

# Education and Training Joint Cross-Service Group

## *Summary of Selection Process*

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### **Introduction**

The Principal Deputy Under Secretary of Defense (Personnel & Readiness) chaired the Education and Training Joint Cross-Service Group (E&T JCSG). The E&T JCSG principals included senior members from each Military Department (MILDEP), the Office of the Secretary of Defense (OSD), and the Joint Staff. The E&T JCSG was chartered to review DoD common business-oriented education and training functions, which included flight training, professional development education, specialized skill training, and range activities.

### **E&T JCSG Responsibilities and Strategy**

The E&T JCSG was responsible for comprehensive analyses of assigned functions, an evaluation of alternatives, and the development and documentation of realignment and closure recommendations for submission to the Secretary of Defense. In developing its analytical process, the JCSG established internal policies and procedures consistent with DoD policy memoranda, the force structure plan and installation inventory; BRAC selection criteria; and the requirements of Public Law 101-510, as amended. To facilitate the group's efforts, categories of functions to be evaluated were developed, and the JCSG was organized into subgroups corresponding to these functions. A flag officer or civilian equivalent chaired each subgroup. Each Service and OSD appointed members to each subgroup. This structure provided an effective framework to evaluate the potential of cross-service, joint, and transformational opportunities to improve DoD's education and training programs.

The basic premise of the E&T JCSG was to ensure availability of world-class training to enhance readiness. The overarching strategies of the E&T JCSG included advancing joint and Total Force capabilities; eliminating redundancy, duplication, and excess capacity; achieving synergies; reducing costs by increasing effectiveness, efficiency, and interoperability; and exploiting best business practices. Operational strategies were then developed for evaluating functions performed by each subgroup. The subgroups, functions, and strategies are as follows:

- **Flight Training**
  - Functions
    - Undergraduate fixed wing pilot training
    - Undergraduate rotary wing pilot training
    - Navigator/Naval Flight Officer

- Joint Strike Fighter initial training site, and
- Unmanned Aerial Vehicle operators.
- Operational Strategy
  - Move toward fewer, more joint bases
  - Position DOD to conduct similar UFT across services with common aircraft
  - Enhance jointness while preserving Service-unique training and culture.
- **Professional Development Education**
  - Functions
    - Professional Military Education,
    - Joint Professional Military Education,
    - Other full-time education programs, and
    - Leader development.
  - Operational Strategy
    - Transfer appropriate functions to the private sector,
    - Create Joint Center of Excellence for common educational functions, and
    - Balance joint and Service competencies within the professional military education spectrum.
- **Ranges**
  - Functions
    - Unit, interoperable, and joint ranges,
    - Training support enablers for training ranges,
    - Test and Evaluation ranges, and
    - Simulation Centers.
  - Operational Strategy
    - Establish cross-functional/Service regional range complexes,
    - Preserve irreplaceable, one-of-a-kind facilities, and
    - Create new range capabilities for emerging joint needs.

- **Specialized Skill Training**

- Functions
  - Initial skill training,
  - Skill progression training, and
  - Functional training.
- Operational Strategy
  - Create Centers of Excellence for common training functions,
  - Rely on private sector for appropriate technical training, and
  - Preserve opportunities for continuing Service acculturation.

## **The E&T JCSG Analytical Process**

The JCSG performed a detailed analysis of existing education and training capacity using certified data and developed recommendations that best satisfied current and future DoD requirements. The JCSG used military value as the primary consideration, while balancing other selection criteria and the future force structure to evaluate and document realignment and closure recommendations. Each subgroup calculated capacity for each function and sub-function using defined attributes and metrics. Questions, formulas, and filters were developed and tested for validity, adequacy, and quality. The Military Departments/Agencies issued controlled data calls, in question format, to their installations and the installations provided certified answers back to the JCSG via the Military Departments/Agencies. Each E&T subgroup analyzed the capacity at the installations, which included a review of potential surge requirements. Responses identified locations where the functions were performed which defined the full scope for each function. Subgroups assessed military value for each function using targeted installation lists. Military value data call questions allowed a value assessment of a facility's capability to perform specific functions based upon BRAC selection criteria 1-4. These criteria deal directly with a facility's mission capability, condition, potential for future contingencies, and cost of operation. The process allowed the subgroup to calculate the military value of facilities performing similar education and training functions. The results arrayed facilities performing similar functions in terms of military value. At each step, the DoD Inspector General (DoD IG) independently validated the data's adequacy and quality. Each subgroup identified strategy-based, data-supported realignment or closure scenarios. After scenarios were developed, the E&T JCSG applied criteria 5-8, using DoD BRAC standard procedures and/or models.

