

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of March 15, 2005

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne, chaired this meeting. The list of attendees is attached.

Mr. Wynne opened the meeting by informing ISG members that the Deputy Secretary signed out the revised Force Structure Plan to Congress and that the BRAC Commissioners should be formally nominated by the President and their names transmitted to the Senate shortly.

The Chairman then turned the meeting over to Mr. Peter Potochney, Director of OSD BRAC. Mr. Potochney used the attached slides to review the schedule and scenario conflicts.

Dr. Paul Mayberry, Deputy Under Secretary of Defense for Personnel and Readiness, briefed for the Education and Training (E&T) JCSG. After reviewing the group's guiding principles and strategy, as well as the status of their candidate recommendations, several ISG members asked specifically about the status of the Fixed-Wing Pilot and Unmanned Aerial Vehicles Operators scenarios that were previously briefed to the ISG. Mr. Wynne directed the E&T JCSG to provide the ISG with the status of those candidate recommendations.

Dr. Mayberry then asked Dr. Craig College, Deputy Assistant Secretary of the Army, to brief E&T scenarios 0061 through 0064, which involve realigning Army Centers and schools at Fort Bliss, Fort Eustis and Fort Knox since the Army performed the analysis in coordination with E&T. The ISG approved these candidate recommendations.

Dr. Mayberry continued with the E&T brief by presenting three issues for the ISG's consideration and subsequent discussion:

Joint Range Coordination Centers – Dr. Mayberry said that the group was still awaiting environmental input from the Navy on this plan. Several ISG members stated that the current funding scheme the Department uses for ranges does not fully support jointness and that financial management of the ranges would be improved if Activity Based Costing methods were used, although this is not a BRAC issue. The ISG took this as an information brief and did not render a decision.

Urban Operations Center - The ISG reviewed the concept to establish a Joint Urban Operations Training Center of Excellence at a suitable installation proposed for closure. Mr. Wynne indicated that this issue should be addressed during post-BRAC.

Test Pilot Training Consolidation – The ISG agreed this issue could be resolved outside of BRAC and should be removed from the E&T JCSG's consideration.

The ISG also directed that E&T 0039 (Diver Training) be reviewed again by the ISG before it goes to the IEC.

Mr. Don Tison, Chairman of the Headquarters and Support Activities (H&SA) JCSG, briefed three Candidate Recommendations and, as directed at a previous ISG meeting, presented several options for relocating SOUTHCOM. The ISG agreed that the options presented (moving SOUTHCOM to a state-owned leased facility, Patrick AFB, Lackland AFB or Homestead AFB) were not viable because SOUTHCOM can be accommodated without a relocation, outside the BRAC process. Accordingly, the ISG reached consensus that it would be appropriate to remove the SOUTHCOM relocation issue from BRAC consideration because it could be resolved more expeditiously outside of the BRAC process. The ISG approved H&SA candidate recommendations 0099 (Co-locate Adjudication Activities at Fort Meade, MD), 0134 (Co-locate miscellaneous USN leased locations) and 0139 (relocate NETC and NETPDTC).

Lt Gen George Taylor, Chairman of the Medical JCSG, briefed one candidate recommendation involving the relocation of the Naval Aeromedical Research Lab from Pensacola to Wright-Patterson to establish a Center of Excellence for Aerospace Medicine. The ISG approved the recommendation.

Admiral Keith Lippert, Chairman of the Supply and Storage (S&S) JCSG, briefed S&S 0048, which reconfigures wholesale storage and distribution around four regional Strategic Distribution Platforms. This replaces two previously submitted candidate recommendations (S&S-0004 & IND-0128) which were withdrawn. Admiral Lippert noted that the Net Present Value was underestimated in COBRA and that he expected the figure of \$1.5 billion to rise to \$2.2 billion upon further refinements. This recommendation was approved by the ISG.

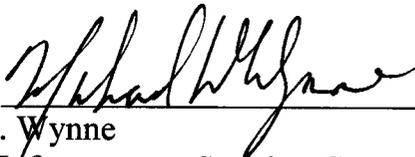
Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense Research and Engineering, briefed three candidate recommendations (TECH-0018C, TECH-0018E, and TECH-0031) for the Technical JCSG. The ISG approved all to go forward to the IEC.

Dr. Craig College, Deputy Assistant Secretary of the Army, briefed two candidate recommendations to the ISG for information. One was a revision to a previously approved candidate recommendation involving activation of a Brigade Combat Team at Fort Benning. The other realigns Fort Leonard Wood by relocating the Drill Sergeant School to Fort Jackson. Dr. College mentioned that the Army might combine this scenario with E&T 0063, as they were very similar.

Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force, briefed two Air Force candidate recommendations to the ISG for information. One realigns Lackland AFB by relocating the Standard Air Munitions Package to McConnell AFB and transfers the mission to the Air National Guard (USAF-0099). The second candidate recommendation establishes USAF Logistic Support Centers at various locations (USAF-0102).

Ms. Carol Haave, Deputy Under Secretary of Defense (Counterintelligence and Security), briefed four classified candidate recommendations for the Intelligence JCSG. The ISG disapproved INTEL 0011 and 0007. Regarding INTEL – 0007 (NGA St. Louis 2nd Street relocation to commercial property), the ISG directed the Intel JCSG to analyze moving the St Louis 2nd street activity to Scott AFB. The ISG approved INTEL 0004, a consolidation of National Geospatial Intelligence Agency activities in the National Capital Region at Fort Belvoir Engineering Proving Grounds (EPG), and INTEL 0010, a realignment of selected Defense Intelligence Agency functions to Rivanna Station, Charlottesville, Virginia. Regarding INTEL 0004, the Army objected to designating Engineer Proving Grounds as the location for the new facility, suggesting that site selection at Fort Belvoir would be better determined during implementation.

Mr. Wynne ended the meeting by reminding everyone that the next ISG meeting is on Thursday, March 24, 2005.

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 March 15, 2005”
3. Read ahead package dated March 14, 2005 used to facilitate the meeting, which includes the briefing slides, copies of the candidate recommendations and accompanying quad charts, and a summary of scenarios registered to date broken out by category with an accompanying disc.

**Infrastructure Steering Group Meeting
March 15, 2005**

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Philip W. Grone, Deputy Under Secretary of Defense (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
- Gen William Nyland, Assistant Commandant of the Marine Corps
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)
- GEN Richard A. Cody, Vice Chief of Staff of the Army

Advisor:

- Mr. Ray DuBois, Director of Administration and Management

Alternates:

- MG Kenneth W. Hunzeker, Deputy Director, J-8, Joint Staff for Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff
- VADM Justin D. McCarthy, Director, Material Readiness and Logistics (OPNAV N-4) for ADM John Nathman, Vice Chief of Naval Operations
- Dr. Craig College, Deputy Assistant Secretary of the Army (IA) for Mr. Geoffrey Prosch, Assistant Secretary of the Army (I&E)

Education and Training JCSG

- Dr. Paul Mayberry, Deputy Under Secretary of Defense for Personnel and Readiness for Mr. Charles S. Abell, Chairman, Education and Training JCSG
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD (Personnel and Readiness, Education and Training JCSG)

Headquarters and Support Activities JCSG

- Mr. Don Tison, Chairman, Headquarters and Support Activities JCSG
- Mr. Michael Rhodes, Deputy Assistant Commandant of the Marine Corps for Manpower and Reserve Affairs
- COL Carla Coulson, Chief of Staff, Headquarters and Support Activities JCSG

Industrial JCSG

- Mr. Jay Berry, Executive Secretary for the Industrial JCSG

Intelligence JCSG

- Ms. Carol Haave, Chairman, Intelligence JCSG
- Mr. Wayne Howard, Senior Strategic Analyst, [BRAC Core Team Facilitator] for Intelligence JCSG
- Ms. Deborah Dunie, Director, Plans and Analysis, DUSD (CI&S)

Medical JCSG

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

Supply and Storage JCSG

- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. Ron Sega, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering

Others:

- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Col Dan Woodward, Branch Chief, Forces Division, Joint Staff, J-8
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- CAPT William Porter, Senior Military Assistant to the Under Secretary of Defense (AT&L)
- Mr. Peter Potochney, 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
- Mr. Brian Buzzell, Action Officer, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC
- Mr. Kaleb Redden, Action Officer, OSD BRAC



BRAC 2005

Briefing to the
Infrastructure Steering Group

March 15, 2005

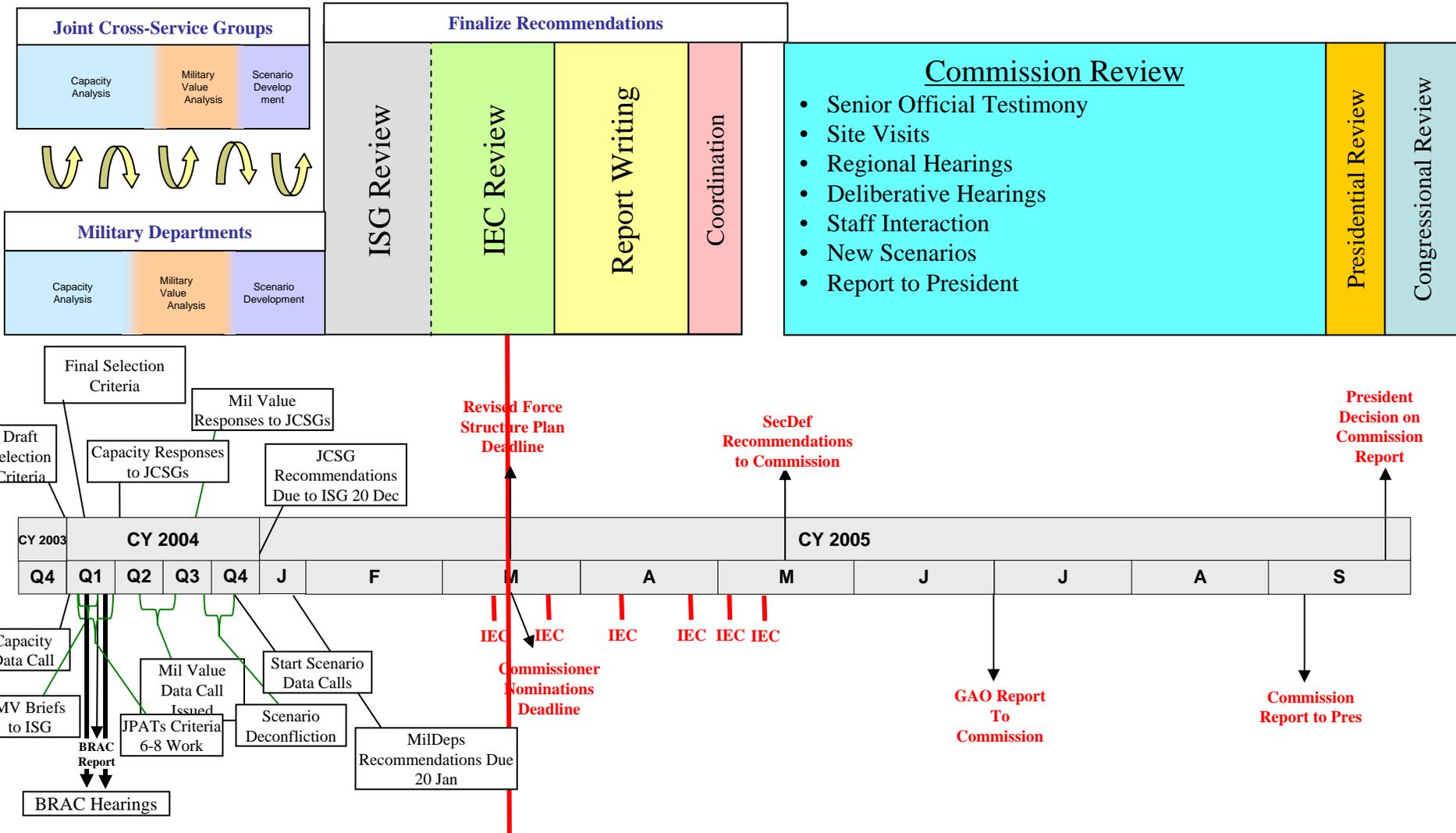


Purpose

- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
 - Candidate Recommendations Projected briefings to ISG
 - Education and Training (4)
 - Headquarters and Support Activities (3)
 - Medical (1)
 - Supply & Storage (1)
 - Technical (3)
 - USA (2)
 - USAF (2)
 - Intel (4)



Process Overview





Summary of Conflict Review

- As of 4 Mar 05 – 1,046 Registered Scenarios
 - 0 New Conflicting Scenarios
 - 108 Old Conflicts Settled
 - 4 Not Ready for Categorization
 - 532 Independent
 - 46 Enabling
 - 356 Deleted

Candidate Recommendations

Projected Briefings to ISG (as of 14 Mar 05)



Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar	15 Mar	24 Mar
E&T	17						6/0/0			4/0/0		4	3
H&SA	54	15/0/0		3/0/0	4/1/0	4/0/2	3/0/0	5/0/0	2/1/0	1/0/0	6/0/0	3	4
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6/0/0		
INTEL	6											4	2
MED	20		8/0/0		1/0/0			3/0/0	3/0/0		1/0/0	1	3
S&S	7				1/0/0			3/0/0				1	2
TECH	21					0/0/1		3/0/0		9/0/0	5/0/0	3	
ARMY	156				94/0/1	32/0/0	21/0/0			2/0/0	1/0/0	2	3
DoN	56				33/0/0		2/0/0				13/0/0		8
USAF	53							31/0/0	12/0/0	8/0/0		2	
Total	424	15/0/0	8/0/0	13/0/0	142/1/1	38/0/3	36/0/0	46/0/0	23/1/0	23/0/0	32/0/0	20	25

Legend:

Approved – 373 / Disapproved – 2 / Hold – 4

Pending - 45

Note: MilDeps are for info only to ISG

Education & Training Joint Cross Service Group

Candidate Recommendations

Infrastructure Steering Group Meeting
March 15, 2005



Dr. Paul Mayberry
E&T JCSG



E&T JCSG Guiding Principles

- 1. Advance Joint-ness**
- 2. Achieve synergy**
- 3. Capitalize on technology**
- 4. Exploit best practices**
- 5. Minimize redundancy**



Strategies

- **Flight Training Subgroup**
 - **Move to / toward common UFT platforms at fewer joint bases**
 - **Co-locate advanced UFT functions with FTU/FRS**
 - **Preserve Service & Joint combat training programs**

- **Professional Development Education Subgroup**
 - **Transfer appropriate functions to private sector**
 - **Create Joint “Centers of Excellence” for common functional specialties**
 - **Re-balance Joint with Service competencies across PME spectrum**



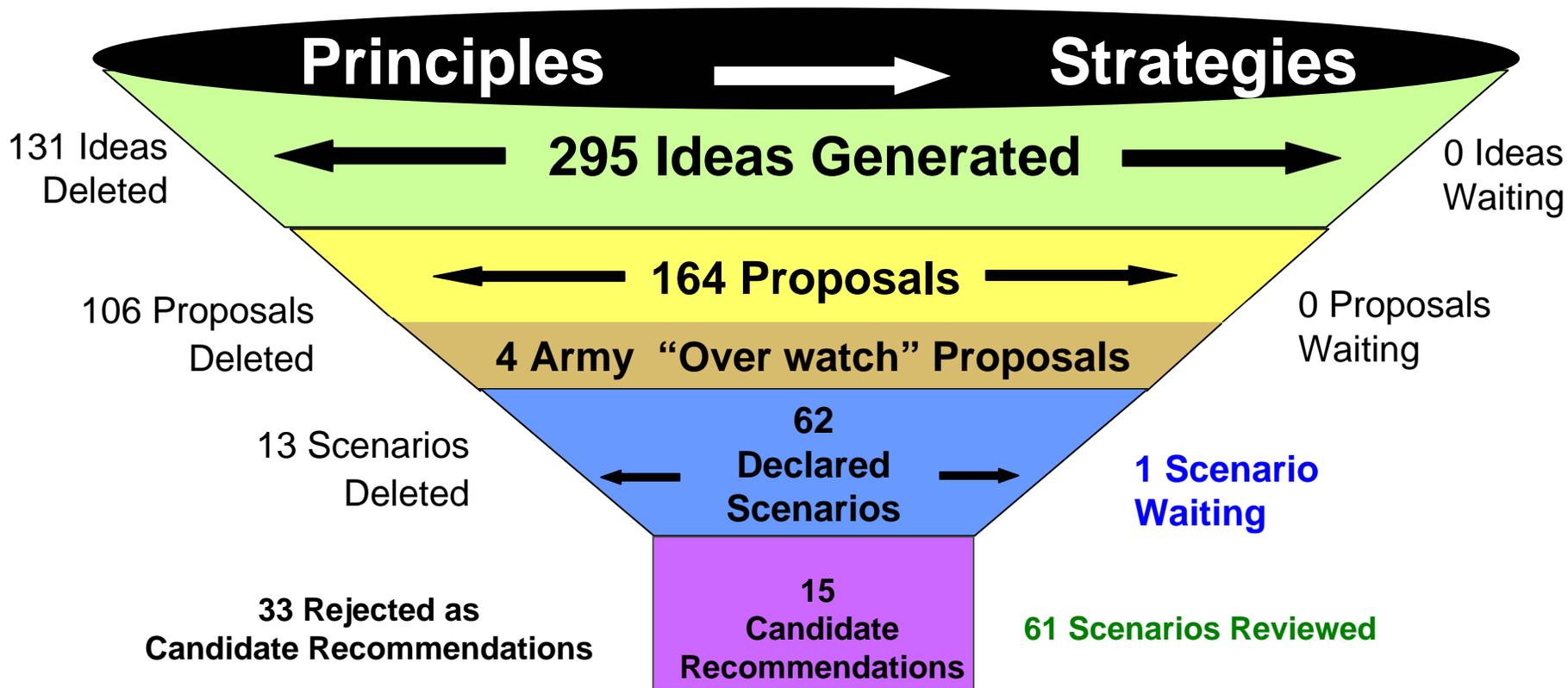
Strategies

- **Specialized Skill Training Subgroup**
 - **Establish “Joint Centers of Excellence” for common functions**
 - **Rely on private sector for appropriate technical training**
 - **Preserve opportunities for continuing Service acculturation**

- **Ranges Subgroup (Two Functions: Tng & T&E)**
 - **Establish cross-functional/service regional range complexes**
 - **Highest capability: ground-air-sea**
 - **Preserve irreplaceable “one-of-a-kind”**
 - **Create new range capabilities for emerging joint-needs**



E&T JCSG Statistics



10 ISG Approved & Prepared for IEC

5 ISG Directed CR Reconsiderations (9 Mar Memo)

2 ISG Disapproved (Scenarios) 14 Jan 05



E&T JCSG Roadmap

Flight Training

- ✓ Fixed-Wing Pilot
- ✓ Rotary-Wing Pilot
- ✓ Navigator / Naval Flight Officer
- ✓ Jet Pilot (JSF)
- ✓ Unmanned Aerial Vehicles Operators

Professional Development Education

- ✓ Professional Military Education
- ✓ Graduate Education
- ✓ Other Full-Time Education Programs

Specialized Skill Training

- ✓ Initial Skill Training
- ✓ Skill Progressive Training
- ✓ Functional Training

Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



Net Fires Center





Candidate #E&T 0061

Candidate Recommendation: Realign Fort Bliss, TX, by relocating the Air Defense Artillery (ADA) Center & School to Fort Sill, OK. Consolidate the Air Defense Artillery Center & School with the Field Artillery Center & School to establish a Net Fires Center.

Justification

- ✓ Multi-Service activity Consolidation
- ✓ Consolidates Net Fires training and doctrine development
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost among alternatives
- ✓ Creates space at Ft. Bliss for other activities

Military Value

- ✓ Fort Bliss 1st of 99
- ✓ Fort Sill 20th of 99
- ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st quartile of Army Portfolio
- ✓ Military Value is Army and not SST Data

Payback

- ✓ One-Time Cost: \$190.2M
- ✓ Net Implementation Costs: \$14.7M
- ✓ Annual Recurring Savings: \$47.3M
- ✓ Payback Period: 4 years
- ✓ NPV (savings): \$419.8M

Impacts

- ✓ Criterion 6: –6,020 jobs (3369 direct, 2651 indirect); 1.83%
- ✓ Criterion 7: Housing, Medical Health, Utilities, and Safety issues. No impediments
- ✓ Criterion 8: Noise Issues, no impediments.

✓ Strategy ✓ Capacity Analysis / Data Verification (On going)

✓ JCSG/MILDEP Recommended

✓ De-conflicted w/JCSGs

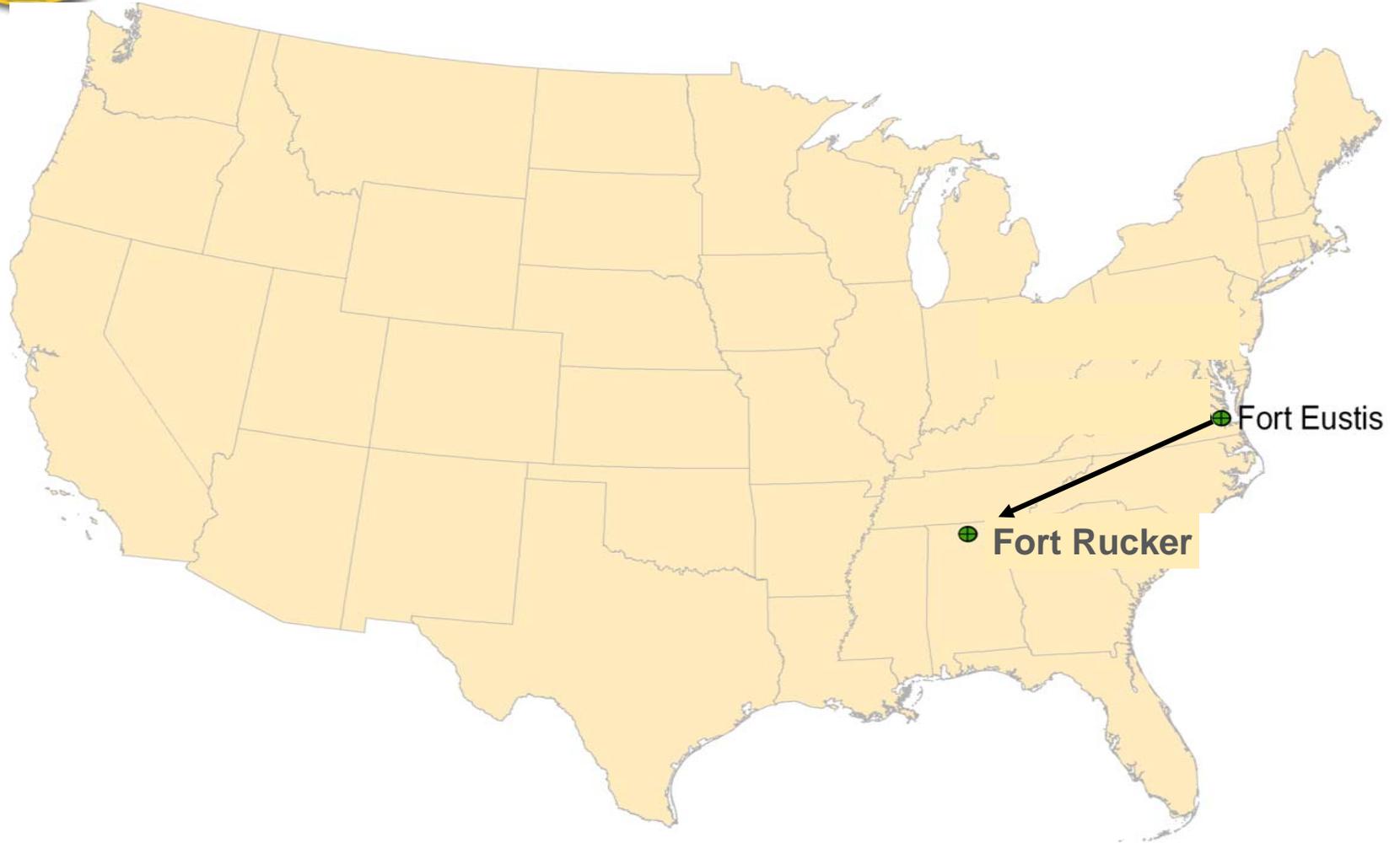
✓ COBRA ✓ Military Value Analysis / Data Verification (On

✓ Criteria 6-8 Analysis

✓ De-conflicted w/Services



Aviation Logistics





Candidate #E&T 0062

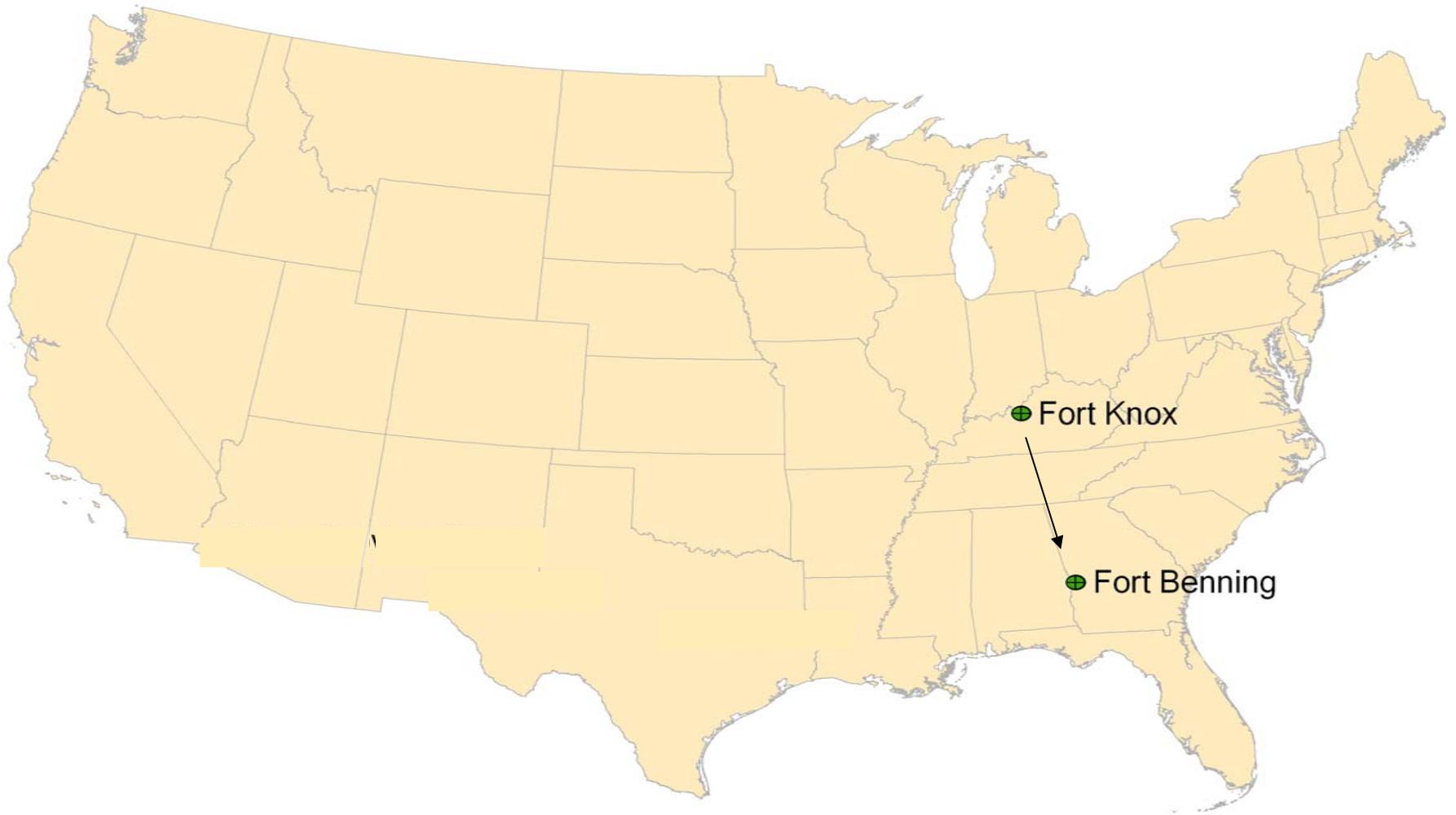
Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Aviation Logistics School to Fort Rucker, AL, and consolidating it with the Aviation Center and School.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Single Service activity Consolidation ✓ Consolidates aviation logistics training & doctrine development with the aviation center & school ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<ul style="list-style-type: none"> ✓ Fort Eustis 31st of 99 ✓ Fort Rucker 32nd of 99 ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st quartile of Army Portfolio ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost: \$469.2M ✓ Net Implementation Cost: \$185.3M ✓ Annual Recurring Savings: \$78M ✓ Payback Period 6 years ✓ NPV: (savings) \$538M 	<ul style="list-style-type: none"> ✓ Criterion 6: –5621 jobs (2673 direct, 2948 indirect); 0.57% ✓ Criterion 7: Child Care, Transportation, Medical Health, Population Center, and Employment Issues. No Impediments ✓ Criterion 8: No Impediments

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



Maneuver Center





Candidate # E&T 0063

Candidate Recommendation: Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA. Consolidate the Armor Center and School with the Infantry Center and School to create a Maneuver Center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Multi Service activity Consolidation ✓ Consolidates maneuver training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<ul style="list-style-type: none"> ✓ Fort Knox 12th of 99 ✓ Fort Benning 9th of 99 ✓ Creates space at Fort Knox for additional activities ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost: \$677M ✓ Net Implementation Cost: \$84.4M ✓ Annual Recurring Savings: \$160.5M ✓ Payback period: 3 years ✓ NPV (savings): \$1.39B 	<ul style="list-style-type: none"> ✓ Criterion 6: –18911 jobs (12623 direct, 6288 indirect); 28.69% ✓ Criterion 7: Cost of Living, Education, and Safety issues. No impediments ✓ Criterion 8 - air quality, noise, & water issues. No impediments

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



CSS Center





Candidate #E&T 0064

Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Transportation Center and School to Ft. Lee, VA. Realign Aberdeen Proving Ground, MD by relocating the Ordnance Center and School to Ft. Lee, VA. Realign Redstone Arsenal, AL by relocating the Missile and Munitions Center to Fort Lee, VA. Consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center & School, the Army Logistic Management College, and Combined Arms Support Command, to establish a Combat Service Support Center at Fort Lee, VA.

Justification

- ✓ Multi Service activity Consolidation
- ✓ Consolidates CSS training and doctrine development
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost among alternatives

Military Value

- ✓ MVI: Aberdeen (18th), Redstone (30th), Fort Eustis (31th), & Fort Lee (34th) out 99 installations
- ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st or 2nd quartile of Army Portfolio
- ✓ Military Value is Army and not SST Data

Payback

- | | |
|----------------------------|------------|
| ✓ One-Time Cost | \$872M |
| ✓ Net Implementation Cost | \$315.8M |
| ✓ Annual Recurring Savings | \$152.5M |
| ✓ Payback Period | 5 Years |
| ✓ NPV (savings) | \$1,104.2M |

Impacts

- ✓ Criterion 6: -2120 to 11840 jobs; -0.37% to 1.9%
- ✓ Criterion 7: Child Care, Housing, Population Center, and Transportation issues. No impediments
- ✓ Criterion 8: air quality, arch resource issues. No impediments

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



E&T JCSG Scorecard

Candidate Recommendation	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
E&T-0003R Privatize Grad Ed	49.10M	133.00M	47.50M	561.30M
E&T-0012 DRMI to DAU	3.30M	0.40M	0.70M	6.80M
E&T-0014 Religious Ed	1.00M	4.00M	0.80M	11.60M
E&T-0016 Culinary Training	4.88M	0.77M	0.71M	5.69M
E&T-0029 Prime Power	10.23M	7.65M	3.61M	40.08M
E&T-0032 SLCs	85.20M	13.00M	21.60M	212.50M
E&T-0039 Diver Training	17.78M	14.24M	1.31M	0.77M
E&T-0046 UPT	399.83M	199.38M	35.31M	130.98M
E&T-0052 JSF	199.07M	208.86M	3.14M	-220.63M
E&T-0053 Trans Mgt Training	0.88M	0.28M	0.24M	2.45M
E&T-0061 Air Defense Artillery	190.20M	14.70M	47.30M	419.80M
E&T-0062 Aviation Logistics School	469.20M	185.30M	78.00M	538.00M
E&T-0063 Armor Center and School	677.00M	84.40M	160.50M	1,390.00M
E&T-0064 Trans/Ordnance/Support	872.00M	315.80M	152.5M	1,104.20M
TOTALs	2,979.67M	1,181.78M	553.22M	4,203.54M



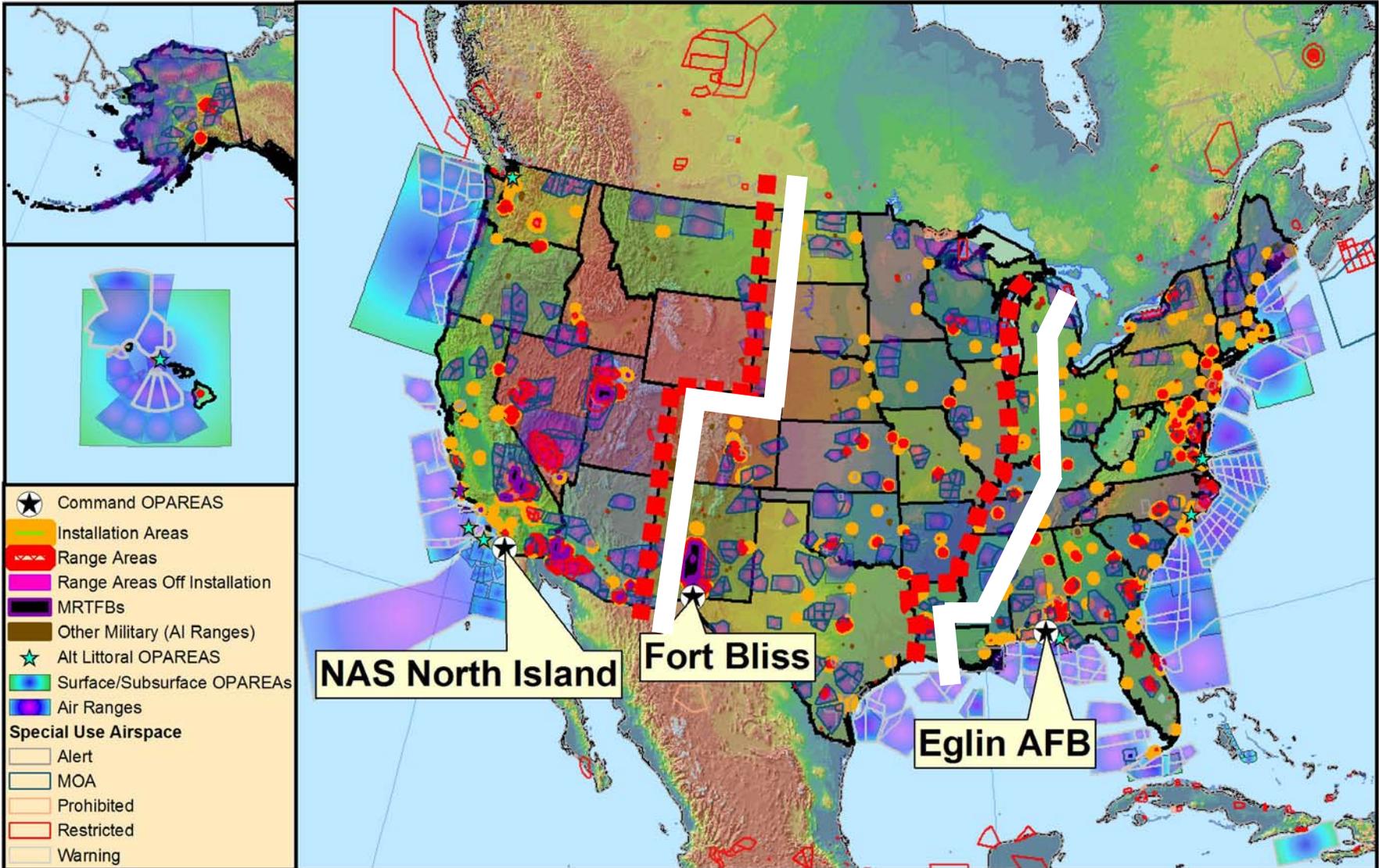
E&T JCSG Issues

Issues for ISG Consideration

1. **Joint Range Coordination Centers**
2. **Urban Operations Center**
3. **Test Pilot Training Consolidation**

Joint Regional Range Coordination Centers Scenario 38R

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Albers Equal Area Conic Projection
Printed by CALIBRE Systems
24 Feb 2005
For information contact:
Markus Craig
GIS Program Manager

CALIBRE

0 500 1,000
Kilometers

0 500 1,000
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Concept E&T 0010

Proposal

- Establish a Joint Urban Operations Training Center of Excellence at a suitable installation proposed for closure by one of the Services
- Privatize the operation and maintenance of the facility (GOCO)
- Provide a “turn key” facility meeting all Service and Joint Urban Operation live training requirements.
- Establish an OSD executive agent to coordinate use and oversee contractor.
- Retain small (7 pers) DoD Civ structure as management & QA/QC
- Gaining – ONE OF THE FOLLOWING:
 1. NAS Pt Mugu – linked to Port Hueneme
 2. NAS Whiting - Linked to Eglin AFB
 3. Cannon AFB - Linked to Ft Bliss
- Losing: Same As Gaining

Drivers/Assumptions

- Transformational Option: #40
- A suitable site meeting the following criteria will be proposed for closure:
 - Sufficient ground space for maneuver
 - Special Use airspace
 - Impact area for live-fire
 - Runway
 - Proximity to coastline
 - Cantonment area
 - Minimal encroachment
 - Proximity to enduring installation
 - Proximity to Commercial/Active Airport

Justification/Impact

- Justification
- Establishes urban ops training center with minimal construction
 - Supports all Service and joint urban ops training tasks
 - Provide urban ops training capability without degrading service’s capability
- Impact
- Full financial savings from closure of selected installation will not be realized

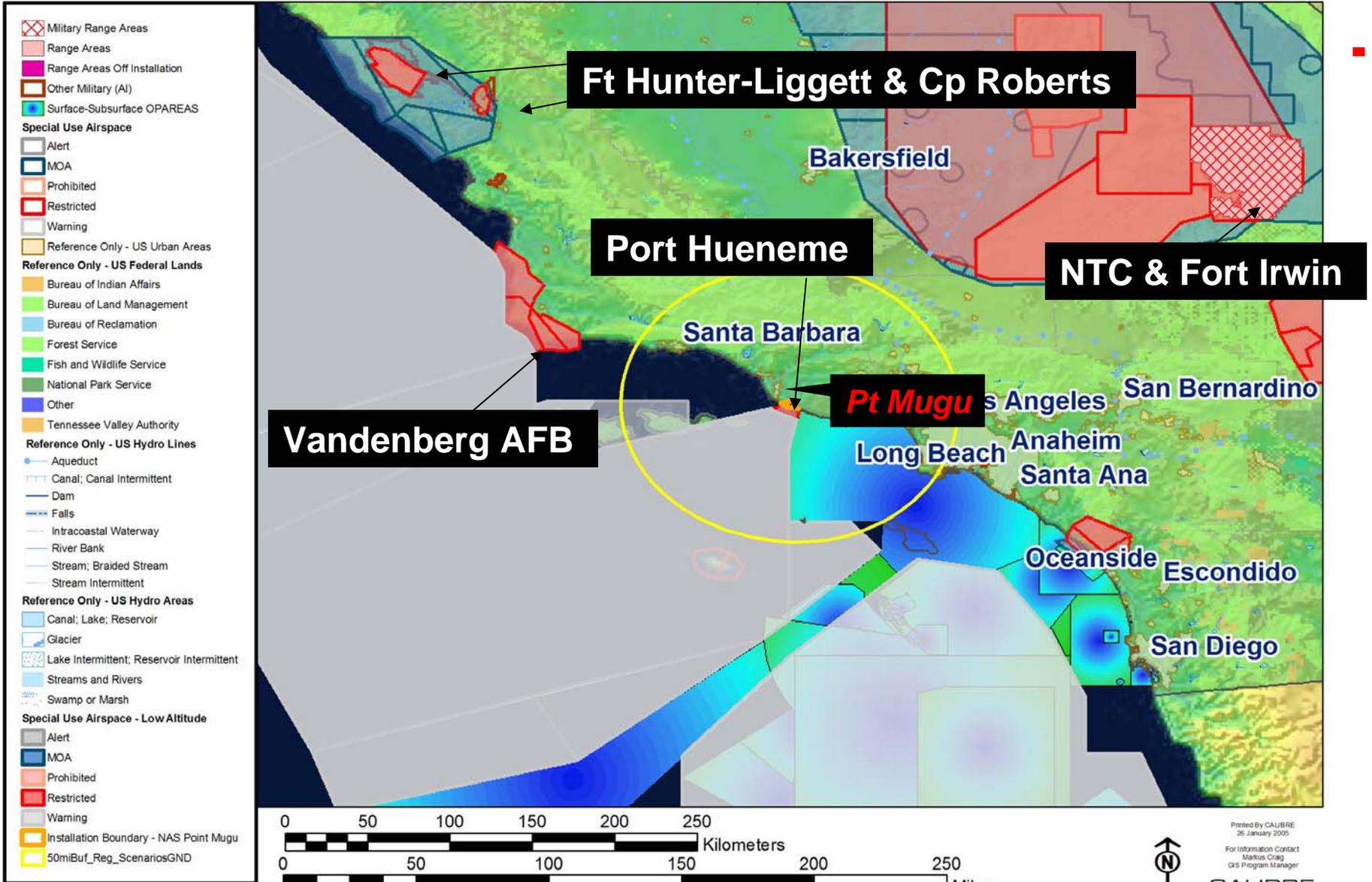
Potential Conflicts

- Service intent to close selected installation.
- Installation will be closed from most perspectives – e.g., ability to support missions (other than live urban training), quality of life, military personnel support, etc; however, the installation would remain on DoD books with minimal DoD/Govt staff for oversight and QA/QC of contractor support operations.

