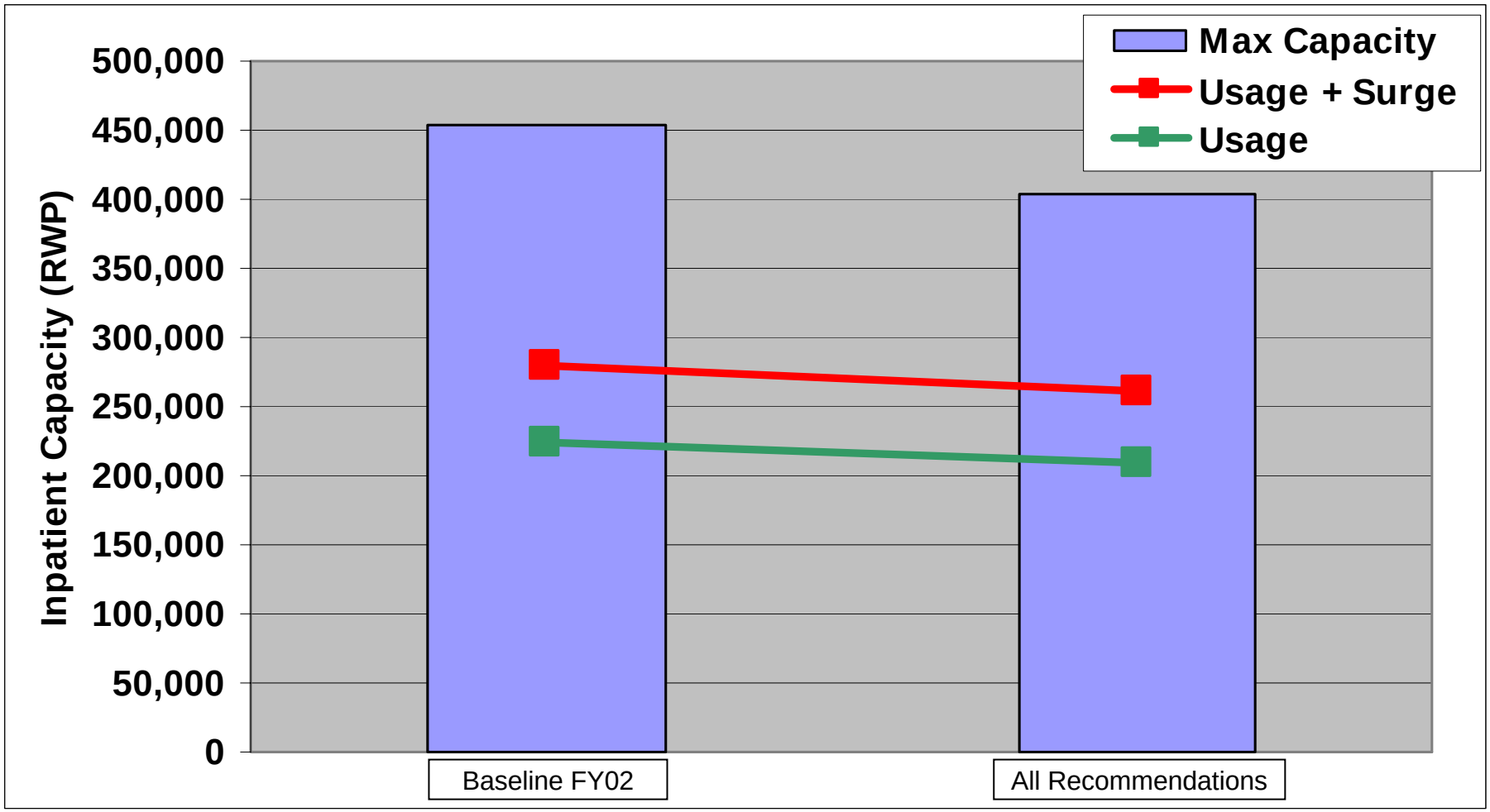
DCN: 5069

NCR Outcomes

- Maintains current medical capabilities/capacity
- World Class+ Medical Center
- Better service for casualties, troops and families
- Healthcare located closer to population
- Maintains Surge capability
- Leverages
  - Existing Inpatient Capacity at Bethesda
  - Planned Ft. Belvoir MILCON
  - Releases 2.0M GSF for other non-clinical uses in the NCR

MJCSG Strategy: Reduces Excess Capacity

DCN: 5069



Significant Surge Remains in the System

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Financial Impact of MJCSG

Proposal Title	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	* NPV Savings
Other BRAC Medical Recommendations	$286M	$135M	$81M	$773M
Ft Eustis/Langley	$1M	-$2M	$1M	$10M
USAF Academy/Ft Carson	$0.3M	-$0.08M	$0.1M	$1.2M
Pope/Ft Bragg	$6M	-$48M	$12M	$154M
McChord/Ft Lewis	$2M	-$49M	$11M	$142M
Keesler	$8M	-$101M	$23M	$307M
San Antonio	$607M	$434M	$69M	$224M
National Capital Region	$870M	$505M	$105M	$495M
Grand Total	$1,780M	$874M	$302M	$2,106M

***Does not include savings from reuse of 4.2M sq ft in San Antonio & NCR**

Estimated Additional NPV ~ $1B (Est) over 20 yrs, if used

DCN: 5069

MEDCR-0016 San Antonio Region

Candidate Recommendation: Realign Lackland Air Force Base, TX, by relocating the inpatient medical function at the 59th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center , Ft Sam Houston, TX, establishing it as a Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.

Justification

- ✓ **Reduces excess capacity**
- ✓ **Redistributes military providers to areas with more eligible population**
- ✓ **Reduces inefficient operations**

Military Value

- ✓ **Lackland AFB: 70.31**
- ✓ **Fort Sam Houston: 67.85**
- ✓ **Military judgment favored Fort Sam Houston because of central location & age/condition of facilities**

Payback

✓ **One Time Cost:**	**$607M**
✓ **Net Implementation Cost:**	**$434M**
✓ **Annual Recurring Savings:**	**$69M**
✓ **Payback Period:**	**11 Years**
✓ **NPV (savings):**	**$224M**

Impacts

- ✓ **Criteria 6: –2,077 jobs (1,015 direct, 1,062 indirect); 0.21%**
- ✓ **Criteria 7: No issues**
- ✓ **Criteria 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

DCN: 5069

MEDCR-0002 National Capitol Region

Candidate Recommendation: Realign Walter Reed Medical Center, Washington, DC, as follows: relocate all tertiary medical services to National Naval Medical Center, Bethesda, MD, establishing it as a National Military Medical Center; and relocate all other patient care functions to DeWitt Hospital, Fort Belvoir, VA.

Justification

- ✓ Reduces excess capacity
- ✓ Redistributes military providers to areas with more eligible population
- ✓ Reduces inefficient operations

Military Value

- ✓ Healthcare Services Function:
  - ✓Bethesda: 63.19
  - ✓Fort Belvoir: 58.84
  - ✓WRAMC: 54.41

Payback

- ✓ One Time Cost: $864M
- ✓ Net Implementation Cost: $517M
- ✓ Annual Recurring Savings: $100M
- ✓ Payback Period: 9 Years
- ✓ NPV (savings): $436M

Impacts

- ✓ Criteria 6: –4,488 jobs (2,637 direct and 1,851 indirect); <.16 %)
- ✓ Criteria 7: No issues
- ✓ Criteria 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

MEDCR-0018 Andrews AFB

DCN: 5068

Candidate Recommendation: Disestablish the inpatient mission at 89th Medical Group, Andrews AFB, MD, converting the hospital to a clinic with an ambulatory care center.

