

BRAC 2005 Infrastructure Executive Council (IEC) Meeting Minutes of April 18, 2005

The Deputy Secretary of Defense chaired this meeting. The list of attendees is attached.

Mr. Philip Grone, Deputy Under Secretary of Defense (I&E), opened the meeting by summarizing the agenda. Mr. Grone also mentioned that all three Military Departments had recently provided the Secretary of Defense with an overview of their BRAC efforts.

Mr. Grone then turned the meeting over to Dr. William Winkenwerder, Assistant Secretary of Defense (Health Affairs), who briefed the IEC on the Uniformed Services University of Health Services (USUHS). His brief emphasized concerns over the candidate recommendation that would close the university, making the following points:

- Future wars demand highly trained specialists that USUHS currently provides.
- USUHS is a world-class platform that has not achieved its potential.
- USUHS's mission, capabilities and potential are vital to DoD.
- Retaining USUHS is necessary to ensure that the National Military Medical Center created by the merger of Bethesda and Walter Reed is a world-class medical center.

After Dr. Winkenwerder's brief, IEC members discussed the financial benefits of closing USUHS and Lt Gen George Taylor, Chairman of the Medical Joint Cross-Service Group (JCSG), offered details on the group's analysis that support the university's closure. He summarized by stating that the issue comes down to whether the benefit that USUHS could bring to the new National Military Medical Center would outweigh the savings that the Department would forego if it retains USUHS.

Mr. Grone continued the brief by reviewing the proposed BRAC Commission Schedule, noting that all of the Commission's meetings are public events (except for the classified information discussions) and they must publish their meeting schedule in the Federal Register 15 days in advance of all meetings. Mr. Grone also briefed IEC members on the BRAC rollout plan, highlighting the emerging themes and required actions. Several IEC members raised suggestions for the themes, focusing on strengthening the explanation of military value and the way in which the Department ensured it retained a surge capability. Mr. Grone used the attached slides (11-18) to review details of the BRAC Report Outline, Quantifying Results, and Tasks Remaining.

Mr. Grone began the Decision Brief by introducing five candidate recommendations for discussion that were resubmissions to the IEC. A summary of them and the IEC's decisions follow:

- TECH-0005R - Joint Center for Rotary Wing RDAT&E: Approved
- TECH-0018DR - Joint Center for Weapons and Armaments: Approved
- TECH-0042AR - C4ISR RDAT&E Consolidation (DoN): Approved
- HSA-0031 - Consolidate Civilian Personnel Offices: Approved
- E&T-0046R - Consolidate Undergraduate Flight Training: Approved

The Army then briefed candidate recommendation USA-0036R that would close Red River Army Depot and moves the depot maintenance functions to Anniston, Tobyhanna, and Letterkenney. The IEC approved this candidate recommendation.

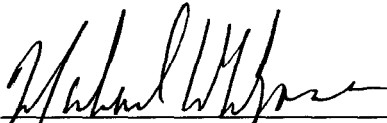
The Navy briefed candidate recommendation DON-0165R that would close MCLB Barstow and relocate depot maintenance functions to Jacksonville, Anniston, and Albany. The Industrial Joint Cross Service Group originally developed the functional elements of this recommendation. The Navy indicated that while it analyzed this scenario at the behest of the IEC, so that it could see the full effect of a closure as opposed to just the Industrial piece presented previously, the Department of the Navy opposes the closure of Barstow because it is the only multi-commodity depot in the western United States. The IEC engaged in an extensive discussion on the pro and cons of the recommendation, but did not reach consensus. Supply and Storage candidate recommendation 0051 (Wholesale Storage and Distribution) was presented as the update to S&S-0048 that would be required if the IEC approved the closure of Barstow. Since the recommendation to close Barstow remained unresolved, the IEC put consideration of S&S-0051 on hold.

Mr. Grone proceeded to review the following independent candidate recommendations that have a negative Net Present Value (NPV) (i.e. recommendations that after 20 years still do not achieve net savings) (slide 33):

- E&T-0052 - Joint Strike Fighter Initial Joint Training Site: Approved
- USA-0046v3 - Realign Fort Benning by relocating Drill Sergeant School to Fort Jackson, and activating a Brigade Combat Team at Fort Benning: Withdrawn; the Army expressed plans to recast this recommendation without the activation of a Brigade Combat Team at Fort Benning.
- USA-0224 - Realign Fort Hood, Texas by relocating a Brigade Combat Team, Headquarters, and Sustainment Brigade to Fort Carson, Colorado: Approved
- USA-0040 - Realign Fort Bragg NC by relocating the 7th Special Forces Group to Eglin AFB to create needed capacity in training resources and facilities for the activation of the 4th Brigade Combat Team at Fort Bragg: Approved

- USA-0221 Realign Fort Riley, Kansas by relocating combat arms brigade elements to Fort Bliss, Texas: Approved

The IEC then briefly discussed five Air Force recommendations (slides 40-44) that currently have a negative NPV. The IEC agreed that the Air Force should review these candidate recommendations and if they result in a savings, be resubmitted to the IEC for approval. The AF indicated that they have new information that demonstrates these recommendations in fact have positive NPV.

Approved: 
Michael W. Wynne
Executive Secretary
Infrastructure Executive Council

Attachments:

1. List of Attendees
2. Briefing slides entitled “Base Realignment and Closure 2005, Infrastructure Executive Council” dated April 18, 2005

**Infrastructure Executive Council Meeting
April 18, 2005**

Attendees

Members:

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- Hon Francis J. Harvey, Secretary of the Army
- Gen Richard B. Myers, Joint Chiefs of Staff
- Gen John P. Jumper, Chief of Staff of the Air Force
- Hon Gordon R. England, Secretary of the Navy
- ADM Vern Clark, Chief of Naval Operations
- Gen Michael Hagee, Commandant of the Marine Corps

Alternates:

- The Hon Nelson Gibbs, Assistant Secretary of the Air Force for Installations, Environment and Logistics for Mr. Michael L. Dominguez, Acting Secretary of the Air Force
- GEN Richard A. Cody, Vice Chief of Staff of the Army for GEN Peter J. Schoomaker, Chief of Staff of the Army

Others:

- Hon William Haynes, DoD General Counsel
- Mr. Raymond DuBois, Director, Administration & Management
- Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Dr. William Winkenwerder, Assistant Secretary of Defense (Health Affairs)
- Dr. Craig College, Deputy Assistant Secretary of the Army
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Mr. Fred Pease, Deputy Under Secretary of the Air Force (B&IA)
- Lt Gen George Taylor, Chairman, Medical JCSG
- VADM Donald C. Arthur, Surgeon General of the Navy and Chief of Staff of the Navy Bureau of Medicine and Surgery
- RADM Evan M. Chanik, Director, J-8
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- BG Frank Helmick, Military Assistant to the Deputy Secretary of Defense
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Charles Abell, Chairman, Education and Training JCSG
- Dr. Ron Segal, Chairman, Technical JCSG
- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG

- Mr. Dick McGraw, Special Assistant to the Secretary of the Defense
- Mr. B. J. Penn, Assistant Secretary of Navy for Installations and Environment
- Mr. Dave Patterson, Special Assistant to the Deputy Secretary of Defense
- Mr. Bob Earl, Special Assistant to the Secretary of the Defense and the Secretary of the Navy
- Mr. Gary Motsek, Chairman, Armaments and Munitions, Industrial JCSG
- Col Louis Neeley, Executive Secretary for the Supply & Storage JCSG



BRAC 2005

Briefing to the
Infrastructure Executive Council

April 18, 2005

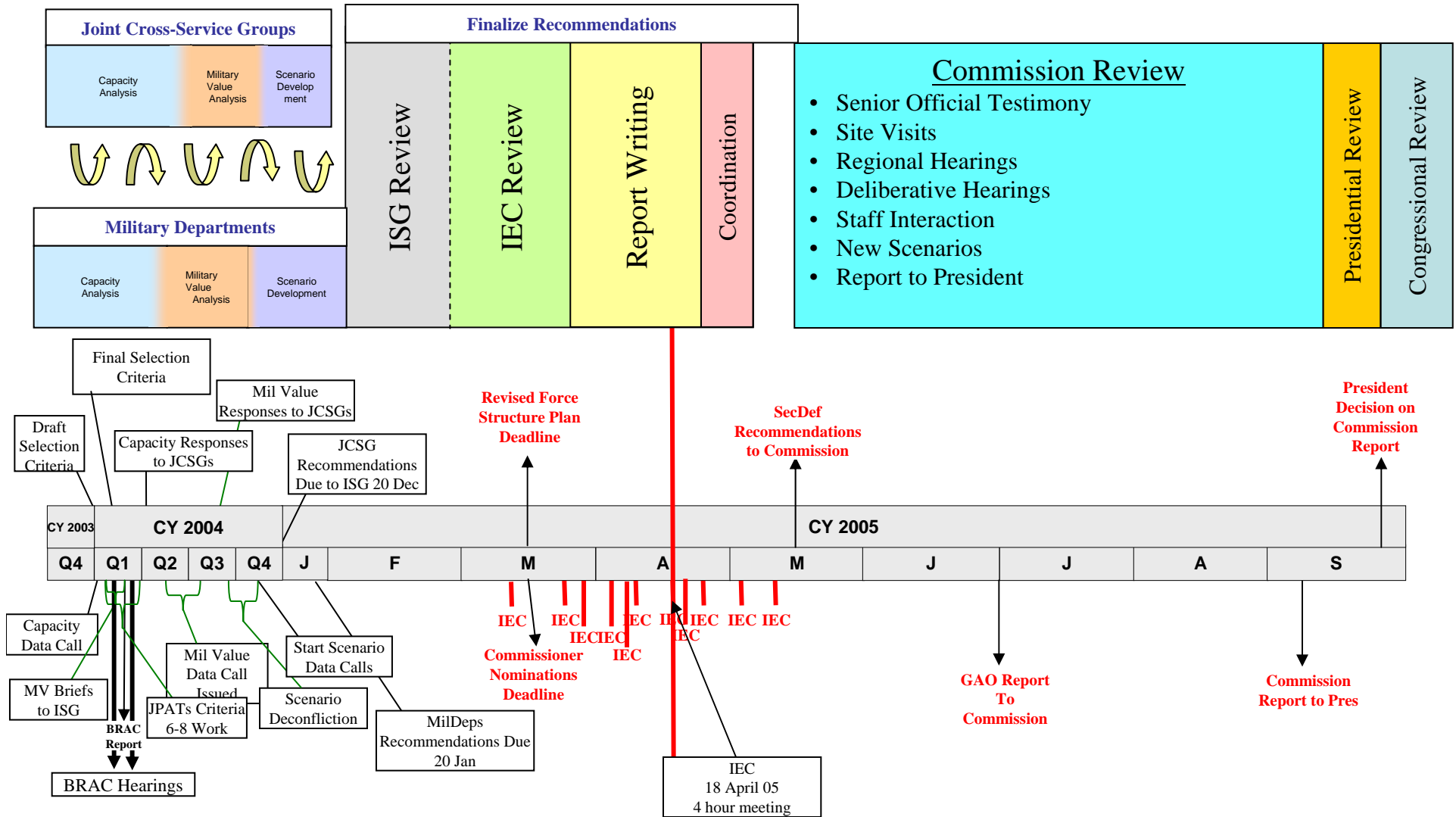


Purpose

- Process Overview
- ASD Health Affairs - USUHS
- Proposed BRAC Commission Schedule
- Rollout Plan
- Report Outline
- Quantifying Results – Where we are now
- Decision Briefing
- Quantifying Results – Updated
- Military Value Choices
- Next Steps



Process Overview



Brief to the IEC

USUHS Issues



William Winkenwerder, Jr., MD
Assistant Secretary of Defense (Health Affairs)
18 April 2005



Background

- Established in 1972 by Congress
- Mandated to provide career military medical professionals for the all volunteer force
- 3,587 MDs, 845 BS, MS and Doctoral, 231 MSN
- Foundational concept based on medical force for joint operations
- Academic and research programs in medicine, infectious disease, public health, advanced nursing, radiobiology, WMD, combat stress
- Accredited with distinction
- Internationally recognized faculty
- Graduates deployed world-wide conducting “Good Medicine in Bad Places”



Issues (1 of 2)

- **Cost Comparison**
 - Based on CNA study for cost of SOM graduate
 - Some potential savings with closure acknowledged, but more like \$20-\$25M vs \$58M
 - Other economic models for funding not considered
- **Potential Risk of Changing Accession Source**
 - Current applications to US Medical Schools declining
 - Fewer military medical school applicants
- **Reliability/Sustainability of Accession Sources**
 - USUHS proven as foundation of senior leaders
 - No joint viable alternative to building and sustaining force size and structure
- **Retention**
 - USUHS provides 13% of new, 23% of total, 33% of senior leader ranks, plus 51% of Special Forces MDs



Issues (2 of 2)

- **Force Design**
 - Little control over non-USUHS specialty mix
 - Future warfight demands highly trained specialists
- **Support to Military Operations**
 - SOM graduates come ready to fight as they train
 - 51% of USUHS docs assigned to Special Forces
- **USUHS is a World Class Platform**
 - Nation's only military medical university
 - Unique location and partnerships
 - Service Academy model, but more creative
 - Cornerstone of National Military Medical Center



Conclusion and Recommendation

- **Conclusion**
 - USUHS mission, capabilities and potential vital to DOD
 - Significant risk in force design and mix if eliminated
 - Risk in long term economics and management of alternative
 - CNA study useful but provides incomplete assessment
- **Recommendation – Retain USUHS**
 - Integrate into National Military Medical Center on the Bethesda Campus
 - Leverage existing partners with other federal agencies and programs (VA, HHS, DHS, DOE, others)
 - Explore alternate economic model for long term sustainment (HHS/DHS appropriations, private donations)



Proposed BRAC Commission Schedule

May 3, 2005	9:30 a.m. Hearing at US House of Representatives - Swearing-in of Commissioners 1:30 p.m. Hearing at US House of Representatives - Current and Long Term Threat Confronting US National Security
May 4, 2005	9:30 a.m. Hearing at US House of Representatives - Force Structure Plan and SecDef Guidance on the QDR
May 16, 2005	SecDef BRAC Recommendations received 1:30 p.m. Hearing at US Senate – Presentation of Department of Defense BRAC Recommendations and Methodology Panel 1: Secretary of Defense Panel 2: DoD Officials on Methodology
May 17, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Army 1:30 p.m. Hearing at US Senate – Presentation of Recommendations and Methodology – DoN
May 18, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Air Force 1:30 p.m. Hearing at US Senate – Presentation of Recommendations and Methodology – DoD Joint Cross Service Groups
May 19, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – DoD Joint Cross Service Groups



