

## **BRAC 2005 Infrastructure Steering Group (ISG)**

### **Meeting Minutes of February 18, 2005**

The Director of Administration and Management, Mr. Raymond DuBois, served as the Acting Chairman for this meeting. The list of attendees is attached.

Mr. DuBois opened the meeting by reminding ISG members that the next IEC meeting is scheduled for Wednesday, February 23, 2005 and the next ISG meeting is scheduled for February 25, 2005.

The Acting Chairman then turned the meeting over to Mr. Peter Potochney, Director of OSD BRAC, to give a brief update on progress to date. Mr. Potochney used the attached slides to review the schedule and scenario conflicts. He noted that the February 25, 2005 ISG meeting would be one half hour longer than originally scheduled, running 1030 to 1230. Mr. Potochney added that the Red Team had met with most of the JCSGs and were preparing to begin review of the Military Department recommendations.

Mr. Donald Tison, Chair of the Headquarters and Support Activities (H&SA) JCSG, used the attached slides to brief the ISG on ten new candidate recommendations involving the functional areas of Correctional Facilities, Installation Management and Major Administration and Headquarters. As Mr. Tison briefed the H&SA JCSG's strategy to create Joint Regional Correctional Facilities, some ISG members expressed concern about how the Military Departments would handle pre-trial confinement, since service members should be incarcerated in locales that are close to their parent commands. The Acting Chairman directed Mr. Tison to review his correctional facility recommendations to ensure considerations for pre-trial confinement are adequately addressed. The ISG then proceeded to discuss the costs and savings associated with the Correctional Facilities recommendations, noting those recommendations that had long payback. Mr. Tison highlighted the fact that nine of the existing 16 DoD correctional facilities are more than 30 years old. Because of this discussion, the ISG recommended that H&SA combine the five Correctional Facility recommendations (HSA-0020, 0021, 0022, 0024 and 0082) into a single Candidate Recommendation. In addition, the ISG directed H&SA JCSG to modify the recommendation (HSA-0020) that realigned SUBASE Bangor Washington by relocating the correctional function to Fort Lewis, Washington because of the high military construction costs. Instead of consolidating the two facilities into one, the ISG asked the JCSG to consider only a management consolidation for the Northwestern Joint Regional Correctional Facility. The ISG approved all the other H&SA candidate recommendations

Next, Mr. Gary Mostek of the Industrial JCSG, acting for the Chair of the Industrial JCSG, briefed one candidate recommendation on Lima Army Tank Plant (IND 0115) which would realign Lima Tank Plant in Ohio by disestablishing tank

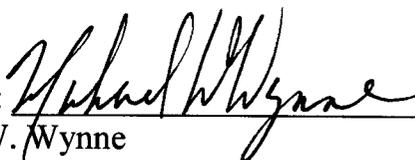
manufacturing at the facility. The installation would retain manufacturing capabilities for the Army Future Combat System Program (FCS) and the Marine Corps Expeditionary Force Vehicle chassis. The ISG approved this recommendation.

The Chair of the Medical JCSG, Lt Gen George Taylor, briefed three candidate recommendations (MED 0017, 0022 and 0005) all of which the ISG approved.

RADM Alan Thompson, acting for the Chair of the Supply and Storage JCSG, briefed three candidate recommendations (S&S 0043, 0044, 0045) that privatized the supply, storage, and distribution of tires, packaged POL, and compressed gases. The ISG approved all three of these candidate recommendations.

Mr. Al Shaffer, acting for the Chair of the Technical JCSG, briefed three new candidate recommendations (TECH 0020, 0032 and 0054) all of which the ISG approved. The ISG directed the DON to work with the Technical JCSG to better understand the linkage of TECH-0020 to the Fleet meteorological center at Monterey, California. Mr. Shaffer also discussed TECH 0040 (Consolidate Extramural Research Program Managers to NAS Anacostia), which the ISG had previously put on hold. The ISG agreed to leave TECH 0040 on hold until the legal issue surrounding the closure of the Uniformed Services University of the Health Sciences is resolved, so that ISG members can make an informed decision on whether using Bethesda as the receiving site for the extramural research activities would be more cost effective and appropriate than using Anacostia.

Following the Technical JCSG briefing, Mr. Fred Pease provided the ISG with an informational brief on candidate recommendations the Air Force will present to the IEC for approval. The Air Force scenarios involve changing the size of their squadrons, increasing crew ratios from 1.25 to 1.5 and combining active and reserve functions at bases. At the conclusion of the briefing, Mr. Pease noted that none of the previous H&SA JCSG recommendations involving Andrews AFB as a receiving location would adversely impact the primary mission of Andrews AFB (to support the President).

Approved:   
Michael W. Wynne  
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing slides entitled "BRAC 2005 Briefing to the Infrastructure Steering Group February 18, 2005"

3. Read Ahead package dated February 15, 2005 used to facilitate the meeting, which includes candidate recommendation and accompanying quad charts, and a compact disc with additional supporting information.

**Infrastructure Steering Group Meeting  
February 18, 2005**

**Attendees**

**Members:**

- ADM John Nathman, Vice Chief of Naval Operations
- Hon Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Gen Michael Moseley, Vice Chief of Staff for the Air Force
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Hon Nelson Gibbs, Assistant Secretary of the Air Force (IE)

**Advisor:**

- Mr. Raymond DuBois, Director, Administration and Management (DA&M)

**Alternates:**

- LtGen Richard L. Kelly, Deputy Commandant for Installations and Logistics for the Marine Corps for Gen William Nyland, Assistant Commandant of the Marine Corps
- MG Kenneth Hunzeker, Deputy Director, J-8, Joint Staff, for Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff
- MG Geoffrey Miller, Assistant Chief of Staff, Installation Management for the Army (ACSIM) for GEN Richard A. Cody, Vice Chief of Staff of the Army

**Education and Training JCSG**

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

**Headquarters and Support JCSG**

- Mr. Don Tison, Chairman, Headquarters and Support Activities JCSG
- COL Carla Coulson, Chief of Staff, Headquarters and Support Activities JCSG

**Industrial JCSG**

- Mr. Gary Mostek, Chairman of Industrial JCSG Subgroup Munitions and Armaments for Mr. Michael W. Wynne, Chairman, Industrial JCSG
- Ms. Willie Smith, Chief BRAC Division, Joint Munitions Center Group

**Intelligence JCSG**

- Ms. Deborah Dunie, Director, Analysis Office of the Deputy Under Secretary of Defense (Counterintelligence and Security) for Ms. Carol Haave, Chairman, Intelligence JCSG

### **Medical JCSG**

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

### **Supply and Storage JCSG**

- RADM Alan Thompson, Director, Supply, Ordnance and Logistics Operation Division for the Navy for VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

### **Technical JCSG**

- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering for Dr. Ron Sega, Chairman, Technical JCSG
- COL Robert Buckstad, Executive Secretary for Technical JCSG

### **Others:**

- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Col Dan Woodward, Branch Chief, Forces Division, Joint Staff J-8
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- Mr. Peter Potochney, Director, OSD BRAC
- Mr. Michael McAndrew, Assistant Director, OSD BRAC
- Mr. John Desiderio, Assistant Director, OSD BRAC
- COL Robert Henderson, Military Deputy, OSD BRAC
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC



# **BRAC 2005**

Briefing to the  
Infrastructure Steering Group

February 18, 2005



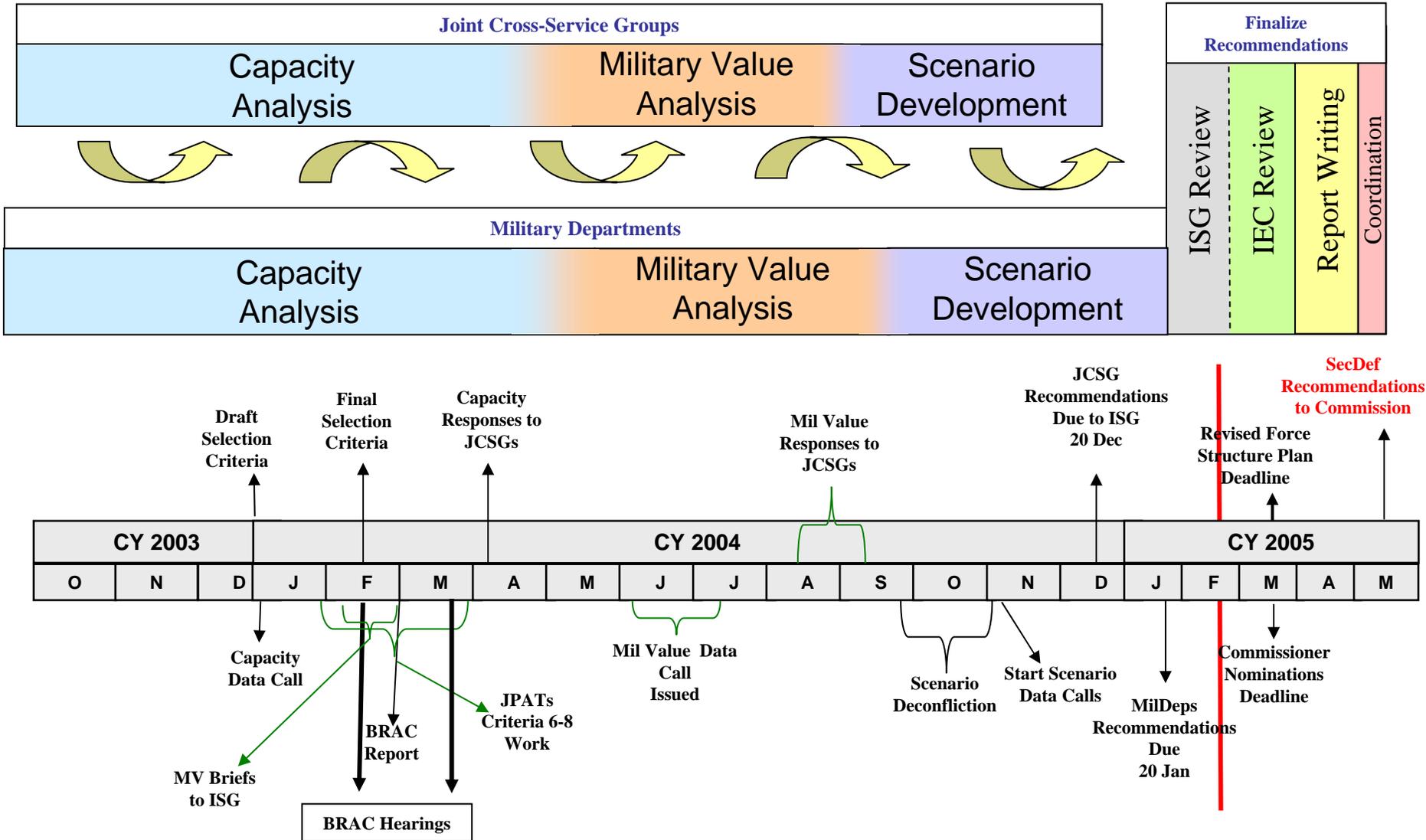
# Purpose

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- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
  - Summary of ISG Actions to date
  - Headquarters and Support Activities (10)
  - Industrial (1)
  - Medical (3)
  - Supply & Storage (3)
  - Technical (3)
  - Air Force (31)



# Process Overview





# Summary of Conflict Review

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- As of 4 Feb 05 - 999 Registered Scenarios
  - 0 New Conflicting Scenarios
  - 111 Old Conflicts Settled
  - 8 Not Ready for Categorization
  - 600 Independent
  - 43 Enabling
  - 237 Deleted

# Candidate Recommendations

## Projected Briefings to ISG (as of 17 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			9	
H&SA	53	15/0/0		3/0/0	4/1/0	4/0/3	3/0/0	10	4	6	
IND	38			10/0/0	5/0/0	2/0/0	4/0/0	1	10	6	
INTEL	4									4	
MED	17		8/0/0		1/0/0			3	3	2	
S&S	7				1/0/0			3	3		
TECH	11					0/0/1		3	1	6	
ARMY	150				95/0/1	32/0/0	21/0/0		1		
DoN	65				38/0/0		2/0/0			25	
USAF	55							31	24		

### Legend:

Approved – 255 / Disapproved – 1 / Hold – 6

Pending - 155



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# Headquarters and Support Activities Joint Cross Service Group



# HSA JCSG

## Geo-clusters & Functional

- ✓ Correctional Facilities
- Civilian Personnel Offices (11 Feb 05)
- Defense Agencies
- Financial Management (7 Jan 05)
- Military Personnel Centers (11 Feb 05)
- ✓ Installation Management (15 of 15)

## Mobilization

- Mobilization

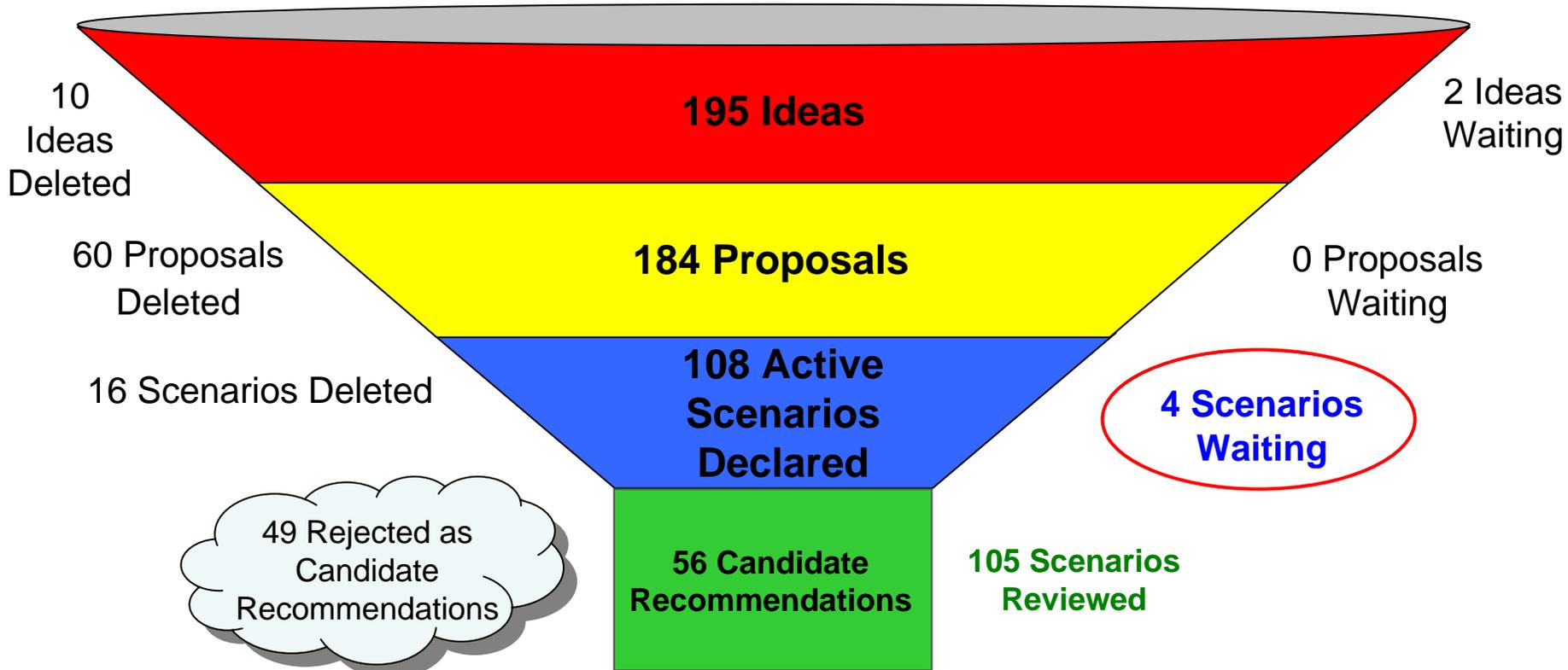
## Major Admin & HQ

- Combatant Commands (3 of 4) (28 Jan 05)
- ✓ Major Admin & HQ (12 of 16)
- Reserve & Recruiting Commands (3 of 4) (4 Feb 05)



# Statistics

## HSA JCSG Currently has:



27 IEC Approved

29 ISG Approved & Prep for IEC

   ISG Approved, but on Hold for Enabling Scenario

  3 ISG On Hold for Addl Info or Related CR  
HSA-0035 R&RC  
HSA-0120R&RC  
HSA-0063 MAH

   Note Conflict(s) to be Considered & Resolved

  1 ISG Disapproved  
HSA-0050 (COCOM)



# Correctional Facilities

## Regional Correctional Facilities

~~Level III → FBOP  
HSA-0019  
GC-CF-0003~~

### Northwest RCF

HSA-0020  
GC-CF-0012

**FT LEWIS**



### Southwest RCF

HSA-0021  
GC-CF-0013

**MCAS MIRAMAR**



### Mid-West RCF

HSA-0022  
GC-CF-0014

**FT LEAVENWORTH**



### Southeast RCF

HSA-0024  
GC-CF-0017

**NWS CHARLESTON**



### Mid-Atlantic RCF

HSA-0082  
GC-CF-0015

**HAMPTON ROADS SOUTH**



# Correctional Facilities

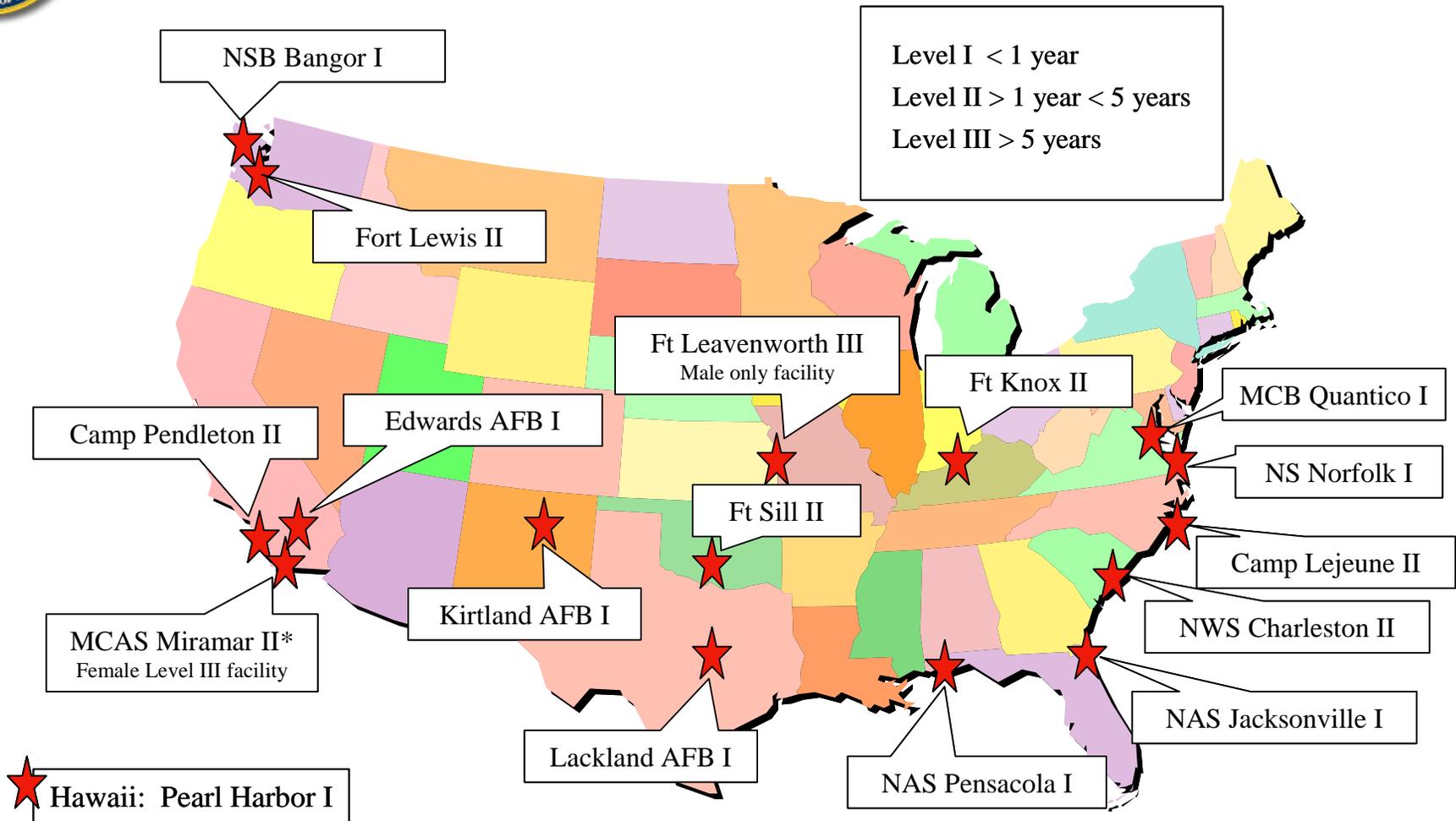


Current Inventory	Age	ACA	No. of Beds
ARCF Fort Knox	52	No	228
ARCF Fort Lewis	48	No	202
MCB Brig Camp Lejeune	36	No	232
ARCF Fort Sill	33	No	157
MCB Brig Camp Pendleton	33	No	264
NAVBRIG Norfolk	33	No	277
NAVCON Brig Miramar	16	Yes	374
NAVCON Brig Charleston	16	Yes	320
USDB	4	Yes	641
Kirtland Confinement Facility	55	No	24
Edwards Confinement Facility	51	No	24
MCB Brig Quantico	33	Yes	30
Waterfront Brig/CCU Jacksonville	25	No	75
Waterfront Brig/CCU Bangor	10	Yes	71
Waterfront Brig/CCU Pensacola	10	Yes	54
Lackland Confinement Facility	9	Yes	31

Proposed Inventory	Age	AC A	No. of Beds
Northwest Fort Lewis	New	N/A	400
Southwest MCAS Miramar	16	Yes	574 (200 New)
Midwest Fort Leavenworth	4 + New	Yes	1041 (400 New)
Mid-Atlantic NSA Northwest	New	N/A	400
Southeast NWS Charleston	16	Yes	400 (80 New)



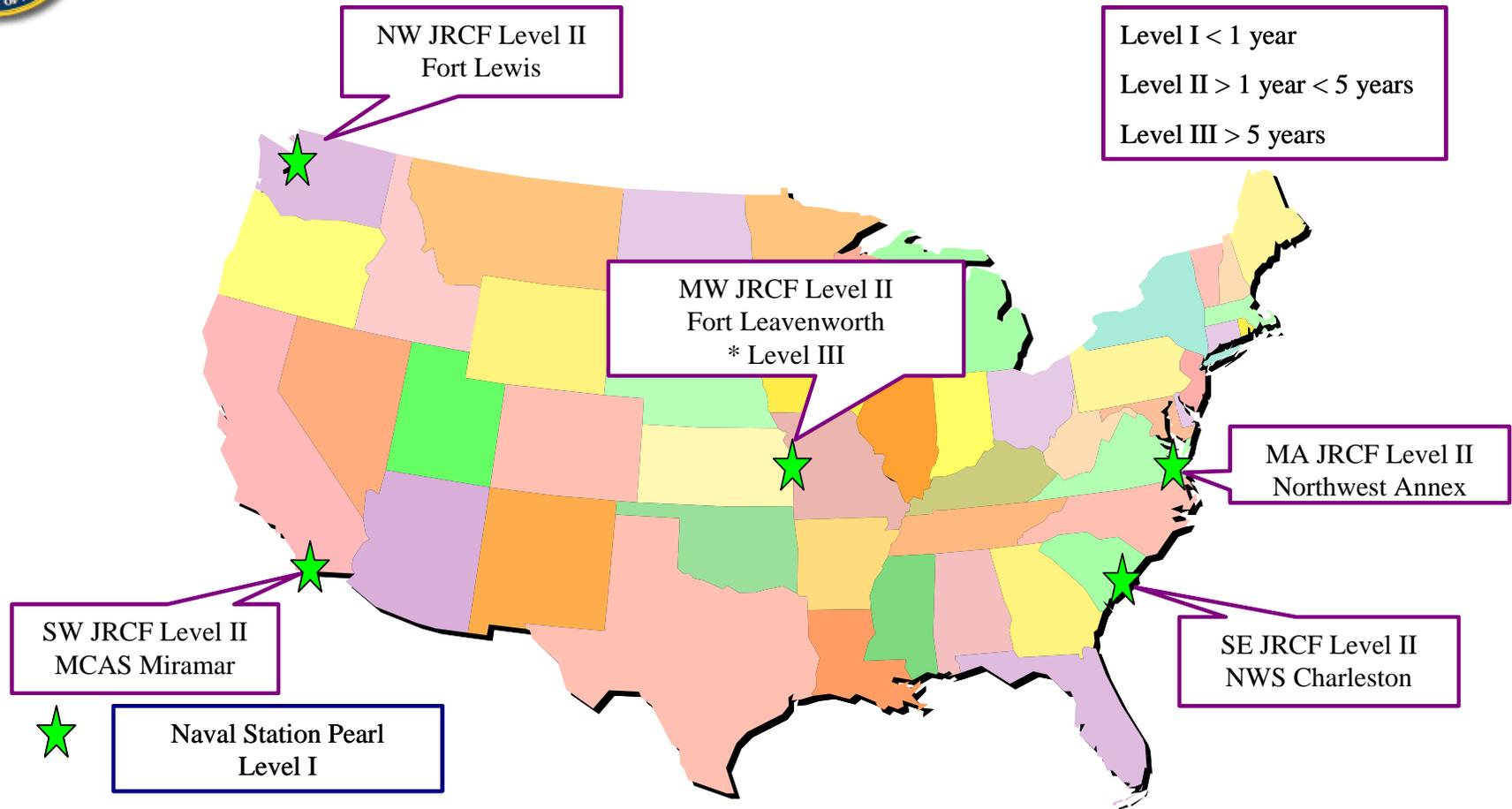
# Corrections Facilities Today



➤ **10 facilities more than 30 years old**



# Proposed Joint Regional Correctional Facilities



- **Average Age of Closed Facilities—26 years**
- **Working FBOP Reallocation of 500 discharged**
- **Beds > from 2655 to 2872; personnel < from 2196 to 1773**



# # 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 12<sup>th</sup> of 17
- ✓ Kirtland 14<sup>th</sup> of 17
- ✓ Pendleton 15<sup>th</sup> of 17
- ✓ Miramar 2<sup>nd</sup> of 17

### 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.



# # 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 8<sup>th</sup> of 17
- ✓ Lejeune 9<sup>th</sup> of 17
- ✓ Quantico 13<sup>th</sup> of 17

### 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.



# # 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 17<sup>th</sup> of 17
- ✓ Pensacola 7<sup>th</sup> of 17
- ✓ Charleston 3<sup>rd</sup> of 17

### 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

✓ COBRA      ✓ Military Value Analysis / Data Verification

✓ JCSG/MilDep Recommended      ✓ De-conflicted w/JCSGs

✓ Criteria 6-8 Analysis      ✓ De-conflicted w/MilDeps<sup>15</sup>



# # HSA0020 – 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 5<sup>th</sup> of 17
- ✓ Fort Lewis 10<sup>th</sup> of 17
- ✓ Military judgment: Fort Lewis adequate buildable acres. Subase Bangor and Fort Lewis only DOD correctional facilities in the geographical region.

### 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.





# # 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

### Military Value

- ✓ Leavenworth 1<sup>st</sup> of 17
- ✓ Knox 4<sup>th</sup> of 17
- ✓ Sill 11<sup>th</sup> of 17
- ✓ Lackland 6<sup>th</sup> 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.



# Candidates # HSA-0020, 0021, 0022, 0024 & 0082 – Regionalize Correctional Facilities (Roll-Up)

**Candidate Recommendation:** Realign 16 CONUS Department of Defense Level I and Level II correctional facilities by relocating and consolidating the correctional function into five Level II Joint Regional Correctional Facilities at Fort Lewis, Washington, Marine Corps Air Station Miramar, California, Fort Leavenworth, Kansas, Naval Weapons Station, Charleston, South Carolina and Naval Support Activity, Northwest Annex, Chesapeake, Virginia.

### Justification

- ✓ Improves jointness, catalyst to creating a Joint DoD correctional system.
- ✓ Footprint reduction, replacement of older facilities with newer facilities.
- ✓ Consolidates DoD correctional facilities.

### Military Value

- ✓ Leavenworth 1<sup>st</sup> of 17
- ✓ Miramar 2<sup>nd</sup> of 17
- ✓ Charleston 3<sup>rd</sup> of 17
- ✓ Norfolk 8<sup>th</sup> of 17
- ✓ Lewis 10<sup>th</sup> of 17

### Payback

- ✓ One Time Cost: \$231.3M
- ✓ Net Implementation Costs: \$224.8M
- ✓ Annual Recurring Savings: \$ 9.38M
- ✓ Payback Yrs/Break Even Yr: 55 Years
- ✓ NPV (costs): \$113.7M

### Impacts

- ✓ Economic: 2 to 288 job losses; <0.1% to 0.31%
- ✓ Community: No Issues
- ✓ Environmental: No impediments.
- ✓ Other Risks: Prisoner transportation costs higher.

- ✓ 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<sup>19</sup>

# Companion Non-BRAC Action - Transfer Level III Discharged Prisoners to Federal Bureau of Prisons



## Action

- Transfer long-term (Level III) fully adjudicated and discharged prisoners to Federal Bureau of Prisons (FBOP).
- Reallocate current prisoner custody classification with the Federal Bureau of Prisons.
- Negotiations are ongoing.

## Purpose

- Current custody classification allocation with FBOP insufficient.
- FBOP support to reallocate current 500 prisoner custody classifications would open beds at USDB for Level III prisoners currently serving in Level II facilities. Efficient utilization of JRCF beds.
- Approx. 1/3 of USDB prisoners are fully adjudicated and discharged from service.
- Could shutdown 1 bowtie resulting in reduced O&M costs and personnel eliminations.



# 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-0XXX  
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
  - ✓ COMNAVMARIANAS – .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



# Strategy – Rationalize Presence in the DC Area

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

**TOTAL to Date (direct, not including indirect or eliminations):**  
**14,874 out of NCR; 12,787 out of DC Area**



# Strategy – Minimize Leased Space in the NCR

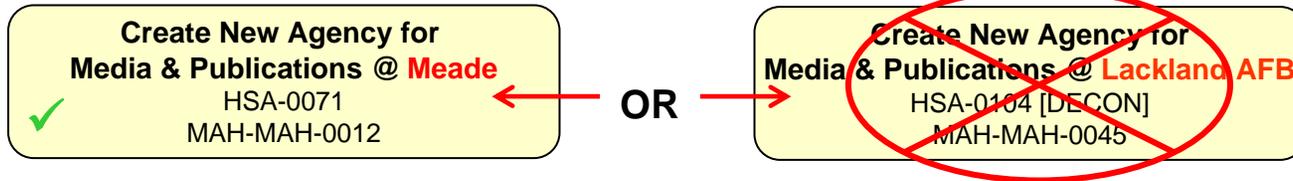
- About 8.4 M USF of leased space in the NCR (> 2 Pentagons)
  - HSA-0018 Consolidate DFAS – 102,979 USF
  - HSA-0006 Create Army HRC – 437,516 USF
  - HSA-0067 Relocate DCMA – 83,408 USF
  - HSA-0065 Consolidate ATEC – 83,000 USF
  - HSA-0047 Co-locate Missile and Space Defense Agencies – 168,000 USF
  - HSA-0115 Co-locate Medical Activities – 166,000 USF
  - HSA-0056 Co-locate AF Leased Locations – 190,000 USF
  - HSA-0046 Consolidate DISA – 523,165 USF
  - HSA-0029 Consolidate CPOs – 43,793 USF
  - HSA-0035 Co-locate National Guard HQs – 296,000 USF
  - HSA-0063 Co-locate TRANSCOM Components – 162,000 USF
  - HSA – 0071 Create Media Agency – 44,526 USF
  - HSA -0078 Consolidate NAVAIR – 25,000 USF
  - HSA-0122 Relocate AF Real Property Agency – 16,437 USF

**TOTAL to Date: 1,883,824 USF of leased space in NCR (22.4%)**



# Media and Publications

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## Candidate #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: 242<sup>nd</sup> of 324
- ✓ Soldiers Magazine: 200<sup>th</sup> of 324.
- ✓ AF News Agency-Army/AF Hometown News: 303<sup>rd</sup> of 324.
- ✓ Naval Media Center: 175<sup>th</sup> of 324
- ✓ AFIS: 248<sup>th</sup> of 324
- ✓ Ft. Meade: 88<sup>th</sup> of 324.

Payback

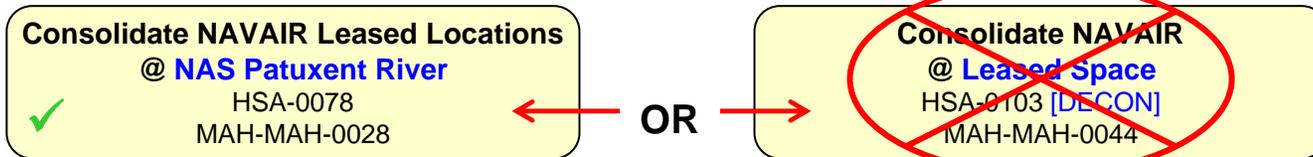
- ✓ One Time Cost \$42.93M
- ✓ Net Implementation Cost: \$ 4.4M
- ✓ Annual Recurring Savings: \$ 9.3M
- ✓ Payback Period: 4 Years
- ✓ NPV (savings): \$81.4M

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.



# NAVAIR



# Candidate #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: 241<sup>st</sup> of 314.
- ✓ NAS Patuxent River: 143<sup>rd</sup> of 314.

## Payback

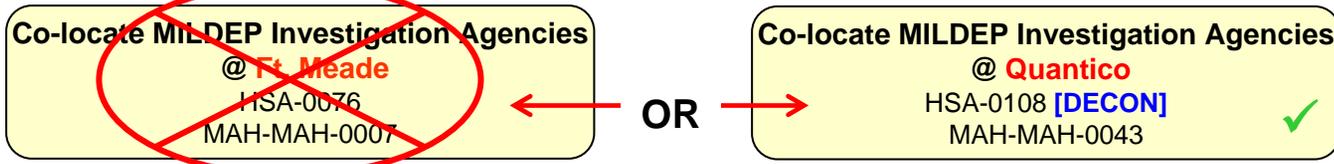
- ✓ One Time Cost: \$16.4M
- ✓ Net Implementation Cost: \$15.0M
- ✓ Annual Recurring Savings: \$ .5M
- ✓ Payback Period: 100+ Years
- ✓ NPV (cost): \$9.8M

## Impacts

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



# MILDEP Investigation Agencies





# Candidate #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: 157<sup>th</sup> of 324
- ✓ AFOSI: 154<sup>th</sup> of 324
- ✓ USA CID: 199<sup>th</sup> of 324
- ✓ MCB Quantico: 61<sup>st</sup> 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<sup>30</sup>



## Case for HSA-0108

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- Issue: NPV Cost = \$43.5 M/68 Year Payback
- Benefit: Frees up 524,000 GSF for Users Coming out of Leased Space that must remain closer to Pentagon.
- NPV of Savings to Move out of Leased Space: \$203.8M
  - Leased Cost Savings offsets Building Renovation and annual estimated Operating Costs
- Integrated NPV Savings: \$160.3M



# AF Real Property Agency

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**Relocate AF Real Property Agency**

**@ Brooks City-Base, TX**

HSA-0122

MAH-MAH-0053





# Candidate #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): 290<sup>th</sup> of 324
- ✓ Brooks City-Base: 82<sup>nd</sup> 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/MilDepts



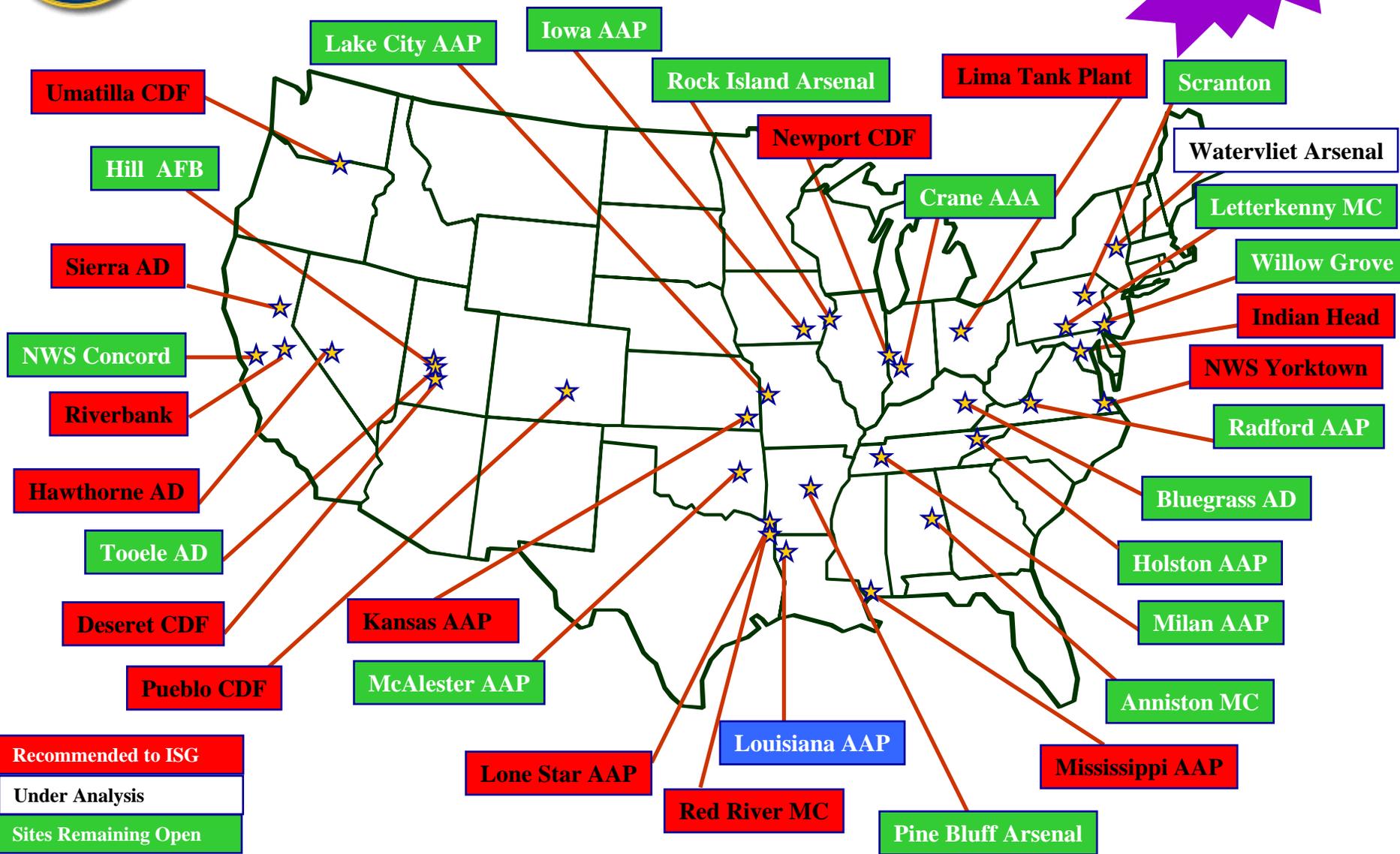
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# Industrial Joint Cross Service Group



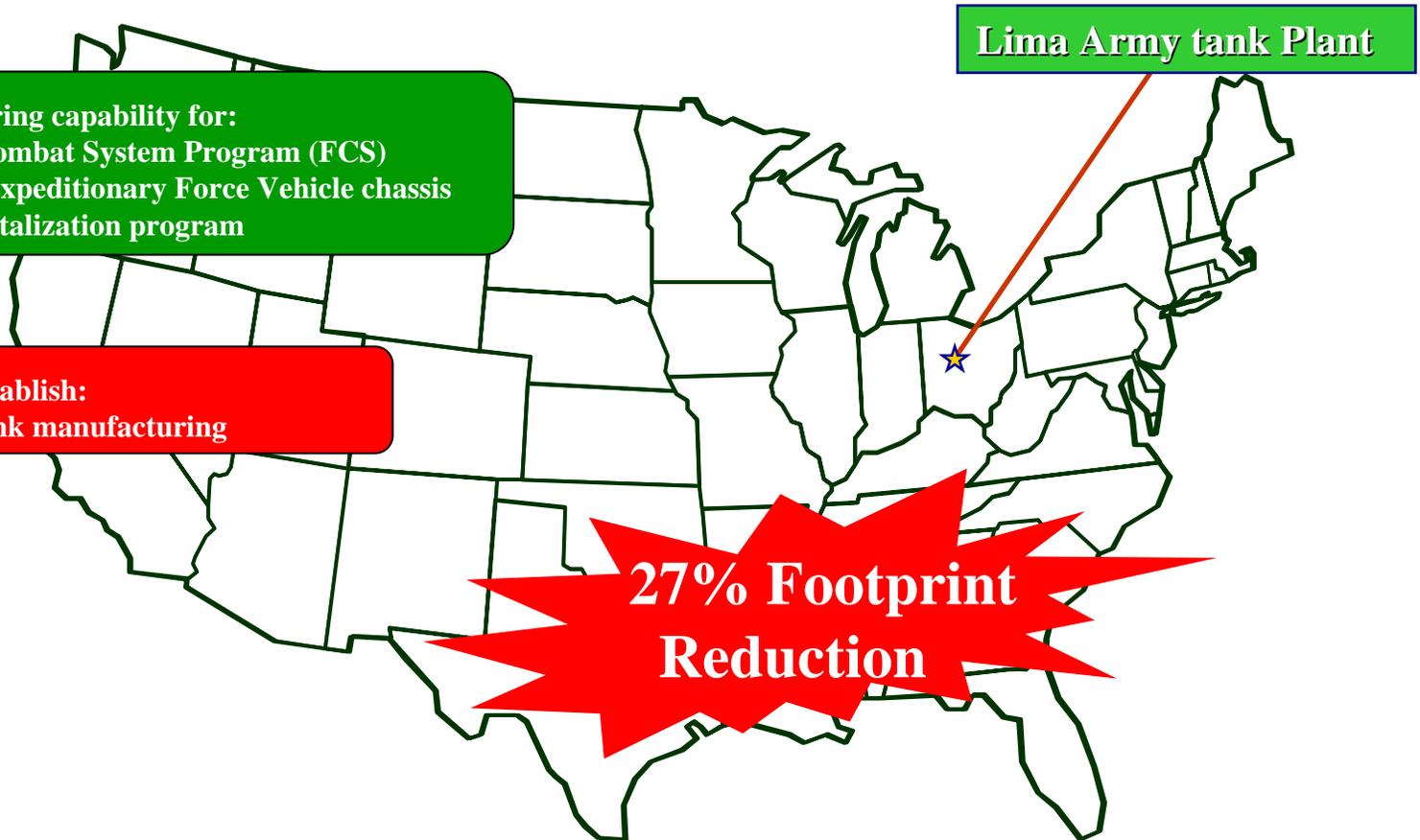
# MUNITIONS SITES

15/33 Sites





# REALIGN LIMA ARMY TANK PLANT





# # IND-0115 – Lima Army Tank Plant

**Candidate Recommendation: Realign Lima Tank Plant, OH, by disestablishing tank manufacturing.**

Justification

- ✓ Army acquisition strategy for the FCS and Marine Corps acquisition strategy for the EFV includes mfg of manned vehicle chassis at Lima
- ✓ Retains capability for M1 tank recap
- ✓ Re-establishing this capability elsewhere would far exceed the projected savings
- ✓ Reduces administrative ownership and footprint

Military Value

- ✓ Lima: 3rd of 3 Armaments Production/Manufacturing Facilities

Payback

- ✓ One time cost: \$0.74M
- ✓ Net implementation savings: \$5.30M
- ✓ Annual recurring savings: \$1.73M
- ✓ Payback Time: One Year
- ✓ NPV (savings): \$20.94M

Impacts

- ✓ Criteria 6: 0 job losses
- ✓ Criteria 7: No issues
- ✓ Criteria 8: No Impediments.

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



# **Medical Joint Cross Service Group**



# Medical Joint Cross Service Group

Healthcare  
Education & Training

**Healthcare Services**

Healthcare Research,  
Development & Acquisition

Enlisted Medical Training

Officer Medical Ed

**Primary Care**

**Specialty Care**

Inpatient

Aerospace Operational Med

Combat Casualty Care

Hyperbaric and Diving Medicine

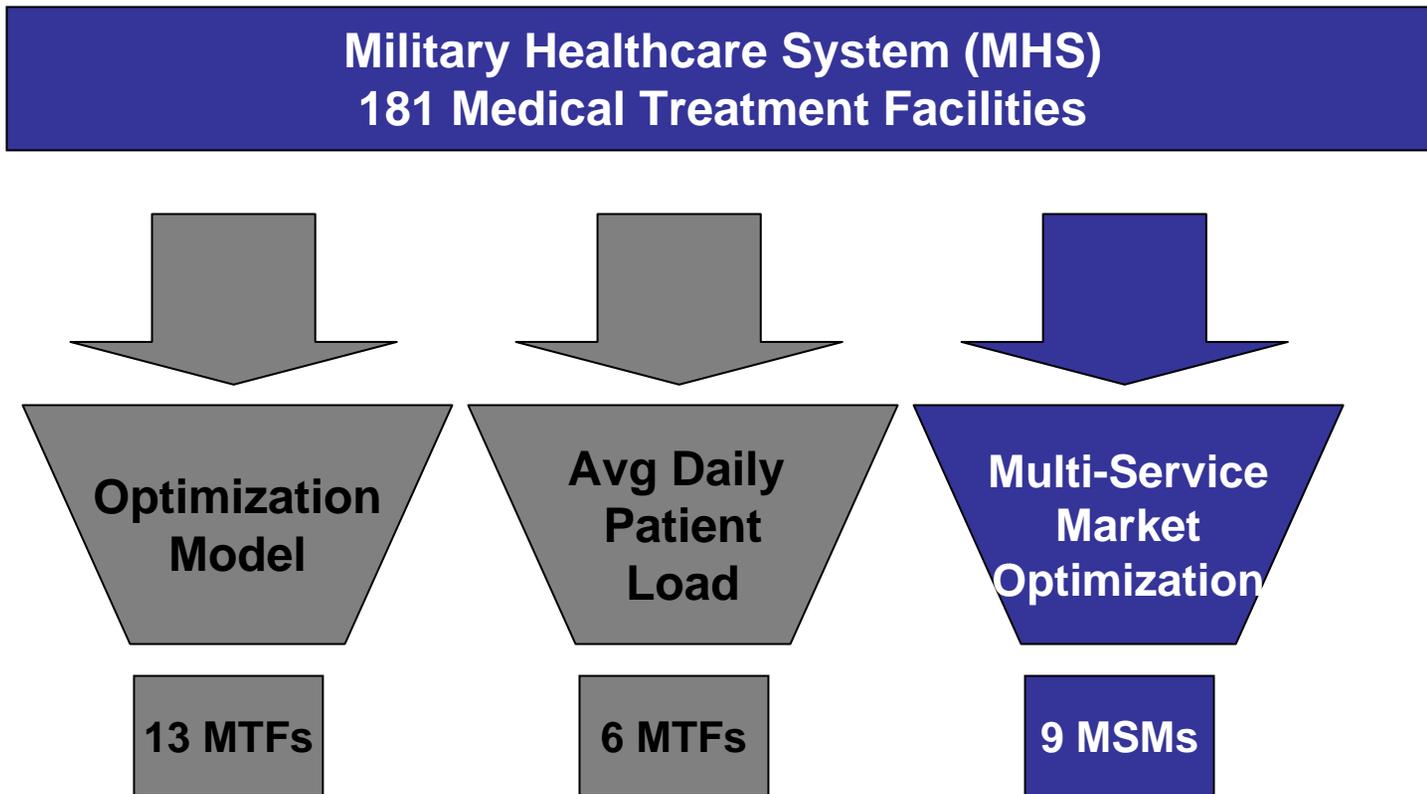
IM/IT Acquisition

Medical Biological Defense

Medical Chemical Defense



# Healthcare Services – Inpatient



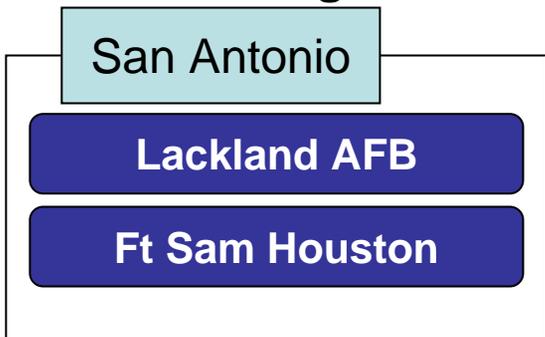


# MJCSG Strategy

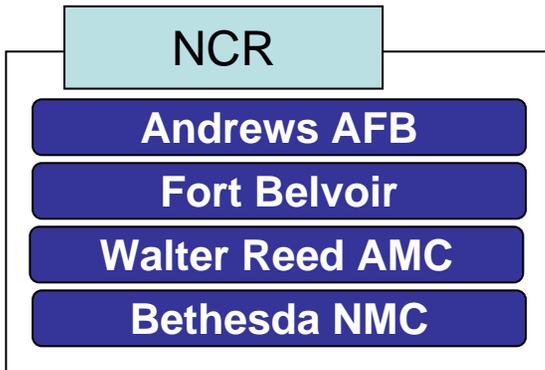
## ■ Transformational Option

- Multi-Service Market Optimization

### Pending



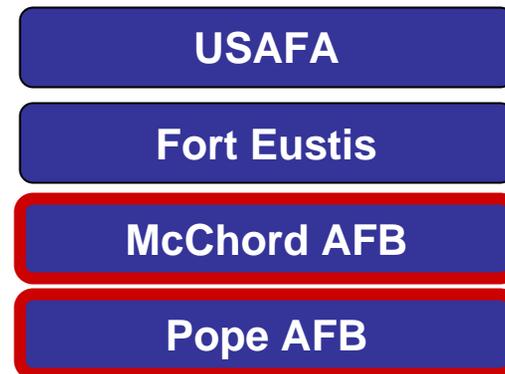
### NCR



### Rejected



### Accepted





# #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



# Medical Joint Cross Service Group

**Healthcare  
Education & Training**

**Healthcare Services**

**Healthcare Research,  
Development & Acquisition**

**Enlisted Medical Training**

**Officer Medical Ed**

**Primary Care**

**Specialty Care**

**Inpatient**

**Aerospace Operational Med**

**Combat Casualty Care**

**Hyperbaric and Diving Medicine**

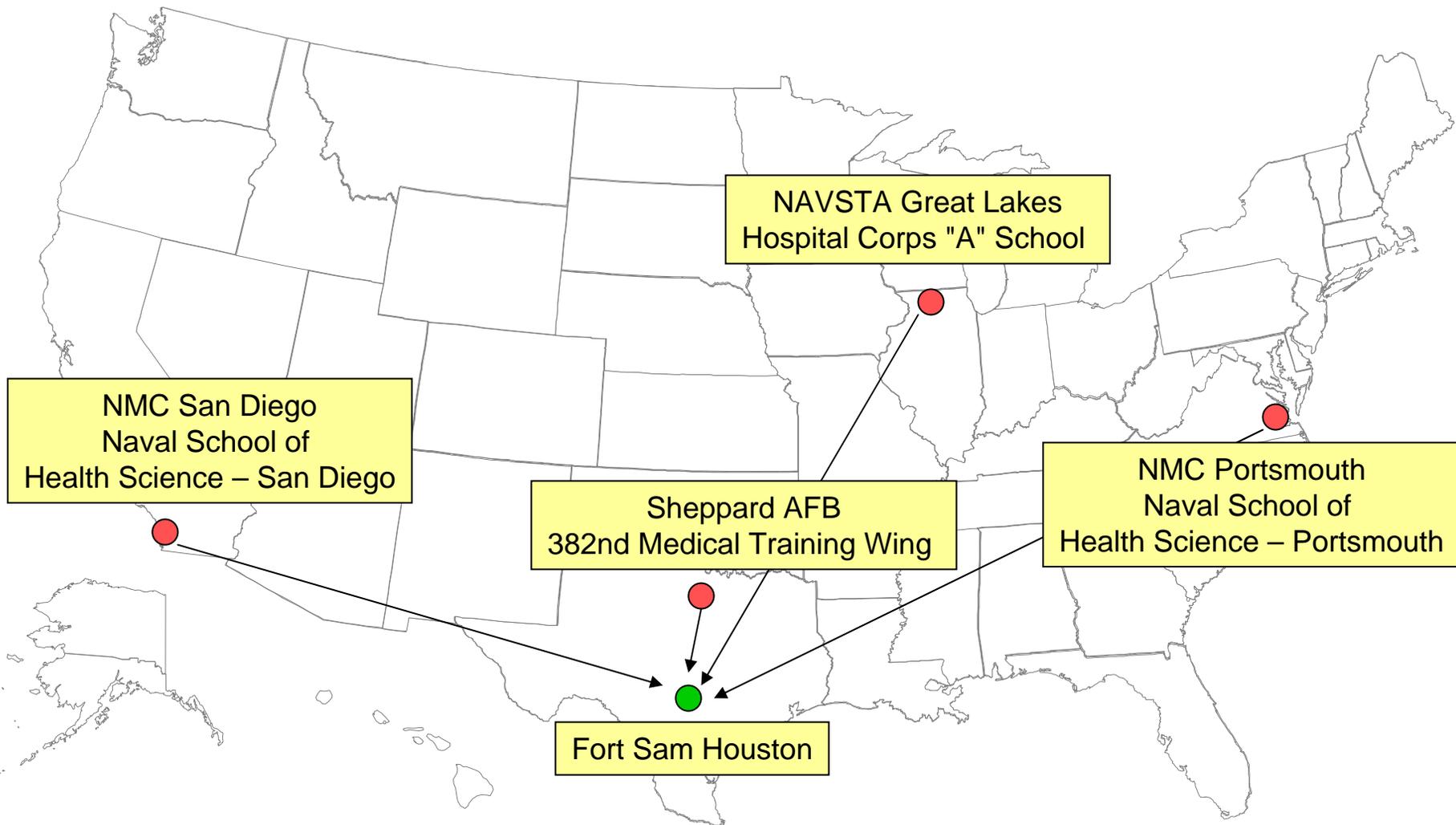
**IM/IT Acquisition**

**Medical Biological Defense**

**Medical Chemical Defense**



# MED-0005 Medical Basic and Specialty Enlisted Training





# Candidate #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
- ✓ 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



# Receiving Base Rational

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- Lowest cost location – No MILCON
- Adjacent to large medical facility (Brooke AMC)



# MJCSG Scenarios Net Financial Impact

Proposal Title	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
MED-004a Cherry Point	\$1M	-\$5M	\$2M	\$20M
MED-004b Fort Eustis	\$1M	-\$2M	\$1M	\$10M
MED-004c USAFA	\$.35M	-\$0.075M	\$.12M	\$1M
MED-049 MacDill AFB	\$.63M	-\$4M	\$1M	\$14M
MED-050 Keesler AFB	\$8M	-\$101M	\$23M	\$307M
MED-052 Scott AFB	\$3M	\$.43M	\$1M	\$9M
MED-053 Great Lakes	\$3M	-\$39M	\$6M	\$93M
MED-054 Fort Knox	\$3M	-\$8M	\$0.061M	\$7M
MED-030 USUHS	\$39M	-\$34M	\$58M	\$575M
<b>MED-017 Pope AFB</b>	<b>\$6M</b>	<b>-\$48M</b>	<b>\$12M</b>	<b>\$154M</b>
<b>MED-022 McChord AFB</b>	<b>\$2M</b>	<b>-\$49M</b>	<b>\$11M</b>	<b>\$142M</b>
<b>MED-005 Med Basic &amp; Specialty Enlisted Trng</b>	<b>\$236M</b>	<b>\$221M</b>	<b>\$14M</b>	<b>\$-69M</b>
<b>Totals</b>	<b>\$303M</b>	<b>-\$69M</b>	<b>\$129M</b>	<b>\$1,263M</b>



# **SUPPLY & STORAGE JOINT CROSS SERVICE GROUP (JCSG)**

## **CANDIDATE RECOMMENDATION BRIEFING**

**18 FEB 2005**



# Candidate #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

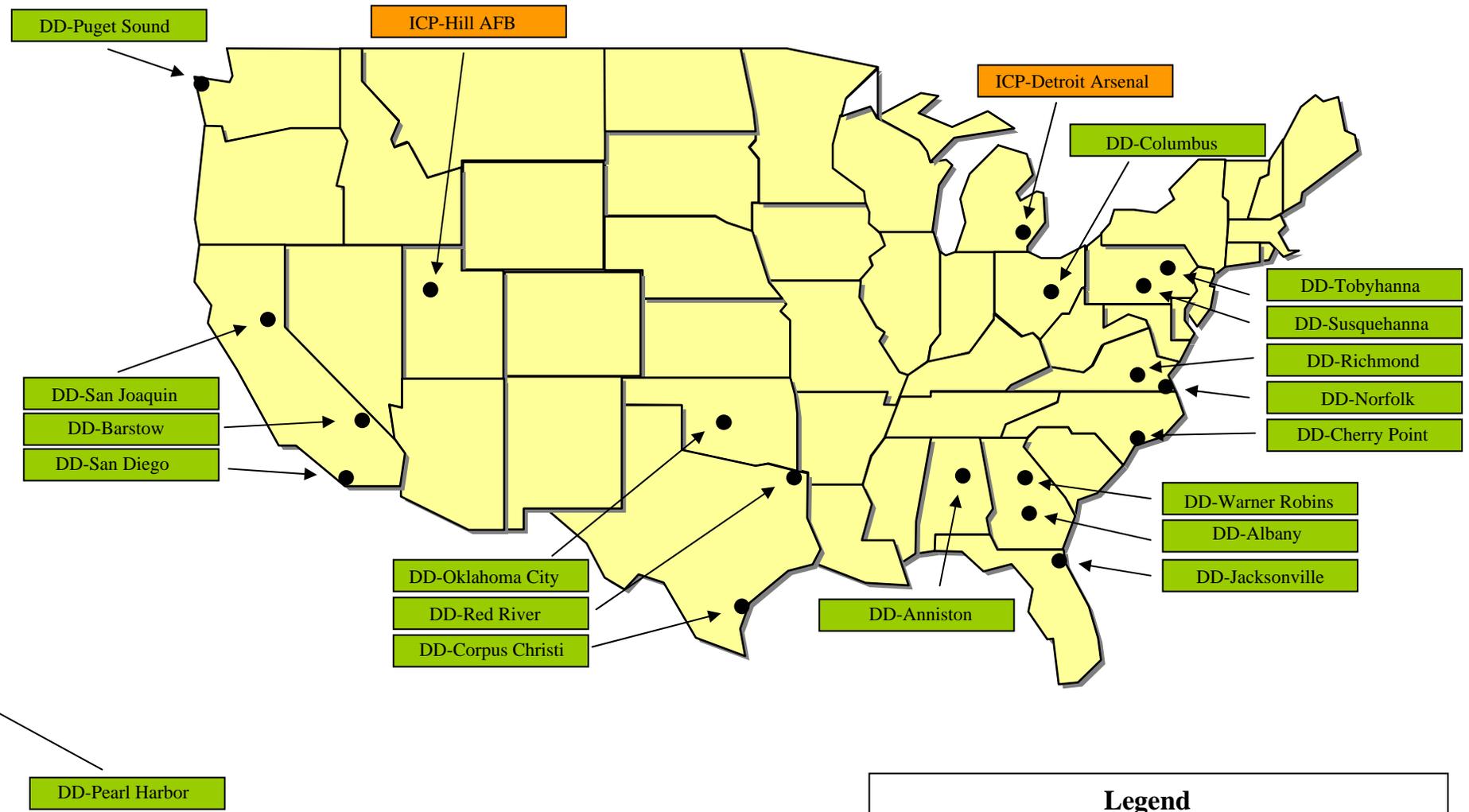
✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDepts



# Candidate #S&S-0043



**Legend**

-  Inventory Control Points
-  Defense Distribution Depots



# Candidate #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

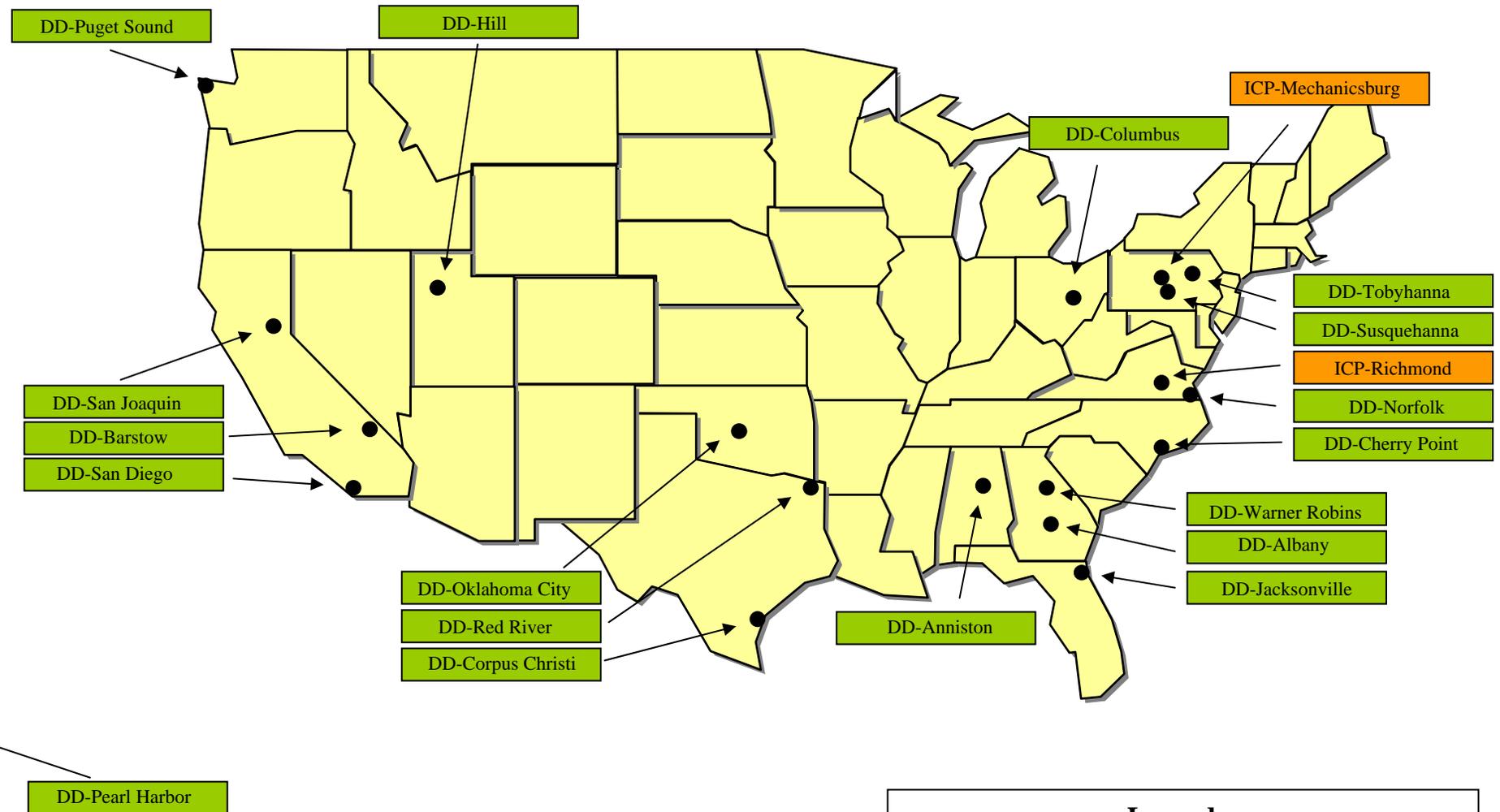
## Impacts

- ✓ **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/MilDepts



# Candidate #S&S-0044



**Legend**

-  Inventory Control Points
-  Defense Distribution Depots



# Candidate #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

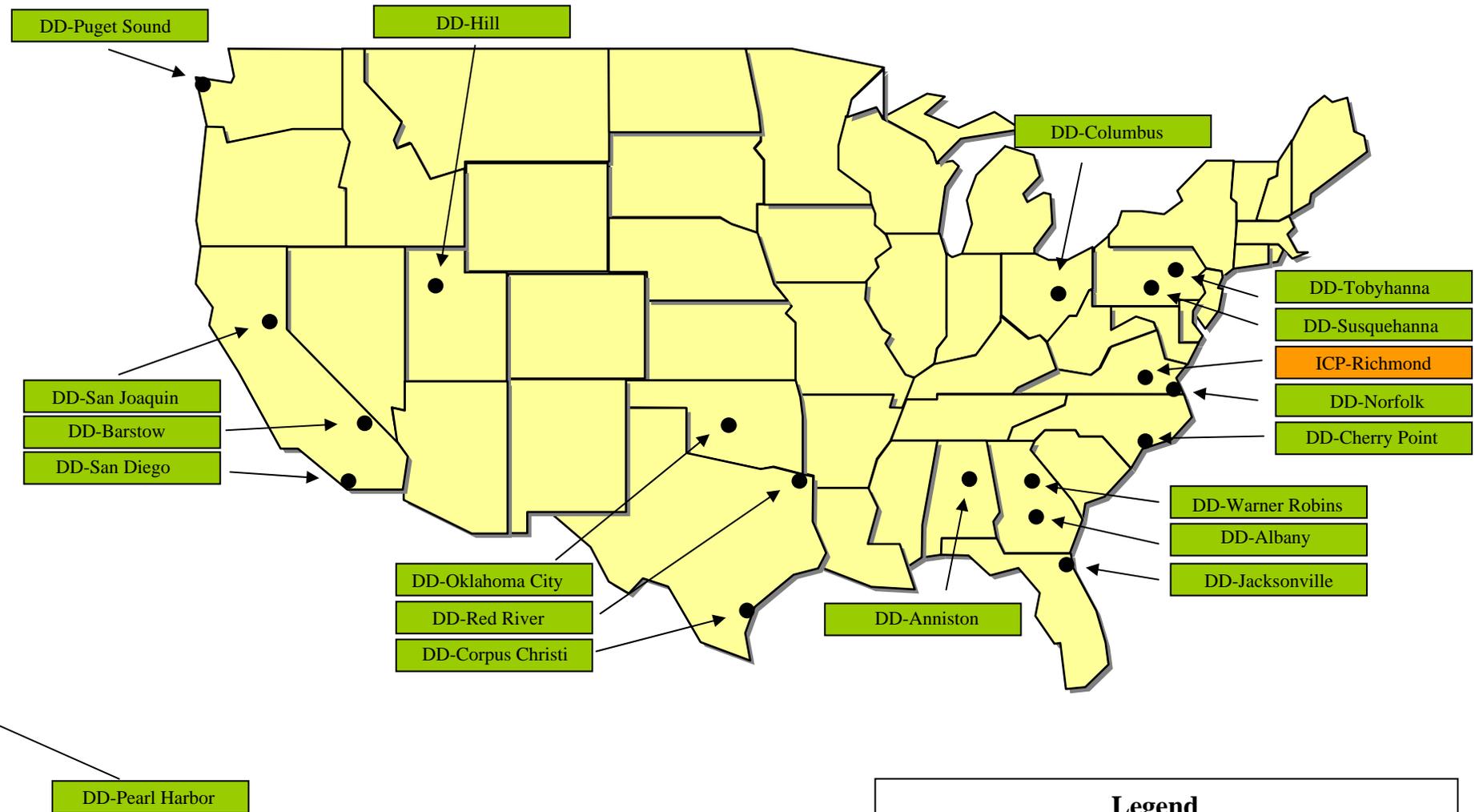
✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



# Candidate #S&S-0045



**Legend**

-  Inventory Control Points
-  Defense Distribution Depots



# Technical Joint Cross Service Group Candidate Recommendations

Feb 18, 2005

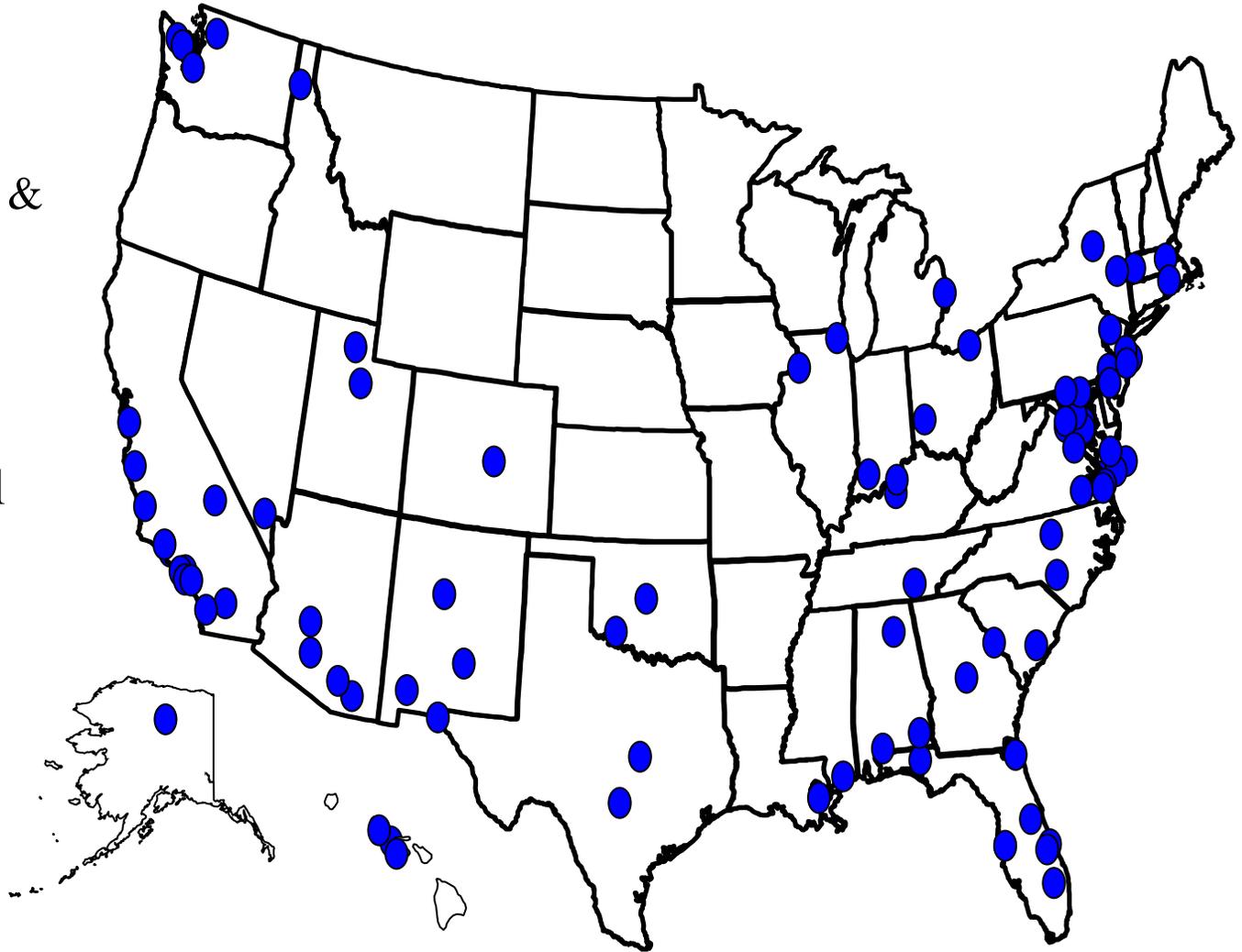
Dr. Ron Sega

Chairman, Technical Joint Cross Service Group



# RDAT&E Facilities\*

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



\*With greater than 30 Full time Equivalent personnel



# TJCSG “Principles & Strategies”

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- **Principles:**

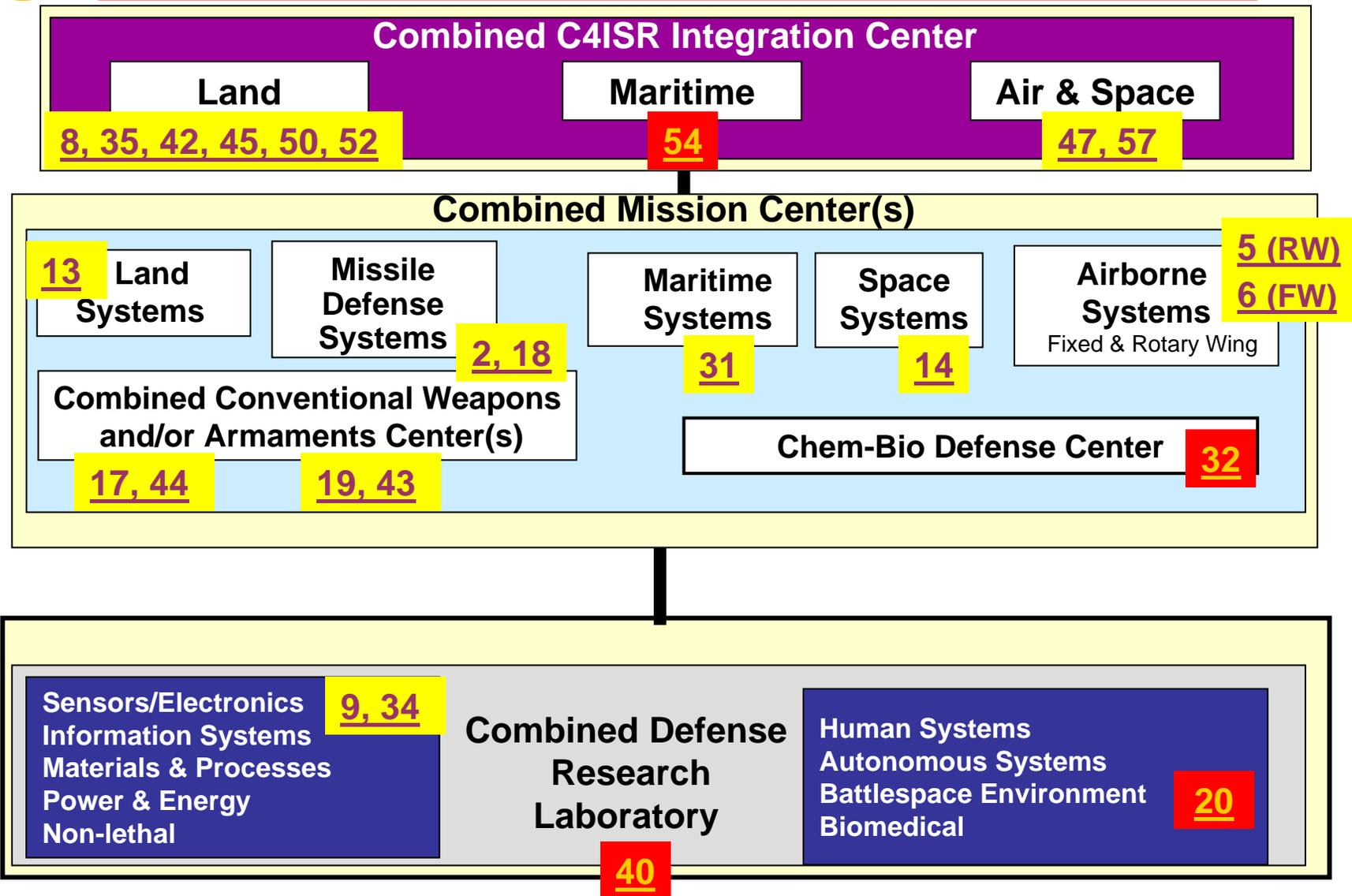
- 1) Consolidate to Fewer “Mega Centers” (RDAT&E)
- 2) Maintain Complementary Sites for “Competition of Ideas”

- **Strategies:**

- 1) Establish Defense Research Laboratories with a Corporate Board
  - A. Consolidate Program Managers
  - B. Reduce Number of In-House Laboratories
- 2) Establish “Integrated” Platform Centers (RDAT&E) for Major Technical Areas
- 3) Establish Air, Land, Maritime C4ISR and Joint Management Centers



# Scenario Relationship to TJCSG Transformational Framework



# Present Status



<b>Scenario</b>	<b>One-Time Cost</b>	<b>Payback</b>	<b>NPV</b>	<b>Impacts</b>
Tech 40 Consolidate Extramural Research PMs	\$104.5M	1 Year	\$583.2M (savings)	Close 7 Leased Facilities
Tech 20 Joint Meteorology & Oceanography Center	\$12.7M	6 Years	\$20.7M (savings)	Assist Closure of NRL Monterey
Tech 32 Chem/Bio RD&A	\$75.7M	15 Years	\$8.3M (savings)	Streamlines Growing Mission
Tech 54 Navy C4ISR RDAT&E Consolidation	\$72.75M	13 Years	\$13.8M (savings)	Enables Pt. Mugu Closing



## Consolidation of Research PMs - ISG Directed Excursion

- **ISG Directed TJCSG to look at TECH-0040 without including DARPA and with an option of Bedding Down at Bethesda**

	<b>One Time Cost</b>	<b>Payback</b>	<b>NPV (Savings)</b>
<b>Anacostia with DARPA</b>	<b>\$106M</b>	<b>2 Years</b>	<b>\$580M</b>
<b>Anacostia without DARPA</b>	<b>\$74M</b>	<b>6 Years</b>	<b>\$104M</b>
<b>Bethesda (with DARPA)</b>	<b>\$28M</b>	<b>Immediate</b>	<b>\$571M</b>

- **Final Issue On DARPA is accessibility to Scientists—both Anacostia and Bethesda can accommodate “drop in” customers**
- **Other Factors Weigh Evenly Between Anacostia and Bethesda—Both Sites Work**
- **Issue on USUHS availability – TJCSG would recommend Anacostia if have to move forward today**



# Tech-0040 Consolidate Extramural Research Program Managers to NAS Anacostia

Candidate Recommendation: Close the Office of Naval Research, Arlington, VA; the Air Force Office of Scientific Research, Arlington, VA; the Army Research Offices, Durham, NC, Fort Belvoir, VA, and Arlington, VA; and the Defense Advanced Research Project Agency, Arlington, VA. Relocate all functions to Anacostia Annex, Washington, DC. Realign the Defense Threat Reduction Agency Eisenhower Avenue facility, Alexandria, VA, by relocating the Extramural Research Program Management function to Anacostia Annex, Washington, DC.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>• Foster coordination among extramural research activities</li> <li>• Enhance force protection</li> <li>• Vacate Leased Space in National Capital Region</li> <li>• Form a major element of the Defense Research Laboratory</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>• DARPA and ONR had higher quantitative MV scores than Anacostia, but both are in unprotected leased space .</li> <li>• Military judgment said quantitative scores high because of research managers co-location.</li> <li>• Anacostia provides highest overall MV because of enhanced force protection, accessibility to Pentagon and Capital Hill by metro, and quality of buildings.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>• One-time cost: \$104.5M</li> <li>• Net implementation savings: \$110.4M</li> <li>• Annual recurring savings: \$52.3M</li> <li>• Payback time: 1 year</li> <li>• NPV (savings): \$583.2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criteria 6: -191 jobs (121 direct, 70 indirect); &lt; 0.1%</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No impediments</li> </ul>

- ✓ 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

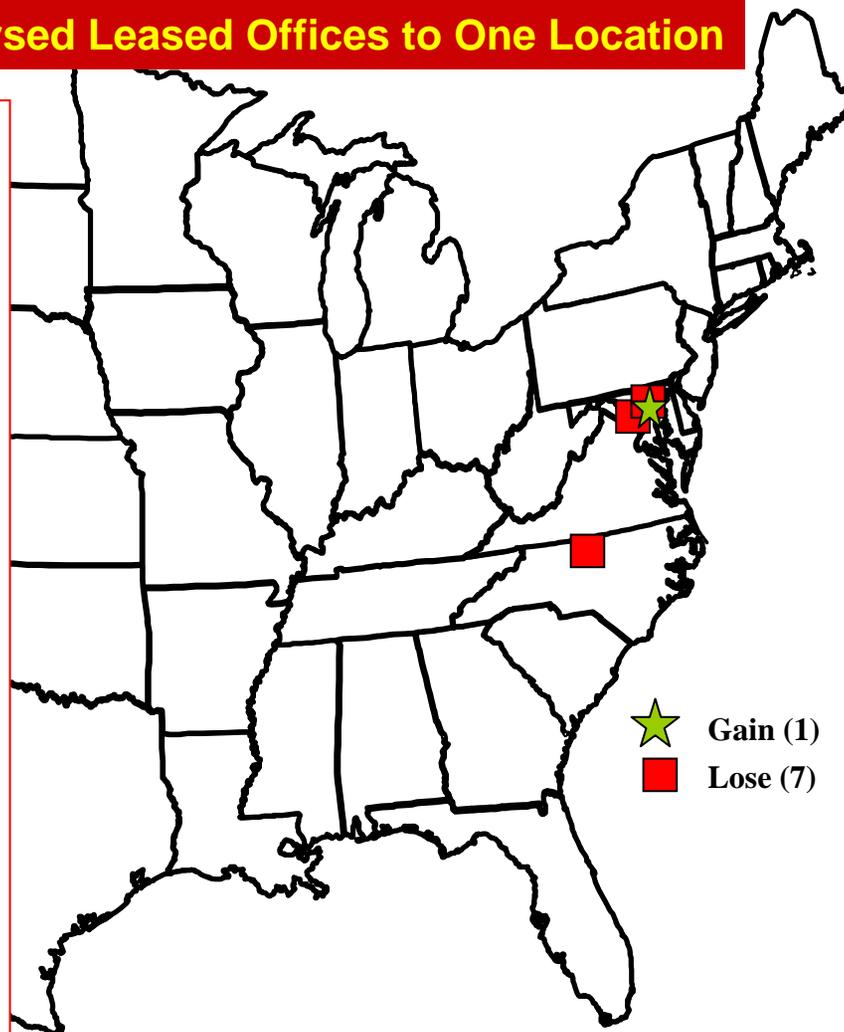
# Tech-0040 Consolidate Extramural Research Program Managers to NAS Anacostia



**Consolidates seven Dispersed Leased Offices to One Location**

**❑ Losing activities are:**

- ❑ Army Research Office (Raleigh/Durham NC)**
- ❑ Army Research Office (Ft. Belvoir)**
- ❑ Army Research Office (Arlington)**
- ❑ Office of Naval Research (Arlington)**
- ❑ Air Force Office of Scientific Research (Arlington)**
- ❑ Defense Advanced Research Projects Agency (Arlington)**
- ❑ Extramural Managers Defense Threat Reduction Agency (Alexandria)**





# 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 2<sup>nd</sup> of 5; Monterey 3<sup>rd</sup> of 5; White Sands 5<sup>th</sup> of 5
- Development & Acquisition: Stennis 3<sup>rd</sup> of 3, Monterey 1<sup>st</sup> 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

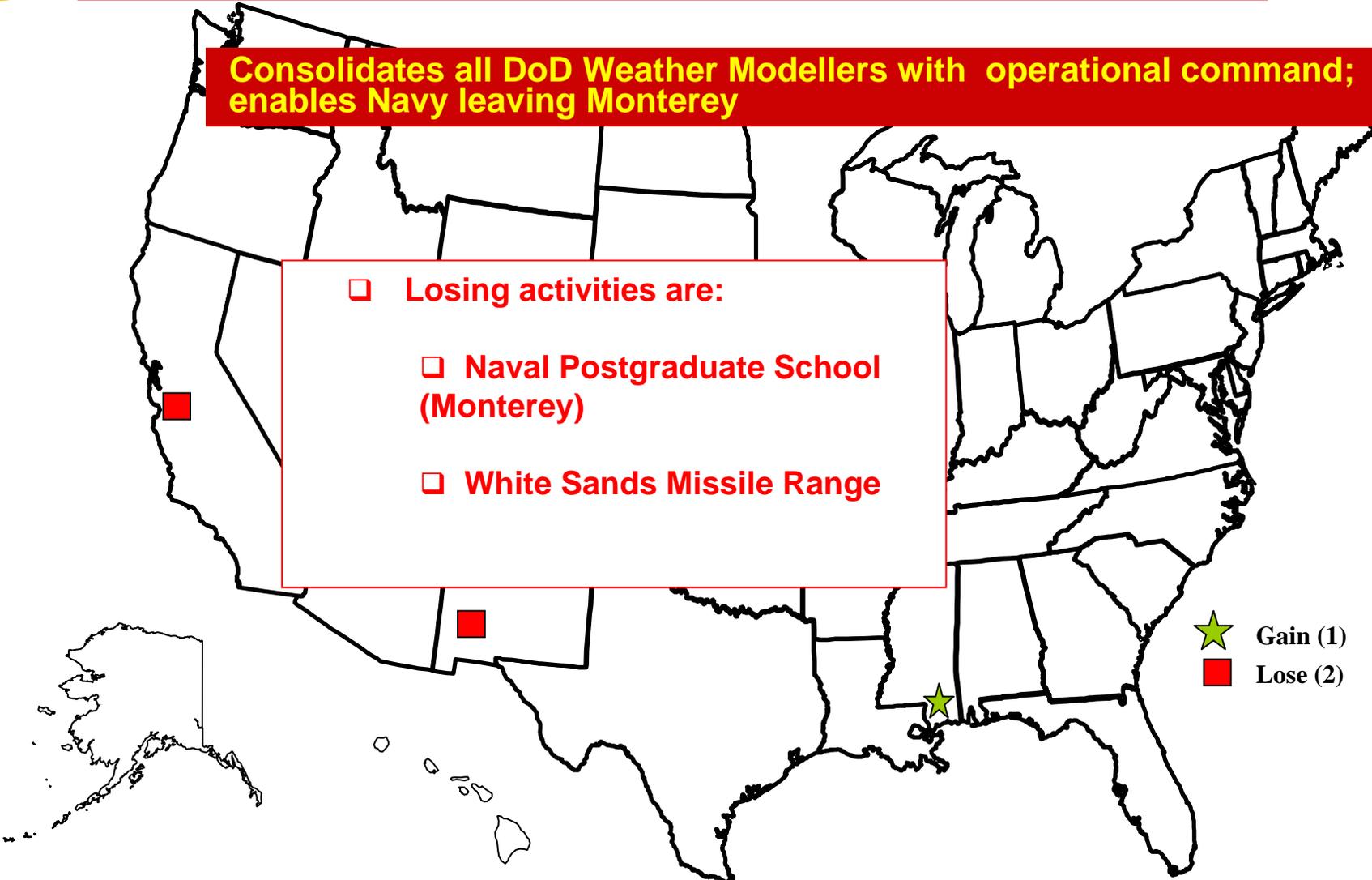
# TECH-0020 Joint Meteorology & Oceanography Center



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

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

★ **Gain (1)**  
■ **Lose (2)**





# 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



# 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)**



 Gain (1)  
 Lose (8)



# 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.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>• Eliminate redundant infrastructure</li> <li>• More efficient use of retained assets</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>• China Lake has higher quantitative MV in D&amp;A and T&amp;E.</li> <li>• Point Mugu has slightly higher quantitative MV in Research, although approximately the same</li> <li>• Military judgment said consolidation at China Lake provides highest overall Military Value</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>• One-time cost: \$72.8M</li> <li>• Net implementation cost: \$51.0M</li> <li>• Annual recurring savings: \$6.7M</li> <li>• Payback time: 13 years</li> <li>• NPV (savings): \$13.8M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criteria 6: -1075 jobs (479 direct, 596 indirect); &lt;0.3%</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No impediments</li> </ul>