The E&T JCSG subgroups generated 295 ideas, which were refined into 164 proposals. The group narrowed the 164 proposals to 64 declared scenarios using a deliberative process. After detailed analysis, the E&T JCSG forwarded 17 fully developed candidate recommendations for consideration. The Infrastructure Steering Group (ISG) disapproved two candidate

recommendations, and the Infrastructure Executive Council (IEC) disapproved two. During JCSG and MILDEP integration of candidate recommendations, four E&T candidate recommendations were rolled into Military Department recommendations resulting in nine E&T JCSG recommendations.

The recommendations approved by the Secretary of Defense follow:

## ***Recommendations and Justifications***

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### **Aviation Logistics School**

**Recommendation:** Realign Fort Eustis by relocating the Aviation Logistics School and consolidating it with the Aviation Center and School at Fort Rucker.

**Justification:** This recommendation consolidates Aviation training and doctrine development at a single location. Consolidating Aviation Logistics training with the Aviation Center and School fosters consistency, standardization and training proficiency. It consolidates both Aviation skill level I producing courses at one location, which allows the Army to reduce the total number of Military Occupational Skills (MOS) training locations (lessening the TRADOC footprint). Additionally, it enhances military value, supports the Army's force structure plan, and maintains sufficient surge capability to address future unforeseen requirements. It improves training capabilities while eliminating excess capacity at institutional training installations. This provides the same or better level of service at a reduced cost. This recommendation supports Army Transformation by collocating institutional training, MTOE units, RDT&E organizations and other TDA units in large numbers on single installations to support force stabilization and engage training.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$492.3M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$348.1M. Annual recurring savings to the Department after implementation are \$42.9M with a payback expected in 13 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$77.4M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5,000 jobs (2,410 direct jobs and 2,590 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA, metropolitan statistical area, which is 0.5 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered.

**Community Infrastructure Assessment:** A review of community attributes revealed no significant issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included

in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Combat Service Support Center**

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

**Justification:** This recommendation consolidates Combat Service Support (CSS) training and doctrine development at a single installation, which promotes training effectiveness and functional efficiencies. The moves advance the Maneuver Support Center (MANSCEN) model, currently in place at Fort Leonard Wood, MO, which consolidates the Military Police, Engineer, and Chemical Centers and Schools. This recommendation improves the MANSCEN concept by consolidating functionally related Branch Centers & Schools. It enhances military value, supports the Army's force structure plan, and maintains sufficient surge capability to address future unforeseen requirements. It improves training capabilities while eliminating excess capacity at institutional training installations. This provides the same or better level of service at a reduced cost. This recommendation supports Army Transformation by collocating institutional training, MTOE units, RDT&E organizations, and other TDA units in large numbers on single installations to support force stabilization and engage training.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$754.0M. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$352.4M. Annual recurring savings to the Department after implementation are \$131.8M with a payback expected in 6 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$934.2M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,516 jobs (1,709 direct jobs and 1,807 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport New, VA-NC, metropolitan economic area, which is 0.4 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 7,386 jobs (4,200 direct jobs and 3,186 indirect jobs) over the 2006-2011 period in the Baltimore-Towson, MD, metropolitan economic area, which is 0.5 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,120 jobs (1,443 direct jobs and 677 indirect jobs) over the 2006-2011 period in the Huntsville, AL, metropolitan economic area, which is 0.9 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered.