TNG Scenario #0010 Option

NAS Point Mugu

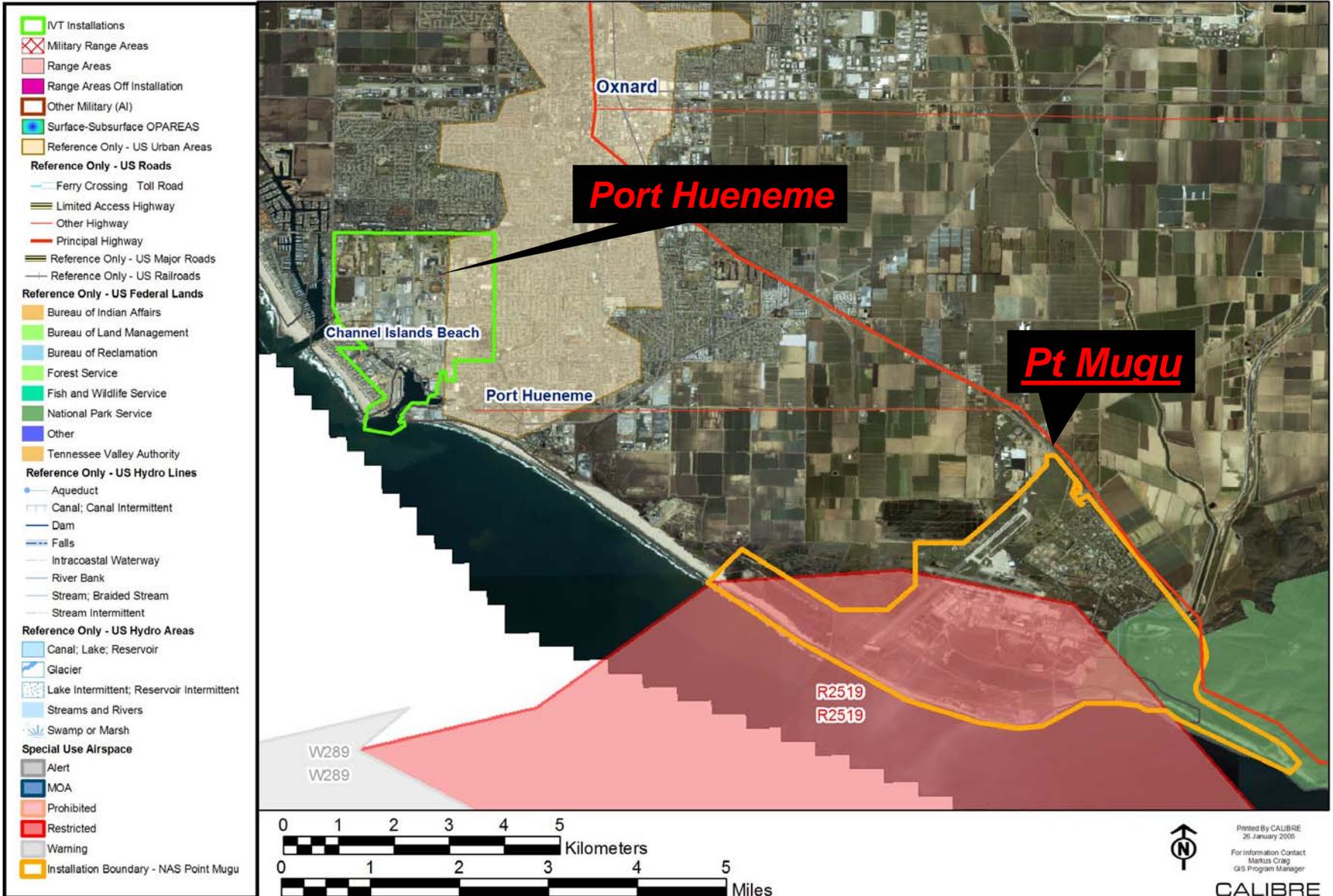
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TNG Scenario #0010 Option

NAS Point Mugu & Port Hueneme

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TNG Scenario #0010 Option

NAS Point Magu

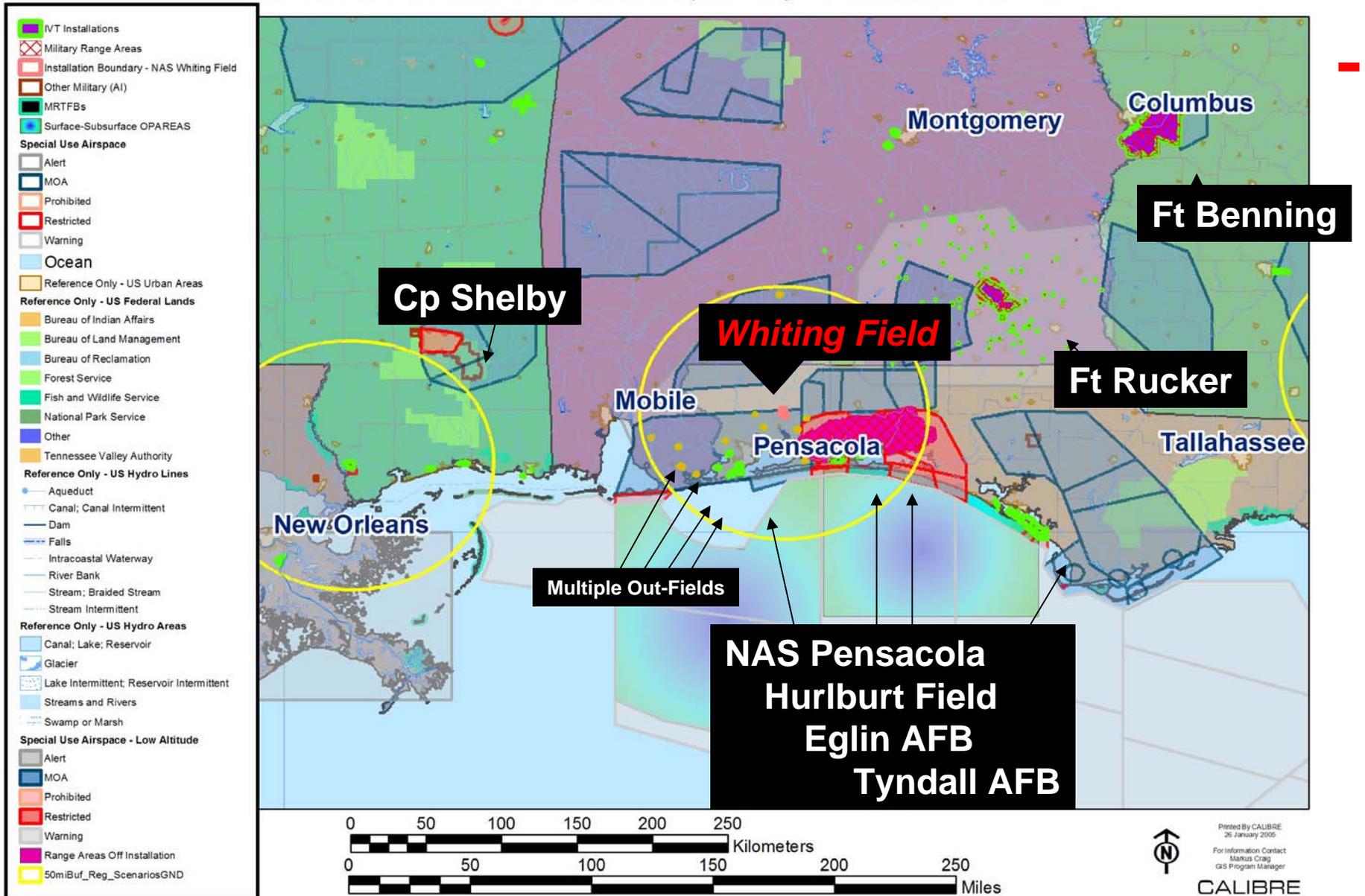
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TNG Scenario #0010 Option

NAS Whiting Field

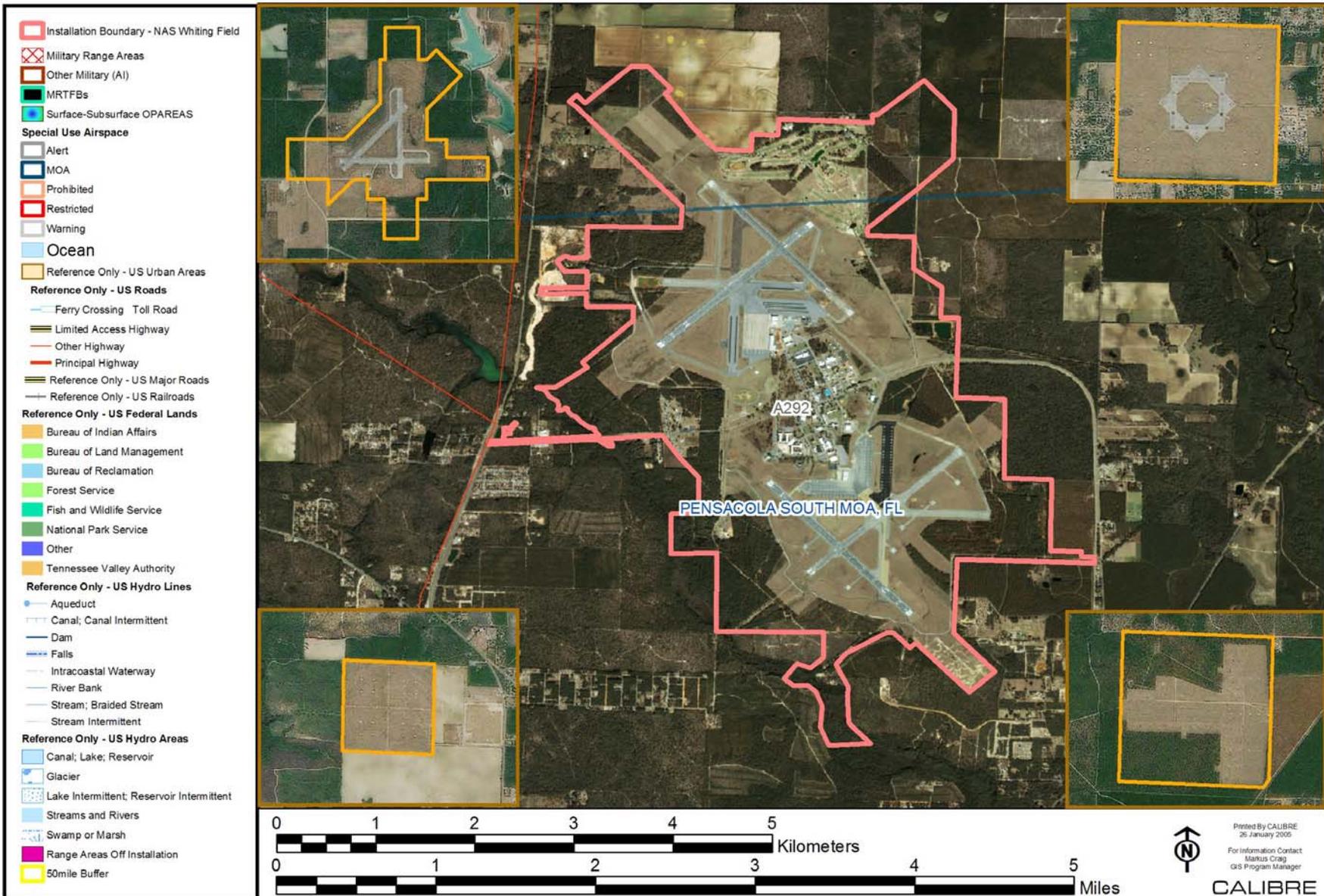
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TNG Scenario #0010 Option

NAS Whiting Field

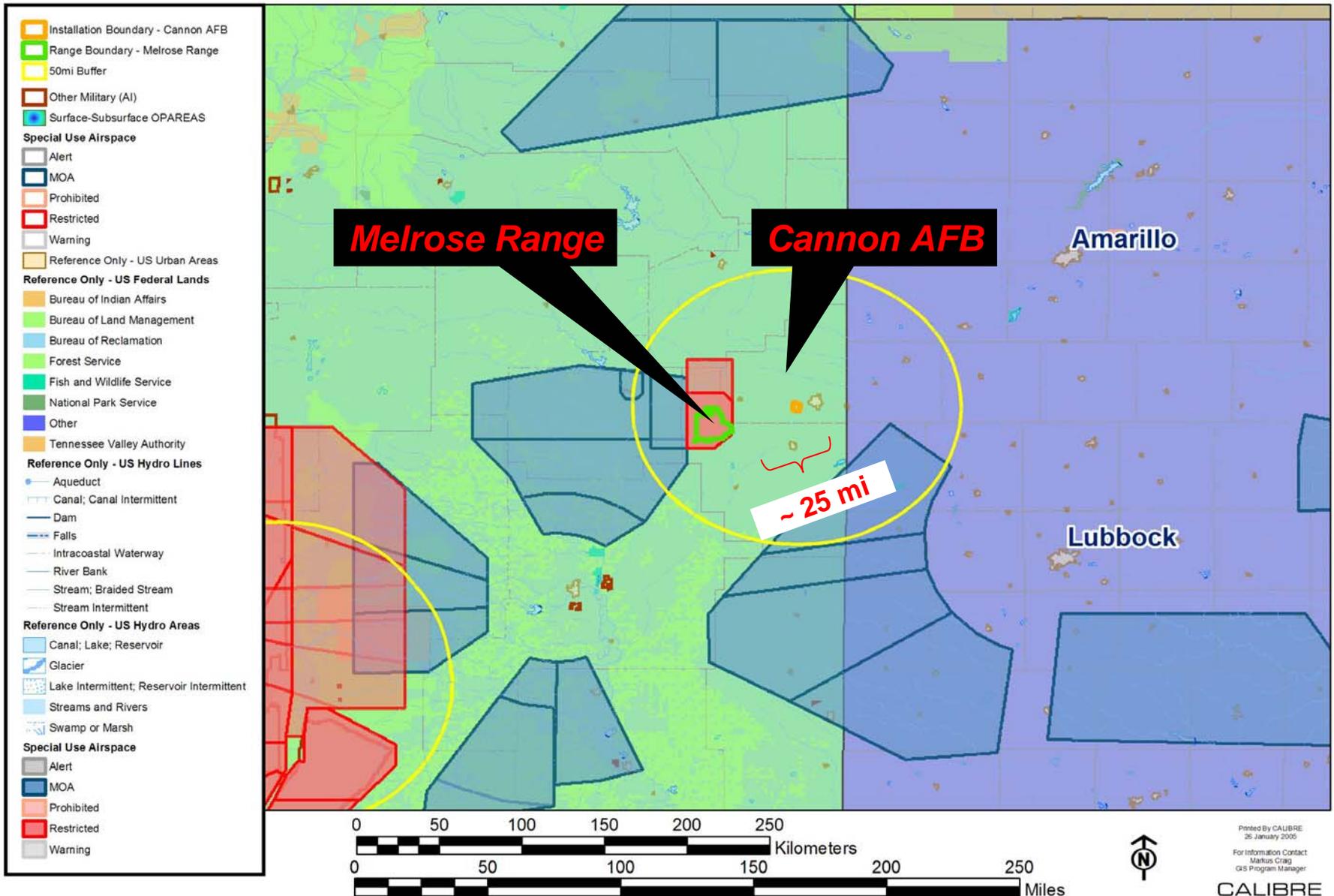
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TNG Scenario #0010 Option

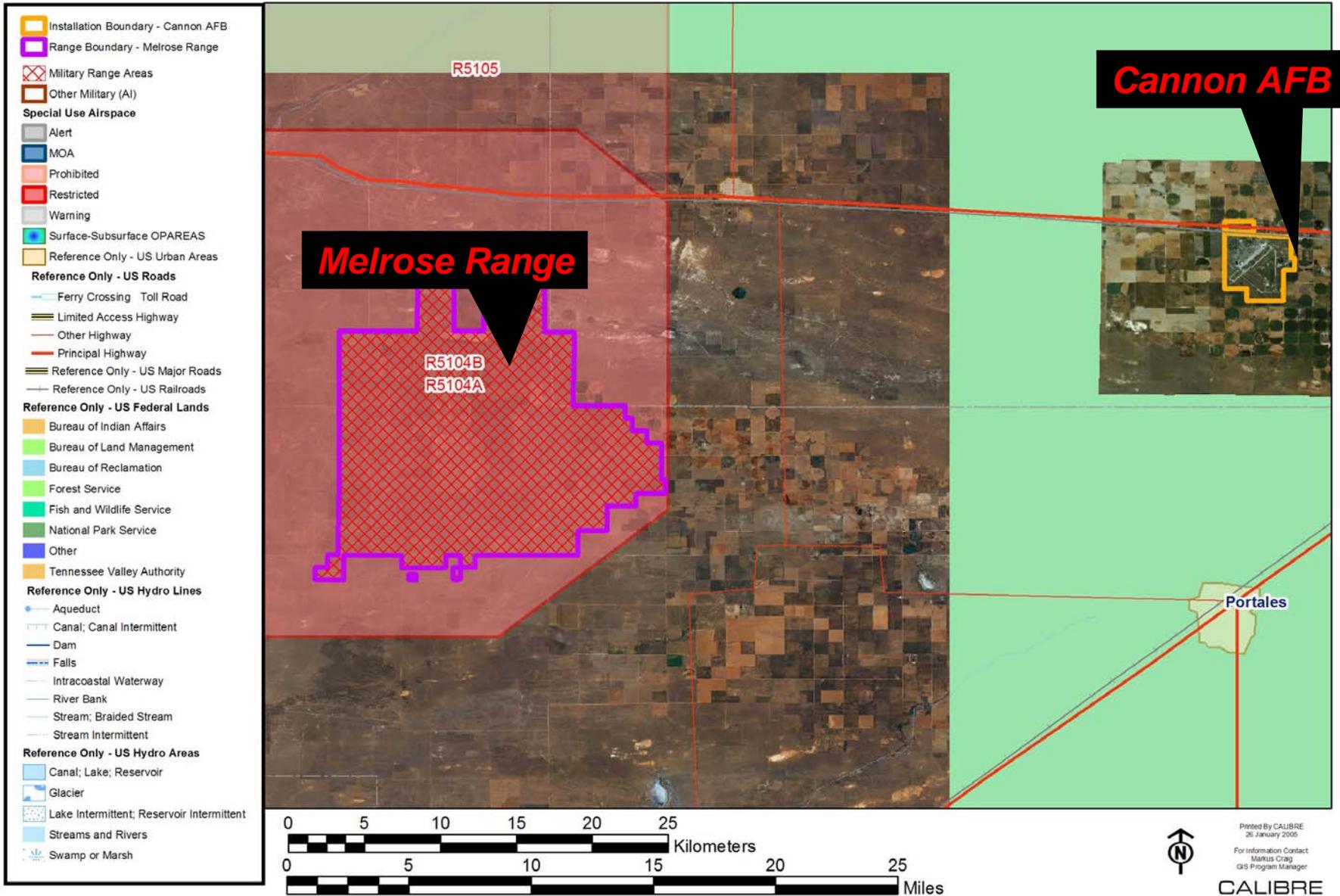
Cannon AFB & Melrose Range

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TNG Scenario #0010 Option Cannon AFB & Melrose Range

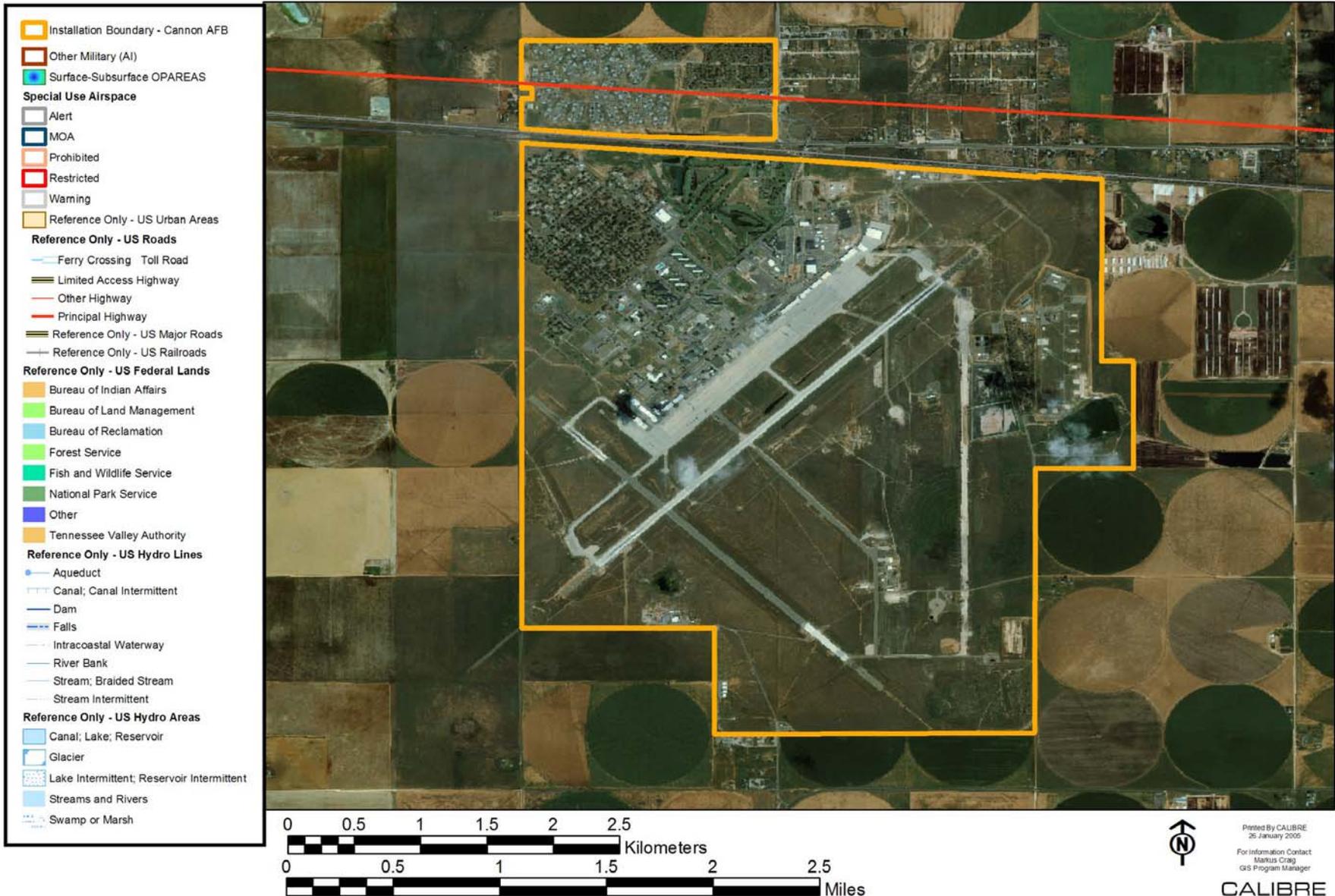
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TNG Scenario #0010 Option

Cannon AFB

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Site Assessment

Assessment of 1, 2 and 3 Sites for UO Center of Excellence

VALUE	UO Site Criteria Score	Rank
<i>Pt Mugu</i>	8.0	1
<i>Whiting Fld</i>	7.5	2
<i>Cannon</i>	6.0	3

1-Site	One-Time	Recurring
Pt Mugu	\$10.0M	\$9.181M
2-Sites		
Pt Mugu	\$10.0M	\$9.181M
NAS Whiting	\$10.0M	\$8.034M
3-Site		
Pt Mugu	\$10.0M	\$9.181M
NAS Whiting	\$10.0M	\$8.034M
Cannon AFB	\$10.0M	\$7.651M



Urban Operations Center Issues

- **Costs**
 - One time costs are BRAC
 - Recurring costs must be resolved with MILDEPs
 - Recurring cost options:
 - Services Fund
 - Users reimburse
 - JFCOM funds
- **Current Service UO Facilities initiatives:**
 - USMC 29 Palms
 - Army Combined Arms MOUT TF
 - Navy and USAF ?
- **MILDEP CR number to be modified**
 - NAS Point Mugu CR# DON 0162
 - NAS Whiting Field CR# DON 0152
 - Cannon AFB CR# USAF 0032



Test Pilot Schools

4 March 2005 ISG: *“Explore feasibility of combining the USN and USAF Test Pilot Schools at a single location.”*

First-look reveals combining schools not feasible;

- Test Pilot Schools (TPS) are integral to Service’s Aviation Test Programs
 - Aircraft dedicated to test also support TPS training missions
 - TPS students conduct “real world” tests during training
 - Relocating equipment to support joint schoolhouse would degrade efficiency of losing base’s test program
- Small population (under 300) permit realignment outside BRAC

Base	Course Duration (weeks)	Number of Courses School Provides	Perm Party Faculty (Off/Enl/Civ)	Aircraft in TPS Fleet	Aircraft Types in Course	Student Throughput
NAS Patuxent River	48	8	30/7/10 (47)	48	13	72
Edwards AFB	48	8	44/9/29 (82)	3	7	48



Headquarters & Support



HSA JCSG

Geo-clusters & Functional

Correctional Facilities (11 Mar 05)

Civilian Personnel Offices (11 Feb 05)



Defense Agencies (3 of 3)

Financial Management (7 Jan 05)

Military Personnel Centers (11 Feb 05)

Installation Management (18 Feb 05)

Mobilization

Mobilization (11 Mar 05)

Major Admin & HQ

Combatant Commands (25 Feb 05)



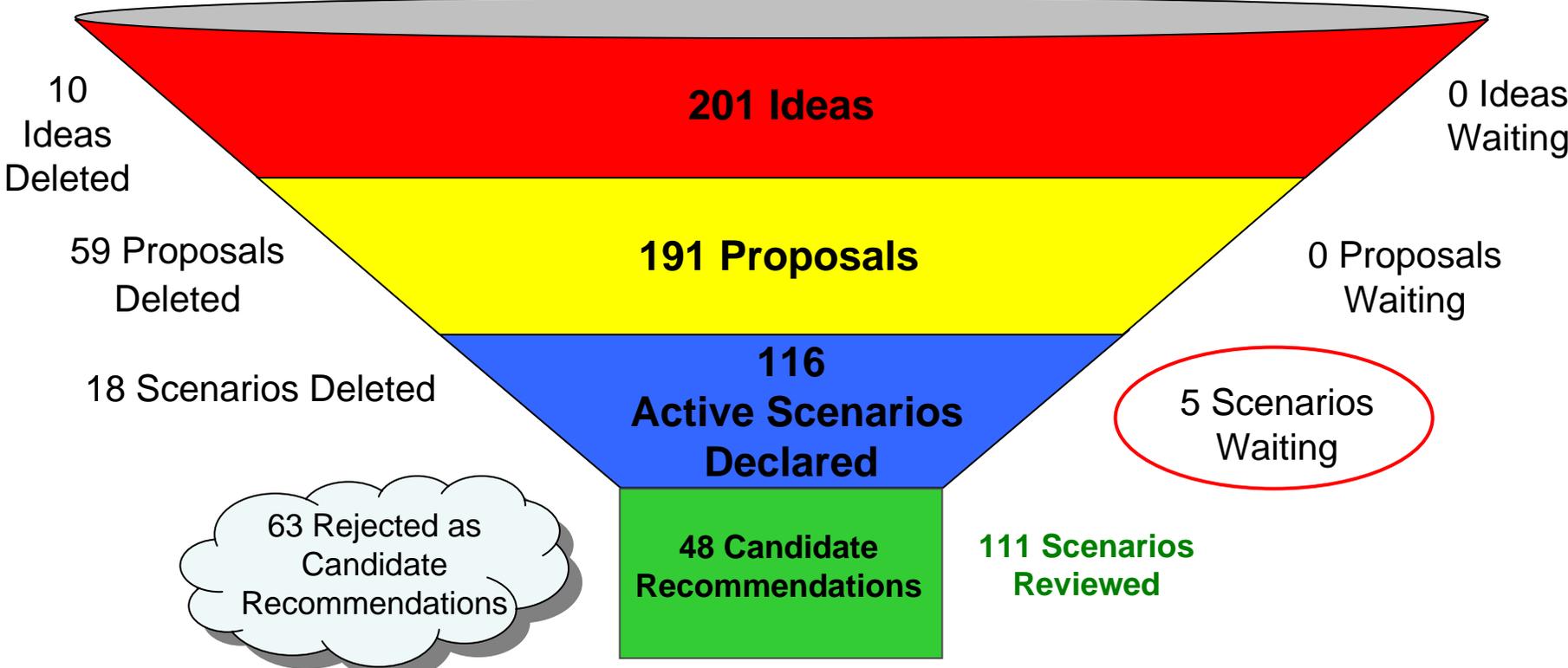
Major Admin & HQ (16 of 16)

Reserve & Recruiting Commands (11 Mar 05)



Statistics

HSA JCSG Currently has:



27 IEC Approved

42 ISG Approved & Prep for IEC

___ ISG Approved, but on Hold for Enabling Scenario

8 ISG On Hold for Addl Info or Related CR
HSA-0035, -0120 R&RC
HSA-0063 MAH
HSA-0020, 21, 22, 24, & 82 Corrections

___ Note Conflict(s) to be Considered & Resolved

2 ISG Disapproved
HSA-0050 COCOM
HSA-0058 COCOM



SOUTHCOM Options

Financials	State-Owned Leased Fac	Patrick AFB	Lackland AFB	Homestead AFB
One Time Costs	\$49M	\$117.3M	\$68.1M	\$90M
NPV (Costs)	\$66M	\$229.6M	\$74.3M	\$141M
Payback	Never	Never	Never	Never
Steady State Costs	\$1.8M	\$10.9M	\$1.2M	\$5.4M

- **Recommendation: Keep SOUTHCOM in Miami**
 - No improvement in financials
 - SOUTHCOM CDR – Costs for State-Owned Leased Facility overstated
 - 10-years worth of reviews, studies, posture statements, congressional testimonies, all say **Miami is right strategic location**
 - Current lease ends 2008, no provision for renewal – Not able to complete implementation for relocation by 2008
 - Housing - E-6s and below who desire housing are accommodated
 - Child Care – 7 nationally accredited; 2 state accredited Centers



Strategy – Minimize Leased Space in the NCR

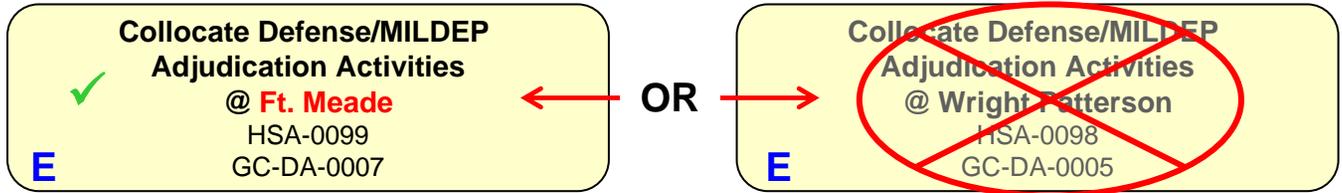
About 8.4 M USF of leased space in the NCR (> 2 Pentagons)

- 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 - 0071 Create Media Agency – 44,526 USF
- HSA -0078 Consolidate NAVAIR – 25,000 USF
- HSA-0122 Relocate AF Real Property Agency – 16,437 USF
- HSA-0077 Consolidate and Co-locate USA IMA and Service Providers- 300,000USF
- HSA-0106 Co-locate OSD and 4th Estate Leased Locations – 1.75M USF
- HSA-0069 Co-locate Army Leased Activities – 675,000
- HSA -0131 Consolidate DSS and CIFA – 236,873 USF
- HSA-0035 Co-locate National Guard HQs – 296,000 USF
- HSA-0063 Co-locate TRANSCOM Components – 162,000 USF
- HSA -0099 Co-locate Adjudication Agencies – 43,000 USF
- HSA-0134 Co-locate USN Leased Locations – 182,400 USF

- **TOTAL to Date: 5,071,097 USF of leased space in NCR (62%)**



Defense/MILDEP Adjudication Activities





HSA-0099: Co-locate Adjudication Activities at Ft Meade, MD

Candidate Recommendation (Summary): Relocates all Military Department and Department of Defense security clearance adjudication and appeals activities from the Washington Navy Yard, Bolling Air Force Base, the Pentagon; the U.S. Army Soldiers Systems Center, and leased locations in CA, MD, OH, VA, & AZ to Fort Meade, MD.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Eliminates redundancy, enhances efficiency. ✓ Eliminates 136,930 GSF leased space, 65 positions, avoiding \$5.1M recurring lease/contractor costs. ✓ Moves to AT/FP compliant location. ✓ Enables Intelligence Reform & Terrorism Prevention Act of 2004, Remodeling Defense Intelligence initiative. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Fort Meade: 92nd of 335 ✓ CAFs range from 153rd to 283rd of 335
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$63.8 M ✓ Net Implementation Cost: \$42.5 M ✓ Annual Recurring Savings: \$6.4 M ✓ Payback Period: 11 Years ✓ NPV (savings): \$20.4 M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: -2 to – 867 jobs: <0.1%. ✓ Criterion 7: No issues. ✓ Criterion 8: No impediments.

✓ Strategy
✓ COBRA

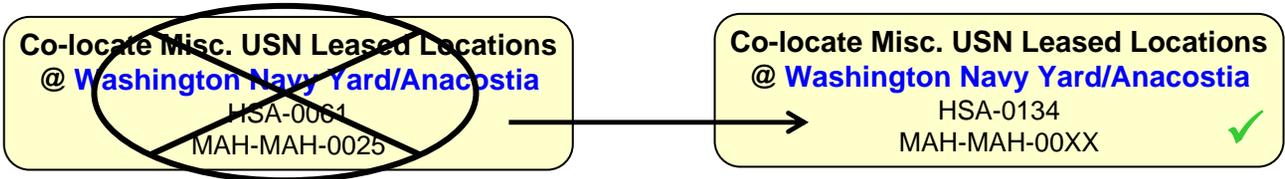
✓ Capacity Analysis / Data Verification
✓ Military Value Analysis / Data Verification

✓ JCSG/MilDep Recommended
✓ Criteria 6-8 Analysis

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



Misc. USN Leased Locations





HSA-0134: Co-locate Miscellaneous USN Leased Locations

Candidate Recommendation (abbreviated): Close Crystal Park 3 and Crystal Square 3. Relocate NSMA to Washington Navy Yard (WNY). Realign 1400-1450 S. Eads Street and 2300 Clarendon Blvd by relocating NSMA to Anacostia Annex (AA). Realign Crystal Mall 2, Crystal Mall 3, Crystal Park 1, and Crystal Square 2 by relocating NSMA to WNY. Realign Crystal Gateway 4 by relocating NAVAIR to Arlington Service Center (ASC). Realign Crystal Gateway 3 by relocating NAVAIR to ASC and NSMA to WNY. Realign Crystal Park 5 by relocating SPAWAR to ASC. Realign FOB2 by relocating OPNAV, HQMC, and SECNAV/BCNR to ASC.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Eliminates approximately 228,000 GSF of leased space within the NCR. ✓ Facilitates closure of FOB 2. ✓ Co-location of organizations facilitates possible consolidation of common support functions. ✓ Moves Navy leased space to AT/FP compliant locations. 	<ul style="list-style-type: none"> ✓ Washington Navy Yard: 52nd of 324 ✓ Anacostia Annex: 65th of 324 ✓ Arlington Service Center: 112th of 324 ✓ All others 183rd or lower rankings
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 50.7M ✓ Net Implementation Cost: \$ 3.3M ✓ Annual Recurring Savings: \$ 17.6M ✓ Payback Period: 1 Year ✓ NPV (savings): \$161.2M 	<ul style="list-style-type: none"> ✓ Criterion 6: No job reductions. ✓ 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



NETC/NETPDTTC

Re-locate NETC
@ NSA Millington
HSA-0130
MAH-COCOMs-0016



HSA-0130: Relocate NETC & NETPDTC

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN. Realign Saufley Field, FL, by relocating Navy Education and Training Professional Development & Technology Center to Naval Support Activity Millington, TN.

Justification

- ✓ Merges common functions
- ✓ Creates Navy HR Center of Excellence
- ✓ 64.4 Admin Buildable acres at Millington.
- ✓ Uses 152,400 GSF Vacant Admin space
- ✓ Eliminates personnel redundancies and excess infrastructure capacity

Military Value

- ✓ Quantitative MV scores
 - ✓ NAS Pensacola: 0.8684
 - ✓ Saufley Field: 0.8699
 - ✓ NSA Millington: 0.8125
- ✓ Military judgment favored Millington because co-location with heaviest concentration of Navy personnel and human resources development organizations will permit formation of a Human Resources Center of Excellence for the Navy

Payback

- ✓ One Time Cost: \$ 26.9M
- ✓ Net Implementation Cost: \$ 17.4M
- ✓ Annual Recurring Savings: \$ 3.6M
- ✓ Payback Period: 9 yrs
- ✓ NPV (Savings): \$ 17.5M

Impacts

- ✓ Criterion 6: - 1890 jobs (743 direct, 1147 indirect); 0.9%
- ✓ 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

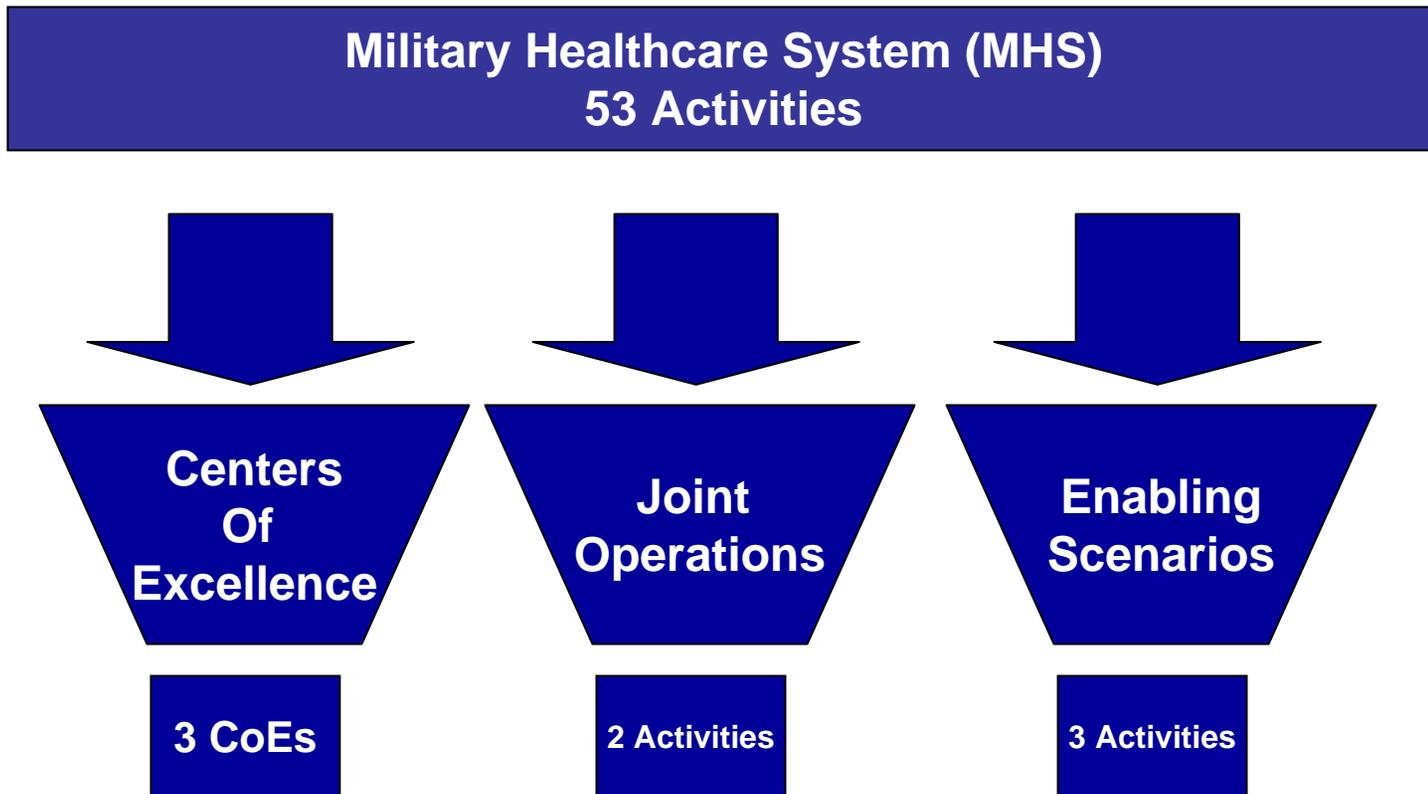


Medical Joint Cross Service Group Recommendations

15 Mar 05



Medical/Dental RDA





Candidate #MED-0025 Establish a Center of Excellence for Aerospace Medicine Research

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating the Naval Aeromedical Research Laboratory to Wright-Patterson AFB, OH, establishing it as a Center of Excellence for Aerospace Medicine.

