BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES OF DECEMBER 16, 2004

The Principal Deputy Under Secretary of Defense (P&R), Mr. Charles Abell, chaired the 36th meeting of the E&T JCSG. Attendee List is at Attachment 1. Mr. Howlett summarized the agenda, upcoming activities, and a December 14, 2004 memo from the ISG Chair that established a December 20th cut-off for new scenarios – unless otherwise directed or approved. Specialized Skills Training and Professional Development Education Chairmen and/or their representatives briefed their Subgroup's status (Attachment 2). Due to time limitations Ranges and Flight Training Subgroups did not brief. The following is a summary of the discussions:

Brig Gen Hostage provided an update to the Specialized Skill Training Subgroup's estimated timeline for providing candidate recommendations for E&T JCSG review. He then briefed five proposals to support initial basing of the Joint Strike Fighter (JSF). The E&T JCSG:

- ***Approved the proposal to "Establish JSF Integrated Training Center (ITC) at Eglin AFB, FL"***
- ***Approved proposal to "Establish JSF Maintenance Training Center (MTC) (NAS Pensacola, FL)"***
- ***Approved the proposal to "Establish JSF MTC at Sheppard AFB, TX"***
- ***Deferred the following two proposals pending discussion of the operational and doctrinal challenges posed by realigning undergraduate training (e.g., T-1) at a graduate flight training base (e.g., C-130).***
  - ***"Establish JSF ITC at NAS Kingsville, TX"***
  - ***"Establish JSF ITC at Columbus AFB, MS"***

The SST Subgroup then presented Criteria Five (COBRA) analysis for E&T scenario 0029 "Realign Prime Power Training from Fort Belvoir, VA to Fort Leonard Wood, MO." One-time costs included military construction and utility support construction. When challenged by the subgroup, the Army agreed to delete community support MILCON (Post Exchange, Commissary, Medical clinic, etc) from these costs. Steady-state savings are recurring savings consisting of personnel, O&M, and overhead (lower cost of living). It takes three years in this scenario to recoup investment costs. Net Present Value (NVP) is a measure of total cost over 20 years in FY05 dollars; a

negative number in COBRA represents cost avoidance in FY05 dollars. This analysis does not include a reduction in Army personnel. The E&T JCSG tasked the subgroup to clarify with the MilDep the $2.063M construction cost of a new barracks for an increase of 61 student-years; include any personnel reductions; and verify the actual square footage vacated at Ft Belvoir. ***This information is to be presented, via a new COBRA Report, to the E&T JCSG prior to approval of E&T-0029 as a candidate recommendation.*** The subgroup was given the approval to proceed with criteria 6-8 analyses.

Mr. Dominguez then introduced Lt Gen Hopper, Vice Commander, Air Education and Training Command, who briefed the operational and doctrinal challenges posed by "transformational" realigning undergraduate training (e.g., T-1) at graduate flight training bases (e.g., C-130) (Attachment 3). At the conclusion of the presentation and follow on discussion, Mr. Abell thanked Gen Hopper and his staff for taking the time to brief the principals so they might better understand the full gamut of considerations regarding the transformational E&T JCSG scenarios. After Gen Hopper and observers departed, the E&T JCSG meeting continued.

Col Lynes briefed an updated timeline for completion of Professional Development Education Subgroup candidate recommendations. He presented a cost model the subgroup proposed to use in analyzing the cost benefits of privatizing graduate education. The E&T JCSG concurred with this adaptation of the Army's cost model. When queried by the Chairman, SST responded they have a similar model to use when analyzing their privatization scenario. The PDE Subgroup then presented a proposal to realign Army War College (USAWC) and Army Command and Staff College (USACGSC) to Leavenworth. This proposal was originally considered and rejected at the October 14, 2004 E&T JCSG meeting. However, based on subsequent analysis from the Army, the PDE subgroup brought this proposal to the E&T JCSG for reconsideration. The Army BRAC office will delete a similar Army scenario, if the E&T JCSG approves this proposal, to preclude duplication. The E&T JCSG ***approved proposal to "Realign USAWC and USACGSC at Ft Leavenworth, KS"***

The group briefly discussed procedures for forwarding scenarios to the ISG that the E&T JCSG has "over-watch" responsibility. Over-watch responsibility is approved by the E&T JCSG when a MilDep scenario contains realignment of functions that fall within E&T JCSG authority. These scenarios generally affect a single Service and involve installations outside of those submitting Capacity Analysis and Military Value Analysis data to the E&T JCSG and/or operational forces/functions beyond E&T JCSG

authority. MilDeps enter the scenarios into the ISG Scenario Tracker and perform Criteria 5-8 analyses. Once approved by the E&T JCSG, candidate recommendations are forwarded to the ISG by the MilDep that performed the analyses.

The next scheduled meeting of the E&T JCSG is Tuesday, December 21, 2004.

Approved: _____
Charles S. Abell
Principal Deputy Under Secretary of Defense
(Personnel & Readiness)
Chairman, Education & Training
Joint Cross-Service Group

Attachments:
1. List of Attendees, December 16, 2004
2. Joint Strike Fighter (ITC) Concept
3. E&T JCSG Briefing Slides

Copies:
1. OSD BRAC Office
2. E&T JCSG Coordination Team
3. DoD IG

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
December 16, 2004

Attendees

Members:

- Hon Charles S. Abell, Principal Deputy Under Secretary of Defense (Personnel & Readiness) Chair
- Mr. Michael L. Dominguez, Assistant Secretary of the Air Force (Manpower and Reserve Affairs)
- VADM G. Hoewing, USN, Chief Navy Personnel (N1)
- Mr. James Gunlicks, Army G-3 Training (DAMO-TR)
- BGen Thomas Conant, USMC, Deputy Director, Training and Education Command
- Mr. James Gunlicks, Army G-3 Training (DAMO-TR)
- Col Jerry Lynes, USMC, Division Chief, Joint Education & Doctrine, J-7

Others:

- Mr. Bob Howlett, E&T JCSG Coordination Team
- Ms. Nancy Weaver, E&T JCSG Coordination Team
- Ms. Marsha Warren, Ctr., E&T JCSG Coordination Team
- RADM George Mayer, USN, Flight Training Subgroup
- CAPT Bill Wilcox, USN, N1D
- CAPT Gene Summerlin, USN, Navy BRAC, Flight Training Subgroup
- Col Jimmie Simmons, USAF, AETC/DOR, Flight Training Subgroup
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command
- Mr. Steve Belcher, DON IAT Contract Support
- Brig Gen Hostage, USAF, Chairman, Specialized Skill Training Subgroup
- Col James Briggs, USAF, AETC/DOO, Specialized Skill Training Subgroup
- Col Joanna Shumaker, USAF, AF DPX
- Col Sam Walker, USAF, E&T JCSG, PDE Subgroup
- Mr. Brian Simmons, Army TEMA, Ranges T&E Sub-Working Group
- Mr. Bob Harrison, DAMO-TR
- Mr. Brian Buzzell, OSD BRAC Contract Support
- Ms. Beth Schaefer, DoD/IG
- Capt Ernest Wearren, USAF, AF-BRAC Office
- LT Greg Riels, USN, RADM Mayer Aide
- Lt Gen John Hopper, USAF, AETC Vice Commander
- Maj Gen Marné Peterson, USAF, AF/XOO
- Maj Gen Gary Heckman, USAF, AF/XP (BRAC)
- Mr James R. Robinson, USAF, HQAETC/DOR
- Col Thomas Quelly, USAF, HQAETC/DO
- CAPT J.E. Dalberg, USN, OPSNV N&8
- Mr. John A. Robusto, USN, COMNAVAIRFOR
- Col Rob Grubbs, ARMY, J7

Air Education and Training Command

Sustaining the Combat Capability of America's Air Force

U.S. AIR FORCE

AETC
Assessment of Scenarios

E&T 0045

E&T 0046

E&T 0047

E&T 0048

Lt Gen Hopper

16 Dec 04

Integrity - Service - Excellence

Overview

- Historical Lessons Learned
- Capacity Considerations
- Scenario Assessment
- Good Ideas
- Feasibility and Effectiveness Issues

History 1950-1958

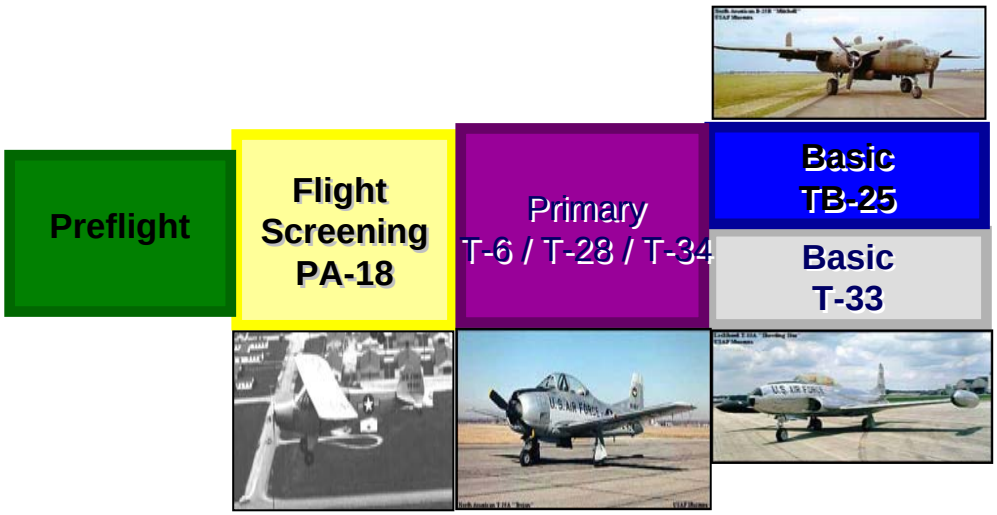
1950 1960 1970 1980 1990 2005

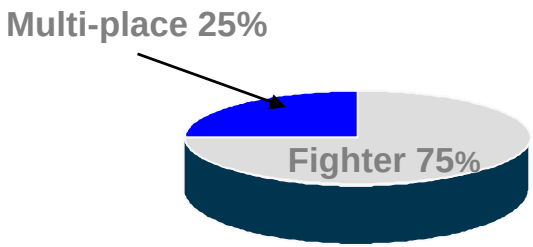
Post-WWII: Force drawdown. Multiple training locations. Contract instructors. Very specialized. New AF challenged with next generation aircraft

