

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

### **Meeting Minutes of March 4, 2005**

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne, chaired this meeting. The list of attendees is attached.

Mr. Wynne opened the meeting by stating that there are effectively only 65 days left until May 16 and the JCSGs and Military Departments should be preparing to end their analysis and finalize candidate recommendations by March 15, 2005. He emphasized that the ISG needs to begin focusing on getting the Secretary of Defense educated on the issues and potential conflicts. To accomplish this goal, he said that, starting today, he would be preparing weekly status updates for the Secretary that highlight major issues.

The Chairman then turned the meeting over to Mr. Peter Potochney, Director of OSD BRAC, to give a brief update on progress to date. Mr. Potochney used the attached slides to review the schedule and scenario conflicts. Mr. Wynne mentioned that a new Process Overview slide had been created at the request of the IEC that gives a clearer picture of the BRAC process after May 16, 2005. Upon review of the status of Candidate Recommendations, Mr. Wynne noted that at least 50 percent of the Air Force and 25 percent of the Army's scenarios currently show negative payback value, and that this negative investment could become a topic of discussion at future IEC meetings.

Mr. Potochney then briefed a proposed plan to close out the process for submission of Candidate Recommendations, which would make March 15, 2005 the date by which JCSGs must brief their candidate recommendations to the ISG. Complete candidate recommendation packages and briefing slides must be submitted to the OSD BRAC office no later than March 11, 2005. The ISG agreed to this date, noting that any new ideas generated after March 15, 2005 would have to go directly to the IEC. The ISG also agreed that another IEC was required during the week of March 28<sup>th</sup>. Mr. Wynne then explained a new process to focus the IEC meetings on those candidate recommendations with which IEC members have concerns. He indicated that he recently signed a memorandum distributing candidate recommendations that have been submitted for IEC review, asking each IEC member to identify (of the submitted candidates) those candidate recommendations on which they wish to focus discussion at the March 10<sup>th</sup> meeting. Only those candidate recommendations so identified will be included in the briefing slides used at the meeting. All others will be deemed tentatively approved by the IEC, unless at the meeting a member objects to that determination for a particular candidate recommendation.

Mr. Charles Abell, Chairman of the Education and Training JCSG, then briefed the ISG on four Education and Training candidate recommendations. The ISG discussed

each of the recommendations. Acknowledging the concerns expressed, as noted below, the ISG approved sending the candidates to the IEC.

For E&T-0003R The Department of the Navy expressed concerns about the COBRA not accounting for the possibility that military unique courses will be relocated or established elsewhere as allowed by the candidate recommendation language. Mr. Wynne asked the Navy to propose how to capture such costs.

For E&T-0032 Gen Pace asked the JCSG to provide more data on the effect this realignment would have on the quality of life for service members since it would bring more families that are military into the National Capital Region where there is a minimum of government housing, and the cost of living on the economy is high. The Air Force and the Department of the Navy questioned the real military value of such a realignment, noting there is great synergy with other military education programs in the status quo configuration. Mr. Wynne indicated that these arguments would not be resolved at the ISG level and that the JCSG chair and ISG members should refine their arguments for discussion at the IEC.

For E&T-0046 While the ISG agreed that this candidate should go forward to the IEC, it also directed the E&T JCSG to explore a subset of what it proposes here, based on comments from the Department of the Navy and the Air Force. The Chair instructed the E&T JCSG to break out the navigator/CSO training issue (with which there was concurrence), the consolidated helicopter training (with which there was concurrence), and the pilot instructor training realignment to Sheppard (on which there was agreement to delete) from the still unresolved undergraduate pilot training proposal for clarity at the IEC. This discussion focused on potential impacts on pilot production and on airspace availability. This subset should be available for the Secretary to consider as an alternative to E&T-0046.

For E&T-0052 The ISG approved this candidate, but asked the E&T JCSG to review and revise the language to address Air Force concerns with the term “Integrated Training Center.”

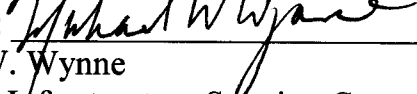
Mr. Michael Rhodes, Deputy Assistant Commandant, Manpower and Reserve Affairs, U. S. Marine Corps, and the USMC representative on the Headquarters and Service Activities (H&SA) JCSG, briefed H&SA-0069, which the ISG approved.

Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense Research and Engineering, briefed nine candidate recommendations for the Technical JCSG noting that some needed additional analysis to address impacts on pilot activities. The ISG approved all to go forward to the IEC. General Pace noted during discussion of TECH-0047 (Combatant Commander C4ISR Development and Acquisition Consolidation) that if a Combatant Commander has any concerns with this or any other

candidate recommendations, we should make sure those views are clearly presented to the Secretary, together with how we did or did not address them.

Dr. Craig College, Deputy Assistant Secretary of the Army, briefed two Candidate Recommendations involving the closure of the Army Garrison at Selfridge (USA-0063) and Fort Monmouth, NJ (USA-0223), for ISG information.

Maj Gen Gary Heckman, Assistant Deputy Chief of Staff for Air Force Plans and Programs, then briefed seven Air Force candidate recommendations involving the closure of two guard and reserve bases and the realignment of five active/guard/reserve installations, for ISG information.

Approved:   
Michael W. Wynne  
Chairman, Infrastructure Steering Group

Attachments:

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

**Infrastructure Steering Group Meeting  
March 4, 2005**

**Attendees**

**Members:**

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Philip W. Grone, Deputy Under Secretary of Defense (I&E)
- Hon Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Gen Michael Moseley, Vice Chief of Staff for the Air Force
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Gen William Nyland, Assistant Commandant of the Marine Corps
- Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)

**Advisor:**

- Mr. Ray DuBois, Director of Administration and Management

**Alternates:**

- MG Geoffrey D. Miller, Assistant Chief of Staff for Installation Management for GEN Richard A. Cody, Vice Chief of Staff of the Army
- VADM Justin D. McCarthy, Director, Material Readiness and Logistics (OPNAV N-4) for ADM John Nathman, Vice Chief of Naval Operations

**Education and Training JCSG**

- Mr. Charles S. Abell, Chairman, Education and Training JCSG
- Ms. Nancy Weaver, Assistant Director, Institutional Military Training, OUSD (Personnel and Readiness)
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD (Personnel and Readiness, Education and Training JCSG)

**Headquarters and Support Activities JCSG**

- Mr. Michael Rhodes, Deputy Assistant Commandant, Manpower and Reserve Affairs, U. S. Marine Corps, for Mr. Don Tison, Chairman, Headquarters and Support Activities JCSG
- COL Carla Coulson, Chief of Staff, Headquarters and Support Activities JCSG

**Industrial JCSG**

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

### **Intelligence JCSG**

- Mr. Wayne Howard, Senior Strategic Analyst, [BRAC Core Team Facilitator] for Intelligence JCSG

### **Medical JCSG**

- Lt Gen George Taylor, Chairman, Medical JCSG
- Col Mark Hamilton, Executive to the Air Force Surgeon General

### **Supply and Storage JCSG**

- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

### **Technical JCSG**

- Dr. Ron Sega, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering

### **Others:**

- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- LtGen Richard L. Kelly, Deputy Commandant for Installations and Logistics for the Marine Corps
- Col Dan Woodward, Branch Chief, Forces Division, Joint Staff J-8
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- CAPT William Porter, Senior Military Assistant to the Under Secretary of Defense (AT&L)
- Mr. Peter Potochney, Director, OSD BRAC
- COL Robert Henderson, Military Deputy, OSD BRAC
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC
- Mr. Kaleb Redden, Action Officer, OSD BRAC



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# **BRAC 2005**

Briefing to the  
Infrastructure Steering Group

March 4, 2005



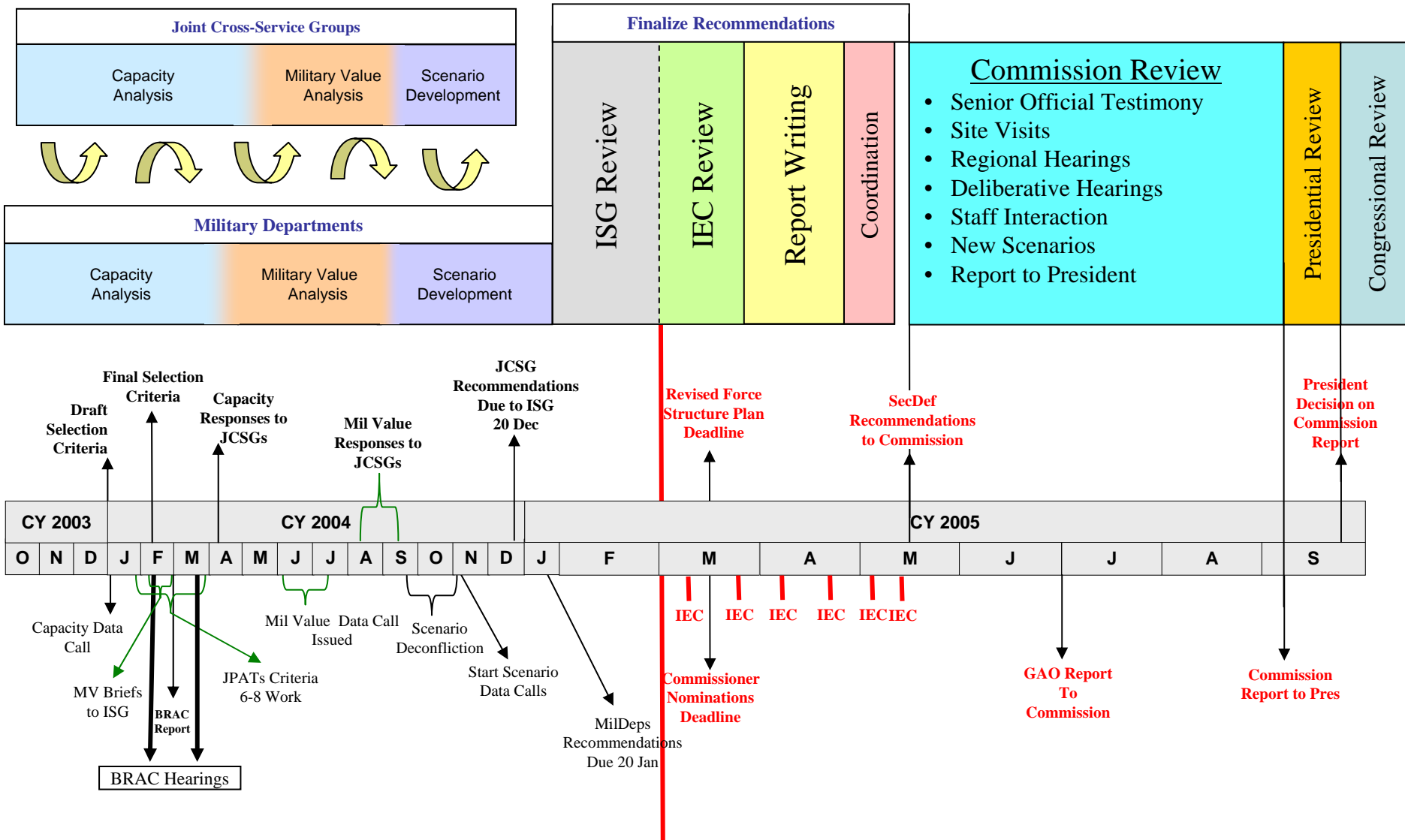
# Purpose

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- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
  - Candidate Recommendations Projected briefings to ISG
  - Closeout for Candidate Recommendations
  - Education & Training (4)
  - Headquarters and Support Activities (1)
  - Technical (9)
  - USA (2)
  - USAF (7)



# Process Overview







# Summary of Conflict Review

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- As of 18 Feb 05 – 1,024 Registered Scenarios
  - 0 New Conflicting Scenarios
  - 108 Old Conflicts Settled
  - 10 Not Ready for Categorization
  - 591 Independent
  - 44 Enabling
  - 257 Deleted



# Candidate Recommendations

Projected Briefings to ISG (as of 28 Feb 05)

Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar	15 Mar
E&T	15						6/0/0			4		5
H&SA	59	15/0/0		3/0/0	4/1/0	4/0/3	3/0/0	5/0/5	2/1/0	1	6	6
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6	
INTEL	6										1	5
MED	20		8/0/0		1/0/0			3/0/0	3/0/0		1	4
S&S	7				1/0/0			3/0/0			3	
TECH	21					0/0/1		3/0/0		9	5	3
ARMY	153				95/0/1	32/0/0	21/0/0			2	2	
DoN	65				38/0/0		2/0/0				12	~13
USAF	51							31/0/0	12/0/0	7	1	
<b>Total</b>	<b>423</b>	<b>15/0/0</b>	<b>8/0/0</b>	<b>13/0/0</b>	<b>144/1/1</b>	<b>38/0/4</b>	<b>36/0/1</b>	<b>46/0/5</b>	<b>23/1/0</b>	<b>23</b>	<b>37</b>	<b>36</b>

## Legend:

Approved – 323 / Disapproved – 2 / Hold – 10

Pending - 96

Note: MilDepts are for info only to ISG



# Closeout for Candidate Recommendations

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- ~ 65 candidate recommendations remain to be briefed to ISG/IEC
- Tasks required after closeout
  - Adjudicate conflicts between candidate recommendations;
  - Ensure validity and appropriate allocation of costs and savings among separate candidate recommendations;
  - Combine candidate recommendations, as appropriate;
  - Re-run COBRA, and criterion 6, 7, & 8 for combined candidate recommendations;
  - Write report (quantify results, message, etc.) and brief to ISG & IEC;
  - Coordinate Report within DoD;
  - Present report to SecDef for review
- Only 9 ISG meetings before May 16th
  - 11, 15 & 25 Mar; 1, 8, 15, 22, & 29 Apr; 13 May
- Only 6 IEC meetings before May 16th
  - 7 & 21 Mar; 11 & 25 Apr; 2 & 9 May



# Recommendation

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- Direct 15 March 05 as last day for JCSGs to brief recommendations to the ISG
- Complete packages and briefing slides due to BRAC office 11 March
- Schedule additional IEC meeting the week of 28 March to consider last batch of candidate recommendations

# *Education & Training Joint Cross Service Group*

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## **Candidate Recommendations**

*Infrastructure Steering Group Meeting*  
*March 4, 2005*



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



# E&T JCSG Guiding Principles

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- 1. Advance Jointness**
- 2. Achieve synergy**
- 3. Capitalize on technology**
- 4. Exploit best practices**
- 5. Minimize redundancy**



# Strategies

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- **Flight Training Subgroup**
  - **Move to / toward common UFT platforms at fewer joint bases**
  - **Co-locate advanced UFT functions with FTU/FRS**
  - **Preserve Service & Joint combat training programs**
  
- **Professional Development Education Subgroup**
  - **Transfer appropriate functions to private sector**
  - **Create Joint “Centers of Excellence” for common functional specialties**
  - **Re-balance Joint with Service competencies across PME spectrum**



# Strategies

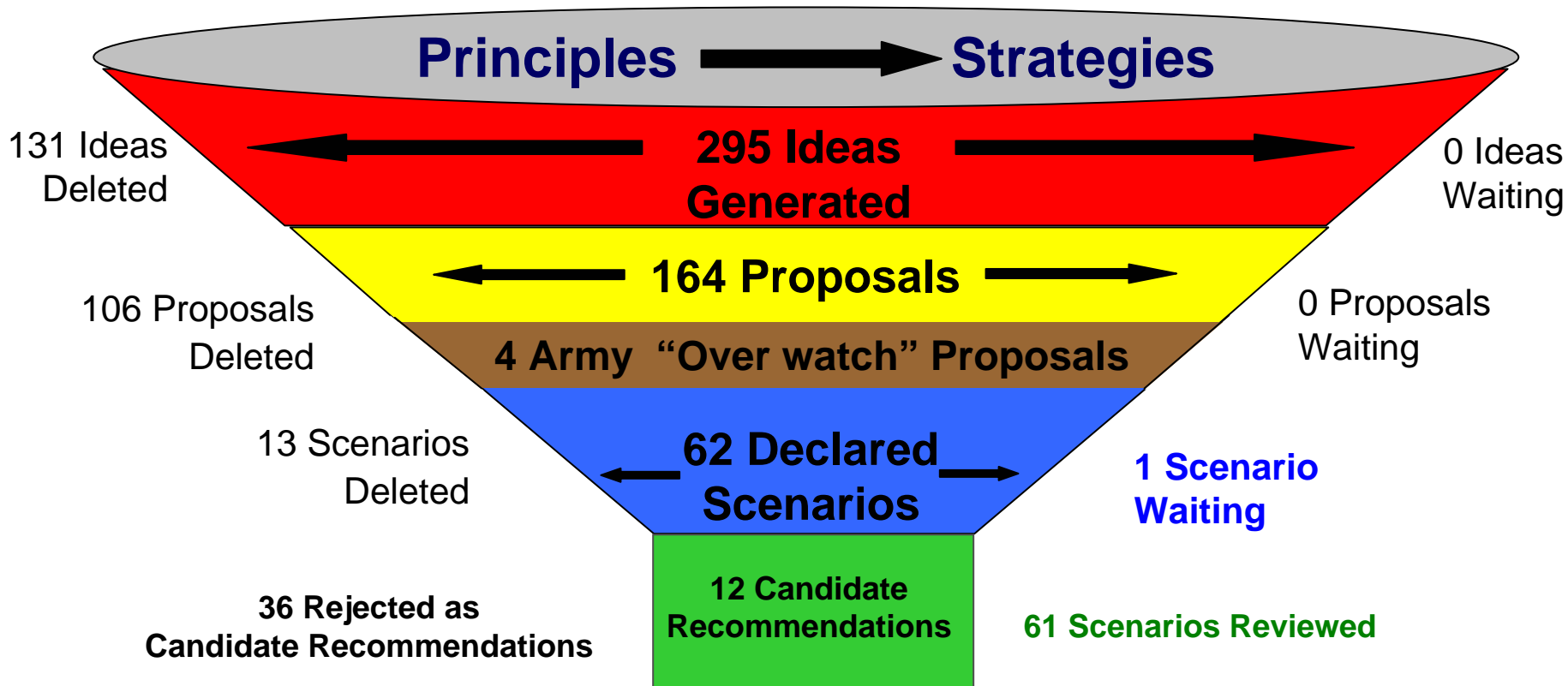
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- **Specialized Skill Training Subgroup**
  - **Establish “Joint Centers of Excellence” for common functions**
  - **Rely on private sector for appropriate technical training**
  - **Preserve opportunities for continuing Service acculturation**
  
- **Ranges Subgroup (Two Functions: Tng & T&E)**
  - **Establish cross-functional/service regional range complexes**
    - **Highest capability: ground-air-sea**
  - **Preserve irreplaceable “one-of-a-kind”**
  - **Create new range capabilities for emerging joint-needs**





# E&T JCSG Statistics



6 ISG Approved & Prep for IEC

\_\_\_ ISG Approved but On-Hold for Enabling Scenario

1 ISG On Hold for addl info or related Candidate Recommendation

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

2 ISG Disapproved (Scenarios)  
14 Jan 05



# E&T JCSG Roadmap

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## Flight Training

- ✓ Fixed-Wing Pilot
- ✓ Rotary-Wing Pilot
- ✓ Navigator / Naval Flight Officer
- ✓ Jet Pilot (JSF)
- ✓ Unmanned Aerial Vehicles Operators

## Professional Development Education

- ✓ Professional Military Education
- ✓ Graduate Education
- Other Full-Time Education Programs

## Specialized Skill Training

- Initial Skill Training
- Skill Progressive Training
- Functional Training

## Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



# Candidate Recommendations

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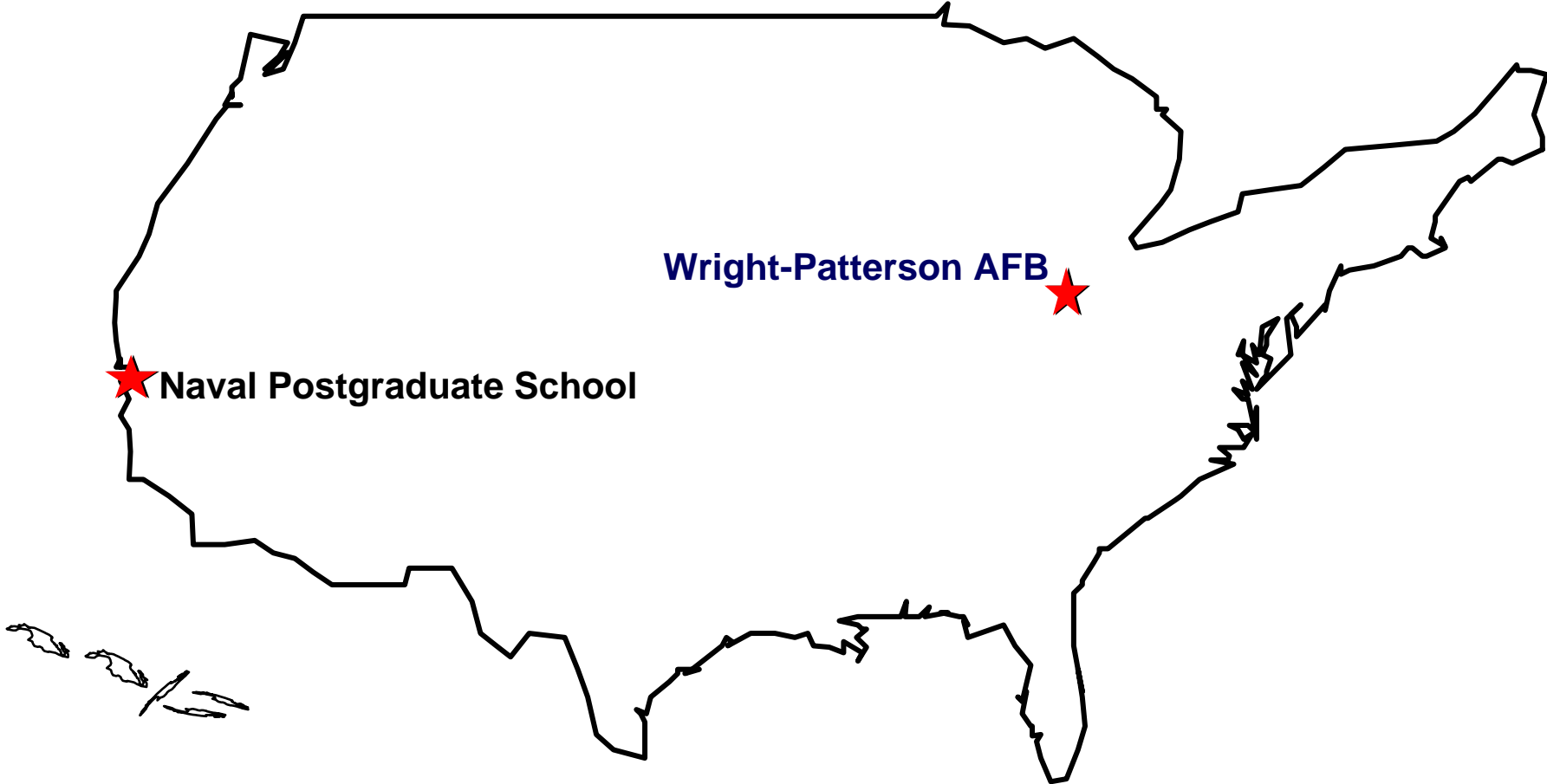
**Approved by ISG 11 February 2005**

- **Privatize**
  - **E&T – 0003 Privatize Graduate Education Function**
  
- **Consolidate / Realign**
  - ✓ **E&T – 0012 Realign DRMI with DAU**
  - ✓ **E&T – 0014 Establish a Joint Center of Excellence for Religious Education & Training**
  - ✓ **E&T – 0016 Establish Joint Center of Excellence for Culinary Training**
  - ✓ **E&T – 0029 Realign Prime Power Training**
  - ✓ **E&T – 0039 Establish Joint Center of Excellence for Diver Training**
  - ✓ **E&T – 0053 Realign Transportation Management Training**



# Privatize Graduate Education Function

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# Candidate # E&T-0003R

**Candidate Recommendation:** Realign AFIT at Wright-Patterson AFB, Dayton, Ohio, by disestablishing graduate level education. Realign the NPS at Monterey, California, by disestablishing graduate level education. **Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.**

### Justification

- ✓ Eliminates need for education programs at NPS and AFIT.
- ✓ Realize savings through privatizing education function to civilian colleges & universities.
- ✓ Supports DoD transformational option to privatize graduate-level education

### Military Value

- ✓ NPS: 73.7 (1<sup>st</sup> of 2)
- ✓ AFIT: 53.4 (2<sup>nd</sup> of 2)

### Payback

- ✓ One Time Cost: \$47.6M
- ✓ Net Implementation Savings: \$82.4M
- ✓ Annual Recurring Savings: \$32.7M
- ✓ Payback Period: 1 year
- ✓ NPV (savings): \$377.9M

### Impacts

- ✓ Criterion 6:
  - Salinas CA : - 5,412 (2,793 Direct; 2,619 Indirect); 2.3%
  - Dayton OH: -2235 (1,248 Direct; 987 Indirect); 0.44%
- ✓ Criterion 7: Assigns members to universities across the US - Less benefits of installations and medical care
- ✓ 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



# Candidate Recommendations

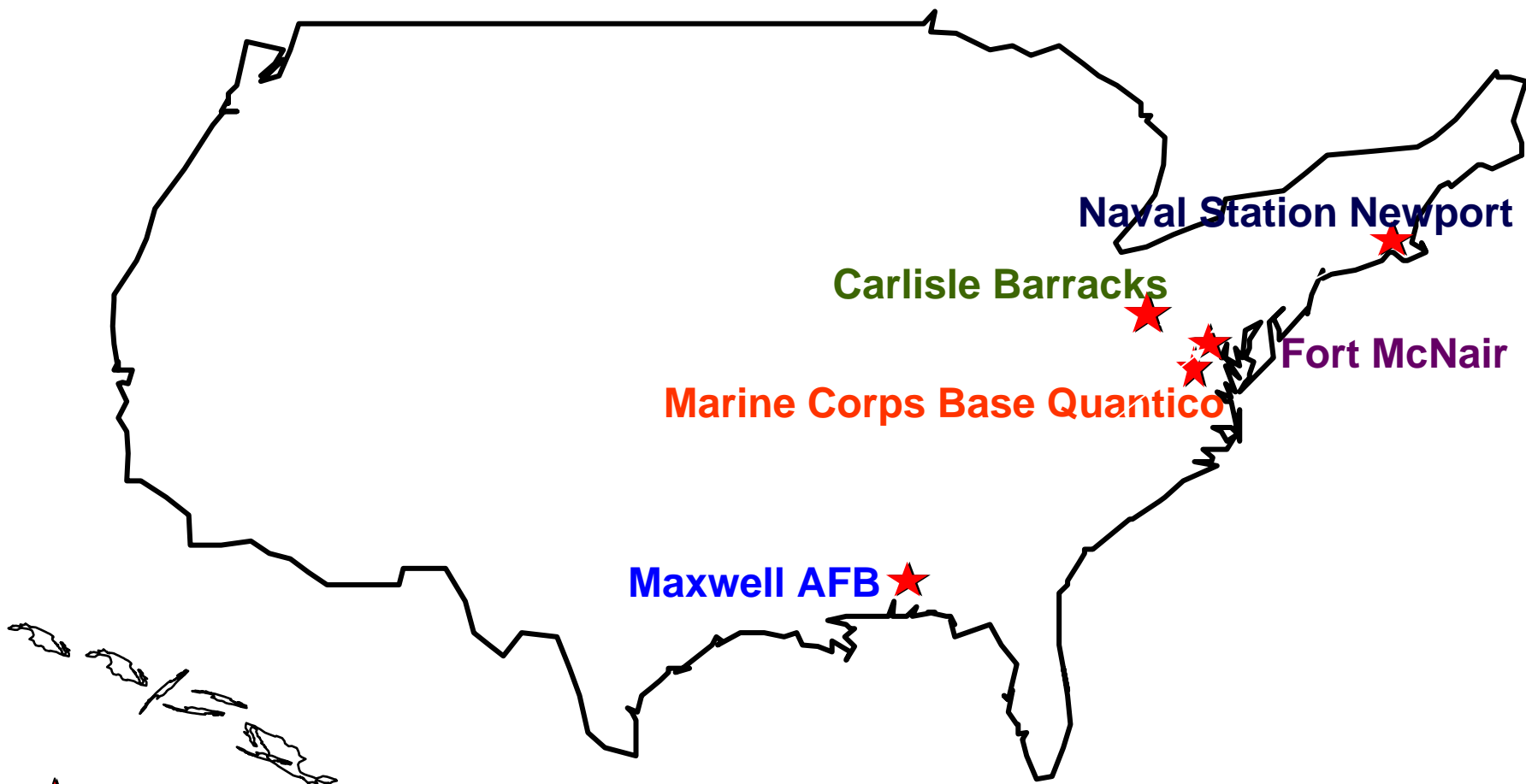
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*Submitted for ISG deliberation 4 March 2005*

- **Consolidate / Re-align**
  - ❑ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
  - ❑ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
  - ❑ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



# Establish a Joint Center of Excellence for Senior-level JPME



Naval Station Newport

Carlisle Barracks

Fort McNair

Marine Corps Base Quantico

Maxwell AFB

★ Indicates PDE locations



# Candidate E&T-0032

**Candidate Recommendation (Summary):** Realign Carlisle Barracks, Maxwell AFB, Naval Station Newport, and MCB Quantico by relocating Service War Colleges to Fort McNair, making them colleges of the National Defense University.

### Justification

- ✓ Maximize professional development, administrative, and academic synergies
- ✓ Merges common support functions and reduces resource requirements.
- ✓ Establish Centers of Excellence for Joint or inter-service education

### Military Value

- |                     |      |
|---------------------|------|
| ✓ MCB Quantico      | 62.8 |
| ✓ Ft. McNair        | 61.1 |
| ✓ Maxwell AFB       | 54.1 |
| ✓ Carlisle Barracks | 53.8 |
| ✓ NAVSTA Newport    | 52.7 |

### Payback

- |                             |          |
|-----------------------------|----------|
| ✓ One Time Cost:            | \$85.2M  |
| ✓ Net Implementation Cost:  | \$12.8M  |
| ✓ Annual Recurring Savings: | \$21.6M  |
| ✓ Payback Period:           | 2 Years  |
| ✓ NPV (savings):            | \$212.1M |

### Impacts

- ✓ Criterion 6: -742 to -1299 jobs; 0.11% to 0.36%
- ✓ Criterion 7: No issues.
- ✓ Criterion 8: Issue regarding buildable acres.

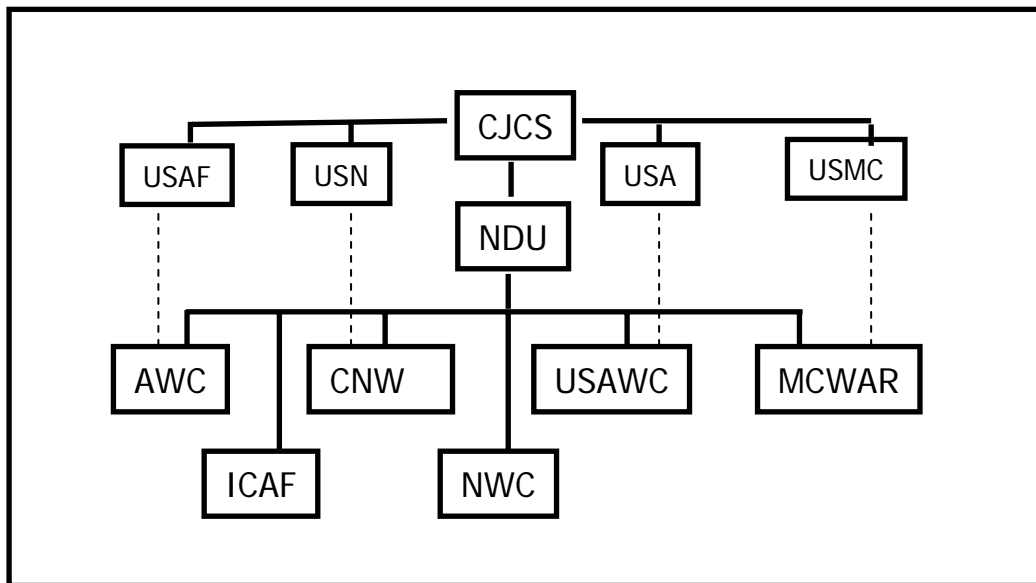
- |            |   |                           |                            |
|------------|---|---------------------------|----------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ JCSG/MilDep Recommended | ✓ De-conflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value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





# Realign and Co-locate

*What we mean by “Realign and Co-Locate”*



- **Coordinated Functions**
- **CJCS controls JPME curriculum**
- **Service Chiefs control PME Curriculum**



# Why Joint Centric?

- ✓ **Build Synergy for Joint Warfare**
  - **Synergy in Senior Education of Joint Land, Maritime, Air & Space, and Expeditionary Warfighters (“*Advance Jointness*”)**
    - At the Operational Level, the fight is fundamentally Joint; Senior education of those warfighters must be too
    - Models Senior Education with G/FO JPME Delivery
  - **Delivery Enhanced by Proximity (“*Achieve Synergy*”)**
    - Opportunity for Integrated Wargaming & Common Elective Program
    - Opportunity to Interact with larger Student & Faculty Populations
    - Proximity to Center of Excellence for National Security Strategy & Joint/Strategic Thought
      - DC location = Easier access to Senior DoD, Interagency & International Leaders & Key Staff
  - **Institutional Resources Enhanced...NDU Library gains depth by what the Service Colleges bring**
  - **“Cradle to Grave Synergy” of Service Schools not affected**
    - Real Mentoring occurs when Senior School Grads return to Instruct at Junior Courses



# Why Not Quantico? (Higher Mil-Val)

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- Quantico's Mil Value Score largely attributable to quantity of Buildable Acres & due extant MCU capabilities
- Stretches the "Synergy by proximity" DC factor
  - 3 miles vs 35 miles (on I-95!)
- Breaks synergy with other NDU Institutions
  - Regional Centers, IRMC, NSSEE etc
- Impact on core MCCDC mission?
  - Share facilities with Marine Corps Service PME all levels.
- More Expensive "Double the Price"
  - Higher ROI, Less NPV, Higher One Time Costs
  - Why? : Moving more people & Need more MILCON

*Moves 5 Colleges & NDU HQ to location of Smallest College*



# Candidate Recommendations

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*Submitted for ISG deliberation 4 March 2005*

- **Consolidate / Re-align**

- ✓ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
- ☐ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
- ☐ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



# Flying Training “Big Picture”

- **Goal: Array Assets to “Enhance Jointness” & “Uncover Bases”**
  - Move to / toward common UFT platforms at fewer joint bases
  - Preserve Integrity of Service & Joint Training Programs
- **Reviewed Undergraduate Flight Training**
  - **Fixed-wing Flight Training**
    - Primary Phase of Flight Training
    - Advanced Phase of Flight Training
    - Naval Flight Officer & Navigator Training
  - **Rotary Wing Flight Training**
- **Proposals data-driven (MilVal & Capacity) three major concepts**
  - Status Quo; Keep assets aligned with parent service/present programs
  - Cooperative; Realign sub-functions to create a joint environment
  - Transformational; Marry Advanced Phases of UFT w/appropriate FRS/FTU

Domino Effect: Consolidating assets for one program will “drive” moves across multiple UFT bases



# Force Structure Allocation

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- **Flight Training Force lay down Rules of Engagement**
  - Optimization Model yielded Best-case Number of Bases
  - Excess capacity based on FY04 (Before) & FY09 (After)
  - Distribution based on Student Throughput Forecast for FY09
  - Target: 80% of Runway Operations Capacity (244 days/year)
- **Flight Training Airfield/Airspace Reconfiguration**
  - Shared use of Aux Fields & Airspace at other bases if in close proximity
  - Realign airspace to accommodate new activities for primary or advanced phases of flight training



# Candidate E&T-0046 “Cooperative”

**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.

<u>Justification</u>	<u>Military Value</u>																						
<table border="0"> <tr> <td>✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization</td> <td></td> </tr> <tr> <td>✓ Eliminates redundancy</td> <td></td> </tr> <tr> <td>✓ Postures for joint acquisition of Services’ undergraduate program replacement aircraft</td> <td></td> </tr> </table>	✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization		✓ Eliminates redundancy		✓ Postures for joint acquisition of Services’ undergraduate program replacement aircraft		<table border="0"> <tr> <td>✓ UPT:</td> <td></td> </tr> <tr> <td>    ✓ Vance AFB 2<sup>nd</sup> of 11</td> <td></td> </tr> <tr> <td>    ✓ Laughlin AFB 3<sup>rd</sup> of 11</td> <td></td> </tr> <tr> <td>    ✓ NAS Meridian 4<sup>th</sup> of 11</td> <td></td> </tr> <tr> <td>    ✓ NAS Kingsville 6<sup>th</sup> of 11</td> <td></td> </tr> <tr> <td>    ✓ Columbus AFB 7<sup>th</sup> of 11</td> <td></td> </tr> <tr> <td>✓ URT: Ft. Rucker 1<sup>st</sup> of 2</td> <td></td> </tr> <tr> <td>✓ UNT: Pensacola 1<sup>st</sup> of 11</td> <td></td> </tr> </table>	✓ UPT:		✓ Vance AFB 2 <sup>nd</sup> of 11		✓ Laughlin AFB 3 <sup>rd</sup> of 11		✓ NAS Meridian 4 <sup>th</sup> of 11		✓ NAS Kingsville 6 <sup>th</sup> of 11		✓ Columbus AFB 7 <sup>th</sup> of 11		✓ URT: Ft. Rucker 1 <sup>st</sup> of 2		✓ UNT: Pensacola 1 <sup>st</sup> of 11	
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<table border="0"> <tr> <td>✓ One-time cost</td> <td>\$399.83M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td>\$199.38M</td> </tr> <tr> <td>✓ Annual Recurring savings</td> <td>\$35.31M</td> </tr> <tr> <td>✓ Payback Period</td> <td>10 years</td> </tr> <tr> <td>✓ NPV savings</td> <td>\$130.98M</td> </tr> </table>	✓ One-time cost	\$399.83M	✓ Net Implementation cost	\$199.38M	✓ Annual Recurring savings	\$35.31M	✓ Payback Period	10 years	✓ NPV savings	\$130.98M	<table border="0"> <tr> <td>✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79%</td> </tr> <tr> <td>✓ Criteria 7: No Issues</td> </tr> <tr> <td>✓ Criteria 8: No impediments</td> </tr> </table>	✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79%	✓ Criteria 7: No Issues	✓ Criteria 8: No impediments									
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✓ Criteria 8: No impediments																							

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Rec’d

✓ De-conflicted w/JCSGs

✓ COBRA

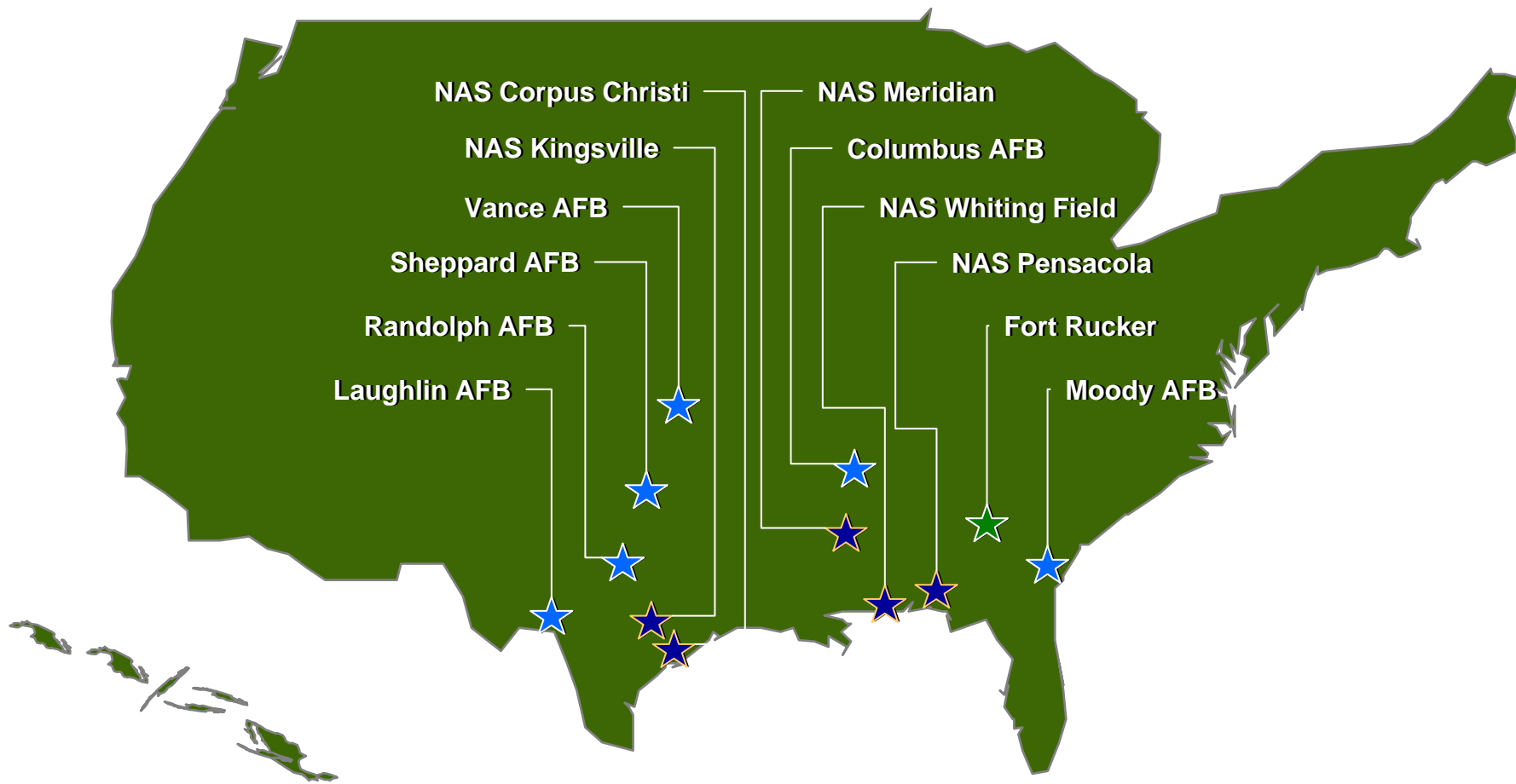
✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/MilDeps



