DEC 2 8 2007

The Honorable Carl Levin
Chairman, Committee on Armed Services
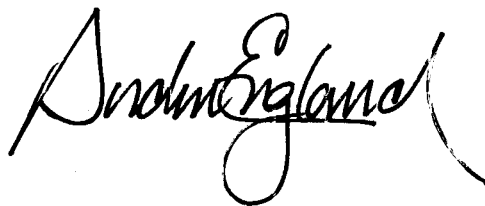United States Senate
Washington, DC 20510

Dear Mr. Chairman:

The enclosed report addresses language contained in the Base Realignment and Closure (BRAC) 2005 Recommendation #5 to close Fort Monmouth, New Jersey. The report shows that movement of organizations, functions, or activities from Fort Monmouth to Aberdeen Proving Ground, Maryland, will be accomplished without disruption of support to the Global War on Terrorism (GWOT) or other critical contingency operations, that safeguards exist to ensure that necessary redundant capabilities are put in place to mitigate potential degradation of such support, and to ensure maximum retention of critical workforce.

The Army's move of the Communications Electronics Command (CECOM) to Aberdeen Proving Ground (a property of higher military value) greatly enhances operational support to the GWOT and other contingency operations by creating a combined Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) technical and research facility with direct and valuable links to the Aberdeen Proving Ground test communities and ranges.

This report addresses the substantial role of Army support to the GWOT and other critical contingency operations. In planning for and implementing the BRAC recommendation to close Fort Monmouth, the Army diligently analyzed the human resources, facilities, information technology, and relocation phasing required to continue supporting the GWOT and other critical contingency operations. The Army defined the risks, developed strategies to mitigate those risks, and identified imperatives necessary to resource those strategies. CECOM and the Department of the Army will develop the specifics of each mitigation strategy in the areas of human resources, facilities, information technology, and relocation phasing during execution. With the continued

and proactive support and resources from the Department of Defense and Congress, we will successfully execute the relocation from Fort Monmouth to Aberdeen Proving Ground by September 15, 2011.

Enclosure:
As stated

cc:
The Honorable John McCain
Ranking Member

DEC 2 8 2007

The Honorable Ike Skelton
Chairman, Committee on Armed Services
U. S. House of Representatives
Washington, DC 20515

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Enclosure:
As stated

cc:
The Honorable Duncan Hunter
Ranking Member

DEC 2 8 2007

The Honorable Robert C. Byrd
Chairman, Committee on Appropriations
United States Senate
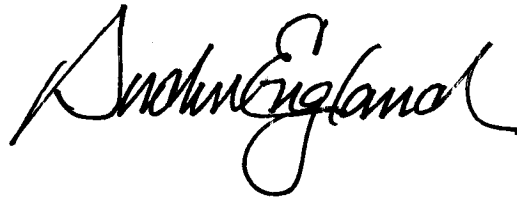Washington, DC 20510

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Enclosure:
As stated

cc:
The Honorable Thad Cochran
Ranking Member

DEC 2 8 2007

The Honorable David R. Obey
Chairman, Committee on Appropriations
U. S. House of Representatives
Washington, DC 20515

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Enclosure:
As stated

cc:
The Honorable Jerry Lewis
Ranking Member

DEC 2 8 2007

The Honorable Tim Johnson
Chairman
Subcommittee on Military Construction,
   Veterans Affairs, and Related Agencies
Committee on Appropriations
United States Senate
Washington, DC 20510

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Enclosure:
As stated

cc:
The Honorable Kay Bailey Hutchison
Ranking Member

DEC 2 8 2007

The Honorable Chet Edwards
Chairman
Subcommittee on Military Construction,
   Veterans Affairs, and Related Agencies
Committee on Appropriations
U. S. House of Representatives
Washington, DC 20515

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Enclosure:
As stated

cc:
The Honorable Roger Wicker
Ranking Member

Report to Congress

2005 Defense Base Closure and Realignment Commission Report

Fort Monmouth, New Jersey Recommendation # 5

December 2007

This report responds to the 2005 Defense Base Closure and Realignment Commission Report, Volume One, page 12, that Secretary of Defense shall submit a report to the Congressional Committees of Jurisdiction that movement of organizations, functions, or activities from Fort Monmouth to Aberdeen Proving Ground will be accomplished without disruption of their support to the Global War on Terrorism or other critical contingency operations and that safeguards exist to ensure that necessary redundant capabilities are put in place to mitigate potential degradation of such support, and to ensure maximum retention of critical workforce.

Section I – Introduction

This report addresses language contained in the Base Realignment and Closure (BRAC) 2005 recommendation to close Fort Monmouth, New Jersey. The BRAC recommendation states: "The Secretary of Defense shall submit a report to the Congressional Committees of Jurisdiction that movement of organizations, functions, or activities from Fort Monmouth to Aberdeen Proving Ground (APG) will be accomplished without disruption of their support to the Global War on Terrorism (GWOT) or other critical contingency operations and that safeguards exist to ensure that necessary redundant capabilities are put in place to mitigate potential degradation of such support, and to ensure maximum retention of critical workforce."

This document lists the essential missions performed by CECOM Life Cycle Management Command (LCMC) as well as the Communications-Electronics Research and Development Center and the Program Executive Office for Enterprise Information Systems in support of the GWOT and critical contingency operations, specifically Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) and it addresses the strategies focused on preventing their disruption. It identifies the risk areas in human resources, facilities, information technology and phased relocation that must be addressed to reconstitute the life cycle Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR) mission at APG, including the overarching strategies to mitigate risk in relocating the C4ISR mission from Fort Monmouth to APG.

To preclude disruption to GWOT or critical contingency operations, CECOM LCMC must continue to provide full life cycle support for command and control systems, communications systems, computer systems, intelligence systems, surveillance systems and reconnaissance systems that provide Warfighters with essential operational capabilities. This support includes research, development, program management, system acquisition, readiness and sustainment for these systems. The following are the essential C4ISR capabilities in order of their criticality to GWOT and contingency operations that must be sustained prior, during and after the relocation: Force Protection, Battle Awareness, Battle Command, Maneuver Support and Maneuver Sustainment. Each of these areas is covered in detail as to relocation strategy, risk, and risk mitigation planning. With continued and proactive support from DA, DoD, and Congress to resource the imperatives and strategies specifically identified throughout this report, CECOM LCMC can successfully execute the extremely complicated and highly technical relocation of CECOM LCMC to APG by September 15, 2011.