1950-1953: Korean Conflict. Increased pilot production

1952: Project Tiger--vision for all-jet pilot training

1954-1958: Post conflict drawdown, production decreases





History 1959-1991

1950 1960 1970 1980 1990 2005

1959-1960: Arrival of T-37/ T-38 marked transition to all jet, generalized, UPT

1960: Contract schools closed. Consolidation at active bases. Active duty instructors. Pilot production increased to meet demands of SE Asia conflict

1974-1977: Post-conflict drawdown. UPT production decrease
Base closures - Laredo, Webb, Craig. Moody transfer to TAC

1980-1988: SUPT concept resurfaces. Potential solution to T-38 fleet insufficiency. Plan based on large force requirements (cold war).

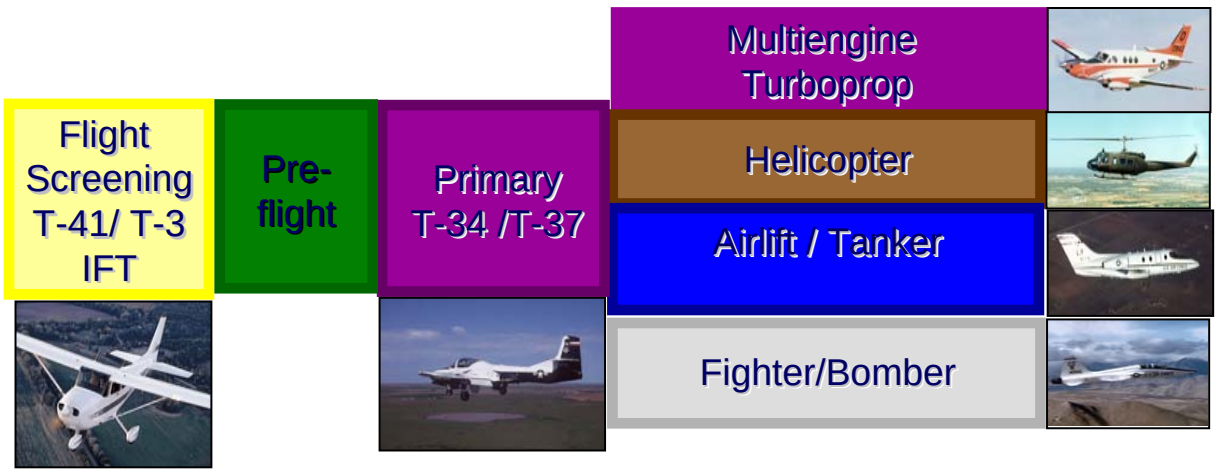
Flight Screening T-34 / T-41	Preflight	Primary T-37	Advanced T-38

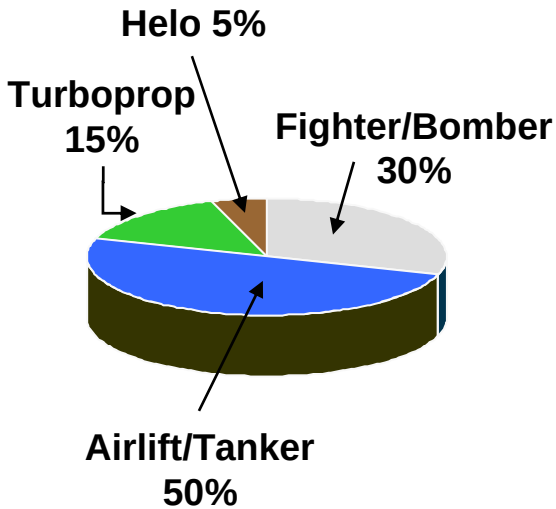
Generalized graduate

History 1992 - Present

1950 1960 1970 1980 1990 2005

1992: T-1 arrival at Reese AFB marks transition from UPT to SUPT
1993: Williams AFB closes (BRAC)
1994: Joint Training Initiatives--joint primary training (T-34/T-37), T-44 advanced
1997: Production draw-down. Reese AFB closes (BRAC)
2000: Pilot production requirements increase
2002: Moody AFB opens to meet primary production demands

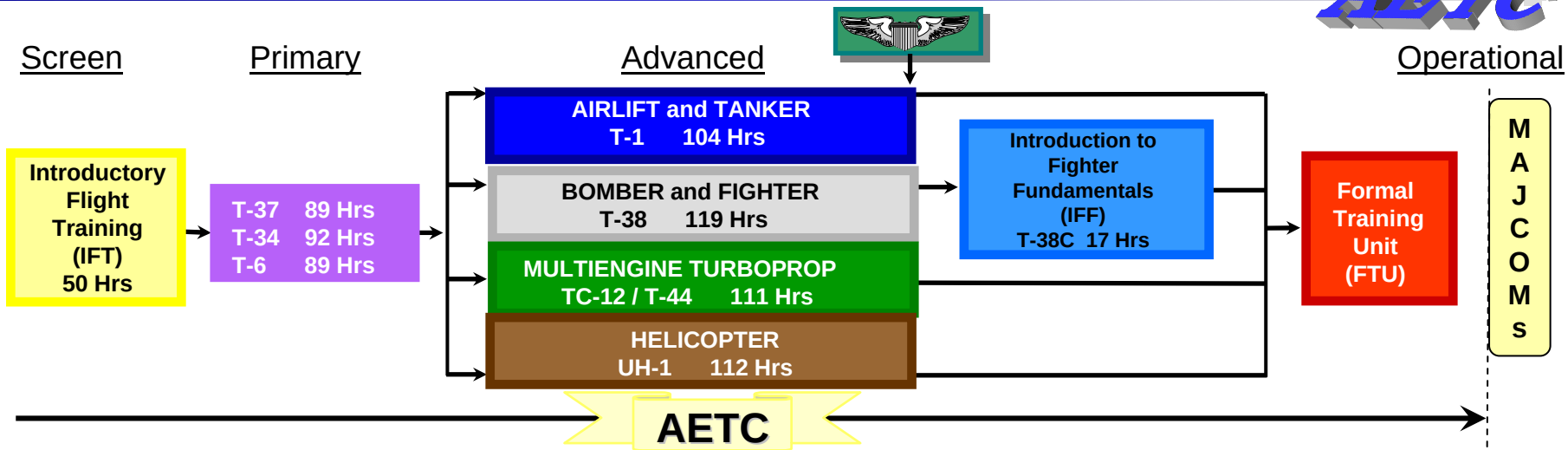


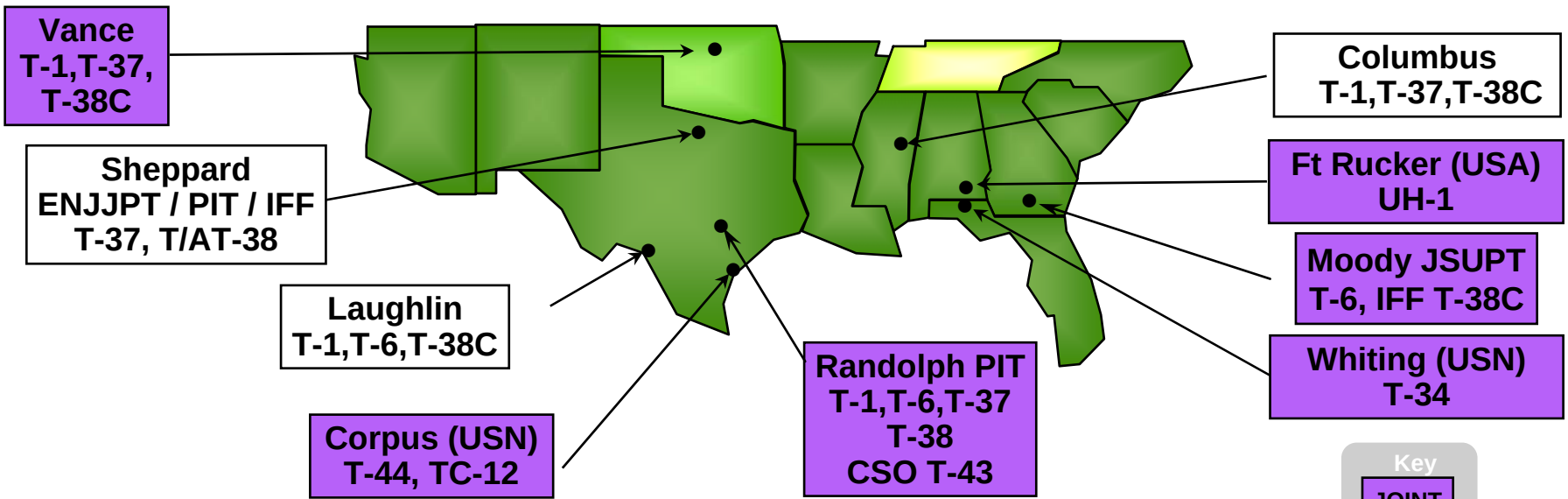


Lessons Learned 1950-2004

- AF pilot training has adapted to changing environment
  - VFR vs IFR
  - High volume 2nd/3rd generation aircraft vs low volume modern aircraft
  - Specialized vs generalized
  - Split basing vs Consolidated Basing
  - “Open skies” vs complex National Airspace System
- Training effectiveness: “better/faster/cheaper”
  - Predictable production--minimum breaks-in-training
  - Attrition minimized
  - Leadership focus on undergraduate pipeline as a whole
  - Flexibility to meet future requirements
- Current SUPT basing strategy determined after much study
  - Optimal capacity use--preserves training diversity/opportunity
  - Minimizes conflicts for airspace and training facilities
  - Provides sterile training environment
  - Limits risk of failure by replicating SUPT pipeline at multiple bases