# E&T-0046 Consolidate Common UFT Functions

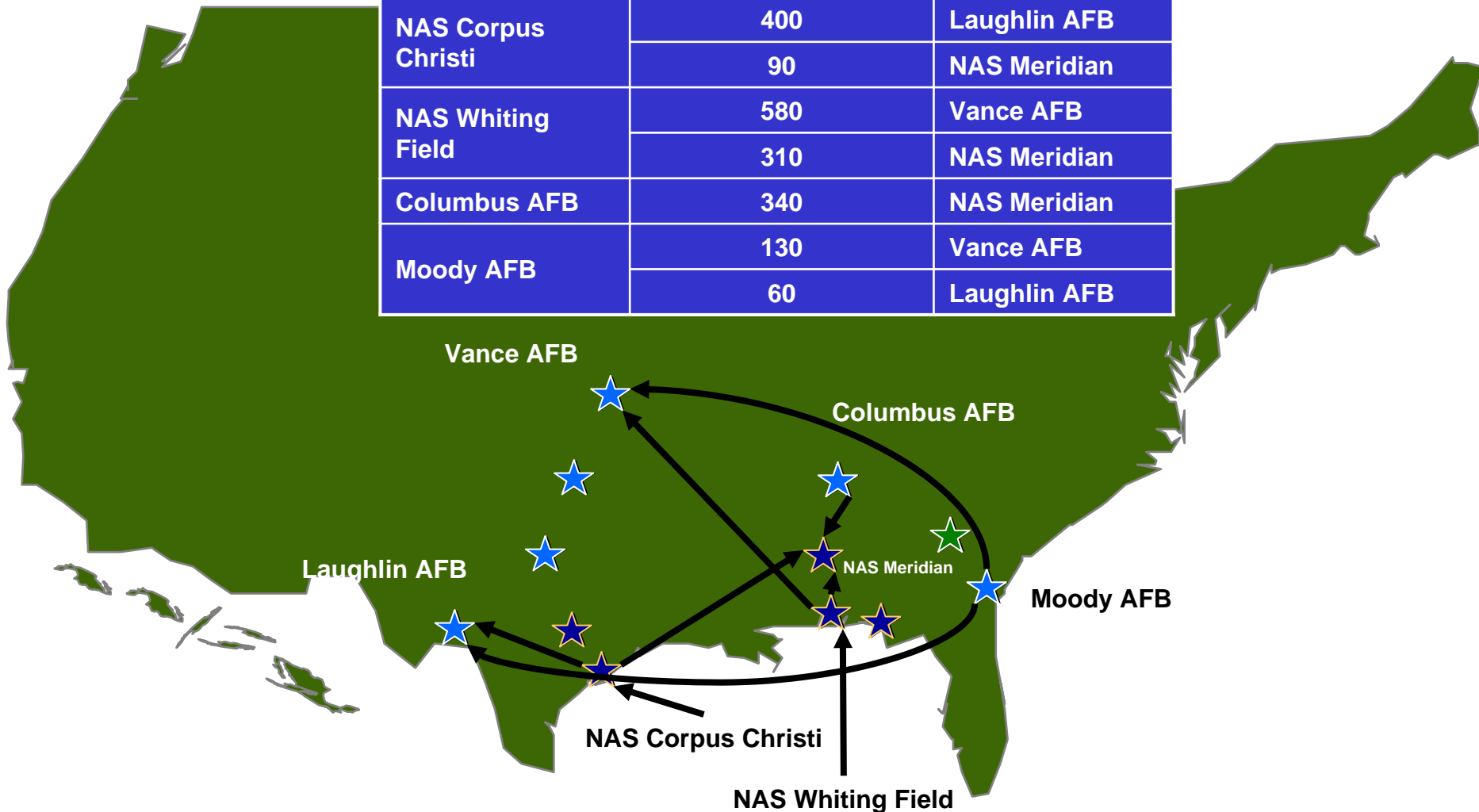






# E&T-0046 Consolidate Common UFT Functions

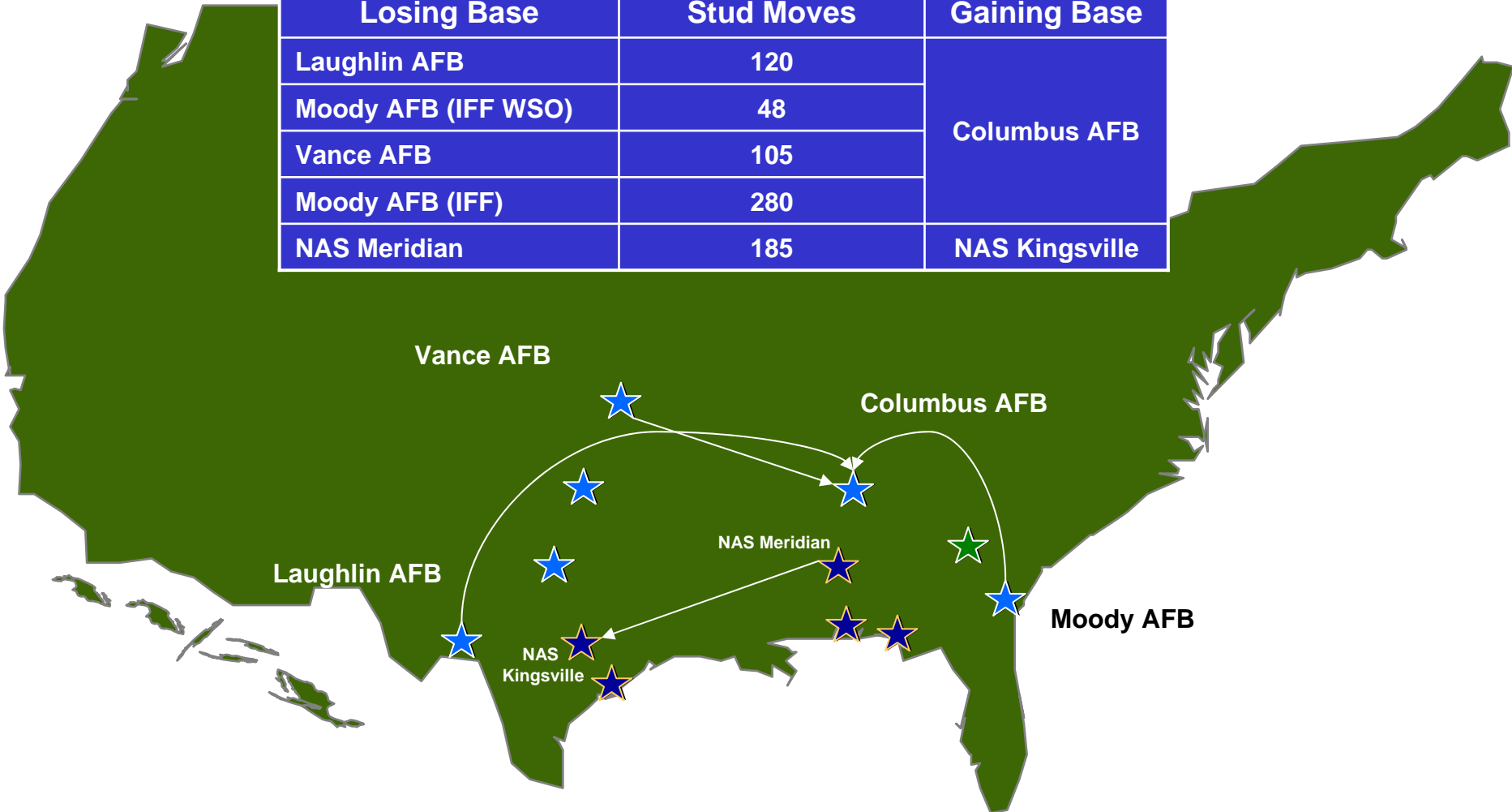
Primary Phase (T-6, T-37 & T-34)		
Losing Base	Stud Moves	Gaining Base
NAS Corpus Christi	400	Laughlin AFB
	90	NAS Meridian
NAS Whiting Field	580	Vance AFB
	310	NAS Meridian
Columbus AFB	340	NAS Meridian
Moody AFB	130	Vance AFB
	60	Laughlin AFB





# E&T-0046 Consolidate Common UFT Functions

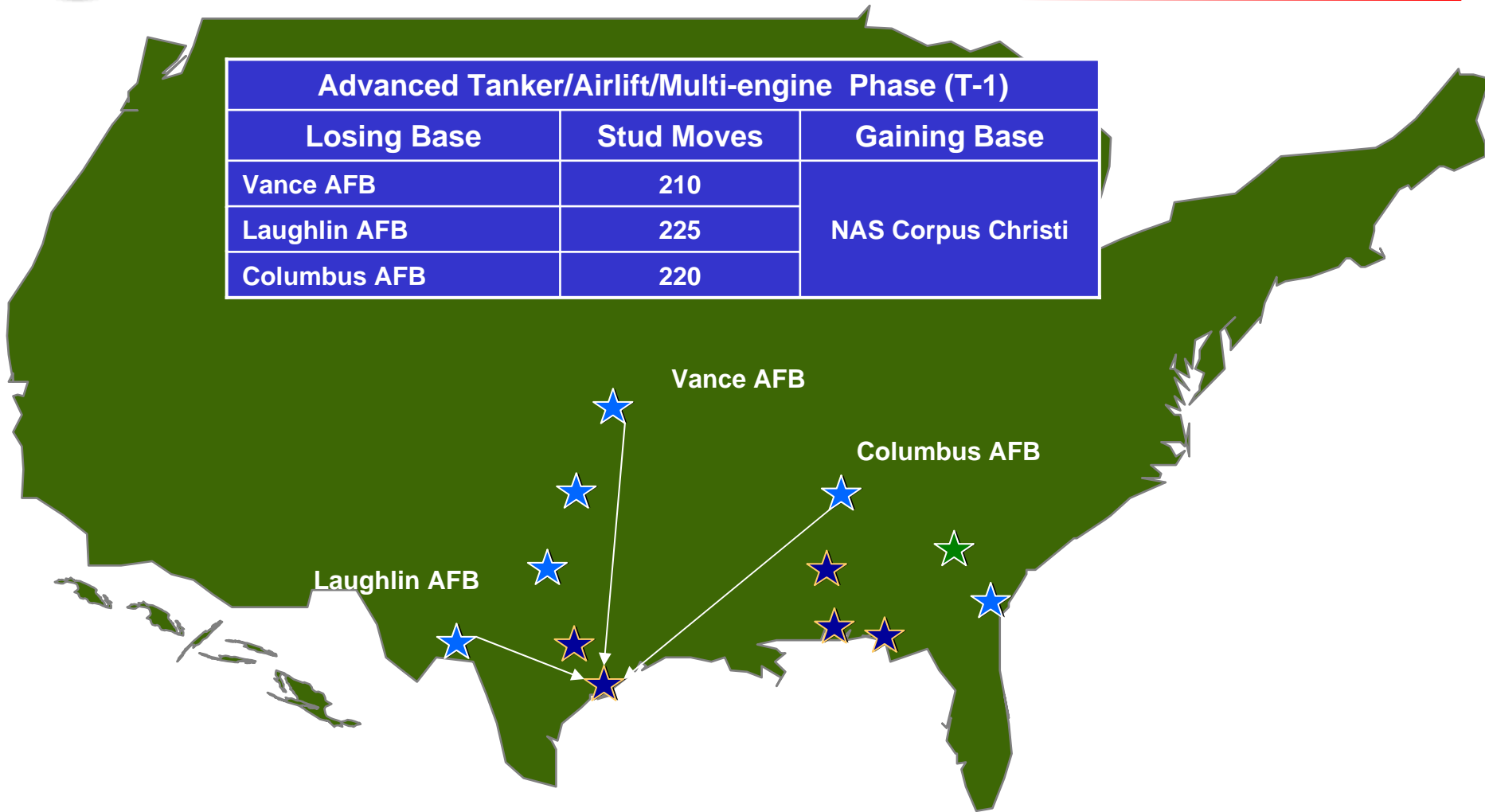
Advanced Fighter/Bomber/Strike Phase (T-38 & T-45)		
Losing Base	Stud Moves	Gaining Base
Laughlin AFB	120	Columbus AFB
Moody AFB (IFF WSO)	48	
Vance AFB	105	
Moody AFB (IFF)	280	NAS Kingsville
NAS Meridian	185	



# E&T-0046 Consolidate Common UFT Functions



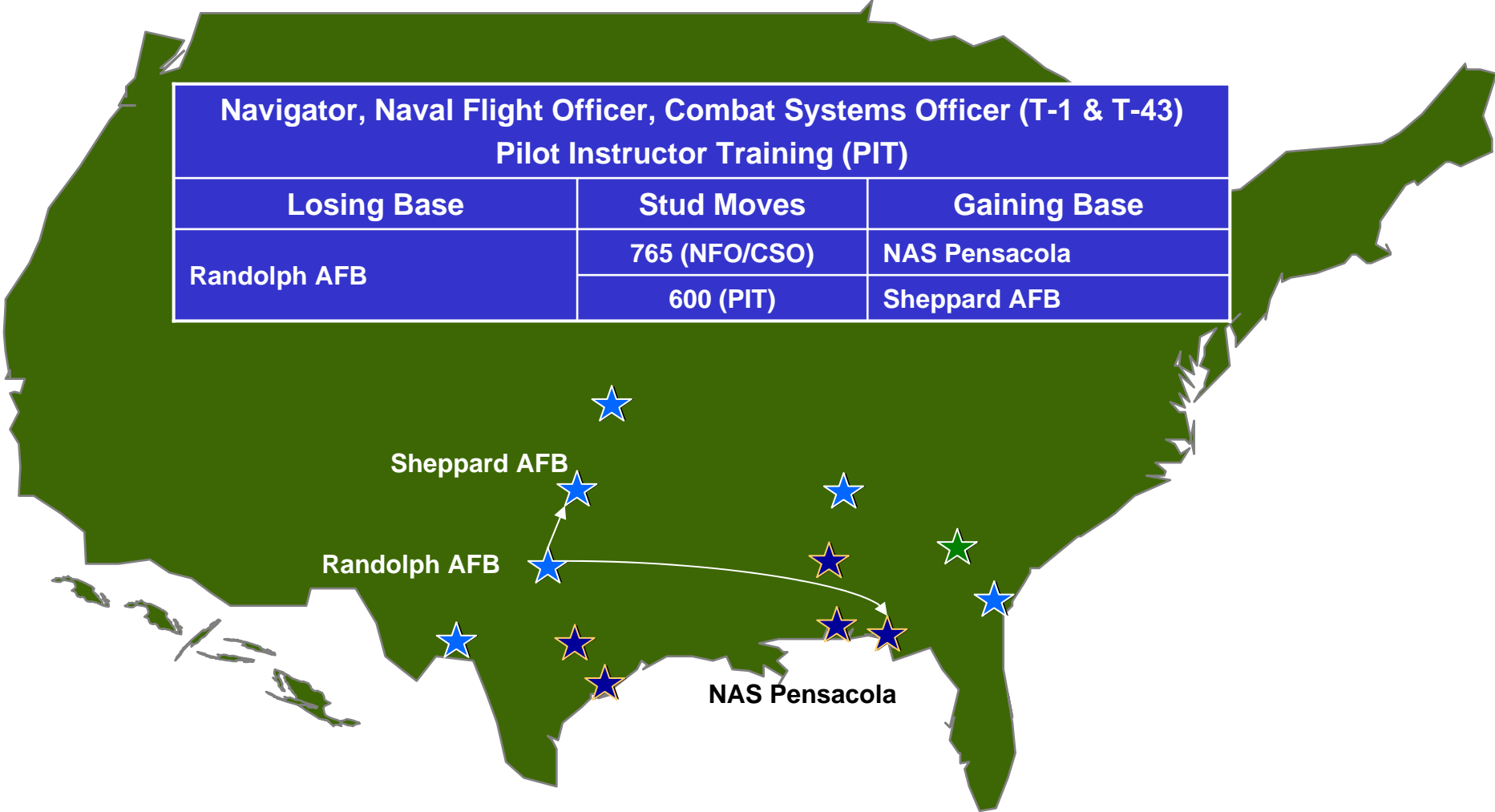
Advanced Tanker/Airlift/Multi-engine Phase (T-1)		
Losing Base	Stud Moves	Gaining Base
Vance AFB	210	NAS Corpus Christi
Laughlin AFB	225	
Columbus AFB	220	



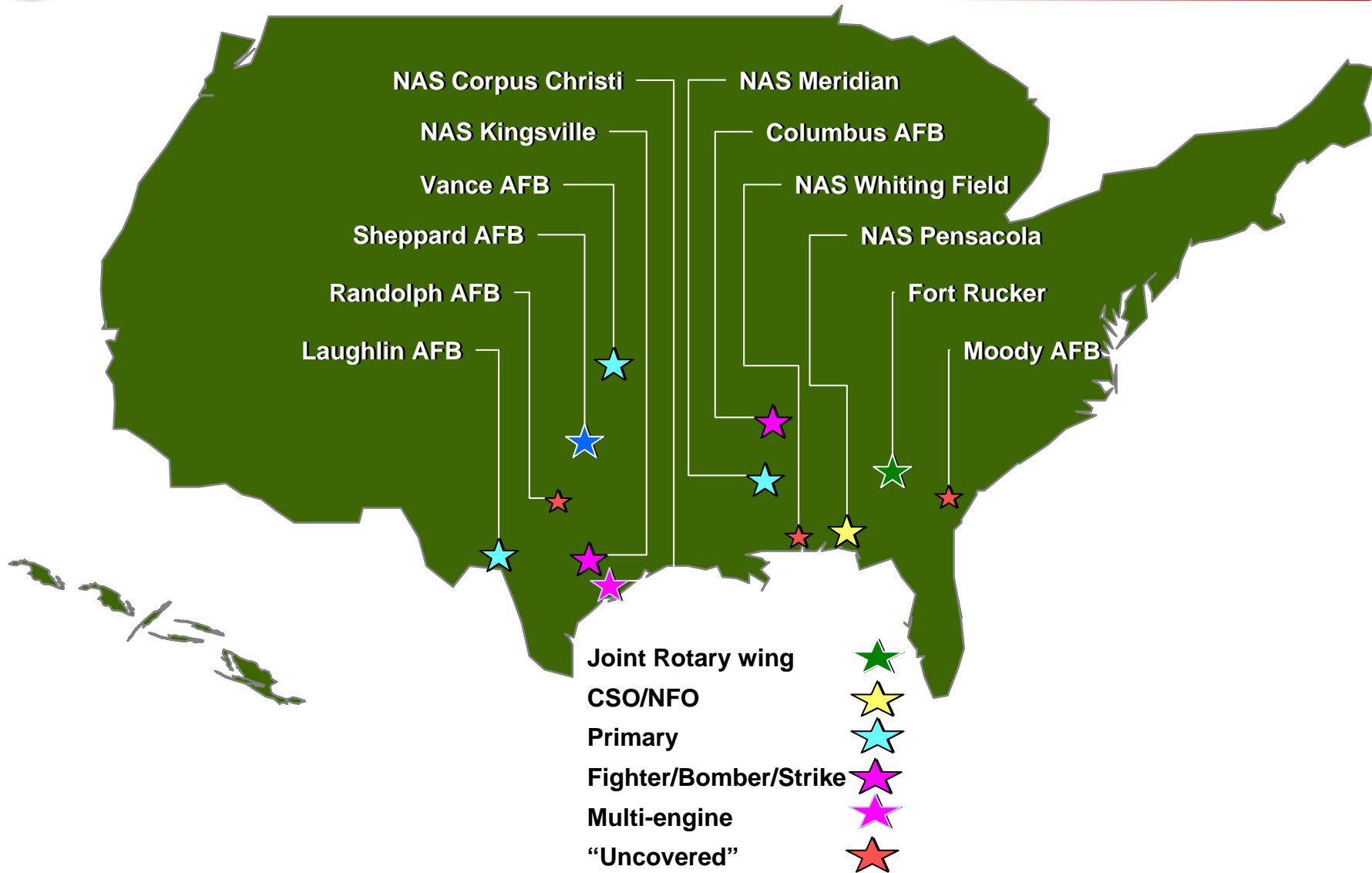


# E&T-0046 Consolidate Common UFT Functions

Navigator, Naval Flight Officer, Combat Systems Officer (T-1 & T-43) Pilot Instructor Training (PIT)		
Losing Base	Stud Moves	Gaining Base
Randolph AFB	765 (NFO/CSO)	NAS Pensacola
	600 (PIT)	Sheppard AFB

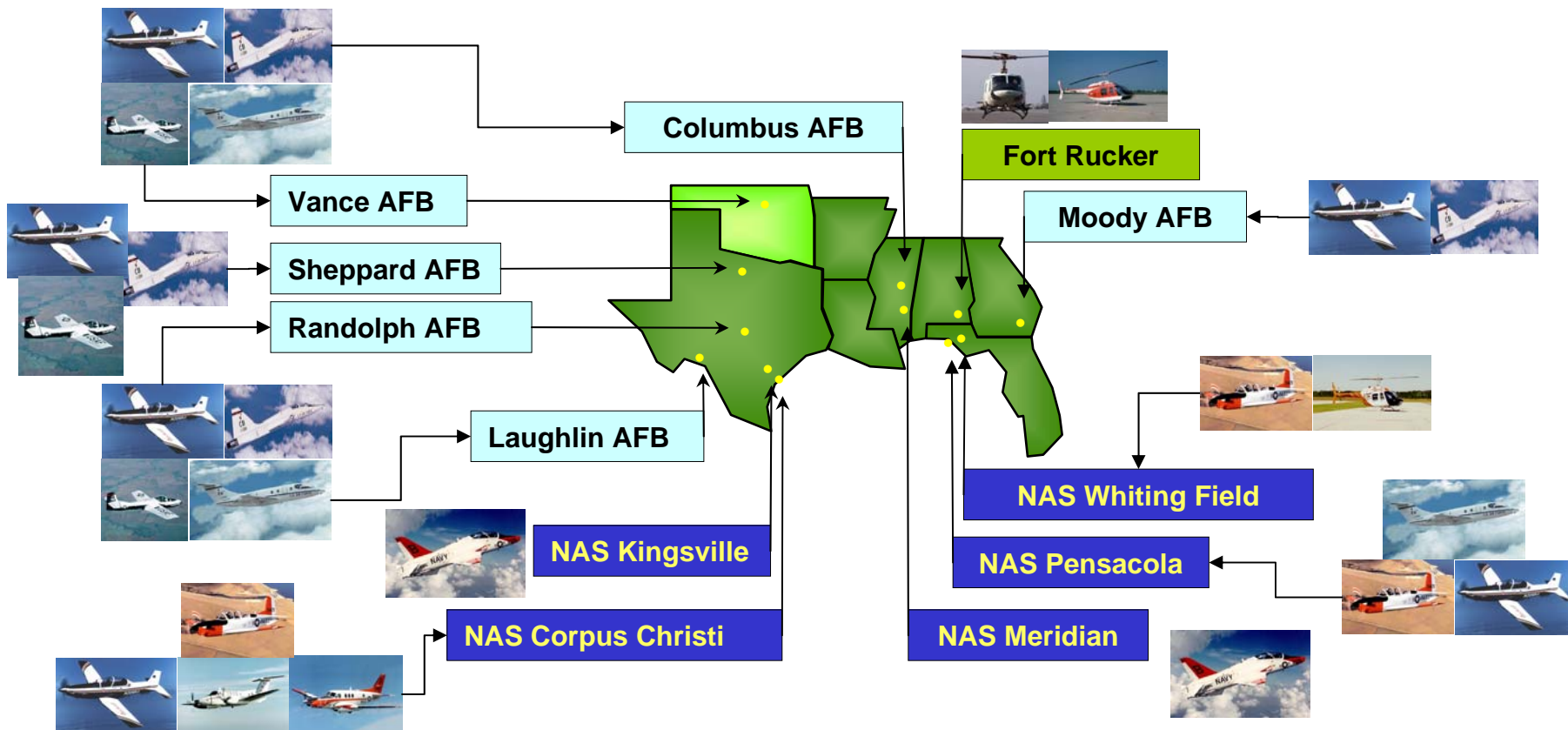


# E&T-0046 Consolidate Common UFT Functions





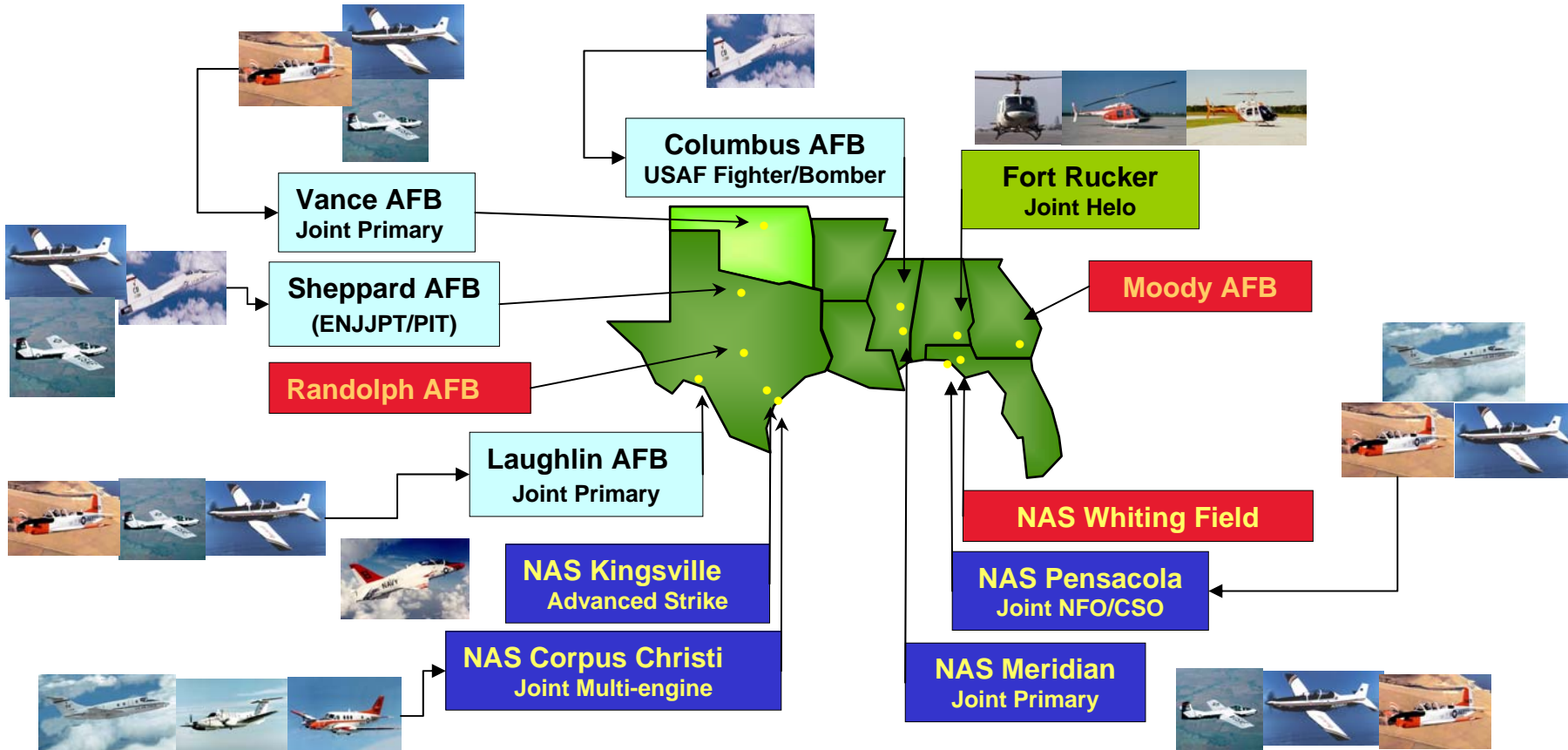
# Hardware Today



Aircraft	T-6	T-34	T-37	T-1	T-2	TC-12	T-38	T-39	T-44	T-45	UH-1	TH-57	OH-58	TH-67
Number Bases	9	3	5	5	1	1	6	1	1	2	1	1	1	1
Total # Aircraft	196/779	287	317	179	17	24	461	21	54	162	40	121	113	185



# Hardware Post BRAC



Aircraft	T-6	T-34	T-37	T-1	T-2	TC-12	T-38	T-39	T-44	T-45	UH-1	TH-57	OH-58	TH-67
Number Bases	4	3	3	2	1	1	2	1	1	1	1	1	1	1
Delta from "Today"	5	0	2	3	0	0	4	0	0	1	1	1	1	1
Total # Aircraft	196/779	287	317	179	17	24	461	21	54	162	40	121	113	185

# E&T-0052: JSF Integrated 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 Integrated Training Center for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to train aviators and maintenance technicians how to properly operate and maintain this new weapon system.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ <b>OSD Direction to nominate installation for JSF Initial Training Site w/in BRAC</b></li> <li>✓ <b>Enhance personnel management of JSF Aviators</b></li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ <b>Eglin had the highest MVA Score for JSF Graduate level flight training</b></li> <li>✓ <b>Meets Service-endorsed requirements</b></li> <li>✓ <b>Follows services future roadmap</b></li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ <b>One-time cost</b> <span style="float: right;"><b>\$199.07M</b></span></li> <li>✓ <b>Net Implementation cost</b> <span style="float: right;"><b>\$208.86M</b></span></li> <li>✓ <b>Annual Recurring cost</b> <span style="float: right;"><b>\$3.14M</b></span></li> <li>✓ <b>Payback Period</b> <span style="float: right;"><b>Never</b></span></li> <li>✓ <b>NPV cost</b> <span style="float: right;"><b>\$220.63M</b></span></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ <b>Criteria 6: - 36 to -888 jobs; 0.00 to 0.42%</b></li> <li>✓ <b>Criteria 7 - No Issues</b></li> <li>✓ <b>Criteria 8 - No Impediments</b></li> </ul>

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





# F-35 Integrated Training Center and Continuation Training Concept

## Integrated Training Center

- Flying Syllabus
- Advanced Simulation Systems
- Interactive Multimedia Instruction
- Electronically Mediated Lecture

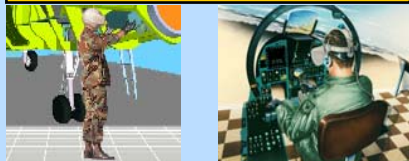
### Electronic Classrooms



### Computer Resource Centers



### Advanced Simulation



### Service Training Squadrons



- Service-Unique Training Tactics/Weapons
- Embedded Training

## Operational and Deployed



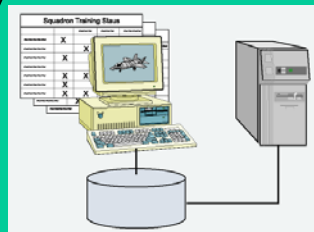
- Pilot Mission Rehearsal
- Maintainer Task Rehearsal
- Distributed Mission Operations
- Web Based on-Demand CBT
- Continuation Training
- Embedded Training

### Deployed/On-Demand Training

- Deployable Mission Rehearsal Trainer
- Distributed Learning
  - *Full Access to All F-35 Courseware*



### Training Infrastructure System



Distributed Management of Records, Courseware, Software, Tech Data, Configurations

## Information System Connectivity

### Pilot Entry Criteria

- T-38
- T-45
- Fighter Qualified

### Maintainers Entry Criteria

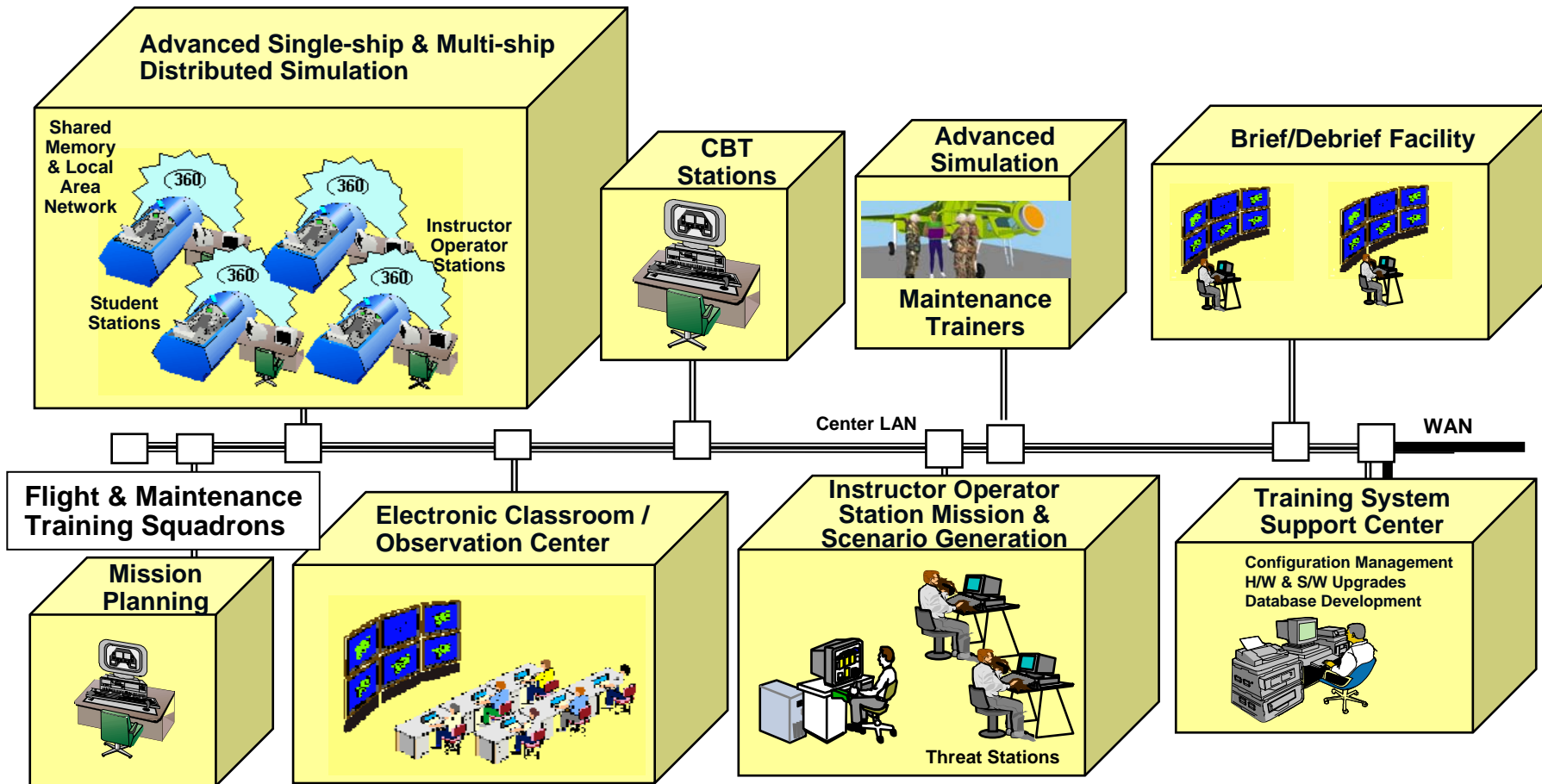
- A School
- Tech School
- Previously Qualified Tech

FOR OFFICIAL USE ONLY

Approved for release to UK, IT, NL, DK, NO  
MOD, CA DND, TU MND, & AS DOD.



# Integrated Training Center (ITC) Notional Products/Elements



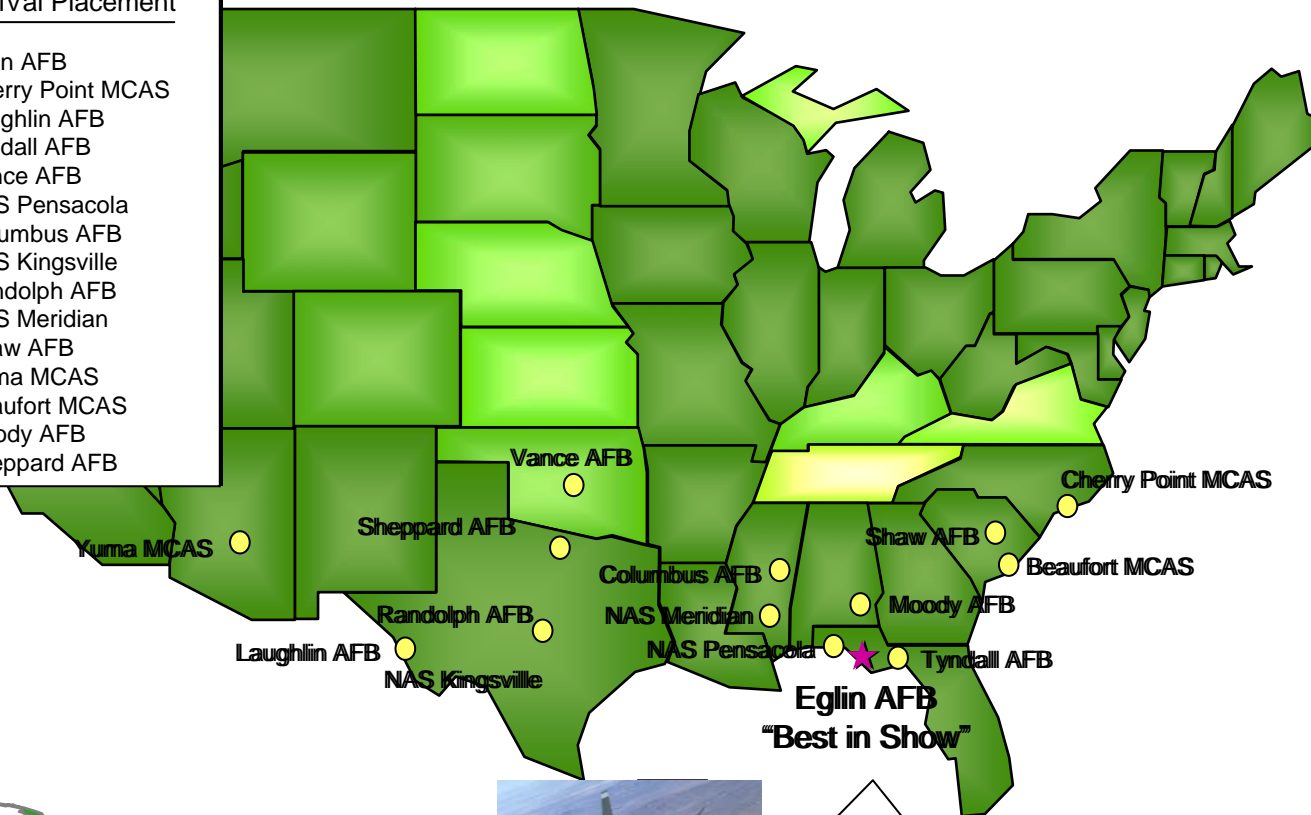
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MOD, CA DND, TU MND, & AS DOD.



