

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

### **Meeting Minutes of March 24, 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 reminding the ISG about the transformational goals of the BRAC process, noting that recommendations that never payback will be subject to extra scrutiny. He then handed out a spreadsheet that displayed the costs and savings associated with the candidate recommendations reviewed to date (see attachment 2). He also noted that at the Secretary's request, he has provided summaries of all 370 recommendations submitted to date to key members of the OSD leadership to obtain any objections they may have. He encouraged the other ISG members to provide recommendations to members of their organizations as appropriate.

Mr. Wynne then turned the meeting over to Mr. Peter Potochney, Director OSD BRAC, to review the latest schedule. As part of the review, Mr. Potochney stated that the Joint Staff had expressed concern about moving the dive school as proposed by the Education and Training Joint Cross-Service Group (E&T JCSG) used by Special Operations Command. The Vice Chairman confirmed the concern and noted that the cost savings were small. The Chair of the E&T JCSG stated that the move consolidates diver training, but acknowledged that because the savings were small, he understood the Special Operations Command concerns. Based on the Joint Staff objection and the minimal savings, the ISG agreed to reject the candidate recommendation (E&T 0039). Mr. Potochney then turned the meeting over to Vice Admiral Keith Lippert, Chair of the Supply and Storage JCSG.

VADM Lippert used the attached slides to brief the ISG on Candidate Recommendation S&S 0035, which realigns responsibility of Class IX Depot Level Repairables to the Defense Logistics Agency. As part of his briefing and in response to questions from the ISG, VADM Lippert noted that the recommendation:

- Realigns five Inventory Control Points (ICP)
- Achieves \$2.9B in NPV savings, the same amount as before the candidate recommendation was scaled back.
- Conservatively estimates savings based on historical data
- Savings are in addition to savings to be achieved by the Military Departments' business process changes
- Final clarifications of definitions and which ICPs will be affected are being worked with the Military Departments

The ISG agreed to forward the recommendation to the IEC and VADM Lippert agreed to work with the Military Departments to address their concerns about how costs and savings are calculated.

Next, Mr. Don Tison, Chairman of the Headquarters and Support Activities (H&SA) JCSG, briefed the ISG on three revised candidate recommendations using the attached slides. Before briefing the ISG on the candidate recommendations, he mentioned that the final location for the Defense Information Systems Agency was being worked with the Joint Staff.

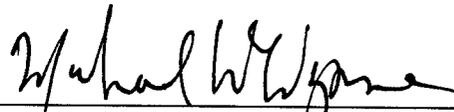
After a brief discussion, the ISG approved H&SA 0141 (movement of the Air Force Real Property Agency and Air Force Center for Environmental Excellence) and H&SA 0132 (co-location National Guard Headquarters). The ISG then discussed H&SA 0114, the realignment and consolidation of Transportation Command (TRANSCOM). Admiral Willard, Vice Chief of Naval Operations, expressed concern about the value of moving a small number of Military Sealift Command (MSC) personnel. The Joint Staff representative expressed concern about why the move seemed to contradict a request involving Air Mobility Command. As a result of the discussion, the ISG placed H&SA-0114 on hold and Mr. Wynne asked Mr. Tison to come back to the ISG and present two alternative approaches to TRANSCOM—the current recommendation which includes moving MSC personnel and one that does not include moving them, but rather alters their chain of command in place.

Next, Mr. Terry Ford, the Army principal on the Intelligence (INT) JCSG, presented two candidate recommendations (INT 0012 and 0013). The ISG approved forwarding the candidate recommendations to the IEC noting the high costs and long payback. For candidate recommendation INT 0013 affecting the Counter Intelligence Field Activity, the ISG recommended it be combined with an H&SA candidate recommendation as appropriate.

Following Mr. Ford, Vice Admiral Don Arthur, Navy Principal for the Medical JCSG, briefed the ISG on three medical candidate recommendations (MED 0024, 0029 and 0057). The ISG approved the recommendations and directed that the medical recommendations involving research and development (MED 0024 and 0057) be combined with Technical JCSG recommendations (TECH 0009 and 0032), as appropriate. The Technical JCSG representative agreed to combine the recommendations.

Mr. Al Shaffer then briefed the ISG on revisions to two Technical Recommendations (TECH 0035R and 0040R). The ISG approved the revised recommendations.

Dr. Craig College gave the ISG an informational brief on two Army recommendations and Mr. Fred Pease did the same for three Air Force recommendations.

Approved:   
Michael W. Wynne  
Chairman, Infrastructure Steering Group

**Attachments:**

1. List of Attendees
2. Candidate Recommendations Financial Summary
3. Briefing slides entitled “BRAC 2005 Briefing to the Infrastructure Steering Group March 24, 2005”
4. Read ahead package dated March 21, 2005 used which includes candidate recommendation and accompanying quad charts, and a compact disc with additional supporting information.
5. Read ahead package dated March 23, 2005 used to facilitate the meeting, which includes the briefing slides and a summary of scenarios registered to date broken out by category with an accompanying disc.

**Infrastructure Steering Group Meeting  
March 24, 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)
- ADM Robert Willard, Vice Chief of Naval Operations
- Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff
- Mr. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)

**Advisor:**

- Mr. Ray DuBois, Director of Administration and Management

**Alternates:**

- LtGen Richard L. Kelly, Deputy Commandant for Installations and Logistics for the Marine Corps for Gen William Nyland, Assistant Commandant of the Marine Corps
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for Gen Michael Moseley, Vice Chief of Staff for the Air Force

**Education and Training JCSG**

- 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
- COL Carla Coulson, Chief of Staff, Headquarters and Support Activities JCSG

**Industrial JCSG**

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

**Intelligence JCSG**

- Mr. Terry Ford, Army Principal for Ms. Carol Haave, Chairman, Intelligence JCSG
- Mr. Wayne Howard, Senior Strategic Analyst, [BRAC Core Team Facilitator] for Intelligence JCSG

**Medical JCSG**

- VADM Don Arthur, Navy Principal for LTG 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**

- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering
- Dr. James Short, Director for Defense Laboratory Management, OSD

**Others:**

- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- CDR John Lathroum, 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. Kaleb Redden, Action Officer, OSD BRAC
- Ms. Alison Garfield, Action Officer ODUSD(I&E)

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV		Payback Years	Annual Recurring Savings/(Costs) \$K	Status
		Savings/(Costs) \$K	1-Time (Costs) \$K			
S&S-0035	Consolidate / transfer Service Inventory Control Points to Defense Logistics Agency	2,898,817	(93,187)	0	226,565	Awaiting IEC approval
IND-0126	Establish Fleet Readiness Center (FRC) Mid-Atlantic at NAS Oceana, VA	1,966,971	(21,053)	0	131,595	Approved
H&SA-0006	Army Personnel Center at FT Knox, KY	1,775,871	(99,085)	0	145,542	Approved
TECH-0018C	Relocate Missile Defense Agency Weapons/Arm RDAT&E at Redstone Arsenal, AL	1,741,983	(86,442)	1	155,619	Approved
DoN-0033	Close Subbase New London, CT	1,658,743	(653,250)	2	203,410	Approved
S&S-0048	Realign/Consol Wholesale Storage/Distribution at 4 sites	1,513,253	(231,205)	1	138,663	Approved
USAF-0117	Close Grand Forks AFB, ND; relocate KC-135 to numerous locations	1,457,237	(188,949)	0	145,048	Approved
IND-0123	Establish Fleet Readiness Center (FRC) East at MCAS Cherry Point, NC	1,431,227	(35,950)	0	98,286	Approved
USA-0223	Close Ft Monmouth, NJ	1,407,374	(645,405)	4	156,542	Approved
E&T-0063	Establish Maneuver Center at Ft Benning, GA; relocate Ft Knox, KY Armor School	1,392,254	(677,071)	3	160,551	Approved
USAF-0114	Close Cannon AFB, NM; relocate AC / RC aircraft to various locations	1,332,643	(102,629)	0	118,993	Approved
IND-0125	Establish Fleet Readiness Center (FRC) SouthWest at NAS North Island, CA	1,329,693	(49,108)	0	96,575	Approved
USAF-0018	Close Ellsworth AFB, SD	1,321,437	(344,655)	3	140,715	Approved
USAF-0122	Close Pope AFB, NC	1,246,817	(213,054)	0	122,894	Approved
H&SA-0018	Defense Finance and Accounting Service (DFAS) Consolidation	1,245,000	(293,386)	0	120,431	Approved
USAF-0056	Realign Eilson AFB, AK by inactivating 354th Wing relocate 18 A-10s, 18 F-16	1,125,013	(223,346)	3	121,942	Awaiting IEC approval
E&T-0064	Establish Combat Service Support Center at Ft Lee, VA; relocate Trans/QM School	1,104,272	(82,066)	5	152,573	Approved
H&SA-0114	Consolidate TRANSCOM components at Scott AFB, IL	1,079,460	(49,225)	0	84,094	Awaiting IEC approval
USA-0222	Close Ft McPherson, GA by relocating Forces Command HQs to Pope AFB and 3rd Army to Shaw AFB, SC	921,525	(225,175)	2	89,180	Approved
IND-0124	Establish Fleet Readiness Center (FRC) Southeast at NAS Jacksonville, FL	909,859	(17,075)	0	65,577	Approved
DoN-0138	Close NAS Brunswick, ME; relocate all squadrons to NAS Jacksonville, FL	843,997	(185,844)	1	94,848	Approved
IND-0108	Close Hawthorne Army Depot, NV	833,749	(100,977)	0	74,982	Approved
DoN-0084A	Close NAS Joint Reserve Base Willow Grove, PA	792,486	(81,107)	1	63,854	Approved
DoN-0032B	Close NS Ingleside, TX	777,025	(178,387)	2	74,760	Approved
IND-0118	Close Pueblo Chemical Demilitarization Facility, CO	717,535	(17,644)	0	65,963	Approved
DoN-0068	Close NAS Atlanta, GA	701,367	(49,403)	0	53,900	Approved
USA-0036	Close Red River Army Depot, TX	692,654	(446,906)	3	90,607	Awaiting IEC approval
H&SA-0106	Close 13 and realign 23 Leased Locations in the NCR to Walter Reed	691,562	(249,801)	3	78,000	Approved
IND-0120	Close Umatilla Chemical Demilitarization Facility, OR	655,526	(15,453)	0	61,004	Approved
DoN-0002	Close NS Pascagoula, MS	651,141	(11,159)	0	47,179	Approved
H&SA-0010	Joint Base FT Lewis / McCord AFB, WA	634,798	(6,249)	0	46,578	Approved
TECH-0040R	Co-locate Extramural Research program Managers to Anacostia Annex, DC	583,197	(51,103)	1	52,265	Awaiting IEC approval
MED-0030	Close Uniform Services University of Healthcare Sciences, Bethesda, MD	574,679	(38,721)	1	58,091	Hold /Awaiting IEC
E&T-0003R	Disestablish Graduate level education NPS, AFIT	561,336	(49,105)	1	47,447	Approved
E&T-0062	Establish Aviation Logistics School at Ft Rucker, AL	538,040	(469,235)	6	78,062	Approved
USA-0136	Close Carlisle Barracks, PA, move War College to FT Leavenworth, KS (E&T, O/W)	532,194	(94,771)	2	48,532	Approved
USA-0113	Close FT Monroe, VA	511,012	(126,315)	2	49,128	Approved
IND-0056	Realign NAVSHIPYD Portsmouth, ME; relocate depot functions to NAVSHIPYD Norfolk, VA	485,743	(426,225)	7	73,151	Approved

## Candidate Recommendations Financials Summary Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
INTEL-0004	Consolidate NCR National Geospatial-Intelligence Agency at Engineering Proving Ground, Ft Belvoir, VA	460,906	(1,117,194)	8	127,805	Awaiting IEC approval
MED-0002	Realign Walter Reed Medical Ctr, DC; relocate medical functions to Ft Belvoir, VA, and Bethesda, MD	435,716	(863,817)	9	99,847	Approved
IND-0119	Close Newport Chemical Demilitarization Facility, IN	425,546	(7,056)	0	36,199	Approved
E&T-0061	Establish Net Fires Center at Ft Sill, OK by realigning Ft Bliss, OK; relocate ADA School	419,806	(190,254)	4	47,393	Approved
IND-0030	Close SIMA NRMF Ingleside, TX (relocate to SIMA San Diego, CA)	385,500	(2,878)	0	30,940	Approved
IND-0103	Establish Fleet Readiness Center (FRC) West at NAS Lemoore, CA	383,120	(12,239)	0	26,641	Approved
H&SA-0016	Joint Base NS Pearl Harbor / Hickam AFB, HI	376,335	(6,288)	0	28,266	Approved
TECH-0018D	Consolidate Weapons/Arm RDT&E to China Lake, CA, Indian Head, MD, Dahlgren, VA	373,874	(12,693)	8	63,645	Awaiting IEC approval
USA-0121	Close Ft Gillem, GA with Leaseback (Enclave for AAFES, GA NG)	362,606	(87,233)	2	34,181	Approved
TECH-0009A	Consolidate Defense Research labs at Hanscom AFB, MA, Kirtland AFB, NM, Wright-Patterson AFB, OH	349,013	(3,767)	7	57,893	Awaiting IEC approval
IND-0117	Close Deseret Chemical Demilitarization Facility, UT	343,123	(4,368)	0	30,326	Approved
H&SA-0046	Relocate / Consolidate Defense Information Systems Agency outside to Offut AFB, NE	339,589	(294,768)	4	49,610	Approved
MED-0050	Disestablish inpatient mission at Keesler AFB, MS	307,018	(7,824)	0	23,080	Approved
H&SA-0132	Co-locate National Guard HQs (NGB, ANG, AFNG) at Andrews AFB, MD	294,851	(63,383)	2	29,230	Awaiting IEC approval
H&SA-0011	Joint Base McGuire AFB / Dix/NSA Lakehurst, NJ	290,716	(11,284)	0	22,341	Approved
H&SA-0077	Consolidate/co-locate IMA and Army service providers to FT Lee, VA/Ft Sam Houston, TX	277,373	(98,875)	3	29,185	Approved
H&SA-0032	Joint Base Charleston AFB/NWS Charleston, SC	267,375	(5,125)	0	21,873	Approved
USA-0167	Close /Consolidate Army Reserve Centers USAR C2 Northeast	263,820	(179,215)	5	34,764	Approved
IND-0122	Close Lone Star Army Ammunition Plant, TX	259,852	(61,087)	0	25,772	Approved
USA-0063	Close Selfridge Army Activities, MI (Enclave Bridging Lab/Water Purification Plant)	253,283	(9,458)	0	18,095	Approved
H&SA-0029	Consolidate 25 Civilian Personnel Centers into 10 Regional DOD Civilian Personnel Centers	250,049	(117,174)	6	32,268	Awaiting IEC approval
H&SA-0015	Joint Base Elmendorf AFB / Ft Richardson, AK	249,540	(7,667)	0	19,036	Approved
IND-0019	Close SIMA Pascagoula, MS (relocate to NS Mayport, FL)	248,435	(1,906)	0	17,320	Approved
IND-0104	Establish Fleet Readiness Center (FRC) North West at NAS Whidbey Island, WA	243,636	(183,084)	3	28,500	Approved
USA-0185	Close/Consolidate Army NG/RES Ctrs w/Navy Marine Corps Reserve Center at Camp Dodge, IA (JAST)	233,209	(24,785)	0	19,170	Approved
H&SA-0047	Consolidate Missile Defense Agency, DC and USA Space and Missile Defense Command at Redstone Arsenal, AL	228,749	(303,936)	5	35,673	Approved
MED-0016	Realign Lackland AFB, TX relocate med functions to FT Sam Houston, TX	224,317	(607,137)	11	68,623	Approved
IND-0127A	Disestablish depot maintenance functions at MCLB Barstow, CA	215,257	(42,670)	1	19,675	Awaiting IEC approval
H&SA-0033	Joint Base Ft Eustis, VA/ Ft Monroe, VA/ Langley AFB, VA	213,839	(6,328)	0	16,322	Approved
H&SA-0131	Consolidate Counter Intel Field Activity & Defense Security Service at Quantico, VA	213,154	(99,436)	3	24,629	Approved
DoN-0062	Close Navy Recruiting District Indianapolis, IN; Omaha, NE; Buffalo, NY; Montgomery, AL; Kansas City, MO	207,761	(2,444)	0	14,529	Approved
IND-0106	Close Kansas Army Ammo Plant, KS	198,541	(20,199)	0	16,501	Approved
H&SA-0017	Joint Base Lackland / Ft Sam Houston / Randolph, TX	198,421	(5,116)	0	15,081	Approved

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USAF-0011	Close Onizuka AFS, CA	185,514	(116,536)	5	24,103	Approved
H&SA-0134	Co-locate Misc. USN Leased Locations to Arlington Service Center, VA	161,184	(50,663)	1	17,554	Approved
MED-0017	Realign Pope AFB, NC by relocating all Medical functions to Ft Bragg, NC	154,011	(5,739)	0	11,797	Approved
MED-0022	Realign McCord AFB, WA by relocating all Medical functions to Ft Lewis, WA	142,208	(1,976)	0	10,467	Approved
H&SA-0013	Joint Base Anacostia/Bolling AFB / NRL, DC	140,721	(2,891)	0	10,610	Approved
TECH-0042C	Consolidate Air and Space C4ISR RDAT&E at Hanscom AFB, MA and Edwards AFB, CA	137,035	(13,883)	4	13,118	Awaiting IEC approval
USA-0200	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Madison, WI (JAST)	134,780	(10,711)	0	10,807	Approved
H&SA-0127	Consolidate Anderson AFB and COMNAVMARIANNAS (Guam)	131,403	(2,028)	0	9,837	Approved
E&T-0046	Consolidate DoD Undergraduate Rotary at Ft Rucker, AL and Fixed at Various Locations	130,984	(399,830)	10	35,313	Awaiting IEC approval
H&SA-0069	Realign 15 Army leased locations in N VA to Ft Belvoir, VA	130,501	(146,884)	8	21,583	Approved
USA-0227	Close Soldier System Center Natick, MA	124,793	(314,188)	10	37,432	Awaiting IEC approval
IND-0113	Realign Sierra Army Depot, CA	123,539	(59,747)	6	14,026	Approved
USA-0021	Close/Consolidate Guard Readiness Centers at Armed Forces Reserve Center Okahoma City, OK	112,298	(28,192)	2	10,416	Approved
S&S-0043	Privatize wholesale supply, storage, and distribution for all Tires	110,857	(3,521)	0	8,370	Approved
USAF-0099	Realign Lackland AFB, TX; relocate STAMP/STRAPP functions to McConnel AFB, KS	108,879	(12,591)	1	8,924	Approved
USA-0102	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center San Marcos, TX	108,707	(13,845)	1	9,093	Approved
H&SA-0009	Joint Base FT Bragg / Pope AFB, NC	99,132	(1,032)	0	7,414	Approved
IND-0024	Realign SIMA Norfolk, VA (relocate to NAVSHIPYD Norfolk, VA)	96,626	(2,437)	0	7,371	Approved
MED-0053	Disestablish inpatient mission at NS Great Lakes, IL	92,640	(3,092)	0	6,110	Approved
USA-0107	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Fairmont, WV	92,479	(9,510)	0	7,575	Approved
IND-0112	Close River Bank Army Ammunition Plant, CA	92,461	(26,029)	0	9,184	Approved
H&SA-0075	Joint Base Ft Monmouth / Earle Colts Neck, NJ	90,653	(1,593)	0	6,840	Approved
USA-0099	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center	88,652	(15,505)	1	7,722	Approved
USAF-0121	Close Niagara Falls ARS, NY; KC-135 to Bangor AGS, ME, C130 to Little Rock AFB, AR	88,068	(90,819)	6	13,426	Approved
IND-0037	Relocate Intermediate sub repair function New London, CT to SIMA NS Norfolk, VA	87,575	(40,564)	5	14,901	Approved
S&S-0044	Privatize wholesale supply, storage, and distribution for all Packaged POL	86,768	(2,828)	0	6,443	Approved
DoN-0041	Realign Commander Navy Regions Gulf Coast, South, Northeast	84,622	(6,413)	0	6,532	Approved
H&SA-0124	Relocate FORSCOM HQ to Pope AFB, NC	83,734	(92,513)	7	15,261	Approved
H&SA-0065	Consolidate Army Test & Evaluation Cmd HQs	81,716	(11,051)	1	7,270	Approved
H&SA-0071	Create new Agency for Media and Publications at Ft Meade, MD	81,399	(42,871)	4	9,347	Approved
USAF-0044	Close Otis ANGB, MA (Enclave ECS and Comms elements)	81,357	(37,313)	4	9,097	Approved
H&SA-0057	Relocate TRADOC HQ to Ft Eustis, VA	78,806	(78,322)	6	13,954	Approved
IND-0110	Close Mississippi Army Ammunition Plant, MS	76,630	(45,450)	5	8,575	Approved
IND-0111	Close Red River Munitions Center, TX	71,126	(110,341)	7	14,885	Approved
USAF-0102	Consolidate USAF Logistics Support Centers at Langley AFB, VA & Scott AFB, IL	70,721	(10,067)	0	5,521	Approved
USA-0216	Close/Consol Army Guard and Reserve Centers at Armed Forces Reserve Center Jefferson Barracks, MO	67,168	(20,386)	1	6,470	Approved

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USA-0213	Close/Consol Army NG/Res Ctrsw/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NAS JRB Ft Worth, TX(JAST)	66,227	(20,531)	2	6,417	Approved
TECH-0018E	Realign Patrick AFB, FL by relocating Navy Strategic T&E at NSB Kings Bay, GA	65,529	(1,717)	7	14,187	Approved
H&SA-0007	Navy Personnel Center at NSA Millington, TN	63,638	(13,492)	2	6,785	Approved
USA-0147	Close/Consolidate Army Guard / Reserve Center at Armed Forces Reserve Center Ft Bliss, TX	62,594	(57,281)	6	8,790	Approved
USAF-0049	Close W.K. Kellogg APT AGS, MI	62,579	(8,884)	1	5,111	Approved
MED-0018	Disestablish inpatient care at Andrews AFB, MD	58,943	(5,720)	2	5,193	Approved
USA-0141	Close/Consolidate Army Guard/Reserve with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Bell, CA (JAST)	58,625	(37,945)	5	7,152	Approved
USA-0166	Close /Consolidate Army Reserve Centers USAR C2 Northwest	58,229	(79,781)	9	10,877	Approved
USA-0054	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Marana, AZ	58,211	(14,844)	2	5,409	Approved
DoN-0154/0075	Relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, VA	57,475	(15,227)	3	5,832	Approved
DoN-0078	Consolidate Navy Reserve Readiness Command South, Fort Worth, TX with Navy Reserve Readiness Command Midwest Great Lakes, IL	56,832	(650)	0	3,978	Approved
MED-0029	Realign Walter Reed Army Medical Center, DC by disestablishing the Armed Forces Inst of Pathology	56,004	(83,342)	7	9,792	Awaiting IEC approval
USAF-0112	Close Richmond AGS, Sandston, VA	50,725	(17,726)	0	4,444	Approved
H&SA-0119	Joint Base Dobbins AFB / NAS Atlanta, GA	50,300	(1,248)	0	3,803	Approved
INTEL-0010	Co-locate select DIA functions to Rivanna Station, Charlottesville, VA	48,987	(96,747)	9	10,099	Approved
H&SA-0115	Co-locate MILDEP and DOD Medical activities at NNMC Bethesda, MD	47,351	(51,474)	6	7,955	Approved
USA-0022	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Grand Prairie, TX	40,369	(20,151)	4	4,472	Approved
E&T-0029	Relocate Army Prime Power School to Ft Leonard Wood, MO	40,084	(10,231)	3	3,609	Approved
MED-0012	Realign USAF Aerospace Medical Training at Wright-Patterson AFB, OH	39,256	(50,654)	8	7,285	Approved
DoN-0156	Consolidate NAVRESREDCOM NE & Mid-atlantic w/COMNAVREG	38,640	(1,983)	1	3,000	Approved
H&SA-0133	Eatablish 4 Joint Mob Site at McGuire AFB, NJ, Ft Lewis, WA, Ft Bliss, GA, Ft Bragg,	36,987	(182)	0	706	Approved
USAF-0037	Close Great Falls Intl Airport AGS, MT	36,591	(24,556)	6	4,266	Approved
IND-0127B	Realign Red River relocate maint functions to Anniston, AL, Tobyhanna, PA, MCLB	34,894	(248,392)	13	17,723	Awaiting IEC approval
H&SA-0128	Realign Ft McPherson, GA by relocating Army Reserve Command to Pope AFB, NC	34,101	(61,890)	8	7,844	Approved
TECH-0058	Realign Brooks City Base, TX Human Systems D&A to Wright-Patterson AFB, OH	33,946	(27,119)	4	3,883	Approved
H&SA-0041	Relocate Navy Reserve Command to NSA Norfolk, VA	33,324	(23,735)	3	4,205	Approved
USAF-0118	Realign McGuire AFB, NJ; inactivate 108th air refuel wing (Enclave ECS elements)	29,802	(3,449)	2	2,547	Approved
USA-0055	Close/Consolidate Reserve and guard Centers at Armed Forces Reserve Center Pine Bluff Arsenal, AR	29,079	(9,237)	3	2,835	Approved
TECH-0018B	Consolidate Weapons/Arm (Guns/Ammo) at Picatinny Arsenal, NJ; realign various sites	28,397	(437,413)	13	11,627	Approved
USAF-0066	Close Mansfield Lahm MAP AGS, OH	28,249	(28,048)	4	3,584	Approved
DoN-0049	Close Navy Reserve Center Forest Park, IL	28,149	(170)	0	1,939	Approved
USA-0030	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Hastings, NE	27,326	(10,719)	3	2,818	Approved
USA-0076	Close/Consolidate Reserve and Guard Centers At Armed Forces Reserve Center Camden, NJ	27,071	(13,342)	4	2,986	Approved

## Candidate Recommendations Financials Summary Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USA-0215	Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Kirtland AFB, NM (JAST)	26,974	(14,618)	4	3,069	Approved
USA-0023	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center McAlester, OK	26,786	(10,806)	3	2,785	Approved
H&SA-0034	Joint Base Ft Story, VA / Naval Mid-Atlantic Region, VA	26,647	(298)	0	1,998	Approved
S&S-0045	Privatize wholesale supply, storage, and distribution for all Compressed Gases	26,588	(1,156)	0	2,045	Approved
USAF-0123	Close Pittsburgh Intl Airport ARS, PA; C-130s to Little Rock AFB, AR, ECS to Youngstown ARS, PA	26,308	(62,291)	10	6,493	Approved
IND-0086	Disestablish Lackland AFB, TX Depot by relocating functions to Tobyhanna AD, PA	26,289	(9,721)	3	2,859	Approved
USA-0110	Close /Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Columbus, NE	25,345	(7,884)	2	2,455	Approved
DoN-0019	Close Navy Reserve Center Adelphi, MD	24,812	(164)	0	1,726	Approved
USA-0083	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Carbondale, IL	23,161	(16,532)	5	2,931	Approved
USAF-0035	Close Duluth Intl Airport AGS, MN (Enclave ECS element)	22,713	(4,764)	3	2,121	Approved
USA-0214	Close/Consol Army Guard Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Broken Arrow, OK (JAST)	21,258	(45,004)	10	4,845	Approved
DoN-0085	Relocate OTC Pensacola, FL to NS Newport, RI	21,220	(3,218)	2	1,671	Approved
IND-0115	Realign Lima Tank Plant, OH by disestablishing the tank manufacturing function	20,941	(742)	1	1,727	Approved
TECH-0020	Joint Meteorology & Oceanography ctr at Stennis Sp ctr, MS (Close NRL Det. Monterey,	20,734	(75,745)	6	2,296	Awaiting IEC approval
USA-0080	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Tuscaloosa, AL	20,646	(13,685)	5	2,517	Approved
DoN-0074A	Consolidate Naval Facilities (NAVFAC) Engineering Field Division (EFD) South, Charleston, SC South with NAVFAC Engineering Facilities Activity (EFA) Southeast, Jacksonville, FL, NAVFAC Midwest, Great Lakes, IL and NAVFAC Atlantic, Norfolk, VA	20,417	(25,048)	8	3,673	Approved
H&SA-0099	Co-locate Adjudication Activities at Ft Meade, MD	20,397	(63,754)	11	6,384	Approved
MED-0004a	Disestablish inpatient mission at MCAS Cherry Point, NC	20,065	(1,464)	1	1,629	Approved
DoN-0052	Close Navy Reserve Center Orange, TX	19,910	(328)	0	1,404	Approved
H&SA-0012	Joint Base Andrews AFB / Washington, MD	19,670	(495)	0	1,495	Approved
H&SA-0130	Realign NAS Pensacola, FL; relocate NETC & NETPDC to NSA Millington, TN	17,524	(26,925)	9	3,596	Approved
USA-0140	Close/Consolidate Army Guard /Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Mobile, AL (JAST)	17,284	(10,918)	5	2,080	Approved
TECH-0047	Consolidate Combatant Commander C4SIR to Peterson AFB, CO	17,278	(14,201)	5	2,078	Approved
USA-0075	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Paducah, KY	16,960	(18,510)	7	2,608	Approved
H&SA-0014	Joint Base Ft Myer / Henderson Hall, VA	16,426	(481)	0	1,228	Approved
TECH-0013	Consolidate Joint Ground Vehicle D&A at Detroit Arsenal, MI	16,420	(120,291)	2	1,930	Approved
TECH-0018A	Establish Weapons/Arm RDAT&E Ctr at Eglin AFB, FL by realigning Hill AFB, UT and FT Belvoir, VA	16,215	(143,812)	2	1,456	Approved
DoN-0053	Close Navy Marine Corps Reserve Center Tacoma, WA	16,121	(142)	0	1,127	Approved
IND-0095	Realign NAVSHIPYD Puget Sound, WA Det Boston MA	15,827	(7,161)	2	1,206	Approved

## Candidate Recommendations Financials Summary Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
DoN-0115	Close Navy Marine Corps Reserve Center Madison, WI, Navy Reserve Center Lacrosse, IA, Dubuque, IA; relocate to Armed Forces Reserve Center Madison, WI (JAST)	15,666	(10,153)	5	1,998	Approved
USA-0006	Relocate West Point Prep school from FT Monmouth, NJ to West Point, NY	15,279	(28,737)	10	3,225	Approved
TECH-0006	Establish Ctr for Fixed Wing Air Platform RDAT&E by realigning numerous sites	15,261	(68,692)	22	6,496	Awaiting IEC approval
IND-0083B	Disestablish Depot Maintenance functions at NAWWPNSTA Seal Beach, CA	14,485	(5,335)	2	1,520	Approved
USA-0172	Close/Consol Amry Guard and Reserve centers at Armed Forces Reserve Center Blue Grass Depot, KY	14,214	(6,834)	4	1,561	Approved
MED-0049	Disestablish inpatient mission at MacDill AFB, FL	14,185	(630)	1	1,103	Approved
TECH-0054	Consolidate Navy C4ISR RDAT&E at NAWC China Lake, CA.. Close Wpns Div Pt Mugu,	13,796	(393,209)	13	6,687	Approved
DoN-0054	Close Navy Marine Corps Reserve Center Encino, CA	13,647	(111)	0	947	Approved
DoN-0020	Close Navy Reserve Center Duluth, MN	12,628	(65)	0	878	Approved
DoN-0025	Close Navy Marine Corps Reserve Center Moundsville, WV	12,528	(239)	0	883	Approved
H&SA-0109	Realign lease space by consolidating DECA at FT Lee, VA	12,125	(38,440)	11	3,955	Approved
DoN-0113	Close Navy Marine Corps Reserve Center Akron, OH, Navy Reserve Center Cleveland, OH; relocate to Armed Forces Reserve Center Akron,OH (JAST)	12,032	(11,704)	7	1,770	Approved
DoN-0043	Close Navy Reserve Center Glens Falls, NY	11,850	(41)	0	824	Approved
E&T-0014	Establish Joint Center for Religious Training and Education at FT Jackson, SC	11,570	(979)	1	845	Approved
DoN-0050	Close Navy Reserve Center St Petersburg, FL	11,473	(95)	0	792	Approved
USA-0220	Close/Consolidate Army Guard Joint Forces HQs and Units at Armed Forces Reserve Center F.E.Warren AFB, WY	11,414	(30,520)	11	3,064	Approved
USA-0088	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Kirksville, MO	11,126	(8,795)	6	1,505	Approved
USA-0093	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Muskogee, OK	11,096	(11,201)	7	1,647	Approved
DoN-0011	Close Navy Reserve Center Tuscaloosa, AL	11,053	(46)	0	765	Approved
TECH-0045	Establish Army Soldier & Biological Chemical Center at APG, MD (Close Natick, MA)	10,904	(72,753)	15	29,323	Approved
USA-0195	Close/Consolidate Army Guard and Reserve centers at Birmingham AGS, AL	10,693	(23,608)	10	2,514	Approved
USAF-0039	Close Hector Intl Airport AGS, ND (Enclave ECS element)	10,649	(4,035)	3	1,006	Approved
DoN-0089A	Close Navy Marine Corps Reserve Center Los Angeles relocate to Armed Forces Reserve Center Bell,CA (JAST)	10,473	(12,177)	8	1,705	Approved
USAF-0040	Close Hulman APT AGS, IN (Enclave ECS element)	10,253	(5,875)	5	1,102	Approved
DoN-0118	Close Navy Marine Corps Reserve Center Baton Rouge, LA; relocate to Armed Forces Reserve Center Baton Rouge, LA (JAST)	10,230	(3,991)	3	1,014	Approved
USA-0087	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Cape Girardeau, MO	10,207	(28,272)	11	2,822	Approved
TECH-0009B	Consolidate Defense Research labs at Aberdeen Proving Ground, Adelphi, MD	10,167	(2,787)	9	2,907	Approved
MED-0004b	Disestablish inpatient mission at Ft Eustis, VA	10,113	(1,145)	2	883	Approved
DoN-0048	Close Navy Reserve Center Lubbock, TX	9,638	(77)	0	669	Approved
DoN-0022	Close Navy Reserve Center Lincoln, NE	9,330	(184)	0	653	Approved
USA-0074	Close/Consolidate Army Reserve center with Armed Forces Reserve Center Kearney, NE	8,980	(1,077)	1	748	Approved
IND-0083A	Realign Rock Island Arsenal, IL; relocate Depot Maint to Anniston, AL/Letterkenny, PA de	8,706	(29,036)	11	2,920	Approved
MED-0052	Disestablish inpatient mission at Scott AFB, IL	8,555	(2,770)	5	981	Approved