Justification

- ✓ Reduces excess capacity
- ✓ Redistributes military providers to areas with more eligible population
- ✓ Reduces inefficient operations

Military Value

- ✓ Healthcare Services Function:
  - ✓ Average: 53.93
  - ✓ Andrews AFB: 48.14

Payback

✓ One Time Cost:	$6M
✓ Net Implementation Savings:	$12M
✓ Annual Recurring Savings:	$5M
✓ Payback Period:	2 Years
✓ NPV (savings):	$59M

Impacts

- ✓ Criteria 6: – 281 jobs (160 direct, 121 indirect); <0.01%
- ✓ Criteria 7: No issues
- ✓ Criteria 8: No issues

✓ 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

Industrial JCSG

28 Major DoD Depot Maintenance Activities

DCN: 5069

Work Stations Utilized 60 Hours/Week – Maximum Capacity

DCN: 5069

IND-0127A – MCLB Barstow

Candidate Recommendation (Summary): Eliminates depot maintenance functions from Marine Corps Logistics Base Barstow, CA. Required capacity to support workloads and Core requirements for the Department of Defense are relocated to DoD Centers of Industrial and Technical Excellence.

Justification

- Minimizes sites using maximum capacity at 1.5 shifts.
- Eliminates 1.1M sq ft & 30% of duplicate overhead
- Facilitates interservicing

Military Value

- For all commodities except Starters / Alternators / Generators & Radar, average military value increases. For these two the Military judgment favors movement in order to enable a complete realignment of all depot maintenance commodities
- Recommendation provides the required products to support the customers

Payback

- One-time cost: $42.67M
- Net implementation savings: $36.96M
- Annual recurring savings: $19.68M
- Payback period: 1 year
- 20 Yr. NPV (savings): $215.26M

Impacts

- Criteria 6: -1,606 Jobs (798 direct, 808 indirect); <1.0%
- Criteria 7: No issues
- Criteria 8: Air, cultural, waste mgmt, water resource, & wetland impacts. No impediments.

✓ 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: 5069

Issues - Barstow

- Peace time tempo
- 1.5 shifts
- West Coast presence
- Costs
- Railhead

DCN: 5069

IND-0127B – Red River AD

Candidate Recommendation (abbreviated): Realign Red River as follows: Armament and Structural Components, Combat Vehicles, Construction Equipment, Depot Fleet/Field Support, Engines and Transmissions, Fabrication and Manufacturing, Fire Control Systems and Components, and Other to Anniston AD, AL; Construction Equipment, Powertrain Components, and Starters/Generators/Alternators to MLCB Albany, NY; Tactical Vehicles to Tobyhanna AD, PA and Letterkenny; and Tactical Missiles to Letterkenny AD, PA.

Justification

- Increases depot maintenance capability and capacity utilization.
- Supports the strategy of minimizing sites using maximum capacity at 1.5 shifts
- Supports further consolidation of workload into the Army's Centers for Industrial and Technical Excellence and future inter-service workload
- Eliminates >900K sq ft excess & 30% of duplicate overhead

Military Value

- For all commodities except Starters / Alternators / Generators, average military value increases
- For Starters / Alternators / Generators, Red River has higher quantitative MilVal but Military judgment favors Albany in order to enable a complete realignment of all depot maintenance commodities.

Payback

- One-time cost: $194.10M
- Net implementation cost: $82.41M
- Annual recurring savings: $21.85M
- Payback period: 7 years
- 20 Yr. NPV (savings): $124.20M

Impacts

- Criteria 6: -2929 Jobs (1752 Direct; 1177 Indirect); 4.3%
- Criteria 7: No impact
- Criteria 8: Potential impact: Letterkenny is marginal for non-attainment of Ozone, exceeds PB and SO2.

✓ 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

DCN: 5069

Issues – Red River

- Capacity for current workload and surge

Summary of Costs and Savings

DCN: 506

(As of 1 Mar 05)

Industrial JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(1,309.8)	352.2	559.4	5,534.8