# JSF Integrated Training Center Initial Training Site

JSF Candidates Ranked  
by MilVal Placement

1. Eglin AFB
2. Cherry Point MCAS
3. Laughlin AFB
4. Tyndall AFB
5. Vance AFB
6. NAS Pensacola
7. Columbus AFB
8. NAS Kingsville
9. Randolph AFB
10. NAS Meridian
11. Shaw AFB
12. Yuma MCAS
13. Beaufort MCAS
14. Moody AFB
15. Sheppard AFB





# E&T JCSG Roadmap

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## Flight Training

- ✓ Fixed-Wing Pilot
- ✓ Rotary-Wing Pilot
- ✓ Navigator / Naval Flight Officer
- ✓ Jet Pilot (JSF)
- ✓ Unmanned Aerial Vehicles Operators

## Professional Development Education

- ✓ Professional Military Education
- ✓ Graduate Education
- ✓ Other Full-Time Education Programs

## Specialized Skill Training

- ✓ Initial Skill Training
- ✓ Skill Progressive Training
- ✓ Functional Training

## Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



# E&T JCSG Scenarios Net Financial Impact

Candidate Recommendation	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
E&T-0003 Privatize Grad Ed	47.60M	82.40M	32.70M	377.90M
E&T-0012 DRMI to DAU	3.30M	0.40M	0.70M	6.80M
E&T-0014 Religious Ed	1.00M	3.80M	0.80M	11.10M
E&T-0016 Culinary Training	4.88M	0.77M	0.71M	5.69M
E&T-0029 Prime Power	10.23M	7.65M	3.61M	40.08M
<b>E&amp;T-0032 SLCs</b>	85.20M	12.80M	21.60M	212.10M
E&T-0039 Diver Training	17.78M	14.24M	1.31M	0.77M
<b>E&amp;T-0046 UPT</b>	399.83M	199.38M	35.31M	130.98M
<b>E&amp;T-0052 JSF</b>	199.07M	208.86M	3.14M	<b>-220.63M</b>
E&T-0053 Trans Mgt Training	0.88M	0.28M	0.24M	2.45M
<b>TOTALS</b>	<b>769.77M</b>	<b>530.58M</b>	<b>100.12M</b>	<b>567.24M</b>



# Headquarters and Support Activities Joint Cross Service Group



# HSA JCSG

## Geo-clusters & Functional

**Correctional Facilities (18 Feb 05)**

**Civilian Personnel Offices (11 Feb 05)**

**Defense Agencies**

**Financial Management (7 Jan 05)**

**Military Personnel Centers (11 Feb 05)**

**Installation Management (18 Feb 05)**

## Mobilization

**Mobilization**

## Major Admin & HQ

**Combatant Commands (25 Feb 05)**



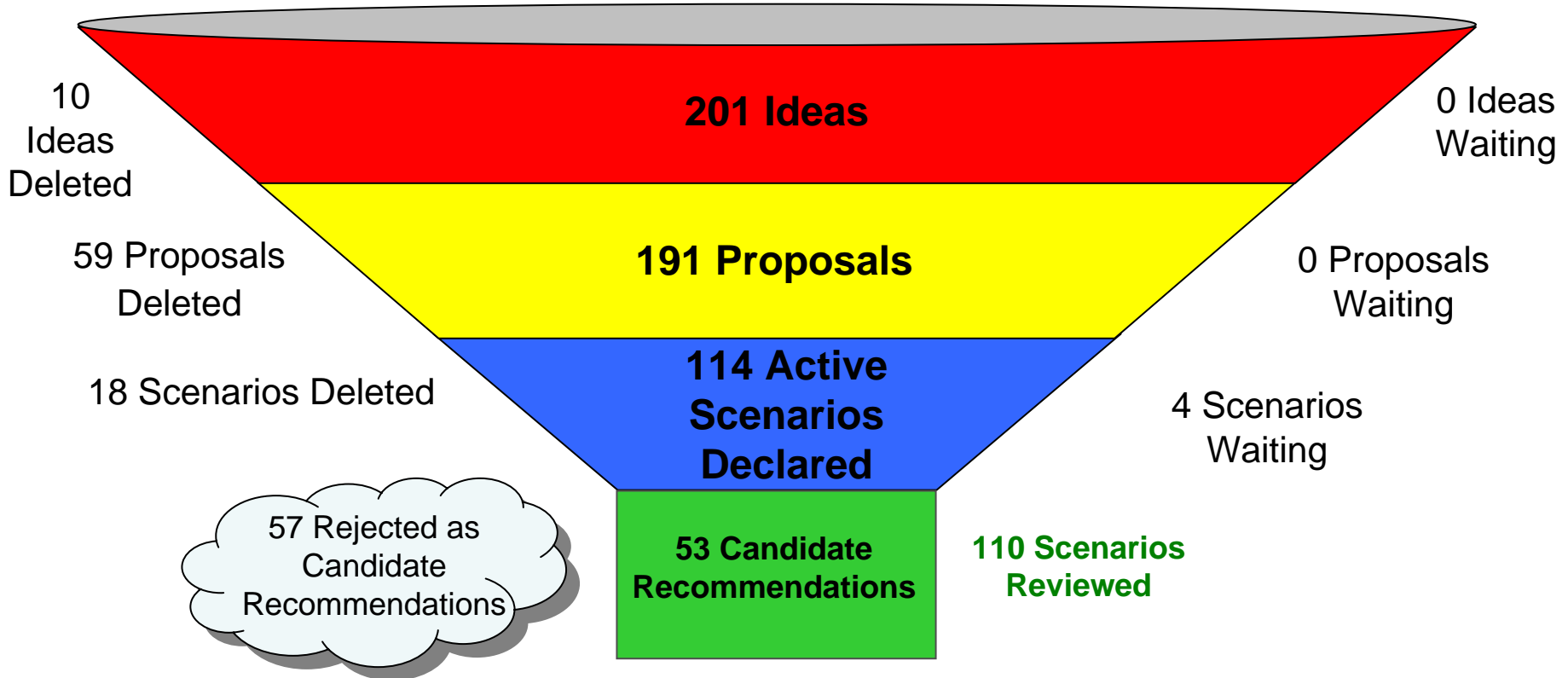
**Major Admin & HQ (15 of 16)**

**Reserve & Recruiting Commands (3 of 4) (4 Feb 05)**



# Statistics

## HSA JCSG Currently has:



57 Rejected as Candidate Recommendations

53 Candidate Recommendations

110 Scenarios Reviewed

27 IEC Approved

36 ISG Approved & Prep for IEC

— ISG Approved, but on Hold for Enabling Scenario

8 ISG On Hold for Addl Info or Related CR  
 HSA-0035, -0120 R&RC  
 HSA-0063 MAH  
 HSA-0020, 21, 22, 24, & 82 Corrections

— Note Conflict(s) to be Considered & Resolved

2 ISG Disapproved  
 HSA-0050 COCOM  
 HSA-0058 COCOM





# Strategy – Rationalize Presence in the DC Area

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- HSA-0018 Consolidate DFAS – 399 personnel
- HSA- 0006 Create Army HRC – 2177 personnel
- HSA- 0067 Relocate DCMA – 595 personnel
- HSA- 0092 Relocate AMC – 1656 personnel
- HSA -0065 Consolidate ATEC – 470 personnel (out of NCR, but not DC Area)
- HSA – 0047 Co-locate Missile and Space Defense Agencies at Huntsville – 3634 personnel
- HSA – 0046 Consolidate DISA – 4,019 personnel
- HSA – 0029 Consolidate CPOs – 244 personnel
- HSA – 0071 Create Media Agency – 1,617 (out of NCR, but not DC area)
- HSA – 0122 Relocate AF Real Property Agency – 63
- HSA- 0077 Consolidate and Co-locate USA IMA and Service Providers- 1768
- HSA – 0063 Co-locate TRANSCOM Components – 1183 personnel

**TOTAL to Date (direct, not including indirect or eliminations):**  
**16,642 out of NCR; 14,555 out of DC Area**



# Strategy – Minimize Leased Space in the NCR

## About 8.4 M USF of leased space in the NCR (> 2 Pentagons)

- HSA-0018 Consolidate DFAS – 102,979 USF
- HSA-0006 Create Army HRC – 437,516 USF
- HSA-0067 Relocate DCMA – 83,408 USF
- HSA-0065 Consolidate ATEC – 83,000 USF
- HSA-0047 Co-locate Missile and Space Defense Agencies – 168,000 USF
- HSA-0115 Co-locate Medical Activities – 166,000 USF
- HSA-0056 Co-locate AF Leased Locations – 190,000 USF
- HSA-0046 Consolidate DISA – 523,165 USF
- HSA-0029 Consolidate CPOs – 43,793 USF
- HSA – 0071 Create Media Agency – 44,526 USF
- HSA -0078 Consolidate NAVAIR – 25,000 USF
- HSA-0122 Relocate AF Real Property Agency – 16,437 USF
- HSA-0077 Consolidate and Co-locate USA IMA and Service Providers- 300,000USF
- HSA-0106 Co-locate OSD and 4<sup>th</sup> Estate Leased Locations – 1.75M USF
- HSA-0035 Co-locate National Guard HQs – 296,000 USF
- HSA-0063 Co-locate TRANSCOM Components – 162,000 USF
- HSA-0069 Co-locate Army Leased Activities

**TOTAL to Date: 4,608,824 USF of leased space in NCR (54.8%)**



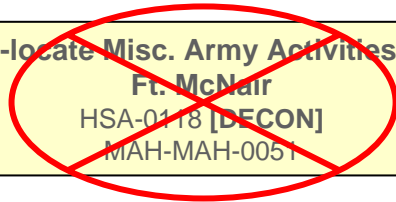
# Army Leased Space Activities

Co-locate Misc. Army Activities @  
**Belvoir**  
HSA-0069  
MAH-MAH-0015



OR

~~Co-locate Misc. Army Activities @  
Ft. McNair  
HSA-0118 [DECON]  
MAH-MAH-0051~~





# Candidate #HSA-0069: Co-locate Miscellaneous Army Leased Activities

**Candidate Recommendation (summary):** Realign 15 leased installations in Northern Virginia by relocating HQDA Staff elements to Ft. Belvoir, Virginia.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Co-locates HQDA staff elements; eliminates redundancy and enhances efficiency.</li> <li>✓ Eliminates approximately 675,000 USF of leased space within the NCR.</li> <li>✓ Moves HQDA staff elements to AT/FP compliant locations</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Activities range from 236<sup>th</sup> to 314<sup>th</sup> of 324.</li> <li>✓ Ft. Belvoir: 44<sup>th</sup> of 324</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$146.9M</li> <li>✓ Net Implementation Cost: \$ 68.5M</li> <li>✓ Annual Recurring Savings: \$ 21.6M</li> <li>✓ Payback Period: 8 Years</li> <li>✓ NPV (savings): \$130.5M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: No job reductions.</li> <li>✓ Criterion 7: No impediments.</li> <li>✓ Criterion 8: Air quality, Endangered species, and Historic properties. No impediments.</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps<sup>47</sup>



# Technical Joint Cross Service Group Candidate Recommendations

March 4, 2005

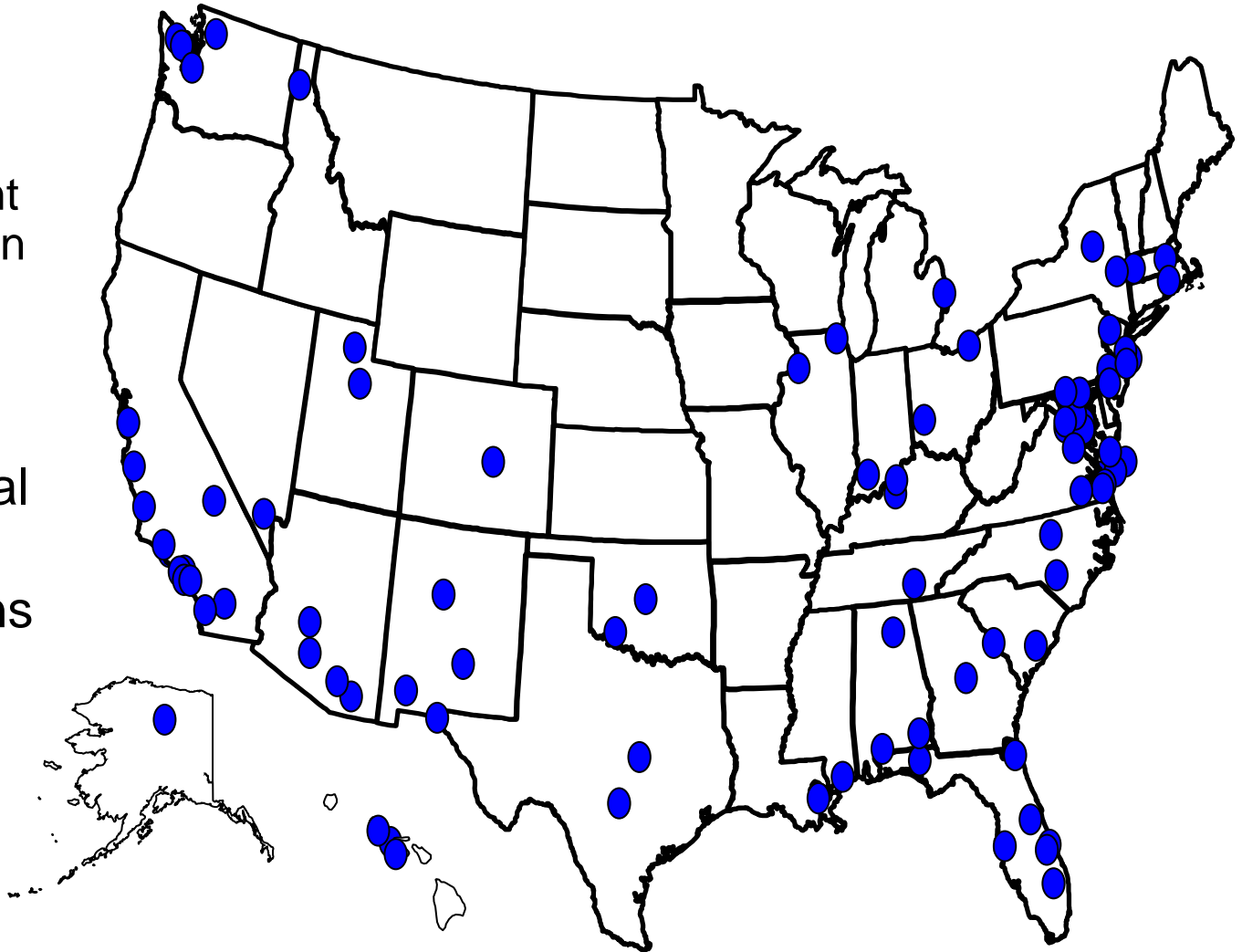
Dr. Ron Sega/Mr. Al Shaffer

Technical Joint Cross Service Group

# RDAT&E Facilities\*



- 3 Functions
  - Research
  - Development & Acquisition
  - Test & Evaluation
- 157,315 FTEs
- ~ \$130B Annual Funding
- 144 Installations



\*With greater than 30 Full time Equivalent personnel



# TJCSG “Principles & Strategies”

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## Principles:

- 1) Ensure Efficiency--Consolidate to a few RDATE&E major centers with specialty sites as required
- 2) Competition of Ideas--Maintain Complementary/Competitive Sites

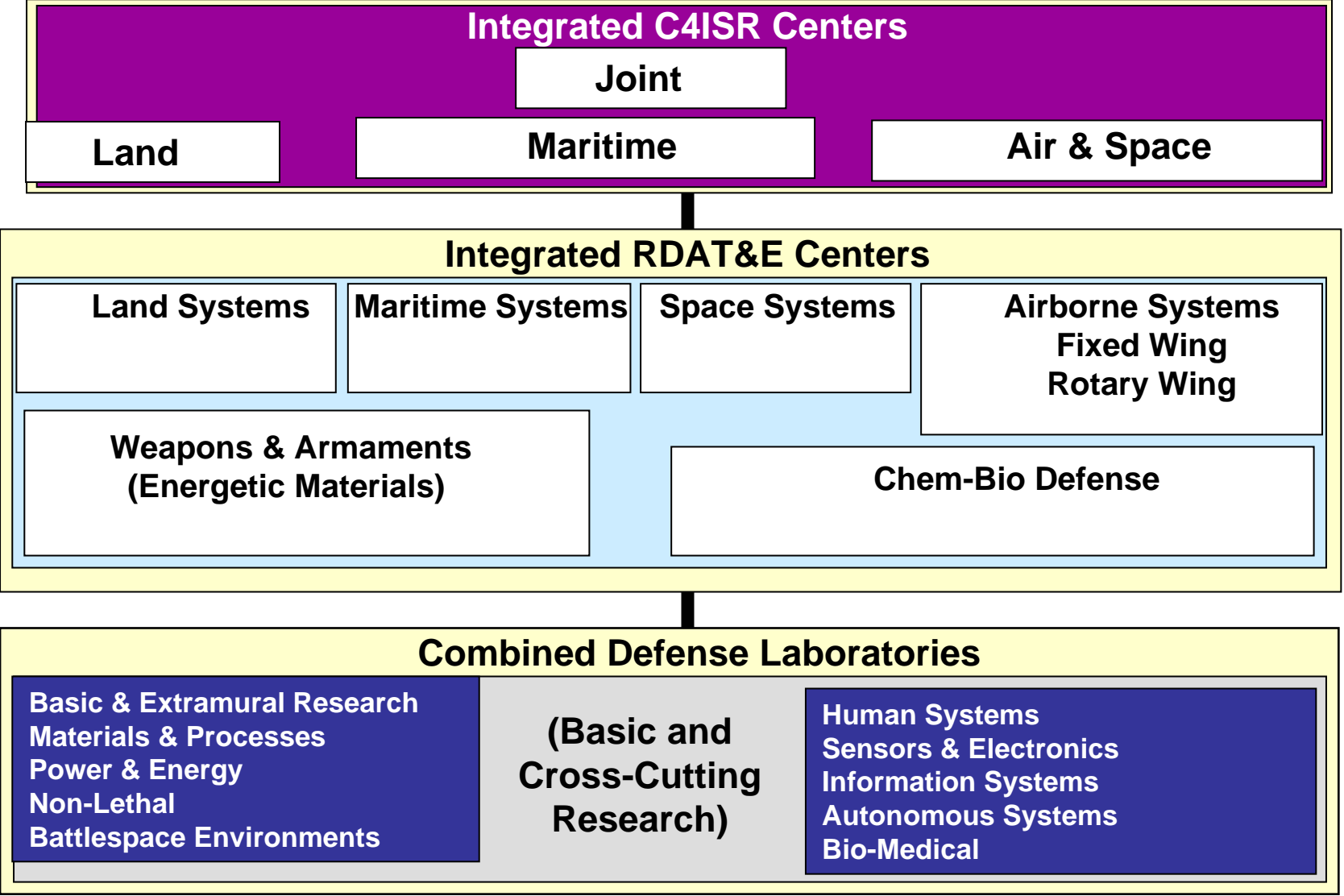
## Strategies:

- 1) Establish Defense Research Laboratories
  - A. Colocate` Program Managers
  - B. Reduce Number of In-House Laboratory Sites
- 2) Establish Air, Land, Maritime and Joint C4ISR Centers
- 3) Establish “Integrated” RDATE&E Centers for Major Defense Systems
- 4) Position Technical Sites for Jointness



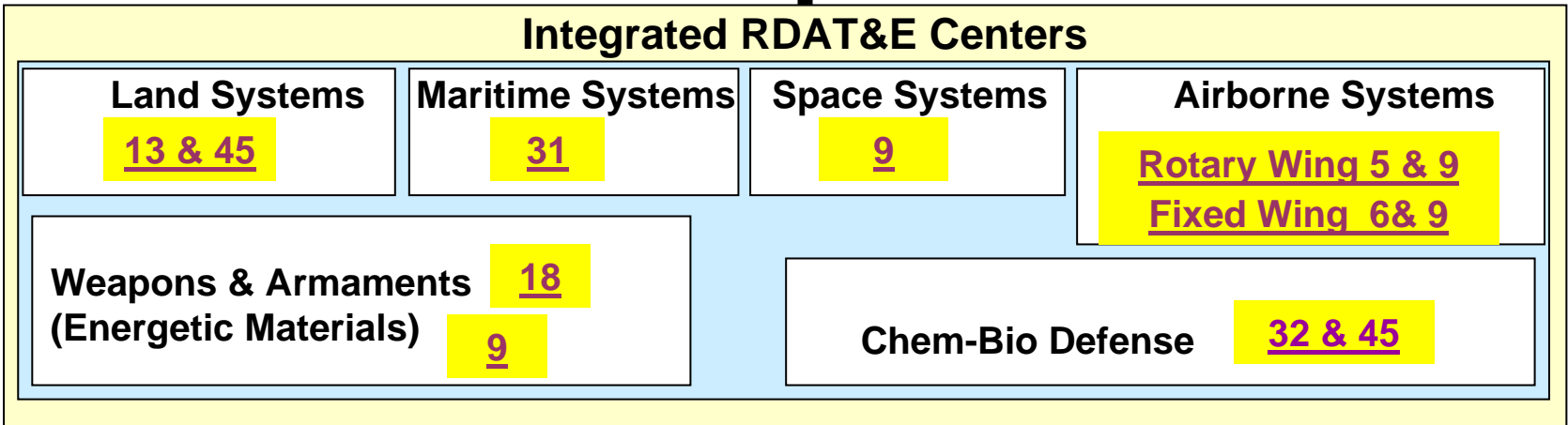
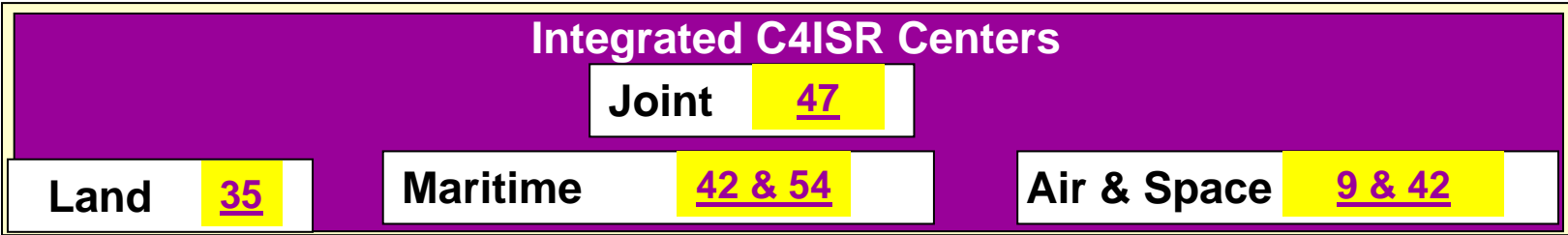
# TJCSG Transformational Framework

**DRAFT**





# TJCSG Transformational Framework with Candidate Recommendations

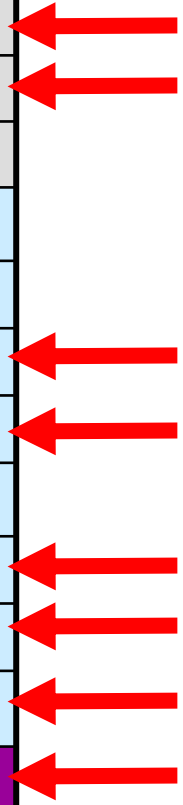


Scenario

# Scenario Families



		FAMILY	SCENARIOS
Combined Defense Lab	1. Extramural Research		40
	2. Defense Research Lab		9A&B
	3. Human Systems		45, 58
	4. Joint Battlespace "Lab"		20
Integrated RDA&TE Centers	5. Joint Chem-Bio Defense		32, 45
	6. Land Systems		13, 45
	7. Air Systems (Fixed)		6, 9A
	8. Air Systems (Rotary)		5, 9A
	9. Maritime Systems		31
	10. Space Systems		9A
	11. Weapons & Armaments Systems		18A,B,C,D & E
	12. Energetic Materials		18D
	13. Combined C4ISR		35, 42A&C, 47, 54



Green—Approved to IEC



# Combined Research Laboratories

---

- Research End State:
  - ***Co-location of Research Program Managers***
    - Seven Sites to Anacostia or Bethesda
  - Consolidation of Research Labs
    - Army—Aberdeen MD and Adelphi
    - Navy—Washington DC and ***Stennis Space Center MS***
    - AF—Wright Patterson and Kirtland AFB
  - Retention / Alignment of Product Centered Research for Major Acquisition (Major Defense Acquisition Program) Areas
    - E.G. C4ISR—Adelphi, San Diego, and Hanscom AFB

# Tech 0009A: Defense Research Service Led Laboratories (Air Force Locations)



**Candidate Recommendation (summary):** Realign AFRL, Brooks City Base by relocating HED to Wright Patterson AFB. Close AFRL Mesa City, AZ and relocate all functions to Wright Patterson AFB. Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson AFB and the Information Directorate to Hanscom AFB. Realign AFRL Hanscom by relocating the Sensors Directorate to Wright Patterson AFB and the Space Vehicles Directorate to Kirtland AFB. Realign AFRL Wright Patterson AFB by relocating the Information Systems Directorate to Hanscom AFB.

### Justification

- Reduces number of Air Force Research Laboratory operating locations
- Eliminates overlapping infrastructure
- Increase efficiency of operations
- Closes Rome, Mesa
- Facilitates the closure of Brooks City Base

### Military Value

- Realigning/Closing locations with lower military value to locations with higher military value.
- Increases Capability at WPAFB, Kirtland, Hanscom

### Payback

- One-time cost: \$393M
- Net implementation cost: \$204M
- Annual recurring savings: \$ 58M
- Payback time: 7 years
- NPV (savings): \$349M

### Impacts

- Criterion 6: -457 to -2536 jobs; <0.1 to 1.6%
- Criterion 7: No issues
- Criterion 8: No impediments



# #TECH 0058: Realign Human Systems D&A

**Candidate Recommendation:** Realign Brooks-City Base, TX by relocating the Human Systems Development and Acquisition function to Wright Patterson Air Force Base, OH.

**Justification**

- Enhances technical synergy in Human Systems RD&A and Air Platforms RD&A
- Reduce infrastructure and lease space
- Simplifies organizational structure and concentrates acquisition expertise at one site
- Facilitates full closure of Brooks City Base
- Supports Tech-0009 realignment of Human Systems Research to WPAFB OH
- Supports Med-0025 realignment of 311 HSW, USAF School of Aeromedicine & Operational Health to WPAFB OH

**Military Value**

- WPAFB military value in D&A is essentially the same as Brooks.
- WPAFB military value in Research is higher than Brooks.
- Military judgment favored WPAFB as location for RD&A because of increased synergy in that area and with Air Platform RD&A at WPAFB

**Payback**

- One-time cost: \$14.2M
- Net implementation cost: \$1.8M
- Annual recurring savings: \$3.9M
- Payback time: 4 years
- NPV (savings): \$33.9M

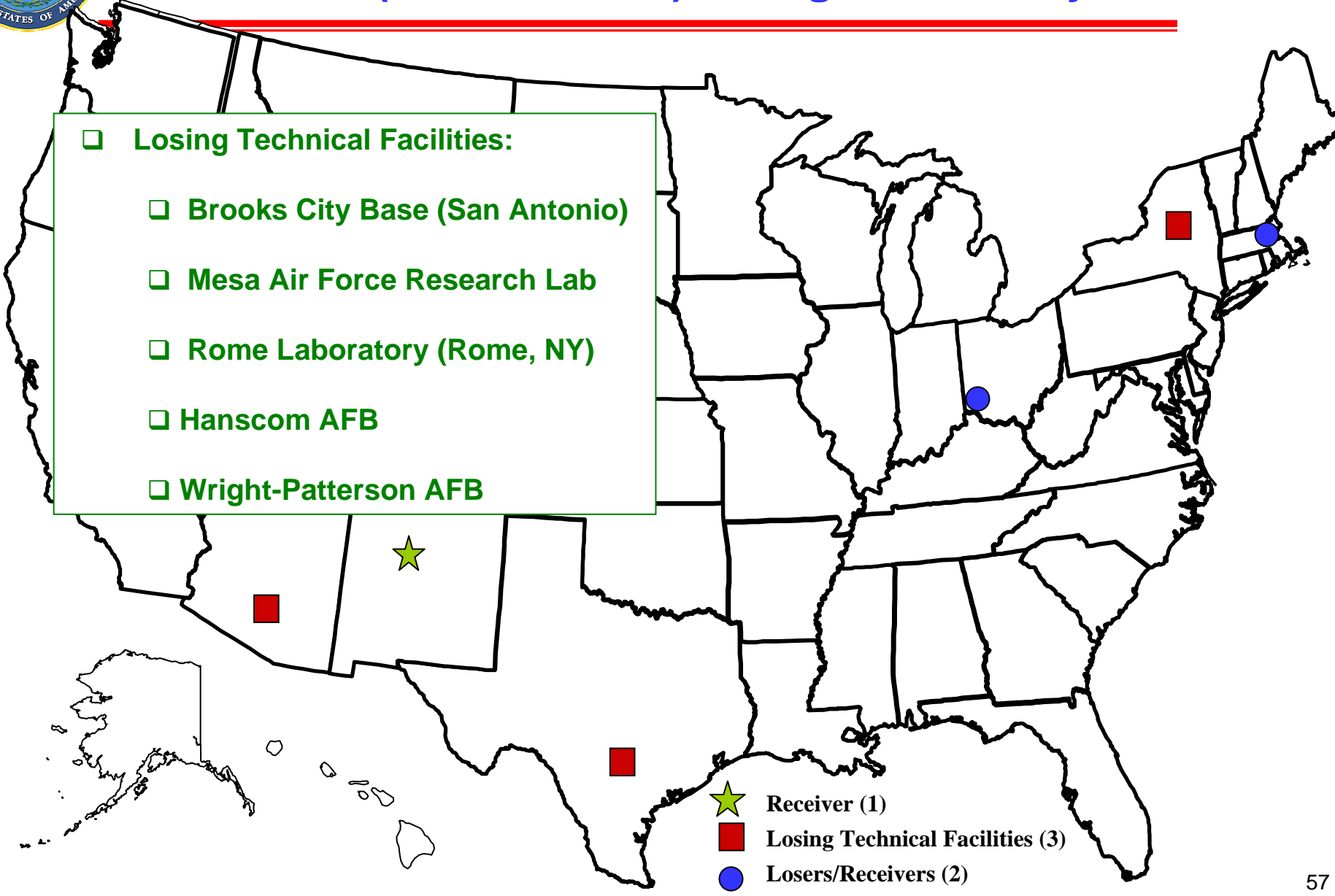
**Impacts**

- Criterion 6: -408 jobs (210 direct, 198 indirect); <0.1%
- 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



# TECHS: 0009A & 0058 – Defense Research Service Led Laboratories (AF Locations)/Realign Human Systems D&A



# Techs: 009A & 0058 (Air Force Locations)

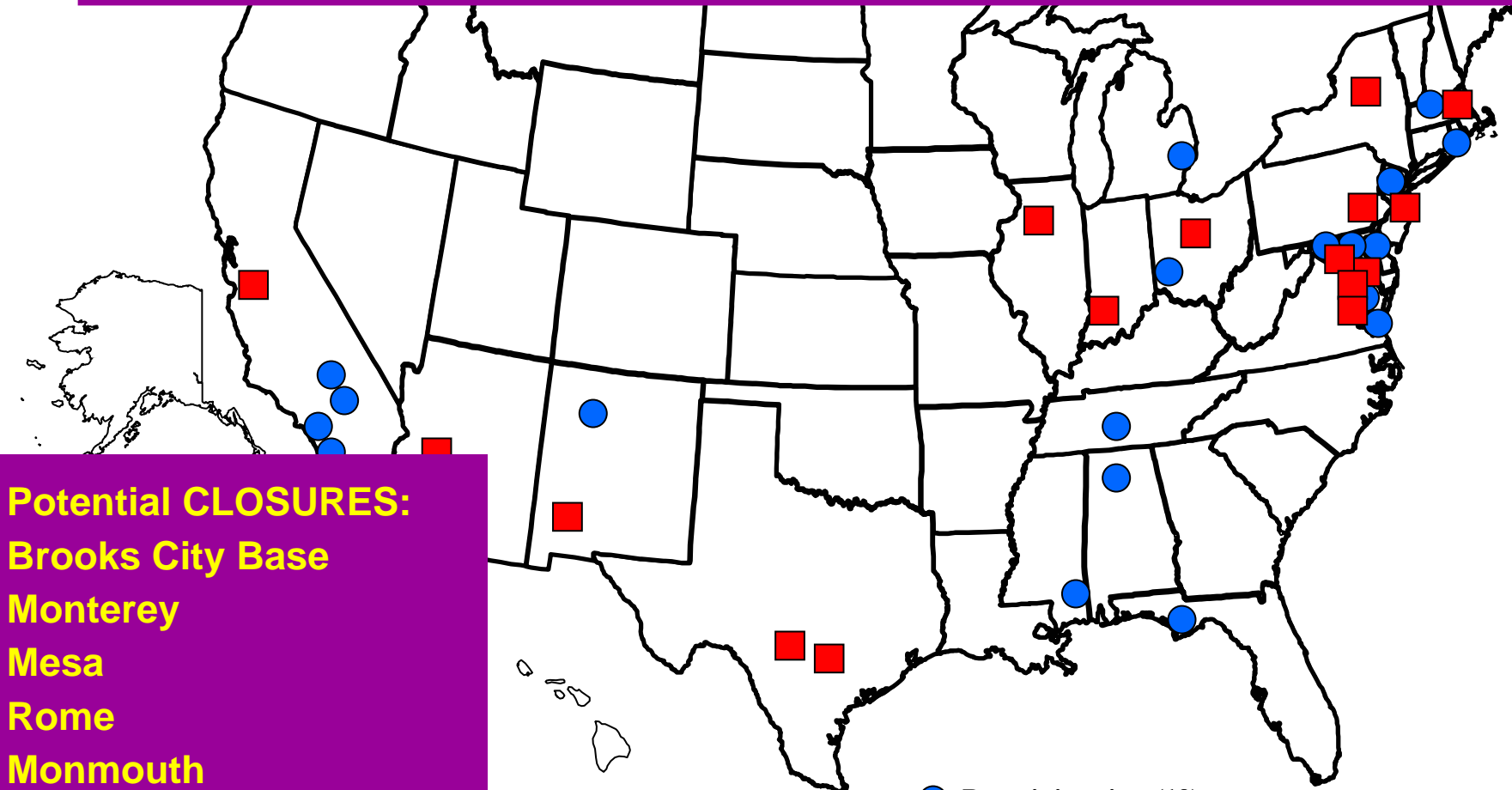


<b>Scenario</b>	<b>One-Time Cost (M)</b>	<b>Payback (Year)</b>	<b>NPV (M)</b>	<b>Impacts</b>
Tech 0009A Defense Research Labs (AF)	\$393	7	\$349 (savings)	Assist closure of Brooks City Base, Rome & Mesa
Tech 58 Human Systems (AF)	\$14.2	4	\$33.9 (savings)	Assist closure of Brooks City Base

# TJCSG Research End State



Approximately 45% Reduction in DoD Research Footprint



**Potential CLOSURES:**  
Brooks City Base  
Monterey  
Mesa  
Rome  
Monmouth  
Natick  
Assorted Lease Spaces

- Remaining sites (19)
- Losing Technical Facilities (16)





# Integrated RDAT&E Centers

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## Mission Research Center End State

- Co-location, consolidation around larger centers
- Land Systems - Detroit Arsenal & Aberdeen Proving Grounds
- Maritime Systems - Naval Surface Weapons Center Carderock Division & Naval Sea Systems Command Washington Navy Yard
- Space Systems - Kirtland AFB & Los Angeles AFB
- Airborne Systems:
  - Fixed Wing – Wright-Patterson AFB & Patuxent River NAS
  - Rotary Wing – focus around Redstone Arsenal & Patuxent River NAS
- Weapons - focus around “three major centers”:
  - “Major Centers”
    - China Lake, Eglin AFB, & Redstone Arsenal
  - Retain Specialty sites:
    - Guns - Picatinny & Dahlgren
    - Surface Ship Combat Systems Integration – Dahlgren
  - Retain Energetic Materials work at 4 sites:
    - China Lake, Eglin, Indian Head, Redstone

# #Tech-0005: Establish Joint Centers for Rotary Wing Air Platform RDAT&E



**Candidate Recommendation (summary):** Realigns Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, Naval Surface Warfare Center Division, Corona, CA, Air Force Material Command Wright Patterson AFB, OH, Fort Eustis, VA, Fort Rucker, AL, and Warner Robins AFB. Consolidates all rotary wing air platform RDAT&E at Patuxent River, MD and Redstone Arsenal, while retaining specialty sites.

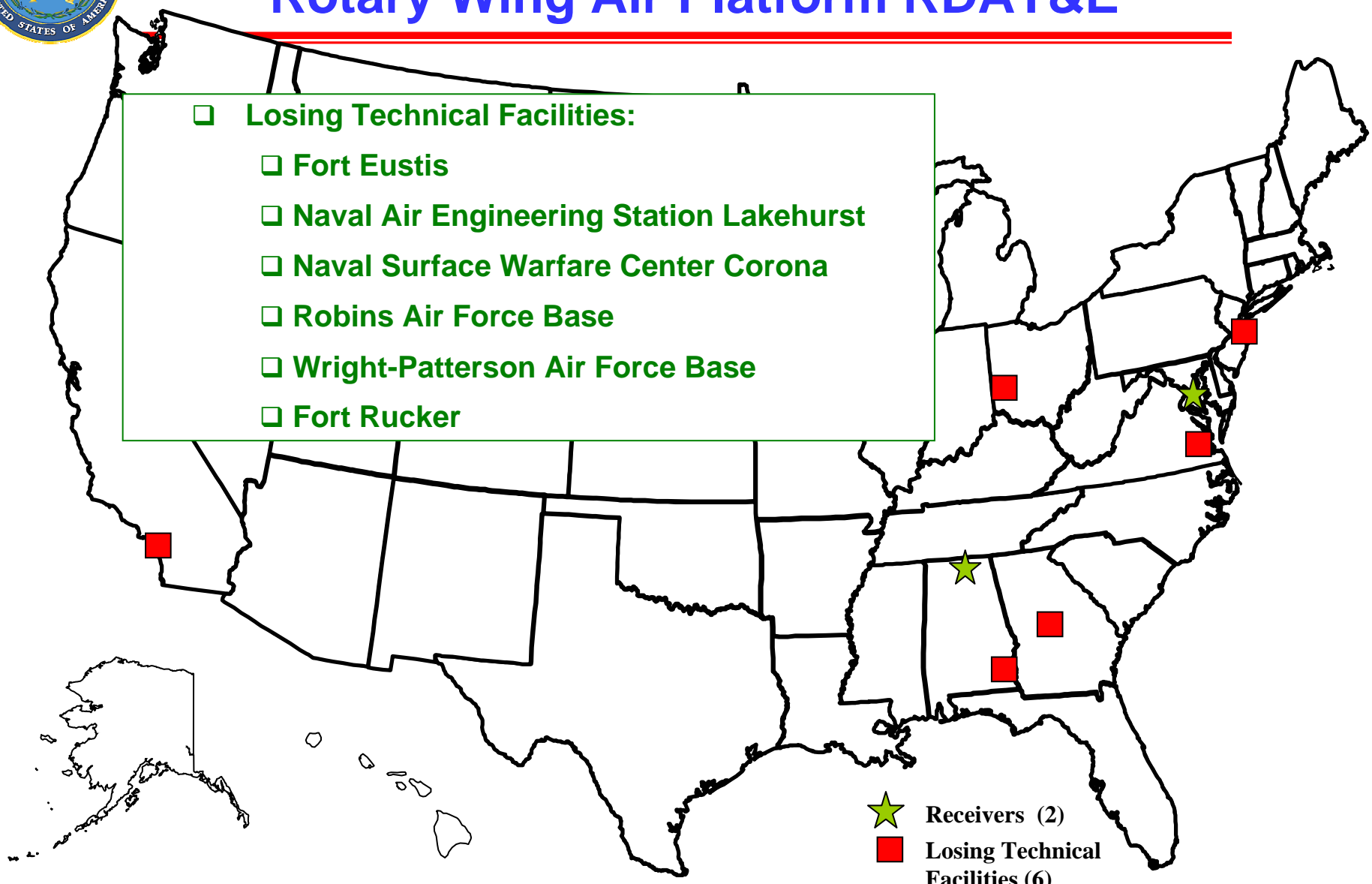
<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>•Enhances synergy</li> <li>•Preserves healthy competition</li> <li>•Leverages climatic/geographic conditions and existing infrastructure</li> <li>•Minimizes environmental impact</li> <li>•Distributes demand on the telemetry spectrum</li> <li>•Reasonable homeland security risk dispersal</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>•All moves to Patuxent River go from low to higher military value</li> <li>•Although Redstone Arsenal not highest military value for all functions, military judgment supports Redstone because it reflect an Army strategy to develop a full life-cycle support activity for aviation.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>• One-time cost: \$101.25M</li> <li>• Net implementation cost: \$74.43M</li> <li>• Annual recurring savings: \$7.86M</li> <li>• Payback time: 17 years</li> <li>• NPV (savings): \$2.03M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criterion 6: -56 to -605 jobs; &lt;0.1% to 1.23%</li> <li>•Criterion 7: No issues</li> <li>•Criterion 8: No impediments</li> </ul>

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

# TECH 0005 – Establish Joint Centers for Rotary Wing Air Platform RDAT&E



- ❑ **Losing Technical Facilities:**
  - ❑ **Fort Eustis**
  - ❑ **Naval Air Engineering Station Lakehurst**
  - ❑ **Naval Surface Warfare Center Corona**
  - ❑ **Robins Air Force Base**
  - ❑ **Wright-Patterson Air Force Base**
  - ❑ **Fort Rucker**



★ Receivers (2)  
■ Losing Technical Facilities (6)

# #Tech-0006: Centers for Fixed Wing Air Platform RDAT&E



**Candidate Recommendation (abbreviated):** Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform RDAT&E to NAS Patuxent River. Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform T&E to NAS Patuxent River. Realign Tinker, Robins, & Hill AFBs by relocating fixed wing related Air Platform D&A Wright Patterson AFB. Realign Wright Patterson AFB by relocating fixed wing related Live Fire T&E to Naval Air Weapons Station China Lake, CA.

**Justification**

- Enhances synergy by consolidating fixed wing work to major sites
- Preserves healthy competition
- Leverages climate/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Provides reasonable home security risk dispersal

**Military Value**

- All functions move to locations with a higher military value score for that function.