Rollout Plan

■ Emerging Themes

- Jointness
- Transformation
- Integration of overseas actions
- Annual recurring savings
- Supply Chain management
- Technology and Lab consolidation
- Force Protection realities
- Re-deploying force structure

■ Required Actions

- Draft Press Briefing
- Draft Press Release
- Draft SecDef Testimony
- Consolidated plan of action through May



Report Outline

- VOLUME I: Combined Report - constitutes legal submission
 - SecDef and Chairman, JCS Letter
 - Exec Summary
 - Chapter 1: Introduction (BRAC's Potential, Why BRAC, Process Overview, Strategy, Quantifying Results)
 - Chapter 2: Unclassified Force Structure Plan (FSP)
 - Chapter 3: Selection Criteria
 - Chapter 4: Recommendations
 - ❑ By Military Department/JCSG (one section per group)
 - Strategy/Process Overview
 - Text of Recommendations
 - ❑ By State/Installation
 - Installation impact of multiple recommendations
 - Chapter 5: Implementation and Reuse
- VOLUME II: Classified Force Structure Plan
- VOLUMES III - XII: Military Department and JCSG Reports



Quantifying Results – Current Status

(As of 18 Apr 05)

	Plant Replacement Value (\$M)	% change in DoD Plant Replacement Value	Military Job Changes	Civilian Job Changes	Total Job Changes
Army*	(11,360)	(2.1)	37,561	(1,639)	35,922
DoN	(7,730)	(1.4)	(4,631)	(4,195)	(8,826)
Air Force	(6,785)	(1.3)	(4,792)	(1,204)	(5,996)
JCSGs	(8,651)	(1.6)	(10,446)	(14,349)	(24,795)
E&T	(466)	(0.09)	(4,476)	(1,972)	(6,448)
H&SA	511	0.1	(2,775)	(3,972)	(6,747)
Industrial	(1,431)	(0.3)	(1,823)	(2,114)	(3,937)
Intelligence	48	0.01	Classified		
Medical	(559)	(0.1)	(823)	(2,899)	(3,722)
S&S	(5,520)	(1.0)	(12)	(1,255)	(1,267)
Technical	(1,234)	(0.2)	(537)	(2,137)	(2,674)
Total	(35,060)	6.4	17,692	(21,387)	(3,695)

* Does not include addition of \$2.2 B of PRV for Global Posture actions or the manpower losses from Korea and Germany



Candidate Recommendations – Cost and Savings (\$M)

(As of 18 Apr 05)

	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	4,425.7	(9,738.6)	(8,643.4)	311.7	(5,312.9)
<i>Overseas</i>	15,958.9	(348.5)	4,360.2	1,248.5	15,610.4
<i>BRAC + Overseas</i>	20,384.6	(10,087.2)	(4,283.2)	1,560.2	10,297.5
Navy	12,928.4	(2,417.9)	920.4	1,002.6	10,510.5
Air Force	9,040.8	(2,205.1)	(157.6)	753.4	6,835.7
JCSGs	51,731.9	(14,179.8)	447.7	3,930.9	37,552.0
E&T	6,173.1	(2,779.9)	(1,116.9)	471.9	3,393.2
H&SA	12,861.4	(2,953.9)	639.0	981.3	9,907.5
Industrial	11,372.7	(726.9)	3,001.3	844.7	10,645.8
Intelligence	1,996.5	(1,723.9)	(1,326.8)	154.3	272.6
Medical	4,332.3	(2,018.0)	(972.6)	344.5	2,314.2
S&S	6,272.5	(478.0)	1,547.3	451.9	5,794.5
Technical	8,723.4	(3,499.2)	(1,323.6)	682.3	5,224.2
Total	78,126.9	(28,541.5)	(7,432.9)	5,998.5	49,585.4
Total W/Overseas	94,085.8	(28,890.0)	(3,072.6)	7,247.0	65,195.8

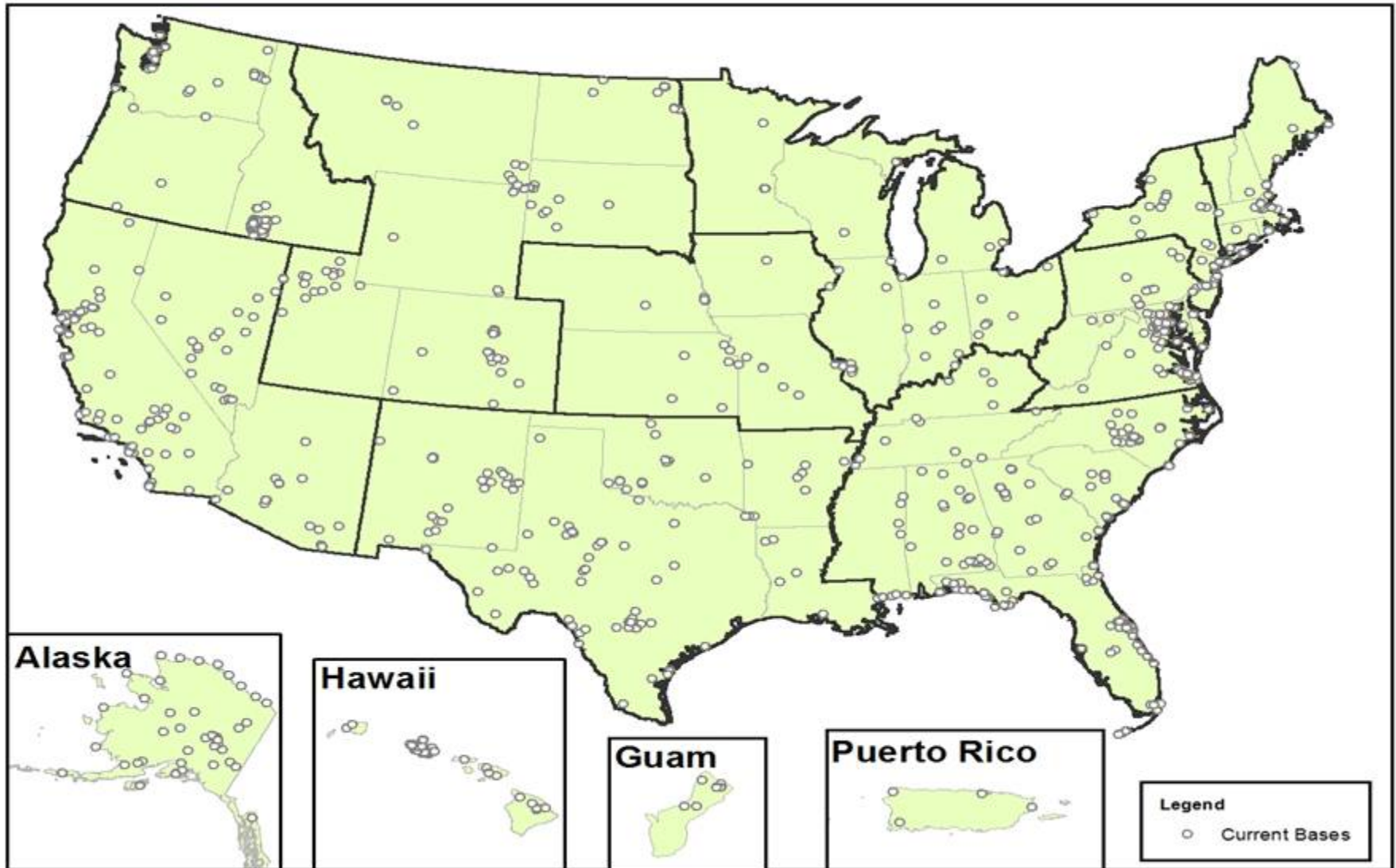
* Gross savings is the sum of Net Present Value and the 1-time costs



Strategic Presence

(As of 18 Apr 05)

Does not include Guard and Reserve

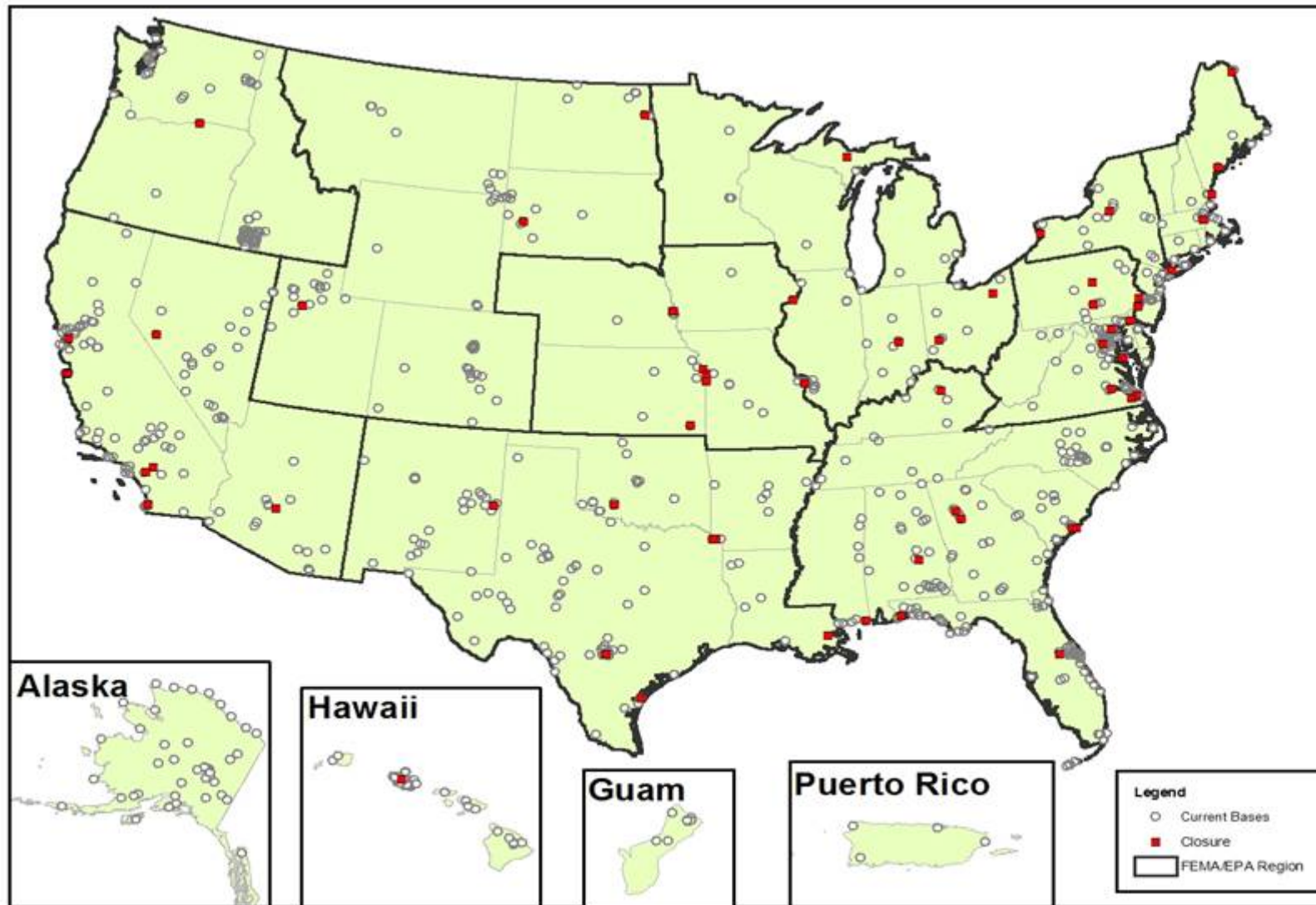




Strategic Presence with Closures

(As of 18 Apr 05)

Does not include Guard and Reserve

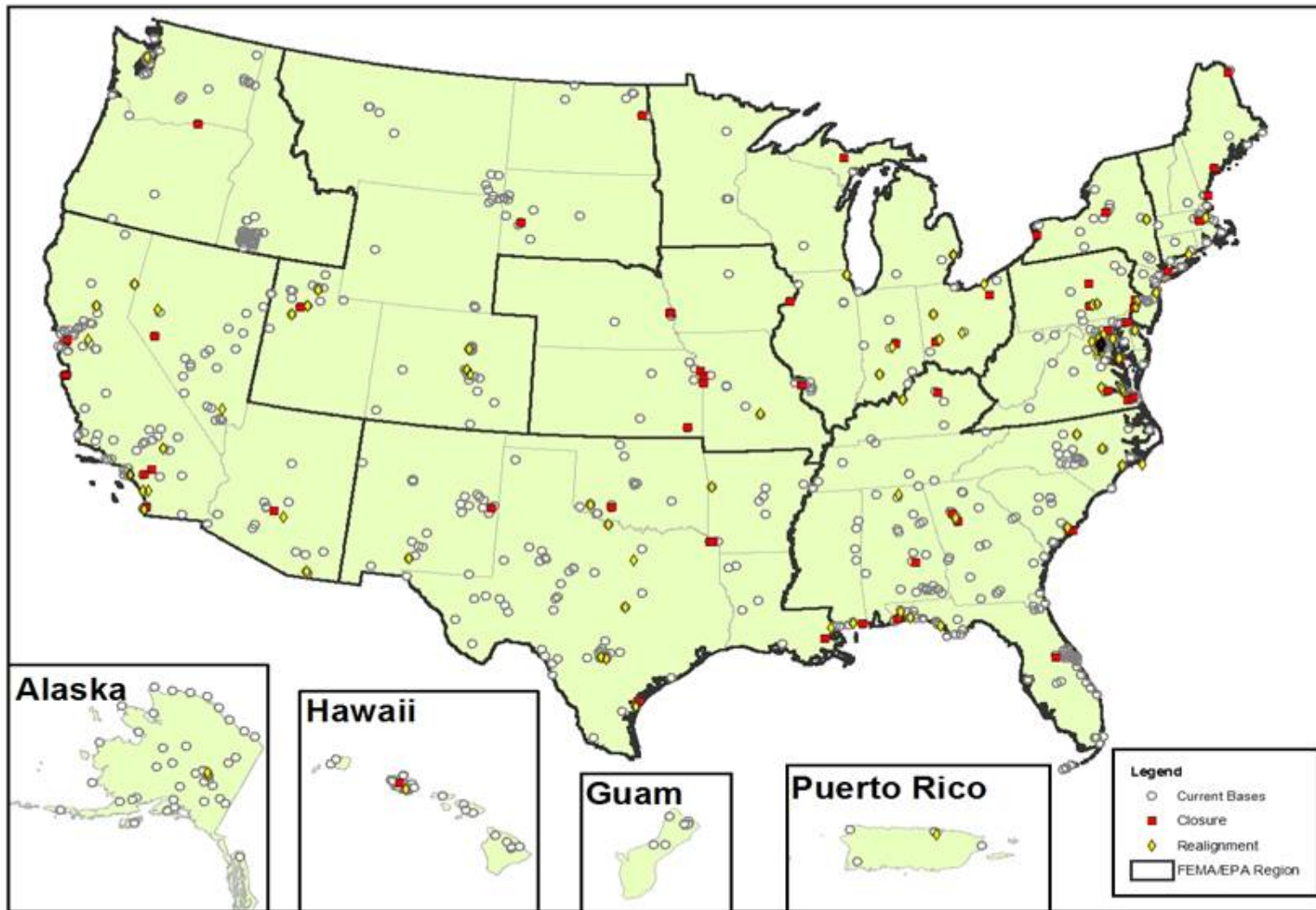




Strategic Presence with Closures and Realignments

(As of 18 Apr 05)

