

**BRAC 2005
Technical Joint Cross-Service Group (TJCSG)
Meeting Minutes of 24 March 2005**

Mr. Shaffer chaired the meeting. The agenda is enclosed in attachment 1. The list of attendees is enclosed in attachment 2. The read ahead materials are enclosed in attachment 3. The primary objective for the meeting was to review the "Do-Outs" status of the ISG directed scenarios. The agenda topics are listed below in the order in which they were covered. The key points, decisions and action items from the meeting are as follows:

ISG Feedback – Mr. Shaffer

Key Points:

- The ISG has requested that the TJCSG and the Medical JCSG look at merging Med-24 and 25 with TECH-0009A and/or 0009B and/or TECH-0032 into a single scenario.

Decisions:

- None

TECH-0060 – Dr. Schuette

Key Points:

- TECH-0060 has been submitted to the OGC.

Decisions:

- The TJCSG approved TECH-0060 to go forward as a Candidate Recommendation.

TECH-0018DR – Dr. Higgins

Key Points:

- TECH-0018DR is in work.

Decisions:

- The TJCSG approved TECH-0018DR to go forward as a Candidate Recommendation.

TECH-0042AR – Mr. Mleziva

Key Points:

- TECH-0042AR is ready to be submitted to the OGC.

Decisions:

- The TJCSG approved TECH-0042AR to go forward as a Candidate Recommendation.

TECH-0005 and TECH-0006 – Mr. Mathes

Key Points:

- The COBRA results for TECH-0005 and TECH-0006 should be ready by Monday, 28 March 2005.

Decisions:

- None

Hanscom Clean-Up – Mr. Mleziva

Key Points:

- This is in work.

Decisions:

- None

TECH-0018B – Mr. Pete O'Neill

Key Points:

- Additional assumptions were presented by the Weapons and Armaments Subgroup which will produce an estimated savings of:
 - Payback Years: from 14 to 11
 - One Time Cost: from \$121M to \$101M
 - Recurring Savings: will improve marginally from \$11.4M
- The Army non-concurred with the 1st and 3rd assumptions.

Decisions:

- The TJCSG accepted the 2nd assumption presented for TECH-0018B, which will change RDAT&E space to admin space only (lab space provided by receiver).

TECH-0018E – Mr. Pete O’Neill

Key Points:

- A proposal to modify the Military Value bullets on the quad chart was presented.

Decisions:

- The TJCSG decided to remove the 3rd bullet from the proposal to modify the Military Value bullets on the quad chart for TECH-0018E and to accept the others as presented.

TECH-0059 – Dr. Higgins

Key Points:

- Two options were presented.
 1. Move all of Indian Head production and technical + NOSSA to government sites (Eglin, Picatinny and China Lake)
 2. a. Move all of Indian Head technical + NOSSA to government sites (Eglin, Picatinny and China Lake)
b. Move production to Industry (analysis shows under-capacity and available resources/capability in Industry, e.g. Aerojet, ATK)
- Assumptions to be applied to the receiver data were presented.

Decisions:

- The TJCSG agreed to proceed with Option 1 for TECH-0059.
- The TJCSG accepted for the purpose of running COBRA. However, the Principals will review each of the assumptions presented for TECH-0059 and post by 1500 hrs tomorrow, 25 March 2005, any objections to any assumptions they identify. These objections will be discussed and the final assumptions will be approved at tomorrow’s, 25 March 2005, TJCSG 1700 hr teleconference call.
- Time did not permit discussion on any additional agenda topics. The TECH-0014 topic was deferred until the 1700 hrs Teleconference Call.

Other Information:

- The TJCSG will meet tonight, 24 March 2005 for the regularly scheduled daily teleconference call at 1700 hrs EST.
- The next TJCSG Meeting is scheduled for Tuesday, 29 March, Wednesday, 23 March 2005, in Crystal City, PT-1, Rm 4600, from 1100-1300 hrs EST.

Action Items:

1. The Innovative Systems Subgroup will prepare the Candidate Recommendation package for TECH-0060.
2. The Weapons and Armaments Subgroup will prepare the Candidate Recommendation package for TECH-0018DR.
3. The C4ISR Subgroup will prepare the Candidate Recommendation package for TECH-0042AR.
4. The Weapons and Armaments Subgroup will re-run COBRA for TECH-0018B applying the new assumption to change RDAT&E space to admin space only (lab space provided by receiver).
5. The Weapons and Armaments Subgroup will run COBRA for TECH-0059 using option 1 as presented to the TJCSG on 24 March 2005.
6. The TJCSG Principals will review each of the assumptions presented for TECH-0059 and post by 1500 hrs tomorrow, 25 March 2005, any objections to any assumptions they identify. These objections will be discussed and the final assumptions will be approved at tomorrow's, 25 March 2005, TJCSG 1700 hr teleconference call.

Approved: _____


Mr. Al Shaffer
Executive Director
Technical Joint Cross Service Group

Attachments:

1. Outline -Agenda
2. List of Attendees
3. Read Ahead Materials

TJCSG Agenda

24 March 2005

1. Clean up
 - A. DeSalva Action Tracking Matrix Overview (Handout A)
 - B. Corona to March CR (Tech 20) Status (Short / Schutte) (Handout B)
 - i. Revision to China Lake Weapons Center CR (Tech 18D) (Short / Bucklew) (Might hold to 1330L) (Handout C)
 - ii. Revision to Maritime Info Domain CR (Tech 42C) (Mlezvia) (Handout D)
 - iii. Revision to Air Platform CRs (Remove Corona from CRs (Tech 005 / Tech 006) (Mathes)
 - iv. Status of Navy E-mail accepting the revisions to pull Corona concerns from IEC
 - C. Hanscom clean up (Tech 042A, Tech 009) – E-mail from AF
 - D. Lakehurst scenario clean up (Mathes) (Handout D)
 - i. TJCSG Deliberation on
 1. Tech 005 With Lakehurst or Without Lakehurst (Mathes)
 - a. Schedule for Resubmission of CR
 2. Tech 006 With Lakehurst or Without (Mathes)
 - a. Canton Cats and Traps
 - b. All of Lakehurst
 - i. Schedule for resubmission CR
 - E. Indian Head scenario (Tech 059) (Handout E)
 - i. TJCSG deliberation on assumptions
 - ii. Schedule for COBRA and CR development
 - F. LAAFB Deliberation (Handout F)
 - i. Review of High and Low Cobra
 - ii. Review of Scenario Justification (words)
 - iii. TJCSG deliberation on Scenario
 - iv. Schedule for turning TJCSG recommendation in to ISG and AF for Tech 013
 - G. Draft IEC talking points for Dr. Sega (Buckstad) (Handout F)
 - H. C4ISR PM Coordination with ASD/NII (Tech 47 New)
 - I. Crane Coordination with Industrial (Hamm)
 - J. Status of Final Report (Evans)
 - K. Status of CIT review of Candidate Recommendations (Castle)castle