Section II - Critical Risk Areas

Overarching and specific mitigation strategies were developed that address each of these high risk areas; these are identified in Sections III and IV of this report.

A. **Human Resources (HR)**. Ensuring the critical workforce is available to perform the C4ISR mission up to, during, and after the relocation to APG is the least predictable, however, most pivotal factor in the successful execution of the move without disruption to GWOT and contingency operations. Historically, the number of BRAC impacted employees that transfer with their jobs to new locations is normally very low. This coupled with the fact that by 2010, 68% of the CECOM

LCMC workforce will be eligible for either optional or early retirement, causes us to believe that a large majority of our current workforce will not relocate to APG. This retirement eligible population, in large part, represents the most experienced, knowledgeable and skilled members of the workforce and having a trained and ready workforce to replace them will be a significant challenge. In addition to the retirement eligible workforce not expected to relocate to APG, many mid-level employees are expected to seek employment elsewhere prior to the move creating an even greater number of positions to be filled. Many of these positions are of a highly technical nature and in some cases take many years to build the level of expertise necessary to perform them. Critical skills loss is anticipated across Engineering and Scientific, Logistical, Acquisition and Business Specialists (Financial, Program Analysis, Human Resource and Legal). Bringing new hires into the workforce as early as possible and retention of key individuals necessary to train and mentor them is critical to ensuring a viable workforce is available at APG.

B. **Facilities**. Ensuring that the appropriate laboratory, administrative, specialized and secure space is available for occupancy in sufficient time to allow for an orderly, phased move, to include initial early phases, is critical to successful execution of the transition of the C4ISR mission to APG. In order to implement the move by 15 September 2011 without disruption to GWOT and contingency operations, current building schedules must be executed as planned. The current schedules project completion of construction and availability for occupancy in time for an orderly move into certified, equipped facilities, however, some areas of concern still exist. Military Construction (MILCON) funding must be provided early within the Fiscal Year that it is programmed. In the case of a delayed appropriation, the construction schedule will be maintained by shifting funds from available, existing BRAC funds.

C. **Information Technology** (IT). Extensive investment over time provided Fort Monmouth the singular IT infrastructure essential to execute the C4ISR mission. This infrastructure is not typical at most Department of Defense (DoD) installations, and is not available currently at Aberdeen Proving Ground (APG). These critical IT capabilities will be replicated at APG in order to support the unique requirements and IT services required by the CECOM Life Cycle Management Command. This also necessitates adequate staffing and funding of the APG Directorate for Information Management (DOIM) to fully support the Single DOIM construct. The ability to successfully migrate CECOM LCMC's 275 business applications and e-mail to an Army Processing Center (APC) or an Installation Processing Node (IPN) at APG is essential to CECOM LCMC mission support to the Warfighter. Advanced planning, early migrations for proof of principle, and migration of APG and CECOM LCMC to an APC prior to 2011 are essential to the success of not only Fort Monmouth, but all BRAC moves to APG.

D. **Relocation Phasing**. Movement of equipment and personnel from CECOM LCMC locations to APG will be planned and conducted in phased stages prior to 2010 to ensure stability of operations during the relocation. Large scale movement of sophisticated C4ISR engineering and support equipment requiring significant

technical breakdown, specialized transportation, re-assembly, certification and calibration in narrow temporal windows during 2010 and 2011 introduces significant risk in terms of actual availability of equipment and facilities that support GWOT and Contingency Operations. Therefore, facilities at APG or in the Aberdeen area, including a mix of permanent and relocatable facilities for a phased relocation are planned for occupancy between 2008 and 2010 to allow temporary, split-based operations at both Fort Monmouth and Aberdeen Proving Ground until the relocation is complete in 2011.

Section III – Overarching Strategies

A. **Human Resource (HR) Strategy.** Successful execution of the HR strategy rests largely on authority and funding: authority that provides latitude to attract, hire and retain a workforce, and funding for discretionary HR expenditures which will mitigate impact. The areas where authority or discretionary funding is required is explained in more detail in the following paragraphs.

1. **Recruitment Strategy.** Based on periodic workforce surveys, approximately 30% of the current workforce is estimated to move to Aberdeen Proving Ground (APG). Replacing all personnel who will not move requires an aggressive plan to hire up to 2500 employees in order to reach approved staffing levels by 2010/2011. CECOM LCMC predicts it will not be able to hire enough employees in the narrow 2010/2011 window when most of the losses (~1,000 employees) will occur. The following are the specifics of our recruitment strategy.

   a. CECOM LCMC will use increased and direct support to CECOM LCMC (Civilian Personnel Operations Center (CPOC)/ Civilian Personnel Advisory Center (CPAC) for the duration of the BRAC transition to support our level of recruitment.

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   b. CECOM LCMC is already recruiting to fill gaps. However, the availability of this pool is limited by the same factors described above. Additionally, attracting qualified talent is further exacerbated by the need to hire candidates at Fort Monmouth, and in a short period thereafter, relocate them to APG. Hence, CECOM LCMC intends to recruit candidates at APG as space is made available. Aberdeen has a large retired military population (@14,000) as does Dover AFB in Delaware. There are academic sources in Baltimore, Philadelphia and Newark Delaware who would be interested not only in consultant positions, but also in Intergovernmental Personnel Act (IPA) positions. These actions will not address all of the needs (approximately 2500 vacancies), and the inevitable lag in filling vacancies during the relocation period and after arrival at APG. However, available staff will be prioritized to support GWOT and contingency operations.

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c. To provide the time needed to develop subject matter experts (SMEs) and to transfer knowledge from senior personnel before they retire to new hires, CECOM LCMC must hire in anticipation of those retirements, rather than after the losses occur. This involves hiring new employees early and temporarily exceeding authorized staffing levels. Approval was granted to hire up to 150 employees above the approved staffing level for one CECOM LCMC organization, the Program Executive Office for Command, Control and Communications, Tactical (PEO C3T). CECOM LCMC assumes it will receive the authority and funding to hire employees above authorized levels in FY 08 and FY 09 for other command organizations. Additionally, CECOM LCMC initiated intensive training for our new hires in several of our critical skills to shorten the timeframe required to develop subject matter experts.

d. Since the BRAC announcement, CECOM LCMC has had limited success hiring mid or senior level talent at Fort Monmouth. Consequently, efforts were redirected to bringing on recent college graduates. CECOM LCMC requested and obtained a waiver to the Chief of Staff of the Army hiring restrictions on increasing the number of employees funded by Operations and Maintenance, Army (OMA). The waiver allows us to hire interns for OMA funded positions at Fort Monmouth. In FY06 and to date in FY07 CECOM LCMC hired 525 interns and students and increased targeting of colleges and universities in the Maryland/Delaware area for critical skills. Interns are offered temporary, low-cost housing on Fort Monmouth as a recruitment incentive. Recruitment bonuses and student loan repayment options are used, when appropriate and as funding permits. In addition, recruitment at APG will commence for all levels of the organization once space is identified.

