BRAC 2005 Infrastructure Executive Council (IEC) Meeting Minutes of February 23, 2005

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

The Deputy Secretary opened the meeting by asking Mr. Wynne, Acting Under Secretary of Defense (AT&L), to begin the discussion. Using the attached slides, Mr. Wynne began the brief.

The IEC discussed four topics during the meeting: candidate recommendations and strategic presence; approach to payback; costs and savings; and the role of the BRAC Red Team. Highlights of the discussion are as follows:

- The process overview chart should be modified to provide more detail to the steps for finalizing recommendations, the commission process, and implementation.
- The strategic presence and candidate recommendation charts represent commonly used Federal regions and provide an overview of candidate recommendations to date; however, the charts may need to be revised to better convey the aggregate effect of BRAC decisions.
- Payback is important but cannot be viewed in isolation. While some individual candidate recommendations do not pay back in the six-year implementation period, when integrated with other related recommendations, the aggregate of the recommendations will pay back within the implementation period. If they do not, the IEC should closely scrutinize them.
- Payback is not the only issue. Transforming infrastructure can most readily be achieved under BRAC, thereby affording the Department an opportunity it does not normally have. Transformation offers non-monetary benefits that cannot be ignored.
- Costs and savings must be understood in the context of all the candidate recommendations and the overall budget. Members voiced that we need to revisit these in context and exercise caution when examining the military construction commitments envisioned. There were also questions on how we should judge the candidate recommendations that have NPV costs.
- The Red Team is limited to evaluating the extent to which the Joint Cross Service Groups and the Military Departments adhered to the BRAC process rules and policy.
- The Red Team should offer candid assessments about the quality of the recommendations but not alter the content of the recommendations.

Due to time constraints, the IEC could not review candidate recommendations and agreed to schedule an additional meeting to conduct the review, otherwise they would be deferred until the next regularly scheduled meeting. The IEC members agreed to identify to the Chair in advance those specific candidate recommendations with which they have an issue and any philosophic issues or principles they would recommend being discussed.

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

Attachments:
1. List of Attendees
2. Briefing slides entitled "Base Realignment and Closure 2005, Briefing to the Infrastructure Executive Council" dated February 23, 2005

Infrastructure Executive Council Meeting
February 23, 2005

Attendees

Members:

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- ADM Vern Clark, Chief of Naval Operations
- Gen Michael Hagee, Commandant of the Marine Corps
- Mr. Peter B. Teets, Acting Secretary of the Air Force
- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)

Alternates:

- Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff, for Gen Richard B. Myers, Chairman, Joint Chiefs of Staff
- Mr. Geoffrey Prosch, Assistant Secretary of the Army for the Hon. Francis J. Harvey, Secretary of the Army
- GEN Richard A. Cody, Vice Chief of Staff of the Army for General Peter J. Schoomaker, Chief of Staff of the Army
- Mr. Dionel M. Aviles, Under Secretary of the Navy for the Hon Gordon R. England, Secretary of the Navy
- Gen Michael Moseley, Vice Chief of Staff of the Air Force for Gen John P. Jumper, Chief of Staff of the Air Force

Others:

- Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Hon William J. Haynes II, DoD General Counsel
- 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
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Dr. Ronald Sega, Chairman, Technical JCSG
- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- RADM Alan S. Thompson, Director, Supply, Ordnance and Logistics, Operations Division (N41), Office of the CNO for ADM Keith Lippert, Chairman, Supply and Storage JCSG

- VADM Donald Arthur, Surgeon General for the Navy for Lt Gen George Taylor, Chairman of the Medical JCSG
- Mr. Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs for Mr. Charles S. Abell, Chairman, Education and Training JCSG

BRAC 2005

Briefing to the

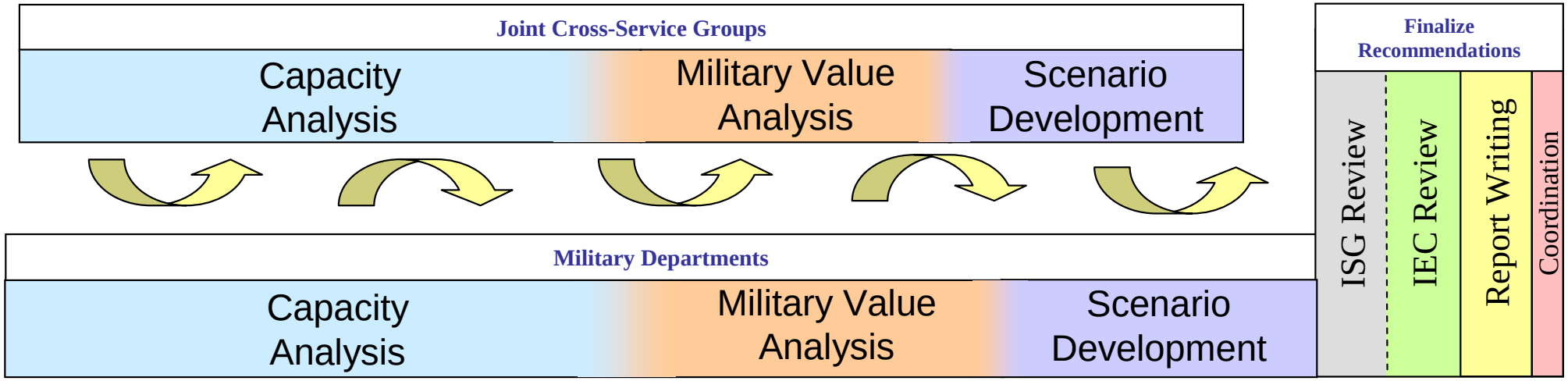
Infrastructure Executive Council

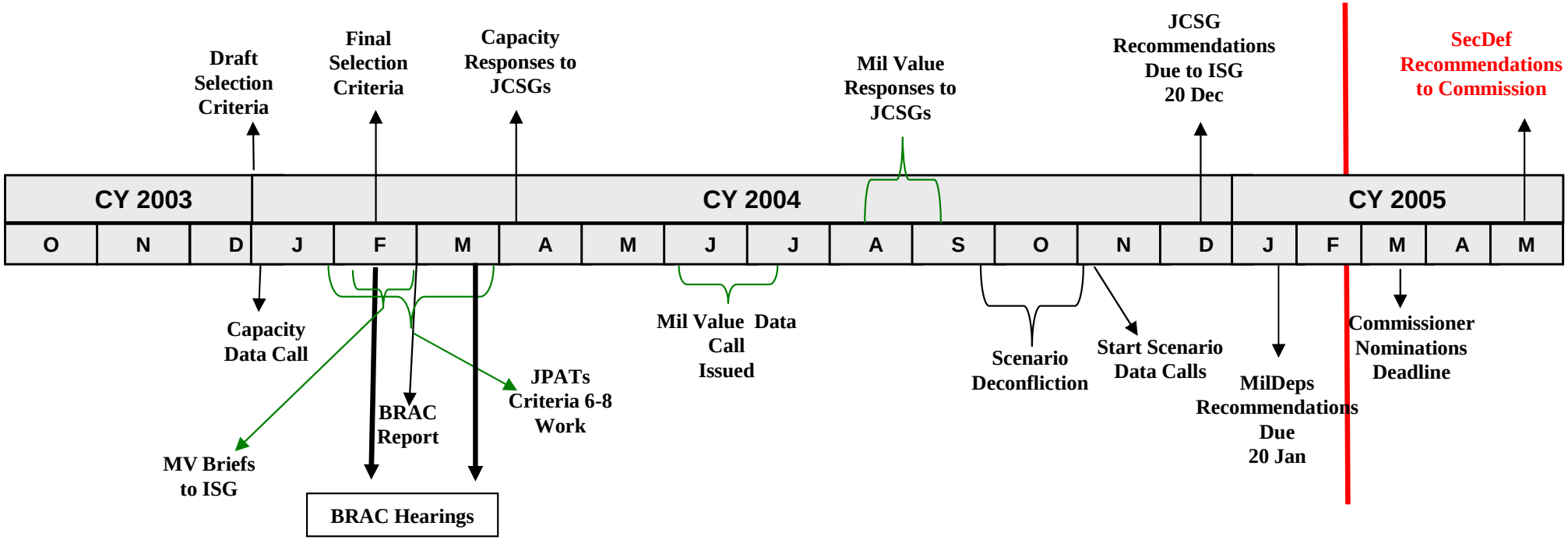
February 23, 2005

Purpose

- Process Overview
  - Timeline
  - Registered Closure Scenarios
  - Candidate Recommendations and Strategic Presence
- Approach to Payback issues
- ISG/IEC Candidate Recommendations Review
  - JCSG Candidate Recommendations
    - Industrial (5)
    - Education & Training (7)
    - Headquarters & Support (13)
    - Medical (3)
    - Supply & Storage (3)
    - Technical (3)
  - MilDep Candidate Recommendations
    - USA (21)
    - DoN (2)
    - USAF (31)

Process Overview





Registered Closure Scenarios

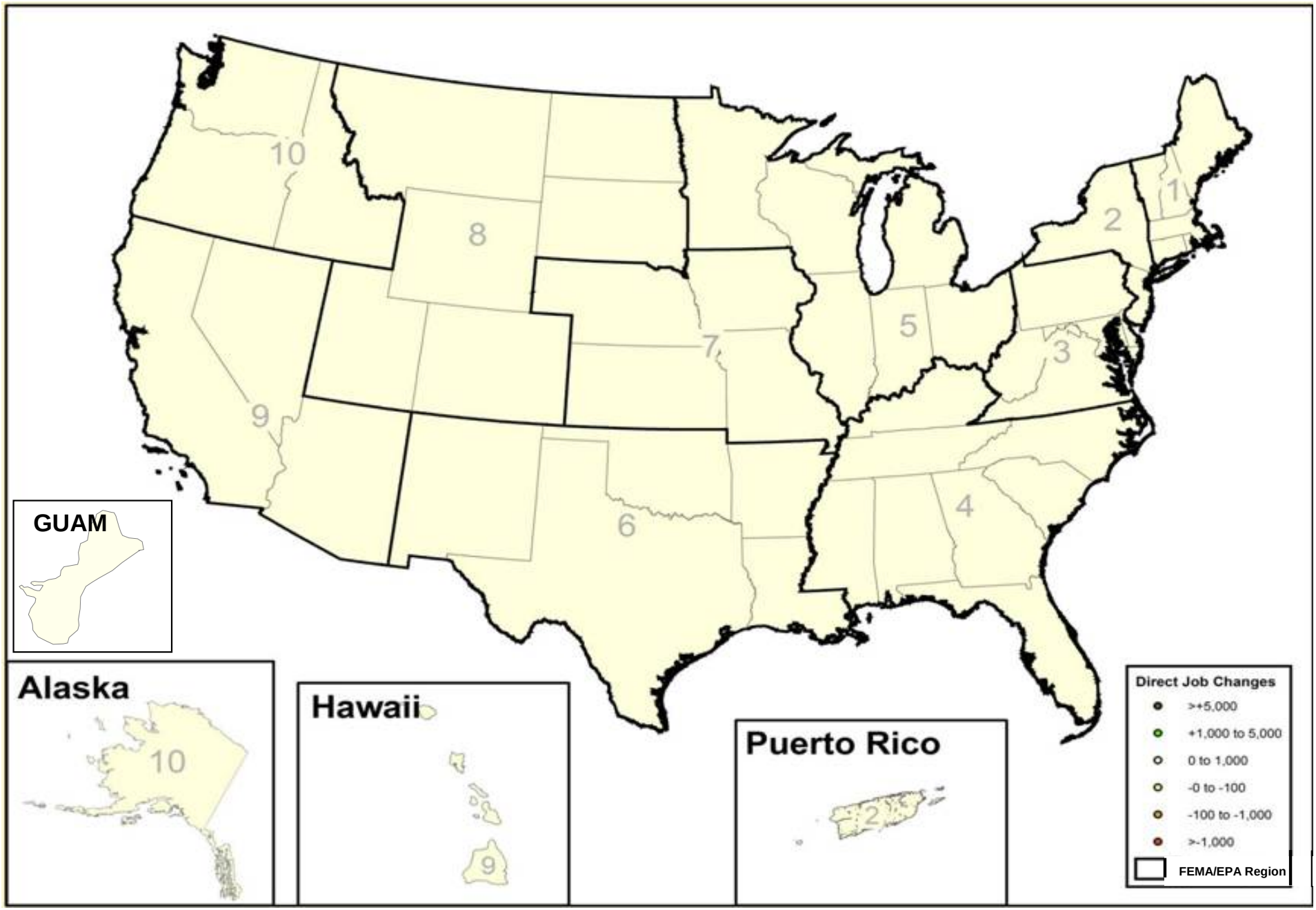
Annotated to Indicate Withdrawals

(as of 22 Feb 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~~	Walter Reed
Newport Chem Depot ✓	~~SUBASE San Diego~~	Ellsworth AFB ✓	~~*National Naval Med Ctr Bethesda*~~
Umatilla Chem Depot ✓	SUBASE New London ✓	~~Holloman AFB~~	~~NAS Meridian~~
Deseret Chem Depot ✓	NAS Atlanta ✓	Onizuka AFS ✓	~~NAS Corpus Christi~~
Ft Gillem ✓	~~NAS JRB Fort Worth~~	~~Los Angeles AFB~~	NAES Lakehurst
~~Ft Shafter~~	NAS Brunswick	~~Moody AFB~~	~~Presido of Monterey~~
Ft Monroe ✓	~~NAS Oceana~~	Pope AFB ✓	~~*MCLB Albany*~~
Ft McPherson ✓	~~MCRD San Diego~~	ANG / Reserve Stations (23 sites)	Brooks City Base
Watervliet Arsenal	~~MCAS Beaufort~~		Rome Lab
Rock Island Arsenal	NAS JRB Willow Grove		Mesa AFRL
~~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		
Mississippi AAP ✓	~~NDW DC (Potomac Annex)~~		
Kansas AAP ✓	~~Navy Supply Corps School~~		
River Bank AAP ✓	~~*NAV Shipyd Norfolk*~~		
Carlisle Barracks ✓	*NAV Shipyd Portsmouth*		
Red River Army Depot	NSA Corona		
Ft Monmouth	NAS Point Mugu		
NG / Reserve Centers (~ 485 sites)	~~Arlington Service Center~~		
	~~NS Newport~~		
	MCLB Barstow		
	NWSC Crane		
	NSA Philadelphia	NSWC Indian Head	
	Reserve Centers (~ 80 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

Candidate Recommendations & Strategic Presence



Approach to Payback Issues

- SecDef's BRAC Priorities
  - Maximize Joint Utilization
    - Reduce overhead
    - Improve efficiency
    - Facilitate joint training and operations
  - Further Transformation
    - Rationalize our infrastructure to force structure
    - Adjust footprint to maximize warfighter capability and efficiency
  - Convert Waste to Warfighting
    - Eliminate excess capacity which diverts DoD resources

Supporting New Capabilities May Increase Costs

Approach to Payback Issues

- IEC Review of Candidate Recommendations (CRs)
  - Step 1: *Individual* candidate recommendations presented for *tentative* IEC approval.
  - Step 2: ISG and MilDeps consolidate and reconcile all those tentatively approved.
    - While some individual candidate recommendations may not ever payback; once consolidated with others, the payback may improve significantly.
  - Step 3: Comprehensive package of candidate recommendations presented to IEC for final approval.
    - Presentation will highlight any recommendations with an NPV cost for discussion of non-monetary benefits.

Tentatively approved CRs go to the Red Team

Approach to Payback Issues

- Big Picture Summaries
  - This and future presentations of candidate recommendations include summary slides that reflect cumulative costs and savings and personnel reductions for:
    - Each JCSG
    - Each Military Department
    - All DoD

Candidate Recommendations – Cost and Savings

(As of 18 Feb 05)

	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army*	(7,789.5)	(7,242.7)	156.4	(5,498.8)
Navy	(1,009.1)	400.3	426.4	4,353.5
Air Force	(1,321.5)	16.1	445.7	4,137.9
JCSGs	(3,860.2)	1,235.1	1,500.7	15,129.4
E&T	(85.1)	73.5	38.5	423.4
H&SA	(2,362.8)	203.4	676.2	6,495.3
Industrial	(548.8)	666.4	435.1	4,683.0
Intelligence	0.0	0.0	0.0	0.0
Medical	(368.1)	9.9	129.1	1,219.1
S&S	(229.9)	276.2	154.2	1,682.5
Technical	(265.6)	5.7	67.5	626.0
Total	**(13,980.3)**	**(5,591.2)**	**2,529.2**	**18,122.0**

* The Army figures do not include $300M in one-time costs, $4.4B in net savings during the implementation period, $1.2B in annual recurring savings after the implementation period, and $15.6B in Net Present Value savings which will result from the overseas initiative that is not subject to the BRAC Commission.

Candidate Recommendations

Projected Briefings to ISG (as of 22 Feb 05)

Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar
E&T	16						6/0/1			5	4
H&SA	53	15/0/0		3/0/0	4/1/0	4/0/3	3/0/0	5/0/5	3	4	3
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6	6	
INTEL	4										4
MED	17		8/0/0		1/0/0			3/0/0	3	2	
S&S	7				1/0/0			3/0/0		3	
TECH	18					0/0/1		3/0/0		7	7
ARMY	150				95/0/1	32/0/0	21/0/0			2	2
DoN	65				38/0/0		2/0/0			25	
USAF	55							31/0/0	12	12	

Legend:

Approved – 305 / Disapproved – 2 / Hold – 11
Pending - 107

Note: MilDeps are for info only to ISG

Joint Cross Service Groups Candidate Recommendations

Strategy Driven – Data Verified

Industrial Joint Cross Service Group

- Strategy - Joint solutions, regionalization, and follow the fleet.
- Functional Areas
  - Ship Overhaul and Repair
  - Armaments and Munitions
    - 5 presented today
  - Maintenance

Summary of COBRA Results

Industrial JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(548.8)	666.4	435.1	4,683.0

Redacted

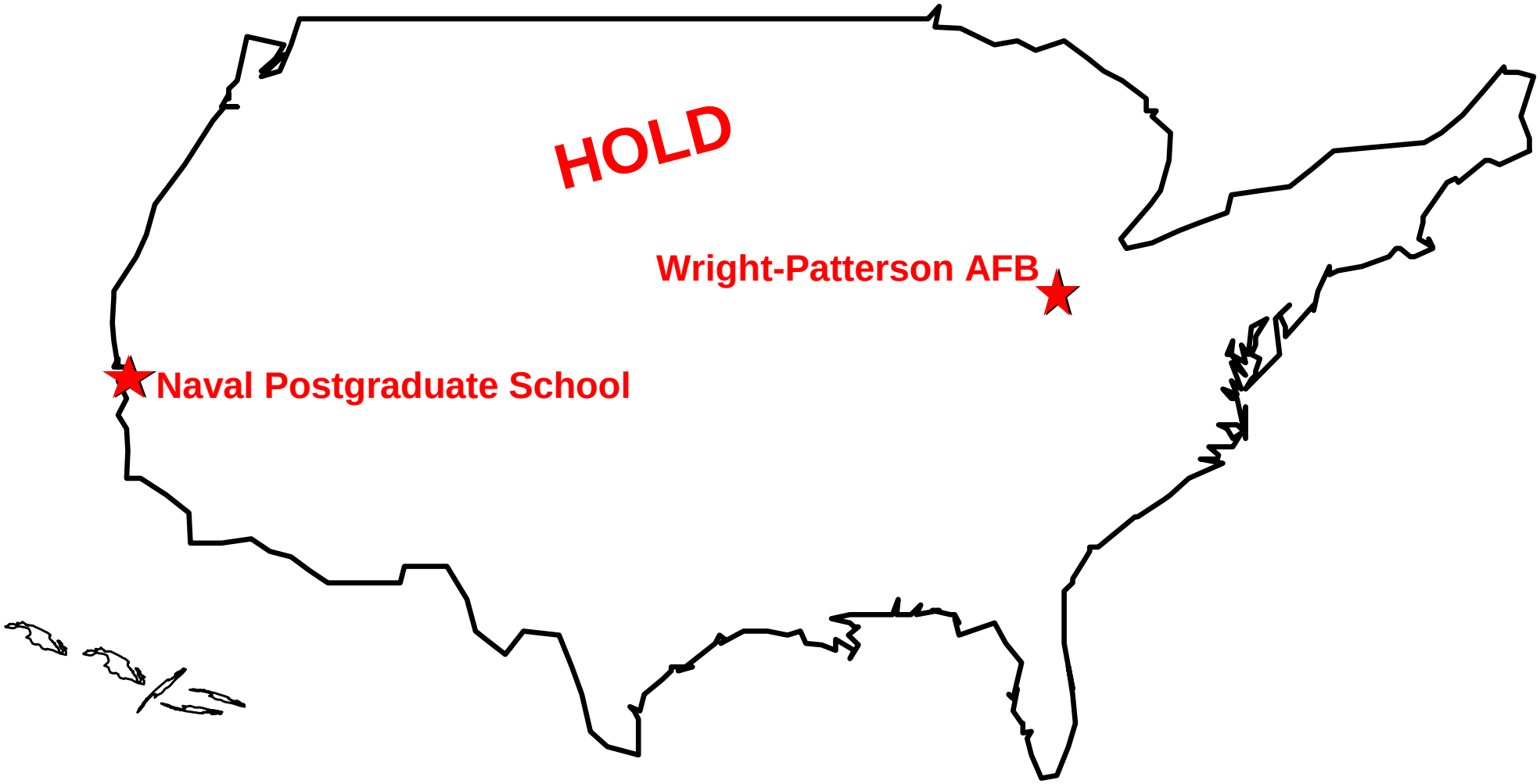
Education and Training Joint Cross Service Group

- Strategy – Joint centers of excellence, private sector reliance, joint combat and undergraduate flight training, preserve Service acculturation.
- Functional Areas
  - Flight Training
  - Professional Development Education
    - 2 presented today
  - Specialized Skill Training
    - 5 presented today
  - Ranges

Summary of COBRA Results

Education and Training JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(85.1)	73.5	38.5	423.4

Privatize Graduate Education Function



E&T-0003

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

Justification

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

✓Military Value

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

HOLD

Payback

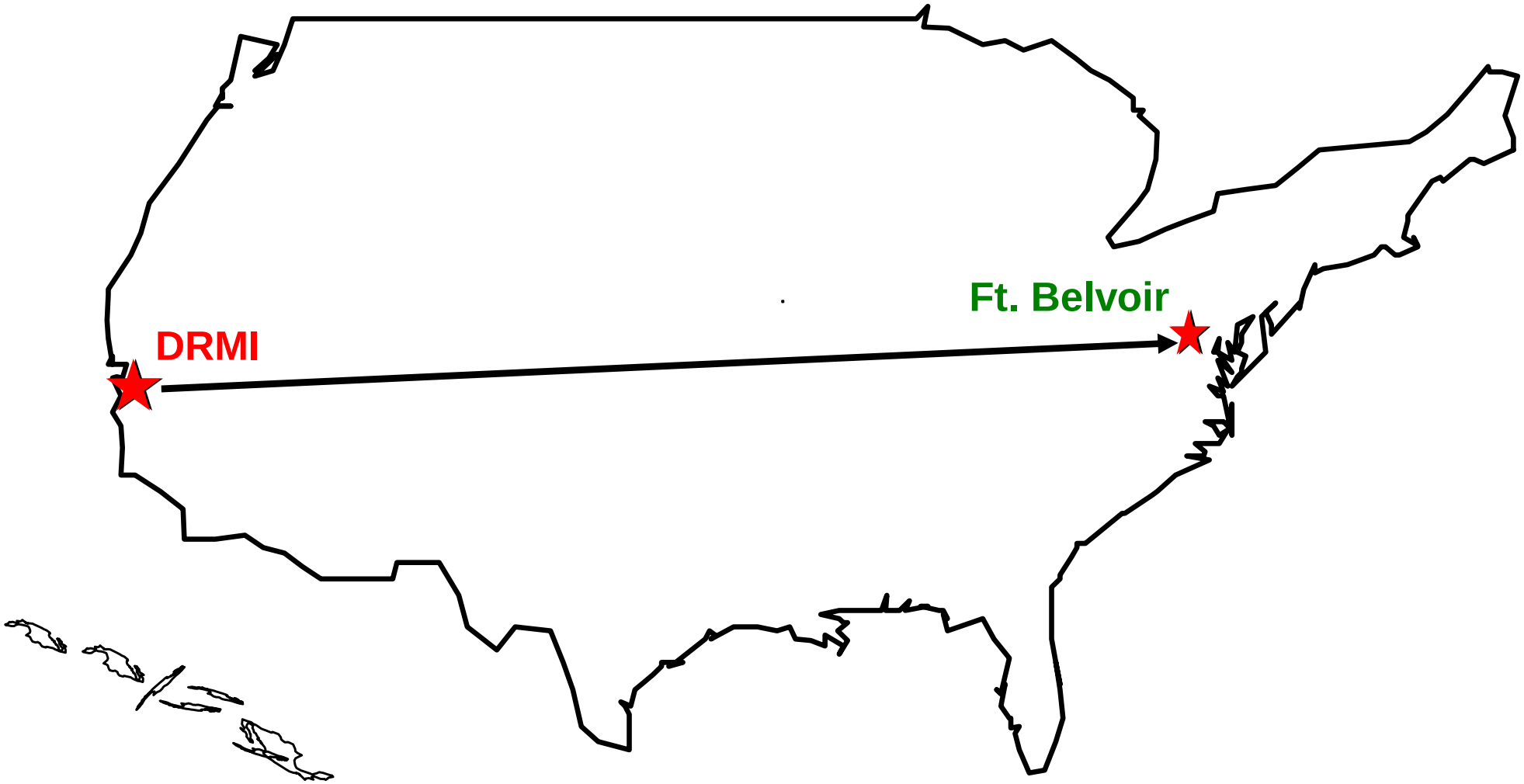
- ✓ One Time Cost: $ 47.2M
- ✓ Net Implementation Savings: $121.6M
- ✓ Annual Recurring Savings: $ 30.8M
- ✓ Payback Period: 1 year
- ✓ NPV (savings): $353.3M

Impacts

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

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

Combine Functions for OFTE — Defense Resource Management Institute



E&T-0012

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

Justification

- ✓ Aligns similar education activities
- ✓ Merges common support functions

Military Value

- ✓ MVA Scores: NPS (73.7), DAU (49.1)
- ✓ Functional closure of NPS function under E&T-0003; Military Judgment as basis for the movement of a subordinate unit to a similar organization.