**Community Infrastructure Assessment:** A review of community attributes revealed no significant issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation may impact air quality at Fort Lee. However, noise caused by Ordnance School operations may result in significant impacts at Fort Lee. A noise analysis and mitigation may be required. This recommendation will have some impact on water resources at Fort Lee due to the increased demand from incoming personnel. This recommendation may require upgrade of wastewater treatment plan. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; threatened and endangered species or critical habitat; or wetlands. The recommendation will require spending approximately \$1.2M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Joint Center for Consolidated Transportation Management Training**

**Recommendation:** Realign Lackland Air Force Base, TX, by relocating the Transportation Management training to Fort Lee, VA.

**Justification:** Eliminates redundancy. “Train as we fight; jointly.” Consolidates like schools while preserving service unique culture. Although Lackland Air Force Base, TX, has a higher military value than Fort Lee, VA, it is the military judgment of the JCSG that consolidation at the location with the largest amount of transportation training produces the greatest overall Military Value to the Department. Uses Inter-service Training Review Organization (ITRO) as the baseline.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.5M. The net of all costs and savings to the Department during the implementation period is a cost of \$5.8M. Annual recurring savings to the Department after implementation is \$1.3M with a payback expected in one year. The net present value of the costs and Department savings over 20 years is a savings of \$18.0M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 260 jobs (155 direct jobs and 105 indirect jobs) over 2006-2011 in the San Antonio, TX, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered.

**Community Infrastructure Assessment:** Review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation requires spending approximately \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Joint Center of Excellence for Culinary Training**

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

**Justification:** Consolidates Culinary Training at the installation with the largest Service requirement. Eliminates redundancy and costs. Trains the Services culinary training under Inter-service Training Review Organization (ITRO). It is the military judgment of the JCSG that consolidation at the location with the largest amount of culinary training produces the greatest overall military value to the Department, through increased training efficiency at a lower cost.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$5.0. The net of all costs and savings to the Department during the implementation period is a cost of \$2.9M. Annual recurring savings to the Department after implementation is \$1.4M with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$16.1M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 471 jobs (291 direct jobs and 180 indirect jobs) over 2006-2011 in the San Antonio, TX, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on these economic regions of influence was considered.

**Community Infrastructure Assessment:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. The recommendation will require spending \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Joint Center of Excellence for Religious Training & Education**

**Recommendation:** Realign Maxwell Air Force Base, AL; Naval Air Station Meridian, MS; and Naval Station Newport, RI, by relocating religious training and education to Fort Jackson, SC, establishing a Joint Center of Excellence for religious training and education.

**Justification:** Consolidation at Fort Jackson, SC, creates a synergistic benefit by having each Services' officer and enlisted programs conducted in close proximity to operational forces. Realized savings result from consolidation and alignment of similar officer and enlisted educational activities and the merging of common support functions. This recommendation supports the following DoD transformational options: 1) establish center of excellence for joint education and training by combining like schools; and 2) establish joint officer and enlisted specialized skills training.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$1.0M. The net of all costs and savings to the Department during the implementation period is a savings \$4.0M. Annual recurring savings to the Department after implementation is \$0.8M, with a payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of \$11.9M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 88 jobs (39 direct jobs and 49 indirect jobs) over the 2006-2011 period in the Providence-New Bedford-Fall River, RI, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 32 jobs (17 direct jobs and 15 indirect jobs) over the 2006-2011 period in the Meridian, MS, 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 37 jobs (22 direct jobs and 15 indirect jobs) over the 2006-2011 period in the Montgomery, AL, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered.

**Community Infrastructure Assessment:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation will have a minimal impact on air quality at Fort Jackson. This recommendation has no impact on cultural, archaeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.3M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Joint Strike Fighter Initial Joint Training Site**

**Recommendation:** Realign Luke Air Force Base, AZ, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots and operations support personnel to stand up the Air Force's portion of the Joint Strike Fighter (JSF) Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Marine Corps Air Station Miramar, CA, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots and operations support personnel to stand up the Marine Corps' portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Naval Air Station Oceana, VA, by relocating to Eglin Air Force Base, FL, a sufficient number of instructor pilots, operations, and maintenance support personnel to stand up the Navy's portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Sheppard Air Force Base, TX, by relocating to Eglin Air Force Base, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force's portion of the JSF Initial Joint Training Site, hereby established at Eglin Air Force Base, FL. Realign Naval Air Station Pensacola, FL, by relocating to Eglin Air Force Base, FL, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Department of the Navy's portion of the JSF Initial Joint Training Site hereby established at Eglin Air Force Base, FL.