Attachment 2
Technical JCSG Meeting
March 24, 2005
Attendees

Members:

Mr. Al Shaffer, OSD Alternate for Dr. Ron Sega, Chairman
Dr. Dan Stewart, Air Force Alternate for Mr. Blaise Durante, Air Force (Via Telephone)
Mr. Brian Simmons, Army (Via VTC)
COL Walt Hamm, Marines Alternate for Dr. Barry Dillon, Marines
Mr. Don DeYoung, Navy Alternate for RADM Jay Cohen Navy
Mr. Jay Erb, JCS

Other:

Dr. Bob Rohde, Army CIT Rep
Mr. Gary Strack, OSD
Mr. Andy Porth, OSD BRAC
Mr. Roger Florence, DoD IG
COL Pete DeSalva, Marines
Mr. Matt Mleziva, C4ISR Subgroup Lead
Dr. Larry Schuette, Innovative Systems Subgroup Lead
Mr. Thom Mathes, ALSS Subgroup Lead (Via VTC)
COL Bob Buckstad, OSD
Dr. Karen Higgins, Weapons and Armaments Subgroup Lead (Via Telephone)
Mr. Al Goldstayn, Air Force CIT Rep (Via VTC)
LtCol Myland Pride, Air Force
Mr. Jerry Schiefer, OSD BRAC
Mr. Pete Cahill, Army
COL Steve Evans, Marines
BG Fred Castle, OSD
Dr. Jim Short, OSD
COL Bob Buckstad, OSD
Mr. Marc Magdinec, Navy
Mr. Pete O'Neill, Army



#Tech-0060: Relocate Naval Surface Warfare Center Corona to March Air Reserve Base

Candidate Recommendation (summary): Close Naval Surface Warfare Support Activity Corona. Relocate all Naval Surface Warfare Center functions to March Air Reserve Base.

Justification

- Minimizes disruption to critical and unique Navy RDAT&E asset (local move, no PCS)
- Reduces DOD footprint (PRV: -543M)
- Provides purpose built facility to increase efficiency of organization
- Enhances opportunity for Jointness

Military Value

- NSWC Corona had higher Military Value than March ARB.
- Military judgment said quantitative score higher because of research personnel not location.
- March ARB provides higher overall MV because of increase in buildable acres.
-

Payback

- One-time cost: \$94.3M
- Net implementation cost: \$43.2M
- Annual recurring savings: \$13.5M
- Payback time: 6 years
- NPV (savings): \$85.2M

Impacts

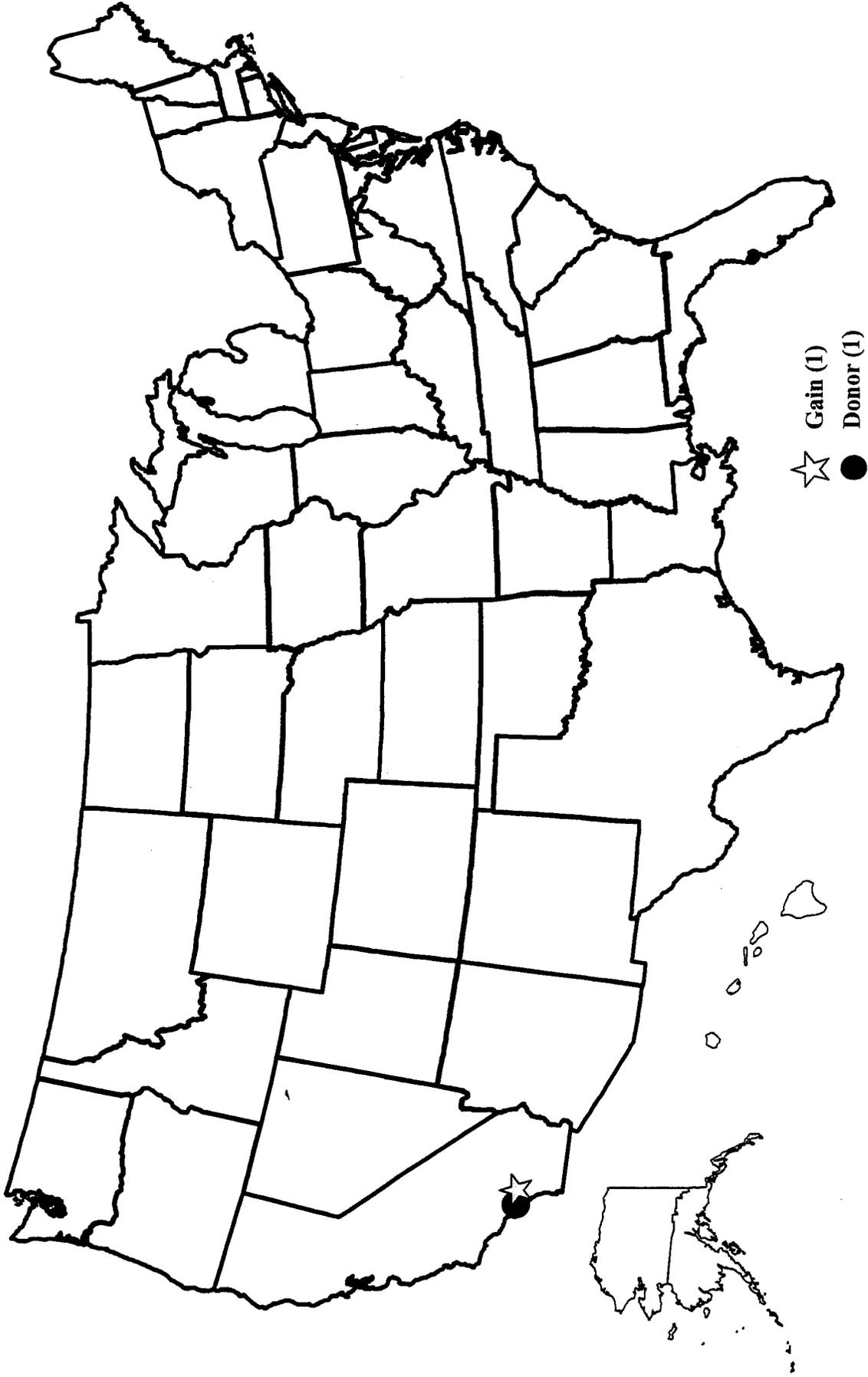
- Criteria 6: 6 jobs (3 direct, 3 indirect); <0.1%
- Criteria 7: No issues
- Criteria 8: No impediments