**Payback**

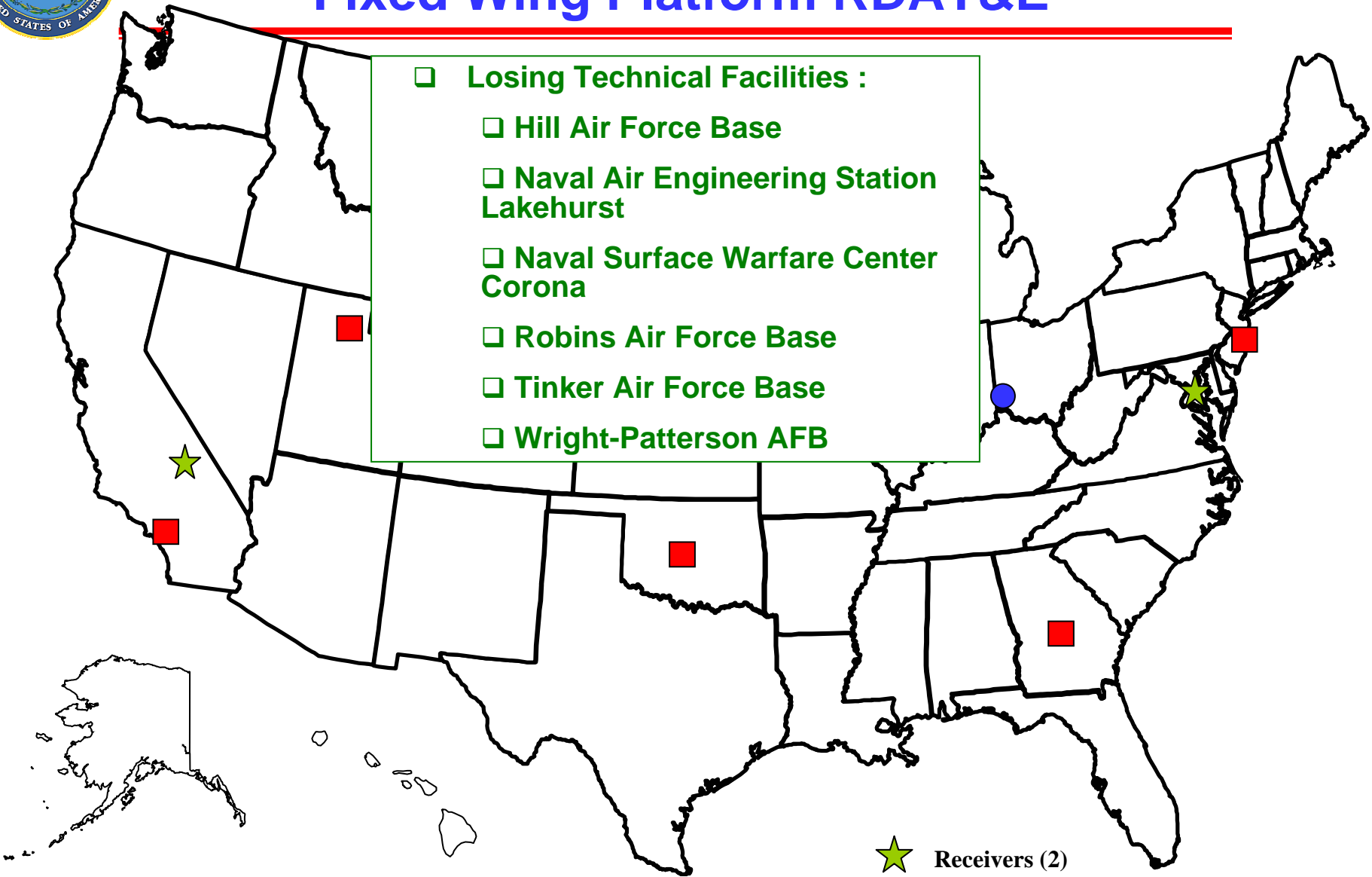
- One-time cost: \$68.692M
- Net implementation cost: \$ 47.234M
- Annual recurring savings: \$ 6.496M
- Payback time: 13 yrs
- NPV (savings): \$15.261M

**Impacts**

- Criterion 6: -31 to -873 jobs; <0.1% to 0.1%
- 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/MilDepts

# TECH 0006 Establish Joint Centers for Fixed Wing Platform RDAT&E



- ❑ Losing Technical Facilities :
  - ❑ Hill Air Force Base
  - ❑ Naval Air Engineering Station Lakehurst
  - ❑ Naval Surface Warfare Center Corona
  - ❑ Robins Air Force Base
  - ❑ Tinker Air Force Base
  - ❑ Wright-Patterson AFB

- ★ Receivers (2)
- Losing Technical Facilities (5)
- Loser/Receiver (1)



# Tech-0018A: W&A RDAT&E Integrated Center at Eglin

**Candidate Recommendation:** Realign Hill Air Force Base, UT by relocating Weapons/Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

**Justification**

- Enhance W&A life cycle / mission-related synergies
- Multiple use of equipment/ facilities/ ranges/ people
- Has one of the required ranges for W&A
- Facilitates 1 closure (savings not in payback)

**Military Value**

- Eglin has a higher military value in RDAT&E than Hill & DTRA

**Payback**

- One-time cost: \$2.8M
- Net implementation savings: \$3.0M
- Annual recurring savings: \$1.5M
- Payback time: 2 years
- NPV (Savings) \$16.2M

**Impacts**

- Criteria 6: -68 jobs (35 direct, 33 indirect); <0.1%
- Criteria 7: No issues
- Criteria 8: Several issues but 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/MilDepts

# Tech-0018B: W&A RD&A Guns and Ammunition Specialty Site at Picatinny Arsenal



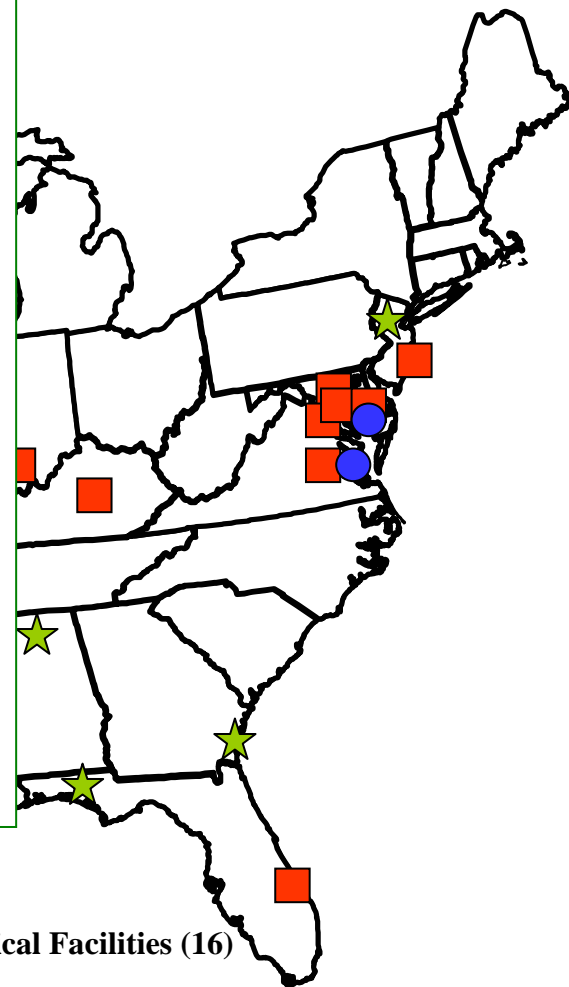
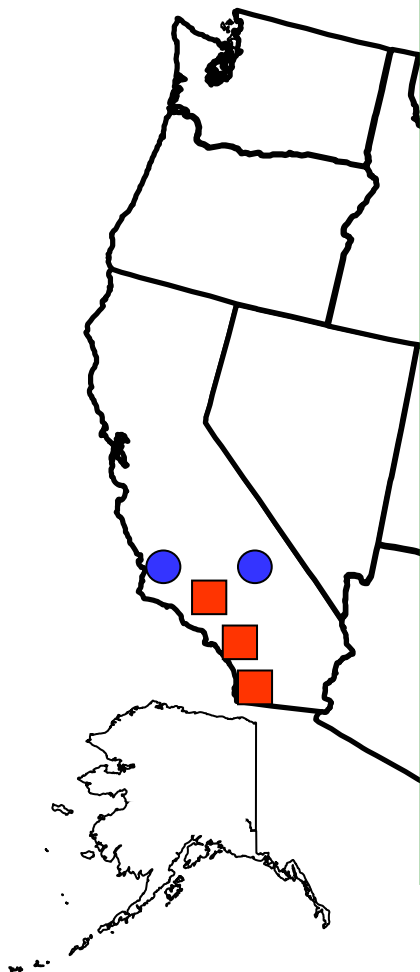
**Candidate Recommendation (summary):** Realign Guns & Ammo RD&A from Adelphi, MD; Indian Head, MD; Crane, IN; Dahlgren, VA; Louisville, KY; Fallbrook, CA; & China Lake, CA to Picatinny Arsenal, NJ; realign weapons packaging from Earle, NJ to Picatinny Arsenal, NJ. Retain Over Water Gun Range at Dahlgren, VA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>• Enhance Guns &amp; Ammo jointness and synergy</li> <li>• Combine weapons packaging in Army &amp; Navy</li> <li>• Ensure synergy with gun production capability</li> <li>• Maintain Navy unique capability for large caliber gun T&amp;E; Retain existing Army test sites and major research site</li> <li>• Facilitates 5 closures (savings not in COBRA)</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>• Picatinny has highest MV for guns/ammo in both Research and D&amp;A</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>• One-time cost: \$120M</li> <li>• Net implementation cost: \$83.9M</li> <li>• Annual recurring savings: \$11.6M</li> <li>• Payback time: 13 years</li> <li>• NPV(Savings) \$28.4M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criteria 6: -11 to 506 jobs; &lt;0.1% to 4.9%</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No impediments</li> </ul>

# Tech 18 W&A RDATE Integrated Mega Centers



- ❑ **Losing Technical Facilities:**
  - ❑ Hill Air Force Base
  - ❑ Adelphi
  - ❑ Naval Surface Warfare Center Corona
  - ❑ MDA Crystal City Leased
  - ❑ Naval Ordnance Test Unit Cape Canaveral
  - ❑ MDA Kirtland AFB
  - ❑ DTRA NCR (Ft. Belvoir)
  - ❑ Naval Base Ventura County (Hueneme & Mugu)
  - ❑ Naval Air Station Patuxent River
  - ❑ Naval Air Weapons Station China Lake
  - ❑ Naval Surface Warfare Center Dahlgren
  - ❑ Naval Surface Warfare Center Indian Head
  - ❑ Naval Weapons Station Earle
  - ❑ Naval Weapons Station Fallbrook
  - ❑ Naval Weapons Station Seal Beach
  - ❑ Naval Weapons Station Yorktown
  - ❑ MDA Schriever AFB
  - ❑ Naval Reserve Center Louisville
  - ❑ Naval Support Activity Crane
  - ❑ Port Hueneme Detachment (Pt Loma)



- ★ Receivers (4)
- Losing Technical Facilities (16)
- Losers/Receivers (4)

**ESTABLISHED 3 W&A MEGA CENTERS AND 2 W&A SPECIALTY CENTERS**



# Integrated RDAT&E Centers



Candidates	One Time Cost (M)	Payback Time (years)	NPV (M)	Impacts
Tech 0005 Rotary Wing	\$101.2	17	\$2.02 (savings)	Retain Aircraft Launch & recovery Equip @ Lakehurst
Tech 0006 Fixed wing	\$68.69	13	\$15.26 (savings)	Consolidates WPAFB Live Fire T&E @ China Lake
Tech 0018A Integrated Eglin Weapon Center	\$2.8	2	\$16.2 (savings)	Creates a "Mega Center" @ Eglin
Tech 0018B Guns/ammo @ Picatinny	\$120	13	\$28.4 (savings)	Facilitates 5 potential closures



# Combined C4ISR Centers

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- **Create Domain Specific C4ISR Centers with an Overarching Joint Center**
  - **Joint Center at Peterson AFB**
  - **Land Centers at Ft. Belvoir and Adelphi MD**
  - **Maritime Centers at San Diego and Dahlgren**
  - **Air Centers at Hanscom and Wright Patterson AFB**
  - **Specialty Center (underwater) at Newport RI**
  - **Specialty Test Center at Edwards AFB**



# #Tech-0042A: MARITIME C4ISR RDAT&E

**Candidate Recommendation (Summary):** Relocate Surface Maritime Sensors, Electronic Warfare, and Electronics RDAT&E to Naval Surface Warfare Center Division, Dahlgren, VA. Relocate Sub-surface Maritime Sensors, Electronic Warfare & Electronics RDAT&E to Naval Station Newport, RI. Relocate Maritime Information Systems RDAT&E to Space Warfare Center San Diego, CA.

**Justification**

- Reduce Technical Facilities from 11 to 4
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations
- Facilities the closure of Corona & Crane

**Military Value**

- Dahlgren has the highest MV in Sensors, EW and Electronics Research and one of the highest in D&A and T&E.
- San Diego has the highest MV in Information Systems D&A.
- Newport has the highest MV in Sensors, EW and Electronics RDAT&E.

**Payback**

- One-time cost: \$152.01M
- Net implementation cost: \$104.67M
- Annual recurring savings: \$10.4M
- Payback time: 18 years
- NPV (savings): \$2.9M

**Impacts**

- Criterion 6: -63 to 1069 jobs; <0.1 to 10.1%
- Criterion 7: No issues
- Criterion 8: No impediments

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

# #Tech-0042C: Air & Space C4ISR DAT&E Consolidation



**Candidate Recommendation:** Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

**Justification**

- Reduce Technical Facilities from 6 to 2
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations

**Military Value**

- Hanscom AFB, MA has the highest MV in Air Information Systems D&A. Military judgment indicated Information Systems RD&A should be at location with highest MV in D&A - the largest workload.
- Edwards AFB, CA has the highest MV in Air Sensors, EW and Electronics T&E and Air Information Systems T&E among installations with suitable Open Air Ranges.

**Payback**

- One-time cost: \$51.1M
- Net implementation savings: \$19.3M
- Annual recurring saving: \$13.12M
- Payback time: 4 years
- NPV (savings): \$137.03M

**Impacts**

- Criterion 6: -212 to -2754; < 0.1 to 1.33%
- Criterion 7: No issues
- Criterion 8: May have to build on constrained acres at Hanscom. 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



# TECH 0042 Consolidate Domain-Centric C4ISR RDAT&E

DRAFT



- ❑ Losing Technical Facilities:
  - ❑ Eglin AFB
  - ❑ Lackland AFB
  - ❑ Naval Air Station Patuxent River
  - ❑ Maxwell AFB
  - ❑ Naval Research Laboratory DC
  - ❑ Naval Station Norfolk
  - ❑ Naval Station San Diego
  - ❑ Naval Support Activity Crane
  - ❑ Naval Surface Warfare Center Corona
  - ❑ Naval Weapons Station Charleston
  - ❑ Naval Surface Warfare Center Dahlgren
  - ❑ Port Hueneme
  - ❑ NUWC Newport
  - ❑ Wright-Patterson AFB

- ★ Receivers (2)
- Losing Technical Facilities (11)
- Losers/Receivers (3)

# #Tech-0047: Joint C4ISR

## Development & Acquisition Consolidation



**Candidate Recommendation (abbreviated):** Realign DISA Leased Space in Bailey’s Crossroads, VA, by relocating GIG-BE, GCCS, GCSS, NCES, and Teleport Program Offices to Peterson AFB, CO. Realign NAVSURFWARCEN, Panama City, FL, by relocating DJC2 Program Office to Peterson AFB, CO. Realign Ft. Monmouth, NJ, by relocating JNMS Program Office to Peterson AFB, CO. Close the JTRS Program Office leased space in Crystal City, VA. Relocate all functions to Peterson AFB, CO.

**Justification**

- Establish Joint C4ISR development & acquisition capability co-located with a Combatant Commander
- More efficient use of retained assets

**Military Value**

- Military Judgment finds military value locating C4ISR D&A with a Combatant Commander
- Peterson Air Force Base, home of NORTHCOM, had the highest C4ISR technical military value among locations hosting combatant commanders

**Payback**

- One-time cost: \$13.88M
- Net implementation cost: \$1.68M
- Annual recurring savings: \$2.08M
- Payback time: 5 years
- NPV (savings): \$17.28M

**Impacts**

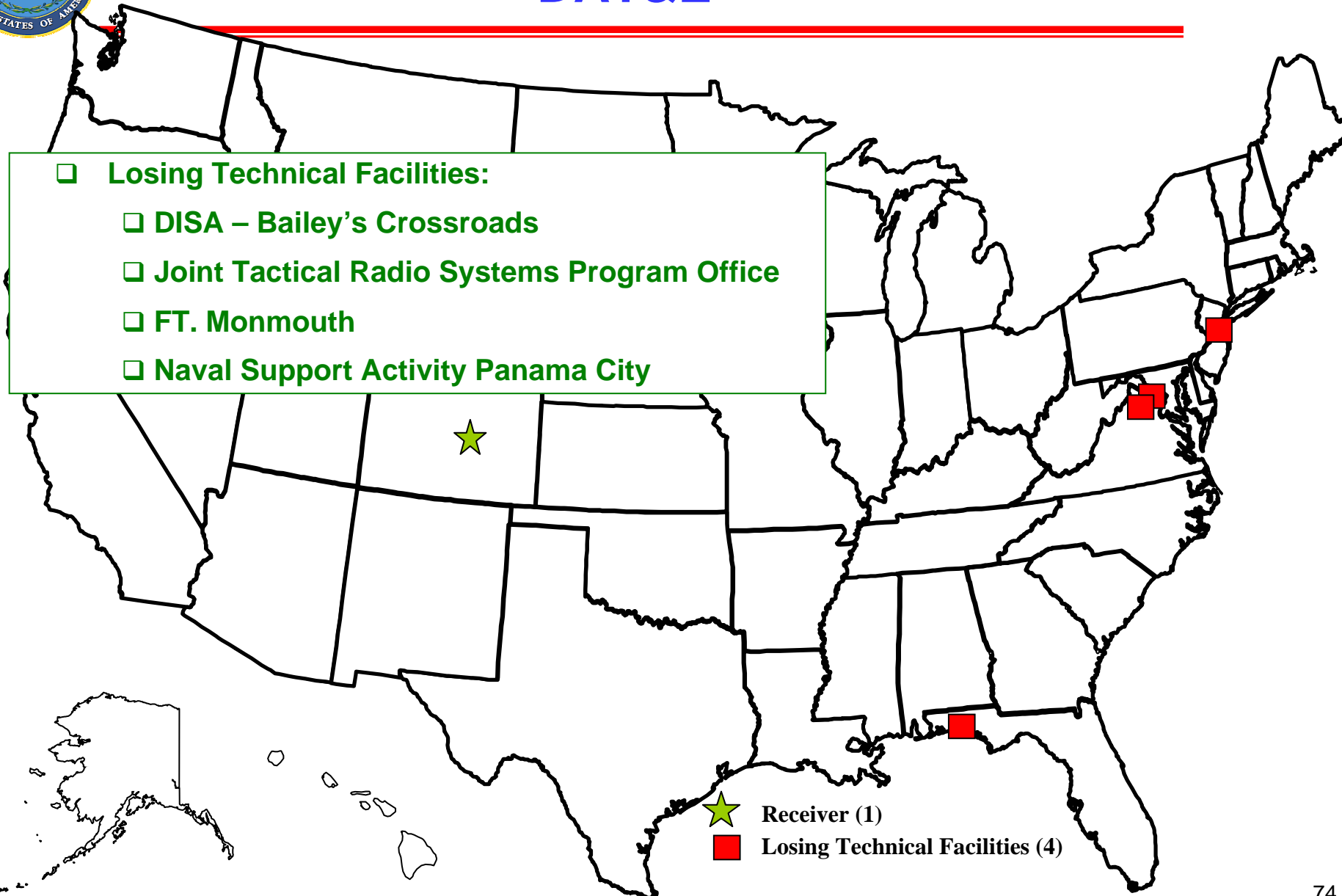
- Criteria 6: -6 to 881 jobs; <0.1% in all ROIs
- Criteria 7: No issues
- Criteria 8: No impediments

- ✓ 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/MilDepts



# TECH 0047 Consolidate Joint C4ISR DAT&E

**DRAFT**



- ❑ **Losing Technical Facilities:**
  - ❑ **DISA – Bailey’s Crossroads**
  - ❑ **Joint Tactical Radio Systems Program Office**
  - ❑ **FT. Monmouth**
  - ❑ **Naval Support Activity Panama City**

★ Receiver (1)  
 ■ Losing Technical Facilities (4)

# Combined C4ISR Centers



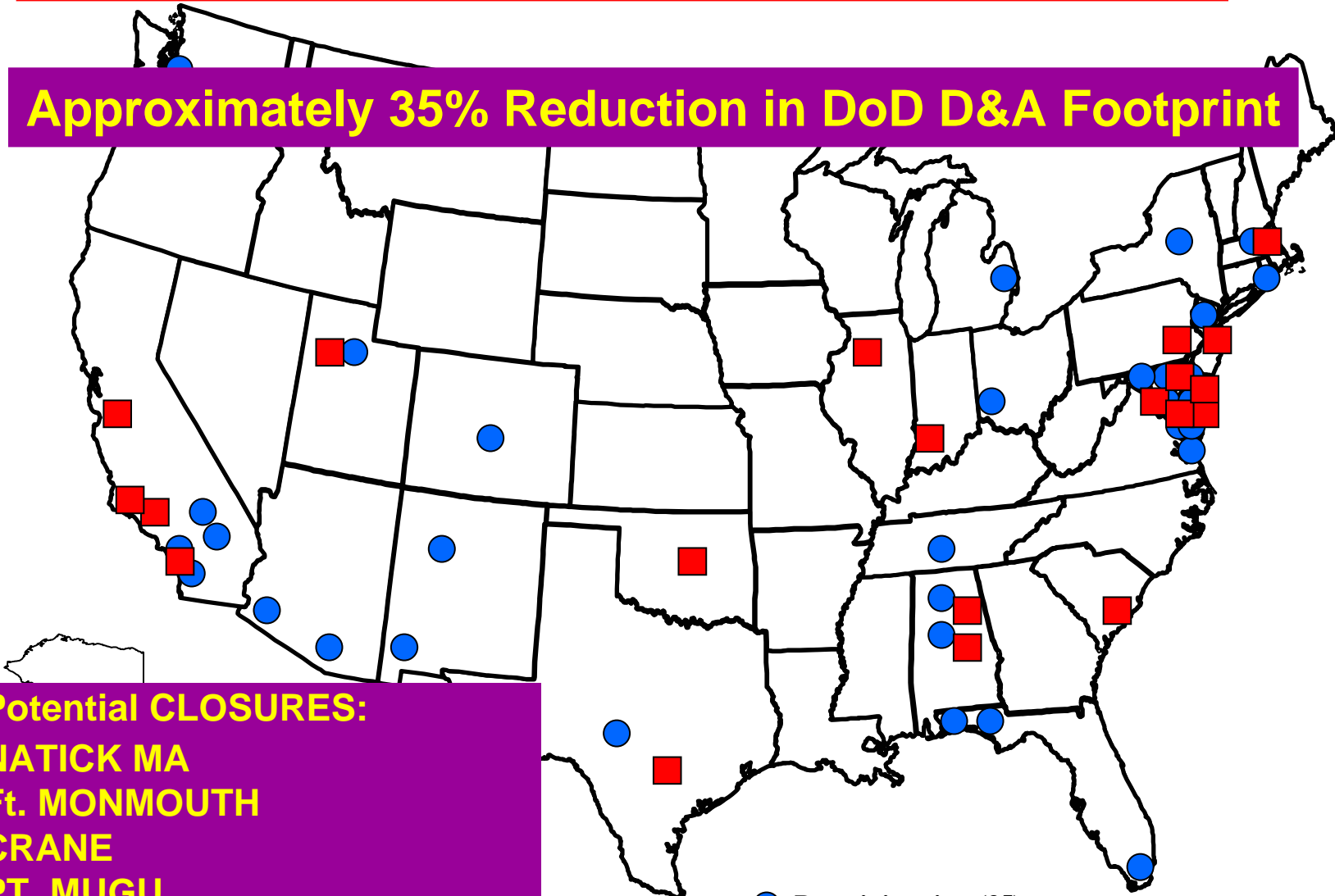
Candidates	One Time Cost (M)	Payback Time (years)	NPV (M)	Impacts
Tech 0042A Maritime	\$152.01M	18	\$2.9M (savings)	Facilitates potential closure of Corona & Crane Reduce Tech facilities from 11 to 4
Tech 0042C Air & Space	\$51.1M	4	\$137.03M (savings)	Reduce Tech facilities from 6 to 2
Tech 0047 Combatant Cmdr	\$13.88M	5	\$17.28M (savings)	Close leased space in Crystal City & Bailey's Crossroads.



# TJCSG Development & Acquisition End State



**Approximately 35% Reduction in DoD D&A Footprint**



**Potential CLOSURES:**  
NATICK MA  
Ft. MONMOUTH  
CRANE  
PT. MUGU  
Assorted Lease Spaces

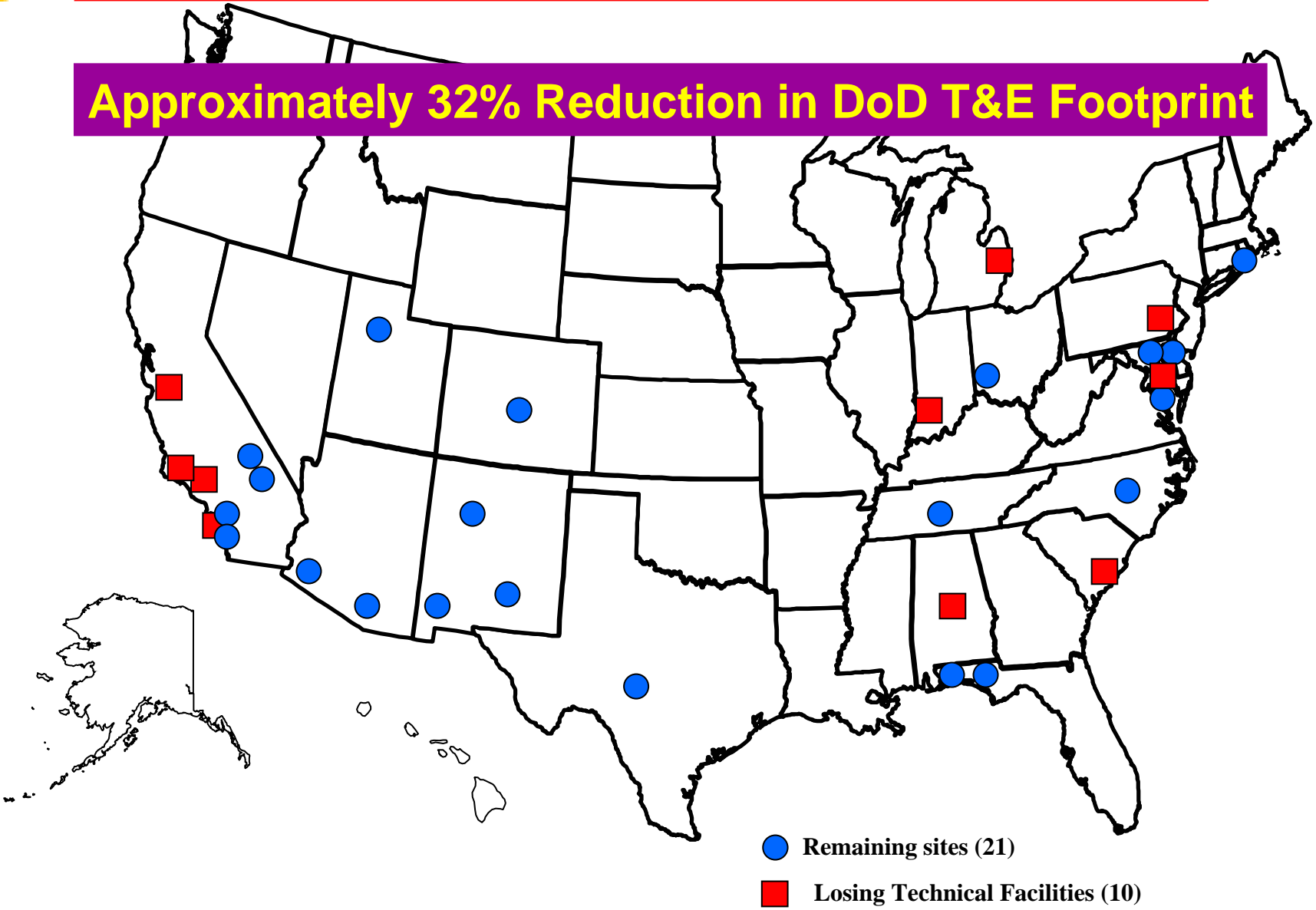
● Remaining sites (35)  
■ Losing Technical Facilities (20)



# TJCSG Testing & Evaluation End State

DRAFT

Approximately 32% Reduction in DoD T&E Footprint





# Army Candidate Recommendations



# Candidate #USA-0063



**Candidate Recommendation:** Close United States Army Garrison, Michigan (Selfridge). Retain an enclave to support the Bridging Lab and Water Purification Lab located on Selfridge.

## Justification

- ✓ Primary mission is to provide housing for activities in the local area
- ✓ Avoids the costs of continued operation and maintenance of unnecessary support facilities
- ✓ Sufficient housing is available in the Detroit Metropolitan area

## Military Value

- ✓ USAG Selfridge was not in the Army MVP
- ✓ Available areas not well suited for maneuver units
- ✓ MVI: USAG Selfridge (69)

## Payback

- ✓ One time cost: \$9.4M
- ✓ Net Savings: \$91.0M
- ✓ Annual Recurring savings: \$18.0M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$253.0M

## Impacts

- ✓ Criterion 6 – Max potential reduction of 1213 jobs (722 direct and 491 indirect) or .08% of the economic area employment.
- ✓ Criterion 7 – Low risk
- ✓ Criterion 8 – Minimal impact; no ranges/DERA sites require cleanup

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

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



# Candidate #USA-0223



**Candidate Recommendation:** Close Ft. Monmouth, NJ. Relocate the US Army Communications & Electronic Command (CECOM) development and acquisition functions to Ft. Belvoir, VA. Relocate the US Army Communications & Electronic Command (CECOM) research functions to Adelphi Laboratories, MD. Relocate the US Army Military Academy Preparatory School to West Point, NY.

### Justification

- ✓ Tech scenario 0035 and USA 0006 enable this closure
- ✓ Consolidates C4ISR assets in a single geographical area
- ✓ Supports the Army's "commodity" business model by geographically collocating R, D&A, and Logistics functions
- ✓ Collocates Prep school with USMA

### Military Value

- ✓ TJCSG recommends creating a Land Network Science, Technology, Experimentation Center for Ground Network Centric Warfare addressing complex technical challenges inherent in integrated hardware/human operational environment.
- ✓ Supports Transformation Options #54 & #56.
- ✓ MVI: Fort Monmouth (50), Fort Belvoir (38), Adelphi (84), West Point (61)

### Payback

One Time Cost:	\$645.4M
Net implementation Cost:	\$32.9M
Recurring Savings:	\$156.5M
Payback Period:	4 years
NPV Savings:	\$1,407M

### Impacts

- ✓ Criterion 6 – Max potential reduction of 13,985 jobs (7,646 direct and 6,339 indirect jobs) or -1.15% of the total ROI Employment in Edison, NJ metropolitan area.
- ✓ Criterion 7 – Low. Of the ten attributes evaluated three declined (Cost of Living, Education, and Safety).
- ✓ Criterion 8 – Moderate Impact – air analysis req'd (Belvoir, Adelphi); buildable acres constrained (Adelphi); remediate 12 ranges (Monmouth)

- |            |   |                         |                            |
|------------|---|-------------------------|----------------------------|
| ✓ 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 |

# ***Headquarters U.S. Air Force***

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*Integrity - Service - Excellence*

## **Air Force BRAC Update to ISG**



**4 Mar 05**

**Maj Gen Gary Heckman**

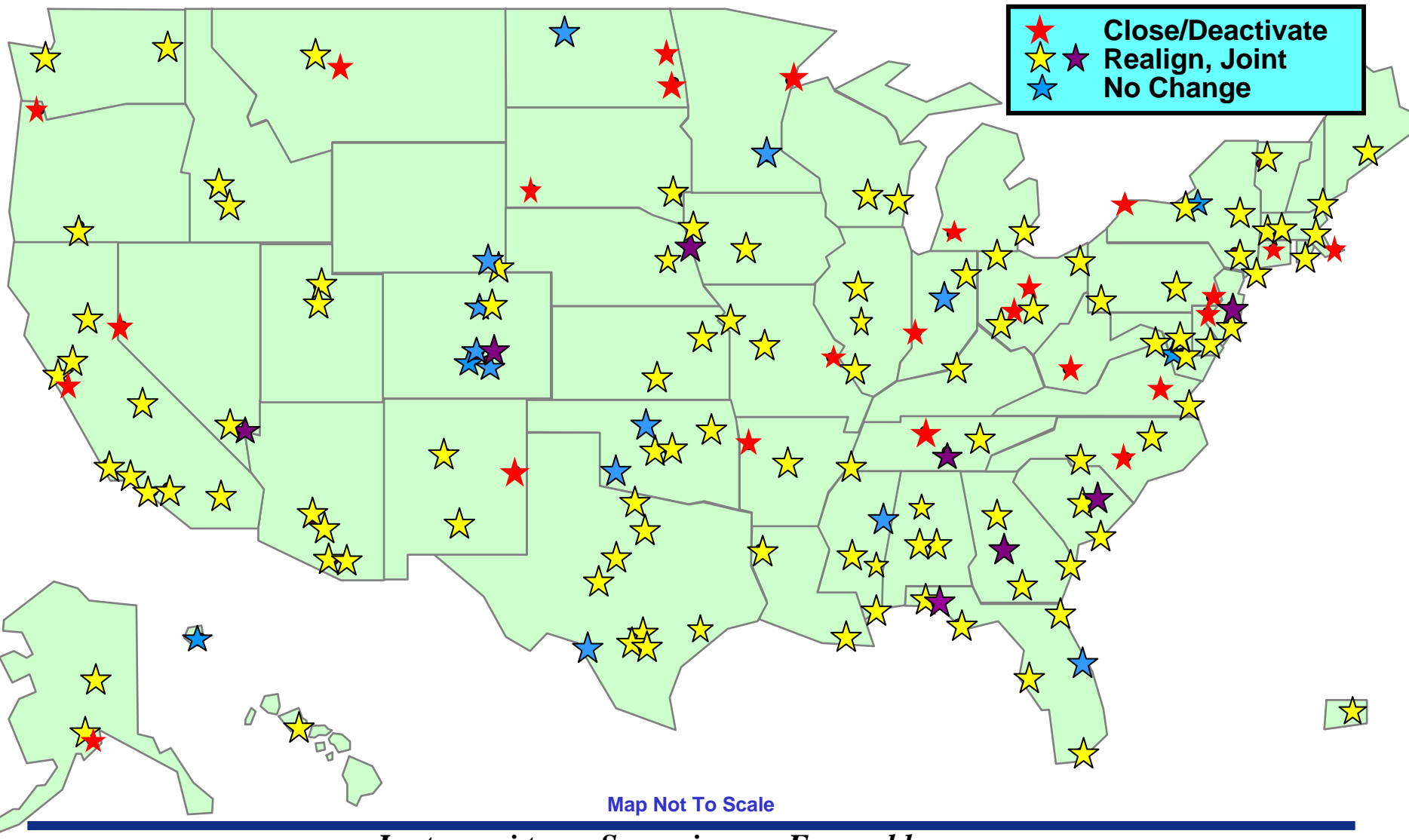
**Assistant DCS,  
Plans and Programs (BRAC)**

**U.S. AIR FORCE**

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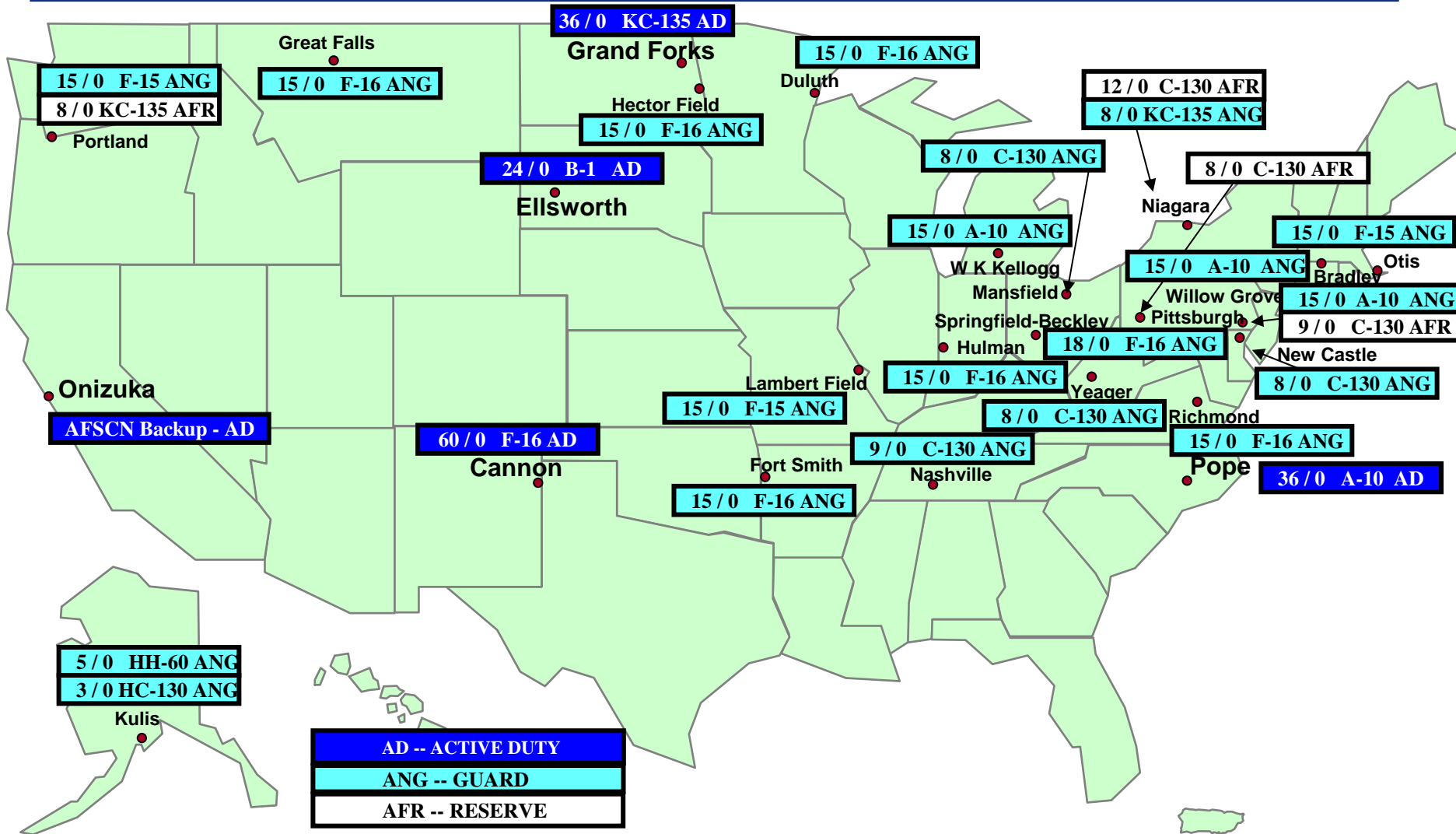


# Air Force Installations





# Air Force Candidate Closures

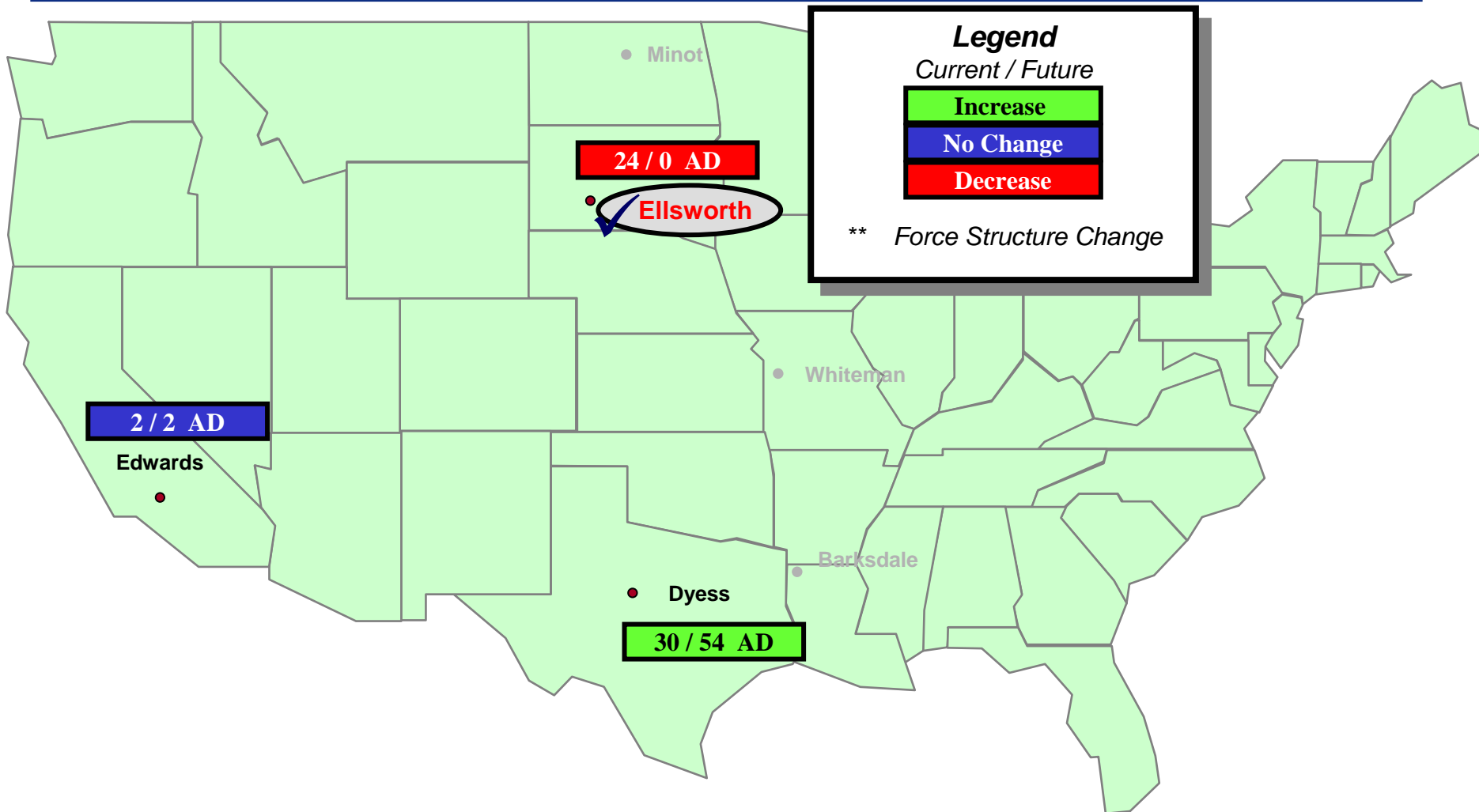






# B-1 Group

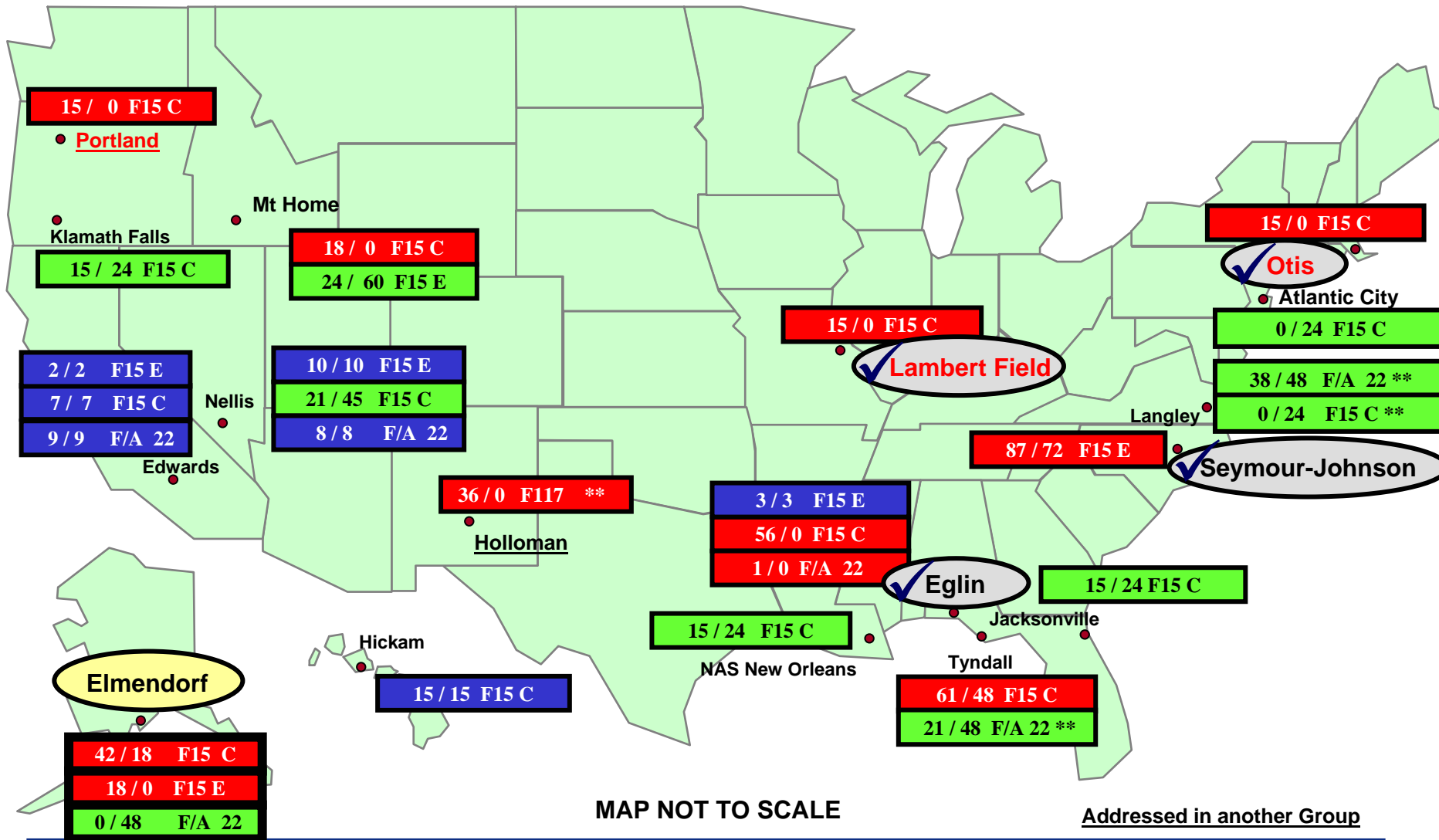
## Candidate Recommendations



MAP NOT TO SCALE



# F-15 C/E, F/A-22, F-117 Group Candidate Recommendations





# Candidate #USAF-0115/ S141.2

## Realign Elmendorf AFB, Anchorage, AK

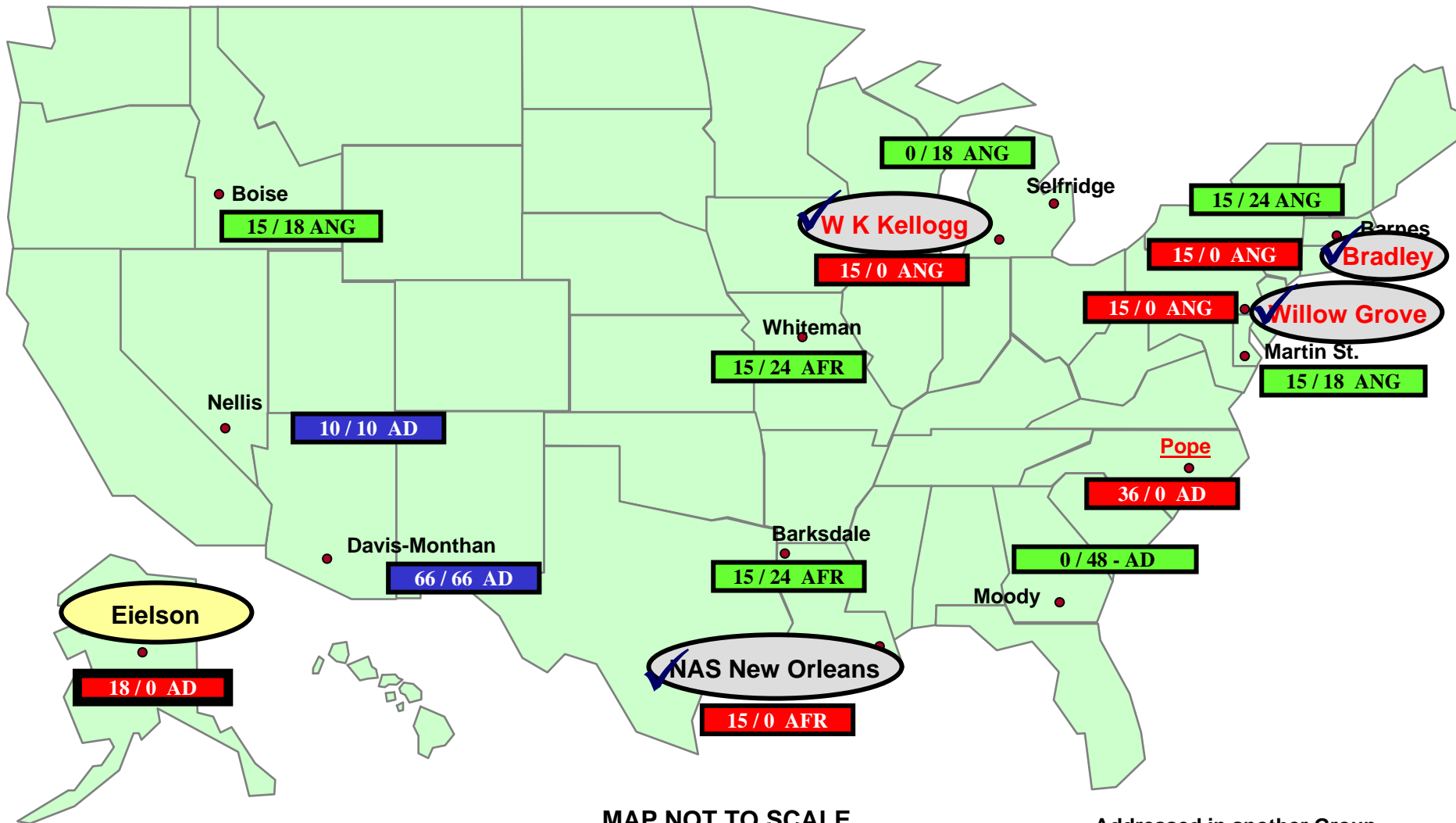
**Candidate Recommendation:** Realign Elmendorf AFB. The 3d Wing will distribute assigned F-15C/D aircraft to the 1st Fighter Wing, Langley AFB, Virginia (24 PAA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Increases efficiency of operations</li> <li>■ Part of the Ellsworth Recommendation Group which consolidates F-16 fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Frees up capacity for F/A-22 aircraft and effectively-sized C-130 squadron</li> <li>■ Robusts an ANG sqdn to effective size</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$17M</li> <li>■ Net Implementation Cost: \$15M</li> <li>■ Annual Recurring Savings: \$0.4M</li> <li>■ Payback period: 100+</li> <li>■ NPV Cost: \$10M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -1,245 (direct: -720, indirect: -525) ROI impact: -0.59%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8- Langley is in non-attainment for 8-hour Ozone (Marginal).</li> </ul>