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV				Status
		Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	
DoN-0012	Close Navy Reserve Center Pocatello, ID	8,420	(37)	0	585	Approved
TECH-0032	Consolidate Chem / Bio Research Development & Acquisition at Ft Detrick,APG, MD	8,347	(104,458)	15	6,303	Approved
DoN-0024	Close Navy Reserve Center Sioux City, IA	8,224	(54)	0	572	Approved
DoN-0055	Close Navy Marine Corps Reserve Center Grissom Air Reserve Base, IN	8,197	(76)	0	570	Approved
USAF-0105	Est F-15 Avionics Centralized Intermediate Repair Facility at Tyndall AFB, FL	8,052	(1,659)	2	714	Awaiting IEC approval
DoN-0009	Close Navy Reserve Center Asheville, NC	7,791	(38)	0	538	Approved
DoN-0018	Close Navy Reserve Center Evansville, IN	7,714	(61)	0	536	Approved
DoN-0010	Close Navy Reserve Center Cedar Rapids, IA	7,651	(52)	0	532	Approved
DoN-0016	Close Navy Reserve Center Central Point, OR	7,446	(44)	0	517	Approved
E&T-0012	Relocate Defense Resource Mangement Insititute (under DAU ) to Ft Belvoir, VA	6,824	(3,263)	4	705	Approved
DoN-0023	Close Navy Reserve Center Marquette, MI	6,744	(49)	0	468	Approved
MED-0054	Disestablish inpatient mission at Ft Knox, KY	6,652	(3,055)	0	(61)	Approved
DoN-0021	Close Navy Reserve Center Lexington, KY	6,382	(56)	0	445	Approved
DoN-0015	Close Navy Reserve Center Horseheads, NY	5,949	(51)	0	413	Approved
E&T-0016	Establish Joint Center for Culinary Training at Ft Lee, VA	5,687	(4,877)	5	711	Approved
DoN-0047	Close Navy Reserve Center Watertown, NY	5,621	(77)	0	392	Approved
DoN-0057	Close Inspector-Instructor Staff West Trenton, NJ	5,614	(1,249)	2	471	Approved
H&SA-0067	Relocate Defense Contract Mngt Agency to Ft Lee, VA	5,564	(44,867)	13	3,865	Approved
USA-0153	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Baton Rouge, LA (JAST)	4,903	(14,203)	12	1,393	Approved
DoN-0120	Close Navy Marine Corps Reserve Center Lehigh Valey& Reading, PA to Armed Forces Reserve Center Allentown-Bethlehem, PA (JAST)	4,602	(10,746)	11	1,134	Approved
IND-0097	Realign NNSY Det NAVSHIPSO Phila PA to Norfolk SHPYD, VA	4,149	(4,122)	7	619	Approved
IND-0121	Realign Indian Head Det Yorktown, VA	3,919	(5,640)	0	689	Approved
USAF-0106	Est F-100 engine Centralized Intermediate Repair Facility at NAS New Orleans, LA	3,706	(9,835)	12	962	Awaiting IEC approval
USAF-0053	Realign Luke AFB, AZ relocate F-16 to Fresno Air Terminal AGS, CA	3,681	(9,983)	8	554	Approved
IND-0114	Realign Watervliet Arsenal, NY disestablish all capabilities for other FA Components	3,430	(63,702)	18	5,168	Approved
USA-0212	Close/Consol. Army NG/Res Ctrs w/Navy Reserve Center at Armed Forces Reserve Center Chicopee, MA (Westover ARS)	3,307	(101,905)	17	7,636	Approved
DoN-0114	Close Navy Marine Corps Reserve Center Milwaukee, WI and relocate to Armed Forces Reserve Center Milwaukee,WI (JAST)	2,605	(5,220)	10	593	Approved
E&T-0053	Consolidate Transportation Mngt Training at Ft Lee, VA	2,446	(875)	4	239	Approved
USA-0024	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lewisburg, PA	2,039	(22,750)	15	1,806	Approved
TECH-0005	Establish Ctr for Rotary Wing Air Platform RDAT&E by realigning numerous sites	2,028	(101,253)	20	7,863	Awaiting IEC approval
USAF-0077	Realign Key Field AGS, MS by relocating KC-135R aircraft (Enclave ECS element)	2,026	(10,822)	13	882	Approved
H&SA-0141	Relocate AF Real Property Agency&Ctr Environ Excellence to Lackland AFB, TX	1,971	(16,902)	14	1,574	Awaiting IEC approval
DoN-0056	Close Inspector-Instructor Staff Rome, GA	1,961	(51)	0	156	Approved
DoN-0130	Close Navy Marine Corps Reserve Center Mobile, AL; relocate to Armed Forces Reserve Center Mobile ,AL (JAST)	1,916	(7,981)	13	696	Approved
DoN-0129	Close Navy Marine Corps Reserve Center Tulsa, OK; relocate to Armed Forces Reserve Center Broken Arrow,OK (JAST)	1,735	(5,977)	12	583	Approved

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV	1-Time	Payback	Annual Recurring	Status
		Savings/(Costs) \$K	(Costs) \$K	Years	Savings/(Costs) \$K	
USA-0226	Realign FT Leonard Wood, MO by relocating the Drill Sgt School to Ft Jackson, SC	1,719	(17,409)	15	1,482	Approved
USAF-0036	Close Fort Smith MAP AGS, AR (Enclave ECS element)	1,719	(11,546)	15	949	Approved
USA-0100	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lufkin, TX	1,623	(9,562)	14	813	Approved
TECH-0031	Consolidate Sea Vehicle Development & Acquisition at Washington Navy Yard, DC	1,619	(700,200)	8	223	Approved
MED-0004c	Disestablish inpatient mission at US Air Force Academy, CO	1,208	(349)	4	124	Approved
USA-0198	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Mansfield, OH	839	(11,424)	16	893	Approved
USA-0131	Close /Consolidate Army Reserve centers & USAR C2 Southeast	687	(29,815)	17	2,404	Approved
USA-0020	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Norman, OK	521	(12,115)	16	925	Approved
DoN-0102	Close Navy Marine Corps Reserve Center Des Moines, IA; relocate to Armed Forces Reserve Center Camp Dodge, IA (JAST)	467	(4,408)	15	368	Approved
DoN-0096	Close Navy Marine Corps Reserve Center St Louis, MO; Navy Reserve Center Cape Girardeau, MO to Armed Forces Reserve Center Jefferson Barrcks, MO (JAST)	350	(14,811)	16	1,121	Approved
USA-0132	Relocate Cold Region Test Center from FT Wainwright, AK to FT Greely, AK	133	(33)	1	10	Approved
USAF-0050	Close Ellington Field AGS, TX (Enclave ECS element)	120	(1,917)	17	126	Approved
IND-0096	Realign NNSY Det NAVPESO Annapolis, MD to Norfolk SHPYD, VA	(15)	(541)	18	37	Approved
USA-0196	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Vance AFB, OK	(274)	(8,652)	18	622	Approved
USA-0187	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center East Houston, TX (JAST)	(770)	(47,407)	18	3,372	Approved
E&T-0039	Establish Joint Center for Diver Training at Panama City, FL	(773)	(17,776)	18	1,312	Awaiting ISG approval
USAF-0069	Close Munoz Marin Intl Airport AGS, PR (Enclave ECS element)	(1,522)	(11,416)	23	734	Approved
USAF-0033	Close Bradley Intl Airport AGS, CT (Enclave ECS element)	(2,200)	(5,873)	43	241	Approved
USAF-0120	Realign Robins AFB, GA; relocate KC-135s to Forbes Field AGS, KS	(2,792)	(5,831)	100+	66	Approved
USA-0164	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Newark, DE (JAST)	(2,888)	(14,945)	24	874	Approved
TECH-0042A	Consolidate Maritime C4ISR RDAT&E to 3 sites Dalgren, VA, Newport, RI, San Diego,	(2,903)	(334,214)	18	10,390	Awaiting IEC approval
USAF-0065	Realign Pittsburgh Intl Airport AGS, PA; relocate KC-135 to Sioux Gateway APT AGS, IA	(3,274)	(3,044)	Never	(26)	Approved
USA-0111	Close /Consolidate Army Guard And Reserve Centers at Armed Forces Reserve Center McCook, NE	(3,322)	(5,255)	100+	138	Approved
USAF-0067	Realign Schenectady County APT AGS, NY	(3,778)	(3,565)	Never	(30)	Approved
IND-0116	Realign NSWC Indian Head, MD by relocating functions to McAlester, OK and Crane, IN	(3,856)	(4,688)	100+	34	Approved
USAF-0081	Realign Beale AFB, CA; relocate KC-135s to Selfridge ANGB, MI & McGhee-Tyson AGS, TN	(4,631)	(4,405)	Never	(24)	Approved
USA-0162	Close/Consol Army Res Ctrs w/ Marine Corps Reserve Center at Armed Forces Reserve Center Chester-Germantown, PA (JAST)	(4,753)	(16,913)	30	877	Approved
H&SA-0129	Realign NSA New Orleans, LA, relocating MC Res & MC Res Spt CMD to NS Norfolk,	(5,823)	(60,526)	18	4,417	Approved
USA-0018	Close Camden USARC; relocate to Armed Forces Reserve Center Camden, AR	(5,868)	(4,994)	Never	(77)	Approved

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USAF-0080	Realign Birmingham Intl Airport AGS, AL (Enclave ECS element)	(6,042)	(16,535)	38	753	Approved
USA-0144	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center on NS Great Lakes, IL (JAST)	(6,180)	(10,813)	100+	334	Approved
USA-0106	Close/Consolidate Army Guard & Reserve Centers at Armed Forces Reserve Center Spencer-Ripley, WV	(6,246)	(8,789)	100+	176	Approved
MED-0057	Realign Brooks City Base, TX; relocate Naval Health Research Ctr to Wright-Patterson, OH	(6,281)	(6,543)	Never	(11)	Awaiting IEC approval
USA-0148	Close/Consolidate Army Guard/Reserve Center at Armed Forces Reserve Center Brownsville, TX	(6,413)	(6,636)	100+	5	Approved
USA-0175	Close/Consol Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Bristol-Woodhaven, PA (JAST)	(6,934)	(18,254)	41	755	Approved
USAF-0063	Realign Andrews AFB, MD by relocating AFFSA to Will Rogers AGS, OK	(7,187)	(26,007)	31	1,177	Approved
USA-0178	Close/Consolidate Army Reserve with Marine Corps Reserve Center at Armed Forces Reserve Center Frederick, MD (JAST)	(7,196)	(6,122)	Never	(93)	Approved
USA-0156	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Ft Custer, MI (JAST)	(7,506)	(7,788)	100+	10	Approved
USA-0101	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Huntsville, TX	(7,593)	(6,710)	Never	(79)	Approved
USA-0191	Close and relocate Army Reserve ctr at Armed Forces Reserve Center Great Falls, MT (Malmstrom AFB)	(7,604)	(7,578)	Never	(15)	Approved
USAF-0125	Realign Indian Springs AFAF, NV; relocate UAVs to Holloman AFB, NM	(7,801)	(11,968)	100+	178	Approved
USAF-0083	Realign March ARB, CA; relocate KC-135s to March ARB, CA; Pease AGS, NH; and McConnell AFB, KS	(7,813)	(17,040)	Never	347	Approved
USA-0174	Close/Consol Army Guard and Reserve Ctrs at Armed Forces Reserve Center NAS Kingsville, TX (JAST)	(7,816)	(8,438)	100+	32	Approved
USA-0208	Close/Consolidate Army Guard and Reserve centers at Armed Forces Reserve Center Hot Springs, AR	(7,829)	(8,911)	100+	65	Approved
USA-0210	Close and relocate Army Reserve Ctr to Armed Forces Reserve Center Fargo, ND (Hector AGS) (JAST)	(7,887)	(7,857)	Never	(18)	Approved
USA-0085	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Faribault, MN	(8,121)	(9,022)	100+	53	Approved
USA-0160	Close/Consolidate Army NG with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Milwaukee, WI (JAST)	(8,272)	(23,264)	37	1,064	Approved
USA-0090	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Stewart, NY	(8,336)	(25,682)	33	1,265	Approved
USA-0109	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Beatrice, NE	(8,586)	(8,200)	Never	(44)	Approved
USA-0177	Close/Consol Army Reserve w Navy Marine Corps Reserve Center at Armed Forces Reserve Center Allentown-Bethlehem, PA (JAST)	(8,954)	(8,809)	Never	(26)	Approved
USA-0139	Close/Consolidate Army Guard/Reserve with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Buckeye, AZ (JAST)	(8,981)	(16,280)	100+	534	Approved
INTEL-0013	Realign CIFA Colorado Springs, CO relocate to Peterson AFB, CO	(8,983)	(14,997)	100+	442	Awaiting IEC approval

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Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USA-0097	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Mayaguez, PR	(9,038)	(14,358)	100+	386	Approved
USA-0086	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Cambridge, MN	(9,505)	(8,338)	Never	(102)	Approved
USA-0182	Close/Consolidate Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Shreveport, LA (JAST)	(9,614)	(9,705)	Never	(10)	Approved
USA-0171	Close/Consolidate Army Reserve centers with Navy Reserve Center at Armed Forces Reserve Center Wilmington, NC	(9,739)	(9,029)	Never	(70)	Approved
USA-0019	Close /Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center El Dorado, AR	(9,802)	(9,050)	Never	(73)	Approved
H&SA-0078	Consolidate NAVAIR at NAS Patuxent River, MD	(9,814)	(16,435)	100+	450	Approved
USAF-0111	Realign Capital AGS, Springfield, IL relocate F-16 Ac to Wayne Intl Airport AGS, IN	(10,195)	(9,917)	Never	(80)	Approved
USA-0082	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Muscatine, IA	(10,224)	(8,418)	Never	(152)	Approved
USA-0094	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Williamsport, PA	(10,591)	(12,597)	100+	132	Approved
USAF-0038	Realign Hancock Field AGS, NY (Enclave ECS and 152 AOG /274 ASOS)	(10,698)	(7,948)	Never	(226)	Approved
USA-0143	Close/Consol Army Guard /Reserve with Navy Reserve Center at Armed Forces Reserve Center FT Benning, GA (JAST)	(10,775)	(21,162)	80	727	Approved
USA-0181	Close/Consolidate Army NG/RES Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Amarillo, TX (JAST)	(10,800)	(11,595)	100+	40	Approved
USAF-0064	Close New Castle APT AGS, DE (Enclave ECS element )	(10,838)	(21,506)	100+	668	Approved
USA-0064	Close/Consolidate Guard Maint sites at Armed Forces Reserve Center Holston AAP, Kinsport, TN	(10,901)	(13,073)	100+	141	Approved
USA-0057	Close/Consolidate NG Maintenance sites at Ft Chaffee, AR	(10,917)	(19,332)	100+	595	Approved
USA-0179	Close/Consolidate Army NG/Res Ctrs at Armed Forces Reserve Center NSA Smokey Point, WA (JAST)	(10,981)	(12,948)	100+	127	Approved
USA-0199	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Springfield, OH	(11,211)	(11,983)	100+	37	Approved
USAF-0086	Realign Selfridge ANGB, MI	(11,583)	(21,575)	100+	610	Approved
USA-0176	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Cedar Rapids, IA (JAST)	(12,273)	(14,543)	100+	148	Approved
USA-0026	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center FT Campbell, KY	(12,649)	(12,608)	Never	(28)	Approved
USA-0108	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Elkins, WV	(12,816)	(11,352)	Never	(132)	Approved
USA-0084	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Mt Vernon, IL	(12,891)	(15,309)	100+	158	Approved
USA-0103	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Tyler, TX	(13,279)	(29,134)	54	1,125	Approved
USA-0159	Close/Consol Army Reserve Ctrs with Navy Marine Corps Reserve Center at Armed Forces Reserve Center Chattanooga, TN (JAST)	(13,837)	(10,682)	Never	(259)	Approved

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USAF-0047	Close Springfield-Beckley MPT AGS, OH (Enclave ECS and Comms elements)	(14,151)	(12,178)	Never	(240)	Approved
USAF-0089	Close Kulis AGS, AK	(14,162)	(55,414)	25	3,373	Approved
H&SA-0008R	Air Force Personnel Center at Randolph AFB, TX (revised)	(15,084)	(30,317)	50	1,309	Approved
USA-0089	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Missoula, MT	(15,372)	(17,994)	100+	168	Approved
USA-0163	Close/Consolidate Army NG/Res Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Stranton, PA (JAST)	(15,678)	(31,398)	72	1,108	Approved
USA-0098	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Lewisville, TX	(16,320)	(16,505)	Never	(15)	Approved
USA-0217	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Moffet Field, CA (JAST)	(16,350)	(40,780)	42	1,792	Approved
USA-0070	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center NW Arkansas	(16,429)	(17,786)	100+	72	Approved
USA-0183	Close/Consolidate Army NG/Res Ctrs w/ Marine Corps Reserve Center at Armed Forces Reserve Center Red River, TX (JAST)	(17,178)	(18,016)	100+	32	Approved
USAF-0087	Realign Rickenbacker AGS, OH; relocate 2 KC-135 to Backup aircraft inventory	(17,898)	(17,218)	Never	(176)	Approved
USA-0218	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center Yakima Tng Ctr, WA (JAST)	(18,337)	(16,742)	Never	(153)	Approved
USA-0017	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Jonesboro, AR	(18,406)	(18,611)	Never	(18)	Approved
USA-0146	Close/Consolidate Army Guard / Reserve Center at Armed Forces Reserve Center Round Rock, TX	(18,645)	(21,633)	100+	192	Approved
USA-0193	Close and relocate Army Guard ctrs to AASF Cheyenne, WY (FE Warren AFB)	(18,695)	(39,466)	62	1,434	Approved
USA-0184	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center Armed Forces Reserve Center Camp Withycombe, OR (JAST)	(19,029)	(24,133)	100+	350	Approved
USA-0117	Relocate USAR and ECS to new site at Pelham Rng, AL	(19,066)	(16,576)	Never	(219)	Approved
USAF-0060	Close Nashville Intl Airport AGS, TN (Enclave ECS element)	(20,169)	(22,026)	100+	85	Approved
MED-0025	Establish Center of Excellence for Aerospace Medicine at Wright-Patterson AFB, OH	(20,580)	(12,115)	Never	(781)	Approved
USA-0207	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Fairchild AFB, WA	(20,852)	(22,901)	100+	116	Approved
USA-0096	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Ft Allen, PR	(20,911)	(14,567)	Never	(505)	Approved
USA-0027	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Lafayette, IN	(21,757)	(23,539)	100+	102	Approved
USA-0016	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Ft Chaffee, AR	(21,976)	(23,480)	100+	73	Approved
USAF-0068	Realign Reno-Tahoe Intl Airport AGS, CA (Enclave ECS element and DCGS)	(22,101)	(19,393)	Never	(417)	Approved
H&SA-0135	Establish 4 Joint Regional Correctional Facilities	(22,105)	(170,368)	19	12,865	Approved
USAF-0124	Realign Dover AFB, DE; relocate C-17s to various Locations	(23,250)	(15,625)	Never	(999)	Approved
USA-0029	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center NW Houston, TX	(23,430)	(26,532)	100+	186	Approved
USA-0077	Close/Consolidate Reserve and Guard Centers at IOWA AAP, Middletown, IA	(24,159)	(21,186)	Never	(263)	Approved

## Candidate Recommendations Financials Summary

### Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USA-0095	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center NAS Roosevelt Rds, Celiba, PR	(24,581)	(26,407)	100+	97	Approved
USA-0028	Close/Consolidate Guard Readiness Centers at Armed Forces Reserve Center Greenwood-Franklin, IN	(25,509)	(23,741)	Never	(171)	Approved
USA-0105	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Rutland, VT	(25,996)	(37,066)	100+	792	Approved
USAF-0041	Close Lambert-St Louis Intl Airport AGS, MO (Enclave ECS element)	(26,546)	(25,337)	Never	(35)	Approved
H&SA-0056	Co-locate Miscellaneous USAF leased Locations	(27,098)	(46,262)	100+	664	Approved
USAF-0052	Close Willow Grove ARS, PA (Enclave 270th Eng Sqdn)	(28,104)	(44,085)	100+	919	Approved
USA-0194	Close/Consolidate Army Guard and Reseve centers at Armed Forces Reserve Center Niagara Falls, NY	(29,289)	(23,604)	Never	(476)	Approved
USA-0201	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Dyess AFB, TX	(31,042)	(29,346)	Never	(183)	Approved
USA-0104	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Camp Bullis, TX	(31,320)	(32,367)	100+	6	Approved
H&SA-0108	Co-locate MILDEP Investigation Agencies at MCB Quantico, VA	(32,071)	(85,130)	36	4,104	Approved
USAF-0059	Realign Maxwell AFB, AL	(33,059)	(31,602)	Never	(445)	Approved
USAF-0113	Realign Hill AFB, UT; relocate AC F-16s to Nellis AFB, NV RC to various locations	(33,506)	(33,431)	Never	(140)	Approved
USAF-0055	Realign NAS New Orleans ARS , relocate A-10 to Whiteman AFB, MO & Barksdale AFB, LA	(33,730)	(29,539)	Never	(486)	Approved
USA-0158	Close/Consolidate Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center NS Newport, RI (JAST)	(35,101)	(31,934)	Never	(322)	Approved
MED-0024	Establish Tri-service Biomedical Research Center of Excellence at Ft Detrick, MD	(35,709)	(92,613)	33	4,625	Awaiting IEC approval
USA-0180	Close/Consolidate Army NG/Res Ctrs w/ Navy Reserve Center at Armed Forces Reserve Center FT Buchanan, PR (JAST)	(35,896)	(31,013)	Never	(443)	Approved
USA-0138	Close/Consol Army Guard / Reserve with Navy Reserve Center at White River Junction,VT (JAST)	(36,415)	(38,457)	100+	86	Approved
USAF-0079	Close Portland Intl Airport AGS, OR; relocate KC-135 ,F-15s (Enclave Comms Sqdns)	(38,589)	(46,523)	100+	473	Approved
USAF-0127	Close Yeager AGS, WV	(39,689)	(10,200)	Never	(2,439)	Approved
USA-0168	Close/Consolidate Army Reserve Centers USAR C2 Southwest	(39,886)	(55,043)	100+	1,198	Approved
USA-0219	Close/Consolidate Army and Reserve Ctrs at Armed Forces Reserve Center Newington, NH (Pease AGS)	(40,415)	(53,482)	100+	881	Approved
USA-0165	Close/Consolidate Army NG/Res Ctrs w/Marine Corps Reserve Center at Armed Forces Reserve Center Farmingdale, NY (JAST)	(41,284)	(54,125)	100+	885	Approved
USA-0092	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center FT Sill, OK	(45,105)	(46,526)	100+	27	Approved
USA-0015	Close/ Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Newtown, CT	(48,359)	(63,343)	100+	1,050	Approved
USAF-0090	Realign Eglin AFB, FL; relocate MC-130s to Hurlburt Field, FL. Retire F-15s	(51,392)	(28,494)	Never	(1,969)	Approved
USAF-0054	Realign Mountain Home AFB, SD relocate F-16 to various locations	(52,414)	(100,287)	100+	2,200	Approved
USAF-0084	Realign Fairchild AFB, WA by relocating KC-135 & Consolidating GSUs at Fairchild	(56,905)	(62,710)	100+	51	Approved

## Candidate Recommendations Financials Summary Sorted on Net Present Value (Highest to Lowest)

Candidate Recommendation	Description	NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Payback Years	Annual Recurring Savings/(Costs) \$K	Status
USAF-0051	Realign Seymour Johnson AFB, NC by relocating 15 aircraft to Mtn Home AFB, SD	(58,654)	(37,772)	Never	(2,291)	Approved
USA-0114	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center Keaukaha, HI	(62,640)	(56,044)	Never	(602)	Approved
USA-0081	Close/Consolidate Reserve and Guard Centers at Armed Forces Reserve Center Middletown, CT	(67,984)	(86,689)	100+	1,203	Approved
MED-0005	Consolidate Medical Basic and Speciality Enlisted Training at Ft Sam Houston, TX	(68,576)	(236,163)	26	13,916	Approved
USA-0202	Close/Consol Army NG/Res Ctrs w/Navy Marine Corps Reserve Center at Armed Forces Reserve Center /CSMS Ayers, MA (JAST)	(72,501)	(95,296)	100+	1,561	Approved
H&SA-0092	Relocate Army Material Cmd to Redstone, AL	(76,772)	(104,860)	100+	1,636	Approved
TECH-0035R	Consolidate Army C4SIR at Adelphi & Aberdeen Proving Ground, MD (realign Ft Monmouth, NJ and Redstone, AL)	(93,975)	(152,013)	20	46,799	Awaiting IEC approval
USA-0155	Close/Consolidate Army Guard and Reserve Centers at Armed Forces Reserve Center DSC Columbus, OH	(100,388)	(111,106)	100+	568	Approved
E&T-0052	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	(220,634)	(199,070)	Never	(3,144)	Approved
INTEL-0012	Consolidate Missouri based National Geospatial-Intelligence Agency at Scott AFB, IL	(228,273)	(494,963)	70	15,981	Awaiting IEC approval
USA-0046R	Relocate FT Benning / Drill Sgt School, GA to FT Jackson, SC & Activate a BCT	(463,028)	(131,160)	Never	(27,530)	Approved
USA-0040	Relocate the 7Th SFG, FT Bragg, NC to Eglin AFB, FL	(679,973)	(275,040)	Never	(31,909)	Approved
USA-0224	Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO	(923,901)	(445,721)	Never	(41,703)	Approved
USA-0221	Realign CONUS based Heavy Brigades and Global Posture Study forces to Ft Bliss, TX and Ft Riley, KS	(8,003,154)	(3,839,529)	Never	(328,769)	Approved
TOTALS:		43,833,124	(27,742,480)		5,569,674	



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# **BRAC 2005**

Briefing to the  
Infrastructure Steering Group

March 24, 2005



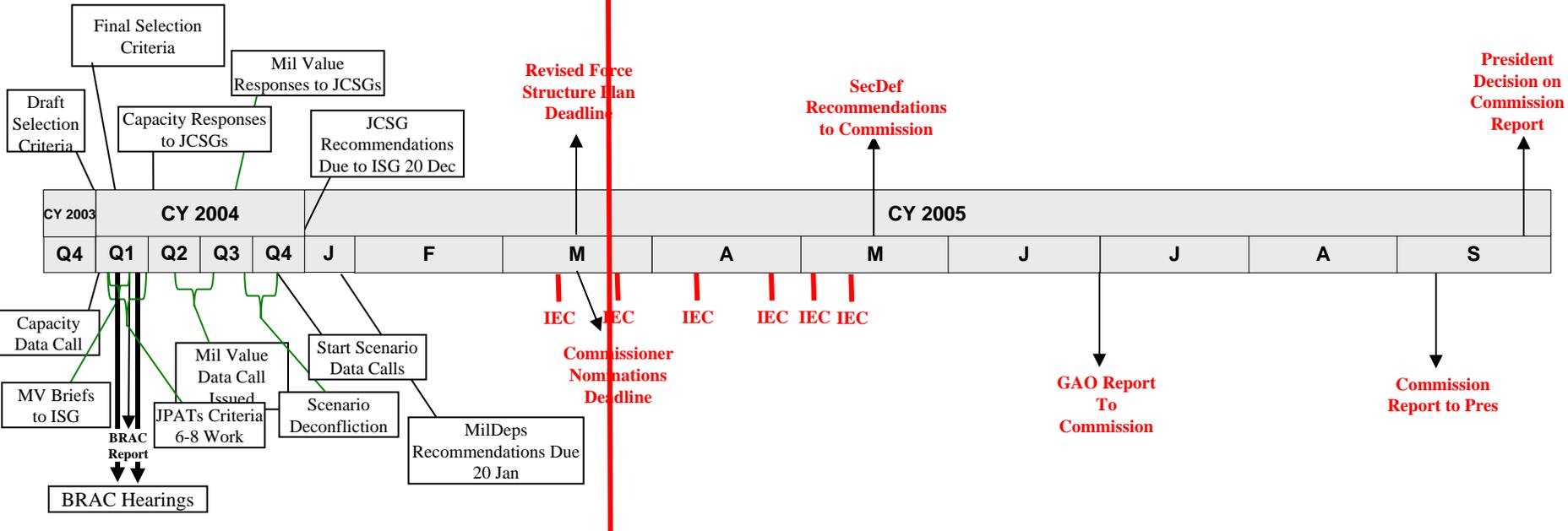
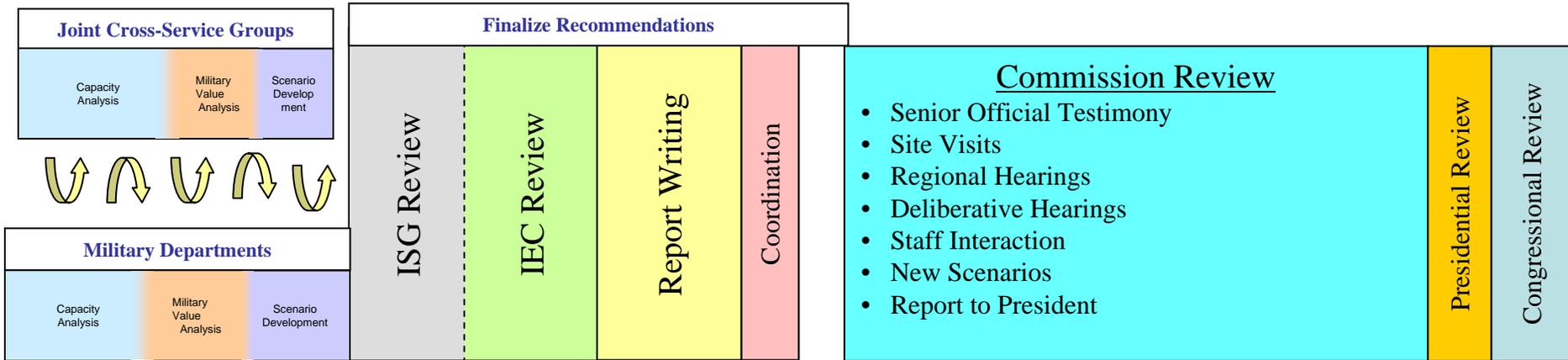
# Purpose

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



# Process Overview





# Summary of Conflict Review

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- As of 11 Mar 05 – 1056 Registered Scenarios
  - 0 New Conflicting Scenarios
  - 98 Old Conflicts Settled
  - 3 Not Ready for Categorization
  - 528 Independent
  - 47 Enabling
  - 380 Deleted



# Candidate Recommendations

Projected Briefings to ISG (as of 22 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	1 Apr
E&T	18						6/0/0			3/1/0		4/0/0		4
H&SA	51	15/0/0		3/0/0	4/1/0	4/0/0	3/0/0	4/0/0	2/1/0	1/0/0	6/0/0	3/0/0	3	
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6/0/0			
INTEL	5											2/1/0	2	
MED	20		8/0/0		0/0/1			3/0/0	3/0/0		1/0/0	1/0/0	3	
S&S	6							3/0/0				1/0/0	1	1
TECH	22							3/0/0		9/0/0	4/0/0	3/0/0	2	1
ARMY	135				80/0/0	29/0/0	16/0/0			2/0/0	1/0/0	2/0/0	2	3
DoN	56				33/0/0		2/0/0				13/0/0			8
USAF	56							31/0/0	12/0/0	8/0/0		2/0/0	2	
<b>Total</b>	<b>403</b>	<b>15/0/0</b>	<b>8/0/0</b>	<b>13/0/0</b>	<b>122/1/1</b>	<b>35/0/0</b>	<b>31/0/0</b>	<b>45/0/0</b>	<b>23/1/0</b>	<b>23/1/0</b>	<b>31/0/0</b>	<b>18/1/0</b>	<b>15</b>	<b>17</b>

## Legend:

Approved – 364 / Disapproved – 4 / Hold – 1

Pending – 33

Note: MilDepts are for info only to ISG



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*Supply and Storage  
Joint Cross-Service Group  
(S&S JCSG)  
Chair: VADM Keith Lippert*

*S&S-0035*

*Briefing to the  
Infrastructure Steering Group (ISG)  
24 Mar 05*



## What does S&S-0035 Actually Do?

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- Realigns procurement management responsibility of Depot Level Repairables (DLRs), Class IX, to DLA
- Transfers select National Inventory Control Point (NICP) functions and sub-functions at DoD's 16 NICP locations to DLA while keeping engineering and related supply NICP functions with Services
- Relocates select functions at 5 ICPs
- Achieves \$2.9B Savings (NPV)



# Candidate Recommendation S&S-0035

**Candidate Recommendation (Summary):** Realigns the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Service Inventory Control Point functions to Defense Logistics Agency (DLA). \*

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Mission consolidation</li> <li>✓ Reduces excess capacity</li> <li>✓ Provides for significant personnel reductions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Relative military value scores not determinative because all service ICP locations were realigned to DLA</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$93.2M</li> <li>✓ Net Implementation Savings: \$851.8M</li> <li>✓ Annual Recurring Saving: \$226.6M</li> <li>✓ Payback Period: Immediate</li> <li>✓ 20 Yr. NPV savings: \$2,898.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -18 to -691 jobs; &lt;0.1% to .41%</li> <li>✓ Criterion 7: No Issues.</li> <li>✓ Criterion 8: No impediments.</li> </ul>

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

**\* See clarification page**



## \* S&S-0035 Point of Clarification

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- Fundamental construct has not changed
  - Closes no ICPs but still relocates select functions from the five ICPs
  - Realigns “backroom” functions from MilDepts to DLA
  - Generates savings thru personnel reductions and procurement process improvements that produce significant value to DoD
- Since submission of this recommendation, we have determined that the extent to which each Defense Component uses differing terminology to identify functions and sub-functions must be clearly and adequately addressed
- We are currently going thru a purification process to ensure absolute clarity to the realignments that underpin this recommendation because we cannot afford for this to break
- We are working with OGC to ensure that the phraseology of the recommendation is appropriate to its goal



# S&S-0035 - Functions to Transfer

## DLRs

- **Performance Based Agreements (PBA) Management**
  - **Supply Expertise**
    - Commodity DLR Expertise
    - Spares Buying (Buyers)
    - Supply Chain Analysis
    - Technical Liaison (Reach back)
  - **Contracting Expertise**
    - Supplier Relationship Management
    - Contracting (FAR Specialist)
- **Management**
  - **Budget**
  - **Process & Procedure Realignment**

## Consumables

- **Budget/Funding**
- **Contracting**
- **Cataloging**
- **Requisition Processing**
- **Customer Services**
- **Item Management**
- **Stock Control**
- **Weapon System Secondary Item Support**
- **Requirements Determination**
- **Integrated Materiel Mgmt Tech Support**