JSUPT Aircraft Basing

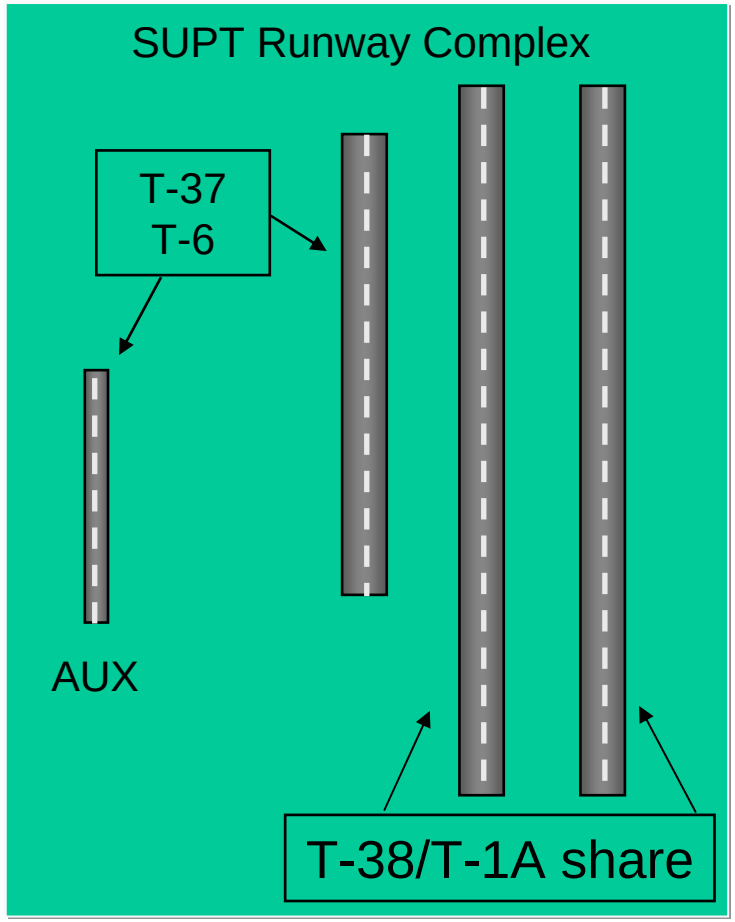




Capacity Considerations

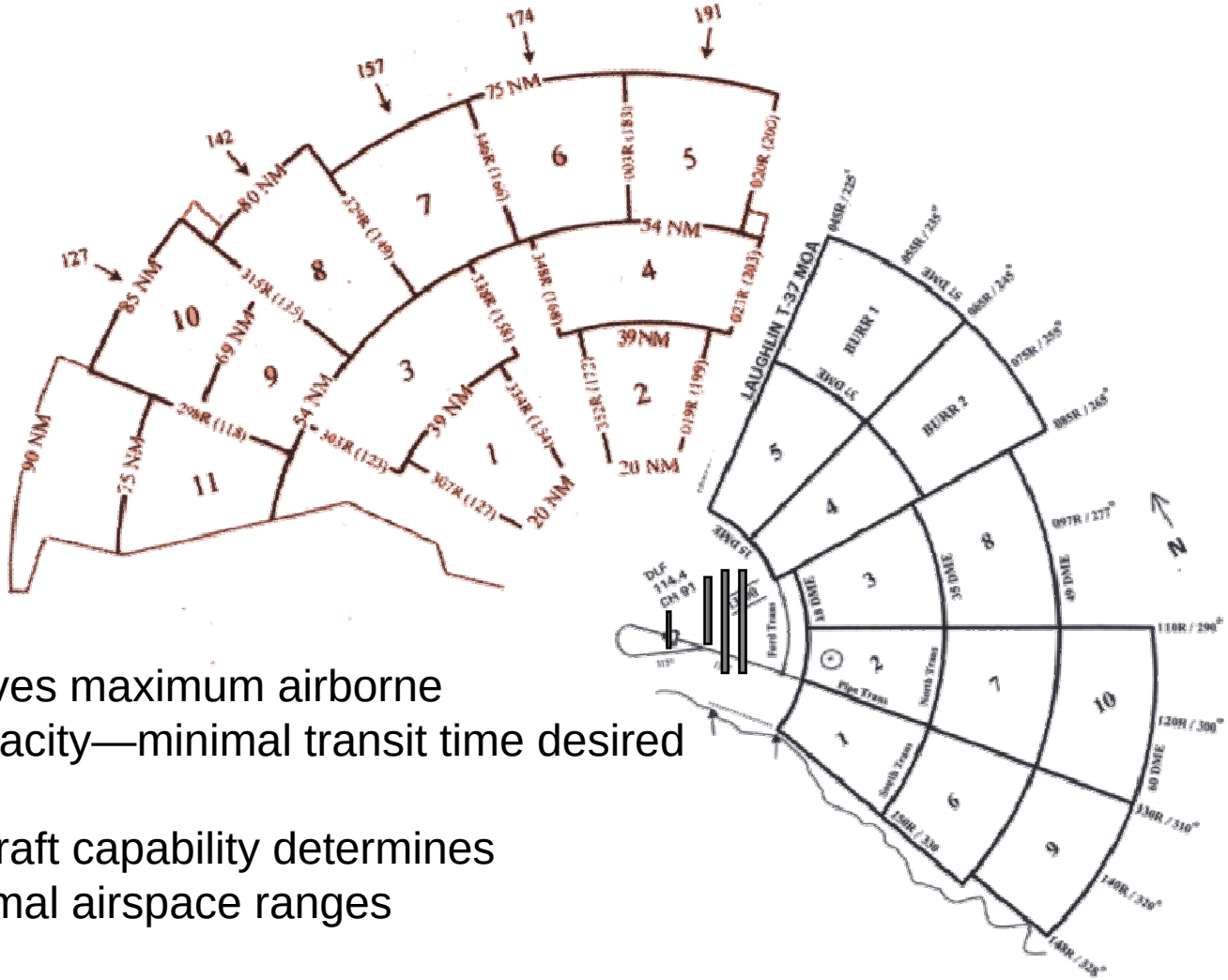
- Undergraduate training environment
  - Extraordinary sortie volume
  - Predominantly daylight, VMC constrained
    - Approx 85% of sorties flown in day/local area (T-6A/T-38)
  - T-1A requires multiple out-base training options
- Factors that shape capacity
  - Runways/aux field configuration/availability
  - Weather
  - Flying window
  - Airspace
  - Syllabus
  - Launch interval (ATC capacity/IFR/VFR/etc)
- Efficient and sustainable training requires large footprint with minimal conflicting ops