Does not include Guard and Reserve

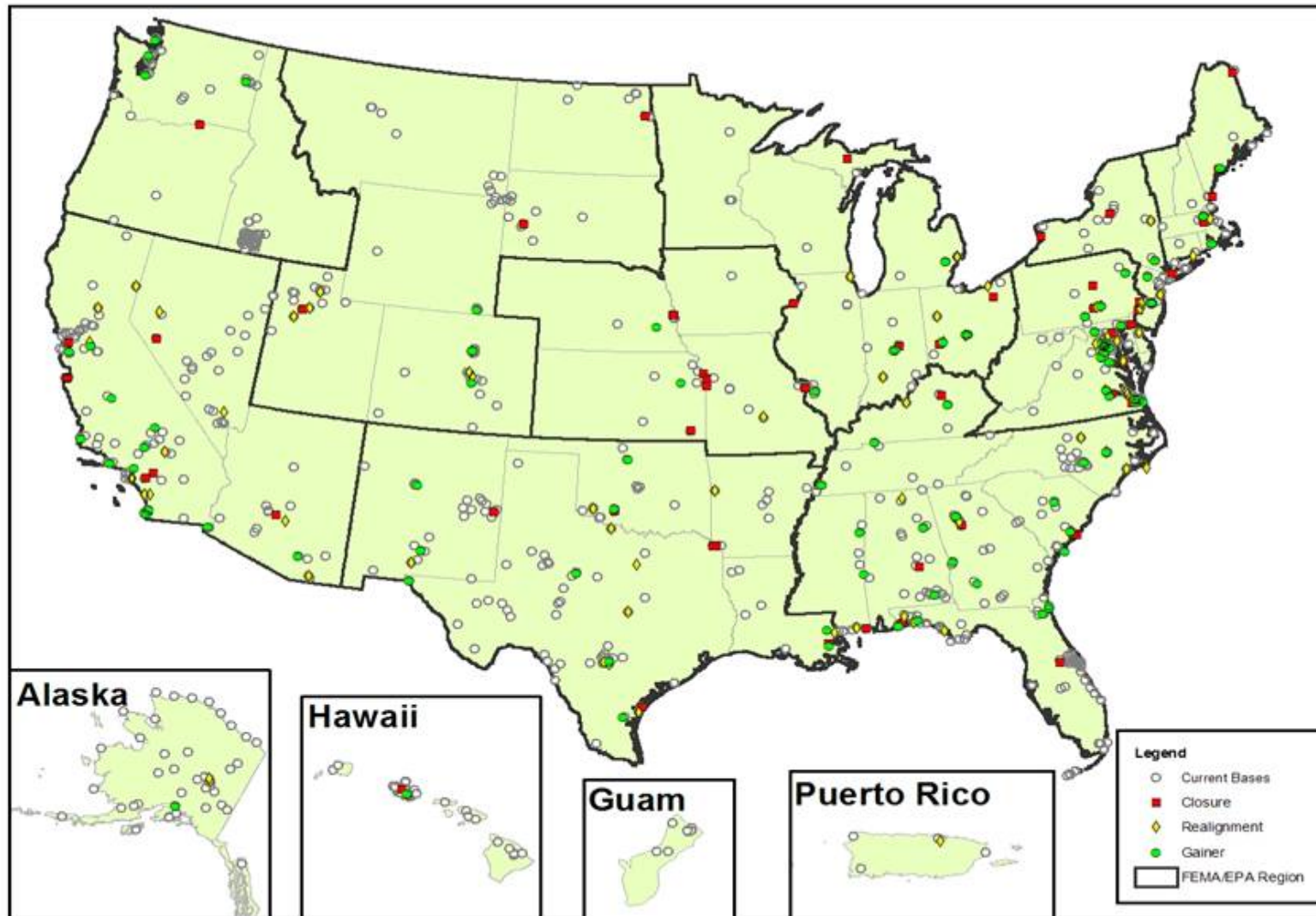




Strategic Presence with Closures, Realignments, and Gainers

(As of 18 Apr 05)

Does not include Guard and Reserve





Tasks Remaining

- Brief/approve Integrated Candidate Recommendations (Apr 25)
 - Need more IEC time in April
- Cumulative Environmental Impacts (By Gaining Installations)
- Draft Report (Apr 29)
- Report coordination (May 2-4)
- OMB interaction (complete by May 11)
 - Federal Register
 - Other?
- SecDef approval of recommendations and report (May 4-11)
- Press release/Qs and As – draft/final (Apr X/May 11)
- Press briefing – draft/final (Apr X/May 11)
- Federal Register (drop May 12, post May 13, and publish May 16)
- Congressional notification – Big 8, impacted Members (May 12/13)
- Report delivery to Hill and Commission (May 13)
- Report postings to website (May 13)
- SecDef BRAC testimony/Qs and As
- Supporting materials to Hill and Commission



Decision Briefing Topics

- IEC Requested Deliverables
- Resolving Negative Net Present Value
- Integrated Candidate Recommendations
- Additional Candidate Recommendations



IEC Requested Deliverables

Resubmissions:

- Joint Center for Rotary Wing RDAT&E – TECH-0005R
- Joint Center for Weapons & Armaments RDAT&E - TECH-0018DR
- C4ISR RDAT&E Consolidation (DoN) – TECH-0042Ar
- Consolidate Civilian Personnel Offices - resubmit using HSA-0031
- Consolidate Undergraduate Flight Trng - E&T-0046R
- Co-locate Extramural Research Program Managers – TECH-0040R

Integrated packages:

- Closure of Red River – USA-0036R
- Closure of MCLB Barstow – DoN-0165A
 - Revision of Wholesale Storage and Distribution – S&S-0051

Following Slides Brief Each Issue for decision



TECH-0005R: Establish Centers for Rotary Wing Air Platform RDAT&E

Candidate Recommendation (abbreviated): Realign Wright Patterson AFB, OH, by relocating V-22 rotary wing platform D&A to Patuxent River, MD. Realign the NAES Lakehurst, NJ, by relocating rotary wing air platform D&A and T&E to Patuxent River, MD. Realign Ft. Eustis, VA, by relocating rotary wing platform R, and D&A to Redstone Arsenal, AL, and consolidating with the Aviation Missile Research Development Engineering Center at Redstone Arsenal, AL. Realign Ft. Rucker, AL, by relocating the Aviation Technical Test Center to Redstone Arsenal, AL, and consolidating it with the Technical Test Center at Redstone Arsenal, AL. Realign Warner-Robins AFB, GA, by relocating activities in rotary wing air platform D&A to Redstone Arsenal, AL.

Justification

- Creates two full-service RDAT&E Rotary Wing Centers
 - Maritime—Patuxent River
 - Land—Redstone Arsenal
- Enhances Synergy
- Preserves healthy competition

Military Value

- D&A and T&E moves go from low to higher quantitative military value
- Research goes to location with lower quantitative MV but highest overall MV because it supports Army strategy to develop a full life-cycle support activity for aviation.

Payback

- One-time cost: \$78.49M
- Net implementation cost: \$62.32M
- Annual recurring savings: \$6.35M
- Payback time: 16 years
- NPV (savings): \$2.11M

Impacts

- Criterion 6: -24 to -626 jobs; <0.1% to 1.27%
- Criterion 7: No issues
- Criterion 8: No impediments



Tech-0018DR RDAT&E Integrated Center at China Lake

Candidate Recommendation (summary): Move W&A RDAT&E and ISE from Indian Head, Crane, Dahlgren, PAX River, Point Mugu, Port Hueneme, & Seal Beach, to China Lake, to form one of 3 core W&A sites. Move Energetics Materials from Crane & Yorktown to Indian Head. Move Surface Ship Weapons Systems/ Combat Systems Integration from San Diego to Dahlgren.

Justification

- Creates an RDAT&E Center for all DoN Weapons and Armaments at China Lake
- Provides Additional Disciplinary Sites:
 - Weapons System Integration—Dahlgren
 - Subsurface Integration—Newport
 - Energetic Materials Center—Indian Head
- Multiple use of eqt/ facilities/ ranges/ people
- Revision deletes Corona action

Military Value

- China Lake is one of the three DoD W&A Centers, has high quantitative MV and largest concentration of integrated technical facilities across all three functional areas
- Dahlgren, a Specialty Site, has high MV and using military judgment, is selected for surface ship weapon/ combat systems integration
- Technical facilities with lower quantitative MV relocated to Mega Centers and Specialty Sites

Payback

- One-time cost: \$387M
- Net implementation cost: \$152M
- Annual recurring savings: \$ 68M
- Payback time: 6 Years
- NPV (Savings) \$510M

Impacts

- Criteria 6: -74 to -5012 jobs; <0.1% to 7.1%
- Criteria 7: No issues
- Criteria 8: No impediments



Tech-0042AR: MARITIME C4ISR RDAT&E

Candidate Recommendation (Summary): Relocates Surface Maritime Sensors, Electronic Warfare, and Electronics RDAT&E to Naval Surface Warfare Center Division, Dahlgren, VA. Relocates Sub-surface Maritime Sensors, Electronic Warfare & Electronics RDAT&E to Naval Station Newport, RI. Relocates Maritime Information Systems RDAT&E to Naval Submarine Base Point Loma, San Diego, CA and Naval Station Norfolk, VA. Creates Atlantic & Pacific Space Warfare Systems Commands.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Focuses Maritime C4ISR RDAT&E to SPAWAR San Diego (Pt. Loma) and Naval Station Norfolk with Newport Specialty Site ■ Reduce Technical Facilities from 12 to 5 ■ Increase likelihood of fielding interoperable systems ■ Eliminate overlapping infrastructure 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ <u>Surface Sensors, EW, Elec:</u> Dahlgren highest quantitative MV of surface warfare centers in R, T&E, & one of highest in D&A. ■ <u>Information Systems:</u> Point Loma highest quantitative MV in D&A with access to Pacific fleet, Norfolk highest with access to Atlantic fleet. ■ <u>Subsurface Sensors, EW and Elec:</u> Newport has highest quantitative MV of undersea warfare centers 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>■ One-time cost:</td> <td style="text-align: right;">\$109M</td> </tr> <tr> <td>■ Net implementation savings:</td> <td style="text-align: right;">\$75M</td> </tr> <tr> <td>■ Annual recurring savings:</td> <td style="text-align: right;">\$37M</td> </tr> <tr> <td>■ Payback time:</td> <td style="text-align: right;">1 year</td> </tr> <tr> <td>■ NPV (savings):</td> <td style="text-align: right;">\$429M</td> </tr> </table>	■ One-time cost:	\$109M	■ Net implementation savings:	\$75M	■ Annual recurring savings:	\$37M	■ Payback time:	1 year	■ NPV (savings):	\$429M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: -78 to -373 jobs; <0.1% to 4.4% ■ Criterion 7: No issues ■ Criterion 8: No impediments
■ One-time cost:	\$109M										
■ Net implementation savings:	\$75M										
■ Annual recurring savings:	\$37M										
■ Payback time:	1 year										
■ NPV (savings):	\$429M										

- ✓ Strategy
- ✓ COBRA

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

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

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



HSA-0031 – Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies

Candidate Recommendation Summary: Realign Army installations at Ft Richardson AK and Rock Island Arsenal IL, and consolidate CPOCs at Ft Riley KS, Aberdeen Proving Ground MD and Ft Huachuca AZ; Realign Navy leased facilities/installations at Philadelphia PA, Honolulu HI, Stennis AL and San Diego CA, and consolidate HRSCs at Naval Support Activity Philadelphia PA, Silverdale WA and Naval Air Station North Island or Marine Corps Air Station Miramar CA; Realign Air Force installations at Bolling AFB DC, Robins AFB GA, Hill AFB UT, Wright- Patterson AFB OH and Tinker AFB OK, and consolidate all CPOs at Randolph AFB TX; and Realign Defense Agency leased facilities/installations at DeCA, WHS, DISA, and DoDEA all in Arlington, VA, and consolidate transactional functions at Indianapolis IN and Columbus OH.

Justification

- ✓ Reduces number of CPOs from 25 to 12.
- ✓ Eliminates excess capacity and leased space.

Military Value

- ✓ Increases average military value from .557 to .631.
- ✓ Allows Military Departments & DoD to continue to individually manage Civilian Personnel functions through transition to DoD’s National Security Personnel Systems (NSPS).

Payback

- ✓ One Time Cost: \$ 96.2 M
- ✓ Net Implementation Cost: \$ 45.8 M
- ✓ Annual Recurring Savings: \$ 23.8 M
- ✓ Payback Period: 4 years
- ✓ NPV (savings): \$ 191.4 M

Impacts

- ✓ Economic: -105 to -643 jobs; less than 0.1% to 0.24%.
- ✓ Community: No significant issues.
- ✓ Environmental: No impediments.