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



# A-10 Group Candidate Recommendations



MAP NOT TO SCALE

Addressed in another Group



# Candidate #USAF-0056 / S137.1

## Realign Eielson AFB, Fairbanks, AK

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

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Anchors an Eielson Recommendation Group which consolidates A-10 and F-16 aircraft

### Military Value

- Distributes force structure to bases with higher military value (for both F-16s and A-10s)
- Robust two ANG squadrons to effective size
- Retains Cope Thunder

### Payback

- One Time Cost: \$223M
- Net Implementation Cost: \$14M
- Annual Recurring Savings: \$122M
- Payback period: 3 yrs/2012
- NPV Savings: \$ 1,125M

### Impacts

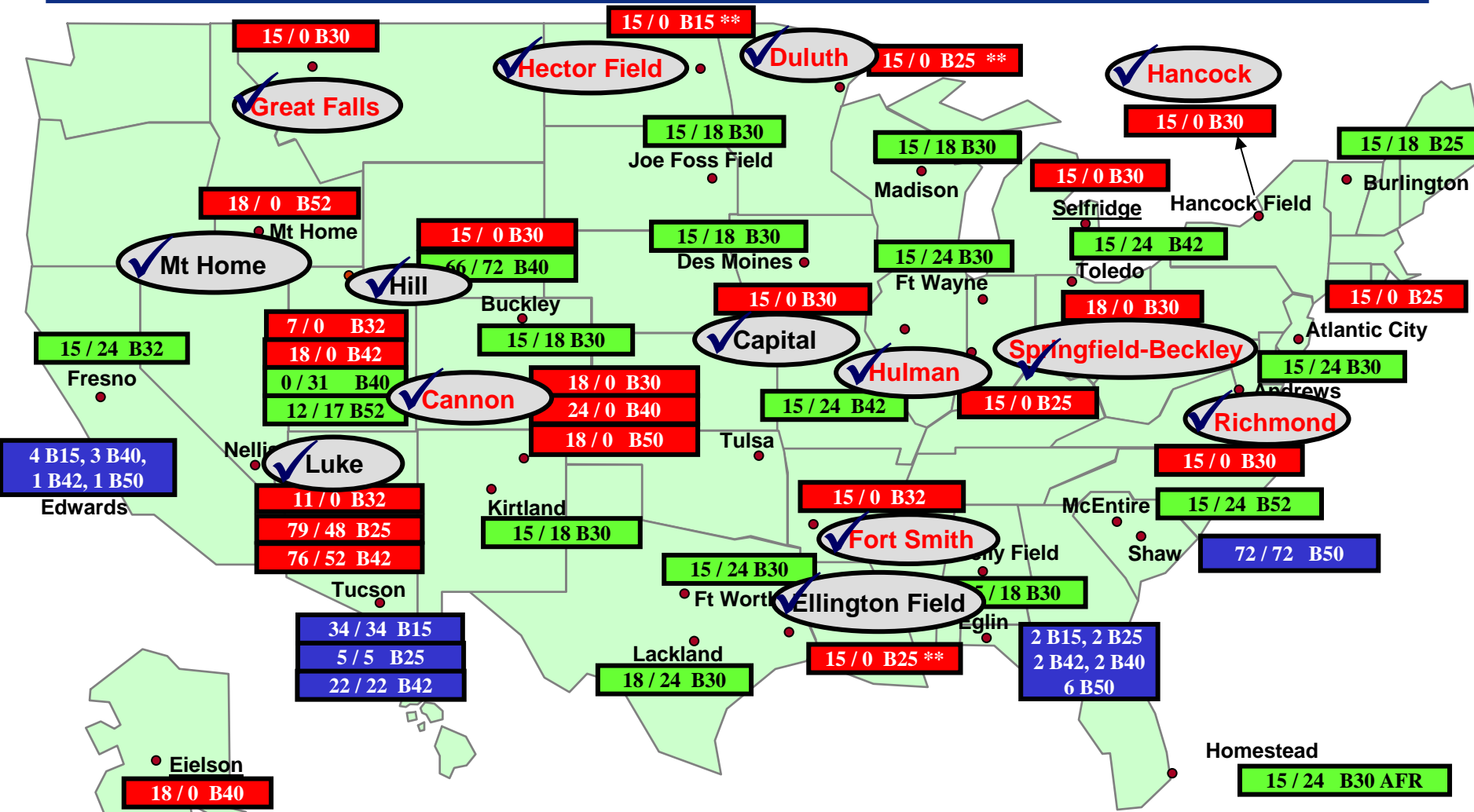
- Criterion 6: Total Job Change: - 4,574 (direct: - 2,872, indirect: - 1,702) ROI – 8.4%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: Nellis is in a non-attainment 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



# F-16 Group

## Candidate Recommendations



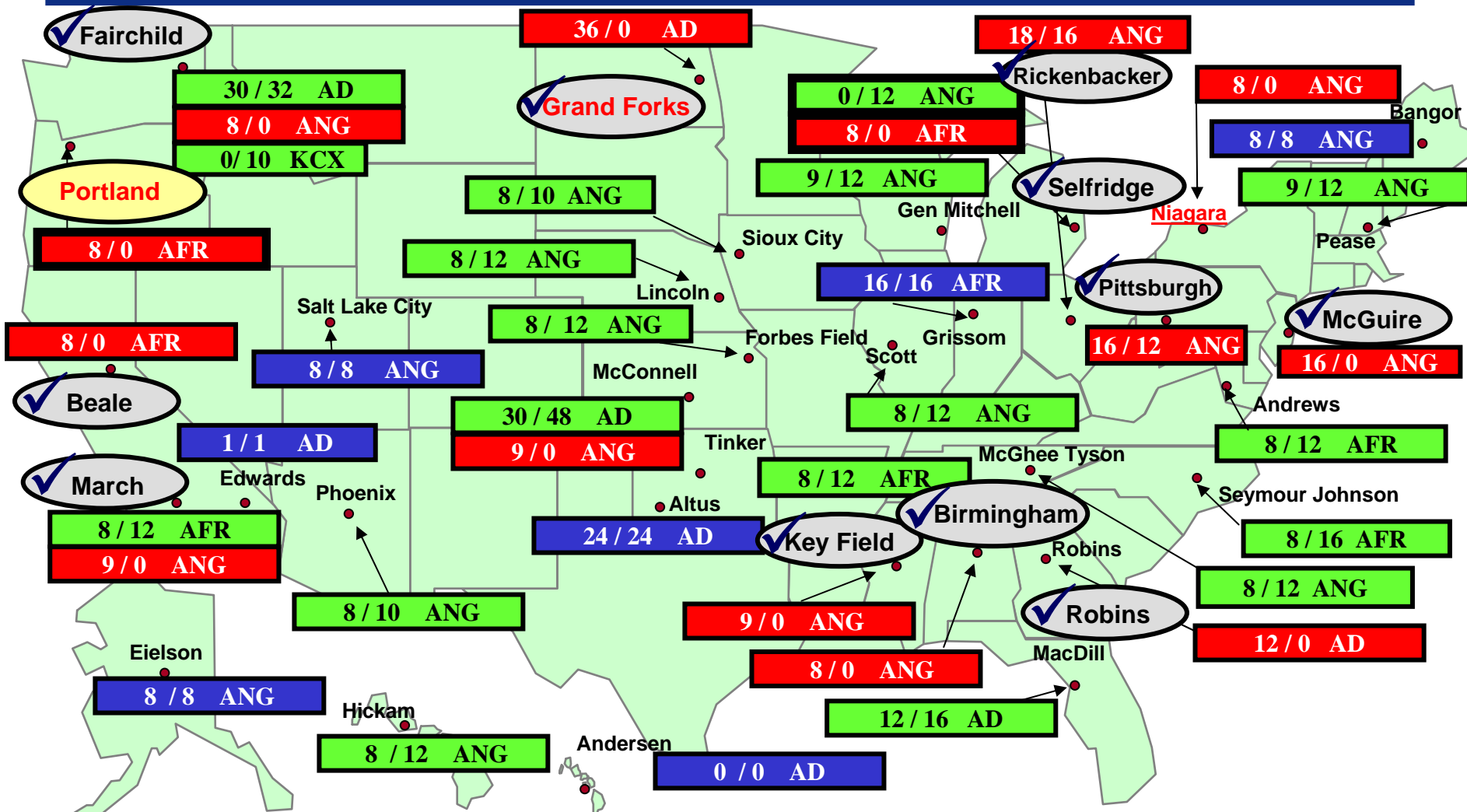
MAP NOT TO SCALE

Addressed in another Group



# KC-135R Group

## Candidate Recommendations



MAP NOT TO SCALE

Addressed in another Group



# Candidate #USAF-0087 / S438

## Realign Rickenbacker AGS, Columbus, OH

**Candidate Recommendation:** Realign Rickenbacker IAP AGS. The 121st Air Refueling Wing (ANG) will retain sixteen KC-135R aircraft and distribute the remaining two KC-135R aircraft to the Backup Aircraft Inventory.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Enables more effective squadron sizes</li> <li>■ Optimizes number of backup aircraft for the tanker fleet</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$52K</li> <li>■ Net Implementation Cost: \$27K</li> <li>■ Annual Recurring Cost: \$5K</li> <li>■ Payback period: 12 yrs/2019</li> <li>■ NPV Cost: \$18K</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -3 (direct -2, indirect -1) ROI -0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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





# Candidate #USAF-0079 / S432.1

## Close Portland IAP AGS, Portland, OR

**Candidate Recommendation:** Close Portland IAP AGS. The 939th Air Refueling Wing (AFRC) is realigned. The wing's KC-135R aircraft are distributed to the 507th Air Refueling Wing (AFRC), Tinker AFB, Oklahoma (4 PAA) and to backup aircraft inventory (4 PAA). The 142d Fighter Wing (ANG) is inactivated. The wing's F-15 aircraft are distributed to the 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA) and 159th Fighter Wing (ANG), NAS JRB New Orleans, Louisiana (9 PAA). The 939 ARW's operations and maintenance manpower to support 4 PAA are realigned to Tinker AFB; remaining 939 ARW manpower, to include ECS, are moved to support emerging missions. The 304th RQS (AFRC) is realigned to McChord AFB, Washington. The 142<sup>nd</sup> Fighter Wing's ECS elements, along with the 244th and 272d Combat Communications Squadrons (ANG), enclave and will support a Homeland Defense alert commitment.

### Justification

- Enables Future Total Force transformation
- Consolidates tanker fleet
- Part of the Ellsworth Recommendation Group which consolidates fighter forces

### Military Value

- Fighter realignment supports NORTHCOM alert
- Enables the standup of effectively sized fighter squadrons at two locations with roles in Air Sovereignty Mission and one effectively-sized tanker squadron

### Payback

- One Time Cost: \$47M
- Net Implementation Cost: \$45M
- Annual Recurring Savings: \$.5M
- Payback period: 100+
- NPV Cost: \$39M

### Impacts

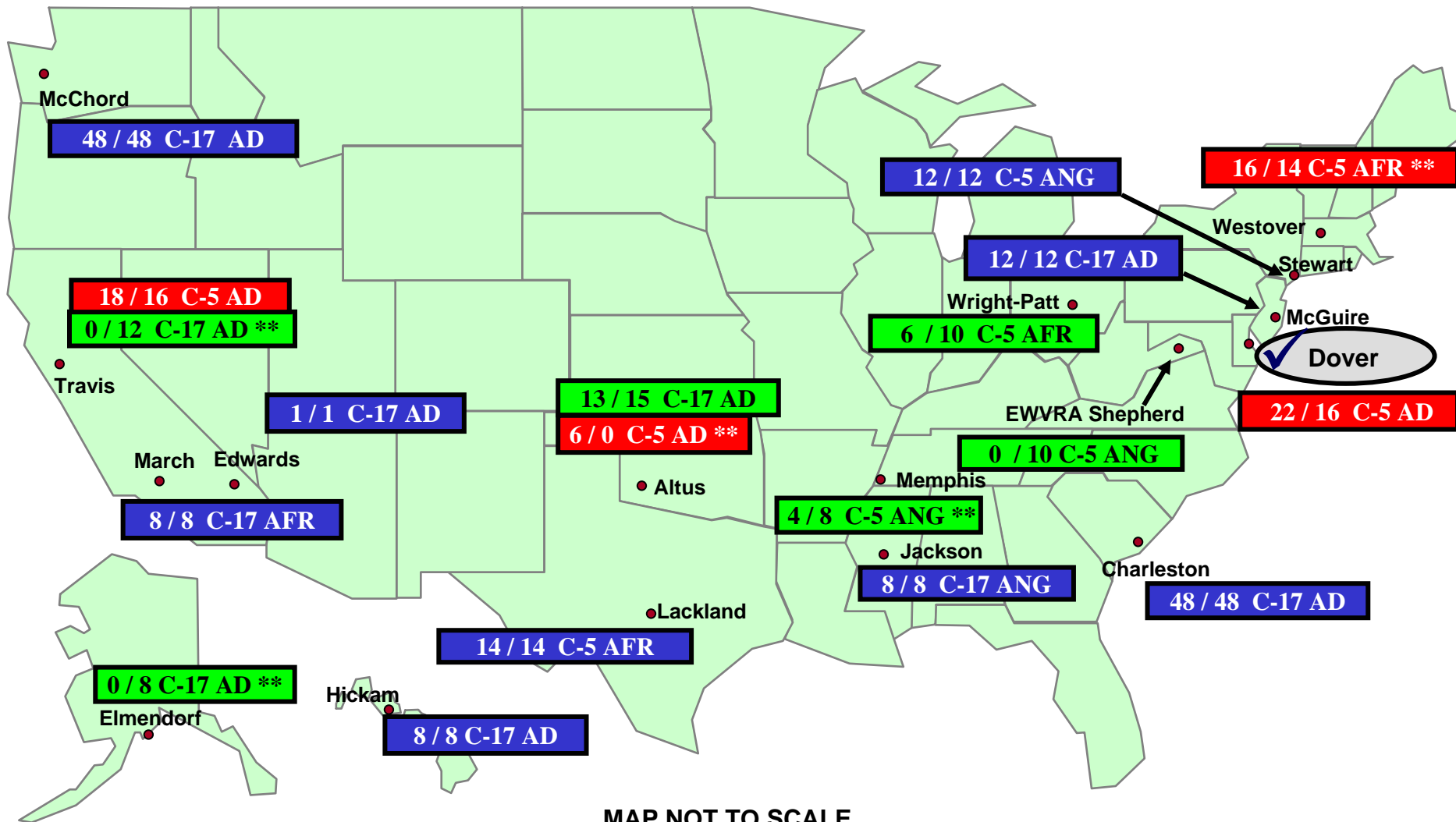
- Criterion 6: Total Job Change : -538 (direct -310, indirect -228) ROI -0.04%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting 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



# C-5 & C-17 Group

## Candidate Recommendations

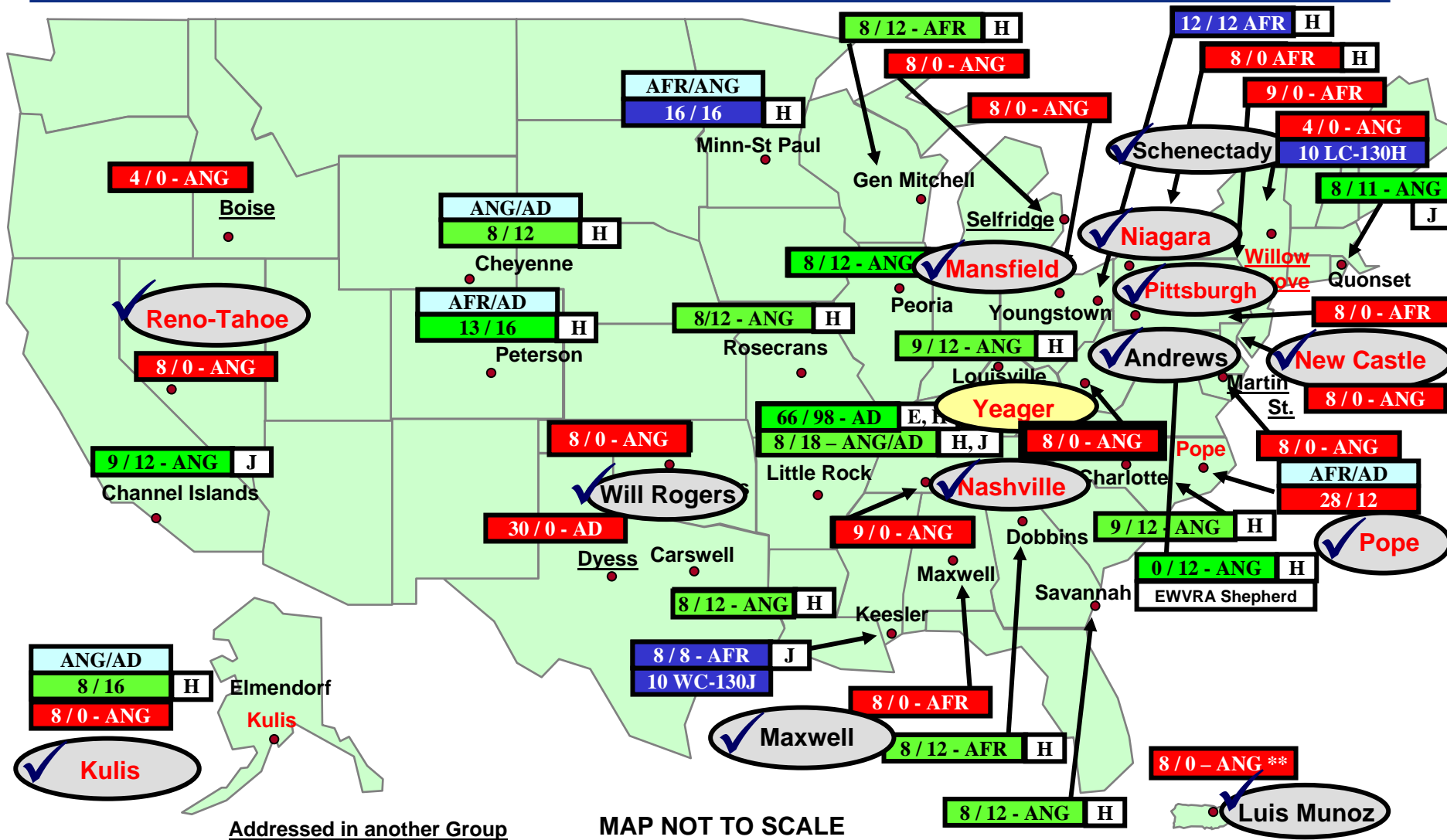


MAP NOT TO SCALE



# C-130 Group

## Candidate Recommendations



Addressed in another Group

MAP NOT TO SCALE



# Candidate #USAF-0127 / S321.3

## Close Yeager APT AGS, Charleston, WV

**Candidate Recommendation:** Close Yeager Airport AGS. The 130th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft (8 PAA) will be distributed to Fort Bragg, North Carolina to form a 12 PAA Reserve and active duty associate unit. The wing's flying-related expeditionary combat support (ECS) manpower will move from Yeager to Eastern West Virginia Regional Airport/Shepherd Field AGS (Aerial Port and Fire Fighters). The remaining wing ECS will remain in enclave at Yeager. The association at Fort Bragg will be a 75/25 mix (AFRC/AD).

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Part of Ellsworth Recommendation Group that consolidates airlift fleet

### Military Value

- Distributes force structure to base of higher mil value
- Maintains AF and joint training synergy at Fort Bragg
- Helps robust a squadron to effective size

### Payback

- One Time Cost: \$10M
- Net Implementation Cost: \$18M
- Annual Recurring Cost: \$2M
- Payback period: Never
- NPV Cost: \$40M

### Impacts

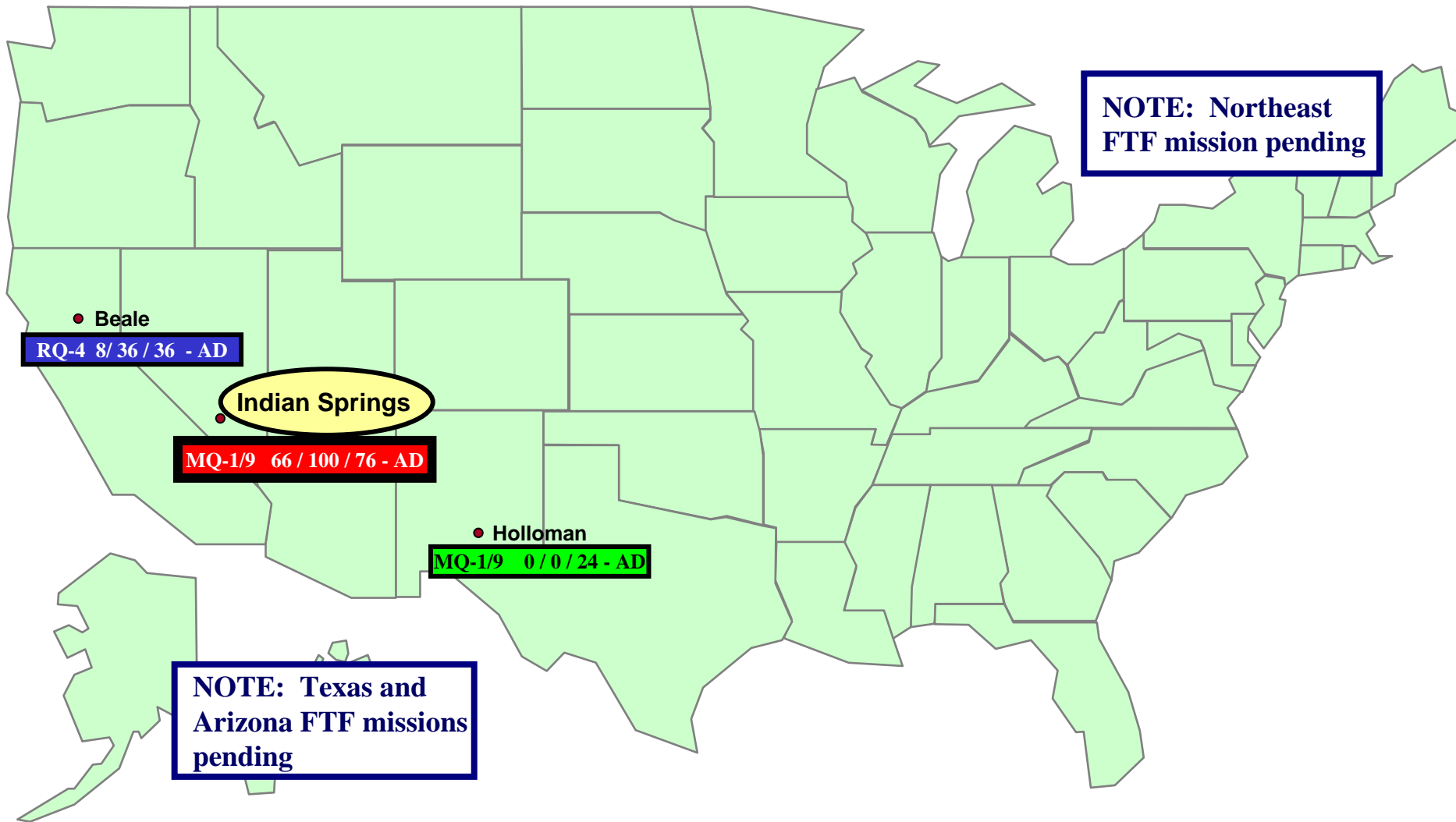
- Criterion 6—Total Job Change: -247 (direct -157, indirect -90) ROI -0.14%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting 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



# UAV Group

## Candidate Recommendations





# Candidate #USAF-0125 / S601

## Realign Indian Springs AFAF, NV

**Candidate Recommendation:** Realign Indian Springs Air Force Auxiliary Airfield. Relocate USAF MQ-1/MQ-9 unmanned aerial vehicle operations squadrons to Holloman AFB, NM to facilitate establishment of a Joint UAV Center of Excellence (COE) at Indian Springs. The MQ-1/MQ-9 flying training unit at Indian Springs will remain as part of the UAV COE. The 49th Fighter Wing’s F-117A aircraft (36 PAA) retire in place at Holloman AFB.

### Justification

- Enables establishment of UAV Joint Center of Excellence—transformational option
- Postures new COE for future expansion
- Support Joint training missions

### Military Value

- Holloman has higher military value
- Proximity to airspace, ranges and training areas
- Supports USA-0221 (force additions to Ft Bliss)
- Synergy with emerging unmanned missions

### Payback

- One Time Cost: \$12M
- Net Implementation Cost: \$10M
- Annual Recurring Savings: \$0.2M
- Payback period: 100+
- NPV Cost: \$8M

### Impacts

- Criterion 6—Total Job Change : -975 (direct -594, indirect -381 ) ROI -0.11%
- Criterion 7- A review of community attributes indicates utility issues for Indian Springs, 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



# BRAC Closures and Realignments

## Historical Context

1988	1991	1993	1995	2005 Closures	2005 Realignments
Chantute (A) George (A) Mather (A) Norton (A) Pease (A)	Bergstrom (A) Carswell (A) Castle (A) Eaker (A) England (A) Grissom (A) Loring (A) Lowry (A) MacDill (A) Moody (A) Myrtle Beach (A) Williams (A) Wurtsmith (A)  Richards/Gebaur (R)  Rickenbacker (G)	Gentile (A) Griffiss (A) Homestead (A) K.I. Sawyer (A) March (A) McGuire (A) Newark (A) Plattsburgh (A)  O'Hare (R)	AF EW Eval Sim (A) Brooks (A) Eglin (A) (EMTE) Grand Forks (A) Hill (A) (UTTR) Kelly (A) Malmstrom (A) McClellan (A) Onizuka (A) REDCAP (A) Reese (A) Rome Lab (A)  Greater Pittsburgh (R)  Bergstrom (G) Moffett (G) North Highlands (G) Ontario AGS (G) Roslyn AGS (G) Springfield-Beckley (G)	Cannon (A) Ellsworth (A) Grand Forks (A) Onizuka (A) Pope (A)  Pittsburgh (R) Niagara (G, R) Portland (G/R) Willow Grove (G/R)  Bradley (G) Duluth (G) Ft. Smith (G) Great Falls (G) Hulman (G) Hector (G) Kulis (G) Lambert (G) Mansfield (G) Nashville (G) New Castle (G) Otis (G) Richmond (G) Springfield-Beckley (G) W.K. Kellogg (G) Yeager (G)	Andrews (A) Dover (A) Eglin (A) Eielson (A) Elmendorf (A) Hill (A) Indian Springs (A) Luke (A) McGuire (A) Mountain Home (A) Robins (A) Seymour Johnson (A)  Beale (R) March (R,G) Maxwell (R) NAS New Orleans ARS Selfridge (G, R)  Birmingham (G) Capital (G) Ellington (G) Fairchild (G) Hancock Field (G) Key Field (G) Luis-Munoz (G) Pittsburgh (G) Reno (G) Rickenbacker (G) Schenectady (G)

1988-1995 entries show all AF closure and realignment recommendations

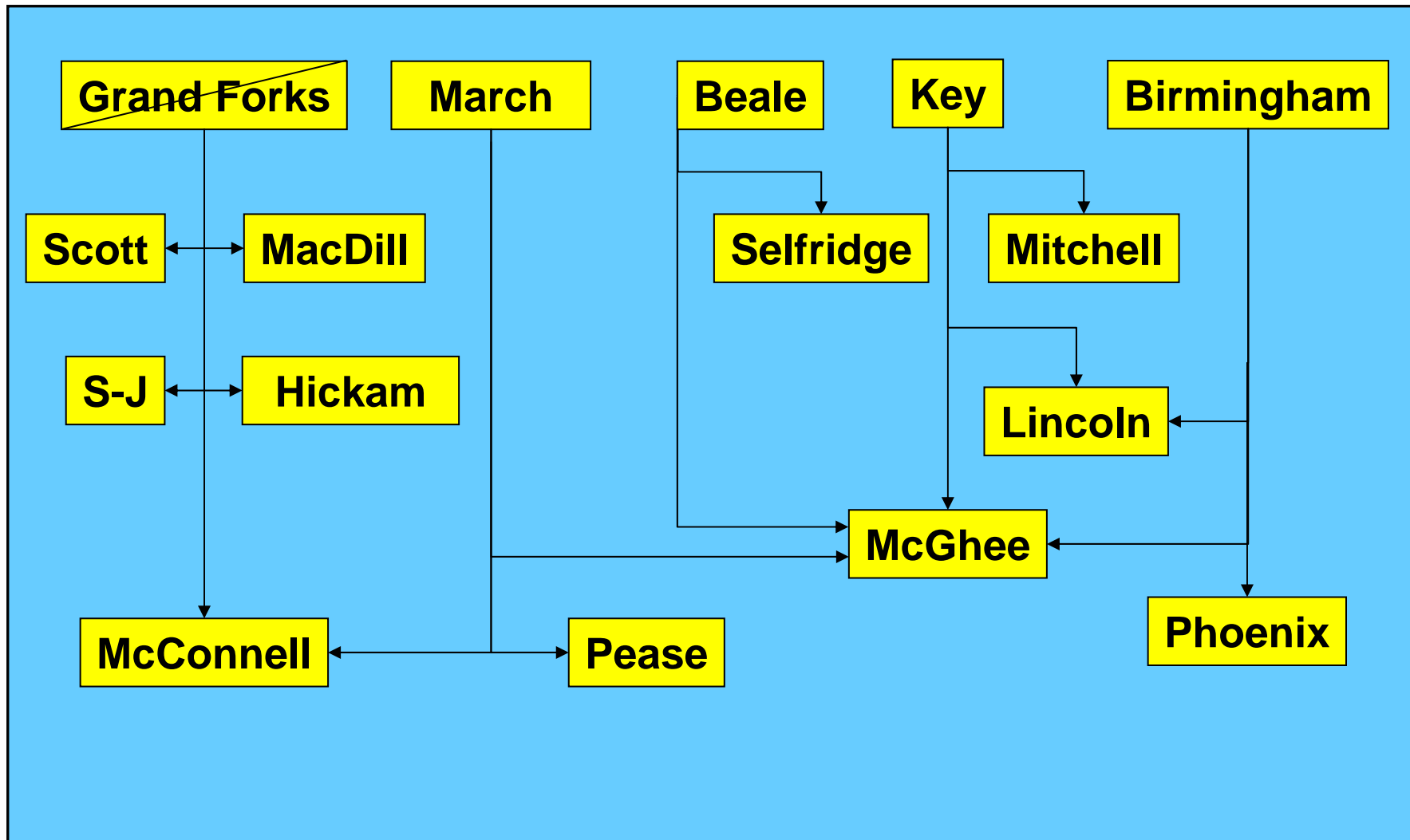
REJECTED BY COMMISSION

ADDED BY COMMISSION

(A): Active base; (R): Reserve base; (G): Air National Guard Base



# Grand Forks Tanker Group







# Preliminary BRAC Costs/Savings

## Force Structure Closure/Realignments

Closures		Realignments		<i>Group</i>	<u>Total 1-Time Cost \$K</u>	<u>*MILCON Cost \$K</u>	<u>Net 2011 Cost \$K/ (Savings)</u>	<u>Steady State Cost \$K/ (Savings)</u>
1. Bradley (G)	1. Andrews (A)	1. Andrews (A)	1. Andrews (A)					
2. Cannon (A)	2. Beale (R)	2. Beale (R)	2. Beale (R)					
3. Duluth (G)	3. Birmingham (G)	3. Birmingham (G)	3. Birmingham (G)					
4. Ellsworth (A)	4. Capital (G)	4. Capital (G)	4. Capital (G)	<i>Ellsworth</i>	\$642,008	\$358,705	\$139,087	(\$165,945)
5. Ft. Smith (G)	5. Dover (A)	5. Dover (A)	5. Dover (A)					
6. Grand Forks (A)	6. Eglin (A)	6. Eglin (A)	6. Eglin (A)	<i>Grand Forks</i>	\$279,992	\$132,398	(\$39,634)	(\$146,220)
7. Great Falls (G)	7. Eielson (A)	7. Eielson (A)	7. Eielson (A)					
8. Hulman (G)	8. Ellington (G)	8. Ellington (G)	8. Ellington (G)	<i>Pope</i>	\$509,454	\$228,610	\$63,261	(\$150,649)
9. Hector (G)	9. Elmendorf (A)	9. Elmendorf (A)	9. Elmendorf (A)					
10. Kulis (G)	10. Fairchild (G)	10. Fairchild (G)	10. Fairchild (G)	<i>Cannon</i>	\$168,091	\$65,297	(\$183,278)	(\$117,287)
11. Lambert (G)	11. Hill (A)	11. Hill (A)	11. Hill (A)					
12. Mansfield (G)	12. Hancock Field (G)	12. Hancock Field (G)	12. Hancock Field (G)	<i>Eielson</i>	\$299,410	\$141,300	\$90,712	(\$121,929)
13. Nashville (G)	13. Indian Springs (A)	13. Indian Springs (A)	13. Indian Springs (A)					
14. New Castle (G)	14. Key Field (G)	14. Key Field (G)	14. Key Field (G)	<i>Independent</i>	\$274,963	\$77,884	\$164,047	(\$29,927)
15. Niagara (G, R)	15. Luis-Munoz (G)	15. Luis-Munoz (G)	15. Luis-Munoz (G)					
16. Onizuka (A)	16. Luke (A)	16. Luke (A)	16. Luke (A)	<i>“Two-fers”</i>	\$31,197	\$11,923	\$10,459	(\$3,143)
17. Otis (G)	17. March (R,G)	17. March (R,G)	17. March (R,G)					
18. Pittsburgh (R)	18. Maxwell (R)	18. Maxwell (R)	18. Maxwell (R)	<i>Total</i>	\$2,205,115	\$1,016,117	\$244,654	(\$735,100)
19. Pope (A)	19. McGuire (A)	19. McGuire (A)	19. McGuire (A)					
20. Portland (G/R)	20. Mountain Home (A)	20. Mountain Home (A)	20. Mountain Home (A)					
21. Richmond (G)	21. NAS New Orleans (R)	21. NAS New Orleans (R)	21. NAS New Orleans (R)					
22. Springfield-Beckley (G)	22. Pittsburgh (G)	22. Pittsburgh (G)	22. Pittsburgh (G)					
23. W.K. Kellogg (G)	23. Reno (G)	23. Reno (G)	23. Reno (G)					
24. Willow Grove (G/R)	24. Rickenbacker (G)	24. Rickenbacker (G)	24. Rickenbacker (G)					
25. Yeager (G)	25. Robins (A)	25. Robins (A)	25. Robins (A)					
	26. Schenectady (G)	26. Schenectady (G)	26. Schenectady (G)					
	27. Selfridge (G, R)	27. Selfridge (G, R)	27. Selfridge (G, R)					
	28. Seymour Johnson (A)	28. Seymour Johnson (A)	28. Seymour Johnson (A)					

Previously Briefed to ISG

Remaining Recommendations to Brief

\*MILCON Costs are incorporated in Total 1-Time Costs



# Strawman Payback Categories

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- Pays back by 2011
- Enables a CR which pays back by 2011
- NPV Savings
- Enables a “Recommendation Group” with NPV savings
- Quantifiable benefits not captured in BRAC
- Compelling advantage to DOD based on military judgment



# Preliminary BRAC Costs/Savings

Scenario OSD Track	Title	Total 1T			Cost/(Savings)	
		Cost (\$K)	MILCON (\$K)	Payback	2011 (\$K)	Steady State (\$K)
USAF-0052	Close Willow Grove	\$44,085	\$17,754	100	\$38,693	(\$919)
USAF-0064	Close New Castle	\$21,507	\$7,153	100	\$17,682	(\$668)
USAF-0060	Close Nashville	\$22,027	\$10,084	100	\$21,922	(\$85)
USAF-0115	Realign Elmendorf	\$17,260	\$14,917	100	\$14,917	(\$374)
USAF-0120	Realign Robins	\$5,831	\$1,026	100	\$3,608	(\$66)
USAF-0083	Realign March	\$17,041	\$4,141	100	\$11,927	(\$347)
USAF-0086	Realign Selfridge ANGB	\$21,575	\$0	100	\$18,561	(\$610)
USAF-0079	Close Portland	\$46,525	\$24,356	100	\$45,208	(\$473)
USAF-0125	Realign Indian Springs	\$11,967	\$5,325	100	\$10,306	(\$178)

Candidate Recommendation	Linked to:	Impact
Close Willow Grove	4 recommendations; 18 installations	Enables DON #0084
Close New Castle	Independent	Enables effective sqdn sizing at 2 locations
Close Nashville	Independent	Enables effective sqdn sizing at 2 locations
Realign Elmendorf	6 recommendations; 9 installations	Enables F/A-22 beddown
Realign Robins	AF Independent	Enables DON #0068; robusts ANG unit to effective sqdn size
Realign March	2 recommendations; 8 installations	Enables effective sqdn sizing at 3 locations
Realign Selfridge ANGB	2 recommendations; 3 installations	Enables payback CR. Creates AFRC association at MacDill/ posture for KC-X
Close Portland	1 recommendation; 3 installations	Enables effective sqdn sizing at 3 locations
Realign Indian Springs	1 recommendation; TBD installations (JCSG)	Enables UAV Center of Excellence



# Way Ahead

- **STRATCOM requested excursions**
  - Space AOC from Vandenberg to Offutt
  - Joint Information Operations Center (JIOC) from Lackland to Offutt
  - AOC from Barksdale to Offutt
- **“Knitting” among MilDeps and JCSGs**

■ Andrews	Hanscom	Offutt
■ Bolling	Hill	Peterson
■ Buckley	Maxwell	Rome Lab
■ Edwards	Moody	Tinker
■ Eglin	Nellis	Wright-Patt
- **AF flight training bases**



# Next Steps

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- Next ISG meeting 11 Mar 05
- Completion of Candidate Recommendations
- IEC meeting rescheduled to 10 Mar 05



ACQUISITION  
TECHNOLOGY  
AND LOGISTICS

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

FEB 28 2005

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS

SUBJECT: Candidate Recommendations Packages for the March 4, 2005, ISG Meeting

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

Please contact me at (703) 614-5356 if you have any questions or concerns.