## S&S-0035 - Payback

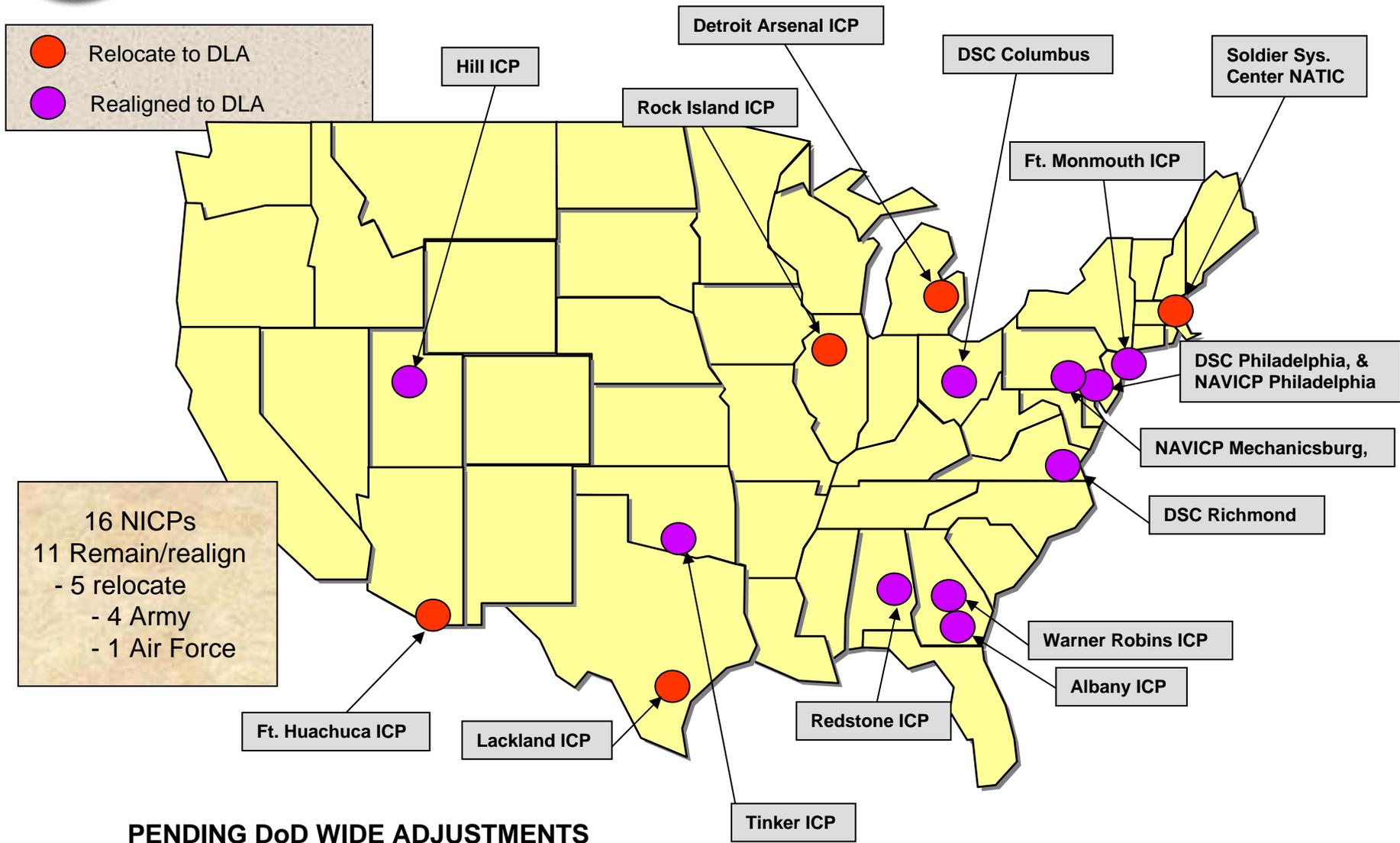
- \* Eliminates 760 Gov't Positions
- \* Realigns 1,049 Gov't Positions
- \* Implementation Years: 2006-2011
- \* Payback: Immediate
- \* One-time Cost: \$93M
- \* Annual Savings: \$227M
- \* NPV (Savings): \$2.9B
- \* MILCON: \$ 5M



**NPV Savings**  
Are in **addition** to any Service  
Business Process Improvement  
Savings being achieved



# S&S-0035 – National Inventory Control Point (NICP) Relocation/Realignment



**PENDING DoD WIDE ADJUSTMENTS**



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# Headquarters & Support JCSG



# HSA JCSG

## Geo-clusters & Functional

- Correctional Facilities (11 Mar 05)
- Civilian Personnel Offices (11 Feb 05)
- Defense Agencies (15 Mar 05)
- Financial Management (7 Jan 05)
- Military Personnel Centers (11 Feb 05)
- Installation Management (18 Feb 05)

## Mobilization

- Mobilization (11 Mar 05)

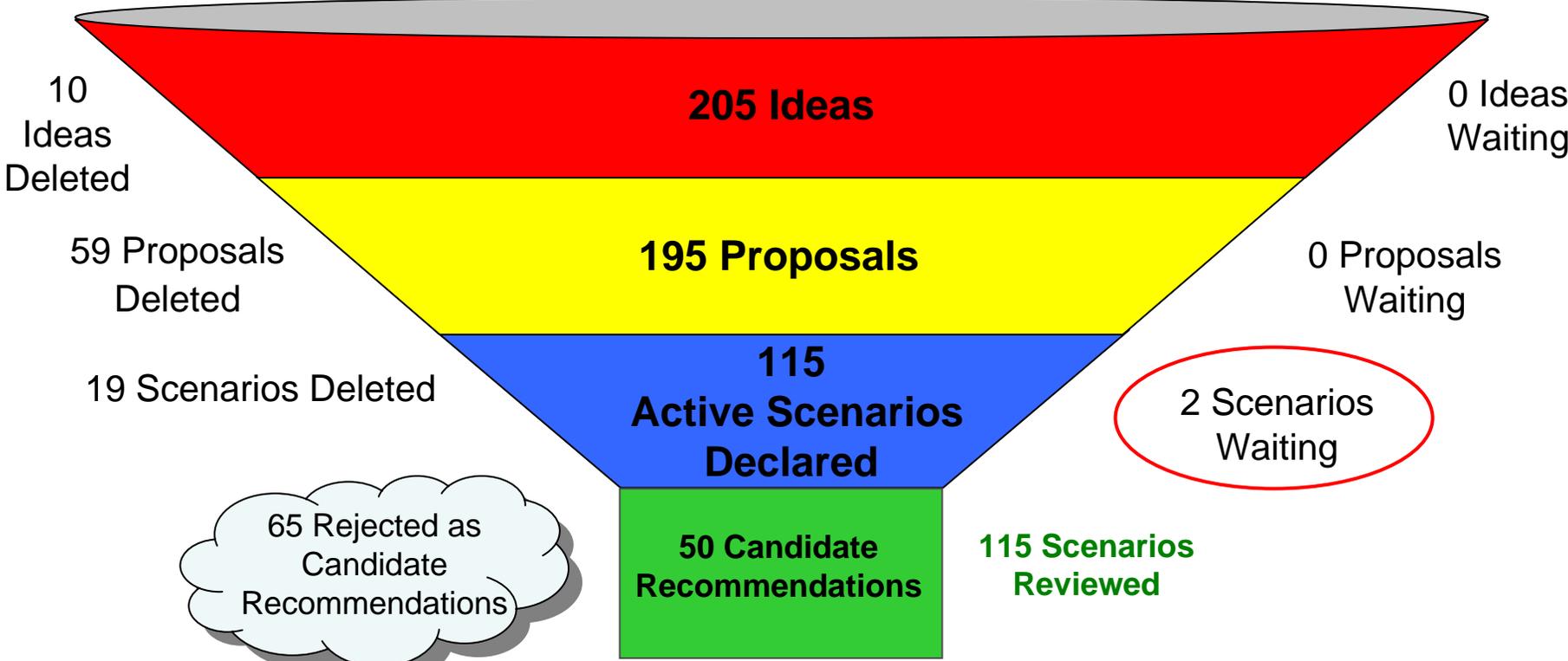
## Major Admin & HQ

- ✓ Combatant Commands (25 Feb 05) (revisit)
- ✓ Major Admin & HQ (15 Mar 05) (revisit)
- ✓ Reserve & Recruiting Commands (11 Mar 05) (revisit)



# Statistics

HSA JCSG Currently has:



\_ IEC Approved

46 ISG Approved & Prep for IEC

\_ ISG Approved, but on Hold for Enabling Scenario

\_ ISG On Hold for Addl Info or Related CR

\_ Note Conflict(s) to be Considered & Resolved

2 ISG Disapproved  
HSA-0050 COCOM  
HSA-0058 COCOM



# 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-0077 Consolidate and Co-locate USA IMA and Service Providers- 300,000USF
  - HSA-0106 Co-locate OSD and 4<sup>th</sup> 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 -0099 Co-locate Adjudication Agencies – 43,000 USF
  - HSA-0134 Co-locate USN Leased Locations – 182,400 USF
  - HSA-0141 Relocate AFRPA and AFCEE – 16,437 USF
  - HSA-0132 Co-locate National Guard HQs – 237,000 USF
  - HSA-0114 Co-locate TRANSCOM Components – 162,000 USF
- 
- **TOTAL to Date: 5,470,097 USF of leased space in NCR (65%)**



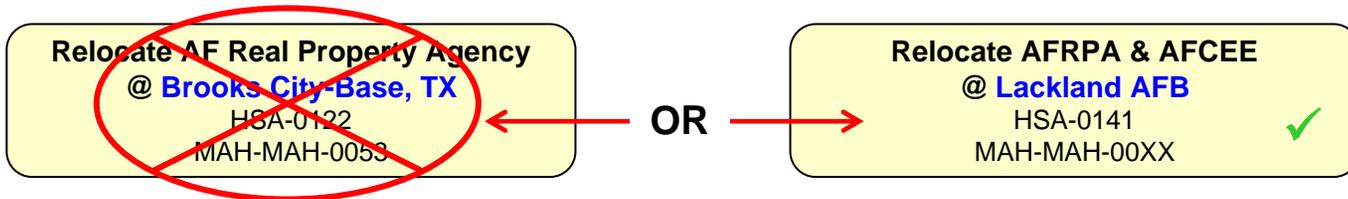
# Strategy – Rationalize Presence in the DC Area

- **HSA-0018 Consolidate DFAS – 399 personnel**
- **HSA- 0006 Create Army HRC – 2177 personnel**
- **HSA- 0067 Relocate DCMA – 595 personnel**
- **HSA- 0092 Relocate AMC – 1656 personnel**
- **HSA -0065 Consolidate ATEC – 470 personnel (out of NCR, but not DC Area)**
- **HSA – 0047 Co-locate Missile and Space Defense Agencies at Huntsville – 3634 personnel**
- **HSA – 0046 Consolidate DISA – 4,019 personnel**
- **HSA – 0029 Consolidate CPOs – 244 personnel**
- **HSA – 0071 Create Media Agency – 1,617 personnel (out of NCR, but not DC area)**
- **HSA- 0077 Consolidate and Co-locate USA IMA and Service Providers- 1768 personnel**
- **HSA-0141 Relocate AFRPA and AFCEE – 59 personnel**
- **HSA 0114 Consolidate TRANSCOM – 468 personnel**

**TOTAL to Date (direct, not including indirect or eliminations):  
17,106 out of NCR; 15,019 out of DC Area**



# AF Real Property Agency/AF Ctr for Envr Excell





# Candidate #HSA-0141: Relocate Air Force Real Property Agency and Air Force Center for Environmental Excellence

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

## Justification

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

## Military Value

- ✓ AFRPA(SAF/IE): 303<sup>rd</sup> of 336
- ✓ AFCEE: 265<sup>th</sup> of 336
- ✓ Lackland AFB: 25<sup>th</sup> of 336

## Payback

- ✓ One Time Cost: \$16.9M
- ✓ Net Implementation Cost: \$13.3M
- ✓ Annual Recurring Savings: \$ 1.6M
- ✓ Payback Period: 14 Years
- ✓ NPV (savings): \$2.0M

## Impacts

- ✓ Criterion 6: -125 jobs (71 direct; 54 indirect); <0.1%.
- ✓ Criterion 7: No issues
- ✓ Criterion 8: Historic properties, land use constraints, and wetlands. 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



# National Guard HQs

~~Co-locate National Guard HQs  
(NGB, ARNG and ANG)  
@ Andrews AFB  
HSA-0035  
MAH-R&RC-0008~~

OR

Co-locate National Guard HQs  
(NGB, ARNG and ANG)  
@ Andrews AFB & Arlington Hall  
HSA-0132  
MAH-R&RC-00XX ✓

OR

~~Co-locate National Guard HQs  
(NGB and ANG)  
@ Andrews AFB  
HSA-0140  
MAH-R&RC-00XX~~





# TRANSCOM

~~Co-locate TRANSCOM Components  
@ Ft. Eustis  
HSA-0063  
MAH-MAH-0013~~

✓ Co-locate TRANSCOM Components  
@ **Scott AFB**  
HSA-0114 [DECON]  
MAH-MAH-0048

~~Relocate SDDC  
@ Ft. Eustis  
HSA-00063 ALT  
MAH-MAH-00XX~~

~~Co-locate TRANSCOM Components  
@ McGuire AFB  
HSA-0136  
MAH-MAH-00XX~~





# HSA-0114: Realign TRANSCOM HQ and Service Component HQs

**Candidate Recommendation (Summary):** Realign Fort Eustis, VA, Hoffman 2, and Washington Navy Yard, DC by relocating the Army Surface Deployment and Distribution Command, and part of the Navy Military Sealift Command to Scott Air Force Base, IL, and consolidating them with AF Air Mobility Command and TRANSCOM.

## Justification

- ✓ Strongly supported by the CoCOM
- ✓ Meets TO to consolidate or co-locate Service Component HQs w/ COCOM HQs
- ✓ Reduces NCR footprint and eliminates 162,000 USF of leased space within DC Area
- ✓ Headquarters-level personnel reduction estimated at 18 % (746 job positions)

## Military Value

- ✓ Quantitative Military Value:
 

Ft. Eustis:	.8758	SDDC-Alexandria:	.1620
WNY:	.8634		
Scott AFB:	.8467		
- ✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott over others

## Payback

- ✓ One Time Cost: \$ 49.2M
- ✓ Net Implementation Savings: \$ 324.1M
- ✓ Annual Recurring Savings: \$ 84.1M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$ 1,079.5M

## Impacts

- ✓ Criterion 6:
  - DC area: -1079 jobs (616 direct, 463 indirect); <0.1%
  - Norfolk area: - 770 jobs (325 direct, 445 indirect); 0.1%
- ✓ Criterion 7: No Issues
- ✓ Criterion 8: No Impediments

- ✓ Strategy
- ✓ COBRA

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

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

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



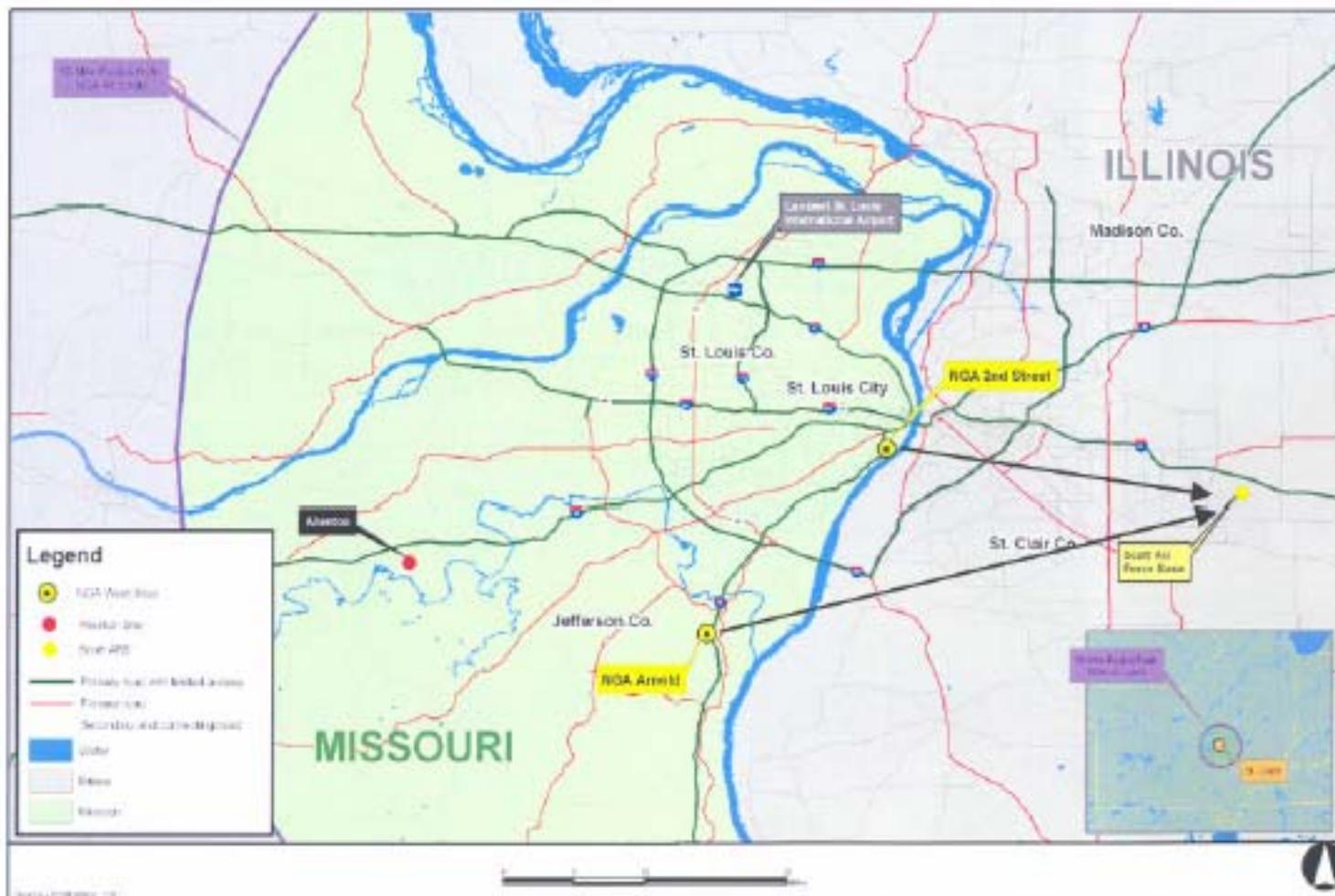
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# Intel JCSG

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# INT-0012 Graphic

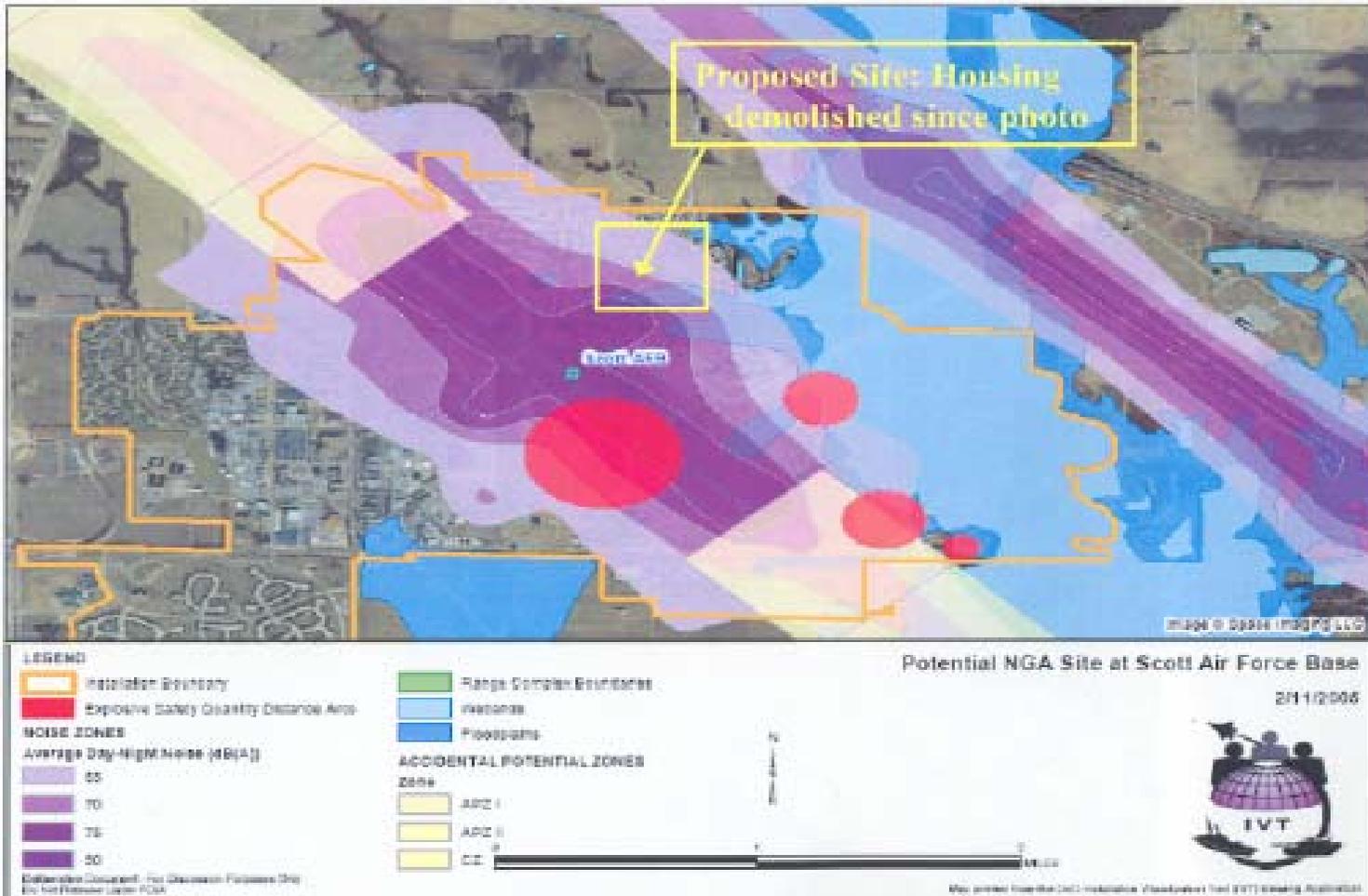


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# INT-0012 Graphic

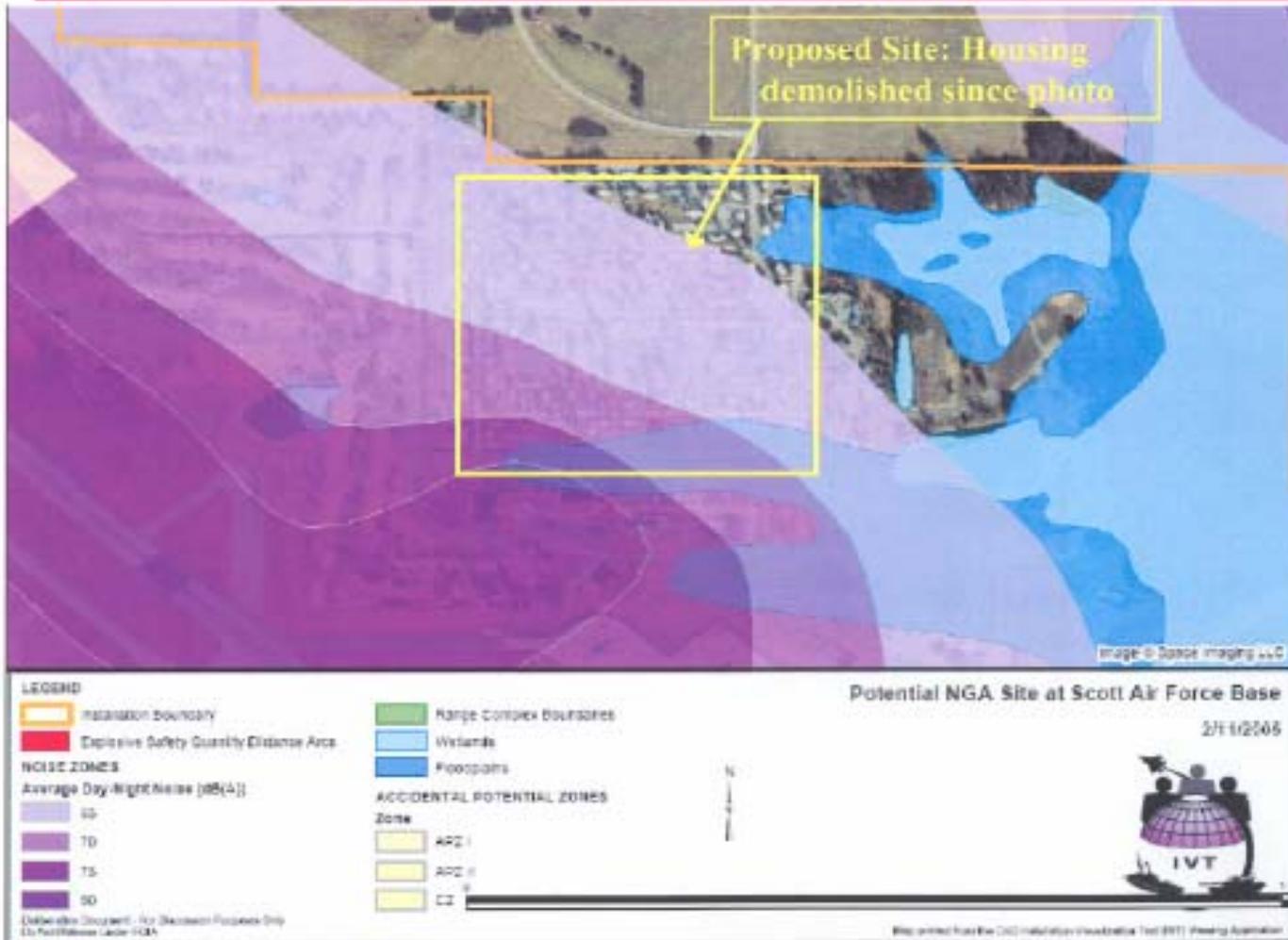


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# INT-0012: Graphic



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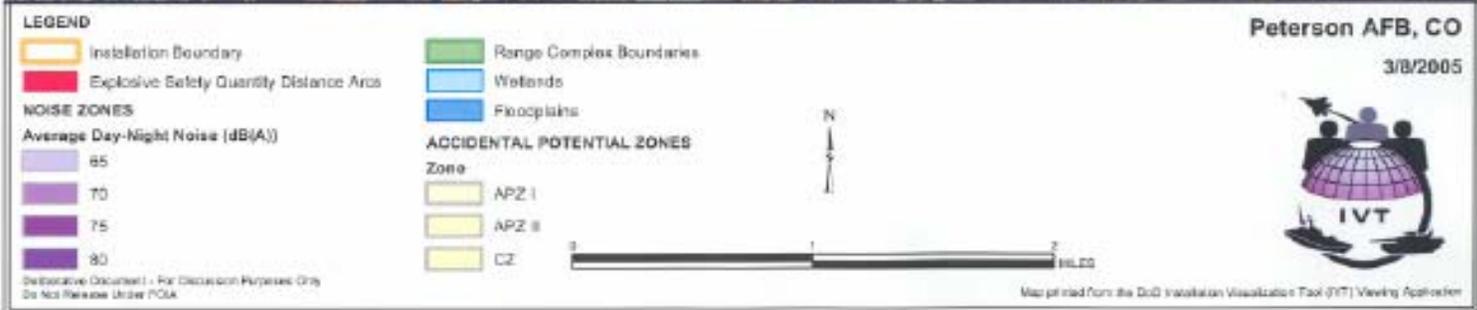
# Candidate Recommendation INT-0013

**Candidate Recommendation:** Realign the Counterintelligence Field Activity (CIFA) facility, a leased installation in Colorado Springs, CO, by relocating all functions to Peterson Air Force Base (AFB), CO.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Meets IJCSG Analytical Framework objective                             <ul style="list-style-type: none"> <li>✓ Reduces vulnerable lease space (19,956 SqFt)</li> </ul> </li> <li>✓ Enhances Antiterrorism/Force Protection</li> <li>✓ Should be combined with HSA-0131:                             <ul style="list-style-type: none"> <li>✓ Disestablish Defense Security Service (DSS) and Defense Counterintelligence Field Activity (CIFA) and consolidating functions under a newly-created organization, e.g. DoD Counterintelligence and Security Agency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Relative MV scores not determinative because relocating to a location no currently performing this function</li> <li>✓ Military Judgment: Best location for CIFA to support primary NORTHCOM customer located at Peterson, AFB, CO; Continuity of Operations (COOP) mission enhanced by location on military installation</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$15.0M</li> <li>✓ Net Implementation Cost: \$13.6M</li> <li>✓ Annual Recurring Savings \$0.4M</li> <li>✓ Payback Period 100+ Years</li> <li>✓ NPV (cost) \$9.0M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: No job reductions</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: Air Quality; Cultural / Archeological / Tribal Resources; Land Use Constraints/Sensitive Resources Areas; Water Resources; No impediments</li> </ul>

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

UNCLASSIFIED





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# Medical Joint Cross Service Group

Briefing to the ISG

24 Mar 2005



# Medical Joint Cross Service Group

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Healthcare  
Education & Training

Healthcare Services

Healthcare Research,  
Development & Acquisition

Enlisted Medical Training

Officer Medical Ed

Primary Care

Specialty Care

Inpatient

Aerospace Operational Med

Combat Casualty Care

Hyperbaric and Diving Medicine

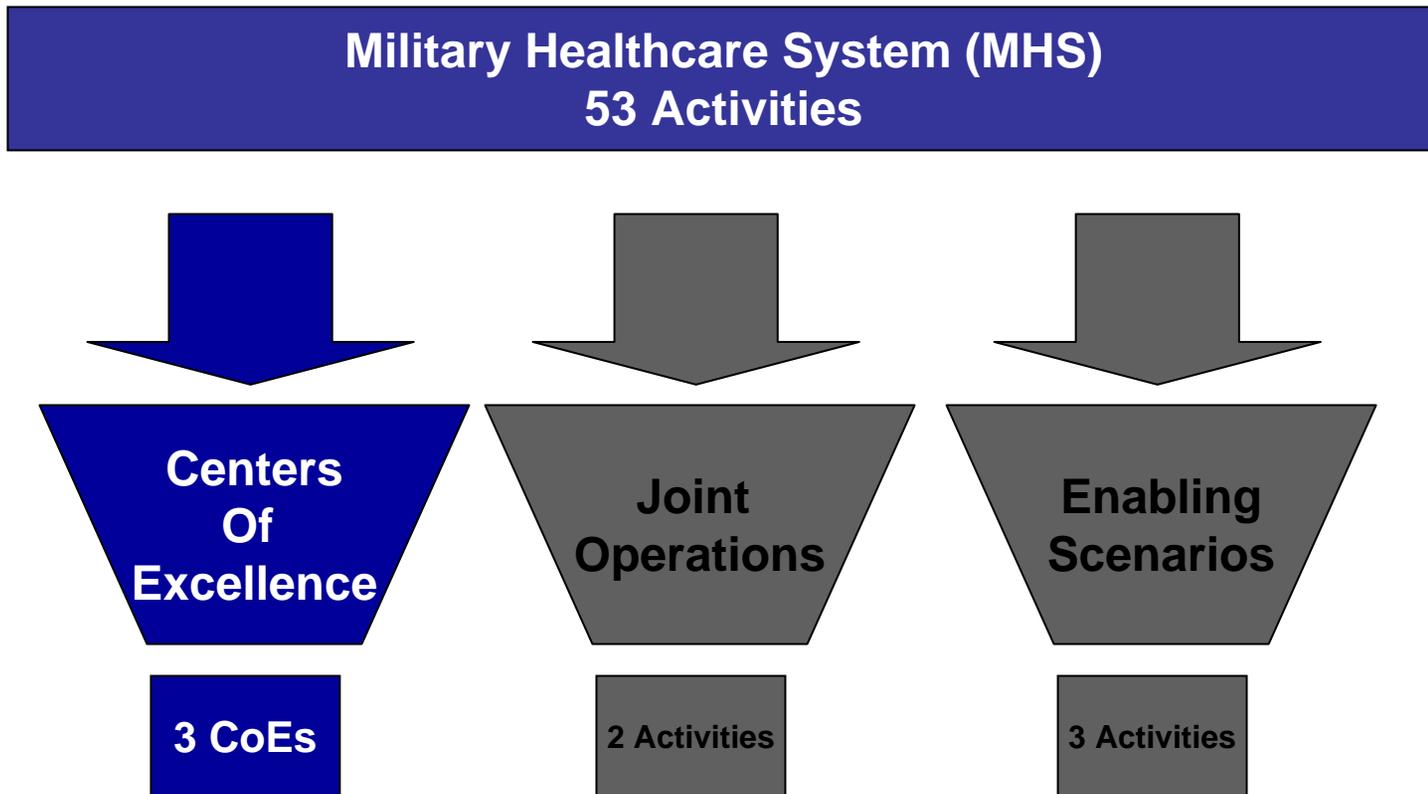
IM/IT Acquisition

Medical Biological Defense

Medical Chemical Defense



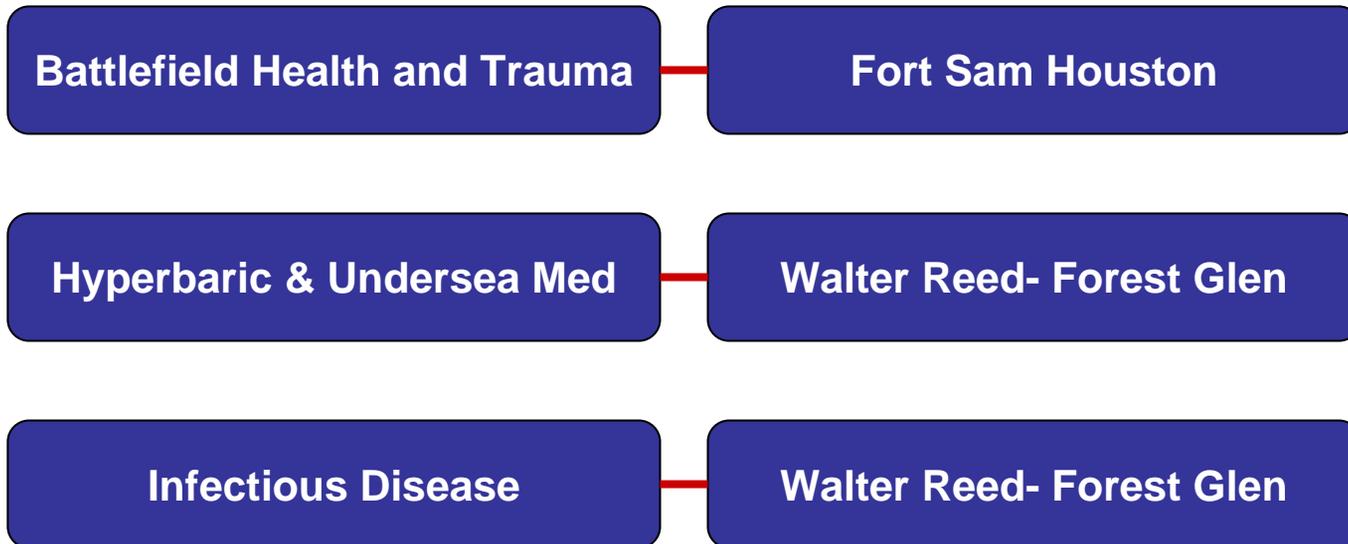
# Medical/Dental RDA





# MJCSG Strategy

## ■ Centers of Excellence



- Enhance Synergy
- Build critical mass
- Reduce overhead

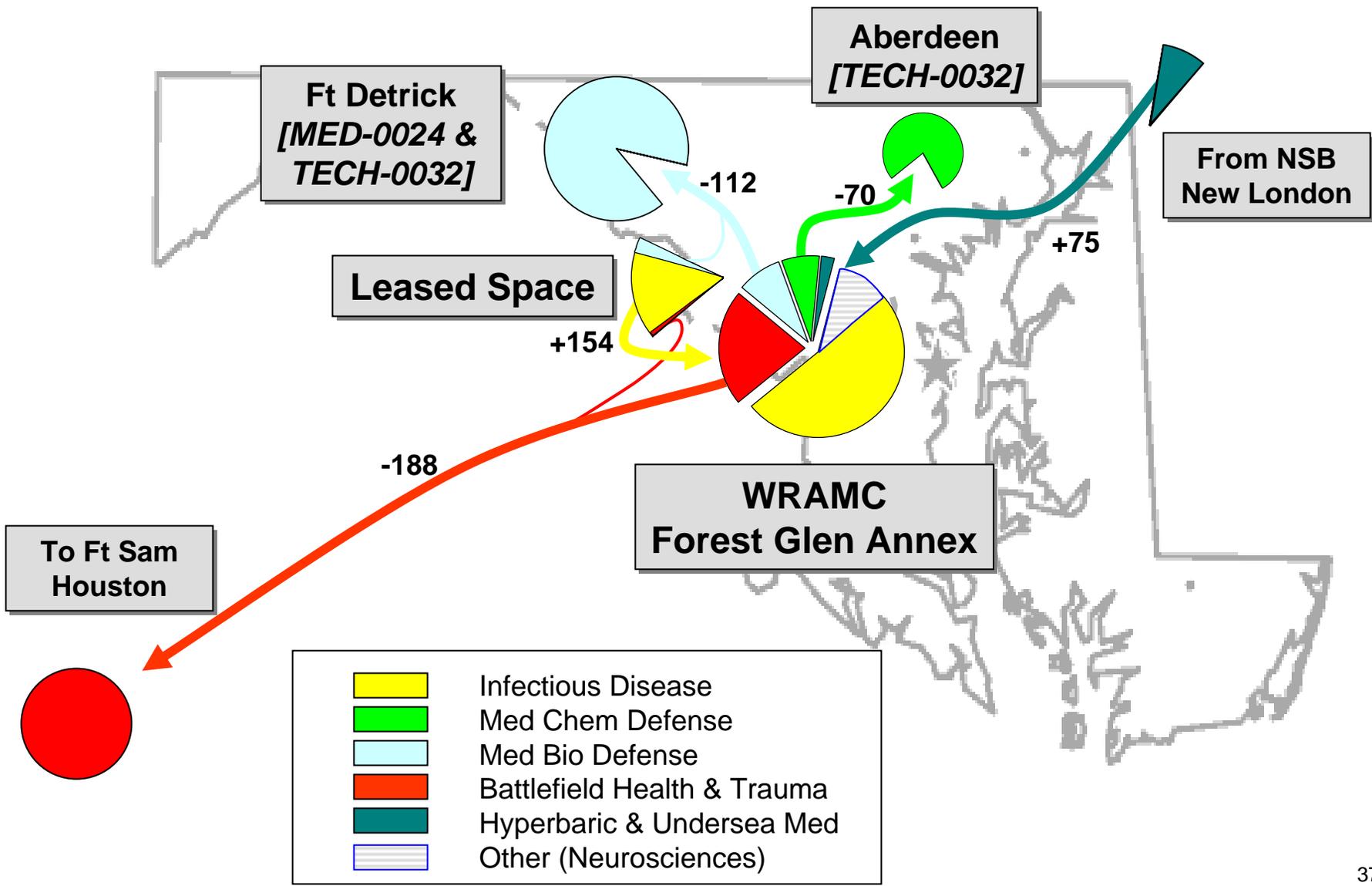
# Tri-Service Biomedical Research Centers of Excellence