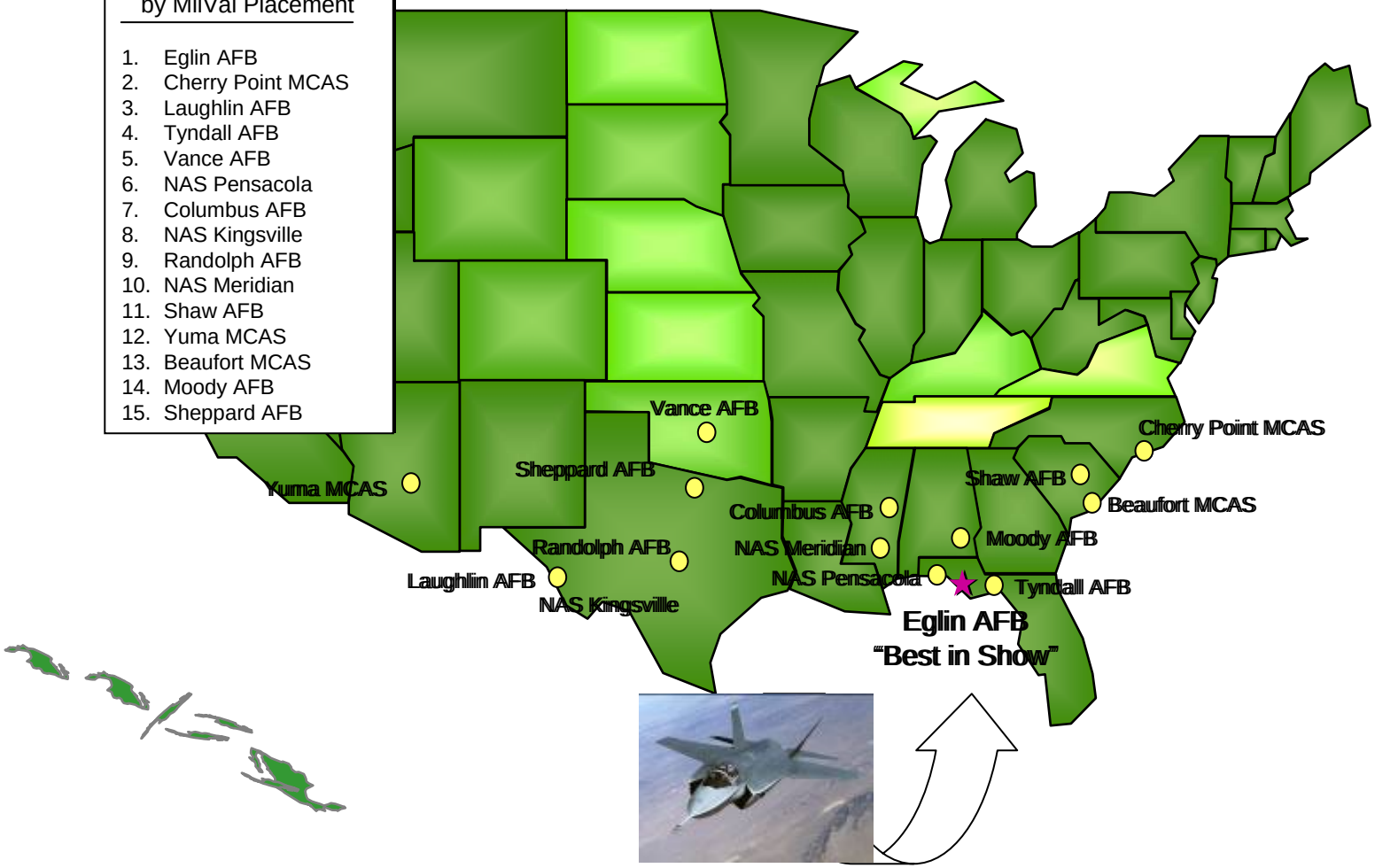
Education & Training JCSG

DCN: 5069

JSF Initial Joint 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



DCN: 5069

E&T-0052: JSF Initial Joint 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 Initial Joint Training Site 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 JSG 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 Rec'd ✓De-conflicted w/JCSGs

✓COBRA ✓Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

Issues – JSF

DCN: 5069

- Characterization of initial training site
- Maintenance training at initial site

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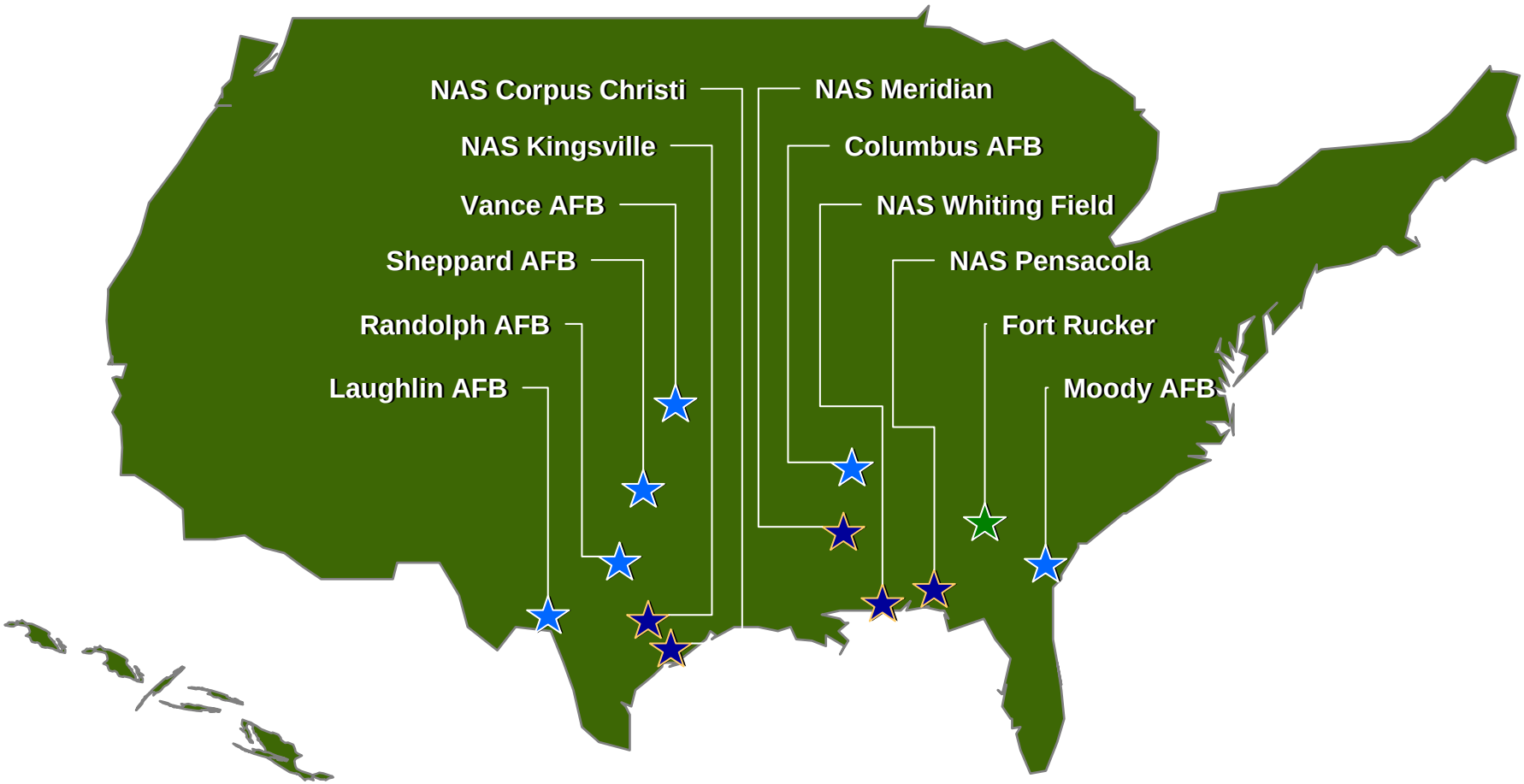
E&T-0046 Consolidate Common UFT Functions



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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.

Justification

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

Military Value

- ✓ UPT:
  - ✓ 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

Payback

✓ One-time cost	$399.83M
✓ Net Implementation cost	$199.38M
✓ Annual Recurring savings	$35.31M
✓ Payback Period	10 years
✓ NPV savings	$130.98M