SUPT Footprint--Runways/Ramp



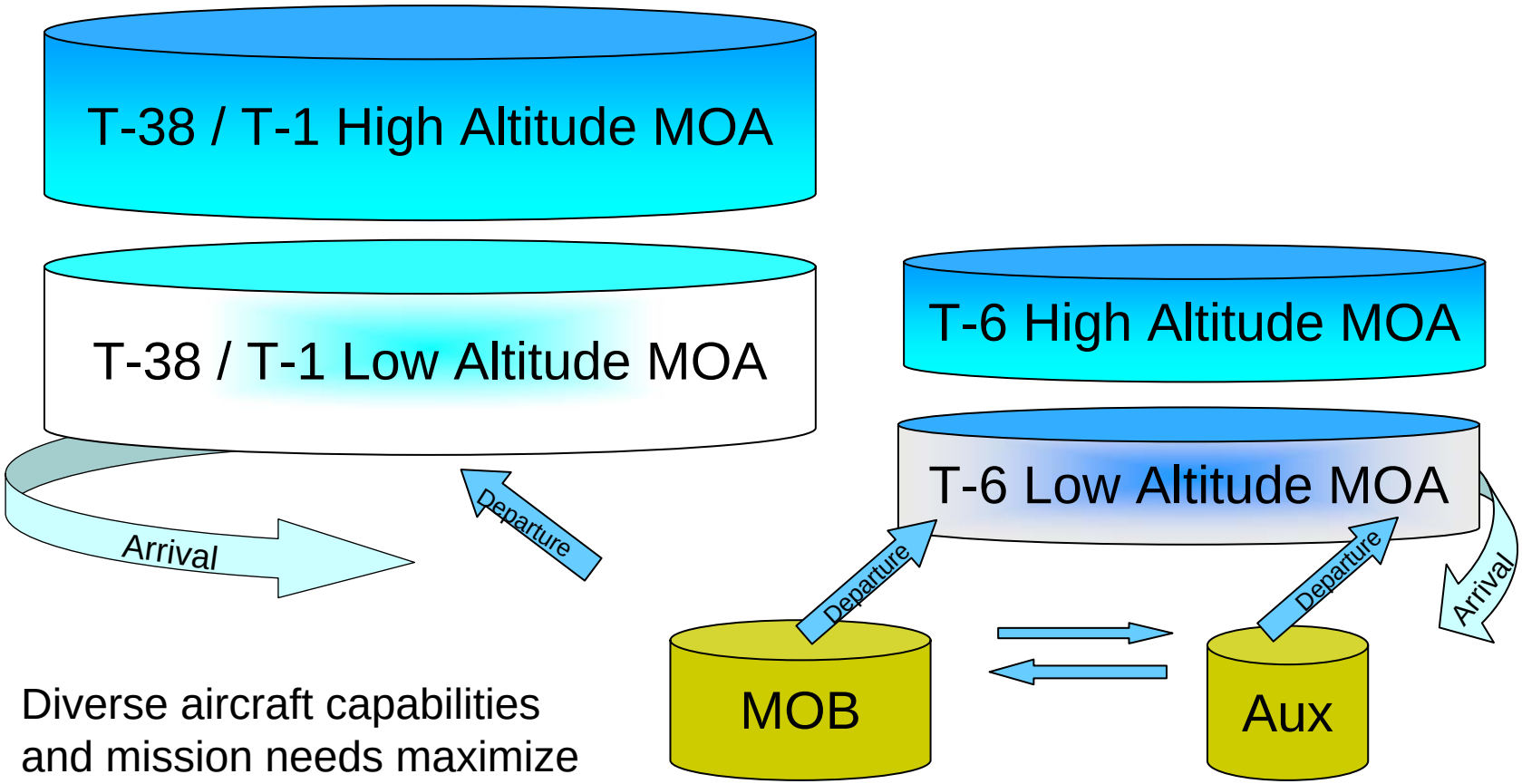
- Drives takeoff and traffic pattern capacity
- Multiple aircraft types have non-competing needs

SUPT Footprint--Airspace



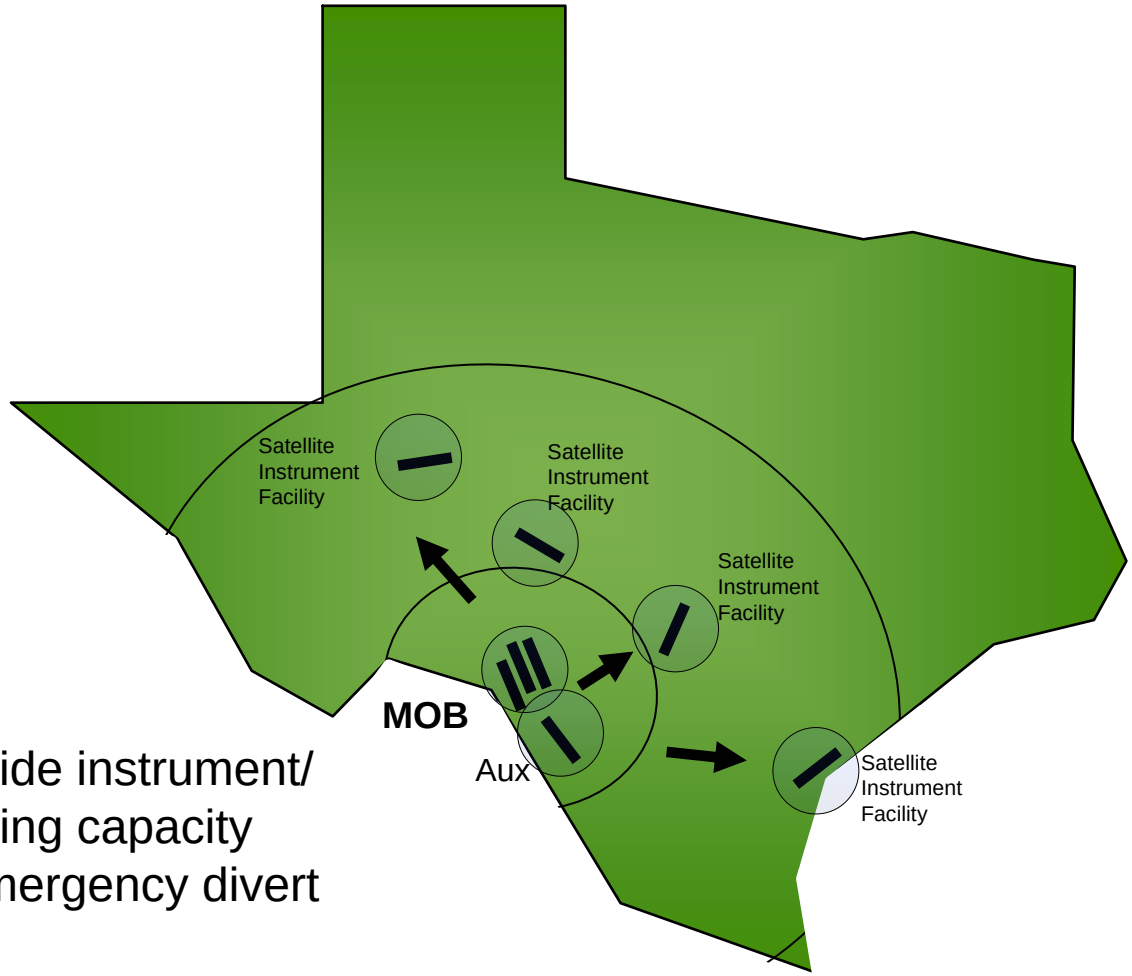
- Drives maximum airborne capacity—minimal transit time desired
- Aircraft capability determines optimal airspace ranges

Airspace Vertical Dimension



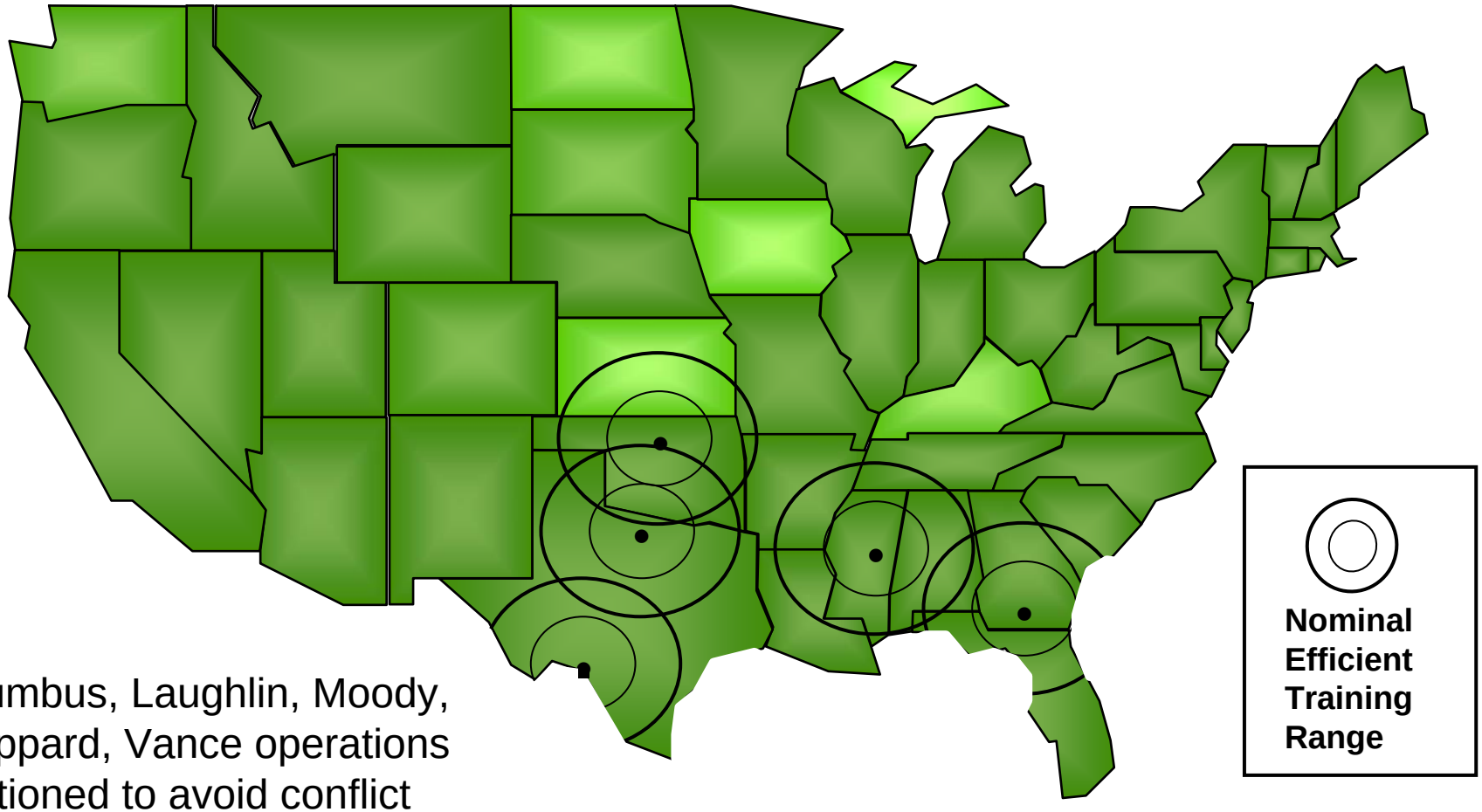
Diverse aircraft capabilities and mission needs maximize airspace capacity—Don't compete with yourself