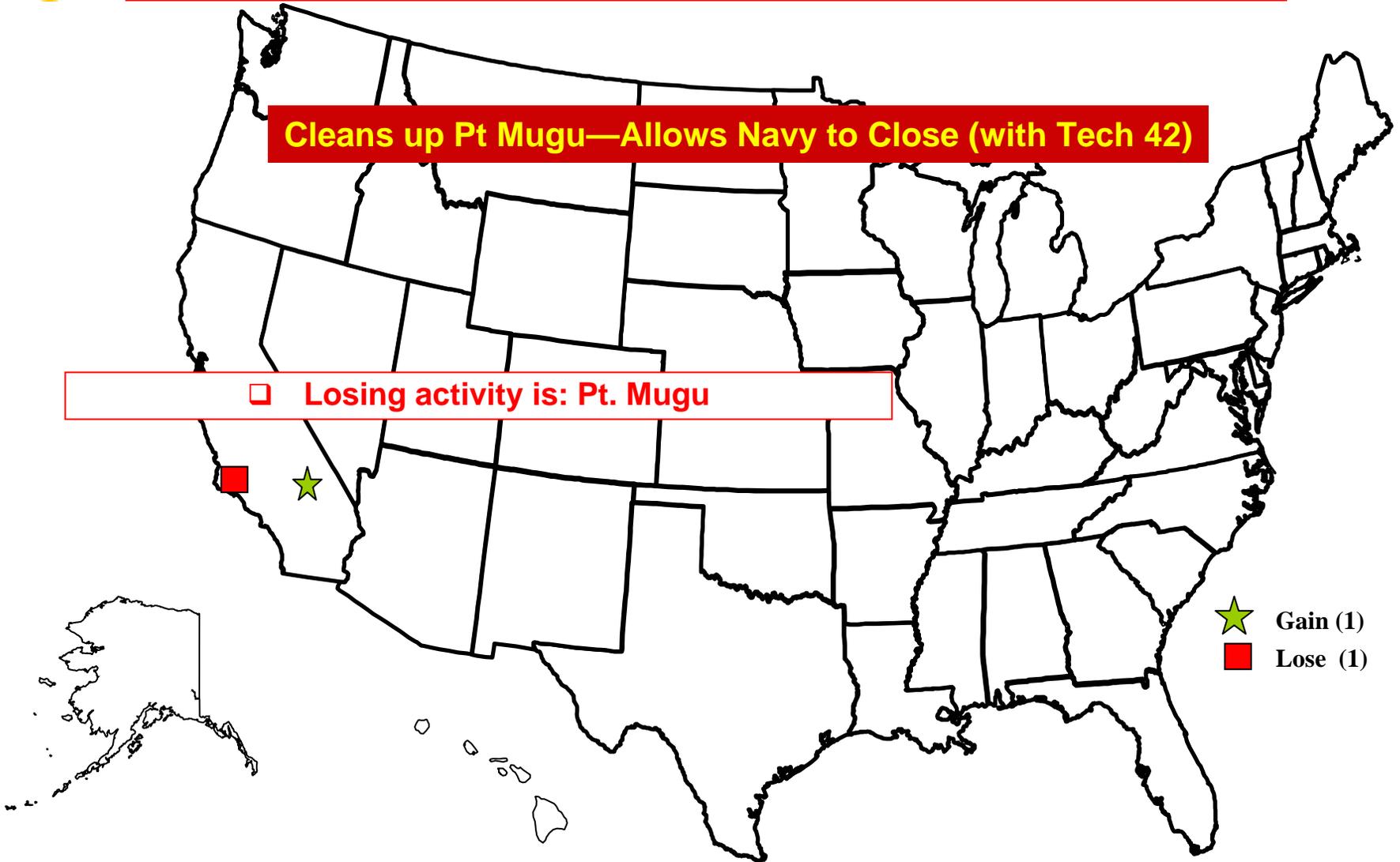
- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# Tech-0054 Navy C4ISR RDAT&E Consolidation

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

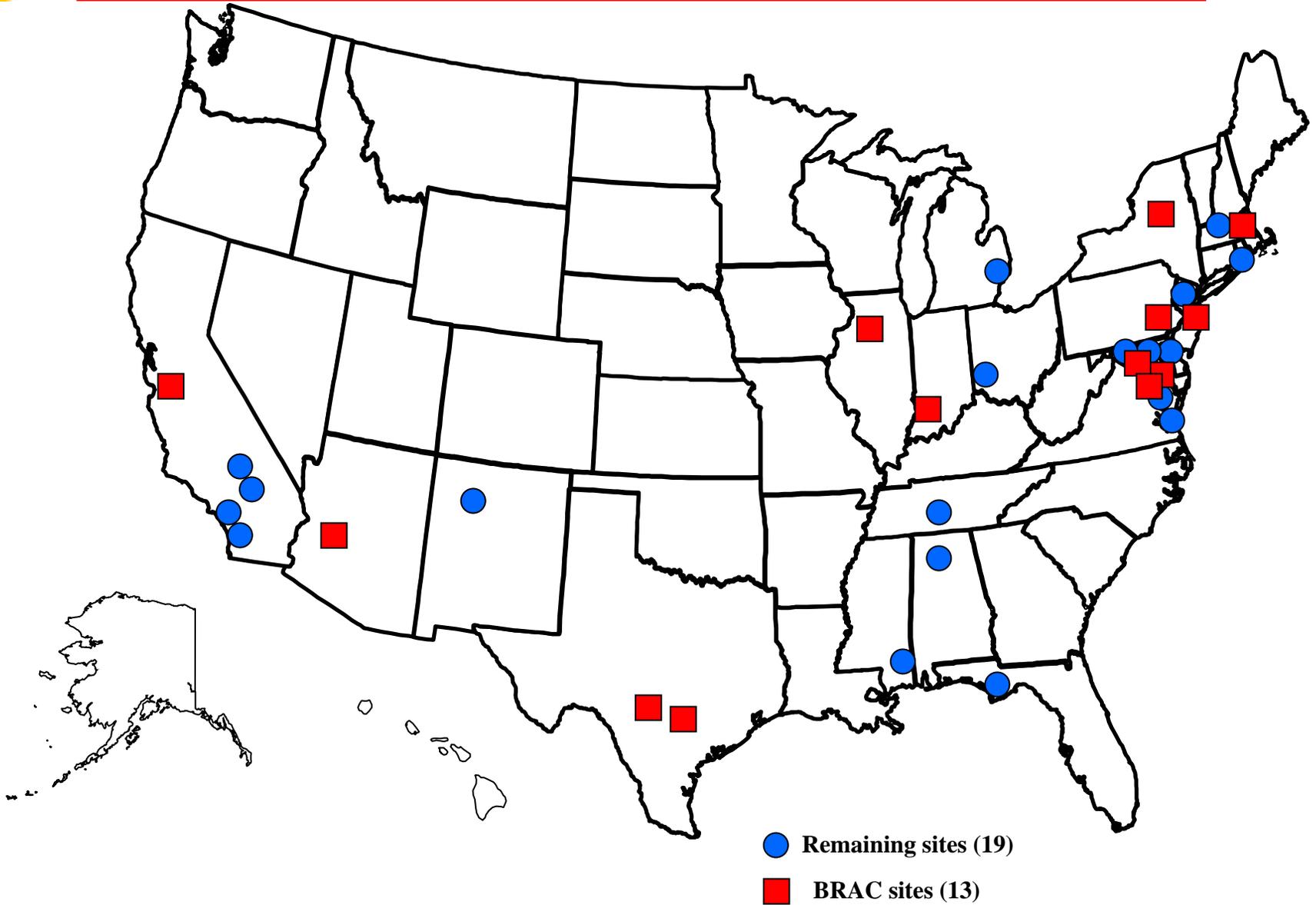
**Losing activity is: Pt. Mugu**



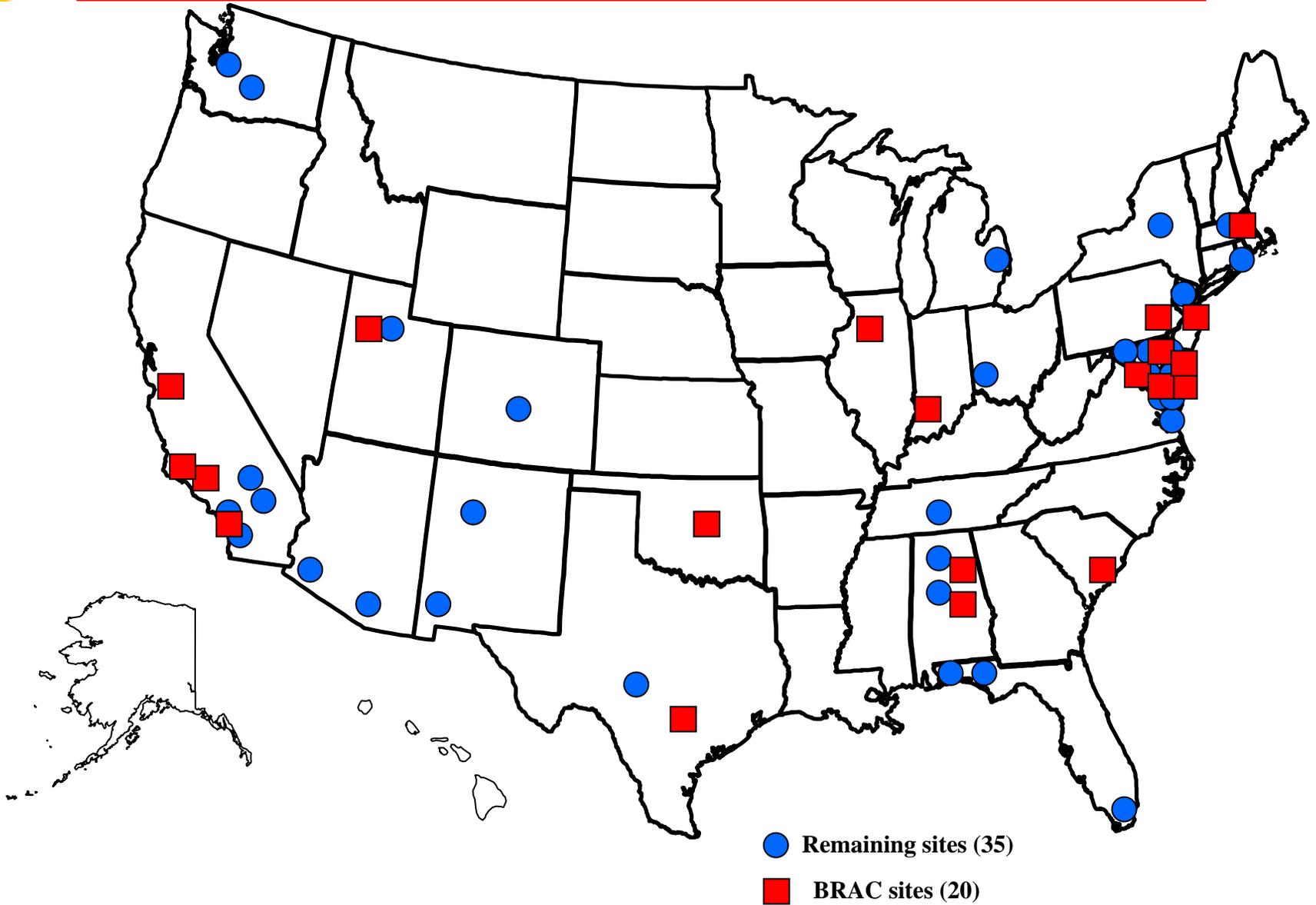
 Gain (1)  
 Lose (1)



# TJCSG Research

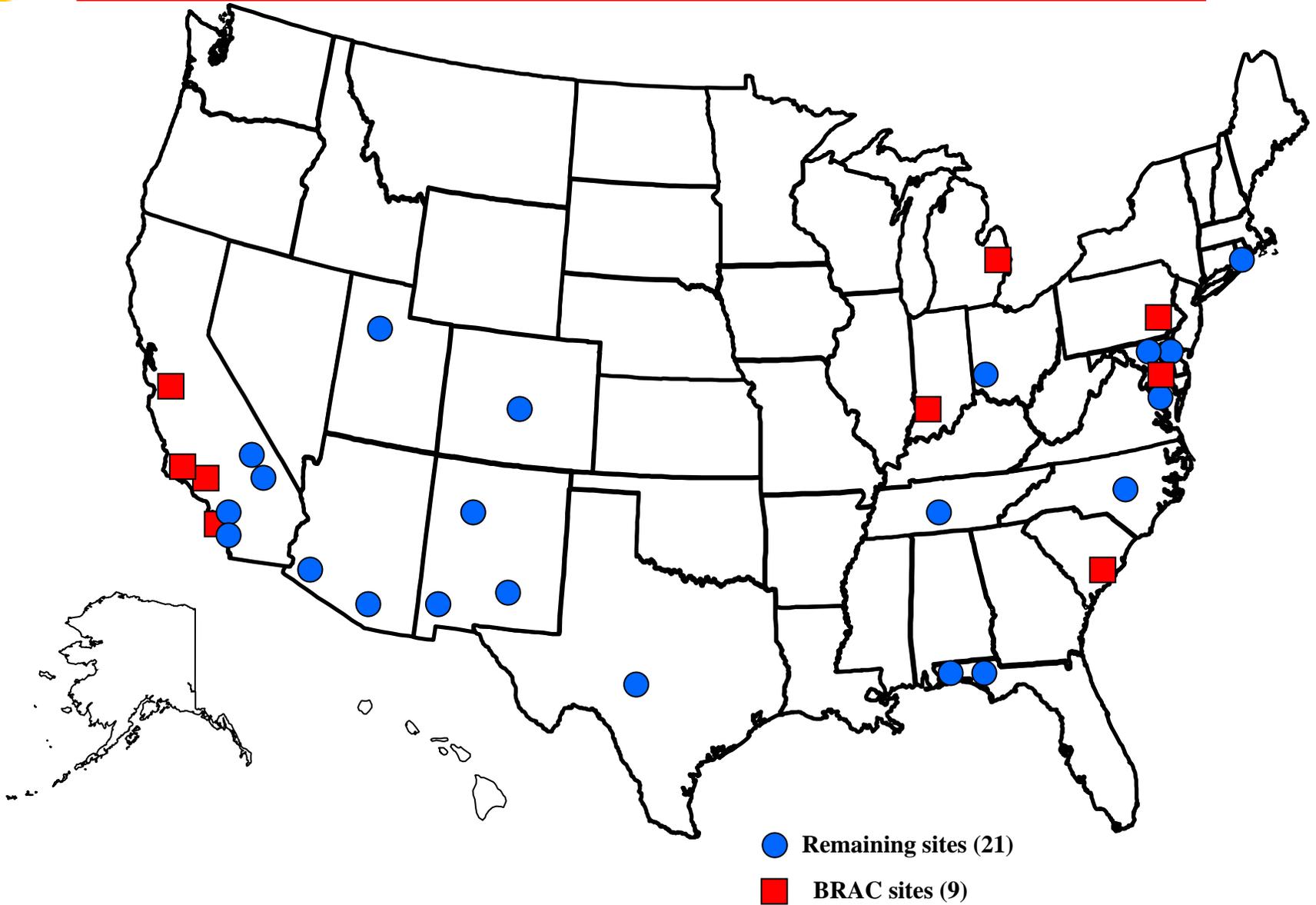


# TJCSG Development & Acquisition





# TJCSG Testing & Evaluation





# Scenario Families

Combined Research Lab

Combined Mission Centers

FAMILY	SCENARIOS	ISG SCHEDULE
<b>1. Extramural Research</b>	<b>40</b>	<b>4 Feb</b>
2. Defense Research Lab	9	25 Feb
<b>3. Joint Battlespace “Lab”</b>	<b>20</b>	<b>18 Feb</b>
<b>4. Joint Chem-Bio</b>	<b>32</b>	<b>18 Feb</b>
5. Ground Platform	13	25 Feb
6. Air Platform (Fixed)	6	25 Feb
7. Air Platform (Rotary)	5	25 Feb
8. Maritime Systems	31	Inactive
9. Space Systems	14	Inactive
10. Weapons Systems	2, 17, 18, 19, 43, 44	25 Feb
11. Energetic Materials	2,18,19, 43	18 Feb
12. Guns and Ammo	17, 44	18 Feb
<b>13. Combined C4ISR</b>	<b>8, 42, 47, 54</b>	<b>8 or 42 - 25 Feb</b> <b>47 and 54 – 18 Feb</b>



# ***Headquarters U.S. Air Force***

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## **Air Force BRAC Update to ISG**



**18 Feb 05**

**Fred Pease  
Dep Asst Secretary  
Basing & Infrastructure Analysis**

**U.S. AIR FORCE**

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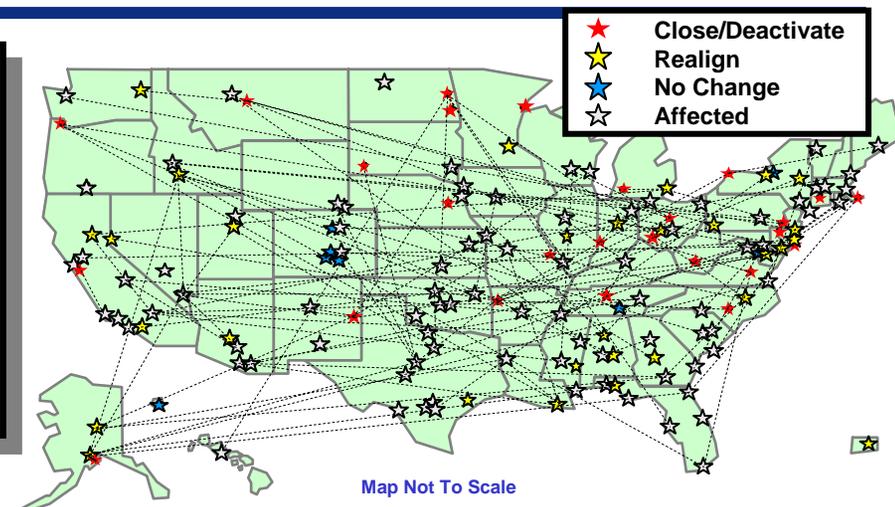
# Air Force Laydown Interwoven Solution

## Proposed Air Force BRAC Actions

Active Installations affected **44 (63%)**

ARC Installation affected **72 (86%)**

**AF Installations Affected 116 (75%)**



### ■ 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)

#### ■ 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

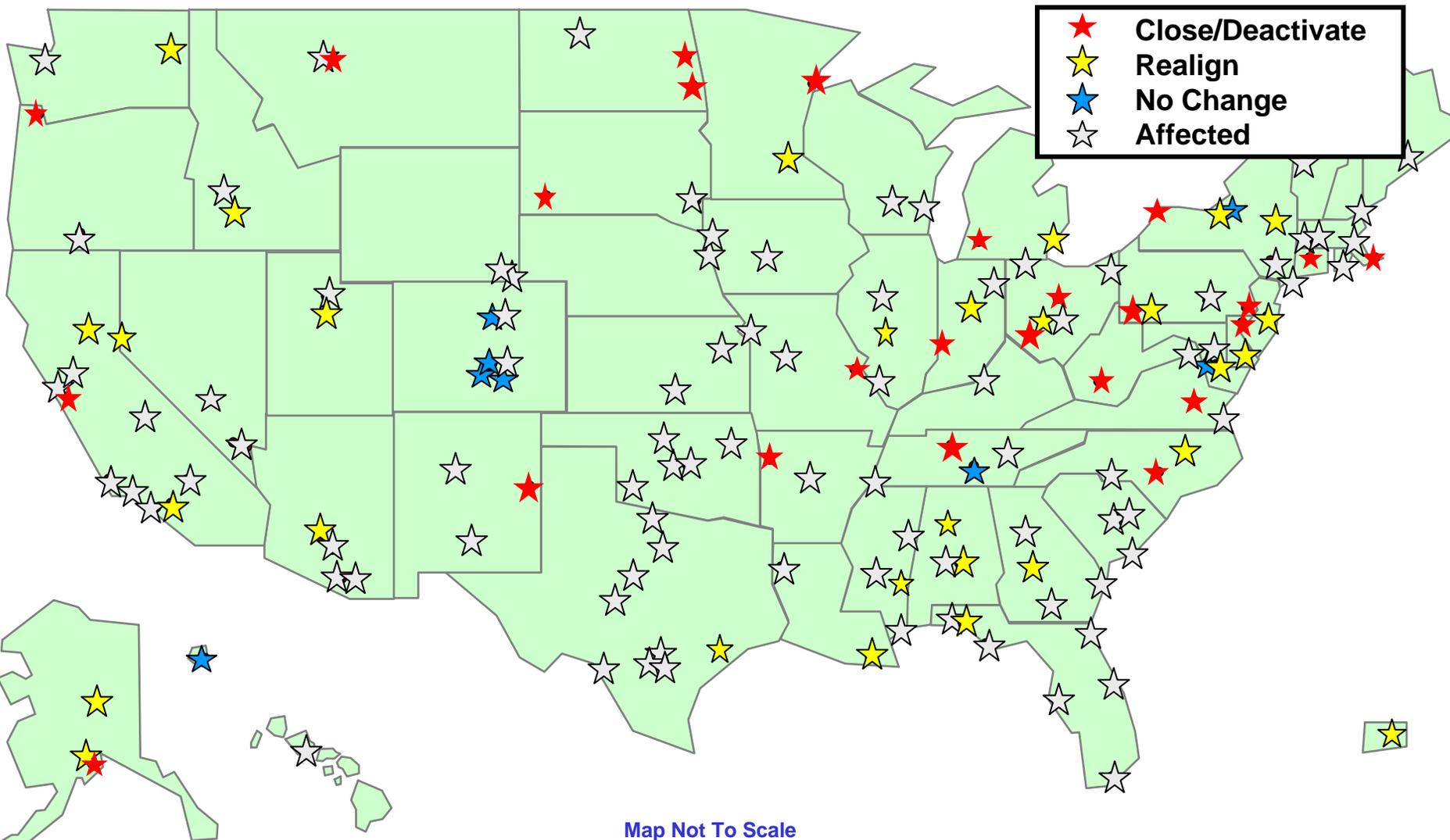
#### ■ Active / ARC Mix

- Balances of the mix were made to support both “Tails” and Manpower requirements through numerous Active / ARC “Associations”

**AF recommendations represent a complex, interwoven and interdependent family of scenarios**



# Air Force Installations



Map Not To Scale

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# Air Force Installations

## Closures

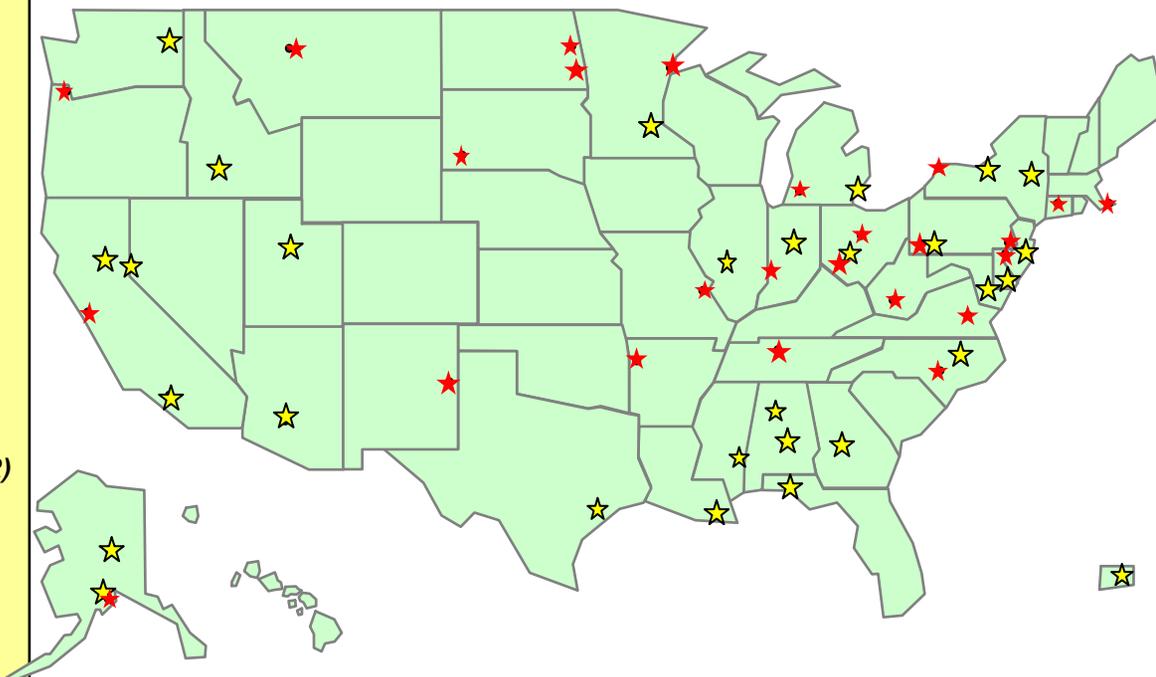
1. Bradley (G)
2. Cannon (A)
3. Duluth (G)
4. Ellsworth (A)
5. Ft. Smith (G)
6. Grand Forks (A)
7. Great Falls (G)
8. Hulman (G)
9. Hector (G)
10. Kulis (G)
11. Lambert (G)
12. Mansfield (G)
13. Nashville (G)
14. New Castle (G)
15. Niagara (G, R)
16. Onizuka (A)
17. Otis (G)
18. Pittsburgh (R)
19. Pope (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. Hancock Field (G)
13. Hill (A)
14. Key Field (G)
15. Luis-Munoz (G)
16. Luke (A)
17. March (R,G)
18. Maxwell (R)
19. McGuire (A)
20. Minneapolis St Paul (G,R)
21. Mountain Home (A)
22. NAS New Orleans ARS
23. Pittsburgh (G)
24. Reno (G)
25. Rickenbacker (G)
26. Robins (A)
27. Schenectady (G)
28. Selfridge (G, R)
29. Seymour Johnson (A)

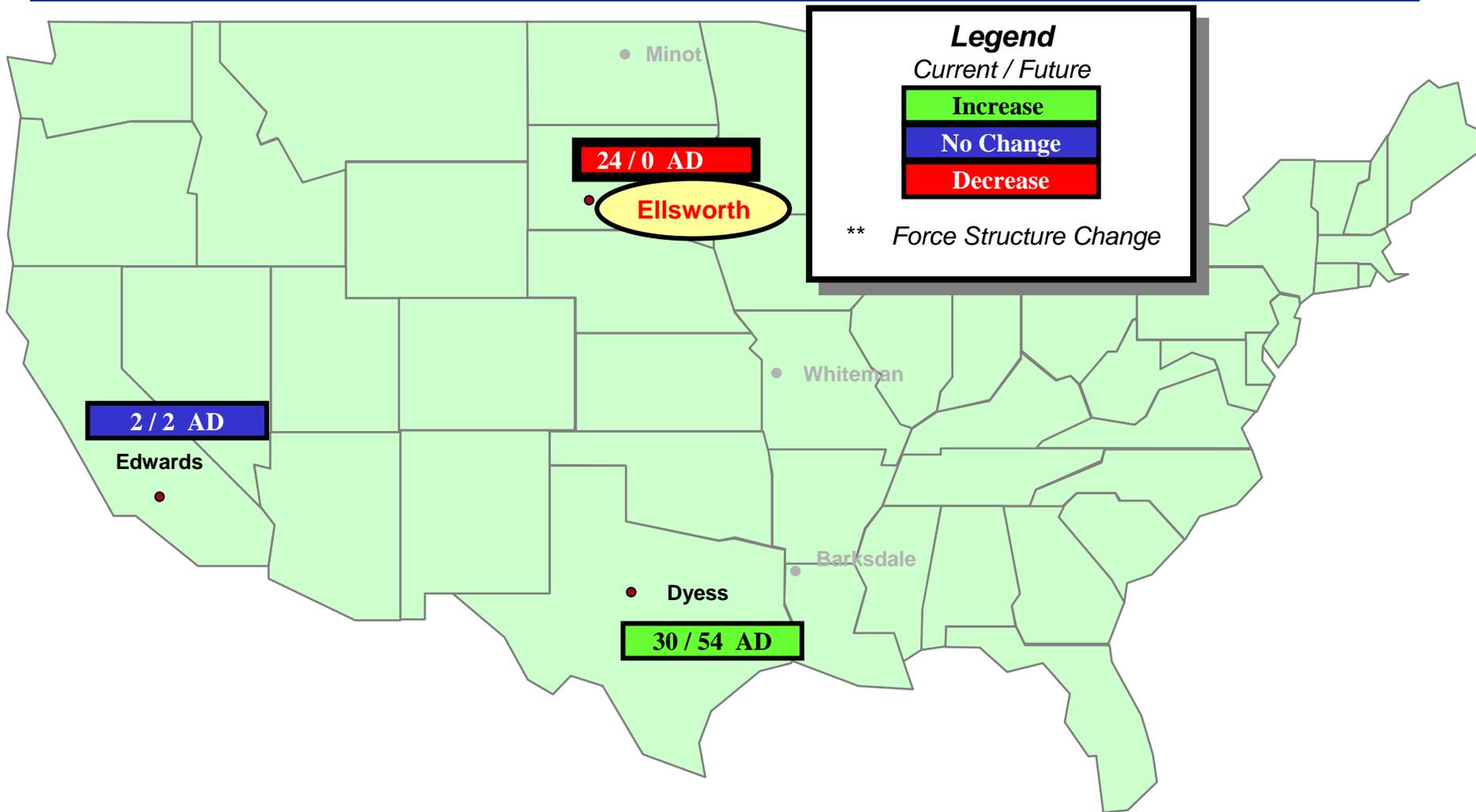
★ Close/Deactivate

★ Realign





# B-1 Group



MAP NOT TO SCALE



# Candidate #USAF-0018/ S200Z

## Close Ellsworth AFB, Rapid City, SD

**Candidate Recommendation:** Close Ellsworth AFB. The 28th Bomb Wing will inactivate. The wing's 24 B-1B aircraft will be distributed to the 7th Bomb Wing, Dyess AFB. The 317th Airlift Group at Dyess will inactivate and its C-130 aircraft will be distributed to the 3d Wing, Elmendorf AFB, Alaska (8 PAA); 302d Airlift Wing (AFRC), Peterson AFB, Colorado (4 PAA); 153d Airlift Wing (ANG), Cheyenne Airport AGS, Wyoming (4 PAA); 167th Airlift Wing (ANG), Eastern West Virginia Regional Airport, Shepherd Field AGS (4 PAA); and 314th Airlift Wing, Little Rock AFB (12 PAA). Belle Fourche ESS assets will be moved to Nellis AFB. Active/ARC C-130 associations at Elmendorf, Peterson, Cheyenne and Little Rock (50/50 mix).

### Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate B-1B fleet

### Military Value

- Force structure distributed to base with higher mil value
- Frees resources for Future Total Force investment
- Enable FAA to better serve National Airspace requirements (eliminate Powder River MOA)

### Payback

- One Time Cost: \$348M
- Net Implementation Savings: \$31M
- Annual Recurring Savings: \$142M
- Payback period: 2 yrs/2011
- NPV Savings: \$1,344M

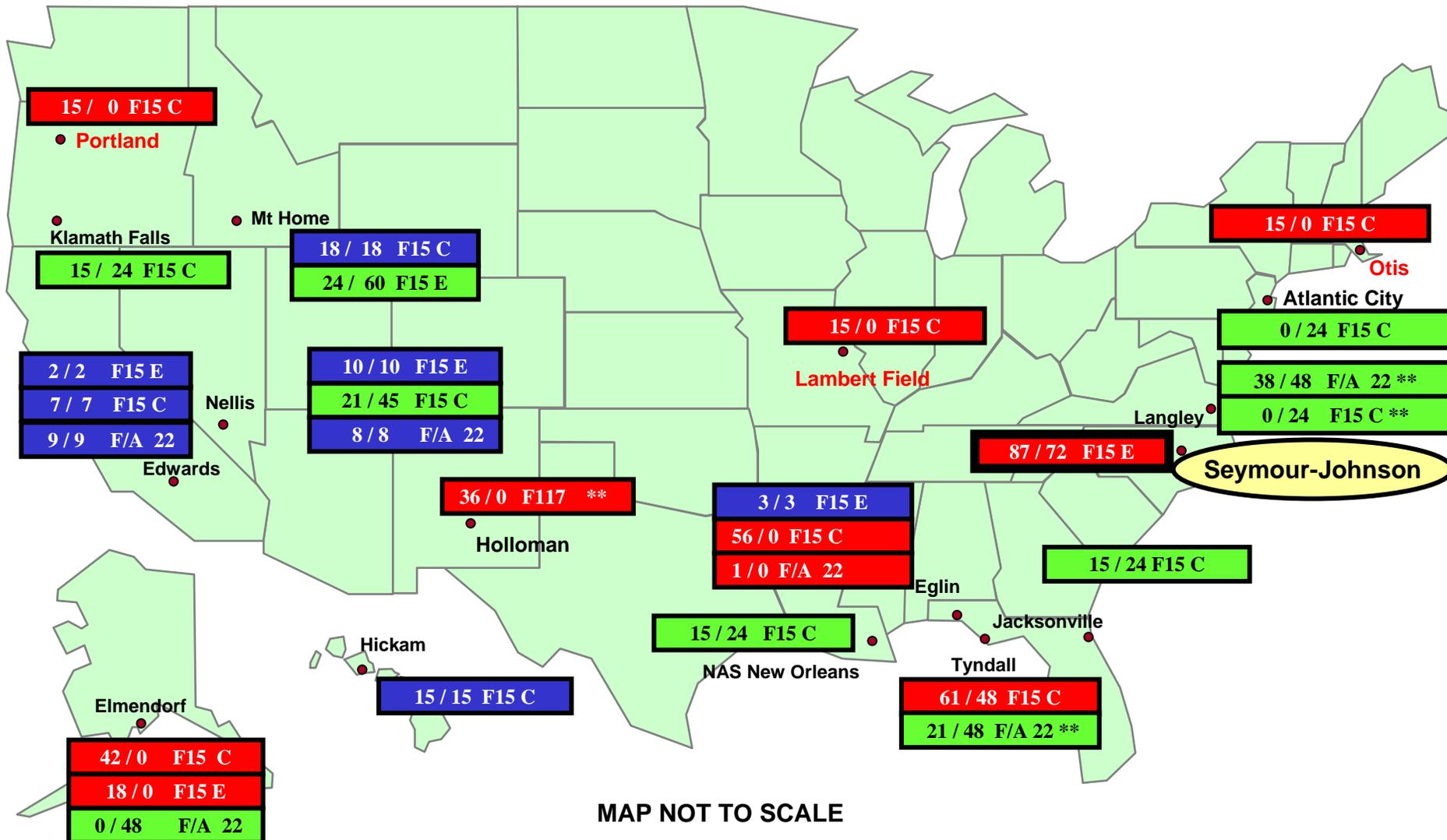
### Impacts

- Criterion 6—Total Job Change : -7,635 (direct -4,352, indirect -3,283) ROI: 9.55%  
Empl Trend 1.33 Unempl 3.34%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting scenario recommendation

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



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



MAP NOT TO SCALE

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# Candidate #USAF-0051 / S119Z

## Realign Seymour Johnson AFB, Goldsboro, NC

**Candidate Recommendation:** Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home. Simulator and academic requirements will move.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations

### Military Value

- Relocates F-15E FTU squadron to base with better infrastructure for training operations
- Enables Grand Forks scenario

### Payback

- One Time Cost: \$38M
- Net Implementation Cost: \$35M
- Annual Recurring Cost: \$1M
- Payback period: Never
- NPV Cost: \$41M

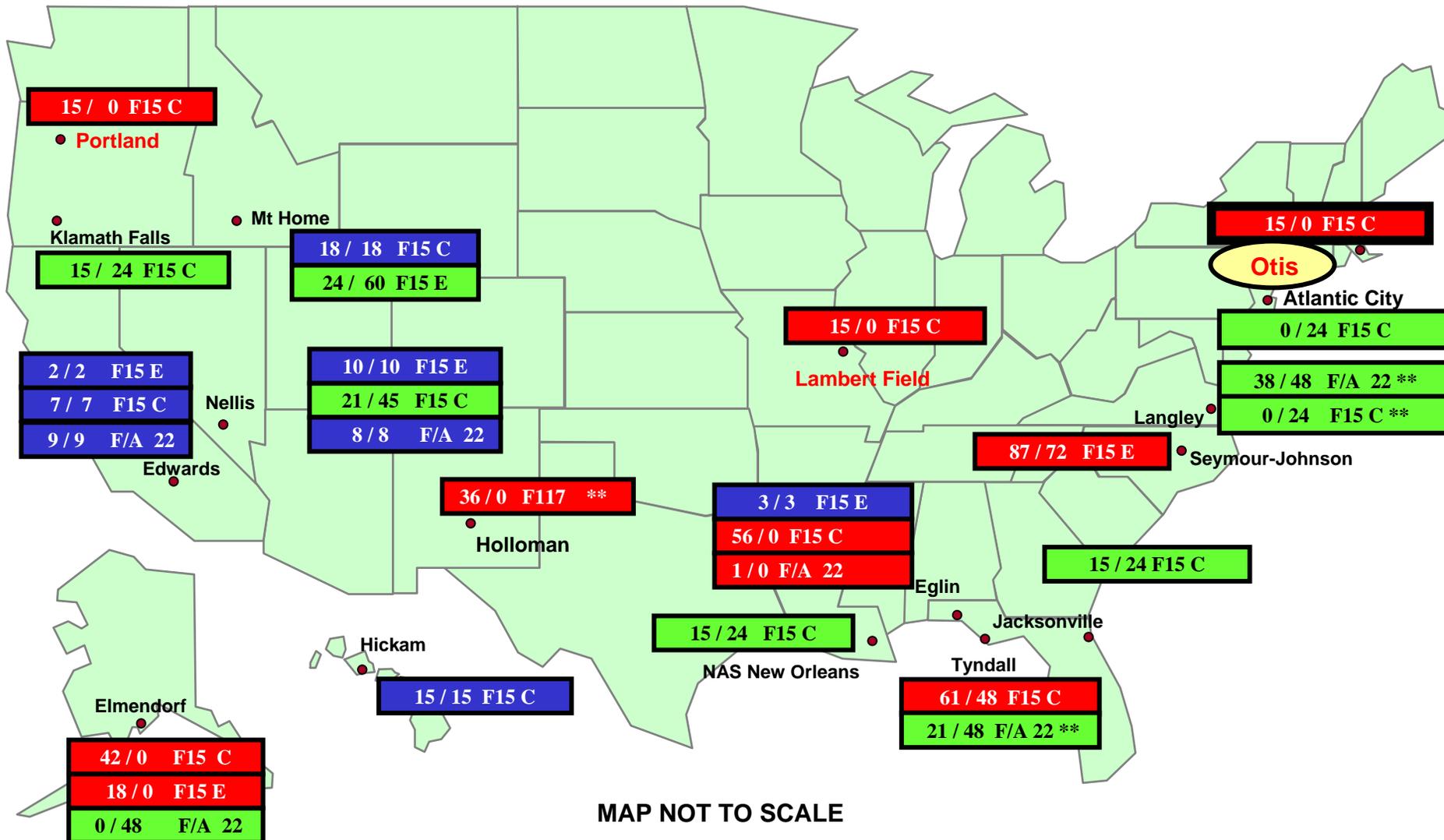
### Impacts

- Criterion 6: Total Job Change: -1,166 (direct --637, indirect -529)
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



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



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# Candidate #USAF-0044/ S142

## Close Otis ANGB, Falmouth, MA

**Candidate Recommendation:** Close Otis ANGB. The 102d Fighter Wing (ANG) will inactivate. The wing's F-15 aircraft will be distributed to the 125th Fighter Wing, Jacksonville IAP, Florida (3 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (12 PAA). The wing's ECS elements, 253d Combat Communications Group (ANG), and 267th Communications Squadron (ANG) will remain as an enclave. An ASA facility will be constructed at Bradley IAP AGS, CT. Firefighter positions will move to Quonset St AGS, RI.

### Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate F-15C fleet

### Military Value

- Distributes force structure to two bases with high military value and planned Air Sovereignty commitments
- Robusts ANG sqdn to standard USAF size

### Payback

- One Time Cost: \$37M
- Net Implementation Cost: \$2M
- Annual Recurring Savings: \$9M
- Payback period: 4 yrs/2012
- NPV Savings: \$81M
- U.S. Coast Guard unit at Otis ANGB will be impacted by closure of Otis.

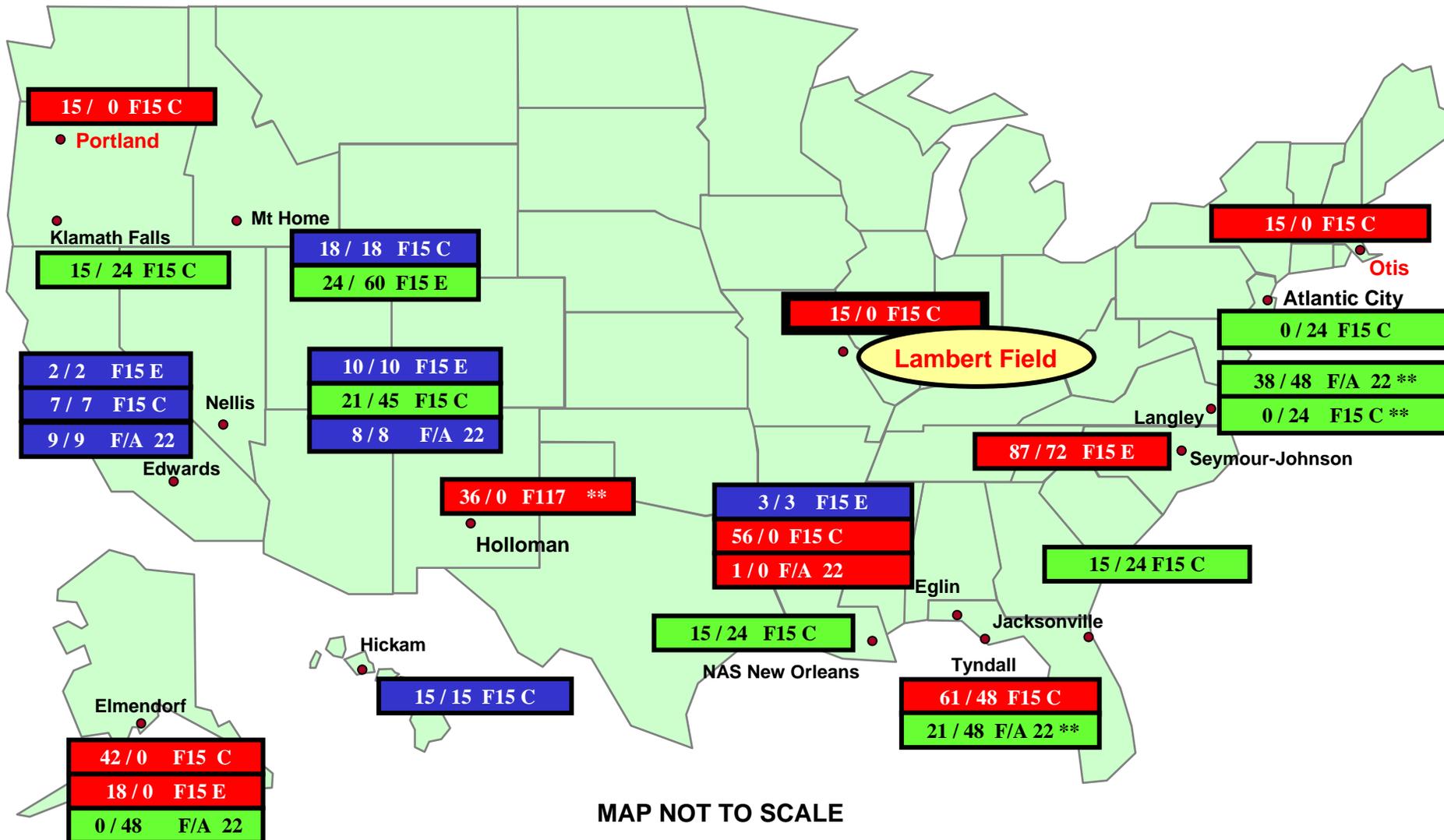
### Impacts

- Criterion 6: Total Job Change: -845 (direct: -517; indirect: -328) ROI: 0.61%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



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





# Candidate #USAF-0041 / S133

## Close Lambert-St Louis IAP AGS, St Louis , MO

**Candidate Recommendation:** Close Lambert-St. Louis IAP AGS. The 131st Fighter Wing (ANG) will inactivate. The wing's F-15 aircraft (15 PAA) will distribute to the 57th Fighter Wing, Nellis AFB, Nevada (9 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA). The 177th Fighter Wing's F-16 Block 25 aircraft will be distributed to the 158th Fighter Wing (ANG), Burlington IAP AGS, Vermont (3 PAA) and retire (12 PAA). The wing's ECS elements will remain as an enclave. Firefighter positions move to Scott AFB, IL.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Consolidates F-15C ANG fleet

### Military Value

- Robusts ANG squadrons to standard USAF size
- Force structure distributed to bases of higher mil value and air sovereignty role (Atlantic City AGS, NJ)
- Frees resources for Future Total Force investment

### Payback

- One Time Cost: \$25M
- Net Implementation Cost: \$27M
- Annual Recurring Cost: \$0M
- Payback period: Never
- NPV Cost: \$27M

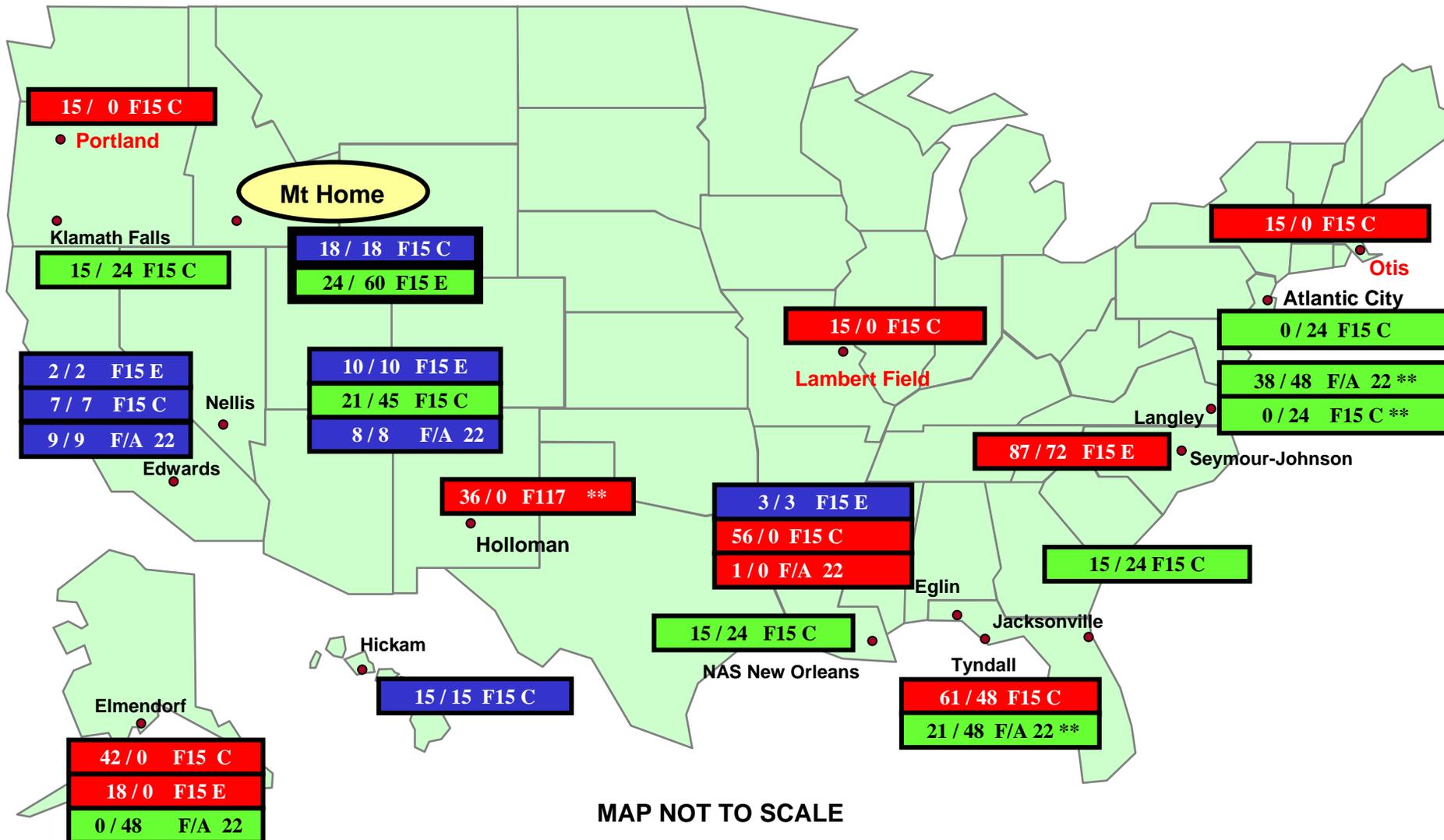
### Impacts

- Criterion 6: Total Job Change: -500 (direct: -244, indirect: -256) ROI -0.03%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



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



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# Candidate #USAF-0054 / S132

## Realign Mountain Home AFB, ID

**Candidate Recommendation:** Realign Mountain Home AFB. The 366th Fighter Wing will distribute assigned F-16 Block 52 aircraft to the 169th Fighter Wing (ANG), McEntire AGS, SC (9 PAA); 57th Wing, Nellis AFB, NV (5 PAA); and to BAI (4 PAA). The 57th Wing will distribute F-16 Block 42 aircraft to the 138th Fighter Wing (ANG) Tulsa IAP AGS, OK (3 PAA) and retire remaining F-16 Block 42 aircraft (15 PAA). The 57th Wing will also distribute F-16 Block 32 aircraft (6 PAA) to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, CA and to retirement (1 PAA). The 366th Fighter Wing will receive F-15E aircraft from the 3d Wing, Elmendorf AFB (18 PAA) and Attrition Reserve (3 PAA). Active duty will fly in a reverse associate role at McEntire AGS (50/50).

**Issues:** F-15C: Elmendorf or Mt Home, 24 F-16: McEntire or Shaw

### Justification

- Enables Future Total Force transformation
- Increases efficiency of F-15E training mission
- Consolidates F-15E fleet
- Consolidates F-16 fleet
- Consolidates F-15C fleet

### Military Value

- Streamlines base with inefficient force mix
- Frees resources for Future Total Force investment
- Retains intellectual capital trained in SEAD mission (McEntire, SC)
- Distributes force structure to bases with high military value including planned Air Sovereignty base (Fresno, CA)

### Payback

- One Time Cost: \$72M
- Net Implementation Cost: \$46M
- Annual Recurring Savings: \$3M
- Payback period: 24 yrs/2033
- NPV Cost: \$13M

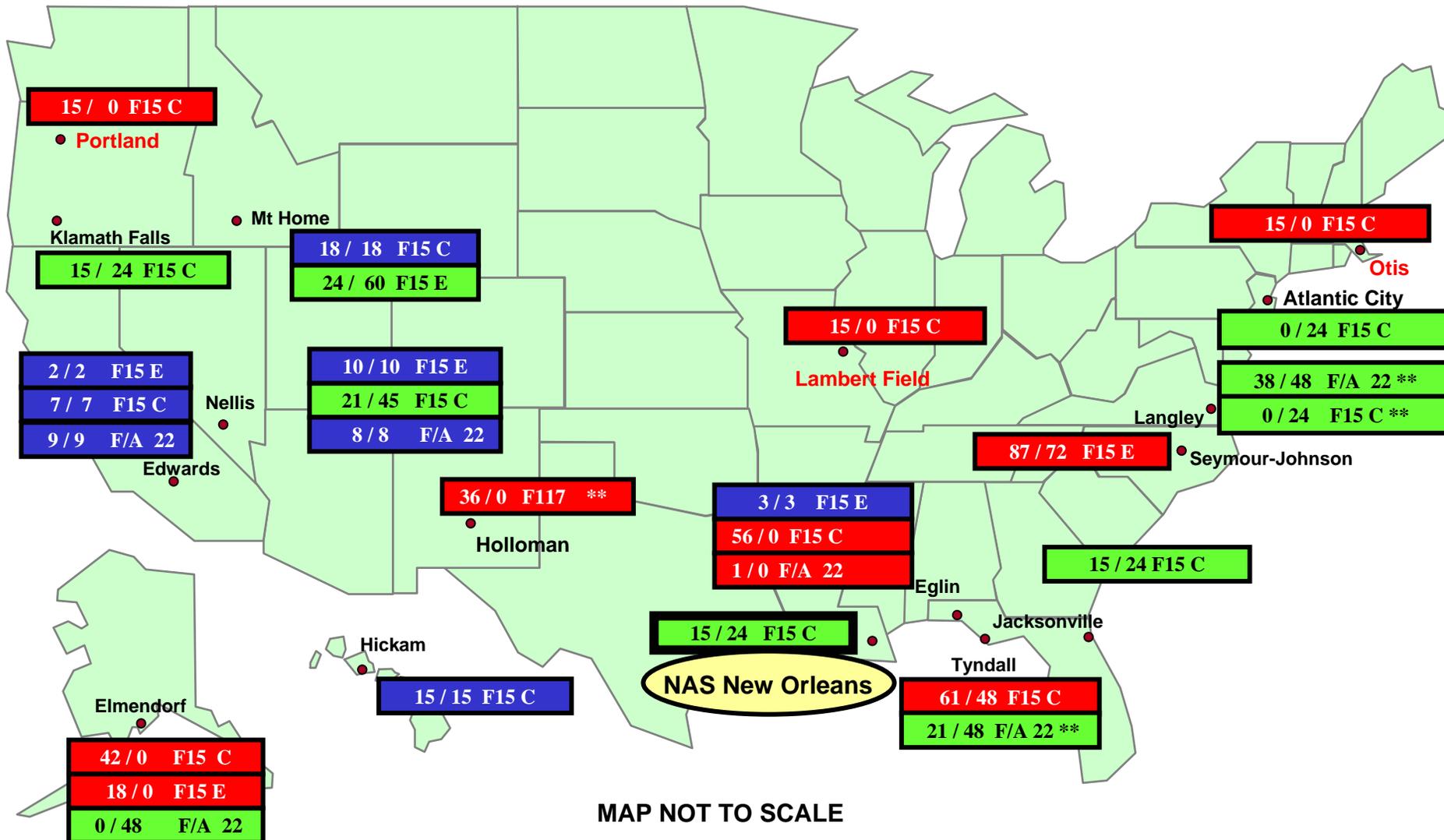
### Impacts

- Criterion 6—Total Job Change : 848 (direct 536, indirect 312) ROI: 5.87%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



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



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# Candidate #USAF-0055 / S136

## Realign NAS New Orleans ARS, LA

**Candidate Recommendation:** Realign NAS New Orleans ARS. The 926th Fighter Wing (AFRC) will distribute its A-10 aircraft to the 442d Fighter Wing (AFRC), Whiteman AFB, Missouri (9 PAA); and to the AFRC 917<sup>th</sup> Wing at Barksdale AFB, Louisiana (6 PAA).

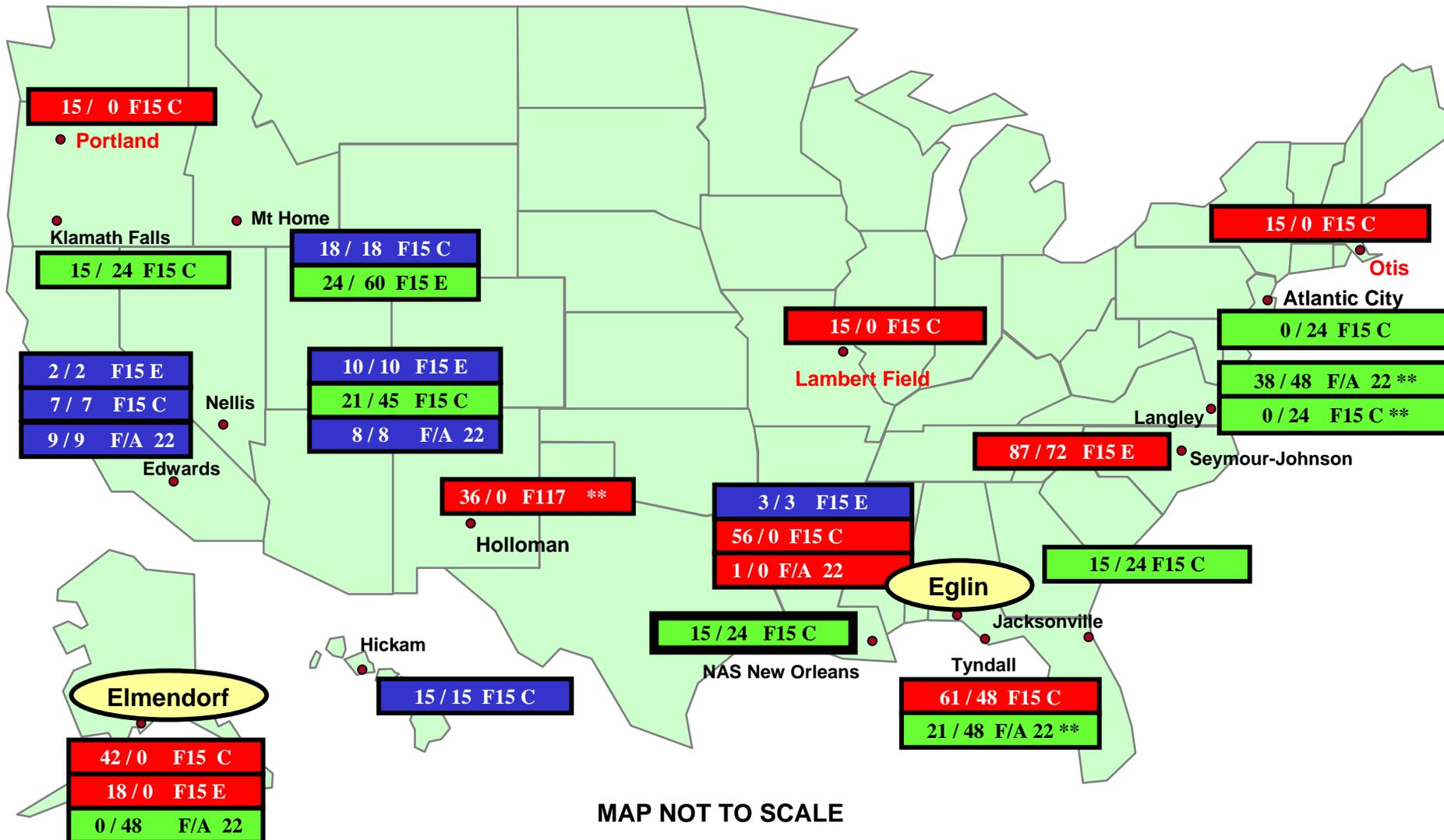
<p style="text-align: center;"><u>Justification</u></p>	<p style="text-align: center;"><u>Military Value</u></p>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$30M</li> <li>■ Net Implementation Cost: \$31M</li> <li>■ Annual Recurring savings: \$0M</li> <li>■ Payback period: Never</li> <li>■ NPV Costs: \$34M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -243 (direct: -121, indirect: -122) ROI: 0.03%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



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

## Remaining Recommendations to Brief



MAP NOT TO SCALE

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

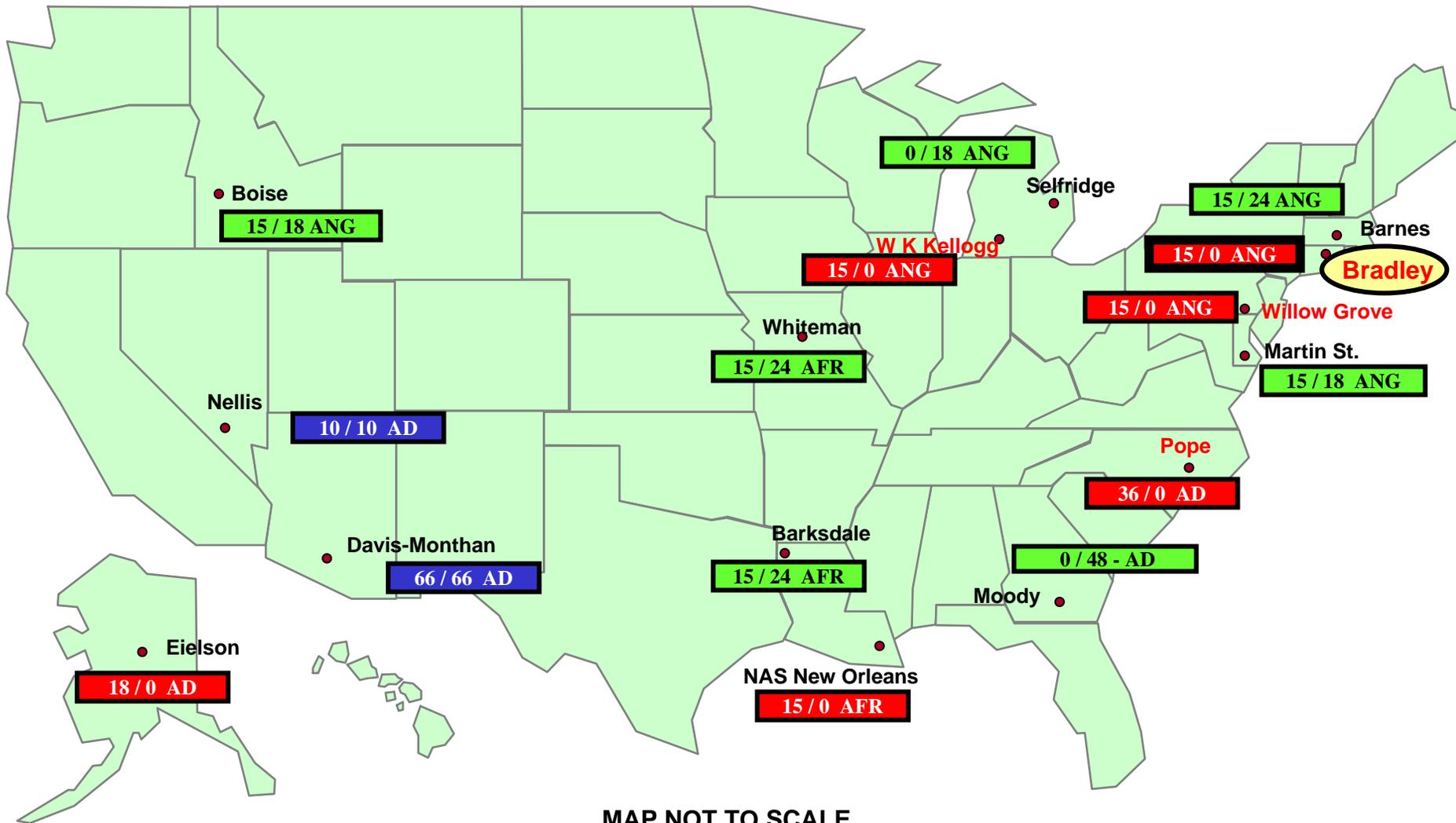
## ***Remaining Recommendations to Brief***

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- **USAF-0115**                      **Realign Elmendorf**
- **USAF-0090**                      **Realign Eglin**



# A-10 Group



MAP NOT TO SCALE

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# Candidate #USAF-0033 / S101J

## Close Bradley IAP AGS

**Candidate Recommendation:** Close Bradley IAP AGS. The 103d Fighter Wing (ANG) will inactivate. The wing's A-10 aircraft will be distributed to the 104th Fighter Wing (ANG), Barnes Municipal Airport AGS, Massachusetts (9 PAA) and retire (6 PAA). The wing's expeditionary combat support (ECS) elements will remain as an enclave.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of Operations
- Consolidates aircraft fleet by MDS

### Military Value

- Moves force structure to higher mil value base
- Retains intellectual capital available from Bradley
- Frees resources for Future Total Force investment

### Payback

- One Time Cost: \$6M
- Net Implementation Savings: \$4M
- Annual Recurring savings: \$2M
- Payback period: 2 yrs / 2009
- NPV Savings: \$20M

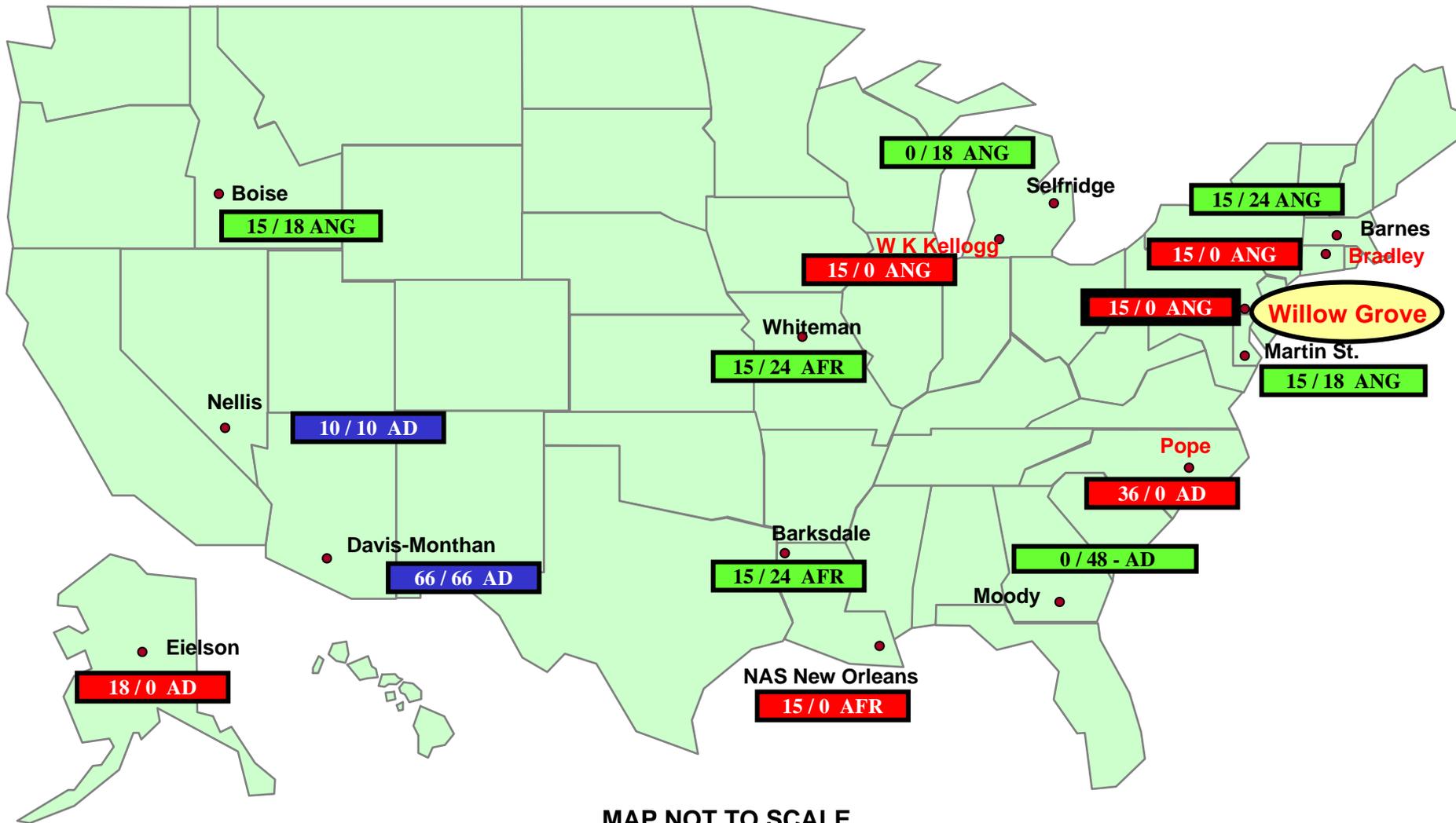
### Impacts

- Criterion 6: Total Job Change: -150 (direct: -91, indirect: -59); ROI: 0.02%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# A-10 Group



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# Candidate #USAF-0052 / S134

## Close Willow Grove ARS, Willow Grove JRB, Hatboro, PA

**Candidate Recommendation:** Close Willow Grove ARS, Willow Grove JRB. The 913th Airlift Wing (AFRC) will inactivate and assigned C-130E aircraft (10 PAA) will retire. The 111th Fighter Wing (ANG) will inactivate and assigned A-10 aircraft will be distributed to the 124th Wing (ANG), Boise Air Terminal AGS, Idaho (3 PAA); 175th Wing (ANG), Martin State Airport AGS, Maryland, (3 PAA); 127th Wing (ANG), Selfridge ANGB, Michigan (3 PAA); and retire (6 PAA). The 124th Wing, Boise Air Terminal AGS, will distribute assigned C-130H aircraft to Little Rock AFB, Arkansas (2 PAA to ANG, 1 PAA to active duty) and BAI (1 PAA). The 175th Wing, Martin State Airport AGS, will distribute assigned C-130J aircraft to the 146th Airlift Wing (ANG), Channel Islands AGS, California (4 PAA) and 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (4 PAA). The 270th Engineering Installation Squadron (ANG) will remain as an enclave. AFRC ECS manpower will move to Eglin AFB, FL.

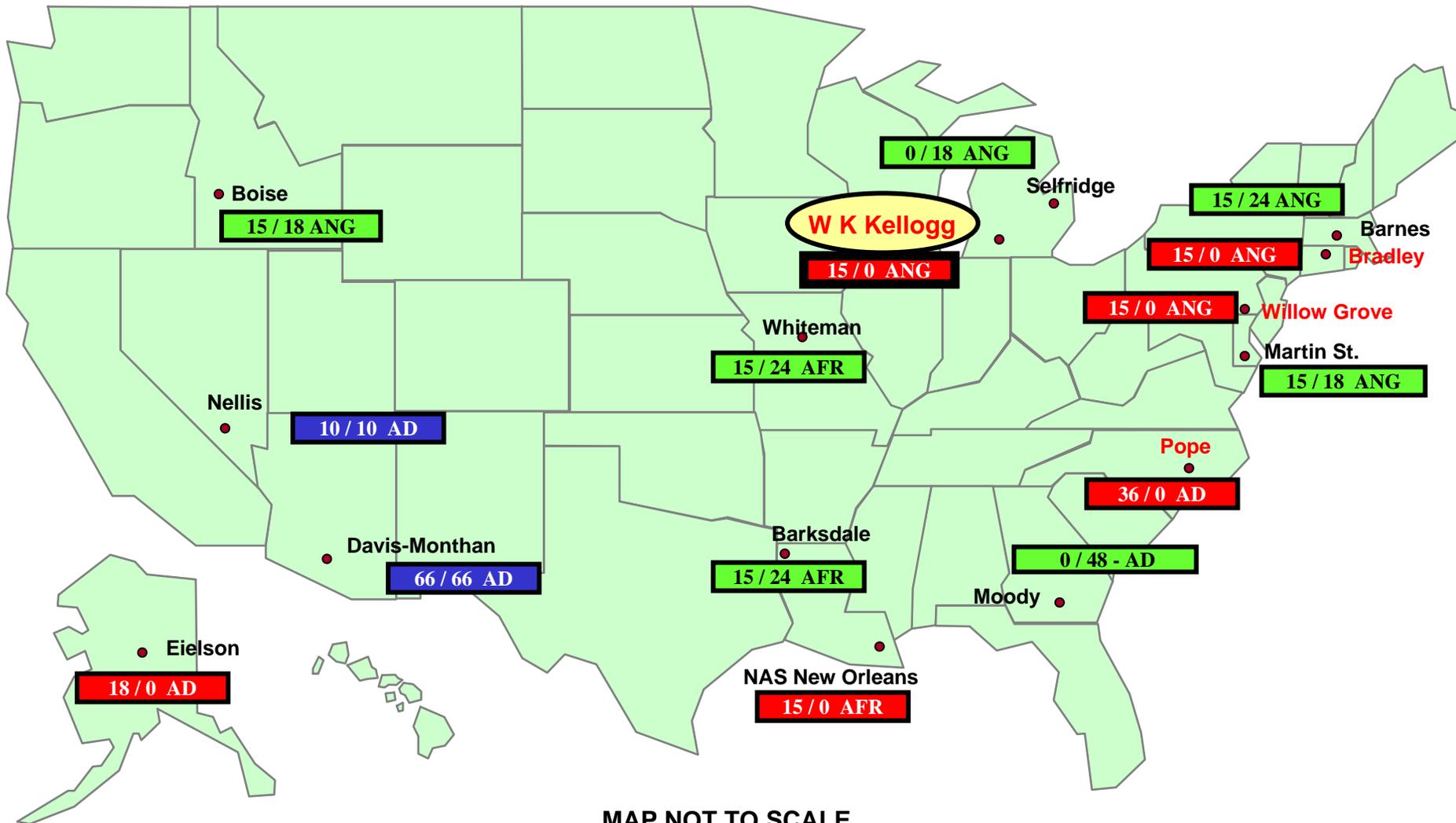
**Issue:** Disposition of DON #0067 at Pt Mugu, and DON #0084 at Willow Grove

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Precipitated by DON # 0084, which closes NAS Willow Grove</li> <li>■ Consolidates A-10 fleet</li> <li>■ Consolidates C-130 fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with high military value</li> <li>■ Robusts squadrons to standard USAF size</li> <li>■ Retains intellectual capital within AFRC</li> <li>■ Frees resources for Future Total Force investment and retains trained ECS personnel</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$44M</li> <li>■ Net Implementation Cost: \$39M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 100+</li> <li>■ NPV Cost: \$28M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: 523 (direct: 307; indirect: 216) ROI: 0.02%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# A-10 Group



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# Candidate #USAF-0049 / S135

## Close W.K. Kellogg APT AGS, Battle Creek, MI

**Candidate Recommendation:** Close W.K. Kellogg Airport AGS. The 110th Fighter Wing (ANG) will inactivate. The wing's A-10 aircraft (15 PAA) will be distributed to the 127th Wing (ANG), Selfridge ANGB, Michigan.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of Operations
- Consolidates aircraft fleet by MDS

### Military Value

- Distributes force structure to a base of higher mil value
- Retains intellectual capital available from W.K. Kellogg for Selfridge ANGB
- Frees resources for investment in Future Total Force

### Payback

- One Time Costs: \$9M
- Net Implementation Savings: \$17M
- Annual Recurring Savings: \$5M
- Payback period: 1yr / 2008
- NPV Savings: \$63M

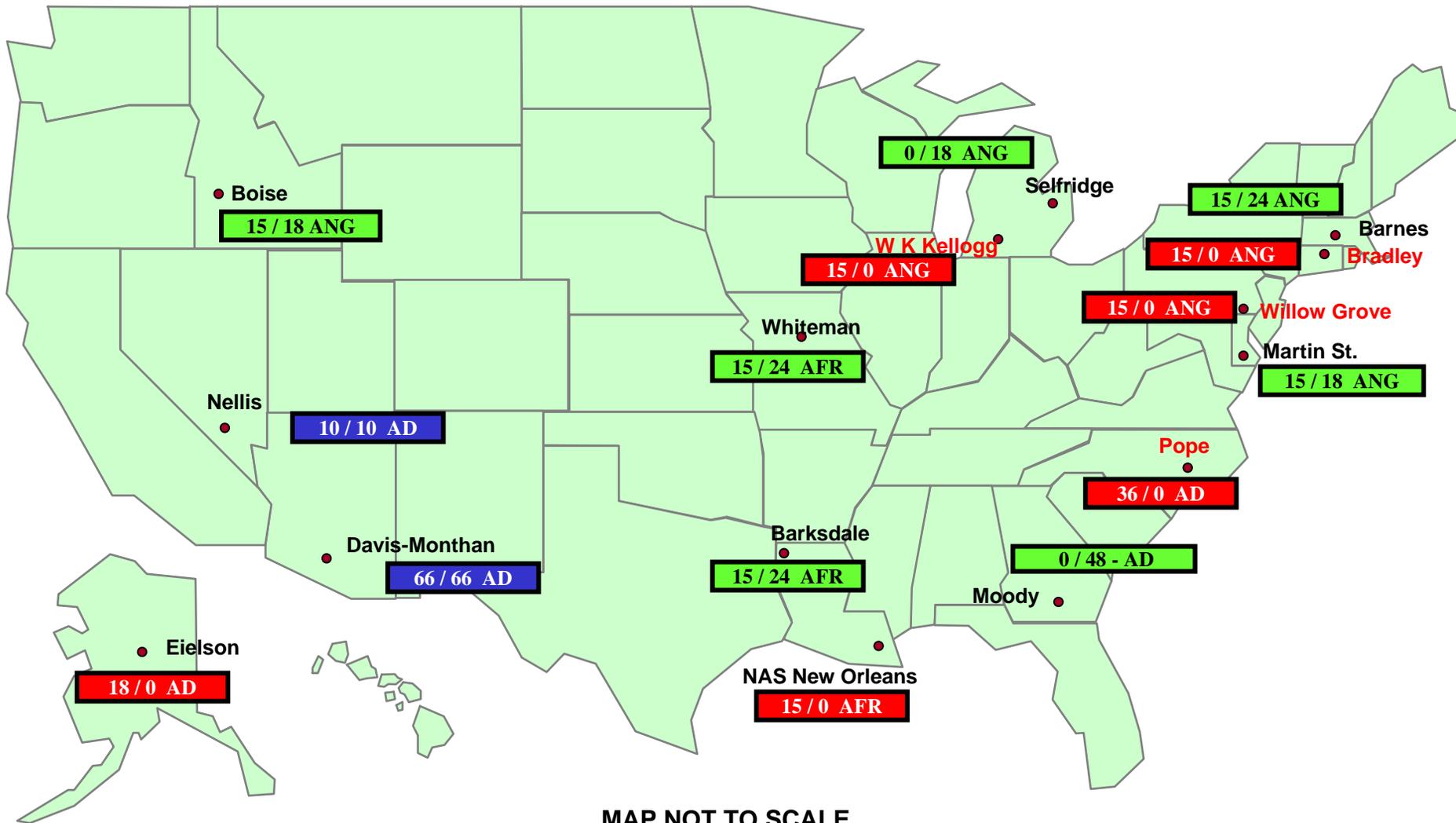
### Impacts

- Criterion 6: Total Job Change: – 441 (direct: - 274, indirect: - 167); ROI: 0.59%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# A-10 Group



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# *A-10 Group*

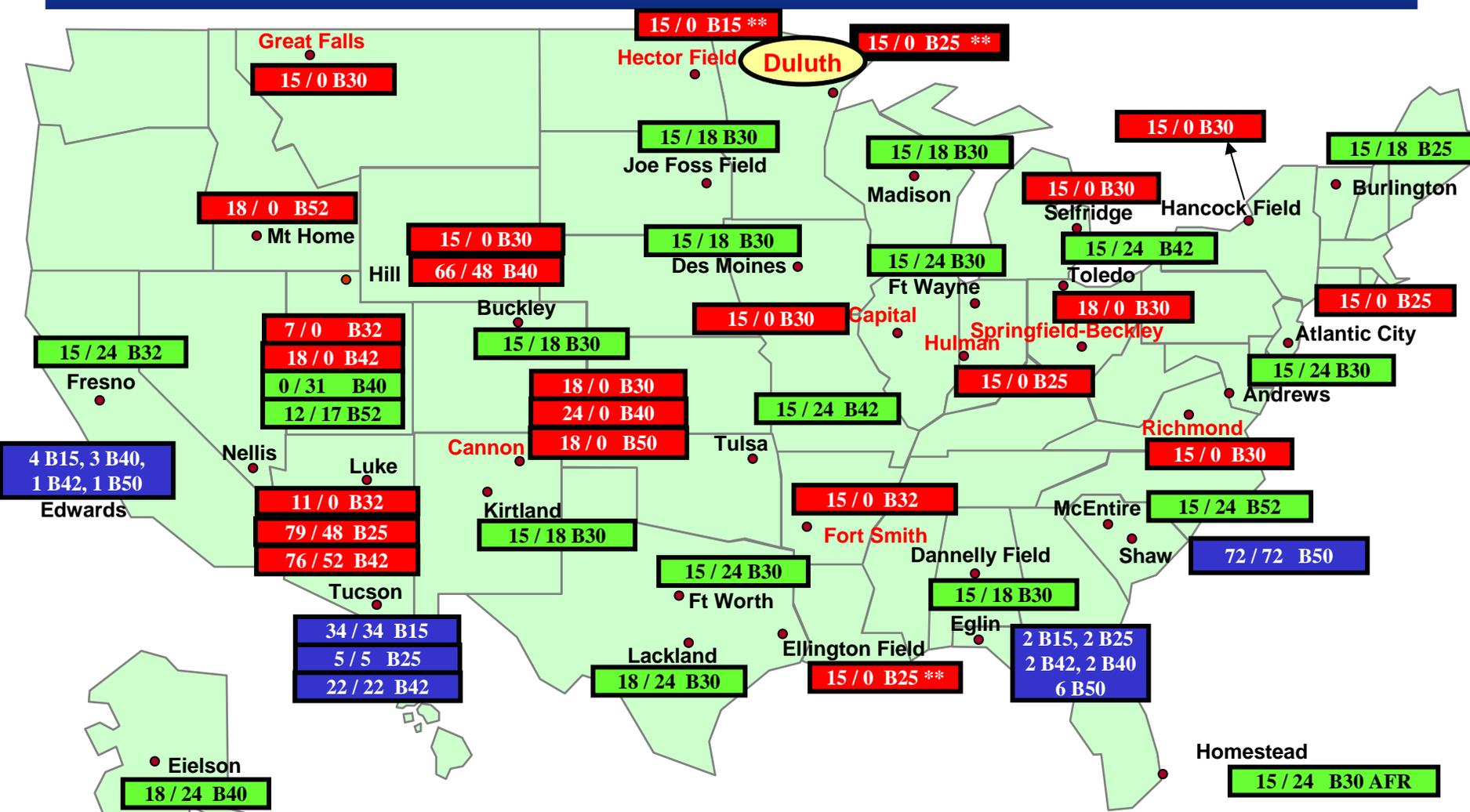
## *Remaining Recommendations to Brief*

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- None



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0035 / S103J

## Close Duluth IAP AGS, MN

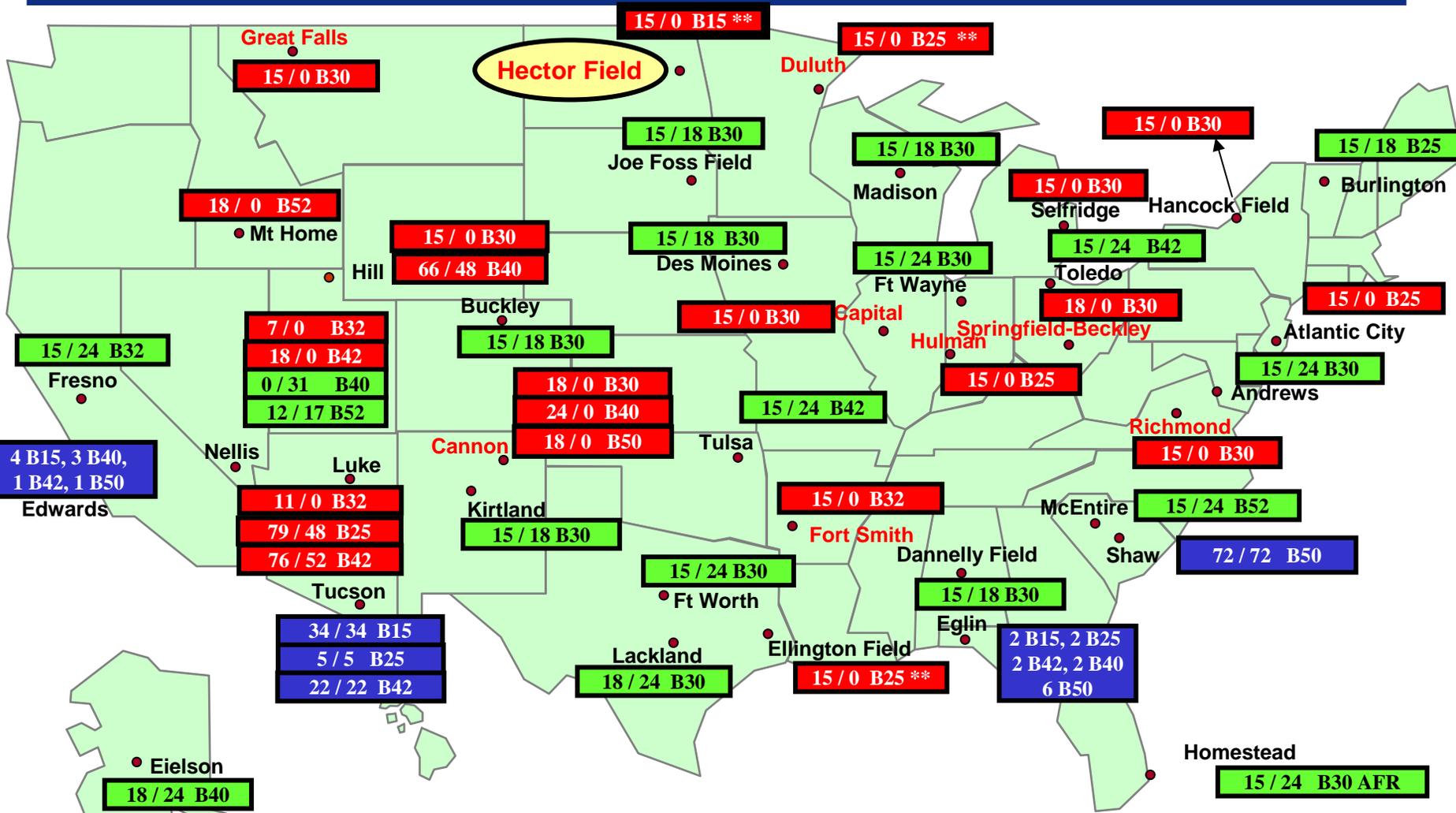
**Candidate Recommendation:** Close Duluth IAP AGS. The 148th Fighter Wing (ANG) will inactivate. The wing’s F-16 Block 25 aircraft (15 PAA) will retire. Air Force has proposed Duluth to fulfill ASA commitment.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Force structure distributed to bases of higher mil value</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$5M</li> <li>■ Net Implementation Savings: \$4M</li> <li>■ Annual Recurring savings: \$2M</li> <li>■ Payback period: 3 yrs / 2010</li> <li>■ NPV Savings: \$23M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change – 217 (direct: 139, indirect:78); ROI: 0.19%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0039 / S107J

## Close Hector IAP AGS, Fargo, ND

**Candidate Recommendation:** Close Hector IAP AGS. The 119th Fighter Wing (ANG) will inactivate. The wing’s F-16 Block 15 aircraft (15 PAA) will retire. The wing’s ECS elements will remain as an enclave.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Consolidates aircraft fleet by MDS and block

### Military Value

- Force structure distributed to bases of higher mil value
- Frees resources for investment in Future Total Force