Justification

- ✓ Increase synergy and shared use of unique facilities through mission collocation
- ✓ Facilitate jointness
- ✓ Linked with TECH-0009, TECH-0058, MED-0012

Military Value

- ✓ Relocates function to location not currently performing that function – relative military value scores not determinative.
- ✓ Military Judgment selected WPAFB as receiving because of related actions taken by Tech JCSG that offer synergies

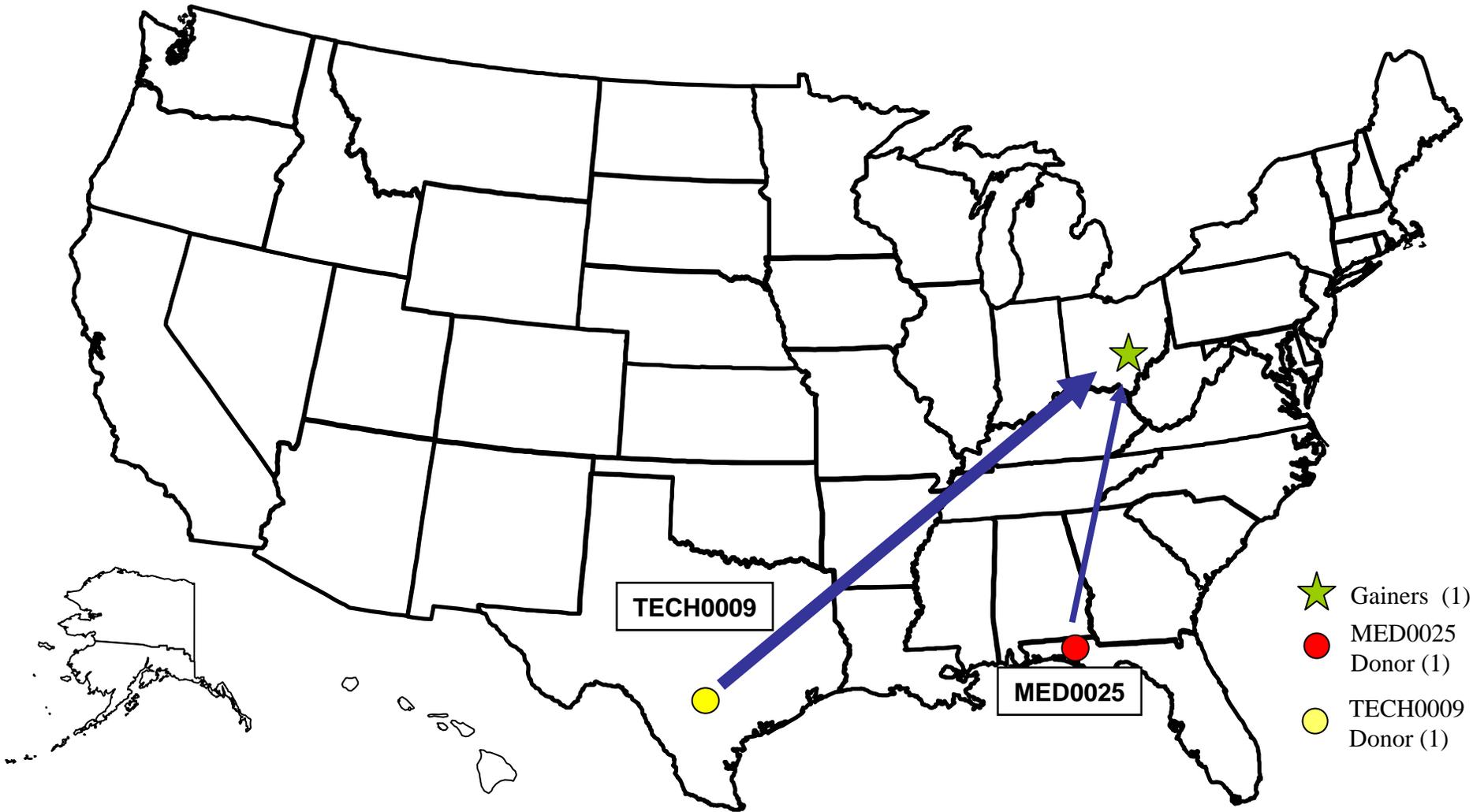
Payback

- ✓ One-time cost: \$ 12.115M
- ✓ Net implementation cost: \$ 14.375M
- ✓ Annual recurring cost: \$ 0.781M
- ✓ Payback time: Never
- ✓ NPV cost: \$ 20.580M

Impacts

- ✓ Criteria 6: -95 jobs (40 direct, 55 indirect); <0.1%
- ✓ Criteria 7: No Issues
- ✓ Criteria 8: No impediments

Aerospace Medicine Center of Excellence at WPAFB – MED0025/TECH0009





Financial: Medical

Proposal Title	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings*	NPV Savings
Other BRAC Recommendations	\$1,831M	\$905M	\$309M	\$2,145M
MEDCR-0025	\$12M	\$14M	-\$0.8M	-\$21M
<i>Grand Total</i>	\$1,843M	\$919M	\$308M	\$2,124M



Overview

IND-0128 & S&S-0048

**Transforming Supply, Storage and Distribution
Functions For the Future!**

*At the Wholesale Level
&
At The Industrial Base*



Background

IND-0128...



An In-place, No-cost transfer!

Resources:

- * 3,086 Mil, Civ and Contractor Positions
- * 4.8M Ft² of Covered Storage
- * 5.8M Ft² of Open Storage
- * 1.0M Ft² of Admin & Kitting Space
- * .4M Ft² of Special Storage

12M Ft² of Infrastructure

Functions:

- * **Requisitioning**
- * **Receiving**
- * **Storing**
- * **Kitting**
- * **Material Handling**
- * **Issuing**



IND-0128

Here Is What It Says...

Realign all Air Force, Army, Marine Corps, and Navy Supply Functions at Naval Shipyards and Depot Maintenance Activities Supporting Industrial Depot Level Maintenance Including Material Ordering, Processing, Issuing, Storage of Inventory to DLA.

Installations with Depot Maintenance Activities...

**Anniston Army Depot
Davis-Monthan AFB
Letterkernny Army Depot
MCLB Albany
Lakehurst
NAS Jacksonville
Norfolk Naval Shipyard
Portsmouth Naval Shipyard
Robins AFB
Tinker AFB
Weapons Station Charleston**

**Corpus Christi Army Depot
Hill AFB
MCAS Cherry Point
MCLB Barstow
NUWC Annex Keyport
NAS North Island
Pearl Harbor Naval Station
Puget Sound Naval Shipyard
Rock Island Arsenal
Tobyhanna Army Depot
Weapon Station Seal Beach**



Background (Continued)

S&S-0048...



- * **Reconfigures Entire Wholesale Storage and Distribution System**
- * **Configures DLA for the Depot-Shipyard S&S Mission**



What Does S&S-0048 Actually Do?

- * **Closes 2 Defense Distribution Depots - Columbus and Red River**
- * **Designates 4 Existing Defense Distribution Depots as Strategic Distribution Platforms (SDPs) - Susquehanna, Warner Robins, Oklahoma City and San Joaquin**
- * **Assigns Each SDP a Geographical Region for Customer Support**
- * **Downsizes Remaining 13 Defense Distribution Depots as Wholesale Forward Distribution Points (FDPs) Under the Command and Control of Regional SDPs**
- * **Assigns Depot/Shipyard S&S mission to DLA**
- * **At locations with FDPs, Consolidates and Initially Downsizes Depot/Shipyard Resources**
 - * **6.5% Reduction in Personnel**
 - * **Potential \$512M reduction in duplicate inventories**



What Happens At Each Existing DLA Location?

<u>Location</u>	<u>SDP</u>	<u>FDP</u>	<u>Closed</u>	<u>Depot/Shipyard S&S Mission</u>
Susquehanna	X			
Norfolk		X		X
Richmond		X		
Tobyhanna		X		X
Columbus			X	
Warner Robins	X			X
Albany		X		X
Cherry Point		X		X
Anniston		X		X
Jacksonville		X		X
Red River			X	
Corpus Christi		X		X
Oklahoma City	X			X
San Joaquin	X			
Hill		X		X
San Diego		X		X
Barstow		X		X
Puget Sound		X		X
Pearl Harbor		X		X



Scenario Analysis

- * **Eliminates 806 Gov't Positions**
- * **Realigns 467 Gov't Positions**
- * **Eliminates more than 50% of the wholesale storage and distribution infrastructure**
- * **Implementation Years: 2006-2009**
- * **Payback: 1 Year (2010)**
- * **One-time Cost: \$232.2M**
- * **Net Implementation Savings: \$244.6M**
- * **Annual Savings: \$138.7M**
- * **NPV (Savings): \$1,513.3M**
- * **MILCON: \$77.3M**





Candidate #S&S-0048

Candidate Recommendation (Summary): Reconfigure wholesale storage and distribution around 4 regional Strategic Distribution Platforms (SDPs): Susquehanna,, Warner Robins, Oklahoma City and San Joaquin. Disestablish DD Columbus and DD Red River. Realign the following DDs as Forward Distribution Points (FDPs) and consolidate their supply and storage functions, and associated inventories with those supporting industrial activities such as maintenance depots and shipyards: Tobyhanna, Norfolk, Richmond, Cherry Point, Albany, Jacksonville, Anniston, Corpus Christi, Hill, Puget Sound, San Diego Barstow and Pearl Harbor.

Justification

- ✓ Provides for regional support to customers worldwide
- ✓ Enhances strategic flexibility via multiple platforms to respond to routine requirements and worldwide contingencies
- ✓ Improves surge options and capabilities
- ✓ Eliminates redundant supply and storage functions at industrial installations

Military Value

- ✓ **Relative Military Value Against Peers:**
 - Region 1. SDP-Susquehanna: Ranked 1 out of 5
 - Region 2. SDP Warner Robins: Ranked 4 out of 5
 - Region 3. SDP Oklahoma City: Ranked 2 out of 3
 - Region 4. SDP San Joaquin: Ranked 2 out of 5
- ✓ **Military Judgment:** Applied in selecting SDPs for regions 2, 3 and 4 to minimize MILCON (capacity) and optimize support to customer organizations (geographical location).

Payback

- ✓ One-time Cost: \$232.2M
- ✓ Net Implementation Savings: \$244.6M
- ✓ Annual Savings: \$138.7M
- ✓ Payback Period: 1 Year
- ✓ NPV (Savings): \$1,513.3M

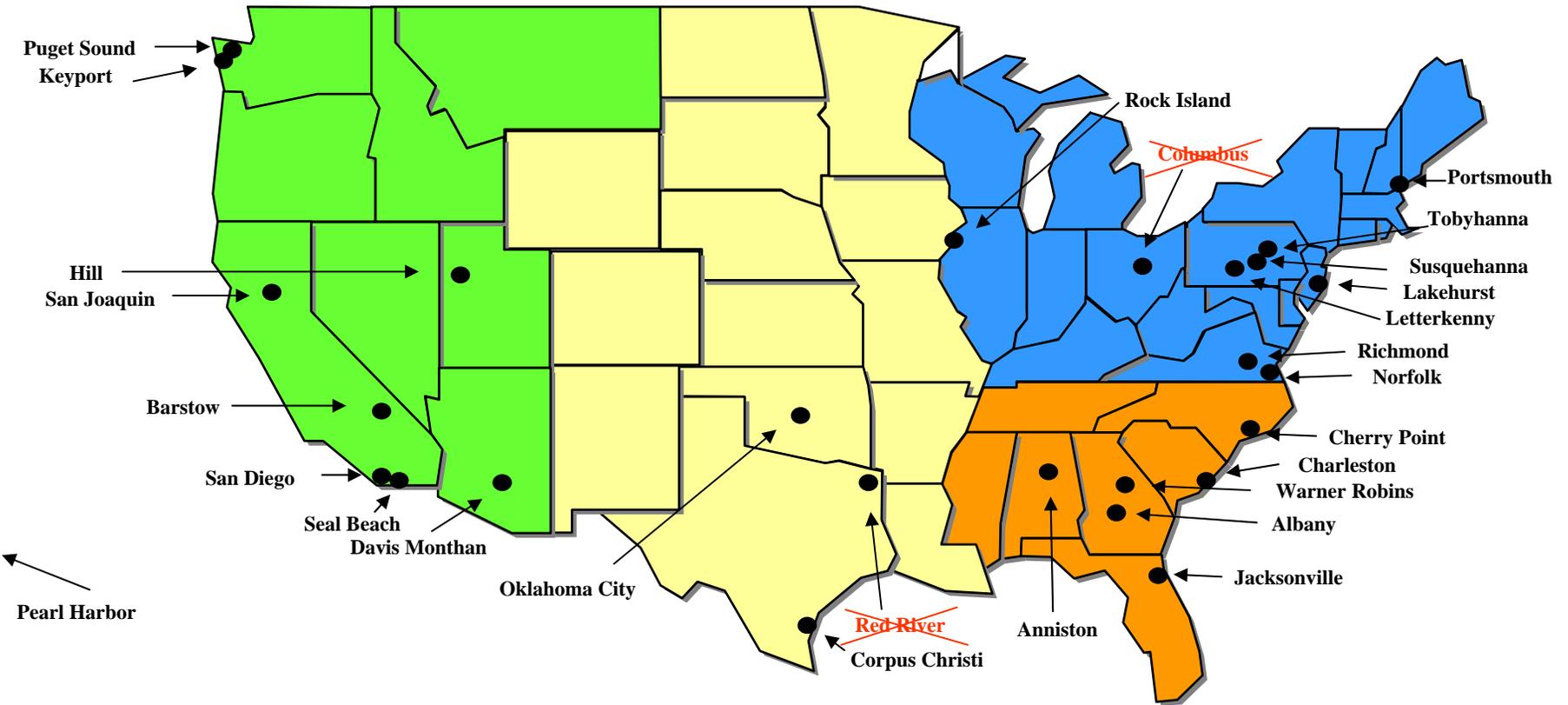
Impacts

- ✓ **Criterion 6:** From 0 to -896 jobs; <0.1% to 0.96%
- ✓ **Criterion 7:** No impediments
- ✓ **Criterion 8:** Wetland issues, archeological issues, historic properties, additional permits; 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



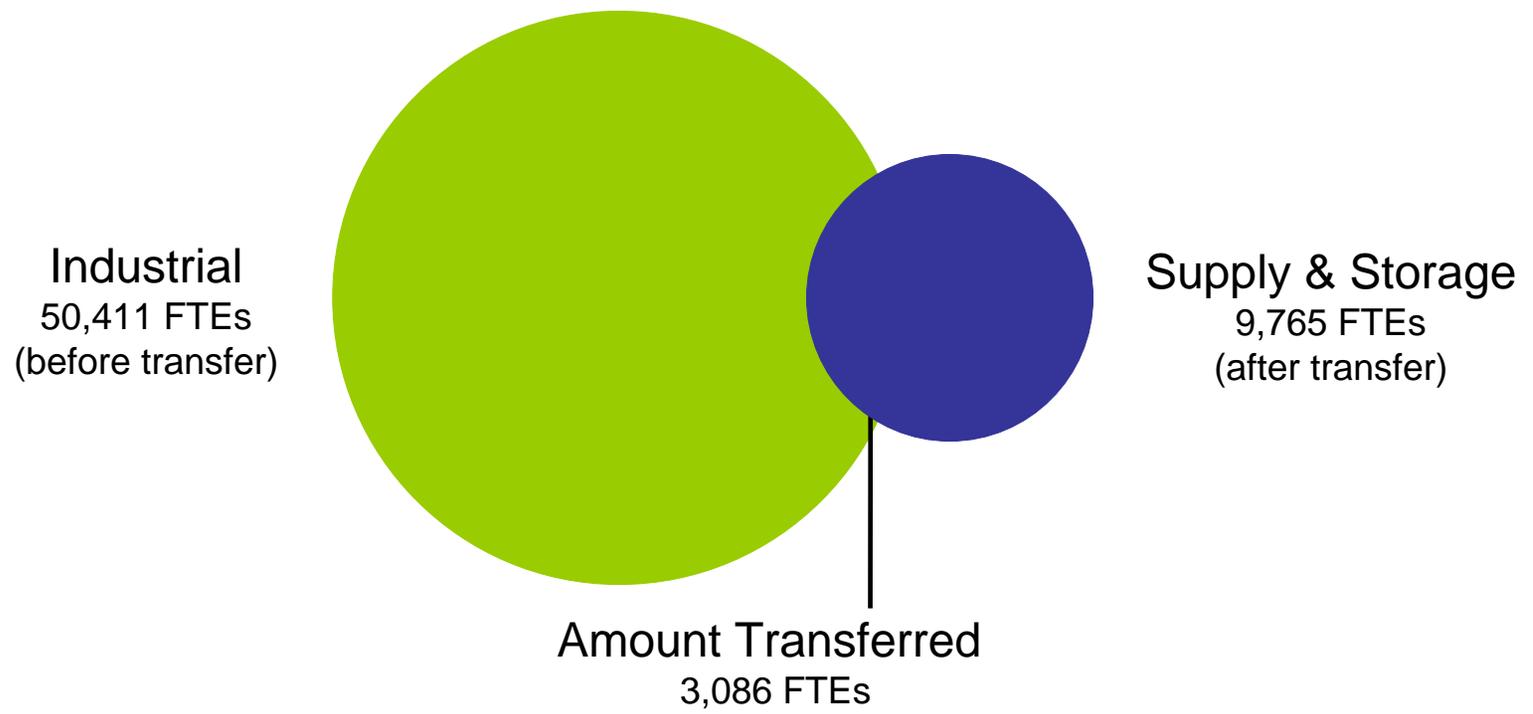
DLA After IND-0128 and S&S-0048 Implementation





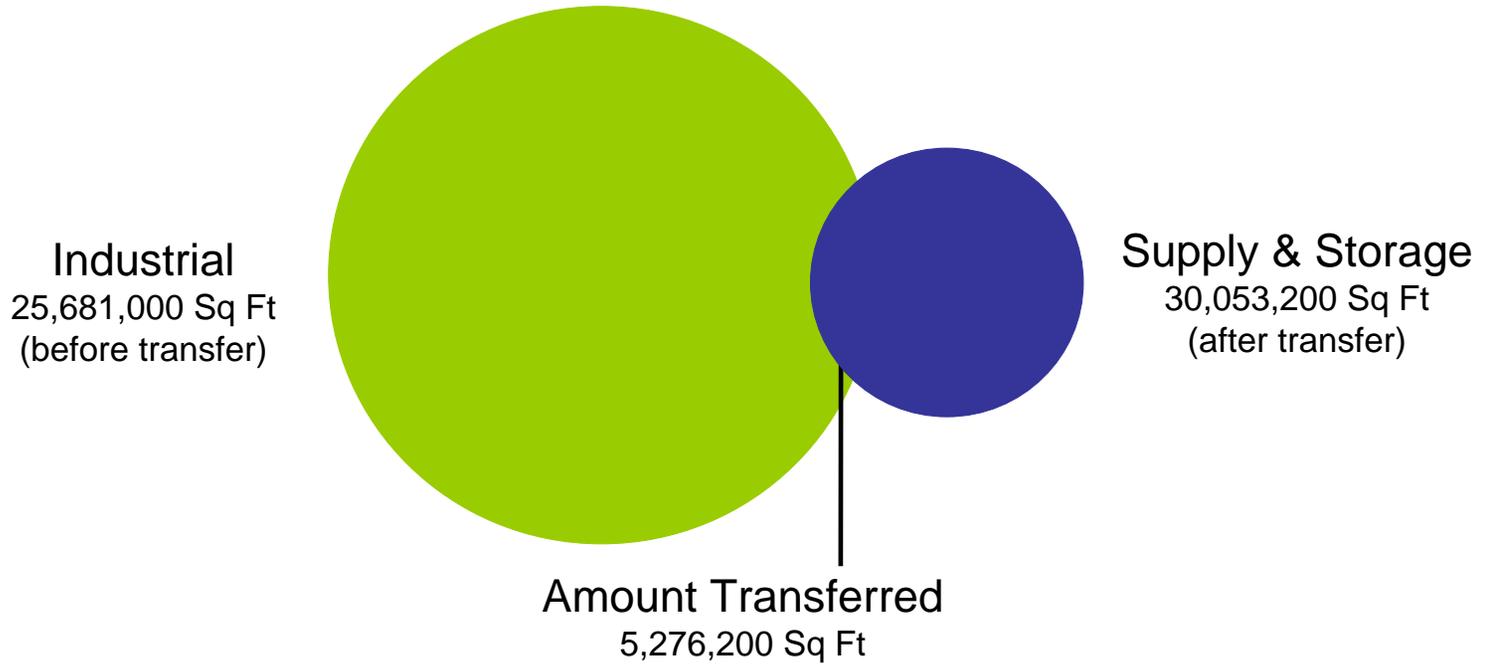
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IND-0128 & S&S-0048 Combined Personnel Impacts





IND-0128 & S&S-0048 Combined Infrastructure Impacts





Technical Joint Cross Service Group Candidate Recommendations

March 15, 2005

Dr. Ron Segal/Mr. Al Shaffer

Technical Joint Cross Service Group



TJCSG Transformational Framework with Candidate Recommendations

Integrated C4ISR Centers

Joint 47		
Land 35	Maritime 42A & 54	Air & Space 9A & 42C

Integrated RDAT&E Centers

Land Systems 13 & 45	Maritime Systems 31	Space Systems 9A	Airborne Systems Rotary Wing 5 & 9 Fixed Wing 6 & 9
Weapons & Armaments (Energetic Materials) 18C&E 18A,B & D		Chem-Bio Defense 32 & 45	

Combined Defense Laboratories

Basic & Extramural Research	(Basic and Cross-Cutting Research) 9A&B	Human Systems 45 58
Materials & Processes 40		Sensors & Electronics 42A&C
Power & Energy		Information Systems
Non-Lethal		Autonomous Systems
Battlespace Environments 20		Bio-Medical

Candidate Recommendation Scenario #



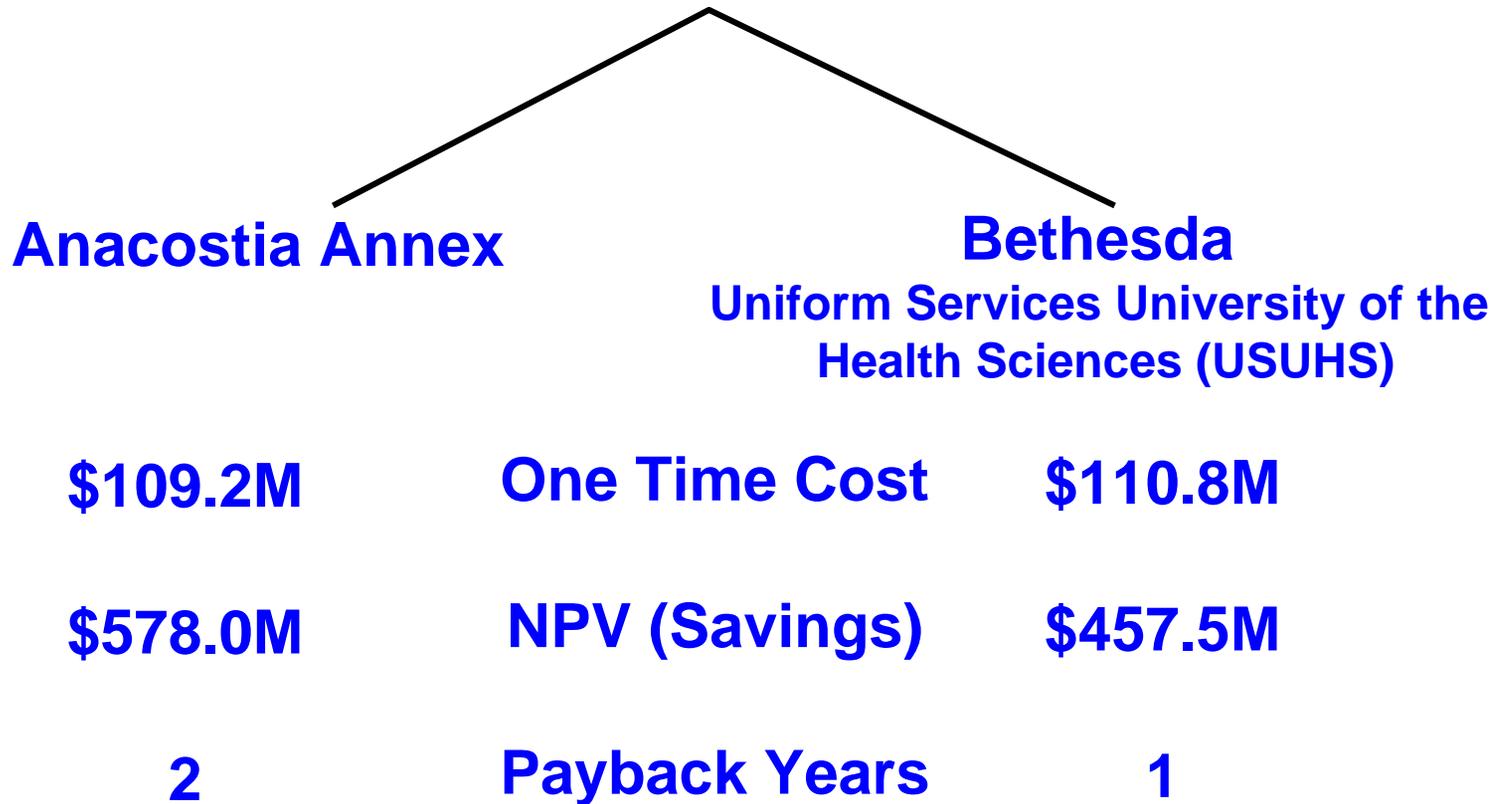
Combined Research Laboratories

- Research End State:
 - ***Co-location of Research Program Managers to Anacostia***
 - Consolidation of Research Labs
 - **Army—Aberdeen MD and Adelphi**
 - **Navy—Washington DC and *Stennis Space Center MS***
 - **AF—Wright Patterson and Kirtland AFB**
 - Retention / Alignment of Product Centered Research for Major Acquisition (Major Defense Acquisition Program) Areas
 - E.G. C4ISR—Adelphi, San Diego, and Hanscom AFB



Tech-0040: Co-locate Extramural Research Program Managers

Co-located Research Program Managers



Military Judgment also favors Anacostia



Tech-31: Consolidate Sea Vehicle Development & Acquisition (D&A)

□ Donors :

□ Detroit Arsenal, MI





Tech-31: Consolidate Sea Vehicle Development & Acquisition (D&A)

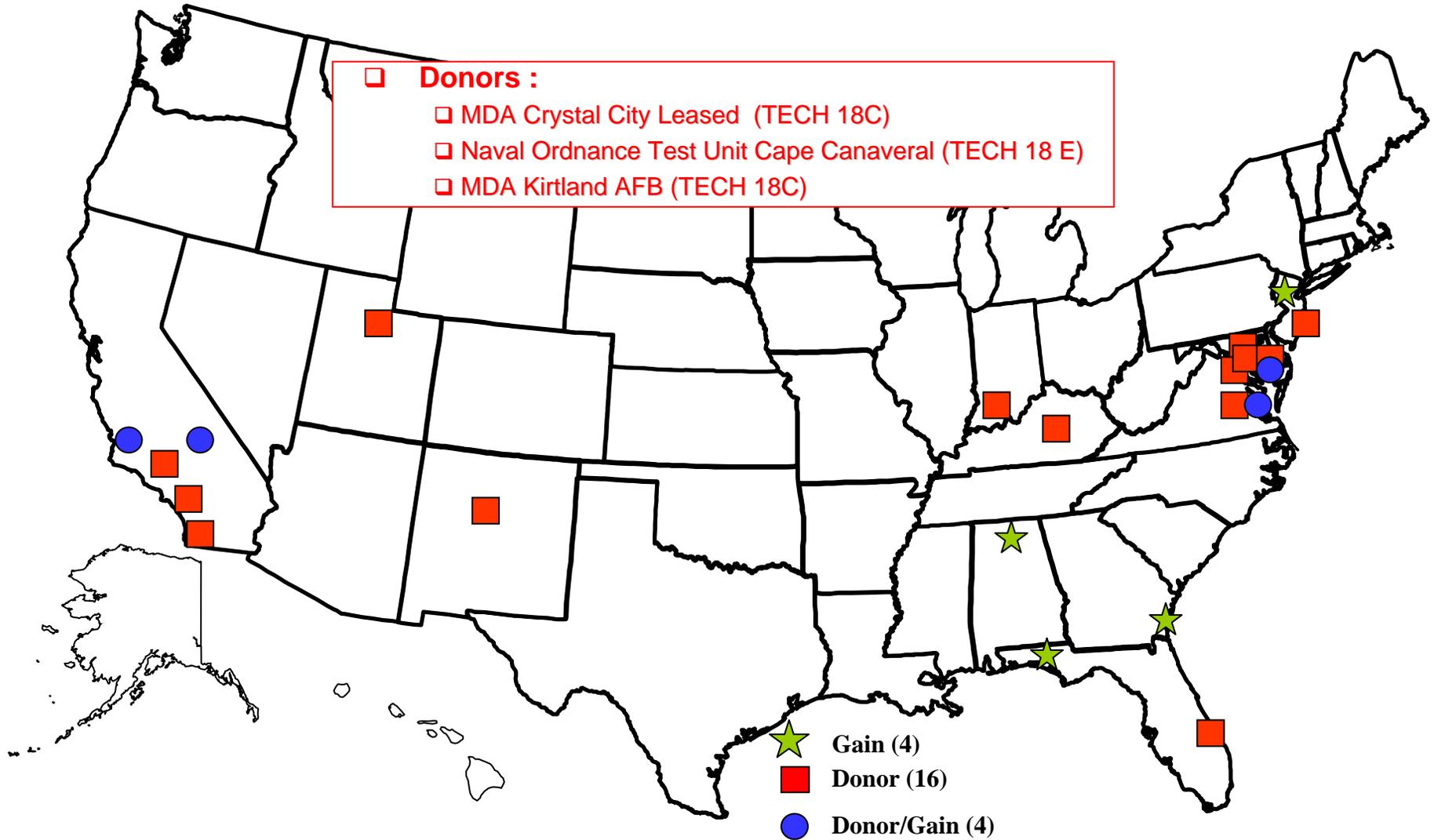
Candidate Recommendation: Realign Detroit Arsenal, MI, by relocating Sea Vehicle Development and Acquisition to Naval Surface Warfare Center Carderock Division, Bethesda, MD, and Program Management and Direction of Sea Vehicle Development and Acquisition to Naval Sea Systems Command Washington Navy Yard, DC.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Provide greater synergy across Sea Vehicle D&A • Reduce potential duplicative efforts • Provide consolidated centers of mass for Sea Vehicles D&A • Increase effectiveness and efficiencies • Collocates Army Detroit Arsenal Sea Vehicle efforts with large concentration of Navy Sea Vehicle knowledge base in D&A 	<p style="text-align: center;"><u>Military Value (MV)</u></p> <ul style="list-style-type: none"> • Quantitative Military Value <ul style="list-style-type: none"> • NSWC Carderock, 1st • NAVSEA SYSCOM @ Washington Navy Yard, 3rd • Detroit Arsenal, 10th • Detroit Arsenal’s quantitative MV and response to scenario data call is consistent with the recommendation to realign to locations with higher quantitative MV. 										
<p style="text-align: center;"><u>Payback</u></p> <table> <tr> <td>One-time cost:</td> <td>\$1.717M</td> </tr> <tr> <td>Net implementation cost:</td> <td>\$0.396M</td> </tr> <tr> <td>Annual recurring savings:</td> <td>\$0.223M</td> </tr> <tr> <td>Payback time:</td> <td>8 years</td> </tr> <tr> <td>NPV (savings):</td> <td>\$1.619M</td> </tr> </table>	One-time cost:	\$1.717M	Net implementation cost:	\$0.396M	Annual recurring savings:	\$0.223M	Payback time:	8 years	NPV (savings):	\$1.619M	<p style="text-align: center;"><u>Impacts</u></p> <p>Criterion 6: -55 jobs (35 direct, 20 indirect); <0.1% Criterion 7: No issues Criterion 8: No impediments</p>
One-time cost:	\$1.717M										
Net implementation cost:	\$0.396M										
Annual recurring savings:	\$0.223M										
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NPV (savings):	\$1.619M										

- ✓ 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 18 Weapons & Armaments RDATE&E Integrated Major Centers



ESTABLISHED 3 W&A MAJOR CENTERS AND 2 W&A SPECIALTY CENTERS



Tech-0018C: Weapons & Armaments RDAT&E Integrated Center at Redstone

Candidate Recommendation (Summary): Relocate Missile Defense Agency Weapons and Armaments Research and Development & Acquisition functions from FOB 2, leased locations in the National Capital Region, and Kirtland Air Force Base, NM, to Redstone Arsenal, AL. *Note: Reconciling minor differences with H&SA-0047. Intend to accept modified H&SA-0047*

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Consolidates MDA RD&A work, enhancing life cycle mission related synergies • Reduce lease costs significantly • Enables future Joint consolidation • Multiple use of equipment/ facilities/ ranges/ people • Vacate leased space [all W&A out] 	<p style="text-align: center;"><u>Military Value (MV)</u></p> <ul style="list-style-type: none"> • Research quantitative MV <ul style="list-style-type: none"> – Redstone 3rd of 20 – MDA 18th of 20 • D&A quantitative MV <ul style="list-style-type: none"> – Redstone 1st of 24 – MDA 6th of 24 – Kirtland 23rd of 24 • Judgment: Redstone has largest concentration of integrated technical facilities across all 3 functional areas
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$143.8M • Net implementation savings: \$327.9M • Annual recurring savings: \$155.6M • Payback time: 1 year • NPV Savings \$1,742M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criteria 6: -41 to -5920 jobs; <0.1% to 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



Tech-0018E: Consolidation Navy Strategic Test & Evaluation at Kings Bay

Candidate Recommendation: Realign Patrick Air Force Base Cape Canaveral, FL, by relocating Nuclear Test and Evaluation at the Naval Ordnance Test Unit to Strategic Weapons Facility Atlantic Kings Bay, GA.

<u>Justification</u>	<u>Military Value (MV)</u>
<ul style="list-style-type: none"> • Enhances Mission synergy • Consolidate Navy Nuclear T&E to enhance Anti-Terrorism Force Protection • Reduce number of strategic sites & billets • Reduce duplicative capabilities with the new Western Test Range (Pacific) 	<ul style="list-style-type: none"> • Naval Ordnance Test Unit Cape Canaveral has the highest Nuclear MV for Navy. • Military Judgment to relocate to Kings Bay for synergy in ATFP, Fleet operational support, and mission support infrastructure.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> • One-time cost: \$86M • Net implementation costs: \$75M • Annual recurring savings: \$14M • Payback period: 7 years • NPV (savings) \$66M 	<ul style="list-style-type: none"> • Criteria 6: <ul style="list-style-type: none"> – Cape Canaveral, FL -1013 jobs (571 direct, 442 indirect) • Criteria 7: No issues • Criteria 8: No impediments



Technical JCSG “Due Outs”

- Assess Bed Down of NSWC Corona Activity:
 - Patuxent (PAX) River, China Lake, Pt. Hueneme, San Diego, Newport, & Dahlgren
- Evaluate the Bed Down of Ft. Monmouth HQ CECOM:
 - Ft. Belvoir or Aberdeen Proving Grounds
- Evaluate not moving Lakehurst D&A to PAX River
- Complete integration of MDA issue (Tech-0018C) with H&SA JCSG (H&SA-0047)
- Analyze 3 Scenarios provided by ISG
 - Analyze movement of Space D&A from LAAFB
 - Analyze Potential closure of Lakehurst D&A with IND JCSG
 - Analyze Potential closure of Indian Head with IND JCSG
- Work with S&S JCSG for Natick Closure



TJCSG Recommendations to the ISG

Overall Score Card

Scenario #	1 Time Cost (M)	Payback (years)	Annual Savings (M)	NPV (M)
18C Integrated Redstone Weapon Center	\$143.8	1	\$155.36	\$1,742.0
13 Joint Ground Vehicle D&A	\$3.76	2	\$1.93	\$16.42
18A Integrated Eglin Weapon Center	\$2.80	2	\$1.50	\$16.20
40A Extramural Research PMs	\$109.20	2	\$52.20	\$578.00
42C Air & Space C4ISR DAT&E	\$51.10	4	\$13.12	\$137.03
58 Realign Human Systems D&A	\$14.20	4	\$3.90	\$33.90
47 Combatant Commander C4ISR	\$13.88	5	\$2.08	\$17.28
20 Joint Meteorology/Oceanography	\$12.70	6	\$2.30	\$20.70
9A Defense Research Labs (AF)	\$393.00	7	\$58.00	\$349.00
18E Consolidate Navy T&E @ Kings Bay	\$86.00	7	\$14.00	\$66.00
18D Integrated China Lake Weapon Center	\$437.00	8	\$64.00	\$374.00
31 Consolidate Sea Vehicle	\$1.72	8	\$0.223	\$1.62
9B Defense Research Labs (Army)	\$27.12	9	\$2.91	\$10.17
35 Army Land C4ISR Center	\$642.95	10	\$79.59	\$287.03
6 Joint Centers for Fixed Wing	\$68.69	13	\$6.49	\$15.26
18B Guns/Ammo @ Picatinny	\$120.00	13	\$11.60	\$28.40
54 Navy C4ISR Consolidation	\$72.80	13	\$6.70	\$13.80
32 Chem-Bio RD&A	\$75.75	15	\$6.30	\$8.35
45 Army Soldier & Bio/Chem Center	\$334.21	15	\$29.32	\$10.90
5 Joint Centers for Rotary Wing	\$101.25	17	\$7.86	\$2.02
42A Maritime C4ISR R DAT&E	\$152.01	18	\$10.40	\$2.90
Total	\$2,863.94		\$529.58	\$3,730.98



Army Candidate Recommendations



Candidate #USA-0046v2



Candidate Recommendation: Realign Fort Benning by relocating the Drill Sergeant School to Fort Jackson, and activate a Brigade Combat Team at Fort Benning.

<u>Justification</u>	<u>Military Value</u>										
<p><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$131.1M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td>\$231.3M</td> </tr> <tr> <td>3. Annual Recurring Cost:</td> <td>\$27.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td>Never</td> </tr> <tr> <td>5. NPV (Cost):</td> <td>\$463M</td> </tr> </table>	1. One-Time Cost:	\$131.1M	2. Net Implementation Cost:	\$231.3M	3. Annual Recurring Cost:	\$27.5M	4. Payback Period:	Never	5. NPV (Cost):	\$463M	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 - Max potential reduction: Benning 171 (-0.1%) ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation) ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues.
1. One-Time Cost:	\$131.1M										
2. Net Implementation Cost:	\$231.3M										
3. Annual Recurring Cost:	\$27.5M										
4. Payback Period:	Never										
5. NPV (Cost):	\$463M										

- ✓ Single Service activity Consolidation
- ✓ In Conjunction with Realign Fort Leonard Wood, Consolidates Drill Sergeants training from three locations to one location
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost & best NPV among alternatives
- ✓ Utilizes available maneuver space at Fort Benning for activation of Infantry BCT
- ✓ Co-locates institutional training and MTOE units to support force stabilization initiatives

- ✓ Moving from Benning to Jackson is justified by improvements gained in operational efficiency and use of excess capacity at Fort Jackson
- ✓ Adds a BCT to a high value installation
- ✓ Creates space at Fort Benning for a portion of the BCT
- ✓ MVI: Benning (9), Jackson (26)

1. One-Time Cost: \$131.1M
2. Net Implementation Cost: \$231.3M
3. Annual Recurring Cost: \$27.5M
4. Payback Period: Never
5. NPV (Cost): \$463M

- ✓ Criterion 6 - Max potential reduction: Benning 171 (-0.1%)
- ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation)
- ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues.