SUPT Footprint--Out bases



Out bases provide instrument/ navigation training capacity and weather/emergency divert capability

Current SUPT Footprint



Columbus, Laughlin, Moody, Sheppard, Vance operations positioned to avoid conflict

Scenario Assessment

Attribute	Scenario			
	45	46	47	48
Primary Training at 3 bases		✓	✓	✓
Joint Primary Training			✓	✓
T-1s to Altus, Little Rock, Tinker			✓	✓
Add IFF or CSO or PIT to SPS	✓	✓	✓	✓
Rotary Wing Training at Ft Rucker	✓	✓	✓	✓
Consolidate CSO/NFO Training	✓	✓	✓	✓
Move Pilot Instructor Training	✓	✓	✓	✓

Concepts the AF Supports

- Rotary wing training at Fort Rucker
  - AF SUPT-H co-located Fort Rucker…new squadron est May 2004
- CSO/NFO Center of Excellence
  - Navy cancellation of T-48 delayed implementation
  - USAF and Navy working to identify common training requirements

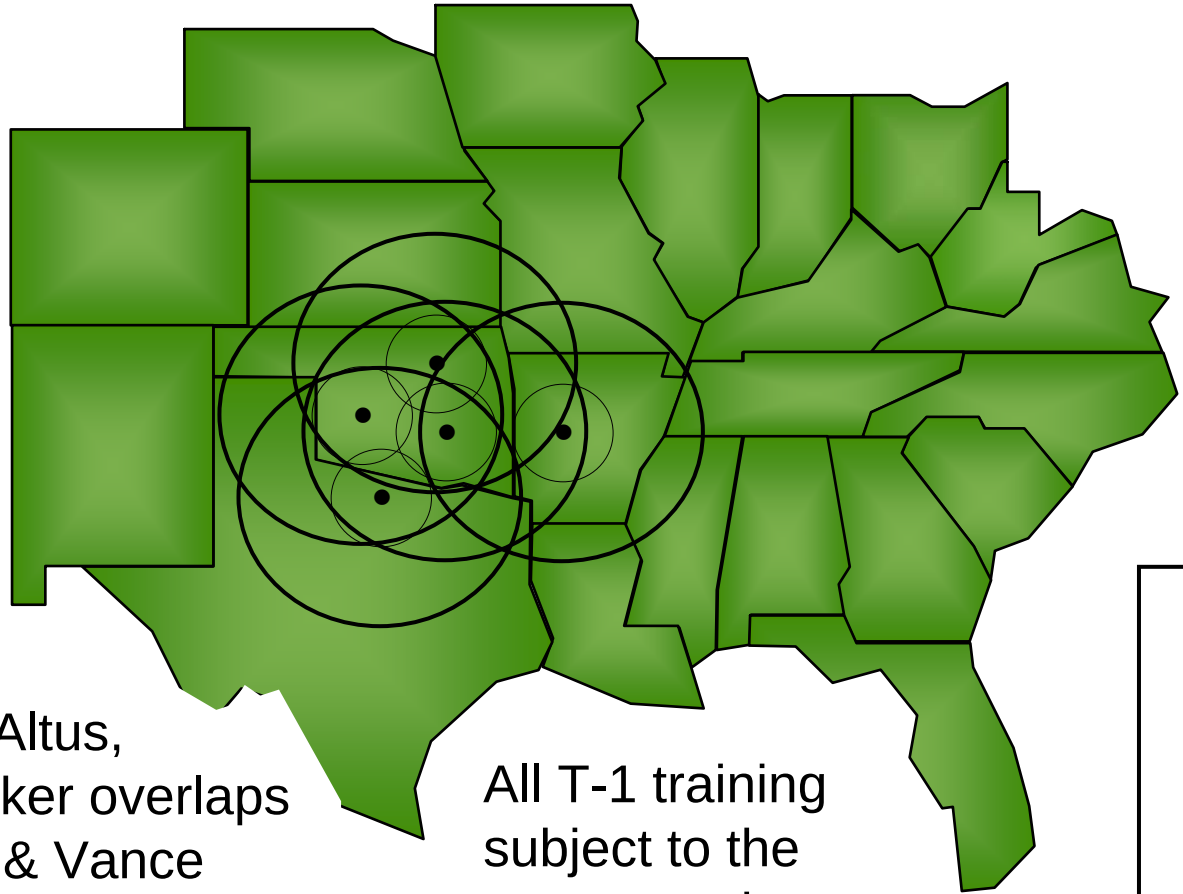
Feasibility--T-6 Primary Consolidation

- Scenarios drive flying operations above historical limits. (ie Vance #46/47)
  - Current: 87,000 hours per year with three MDSs
  - Proposed: Approx 125,000 hours per year (43% increase/almost 10% of AF total)
  - Over 380 sorties per day, 37+ sorties per hour average
  - More than 50 aircraft airborne at any given time; up to 25 in traffic patterns
- T-6 simulated flameout pattern practice requirement and saturation will drive requirement for additional runway capacity
- Need to use distant/high airspace will decrease training opportunity (or create a need for more flying hours) = 12-15% less training time
- Competition for instrument training facilities will reduce training opportunities = reduced training quality
- Sustainability throughout year and recovery from adverse weather questionable (daylight and weather changes seasonally)

Feasibility--T-1A to Little Rock, Altus, Tinker

- Scenarios #47/48 add T-1A to Altus, Little Rock, Tinker
- Altus: Adds over 57,000 T-1A hrs to Altus load
  - Over 117 sorties per day; 11 per hour during daylight hrs
  - Traffic pattern currently saturated with C-17s--KC-135s/C-5s use distant fields. Additional runway construction requirement probable
  - Concentration of T-1 training (limited out-bases) will reduce training diversity and instrument opportunities
- Little Rock: Similar capacity considerations
  - Only one runway—maxed out now
  - Most Little Rock T-1A students will PCS for FTU (90% of AD, 75% total force C-130 students go through T-44)
- Tinker: Small size drives inefficiencies (Mx. Sims, etc)
- Simulator distribution will be a problem—any loss of efficiency will drive production loss

Scenario 47/48--training resource overload



T-1 training at Altus, Little Rock, Tinker overlaps with Sheppard & Vance effective range

All T-1 training subject to the same weather patterns

Feasibility--Sheppard Capacity

- All scenarios show large tasking increases for Sheppard (CSO and PIT, or PIT only, or IFF/T-38)
- Unprecedented increases in flying hours/aircraft (ie #45)
  - Current: 66,000 hours per year
  - Add PIT: 40,000 hours per year
  - Add CSO: 34,500 (T-6 and T-1) hours per year
  - New Total: 141,000 hours per year
  - Not executable (airspace, FAA constraints, runways and weather)
- No Euro-NATO training growth opportunity in most options

Feasibility--Contract Support Risk

- Sortie production depends on “local” Unions
  - Vance (460 Employees, $29.7M per year)
  - Columbus (543 Employees, $31.1M per year)
  - Laughlin (641 Employees, $32.8M per year)
  - Sheppard (516 Employees, $28.8M per year)
  - Moody (226 Employees, $12.2M per year)
- Fewer locations means greater Strike impact
  - #45/46/47: Local strike could stop 1/3 of DOD’s primary training
  - Recovery after strike virtually impossible—ref. 90 day strike at Kirtland AFB
- BRAC implementation delays probable--may cause production loss
  - Most employees won’t move
  - Current nation-wide shortage of qualified aircraft mechanics
  - Moody standup required over 3 years to reach 100% production

Effectiveness--Assignment Timing

- Transformational scenarios envision assignment selection after primary (in most cases)
- Success in FTU depends on correct assignment--especially for advanced fighters
- Currently, AF *track selects* after primary with *assignments* at the end of advanced
  - AETC analysis shows *track select* after primary is less than optimum-- ~60-70% accuracy
  - High speed/high performance training needed to discriminate
  - *Assignment* selection after primary not practical for fighter track
  - AETC seeking pilot training concepts with a later *track select*
- *Assignment* selection at primary limits AFPC flexibility and risks either long breaks in training prior to FTU or FTU "holes"
- AETC recommends against scenarios that require earlier *track/assignment* selection