### Payback

- One Time Cost: \$4M
- Net Implementation Savings: \$2M
- Annual Recurring Savings: \$1M
- Payback period: 3yrs / 2010
- NPV Savings: \$11M

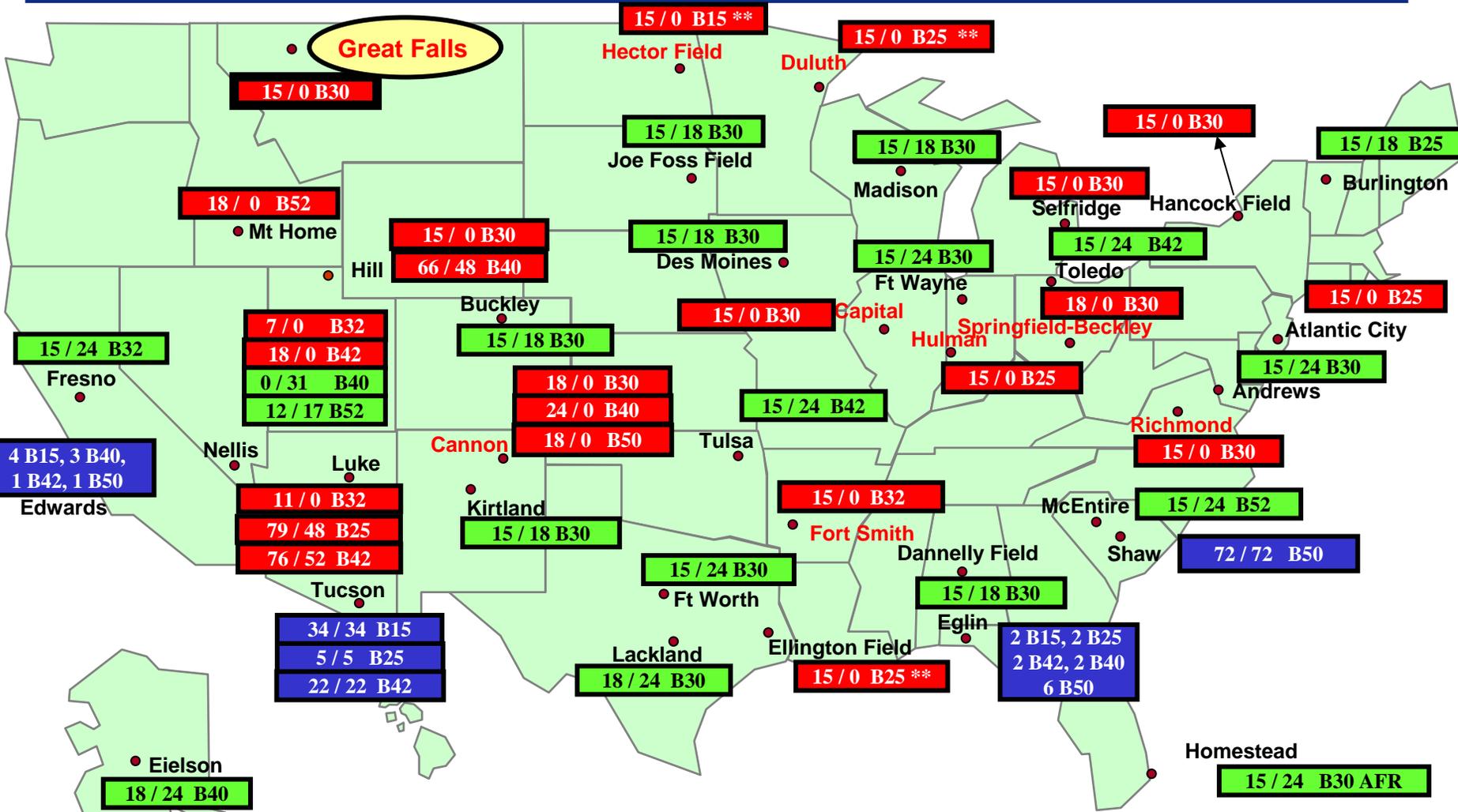
### Impacts

- Criterion 6: Total Job Change: – 9 (direct: -5, indirect: -4); ROI: 0.01%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0037 / S130

## Close Great Falls IAP AGS, MT

**Candidate Recommendation:** Close Great Falls IAP AGS. The 120th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 187th Fighter Wing (ANG), Dannelly Field AGS, Alabama (3 PAA); the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (3 PAA); and retire (9 PAA). ECS elements realign to Malmstrom AFB, MT. The 132d Fighter Wing at Des Moines will assume a role in the air sovereignty mission.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Consolidates aircraft fleet by MDS and block

### Military Value

- Distributes F-16s to bases with higher military value including planned Air Sovereignty commitment (Des Moines, IA)
- Improves management of MDS reserve

### Payback

- One Time Cost: \$25M
- Net Implementation Cost: \$3M
- Annual Recurring savings: \$4M
- Payback period: 6 yrs/2013
- NPV Savings: \$37M

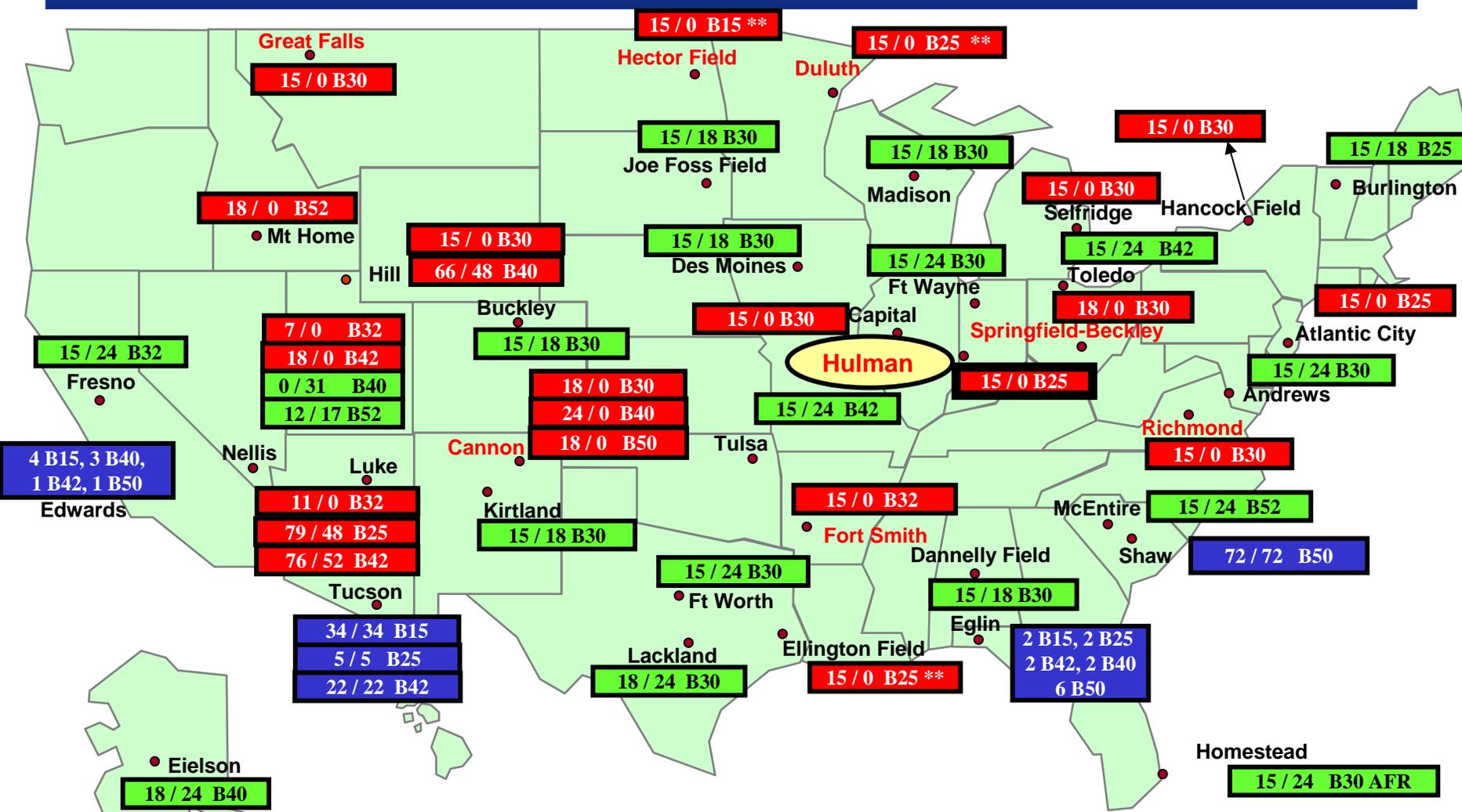
### Impacts

- Criterion 6: Total Job Change: -306 (direct: -189, indirect: -117) ROI: 0.68%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0040 / S139

## Close Hulman Reg APT AGS, Terre Haute IN

**Candidate Recommendation:** Close Hulman Regional Airport AGS. The 181st Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (9 PAA) and retire (6 PAA). The wing's ECS elements will remain as an enclave.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Consolidates aircraft fleet by MDS and block

### Military Value

- Distributes F-16s to higher mil value bases
- Fort Wayne is an Air Sovereignty base
- Frees resources for investment in Future Total Force

### Payback

- One Time Cost: \$6M
- Net Implementation Savings: \$0.2M
- Annual Recurring savings: \$1M
- Payback period: 5 yrs / 2012
- NPV Savings: \$10M

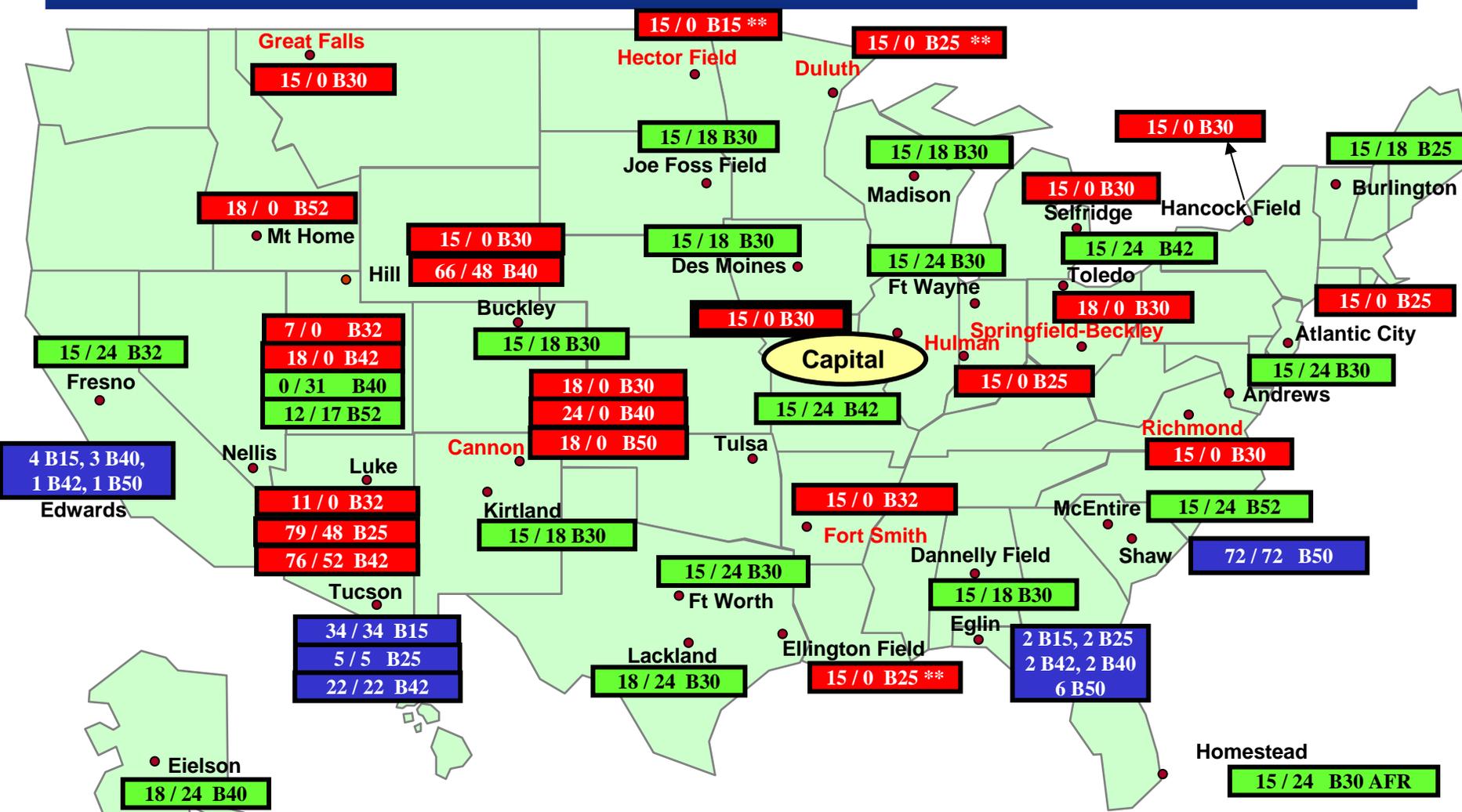
### Impacts

- Criterion 6: Total Job Change: -170 (direct: -104, indirect: -66) ROI: 0.19%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0111 / S128

## Realign Capital AGS, Springfield IL

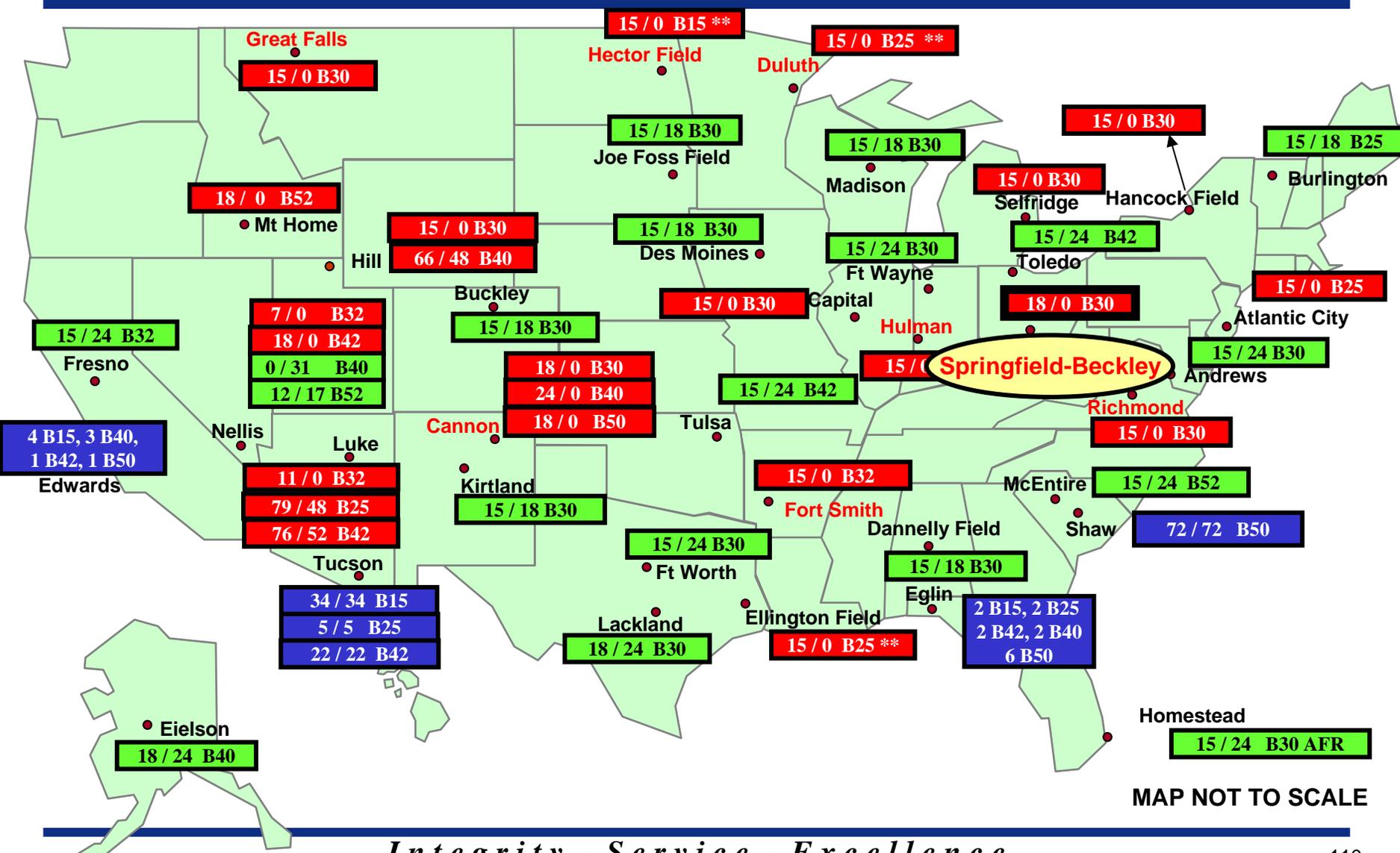
**Candidate Recommendation:** Realign Capital Airport AGS. The 183d Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (15 PAA). The 122d Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements, Illinois ANG State Headquarters, and the 217th Engineering Installation Squadron (ANG) will remain in enclave.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes F-16s to base with planned Air Sovereignty commitment (Ft Wayne, IN)</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">■ One Time Cost:</td> <td style="text-align: right;">\$10M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$10M</td> </tr> <tr> <td>■ Annual Recurring cost:</td> <td style="text-align: right;">\$0.1M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$10M</td> </tr> </table>	■ One Time Cost:	\$10M	■ Net Implementation Cost:	\$10M	■ Annual Recurring cost:	\$0.1M	■ Payback period:	Never	■ NPV Cost:	\$10M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -299 (direct: -186, indirect: -113) ROI: 0.21%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$10M										
■ Net Implementation Cost:	\$10M										
■ Annual Recurring cost:	\$0.1M										
■ Payback period:	Never										
■ NPV Cost:	\$10M										

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0047 / S131

## Close Springfield-Beckley MPT AGS, OH

**Candidate Recommendation:** Close Springfield-Beckley Municipal Airport AGS. The 178th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (9 PAA); 140th Wing (ANG) Buckley AFB, Colorado (3 PAA) and retire (6 PAA). The wing's ECS elements, 251st Combat Communications Group (ANG), and 269th Combat Communications Squadron (ANG) will remain as an enclave. The 132d Fighter Wing, Des Moines IAP AGS, will assume a role in the air sovereignty mission. Firefighter positions will move to Rickenbacker AGS, OH.

### Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate F-16 fleet

### Military Value

- Retains intellectual capital from Springfield-Beckley for Toledo AGS mission
- Distributes force structure to bases with high military value including planned Air Sovereignty base (Des Moines, IA)
- Enable FAA to better serve National Airspace requirements (eliminate Buckeye MOA)

### Payback

- One Time Cost: \$12M
- Net Implementation Cost: \$13M
- Annual Recurring Cost: \$0.2M
- Payback period: Never
- NPV Cost: \$14M

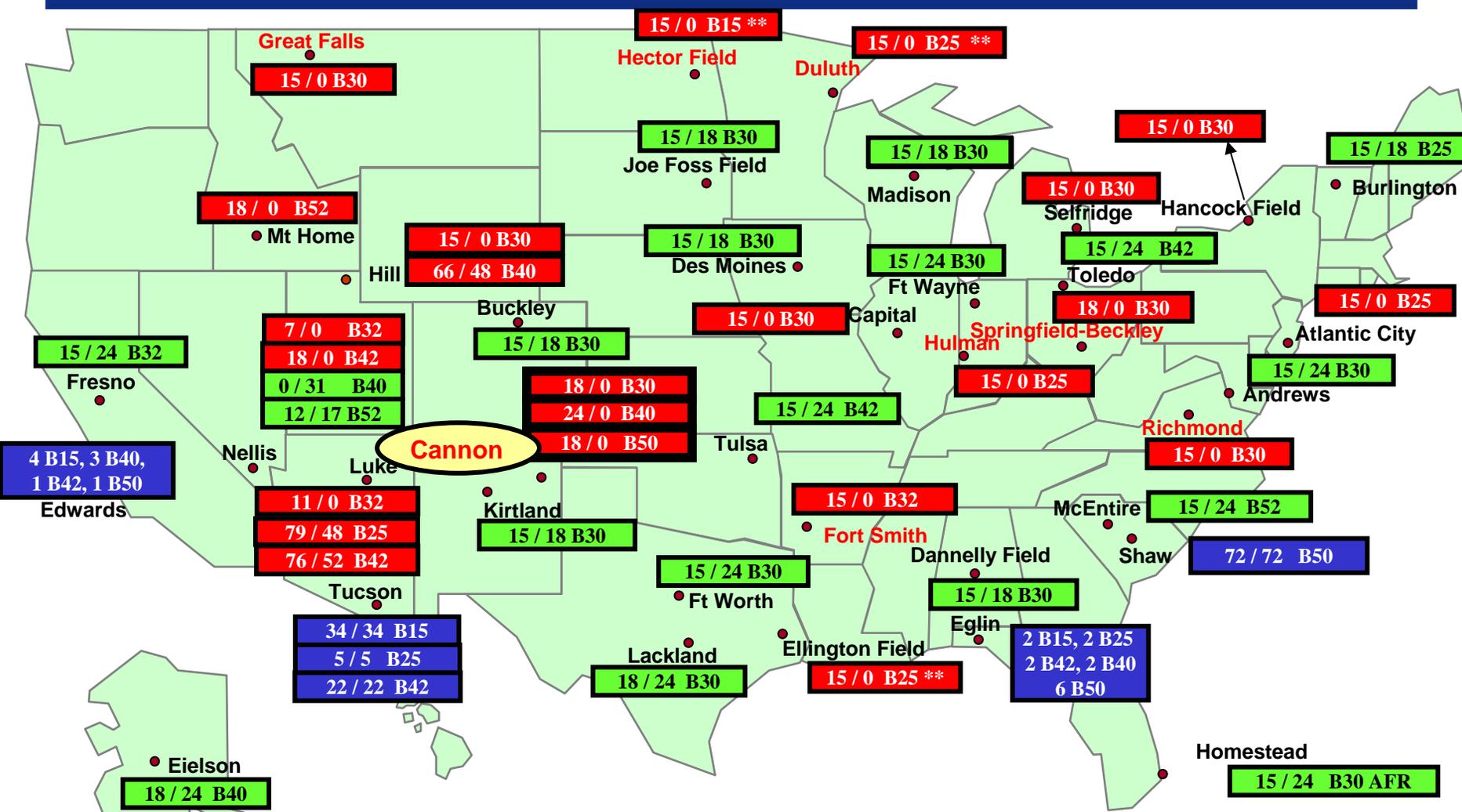
### Impacts

- Criterion 6: Total Job Change: -262 (direct: -173; indirect: -89) ROI -0.39%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0114 / S125

## Close Cannon AFB, Clovis, NM

**Candidate Recommendation:** Close Cannon AFB. The 27th Fighter Wing will inactivate. The wing's F-16 aircraft will be distributed to the 115th Fighter Wing (ANG), Dane County Regional APT, Truax Field AGS, (3 PAA, Block 30); 114th Fighter Wing (ANG), Joe Foss Field AGS (3 PAA, Block 30); 150th Fighter Wing (ANG), Kirtland AFB, (3 PAA, Blk 30); 113th Wing (ANG), Andrews AFB (9 PAA, Blk 30); 354th Fighter Wing, Eielson AFB (6 PAA, B40); 57th Fighter Wing Nellis AFB (7 PAA, B40) and BAI (29 PAA, Blk 40/50). Singapore F-16 Block 52 squadron will move to Luke AFB, Arizona.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of Operations
- Consolidates aircraft fleet by MDS and block

### Military Value

- Distributes force structure to bases with higher mil value (Block 40 and Block 50 F-16s)
- Frees resources for investment in Future Total Force

### Payback

- One Time Cost: \$79M
- Net Implementation Savings: \$273M
- Annual Recurring Savings: \$119M
- Payback period: Immediate
- NPV Savings: \$1,353M

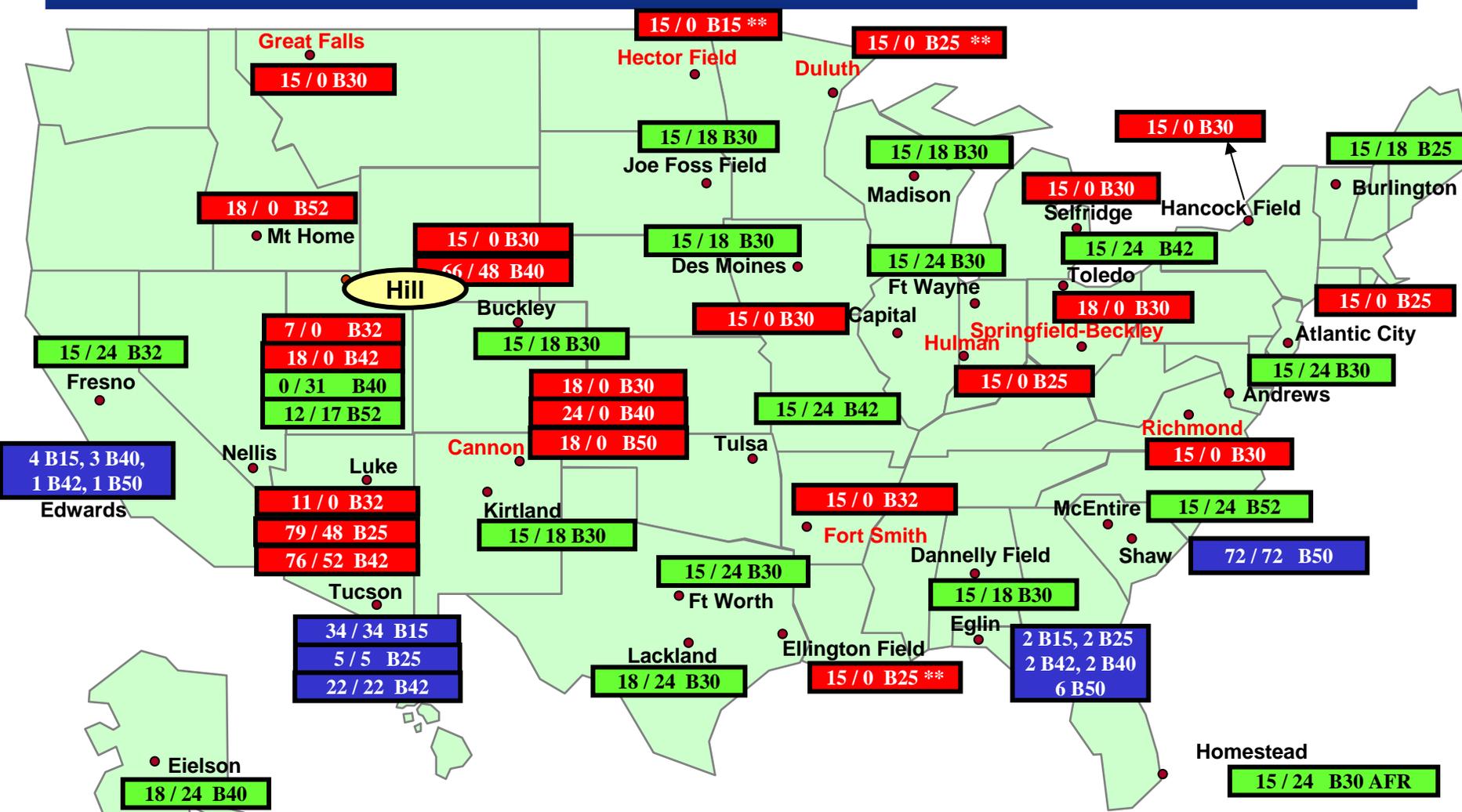
### Impacts

- Criterion 6: Total Job Change: -3,897 (direct: -2,292; indirect: -1,605); ROI: 16.69.%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0113 / S126

## Realign Hill AFB, Salt Lake City, UT

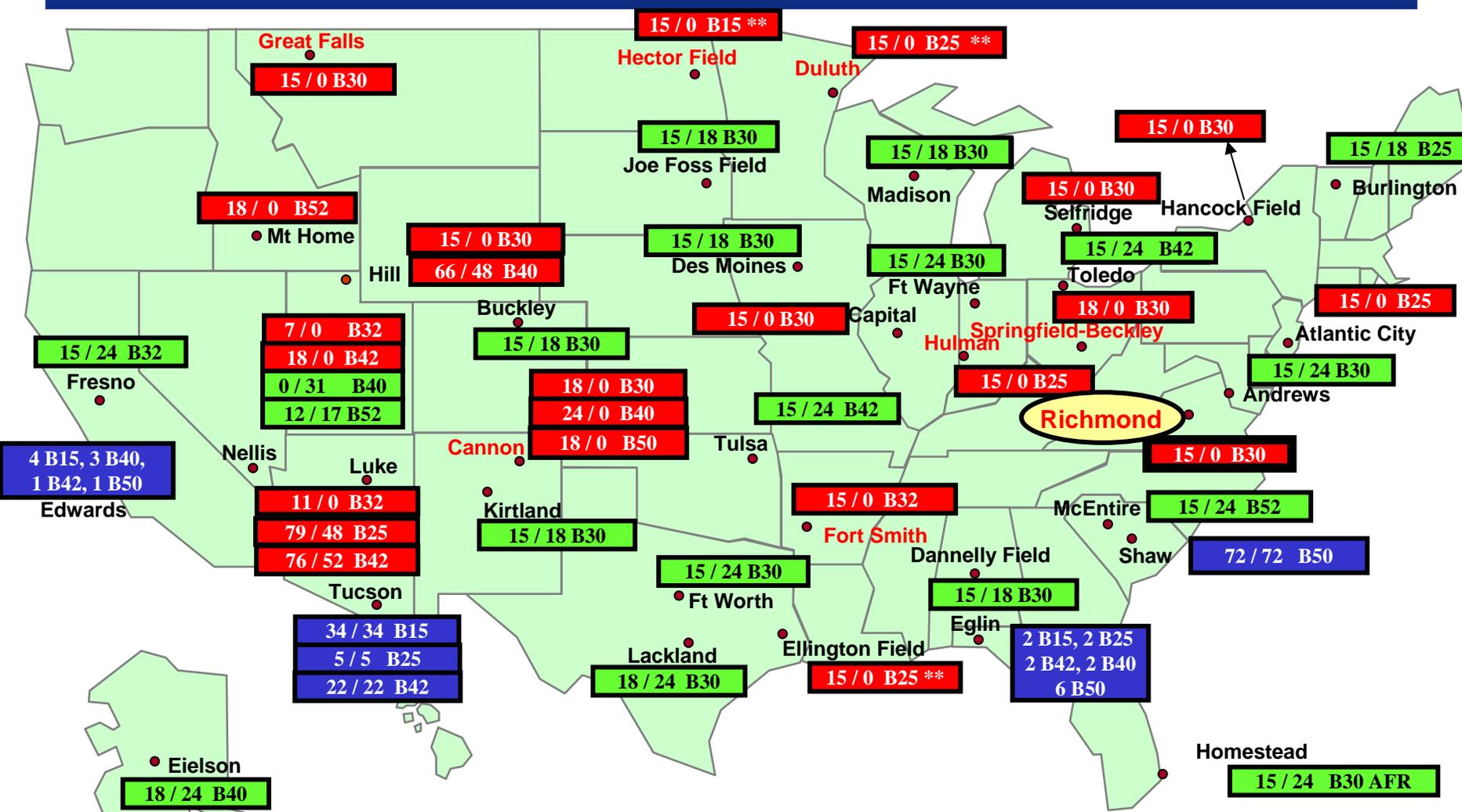
**Candidate Recommendation:** Realign Hill AFB. The 419th Fighter Wing (AFRC) will distribute its F-16 Block 30 aircraft to the 482d Fighter Wing (AFRC), Homestead ARB, Florida (6 PAA) and 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB (9 PAA). The 419th Fighter Wing (AFRC) excess manpower will remain at Hill AFB for AFRC emerging missions. The 388th Fighter Wing, Hill AFB, Utah, will distribute F-16 Block 40s to the 57th Wing Nellis AFB (18 PAA).

<u>Justification</u>	<u>Military Value</u>																
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul> <table border="0"> <thead> <tr> <th colspan="2" data-bbox="428 811 580 845"><u>Payback</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="74 853 380 888">■ One Time Cost:</td> <td data-bbox="733 853 828 888">\$68M</td> </tr> <tr> <td data-bbox="74 896 561 931">■ Net Implementation Cost:</td> <td data-bbox="733 896 828 931">\$76M</td> </tr> <tr> <td data-bbox="74 939 523 973">■ Annual Recurring Cost:</td> <td data-bbox="733 939 809 973">\$3M</td> </tr> <tr> <td data-bbox="74 982 399 1016">■ Payback period:</td> <td data-bbox="733 982 837 1016">Never</td> </tr> <tr> <td data-bbox="74 1025 295 1059">■ NPV Cost:</td> <td data-bbox="733 1025 828 1059">\$95M</td> </tr> </tbody> </table>	<u>Payback</u>		■ One Time Cost:	\$68M	■ Net Implementation Cost:	\$76M	■ Annual Recurring Cost:	\$3M	■ Payback period:	Never	■ NPV Cost:	\$95M	<ul style="list-style-type: none"> <li>■ Distributes force structure to a base of higher mil value</li> <li>■ Consolidates AF Reserve to standard USAF squadron size</li> </ul> <table border="0"> <thead> <tr> <th data-bbox="1323 811 1475 845"><u>Impacts</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="967 859 1723 953">■ Criterion 6: Total Job Change: -1,455 (direct: -764, indirect: -691); ROI: 0.61%</td> </tr> <tr> <td data-bbox="967 968 1818 1139">■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</td> </tr> <tr> <td data-bbox="967 1153 1780 1239">■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</td> </tr> </tbody> </table>	<u>Impacts</u>	■ Criterion 6: Total Job Change: -1,455 (direct: -764, indirect: -691); ROI: 0.61%	■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.	■ Criterion 8: No natural infrastructure issues affecting candidate recommendation
<u>Payback</u>																	
■ One Time Cost:	\$68M																
■ Net Implementation Cost:	\$76M																
■ Annual Recurring Cost:	\$3M																
■ Payback period:	Never																
■ NPV Cost:	\$95M																
<u>Impacts</u>																	
■ Criterion 6: Total Job Change: -1,455 (direct: -764, indirect: -691); ROI: 0.61%																	
■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.																	
■ Criterion 8: No natural infrastructure issues affecting candidate recommendation																	

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0112 / S127

## Close Richmond AGS, Sandston, VA

**Candidate Recommendation:** Close Richmond IAP AGS. The 192d Fighter Wing (ANG) will inactivate. The wing's F-16 aircraft (Block 30) will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (6 PAA); 482d Fighter Wing (AFRC), Homestead ARB, Florida (3 PAA) and to BAI (6 PAA). The F-16 Block 42 aircraft currently assigned to the 132d Fighter Wing at Des Moines will be redistributed to the 180th Fighter Wing, Toledo Express Airport AGS, Ohio (9 PAA) and 138th Fighter Wing (ANG), Tulsa IAP AGS, Oklahoma (6 PAA). 192d Fighter Wing (ANG) manpower will associate at Langley AFB, Virginia (announced prior to BRAC).

### Justification

- Enables Future Total Force transformation
- Increases efficiency of Operations
- Consolidates aircraft fleet by MDS and block

### Military Value

- Distributes force structure to bases with high military value
- Retains intellectual capital from Richmond
- Improves management of MDS reserve

### Payback

- One-Time Cost: \$18M
- Net Implementation Savings: \$10M
- Annual Recurring Savings: \$4M
- Payback period: Immediate
- NPV Savings: \$50M

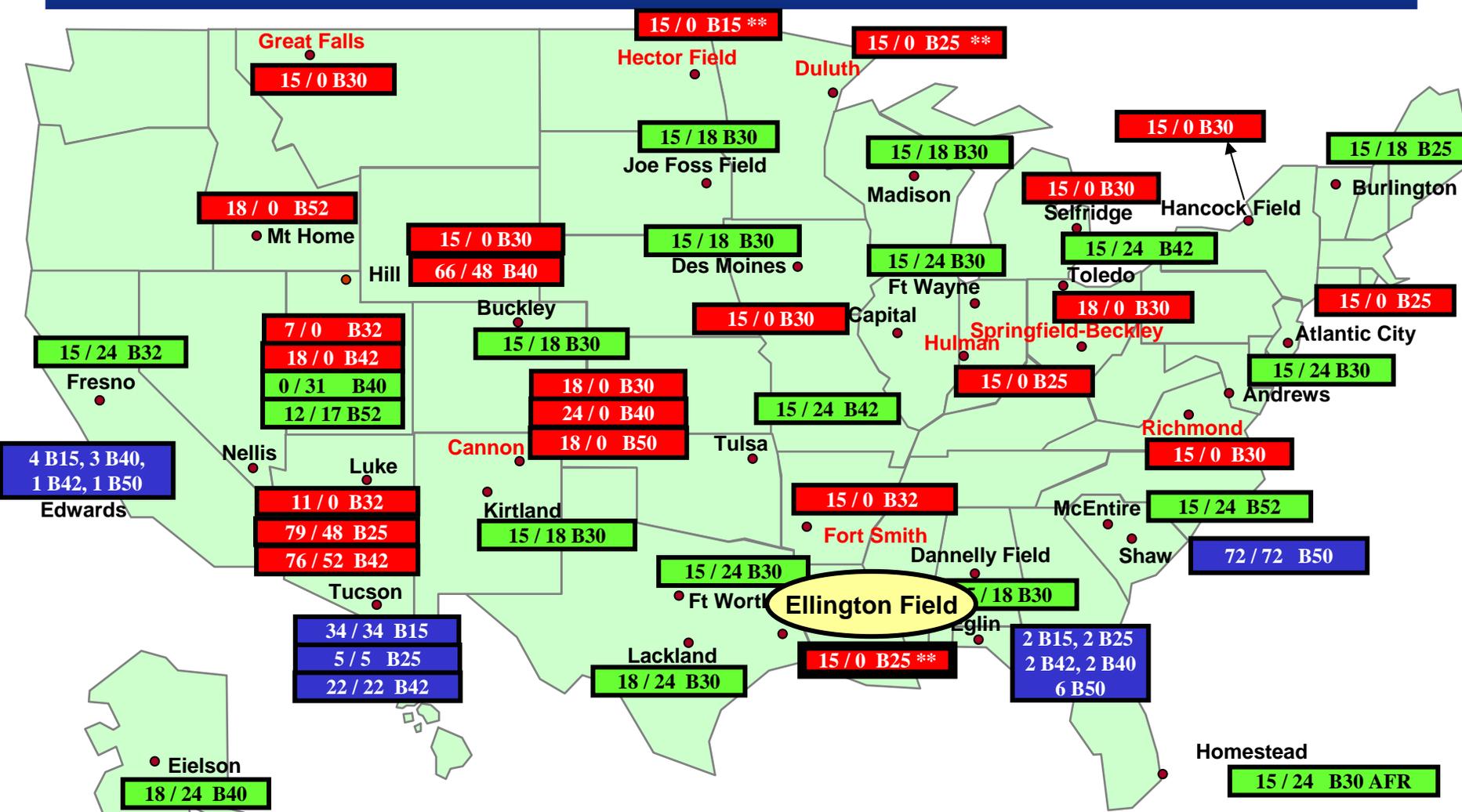
### Impacts

- Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0); ROI: 0%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0050 / S118J

## Realign Ellington AGS, Houston, TX

**Candidate Recommendation:** Realign Ellington Field AGS. The 147th Fighter Wing (ANG) will inactivate and the wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave and ANG GSU moves into available space on Ellington. An alert detachment will remain open to fulfill air sovereignty mission requirements.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Consolidates aircraft fleet by MDS and block

### Military Value

- Retains intellectual capital from Ellington at Lackland FTU squadron
- Maintains Ellington as ASA site
- Frees resources for investment in Future Total Force

### Payback

- One Time Cost: \$0.3M
- Net Implementation Savings: \$0.2M
- Annual Recurring Savings: \$0.03M
- Payback period: Immediate
- NPV Savings: \$0.4M

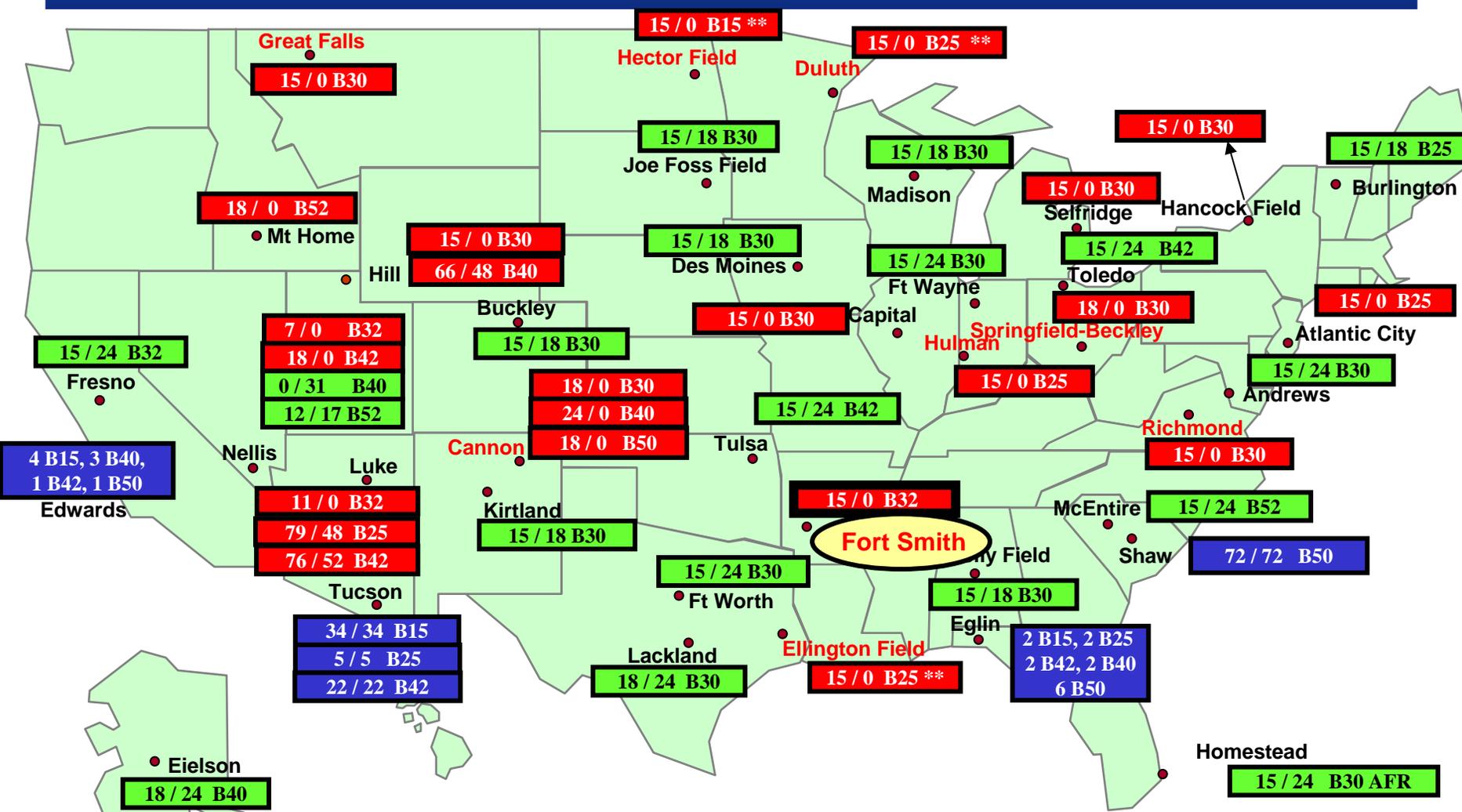
### Impacts

- Criterion 6: Total Job Change: +45 (direct +32, indirect +13) ROI: 0.0%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0036 / S129

## Close Fort Smith MAP AGS, AR

**Candidate Recommendation:** Close Fort Smith Municipal Airport AGS. The 188th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 32 aircraft will be distributed to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (7 PAA) and retire (8 PAA). The 144th Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave. Firefighter positions will move to Savannah, GA and Tulsa, OK.

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Consolidates aircraft fleet by MDS and block

### Military Value

- Robusts ANG sqdns to standard USAF size
- Force structure distributed to bases of higher mil value and air sovereignty role (Fresno)
- Frees resources for investment in Future Total Force, and retains trained ECS personnel
- Retains intellectual capital for Little Rock FTU plus up

### Payback

- One Time Cost: \$12M
- Net Implementation Cost: \$ 7M
- Annual Recurring Savings: \$ 1M
- Payback period: 15 / 2022
- NPV Savings: \$ 2M

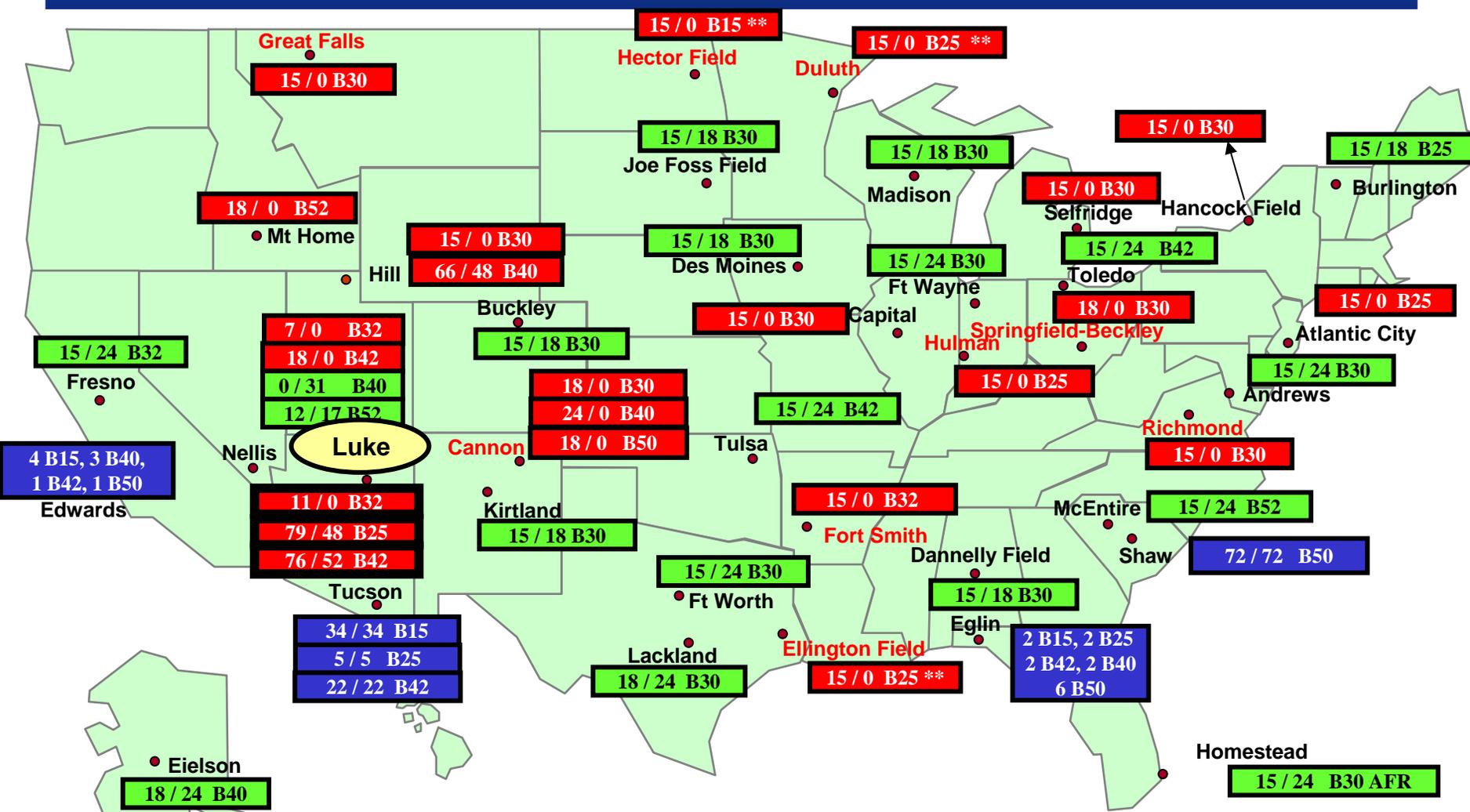
### Impacts

- Criterion 6: Total Job Change : -134 (direct: -78, indirect -56) ROI: 0.09%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0053 / S121Z

## Realign Luke AFB, Glendale, AZ

**Candidate Recommendation:** Realign Luke AFB. The 56th Fighter Wing distributes F-16 Block 25 aircraft (13 PAA) and F-16 Block 42 aircraft (24 PAA) to retirement. The 944th Fighter Wing (AFRC) distributes F-16 Block 32 aircraft to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (11 PAA). Singapore F-16 B52s currently based at Cannon AFB relocate to Luke AFB (non-BRAC).

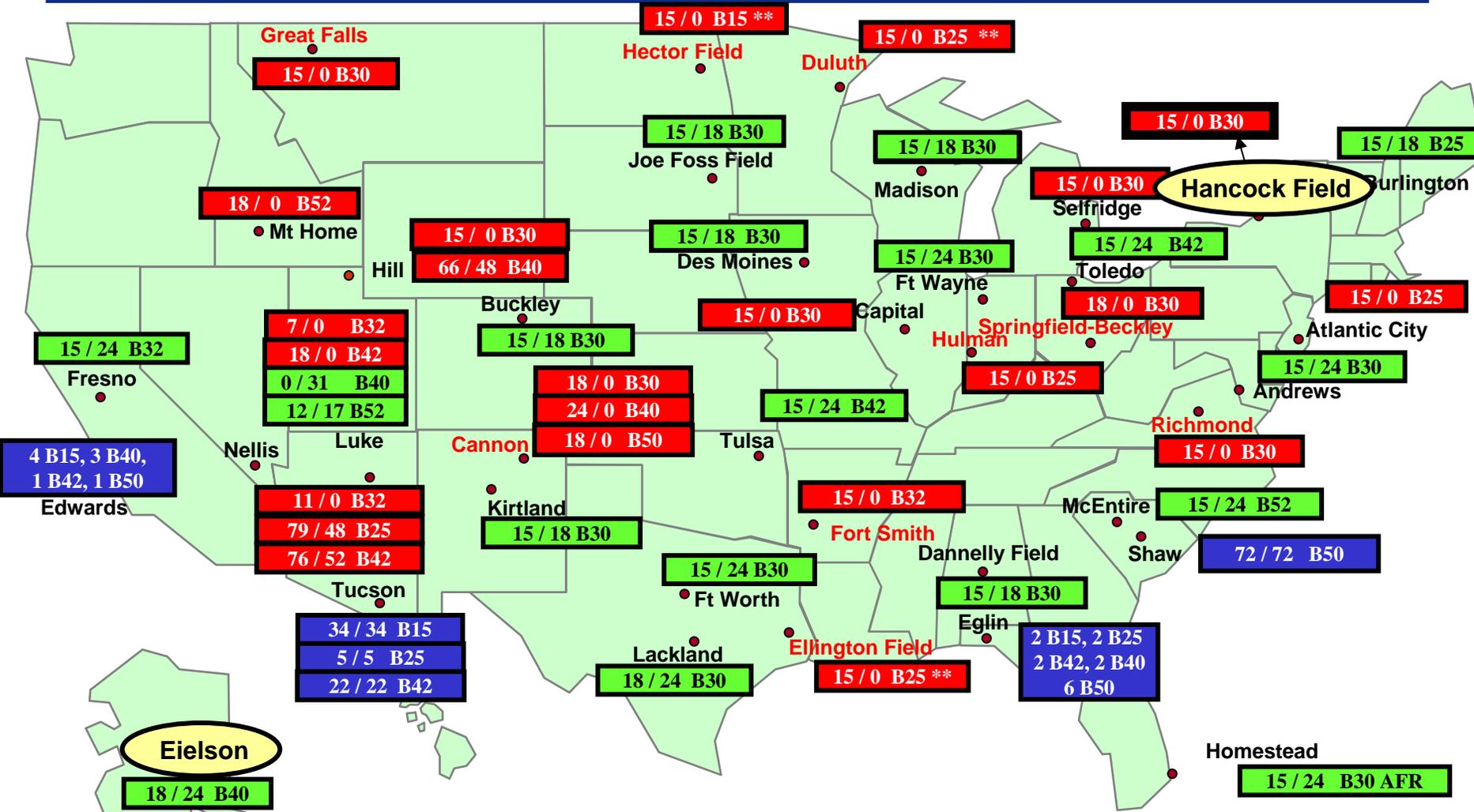
<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Robusts ANG sqdn to standard USAF size</li> <li>■ Enables increased capability at Luke for Future Total Force (FTF) missions</li> <li>■ Frees resources for Future Total Force investment</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$10M</li> <li>■ Net Implementation Cost: \$1M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 8 yrs / 2015</li> <li>■ NPV Savings: \$4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -97 (direct: -51, indirect: -46) ROI: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group

## Remaining Recommendations to Brief



MAP NOT TO SCALE



# ***F-16 Group***

## ***Remaining Recommendations to Brief***

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- **USAF-0038**                      **Realign Hancock Field**
- **USAF-0114**                      **Realign Eielson**





# Candidate #USAF-0077 / S437

## Realign Key Field AGS, Meridian, MS

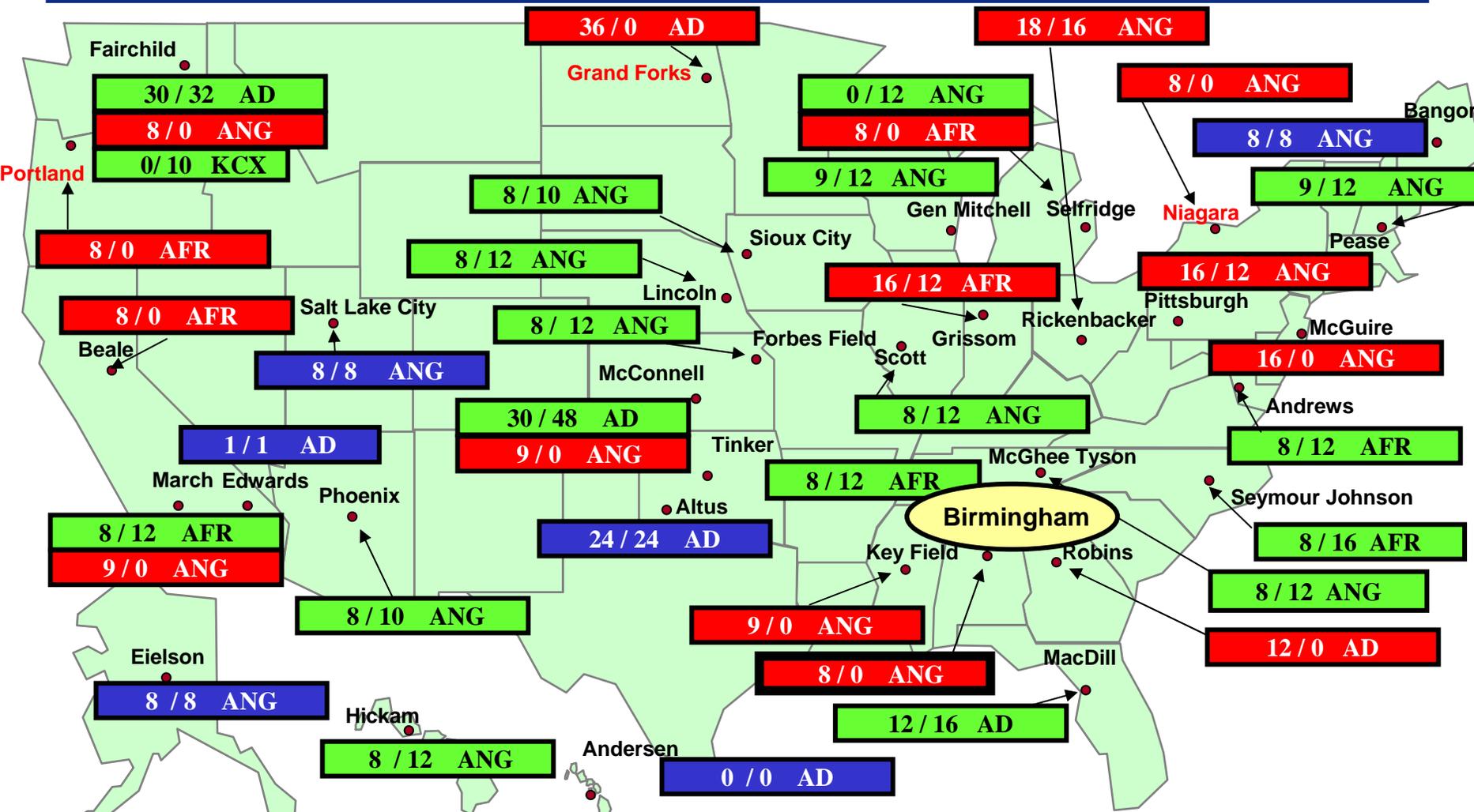
**Candidate Recommendation:** Close Key Field AGS. The wing’s KC-135R aircraft will be distributed to the 128th Air Refueling Wing (ANG), General Mitchell Airport ARS, Wisconsin (3 PAA); 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (3 PAA); the 155th Air Refueling Wing (ANG), Lincoln Airport, Nebraska,(2 PAA) and to Backup Aircraft Inventory (BAI) 1 PAA). The 186<sup>th</sup> Air Refueling Wing’s ECS elements will remain as an enclave. Key Field is a Regional Operations and Security Center (ROSC) location.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with higher military value</li> <li>■ Enables more effective squadron sizes at three installations</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$15M</li> <li>■ Net Implementation Cost: \$10M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 18 yrs/2026</li> <li>■ NPV Cost: \$0M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -341 (direct -176, indirect -165) ROI -0.63%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# KC-135R Group



MAP NOT TO SCALE



# Candidate #USAF-0080 / S436

## Realign Birmingham IAP AGS, AL

**Candidate Recommendation:** Close Birmingham IAP AGS. The 117th Air Refueling Wing (ANG) will inactivate. The wing's KC-135R aircraft will be distributed to the 155th Air Refueling Wing (ANG), Lincoln Airport, Nebraska (2 PAA), the 134th Air Refueling Wing (ANG), McGhee-Tyson AGS, Tennessee (4 PAA); and the 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport, Arizona (2 PAA). The 117th Air Refueling Wing's firefighters move to Dannelly Field AGS, Alabama and the wing's ECS elements will remain as an enclave.

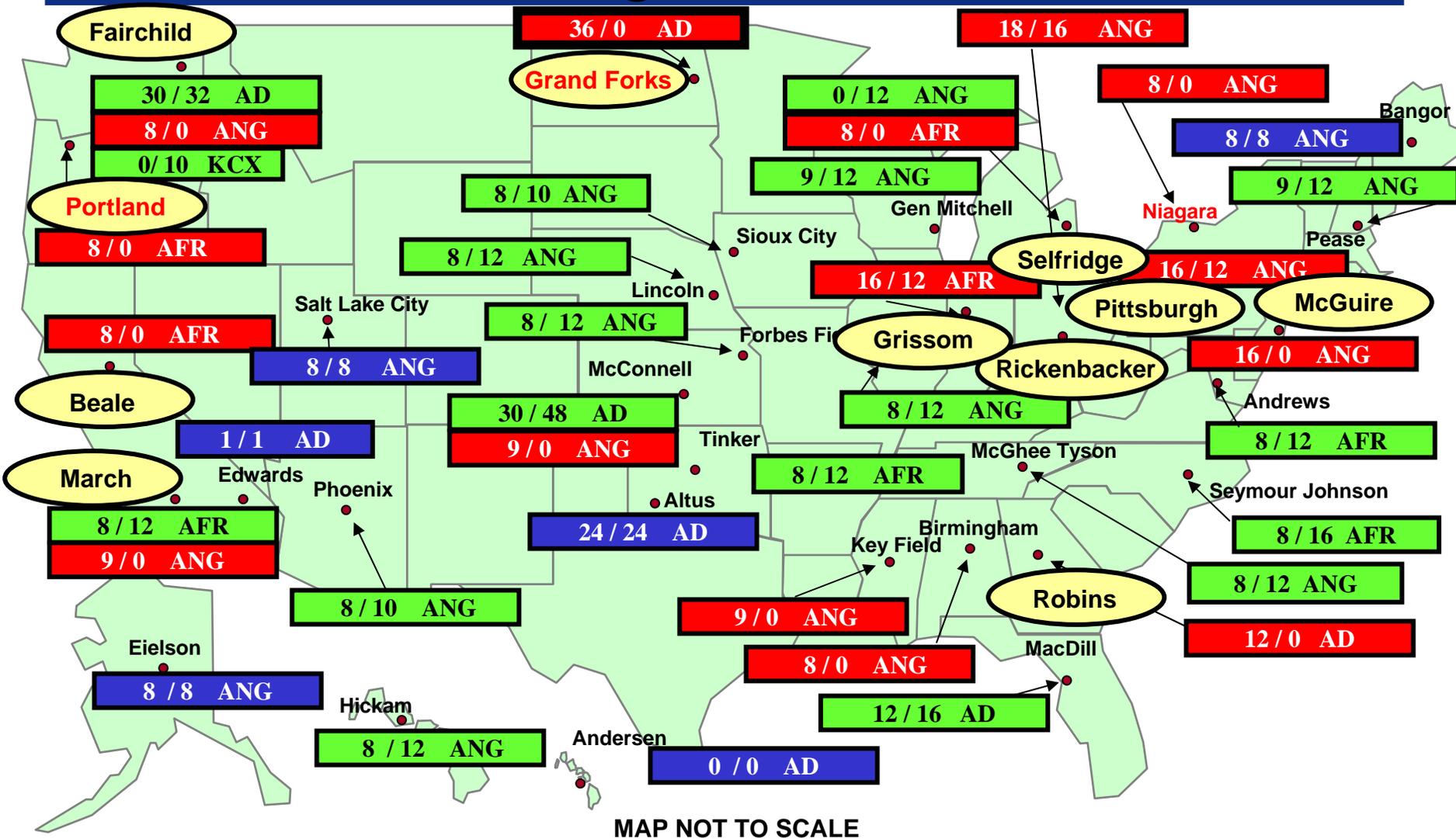
<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Enables more effective squadron size at three installations</li> <li>■ Frees up manpower for emerging missions</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$17M</li> <li>■ Net Implementation Cost: \$14M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 38 yrs/2046</li> <li>■ NPV Cost: \$6M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -307 (direct -183, indirect -124) ROI -0.05%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# KC-135R Group

## Remaining Recommendations to Brief



MAP NOT TO SCALE



# **KC-135R Group**

## ***Remaining Recommendations to Brief***

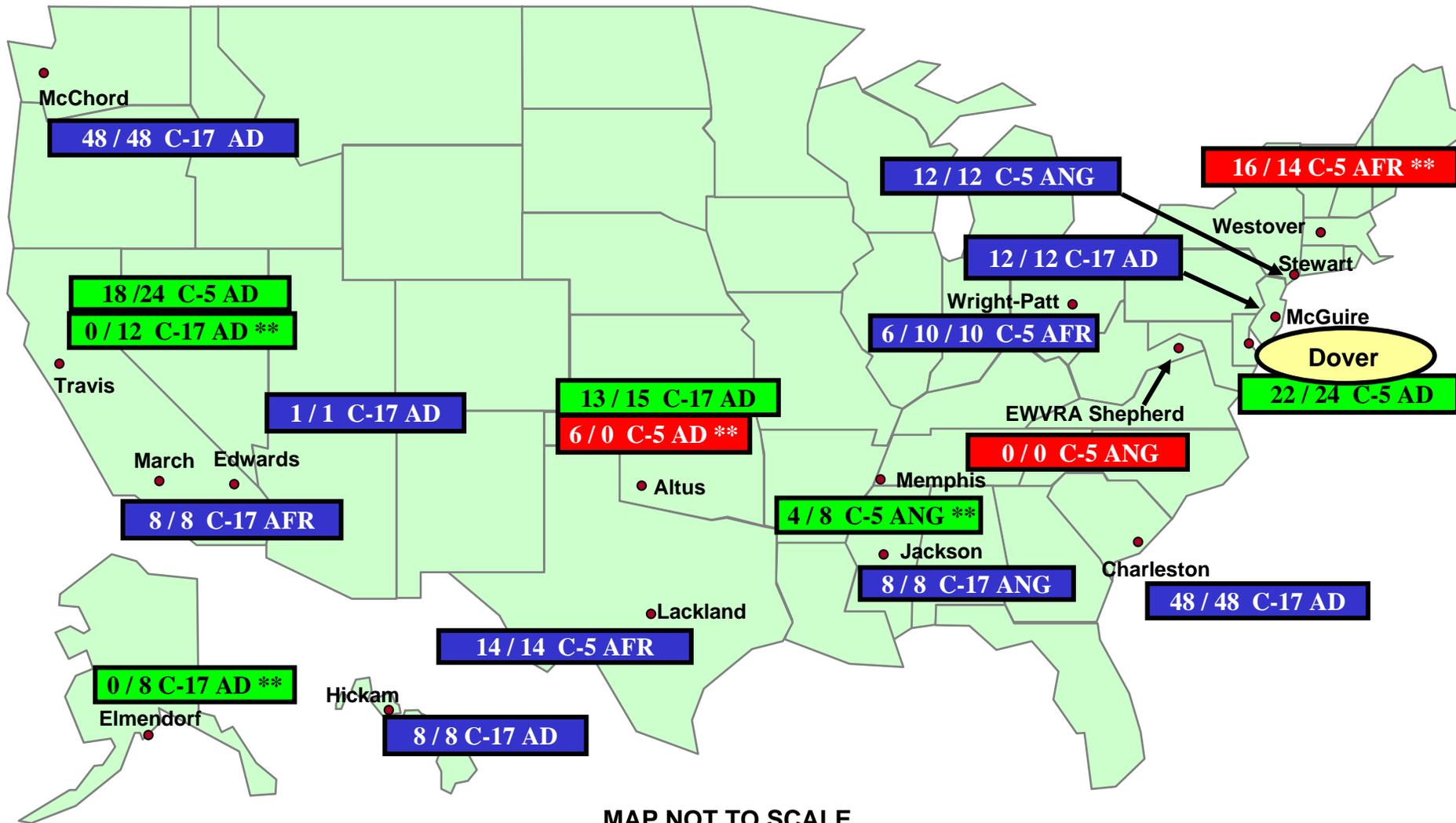
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- **USAF-0117**                      **Close Grand Forks**
- **USAF-0084**                      **Realign Fairchild**
- **USAF-0079**                      **Close Portland**
- **USAF-0081**                      **Realign Beale**
- **USAF-0083**                      **Realign March**
- **USAF-0086**                      **Realign Selfridge**
- **USAF-0119**                      **Realign Grissom**
- **USAF-0087**                      **Realign Rickenbacker**
- **USAF-0120**                      **Realign Robins**
- **USAF-0065**                      **Realign Pittsburgh (AGS)**
- **USAF-0118**                      **Realign McGuire**



# C-5 & C-17 Group

## Remaining Recommendations to Brief



MAP NOT TO SCALE



# **C-5 & C-17 Group**

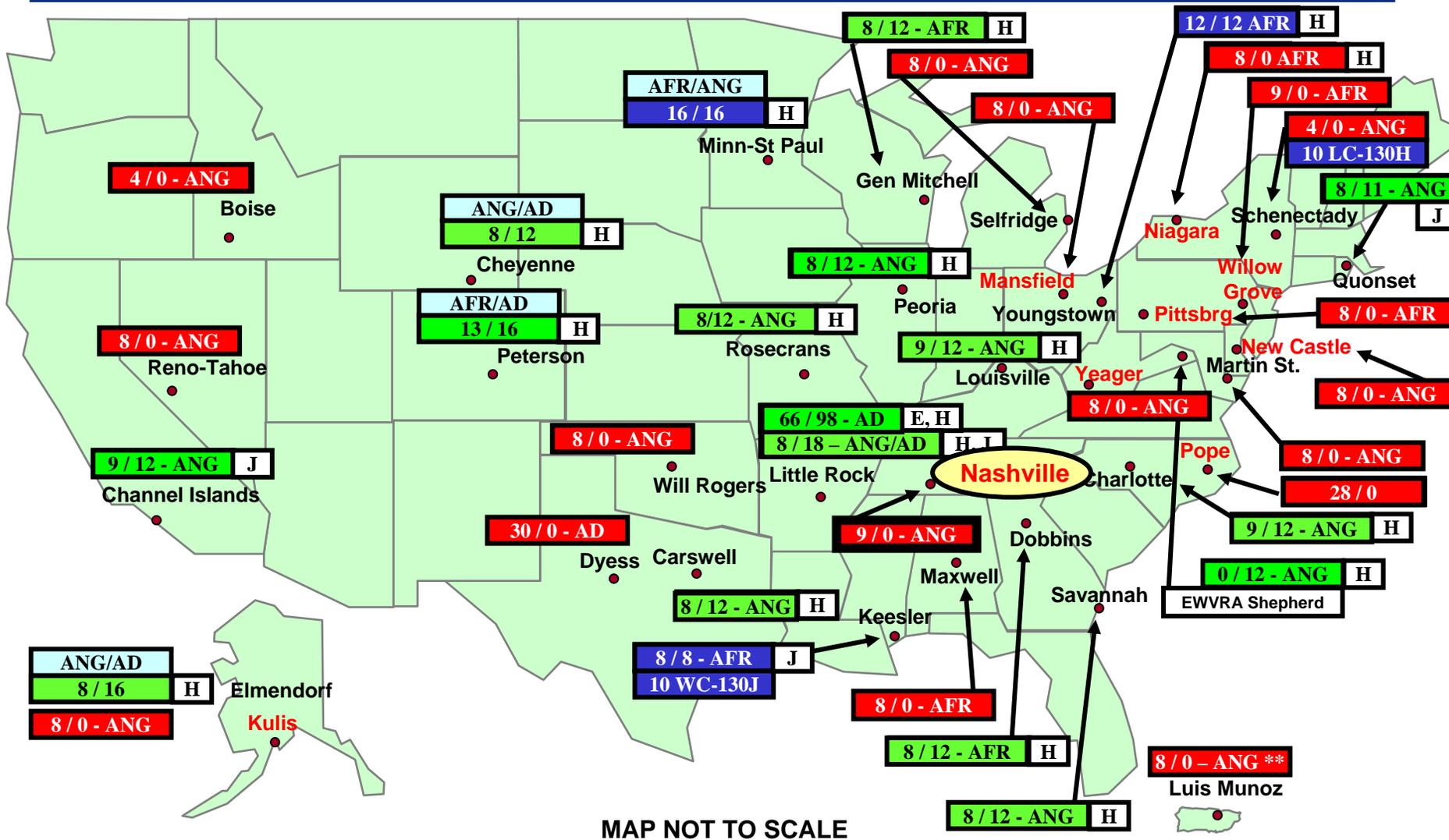
## ***Remaining Recommendations to Brief***

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- **USAF-0124**                      **Realign Dover**



# C-130 Group





# Candidate #USAF-0060 / S303J

## Close Nashville IAP AGS, TN

**Candidate Recommendation:** Close Nashville IAP AGS. The 118th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 182d Airlift Wing (ANG), Greater Peoria Airport AGS, Illinois (4 PAA) and the 123d Airlift Wing (ANG), Louisville IAP AGS, Kentucky (4 PAA). Flying related ECS is moved to Memphis IAP AGS (Aerial Port and Fire Fighters) and Carswell ARS (Aeromed Squadron). Remaining ECS remains in place in enclave at Nashville.

### Justification

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

### Military Value

- Enables more efficiency at two installations
- Intellectual capital will be captured by ANG units at Memphis and Knoxville
- Makes use of excess capacity

### Payback

- One Time Cost: \$22M
- Net Implementation Cost: \$22M
- Annual Recurring Savings: \$0M
- Payback period: 100+ yrs
- NPV Cost: \$20M

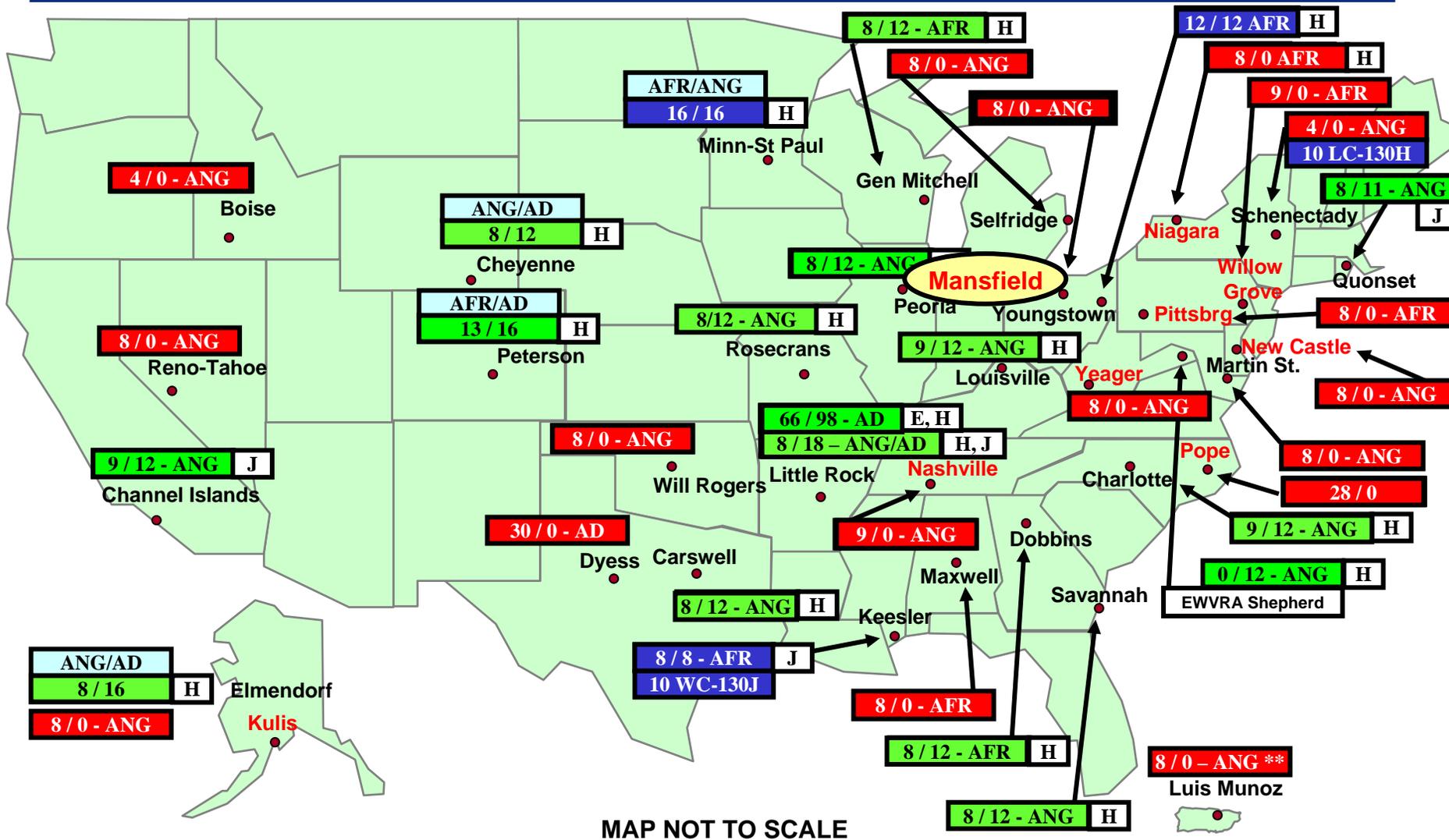
### Impacts

- Criterion 6—Total Job Change : -330 (direct -192, indirect -138) ROI -0.04%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# C-130 Group





# Candidate #USAF-0066 / S319

## Close Mansfield Lahm MAP AGS, OH

**Candidate Recommendation:** Close Mansfield Lahm Municipal Airport AGS. The 179th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 440th Airlift Wing (AFRC), General Mitchell ARS, Wisconsin (8 PAA) and 314th Airlift Wing, Little Rock AFB (4 PAA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate legacy fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases of higher mil value</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$28M</li> <li>■ Net Implementation Cost: \$5M</li> <li>■ Annual Recurring Savings: \$4M</li> <li>■ Payback period: 4/2013</li> <li>■ NPV Savings: \$28M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : - 528 (direct: - 234; indirect: - 294)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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





# Candidate #USAF-0067 / S320

## Realign Schenectady County APT AGS, NY

**Candidate Recommendation:** Realign Schenectady County Airport AGS. The 109th Airlift Wing (ANG) will transfer C-130H aircraft (4 PAA) to the 314th Airlift Wing, Little Rock AFB, Arkansas.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate legacy fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to a base of higher mil value</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$4M</li> <li>■ Net Implementation Cost: \$4M</li> <li>■ Annual Recurring Cost: \$.03M</li> <li>■ Payback period: Never</li> <li>■ NPV Savings: \$4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: -20 (direct -10, indirect -10); ROI: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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





# Candidate #USAF-0069 / S312J

## Realign Luis Munoz IAP AGS, San Juan, Puerto Rico

**Candidate Recommendation:** Realign Luis Munoz Marin IAP AGS. The 156th Airlift Wing (ANG) will inactivate. The wing's C-130E aircraft (8 PAA) will retire. The wing's ECS elements will remain in place.

### Justification

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

### Military Value

- Force structure retires from a location of low military value
- ECS is retained in place to capture intellectual capital

### Payback

- One Time Cost: \$11M
- Net Implementation Cost: \$9M
- Annual Recurring Savings: \$1M
- Payback period: 23yrs/2030
- NPV Cost: \$2M

### Impacts

- Criterion 6: Total Job Change -12 (direct: -6, indirect: -6) ROI -0%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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





# Candidate #USAF-0063 / S306Z

## Realign Andrews AFB, Camp Springs, MD

**Candidate Recommendation:** Realign Andrews AFB. The Air Force Flight Standards Agency (AFFSA) and C-21 aircraft (2 PAA) will relocate to Will Rogers World Airport AGS, Oklahoma. AFFSA realignment will include relocation of the USAF Advanced Instrument School from Randolph AFB, and the Global Air Traffic Operations Program Office from Tinker AFB, to Will Rogers World APT AGS. The 137th Airlift Wing (ANG) at Will Rogers World APT AGS will associate with the 507th Air Refueling Wing (ARFC) at Tinker AFB. The wing's C-130H aircraft will be distributed to the 136th Airlift Wing (ANG), Carswell ARS (4 PAA) and 139th Airlift Wing (ANG), Rosecrans Memorial Airport AGS, Missouri (4 PAA). Flight related ECS (Aeromed Squadron) at Will Rogers moves to Rosecrans. Remaining ECS at Will Rogers remains in place at Will Rogers.

### Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate airlift fleet
- Moves personnel out of NCR
- Enables other Andrews recommendations

### Military Value

- Consolidates Air Force Flight Standards Agency and the Air Force Advanced Instrument School.
- Enables more efficient operations at two installations
- Assists mitigation of congestion at Andrews AFB

### Payback

- One Time Cost: \$26M
- Net Implementation Cost: \$19M
- Annual Recurring Savings: \$1M
- Payback period: 31 yrs/2040
- NPV Cost: \$7M

### Impacts

- Criterion 6: Total Job Change : -191 (direct -115, indirect -76) ROI -0.01%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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





# **C-130 Group**

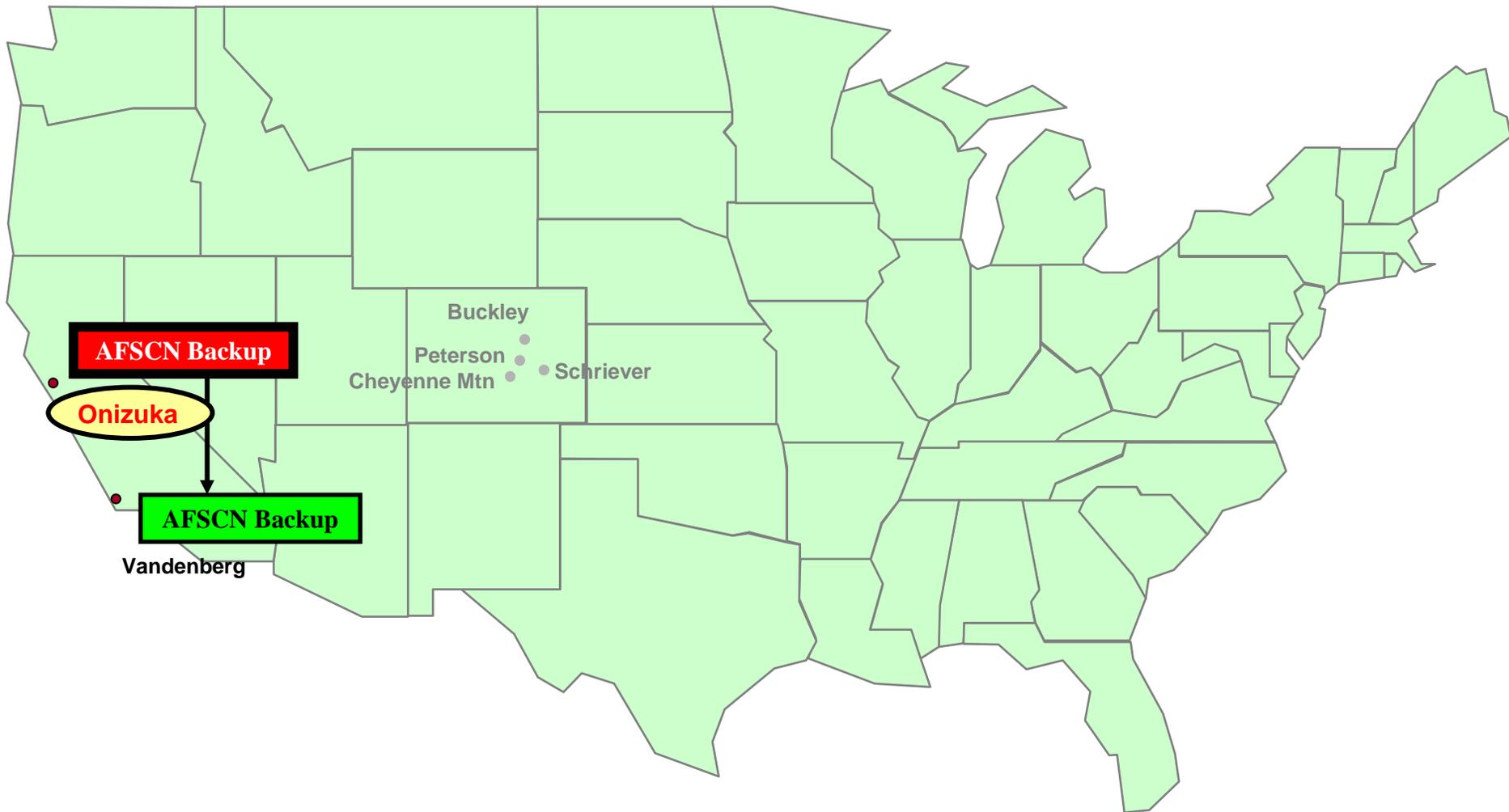
## ***Remaining Recommendations to Brief***

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- **USAF-0064**                      **Close New Castle**
- **USAF-0068**                      **Realign Reno-Tahoe**
- **USAF-0122**                      **Close Pope**
- **USAF-0123**                      **Close Pittsburgh ARS**
- **USAF-0121**                      **Close Niagara**
- **USAF-0061**                      **Close Yeager**
- **USAF-0059**                      **Realign Maxwell**
- **USAF-0089**                      **Close Kulis**



# Space Group





# Candidate #USAF-0011 / S800J

## Close Onizuka AFS, Sunnyvale, CA

**Candidate Recommendation:** Close Onizuka AFS. The 21st Space Operations Squadron will inactivate. The Air Force Satellite Control Network (AFSCN) mission and DISA tenant Defense Satellite Communication System (DSCS) equipment will relocate to Vandenberg AFB, California.

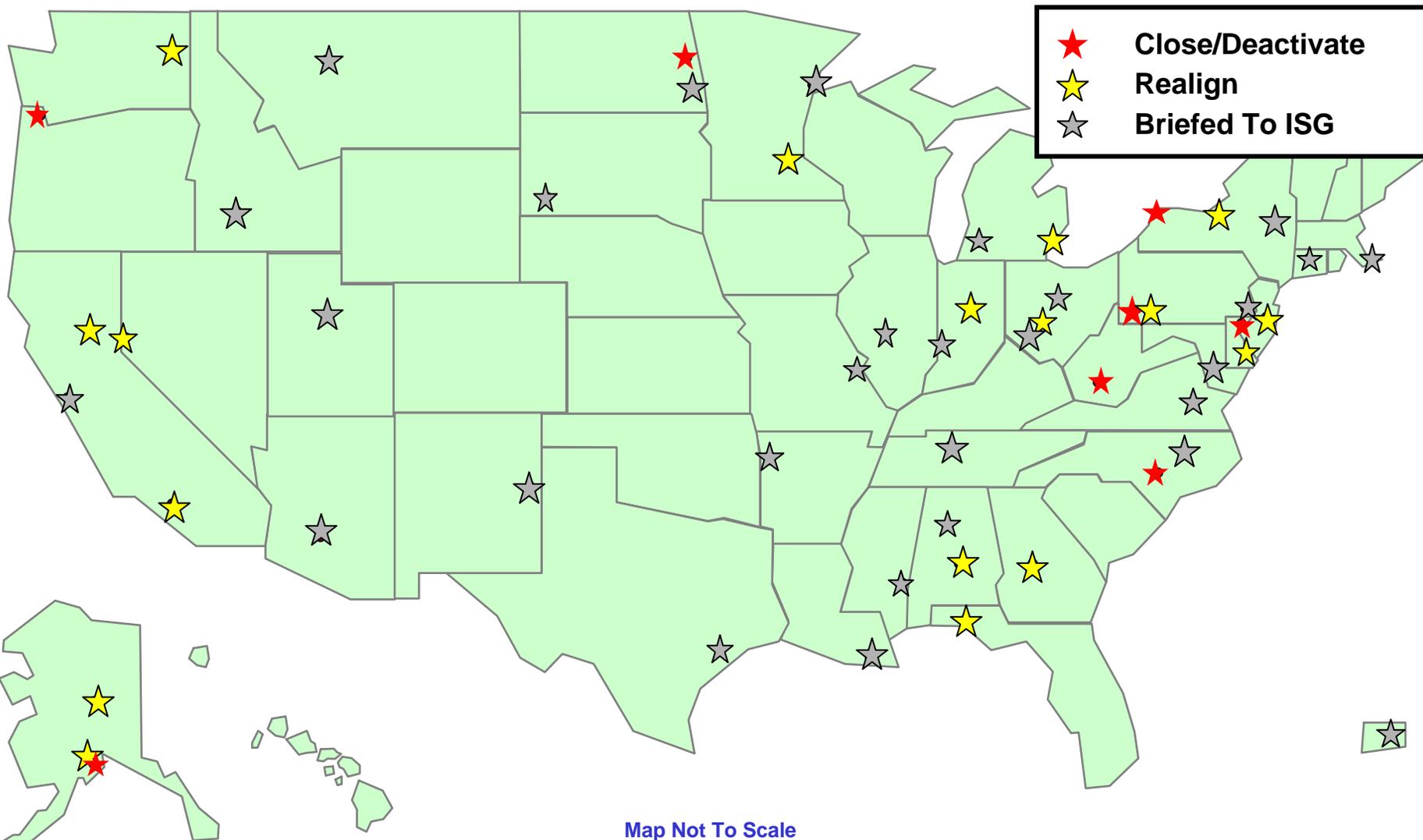
**Issues:** Mission facilities and equipment at Vandenberg must be FOC before ops cease at Onizuka.