Impacts

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

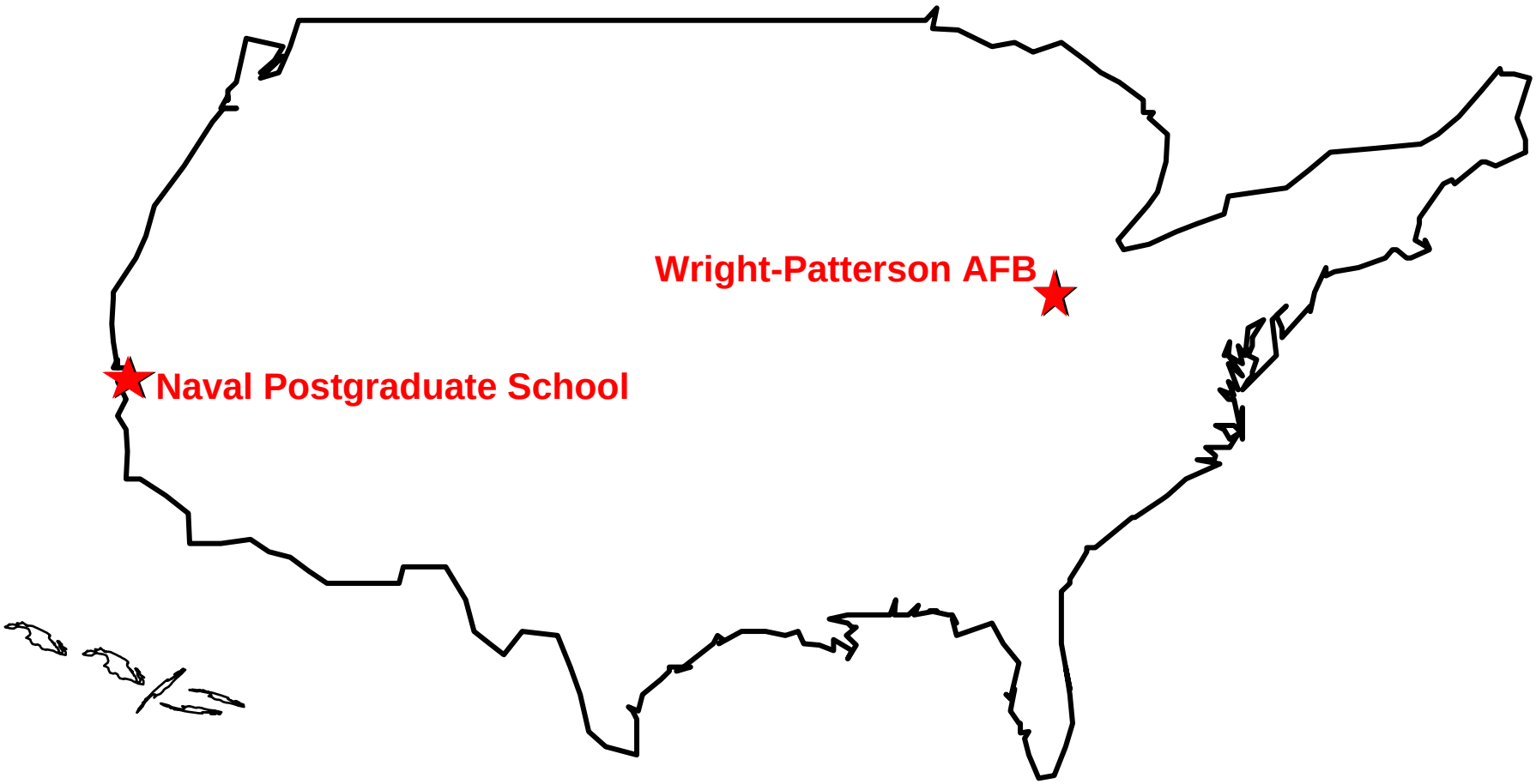
✓ Strategy
✓ COBRA
✓ Capacity Analysis / Data Verification
✓ Military Value Analysis / Data Verification
✓ JCSG/MilDep Recommended
✓ Criteria 6-8 Analysis
✓ De-conflicted w/JCSGs
✓ De-conflicted w/MilDeps

Issues – Undergraduate Pilot Training

- Air space capacity
- Pilot training throughput
- Potential for closures of uncovered bases

DCN: 5069

Privatize Graduate Education Function



E&T-0003R

DCN: 5069

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: $49.1M
- ✓ Net Implementation Savings: $133.0M
- ✓ Annual Recurring Savings: $47.5M
- ✓ Payback Period: 1 year
- ✓ NPV (savings): $561.3M

Impacts

- ✓ Criterion 6:
  - ✓Salinas CA : - 5,699 (2,944 Direct; 2,755 Indirect); 2.4%
  - ✓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

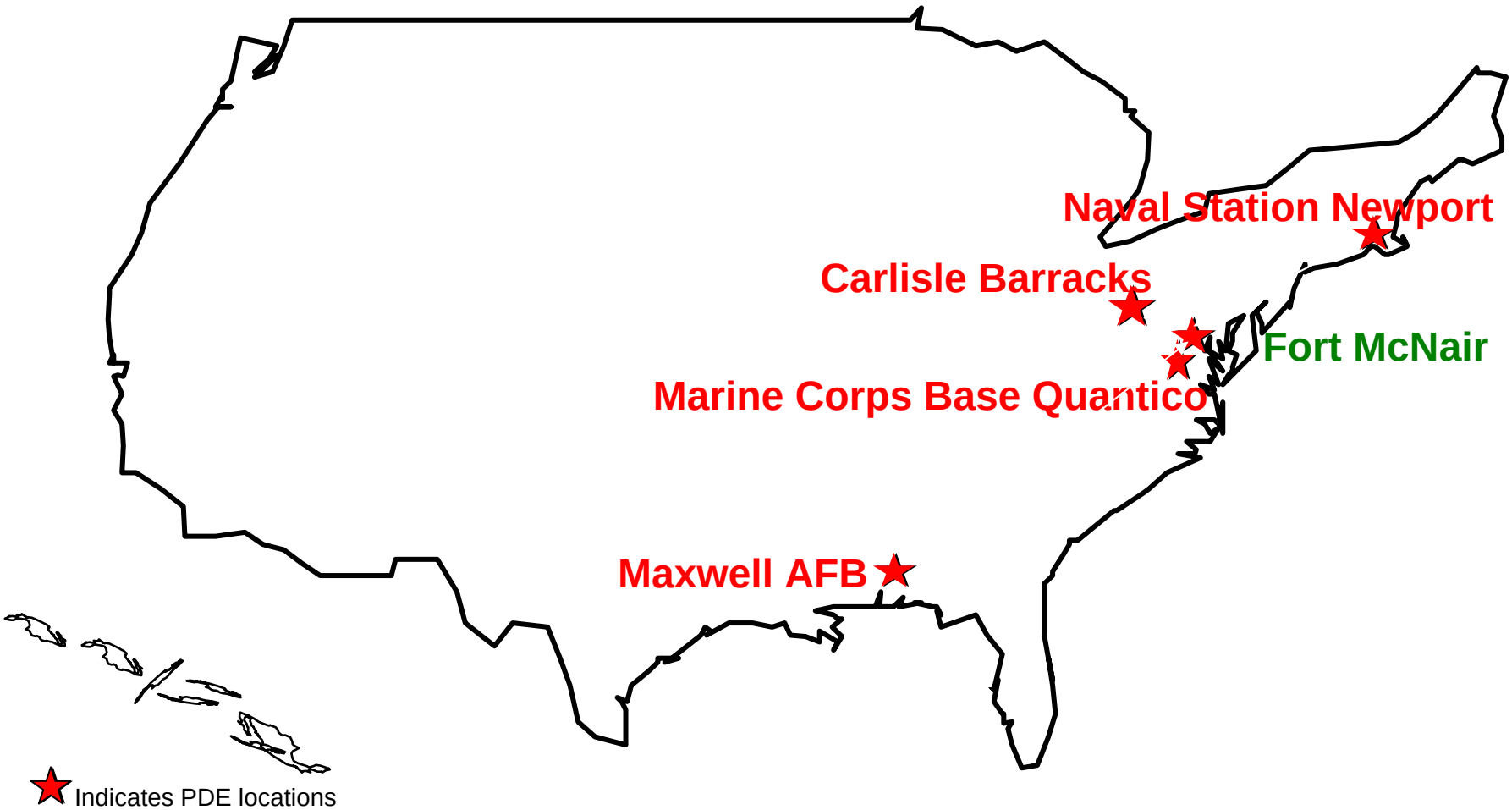
✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