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#TECH-0060: Relocate Naval Surface Warfare Center Corona to March Air Reserve Base

DCN: 11487





#Tech-0018DR RDAT&E Integrated Center at China Lake

Candidate Recommendation (summary): Move W&A RDAT&E and ISE from Indian Head, Crane, Dahlgren, PAX River, Point Mugu, Port Hueneme, & Seal Beach, to China Lake, to form one of 3 core W&A sites. Move Energetics Materials from Crane & Yorktown to Indian Head. Move Surface Ship Weapons Systems/ Combat Systems Integration from San Diego to Dahlgren.

Justification

- Enhance W&A synergies
- Multiple use of eqt/ facilities/ ranges/ people
- Has one of the required ranges for W&A
- Facilitates 5 closures, savings not included
- Collocate Navy Program Mgmt w/ tech mgmt
- Preserve intellectual capital in Energetics

Military Value

- China Lake is one of the three Mega Centers, has high quantitative MV and largest concentration of integrated technical facilities across all three functional areas
 - Dahlgren, a Specialty Site, has high MV and using military judgment, is selected for surface ship weapon/ combat systems integration
 - Technical facilities with lower quantitative MV relocated to Mega Centers and Specialty Sites

DCN: 11487

Payback

- One-time cost: \$382M
- Net implementation cost: \$146M
- Annual recurring savings: \$68M
- Payback time: 6 years
- NPV (Savings) \$487M

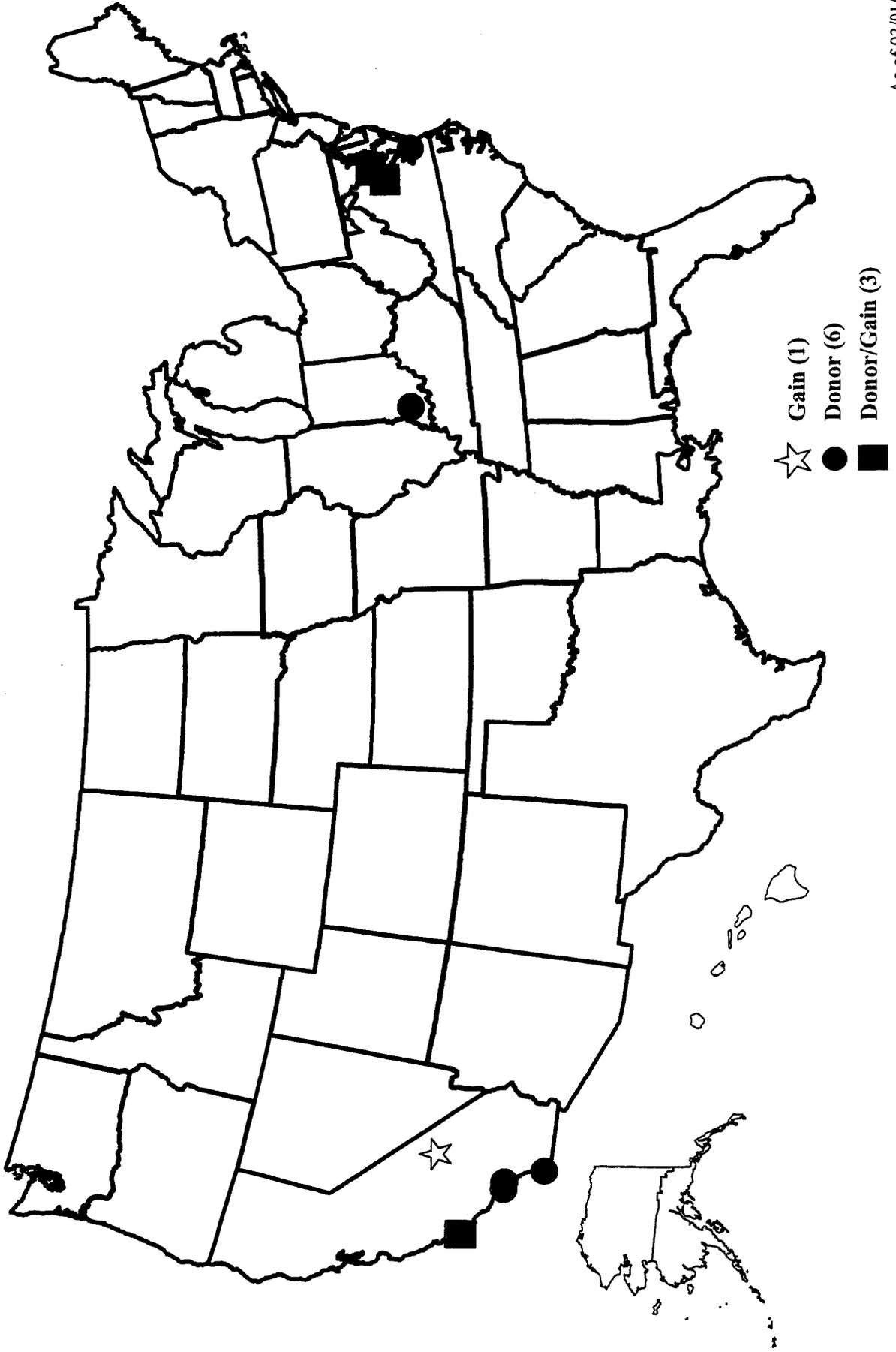
Impacts

- Criteria 6: -74 to -5012 jobs; <0.1% to 7.1%
- Criteria 7: No issues
- Criteria 8: No impediments