<p style="text-align: center;"><u><b>Justification</b></u></p> <ul style="list-style-type: none"> <li>■ Efficiency of operations</li> <li>■ No primary USAF mission at Onizuka</li> </ul>	<p style="text-align: center;"><u><b>Military Value</b></u></p> <ul style="list-style-type: none"> <li>■ Vandenberg has higher military value</li> <li>■ Satisfies requirements of Backup Satellite Control Policy Directive</li> <li>■ Synergy with AFSCN mission at VAFB</li> <li>■ DSCS West Coast requirement</li> </ul>
<p style="text-align: center;"><u><b>Payback</b></u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$117M</li> <li>■ Net Implementation Costs: \$43M</li> <li>■ Annual Recurring Savings: \$24M</li> <li>■ Payback period: 5/2014</li> <li>■ NPV Savings: \$185M</li> </ul>	<p style="text-align: center;"><u><b>Impacts</b></u></p> <ul style="list-style-type: none"> <li>■ Criterion 6 - Total Job Change -280 (direct: -188, indirect: -92) ROI: – 0.14%</li> <li>■ Criterion 7- A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# Air Force Installations



Map Not To Scale

*Integrity - Service - Excellence*



# Preliminary BRAC Costs/Savings

## Closures

## Realignments

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)*

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. *Minneapolis St Paul (G,R)*
21. *Mountain Home (A)*
22. *NAS New Orleans ARS*
23. *Pittsburgh (G)*
24. *Reno (G)*
25. *Rickenbacker (G)*
26. *Robins (A)*
27. *Schenectady (G)*
28. *Selfridge (G, R)*
29. *Seymour Johnson (A)*

Scenario	Title	Total 1Time Cost	MILCON	Payback	Cost/(Savings) 2011	Cost/(Savings) 2025	Steady State
USAF-0033	Close Bradley	\$25,439	\$24,395	22	\$17,179	(\$3,723)	(\$1,493)
USAF-0034	Realign Capital	\$9,917	\$4,109	Never	\$9,898	\$11,018	\$80
USAF-0037	Close Great Falls	\$24,557	\$14,338	6	\$2,534	(\$57,190)	(\$4,266)
USAF-0040	Close Hulman	\$5,875	\$686	5	(\$232)	(\$15,660)	(\$1,102)
USAF-0011	Close Onizuka	\$116,536	\$15,958	5	\$43,304	(\$294,138)	(\$24,103)
USAF-0049	Close WK Kellogg	\$8,883	\$313	1	(\$16,521)	(\$88,075)	(\$5,111)
USAF-0035	Close Duluth	\$23,289	\$19,586	Never	\$21,471	\$25,629	\$297
USAF-0039	Close Hector	\$4,035	\$2,434	3	(\$1,511)	(\$15,595)	(\$1,006)
USAF-0048	Realign Hill	\$67,979	\$44,245	Never	\$75,684	\$111,202	\$2,537
USAF-0050	Realign Ellington	\$320	\$0	Immed	(\$181)	(\$531)	(\$25)
USAF-0067	Realign Schenectady	\$3,565	\$2,068	Never	\$3,704	\$56,596	\$3,778
USAF-0032	Close Cannon	\$84,089	\$13,760	Immed	(\$267,635)	(\$1,927,699)	(\$118,576)
USAF-0066	Close Mansfield	\$28,049	\$9,481	4	\$4,793	(\$45,383)	(\$3,584)
USAF-0051	Realign Seymour Johnson	\$37,772	\$26,197	Never	\$35,181	\$46,983	\$843
USAF-0077	Realign Key Field	\$10,823	\$2,118	13	\$6,332	(\$6,016)	(\$882)
USAF-0080	Realign Birmingham	\$15,961	\$7,110	17	\$11,269	(\$5,111)	(\$1,170)
USAF-0046	Close Richmond	\$18,247	\$1,512	Immed	(\$4,263)	(\$66,479)	(\$4,444)
USAF-0060	Close Nashville	\$22,027	\$10,084	100	\$21,922	\$20,732	(\$85)
USAF-0044	Close Otis	\$37,314	\$9,571	4	\$1,965	(\$125,393)	(\$9,097)
USAF-0047	Realign Springfield-Beckley	\$12,177	\$751	Never	\$12,454	\$15,814	\$240
USAF-0018	Close Elsworth	\$348,367	\$233,025	2	(\$30,939)	(\$2,023,111)	(\$142,298)
USAF-0069	Realign Luis Munoz	\$11,416	\$9,443	23	\$8,608	(\$1,668)	(\$734)
USAF-0055	Realign NAS New Orleans	\$29,538	\$13,018	Never	\$31,428	\$38,232	\$486
USAF-0063	Realign Andrews	\$21,112	\$7,292	19	\$14,038	(\$3,434)	(\$1,248)
USAF-0053	Realign Luke	\$9,983	\$0	8	\$1,434	(\$6,322)	(\$554)
USAF-0041	Realign Lambert-St. Louis	\$25,338	\$6,370	Never	\$27,489	\$27,979	\$35
USAF-0054	Realign Mountain Home	\$17,219	\$17,054	Never	\$17,054	\$19,518	\$176
USAF-0036	Close Ft. Smith	\$11,547	\$5,266	15	\$7,285	(\$6,001)	(\$949)
USAF-0042	Close Willow Grove	\$44,085	\$17,754	100	\$38,693	\$25,827	(\$919)
		<b>\$1,075,459</b>	<b>\$517,938</b>		<b>\$92,437</b>	<b>(\$4,291,999)</b>	<b>(\$313,174)</b>



# Way Ahead

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- **Next ISG (25 Feb 05): AF briefs 25 scenarios**
- **Base Capacity Issues**
  - **Andrews**



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# Andrew's AFB VA



# Facility Issues--Andrews AFB

Scenario	Title	Manpower Gains/Loses	MILCON Costs	MILCON/BOS Add Costs	Total Costs
	<b>Current Andrews AFB Baseline</b>	<b>8625</b>			
USAF 114	F-16s (9 PAA, B30) to ANG	+ 117	\$ N/A	\$ 0.3M	\$ 0.3M
DoN 68	F-18 Aircraft (12 PAA)	+ 170	\$ N/A	\$ N/A	\$ N/A
USAF 63	Move AF Flt Stds Agency; vacate 38K GSF	- 115	\$ N/A	\$ N/A	\$ N/A
Med 18	Lose In-Patient); vacates 28K GSF	- 160	\$ N/A	\$ N/A	\$ N/A
H&SA 108	Relocate OSI; vacates 260K GSF	- 716	\$ N/A	\$ N/A	\$ N/A
H&SA 35	Co-locate Nat'l Guard HQs, ANG portion	+ 562	\$ 28M	\$ 10.2M	\$ 38.2M *
		<b>Current Base Infrastructure Capacity</b>			
H&SA 56	Co-locate NCR Leases, 182K GSF	+ 881	\$ 43.3M	\$ 17.7M	\$ 61M
H&SA 35	Co-locate National Guard HQs	+ 1970	\$ 103M	\$ 36.4M	\$ 139.4M
<b>TOTAL</b>		<b>+ 2709</b>	<b>\$ 174.3M</b>	<b>\$ 64.6M</b>	<b>\$ 238.9M</b>

\* ANG portion could equate to no MILCON if OSI relocates under HSA108  
 ANG portion also programmed in FY07 FYDP at \$25.6M  
 HSA used Gen Admin cost of \$172 gsf vs AF costs of \$238 gsf for bldg MILCON costs for HSA0056





# Facility Issues--Andrews AFB

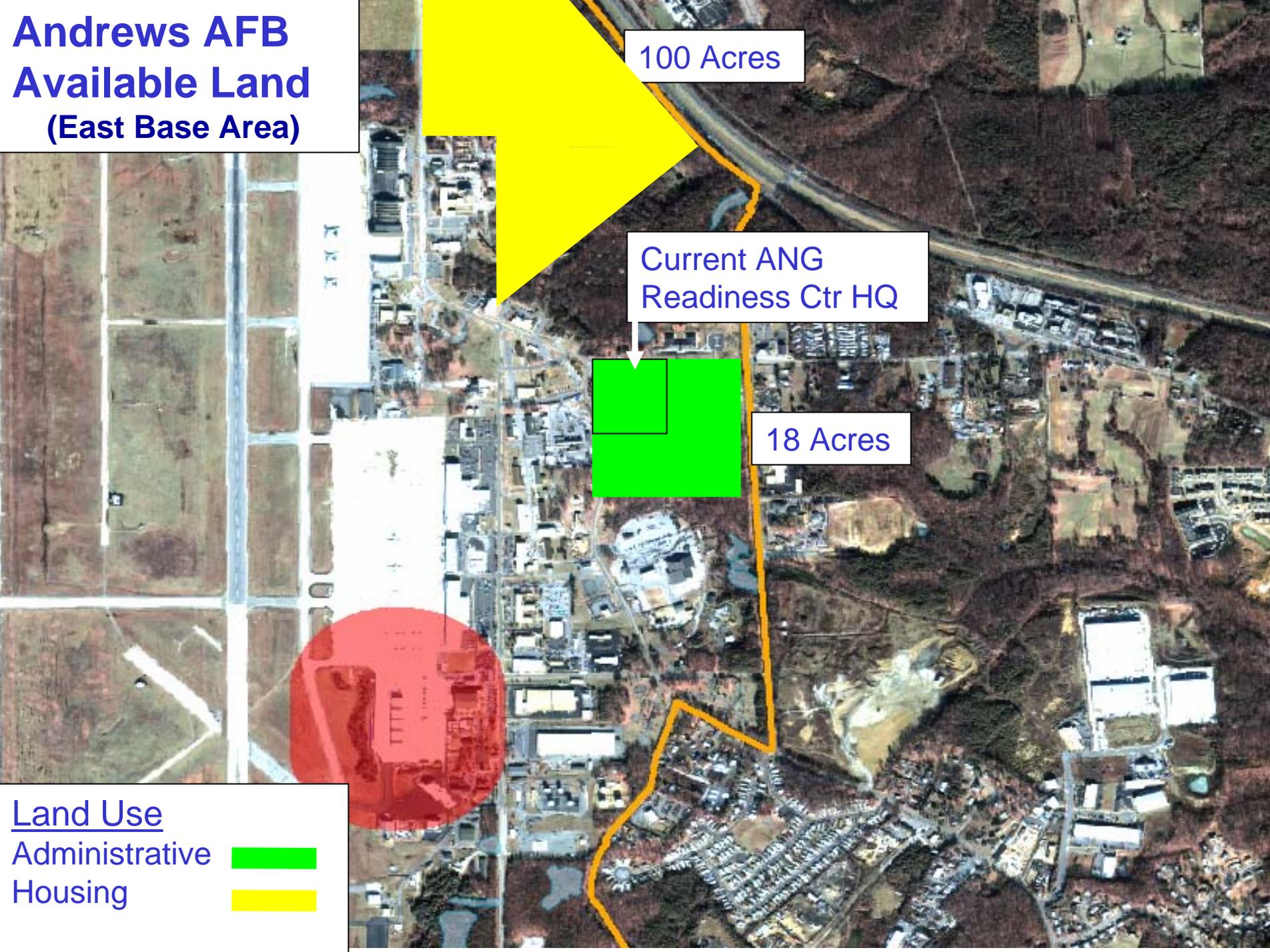
## HSA--0035: Infrastructure Costs

HSA-0035		ARNG/NGB	ANG	TOTAL
▪ Infrastructure upgrades:		\$ 12.1M	\$ 3.4M	\$15.5M
-- Roadway improvements to allow for increased traffic				
-- Electrical substation; sanitary sewage lift station upgrades				
-- Water system upgrades				
▪ Community support facilities			\$ 24.3M	\$ 6.8M
▪ Family housing	\$ 8.1 M			\$ 31.1M
▪ Child Dev Center expansion	\$ 5.2 M			
▪ Dining Facility Expansion	\$ 2.5 M			
▪ Fitness center expansion	\$ 6.0 M			
▪ Rec center expansion		\$ 1.0 M		
▪ Covered storage	\$ 1.0 M			
▪ General admin expansion	\$ 3.1 M			
▪ New access gate for base	\$ 3.0 M			
▪ Religious Education Facility	\$ 1.2 M			
<b>TOTAL</b>		<b>\$ 36.4M</b>	<b>\$10.2M</b>	<b>\$ 46.6M</b>

**NOTE:**

- HSA-0035 (ANG Portion):
  - No cost applies if OSI relocates under HSA0108
  - ANG portion also programmed in FY07 FYDP at \$25.6M
- HSA only included Infrastructure costs of \$15.5M and new access gate cost of \$3.1M for a total of \$18.1M vs \$46.6M used by the AF
  - HSA consistently did not use community support costs in their analysis with all MILDEPs

# Andrews AFB Available Land (East Base Area)



100 Acres

Current ANG  
Readiness Ctr HQ

18 Acres

Land Use  
Administrative ■  
Housing ■



# Facility Issues--Andrews AFB

## HSA-0056 Infrastructure Costs

### HSA-0056

- Infrastructure upgrades **\$ 5.7M**
  - Roadway improvements to allow for increased traffic
  - Electrical substation upgrades
- Community support facilities **\$12.0M**
  - Family housing \$ 3M
  - Child Dev Center expansion \$ 2M
  - Fitness center expansion \$ 3M
  - Rec center expansion \$ 1M
  - Covered storage \$ 1M
  - General admin expansion \$ 2M

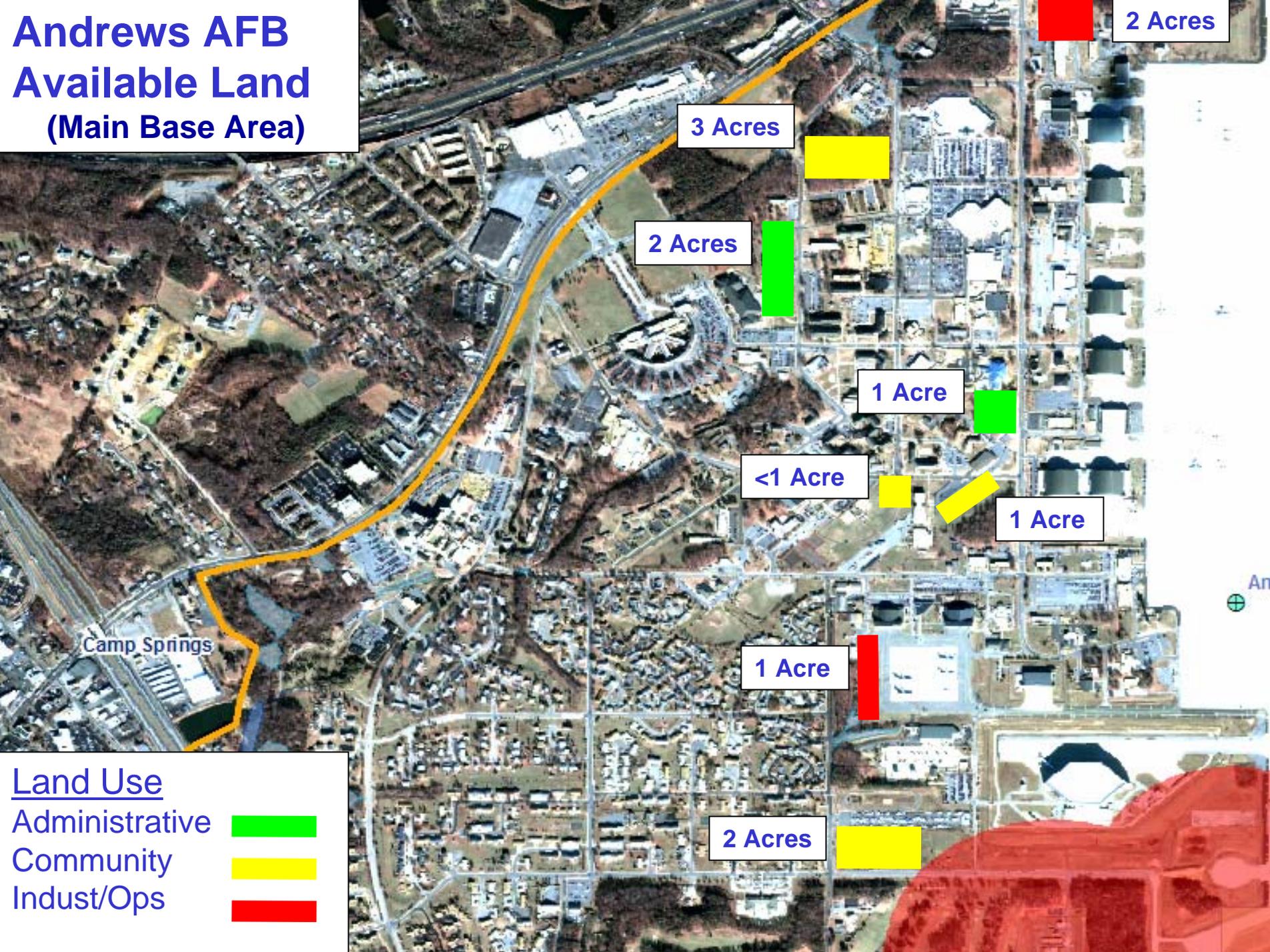
### **TOTAL**

**\$17.7M**

#### **NOTE:**

- HSA only included Infrastructure costs of \$5.7M and \$0M for community facilities vs \$17.7M used by the AF
  - HSA consistently did not use community support costs in their analysis with all MILDEPs

# Andrews AFB Available Land (Main Base Area)



Land Use

Administrative	Green
Community	Yellow
Indust/Ops	Red



# Next Steps

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- Next ISG meeting 25 Feb 05
  - Joint Staff brief Force Structure Plan update
- Continuation of Candidate Recommendations
- IEC meeting 23 Feb 05



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

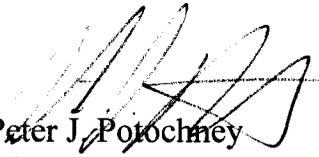
FEB 15 2005

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS

SUBJECT: Candidate Recommendations Packages for the February 18, 2005, ISG Meeting

The Infrastructure Steering Group will meet on February 18, 2005, at 10:30 a.m. in 3D-1019. This memorandum provides the candidate recommendation packages for consideration at this meeting. As prescribed in Acting USD (AT&L) memo of January 4, 2005, attachment 1 contains hard copies of the candidate recommendations and accompanying quad charts for the briefing. The disc at attachment 2 provides additional supporting documentation. This information has also been posted to the OSD AT&L portal. The briefing slides and conflict review information for this ISG meeting will be provided separately.

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



Peter J. Potochney

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

Attachments:  
As stated





# # HSA0020 – Northwestern Joint Regional Correctional Facility

**Candidate Recommendation:** Realign Subbase 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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Improve jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Insufficient buildable acres at Subbase Bangor.</li> <li>✓ Consolidates DoD correctional facilities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Bangor 5<sup>th</sup> of 17</li> <li>✓ Fort Lewis 10<sup>th</sup> of 17</li> <li>✓ Military judgment: Fort Lewis adequate buildable acres. Subbase Bangor and Fort Lewis only DOD correctional facilities in the geographical region.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$66.3M</li> <li>✓ Net Implementation Cost: \$69.6M</li> <li>✓ Annual Recurring Costs: \$1.06M</li> <li>✓ Payback Period: Never</li> <li>✓ NPV (cost): \$ 72.5 M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic: -30 jobs (16 direct; 14 indirect); &lt; 0.1%</li> <li>✓ Community: No issues.</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Fort Lewis.</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation # HSA-0020**

**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:** The Department of Defense (DOD) Correctional program exists to enforce the military justice system, ensuring the safety, security, administration, and good order and discipline of its prisoners under guidance of the Uniform Code of Military Justice (UCMJ). The DoD Correctional program currently consists of 17 DOD correctional facilities which incorporate three facility classifications and four custody levels. There are 8-Level I, 8-Level II and 1-Level III correctional facilities. Level I is capable of providing pretrial and post-trial confinement up to 1-year. Level II is capable of providing pretrial and post-trial confinement for prisoners/inmates with sentences to confinement of five years or less and Level III provides post-trial confinement exceeding five years to include life and death sentences.

This recommendation consolidates the Army Regional Correctional Facility at Fort Lewis, Washington and the Waterfront Brig Puget Sound, Silverdale, Subase Bangor, Washington to a single Level II Joint Regional Correctional Facility. This realignment and consolidation is a catalyst to systematically creating a Joint DoD Correctional system, improving jointness, reducing footprint; building new facilities which will provide significant improvements in terms of safety, security, efficiency and costs. The construction of new facilities provides the opportunity to eliminate or dramatically reduce operational and maintenance costs of older inefficient facilities in addition to pursuing accreditation by the American Corrections Association (ACA). This realignment is designed to confine inmates/prisoners based on sentence length, geographical location and rehabilitation/treatment programs. The skills and expertise developed by military correctional specialist and personnel in operating confinement facilities are critical in operating detention camps (enemy prisoners of war) during the current global war on terrorism and future military conflicts.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$66.3 million. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$69.6 million. Annual recurring costs to the Department of Defense after implementation are \$1.06 million with no payback expected. The net present value of the costs and savings to the Department of Defense over 20 years is a cost of \$72.5 million.

## **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 30 jobs (16 direct and 14 indirect jobs) over the 2006-2011 periods in the Bremerton-Silverdale, Washington Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

**Community Infrastructure:** A review of community attributes indicates that the community surrounding Fort Lewis area has a slightly lower average high school graduation rate, a slightly higher unemployment rate, a lower annual job growth rate and the Uniform Crime Report (UCR) is approximately 50 percent higher than the national average. Because these issues are mitigated by a lower median house value and locality pay, more accredited child care centers, and a lower average pupil to teacher ratio, they do not affect the ability of the infrastructure of the communities to support missions, forces, and personnel.

**Environmental Impact:** This recommendation may impact air quality at Fort Lewis, which is currently in “maintenance” status for ozone, and in an attainment area for all other criteria pollutants. Cultural, archeological or tribal resources may be impacted at Fort Lewis since it has 248 archeological or cultural resources reported, 415 historic properties listed and five Native American tribes assert an interest in archeological sites. Tribal negotiations may be required to expand use (or construction) near listed areas. No programmatic agreement is in place, so archaeological or historical sites encountered may require evaluation/mitigation on a site-by-site basis. Threatened and endangered species or critical habitat may be impacted at Fort Lewis since the installation has federally listed species (Bald Eagle, Bald Eagle YTC, Water Howellia, Northern Spotted Owl, and Spring Chinnok Salmon) that restrict operations on 60 percent of the installations land. This recommendation has no impact on dredging, land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; waste management; water resources; wetlands; or environmental restoration. This recommendation will require spending approximately \$200,000 at the receiving location to complete an environmental assessment in accordance with the National Environmental Policy Act. This one time cost was included in the payback calculation. This recommendation does not otherwise impact the costs of the environmental restoration, waste management, or environmental compliance activities.



# # 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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ MCAS Miramar.</li> <li>✓ Consolidates DoD correctional facilities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Edwards 12<sup>th</sup> of 17</li> <li>✓ Kirtland 14<sup>th</sup> of 17</li> <li>✓ Pendleton 15<sup>th</sup> of 17</li> <li>✓ Miramar 2<sup>nd</sup> of 17</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$34.8M</li> <li>✓ Net Implementation Cost: \$28.4M</li> <li>✓ Annual Recurring Savings: \$ 5.3M</li> <li>✓ Payback Period: 8 Years</li> <li>✓ NPV (savings): \$24.6M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic: 22 to 288 job losses; &lt;0.1%</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Miramar than Edwards and Kirtland.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

## **Candidate Recommendation # HSA-0021**

**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:** The Department of Defense (DOD) Correctional program exists to enforce the military justice system, ensuring the safety, security, administration, and good order and discipline of its prisoners under guidance of the Uniform Code of Military Justice (UCMJ). The DoD Correctional program currently consists of 17 DOD correctional facilities which incorporate three facility classifications and four custody levels. There are 8-Level I, 8-Level II and 1-Level III correctional facilities. Level I is capable of providing pretrial and post-trial confinement up to 1-year. Level II is capable of providing pretrial and post-trial confinement for prisoners/inmates with sentences to confinement of five years or less and Level III provides post-trial confinement exceeding five years to include life and death sentences.

This recommendation consolidates the Naval Consolidated Brig Miramar, Marine Corps Air Station Miramar, the Edwards Confinement Facility, Edwards Air Force Base, California, the Kirtland Confinement Facility, Kirtland Air Force Base, New Mexico and the Marine Corps Base Brig, Camp Pendleton Camp Pendleton to a single Level II Joint Regional Correctional Facility. This realignment and consolidation is a catalyst to systematically creating a Joint DoD Correctional system, improving jointness, reducing footprint; building new facilities which will provide significant improvements in terms of safety, security, efficiency and costs. The construction of new facilities provides the opportunity to eliminate or dramatically reduce operational and maintenance costs of older inefficient facilities in addition to pursuing accreditation by the American Corrections Association (ACA). This realignment is designed to confine inmates/prisoners based on sentence length, geographical location and rehabilitation/treatment programs. The skills and expertise developed by military correctional specialist and personnel in operating confinement facilities are critical in operating detention camps (enemy prisoners of war) during the current global war on terrorism and future military conflicts.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$34.8 million. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$28.4 million. Annual recurring savings to the Department of Defense after implementation are \$5.3 million with a payback expected in 8 years. The net present value of the costs and savings to the Department of Defense over 20 years is a savings of \$24.6 million.

## **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 23 jobs (12 direct and 11 indirect jobs) over the 2006-2011 periods in the Bakersfield, California Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 22 jobs (12 direct and 10 indirect jobs) over the 2006-2011 periods in the Albuquerque, New Mexico Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 110 jobs (58 direct and 52 indirect jobs) over the 2006-2011 periods in the San Diego-Carlsbad-San Marcos, California Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** Threatened and endangered species or critical habitat may be impacted at Marine Corps Air Station Miramar depending on the site of new military construction. This recommendation has no impact on air quality; cultural, archeological or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; water resources; wetlands; environmental restoration; or environmental compliance. This recommendation will require spending approximately \$100,000 at the receiving location to complete an environmental assessment in accordance with the National Environmental Policy Act. This one time cost was included in the payback calculation. This recommendation does not otherwise impact the costs of the environmental restoration, waste management, or environmental compliance activities.

## Supporting Information Attachments:

Tab 1: Quad Chart



# # 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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ Fort Leavenworth.</li> <li>✓ Consolidates DoD correctional facilities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Leavenworth 1<sup>st</sup> of 17</li> <li>✓ Knox 4<sup>th</sup> of 17</li> <li>✓ Sill 11<sup>th</sup> of 17</li> <li>✓ Lackland 6<sup>th</sup> of 17</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$67.9M</li> <li>✓ Net Implementation Cost: \$72.7M</li> <li>✓ Annual Recurring Costs: \$ 1.4M</li> <li>✓ Payback Period: Never</li> <li>✓ NPV (costs): \$78.4M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic: 17 to 198 job losses; &lt;0.1% to 0.31%</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Lackland, Knox, and Sill.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

## **Candidate Recommendation # HSA-0022**

**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:** The Department of Defense (DOD) Correctional program exists to enforce the military justice system, ensuring the safety, security, administration, and good order and discipline of its prisoners under guidance of the Uniform Code of Military Justice (UCMJ). The DoD Correctional program currently consists of 17 DOD correctional facilities which incorporate three facility classifications and four custody levels. There are 8-Level I, 8-Level II and 1-Level III correctional facilities. Level I is capable of providing pretrial and post-trial confinement up to 1-year. Level II is capable of providing pretrial and post-trial confinement for prisoners/inmates with sentences to confinement of five years or less and Level III provides post-trial confinement exceeding five years to include life and death sentences.

This recommendation consolidates the Lackland Confinement Facility, Lackland Air Force Base, Texas, the Army Regional Correctional Facility, Fort Knox, Kentucky, and the Army Regional Correctional Facility, Fort Sill, Oklahoma at Fort Leavenworth, Kansas into a single Level II Joint Regional Correctional Facility. This realignment and consolidation is a catalyst to systematically creating a Joint DoD Correctional system, improving jointness, reducing footprint; building new facilities which will provide significant improvements in terms of safety, security, efficiency and costs. The construction of new facilities provides the opportunity to eliminate or dramatically reduce operational and maintenance costs of older inefficient facilities, in addition to pursuing accreditation by the American Corrections Association (ACA). This realignment is designed to confine inmates/prisoners based on sentence length, geographical location and rehabilitation/treatment programs. The skills and expertise developed by military correctional specialist and personnel in operating confinement facilities are critical in operating detention camps (enemy prisoners of war) during the current global war on terrorism and future military conflicts.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$67.9 million. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$72.7 million. Annual recurring costs to the Department of Defense after implementation are \$1.4 million with no payback expected. The net present value of the costs and savings to the Department of Defense over 20 years is a cost of \$78.4 million.

## **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 17 jobs (9 direct and 8 indirect jobs) over the 2006-2011 periods in the San Antonio, Texas Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 198 jobs (119 direct and 79 indirect jobs) over the 2006-2011 periods in the Lawton, Oklahoma Metropolitan Statistical Area, which is 0.31 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 188 jobs (104 direct and 84 indirect jobs) over the 2006-2011 periods in the Elizabethtown, Kentucky Metropolitan Statistical Area, which is 0.29 percent of economic area employment.

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

**Environmental Impact:** Fort Leavenworth is currently in NonAttainment for CO. New source review and air conformity analyses are required. Minimal impact expected on cultural, archeological and tribal resources. 54 archeological resources and 231 historic properties reported, with no current impact to mission. This recommendation involves new construction, but since 100% of the installation has been surveyed, a new facility will likely be sited without disturbing archeological/historical sites. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$250,000 at the receiving location to complete air conformity and new source review analysis and an environmental assessment in accordance with the National Environmental Policy Act. This one time cost was included in the payback calculation. This recommendation does not otherwise impact the costs of the environmental restoration, waste management, or environmental compliance activities.



# # 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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ NWS Charleston.</li> <li>✓ Consolidates DoD correctional facilities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Jacksonville 17<sup>th</sup> of 17</li> <li>✓ Pensacola 7<sup>th</sup> of 17</li> <li>✓ Charleston 3<sup>rd</sup> of 17</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$5.6M</li> <li>✓ Net Implementation Cost: \$6.0M</li> <li>✓ Annual Recurring Savings: \$108K</li> <li>✓ Payback Period: 100+Years</li> <li>✓ NPV (costs): \$4.4M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic: 32 to 74 job losses; &lt;0.1%</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Charleston than Jacksonville and Pensacola.</li> </ul>

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

## **Candidate Recommendation # HSA-0024**

**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:** The Department of Defense (DOD) Correctional program exists to enforce the military justice system, ensuring the safety, security, administration, and good order and discipline of its prisoners under guidance of the Uniform Code of Military Justice (UCMJ). The DoD Correctional program currently consists of 17 DOD correctional facilities which incorporate three facility classifications and four custody levels. There are 8-Level I, 8-Level II and 1-Level III correctional facilities. Level I is capable of providing pretrial and post-trial confinement up to 1-year. Level II is capable of providing pretrial and post-trial confinement for prisoners/inmates with sentences to confinement of five years or less and Level III provides post-trial confinement exceeding five years to include life and death sentences.

This recommendation consolidates the Naval Consolidated Brig Charleston, Naval Weapons Station, Charleston, the Waterfront Brig Jacksonville, Naval Air Station Jacksonville, Florida and the Waterfront Brig Pensacola, Naval Air Station Pensacola, Florida to a single Level II Joint Regional Correctional Facility. This realignment and consolidation is a catalyst to systematically creating a Joint DoD Correctional system, improving jointness, reducing footprint; building new facilities which will provide significant improvements in terms of safety, security, efficiency and costs. The construction of new facilities provides the opportunity to eliminate or dramatically reduce operational and maintenance costs of older inefficient facilities in addition to pursuing accreditation by the American Corrections Association (ACA). This realignment is designed to confine inmates/prisoners based on sentence length, geographical location and rehabilitation/treatment programs. The skills and expertise developed by military correctional specialist and personnel in operating confinement facilities are critical in operating detention camps (enemy prisoners of war) during the current global war on terrorism and future military conflicts.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$5.6 million. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$6 million. Annual recurring savings to the Department of Defense after implementation are \$108 thousand with a payback expected in 100+ years. The net present value of the costs and savings to the Department of Defense over 20 years is a cost of \$4.4 million.

## **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 74 jobs (34 direct and 40 indirect jobs) over the 2006-2011 periods in the Jacksonville, Florida Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 32 jobs (14 direct and 18 indirect jobs) over the 2006-2011 periods in the Pensacola-Ferry Pass-Brent, Florida Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archeological or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; water resources; or wetlands. This recommendation does not impact the costs of the environmental restoration, waste management, or environmental compliance activities.

## Supporting Information Attachments:

Tab 1: Quad Chart

Tab 2: Supporting Information to Candidate Recommendation

a. Force Structure Capabilities

b. Military Value Analysis

c. Capacity Analysis Results

Tab 3: Criterion 6 – Economic Impact Report

Tab 4: Criterion 7 – Community Infrastructure

Tab 5: Criterion 8 – Environmental Impact Report

Tab 6: COBRA Reports



# Candidate #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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Eliminates 84,000 USF of leased space.</li> <li>✓ Promotes “jointness” and creates opportunities for savings and synergy.</li> <li>✓ Co-location of new Media Activity with AFIS and Defense Information School facilitates possible consolidation of common support functions.</li> <li>✓ Moves Activities to an AT/FP compliant location.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Army Broadcasting Service and Soldiers Radio &amp; TV: 242<sup>nd</sup> of 324</li> <li>✓ Soldiers Magazine: 200<sup>th</sup> of 324.</li> <li>✓ AF News Agency-Army/AF Hometown News: 303<sup>rd</sup> of 324.</li> <li>✓ Naval Media Center: 175<sup>th</sup> of 324</li> <li>✓ AFIS: 248<sup>th</sup> of 324</li> <li>✓ Ft. Meade: 88<sup>th</sup> of 324.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost                   \$42.93M</li> <li>✓ Net Implementation Cost:   \$ 4.4M</li> <li>✓ Annual Recurring Savings:   \$ 9.3M</li> <li>✓ Payback Period:               4 Years</li> <li>✓ NPV (savings):                 \$81.4M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -740 jobs in NCR (439 direct, 301 indirect); &lt; 0.1%. -488 jobs in San Antonio (59 direct, 301 indirect); &lt;0.1%.</li> <li>✓ Criterion 7: No Impacts.</li> <li>✓ Criterion 8: No Impediments.</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation #HSA-0071**

**Candidate Recommendation:** Realign Fort Belvoir, Virginia, by relocating Soldier Magazine to Ft. Meade, Maryland. Realign Anacostia Annex, District of Columbia, by relocating the Naval Media Center to Ft. Meade, Maryland. Realign 2320 Mill Road, a leased installation in Alexandria, Virginia, by relocating Army Broadcasting-Soldier Radio/TV to Ft. Meade, Maryland. Realign 103 Norton Street, a leased installation in San Antonio, Texas, by relocating Air Force News Agency-Army/Air Force Hometown News Service (a combined entity) to Ft. Meade, Maryland. Close 601 North Fairfax Street, a leased installation in Alexandria, Virginia. Relocate the American Forces Information Service and the Army Broadcasting-Soldier Radio/TV to Ft. Meade, Maryland. Consolidate Soldier Magazine, Naval Media Center, Army Broadcasting-Soldier Radio/TV, and the Air Force News Agency-Army/Air Force Hometown News Service into a single DoD Media Activity at Fort Meade, Maryland.

**Justification:** This recommendation creates a new DoD Media Activity by consolidating a number of military department media organizations with similar missions into a new organization. It also co-locates the American Forces Information Service (AFIS) with the new DoD Media Activity and the existing Defense Information School.

This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalizing the presence of DoD Activities within the NCR, and enhanced security for DoD Activities. The creation of a new DoD Media Activity as the result of consolidating a number of entities with similar missions promotes “jointness” and creates opportunities for cost savings and operational synergy. The co-location of AFIS with the new Activity will facilitate further consolidation of common support functions.

Implementation will reduce the Department’s reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 75,000 Usable Square Feet (USF) of leased administrative space. The relocation to a military installation that is outside the boundaries of the NCR provides a dispersion of DoD Activities away from a dense concentration with the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line for those activities currently in leased space, will provide immediate compliance with Force Protection Standards.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$42.93 million. The net of all costs and savings to the Department during the implementation period is a cost of \$4.4 million. Annual recurring savings to the Department after implementation are \$9.3 million, with a payback expected in 4 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$81.4 million.

**Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 740 jobs (439 direct jobs and 301 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 488 jobs (259 direct jobs and 229 indirect jobs) over the 2006-2011 time period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment

**Community Infrastructure:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. While the community surrounding Fort Meade has a comparative lack of nationally-accredited child-care centers, the Department anticipates that the private sector will respond to any increased demand for child care.

**Environmental Impact:** Fort Meade is in moderate non-attainment for 8-hour Ozone and PM 2.5, which will likely require Air Conformity Analysis, New Source Review Analysis, and associated permitting. This recommendation has no impact on cultural, archeological, and tribal resources; dredging; land use constraints and sensitive resources; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$550,000 to complete an air conformity analysis, the new source review, and National Environmental Policy Act documentation at Fort Meade. This cost has been included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Candidate #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.

<u>Justification</u>	<u>Military Value</u>
<p>✓ Eliminates approximately 25,000 USF of leased space within the DC Area.</p> <p>✓ Consolidation of HQs from multiple to single locations eliminates redundancy.</p> <p>✓ Moves NAVAIR Components to an AT/FP compliant location.</p>	<p>✓ NAVAIR: 241<sup>st</sup> of 314.</p> <p>✓ NAS Patuxent River: 143<sup>rd</sup> of 314.</p>
<u>Payback</u>	<u>Impacts</u>
<p>✓ One Time Cost: \$16.4M</p> <p>✓ Net Implementation Cost: \$15.0M</p> <p>✓ Annual Recurring Savings: \$ .5M</p> <p>✓ Payback Period: 100+ Years</p> <p>✓ NPV (cost): \$9.8M</p>	<p>✓ Criterion 6: No job losses.</p> <p>✓ Criterion 7: No issues.</p> <p>✓ Criterion 8: No impediments.</p>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation #HSA-0078**

**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:** This recommendation meets several important Department of Defense (DoD) objectives with regard to future use of leased space, enhanced security for DoD Activities, and consolidation of Headquarters to single locations. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The military value of the Naval Air Systems Command (NAVAIR) based on current locations is 241<sup>st</sup> out of 314 entities evaluated by the MAH military value model. NAS Patuxent River is ranked 143<sup>rd</sup> out of 314. Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 25,000 Usable Square Feet of leased administrative space within the DC Area. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide NAVAIR with immediate compliance with Force Protection Standards. NAVAIR's current leased locations are non-compliant with current Force Protection Standards. This recommendation allows NAVAIR to consolidate its headquarters operation at NAS Patuxent River by moving two locations from leased space to be contiguous with its main office.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$16.4 million. The net of all costs and savings to the Department during the implementation period is a cost of \$15.0 million. Annual recurring savings to the Department after implementation are \$0.5 million, with a payback expected in 100+ years. The net present value of the costs and savings to the Department over 20 years is a cost of \$9.8 million.

### **Impacts:**

**Economic Impact:** This recommendation will not result in any job losses over the 2006-2011 period in the Lexington Park, MD Micropolitan Statistical Area.

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

**Environmental Impact:** Because the Patuxent River installation is located within the Chesapeake Bay Critical Area, the State may require that mitigation measures be obtained for new construction (e.g., storm water management), but this can be addressed during the facility design stage. This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; marine mammals, resources or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$50,000 for air permits and to complete necessary NEPA assessments. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

### **Supporting Information Attachments**

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



# # 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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ NSA Norfolk, Northwest Annex.</li> <li>✓ Consolidates DoD correctional facilities</li> </ul>	<ul style="list-style-type: none"> <li>✓ Norfolk 8<sup>th</sup> of 17</li> <li>✓ Lejeune 9<sup>th</sup> of 17</li> <li>✓ Quantico 13<sup>th</sup> of 17</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$60.3M</li> <li>✓ Net Implementation Cost: \$54.1M</li> <li>✓ Annual Recurring Savings: \$ 6.6M</li> <li>✓ Payback Period: 12 Years</li> <li>✓ NPV (savings): \$13.2M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic: 2 to 199 job losses; (0.1% to 0.22%)</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Lejeune and Quantico.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

## **Candidate Recommendation # HSA-0082**

**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 new single Level II Joint Regional Correctional Facility at Naval Support Activity Northwest Annex, Chesapeake, Virginia.

**Justification:** The Department of Defense (DOD) Correctional program exists to enforce the military justice system, ensuring the safety, security, administration, and good order and discipline of its prisoners under guidance of the Uniform Code of Military Justice (UCMJ). The DoD Correctional program currently consists of 17 DOD correctional facilities which incorporate three facility classifications and four custody levels. There are 8-Level I, 8-Level II and 1-Level III correctional facilities. Level I is capable of providing pretrial and post-trial confinement up to 1-year. Level II is capable of providing pretrial and post-trial confinement for prisoners/inmates with sentences to confinement of five years or less and Level III provides post-trial confinement exceeding five years to include life and death sentences.

This recommendation consolidates the Naval Brig Norfolk, Naval Station, Norfolk, Virginia, Marine Corps Base Brig, Marine Corps Combat Development Command, Quantico, Virginia and Marine Corps Base Brig Camp Lejeune, North Carolina to a single Level II Joint Regional Correctional Facility. This realignment and consolidation is a catalyst to systematically creating a Joint DoD Correctional system, improving jointness, reducing footprint; building new facilities which will provide significant improvements in terms of safety, security, efficiency and costs. The construction of new facilities provides the opportunity to eliminate or dramatically reduce operational and maintenance costs of older inefficient facilities in addition to pursuing accreditation by the American Corrections Association (ACA). This realignment is designed to confine inmates/prisoners based on sentence length, geographical location and rehabilitation/treatment programs. The skills and expertise developed by military correctional specialist and personnel in operating confinement facilities are critical in operating detention camps (enemy prisoners of war) during the current global war on terrorism and future military conflicts.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$60.3 million. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$54.1 million. Annual recurring savings to the Department of Defense after implementation are \$6.6 million with a payback expected in 12 years. The net present value of the costs and savings to the Department of Defense over 20 years is a savings of \$13.2 million.

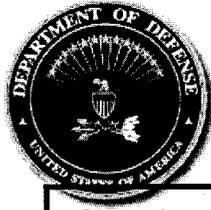
## **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct and 1 indirect job) over the 2006-2011 periods in the Washington-Arlington-Alexandria, District of Columbia-Virginia-Maryland-West Virginia Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 199 jobs (126 direct and 73 indirect jobs) over the 2006-2011 periods in the Jacksonville, North Carolina Metropolitan Statistical Area, which is 0.22 percent of economic area employment.

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

**Environmental Impact:** Air quality is in maintenance for 1-hour ozone and in marginal non-attainment for 8-hour ozone at the receiving location. Cultural, archeological or tribal resources may be impacted at Naval Support Activity Northwest Annex dependent on constraints to new mission MILCON requirements. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species and critical habitat; water resources; environmental restoration; or environmental compliance. This recommendation will require spending approximately \$210,000 at the receiving location to complete an environmental assessment in accordance with the National Environmental Policy Act, and wetland delineation and mitigation. This recommendation will also require spending approximately \$60K for hazardous materials disposal at Naval Station Norfolk. These one cost were included in the payback calculation. This recommendation does not otherwise impact the costs of the environmental restoration, waste management, or environmental compliance activities.



# Candidate #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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Relocates several large activities away from the National Capital Region.</li> <li>✓ Frees up 524,000 GSF close to Pentagon for other uses.</li> <li>✓ Provides Navy NCIS with upgraded HQ facility.</li> <li>✓ Co-location of activities with like missions promotes “jointness” and creates opportunities for synergy.</li> <li>✓ Potential synergy with FBI activities at Quantico.</li> </ul>	<ul style="list-style-type: none"> <li>✓ NCIS: 157<sup>th</sup> of 324</li> <li>✓ AFOSI: 154<sup>th</sup> of 324</li> <li>✓ USA CID: 199<sup>th</sup> of 324</li> <li>✓ MCB Quantico: 61<sup>st</sup> of 324</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$85.1M</li> <li>✓ Net Implementation Cost: \$75.5M</li> <li>✓ Annual Recurring Savings: \$ 4.1M</li> <li>✓ Payback Period: 36 Years</li> <li>✓ NPV (cost): \$32.1M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -45 jobs (27 direct, 18 indirect); &lt; .1%.</li> <li>✓ Criterion 7: Distance to airport issue. No impediments.</li> <li>✓ Criterion 8: No impediments.</li> <li>✓ Other risks: Business disruption; benefits of “jointness” and co-location may not materialize.</li> </ul>

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

## **Candidate Recommendation #HSA-0108**

**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:** This recommendation co-locates the investigation agencies of the three military departments on a military installation that straddles the boundaries of the National Capital Region (NCR). This action meets a primary Department of Defense objective of rationalizing the presence of DoD Activities within the NCR. The relocation to a military installation that is largely outside the boundaries of the NCR provides a dispersion of DoD Activities away from a dense concentration with the NCR. This action will free up approximately 510,000 Gross Square Feet of administrative space that can be reused by other DoD activities that require a location closer to the Pentagon. It will also provide a much needed upgrade of facilities for NCIS. The co-location of activities with similar missions will promote “jointness” between the military departments and create opportunities for operational synergy between the activities involved in this action as well as with the FBI activities already operating at MCB Quantico.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$85.1 million. The net of all costs and savings to the Department during the implementation period is a cost of \$75.5 million. Annual recurring savings to the Department after implementation are \$4.1 million, with a payback expected in 36 years. The net present value of the costs and savings to the Department over 20 years is a cost of \$32.1 million.

### **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 45 jobs (27 direct jobs and 18 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1% percent of economic area employment.

**Community Infrastructure Support Comparison Assessment:** A review of community attributes indicates that the nearest commercial airport to MCB Quantico is Washington Reagan National Airport, located approximately 29 miles away, but this distance should not inconvenience personnel relocating to this area. There are no other issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel.

**Environmental Impact:** Marine Corps Base Quantico VA is in severe non-attainment for Ozone (1hr) and is proposed to be in non-attainment for Ozone (8 hr). This recommendation will require some permit changes. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require a one time cost of approximately \$10K for environmental air permits and a recurring cost of approximately \$52K annually for a Hazardous waste management program employee at Quantico. These costs have been included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

### **Supporting Information Attachments**

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



# Candidate #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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Eliminates 16,437 USF NCR leased space</li> <li>✓ Co-location creates synergy for installation planning and environmental response.</li> <li>✓ Moves USAF leased space to an AT/FP compliant location.</li> </ul>	<ul style="list-style-type: none"> <li>✓ AFRPA(AF/IE): 290<sup>th</sup> of 324</li> <li>✓ Brooks City-Base: 82<sup>nd</sup> of 324</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$3.3M</li> <li>✓ Net Implementation Savings: \$ .9M</li> <li>✓ Annual Recurring Savings: \$ .9M</li> <li>✓ Payback Period: 4 Years</li> <li>✓ NPV (savings): \$9.3M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: NCR: -123 jobs (58 direct; 65 indirect); &lt;0.1%.</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: historic properties and wetlands impacts. No impediments.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

## Candidate Recommendation #HSA-0122

**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:** This recommendation co-locates the Air Force Real Property Agency with the Air Force Center for Environmental Excellence. This recommendation meets two important Department of Defense (DoD) objectives with regard to rationalization of the Department's presence within 100 miles of the Pentagon and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value. The military value of AFRPA is 290<sup>th</sup> of 324 entities evaluated by the MAH military value model. Brooks City-Base is ranked 82<sup>nd</sup> out of 324. The recommendation eliminates over 16,000 Usable Square Feet of leased administrative space within the National Capital Region and relocates the involved offices to a secure leased location in a lower-cost location that provides immediate compliance with Force Protection Standards. AFRPA's current leased location is non-compliant with current Force Protection Standards. The relocation of a headquarters activity to an installation that is farther than 100 miles from the Pentagon provides dispersion of DoD Activities away from a dense concentration within the National Capital Region. This recommendation provides for operational efficiency and enhanced synergy by co-locating AFRPA with a related Activity, the Air Force Center for Environmental Excellence.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.3 million. The net of all costs and savings to the Department during the implementation period is a savings of \$0.9 million. Annual recurring savings to the Department after implementation are \$0.9 million, with a payback expected in 4 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$9.3 million.

### Impacts:

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 123 jobs (58 direct jobs and 65 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent of economic area employment.

**Community Infrastructure:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. The community surrounding Brooks City-Base reports a crime index (UCR) above the national average, but the Department does not believe that this factor will impact the community's ability to support this action.

**Environmental Impact:** Brooks City-Base has historic properties that may be impacted by this recommendation. Additional operations at the installation may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; land use constraints/sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species and critical habitat; waste management; or water resources. This recommendation will require spending approximately \$48,000 to complete necessary National Environmental Policy Act documentation at the receiving installation. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

### **Supporting Information Attachments**

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



# 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).

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Installation management mission consolidation eliminates redundancy and creates economies of scale</li> <li>✓ Good potential for personnel and footprint reductions (minimum of 95 positions and associated footprint)</li> <li>✓ Fuses synergy-type efficiencies to maximize potential for cost reductions and improved services</li> </ul>	<ul style="list-style-type: none"> <li>✓ Comparison of BASOPS missions using Military Value model:                             <ul style="list-style-type: none"> <li>✓ Andersen AFB - .162</li> <li>✓ COMNAVMARIANAS – .181</li> </ul> </li> <li>✓ Enhances jointness</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time costs: \$2.0M</li> <li>✓ Net Implementation savings: \$43.3M</li> <li>✓ Annual Recurring savings: \$9.8M</li> <li>✓ Payback period: Immediate</li> <li>✓ NPV (savings): \$131.4M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: - 174 jobs (-95 direct/-79 indirect); 0.32%</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: No impediments</li> </ul>

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

## **Candidate Recommendation #HSA-0127**

**Candidate Recommendation:** Realign Andersen AFB by relocating the installation management functions/responsibilities to COMNAVMARIANNAS 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:** Both COMNAVMARIANNAS and Andersen AFB employ military, civilian and contractor personnel to perform common functions in support of installation facilities and personnel. Both installations execute these functions using similar or near similar processes. Because these installations are in very close proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations.

Regional efficiencies achieved as a result of the Navy's regionalization of installation management under Commander Naval Installations and specifically COMNAVMARIANNAS Guam will provide additional opportunities for overall savings as Andersen AFB is consolidated under this management structure.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$12.0 million. The net of all costs and savings to the Department during the implementation period is a savings of \$43.3 million. Annual recurring savings to the Department after implementation are \$9.8 million with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$131.4 million.

### **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 174 jobs (95 direct jobs and 79 indirect jobs) over the 2006-2011 period in the Guam County, GU Metropolitan Statistical economic area, which is .32 percent of economic area employment.

**Community Infrastructure:** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, and environmental compliance activities.

**8 Attachments:**

- 1.) Competing Recommendations/Force Structure Capabilities
- 2.) Military Value Results
- 3.) Capacity Analysis
- 4.) COBRA Results
- 5.) Economic Impact Report
- 6.) Installation Criterion 7 Profile
- 7.) Summary of Scenario Environmental Impacts
- 8.) AF Comments Concerning COBRA Costs/Savings



# # IND-0115 – Lima Army Tank Plant

**Candidate Recommendation:** Realign Lima Tank Plant, OH, by disestablishing tank manufacturing.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Army acquisition strategy for the FCS and Marine Corps acquisition strategy for the EFV includes mfg of manned vehicle chassis at Lima</li> <li>✓ Retains capability for M1 tank recap</li> <li>✓ Re-establishing this capability elsewhere would far exceed the projected savings</li> <li>✓ Reduces administrative ownership and footprint</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lima: 3rd of 3 Armaments Production/Manufacturing Facilities</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost:                   \$\$.74M</li> <li>✓ Net implementation savings:   \$5.30M</li> <li>✓ Annual recurring savings:     \$1.73M</li> <li>✓ Payback Time:                    One Year</li> <li>✓ NPV (savings):                  \$20.94M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: 0 job losses</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No Impediments.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

## Candidate Recommendation #IND-0115

**Candidate Recommendation:** Realign Lima Tank Plant, OH, by disestablishing tank manufacturing.

**Justification:** Capacity and capability for armored combat vehicles exists at three sites with little redundancy among the sites. The acquisition strategy for the Army Future Combat System (FCS) and Marine Corps Expeditionary Force Vehicle includes the manufacturing of manned vehicle chassis at Lima Army Tank Plant. The impact of establishing this capability elsewhere would hinder DoD's ability to meet the USA and USMC future production schedule. This recommendation to retain only the portion of Lima Army Tank Plant required to support the Army Future Combat System Program (FCS), Marine Corps Expeditionary Force Vehicle (EFV) chassis, and M1 Tank recapitalization program and reduces the footprint. This allows DOD to remove excess from the Industrial Base, create centers of excellence, avoid single point failure, and generate efficiencies within the manufacture and maintenance of combat vehicles.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$.74M. The net of all savings to the Department during the implementation period is a savings of \$5.30M. Annual recurring savings to the Department after implementation are \$1.7M with payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of \$20.94M.

### Impacts

**Economic Impact on Communities:** This recommendation will not result in any job reductions over the period 2006-2011 in the Lima, OH metropolitan statistical area.

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

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$550K for an environmental baseline survey and environmental assessment. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Candidate #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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Consolidates medical training</li> <li>✓ Field Medical Training Site Available</li> </ul>	<ul style="list-style-type: none"> <li>✓ Sheppard AFB: 67.47</li> <li>✓ NAS Great Lakes: 63.49</li> <li>✓ Fort Sam Houston: 62.95</li> <li>✓ NMC Portsmouth: 61.62</li> <li>✓ NMC San Diego: 60.35</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$301.3M</li> <li>✓ Net Implementation cost: \$280.1M</li> <li>✓ Annual Recurring Savings: \$14.9M</li> <li>✓ Payback Period: 34 years</li> <li>✓ 20 Yr. NPV (cost): \$112.2M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: from -1198 to -4248 jobs (0.12 to 3.12%)</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation #MED-005 (Fort Sam Houston)**

**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:** This recommendation co-locates all medical basic and specialty enlisted training at Fort Sam Houston, TX, with the potential of transitioning to a joint training effort. This will result in reduced infrastructure and excess system capacity, while capitalizing on the synergy of the co-location similar training conducted by each of the three Services. In addition, the development of a joint training center will result in standardized training for medical enlisted specialties enhancing interoperability and joint deployability.

### **Payback:**

The total estimated one-time cost to the Department of Defense to implement this recommendation is \$301M. The net of all costs and savings to the Department during the implementation period is a cost of \$280M. Annual recurring savings to the Department after implementation is \$14M per year with a payback expected in 34 years. The net present value (NPV) of the costs and savings to the Department over 20 years is a cost of \$112M.

### **Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in the following impacts over the 2006-2011 period:

- (a) a maximum potential reduction of 2,905 jobs (1,753 direct jobs and 1,152 indirect jobs) in the Wichita Falls, Texas Metropolitan Statistical Area, which is 3.12 percent of economic area employment.
- (b) a maximum potential reduction of 4,248 jobs (1,880 direct jobs and 2,368 indirect jobs) in the Lake County-Kenosha County, IL-WI Metropolitan Division, which is 0.85 percent of economic area employment.
- (c) a maximum potential reduction of 1,302 jobs (632 direct jobs and 670 indirect jobs) in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is 0.13 percent of economic area employment.
- (d) a maximum potential reduction of 2,051 jobs (1,077 direct jobs and 974 indirect jobs) in the San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area, which is 0.11 percent of economic area employment.

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

**Environmental Impact:** This recommendation has no impact on air quality, cultural, archeological, or tribal resources; dredging; and use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require an air conformity analysis and national environmental policy act documentation at the receiving location. The approximately \$1.05M cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Candidate #MED-0017 Pope AFB

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

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient operations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Healthcare Services Function:                             <ul style="list-style-type: none"> <li>✓ Pope AFB: 43.14</li> <li>✓ Fort Bragg: 87.21</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$5.7M</li> <li>✓ Net Implementation Savings: \$48.3M</li> <li>✓ Annual Recurring Savings: \$11.8M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$154M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: –415 jobs(239 direct, 176 indirect); 0.21%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps

## **Candidate Recommendation #MED-0017 (Pope AFB)**

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

**Justification:** The primary rationale for this recommendation is to promote jointness and reduce excess capacity. This recommendation supports strategies of reducing excess capacity and locating military medical personnel in areas with enhanced opportunities for medical practice. Pope AFB' medical facility produced 38,323 Relative Value Units (RVUs) in FY2002 which is well below the Military Health System average of 166,692 RVUs. It's Functional Military Value (FuncMilVal) of 43.14, while higher than the Military Health System average of 38.79, is much lower than that of Ft Bragg (87.21). Military personnel stationed at Pope AFB' Medical Facility can be placed in activities of higher military value with a more diverse workload, providing them with enhanced opportunities to maintain their medical currency and making them better able to support Army medical readiness requirements. Approximately 80 military and civilian authorizations will be realigned to Fort Bragg in order to maintain the current level of effort in providing care to the Pope AFB beneficiary population. The remaining civilian authorizations and contractors at Pope AFB that represent unnecessary overhead will be eliminated. Military personnel that are filling similar "overhead positions" will be redistributed by the Service to replace civilian and contract medical personnel elsewhere in the Military Health System activities of higher military value. The large savings along with the reduction of inefficiencies and workload available supports this action. While the jobs are lost in the military system the same type of job is available in the community.

### **Payback:**

The total estimated one-time cost to the Department of Defense to implement this recommendation is \$5,739K. The net of all costs and savings to the Department during the implementation period is a savings of \$48,326K. Annual recurring savings to the Department after implementation are \$11,797K with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$154,011K.

### **Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 281 jobs (159 direct jobs and 122 indirect jobs) over the 2006-2011 period in the Fayetteville, NC Metropolitan Division, which is 0.14 percent of economic area employment.

**Community Infrastructure:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Civilian inpatient capacity exists in the area to provide services to the eligible population.

**Environmental Impact:** This recommendation has no impact on air quality, cultural, archeological, or tribal resources; dredging; and use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require National Environmental Policy Act documentation at Fort Bragg. The approximately \$100K cost of that action was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Candidate #MED-0022 McChord AFB

**Candidate Recommendation:** Realign McChord Air Force Base, WA, by disestablishing the 62nd Medical Group and relocating all medical functions to Fort Lewis, WA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient operations</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Healthcare Services Function:                         <ul style="list-style-type: none"> <li>✓ McChord AFB: 51.45</li> <li>✓ Fort Lewis: 76.10</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$1.98M</li> <li>✓ Net Implementation Savings: \$48.7M</li> <li>✓ Annual Recurring Savings: \$10.5M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$142.2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: –355 jobs (192 direct, 163 indirect); &lt;0.1%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps

## **Candidate Recommendation #MED-0022 (McChord AFB)**

**Candidate Recommendation:** Realign McChord Air Force Base, WA, by disestablishing the 62<sup>nd</sup> Medical Group and relocating all medical functions to Fort Lewis, WA.

**Justification:** The primary rationale for this recommendation is to promote jointness and reduce excess capacity. This recommendation supports strategies of reducing excess capacity and locating military medical personnel in areas with enhanced opportunities for medical practice. McChord AFB's medical facility produced 44,283 Relative Value Units (RVUs) in FY02, which is well below the Military Health System average of 166,692 RVUs. It's Functional Military Value (FuncMilVal) of 51.45, is much lower than that of Ft Lewis (76.10). Military personnel stationed at McChord AFB's Medical Facility can be placed in activities of higher military value with a more diverse workload, providing them with enhanced opportunities to maintain their medical currency and making them better able to support Army medical readiness requirements. Approximately 169 military and civilian authorizations will be realigned to Fort Lewis in order to maintain the current level of effort in providing care to the McChord AFB beneficiary population. The remaining civilian authorizations and contractors at McChord AFB that represent unnecessary overhead will be eliminated. Military personnel that are filling similar "overhead positions" will be redistributed by the Service to replace civilian and contract medical personnel elsewhere in the Military Health System activities of higher military value. The large savings along with the reduction of inefficiencies and workload available supports this action. While the jobs are lost in the military system the same type of job is available in the community.

**Payback:**

The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1,977K. The net of all costs and savings to the Department during the implementation period is a savings of \$48,702K. Annual recurring savings to the Department after implementation are \$10,467K with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$142,208K.

**Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 111 jobs (55 direct jobs and 56 indirect jobs) over the 2006-2011 period in the Tacoma, WA Metropolitan Division, which is less than 0.1 percent of economic area employment.

**Community Infrastructure:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Civilian inpatient capacity exists in the area to provide services to the eligible population.

**Environmental Impact:** This recommendation has no impact on air quality, cultural, archeological, or tribal resources; dredging; and use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require National Environmental Policy Act documentation at Fort Bragg. The approximately \$100K cost of that action was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



## Candidate #S&S-0043

**Candidate Recommendation (Summary):** Privatize wholesale supply, storage and distribution for all tires used by DoD. Disestablish tire supply functions performed by ICPs at Detroit Arsenal and 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.

<u><b>Justification</b></u>	<u><b>Military Value</b></u>
<ul style="list-style-type: none"> <li>✓ Supports transformation by privatizing wholesale storage and distribution processes</li> <li>✓ Allows use of latest technologies, expertise and business practices to improve support to customers</li> <li>✓ Reduces excess storage capacity by 1.6M sq ft</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Relative Quantitative Military Value:</b> Not relevant because all functions for tires are privatized. All activities performing supply, storage and distribution for tires are being privatized.</li> </ul>
<u><b>Payback</b></u>	<u><b>Impacts</b></u>
<ul style="list-style-type: none"> <li>✓ One-Time Cost: \$3.6M</li> <li>✓ Net Implementation Savings: \$35.9M</li> <li>✓ Annual Savings: \$8.3M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (Savings): \$110.9M</li> </ul>	<ul style="list-style-type: none"> <li>✓ <b>Criterion 6:</b> From -2 to -75 jobs; &lt;0.1% to 0.11%</li> <li>✓ <b>Criterion 7:</b> No impediments</li> <li>✓ <b>Criterion 8:</b> No impediments</li> </ul>

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps

## **Candidate Recommendation #S&S-0043**

**Candidate Recommendation:** Realign Detroit Arsenal, MI and Hill Air Force Base, UT by disestablishing the tire supply functions at each location. Realign the Defense Distribution Depot-Columbus, OH, the Defense Distribution Depot-Tobyhanna, PA, the Defense Distribution Depot-Susquehanna, PA, the Defense Distribution Depot-Richmond, VA, the Defense Distribution Depot-Norfolk, VA, the Defense Distribution Depot-Cherry Point, NC, the Defense Distribution Depot-Albany, GA, the Defense Distribution Depot-Warner Robins, GA, the Defense Distribution Depot-Anniston, AL, the Defense Distribution Depot-Jacksonville, FL, the Defense Distribution Depot-Red River, TX, the Defense Distribution Depot-Oklahoma City, OK, the Defense Distribution Depot-Corpus Christi, TX, the Defense Distribution Depot-Puget Sound, WA, the Defense Distribution Depot-Hill, UT, the Defense Distribution Depot-San Diego, CA, the Defense Distribution Depot-Barstow, CA, the Defense Distribution Depot-San Joaquin, CA, and the Defense Distribution Depot-Pearl Harbor, HI by disestablishing the storage and distribution functions for tires at each location.

**Justification:** This recommendation disestablishes the wholesale supply, storage, and distribution functions for all tires used by the Department of Defense. The Department will privatize these functions and will rely on private industry for the performance of supply, storage and distribution of tires. By doing so, the Department can divest itself of tire inventories and can eliminate infrastructure and personnel associated with these functions. This recommendation results in more responsive supply support for tires and thus adds to capabilities of the future force. The recommendation provides improved support during mobilization and deployment, and the sustainment of forces when deployed worldwide. Privatization enables the Department to take advantage of the latest technologies, expertise and business practices which translates to improved support to customers at less cost. It centralizes management of tires and eliminates unnecessary duplication of functions within the Department. Finally, this recommendation supports transformation by privatizing the wholesale storage and distribution processes from DoD activities.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.6M. The net of all costs and savings to the Department during the implementation period is a savings of \$35.9M. Annual recurring savings to the Department after implementation are \$8.3M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$110.9M.

### **Impacts**

**Economic Impacts:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 25 jobs (13 direct jobs and 12 indirect jobs) over the 2006 - 2011 period in the Harrisburg - Carlisle, PA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006 - 2011 period, in the Richmond, VA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 75 jobs (45 direct jobs and 30 indirect jobs) over the 2006 - 2011 period in the Texarkana, TX - Texarkana, AR economic area, which is 0.11 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 10 jobs (6 direct jobs and 4 indirect jobs) over the 2006 - 2011 period in the Stockton, CA economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impacts:** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require National Environmental Policy Act documentation costing approximately \$100K. This cost was included in the payback calculations. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Candidate #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 ICPs at Defense Supply Center Richmond and NSA 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.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Supports transformation by privatizing wholesale storage and distribution processes</li> <li>✓ Allows use of latest technologies, expertise and business practices to improve support to customers</li> <li>✓ Reduces excess storage capacity by .9M sq ft</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ <b>Relative Quantitative Military Value:</b> Not relevant because all functions for packaged POL are privatized. All activities performing supply, storage and distribution for packaged POL are being privatized.</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">✓ One-Time Cost:</td> <td style="text-align: right;">\$2.9M</td> </tr> <tr> <td>✓ Net Implementation Savings:</td> <td style="text-align: right;">\$29.1M</td> </tr> <tr> <td>✓ Annual Savings:</td> <td style="text-align: right;">\$6.4M</td> </tr> <tr> <td>✓ Payback Period:</td> <td style="text-align: right;">Immediate</td> </tr> <tr> <td>✓ NPV (Savings):</td> <td style="text-align: right;">\$86.8M</td> </tr> </table>	✓ One-Time Cost:	\$2.9M	✓ Net Implementation Savings:	\$29.1M	✓ Annual Savings:	\$6.4M	✓ Payback Period:	Immediate	✓ NPV (Savings):	\$86.8M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ <b>Criterion 6:</b> From -2 to -46 jobs; &lt;0.1% all areas</li> <li>✓ <b>Criterion 7:</b> No impediments</li> <li>✓ <b>Criterion 8:</b> No impediments</li> </ul>
✓ One-Time Cost:	\$2.9M										
✓ Net Implementation Savings:	\$29.1M										
✓ Annual Savings:	\$6.4M										
✓ Payback Period:	Immediate										
✓ NPV (Savings):	\$86.8M										

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

## **Candidate Recommendation #S&S-0044**

**Candidate Recommendation:** Realign the Defense Supply Center, Richmond, VA and the Naval Support Activity Mechanicsburg, PA, by disestablishing the supply function for packaged Petroleum, Oil, & Lubricants (POL) at each location. Realign the Defense Distribution Depot- Columbus, OH, the Defense Distribution Depot-Tobyhanna, PA, the Defense Distribution Depot- Susquehanna, PA, the Defense Distribution Depot-Richmond, VA, the Defense Distribution Depot-Norfolk, VA, the Defense Distribution Depot-Cherry Point, NC, the Defense Distribution Depot-Albany, GA, the Defense Distribution Depot-Warner Robins, GA, the Defense Distribution Depot-Anniston, AL, the Defense Distribution Depot-Jacksonville, FL, the Defense Distribution Depot-Red River, TX, the Defense Distribution Depot-Oklahoma City, OK, the Defense Distribution Depot-Corpus Christi, TX, the Defense Distribution Depot-Puget Sound, WA, the Defense Distribution Depot-Hill, UT, the Defense Distribution Depot-San Diego, CA, the Defense Distribution Depot-Barstow, CA, the Defense Distribution Depot-San Joaquin, CA, and the Defense Distribution Depot-Pearl Harbor, HI, by disestablishing the storage and distribution functions for packaged POL at each location.

**Justification:** This recommendation disestablishes the wholesale supply, storage, and distribution functions for all packaged POL products used by the Department of Defense. The Department will rely on private industry for the performance of supply, storage and distribution of packaged POL. By doing so, the Department can divest itself of packaged POL inventories and can eliminate infrastructure and personnel associated with these functions. Privatization enables the Department to take advantage of the latest technologies, expertise and business practices which translates to improved support to customers at less cost. It centralizes management of packaged POL and eliminates unnecessary duplication of functions within the Department. Finally, this recommendation supports transformation by privatizing wholesale storage and distribution processes from DoD activities.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$2.9M. The net of all costs and savings to the Department during the implementation period is a savings of \$29.1M. Annual recurring savings to the Department after implementation are \$6.4M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$86.8M.

**Impacts:**

**Economic Impacts:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006 - 2011 period in the Harrisburg - Carlisle, PA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 46 jobs (26 direct jobs and 20 indirect jobs) over the 2006 - 2011 period in the Richmond, VA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006 - 2011 period in the Bremerton-Silverdale, WA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 7 jobs (3 direct jobs and 4 indirect jobs) over the 2006 - 2011 period in the Virginia Beach-Norfolk-Newport News, VA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006 - 2011 period in the Oklahoma City, OK economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 38 jobs (23 direct jobs and 15 indirect jobs) over the 2006 - 2011 period in the Stockton, CA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006 - 2011 period in the Honolulu, HI economic area, which is less than 0.1 percent of the economic area employment.

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

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

resources; or wetlands. This recommendation will require National Environmental Policy Act documentation costing approximately \$100K. This cost was included in the payback calculations. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



## Candidate #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.

<p style="text-align: center;"><b><u>Justification</u></b></p>	<p style="text-align: center;"><b><u>Military Value</u></b></p>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One-Time Cost: \$1.3M</li> <li>✓ Net Implementation Savings: \$8.3M</li> <li>✓ Annual Savings: \$2.0M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (Savings): \$26.6M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ <b>Criterion 6:</b> From -2 to -10 jobs; &lt;0.1% all areas</li> <li>✓ <b>Criterion 7:</b> No impediments</li> <li>✓ <b>Criterion 8:</b> No impediments</li> </ul>

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps

## **Candidate Recommendation #S&S-0045**

**Candidate Recommendation:** Realign the Defense Supply Center-Richmond, by disestablishing the supply function for compressed gases. Realign the Defense Distribution Depot-Columbus, OH, the Defense Distribution Depot-Tobyhanna, PA, the Defense Distribution Depot-Susquehanna, PA, the Defense Distribution Depot-Richmond, VA, the Defense Distribution Depot-Norfolk, VA, the Defense Distribution Depot-Cherry Point, NC, the Defense Distribution Depot-Albany, GA, the Defense Distribution Depot-Warner Robins, GA, the Defense Distribution Depot-Anniston, AL, the Defense Distribution Depot-Jacksonville, FL, the Defense Distribution Depot-Red River, AL, the Defense Distribution Depot-Oklahoma City, OK, the Defense Distribution Depot-Corpus Christi, TX, the Defense Distribution Depot-Puget Sound, WA, the Defense Distribution Depot-Hill, UT, the Defense Distribution Depot-San Diego, CA, the Defense Distribution Depot-Barstow, CA, the Defense Distribution Depot-San Joaquin, CA, and the Defense Distribution Depot-Pearl Harbor, HI, by disestablishing the storage and distribution functions for compressed gases.

**Justification:** This recommendation disestablishes the wholesale supply, storage and distribution functions for all compressed gas products used by the Department of Defense. The Department will rely on private industry for the performance of supply, storage and distribution of compressed gases. By doing so, the Department can divest itself of compressed gas inventories and can eliminate infrastructure and personnel associated with these functions. This recommendation results in more responsive supply support for compressed gases and thus adds to capabilities of the future force. The recommendation provides improved support during mobilization and deployment, and the sustainment of forces when deployed worldwide. Privatization enables the Department to take advantage of the latest technologies, expertise and business practices which translates to improved support to customers at less cost. It centralizes management of compressed gas products and eliminates unnecessary duplication of functions within the Department. Finally, this recommendation supports transformation by privatizing wholesale storage and distribution processes from DoD activities.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.3M. The net of all costs and savings to the Department during the implementation period is a savings of \$8.3M. Annual recurring savings to the Department after implementation are \$2.0M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$26.6M.

**Impacts:**

**Economic Impacts:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006 - 2011 period in the Anniston-Oxford, AL economic area, which is less than 0.1 percent of economic area employment

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006 - 2011 period in the Harrisburg-Carlisle, PA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5 jobs (3 direct jobs and 2 indirect jobs) over the 2006 - 2011 period in the Richmond, VA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 10 jobs (4 direct jobs and 6 indirect jobs) over the 2006 - 2011 period in the Virginia Beach-Norfolk-Newport News, VA economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3 jobs (2 direct jobs and 1 indirect job) over the 2006 - 2011 period in the Texarkana, TX-Texarkana, AR economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3 jobs (2 direct jobs and 1 indirect job) over the 2006 - 2011 period in the Stockton, CA economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impacts:** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require National Environmental Policy Act documentation costing approximately \$100K. This cost was included in the payback calculations. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# #Tech-20: 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 2<sup>nd</sup> of 5; Monterey 3<sup>rd</sup> of 5; White Sands 5<sup>th</sup> of 5
- Development & Acquisition: Stennis 3<sup>rd</sup> of 3, Monterey 1<sup>st</sup> 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  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

### **Candidate Recommendation Tech #0020**

**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 meteorology research, development and acquisition functions to Stennis Space Center, MS, and consolidate them with Naval Research Laboratory Detachment, Stennis Space Center, MS.

**Justification:** This recommendation consolidates those facilities that are primarily focused on meteorology & oceanography activities in research, development and acquisition (RDA) to create a Joint Meteorology & Oceanography Center at the Stennis Space Center, Stennis, MS. The R&D being consolidated is software systems centered and is inclusive of atmospheric and ocean science related to weather, software engineering, models and simulations, high performance computation, and mathematics. This multidisciplinary collection of R&D expertise and their resulting production information systems are essential for advancements in the Battlespace Environment Joint Functional Concept (CJCSI 3170.01c).

The end state of this recommendation is to consolidate Department of Defense expertise in the weather aspects of Battlespace Environments research and development and acquisition at a single site with one of the four DoD High Performance Computing (HPC) Major Shared Resource Centers (MSRCs). In order to support Joint Functional Concepts and relevant Joint Operating Concepts of the future, this recommendation provides: a) a consolidated center-of-mass for the science base for theater weather, the enabling models and simulations, and predictive tools; b) ready access for research and development to a DoD High Performance Computing Major Shared Resource Center; and, c) efficiencies in development and acquisition through consolidated Joint Program Management where applicable.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$12.693M. The net of all costs and savings to the Department during the implementation period is a cost of \$10K. Annual recurring savings to the Department after implementation are \$2.296M with a payback expected in 6 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$20.734M.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 114 jobs (56 direct jobs and 58 indirect jobs) over the 2006-2011 period in the Las Cruces, NM Metropolitan Statistical Area economic area, which is 0.14 percent of economic area employment; and a maximum potential reduction of 155 jobs (76 direct jobs and 79 indirect jobs) over the 2006-2011 period in the Salinas, CA Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, and environmental compliance activities.



# #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: \$75.75M
- Net implementation cost: \$53.58M
- Annual recurring savings: \$ 6.30M
- Payback time: 15 years
- NPV (savings): \$ 8.35M

### 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  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation TECH 0032**

### **Chemical-Biological RD&A Consolidation**

**Candidate Recommendation:** Realign Walter Reed Medical Center, DC, by relocating Medical Biological Defense Research to Fort Detrick, MD, and consolidating it with US Army Medical Research Institute of Infectious Diseases (USAMRIID) and by relocating Medical Chemical Defense Research to Aberdeen Proving Ground, MD, and consolidating it with the US Army Medical Research Institute of Chemical Defense.

Realign Naval Medical Research Center, Silver Spring, MD, by relocating Medical Biological Defense Research to, Ft. Detrick, MD.

Realign Fort Belvoir, VA, by relocating the Chemical Biological Defense Research component of the Defense Threat Reduction Agency to Aberdeen Proving Ground, MD.

Realign Tyndall AFB, FL, by relocating Non-medical Chemical Biological Defense Research to Edgewood Chemical Biological Center, Aberdeen Proving Ground, MD, and consolidating it with Air Force Research Laboratory.

Realign Naval Surface Warfare Center, Dahlgren Division, VA, by relocating the Non-medical Chemical Biological Defense Research and Development & Acquisition to Aberdeen Proving Ground, MD.

Realign Naval Surface Warfare Center, Crane Division, IN, by relocating the Non-medical Chemical Biological Defense Development and Acquisition to Aberdeen Proving Ground, MD.

Realign Brooks City-Base, TX, by relocating the Non-medical Chemical Biological Defense Development and Acquisition to Edgewood Chemical Biological Center, Aberdeen Proving Ground, MD, and consolidating it with Air Force Research Laboratory.

Realign Skyline 2 and 6, Falls Church, VA, by relocating the Joint Program Executive Office for Chemical Biological Defense to Aberdeen Proving Ground, MD.

**Justification:** This Recommendation includes Research, Development and Acquisition activities in Defense Agencies, Acquisition Program Offices (relevant PEO/PMs), Army, Navy and Air Force. This recommendation involves non-medical chemical and biological defense research, development and acquisition (each at Aberdeen Proving Ground, MD) and two separate aspects of medical chemical and biological research: medical biological defense research (at Ft. Detrick, MD) and medical chemical defense research (at Aberdeen Proving Ground, MD).

This recommendation promotes jointness, enables technical synergy, and positions the Department of Defense to exploit a center-of-mass of scientific, technical, and acquisition expertise with the personnel necessary to provide defense against current and emerging chemical and biological warfare threats. This action completes earlier consolidations of military Service Chemical Biological Defense programs into a joint, consolidated Chemical Biological Defense program. This recommendation directly supports the Department's Strategy for Homeland Defense and Civil Support.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$75.746M. The net of all costs and savings to the Department during the implementation period is \$53.575M. Annual recurring savings to the Department after implementation are \$6.303M, with a payback expected in 15 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$8.347M.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 22 jobs (15 direct jobs and 7 indirect jobs) over the 2006-2011 period in the Martin County, IN economic area, which is 0.3 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 71 jobs (35 direct jobs and 36 indirect jobs) over the 2006-2011 period in the Panama City-Lynn Haven, FL Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 347 jobs (173 direct jobs and 174 indirect jobs) over the 2006-2011 period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 598 jobs (352 direct jobs and 246 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 323 jobs (149 direct jobs and 174 indirect jobs) over the 2006-2011 period in the King George County, VA economic area, which is 2.3 percent of economic area employment.

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

**Environmental Impact:** This recommendation has a potential impact on air quality at Aberdeen Proving ground which is in severe non-attainment for 1-hour ozone and is over threshold limits for NOx and is close to exceeding the VOC threshold. Addition of operations and personnel may exceed major source thresholds for NOx and VOCs. Air conformity analysis, new source review and permit requirements may be required. Also at Aberdeen Proving Ground construction of new buildings may be affected by cultural resources. Aberdeen Proving Ground discharges and contributes to status of an impaired waterway. Increases in personnel may further restrict operations and/or require implementation of enhanced mitigation measures. Increase in population and operations at Aberdeen may require upgrades/purchase of additional services. Privatized plant reports exceedences in permitted daily outflow. This recommendation has no impact on dredging; land use constraints; marine mammals, resources, and marine sanctuaries; noise; threatened and endangered species; and critical habitat; or wetlands. This action will require an air conformity analysis and new source review at Aberdeen, and National Environmental Policy Act documentation at both Aberdeen and Fort Detrick. This action will also require Biological Decontamination at Naval Surface Warfare Center, Dahlgren. The approximately \$6M cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# #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.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Eliminate redundant infrastructure</li> <li>■ More efficient use of retained assets</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ China Lake has higher quantitative MV in R and T&amp;E.</li> <li>■ Point Mugu has slightly higher quantitative MV in D&amp;A, although approximately the same</li> <li>■ Military judgment said consolidation at China Lake provides highest overall Military Value</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-time cost: \$72.8M</li> <li>■ Net implementation cost: \$51.0M</li> <li>■ Annual recurring savings: \$ 6.7M</li> <li>■ Payback time: 13 years</li> <li>■ NPV (savings): \$13.8M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criteria 6: -1075 jobs (479 direct, 596 indirect); &lt;0.3%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No impediments</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

2/11/2005

**Candidate Recommendation TECH 0054**

**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:** Consolidating the Sensors, EW, and Electronics RDAT&E functions at China Lake will eliminate redundant infrastructure between Pt. Mugu and China Lake and provide for the more efficient use of the remaining assets including the Electronic Combat Range and other integration laboratories at China Lake.

**Payback:** The total estimated one-time cost to implement this recommendation is \$72.751M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$51.043M. Annual recurring savings to the Department after implementation are \$6.687M with a payback expected in 13 years. The net present value of the costs and savings to the Department over 20 years is a savings to the Department of \$13.796M.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1075 jobs (479 direct jobs and 596 indirect jobs) over the 2006-2011 period in the Oxnard-Thousand Oaks-Ventura, CA Metropolitan Statistical Area economic area, which is 0.26 percent of economic area employment.

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

**Environmental Impact:** This recommendation may affect air quality at China Lake. China Lake is in Severe Non-attainment for all criteria pollutants. Emission credit programs are available, however air conformity determination will be needed to determine full impact to air quality. The installation has 892K unconstrained acres available for development. It has Explosive Safety Quantity Distance Arcs, some of which require safety waivers, and expansion. Historic Property and Threatened and Endangered Species are present at China Lake, however no constraints are anticipated for this recommendation. Industrial waste management permits may need to be amended and additional water resources may be necessary at China Lake to accommodate new mission. This recommendation has no impact on cultural, Deliberative Document – For Discussion Purposes Only – Do Not Release Under FOIA

2/11/2005

archeological, or tribal resources; dredging; land use constraints; marine mammals, resources, and marine sanctuaries; noise; threatened and endangered species and critical habitat; or wetlands. This recommendation will increase solid waste management costs by \$33.6K annually. These costs were included in the payback calculation. Point Mugu has approximately \$71.8M in restoration costs to complete environmental restoration at that location. Because the Department of Defense has legal obligation to conduct this cleanup regardless of whether Point Mugu is closed, these costs were not included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities.

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# Candidate #USAF-0011 / S800J

## Close Onizuka AFS, Sunnyvale, CA

**Candidate Recommendation:** Close Onizuka AFS. The 21st Space Operations Squadron will inactivate. The Air Force Satellite Control Network (AFSCN) mission and DISA tenant Defense Satellite Communication System (DSCS) equipment will relocate to Vandenberg AFB, California.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Efficiency of operations</li> <li>■ No primary USAF mission at Onizuka</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Vandenberg has higher military value</li> <li>■ Satisfies requirements of Backup Satellite Control Policy Directive</li> <li>■ Synergy with AFSCN mission at VAFB</li> <li>■ DSCS West Coast requirement</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$117M</li> <li>■ Net Implementation Costs: \$43M</li> <li>■ Annual Recurring Savings: \$24M</li> <li>■ Payback period: 5/2014</li> <li>■ NPV Savings: \$185M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6 - Total Job Change -280 (direct: -188, indirect: -92) Job Impact (loss) -.02%</li> <li>■ Criterion 7- A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8- No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0011

**Candidate Recommendation:** Close Onizuka Air Force Station, Sunnyvale, California. The 21st Space Operations Squadron will inactivate. The Air Force Satellite Control Network (AFSCN) mission and Defense Information Systems Agency (DISA) tenant Defense Satellite Communication System (DSCS) equipment will relocate to Vandenberg AFB, California.

**Justification:** Efficiency of operations. Onizuka AFS is the location of the AFSCN Second Node and AFSCN scheduling backup control center, but has no primary Air Force Space Command operational mission. Onizuka AFS also supports classified tenant missions that are scheduled to phase out during the BRAC 2005 timeframe. Vandenberg AFB has a higher military value rating, and is the site for one of the AFSCN remote tracking stations. Schriever AFB, Colorado had the highest military value for satellite operations installations, but has the AFSCN Primary Node. Air Force Space Command's Backup Satellite Control Policy Directive prescribes backup requirements and geographical separation requirements to preclude simultaneous degradation to both primary and secondary nodes due to natural or man-made threats. In addition, Onizuka AFS has excess capacity and was identified as having seismic issues and anti-terrorism/force protection issues, and no buildable land to mitigate these. Vandenberg AFB offers better force protection for the DSCS Sun East and Sun West antenna complexes, which are designated as a Protection-Level 1 resource.

**Payback (Criterion 5):** The total estimated cost for the Department of Defense to implement this recommendation is \$117 million. The net of all costs and savings to the Department during the implementation period is a cost of \$43 million. Annual recurring savings after implementation are \$24 million, with a payback period expected in 5 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$185 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 280 jobs (188 direct jobs and 93 indirect jobs) over the 2006-2011 period in the Sunnyvale economic area, which is less than 0.1 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Onizuka AFS is located 4.2 miles from a city with a population over 100,000 people and has a metropolitan statistical area (MSA) population of 1,682,585 people; Vandenberg AFB is 148 miles from a city over 100,000 in a MSA population of 399,347. The Onizuka community cost of living indicators are higher than at Vandenberg; however, both communities have higher median household income, median house value and general schedule locality pay rates than the US national average. There are no housing or childcare availability issues. Both communities are below the national average for physician ratio, but higher than average for bed space ratio. From 2002-2003, the Onizuka community had unemployment rates above, and job growth rates below the national average, while the Vandenberg community had unemployment rates below, and job growth rates above national average. Both communities have crime report indexes below national average.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation. Seven sensitive resource areas and eight endangered or protected marine species exist at Vandenberg, but these are not expected to constrain operations. Wetlands restrict three percent of Vandenberg AFB, but do not currently restrict operations.