2. **Direct Hire Authority.** CECOM LCMC assumes it will be provided temporary direct hire authority. This is critical to allow CECOM LCMC to execute the hiring strategy described above. The BRAC HR strategy is meaningless without the ability to execute successfully. Both the large number of employees CECOM LCMC needs to hire, interns as well as experienced employees with specialized skills, and the need to decrease the time from identification of a desired candidate to confirmation of a job offer, establish a critical hiring need and provide the rationale for seeking this authority up to and immediately after the BRAC relocation period. Also essential is relief from certain processes/rules (Federal Career Intern Program (FCIP), Administrative Careers with America (ACWA)) to expedite the intern hiring process and increase the likelihood of securing employees with the skills and abilities specific to the CECOM LCMC mission. CECOM LCMC will take advantage of existing Direct Hire Authority for Engineers and Scientists, and assumes it will receive similar

Direct Hire Authority for other critical skills/all levels through the Department to the Office of Personnel Management (OPM) when necessary. CECOM LCMC requests this authority for the extraordinary circumstances created by BRAC to assist in filling vacancies that occur in the future. The CECOM LCMC request will cover the period FY08-FY14.

3. **Security Clearances.** Virtually all CECOM LCMC positions, including those supporting GWOT and other contingency operations, require a Secret or Top Secret security clearance. In view of the large amount of hiring, CECOM LCMC will look to two initiatives to resolve this issue: (1) OPM pilot with Army Central Security Clearance Facility to reduce processing and delivery time to less than one month; and (2) DoD, Office of Management and Budget (OMB) and Director of National Intelligence implementation of a defined industry solution. If insufficient to handle the large volume which will be required, CECOM LCMC expects to obtain authority for special case handling through DA to OPM/OMB.

4. **Phased Relocation Strategy**. Advance parties are critical to our testing and execution of the future hiring process at APG. To help sustain and reconstitute capability at APG, CECOM LCMC developed a phased relocation strategy. CECOM LCMC started executing this strategy in FY07 with the transfer of 32 personnel spaces to APG. CECOM LCMC plans to continue to move mid to senior-level volunteers from Fort Monmouth to APG during the years FY08-10, and to hire new employees to work at APG before BRAC facilities are complete. The experienced volunteers will supervise the entry-level new hires. A significant number of personnel are targeted for early phased relocation, of which roughly half would be entry-level, new hires at APG. Hiring people to work at APG immediately, rather than starting at and moving from Fort Monmouth is expected to increase retention and reduce costs, both PCS and locality pay. Planning efforts included identification of critical skills for the early phased relocation workforce and estimation of the associated bill for early PCS costs, annual leave, furniture, IT and most importantly, facilities. We assume early provision of BRAC funds (e.g., for Permanent Change of Station) in the year the funds are necessary.

5. **Personnel Incentives.** Use of other tools, such as recruitment bonuses and retention and relocation allowances depend on availability of funds. Estimated costs for these incentives have been calculated and submitted in the budget process for funding by DA. CECOM LCMC expects to use the full range of flexibility as described in OPM regulation. CECOM LCMC projects use of these incentives as follows:

   a. Retention Incentives. To preclude the loss of expertise, the HR plan includes offering retention incentives to select employees with critical skills. This will encourage employees to remain part of CECOM LCMC

longer than they might otherwise, so they would be available to transition their expertise to newer members of the workforce. CECOM LCMC projected the use of retention incentives for a small percentage of the workforce.

b. Recruitment Incentives. The HR Strategy includes offering recruitment incentives to new hires to attract candidates with specialized skills and to improve our success in hiring experienced employees. CECOM LCMC projects using recruitment incentives for a significant number of new hires and will target the most critical skills.

c. Relocation Incentives - The HR Strategy includes offering relocation incentives to employees with critical skills to increase the number to relocate. CECOM LCMC projects using relocation incentives to approximately 10% of the workforce in the FY 10/11 timeframe.

6. **Reemployed Annuitants.** Subject to obtaining any necessary waiver of DoD policy, CECOM LCMC will use reemployed annuitants at APG to the maximum extent possible in order to retain critical experienced employees with specialized skills to support GWOT and other critical contingencies and to train/mentor new hires. The use of reemployed annuitants, minimal at this point, will increase significantly in the 2010/2011 timeframe as CECOM LCMC transitions to APG. Our analysis also indicates that reemploying annuitants is more cost effective than contractor support and shortens the maturation time in critical skills areas.

7. **Work Schedules.** Expanded use of telecommuting and compressed/alternate work schedules will be utilized as part of our HR transition bridging strategy to retain a select number of experienced employees with specialized skills. Recent workforce survey results indicate many employees would be interested in short-term telecommuting (1-2 years) to assist in the transition of the mission to APG. This would be especially useful to retain experienced personnel, especially those who are within a few years of retirement.

8. **Spouse Employment Assistance.** CECOM LCMC is assisting spouses who are currently interested in working for CECOM LCMC by providing information on the hiring process. A Job Exchange Program is in place to ensure that families where both spouses are affected by BRAC are offered jobs at the same new location. This program will also be used for employees in non-BRAC organizations who would like to move with CECOM LCMC to APG.

9. **Workforce Communications.** Extensive information sharing is ongoing, to include Town Hall meetings, relocation fairs, relocation kiosks, a BRAC website with a Q&A link, specific briefings on various BRAC related topics, e.g., PCS, Defense National Relocation Program (DNRP), and presentations

by Maryland Officials, including the Lt. Governor and his staff, and both Maryland and Delaware county officials, all aimed at motivating CECOM LCMC employees to relocate with the mission to APG.