Payback

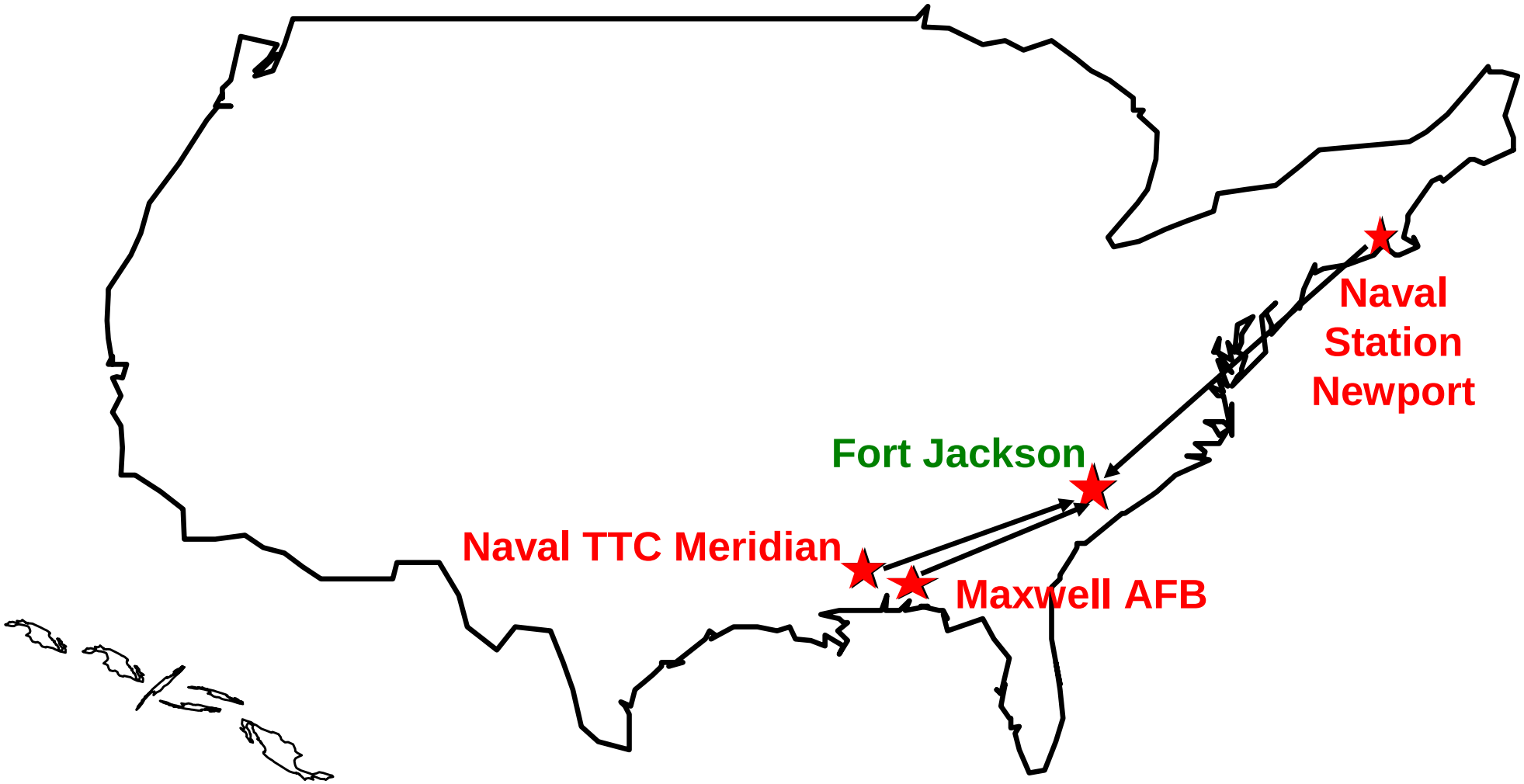
✓ One Time Cost:	$2.8M
✓ Net Implementation Savings:	$3.7M
✓ Annual Recurring Savings:	$0.7M
✓ Payback Period:	3 years
✓ NPV (savings):	$7.2M

Impacts

- ✓ Criterion 6: - 584 jobs (305 direct/279indirect) - 0.25%
- ✓ 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

Establish a Joint Center of Excellence for Religious Education & Training



E&T-0014

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

Justification

- ✓ Eliminates redundancy for similar programs.
- ✓ Merges common support function.
- ✓ Train as we fight "jointly"
- ✓ Proximity to operational forces of all services
- ✓ Availability of field training facilities

Military Value

✓ Ft Jackson	44.47
✓ Maxwell AFB	41.6
✓ NTTC Meridian	35
✓ NAVSTA Newport	34.1

Payback

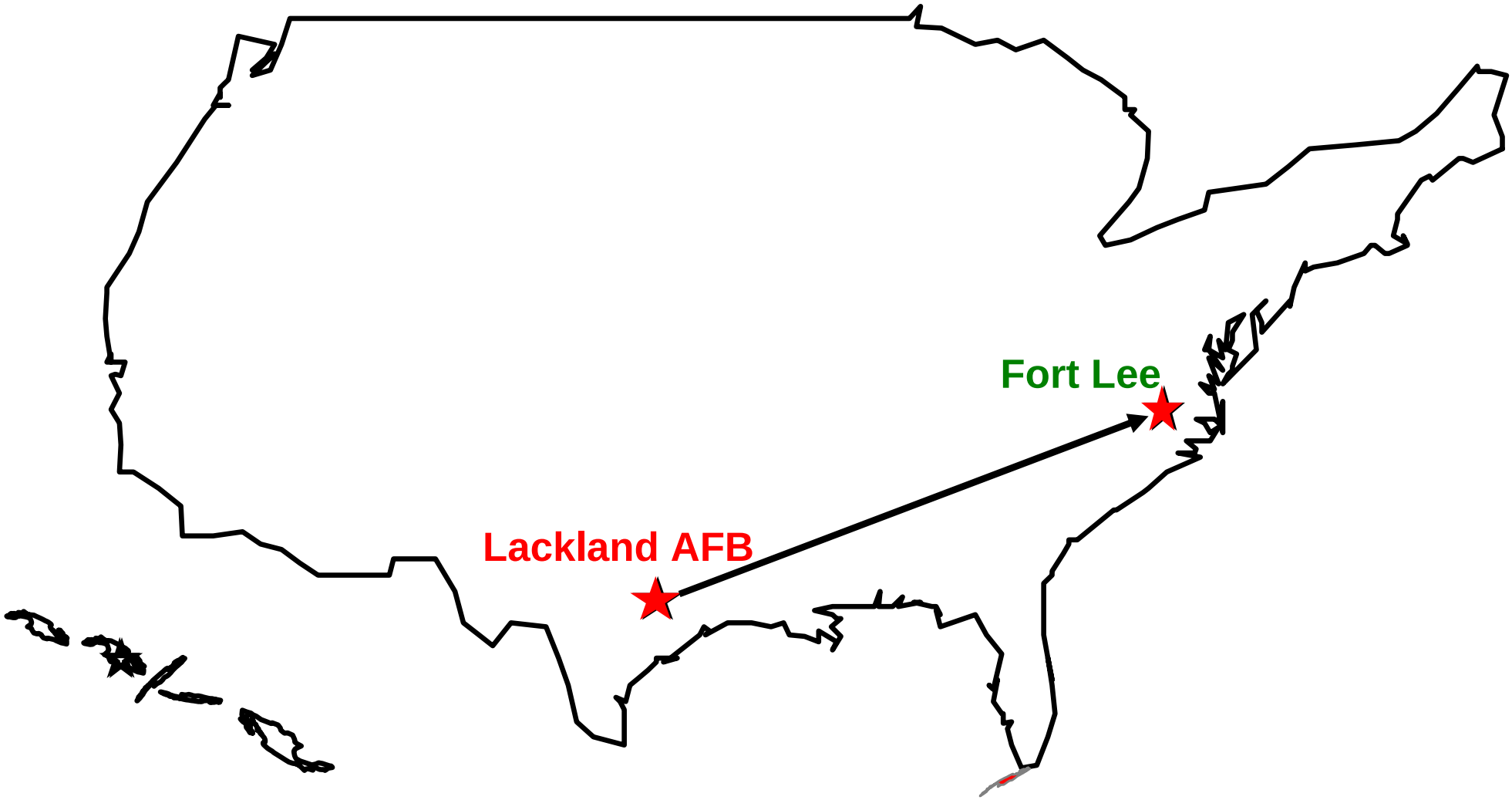
✓ One-time cost:	$1.2M
✓ Net implementation savings:	$6.5M
✓ Annual recurring savings:	$1.2M
✓ Payback time:	1 year
✓ NPV (savings):	$15.3M

Impacts

- ✓ Criterion 6:
  - ✓ Newport -89 jobs (40 direct/49 indirect); < 0.1%
  - ✓ Meridian -32 jobs (17 direct/15 indirect); < 0.1%
  - ✓ Montgomery -37 jobs (15 direct/22 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

Joint Center of Excellence for Culinary Training.



E&T-0016

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

Justification

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

Military Value

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

Payback

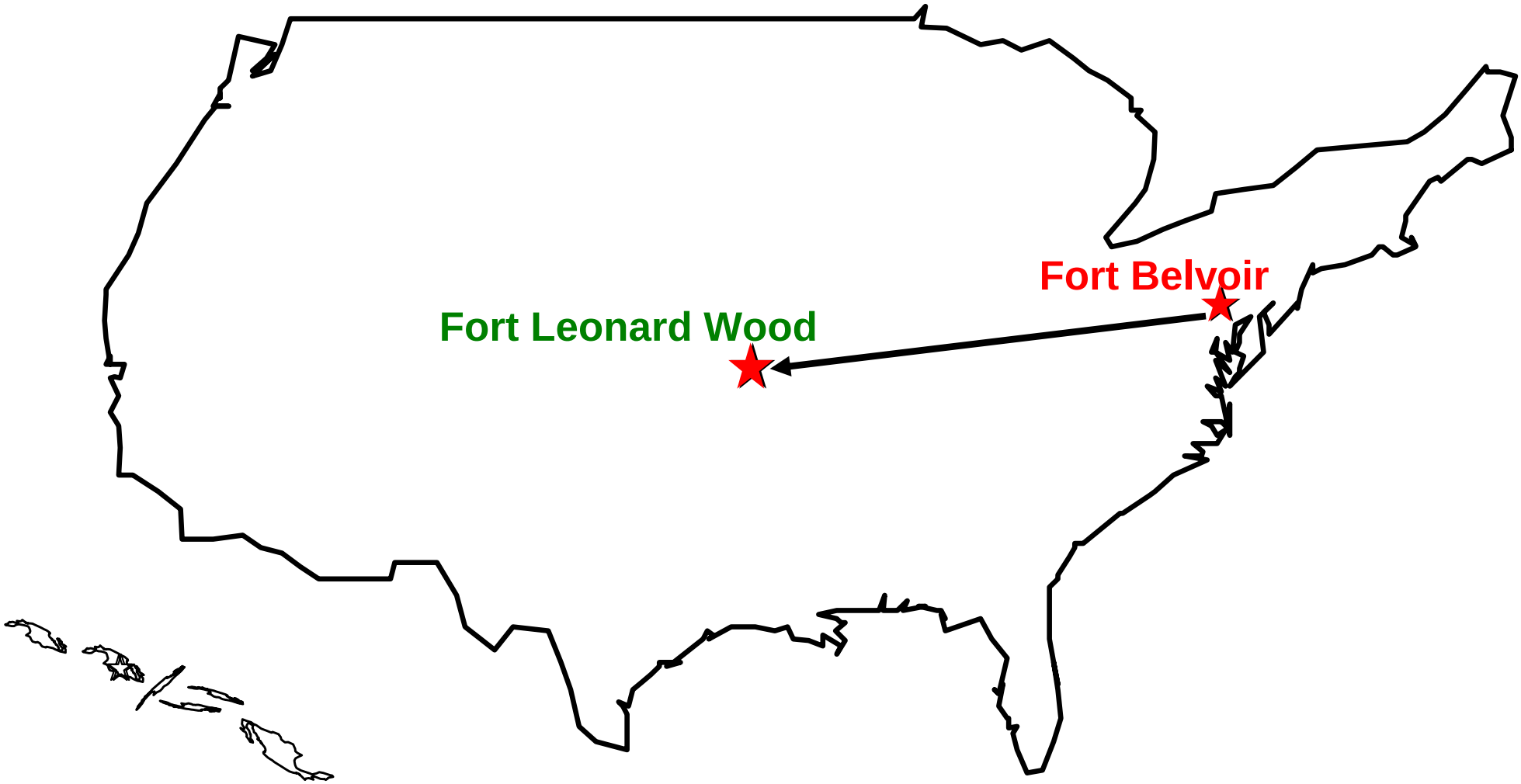
✓ One Time Cost:	$ 4.878M
✓ Net Implementation Cost:	$ 0.765M
✓ Annual Recurring Savings	$ 0.711M
✓ Payback Period	5 Years
✓ NPV (savings)	$ 5.687M

Impacts

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

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

Realign Prime Power Training



E&T-0029

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

Justification

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

Military Value

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

Payback

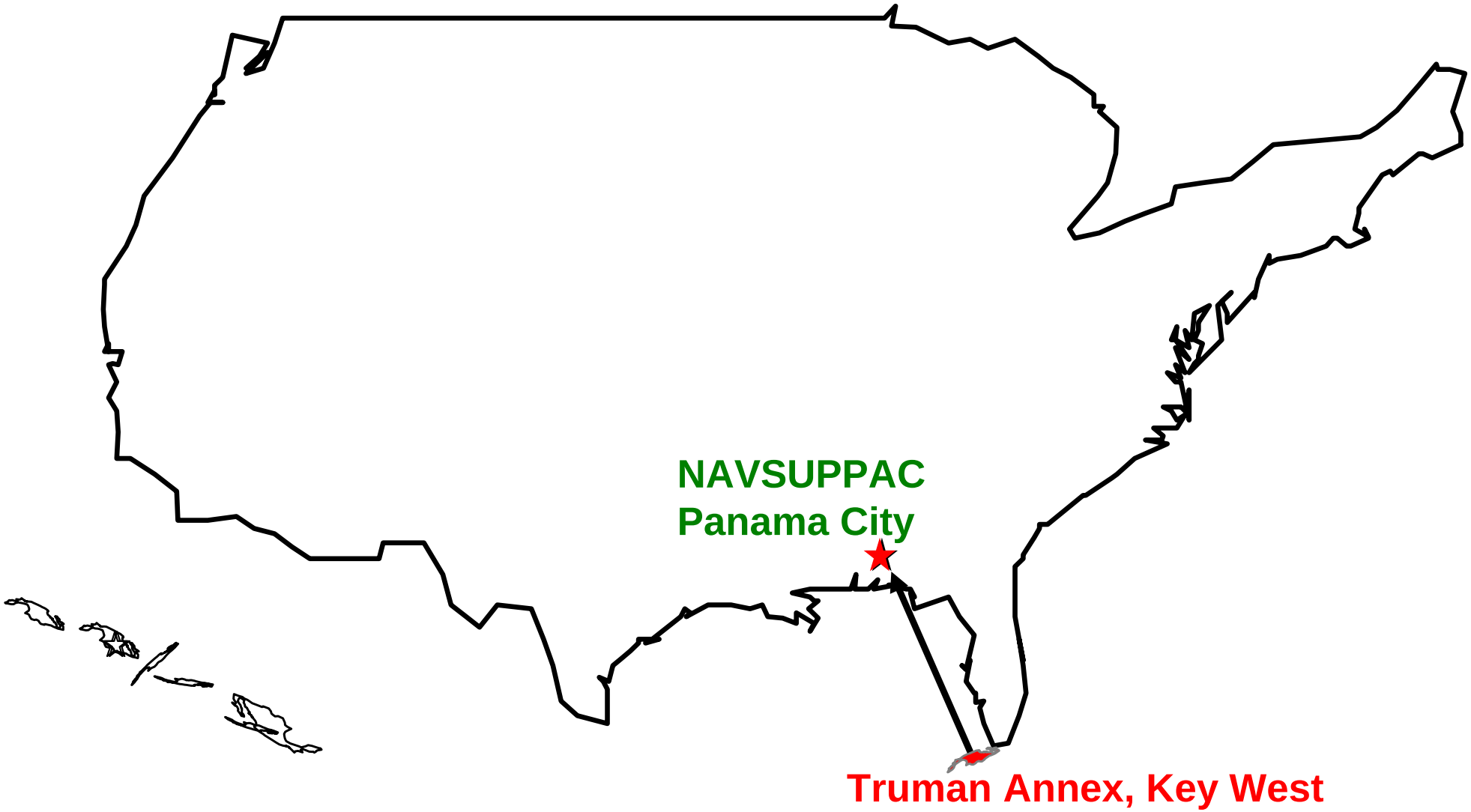
- ✓ One Time Cost: $10.23M
- ✓ Net Implementation Costs: $7.653M
- ✓ Annual Recurring Savings: $3.609M
- ✓ Payback Period: 3 Years
- ✓ NPV (savings): $40.084M

Impacts

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

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

Establish Joint Center of Excellence for Diver Training



E&T-0039

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

Justification

- ✓ Train as we fight: "jointly"
- ✓ ITRO as the baseline
- ✓ Consolidates Diver Training at the
- ✓ installation with the largest Service
- ✓ requirement
- ✓ Eliminates redundancy and costs
- ✓ Less new infrastructure required

Military Value

- ✓ Panama City, FL:
  - ✓ Initial Skills 33.76
  - ✓ Skills Progression 33.55
  - ✓ Functional 31.90
- ✓ Truman Annex evaluated as part of Ft. Bragg
- ✓ Military Judgment favored Panama City

Payback

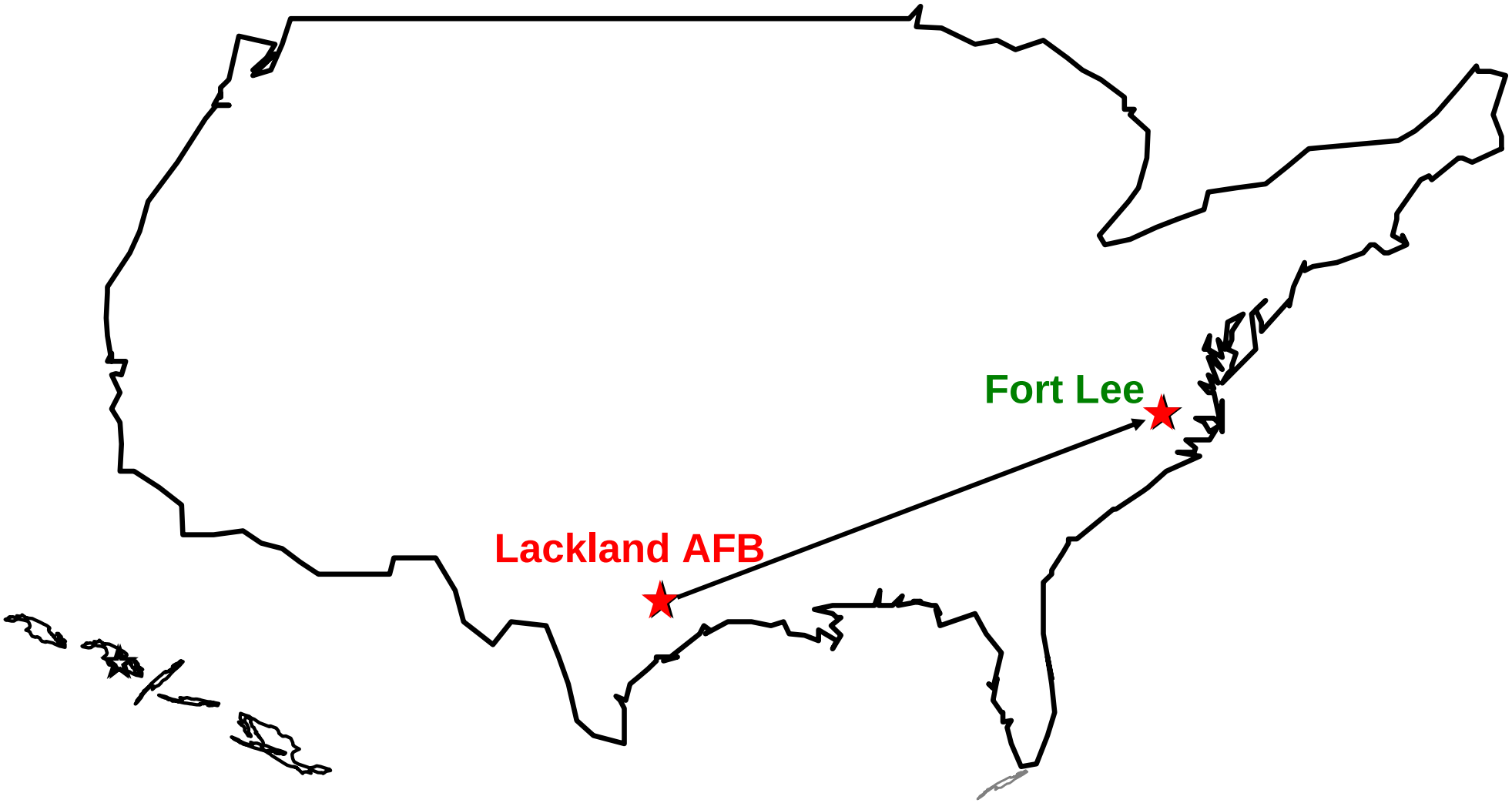
✓ One-time cost:	$17.776M
✓ Net implementation cost :	$14.237M
✓ Annual recurring savings:	$1.312M
✓ Payback time:	18 years
✓ NPV (savings):	$0.773M

Impacts

- ✓ Criteria 6: -232 jobs (135 direct/97 indirect); 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

Realign Transportation Management Training



E&T-0053

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

Justification

- ✓ Eliminates redundancy
- ✓ Train as we fight "jointly"
- ✓ Support Army scenario #USA-0051
- ✓ Uses Interservice training Review Organization as the baseline

Military Value

- ✓ Lackland has higher quantitative military value score.
- ✓ Military Judgment: Locating training at location with largest transportation training mission (Army, Fort Lee) provides highest overall MV

Payback

✓ One Time Cost:	$875K
✓ Net Implementation Costs:	$279K
✓ Annual Recurring Savings:	$239K
✓ Payback Period:	4 years
✓ NPV (savings):	$2.446M

Impacts

- ✓ Criterion 6: -236 jobs (144 direct/92 indirect); <0.1%
- ✓ 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/MilDeps