# Candidate #USAF-0018/ S200Z

## Close Ellsworth AFB, Rapid City, SD

**Candidate Recommendation:** Close Ellsworth AFB. The 28th Bomb Wing will inactivate. The wing's 24 B-1B aircraft will be distributed to the 7th Bomb Wing, Dyess AFB. The 317th Airlift Group at Dyess will inactivate and its C-130 aircraft will be distributed to the 3d Wing, Elmendorf AFB, Alaska (8 PAA); 302d Airlift Wing (AFRC), Peterson AFB, Colorado (4 PAA); 153d Airlift Wing (ANG), Cheyenne Airport AGS, Wyoming (4 PAA); 167th Airlift Wing (ANG), Eastern West Virginia Regional Airport, Shepherd Field AGS (4 PAA); and 314th Airlift Wing, Little Rock AFB (12 PAA). Belle Fourche ESS assets will be moved to Nellis AFB. Active/ARC C-130 associations at Elmendorf, Peterson, Cheyenne and Little Rock (50/50 mix).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate B-1B fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Force structure distributed to base with higher mil value</li> <li>■ Frees resources for Future Total Force investment</li> <li>■ Enable FAA to better serve National Airspace requirements (eliminate Powder River MOA)</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$348M</b></li> <li>■ Net Implementation Savings: <b>\$31M</b></li> <li>■ Annual Recurring Savings: <b>\$142M</b></li> <li>■ Payback period: <b>2 yrs/2011</b></li> <li>■ NPV Savings: <b>\$1,344M</b></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -7,635 (direct -4,352, indirect -3,283) ROI: 9.55% Empl Trend 1.33 Unempl 3.34%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting scenario recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0018

**Candidate Recommendation:** Close Ellsworth AFB. The 28th Bomb Wing will inactivate. The wing's 24 B-1B aircraft will be distributed to the 7th Bomb Wing, Dyess AFB. The 317th Airlift Group at Dyess will inactivate and its C-130 aircraft will be distributed to the 3d Wing, Elmendorf AFB, Alaska (8 PAA); 302d Airlift Wing (AFRC), Peterson AFB, Colorado (4 PAA); 153d Airlift Wing (ANG), Cheyenne Airport AGS, Wyoming (4 PAA); 167th Airlift Wing (ANG), Eastern West Virginia Regional Airport, Shepherd Field AGS (4 PAA); and 314th Airlift Wing, Little Rock AFB (12 PAA).

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. Consolidates B-1/C-130 fleet further enabling more efficient operations immediately. The Cueing tool would place all B-1s at Dyess. The CAF Team agrees. The BCEG agrees based on military value of the two bases and capacity available at Dyess. Increased efficiency at Dyess is of greater value than increased risk of a single location (which is minimized by location of Dyess in Northern Texas).

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$348 million. The net of all costs and savings to the Department during the implementation period is a cost of \$31 million. Annual recurring savings after implementation are \$142 million, with a payback period expected in 2 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$1,344 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 7,635 jobs (4,352 direct jobs and 3,283 indirect jobs) over the 2006-2011 period in the Rapid City metropolitan statistical economic area, which is 0.61% percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, nor environmental compliance activities.



# Candidate #USAF-0033 / S101J

## Close Bradley IAP AGS

**Candidate Recommendation:** Close Bradley IAP AGS. The 103d Fighter Wing (ANG) will inactivate. The wing's A-10 aircraft will be distributed to the 104th Fighter Wing (ANG), Barnes Municipal Airport AGS, Massachusetts (9 PAA) and retire (6 PAA). The wing's expeditionary combat support (ECS) elements will remain as an enclave.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of Operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Moves force structure to higher mil value base</li> <li>■ Retains intellectual capital available from Bradley</li> <li>■ Frees resources for Future Total Force investment</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$6M</li> <li>■ Net Implementation Savings: \$4M</li> <li>■ Annual Recurring savings: \$2M</li> <li>■ Payback period: 2 yrs / 2009</li> <li>■ NPV Savings: \$20M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -150 (direct: -91, indirect: -59); Job Impact: 0.02%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0033

**Candidate Recommendation:** Close Bradley IAP AGS. The 103d Fighter Wing (ANG) will inactivate. The wing's A-10 aircraft will be distributed to the 104th Fighter Wing (ANG), Barnes Municipal Airport AGS, Massachusetts (9 PAA) and retire (6 PAA). An Air Sovereignty Alert (ASA) facility will be built at Bradley AGS. The BOS to support the ASA and the wing's expeditionary combat support (ECS) elements will remain as an enclave.

**Justification:** Barnes / Bradley – These two bases are approximately 12 miles apart. The CAF team places 1 squadron at Barnes because it is higher in military value. The scenario assumes the two units will fly together in an associate role to harvest the intellectual capital of the trained A-10 pilots in the area. 24 PAA

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$6M. The net of all costs and savings to the Department during the implementation period is a savings of \$4M. Annual recurring savings after implementation are \$2M, with a payback period expected in 2 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$20M.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 150 jobs (91 direct jobs and 59 indirect jobs) over the 2006-2011 period in the Hartford-West-east Hartford, CT Metropolitan Statistical Area economic area, which is .02% percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. The Bradley community has a higher median household income, house value, & locality pay than the Barnes community. From 1999-2003, both communities had unemployment rates equal or below US averages. Both communities have lower crime report indexes than the US average.

**Environmental Impact (Criterion 8):** Natural infrastructure is adequate for all resource areas. Barnes and Bradley are both in the same Air Quality Control Region so increases in air emissions at Barnes should be offset by reductions at Bradley. Bradley – Natural infrastructure is adequate for all resource areas.



# Candidate #USAF-0035 / S103J

## Close Duluth IAP AGS, MN

**Candidate Recommendation:** Close Duluth IAP AGS. The 148th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 25 aircraft (15 PAA) will retire. Air Force has proposed Duluth to fulfill ASA commitment.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Force structure distributed to bases of higher mil value</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$5M</li> <li>■ Net Implementation Savings: \$4M</li> <li>■ Annual Recurring savings: \$2M</li> <li>■ Payback period: 3 yrs / 2010</li> <li>■ NPV Savings: \$23M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change – 217 (direct: 139, indirect:78); Job Impact: 0.19%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0035

**Candidate Recommendation:** Realign Duluth IAP AGS. The 148th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 25 aircraft (15 PAA) will retire. An Air Sovereignty Alert (ASA) facility is being built at Duluth IAP AGS. The wing's Expeditionary Combat Support elements and the BOS required to support the ASA facility will remain in an enclave.

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more effective operations immediately. Duluth force structure retires in place. The wing assumes an Air Sovereignty Alert facility mission. Other units will deploy force structure to Duluth to fulfill the alert commitment.

**Payback (Criterion 5):** Scenario USAF-035 has a one-time cost of \$5 million. The majority of this figure is due to moving civilians (\$2.2 million). The Net Savings over the implementation period is \$4 million. Annual Recurring Savings are \$2 million per year. The payback takes a period of 3 years and is complete in 2010. The Net Present Value of this scenario is figured to be \$23 million per year.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 217 jobs (139 direct jobs and 78 indirect jobs) over the 2006-2011 period in the Duluth MN-WI Metropolitan Statistical economic area, which is 0.19 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Duluth IAP AGS is 149.1 miles from the nearest city of 100K or greater; the Minn/St Paul MSA population is 2,968,806 and is larger than the Duluth community which has a MSA population of 243,815. The Minn/St Paul community has a higher median household income, median house value, locality pay than Duluth and the US average. From 1999-2003, both communities had lower unemployment rates than US averages. Duluth has a higher crime report index than Minn/St Paul and the US average.

**Environmental Impact (Criterion 8):** Duluth: No impact is expected as the ANG flying operations cease. Minneapolis: A preliminary analysis shows that a conformity determination is not required. The scenario may require building on constrained acreage. No increase in noise going off base is expected. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations.



# Candidate #USAF-0036 / S129

## Close Fort Smith MAP AGS, AR

**Candidate Recommendation:** Close Fort Smith Municipal Airport AGS. The 188th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 32 aircraft will be distributed to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (7 PAA) and retire (8 PAA). The 144th Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave. Firefighter positions will move to Savannah, GA and Tulsa, OK.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Robusts ANG sqdns to standard USAF size</li> <li>■ Force structure distributed to bases of higher mil value and air sovereignty role (Fresno)</li> <li>■ Frees resources for investment in Future Total Force, and retains trained ECS personnel</li> <li>■ Retains intellectual capital for Little Rock FTU plus up</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$12M</li> <li>■ Net Implementation Cost: \$ 7M</li> <li>■ Annual Recurring Savings: \$ 1M</li> <li>■ Payback period: 15 / 2022</li> <li>■ NPV Savings: \$ 2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -134 (direct: -78, indirect -56) ROI: 0.09%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0036

**Candidate Recommendation:** Close Fort Smith Municipal Airport AGS. The 188th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 32 aircraft will be distributed to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (7 PAA) and retire (8 PAA). The 144th Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave. Firefighter positions will move to Savannah, GA and Tulsa, OK.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more efficient operations immediately. Capital distributes F-16s to Bases with higher military value. Including Fresno AGS, which is an Air Sovereignty base.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$12 million. The net of all costs and savings to the Department during the implementation period is a cost of \$7 million. Annual recurring savings after implementation are \$1 million, with a payback period expected in 15 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$2 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 134 jobs (78 direct jobs and 56 indirect jobs) over the 2006-2011 period in the Fort Smith, Arkansas, economic area, which is 0.09 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

**Environmental Impact (Criterion 8):** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, nor environmental compliance activities.



# Candidate #USAF-0037 / S130

## Close Great Falls IAP AGS, MT

**Candidate Recommendation:** Close Great Falls IAP AGS. The 120th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 187th Fighter Wing (ANG), Dannelly Field AGS, Alabama (3 PAA); the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (3 PAA); and retire (9 PAA). ECS elements realign to Malmstrom AFB, MT. The 132d Fighter Wing at Des Moines will assume a role in the air sovereignty mission.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes F-16s to bases with higher military value including planned Air Sovereignty commitment (Des Moines, IA)</li> <li>■ Improves management of MDS reserve</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$25M</li> <li>■ Net Implementation Cost: \$3M</li> <li>■ Annual Recurring savings: \$4M</li> <li>■ Payback period: 6 yrs/2013</li> <li>■ NPV Savings: \$37M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -306 (direct: -189, indirect: -117) ROI: 0.68%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0037

**Candidate Recommendation:** Close Great Falls IAP AGS. The 120th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 187th Fighter Wing (ANG), Dannelly Field AGS, Alabama (3 PAA); the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (3 PAA); and retire (9 PAA). The 132d Fighter Wing at Des Moines will assume a role in the air sovereignty mission. The 120th Fighter Wing's Expeditionary Combat Support elements and firefighters at Great Falls will move to Malmstrom AFB, Montana.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more efficient operations immediately. Great Falls distributes F-16s to installations with higher military value, including Des Moines IAP AGS, which is an Air Sovereignty base.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$25 million. The net of all costs and savings to the Department during the implementation period is a cost of \$3 million. Annual recurring savings to the Department after implementation are \$4 million, with a payback period expected in 6 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$37 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 306 jobs (189 direct jobs and 117 indirect jobs) over the 2006-2011 period in the Great Falls economic area, which is 0.68 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



# Candidate #USAF-0039 / S107J

## Close Hector IAP AGS, Fargo, ND

**Candidate Recommendation:** Close Hector IAP AGS. The 119th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 15 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Force structure distributed to bases of higher mil value</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$4M</li> <li>■ Net Implementation Savings: \$2M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 3yrs / 2010</li> <li>■ NPV Savings: \$11M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: – 9 (direct: -5, indirect: -4); Job Impact: 0.01%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0039

**Candidate Recommendation:** Close Hector IAP AGS. The 119th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 15 aircraft (15 PAA) will retire. The wing's Expeditionary Combat Support elements will remain as an enclave

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more effective operations immediately. Hector IAP AGS loses force structure as a result of future force structure reductions designed to enable the Future Total Force. Hector force structure retires in place.

**Payback (Criterion 5):** Scenario USAF-039 has a one-time cost of \$4 million. The majority of this figure is due to military construction (\$2.4 million). The Net Savings over the implementation period is \$2 million. Annual Recurring Savings are \$1 million per year. The payback takes a period of 3 years and is complete in 2010. The Net Present Value savings of this scenario is \$11 million per year.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 9 jobs (5 direct jobs and 4 indirect jobs) over the 2006-2011 period in the Fargo, ND-MN Metropolitan Statistical economic area, which is less than 0.1 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. The Hector community is 235.6 miles from a city with a population of 100K or greater; the receiving communities are both located within cities that are greater than 100K. Data indicates that the Joe Foss community has a higher median household income, house value and BAH rate than the two other communities. From 1999-2003, data indicates that all communities have unemployment rates lower than the US average. 1 of 2 receiving communities has more available rental/sale units than Hector (exception: Joe Foss, 1,825 available rental/sale units).

**Environmental Impact (Criterion 8):** No natural infrastructure issues affecting scenario recommendation



# Candidate #USAF-0040 / S139

## Close Hulman Reg APT AGS, Terre Haute IN

**Candidate Recommendation:** Close Hulman Regional Airport AGS. The 181st Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (9 PAA) and retire (6 PAA). The wing's ECS elements will remain as an enclave.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes F-16s to higher mil value bases</li> <li>■ Fort Wayne is an Air Sovereignty base</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$6M</li> <li>■ Net Implementation Savings: \$0.2M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 5 yrs / 2012</li> <li>■ NPV Savings: \$10M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -170 (direct: -104, indirect: -66) ROI: 0.19%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0040

**Candidate Recommendation:** Close Hulman Regional Airport AGS. The 181st Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (9 PAA) and retire (6 PAA). The wing's Expeditionary Combat Support (ECS) elements will remain as an enclave.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by consolidating the F-16, Block 30 fleet to an installation of higher military value for the emerging Air Sovereignty mission. Fort Wayne is an Air Sovereignty base.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$6 million. The net of all costs and savings to the Department during the implementation period is a savings of \$2 million. Annual recurring savings to the Department after implementation are \$1 million, with a payback period expected in 5 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$10 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 170 jobs (104 direct jobs and 66 indirect jobs) over the 2006-2011 period in the Terre Haute economic area, which is 0.19 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



# Candidate #USAF-0041 / S133

## Close Lambert-St Louis IAP AGS, St Louis , MO

**Candidate Recommendation:** Close Lambert-St. Louis IAP AGS. The 131st Fighter Wing (ANG) will inactivate. The wing's F-15 aircraft (15 PAA) will distribute to the 57th Fighter Wing, Nellis AFB, Nevada (9 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA). The 177th Fighter Wing's F-16 Block 25 aircraft will be distributed to the 158th Fighter Wing (ANG), Burlington IAP AGS, Vermont (3 PAA) and retire (12 PAA). The wing's ECS elements will remain as an enclave. Firefighter positions move to Scott AFB, IL.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates F-15C ANG fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Robusts ANG squadrons to standard USAF size</li> <li>■ Force structure distributed to bases of higher mil value and air sovereignty role (Atlantic City AGS, NJ)</li> <li>■ Frees resources for Future Total Force investment</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$25M</b></li> <li>■ Net Implementation Cost: <b>\$27M</b></li> <li>■ Annual Recurring Cost: <b>\$0M</b></li> <li>■ Payback period: <b>Never</b></li> <li>■ NPV Cost: <b>\$27M</b></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -500 (direct: -244, indirect: -256) ROI -0.03%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0041

**Candidate Recommendation:** Close Lambert-St. Louis IAP AGS. The 131st Fighter Wing (ANG) will inactivate. The wing's F-15 aircraft (15 PAA) will distribute to the 57th Fighter Wing, Nellis AFB, Nevada (9 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA). The 177th Fighter Wing's F-16 Block 25 aircraft will be distributed to the 158th Fighter Wing (ANG), Burlington IAP AGS, Vermont (3 PAA) and retire (12 PAA). The wing's ECS elements will remain as an enclave.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. This scenario consolidates F-15E fleet further enabling more efficient operations immediately.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$25 million. The net of all costs and savings to the Department during the implementation period is a cost of \$27 million. Annual recurring savings after implementation are \$0 million, with no payback expected. The net present value of the cost and savings to the Department over 20 years is a savings of \$20 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 500 jobs (244 direct jobs and 256 indirect jobs) over the 2006-2011 period in the St Louis, Missouri-Illinois, metropolitan statistical economic area, which is 0.03 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, nor environmental compliance activities.



# Candidate #USAF-0044/ S142

## Close Otis ANGB, Falmouth, MA

**Candidate Recommendation:** Close Otis ANGB. The 102d Fighter Wing (ANG) will inactivate. The wing's F-15 aircraft will be distributed to the 125th Fighter Wing, Jacksonville IAP, Florida (3 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (12 PAA). The wing's ECS elements, 253d Combat Communications Group (ANG), and 267th Communications Squadron (ANG) will remain as an enclave. An ASA facility will be constructed at Bradley IAP AGS, CT. Firefighter positions will move to Quonset St AGS, RI.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate F-15C fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to two bases with high military value and planned Air Sovereignty commitments</li> <li>■ Robusts ANG sqdn to standard USAF size</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$37M</li> <li>■ Net Implementation Cost: \$2M</li> <li>■ Annual Recurring Savings: \$9M</li> <li>■ Payback period: 4 yrs/2012</li> <li>■ NPV Savings: \$81M</li> <li>■ U.S. Coast Guard unit at Otis ANGB will be impacted by closure of Otis.</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -845 (direct: -517; indirect: -328) ROI: 0.61%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0044

**Candidate Recommendation:** Close Otis ANGB. The 102d Fighter Wing (ANG) will inactivate. The wing's F-15 aircraft will be distributed to the 125th Fighter Wing, Jacksonville IAP, Florida (3 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (12 PAA). The wing's ECS elements, 253d Combat Communications Group (ANG), and 267th Communications Squadron (ANG) will remain as an enclave. An ASA facility will be constructed at Bradley IAP AGS, CT. Firefighter positions will move to Quonset St AGS, RI.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by consolidating the F-15 fleet. Otis loses aircraft because it is ranked low in Mil Value. All force structure has been allocated to higher-ranking Mil Value installations.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$37 million. The net of all costs and savings to the Department during the implementation period is a cost of \$2 million. Annual recurring savings after implementation are \$9 million, with a payback period expected in 4 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$81 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 845 jobs (517 direct jobs and 328 indirect jobs) over the 2006-2011 period in the Yarmouth, Massachusetts, economic area, which is 0.61 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, nor environmental compliance activities.



# Candidate #USAF-0047 / S131

## Close Springfield-Beckley MPT AGS, OH

**Candidate Recommendation:** Close Springfield-Beckley Municipal Airport AGS. The 178th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (9 PAA); 140th Wing (ANG) Buckley AFB, Colorado (3 PAA) and retire (6 PAA). The wing's ECS elements, 251st Combat Communications Group (ANG), and 269th Combat Communications Squadron (ANG) will remain as an enclave. The 132d Fighter Wing, Des Moines IAP AGS, will assume a role in the air sovereignty mission. Firefighter positions will move to Rickenbacker AGS, OH.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate F-16 fleet</li> </ul>	<ul style="list-style-type: none"> <li>■ Retains intellectual capital from Springfield-Beckley for Toledo AGS mission</li> <li>■ Distributes force structure to bases with high military value including planned Air Sovereignty base (Des Moines, IA)</li> <li>■ Enable FAA to better serve National Airspace requirements (eliminate Buckeye MOA)</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One Time Cost: \$12M</li> <li>■ Net Implementation Cost: \$13M</li> <li>■ Annual Recurring Cost: \$0.2M</li> <li>■ Payback period: Never</li> <li>■ NPV Cost: \$14M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -262 (direct: -173; indirect: -89) ROI -0.39%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0047

**Candidate Recommendation:** Close Springfield-Beckley Municipal Airport AGS. The 178th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (9 PAA); 140th Wing (ANG) Buckley AFB, Colorado (3 PAA) and retire (6 PAA). The wing's ECS elements, 251st Combat Communications Group (ANG), and 269th Combat Communications Squadron (ANG) will remain as an enclave. The 132d Fighter Wing, Des Moines IAP AGS, will assume a role in the air sovereignty mission. Firefighter positions will move to Rickenbacker AGS, OH.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more efficient operations immediately. Springfield-Beckley Municipal Airport AGS distributes F-16s to Bases with higher military value. Including Des Moines AGS, which is an Air Sovereignty base. This scenario is built to harvest the intellectual capital

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$12 million. The net of all costs and savings to the Department during the implementation period is a cost of \$13 million. Annual recurring savings after implementation are \$0.2 million, with a payback period that is expected to be never. The net present value of the cost and savings to the Department over 20 years is a cost of \$14 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 262 jobs (173 direct jobs and 89 indirect jobs) over the 2006-2011 period in the Dayton-Springfield, Ohio, metropolitan statistical area, economic area, which is 0.39 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, nor environmental compliance activities.



# Candidate #USAF-0049 / S135

## Close W.K. Kellogg APT AGS, Battle Creek, MI

**Candidate Recommendation:** Close W.K. Kellogg Airport AGS. The 110th Fighter Wing (ANG) will inactivate. The wing's A-10 aircraft (15 PAA) will be distributed to the 127th Wing (ANG), Selfridge ANGB, Michigan.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of Operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to a base of higher mil value</li> <li>■ Retains intellectual capital available from W.K. Kellogg</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Costs: \$9M</li> <li>■ Net Implementation Savings: \$17M</li> <li>■ Annual Recurring Savings: \$5M</li> <li>■ Payback period: 1yr / 2008</li> <li>■ NPV Savings: \$63M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: – 441 (direct: - 274, indirect: - 167); Job Impact:0.59%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0049

**Candidate Recommendation:** Close W.K. Kellogg Airport AGS. The 110th Fighter Wing (ANG) will inactivate. The wing's A-10 aircraft (15 PAA) are distributed to the 127th Wing (ANG), Selfridge ANGB, Michigan.

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 and A-10 fleets further enabling more effective operations immediately. Retains the intellectual capital from W.K. Kellogg at Selfridge.

**Payback (Criterion 5):** Scenario USAF-0049 has a one-time cost of \$9 million. The majority of this figure is due to civilian moving (\$6.1 million). The Net Savings over the implementation period is \$17 million. Annual Recurring Savings are \$5 million per year. The payback is 1 year and will be complete in 2008. The Net Present Value Savings of this scenario is \$63 million per year.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 441 jobs (274 direct jobs and 167 indirect jobs) over the 2006-2011 period in the Battle Creek, MI Metropolitan Statistical economic area, which is 0.59 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Kellogg is 59 miles from a city of 100K/greater. Selfridge has a median household income, house value, locality pay higher than US averages & Kellogg. From 2001-2003 both communities had job growth rates less than the US average. Both have crime report indexes higher than the US average; Kellogg has a higher index than Selfridge.

**Environmental Impact (Criterion 8):** Natural infrastructure is adequate for all resource areas other than noise. Noise contours will be re-evaluated as a result of the change in aircraft and mission.



# Candidate #USAF-0050 / S118J

## Realign Ellington AGS, Houston, TX

**Candidate Recommendation:** Realign Ellington Field AGS. The 147th Fighter Wing (ANG) will inactivate and the wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave and ANG GSU moves into available space on Ellington. An alert detachment will remain open to fulfill air sovereignty mission requirements.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Retains intellectual capital from Ellington at Lackland FTU squadron</li> <li>■ Maintains Ellington as ASA site</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$0.3M</li> <li>■ Net Implementation Savings: \$0.2M</li> <li>■ Annual Recurring Savings: \$0.03M</li> <li>■ Payback period: Immediate</li> <li>■ NPV Savings: \$0.4M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: +45 (direct +32, indirect +13) ROI: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0050

**Candidate Recommendation:** Close Ellington Field AGS. The 147th Fighter Wing (ANG) will inactivate and the wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's Expeditionary Combat Support elements will remain as an enclave and ANG GSU moves into available space on Ellington. An alert detachment will remain open to fulfill air sovereignty mission requirements.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more efficient operations immediately. The Block 25 aircraft from Ellington will retire. This recommendation will harvest intellectual capital from Ellington at the Air National Guard F-16 flying training unit operation at Lackland AFB, which will increase in size. NASA, not the Air National Guard, owns the airfield and Ellington Field will assume an air sovereignty alert (ASA) mission. Other units will deploy force structure to Ellington to fulfill the alert commitment and remaining Ellington ANG personnel will support the ASA facility.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$0.3 million. The net of all costs and savings to the Department during the implementation period is a savings of \$0.2 million. Annual recurring savings to the Department after implementation are \$0.03 million, with an immediate payback. The net present value of the cost and savings to the Department over 20 years is a savings of \$0.4 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential increase of 45 jobs (32 direct jobs and 13 indirect jobs) over the 2006-2011 period in the Houston-Baytown-Sugar Land economic area, which is less than 0.1 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Ellington Field AGS is located within Houston, Texas and has a MSA population of 4,177,646. The Ellington Field community has a higher median household income and GS locality rate than the US averages. From 1999-2003, data indicates the community has a growing unemployment rate that was higher than the US average in 2002 and 2003. Data indicates the community has a higher crime report index than the US average.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



# Candidate #USAF-0051 / S119Z

## Realign Seymour Johnson AFB, Goldsboro, NC

**Candidate Recommendation:** Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home. Simulator and academic requirements will move.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Relocates F-15E FTU squadron to base with better infrastructure for training operations</li> <li>■ Enables Grand Forks scenario</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$38M</li> <li>■ Net Implementation Cost: \$35M</li> <li>■ Annual Recurring Cost: \$1M</li> <li>■ Payback period: Never</li> <li>■ NPV Cost: \$41M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -1,166 (direct --637, indirect -529)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0051

**Candidate Recommendation:** Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home.

**Justification:** Enables Future Total Force transformation through consolidation of F-15E force structure at fewer locations. The training mission will be more effective in the less crowded airspace and range space at Mountain Home AFB. Weather is more predictable at Mountain Home AFB, further increasing Flying Training Unit effectiveness operation. Consolidating maintenance on the F-15E fleet capitalizes on economies of scale.

**Payback (Criterion 5):** USAF-051 has a one-time cost of \$38 million. The Net costs over the implementation period is \$35 million. Annual Recurring costs are \$1 million per year. The payback is calculated to be never. The Net Present Value cost of this scenario is \$41 million per year.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,116 jobs (637 direct jobs and 529 indirect jobs) over the 2006-2011 period in the Goldsboro, NC Metropolitan Statistical economic area, which is 1.94 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. The Mt Home community offers 782 houses available for rent or sale; the total increase in manpower authorizations to the base exceeds this number. Both communities are more than 40 miles from the nearest city of 100,000. While both communities exceed national averages for physician and bed space ratios, the Mt Home community has a physician ratio that more than triples the US average.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0052 / S134

## Close Willow Grove ARS, Willow Grove JRB, Hatboro, PA

**Candidate Recommendation:** Close Willow Grove ARS, Willow Grove JRB. The 913th Airlift Wing (AFRC) will inactivate and assigned C-130E aircraft (10 PAA) will retire. The 111th Fighter Wing (ANG) will inactivate and assigned A-10 aircraft will be distributed to the 124th Wing (ANG), Boise Air Terminal AGS, Idaho (3 PAA); 175th Wing (ANG), Martin State Airport AGS, Maryland, (3 PAA); 127th Wing (ANG), Selfridge ANGB, Michigan (3 PAA); and retire (6 PAA). The 124th Wing, Boise Air Terminal AGS, will distribute assigned C-130H aircraft to Little Rock AFB, Arkansas (2 PAA to ANG, 1 PAA to active duty) and BAI (1 PAA). The 175th Wing, Martin State Airport AGS, will distribute assigned C-130J aircraft to the 146th Airlift Wing (ANG), Channel Islands AGS, California (4 PAA) and 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (4 PAA). The 270th Engineering Installation Squadron (ANG) will remain as an enclave. AFRC ECS manpower will move to Eglin AFB, FL.

**Issue:** Disposition of DON #0067 at Pt Mugu, and DON #0084 at Willow Grove

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Precipitated by DON # 0084, which closes NAS Willow Grove</li> <li>■ Consolidates A-10 fleet</li> <li>■ Consolidates C-130 fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with high military value</li> <li>■ Robusts squadrons to standard USAF size</li> <li>■ Retains intellectual capital within AFRC</li> <li>■ Frees resources for Future Total Force investment and retains trained ECS personnel</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$44M</li> <li>■ Net Implementation Cost: \$39M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 100+</li> <li>■ NPV cost: \$28M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : 523 (direct 307, indirect 216) ROI: 0.02%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0052

**Candidate Recommendation:** Close Willow Grove ARS, Willow Grove JRB. The 913th Airlift Wing (AFRC) is inactivated and assigned C-130E aircraft (10 PAA) retire. The 111th Fighter Wing (ANG) is inactivated and assigned A-10 aircraft distributed to the 124th Wing (ANG), Boise Air Terminal AGS, Idaho (3 PAA); 175th Wing (ANG), Martin State Airport AGS, Maryland, (3 PAA); 127th Wing (ANG), Selfridge ANGB, Michigan (3 PAA) and retired (6 PAA). The 124th Wing, Boise Air Terminal AGS, will distribute assigned C-130H aircraft to Little Rock AFB, Arkansas (2 PAA to ANG, 1 PAA to active duty) and BAI (1 PAA). The 175th Wing, Martin State Airport AGS, will distribute assigned C-130J aircraft to the 146th Airlift Wing (ANG), Channel Islands AGS, California (4 PAA) and 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (4 PAA). The 270th Engineering Installation Squadron (ANG) will remain as an enclave. AFRC ECS manpower will move to Eglin AFB, FL.

**Justification:** This Candidate Recommendation precipitates from DON #0084, Close Willow Grove NAS PA. It enables Future Total Force transformation and consolidates the A-10 fleet at installations of higher military value. In turn, C-130s are realigned to place like models in larger squadrons at fewer locations. Both actions enable more effective operations. Additionally, older model C-130s will retire, freeing assets for future force investment. The U.S. Navy plans to close Willow Grove NAS JRB to include all airfield operations.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$44 million. The net of all costs and savings to the Department during the implementation period is a cost of \$39 million. Annual recurring savings after implementation are \$1 million, with a payback period expected in excess of 100 years. The net present value of the cost and savings to the Department over 20 years is a cost of \$28 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential increase of 523 jobs (307 direct jobs and 216 indirect jobs) over the 2006-2011 period in the Philadelphia, Pennsylvania-New Jersey economic area, which is 0.02 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



# Candidate #USAF-0053 / S121Z

## Realign Luke AFB, Glendale, AZ

**Candidate Recommendation:** Realign Luke AFB. The 56th Fighter Wing distributes F-16 Block 25 aircraft (13 PAA) and F-16 Block 42 aircraft (24 PAA) to retirement. The 944th Fighter Wing (AFRC) distributes F-16 Block 32 aircraft to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (11 PAA). Singapore F-16 B52s currently based at Cannon AFB relocate to Luke AFB (non-BRAC).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Robusts ANG sqdn to standard USAF size</li> <li>■ Enables increased capability at Luke for Future Total Force (FTF) missions</li> <li>■ Frees resources for Future Total Force investment</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$10M</li> <li>■ Net Implementation Cost: \$1M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 8 yrs / 2015</li> <li>■ NPV (savings): \$4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -97 (direct: -51, indirect: -46) ROI: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0053

**Candidate Recommendation:** Realign Luke AFB. The 56th Fighter Wing distributes F-16 Block 25 aircraft (13 PAA) and F-16 Block 42 aircraft (24 PAA) to retirement. The 944th Fighter Wing (AFRC) distributes F-16 Block 32 aircraft to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (11 PAA). The 944th Fighter Wing (AFRC) manpower will remain in place for AFRC emerging missions.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more efficient operations immediately. Considering the size of the F-16 fleet in the 2011, the training mission needs approximately 4 squadrons at Luke to train the F-16 fleet.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$10 million. The net of all costs and savings to the Department during the implementation period is a cost of \$1 million. Annual recurring savings after implementation are \$1 million, with a payback period expected in 8 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$4 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 97 jobs (51 direct jobs and 46 indirect jobs) over the 2006-2011 period in the Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical economic area, which is less than 0.1 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, nor environmental compliance activities.



# Candidate #USAF-0054 / S132

## Realign Mountain Home AFB, ID

**Candidate Recommendation:** Realign Mountain Home AFB. The 366th Fighter Wing will distribute assigned F-16 Block 52 aircraft to the 169th Fighter Wing (ANG), McEntire AGS, SC (9 PAA); 57th Wing, Nellis AFB, NV (5 PAA); and to BAI (4 PAA). The 57th Wing will distribute F-16 Block 42 aircraft to the 138th Fighter Wing (ANG) Tulsa IAP AGS, OK (3 PAA) and retire remaining F-16 Block 42 aircraft (15 PAA). The 57th Wing will also distribute F-16 Block 32 aircraft (6 PAA) to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, CA and to retirement (1 PAA). The 366th Fighter Wing will receive F-15E aircraft from the 3d Wing, Elmendorf AFB (18 PAA) and Attrition Reserve (3 PAA). Active duty will fly in a reverse associate role at McEntire AGS (50/50).

**Issues:** F-15C: Elmendorf or Mt Home, 24 F-16: McEntire or Shaw

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of F-15E training mission</li> <li>■ Consolidates F-15E fleet</li> <li>■ Consolidates F-16 fleet</li> <li>■ Consolidates F-15C fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Streamlines base with inefficient force mix</li> <li>■ Frees resources for Future Total Force investment</li> <li>■ Retains intellectual capital trained in SEAD mission (McEntire, SC)</li> <li>■ Distributes force structure to bases with high military value including planned Air Sovereignty base (Fresno, CA)</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$72M</b></li> <li>■ Net Implementation Cost: <b>\$46M</b></li> <li>■ Annual Recurring Savings: <b>\$3M</b></li> <li>■ Payback period: <b>24 yrs/2033</b></li> <li>■ NPV Cost: <b>\$13M</b></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : 848 (direct 536, indirect 312) ROI: 5.87%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0054

**Candidate Recommendation:** Realign Mountain Home AFB. The 366th Fighter Wing will distribute assigned F-16 Block 52 aircraft to the 169th Fighter Wing (ANG), McEntire AGS, South Carolina (9 PAA); the 57th Wing, Nellis AFB, Nevada (5 PAA); and to backup aircraft inventory (4 PAA). The 57th Wing at Nellis will distribute F-16 Block 42 aircraft to the 138th Fighter Wing (ANG) Tulsa IAP AGS, Oklahoma (3 PAA) and retire remaining F-16 Block 42 aircraft (15 PAA). The 57th Wing also will distribute F-16 Block 32 aircraft (6 PAA) to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California and retirement (1 PAA). The 366th Fighter Wing at Mountain Home will receive F-15E aircraft from the 3d Wing, Elmendorf AFB, Alaska (18 PAA) and Attrition Reserve (3 PAA). Active duty personnel will fly in a reverse associate role at McEntire AGS with a 50/50 active/Guard ratio.

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates F-15 and F-16 fleets further enabling more effective operations immediately. Mountain Home is a base with multiple mission design series (MDS) aircraft that will become a F-15E mission base in accordance with an AF principle to consolidate like aircraft. Nellis loses 18 PAA of its F-16 Block 42 aircraft to retirement, so to minimize the operational impact of the loss, 5 PAA of F-16 Block 52 aircraft move to Nellis from Mountain Home. The F-15E flying training unit mission will be located at Mountain Home.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$72 million. The net of all costs and savings to the Department during the implementation period is a cost of \$46 million. Annual recurring savings to the Department after implementation are \$3 million, with a payback period expected in 24 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$13 million.

### **Impacts:**

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential increase of 848 jobs (536 direct jobs and 312 indirect jobs) over the 2006-2011 period in the Boise City, Idaho, economic area, which is 5.87% percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



# Candidate #USAF-0055 / S136

## Realign NAS New Orleans ARS, LA

**Candidate Recommendation:** Realign NAS New Orleans ARS. The 926th Fighter Wing (AFRC) will distribute its A-10 aircraft to the 442d Fighter Wing (AFRC), Whiteman AFB, Missouri (9 PAA); and to the AFRC 917<sup>th</sup> Wing at Barksdale AFB, Louisiana (6 PAA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Robusts AFR sqdns to standard USAF size</li> <li>■ Force structure distributed to bases of higher mil value</li> <li>■ Frees resources for investment in Future Total Force</li> <li>■ Retains intellectual capital within AFRC</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$30M</li> <li>■ Net Implementation Cost: \$31M</li> <li>■ Annual Recurring savings: \$0M</li> <li>■ Payback period: Never</li> <li>■ NPV Costs: \$34M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -243 (direct: -121, indirect: -122) ROI: 0.03%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0055

**Candidate Recommendation:** Realign NAS New Orleans ARS. The 926th Fighter Wing (AFRC) will distribute its A-10 aircraft to the 442d Fighter Wing (ARFC), Whiteman AFB, Missouri (9 PAA) and 917th Wing (AFRC) at Barksdale AFB, Louisiana (6 PAA).

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by consolidating the A-10 fleet to an installation of higher military value. Whiteman and Barksdale (AFRES bases) are rated higher than New Orleans in military value. The two 24 PAA sized squadrons of reserve A-10s will be more efficient and account for all the AFRC A-10 fleet. There are no additional reserve A-10s assuming the active / ANG / AFR mix stays constant.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$30 million. The net of all costs and savings to the Department during the implementation period is a cost of \$31 million. Annual recurring savings after implementation are \$0 million, with no payback expected. The net present value of the cost and savings to the Department over 20 years is a costs of \$34 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 243 jobs (121 direct jobs and 122 indirect jobs) over the 2006-2011 period in the New Orleans, Louisiana, metropolitan statistical economic area, which is 0.03% percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious). The cumulative effect of multiple USAF scenarios at Nellis needs to be evaluated in more depth to determine whether positive conformity can be achieved.



# Candidate #USAF-0060 / S303J

## Close Nashville IAP AGS, TN

**Candidate Recommendation:** Close Nashville IAP AGS. The 118th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 182d Airlift Wing (ANG), Greater Peoria Airport AGS, Illinois (4 PAA) and the 123d Airlift Wing (ANG), Louisville IAP AGS, Kentucky (4 PAA). Flying related ECS is moved to Memphis IAP AGS (Aerial Port and Fire Fighters) and Carswell ARS (Aeromed Squadron). Remaining ECS remains in place in enclave at Nashville.

<u>Justification</u>	<u>Military Value</u>																
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate airlift fleet</li> </ul>	<ul style="list-style-type: none"> <li>■ Enables more efficiency at two installations</li> <li>■ Intellectual capital will be captured by ANG units at Memphis and Knoxville</li> <li>■ Makes use of excess capacity</li> </ul>																
<table border="0" style="width: 100%;"> <thead> <tr> <th colspan="2" data-bbox="315 978 1211 1021"><u>Payback</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="315 1021 940 1064">■ One Time Cost:</td> <td data-bbox="940 1021 1211 1064">\$22M</td> </tr> <tr> <td data-bbox="315 1064 940 1107">■ Net Implementation Cost:</td> <td data-bbox="940 1064 1211 1107">\$22M</td> </tr> <tr> <td data-bbox="315 1107 940 1150">■ Annual Recurring Savings:</td> <td data-bbox="940 1107 1211 1150">\$0M</td> </tr> <tr> <td data-bbox="315 1150 940 1193">■ Payback period:</td> <td data-bbox="940 1150 1211 1193">100+ yrs</td> </tr> <tr> <td data-bbox="315 1193 940 1236">■ NPV Cost:</td> <td data-bbox="940 1193 1211 1236">\$20M</td> </tr> </tbody> </table>	<u>Payback</u>		■ One Time Cost:	\$22M	■ Net Implementation Cost:	\$22M	■ Annual Recurring Savings:	\$0M	■ Payback period:	100+ yrs	■ NPV Cost:	\$20M	<table border="0" style="width: 100%;"> <thead> <tr> <th data-bbox="1211 978 2107 1021"><u>Impacts</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="1211 1021 2107 1107">■ Criterion 6—Total Job Change : -330 (direct -192, indirect -138) ROI -0.04%</td> </tr> <tr> <td data-bbox="1211 1107 2107 1276">■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</td> </tr> <tr> <td data-bbox="1211 1276 2107 1367">■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</td> </tr> </tbody> </table>	<u>Impacts</u>	■ Criterion 6—Total Job Change : -330 (direct -192, indirect -138) ROI -0.04%	■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel	■ Criterion 8: No natural infrastructure issues affecting candidate recommendation
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|------------|---|---------------------------|--------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ JCSG/MilDep Recommended | ✓ Deconflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis   | ✓ Deconflicted w/MilDeps |

## Candidate Recommendation #USAF-0060

**Candidate Recommendation:** Close Nashville IAP AGS. The 118th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 182d Airlift Wing (ANG), Greater Peoria Airport AGS, Illinois (4 PAA) and the 123d Airlift Wing (ANG), Louisville IAP AGS, Kentucky (4 PAA). Flying related ECS is moved to Memphis IAP AGS (Aerial Port and firefighters) and Carswell ARS (Aeromed Squadron). The wing's remaining ECS elements will remain in Nashville as an enclave.

**Justification:** Enables Future Total Force transformation through consolidation of the C-130 fleet while making use of excess capacity. Increases efficiency of operations by increasing squadron size of two squadrons. Remaining ECS remains in place in enclave at Nashville to retain intellectual capital.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$22 million. The net of all costs and savings to the Department during the implementation period is a cost of \$22 million. Annual recurring savings after implementation are 0, with no payback expected. The net present value of the cost and savings to the Department over 20 years is a cost of \$20 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 330 jobs (192 direct jobs and 138 indirect jobs) over the 2006-2011 period in the Nashville metropolitan statistical economic area, which is -0.04 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0063 / S306Z

## Realign Andrews AFB, Camp Springs, MD

**Candidate Recommendation:** Realign Andrews AFB. The Air Force Flight Standards Agency (AFFSA) and C-21 aircraft (2 PAA) will relocate to Will Rogers World Airport AGS, Oklahoma. AFFSA realignment will include relocation of the USAF Advanced Instrument School from Randolph AFB, and the Global Air Traffic Operations Program Office from Tinker AFB, to Will Rogers World APT AGS. The 137th Airlift Wing (ANG) at Will Rogers World APT AGS will associate with the 507th Air Refueling Wing (ARFC) at Tinker AFB. The wing's C-130H aircraft will be distributed to the 136th Airlift Wing (ANG), Carswell ARS (4 PAA) and 139th Airlift Wing (ANG), Rosecrans Memorial Airport AGS, Missouri (4 PAA). Flight related ECS (Aeromed Squadron) at Will Rogers moves to Rosecrans. Remaining ECS at Will Rogers remains in place at Will Rogers.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate airlift fleet</li> <li>■ Moves personnel out of NCR</li> <li>■ Enables other Andrews recommendations</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Consolidates Air Force Flight Standards Agency and the Air Force Advanced Instrument School.</li> <li>■ Enables more efficient operations at two installations</li> <li>■ Assists mitigation of congestion at Andrews AFB</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px 10px;">■ One Time Cost:</td> <td style="text-align: right; padding: 2px 10px;">\$26M</td> </tr> <tr> <td style="padding: 2px 10px;">■ Net Implementation Cost:</td> <td style="text-align: right; padding: 2px 10px;">\$19M</td> </tr> <tr> <td style="padding: 2px 10px;">■ Annual Recurring Savings:</td> <td style="text-align: right; padding: 2px 10px;">\$1M</td> </tr> <tr> <td style="padding: 2px 10px;">■ Payback period:</td> <td style="text-align: right; padding: 2px 10px;">31 yrs/2040</td> </tr> <tr> <td style="padding: 2px 10px;">■ NPV Cost:</td> <td style="text-align: right; padding: 2px 10px;">\$7M</td> </tr> </table>	■ One Time Cost:	\$26M	■ Net Implementation Cost:	\$19M	■ Annual Recurring Savings:	\$1M	■ Payback period:	31 yrs/2040	■ NPV Cost:	\$7M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -191 (direct -115, indirect -76) ROI -0.01%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
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- |            |   |                           |                          |
|------------|---|---------------------------|--------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ JCSG/MilDep Recommended | ✓ Deconflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis   | ✓ Deconflicted w/MilDeps |

## Candidate Recommendation #USAF-0063

**Candidate Recommendation:** Realign Andrews AFB. The Air Force Flight Standards Agency (AFFSA) and C-21 aircraft (2 PAA) will relocate to Will Rogers World Airport AGS, Oklahoma. BOS Personnel associated with AFFSA will relocate to Tinker AFB, OK. AFFSA realignment will include relocation of the USAF Advanced Instrument School (AIS) from Randolph AFB and the Global Air Traffic Operations Program Office (ATOPO) from Tinker AFB to Will Rogers. BOS Personnel associated with USAF AIS will relocate from Randolph AFB, TX to Tinker AFB, OK while BOS associated with ATOPO will continue to support that organization from Tinker. The 137th Airlift Wing (ANG) at Will Rogers World APT AGS will associate with the 507th Air Refueling Wing (ARFC) at Tinker AFB. The wing's C-130H aircraft will be distributed to the 136th Airlift Wing (ANG), Carswell ARS (4 PAA) and 139th Airlift Wing (ANG), Rosecrans Memorial Airport AGS, Missouri (4 PAA). Additionally, the Aero-Medical Squadron at Will Rogers will relocate to Rosecrans. The 137th Airlift Wing's ECS elements will remain in place at Will Rogers.

**Justification:** In order to develop synergies between Air Force functions and between the Air Force and the Federal Aviation Administration in Oklahoma City, consolidate the Air Force Flight Standards Agency (AFFSA), the USAF Advanced Instrument School, and the Global Air Traffic Operations Program Office at Will Rogers World APT AGS. As part of the AFFSA compliment, C-21 aircraft (2 PAA) will move from Andrews AFB to Will Rogers World APT AGS. To increase squadron sizes, distribute aircraft from the 8 PAA unit at Will Rogers to units at Carswell and Rosecrans bringing their squadron size to 12 PAA. The Rosecrans unit becomes an FTU in order to facilitate transferring a portion of the C-130 FTU training load to the ARC. Flight related ECS moves to Rosecrans (Aeromed Squadron). Remaining ECS at Will Rogers remains in place to capture intellectual capital. Ops and Maintenance manpower from Will Rogers will be used to create an ANG associate unit with the AFRC KC-135 unit on Tinker AFB, OK.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$26 million. The net of all costs and savings to the Department during the implementation period is a cost of \$19 million). Annual recurring savings after implementation are \$1million, with a payback period expected in 31 years. The net present value of the cost and savings to the Department over 20 years is a cost of \$7 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 191 jobs (115 direct jobs and 76 indirect jobs) over the 2006-2011 period in the Camp Springs

metropolitan division economic area, which is - 0.01 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):**

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this scenario recommendation.



# Candidate #USAF-0066 / S319

## Close Mansfield Lahm MAP AGS, OH

**Candidate Recommendation:** Close Mansfield Lahm Municipal Airport AGS. The 179th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 440th Airlift Wing (AFRC), General Mitchell ARS, Wisconsin (8 PAA) and 314th Airlift Wing, Little Rock AFB (4 PAA).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate legacy fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases of higher mil value</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$28M</li> <li>■ Net Implementation Cost: \$5M</li> <li>■ Annual Recurring Savings: \$4M</li> <li>■ Payback period: 4/2013</li> <li>■ NPV Savings: \$28M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : - 528 (direct: - 234; indirect: - 294)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0066

**Candidate Recommendation:** Close Mansfield Lahm Municipal Airport AGS. The 179th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 440th Airlift Wing (AFRC), General Mitchell ARS, Wisconsin (8 PAA) and 314th Airlift Wing, Little Rock AFB (4 PAA). The Aerial Port Squadron attached to the 179<sup>th</sup> Airlift Wing will move to Louisville IAP AGS. The Fire Fighting Flight attached to the 179<sup>th</sup> Airlift Wing will move to the Toledo Express APT AGS.

**Justification:** Mansfield Lahm MAP AGS loses force structure as a result of force structure consolidations, uses excess capacity at General Mitchell ARS and transfers to active duty to adjust the active/ARC mix.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$28 million. The net of all costs and savings to the Department during the implementation period is a cost of \$5 million. Annual recurring savings after implementation are \$4 million, with a payback period expected in 4 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$28 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 528 jobs (234 direct jobs and 294 indirect jobs) over the 2006-2011 period in the Mansfield, OH metropolitan statistical economic area, which is 0.72 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Mansfield Lahm MAP AGS is located 63 miles from a city with a population of 100K or greater; all receiving installations are located within cities of 100K or greater. Data indicates that all receiving locations have a median household income and house value higher than Mansfield. For 2003, only Louisville and Little Rock had a lower unemployment rate than the US average, however, all receiving communities had a lower unemployment rate than Mansfield. Data indicates that 4 of 5 communities have a higher crime report index than the US average (exception: Gen Mitchell).

**Environmental Impact (Criterion 8):** No natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0067 / S320

## Realign Schenectady County APT AGS, NY

**Candidate Recommendation:** Realign Schenectady County Airport AGS. The 109th Airlift Wing (ANG) will transfer C-130H aircraft (4 PAA) to the 314th Airlift Wing, Little Rock AFB, Arkansas.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate legacy fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to a base of higher mil value</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$4M</li> <li>■ Net Implementation Cost: \$4M</li> <li>■ Annual Recurring Cost: \$.03M</li> <li>■ Payback period: Never</li> <li>■ NPV Savings: \$4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: -20 (direct -10, indirect -10); Job Impact: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0067

**Candidate Recommendation:** Realign Schenectady County Airport AGS. The 109th Airlift Wing (ANG) will transfer C-130H aircraft (4 PAA) to the 314th Airlift Wing, Little Rock AFB, Arkansas.

**Justification:** This recommendation will distribute aircraft from a mixed unit (C-130 and LC-130) to a homogenous C-130 base of higher military value, Little Rock, consolidating aircraft fleet by MDS.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.6 million. The net of all costs and savings to the Department during the implementation period is a cost of \$4 million. Annual recurring costs after implementation are \$ 0.03 million with no payback expected. The net present value of the cost and savings to the Department over 20 years is a savings of \$4 million.

### **Impacts:**

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 20 jobs (10 direct jobs and 10 indirect jobs) over the 2006-2011 period in the Schenectady county economic area, which is less than 0.1 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this scenario recommendation.



# Candidate #USAF-0069 / S312J

## Realign Luis Munoz IAP AGS, San Juan, Puerto Rico

**Candidate Recommendation:** Realign Luis Munoz Marin IAP AGS. The 156th Airlift Wing (ANG) will inactivate. The wing's C-130E aircraft (8 PAA) will retire. The wing's ECS elements will remain in place.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate airlift fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Force structure retires from a location of low military value</li> <li>■ ECS is retained in place to capture intellectual capital</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$11M</li> <li>■ Net Implementation Cost: \$9M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 23yrs/2030</li> <li>■ NPV Cost: \$2M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change -12 (direct: -6, indirect: -6) Job Impact: ROI -0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0069

**Candidate Recommendation:** Realign Luis Munoz Marin IAP AGS. The 156th Airlift Wing (ANG) will inactivate. The wing's C-130E aircraft (8 PAA) will retire. The assigned aircraft retire in place as part of force structure adjustment. Flying related ECS is moved to Jacksonville IAP AGS, Florida (Fire Fighters) and Stewart IAP AGS, New York (Aerial Port). Fire Fighters move to Jacksonville (ANG). Aerial Port moves to Stewart (ANG). The wing's ECS elements will remain as an enclave.

**Justification:** Enables Future Total Force transformation through force structure reduction at a location of low military value. Flying related ECS moves to flying units to ensure training and maintain readiness. ECS remains in place to capture intellectual capital available at Luis Munoz.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$11 million. The net of all costs and savings to the Department during the implementation period is a cost of \$9 million. Annual recurring savings after implementation are \$1 million, with a payback period expected in 23 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$2 million.

**Impacts:**

**Criterion 6:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 12 jobs (6 direct jobs and 6 indirect jobs) over the 2006-2011 period in the San Juan metropolitan statistical economic area, which is 0% percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates there are no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



# Candidate #USAF-0077 / S424

## Realign Key Field AGS, Meridian, MS

**Candidate Recommendation:** Realign Key Field AGS. The wing’s KC-135R aircraft will be distributed to the 128th Air Refueling Wing (ANG), General Mitchell Airport ARS, Wisconsin (3 PAA); 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (3 PAA); and backup aircraft inventory (3 PAA). The 186<sup>th</sup> Air Refueling Wing’s ECS elements will remain as an enclave. Key Field is a Regional Operations and Security Center (ROSC) location.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with higher military value</li> <li>■ Enables more effective squadron sizes at two installations</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$11M</li> <li>■ Net Implementation Costs: \$ 6M</li> <li>■ Annual Recurring Savings: \$ 1M</li> <li>■ Payback period: 13/2021</li> <li>■ NPV Savings: \$ 2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -341 (direct -176, indirect -165); Job Impact: – 0.63%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0077

**Candidate Recommendation:** Realign Key Field AGS, TN. The wing's nine KC-135R aircraft will be distributed to the 128th Air Refueling Wing (ANG), General Mitchell Airport ARS, WI (3 PAA); 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, TN (3 PAA). Three aircraft revert to backup aircraft inventory. The 186th's expeditionary combat support elements will remain as an enclave.

**Justification:** General Mitchell ARS and McGhee Tyson AGS each have above average military value for reserve component bases (as measured by the tanker MCI). This recommendation distributes tanker aircraft to these high military value bases within operationally efficient proximity to air refueling missions. This recommendation also helps consolidate tanker force structure into unit (squadron) sizes that are more operationally efficient.

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$11 million. The net of all costs and savings to the Department during the implementation period is a cost of \$6 million. Annual recurring savings after implementation are \$1 million, with a payback period expected in 13 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$2 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 341 jobs (176 direct jobs and 165 indirect jobs) over 2006-2011 period in the Birmingham economic area, which is 0.63 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of the community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0080 / S423

## Realign Birmingham IAP AGS, AL

**Candidate Recommendation:** Realign Birmingham IAP AGS. The 117th Air Refueling Wing (ANG) will inactivate. The wing's KC-135R aircraft will be distributed to the 185th Air Refueling Wing (ANG), Sioux Gateway Airport AGS, Iowa (2 PAA), 134th Air Refueling Wing (ANG), McGhee-Tyson AGS, Tennessee (4 PAA); and 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport, Arizona (2 PAA). The 117th Air Refueling Wing's ECS elements will remain as an enclave.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Enables more effective squadron size at three installations</li> <li>■ Frees up manpower for emerging missions</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$16M</b></li> <li>■ Net Implementation Cost: <b>\$11M</b></li> <li>■ Annual Recurring Savings: <b>\$1M</b></li> <li>■ Payback period: <b>17 yrs/2026</b></li> <li>■ NPV Cost: <b>\$0M</b></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change - 307 (direct: -183, indirect: -124) Job Impact (Loss): -0.05%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0080

**Candidate Recommendation:** Realign Birmingham IAP AGS, AL. The 117th Air Refueling Wing (ANG) will inactivate. The wing's eight KC-135R aircraft will distribute to the 185th Air Refueling Wing (ANG), Sioux Gateway Airport AGS, IA (2 PAA), 134th Air Refueling Wing (ANG), McGhee-Tyson AGS, TN (4 PAA) and 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport, AZ (2 PAA). The 117th Air Refueling Wing's expeditionary combat support elements will remain as an enclave.

**Justification:** Phoenix Sky Harbor AGS, Sioux Gateway AGS, and McGhee-Tyson AGS all have above average military value for reserve component bases (as measured by the tanker Mission Compatibility Index). This recommendation distributes tanker aircraft to these high military value bases within operationally efficient proximity to air refueling missions. This recommendation also helps consolidate tanker force structure into unit (squadron) sizes that are more operationally efficient.

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$16 million. The net of all costs and savings to the Department during the implementation period is a cost of \$11 million. Annual recurring savings after implementation are \$1 million, with a payback period expected in 17 years. The net present value of the cost and savings to the Department over 20 years is \$0.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 307 jobs (183 direct jobs and 124 indirect jobs) over 2006-2011 period in the Birmingham economic area, which is 0.05 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of the community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0086 / S429

## Realign Selfridge ANGB, Mt. Clemons, MI

**Candidate Recommendation:** Realign Selfridge ANGB. The 927th Air Refueling Wing (AFRC) will realign to MacDill AFB, Florida, to associate with the 6th Air Mobility Wing. The 927th Air Refueling Wing's KC-135R aircraft (8 PAA) will be distributed to the 127th Wing (ANG) at Selfridge ANGB (8 PAA). The 127th Wing will retire its F-16 Block 30 aircraft (15 PAA) and C-130E aircraft (8 PAA). The 127th Wing will convert to KC-135R aircraft (8 PAA).

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<ul style="list-style-type: none"> <li>■ Retains ANG intellectual capital at Selfridge</li> <li>■ Creates AFRC association at MacDill/posture for KC-X</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One Time Cost: \$22M</li> <li>■ Net Implementation Cost: \$19M</li> <li>■ Annual Recurring Savings: \$ 1M</li> <li>■ Payback period: 100+</li> <li>■ NPV Cost: \$12M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change -466 (direct: -264, indirect: -202); Job Impact: - 0.03%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: Noise contours must be re-evaluated due to change in aircraft/mission.</li> </ul>

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

## Candidate Recommendation #USAF-0086

**Candidate Recommendation:** Realign Selfridge ANGB, MI. The 927th Air Refueling Wing (AFRC) will realign to associate with the 6th Air Mobility Wing at MacDill AFB, FL. The 927th Air Refueling Wing's eight KC-135R aircraft will be distributed to the 127th Wing (ANG) at Selfridge ANGB, which will convert to the KC-135R aircraft and retire its F-16 block 30 aircraft (15 PAA) and C-130E aircraft (8 PAA).

**Justification:** Selfridge ANGB has above average military value for a reserve component base (as measured by the tanker MCI). Currently there are both Air National Guard and Air Force Reserve units operating out of Selfridge. This recommendation streamlines operations and retains this valuable base by divesting the ANG unit of retiring force structure and replacing it with tanker aircraft transferred from AFRC. The departing AFRC air refueling wing will further enable the Air Force's Future Total Force by associating with the active duty tanker unit at MacDill AFB, FL. This further helps consolidate tanker force structure into unit (squadron) sizes that are more operationally efficient.

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$22 million. The net of all costs and savings to the Department during the implementation period is a cost of \$19 million. Annual recurring savings after implementation are \$1 million, with a payback period expected in 100 plus years. The net present value of the cost and savings to the Department over 20 years is a cost of \$12 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 466 jobs (264 direct jobs and 202 indirect jobs) over 2006-2011 period in the Birmingham economic area, which is 0.03 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of the community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

**Environmental Impact (Criterion 8):** Noise contours must be re-evaluated due to change in aircraft and mission.



# Candidate #USAF-0111 / S128

## Realign Capital AGS, Springfield IL

**Candidate Recommendation:** Realign Capital Airport AGS. The 183d Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (15 PAA). The 122d Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements, Illinois ANG State Headquarters, and the 217th Engineering Installation Squadron (ANG) will remain in enclave.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes F-16s to base with planned Air Sovereignty commitment (Ft Wayne, IN)</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>■ One Time Cost:</td> <td style="text-align: right;">\$10M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$10M</td> </tr> <tr> <td>■ Annual Recurring cost:</td> <td style="text-align: right;">\$0.1M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$10M</td> </tr> </table>	■ One Time Cost:	\$10M	■ Net Implementation Cost:	\$10M	■ Annual Recurring cost:	\$0.1M	■ Payback period:	Never	■ NPV Cost:	\$10M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -299 (direct: -186, indirect: -113) ROI: 0.21%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$10M										
■ Net Implementation Cost:	\$10M										
■ Annual Recurring cost:	\$0.1M										
■ Payback period:	Never										
■ NPV Cost:	\$10M										

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

## Candidate Recommendation #USAF-0111

**Candidate Recommendation:** Close Capital Airport AGS. The 183d Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft (15 PAA) will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana. The 122d Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The 183d Fighter Wing's Expeditionary Combat Support elements, the Illinois ANG State Headquarters, and the 217th Engineering Installation Squadron (ANG) will remain in enclave. The firefighters from Capital Airport AGS will move to Dane County Regional Airport - Truax Field AGS, Wisconsin.

**Justification:** Enables Future Total Force transformation through force structure reduction. Increases efficiency of operations by placing force structure in larger squadrons and in fewer locations. Consolidates legacy fleet further enabling more efficient operations immediately. Capital distributes F-16s to Bases with higher military value. Including Fort Wayne AGS, which will assume a role as an Air Sovereignty base.

**Payback (Criterion 5):** The total estimated cost for the Department of Defense to implement this recommendation is \$10 million. The net of all costs and savings to the Department during the implementation period is a cost of \$10 million. Annual recurring savings after implementation are \$0.1 million, with no payback expected. The net present value of the cost and savings to the Department over 20 years is a cost of \$10 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 299 jobs (186 direct jobs and 113 indirect jobs) over the 2006-2011 period in the Springfield, Illinois economic area, which is 0.21 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. All communities have a higher median household income than the US average. For 2002-2003, all communities had lower unemployment rates than the US average. All communities have a lower crime report index than the US average; however, Capital's index is higher than the receiving communities.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting the candidate recommendation.



# Candidate #USAF-0112 / S127

## Close Richmond AGS, Sandston, VA

**Candidate Recommendation:** Close Richmond IAP AGS. The 192d Fighter Wing (ANG) will inactivate. The wing's F-16 aircraft (Block 30) will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (6 PAA); 482d Fighter Wing (AFRC), Homestead ARB, Florida (3 PAA) and to BAI (6 PAA). The F-16 Block 42 aircraft currently assigned to the 132d Fighter Wing at Des Moines will be redistributed to the 180th Fighter Wing, Toledo Express Airport AGS, Ohio (9 PAA) and 138th Fighter Wing (ANG), Tulsa IAP AGS, Oklahoma (6 PAA). 192d Fighter Wing (ANG) manpower will associate at Langley AFB, Virginia (announced prior to BRAC).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of Operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with high military value</li> <li>■ Retains intellectual capital from Richmond</li> <li>■ Improves management of MDS reserve</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-Time Cost: \$18M</li> <li>■ Net Implementation Savings: \$10M</li> <li>■ Annual Recurring Savings: \$4M</li> <li>■ Payback period: Immediate</li> <li>■ NPV Savings: \$50M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0); Job Impact: 0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0112

**Candidate Recommendation:** Close Richmond IAP AGS. The 192d Fighter Wing (ANG) will inactivate. The wing's F-16 aircraft (Block 30) will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (6 PAA); 482d Fighter Wing (AFRC), Homestead ARB, Florida (3 PAA) and to BAI (6 PAA). The F-16 Block 42 aircraft currently assigned to the 132d Fighter Wing at Des Moines will be distributed to the 180th Fighter Wing, Toledo Express Airport AGS, Ohio (9 PAA) and 138th Fighter Wing (ANG), Tulsa IAP AGS, Oklahoma (6 PAA). 192d Fighter Wing (ANG) manpower will associate at Langley AFB, Virginia (announced prior to BRAC).

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet further enabling more effective operations immediately.

**Payback (Criterion 5):** USAF-0112 has a one-time cost of 18 million dollars. The Net savings over the implementation period will be 10 million dollars. Annual Recurring savings will be 4 million dollars per year. The payback is calculated as immediate. The Net Present Value savings of this scenario is calculated to be 50 million dollars.

### Impacts:

**Economic Impact on Communities (Criterion 6):** The total job change due to this scenario is that 0 jobs will be lost. Due to the announcement of the manpower association prior to BRAC, the manpower moves are not BRAC.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. All locations have a lower median household income than Richmond (which exceeds US average); only Homestead has a median house value and BAH rate higher than Richmond. 4 of 5 communities have higher high school graduation rates than the US average (exception: Homestead). In 2003, all communities had lower job growth rates than the US average. All communities have higher crime report indexes than the US average.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0113 / S126

## Realign Hill AFB, Salt Lake City, UT

**Candidate Recommendation:** Realign Hill AFB. The 419th Fighter Wing (AFRC) will distribute its F-16 Block 30 aircraft to the 482d Fighter Wing (AFRC), Homestead ARB, Florida (6 PAA) and 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB (9 PAA). The 419th Fighter Wing (AFRC) excess manpower will remain at Hill AFB for AFRC emerging missions. The 388th Fighter Wing, Hill AFB, Utah, will distribute F-16 Block 40s to the 57th Wing Nellis AFB (18 PAA).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to a base of higher mil value</li> <li>■ Consolidates AF Reserve to standard USAF squadron size</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$68M</li> <li>■ Net Implementation Cost: \$76M</li> <li>■ Annual Recurring Cost: \$3M</li> <li>■ Payback period: Never</li> <li>■ NPV Cost: \$95M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -1,455 (direct: -764, indirect: -691); Job Impact: 0.61%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0113

**Candidate Recommendation:** Realign Hill AFB. The 419th Fighter Wing (AFRC) will distribute its F-16 Block 30 aircraft to the 482d Fighter Wing (AFRC), Homestead ARB, Florida (6 PAA) and 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB (9 PAA). The 388th Fighter Wing, Hill AFB, Utah, will distribute F-16 Block 40s to the 57th Fighter Wing Nellis AFB (18 PAA). The 419th Fighter Wing (AFRC) manpower will remain in place awaiting AFRC emerging missions.

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates legacy fleet further enabling more efficient operations immediately. Distributes F-16 force structure to remaining AFRC F-16 bases to create more effective squadrons.

**Payback (Criterion 5):** USAF-0113 has a one-time cost of \$68 million. The Net cost over the implementation period is \$76 million. Annual Recurring costs are \$3 million per year. The payback is calculated as never. The Net Present Value cost of this scenario is calculated as \$95 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,455 jobs (764 direct jobs and 691 indirect jobs) over the 2006-2011 period in the Ogden-Clearfield, UT Metropolitan Statistical economic area, which is 0.61 percent of economic area employment

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. All receiving communities have BAH rates that exceed Hill. In 2003, 2 of 4 communities had unemployment rates lower than US averages (exceptions: Homestead & Carswell). 2 of 4 communities offer HS grad rates exceeding the US average (exception: Homestead & Nellis); the Homestead community exceeded its school district capacity. All communities have a higher crime report index than the US average. Community infrastructure details in BCEG background binder.

**Environmental Impact (Criterion 8):** Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious). The cumulative effect of multiple AF scenarios at Nellis is being evaluated in more depth to determine whether positive conformity can be achieved. Carswell may require construction on constrained land.



# Candidate #USAF-0114 / S125

## Close Cannon AFB, Clovis, NM

**Candidate Recommendation:** Close Cannon AFB. The 27th Fighter Wing will inactivate. The wing's F-16 aircraft will be distributed to the 115th Fighter Wing (ANG), Dane County Regional APT, Truax Field AGS, (3 PAA, Block 30); 114th Fighter Wing (ANG), Joe Foss Field AGS (3 PAA, Block 30); 150th Fighter Wing (ANG), Kirtland AFB, (3 PAA, Blk 30); 113th Wing (ANG), Andrews AFB (9 PAA, Blk 30); 354th Fighter Wing, Eielson AFB (6 PAA, B40); 57th Fighter Wing Nellis AFB (7 PAA, B40) and BAI (29 PAA, Blk 40/50). Singapore F-16 Block 52 squadron will move to Luke AFB, Arizona.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of Operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with higher mil value (Block 40 and Block 50 F-16s)</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$79M</b></li> <li>■ Net Implementation Savings: <b>\$273M</b></li> <li>■ Annual Recurring Savings: <b>\$119M</b></li> <li>■ Payback period: <b>Immediate</b></li> <li>■ NPV Savings: <b>\$1,353M</b></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -3,897 (direct: -2,292; indirect: -1,605); Job Impact: 16.69.%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0114

**Candidate Recommendation:** Close Cannon AFB, NM. The 27th Fighter Wing will inactivate. The wing's F-16 aircraft will be distributed to the 115th Fighter Wing (ANG), Dane County Regional APT, Truax Field AGS, (3 PAA, Block 30); 114th Fighter Wing (ANG), Joe Foss Field AGS (3 PAA, Block 30); 150th Fighter Wing (ANG), Kirtland AFB, (3 PAA, Blk 30); 113th Wing (ANG), Andrews AFB (9 PAA, Blk 30); 354th Fighter Wing, Eielson AFB (6 PAA, B40); 57th Fighter Wing Nellis AFB (7 PAA, B40) and BAI (29 PAA, Blk 40/50).

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates F-16 fleet, further enabling more efficient operations immediately. Cannon force structure is placed at bases with higher military value (active duty) and acceptable Air Reserve Component demographics. After making the active / guard / reserve mix correct, Cannon had one (18 PAA) Block 30 squadron. To maximize effectiveness, each wing should be sized to 3 squadrons of 24 PAA each. This Candidate Recommendation removes 18 Block 30 aircraft from Cannon due to the inefficiency of a single squadron at a wing (active force structure placed at bases with higher military value).

**Payback (Criterion 5):** USAF-0114 has a one-time cost of \$79 million. The Net savings over the implementation period is \$273 million. Annual Recurring savings are \$119 million per year. The payback is immediate. The Net Present Value savings of this scenario is calculated to be \$1,353 million per year.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,897 jobs (2,292 direct jobs and 1,605 indirect jobs) over the 2006-2011 period in the Clovis, NM Micropolitan Statistical economic area, which is 16.69 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. Cannon is 99 miles from a city of 100K/greater. All receiving locations have a higher household income, house value and BAH rate than Cannon. In 2002-2003, 6 of 7 had lower unemployment rates than US averages (exception: Eielson). Receiving communities have lower physician & bed space ratios than Cannon (exceeds US averages).

**Environmental Impact (Criterion 8):** Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious). The cumulative effect of multiple AF scenarios at Nellis needs to be evaluated in more depth to determine whether positive conformity can be achieved.



# Candidate #USAF-0122 / S316

## Close Pope AFB, Fayetteville, NC

**Candidate Recommendation: Close Pope AFB.** The 43d Airlift Wing will deactivate and assigned C-130E AWADS aircraft (25 PAA) will be distributed to the 314th Airlift Wing, Little Rock AFB, Arkansas. Little Rock will retire C-130E aircraft (27 PAA); recode C-130E aircraft to BAI (8 PAA); and distribute C-130J aircraft to the 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (1 PAA) and 146th Airlift Wing (ANG), Channel Islands AGS, California (2 PAA). At Little Rock, C-130J aircraft (4 PAA) will be transferred from the 314 AW to the 189th Airlift Wing (ANG). The 23d Fighter Group at Pope will deactivate and associated A-10 aircraft (36 PAA) will be distributed to Moody AFB, Georgia. The 347th Rescue Wing at Moody will distribute assigned HC-130P (11 PAA) and HH-60 (14 PAA) aircraft to Davis-Monthan AFB. The AFRC Aerial Port at Pope will remain in place as a tenant to the Army.

**Issues:** Additional Air Force elements, including a provision for up to 16 C-130s, may remain in place at Pope, as an Army tenant, to support Army requirements at Fort Bragg. Channel Islands AGS move linked to DON (Pt Mugu). Moody A-10 move linked to E&T #0046

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate airlift fleet</li> </ul>	<ul style="list-style-type: none"> <li>■ Contributes to force structure optimization at Little Rock, Moody, and Davis-Monthan and in the C-130 J fleet</li> <li>■ Enables Army candidate recommendation USA-0222 and HSA-0124 and HSA-0128</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One Time Cost: \$213M</li> <li>■ Net Implementation Savings: \$100M</li> <li>■ Annual Recurring Savings: \$122M</li> <li>■ Payback period: Immediate</li> <li>■ NPV Savings: \$1,244M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -8,885 (direct -5,304, indirect -3,581) ROI -4.55%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0122

**Candidate Recommendation:** Close Pope AFB. The 43d Airlift Wing will inactivate and assigned C-130E AWADS aircraft (25 PAA) will be distributed to the 314th Airlift Wing, Little Rock AFB, Arkansas. Little Rock will retire C-130E aircraft (27 PAA); recode C-130E aircraft to BAI (8 PAA); and distribute C-130J aircraft to the 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (1 PAA) and 146th Airlift Wing (ANG), Channel Islands AGS, California (2 PAA). At Little Rock, C-130J aircraft (4 PAA) will be transferred from the 314 AW to the 189th Airlift Wing (ANG). The 23d Fighter Group at Pope and associated A-10 aircraft (36 PAA) will be relocated to Moody AFB, Georgia. The 347th Rescue Wing at Moody will distribute assigned HC-130P (11 PAA) and HH-60 (14 PAA) aircraft to the 355th Wing, Davis-Monthan AFB. The AFRC Aerial Port at Pope will remain in place as a tenant to the Army. Additional active duty Air Force will remain in place as an Army tenant at Fort Bragg, to provide support for Army Ready Brigade requirements.

**Justification:** Enables Future Total Force transformation and increases efficiency of Operations. Distributes All Weather Aerial Deliver System (AWADS) C-130E aircraft (25 PAA) from Pope to Little Rock consolidating all CONUS E-model C-130s at one location. Distributes A-10 aircraft (36 PAA) to Moody to mitigate risk of waived runway operations at Pope. Closing Pope AFB enables transfer of Pope AFB to the Army to enable Army candidate recommendations (USA-0222, HSA-0124 HSA-0128). Distributes HC-130P (11 PAA) and HH-60 (14 PAA) aircraft from Moody to Davis-Monthan consolidating CSAR aircraft and enabling A-10 move into Moody. At Little Rock as part of force structure adjustments, retire C-130Es (27 PAA) and transfer C-130Es (8 PAA) to Backup Aircraft Inventory (BAI). To build whole squadrons of C-130Js after a decrease in C-130J acquisitions, transfer C-130Js from Little Rock AFB to Channel Islands AGS (2 PAA) and Quonset State APT AGS (1 PAA).

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$213 million. The net of all costs and savings to the Department during the implementation period is a savings of \$100 million. Annual recurring savings after implementation are \$122, with a payback period expected in 0 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$1,244 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 8885 jobs (5304 direct jobs and 3581 indirect jobs) over the 2006-2011 period in the Fayetteville, NC metropolitan statistical economic area, which is - 4.55 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** Review of community attributes indicates no issues regarding the ability of the community's infrastructure to support forces, missions, and personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

FEB 16 2005

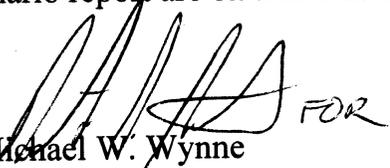
### MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS CHAIRS, JOINT CROSS SERVICE GROUPS (JCSG)

SUBJECT: Read Ahead Material for the February 18, 2005, ISG Meeting

The Infrastructure Steering Group will meet on February 18, 2005, at 10:30 a.m. in 3D-1019. The meeting's primary focus will be on candidate recommendations submitted by the Headquarters and Support Activities, Industrial, Medical, Supply & Storage, and Technical JCSG as well as the Department of Air Force. Other topics include the standard process overview and conflict resolution.

For your advance preparation, I am attaching the briefing slides and conflict review information. Details on the candidate recommendations were provided earlier in the week.

There are 999 scenarios registered in the tracking tool as of January 28, 2004. A summary of scenarios registered, broken out by category, is at TAB 1. Categorization of all scenarios and the Registered Scenario report are on a disc at TAB 2.

  
Michael W. Wynne  
Acting USD (Acquisition, Technology & Logistics)  
Chairman, Infrastructure Steering Group

Attachment:  
As stated





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# **BRAC 2005**

Briefing to the  
Infrastructure Steering Group

February 18, 2005



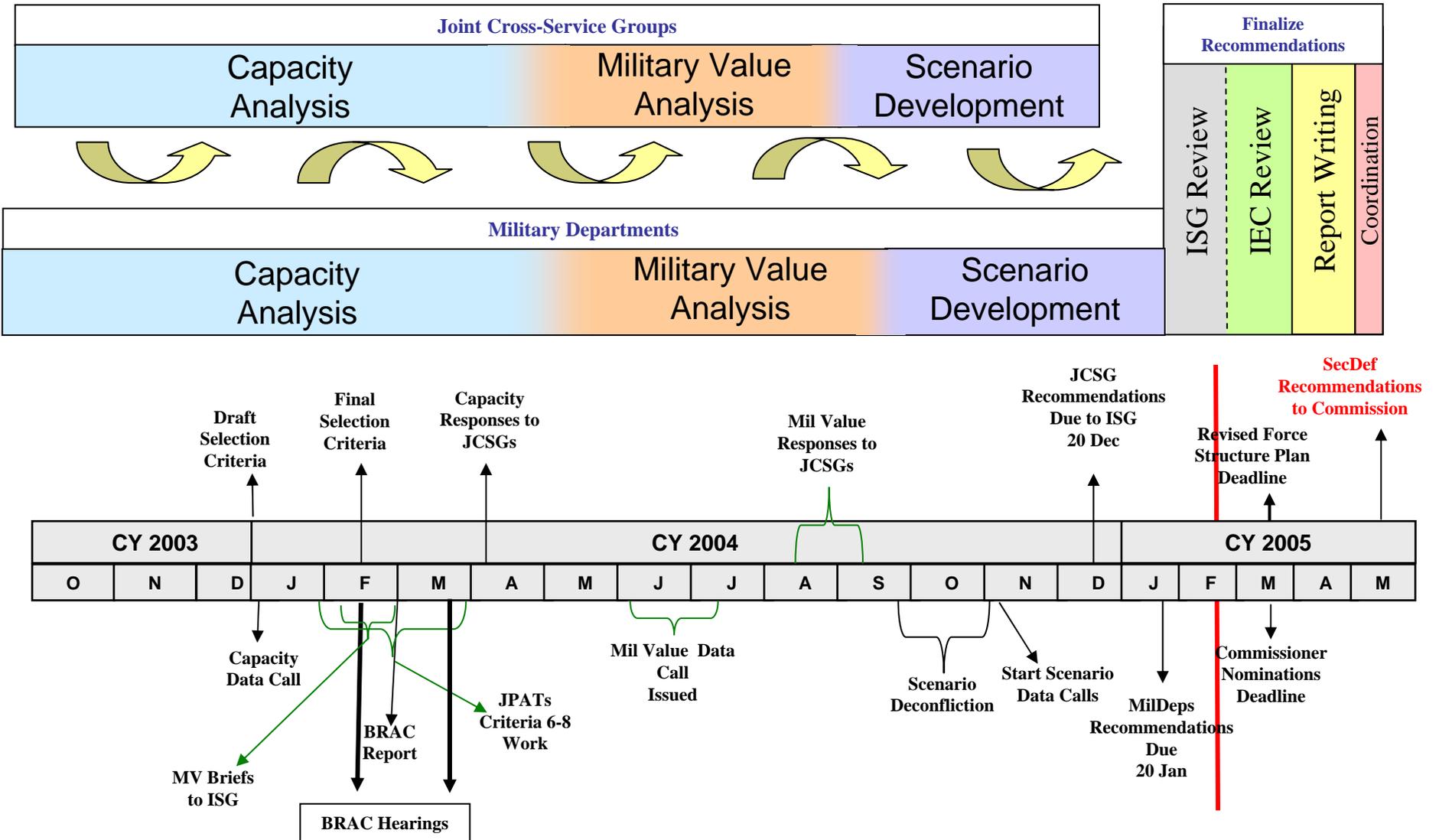
# Purpose

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- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
  - Summary of ISG Actions to date
  - Headquarters and Support Activities (10)
  - Industrial (1)
  - Medical (3)
  - Supply & Storage (3)
  - Technical (3)
  - Air Force (31)



# Process Overview





# Summary of Conflict Review

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- As of 4 Feb 05 - 999 Registered Scenarios
  - 0 New Conflicting Scenarios
  - 111 Old Conflicts Settled
  - 8 Not Ready for Categorization
  - 600 Independent
  - 43 Enabling
  - 237 Deleted



# Candidate Recommendations

Projected Briefings to ISG (as of 15 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	17						7/0/0		3	7	
H&SA	53	15/0/0		3/0/0	4/1/0	4/0/3	3/0/0	10	4	6	
IND	38			10/0/0	5/0/0	2/0/0	4/0/0	1	10	6	
INTEL	4									4	
MED	17		8/0/0		1/0/0			3	3	2	
S&S	7				1/0/0			3	3		
TECH	11					0/0/1		3	7		
ARMY	150				95/0/1	32/0/0	21/0/0		1		
DoN	65				38/0/0		2/0/0			25	
USAF	55							31	24		

**Legend:**

Approved – 255 / Disapproved – 1 / Hold – 5  
 Pending - 156



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# Headquarters and Support Activities Joint Cross Service Group



# HSA JCSG

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## Geo-clusters & Functional

- ✓ Correctional Facilities
- Civilian Personnel Offices (11 Feb 05)
- Defense Agencies
- Financial Management (7 Jan 05)
- Military Personnel Centers (11 Feb 05)
- ✓ Installation Management (15 of 15)

## Mobilization

- Mobilization

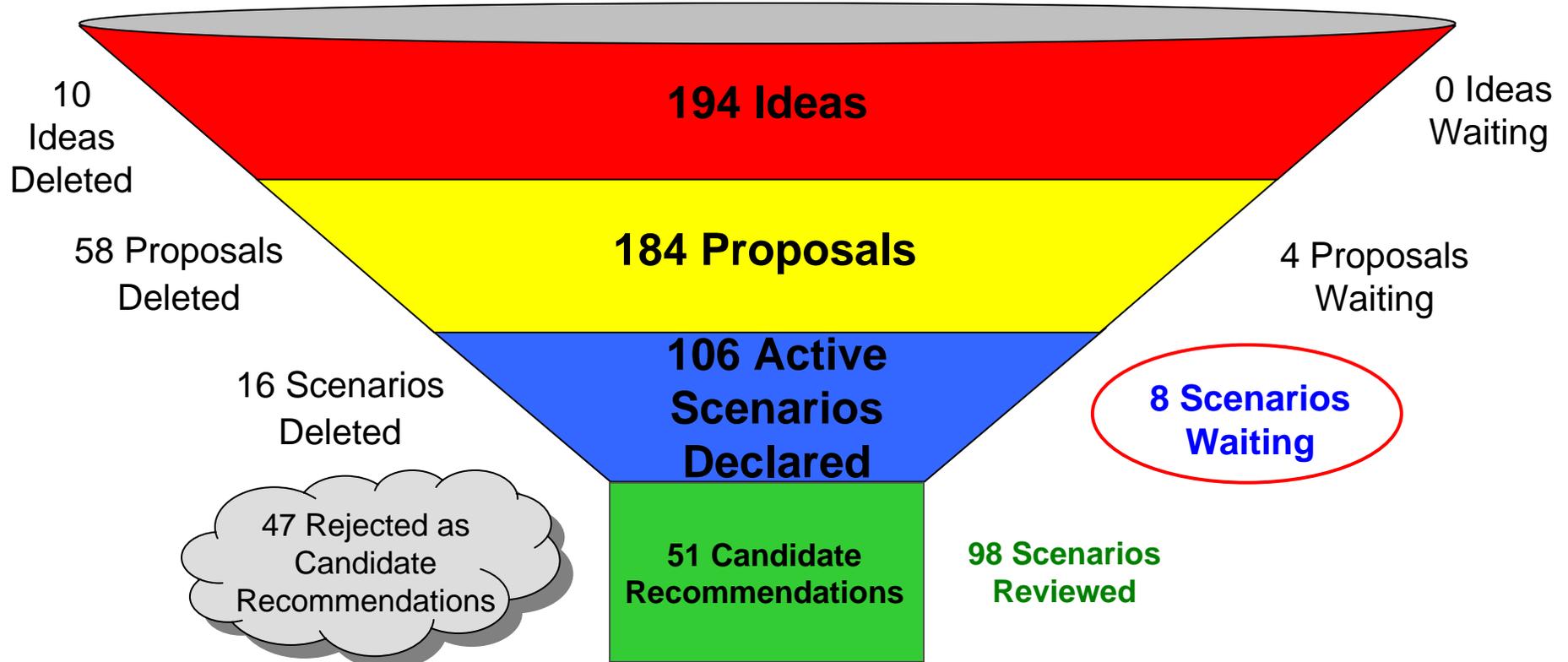
## Major Admin & HQ

- Combatant Commands (3 of 4) (28 Jan 05)
- ✓ Major Admin & HQ (12 of 16)
- Reserve & Recruiting Commands (3 of 4) (4 Feb 05)



# Statistics

## HSA JCSG Currently has:



27 IEC Approved

29 ISG Approved & Prep for IEC

   ISG Approved, but on Hold for Enabling Scenario

  3 ISG On Hold for Addl Info or Related Candidate Rec

   Note Conflict(s) to be Considered & Resolved

  1 ISG Disapproved



# Correctional Facilities

## Regional Correctional Facilities

~~Level III → FBOP  
 HSA-0019  
 GC-CF-0003~~

**Northwest RCF**  
 HSA-0020  
 GC-CF-0012 ✓  
**FT LEWIS**

**Southwest RCF**  
 HSA-0021  
 GC-CF-0013 ✓  
**MCAS MIRAMAR**

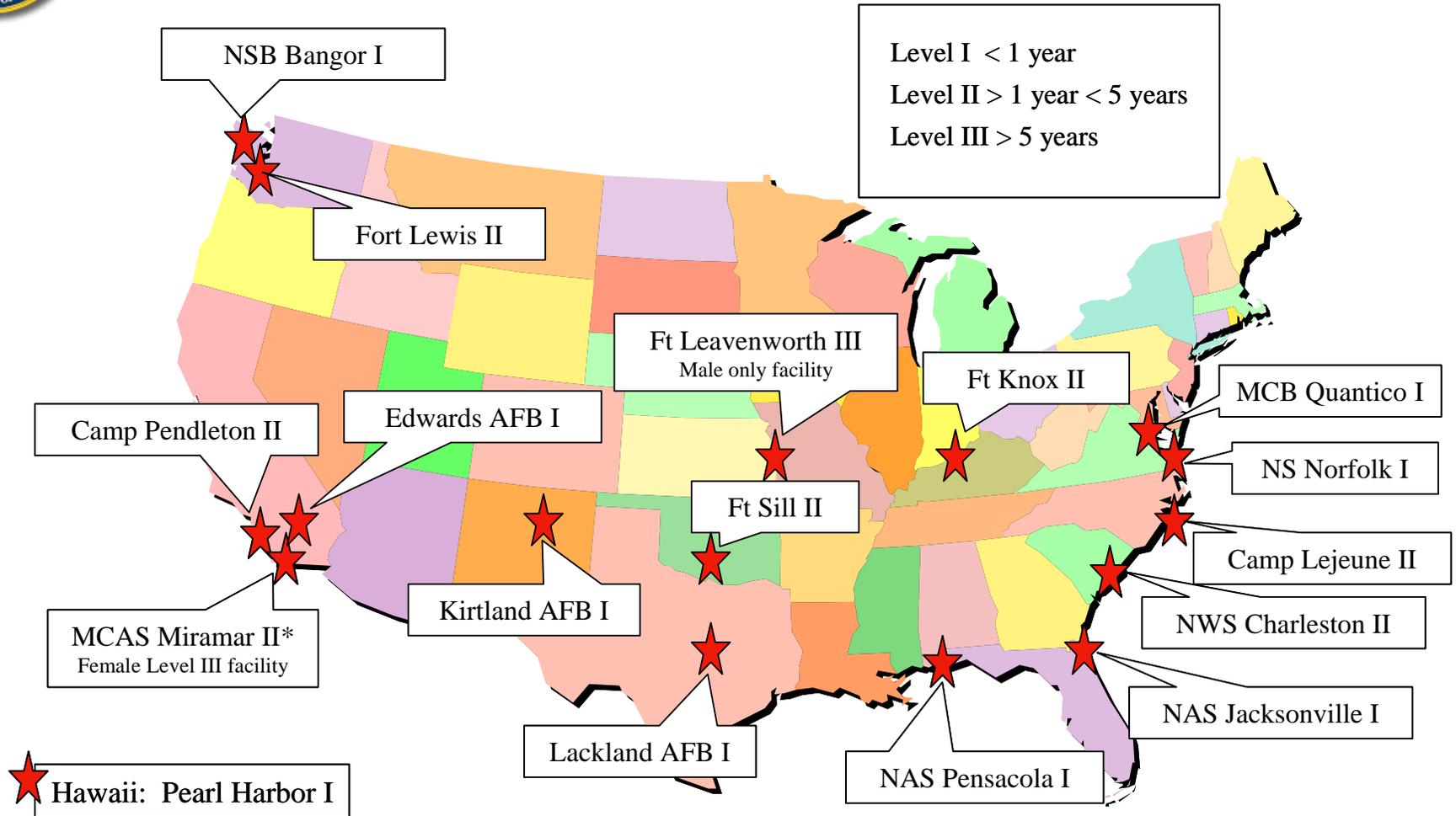
**Mid-West RCF**  
 HSA-0022  
 GC-CF-0014 ✓  
**FT LEAVENWORTH**

**Southeast RCF**  
 HSA-0024  
 GC-CF-0017 ✓  
**NWS CHARLESTON**

**Mid-Atlantic RCF**  
 HSA-0082  
 GC-CF-0015 ✓  
**HAMPTON ROADS SOUTH**



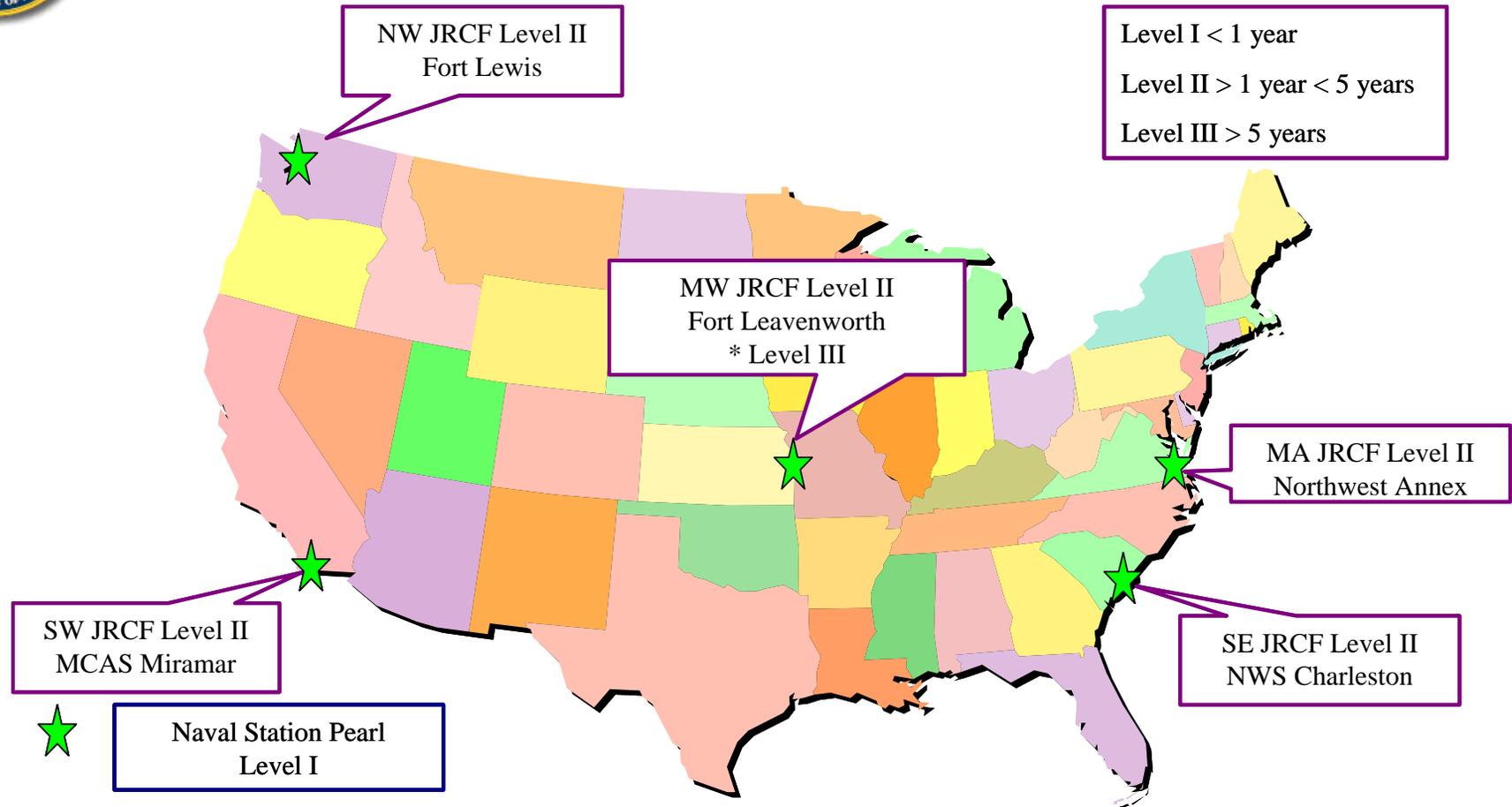
# Corrections Facilities Today



➤ **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.**



# Correctional Facilities Statistics

	Current Disposition	Joint Regional Corrections
Average Age (Years, weighed by GSF)	24	7
% of Facilities American Corrections Association Compliant	53	100
Number of Facilities	16	5
Capacity (GSF)	1.35M	1.37M
Staff	2196	1773
Beds	2655	2872

- Expect additional operational savings



# # HSA-0021 – Southwestern Joint Regional Correctional Facility

<p><b>Candidate Recommendation:</b> 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.</p>	
<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ MCAS Miramar.</li> <li>✓ Consolidates DoD correctional facilities</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Edwards 12<sup>th</sup> of 17</li> <li>✓ Kirtland 14<sup>th</sup> of 17</li> <li>✓ Pendleton 15<sup>th</sup> of 17</li> <li>✓ Miramar 2<sup>nd</sup> of 17</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$34.8M</li> <li>✓ Net Implementation Cost: \$28.4M</li> <li>✓ Annual Recurring Savings: \$ 5.3M</li> <li>✓ Payback Period: 8 Years</li> <li>✓ NPV (savings): \$24.6M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Economic: 22 to 288 job losses; &lt;0.1%</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Miramar than Edwards and Kirtland.</li> </ul>

- ✓ 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.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ NSA Norfolk, Northwest Annex.</li> <li>✓ Consolidates DoD correctional facilities</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Norfolk 8<sup>th</sup> of 17</li> <li>✓ Lejeune 9<sup>th</sup> of 17</li> <li>✓ Quantico 13<sup>th</sup> of 17</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$60.3M</li> <li>✓ Net Implementation Cost: \$54.1M</li> <li>✓ Annual Recurring Savings: \$ 6.6M</li> <li>✓ Payback Period: 12 Years</li> <li>✓ NPV (savings): \$13.2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Economic: 2 to 199 job losses; (0.1% to 0.22%)</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Lejeune and Quantico.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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



# # 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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ NWS Charleston.</li> <li>✓ Consolidates DoD correctional facilities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Jacksonville 17<sup>th</sup> of 17</li> <li>✓ Pensacola 7<sup>th</sup> of 17</li> <li>✓ Charleston 3<sup>rd</sup> of 17</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$5.6M</li> <li>✓ Net Implementation Cost: \$6.0M</li> <li>✓ Annual Recurring Savings: \$108K</li> <li>✓ Payback Period: 100+Years</li> <li>✓ NPV (costs): \$4.4M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic: 32 to 74 job losses; &lt;0.1%</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Charleston than Jacksonville and Pensacola.</li> </ul>

- ✓ 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<sup>15</sup>



# # HSA-0020 – Northwestern Joint Regional Correctional Facility

**Candidate Recommendation:** Realign Subbase 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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Improve jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Insufficient buildable acres at Subbase Bangor.</li> <li>✓ Consolidates DoD correctional facilities.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Bangor 5<sup>th</sup> of 17</li> <li>✓ Fort Lewis 10<sup>th</sup> of 17</li> <li>✓ Military judgment: Fort Lewis adequate buildable acres. Subbase Bangor and Fort Lewis only DOD correctional facilities in the geographical region.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$66.3M</li> <li>✓ Net Implementation Cost: \$69.6M</li> <li>✓ Annual Recurring Costs: \$1.06M</li> <li>✓ Payback Period: Never</li> <li>✓ NPV (cost): \$ 72.5 M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Economic: -30 jobs (16 direct; 14 indirect); &lt; 0.1%</li> <li>✓ Community: No issues.</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Fort Lewis.</li> </ul>

- ✓ 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-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.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Improves jointness, catalyst to creating a Joint DoD correctional system.</li> <li>✓ Buildable acres available @ Fort Leavenworth.</li> <li>✓ Consolidates DoD correctional facilities</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Leavenworth 1<sup>st</sup> of 17</li> <li>✓ Knox 4<sup>th</sup> of 17</li> <li>✓ Sill 11<sup>th</sup> of 17</li> <li>✓ Lackland 6<sup>th</sup> of 17</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$67.9M</li> <li>✓ Net Implementation Cost: \$72.7M</li> <li>✓ Annual Recurring Costs: \$ 1.4M</li> <li>✓ Payback Period: Never</li> <li>✓ NPV (costs): \$78.4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Economic: 17 to 198 job losses; &lt;0.1% to 0.31%</li> <li>✓ Community: No Issues</li> <li>✓ Environmental: No impediments.</li> <li>✓ Other Risks: Prisoner transportation costs higher at Lackland, Knox, and Sill.</li> </ul>

- ✓ 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-0020, 0021, 0022, 0024 & 0082 – Regionalize Correctional Facilities (Roll-Up)

**Candidate Recommendation:** Realign 16 CONUS Department of Defense Level I and Level II correctional facilities by disestablishing the correctional facilities and relocating the mission into one of 5 Joint Regional Correctional Facilities (JRCF) located at Fort Lewis, Washington, Marine Corps Air Station Miramar, California, Fort Leavenworth, Kansas, Naval Weapons Station, Charleston, South Carolina and Naval Support Activity, Northwest Annex, Chesapeake, Virginia.