## MED0024/55



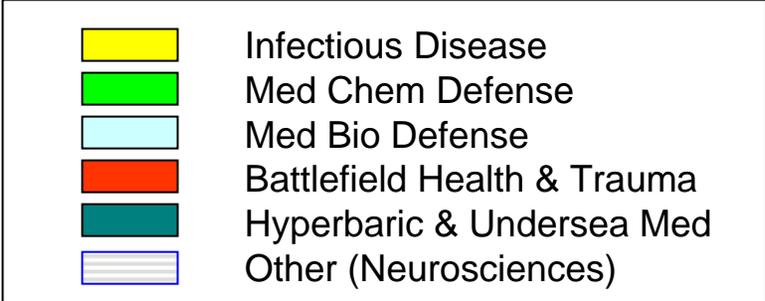
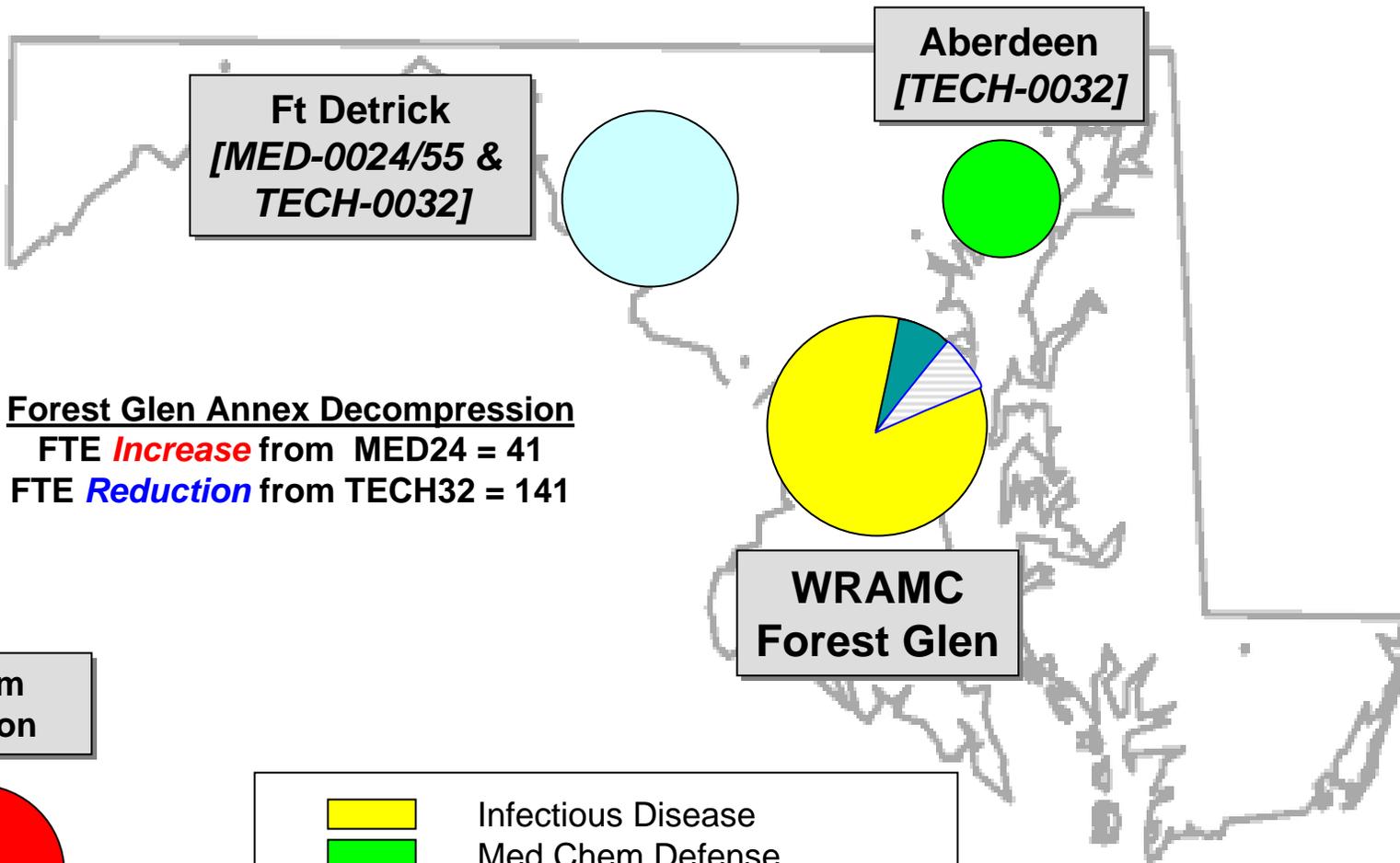


# Movements To/From WRAMC FGA





# End State





# Candidate #MEDCR-0024 Create Tri-Service Biomedical Research Centers of Excellence

**Candidate Recommendation (Summary):** Consolidates combat casualty care research at the Army Institute of Surgical Research, Fort Sam Houston, TX; hyperbaric and undersea medicine research at Naval Medical Research Center, Walter Reed –Forest Glenn Annex, MD; infectious disease research at Army Institute of Research, Walter Reed – Forest Glenn, MD; and medical biological defense research at Army Medical Research Institute of Infectious diseases, Fort Detrick, MD.

### Justification

- ✓ Increase synergy through mission collocation and exploit access to military trauma center at BAMC
- ✓ Facilitate jointness & reduces leased space
- ✓ Linked recommendations TECH-0009, TECH-0032, DON-0033/34
- ✓ Costs would be lower & payback quicker w/o actions required by TECH-0009 & DON-0033/34

### Military Value

- ✓ Combat Casualty Care & Med Bio Defense Research to locations with highest quantitative MV score
- ✓ Hyperbaric and Undersea Medicine, military judgment selected site where animal and human research can be combined
- ✓ Infectious Disease, quantitative not determinative because losing sites MV determined as part of gaining site, which had highest MV Score.

### Payback

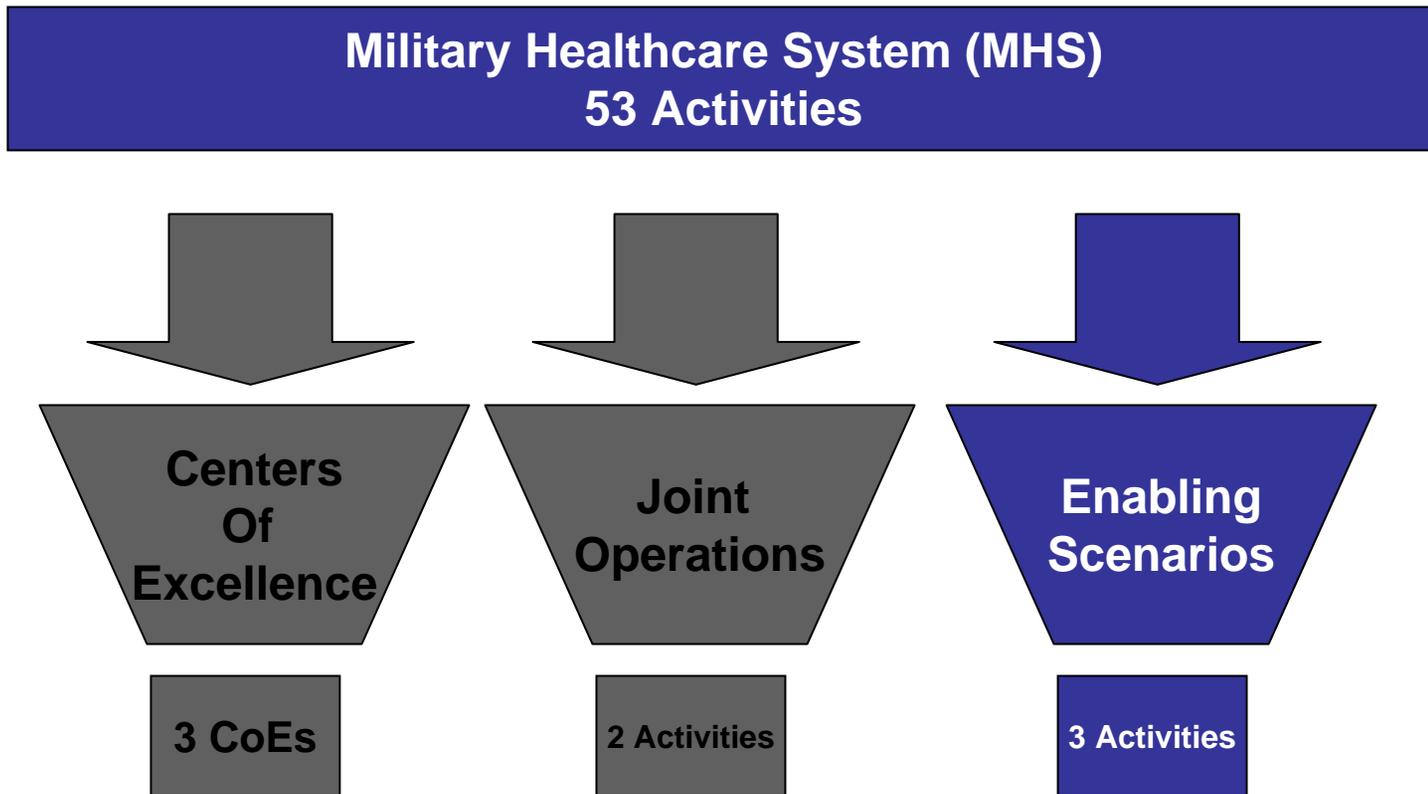
- ✓ One-time cost: \$ 92.6M
- ✓ Net implementation cost: \$ 85.0M
- ✓ Annual recurring savings: \$ 4.6M
- ✓ Payback time: 33 years
- ✓ NPV cost: \$ 35.7M

### Impacts

- ✓ Criteria 6: -45 to 293 jobs; <0.1%
- ✓ Criteria 7: No issues
- ✓ Criteria 8: No impediments



# Medical/Dental RDA





# Candidate #MEDCR-0029 AFIP

**Candidate Recommendation (abbreviated):** Realign Walter Reed as follows: disestablish all elements of AFIP except the National Medical Museum and the Tissue Repository; relocate the Armed Forces Medical Examiner, DNA Registry, and Accident Investigation to Dover AFB; relocate sufficient personnel to the NNMC, Bethesda, to establish a Program Management Office that will coordinate pathology results, contract administration, and QA/QC of DoD second opinion consults worldwide; relocate Legal Medicine to the NNMC, Bethesda; and relocate enlisted histology technician training to Fort Sam Houston.

### Justification

- ✓ Reduces excess capacity
- ✓ Aligns military unique functions for enhanced operational mission effectiveness
- ✓ Divests DoD of non-military unique operations

### Military Value

- ✓ Military judgment: Divests DoD of non-military unique operations; aligns military unique functions for enhanced operational mission effectiveness
- ✓ Medical/Dental RDA MV Avg
  - ✓ with AFIP: 18.84
  - ✓ without AFIP: 19.22

### Payback

- ✓ One Time Cost: \$83.3M
- ✓ Net Implementation Cost: \$39.8M
- ✓ Annual Recurring Savings: \$9.8M
- ✓ Payback Period: 7 Years
- ✓ NPV (savings): \$56M

### Impacts

- ✓ Criteria 6: –799 jobs (476 direct/323 indirect); .03%
- ✓ Criteria 7: No issues
- ✓ Criteria 8: No impediments.



# Disposition of the Tri-Service Directed Energy Bioeffects co-location implemented under Biomedical Reliance & BRAC91–MED0057



# Candidate #MEDCR-0057 - Disposition of the Tri-Service Directed Energy Bioeffects co-location implemented under Biomedical Reliance & BRAC91



**Candidate Recommendation:** Realign Brooks City Base, TX, by relocating the Naval Health Research Center Electro-Magnetic Energy Detachment to Wright Patterson Air Force Base, OH.

### Justification

- ✓ Increase synergy and shared use of unique facilities through mission collocation
- ✓ Facilitate jointness
- ✓ Payback improves if combined with TECH-0009

### Military Value

- ✓ Relative quantitative military value scores not determinative because moving to a location that does not currently perform the function
- ✓ Military Judgment favored Wright-Patterson because of synergy with AF human factors research

### Payback

- ✓ One-time cost: \$ 6.5M
- ✓ Net implementation cost: \$ 6.7M
- ✓ Annual recurring savings: \$ 0.01M
- ✓ Payback time: never
- ✓ NPV (cost): \$ 6.3M

### Impacts

- ✓ Criteria 6: -44 jobs (22 direct, 22 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



## MJCSG Scenarios Net Financial Impact

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-0024	\$92.6M	\$85.0M	\$4.6M	\$35.7M
MEDCR-0029	\$83.3M	\$39.8M	\$9.8M	\$56M
MEDCR-0057	\$6.5M	\$6.7M	\$0.01M	\$6.3M
<b>Totals</b>	<b>\$2,013M</b>	<b>\$1,037M</b>	<b>\$323M</b>	<b>\$2,243M</b>



# Technical Joint Cross Service Group Candidate Recommendations

March 24, 2005

Dr. Ron Segal/Mr. Al Shaffer

Technical Joint Cross Service Group



# TJCSG Transformational Framework with Candidate Recommendations

**Integrated C4ISR Centers**

Joint 47, 61, 62

Land 35R      Maritime 42A & 54      Air & Space 9A & 42C

**Integrated RDAT&E Centers**

Land Systems 13 & 45      Maritime Systems 31, 60      Space Systems 9A      Airborne Systems Rotary Wing 5 & 9  
Fixed Wing 6 & 9

Weapons & Armaments (Energetic Materials) 59      18C&E      18A,B & D      Chemical-Biological Defense 32 & 45

**Combined Defense Laboratories**

Basic & Extramural Research      (Basic and Cross-Cutting Research)      Human Systems 45      58

Materials & Processes 40R      Sensors & Electronics      Information Systems 42A&C

Power & Energy      Autonomous Systems

Non-Lethal      Bio-Medical

Battlespace Environments 20      9A&B

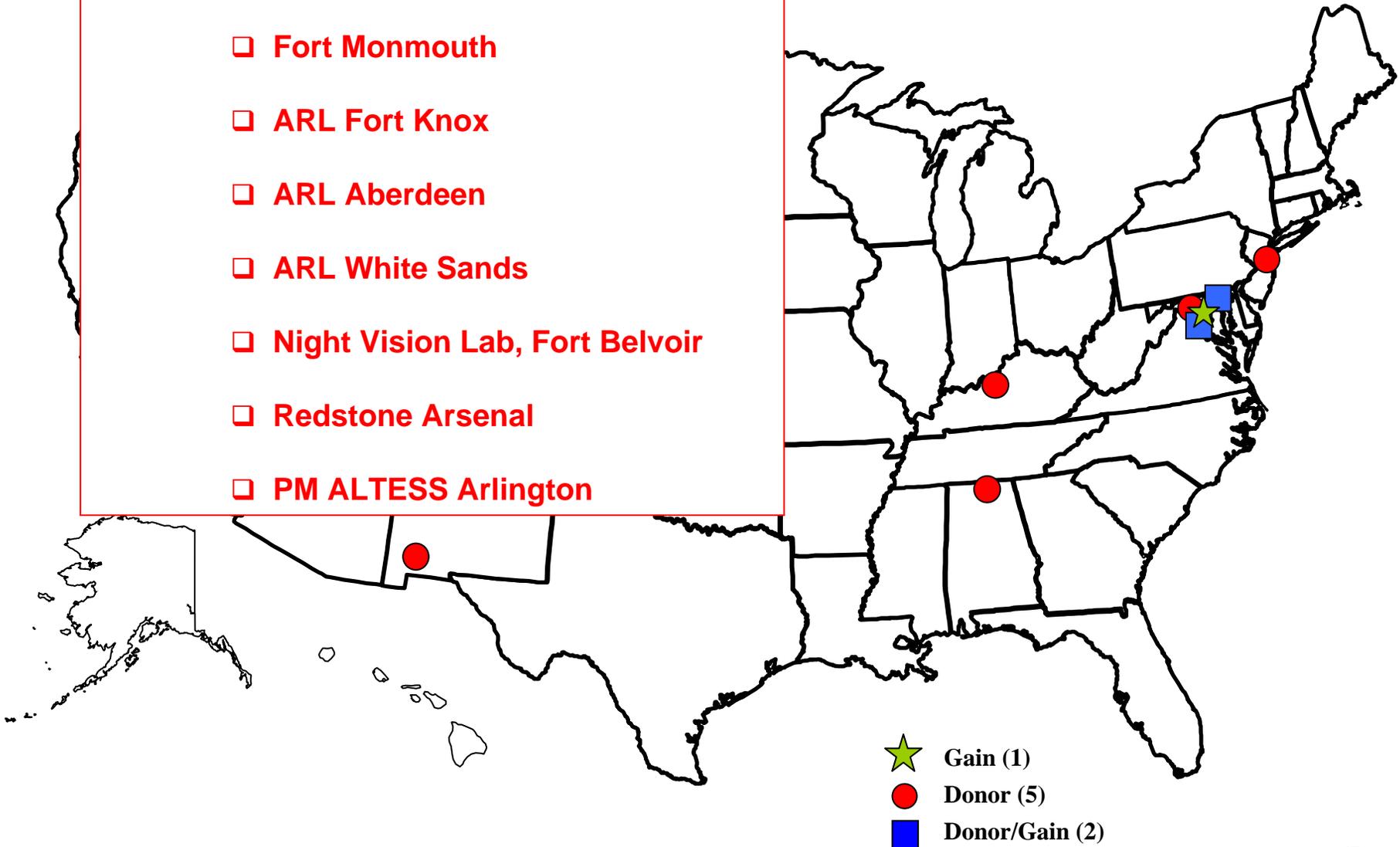
Recommendation #



# Tech-0035R: Army Land C4ISR Center

## ❑ Losing installations are:

- ❑ Fort Monmouth
- ❑ ARL Fort Knox
- ❑ ARL Aberdeen
- ❑ ARL White Sands
- ❑ Night Vision Lab, Fort Belvoir
- ❑ Redstone Arsenal
- ❑ PM ALTESS Arlington





# Tech-0035R: Army Land C4ISR Center

**Candidate Recommendation (summary):** Realigns Fort Monmouth, ARL Fort Knox, ARL Aberdeen, White Sands and Night Vision Lab, Fort Belvoir, by relocating and consolidating Information Systems, Sensors, Electronic Warfare, & Electronics, and Human Systems Research to ARL Adelphi. Realigns Fort Monmouth & Redstone Arsenal, by relocating and consolidating Information Systems and Sensors, Electronic Warfare, and Electronics Development and Acquisition (D&A) to Aberdeen Proving Ground, MD. Retains at Ft. Belvoir current D&A and in Information Systems, Sensors, Electronic Warfare, and Electronics, and realigns PM ALTESS facility in Arlington to Ft. Belvoir.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>• Enables research to solve the land force network challenge</li> <li>• Consolidates C4ISR in one geographical area</li> <li>• Supports Army’s business model by geographically collocating R, D&amp;A, and Logistics</li> <li>• Collocates near NRL and WRAIR in DC, and INSCOM at Ft Belvoir/other DoD C2 assets.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>• <b>Research:</b> Adelphi had highest quantitative MV score in Sensors, Elec. Warfare, &amp; Electronics. Military judgment favored locating other research functions there also to enable integrated C4ISR.</li> <li>• <b>Development &amp; Acquisition:</b> Military judgment favored APG because it provided proximity to Research and had sufficient capacity. Ft Belvoir, which had the highest quantitative MV of locations proximate to Research, lacked sufficient capacity.</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>• One-Time Cost</td> <td>\$700.20M</td> </tr> <tr> <td>• Net Implementation Cost</td> <td>\$572.10M</td> </tr> <tr> <td>• Annual Recurring Savings</td> <td>\$ 46.80M</td> </tr> <tr> <td>• Payback Period</td> <td>20 Years</td> </tr> <tr> <td>• NPV (cost)</td> <td>\$ 93.98M</td> </tr> </table>	• One-Time Cost	\$700.20M	• Net Implementation Cost	\$572.10M	• Annual Recurring Savings	\$ 46.80M	• Payback Period	20 Years	• NPV (cost)	\$ 93.98M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criteria 6: -20 to -10175 jobs; &lt;0.1% to 0.83%</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No Impediments</li> </ul>
• One-Time Cost	\$700.20M										
• Net Implementation Cost	\$572.10M										
• Annual Recurring Savings	\$ 46.80M										
• Payback Period	20 Years										
• NPV (cost)	\$ 93.98M										

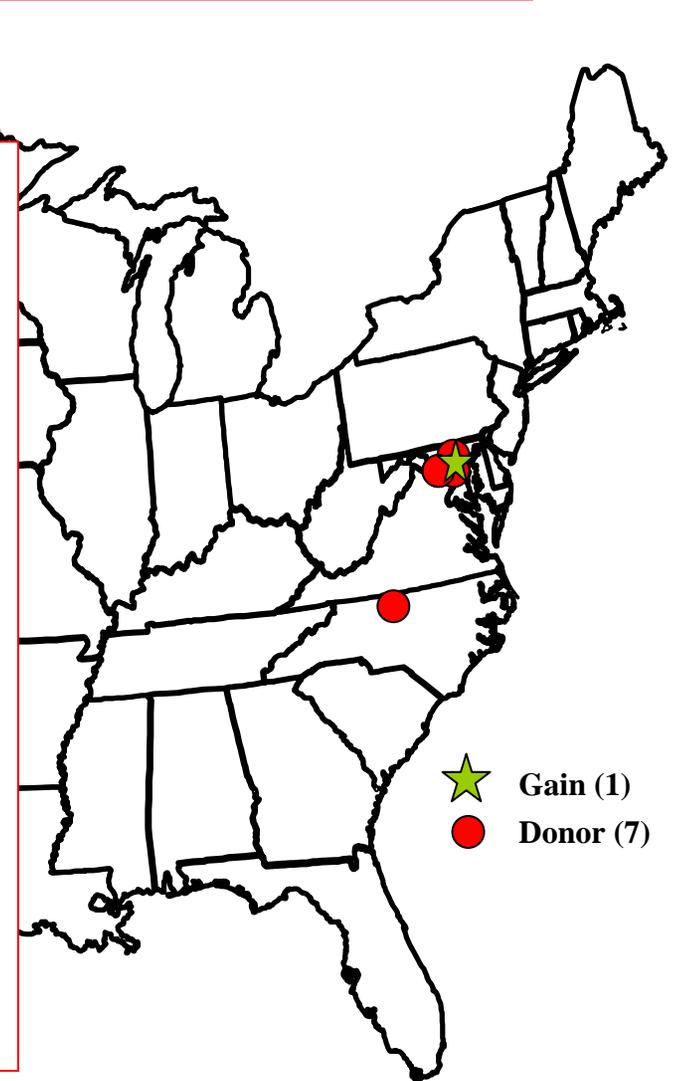
- ✓ Strategy
- ✓ COBRA
- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps



# Tech 0040R Co-locate Extramural Research Program Managers to Anacostia Annex

## ❑ Losing installations are:

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





# Tech-0040R: Co-locate Extramural Research Program Managers to Anacostia Annex

**Candidate Recommendation (summary):** Close ONR Arlington, VA; AFOSR Arlington, VA; ARO Durham, NC, and Arlington, VA; and the DARPA Arlington, VA. Relocate all functions to Anacostia Annex, DC. Realign Fort Belvoir, VA, by relocating the ARO to Anacostia Annex, DC. Realign the DTRA Alexandria, VA, by relocating the Extramural Research Program Management function (except conventional armaments research) to Anacostia Annex, DC.

## Justification

- Foster coordination among extramural research activities
- Enhance force protection

## Military Value

- DARPA and ONR had higher quantitative MV scores than Anacostia.
- Military judgment said quantitative scores high because of research managers not location. Anacostia provides highest overall quantitative MV because of enhanced force protection, accessibility to Pentagon and Capital Hill by metro, and quality of buildings.

## Payback

- One-time cost: \$104M
- Net implementation savings: \$110M
- Annual recurring savings: \$52M
- Payback time: 1 year
- NPV (savings): \$583M

## Impacts

- Criteria 6: -193 jobs (122 direct, 71 indirect); <0.1%
- Criteria 7: No issues
- Criteria 8: No impediments



# 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
40R Extramural Research PMs	\$109.20	2	\$52.20	\$583.00
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
35R Army Land C4ISR Center	\$700.20	20	\$46.80	(\$93.98)
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)
<b>Total</b>	<b>\$2,921.19</b>		<b>\$496.99</b>	<b>\$3,348.9</b>



# Army Candidate Recommendations



# Candidate #USA-0036



**Candidate Recommendation:** Close Red River Army Depot. Industrial JCSG realigns Munitions Center and Depot Maintenance and S&S JCSG realigns the DLA Distribution Center.

## Justification

- ✓ Preserve and optimize depot maintenance capability while minimizing excess capacity
- ✓ Supports consolidation of workload into Army's Center for Industrial and Technical Excellence
- ✓ Industrial scenarios 0111 and 0127B realign the maintenance and munitions functions that enable the closure. S&S scenario 0048 realigns DLA DC

## Military Value

- ✓ Improves military value by moving functions to an installation with higher military value
- ✓ Red River MVI rated 3 of 3 for Army Ground Maintenance Centers (Depots)
- ✓ MVI: Anniston (24), Letterkenny (39), Red River (40)

## Payback

- ✓ One time cost: \$446.7M
- ✓ Net Cost: \$156.5M
- ✓ Annual Recurring savings: \$90.6M
- ✓ Payback Period 3 years
- ✓ NPV (savings): \$692.8M

## Impacts

- ✓ Criterion 6 – Max potential reduction of 4806 jobs (2877 direct and 1929 indirect) or 7.08% of the economic area employment
- ✓ Criterion 7 – Low risk; the trend of all attributes is to improve when moved to the other sites
- ✓ Criterion 8 – Moderate impact; Eight ranges and DERA sites (CTC \$48M) require cleanup

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

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# Air Force Candidate Recommendations



# Candidate #USAF-0105 / S907c1 Establish F-15 Avionics CIRF

**Candidate Recommendation:** Realign Langley AFB, Virginia. Realign base-level F-15 avionics intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) at Tyndall AFB for F-15 avionics.

### Justification

- Standardizes intermediate-level maintenance function across Air Force
- Increases maintenance productivity by consolidating and smoothing dispersed random work flows

### Military Value

- Consolidates F-15 avionics maintenance at Tyndall to improve warfighter support

### Payback

- One Time Cost: \$2M
- Net Implementation Savings: \$2M
- Annual Recurring Savings: \$1M
- Payback period: 2 Years
- NPV Savings \$8M

### Impacts

- Criterion 6—Total Job Change: -39 (direct -19, indirect -20) ROI: -0.0%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



# Candidate #USAF-0106 / S908.2

## Establish F100 CIRF

**Candidate Recommendation:** Realign Tyndall AFB, Florida; Langley AFB, Virginia; and Jacksonville AFB, Florida. Realign base-level F100 engine intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) for F100 engines at Seymour-Johnson AFB, North Carolina. Realign base-level F-100 Engine Intermediate maintenance from Tyndall AFB and Jacksonville AFB into a CIRF for F100 engines at NAS New Orleans ARB, Louisiana.

### Justification

- Standardizes intermediate-level maintenance function across Air Force
- Increases maintenance productivity by consolidating and smoothing dispersed random work flows

### Military Value

- Consolidates F100 engine maintenance at New Orleans and Seymour Johnson to improve warfighter support
- Improves reliability centered maintenance (RCM)

### Payback

- One Time Cost: \$10M
- Net Implementation Cost: \$ 5M
- Annual Recurring Savings: \$ 1M
- Payback period: 12 ys/2019
- NPV Savings: \$ 4M

### Impacts

- Criterion 6—Total Job Change: (See scenario summary chart)
- 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
- ✓ JCS/G/MIDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MIDeps



# Next Steps

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- Next IEC meeting 28 Mar 05
- Next ISG meeting 1 Apr 05
- Completion of Candidate Recommendations



ACQUISITION  
TECHNOLOGY  
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE  
3000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3000

MAR 21 2005

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS

SUBJECT: Candidate Recommendations Packages for the March 24, 2005, ISG Meeting

The Infrastructure Steering Group will meet on Thursday March 24, 2005, at 10:30 a.m. in 3D-1019. This memorandum provides the candidate recommendation packages for consideration at this meeting. As prescribed in Acting USD (AT&L) memo of January 4, 2005, attachment 1 contains hard copies of the candidate recommendations and accompanying quad charts for the briefing. The disc at attachment 2 provides additional supporting documentation. This information has also been posted to the OSD AT&L portal.

The briefing slides and conflict review information for this ISG meeting will be provided separately. Please contact me at (703) 614-5356 if you have any questions or concerns.

A handwritten signature in black ink, appearing to read "Peter J. Potochney".

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

Attachments:  
As stated





# HSA-0114: Realign TRANSCOM HQ and Service Component HQs

**Candidate Recommendation (Summary):** Realign Fort Eustis, VA, and Hoffman 2, by relocating Army SDDC to Scott Air Force Base, IL. Realign Washington Navy Yard, DC, by relocating up to 12.6 percent of Navy MSC to Scott Air Force Base, IL. Consolidate all relocating organizations with the Air Force AMC and TRANSCOM.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Meets T.O. to consolidate or co-locate Service Component HQs w/ COCOM HQs</li> <li>✓ Reduces NCR footprint and eliminates 162,000 USF of leased space within DC Area</li> <li>✓ Headquarters-level personnel reduction estimated at 18 % (746 job positions)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Quantitative Military Value:                             <ul style="list-style-type: none"> <li>✓ Ft. Eustis: .8758</li> <li>✓ WNY: .8634</li> <li>✓ Scott AFB: .8467</li> <li>✓ SDDC-Alexandria: .1620</li> </ul> </li> <li>✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott over others</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$ 49.2M</li> <li>✓ Net Implementation Savings: \$ 324.1M</li> <li>✓ Annual Recurring Savings: \$ 84.1M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV Savings: \$ 1,079.5M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6:                             <ul style="list-style-type: none"> <li>✓ DC area: -1079 jobs (616 direct, 463 indirect); &lt;0.1%</li> <li>✓ Norfolk area: -770 jobs (325 direct, 445 indirect); 0.1%</li> </ul> </li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: No Impediments</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation #HSA-0114**

**Candidate Recommendation:** Realign Fort Eustis, VA, by relocating the US Army Service Deployment and Distribution Command to Scott Air Force Base, IL. Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Service Deployment and Distribution Command to Scott Air Force Base, IL. Realign Washington Navy Yard, DC, by relocating up to 13 percent of the US Navy Military Sealift Command to Scott Air Force Base, IL. Consolidate all relocating organizations with the US Air Force Air Mobility Command and the US Transportation Command already at Scott Air Force Base, IL.