Education & Training Joint Cross Service Group

E&T 0046R: Realign Moody AFB's UFT/IFF and Consolidate UNT at NAS Pensacola



**Mr. Charles S. Abell
Chair, E&T JCSG
18 Apr 05**



Original E&TCR-0046 Cooperative

<p>Candidate Recommendation (Summary): Realign several locations to consolidate UPT at Columbus AFB, NAS Corpus Christi, NAS Kingsville, Laughlin AFB, NAS Meridian, Sheppard AFB, and Vance AFB; UNT at NAS Pensacola, and URT at Fort Rucker.</p>											
<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization ✓ Eliminates redundancy ✓ Postures for joint acquisition of Services' undergraduate program replacement aircraft 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ UPT: <ul style="list-style-type: none"> • Vance AFB 2nd of 11 • Laughlin AFB 3rd of 11 • NAS Meridian 4th of 11 • NAS Kingsville 6th of 11 • Columbus AFB 7th of 11 ✓ URT: Ft. Rucker 1st of 2 ✓ UNT: Pensacola 1st of 11 										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>✓ One-time cost</td> <td style="text-align: right;">\$399.770M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td style="text-align: right;">\$197.945M</td> </tr> <tr> <td>✓ Annual Recurring savings</td> <td style="text-align: right;">\$35.744M</td> </tr> <tr> <td>✓ Payback Period</td> <td style="text-align: right;">10 years</td> </tr> <tr> <td>✓ NPV savings</td> <td style="text-align: right;">\$151.112M</td> </tr> </table>	✓ One-time cost	\$399.770M	✓ Net Implementation cost	\$197.945M	✓ Annual Recurring savings	\$35.744M	✓ Payback Period	10 years	✓ NPV savings	\$151.112M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Reduces Excess Capacity: 50.12% to 28.85% ✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79% ✓ Criteria 7: No Issues ✓ Criteria 8: No impediments
✓ One-time cost	\$399.770M										
✓ Net Implementation cost	\$197.945M										
✓ Annual Recurring savings	\$35.744M										
✓ Payback Period	10 years										
✓ NPV savings	\$151.112M										

- | | | | |
|------------|---|-------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Rec'd | ✓ De-conflicted w/JCSGs |
| ✓ COBRA | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ De-conflicted w/MilDepts |



E&TCR-0046R; Cooperative

Candidate Recommendation (abbreviated): Realign Moody Air Force Base, Georgia, as follows: relocate Primary Phase of Fixed-wing Pilot Training to Columbus AFB, MS, Laughlin AFB, TX, & Vance AFB, OK; relocate IFF for Pilots to Columbus AFB, MS, Laughlin AFB, TX, Randolph AFB, TX, Sheppard AFB, TX, & Vance AFB, OK; relocate IFF for WSO to Columbus AFB, MS, Laughlin AFB, TX, Sheppard AFB, TX, & Vance AFB, OK; & relocate IFF for Instructor Pilots to Randolph AFB, TX. Realign Randolph AFB, TX, by relocating UNT to NAS Pensacola, FL.

<u>Justification</u>	<u>Military Value</u>										
<p>✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization for UNT</p> <p>✓ Eliminates redundancy in USAF UFT program</p> <p>✓ Removes UFT / IFF units from Moody AFB</p>	<p>✓ UPT:</p> <ul style="list-style-type: none"> ✓ Vance AFB 2nd of 11 ✓ Laughlin AFB 3rd of 11 ✓ Columbus AFB 7th of 11 ✓ Randolph AFB 8th of 11 ✓ Sheppard AFB 9th of 11 ✓ Moody AFB 11th of 11 <p>✓ UNT: Pensacola 1st of 11</p>										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>✓ One-time cost</td> <td>\$69.605M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td>\$0.508M</td> </tr> <tr> <td>✓ Annual Recurring Savings</td> <td>\$18.300M</td> </tr> <tr> <td>✓ Payback Period</td> <td>4 years</td> </tr> <tr> <td>✓ NPV savings</td> <td>\$176.227M</td> </tr> </table>	✓ One-time cost	\$69.605M	✓ Net Implementation cost	\$0.508M	✓ Annual Recurring Savings	\$18.300M	✓ Payback Period	4 years	✓ NPV savings	\$176.227M	<p>✓ Reduces Excess Capacity: 50.12% to 48.03%</p> <p>✓ Criteria 6: -866 to -1,002 jobs; 0.1 to 1.31%</p> <p>✓ Criteria 7: No Issues</p> <p>✓ Criteria 8: No impediments</p>
✓ One-time cost	\$69.605M										
✓ Net Implementation cost	\$0.508M										
✓ Annual Recurring Savings	\$18.300M										
✓ Payback Period	4 years										
✓ NPV savings	\$176.227M										

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



Payback ... Head-to-Head

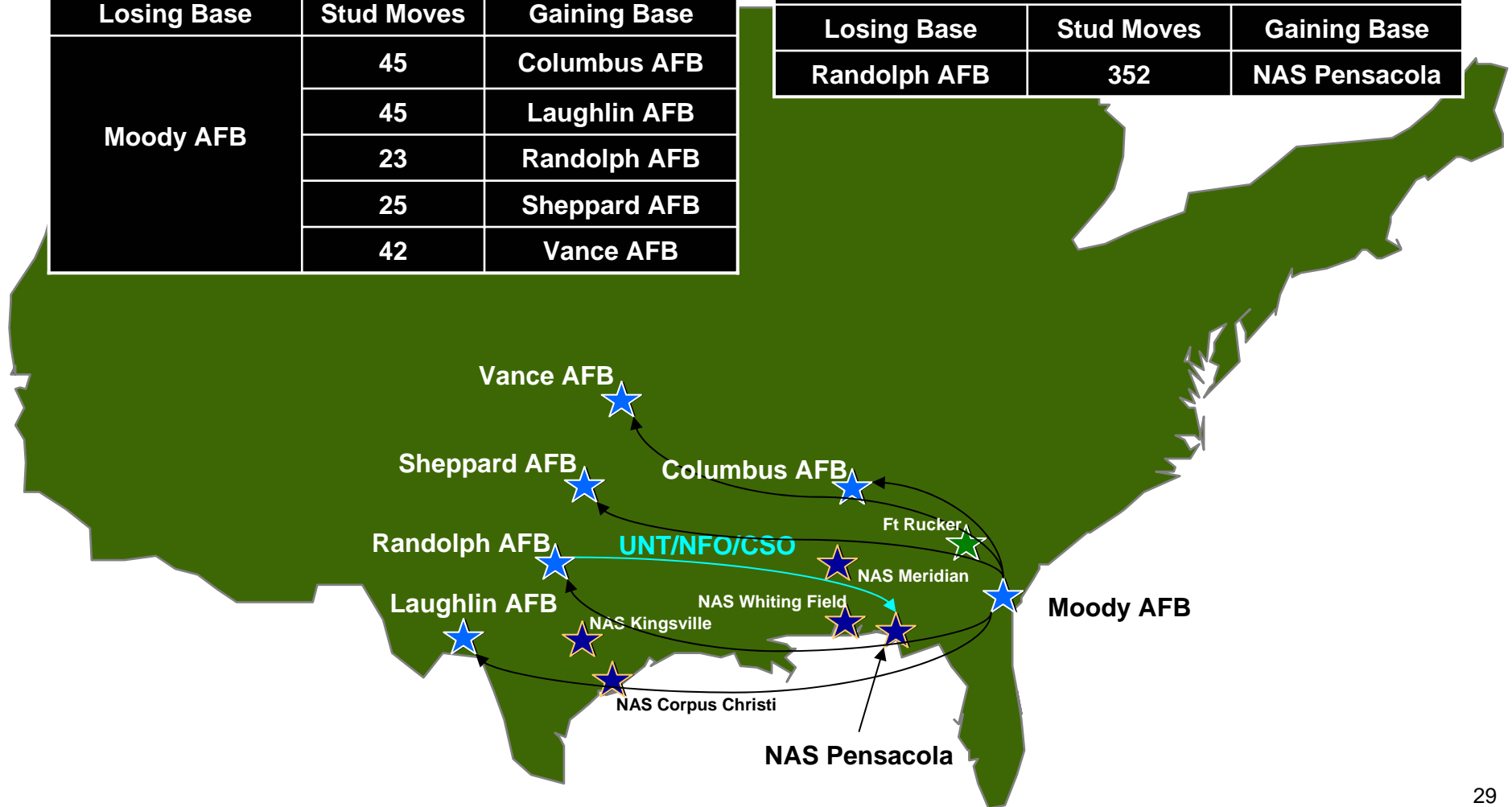
	<u>Candidate E&T-0046 (Original)</u>	
	<u>w/o Manpower Takes</u>	<u>w/Manpower Takes</u>
✓ One-time cost	\$399.770M	\$405.397M
✓ Net Implementation cost	\$197.945M	\$121.869M
✓ Annual Recurring savings	\$35.744M	\$58.079M
✓ Payback Period	10 years	5 years
✓ NPV savings	\$151.112M	\$438.451M
	<u>Candidate E&T-0046A (AF Proposal)</u>	
✓ One-time cost		\$248.88M
✓ Net Implementation cost		\$102.17M
✓ Annual Recurring savings		\$17.94M
✓ Payback Period		13 years
✓ NPV savings		\$63.45M
	<u>Candidate E&T-0046R (All USN / USAF Submitted Costs, Savings, & Personnel Included)</u>	
✓ One-time cost		\$80.53M
✓ Net Implementation cost		\$45.16M
✓ Annual Recurring savings		\$8.19M
✓ Payback Period		11 years
✓ NPV savings		\$35.40M
	<u>Candidate E&T-0046R (JCSG Rationalized Cost, Savings, & Personnel)</u>	
✓ One-time cost		\$69.605M
✓ Net Implementation cost		\$0.508M
✓ Annual Recurring savings		\$18.300M
✓ Payback Period		4 years
✓ NPV savings		\$176.227M



Realign UFT & IFF Functions

USAF Primary Phase (T-6, T-38)		
Losing Base	Stud Moves	Gaining Base
Moody AFB	45	Columbus AFB
	45	Laughlin AFB
	23	Randolph AFB
	25	Sheppard AFB
	42	Vance AFB

UNT/NFO/CSO (T-1, T-6, T-43)		
Losing Base	Stud Moves	Gaining Base
Randolph AFB	352	NAS Pensacola





Candidate #USA-0036R

Candidate Recommendation (Summary): Close Red River Army Depot. Munitions to McAlester & Blue Grass; depot maintenance to Anniston, Albany, Tobyhanna, and Letterkenney. Disestablish the wholesale supply, storage, and distribution of packaged POL, tires, and compressed gas. Storage and distribution functions and associated inventories of distribution depot to Oklahoma City, OK

<u>Justification</u>	<u>Military Value</u>
<p><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One time cost: \$456.2M ✓ Net Cost: \$216.6M ✓ Annual Recurring savings: \$76.5M ✓ Payback Period 4 years ✓ NPV (savings): \$539.0M 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – Max potential reduction of 4176 jobs (2500 direct and 1676 indirect) or 6.15% of the economic area employment ✓ Criterion 7 – Low risk; the trend of all attributes is to improve when moving to the other sites ✓ Criterion 8 – Moderate impact; Eight ranges and DERA sites (CTC \$48M) require cleanup

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



Recommendation (Summary): Closes MCLB Barstow. Relocate depot maintenance functions to NAS Jacksonville, Anniston Army Depot, MCLB Albany, Tobyhanna Army Depot, Letterkenny Army Depot, and Hill AFB. Realign Fleet Support Division function to MCLB Albany. Move DRMO function to NAS North Island. Establish railhead enclave at Yermo Annex, MCLB Barstow. Disestablish Defense Distribution Depot and move functions and inventories to San Joaquin CA. Disestablish supply, storage and distribution of tires, packaged POL, and lubricants.

Justification

- Reduces Depot Maintenance Sites and Excess Capacity using 1.5 shifts.
- Facilitates interservicing of Depot maintenance
- Save \$ by closing base.

Military Value

- Military value for the mission assets were evaluated in previously approved IND-0127A and S&S-0051.

Payback

- One-time cost: \$316.64M
- Net implementation savings: \$248.28M
- Annual recurring savings: \$141.9M
- Payback period: 2010 (1 year)
- 20 Yr. NPV (savings): \$1.6 B

Impacts

- Criteria 6: -3,219 (1,635 direct, 1,584 indirect) Jobs; 0.22% job loss
- Criteria 7: No substantial impact
- Criteria 8: No substantial impact.

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDepts



S&S-0051 Wholesale Storage and Distribution

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

Justification

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

Military Value

- ✓ **Relative Military Value Against Peers:**
 Region 1. SDP-Susquehanna: Ranked 1 out of 5
 Region 2. SDP Warner Robins: Ranked 4 out of 5
 Region 3. SDP Oklahoma City: Ranked 2 out of 3
 Region 4. SDP San Joaquin: Ranked 2 out of 5
- ✓ **Military Judgment:** SDPs in regions 2,3 & 4 were based on military judgement that their storage capacity and locations provided the highest overall MV to the Department.

Payback

- ✓ One-time Cost: \$234.7M
- ✓ Net Implementation Savings: \$1,071.5M
- ✓ Annual Savings: \$224.7M
- ✓ Payback Period: Immediate
- ✓ NPV (Savings): \$3,156.9M

Impacts

- ✓ **Criterion 6:** From 0 to -857 jobs; 0.00% to 1.26%
- ✓ **Criterion 7:** No impediments
- ✓ **Criterion 8:** Wetland issues, archeological issues, historic properties, additional permits; no impediments

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



Standalone Candidate Recommendations with Negative Net Present Value (Active only*)

Candidate Recommendation	Description	20 Yr NPV Savings/(Costs) \$K	1-Time (Costs) \$K	Annual Recurring Savings/(Costs) \$K	Payback Years
REALIGNMENTS					
USA-0221	Realign CONUS based Heavy Brigades and Global Posture Study forces to Ft Bliss, TX and Ft Riley, KS	(8,003,154)	(3,839,529)	(328,769)	Never
USA-0224R	Realign FT Hood, TX by relocating 4th ID BCT to Ft Carson, CO	(1,046,749)	(499,196)	(48,797)	Never
USA-0040 V2	Relocate the 7th SFG, FT Bragg, NC to Eglin AFB, FL	(679,973)	(275,040)	(31,909)	Never
USA-0046 V2	Relocate FT Benning / Drill Sgt School, GA to FT Jackson, SC & Activate a BCT	(463,028)	(131,160)	(27,530)	Never
E&T-0052	Joint Strike Fighter initial Flight Training to Eglin AFB, FL	(220,634)	(199,070)	(3,144)	Never
USAF-0054 V2	Realign Mountain Home AFB, ID relocate F-16 to various locations	(52,414)	(100,287)	2,200	100+
USAF-0113 V2	Realign Hill AFB, UT; relocate AC F-16s to Nellis AFB, NV RC to various locations	(33,506)	(33,431)	(140)	Never
USAF-0063	Realign Andrews AFB, MD by relocating AFFSA to Will Rogers AGS, OK	(7,187)	(26,007)	1,177	31
USAF-0081	Realign Beale AFB, CA; relocate KC-135s to Selfridge ANGB, MI & McGhee-Tyson AGS, TN	(4,631)	(4,405)	(24)	Never
IND-0121 V3	Realign Indian Head Det Yorktown, VA	(2,847)	(7,599)	340	40
USAF-0120	Realign Robins AFB, GA; relocate KC-135s to Forbes Field AGS, KS	(2,792)	(5,831)	66	100+
IND-0116 V2	Realign NSWC Indian Head, MD by relocating functions to McAlester, OK and Crane, IN	(540)	(4,141)	317	18
TOTALS:		(10,517,455)	(5,125,696)	(436,213)	

Note*: Guard/Reserve

Army 28 CRs (\$1.3M – \$116.4M NPV cost)

Air Force 19 CRs (\$1.5M – \$39.7M NPV cost)



Characterizing Negative NPV

■ New Mission

- Joint Strike Fighter (E&T-0052)
- Brigade Combat Team Enabler (USA-0046/0224B)
- 7th SFG Fort Bragg (USA-0040v2)

■ Global Posture

- Fort Bliss and Riley (USA-0221)

■ Air Force Aircraft Redistribution

- Mountain Home AFB (USAF-0054v2)
- Hill AFB (USAF-0113v2)
- Beale AFB (USAF-0081)
- Robins AFB (USAF-0120)

■ Other

- Andrews AFB AFFSA (USAF-0063)
- Yorktown Detachment (IND-0121v3)
- NSWC Indian Head (IND-0116v2)

■ Guard/Reserve

- Army 28 CRs (\$1.3M – \$116.4M NPV cost)
- Air Force 19 CRs (\$1.5M – \$39.7M NPV cost)

Following Slides Brief Each Issue



E&T-0052: JSF Initial Joint Training Site

Candidate Recommendation (Summary): Realign Luke AFB, Sheppard AFB, Miramar MCAS, NAS Oceana, and NAS Pensacola by relocating instructor pilots, operations support personnel, maintenance instructors, maintenance technicians, and other associated personnel and equipment to Eglin AFB, Florida to establish an Initial Joint Training Site for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to teach aviators and maintenance technicians how to properly operate and maintain this new weapon system.