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



Candidate #USA-0226



Candidate Recommendation: Realign Fort Leonard Wood by relocating the Drill Sergeant School to Fort Jackson

<u>Justification</u>	<u>Military Value</u>										
<p><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$17.4M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td>\$12.4M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td>\$1.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td>15 Years</td> </tr> <tr> <td>5. NPV (Savings):</td> <td>\$1.7M</td> </tr> </table>	1. One-Time Cost:	\$17.4M	2. Net Implementation Cost:	\$12.4M	3. Annual Recurring Savings:	\$1.5M	4. Payback Period:	15 Years	5. NPV (Savings):	\$1.7M	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 - Max potential reduction: Leonard Wood 237 (-0.93%) ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation) ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues
1. One-Time Cost:	\$17.4M										
2. Net Implementation Cost:	\$12.4M										
3. Annual Recurring Savings:	\$1.5M										
4. Payback Period:	15 Years										
5. NPV (Savings):	\$1.7M										

- ✓ Single Service activity consolidation
- ✓ In Conjunction with Realign Fort Benning, Consolidates Drill Sergeants training from three locations to one location
- ✓ Promotes training effectiveness and functional efficiencies
- ✓ Lowest One-Time Cost & best NPV among alternatives
- ✓ Utilizes available training capacity at Fort Jackson

- ✓ Improves Military Value and the uses excess capacity at Fort Jackson
- ✓ Creates space at Fort Leonard Wood for other activities
- ✓ MVI: Jackson (26), Leonard Wood (35)

1. One-Time Cost: \$17.4M
2. Net Implementation Cost: \$12.4M
3. Annual Recurring Savings: \$1.5M
4. Payback Period: 15 Years
5. NPV (Savings): \$1.7M

- ✓ Criterion 6 - Max potential reduction: Leonard Wood 237 (-0.93%)
- ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation)
- ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force BRAC Update to ISG



15 Mar 05

Maj Gen Gary Heckman

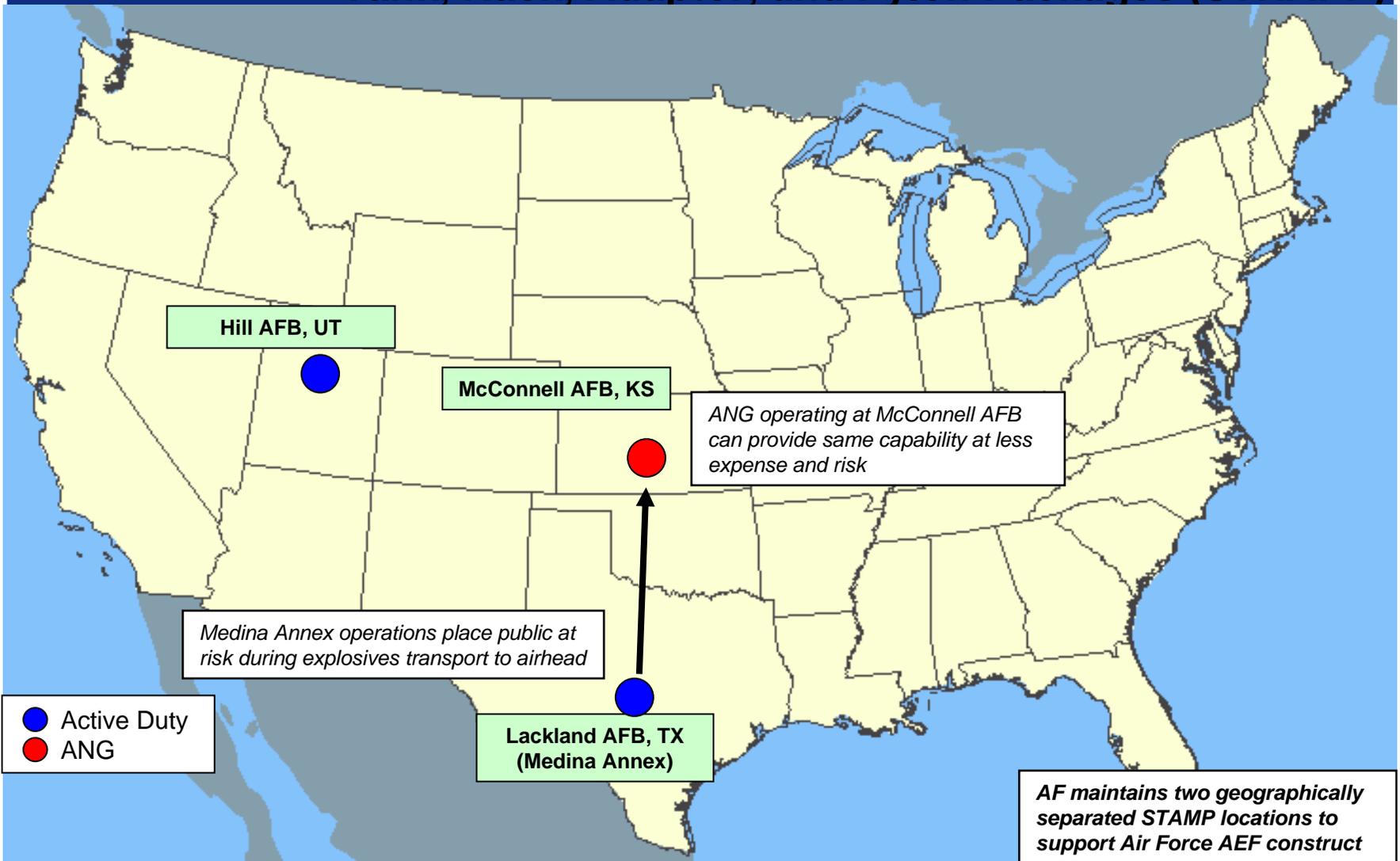
**Assistant DCS,
Plans and Programs (BRAC)**

U.S. AIR FORCE



STAMP /STRAPP

Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP)





Candidate #USAF-0099 / S901c1

Realign Lackland AFB, San Antonio, TX

Candidate Recommendation: Realign Lackland AFB. Relocate the Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) function from Lackland AFB, Medina Annex to McConnell AFB, Kansas and transfer the mission to the Air National Guard.

Justification

- Medina Annex operations place public at risk during explosives transport to airhead
- Converts AD mission to ANG
- Enables same capability at less expense

Military Value

- Optimize locations and workforce used to support combat deployments with STAMP/STRAPP assets

Payback

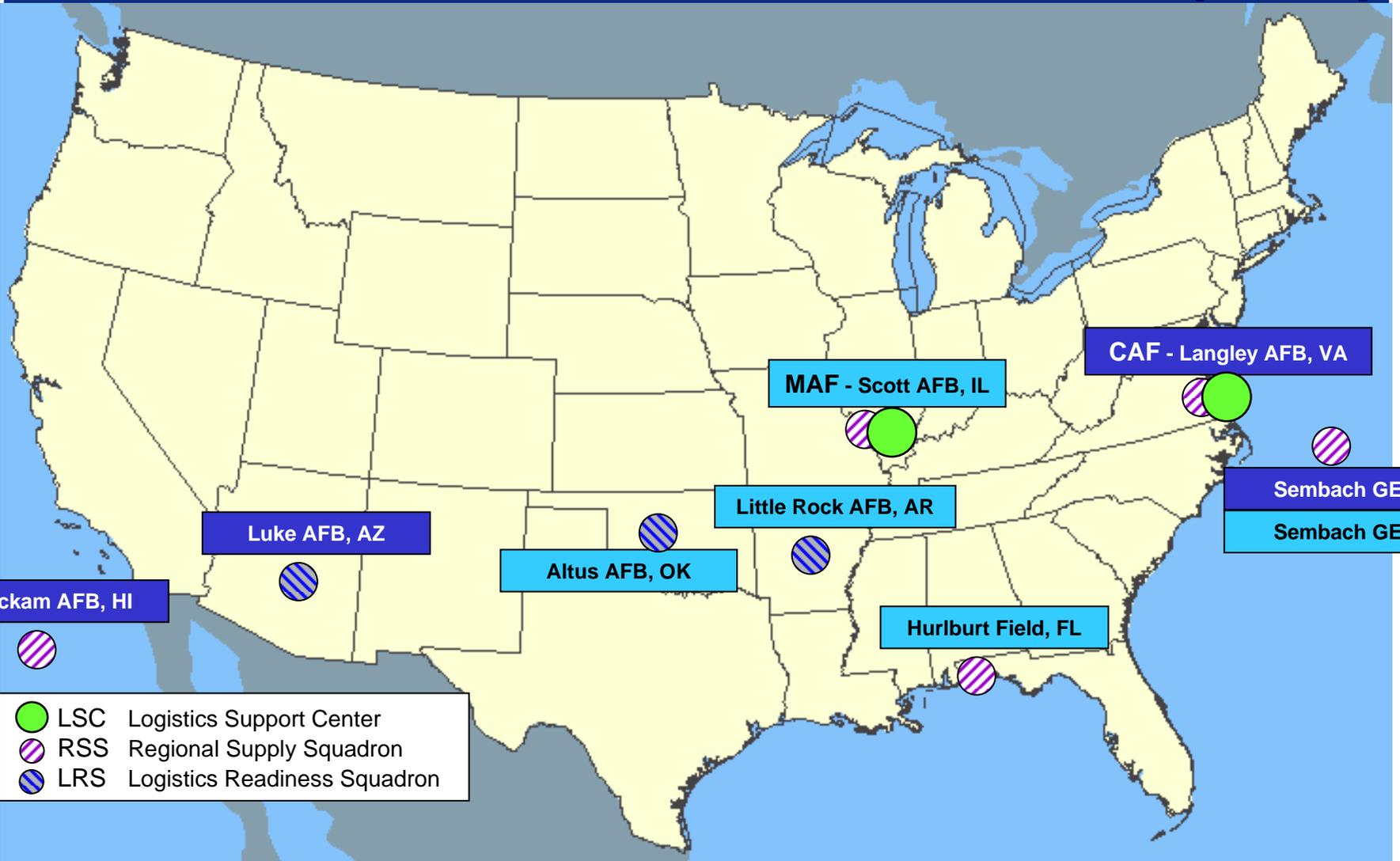
- One Time Cost: \$13M
- Net Implementation Savings: \$29M
- Annual Recurring Savings: \$9M
- Payback period: 1 yr/2008
- NPV Savings: \$109M

Impacts

- Criterion 6 - Total Job Change: -182 (direct -99, indirect -83) 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

Logistics Support Centers (LSC)





Candidate #USAF-0102 / S904

Establish USAF Logistics Support Centers

Candidate Recommendation: Realign Altus AFB, OK; Hickam AFB, HI; Hurlburt Field, FL; Langley AFB, VA; Little Rock AFB, AR; Luke AFB, AZ and Scott AFB, IL. Establish Air Force Logistics Support Centers (LSCs) at Langley AFB and Scott AFB by combining five major command (MAJCOM) Regional Supply Squadrons (RSS) into two LSCs. Establish a Combat Air Forces (CAF) LSC at Langley AFB by realigning RSS positions from Hickam AFB and Sembach, Germany (non-BRAC programmatic) as well as base-level Logistics Readiness Squadron (LRS) positions from Luke AFB. Establish a Mobility Air Forces (MAF) LSC at Scott AFB by realigning RSS positions from Hurlburt Field and Sembach (non-BRAC programmatic) and LRS positions from Little Rock AFB and Altus AFB. Disestablish the PACAF RSS, USAFE RSS and AFSOC RSS.

Justification

- Aligns with eLog21 initiatives
- Standardizes AF materiel management C2
- Realigns RSS manpower at 3 locations and base-level LRS manpower at 3 installations to 2 LSCs

Military Value

- Provides seamless transition from peace to war for 3,012 aircraft and weapons systems
- Provides single “face” to warfighter while at home station and deployed for CAF & MAF forces

Payback

- One Time Cost: \$10M
- Net Implementation Savings: \$21M
- Annual Recurring Savings: \$6M
- Payback Period: Immediate
- NPV Savings: \$71M

Impacts

- Criterion 6—Total Job Change: See Summary
- 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-0102 / S904

Establish USAF Logistics Support Centers

Criterion 6 EIT Results

Base	Total Estimated Job Change	Cumulative Direct	Cumulative Indirect	Job Change ROI Employment
Hickam AFB HI	-269	-151	-118	-0.05%
Hurlburt Field FL	-98	-54	-44	-0.08%
Luke AFB AZ	-28	-16	-12	0.00%
Little Rock AFB AR	-28	-16	-12	-0.01%
Altus AFB OK	-26	-16	-10	-0.16%
Scott AFB IL	188	103	85	0.01%
Langley AFB VA	200	95	105	0.02%



Next Steps

- Next ISG meeting 25 Mar 05
- Completion of Candidate Recommendations
- Next IEC meeting 21 Mar 05



Intelligence

JCSG



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAR | 4 2005

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS CHAIRS, JOINT CROSS SERVICE GROUPS (JCSG)

SUBJECT: Read Ahead Material for the March 15, 2005, ISG Meeting

The Infrastructure Steering Group will meet on March 15, 2005, at 10:30 a.m. in 3D-1019. The meeting's primary focus will be on candidate recommendations submitted by the Education and Training, Headquarters and Support Activities, Intelligence, Medical, Supply and Storage, and Technical JCSG as well as the Department of Army and Air Force. Other topics include the standard process overview and conflict resolution. Information of the Intelligence Groups candidate recommendations are not provided as part of this read-ahead due to classification issues.

For your advance preparation, I am attaching the briefing slides at TAB 1. TAB 2 contains hard copies of the candidate recommendations and accompanying quad charts. Additional supporting information of the candidate recommendations as well as conflict review information are on a disc at TAB 3.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachment:
As stated





BRAC 2005

Briefing to the
Infrastructure Steering Group

March 15, 2005

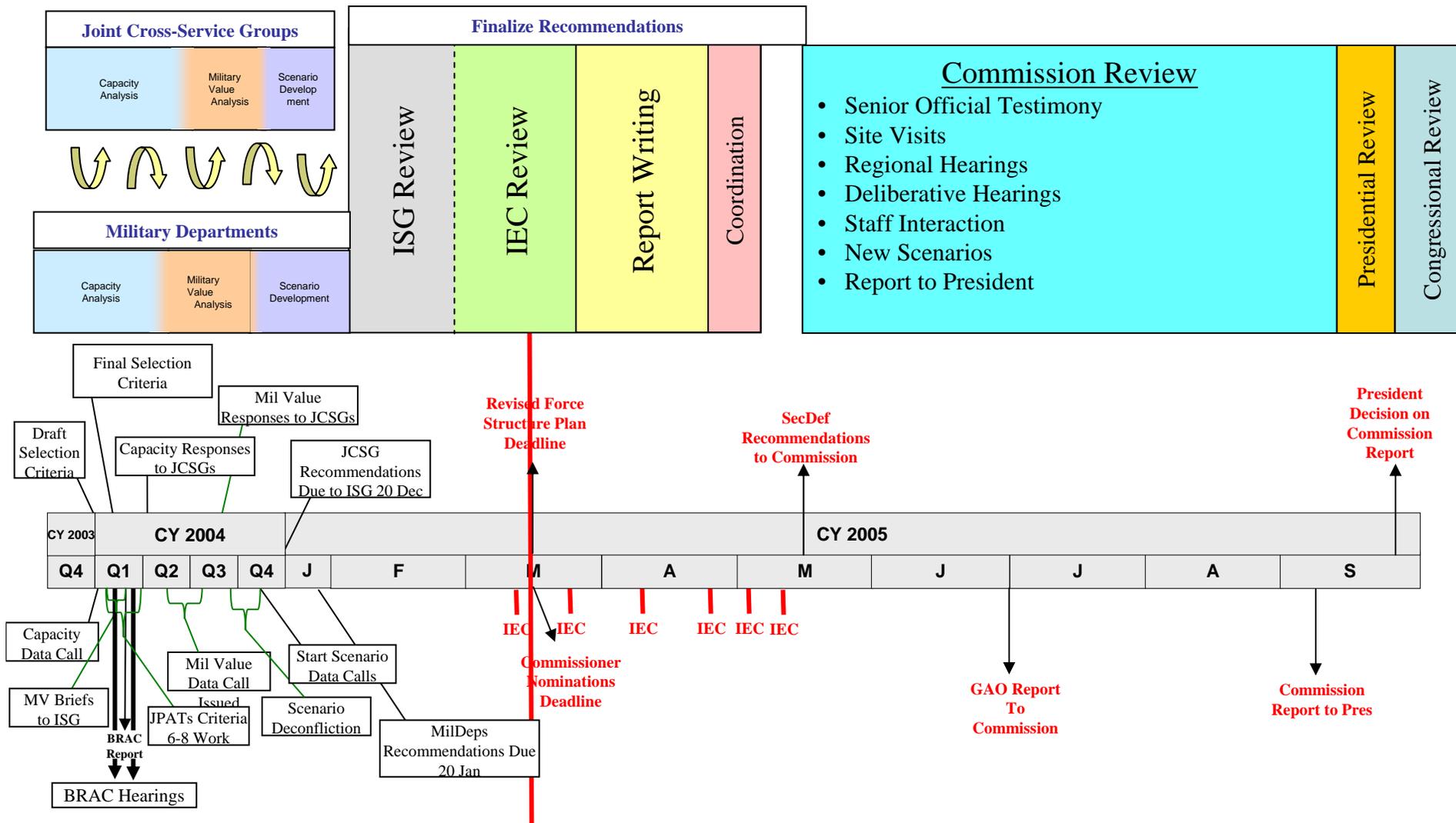


Purpose

- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
 - Candidate Recommendations Projected briefings to ISG
 - Education and Training (4)
 - Headquarters and Support Activities (3)
 - Medical (1)
 - Supply & Storage (1)
 - Technical (3)
 - USA (2)
 - USAF (2)
 - Intel (4)



Process Overview





Summary of Conflict Review

- As of 4 Mar 05 – 1,046 Registered Scenarios
 - 0 New Conflicting Scenarios
 - 108 Old Conflicts Settled
 - 4 Not Ready for Categorization
 - 532 Independent
 - 46 Enabling
 - 356 Deleted

DRAFT



Candidate Recommendations

Projected Briefings to ISG (as of 14 Mar 05)

Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar	15 Mar	24 Mar
E&T	17						6/0/0			4/0/0		4	3
H&SA	54	15/0/0		3/0/0	4/1/0	4/0/2	3/0/0	5/0/0	2/1/0	1/0/0	6/0/0	3	4
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6/0/0		
INTEL	6											4	2
MED	20		8/0/0		1/0/0			3/0/0	3/0/0		1/0/0	1	3
S&S	7				1/0/0			3/0/0				1	2
TECH	21					0/0/1		3/0/0		9/0/0	5/0/0	3	
ARMY	156				94/0/1	32/0/0	21/0/0			2/0/0	1/0/0	2	3
DoN	56				33/0/0		2/0/0				13/0/0		8
USAF	53							31/0/0	12/0/0	8/0/0		2	
Total	424	15/0/0	8/0/0	13/0/0	142/1/1	38/0/3	36/0/0	46/0/0	23/1/0	23/0/0	32/0/0	20	25

Legend:

Approved – 373 / Disapproved – 2 / Hold – 4
 Pending - 45

Note: MilDeps are for info only to ISG

Education & Training Joint Cross Service Group

Candidate Recommendations

Infrastructure Steering Group Meeting
March 15, 2005



Dr. Paul Mayberry
E&T JCSG



E&T JCSG Guiding Principles

- 1. Advance Joint-ness**
- 2. Achieve synergy**
- 3. Capitalize on technology**
- 4. Exploit best practices**
- 5. Minimize redundancy**



Strategies

- **Flight Training Subgroup**
 - **Move to / toward common UFT platforms at fewer joint bases**
 - **Co-locate advanced UFT functions with FTU/FRS**
 - **Preserve Service & Joint combat training programs**

- **Professional Development Education Subgroup**
 - **Transfer appropriate functions to private sector**
 - **Create Joint “Centers of Excellence” for common functional specialties**
 - **Re-balance Joint with Service competencies across PME spectrum**



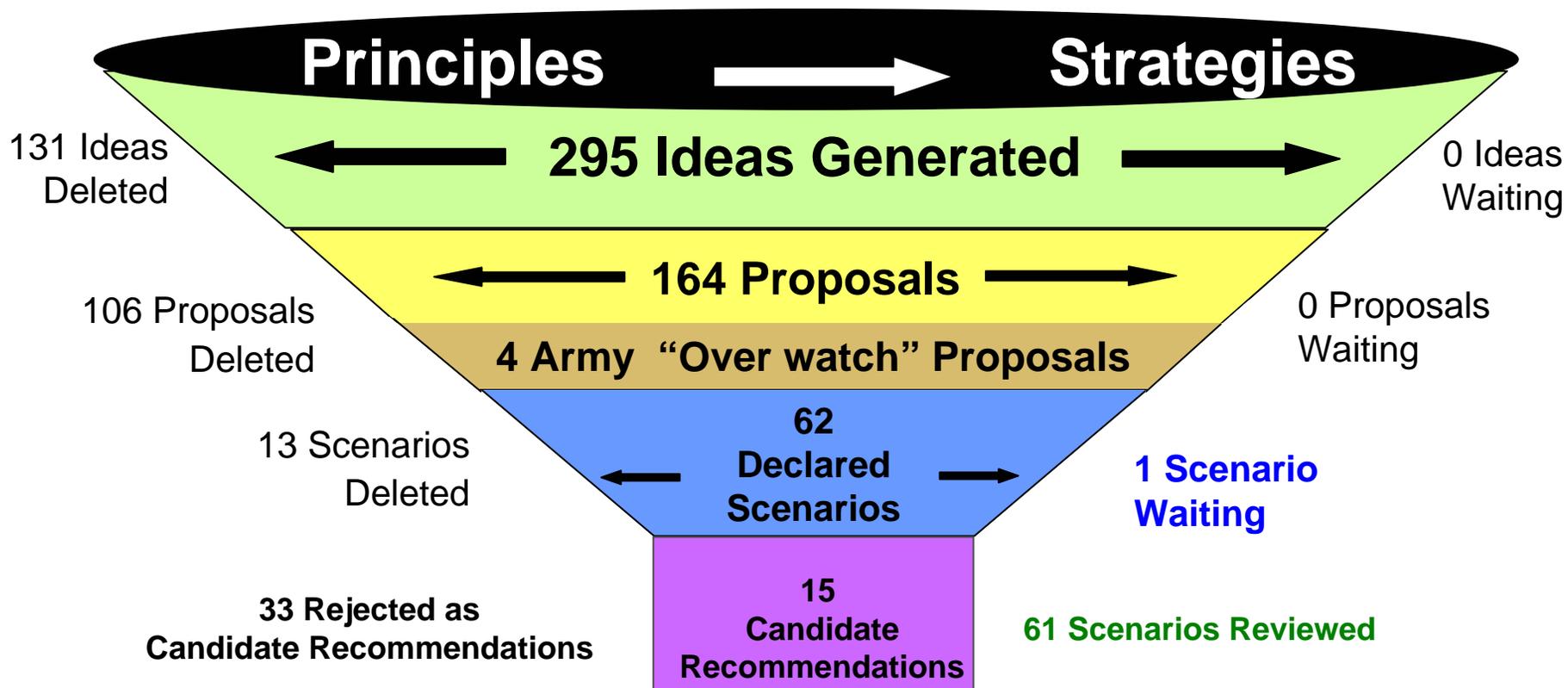
Strategies

- **Specialized Skill Training Subgroup**
 - **Establish “Joint Centers of Excellence” for common functions**
 - **Rely on private sector for appropriate technical training**
 - **Preserve opportunities for continuing Service acculturation**

- **Ranges Subgroup (Two Functions: Tng & T&E)**
 - **Establish cross-functional/service regional range complexes**
 - **Highest capability: ground-air-sea**
 - **Preserve irreplaceable “one-of-a-kind”**
 - **Create new range capabilities for emerging joint-needs**



E&T JCSG Statistics



10 ISG Approved & Prepared for IEC

5 ISG Directed CR Reconsiderations (9 Mar Memo)

2 ISG Disapproved (Scenarios) 14 Jan 05



E&T JCSG Roadmap

Flight Training

- ✓ Fixed-Wing Pilot
- ✓ Rotary-Wing Pilot
- ✓ Navigator / Naval Flight Officer
- ✓ Jet Pilot (JSF)
- ✓ Unmanned Aerial Vehicles Operators

Professional Development Education

- ✓ Professional Military Education
- ✓ Graduate Education
- ✓ Other Full-Time Education Programs

Specialized Skill Training

- ✓ Initial Skill Training
- ✓ Skill Progressive Training
- ✓ Functional Training

Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



Net Fires Center





Candidate #E&T 0061

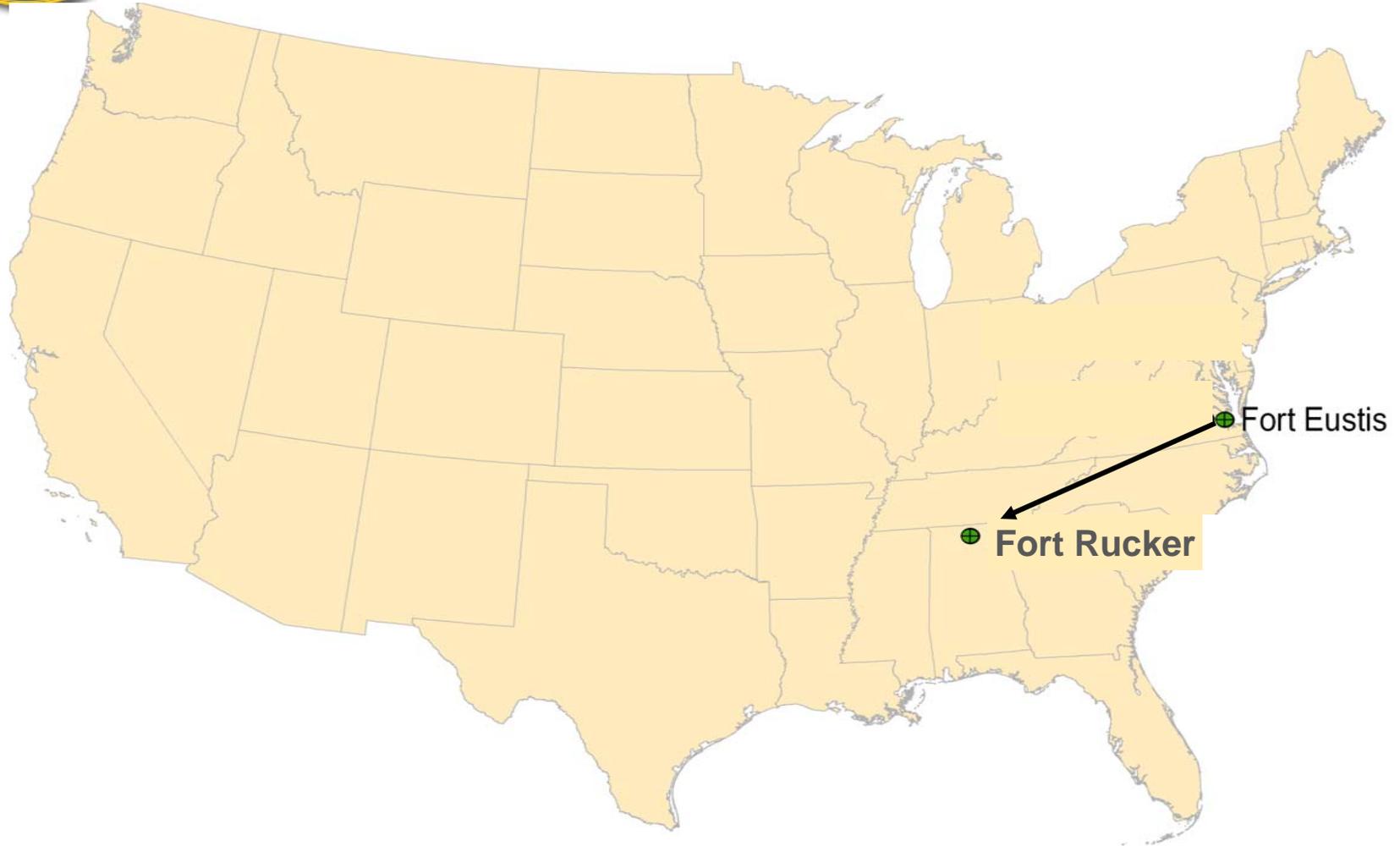
Candidate Recommendation: Realign Fort Bliss, TX, by relocating the Air Defense Artillery (ADA) Center & School to Fort Sill, OK. Consolidate the Air Defense Artillery Center & School with the Field Artillery Center & School to establish a Net Fires Center.

<u>Justification</u>	<u>Military Value</u>
<u>Payback</u> <ul style="list-style-type: none"> ✓ One-Time Cost: \$190.2M ✓ Net Implementation Costs: \$14.7M ✓ Annual Recurring Savings: \$47.3M ✓ Payback Period: 4 years ✓ NPV (savings): \$419.8M 	<u>Impacts</u> <ul style="list-style-type: none"> ✓ Fort Bliss 1st of 99 ✓ Fort Sill 20th of 99 ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st quartile of Army Portfolio ✓ Military Value is Army and not SST Data ✓ Criterion 6: –6,020 jobs (3369 direct, 2651 indirect); 1.83% ✓ Criterion 7: Housing, Medical Health, Utilities, and Safety issues. No impediments ✓ Criterion 8: Noise Issues, no impediments.

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



Aviation Logistics





Candidate #E&T 0062

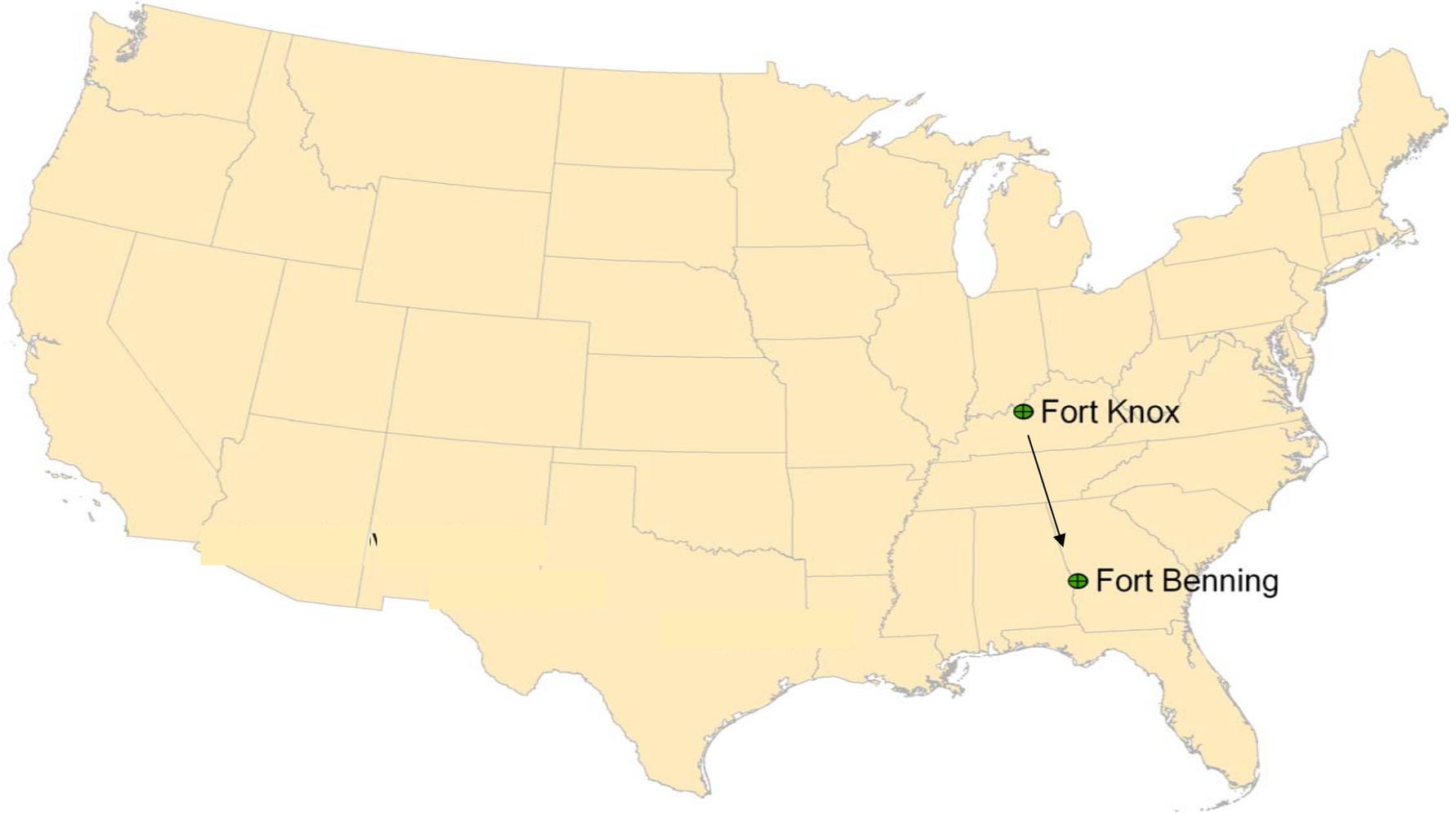
Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Aviation Logistics School to Fort Rucker, AL, and consolidating it with the Aviation Center and School.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Single Service activity Consolidation ✓ Consolidates aviation logistics training & doctrine development with the aviation center & school ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<ul style="list-style-type: none"> ✓ Fort Eustis 31st of 99 ✓ Fort Rucker 32nd of 99 ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st quartile of Army Portfolio ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost: \$469.2M ✓ Net Implementation Cost: \$185.3M ✓ Annual Recurring Savings: \$78M ✓ Payback Period 6 years ✓ NPV: (savings) \$538M 	<ul style="list-style-type: none"> ✓ Criterion 6: –5621 jobs (2673 direct, 2948 indirect); 0.57% ✓ Criterion 7: Child Care, Transportation, Medical Health, Population Center, and Employment Issues. No Impediments ✓ Criterion 8: No Impediments

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



Maneuver Center





Candidate # E&T 0063

Candidate Recommendation: Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA. Consolidate the Armor Center and School with the Infantry Center and School to create a Maneuver Center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Multi Service activity Consolidation ✓ Consolidates maneuver training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<ul style="list-style-type: none"> ✓ Fort Knox 12th of 99 ✓ Fort Benning 9th of 99 ✓ Creates space at Fort Knox for additional activities ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost: \$677M ✓ Net Implementation Cost: \$84.4M ✓ Annual Recurring Savings: \$160.5M ✓ Payback period: 3 years ✓ NPV (savings): \$1.39B 	<ul style="list-style-type: none"> ✓ Criterion 6: –18911 jobs (12623 direct, 6288 indirect); 28.69% ✓ Criterion 7: Cost of Living, Education, and Safety issues. No impediments ✓ Criterion 8 - air quality, noise, & water issues. No impediments

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



CSS Center





Candidate #E&T 0064

Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Transportation Center and School to Ft. Lee, VA. Realign Aberdeen Proving Ground, MD by relocating the Ordnance Center and School to Ft. Lee, VA. Realign Redstone Arsenal, AL by relocating the Missile and Munitions Center to Fort Lee, VA. Consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center & School, the Army Logistic Management College, and Combined Arms Support Command, to establish a Combat Service Support Center at Fort Lee, VA.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Multi Service activity Consolidation ✓ Consolidates CSS training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ MVI: Aberdeen (18th), Redstone (30th), Fort Eustis (31th), & Fort Lee (34th) out 99 installations ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st or 2nd quartile of Army Portfolio ✓ Military Value is Army and not SST Data 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>✓ One-Time Cost</td> <td style="text-align: right;">\$872M</td> </tr> <tr> <td>✓ Net Implementation Cost</td> <td style="text-align: right;">\$315.8M</td> </tr> <tr> <td>✓ Annual Recurring Savings</td> <td style="text-align: right;">\$152.5M</td> </tr> <tr> <td>✓ Payback Period</td> <td style="text-align: right;">5 Years</td> </tr> <tr> <td>✓ NPV (savings)</td> <td style="text-align: right;">\$1,104.2M</td> </tr> </table>	✓ One-Time Cost	\$872M	✓ Net Implementation Cost	\$315.8M	✓ Annual Recurring Savings	\$152.5M	✓ Payback Period	5 Years	✓ NPV (savings)	\$1,104.2M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: -2120 to 11840 jobs; -0.37% to 1.9% ✓ Criterion 7: Child Care, Housing, Population Center, and Transportation issues. No impediments ✓ Criterion 8: air quality, arch resource issues. No impediments
✓ One-Time Cost	\$872M										
✓ Net Implementation Cost	\$315.8M										
✓ Annual Recurring Savings	\$152.5M										
✓ Payback Period	5 Years										
✓ NPV (savings)	\$1,104.2M										

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



E&T JCSG Scorecard

Candidate Recommendation	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
E&T-0003R Privatize Grad Ed	49.10M	133.00M	47.50M	561.30M
E&T-0012 DRMI to DAU	3.30M	0.40M	0.70M	6.80M
E&T-0014 Religious Ed	1.00M	4.00M	0.80M	11.60M
E&T-0016 Culinary Training	4.88M	0.77M	0.71M	5.69M
E&T-0029 Prime Power	10.23M	7.65M	3.61M	40.08M
E&T-0032 SLCs	85.20M	13.00M	21.60M	212.50M
E&T 0038R Joint Ranges	4.34M	4.16M	.57M	-102.00M
E&T-0039 Diver Training	17.78M	14.24M	1.31M	0.77M
E&T-0046 UPT	399.83M	199.38M	35.31M	130.98M
E&T-0052 JSF	199.07M	208.86M	3.14M	-220.63M
E&T-0053 Trans Mgt Training	0.88M	0.28M	0.24M	2.45M
E&T-0061 Air Defense Artillery	190.20M	14.70M	47.30M	419.80M
E&T-0062 Aviation Logistics School	469.20M	185.30M	78.00M	538.00M
E&T-0063 Armor Center and School	677.00M	84.40M	160.50M	1,390.00M
E&T-0064 Trans/Ordnance/Support	872.00M	315.80M	152.5M	1,104.20M
TOTALs	2,984.01M	1,185.94M	553.79M	4,101.54M

Update Date: 09 Mar 05



E&T JCSG Issues

Issues for ISG Consideration

1. **Urban Operations Center**
2. **Test Pilot Training Consolidation**



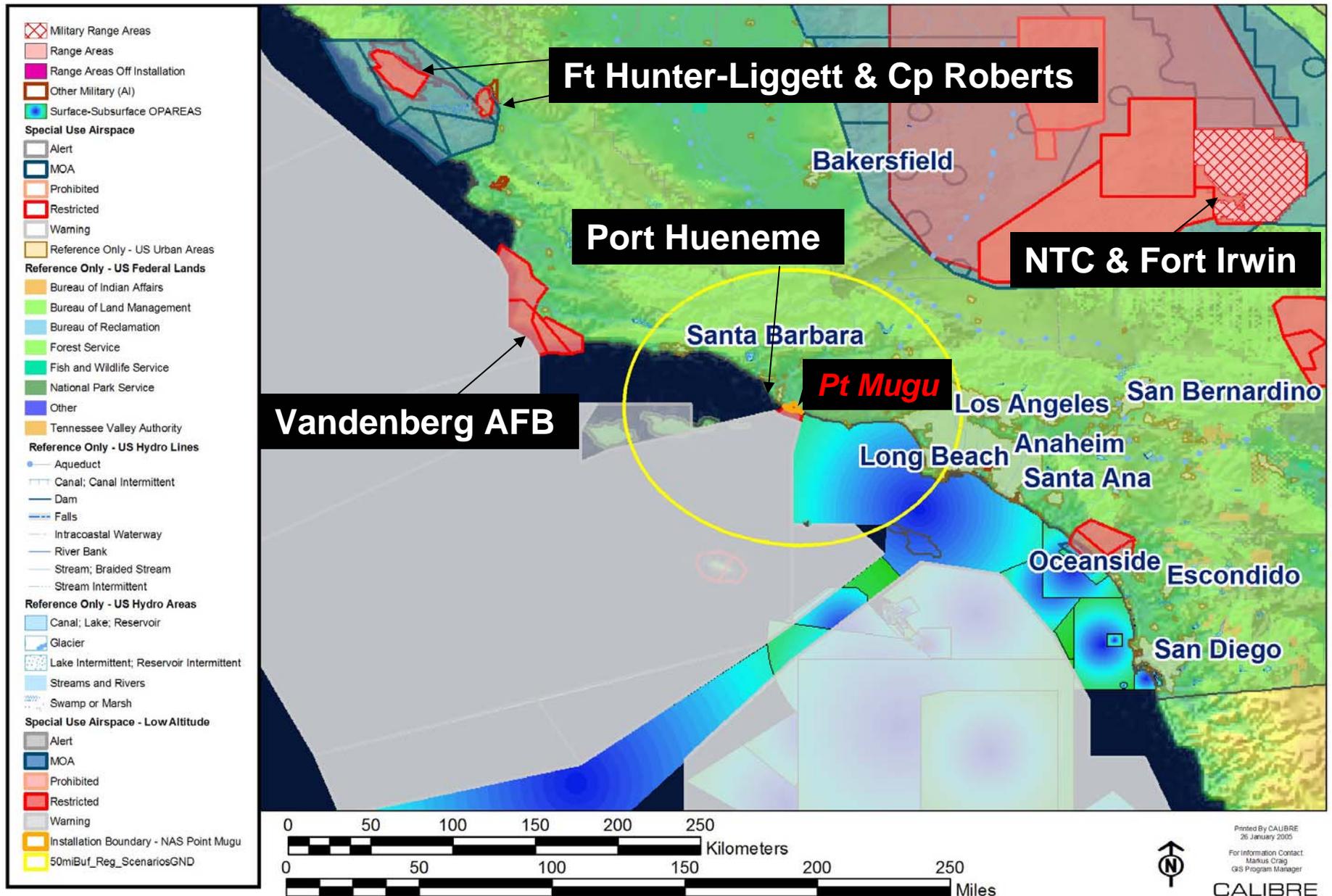
Concept E&T 0010

Proposal	Drivers/Assumptions
<ul style="list-style-type: none">▪ Establish a Joint Urban Operations Training Center of Excellence at a suitable installation proposed for closure by one of the Services▪ Privatize the operation and maintenance of the facility (GOCO)▪ Provide a “turn key” facility meeting all Service and Joint Urban Operation live training requirements.▪ Establish an OSD executive agent to coordinate use and oversee contractor.▪ Retain small (7 pers) DoD Civ structure as management & QA/QC▪ Gaining – ONE OF THE FOLLOWING:<ol style="list-style-type: none">1. NAS Pt Mugu – linked to Port Hueneme2. NAS Whiting - Linked to Eglin AFB3. Cannon AFB - Linked to Ft Bliss▪ Losing: Same As Gaining	<ul style="list-style-type: none">▪ Transformational Option: #40▪ A suitable site meeting the following criteria will be proposed for closure:<ul style="list-style-type: none">▪ Sufficient ground space for maneuver▪ Special Use airspace▪ Impact area for live-fire▪ Runway▪ Proximity to coastline▪ Cantonment area▪ Minimal encroachment▪ Proximity to enduring installation▪ Proximity to Commercial/Active Airport
Justification/Impact	Potential Conflicts
<p><u>Justification</u></p> <ul style="list-style-type: none">▪ Establishes urban ops training center with minimal construction▪ Supports all Service and joint urban ops training tasks▪ Provide urban ops training capability without degrading service’s capability <p><u>Impact</u></p> <ul style="list-style-type: none">• Full financial savings from closure of selected installation will not be realized	<ul style="list-style-type: none">▪ Service intent to close selected installation.▪ Installation will be closed from most perspectives – e.g., ability to support missions (other than live urban training), quality of life, military personnel support, etc; however, the installation would remain on DoD books with minimal DoD/Govt staff for oversight and QA/QC of contractor support operations.