**Justification:** Consolidation of the US Transportation Command (TRANSCOM) with its Service components will (1) facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long-term savings. This recommendation has the additional benefit of terminating leased space operations in the National Capital Region.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$49.2 million. The net of all costs and savings to the Department during the implementation period is a savings of \$324.1 million. Annual recurring savings to the Department after implementation are \$84.1 million, with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,079.5 million.

### **Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 770 jobs (325 direct jobs and 445 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1079 jobs (616 direct jobs and 463 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

**Community Infrastructure:** A review of community attributes indicates no issues that affect the ability of the infrastructure of the communities to support missions, forces and personnel. Scott AFB job growth rates have on occasion fallen just below the national growth rates, and the distance to the commercial

airport is 39 miles. The community infrastructure can support this recommendation.

**Environmental Impact:** This recommendation has the potential to impact air quality at Scott AFB, which is in a non-attainment area for Ozone (8-hour). An initial air conformity analysis indicates that a conformity determination is not needed. Scott AFB uses safety waivers and exemptions to accomplish the mission. Additional operations may compound the need for safety waivers. Military Munitions Response Program sites exist on Scott and may represent a safety hazard for future development. The Indiana bat is a Threatened and Endangered Species on Scott AFB and has delayed very limited tree cutting operations (1% of the base). Additional operations may further impact this specie. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$300K for environmental compliance activities at Scott AFB. This recommendation does not otherwise 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 Recommendation HSA-0132

**Candidate Recommendation:** Realign Jefferson Plaza-1, Arlington, VA, by relocating the National Guard Bureau Headquarters, the Air National Guard Headquarters, and elements of the Army National Guard Headquarters to the Army National Guard Readiness Center, Arlington, VA, and Andrews Air Force Base, MD.

**Justification:** The co-location of National Guard Headquarters elements to two sites, Army National Guard Readiness Center, Arlington, VA and Andrews Air Force Base, MD, will enhance Joint Service interoperability. Currently, the National Guard Headquarters entities are housed in three locations in metropolitan Washington, D.C., creating a disjointed hindrance to organizational and operational efficiency. By virtue of being located at two operating sites, the Guard commands would significantly increase interaction between themselves for improved force enhancement. A positive result of the co-location is a reduction in force manning levels by eliminating duplicative staff. Various common support functions; i.e., administrative support, contracting and supply functions, would be merged, resulting in a decrease in staffing size. The recommendation eliminates 237,000 Usable Square Feet of leased administrative space within the Washington, D.C. area. Leased cost expenditures of \$11 million per year and Anti-terrorism and Force Protection costs will significantly decrease through the construction of new facilities on a military reservation. The one-time Anti-terrorism and Force Protection cost is \$8.3 million.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$60.9 million. The net of all costs and savings to the Department during the implementation period is a cost of \$12.7 million. Annual recurring savings to the Department after implementation are \$22.7 million with a two year payback. The net present value of the costs and savings to the Department over 20 years is a savings of \$221.6 million.

### **Impacts:**

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

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

**Environmental Impact:** This recommendation has a potential impact on air quality at Andrews Air Force Base and Arlington Hall. A preliminary conformity analysis shows that a conformity determination is not needed at Andrews. An air permit revision may be needed. Andrews is located within 100 miles of Shenandoah National Park, a critical air quality region. This does not restrict operations. Arlington Hall is currently in Non-attainment area for Ozone & PM2-5. Added operations will require new source review permitting an air conformity analysis. This recommendation may impact a historic property at Andrews that is not in a historic district. This recommendation may require building on constrained acreage at Andrews. The building acreage requirement is greater than the largest Administrative buildable parcel. Electromagnetic radiation and/or emissions constrain current military installation, range, or auxiliary field operations. Military Munitions Response Program sites exist on the installation and may represent a safety hazard for future development. The base uses safety waivers and exemptions to accomplish the mission. Additional operations may compound the need for safety waivers. The base cannot expand ESQD Arcs by  $\geq 100$  feet without a waiver, which may lower the safety of the base if operations are added. T&E species and/or critical habitats exist at Andrews but don't impact operations. Additional operations may impact T&E species and/or critical habitats. The state requires a permit for withdrawal of groundwater at Andrews. Wetlands do not currently restrict operations at Andrews, but additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; or waste management. The approximately \$726K cost for National Environmental Policy Act documentation, an air conformity analysis, and an air permit revision at Andrews was included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities.

**Supporting Information:**

- 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-0141: Relocate Air Force Real Property Agency and Air Force Center for Environmental Excellence

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

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Eliminates 16,437 USF NCR leased space</li> <li>✓ Co-location creates synergy for installation planning and environmental response.</li> <li>✓ Facilitates potential closure of Brooks City-Base.</li> <li>✓ Moves USAF leased space to an AT/FP compliant location.</li> </ul>	<ul style="list-style-type: none"> <li>✓ AFRPA(SAF/IE): 303<sup>rd</sup> of 336</li> <li>✓ AFCEE: 265<sup>th</sup> of 336</li> <li>✓ Lackland AFB: 25<sup>th</sup> of 336</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$16.9M</li> <li>✓ Net Implementation Cost: \$13.3M</li> <li>✓ Annual Recurring Savings: \$ 1.6M</li> <li>✓ Payback Period: 14 Years</li> <li>✓ NPV (savings): \$2.0M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -125 jobs (71 direct; 54 indirect); &lt;0.1%.</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: Historic properties, land use constraints, and wetlands. No impediments.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

## **Candidate Recommendation #HSA-0141**

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

**Justification:** This recommendation co-locates the Air Force Real Property Agency (AFRPA) with the Air Force Center for Environmental Excellence (AFCEE). This recommendation meets two important Department of Defense (DoD) objectives with regard to rationalization of the Department's presence within 100 miles of the Pentagon and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value. The military value of AFRPA is 303<sup>rd</sup> out of 336 entities evaluated by the MAH military value model, and the military value of AFCEE is 265<sup>th</sup> out of 336. Lackland Air Force Base is ranked 25<sup>th</sup> out of 336. The recommendation eliminates over 16,000 Usable Square Feet of leased administrative space within the National Capital Region and relocates the involved offices to a military installation that provides immediate compliance with Force Protection Standards. AFRPA's current leased location is non-compliant with current Force Protection Standards. The relocation of a headquarters activity to an installation that is farther than 100 miles from the Pentagon provides dispersion of DoD Activities away from a dense concentration within the National Capital Region. This recommendation provides for operational efficiency and enhanced synergy by co-locating AFRPA with a related Activity, AFCEE.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$16.9 million. The net of all costs and savings to the Department during the implementation period is a cost of \$13.3 million. Annual recurring savings to the Department after implementation are \$1.6 million, with a payback expected in 14 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$2.0 million.

### **Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 125 jobs (71 direct jobs and 54 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** This recommendation could impact cultural, archeological, or tribal resources at Lackland AFB. No construction is allowed on prehistoric sites. Sites or areas with high potential for archeological sites were identified at Lackland AFB. Lackland AFB has two historic districts totaling 204.1 acres with 149 contributing resources. There are 210 historic properties not in districts. Military Munitions Response Program sites exist at Lackland AFB and may represent a safety hazard for future development. The base cannot expand ESQD Arcs by  $\geq 100$  feet without a waiver, which may lower the safety of the base if operations are added. Wetlands restrict 0.004% of the base Lackland AFB and 0.008% of the range. Wetlands already restrict operations. Additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; marine mammals, resources or sanctuaries; noise; threatened and endangered species and critical habitat; waste management; or water resources. This recommendation will require spending approximately \$96,000 to complete the necessary National Environmental Policy Act documentation at the receiving installation. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or 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

Redacted

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**(U) Candidate Recommendation # INT-0012**

**(U) Candidate Recommendation:** Close National Geospatial-Intelligence Agency (NGA) facilities at 2<sup>nd</sup> Street, St. Louis, MO, and Arnold, MO. Relocate all functions to a new facility on Scott Air Force Base, IL.

**(U) Justification:** This recommendation improves COOP and Mission Assurance, information flow, and mission synergy. The recommendation also addresses Antiterrorism/Force Protection issues identified during assessments conducted since September 11, 2001, and will improve Agency efficiency of operations. In addition, it eliminates all excess capacity at the 2<sup>nd</sup> Street facilities, accommodates current and surge requirements, and is consistent with the 20-year Force Structure Plan.

**(U) Payback:** The total estimated one-time cost to the Department of Defense to implement the recommendation is \$647.6M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$584.4M. Annual recurring savings to the Department after implementation are \$16.0M with a payback expected in 100+ years. The net present value of the costs and savings to the Department over 20 years is a cost of \$356.9M.

**(U) Impacts:**

**(U) Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 286 jobs (137 direct and 149 indirect jobs) over the 2006-2011 period in the St. Louis MO-IL Metropolitan Statistical Area economic area, which is less than 0.1% of economic area employment.

**(U) 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.

**(U) Environmental Impact:** Scott AFB is a non-attainment area for 8-hour Ozone. An initial conformity determination analysis indicates that determination is not needed. A minor air permit revision may be needed. There is an issue with land use constraints and sensitive resource areas at Scott AFB. The base uses safety waivers and exemptions to accomplish the mission. Additional operations may compound the need for safety waivers. Military Munitions Response Program sites exist on the installation and may represent a safety hazard for future development. Scott AFB also has an issue with threatened and endangered species and critical habitat. The Indiana bat is a threatened and endangered specie on the installation and has delayed very limited tree cutting operations (1% of the base). Additional operations may further impact this specie. This recommendation will have no impact on cultural, archeological, or tribal resources; dredging; marine mammals, resources, or sanctuaries; noise; waste management; water resources, or wetlands. This recommendation will require spending approximately \$774K for environmental compliance actions. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities.

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# Candidate Recommendation INT-0013

**Candidate Recommendation:** Realign the Counterintelligence Field Activity (CIFA) facility, a leased installation in Colorado Springs, CO, by relocating all functions to Peterson Air Force Base (AFB), CO.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Meets IJCSG Analytical Framework objective                             <ul style="list-style-type: none"> <li>✓ Reduces vulnerable lease space (19,956 SqFt)</li> </ul> </li> <li>✓ Enhances Antiterrorism/Force Protection</li> <li>✓ Should be combined with HSA-0131:                             <ul style="list-style-type: none"> <li>✓ Disestablish Defense Security Service (DSS) and Defense Counterintelligence Field Activity (CIFA) and consolidating functions under a newly-created organization, e.g. DoD Counterintelligence and Security Agency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Relative MV scores not determinative because relocating to a location no currently performing this function</li> <li>✓ Military Judgment: Best location for CIFA to support primary NORTHCOM customer located at Peterson, AFB, CO; Continuity of Operations (COOP) mission enhanced by location on military installation</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$15.0M</li> <li>✓ Net Implementation Cost: \$13.6M</li> <li>✓ Annual Recurring Savings \$0.4M</li> <li>✓ Payback Period 100+ Years</li> <li>✓ NPV (cost) \$9.0M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: No job reductions</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: Air Quality; Cultural / Archeological / Tribal Resources; Land Use Constraints/Sensitive Resources Areas; Water Resources; No impediments</li> </ul>

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

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**(U) Candidate Recommendation # INT-0013**

**(U) Candidate Recommendation:** Realign the Counterintelligence Field Activity (CIFA) facility, a leased installation in Colorado Springs, CO, by relocating all functions to Peterson Air Force Base (AFB), CO.

**(U) Justification:** This recommendation is a realignment of select personnel, equipment and counterintelligence functions of the Department of Defense CIFA located at 121 South Tejon, Colorado Springs, CO. It reduces vulnerable leased space and improves Continuity of Operations (COOP) by locating on a military installation and better supports CIFA's primary U.S. Northern Command (NORTCOM) customer. This recommendation accommodates current and surge requirements and is consistent with the 20-year Force Structure Plan.

**(U) Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$15.0M. The net of all costs and savings to the Department during the implementation period is a cost of \$13.6M. Annual recurring savings to the Department after implementation are \$0.4M with a payback expected in 100+ years. The net present value of the costs and savings to the Department over 20 years is a cost of \$9.0M.

**(U) Impacts:**

**(U) Economic Impact on Communities:** This recommendation will not result in any job reduction over the 2006-2011 period in the Colorado Springs, CO Metropolitan Statistical Area.

**(U) 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.

**(U) Environmental Impact:** This recommendation may impact air quality at Peterson AFB, CO. An initial conformity analysis shows that a conformity determination is not required. Peterson AFB, CO, is located within 100 miles of Florissant Fossil Beds National Monument, a critical air quality region. This does not impact operations. Archaeological resources are present at Peterson AFB, CO, but do not restrict operations. One historic district is present with 4 contributing resources. If the additional operations affect these areas, consultation with the SHPO may be required. Sensitive resources areas exist at Peterson AFB, CO, but do not constrain operations. Additional operations may impact those areas and therefore restrict operations. The state requires a permit for withdrawal of groundwater. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; threatened or endangered species or critical habitat; waste management or wetlands based on the administrative nature of added mission. This recommendation will require spending approximately \$48K for National Environmental Policy Act documentation at the receiving location and \$50K for an Air Conformity Analysis. These costs were included in the payback calculation. This recommendation does not otherwise impact

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the cost of environmental restoration, waste management, and environmental compliance activities.

- Attachments:**
- Supporting Information (U)
  - Economic Impact Report (U)
  - Community Infrastructure Report (U)
  - Summary of Scenario Environmental Impacts (U)
  - COBRA Reports (U)

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# Candidate #MED-0024 Create Tri-Service Biomedical Research Centers of Excellence

**Candidate Recommendation (Summary):** Consolidates combat casualty care research at the Army Institute of Surgical Research, Fort Sam Houston, TX; hyperbaric and undersea medicine research at Naval Medical Research Center, Walter Reed –Forest Glenn Annex, MD; infectious disease research at Army Institute of Research, Walter Reed – Forest Glenn, MD; and medical biological defense research at Army Medical Research Institute of Infectious diseases, Fort Detrick, MD.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Increase synergy through mission collocation and exploit access to military trauma center at BAMC</li> <li>✓ Facilitate jointness &amp; reduces leased space</li> <li>✓ Linked recommendations TECH-0009, TECH-0032, DON-0033/34</li> <li>✓ Costs would be lower &amp; payback quicker w/o actions required by TECH-0009 &amp; DON-0033/34</li> </ul>	<ul style="list-style-type: none"> <li>✓ Combat Casualty Care &amp; Med Bio Defense Research to locations with highest quantitative MV score</li> <li>✓ Hyperbaric and Undersea Medicine, military judgment selected site where animal and human research can be combined</li> <li>✓ Infectious Disease, quantitative not determinative because losing sites MV determined as part of gaining site, which had highest MV Score.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One-time cost: \$ 92.6M</li> <li>✓ Net implementation cost: \$ 85.0M</li> <li>✓ Annual recurring savings: \$ 4.6M</li> <li>✓ Payback time: 33 years</li> <li>✓ NPV cost: \$ 35.7M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: -45 to 293 jobs; &lt;0.1%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation #MED-0024**

**Candidate Recommendation:** Realign Walter Reed Army Medical Center - Forest Glen Annex, MD, by relocating the Combat Casualty Care Research sub-function (with the exception of those organizational elements performing neuroprotection research) of the Walter Reed Army Institute of Research and the Combat Casualty Care Research sub-function of the Naval Medical Research Center- Walter Reed Army Medical Center – Forest Glen Annex to the Army Institute of Surgical Research, Fort Sam Houston TX. Realign Building 42, 8901 Wisconsin Ave, Bethesda, MD, by relocating the Combat Casualty Care Research sub-function of the Naval Medical Research Center to the Army Institute of Surgical Research, Fort Sam Houston, TX. Realign Naval Training Station Great Lakes, IL, by relocating the Army Dental Research Detachment, the Air Force Dental Investigative Service, and the Naval Institute for Dental and Biomedical Research to the Army Institute of Surgical Research, Fort Sam Houston TX. Realign Brooks City-Base, TX, by relocating the Army Medical Research Detachment to the Army Institute of Surgical Research, Fort Sam Houston, TX

Realign Naval Submarine Base New London, CT, by relocating the Naval Submarine Medical Research Laboratory to the Naval Medical Research Center, Walter Reed Army Medical Center – Forest Glen Annex, MD, and consolidating it with the Hyperbaric and Undersea Medicine Research sub-function, establishing the Naval Medical Research Center, Walter Reed Army Medical Center – Forest Glen Annex, MD, as a Center of Excellence for Hyperbaric and Undersea Medicine.

Realign 13 Taft Court and 1600 E. Gude Drive, Rockville, MD, by relocating the Walter Reed Army Institute of Research, Division of Retrovirology to the Walter Reed Army Institute of Research, Walter Reed Army Medical Center – Forest Glen Annex, MD, establishing it as a Center of Excellence for Infectious Disease.

Realign 12300 Washington Ave, Rockville, MD, by relocating the Medical Biological Defense Research sub-function to the U. S. Army Medical Research Institute of Infectious Diseases, Ft. Detrick, MD.

**Justification:** This action will increase synergy, focus on joint needs, and efficient use of equipment and facilities by co-locating Tri-Service dental and combat casualty care science and technology (S&T) efforts. Fort Sam Houston is the best location for the Center for Battlefield Health and Trauma because it is the only current biomedical S&T location that also includes a military trauma center, providing enhanced translational research opportunities and ability to recruit and retain physician-scientists. Formation of the Center for Hyperbaric and Undersea Medicine will increase synergy by consolidating previously separate animal and human research capabilities at a single location. This action will also reduce the use of leased space and number of government personnel within the National

Capital Region. The specific benefits occurring as a result of this recommendation would be:

- Promote beneficial technical interaction in the functional research areas of combat casualty care including combat dentistry and maxillofacial care, infectious disease, hyperbaric and undersea medicine, medical chemical defense, and medical biological defense research, fostering a joint perspective and sharing of expertise and work in areas of joint interest.
- Co-location of combat casualty care research activities with related military clinical activities of the trauma center currently located at Brooke Army Medical Center, Fort Sam Houston TX, promotes translational research that fosters rapid application of research findings to health care delivery, and provides synergistic opportunities to bring clinical insight into bench research through sharing of staff across the research and health care delivery functions. The availability of a co-located military trauma center also provides incentives for recruitment and retention of military physicians as researchers, and is a model that has proven highly successful in civilian academic research centers.
- Provide a direct synergistic linkage of animal and human research in the area of hyperbaric medicine and undersea research, improving the ability to rapidly transition research findings into fleet practice.
- Reduce the number of DoD animal facilities by one.
- Provide increased opportunities to share management and scientific support functions across Services and reduce costs.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$92.614M. The net of all costs and savings to the Department during the implementation period is a cost of \$84.993M. Annual recurring savings to the Department after implantation are \$4.625M with a payback expected in 33 years. The net present value of the costs and savings to the Department over 20 years is a cost of \$35.709M.

Impacts:

*Economic Impact on Communities:* Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 45 jobs (26 direct jobs and 19 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment; a maximum potential reduction of 250 jobs (99 direct and 151 indirect jobs)

over the 2006-2011 period in the Lake County-Kenosha County IL-WI Metropolitan Division, which is less than 0.1 percent of economic area employment ; a maximum potential reduction of 90 jobs (46 direct and 44 indirect jobs) over the 2006-2011 period in the Norwich-New London, CT Metropolitan Statistical Area , which is less than 0.1 percent of economic area employment; a maximum potential reduction of 293 jobs (164 direct jobs and 129 indirect jobs) over the 2006-2011 period in the Bethesda-Frederick-Gaithersburg, MD Metropolitan Division, which is less than 0.1 percent of economic area employment.

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

*Environmental Impact:* A review of environmental impacts indicates this recommendation would worsen the severe non-attainment status Walter Reed Army Medical Center- Forest Glen Annex for ozone (8-hour and 1-hour), and would generate Nox above the major source threshold and permitted limit at this location. These impacts are due to a slight increase in base personnel at this location. Air quality impacts are expected at Fort Detrick. Fort Detrick is currently in a non-attainment for ozone and increased operations may exacerbate major source thresholds exceedance problems for NOx. A very limited portion of Walter Reed Army Medical Center- Forest Glen Annex has been surveyed for cultural resources; therefore the extent of cultural resources on the installation and impacts to these resources is uncertain. Due to planned construction at Fort Sam Houston and interest from non-local tribes, a potential impact on cultural/archeological/tribal resources may occur as a result of time delays and negotiated restrictions. Since there is no Programmatic Agreement, potential impacts may occur since resources must be evaluated on a case-by-case basis, thereby causing increased delays and costs. Realignment of the Naval Submarine Research Laboratory to Walter Reed Army Medical Center- Forest Glen Annex will require demolition of a laundry facility, including an underground fuel oil storage tank, both located at the receiving location. Due to the underground storage tank and possible historical use of dry cleaning solvents, environmental cleanup costs are possible. Fort Sam Houston is currently experiencing water constraints, which, will be exacerbated by increased demands due to population and mission increase. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; or wetlands. This recommendation will require spending approximately \$100K for air conformity analyses at Ft. Detrick and Walter Reed Army Medical Center- Forest Glen Annex, approximately \$100K for New Source Review at Walter Reed Army Medical Center- Forest Glen Annex, and approximately \$300K for National Environmental Policy Act documentation at Fort Detrick, Walter Reed Army Medical Center- Forest Glen Annex, and Ft. Sam Houston. 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 #MED-0029 AFIP

**Candidate Recommendation (abbreviated):** Realign Walter Reed as follows: disestablish all elements of AFIP except the National Medical Museum and the Tissue Repository; relocate the Armed Forces Medical Examiner, DNA Registry, and Accident Investigation to Dover AFB; relocate sufficient personnel to the NNMC, Bethesda, to establish a Program Management Office that will coordinate pathology results, contract administration, and QA/QC of DoD second opinion consults worldwide; relocate Legal Medicine to the NNMC, Bethesda; and relocate enlisted histology technician training to Fort Sam Houston.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Aligns military unique functions for enhanced operational mission effectiveness</li> <li>✓ Divests DoD of non-military unique operations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Military judgment: Divests DoD of non-military unique operations; aligns military unique functions for enhanced operational mission effectiveness</li> <li>✓ Medical/Dental RDA MV Avg                             <ul style="list-style-type: none"> <li>✓ with AFIP: 18.84</li> <li>✓ without AFIP: 19.22</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$83.3M</li> <li>✓ Net Implementation Cost: \$39.8M</li> <li>✓ Annual Recurring Savings: \$9.8M</li> <li>✓ Payback Period: 7 Years</li> <li>✓ NPV (savings): \$56M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: -799 jobs (476 direct/323 indirect); .03%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments.</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation #MED-0029**

**Candidate Recommendation:** Realign Walter Reed Army Medical Center, DC, as follows: disestablish all elements of the Armed Forces Institute of Pathology except the National Medical Museum and the Tissue Repository; relocate the Armed Forces Medical Examiner, DNA Registry and Accident Investigation to Dover Air Force Base, DE; relocate sufficient personnel to the National Naval Medical Center, Bethesda, MD, to establish a Program Management Office that will coordinate pathology results, contract administration, and quality assurance and control of DoD second opinion consults worldwide; relocate Legal Medicine to the National Naval Medical Center, Bethesda, MD; and relocate enlisted histology technician training to Fort Sam Houston, TX.

**Justification:** The Armed Forces Institute of Pathology (AFIP) was originally established as the Army Medical Museum in 1862 as a public and professional repository for injuries and disease specimens of Civil War soldiers. In 1888, educational facilities of the Museum were made available to civilian medical professions on a cooperative basis. In 1976, Congress established AFIP as a joint entity of the Military Departments subject to the authority, control, and direction of the Secretary of Defense. As a result of this recommendation, in the future the Department will rely on the civilian market for second opinion pathology consults and initial diagnosis when the local pathology labs capabilities are exceeded. Military personnel will be redistributed by the Services to replace civilian and contract medical personnel elsewhere in the Military Health System. Enlisted histology technician training will be transferred to Fort Sam Houston. Future pathology residents and fellows will be trained through other means. Although the jobs are lost in the military system the same type of job is available in the community. A portion of those jobs are moving only a few miles west but cross ROI metropolitan boundaries. Shifting of workload to civilian universities and pathology labs is expected to increase the employment opportunities for a percentage of the displaced workers.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$83.3M. The net of all costs and savings to the Department during the implementation period is a cost of \$39.8M. Annual recurring savings to the Department after implementation are \$9.8M, with a payback expected in seven years. The net present value of the costs and savings to the Department over 20 years is a savings of \$56M

**Impacts:**

**Economic impacts:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 799 jobs (476 direct jobs and 323 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 economic area employment.

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

**Environmental impacts:** This recommendation may impact air quality at Dover, which is located in a nonattainment area for ozone(8hr). A preliminary conformity analysis shows that a conformity determination may not be necessary. Dover is located within 100 miles of Brigantine Wilderness, a critical air quality region. This recommendation may impact air quality at Bethesda which is moderate nonattainment for Ozone (1hr and 8hr)This does not impact operations. Archaeological resources are present at Dover, and one restricts potential future military family housing privatization. There are also 2 historical properties not in districts that do not restrict operations. Additional operations may impact these resources and restrict operations. Four sensitive resource areas are present at Dover but do not constrain operations. Additional operations may impact these areas and constrain operations. Dover cannot expand ESQD Arcs by more than 100 feet without a waiver, which may lower the safety of the base if operations are added. Modification to the hazardous waste program at Dover may be required and the state requires a permit for withdrawal of groundwater. This recommendation will increase waste disposal at Bethesda, which has a permitted hazardous waste RCRA Treatment Storage and Disposal facility. Bethesda discharges to an impaired waterway. Wetlands restrict 2% of Dover but do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. 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 an air conformity analysis and national environmental policy act documentation at the receiving locations. Additionally, minor modifications will be required to the waste management program at Dover. The approximately \$0.35M cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Candidate #MED-0057 - Disposition of the Tri-Service Directed Energy Bioeffects co-location implemented under Biomedical Reliance & BRAC91

**Candidate Recommendation:** Realign Brooks City Base, TX, by relocating the Naval Health Research Center Electro-Magnetic Energy Detachment to Wright Patterson Air Force Base, OH.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Increase synergy and shared use of unique facilities through mission collocation</li> <li>✓ Facilitate jointness</li> <li>✓ Payback improves if combined with TECH-0009</li> </ul>	<ul style="list-style-type: none"> <li>✓ Relative quantitative military value scores not determinative because moving to a location that does not currently perform the function</li> <li>✓ Military Judgment favored Wright-Patterson because of synergy with AF human factors research</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One-time cost: \$ 6.5M</li> <li>✓ Net implementation cost: \$ 6.7M</li> <li>✓ Annual recurring savings: \$ 0.01M</li> <li>✓ Payback time: never</li> <li>✓ NPV (cost): \$ 6.3M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: -44 jobs (22 direct, 22 indirect); &lt;0.1%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

### **Candidate Recommendation #MED-0057**

Candidate Recommendation: Realign Brooks City Base, TX, by relocating the Naval Health Research Center Electro-Magnetic Energy Detachment to Wright Patterson Air Force Base, OH.

Justification: This action will increase synergy, focus on joint needs, and efficient use of equipment and facilities by continuing the co-location implemented under Biomedical Reliance and BRAC91. This recommendation complements the relocation of the Air Force Research Laboratory from Brooks City-Base TX to Wright Patterson Air Force Base, OH.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$6.5M. The net of all costs and savings to the Department during the implementation period is a cost of \$6.7M. Annual recurring costs to the Department after implantation are \$0.01M with no payback expected. The estimated net present value of the costs and savings to the Department over 20 years is a cost of \$6.3M.

#### Impacts:

*Economic Impact on Communities:* Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 44 jobs (22 direct jobs and 22 indirect jobs) over the 2006-2011 period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

*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 could impact air quality at Wright-Patterson AFB, which is 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 at Wright-Patterson impose limitations on fee-simple ownership (e.g., access easements). In addition, 50 archaeological sites are present on Wright-Patterson, 2 of which constrain digging or future construction. 22 Historic sites and 4 historic districts are also present on Wright-Patterson. Additional operations may impact these areas, which may restrict operations. The Indian bat is a T&E specie on Wright-Patterson that impacts operations. Tree cutting is prohibited between 15 April & 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 Wright-Patterson, 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 at Wright-Patterson. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Candidate #S&S-0035

**Candidate Recommendation (Summary):** Realigns the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Service Inventory Control Point functions to Defense Logistics Agency (DLA).

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Mission consolidation</li> <li>✓ Reduces excess capacity</li> <li>✓ Provides for significant personnel reductions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Relative military value scores not determinative because all service ICP locations were realigned to DLA</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$93.2M</li> <li>✓ Net Implementation Savings: \$851.8M</li> <li>✓ Annual Recurring Saving: \$226.6M</li> <li>✓ Payback Period: Immediate</li> <li>✓ 20 Yr. NPV savings: \$2,898.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -18 to -691 jobs; &lt;0.1% to .41%</li> <li>✓ Criterion 7: No Issues.</li> <li>✓ Criterion 8: No impediments.</li> </ul>

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDepts

## **Candidate Recommendation #S&S-0035**

**Candidate Recommendation:** Realign Soldier Systems Center, Natick, MA, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support, and Maintenance Management Inventory Control Point functions to Defense Supply Center Philadelphia, PA, and designating them as Defense Logistics Agency Inventory Control Point functions.

Realign Lackland Air Force Base, TX, Detroit Arsenal, MI, Rock Island Arsenal, IL, and Ft Huachuca, AZ by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Inventory Control Point functions to Defense Supply Center Columbus, OH, and designating them as Defense Logistics Agency Inventory Control Point functions.

Disestablish the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Inventory Control Point functions at Mechanicsburg, PA, Marine Corps Base, Albany, GA, and Ft Monmouth, NJ, and reestablish them as Defense Logistics Agency Inventory Control Point functions under Defense Supply Center Columbus, OH.

Disestablish the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Naval Inventory Control Point functions at Philadelphia, PA, and Inventory Control Point functions at Tinker Air Force Base, OK, Hill Air Force Base, UT, and Warner Robins Air Force Base, GA, and reestablish them as Defense Logistics Agency Inventory Control Point functions under Defense Supply Center Richmond, VA.

Disestablish the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Inventory Control Point functions of the Aviation and Missile Command, Redstone Arsenal, AL. Reestablish the aviation related functions as Defense Logistics Agency Inventory Control Point functions under Defense Supply Center Richmond, VA. Reestablish

the missile related functions as Defense Logistics Agency Inventory Control Point functions under Defense Supply Center Columbus, OH.

Disestablish the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Inventory Control Point functions at Army Materiel Command, Ft Belvoir, VA, the Naval Supply Systems Command, Mechanicsburg, PA, the Air Force Materiel Command, Wright-Patterson AFB, OH, and the Marine Corps Logistics Command, Marine Corps Logistics Base, Albany, GA, and reestablish them as Defense Logistics Agency Inventory Control Point oversight functions under Headquarters, Defense Logistics Agency, Ft Belvoir, VA.

**Justification:** This recommendation supports the migration of all Depot Level Repairables (DLRs) to the oversight and management of a single DoD agency/activity. This proposal moves select Inventory Control Point functions (Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management) to DLA. A number of Inventory Control Point functions (Allowance/Initial Supply Support List Development, Configuration Management, User Engineering Support, Provisioning, and User Technical Support) will be retained by the Services in an attempt to minimize the risk of this transformational proposal. This proposal provides the opportunity to consolidate Service and DLA Inventory Control Points by supply chain type. Defense Supply Center Columbus, OH (DSCC), manages the Maritime and Land supply chain, the Defense Supply Center Richmond, VA (DSCR), manages the Aviation supply chain, and Defense Supply Center Philadelphia, PA (DSCP), manages the Troop Support supply chain. The realignment should provide labor savings through transfer-in-place (application of standard labor rates across Inventory Control Points, headquarters staff reductions, and consolidation of support functions), reduce labor and support costs (from site consolidation), and business process improvements, such as, consolidation of procurement/repair under a single inventory materiel manager, consolidation of materiel management information systems, reduction of disposal costs, and improved stock positioning. Savings related to overhead/support functions, especially at those locations where physical realignments occur at a lead center can be anticipated.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$93.187 million. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$851.843 million. Annual recurring savings to the Department after

implementation are \$226.565 million with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$2,898.817 million.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

<b><u>Metropolitan Statistical Area</u></b>	<b><u>Direct</u></b>	<b><u>Indirect</u></b>	<b><u>Total</u></b>	<b><u>% of Economic Area Employment</u></b>
Detroit-Livonia-Dearborn, MI	424	267	691	Less than 0.1%
Sierra Vista-Douglas, AZ	12	9	21	Less than 0.1%
San Antonio, TX	286	294	580	Less than 0.1%
Davenport-Moline-Rock Island, IA-IL	254	222	476	0.21%
Cambridge-Newton-Framingham	51	35	86	Less than 0.1%
Albany, GA	10	8	18	Less than 0.1%
Dayton, OH	99	83	182	Less than 0.1%
Edison, NJ	35	31	66	Less than 0.1%
Harrisburg-Carlisle, PA	86	78	164	Less than 0.1%
Huntsville, AL	59	45	104	Less than 0.1%
Ogden-Clearfield, UT	118	114	232	0.10%
Oklahoma City, OK	132	167	299	Less than 0.1%
Philadelphia, PA	35	26	61	Less than 0.1%
Richmond, VA	0	0	0	Less than 0.1%
Warner Robins, GA	165	105	270	0.41%

**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:** Three environmental resource areas are impacted at the gaining organization at Ft Belvoir. Air Quality at Ft Belvoir is currently in a Non-Attainment area for Ozone and PM 2.5; minimal impact is expected. Twelve historical/prehistoric archeological resources were reported at Fort Belvoir with restrictions to future construction and sixty two historic properties were listed. No impact is expected since no construction is required. Federally listed species includes the Bald Eagle; no impact is expected since no construction is required. 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 at Soldier Systems Center, Natick, MA; Defense Supply Center Philadelphia, PA; Lackland AFB, TX; Detroit Arsenal, MI; Rock Island Arsenal, IL; Fort Huachuca, AZ; Defense Supply Center Columbus, OH; Naval Inventory Control Point Mechanicsburg, PA; Marine Corps Base, Albany, GA; Fort Monmouth, NJ; Naval Inventory Control Point Philadelphia, PA; Tinker AFB, OK; Hill AFB, UT; Warner Robins AFB, GA; Defense Supply Center Richmond, VA; Redstone Arsenal, AL; Fort Belvoir, VA; and Wright Patterson, OH.