Issues – Graduate Education

- Service unique courses and costs
- Army co-located activities

Establish a Joint Center of Excellence for Senior-level JPME

ECN:5069



DCN: 5069

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
✓ 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

Issues – Senior Service College

- Benefits of collocation
- Quality of Life
- Service synergies

Summary of Costs and Savings

DCN: 5069

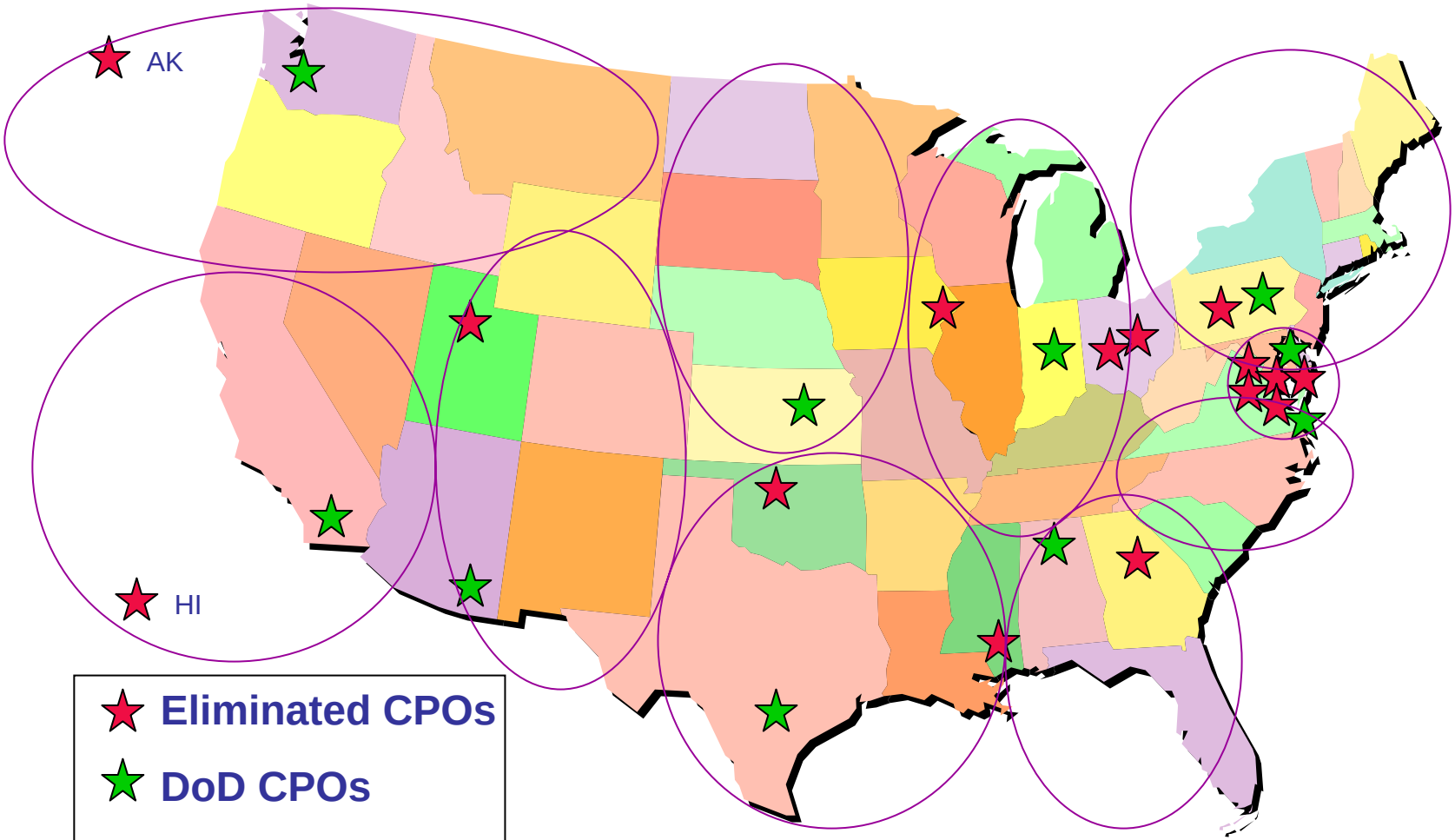
(As of 1 Mar 05)

Education and Training JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(769.8)	(315.8)	93.8	565.8

Headquarters & Support Activities JCSG

DCN: 5069

Regional CPOs Transactional Services



Eliminated CPOs

DoD CPOs

From 25 CPOs locations to 10

DCN: 5069

HSA-0029 – Consolidate CPOs Transactional Services

Candidate Recommendation (summary): Realign the CPOs of DLA, New Cumberland; DISA, Arlington; DLA, Columbus; DoDEA, Arlington; WHS, Arlington; DeCA, Arlington; Rock Island Arsenal; Fort Richardson; Wright-Patterson AFB; Robins AFB; Hill AFB; Tinker AFB; Bolling AFB; Pacific-Honolulu; Stennis; leased-facilities/installations by consolidating from **25 CPOs into 10** DoD regional civilian personnel offices at: DFAS, Indianapolis; Redstone Arsenal; Aberdeen Proving Ground; Ft. Riley; Ft. Huachuca; Randolph AFB; Silverdale; Portsmouth; Naval Station, San Diego; and Naval Support Activity, Mechanicsburg – Philadelphia.

Justification

- ✓ Creates single DoD entity for managing CPO transactional operations
- ✓ Improves jointness by eliminating 15 CPOs and creating 10 joint DoD CPOs.
- ✓ Eliminates excess capacity and leased space.
- ✓ Enabling potential to close Rock Island Arsenal.

Military Value

- ✓ Increases average military value for civilian personnel centers from .520 to .567.

Payback

✓ One Time Cost:	$102.4M
✓ Net Implementation Cost:	$58.9M
✓ Annual Recurring Savings:	$32.3M
✓ Payback Period:	3 years
✓ NPV (savings):	$250.0M

Impacts

- ✓ Economic: -30 to -426 jobs; less than 0.1% to 0.2%.
- ✓ Community: No significant issues.
- ✓ Environmental: 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

Issues – Civilian Personnel Offices

- NSPS/BRAC execution

Summary of Costs and Savings

DCN: 5069

(As of 1Mar 05)

Headquarters and Support Activities JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(2,855.0)	123.5	809.4	7,646.6