TNG Scenario #0010 Option

NAS Point Mugu

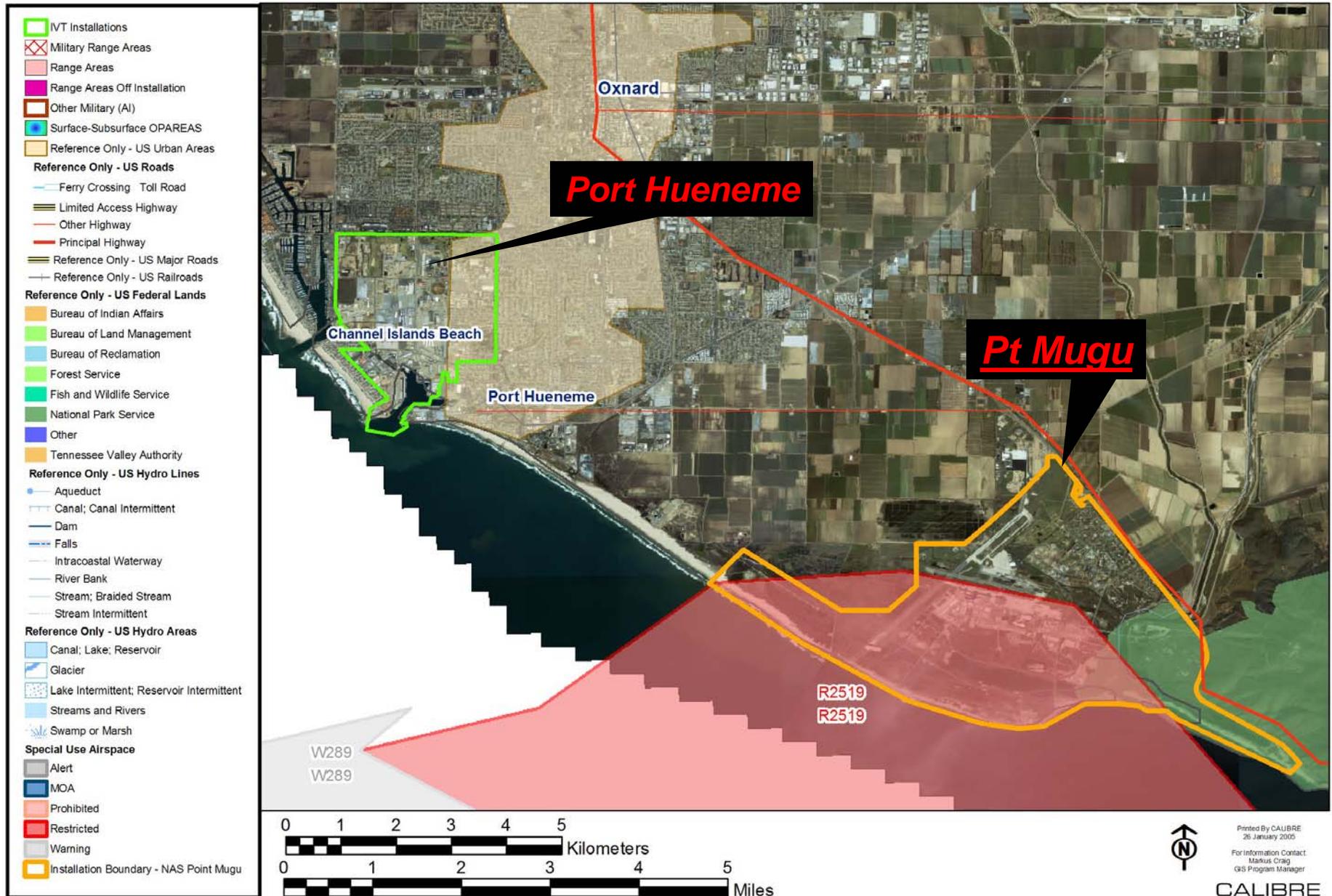
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TNG Scenario #0010 Option

NAS Point Mugu & Port Hueneme

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



TNG Scenario #0010 Option

NAS Point Magu

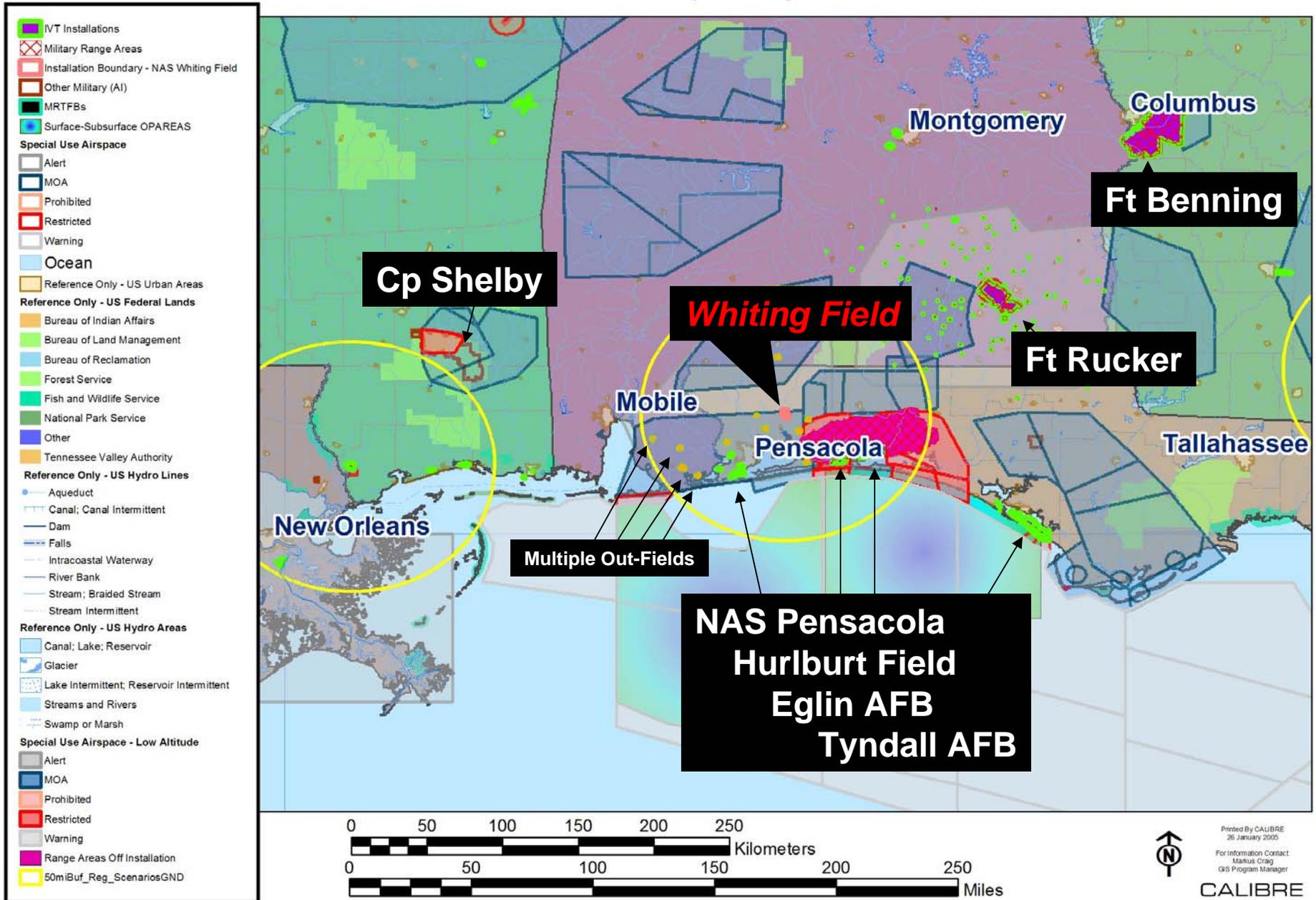
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TNG Scenario #0010 Option

NAS Whiting Field

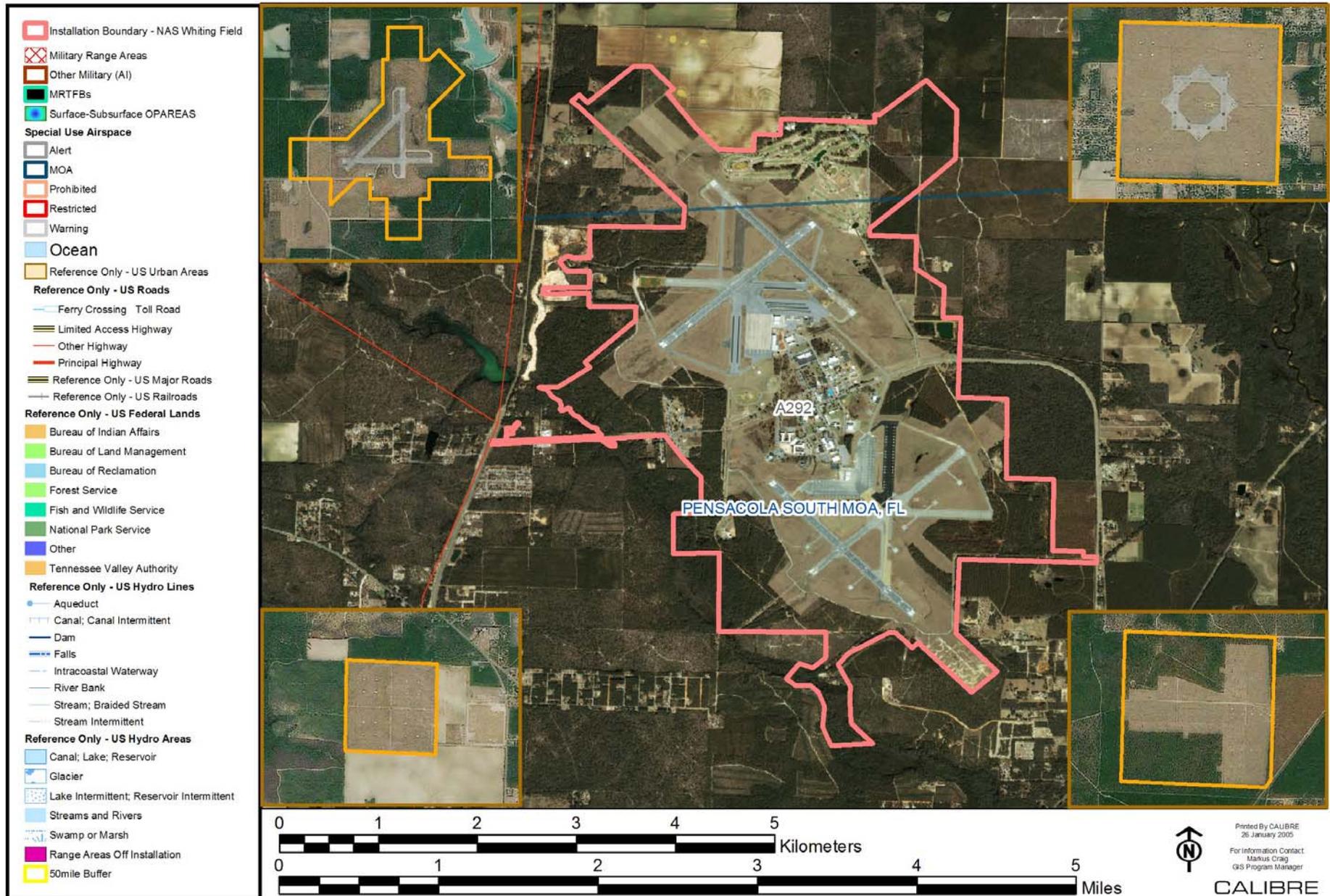
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TNG Scenario #0010 Option

NAS Whiting Field

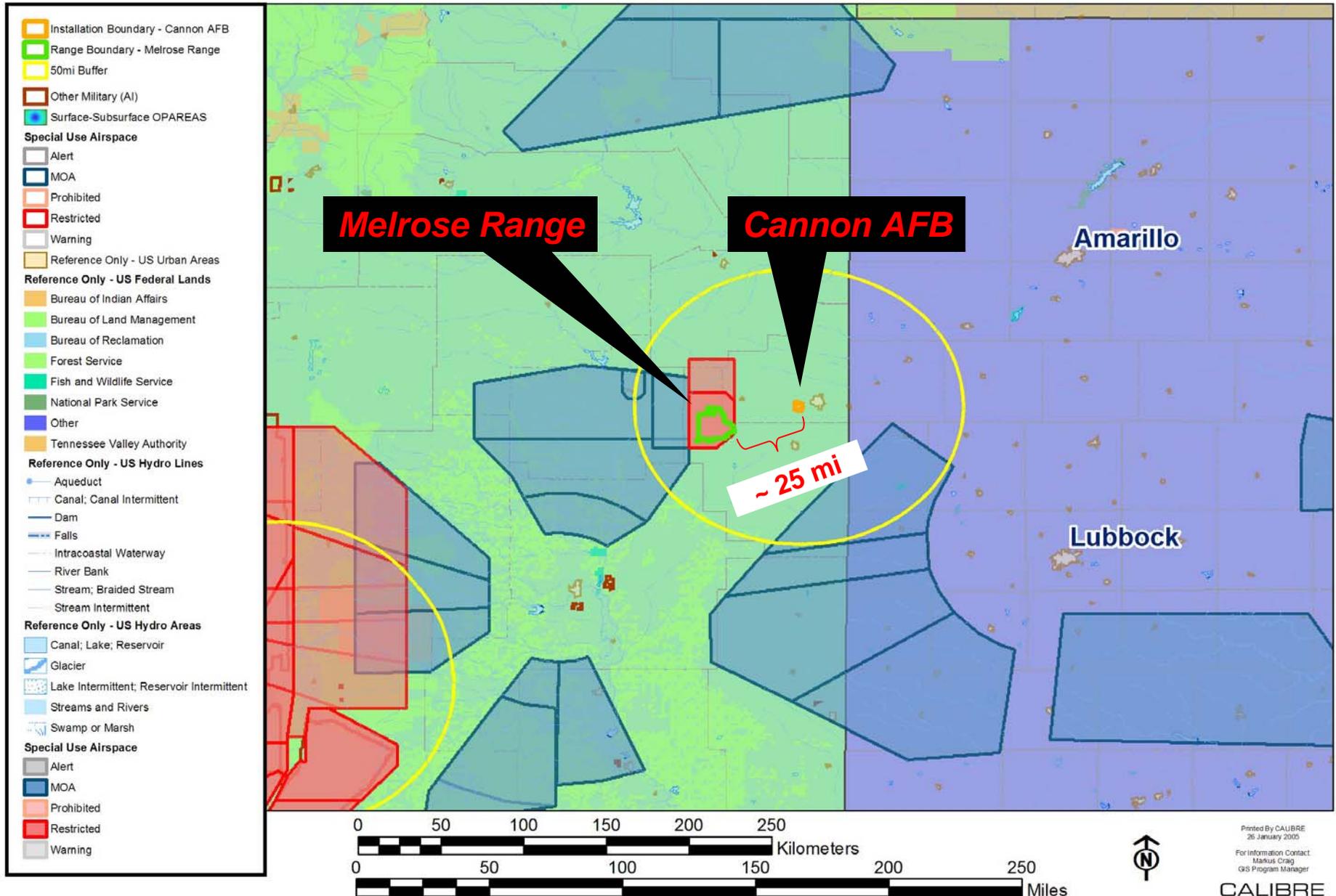
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TNG Scenario #0010 Option

Cannon AFB & Melrose Range

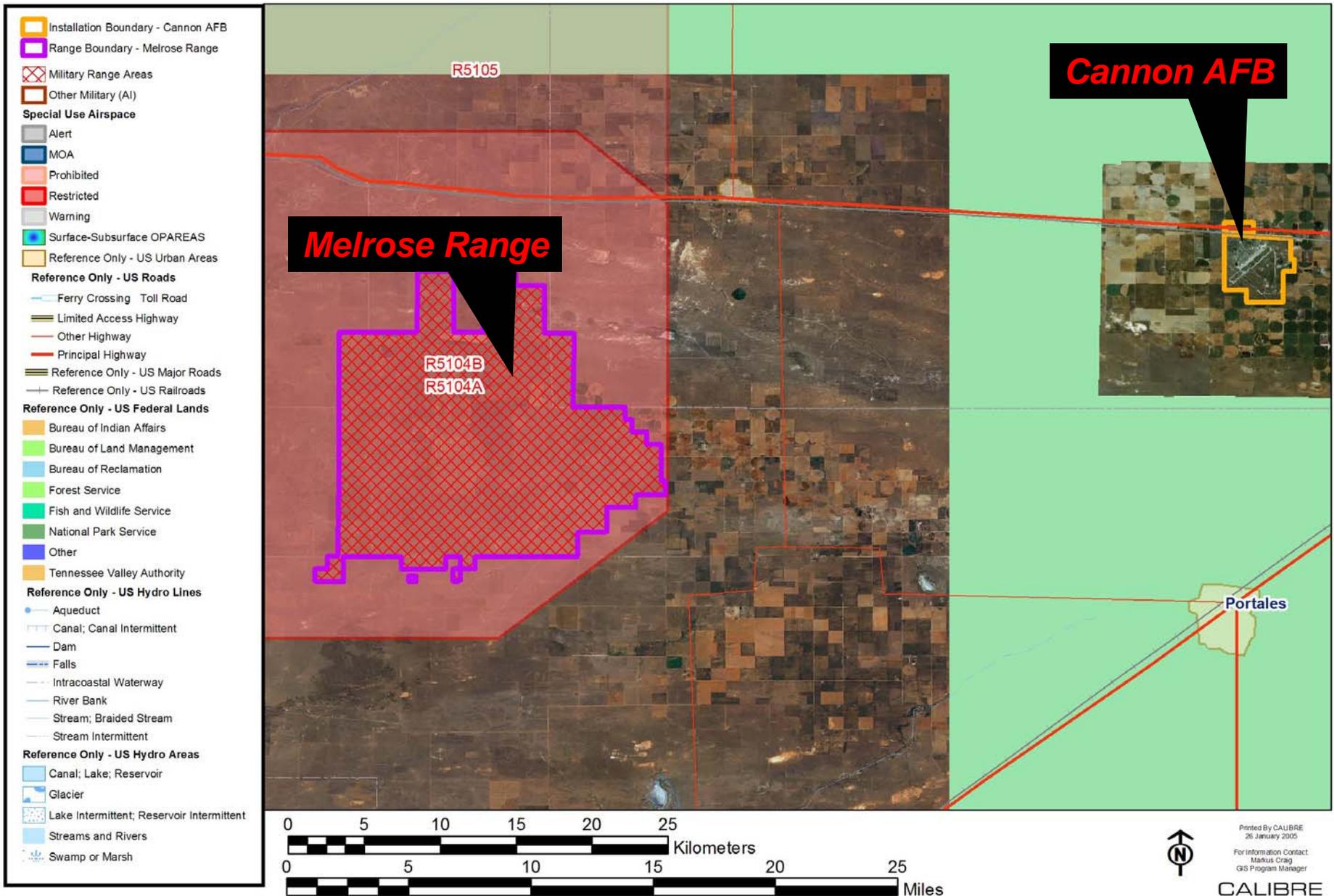
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TNG Scenario #0010 Option

Cannon AFB & Melrose Range

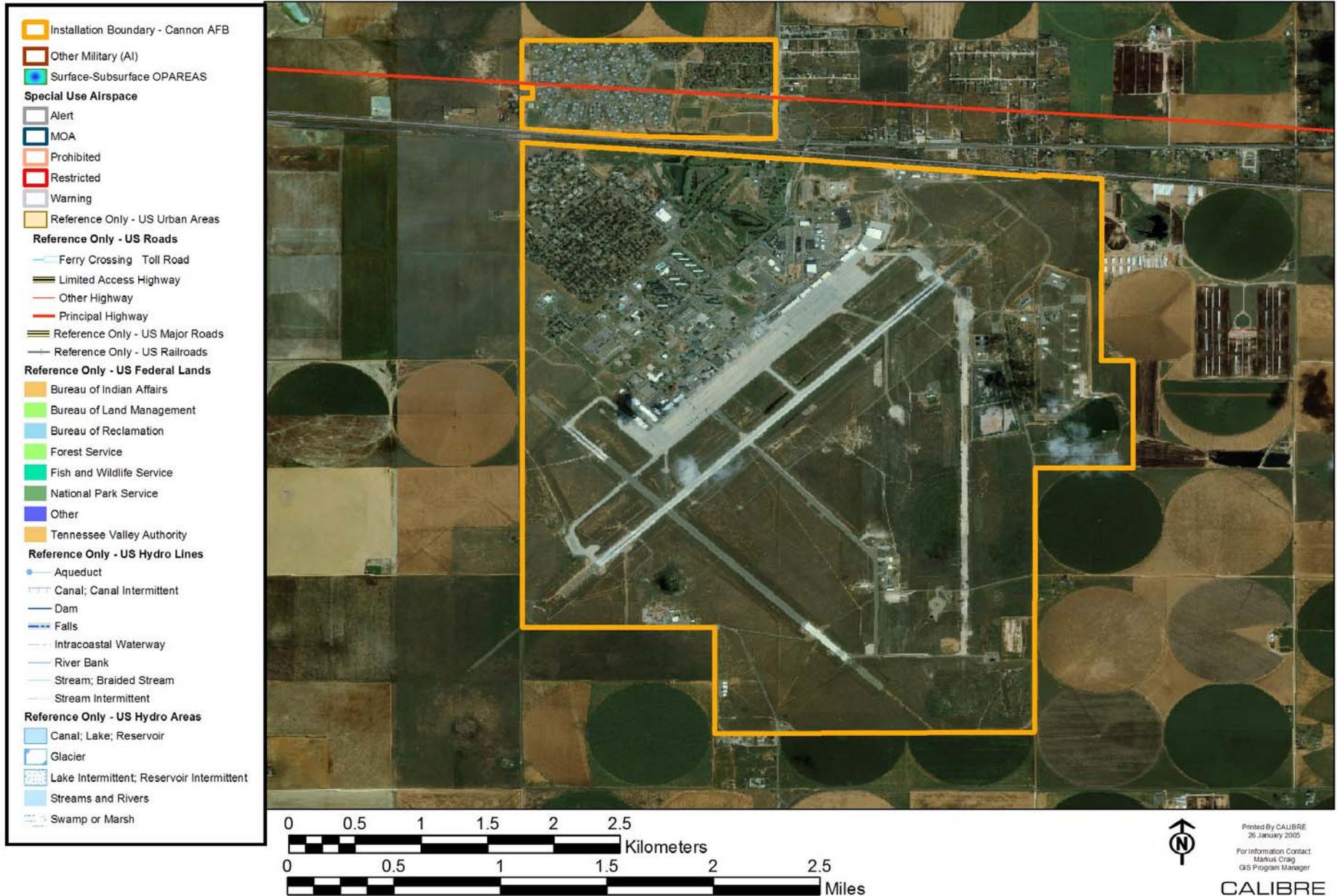
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TNG Scenario #0010 Option

Cannon AFB

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





Site Assessment

Assessment of 1, 2 and 3 Sites for UO Center of Excellence

VALUE	UO Site Criteria Score	Rank
<i>Pt Mugu</i>	8.0	1
<i>Whiting Fld</i>	7.5	2
<i>Cannon</i>	6.0	3

1-Site	One-Time	Recurring
Pt Mugu	\$10.0M	\$9.181M
2-Sites		
Pt Mugu	\$10.0M	\$9.181M
NAS Whiting	\$10.0M	\$8.034M
3-Site		
Pt Mugu	\$10.0M	\$9.181M
NAS Whiting	\$10.0M	\$8.034M
Cannon AFB	\$10.0M	\$7.651M



Urban Operations Center Issues

- **Costs**
 - One time costs are BRAC
 - Recurring costs must be resolved with MILDEPs
 - Recurring cost options:
 - Services Fund
 - Users reimburse
 - JFCOM funds
- **Current Service UO Facilities initiatives:**
 - USMC 29 Palms
 - Army Combined Arms MOUT TF
 - Navy and USAF ?
- **MILDEP CR number to be modified**
 - NAS Point Mugu CR# DON 0162
 - NAS Whiting Field CR# DON 0152
 - Cannon AFB CR# USAF 0032



Test Pilot Schools

4 March 2005 ISG: *“Explore feasibility of combining the USN and USAF Test Pilot Schools at a single location.”*

First-look reveals combining schools not feasible;

- **Test Pilot Schools (TPS) are integral to Service’s Aviation Test Programs**
 - Aircraft dedicated to test also support TPS training missions
 - TPS students conduct “real world” tests during training
 - Relocating equipment to support joint schoolhouse would degrade efficiency of losing base’s test program
- Small population (under 300) permit realignment outside BRAC

Base	Course Duration (weeks)	Number of Courses School Provides	Perm Party Faculty (Off/Enl/Civ)	Aircraft in TPS Fleet	Aircraft Types in Course	Student Throughput
NAS Patuxent River	48	8	30/7/10 (47)	48	13	72
Edwards AFB	48	8	44/9/29 (82)	3	7	48



Headquarters & Support



HSA JCSG

Geo-clusters & Functional

Correctional Facilities (11 Mar 05)

Civilian Personnel Offices (11 Feb 05)



Defense Agencies (3 of 3)

Financial Management (7 Jan 05)

Military Personnel Centers (11 Feb 05)

Installation Management (18 Feb 05)

Mobilization

Mobilization (11 Mar 05)

Major Admin & HQ

Combatant Commands (25 Feb 05)



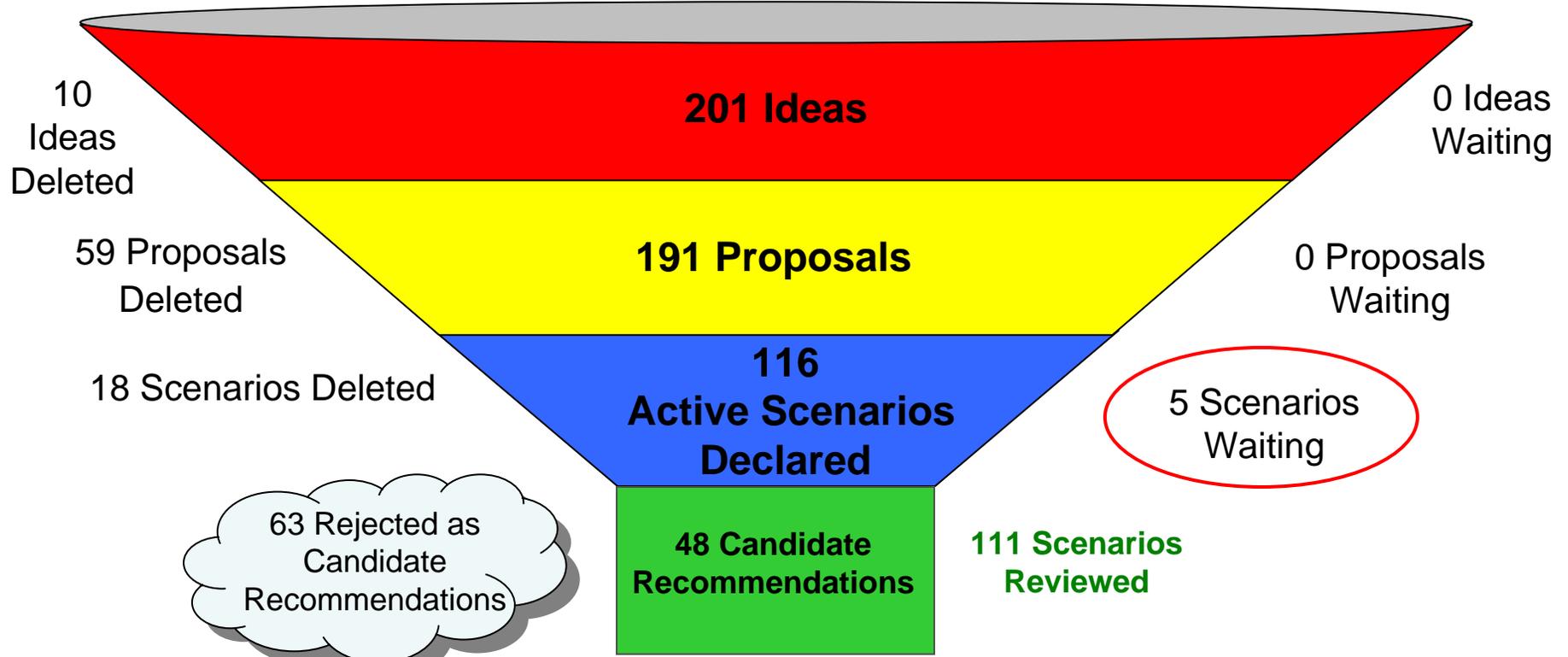
Major Admin & HQ (16 of 16)

Reserve & Recruiting Commands (11 Mar 05)



Statistics

HSA JCSG Currently has:



5 Scenarios Waiting

27 IEC Approved	42 ISG Approved & Prep for IEC	— ISG Approved, but on Hold for Enabling Scenario	8 ISG On Hold for Addl Info or Related CR HSA-0035, -0120 R&RC HSA-0063 MAH HSA-0020, 21, 22, 24, & 82 Corrections	— Note Conflict(s) to be Considered & Resolved	2 ISG Disapproved HSA-0050 COCOM HSA-0058 COCOM
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SOUTHCOM Options

Financials	State-Owned Leased Facility (SOLF)	Patrick AFB	Lackland (Wilford Hall)
One Time Costs	\$49M	\$117.3M	\$68.1M
NPV (Costs)	\$66M	\$229.6M	\$74.3M
Payback	Never	Never	Never
Steady State Costs	\$1.8M	\$10.9M	\$1.2M

- **Recommendation: Keep SOUTHCOM in Miami**
 - No improvement in financials
 - SOUTHCOM CDR – Costs for SOLF are overstated
 - 10-years worth of reviews, studies, posture statements, congressional testimonies, all say **Miami is right strategic location**
 - Current lease ends 2008, no provision for renewal – Not able to complete implementation for relocation by 2008
 - Housing - E-6s and below who desire housing are accommodated
 - Child Care – 7 nationally accredited; 2 state accredited Centers



Strategy – Minimize Leased Space in the NCR

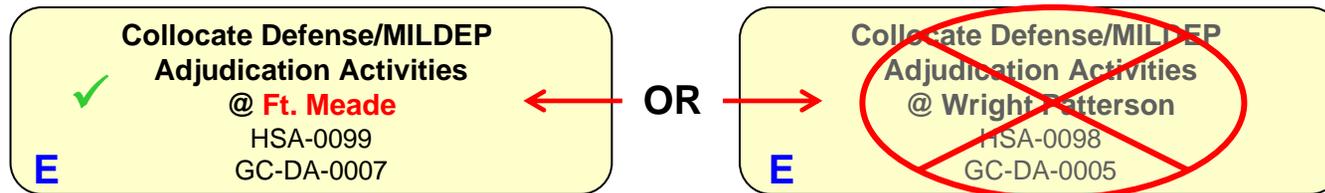
About 8.4 M USF of leased space in the NCR (> 2 Pentagons)

- 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 - 0071 Create Media Agency – 44,526 USF
- HSA -0078 Consolidate NAVAIR – 25,000 USF
- HSA-0122 Relocate AF Real Property Agency – 16,437 USF
- HSA-0077 Consolidate and Co-locate USA IMA and Service Providers- 300,000USF
- HSA-0106 Co-locate OSD and 4th Estate Leased Locations – 1.75M USF
- HSA-0069 Co-locate Army Leased Activities – 675,000
- HSA -0131 Consolidate DSS and CIFA – 236,873 USF
- HSA-0035 Co-locate National Guard HQs – 296,000 USF
- HSA-0063 Co-locate TRANSCOM Components – 162,000 USF
- HSA -0099 Co-locate Adjudication Agencies – 43,000 USF
- HSA-0134 Co-locate USN Leased Locations – 182,400 USF

- **TOTAL to Date: 5,071,097 USF of leased space in NCR (62%)**



Defense/MILDEP Adjudication Activities





HSA-0099: Co-locate Adjudication Activities at Ft Meade, MD

Candidate Recommendation (Summary): Relocates all Military Department and Department of Defense security clearance adjudication and appeals activities from the Washington Navy Yard, Bolling Air Force Base, the Pentagon; the U.S. Army Soldiers Systems Center, and leased locations in CA, MD, OH, VA, & AZ to Fort Meade, MD.

<u>Justification</u>	<u>Military Value</u>
<p><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$63.8 M ✓ Net Implementation Cost: \$42.5 M ✓ Annual Recurring Savings: \$6.4 M ✓ Payback Period: 11 Years ✓ NPV (savings): \$20.4 M 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Fort Meade: 92nd of 335 ✓ CAFs range from 153rd to 283rd of 335 ✓ Criterion 6: -2 to – 867 jobs: <0.1%. ✓ Criterion 7: No issues. ✓ Criterion 8: No impediments.

- ✓ Strategy
- ✓ COBRA

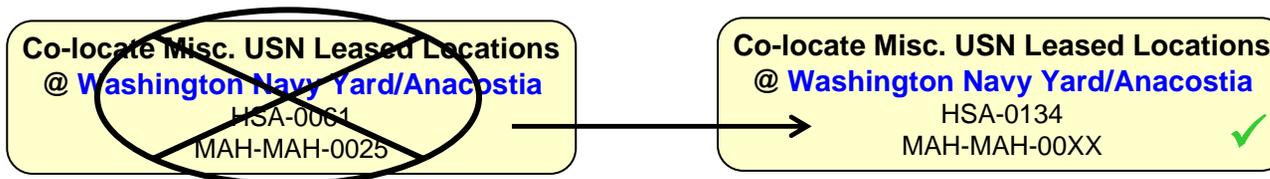
- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

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

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



Misc. USN Leased Locations





#HSA-0134: Co-locate Miscellaneous USN Leased Locations

Candidate Recommendation (abbreviated): Close Crystal Park 3 and Crystal Square 3. Relocate NSMA to Washington Navy Yard (WNY). Realign 1400-1450 S. Eads Street and 2300 Clarendon Blvd by relocating NSMA to Anacostia Annex (AA). Realign Crystal Mall 2, Crystal Mall 3, Crystal Park 1, and Crystal Square 2 by relocating NSMA to WNY. Realign Crystal Gateway 4 by relocating NAVAIR to Arlington Service Center (ASC). Realign Crystal Gateway 3 by relocating NAVAIR to ASC and NSMA to WNY. Realign Crystal Park 5 by relocating SPAWAR to ASC. Realign FOB2 by relocating OPNAV, HQMC, and SECNAV/BCNR to ASC.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Eliminates approximately 228,000 GSF of leased space within the NCR. ✓ Facilitates closure of FOB 2. ✓ Co-location of organizations facilitates possible consolidation of common support functions. ✓ Moves Navy leased space to AT/FP compliant locations. 	<ul style="list-style-type: none"> ✓ Washington Navy Yard: 52nd of 324 ✓ Anacostia Annex: 65th of 324 ✓ Arlington Service Center: 112th of 324 ✓ All others 183rd or lower rankings
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 50.7M ✓ Net Implementation Cost: \$ 3.3M ✓ Annual Recurring Savings: \$ 17.6M ✓ Payback Period: 1 Year ✓ NPV (savings): \$161.2M 	<ul style="list-style-type: none"> ✓ Criterion 6: No job reductions. ✓ 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/MilDepts



NETC/NETPDTC

Re-locate NETC
@ NSA Millington
HSA-0130
MAH-COCOMs-0016



HSA-0130: Relocate NETC & NETPDTC

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN. Realign Saufley Field, FL, by relocating Navy Education and Training Professional Development & Technology Center to Naval Support Activity Millington, TN.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Merges common functions ✓ Creates Navy HR Center of Excellence ✓ 64.4 Admin Buildable acres at Millington. ✓ Uses 152,400 GSF Vacant Admin space ✓ Eliminates personnel redundancies and excess infrastructure capacity 	<ul style="list-style-type: none"> ✓ Quantitative MV scores <ul style="list-style-type: none"> ✓NAS Pensacola: 0.8684 ✓Saufley Field: 0.8699 ✓NSA Millington: 0.8125 ✓ Military judgment favored Millington because co-location with heaviest concentration of Navy personnel and human resources development organizations will permit formation of a Human Resources Center of Excellence for the Navy
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 26.9M ✓ Net Implementation Cost: \$ 17.4M ✓ Annual Recurring Savings: \$ 3.6M ✓ Payback Period: 9 yrs ✓ NPV (Savings): \$ 17.5M 	<ul style="list-style-type: none"> ✓ Criterion 6: - 1890 jobs (743 direct, 1147 indirect); 0.9% ✓ 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/MilDepts

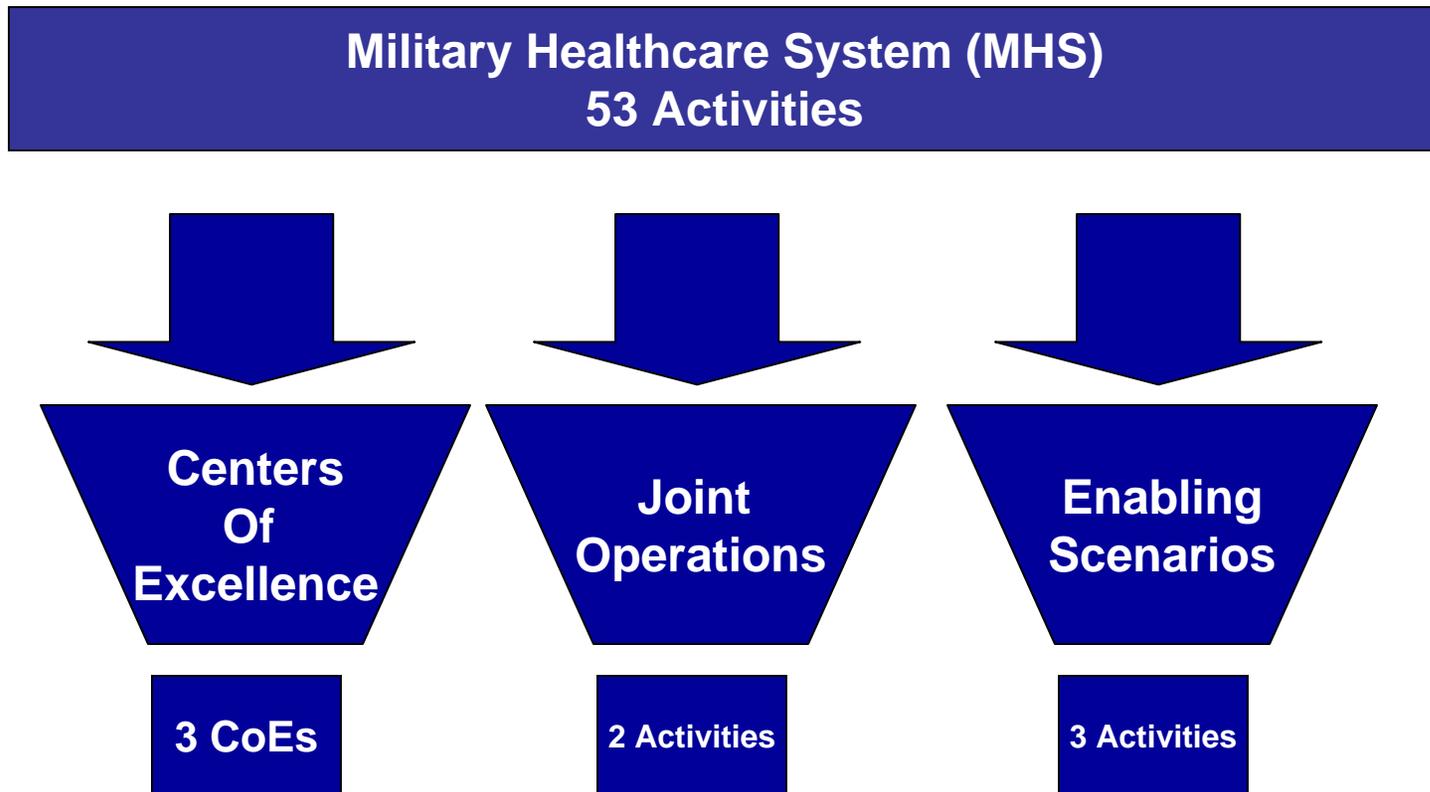


Medical Joint Cross Service Group Recommendations

15 Mar 05



Medical/Dental RDA





Candidate #MED-0025 Establish a Center of Excellence for Aerospace Medicine Research

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating the Naval Aeromedical Research Laboratory to Wright-Patterson AFB, OH, establishing it as a Center of Excellence for Aerospace Medicine.