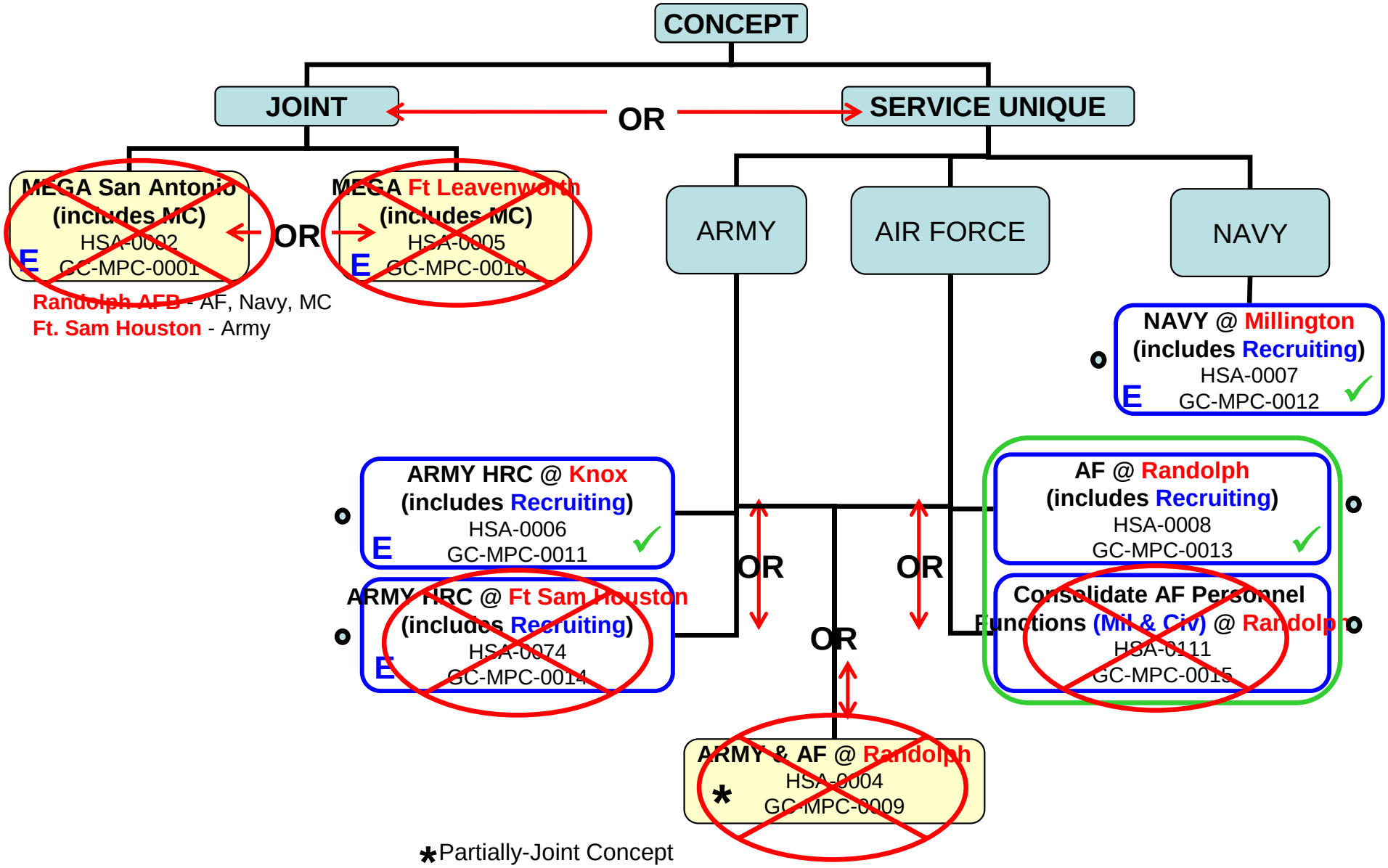
Headquarters and Support Activities
Joint Cross Service Group

- Strategy - Joint solutions, regionalization, and consolidation of NCR, pay, major HQs, prisons, and leased space.
- Functional Areas
  - Financial Management
  - Military Personnel Centers
    - 1 presented today
  - Installation Management
    - 1 presented today
  - Major Admin & HQ
    - 5 presented today
  - Correctional Facilities
    - 5 presented today
  - Civilian Personnel Offices
    - 1 presented today
  - Defense Agencies
  - Mobilization
  - Combatant Commands
  - Reserve & Recruiting Commands

Summary of COBRA Results

Headquarters and Support Activities JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(2,362.8)	203.4	676.2	6,495.3

Military Personnel Centers



Candidate # HSA Revised-0008 Create an Air Force Human Resources Center of Excellence (Personnel and Recruiting) at Randolph

Candidate Recommendation: Realign Buckley Annex, Denver, CO by relocating the Air Reserve Personnel Center processing functions to Randolph Air Force Base, TX and consolidating them with the Air Force Personnel Center at Randolph Air Force Base, TX and relocating the IMA operational management functions to Robins Air Force Base, GA and consolidating them with the Air Force Reserve Command at Robins Air Force Base, GA. Realign Robins Air Force Base, GA by relocating Air Force Reserve Recruiting Service to Randolph Air Force Base, TX.

Justification

- ✓ Same transformational strategy for Personnel & Recruiting as applied to the Army & Navy.
- ✓ Enables mission consolidation of Active & Reserve personnel center processing functions and elimination of excess capacity.
- ✓ Enables consolidation of IMA operational functions.
- ✓ Co-location of Recruiting functions improves personnel life-cycle management.

Military Value

- ✓ **Personnel:** Buckley Annex, 0.476; Randolph AFB, 0.723.
- ✓ **Recruiting:** Military judgment dominated over quantitative scores.
  - ✓ Co-location of Personnel Centers, Recruiting Commands, and Education & Training Command at a single location provides the greatest overall value for the Department.

Payback

✓ One Time Cost:	$ 30.3 M
✓ Net Implementation Cost:	$ 30.5 M
✓ Annual Recurring Savings:	$ 1.3 M
✓ NPV (cost):	$ 15.1 M
✓ Payback Period:	50 Years

Impacts

- ✓ **Criterion 6:**
  - ✓ Denver ROI: - 828 jobs; less than 0.1%
  - ✓ Warner Robins ROI: -43 jobs; less than 0.1%
- ✓ **Criterion 7:** Crime Rate at Randolph higher than the national average. No other issues.
- ✓ **Criterion 8:** Environmental impediments may exist: historic properties, land use constraints, and T/E species.

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

Installation Management

Joint Bases (JB)

JB @ Dix/McGuire/Lakehurst
HSA-0011
GC-IM-0003 ✓

JB @ Bragg/Pope
HSA-0009
GC-IM-0001 ✓

JB @ Elmendorf/Richardson
HSA-0015
GC-IM-0007 ✓

JB @ Andrews/Washington
HSA-0012
GC-IM-0004 ✓

JB @ Anacostia/Bolling/NRL
HSA-0013
GC-IM-0005 ✓

JB @ Myer/Henderson Hall
HSA-0014
GC-IM-0006 ✓

JB @ Pearl Harbor/Hickam
HSA-0016
GC-IM-0008 ✓

JB @ Monmouth/Earle Colts Neck
HSA-0075
GC-IM-0018 ✓

JB @ Dobbins/Atlanta
HSA-0119
GC-IM-0019 ✓

JB @ Lewis/McChord
Lewis "executive agent"
HSA-0010
GC-IM-0002 ✓

Consolidations

Consolidate Charleston AFB & NWS Charleston
HSA-0032
GC-IM-0009 ✓

Consolidate Lackland AFB, Ft. Sam Houston, & Randolph AFB
HSA-0017
GC-IM-0014 ✓

Consolidate Anderson AFB and COMNAVMARIANAS Guam
HSA-0127
GC-IM-00XX ✓

Consolidate South Hampton Roads Installations
HSA-0034
GC-IM-0012 ✓

Consolidate North Hampton Roads Installations
HSA-0033
GC-IM-0013 ✓

HSA-0127: Consolidate Andersen AFB and COMNAVMARIANAS

Candidate Recommendation: Realign Andersen AFB by relocating the installation management functions/responsibilities to COMNAVMARIANAS Guam. The U.S. Navy will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization (SRM).

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 95 positions and associated footprint)
- ✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services

Military Value

- ✓ Comparison of BASOPS missions using Military Value model:
  - ✓ Andersen AFB - .162
  - ✓ COMNAVMARIANNAS – .181
- ✓ Enhances jointness

Payback

✓ One time costs:	$2.0M
✓ Net Implementation savings:	$43.3M
✓ Annual Recurring savings:	$9.8M
✓ Payback period:	Immediate
✓ NPV (savings):	$131.4M

Impacts

- ✓ Criterion 6: -174 jobs (-95 direct/-79 indirect) 0.32%
- ✓ 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

DISA

(Defense Information Systems Agency)

Inside DC Area OR **Outside DC Area**

~~**Consolidate DISA Components within DC Area @ Meade**~~
~~HSA-0045~~
~~MAH-MAH-0001~~

OR

~~**Consolidate DISA Components within DC Area @ Belvoir**~~
~~HSA-0089 [DECON]~~
~~MAH-MAH-0036~~

OR

Consolidate DISA Components outside DC Area @ Offutt AFB
HSA-0046
MAH-MAH-0034 ✓

OR

~~**Consolidate DISA Components outside DC Area @ Peterson AFB**~~
~~HSA-0090 [DECON]~~
~~MAH-MAH-0037~~

OR

~~**Consolidate DISA Components outside DC Area @ Schriever AFB**~~
~~HSA-0112 [DECON]~~
~~MAH-MAH-0037~~

#HSA-0046: Consolidate Defense Information Systems Agency (DISA) Components outside of DC Area

Candidate Recommendation (summary): Relocate and consolidate DISA HQs from 6 leased locations in DC area and one in Louisiana to Offutt AFB. Retain a Pentagon Liaison office in Arlington. Relocate the Joint Task Force-Global Network Operation from 2 leased locations in the DC area to Offutt AFB.

Justification

- ✓ Consolidates DISA HQ in one location; eliminates redundancy and enhances efficiency.
- ✓ Eliminates ~715,000 USF of leased space.
- ✓ Synergy with STRATCOM.
- ✓ Potential to close Arlington Service Center.
- ✓ Moves DISA to AT/FP compliant space.

Military Value

- ✓ DISA HQ: 287th of 314
- ✓ Offutt AFB: 4th of 314

Payback

✓ One Time Cost:	$292.7M
✓ Net Implementation Cost:	$145.3M
✓ Annual Recurring Savings:	$ 49.6M
✓ Payback Period:	4 Years
✓ NPV (savings):	$341.6M

Impacts

- ✓ Criterion 6: NCR: -6,868 jobs (4,019 direct, 2,849 indirect), 0.25%. New Orleans: -296 jobs (151 direct, 145 indirect), less than 0.1%.
- ✓ Criterion 7: Housing availability and UCR.
- ✓ Criterion 8: Air quality, possible constraints on buildable acreage. No impediments
- ✓ Other risks: Business interruption; workforce.

✓ 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

Media and Publications

Create New Agency for Media & Publications @ Meade
HSA-0071
MAH-MAH-0012

OR

~~**Create New Agency for Media & Publications @ Lackland AFB**~~
~~HSA-0104 [DECON]~~
~~MAH-MAH-0045~~

#HSA-0071 Create New Agency for Media and Publications

Candidate Recommendation (summary): Creates a new DoD Media Activity by relocating Army Broadcasting Service, Soldiers Radio & TV, Soldiers Magazine, Air Force News Agency-Army/Air Force Hometown News Service, and the Naval Media Center from Fort Belvoir, Anacostia Annex, and leased locations in Alexandria, VA, and San Antonio, TX to Ft. Meade. Co-locates American Forces Information Service with the Defense Information School and the new DoD Media Activity at Ft. Meade.

Justification

- ✓ Eliminates 84,000 USF of leased space.
- ✓ Promotes "jointness" and creates opportunities for savings and synergy.
- ✓ Co-location of new Media Activity with AFIS and Defense Information School facilitates possible consolidation of common support functions.
- ✓ Moves Activities to an AT/FP compliant location.

Military Value

- ✓ Army Broadcasting Service and Soldiers Radio & TV: 242nd of 324
- ✓ Soldiers Magazine: 200th of 324.
- ✓ AF News Agency-Army/AF Hometown News: 303rd of 324.
- ✓ Naval Media Center: 175th of 324
- ✓ AFIS: 248th of 324
- ✓ Ft. Meade: 88th of 324.

Payback

✓ One Time Cost	$42.93M
✓ Net Implementation Cost:	$ 4.4M
✓ Annual Recurring Savings:	$ 9.3M
✓ Payback Period:	4 Years
✓ NPV (savings):	$81.4M

Impacts

- ✓ Criterion 6: -740 jobs in NCR (439 direct, 301 indirect); < 0.1%. -488 jobs in San Antonio (59 direct, 301 indirect); <0.1%.
- ✓ Criterion 7: No Impacts.
- ✓ 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

NAVAIR

Consolidate NAVAIR Leased Locations
@ NAS Patuxent River
HSA-0078
MAH-MAH-0028

OR

~~**Consolidate NAVAIR**~~
~~**@ Leased Space**~~
~~HSA-0103 [DECON]~~
~~MAH-MAH-0044~~

#HSA-0078: Consolidate NAVAIR

Candidate Recommendation: Close 214191 Great Mills Road and 21535 Pacific Drive, leased installations in Lexington Park, Maryland. Relocate Naval Air Systems Command to Naval Air Station Patuxent River, Maryland.

Justification

- ✓ Eliminates approximately 25,000 USF of leased space within the DC Area.
- ✓ Consolidation of HQs from multiple to single locations eliminates redundancy.
- ✓ Moves NAVAIR Components to an AT/FP compliant location.

Military Value

- ✓ NAVAIR: 241st of 314.
- ✓ NAS Patuxent River: 143rd of 314.

Payback

✓ One Time Cost:	$16.4M
✓ Net Implementation Cost:	$15.0M
✓ Annual Recurring Savings:	$ .5M
✓ Payback Period:	100+ Years
✓ NPV (cost):	$9.8M

Impacts

- ✓ Criterion 6: No job losses.
- ✓ Criterion 7: No issues.
- ✓ Criterion 8: No impediments.

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

MILDEP Investigation Agencies

~~**Co-locate MILDEP Investigation Agencies**~~
~~@ **Ft. Meade**~~
~~HSA-0076~~
~~MAH-MAH-0007~~

OR

Co-locate MILDEP Investigation Agencies
@ **Quantico**
HSA-0108 **[DECON]**
MAH-MAH-0043 ✓

#HSA-0108: Co-locate MILDEP Investigation Agencies

Candidate Recommendation: Realign Washington Navy Yard, District of Columbia, by relocating the Naval Criminal Investigation Service (NCIS) to MCB Quantico, Virginia. Realign Andrews Air Force Base, Maryland by relocating the AF Office of Special Investigation (AFOSI) to MCB Quantico, Virginia. Realign Ft. Belvoir, Virginia, by relocating the Army Criminal Investigation Command (CID) to MCB Quantico, Virginia.

Justification

- ✓ Relocates several large activities away from the National Capital Region.
- ✓ Frees up 524,000 GSF close to Pentagon for other uses.
- ✓ Provides Navy NCIS with upgraded HQ facility.
- ✓ Co-location of activities with like missions promotes "jointness" and creates opportunities for synergy.
- ✓ Potential synergy with FBI activities at Quantico.

Military Value

- ✓ NCIS: 157th of 324
- ✓ AFOSI: 154th of 324
- ✓ USA CID: 199th of 324
- ✓ MCB Quantico: 61st of 324

Payback

✓ One Time Cost:	$85.1M
✓ Net Implementation Cost:	$75.5M
✓ Annual Recurring Savings:	$ 4.1M
✓ Payback Period:	36 Years
✓ NPV (cost):	$32.1M

Impacts

- ✓ Criterion 6: -45 jobs (27 direct, 18 indirect); < .1%.
- ✓ Criterion 7: Distance to airport issue. No impediments.
- ✓ Criterion 8: No impediments.
- ✓ Other risks: Business disruption; benefits of "jointness" and co-location may not materialize.

✓ 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

AF Real Property Agency

Relocate AF Real Property Agency
@ Brooks City-Base, TX
HSA-0122
✓ MAH-MAH-0053

#HSA-0122: Relocate Air Force Real Property Agency

Candidate Recommendation: Realign Rosslyn Center and the Nash Street Building, leased installations in Arlington, Virginia, by relocating the Air Force Real Property Agency to Brooks City-Base, San Antonio, Texas.

Justification

- ✓ Eliminates 16,437 USF NCR leased space
- ✓ Co-location creates synergy for installation planning and environmental response.
- ✓ Moves USAF leased space to an AT/FP compliant location.

Military Value

- ✓ AFRPA(AF/IE): 290th of 324
- ✓ Brooks City-Base: 82nd of 324

Payback

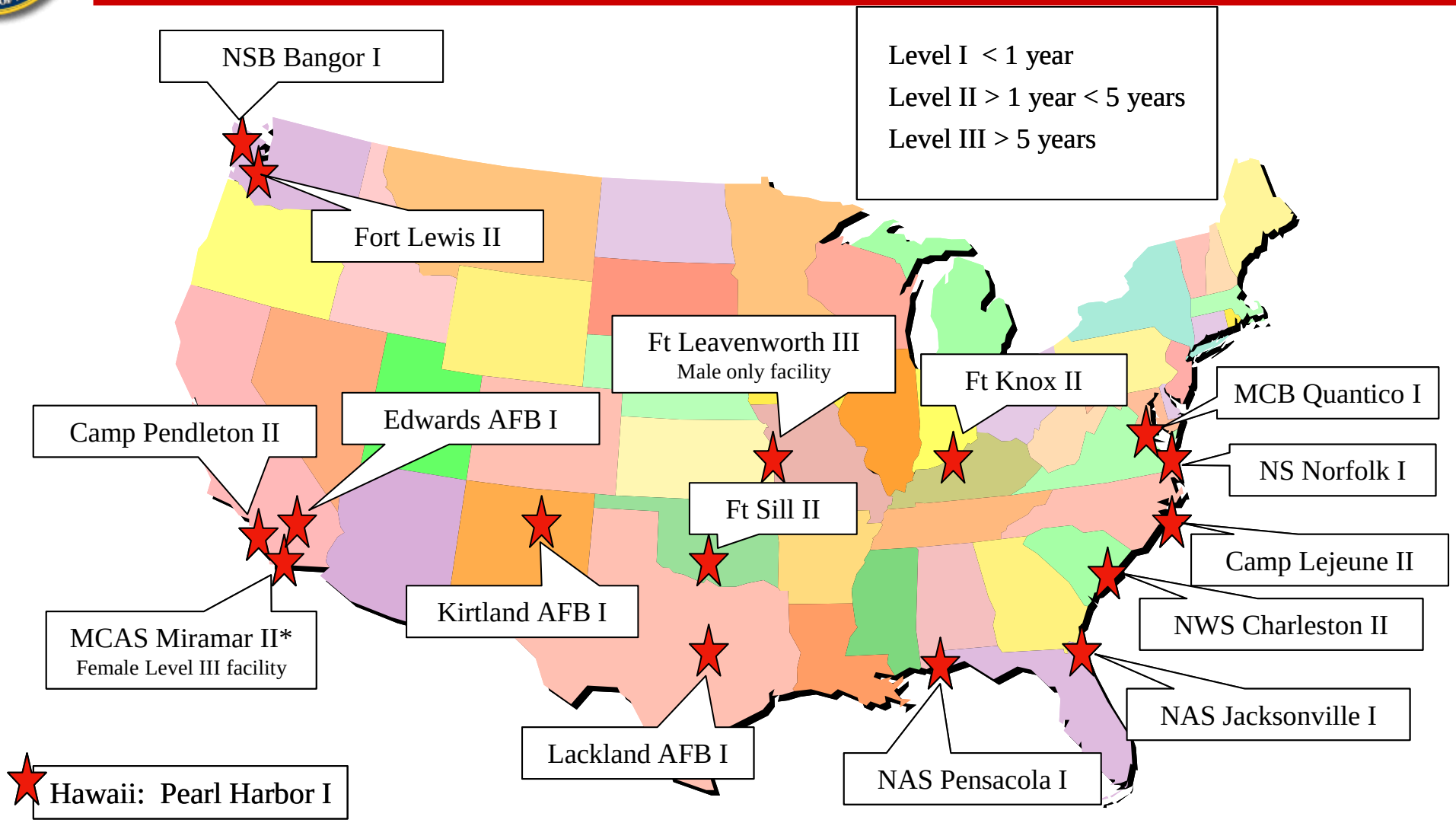
✓ One Time Cost:	$3.3M
✓ Net Implementation Savings:	$ .9M
✓ Annual Recurring Savings:	$ .9M
✓ Payback Period:	4 Years
✓ NPV (savings):	$9.3M

Impacts

- ✓ Criterion 6: NCR: -123 jobs (58 direct; 65 indirect); <0.1%.
- ✓ Criterion 7: No issues
- ✓ Criterion 8: historic properties and wetlands impacts. No impediments.

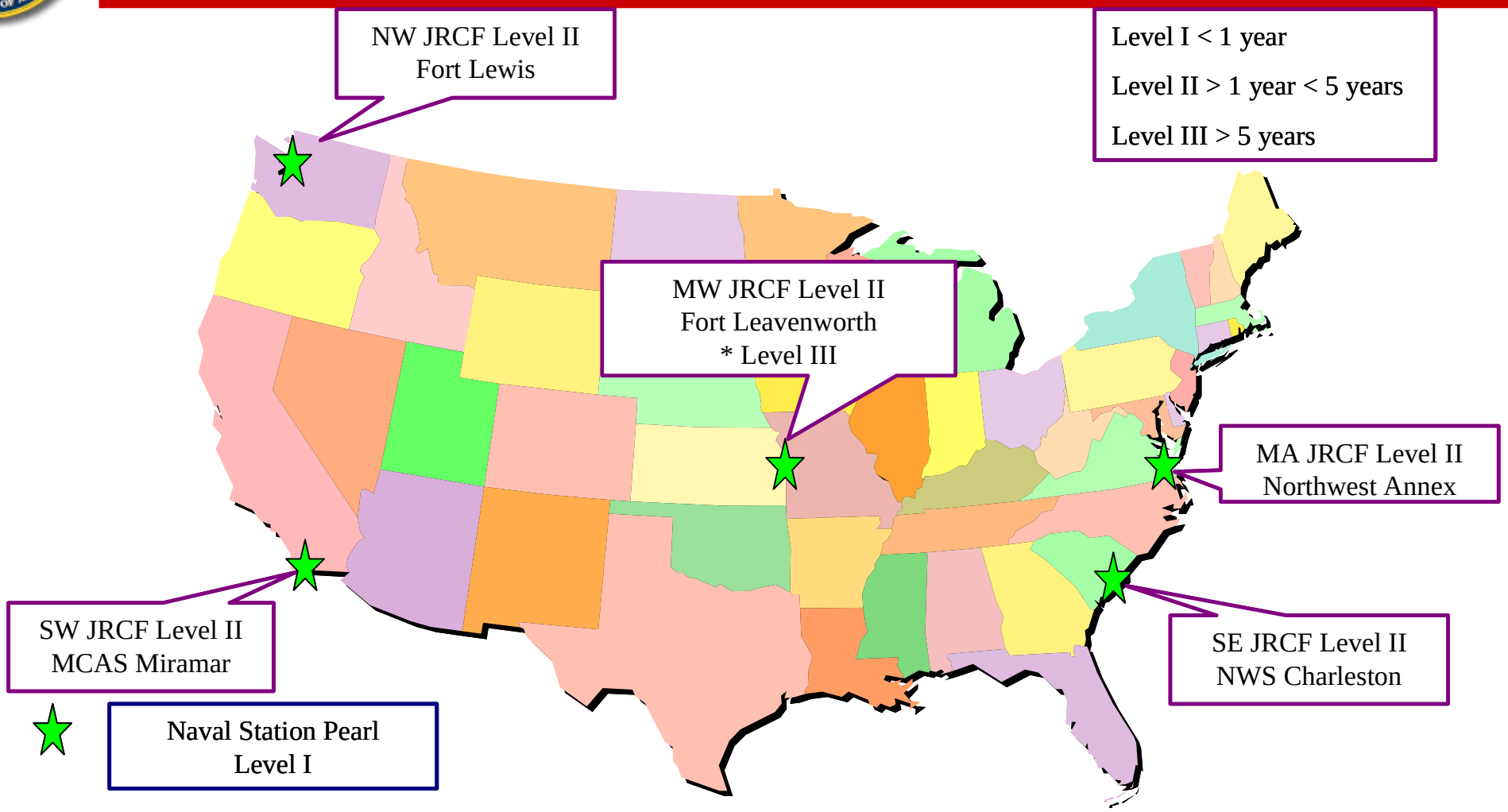
✓ Strategy
✓ COBRA
✓ Capacity Analysis / Data Verification
✓ Military Value Analysis / Data Verification
✓ JCSG/MilDep Recommended
✓ Criteria 6-8 Analysis
✓ De-conflicted w/JCSGs
✓ De-conflicted w/MilDeps

Corrections Facilities Today



- **4 facilities constructed in 1950's**

Proposed Joint Regional Correctional Facilities



- **Average Age of Closed Facilities—26 years**
- **Working FBOP Reallocation of 500 inmates**
- **FBOP Transfers fully adjudicated/discharged from military service.**

HSA-0021 – Southwestern Joint Regional Correctional Facility

Candidate Recommendation: Realign Edwards Air Force Base, California, Kirtland Air Force Base, New Mexico, and Marine Corps Base Camp Pendleton, California, by relocating the correctional function to Marine Corps Air Station, Miramar, California, and consolidating it with the correctional function already at Marine Corps Air Station Miramar, California, into a single Level II Joint Regional Correctional Facility.