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

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

Attachments:  
As stated





# Candidate # E&T-0003R

**Candidate Recommendation:** Realign AFIT at Wright-Patterson AFB, Dayton, Ohio, by disestablishing graduate level education. Realign the NPS at Monterey, California, by disestablishing graduate level education. Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Eliminates need for education programs at NPS and AFIT.</li> <li>✓ Realize savings through privatizing education function to civilian colleges &amp; universities.</li> <li>✓ Supports DoD transformational option to privatize graduate-level education</li> </ul>	<ul style="list-style-type: none"> <li>✓ NPS: 73.7 (1<sup>st</sup> of 2)</li> <li>✓ AFIT: 53.4 (2<sup>nd</sup> of 2)</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$47.6M</li> <li>✓ Net Implementation Savings: \$82.4M</li> <li>✓ Annual Recurring Savings: \$32.7M</li> <li>✓ Payback Period: 1 year</li> <li>✓ NPV (savings): \$377.9M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6:                             <ul style="list-style-type: none"> <li>✓ Salinas CA : - 5,412 (2,793 Direct; 2,619 Indirect); 2.3%</li> <li>✓ Dayton OH: -2235 (1,248 Direct; 987 Indirect); 0.44%</li> </ul> </li> <li>✓ Criterion 7: Assigns members to universities across the US; less benefits of installations/medical care</li> <li>✓ Criterion 8: No Impediments</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

## **Candidate Recommendation E&T-0003R**

**Candidate Recommendation:** Realign Air Force Institute of Technology (AFIT) at Wright-Patterson Air Force Base, Dayton, Ohio, by disestablishing graduate level education. Realign the Naval Postgraduate School (NPS) at Monterey, California, by disestablishing graduate level education. Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.

**Justification:** The Department will rely on the private sector for its graduate level education requirement. This scenario eliminates Navy and Air Force manpower requirements associated with providing Service-provided advanced academic degrees at AFIT and NPS for realignment of manpower to war-time missions. Realized savings result from privatization of professional development education functions to civilian colleges & universities. This candidate recommendation supports the DoD transformational option to privatize graduate-level education.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$47.6 million. The net of all costs and savings to the Department during the implementation period is a savings \$82.4 million. Annual recurring savings to the Department after implementation is \$32.7 million, with payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of \$377.9 million.

### **Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5,412 jobs (2,619 direct jobs and 2,793 indirect jobs) over the 2006-2011 period in the Salinas, CA Metropolitan Statistical Area, which is 2.3% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,235 jobs (1,248 direct jobs and 987 indirect jobs) over the 2006-2011 period in the Dayton, OH Metropolitan Statistical Area, which is 0.44% of economic area employment.

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

**Environmental Impact:** This recommendation has no impact on air quality; cultural, archaeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This



recommendation will require spending approximately \$185K for environmental compliance at Naval Postgraduate School. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

**8 Attachments:**

- 1) Complementary Recommendations**
- 2) Force Structure Capabilities**
- 3) Military Value Summary**
- 4) Capacity Analysis**
- 5) COBRA Results**
- 6) Economic Impact Report**
- 7) Installation Criterion 7 Profile**
- 8) Summary of Scenario Environmental Impacts**



# Candidate E&T-0032

**Candidate Recommendation (Summary):** Realign Carlisle Barracks, Maxwell AFB, Naval Station Newport, and MCB Quantico by relocating Service War Colleges to Fort McNair, making them colleges of the National Defense University.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>✓ Maximize professional development, administrative, and academic synergies</li> <li>✓ Merges common support functions and reduces resource requirements.</li> <li>✓ Establish Centers of Excellence for Joint or inter-service education</li> </ul>	<ul style="list-style-type: none"> <li>✓ MCB Quantico 62.8</li> <li>✓ Ft. McNair 61.1</li> <li>✓ Maxwell AFB 54.1</li> <li>✓ Carlisle Barracks 53.8</li> <li>✓ NAVSTA Newport 52.7</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>✓ One Time Cost: \$85.2M</li> <li>✓ Net Implementation Cost: \$12.8M</li> <li>✓ Annual Recurring Savings: \$21.6M</li> <li>✓ Payback Period: 2 Years</li> <li>✓ NPV (savings): \$212.1M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6: -742 to -1299 jobs; 0.11% to 0.36%</li> <li>✓ Criterion 7: No issues.</li> <li>✓ Criterion 8: Issue regarding buildable acres.</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

## **Candidate Recommendation E&T # 0032**

**Candidate Recommendation:** Realign Carlisle Barracks, PA, by relocating the United States Army War College to Fort McNair, Washington, DC, making it a college of the National Defense University. Realign Maxwell Air Force Base, AL, by relocating the Air War College to Fort McNair, Washington, DC, making it a college of the National Defense University. Realign Naval Station Newport, RI, by relocating the College of Naval Warfare to Fort McNair, Washington, DC, making it a college of the National Defense University. Realign Marine Corp Base Quantico, VA, by relocating the Marine Corps War College to Fort McNair, Washington DC, making it a college of the National Defense University.

**Justification:** This scenario provides a Joint Centric approach to senior level education and is based upon the foundational Education and Training Joint Cross Service Group Guiding Principles of “Advancing Jointness” and “Achieving Synergy”, and “Minimizing Redundancy.” It goes beyond what is possible by changes to Chairman, Joint Chiefs of Staff Professional Military Education (CJCS PME) policy alone, while preserving the current strengths of CJCS Policy.

Senior level education will be provided by multiple colleges under the National Defense University. The above colleges will be administered by NDU and report the President of NDU and will combine all common support requirements. Funding for all aspects of the expanded NDU will be by Defense-wide appropriation as per the 2002 National Defense Authorization Act. Student throughputs will be a coordinated matter between the Chairman, Joint Chiefs of Staff and the Service Chiefs.

The Army will be the proponent for a Land Centric college. The Air Force will be the proponent for an Air Centric college. The Navy will be the proponent for a Maritime Centric college. The Marine Corps will be the proponent for an Expeditionary Centric College. All of these colleges will continue to teach a common Joint Professional Military Education Level II curriculum controlled by the Chairman of the Joint Chiefs of Staff. Professional Military Education curricula will be veined inside the Land, Maritime, Air, and Expeditionary-centric Colleges and will be controlled by the appropriate proponent Service Chief. US Military Officer Faculty and student body mix will remain as articulated in the 2005 National Defense Authorization Act; e.g.: a 60/40 mix of “host” military Department officers.

The National War College and Industrial College of the Armed Forces remain in place at Fort McNair providing single-phase Joint Professional Military Education (JPME) with a strategic focus with its extant 1/3 x3 US Military Officer Faculty and student body mix. Joint Forces Staff College remains a separate source of Joint Professional Military Education Level II for Joint Specialty Officers, primarily for graduates of Intermediate level JPME I education offered in Service Intermediate Level Education venues.

Realigning all Senior Level Colleges under NDU results in a joint educational focus that provides a strong Joint Professional Military Education (JPME) base for senior officers. In this scenario, NDU supervises the delivery of the CJCS-directed JPME

curriculum for all of the colleges. Individual service Professional Military Education (PME) requirements are achieved by maintaining individual colleges that vein the common JPME curricula with the appropriate service PME focus. This makes this scenario superior to any scenario that would consolidates all the extent colleges into one school; this later paradigm would see the diminishment of the needed Service PME curricula, as well as a blurring between the distinct Joint warfighting, operational level of war focus of the current Service War Colleges with the Strategic focus of the current NDU Senior Colleges.

Co-location of all of the colleges at one location allows for an increased academic synergy among the six senior level colleges. Co-location will increase interaction among the faculty and students of each of the six schools and allow for a wider range of elective courses and interoperable wargames. A common electives program will further increase student and faculty between the six colleges, thus advancing jointness and building synergy in ways now not currently practiced on geographically separated campuses.

This recommendation brings the three of the extant Service War Colleges into the DC area (the 4<sup>th</sup>—at Quantico—is already located inside the National Capital Region.) This action is rationalized by the extant presence of NDU and the other three Colleges in the DC area (largely aboard Fort McNair) and adheres to the Transformational Option guidance calling for “Joint Centers of Excellence for Joint Education” (caused by combining or co-locating like schools.) Washington DC is the clearly the dominant Center of Excellence (globally) for Joint and Strategic thought with NDU being *primus inter pares* amongst US Senior Level JPME venues. The close proximity of NDU to Washington DC is clearly an enormous asset to the quality of the JPME provided there, as this close proximity allows for a favorable confluence of joint and strategic concepts, ideas and issues as well as easy access to key national and international security figures and staffs as guest speakers and resources—all within the emerging Joint, Interagency and Multi-national paradigm. Locating the re-envisioned NDU any place but within the DC area strips these positive benefits away.

Further, co-location of all of the colleges specifically at Fort McNair takes advantage of the superior physical facilities either extent or under construction aboard Fort McNair---facilities that would need to be largely replicated at other locations. Practically, this means that this scenario is simpler and cheaper to implement than the alternative scenarios. This scenario is simpler in that it requires the movement of 4 schools, whereas alternate scenarios locating the realigned schools at Marine Corps Base Quantico and Ft Eustis require the movement of 6 schools and a portion of the NDU administrative staff. This scenario maximizes the use of approximately 130,000 SF of planned excess academic and administrative space not available at the other locations (Marine Corps Base Quantico or Ft Eustis.) Additionally, Marine Corps Base Quantico and Ft Eustis would require the expansion or establishment of their library facilities to support the colleges.

Additionally this recommendation addresses two of the E&T JCSG BRAC imperatives; maximize opportunities for joint bases and activities while maintaining Service core competencies and enhance transformational opportunities. Finally, this

scenario rationalizes our infrastructure with the joint-focused defense strategy in accordance with SecDef BRAC guidance.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$85.2 million. The net of all costs and savings to the Department during the implementation period is a savings \$12.8 million. Annual recurring savings to the Department after implementation is \$21.6 million, with payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of \$212.1 million.

**Impacts:**

**Economic Impact:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 927 jobs (407 direct jobs and 520 indirect jobs) over the 2006-2011 period in the Providence-New Bedford-Fall River, RI-MA Metropolitan Statistical Area, which is 0.11% of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,299 jobs (747 direct jobs and 552 indirect jobs) over the 2006-2011 period in the Harrisburg-Carlisle, PA Metropolitan Statistical Area, which is 0.34% of economic area employment.

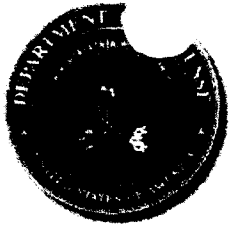
Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 742 jobs (440 direct jobs and 302 indirect jobs) over the 2006-2011 period in the Montgomery, AL Metropolitan Statistical Area, which is 0.36% of economic area employment.

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

**Environmental Impact:** Potential Impact on Air Quality at Fort McNair; new Source Review required due to new construction; Air Conformity Analysis required due to severe Nonattainment for Ozone. While the Army reports that Fort McNair has no unconstrained acres available for development, that impact assessment does not consider the recently acquired property that has become a part of Fort McNair, on which the small amount of construction for this recommendation will be located. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require an air conformity analysis, new source review analysis and permitting, and National Environmental Policy Act documentation at Fort McNair. The approximately \$550K cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

**8 Attachments:**

- 1) Complementary Recommendations**
- 2) Force Structure Capabilities**
- 3) Military Value Summary**
- 4) Capacity Analysis**
- 5) COBRA Results**
- 6) Economic Impact Report**
- 7) Installation Criterion 7 Profile**
- 8) Summary of Scenario Environmental Impacts**



# Candidate E&T-0046

**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.

<u>Justification</u>	<u>Military Value</u>										
<ul style="list-style-type: none"> <li>✓ Establishes Undergraduate Flight Training baseline with Inter-Service Training Review Organization</li> <li>✓ Eliminates redundancy</li> <li>✓ Postures for joint acquisition of Services' undergraduate program replacement aircraft</li> </ul>	<ul style="list-style-type: none"> <li>✓ UPT:                             <ul style="list-style-type: none"> <li>• Vance AFB 2<sup>nd</sup> of 11</li> <li>• Laughlin AFB 3<sup>rd</sup> of 11</li> <li>• NAS Meridian 4<sup>th</sup> of 11</li> <li>• NAS Kingsville 6<sup>th</sup> of 11</li> <li>• Columbus AFB 7<sup>th</sup> of 11</li> </ul> </li> <li>✓ URT: Ft. Rucker 1<sup>st</sup> of 2</li> <li>✓ UNT: Pensacola 1<sup>st</sup> of 11</li> </ul>										
<u>Payback</u>	<u>Impacts</u>										
<table border="0" style="width: 100%;"> <tr> <td style="width: 70%;">✓ One-time cost</td> <td style="text-align: right;">\$399.83M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td style="text-align: right;">\$199.375M</td> </tr> <tr> <td>✓ Annual Recurring savings</td> <td style="text-align: right;">\$35.313M</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;">\$130.98M</td> </tr> </table>	✓ One-time cost	\$399.83M	✓ Net Implementation cost	\$199.375M	✓ Annual Recurring savings	\$35.313M	✓ Payback Period	10 years	✓ NPV savings	\$130.98M	<ul style="list-style-type: none"> <li>✓ Criteria 6: -340 to -3983 jobs; 0.23 to 2.79%</li> <li>✓ Criteria 7: No Issues</li> <li>✓ Criteria 8: No impediments</li> </ul>
✓ One-time cost	\$399.83M										
✓ Net Implementation cost	\$199.375M										
✓ Annual Recurring savings	\$35.313M										
✓ Payback Period	10 years										
✓ NPV savings	\$130.98M										

✓ 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 Recommendation #E&T-0046**

**Candidate Recommendation:** Realign Moody Air Force Base, Georgia, by relocating the Primary Phase of Fixed-wing Pilot Training to Laughlin Air Force Base, Texas, and Vance Air Force Base, Oklahoma, and Introduction to Fighter Fundamentals (IFF) Training for both Pilots and Weapons Systems Officers to Columbus Air Force Base, Mississippi.

Realign Randolph Air Force Base, Texas, by relocating Navigator Training to Naval Air Station Pensacola, Florida, and Pilot Instructor Training (PIT) to Sheppard Air Force Base, Texas.

Realign Naval Air Station Whiting Field, Florida, by relocating Rotary-wing Training to Fort Rucker, Alabama, and the Primary Phase of Fixed-wing Pilot Training to Vance Air Force Base, Oklahoma, and Naval Air Station Meridian, Mississippi.

Realign Vance Air Force Base, Oklahoma, by relocating Fighter/Bomber Training to Columbus Air Force Base, Mississippi, and Tanker/Transport Training to Naval Air Station Corpus Christi, Texas.

Realign Laughlin Air Force Base, Texas, by relocating Tanker/Transport Training to Naval Air Station Corpus Christi, Texas, and Fighter/Bomber Training to Columbus Air Force Base, Mississippi.

Realign Naval Air Station Meridian, Mississippi, by relocating the Advanced Strike Phase of Pilot Training to Naval Air Station Kingsville, Texas.

Realign Naval Air Station Corpus Christi, Texas, by relocating the Primary Phase of Pilot Training to Naval Air Station Meridian, Mississippi, and Laughlin Air Force Base, Texas.

Realign Columbus Air Force Base, Mississippi by relocating Tanker/Transport Training to Naval Air Station Corpus Christi, Texas, and Primary Phase of Pilot Training to Naval Air Station Meridian, Mississippi.

**Justification:** This recommendation will realign and consolidate common undergraduate flight training functions across all services to reduce excess/unused basing capacity and increase the level of joint training in Department of Defense (DoD) Undergraduate Fixed-/Rotary-wing Flight Training (UFT/URT) and Undergraduate Navigator (UNT), Combat Systems Officer (CSO), and Naval Flight Officer (NFO) Training programs. Overall this recommendation will eliminate redundancy, enhance jointness, reduce excess capacity, and improve military value.



The basing arrangement that flows from this recommendation will allow the Inter-service Training Review Organization (ITRO) process to establish a DoD baseline program in consolidated/joint schools with curricula that permit services latitude to preserve service-unique culture and a faculty and staff that brings a “Train as we fight; jointly” national perspective to the learning process. The U.S. Air Force and the U.S. Army presently conduct URT at Fort Rucker, Alabama, in separate/collocated schoolhouses. The analysis indicates sufficient space is available at Fort Rucker for the Department of the Navy (DoN) URT program to relocate from NAS Whiting Field, Florida, to Fort Rucker with limited renovation and/or military construction. As T-45 and T-38 aircraft near the end of their service life, this arrangement better postures services for joint acquisition of common follow-on aircraft for the Advanced Phase of Undergraduate Fixed-/Rotary-wing Flight Training.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$399.83M. The net of all costs and savings to the Department during the implementation period is a cost of \$199.375M. Annual recurring savings to the Department after implementation are \$35.313M with a payback expected in ten years. The net present value of the costs and savings to the Department over 20 years is a savings of \$130.98M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 514 jobs (315 direct jobs and 199 indirect jobs) over 2006-2011 in the Del Rio, Texas Micropolitan Statistical Area, which is 2.44 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 313 jobs (166 direct jobs and 147 indirect jobs) over 2006-2011 in the Enid, Oklahoma, Micropolitan Statistical Area, which is 0.91 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,462 jobs (1,125 direct jobs and 1,337 indirect jobs) over 2006-2011 in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area that is 1.17 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,326 jobs (1,212 direct jobs and 1,114 indirect jobs) over 2006-2011 in the San Antonio, Texas, Metropolitan Statistical Area, which is 0.23 percent of the Economic Region of Influence (EROI) employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 883 jobs (542 direct jobs and 341 indirect jobs) over 2006-2011 in

the Valdosta, Georgia, Metropolitan Statistical Area, which is 1.34 percent of the Economic Region of Influence (EROI) employment.

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

Environmental Impact: This recommendation may require significant air permit revisions for Columbus, Laughlin, Vance, and Sheppard AFBs. Fort Rucker may require an Air Conformity Analysis. Columbus and Sheppard AFBs contain historic districts and/or cemeteries that may impact future development. Laughlin AFB contains archeological sites (acknowledged and areas of high archeological potential) that constrain operations and may impact future development. If MILCON requires demolition of a historical facility at NAS Corpus Christi, mitigation will be required. Military Munitions Response Program sites exist on Columbus, Laughlin, and Vance AFBs and may represent a safety hazard for future development. Will need to re-evaluate noise contours for Columbus, Laughlin, Vance, Sheppard, Meridian, Pensacola, Kingsville, Corpus Christi, and Fort Rucker. Threatened and endangered species and/or critical habitats exist on Sheppard but do not currently impact operations. Additional operations may impact threatened and endangered species and/or critical habitat. The runway extension at Corpus Christi will likely affect the piping plover. May need to modify the hazardous waste program for Columbus, Laughlin, Corpus Christi, and Sheppard AFBs. Expect additional (undefined) waste disposal fees for NAS Pensacola. The state requires a permit to withdraw ground water at Columbus and Laughlin AFBs. Additional operations at Columbus, Laughlin, Vance, and Sheppard AFBs may impact wetlands, which may restrict operations. This recommendation has no impact on dredging or marine mammals, resources, or sanctuaries. This recommendation will require approximately \$500K in one time waste management costs at Columbus, Laughlin, Vance, Sheppard, and Corpus Christi, and \$5K a year for a hazardous waste permit at NAS Pensacola. This recommendation will require approximately \$6,329K in environmental compliance costs at Columbus, Laughlin, Vance, Sheppard, Meridian, Pensacola, Kingsville, Corpus Christi, and Fort Rucker. These costs were included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities.

5 Attachments:

- 1.) COBRA Results
- 2.) Economic Impact Report
- 3.) Installation Criterion 7 Profile
- 4.) Summary of Scenario Environmental Impacts
- 5.) Service Comments Concerning COBRA Costs/Savings



# E&T-0052: JSF Integrated Training Center

**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 Integrated Training Center for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to train aviators and maintenance technicians how to properly operate and maintain this new weapon system.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ OSD Direction to nominate installation for JSF Initial Training Site w/in BRAC</li> <li>✓ Enhance personnel management of JSF Aviators</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Eglin had the highest MVA Score for JSG Graduate level flight training                         <ul style="list-style-type: none"> <li>✓ Meets Service-endorsed requirements</li> <li>✓ Follows services future roadmap</li> </ul> </li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>✓ One-time cost</td> <td style="text-align: right;">\$199.07M</td> </tr> <tr> <td>✓ Net Implementation cost</td> <td style="text-align: right;">\$208.86M</td> </tr> <tr> <td>✓ Annual Recurring cost</td> <td style="text-align: right;">\$3.14M</td> </tr> <tr> <td>✓ Payback Period</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>✓ NPV cost</td> <td style="text-align: right;">\$220.63M</td> </tr> </table>	✓ One-time cost	\$199.07M	✓ Net Implementation cost	\$208.86M	✓ Annual Recurring cost	\$3.14M	✓ Payback Period	Never	✓ NPV cost	\$220.63M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criteria 6: -36 to -888 jobs; 0.00 to 0.42%</li> <li>✓ Criteria 7 - No Issues</li> <li>✓ Criteria 8 - No Impediments</li> </ul>
✓ One-time cost	\$199.07M										
✓ Net Implementation cost	\$208.86M										
✓ Annual Recurring cost	\$3.14M										
✓ Payback Period	Never										
✓ NPV cost	\$220.63M										

- |            |   |  |                           |
|------------|---|--|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | <input type="checkbox"/> JCSG/MilDep Rec'd | ✓ De-conflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis                    | ✓ De-conflicted w/MilDeps |

## Candidate Recommendation #E&T 0052

Candidate Recommendation (CR): Realign Luke Air Force Base, Arizona, by relocating to Eglin Air Force Base, Florida, a sufficient number of instructor pilots and operations support personnel to stand up the Air Force's portion of the Joint Strike Fighter Joint Air Force/Navy/ Marine Corps Integrated Training Center hereby established at Eglin Air Force Base, Florida.

Realign Marine Corps Air Station Miramar, California, by relocating to Eglin Air Force Base, Florida, a sufficient number of instructor pilots and operations support personnel to stand up the Marine Corps' portion of the Joint Strike Fighter Joint Air Force/Navy/ Marine Corps Integrated Training Center at Eglin Air Force Base, Florida.

Realign Naval Air Station Oceana, Virginia, by relocating to Eglin Air Force Base, Florida, a sufficient number of instructor pilots, operations, and maintenance support personnel to stand up the Navy's portion of the Joint Strike Fighter Joint Air Force/Navy/ Marine Corps Integrated Training Center at Eglin Air Force Base, Florida.

Realign Sheppard Air Force Base, Texas, by relocating to Eglin Air Force Base, Florida, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Air Force's portion of the Joint Strike Fighter Joint Initial Maintenance Training Organization hereby established at Eglin Air Force Base, Florida.

Realign Naval Air Station Pensacola, Florida, by relocating to Eglin Air Force Base, Florida, a sufficient number of front-line and instructor-qualified maintenance technicians and logistics support personnel to stand up the Department of the Navy's portion of the Joint Strike Fighter Joint Initial Maintenance Training Organization at Eglin Air Force Base, Florida.

Justification: This recommendation establishes Eglin AFB, Florida as an Integrated Training Center (ITC) that teaches entry-level aviators and maintenance technicians how to safely operate and maintain the new Joint Strike Fighter (JSF) (F-35) aircraft. The Department is scheduled to take delivery of the F-35 beginning in 2008.

This joint basing arrangement will allow the Inter-service Training Review Organization (ITRO) process to establish a DoD baseline program in a consolidated/joint school with curricula that permit services latitude to preserve service-unique culture and a faculty and staff that brings a "Train as we fight; jointly" national perspective to the learning process.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$199.07M. The net of all costs and savings to the Department

during the implementation period is a cost of \$208.8M. Annual recurring costs to the Department after implementation are \$3.14M with no payback expected. The net present value of the costs and savings to the Department over 20 years is a cost of \$220.63M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 888 jobs (392 direct jobs and 496 indirect jobs) over 2008-2011 in the Pensacola-Ferry, Pass-Brent, Florida, Metropolitan Statistical Area, which is 0.42 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 36 jobs (20 direct jobs and 16 indirect jobs) over 2006-2011 in the Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 82 jobs (43 direct jobs and 39 indirect jobs) over 2006-2011 in the San Diego-Carlsbad-San Marcos, California, Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 69 jobs (33 direct jobs and 36 indirect jobs) over 2006-2011 in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 487 jobs (295 direct jobs and 192 indirect jobs) over 2006-2011 in the Wichita Falls, Texas, Metropolitan Statistical Area, which is 0.52 percent of economic area employment.

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

Environmental Impact: This recommendation may require a significant air permit revision for Eglin AFB. Historic properties and districts exist on Eglin AFB but do not constrain operations. Additional operations could impact these sites, which would then impact operations. Will need to re-evaluate Eglin AFB noise contours as a result of the change in mission. There are 11 threatened and endangered species and 2 critical habitats on Eglin that impact operations on 78% of the installation. Previously, operations/testing/training have been delayed or diverted expect additional operations may further impact T&E species and/or critical habitats. This recommendation will

require Endangered Species Act Consultation for all T&E species. This recommendation may require modifying the hazardous waste program and on-installation water treatment works permits. Wetlands restrict 13.53% of Eglin, and operations are restricted by their CWA Section 404 permit. Additional operations may impact wetlands and the permit, which may further restrict operations. This recommendation has no impact on dredging or marine mammals, resources, or sanctuaries. This recommendation will require approximately \$100K in one time waste management costs and approximately \$876K in environmental compliance costs at Eglin AFB. These costs were included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities.

**5 Attachments:**

- 1.) COBRA Results
- 2.) Economic Impact Report
- 3.) Installation Criterion 7 Profile
- 4.) Summary of Scenario Environmental Impacts
- 5.) Service Comments Concerning COBRA Costs/Savings



# Candidate #HSA-0069: Co-locate Miscellaneous Army Leased Activities

**Candidate Recommendation (summary):** Realign 15 leased installations in Northern Virginia by relocating HQDA Staff elements to Ft. Belvoir, Virginia.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>✓ Co-locates HQDA staff elements; eliminates redundancy and enhances efficiency.</li> <li>✓ Eliminates approximately 675,000 USF of leased space within the NCR.</li> <li>✓ Moves HQDA staff elements to AT/FP compliant locations</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>✓ Activities range from 236<sup>th</sup> to 314<sup>th</sup> of 324.</li> <li>✓ Ft. Belvoir: 44<sup>th</sup> of 324</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$146.9M</li> <li>✓ Net Implementation Cost: \$ 68.5M</li> <li>✓ Annual Recurring Savings: \$ 21.6M</li> <li>✓ Payback Period: 8 Years</li> <li>✓ NPV (savings): \$130.5M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>✓ Criterion 6: No job reductions.</li> <li>✓ Criterion 7: No impediments.</li> <li>✓ Criterion 8: Air quality, Endangered species, and Historic properties. No impediments.</li> </ul>

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

## **Candidate Recommendation #HSA-0069**

**Candidate Recommendation:** Realign Ballston Metro Center, a leased installation in Arlington, Virginia, by relocating the U.S. Army Legal Agency to Ft. Belvoir, Virginia.

Realign Park Center IV, a leased installation in Alexandria, Virginia, by relocating the U.S. Army Audit Agency to Ft. Belvoir, Virginia.

Realign Skyline VI, a leased installation in Falls Church, Virginia, by relocating the Administrative Assistant to the Secretary of the Army(SAAA) to Ft. Belvoir, Virginia.

Realign the Zachary Taylor Building, a leased installation in Arlington, Virginia, by relocating the U.S. Army G6/DISC4, the G8/Force Development, the G1/Army Research Institute, and the Administrative Assistant to the Secretary of the Army(SAAA) to Ft. Belvoir, Virginia.

Realign Crystal Square 2, a leased installation in Arlington, Virginia, by relocating U.S. Army NISA-P, the U.S. Army Environmental Policy Institute, and Senior Executive Public Affairs Training to Ft. Belvoir, Virginia.

Realign Crystal Gateway 2, a leased installation in Arlington, Virginia, by relocating the Deputy Under Secretary of the Army - Operations Research to Ft. Belvoir, Virginia.

Realign the Hoffman 1 and 2 Buildings, leased installations in Alexandria, Virginia, by relocating U.S. Army G1/Civilian Personnel Office, G1/Personnel Transformation, the Administrative Assistant to the Secretary of the Army(SAAA), and the Communication and Electronics Command to Ft. Belvoir, Virginia.

Realign Rosslyn Metro Center, a leased installation in Arlington, Virginia, by relocating the Administrative Assistant to the Secretary of the Army(SAAA) to Ft. Belvoir, Virginia.

Realign Jefferson Plaza 1 and 2, leased installations in Arlington, Virginia, by relocating the U.S. Army Office of the Chief Army Reserve, Assistant Secretary of the Army Financial Management and Comptroller/CEAC, the Administrative Assistant to the Secretary of the Army(SAAA), and Chief of Chaplains to Ft. Belvoir, Virginia.

Realign Crystal Gateway North, a leased installation in Arlington, Virginia, by relocating the U.S. Army G3/Army Simulation to Ft. Belvoir, Virginia.

Realign Crystal Plaza 5, a leased installation in Arlington, Virginia, by relocating the U.S. Army Safety Office and OSAA to the Ft. Belvoir, Virginia.



Realign Crystal Mall 4, a leased installation in Arlington, Virginia, by relocating the Assistant Secretary of the Army Manpower and Reserve Affairs/Amy Review Board/Equal Opportunity Office to the Ft. Belvoir, Virginia.

Realign Crystal Gateway 1, a leased installation in Arlington, Virginia, by relocating U.S. Army Environmental Technology to Ft. Belvoir, Virginia.

**Justification:** This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The average military value of the noted components of Headquarters of the Department of the Army(HQDA) based on current locations ranges from 236<sup>th</sup> to 314<sup>th</sup> out of 324 entities evaluated by the MAH military value model. Ft. Belvoir is ranked 44<sup>th</sup> out of 324. Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 675,000 Usable Square Feet of leased administrative space within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide HQDA components with immediate compliance with Force Protection Standards. HQDA's current leased locations are non-compliant with current Force Protection Standards.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$146.9 million. The net of all costs and savings to the Department during the implementation period is a cost of \$68.5 million. Annual recurring savings to the Department after implementation are \$21.6 million, with a payback expected in 8 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$130.5 million.

**Impacts:**

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

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

**Environmental Impact:** This recommendation may impact air quality at Fort Belvoir. Fort Belvoir is currently in non-attainment for Ozone and PM 2.5. An air conformity

analysis and New Source Review is required. Fort Belvoir has 62 historic properties which may place some restrictions on base expansion and/or add cost to planning and permitting for this recommendation. Fort Belvoir has federally-listed species, including the Bald Eagle. As a consequence, there are current restrictions on aircraft flying altitude over nests during nesting season, as well as no land-disturbing training or timber clear cutting regulations along undeveloped shorelines. Additional operations may further impact threatened/endangered species leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use constraints/sensitive resource areas; marine mammals, noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$550,000 to undertake Air Conformity Analysis, New Source Review Permitting, and National Environmental Policy Act documentation at the receiving location. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

### **Supporting Information Attachments**

- Section 1 – Competing Recommendations / Force Structure Capabilities
- Section 2 – Military Value Results
- Section 3 – Capacity Analysis
- Section 4 – COBRA Results
- Section 5 – Economic Impact Report
- Section 6 – Installation Criterion 7 Profile
- Section 7 – Summary of Scenario Environmental Impacts



# #Tech-0005: Establish Joint Centers for Rotary Wing Air Platform RDAT&E

**Candidate Recommendation (summary):** Realigns Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, Naval Surface Warfare Center Division, Corona, CA, Air Force Material Command Wright Patterson AFB, OH, Fort Eustis, VA, Fort Rucker, AL, and Warner Robins AFB. Consolidates all rotary wing air platform RDAT&E at Patuxent River, MD and Redstone Arsenal, while retaining specialty sites.

### Justification

- Enhances synergy
- Preserves healthy competition
- Leverages climatic/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Distributes demand on the telemetry spectrum
- Reasonable homeland security risk dispersal

### Military Value

- All moves to Patuxent River go from low to higher military value
- Although Redstone Arsenal not highest military value for all functions, military judgment supports Redstone because it reflect an Army strategy to develop a full life-cycle support activity for aviation.

### Payback

- One-time cost: \$101.25M
- Net implementation cost: \$74.43M
- Annual recurring savings: \$7.86M
- Payback time: 17 years
- NPV (savings): \$2.03M

### Impacts

- Criterion 6: -56 to -605 jobs; <0.1% to 1.23%
- 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

### **Candidate Recommendation TECH-0005**

**Candidate Recommendation:** Realign the Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, by relocating Aviation Support Equipment activities in rotary wing air platform development & acquisition and test and evaluation to Patuxent River, MD. Realign the Naval Surface Warfare Center Division, Corona, CA, by relocating the METCAL activities in rotary wing air platform test and evaluation to Patuxent River, MD. Realign Air Force Materiel Command Wright Patterson AFB, OH, by relocating V-22 activities in rotary wing platform development and acquisition to Patuxent River, MD.

Realign Ft. Eustis, VA, by relocating activities in rotary wing air platform research, and development & acquisition to Redstone Arsenal, AL, and consolidating them with the Aviation Missile Research Development Engineering Center at Redstone Arsenal, AL. Realign the Aviation Technical Test Center, Ft. Rucker, AL, and consolidate with Redstone Technical Test Center at Redstone Arsenal, AL. Realign Warner-Robins AFB by relocating activities in rotary wing air platform development and acquisition to Redstone Arsenal, AL.

**Justification:** This Air Land Sea & Space (ALSS) scenario realigns and consolidates those activities that are primarily focused on Rotary Wing Air Platform sub-DTAP activities in Research, Development & Acquisition, and Test and Evaluation. The action creates the Joint Center for Rotary Wing Air Platform Research, Development & Acquisition and Test and Evaluation at the Redstone Arsenal, Huntsville, AL, and enhances the Joint Center at the Naval Air Warfare Center Aircraft Division (NAWCAD), Patuxent River, MD. While this recommendation consolidates all rotary wing air platform RDAT&E to two principal sites, several specialty sites are also retained—for example, Lakehurst will be retained as a dedicated RDAT&E facility for Navy Aircraft Launch and Recovery Equipment. All non-maritime unique air platform research functions are currently performed at Redstone Arsenal in concert with previous S&T Reliance Agreements. The end state of this recommendation builds upon existing rotary wing air platform technical expertise and facilities in place at the two principal sites and provides focused support for future aviation technological advances in rotorcraft development.

The planned component moves will enhance synergy by consolidating rotary wing work to major sites, preserving healthy competition, and leveraging climatic/geographic conditions and existing infrastructure, minimizes environmental impact, distributes demand on the telemetry spectrum and effects reasonable homeland security risk dispersal. These consolidations co-locate aircraft and aircraft support systems with development and acquisition personnel to enhance efficiency and effectiveness of rotary wing air platform design and development activities. The consolidation at Redstone Arsenal reflects the initiative to co-locate research, development and acquisition, and test and evaluation at a single site to replicate the proven enhanced synergy and efficiency gained by earlier U. S. Navy moves to Patuxent River, MD.

The consolidation of the Lakehurst Aviation Support Equipment work at Patuxent River will enhance productivity because of increased synergy and reduced personnel requirements. Currently, Patuxent River hosts the Aviation Support Equipment Program Management and T&E functions. Subsequent to executing this and other recommendations, all Navy Aviation Support Equipment work will then be performed at one site in conjunction with all other Navy Air Platform RDATE functions. The retention of Lakehurst as a dedicated Aircraft Launch and Recovery Equipment RDATE site was based on military judgment regarding the potential loss of an intellectual capital base that could not be replicated or purchased from industry. This decision is supported by the extreme costs that would be associated with the heavy civil engineering works essential to relocation of those facilities.

The Rotary Wing related Air Platform Test and Evaluation effort reported by NAVSURFWARCENDIV Corona is METCAL work. Relocating this work to Patuxent River will consolidate all such work at one site with a resultant increase in efficiency.

Payback:

The total maximum estimated one-time cost to the Department of Defense to implement this recommendation is \$101.25M. The net of all costs and savings to the Department during the implementation period is a cost of \$74.43M. Annual recurring savings to the Department after implementation are \$7.86M with a payback expected in 17 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$2.03M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 114 jobs (62 direct jobs and 52 indirect jobs) over the 2006-2011 period in the Dayton, OH Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment;

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 448 jobs (238 direct jobs and 210 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 590 jobs (319 direct jobs and 271 indirect jobs) over the 2006-2011 period in the Enterprise-Ozark, AL Metropolitan Statistical Area, which is 1.23 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 56 jobs (28 direct jobs and 28 indirect jobs) over the 2006-2011

period in the Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 605 jobs (259 direct jobs and 346 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 83 jobs (51 direct jobs and 32 indirect jobs) over the 2006-2011 period in the Warner Robins, GA Metropolitan Statistical Area, which is 0.13 percent of economic area employment.

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

Environmental Impact: Cultural, Archeological, and tribal resources exist at both Patuxent River and Redstone Arsenal and may have minimal impact on new military construction. ESQD Arcs exist at Patuxent River with one waiver and 1 exemption. None of the arcs can be expanded. Patuxent River has one international treaty (Open Skies Treaty) and underground storage tanks. There are 876.52 unconstrained acres at Patuxent River for development. Increased noise from aviation operations may result in operational restrictions on Redstone. Further evaluation is required. Threatened and endangered species exist at Patuxent River and Redstone and may have impact on new military construction. Water demand at Patuxent River would increase. The State of Maryland currently regulates water withdrawals at Patuxent River due to contamination found in groundwater. Approximately 5.9% restricted wetlands on Patuxent River, 100% restricted wetlands on the range, and 24.5% restricted wetlands on the auxiliary airfield. This Candidate Recommendation has no impact on air quality; dredging; or marine mammals' resources or sanctuaries. This recommendation will require National Environmental Policy Act documentation at Redstone and Patuxent River, and noise analysis and monitoring at Redstone. The approximately \$170K cost for these action was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities.



# #Tech-0006: Centers for Fixed Wing Air Platform RDAT&E

**Candidate Recommendation (abbreviated):** Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform RDAT&E to NAS Patuxent River. Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform T&E to NAS Patuxent River. Realign Tinker, Robins, & Hill AFBs by relocating fixed wing related Air Platform D&A Wright Patterson AFB. Realign Wright Patterson AFB by relocating fixed wing related Live Fire T&E to Naval Air Weapons Station China Lake, CA.

### Justification

- Enhances synergy by consolidating fixed wing work to major sites
- Preserves healthy competition
- Leverages climate/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Provides reasonable home security risk dispersal

### Military Value

- All functions move to locations with a higher military value score for that function.

### Payback

- One-time cost: \$68.692M
- Net implementation cost: \$ 47.234M
- Annual recurring savings: \$ 6.496M
- Payback time: 13 yrs
- NPV (savings): \$15.261M

### Impacts

- Criterion 6: -31 to -873 jobs; <0.1% to 0.1%
- Criterion 7: No issues
- Criterion 8: No impediments

## **Candidate Recommendation TECH-0006**

**Candidate Recommendation:** Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform Research, Development and Acquisition, and Test & Evaluation to Naval Air Station Patuxent River, MD . Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform Test and Evaluation to Naval Air Station Patuxent River, MD

Realign Tinker Air Force Base, OK, Robins, Air Force Base, GA, and Hill Air Force Base, UT, by relocating fixed wing related Air Platform Development and Acquisition to Wright Patterson Air Force Base, OH.

Realign Wright Patterson Air Force Base, OH, by relocating fixed wing related Live Fire Test and Evaluation to Naval Air Weapons Station China Lake, CA.

**Justification:** This recommendation will consolidate all Fixed Wing Air Platform RDAT&E at two principal sites: Naval Air Station (NAS) Patuxent River, MD, and Wright-Patterson Air Force Base (AFB), OH, while retaining several specialty sites. Research and Development & Acquisition will be performed at NAS Patuxent River and Wright-Patterson AFB. Lakehurst will be retained as a dedicated RDAT&E facility for Navy Aircraft Launch and Recovery Equipment.

This recommendation includes Research, Development and Acquisition and Test & Evaluation activities in Fixed Wing Air Platforms across the Navy and Air Force. The planned component moves will enhance synergy by consolidating to major sites, preserve healthy competition, leverage existing infrastructure, minimize environmental impact, and effect reasonable homeland security risk dispersal. The relocation of Fixed Wing Air Platform Research was previously accomplished in response to the S&T Reliance Agreements resulting in the consolidation at Wright Patterson AFB with the maritime related Fixed Wing Air Platform Research consolidated at NAS Patuxent River.

The consolidation of the Lakehurst Aviation Support Equipment work at NAS Patuxent River will enhance productivity because of increased synergy and reduced personnel requirements. This move must be executed in a manner to avoid splitting the Fixed Wing and Rotary Wing elements of this function since both elements depend on the same personnel and facilities. Currently, NAS Patuxent River hosts the Aviation Support Equipment Program Management and T&E functions. Subsequent to executing this and other recommendations, all Navy Aviation Support Equipment work will then be performed at one site in conjunction with all other Navy Air Platform RDAT&E functions. The retention of Lakehurst as a dedicated Aircraft Launch and Recovery Equipment RDAT&E site was a Navy decision largely dictated by concern over the potential loss of an



intellectual capital base that could not be replicated or purchased from industry. This decision is supported by the extreme costs that would be associated with the heavy civil engineering works essential to relocation of those facilities.

The Fixed Wing related Air Platform Test and Evaluation effort reported by NAVSURFWARCENDIV Corona [64267] is Metrology and Calibration (METCAL) work. Relocating this work to NAS Patuxent River will consolidate all such work at one site with a resultant increase in efficiency. This action must be executed in a manner to preserve the existing synergy between the Fixed Wing and Rotary Wing workload elements.

The Air Force intends to consolidate Development & Acquisition functions currently resident at Logistic Centers (Hill AFB, Tinker AFB and Robbins AFB) at Wright-Patterson AFB. These moves will increase efficiency by making a robust acquisition organization available to all Air Force Fixed Wing Air Platform D&A functions.

The consolidation of all Fixed Wing Air Platform Survivability Live Fire T&E at China Lake is driven by the redundancies that currently exist between the two sites, (Wright Patterson AFB and China Lake), and the potential savings afforded by establishing a single live fire test range for fixed wing air platforms. China Lake has this capability and has been doing such work for many years. This action will increase efficiency by reducing overall manpower requirements while also reducing redundancies that exist across the Live Fire Testing domain.

Payback: The total maximum estimated one-time cost to the Department of Defense to implement this recommendation is \$68,692K. The net of all costs and savings to the Department during the implementation period is a cost of \$47,234K. Annual recurring savings to the Department after implementation are \$6,496K with a payback expected in 13 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$15,261K.

Impacts:

Economic Impact on Communities:

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 873 jobs (474 direct jobs and 399 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 41 jobs (21 direct jobs and 20 indirect jobs) over the 2006-

2011 period in the Ogden-Clearfield, UT Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 31 jobs (14 direct jobs and 17 indirect jobs) over the 2006-2011 period in the Oklahoma City, OK Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 95 jobs (47 direct jobs and 48 indirect jobs) over the 2006-2011 period in the Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

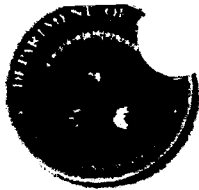
Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 65 jobs (40 direct jobs and 25 indirect jobs) over the 2006-2011 period in the Warner Robins, GA Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 32 jobs (20 direct jobs and 12 indirect jobs) over the 2006-2011 period in the Dayton, OH Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

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

**Environmental Impact:** China Lake is moderate nonattainment for PM10. It holds 336 CAA Major Operating permits. This recommendation will not create any problems with respect to China Lake's current or proposed air quality status. Implementation of this recommendation will not require the use of emission credits. Existing CAA district and Title V permits at the Weapons Survivability Laboratory complex can accommodate the proposed test pad and the increase in workload, fuel, and energetics consumption without modification. Construction of the test pad will not trigger General Conformity, based on analysis of significantly larger projects that have remained below the de minimis threshold. The Kern County portion of China Lake is in maintenance area. However, implementation of this recommendation will take place in the San Bernadino County portion of China Lake, which is not in any maintenance areas. A conformity analysis is required at Wright-Patterson. Air credits are currently not available. A more in-depth review is required. An initial analysis indicates a conformity determination is not required. Archeological and historical sites exist at China Lake. Federally recognized Native American Tribes have asserted an interest in the installation.