**Justification:** This recommendation establishes Eglin Air Force Base, FL as an Initial Joint Training Site that teaches entry-level aviators and maintenance technicians how to safely operate and maintain the new Joint Strike Fighter (JSF) (F-35) aircraft. The Department is scheduled to take delivery of the F-35 beginning in 2008. This joint basing arrangement will allow the Inter-service Training Review Organization (ITRO) process to establish a DoD baseline program in a consolidated/joint school with curricula that permit services latitude to preserve service-unique culture and a faculty and staff that brings a “Train as we fight; jointly” national perspective to the learning process.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$199.1M. The net of all costs and savings to the Department during the implementation period is a cost of \$209.6M. Annual recurring costs to the Department after implementation are \$3.3M with no payback expected. The net present value of the costs and savings to the Department over 20 years is a cost of \$226.3M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 888 jobs (392 direct jobs and 496 indirect jobs) over 2008-2011 in the Pensacola-Ferry, Pass-Brent, FL, Metropolitan Statistical Area, which is 0.4 percent of economic area employment. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 85 jobs (48 direct jobs and 37 indirect jobs) over 2006-2011 in the Phoenix-Mesa-Scottsdale, AZ, 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 82 jobs (43 direct jobs and 39 indirect jobs) over 2006-2011 in the San Diego-Carlsbad-San Marcos, CA, 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 69 jobs (33 direct jobs and 36 indirect jobs) over 2006-2011 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 487 jobs (295 direct jobs and 192 indirect jobs) over 2006-2011 in the Wichita Falls, TX, Metropolitan Statistical Area, which is 0.5 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered.

**Community Infrastructure Assessment:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation may require a significant air permit revision for Eglin Air Force Base. Additional operations at Eglin Air Force Base could impact cultural, archeological, or historic sites, which would then impact operations. DoD will need to re-evaluate Eglin Air Force Base noise contours as a result of the change in mission. This recommendation will require Endangered Species Act Consultation for all T&E species at Eglin. This recommendation may require modifying the hazardous waste program and on-installation water treatment works permits. Additional operations may impact wetlands at Eglin. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; or water resources. This recommendation will require approximately \$1.0M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Net Fires Center**

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

**Justification:** This recommendation consolidates Net Fires training and doctrine development at a single location. The moves advance the Maneuver Support Center (MANSCEN) model, currently in place at Ft. Leonard Wood, which consolidated the Military Police, Engineer, and Chemical Centers and Schools. This recommendation improves the MANSCEN concept by consolidating functionally related Branch Centers & Schools, which fosters consistency, standardization, and training proficiency. It also facilitates task force stabilization, by combining operational forces with institutional training. In addition, it consolidates both ADA and Field Artillery skill level I courses at one location, which allows the Army to reduce the total number of Military Occupational Skills training locations (reducing the TRADOC footprint). Additionally, it enhances military value, supports the Army's force structure plan, and maintains sufficient surge capability to address future unforeseen requirements. It improves training capabilities while eliminating excess capacity at institutional training installations. This provides the same or better level of service at a reduced cost. This recommendation supports Army Transformation by collocating institutional training, Modification Table of organization and Equipment (MTOE) units, Research, Development, Test and Evaluation (RDT&E) organizations and other TDA units in large numbers on single installations to support force stabilization and engage training.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$247.0M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$93.0M. Annual recurring savings to the Department after implementation are \$42.6M with a payback expected in 6 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$319.1M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6,020 jobs (3,369 direct jobs and 2,651 indirect jobs) over the 2006-2011 period in the El Paso, TX, metropolitan economic area, which is 1.9 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered.