Justification

- ✓ Improves jointness, catalyst to creating a Joint DoD correctional system.
- ✓ Buildable acres available @ MCAS Miramar.
- ✓ Consolidates DoD correctional facilities

Military Value

- ✓ Edwards 12th of 17
- ✓ Kirtland 14th of 17
- ✓ Pendleton 15th of 17
- ✓ Miramar 2nd of 17

HOLD

Payback

- ✓ One Time Cost: $34.8M
- ✓ Net Implementation Cost: $28.4M
- ✓ Annual Recurring Savings: $ 5.3M
- ✓ Payback Period: 8 Years
- ✓ NPV (savings): $24.6M

Impacts

- ✓ Economic: 22 to 288 job losses; <0.1%
- ✓ Community: No Issues
- ✓ Environmental: No impediments.
- ✓ Other Risks: Prisoner transportation costs higher at Miramar than Edwards and Kirtland.

✓ 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

HSA-0082 – Mid-Atlantic Joint Regional Correctional Facility

Candidate Recommendation: Realign Naval Station Norfolk, Virginia, Marine Corps Base Quantico, Virginia, and Camp Lejeune, North Carolina, by relocating and consolidating the correctional function into a single Level II Joint Regional Correctional Facility at Naval Support Activity Norfolk, Northwest Annex, Chesapeake, Virginia.

Justification

- ✓ Improves jointness, catalyst to creating a Joint DoD correctional system.
- ✓ Buildable acres available @ NSA Norfolk, Northwest Annex.
- ✓ Consolidates DoD correctional facilities

Military Value

- ✓ Norfolk 8th of 17
- ✓ Lejeune 9th of 17
- ✓ Quantico 13th of 17

HOLD

Payback

- ✓ One Time Cost: $60.3M
- ✓ Net Implementation Cost: $54.1M
- ✓ Annual Recurring Savings: $ 6.6M
- ✓ Payback Period: 12 Years
- ✓ NPV (savings): $13.2M

Impacts

- ✓ Economic: 2 to 199 job losses; (0.1% to 0.22%
- ✓ Community: No Issues
- ✓ Environmental: No impediments.
- ✓ Other Risks: Prisoner transportation costs higher at Lejeune and Quantico.

✓ 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

HSA-0024 – Southeastern Joint Regional Correctional Facility

Candidate Recommendation: Realign Naval Air Station Pensacola, Florida, and Naval Air Station Jacksonville, Florida, by relocating the correctional function to Naval Weapons Station Charleston, South Carolina, and consolidating it with the correctional function already at Naval Weapons Station Charleston, South Carolina, into a single Level II Joint Regional Correctional Facility.

Justification

- ✓ Improves jointness, catalyst to creating a Joint DoD correctional system.
- ✓ Buildable acres available @ NWS Charleston.
- ✓ Consolidates DoD correctional facilities.

Military Value

- ✓ Jacksonville 17th of 17
- ✓ Pensacola 7th of 17
- ✓ Charleston 3rd of 17

HOLD

Payback

- ✓ One Time Cost: $5.6M
- ✓ Net Implementation Cost: $6.0M
- ✓ Annual Recurring Savings: $108K
- ✓ Payback Period: 100+Years
- ✓ NPV (costs): $4.4M

Impacts

- ✓ Economic: 32 to 74 job losses; <0.1%
- ✓ Community: No Issues
- ✓ Environmental: No impediments.
- ✓ Other Risks: Prisoner transportation costs higher at Charleston than Jacksonville and Pensacola.

✓ 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

HSA-0020 – Northwestern Joint Regional Correctional Facility

Candidate Recommendation: Realign Subase Bangor, Washington, by relocating the correctional function to Fort Lewis, Washington, and consolidating it with the correctional function already at Fort Lewis, Washington, into a single Level II Joint Regional Correctional Facility.

Justification

- ✓ Improve jointness, catalyst to creating a Joint DoD correctional system.
- ✓ Insufficient buildable acres at Subase Bangor.
- ✓ Consolidates DoD correctional facilities.

Military Value

- ✓ Bangor 5th of 17
- ✓ Fort Lewis 10th of 17
- ✓ Military judgment: Fort Lewis adequate buildable acres. Subase Bangor and Fort Lewis only DOD correctional facilities in the geographical region.

HOLD

Payback

- ✓ One Time Cost: $66.3M
- ✓ Net Implementation Cost: $69.6M
- ✓ Annual Recurring Costs: $1.06M
- ✓ Payback Period: Never
- ✓ NPV (cost): $ 72.5 M

Impacts

- ✓ Economic: -30 jobs (16 direct; 14 indirect); < 0.1%
- ✓ Community: No issues.
- ✓ Environmental: No impediments.
- ✓ Other Risks: Prisoner transportation costs higher at Fort Lewis.

✓ 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

HSA-0022 – Midwestern Joint Regional Correctional Facility

Candidate Recommendation: Realign Lackland Air Force Base, Texas, Fort Knox, Kentucky, and Fort Sill, Oklahoma, by relocating and consolidating the correctional function into a new single Level II Joint Regional Correctional Facility at Fort Leavenworth, Kansas.

Justification

- ✓ Improves jointness, catalyst to creating a Joint DoD correctional system.
- ✓ Buildable acres available @ Fort Leavenworth.
- ✓ Consolidates DoD correctional facilities

HOLD

Military Value

- ✓ Leavenworth 1st of 17
- ✓ Knox 4th of 17
- ✓ Sill 11th of 17
- ✓ Lackland 6th of 17

Payback

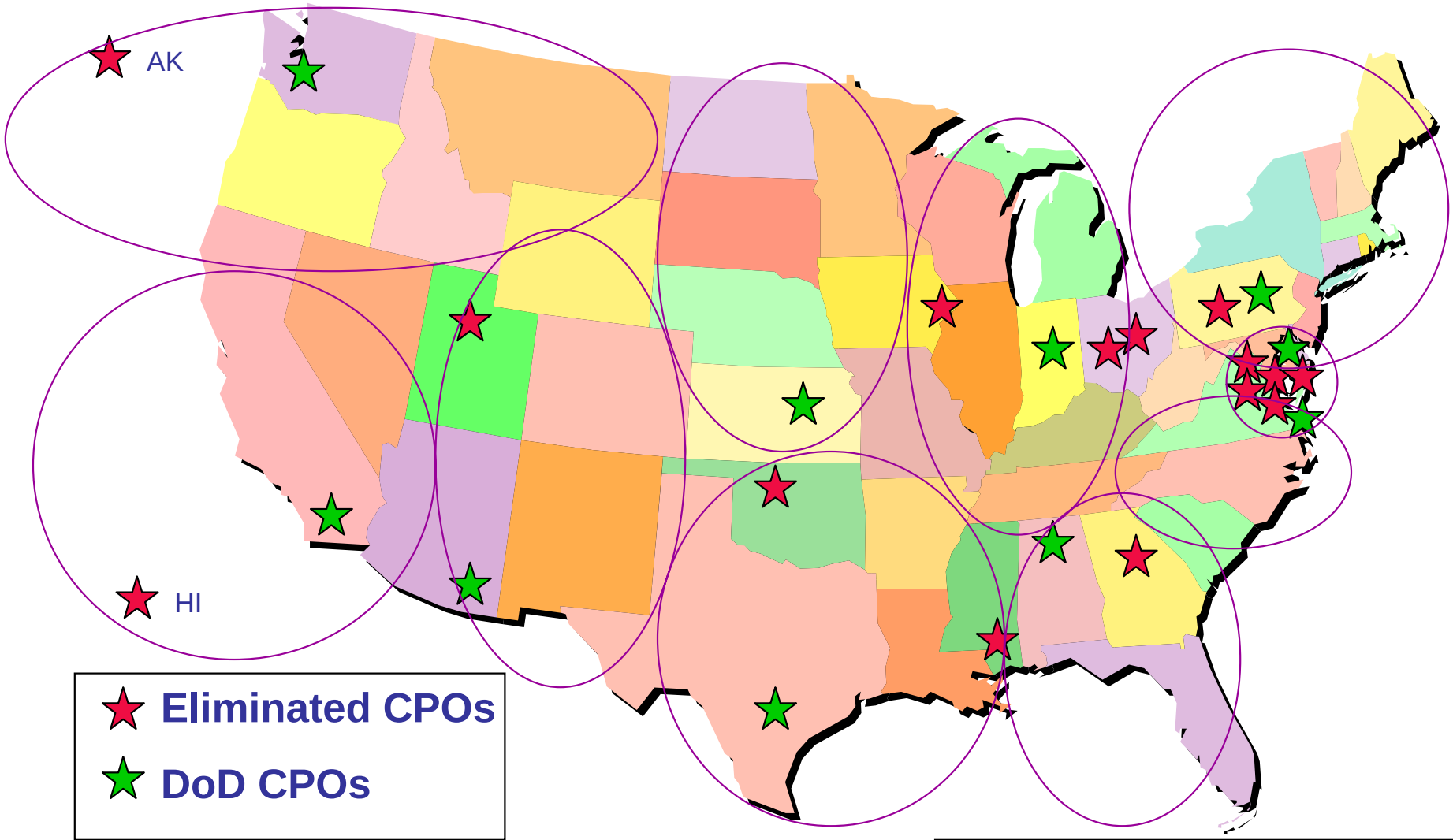
- ✓ One Time Cost: $67.9M
- ✓ Net Implementation Cost: $72.7M
- ✓ Annual Recurring Costs: $ 1.4M
- ✓ Payback Period: Never
- ✓ NPV (costs): $78.4M

Impacts

- ✓ Economic: 17 to 198 job losses; <0.1% to 0.31%
- ✓ Community: No Issues
- ✓ Environmental: No impediments.
- ✓ Other Risks: Prisoner transportation costs higher at Lackland, Knox, and Sill.

✓ 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

Regional CPOs Transactional Services



Eliminated CPOs

DoD CPOs

From 25 CPOs locations to 10

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

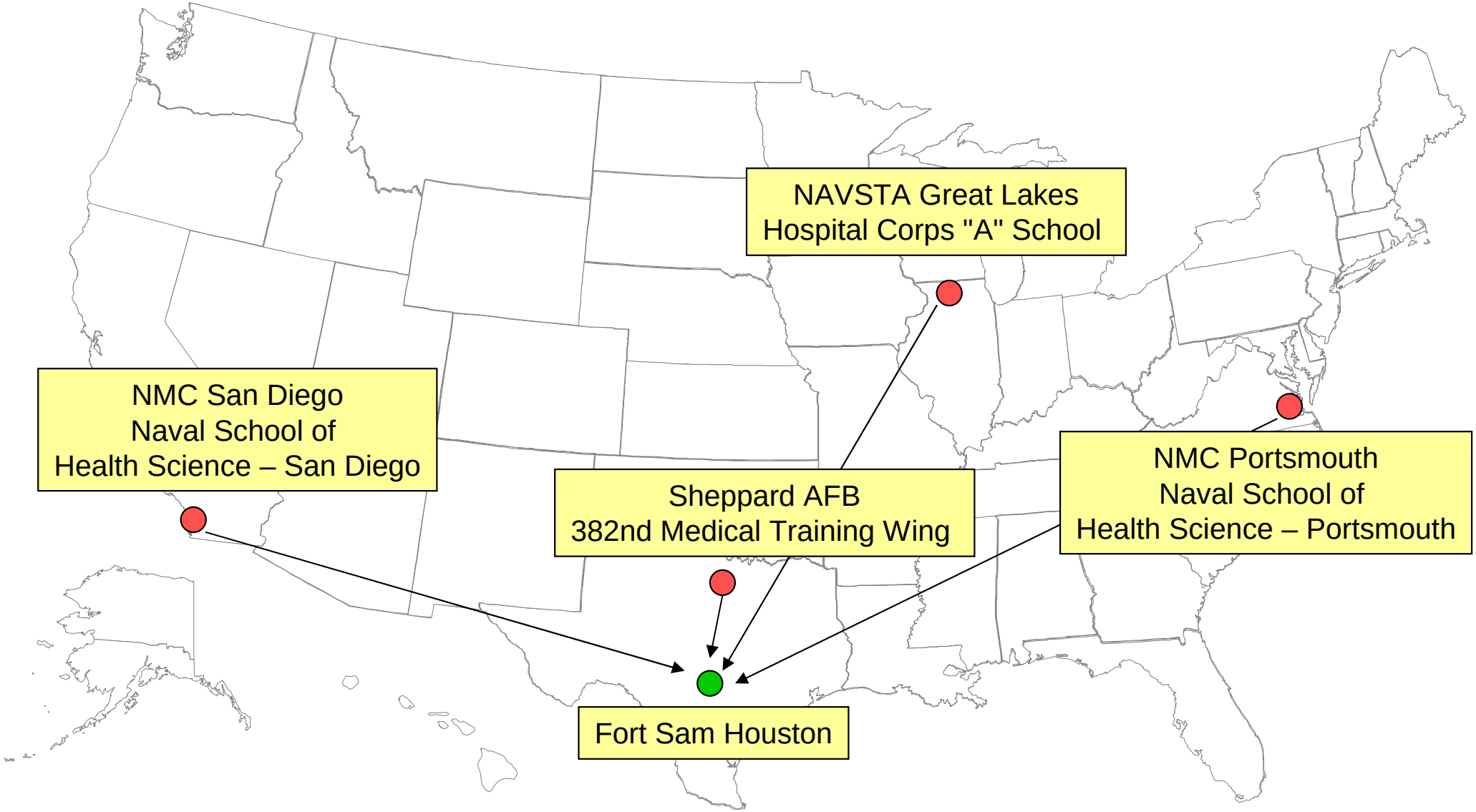
Medical Joint Cross Service Group

- Strategy - Proficient and jointly trained medical forces ready to deploy. Size treatment facilities to beneficiary population demand. Consolidate, co-locate, and partner with civilian/VA.
- Functional Areas
  - Inpatient
  - Enlisted Medical Training
    - 1 presented today
  - Officer Medical Training
  - Primary Care
    - 1 presented today
  - Specialty Care
    - 1 presented today
  - Aerospace Operational Med
  - Combat Casualty Care
  - Hyperbaric and Diving Medicine
  - IM/IT Acquisition
  - Medical Biological Defense
  - Medical Chemical Defense

Summary of COBRA Results

Medical JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(368.1)	9.9	129.1	1,219.1

MED-0005 Medical Basic and Specialty Enlisted Training



#MED-0005: Medical Basic and Specialty Enlisted Training

Candidate Recommendation: Realign Naval Air Station Great Lakes, IL, by relocating medical enlisted basic training to Fort Sam Houston, TX. Realign Sheppard Air Force Base, TX by relocating medical enlisted basic training and medical enlisted specialty training to Fort Sam Houston, TX. Realign Naval Medical Center Portsmouth, VA by relocating medical enlisted specialty training to Fort Sam Houston, TX. Realign Naval Medical Center San Diego, CA, by relocating medical enlisted specialty training to Fort Sam Houston, TX.

Justification

- ✓ Reduces excess capacity
- ✓ Consolidates medical training
- ✓ Field Medical Training Site Available

Military Value

- ✓ Sheppard AFB: 67.47
- ✓ NAS Great Lakes: 63.49
- ✓ Fort Sam Houston: 62.95
- ✓ NMC Portsmouth: 61.62
- ✓ NMC San Diego: 60.35

Payback

- ✓ One Time Cost: $236M
- ✓ Net Implementation cost: $221M
- ✓ Annual Recurring Savings: $14M
- ✓ Payback Period: 26 years
- ✓ 20 Yr. NPV (cost): $69M

Impacts

- ✓ Criteria 6: from -1198 to -4248 jobs (0.12 to 3.12%
- ✓ 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

Inpatient Healthcare Services

- Transformational Option
  - Multi-Service Market Optimization

Pending

San Antonio
- Lackland AFB
- Ft Sam Houston

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

Rejected

- Ft Jackson/Shaw AFB
- Hawaii
- Fairbanks

Accepted

- USAFA
- Fort Eustis
- McChord AFB
- Pope AFB

#MED-0017 Pope AFB

Candidate Recommendation: Realign Pope Air Force Base, NC, by relocating all medical functions to Fort Bragg, NC.

Justification

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

Military Value

- ✓ Healthcare Services Function:
  - ✓ Pope AFB: 43.14
  - ✓ Fort Bragg: 87.21

Payback

✓ One Time Cost:	$5.7M
✓ Net Implementation Savings:	$48.3M
✓ Annual Recurring Savings:	$11.8M
✓ Payback Period:	Immediate
✓ NPV (savings):	$154M

Impacts

- ✓ Criteria 6: –415 jobs(239 direct, 176 indirect); 0.21%
- ✓ 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

#MED-0022 McChord AFB

Candidate Recommendation: Realign McChord Air Force Base, WA, by relocating all medical functions to Fort Lewis, WA.

Justification

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

Military Value

- ✓ Healthcare Services Function:
  - ✓ McChord AFB: 51.45
  - ✓ Fort Lewis: 76.10

Payback

✓ One Time Cost:	$1.98M
✓ Net Implementation Savings:	$48.7M
✓ Annual Recurring Savings:	$10.5M
✓ Payback Period:	Immediate
✓ NPV (savings):	$142.2M

Impacts

- ✓ Criteria 6: –355 jobs (192 direct, 163 indirect); <0.1%
- ✓ 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

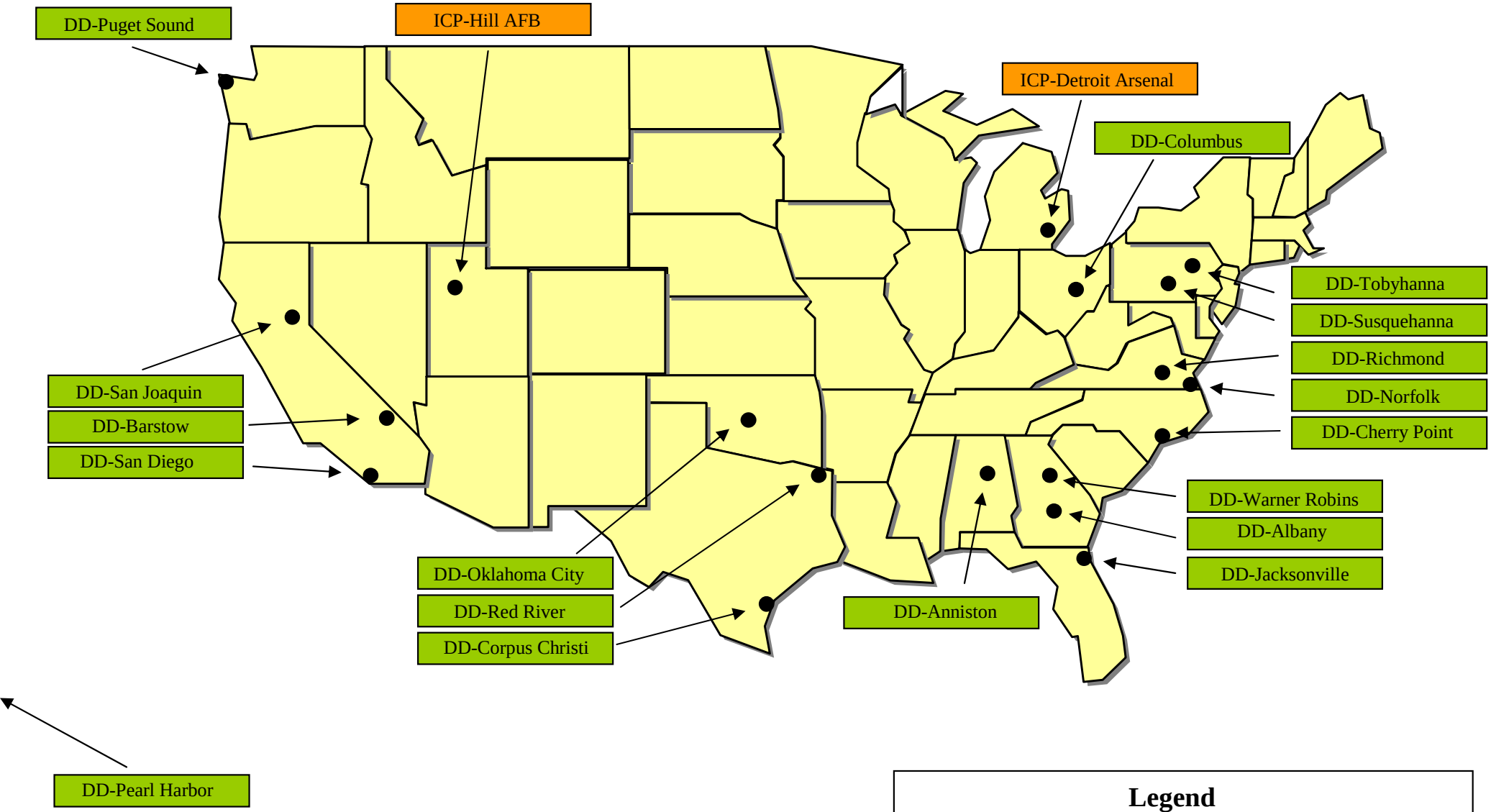
Supply & Storage Joint Cross Service Group

- Strategy - Transition from linear to networked processes. Force-focused with regionalized distribution.
- Functional Areas
  - Supply
  - Storage
  - Distribution
- All 3 candidate recommendations presented privatize supply, storage, and distribution of tire, packaged POL and compressed gas.

Summary of COBRA Results

Supply & Storage JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(229.9)	276.2	154.2	1,682.5

#S&S-0043


DD-Puget Sound
ICP-Hill AFB
ICP-Detroit Arsenal
DD-Columbus
DD-Tobyhanna
DD-Susquehanna
DD-Richmond
DD-Norfolk
DD-Cherry Point
DD-San Joaquin
DD-Barstow
DD-San Diego
DD-Warner Robins
DD-Albany
DD-Jacksonville
DD-Oklahoma City
DD-Red River
DD-Corpus Christi
DD-Anniston
DD-Pearl Harbor
Legend
Inventory Control Points
Defense Distribution Depots

#S&S-0043

Candidate Recommendation (Summary): Privatize wholesale supply, storage and distribution for all tires used by DoD. Disestablish tire supply functions performed by TACOM at Detroit Arsenal and by Ogden Air Logistics Center at Hill AFB. Disestablish tire storage and distribution functions performed at the following DDs: Columbus, Tobyhanna, Susquehanna, Richmond, Norfolk, Cherry Point, Albany, Warner Robins, Anniston, Jacksonville, Red River, Oklahoma City, Corpus Christi, Puget Sound, Hill, San Diego, Barstow, San Joaquin, and Pearl Harbor.

Justification

- ✓ Supports transformation by privatizing wholesale storage and distribution processes
- ✓ Allows use of latest technologies, expertise and business practices to improve support to customers
- ✓ Frees-up 1.6M sq ft of storage capacity

Military Value

- ✓ **Relative Quantitative Military Value:** Not relevant because all functions for tires are privatized. All activities performing supply, storage and distribution for tires are being privatized.