Justification

- ✓ Increase synergy and shared use of unique facilities through mission collocation
- ✓ Facilitate jointness
- ✓ Linked with TECH-0009, TECH-0058, MED-0012

Military Value

- ✓ Relocates function to location not currently performing that function – relative military value scores not determinative.
- ✓ Military Judgment selected WPAFB as receiving because of related actions taken by Tech JCSG that offer synergies

Payback

- ✓ One-time cost: \$ 12.115M
- ✓ Net implementation cost: \$ 14.375M
- ✓ Annual recurring cost: \$ 0.781M
- ✓ Payback time: Never
- ✓ NPV cost: \$ 20.580M

Impacts

- ✓ Criteria 6: -95 jobs (40 direct, 55 indirect); <0.1%
- ✓ Criteria 7: No Issues
- ✓ Criteria 8: No impediments

- ✓ Strategy
- ✓ COBRA

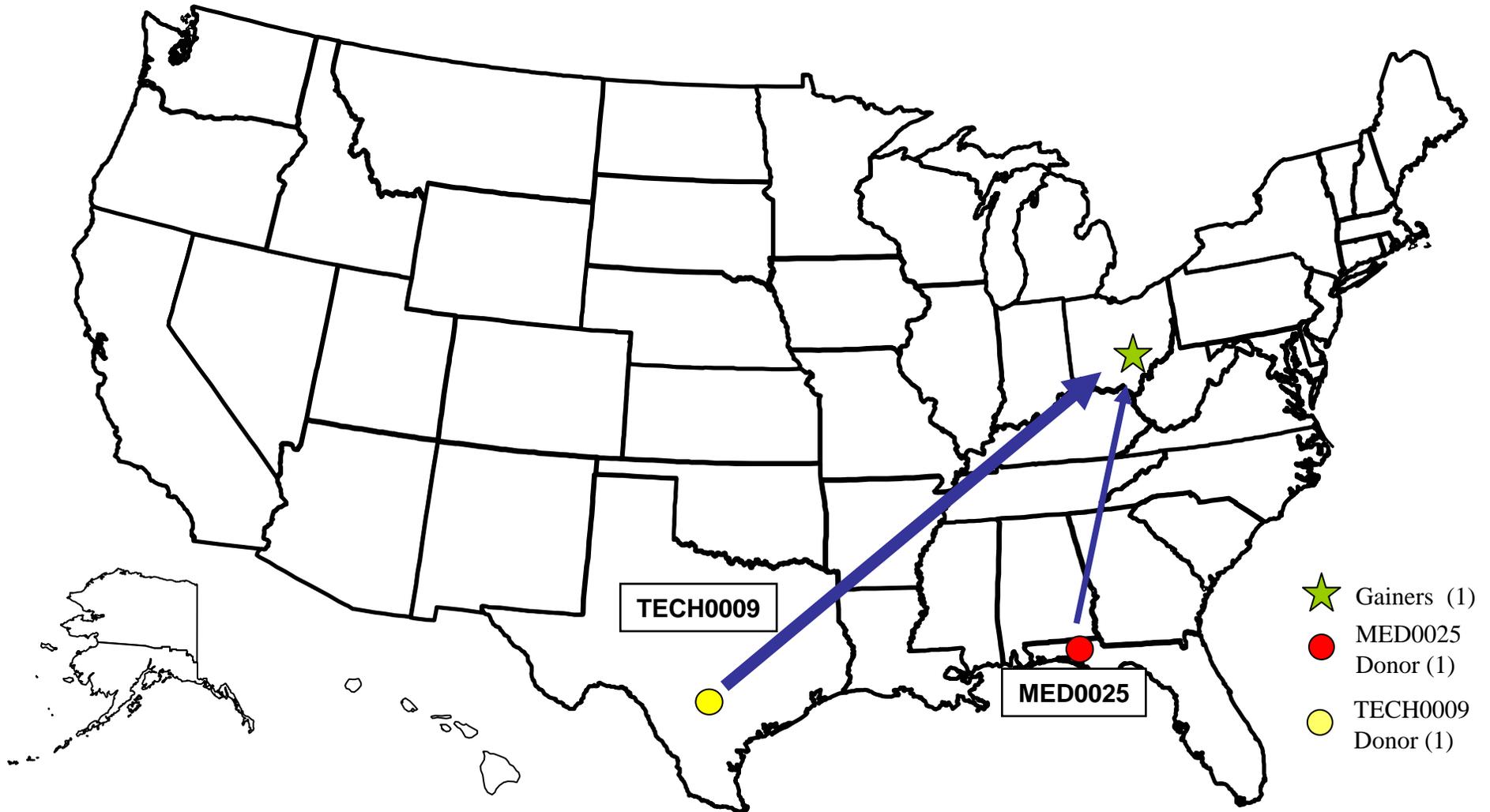
- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

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

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



Aerospace Medicine Center of Excellence at WPAFB – MED0025/TECH0009





Financial: Medical

Proposal Title	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings*	NPV Savings
Other BRAC Recommendations	\$1,831M	\$905M	\$309M	\$2,145M
MEDCR-0025	\$12M	\$14M	-\$0.8M	-\$21M
<i>Grand Total</i>	\$1,843M	\$919M	\$308M	\$2,124M



Overview

IND-0128 & S&S-0048

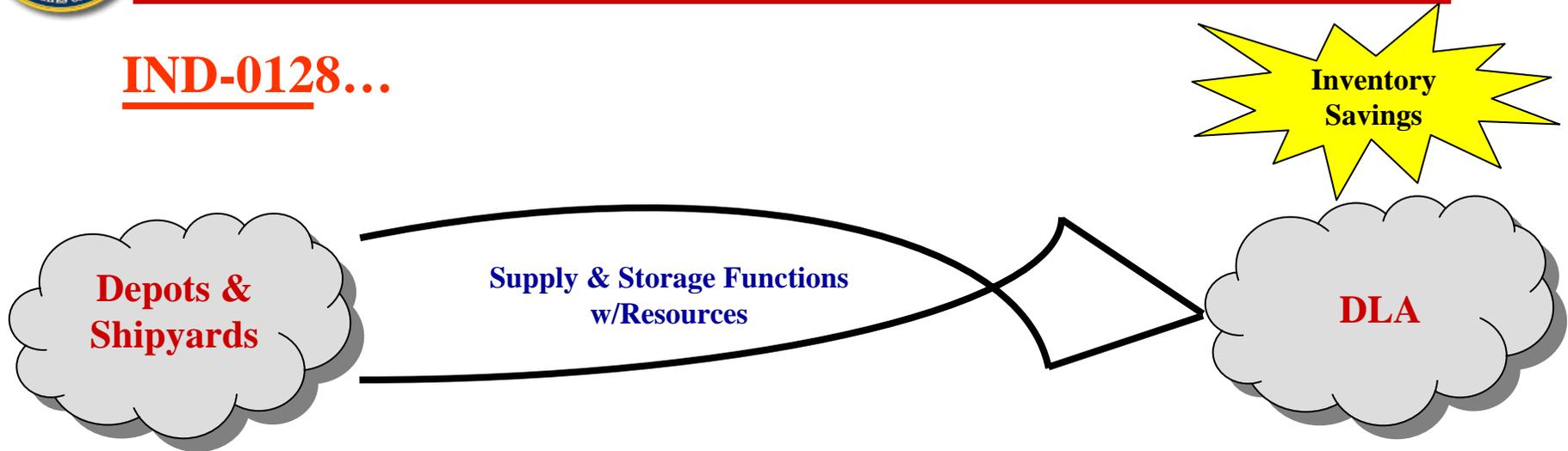
Transforming Supply, Storage and Distribution Functions For the Future!

*At the Wholesale Level
&
At The Industrial Base*



Background

IND-0128...



An In-place, No-cost transfer!

Resources:

- * 3,086 Mil, Civ and Contractor Positions
- * 4.8M Ft² of Covered Storage
- * 5.8M Ft² of Open Storage
- * 1.0M Ft² of Admin & Kitting Space
- * .4M Ft² of Special Storage

12M Ft² of Infrastructure

Functions:

- * Requisitioning
- * Receiving
- * Storing
- * Kitting
- * Material Handling
- * Issuing



IND-0128

Here Is What It Says...

Realign all Air Force, Army, Marine Corps, and Navy Supply Functions at Naval Shipyards and Depot Maintenance Activities Supporting Industrial Depot Level Maintenance Including Material Ordering, Processing, Issuing, Storage of Inventory to DLA.

Installations with Depot Maintenance Activities...

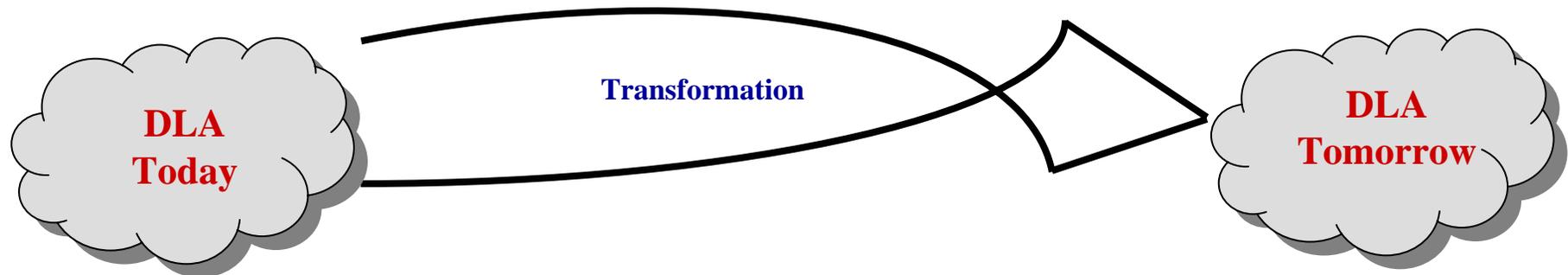
**Anniston Army Depot
Davis-Monthan AFB
Letterkernny Army Depot
MCLB Albany
Lakehurst
NAS Jacksonville
Norfolk Naval Shipyard
Portsmouth Naval Shipyard
Robins AFB
Tinker AFB
Weapons Station Charleston**

**Corpus Christi Army Depot
Hill AFB
MCAS Cherry Point
MCLB Barstow
NUWC Annex Keyport
NAS North Island
Pearl Harbor Naval Station
Puget Sound Naval Shipyard
Rock Island Arsenal
Tobyhanna Army Depot
Weapon Station Seal Beach**



Background (Continued)

S&S-0048...



- * **Reconfigures Entire Wholesale Storage and Distribution System**
- * **Configures DLA for the Depot-Shipyard S&S Mission**



What Does S&S-0048 Actually Do?

- * **Closes 2 Defense Distribution Depots - Columbus and Red River**
- * **Designates 4 Existing Defense Distribution Depots as Strategic Distribution Platforms (SDPs) - Susquehanna, Warner Robins, Oklahoma City and San Joaquin**
- * **Assigns Each SDP a Geographical Region for Customer Support**
- * **Downsizes Remaining 13 Defense Distribution Depots as Wholesale Forward Distribution Points (FDPs) Under the Command and Control of Regional SDPs**
- * **Assigns Depot/Shipyard S&S mission to DLA**
- * **At locations with FDPs, Consolidates and Initially Downsizes Depot/Shipyard Resources**
 - * **6.5% Reduction in Personnel Plus Follow-on Reductions in Inventories and Infrastructure**



What Happens At Each Existing DLA Location?

<u>Location</u>	<u>SDP</u>	<u>FDP</u>	<u>Closed</u>	<u>Depot/Shipyard S&S Mission</u>
Susquehanna	X			
Norfolk		X		X
Richmond		X		
Tobyhanna		X		X
Columbus			X	
Warner Robins	X			X
Albany		X		X
Cherry Point		X		X
Anniston		X		X
Jacksonville		X		X
Red River			X	
Corpus Christi		X		X
Oklahoma City	X			X
San Joaquin	X			
Hill		X		X
San Diego		X		X
Barstow		X		X
Puget Sound		X		X
Pearl Harbor		X		X



Scenario Analysis

- * **Eliminates 806 Gov't Positions**
- * **Realigns 467 Gov't Positions**
- * **Eliminates more than 50% of the wholesale storage and distribution infrastructure**
- * **Implementation Years: 2006-2009**
- * **Payback: 1 Year (2010)**
- * **One-time Cost: \$232.2M**
- * **Net Implementation Savings: \$244.6M**
- * **Annual Savings: \$138.7M**
- * **NPV (Savings): \$1,513.3M**
- * **MILCON: \$77.3M**





Candidate #S&S-0048

Candidate Recommendation (Summary): Reconfigure wholesale storage and distribution around 4 regional Strategic Distribution Platforms (SDPs): Susquehanna,, Warner Robins, Oklahoma City and San Joaquin. Disestablish DD Columbus and DD Red River. Realign the following DDs as Forward Distribution Points (FDPs) and consolidate their supply and storage functions, and associated inventories with those supporting industrial activities such as maintenance depots and shipyards: Tobyhanna, Norfolk, Richmond, Cherry Point, Albany, Jacksonville, Anniston, Corpus Christi, Hill, Puget Sound, San Diego Barstow and Pearl Harbor.

Justification

- ✓ Provides for regional support to customers worldwide
- ✓ Enhances strategic flexibility via multiple platforms to respond to routine requirements and worldwide contingencies
- ✓ Improves surge options and capabilities
- ✓ Eliminates redundant supply and storage functions at industrial installations

Military Value

- ✓ **Relative Military Value Against Peers:**
 - Region 1. SDP-Susquehanna: Ranked 1 out of 5
 - Region 2. SDP Warner Robins: Ranked 4 out of 5
 - Region 3. SDP Oklahoma City: Ranked 2 out of 3
 - Region 4. SDP San Joaquin: Ranked 2 out of 5
- ✓ **Military Judgment:** Applied in selecting SDPs for regions 2, 3 and 4 to minimize MILCON (capacity) and optimize support to customer organizations (geographical location).

Payback

- ✓ One-time Cost: \$232.2M
- ✓ Net Implementation Savings: \$244.6M
- ✓ Annual Savings: \$138.7M
- ✓ Payback Period: 1 Year
- ✓ NPV (Savings): \$1,513.3M

Impacts

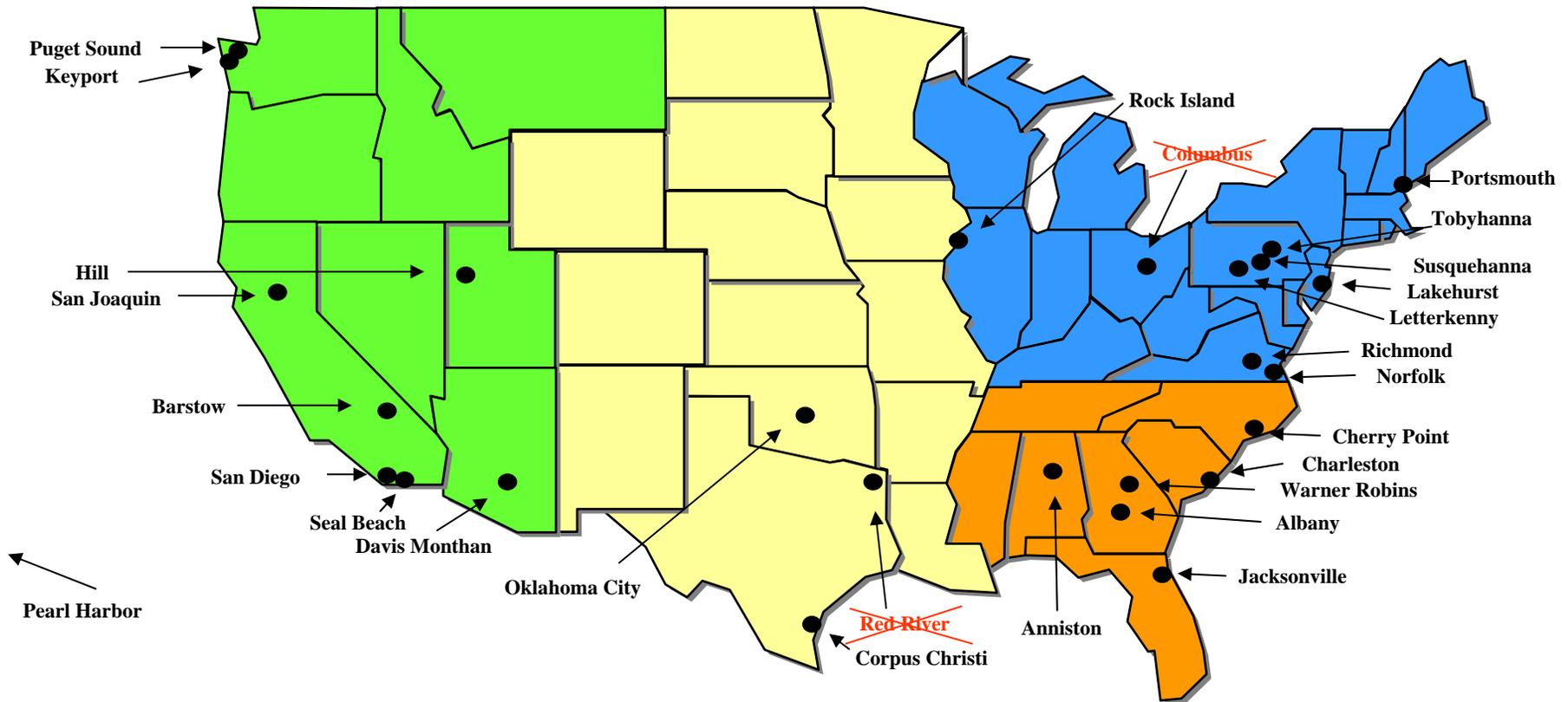
- ✓ **Criterion 6:** From 0 to -896 jobs; <0.1% to 0.96%
- ✓ **Criterion 7:** No impediments
- ✓ **Criterion 8:** Wetland issues, archeological issues, historic properties, additional permits; no impediments

- ✓ 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



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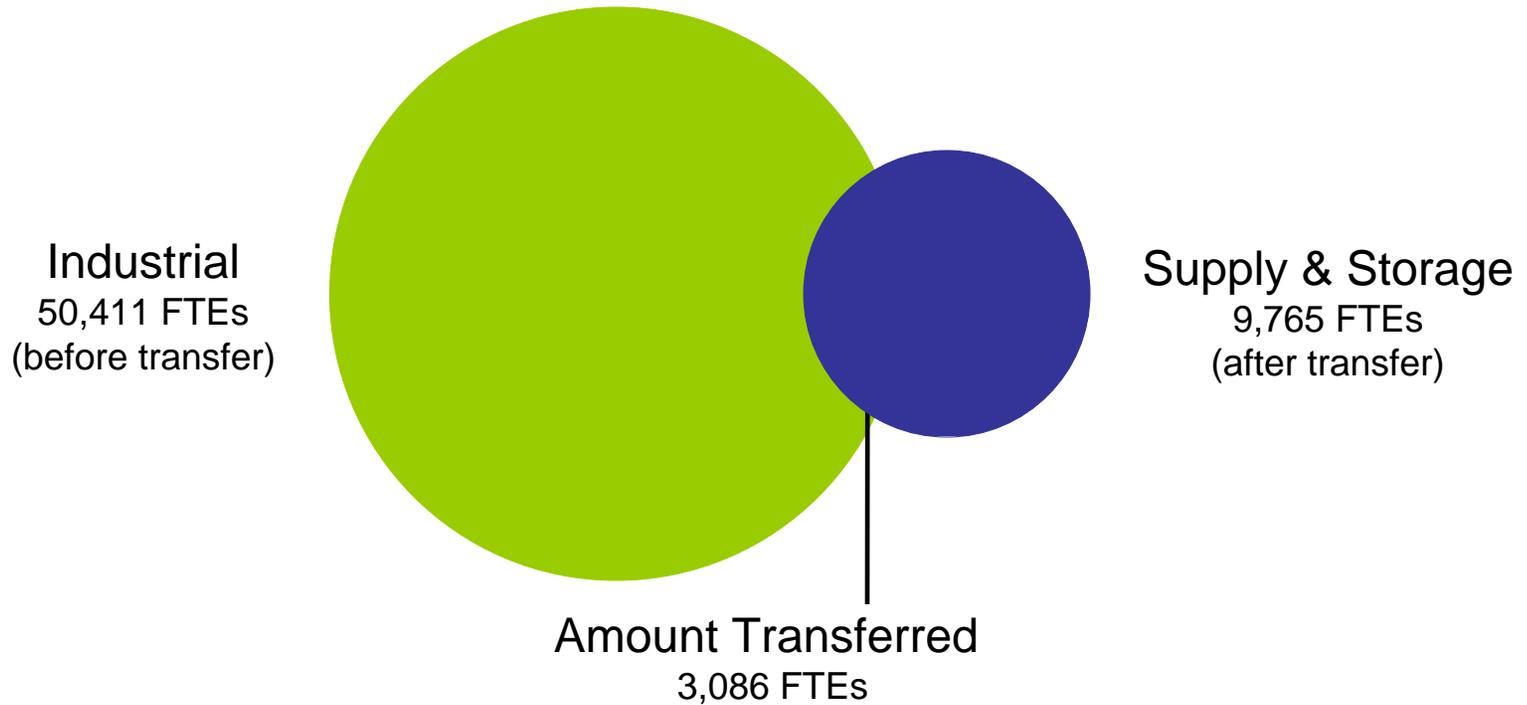
DLA After IND-0128 and S&S-0048 Implementation





IND-0128 & S&S-0048 Combined Personnel Impacts

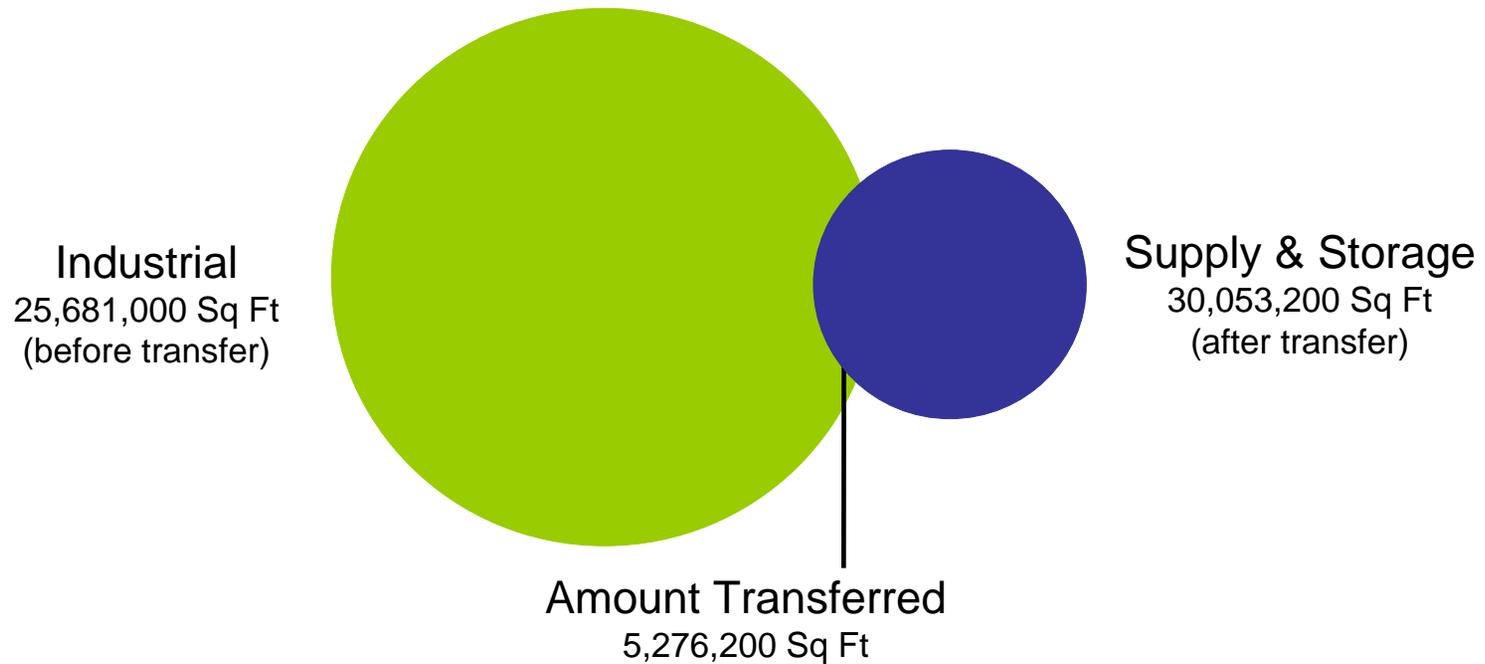
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IND-0128 & S&S-0048 Combined Infrastructure Impacts

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Technical Joint Cross Service Group Candidate Recommendations

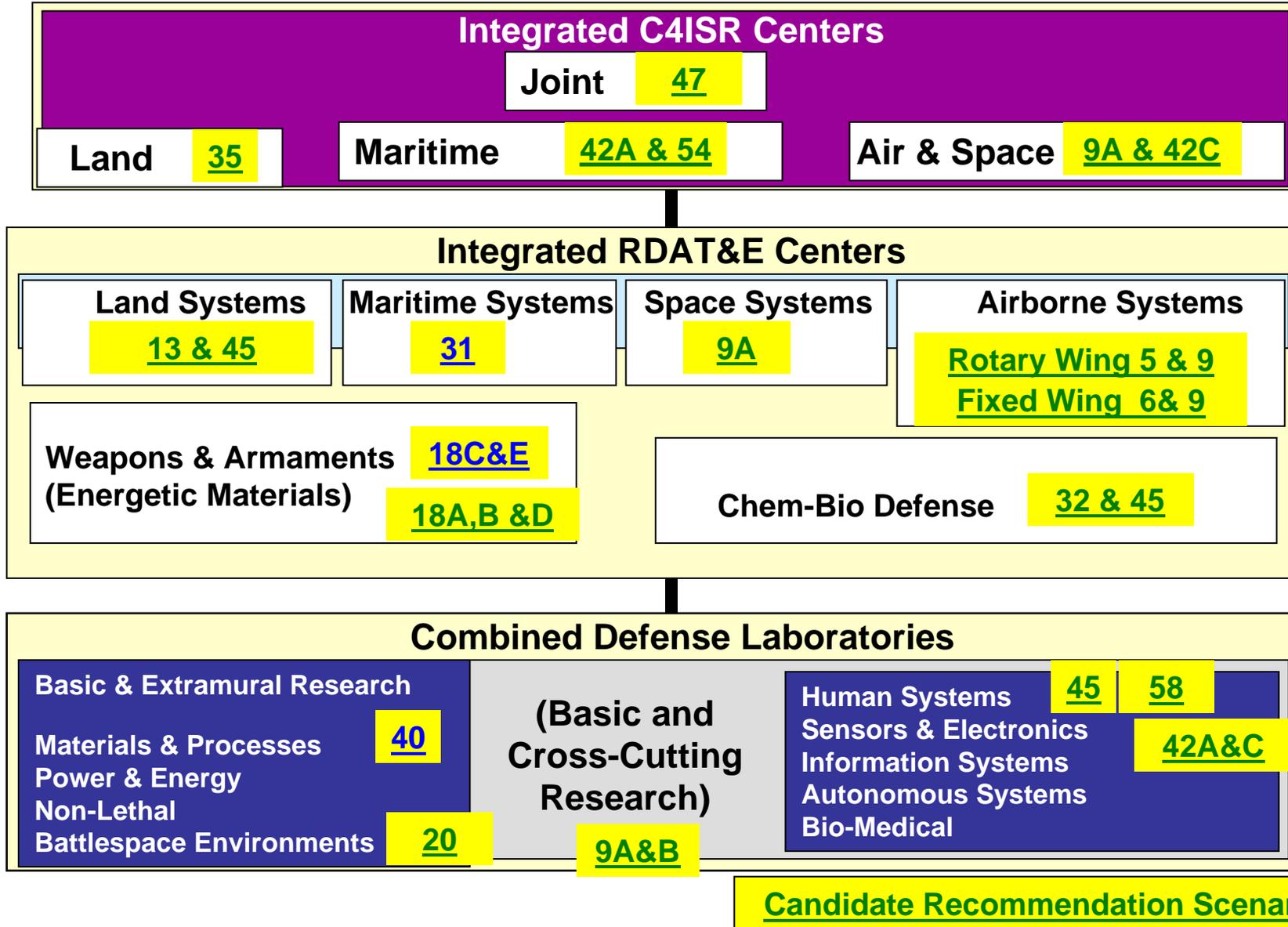
March 15, 2005

Dr. Ron Segal/Mr. Al Shaffer

Technical Joint Cross Service Group



TJCSG Transformational Framework with Candidate Recommendations





Combined Research Laboratories

- Research End State:
 - ***Co-location of Research Program Managers to Anacostia***
 - Consolidation of Research Labs
 - **Army—Aberdeen MD and Adelphi**
 - **Navy—Washington DC and *Stennis Space Center MS***
 - **AF—Wright Patterson and Kirtland AFB**
 - Retention / Alignment of Product Centered Research for Major Acquisition (Major Defense Acquisition Program) Areas
 - E.G. C4ISR—Adelphi, San Diego, and Hanscom AFB



Tech-0040: Co-locate Extramural Research Program Managers

Co-located Research Program Managers

Anacostia Annex		Bethesda Uniform Services University of the Health Sciences (USUHS)	
\$109.2M	One Time Cost	\$110.8M	
\$578.0M	NPV (Savings)	\$457.5M	
2	Payback Years	1	

Military Judgment also favors Anacostia



Tech-31: Consolidate Sea Vehicle Development & Acquisition (D&A)

- Donors :
- Detroit Arsenal, MI





Tech-31: Consolidate Sea Vehicle Development & Acquisition (D&A)

Candidate Recommendation: Realign Detroit Arsenal, MI, by relocating Sea Vehicle Development and Acquisition to Naval Surface Warfare Center Carderock Division, Bethesda, MD, and Program Management and Direction of Sea Vehicle Development and Acquisition to Naval Sea Systems Command Washington Navy Yard, DC.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Provide greater synergy across Sea Vehicle D&A • Reduce potential duplicative efforts • Provide consolidated centers of mass for Sea Vehicles D&A • Increase effectiveness and efficiencies • Collocates Army Detroit Arsenal Sea Vehicle efforts with large concentration of Navy Sea Vehicle knowledge base in D&A 	<p style="text-align: center;"><u>Military Value (MV)</u></p> <ul style="list-style-type: none"> • Quantitative Military Value <ul style="list-style-type: none"> • NSWC Carderock, 1st • NAVSEA SYSCOM @ Washington Navy Yard, 3rd • Detroit Arsenal, 10th • Detroit Arsenal’s quantitative MV and response to scenario data call is consistent with the recommendation to realign to locations with higher quantitative MV. 										
<p style="text-align: center;"><u>Payback</u></p> <table> <tr> <td>One-time cost:</td> <td style="text-align: right;">\$1.717M</td> </tr> <tr> <td>Net implementation cost:</td> <td style="text-align: right;">\$0.396M</td> </tr> <tr> <td>Annual recurring savings:</td> <td style="text-align: right;">\$0.223M</td> </tr> <tr> <td>Payback time:</td> <td style="text-align: right;">8 years</td> </tr> <tr> <td>NPV (savings):</td> <td style="text-align: right;">\$1.619M</td> </tr> </table>	One-time cost:	\$1.717M	Net implementation cost:	\$0.396M	Annual recurring savings:	\$0.223M	Payback time:	8 years	NPV (savings):	\$1.619M	<p style="text-align: center;"><u>Impacts</u></p> <p>Criterion 6: -55 jobs (35 direct, 20 indirect); <0.1%</p> <p>Criterion 7: No issues</p> <p>Criterion 8: No impediments</p>
One-time cost:	\$1.717M										
Net implementation cost:	\$0.396M										
Annual recurring savings:	\$0.223M										
Payback time:	8 years										
NPV (savings):	\$1.619M										

- ✓ Strategy
- ✓ COBRA

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

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

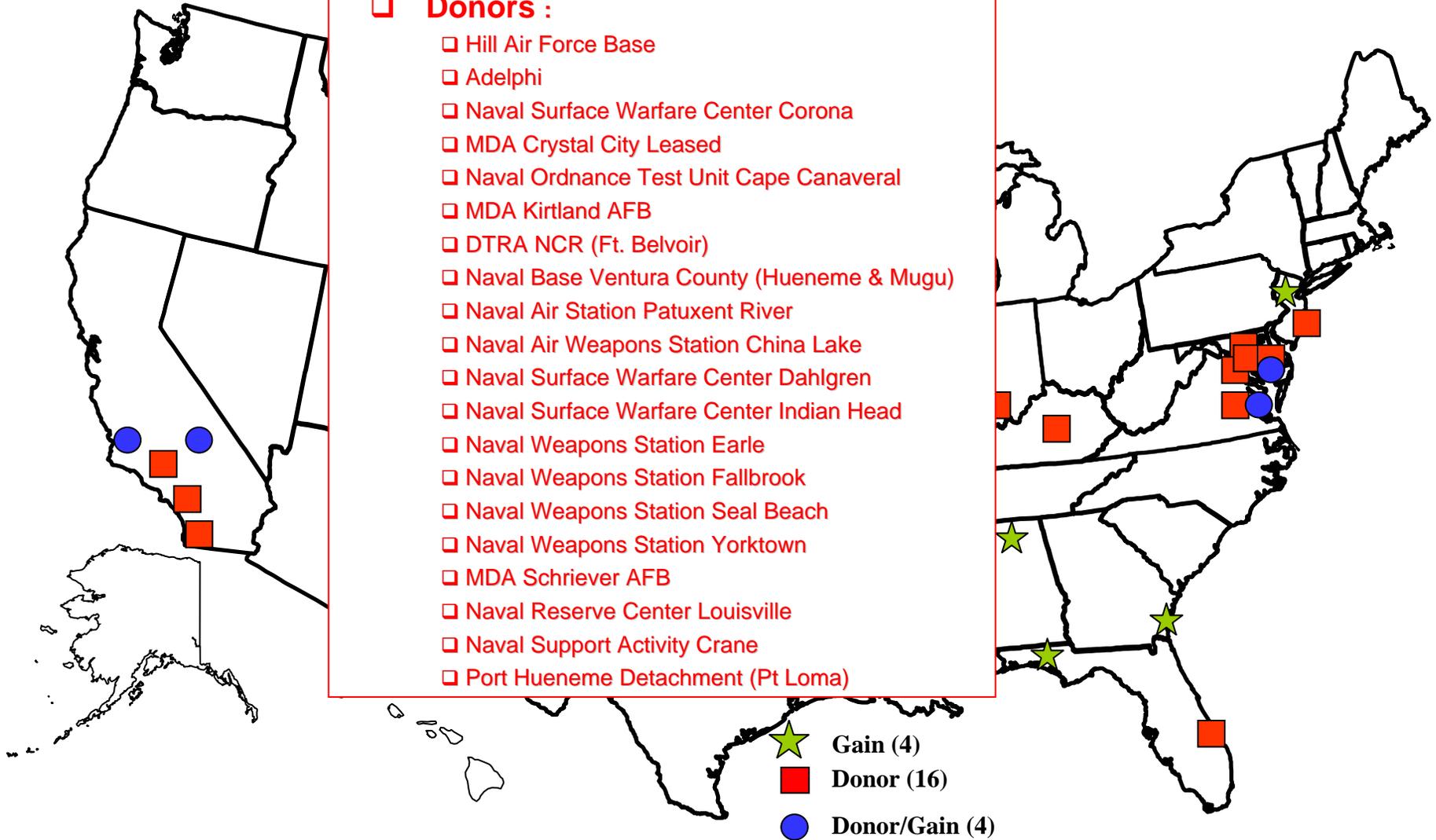
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



Tech 18 Weapons & Armaments RDATE Integrated Major Centers

Donors :

- ❑ Hill Air Force Base
- ❑ Adelphi
- ❑ Naval Surface Warfare Center Corona
- ❑ MDA Crystal City Leased
- ❑ Naval Ordnance Test Unit Cape Canaveral
- ❑ MDA Kirtland AFB
- ❑ DTRA NCR (Ft. Belvoir)
- ❑ Naval Base Ventura County (Hueneme & Mugu)
- ❑ Naval Air Station Patuxent River
- ❑ Naval Air Weapons Station China Lake
- ❑ Naval Surface Warfare Center Dahlgren
- ❑ Naval Surface Warfare Center Indian Head
- ❑ Naval Weapons Station Earle
- ❑ Naval Weapons Station Fallbrook
- ❑ Naval Weapons Station Seal Beach
- ❑ Naval Weapons Station Yorktown
- ❑ MDA Schriever AFB
- ❑ Naval Reserve Center Louisville
- ❑ Naval Support Activity Crane
- ❑ Port Hueneme Detachment (Pt Loma)



ESTABLISHED 3 W&A MAJOR CENTERS AND 2 W&A SPECIALTY CENTERS



Tech-0018C: Weapons & Armaments RDAT&E Integrated Center at Redstone

Candidate Recommendation (Summary): Relocate Missile Defense Agency Weapons and Armaments Research and Development & Acquisition functions from FOB 2, leased locations in the National Capital Region, and Kirtland Air Force Base, NM, to Redstone Arsenal, AL. *Note: Reconciling minor differences with H&SA-0047. Intend to accept modified H&SA-0047*

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Consolidates MDA RD&A work, enhancing life cycle mission related synergies • Reduce lease costs significantly • Enables future Joint consolidation • Multiple use of equipment/ facilities/ ranges/ people • Vacate leased space [all W&A out] 	<p style="text-align: center;"><u>Military Value (MV)</u></p> <ul style="list-style-type: none"> • Research quantitative MV <ul style="list-style-type: none"> – Redstone 3rd of 20 – MDA 18th of 20 • D&A quantitative MV <ul style="list-style-type: none"> – Redstone 1st of 24 – MDA 6th of 24 – Kirtland 23rd of 24 • Judgment: Redstone has largest concentration of integrated technical facilities across all 3 functional areas
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$143.8M • Net implementation savings: \$327.9M • Annual recurring savings: \$155.6M • Payback time: 1 year • NPV Savings \$1,742M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criteria 6: -41 to -5920 jobs; <0.1% to 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/MilDepts



Tech-0018E: Consolidation Navy Strategic Test & Evaluation at Kings Bay

Candidate Recommendation: Realign Patrick Air Force Base Cape Canaveral, FL, by relocating Nuclear Test and Evaluation at the Naval Ordnance Test Unit to Strategic Weapons Facility Atlantic Kings Bay, GA.

Justification

- Enhances Mission synergy
- Consolidate Navy Nuclear T&E to enhance Anti-Terrorism Force Protection
- Reduce number of strategic sites & billets
- Reduce duplicative capabilities with the new Western Test Range (Pacific)

Military Value (MV)

- Naval Ordnance Test Unit Cape Canaveral has the highest Nuclear MV for Navy.
- Military Judgment to relocate to Kings Bay for synergy in ATFP, Fleet operational support, and mission support infrastructure.

Payback

- One-time cost: \$86M
- Net implementation costs: \$75M
- Annual recurring savings: \$14M
- Payback period: 7 years
- NPV (savings) \$66M

Impacts

- Criteria 6:
 - Cape Canaveral, FL -1013 jobs (571 direct, 442 indirect)
- Criteria 7: No issues
- Criteria 8: No impediments



Technical JCSG “Due Outs”

- Assess Bed Down of NSWC Corona Activity:
 - Patuxent (PAX) River, China Lake, Pt. Hueneme, San Diego, Newport, & Dahlgren
- Evaluate the Bed Down of Ft. Monmouth HQ CECOM:
 - Ft. Belvoir or Aberdeen Proving Grounds
- Evaluate not moving Lakehurst D&A to PAX River
- Complete integration of MDA issue (Tech-0018C) with H&SA JCSG (H&SA-0047)
- Analyze 3 Scenarios provided by ISG
 - Analyze movement of Space D&A from LAAFB
 - Analyze Potential closure of Lakehurst D&A with IND JCSG
 - Analyze Potential closure of Indian Head with IND JCSG
- Work with S&S JCSG for Natick Closure



TJCSG Recommendations to the ISG Overall Score Card

Scenario #	1 Time Cost (M)	Payback (years)	Annual Savings (M)	NPV (M)
18C Integrated Redstone Weapon Center	\$143.8	1	\$155.36	\$1,742.0
13 Joint Ground Vehicle D&A	\$3.76	2	\$1.93	\$16.42
18A Integrated Eglin Weapon Center	\$2.80	2	\$1.50	\$16.20
40A Extramural Research PMs	\$109.20	2	\$52.20	\$578.00
42C Air & Space C4ISR DAT&E	\$51.10	4	\$13.12	\$137.03
58 Realign Human Systems D&A	\$14.20	4	\$3.90	\$33.90
47 Combatant Commander C4ISR	\$13.88	5	\$2.08	\$17.28
20 Joint Meteorology/Oceanography	\$12.70	6	\$2.30	\$20.70
9A Defense Research Labs (AF)	\$393.00	7	\$58.00	\$349.00
18E Consolidate Navy T&E @ Kings Bay	\$86.00	7	\$14.00	\$66.00
18D Integrated China Lake Weapon Center	\$437.00	8	\$64.00	\$374.00
31 Consolidate Sea Vehicle	\$1.72	8	\$0.223	\$1.62
9B Defense Research Labs (Army)	\$27.12	9	\$2.91	\$10.17
35 Army Land C4ISR Center	\$642.95	10	\$79.59	\$287.03
6 Joint Centers for Fixed Wing	\$68.69	13	\$6.49	\$15.26
18B Guns/Ammo @ Picatinny	\$120.00	13	\$11.60	\$28.40
54 Navy C4ISR Consolidation	\$72.80	13	\$6.70	\$13.80
32 Chem-Bio RD&A	\$75.75	15	\$6.30	\$8.35
45 Army Soldier & Bio/Chem Center	\$334.21	15	\$29.32	\$10.90
5 Joint Centers for Rotary Wing	\$101.25	17	\$7.86	\$2.02
42A Maritime C4ISR RDAT&E	\$152.01	18	\$10.40	\$2.90
Total	\$2,863.94		\$529.58	\$3,730.98

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Army Candidate Recommendations



Candidate #USA-0046v2

Candidate Recommendation: Realign Fort Benning by relocating the Drill Sergeant School to Fort Jackson, and activate a Brigade Combat Team at Fort Benning.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single Service activity Consolidation ✓ In Conjunction with Realign Fort Leonard Wood, Consolidates Drill Sergeants training from three locations to one location ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost & best NPV among alternatives ✓ Utilizes available maneuver space at Fort Benning for activation of Infantry BCT ✓ Co-locates institutional training and MTOE units to support force stabilization initiatives 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Moving from Benning to Jackson is justified by improvements gained in operational efficiency and use of excess capacity at Fort Jackson ✓ Adds a BCT to a high value installation ✓ Creates space at Fort Benning for a portion of the BCT ✓ MVI: Benning (9), Jackson (26) 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td style="text-align: right;">\$131.1M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td style="text-align: right;">\$231.3M</td> </tr> <tr> <td>3. Annual Recurring Cost:</td> <td style="text-align: right;">\$27.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>5. NPV (Cost):</td> <td style="text-align: right;">\$463M</td> </tr> </table>	1. One-Time Cost:	\$131.1M	2. Net Implementation Cost:	\$231.3M	3. Annual Recurring Cost:	\$27.5M	4. Payback Period:	Never	5. NPV (Cost):	\$463M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 - Max potential reduction: Benning 171 (-0.1%) ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation) ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues.
1. One-Time Cost:	\$131.1M										
2. Net Implementation Cost:	\$231.3M										
3. Annual Recurring Cost:	\$27.5M										
4. Payback Period:	Never										
5. NPV (Cost):	\$463M										

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



Candidate #USA-0226

Candidate Recommendation: Realign Fort Leonard Wood by relocating the Drill Sergeant School to Fort Jackson

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single Service activity consolidation ✓ In Conjunction with Realign Fort Benning, Consolidates Drill Sergeants training from three locations to one location ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost & best NPV among alternatives ✓ Utilizes available training capacity at Fort Jackson 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Improves Military Value and the uses excess capacity at Fort Jackson ✓ Creates space at Fort Leonard Wood for other activities ✓ MVI: Jackson (26), Leonard Wood (35) 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td style="text-align: right;">\$17.4M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td style="text-align: right;">\$12.4M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td style="text-align: right;">\$1.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">15 Years</td> </tr> <tr> <td>5. NPV (Savings):</td> <td style="text-align: right;">\$1.7M</td> </tr> </table>	1. One-Time Cost:	\$17.4M	2. Net Implementation Cost:	\$12.4M	3. Annual Recurring Savings:	\$1.5M	4. Payback Period:	15 Years	5. NPV (Savings):	\$1.7M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 - Max potential reduction: Leonard Wood 237 (-0.93%) ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation) ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues
1. One-Time Cost:	\$17.4M										
2. Net Implementation Cost:	\$12.4M										
3. Annual Recurring Savings:	\$1.5M										
4. Payback Period:	15 Years										
5. NPV (Savings):	\$1.7M										

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force BRAC Update to ISG



15 Mar 05

Maj Gen Gary Heckman

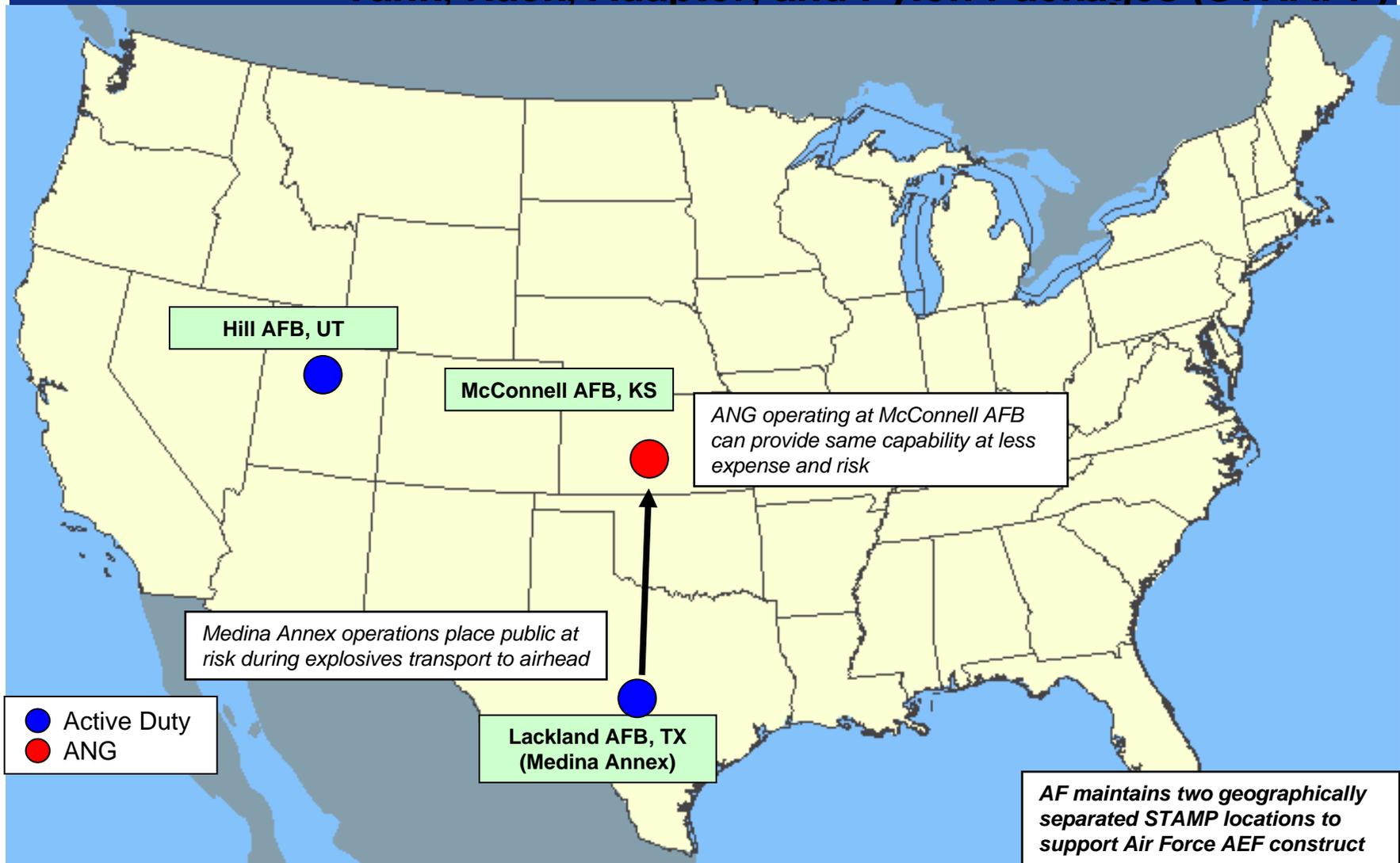
**Assistant DCS,
Plans and Programs (BRAC)**

U.S. AIR FORCE



STAMP /STRAPP

Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP)





Candidate #USAF-0099 / S901c1

Realign Lackland AFB, San Antonio, TX

Candidate Recommendation: Realign Lackland AFB. Relocate the Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) function from Lackland AFB, Medina Annex to McConnell AFB, Kansas and transfer the mission to the Air National Guard.