Justification

- OSD Direction to nominate installation for JSF Initial Joint Training Site w/in BRAC
- Enhance personnel management of JSF Aviators

Military Value

- Eglin had the highest MVA Score for JSF Graduate level flight training
 - Meets Service-endorsed requirements
 - Follows services future roadmap

Payback

- | | |
|---------------------------|-----------|
| ▪ One-time cost | \$199.07M |
| ▪ Net Implementation cost | \$209.60M |
| ▪ Annual Recurring cost | \$3.33M |
| ▪ Payback Period | Never |
| ▪ NPV cost | \$226.26M |

Impacts

- Criteria 6: -36 to -888 jobs; 0.00 to 0.42%
- Criteria 7 - No Issues
- Criteria 8 - No Impediments

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



Candidate #USA-0046v3



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

<u>Justification</u>	<u>Military Value</u>										
<p>✓ Single Service activity Consolidation</p> <p>✓ In Conjunction with Realign Fort Leonard Wood, Consolidates Drill Sergeants training from three locations to one location</p> <p>✓ Promotes training effectiveness and functional efficiencies</p> <p>✓ Lowest One-Time Cost & best NPV among alternatives</p> <p>✓ Utilizes available maneuver space at Fort Benning for activation of Infantry BCT</p> <p>✓ Co-locates institutional training and MTOE units to support force stabilization initiatives</p>	<p>✓ Moving from Benning to Jackson is justified by improvements gained in operational efficiency and use of excess capacity at Fort Jackson</p> <p>✓ Adds a BCT to a high value installation</p> <p>✓ Creates space at Fort Benning for a portion of the BCT</p> <p>✓ MVI: Benning (9), Jackson (26)</p>										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>1. One-Time Cost:</td> <td>\$131.1M</td> </tr> <tr> <td>2. Net Implementation Cost:</td> <td>\$231.3M</td> </tr> <tr> <td>3. Annual Recurring Cost:</td> <td>\$27.5M</td> </tr> <tr> <td>4. Payback Period:</td> <td>Never</td> </tr> <tr> <td>5. NPV (Cost):</td> <td>\$463M</td> </tr> </table>	1. One-Time Cost:	\$131.1M	2. Net Implementation Cost:	\$231.3M	3. Annual Recurring Cost:	\$27.5M	4. Payback Period:	Never	5. NPV (Cost):	\$463M	<p>✓ Criterion 6 - Max potential reduction: Benning 171 (-0.1%)</p> <p>✓ Criterion 7 - The overall level of risk for this recommendation is low; Of the ten attributes evaluated one declined (Transportation)</p> <p>✓ Criterion 8 - Moderate Impact; Air analysis required, potential noise and threatened species issues.</p>
1. One-Time Cost:	\$131.1M										
2. Net Implementation Cost:	\$231.3M										
3. Annual Recurring Cost:	\$27.5M										
4. Payback Period:	Never										
5. NPV (Cost):	\$463M										

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



Candidate #USA-0224

Candidate Recommendation: Realign Fort Hood, TX by relocating a Brigade Combat Team, UEx Headquarters, and Sustainment Brigade to Fort Carson, CO.

<u>Justification</u>	<u>Military Value</u>										
<p>✓ Single Service relocation of a BCT and UEx HQ to Fort Carson and takes advantage of one of the largest heavy maneuver areas</p> <p>✓ Single Service relocation of a UEx HQ to Fort Carson to provide command and control of assigned units</p> <p>✓ Excess training land capacity and infrastructure exists at Fort Carson</p>	<p>✓ MVI: Fort Hood (3), Fort Carson (8)</p> <p>✓ Improves Military Value at both locations by taking advantage of capacity at Fort Carson and reducing pressure at Fort Hood</p> <p>✓ Essential to support the Twenty Year Force Structure Plan</p>										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>1. One-time cost:</td> <td>\$499.2M</td> </tr> <tr> <td>2. Net of Implementation Costs:</td> <td>\$641.7M</td> </tr> <tr> <td>3. Annual Recurring Costs:</td> <td>\$48.8M</td> </tr> <tr> <td>4. Payback period:</td> <td>Never</td> </tr> <tr> <td>5. NPV Costs:</td> <td>\$1047M</td> </tr> </table>	1. One-time cost:	\$499.2M	2. Net of Implementation Costs:	\$641.7M	3. Annual Recurring Costs:	\$48.8M	4. Payback period:	Never	5. NPV Costs:	\$1047M	<p>✓ Criterion 6 – Max potential loss of 7,560 jobs in the Killeen, TX metropolitan area which is 4.04% of ROI. Max potential increase of 8,189 jobs in the Colorado Springs, CO metropolitan area which is 2.4% of ROI</p> <p>✓ Criterion 7 – Low risk. Of the ten attributes evaluated one improved (Population Center) and one declined (Education)</p> <p>✓ Criterion 8 – Moderate Impact – air analysis required, & potential restrictions due to archeological resource issues & water availability</p>
1. One-time cost:	\$499.2M										
2. Net of Implementation Costs:	\$641.7M										
3. Annual Recurring Costs:	\$48.8M										
4. Payback period:	Never										
5. NPV Costs:	\$1047M										

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



Candidate #USA-0040

Candidate Recommendation: Realign Fort Bragg, NC, by relocating the 7th Special Forces Group (SFG) to Eglin AFB, FL to create needed capacity in training resources and facilities for the activation of the 4th Brigade Combat Team (BCT), 82d Airborne Division at Fort Bragg.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Multi-Service Collocation enabled by USAF-0090 ✓ Collocates the 7th SFG with AF SOF units creating joint training synergy with AF SOF ✓ Places 7th SFG with training lands that match their wartime AOR 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ MVI: Bragg (5), Eglin (31) ✓ Creates space at higher value installation to support addition of new BCT ✓ Enhances Joint and SOF training 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 60%;">1. One Time Cost:</td> <td style="text-align: right;">\$275M</td> </tr> <tr> <td>2. Net of Implementation Costs:</td> <td style="text-align: right;">\$422.8M</td> </tr> <tr> <td>3. Recurring Costs:</td> <td style="text-align: right;">\$31.9M</td> </tr> <tr> <td>4. Payback Period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>5. NPV Costs:</td> <td style="text-align: right;">\$680M</td> </tr> </table>	1. One Time Cost:	\$275M	2. Net of Implementation Costs:	\$422.8M	3. Recurring Costs:	\$31.9M	4. Payback Period:	Never	5. NPV Costs:	\$680M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – Max potential increase of 2561 jobs (1402 direct & 1159 indirect) or 2.13% of economic area employment. ✓ Criterion 7 – Low risk ✓ Criterion 8 – Low risk
1. One Time Cost:	\$275M										
2. Net of Implementation Costs:	\$422.8M										
3. Recurring Costs:	\$31.9M										
4. Payback Period:	Never										
5. NPV Costs:	\$680M										

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

- ✓ MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/Services



Candidate #USA-0221

Candidate Recommendation: Realign Fort Riley, KS by relocating combat arms brigade elements to Fort Bliss, TX, to accommodate the stationing of 1st Infantry Division units and various echelons above division units from overseas. Realign Fort Bliss, TX by relocating the Air Defense Artillery School to Fort Sill, OK, to accommodate the stationing of 1st Armored Division and 2d Infantry Division units and various echelon above division units from overseas to Fort Bliss, TX.

<u>Justification</u>	<u>Military Value</u>										
<p>✓ Single-Service collocation of Brigade Combat Teams at Fort Bliss and takes advantage of one of the largest heavy maneuver areas</p> <p>✓ Single-Service collocation of Brigade Combat Teams at Fort Riley to support the Army’s transformation to a modular force</p> <p>✓ Non-BRAC savings of \$4.4B during the 6 year period available for BRAC and other priorities (Non-BRAC NPV savings is \$7.6B)</p>	<p>✓ MVI: Fort Bliss (1), Fort Riley (14)</p> <p>✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Bliss and Fort Riley.</p> <p>✓ Essential to support the Twenty Year Force Structure Plan</p>										
<u>Payback</u>	<u>Impacts</u>										
<table border="0"> <tr> <td>1. One-time cost:</td> <td>\$3839.5M</td> </tr> <tr> <td>2. Net of Implementation Costs:</td> <td>\$5215.7M</td> </tr> <tr> <td>3. Annual Recurring Costs:</td> <td>\$328.7M</td> </tr> <tr> <td>4. Payback period:</td> <td>Never</td> </tr> <tr> <td>5. NPV Costs:</td> <td>\$8003.2M</td> </tr> </table>	1. One-time cost:	\$3839.5M	2. Net of Implementation Costs:	\$5215.7M	3. Annual Recurring Costs:	\$328.7M	4. Payback period:	Never	5. NPV Costs:	\$8003.2M	<p>✓ Criterion 6 – Max potential increase of 39,933 jobs in the El Paso, TX metropolitan area which is 12.15% of ROI. Max potential increase of 15,991 jobs in the Manhattan, KS metropolitan area which is 22.08% of ROI.</p> <p>✓ Criterion 7 – Low risk. Of the ten attributes evaluated two declined (Cost of living and Employment)</p> <p>✓ Criterion 8 – Significant Impact – large population increase; air analysis required, & potential restrictions due to archeological resource issues & water availability</p>
1. One-time cost:	\$3839.5M										
2. Net of Implementation Costs:	\$5215.7M										
3. Annual Recurring Costs:	\$328.7M										
4. Payback period:	Never										
5. NPV Costs:	\$8003.2M										

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification (On going)
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification (On going)

- ✓ JCSG Recommended
- ✓ De-conflicted w/JCSGs
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/Services



Candidate #USAF-0054V2 / S132.2

Realign Mountain Home AFB, ID

Candidate Recommendation: : Realign Mountain Home AFB. The 366th Fighter Wing will distribute assigned F-15C aircraft (18 PAA) to the 57th Fighter Wing, Nellis AFB, NV, (9 PAA); to the 125th Fighter Wing, Jacksonville IAP AGS, FL (6 PAA) and to retirement (3 PAA). The 366th Fighter Wing will distribute assigned F-16 Block 52 aircraft to the 169th Fighter Wing (ANG), McEntire AGS, SC (9 PAA); the 57th Wing, Nellis AFB, NV (5 PAA); and to BAI (4 PAA). The 57th Wing, Nellis AFB, will distribute F-16 Block 42 aircraft to the 138th Fighter Wing (ANG) Tulsa IAP AGS, OK (3 PAA) and retire remaining F-16 Block 42 aircraft (15 PAA). The 57th Wing also will distribute F-16 Block 32 aircraft (6 PAA) to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, CA and to retirement (1 PAA). The 366th Fighter Wing, Mountain Home AFB, will receive F-15E aircraft from the 3d Wing, Elmendorf AFB (18 PAA) and Attrition Reserve (3 PAA). Active duty will fly in a reverse associate role at McEntire AGS (50/50).

Justification

- Enables Future Total Force transformation
- Increases efficiency of F-15E training mission
- Consolidates F-15E fleet
- Part of the Ellsworth Recommendation Group which consolidates F-16 and F-15C fleets

Military Value

- Streamlines base with inefficient force mix
- Retains intellectual capital trained in SEAD mission (McEntire, SC)
- Distributes force structure to bases with air sovereignty role (Fresno, CA)
- Makes Nellis aggressor squadron effective size

Payback

- One Time Cost: \$100M
- Net Implementation Cost: \$77M
- Annual Recurring Savings: \$2M
- Payback period: 100+
- NPV Cost: \$52M

Impacts

- Criterion 6—Total Job Change : 306 (direct: 192; indirect: 114) ROI: 2.12%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious).