Payback

✓ One-Time Cost:	$3.6M
✓ Net Implementation Savings:	$35.9M
✓ Annual Savings:	$8.3M
✓ Payback Period:	Immediate
✓ NPV (Savings):	$110.9M

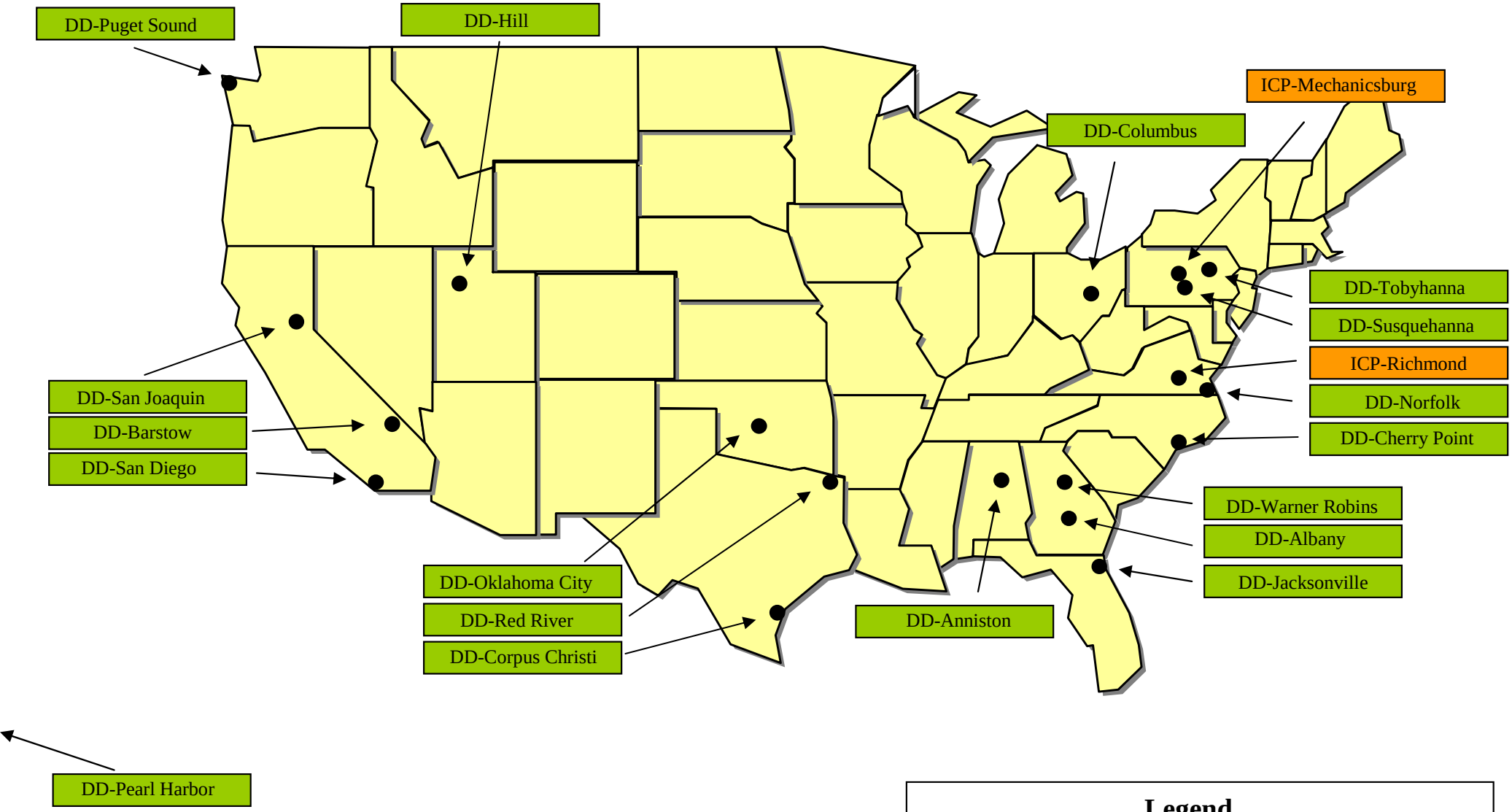
Impacts

- ✓ **Criterion 6:** From -2 to -75 jobs; <0.1% to 0.11%
- ✓ **Criterion 7:** No impediments
- ✓ **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

#S&S-0044


DD-Puget Sound
DD-Hill
ICP-Mechanicsburg
DD-Columbus
DD-Tobyhanna
DD-Susquehanna
ICP-Richmond
DD-Norfolk
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DD-San Joaquin
DD-Barstow
DD-San Diego
DD-Warner Robins
DD-Albany
DD-Jacksonville
DD-Oklahoma City
DD-Red River
DD-Corpus Christi
DD-Anniston
DD-Pearl Harbor
Legend
Inventory Control Points
Defense Distribution Depots

#S&S-0044

Candidate Recommendation (Summary): Privatize wholesale supply, storage and distribution for all packaged POL used by DoD. Disestablish packaged POL supply functions performed by the ICP at Defense Supply Center Richmond and by NAVICP-Mechanicsburg. Disestablish packaged POL storage and distribution functions performed at the following DDs: Columbus, Tobyhanna, Susquehanna, Richmond, Norfolk, Cherry Point, Albany, Warner Robins, Anniston, Jacksonville, Red River, Oklahoma City, Corpus Christi, Puget Sound, Hill, San Diego, Barstow, San Joaquin, and Pearl Harbor.

Justification

- ✓ Supports transformation by privatizing wholesale storage and distribution processes
- ✓ Allows use of latest technologies, expertise and business practices to improve support to customers
- ✓ Frees-up .9M sq ft of storage capacity

Military Value

- ✓ **Relative Quantitative Military Value:** Not relevant because all functions for packaged POL are privatized. All activities performing supply, storage and distribution for packaged POL are being privatized.

Payback

✓ One-Time Cost:	$2.9M
✓ Net Implementation Savings:	$29.1M
✓ Annual Savings:	$6.4M
✓ Payback Period:	Immediate
✓ NPV (Savings):	$86.8M

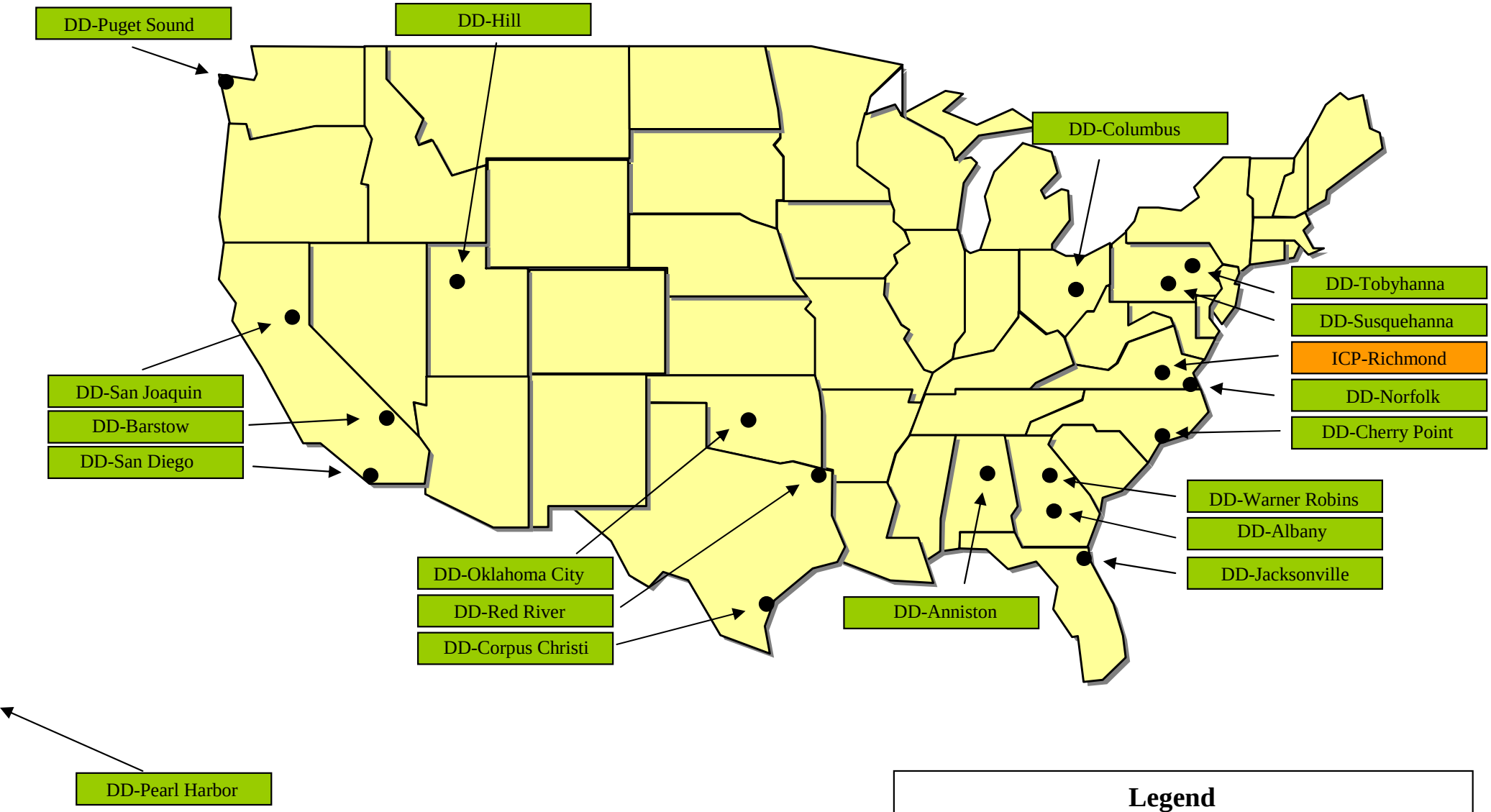
Impacts

- ✓ **Criterion 6:** From -2 to -46 jobs; <0.1% all areas
- ✓ **Criterion 7:** No impediments
- ✓ **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

#S&S-0045


DD-Puget Sound
DD-Hill
DD-Columbus
DD-Tobyhanna
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ICP-Richmond
DD-Norfolk
DD-Cherry Point
DD-San Joaquin
DD-Barstow
DD-San Diego
DD-Warner Robins
DD-Albany
DD-Jacksonville
DD-Oklahoma City
DD-Red River
DD-Corpus Christi
DD-Anniston
DD-Pearl Harbor
Legend
Inventory Control Points
Defense Distribution Depots

#S&S-0045

Candidate Recommendation (Summary): Privatize wholesale supply, storage and distribution for all compressed gases used by DoD. Disestablish compressed gas supply functions performed by the ICP at Defense Supply Center Richmond. Disestablish compressed gas storage and distribution functions performed at the following DDs: Columbus, Tobyhanna, Susquehanna, Richmond, Norfolk, Cherry Point, Albany, Warner Robins, Anniston, Jacksonville, Red River, Oklahoma City, Corpus Christi, Puget Sound, Hill, San Diego, Barstow, San Joaquin, and Pearl Harbor.

Justification

- ✓ Supports transformation by privatizing wholesale storage and distribution processes
- ✓ Allows use of latest technologies, expertise and business practices to improve support to customers
- ✓ Frees-up 325K sq ft of storage capacity

Military Value

- ✓ **Relative Quantitative Military Value:** Not relevant because all functions for compressed gases are privatized. All activities performing supply, storage and distribution for compressed gases are being privatized.

Payback

✓ One-Time Cost:	$1.3M
✓ Net Implementation Savings:	$8.3M
✓ Annual Savings:	$2.0M
✓ Payback Period:	Immediate
✓ NPV (Savings):	$26.6M

Impacts

- ✓ **Criterion 6:** From -2 to -10 jobs; <0.1% all areas
- ✓ **Criterion 7:** No impediments
- ✓ **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

Technical Joint Cross Service Group

- Strategy - Align and consolidate Research, Development, Acquisition, Test, & Evaluation Centers for functional and technical efficiency and synergy
- Functional Areas
  - Research
  - Development & Acquisition
  - Test & Evaluation
- 3 presented today involve all functions

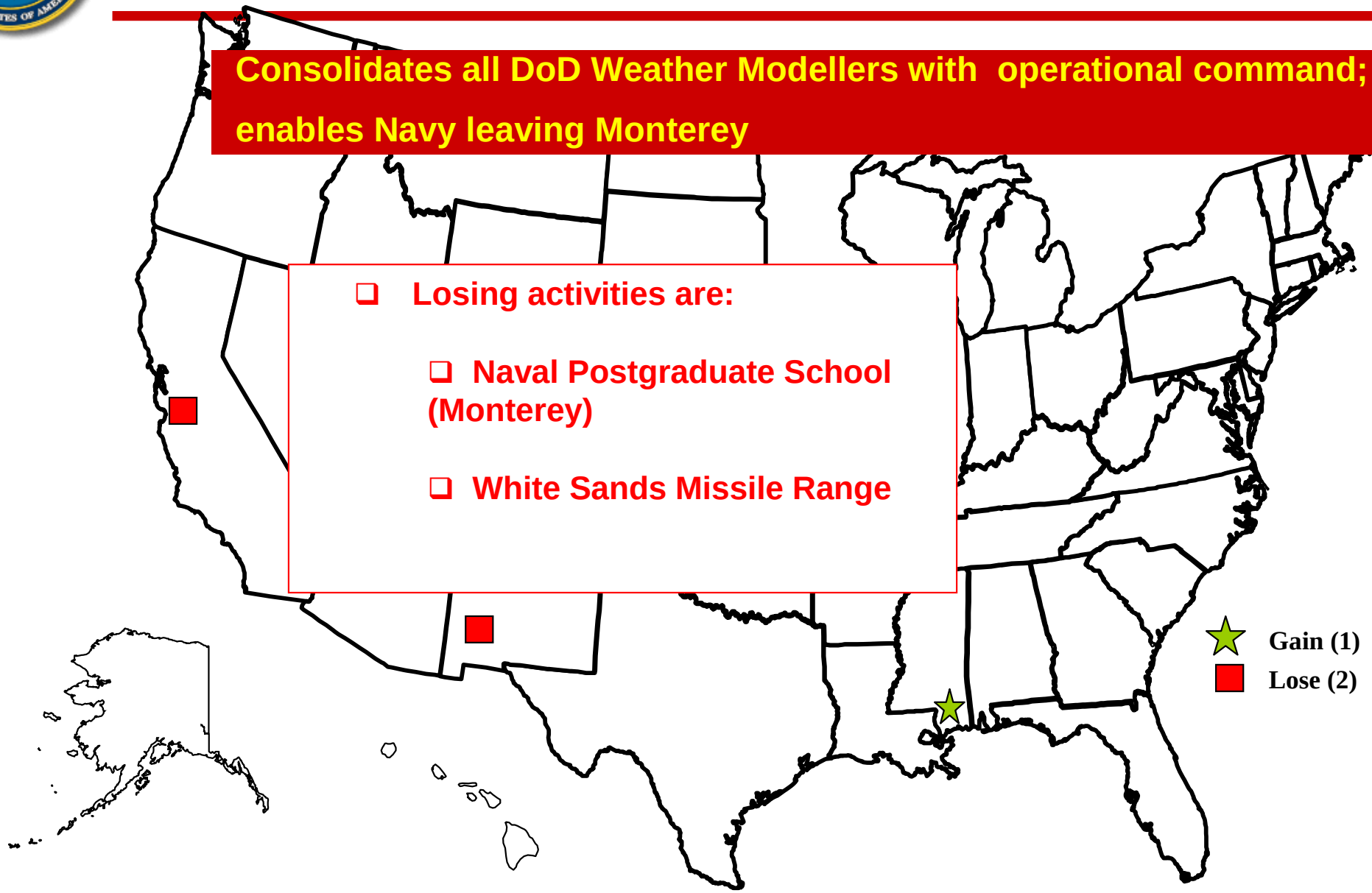
Summary of COBRA Results

Technical JCSG ($M)			
One-Time (Costs)	**Net Implementation Savings/(Costs)**	**Annual Recurring Savings/(Costs)**	**NPV Savings/(Costs)**
(265.6)	5.7	67.5	626.0

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

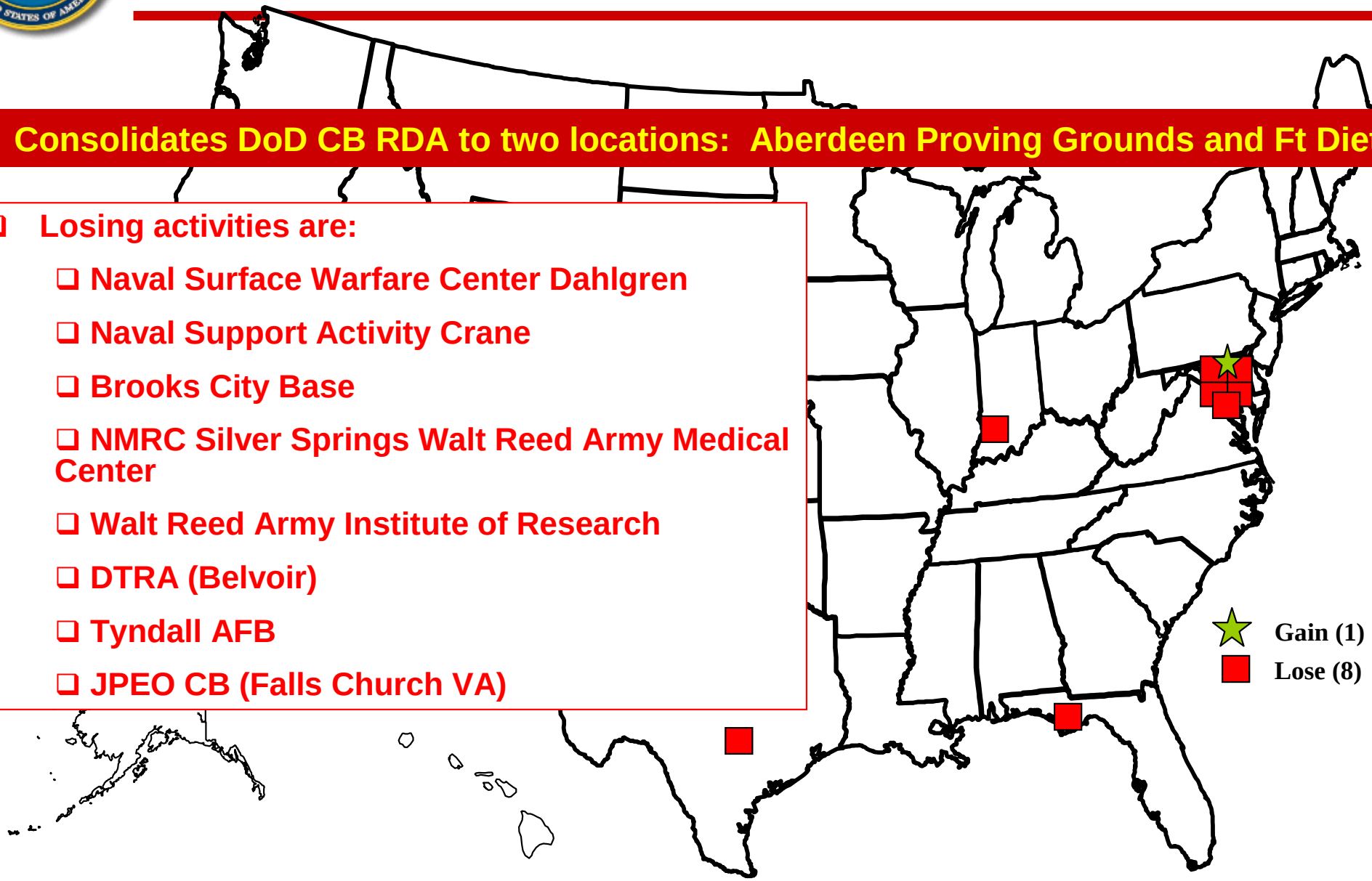
- Criterion 6:
  - Las Cruces -114 jobs (56 direct, 58 indirect); 0.14%
  - Salinas -155 (76 direct, 79 indirect); <0.1%
- Criterion 7: No issues
- Criterion 8: No impediments

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

Tech-0032 Chemical-Biological RD&A

Consolidates DoD CB RDA to two locations: Aberdeen Proving Grounds and Ft Dietrick

- **Losing activities are:**
  - **Naval Surface Warfare Center Dahlgren**
  - **Naval Support Activity Crane**
  - **Brooks City Base**
  - **NMRC Silver Springs Walt Reed Army Medical Center**
  - **Walt Reed Army Institute of Research**
  - **DTRA (Belvoir)**
  - **Tyndall AFB**
  - **JPEO CB (Falls Church VA)**



Tech-0032 Chemical-Biological RD&A

Candidate Recommendation (summary): Realigns Walter Reed Medical Center, DC, Naval Medical Research Center, Silver Spring, MD, Fort Belvoir, VA, Tyndall AFB, FL, Naval Surface Warfare Center, Dahlgren Division, VA, Naval Surface Warfare Center, Crane Division, IN, Brooks City-Base, TX, and Skyline 2 and 6, Falls Church, VA. Locates Medical Biological Defense Research at Fort Detrick, MD and Chemical Biological Defense Research and Development and Acquisition to Aberdeen Proving Ground, MD

Justification

- Enhances technical synergy in proving defense against chem-bio agents
- Supports PL 103-160 mandating a single CB defense program
- Supports DoD Strategy for Homeland Defense and Civil Support

Military Value

- Ft Detrick, Aberdeen Proving Ground (APG) and NSWC Dahlgren had the highest MV scores.
- Military judgment applied when reviewing those scores drove the decision to consolidate both R and D&A functions for CBD to APG and the medical biological defense research to Ft. Detrick.

Payback

One-time cost:	$75.7M
Net implementation costs:	$53.5M
Annual recurring savings:	$6.3M
Payback time:	15 years
NPV (savings):	$8.3M

Impacts

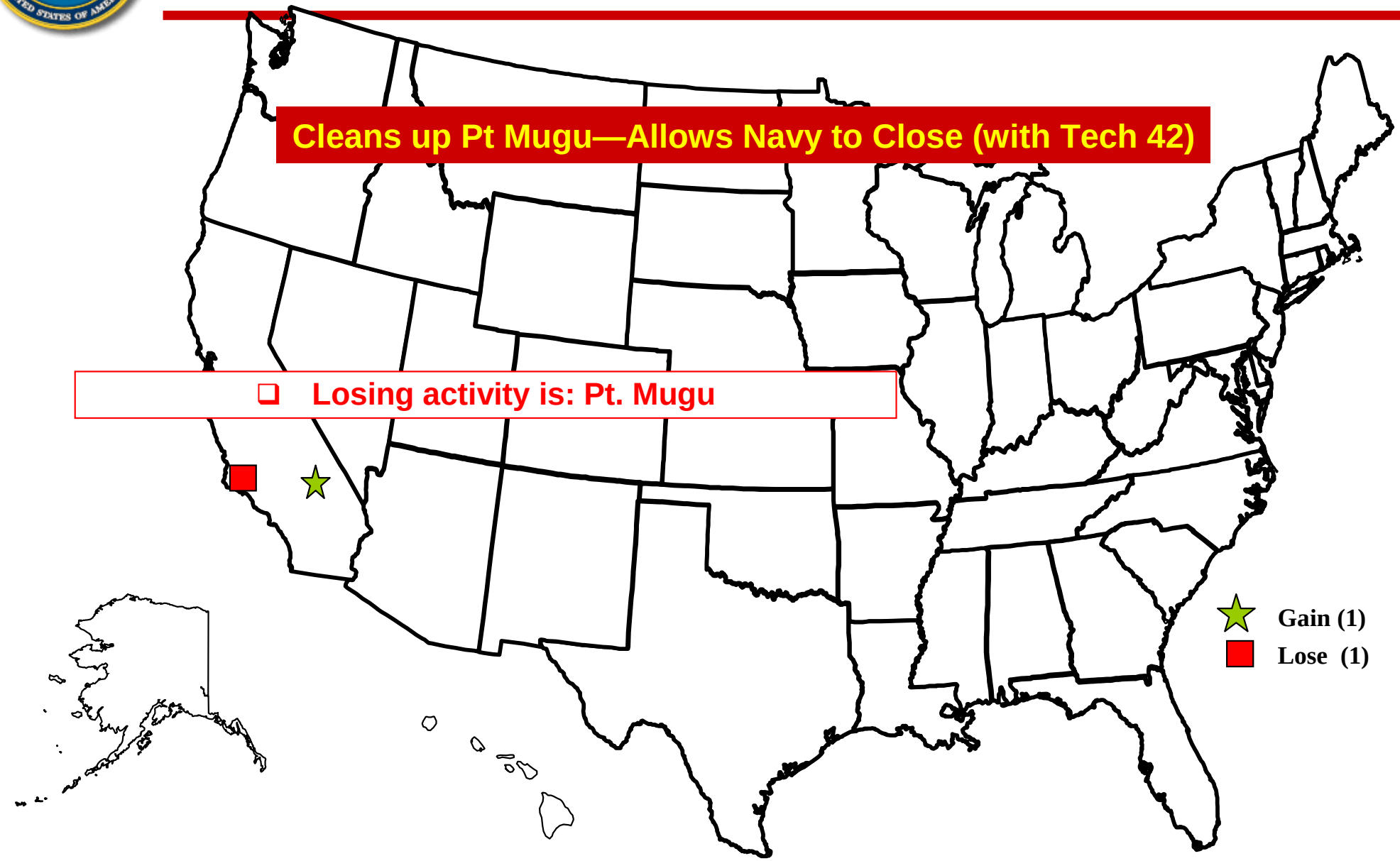
- Criterion 6: From -22 to -598 jobs; <0.1% to 2.3% across 5 economic areas
- Criterion 7: No issues
- Criterion 8: No impediments

✓ 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-0054 Navy C4ISR RDAT&E Consolidation

Cleans up Pt Mugu—Allows Navy to Close (with Tech 42)

- **Losing activity is: Pt. Mugu**



Tech-0054 Navy C4ISR RDAT&E Consolidation

Candidate Recommendation: Close Naval Air Warfare Center, Weapons Division, Pt. Mugu, CA. Relocate the Sensors, Electronic Warfare (EW), and Electronics Research, Development, Acquisition, Test & Evaluation (RDAT&E) functions to Naval Air Warfare Center, Weapons Division, China Lake, CA.