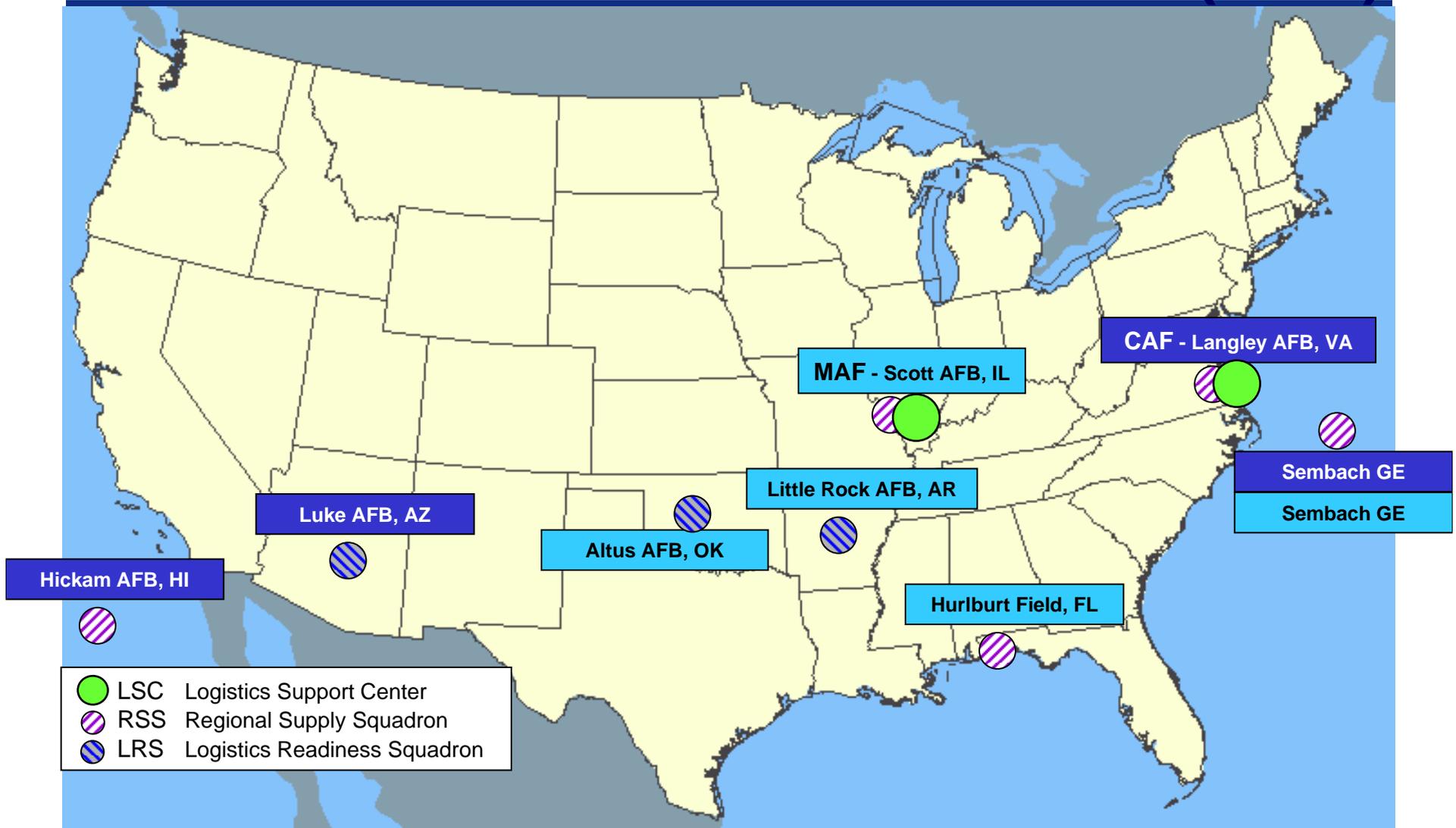
<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ■ Medina Annex operations place public at risk during explosives transport to airhead ■ Converts AD mission to ANG ■ Enables same capability at less expense 	<ul style="list-style-type: none"> ■ Optimize locations and workforce used to support combat deployments with STAMP/STRAPP assets
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ■ One Time Cost: \$13M ■ Net Implementation Savings: \$29M ■ Annual Recurring Savings: \$9M ■ Payback period: 1 yr/2008 ■ NPV Savings: \$109M 	<ul style="list-style-type: none"> ■ Criterion 6 - Total Job Change: -182 (direct -99, indirect -83) 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



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Logistics Support Centers (LSC)



Integrity - Service - Excellence



Candidate #USAF-0102 / S904

Establish USAF Logistics Support Centers

Candidate Recommendation: Realign Altus AFB, OK; Hickam AFB, HI; Hurlburt Field, FL; Langley AFB, VA; Little Rock AFB, AR; Luke AFB, AZ and Scott AFB, IL. Establish Air Force Logistics Support Centers (LSCs) at Langley AFB and Scott AFB by combining five major command (MAJCOM) Regional Supply Squadrons (RSS) into two LSCs. Establish a Combat Air Forces (CAF) LSC at Langley AFB by realigning RSS positions from Hickam AFB and Sembach, Germany (non-BRAC programmatic) as well as base-level Logistics Readiness Squadron (LRS) positions from Luke AFB. Establish a Mobility Air Forces (MAF) LSC at Scott AFB by realigning RSS positions from Hurlburt Field and Sembach (non-BRAC programmatic) and LRS positions from Little Rock AFB and Altus AFB. Disestablish the PACAF RSS, USAFE RSS and AFSOC RSS.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Aligns with eLog21 initiatives ■ Standardizes AF materiel management C2 ■ Realigns RSS manpower at 3 locations and base-level LRS manpower at 3 installations to 2 LSCs 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Provides seamless transition from peace to war for 3,012 aircraft and weapons systems ■ Provides single “face” to warfighter while at home station and deployed for CAF & MAF forces
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$10M ■ Net Implementation Savings: \$21M ■ Annual Recurring Savings: \$6M ■ Payback Period: Immediate ■ NPV Savings: \$71M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change: See Summary ■ 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/MilDepts



Candidate #USAF-0102 / S904

Establish USAF Logistics Support Centers

Criterion 6 EIT Results

Base	Total Estimated Job Change	Cumulative Direct	Cumulative Indirect	Job Change ROI Employment
Hickam AFB HI	-269	-151	-118	-0.05%
Hurlburt Field FL	-98	-54	-44	-0.08%
Luke AFB AZ	-28	-16	-12	0.00%
Little Rock AFB AR	-28	-16	-12	-0.01%
Altus AFB OK	-26	-16	-10	-0.16%
Scott AFB IL	188	103	85	0.01%
Langley AFB VA	200	95	105	0.02%



Intelligence

JCSG



Next Steps

- Next ISG meeting 25 Mar 05
- Completion of Candidate Recommendations
- Next IEC meeting 21 Mar 05



Candidate #E&T 0061

Candidate Recommendation: Realign Fort Bliss, TX, by relocating the Air Defense Artillery (ADA) Center & School to Fort Sill, OK. Consolidate the Air Defense Artillery Center & School with the Field Artillery Center & School to establish a Net Fires Center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Multi-Service activity Consolidation ✓ Consolidates Net Fires training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives ✓ Creates space at Ft. Bliss for other activities 	<ul style="list-style-type: none"> ✓ Fort Bliss 1st of 99 ✓ Fort Sill 20th of 99 ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st quartile of Army Portfolio ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost: \$190.2M ✓ Net Implementation Costs: \$14.7M ✓ Annual Recurring Savings: \$47.3M ✓ Payback Period: 4 years ✓ NPV (savings): \$419.8M 	<ul style="list-style-type: none"> ✓ Criterion 6: -6,179 jobs (3459 direct, 2720 indirect); 1.88% ✓ Criterion 7: Housing, Medical Health, Utilities, and Safety issues. No impediments ✓ Criterion 8: Noise Issues, no impediments.

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

Candidate Recommendation # E&T-0061

Candidate Recommendation: Realign Fort Bliss, TX, by relocating the Air Defense Artillery (ADA) Center & School to Fort Sill, OK. Consolidate the Air Defense Artillery Center & School with the Field Artillery Center & School to establish a Net Fires Center.

Justification: This recommendation consolidates Net Fires training and doctrine development at a single location which promotes training effectiveness and functional efficiencies. The moves advance the Maneuver Support Center (MANSCEN) model, currently in place at Ft. Leonard Wood, which consolidates the Military Police, Engineer, and Chemical Centers and Schools. This recommendation improves the MANSCEN concept by consolidating functionally related Branch Centers & Schools. It also facilitates task force stabilization, by combining operational forces with institutional training.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$190,254K the net of all costs and savings to the Department of Defense during the implementation period is a cost of \$14,682K. Annual recurring savings to the Department after implementation are \$47,393K 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 \$419,806K.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6,179 jobs (3459 direct jobs and 2720 indirect jobs) over the 2006-2011 period in the El Paso, TX metropolitan economic area, which is 1.88 percent of economic area employment.

Community Infrastructure: A review of community attributes indicates that when moving from Fort Bliss to Fort Sill, the following local area capabilities improved: Cost of Living and Employment; and the following local area capabilities are not as robust: Housing, Medical Health, Safety, Population Center, and Utilities. These issues do not materially affect the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: This recommendation will have a limited impact on air quality at Fort Sill. Fort Sill is in attainment for all criteria pollutants. Additional operations appear to be within operating permit buffers. There are 365 cultural, archeological, or historical sites reported at Fort Sill which currently restrict construction and training/operations. Development of a Programmatic Agreement will be necessary to formalize mitigation measures and restrictions. In addition, eight Native American

Tribes assert an interest in sites on Fort Sill. Tribal/government-to-government consultations may be required. Since noise contours at Fort Sill currently extend outside the installation boundary and into a moderately populated area, a Noise Analysis and continuous monitoring efforts will likely be required. There is one listed species on Fort Sill (Black-capped Vireo) and one candidate species, with minimal current impact on operations. Additional operations may impact the Black-capped Vireo, possibly leading to restrictions on operations. Endangered Species Management (includes monitoring) will be required. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; waste management; water resources; or wetlands. This recommendation will require National Environmental Policy Act documentation and a noise analysis at Fort Sill. The approximately \$420K 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 #E&T 0062

Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Aviation Logistics School to Fort Rucker, AL, and consolidating it with the Aviation Center and School.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Single Service activity Consolidation ✓ Consolidates aviation logistics training & doctrine development with the aviation center & school ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<ul style="list-style-type: none"> ✓ Fort Eustis 31st of 99 ✓ Fort Rucker 32nd of 99 ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st quartile of Army Portfolio ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost: \$469.2M ✓ Net Implementation Cost: \$185.3M ✓ Annual Recurring Savings: \$78M ✓ Payback Period 6 years ✓ NPV: (savings) \$538M 	<ul style="list-style-type: none"> ✓ Criterion 6: -4687 jobs (2244 direct, 2443 indirect); 0.48% ✓ Criterion 7: Child Care, Transportation, Medical Health, Population Center, and Employment Issues. No Impediments ✓ Criterion 8: No Impediments

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

Candidate Recommendation # E&T-0062

Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Aviation Logistics School to Fort Rucker, AL, and consolidating it with the Aviation Center and School.

Justification: Consolidates Aviation logistics training at Rucker with the Aviation Center and School. This recommendation promotes training effectiveness and functional efficiencies by placing aviation maintenance training with the rest of the aviation school. This recommendation creates space at Fort Eustis for other activities.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$469,235K the net of all costs and savings to the Department of Defense during the implementation period is a cost of \$185,303K Annual recurring savings to the Department after implementation are \$78,062K 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 \$ 538,040K.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 4,687 jobs (2,244 direct jobs and 2443 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News metropolitan statistical area, which is 0.48 percent of economic area employment.

Community Infrastructure: A review of community attributes indicates that when moving from Fort Eustis to Fort Rucker, Education improved; and the following local area capabilities are not as robust: Child Care, Employment, Medical Health, Population Center, and Transportation. These issues do not materially affect 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 will require National Environmental Policy Act documentation at Fort Rucker. The approximately \$400K 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 # E&T 0063

Candidate Recommendation: Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA. Consolidate the Armor Center and School with the Infantry Center and School to create a Maneuver Center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Multi Service activity Consolidation ✓ Consolidates maneuver training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<ul style="list-style-type: none"> ✓ Fort Knox 12th of 99 ✓ Fort Benning 9th of 99 ✓ Creates space at Fort Knox for additional activities ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost: \$677M ✓ Net Implementation Cost: \$84.4M ✓ Annual Recurring Savings: \$160.5M ✓ Payback period: 3 years ✓ NPV (savings): \$1.39B 	<ul style="list-style-type: none"> ✓ Criterion 6: -17653 jobs (11848 direct, 5805 indirect); 26.78% ✓ Criterion 7: Cost of Living, Education, and Safety issues. No impediments ✓ Criterion 8 - air quality, noise, & water issues. No impediments

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

Candidate Recommendation # E&T-0063

Candidate Recommendation: Realign Fort Knox, KY, by relocating the Armor Center and School to Fort Benning, GA. Consolidate the Armor Center and School with the Infantry Center and School to create a Maneuver Center.

Justification: This recommendation consolidates ground forces maneuver training and doctrine development at a single location. The moves advance the Maneuver Support Center (MANSCEN) model, currently in place at Ft. Leonard Wood, which consolidated the Military Police, Engineer, and Chemical Centers and Schools. This recommendation improves the MANSCEN concept by consolidating functionally related Branch Centers & Schools. It promotes training effectiveness and functional efficiencies. It also facilitates task force stabilization, by combining operational forces with institutional training. In addition, it consolidates both infantry and armor One Station Unit Training (OSUT), which allows the Army to reduce the total number of Basic Combat Training locations from five to four.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$677,071K. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$84,484K. Annual recurring savings to the Department after implementation are \$160,551K with a payback of 3 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,392,254K.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 17,653 jobs (11848 direct and 5805 indirect jobs) over the 2006 – 2011 period in the Elizabethtown, KY metropolitan area, which is 26.78 percent of economic area employment.

Community Infrastructure: A review of community attributes indicated that when moving from Fort Knox to Fort Benning, the following local area capabilities improved: Employment, Population Center, and Transportation; and the following local area capabilities are not as robust: Cost of Living, Education, and Safety. These issues do not materially affect the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: This recommendation will have an impact on air quality at Fort Benning due to increased population and training activity. This action will result in Fort Benning exceeding the permitted limits for CO and PM. However, Fort Benning currently has been granted exemptions to these limits. Air conformity determination and new permits or modification of current permit will be required. Fort Benning has 1226

cultural resource sites listed, some of which restrict vehicle traffic and digging. Thirteen Native American tribes assert an interest in archeological sites on Fort Benning. Tribal negotiations may be required to expand use near listed areas. Fort Benning has 9000 acres of Noise Zone 2 that extends outside the installation, which is moderately encroached by development. IENMP imposes a ban on firing .50 Cal or larger from 2300-0600 hours. Fort Benning has 3 endangered species that impact less than 3% of its training land. The restrictions affect vehicle traffic and time limits on activity in proximity to habitat. Fort Benning currently discharges to an impaired waterway, and increased population and activity may add to pollutant load. Minor impacts due to water quality management are expected. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; waste management; or wetlands. The recommendation will require Air Conformity analysis, a New Source Review, and National Environmental Policy Act documentation at Fort Benning. The approximately \$1.17M 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 #E&T 0064

Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Transportation Center and School to Ft. Lee, VA. Realign Aberdeen Proving Ground, MD by relocating the Ordnance Center and School to Ft. Lee, VA. Realign Redstone Arsenal, AL by relocating the Missile and Munitions Center to Fort Lee, VA. Consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center & School, the Army Logistic Management College, and Combined Arms Support Command, to establish a Combat Service Support Center at Fort Lee, VA.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Multi Service activity Consolidation ✓ Consolidates CSS training and doctrine development ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives 	<ul style="list-style-type: none"> ✓ MVI: Aberdeen (18th), Redstone (30th), Fort Eustis (31th), & Fort Lee (34th) out 99 installations ✓ Military judgment that it does not adversely affect MV because it moves activities to and from installations w/in 1st or 2nd quartile of Army Portfolio ✓ Military Value is Army and not SST Data
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-Time Cost \$872M ✓ Net Implementation Cost \$315.8M ✓ Annual Recurring Savings \$152.5M ✓ Payback Period 5 Years ✓ NPV (savings) \$1,104.2M 	<ul style="list-style-type: none"> ✓ Criterion 6: -2120 to 11840 jobs; -0.37% to 0.94% ✓ Criterion 7: Child Care, Housing, Population Center, and Transportation issues. No impediments ✓ Criterion 8: air quality, arch resource issues. No impediments

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

Candidate Recommendation # E&T-0064

Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Transportation Center and School to Fort Lee, VA. Realign Aberdeen Proving Ground, MD by relocating the Ordnance Center and School to Ft. Lee, VA. Realign Redstone Arsenal, AL by relocating the Missile and Munitions Center to Fort Lee, VA. Consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center & School, the Army Logistic Management College, and Combined Arms Support Command, to establish a Combat Service Support Center at Fort Lee, VA.

Justification: This recommendation consolidates Combat Service Support (CSS) training and doctrine development at a single installation, which promotes training effectiveness and functional efficiencies. The moves advance the Maneuver Support Center (MANSCEN) model, currently in place at Ft. Leonard Wood, which consolidates the Military Police, Engineer, and Chemical Centers and Schools. This recommendation improves the MANSCEN concept by consolidating functionally related Branch Centers & Schools. It also facilitates task force stabilization, by combining operational forces with institutional training. This recommendation creates space at Fort Eustis, Aberdeen Proving Ground and Redstone Arsenal for additional activities.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$872,066K. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$315,814K. Annual recurring savings to the Department after implementation are \$152,573K with a payback expected in 5 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$ 1,104,272K.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,644 jobs (1,737 direct and 1,907 indirect jobs) over the 2006 – 2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC metropolitan area, which is 0.37 percent of economic area employment. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 11,840 jobs (6,488 direct and 5,352 indirect jobs) over the 2006 – 2011 period in the Baltimore-Towson, MD metropolitan area, which is 0.76 percent of economic area employment. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,120 jobs (1,443 direct jobs and 677 indirect jobs) over the 2006-2011 period in the Huntsville, AL metropolitan economic area, which is .94 percent of economic area employment.

Community Infrastructure: A review of community attributes indicates that when moving from Aberdeen Proving Grounds to Fort Lee, the following local area capabilities improved: Employment, Safety, and Utilities; and the following local area capabilities are

not as robust: Child Care, Housing, and Medical Health. When moving from Fort Eustis to Fort Lee, the following local area capabilities improved: Education and Safety; and the following local area capabilities are not as robust: Child Care, Population Center, and Transportation. When moving from Redstone Arsenal to Fort Lee, the following local area capabilities improved: Medical Health and Safety; and the following local area capabilities are not as robust: Population Center and Transportation. These issues do not materially 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 Lee. Projected emissions from additional operations appear to exceed permit and Major Source thresholds for several pollutants. Fort Lee has 24 cultural or archeological sites, and 3 historical properties listed, with some impact to mission/operations reported. Operations at Fort Lee are not currently restricted due to noise. However, noise caused by Ordnance School operations may result in significant impacts. A noise analysis and mitigation may be required. Although Bald Eagle habitat is found on Fort Lee, it restricts less than 3% of its total land. This recommendation will have some impact on water resources at Fort Lee due to the increased in demand from incoming personnel. This recommendation may require upgrade of wastewater treatment plan. Water Quality Management and Waste Water Quality Management is reported to impact the mission. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; waste management; or wetlands. The recommendation will require Air Conformity analysis, a New Source Review, and National Environmental Policy Act documentation at Fort Lee. The approximately \$1.15M 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.



HSA-0099: Collocate Adjudication Activities at Ft Meade, MD.

Candidate Recommendation (Summary): Relocates all Military Department and Department of Defense security clearance adjudication and appeals activities from the Washington Navy Yard, Bolling Air Force Base, the Pentagon; the U.S. Army Soldiers Systems Center, and leased locations in CA, MD, OH, VA, & AZ to Fort Meade, Maryland.

<u>Justification</u>	<u>Military Value</u>
<p>✓ Eliminates redundancy, enhances efficiency.</p> <p>✓ Eliminates 136,930 GSF leased space, 65 positions, avoiding \$5.1M recurring lease/contractor costs.</p> <p>✓ Moves to AT/FP compliant location.</p> <p>✓ Enables Intelligence Reform & Terrorism Prevention Act of 2004, Remodeling Defense Intelligence initiative.</p>	<p>✓ Fort Meade: 92nd of 335</p> <p>✓ CAFs range from 153rd to 283rd of 335</p>
<u>Payback</u>	<u>Impacts</u>
<p>✓ One Time Cost: \$63.8 M</p> <p>✓ Net Implementation Cost: \$42.5 M</p> <p>✓ Annual Recurring Savings: \$6.4 M</p> <p>✓ Payback Period: 11 Years</p> <p>✓ NPV (savings): \$20.4 M</p>	<p>✓ Criterion 6: -2 to – 867 jobs: <0.1%.</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/MilDeps

Candidate Recommendation HSA-0099

Candidate Recommendation: Close 21820 Burbank Boulevard, a leased installation in Woodland Hills, California. Relocate all components of the Defense Office of Hearings and Appeals Western Hearing Office to Fort Meade, Maryland.

Close 800 Elkridge Landing Road, a leased installation in Linthicum, Maryland. Relocate all components of the National Security Agency Central Adjudication Facility to Fort Meade, Maryland.

Realign 2780 Airport Drive, a leased installation in Columbus, Ohio, by relocating all components of the Defense Industrial Security Clearance Office and the Defense Office of Hearings and Appeals Personal Security Division to Fort Meade, Maryland.

Realign 1777 N. Kent Street, a leased installation in Arlington, Virginia, by relocating all components of the Washington Headquarters Service Central Adjudication Facility to Fort Meade, Maryland.

Realign 875 N. Randolph Street, a leased installation in Arlington, Virginia, by relocating all components of the Defense Office of Hearings and Appeals Headquarters to Fort Meade, Maryland.

Realign 10050 North 25th Avenue, a leased installation in Phoenix, Arizona, by relocating all components of the Defense Office of Hearings and Appeals Arizona office to Fort Meade, Maryland.

Realign the Washington Navy Yard, DC, by relocating all components of the Navy Central Adjudication Facility Fort Meade, Maryland.

Realign Bolling Air Force Base, DC, by relocating all components of the Air Force Central Adjudication Facility and the Defense Intelligence Agency Central Adjudication Facility Fort Meade, Maryland.

Realign the Pentagon, Washington, DC, by relocating all components of the Joint Staff Central Adjudication Facility to Fort Meade, Maryland.

Realign the U.S. Army Soldiers Systems Center Garrison, Natick, Massachusetts, by relocating all components of the Defense Office of Hearings and Appeals Boston Hearing office to Fort Meade, Maryland.

Justification: This recommendation collocates all Military Department (MILDEP) and Department of Defense (DoD) security clearance adjudication and

Candidate Recommendation HSA-0099

appeals activities at Fort Meade, Maryland. It meets several important DoD objectives with regard to future use of leased space, enhanced security for DoD activities, and collocates National Capital Area intelligence community activities. It also enables the Intelligence Reform and Terrorism Act of 2004, the Administration's counterintelligence strategy, and the Remodeling Defense Intelligence initiative. Additionally, this recommendation results in a significant improvement in military value due to a shift from predominately leased space to a location on a military installation. The military value of adjudication activities current portfolio of locations ranges from 153-283 out of 335 entities evaluated by the MAH military value model. Fort Meade, Maryland, ranks 92 out of 335.

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 benefit of enhanced Force Protection afforded by a location within a military installation fence-line will provide immediate compliance with Force Protection Standards. MILDEP and Defense adjudication activities located currently at leased locations are not compliant with current Force Protection Standards. This recommendation eliminates 136,930 Gross Square Feet (GSF) of leased administrative space. This action provides a collocation of these activities, and reduces the number of locations from 13 to one.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$63.8 million. The net of all costs and savings to the Department during the implementation period is a cost of \$42.5 million. Annual recurring savings to the Department after implementation are \$6.4 million, with a payback expected in 11 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$20.4 million.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of two jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical Area, which is less than 0.1% of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of two jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Cambridge-Newton-Framingham, MA Metropolitan Division, which is less than 0.1% of the economic area employment.

Candidate Recommendation HSA-0099

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 25 jobs (14 direct jobs and 11 indirect jobs) over the 2006-2011 period in the Los Angeles-Long Beach-Glendale, CA Metropolitan Division, which is less than 0.1% of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 411 jobs (236 direct jobs and 175 indirect jobs) over the 2006-2011 period in the Columbus, OH Metropolitan Statistical Area, which is less than 0.1% of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 867 jobs (501 direct jobs and 366 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1% 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 Impact: This recommendation is likely to impact Air Quality at Fort Meade. The installation is in moderate non-attainment for 8-hour Ozone and PM 2.5. Additional emissions from an increase of personnel will require Air Conformity Analysis, and New Source Review Analysis, and permitting. 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 spending approximately \$250,000 to complete National Environmental Policy Act documentation, Air Conformity Analysis, and New Source Review. These costs were included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, and environment 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-0130: Relocate NETC & NETPDTC

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN. Realign Saufley Field, FL, by relocating Navy Education and Training Professional Development & Technology Center to Naval Support Activity Millington, TN.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Merges common functions ✓ Creates Navy HR Center of Excellence ✓ 64.4 Admin Buildable acres at Millington. ✓ Uses 152,400 GSF Vacant Admin space ✓ Eliminates personnel redundancies and excess infrastructure capacity 	<ul style="list-style-type: none"> ✓ Quantitative MV scores <ul style="list-style-type: none"> ✓ NAS Pensacola: 0.8684 ✓ Saufley Field: 0.8699 ✓ NSA Millington: 0.8125 ✓ Military judgment favored Millington because co-location with heaviest concentration of Navy personnel and human resources development organizations will permit formation of a Human Resources Center of Excellence for the Navy
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$26.9M ✓ Net Implementation Cost: \$17.4M ✓ Annual Recurring Savings: \$3.6M ✓ Payback Period: 9 yrs ✓ NPV (Savings): \$17.1M 	<ul style="list-style-type: none"> ✓ Criterion 6: - 1890 jobs (743 direct, 1147 indirect); 0.9% ✓ 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 #HSA-0130

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN.

Realign Saufley Field, FL, by relocating Navy Education and Training Professional Development & Technology Center to Naval Support Activity Millington, TN.

Justification: Realignment of Navy Education and Training Command (NETC) and Navy Education and Training Professional Development & Technology Center (NETPDTC) to Naval Support Activity Millington will co-locate these activities with common functions (Bureau of Naval Personnel, Navy Manpower Analysis Center, and Navy Personnel Research and Development Center) and facilitate creation of a Navy Human Resources Center of Excellence. By relocating NETC and NETPDTC within the hub of naval personnel activities, this recommendation eliminates personnel redundancies and excess infrastructure capacity. NETC and NETPDTC will utilize 152,400 GSF of existing administrative space and warehouse space at Millington; the parking lot additions will be new MILCON.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$26.9 million. The net of all costs and savings to the Department during the implementation period is a cost of \$17.4 million. Annual recurring savings to the Department after implementation are \$3.6 million, with a payback expected in 9 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$17.1 million.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,890 jobs (743 direct jobs and 1147 indirect jobs) in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area, which is 0.9% 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 the potential to impact air quality at Millington, which is in moderate non-attainment for Ozone (8-hr.).

Construction associated with this recommendation has the potential to impact Historical sites identified at Millington. 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 does not impact the costs of environmental restoration, waste management, and environmental compliance activities

Supporting Information Attachments:

Tab 1: Supporting Information

- a. Force Structure Capabilities
- b. Military Value Analysis
- c. Capacity Analysis Results

Tab 2: Criterion 6 – Economic Impact Report

Tab 3: Criterion 7 – Community Infrastructure

Tab 4: Criterion 8 – Environmental Impact Report

Tab 5: COBRA Reports



Candidate #HSA-0134: Co-locate Miscellaneous USN Leased Locations

Candidate Recommendation (abbreviated): Close Crystal Park 3 and Crystal Square 3. Relocate NSMA to Washington Navy Yard (WNY). Realign 1400-1450 S. Eads Street and 2300 Clarendon Blvd by relocating NSMA to Anacostia Annex (AA). Realign Crystal Mall 2, Crystal Mall 3, Crystal Park 1, and Crystal Square 2 by relocating NSMA to WNY. Realign Crystal Gateway 4 by relocating NAVAIR to Arlington Service Center (ASC). Realign Crystal Gateway 3 by relocating NAVAIR to ASC and NSMA to WNY. Realign Crystal Park 5 by relocating SPAWAR to ASC. Realign FOB2 by relocating OPNAV, HQMC, and SECNAV/BCNR to ASC.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Eliminates approximately 228,000 GSF of leased space within the NCR. ✓ Facilitates closure of FOB 2. ✓ Co-location of organizations facilitates possible consolidation of common support functions. ✓ Moves Navy leased space to AT/FP compliant locations. 	<ul style="list-style-type: none"> ✓ Washington Navy Yard: 52nd of 324 ✓ Anacostia Annex: 65th of 324 ✓ Arlington Service Center: 112th of 324 ✓ All others 183rd or lower rankings
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 50.7M ✓ Net Implementation Cost: \$ 3.3M ✓ Annual Recurring Savings: \$ 17.6M ✓ Payback Period: 1 Year ✓ NPV (savings): \$161.2M 	<ul style="list-style-type: none"> ✓ Criterion 6: No job reductions. ✓ 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 #HSA-0134

Candidate Recommendation: Close Crystal Park 3 and Crystal Square 3, leased installations in Arlington, Virginia. Relocate Navy Systems Management Activity to Washington Navy Yard, Washington, District of Columbia.

Realign Crystal Mall 2, Crystal Mall 3, Crystal Park 1, and Crystal Square 2, leased installations in Arlington, Virginia, by relocating Navy Systems Management Activity to Washington Navy Yard, Washington, District of Columbia.

Realign 1400-1450 S. Eads Street and 2300 Clarendon Blvd, leased installations in Arlington, Virginia, by relocating Navy Systems Management Activity to Anacostia Annex, Washington, District of Columbia.

Realign Crystal Gateway 3, a leased installation in Arlington, Virginia, by relocating Navy Systems Management Activity to Washington Navy Yard, Washington, District of Columbia, and by relocating Naval Air Systems Command to Arlington Service Center, Arlington, Virginia.

Realign Crystal Gateway 4, a leased installation in Arlington, Virginia, by relocating Naval Air Systems Command to Arlington Service Center, Arlington, Virginia.

Realign Crystal Park 5, a leased installation in Arlington, Virginia, by relocating Space and Naval Warfare Systems Command to Arlington Service Center, Arlington, Virginia.

Realign Federal Office Building 2, Arlington, Virginia, by relocating the Chief of Naval Operations, the Commandant of the Marine Corps, and the Secretary of the Navy/Bureau of Corrections, Navy Records to Arlington Service Center, Arlington, Virginia.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. 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 average military value of the Navy Activities based on current locations ranges from out 212th to 311th of 324 entities evaluated by the MAH military value model. Washington Navy Yard is ranked 52nd out of 324; Anacostia Annex is ranked 65th out of 324; and Arlington Service Center is ranked 112th out of 324. 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 228,000 GSF of leased administrative space within the NCR, and also vacates 284,000 GSF of administrative space from FOB-2, which is scheduled for

closure. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide Navy Activities with immediate compliance with Force Protection Standards. Navy's current leased locations are non-compliant with current Force Protection Standards.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$50.7 million. The net of all costs and savings to the Department during the implementation period is a cost of \$3.1 million. Annual recurring savings to the Department after implementation are \$17.6 million, with a payback expected in 1 year. The net present value of the costs and savings to the Department over 20 years is a saving of \$161.2 million.

Impacts:

Economic Impact: This recommendation will not result in any job reductions (direct or indirect) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division.

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, 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 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 #MED-0025 Establish a Center of Excellence for Aerospace Medicine Research

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating the Naval Aeromedical Research Laboratory to Wright-Patterson AFB, OH, establishing it as a Center of Excellence for Aerospace Medicine.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Increase synergy and shared use of unique facilities through mission collocation ✓ Facilitate jointness ✓ Linked with TECH-0009, TECH-0058, MED-0012 	<ul style="list-style-type: none"> ✓ Relocates function to location not currently performing that function – relative military value scores not determinative. ✓ Military Judgment selected WPAFB as receiving because of related actions taken by Tech JCSG that offer synergies
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-time cost: \$ 12.115M ✓ Net implementation cost: \$ 14.375M ✓ Annual recurring costs: \$ 0.781M ✓ Payback time: Never ✓ NPV cost: \$ 20.580M 	<ul style="list-style-type: none"> ✓ Criteria 6: -95 jobs (40 direct, 55 indirect); <0.1% ✓ 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

Candidate Recommendation #MED-0025

Candidate Recommendation: Realign Naval Air Station Pensacola, FL, by relocating the Naval Aeromedical Research Laboratory to Wright-Patterson AFB, OH, establishing it as a Center of Excellence for Aerospace Medicine.

Justification: This action will increase synergy, focus on joint needs, and efficient use of equipment and facilities by co-locating the aerospace medicine research efforts of the Navy and Air Force.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$12.115M. The net of all costs and savings to the Department during the implementation period is a cost of \$14.375M. Annual recurring costs to the Department after implementation are \$0.781M with no return on investment expected. The estimated net present value of the costs and savings to the Department over 20 years is a cost of \$20.580M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 95 jobs (40 direct jobs and 55 indirect jobs) over the 2006-2011 period in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical 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 Impact: Wright-Patterson AFB is in a maintenance area for ozone and a conformity analysis may be necessary, though preliminary analysis indicates that a conformity determination may not be necessary. On-military installation cemeteries impose limitations on fee-simple ownership (e.g., access easements). In addition, 50 archaeological sites are present at this installation, 2 of which constrain digging or future construction. 22 Historic sites and 4 historic districts are also present. Additional operations may impact these areas, which may restrict operations. The Indiana bat is a T&E specie and impacts operations. Tree cutting is prohibited between 15 April and 15 September to avoid incidental take of roosting bats. No training restrictions. Additional operations may further impact this T&E specie. Wetlands restrict 1% of the base, but do not currently restrict operations, though additional operations may impact wetlands, which could restrict operations. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; or water resources. This recommendation will require

spending approximately \$98K for National Environmental Policy Act documentation and an air conformity analysis. These costs were 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-0048

Candidate Recommendation (Summary): Reconfigure wholesale storage and distribution around 4 regional Strategic Distribution Platforms (SDPs): Susquehanna., Warner Robins, Oklahoma City and San Joaquin. Disestablish DD Columbus and DD Red River. Realign the following DDs as Forward Distribution Points (FDPs) and consolidate their supply and storage functions, and associated inventories with those supporting industrial activities such as maintenance depots and shipyards: Tobyhanna, Norfolk, Richmond, Cherry Point, Albany, Jacksonville, Anniston, Corpus Christi, Hill, Puget Sound, San Diego and Barstow.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Provides for regional support to customers worldwide ✓ Enhances strategic flexibility via multiple platforms to respond to routine requirements and worldwide contingencies ✓ Improves surge options and capabilities ✓ Eliminates redundant supply and storage functions at industrial installations 	<ul style="list-style-type: none"> ✓ Relative Military Value Against Peers: Region 1. SDP-Susquehanna: Ranked 1 out of 5 Region 2. SDP Warner Robins: Ranked 4 out of 5 Region 3. SDP Oklahoma City: Ranked 2 out of 3 Region 4. SDP San Joaquin: Ranked 2 out of 5 ✓ Military Judgment: Applied in selecting SDPs for regions 2, 3 and 4 to minimize MILCON (capacity) and optimize support to customer organizations (geographical location).
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-time Cost: \$232.2M ✓ Net Implementation Savings: \$244.6M ✓ Annual Savings: \$138.7M ✓ Payback Period: 1 Year ✓ NPV (Savings): \$1,513.3M 	<ul style="list-style-type: none"> ✓ Criterion 6: From 0 to -896 jobs; <0.1% to 0.96% ✓ Criterion 7: No impediments ✓ Criterion 8: Wetland issues, archeological issues, historic properties, additional permits; 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 Recommendation #S&S-0048

Candidate Recommendation: Realign Defense Supply Center Columbus, OH, by disestablishing the Defense Distribution Depot Columbus, OH. Relocate the storage and distribution functions and associated inventories to the Defense Distribution Depot, Susquehanna, PA, hereby designated the Susquehanna Strategic Distribution Platform.

Realign Tobyhanna Army Depot, PA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Tobyhanna, PA, with all other supply, storage, and distribution functions and inventories that exist at Tobyhanna Army Depot to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Tobyhanna Army Depot, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Naval Station Norfolk, VA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Norfolk, VA, with all other supply, storage, and distribution functions and inventories that exist at Norfolk Naval Base and at Norfolk Naval Shipyard to support shipyard operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Norfolk Naval Shipyard operations, maintenance and production, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Susquehanna Strategic Distribution Platform.