### Justification

- ✓ Improves jointness, catalyst to creating a Joint DoD correctional system with a single executive agent.
- ✓ Footprint reduction, replacement of older facilities with newer facilities.
- ✓ Conservative manpower reductions and economies of scale through consolidation.

### Military Value

- ✓ Initial Avg Mil Val: 0.3906 (Naval Station Norfolk, Camp Lejeune, Marine Corps Base Quantico)
- ✓ Scenario Mil Val: .425 (Mid-Atlantic JRCF)
- ✓ Military judgment: Potential for synergy through jointness.
- ✓ Synergy with current corrections mission.

### Payback

- ✓ One Time Cost: \$231.3M
- ✓ Net Implementation Costs: \$224.8M
- ✓ NPV: \$113.7M
- ✓ Payback Yrs/Break Even Yr: 53 Years / 2064
- ✓ Annual Recurring Savings: \$ 9.38M
- ✓ Mil/Civ Reductions: 243/12
- ✓ Mil/Civ Relocated: 605/502

### Impacts

- ✓ Economic: No significant adverse impact.
- ✓ Community: Overall favorable conditions.
- ✓ Environmental: Overall favorable conditions.
- ✓ Other Risks Associated with Implementation: Prisoner transportation costs will increase with fewer facilities available.

- ✓ 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<sup>19</sup>



# Installation Management

## Joint Bases (JB)

<b>JB @ Dix/McGuire/Lakehurst</b> HSA-0011 GC-IM-0003 ✓	<b>JB @ Bragg/Pope</b> HSA-0009 GC-IM-0001 ✓	<b>JB @ Elmendorf/Richardson</b> HSA-0015 GC-IM-0007 ✓
<b>JB @ Andrews/Washington</b> HSA-0012 GC-IM-0004 ✓	<b>JB @ Anacostia/Bolling/NRL</b> HSA-0013 GC-IM-0005 ✓	<b>JB @ Myer/Henderson Hall</b> HSA-0014 GC-IM-0006 ✓
<b>JB @ Pearl Harbor/Hickam</b> HSA-0016 GC-IM-0008 ✓	<b>JB @ Monmouth/Earle Colts Neck</b> HSA-0075 GC-IM-0018 ✓	<b>JB @ Dobbins/Atlanta</b> HSA-0119 GC-IM-0019 ✓
<b>JB @ Lewis/McChord</b> <b>Lewis “executive agent”</b> HSA-0010 GC-IM-0002 ✓		

## Consolidations

<b>Consolidate Charleston AFB &amp; NWS Charleston</b> HSA-0032 GC-IM-0009 ✓	<b>Consolidate Lackland AFB, Ft. Sam Houston, &amp; Randolph AFB</b> HSA-0017 GC-IM-0014 ✓	<b>Consolidate Anderson AFB and COMNAVMARIANAS Guam</b> HSA-0XXX GC-IM-00XX ✓
<b>Consolidate South Hampton Roads Installations</b> HSA-0034 GC-IM-0012 ✓	<b>Consolidate North Hampton Roads Installations</b> 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
  - ✓ COMNAVMARIANAS – .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



## Strategy – Rationalize Presence in the DC Area

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

**TOTAL to Date (direct, not including indirect or eliminations):**  
**14,874 out of NCR; 12,787 out of DC Area**



## Strategy – Minimize Leased Space in the NCR

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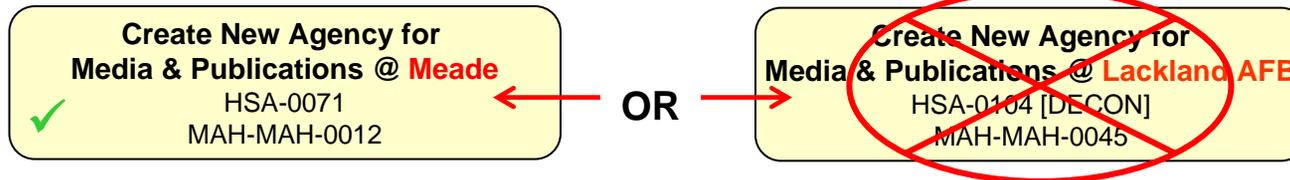
- About 8.4 M USF of leased space in the NCR (> 2 Pentagons)
  - HSA-0018 Consolidate DFAS – 102,979 USF
  - HSA-0006 Create Army HRC – 437,516 USF
  - HSA-0067 Relocate DCMA – 83,408 USF
  - HSA-0065 Consolidate ATEC – 83,000 USF
  - HSA-0047 Co-locate Missile and Space Defense Agencies – 168,000 USF
  - HSA-0115 Co-locate Medical Activities – 166,000 USF
  - HSA-0056 Co-locate AF Leased Locations – 190,000 USF
  - HSA-0046 Consolidate DISA – 523,165 USF
  - HSA-0029 Consolidate CPOs – 43,793 USF
  - HSA-0035 Co-locate National Guard HQs – 296,000 USF
  - HSA-0063 Co-locate TRANSCOM Components – 162,000 USF
  - HSA – 0071 Create Media Agency – 44,526 USF
  - HSA -0078 Consolidate NAVAIR – 25,000 USF
  - HSA-0122 Relocate AF Real Property Agency – 16,437 USF

**TOTAL to Date: 1,883,824 USF of leased space in NCR (22.4%)**



# Media and Publications

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# #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: 242<sup>nd</sup> of 324
- ✓ Soldiers Magazine: 200<sup>th</sup> of 324.
- ✓ AF News Agency-Army/AF Hometown News: 303<sup>rd</sup> of 324.
- ✓ Naval Media Center: 175<sup>th</sup> of 324
- ✓ AFIS: 248<sup>th</sup> of 324
- ✓ Ft. Meade: 88<sup>th</sup> 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

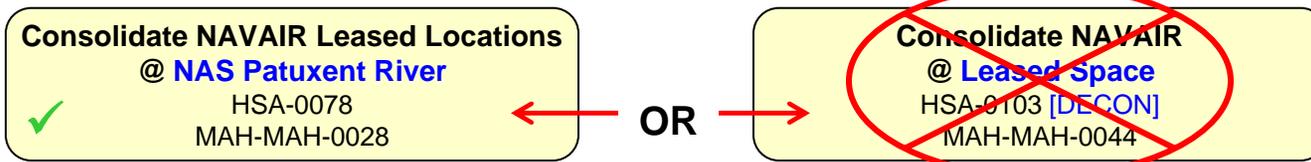
- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

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



# NAVAIR

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# #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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Eliminates approximately 25,000 USF of leased space within the DC Area.</li> <li>✓ Consolidation of HQs from multiple to single locations eliminates redundancy.</li> <li>✓ Moves NAVAIR Components to an AT/FP compliant location.</li> </ul>	<ul style="list-style-type: none"> <li>✓ NAVAIR: 241<sup>st</sup> of 314.</li> <li>✓ NAS Patuxent River: 143<sup>rd</sup> of 314.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$16.4M</li> <li>✓ Net Implementation Cost: \$15.0M</li> <li>✓ Annual Recurring Savings: \$ .5M</li> <li>✓ Payback Period: 100+ Years</li> <li>✓ NPV (cost): \$9.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: No job losses.</li> <li>✓ Criterion 7: No issues.</li> <li>✓ Criterion 8: No impediments.</li> </ul>

✓ Strategy  
✓ COBRA

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

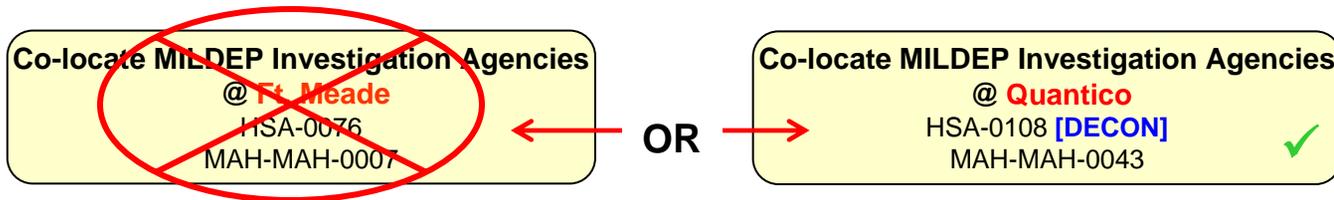
✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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



# MILDEP Investigation Agencies

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# #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, VA

<u>Justification</u>	<u>Military Value</u>
<p><u>Payback</u></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$85.1M</li> <li>✓ Net Implementation Cost: \$75.5M</li> <li>✓ Annual Recurring Savings: \$ 4.1M</li> <li>✓ Payback Period: 36 Years</li> <li>✓ NPV (cost): \$32.1M</li> </ul>	<p><u>Impacts</u></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -45 jobs (27 direct, 18 indirect); &lt; .1%.</li> <li>✓ Criterion 7: Distance to airport issue. No impediments.</li> <li>✓ Criterion 8: No impediments.</li> <li>✓ Other risks: Business disruption; benefits of “jointness” and co-location may not materialize.</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts<sup>29</sup>



# AF Real Property Agency

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**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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Eliminates 16,437 USF NCR leased space</li> <li>✓ Co-location creates synergy for installation planning and environmental response.</li> <li>✓ Moves USAF leased space to an AT/FP compliant location.</li> </ul>	<ul style="list-style-type: none"> <li>✓ AFRPA(AF/IE): 290<sup>th</sup> of 324</li> <li>✓ Brooks City-Base: 82<sup>nd</sup> of 324</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$3.3M</li> <li>✓ Net Implementation Savings: \$ .9M</li> <li>✓ Annual Recurring Savings: \$ .9M</li> <li>✓ Payback Period: 4 Years</li> <li>✓ NPV (savings): \$9.3M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: NCR: -123 jobs (58 direct; 65 indirect); &lt;0.1%.</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: historic properties and wetlands impacts. No impediments.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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



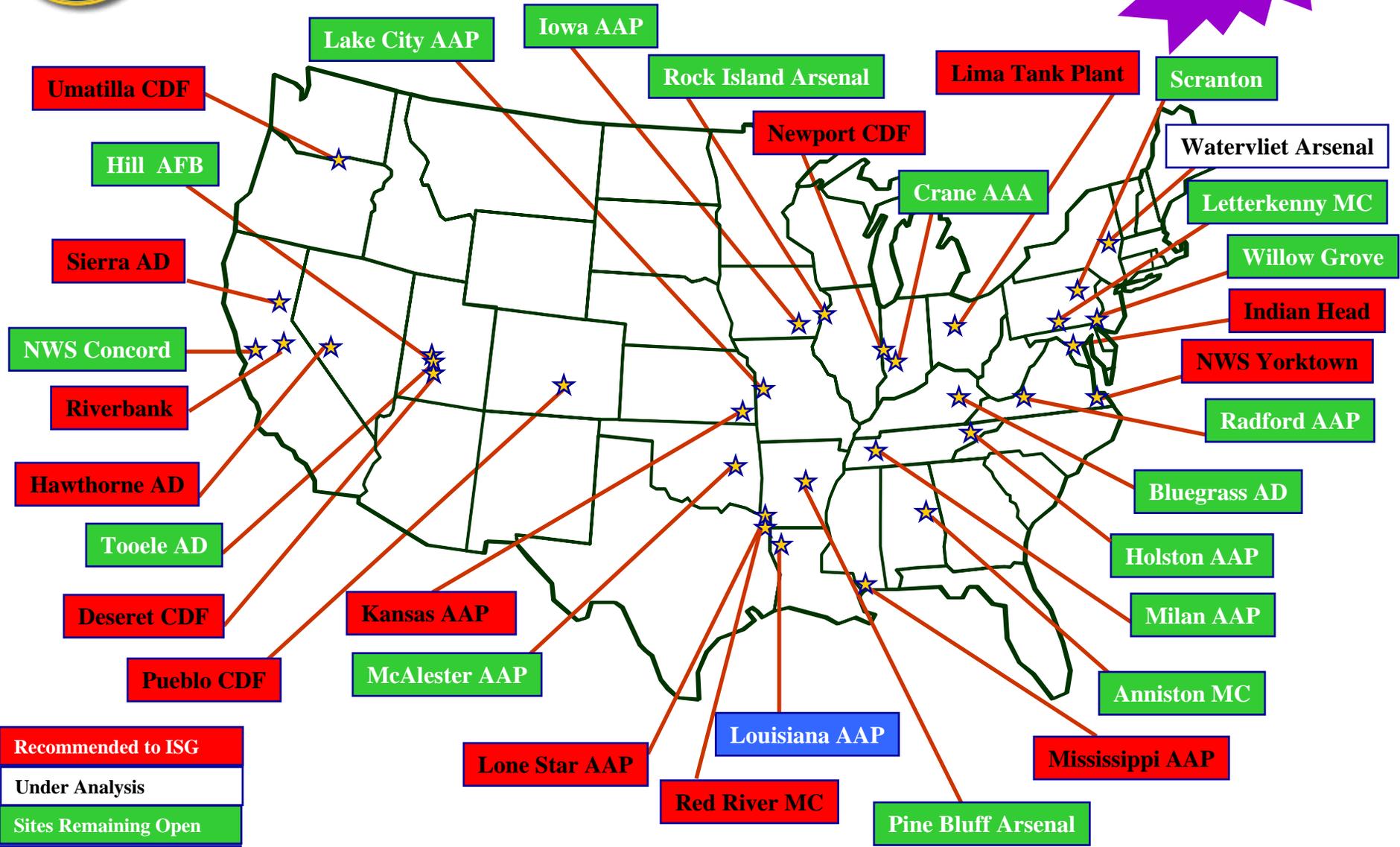
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# Industrial Joint Cross Service Group



# MUNITIONS SITES

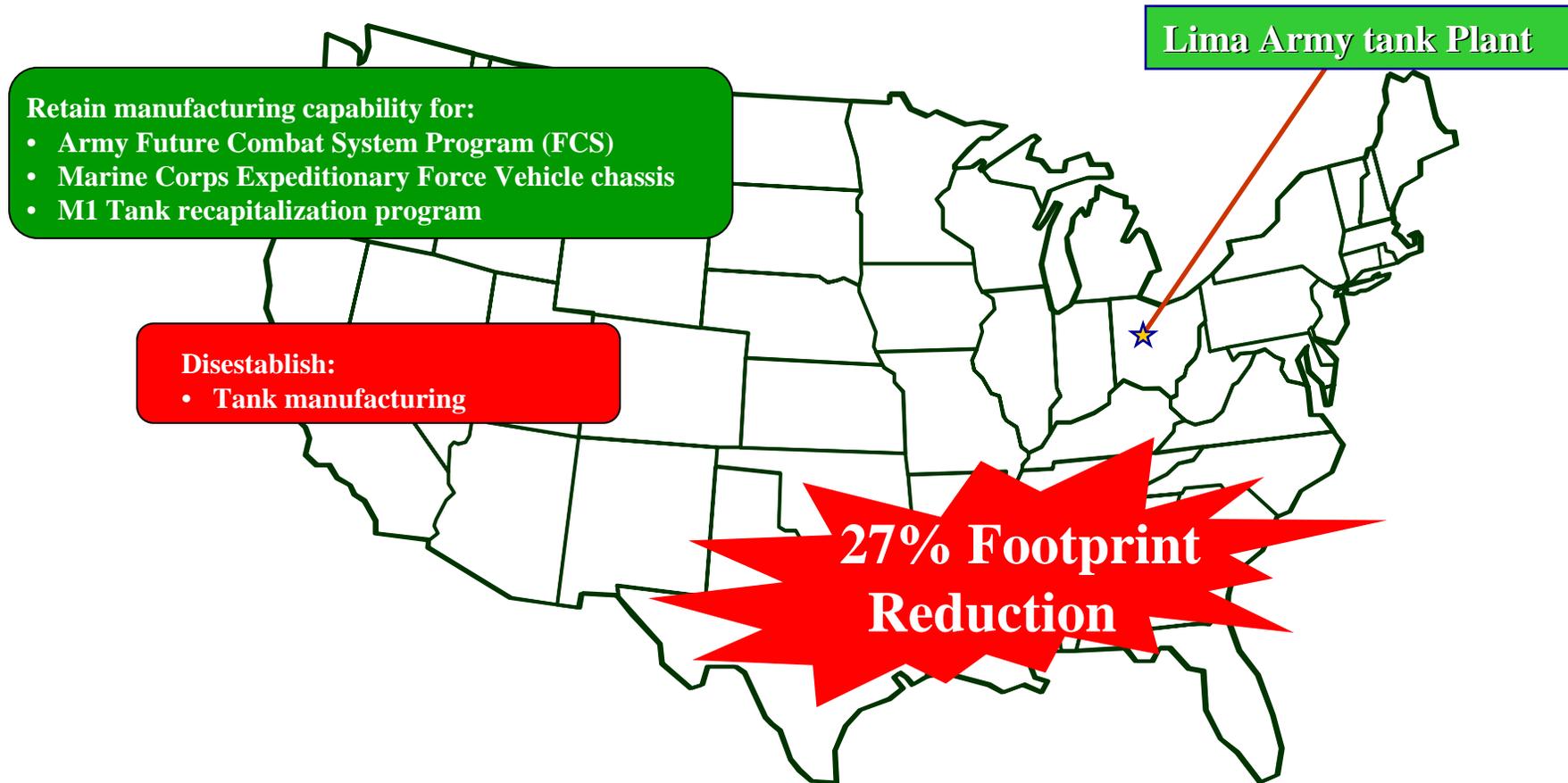
**DRAFT**  
15/33  
Sites



- Recommended to ISG
- Under Analysis
- Sites Remaining Open
- Removed From Analysis



# REALIGN LIMA ARMY TANK PLANT





# # IND-0115 – Lima Army Tank Plant

**Candidate Recommendation:** Realign Lima Tank Plant, OH, by disestablishing tank manufacturing.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Army acquisition strategy for the FCS and Marine Corps acquisition strategy for the EFV includes mfg of manned vehicle chassis at Lima</li> <li>✓ Retains capability for M1 tank recap</li> <li>✓ Re-establishing this capability elsewhere would far exceed the projected savings</li> <li>✓ Reduces administrative ownership and footprint</li> </ul>	<ul style="list-style-type: none"> <li>✓ Lima: 3rd of 3 Armaments Production/Manufacturing Facilities</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost: \$\$.74M</li> <li>✓ Net implementation savings: \$5.30M</li> <li>✓ Annual recurring savings: \$1.73M</li> <li>✓ Payback Time: One Year</li> <li>✓ NPV (savings): \$20.94M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: 0 job losses</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No Impediments.</li> </ul>

- ✓ 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**



# Medical Joint Cross Service Group

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Healthcare  
Education & Training

**Healthcare Services**

Healthcare Research,  
Development & Acquisition

Enlisted Medical Training

Officer Medical Ed

**Primary Care**

**Specialty Care**

Inpatient

Aerospace Operational Med

Combat Casualty Care

Hyperbaric and Diving Medicine

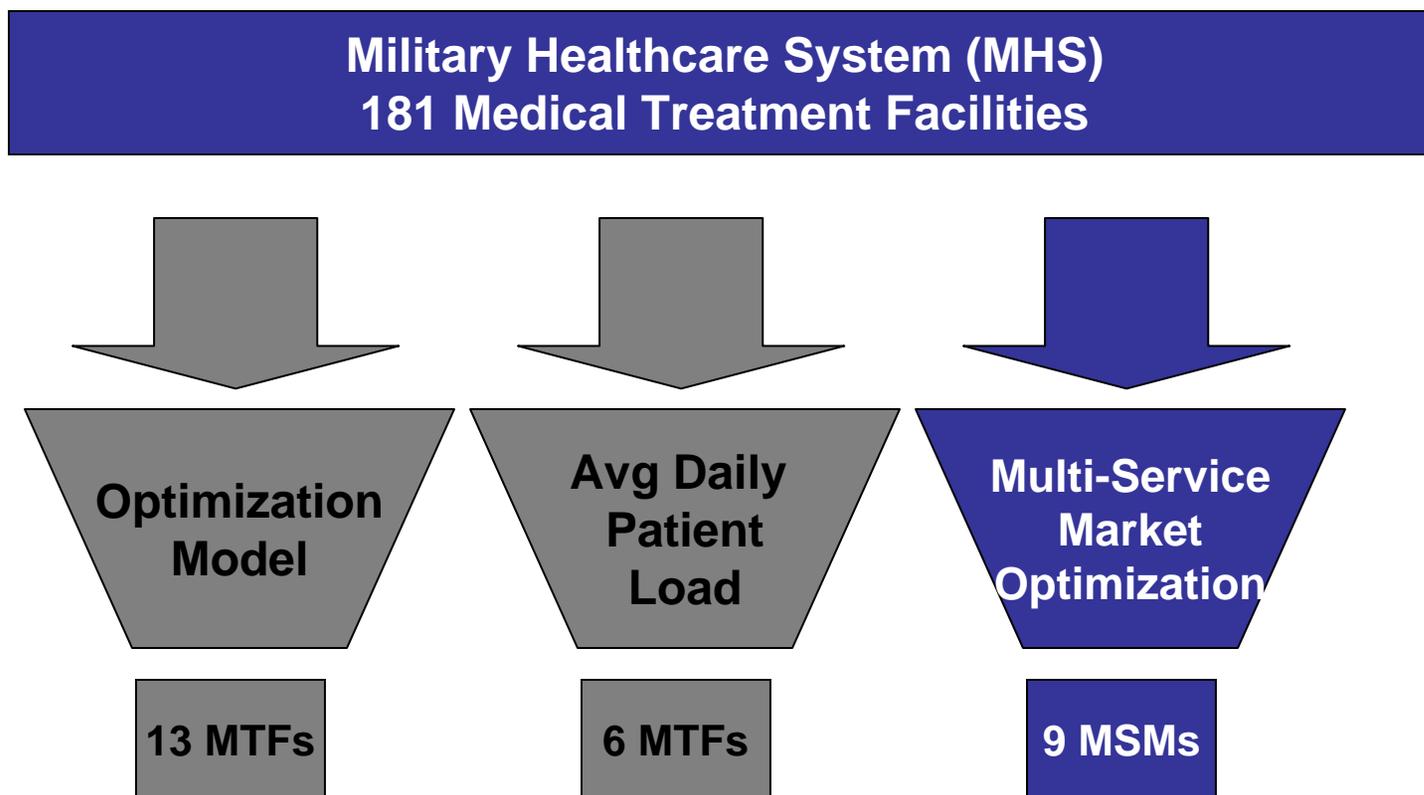
IM/IT Acquisition

Medical Biological Defense

Medical Chemical Defense



# Healthcare Services – Inpatient



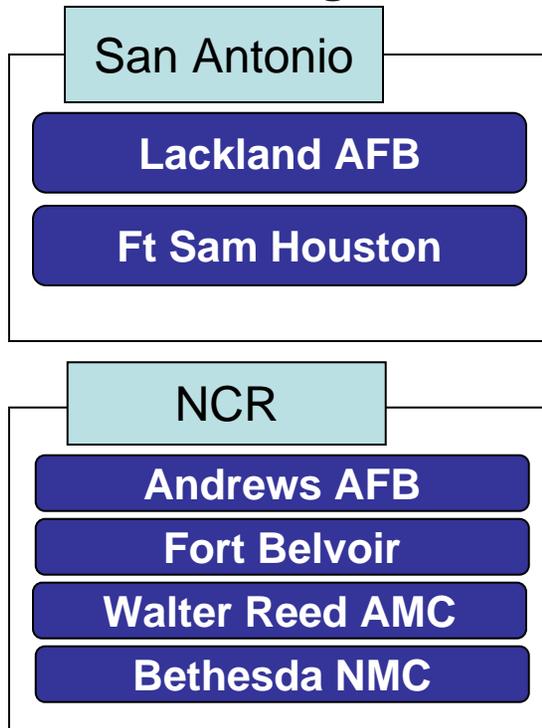


# MJCSG Strategy

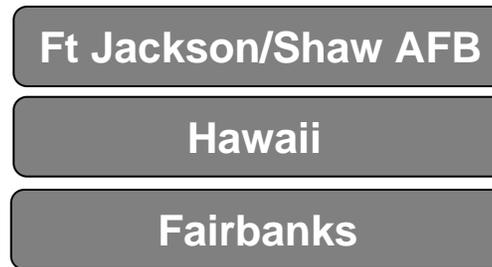
## ■ Transformational Option

- Multi-Service Market Optimization

### Pending



### Rejected



### Accepted





# #MED-0017 Pope AFB

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

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient operations</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Healthcare Services Function:                         <ul style="list-style-type: none"> <li>✓ Pope AFB: 43.14</li> <li>✓ Fort Bragg: 87.21</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$5.7M</li> <li>✓ Net Implementation Savings: \$48.3M</li> <li>✓ Annual Recurring Savings: \$11.8M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$154M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: –415 jobs(239 direct, 176 indirect); 0.21%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

- ✓ 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



# #MED-0022 McChord AFB

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

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Redistributes military providers to areas with more eligible population</li> <li>✓ Reduces inefficient operations</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Healthcare Services Function:                         <ul style="list-style-type: none"> <li>✓ McChord AFB: 51.45</li> <li>✓ Fort Lewis: 76.10</li> </ul> </li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$1.98M</li> <li>✓ Net Implementation Savings: \$48.7M</li> <li>✓ Annual Recurring Savings: \$10.5M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV (savings): \$142.2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: –355 jobs (192 direct, 163 indirect); &lt;0.1%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

- ✓ 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

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**Healthcare  
Education & Training**

**Healthcare Services**

**Healthcare Research,  
Development & Acquisition**

**Enlisted Medical Training**

**Officer Medical Ed**

**Primary Care**

**Specialty Care**

**Inpatient**

**Aerospace Operational Med**

**Combat Casualty Care**

**Hyperbaric and Diving Medicine**

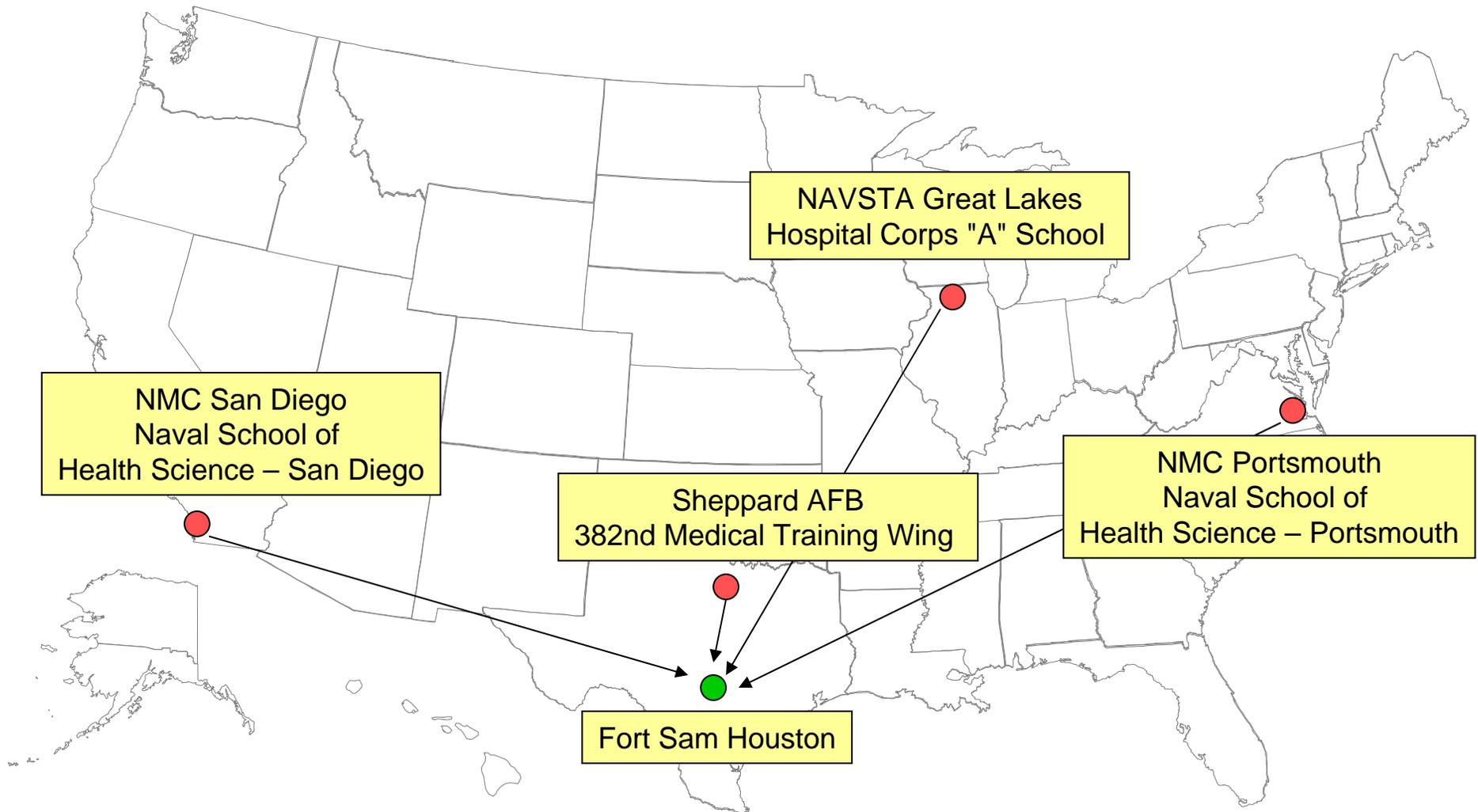
**IM/IT Acquisition**

**Medical Biological Defense**

**Medical Chemical Defense**



# 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: \$301.3M
- ✓ Net Implementation cost: \$280.1M
- ✓ Annual Recurring Savings: \$14.9M
- ✓ Payback Period: 34 years
- ✓ 20 Yr. NPV (cost): \$112.2M

**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



## Receiving Base Rational

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- Lowest cost location – No MILCON
- Adjacent to large medical facility (Brooke AMC)



# MJCSG Scenarios Net Financial Impact

Proposal Title	1 Time Cost	Total 1-6 yr Net Cost	NPV Savings
MED-004a Cherry Point	\$1.46M	-\$5.42M	\$20.06M
MED-004b Fort Eustis	\$1.15M	-\$2.14M	\$10.11M
MED-004c USAFA	\$.35M	-\$0.075M	\$1.21M
MED-049 MacDill AFB	\$.63M	-\$4.29M	\$14.19M
MED-050 Keesler AFB	\$7.83M	-\$100.53M	\$307.02M
MED-052 Scott AFB	\$2.77M	\$.43M	\$8.56M
MED-053 Great Lakes	\$3.09M	-\$38.96M	\$92.64M
MED-054 Fort Knox	\$3.06M	-\$7.56M	\$6.65M
MED-030 USUHS	\$37.7M	-\$35.87M	\$578.25M
<b>MED-017 Pope AFB</b>	<b>\$5.70M</b>	<b>-\$48.30M</b>	<b>\$154.00M</b>
<b>MED-022 McChord AFB</b>	<b>\$1.98M</b>	<b>-\$48.70M</b>	<b>\$142.20M</b>
<b>MED-005 Med Basic &amp; Specialty Enlisted Trng</b>	<b>\$301.30M</b>	<b>\$280.10M</b>	<b>\$-112.20M</b>
<b>Totals</b>	<b>\$366.72M</b>	<b>-\$59.74M</b>	<b>\$1,222.69M</b>

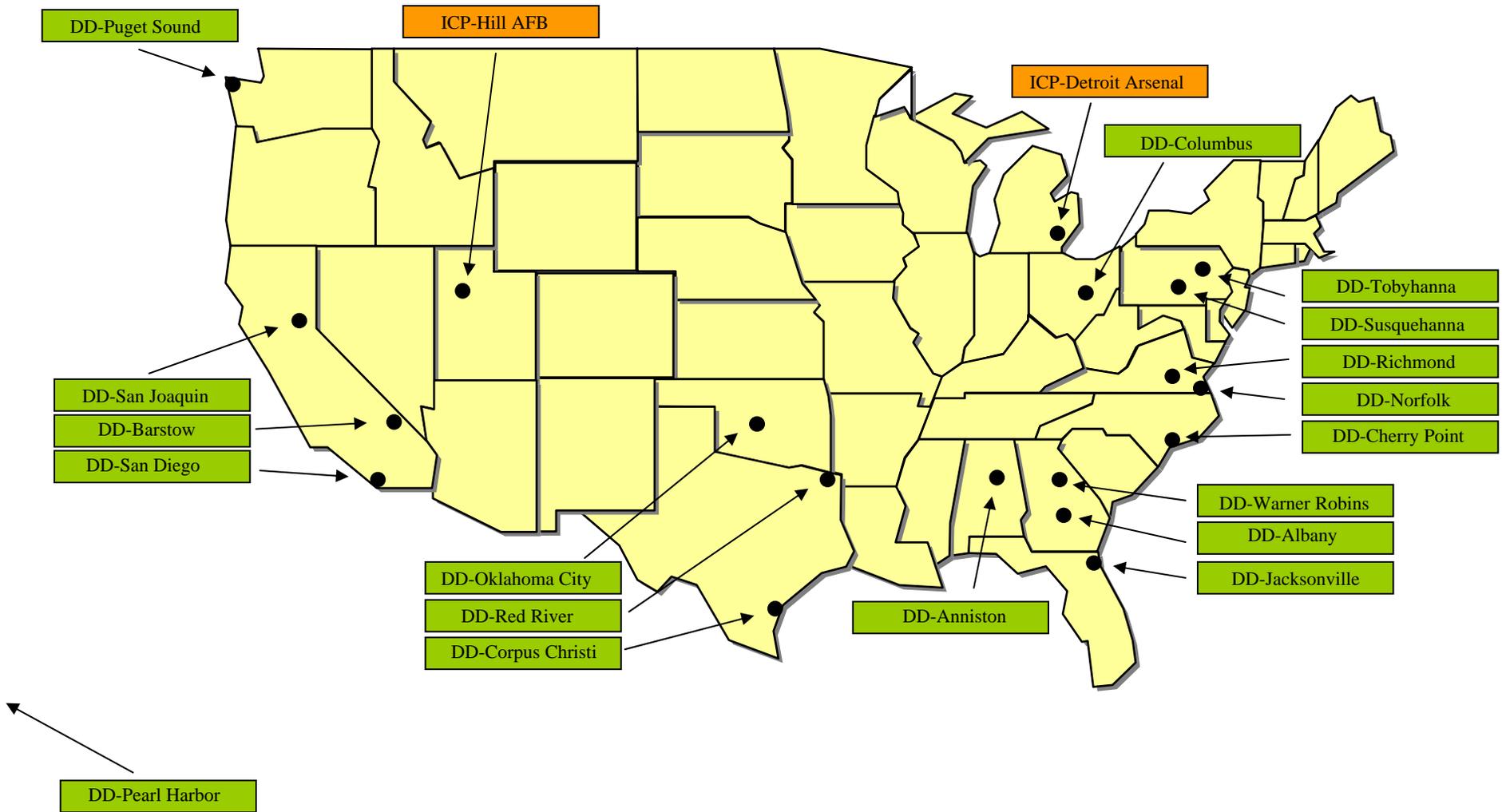


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## Supply & Storage Joint Cross Service Group



# Candidate #S&S-0043





## Candidate #S&S-0043

**Candidate Recommendation (Summary):** Privatize wholesale supply, storage and distribution for all tires used by DoD. Disestablish tire supply functions performed by ICPs at Detroit Arsenal and 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
- ✓ Reduces excess storage capacity by 1.6M sq ft

### 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  |

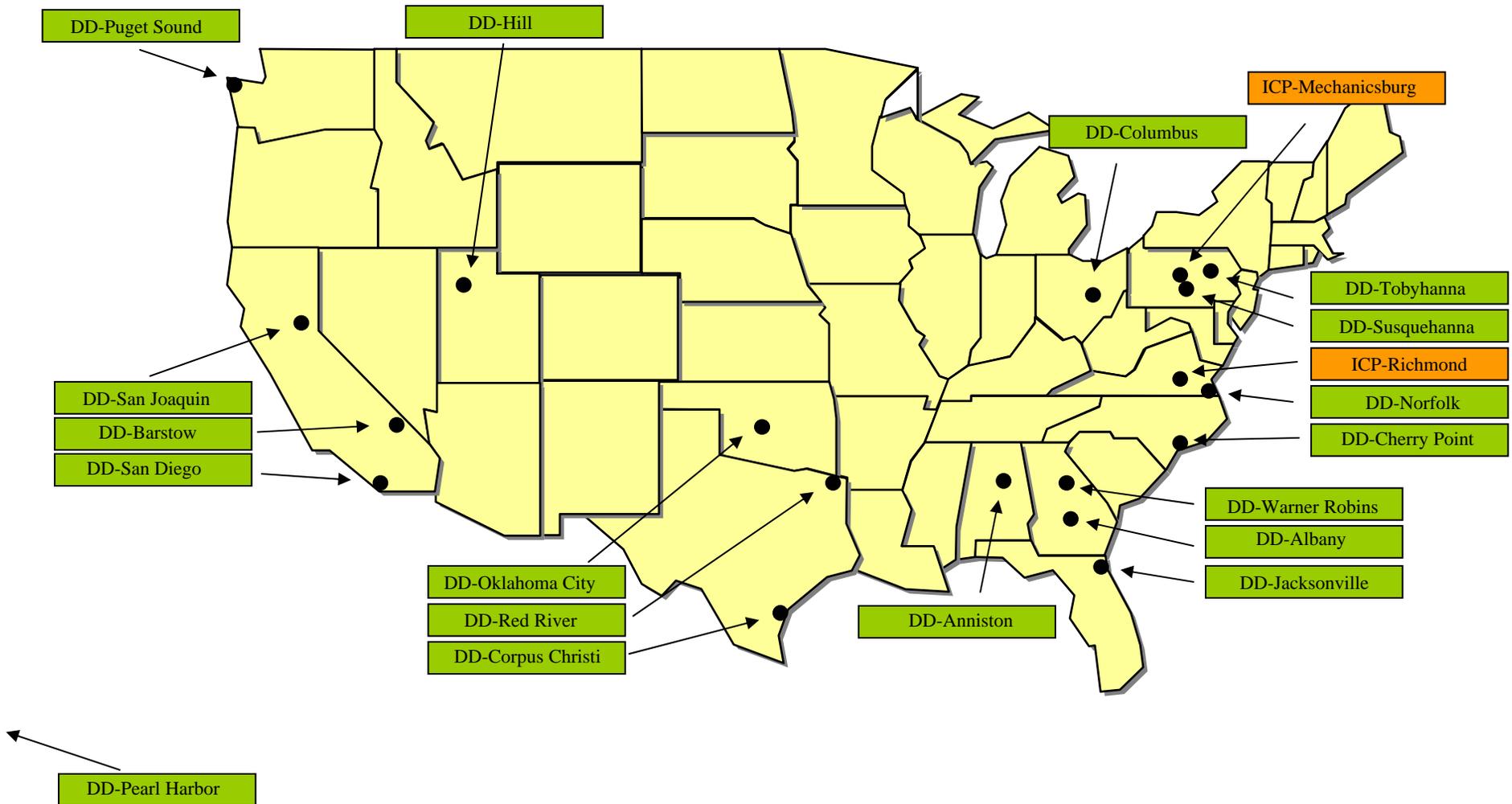
### Impacts

- ✓ **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 |



# Candidate #S&S-0044





## Candidate #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 ICPs at Defense Supply Center Richmond and NSA 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
- ✓ Reduces excess storage capacity by .9M sq ft

### 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   |

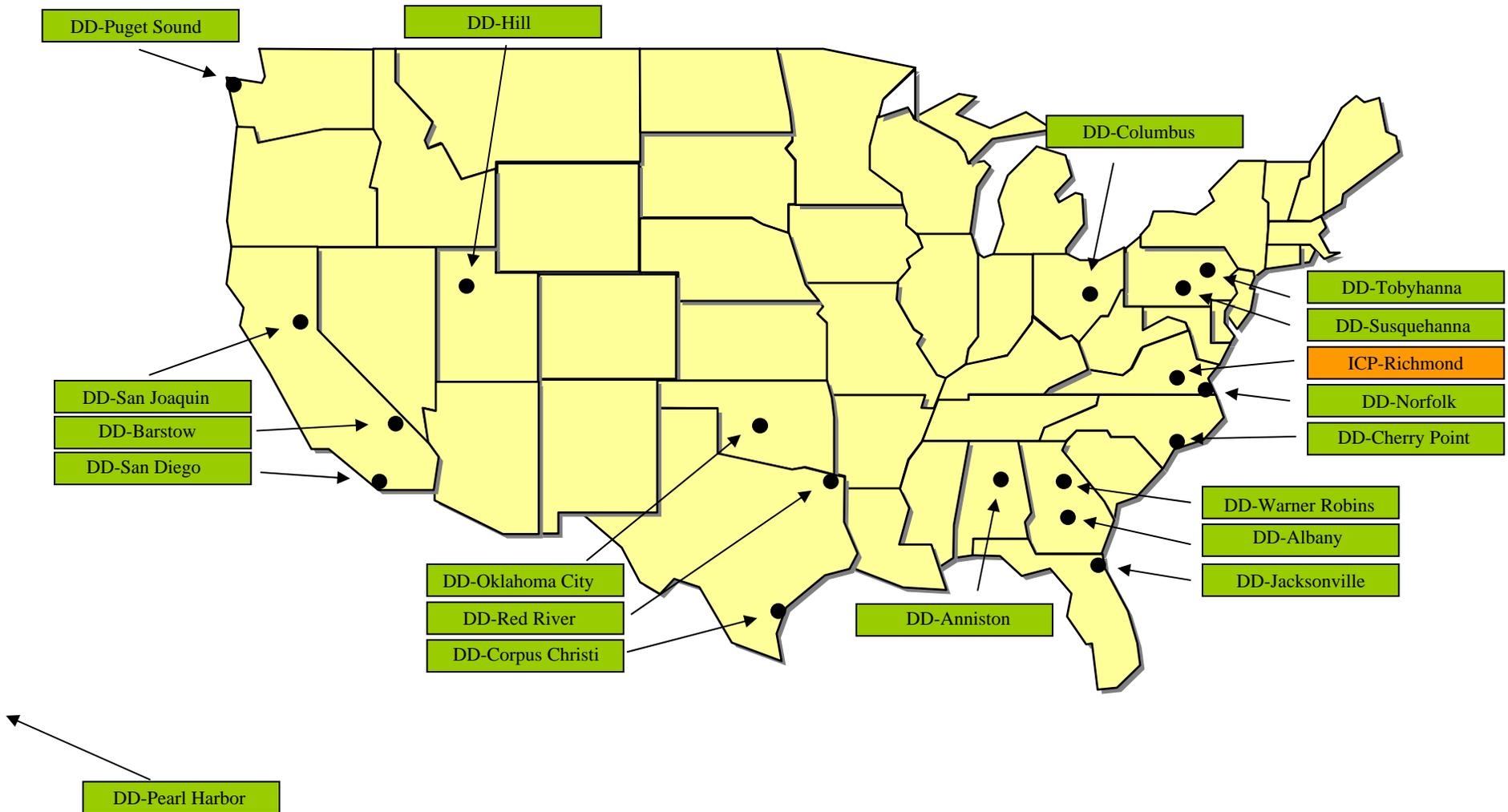
### Impacts

- ✓ **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 |



# Candidate #S&S-0045





## Candidate #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
- ✓ Reduces excess storage capacity by 325K sq ft

### 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/MilDepts



# Technical Joint Cross Service Group Candidate Recommendations

Feb 18, 2005

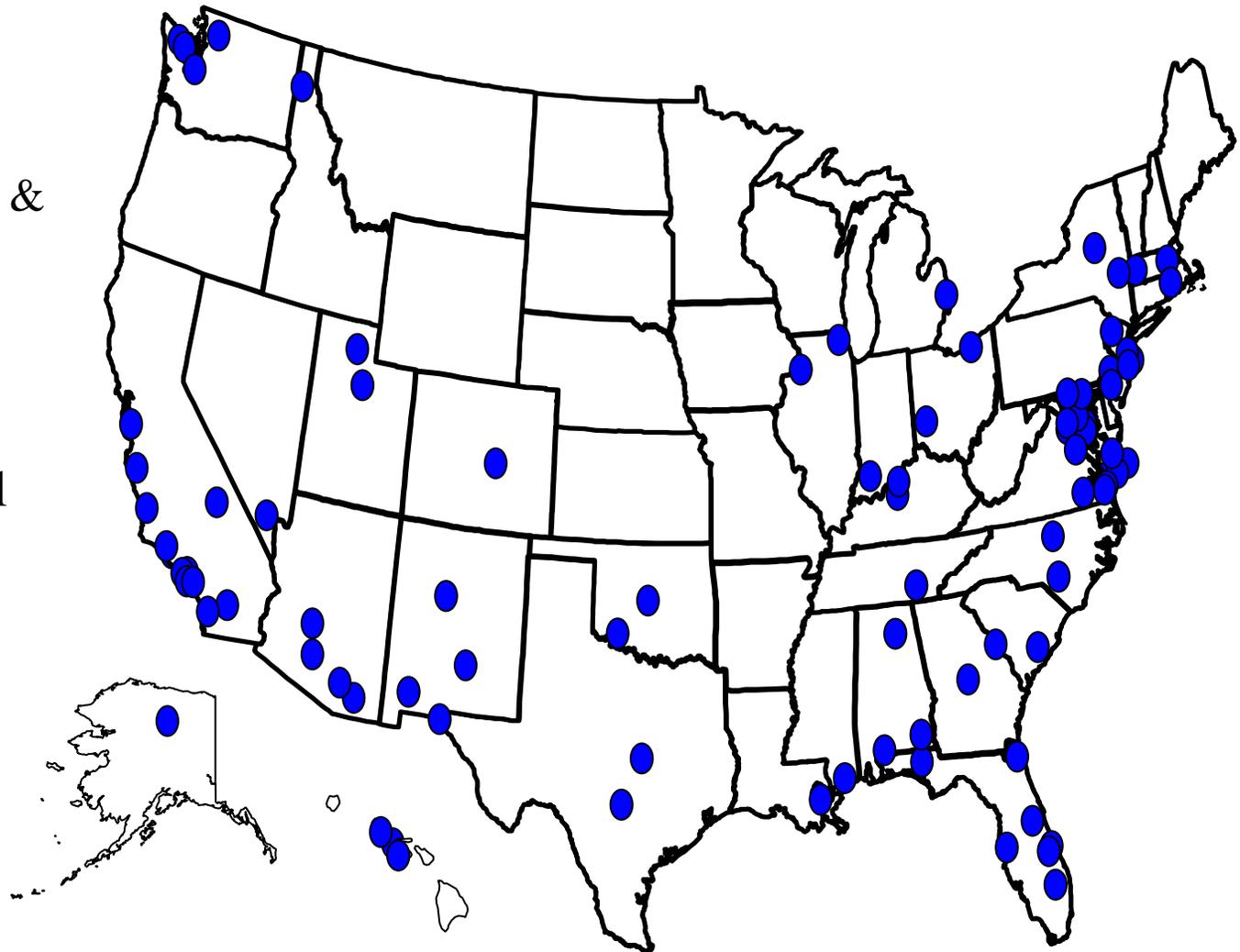
Dr. Ron Sega

Chairman, Technical Joint Cross Service Group



# RDAT&E Facilities\*

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



\*With greater than 30 Full time Equivalent personnel



# TJCSG “Principles & Strategies”

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- **Principles:**

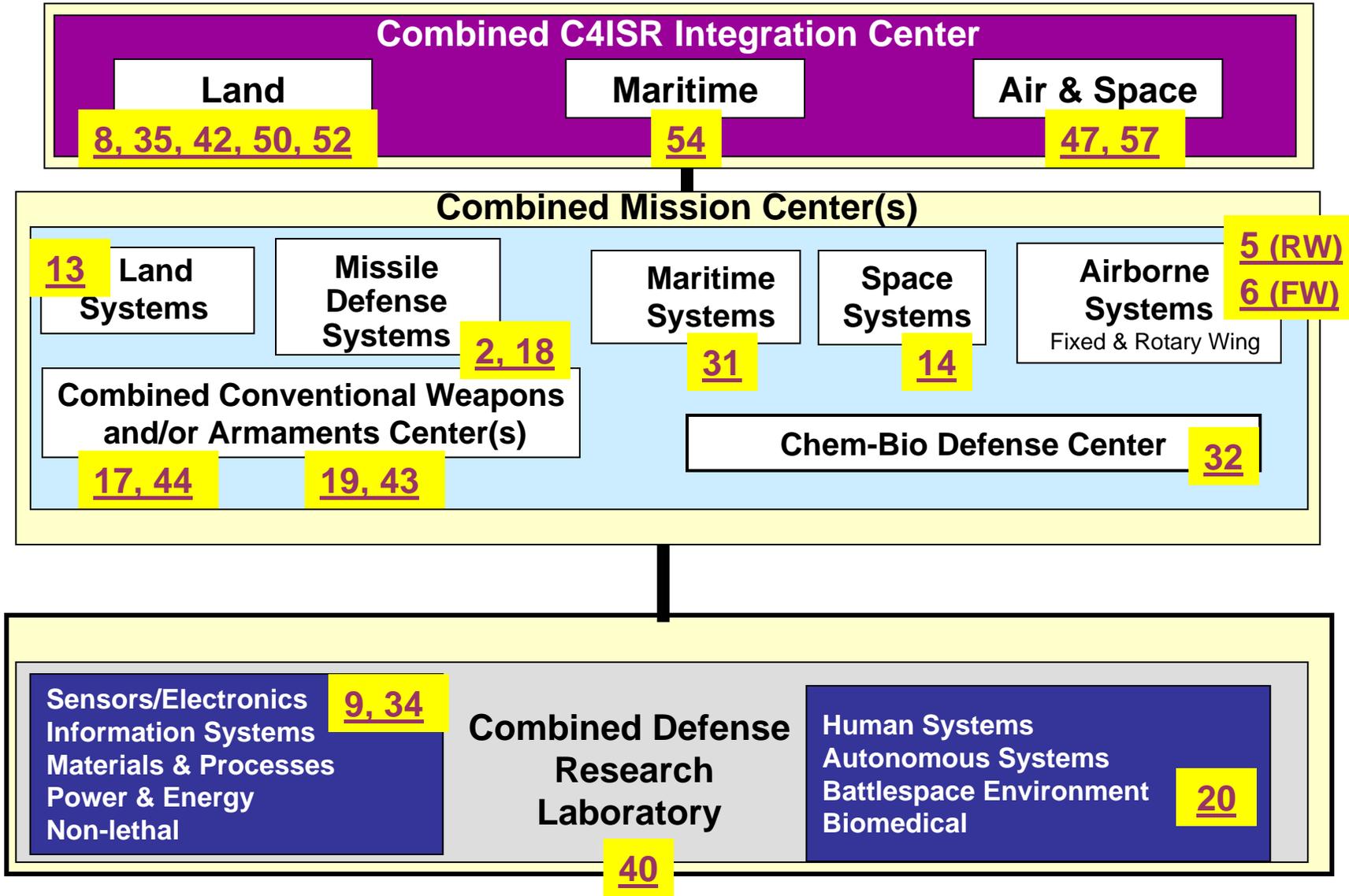
- 1) Consolidate to Fewer “Mega Centers” (RDAT&E)
- 2) Maintain Multiple Locations for “Competition of Ideas”

- **Strategies:**

- 1) Establish Defense Research Laboratories
  - A. Consolidate Program Managers
  - B. Reduce Number of In-House Laboratories
- 2) Establish “Integrated” Platform Centers (RDAT&E) for Major Technical Areas
- 3) Establish Air, Land, Maritime C4ISR and Joint Management Centers



# Scenario Relationship to TJCSG Transformational Framework





# Scenario Families

	FAMILY	SCENARIOS	ISG SCHEDULE
Combined Research Lab	<b>1. Extramural Research</b>	<b>40</b>	<b>4 Feb</b> ←
	2. Defense Research Lab	9	25 Feb
	<b>3. Joint Battlespace “Lab”</b>	<b>20</b>	<b>18 Feb</b> ←
Combined Mission Centers	<b>4. Joint Chem-Bio</b>	<b>32</b>	<b>18 Feb</b> ←
	5. Ground Platform	13	25 Feb
	6. Air Platform (Fixed)	6	25 Feb
	7. Air Platform (Rotary)	5	25 Feb
	8. Maritime Systems	31	Inactive
	9. Space Systems	9	Inactive
	10. Weapons Systems	2, 17, 18, 19, 28, 43, 44	25 Feb
	11. Energetic Materials	2,18,19, 43	18 Feb
	12. Guns and Ammo	17, 44	18 Feb
	<b>13. Combined C4ISR</b>	<b>8, 42, 47, 54</b>	<b>8 or 42 - 25 Feb</b> <b>47 and 54 – 18 Feb</b> ←



## Present Status

<b>Scenario</b>	<b>One-Time Cost</b>	<b>Payback</b>	<b>NPV</b>	<b>Impacts</b>
Tech 40 Consolidate Extramural Research PMs	\$104.5M	1 Year	\$583.2M (savings)	Close 7 Leased Facilities
Tech 20 Joint Meteorology & Oceanography Center	\$12.7M	6 Years	\$20.7M (savings)	Assist Closure of NRL Monterey
Tech 32 Chem/Bio RD&A	\$75.7M	15 Years	\$8.3M (savings)	Streamlines Growing Mission
Tech 54 Navy C4ISR RDAT&E Consolidation	\$72.75M	13 Years	\$13.8M (savings)	Enables Pt. Mugu Closing



# Tech 0040 Consolidate Extramural Research Program Managers to NAS Anacostia

Candidate Recommendation: Close the Office of Naval Research, Arlington, VA; the Air Force Office of Scientific Research, Arlington, VA; the Army Research Offices, Durham, NC, Fort Belvoir, VA, and Arlington, VA; and the Defense Advanced Research Project Agency, Arlington, VA. Relocate all functions to Anacostia Annex, Washington, DC. Realign the Defense Threat Reduction Agency Eisenhower Avenue facility, Alexandria, VA, by relocating the Extramural Research Program Management function to Anacostia Annex, Washington, DC.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>• Foster coordination among extramural research activities</li> <li>• Enhance force protection</li> <li>• Vacate Leased Space in National Capital Region</li> <li>• Form a major element of the Defense Research Laboratory</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>• DARPA and ONR had higher quantitative MV scores than Anacostia, but both are in unprotected leased space .</li> <li>• Military judgment said quantitative scores high because of research managers co-location.</li> <li>• Anacostia provides highest overall MV because of enhanced force protection, accessibility to Pentagon and Capital Hill by metro, and quality of buildings.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>• One-time cost: \$104.5M</li> <li>• Net implementation savings: \$110.4M</li> <li>• Annual recurring savings: \$52.3M</li> <li>• Payback time: 1 year</li> <li>• NPV (savings): \$583.2M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criteria 6: -191 jobs (121 direct, 70 indirect); &lt; 0.1%</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No impediments</li> </ul>

- ✓ 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-0040 Consolidate Extramural Research Program Managers to NAS Anacostia





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

**Payback**

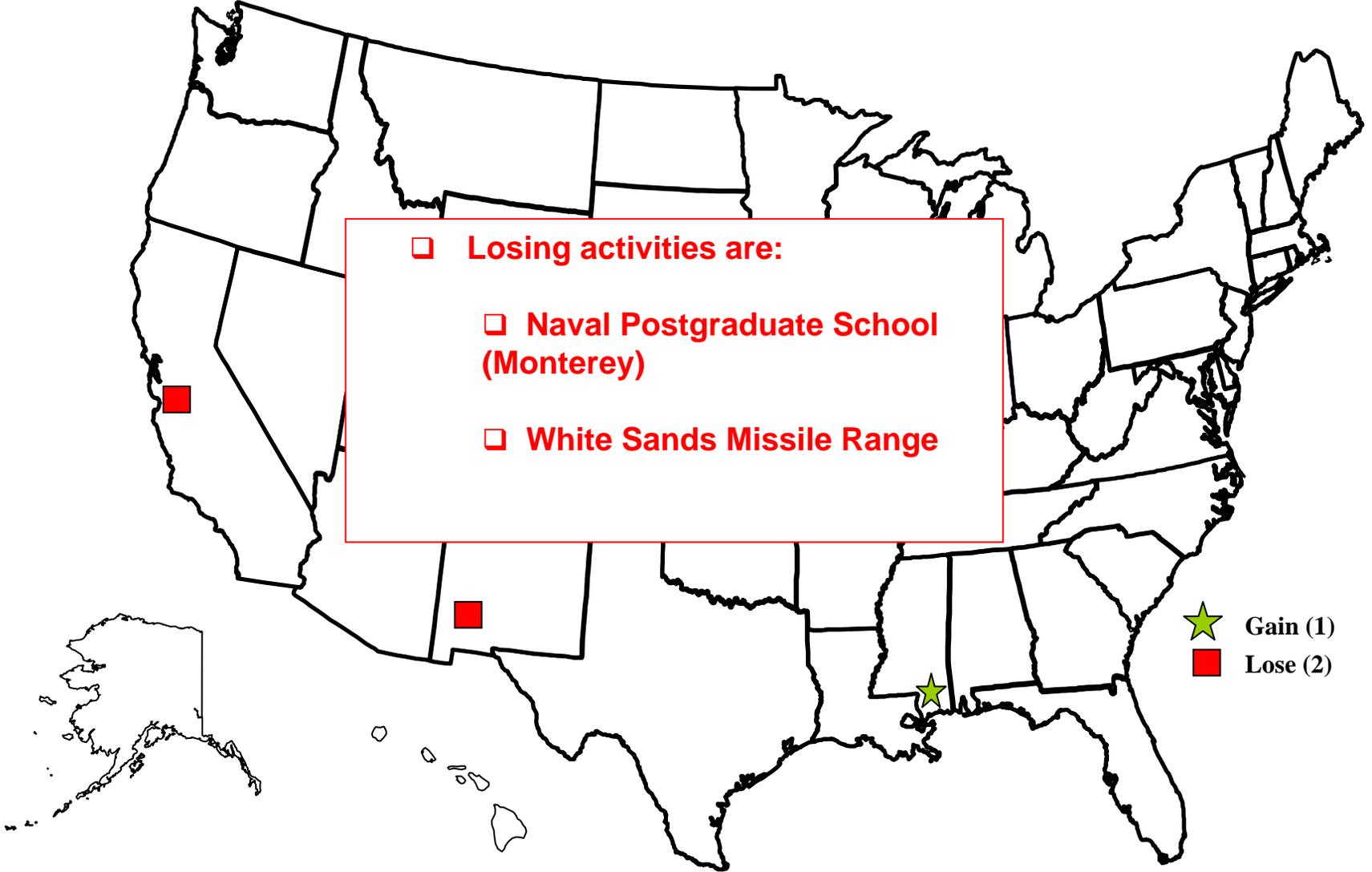
- One-time cost: \$12.7M
- Net implementation cost: \$10K
- Annual recurring savings: \$2.3M
- Payback time: 6 years
- NPV (savings): \$20.7M

**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



# TECH-0020 Joint Meteorology & Oceanography Center





# 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**

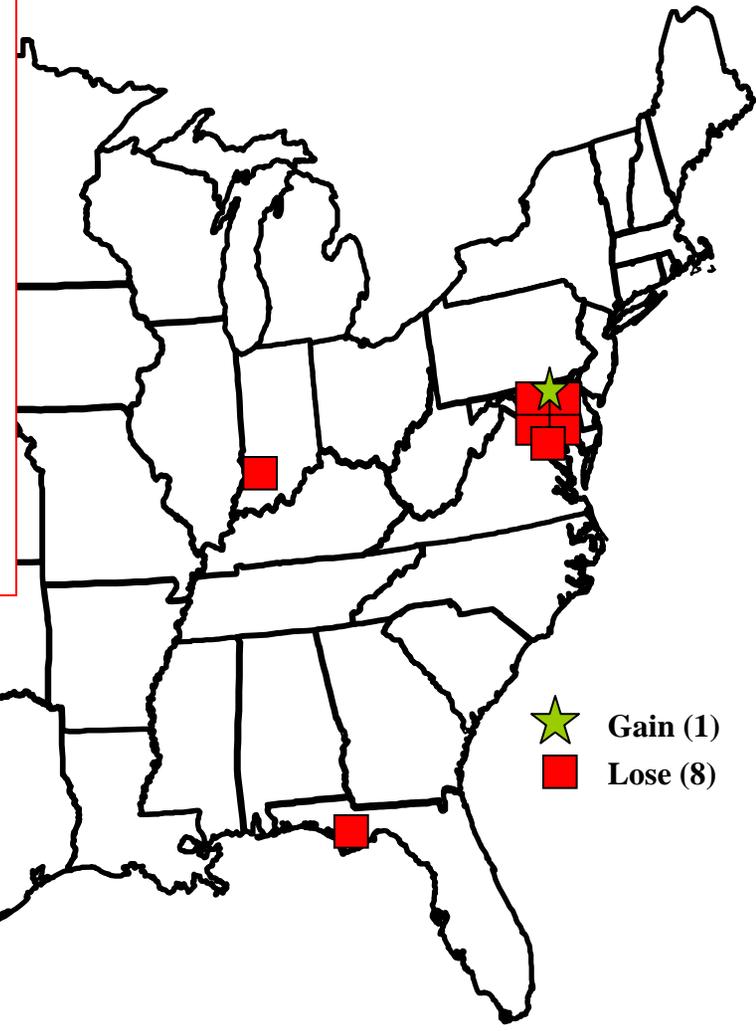
- Criterion 6: From -22 to -598 jobs; <0.1% to 2.3% across 5 economic areas
- Criterion 7: No issues
- Criterion 8: No impediments

- ✓ 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-0032 Chemical-Biological RD&A

- 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-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.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>• Eliminate redundant infrastructure</li> <li>• More efficient use of retained assets</li> </ul>	<ul style="list-style-type: none"> <li>• China Lake has higher quantitative MV in D&amp;A and T&amp;E.</li> <li>• Point Mugu has slightly higher quantitative MV in Research, although approximately the same</li> <li>• Military judgment said consolidation at China Lake provides highest overall Military Value</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>• One-time cost: \$72.8M</li> <li>• Net implementation cost: \$51.0M</li> <li>• Annual recurring savings: \$6.7M</li> <li>• Payback time: 13 years</li> <li>• NPV (savings): \$13.8M</li> </ul>	<ul style="list-style-type: none"> <li>• Criteria 6: -1075 jobs (479 direct, 596 indirect); &lt;0.3%</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No impediments</li> </ul>

- ✓ 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

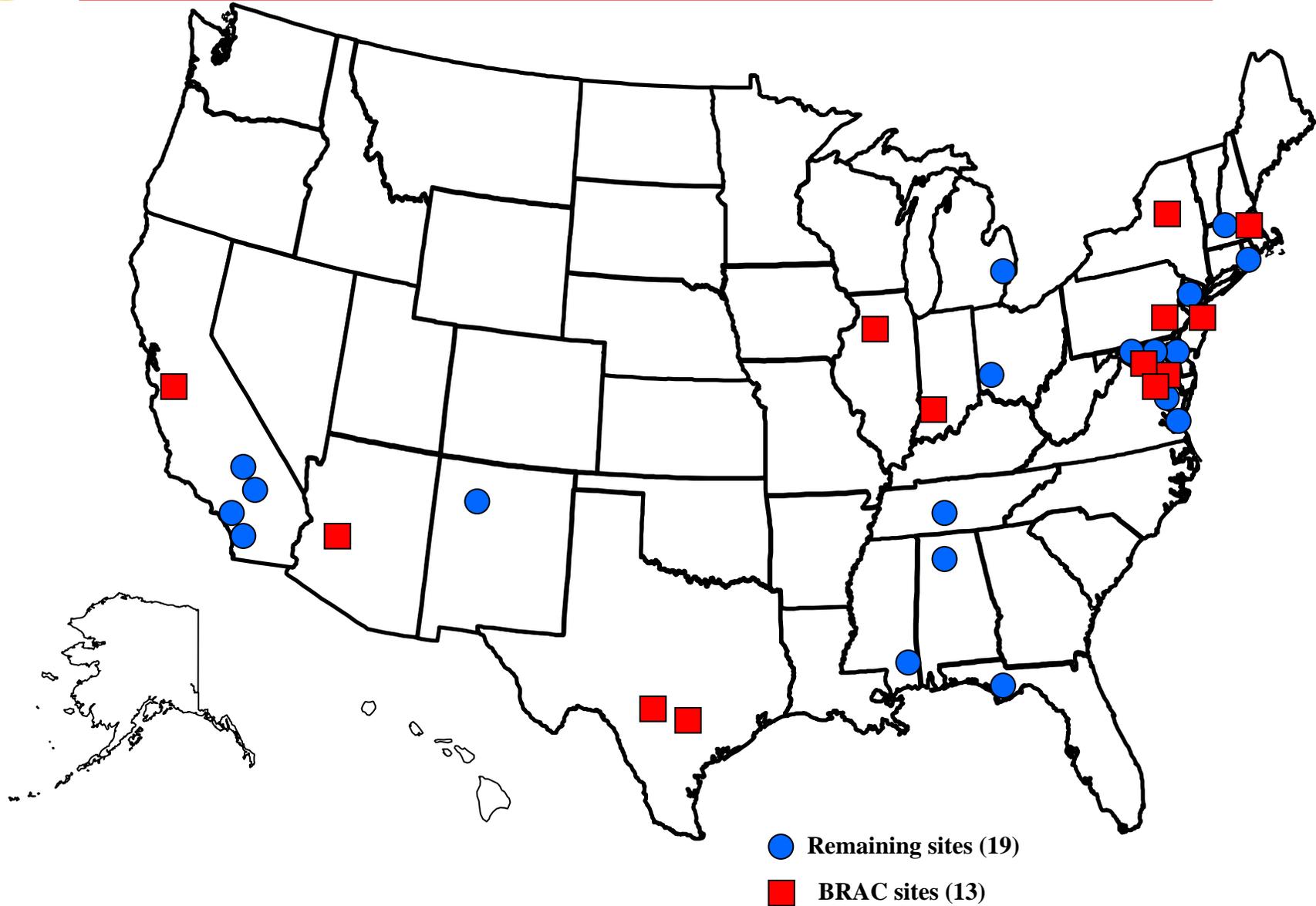


# Tech-0054 Navy C4ISR RDAT&E Consolidation



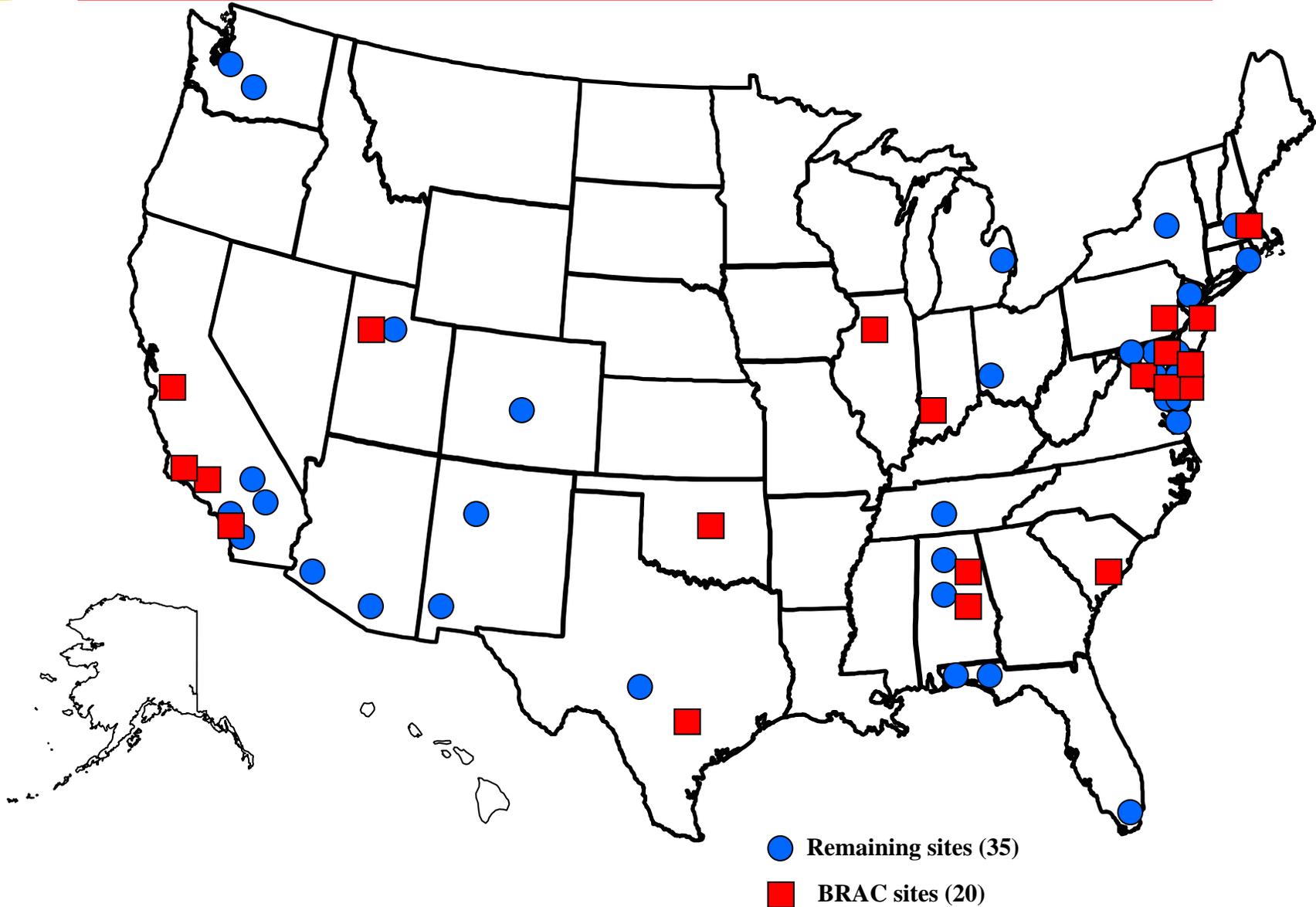


# TJCSG Research



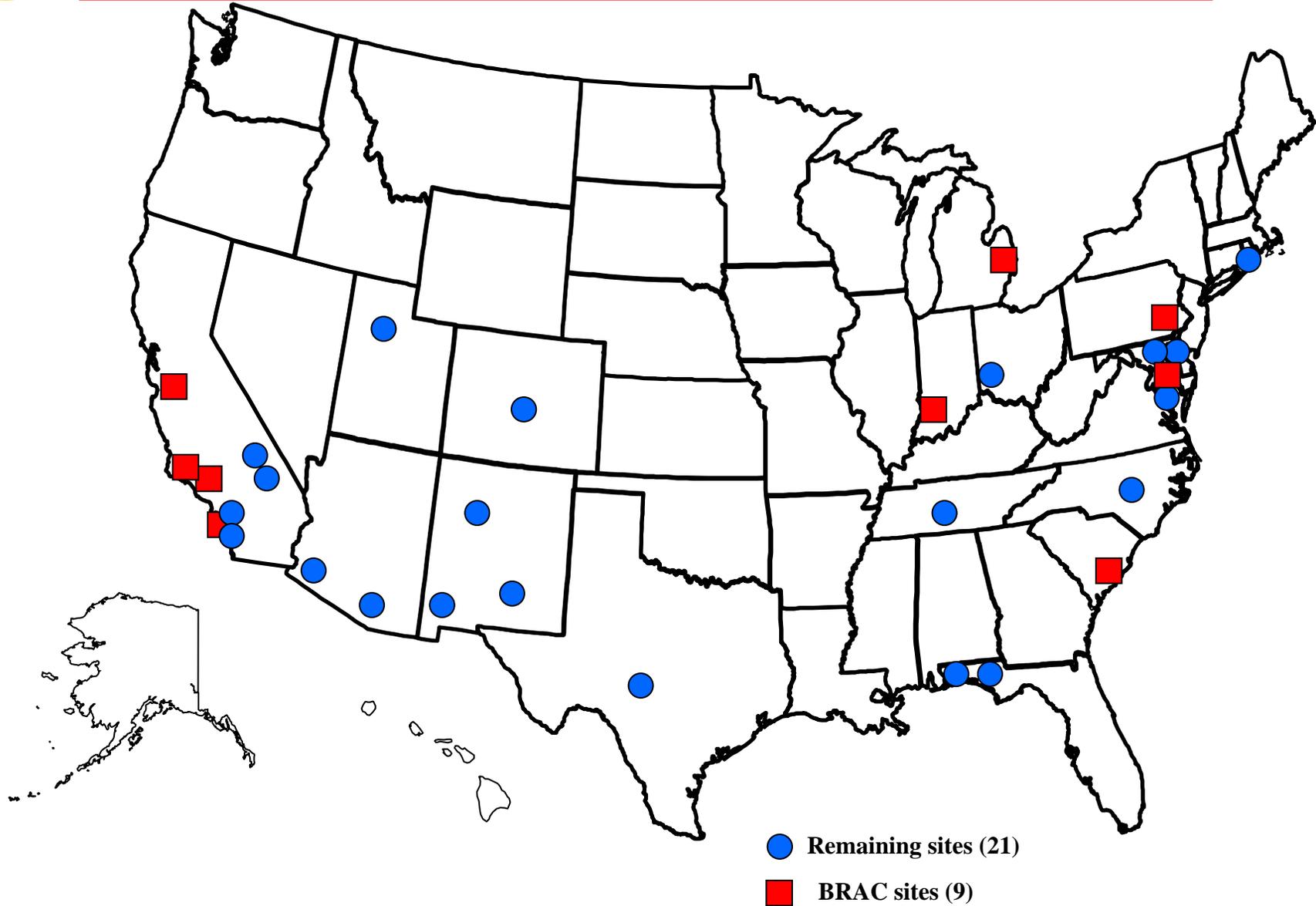


# TJCSG Development & Acquisition





# TJCSG Testing & Evaluation



# ***Headquarters U.S. Air Force***

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*Integrity - Service - Excellence*

## **Air Force BRAC Update to ISG**



**18 Feb 05**

**Fred Pease  
Dep Asst Secretary  
Basing & Infrastructure Analysis**

**U.S. AIR FORCE**

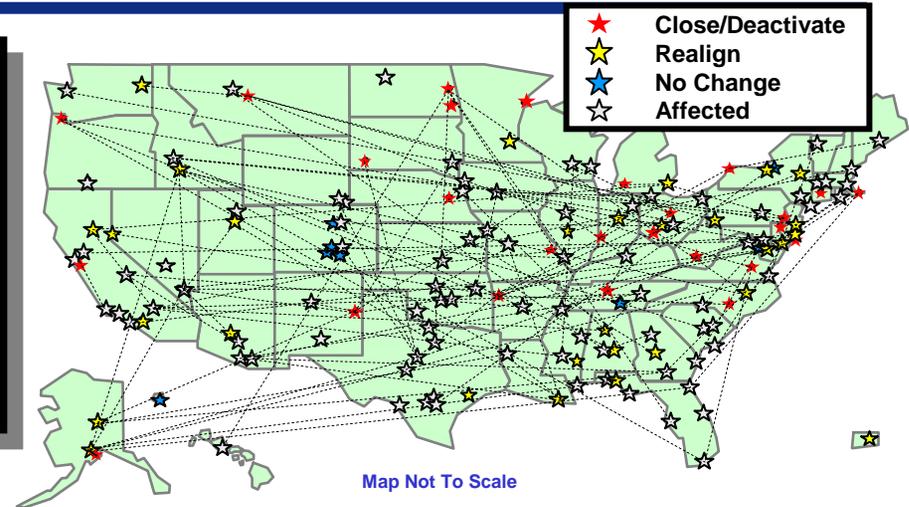
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# Air Force Laydown Interwoven Solution

## Proposed Air Force BRAC Actions

Active Installations affected	<b>44 (63%)</b>
ARC Installation affected	<b>72 (86%)</b>
<b>AF Installations Affected</b>	<b>116 (75%)</b>