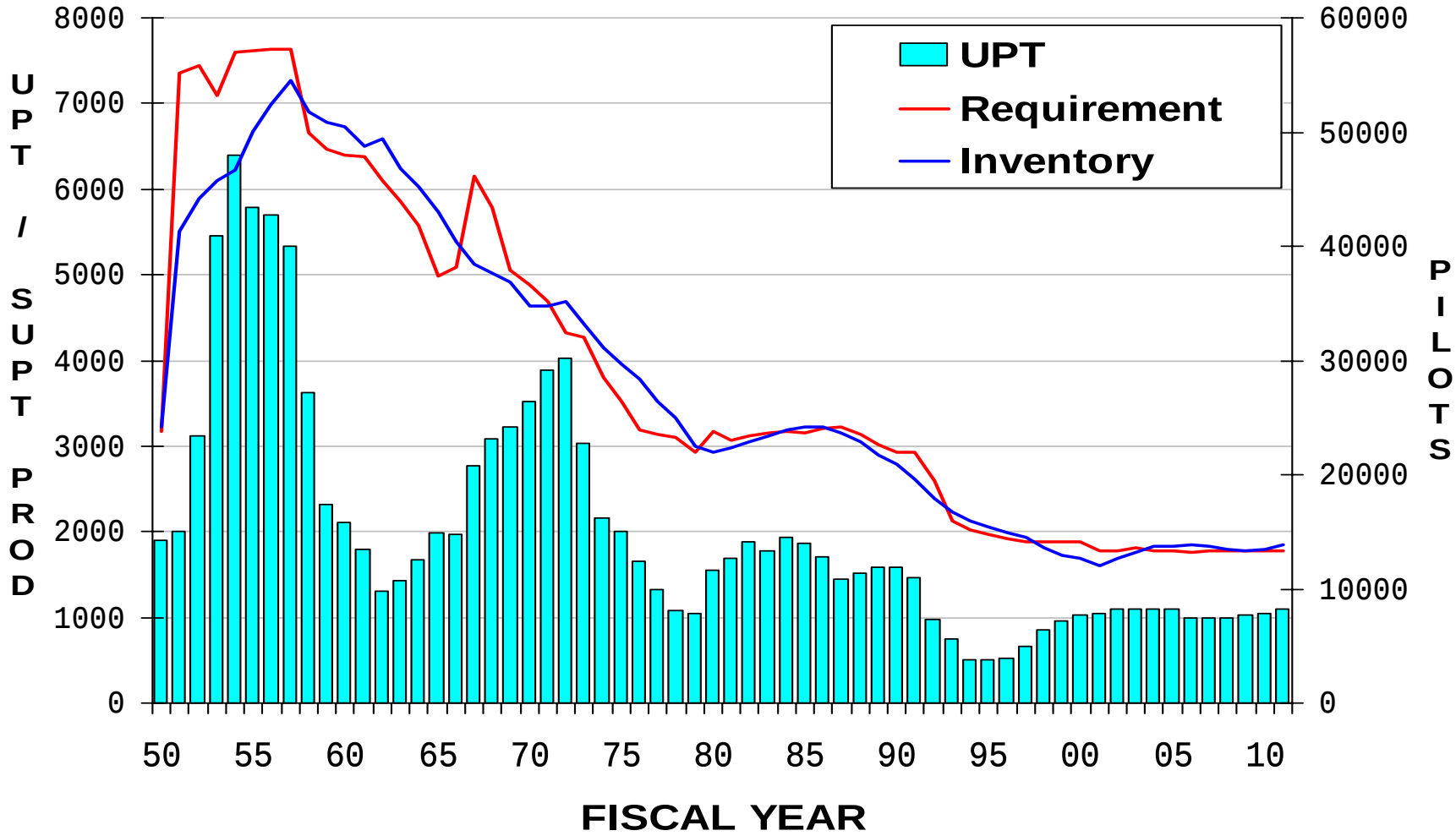
Effectiveness--PCS Moves

- PCS moves disrupt training, increase training length, and cost money
  - Currently about 400 students (36%) PCS after primary (from Moody primary; to Corpus and Ft Rucker advanced)
  - Currently all students PCS after SUPT en route to FTU. Survival training accomplished during break in training
- All scenarios increase PCS moves in AF pilot training pipeline
  - Most scenarios require 100% PCS primary to advanced (more than 900 moves per year)
  - Scenarios still require many PCSs after pilot training completion (Exception: Altus T-1, and JSF bound T-38 grades)
- AETC view: Scenarios should seek to minimize PCS moves during SUPT

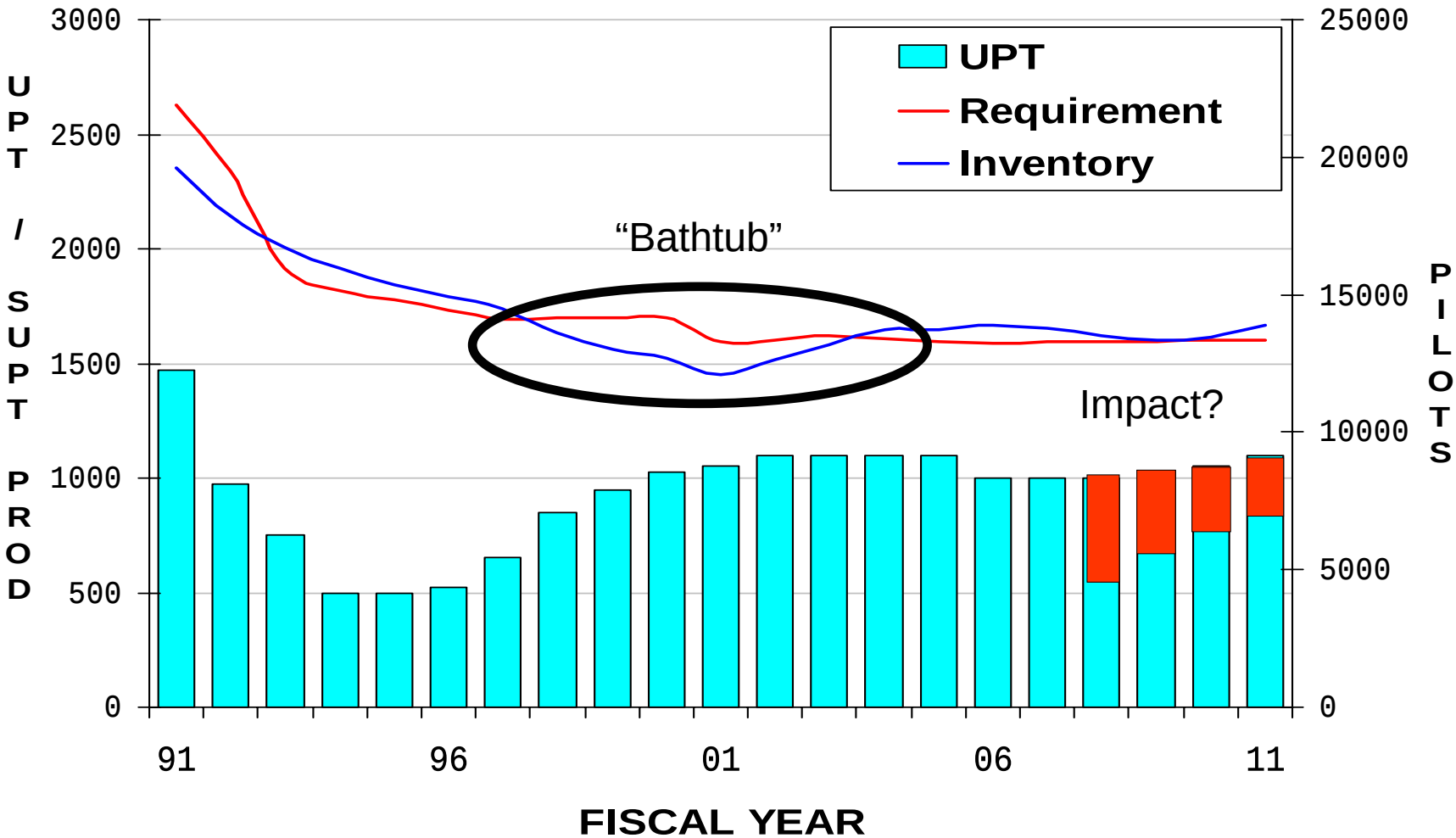
Effectiveness--Production Loss

- AETC estimates implementation of most scenarios will result in a 1-2 year loss of production (1000 - 2000 pilots) spread over 2 to 4 years
- Significant impact to USAF combat capability during GWOT

Pilot Force & Production History



Pilot Force & Production History



Effectiveness--“Consolidated” vs “Split”

- AETC has learned that a consolidated concept (multiple MDSs at an SUPT base) optimizes base capacity use and training quality
- Capacity optimized--reduced competition for existing training resources (airspace, instrument facilities, etc)
- Training quality optimized--better continuity, smaller training breaks
- “Split” operations impact training quality
  - More PCSs--adds course length, cost, training disruption
  - Loss of fighter expertise in primary training
    - AF “fact of life”...mitigated by current basing scheme
  - Primary students lose exposure to advanced students/IPs/aircraft
- AETC position: Pilot training works best when a Wing Commander has both responsibility and authority for SUPT execution (Phase 1 to wings)
  - Improved “flight following” of students
  - Enhanced mentoring
  - Better track selection
  - Leadership focus on undergraduate pilot training

Summary

- Current SUPT concept is highly evolved, effective and efficient
- All factors impacting base capacity and training quality must be considered in basing decisions
- SUPT works best when a Wing Commander has both responsibility and authority for pilot training execution in its entirety
- **Come visit Laughlin AFB, TX and observe SUPT first-hand!**

Sustaining the Combat Capability of America's Air Force

Integrity - Service - Excellence

E&T JCSG Principals Meeting

16 December 2004

Mr. Charles Abell
Chairman, E&T JCSG

Agenda

- Please "Sign-In"
- Air Force Briefing
- E&T JCSG Overview
  - E&T JCSG Activities
  - Scenario Data Call Status
- Subgroup Update
  - Specialized Skill Training
  - Professional Development Education
  - Ranges
  - Flight Training
- Summary