The proposed increases to Weapons Survivability Lab operations would be accommodated within an established range test area. The new test pad described in the recommendation would be built on an existing disturbed area used for the same purpose. On installation cemeteries impose limitations on fee simple ownership at Wright-Patterson (e.e., access easements). 50 Archaeological sites are present, and some with high potential for archaeological sites. One constrains training/testing operations by restricting digging in the area. Another site constrains future construction. 22 Historic sites and 4 historic districts are present at Wright-Patterson. Additional operations may impact these areas, which may restrict operations. ESQD Arcs exist on Patuxent River with one waiver and one exemption. None of the arcs can be expanded. The installation has one international treaty (Open Skies Treaty). The installation also has underground storage tanks. The installation has 876.52 unconstrained acres available for development. This scenario will require construction of a facility within the Chesapeake Bay Critical Area. However, this constraint will not preclude addition the new mission. The facility construction site plan will require review by the State of Maryland for consistency with the critical area laws. The state may identify mitigation measures (i.e., storm water management) that will be addressed during the facility design. Marine mammals and sensitive resource areas are present at China Lake. The Indiana bat is a T&E species on Wright-Patterson that impacts operations. Tree cutting is prohibited between 15 April and 15 September to avoid incidental take of roosting bats. No training restrictions. Additional operations may further impact this T&E specie. Solid wastes created by the new mission can be fully accommodated under China Lakes existing solid waste management capabilities provided under a base Operating Services Contract. China Lake has a permitted hazardous waste RCRA TSD facility and a final RCRA Subpart X permit. The hazardous waste program at Wright-Patterson will require modification. This recommendation will increase the water demand at China Lake and Patuxent River. Contamination has been found in the groundwater at both locations but that will not restrict the new mission. Lakenhurst, China Lake, Patuxent River, and Corona, discharge to an impaired waterway and groundwater contamination has been found. Wetlands restrict <1% of Wright-Patterson. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on dredging or noise. This recommendation will require additional hazardous waste disposal costs at China Lake and Wright-Patterson and environmental compliance costs at Wright-Patterson. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# #Tech-0009A: Defense Research Service Led Laboratories

**Candidate Recommendation (summary):** Realign AFRL, Brooks City Base by relocating HED to Wright Patterson AFB. Close AFRL Mesa City, AZ AND relocate all functions to Wright Patterson AFB. Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson AFB and the Information Directorate to Hanscom AFB. Realign AFRL Hanscom by relocating the Sensors Directorate to Wright Patterson AFB and the Space Vehicles Directorate to Kirtland AFB. Realign AFRL Wright Patterson AFB by relocating the Information Systems Directorate to Hanscom AFB.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Reduces number of Air Force Research Laboratory operating locations</li> <li>■ Eliminates overlapping infrastructure</li> <li>■ Increase efficiency of operations</li> <li>■ Closes Rome, Mesa</li> <li>■ Facilitates the closure of Brooks City Base</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Realigning/Closing locations with lower military value to locations with higher military value.</li> <li>■ Increases Capability at WPAFB, Kirtland, Hanscom</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-time cost: \$393M</li> <li>■ Net implementation cost: \$204M</li> <li>■ Annual recurring savings: \$ 58M</li> <li>■ Payback time: 7 years</li> <li>■ NPV (savings): \$349M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: -457 to -2536 jobs; &lt;0.1 to 1.6%</li> <li>■ Criterion 7: No issues</li> <li>■ Criterion 8: May require building on constrained acreage.</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDep

### **Candidate Recommendation Tech-0009A**

**Candidate Recommendation:** Realign Air Force Research Laboratory, Brooks City Base, TX by relocating the Human Effectiveness Directorate to Wright Patterson Air Force Base, OH, and consolidating it with the Air Force Research Laboratory, Human Effectiveness Directorate at Wright Patterson Air Force Base, OH.

Close the Air Force Research Laboratory, Mesa City, AZ. Relocate all functions to Wright Patterson Air Force Base, OH.

Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson Air Force Base, OH, and consolidate it with the Air Force Research Laboratory, Sensor Directorate at Wright Patterson Air Force Base, OH. Relocate the Information Directorate to Hanscom Air Force Base, MA.

Realign Air Force Research Laboratory, Hanscom, MA by relocating the Sensors Directorate to Wright Patterson Air Force Base, OH, and the Space Vehicles Directorate to Kirtland Air Force Base, NM.

Realign Air Force Research Laboratory, Wright Patterson Air Force Base, OH, by relocating the Information Systems Directorate to Hanscom Air Force Base, MA.

**Justification:** This recommendation realigns and consolidates portions of the Air Force Research Laboratory to provide greater synergy across technical capabilities and functions. It does this by consolidating geographically separate units of the Air Force Research Laboratory.

This recommendation enables technical synergy, and positions the Department of the Air Force to exploit a center-of-mass of scientific, technical, and acquisition expertise with the personnel to provide the Air Force required by the Force Structure Plan of 2025.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$393.209M. The net of all costs and savings to the Department during the implementation period is cost of \$204.204M. Annual recurring savings to the Department after implementation are \$57.893M, with a payback expected in seven years. The net present value of the costs and savings to the Department over 20 years is a savings of \$349.013M.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 457 jobs (231 direct jobs and 226 indirect jobs) over the 2006-2011 period in the Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

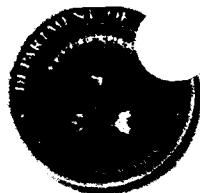
Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 861 jobs (452 direct jobs and 409 indirect jobs) over the 2006-2011 period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2536 jobs (1443 direct jobs and 1093 indirect jobs) over the 2006-2011 period in the Utica-Rome, NY Metropolitan Statistical Area, which is 1.6 percent of economic area employment.

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

**Environmental Impact:** One archaeological site is present at Hanscom but does not constrain operations. A native American tribe is in contact, but not formally, with Hanscom regarding cultural land. Additional operations may impact these sites, which may constrain operations. Sites or areas with high potential for archeological sites were identified at Kirtland. Twenty-three federally recognized Native American Tribes have asserted an interest in Kirtland for the purposes of National Historic preservation Act or other consultation activities. Kirtland has two historic districts totaling 85 acres that include 18 contributing resources. There are 72 historic properties not in districts. On-installation cemeteries impose limitations on fee-simple ownership at Wright Patterson. 50 Archaeological sites are present, and some with high potential for archaeological sites. One constrains training/testing operations by restricting digging in the area. Another site constrains future construction. 22 Historic sites and 4 historic districts are present. Additional operations may impact these areas, which may restrict operations. The recommendation requires roughly 11.9 acres; Hanscom reported its largest parcel is 18.27 acres and only 8.4 unconstrained acres are zoned for industrial ops. This scenario may require building on constrained acreage. Sensitive resource areas exist at Hanscom but do not constrain operations. Additional operations may impact these areas, which may constrain operations. Military Munitions Response Program sites exist on Kirtland and may represent a safety hazard for future development. The Indian

bat is a T&E species that impacts operations at Wright Patterson. Tree cutting is prohibited between 15 April and 15 September to avoid incidental take of roosting bats. No training restrictions. Additional operations may further impact this T&E species. The state requires a permit for withdrawal of groundwater at Hanscom. Wetlands restrict 5% of Hanscom. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. Wetlands do not currently restrict operations at Kirtland. Additional operations may impact wetlands, which may restrict operations. Wetlands restrict less than 1% of Wright Patterson. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; marine mammals, resources, or sanctuaries; noise; or waste management. This recommendation requires National Environmental Policy Act documentation and Air conformity analyses at Hanscom, Kirtland, and Wright Patterson. The approximately \$486K cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Tech-0018A: W&A RDAT&E Integrated Center at Eglin

**Candidate Recommendation:** Realign Hill Air Force Base, UT by relocating Weapons/Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enhance W&amp;A life cycle / mission-related synergies</li> <li>■ Multiple use of equipment/ facilities/ ranges/ people</li> <li>■ Has one of the required ranges for W&amp;A</li> <li>■ Foundation for Joint consolidation in the future</li> <li>■ Facilitates 1 closure (savings not in payback)</li> </ul>	<ul style="list-style-type: none"> <li>■ Weapons Tech D&amp;A                             <ul style="list-style-type: none"> <li>•Eglin 7<sup>th</sup> of 20</li> <li>•Hill 19<sup>th</sup> of 20</li> </ul> </li> <li>■ Weapons Tech Research                             <ul style="list-style-type: none"> <li>•Eglin 4<sup>th</sup> of 19</li> <li>•DTRA @ Belvoir 7<sup>th</sup> of 19</li> <li>•Hill 16<sup>th</sup> of 19</li> </ul> </li> <li>■ Weapons Tech T&amp;E                             <ul style="list-style-type: none"> <li>•Eglin 1<sup>st</sup> of 19</li> <li>•Hill 4<sup>th</sup> of 19</li> </ul> </li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One-time cost: \$2.8M</li> <li>■ Net implementation savings: \$3.0M</li> <li>■ Annual recurring savings: \$1.5M</li> <li>■ Payback time: 2 years</li> <li>■ NPV (Savings) \$16.2M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criteria 6: -68 jobs (35 direct, 33 indirect); &lt;0.1%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: Several issues but no impediments</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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



### **Candidate Recommendation TECH 0018A**

**Candidate Recommendation:** Realign Hill Air Force Base, UT by relocating Weapons/Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

**Justification:** Eglin is one of three core “mega” centers (with China Lake, CA and Redstone Arsenal, AL) with high MV and the largest concentration of integrated technical facilities across all three functional areas. Eglin has a full spectrum array of Weapons/Armaments (W/A) Research, Development & Acquisition, and Test & Evaluation (RDAT&E) capabilities. Accordingly, relocation of Hill and DTRA NCR W/A capabilities will further complement, and strengthen Eglin as a mega center for full spectrum W/A (RDAT&E).

The overall impact of this recommendation will be to: increase W/A life cycle and mission related synergies/integration; increase efficiency; reduce operational cost; retain the required diversity of test environments; and facilitate multiple uses of equipment, facilities, ranges, and people. This recommendation directly supports the TJCSG Transformational Framework by laying the foundation for a future combined W/A center(s) by employing a joint management structure. Hill and DTRA NCR technical facilities recommended for relocation have lower quantitative MV than Eglin in all functional areas.

This recommendation includes Research, D&A and T&E conventional armament capabilities in the Air Force and DTRA NCR. It consolidates armament activities within the Air Force and promotes jointness with DTRA NCR. It also enables technical synergy, and positions the DoD to exploit center-of-mass scientific, technical and acquisition expertise within the RDAT&E community that currently resides as DoD speciality locations. This recommendation directly supports the Department’s strategy for transformation by moving and consolidating smaller W&A efforts into extremely high military value mega centers, and by leveraging synergy among R, D&A and T&E activities. Capacity and military value data established that Eglin is already a W/A mega center. This recommendation will further strengthen Eglin as a mega center by relocating the subject technical facilities into Eglin. Relocation of W/A D&A (ISE) from Hill Air Force Base, UT to Eglin Air Force Base, FL will significantly increase life cycle synergy and integration. ISE encompasses those engineering activities that provide for an “increase in capability” of a system/sub-system/component after Full Operational Capability has been declared. ISE activities mesh directly with on-going RDAT&E at Eglin.

The mega center at Eglin provides a diverse set of open-air range and test environments (including maritime humid) for W&A RDAT&E functions. Synergy will be realized in air-to-air, air-to-ground, and ground-to-air mission areas.

Relocation of DTRA NCR W/A technical capabilities will increase life cycle synergy and integration at Eglin. Conventional armament capabilities possessed by DTRA NCR directly complement on-going RDAT&E at Eglin. Cost savings from the relocation of DTRA NCR to Eglin will accrue largely through the elimination of the need for leased space, and by virtue of the fact that Eglin can absorb the DTRA NCR (and Hill) functions without the need for MILCON.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$2.8M. The net of all costs and savings to the Department during the implementation period is a savings of \$3.0M. Annual recurring savings to the Department after implementation are \$1.5M with payback expected in 2 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$16.2M.

#### **Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 68 jobs (35 direct jobs and 33 indirect jobs) over the 2006-2011 period in the Ogden-Clearfield, UT Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum Potential reduction of 111 jobs (65 direct and 46 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC.-VA-MD-WV Metropolitan Division; which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** Eglin has sites or areas with high potential for archeological sites. A Native American Tribe has asserted interest in the installation. Additional operations may impact these areas and restrict operations. Electromagnetic radiation and/or emissions constrain current military installation, range, or auxiliary airfield operations at Eglin. Military Munitions Response Program sites exist on Eglin and may represent a safety hazard for future development. Eglin uses safety waivers and exemptions to accomplish the mission.

Additional operations may compound the need for safety waivers. Threatened and Endangered species and/or critical habitats exist and impact operations at Eglin. Additional operations may further impact threatened and endangered species and/or critical habitats. Potable water controls/restrictions were implemented at Eglin on 1825 days from FY99 through FY03. Modification of on-installation treatment works may be necessary. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; marine mammals, resources, or sanctuaries; noise; or waste management. This recommendation will require spending approximately \$48K for National Environmental Policy Act documentation at Eglin. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# Tech-0018B: W&A RD&A Guns and Ammunition Specialty Site at Picatinny Arsenal

**Candidate Recommendation (summary):** Realign Guns & Ammo RD&A from Adelphi, MD; Indian Head, MD; Crane, IN; Dahlgren, VA; Louisville, KY; Fallbrook, CA; & China Lake, CA to Picatinny Arsenal, NJ; realign weapons packaging from Earle, NJ to Picatinny Arsenal, NJ. Retain Over Water Gun Range at Dahlgren, VA.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enhance Guns &amp; Ammo jointness and synergy</li> <li>■ Combine weapons packaging in Army &amp; Navy</li> <li>■ Ensure synergy with gun production capability</li> <li>■ Maintain Navy unique capability for large caliber gun T&amp;E; Retain existing Army test sites and major research site</li> <li>■ Facilitates 5 closures (savings not in COBRA)</li> </ul>	<ul style="list-style-type: none"> <li>■ Picatinny has highest MV for guns/ammo in both Research and D&amp;A</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One-time cost: \$120M</li> <li>■ Net implementation cost: \$83.9M</li> <li>■ Annual recurring savings: \$11.6M</li> <li>■ Payback time: 13 years</li> <li>■ NPV(Savings) \$28.4M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criteria 6: -11 to 506 jobs; &lt;0.1% to 4.9%</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No impediments</li> </ul>

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

### **Candidate Recommendation TECH-0018B**

**Candidate Recommendation:** Realign the Adelphi Laboratory Center, MD, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.

Realign Naval Surface Warfare Center Division Crane, IN, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.

Realign the Fallbrook, CA, detachment of Naval Surface Warfare Center Division Crane, IN, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.

Realign Naval Surface Warfare Center Division Dahlgren, VA, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.

Realign the Louisville, KY, detachment of Naval Surface Warfare Center Division Port Hueneme, CA, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.

Realign Naval Air Warfare Center Weapons Division China Lake, CA, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.

Realign Naval Surface Warfare Center Division Indian Head, MD, by relocating gun and ammunition Research and Development & Acquisition to Picatinny Arsenal, NJ.

Realign Naval Surface Warfare Center Division Earle, NJ, by relocating weapon and armament packaging Research and Development & Acquisition to Picatinny Arsenal, NJ.

**Justification:** This recommendation realigns and consolidates those gun and ammunition facilities working in Weapons and Armaments (W&A) Research (R), Development & Acquisition (D&A). This realignment would result in a more robust joint center for gun and ammunition Research, Development and Acquisition at Picatinny Arsenal, NJ. This location is already the greatest concentration of military value in gun and ammunition W&A R, D&A.

Picatinny Arsenal is the center-of-mass for DoD's Research, Development and Acquisition of guns and ammunition, with a workload more than an order of magnitude greater than any other DoD facility in this area. It also is home to the DoD's Single Manager for Conventional Ammunition. Movement of all the Services' guns and ammunition work to Picatinny Arsenal will create a joint center of excellence and provide synergy in armament development for the near future and beyond, featuring a Joint Packaging, Handling, Shipping and Transportation (PHS&T) Center, particularly important in this current time of enormous demand for guns and ammunition by all the services.

Technical facilities with lower quantitative military value are relocated to Picatinny Arsenal.

This recommendation includes Research, Development and Acquisition activities in the Army and Navy. It promotes jointness, enables technical synergy, and positions the Department of Defense to exploit center-of-mass scientific, technical and acquisition expertise within the weapons and armament Research, Development and Acquisition community that currently resides at this DoD specialty location. This recommendation supports the Department's Strategy for Transformation by moving and consolidating smaller W&A efforts into a high military value specialty center, and by leveraging synergy among R, D&A activities.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$120.292M. The net of all costs and savings to the Department during the implementation period is cost of \$83.878M. Annual recurring savings to the Department after implementation are \$11.627M with a payback expected in 13 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$28.397M.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 11 jobs (5 direct jobs and 6 indirect jobs) over the 2006-2011 period in Bakersfield, CA Metropolitan Statistical Area which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 83 jobs (43 direct jobs and 40 indirect jobs) over the 2006-2011 period in the Bethesda-Frederick-Gaithersburg, MD Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 421 jobs (289 direct jobs and 132 indirect jobs) over the 2006-2011 period in Martin County, IN economic area, which is 4.94 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 126 jobs (67 direct jobs and 59 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 506 jobs (296 direct jobs and 210 indirect jobs) over the 2006-2011 period in the Louisville, KY-IN Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 302 jobs (146 direct jobs and 156 indirect jobs) over the 2006-2011 period in the San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 76 jobs (43 direct jobs and 33 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

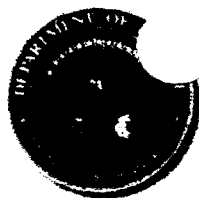
Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 202 jobs (93 direct jobs and 109 indirect jobs) over the 2006-2011 period in the King George County, VA economic area, which is 1.43 percent of economic area employment.

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

Environmental Impact: This recommendation is expected to impact air quality at Picatinny, which is in severe non-attainment for Ozone. Added operations will require new source review permitting and air conformity analysis. Picatinny has 54 historic properties listed. A very limited portion of Picatinny has been surveyed for cultural resources; therefore the extent of cultural resources on the installation and impacts to these resources is uncertain. Minimal impact is expected since non new construction is required. Picatinny has two federally listed species (bog turtle, Indiana bat) that restrict operations on 70% of the

installation. Restrictions include limitations on tree felling. Additional operations may further impact threatened/endangered species leading to additional restrictions on training or operations. Picatinny's range is located over the recharge zone of a sole-source aquifer; which may result in future regulatory limitations on training/operations. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; or wetlands. This recommendation will require an Air Conformity Analysis, New Source Review, and National Environmental Policy Act documentation at Picatinny. The approximately \$250K cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.





# #Tech-0042C: Air & Space C4ISR DAT&E Consolidation

**Candidate Recommendation:** Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

### Justification

- Reduce Technical Facilities from 6 to 2
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations

### Military Value

- Hanscom AFB, MA has the highest MV in Air Information Systems D&A. Military judgment indicated Information Systems RD&A should be at location with highest MV in D&A - the largest workload.
- Edwards AFB, CA has the highest MV in Air Sensors, EW and Electronics T&E and Air Information Systems T&E among installations with suitable Open Air Ranges.

### Payback

- One-time cost: \$51.1M
- Net implementation savings: \$19.3M
- Annual recurring saving: \$13.12M
- Payback time: 4 years
- NPV (savings): \$137.03M

### Impacts

- Criterion 6: -212 to -2754; < 0.1 to 1.33%
- Criterion 7: No issues
- Criterion 8: May have to build on constrained acres at Hanscom. No impediments

- ✓ Strategy
- ✓ COBRA

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

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

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

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**Candidate Recommendation TECH 0042C**

**Candidate Recommendation:** Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Research and Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

**Justification:** This recommendation will reduce the number of technical facilities engaged in Air & Space Sensors, Electronic Warfare, & Electronics and Information Systems RDAT&E from 6 to 2. This, in turn, will increase the likelihood of fielding interoperable systems, reduce overlapping infrastructure, and increase the efficiency of operations. Additionally, this realignment will eliminate 389 billets.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$51,103K. The net of all costs and savings to the Department during the implementation period is a savings of \$19,331K. Annual recurring savings to the Department after implementation are \$13,118K with a payback expected in 4 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$137,035K.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2250 jobs (1262 direct jobs and 988 indirect jobs) over the 2006-2011 period in the Dayton, OH Metropolitan Statistical Area, which is 0.44 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 384 jobs (220 direct jobs and 164 indirect jobs) over the 2006-2011 period in the Fort Walton Beach-Crestview-Destin, FL Metropolitan Statistical Area, which is 0.32 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2754 jobs (1670 direct jobs and 1084 indirect jobs) over the 2006-2011 period in the Montgomery, AL Metropolitan Statistical Area, which is 1.33 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 212 jobs (110 direct jobs and 102 indirect jobs) over the

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2006-2011 period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** This recommendation has the potential to impact air quality at Hanscom and Edwards. An initial air conformity analysis indicated that a conformity determination is not needed at Hanscom. Carpooling initiatives are used as an emission reduction technique. Edwards AFB is in non-attainment for ozone (maintenance). An initial conformity analysis indicated that a conformity determination is not required at Edwards. No air permit revision is necessary. A critical air quality region is located within 100 miles of Edwards, but it does not restrict operations. One archaeological site is present at Hanscom but does not constrain operations. A native American tribe is in contact, but not formally, with the base regarding cultural land. Additional operations may impact these sites which may constrain operations. There are 2989 archaeological sites, and there is a native American tribe interested in burial sites on Edwards, but they do not impact operations. There are also 7 historic properties and 4 historic districts on Edwards, making up 8,461 acres. Additional operations may impact these areas which may impact operations. This recommendation requires roughly 40 acres at Hanscom. Hanscom reported it's largest parcel is 18.27 acres, and only 8.4 unconstrained acres are zoned for industrial ops. This recommendation may require building on constrained acreage at Hanscom. Sensitive resource areas exist at Hanscom but do not constrain operations. Additional operations may impact these areas, which may constrain operations. Threatened and endangered species and critical habitats already restrict operations on Edwards (use of high explosives on the range) with a Biological Opinion. Additional operations may impact T&E species and/or critical habitats. In addition, the Biological Opinion will need to be evaluated to ensure the recommendation conforms to it. The hazardous waste program at Hanscom will need modification. The state requires a permit for withdrawal of groundwater at Hanscom. Wetlands restrict 5% of Hanscom. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; or noise. This recommendation will require an air conformity analysis at both Hanscom and Edwards, and National Environmental Policy Act documentation and a hazardous waste program modification at Hanscom. The approximately \$436K cost for these actions was included in the payback calculation. This recommendation does not

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otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

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# #Tech-0042A: MARITIME C4ISR RDAT&E

**Candidate Recommendation (Summary):** Relocate Surface Maritime Sensors, Electronic Warfare, and Electronics RDAT&E to Naval Surface Warfare Center Division, Dahlgren, VA. Relocate Sub-surface Maritime Sensors, Electronic Warfare & Electronics RDAT&E to Naval Station Newport, RI. Relocate Maritime Information Systems RDAT&E to Space Warfare Center San Diego, CA.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Reduce Technical Facilities from 11 to 4</li> <li>■ Increase likelihood of fielding interoperable systems</li> <li>■ Eliminate overlapping infrastructure</li> <li>■ Increase efficiency of operations</li> <li>■ Facilities the closure of Corona &amp; Crane</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Dahlgren has the highest MV in Sensors, EW and Electronics Research and one of the highest in D&amp;A and T&amp;E.</li> <li>■ San Diego has the highest MV in Information Systems D&amp;A.</li> <li>■ Newport has the highest MV in Sensors, EW and Electronics RDAT&amp;E.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-time cost: \$152.01M</li> <li>■ Net implementation cost: \$104.67M</li> <li>■ Annual recurring savings: \$10.4M</li> <li>■ Payback time: 18 years</li> <li>■ NPV (savings): \$2.9M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: -63 to 1069 jobs; &lt;0.1 to 10.1%</li> <li>■ Criterion 7: No issues</li> <li>■ Criterion 8: No impediments</li> </ul>

**Candidate Recommendation TECH 0042A**

**Candidate Recommendation:** Realign Naval Research Lab, Washington, DC, by relocating Surface Maritime Sensors, Electronic Warfare, and Electronics Development & Acquisition and Test & Evaluation to Naval Surface Warfare Center Division, Dahlgren, VA. Realign Naval Surface Warfare Center Division, Corona, CA, Naval Surface Warfare Center Division, Crane, IN, Space Warfare Center, Charleston, SC, and Space Warfare Center, San Diego, CA, by relocating Surface Maritime Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, and Test & Evaluation to Naval Surface Warfare Center Division, Dahlgren, VA.

Realign Naval Surface Warfare Center Division, Corona, CA, Naval Surface Warfare Center Division, Crane, IN, Space Warfare Center, Charleston, SC, Space Warfare, San Diego, CA, and Naval Air Station Patuxent River, MD, by relocating Sub-surface Maritime Sensors, Electronic Warfare & Electronics Research, Development & Acquisition, and Test & Evaluation to Naval Station Newport, RI.

Realign Naval Surface Warfare Center Division, Corona, CA, Naval Base Ventura County, CA, Naval Surface Warfare Center Division, Dahlgren, VA, Space Warfare Center, Charleston, SC, Space Warfare Center, Norfolk, VA, and Naval Station Newport, RI, by relocating Maritime Information Systems Research, Development & Acquisition, and Test & Evaluation to Space Warfare Center San Diego, CA.

**Justification:** This recommendation will reduce the number of technical facilities engaged in Maritime Sensors, Electronic Warfare, & Electronics and Information Systems RDAT&E from 11 to 4. This, in turn, will increase the likelihood of fielding interoperable systems, reduce overlapping infrastructure, and increase the efficiency of operations.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$152,014K. The net of all costs and savings to the Department during the implementation period is a cost of \$104,668K. Annual recurring savings to the Department after implementation are \$10,390K with a payback expected in 18 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$2,903K.

**Impacts:**

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**Economic Impact on Communities:** : Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1069 jobs (417 direct jobs and 652 indirect jobs) over the 2006-2011 period in Charleston-North Charleston, SC Metropolitan Statistical Area which is 0.32 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 862 jobs (592 direct jobs and 270 indirect jobs) over the 2006-2011 period in Martin County, IN, which is 10.11 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 63 jobs (30 direct jobs and 33 indirect jobs) over the 2006-2011 period in the Oxnard-Thousand Oaks-Ventura, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 223 jobs (86 direct jobs and 137 indirect jobs) over the 2006-2011 period in the Providence-New Bedford-Fall River, RI-MA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 228 jobs (98 direct jobs and 130 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

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

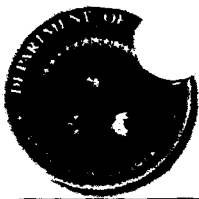
**Environmental Impact:** Naval Undersea Warfare Center, Newport is in serious nonattainment for Ozone (1hr) and proposed to be in serious nonattainment for Ozone (8hr). It holds 2 CAA minor operating permits. No emission credit program is available. No SIP growth allowance has been allocated for this installation. Naval Undersea Warfare Center, Newport is in an area projected or proposed to be designated nonattainment for the 8-hr Ozone or the PM2.5 NAAQS. San Diego is in attainment for all criteria pollutants. It is in maintenance for Ozone (1hr). It holds a CAA Major Operating Permit. A SIP Deliberative Document – For Discussion Purposes Only – Do Not Release Under FOIA

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growth allowance has been allocated. Historic property has been identified on Newport. There is no programmatic agreement for historic property in place with the SHPO. It does not have sites with high archeological potential identified. Archeological and historical sites have been identified on Dahlgren that may impact current construction or current operations. Archeological and historical sites exist at San Diego which do not restrict current construction or operations. San Diego has potential archeological restrictions to future construction. Newport is impacted by laws and regulations pertaining to Marine Mammal Protection Act, Essential Fish Habitats & Fisheries and Marine Sanctuaries, which may adversely restrict navigation and operations. Threatened and Endangered species are present at Newport, San Diego, and Dahlgren. There is a potential impact regarding the bald eagle at Dahlgren. Dahlgren has a permitted RCRA Treatment Storage and Disposal Facility and an interim or final RCRA Part X facility. This recommendation has the potential to impact the hazardous waste and solid waste program at Dahlgren. Newport, Dahlgren, and San Diego both discharge to impaired waterways, groundwater and surface water contamination are reported. Virginia Pollution Discharge System requirements will have to be reviewed. Dahlgren has 16% wetland restricted acres on the installation and 12% wetland restricted on the range. Potential impact and wetland mitigation. Unless otherwise mentioned, this recommendation has no impact on air quality; dredging; land use constraints or sensitive resource areas; or noise. This recommendation will require wetland mitigation, National Environmental Policy Act documentation, new air permit title 5, and annual recurring air permit fees. The cost for these actions was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

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# #Tech-0047: Combatant Commander C4ISR

## Development & Acquisition Consolidation

**Candidate Recommendation (abbreviated):** Realign DISA Leased Space in Bailey’s Crossroads, VA, by relocating GIG-BE, GCCS, GCSS, NCES, and Teleport Program Offices to Peterson AFB, CO. Realign NAVSURFWARCEN, Panama City, FL, by relocating DJC2 Program Office to Peterson AFB, CO. Realign Ft. Monmouth, NJ, by relocating JNMS Program Office to Peterson AFB, CO. Close the JTRS Program Office leased space in Crystal City, VA. Relocate all functions to Peterson AFB, CO.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Establish Joint C4ISR development &amp; acquisition capability co-located with a Combatant Commander</li> <li>■ More efficient use of retained assets</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Military Judgment finds military value locating C4ISR D&amp;A with a Combatant Commander</li> <li>■ Peterson Air Force Base, home of NORTHCOM, had the highest C4ISR technical military value among locations hosting combatant commanders</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One-time cost: \$13.88M</li> <li>■ Net implementation cost: \$1.68M</li> <li>■ Annual recurring savings: \$2.08M</li> <li>■ Payback time: 5 years</li> <li>■ NPV (savings): \$17.28M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criteria 6: -6 TO 881 jobs; &lt;0.1% in all ROIs</li> <li>■ Criteria 7: No issues</li> <li>■ Criteria 8: No impediments</li> </ul>

- ✓ Strategy
- ✓ COBRA

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

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

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

**Candidate Recommendation TECH 0047**

**Candidate Recommendation:** Realign the Defense Information Systems Agency (DISA) Leased Space in Bailey's Crossroads, VA, by relocating Global Information Grid-Bandwidth Expansion (GIG-BE), Global Command and Control System (GCCS), Global Combat Support System (GCSS), Network Centric Enterprise Services (NCES) and Teleport Program Offices to Peterson Air Force Base, CO. Realign NAVSURFWARCEN, Panama City, FL, by relocating Deployable Joint Command and Control (DJC2) Program Office to Peterson Air Force Base, CO. Realign Ft. Monmouth, NJ, by relocating Joint Network Management System (JNMS) Program Office to Peterson Air Force Base, CO. Close the Joint Tactical Radio System (JTRS) Program Office leased space in Crystal City, VA. Relocate all functions to Peterson Air Force Base, CO.

**Justification:** This transformational recommendation will realign the physically scattered Combatant Commander (COCOM) Development & Acquisition activities into a single activity located near a Combatant Commander (Northern Command – NORTHCOM, responsible for Homeland Defense) with the required Force Protection/Anti Terrorism support. This realignment will provide for the delivery of integrated, interoperable C4ISR systems to the warfighters, and do so at less cost.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$13.884M. The net of all costs and savings to the Department during the implementation period is a cost of \$1.684M. Annual recurring savings to the Department after implementation are \$2.078M with a payback expected in 5 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$17.278M.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6 jobs (4 direct jobs and 2 indirect job) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment; a maximum potential reduction of 72 jobs (36 direct jobs and 36 indirect jobs) over the 2006-2011 period in the Panama City-Lynn Haven, FL Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment; and a maximum potential reduction of 881 jobs (518 direct jobs and 363 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-

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WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** Archaeological resources are present at Peterson Air Force Base but do not restrict operations. One historic district is present with 4 contributing resources. If the additional operations affect these areas, consultation with the SHPO may be required. Sensitive resource areas do exist on Peterson Air Force Base but do not constrain operations. Additional operations may impact these areas and therefore restrict operations. This recommendation has no impact on air quality; dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$146K for an air conformity analysis and National Environmental Policy Act documentation at Peterson Air Force Base. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



# #TECH 0058: Realign Human Systems D&A

**Candidate Recommendation:** Realign Brooks-City Base, TX by relocating the Human Systems Development and Acquisition function to Wright Patterson Air Force Base, OH.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enhances technical synergy in Human Systems RD&amp;A and Air Platforms RD&amp;A</li> <li>■ Reduce infrastructure and lease space</li> <li>■ Simplifies organizational structure and concentrates acquisition expertise at one site</li> <li>■ Facilitates full closure of Brooks City Base</li> <li>■ Supports Tech-0009 realignment of Human Systems Research to WPAFB OH</li> <li>■ Supports Med-0025 realignment of 311 HSW, USAF School of Aeromedicine &amp; Operational Health to WPAFB OH</li> </ul>	<ul style="list-style-type: none"> <li>■ Human Systems D&amp;A               <ul style="list-style-type: none"> <li>• Brooks 0.14</li> <li>• WPAFB 0.13</li> </ul> </li> <li>■ Human Systems Research               <ul style="list-style-type: none"> <li>• WPAFB 0.51</li> <li>• Brooks 0.42</li> </ul> </li> <li>■ Military judgment favored WPAFB as location for RD&amp;A because of increases synergy in that area and with Air Platform RD&amp;A at WPAFB</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One-time cost: \$14.2M</li> <li>■ Net implementation cost: \$1.8M</li> <li>■ Annual recurring savings: \$3.9M</li> <li>■ Payback time: 4 years</li> <li>■ NPV (savings): \$33.9M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6: -408 jobs (210 direct, 198 indirect); &lt;0.1%</li> <li>■ Criterion 7: No issues</li> <li>■ Criterion 8: No impediments</li> </ul>

✓ Strategy  
✓ COBRA

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

✓ JCSG/MilDep Recommended  
✓ Criteria 6-8 Analysis

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

**Candidate Recommendation TECH-0058**

**Candidate Recommendation:** Realign Brooks-City Base, TX by relocating the Human Systems Development and Acquisition function to Wright Patterson Air Force Base, OH.

**Justification:** The end state will co-locate the Human Systems Development & Acquisition function and the Human Systems Research function (Tech-0009 Scenario). This action will co-locate the Development & Acquisition for Human Systems with the Research function and will concentrate acquisition expertise for Human Systems at one site. This end state will also increase synergy with the Air Platform Research and Development & Acquisition functions at Wright Patterson AFB OH.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$14.2M. The net of all costs and savings to the Department during the implementation period is a cost of \$1.8M. Annual recurring savings to the Department after implementation are \$3.9M with a payback expected in 4 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$33.9M.

**Impacts:**

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 408 jobs (210 direct jobs and 198 indirect jobs) over the 2006-2011 period in the San Antonio TX Metropolitan Statistical Area economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact:** Wright-Patterson is in a non-attainment area for ozone 8-hr. An initial conformity analysis indicated that a conformity determination is not required. No permit revision is necessary. Wright-Patterson on-installation cemeteries impose limitations on fee-simple ownership (e.g., access easements). 50 Archaeological sites are present, and some with high potential for archaeological sites. One constrains training/testing operations by restricting digging in the area. Another site constrains future construction. 22 Historic sites and 4 historic districts are present. Additional operations may impact these areas, which may restrict operations. The Indiana bat is a threatened and endangered specie on Wright-Patterson that impacts operations. Tree cutting is prohibited between 15 April and 15 September to avoid incidental take of roosting bats.

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No training restrictions. Additional operations may further impact this specie. Wetlands restrict less than 1% of Wright-Patterson. Wetlands do not currently restrict operations. Additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; or water resources. This recommendation will require spending approximately \$48K for National Environmental Policy Act documentation at Wright-Patterson. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities.



# Candidate #USA-0063

**Candidate Recommendation:** Close United States Army Garrison, Michigan (Selfridge). Retain an enclave to support the Bridging Lab and Water Purification Lab located on Selfridge.

<u>Justification</u>	<u>Military Value</u>		
<ul style="list-style-type: none"> <li>✓ Primary mission is to provide housing for activities in the local area</li> <li>✓ Avoids the costs of continued operation and maintenance of unnecessary support facilities</li> <li>✓ Sufficient housing is available in the Detroit Metropolitan area</li> </ul>	<ul style="list-style-type: none"> <li>✓ USAG Selfridge was not in the Army MVP</li> <li>✓ Available areas not well suited for maneuver units</li> <li>✓ MVI: USAG Selfridge (69)</li> </ul>		
<u>Payback</u>	<u>Impacts</u>		
<ul style="list-style-type: none"> <li>✓ One time cost: \$9.4M</li> <li>✓ Net Savings: \$91.0M</li> <li>✓ Annual Recurring savings: \$18.0M</li> <li>✓ Payback Period: Immediate</li> <li>✓ NPV Savings: \$253.0M</li> </ul>	<ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential reduction of 1213 jobs (722 direct and 491 indirect) or .08% of the economic area employment.</li> <li>✓ Criterion 7 – Low risk</li> <li>✓ Criterion 8 – Minimal impact; no ranges/DERA sites require cleanup</li> </ul>		
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ De-conflicted w/Services



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

### Candidate Recommendation # USA-0063

28-Feb-05

#### Candidate Recommendation:

Close United States Army Garrison-Michigan, which is located on Selfridge Air National Guard base. Retain an enclave to support the bridging lab and the water purification lab on Selfridge.

#### Justification:

This candidate recommendation closes the US Army Garrison-Michigan at Selfridge Air National Guard Base. The USAG-M is federally owned property located on Selfridge Air National Guard Base. USAG-M is the primary provider of housing and other support and services to certain military personnel and their dependents located in the Detroit area. There is sufficient housing in the Detroit Metropolitan area to support military personnel stationed in the area. Closing USAG-Michigan avoids the cost of continued operation and maintenance of other unnecessary support facilities. A Bridging Lab and Water Purification Lab located on Selfridge, which are part of the Tank Automotive Army Research and Development Center at Detroit Arsenal will be enclaved. Six garrison personnel (Garrison Commander and staff) will be relocated to Detroit Arsenal.

**Military Value:** This recommendation closures USAG-Michigan and enhances military value by eliminating unnecessary bases and is consistent with the Army's force structure plan to consolidate functions where possible. The military value rating for USAG-M is 69th while Detroit Arsenal is ranked 61st of 87 installations.

There is a procurement avoidance cost \$500,000 in OMA funding for FY05. There is a MILCON avoidance cost for FY06 of \$9M for a new hotel and fitness center.

**Capacity:** Detroit Arsenal has capacity to accommodate the six personnel which will transfer there from USAG-M (Selfridge). The unique capacity required for the Bridging Laboratory and the Water Purification Laboratory will be enclaved at Selfridge. These two laboratories are instrumental in supporting the mission of the Tank-Automotive Research & Development Command at Detroit Arsenal and will require 31.5 thousand square feet of floor space.

**Force Structure:** This recommendation ensures that the Department will retain necessary capabilities to support the Force Structure Plan. Retained capacity for Materiel and Logistics (Labs) 31.5KSF while required maximum capacity is 31.5KSF. Surge requirements are included in the required capacity total. The totality of the candidate recommendations for Materiel and Logistics retains sufficient capacity to ensure the Department has the capability to support the Force Structure Plan. This recommendation contributes to the Army's ability to meet its force structure plan by closing an unnecessary installation, yet retaining essential capabilities.

**Alternatives:** No alternatives were considered. The Army needs to close the USAG-



## Candidate Recommendation # USA-0063

28-Feb-05

Michigan. The six employees transferring to Detroit Arsenal are US Army TACOM employees returning to the parent organization. Other personnel will be reassigned to BASE X.

DOD Transformational Options supporting this recommendation:

(15) Consolidate HQ at single locations. Consolidate multi-location headquarters at single locations

(74) Each Military Department and Joint Cross Service group will look at the effects of either reducing their functions by 20%, 30% and 40% from the current baseline, or reducing excess capacity by an additional 5% beyond the analyzed excess capacity.

### Payback:

The total estimated one-time cost to the Department of Defense to implement this recommendation is \$ 9,458 thousand. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$ 91,008 thousand. Annual recurring savings to the Department after implementation are \$ 18,095 thousand with a payback of 0 years ( 2006 ). The net present value of the costs and savings to the Department over 20 years is a savings of \$ 253,283 thousand.

### Impacts:

#### A. Economic Impact on Communities:

There is a maximum potential reduction of 1213 jobs (722 direct and 491 indirect) or .08% of the economic area employment.

#### B. Community Infrastructure Impact:

A review of community attributes revealed no significant issues regarding the ability of the local community's infrastructure to support forces, missions and personnel. When moving from USAG-Michigan to Detroit Arsenal, the attribute of population center improved while the remainder of the attributes remained the same.

#### C. Environmental Impact:

##### USAG Michigan (Selfridge)

USAG Michigan (Selfridge) has 12 historic properties identified. Closure will require consultations with the State Historic Preservation Office to ensure that the sites are protected. The installation has petroleum contaminated groundwater. The Army will be required to respond to the contaminated groundwater in order to prevent significant long-term impacts to the environment. No impact to any other environmental resource area is expected at the closing installation.

Detroit Arsenal

**Candidate Recommendation # USA-0063**

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No impact to any environmental resource area is expected at the gaining installation.

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



# Candidate #USA-0223



**Candidate Recommendation:** Close Ft. Monmouth, NJ. Relocate the US Army Communications & Electronic Command (CECOM) development and acquisition functions to Ft. Belvoir, VA. Relocate the US Army Communications & Electronic Command (CECOM) research functions to Adelphi Laboratories, MD. Relocate the US Army Military Academy Preparatory School to West Point, NY.