#Tech-0018DR RDAT&E Integrated Center at China Lake

DCN: 11487





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

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

Justification

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

Military Value

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

DCN: 11487

Payback

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

Impacts

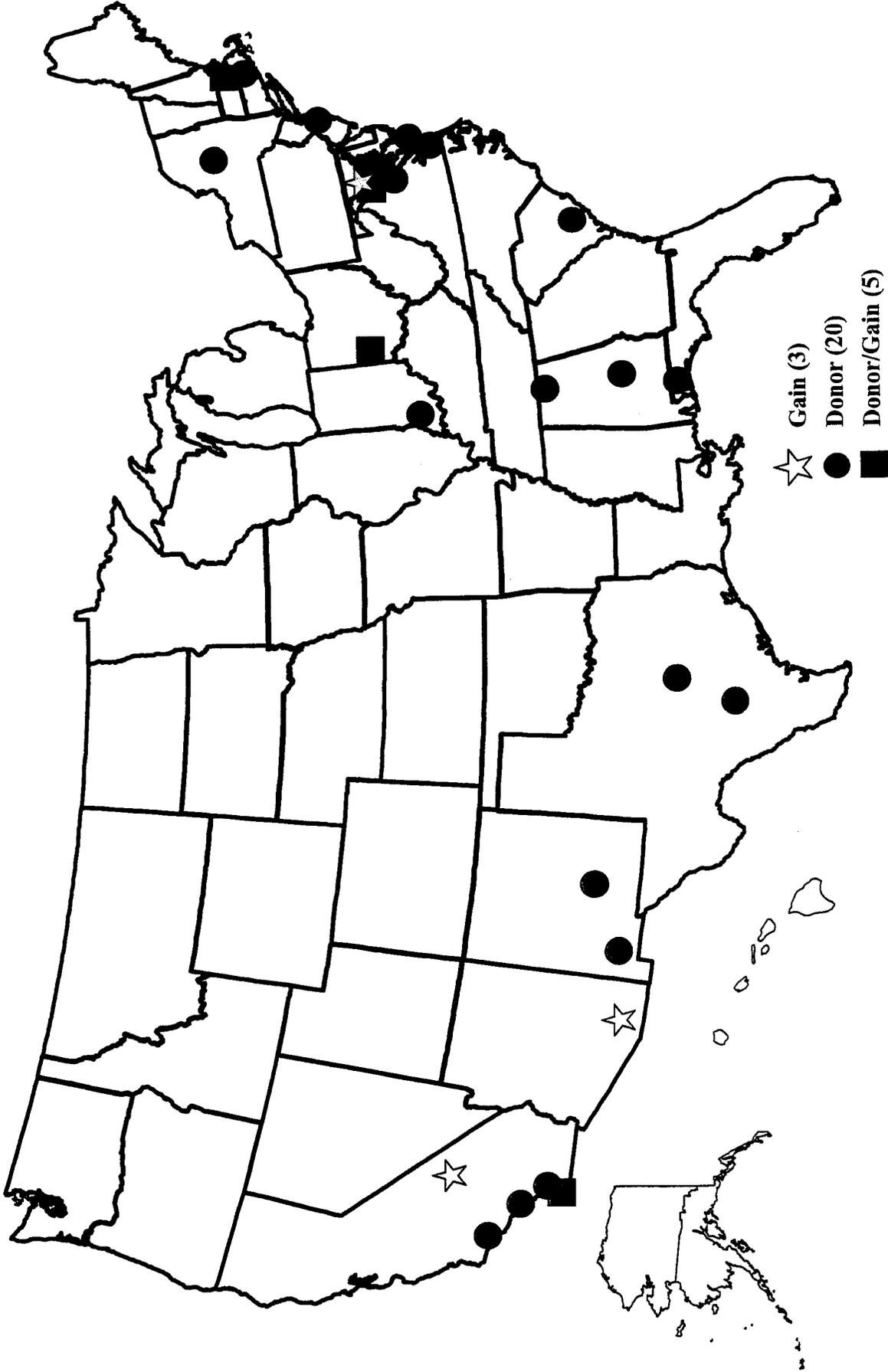
- Criterion 6: -212 to -2754; < 0.1 to 1.33%
- Criterion 7: No issues
- Criterion 8: May have to build on constrained acres at Hanscom. No impediments