B. **Facility Strategy.** The relocation of CECOM LCMC to APG requires a mix of new and renovated facilities. Extensive planning, coordination, and requirements validation have taken place to ensure that CECOM LCMC will have the laboratory and support facilities at APG to accomplish its mission. Slippage in sequencing or construction and the impact on support to GWOT or Contingency Operations is addressed as risk and mitigation strategies in section V of this report. The success of the facility strategy is predicated on the following:

1. The military construction (MILCON) projects at APG are programmed and funded at required amounts in FY2007 through FY 2010 to ensure success. Design efforts have created a high tech campus to meet our mission requirements. The construction schedule and sequencing have been closely coordinated with the Corps of Engineers to ensure the delivery of facilities, constructed as planned, and completed in time to allow an orderly move into certified, equipped laboratory and administrative facilities. The sequence was synchronized with multiple organizations to ensure the coordinated installation and integration of critical information technology capabilities and facilities construction. This schedule currently plans for the completion and turn over of all new construction by the end of November 2010 and the completion of reuse facility renovation by the end of February 2011. These dates will allow for an organized relocation to APG.

2. Planning for the timely relocation of the US Army Ordnance Center and School activities from the C4ISR campus area to permit scheduled construction to proceed unimpeded is now ongoing.

3. A significant CECOM LCMC early phased relocation at APG is planned and essential to both maintaining human capital to execute our mission and moving complex laboratory equipment. Given the shortage of available existing space at APG, CECOM LCMC investigated the feasibility of utilizing relocatable facilities to accommodate the working space for the advanced presence. CECOM LCMC developed an order of magnitude estimate for funding relocatable facilities and coordinated with APG Garrison Staff for a location to emplace these facilities. Multiple year lease of these facilities will be considered as necessary.

4. Required funding for the delivery and installation of critical mission and administrative equipment and systems was identified and programmed into our BRAC budget.

C. **Information Technology Strategy (IT).** Extensive IT planning has occurred to ensure adequate IT support is available before, during and after the CECOM

LCMC mission relocates to APG. That planning included the identification of unique IT requirements and strategies to support a seamless transition of the C4ISR mission and personnel to APG. These requirements necessitate the adoption of specialized courses of action, implementation of highly technical infrastructures, and stability of funding, without which, transition and reconstitution to a C4ISR Center of Excellence is at risk.

1. **IT Support Plan**. With the 2005 BRAC decision, CECOM LCMC developed an overall Fort Monmouth Information Technology Action Plan (ITAP) to identify IT operational requirements before, during and after transition. This plan includes identification of all C-E LCMC business and lab computer assets and migration strategies, transportation strategies, secure communications replacement requirements, voice and data transmission requirements, as well as applications migration requirements and strategies. The Fort Monmouth ITAP is the foundation for the operational, technical and fiscal solutions for BRAC transition from an IT support perspective.

2. **IT Infrastructure Upgrade to APG.**   The Project Manager for Defense Communications and Army Switched Systems will upgrade APG and the Edgewood area data and voice outside infrastructure with Installation Information Infrastructure Modernization Program (I3MP) (non BRAC) funds. In an integrated effort, the Army Corps of Engineers (ACE) will install the C4ISR data and voice outside infrastructure with APG BRAC project 58535 to state-of the-art standards. "In the wall" administrative and laboratory IT are separately funded in each military construction project. These projects are presently funded, and must remain so, to enable business, laboratory and mission reconstitution.

3. **Transition of Mission Support Applications**. CECOM LCMC web enabled most of its mission critical applications to permit hosting at virtually any location while supporting split based or telework concepts of operation during transition. CECOM LCMC is planning to pre-position its computer applications supporting business processes to an Army Processing Center prior to 2010. This migration will ensure a smooth transition and eliminate down-time. APC testing will begin in January 2008. In the event the Army's centralized Army Processing Center concept is not matured sufficiently by the end of 2008, CECOM LCMC will plan to move its applications to a Local Processing Node (LPN) on APG or another enterprise computing capability.

4. **Spectrum Analysis**. CECOM LCMC needed to ensure its use of the electromagnetic spectrum would not conflict with or impact surrounding public environments, including air corridors or interfere with existing APG spectrum. A series of studies, completed in July 2007 validated the locations of the CECOM LCMC campus on APG and confirmed the adequacy of spectrum management controls in place. These studies included the broad, diverse, and complex collection of emitters across the electromagnetic

spectrum in terms of type, frequency (RF), propagation pattern, and function that CECOM LCMC uses. Additionally, CECOM LCMC needed to assess the sonic and ground concussive effects of APG munitions tests and heavy ground vehicle test activities on sensitive CECOM LCMC equipments such as satellite antenna dishes and laser research. APG Garrison and CECOM LCMC conducted the RF spectrum analysis of all APG locations to determine the effective placement of CECOM LCMC systems within the spectrum band at APG and surrounding environs. Shock and vibration tests were conducted by the DOD Joint Spectrum Agency in conjunction with APG Garrison.

5. **Technology Insertion.** To ensure CECOM LCMC IT support capabilities will meet 2015 and beyond requirements, CECOM LCMC internally funded a modeling and simulation study to re-validate current network solutions and assess 2015 impacts of emerging technologies. This study was completed in September 2007 and will factor into the I3MP/ACE final outside cable and facility IT infrastructure requirements.

6. **Single DOIM Support.** CECOM LCMC is presently serviced under the Army single Director Of Information Management (DOIM) concept. IT personnel support requirements are already identified to APG DOIM for planning purposes to enable adequate ramp-up of the APG staff and identification of funding requirements. CECOM LCMC's DOIM support strategy is to have the Army Network Enterprise Technology Command and the Army Installation Management Command collapse both the Fort Monmouth and APG DOIM staffs, networks, and email into a single "virtual" DOIM to permit unrestricted transition between geographical boundaries. This initiative will require multi-command coordination, and Continental U.S. (CONUS) level network management.

7. **Digitized Knowledge/Records Capture**. To ensure that the C4ISR community captures vital records related to work processes and historical data, CECOM LCMC is accelerating a move toward digital records capture and digital documentation of workflow processes. This initiative supports continuity of operations both during and after transition to APG. CECOM LCMC is utilizing DA Enterprise Licensing for a digital document management system capability to digitize critical records and workflow to enable both reconstitution and split-base transition capability.