Technical
JCSG

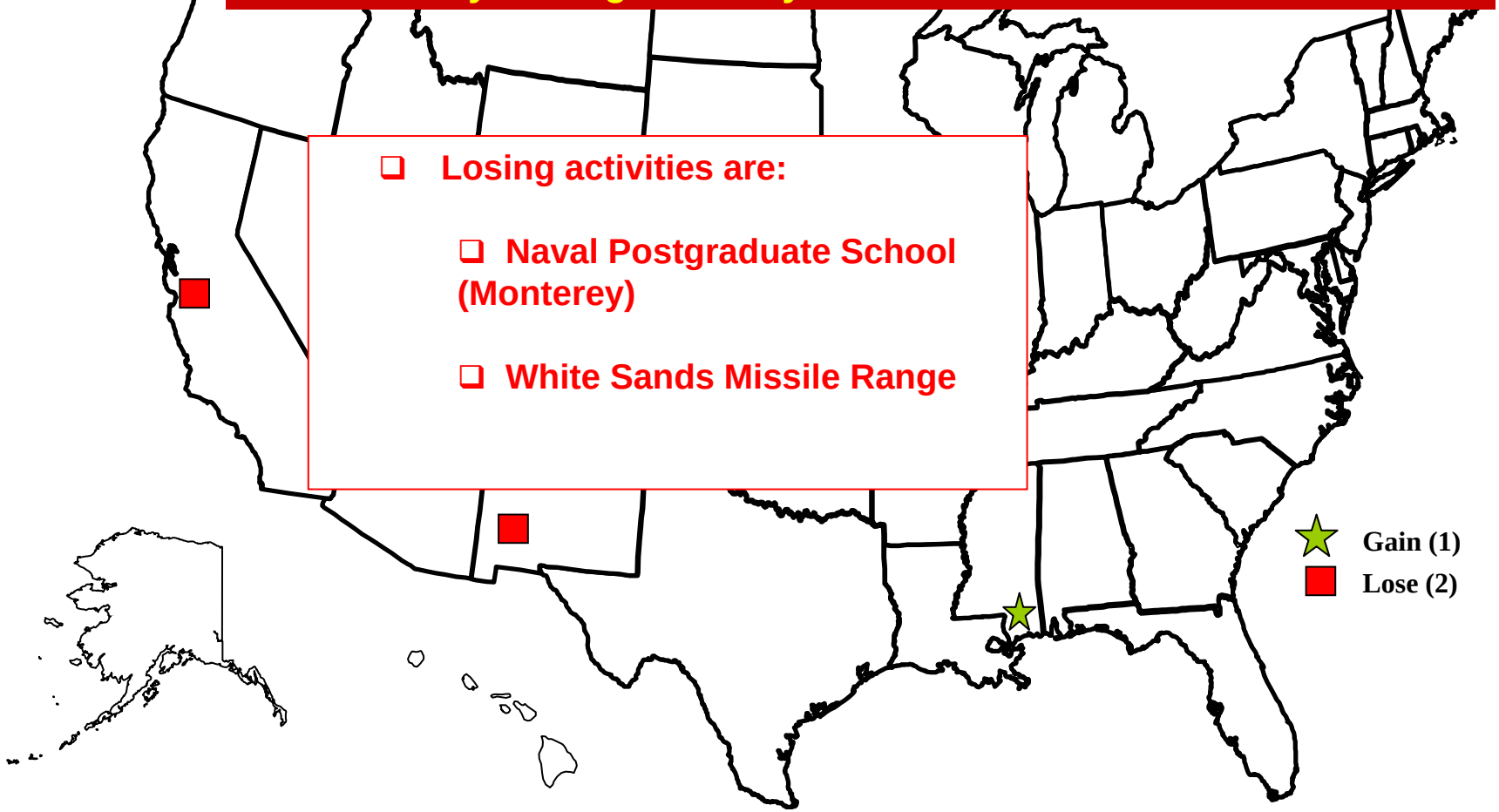
Redacted

DCN: 5069

TECH-0020 Joint Meteorology & Oceanography Center

Consolidates all DoD Weather Modellers with operational command; enables Navy leaving Monterey

- **Losing activities are:**
  - **Naval Postgraduate School (Monterey)**
  - **White Sands Missile Range**



Tech-0020 Joint Meteorology & Oceanography Center

Candidate Recommendation: Close the Naval Research Laboratory, Monterey Detachment Division, Monterey, CA. Relocate all functions to the Stennis Space Center, MS, and consolidate them with Naval Research Laboratory Detachment at Stennis Space Center, MS. Realign Army Research Laboratory, White Sands Missile Range, NM, by relocating the Battlespace Environments research, development and acquisition functions to Stennis Space Center, MS, and consolidate them with Naval Research Laboratory Detachment, Stennis Space Center, MS.

Justification

- Enhances technical synergy in Meteorology & Oceanography RD&A
- Supports the Battlespace Environments Joint Functional Concepts (CJCSI 3170)

Military Value

- Research: Stennis 2nd of 5; Monterey 3rd of 5; White Sands 5th of 5
- Development & Acquisition: Stennis 3rd of 3, Monterey 1st of 3
- Military judgment supported Stennis, not Monterey, because quantitative military value does not account for presence of Stennis NOAA National Ocean Center

Payback

One-time cost:	$12.7M
Net implementation cost:	$10K
Annual recurring savings:	$2.3M
Payback time:	6 years
NPV (savings):	$20.7M

Impacts

- Criterion 6:
  - Las Cruces -114 jobs (56 direct, 58 indirect); 0.14%
  - Salinas -155 (76 direct, 79 indirect); <0.1%
- Criterion 7: No issues
- Criterion 8: No impediments

✓ 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

Issues – Joint Weather Center

- Costs
- Movement of associated activity

DCN: 5069

Summary of Costs and Savings

(As of 1 Mar 05)

Technical JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(1,183.1)	(489.8)	182.4	1,222.3

Candidate Recommendations – Cost and Savings ($M)

000:5069

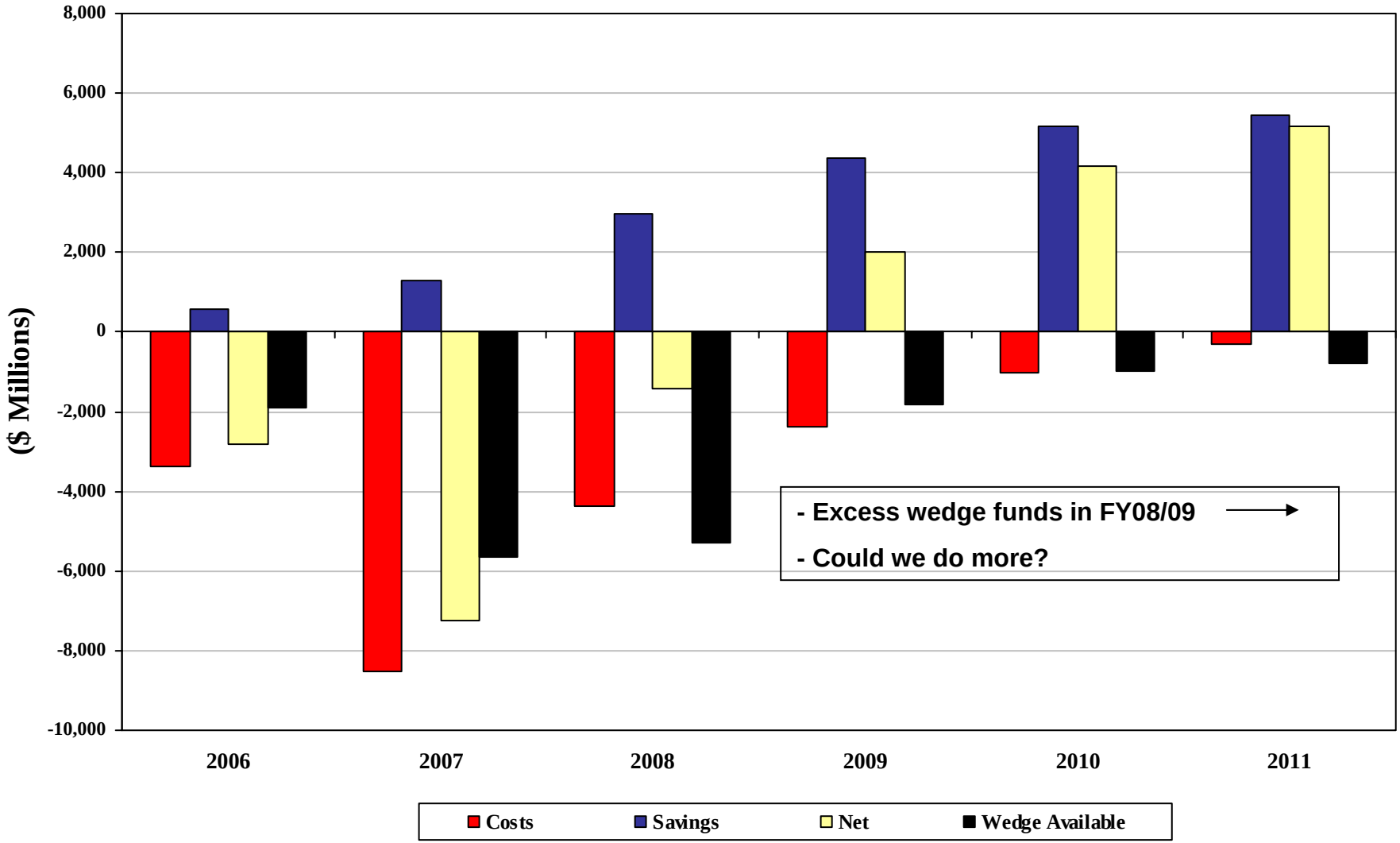
(As of 7 Mar 05)