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

JCSG/MilIDep Recommended
 Criteria 6-8 Analysis

De-conflicted w/JCSGs
 De-conflicted w/MilIDeps

TECH 42 – C4ISR RDAT&E Consolidation at Site Belvoir





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

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

Justification

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

Military Value

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

DCN: 11487

Payback

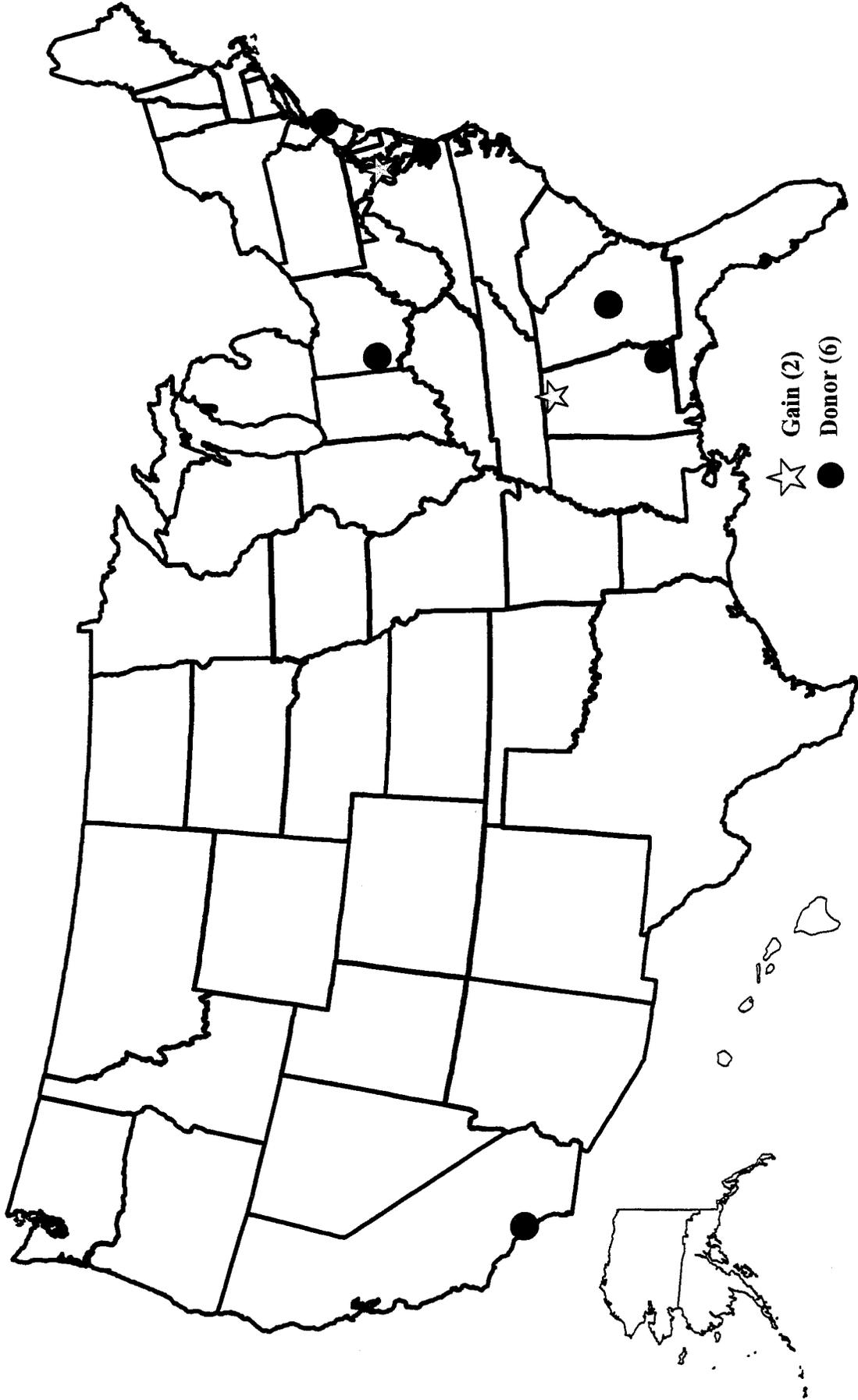
- One-time cost: \$101,254K
- Net implementation cost: \$74,428K
- Annual recurring savings: \$7,863K
- Payback time: 17 years
- NPV (savings): \$2,028K