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



Candidate #USAF-0113V2 / S126.2

Realign Hill AFB, Salt Lake City, UT

Candidate Recommendation: Realign Hill AFB. The 419th Fighter Wing (AFRC) will distribute its F-16 Block 30 aircraft to the 482d Fighter Wing (AFRC), Homestead ARB, Florida (6 PAA) and 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB (9 PAA). AFMC F-16s will remain in place.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increases efficiency of operations ■ Part of Cannon Recommendation Group which consolidates F-16 fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Distributes force structure to a base of higher mil value, including two air sovereignty bases ■ Robusts two AFRC sqdns to effective size ■ Right sizes the Nellis Aggressor squadron
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$33M ■ Net Implementation Cost: \$34M ■ Annual Recurring Cost: \$0.1M ■ Payback period: Never ■ NPV Cost: \$34M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -270 (direct: -137; indirect: -133) ROI: -0.11% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



Candidate #USAF-0081 / S428

Realign Beale AFB, Marysville, CA

Candidate Recommendation: Realign Beale AFB. The 940th Air Refueling Wing (AFRC) is realigned in place for emerging missions. The wing's KC-135R aircraft are distributed to a new Air National Guard air refueling wing at Selfridge ANGB, Michigan (4 PAA) and the 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (4 PAA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Consolidates tanker fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Enables capability at Beale for Future Total Force Missions ■ Robusts AFR sqdns to effective operational size ■ Retains aerial refueling assets in proximity to their missions
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$4M ■ Net Implementation Cost: \$5M ■ Annual Recurring Cost: \$0M ■ Payback period: Never ■ NPV Cost: \$5M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : 0 (direct 0, indirect 0) ROI -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



Candidate #USAF-0120 / S433

Realign Robins AFB, Warner Robins, GA

Candidate Recommendation: Realign Robins AFB. The 19th Air Refueling Group is inactivated. The Group's KC-135R aircraft are distributed to the 190th Air Refueling Wing (ANG), Forbes Field AGS, Kansas (12 PAA). The Geographically Separated Unit at Middle Georgia Regional Airport (Macon) (202 EIS) is closed and consolidated into space available at Warner Robins AFB.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Consolidates tanker fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Enables DON Scenario #0068 ■ Maintains Forbes capacity; robusts ANG sqdn to standard USAF size ■ Preserves Forbes ANG intellectual capital and high mil value ANG base
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$6M ■ Net Implementation Cost: \$4M ■ Annual Recurring Savings: \$0M ■ Payback period: 100+ yrs ■ NPV Cost: \$3M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : -70 (direct -42, indirect -28) ROI: -0.11% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



Candidate #USAF-0063 / S306Z

Realign Andrews AFB, Camp Springs, MD

Candidate Recommendation: Realign Andrews AFB. The Air Force Flight Standards Agency (AFFSA) and C-21 aircraft (2 PAA) will relocate to Will Rogers World Airport AGS, Oklahoma. AFFSA realignment will include relocation of the USAF Advanced Instrument School from Randolph AFB, and the Global Air Traffic Operations Program Office from Tinker AFB, to Will Rogers World APT AGS. The 137th Airlift Wing (ANG) at Will Rogers World APT AGS will associate with the 507th Air Refueling Wing (ARFC) at Tinker AFB. The wing's C-130H aircraft will be distributed to the 136th Airlift Wing (ANG), Carswell ARS (4 PAA) and 139th Airlift Wing (ANG), Rosecrans Memorial Airport AGS, Missouri (4 PAA). Flight related ECS (Aeromed Squadron) at Will Rogers moves to Rosecrans. Remaining ECS at Will Rogers remains in place at Will Rogers.

Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate airlift fleet
- Moves personnel out of NCR
- Enables other Andrews recommendations

Military Value

- Consolidates Air Force Flight Standards Agency and the Air Force Advanced Instrument School.
- Enables more efficient operations at two installations
- Assists mitigation of congestion at Andrews AFB

Payback

- One Time Cost: \$26M
- Net Implementation Cost: \$19M
- Annual Recurring Savings: \$1M
- Payback period: 31 yrs/2040
- NPV Cost: \$7M

Impacts

- Criterion 6: Total Job Change : -191 (direct -115, indirect -76) ROI -0.01%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



IND-0121 NSWC Indian Head, Det Yorktown, VA

Candidate Recommendation: Realign NSWC Indian Head, Detachment Yorktown, VA. Relocate Bomb Energetic production functions to McAlester AAP. Relocate PBX Production and load for the Zuni to NSWC Indian Head. Relocate Demo Charges functions to Iowa.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ▪ Realignment removes redundancies ▪ Establishes multifunctional and fully work-loaded Munitions Centers of excellence that support readiness. ▪ Yorktown continues to produce munitions needed to support their R&D efforts. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ▪ Munitions Production Facilities: <ul style="list-style-type: none"> ▪ Yorktown 11th of 16 ▪ McAlester 2nd of 16 ▪ Indian Head 5th of 16 ▪ Iowa 6th of 16
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ▪ One-time cost: \$7.60M ▪ Net implementation cost: \$6.07M ▪ Annual recurring savings: \$0.34M ▪ Payback time: 40 years ▪ NPV (costs): \$2.85M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ▪ Criteria 6: -14 jobs (6 direct, 8 indirect); <0.1% ▪ Criteria 7: No issues ▪ Criteria 8: Possible air quality, waste management and water resource impacts

- ✓ Strategy
- ✓ COBRA

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

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

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



IND-0116 – NSWC Indian Head

Candidate Recommendation: Realign NSWC Indian Head, MD by relocating the Bomb Energetic production function to McAlester AAP, OK and the 5” Navy Gun Projectile, Grenade (PBX), and Signals functions to Crane AAA, IN.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Realignment removes redundancies ✓ Establishes multifunctional and fully work-loaded Munitions Centers of excellence that support readiness. ✓ Indian Head continues to produce munitions needed to support their R&D efforts. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Munitions Production Facilities <ul style="list-style-type: none"> ▪ Indian Head 5th of 16 ▪ McAlester 1st of 16 ▪ Crane 4th of 16
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One-time cost: \$4.14M ✓ Net implementation cost: \$3.96M ✓ Annual recurring savings: \$0.32M ✓ Payback time: 18 years ✓ NPV (cost): \$.54M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6: -7 jobs (4 direct, 3 indirect); <0.1% ✓ Criteria 7: No issues ✓ Criteria 8: Modifications required for air and waste water permits. No impediments.

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



Integrated Closure Recommendations

Closures

- Portsmouth Naval Shipyard – DoN-0133R
- MCSA Kansas City – DoN-0157R
- NSA New Orleans – DoN-0158AR
- NS Pascagoula – DoN-0002R
- Subase New London – DoN-0033R
- ✓ MCLB Barstow – DoN -0165R
- NSWC Corona – DoN-0161B
- NPGS Monterey – DoN-0070C
- Naval Supply Corps School Athens – DoN-0126
- NAS Brunswick – DoN-0138R
- ✓ Red River – USA-0036R
- Walter Reed – MED-0002R
- NS Ingleside – DoN-0032R
- NAS Atlanta – DoN-0068R
- Carlisle Barracks – USA-0136
- NAS JRB Willow Grove – DoN-0084AR
- Fort McPherson – USA-0222R
- Fort Gillem – USA-0121
- Fort Monroe – USA-0113
- Fort Monmouth - USA-0223
- Brooks City Base – MED-0057R*
- Rock Island Arsenal – USA-0035R*
- Los Angeles AFB – TECH-0014*
- Soldiers System CTR Natick – USA-0227R
- Rome AF Research Lab – TECH-0009R

* Pending

Following Slides Brief Each Issue



Candidate Recommendation: Close the Naval Shipyard (NSYD) Portsmouth, Kittery, ME. Relocate the ship depot repair function to NSYD Norfolk, Virginia, NSYD and Intermediate Maintenance Facility (IMF) Pearl Harbor, Hawaii and NSYD Puget Sound, Washington. Relocate the Submarine Maintenance, Engineering, Planning and Procurement Command (SUBMEPP) to NSYD Norfolk.

Justification

- ✓ Reduces excess capacity, moves workload to the three remaining shipyards.
- ✓ This recommendation closes the installation fence line and relocates or eliminates the remaining personnel.
- ✓ Saves \$\$ by closing entire installation.
- ✓ Surface-Subsurface Operations berthing capacity not required to support the Force Structure Plan.
- ✓ Incorporates IND-0056

Military Value

- ✓ NSYD Portsmouth is ranked 3rd of four shipyards, and 3rd of 9 ship depot level activities.
- ✓ Military Judgment: Closure of Portsmouth NSYD eliminates excess capacity and satisfies the Department desires to place ship maintenance close to the fleet.
- ✓ Increases average military value of the Surface-Subsurface Operations function from 50.61 to 50.70.
- ✓ Ranked 15th of 29 Bases in the Surface-Subsurface Operations function.

Payback

- ✓ One Time Cost: \$449.31M
- ✓ Net Implementation Savings: \$57.93M
- ✓ Annual Recurring Savings: \$138.12M
- ✓ Payback: 3 years
- ✓ NPV Savings: \$1.4B

Impacts

- ✓ Criteria 6: -9,166 jobs; 2.76% job loss
- ✓ Criteria 7: No substantial impact.
- ✓ Criteria 8: No substantial impact.

- ✓ Strategy
- ✓ COBRA

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

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

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



Candidate Recommendation: Close Marine Corps Support Activity Kansas City, MO. Relocate Marine Corps Reserve Support Command element of Mobility Command to Naval Air Station Joint Reserve Base New Orleans, LA, and consolidate with Headquarters, Marine Corps Forces Reserve. Retain an enclave for 9th Marine Corps District and 24th Marine Regiment.

Justification

- ✓ Maintains Joint Service interoperability.
- ✓ Merge common support functions.
- ✓ Saves \$ by closing majority of base (enclaves remaining tenants in consolidated property).

Military Value

- ✓ MCSA Kansas City 93 of 337.
- ✓ NAS JRB New Orleans 63 of 337.

Payback

- ✓ One Time Cost: \$18.81M
- ✓ Net Implementation Cost: \$6.54M
- ✓ Annual Recurring Savings: \$4.29M
- ✓ Payback: 3 years
- ✓ NPV Savings: \$34.50M

Impacts

- ✓ Criteria 6: -587 jobs; < 0.1% job loss
- ✓ Criteria 7: No substantial impact.
- ✓ Criteria 8: No substantial impact.

- ✓ Strategy
- ✓ COBRA

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

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

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



Candidate Recommendation: Close Naval Support Activity (NSA) New Orleans, LA. Relocate Navy Reserve Personnel Command and Enlisted Placement and Management Center to NSA Mid-South, Millington TN and consolidate with Navy Personnel Command at NSA Mid-South. Relocate Navy Reserve Recruiting Command to NSA Mid-South and consolidate with Navy Recruiting Command at NSA Mid-South. Relocate Navy Reserve Command to NSA Norfolk, VA. Relocate HQ, Marine Corps Forces Reserve to NAS JRB New Orleans and consolidate with Marine Corps Reserve Support Command. Relocate NAVAIRSEFAC, NRD, and NRC New Orleans to NAS JRB New Orleans. Relocate 8th MCD to NAS JRB Ft. Worth, TX. Consolidate NSA New Orleans installation management function with NAS JRB New Orleans.

Justification

- ✓ Enhance Active/Reserve Interoperability.
- ✓ Merge common support functions.
- ✓ Improves personnel life-cycle management.
- ✓ Maintains Joint Service interoperability.
- ✓ Saves \$ by closing entire installation;relocates or eliminates the remaining tenants/personnel.
- ✓ Combines HSA-0007, 0041, and 0120

Military Value

- ✓ Military value for the mission assets moved were evaluated in previously approved HSACR-0007, HSACR-0041, and HSACR-0120.

Payback

- ✓ One Time Cost: \$149.71M
- ✓ Net Implementation Cost: \$12.74M
- ✓ Annual Recurring Savings: \$50.47M
- ✓ Payback: 1 year
- ✓ NPV Savings: \$460.07M

Impacts

- ✓ Criteria 6: -2,362 jobs; 0.31% job loss
- ✓ Criteria 7: No substantial impact.
- ✓ Criteria 8: No substantial impact.

- ✓ Strategy
- ✓ COBRA

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

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

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



Candidate Recommendation Summary: Close Naval Station Pascagoula, MS; Relocate ships to Naval Station Mayport, FL. Relocate Defense Common Ground Station (Navy-2) to another naval activity or remain a tenant of the U.S. Coast Guard. Relocate ship intermediate maintenance function to SIMA Mayport, FL.

Justification

- ✓ Reduces Excess Capacity
- ✓ Saves \$\$ by closing entire installation
- ✓ Moves ships to fleet concentration areas
- ✓ Consolidates training and maintenance

Military Value

- ✓ Increases average military value from 55.64 to 56.87
- ✓ Ranked 16 of 16 Active Bases in the Surface-Subsurface Operations function
- ✓ Military value for maintenance function evaluated in previously approved scenario IND-0019

Payback

- ✓ One Time Cost: \$18M
- ✓ Net Implementation Savings: \$220M
- ✓ Annual Recurring Savings: \$47M
- ✓ Payback: Immediate
- ✓ NPV Savings: \$666M

Impacts

- ✓ Criterion 6: -1,762 jobs; 2.57% job loss
- ✓ Criterion 7: No substantial impact
- ✓ Criterion 8: No substantial impact

- ✓ Strategy
- ✓ COBRA

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

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

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



Candidate Recommendation(summary): Close SUBASE New London, CT. Relocate assigned Submarines to Naval Station Norfolk, VA and SUBASE Kings Bay, GA. Relocate the intermediate submarine repair function to Ship Intermediate Repair Activity Norfolk, VA, Naval Shipyard Norfolk, VA, and Trident Refit Facility Kings Bay, GA. Relocate the Naval Submarine School and Center for Submarine Learning to SUBASE Kings Bay. Relocate Naval Submarine Medial Research Laboratory Groton, to Walter Reed Army Medical Center Forest Glenn Annex, MD. Relocate Naval Undersea Medical Institute Groton to NAS Pensacola, FL, and Fort Sam Houston, TX. Consolidate COMNAVREG Northeast with COMNAVREG MID-Atlantic Norfolk.