	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	(8,444.4)	(7,184.6)	331.1	(3,838.2)
Overseas	(348.5)	4,360.2	1,248.5	15,610.4
BRAC + Overseas	(8,792.9)	(2,824.3)	1,579.6	11,722.2
Navy	(1,309.9)	633.6	610.6	6,285.7
Air Force	(2,036.3)	(297.3)	611.6	5,382.6
JCSGs	(8,192.3)	(983.1)	2,102.0	18,590.1
E&T	(769.8)	(315.8)	93.8	565.8
H&SA	(2,855.0)	123.5	809.4	7,646.6
Industrial	(1,309.8)	352.2	559.4	5,534.8
Intelligence	0.0	0.0	0.0	0.0
Medical	(1,844.8)	(929.4)	302.8	1,938.1
S&S	(229.9)	276.2	154.2	1,682.5
Technical	(1,183.1)	(489.8)	182.4	1,222.3
Total BRAC	(19,982.8)	(7,831.4)	3,655.2	26,420.2
Total W/Overseas	(20,331.4)	(3,471.2)	4,903.7	42,030.6

DCN: 5069

DoD Candidate Recommendations Costs/Savings Profile

(As of 7 Mar 05)



DoN Leadership Issues

- Return on investment
  - In what “transformation” are we investing?
  - Using existing facilities before building new
- Consolidating vice collocating
- BPR inside or outside BRAC

Registered Closure Scenarios

DCN: 5069

Annotated to Indicate Withdrawals

(as of 8 Mar 05)

Army	Dept of the Navy	Air Force	JCSG Potential Closures
~~Ft Hamilton~~	NS Pascagoula ✓	Cannon AFB ✓	~~Fort Huachuca~~
Selfridge Army Activities ✓	NS Ingleside ✓	Grand Forks AFB ✓	Soldier System Center Natick ✓
Pueblo Chem Depot ✓	NS Everett	~~Scott AFB~~	~~*National Naval Med Ctr Bethesda*~~
Newport Chem Depot ✓	~~SUBASE San Diego~~	Ellsworth AFB ✓	~~NAS Meridian~~
Umatilla Chem Depot ✓	SUBASE New London ✓	~~Holloman AFB~~	~~NAS Corpus Christi~~
Deseret Chem Depot ✓	NAS Atlanta ✓	Onizuka AFS ✓	NAES Lakehurst
Ft Gillem ✓	~~NAS JRB Fort Worth~~	~~Los Angeles AFB~~	~~Presido of Monterey~~
~~Ft Shafter~~	NAS Brunswick ✓	~~Moody AFB~~	~~*MCLB Albany*~~
Ft Monroe ✓	~~NAS Oceana~~	Pope AFB ✓	Brooks City Base
Ft McPherson ✓	~~MCRD San Diego~~	Rome Lab ✓	
Watervliet Arsenal	~~MCAS Beaufort~~	Mesa AFRL ✓	
Rock Island Arsenal	NAS JRB Willow Grove ✓	ANG / Reserve Stations (23 sites)	
~~Detroit Arsenal~~	~~CBC Gulfport~~		
~~Sierra Army Depot~~	NAS Whiting Field		
Hawthorne Army Depot ✓	MCSA Kansas		
~~Louisiana AAP~~	NSA New Orleans		
Lone Star AAP ✓	Naval Postgraduate School ✓ 6		
Mississippi AAP ✓	~~NDW DC (Potomac Annex)~~		
Kansas AAP ✓	~~Navy Supply Corps School~~		
River Bank AAP ✓	~~*NAV Shipyd Norfolk*~~		
Carlisle Barracks ✓	NAV Shipyd Portsmouth ✓ 6		
Red River Army Depot ✓ 6	NSA Corona		
Ft Monmouth ✓	NAS Point Mugu		
Walter Reed ✓ 6	~~Arlington Service Center~~		
NG / Reserve Centers (~ 485 sites)	~~NS Newport~~		
	MCLB Barstow ✓ 6		
	NWSC Crane		
	NSA Philadelphia	NSWC Indian Head	
	Reserve Centers (~ 36 sites)		