D. **Relocation Phasing**. As facilities are completed at APG and become available for occupancy, movement of personnel and mission from Fort Monmouth will be phased accordingly. This will necessitate concurrent operations in dual locations on a temporary basis to ensure mission continuity. In addition, for certain CECOM LCMC operations, the command will continue to assess, between now and 2010/2011, the feasibility and right blend of three different options:

Option 1: Redundant Capability. While existing facilities and equipment remain in use at Fort Monmouth, duplicate facilities and equipment will be replicated, installed, calibrated and certified at APG as a means of ensuring no disruption to CECOM LCMC support to GWOT and other critical contingency operations.

Option 2: Split-Based Operations. Portions of organizations will be moved forward to APG. The portions not moving at that time will remain operational at Fort Monmouth, assuming additional workload, while the forward group becomes fully functional at APG. Once the forward group is fully functional, the forward group assumes additional workload while the rear group shuts down and moves. This approach allows nearly full functional capability across the business processes and virtually "zero downtime", albeit with potentially some loss of capacity and degradation of service. It is envisioned that the initial forward positioned organizations may be temporarily housed in "staging areas" other than their final designated administrative space, contingent upon the construction schedule and actual completion dates. In addition to the administrative space, individual, special facilities/labs will be analyzed and certain, key equipment will be replicated to keep "downtime" to an acceptable level. APG also assessed suitable locations for optional relocatable facilities. Requests for re-locatable facilities will be developed and forwarded to ACSIM for action as necessary.

Option 3: Bridging Mission Requirements. Consideration will be given to bridging certain support to GWOT, non-GWOT and critical contingency areas to other Army Material Command operational organizations and facilities until the transition to APG is completed if APG facilities are not available. While this is not a favored option there may be instances where additional risk reduction efforts make this option feasible.

E. **CECOM LCMC Relocation Task Force.** The successful execution of the relocation of the CECOM LCMC mission to APG will require intensive planning and continual monitoring to ensure our support to GWOT and contingency operations are not disrupted up to, during and after the transition to APG. A CECOM LCMC management structure has been implemented that will enable that process. A task force of cross-functional, high-level, knowledgeable subject matter experts from across the CECOM LCMC was established. The mission of the task force is to set the conditions for the successful relocation of CECOM LCMC mission to APG and as such will develop the appropriate strategic and operational plans to ensure success. These plans will determine and put in place the specific methods and procedures needed to ensure that the transition of the mission is transparent to the Warfighter and will preserve the necessary human capital and critical skills needed to execute the mission. Plans will reflect the Army's, AMC's and the CECOM LCMC's 2015 vision and will incorporate ideas to achieve increased organizational effectiveness. The planning process will also look to ensure the appropriate level of quality of life, within the workplace as well as the supporting communities, is in place as an

enabling factor to achieving a successful transition. The task force will develop specific timelines for completion of required actions as well as a method of tracking progress and measuring success. Corrective actions will be developed and implemented as necessary and coordination with the following governance bodies managed through the task force:

- Quarterly IPRs will be conducted with the CG, DCG and EDCG of HQ AMC

- CECOM LCMC senior leaders (Senior Executive Service (SES)/General Officer (GO) level) Steering Group with periodic reviews that will provide oversight and direction.

- APG Board of Directors (BOD) with APG Senior Mission Commander, Garrison BRAC points of contact (POCs), and all incoming BRAC organizations for coordination, collaboration, and synchronization of all BRAC activities at APG.

- DA Chief Information Officer (CIO)/G6 working groups working BRAC related IT issues.

- APG Roundtables hosted by ACSIM meets periodically to review progress, ongoing actions and review and resolve issues.

- The Under Secretary of the Army and the Vice Chief of Staff of the Army chair the Stationing Senior Review Group.

- AMC/ACSIM BRAC Offices provide oversight and assistance in identifying and resolving issues.

Section IV – Specific Risks and Mitigation Strategies for Essential Operational Capabilities Supporting GWOT and Contingency Operations
This section amplifies the description of the work CECOM LCMC performs to develop, acquire, field and sustain systems that provide essential operational capabilities to Warfighters, and highlights the specific risks to this work and the strategies to mitigate the risks. CECOM LCMC sustains both the hardware and software for these systems and many more that are fielded to deployed forces. This essential sustainment support includes repairs to equipment, purchase and delivery of spare parts, fielding by a skilled team of new equipment trainers and engineers who provide "over the shoulder" training to operators, reconstitution and reset of the forces, forward deployed technical assistance, as well as software maintenance and new software releases. In these critical areas support is maintained around the clock.

1. Protection. Due to a smart, adaptable enemy, threats to our Soldiers and to ground and air platforms evolve daily. Solutions are engineered, integrated, tested, fielded and sustained by the C4ISR team. The following are representative systems, managed by

CECOM LCMC, that provide the critical C4ISR capabilities for Protection: aircraft survivability and ground survivability equipment, improvised explosive countermeasure devices, survivability, high value/fixed area protection systems and mine detection.

a. Transition/Realignment Strategy.

(1) Personnel. The Protection mission requires experienced, capable program managers, logisticians, systems, software and sustainment engineers with military intelligence electronic warfare / information operations specific operational and system/technology knowledge and enabling support staff. It is envisioned that split-based operations will be used to re-locate personnel to APG.

(2) Facilities. The Army's Protection mission requires continuous access to unique, specialized facilities capable of continuous, near real-time forensic analyses and counter-measure development and transfer, all within a highly classified environment. This mission is directly linked to day-to-day casualties in the field and any disruption represents a significant risk, including increased casualties in theater. To mitigate this risk, the movement of this capability must be phased, so that a fully certified facility is operational on APG prior to those shutting down on Ft Monmouth. Fully equipped office, laboratory and fabrication facilities, with uninterrupted worldwide wired and wireless services (some with Top Secret/Special Compartmented Information certifications) are essential for program execution. It is envisioned that a combination of redundant capabilities and split-based operations will be used.

b. Risk and Mitigation Strategy.

(1) Personnel. Unable to recruit mid-career, specialized, experienced workforce. Mitigation strategy is to provide personnel incentives to attract and fast-track the hiring of mid-career engineers and scientists.

(2) Facilities. Certified facilities not available. Mitigation strategy is to leverage other certified facilities to include contractor facilities and the facilities of other government agencies.