# #Tech-0035R: Army Land C4ISR Center

**Candidate Recommendation (summary):** Realigns Fort Monmouth, ARL Fort Knox, ARL Aberdeen, White Sands and Night Vision Lab, Fort Belvoir, by relocating and consolidating Information Systems, Sensors, Electronic Warfare, & Electronics, and Human Systems Research to ARL Adelphi. Realigns Fort Monmouth & Redstone Arsenal, by relocating and consolidating Information Systems and Sensors, Electronic Warfare, and Electronics Development and Acquisition to Aberdeen Proving Ground, MD. Retains at Ft. Belvoir current Development and Acquisition in Information Systems, Sensors, Electronic Warfare, and Electronics, and realigns PM ALTESS facility in Arlington to Ft. Belvoir.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enables research to solve the land force network challenge</li> <li>■ Consolidates C4ISR in one geographical area</li> <li>■ Supports Army’s "commodity" business model by geographically collocating R, D&amp;A, and Logistics</li> <li>■ Collocates near NRL and WRAIR in DC, and INSCOM at Ft Belvoir/other DoD C2 assets.</li> </ul>	<ul style="list-style-type: none"> <li>■ <b>Research:</b> Adelphi had highest MV score in Sensors, Elec. Warfare, &amp; Electronics. Military judgment favored locating other research functions there also to enable integrated C4ISR.</li> <li>■ <b>Development &amp; Acquisition:</b> Military judgment favored APG because it provided proximity to Research and had sufficient capacity. Ft Belvoir, which had the highest MV of locations proximate to Research, lacked sufficient capacity.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One-Time Cost                      \$700,200 K</li> <li>■ Net Implementation Cost        \$572,098 K</li> <li>■ Annual Recurring Savings        \$46,799 K</li> <li>■ Payback Period                      20 Years</li> <li>■ NPV                                      \$ 93,975 K</li> </ul>	<ul style="list-style-type: none"> <li>■ Criteria 6: -20 to -10175 jobs; &lt;0.1% to 0.83%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No Impediments</li> </ul>

## Candidate Recommendation TECH-0035R

**Candidate Recommendation:** Realign Fort Monmouth, NJ, by relocating and consolidating Information Systems and Sensors, Electronic Warfare, & Electronics Research to Army Research Lab, Adelphi, MD, and by relocating and consolidating Information Systems, Sensors, Electronic Warfare, and Electronics Development and Acquisition to Aberdeen Proving Ground, MD.

Realign Army Research Institute, Fort Knox, KY, by relocating and consolidating Human Systems Research to Army Research Lab, Adelphi, MD.

Realign Army Research Lab, Aberdeen Proving Ground, MD, and White Sands Missile Range, NM, by relocating and consolidating Information Systems Research to Army Research Lab, Adelphi, MD.

Realign Night Vision Lab, Fort Belvoir, VA, by relocating and consolidating Information Systems and Sensors, Electronic Warfare, & Electronics Research to Army Research Lab, Adelphi, MD.

Realign Redstone Arsenal, AL by relocating and consolidating Information Systems Development and Acquisition to Aberdeen Proving Ground, MD .

Realign the PM ALTESS facility at 2511 Jefferson Davis Hwy, Arlington, VA, a leased installation, by relocating and consolidating Information Systems Development and Acquisition to Fort Belvoir, VA.

**Justification:** This recommendation addresses the transformational objective of Network Centric Warfare. Solution of the significant challenges of realizing the potential of Network Centric Warfare for land combat forces requires integrated research in C4ISR technologies (engineered networks of sensors, communications, information processing), individual and networked human behavior and biomedical disciplines (proteomics & genomics, and neuronal - brain and cognition). This recommendation enables the creation of a science and technology center, which consolidates most Army research in Information Systems, Sensors, Electronics, and Electronic Warfare, and Human Systems research in networks, in close proximity to applicable Biomedical research being conducted by Walter Reed Army Institute of Research, other federal agencies, and academic and medical institutions in the National Capital Region (NCR).

Research, Development and Acquisition (R, D&A) of Army Land C4ISR technologies and systems is currently split between three major sites – Ft Monmouth, NJ, Adelphi, MD and Ft Belvoir, VA - and several smaller sites, including Redstone, AL, Aberdeen Proving Ground, MD and White Sands Missile Range, NM. Consolidation of Research at

a single site is essential to achieve the transformational objective. Consolidation of D&A into two of the existing sites achieves efficiency and synergy at a lower cost than would be required for a single site. Although the separation of Development and Acquisition from Research creates some inefficiency, the close geographical location of both Aberdeen and Ft. Belvoir to Adelphi preserves the Army's "commodity" business model by near collocation of Research, Development, Acquisition, and Logistics functions.

The new location of the Network Research center multiplies its synergy with the Naval Research Laboratory in Anacostia, MITRE in McLean and INSCOM at Ft Belvoir and other DoD C2 assets, as well as one of the five major Information technology centers in the United States.

This recommendation builds on BRAC 91, which moved the Army's primary electronics laboratory from Ft. Monmouth to Adelphi and constructed the most modern facility of its type in DoD.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$700,200 K. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$572,098 K. Annual recurring savings to the Department after implementation are \$46,799 K with a payback expected in 20 years. The net present value of the costs and savings to the Department over 20 years is cost of \$93,975.

### **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 10,175 jobs (5,485 direct jobs and 4,690 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is 0.83% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,052 jobs (606 direct jobs and 444 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 economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 181 jobs (117 direct and 64 indirect jobs) over the 2006-2011 period in the Huntsville, AL Metropolitan Statistical Area, which is less than 0.1% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 20 jobs (11 direct jobs and 9 indirect jobs) over the 2006-2011 period in the Elizabethtown, KY Metropolitan Statistical Area, which is less than 0.1% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 21 jobs (12 direct and 9 indirect jobs) over the 2006-2011 period in the Las Cruces, NM Metropolitan Statistical Area, which is less than 0.1% of economic area employment.

**Community Infrastructure:** Although the cost of living for personnel moving from low cost areas such as White Sands and Fort Knox will increase, a review of community attributes indicates no issue regarding the ability of the infrastructure of the communities to support missions, forces and personnel.

**Environmental Impact:** Aberdeen Proving Ground is located in a region that is currently in Non-attainment for Ozone. These events will require an Air Conformity Analysis to evaluate the impact to Air Quality and a New Source Review and permitting effort prior to allow construction. The Adelphi Laboratory is located in a region that is currently in severe Non-attainment for Ozone. This recommendation will require an Air Conformity Analysis to evaluate the impact to Air Quality and a New Source Review and permitting effort prior to allow construction. Aberdeen has 78 Historic properties, and 5 archeological resources identified and reports areas with high archeological potential, but no restrictions to mission reported. A very limited portion of the installation has been surveyed for cultural resources; therefore, the extent of the cultural resources on the installation and impacts to those resources are uncertain. Potential impacts may occur as result of increased times delays and negotiated restrictions, due to tribal interest in archeological sites. Adelphi Laboratories' cultural resources do currently impact the mission; so planned construction may further impact cultural resources resulting in additional impacts to the current mission. Planned construction may be impacted due to potential delays and necessary case-by-case evaluations on existing cultural resources. APG has two federally listed species (Short-nosed Sturgeon, and Bald Eagle), that affect 17.2 acres of the installation and restricts night time flying operations (protection buffers around nests) on 7.9% of installation. Additional operations may further impact threatened/endangered species leading to additional restrictions on training or operations. Water quality is impaired at Aberdeen by pollutant loadings. Significant mitigation measures to limit releases may be required to reduce impacts to water quality and achieve US EPA water quality standards. Adelphi Laboratories has a threatened and endangered species and wetland areas that currently restricts operations. Additional operations and construction may further impact wetland areas and threatened and endangered species resulting in additional operational restrictions and additional costs for enhanced species management efforts. This recommendation has no impact on dredging; marine

mammals, resources, or sanctuaries; noise; or waste management. This recommendation will require spending approximately \$1.1M for environmental compliance activities. 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-0040R: Co-locate Extramural Research Program Managers to Anacostia Annex

**Candidate Recommendation (summary):** Close ONR Arlington, VA; AFOSR Arlington, VA; ARO Durham, NC, and Arlington, VA; and the DARPA Arlington, VA. Relocate all functions to Anacostia Annex, DC. Realign Fort Belvoir, VA, by relocating the ARO to Anacostia Annex, DC. Realign the DTRA Alexandria, VA, by relocating the Extramural Research Program Management function (except conventional armaments research) to Anacostia Annex, DC.

### Justification

- Foster coordination among extramural research activities
- Enhance force protection

### Military Value

- DARPA and ONR had higher quantitative MV scores than Anacostia.
- Military judgment said quantitative scores high because of research managers not location. Anacostia provides highest overall MV because of enhanced force protection, accessibility to Pentagon and Capital Hill by metro, and quality of buildings.

### Payback

- One-time cost: \$104M
- Net implementation savings: \$110M
- Annual recurring savings: \$52M
- Payback time: 1 year
- NPV (savings): \$583M

### Impacts

- Criteria 6: -193 jobs (122 direct, 71 indirect); <0.1%
- Criteria 7: No issues
- Criteria 8: No impediments

**Candidate Recommendation TECH 0040R**

**Candidate Recommendation:** Close the Office of Naval Research facility, Arlington, VA; the Air Force Office of Scientific Research facility, Arlington, VA; the Army Research Office facilities, Durham, NC, and Arlington, VA; and the Defense Advanced Research Project Agency facility, Arlington, VA. Relocate all functions to Anacostia Annex, Washington, DC. Realign Fort Belvoir, VA, by relocating the Army Research Office to Anacostia Annex, Washington, DC. Realign the Defense Threat Reduction Agency Telegraph Road facility, Alexandria, VA, by relocating the Extramural Research Program Management function (except conventional armaments research) to Anacostia Annex, Washington, DC.

**Justification:** The end state will be co-location of the named organizations at a single location in a single facility, or a cluster of facilities. This “Joint Center of Excellence” will foster additional coordination among the extramural research activities of OSD and the Military Departments. Further it will enhance the Force Protection posture of the organizations by relocating them from leased space onto a traditional military installation.

**Payback:** The total estimated one-time cost to implement this recommendation is \$104,459K. The net of all costs and savings during the implementation period is a savings of \$110,374K. Annual recurring savings after implementation are \$52,265K 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 \$583,197K.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 193 jobs (122 direct jobs and 71 indirect jobs) over the 2006-2011 period in the Durham NC Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** Anacostia Annex has 32 unconstrained acres available for development out of 411 total acres. It has Explosive Safety Quantity Distance Arcs, some of which require safety waivers, and none with the potential for  
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expansion. This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require an Environmental Impact Statement for Anacostia Annex. The approximately \$750K cost for this 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 #USA-0036



**Candidate Recommendation:** Close Red River Army Depot. Industrial JCSG realigns Munitions Center and Depot Maintenance and S&S JCSG realigns the DLA Distribution Center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Preserve and optimize depot maintenance capability while minimizing excess capacity</li> <li>✓ Supports consolidation of workload into Army's Center for Industrial and Technical Excellence</li> <li>✓ Industrial scenarios 0111 and 0127B realign the maintenance and munitions functions that enable the closure. S&amp;S scenario 0048 realigns DLA DC</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improves military value by moving functions to an installation with higher military value</li> <li>✓ Red River MVI rated 3 of 3 for Army Ground Maintenance Centers (Depots)</li> <li>✓ MVI: Anniston (24), Letterkenny (39), Red River (40)</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost: \$446.7M</li> <li>✓ Net Cost: \$156.5M</li> <li>✓ Annual Recurring savings: \$90.6M</li> <li>✓ Payback Period 3 years</li> <li>✓ NPV (savings): \$692.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential reduction of 4806 jobs (2877 direct and 1929 indirect) or 7.08% of the economic area employment</li> <li>✓ Criterion 7 – Low risk; the trend of all attributes is to improve when moved to the other sites</li> <li>✓ Criterion 8 – Moderate impact; Eight ranges and DERA sites (CTC \$48M) require cleanup</li> </ul>

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



## BRAC 2005 - TABS Proposal Information Management System (PIMS)

**Candidate Recommendation # USA-0036**

18-Mar-05

**Recommendation:**

Close Red River Army Depot.

**Justification:**

This closure supports the strategy of minimizing the number of industrial base sites performing depot maintenance for ground and missile systems. This closure is enabled by the JCSG Candidate Recommendations: 1) Ind # 127B, which realigns the maintenance functions to Anniston Army Depot, Tobyhanna Army Depot, Letterkenny Army Depot, and Marine Corps Logistics Base, Albany Ga; 2) Ind # 0111 which realigns the storage, demilitarization, and munitions maintenance functions to McAlester Army Ammunition Plant and Blue Grass Army Depot; and 3) S&S #48 which relocates the DLA distribution function to Tinker Air Force Base, OK. The realigned depots have greater maintenance capability, higher facility utilization and greater opportunities for interservice workloading. This recommendation reinforces Anniston's and Letterkenny's roles as Centers of Technical Excellence (CITE) for Combat Vehicles (Anniston) and Missile Systems (Letterkenny). This recommendation decreases the cost of depot maintenance operations by consolidation and elimination of 30% of duplicate overhead structures required to operate multiple depot maintenance activities. Finally, this recommendation increases opportunities for interservice workloading. With these functions transferred to other locations it is in the best interest of the Army to close Red River Army Depot.

*Transformational options:* This candidate recommendation achieves the BRAC T.O.'s of consolidating similar commodities under Centers of Technical Excellence and of reducing functions. It furthers the BRAC Objectives of: 1) Reshaping and integrating critical munitions and armaments capability to sustain Joint Operations. 2) Reshaping and integrating maintenance and materiel management capabilities to sustain Joint operational requirements effectively and efficiently. 3) Structures a multi-service distribution and deployment network to enhance the strategic responsiveness.

*Military Value:* The closure of Red River Army Depot enhances the Army's military value and maintains adequate surge capacity. Red River Army Depot is primarily a ground combat depot. Military value is enhanced by moving the ground combat workload to Anniston Army Depot and the tactical wheeled vehicle and missile workload to Letterkenny. Military value is also enhanced by moving the storage, demilitarization, and munitions maintenance functions from Red River Munitions Center to McAlester Army Ammunition Plant and Blue Grass Army Depot. Red River Army Depot is ranked 3d of 3 Army Ground Maintenance Centers. This closure improves military value by moving functions to installations with higher military value. The military value index for Anniston is 24, Letterkenny is 39 and Red River is 40.

*Capacity Analysis Results:* RRAD is ranked 4th of 5 depots overall for maintenance

capability. This candidate recommendation supports consolidation of workload into the Army's Centers for Industrial and Technical Excellence. This candidate recommendation incorporates a surge capability and provides the necessary capacity by adding 2.6M additional Direct Labor Hours to Letterkenny and Anniston Army Depots.

**Force Structure Capabilities:** This recommendation ensures that the Department will retain necessary capabilities to support the force structure plan. The closure of Red River shuts down 7,475,000 square feet of maintenance, storage and administrative space. The totality of the candidate recommendation for Materiel and Logistics assures sufficient capacity by refacilitating Anniston and Letterkenny Army Depots to accommodate 2.6 additional direct labor maintenance hours and by building new facilities at the Oklahoma City Distribution Center.

**Payback:**

The total estimated one-time cost to the Department of Defense to implement this recommendation is \$ 446,907 thousand. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$ 156,682 thousand. Annual recurring savings to the Department after implementation are \$90,607 thousand with a payback of 3 years ( 2014 ). The net present value of the costs and savings to the Department over 20 years is a savings of \$ 692,654 thousand.

**Other Considerations:**

**A. Economic Impact on Communities:**

This scenario has a maximum potential job loss to the Texarkana, TX and Texarkana, AR of 4806 jobs (2877 direct and 1929 indirect) which is 7.08% of the economic area employment.

**B. Community Infrastructure Assessment:**

Moving from Red River Army Depot to Tobyhanna 5 attributes improve( child care, medical health, safety, population center, and transportation) and 1 declines (employment). The movement of mission from RRAD to Letterkenny Army Depot, 2 attributes decline (child care and housing) and one improves (safety). When moving from RRAD to Anniston Army Depot, 3 attributes improve (child care, cost of living and population center) and 1 declines (housing).

**C. Environmental Impact:**

**Red River Army Depot:**

This recommendation closes Red River Army Depot (RRAD). RRAD has identified some Native People sites, and closure may require consultations with the State Historic Preservation Office to ensure these sites are continued to be protected through use of access controls and caretaker management. This recommendation would result in the closure of ten operational ranges and would likely necessitate clearance of munitions and remediation of any munition constituents. The remediation costs for these ranges may be significant and the time required for completing remediation is uncertain. RRAD also has other contaminated areas that are being addressed through both the Installation Restoration Program and the Military Munitions Response Program, which may require some combination of clearance, munition constituent cleanup, remediation, and land use controls. The installation has a RCRA Subpart X Permit and operates an Open Burning / Open

Detonation area, which may require additional restoration, monitoring/sweeps, access controls, and/or deed restrictions to prevent disturbance, health and safety risks, and/or long-term release of toxins to environmental media. RRAD has water resources (groundwater) that are contaminated with heavy metals, and solvents that will require restoration and/or monitoring to prevent further environmental impacts. In addition, industrial buildings and structures used for mission-related activities may also require controlled burning/decontamination/demolition due to explosives and/or metals contamination. No adverse impact to any other environmental resource area is expected.

**Anniston Army Depot :**

This scenario adds additional personnel workload to Anniston Army Depot. Although AAD is in attainment for all criteria air pollutants, an Air Conformity Analysis is required to operate the proposed rubber plant. The installation is located over a sole-source aquifer, which may require additional mitigation measures/pollution prevention due to increased depot maintenance activities to protect the aquifer. Additionally, due to increased depot maintenance activities, the industrial wastewater treatment plant may require upgrades.

**Letterkenny Army Depot :**

This scenario adds additional personnel workload to Letterkenny Army Depot. Letterkenny AD is in marginal non-attainment for Ozone, and exceeds Major Source thresholds for Pb, SO<sub>2</sub>, PM<sub>10</sub> and PM<sub>2.5</sub>, so an Air Conformity Analysis is required.

**Tobyhanna Army Depot:**

This scenario adds additional personnel workload to Tobyhanna Army Depot. Tobyhanna AD is in moderate non-attainment for Ozone, so an Air Conformity Analysis is required.

**McAlester Army Depot:**

This scenario adds no additional workload to McAlester Army Depot, and only transfers munitions storage functions. Although Threatened and Endangered Species and water pollution problems have been identified and very little of the installation has been surveyed for cultural resources, because of the nature of the proposed move, no impacts are expected.

**Blue Grass Army Depot:**

This scenario adds no additional personnel workload to Blue Grass Army Depot, and transfers munitions maintenance functions. Although Threatened and Endangered Species have been identified on the installation, due to the nature of the proposed move, no impacts are expected.

**Tinker Air Force Base**

This recommendation moves additional personnel to Tinker Air Force Base and causes a significant amount of new construction. The installation has an 81-acre historic district with seven contributing resources, and there is one historic property not in a historic district. Tinker Air Force Base has jurisdictional wetlands on 0.15% of the land, which do not currently restrict operations. Additional operations may impact wetlands, which may lead to operational restrictions. No adverse impact to any other environmental resource area is

expected.

**Marine Corps Logistics Base Albany**

This recommendation moves additional personnel workload to MLCB Albany, but involves no new construction. No adverse impact to any environmental resource area is expected.

Negligible impacts to other evaluated environmental areas are expected. A formal and more comprehensive assessment will be performed early in the implementation process along with the necessary facility environmental studies. The Army will work with community, State and Federal environmental agencies to satisfy applicable legal requirements associated with environmental impacts

*\*\*\* End of Report \*\*\**

Redacted



# Candidate #USAF-0056 / S137.1

## Realign Eielson AFB, Fairbanks, AK

**Candidate Recommendation: Realign Eielson AFB.** The 354th Wing is inactivated and its assigned A-10 aircraft distributed to the 917th Wing (AFRC), Barksdale AFB, Louisiana (3 PAA); 347th Wing, Moody AFB, Georgia (12 PAA); and to BAI (3 PAA). Its F-16 Block 40 aircraft are distributed to the 57th Wing, Nellis AFB, NV (18 PAA). The ANG Tanker unit and rescue alert detachment remain.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation by increasing two ANG squadrons to effective size</li> <li>■ Increases efficiency of operations</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with higher military value (for both F-16s and A-10s)</li> <li>■ Retains Cope Thunder</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$223M</li> <li>■ Net Implementation Cost: \$14M</li> <li>■ Annual Recurring Savings: \$122M</li> <li>■ Payback period: 3 yrs/2012</li> <li>■ NPV Savings: \$ 1,125M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: - 4,603 (direct: - 2,872, indirect: - 1,731) ROI – 8.4%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious).</li> </ul>

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

## Candidate Recommendation #USAF-0056

**Candidate Recommendation:** Realign Eielson AFB. The 354th Wing is inactivated and its assigned A-10 aircraft distributed to the 917th Wing (AFRC), Barksdale AFB, Louisiana (3 PAA); 347th Wing, Moody AFB, Georgia (12 PAA); and to BAI (3 PAA). Its F-16 Block 40 aircraft are distributed to the 57th Wing, Nellis AFB, NV (18 PAA). The ANG tanker unit and rescue alert detachment remain.

**Justification:** Enables Future Total Force transformation by placing force structure in larger squadrons and in fewer locations. Consolidates A-10 and F-16 fleets further enabling more effective operations immediately. Nellis will create an expanded capability “Aggressor” squadron to provide increased operational training and testing for future weapons systems like the F/A-22 and the Joint Strike Fighter.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$223M. The net of all costs and savings to the Department during the implementation period is a cost of \$14M. Annual recurring savings after implementation are \$122M, with a payback period expected in 3 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$1,125M.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential decrease of 4,603 jobs (2,872 direct jobs and 1,731 indirect jobs) over the 2006-2011 period in the Fairbanks, Alaska, statistical economic area, which is 8.4 percent of economic area employment.

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

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



# Candidate #USAF-0105 / S907c1

## Establish F-15 Avionics CIRF

**Candidate Recommendation:** Realign Langley AFB, Virginia. Realign base-level F-15 avionics intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) at Tyndall AFB for F-15 avionics.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Standardizes intermediate-level maintenance function across Air Force</li> <li>■ Increases maintenance productivity by consolidating and smoothing dispersed random work flows</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Consolidates F-15 avionics maintenance at Tyndall to improve warfighter support</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$2M</li> <li>■ Net Implementation Savings: \$2M</li> <li>■ Annual Recurring Savings: \$1M</li> <li>■ Payback period: 2 Years</li> <li>■ NPV Savings \$8M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: -39 (direct -19, indirect -20) ROI: -0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0105

**Candidate Recommendation:** Realign Langley AFB, Virginia. Realign base-level F-15 avionics intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) at Tyndall AFB, Florida for F-15 avionics.

**Justification:** This recommendation standardizes CONUS and deployed intermediate-level maintenance concepts and increases maintenance productivity and support to the warfighter by consolidating and smoothing dispersed random work flows. Consolidating F-15 avionics maintenance at Tyndall AFB versus retaining the function at Langley AFB anticipates Tyndall as a maintenance workload center of gravity. Tyndall is projected after BRAC to have 48 PAA assigned F-15C/D aircraft as compared to only 24 PAA assigned F-15C/D aircraft at Langley.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$2 million. The net of all costs and savings to the Department during the implementation period is a savings of \$2 million. Annual recurring savings to the Department after implementation are \$1 million, with a payback period expected in two years. The net present value of the cost and savings to the Department over 20 years is a savings of \$8 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 39 jobs (19 direct jobs and 20 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.

**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-0106 / S908.2

## Establish F100 CIRF

**Candidate Recommendation:** Realign Tyndall AFB, Florida; Langley AFB, Virginia; and Jacksonville AGS, Florida. Realign base-level F100 engine intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) for F100 engines at Seymour-Johnson AFB, North Carolina. Realign base-level F-100 Engine intermediate maintenance from Tyndall AFB and Jacksonville AGS into a CIRF for F100 engines at NAS New Orleans ARS, Louisiana.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Standardizes intermediate-level maintenance function across Air Force</li> <li>■ Increases maintenance productivity by consolidating and smoothing dispersed random work flows</li> </ul>	<ul style="list-style-type: none"> <li>■ Consolidates F100 engine maintenance at New Orleans and Seymour Johnson to improve warfighter support</li> <li>■ Improves reliability centered maintenance (RCM)</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One Time Cost: \$10M</li> <li>■ Net Implementation Cost: \$ 5M</li> <li>■ Annual Recurring Savings: \$ 1M</li> <li>■ Payback period: 12 ys/2019</li> <li>■ NPV Savings: \$ 4M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: (See scenario summary chart)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0106

**Candidate Recommendation:** Realign Tyndall AFB, Florida; Langley AFB, Virginia; and Jacksonville AGS, Florida. Realign base-level F100 engine intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) for F100 engines at Seymour Johnson AFB, North Carolina. Realign base-level F100 Engine intermediate maintenance from Tyndall AFB and Jacksonville AGS into a CIRF for F100 engines at NAS New Orleans ARS, Louisiana (ANG unit).

**Justification:** This recommendation standardizes CONUS and deployed intermediate-level maintenance concepts and increases maintenance productivity and support to the warfighter by consolidating and smoothing dispersed random work flows. Realigning F-15 aircraft F100 engine maintenance from Langley AFB and establishing an eastern region CIRF at Seymour Johnson AFB anticipates Seymour Johnson as a maintenance workload center of gravity. Seymour Johnson AFB is projected after BRAC to have 72 PAA assigned F-15E aircraft as compared to only 24 PAA assigned F-15C/D aircraft at Langley AFB. Realigning F-15 aircraft F100 engine maintenance from Tyndall AFB and Jacksonville AGS to a CIRF (ANG unit) at New Orleans establishes a southeast region CIRF that will service F100 engines up to 96 PAA F-15C/D aircraft and anticipates BRAC increases to 24 PAA each at Jacksonville and New Orleans. New Orleans has a smaller MILCON projected cost than Jacksonville, and will capitalize on facilities and potential human capital made available by realigning the Air Force Reserve A-10 wing (USAF-0055).

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$10 million. The net of all costs and savings to the Department during the implementation period is a cost of \$5 million. Annual recurring savings to the Department after implementation are \$1 million, with a payback period expected in 12 years. The net present value of the cost and savings to the Department over 20 years is a savings of \$4 million.

### Impacts:

#### Economic Impact on Communities (Criterion 6):

Langley AFB VA. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 66 jobs (32 direct jobs and 34 indirect jobs) over the 2006-2011 period in the Panama City-Lynn Haven, Florida Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

Tyndall AFB FL. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 66 jobs (33 direct jobs and 33 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.

Jacksonville AGS FL. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 14 jobs (6 direct jobs and 8 indirect jobs) over the 2006-2011 period in the Jacksonville, Florida 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.



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

MAR 23 2005

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

**SUBJECT: Read Ahead Material for the March 24, 2005, ISG Meeting**

The Infrastructure Steering Group will meet on Thursday March 24, 2005, at 10:30 a.m. in 3D-1019. The meeting's primary focus will be on candidate recommendations submitted by the Supply and Storage, Headquarters and Support Activities, Intelligence, Medical and Technical Joint Cross Service Groups, as well as the Department of Army and Air Force. Other topics include the standard process overview and conflict resolution.

For your advance preparation, I am attaching the briefing slides and conflict review information. Details on the candidate recommendations were provided earlier in the week.

There are 1,056 scenarios registered in the tracking tool as of March 11, 2004. A summary of scenarios registered, broken out by category, is at TAB 1. Categorization of all scenarios and the Registered Scenario report are on a disc at TAB 2.

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





**DRAFT**

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# **BRAC 2005**

Briefing to the  
Infrastructure Steering Group

March 24, 2005



# Purpose

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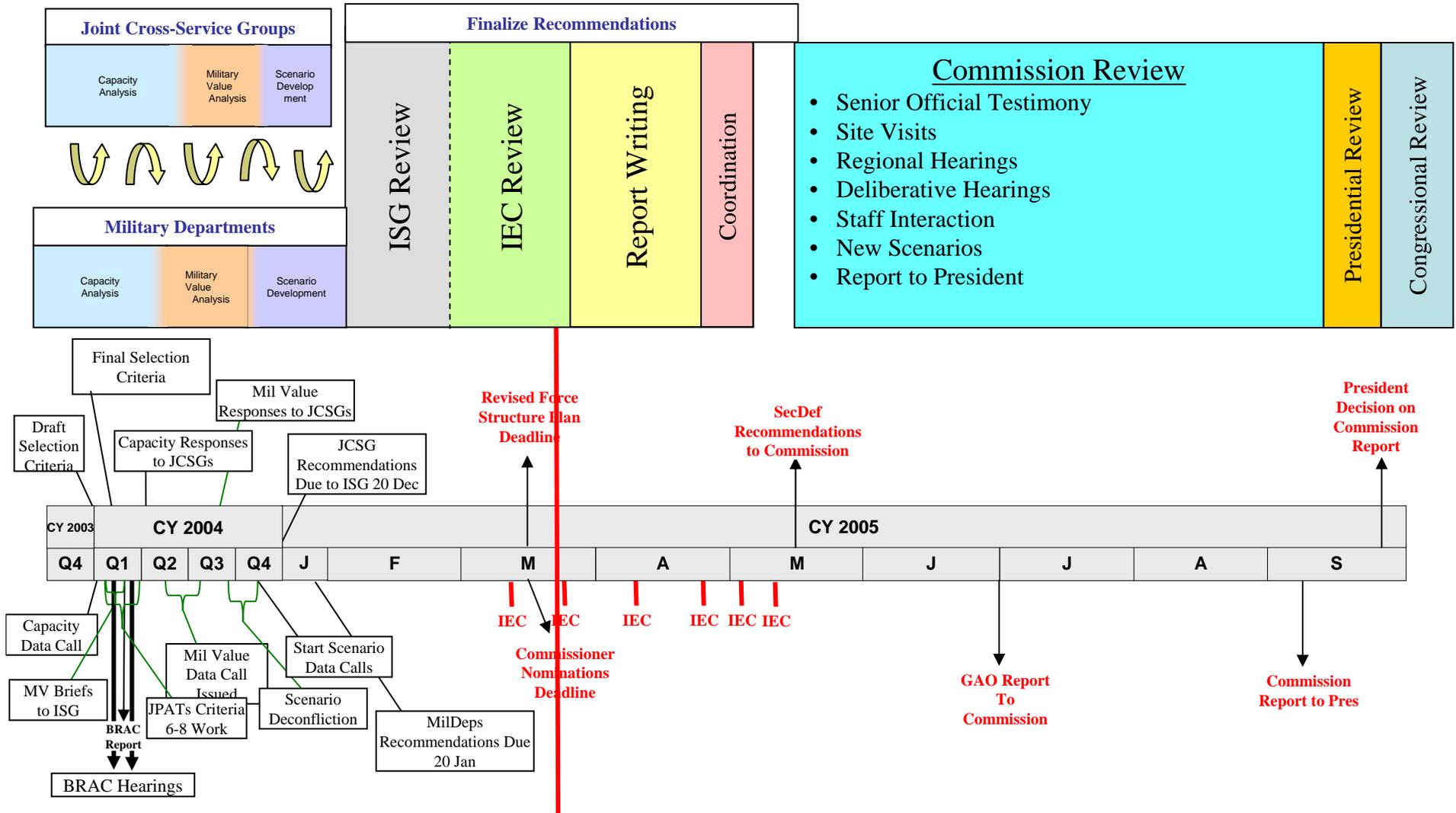
**DRAFT**

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



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# Process Overview





# Summary of Conflict Review

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- As of 11 Mar 05 – 1056 Registered Scenarios
  - 0 New Conflicting Scenarios
  - 98 Old Conflicts Settled
  - 3 Not Ready for Categorization
  - 528 Independent
  - 47 Enabling
  - 380 Deleted



# Candidate Recommendations

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Projected Briefings to ISG (as of 22 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	1 Apr
E&T	18						6/0/0			3/1/0		4/0/0		4
H&SA	51	15/0/0		3/0/0	4/1/0	4/0/0	3/0/0	4/0/0	2/1/0	1/0/0	6/0/0	3/0/0	3	
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6/0/0			
INTEL	5											2/1/0	2	
MED	20		8/0/0		0/0/1			3/0/0	3/0/0		1/0/0	1/0/0	3	
S&S	6							3/0/0				1/0/0	1	1
TECH	22							3/0/0		9/0/0	4/0/0	3/0/0	2	1
ARMY	135				80/0/0	29/0/0	16/0/0			2/0/0	1/0/0	2/0/0	2	3
DoN	56				33/0/0		2/0/0				13/0/0			8
USAF	56							31/0/0	12/0/0	8/0/0		2/0/0	3	
<b>Total</b>	<b>403</b>	<b>15/0/0</b>	<b>8/0/0</b>	<b>13/0/0</b>	<b>122/1/1</b>	<b>35/0/0</b>	<b>31/0/0</b>	<b>45/0/0</b>	<b>23/1/0</b>	<b>23/1/0</b>	<b>31/0/0</b>	<b>18/1/0</b>	<b>16</b>	<b>17</b>

**Legend:**

Approved – 364 / Disapproved – 4 / Hold – 1  
 Pending – 33

Note: MilDepts are for info only to ISG



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*Supply and Storage  
Joint Cross-Service Group  
(S&S JCSG)*

*Chair: VADM Keith Lippert*

*S&S-0035*

*Transforming*

*Supply, Storage and Distribution Functions for the Future  
At the Wholesale Level*

*Briefing to the  
Infrastructure Steering Group (ISG)*

*24 Mar 05*



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## What does S&S-0035 Actually Do?