Justification	Military Value
■ Eliminate redundant infrastructure ■ More efficient use of retained assets	■ China Lake has higher quantitative MV in D&A and T&E. ■ Point Mugu has slightly higher quantitative MV in Research, although approximately the same ■ Military judgment said consolidation at China Lake provides highest overall Military Value
Payback	**Impacts**
■ One-time cost: $72.8M ■ Net implementation cost: $51.0M ■ Annual recurring savings: $6.7M ■ Payback time: 13 years ■ NPV (savings): $13.8M	■ Criteria 6: -1075 jobs (479 direct, 596 indirect); <0.3% ■ Criteria 7: No issues ■ Criteria 8: No impediments

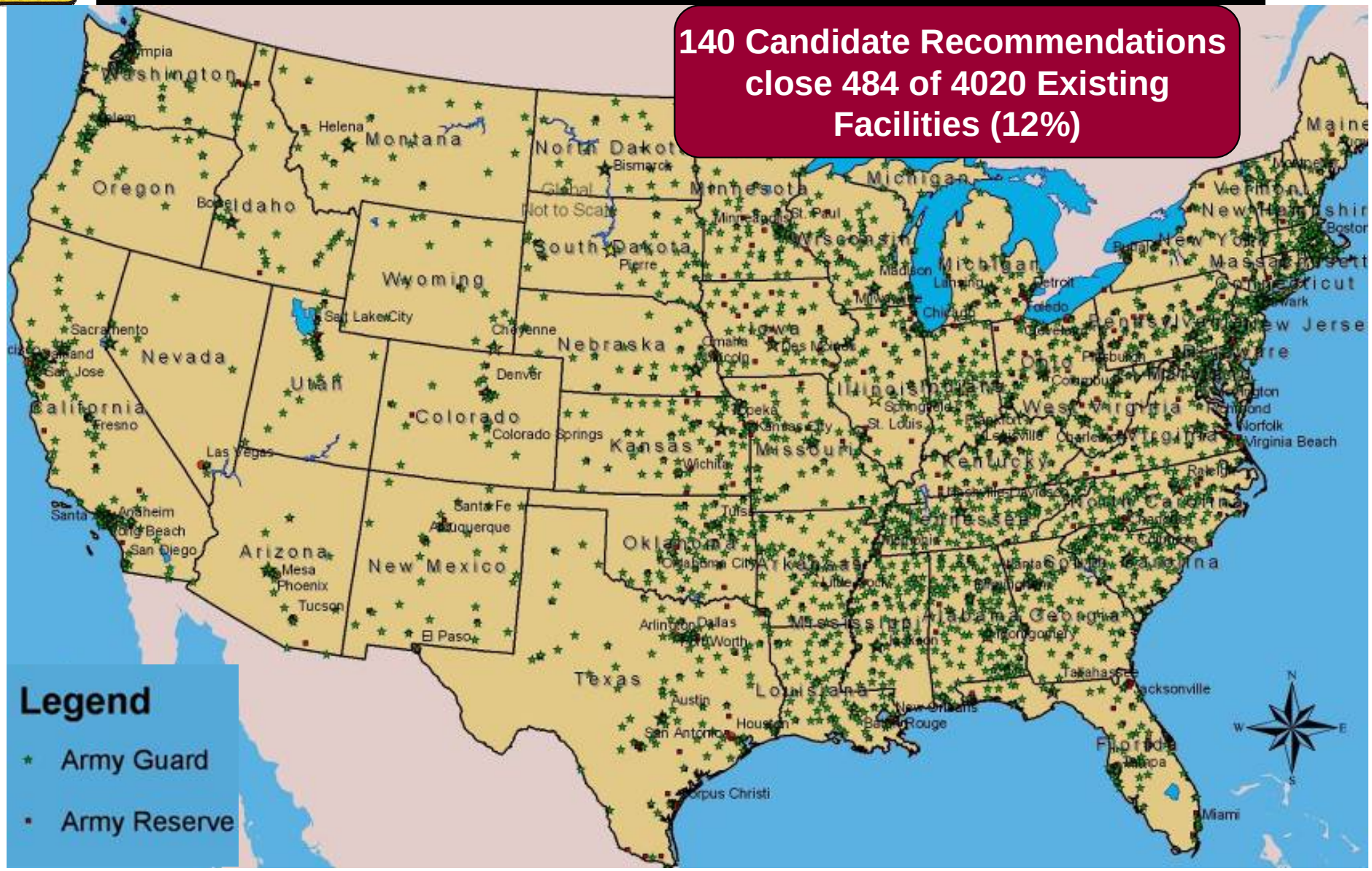
✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps

Army Candidate Recommendations

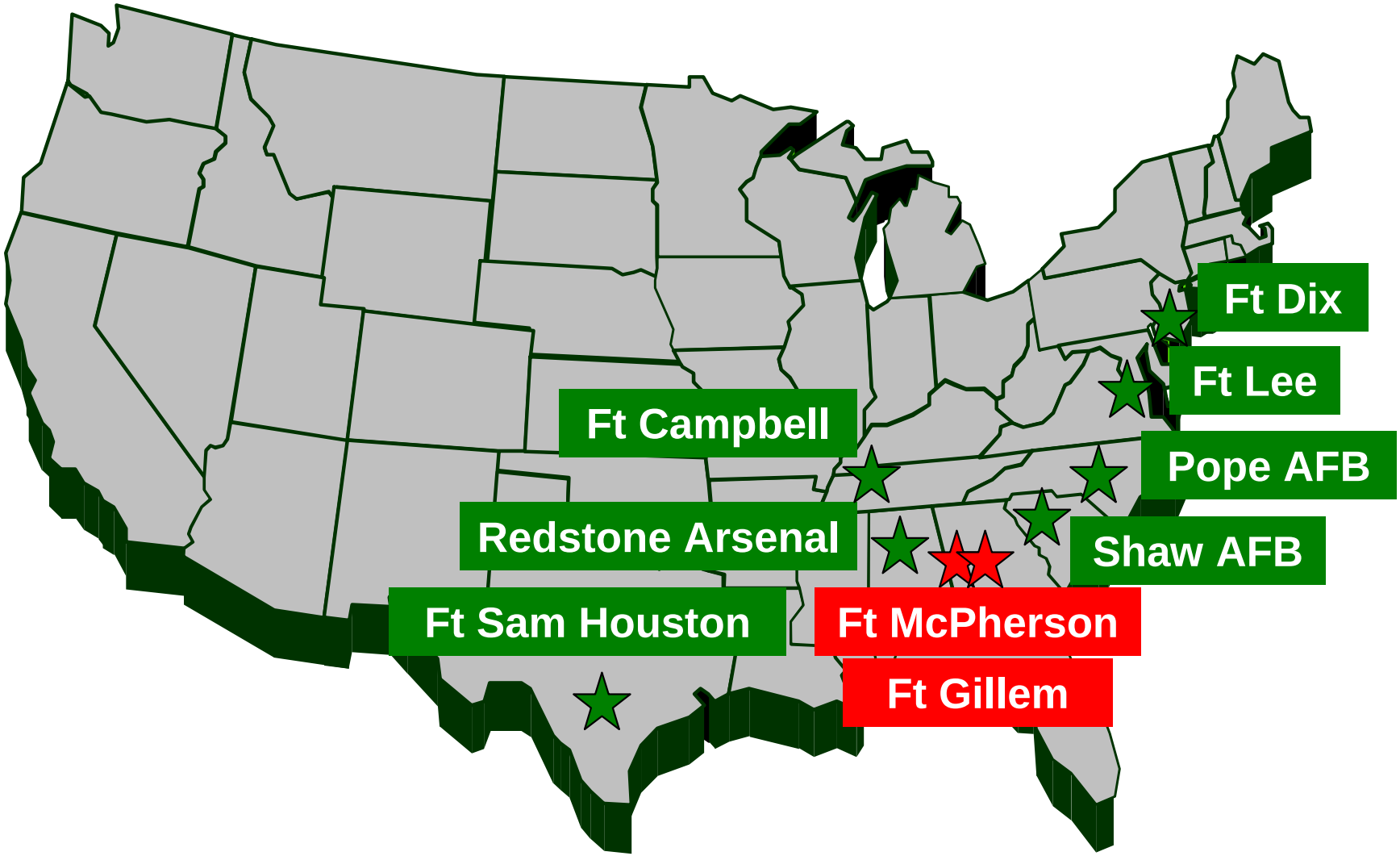
Agenda

- Review Candidate Recommendations
  - 11 Joint basing or co-location
  - 8 Army only and multi-component
  - 2 active duty closures
  - 1 update: IGPBS
- Review Cost Summary

Army Guard and Reserve Property



Close Ft McPherson & Ft Gillem



Candidate # USA-0222

Candidate Recommendation: Close Ft. McPherson. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command to Pope AFB. Relocate the Headquarters 3rd US Army to Shaw AFB. Relocate the Installation Management Agency's Southeastern Region HQs and the NETCOM Southeastern Region HQs to Ft. Lee. Relocate the Army Contracting Agency Southern Region HQs to Ft. Sam Houston.

Justification

- ✓ Relocation proposals vacate 56% of total Ft. McPherson square footage
- ✓ No proposals to utilize created excess makes Ft. McPherson too expensive to maintain
- ✓ Enabling proposals: HSA-0124, HSA-0128, HSA-0009, HSA-0077 & USAF-0096

Military Value

- ✓ Increases military value by moving from a lower ranked installation to higher ranked installations
- ✓ Ft. McPherson (51), Ft. Lee (34), Ft. Sam Houston (43)

Payback

✓ One-Time Cost:	$225.2M
✓ Net Implementation Savings:	$109.1M
✓ Annual Recurring Savings:	$89.2M
✓ Payback Period:	2 Years
✓ NPV (Savings):	$921.5M

Impacts

- ✓ Criterion 6 – Max potential reduction of 7,123 jobs (4,303 direct & 2,820 indirect) or -0.26% of the total ROI employment
- ✓ Criterion 7 – Of the 10 attributes evaluated only one decreases significantly (Medical when moving to Pope AFB)
- ✓ Criterion 8 – Moderate Impact - potential Cult/Arch resource issues (Lee); close & remediate 4 operational ranges & groundwater contamination (McPherson)

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0121

Candidate Recommendation: Close Ft. Gillem, GA. Relocate the Headquarters, 1st US Army to Ft. Dix, NJ. Relocate the 2nd Recruiting Brigade to Redstone Arsenal, AL. Relocate the 52nd EOD Group to Ft. Campbell, KY. Establish an enclave for the Georgia Army National Guard, the 81st RRC units and the CID Forensics Laboratory.

Justification

- ✓ Operational capabilities enhanced by moving 1st Army
- ✓ Closure of AAFES vacates most of Ft. Gillem
- ✓ No proposals to utilize created excess in warehouse and admin space make Ft. Gillem too expensive to maintain

Military Value

- ✓ Increases Military Value by moving from a low ranking installation to higher ranking installations
- ✓ Ft. Gillem (52), Ft. Dix (23), Ft. Campbell (14), Redstone Arsenal (29)

Payback

✓ One-Time Cost:	$87.2M
✓ Net Implementation Savings:	$51.1M
✓ Annual Recurring Savings:	$34.2M
✓ Payback Period:	2 Years
✓ NPV (Savings):	$362.6M

Impacts

- ✓ Criterion 6 - Max potential reduction of 1,652 jobs (994 Direct & 658 Indirect) or -0.06% of the total ROI employment
- ✓ Criterion 7 – Of the 10 attributes evaluated only one decreases significantly (Medical when moving to Redstone Arsenal or Pope AFB)
- ✓ Criterion 8 –Moderate Impact - air analysis req'd (Dix, Campbell); potential Cult/Arch resource issues (Dix, Redstone); close & remediate 11 operational ranges & groundwater contamination (Gillem)

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ MILDEP Recommended ✓ De-conflicted w/JCSGs

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

Candidate #USA-0221 (Original)

Candidate Recommendation: Realign Fort Riley, KS by relocating combat arms brigade elements to Fort Bliss, TX, and relocating 1st Infantry Division units and various echelons above division units to Fort Riley, KS. Realign Fort Bliss, TX by relocating the Air Defense Artillery School to Fort Sill (#USA-0004 Net Fires) and relocating 1st Armored Division and 2d Infantry Division units and various echelon above division units to Fort Bliss, TX.

Justification

- ✓ Single-Service collocation of Brigade Combat Teams at Fort Bliss and takes advantage of one of the largest heavy maneuver areas
- ✓ Single-Service collocation of Brigade Combat Teams at Fort Riley to support the Army's transformation to a modular force
- ✓ Lowest One-Time Cost among alternatives

Military Value

- ✓ MVI: Fort Bliss (1), Fort Riley (14)
- ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Bliss and Fort Riley.
- ✓ Essential to support the Twenty Year Force Structure Plan

Payback

1. One-time Cost:	$4188.1M
2. Net of Implementation Costs:	$855.5M
3. Annual Recurring Savings:	$919.7M
4. Payback Period:	3 years
5. NPV Savings:	$7607.2M

Impacts

- ✓ Criterion 6 – Max potential increase of 39,933 jobs in the El Paso, TX metropolitan area which is 12.15% of ROI. Max potential increase of 15,991 jobs in the Manhattan, KS metropolitan area which is 22.08% of ROI.
- ✓ Criterion 7 – Low risk. Of the ten attributes evaluated two declined (Cost of living and Employment)
- ✓ Criterion 8 – Significant Impact – large population increase; air analysis required, & potential restrictions due to archeological resource issues & water availability

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

Candidate #USA-0221 (Update)

Candidate Recommendation: Realign Fort Riley, KS by relocating combat arms brigade elements to Fort Bliss, TX, and relocating 1st Infantry Division units and various echelons above division units to Fort Riley, KS. Realign Fort Bliss, TX by relocating the Air Defense Artillery School to Fort Sill (#USA-0004 Net Fires) and relocating 1st Armored Division and 2d Infantry Division units and various echelon above division units to Fort Bliss, TX.

Justification

- ✓ Single-Service collocation of Brigade Combat Teams at Fort Bliss and takes advantage of one of the largest heavy maneuver areas
- ✓ Single-Service collocation of Brigade Combat Teams at Fort Riley to support the Army's transformation to a modular force
- ✓ Non-BRAC savings of $4.4B during the 6 year period available for BRAC and other priorities (Non-BRAC NPV savings are $15.6B)

Military Value

- ✓ MVI: Fort Bliss (1), Fort Riley (14)
- ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Bliss and Fort Riley.
- ✓ Essential to support the Twenty Year Force Structure Plan

Payback

1. One-time Cost:	$3839.5M
2. Net of Implementation Costs:	$5215.7M
3. Annual Recurring Costs:	$328.7M
4. Payback Period:	Never
5. NPV Costs:	$8003.2M

Impacts

- ✓ Criterion 6 – Max potential increase of 39,933 jobs in the El Paso, TX metropolitan area which is 12.15% of ROI. Max potential increase of 15,991 jobs in the Manhattan, KS metropolitan area which is 22.08% of ROI.
- ✓ Criterion 7 – Low risk. Of the ten attributes evaluated two declined (Cost of living and Employment)
- ✓ Criterion 8 – Significant Impact – large population increase; air analysis required, & potential restrictions due to archeological resource issues & water availability

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate Recommendation Financials

Submitted as of 4 Feb 05

	1 Time Cost ($B)	Net Costs ($B)	Recurring Costs ($B)	NPV ($B)
USA	$4.0	$2.0	($0.5)	($2.5)

Total IGPBS	$4.2	$0.9	($0.9)	($7.6)
BRAC	$3.8	$5.2	$0.3	$8.0
Non-BRAC	$0.3	($4.4)	($1.2)	($15.6)

Total Closures: AC 21 RC 484

Total Realignments: AC 44 RC 138

Backup: Army Candidate Recommendation Quad Charts

Candidate # USA-0018

Candidate Recommendation: Close the United States Army Reserve Center (USARC) located in Camden and relocate units to a new Armed Forces Reserve Center at the Arkansas Army National Guard Readiness Center located in Camden, AR

Justification

- ✓ Multi-Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

Military Value

- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

Payback

1. One-Time Cost:	$4,995K
2. Net of Implementation Costs:	$5,339K
3. Recurring Costs:	$77K
4. Payback Period:	Never
5. NPV Costs:	$5,868K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

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

Candidate # USA-0019

Candidate Recommendation: Close the United State Army Reserve Center located in El Dorado; close the Arkansas Army National Guard Readiness Center located in El Dorado and re-locate units into a new Armed Forces Reserve Center in El Dorado, Arkansas, if the Army is able to acquire suitable land for the construction of the facilities.

Justification

- ✓ Multi Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

Payback

1. One-Time Cost:	$9,050K
2. Net of Implementation Costs:	$9,549K
3. Recurring Costs:	$73K
4. Payback Period:	Never
5. NPV Costs:	$9,802K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Environmental impact / no significant issues

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0070

Candidate Recommendation: Close the Pond United States Army Reserve Center located in Fayetteville; close Army National Guard Readiness Centers in Fayetteville, Springdale, Rogers and Bentonville, Arkansas and relocate the units into a new Armed Forces Reserve Center in Northwest, Arkansas.

Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

Military Value

- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

Payback

1. One-Time Cost:	$17,786K
2. Net of Implementation Costs:	$17,881K
3. Recurring Savings:	$72K
4. Payback Period:	100 +Year
5. NPV Costs:	$16,429K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0074

Candidate Recommendation: Close the US Army Reserve Center in Kearney, Nebraska; and establish an Armed Forces Reserve Center by re-locating the unit to the Army National Guard Armory in Kearney, Nebraska.

Justification

- ✓ Multi component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Eliminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ High Military Value – Enhanced operations
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Combines combat support units in one location

Payback

1. One-Time Cost:	$1,078K
2. Net of Implementation Savings:	$2,242K
3. Recurring Savings:	$748K
4. Payback Period:	1 Year
5. NPV Savings:	$8,980K

Impacts

- ✓ Max potential reduction of 15 jobs (8 direct & 7 indirect) or less than 0.1 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0110

Candidate Recommendation: Close the Nebraska Army National Guard Armory in Columbus, Nebraska; close the US Army Reserve Center in Columbus, Nebraska and re-locate units into a new consolidated Armed Forces Reserve Center in Columbus, Nebraska, if the Army is able to acquire suitable land for the construction of the facilities.

Justification

- ✓ Multi Compo Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Eliminates lease / closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ High Military Value
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Increases training time and effectiveness
- ✓ Improves operational efficiencies
- ✓ Combines support units in one location

Payback

1. One-Time Cost:	$7,884K
2. Net of Implementation Savings:	$3,042K
3. Recurring Savings:	$2,455K
4. Payback Period:	2 years
5. NPV Savings:	$25,345K

Impacts

- ✓ Maximum potential reduction of 52 jobs (31 direct and 21 indirect) or 0.15 percent of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

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

Candidate # USA-0111

Candidate Recommendation: Close Army Reserve facility McCook, Nebraska; close the Nebraska Army Guard Armory McCook, Nebraska; and re-locate units into a new Armed Forces Reserve Center at McCook, Nebraska, if the Army is able to acquire suitable land for the construction of the facilities.

Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Eliminates lease /closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

Military Value

- ✓ Improves operational effectiveness
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances training associations
- ✓ Combines combat support units in one location

Payback

1. One-Time Cost:	$5,255K
2. Net of Implementation Costs:	$4,804K
3. Recurring Savings:	$138K
4. Payback Period:	100 years
5. NPV Costs:	$3,322K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0189

Candidate Recommendation: Close the Klamath Falls Armory and relocate Reserve Component units into a new Reserve Component Facility on Kingsley Field Air National Guard Base, OR.

Justification

- ✓ Multi Service Reserve collocation
- ✓ Supports Readiness Processing and Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti-Terror / Force Protection, recruiting /retention

Military Value

- ✓ High Military Value – New joint capability
- ✓ Enhances Homeland Defense
- ✓ New training capability

Payback

1. One-Time Cost:	$8,445K
2. Net of Implementation Costs:	$8,978K
3. Recurring Costs:	$83K
4. Payback Period:	Never
5. NPV Costs:	$9,346K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on AF (ANG) Installation

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

Candidate # USA-0190

Candidate Recommendation: Close the Tennessee Army National Guard Field Maintenance Shop (FMS) located in Tullahoma; close the Tennessee Army National Guard Field Maintenance Shop (FMS) located in Winchester, Tennessee and relocate units into a new Consolidated Maintenance Facility on Arnold AFB Tullahoma, Tennessee.

Justification

- ✓ Multi-Service Reserve consolidation on Air Force property
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Increases functional effectiveness
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

Military Value

- ✓ High Military Value – maintenance consolidation
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances equipment readiness
- ✓ Improves operational efficiencies
- ✓ Enhances administrative and storage capability

Payback

1. One-Time Cost:	$4,197K
2. Net of Implementation Costs:	$4,385K
3. Recurring Costs:	$28K
4. Payback Years:	Never
5. NPV Costs:	$4,449K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues

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

Candidate # USA-0191

Candidate Recommendation: Close the Galt Hall Army Reserve Center in Great Falls, Montana and relocate units into a new Armed Forces Reserve Center on Malmstrom Air Force Base, Great Falls, Montana.

Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Eliminates lease /closes substandard / undersized facility
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Establishes joint interoperability / enhanced deployment
- ✓ Combines support units in one location

Payback

1. One-Time Cost:	$7,578K
2. Net of Implementation Costs:	$7,810K
3. Recurring Costs:	$15K
4. Payback Period:	Never
5. NPV Costs:	$7,604K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on AF installation

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

Candidate # USA-0192

Candidate Recommendation: Close the Oklahoma Army National Guard hangar and administrative buildings in Norman; realign Oklahoma Air Guard administrative buildings located on Will Rogers Oklahoma Air National Guard Base, Oklahoma and re-locate units into a new Armed Forces Reserve Center, simulator building, aircraft maintenance hangar and shop and Field Maintenance Shop on the Will Rogers Oklahoma Air National Guard Base, Oklahoma, if the State of Oklahoma provides the real property at no cost to the United States.

Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies
- ✓ Driven by Aviation transformation requirements

Payback

1. One-Time Cost:	$17,991K
2. Net of Implementation Costs:	$20,820K
3. Recurring Costs:	$625K
4. Payback Period:	Never
5. NPV Costs:	$25,635K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact/no significant issues
- ✓ USA proposal on AF installation

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0193

Candidate Recommendation: Close Wyoming Army National Guard Army Aviation Support Facility (AASF) in Cheyenne, Wyoming and relocate all Army National Guard aviation functions and the 1022nd Medical Company (Air Ambulance) to a new Readiness Center and Multi-Service Aviation Maintenance and Training Site and Readiness Center on F.E. Warren Air Force Base, Wyoming.

Justification

- ✓ Multi service active and reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Active and Reserve aviation maintenance consolidation
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

Military Value

- ✓ High Military Value – New Joint maintenance capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Collocates Army reserve aviation units on Air Force installation
- ✓ Increases training time and effectiveness

Payback

1. One-Time Cost:	$39,466K
2. Net of Implementation Costs:	$33,237K
3. Recurring Savings:	$1,434K
4. Payback Period:	62 years
5. NPV Costs:	$18,695K

Impacts

- ✓ Max potential reduction of 27 jobs (19 direct & 8 indirect) or less than 0.05 % of the total ROI employment
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on AF Installation

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

Candidate # USA-0194

Candidate Recommendation: Close New York Army National Guard Armory in Niagara Falls and relocate units to the US Army Reserve Center and Army Maintenance Support Activity in Niagara Falls to co-locate with USAR units and establish a new Armed Forces Reserve Center and Maintenance Support Activity on existing USAR property.