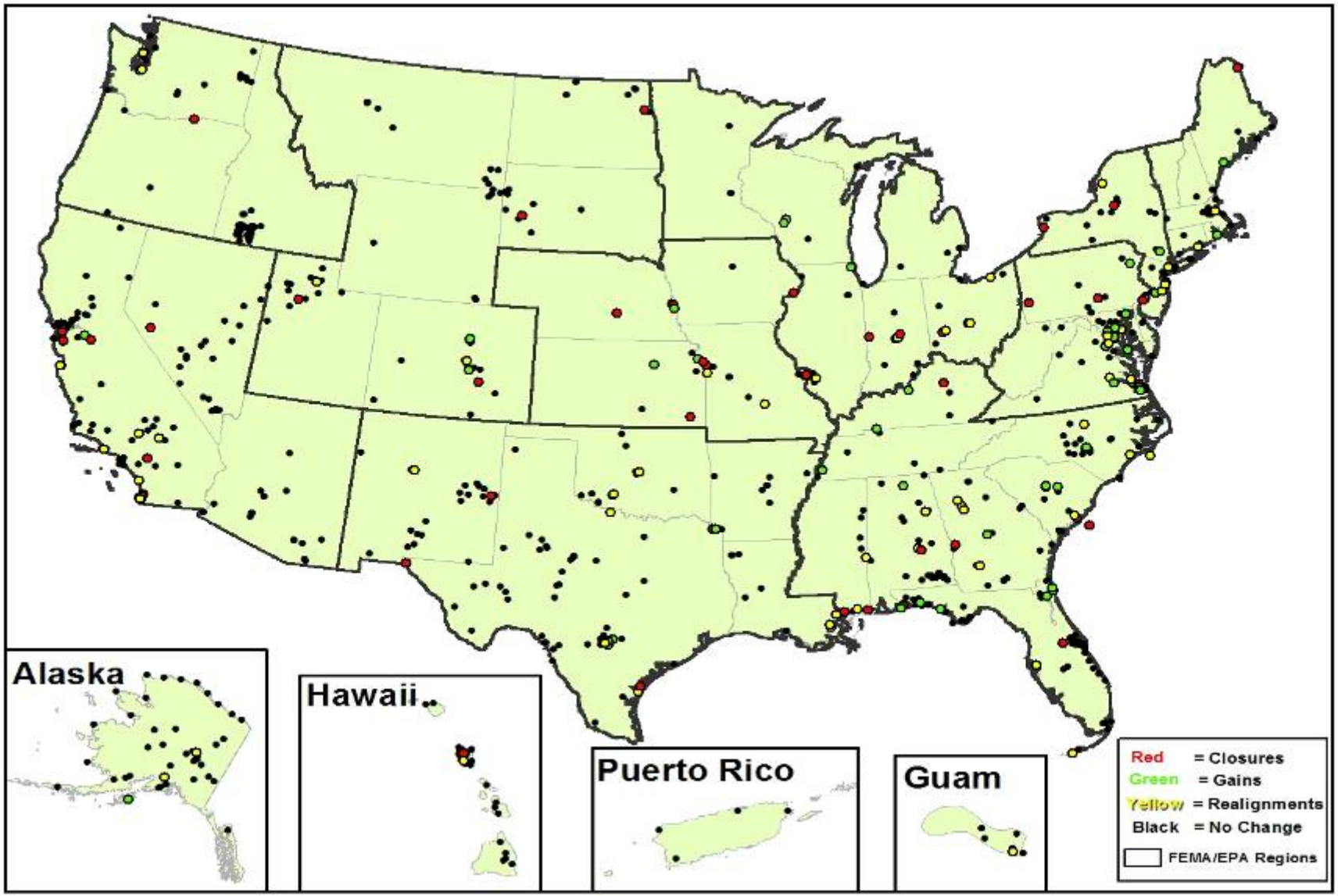
Notes:
1. Yellow represents JCSG/MilDep cooperative effort.
2. Italics represent options, only one of which would be recommended
3. Strike through indicates deliberate decision to eliminate scenarios, or render it inactive
4. Expect a significant number of realignments in addition to these closures
5. ✓ indicates candidate recommendation submitted
6. Awaits Service enabling scenario

DCN: 5069

Candidate Recommendations & Strategic Presence

Active

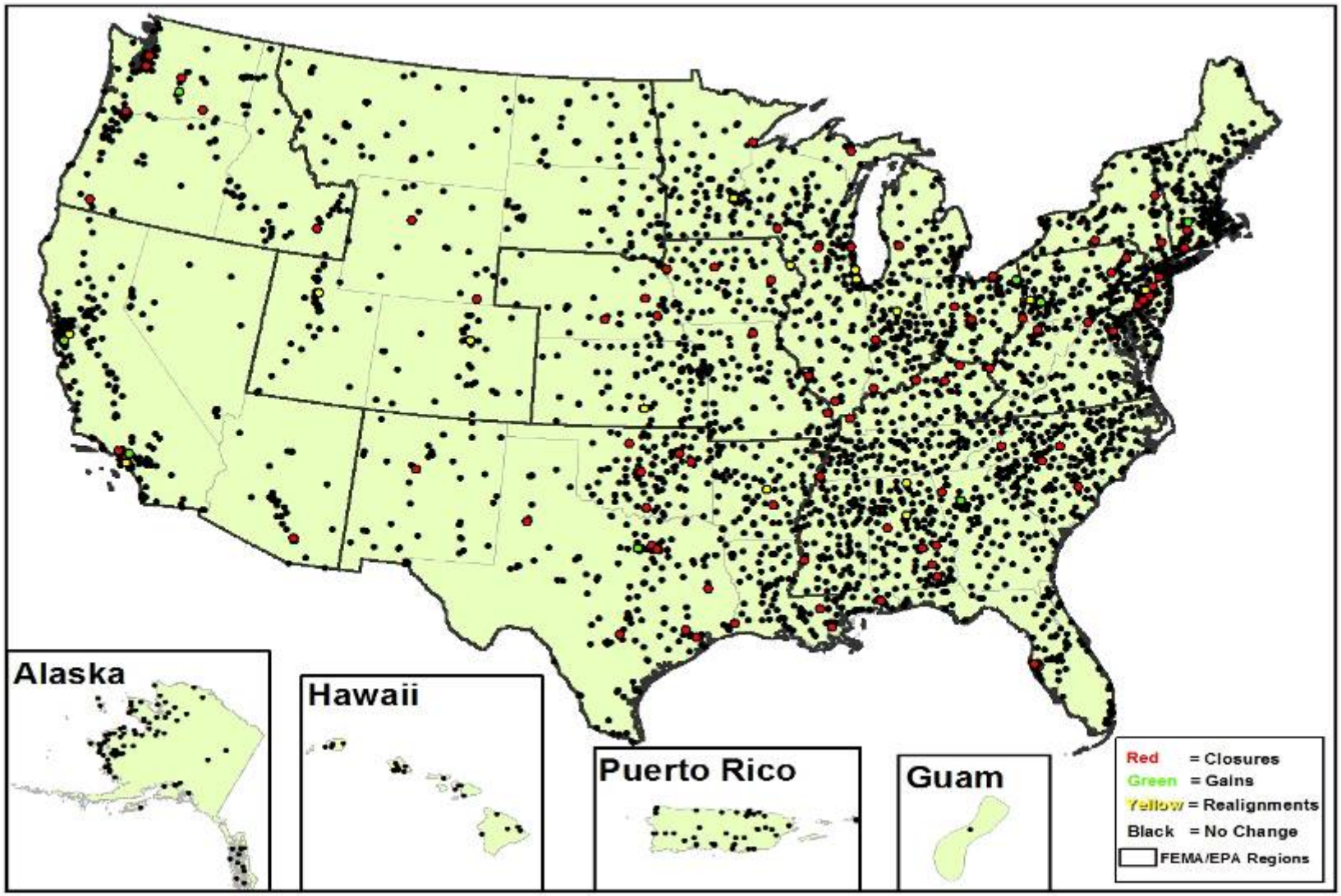
(As of 18 Feb 05)



Candidate Recommendations & Strategic Presence

Guard/Reserve

(As of 18 Feb 05)



Next Steps

DCN: 5069

- Next IEC meeting – 21 Mar 05
  - Schedule additional meeting – week of 28 Mar 05
- Continue to review and approve candidate recommendations