Justification

- ✓Reduces Excess Capacity
- ✓Saves \$\$ by closing entire installation
- ✓Maintains strategic and operational flexibility (2 SSN sites on East Coast)
- ✓Creates efficiencies in Regional IM
- ✓Creates Hyperbaric and Undersea Medicine Center of Excellence

Military Value

- ✓Increases average military value from 55.64 to 55.97
- ✓Ranked 12 of 16 Active Bases in the Surface-Subsurface Operations function
- ✓MV of Medical and Industrial functions considered as a part of previously approved MED-0024 and IND-0037

Payback

- ✓One Time Cost: \$679.64M
- ✓Net Implementation Cost: \$345.44M
- ✓Annual Recurring Savings: \$192.77M
- ✓Payback Period: 3 yrs
- ✓NPV savings: \$1.58B

Impacts

- ✓Criterion 6: -15,818 jobs; 9.38% job loss
- ✓Criterion 7: No substantial impact
- ✓Criterion 8: No substantial impact

- ✓Strategy
- ✓COBRA

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

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

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



Candidate Recommendation: Close Naval Support Activity (NSA) Corona, CA. Relocate all Naval Surface Warfare Division Corona RDAT&E functions to Naval Air Station Point Mugu, CA.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Minimizes disruption to critical and unique Navy RDAT&E asset • Save \$\$ by closing entire installation • Provides purpose built facility to increase efficiency of organization • Enhances opportunity for Jointness 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> • Corona has low quantitative Military Value in eleven technical functions. • Closure increases average quantitative military value in all technical functions. • Military judgment concluded that keeping Corona functions together at Pt. Mugu provides an integrated independent assessment capability across 11 functions
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$79.91M • Net implementation cost: \$65.20M • Annual recurring savings: \$6.03M • Payback time: 15 years • NPV savings: \$0.60M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criteria 6: -1,796 jobs (892 direct, 904 indirect); 0.12% job loss • Criteria 7: No substantial impact • Criteria 8: No substantial impact



Candidate Recommendation: Close the Naval Postgraduate School Monterey, CA. Disestablish graduate level education programs. Relocate Defense Resource Management Institute and consolidate under Defense Acquisition University at Fort Belvoir, VA. Relocate Army TRAC Monterey to White Sands, NM. Enclave the Fleet Numerical Meteorology and Oceanography Center and the Naval Research Laboratory Detachment Monterey at the Naval Postgraduate School Annex.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ E&T JCSG disestablishment of graduate education programs in favor of privatization ✓ E&T JCSG relocation of Defense Resource Management Institute in order to uncover PG School ✓ Saves \$\$ by eliminating personnel and reducing operating costs 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Since all locations disestablished, relative MV scores not determinative. Military judgment determined privatization provided highest overall military value. ✓ Ranked 1 of 2 Active bases in the Joint Professional Development Education (Graduate Education) field
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One time cost: \$69.63M ✓ Net Implementation savings: \$268.81M ✓ Annual Recurring Savings: \$89.80M ✓ Payback: Immediate ✓ NPV Savings: \$1.12B 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: -6,684 jobs; 2.84% job loss ✓ Criterion 7: No substantial impact ✓ Criterion 8: No substantial impact

- ✓ Strategy
- ✓ COBRA

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

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

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



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Candidate Recommendation: Close NAS Brunswick, ME. Relocate all squadrons, their aircraft and necessary personnel, equipment and support to NAS Jacksonville, FL. Relocate NMCB 27 to Westover ARB. Relocate Company “A” 1/25 Marines to Bath, ME. Relocate FASOTRAGRULANT Detachment to MCAS Cherry Point, NC. Consolidate NAR Brunswick, ME, with NRC Bangor, ME. Consolidate Aviation Intermediate Level Maintenance with Fleet Readiness Center Southeast Jacksonville, FL.

Justification

- ✓ Reduces Excess Capacity
- ✓ Saves \$\$ by closing entire installation
- ✓ Single sites east coast Maritime Patrol assets.
- ✓ Maintains Reserve demographics
- ✓ Realigns and merges depot and intermediate maintenance activities

Military Value

- ✓ Increases average military value from 55.73 to 55.95
- ✓ Ranked 18 of 23 Active Bases in the Aviation Operations function.

Payback

- ✓ One Time Cost: \$192.88M
- ✓ Net Implementation Costs: \$73.37M
- ✓ Annual Recurring Savings: \$92.71M
- ✓ Payback: 1 Year
- ✓ NPV Savings: \$840.65M

Impacts

- ✓ Criterion 6: -6,012 jobs; 1.81% job loss
- ✓ Criterion 7: No substantial impact
- ✓ Criterion 8: No substantial impact

- ✓ Strategy
- ✓ COBRA

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

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

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



Integrated Realignment Recommendations

Realignments

- Consolidate Installation Mgmt – HSA-0010R
- Consolidate DISA- HSA-0045
- Consolidate DoN Leased locations – HSA-0078R
- Convert Inpatient Services to Clinic – MED-0054R
- Consolidate NGA Activities – INT-0004R
- Co-locate OSD & 4th Estate Leased at Fort Belvoir – HSA-0053R
- Privatize Tires, Compressed Gas, and Packaged POL – S&S-0043R
- Consolidate Service Personnel CTRs- HSA-0145)
- Disestablish Shipyard Detachments – IND-0095R
- Consolidate MDA/SMC – HSA-0047R
- Regionalize DoN Aircraft Intermediate Maint – IND-0103R
- Chem/Bio/Medical Research – MED-0028R
- Consolidate MILDEP Investigative, Counter Intel, and DSS – HSA-0108R
- Maneuver Training - USA-0243R
- San Antonio Reg Med CTR – MED-0016R
- Consolidation of Air Force Leased Space – HSA-0132R
- Relocation of NCR Headquarters – HSA-0092R
- *Pope AFB – USAF-0122R*

Following Slides Brief Each Issue



HSA-0010R: Establish Joint Bases

Candidate Recommendation: Relocates installation management functions as follows: McChord AFB to Ft Lewis; Ft Dix and Naval Air Engineering Station Lakehurst to McGuire AFB; NAF Washington to Andrews AFB; Bolling AFB to Naval District Washington; Henderson Hall to Ft Myer; Ft Richardson to Elmendorf AFB; Hickam AFB to Naval Station Pearl Harbor; Ft Sam Houston and Randolph AFB to Lackland AFB; Naval Weapon Station Charleston to Charleston AFB; Ft Eustis to Langley AFB; Ft Story to Naval Mid-Atlantic Region; and Andersen AFB to COMNAVMARIANAS Guam.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 2,119 positions and associated footprint)
- ✓ Supports complementary missions
- ✓ Maximizes joint utilization of infrastructure

Military Value

- ✓ Quantitative military value scores determined receiving locations for 9 joint bases
- ✓ Military judgment favored McGuire over Dix and Charleston AFB over NWS Charleston because of their experience in support of operational forces
- ✓ Military judgment favored Langley over Eustis because of reductions in Ft Eustis' scope of mission by other actions

Payback

- ✓ One time costs: \$49.3M
- ✓ Net Implementation savings: \$760.9M
- ✓ Annual Recurring savings: \$183.3M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$2,488.7M

Impacts

- ✓ Criterion 6: 174 to 776 job losses; <0.1% to 0.23%
- ✓ Criterion 7: No issues
- ✓ Criterion 8: No impediments

- ✓ Strategy
- ✓ COBRA

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

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

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



HSA-0045: Consolidate Defense Information Systems Agency (DISA) Components and Establish Joint C4ISR D&A Capability

Candidate Recommendation (summary): Relocate and consolidate DISA and the JTF-GNO from Arlington Service Center, 6 leased locations in the NCR, and 1 leased location in Louisiana to Ft. Meade, Maryland. Realign NSA Panama City, Florida by relocating DJC2 Program Office to Ft. Meade, Maryland. Realign Ft. Monmouth, New Jersey by relocating JNMS Program Office to Ft. Meade, Maryland. Realign Rosslyn Plaza North, a leased location in Arlington, Virginia by relocating the JTRS Program Office to Ft. Meade, Maryland.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Consolidates DISA HQ in one location; eliminates redundancy and enhances efficiency. ✓ Establishes Joint C4ISR D&A capability. ✓ Eliminates ~720,000 USF of leased space. ✓ Moves DISA and JTRS to AT/FP compliant space. 	<ul style="list-style-type: none"> ✓ DISA(incl. JTF-GNO) : 306th of 334 ✓ Ft. Meade: 94th of 334 ✓ Military Judgment finds military value locating C4ISR D&A with DISA.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$203.2M ✓ Net Implementation Cost: \$ 87.4M ✓ Annual Recurring Savings: \$ 57.9M ✓ Payback Period: 2 Years ✓ NPV (savings): \$490.1M 	<ul style="list-style-type: none"> ✓ Criterion 6: NCR: -6,880 jobs (4,026 direct, 2,854 indirect), 0.25%. New Orleans: -296 jobs (151 direct, 145 indirect), less than 0.1%. Panama City: -45 jobs (22 direct, 23 indirect), less than 0.1%. Edison, NJ: -3 jobs (2 direct, 1 indirect), less than 0.1%. ✓ Criterion 7: No Issues. ✓ Criterion 8: Air quality. No impediments

- ✓ Strategy
- ✓ COBRA

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

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

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



HSA-0078R: Relocate Miscellaneous DON Leased Locations

Candidate Recommendation (summary): Close 2 leased locations in Arlington, VA. Relocate NSMA to Washington Navy Yard (WNY). Realign 9 leased locations in Arlington, VA by relocating NSMA to Anacostia Annex (AA) and WNY, NAVAIR to ASC, and SPAWAR to ASC. Realign FOB2 by relocating OPNAV, CMC, and SECNAV/BCNR to ASC. Close 2 leased locations in Lexington Park, MD. Relocate NAVAIR to NAS Patuxent River.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Eliminates approximately 253,000 GSF of leased space within the DC Area. ✓ Facilitates closure of FOB 2. ✓ Co-location of organizations facilitates possible consolidation of common support functions. ✓ Moves DON leased space to AT/FP compliant locations. 	<ul style="list-style-type: none"> ✓ Washington Navy Yard: 62nd of 334 ✓ Anacostia Annex: 74th of 334 ✓ Arlington Service Center: 79th of 334 ✓ NAS Patuxent River: 139th of 334 ✓ All others: 192nd or lower rankings
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 61.9M ✓ Net Implementation Cost: \$ 12.8M ✓ Annual Recurring Savings: \$ 18.0M ✓ Payback Period: 1 Year ✓ NPV (savings): \$164.0M 	<ul style="list-style-type: none"> ✓ Criterion 6: No job reductions. ✓ Criterion 7: No issues. ✓ Criterion 8: No impediments.

✓ Strategy
✓ COBRA

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

✓ JCSG/MilDep Recommended
✓ Criterion 6-8 Analysis

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



MED-0054R Convert Inpatient Services To Clinics

Candidate Recommendation (summary): Realign MCAS Cherry Point, Fort Eustis, Air Force Academy, Andrews AFB, MacDill AFB, Keesler AFB, Scott AFB, NAS Great Lakes, and Fort Knox, by disestablishing the inpatient mission and converting the hospital to a clinic with an ambulatory surgery center.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Reduces excess capacity ✓ Redistributes military providers to areas with more eligible population ✓ Reduces inefficient inpatient operations ✓ Civilian/Military capacity exists in area 	<ul style="list-style-type: none"> ✓ By disestablishing the inpatient mission at these facilities, the overall average military value of the system increases, while reducing excess capacity.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$12.93M ✓ Net Implementation Savings: \$250.93M ✓ Annual Recurring Savings: \$60.18M ✓ Payback Period: Immediate ✓ NPV savings: \$818.28M 	<ul style="list-style-type: none"> ✓ <u>Criteria 6:</u> From -35 to -352 jobs; <0.1% to 0.23% ✓ <u>Criteria 7:</u> No issues. ✓ <u>Criteria 8:</u> No Impediments.

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



Additional Candidate Recommendations

Submitted for Approval:

- Co-locate TRANSCOM Components – HSA-0114R
- Establish a Joint Biomedical RDA Mgmt CTR – MED-0028
- Relocate Navy Warfare Development CMD to NS Norfolk – DoN-168A
- Army Land Network LCM CTR Aberdeen – TECH-0052

Pending :

- Los Angeles AFB – TECH-0014
- Realign Boise Air Terminal AGS – USAF-0128
- Realign Martin State APT AGS- USAF-0129
- Close Gen Mitchell ARS – USAF-0130
- Close NSWC Seal Beach Concord Detachment – DoN-0172

Following Slides Brief Each Issue



HSA-0114R: Co-Locate TRANSCOM and Service Component HQs

Candidate Recommendation (Summary): Realign Fort Eustis, VA, Hoffman 2, and TEA leased space in Newport News, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with AF Air Mobility Command and TRANSCOM.

Justification

- ✓ Meets T.O. to consolidate or co-locate Service Component HQs w/COCOM HQs
- ✓ Reduces NCR footprint and eliminates 162,000 USF of leased space within DC Area
- ✓ Headquarters-level personnel reduction estimated at more than 19% (834 job positions)

Military Value

- ✓ Quantitative Military Value:
 - ✓ Ft. Eustis: 0.8758
 - ✓ TEA-Newport News: 0.305
 - ✓ SDDC-Alexandria: 0.1620
 - ✓ Scott AFB: 0.8467
- ✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott

Payback

- ✓ One Time Cost: \$ 91.3M
- ✓ Net Implementation Savings: \$ 402.7M
- ✓ Annual Recurring Savings: \$ 111.0M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$ 1,451.6M

Impacts

- ✓ Criterion 6:
 - ✓ DC area: -1472 jobs (857 direct, 615 indirect); <0.1%
 - ✓ Norfolk area: -1133 jobs (484 direct, 649 indirect); 0.12%
- ✓ Criterion 7: No Issues
- ✓ Criterion 8: No Impediments



MED-0028: Establish a Joint Biomedical RDA Management Center

Candidate Recommendation (summary): Co-locates all management activities overseeing biomedical Science and Technology and regulated medical product Development and Acquisition at Fort Detrick, MD.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Create synergies and efficiencies: <ul style="list-style-type: none"> - Coordinate program planning to build joint economies & eliminate undesired redundancy - Optimize utilization of limited critical professional personnel - Build common practices for FDA regulatory affairs & communications ✓ Reduces leased space 	<ul style="list-style-type: none"> ✓ Builds on high Ft. Detrick mil value as judged by both Medical and Technical JCSGs. ✓ Military judgment: Facilitates better communication and integration of programs; more jointness.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One-time cost: \$ 6.273M ✓ Net implementation cost: \$ 5.330M ✓ Annual recurring savings: \$ 0.634M ✓ Payback time: 14 years ✓ NPV (savings): \$ 0.961M 	<ul style="list-style-type: none"> ✓ Criteria 6: -116 jobs (68 direct, 48 indirect); <0.1% ✓ Criteria 7: No issues ✓ Criteria 8: No impediments

- ✓ Strategy
- ✓ COBRA

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

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

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



Candidate Recommendation: Realign NAVSTA Newport, RI by relocating Navy Warfare Development Command to NAVSTA Norfolk, VA.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ 2001 Realignment designated CFFC as ISIC for Naval Warfare Development Command. ✓ Relocation of NWDC provides greater synergy with the Fleet and Norfolk local training/tactics commands. 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ NWDC would be more integrated with the Fleet and Norfolk assets, increasing its MilVal. ✓ NWDC expected to maintain current ADCON relationship with NWC.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$11.8M ✓ Net Implementation Cost \$8.3M ✓ Annual Recurring Savings \$1.0M ✓ Payback Period 13 Years ✓ NPV (savings): \$2.1M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criteria 6: -490 jobs, 0.06% job loss. ✓ Criteria 7: No substantial impact. ✓ Criteria 8: No substantial impact.