Justification

- ✓ Multi Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

Military Value

- ✓ High Military Value - new Army operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves functional effectiveness
- ✓ Increases training time
- ✓ Collocates combat and support units

Payback

1. One-Time Cost:	$23,604K
2. Net of Implementation Costs:	$26,079K
3. Recurring Costs:	$476K
4. Payback Period:	Never
5. NPV Costs:	$29,289K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal adjacent to an AF Installation

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

Candidate # USA-0195

Candidate Recommendation: Close Alabama Army National Guard Armories Fort Graham, Fort Hanna, and Fort Terhune in Birmingham, Alabama. Close NMCRC Bessemer, AL and NRC Tuscaloosa, AL; realign Birmingham Armed Forces Reserve Center, in Birmingham, Alabama by relocating Detachment 1 450th Military Police Company and all units from the closing properties into a new Armed Forces Reserve Center on or near Birmingham Air National Guard Base, if the State of Alabama provides the real property at no cost to the United States.

Justification

- ✓ Multi service Reserve co-location
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ New training capability - Increases training time
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves functional effectiveness
- ✓ Maximizes training associations

Payback

1. One-Time Cost:	$23,608K
2. Net of Implementation Costs:	$12,860K
3. Recurring Savings:	$2,514K
4. Payback:	10 years
5. NPV Savings:	$10,693K

Impacts

- ✓ Minimal economic impact—maximum potential reduction of 40 jobs (28 direct and 12 indirect) or 0.01 percent
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Joint USA and DON proposal that supports DON-099

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

Candidate # USA-0208

Candidate Recommendation: Close Arkansas Army National Guard Armory in Hot Springs, AR and the United States Army Reserve Center located in Hot Springs, AR and the United States Army Reserve Area Maintenance Support Activity (AMSA) located in Malvern, AR and relocate units to a new Armed Forces Reserve Center on property located in Hot Springs, AR, if the Army is able to acquire suitable land for the construction of the facilities.

Justification

- ✓ Multi Component Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Eliminates leased property
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ Improves operational efficiencies
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Enhances administrative and training capability

Payback

1. One-Time Cost:	$8,911K
2. Net of Implementation Costs:	$8,813K
3. Recurring Savings:	$65K
4. Payback Period:	100+ Years
5. NPV Costs:	$7,829K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

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

Candidate # USA-0209

Candidate Recommendation: Close California Army Guard Armory in Oxnard, CA. Close Army Reserve and Marine Corps Reserve Centers on Port Hueneme, CA. Relocate all units to a new Armed Forces Reserve Center on Port Hueneme, Navy Base Ventura County, CA.

Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint use facility
- ✓ Improves operational efficiencies

Payback

1. One-Time Cost:	$8,323K
2. Net of Implementation Costs:	$5,643K
3. Recurring Savings:	$619K
4. Payback Period:	17 Years
5. NPV Savings	$261K

Impacts

- ✓ Minimal community impact: Maximum potential reduction of 15 jobs (8 direct and 7 indirect) or -0.0 percent
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on DON Installation

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

Candidate # USA-0210

Candidate Recommendation: Close 96th RRC David Johnson USARC in Fargo and move into a new Reserve Center on Hector Field Air National Guard Base.

Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror/Force Protection / recruiting/retention

Military Value

- ✓ High Military Value – Joint stationing
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ New joint maintenance capability
- ✓ Improves functional operations / enhances readiness
- ✓ New training capability

Payback

1. One-Time Cost:	$7,857K
2. Net of Implementation Costs:	$8,109K
3. Recurring Costs:	$18K
4. Payback Period:	Never
5. NPV Costs:	$7,887K

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on AF Installation

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

Candidate # USA-0211

Candidate Recommendation: Close West Virginia Army National Guard Armory in Martinsburg and re-locate units into a new Armed Forces Reserve Center on Shepherd Air National Guard Base, Martinsburg, West Virginia.

Justification

- ✓ Multi service Reserve Co-location
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facility
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ High Military Value – new joint capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies
- ✓ Enhances training

Payback

1. One-Time Cost:	$8,871K
2. Net of Implementation Savings:	$1,655K
3. Recurring Savings:	$2,371K
4. Payback Period:	3 Years
5. NPV Savings:	$23,244K

Impacts

- ✓ Minimal economic impact: maximum potential reduction of
- ✓ 48 jobs(30 direct and 18 indirect) or -0.04 percent. Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ USA proposal on AF Installation

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0212

Candidate Recommendation: Close Army Reserve Center Westover (Chicopee), the MacArthur Reserve Center (Springfield), Army Maintenance Support Activity (Windsor Locks) Massachusetts. Close Maloney Army Reserve Center on Devens Reserve Forces Training Area and disestablish the 94th Regional Readiness Command. Close Army Guard Armory Agawam, Massachusetts. Close Westover Armed Forces Reserve Center and relocate US Marine Corps Reserves and Naval Reserve SEABEE to new Armed Forces Reserve Center on Westover Air Reserve Base. Establish an Army Reserve Sustainment Brigade headquarters in the new facility on Westover Air Reserve Base.

Justification

- ✓ Multi Service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ High Military Value – New Joint Capability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves operational efficiencies

Payback

1. One-Time Cost:	$101,905K
2. Net of Implementation Costs:	$69,552K
3. Recurring Savings:	$7,636K
4. Payback Period:	17 Years
5. NPV Savings:	$3,303K

Impacts

- ✓ Minimal economic impact – max potential loss of 243 jobs (155 direct and 88 indirect) or 0.02% of the total ROI employment (Cambridge-Newton-Framingham MA. Metropolitan Division) and max potential increase of 118 jobs (78 direct and 40 indirect) or 0.03% of the total ROI employment (Springfield, MA. MSA)
- ✓ Minimal community impact
- ✓ Low environmental impact

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

Candidate # USA-0219

Candidate Recommendation: Close Paul Doble Army Reserve Center in Portsmouth, NH; close New Hampshire Army Guard Armories in Rochester, Portsmouth, Sommersworth and Dover, NH and relocate units to a new Armed Forces Reserve Center and associated training and maintenance facilities on Pease Air National Guard Base, NH.

Justification

- ✓ Multi-Service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection, recruiting / retention

Military Value

- ✓ Transformational – improves training effectiveness
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Establishes joint interoperability
- ✓ Improves operational efficiencies

Payback

1. One-Time Cost:	$53,482K
2. Net Implementation Costs:	$50,138K
3. Recurring Savings:	$881K
4. Payback Period:	100+
5. NPV Costs:	$40,415K

Impacts

- ✓ Minimal economic impact - Max potential reduction of 0 jobs (0 direct & 0 indirect) or 0.0% of the economic area employment
- ✓ Minimal community impact
- ✓ Low environmental impact / no significant issues

✓ Strategy ✓ Capacity Analysis / Data Verification (On going) ✓ JCSG Recommended ✓ De-conflicted w/JCSGs

✓ COBRA ✓ Military Value Analysis / Data Verification (On going) ✓ Criteria 6-8 Analysis ✓ De-conflicted w/Services

Candidate # USA-0222

Candidate Recommendation: Close Ft. McPherson. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command to Pope AFB. Relocate the Headquarters 3rd US Army to Shaw AFB. Relocate the Installation Management Agency's Southeastern Region HQs and the NETCOM Southeastern Region HQs to Ft. Lee. Relocate the Army Contracting Agency Southern Region HQs to Ft. Sam Houston.

Justification

- ✓ Relocation proposals vacate 56% of total Ft. McPherson square footage
- ✓ No proposals to utilize created excess makes Ft. McPherson too expensive to maintain
- ✓ Enabling proposals: HSA-0124, HSA-0128, HSA-0009, HSA-0077 & USAF-0096

Military Value

- ✓ Increases military value by moving from a lower ranked installation to higher ranked installations
- ✓ Ft. McPherson (51), Ft. Lee (34), Ft. Sam Houston (43)

Payback

✓ One-Time Cost:	$225.2M
✓ Net Implementation Savings:	$109.1M
✓ Annual Recurring Savings:	$89.2M
✓ Payback Period:	2 Years
✓ NPV (Savings):	$921.5M

Impacts

- ✓ Criterion 6 – Max potential reduction of 7,123 jobs (4,303 direct & 2,820 indirect) or -0.26% of the total ROI employment
- ✓ Criterion 7 – Of the 10 attributes evaluated only one decreases significantly (Medical when moving to Pope AFB)
- ✓ Criterion 8 – Moderate Impact - potential Cult/Arch resource issues (Lee); close & remediate 4 operational ranges & groundwater contamination (McPherson)

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ MILDEP Recommended ✓ De-conflicted w/JCSGs

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

Candidate # USA-0121

Candidate Recommendation: Close Ft. Gillem, GA. Relocate the Headquarters, 1st US Army to Ft. Dix, NJ. Relocate the 2nd Recruiting Brigade to Redstone Arsenal, AL. Relocate the 52nd EOD Group to Ft. Campbell, KY. Establish an enclave for the Georgia Army National Guard, the 81st RRC units and the CID Forensics Laboratory.

Justification

- ✓ Operational capabilities enhanced by moving 1st Army
- ✓ Closure of AAFES vacates most of Ft. Gillem
- ✓ No proposals to utilize created excess in warehouse and admin space make Ft. Gillem too expensive to maintain

Military Value

- ✓ Increases Military Value by moving from a low ranking installation to higher ranking installations
- ✓ Ft. Gillem (52), Ft. Dix (23), Ft. Campbell (14), Redstone Arsenal (29)

Payback

✓ One-Time Cost:	$87.2M
✓ Net Implementation Savings:	$51.1M
✓ Annual Recurring Savings:	$34.2M
✓ Payback Period:	2 Years
✓ NPV (Savings):	$362.6M

Impacts

- ✓ Criterion 6 - Max potential reduction of 1,652 jobs (994 Direct & 658 Indirect) or -0.06% of the total ROI employment
- ✓ Criterion 7 – Of the 10 attributes evaluated only one decreases significantly (Medical when moving to Redstone Arsenal or Pope AFB)
- ✓ Criterion 8 –Moderate Impact - air analysis req'd (Dix, Campbell); potential Cult/Arch resource issues (Dix, Redstone); close & remediate 11 operational ranges & groundwater contamination (Gillem)

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ MILDEP Recommended ✓ De-conflicted w/JCSGs

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

Candidate #USA-0221 (Update)

Candidate Recommendation: Realign Fort Riley, KS by relocating combat arms brigade elements to Fort Bliss, TX, and relocating 1st Infantry Division units and various echelons above division units to Fort Riley, KS. Realign Fort Bliss, TX by relocating the Air Defense Artillery School to Fort Sill (#USA-0004 Net Fires) and relocating 1st Armored Division and 2d Infantry Division units and various echelon above division units to Fort Bliss, TX.

Justification

- ✓ Single-Service collocation of Brigade Combat Teams at Fort Bliss and takes advantage of one of the largest heavy maneuver areas
- ✓ Single-Service collocation of Brigade Combat Teams at Fort Riley to support the Army's transformation to a modular force
- ✓ Non-BRAC savings of $4.4B during the 6 year period available for BRAC and other priorities (Non-BRAC NPV savings are $15.6B)

Military Value

- ✓ MVI: Fort Bliss (1), Fort Riley (14)
- ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Bliss and Fort Riley.
- ✓ Essential to support the Twenty Year Force Structure Plan

Payback

1. One-time Cost:	$3839.5M
2. Net of Implementation Costs:	$5215.7M
3. Annual Recurring Costs:	$328.7M
4. Payback Period:	Never
5. NPV Costs:	$8003.2M

Impacts

- ✓ Criterion 6 – Max potential increase of 39,933 jobs in the El Paso, TX metropolitan area which is 12.15% of ROI. Max potential increase of 15,991 jobs in the Manhattan, KS metropolitan area which is 22.08% of ROI.
- ✓ Criterion 7 – Low risk. Of the ten attributes evaluated two declined (Cost of living and Employment)
- ✓ Criterion 8 – Significant Impact – large population increase; air analysis required, & potential restrictions due to archeological resource issues & water availability

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

Department of the Navy
BRAC 2005
Candidate Recommendations Brief
to

Infrastructure Executive Council

Progression of Analysis

DON

469 DON Activities

Surface/Subsurface
Aviation
Ground
Recruit Training
Officer Accessions
DON Unique PME
Reserve Centers
Recruiting Districts/Stations
Regional Support
Other Support

Capacity Analysis
Military Value Analysis
Optimization
Scenario Development
Scenario Assessment

Operational:
- **Ground – 1 scenario**
- **Surface/Subsurface – 11 scenarios (plus 4 variations)**
- **Aviation – 8 scenarios**

DON-specific HSA:
- **Reserve Centers – 36 scenarios**
- **Regional Support Activities – 13 +2 scenarios**
- **Recruiting Management– 3 scenarios**

DON-specific E&T:
- **Recruit Training – 1 scenario**
- **Officer Accessions – 4 scenarios**
- **DON Unique PME- 0 scenarios**

Other Support
- **IUSS/METOC/NCTAMS – 0 scenarios**

Additional Analysis:
- **Surface/Subsurface**
  - **Carrier move (2 scenarios)**
- **Aviation (3 scenarios)**
- **Reserves (Joint)**
- **Fenceline Closures**

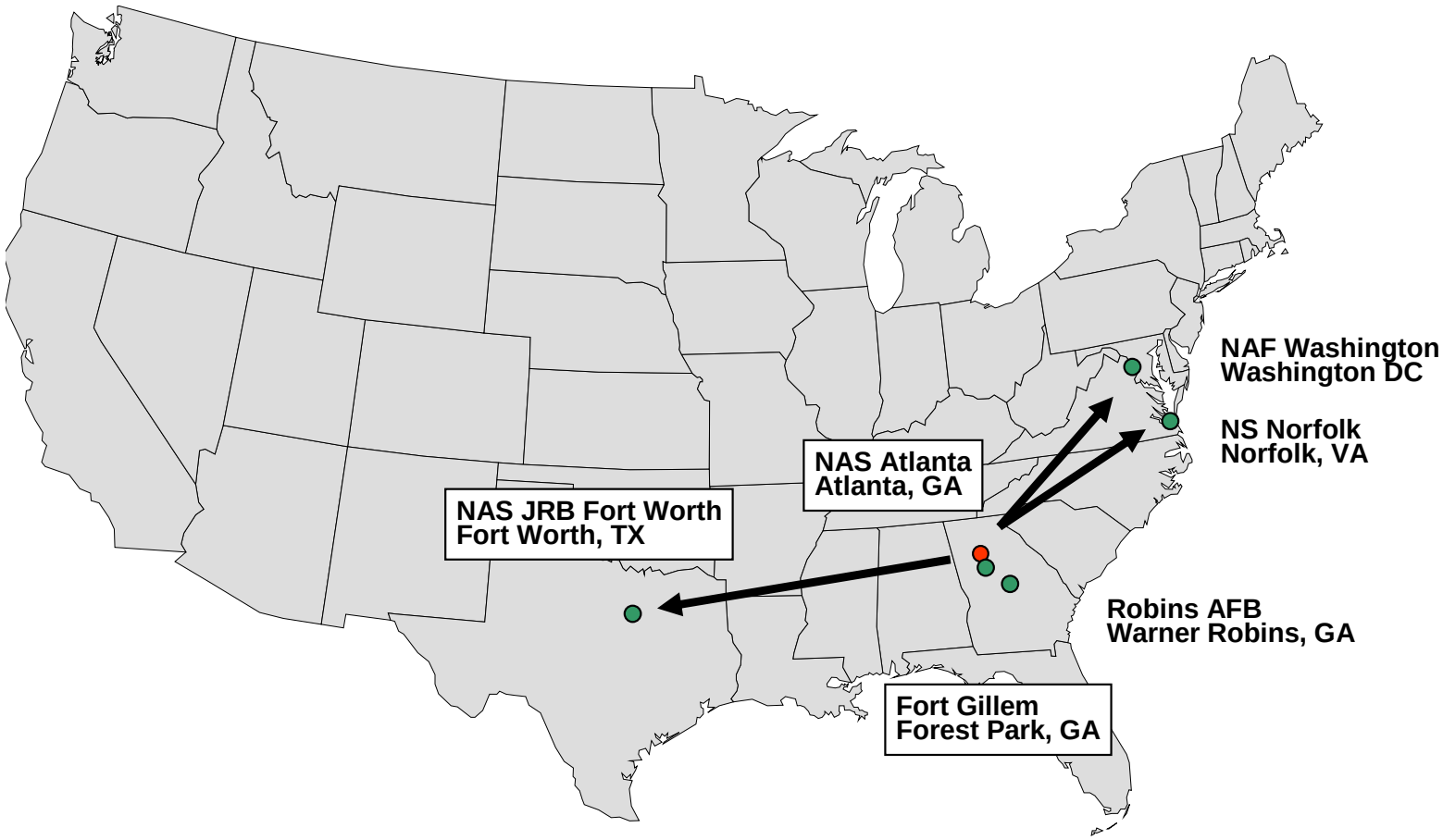
Scenario Analysis
Costs & Saving
Other Considerations
IEG Deliberations
CR Risk Assessment

Operational:
- **Surface/Subsurface – 3 Candidate Recommendations (CRs) [4 activities]**
- **Aviation – 1 CR [1 activity]**

DON-specific HSA:
- **Reserve Centers – 29 CRs [29 activities]**
- **Regional Support Activities – 5 CRs [10 activities]**
- **Recruiting Management – 1 CR [5 activities]**

DON-specific E&T:
- **Officer Accessions 1 CR [1 activity]**

Close NAS Atlanta



Candidate #DONCR-0068

Candidate Recommendation: Close NAS Atlanta, GA. Relocate VAW 77 to NAVSTA Norfolk, VA; VR 46 and C-12 aircraft to NAS JRB Ft. Worth, TX; HMLA 773, MALS 42, and MAG 42 to Robins AFB, GA; VMFA 142 to NAF Washington, DC; and RIA 14 to Ft. Gillem, GA. Retain Windy Hill Annex and consolidate Naval Air Reserve with NMCRC at Dobbins ARB, GA.

Justification

- ✓Reduces Excess Capacity
- ✓Saves $$ by shutting down facilities
- ✓Aligns reserve VAW with active forces
- ✓Maintains Reserve demographics

Military Value

- ✓Increases average military value of operational air stations from 56.22 to 56.75
- ✓Ranked 21 of 23 Active Bases in the Aviation Operations function.

Payback

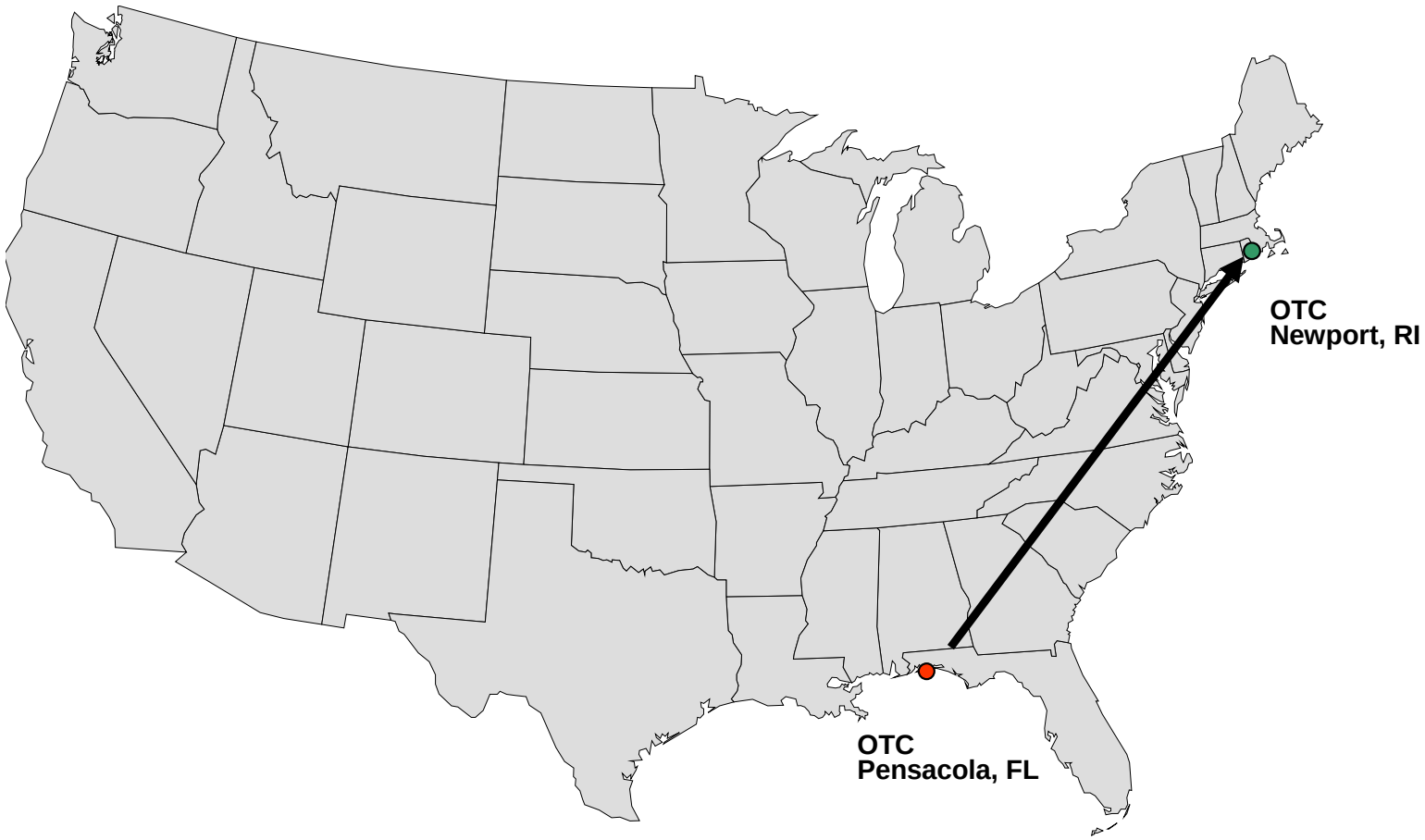
✓One Time Cost:	$49.4M
✓Net Implementation Savings:	$218.6M
✓Annual Recurring Savings:	$53.9M
✓Payback:	Immediate
✓NPV Savings:	$701.4M

Impacts

- ✓Criterion 6: -1,917 jobs; 0.07% job loss
- ✓Criterion 7: No substantial impact
- ✓Criterion 8: No substantial impact

✓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

Consolidate Officer Training at NS Newport



Candidate # DONCR-0085

Candidate Recommendation: Realign NAS Pensacola, FL by relocating Officer Training Command (OTC) Pensacola, FL to NAVSTA Newport, RI and consolidating with OTC Newport.