Impacts

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

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

RDAT&E



3/24/2005



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

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

Justification

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

Military Value

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

DCN: 11487

Payback

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

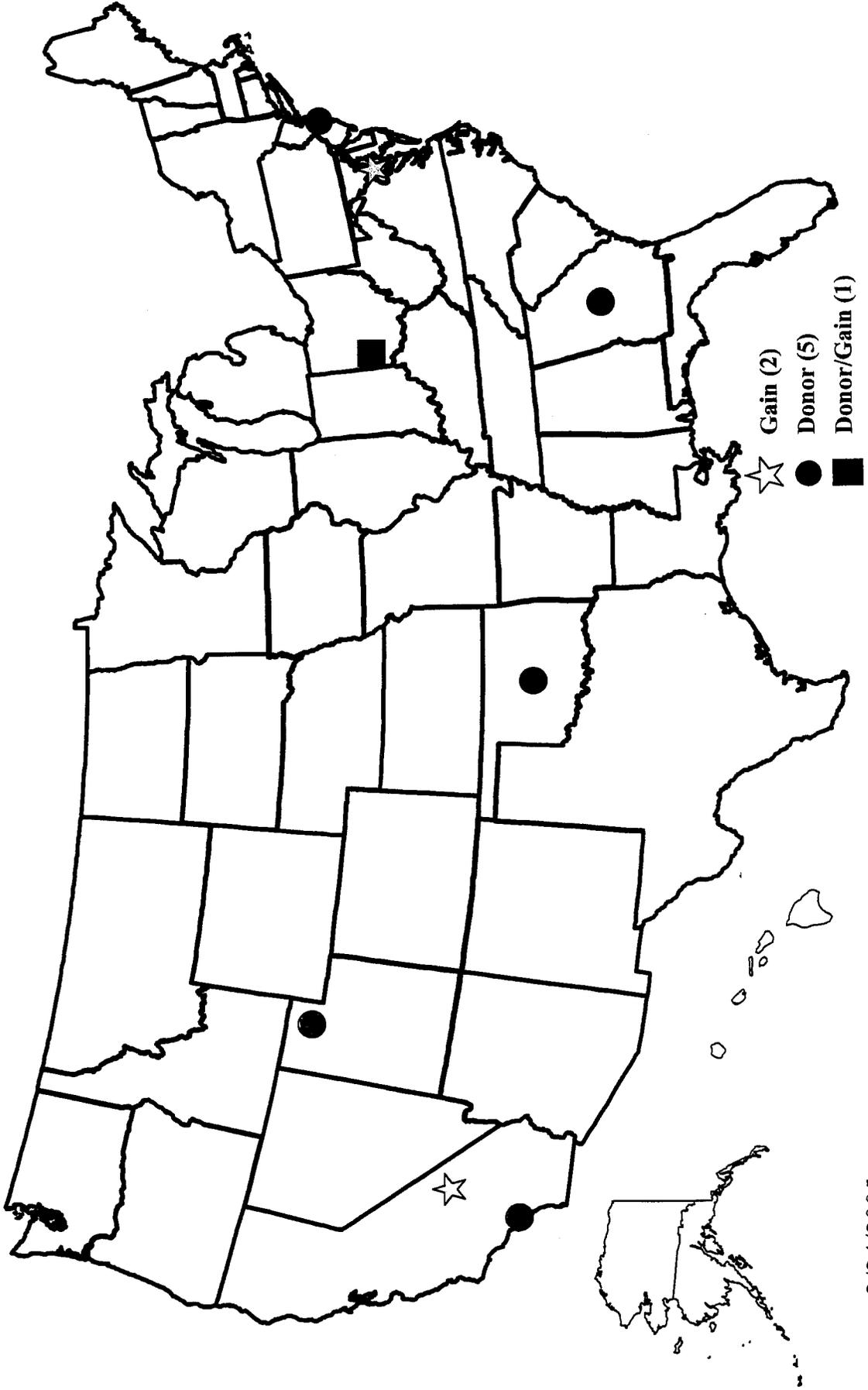
Impacts

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



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

DCN: 11487



3/24/2005

W&A Status Scenarios 18B, 18E, 59

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24 March 2005 REV 1
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Scenario 18B: Red Team Response More Aggressive Assumptions

- Additional Assumptions to Reduce Cost/ Payback Years
 - Reduce Ammo storage reqts by 1/3 [efficiency from integration of activities] [\$5.2M]
 - Change RDAT&E space to Admin space only [lab space provided by receiver] [\$4.5M]
 - Prorate special facility requirement by % of eqt moved
 - Crane 27%: \$2.8M
 - Indian Head 16%: \$6.7M
 - Louisville 76%: \$1M
- Potential Savings [estimated only—no COBRA yet]
 - Payback years: from 14 to 11
 - One time cost: from \$121M to \$101M
 - Recurring savings: will improve marginally from \$11.4M

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Scenario 18E: ^{DCN: 11487} Red Team Response Clarify Mil Value Rationale

- Modify MV Bullets on Quad Chart:
 - Naval Ordnance Test Unit Cape Canaveral has the only technical Nuclear MV for Navy
 - MV analytical framework for operational sites such as Kings Bay differ from technical sites.
 - Military Judgment that large operational sites have a greater MV than small technical sites
 - Military Judgment to relocate to Kings Bay for synergy in ATRF, Fleet operational support, and mission support infrastructure.

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Scenario #59 Status

- Options being considered:
 - Option 1:
 - Move all IH production and technical + NOSSA to government sites [Eglin, Picatinny and China Lake]
 - Option 2:
 - Move all IH technical + NOSSA to government sites [Eglin, Picatinny and China Lake]
 - Move production to Industry [analysis shows under-capacity and available resources/capability in Industry, e.g. Aerojet, ATK]
- COBRA will be run once all assumptions in place
 - Standard assumptions plus scenario specific assumptions [some may reduce costs beyond receiver/ donor inputs]
 - NAVAIR/ NAVSEA [receiver/ donor] disagreements considered; assumptions will address
 - Will attempt to run 3/24 once assumptions settle

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DGN: 11487

Scenario 59: Assumptions applied to receiver data

[new scenario dependent assumptions highlighted in red]

- PERSONNEL
 - Reduce Government and Contractor FTEs by 15% from submitted data
 - Receiver/donor agreement was to delete ~8%
 - \$200K recurring savings per eliminated support contractor
 - Move personnel IAW TJCSG guidelines ['08 MC assumed]
 - Move Sustainment and Weapons Integration personnel since closure
- MILCON & FACILITIES
 - Scrub MILCON w/ reduced FTEs, std sq ft; delete where personnel can be accommodated at receiver site; account for potential overlap if all moves happen.
 - Delete keeping 2 overlapping prod lines; assume phased implementation; move eqt vs buy new for receiver & demol/decon at closure
 - Delete decontamination, demolition and reclamation costs [part of Navy closure analysis; ensure this analysis would allow 3X only for decon assuming nearby 3X facility is available]
 - Use Receiver input for detonation proofing of new buildings vs \$1000/sq ft [assume only inner buildings require detonation proofing.
 - Reduce bomb proofs from 5 to 3 [large 50# and 2 medium 10#]
 - Delete moving of large detonation facilities such as tunnels etc.; build new existing facilities at receiver site; move associated equipment 5

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Scenario 59: Assumptions [cont]

[new assumptions highlighted in red]

- EQUIPMENT & MATERIALS
 - Eliminate duplication from dual use equipment [industrial and technical] or where receiver is available at receiver site
 - Use donor/ receiver data where reasonable reduction given
 - Use expert military judgment where required
 - No resupply of dual use eqt/ material or personal office material
 - Allow 25% general purpose eqt, 25% donor storage, movement & disposal of consumables and 10% of long / unsupported lists of eqt that include disallowable items
 - Allow decontamination costs for eqt and materials being relocated [proportional to % eqt used]
 - Reduce costs of doc xfer [clean files]; allow 1/3 local; 2/3 formal library
 - Delete coordination/ transition oversight, new prog coord costs/ maintaining interfaces
 - Delete large IT costs [COBRA includes]
 - Delete keeping 2 overlapping prod lines open—reduce cost by 50% to delete procurement; assume phased implementation; move eqt vs buy new for receiver & demol/decon at closure
 - Delete 88 mm twin screw extruder [no workload for tech or ind]; retain only 19 mm and 40/38 mm

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Scenario 59: ^{DCN: 11487} Assumptions [cont]
[new assumptions highlighted in red]

- OTHER ONE TIME COSTS
 - Eliminate conjectured cost for waste from production line start-up.

Scenario 59: Assumptions [cont]
[new assumptions highlighted in red]

- Major one time costs deleted by W&A scrub; \$400M one time costs proposed: reduced to ~\$188M
 - \$112 decontamination of buildings and eqt that require disposal at closure [assume it will be included in Navy closure scenario]; closure costs should be reduced substantially by finding alternative source for decon
 - \$80M [Picatinny & CL] to maintain 2 production lines [move and install vs keep at IH and procure/install new at CL]; requires phased production. Closure expense would also be reduced.