2. Battle Awareness. Based on the daily analysis of collected intelligence information, the need for new capabilities is identified, resulting in modifications to or development of hardware and software solutions. These solutions are engineered, integrated, tested and fielded by the Fort Monmouth C4ISR team. The following are representative systems that provide critical Battle Awareness capabilities: airborne sensors, ground based sensors, targeting sensor-to-shooter systems, and other unique intelligence gathering and transport network systems.

a. Transition/Realignment Strategy.

(1) Personnel. Relocation of Battle Awareness workforce including program managers, logisticians, systems, software and sustainment engineers with military

intelligence operational and specific system/technology knowledge, with required Top Secret/Sensitive Compartmented Information (TS/SCI) clearances and enabling support staff. Split-based operations will be utilized to relocate these personnel.

(2) Facilities. Certified facilities or services are required including Sensitive Compartmented Information Facilities (SCIF), IT connectivity to Defense Research and Engineering Network (DREN), Secret Internet Protocol Router Network (SIPR) connection, Joint Worldwide Intelligence Communications System (JWICS) connection, fully equipped and secured Top Secret/Special Compartmented Information Top Secret/Sensitive Compartmented Information (TS/SCI) office, laboratory and fabrication facilities with uninterrupted worldwide Non-Classified Internet Protocol Routers (NIPR)/Secret Internet Protocol Routers (SIPR) and other services for sustained operations and program execution. A combination of redundant capabilities, split-based operations, and bridging mission requirements will be utilized so as to mitigate risk.

b. Risk and Mitigation Strategy.

(1) Personnel. Insufficient personnel with required Top Secret/Special Compartmented Information (TS SCI) clearances. Mitigation is DoD prioritization for clearance processing, as well as use of over-hire authority to bring additional, redundant staff in place to "buy the time" for clearance process, as well as evolution from interns to journeymen level employees.

(2) Facilities. Not having required certified facilities. Mitigation strategy is to leverage other certified facilities to include National Security Agency (NSA), ARL, etc. Split-based operations and off-loading mission requirements will be utilized.

3. Battle Command requires continuous operation of command and control capabilities enabled by secured, reliable, tactical and reach-back communications and evolving planning and execution decision aides. Throughout the realignment, CECOM LCMC must continue to provide fully digitized and modular tactical operations centers and Battle Command capability suites to enable friendly forces situational awareness, fire support, logistical management and collaborative tool sets. These solutions are engineered, integrated, tested and fielded by the Fort Monmouth C4ISR team. The following are representative systems that provide critical Battle Command capabilities: strategic and tactical command, control and communications systems including, man-portable, terrestrial and space based systems.

a. Transition/Realignment Strategy.

(1) Personnel. Specialized, experienced workforce including key program managers, logisticians, systems, software and sustainment engineers with military communications, command and control operational and specific core competencies and technical knowledge and enabling technology, networks and support staff. Split-based operations will be used to relocate personnel.

(2) Facilities. Fully equipped office, laboratory and fabrication facilities, with uninterrupted worldwide wired and wireless services (some with Top Secret/Sensitive Compartmented Information (TS/SCI) certifications) for sustained operations and program execution. Redundant capabilities and split-based operations will used.

b. Risk and Mitigation Strategy.

(1) Personnel. Provide personnel incentives to attract and fast-track the hiring of mid-career engineers and scientists to mitigate the loss of mid-career, specialized experienced workforce.

(2) Facilities. Certified facilities not available at the time of relocation. Mitigation strategy is to leverage other certified AMC facilities and the facilities of other government agencies.

4. Maneuver Support. Based on supporting the daily operational tempo, there is a need to passively or actively detect and defeat/neutralize threats to military forces and civilian organizations. Solutions are engineered, integrated, tested and fielded by the Fort Monmouth C4ISR team. The following are representative systems that provide the critical C4ISR capabilities supporting Maneuver: high value/fixed area protection systems and mine detection, airborne and ground based sensors, targeting sensor-to-shooter systems.

a. Transition/Realignment Strategy.

(1) Personnel. Program managers, logisticians, systems, software, sustainment engineers and enabling support staff with military operational and specific system/technology knowledge. Split-based operations will be used to relocate personnel to APG.

(2) Facilities. Fully equipped office, laboratory and fabrication facilities, with uninterrupted worldwide wired and wireless services (some with Top Secret/Sensitive Compartmented Information (TS/SCI) certifications) are essential for program execution. Redundant capabilities and split-based operations will be used.

b. Risk and Mitigation Strategy.

(1) Personnel. Provide personnel incentives to attract and fast-track the hiring of mid-career engineers and scientists to mitigate the loss of mid-career specialized experienced workforce

(2) Facilities. Certified facilities not available. Mitigation strategy is to leverage other certified facilities to include contractor facilities and the facilities of other government agencies.

5. Maneuver Sustainment entails ensuring operational availability, i.e. delivering "the right support, to the right place, at the right time over extended distances" without interruption. In support of the daily operational tempo, provide sustained energy requirements to support fixed installations and mounted/dismounted operations. Solutions are engineered, integrated, tested and fielded by the Fort Monmouth and Fort Belvoir C4ISR team. The following are representative of the critical C4ISR systems supporting Maneuver Sustainment: mobile electric power systems, environmental control units, reach-back communications systems, and enterprise and tactical Army standard legacy and management systems.

   a. Transition/Realignment Strategy.

   (1) Personnel. Program managers, logisticians, systems, software, sustainment engineers and enabling support staff with military operational and specific system/technology knowledge. Split-based operations will be used to relocate personnel to APG.

   (2) Facilities. Fully equipped office, laboratory and fabrication facilities with uninterrupted worldwide wired and wireless services (some with Top Secret/Sensitive Compartmented Information (TS/SCI) certifications) are essential for program execution. A combination redundant capabilities and split-based operations) will be used.

   b. Risk and Mitigation Strategy.

   (1) Personnel. Provide personnel incentives to attract and fast-track the hiring of mid-career engineers and scientists to mitigate the loss of mid-career, specialized experienced workforce.

   (2) Facilities. Certified facilities not available. Mitigation strategy is to leverage other certified facilities to include the facilities of other government agencies.