Realign Defense Supply Center Richmond, VA, by relocating the storage and distribution functions and associated inventories of the Defense Distribution Depot Richmond, VA, to the Susquehanna Strategic Distribution Platform. Retain the minimum necessary storage and distribution functions and associated inventories at Defense Distribution Depot, Richmond, VA to serve as a wholesale Forward Distribution Point.

Realign Marine Corps Air Station Cherry Point, NC by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Cherry Point, NC, with all other supply, storage, and distribution functions and inventories that exist at Naval Aviation Depot Cherry Point, NC, to support depot operations, maintenance and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Air Depot Cherry Point, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot Warner Robins, GA, hereby designated the Warner Robins Strategic Distribution Platform.

Realign Warner-Robins Air Force Base, GA, by consolidating the supply, storage and distribution functions and associated inventories supporting depot operations, maintenance, and production at the Air Logistics Center Warner Robins, GA, with the supply, storage, and distribution functions at the Warner Robins Strategic Distribution Platform.

Realign Marine Corps Logistics Base Albany, GA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Albany, GA, with all other supply, storage, and distribution functions and inventories that exist at the Maintenance Center Albany, GA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Maintenance Center Albany, GA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Naval Air Station Jacksonville, FL, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Jacksonville, FL, with all other supply, storage, and distribution functions and inventories that exist at the Naval Aviation Depot Jacksonville, FL, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Naval Aviation Depot Jacksonville, FL, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Anniston Army Depot, AL, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Anniston, AL, with all other supply, storage, and distribution functions and inventories that exist at Anniston Army Depot, AL, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Anniston Army Depot, AL, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Warner Robins Strategic Distribution Platform.

Realign Red River Army Depot, TX, by disestablishing the Defense Distribution Depot Red River, TX. Relocate the storage and distribution functions and associated inventories to the Defense Distribution Depot, Oklahoma City, OK, hereby designated the Oklahoma City Strategic Distribution Platform.

Realign Tinker AFB, OK, by consolidating the supply, storage, and distribution functions and associated inventories supporting depot operations, maintenance, and production at

the Air Logistics Center Oklahoma City, OK, with the supply, storage, and distribution functions and inventories at the Oklahoma City Strategic Distribution Platform.

Realign Corpus Christi Army Depot, TX, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Corpus Christi, TX, with all other supply, storage, and distribution functions and inventories that exist at Corpus Christi Army Depot, TX, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Corpus Christi Army Depot, TX, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Oklahoma City Strategic Distribution Platform.

Realign Hill AFB, UT, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Hill, UT, with all other supply, storage, and distribution functions and inventories that exist at the Ogden Air Logistics Center, UT, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Ogden Air Logistics Center, UT, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot San Joaquin, CA, hereby designated the San Joaquin Strategic Distribution Platform.

Realign Naval Station Bremerton, WA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot Puget Sound, WA, with all other supply, storage and distribution functions and inventories that exist at Puget Sound Naval Shipyard, WA, to support shipyard operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Puget Sound Naval Shipyard, WA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Realign Naval Station San Diego, CA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, San Diego, CA, with all other supply, storage and distribution functions and inventories that exist at Naval Aviation Depot North Island, CA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support Naval Aviation Depot North Island, CA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Realign Marine Corps Logistics Base Barstow, CA, by consolidating the supply, storage, and distribution functions and associated inventories of the Defense Distribution Depot, Barstow, CA, with all other supply, storage, and distribution functions and inventories that exist at the Maintenance Center, Barstow, CA, to support depot operations, maintenance, and production. Retain the minimum necessary supply, storage, and distribution functions and inventories required to support the Maintenance Center, Barstow, CA, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the San Joaquin Strategic Distribution Platform.

Justification: This recommendation reconfigures the Department's wholesale storage and distribution infrastructure to improve support to the future force, whether home-based or deployed. It transforms existing logistics processes by creating four CONUS support regions, with each having one Strategic Distribution Platform and multiple Forward Distribution Points. Each Strategic Distribution Platform will be equipped with state-of-the-art consolidation, containerization and palletization capabilities, and the entire structure will provide for in-transit cargo visibility and real-time accountability. Distribution Depots, no longer needed for regional supply, will be realigned as Forward Distribution Points and will provide dedicated receiving, storing and issuing functions solely in support of on-base industrial customers such as maintenance depots, shipyards and air logistics centers. Forward Distribution Points will consolidate all supply and storage functions supporting industrial activities, to include those internal to depots and shipyards, and those at any intermediate levels that may exist. This consolidation eliminates unnecessary redundancies and duplication, and streamlines supply and storage processes.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$232.206M. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$244.572M. Annual recurring savings to the Department after implementation are \$138.663M with a payback expected in 1 year. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,513.253M.

Impacts:

Economic Impacts: Assuming no economic recovery, this recommendation could affect Economic Regions of Influence listed in the table below with regard to the maximum potential reduction of total jobs over the 2006-2011 period. Also identified is the percent of economic area employment:

Economic Region of Influence	Direct Job Reductions	Indirect Job	Total Job Reductions	% of Employment
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		reductions		
Columbus, OH Metropolitan Statistical Area	21	16	37	Less than 0.1%
Scranton-Wilkes-Barre, PA Metropolitan Statistical Area	86	60	146	Less than 0.1%
Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	312	433	745	Less than 0.1%
Richmond, VA Metropolitan Statistical Area	74	57	131	Less than 0.1%
New Bern, NC Metropolitan Statistical Area	12	11	23	Less than 0.1%
Albany, GA Metropolitan Statistical Area	40	31	71	Less than 0.1%
Jacksonville, FL Metropolitan Statistical Area	33	46	79	Less than 0.1%
Anniston-Oxford, AL Metropolitan Statistical Area	90	67	157	0.26%
Corpus Christi, TX Metropolitan Statistical Area	75	108	183	Less than 0.1%
Ogden-Clearfield, UT Metropolitan Statistical Area	64	62	126	Less than 0.1%
Bremerton-Silverdale, WA Metropolitan Statistical Area	60	63	123	0.1%
San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area	7	7	14	Less than 0.1%
Riverside-San Bernadino-Ontario, CA Metropolitan Statistical Area	7	7	14	Less than 0.1%
Texarkana, TX-Texarkana, AR Metropolitan Statistical Area	392	263	655	0.96%

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

Environmental Impacts: Tinker, is located within 100 miles of Wichita Mountains Wildlife Refuge, a critical air quality region, but does not restrict operations. This recommendation may require a permit for boilers, generators, or paint booths at Susquehanna and San Joaquin. This recommendation may affect Cultural, archeological, or tribal resources at Warner Robins and Tinker. Warner Robins contains archeological sites, areas with a high potential for archeological sites, and historic property that may be

impacted by this recommendation. Tinker Air Force Base has one or more installation cemeteries that impose limitations on fee-simple ownership. Tinker has an 81-acre historic district with seven contributing resources and one historic property not in a historic district. Neither Tinker nor Warner Robins can expand ESQD Arcs by more than 100 feet without a waiver, which may lower the safety of the bases if operations are added. This recommendation may increase solid and hazardous waste at Susquehanna and San Joaquin. Permits may be needed. This recommendation may increase water consumption at Susquehanna and San Joaquin; construction projects will require storm water permits. Wetlands restrict 26% of Warner Robins. While wetlands do not currently restrict operations, additional operations may impact wetlands. Wetlands at Tinker restrict 15% of the base but do not currently restrict operations. Additional operations at Tinker may impact wetlands. Wetland restricted acres also exist at the following installations in the percentages shown: Cherry Point-11%, Albany-3.6%, Corpus Christi-5%, Jacksonville-17%, North Island-20%, Puget Sound-16%, Norfolk Shipyard-6.2%, and San Diego-23.6%. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; or threatened and endangered species or critical habitat. This recommendation will require National Environmental Policy Act documentation at Tinker, Robins, Norfolk, Columbus and Richmond, and a storage permit at Susquehanna. The approximately \$840K 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-0018C: W&A RDAT&E Integrated Center at Redstone

Candidate Recommendation (Summary): Relocate Missile Defense Agency Weapons and Armaments Research and Development & Acquisition functions from FOB 2, leased locations in the National Capital Region, and Kirtland Air Force Base, NM, to Redstone Arsenal, AL.

Justification

- Multiple use of equipment/ facilities/ ranges/ people
- Reduce Lease costs significantly
- Consolidates MDA RD&A work, enhancing life cycle mission related synergies
- Enables future Joint consolidation
- Facilitates 2 closures [all W&A out]

Military Value

- Research quantitative MV
 - Redstone 3rd of 20
 - MDA 18th of 20
- D&A quantitative MV
 - Redstone 1st of 24
 - MDA 6th of 24
 - Kirtland 23rd of 24
- Judgment: Redstone has largest concentration of integrated technical facilities across all three functional areas

Payback

- One-time cost: \$143.8M
- Net implementation savings: \$327.9M
- Annual recurring savings: \$155.6M
- Payback time: 1 year
- NPV Savings \$1,742M

Impacts

- Criteria 6: -41 to -5920 jobs; <0.1% to 0.21%
- Criteria 7: No issues
- Criteria 8: No Impediments

- ✓ Strategy
- ✓ COBRA

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

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

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

Candidate Recommendation TECH-0018C

Candidate Recommendation: Close the Suffolk Building, a leased installation in Falls Church, VA. Relocate Missile Defense Agency Weapons and Armaments Research and Development & Acquisition to Redstone Arsenal, AL. Realign Federal Office Building 2 (also known as Navy Annex), DC, by relocating Missile Defense Agency Weapons and Armaments Research and Development & Acquisition to Redstone Arsenal, AL. Realign Crystal Square 2, Crystal Square 5, Crystal Park 5, Crystal Park 3, Airport Plaza II, Sequoia Plaza Buildings 1, 2, and 3, 1901 N. Moore Street, and 1911 Ft. Myer Drive, leased installations in Arlington, VA, by relocating Missile Defense Agency Weapons and Armaments Research and Development & Acquisition to Redstone Arsenal, AL. Realign Kirtland Air Force Base, NM, by relocating Missile Defense Agency Weapons and Armaments Development & Acquisition to Redstone Arsenal, AL.

Justification: This recommendation realigns and consolidates certain Missile Defense Agency (MDA) functions in Weapons and Armaments (W&A) Research and Development & Acquisition (R and D&A). This realignment would result in a more robust center for missile Research, Development & Acquisition, and Test & Evaluation at Redstone Arsenal, AL. This location is already the greatest concentration of military value in ground-to-air missiles W&A R and D&A. The Ground-based Missile Defense (GMD) portion of MDA resides in Huntsville, AL, near Redstone Arsenal, and close to their contractor, Boeing Aerospace. MDA also has other Huntsville missile-related operations, such as the THAAD Project Office. All the Huntsville locations draw on the missile expertise resident in the various organizations on Redstone including Army Missile Research, Development, and Engineering Center (AMRDEC) and the Huntsville operation of Army Space and Missile Defense Command. Relocating MDA NCR and MDA NM functions to Redstone Arsenal will enhance jointness and establish an invaluable synergy by collocating most MDA activities with the principal DOD expertise in ground-based missile research and development, and significant expertise in missile-related test and evaluation (T&E). The relocated activities would be in close proximity to the organizations conducting the principal activities of the agency, the development of missile defense systems. Redstone Arsenal would become an Army-DoD missile Center of Excellence in ground-to-air, ground-launched, and air-to-ground missile operations. The collocation would also enable a reduction in overhead costs and lease cost savings associated with the Arlington location in excess of \$40M a year, closing 700,000 ft² DoD-controlled lease space.

The recommendation provides for synergy by increasing the degree of jointness in weapons and armaments research, development and acquisition community at Redstone Arsenal, AL.

This recommendation includes Research, Development and Acquisition, and Test and Evaluation activities in the Army and DOD. It promotes jointness, enables technical synergy, and positions the Department of Defense to exploit center-of-mass scientific, technical and acquisition expertise with weapons and armament Research, Development and Acquisition that currently resides at Redstone Arsenal. This candidate recommendation directly supports the Department's Strategy for Transformation by moving and consolidating smaller W&A efforts into an extremely high military value center, and by leveraging synergy among Research, D&A, and T&E activities.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$143,812K. The net of all costs and savings to the Department during the implementation period is a savings \$327,866K. Annual recurring savings to the Department after implementation are \$155,619K with a payback expected in 1 year. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,741,983K.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5920 jobs (3528 direct jobs and 2392 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is 0.21 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 41 jobs (23 direct jobs and 18 indirect jobs) over the 2006-2011 period in the Albuquerque, NM 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: 346 archeological sites were identified at Redstone, some with restrictions on vehicle traffic; 426 historic properties; and 19 Native American tribes have asserted an interest in archeological sites. The potential impact may occur as a result of increased time delays and negotiated restrictions. Also resources must be evaluated on a case by case basis, thereby causing increased delays and costs. Cultural/archeological/tribal resources currently restrict operations. Additional operations may impact these resources and result in further restrictions on training or operations. TES on Redstone include Prices

potato bean, Bald Eagle, Indiana Bat, Gray Bat, Alabama Cave Shrimp, and American Alligator. Federally listed species restrict <0.7% of land at Redstone. Prices potato bean restricts 0.3% of land. Vehicle use is restricted to existing roads and utilities maintenance in this area and must be monitored by Environmental office. The Alabama Cave Shrimp restricts 0.4% of land in the Area immediately surrounding Bobcat Cave; access is closed to vehicles. Additional operations may further impact TES leading to additional restrictions on training or operations. This recommendation has no impact on air quality; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$400K for National Environmental Compliance Act documentation. 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.



#Tech-0018E: Consolidation Navy Strategic T&E at Kings Bay

Candidate Recommendation: Realign Patrick Air Force Base Cape Canaveral, FL, by relocating Nuclear Test and Evaluation at the Naval Ordnance Test Unit to Strategic Weapons Facility Atlantic Kings Bay, GA.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ■ Consolidate Navy nuclear T&E to enhance ATRFP ■ Reduce number of strategic sites & billets ■ Mission synergy equipment/facilities/SSBN access ■ Reduce duplicative capabilities with the new Western Test Range (Pacific) 	<ul style="list-style-type: none"> ■ Naval Ordnance Test Unit Cape Canaveral has the highest Nuclear MV for Navy. ■ Military Judgment to relocate to Kings Bay for synergy in ATRFP, Fleet operational support, and mission support infrastructure.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ■ One-time cost: \$86.442M ■ Net implementation costs: \$75.048M ■ Annual recurring savings: \$14.187M ■ Payback period: 7 years ■ NPV (savings) \$65.529M 	<ul style="list-style-type: none"> ■ Criteria 6: 1013 jobs (571 direct, 442 indirect); 0.41% ■ 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/MilDepts

Candidate Recommendation TECH-0018E

Candidate Recommendation: Realign Patrick Air Force Base Cape Canaveral, FL, by relocating Nuclear Test and Evaluation at the Naval Ordnance Test Unit to Strategic Weapons Facility Atlantic Kings Bay, GA.

Justification: This recommendation realigns the stand-alone east coast facility working in full scale Nuclear Test & Evaluation at Cape Canaveral into a fully supported Navy nuclear operational site at Kings Bay to gain synergy in security (Anti-Terrorism Force Protection- ATFP), Fleet operational support and mission support infrastructure. Since 1956, the Fleet Ballistic Missile (FBM) Program, in support of the TRIDENT (D-Series) Missile, has executed land based (pad) as well as sea based (SSBN) test launches supported by the NOTU at Cape Canaveral, FL. This facility provided both the launch support infrastructure as well as docking for sea-based pre and post launch events. Recent changes in ATFP requirements, the recent establishment of the Western Test Range in the Pacific, and the programmatic decision to no longer require land based (pad) launches at Cape Canaveral all lead to the realignment/relocation of this function to Kings Bay. This action aligns nicely with the overall Weapons and Armaments strategy to move smaller activities at remote sites into larger facilities to realize a significant synergy in support functions and costs while maintaining mission capability.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$86,442K. The net of all costs and savings to the Department during the implementation period is a cost of \$75,048K. Annual recurring savings to the Department after implementation are \$14,187K with a return on investment expected in 7 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$65,529K.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1013 jobs (571 direct jobs and 442 indirect jobs) over the 2006-2011 period in Palm Bay-Melbourne-Titusville, FL Metropolitan Statistical Area which is 0.41 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 cultural, archeological, or tribal resources at Kings Bay. Archeological and historical sites have been identified on Kings Bay that do not impact current construction or current operations. There is a programmatic agreement for historic property in place with the State Historic Preservation Officer. This recommendation has a potential impact on land use constraints or sensitive resource areas at Kings Bay, which reports that 2507 unconstrained acres are available for development out of 12,814 total acres. Kings Bay has Explosive Safety Quantity Distance Arcs, none of which require safety waivers and none with the potential for expansion. This recommendation has a potential impact on marine mammals, resources, or sanctuaries at Kings Bay, which is impacted by laws and regulations pertaining to Marine Mammal Protection Act, Essential Fish Habitats & Fisheries and Marine Sanctuaries. This recommendation has a potential to impact threatened and endangered species or critical habitat at Kings Bay, which reports that TES are present. Critical habitat is present that restricts operations. Kings Bay does not have a permitted RCRA Treatment Storage and Disposal Facility, but it does have an interim RCRA Part X facility that accepts of-site waste. This recommendation has the potential to impact water resources at Kings Bay. Groundwater contamination is reported at Kings Bay, but surface water contamination is not. This recommendation has the potential to impact wetlands at Kings Bay, which has 36% wetland restricted acres on the installation. This recommendation has no impact on air quality; dredging; or noise. This recommendation will require spending approximately \$140K on environmental compliance costs at Kings Bay. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



#Tech-0031: Consolidate Sea Vehicle D&A

Candidate Recommendation: Realign Detroit Arsenal, MI, by relocating Sea Vehicle Development and Acquisition to Naval Surface Warfare Center Carderock Division, Bethesda, MD, and Program Management and Direction of Sea Vehicle Development and Acquisition to Naval Sea Systems Command Washington Navy Yard, DC.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ▪ Provide greater synergy across Sea Vehicle D&A ▪ Reduce potential duplicative efforts ▪ Provide consolidated centers of mass for Sea Vehicles D&A ▪ Increase effectiveness and efficiencies ▪ Collocates Army Detroit Arsenal Sea Vehicle efforts with large concentration of Navy Sea Vehicle knowledge base in D&A 	<p style="text-align: center;"><u>Military Value (MV)</u></p> <ul style="list-style-type: none"> ▪ Quantitative Military Value <ul style="list-style-type: none"> • NSWC Carderock, 1st • NAVSEA SYSCOM, Washington Navy Yard, 3rd • Detroit Arsenal, 10th ▪ Detroit Arsenal's quantitative Military Value and response to scenario data call is consistent with the recommendation to realign to locations with higher quantitative Military Value. 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>▪ One-time cost:</td> <td style="text-align: right;">\$1.717M</td> </tr> <tr> <td>▪ Net implementation cost:</td> <td style="text-align: right;">\$0.396M</td> </tr> <tr> <td>▪ Annual recurring savings:</td> <td style="text-align: right;">\$0.223M</td> </tr> <tr> <td>▪ Payback time:</td> <td style="text-align: right;">8 years</td> </tr> <tr> <td>▪ NPV (savings):</td> <td style="text-align: right;">\$1.619M</td> </tr> </table>	▪ One-time cost:	\$1.717M	▪ Net implementation cost:	\$0.396M	▪ Annual recurring savings:	\$0.223M	▪ Payback time:	8 years	▪ NPV (savings):	\$1.619M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ▪ Criterion 6: -55 jobs (35 direct, 20 indirect); <0.1% ▪ Criterion 7: No issues ▪ Criterion 8: No impediments
▪ One-time cost:	\$1.717M										
▪ Net implementation cost:	\$0.396M										
▪ Annual recurring savings:	\$0.223M										
▪ Payback time:	8 years										
▪ NPV (savings):	\$1.619M										

- ✓ 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 TECH-0031

Candidate Recommendation: Realign Detroit Arsenal, MI, by relocating Sea Vehicle Development and Acquisition to Naval Surface Warfare Center Carderock Division, Bethesda, MD, and Program Management and Direction of Sea Vehicle Development and Acquisition to Naval Sea Systems Command, Washington Navy Yard, DC.

Justification: This recommendation consolidates program management of Sea Vehicle Development and Acquisition (D&A) at two principal sites; the Naval Sea Systems Command (NAVSEASYSCOM) at the Washington Navy Yard (WNY), DC, and the Naval Surface Warfare Center (NSWC) Carderock Division, Bethesda MD.

The consolidation and co-location leverages existing concentration of research, design and development, and acquisition support capabilities residing within the US Navy Headquarters and Warfare Center R, D&A infrastructure. Program management for D&A will be at the Naval Sea Systems Command, Washington Navy Yard. In support of joint and transformational initiatives, this recommendation relocates management and direction of Theater Support Vessels (TSV) and other Sea Vehicle/Watercraft programs for US Army to the Naval Sea Systems Command, Washington Navy Yard. Consolidation of all program management of Sea Vehicle Programs at the Naval Sea Systems Command, Washington Navy Yard collocates these functions and aligns with related program offices supporting Sea Vehicle Weapons and Combat systems, Hull Mechanical and Electrical, C4I integration and related sea vehicle equipment and support functions. This also places it nearby the principal technical direction and development agent for sea vehicles located at Naval Surface Warfare Center Carderock Division in Bethesda, MD. This recommendation is consistent with the existing partnership collaboration between the USA and the USN on Theater Support Vessels as reflected in a Memorandum of Understanding between the US Army Program Executive Office (PEO) for Combat Support and Combat Service Support (PEO CS & CSS) and the US Navy PEO for Ships Systems.

The recommendation will enhance synergy by consolidating Sea Vehicle functions to major sites, preserve healthy competition, leverage existing infrastructure, minimize environmental impact, and effect reasonable homeland security risk dispersal. The recommendation will increase efficiency by making a robust acquisition organization available to all DoD Sea Vehicle and watercraft program requirements and will increase efficiency by reducing overall manpower requirements.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.717 Million. The net of all costs and savings to the Department during the implementation period is a cost of \$396K. Annual recurring savings to the Department after implementation are \$223K with a payback expected in eight (8) years. The net present value of the costs and savings to the Department over 20 years is a savings of \$1.619 Million.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 55 jobs (35 direct jobs and 20 indirect jobs) over the 2006-2011 period in the Detroit-Livonia-Dearborn, MI Metropolitan Division, which is less than 0.1 percent of economic area employment.

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

Environmental Impacts: Both NSWC Carderock and Washington Navy Yard are not in attainment for all criteria pollutants and in severe non-attainment for Ozone (1hr.). Carderock has 5 and Washington Navy Yard has 0 unconstrained acres available for development. Both installations also discharge to impaired waterways and groundwater contamination has been found. NSWC Carderock also has 7% restricted wetlands on the auxiliary field. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; marine mammals resources or sanctuaries; noise; threatened and endangered species, or critical habitat; or waste management. This recommendation will require National Environmental Policy Act documentation at the receiving locations and waste management costs at Carderock. The approximately \$288K 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 #USA-0046v2



Candidate Recommendation: Realign Fort Benning by relocating the Drill Sergeant School to Fort Jackson, and activate a Brigade Combat Team at Fort Benning.

<u>Justification</u>		<u>Military Value</u>											
<ul style="list-style-type: none"> ✓ Single Service activity Consolidation ✓ In Conjunction with Realign Fort Leonard Wood, Consolidates Drill Sergeants training from three locations to one location ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost & best NPV among alternatives ✓ Utilizes available maneuver space at Fort Benning for activation of Infantry BCT ✓ Co-locates institutional training and MTOE units to support force stabilization initiatives 		<ul style="list-style-type: none"> ✓ Moving from Benning to Jackson is justified by improvements gained in operational efficiency and use of excess capacity at Fort Jackson ✓ Adds a BCT to a high value installation ✓ Creates space at Fort Benning for a portion of the BCT ✓ MVI: Benning (9), Jackson (26) 											
<u>Payback</u>		<u>Impacts</u>											
<table border="0" style="width: 100%;"> <tr> <td style="width: 60%;">1. One-Time Cost:</td> <td style="text-align: right;">\$131.1M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td style="text-align: right;">\$231.3M</td> </tr> <tr> <td>3. Annual Recurring Cost:</td> <td style="text-align: right;">\$27.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>5. NPV (Cost):</td> <td style="text-align: right;">\$463M</td> </tr> </table>		1. One-Time Cost:	\$131.1M	2. Net Implementation Cost:	\$231.3M	3. Annual Recurring Cost:	\$27.5M	4. Payback Period:	Never	5. NPV (Cost):	\$463M	<ul style="list-style-type: none"> ✓ Criterion 6 - Max potential reduction: Benning 171 (-0.1%) ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation) ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues. 	
1. One-Time Cost:	\$131.1M												
2. Net Implementation Cost:	\$231.3M												
3. Annual Recurring Cost:	\$27.5M												
4. Payback Period:	Never												
5. NPV (Cost):	\$463M												

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



BRAC 2005 - TABS Proposal Information Management System (PIMS)

Candidate Recommendation # USA-0046v2

10-Mar-05

Candidate Recommendation:

Realign Fort Benning by relocating the Drill Sergeant school to Fort Jackson and activating a Brigade Combat Team at Fort Benning.

Justification:

This recommendation, in conjunction with the Realign Fort Leonard Wood (Drill Sergeant School to Fort Jackson) recommendation, consolidates Drill Sergeant's Training from three locations Fort Benning, Fort Jackson, & Fort Leonard Wood to one location, Fort Jackson and facilitates the activation of Brigade Combat Team (light) at Fort Benning. It enhances military value, supports the Army's force structure plan, and maintains sufficient surge capability to address future unforeseen requirements. This consolidation also fosters consistency, standardization and training proficiency. It also takes advantage of the strengths of each installation. Consolidating the drill sergeant school at Fort Jackson effectively utilizes its capacity for institutional training; whereas, activating a Brigade Combat Team at Fort Benning effectively utilizes its capacity for operational training.

It is based on the Army's intent to pursue the Transformational Option: Collocate Institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and engage training. The consolidation of Drill Sergeant Schools enhance the Army's military value by providing the same or better level of training and readiness at reduced costs. The activation of the BCT at Fort Benning supports the Army's force structure plan and maintains adequate surge capacity within the training capability. This recommendation supports the BRAC objective to consolidate, collocate, or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies. It also promotes manpower and cost efficiencies needed to support the Army's force structure and modularity changes. Additionally, this recommendation improves training capabilities while eliminating excess capacity in institutional training installations. This action improves coordination, standardization, and the quality of Drill Sergeant training. At the same time, the training efficiencies created with lower instructor force requirements provides savings to meet other Army Requirements.

Payback:

The total estimated one-time cost to the Department of Defense to implement this recommendation is \$ 131,161 thousand. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$ 231,398 thousand. Annual recurring cost to the Department after implementation are \$ 27,530 thousand. This recommendation never pays back. The net present value of the costs and savings to the Department over 20 years is a cost of \$ 463,028 thousand.

Impacts:

A. Economic Impact on Communities:

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 171 jobs (121 direct and 51 indirect jobs) over the 2006 – 2011 period in the Columbus, GA metropolitan area, which is 0.1 percent of economic area employment.

This recommendation could result in a potential addition of 388 jobs (273 direct and 115 indirect jobs) over the 2006 – 2011 period in the Columbia, SC metropolitan area, which is 0.09 percent of economic area employment.

B. Community Infrastructure Impact:

A review of community attributes revealed no significant issues regarding the ability of the local community's infrastructure to support forces, missions, and personnel. When moving from Fort Benning, GA to Fort Jackson, SC, the following local area attributes improved: Cost of Living, Medical Health, and Employment. The following local area attribute is not as robust: Transportation.

C. Environmental Impact:

Fort Jackson

This recommendation moves additional personnel to, and causes moderate new construction on Fort Jackson. Drill Sergeant training is predominantly classroom-based, so field training frequency and the amount of land impacted by field training, is not expected to increase significantly. Fort Jackson is located in a Non-attainment area for Ozone (8-hour). Therefore, an Air Conformity determination and New Source Review and permitting effort will be required. Fort Jackson has 92 archeological sites and 2 historic buildings that currently impose restrictions on training and digging. To preserve these resources, additional training restrictions may be imposed and increased construction delays and costs are possible. Fourteen Native American tribes have asserted interest in archeological sites, so consultations with tribes may be necessary if construction impacts these sites. This Installation has 2 Threatened and Endangered species that cause restrictions on land based training on less than one percent of installation land. Construction and added operations may impact these species and result in further training restrictions. No adverse effects to any other environmental resource areas are expected.

Fort Benning

This recommendation moves a significant number of additional personnel to Fort Benning, causes significant levels of new construction, while also increasing training frequency, noise levels, and amount of land impacted by training. Fort Benning is located in a Non-attainment area for Ozone (8-hour). Therefore, an Air Conformity determination and New Source Review and permitting effort will be required. Fort Benning has 1,226 archeological sites and 1,617 historic buildings that currently restrict vehicle traffic and digging operations. To preserve these resources, training restrictions may be imposed and increased operational delays and costs are possible. Twelve Native American tribes have asserted interest in archeological sites, so consultations with tribes may be necessary if additional operations impact these sites. Fort Benning, which is experiencing moderate encroachment, has 9,003

Candidate Recommendation # USA-0046v2

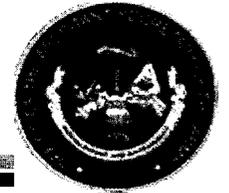
10-Mar-05

acres of Noise Zone 2 and 1,785 acres of Noise Zone 3 that extend outside the installation boundary. Installation Environmental Noise Management Plan imposes a ban on firing from .50 Caliber rounds from 1100-0600. Further analysis will be required to determine the extent of new noise impacts. This Installation has 5 Threatened and Endangered species that cause restrictions on flight operations and training (e.g., foot traffic, digging, weapons firing, pyrotechnics use). Added operations may impact these species and result in further training restrictions. This Installation is discharging to 7 impaired waterways and water quality issues are impacting the Installation mission. Therefore, significant mitigation measures to limit releases may be required to reduce impacts to water quality and achieve US EPA water quality standards. No adverse effects to any other environmental resource areas are expected.

**** End of Report ****



Candidate #USA-0226



Candidate Recommendation: Realign Fort Leonard Wood by relocating the Drill Sergeant School to Fort Jackson

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single Service activity consolidation ✓ In Conjunction with Realign Fort Benning, Consolidates Drill Sergeants training from three locations to one location ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost & best NPV among alternatives ✓ Utilizes available training capacity at Fort Jackson 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Improves Military Value and the uses excess capacity at Fort Jackson ✓ Creates space at Fort Leonard Wood for other activities ✓ MVI: Jackson (26), Leonard Wood (35) 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td> <td style="text-align: right;">\$17.4M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td style="text-align: right;">\$12.4M</td> </tr> <tr> <td>3. Annual Recurring Savings:</td> <td style="text-align: right;">\$1.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">15 Years</td> </tr> <tr> <td>5. NPV (Savings):</td> <td style="text-align: right;">\$1.7M</td> </tr> </table>	1. One-Time Cost:	\$17.4M	2. Net Implementation Cost:	\$12.4M	3. Annual Recurring Savings:	\$1.5M	4. Payback Period:	15 Years	5. NPV (Savings):	\$1.7M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 - Max potential reduction: Leonard Wood 237 (-0.93%) ✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation) ✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues
1. One-Time Cost:	\$17.4M										
2. Net Implementation Cost:	\$12.4M										
3. Annual Recurring Savings:	\$1.5M										
4. Payback Period:	15 Years										
5. NPV (Savings):	\$1.7M										

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



BRAC 2005 - TABS Proposal Information Management System (PIMS)

Candidate Recommendation # USA-0226

10-Mar-05

Candidate Recommendation:

Realign Fort Leonard Wood by relocating the Drill Sergeant School to Fort Jackson

Justification:

This recommendation, in conjunction with the Realign Fort Benning (Drill Sergeant School to Fort Jackson) recommendation, consolidates Drill Sergeant's Training from three locations Fort Benning, Fort Jackson, & Fort Leonard Wood to one location, Fort Jackson. It enhances military value, supports the Army's force structure plan, and maintains sufficient surge capability to address future unforeseen requirements. This consolidation also fosters consistency, standardization and training proficiency. This recommendation shows a NPV savings of \$1.7M and has a recurring savings of \$1.5M per year.

This recommendation supports Army Transformational options by Collocating Institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and engage training. The consolidation of Drill Sergeant Schools enhances the Army's military value by providing the same or better level of training and readiness at reduced costs. This recommendation supports the BRAC objective to consolidate, collocate, or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies. It also promotes manpower and cost efficiencies needed to support the Army's force structure and modularity changes. Additionally, this recommendation improves training capabilities while eliminating excess capacity in institutional training installations. This action improves coordination, standardization, and the quality of Drill Sergeant training. At the same time, the training efficiencies created with lower instructor force requirements provides savings to meet other Army Requirements.

Payback:

The total estimated one-time cost to the Department of Defense to implement this recommendation is \$ 17,410 thousand. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$ 12,356 thousand. Annual recurring savings to the Department after implementation are \$ 1,482 thousand with a payback of 15 years (). The net present value of the costs and savings to the Department over 20 years is a savings of \$ 1,719 thousand.

Impacts:

A. Economic Impact on Communities:

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 237 jobs (183 direct and 54 indirect jobs) over the 2006 – 2011 period in the Fort Leonard Wood, MO metropolitan area, which is 0.93 percent of economic area employment.

Candidate Recommendation # USA-0226

10-Mar-05

B. Community Infrastructure Impact:

A review of community attributes revealed no significant issues regarding the ability of the local community's infrastructure to support forces, missions, and personnel. When moving from Fort Leonard Wood, MO to Fort Jackson, SC, the following local area attributes improved: Child Care, Medical Health, Employment and Population Center. The following local area attributes are not as robust: Safety and Transportation.

C. Environmental Impact:

Fort Jackson

This recommendation moves additional personnel to, and causes moderate new construction on Fort Jackson. Drill Sergeant training is predominantly classroom-based, so field training frequency and the amount of land impacted by field training, is not expected to increase significantly. Fort Jackson is located in a Non-attainment area for Ozone (8-hour). Therefore, an Air Conformity determination and New Source Review and permitting effort will be required. Fort Jackson has 92 archeological sites and 2 historic buildings that currently impose restrictions on training and digging. To preserve these resources, additional training restrictions may be imposed and increased construction delays and costs are possible. Fourteen Native American tribes have asserted interest in archeological sites, so consultations with tribes may be necessary if construction impacts these sites. This Installation has 2 Threatened and Endangered species that cause restrictions on land based training on less than one percent of installation land. Construction and added operations may impact these species and result in further training restrictions. No adverse effects to any other environmental resource areas are expected.

Fort Leonard Wood

No impacts.

**** End of Report ****



Candidate #USAF-0099 / S901c1

Realign Lackland AFB, San Antonio, TX

Candidate Recommendation: Realign Lackland AFB. Relocate the Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) function from Lackland AFB, Medina Annex to McConnell AFB, Kansas and transfer the mission to the Air National Guard.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ■ Medina Annex operations place public at risk during explosives transport to airhead ■ Converts AD mission to ANG ■ Enables same capability at less expense 	<ul style="list-style-type: none"> ■ Optimize locations and workforce used to support combat deployments with STAMP/STRAPP assets
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ■ One Time Cost: \$13M ■ Net Implementation Savings: \$29M ■ Annual Recurring Savings: \$9M ■ Payback period: 1 yr/2008 ■ NPV Savings: \$109M 	<ul style="list-style-type: none"> ■ Criterion 6 - Total Job Change: -182 (direct -99, indirect -83) 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

Candidate Recommendation #USAF-0099

Candidate Recommendation: Realign Lackland AFB, Texas. Relocate the Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) function from Lackland AFB, Medina Annex to McConnell AFB, Kansas and transfer the mission to the Air National Guard.

Justification: Frees up active duty manpower by converting an active duty mission to the Air National Guard. It also supports the Air Force principle, "support the AEF construct" by keeping two geographically separated munitions sites. Medina Annex is one of two STAMP locations. Hill AFB, Utah is the other. Munitions out-load operations at Medina Annex pose transportation challenges to the airhead at nearby Lackland AFB (former Kelly AFB airfield). During out-load, explosives shipments must be transported over local/interstate highways, placing a civilian population in the San Antonio region at risk and increasing the security threat. The Air Force does not have complete control over the airfield at Lackland so access and encroachment cannot be guaranteed. McConnell AFB has hot-cargo handling and munitions storage capability on the airfield, enhancing munitions out-load effectiveness with little interference on existing missions. McConnell currently performs a mission similar to STAMP, supports an assigned mobility mission, has substantial 1.1 net explosive weight storage capacity (structures supported former bomber mission) and has an aerial port squadron assigned to assist in deployment if necessary.

Payback (Criterion 5): The total estimated one-time cost to the Department of Defense to implement this recommendation is \$13 million. The net of all costs and savings to the Department during the implementation period is a savings of \$29 million. Annual recurring savings to the Department after implementation are \$9 million, with a payback period expected in one year. The net present value of the cost and savings to the Department over 20 years is a savings of \$109 million.

Impacts:

Economic Impact on Communities (Criterion 6): Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 182 jobs (99 direct jobs and 83 indirect jobs) over the 2006-2011 period in the San Antonio, Texas Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

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

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



Candidate #USAF-0102 / S904

Establish USAF Logistics Support Centers

Candidate Recommendation: Realign Altus AFB, OK; Hickam AFB, HI; Hurlburt Field, FL; Langley AFB, VA; Little Rock AFB, AR; Luke AFB, AZ and Scott AFB, IL. Establish Air Force Logistics Support Centers (LSCs) at Langley AFB and Scott AFB by combining five major command (MAJCOM) Regional Supply Squadrons (RSS) into two LSCs. Establish a Combat Air Forces (CAF) LSC at Langley AFB by realigning RSS positions from Hickam AFB and Sembach, Germany (non-BRAC programmatic) as well as base-level Logistics Readiness Squadron (LRS) positions from Luke AFB. Establish a Mobility Air Forces (MAF) LSC at Scott AFB by realigning RSS positions from Hurlburt Field and Sembach (non-BRAC programmatic) and LRS positions from Little Rock AFB and Altus AFB. Disestablish the PACAF RSS, USAFE RSS and AFSOC RSS.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Aligns with eLog21 initiatives ■ Standardizes AF materiel management C2 ■ Realigns RSS manpower at 3 locations and base-level LRS manpower at 3 installations to 2 LSCs 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Provides seamless transition from peace to war for 3,012 aircraft and weapons systems ■ Provides single “face” to warfighter while at home station and deployed for CAF & MAF forces
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$10M ■ Net Implementation Savings: \$21M ■ Annual Recurring Savings: \$6M ■ Payback Period: Immediate ■ NPV Savings: \$71M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change: See Summary ■ 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 Recommendation #USAF-0102

Candidate Recommendation: Realign Altus AFB, OK; Hickam AFB, HI; Hurlburt Field, FL; Langley AFB, VA; Little Rock AFB, AR; Luke AFB, AZ and Scott AFB, IL. Establish Air Force Logistics Support Centers (LSCs) at Langley AFB and Scott AFB by combining five major command (MAJCOM) Regional Supply Squadrons (RSS) into two LSCs.

Combat Air Forces (CAF): Establish a CAF LSC at Langley AFB by realigning RSS positions from Hickam AFB and Sembach, Germany (non-BRAC programmatic) as well as base-level Logistics Readiness Squadron (LRS) positions from Luke AFB.

Mobility Air Forces (MAF): Establish a MAF LSC at Scott AFB by realigning RSS positions from Hurlburt Field and Sembach (non-BRAC programmatic) and LRS positions from Little Rock AFB and Altus AFB. Disestablish the PACAF RSS, USAFE RSS and AFSOC RSS.

Justification: This recommendation is a transformational opportunity consistent with eLog21 initiatives and standardizes Air Force materiel management command and control. This recommendation realigns RSS manpower (from three locations) and base-level LRS manpower (from three installations) to two LSCs in support of Combat Air Forces and Mobility Air Forces. Consolidation will provide a seamless transition from peace to war for 3,012 aircraft and weapons systems associated with CAF/MAF forces and the Airmen that use them. It also provides a single "face" (point of contact) to the warfighter whether at home station or deployed.

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 savings of \$21 million. Annual recurring savings to the Department after implementation are \$6 million with an immediate payback expected. The net present value to the Department over 20 years is a savings of \$71 million.

Impacts:

Economic Impact on Communities (Criterion 6):

Altus AFB OK. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 26 jobs (16 direct jobs and 10 indirect jobs) over the 2006-2011 period in the Altus, Oklahoma Metropolitan Statistical Area economic area, which is 0.16 percent of economic area employment.

Hickam AFB HI. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 269 jobs (151 direct jobs and 118 indirect jobs) over the 2006-2011 period in the Honolulu, Hawaii Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

Hurlburt Field FL. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 98 jobs (54 direct jobs and 44 indirect jobs) over the 2006-2011 period in the Fort Walton Beach-Crestview-Destin, Florida Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

Langley AFB VA. Assuming no economic recovery, this recommendation could result in a maximum potential increase of 200 jobs (95 direct jobs and 105 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, Virginia-North Carolina Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

Little Rock AFB AR. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 28 jobs (16 direct jobs and 12 indirect jobs) over the 2006-2011 period in the Little Rock-North Little Rock, Arkansas Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

Luke AFB AZ. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 28 jobs (16 direct jobs and 12 indirect jobs) over the 2006-2011 period in the Phoenix-Mesa-Scottsdale, Arizona Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

Scott AFB IL. Assuming no economic recovery, this recommendation could result in a maximum potential increase of 188 jobs (103 direct jobs and 85 indirect jobs) over the 2006-2011 period in the St. Louis, Missouri-Illinois Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

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

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