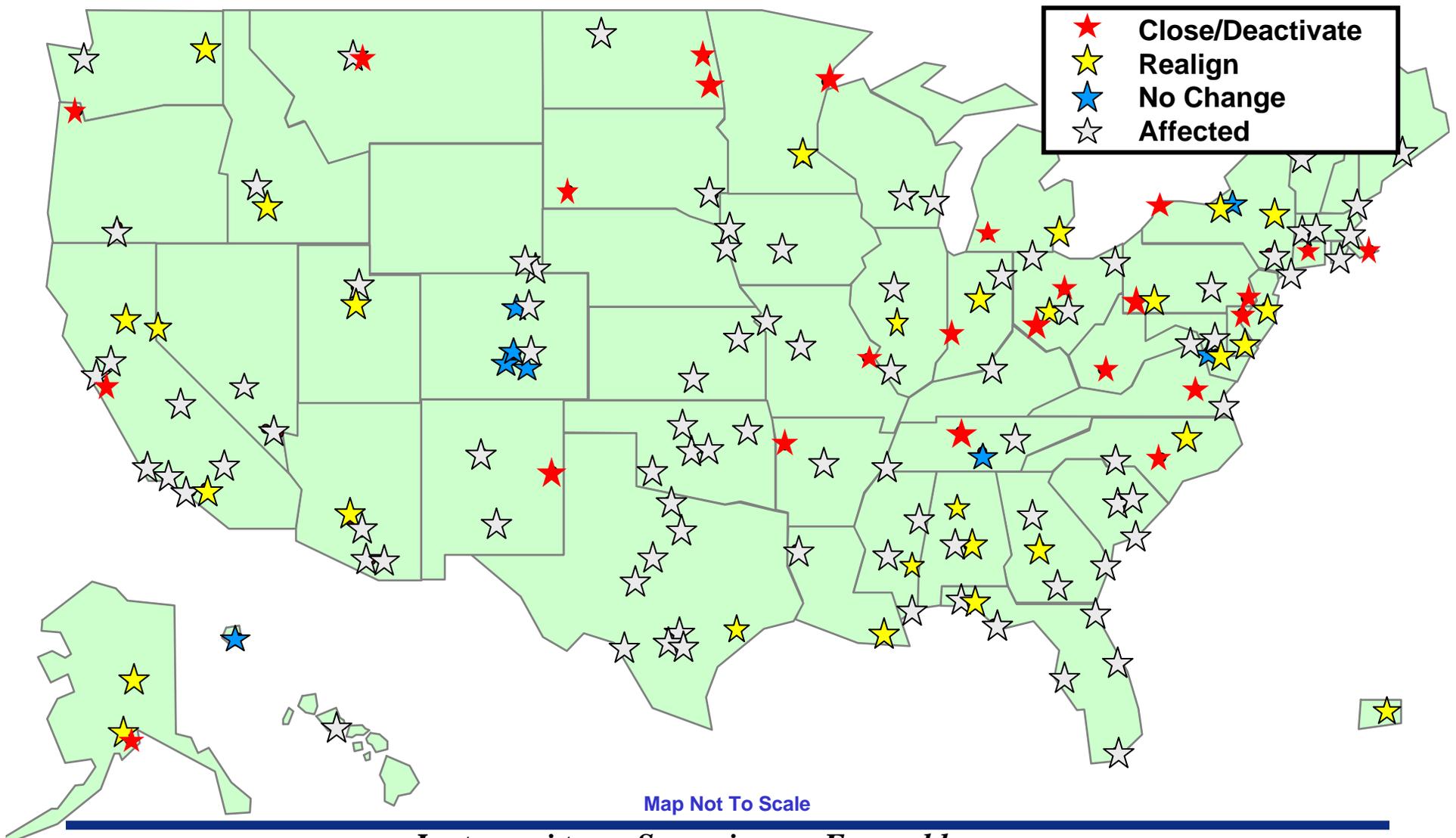


- Air Force scenarios incorporated:
  - Optimal Squadron Sizing
    - Adjustments made to provide more efficient operational units (e.g. Fighter increased from 15 to 24 Primary Aircraft Authorization)
  - Crew ratio increase (e.g. F-16 ratio increases from 1.25 to 1.5)
    - Combined with static ANG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

**AF recommendations represent a complex, interwoven and interdependent family of scenarios**



# *Air Force Installations*



Map Not To Scale

*Integrity - Service - Excellence*



# Air Force Installations

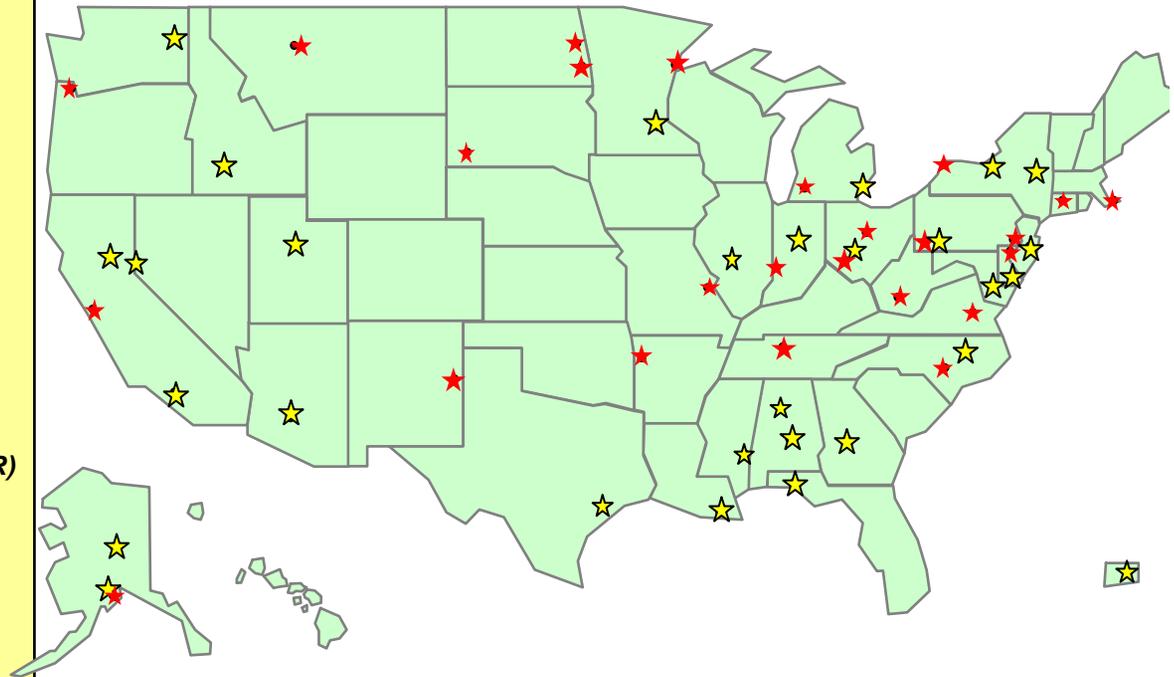
## Closures

## Realignments

1. Bradley (G)	1. Andrews (A)
2. Cannon (A)	2. Beale (R)
3. Duluth (G)	3. Birmingham (G)
4. Ellsworth (A)	4. Capital (G)
5. Ft. Smith (G)	5. Dover (A)
6. Grand Forks (A)	6. Eglin (A)
7. Great Falls (G)	7. Eielson (A)
8. Hulman (G)	8. Ellington (G)
9. Hector (G)	9. Elmendorf (A)
10. Kulis (G)	10. Fairchild (G)
11. Lambert (G)	11. Grissom (R)
12. Mansfield (G)	12. Hancock Field (G)
13. Nashville (G)	13. Hill (A)
14. New Castle (G)	14. Key Field (G)
15. Niagara (G, R)	15. Luis-Munoz (G)
16. Onizuka (A)	16. Luke (A)
17. Otis (G)	17. March (R,G)
18. Pittsburgh (R)	18. Maxwell (R)
19. Pope (A)	19. McGuire (A)
20. Portland (G/R)	20. Minneapolis St Paul (G,R)
21. Richmond (G)	21. Mountain Home (A)
22. Springfield-Beckley (G)	22. NAS New Orleans ARS
23. W.K. Kellogg (G)	23. Pittsburgh (G)
24. Willow Grove (G/R)	24. Reno (G)
25. Yeager (G)	25. Rickenbacker (G)
	26. Robins (A)
	27. Schenectady (G)
	28. Selfridge (G, R)
	29. Seymour Johnson (A)

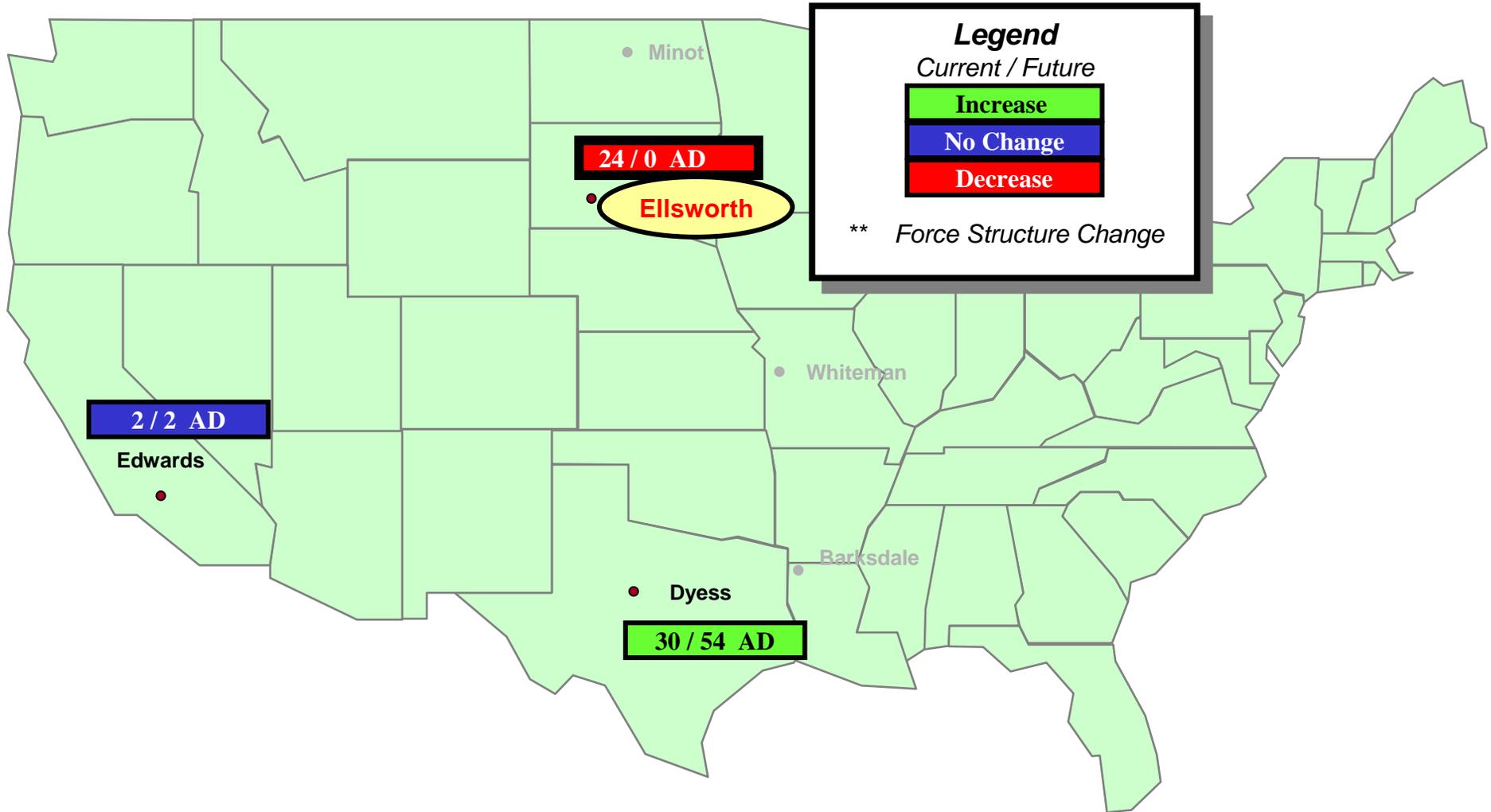
★ Close/Deactivate

★ Realign





# B-1 Group



MAP NOT TO SCALE



# Candidate #USAF-0018/ S200Z

## Close Ellsworth AFB, Rapid City, SD

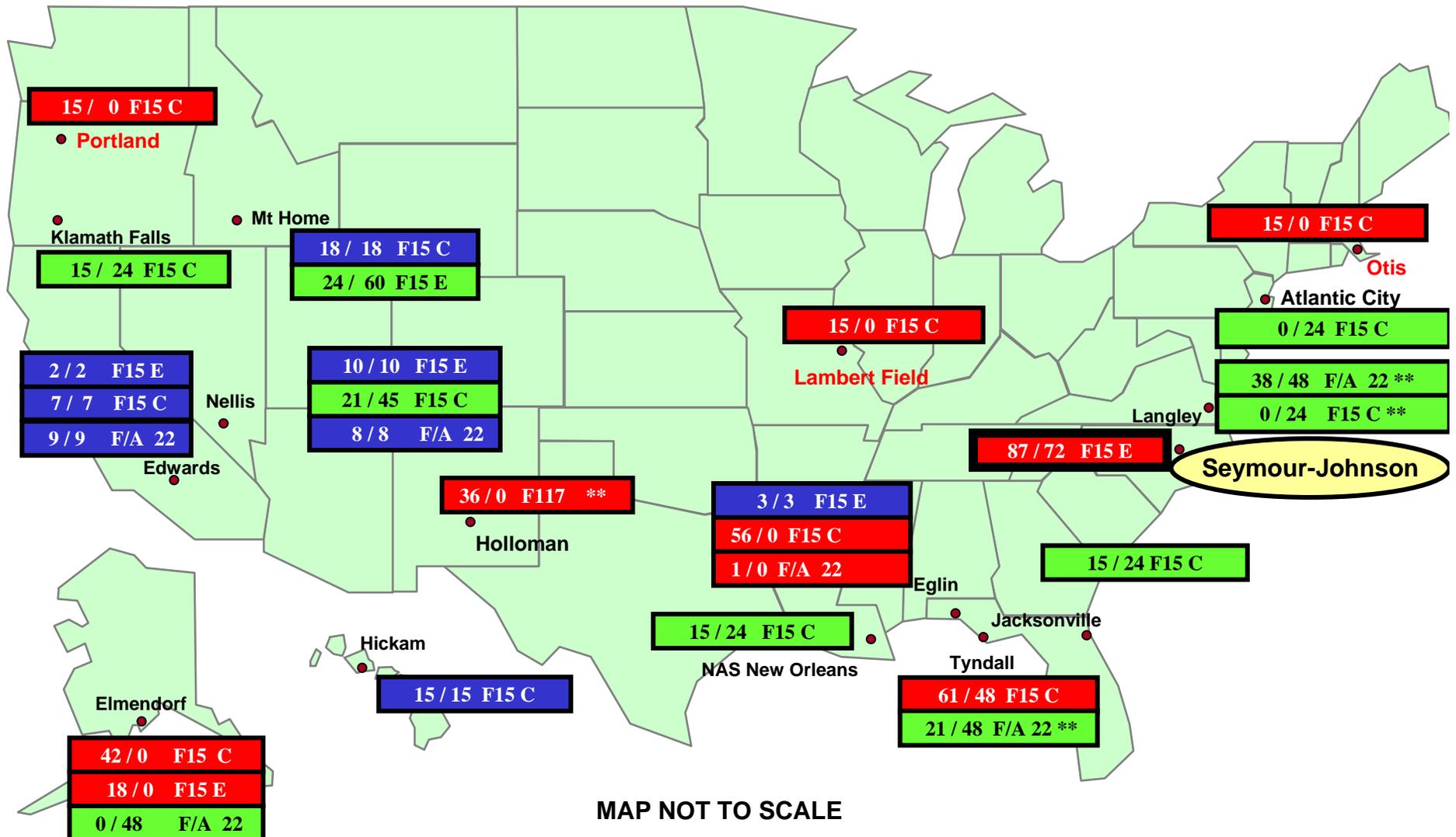
**Candidate Recommendation:** Close Ellsworth AFB. The 28th Bomb Wing will inactivate. The wing's 24 B-1B aircraft will be distributed to the 7th Bomb Wing, Dyess AFB. The 317th Airlift Group at Dyess will inactivate and its C-130 aircraft will be distributed to the 3d Wing, Elmendorf AFB, Alaska (8 PAA); 302d Airlift Wing (AFRC), Peterson AFB, Colorado (4 PAA); 153d Airlift Wing (ANG), Cheyenne Airport AGS, Wyoming (4 PAA); 167th Airlift Wing (ANG), Eastern West Virginia Regional Airport, Shepherd Field AGS (4 PAA); and 314th Airlift Wing, Little Rock AFB (12 PAA). Belle Fourche ESS assets will be moved to Nellis AFB. Active/ARC C-130 associations at Elmendorf, Peterson, Cheyenne and Little Rock (50/50 mix).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate B-1B fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Force structure distributed to base with higher mil value</li> <li>■ Frees resources for Future Total Force investment</li> <li>■ Enable FAA to better serve National Airspace requirements (eliminate Powder River MOA)</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$348M</li> <li>■ Net Implementation Savings: \$31M</li> <li>■ Annual Recurring Savings: \$142M</li> <li>■ Payback period: 2 yrs/2011</li> <li>■ NPV Savings: \$1,344M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -7,635 (direct -4,352, indirect -3,283) ROI: 9.55% Empl Trend 1.33 Unempl 3.34%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting scenario recommendation</li> </ul>

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



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



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# Candidate #USAF-0051 / S119Z

## Realign Seymour Johnson AFB, Goldsboro, NC

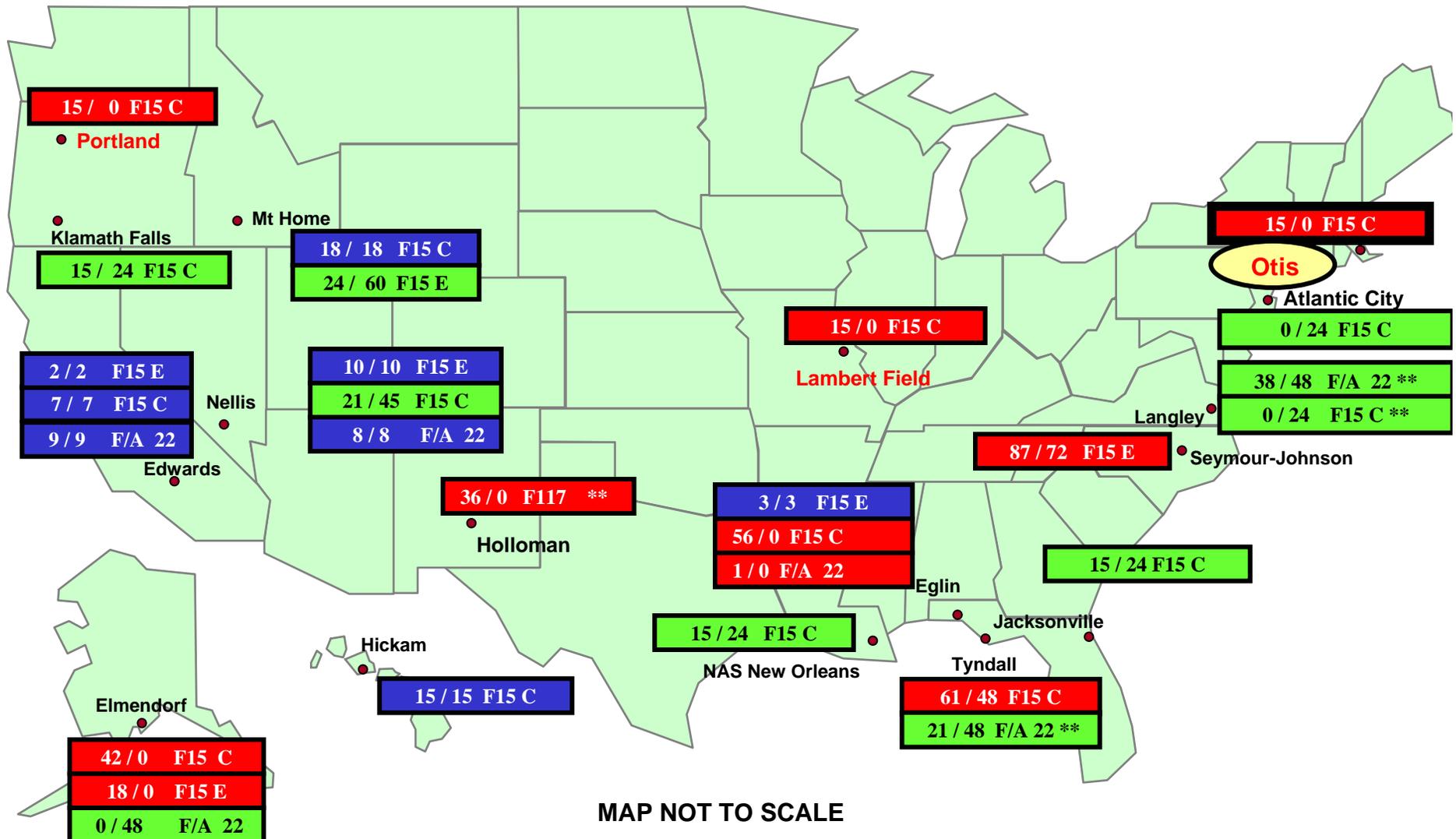
**Candidate Recommendation:** Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home. Simulator and academic requirements will move.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Relocates F-15E FTU squadron to base with better infrastructure for training operations</li> <li>■ Enables Grand Forks scenario</li> </ul>										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>■ One Time Cost:</td> <td style="text-align: right;">\$38M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$35M</td> </tr> <tr> <td>■ Annual Recurring Cost:</td> <td style="text-align: right;">\$1M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$41M</td> </tr> </table>	■ One Time Cost:	\$38M	■ Net Implementation Cost:	\$35M	■ Annual Recurring Cost:	\$1M	■ Payback period:	Never	■ NPV Cost:	\$41M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -1,166 (direct --637, indirect -529)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$38M										
■ Net Implementation Cost:	\$35M										
■ Annual Recurring Cost:	\$1M										
■ Payback period:	Never										
■ NPV Cost:	\$41M										

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



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



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# Candidate #USAF-0044/ S142

## Close Otis ANGB, Falmouth, MA

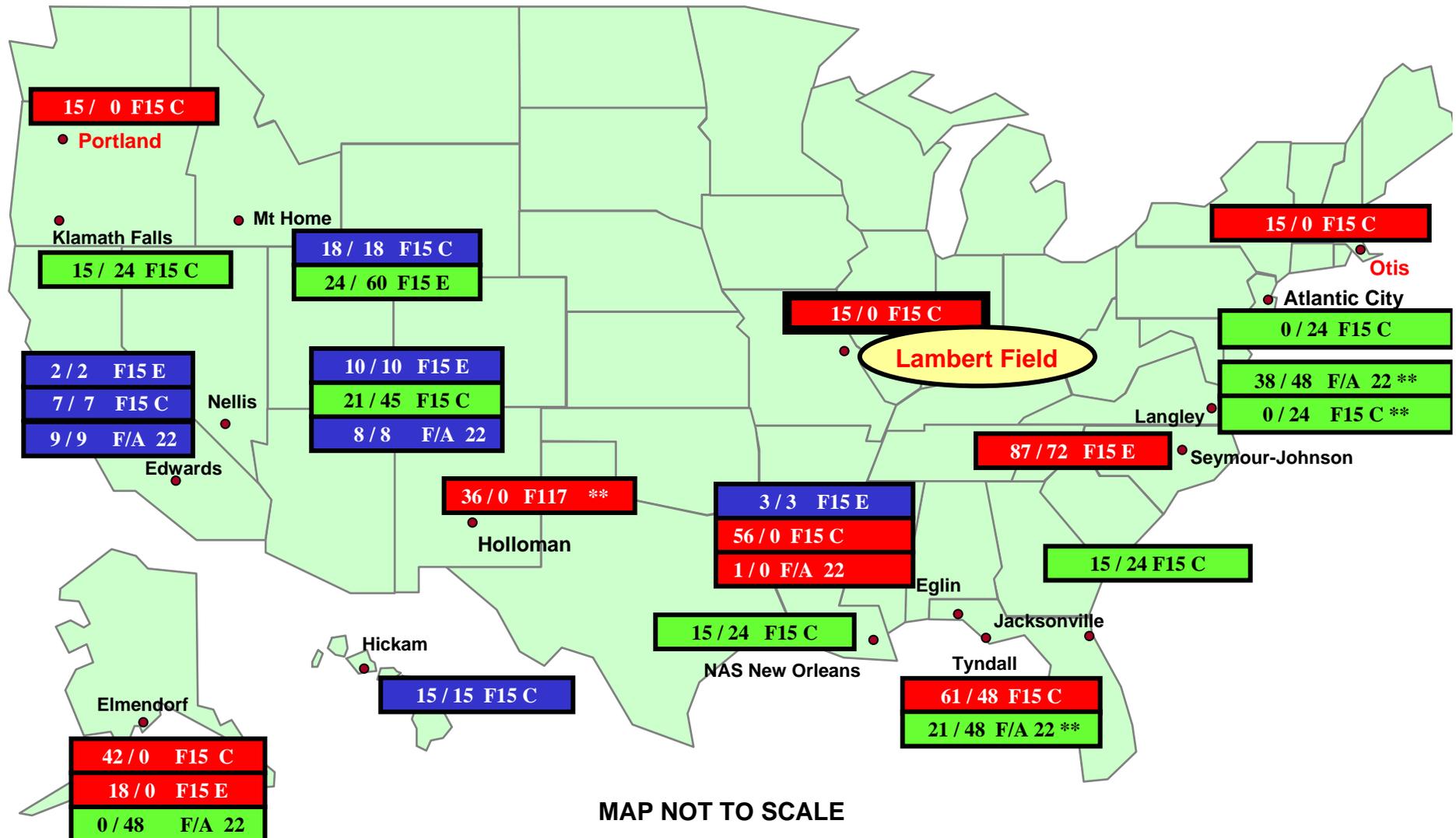
**Candidate Recommendation:** Close Otis ANGB. The 102d Fighter Wing (ANG) will inactivate. The wing's F-15 aircraft will be distributed to the 125th Fighter Wing, Jacksonville IAP, Florida (3 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (12 PAA). The wing's ECS elements, 253d Combat Communications Group (ANG), and 267th Communications Squadron (ANG) will remain as an enclave. An ASA facility will be constructed at Bradley IAP AGS, CT. Firefighter positions will move to Quonset St AGS, RI.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate F-15C fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to two bases with high military value and planned Air Sovereignty commitments</li> <li>■ Robusts ANG sqdn to standard USAF size</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$37M</li> <li>■ Net Implementation Cost: \$2M</li> <li>■ Annual Recurring Savings: \$9M</li> <li>■ Payback period: 4 yrs/2012</li> <li>■ NPV Savings: \$81M</li> <li>■ U.S. Coast Guard unit at Otis ANGB will be impacted by closure of Otis.</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -845 (direct: -517; indirect: -328) ROI: 0.61%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



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



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# Candidate #USAF-0041 / S133

## Close Lambert-St Louis IAP AGS, St Louis , MO

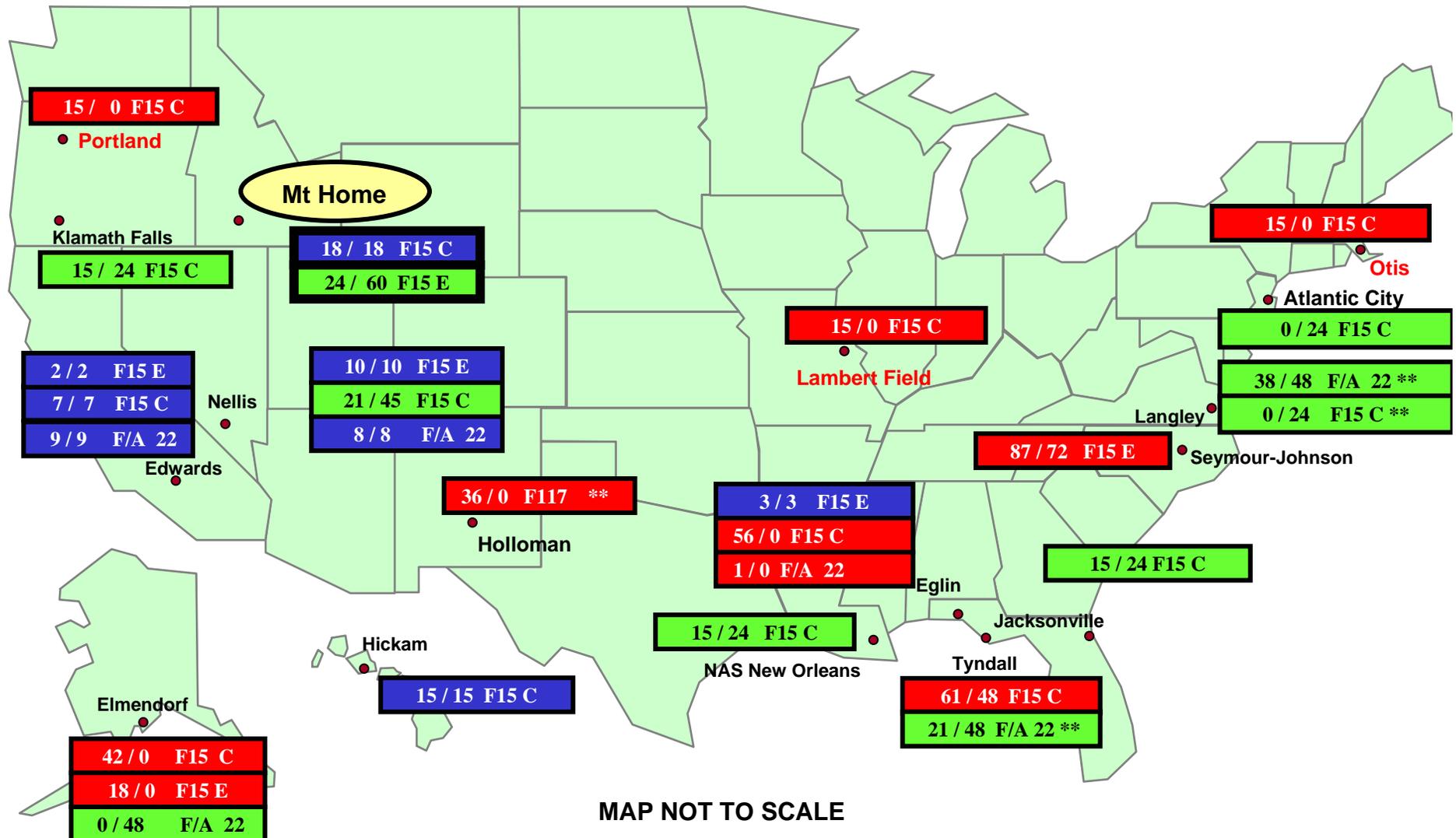
**Candidate Recommendation:** Close Lambert-St. Louis IAP AGS. The 131st Fighter Wing (ANG) will inactivate. The wing’s F-15 aircraft (15 PAA) will distribute to the 57th Fighter Wing, Nellis AFB, Nevada (9 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA). The 177th Fighter Wing's F-16 Block 25 aircraft will be distributed to the 158th Fighter Wing (ANG), Burlington IAP AGS, Vermont (3 PAA) and retire (12 PAA). The wing’s ECS elements will remain as an enclave. Firefighter positions move to Scott AFB, IL.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates F-15C ANG fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Robusts ANG squadrons to standard USAF size</li> <li>■ Force structure distributed to bases of higher mil value and air sovereignty role (Atlantic City AGS, NJ)</li> <li>■ Frees resources for Future Total Force investment</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$25M</li> <li>■ Net Implementation Cost: \$27M</li> <li>■ Annual Recurring Cost: \$0M</li> <li>■ Payback period: Never</li> <li>■ NPV Cost: \$27M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -500 (direct: -244, indirect: -256) ROI -0.03%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



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



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# Candidate #USAF-0054 / S132

## Realign Mountain Home AFB, ID

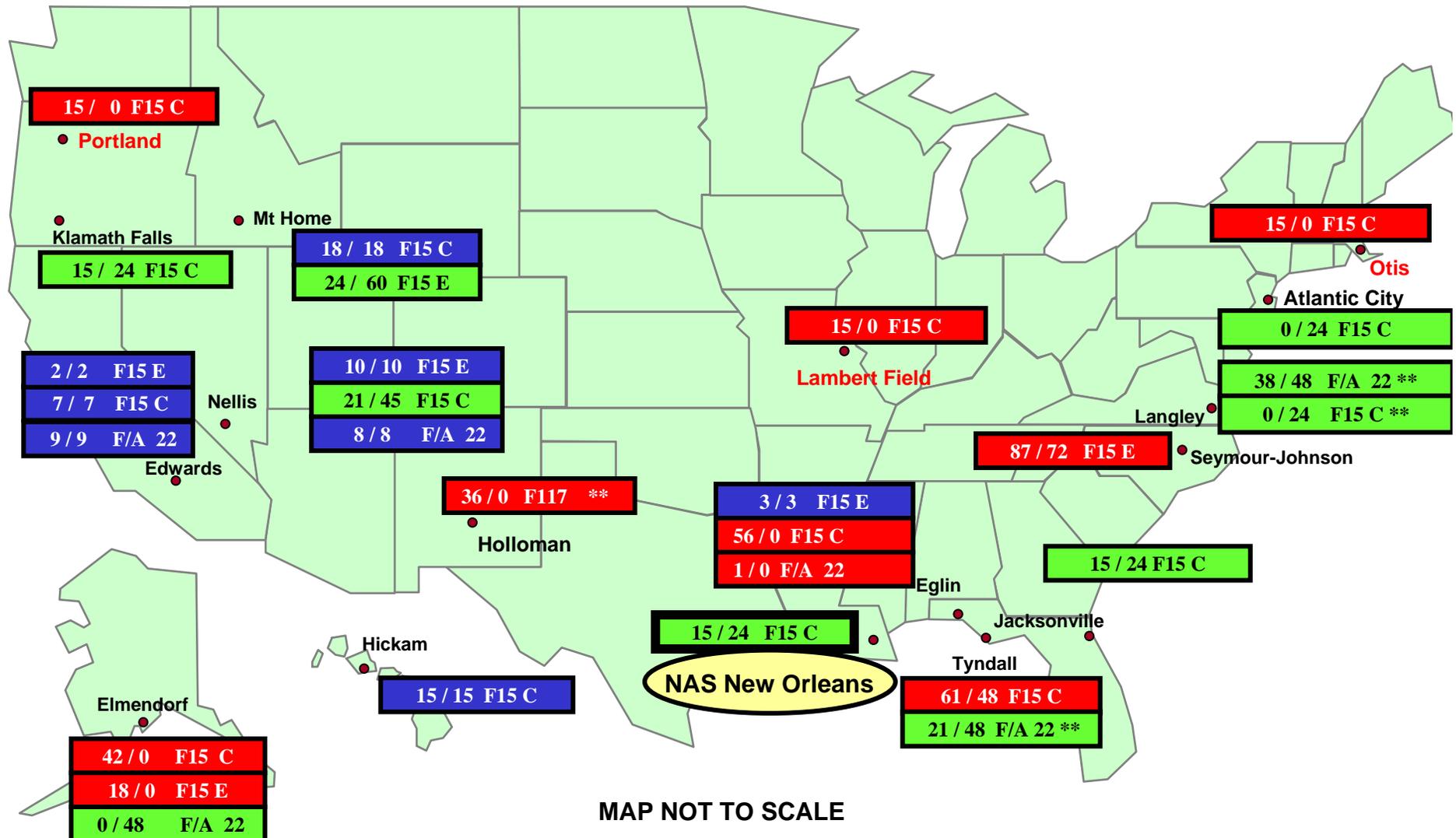
**Candidate Recommendation:** Realign Mountain Home AFB. The 366th Fighter Wing will distribute assigned F-16 Block 52 aircraft to the 169th Fighter Wing (ANG), McEntire AGS, SC (9 PAA); 57th Wing, Nellis AFB, NV (5 PAA); and to BAI (4 PAA). The 57th Wing will distribute F-16 Block 42 aircraft to the 138th Fighter Wing (ANG) Tulsa IAP AGS, OK (3 PAA) and retire remaining F-16 Block 42 aircraft (15 PAA). The 57th Wing will also distribute F-16 Block 32 aircraft (6 PAA) to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, CA and to retirement (1 PAA). The 366th Fighter Wing will receive F-15E aircraft from the 3d Wing, Elmendorf AFB (18 PAA) and Attrition Reserve (3 PAA). Active duty will fly in a reverse associate role at McEntire AGS (50/50).  
**Issues:** F-15C: Elmendorf or Mt Home, 24 F-16: McEntire or Shaw

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of F-15E training mission</li> <li>■ Consolidates F-15E fleet</li> <li>■ Consolidates F-16 fleet</li> <li>■ Consolidates F-15C fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Streamlines base with inefficient force mix</li> <li>■ Frees resources for Future Total Force investment</li> <li>■ Retains intellectual capital trained in SEAD mission (McEntire, SC)</li> <li>■ Distributes force structure to bases with high military value including planned Air Sovereignty base (Fresno, CA)</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$72M</li> <li>■ Net Implementation Cost: \$46M</li> <li>■ Annual Recurring Savings: \$3M</li> <li>■ Payback period: 24 yrs/2033</li> <li>■ NPV Cost: \$13M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : 848 (direct 536, indirect 312) ROI: 5.87%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



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



MAP NOT TO SCALE

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# Candidate #USAF-0055 / S136

## Realign NAS New Orleans ARS, LA

**Candidate Recommendation:** Realign NAS New Orleans ARS. The 926th Fighter Wing (AFRC) will distribute its A-10 aircraft to the 442d Fighter Wing (AFRC), Whiteman AFB, Missouri (9 PAA); and to the AFRC 917<sup>th</sup> Wing at Barksdale AFB, Louisiana (6 PAA).

<p style="text-align: center;"><u><b>Justification</b></u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><u><b>Military Value</b></u></p> <ul style="list-style-type: none"> <li>■ Robusts AFR sqdns to standard USAF size</li> <li>■ Force structure distributed to bases of higher mil value</li> <li>■ Frees resources for investment in Future Total Force</li> <li>■ Retains intellectual capital within AFRC</li> </ul>
<p style="text-align: center;"><u><b>Payback</b></u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$30M</li> <li>■ Net Implementation Cost: \$31M</li> <li>■ Annual Recurring savings: \$0M</li> <li>■ Payback period: Never</li> <li>■ NPV Costs: \$34M</li> </ul>	<p style="text-align: center;"><u><b>Impacts</b></u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -243 (direct: -121, indirect: -122) ROI: 0.03%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

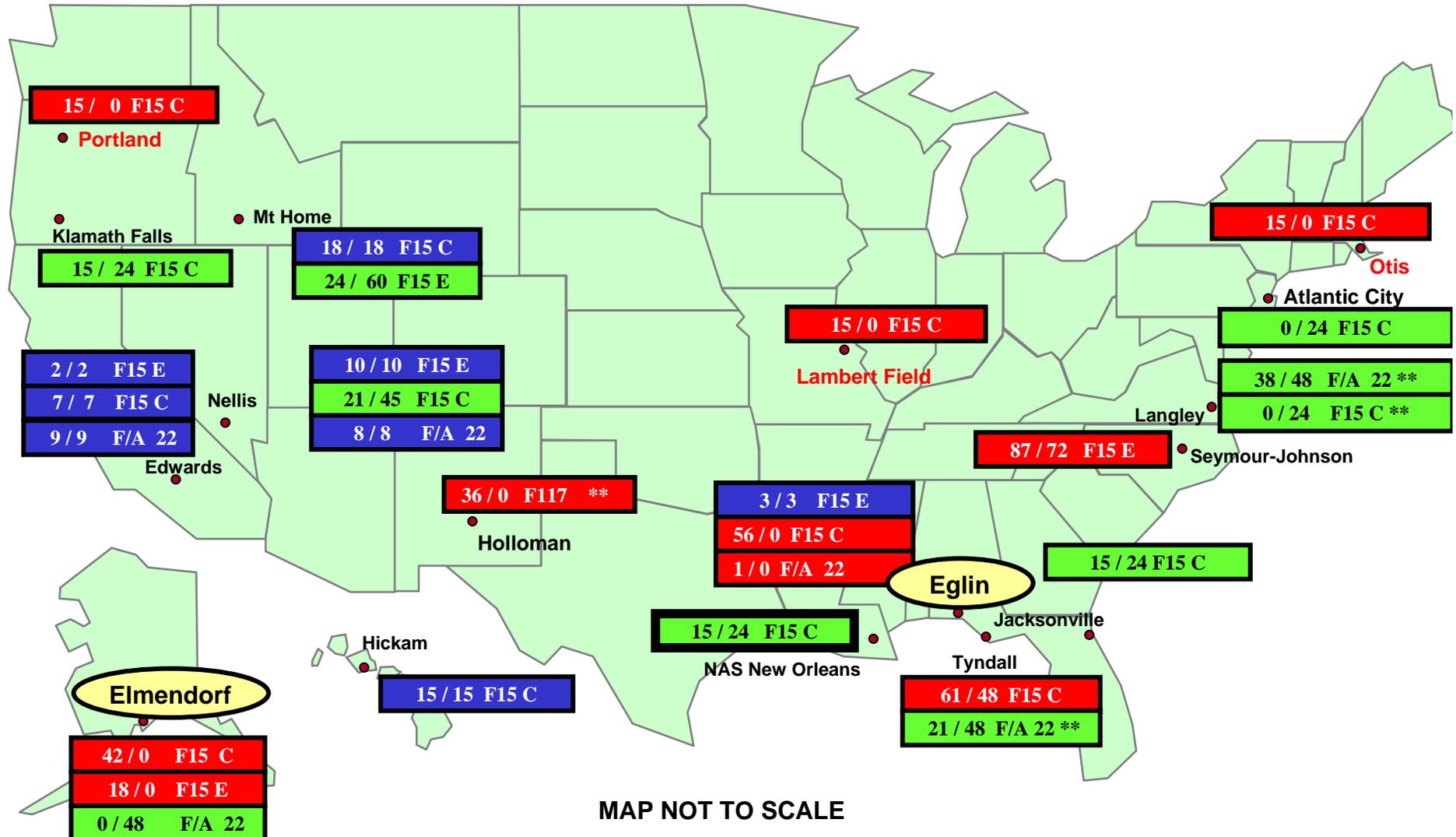


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# F-15 C/E, F/A-22, F-117 Group

## Remaining Recommendations to Brief



MAP NOT TO SCALE

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

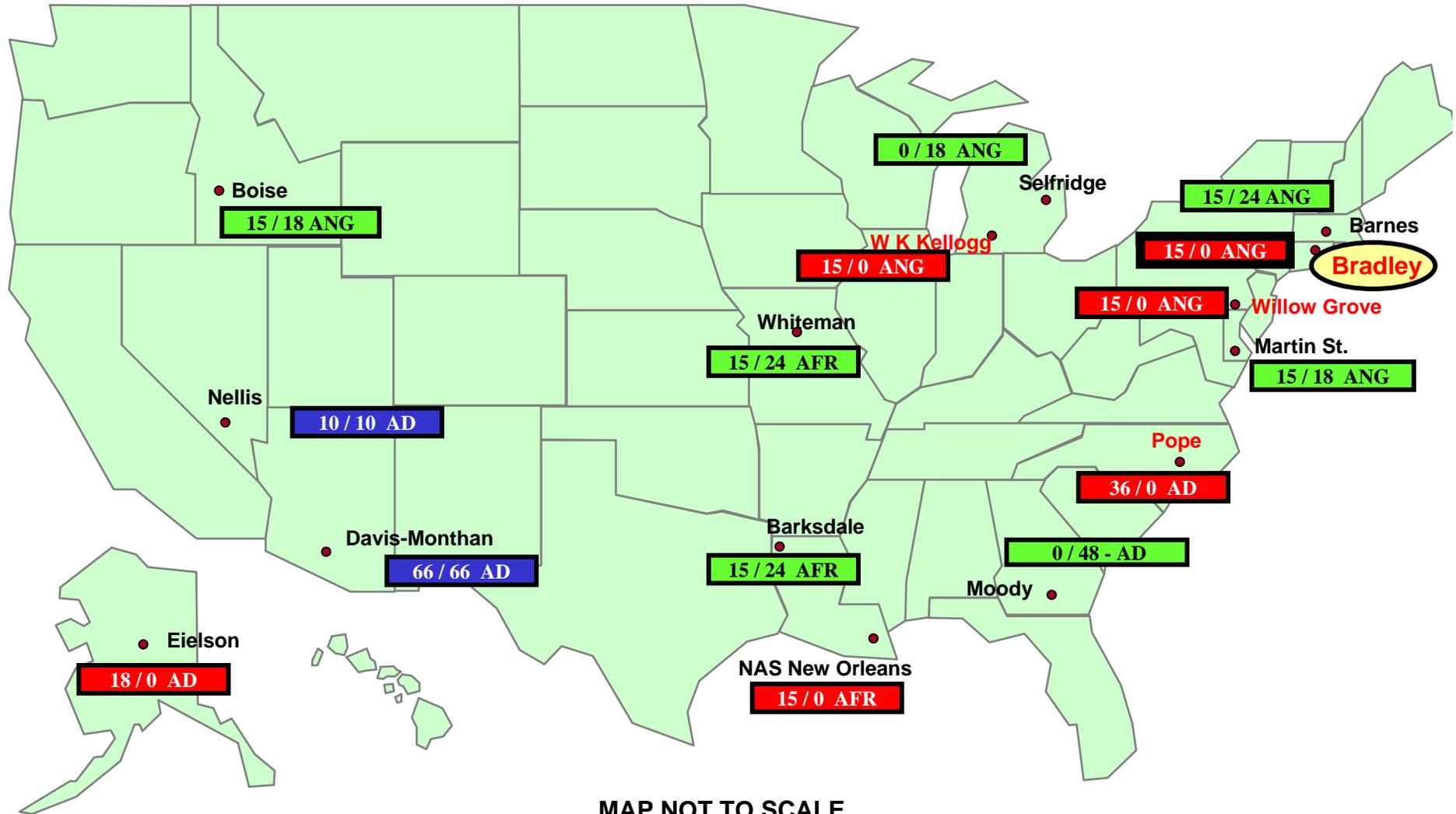
## ***Remaining Recommendations to Brief***

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- **USAF-0115**                      **Realign Elmendorf**
- **USAF-0090**                      **Realign Eglin**



# A-10 Group



MAP NOT TO SCALE

*Integrity - Service - Excellence*



# Candidate #USAF-0033 / S101J

## Close Bradley IAP AGS

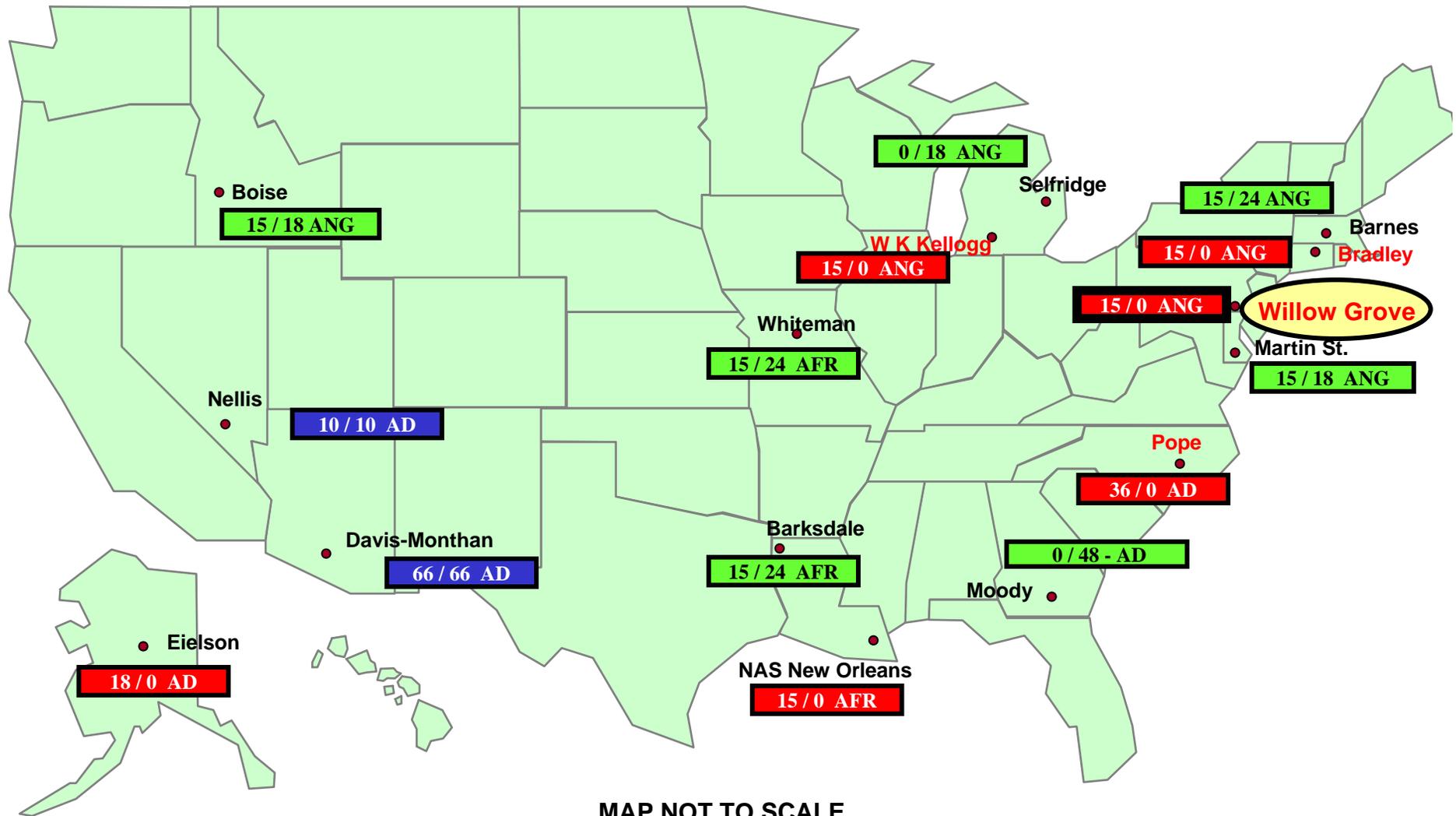
**Candidate Recommendation:** Close Bradley IAP AGS. The 103d Fighter Wing (ANG) will inactivate. The wing’s A-10 aircraft will be distributed to the 104th Fighter Wing (ANG), Barnes Municipal Airport AGS, Massachusetts (9 PAA) and retire (6 PAA). The wing’s expeditionary combat support (ECS) elements will remain as an enclave.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of Operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Moves force structure to higher mil value base</li> <li>■ Retains intellectual capital available from Bradley</li> <li>■ Frees resources for Future Total Force investment</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$6M</li> <li>■ Net Implementation Savings: \$4M</li> <li>■ Annual Recurring savings: \$2M</li> <li>■ Payback period: 2 yrs / 2009</li> <li>■ NPV Savings: \$20M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -150 (direct: -91, indirect: -59); ROI: 0.02%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# A-10 Group



MAP NOT TO SCALE



# Candidate #USAF-0052 / S134

## Close Willow Grove ARS, Willow Grove JRB, Hatboro, PA

**Candidate Recommendation:** Close Willow Grove ARS, Willow Grove JRB. The 913th Airlift Wing (AFRC) will inactivate and assigned C-130E aircraft (10 PAA) will retire. The 111th Fighter Wing (ANG) will inactivate and assigned A-10 aircraft will be distributed to the 124th Wing (ANG), Boise Air Terminal AGS, Idaho (3 PAA); 175th Wing (ANG), Martin State Airport AGS, Maryland, (3 PAA); 127th Wing (ANG), Selfridge ANGB, Michigan (3 PAA); and retire (6 PAA). The 124th Wing, Boise Air Terminal AGS, will distribute assigned C-130H aircraft to Little Rock AFB, Arkansas (2 PAA to ANG, 1 PAA to active duty) and BAI (1 PAA). The 175th Wing, Martin State Airport AGS, will distribute assigned C-130J aircraft to the 146th Airlift Wing (ANG), Channel Islands AGS, California (4 PAA) and 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (4 PAA). The 270th Engineering Installation Squadron (ANG) will remain as an enclave. AFRC ECS manpower will move to Eglin AFB, FL.

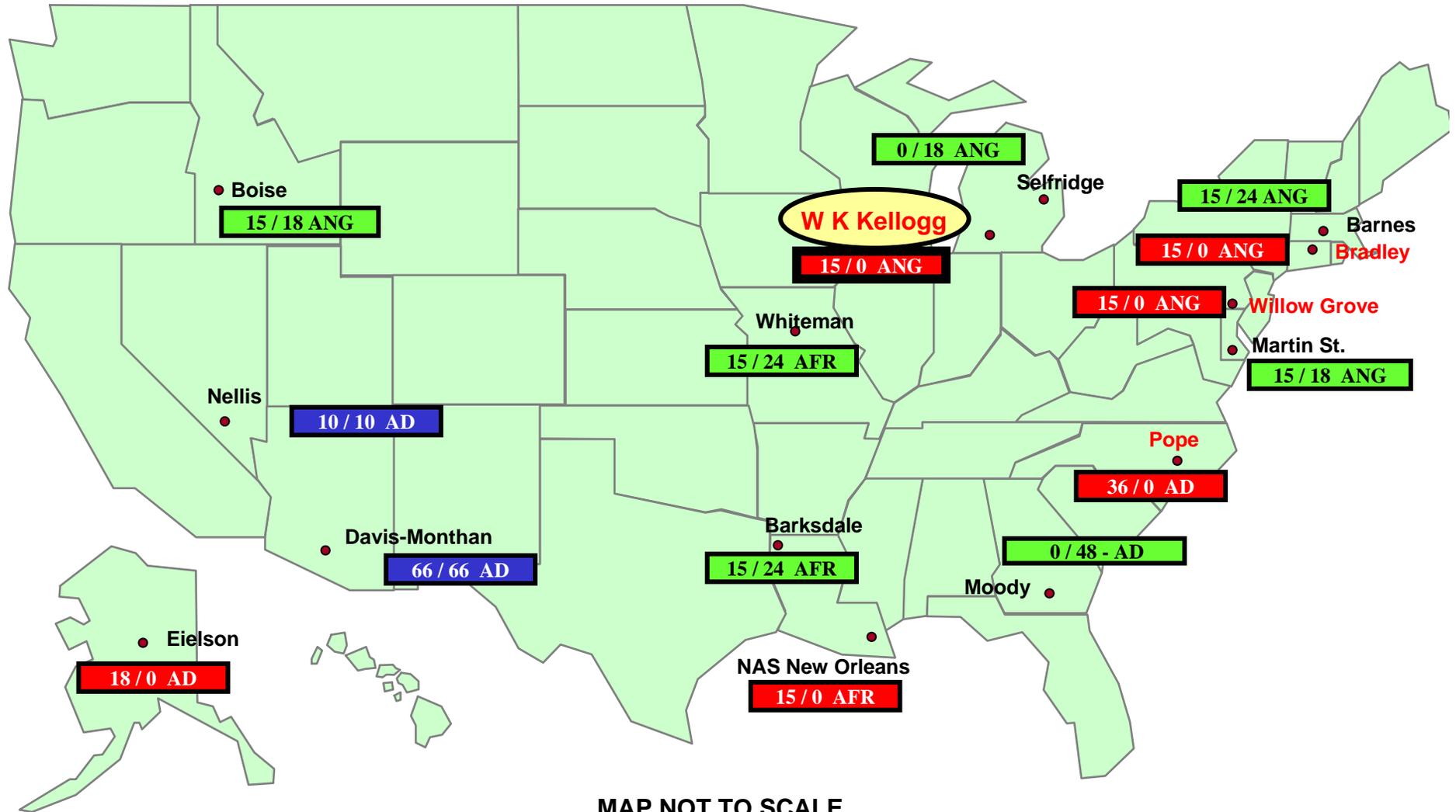
**Issue:** Disposition of DON #0067 at Pt Mugu, and DON #0084 at Willow Grove

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Precipitated by DON # 0084, which closes NAS Willow Grove</li> <li>■ Consolidates A-10 fleet</li> <li>■ Consolidates C-130 fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with high military value</li> <li>■ Robusts squadrons to standard USAF size</li> <li>■ Retains intellectual capital within AFRC</li> <li>■ Frees resources for Future Total Force investment and retains trained ECS personnel</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$44M</li> <li>■ Net Implementation Cost: \$39M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 100+</li> <li>■ NPV Cost: \$28M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: 523 (direct: 307; indirect: 216) ROI: 0.02%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# A-10 Group



MAP NOT TO SCALE



# Candidate #USAF-0049 / S135

## Close W.K. Kellogg APT AGS, Battle Creek, MI

**Candidate Recommendation:** Close W.K. Kellogg Airport AGS. The 110th Fighter Wing (ANG) will inactivate. The wing’s A-10 aircraft (15 PAA) will be distributed to the 127th Wing (ANG), Selfridge ANGB, Michigan.

**Justification**

- Enables Future Total Force transformation
- Increases efficiency of Operations
- Consolidates aircraft fleet by MDS

**Military Value**

- Distributes force structure to a base of higher mil value
- Retains intellectual capital available from W.K. Kellogg for Selfridge ANGB
- Frees resources for investment in Future Total Force

**Payback**

- One Time Costs: \$9M
- Net Implementation Savings: \$17M
- Annual Recurring Savings: \$5M
- Payback period: 1yr / 2008
- NPV Savings: \$63M

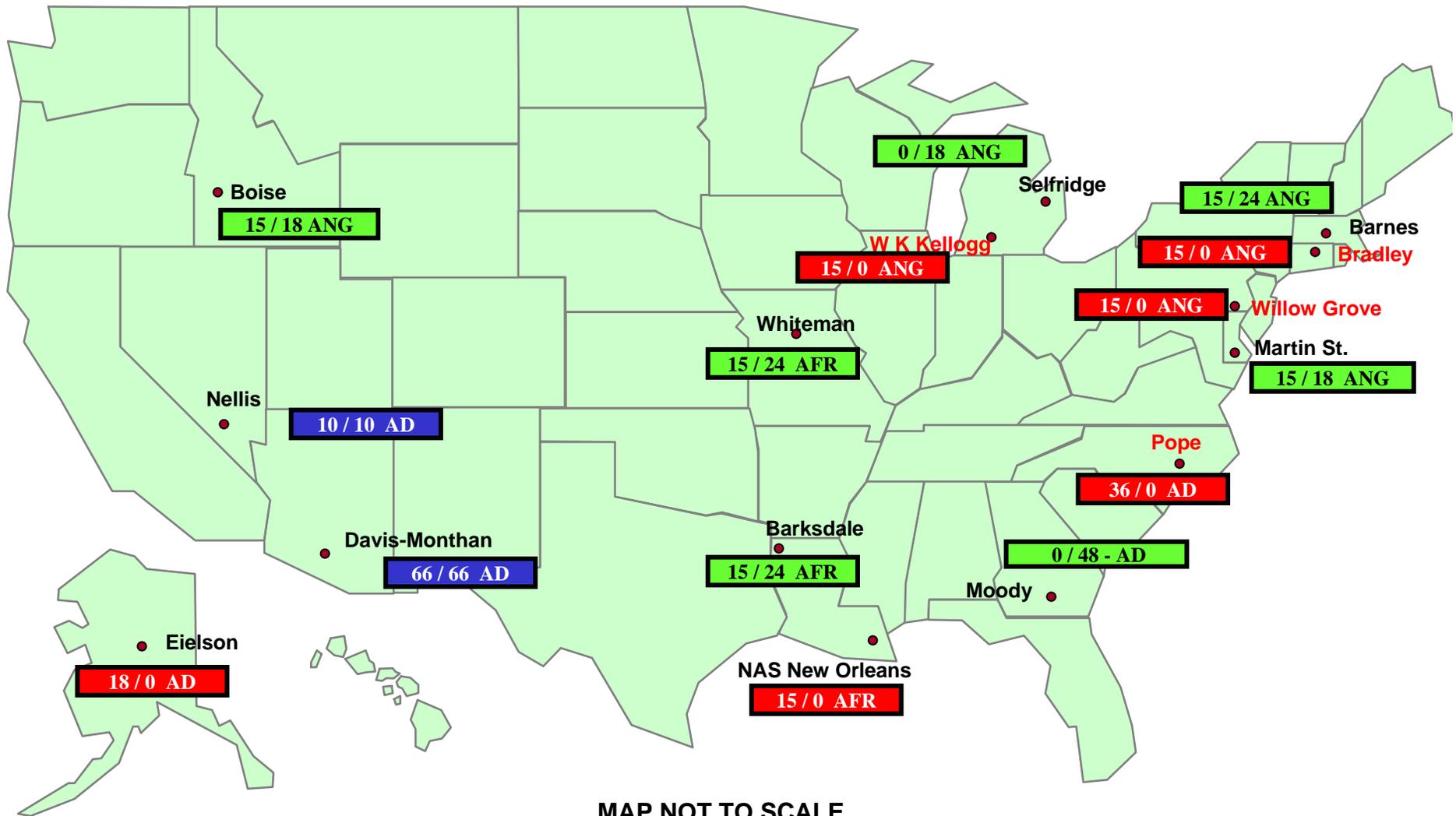
**Impacts**

- Criterion 6: Total Job Change: – 441 (direct: - 274, indirect: - 167); ROI: 0.59%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# A-10 Group



MAP NOT TO SCALE

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# ***A-10 Group***

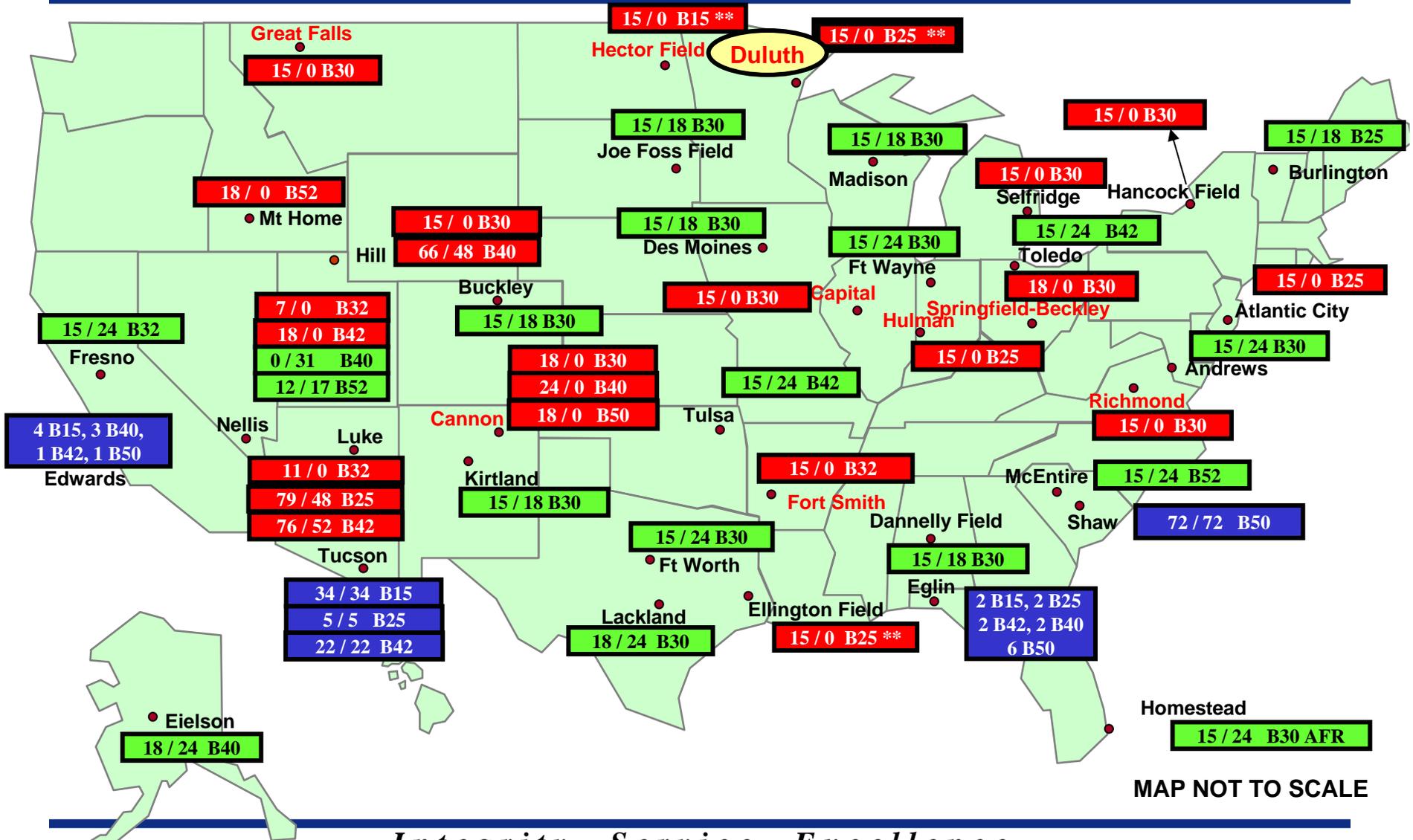
## ***Remaining Recommendations to Brief***

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- **None**



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0035 / S103J

## Close Duluth IAP AGS, MN

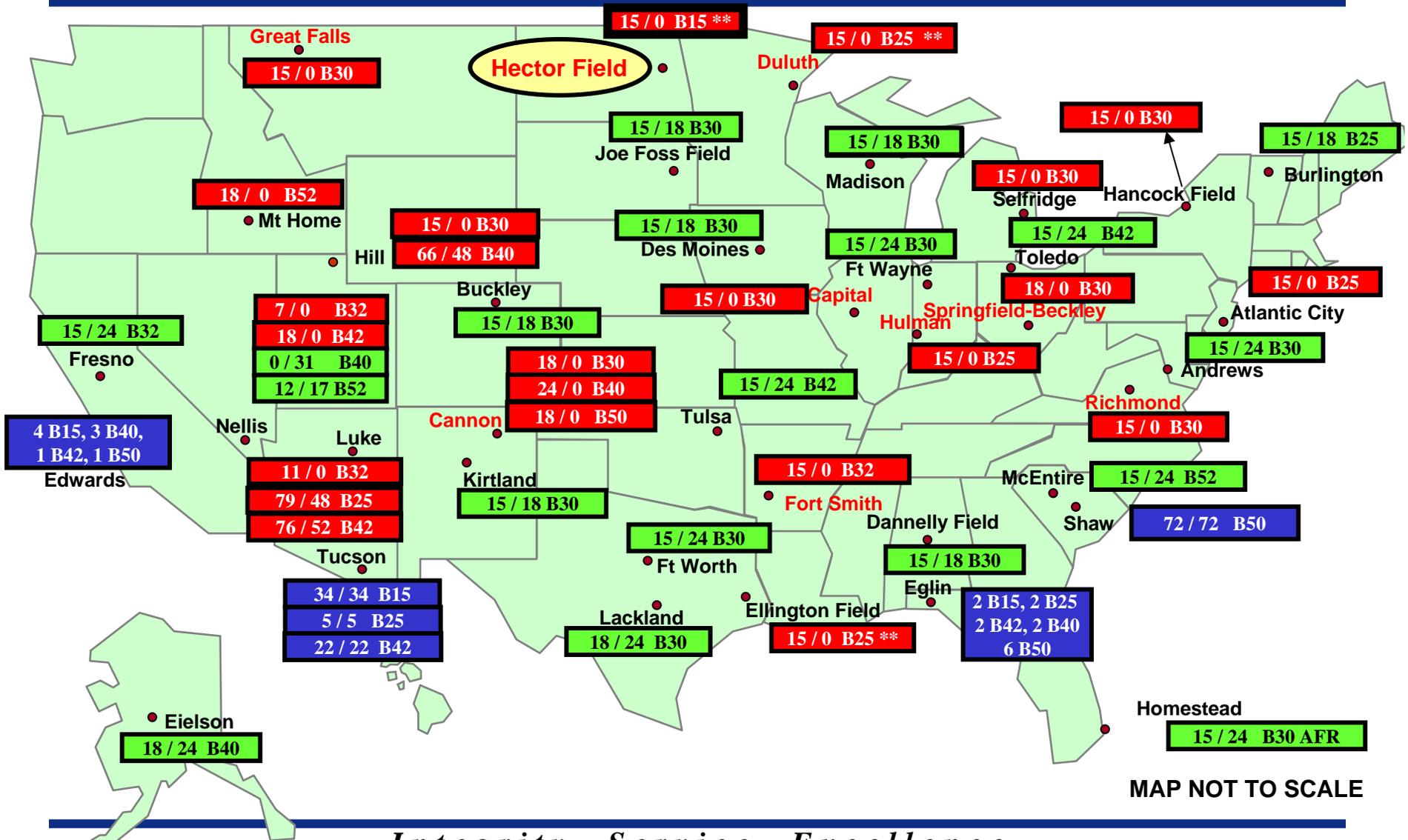
**Candidate Recommendation:** Close Duluth IAP AGS. The 148th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 25 aircraft (15 PAA) will retire. Air Force has proposed Duluth to fulfill ASA commitment.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Force structure distributed to bases of higher mil value</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$5M</li> <li>■ Net Implementation Savings: \$4M</li> <li>■ Annual Recurring savings: \$2M</li> <li>■ Payback period: 3 yrs / 2010</li> <li>■ NPV Savings: \$23M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change – 217 (direct: 139, indirect:78); ROI: 0.19%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0039 / S107J

## Close Hector IAP AGS, Fargo, ND

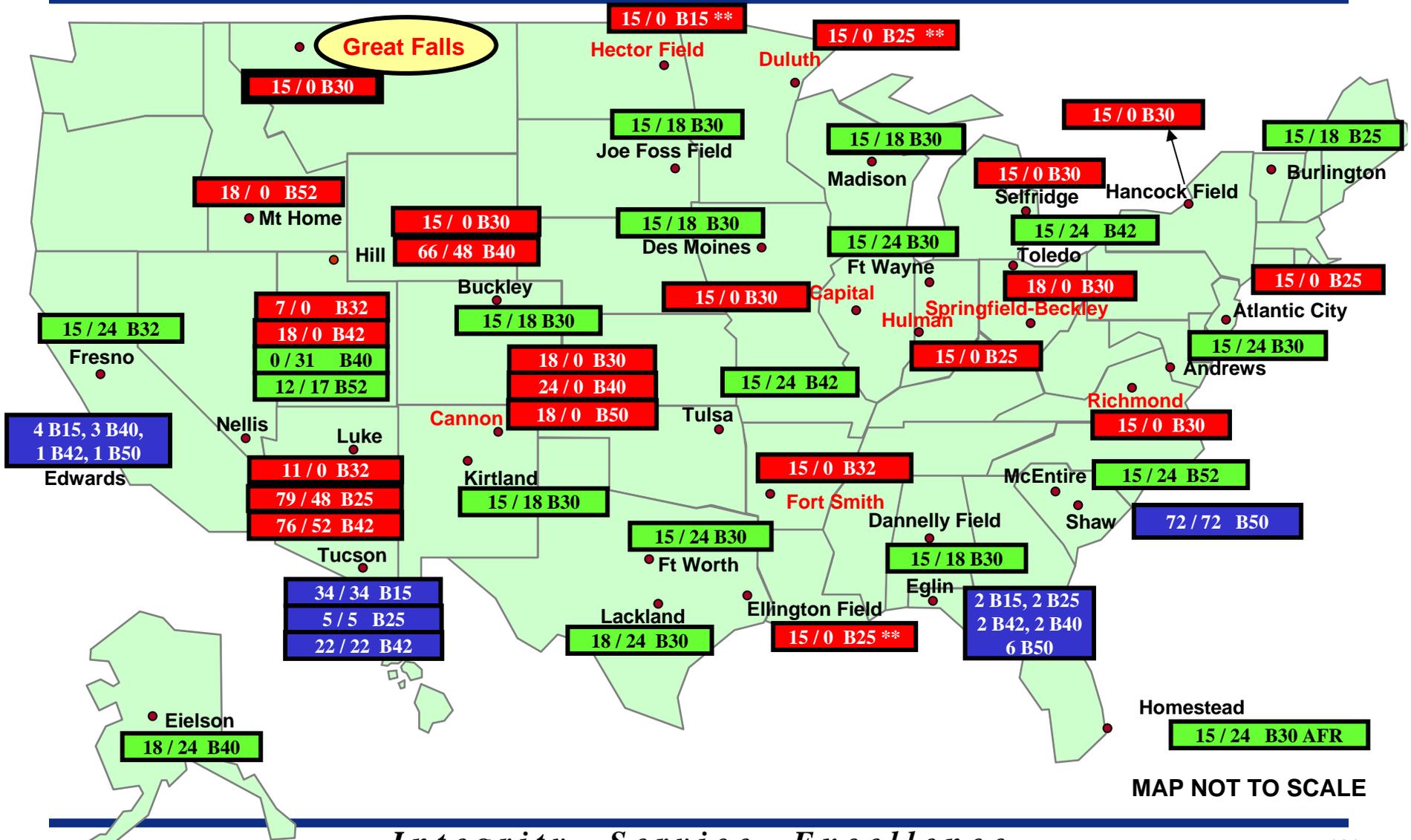
**Candidate Recommendation:** Close Hector IAP AGS. The 119th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 15 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Force structure distributed to bases of higher mil value</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$4M</li> <li>■ Net Implementation Savings: \$2M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 3yrs / 2010</li> <li>■ NPV Savings: \$11M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: – 9 (direct: -5, indirect: -4); ROI: 0.01%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0037 / S130

## Close Great Falls IAP AGS, MT

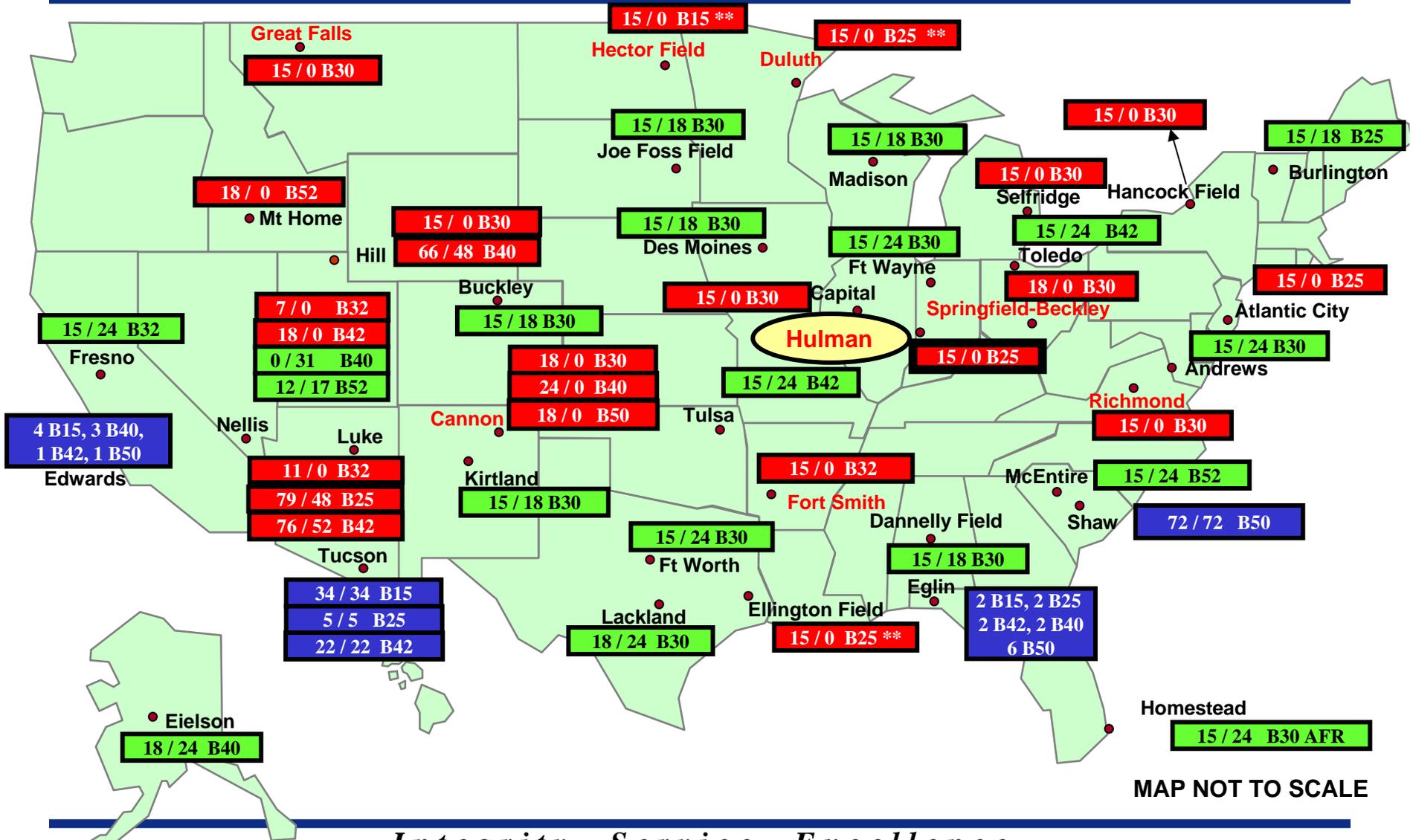
**Candidate Recommendation:** Close Great Falls IAP AGS. The 120th Fighter Wing (ANG) will inactivate. The wing’s F-16 Block 30 aircraft will be distributed to the 187th Fighter Wing (ANG), Dannelly Field AGS, Alabama (3 PAA); the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (3 PAA); and retire (9 PAA). ECS elements realign to Malmstrom AFB, MT. The 132d Fighter Wing at Des Moines will assume a role in the air sovereignty mission.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes F-16s to bases with higher military value including planned Air Sovereignty commitment (Des Moines, IA)</li> <li>■ Improves management of MDS reserve</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$25M</li> <li>■ Net Implementation Cost: \$3M</li> <li>■ Annual Recurring savings: \$4M</li> <li>■ Payback period: 6 yrs/2013</li> <li>■ NPV Savings: \$37M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -306 (direct: -189, indirect: -117) ROI: 0.68%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0040 / S139

## Close Hulman Reg APT AGS, Terre Haute IN

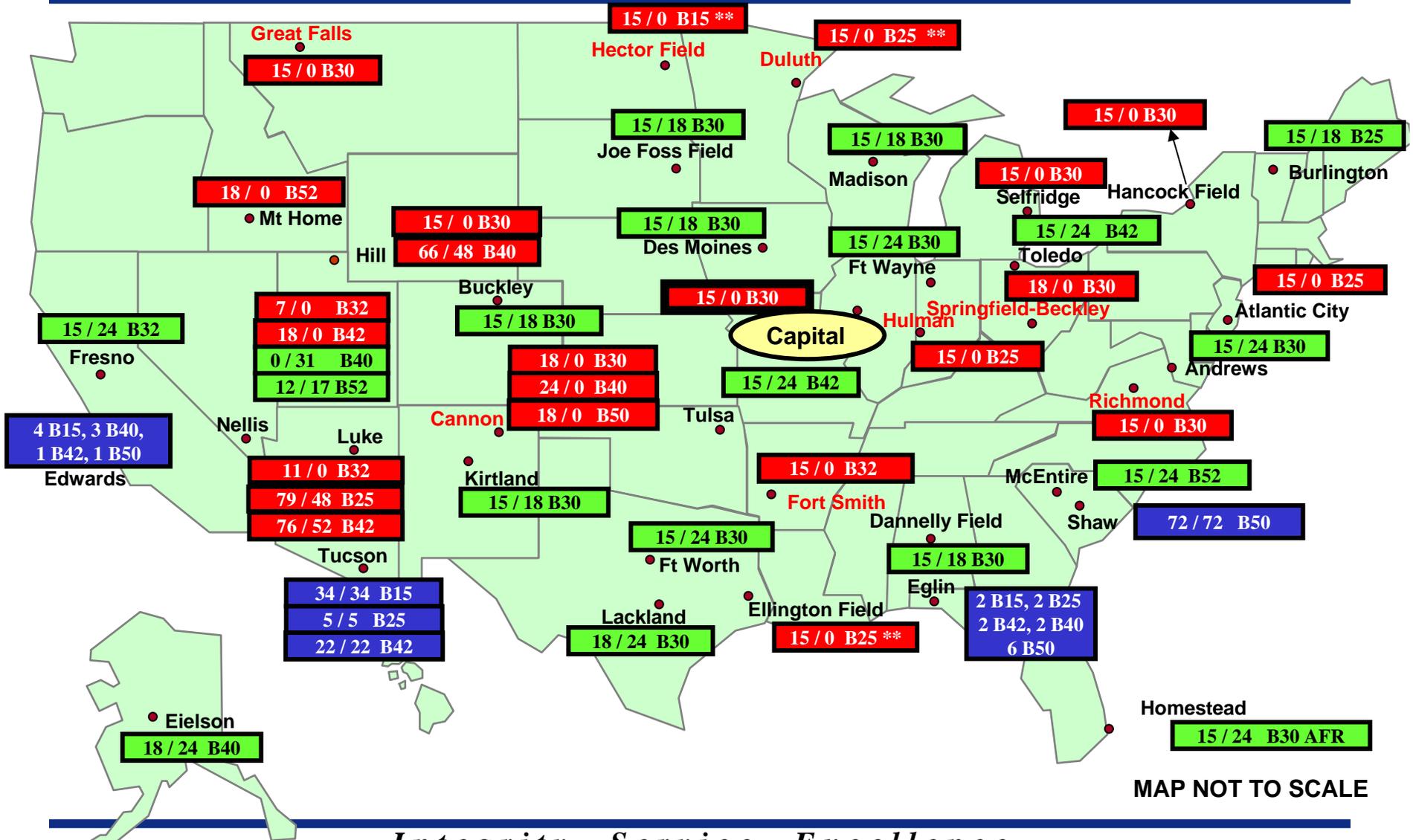
**Candidate Recommendation:** Close Hulman Regional Airport AGS. The 181st Fighter Wing (ANG) will inactivate. The wing’s F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (9 PAA) and retire (6 PAA). The wing's ECS elements will remain as an enclave.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes F-16s to higher mil value bases</li> <li>■ Fort Wayne is an Air Sovereignty base</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$6M</li> <li>■ Net Implementation Savings: \$0.2M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 5 yrs / 2012</li> <li>■ NPV Savings: \$10M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -170 (direct: -104, indirect: -66) ROI: 0.19%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0111 / S128

## Realign Capital AGS, Springfield IL

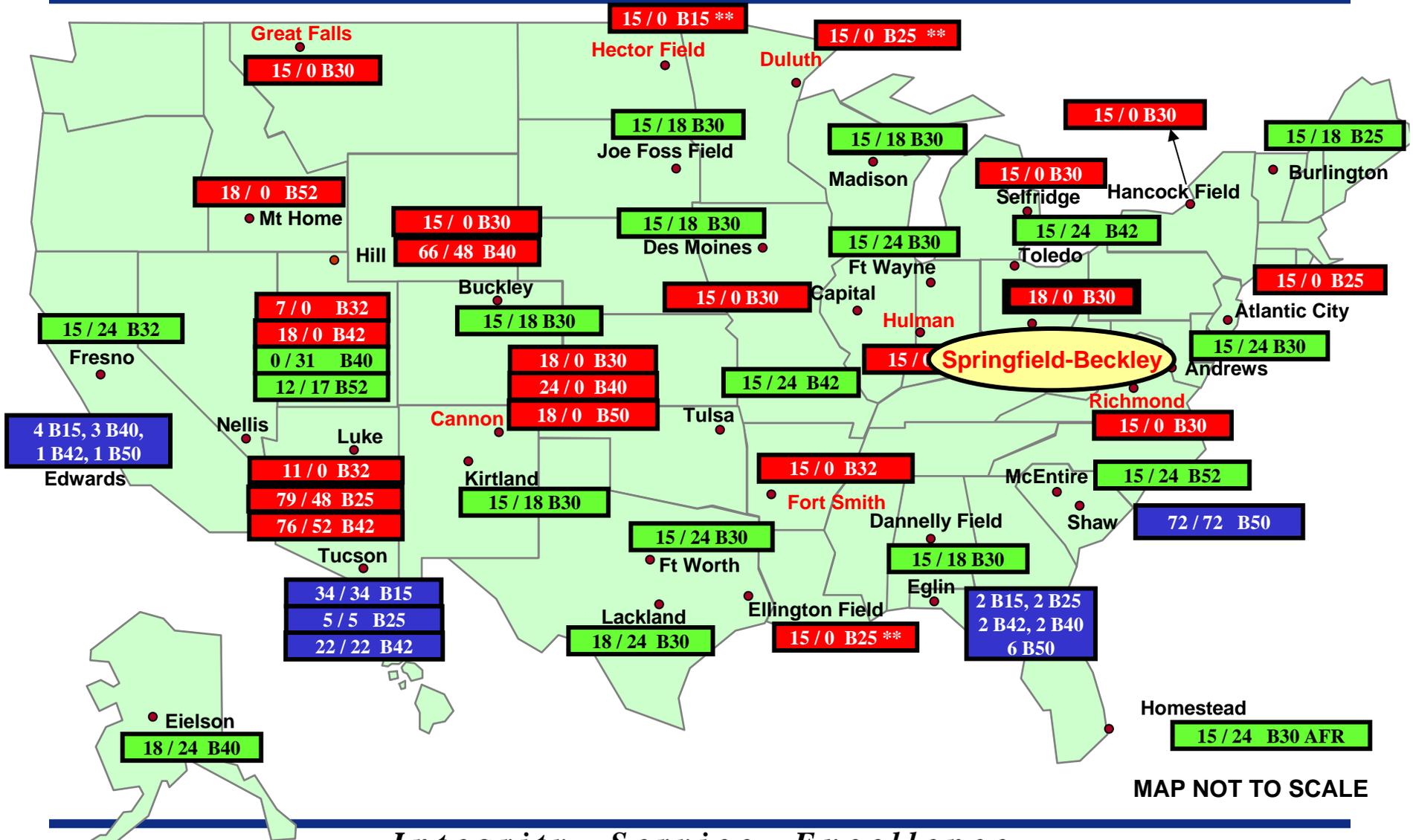
**Candidate Recommendation:** Realign Capital Airport AGS. The 183d Fighter Wing (ANG) will inactivate. The wing’s F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (15 PAA). The 122d Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing’s ECS elements, Illinois ANG State Headquarters, and the 217th Engineering Installation Squadron (ANG) will remain in enclave.