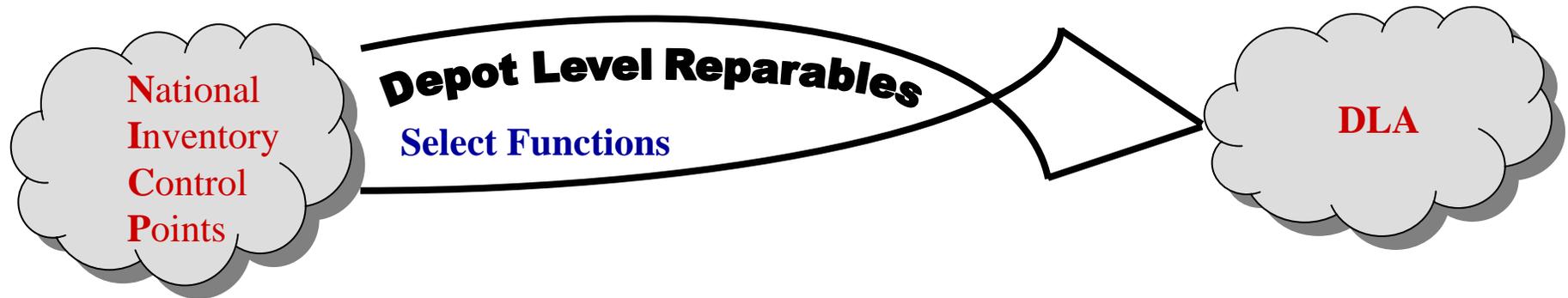
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- Realigns management oversight of Depot Level reparable (DLRs) to DLA
  - Not Principal End Items (e.g., a ship, tank, mobile machine shop or aircraft)
  - Non platform major end items (e.g., jet engines, gun turrets, generators)
- Transfers select National Inventory Control Point (NICP) functions at DoD's 16 NICP locations to DLA while keeping engineering related NICP functions with Services
- Relocates & realigns select functions at 5 ICPs
- Achieves \$2,898.8M Savings (NPV)



# S&S-0035 Transfer DoD Component Management of Materiel to DLA

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## ■ Key Points

- Materiel Management to Transfer
- Select Functions to Transfer
- National Inventory Control Point (NICP) relocation/realignment
- Payback



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## S&S 0035 - Functions to Transfer

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### ■ **Transferring**

**...Back Room Functions**

- Budget/Funding
- Contracting
- Cataloging
- Requisition Processing
- Customer Services
- Item Management
- Stock Control
- Weapon System Secondary Item Support
- Requirements Determination
- Integrated Materiel Mgmt Technical Support
- Maintenance Management

### ■ **Not Transferring**

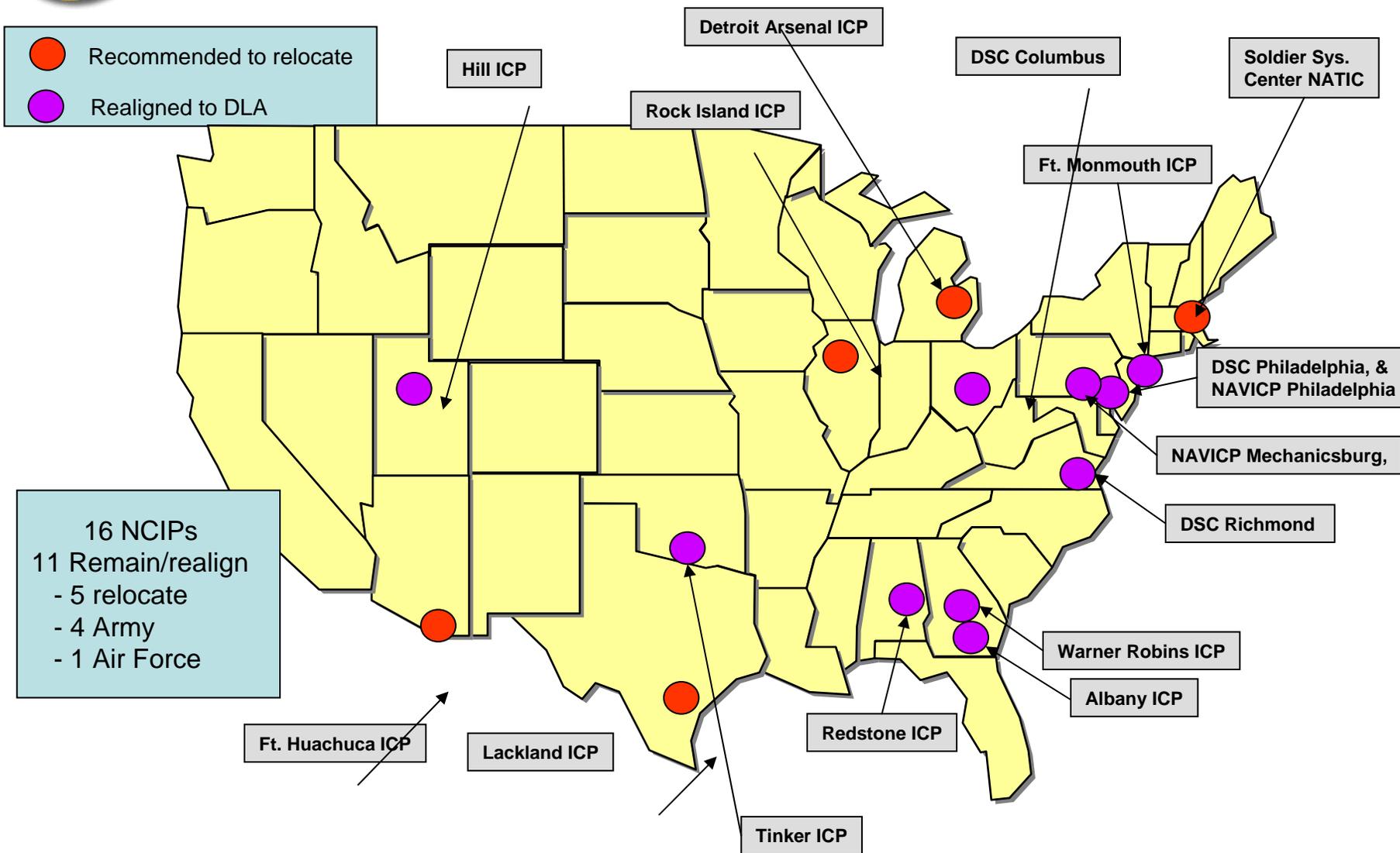
- Allowance/Initial Supply Support List Development
- Configuration Management
- User Engineering Support
- Provisioning
- User Technical Support

**...Front Room Functions**

**"Engineering related  
to form, fit & function"**



# S&S 0035 – National Inventory Control Point (NICP) **DRAFT** Relocation/Realignment





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## S&S 0035 - Payback

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- \* **Eliminates 760 Gov't Positions**
- \* **Realigns 1,049 Gov't Positions**
- \* **Implementation Years: 2006-2011**
- \* **Payback: Immediate**
- \* **One-time Cost: \$93.2M**
- \* **Annual Savings: \$226.6M**
- \* **NPV (Savings): \$2,898.8M**
- \* **MILCON: \$ 5M**





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## S&S-0035 Pros and Cons

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### ■ Pros

- Leverages DoD buying power through a single manager
- Takes advantage of Service business process improvements
- Integrated ERP
- Payback
  - ❑ 2% over and above the Services' opportunity
  - ❑ Performance Based Agreements (PBA)

### ■ Cons

- Army Life Cycle Management concept
- Air Force Lean
- Risk
  - ❑ Weapon Systems Readiness
  - ❑ DLR Management not a DLA core competency
  - ❑ Integration/synergy: repair, purchasing and engineering
  - ❑ Service business process improvements



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## Candidate Recommendation S&S-0035

**Candidate Recommendation (Summary):** Realigns the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support and Maintenance Management Service Inventory Control Point functions to Defense Logistics Agency (DLA).

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Mission consolidation</li> <li>✓ Reduces excess capacity</li> <li>✓ Provides for significant personnel reductions</li> </ul>	<ul style="list-style-type: none"> <li>✓ Relative military value scores not determinative because all service ICP locations were realigned to DLA</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$93.2M</li> <li>✓ Net Implementation Savings: \$851.8M</li> <li>✓ Annual Recurring Saving: \$226.6M</li> <li>✓ Payback Period: Immediate</li> <li>✓ 20 Yr. NPV savings: \$2,898.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -18 to -691 jobs; &lt;0.1% to .41%</li> <li>✓ Criterion 7: No Issues.</li> <li>✓ Criterion 8: No impediments.</li> </ul>

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDepts



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# Headquarters & Support JCSG



# HSA JCSG

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## Geo-clusters & Functional

Correctional Facilities (11 Mar 05)

Civilian Personnel Offices (11 Feb 05)

Defense Agencies (15 Mar 05)

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) (revisit)



Major Admin & HQ (15 Mar 05) (revisit)



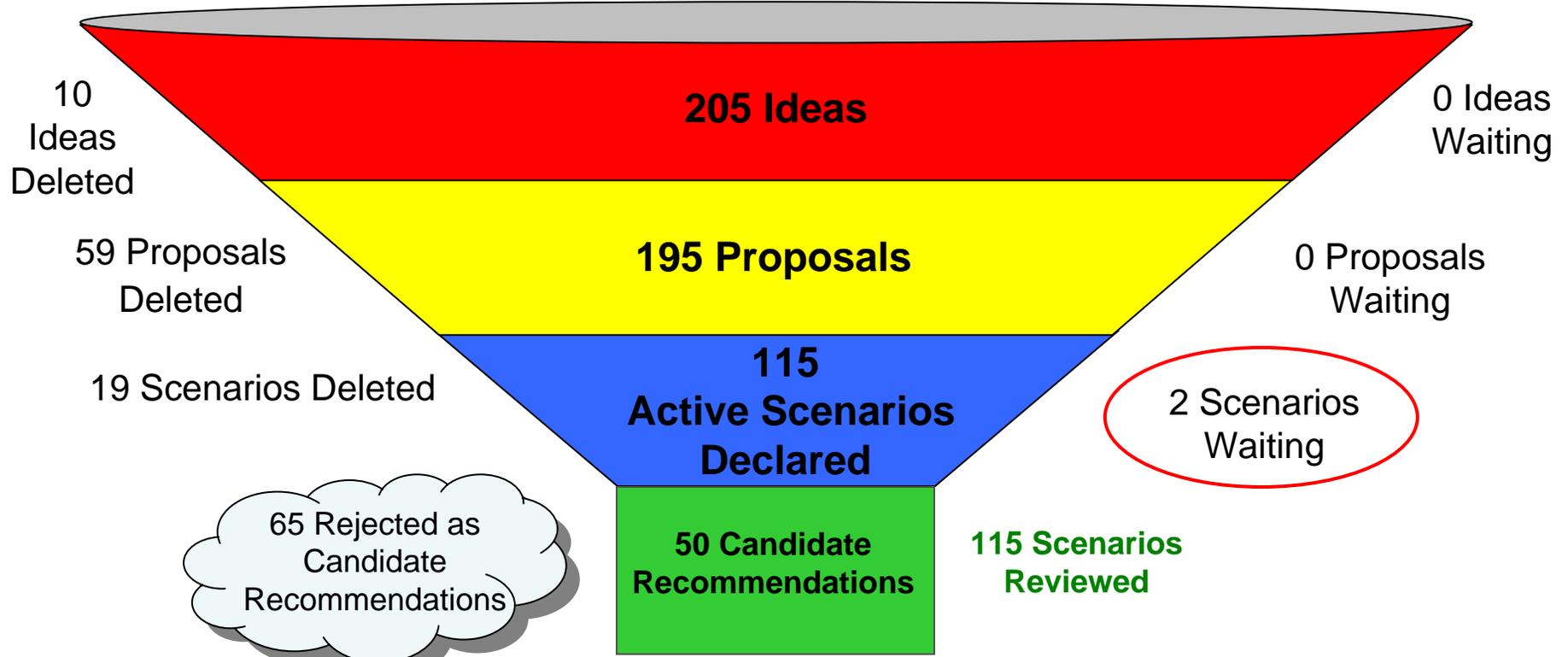
Reserve & Recruiting Commands (11 Mar 05) (revisit)



# Statistics

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HSA JCSG Currently has:



_ IEC Approved	46 ISG Approved & Prep for IEC	_ ISG Approved, but on Hold for Enabling Scenario	_ ISG On Hold for Addl Info or Related CR	_ Note Conflict(s) to be Considered & Resolved	2 ISG Disapproved HSA-0050 COCOM HSA-0058 COCOM
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# Strategy – Minimize Leased Space in the NCR **DRAFT**

## 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 4<sup>th</sup> 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 -0099 Co-locate Adjudication Agencies – 43,000 USF
  - HSA-0134 Co-locate USN Leased Locations – 182,400 USF
  - HSA-0141 Relocate AFRPA and AFCEE – 16,437 USF
  - HSA-0132 Co-locate National Guard HQs – 296,000 USF
  - HSA-0114 Co-locate TRANSCOM Components – 162,000 USF
- 
- **TOTAL to Date: 5,545,534 USF of leased space in NCR (66%)**



# Strategy – Rationalize Presence in the DC Area **DRAFT**

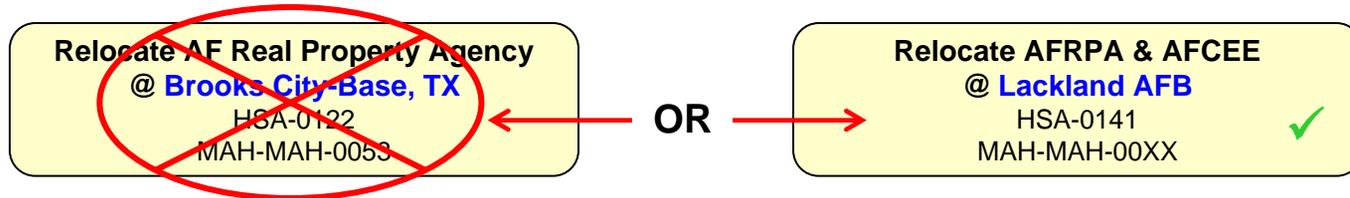
- **HSA-0018 Consolidate DFAS – 399 personnel**
- **HSA- 0006 Create Army HRC – 2177 personnel**
- **HSA- 0067 Relocate DCMA – 595 personnel**
- **HSA- 0092 Relocate AMC – 1656 personnel**
- **HSA -0065 Consolidate ATEC – 470 personnel (out of NCR, but not DC Area)**
- **HSA – 0047 Co-locate Missile and Space Defense Agencies at Huntsville – 3634 personnel**
- **HSA – 0046 Consolidate DISA – 4,019 personnel**
- **HSA – 0029 Consolidate CPOs – 244 personnel**
- **HSA – 0071 Create Media Agency – 1,617 personnel (out of NCR, but not DC area)**
- **HSA – 0122 Relocate AF Real Property Agency – 63 personnel**
- **HSA- 0077 Consolidate and Co-locate USA IMA and Service Providers- 1768 personnel**
- **HSA-0141 Relocate AFRPA and AFCEE – 59 personnel**
- **HSA 0114 Consolidate TRANSCOM – 468 personnel**

**TOTAL to Date (direct, not including indirect or eliminations):  
17,169 out of NCR; 15,082 out of DC Area**



# AF Real Property Agency/AF Ctr for Envr Excellence **DRAFT**

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# Candidate #HSA-0141: Relocate Air Force Real Property Agency and Air Force Center for Environmental Excellence **DRAFT**

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

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Eliminates 16,437 USF NCR leased space</li> <li>✓ Co-location creates synergy for installation planning and environmental response.</li> <li>✓ Facilitates potential closure of Brooks City-Base.</li> <li>✓ Moves USAF leased space to an AT/FP compliant location.</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ AFRPA(SAF/IE): 303<sup>rd</sup> of 336</li> <li>✓ AFCEE: 265<sup>th</sup> of 336</li> <li>✓ Lackland AFB: 25<sup>th</sup> of 336</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>✓ One Time Cost:</td> <td style="text-align: right;">\$16.9M</td> </tr> <tr> <td>✓ Net Implementation Cost:</td> <td style="text-align: right;">\$13.3M</td> </tr> <tr> <td>✓ Annual Recurring Savings:</td> <td style="text-align: right;">\$ 1.6M</td> </tr> <tr> <td>✓ Payback Period:</td> <td style="text-align: right;">14 Years</td> </tr> <tr> <td>✓ NPV (savings):</td> <td style="text-align: right;">\$2.0M</td> </tr> </table>	✓ One Time Cost:	\$16.9M	✓ Net Implementation Cost:	\$13.3M	✓ Annual Recurring Savings:	\$ 1.6M	✓ Payback Period:	14 Years	✓ NPV (savings):	\$2.0M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: -125 jobs (71 direct; 54 indirect); &lt;0.1%.</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: Historic properties, land use constraints, and wetlands. No impediments.</li> </ul>
✓ One Time Cost:	\$16.9M										
✓ Net Implementation Cost:	\$13.3M										
✓ Annual Recurring Savings:	\$ 1.6M										
✓ Payback Period:	14 Years										
✓ NPV (savings):	\$2.0M										

- ✓ Strategy
- ✓ COBRA

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

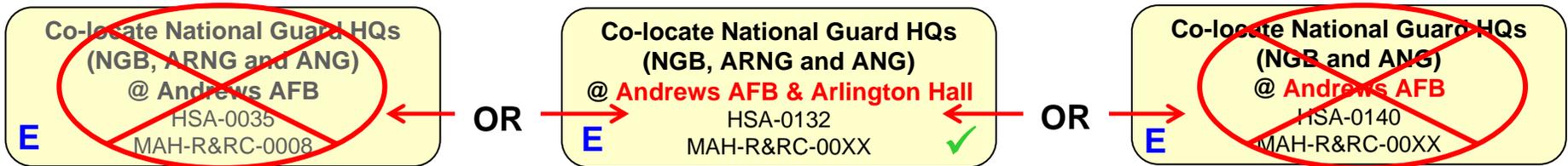
- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

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



# National Guard HQs

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# TRANSCOM

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~~Co-locate TRANSCOM Components  
@ Ft. Eustis  
HSA-0063  
MAH-MAH-0013~~

✓ Co-locate TRANSCOM Components  
@ **Scott AFB**  
HSA-0114 [DECON]  
MAH-MAH-0048

~~Relocate SDDC  
@ Ft. Eustis  
HSA-00063 ALT  
MAH-MAH-00XX~~

~~Co-locate TRANSCOM Components  
@ McGuire AFB  
HSA-0136  
MAH-MAH-00XX~~





# HSA-0114: Realign TRANSCOM HQ and Service Component HQs DRAFT

**Candidate Recommendation (Summary):** Realign Fort Eustis, VA, Hoffman 2, and Washington Navy Yard, DC by relocating the Army Service Deployment and Distribution Command, and part of the Navy Military Sealift Command to Scott Air Force Base, IL, and consolidating them with AF Air Mobility Command and TRANSCOM.

<u>Justification</u>	<u>Military Value</u>						
<ul style="list-style-type: none"> <li>✓ Strongly supported by the CoCOM</li> <li>✓ Meets TO to consolidate or co-locate Service Component HQs w/ COCOM HQs</li> <li>✓ Reduces NCR footprint and eliminates 162,000 USF of leased space within DC Area</li> <li>✓ Headquarters-level personnel reduction estimated at 18 % (746 job positions)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Quantitative Military Value:               <table style="margin-left: 20px; border: none;"> <tr> <td>Ft. Eustis: .8758</td> <td>SDDC-Alexandria: .1620</td> </tr> <tr> <td>WNY: .8634</td> <td></td> </tr> <tr> <td>Scott AFB: .8467</td> <td></td> </tr> </table> </li> <li>✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott over others</li> </ul>	Ft. Eustis: .8758	SDDC-Alexandria: .1620	WNY: .8634		Scott AFB: .8467	
Ft. Eustis: .8758	SDDC-Alexandria: .1620						
WNY: .8634							
Scott AFB: .8467							
<u>Payback</u>	<u>Impacts</u>						
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$ 49.2M</li> <li>✓ Net Implementation Savings: \$ 324.1M</li> <li>✓ Annual Recurring Savings: \$ 84.1M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV Savings: \$ 1,079.5M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6:               <ul style="list-style-type: none"> <li>DC area: -1079 jobs (616 direct, 463 indirect); &lt;0.1%</li> <li>Norfolk area: - 770 jobs (325 direct, 445 indirect); 0.1%</li> </ul> </li> <li>✓ Criterion 7: No Issues</li> <li>✓ Criterion 8: No Impediments</li> </ul>						

- ✓ Strategy
- ✓ COBRA

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

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

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



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# Intel JCSG

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# Candidate Recommendation INT-0013

**Candidate Recommendation:** Realign the Counterintelligence Field Activity (CIFA) facility, a leased installation in Colorado Springs, CO, by relocating all functions to Peterson Air Force Base (AFB), CO.

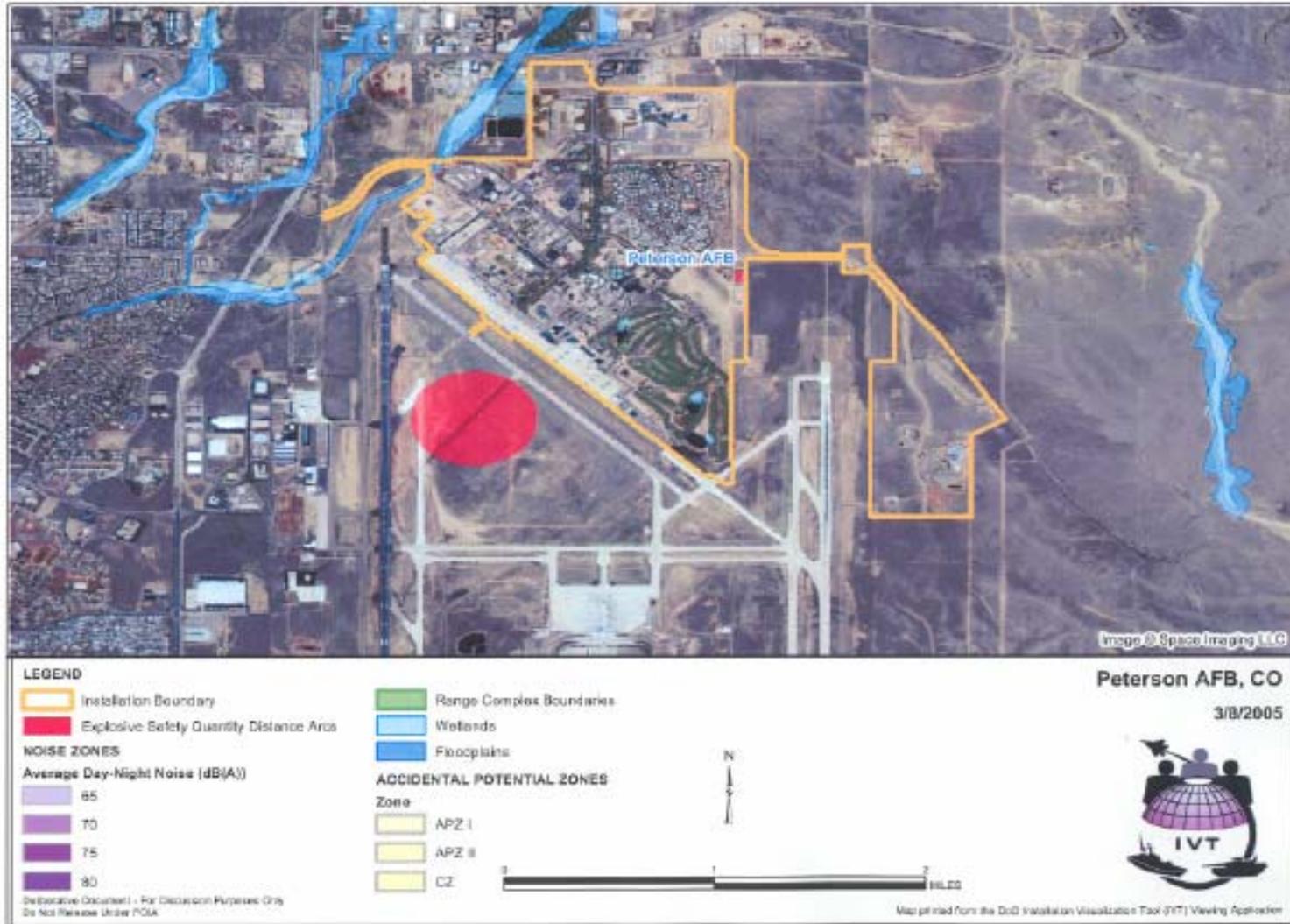
<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Meets IJCSG Analytical Framework objective               <ul style="list-style-type: none"> <li>✓ Reduces vulnerable lease space (19,956 SqFt)</li> </ul> </li> <li>✓ Enhances Antiterrorism/Force Protection</li> <li>✓ Should be combined with HSA-0131:               <ul style="list-style-type: none"> <li>✓ Disestablish Defense Security Service (DSS) and Defense Counterintelligence Field Activity (CIFA) and consolidating functions under a newly-created organization, e.g. DoD Counterintelligence and Security Agency</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>✓ Relative MV scores not determinative because relocating to a location no currently performing this function</li> <li>✓ Military Judgment: Best location for CIFA to support primary NORTHCOM customer located at Peterson, AFB, CO; Continuity of Operations (COOP) mission enhanced by location on military installation</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$15.0M</li> <li>✓ Net Implementation Cost: \$13.6M</li> <li>✓ Annual Recurring Savings \$0.4M</li> <li>✓ Payback Period 100+ Years</li> <li>✓ NPV (cost) \$9.0M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: No job reductions</li> <li>✓ Criterion 7: No issues</li> <li>✓ Criterion 8: Air Quality; Cultural / Archeological / Tribal Resources; Land Use Constraints/Sensitive Resources Areas; Water Resources; No impediments</li> </ul>

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

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# Medical Joint Cross Service Group

## Briefing to the ISG

### 24 Mar 2005



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# Medical Joint Cross Service Group

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Healthcare  
Education & Training

Healthcare Services

Healthcare Research,  
Development & Acquisition

Enlisted Medical Training

Officer Medical Ed

Primary Care

Specialty Care

Inpatient

Aerospace Operational Med

Combat Casualty Care

Hyperbaric and Diving Medicine

IM/IT Acquisition

Medical Biological Defense

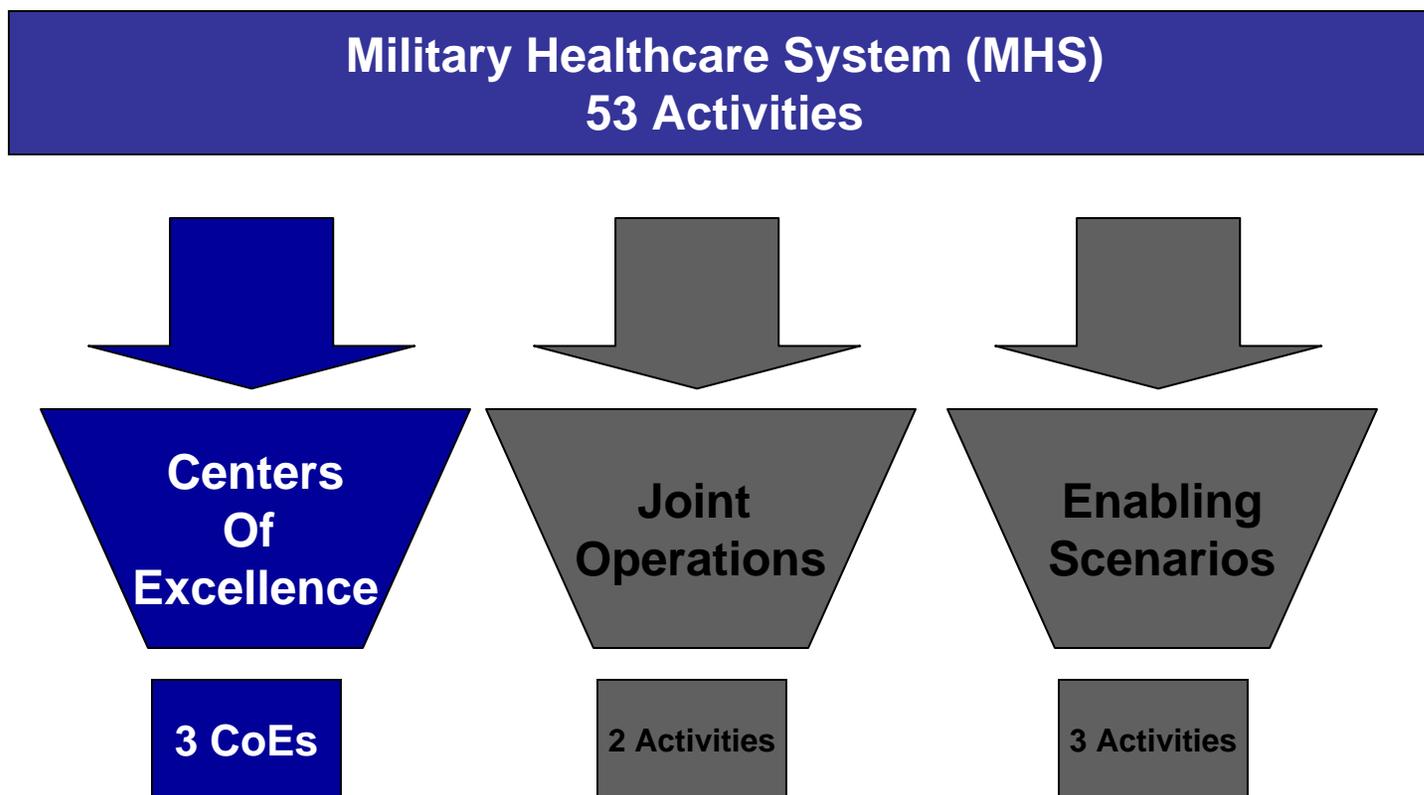
Medical Chemical Defense



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# Medical/Dental RDA

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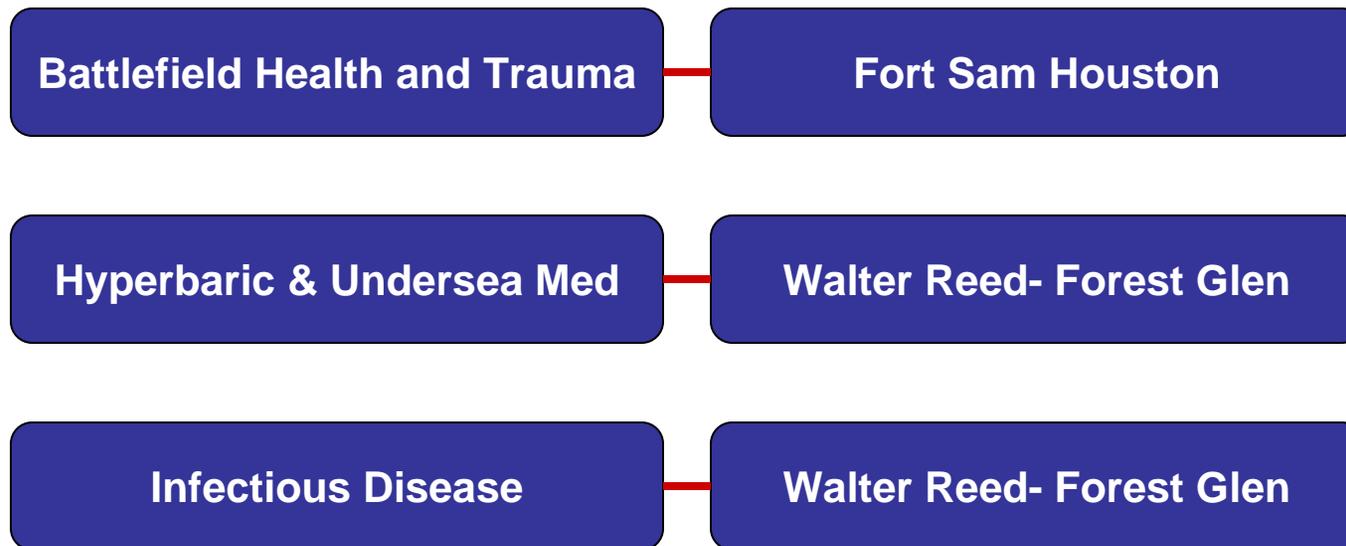


# MJCSG Strategy

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## ■ Centers of Excellence



- Enhance Synergy
- Build critical mass
- Reduce overhead



# Tri-Service Biomedical Research Centers of Excellence

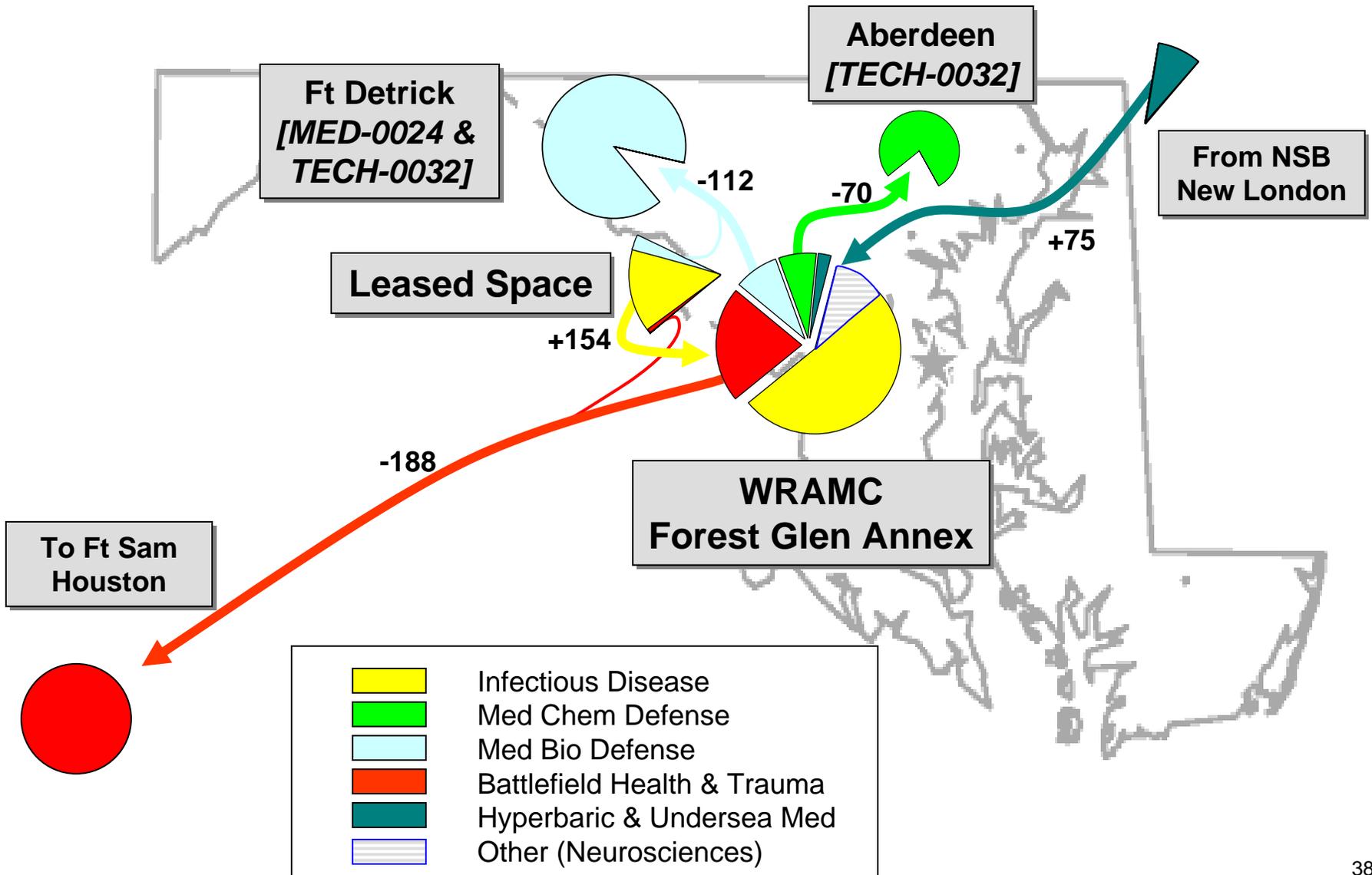
## MED0024/55

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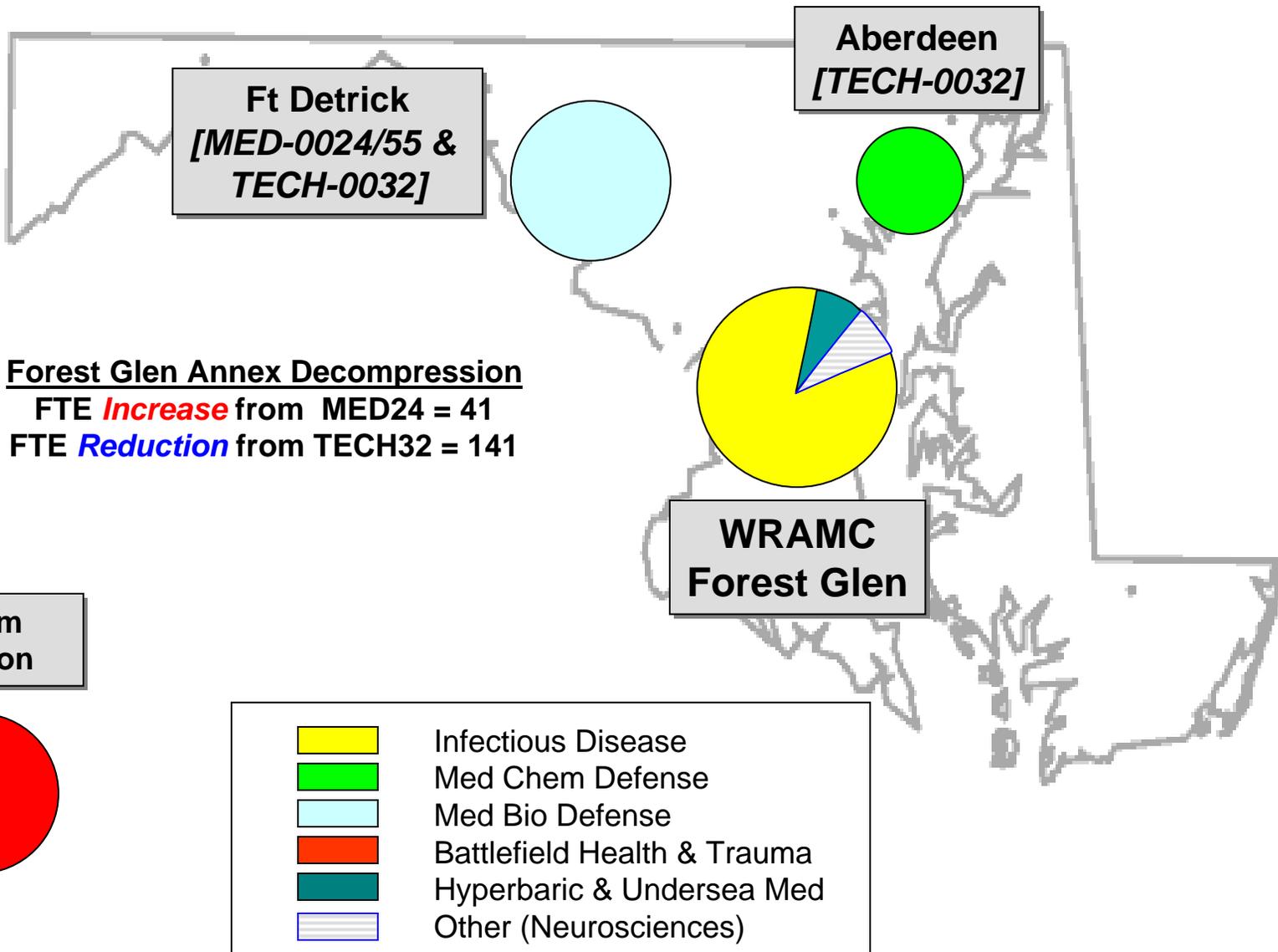
# Movements To/From WRAMC FGA **DRAFT**





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# End State





# Candidate #MEDCR-0024 Create Tri-Service Biomedical Research Centers of Excellence

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**Candidate Recommendation (Summary):** Consolidates combat casualty care research at the Army Institute of Surgical Research, Fort Sam Houston, TX; hyperbaric and undersea medicine research at Naval Medical Research Center, Walter Reed –Forest Glenn Annex, MD; infectious disease research at Army Institute of Research, Walter Reed – Forest Glenn, MD; and medical biological defense research at Army Medical Research Institute of Infectious diseases, Fort Detrick, MD.