E&T JCSG Schedule - December

Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
		1 *CA Report* *MVA Report*	2 **E&T JCSG** **1300-1530**	3 ISG Mtg 1030-1200	4	5
6	7 E&T POC Mtg	8	9 **E&T JCSG** **1300-1530**	10	11	12
13	14 E&T POC Mtg	15	16 **E&T JCSG** **1300-1600**	17 ISG Mtg 1030-1200	18	19
20 ***Candidate Recommendations Due***	21 ***E&T JCSG*** ***1300-1530***	22	23	24 ***Christmas Eve***	25 ***Christmas Day***	26
27	28	29	30	31 ***New Year's Eve***		

E&T JCSG Schedule – January

Monday	Tuesday	Wednesday	Thursday	Friday	Sat	Sun
					1 *New Year's*	2
3	4 E&T POC Mtg	5	6 **E&T JCSG** **1300-1530**	7 ISG Mtg 1030-1200	8	9
10	11 E&T POC Mtg	12	13 **E&T JCSG** **1300-1530**	14 ISG Mtg 1030-1200	15	16
17 *MLK Day*	18 E&T POC Mtg	19 *E&T JCSG* *1300-1530*	20 *Inauguration*	21 ISG Mtg 1030-1200	22	23
24	25 E&T POC Mtg	26	27 **E&T JCSG** **1300-1530**	28 ISG Mtg 1030-1200	29	30
31	**February 1** E&T POC Mtg	2	3	4 ISG Mtg 1030-1200	5	6

E&T JCSG Scenario Data Call

Subgroup Scenario Data Call Overview					
	Active Scenarios	Pending Scenario Data Calls	*Army Submitted /Returned*	*Navy Submitted /Returned*	*Air Force Submitted /Returned*
FT	9	0	6/0	8/2	8/1
PDE	17*	0	14/10	16/12	15/8
SST	14	0	13/6	8/8	10/3
Ranges					
Training	3*	0	1/1	2/0	2/0
T&E	2	0	2/0	2/0	1/0
TOTALS	*45*	*0*	*36/17*	*36/22*	*36/12*

- PDE shares 2 scenarios with SST
- Ranges (Urban Ops) scenario requires no data call

Specialized Skill Training

Brig Gen Mike Hostage
Chair, SST Subgroup

SST Subgroup Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	JCSG Final Approval
0004	JCE Supply	22 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0005	Consolidate Trans Mgmt	22 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0014	JCE Religious	22 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0015	JCE Legal	22 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0016	JCE Culinary	22 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0017	JCE Admin, Per, Finance	22 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0018	JCE Intel	22 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0029	Army Prime Power	22 Nov	30 Nov	13 Dec	14 Dec	*16 Dec*	6 Jan	13 Jan	20 Jan	27 Jan
0030	Privatize DLI	22 Nov	30 Nov	03 Dec	14 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan

SST Subgroup Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	JCSG Final Approval
0031	DLI to Ft Meade	22 Nov	30 Nov	3 Dec	17 Dec	6 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0039	JCE Diver Trng	24 Nov	30 Nov	9 Dec	14 Dec	21 Dec	6 Jan	6 Jan	10 Jan	13 Jan
0040	JCE Intel + Ft Gordon	24 Nov	30 Nov	17 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0041	Navy/Marine Intel/Crypto	24 Nov	30 Nov	9 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0042	Army/AF Intel/Crypto	24 Nov	30 Nov	17 Dec	23 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0043	DLI to Goodfellow	24 Nov	30 Nov	17 Dec	23 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0053	Consolidate Trans Mgmt	10 Dec	14 Dec	22 Dec	04 Jan	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
00xx	*Joint Strike Fighter (ITC)*	17 Dec	23 Dec	7 Jan	13 Jan	20 Jan	27 Jan	27 Jan	3 Feb	4 Feb
00xx	*Joint Strike Fighter (ITC)*	17 Dec	23 Dec	7 Jan	13 Jan	20 Jan	27 Jan	27 Jan	3 Feb	4 Feb

SST Subgroup Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	JCSG Final Approval
00xx	*Joint Strike Fighter (ITC)*	17 Dec	23 Dec	7 Jan	13 Jan	20 Jan	27 Jan	27 Jan	3 Feb	4 Feb
00xx	*Joint Strike Fighter (MTC)*	17 Dec	23 Dec	7 Jan	13 Jan	20 Jan	27 Jan	27 Jan	3 Feb	4 Feb
00xx	*Joint Strike Fighter (MTC)*	17 Dec	23 Dec	7 Jan	13 Jan	20 Jan	27 Jan	27 Jan	3 Feb	4 Feb

Establish Joint Strike Fighter Integrated Training Center (ITC) (Eglin AFB, FL)

Scenario	Drivers/Assumptions
▪ Realign Eglin AFB, FL by establishing a Joint Strike Fighter Integrated Training Center ▪ Intent is to consolidate maintenance and flight training for the Joint Strike Fighter	▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
▪ Train as we fight "jointly" ▪ Uses Inter-service Training Review Organization as the baseline ▪ Supports JSF Program Office concept for integrated flying and maintenance training ▪ Eliminates redundancy	▪ Requires shift in service paradigm ▪ Capacity analysis indicates lack of berthing, messing, and classrooms

Approved____Disapproved_____Revised_____Deferred_____

Establish Joint Strike Fighter Integrated Training Center (ITC) (NAS Kingsville, TX)

Scenario	Drivers/Assumptions
▪ Realign NAS Kingsville, TX by establishing a Joint Strike Fighter Integrated Training Center ▪ Intent is to consolidate maintenance and flight training for the Joint Strike Fighter	▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
▪ Train as we fight "jointly" ▪ Uses Inter-service Training Review Organization as the baseline ▪ Supports JSF Program Office concept for integrated flying and maintenance training ▪ Eliminates redundancy	▪ Requires shift in service paradigm ▪ Capacity analysis indicates lack of berthing, messing, and classrooms

Approved____Disapproved_____Revised_____Deferred_____

Establish Joint Strike Fighter Integrated Training Center (ITC) (Columbus AFB, MS)

Scenario	Drivers/Assumptions
▪ Realign Columbus AFB, MS by establishing a Joint Strike Fighter Integrated Training Center ▪ Intent is to consolidate maintenance and flight training for the Joint Strike Fighter	▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
▪ Train as we fight "jointly" ▪ Uses Inter-service Training Review Organization as the baseline ▪ Supports JSF Program Office concept for integrated flying and maintenance training ▪ Eliminates redundancy	▪ Requires shift in service paradigm ▪ Capacity analysis indicates lack of berthing, messing, and classrooms

Approved____Disapproved_____Revised_____Deferred_____

Establish Joint Strike Fighter Maintenance Training Center (MTC) (NAS Pensacola, FL)

Scenario	Drivers/Assumptions
▪ Realign NAS Pensacola, FL by establishing a Joint Strike Fighter Maintenance Training Center ▪ Intent is to consolidate Navy, Air Force, and Marine Corps maintenance training for the Joint Strike Fighter at one location	▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
▪ Train as we fight "jointly" ▪ Uses Inter-service Training Review Organization as the baseline ▪ Leverages existing maintenance training infrastructure and resources ▪ Eliminates redundancy	▪ Requires shift in service paradigm ▪ JPO Integrated Training Center Concept requires an additional $15M nonrecurring cost for change to Maintenance Training Center

Approved____Disapproved_____Revised_____Deferred_____

Establish Joint Strike Fighter Maintenance Training Center (MTC) (Sheppard AFB, TX)

Scenario	Drivers/Assumptions
▪ Realign Sheppard AFB, TX by establishing a Joint Strike Fighter Maintenance Training Center ▪ Intent is to consolidate Air Force, Navy, and Marine Corps maintenance training for the Joint Strike Fighter at one location	▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
▪ Train as we fight "jointly" ▪ Uses Inter-service Training Review Organization as the baseline ▪ Leverages existing maintenance training infrastructure and resources ▪ Eliminates redundancy	▪ Requires shift in service paradigm ▪ JPO Integrated Training Center Concept requires an additional $15M nonrecurring cost for change to Maintenance Training Center

Approved____Disapproved_____Revised_____Deferred_____

Criterion 5 - COBRA

- **E&T 0029 Realign Prime Power Training from Fort Belvoir, VA to Fort Leonard Wood, MO**

ROI Summary

Scenario	One-Time Costs	Steady-State Savings	ROI Years	20 Year NPV
E&T 0029	$10.23	$ 4.12	3	$ - 40.1

All Dollars Shown in Millions

Notes:

•One time costs driver is MILCON (7.3M).