Scenario 59: Assumptions [cont]

[addressing NAVSEA Industrial issues with receiver input]

1. Add 88mm twin-screw extruder + 420 gal mixer;
2. Move above action to Technical
 - Disagree with 88mm: not included in either: lack of workload
 - 420 gal mixer in work; potential for industry to handle??
3. \$1000/SF appropriate figure for all new explosives MILCON; CL agreed but did not include
 - Still working: Apply to inner buildings only [need to verify] or reduce cost per operational guidelines
4. Increase magazine storage space
 - Still working???
5. 200 SF/person for office space
 - Disagree: Used standard TJCSG assumptions of 160 sq ft
6. Ensure reqt for 100K sq ft inert storage included
 - Still working??

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Scenario 59: Assumptions [cont]

[addressing NAVSEA R DAT&E issues with receiver input]

1. Ensure 88mm twin-screw extruder + 420 gal mixer + 4 bomb proofs moved;
 - Disagree: not included in either: lack of workload; industry can handle surge
 - Reduce bomb proofs from 5 to 3 [large & 2 medium]; use other existing facilities
2. \$1000/SF appropriate figure for all new explosives MILCON; States CL agreed but did not include
 - Still working: potential apply to inner buildings only [need to verify] or reduce per operational guidelines [large difference in COBRA results]
 - Includes requirement for #1 above
3. Adjust RSSI explosive storage levels
4. Consider as part of technical vs industrial
5. Concern that CL wants RSSI done in industry
 - Need to determine where East Coast storage could be [some AF action]—could affect move and building costs if storage remained on east coast
 - Unknown other action—still working??
6. Increase environmental NEPA costs from \$7.8K to \$37.8K
 - Criteria 8 will cover
7. Add \$195K wastewater treatment cost
 - Still working??
8. Decrease one-time unique cost summary from \$620K to \$610K to match rationale
 - Covered in W&A assumptions; aggregated to reduce
9. Remove \$615K misc recurring savings
 - Covered in W&A assumptions; aggregated to reduce

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Scenario 59: COBRA

- Option 1: Move all IH production and technical + NOSSA to government sites
 - Payback Years
 - NPV
 - One time cost
 - Recurring savings

- Option 2: Move all IH technical + NOSSA to government sites; move production to Industry
 - Payback Years
 - NPV
 - One time cost
 - Recurring savings

TECH-0014 COBRA Results

BASELINE Assumptions

- Data as presented
- Baseline pays to move FFRDC to Peterson
- New MILCON at Peterson for organic workforce only
- No closure - realignment only.

Payback:	Never
NPV	\$1,058,338K
1 Time Cost	\$1,075,571K
Total Net Cost	\$1,079,149K
Recurring Cost	\$6,344K

EXCURSION 1 Assumptions

- Using baseline
- No Closure –realignment only
- No personnel reductions
- The transition of D&A personnel from LA AFB to Peterson AFB in FY 09. This enables BRAC MILCON (lease and construct SMC facilities) be implemented to accommodate personnel moves at Peterson
- New BRAC MILCON for organic and FFRDCs
- Assume 160sf/person (organic workforce - government and on-site contractor workforce ONLY) MILCON new construction at Peterson.
- No FFRDCs moved from LA
- Renegotiate AF and FFRDC agreements and contracts that expire at the end of FY07
- One time BRAC related cost of \$200M to ramp-up FFRDC workforce at Peterson prior to move in FY09 to minimize performance gap/impact.

Payback:	Never
NPV	\$511,484K
1 Time Cost	\$485,439K
Total Net Cost	\$489,663K
Recurring Costs	\$6,506K

EXCURSION 1a Assumptions

- Using baseline
- No Closure –realignment only
- No personnel reductions
- The transition of D&A personnel from LA AFB to Peterson AFB in

FY 09. This enables BRAC MILCON (lease and construct SMC facilities) be implemented to accommodate personnel moves at Peterson

- New BRAC MILCON for organic and FFRDCs
- Assume 160sf/person (organic workforce - government and on-site contractor workforce ONLY) MILCON new construction at Peterson.
- No FFRDCs moved from LA
- Renegotiate AF and FFRDC agreements and contracts that expire at the end of FY07
- No allowance for one time BRAC related cost of \$200M to ramp-up FFRDC workforce at Peterson prior to move in FY09 to minimize performance gap/impact.

Payback:	Never
NPV	\$329,231K
1 Time Cost	\$285,439K
Total Net Cost	\$289,663K
Recurring Costs	\$6,506K

TECH-0014 D&A Rationale: This scenario consolidates space systems development and acquisition to a single joint center at Peterson AFB. This scenario relocates the largest DoD space acquisition activity, Space and Missile Center (SMC) to collocate with its parent major command (AFSPC). This move while not to a location of predominant space D&A, nevertheless derives significant benefits, notably from the synergy achieved in the efficiencies gained from combining the acquisition activities of all services at the location where significant operational and training space activities are based. This achieves important synergies between the operators and developers of requirements and the program offices that design space systems to meet those requirements. The operational and acquisition synergies achieved by this scenario would help address specific recommendations for improving space acquisition practices and professional development issues as indicated in the Young Study. Synergy is also improved by relocating D&A activities to the “front range” where the integration of emerging space development and acquisition programs (i.e. SBIRS, SBR and TSAT) will continue with critical space capability centers including Schriever AFB (SATOPS and C2), Cheyenne Mountain (Warning and Space Control) and Buckley AFB (Aerospace Defense Facility). An improved “joint” synergy is achieved by consolidating D&A activities and the scenario enhances the Air Force’s ability to establish joint program offices and improve its abilities as Executive Agent for Space to manage an integrated program of space acquisition and development for the DoD. While this scenario relocates SMC from principal satellite systems developers on the west coast, this is mitigated by the fact that major aerospace firms and space SETA contractors have existing facilities in Colorado Springs and manufacturing activities on the front range.