<p style="text-align: center;"><u><b>Justification</b></u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u><b>Military Value</b></u></p> <ul style="list-style-type: none"> <li>■ Distributes F-16s to base with planned Air Sovereignty commitment (Ft Wayne, IN)</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>										
<p style="text-align: center;"><u><b>Payback</b></u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">■ One Time Cost:</td> <td style="text-align: right;">\$10M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$10M</td> </tr> <tr> <td>■ Annual Recurring cost:</td> <td style="text-align: right;">\$0.1M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$10M</td> </tr> </table>	■ One Time Cost:	\$10M	■ Net Implementation Cost:	\$10M	■ Annual Recurring cost:	\$0.1M	■ Payback period:	Never	■ NPV Cost:	\$10M	<p style="text-align: center;"><u><b>Impacts</b></u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -299 (direct: -186, indirect: -113) ROI: 0.21%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$10M										
■ Net Implementation Cost:	\$10M										
■ Annual Recurring cost:	\$0.1M										
■ Payback period:	Never										
■ NPV Cost:	\$10M										

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0047 / S131

## Close Springfield-Beckley MPT AGS, OH

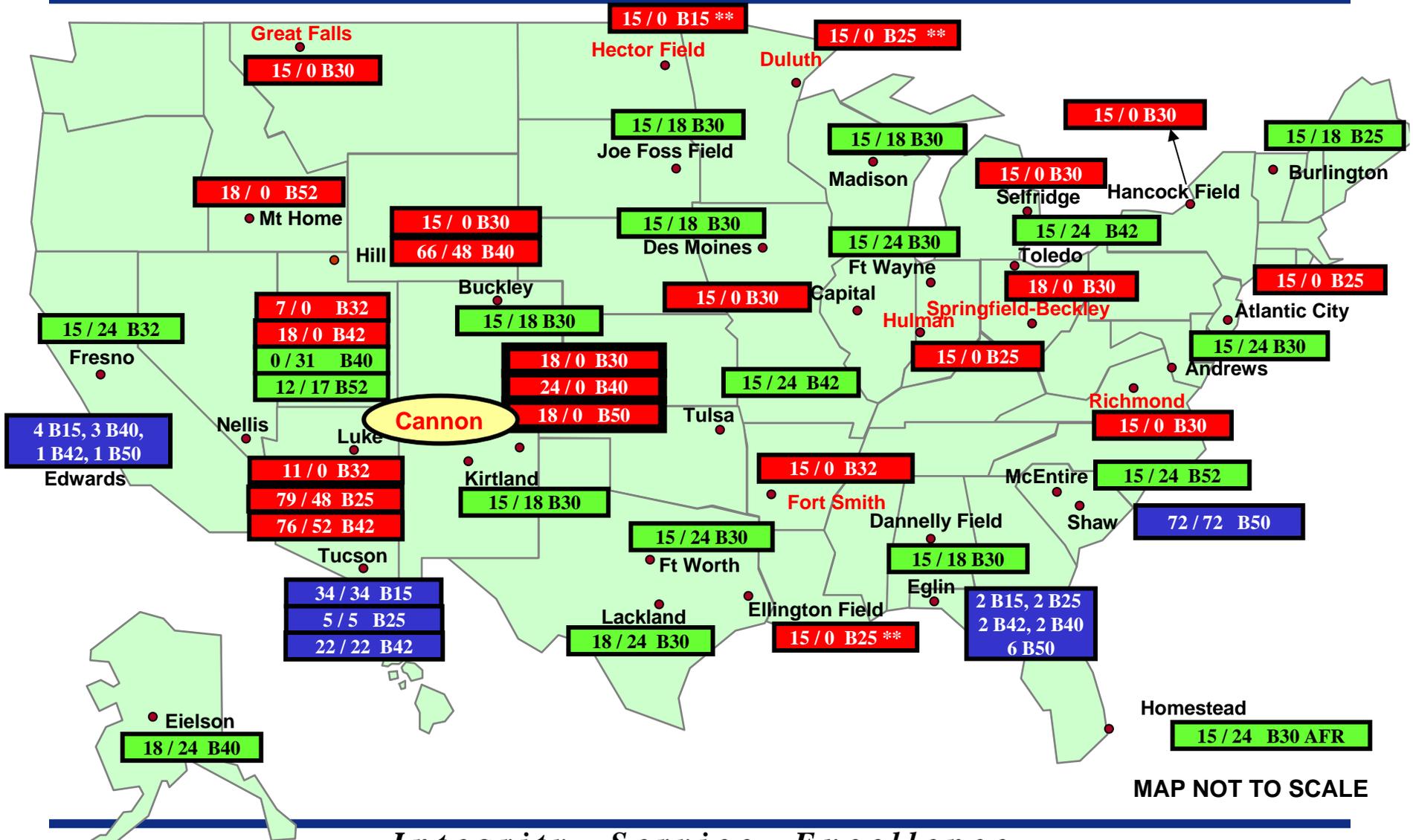
**Candidate Recommendation:** Close Springfield-Beckley Municipal Airport AGS. The 178th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 30 aircraft will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (9 PAA); 140th Wing (ANG) Buckley AFB, Colorado (3 PAA) and retire (6 PAA). The wing's ECS elements, 251st Combat Communications Group (ANG), and 269th Combat Communications Squadron (ANG) will remain as an enclave. The 132d Fighter Wing, Des Moines IAP AGS, will assume a role in the air sovereignty mission. Firefighter positions will move to Rickenbacker AGS, OH.

<p style="text-align: center;"><u>Justification</u></p>	<p style="text-align: center;"><u>Military Value</u></p>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$12M</li> <li>■ Net Implementation Cost: \$13M</li> <li>■ Annual Recurring Cost: \$0.2M</li> <li>■ Payback period: Never</li> <li>■ NPV Cost: \$14M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -262 (direct: -173; indirect: -89) ROI -0.39%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0114 / S125

## Close Cannon AFB, Clovis, NM

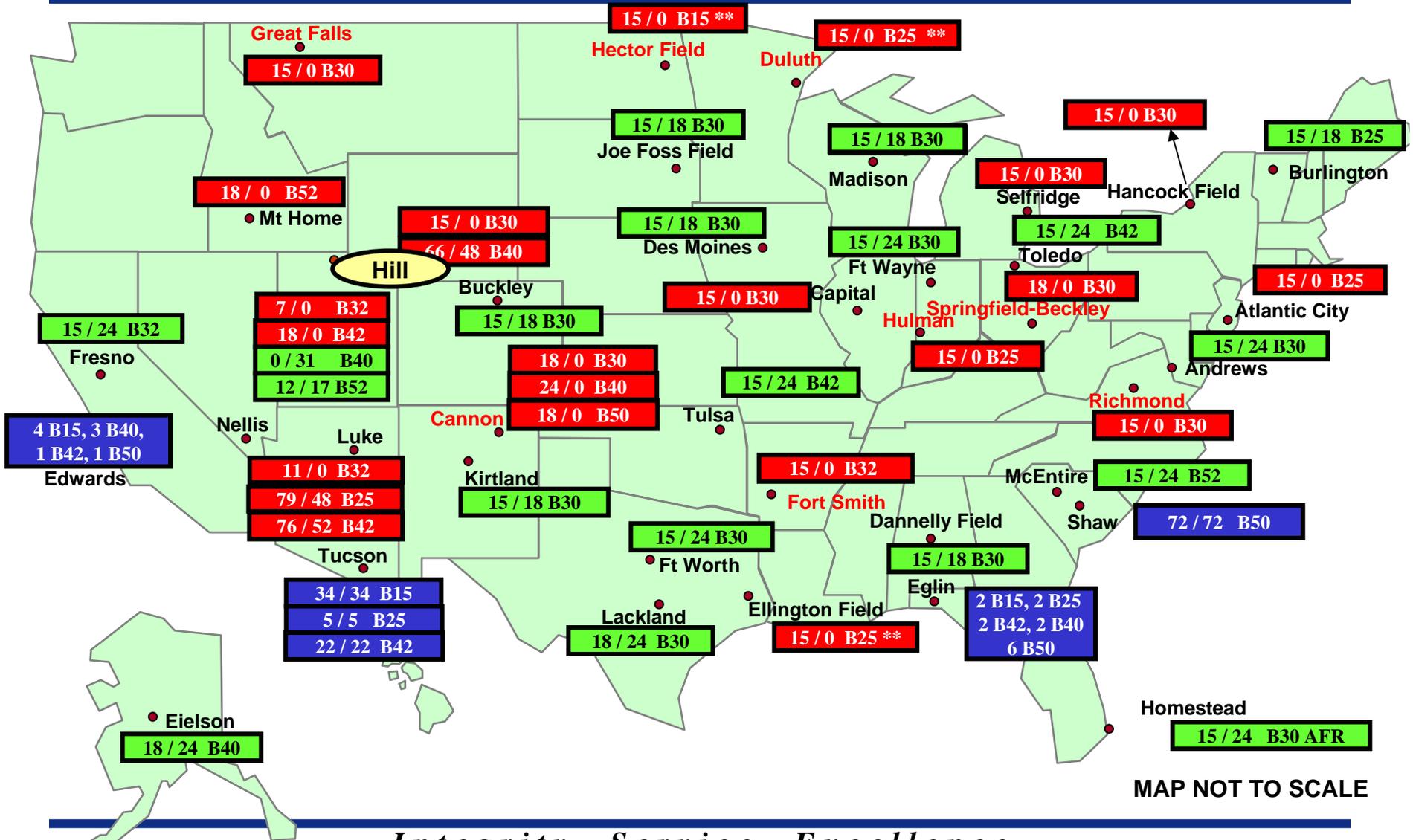
**Candidate Recommendation:** Close Cannon AFB. The 27th Fighter Wing will inactivate. The wing's F-16 aircraft will be distributed to the 115th Fighter Wing (ANG), Dane County Regional APT, Truax Field AGS, (3 PAA, Block 30); 114th Fighter Wing (ANG), Joe Foss Field AGS (3 PAA, Block 30); 150th Fighter Wing (ANG), Kirtland AFB, (3 PAA, Blk 30); 113th Wing (ANG), Andrews AFB (9 PAA, Blk 30); 354th Fighter Wing, Eielson AFB (6 PAA, B40); 57th Fighter Wing Nellis AFB (7 PAA, B40) and BAI (29 PAA, Blk 40/50). Singapore F-16 Block 52 squadron will move to Luke AFB, Arizona.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of Operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with higher mil value (Block 40 and Block 50 F-16s)</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$79M</li> <li>■ Net Implementation Savings: \$273M</li> <li>■ Annual Recurring Savings: \$119M</li> <li>■ Payback period: Immediate</li> <li>■ NPV Savings: \$1,353M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -3,897 (direct: -2,292; indirect: -1,605); ROI: 16.69.%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0113 / S126

## Realign Hill AFB, Salt Lake City, UT

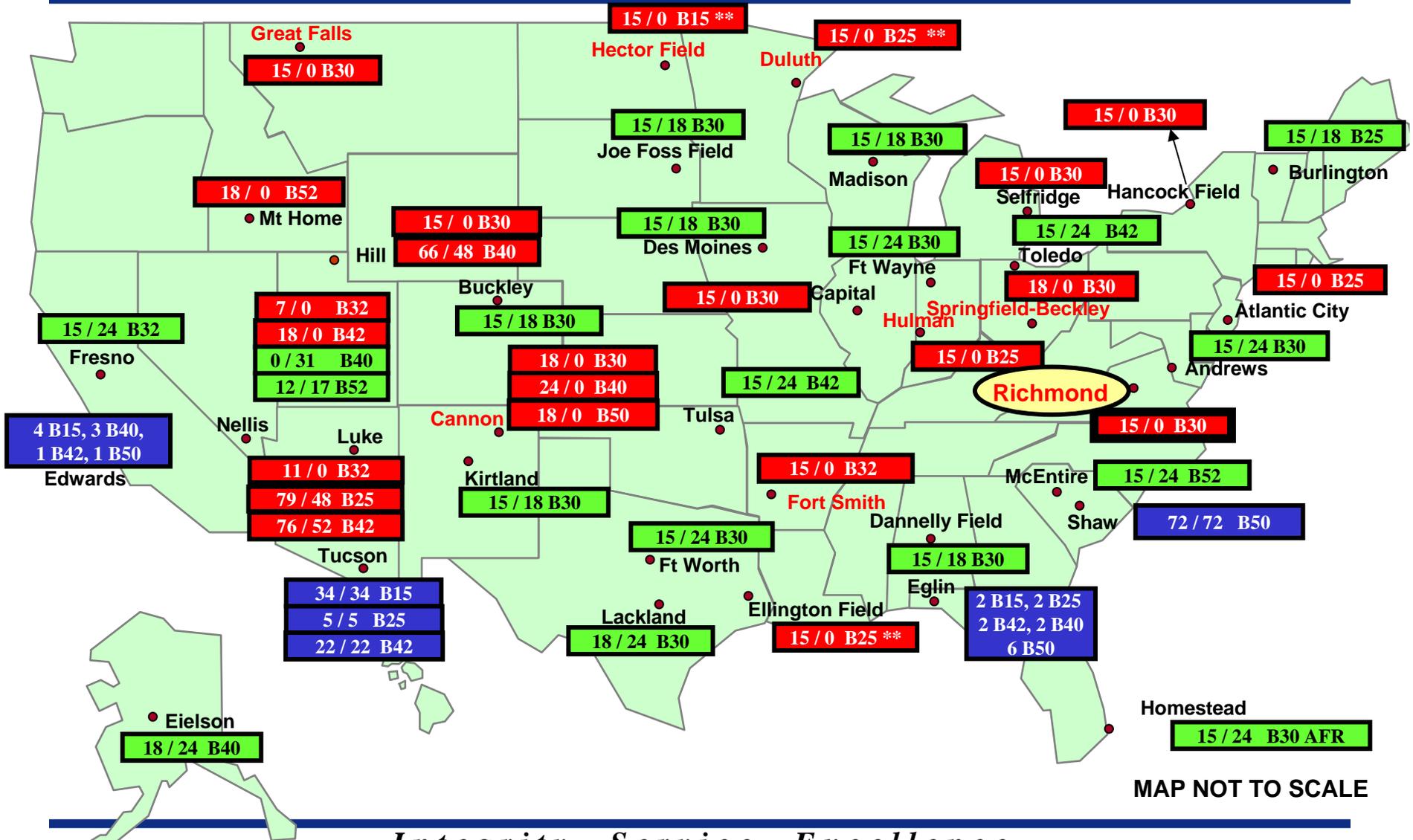
**Candidate Recommendation:** Realign Hill AFB. The 419th Fighter Wing (AFRC) will distribute its F-16 Block 30 aircraft to the 482d Fighter Wing (AFRC), Homestead ARB, Florida (6 PAA) and 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB (9 PAA). The 419th Fighter Wing (AFRC) excess manpower will remain at Hill AFB for AFRC emerging missions. The 388th Fighter Wing, Hill AFB, Utah, will distribute F-16 Block 40s to the 57th Wing Nellis AFB (18 PAA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to a base of higher mil value</li> <li>■ Consolidates AF Reserve to standard USAF squadron size</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$68M</li> <li>■ Net Implementation Cost: \$76M</li> <li>■ Annual Recurring Cost: \$3M</li> <li>■ Payback period: Never</li> <li>■ NPV Cost: \$95M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -1,455 (direct: -764, indirect: -691); ROI: 0.61%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0112 / S127

## Close Richmond AGS, Sandston, VA

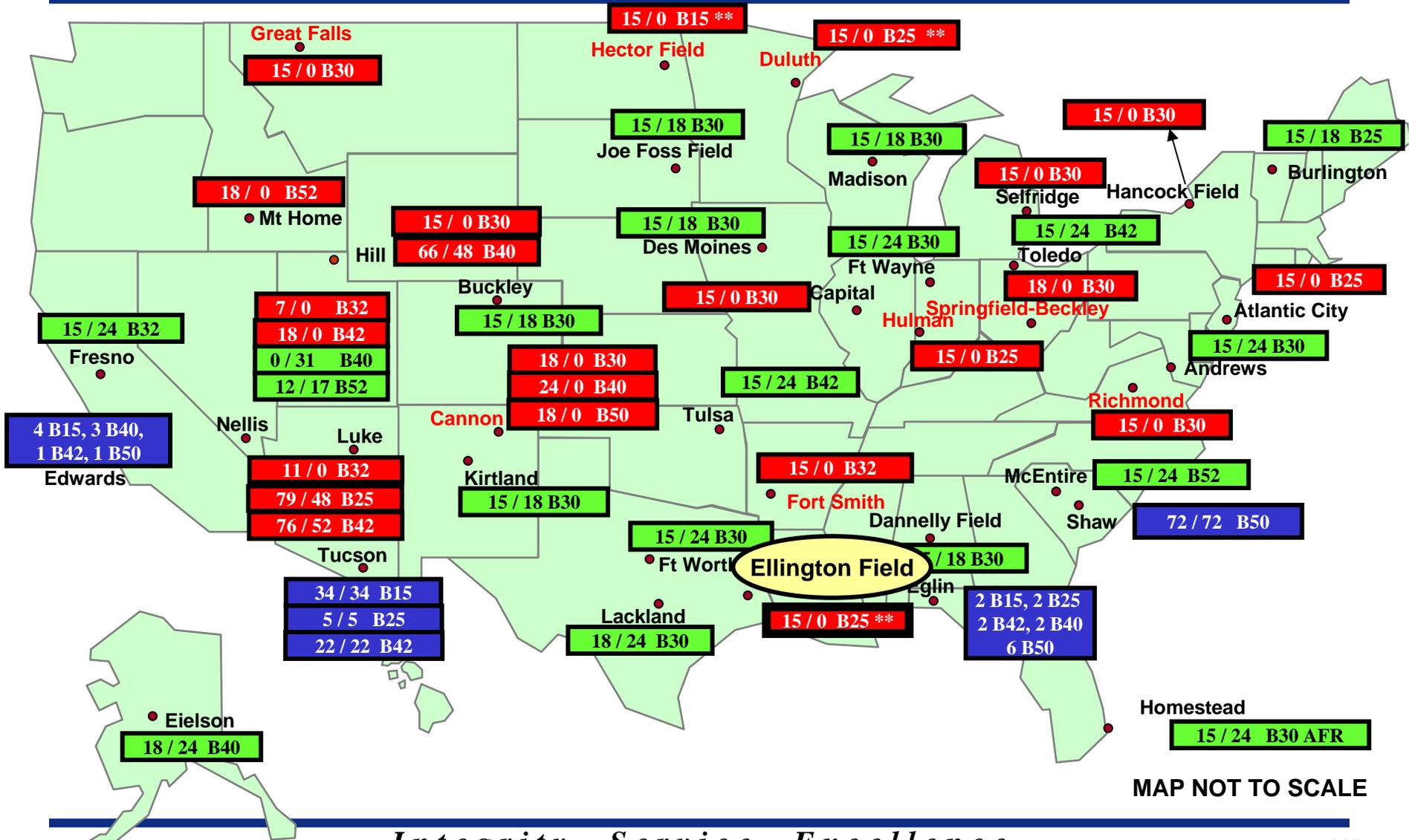
**Candidate Recommendation:** Close Richmond IAP AGS. The 192d Fighter Wing (ANG) will inactivate. The wing's F-16 aircraft (Block 30) will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (6 PAA); 482d Fighter Wing (AFRC), Homestead ARB, Florida (3 PAA) and to BAI (6 PAA). The F-16 Block 42 aircraft currently assigned to the 132d Fighter Wing at Des Moines will be redistributed to the 180th Fighter Wing, Toledo Express Airport AGS, Ohio (9 PAA) and 138th Fighter Wing (ANG), Tulsa IAP AGS, Oklahoma (6 PAA). 192d Fighter Wing (ANG) manpower will associate at Langley AFB, Virginia (announced prior to BRAC).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of Operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with high military value</li> <li>■ Retains intellectual capital from Richmond</li> <li>■ Improves management of MDS reserve</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-Time Cost: \$18M</li> <li>■ Net Implementation Savings: \$10M</li> <li>■ Annual Recurring Savings: \$4M</li> <li>■ Payback period: Immediate</li> <li>■ NPV Savings: \$50M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0); ROI: 0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0050 / S118J

## Realign Ellington AGS, Houston, TX

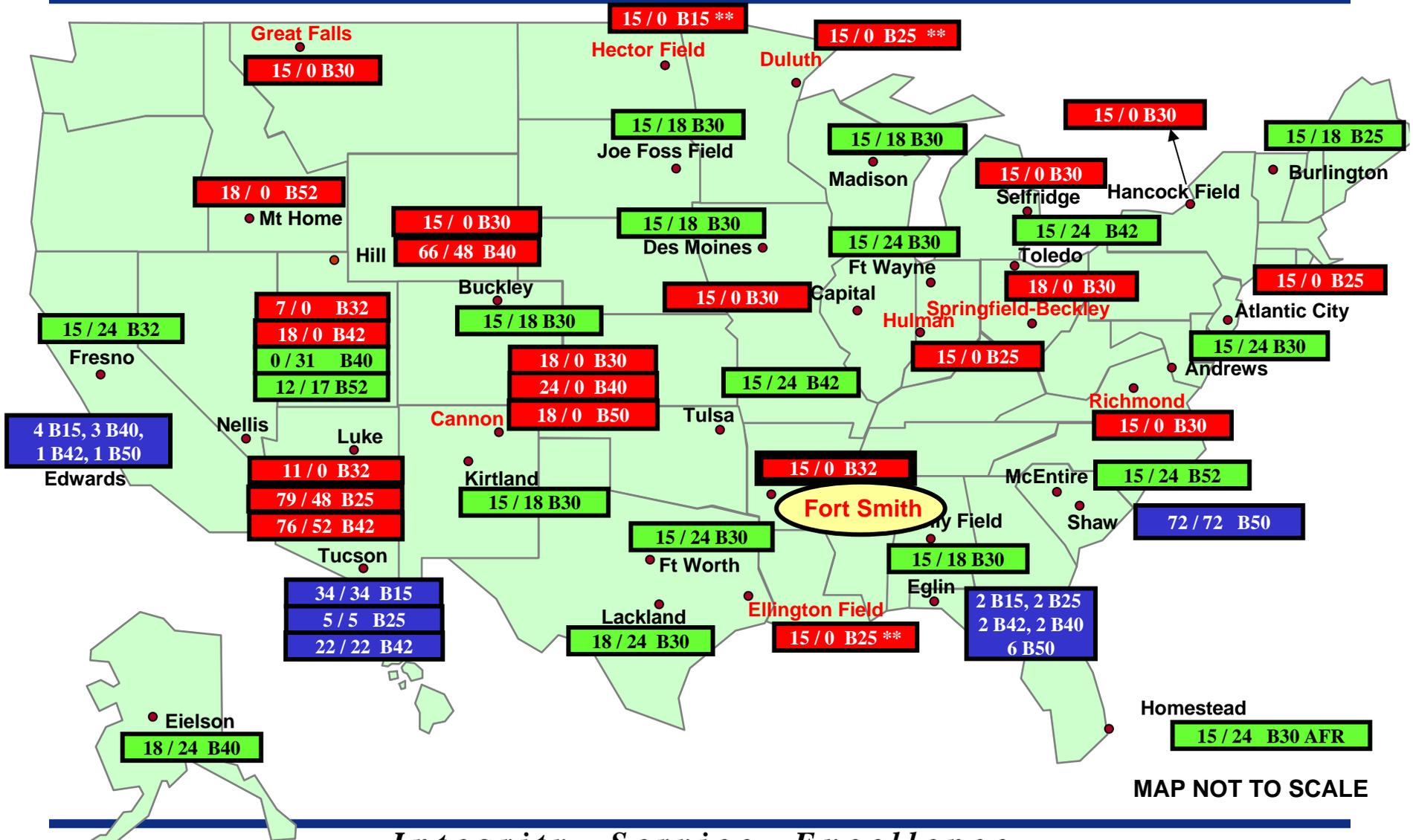
**Candidate Recommendation:** Realign Ellington Field AGS. The 147th Fighter Wing (ANG) will inactivate and the wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave and ANG GSU moves into available space on Ellington. An alert detachment will remain open to fulfill air sovereignty mission requirements.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Retains intellectual capital from Ellington at Lackland FTU squadron</li> <li>■ Maintains Ellington as ASA site</li> <li>■ Frees resources for investment in Future Total Force</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$0.3M</li> <li>■ Net Implementation Savings: \$0.2M</li> <li>■ Annual Recurring Savings: \$0.03M</li> <li>■ Payback period: Immediate</li> <li>■ NPV Savings: \$0.4M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: +45 (direct +32, indirect +13) ROI: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0036 / S129

## Close Fort Smith MAP AGS, AR

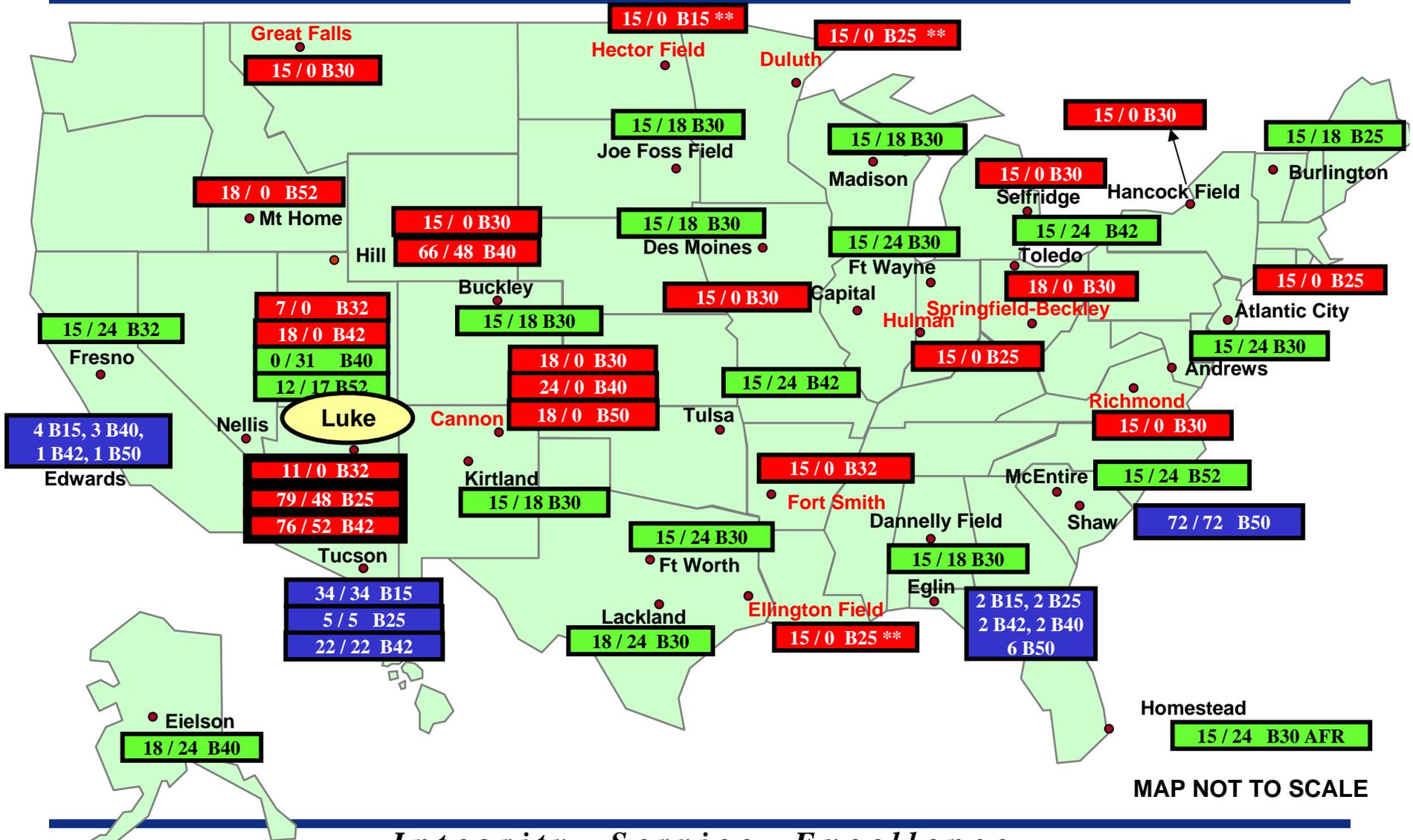
**Candidate Recommendation:** Close Fort Smith Municipal Airport AGS. The 188th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 32 aircraft will be distributed to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (7 PAA) and retire (8 PAA). The 144th Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave. Firefighter positions will move to Savannah, GA and Tulsa, OK.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS and block</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Robusts ANG sqdns to standard USAF size</li> <li>■ Force structure distributed to bases of higher mil value and air sovereignty role (Fresno)</li> <li>■ Frees resources for investment in Future Total Force, and retains trained ECS personnel</li> <li>■ Retains intellectual capital for Little Rock FTU plus up</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$12M</li> <li>■ Net Implementation Cost: \$ 7M</li> <li>■ Annual Recurring Savings: \$ 1M</li> <li>■ Payback period: 15 / 2022</li> <li>■ NPV Savings: \$ 2M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -134 (direct: -78, indirect -56) ROI: 0.09%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# F-16 Group



MAP NOT TO SCALE



# Candidate #USAF-0053 / S121Z

## Realign Luke AFB, Glendale, AZ

**Candidate Recommendation:** Realign Luke AFB. The 56th Fighter Wing distributes F-16 Block 25 aircraft (13 PAA) and F-16 Block 42 aircraft (24 PAA) to retirement. The 944th Fighter Wing (AFRC) distributes F-16 Block 32 aircraft to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (11 PAA). Singapore F-16 B52s currently based at Cannon AFB relocate to Luke AFB (non-BRAC).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Consolidates aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Robusts ANG sqdn to standard USAF size</li> <li>■ Enables increased capability at Luke for Future Total Force (FTF) missions</li> <li>■ Frees resources for Future Total Force investment</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$10M</li> <li>■ Net Implementation Cost: \$1M</li> <li>■ Annual Recurring savings: \$1M</li> <li>■ Payback period: 8 yrs / 2015</li> <li>■ NPV Savings: \$4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -97 (direct: -51, indirect: -46) ROI: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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





**DRAFT**  
***F-16 Group***

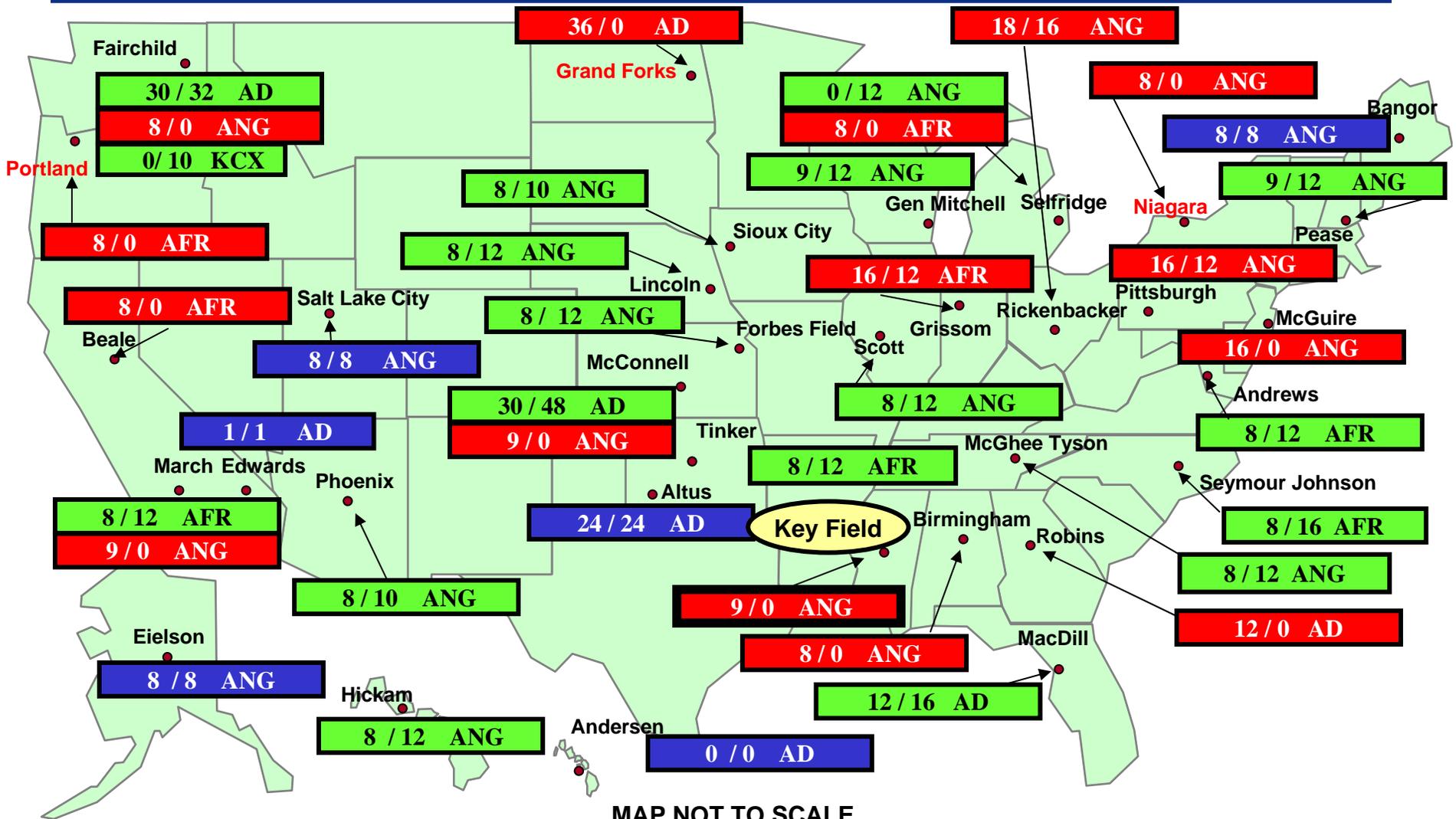
***Remaining Recommendations to Brief***

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- **USAF-0038**                      **Realign Hancock Field**
- **USAF-0114**                      **Realign Eielson**



# KC-135R Group





# Candidate #USAF-0077 / S437

## Realign Key Field AGS, Meridian, MS

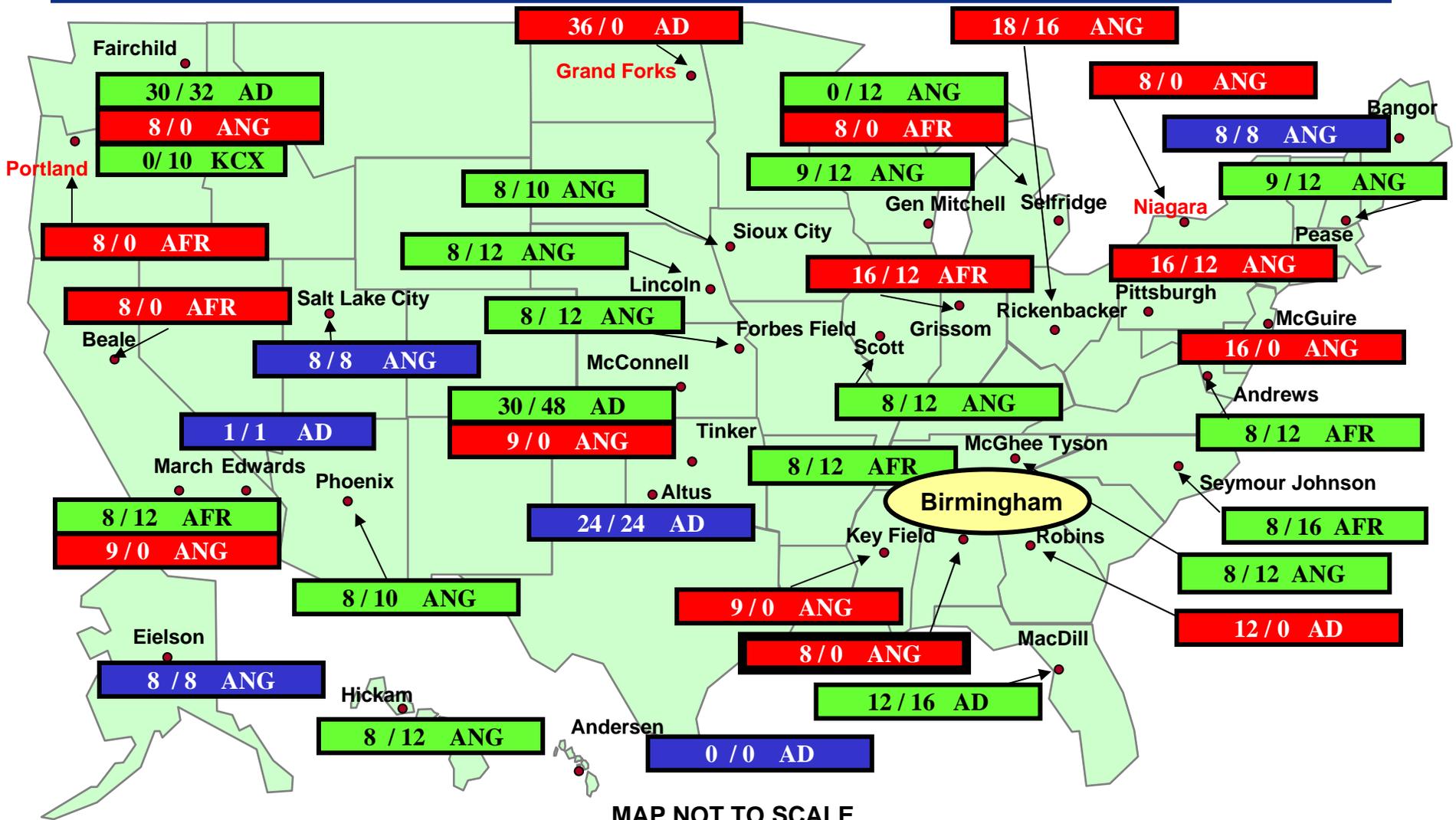
**Candidate Recommendation:** Close Key Field AGS. The wing’s KC-135R aircraft will be distributed to the 128th Air Refueling Wing (ANG), General Mitchell Airport ARS, Wisconsin (3 PAA); 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (3 PAA); the 155th Air Refueling Wing (ANG), Lincoln Airport, Nebraska,(2 PAA) and to Backup Aircraft Inventory (BAI) 1 PAA). The 186<sup>th</sup> Air Refueling Wing’s ECS elements will remain as an enclave. Key Field is a Regional Operations and Security Center (ROSC) location.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with higher military value</li> <li>■ Enables more effective squadron sizes at three installations</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$15M</li> <li>■ Net Implementation Cost: \$10M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 18 yrs/2026</li> <li>■ NPV Cost: \$0M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -341 (direct -176, indirect -165) ROI -0.63%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# KC-135R Group





# Candidate #USAF-0080 / S436

## Realign Birmingham IAP AGS, AL

**Candidate Recommendation:** Close Birmingham IAP AGS. The 117th Air Refueling Wing (ANG) will inactivate. The wing’s KC-135R aircraft will be distributed to the 155th Air Refueling Wing (ANG), Lincoln Airport, Nebraska (2 PAA), the 134th Air Refueling Wing (ANG), McGhee-Tyson AGS, Tennessee (4 PAA); and the 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport, Arizona (2 PAA). The 117th Air Refueling Wing’s firefighters move to Dannelly Field AGS, Alabama and the wing’s ECS elements will remain as an enclave.

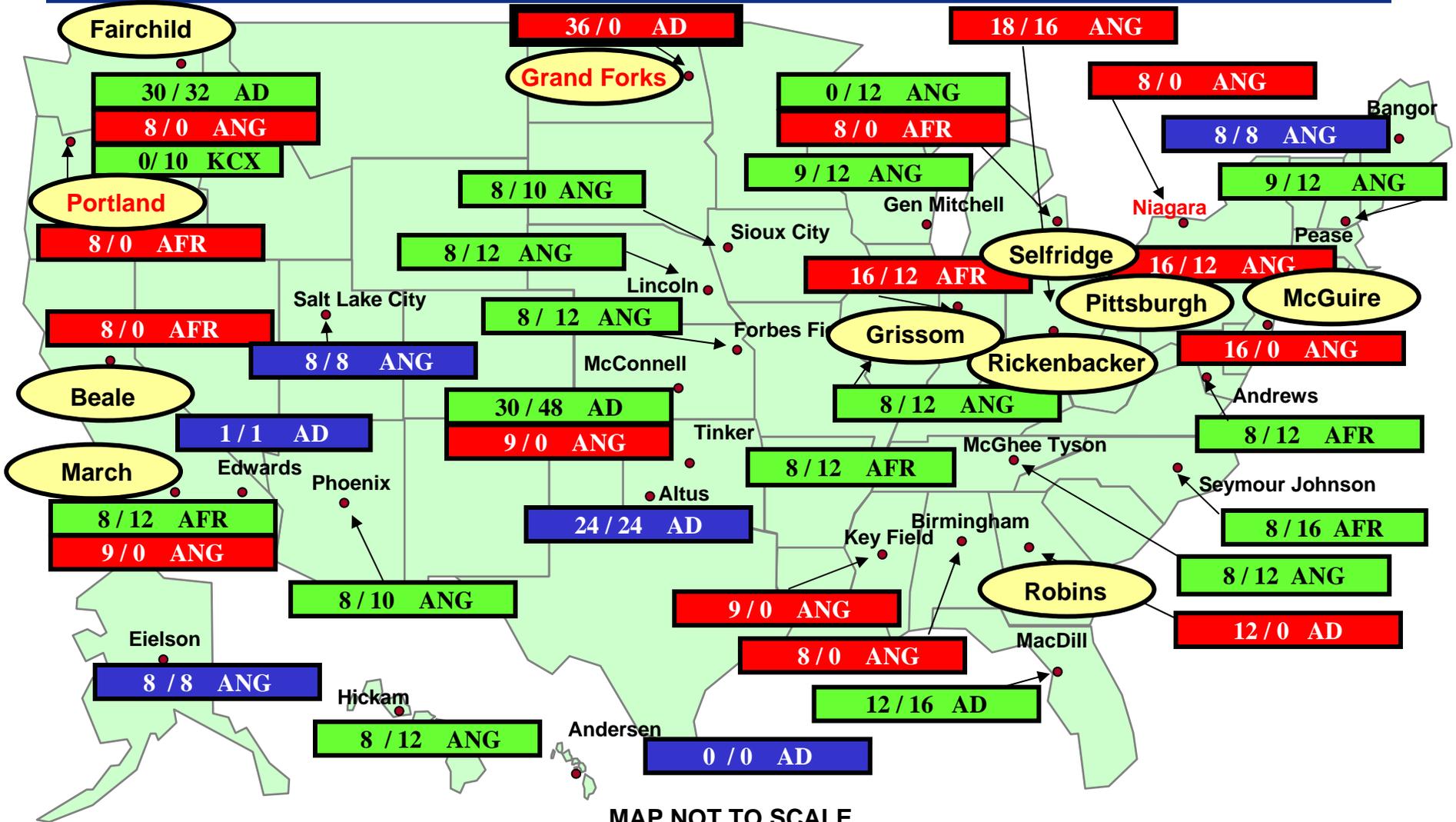
<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Enables more effective squadron size at three installations</li> <li>■ Frees up manpower for emerging missions</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$17M</li> <li>■ Net Implementation Cost: \$14M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 38 yrs/2046</li> <li>■ NPV Cost: \$6M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -307 (direct -183, indirect -124) ROI -0.05%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# KC-135R Group

## Remaining Recommendations to Brief



MAP NOT TO SCALE



# **KC-135R Group**

## ***Remaining Recommendations to Brief***

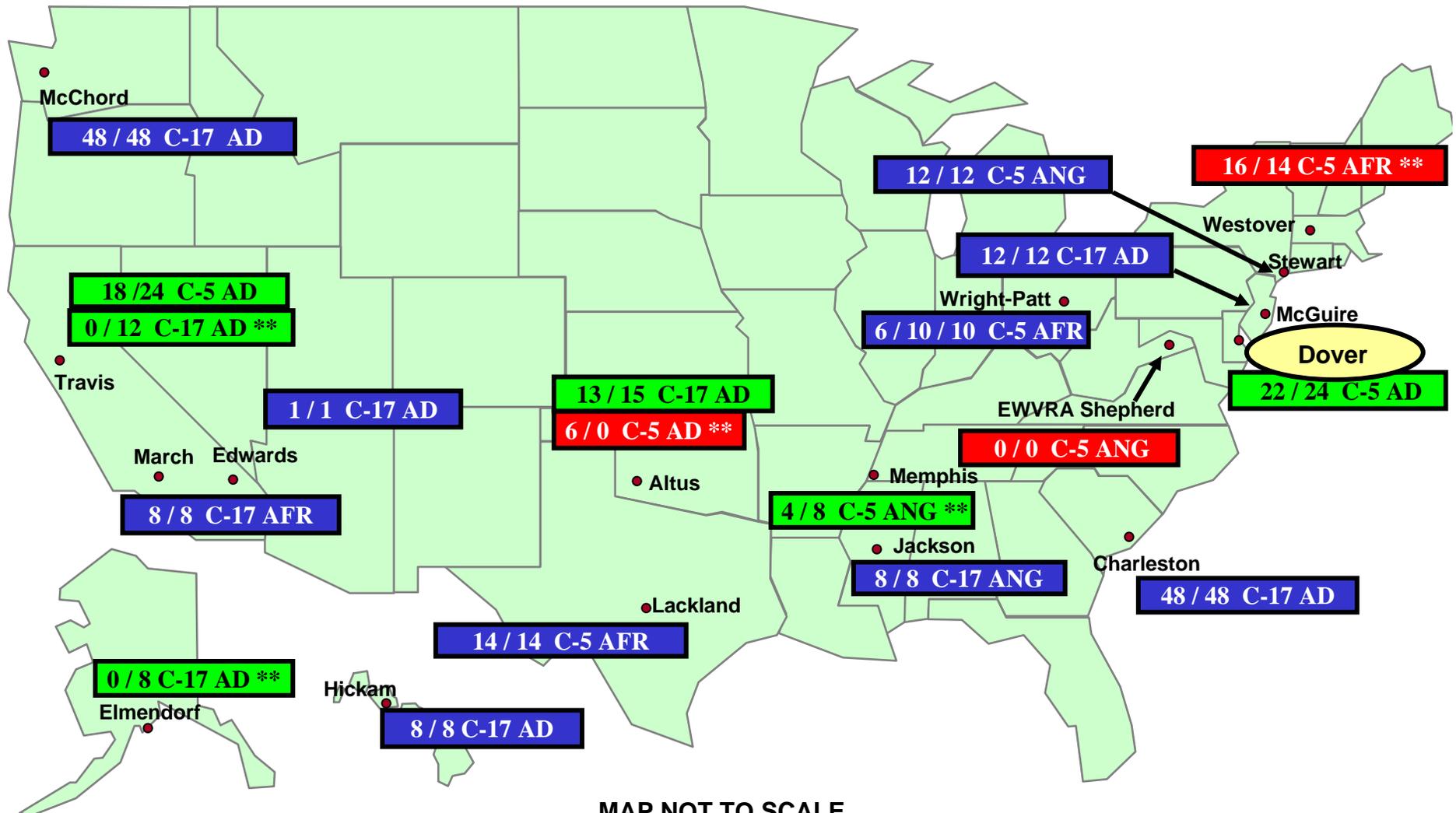
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- **USAF-0117**                      **Close Grand Forks**
- **USAF-0084**                      **Realign Fairchild**
- **USAF-0079**                      **Close Portland**
- **USAF-0081**                      **Realign Beale**
- **USAF-0083**                      **Realign March**
- **USAF-0086**                      **Realign Selfridge**
- **USAF-0119**                      **Realign Grissom**
- **USAF-0087**                      **Realign Rickenbacker**
- **USAF-0120**                      **Realign Robins**
- **USAF-0065**                      **Realign Pittsburgh (AGS)**
- **USAF-0118**                      **Realign McGuire**



# C-5 & C-17 Group

## Remaining Recommendations to Brief



MAP NOT TO SCALE



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NOT RELEASABLE UNDER FOIA

**DRAFT**

# **C-5 & C-17 Group**

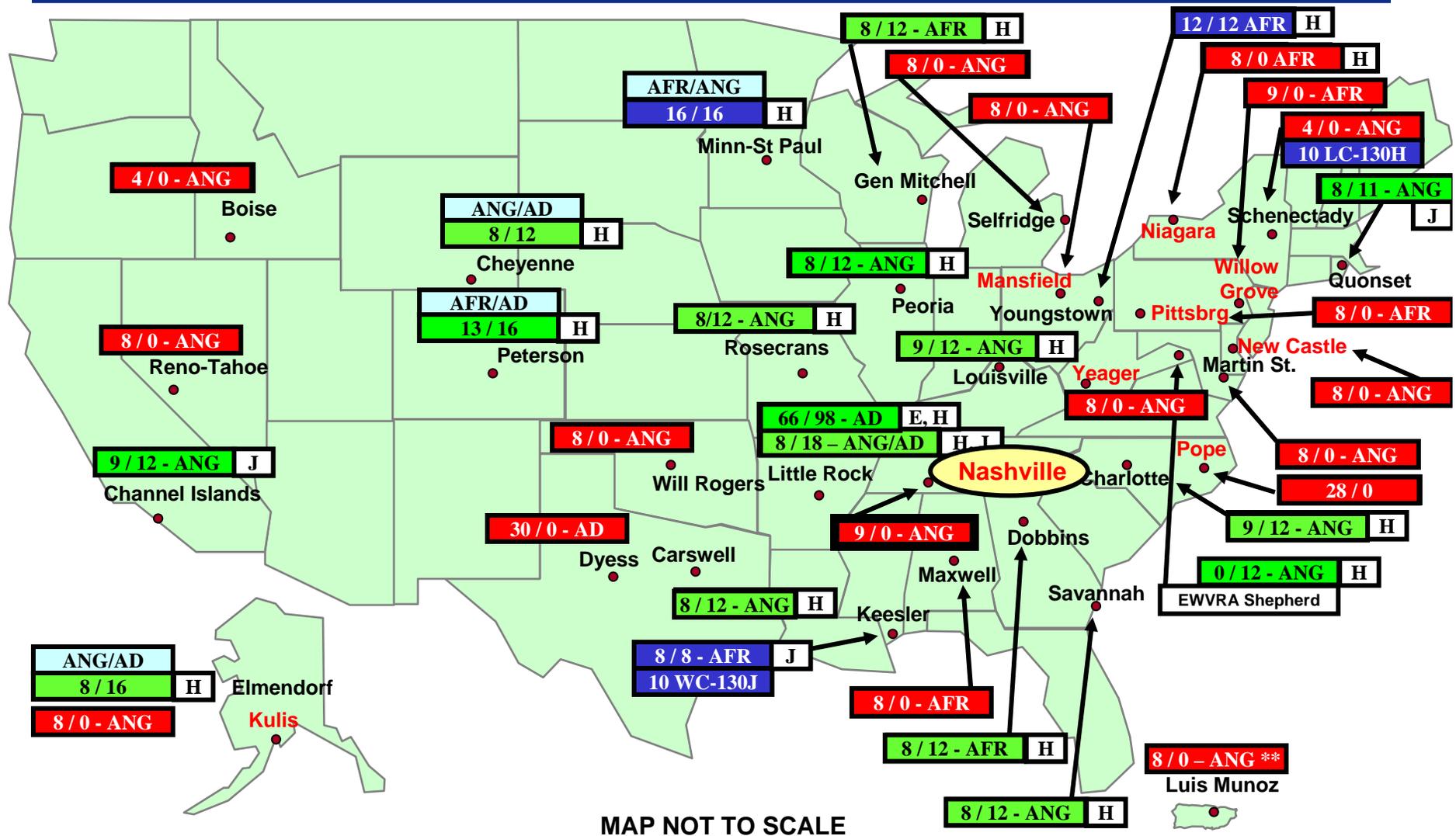
## ***Remaining Recommendations to Brief***

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- **USAF-0124**      **Realign Dover**



# C-130 Group



MAP NOT TO SCALE



# Candidate #USAF-0060 / S303J

## Close Nashville IAP AGS, TN

**Candidate Recommendation:** Close Nashville IAP AGS. The 118th Airlift Wing (ANG) will inactivate. The wing’s C-130H aircraft will be distributed to the 182d Airlift Wing (ANG), Greater Peoria Airport AGS, Illinois (4 PAA) and the 123d Airlift Wing (ANG), Louisville IAP AGS, Kentucky (4 PAA). Flying related ECS is moved to Memphis IAP AGS (Aerial Port and Fire Fighters) and Carswell ARS (Aeromed Squadron). Remaining ECS remains in place in enclave at Nashville.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate airlift fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Enables more efficiency at two installations</li> <li>■ Intellectual capital will be captured by ANG units at Memphis and Knoxville</li> <li>■ Makes use of excess capacity</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$22M</li> <li>■ Net Implementation Cost: \$22M</li> <li>■ Annual Recurring Savings: \$0M</li> <li>■ Payback period: 100+ yrs</li> <li>■ NPV Cost: \$20M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -330 (direct -192, indirect -138) ROI -0.04%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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





# Candidate #USAF-0066 / S319

## Close Mansfield Lahm MAP AGS, OH

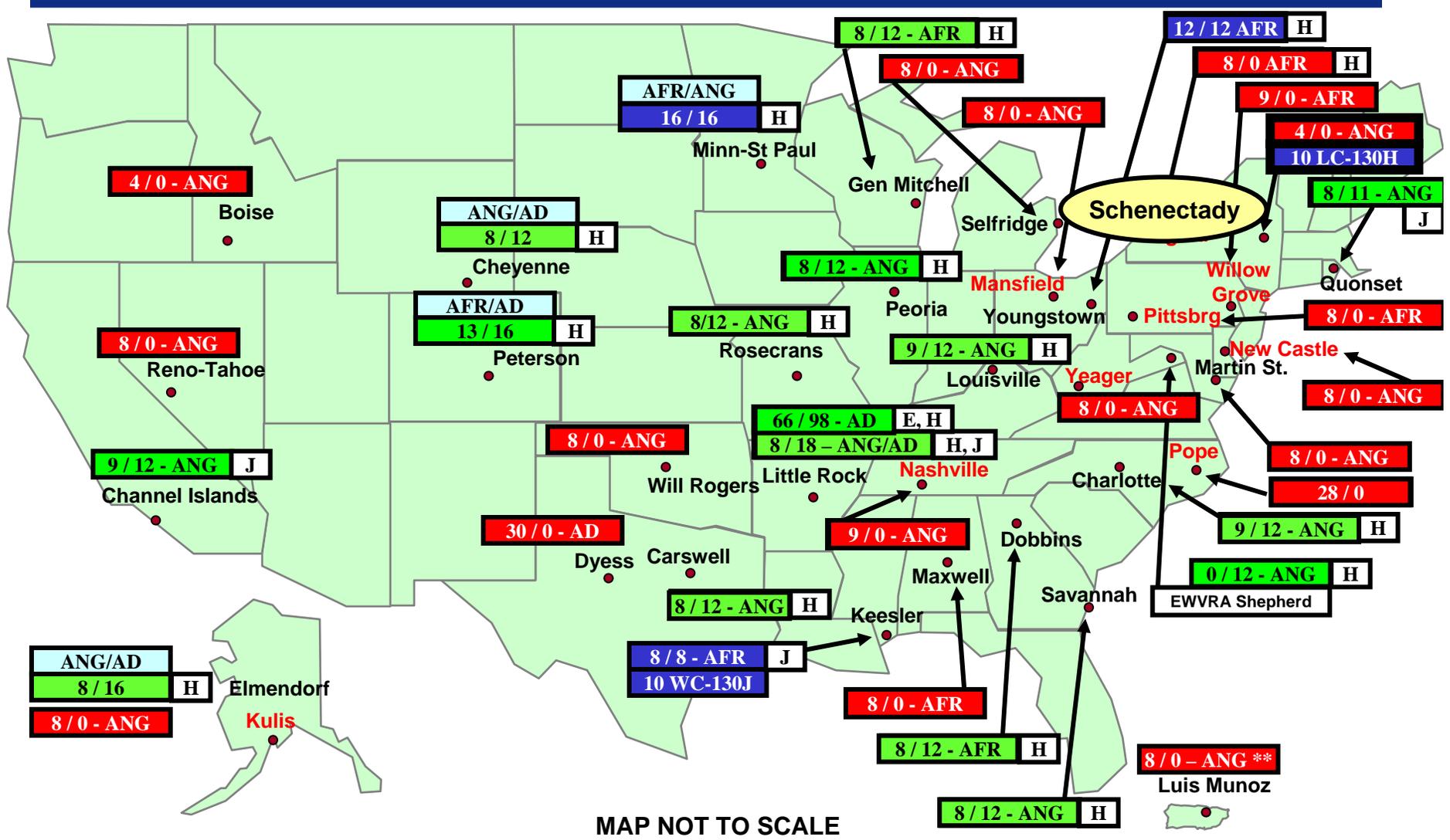
**Candidate Recommendation:** Close Mansfield Lahm Municipal Airport AGS. The 179th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 440th Airlift Wing (AFRC), General Mitchell ARS, Wisconsin (8 PAA) and 314th Airlift Wing, Little Rock AFB (4 PAA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate legacy fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases of higher mil value</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$28M</li> <li>■ Net Implementation Cost: \$5M</li> <li>■ Annual Recurring Savings: \$4M</li> <li>■ Payback period: 4/2013</li> <li>■ NPV Savings: \$28M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : - 528 (direct: - 234; indirect: - 294)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# C-130 Group





# Candidate #USAF-0067 / S320

## Realign Schenectady County APT AGS, NY

**Candidate Recommendation:** Realign Schenectady County Airport AGS. The 109th Airlift Wing (ANG) will transfer C-130H aircraft (4 PAA) to the 314th Airlift Wing, Little Rock AFB, Arkansas.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate legacy fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to a base of higher mil value</li> </ul>										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 80%;">■ One Time Cost:</td> <td style="text-align: right;">\$4M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$4M</td> </tr> <tr> <td>■ Annual Recurring Cost:</td> <td style="text-align: right;">\$.03M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Savings:</td> <td style="text-align: right;">\$4M</td> </tr> </table>	■ One Time Cost:	\$4M	■ Net Implementation Cost:	\$4M	■ Annual Recurring Cost:	\$.03M	■ Payback period:	Never	■ NPV Savings:	\$4M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: -20 (direct -10, indirect -10); ROI: 0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$4M										
■ Net Implementation Cost:	\$4M										
■ Annual Recurring Cost:	\$.03M										
■ Payback period:	Never										
■ NPV Savings:	\$4M										

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





# Candidate #USAF-0069 / S312J

## Realign Luis Munoz IAP AGS, San Juan, Puerto Rico

**Candidate Recommendation:** Realign Luis Munoz Marin IAP AGS. The 156th Airlift Wing (ANG) will inactivate. The wing's C-130E aircraft (8 PAA) will retire. The wing's ECS elements will remain in place.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increase efficiency of Operations</li> <li>■ Consolidate airlift fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Force structure retires from a location of low military value</li> <li>■ ECS is retained in place to capture intellectual capital</li> </ul>										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>■ One Time Cost:</td> <td style="text-align: right;">\$11M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$9M</td> </tr> <tr> <td>■ Annual Recurring Savings:</td> <td style="text-align: right;">\$1M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">23yrs/2030</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$2M</td> </tr> </table>	■ One Time Cost:	\$11M	■ Net Implementation Cost:	\$9M	■ Annual Recurring Savings:	\$1M	■ Payback period:	23yrs/2030	■ NPV Cost:	\$2M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change -12 (direct: -6, indirect: -6) ROI -0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$11M										
■ Net Implementation Cost:	\$9M										
■ Annual Recurring Savings:	\$1M										
■ Payback period:	23yrs/2030										
■ NPV Cost:	\$2M										

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
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- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps





# Candidate #USAF-0063 / S306Z

## Realign Andrews AFB, Camp Springs, MD

**Candidate Recommendation:** Realign Andrews AFB. The Air Force Flight Standards Agency (AFFSA) and C-21 aircraft (2 PAA) will relocate to Will Rogers World Airport AGS, Oklahoma. AFFSA realignment will include relocation of the USAF Advanced Instrument School from Randolph AFB, and the Global Air Traffic Operations Program Office from Tinker AFB, to Will Rogers World APT AGS. The 137th Airlift Wing (ANG) at Will Rogers World APT AGS will associate with the 507th Air Refueling Wing (ARFC) at Tinker AFB. The wing's C-130H aircraft will be distributed to the 136th Airlift Wing (ANG), Carswell ARS (4 PAA) and 139th Airlift Wing (ANG), Rosecrans Memorial Airport AGS, Missouri (4 PAA). Flight related ECS (Aeromed Squadron) at Will Rogers moves to Rosecrans. Remaining ECS at Will Rogers remains in place at Will Rogers.

### Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate airlift fleet
- Moves personnel out of NCR
- Enables other Andrews recommendations

### Military Value

- Consolidates Air Force Flight Standards Agency and the Air Force Advanced Instrument School.
- Enables more efficient operations at two installations
- Assists mitigation of congestion at Andrews AFB

### Payback

- One Time Cost: \$26M
- Net Implementation Cost: \$19M
- Annual Recurring Savings: \$1M
- Payback period: 31 yrs/2040
- NPV Cost: \$7M

### Impacts

- Criterion 6: Total Job Change : -191 (direct -115, indirect -76) ROI -0.01%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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





# **C-130 Group**

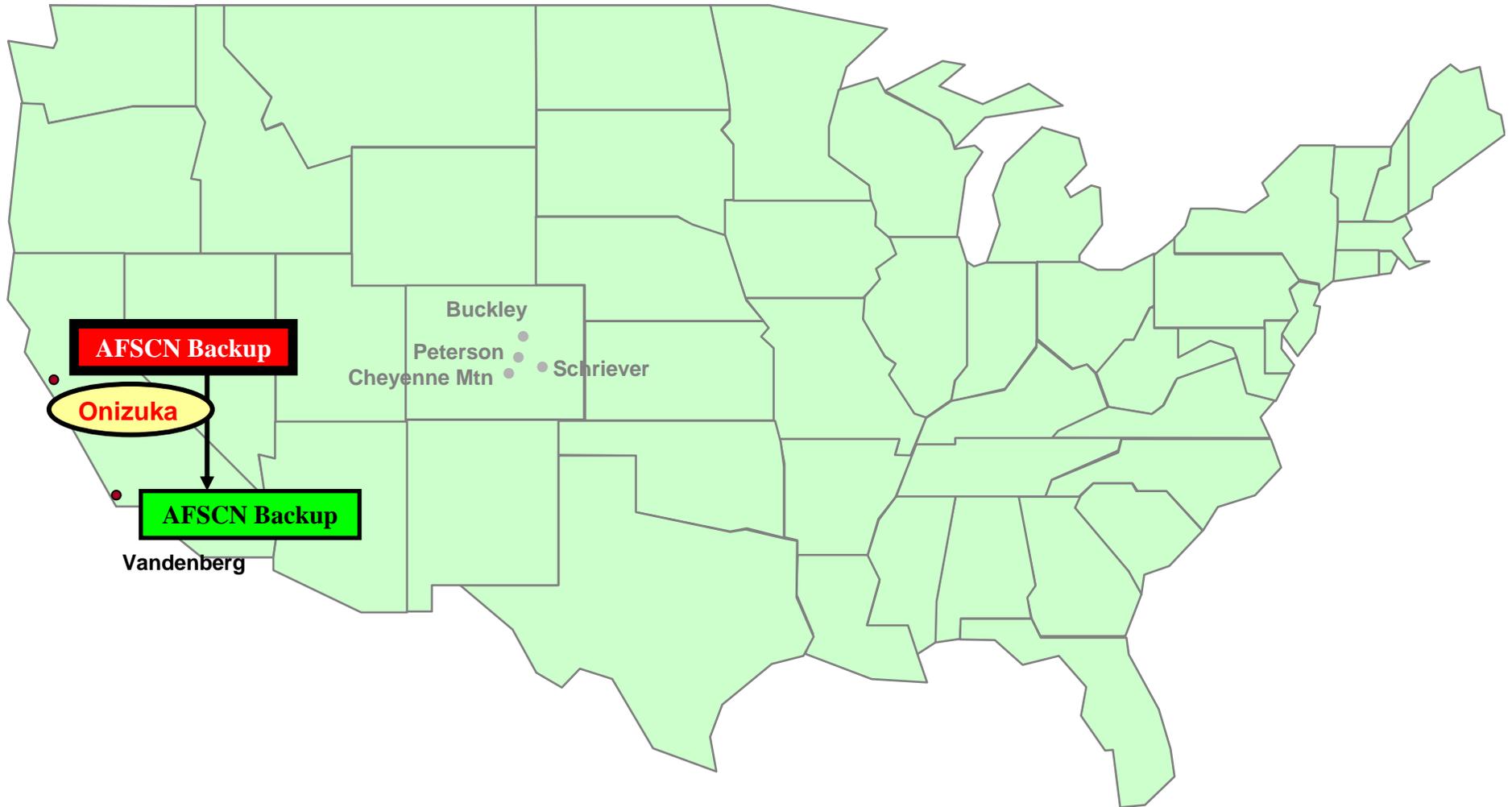
## ***Remaining Recommendations to Brief***

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- **USAF-0064**                      **Close New Castle**
- **USAF-0068**                      **Realign Reno-Tahoe**
- **USAF-0122**                      **Close Pope**
- **USAF-0123**                      **Close Pittsburgh ARS**
- **USAF-0121**                      **Close Niagara**
- **USAF-0061**                      **Close Yeager**
- **USAF-0059**                      **Realign Maxwell**
- **USAF-0089**                      **Close Kulis**



# Space Group





# Candidate #USAF-0011 / S800J

## Close Onizuka AFS, Sunnyvale, CA

**Candidate Recommendation:** Close Onizuka AFS. The 21st Space Operations Squadron will inactivate. The Air Force Satellite Control Network (AFSCN) mission and DISA tenant Defense Satellite Communication System (DSCS) equipment will relocate to Vandenberg AFB, California.

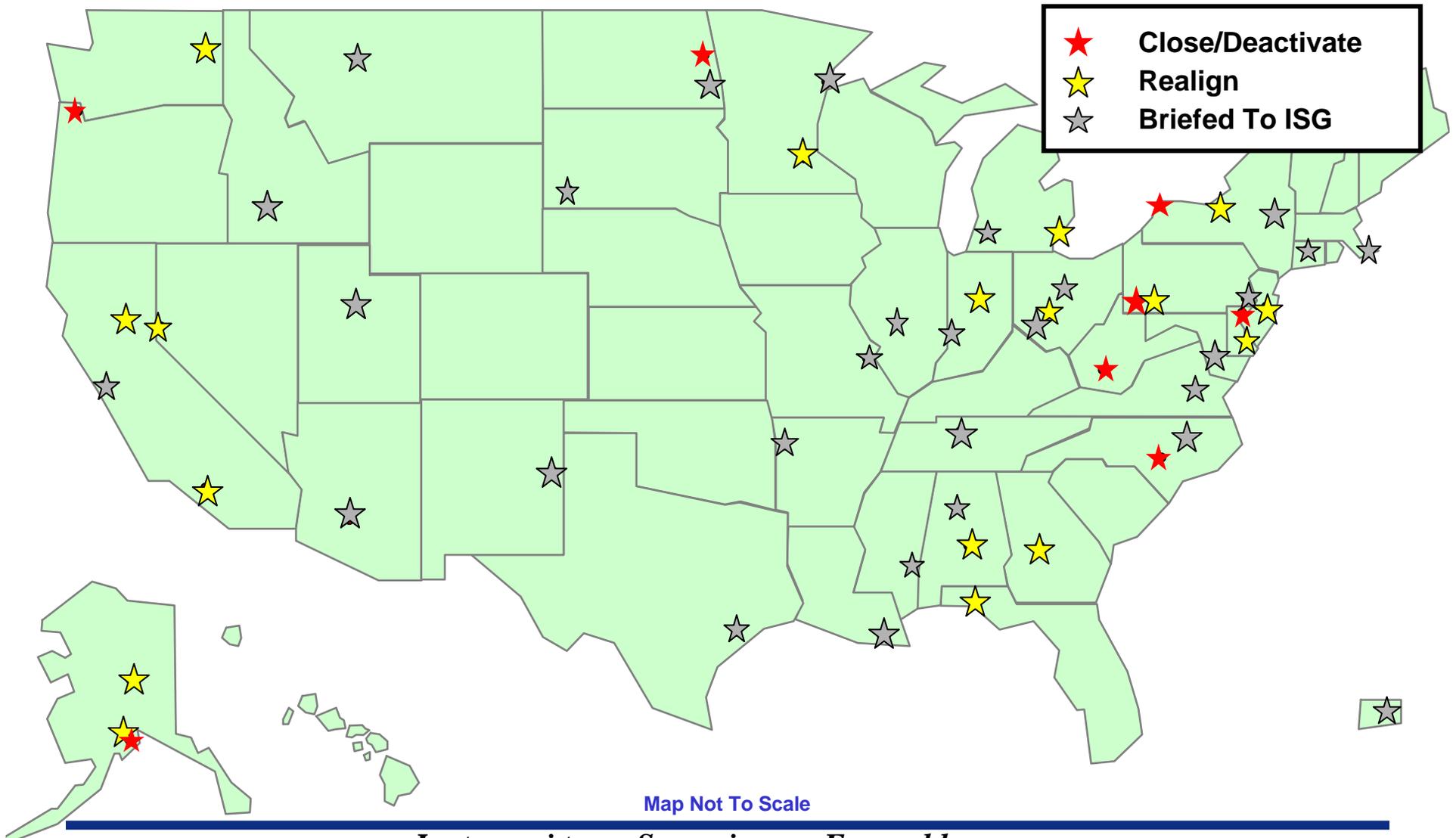
**Issues:** Mission facilities and equipment at Vandenberg must be FOC before ops cease at Onizuka.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Efficiency of operations</li> <li>■ No primary USAF mission at Onizuka</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Vandenberg has higher military value</li> <li>■ Satisfies requirements of Backup Satellite Control Policy Directive</li> <li>■ Synergy with AFSCN mission at VAFB</li> <li>■ DSCS West Coast requirement</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$117M</li> <li>■ Net Implementation Costs: \$43M</li> <li>■ Annual Recurring Savings: \$24M</li> <li>■ Payback period: 5/2014</li> <li>■ NPV Savings: \$185M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6 - Total Job Change -280 (direct: -188, indirect: -92) ROI: – 0.14%</li> <li>■ Criterion 7- A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
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- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps



# *Air Force Installations*



Map Not To Scale

*Integrity - Service - Excellence*



# Preliminary BRAC Costs/Savings

## Closures

## Realignments

- |                             |                               |
|-----------------------------|-------------------------------|
| 1. Bradley (G)              | 1. Andrews (A)                |
| 2. Cannon (A)               | 2. Beale (R)                  |
| 3. Duluth (G)               | 3. Birmingham (G)             |
| 4. Ellsworth (A)            | 4. Capital (G)                |
| 5. Ft. Smith (G)            | 5. Dover (A)                  |
| 6. Grand Forks (A)          | 6. Eglin (A)                  |
| 7. Great Falls (G)          | 7. Eielson (A)                |
| 8. Hulman (G)               | 8. Ellington (G)              |
| 9. Hector (G)               | 9. Elmendorf (A)              |
| 10. Kulis (G)               | 10. Fairchild (G)             |
| 11. Lambert (G)             | 11. Grissom (R)               |
| 12. Mansfield (G)           | 12. Hill (A)                  |
| 13. Nashville (G)           | 13. Hancock Field (G)         |
| 14. New Castle (G)          | 14. Key Field (G)             |
| 15. Niagara (G, R)          | 15. Luis-Munoz (G)            |
| 16. Onizuka (A)             | 16. Luke (A)                  |
| 17. Otis (G)                | 17. March (R,G)               |
| 18. Pittsburgh (R)          | 18. Maxwell (R)               |
| 19. Pope (A)                | 19. McGuire (A)               |
| 20. Portland (G/R)          | 20. Minneapolis St Paul (G,R) |
| 21. Richmond (G)            | 21. Mountain Home (A)         |
| 22. Springfield-Beckley (G) | 22. NAS New Orleans ARS       |
| 23. W.K. Kellogg (G)        | 23. Pittsburgh (G)            |
| 24. Willow Grove (G/R)      | 24. Reno (G)                  |
| 25. Yeager (G)              | 25. Rickenbacker (G)          |
|                             | 26. Robins (A)                |
|                             | 27. Schenectady (G)           |
|                             | 28. Selfridge (G, R)          |
|                             | 29. Seymour Johnson (A)       |

Scenario OSD Track	Title	Total 1Time Cost	MILCON	Payback	Cost/(Savings) 2011	Cost/(Savings) 2025	Steady State
USAF-0033	Close Bradley	\$25,439	\$24,395	22	\$17,179	(\$3,723)	(\$1,493)
USAF-0034	Realign Capital	\$9,917	\$4,109	Never	\$9,898	\$11,018	\$80
USAF-0037	Close Great Falls	\$24,557	\$14,338	6	\$2,534	(\$57,190)	(\$4,266)
USAF-0040	Close Hulman	\$5,875	\$686	5	(\$232)	(\$15,660)	(\$1,102)
USAF-0011	Close Onizuka	\$116,536	\$15,958	5	\$43,304	(\$294,138)	(\$24,103)
USAF-0049	Close WK Kellogg	\$8,883	\$313	1	(\$16,521)	(\$88,075)	(\$5,111)
USAF-0035	Close Duluth	\$23,289	\$19,586	Never	\$21,471	\$25,629	\$297
USAF-0039	Close Hector	\$4,035	\$2,434	3	(\$1,511)	(\$15,595)	(\$1,006)
USAF-0048	Realign Hill	\$67,979	\$44,245	Never	\$75,684	\$111,202	\$2,537
USAF-0050	Realign Ellington	\$320	\$0	Immed	(\$181)	(\$531)	(\$25)
USAF-0067	Realign Schenectady	\$3,565	\$2,068	Never	\$3,704	\$56,596	\$3,778
USAF-0032	Close Cannon	\$84,089	\$13,760	Immed	(\$267,635)	(\$1,927,699)	(\$118,576)
USAF-0066	Close Mansfield	\$28,049	\$9,481	4	\$4,793	(\$45,383)	(\$3,584)
USAF-0051	Realign Seymour Johnson	\$37,772	\$26,197	Never	\$35,181	\$46,983	\$843
USAF-0077	Realign Key Field	\$10,823	\$2,118	13	\$6,332	(\$6,016)	(\$882)
USAF-0080	Realign Birmingham	\$15,961	\$7,110	17	\$11,269	(\$5,111)	(\$1,170)
USAF-0046	Close Richmond	\$18,247	\$1,512	Immed	(\$4,263)	(\$66,479)	(\$4,444)
USAF-0060	Close Nashville	\$22,027	\$10,084	100	\$21,922	\$20,732	(\$85)
USAF-0044	Close Otis	\$37,314	\$9,571	4	\$1,965	(\$125,393)	(\$9,097)
USAF-0047	Realign Springfield-Beckley	\$12,177	\$751	Never	\$12,454	\$15,814	\$240
USAF-0018	Close Elsworth	\$348,367	\$233,025	2	(\$30,939)	(\$2,023,111)	(\$142,298)
USAF-0069	Realign Luis Munoz	\$11,416	\$9,443	23	\$8,608	(\$1,668)	(\$734)
USAF-0055	Realign NAS New Orleans	\$29,538	\$13,018	Never	\$31,428	\$38,232	\$486
USAF-0063	Realign Andrews	\$21,112	\$7,292	19	\$14,038	(\$3,434)	(\$1,248)
USAF-0053	Realign Luke	\$9,983	\$0	8	\$1,434	(\$6,322)	(\$554)
USAF-0041	Realign Lambert-St. Louis	\$25,338	\$6,370	Never	\$27,489	\$27,979	\$35
USAF-0054	Realign Mountain Home	\$17,219	\$17,054	Never	\$17,054	\$19,518	\$176
USAF-0036	Close Ft. Smith	\$11,547	\$5,266	15	\$7,285	(\$6,001)	(\$949)
USAF-0042	Close Willow Grove	\$44,085	\$17,754	100	\$38,693	\$25,827	(\$919)
		\$1,075,459	\$517,938		\$92,437	(\$4,291,999)	(\$313,174)



# Way Ahead

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- **Next ISG (25 Feb 05): AF briefs 25 scenarios**
  
- **Base Capacity Issues**
  - **Andrews**



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# Andrew's AFB VA



# Facility Issues--Andrews AFB

Scenario	Title	Manpower Gains/Loses	MILCON Costs	MILCON/BOS Add Costs	Total Costs
<b>Current Andrews AFB Baseline</b>		<b>8625</b>			
USAF 114	F-16s (9 PAA, B30) to ANG	+ 117	\$ N/A	\$ 0.3M	\$ 0.3M
DoN 68	F-18 Aircraft (12 PAA)	+ 170	\$ N/A	\$ N/A	\$ N/A
USAF 63	Move AF Flt Stds Agency; vacate 38K GSF	- 115	\$ N/A	\$ N/A	\$ N/A
Med 18	Lose In-Patient); vacates 28K GSF	- 160	\$ N/A	\$ N/A	\$ N/A
H&SA 108	Relocate OSI; vacates 260K GSF	- 716	\$ N/A	\$ N/A	\$ N/A
H&SA 35	Co-locate Nat'l Guard HQs, ANG portion	+ 562	\$ 28M	\$ 10.2M	\$ 38.2M *
			<b>Current Base Infrastructure Capacity</b>		
H&SA 56	Co-locate NCR Leases, 182K GSF	+ 881	\$ 43.3M	\$ 17.7M	\$ 61M
H&SA 35	Co-locate National Guard HQs	+ 1970	\$ 103M	\$ 36.4M	\$ 139.4M
<b>TOTAL</b>		<b>+ 2709</b>	<b>\$ 174.3M</b>	<b>\$ 64.6M</b>	<b>\$ 238.9M</b>

\* ANG portion could equate to no MILCON if OSI relocates under HSA108  
 ANG portion also programmed in FY07 FYDP at \$25.6M  
 HSA used Gen Admin cost of \$172 gsf vs AF costs of \$238 gsf for bldg MILCON costs for HSA0056

# Andrews AFB



**Main Base Area**  
- Already saturated  
- Only 3 Acres available  
for new Admin Bldgs

**East Base Area**  
- Available buildable acres  
■ Admin area – 19 acres  
■ Former Housing – 100 acres



# Facility Issues--Andrews AFB

## HSA--0035: Infrastructure Costs

HSA-0035	ARNG/NGB	ANG	TOTAL
▪ Infrastructure upgrades:	\$ 12.1M	\$ 3.4M	\$15.5M
-- Roadway improvements to allow for increased traffic			
-- Electrical substation; sanitary sewage lift station upgrades			
-- Water system upgrades			
▪ Community support facilities		\$ 24.3M	\$ 6.8M
▪ Family housing	\$ 8.1 M		
▪ Child Dev Center expansion	\$ 5.2 M		
▪ Dining Facility Expansion	\$ 2.5 M		
▪ Fitness center expansion	\$ 6.0 M		
▪ Rec center expansion		\$ 1.0 M	
▪ Covered storage	\$ 1.0 M		
▪ General admin expansion	\$ 3.1 M		
▪ New access gate for base	\$ 3.0 M		
▪ Religious Education Facility	\$ 1.2 M		
<b>TOTAL</b>	<b>\$ 36.4M</b>	<b>\$10.2M</b>	<b>\$ 46.6M</b>

**NOTE:**

- HSA-0035 (ANG Portion):
  - No cost applies if OSI relocates under HSA0108
  - ANG portion also programmed in FY07 FYDP at \$25.6M
- HSA only included Infrastructure costs of \$15.5M and new access gate cost of \$3.1M for a total of \$18.1M vs \$46.6M used by the AF
  - HSA consistently did not use community support costs in their analysis with all MILDEPs

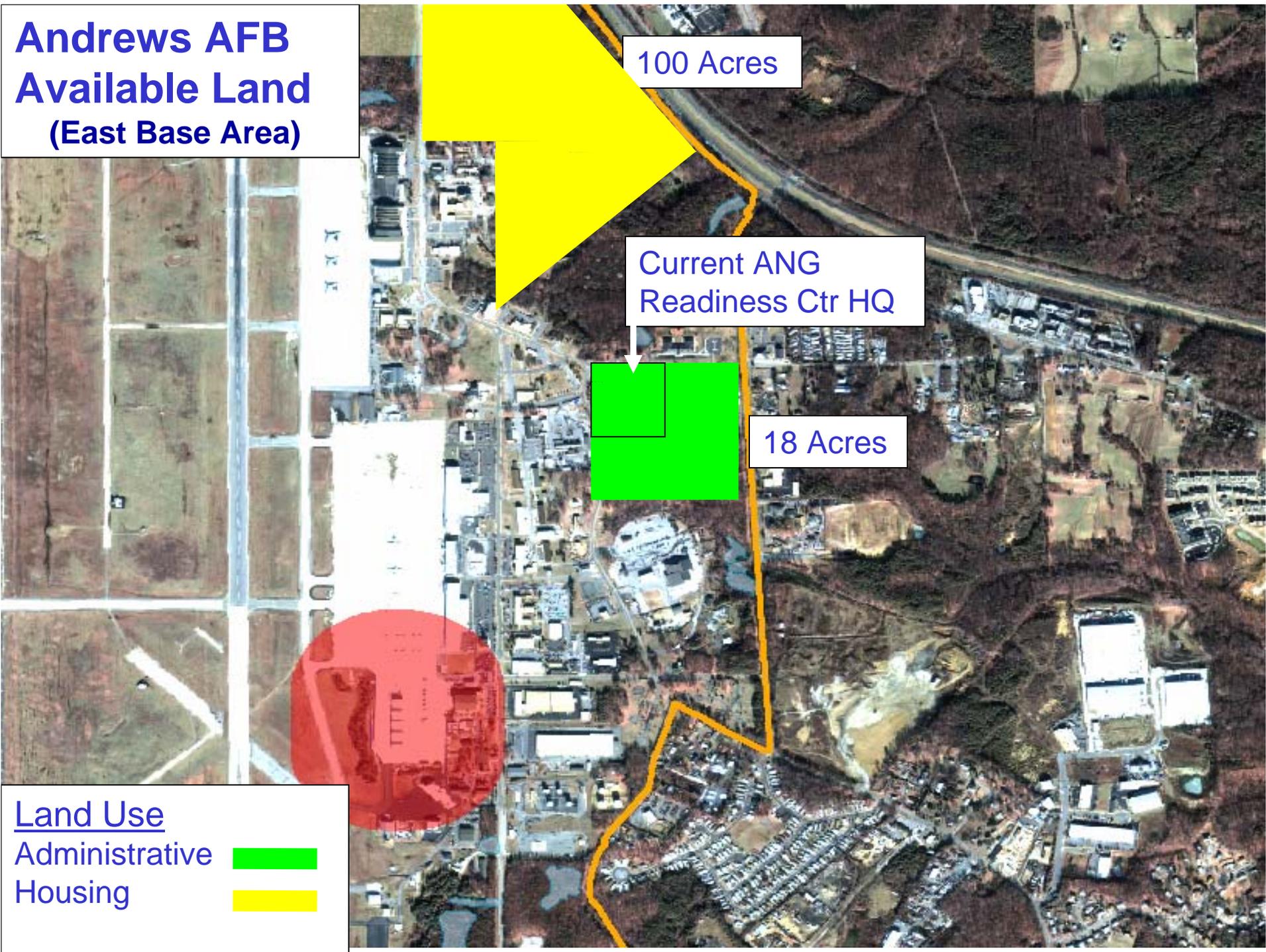
**Andrews AFB  
Available Land  
(East Base Area)**

100 Acres

Current ANG  
Readiness Ctr HQ

18 Acres

Land Use  
Administrative  
Housing





# Facility Issues--Andrews AFB

## HSA-0056 Infrastructure Costs

### HSA-0056

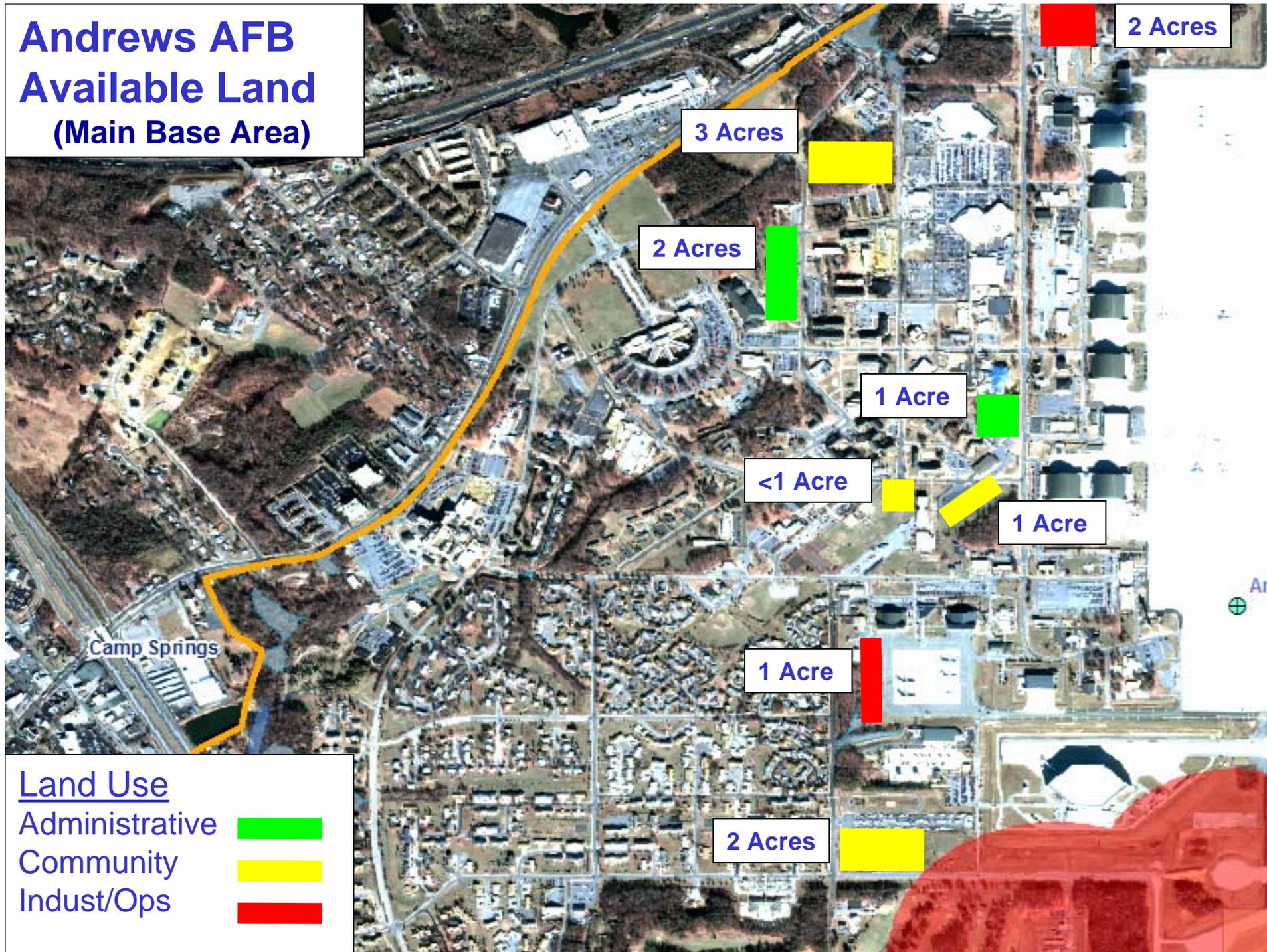
- Infrastructure upgrades **\$ 5.7M**
  - Roadway improvements to allow for increased traffic
  - Electrical substation upgrades
- Community support facilities **\$12.0M**
  - Family housing \$ 3M
  - Child Dev Center expansion \$ 2M
  - Fitness center expansion \$ 3M
  - Rec center expansion \$ 1M
  - Covered storage \$ 1M
  - General admin expansion \$ 2M

**TOTAL** **\$17.7M**

**NOTE:**

- HSA only included Infrastructure costs of \$5.7M and \$0M for community facilities vs \$17.7M used by the AF
  - HSA consistently did not use community support costs in their analysis with all MILDEPs

# Andrews AFB Available Land (Main Base Area)



Land Use  
Administrative  
Community  
Indust/Ops





# Next Steps

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- Next ISG meeting 25 Feb 05
  - Joint Staff brief Force Structure Plan update
- Continuation of Candidate Recommendations
- IEC meeting 23 Feb 05



# Scenarios Registered

(Scenarios as of 04 Feb 05) DAS Review on 16 Feb 05

	Total	Not Ready	Indep	Enabling	Conflict	Deleted
Army	220	0	121	0	63	36
Navy	176	1	128	1	3	43
Air Force	123	6	67	0	3	47
Ed & Training	58	0	27	1	17	13
H&SA	127	1	85	3	18	20
Industrial	126	0	73	34	0	19
Intel	11	0	4	0	4	3
Medical	56	0	49	4	0	3
Supply & Storage	46	0	10	0	2	34
Technical	56	0	36	0	1	19
<b>Total</b>	<b>999</b>	<b>8</b>	<b>600</b>	<b>43</b>	<b>111</b>	<b>237</b>