- ✓ Strategy
- ✓ COBRA

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

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

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



Tech-0052: Research, Development & Acquisition Center for Army Land C4ISR

Candidate Recommendation (summary): Consolidates Information Systems, Sensors, Electronic warfare, & Electronics, and Human Systems Research and Development and Acquisition at Aberdeen and Ft. Belvoir by realigning Ft. Monmouth, Ft. Belvoir, Adelphi, Ft. Knox, Walter Reed, Redstone and PM ALTESS in Arlington.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ■ Establishes Land C4ISR Center to focus technical activity and accelerate transition ■ Consolidates a service-led Defense Research Lab ■ Increases efficiency by consolidating from 7 to 2 sites ■ Ensures competition of ideas by maintaining other service-led complementary/competitive RD&A sites 	<ul style="list-style-type: none"> ■ Quantitative: Aberdeen not the highest in all functions ■ Military judgment favored Aberdeen, MD, because it has : <ul style="list-style-type: none"> • half of the Army Research Laboratory, • existing RDT&E facilities, and • sufficient space to accommodate all of Land C4ISR.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ■ One-time cost: \$1,271M ■ Net implementation cost: \$729M ■ Annual recurring savings: \$188M ■ Payback time: 7 years ■ NPV (savings): \$1,149M 	<ul style="list-style-type: none"> ■ Criterion 6: -6 to -9737 jobs; <0.1 to <.83% ■ Criterion 7: No issues ■ Criterion 8: No impediments

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



Quantifying Results – Updated

	Plant Replacement Value (\$M)	% change in Plant Replacement Value	Military Job Changes	Civilian Job Changes	Total Job Changes
Army					
DoN					
Air Force					
JCSGs					
E&T					
H&SA					
Industrial					
Intelligence					
Medical					
S&S					
Technical					
Total					



Quantifying Results – Updated Cost and Savings (\$M)

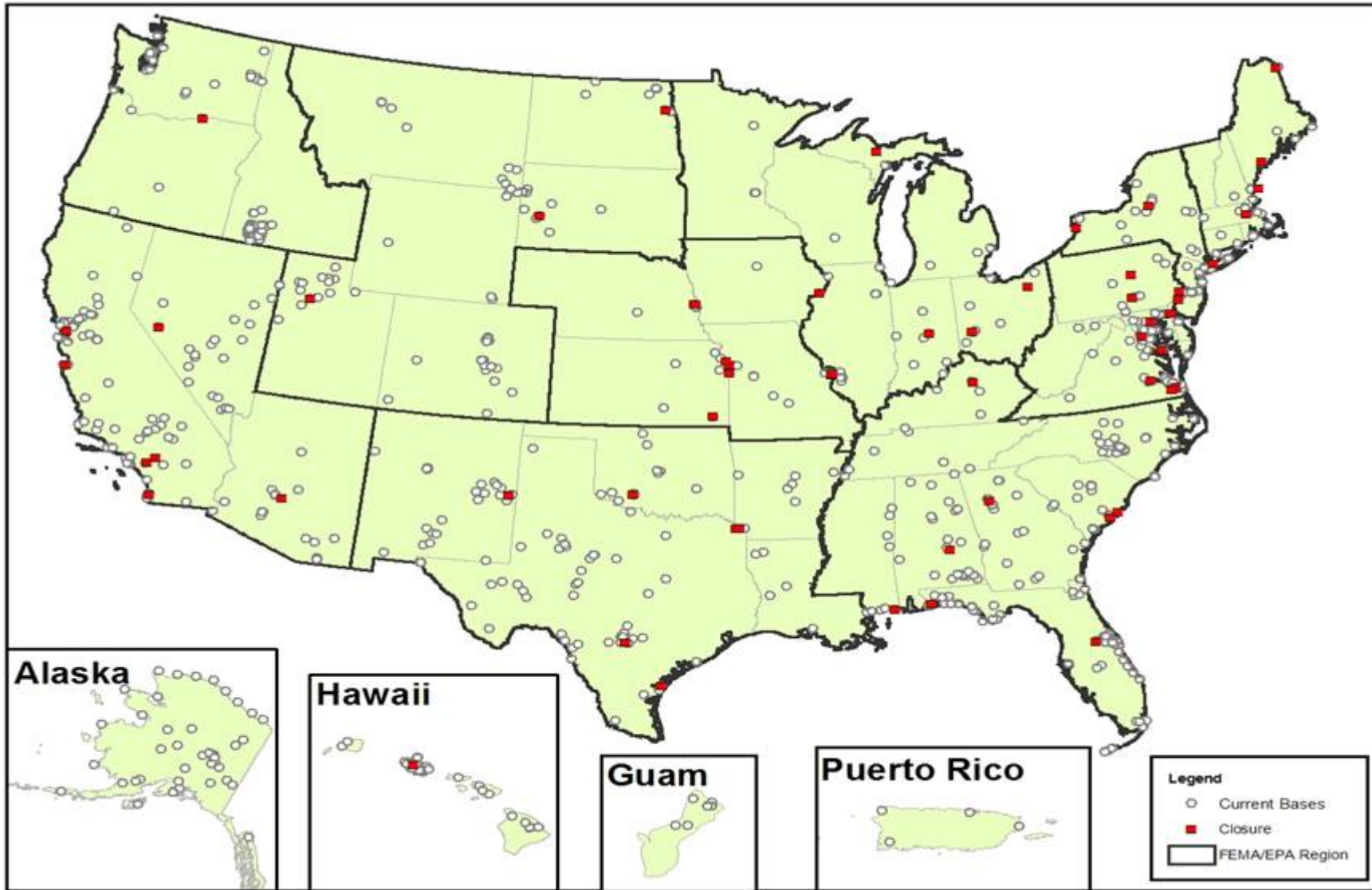
	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC					
<i>Overseas</i>	15,958.9	(348.5)	4,360.2	1,248.5	15,610.4
<i>BRAC + Overseas</i>					
DoN					
Air Force					
JCSGs					
E&T					
H&SA					
Industrial					
Intelligence					
Medical					
S&S					
Technical					
Total					
Total W/Overseas					

* Gross savings is the sum of Net Present Value and the 1-time costs



Updated Strategic Presence with Closures

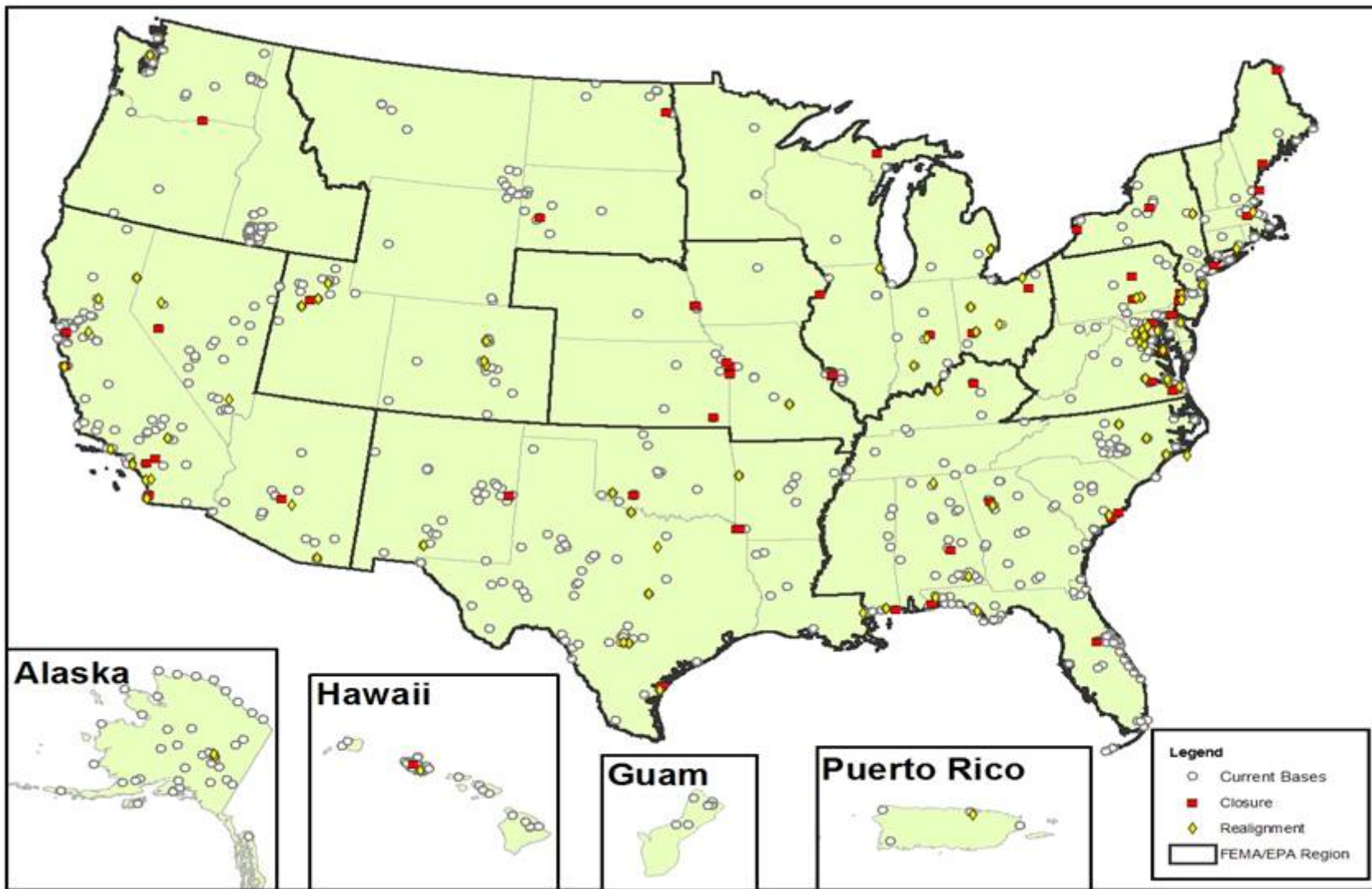
Does not include Guard and Reserve





Updated Strategic Presence with Closures and Realignments

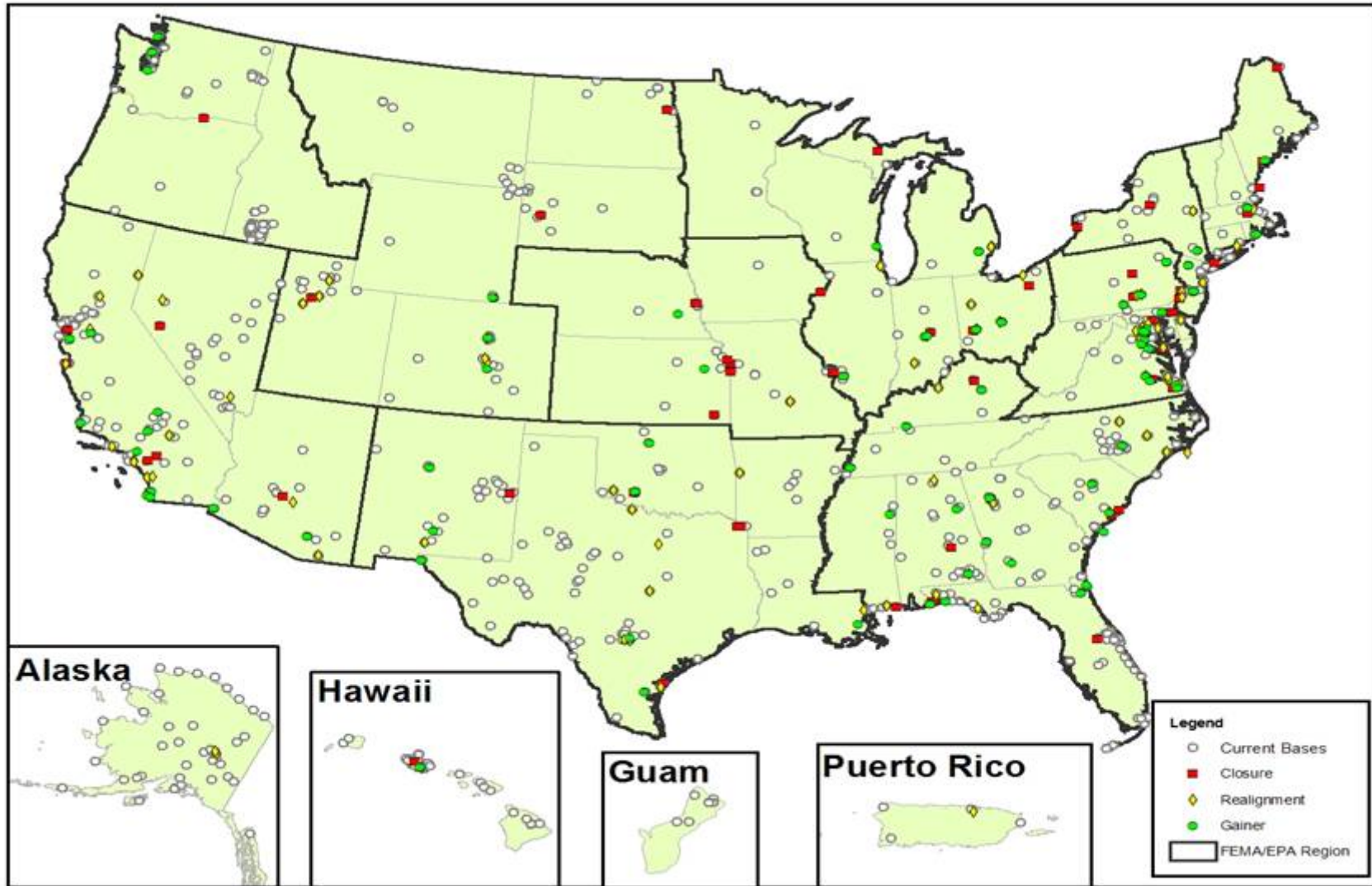
Does not include Guard and Reserve





Updated Strategic Presence with Closures, Realignments, and Gainers

Does not include Guard and Reserve





Military Value Choices

- Force Concentration/presence
- Other Agency Missions
- Maintaining Support



Next Steps

- Next IEC meeting – 25 Apr 05
 - Integrated candidate recommendations (~ 39)
 - Closures
 - Realignments
 - Any new standalone candidate recommendations
 - Draft Press Release/Briefing

Increase meeting time to 4 hours