The distance challenges confronting SMC are mitigated by positioning the command in closer proximity to the AF space operational component, the space combatant command, the principal space research center at Kirtland and service acquisition and programming activities on the east coast. A major consideration is the significant FFRDC support provided to the command by Aerospace Corp; this scenario relocates SMC to Colorado Springs, the third largest Aerospace Corp population center, behind Los Angeles and Chantilly, VA.

This scenario improves the DoD’s ability to achieve desired effects on the key military value attribute of “people.” Collocating the SMC activity with other service space acquisition activities and the Air Force and Army space components significantly reduces costs and management challenges in making job assignments for space professionals. Synergies gained from the interaction and cross-flow of operations and acquisition personnel would enhance space professional development as mandated by the Space Commission. The professional development cycle for our space professionals is simplified by increasing the space professional population at the same location as the National Security Space Institute as transition to attend space education is eased. Finally, quality of life for our people is improved by avoiding high cost areas like LA.

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TECH-0014 SPACE PLATFORM D&A

<u>LOCATION</u>	<u>MILVAL</u>
LA	0.8406
NRL Washington DC	0.2753
USAF_5 Colorado Spring	0.2051
NRL Chesapeake Bay DET	0.1490
Kirtland	0.1473
Onizuka	0.1324
Hill	0.1009
Vandenberg	0.0834
Lackland	0.0710

USAF_5 = Hanscom ND, Hill software and space eng'ring, Kirtland AFOTECH, & LAAFB detachments at Peterson & Schriever @ Colorado Springs with 1539 FTEs. Also, does not include the Army's SMDC 708 FTEs.

Source: TJCSG Final MILVAL Report dtd 10 Dec 04

Risk Assessment to National Security Space Programs in Relation to FFRDC Movement

Risk: Schedule and performance disruption to ongoing space system D&A programs and activities. The turnover of a larger than normal portion of the Center's prime technical workforce, and the subsequent transition of new employees, would likely have a detrimental impact on the performance, schedule, and overall effective management of some space programs. This risk is directly linked to the anticipated high turnover of technical/engineering professionals who have attained years of experience working in support of specific programs and space system areas. Given past experience with organizational moves we must assume that a large percentage of the Aerospace workforce in LA (very likely a majority) would not accompany the SMC customer to the gaining location. The Commission to Assess US National Security Space Management and Organization (the "Space Commission") specifically identified that U.S. space programs are especially dependent on intellectual talent of scientists, engineers, and operators from academia, industry, and government agencies (Space Commission Report, page 18). As such, any realignment proposal needs to specifically address this critical human resource base and the associated intellectual capability, which is vital to D&A of space systems. Any move must implement a transition strategy that minimizes the impact to ongoing National Security Space programs, not the least of which are Space Based Infrared System, Space Radar, Evolved Expendable Launch Vehicle, the Global Positioning System, and the Air Force space-based communication systems. Any detrimental impact to these and other systems could potentially put critical warfighting capabilities at significant risk.

Risk: Loss of intellectual capital. There is potential to lose many of the highly technical and experienced workforce, particularly in the area of space systems engineering and analysis. This risk could be especially harmful to the DoD at a time when these skills are required (i.e. zero tolerance for space mission failure) are being stressed in terms of need. It can be particularly difficult to reconstitute many of these areas of specialization that the Aerospace workforce has developed over the years, especially since a large number of companies are competing for the same pool of applicants. Further, due to the age of legacy systems, some of the FFRDC workforce is the "link to the past" and it may be difficult to replace their system knowledge with new hires.

Possible Mitigation for above Risks:

- Effective transition planning: the six year BRAC implementation period offers the advantage of long range planning that enables early identification of FFRDC workers who plan to depart and replacements. Defer FFRDC moves to the gaining location as late as possible and only after sufficient replacements are in place.
- Since FFRDC has their own facilities, separate from LAAFB, a temporary or permanent FFRDC workforce can remain in place to temporarily offset key personnel losses during and after LAAFB closure (until workforce is fully regenerated at gaining location).
- Quality of Life: the high level of quality of life and lower cost of living offered by the Front Range area may reduce the percentage of workers that choose to remain in the LA area.

- Implement an active recruiting strategy and seek to hire the best talent available.

Risk: Loss of synergy with the space industry based in LA and surrounding areas. Relationships established with near-by space systems hardware and software companies contribute to effective D&A management and oversight. The departure of SMC and Aerospace support from the area where many of our space systems are manufactured, assembled and tested can make necessary coordination and program management more challenging for the government.

Possible Mitigation:

- A concentrated and focused effort should be developed to recruit and train a workforce to pick up the D&A mission while the support remains in place at LA. This could potentially drive a need for some overlap in the resources supporting the Space D&A mission from both LA and the gaining site.

Risk: Lost synergy with other D&A mission partners. There are benefits derived from the close association and working relationships with many partners in the LA area including: academic institutions and consortia (university studies and laboratories), intelligence community D&A activities (also supported by Aerospace) and NASA. The Aerospace FFRDC association and insights gained from support to these mission related customers can reduce overall technical efficiencies and synergies.

Suggested Mitigation:

- Collaboration would continue due to necessity and common interests. Modern technology (VTC, internet, etc.) would ease the impact, but there would be time and costs increases (TDY, travel, etc.).
- Relocation to Front Range area would increase synergy with other mission partners:
 - Closer association with operational and requirements community. IAW Space Commission report AFSPC has responsibility to provide the resources to execute research, development, acquisition and operations...Front Range location would enable this synergy to flourish and provide time and cost savings (TDY, travel, etc.).
 - Potentially more frequent access to and collaboration with AFRL space research activities in Albuquerque (4 hour drive from Colorado Springs).

Risk: Cost. This particular risk can be difficult to assess but we must assume that the relocation and hosting of Aerospace workers to Peterson will incur some considerable costs for the FFRDC. We must expect some of those costs to be absorbed by the DoD or service (via contracts or otherwise) even if they are not funded as one-time BRAC costs. In addition some level of recruiting and training the remainder of FFRDC workers to support SMC at Peterson will be required.

Suggested Mitigation:

- If BRAC will not totally fund FFRDC move, include a one-time cost to fund transition of most critical FFRDC assets.