Disposition of Billets/Positions

Scenario		OFF	ENL	CIV	STU	TOT
E&T 0029	Eliminate	0	0	0		0
	Move	1	9	25	61	96

Notes:

•Army certified data assumes zero position reduction

One-Time Costs/Savings Summary

One-Time Costs/Savings FY06 – FY11								
Scenario	Const	Pers	Ovhd	Move	Other	Total Costs	Svgs	Net Costs
E&T 0029	$ 7.31	$ 0.15	$ 0.52	$ 0.95	$ 1.30	$10.23	$ 20.60	$-10.37

All Dollars Shown in Millions

Notes:

- One time costs drivers are MILCON (7.31M)
  - General Purpose Instructional Building
  - Enlisted Unaccompanied Personnel Housing and Student Barracks

MILCON Summary

Scenario: E&T 0029	Fort Leonard Wood, MO			
Construction FAC Description	UM	New	Rehab	Cost
General Purpose Instruction Building	SF	7,000	0	$1.493
Applied Instruction Building	SF	10,000	0	$ 2.410
Enlisted Unaccompanied Personnel Housing	SF	5,000	0	$1.032
Student Barracks	SF	10,000	0	$ 2.063
Vehicle Parking, Surfaced	SY	5,000	0	$ 0.314
TOTAL				$ 7.312

Notes:

All Dollars Shown in Millions

Recurring Costs/Savings Summary

Recurring Costs/Savings FY 06 – FY11						
Scenario	O&M	Mil Pers	Other	Total Costs	Svgs	Net Costs
E&T 0029	$ 2.447	$ 0.268	$ 0.000	$ 2.715	$ 20.581	$ -17.866

Notes:

All Dollars Shown in Millions

Key Elements of Recurring Savings

Scenario: E&T 0029		
Element	**Description**	**Total Recurring Savings ($M) FY06-FY11**
O&M	Sustain, Recap, BOS, Civ Salary	$ 20.036
MIL Personnel	Housing Allowance	$ 0.545

Scenario 0029 Issues

- **COBRA input data has 992K SF vacated at Ft Belvoir**
  - **Seems high but won't change recommendation**

- **Personnel reductions not reflected in data**

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Professional Development Education

BG Tom Maffey
Chair, PDE Subgroup

Professional Development Education

- **Timeline**
- **Scenario Proposal: USAWC to Ft Leavenworth**
- **Grad Ed Privatization Cost Model**

PDE SUBGROUP Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	JCSG Final Approval
0003	Privatize PDE Function conducted at AFIT and NPS	1 DEC	1 DEC	13 DEC	14 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0012	Realign DRMI with DAU at Ft. Belvoir, VA	23 NOV	23 NOV	4 DEC	13 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0013	Re-locate DCAI to Ft. Belvoir, VA	23 NOV	23 NOV	4 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0014	Establish Joint Center of Excellence for Religious SST/PDE Functions (Ft. Jackson)	1 DEC	1 DEC	13 DEC	14 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0015	Establish Joint Center of Excellence for Legal SST/PDE Functions (Maxwell AFB)	1 DEC	1 DEC	13 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0022	Consolidate AFIT and NPS PDE Function at NPS	1 DEC	1 DEC	13 DEC	14 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0023	Consolidate NPS and AFIT with Service Academies	6 DEC	6 DEC	17 DEC	22 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0024	Realign Service ILC & SSC with Service Academies	6 DEC	6 DEC	17 DEC	22 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0025	Realign SSCs in Place	1 DEC	1 DEC	13 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan

PDE SUBGROUP Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	JCSG Final Approval
0026	Consolidate SLCs at Ft. McNair	1DEC	1 DEC	15 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0027	Consolidate SLCs at MCB Quantico	1DEC	1 DEC	13 DEC	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0028	Consolidate SLCs at Ft. Eustis	1DEC	1 DEC	13 DEC	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0032	Realign SLCs under NDU and co-locate at Ft. McNair	1DEC	1 DEC	15 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0033	Realign SLCs under NDU and co-locate at MCB Quantico	1DEC	1 DEC	13 DEC	15 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0034	Realign SLCs under NDU and co-locate at Ft. Eustis	1DEC	1 DEC	13 DEC	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0035	Realign SSCs under NDU and co-locate at MCB Quantico	30 NOV	1 DEC	13 DEC	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0036	Realign SSCs under NDU and co-locate at Ft. Eustis	30 NOV	1 DEC	13 DEC	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan

Subgroup Recommendations

Recommended

- Realign Service ILC and SSC with Service Academies
- Realign Service ILC with Service Academies
- Consolidate SSC under NDU at Ft McNair
- Realign Service SSC with NDU at Ft McNair
- Co-locate Service SSC at Ft McNair
- Re-locate Service SSC at Ft McNair

Not recommended

- Disestablish PDE Function at NPS and privatize
- Disestablish PDE Function at AFIT and privatize
- Disestablish DCAI and privatize education requirements
- Disestablish DEOMI and privatize education requirements.
- Realign DEOMI with an alternate organization at alternate location
- Realign USAWC and USACGSS at Ft Leavenworth
- Realign USAWC and USACGSS at Carlisle Barracks
- Realign USAWC and USACGSS at FT Bliss
- Realign USAWC and USACGSS at FT Knox
- Realign USAWC and USACGSS at FT Eustis

Briefed 14 OCT 04

Realign USAWC and USACGSC at Ft Leavenworth, KS

Proposal	Drivers/Assumptions
▪ Re-locate the United States Army War College to Ft Leavenworth, KS and realign the United States Army War College and the United States Army Command and Staff College as the Land Warfare University. ▪ Gaining Installations: Ft Leavenworth, KS ▪ Losing Installations: Carlisle Barracks, PA	▪ Principle: Organize ▪ TO 69: Co-locate service professional military education at the intermediate and senior level.
Justification/Impact	**Potential Conflicts**
▪ Maximize academic synergies by combining similar education programs under one administration. ▪ Merges common support function and reduces resource requirements. ▪ Reinforces Service Centers of Excellence for officer development ▪ Brings Army in line with other services ▪ Army recommendation	▪ Joint Centric Scenarios vs. Service Centric Scenarios

Approved____Disapproved_____Revised_____Deferred_____

Graduate Education Privatization Costing Model

- **Based on the United States Army Advanced Civil Schooling Program**

- **Schools are classified by cost**

High Cost -	**> $14,500**	**(per year)**	**(average $22,000)**
Mid Cost -	**$8500 - $14,500 $**	**(per year)**	**(average $14,000)**
Low Cost -	**< $8,500**	**(per year)**	**(average $ 8,500)**

- **Based on historical data (2002 – 2005) each category accounts for the following percentages of the total student population (TSP)**

High Cost - 15%
Mid Cost - 20%
Low Cost - 65%

- **Cost of privation of graduate will be based on the following formula**

Cost = (22000 x (.15 x TSP)) + (14000 x (.20 x TSP)) + (8500 x (.65 x TSP)

- **Program administration requires 15-20 personnel**

- United States Army Student Detachment – 10-15 personnel
- Advanced Civil Schooling Office (HRC) – 6 personnel

Ranges and Collective Training

BG Louis Weber
Chair, PDE Subgroup

Agenda

- Scenario Timeline
- T&E Deferred Proposals

Range SUBGROUP Scenario Timeline

Tracking Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Critera 6&7	Criteria 8	Legal Review	JCSG Final Approval
0010	Joint Urban Ops Ctr	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required	Not Required
0021	RW to PAX and Redstone	9-Dec	16-Dec	22-Dec	5-Jan	13-Jan	17-Jan	24-Jan	28-Jan	3-Feb
0037	Joint Range East	6-Dec	13-Dec	17-Dec	23-Dec	6-Jan	10-Jan	17-Jan	21-Jan	27-Jan
0038	Joint Range West	6-Dec	13-Dec	17-Dec	23-Dec	6-Jan	10-Jan	17-Jan	21-Jan	27-Jan
0051	RW Air Launch Munitions China Lake	9-Dec	16-Dec	22-Dec	5-Jan	13-Jan	17-Jan	24-Jan	28-Jan	3-Feb

"Consolidate Air-Launched Munitions T&E OAR Workload To a **Western** Weapons/Air Platform/EC Complex"

Rationale for not Pursuing this Proposal:

- **Eglin AFB would have to be retained as a specialty site for A/M OAR T&E in a humid (semi-tropical) environment: results in very little of the A/M OAR infrastructure actually being able to move**

- **NAWC-AD, Patuxent River, would have to be retained for weapon-platform integration: results in very little A/M OAR infrastructure actually being able to move**

- **Capacity – Capacity data did not support relocation or realignment.**

- **Break the R&D, D&A and non-OAR T&E synergy with T&E OARs at Eglin AFB, Patuxent River or the three core weapons sites (China Lake, Eglin and Redstone) anchoring TJCSG scenarios.**

- **A subset of this proposal was subsequently approved which focused on RW Air-Launched Munitions T&E OAR workload to potentially provide additional availability of YPG for training. This also included Eglin AFB RW A/M workload realigned West to China Lake.**

"Consolidate Air-Launched Munitions T&E OAR Workload To a Weapons/Air Platform/EC Complex"

Rationale for not Pursuing this Proposal:

- **This would essentially result in status quo.**

- **NAWC-AD, Patuxent River, would have to be retained for weapon-platform integration: results in very little A/M OAR infrastructure actually being able to move.**

- **Overland Air-Launched munition capabilities only exist in the West and would have to be retained as is.**

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Flight Training Subgroup

RADM George Mayer
Chair, FT Subgroup

FT SUBGROUP Scenario Timeline

Track Number	Scenario	SDC at MilDep	SDC at Activity	MilDep to JCSG	Initial COBRA Review	JCSG COBRA OK	Criteria 6&7	Criteria 8	Legal Rev	JCSG Final Approval
0006	Helos to Rucker	29 Nov	02 Dec	10 Dec	17 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0044	Navy Status Quo	01Dec	08 Dec	14 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0045	AF Status Quo	01Dec	08 Dec	14 Dec	21 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0046	Cooperative	29 Nov	02 Dec	10 Dec	17 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0047	JSF to Columbus	03 Dec	08 Dec	16 Dec	23 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0048	JSF to Kingsville	03 Dec	08 Dec	16 Dec	23 Dec	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0049	UAV CoE at Ft Rucker	07 Dec	13 Dec	20 Dec	04 Jan	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0050	UAV CoE at Indian Sprgs	07 Dec	13Dec	20 Dec	04 Jan	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan
0052	JSF at Eglin	07 Dec	13 Dec	20 Dec	04 Jan	06 Jan	13 Jan	20 Jan	26 Jan	27 Jan