**Justification**

- ✓ Increase synergy through mission collocation and exploit access to military trauma center at BAMC
- ✓ Facilitate jointness & reduces leased space
- ✓ Linked recommendations TECH-0009, TECH-0032, DON-0033/34
- ✓ Costs would be lower & payback quicker w/o actions required by TECH-0009 & DON-0033/34

**Military Value**

- ✓ Combat Casualty Care & Med Bio Defense Research to locations with highest quantitative MV score
- ✓ Hyperbaric and Undersea Medicine, military judgment selected site where animal and human research can be combined
- ✓ Infectious Disease, quantitative not determinative because losing sites MV determined as part of gaining site, which had highest MV Score.

**Payback**

- ✓ One-time cost: \$ 92.6M
- ✓ Net implementation cost: \$ 85.0M
- ✓ Annual recurring savings: \$ 4.6M
- ✓ Payback time: 33 years
- ✓ NPV cost: \$ 35.7M

**Impacts**

- ✓ Criteria 6: -45 to 293 jobs; <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

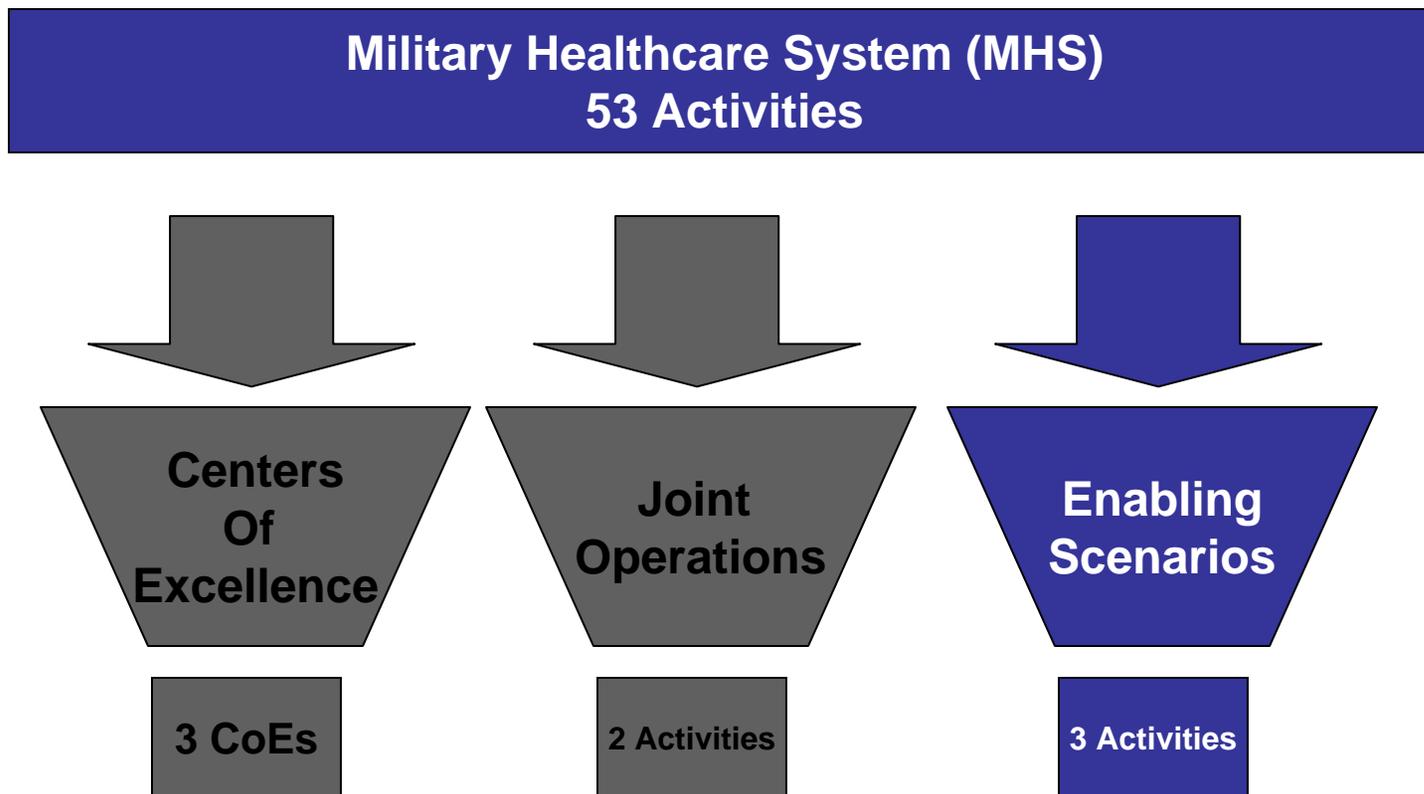
- ✓ De-conflicted w/JCSGs
- ☐ De-conflicted w/MilDeps



**DRAFT**

# Medical/Dental RDA

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# Candidate #MEDCR-0029 AFIP

**DRAFT**

**Candidate Recommendation (abbreviated):** Realign Walter Reed as follows: disestablish all elements of AFIP except the National Medical Museum and the Tissue Repository; relocate the Armed Forces Medical Examiner, DNA Registry, and Accident Investigation to Dover AFB; relocate sufficient personnel to the NNMC, Bethesda, to establish a Program Management Office that will coordinate pathology results, contract administration, and QA/QC of DoD second opinion consults worldwide; relocate Legal Medicine to the NNMC, Bethesda; and relocate enlisted histology technician training to Fort Sam Houston.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Reduces excess capacity</li> <li>✓ Aligns military unique functions for enhanced operational mission effectiveness</li> <li>✓ Divests DoD of non-military unique operations</li> </ul>	<ul style="list-style-type: none"> <li>✓ Military judgment: Divests DoD of non-military unique operations; aligns military unique functions for enhanced operational mission effectiveness</li> <li>✓ Medical/Dental RDA MV Avg                             <ul style="list-style-type: none"> <li>✓ with AFIP: 18.84</li> <li>✓ without AFIP: 19.22</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$83.3M</li> <li>✓ Net Implementation Cost: \$39.8M</li> <li>✓ Annual Recurring Savings: \$9.8M</li> <li>✓ Payback Period: 7 Years</li> <li>✓ NPV (savings): \$56M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criteria 6: –799 jobs (476 direct/323 indirect); .03%</li> <li>✓ Criteria 7: No issues</li> <li>✓ Criteria 8: No impediments.</li> </ul>



# Disposition of the Tri-Service Directed Energy Bioeffects co-location implemented under Biomedical Reliance & BRAC91– MED0057

**DRAFT**





# Candidate #MEDCR-0057 - Disposition of the Tri-Service Directed Energy Bioeffects co-location implemented under Biomedical Reliance & BRAC91

DRAFT

**Candidate Recommendation:** Realign Brooks City Base, TX, by relocating the Naval Health Research Center Electro-Magnetic Energy Detachment to Wright Patterson Air Force Base, OH.

**Justification**

- ✓ Increase synergy and shared use of unique facilities through mission collocation
- ✓ Facilitate jointness
- ✓ Payback improves if combined with TECH-0009

**Military Value**

- ✓ Relative quantitative military value scores not determinative because moving to a location that does not currently perform the function
- ✓ Military Judgment favored Wright-Patterson because of synergy with AF human factors research

**Payback**

- ✓ One-time cost: \$ 6.5M
- ✓ Net implementation cost: \$ 6.7M
- ✓ Annual recurring savings: \$ 0.01M
- ✓ Payback time: never
- ✓ NPV (cost): \$ 6.3M

**Impacts**

- ✓ Criteria 6: -44 jobs (22 direct, 22 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



## MJCSG Scenarios Net Financial Impact

**DRAFT**

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-0024	\$92.6M	\$85.0M	\$4.6M	\$35.7M
MEDCR-0029	\$83.3M	\$39.8M	\$9.8M	\$56M
MEDCR-0057	\$6.5M	\$6.7M	\$0.01M	\$6.3M
<b>Totals</b>	<b>\$2,013M</b>	<b>\$1,037M</b>	<b>\$323M</b>	<b>\$2,243M</b>



**DRAFT**

# Technical Joint Cross Service Group Candidate Recommendations

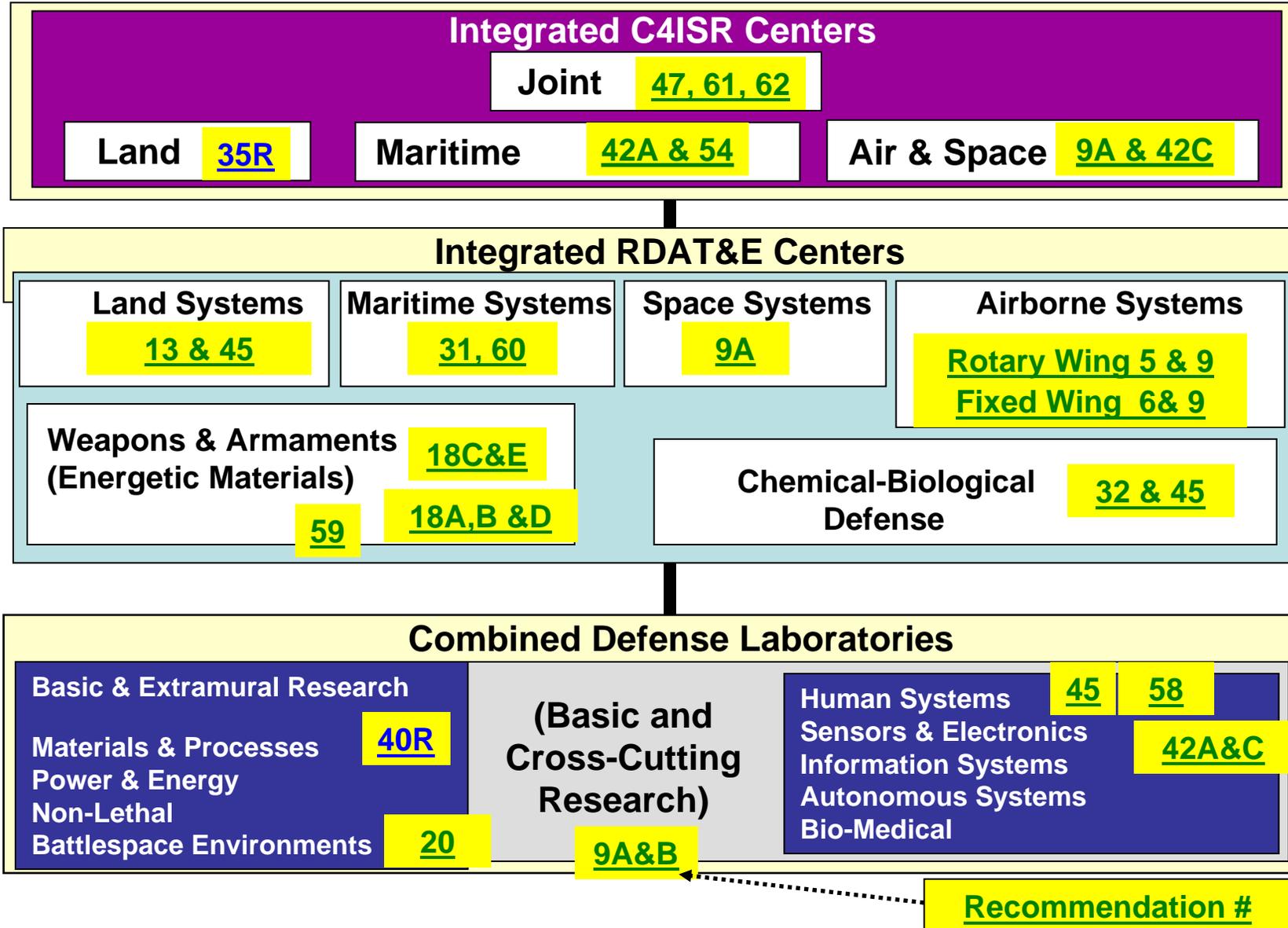
March 24, 2005

Dr. Ron Segal/Mr. Al Shaffer

Technical Joint Cross Service Group



# TJCSG Transformational Framework **DRAFT** with Candidate Recommendations

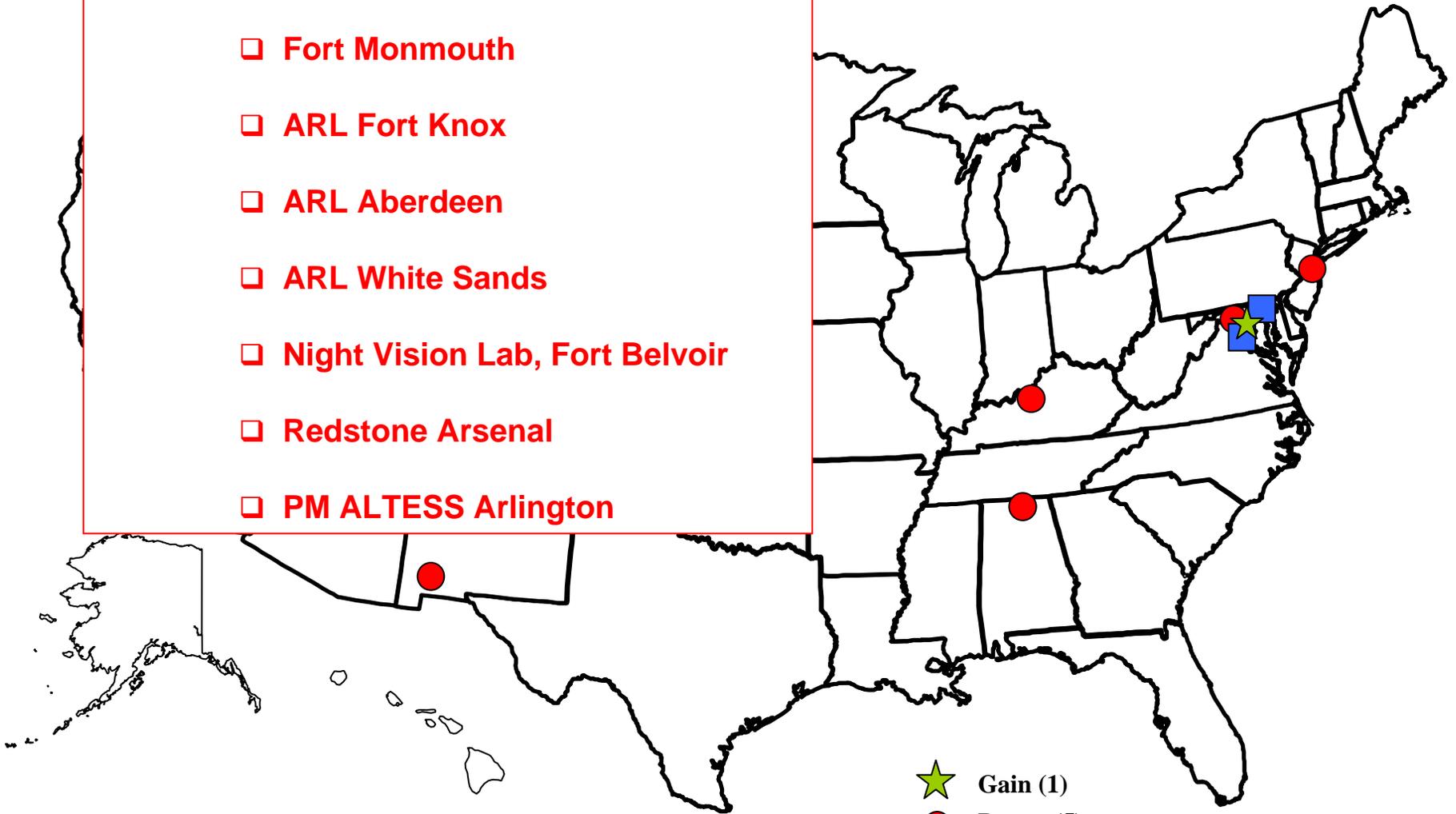




# Tech-0035R: Army Land C4ISR Center **DRAFT**

Losing installations are:

- Fort Monmouth
- ARL Fort Knox
- ARL Aberdeen
- ARL White Sands
- Night Vision Lab, Fort Belvoir
- Redstone Arsenal
- PM ALTESS Arlington



- Gain (1)
- Donor (5)
- Donor/Gain (2)



# Tech-0035R: Army Land C4ISR Center **DRAFT**

**Candidate Recommendation (summary):** Realigns Fort Monmouth, ARL Fort Knox, ARL Aberdeen, White Sands and Night Vision Lab, Fort Belvoir, by relocating and consolidating Information Systems, Sensors, Electronic Warfare, & Electronics, and Human Systems Research to ARL Adelphi. Realigns Fort Monmouth & Redstone Arsenal, by relocating and consolidating Information Systems and Sensors, Electronic Warfare, and Electronics Development and Acquisition (D&A) to Aberdeen Proving Ground, MD. Retains at Ft. Belvoir current D&A and in Information Systems, Sensors, Electronic Warfare, and Electronics, and realigns PM ALTESS facility in Arlington to Ft. Belvoir.

### Justification

- Enables research to solve the land force network challenge
- Consolidates C4ISR in one geographical area
- Supports Army’s business model by geographically collocating R, D&A, and Logistics
- Collocates near NRL and WRAIR in DC, and INSCOM at Ft Belvoir/other DoD C2 assets.

### Military Value

- **Research:** Adelphi had highest quantitative MV score in Sensors, Elec. Warfare, & Electronics. Military judgment favored locating other research functions there also to enable integrated C4ISR.
- **Development & Acquisition:** Military judgment favored APG because it provided proximity to Research and had sufficient capacity. Ft Belvoir, which had the highest quantitative MV of locations proximate to Research, lacked sufficient capacity.

### Payback

- One-Time Cost \$700.20M
- Net Implementation Cost \$572.10M
- Annual Recurring Savings \$ 46.80M
- Payback Period 20 Years
- NPV \$ 93.98M

### Impacts

- Criteria 6: -20 to -10175 jobs; <0.1% to 0.83%
- 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

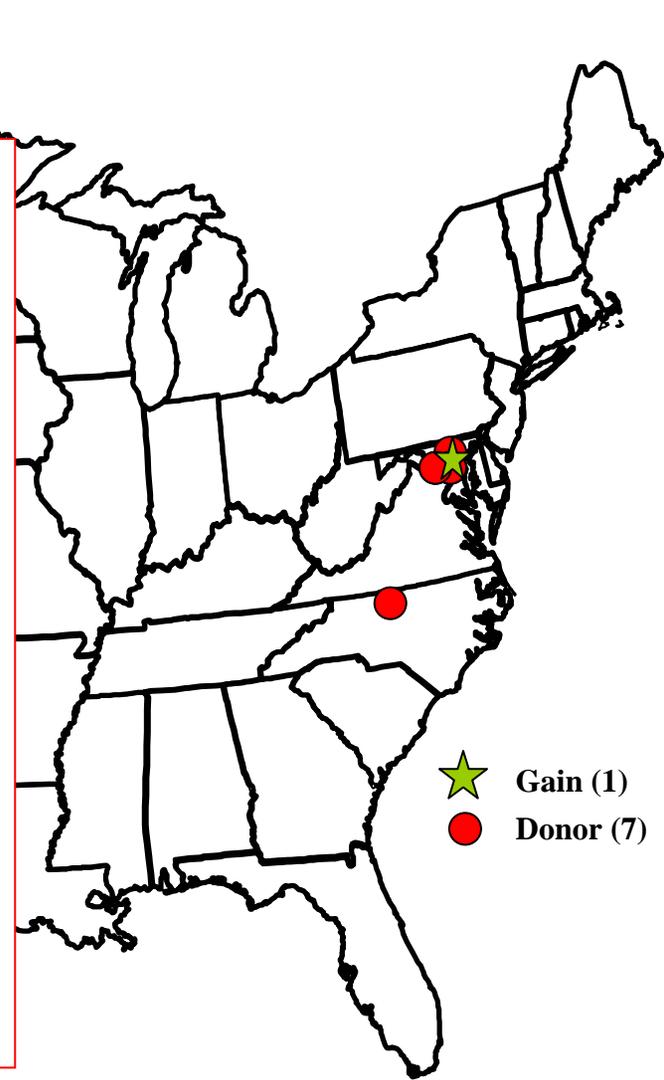
✓ De-conflicted w/JCSGs  
✓ De-conflicted w/MilDeps



# Tech 0040R Co-locate Extramural Research Program Managers to Anacostia Annex

DRAFT

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



★ Gain (1)  
● Donor (7)



# Tech-0040R: Co-locate Extramural Research Program Managers to Anacostia Annex DRAFT

**Candidate Recommendation (summary):** Close ONR Arlington, VA; AFOSR Arlington, VA; ARO Durham, NC, and Arlington, VA; and the DARPA Arlington, VA. Relocate all functions to Anacostia Annex, DC. Realign Fort Belvoir, VA, by relocating the ARO to Anacostia Annex, DC. Realign the DTRA Alexandria, VA, by relocating the Extramural Research Program Management function (except conventional armaments research) to Anacostia Annex, DC.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>• Foster coordination among extramural research activities</li> <li>• Enhance force protection</li> </ul>	<ul style="list-style-type: none"> <li>• DARPA and ONR had higher quantitative MV scores than Anacostia.</li> <li>• Military judgment said quantitative scores high because of research managers not location. Anacostia provides highest overall quantitative MV because of enhanced force protection, accessibility to Pentagon and Capital Hill by metro, and quality of buildings.</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>• One-time cost: \$104M</li> <li>• Net implementation savings: \$110M</li> <li>• Annual recurring savings: \$52M</li> <li>• Payback time: 1 year</li> <li>• NPV (savings): \$583M</li> </ul>	<ul style="list-style-type: none"> <li>• Criteria 6: -193 jobs (122 direct, 71 indirect); &lt;0.1%</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No impediments</li> </ul>



# TJCSG Recommendations to the ISG DRAFT

## 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
40R 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
35R Army Land C4ISR Center	\$700.20	20	\$46.80	\$93.98
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
<b>Total</b>	<b>2,921.19\$</b>		<b>496.99\$</b>	<b>3537.93\$</b>



# Army Candidate Recommendations



# Candidate #USA-0036



**Candidate Recommendation:** Close Red River Army Depot. Industrial JCSG realigns Munitions Center and Depot Maintenance and S&S JCSG realigns the DLA Distribution Center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Preserve and optimize depot maintenance capability while minimizing excess capacity</li> <li>✓ Supports consolidation of workload into Army’s Center for Industrial and Technical Excellence</li> <li>✓ Industrial scenarios 0111 and 0127B realign the maintenance and munitions functions that enable the closure. S&amp;S scenario 0048 realigns DLA DC</li> </ul>	<ul style="list-style-type: none"> <li>✓ Improves military value by moving functions to an installation with higher military value</li> <li>✓ Red River MVI rated 3 of 3 for Army Ground Maintenance Centers (Depots)</li> <li>✓ MVI: Anniston (24), Letterkenny (39), Red River (40)</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One time cost: \$446.7M</li> <li>✓ Net Cost: \$156.5M</li> <li>✓ Annual Recurring savings: \$90.6M</li> <li>✓ Payback Period 3 years</li> <li>✓ NPV (savings): \$692.8M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential reduction of 4806 jobs (2877 direct and 1929 indirect) or 7.08% of the economic area employment</li> <li>✓ Criterion 7 – Low risk; the trend of all attributes is to improve when moved to the other sites</li> <li>✓ Criterion 8 – Moderate impact; Eight ranges and DERA sites (CTC \$48M) require cleanup</li> </ul>

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



# #USA-0227: Close Natick Soldier Systems Center



**Candidate Recommendation:** Close Natick Soldier Systems Center, MA. Relocate all functions to Aberdeen Proving Ground (APG), MD. Realign Ft. Belvoir, VA, by relocating the Program Executive Officer for Soldier Systems to Aberdeen Proving Ground, MD. Consolidate all relocating Soldier Systems functions into a combined Soldier and Biological Chemical Center for Land Warfare at APG.

**Justification**

- Consolidates Army RDT&E organizations to capitalize on technical synergy. Technology and LCM Synergy is needed for the Soldier Systems
- Compliments TECH 0032 (Chem Bio COE at APG) and Med 0056 (USAARL moves to APG)
- With inclusion of E&T 0064, savings will be \$157M

**Military Value**

- Soldier Systems Center (SSC) Natick has highest Army Military Value in Human Systems Research and Human Systems D&A. Aberdeen Proving Ground (APG) has second and third highest Army Military Value respectively.
- APG has the Highest Army Military Value in Human Systems T&E, Chemical Biological Defense Research and Chemical Biological Defense D&A. Natick has the second or third highest Army Military Value in each.

**Payback**

- One-Time Cost: \$314,188K
- Net Implementation Cost: \$242,645K
- Annual Recurring Savings: \$37,432K
- Pay Back Period: 10 Years
- NPV Savings: \$124,793K

**Impacts**

- Criteria 6 –
  - Newton MA: -2,548 jobs (1,522 direct, 1,026 indirect jobs); -0.24%
  - Washington DC: -148 jobs (85 direct, 63 indirect jobs); <0.01%
- Criteria 7 – No issues
- Criteria 8 – No impediments

**Transforming Through Base Realignment and Closure**

- ✓ 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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# Air Force Candidate Recommendations



# Candidate #USAF-0056 / S137.1

## Realign Eielson AFB, Fairbanks, AK

**Candidate Recommendation:** Realign Eielson AFB. The 354th Wing is inactivated and its assigned A-10 aircraft distributed to the 917th Wing (AFRC), Barksdale AFB, Louisiana (3 PAA); 347th Wing, Moody AFB, Georgia (12 PAA); and to BAI (3 PAA). Its F-16 Block 40 aircraft are distributed to the 57th Wing, Nellis AFB, NV (18 PAA). The ANG Tanker unit and rescue alert detachment remain.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation by increasing two ANG squadrons to effective size</li> <li>■ Increases efficiency of operations</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to bases with higher military value (for both F-16s and A-10s)</li> <li>■ Retains Cope Thunder</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$223M</li> <li>■ Net Implementation Cost: \$14M</li> <li>■ Annual Recurring Savings: \$122M</li> <li>■ Payback period: 3 yrs/2012</li> <li>■ NPV Savings: \$ 1,125M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 8: Total Job Change: - 4,803 (direct: - 2,872, Indirect: - 1,731) ROI – 8.4%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious).</li> </ul>

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



# Candidate #USAF-0105 / S907c1 Establish F-15 Avionics CIRF

**Candidate Recommendation:** Realign Langley AFB, Virginia. Realign base-level F-15 avionics intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) at Tyndall AFB for F-15 avionics.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Standardizes intermediate-level maintenance function across Air Force</li> <li>■ Increases maintenance productivity by consolidating and smoothing dispersed random work flows</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Consolidates F-15 avionics maintenance at Tyndall to improve warfighter support</li> </ul>										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>■ One Time Cost:</td> <td style="text-align: right;">\$2M</td> </tr> <tr> <td>■ Net Implementation Savings:</td> <td style="text-align: right;">\$2M</td> </tr> <tr> <td>■ Annual Recurring Savings:</td> <td style="text-align: right;">\$1M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">2 Years</td> </tr> <tr> <td>■ NPV Savings</td> <td style="text-align: right;">\$8M</td> </tr> </table>	■ One Time Cost:	\$2M	■ Net Implementation Savings:	\$2M	■ Annual Recurring Savings:	\$1M	■ Payback period:	2 Years	■ NPV Savings	\$8M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: -39 (direct -19, indirect -20) ROI: -0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$2M										
■ Net Implementation Savings:	\$2M										
■ Annual Recurring Savings:	\$1M										
■ Payback period:	2 Years										
■ NPV Savings	\$8M										

- |            |   |                           |                          |
|------------|---|---------------------------|--------------------------|
| ✓ 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-0106 / S908.2

## Establish F100 CIRF

**Candidate Recommendation:** Realign Tyndall AFB, Florida; Langley AFB, Virginia; and Jacksonville AFB, Florida. Realign base-level F100 engine intermediate maintenance from Langley AFB into a Centralized Intermediate Repair Facility (CIRF) for F100 engines at Seymour-Johnson AFB, North Carolina. Realign base-level F-100 Engine Intermediate maintenance from Tyndall AFB and Jacksonville AFB into a CIRF for F100 engines at NAS New Orleans ARB, Louisiana.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Standardizes intermediate-level maintenance function across Air Force</li> <li>■ Increases maintenance productivity by consolidating and smoothing dispersed random work flows</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Consolidates F100 engine maintenance at New Orleans and Seymour Johnson to improve warfighter support</li> <li>■ Improves reliability centered maintenance (RCM)</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$10M</li> <li>■ Net Implementation Cost: \$ 5M</li> <li>■ Annual Recurring Savings: \$ 1M</li> <li>■ Payback period: 12 ys/2019</li> <li>■ NPV Savings: \$ 4M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: (See scenario summary chart)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# Next Steps

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**DRAFT**

- Next IEC meeting 28 Mar 05
- Next ISG meeting 1 Apr 05
- Completion of Candidate Recommendations



# Scenarios Registered (Scenarios as of 11 Mar 05)

	Total	Not Ready	Indep	Enabling	Conflict	Deleted
Army	224	0	110	0	54	60
Navy	197	0	77	1	5	114
Air Force	127	2	59	0	1	65
Ed & Training	63	0	32	1	17	13
H&SA	141	0	93	4	17	27
Industrial	126	0	73	34	0	19
Intel	13	0	6	0	4	3
Medical	57	0	50	4	0	3
Supply & Storage	51	1	10	3	0	37
Technical	57	0	18	0	0	39
<b>Total</b>	<b>1056</b>	<b>3</b>	<b>528</b>	<b>47</b>	<b>98</b>	<b>380</b>