**Community Infrastructure Assessment:** A review of community attributes revealed no significant issues regarding the ability of the infrastructure of the community to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** Development of a Programmatic Agreement will be necessary at Fort Sill to formalize mitigation measures and restrictions and evaluations to determine significance of cultural and historical resources. Tribal/government-to-government consultations may be required. A Noise Analysis and continuous monitoring efforts will likely be required at Fort Sill. Additional operations at Fort Sill may impact the Black-capped Vireo, possibly leading to restrictions on operations. Significant mitigation measures to limit releases may be required at Fort Sill to reduce impacts to water quality and achieve US EPA Water Quality Standards. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; waste management; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance costs. 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. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Prime Power to Fort Leonard Wood, MO**

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

**Justification:** The United States Army Prime Power School courses taught at Fort Belvoir, VA, are Engineer Branch courses. The United States Army Engineer Center at Fort Leonard Wood, MO, serves as the Service engineer proponent. The common-core phase of engineer courses are already taught at Fort Leonard Wood, MO. This realignment consolidates engineer courses at Fort Leonard Wood, MO. Consolidate like schools while preserving service unique culture. The United States Army Engineer School trains other services under Inter-service Training Review Organization (ITRO).

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$5.9M. The net of all costs and savings to the Department during the implementation period is a cost of \$3.8M. Annual recurring savings to the Department after implementation is \$0.5M with a payback expected in 16 years. The net present value of the costs and Department savings over 20 years is a savings of \$0.9M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 170 jobs (102 direct jobs and 68 indirect jobs) over 2006-2011 in the Washington-Arlington-Alexandria, DC-VA-MD-WV, Metropolitan Division, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered.

**Community Infrastructure Assessment:** Review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archeological, tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require no spending for environmental compliance activities. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Undergraduate Pilot and Navigator Training**

**Recommendation:** Realign Moody Air Force Base, GA, as follows: relocate the Primary Phase of Fixed-wing Pilot Training to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Pilots to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Randolph Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; relocate Introduction to Fighter Fundamentals Training for Weapons Systems Officers to Columbus Air Force Base, MS, Laughlin Air Force Base, TX, Sheppard Air Force Base, TX, and Vance Air Force Base, OK; and relocate Introduction to Fighter Fundamentals Training for Instructor Pilots to Randolph Air Force Base, TX.

Realign Randolph Air Force Base, TX, by relocating Undergraduate Navigator Training to Naval Air Station, Pensacola, FL.

**Justification:** This recommendation will realign and consolidate USAF's primary phase of undergraduate flight training functions to reduce excess/unused basing capacity to eliminate redundancy, enhance jointness for UNT/Naval Flight Officer (NFO) training, reduce excess capacity, and improve military value.

The basing arrangement that flows from this recommendation will allow the Inter-service Training Review Organization (ITRO) process to establish a DoD baseline program in UNT/NFO with curricula that permit services latitude to preserve service-unique culture and a

faculty and staff that brings a “Train as we fight; jointly” national perspective to the learning process.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$71.7M. The net of all costs and savings to the Department during the implementation period is a cost of \$1.6M. Annual recurring savings to the Department after implementation are \$18.3M with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$174.2M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,079 jobs (571 direct jobs and 508 indirect jobs) over 2006-2011 in the San Antonio, TX, Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,170 jobs (702 direct jobs and 468 indirect jobs) over 2006-2011 in the Valdosta, GA, Metropolitan Statistical Area, which is 1.3 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered.

**Community Infrastructure Assessment:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation may require significant air permit revisions for Columbus, Laughlin, Vance, and Sheppard Air Force Bases. This recommendation may impact cultural, archeological, or historical resources at Columbus, Sheppard, and Laughlin Air Force Bases. DoD will need to re-evaluate noise contours for Columbus, Laughlin, Vance, Sheppard, and Pensacola. Additional operations at Sheppard may impact threatened and endangered species and/or critical habitat. May need to modify the hazardous waste program for Columbus, Laughlin, Vance, and Sheppard Air Force Bases. Additional operations at Columbus, Laughlin, Vance, and Sheppard Air Force Bases may impact wetlands, which may restrict operations. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; or water resources. This recommendation will require spending approximately \$2.3M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