Section V – Conclusion
The substantial role of CECOM LCMC in supporting the GWOT and other critical contingency operations is addressed in this report. In planning for and implementing the BRAC recommendation to close Fort Monmouth, the human resources, facilities, information technology, and relocation phasing CECOM LCMC requires to continue supporting GWOT and other critical contingency operations have been diligently analyzed. The risks have been defined, the strategies to mitigate those risks developed, and the imperatives necessary to resource those strategies identified. With continued and proactive support from DA, DoD, and Congress to resource the imperatives and strategies specifically identified throughout this report, CECOM LCMC can successfully execute the extremely complicated and highly technical relocation of CECOM LCMC to APG, MD by September 15, 2011.

GLOSSARY

ACE – Army Corps of Engineers

ACSIM – Assistant Chief of Staff for Installation Management

ACWA – Administrative Careers with America – Administrative Careers with America (ACWA) is a recruitment source or examination program available through the Office of Personnel Management (OPM). A program which offers competitive, entry-level (GS-5 and GS-7 levels) employment, through written examination and multiple choice questionnaire, in several general occupational areas: health, safety and environmental; writing and public information; business, finance, and management; personnel, administration, and computers; benefits review, tax, and legal; law enforcement and investigation.

AMC – Army Materiel Command

APC – Army Processing Center - Centralized Army "mega-center" for computer processing

APG – Aberdeen Proving Ground

ARL – Army Research Laboratory

ASAALT – Assistant Secretary of the Army for Acquisition, Logistics and Technology

AWS – Alternate Work Schedules

Battle Awareness – focuses on the ability of commanders and all force elements to understand their environment in which they operate and the adversaries they face. The following are representative systems that provide critical Battle Awareness capabilities: airborne sensors ground based sensors, targeting sensor-to-shooter systems, and other unique intelligence gathering and transport network systems.

Battle Command – the art and science of applying leadership and decision-making to achieve mission success. Battle Command requires continuous operation of command and control capabilities enabled by secured, reliable, tactical and reach-back communications and evolving planning and execution decision aides. The following are representative systems that provide critical Battle Command capabilities: strategic and tactical command, control and communications systems including, man-portable, terrestrial and space based systems.

BOD – Board of Directors

BRAC – Base Realignment and Closure

BRAC Directed Actions –Actions that are directed by BRAC Law.

BRAC Discretionary Actions - Actions remaining after the BRAC directed actions have been considered.

C4ISR – Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance – technologies that enable information dominance and decisive lethality for the networked Warfighter.

CECOM – Communications and Electronics Command – As an integrated command, CECOM Life Cycle Management Command develops, acquires, fields, and sustains superior C4ISR systems for the joint warfighter, sustaining base, operational and tactical battlespace.

CERDEC – Communications and Electronics Research, Development and Engineering Center – mission is to develop and integrate Command, Control, Communications, Computers, Intelligence, Survivability and Reconnaissance (C4ISR) technologies that enable information dominance and decisive lethality for the networked warfighter.

CIO-G6 – Chief Information Officer

COCOM – Combatant Commanders

CPAC – Civilian Personnel Advisory Center

CPOC – Civilian Personnel Operations Center

CTA – Counter-fire radars which locate mortar and short range rocket launchers configured on HMMMVs.

DA – Department of the Army

DEU – Delegated Examining Unit

DNRP – Defense National Relocation Program was developed for the purpose of minimizing expenses to the government and Department of Army civilian employees that are incurred as a result of a Permanent Change of Station (PCS) move. The program is available to eligible DA civilian employees who have PCS orders and who meet the criteria for the DNRP services.

DoD – Department of Defense

DOIM – Directorate for Information Management

DISN – Defense Information Systems Network - In September 1991, OSD directed DISA to implement the Defense Information Systems Network (DISN). This is a consolidation of all service agency transmission infrastructures into two worldwide IP router networks, one for the sensitive but unclassified (N) environment, NIPRNET, and one for the secret (S) environment, SIPRNET.

DREN – Defense Research and Engineering Network. DREN is the networking component of the DoD High Performance Computing Modernization Program.

DSCS – Defense Satellite Communications Systems is a military satellite constellation placed in geosynchronous orbit to provide high-volume, secure voice and data communications. Phases II and III were successors to the IDSCS (Initial Defense Satellite Communications System) program which began in 1966 with the launch of the first 8 satellites of this constellation. The DSCS system has been an extremely valuable asset for supporting military and government communications over the past several decades.

ESSC – Electronic Sustainment Support Center – CECOM LCMC reorganized its support to the field, bringing contractors and Army civilians under the umbrella of regional electronic sustainment support centers. CECOM established ESSC's to provide "one-stop shopping" for command, control, communications, computer, and intelligence and electronic warfare maintenance.

FCIP – Federal Career Intern Program - On July 6, 2000, the President signed Executive Order 13162 establishing the Federal Career Intern Program (FCIP). The purpose of the FCIP is to recruit exceptional individuals with a variety of experience, academic disciplines, or competencies for positions at grade levels GS-5, 7, and 9 or other trainee positions. In general, individuals are appointed to a 2-year internship. Upon successful completion of the internships, the interns may be eligible for permanent placement with an agency. On December 14, 2000, the Office of Personnel Management issued interim regulations to implement staffing provision of the FCIP. The Program became operational on January 2, 2001. The guidance provided was very general and allowed agencies to use this program with few specific rules or regulations. The requirements included a provision that a program must be developed and implemented in accordance with merit system principles.

FCS – Future Combat System is the Army's modernization program consisting of a family of manned and unmanned systems, connected by a common network that enables the modular force, providing our Soldiers and leaders with leading-edge technologies and capabilities allowing them to dominate in complex environments.

Force Protection – DoD concept which brings together all the security disciplines in a broader program to protect service members, civilian employees, family members, facilities and equipment. Due to a smart, adaptable enemy, threats to our Soldiers and to ground and air platforms evolve daily. Solutions are engineered, integrated, tested,

fielded and sustained by the C4ISR team. The following are representative systems, managed by CECOM LCMC, that provide the critical C4ISR capabilities for Protection: aircraft survivability and ground survivability equipment, improvised explosive countermeasure devices, survivability, high value/fixed area protection systems and mine detection.

FORSCOM – U. S. Army Forces Command is the Army's largest major command. Headquartered at Fort McPherson, Georgia, FORSCOM consists of more than 730,000 Active Army, U.S. Army Reserve, and Army National Guard soldiers. FORSCOM trains, mobilizes, deploys, and sustains combat ready forces capable of responding rapidly to crises world-wide. FORSCOM develops and cares for people, optimizes available resources, develops quality installations, and establishes major facilities to project power globally.