Justification

- ✓ Mission consolidation
- ✓ Saves $$ by eliminating personnel and reducing operating costs
- ✓ Frees up 90 KSF of space at NAS Pensacola for other uses

Military Value

- ✓ Increases average military value from 55.92 to 57.50
- ✓ Ranked 4 of 4 Active bases in the Officer Accessions Training Function

Payback

✓ One time costs:	$3.22M
✓ Net Implementation savings:	$6.29M
✓ Annual Recurring Savings	$1.67M
✓ Payback:	2 years
✓ NPV savings:	$21.22M

Impacts

- ✓ Criterion 6: -643 jobsl 0.31% job loss
- ✓ Criterion 7: No substantial impact
- ✓ Criterion 8: No substantial impact

✓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

Department of the Navy

DON Candidate Recommendation Payback Summary

CR2 Package	Billets Elim	Billets Moved	Time Costs	Steady-State Savings	20 Year NPV	Cost/NPV Ratio
Aviation (1) [DON-0068]	576	743	49.40	-53.90	-701.40	1:14
OTCs (1) [DON-0085]	15	266	3.22	-1.67	-21.22	1:7
TOTAL	591	1,009	52.62	-55.57	-722.62	1:14

Combined Totals (CR1 & CR2)	Billets Elim	Billets Moved	Time Costs	Steady-State Savings	20 Year NPV	Cost/NPV Ratio
Surface/Subsurface (3)	2,962	9,807	921.13	-314.04	-2,863.33	1:3
Aviation (1)	576	743	49.40	-53.90	-701.40	1:14
OTCs (1)	15	266	3.22	-1.67	-21.22	1:7
Reserve Centers (29)	170	142	8.65	-22.61	-316.17	1:37
Regional Support Activities (5)	251	815	49.32	-23.04	-258.33	1:5
Recruiting Management (1)	152	0	2.44	-14.53	-207.76	1:85
TOTAL	4,126	11,773	1,034.16	-429.79	-4,368.21	1:4

All Dollars shown in Millions

Headquarters U.S. Air Force

Integrity - Service - Excellence

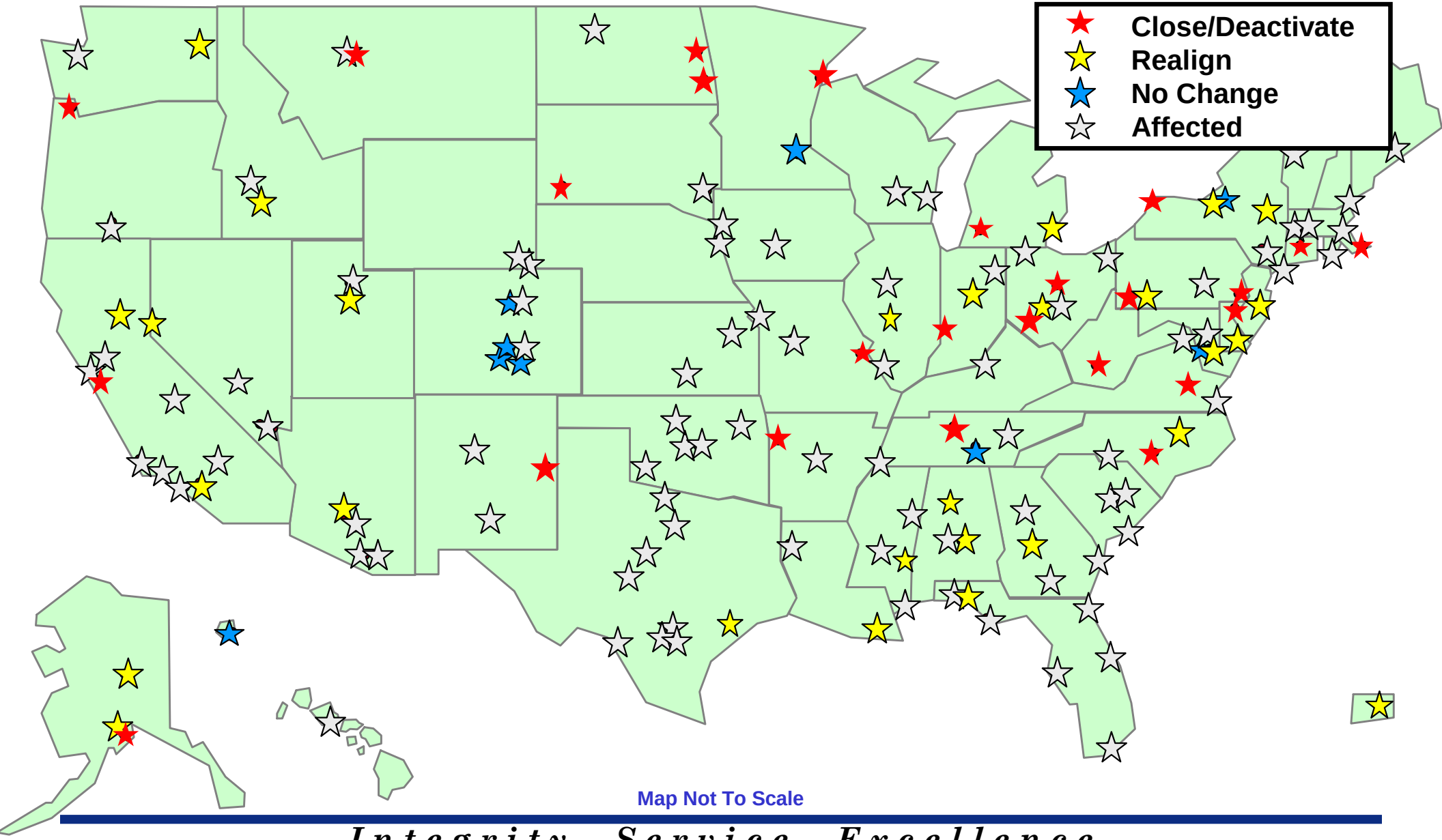
Air Force
BRAC Update to IEC

23 Feb 05

Fred Pease
Dep Assistant Sec,
Basing & Infrastructure Analysis

U.S. AIR FORCE

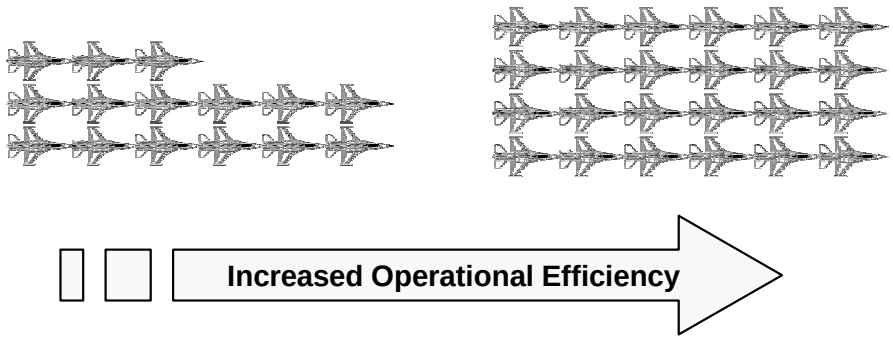
Air Force Installations

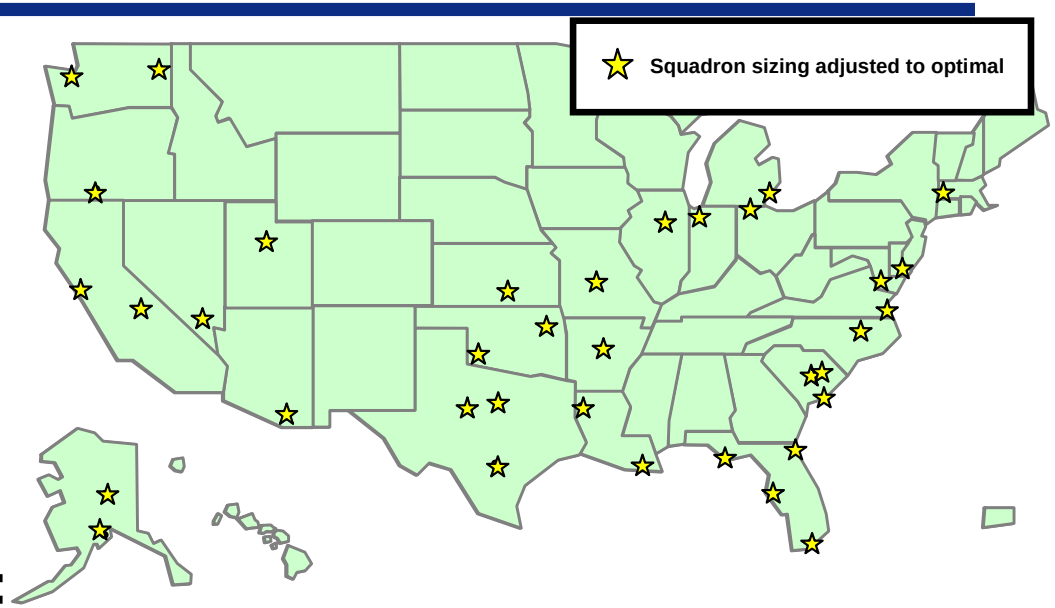


Map Not To Scale

Transforming the Air Force

Optimal Squadron Sizing



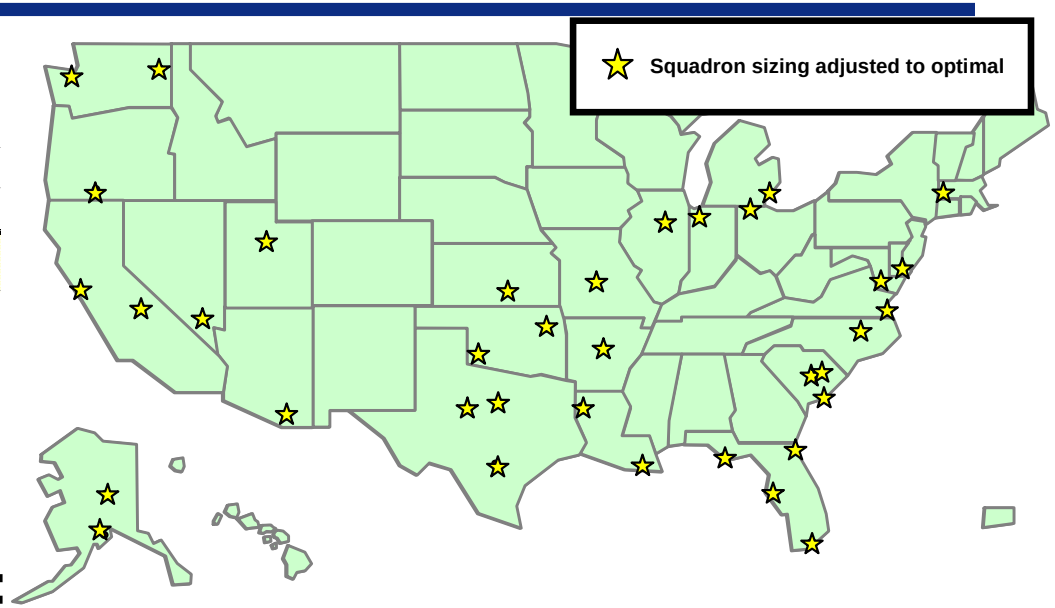


- **Air Force scenarios incorporated:**
  - **Optimal Squadron Sizing**
    - **Adjustments made to provide more efficient operational units (e.g. Fighter increased from 15 to 24 Primary Aircraft Authorization)**
  - **Active / ARC Mix**
    - **Balances of the mix were made to support both "Tails" and Manpower requirements through numerous Active / ARC "Associations"**
  - **Crew ratio increase (e.g. F-16 ratio increases from 1.25 to 1.5)**
    - **Combined with static ANG manpower puts increased focus on Active/ARC mix**

Transforming the Air Force

Crew Ratio Increase

Aircraft	*Type*	*Current Crew Ratio*	*Future AD / Blend*
Block 40 and higher	F-16	1.25	1.5



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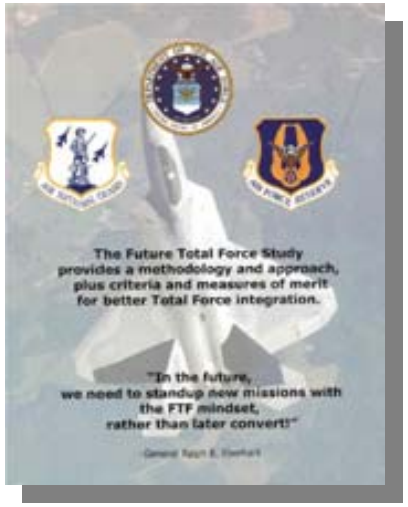
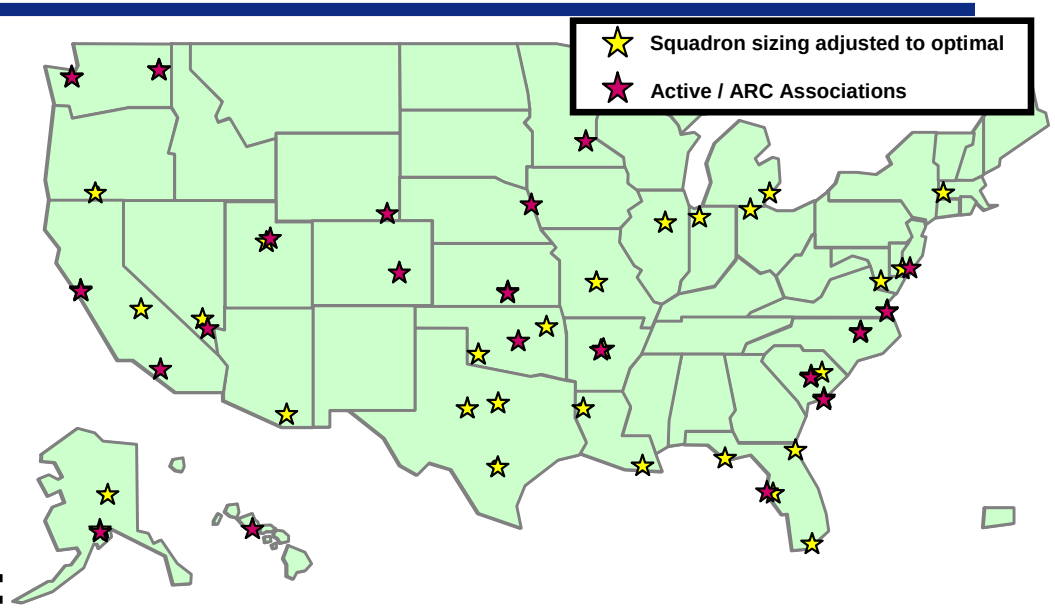
Transforming the Air Force

Active / ARC Mix





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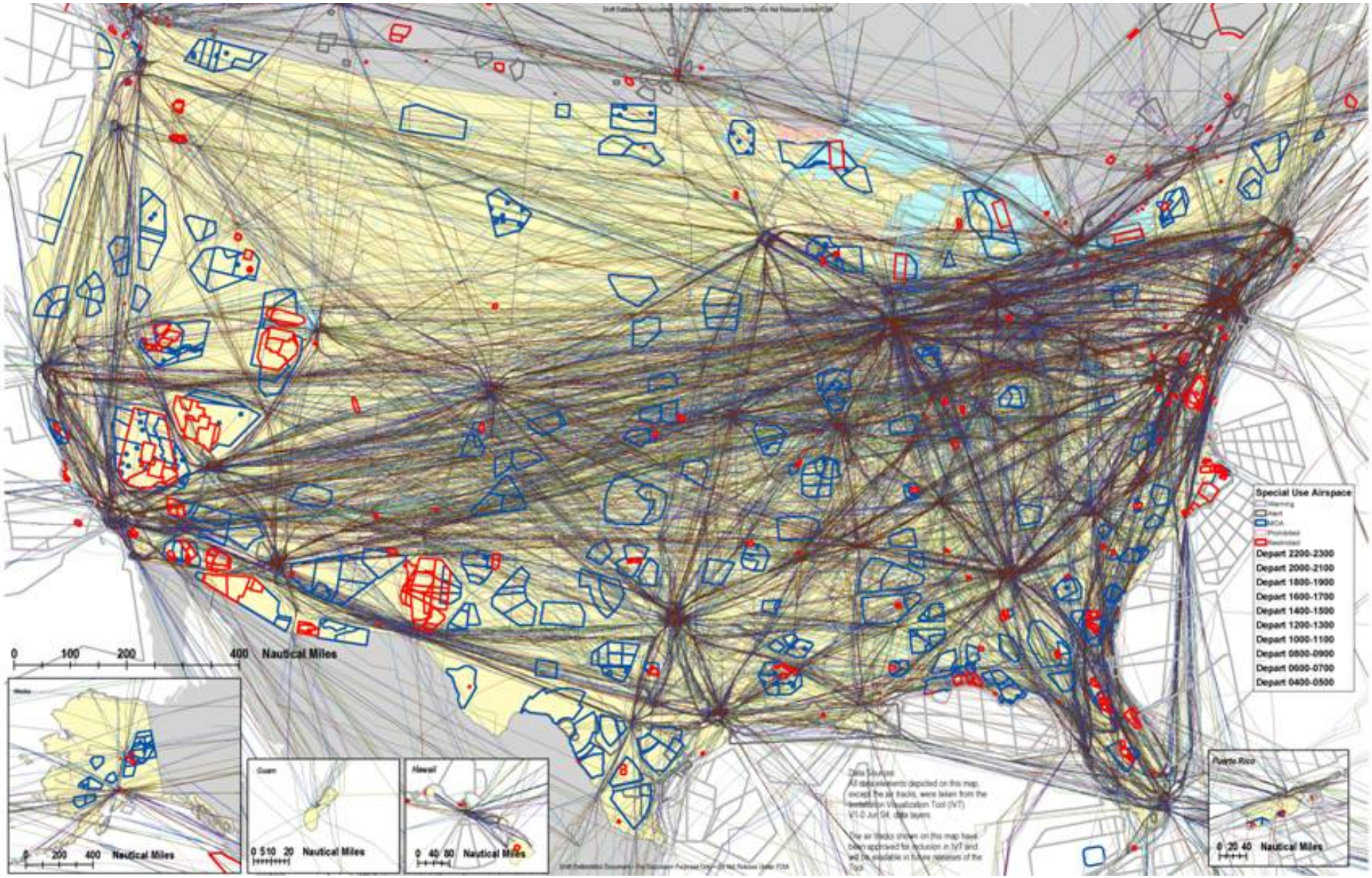
Airspace Considerations



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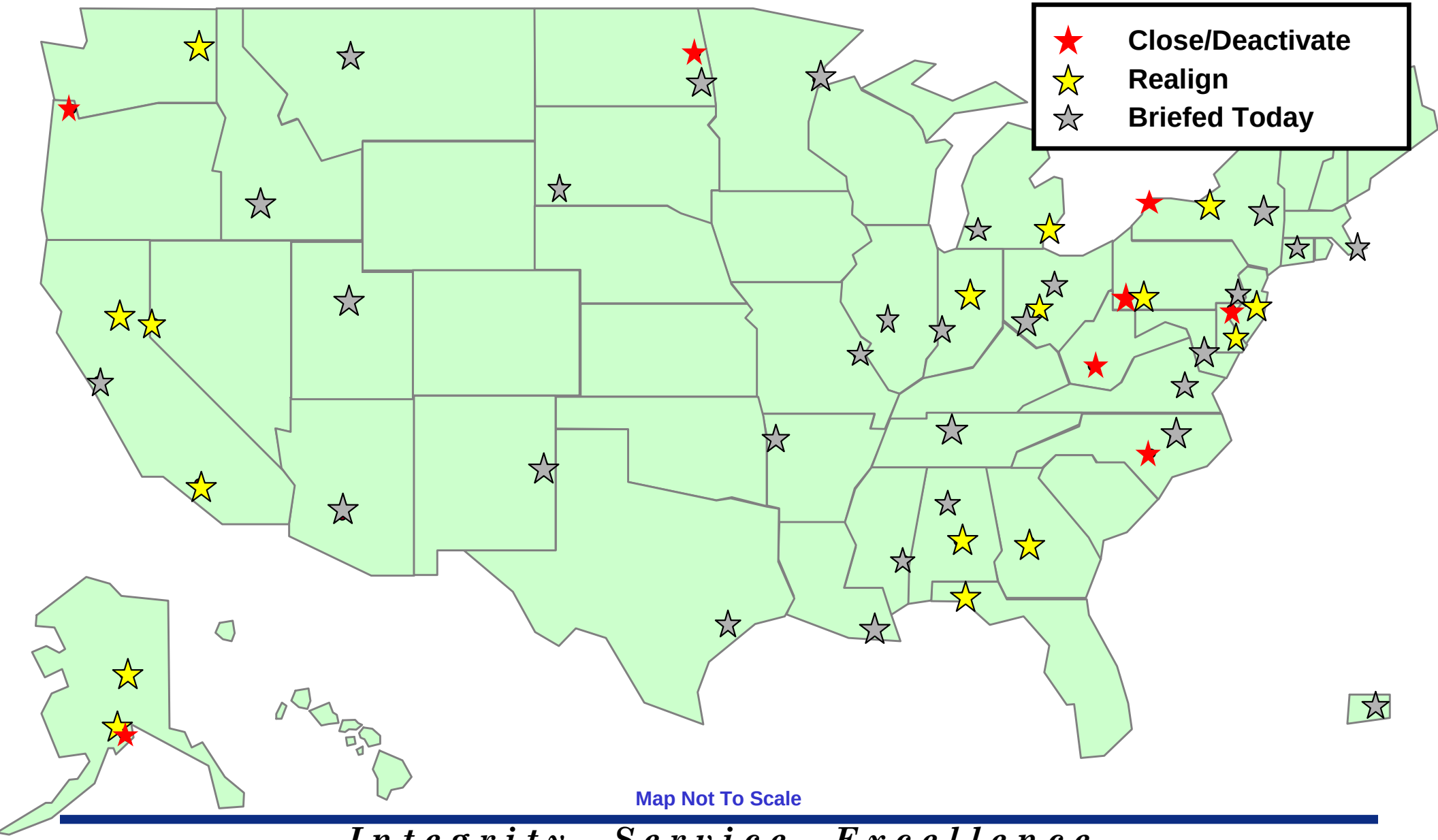
Air Force Installations



Map Not To Scale

Preliminary BRAC Costs/Savings

Closures

1. Bradley (G)
2. Cannon (A)
3. Duluth (G)
4. Ellsworth (A)
5. Ft. Smith (G)
6. Grand Forks (A)
7. Great Falls (G)
8. Hulman (G)
9. Hector (G)
10. Kulis (G)
11. Lambert (G)
12. Mansfield (G)
13. Nashville (G)
14. New Castle (G)
15. Niagara (G, R)
16. Onizuka (A)
17. Otis (G)
18. Pittsburgh (R)
19. Pope (A)
20. Portland (G/R)
21. Richmond (G)
22. Springfield-Beckley (G)
23. W.K. Kellogg (G)
24. Willow Grove (G/R)
25. Yeager (G)

Realignments

1. Andrews (A)
2. Beale (R)
3. Birmingham (G)
4. Capital (G)
5. Dover (A)
6. Eglin (A)
7. Eielson (A)
8. Ellington (G)
9. Elmendorf (A)
10. Fairchild (G)
11. Grissom (R)
12. Hill (A)
13. Hancock Field (G)
14. Key Field (G)
15. Luis-Munoz (G)
16. Luke (A)
17. March (R,G)
18. Maxwell (R)
19. McGuire (A)
20. Mountain Home (A)
21. NAS New Orleans ARS
22. Pittsburgh (G)
23. Reno (G)
24. Rickenbacker (G)
25. Robins (A)
26. Schenectady (G)
27. Selfridge (G, R)
28. Seymour Johnson (A)

Scenario OSD Track	Title	Total 1T Cost	MILCON	Payback	Cost/(Savings) 2011	Steady State
USAF-0011	Close Onizuka	$116,536	$15,958	5	$43,304	($24,103)
USAF-0018	Close Ellsworth	$348,367	$233,025	2	($30,939)	($142,298)
USAF-0033	Close Bradley	$5,823	$4,779	2	($3,890)	($1,783)
USAF-0035	Close Duluth	$4,764	$3,454	3	($3,454)	($2,121)
USAF-0036	Close Fort Smith	$11,547	$5,266	15	$7,285	($949)
USAF-0037	Close Great Falls	$24,557	$14,338	6	$2,534	($4,266)
USAF-0039	Close Hector	$4,035	$2,434	3	($1,511)	($1,006)
USAF-0040	Close Hulman	$5,875	$686	5	($232)	($1,102)
USAF-0041	Realign Lambert-St Louis	$25,338	$6,370	Never	$27,489	$35
USAF-0044	Realign Otis	$37,314	$9,571	4	$1,965	($9,097)
USAF-0049	Close WK Kellogg	$8,883	$313	1	($16,521)	($5,111)
USAF-0050	Close Ellington	$320	$0	Immed	($181)	($25)
USAF-0051	Realign Seymour Johnson	$37,772	$26,197	Never	$35,181	$843
USAF-0042	Close Willow Grove	$44,085	$17,754	100	$38,693	($919)
USAF-0053	Realign Luke	$9,983	$0	8	$1,434	($554)
USAF-0054	Realign Mountain Home	$71,603	$24,045	24	$46,136	($3,304)
USAF-0055	Realign NAS New Orleans	$29,538	$13,018	Never	$31,428	$486
USAF-0060	Close Nashville	$22,027	$10,084	100	$21,922	($85)
USAF-0066	Close Mansfield	$28,049	$9,481	4	$4,793	($3,584)
USAF-0067	Realign Schenectady	$3,565	$2,068	Never	$3,704	$30
USAF-0069	Realign Luis Munoz	$5,009	$3,078	Never	$5,391	$76
USAF-0034	Realign Capital	$9,917	$4,109	Never	$9,898	$80
USAF-0046	Close Richmond	$18,247	$1,512	Immed	($10,000)	($4,444)
USAF-0048	Realign Hill	$67,979	$44,245	Never	$75,684	$2,537
USAF-0032	Close Cannon	$79,000	$13,760	Immed	($273,000)	($118,576)
USAF-0080	Close Birmingham	$16,535	$7,260	38	$13,544	($753)
USAF-0077	Close Key Field	$15,289	$5,336	18	$9,505	($939)
USAF-0047	Realign Springfield-Beckley	$12,177	$751	Never	$12,454	$240
USAF-0063	Realign Andrews	$21,112	$7,292	19	$14,038	($1,248)
		$1,085,246	**$486,184**		**$66,654**	**($321,940)**

Briefed to ISG

Remaining Recommendations to Brief

Way Ahead

- **Estimate remaining 24 recommendations to be briefed at 7 Mar IEC**
- **Currently refining costs/savings with other MilDeps and JCSGs**

Questions?