GO – General Officer

GWOT – Global War on Terrorism

HR – Human Resources

I3MP – Installation Information Infrastructure Modernization Plan. Under the Project Manager for Defense Communications and Army Switched Systems, this is the Army's centralized program to upgrade tele-computing infrastructure on Post, Camps and Stations.

IPA – Intergovernmental Personnel Act - Permits temporary assignments of skilled personnel to or from State and local governments, institutions of high education, Indian tribal governments and other eligible governments. Assignments can be made for up to two years and may be intermittent, part-time or full-time. Assignments may be extended two additional years.

IPN – Installation Processing Node - Intermediate level Army Computer Processing Center located on an Army Installation.

IT – Information Technology - The broad range of capabilities including digital networks, computing and applications that support mission objectives.

ITAP – Information Technology Plan which identifies IT operational requirements before, during and after transition. This plan includes identification of all C-E LCMC business and lab computer assets and migration strategies, transportation strategies, secure communications replacement requirements, voice and data transmission requirements, as well as applications migration requirements and strategies

JNN – Joint Network Node – commercial technology insertion providing the Army with a high-speed and high capacity backbone communications network focused on rapidly

moving information in a manner that supports commanders, staffs, functional units and capabilities based formations.

JSEC – Joint SATCOM Engineering Center – satellite controlled related equipment

JWICS – Joint Worldwide Communications Systems is a system of interconnected computer networks used by DoD and the State Department to transmit classified information (up to and including information classified TOP SECRET and SCI) by packet switching over the TCP/IP protocols in a secure environment.

LAR – Logistics Assistance Representative - LARs are civilians who are hired under the provisions of the Army Logistics Assistance Program (LAP) by the Army Materiel Command's (AMC's) Tank-automotive and Armaments Command (TACOM); Aviation and Missile Command (AMCOM); Communications-Electronics Command (CECOM); and Soldier and Biological Chemical Command (SBCCOM).

LCMC – Life Cycle Management Command - The life-cycle management command initiative is changing how the Army's technology, acquisition, and sustainment activities function. The Army has undertaken a major initiative to bring together the major subordinate commands (MSCs) of the Army Materiel Command (AMC) and the program executive officers (PEOs) and program managers (PMs) reporting to the Army Acquisition Executive (AAE) to form life-cycle management commands (LCMCs).

LCMR – Lightweight Counter Mortar Radar - The Lightweight Counter-Mortar Radar (LCMR) detects and locates mortar firing positions automatically by detecting and tracking the mortar shell and then backtracking to the weapon position. The LCMR provides continuous 360° surveillance and mortar location.

MILCON – Military Construction

Maneuver Support – provides a wide range of integrated actions, both proactive and defensive. Based on supporting the daily OPTEMPO, there is a need to passively or actively detect and defeat/neutralize threats to military forces and civilian organizations. The following are representative systems that provide the critical C4ISR capabilities supporting Maneuver: high value/fixed area protection systems and mine detection, airborne and ground based sensors, targeting sensor-to-shooter systems.

Maneuver Sustainment – is a full spectrum of capabilities that are strategically responsive, deployable, agile, versatile, and survivable throughout the range of military operations and across the spectrum of conflict. Maneuver Sustainment entails ensuring operational availability, i.e. delivering "the right support, to the right place, at the right time over extended distances" without interruption. The following are representative of the critical C4ISR systems supporting Maneuver Sustainment: mobile electric power systems, environmental control units, reach-back communications systems, and enterprise and tactical Army standard legacy and management systems.

NIPRNET - Non-Classified Internet Protocol Router Network – is used to exchange unclassified but sensitive information between "internal DoD" users as well as providing user's access to the Internet.

OC&S – Ordnance Center and School

OEF – Operation Enduring Freedom

OIF – Operation Iraqi Freedom

OMA – Operations and Maintenance – Army

OPM – Office of Personnel Management

PCS – Permanent Change of Station

PEO C3T – Program Executive Office – Command, Control and Communications – Tactical – mission is to rapidly develop, field and support leading edge, survivable, secure and interoperable tactical, theater and strategic command and control and communications systems through an iterative, spiral development process that results in the right systems, at the right time and at the best value to the warfighter.

PEO IEW&S – Program Executive Office – Intelligence and Electronics Warfare and Surveillance – mission is to field and insert state of the art, interoperable sensor capabilities and products which enable the land component commander to control time, space and the environment, while enhancing survivability and lethality, through continuous technology evolution and warfighter focus in the right place, the right time, and at the best value for the U.S. taxpayer.

POM – Program Objective Memorandum - is the primary document used by the services to submit programming proposals. The Program Objective Memorandum includes an analysis of missions, objectives, alternative methods to accomplish objectives, and allocation of resources.

SCI – Sensitive Compartmented Information - All information and materials bearing special community controls indicating restricted handling within present and future community intelligence collection programs and their end products for which community systems of compartmentation have been or will be formally established. (These controls are over and above the provisions of DOD 5200.1-R, Information Security Program Regulation.)

SECDEF – Secretary of Defense

SES – Senior Executive Service

SIPRNET - Secret Internet Protocol Router Network – is a system of interconnected computer networks used by the Department of Defense and Department of State to transmit classified information (up to and including information classified SECRET) by packet switching over the TCP/IP protocols in a "completely secure" environment.

SMEs – Subject Matter Experts

Split Based Operations –Portions of organizations moved forward to new geographical locations while maintaining continuity of operations with the parent organization.

Telework - Capability to enable a geographically dispersed workforce employing computer networks and computer systems to virtually replicate the traditional workplace.

TRADOC – Training and Doctrine Command - TRADOC recruits, trains and educates the Army's Soldiers; develops leaders; supports training in units; develops doctrine; establishes standards; and builds the future Army. TRADOC is the Architect of the Army, and "thinks for the Army" to meet the demands of a Nation at war while simultaneously anticipating solutions to the challenges of tomorrow.

WIN-T – Warfighter Information Network – Tactical - WIN-T is the Army's on-the-move, high-speed, high-capacity backbone communications network, linking warfighters on the tactical ground units with commanders and the Global Information Grid, the U.S. Dept. of Defense's worldwide network- centric information system.