<u>Justification</u>	<u>Military Value</u>										
<p><u>Payback</u></p> <table border="0"> <tr> <td>One Time Cost:</td> <td>\$645.4M</td> </tr> <tr> <td>Net implementation Cost:</td> <td>\$32.9M</td> </tr> <tr> <td>Recurring Savings:</td> <td>\$156.5M</td> </tr> <tr> <td>Payback Period:</td> <td>4 years</td> </tr> <tr> <td>NPV Savings:</td> <td>\$1,407M</td> </tr> </table>	One Time Cost:	\$645.4M	Net implementation Cost:	\$32.9M	Recurring Savings:	\$156.5M	Payback Period:	4 years	NPV Savings:	\$1,407M	<p><u>Impacts</u></p> <ul style="list-style-type: none"> <li>✓ Criterion 6 – Max potential reduction of 13,985 jobs (7,646 direct and 6,339 indirect jobs) or -1.15% of the total ROI Employment in Edison, NJ metropolitan area.</li> <li>✓ Criterion 7 – Low. Of the ten attributes evaluated three declined (Cost of Living, Education, and Safety).</li> <li>✓ Criterion 8 – Moderate Impact – air analysis req'd (Belvoir, Adelphi); buildable acres constrained (Adelphi); remediate 12 ranges (Monmouth)</li> </ul>
One Time Cost:	\$645.4M										
Net implementation Cost:	\$32.9M										
Recurring Savings:	\$156.5M										
Payback Period:	4 years										
NPV Savings:	\$1,407M										

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



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

### Candidate Recommendation # USA-0223

28-Feb-05

#### Candidate Recommendation:

Close Ft. Monmouth, NJ. Relocate the US Army Communications & Electronic Command (CECOM) development and acquisition functions to Ft. Belvoir, VA. Relocate the US Army Communications & Electronic Command (CECOM) research functions to Adelphi Laboratories, MD. Relocate the US Army Military Academy Preparatory School to West Point, NY.

#### Justification:

The closure of Ft. Monmouth and relocation of functions enhances the Army's military value, is consistent with the Army's Force Structure Plan, and maintains adequate surge capabilities. Ft. Monmouth is primarily a single-purpose acquisition and research installation with little capacity to be utilized for other purposes. Military value is enhanced by relocating the research functions to under-utilized and better equipped facilities; by relocating the administrative functions to multi-purpose installations with higher military and administrative value; and by co-locating education activities with the schools they support. Utilizing existing space and facilities at the gaining installations, maintains both support to the Army Force Structure Plan, and capabilities for meeting surge requirements.

The closure of Ft. Monmouth allows the Army to pursue several transformational options and BRAC objectives. These include:

- Consolidate RDT&E functions on fewer installations.
- Consolidate training to enhance coordination, doctrine development, training effectiveness and improve operational and functional efficiencies.
- Retain DoD installations with the most flexible capability to accept new missions.
- Consolidate or co-locate common business functions with other agencies to provide better level of services at a reduced cost.

Department of Defense research capabilities are currently distributed across numerous facilities and the Technical Joint Cross Service Group has identified a need to consolidate various Department of Defense research functions. In order to fulfill this objective, the research functions at Ft. Monmouth are moved to an Army installation with higher research value to the Department. Army capabilities currently include excess in administrative facilities and buildable acres. In order to better utilize existing excess facilities Ft. Monmouth administrative functions are moved to a multi-function installation with higher administrative value.

#### Payback:

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The total estimated one-time cost to the Department of Defense to implement this recommendation is \$ 645,406 thousand. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$ 32,929 thousand. Annual recurring savings to the Department after implementation are \$ 156,542 thousand with a payback of 4 years (2012). The net present value of the costs and savings to the Department over 20 years is a savings of \$ 1,407,374 thousand.

### Impact On Other Government Agencies:

This recommendation affects non-DoD Federal agencies. These include, the U.S. Post Office, the Department of Justice and the General Services Administration.

### Impacts:

#### A. Economic Impact:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential decrease of 13,985 jobs (7,646 direct and 6,339 indirect jobs) over the 2006 – 2011 period in the Edison, NJ metropolitan area, which is 1.15 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential increase of 7,984 jobs (4,620 direct and 3,364 indirect jobs) over the 2006 – 2011 period in the Washington, DC metropolitan area, which is 0.29 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential increase of 2,320 jobs (1,231 direct and 1,089 indirect jobs) over the 2006 – 2011 period in the Bethesda-Frederick, MD metropolitan area, which is 0.32 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential increase of 422 jobs (264 direct and 158 indirect jobs) over the 2006 – 2011 period in the Poughkeepsie-Newburgh, NY metropolitan area, which is 0.13 percent of economic area employment.

#### B. Local Area Impact:

A review of community attributes revealed no significant issues regarding the ability of the local communities infrastructures to support forces, missions, and personnel. When moving from Ft. Monmouth to Ft. Belvoir, the following local area capabilities improved: Employment and Medical Health. The following capability is not as robust: Safety. When moving from Ft. Monmouth to Adelphi Laboratories, the following local area capabilities improved: Education, Employment and Medical Health. The following capability is not as robust: Safety. When moving from Ft. Monmouth to West Point, the following local area capabilities improved: Education and Employment. The following capability is not as robust: Housing.

#### C. Environmental Impact:

Fort Monmouth

Fort Monmouth has various archeological/historic sites and other sites of high archeological potential. Closure will necessitate consultations with the State Historic Preservation Office to

## Candidate Recommendation # USA-0223

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ensure that sites are continued to be protected along with access controls and caretaker management. Fort Monmouth's previous mission-related activities will result in land use constraints/sensitive resource area impacts since eleven operational ranges and other contaminated areas, currently being addressed through the Defense Environmental Restoration Account (DERA) program, will require some combination of clearance, munition constituent cleanup, restoration, access/land-use controls management and land-use controls enforcement. Specifically, Fort Monmouth has both surface and groundwater resources that are contaminated with fuels, heavy metals, solvents, volatile organic compounds, and fuel additives that will require restoration and/or monitoring to prevent further environmental impacts. No adverse impact to any other environmental resource area is expected.

### Fort Belvoir

This recommendation moves additional personnel and causes new construction at Fort Belvoir, which is located in a region that is currently in moderate Non-attainment for Ozone and Particulate Matter (PM) 2.5. These events will require an Air Conformity Analysis to evaluate the impact to Air Quality and a New Source Review and permitting effort to allow construction. Fort Belvoir's cultural resources currently restrict construction in certain areas, so planned construction may be impacted due to potential delays and necessary case-by-case evaluations. Fort Belvoir has some threatened and endangered species (Bald Eagle) that currently restricts training and timber cutting/construction along the installation's shoreline. Additional operations and construction may further impact the threatened and endangered species resulting in additional operational restrictions and additional costs due to enhanced species management efforts. No adverse impact to any other environmental resource area is expected.

### Adelphi Labs

This recommendation moves additional personnel and causes new construction at Adelphi Laboratories, which is located in a region that is currently in severe Non-attainment for Ozone. These events will require an Air Conformity Analysis to evaluate the impact to Air Quality and a New Source Review and permitting effort prior to construction. Adelphi Laboratories' cultural resources currently impact the mission, additional construction may further impact current and future missions. Construction plans may be impacted since, Adelphi Laboratories only has 5.2 buildable acres available but planned construction may require upwards of 14 acres. Adelphi Laboratories has a threatened and endangered species and wetland areas that currently restrict operations. Considering the buildable acres available, additional operations and construction may further impact wetland areas and threatened and endangered species resulting in additional operational restrictions and additional costs for enhanced species management efforts. No adverse impact to any other environmental resource area is expected.

### West Point Military Academy

This recommendation moves additional personnel and causes new construction at West Point Military Academy, which is located in a region rated in Non-attainment for Ozone.

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These events will require an Air Conformity Analysis to evaluate the impact to Air Quality and a New Source Review and permitting effort to allow construction. While adequate acreage for expansion at West Point is available, a very limited portion of the installation has been surveyed for cultural resources, so an archeological/tribal resources inventory will be required, and evaluation and mitigation of resources may be necessary before construction is allowed. West Point Military Academy has two threatened/endangered species (Bald Eagle and Short-nosed Sturgeon) which restrict operations on the installation. Additional operations may further impact threatened /endangered species leading to additional restrictions on training or operations. No adverse impact to any other environmental resource area is expected.

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



# Candidate #USAF-0065 / S439

## Realign Pittsburgh IAP AGS, Pittsburgh, PA

**Candidate Recommendation:** Realign Pittsburgh IAP AGS. The 171st Air Refueling Wing (ANG) will distribute KC-135R aircraft to the 185th Air Refueling Wing (ANG), Sioux Gateway Airport AGS, Iowa (4 PAA).

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Retains aerial refueling assets in proximity to their missions</li> <li>■ Robusts ANG unit to maximum capacity and retains intellectual capital</li> </ul>										
<p style="text-align: center;"><b><u>Payback</u></b></p> <table border="0"> <tr> <td>■ One-Time Cost</td> <td style="text-align: right;">\$3M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$3M</td> </tr> <tr> <td>■ Annual Recurring Cost:</td> <td style="text-align: right;">\$0M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$3M</td> </tr> </table>	■ One-Time Cost	\$3M	■ Net Implementation Cost:	\$3M	■ Annual Recurring Cost:	\$0M	■ Payback period:	Never	■ NPV Cost:	\$3M	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change -5 (direct: -3, indirect: -2) ROI -0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One-Time Cost	\$3M										
■ Net Implementation Cost:	\$3M										
■ Annual Recurring Cost:	\$0M										
■ Payback period:	Never										
■ NPV Cost:	\$3M										

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



## **Candidate Recommendation #USAF-065**

**Candidate Recommendation:** Realign Pittsburgh IAP AGS, PA. The 171st Air Refueling Wing (ANG) will distribute four KC-135R aircraft to the 185<sup>th</sup> Air Refueling Wing (ANG), Sioux Gateway Airport AGS, IA (4 PAA)

**Justification:** Pittsburgh AGS and Sioux Gateway are among the higher-ranking reserve component tanker bases (as measured by the tanker MCI). To obtain optimal basing within the tanker force and robust ANG unit to maximum capacity, Pittsburgh will distribute four aircraft to the 185<sup>th</sup> Air Refueling Wing (ANG), Sioux Gateway Airport AGS, IA.

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$3.0 million. The net of all costs and savings to the Department during the implementation period is a cost of \$3.0 million. Annual recurring savings after implementation are \$0.0 million, with no payback expected. The net present value of the cost to the Department over 20 years is a cost of \$3.0 million.

### **Impacts:**

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5 jobs (3 direct jobs and 2 indirect jobs) over 2006-2011 period in the Pittsburgh, PA Metropolitan Statistical economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact (Criterion 8):** No natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0079 / S432.1

## Close Portland IAP AGS, Portland, OR

**Candidate Recommendation:** Close Portland IAP AGS. The 939th Air Refueling Wing (AFRC) is realigned. The wing's KC-135R aircraft are distributed to the 507th Air Refueling Wing (AFRC), Tinker AFB, Oklahoma (4 PAA) and to backup aircraft inventory (4 PAA). The 142d Fighter Wing (ANG) is inactivated. The wing's F-15 aircraft are distributed to the 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA) and 159th Fighter Wing (ANG), NAS JRB New Orleans, Louisiana (9 PAA). The 939 ARW's operations and maintenance manpower to support 4 PAA are realigned to Tinker AFB; remaining 939 ARW manpower, to include ECS, are moved to support emerging missions. The 304th RQS (AFRC) is realigned to McChord AFB, Washington. The 142<sup>nd</sup> Fighter Wing's ECS elements, along with the 244th and 272d Combat Communications Squadrons (ANG), enclave and will support a Homeland Defense alert commitment.

<u>Justification</u>	<u>Military Value</u>																
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> <li>■ Consolidates fighter force</li> </ul>	<ul style="list-style-type: none"> <li>■ Fighter realignment supports NORTHCOM alert</li> <li>■ Enables the standup of effectively sized fighter squadrons at two locations with roles in Air Sovereignty Mission</li> <li>■ Retains intellectual capital at three locations</li> </ul>																
<table border="0"> <thead> <tr> <th colspan="2" data-bbox="669 966 827 998"><u>Payback</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="306 1006 963 1047">■ One Time Cost:</td> <td data-bbox="963 1006 1077 1047">\$47M</td> </tr> <tr> <td data-bbox="306 1047 963 1088">■ Net Implementation Cost:</td> <td data-bbox="963 1047 1077 1088">\$45M</td> </tr> <tr> <td data-bbox="306 1088 963 1128">■ Annual Recurring Savings:</td> <td data-bbox="963 1088 1077 1128">\$.5M</td> </tr> <tr> <td data-bbox="306 1128 963 1169">■ Payback period:</td> <td data-bbox="963 1128 1077 1169">100+</td> </tr> <tr> <td data-bbox="306 1169 963 1209">■ NPV Cost:</td> <td data-bbox="963 1169 1077 1209">\$39M</td> </tr> </tbody> </table>	<u>Payback</u>		■ One Time Cost:	\$47M	■ Net Implementation Cost:	\$45M	■ Annual Recurring Savings:	\$.5M	■ Payback period:	100+	■ NPV Cost:	\$39M	<table border="0"> <thead> <tr> <th data-bbox="1587 966 1723 998"><u>Impacts</u></th> </tr> </thead> <tbody> <tr> <td data-bbox="1213 1006 2075 1079">■ Criterion 6: Total Job Change : -538 (direct -310, indirect -228) ROI -0.04%</td> </tr> <tr> <td data-bbox="1213 1088 2075 1242">■ 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</td> </tr> <tr> <td data-bbox="1213 1250 2075 1323">■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</td> </tr> </tbody> </table>	<u>Impacts</u>	■ Criterion 6: Total Job Change : -538 (direct -310, indirect -228) ROI -0.04%	■ 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
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- ✓ Strategy    ✓ Capacity Analysis / Data Verification    ✓ JCSG/MilDep Recommended    ✓ Deconflicted w/JCSGs  
 ✓ COBRA    ✓ Military Value Analysis / Data Verification    ✓ Criteria 6-8 Analysis    ✓ Deconflicted w/MilDeps

## **Candidate Recommendation #USAF-0079**

**Candidate Recommendation:** Realign Portland IAP AGS, OR. The 939th Air Refueling Wing (AFRC) is realigned. Four of the wing's KC-135R aircraft are distributed to the 507th Air Refueling Wing (AFRC), Tinker AFB, OK and four aircraft revert to backup inventory. Four aircraft worth of the 939th's operations and maintenance manpower are realigned with the aircraft to Tinker AFB. The remaining 939<sup>th</sup> manpower (including expeditionary combat support) are realigned to support emerging missions. Also at Portland, the 142d Fighter Wing (ANG) is inactivated. The wing's F-15 aircraft are distributed to the 177th Fighter Wing (ANG), Atlantic City, NJ (6 PAA) and 159th Fighter Wing (ANG), New Orleans, LA (9 PAA). The 147th's expeditionary combat support elements, along with the 244th and 272d Combat Communications Squadrons (ANG), remain at Portland as an enclave and support a Homeland Defense alert commitment. Finally, the 304th RQS (AFRC) is realigned to McChord AFB, Washington with no aircraft involved.

**Justification:** This recommendation realigns several missions to better meet the needs of the Air Force and enable the Future Total Force by consolidating force structure into unit (squadron) sizes that are more operationally efficient. For tankers, Tinker rates well above average in military value for an active duty base (as measured by the tanker MCI). This recommendation also retains tanker forces in the reserve component and distributes them to a base with higher military value and in an operationally effective proximity to air refueling missions. In addition, critical backup aircraft inventory levels are preserved. For fighters, both Atlantic City and New Orleans have above average military value for reserve component bases (as measured by the fighter MCI). These fighter realignments support NORTHCOM's air superiority alert requirements and capitalize on intellectual capital available to the reserve components at these installations.

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$47.0 million. The net of all costs and savings to the Department during the implementation period is a cost of \$45.0 million. Annual recurring savings after implementation are \$.5 million, with a payback period exceeding 100 years. The net present value of the cost to the Department over 20 years is \$39 million.

### **Impacts:**

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 538 jobs (310 direct jobs and 228 indirect jobs) over 2006-2011 period in the Portland economic area, which is 0.04 percent of economic area employment.

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

**Environmental Impact (Criterion 8):** No natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0084 / S435

## Realign Fairchild AFB, Spokane, WA

**Candidate Recommendation:** Realign Fairchild AFB. The 141st Air Refueling Wing (ANG) will associate with the 92d Air Refueling Wing, Fairchild AFB and the wing's KC-135R aircraft will be distributed to the 92d Air Refueling Wing (2 PAA) and the 185th Air Refueling Wing (ANG), Sioux Gateway Airport AGS, Iowa (6 PAA). The 185<sup>th</sup> ARW will retire its KC-135E aircraft (8 PAA). The Geographically Separated Units of Four Lakes (256 CBCS ANG) and Spokane (242 CBCS ANG) are to be closed and consolidated into space available at Fairchild AFB.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<ul style="list-style-type: none"> <li>■ Robusts ANG unit to optimal size while retaining intellectual capital at two locations</li> <li>■ Retains aerial refueling assets in proximity to their missions</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One Time Cost: \$12M</li> <li>■ Net Implementation Savings: \$2M</li> <li>■ Annual Recurring Savings: \$2M</li> <li>■ Payback period: 4 yrs/2011</li> <li>■ NPV Savings: \$22M</li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : 126 (direct 68, indirect 58) Job Impact: 0.05%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## **Candidate Recommendation #USAF-0084**

**Candidate Recommendation:** Realign Fairchild AFB, WA. The 141st Air Refueling Wing (ANG) will associate with the 92d Air Refueling Wing, Fairchild AFB, WA. The 141st's eight KC-135R aircraft will be distributed to the 92d (2 PAA) and the 185th Air Refueling Wing (ANG), Sioux Gateway Airport AGS, IA (6 PAA). The Geographically Separated Units of Four Lakes (256 CBCS ANG) and Spokane (242 CBCS ANG) are to be closed and consolidated into space available at Fairchild AFB.

**Justification:** Fairchild AFB ranks just behind McConnell AFB as the active duty tanker base with the highest military value (as measured by the tanker MCI). This recommendation streamlines this unit by associating the ANG and active duty units, both of which currently operate out of Fairchild. This association helps enable the Air Force's Future Total Force. This recommendation also helps consolidate tanker force structure into unit (squadron) sizes that are more operationally efficient. To obtain optimal basing within the tanker force, this recommendation distributes the remaining aircraft to Sioux Gateway APT AGS

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$12 million. The net of all costs and savings to the Department during the implementation period is a savings of \$2 million. Annual recurring savings after implementation are \$2 million, with a payback period expected in 4 years. The net present value savings to the Department over 20 years is \$22 million.

### **Impacts:**

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 126 jobs (68 direct jobs and 58 indirect jobs) over 2006-2011 period in the Spokane, WA Metropolitan Statistical economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact (Criterion 8):** No natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0087 / S438

## Realign Rickenbacker AGS, Columbus, OH

**Candidate Recommendation:** Realign Rickenbacker IAP AGS. The 121st Air Refueling Wing (ANG) will distribute KC-135R aircraft to the Backup Aircraft Inventory (2 PAA).

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<ul style="list-style-type: none"> <li>■ Enables more effective squadron sizes</li> <li>■ Optimizes number of backup aircraft for the tanker fleet</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One Time Cost: <span style="float: right;">\$0M</span></li> <li>■ Net Implementation Cost: <span style="float: right;">\$0M</span></li> <li>■ Annual Recurring Cost: <span style="float: right;">\$0M</span></li> <li>■ Payback period: <span style="float: right;">12 yrs/2019</span></li> <li>■ NPV Cost: <span style="float: right;">\$0M</span></li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -3 (direct -2, indirect -1) ROI -0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0087

**Candidate Recommendation:** Realign Rickenbacker IAP AGS, OH. The 121st Air Refueling Wing (ANG) will distribute two KC-135R aircraft to the Backup Aircraft Inventory.

**Justification:** Rickenbacker AGS is one of the higher-ranking reserve component tanker bases (as measured by the tanker MCI). To preserve valuable replacement aircraft within the tanker force, Rickenbacker will distribute two aircraft to the Backup Aircraft Inventory.

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$0.0 million. The net of all costs and savings to the Department during the implementation period is a cost of \$0.0 million. Annual recurring savings after implementation are \$0.0 million, with a payback period expected in 12 years. The net present value of the cost to the Department over 20 years is a savings of \$0.0 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3 jobs (2 direct jobs and 1 indirect jobs) over 2006-2011 period in the Columbus, OH Metropolitan Statistical economic area, which is less than 0.1 percent of economic area employment.

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

**Environmental Impact (Criterion 8):** No natural infrastructure issues affecting scenario recommendation.



# Candidate #USAF-0090 / S705

## Realign Eglin AFB, Valpariso, FL

**Candidate Recommendation:** Realign Eglin AFB. Redirect programmed F/A-22 aircraft (48 PAA) to Elmendorf AFB, Alaska. Assigned F-15C aircraft (8 PAA) will retire. Assigned MC-130P aircraft will be distributed to Hurlburt Field, Florida (7 PAA) and backup aircraft inventory (1 PAA). Distribute MC-130H aircraft (1 PAA) from Hurlburt Field to BAI.

**Issues:** Disposition of E&T 0055

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables JCSG scenario to bed down Joint Strike Fighter FTU at Eglin (E&amp;T 0055)</li> <li>■ Enables US Army 7th Special Forces Group relocation from Fort Bragg, North Carolina (USA-0040)</li> <li>■ Consolidate aircraft fleet by MDS</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Enables recommendations of other MilDeps</li> <li>■ Prepares for arrival of Joint Strike Fighter</li> <li>■ Consolidates SOF force structure</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$28M</b></li> <li>■ Net Implementation Cost: <b>\$35M</b></li> <li>■ Annual Recurring Cost: <b>\$ 2M</b></li> <li>■ Payback period: <b>Never</b></li> <li>■ NPV Cost: <b>\$52M</b></li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -902 (direct -495, indirect -407) ROI -0.75%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



## Candidate Recommendation #USAF-090

**Candidate Recommendation:** Realign Eglin AFB. Redirect all F/A-22 aircraft programmed for Eglin (48 PAA) to Elmendorf AFB, Alaska. Eglin's eight assigned F-15C aircraft will retire. Seven of Eglin's eight assigned MC-130P aircraft will be distributed to Hurlburt Field, Florida and one will revert to backup aircraft inventory. At Hurlburt, one MC-130H aircraft will revert to backup aircraft inventory.

**Justification:** Hurlburt has military value well above average (as measured by the special operations MCI) and this recommendation facilitates the consolidation of the Air Force special operations forces at Hurlburt field which will streamline training and operations. The resulting increase in capacity at Eglin AFB, enables other joint basing possibilities such as the Joint Strike Fighter. Additionally, this option places the F/A-22 in the Pacific theater with significantly shorter closure times to potential hot spots in the western Pacific. Lastly, this recommendation enables candidate recommendation #USA-0040 7<sup>th</sup> Special Forces Group (A) to Eglin AFB, FL.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$28 million. The net of all costs and savings to the Department during the implementation period is a cost of \$35 million. Annual recurring costs after implementation are \$2 million, with no payback expected. The net present value of the cost and savings to the Department over 20 years is a cost of \$20 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 902 jobs (495 direct jobs and 407 indirect jobs) over the 2006-2011 period in the Valpariso economic area, which is 0.75 percent of economic area employment.

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

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this scenario recommendation.



# Candidate #USAF-0124 / S440

## Realign Dover AFB, DE

**Candidate Recommendation:** Realign Dover AFB. The C-17 aircraft (12 PAA) programmed for the 436th Airlift Wing will transfer to the 62d Airlift Wing, McChord AFB, Washington (6 PAA); the 437th Airlift Wing, Charleston AFB, South Carolina (2 PAA); and to BAI (4 PAA).

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Capitalizes on available airlift excess capacity</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Distributes force structure to major east/west coast mobility bases with higher military value</li> <li>■ Optimizes unit size while enabling AF Future Total Force by addition of active/reserve associations</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$16M</li> <li>■ Net Implementation Cost: \$15M</li> <li>■ Annual Recurring Cost: \$1M</li> <li>■ Payback period: Never</li> <li>■ NPV Cost: \$23M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -862 (direct -460, indirect -402 ) ROI -1.15%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: Maintenance area for emissions; potential conformity determination required</li> </ul>

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

## **Candidate Recommendation #USAF-0124**

**Candidate Recommendation:** Realign Dover AFB, DE. The twelve C-17s originally programmed for the 436<sup>th</sup> Airlift Wing will be redirected to the 62d Airlift Wing, McChord AFB, WA (6 PAA) and the 437th Airlift Wing, Charleston AFB, SC (2 PAA). Four aircraft will revert to backup inventory.

**Justification:** McChord and Charleston are, respectively, major west and east coast mobility hubs. This recommendation brings each base to the optimal unit size while simultaneously enabling the Air Force's Future Total Force through additions to the active / reserve associations at each base. Of active duty airlift bases, Charleston ranks well above average and McChord above average in military value (as measured by the airlift MCI).

**Payback: (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$16.0 million. The net of all costs to the Department during the implementation period is a cost of \$15.0 million. Annual recurring costs after implementation are \$1.0 million, with no payback expected. The net present value of the cost to the Department over 20 years is \$23.0 million.

### **Impacts:**

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 862 jobs (460 direct jobs and 402 indirect jobs) over 2006-2011 period in the Dover economic area, which is 1.15 percent of economic area employment.

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

**Environmental Impact (Criterion 8):** Maintenance area for emissions. Potential conformity determination required.



# Candidate #USAF-0125 / S601

## Realign Indian Springs AFAF, NV

**Candidate Recommendation:** Realign Indian Springs Air Force Auxiliary Airfield. Relocate USAF MQ-1/MQ-9 unmanned aerial vehicle operations squadrons to Holloman AFB, NM to facilitate establishment of a Joint UAV Center of Excellence (COE) at Indian Springs. The MQ-1/MQ-9 flying training unit at Indian Springs will remain as part of the UAV COE. The 49th Fighter Wing's F-117A aircraft (36 PAA) retire in place at Holloman AFB.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables establishment of UAV Joint Center of Excellence—transformational option</li> <li>■ Postures new COE for future expansion</li> <li>■ Supports Joint training missions</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Holloman has higher military value</li> <li>■ Proximity to airspace, ranges and training areas</li> <li>■ Supports USA-0221 (force additions to Ft Bliss)</li> <li>■ Synergy with emerging unmanned missions</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$12M</li> <li>■ Net Implementation Cost: \$10M</li> <li>■ Annual Recurring Savings: \$0.2M</li> <li>■ Payback period: 100+</li> <li>■ NPV Cost: \$8M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -975 (direct -594, indirect -381 ) ROI -0.11%</li> <li>■ Criterion 7- A review of community attributes regarding the ability of the infrastructure to support missions, forces and personnel indicates utility issues for Indian Springs</li> <li>■ Criterion 8- No natural infrastructure issues affecting candidate recommendation</li> </ul>

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

## Candidate Recommendation #USAF-0125

**Candidate Recommendation:** Realign Indian Springs Air Force Auxiliary Airfield. Relocate USAF MQ-1/MQ-9 Predator unmanned aerial vehicle (UAV) operations squadrons to Holloman AFB, New Mexico to facilitate establishment of a Joint UAV Center of Excellence (COE) at Indian Springs. The MQ-1/MQ-9 flying training unit at Indian Springs will remain as part of the UAV COE. The 49th Fighter Wing's F-117A aircraft (36 PAA) retire in place at Holloman AFB.

**Justification:** This recommendation enables establishment of a UAV Joint Center of Excellence at Indian Springs, as well as posturing the Center of Excellence for future expansion. Holloman has higher military value, as measured by the UAV mission compatibility index, and has access to restricted airspace essential for UAV operations as well as access to ranges and Joint training areas. F-117 force structure retirements at Holloman AFB will create additional capacity at Holloman, and potentially posture the installation for emerging UAV missions. Army Candidate Recommendation USA-0221 will add forces to Fort Bliss, Texas. Holloman's proximity to Fort Bliss and adjacent White Sands Missile Range will enable Predator UAV support to Joint training.

**Payback (Criterion 5):** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$12 million. The net of all costs and savings to the Department during the implementation period is a cost of \$10 million. Annual recurring savings to the Department after implementation are \$0.2 million, with a payback period expected in over 100 years. The net present value of the cost and savings to the Department over 20 years is a cost of \$8 million.

### Impacts:

**Economic Impact on Communities (Criterion 6):** Assuming no economic recovery, this recommendation could result in a maximum potential (reduction/increase) of 975 jobs (594 direct jobs and 381 indirect jobs) over the 2006-2011 period in the Las Vegas-Paradise, Nevada Metropolitan Statistical Area economic area, which is 0.11 percent of economic area employment.

**Impact on Community Infrastructure (Criterion 7):** A review of community attributes regarding the ability of the infrastructure to support missions, forces and personnel indicates utility issues for Indian Springs. The Indian Springs community's water supply is supported by a well water system and could pose infrastructure challenges if large increases of personnel were added to the installation; however, for this recommendation there is a decrease of personnel.

**Environmental Impact (Criterion 8):** There are no natural infrastructure issues affecting this candidate recommendation.



ACQUISITION,  
TECHNOLOGY  
AND LOGISTICS

## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

MAR 3 2005

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

SUBJECT: Read Ahead Material for the March 4, 2005, ISG Meeting

The Infrastructure Steering Group will meet on March 4, 2005, at 10:30 a.m. in 3D-1019. The meeting's primary focus will be on candidate recommendations submitted by the Education and Training, Headquarters and Support Activities, and Technical JCSG as well as the Department of Army and Air Force. Other topics include the standard process overview, close out for candidate recommendations, and conflict resolution.

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

There are 1,024 scenarios registered in the tracking tool as of February 18, 2004. A summary of scenarios registered, broken out by category, is at TAB 1. Categorization of all scenarios and the Registered Scenario report are on a disc at TAB 2.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

Michael W. Wynne  
Acting USD (Acquisition, Technology & Logistics)  
Chairman, Infrastructure Steering Group

Attachment:  
As stated





# **BRAC 2005**

Briefing to the  
Infrastructure Steering Group

March 4, 2005



# Purpose

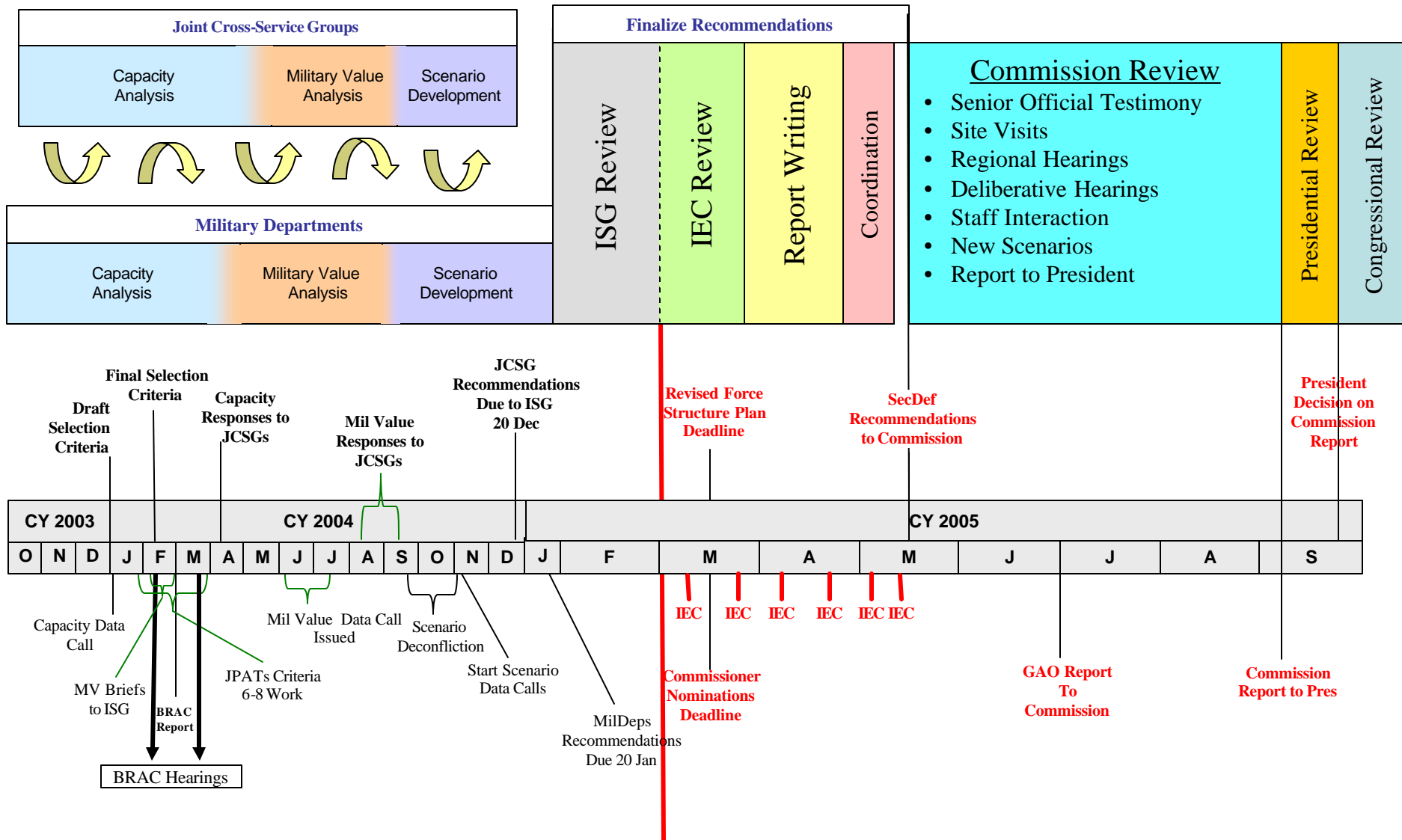
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- Process Overview
- Summary of Conflict Review
- Candidate Recommendations
  - Candidate Recommendations Projected briefings to ISG
  - Closeout for Candidate Recommendations
  - Education & Training (4)
  - Headquarters and Support Activities (1)
  - Technical (9)
  - USA (2)
  - USAF (7)





# Process Overview





# Summary of Conflict Review

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- As of 18 Feb 05 – 1,024 Registered Scenarios
  - 0 New Conflicting Scenarios
  - 108 Old Conflicts Settled
  - 10 Not Ready for Categorization
  - 591 Independent
  - 44 Enabling
  - 257 Deleted

# Candidate Recommendations

## Projected Briefings to ISG (as of 28 Feb 05)



Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar	15 Mar
E&T	16						6/0/0			4	6	
H&SA	53	15/0/0		3/0/0	4/1/0	4/0/3	3/0/0	5/0/5	2/1/0	1	3	3
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6	
INTEL	6										4	2
MED	20		8/0/0		1/0/0			3/0/0	3/0/0		5	
S&S	7				1/0/0			3/0/0			3	
TECH	18					0/0/1		3/0/0		9	5	
ARMY	153				95/0/1	32/0/0	21/0/0			2	2	
DoN	65				38/0/0		2/0/0				12	~13
USAF	51							31/0/0	12/0/0	7	1	
<b>Total</b>	<b>423</b>	<b>15/0/0</b>	<b>8/0/0</b>	<b>13/0/0</b>	<b>144/1/1</b>	<b>38/0/4</b>	<b>36/0/1</b>	<b>46/0/5</b>	<b>23/1/0</b>	<b>23</b>	<b>47</b>	<b>18</b>

**Legend:**

Approved – 323 / Disapproved – 2 / Hold – 10

Pending - 88

Note: MilDepts are for info only to ISG



# Closeout for Candidate Recommendations

---

- ~ 65 candidate recommendations remain to be briefed to ISG/IEC
- Tasks required after closeout
  - Adjudicate conflicts between candidate recommendations;
  - Ensure validity and appropriate allocation of costs and savings among separate candidate recommendations;
  - Combine candidate recommendations, as appropriate;
  - Re-run COBRA, and criterion 6, 7, & 8 for combined candidate recommendations;
  - Write report (quantify results, message, etc.) and brief to ISG & IEC;
  - Coordinate Report within DoD;
  - Present report to SecDef for review
- Only 9 ISG meetings before May 16th
  - 11, 15 & 25 Mar; 1, 8, 15, 22, & 29 Apr; 13 May
- Only 6 IEC meetings before May 16th
  - 7 & 21 Mar; 11 & 25 Apr; 2 & 9 May



# Recommendation

---

- Direct 15 March 05 as last day for JCSGs to brief recommendations to the ISG
- Complete packages and briefing slides due to BRAC office 11 March
- Schedule additional IEC meeting the week of 28 March to consider last batch of candidate recommendations

# *Education & Training Joint Cross Service Group*

---

## **Candidate Recommendations**

*Infrastructure Steering Group Meeting*  
*March 4, 2005*



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



# **E&T JCSG Guiding Principles**

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- 1. Advance Jointness**
- 2. Achieve synergy**
- 3. Capitalize on technology**
- 4. Exploit best practices**
- 5. Minimize redundancy**



# Strategies

---

- **Flight Training Subgroup**
  - **Move to / toward common UFT platforms at fewer joint bases**
  - **Co-locate advanced UFT functions with FTU/FRS**
  - **Preserve Service & Joint combat training programs**
  
- **Professional Development Education Subgroup**
  - **Transfer appropriate functions to private sector**
  - **Create Joint “Centers of Excellence” for common functional specialties**
  - **Re-balance Joint with Service competencies across PME spectrum**





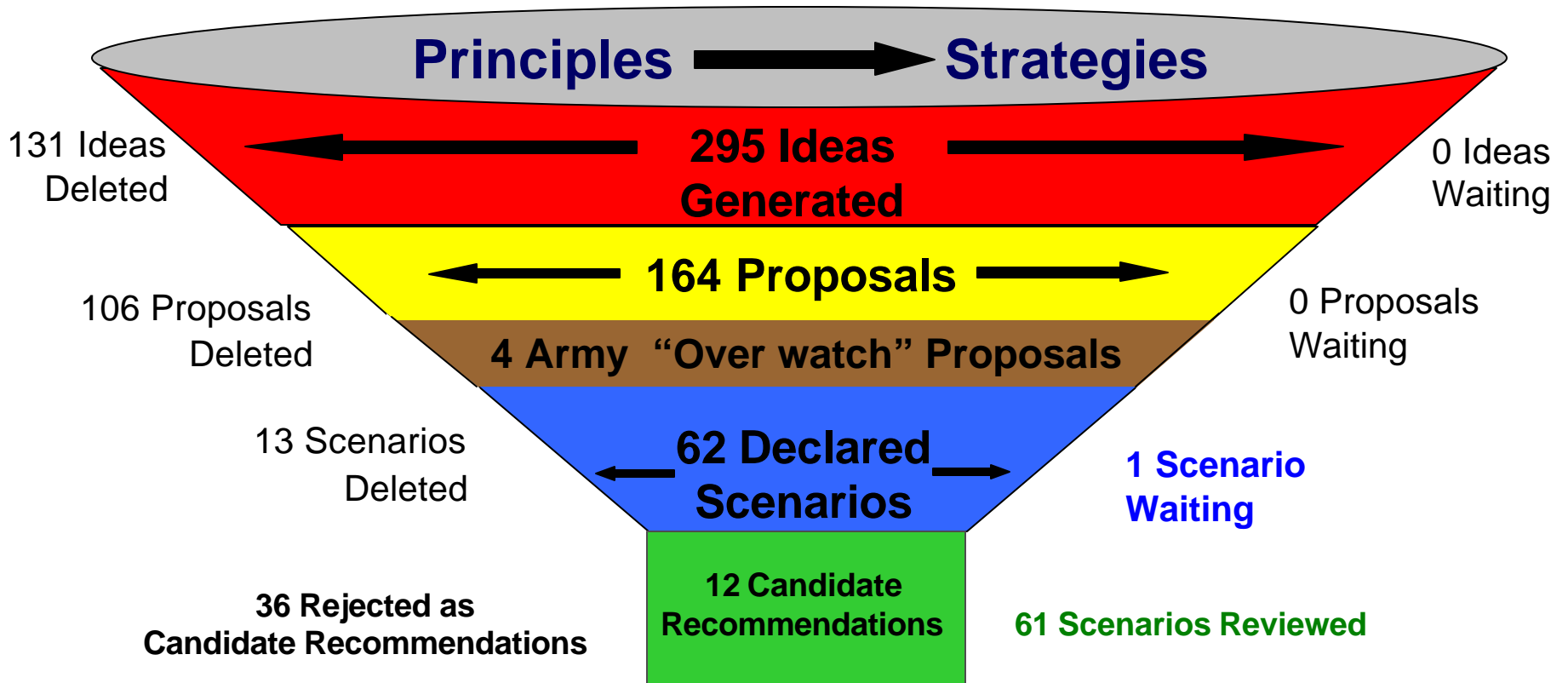
# Strategies

---

- **Specialized Skill Training Subgroup**
  - **Establish “Joint Centers of Excellence” for common functions**
  - **Rely on private sector for appropriate technical training**
  - **Preserve opportunities for continuing Service acculturation**
  
- **Ranges Subgroup (Two Functions: Tng & T&E)**
  - **Establish cross-functional/service regional range complexes**
    - **Highest capability: ground-air-sea**
  - **Preserve irreplaceable “one-of-a-kind”**
  - **Create new range capabilities for emerging joint-needs**



# E&T JCSG Statistics



6 ISG Approved & Prep for IEC

— ISG Approved but On-Hold for Enabling Scenario

1 ISG On Hold for addl info or related Candidate Recommendation

— ISG Conflict (s) to be Considered & Resolved

2 ISG Disapproved (Scenarios)  
14 Jan 05



# E&T JCSG Roadmap

---

## Flight Training

- ✓ Fixed-Wing Pilot
- ✓ Rotary-Wing Pilot
- ✓ Navigator / Naval Flight Officer
- ✓ Jet Pilot (JSF)
- ✓ Unmanned Aerial Vehicles Operators

## Professional Development Education

- ✓ Professional Military Education
- ✓ Graduate Education
- Other Full-Time Education Programs

## Specialized Skill Training

- Initial Skill Training
- Skill Progressive Training
- Functional Training

## Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



# Candidate Recommendations

---

**Approved by ISG 11 February 2005**

- **Privatize**
  - ❑ **E&T – 0003 Privatize Graduate Education Function**
  
- **Consolidate / Realign**
  - ✓ **E&T – 0012 Realign DRMI with DAU**
  - ✓ **E&T – 0014 Establish a Joint Center of Excellence for Religious Education & Training**
  - ✓ **E&T – 0016 Establish Joint Center of Excellence for Culinary Training**
  - ✓ **E&T – 0029 Realign Prime Power Training**
  - ✓ **E&T – 0039 Establish Joint Center of Excellence for Diver Training**
  - ✓ **E&T – 0053 Realign Transportation Management Training**



# Privatize Graduate Education Function

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# Candidate # E&T-0003R

**Candidate Recommendation:** Realign AFIT at Wright-Patterson AFB, Dayton, Ohio, by disestablishing graduate level education. Realign the NPS at Monterey, California, by disestablishing graduate level education. **Military unique sub-elements of extant grad-level curricula may need to be relocated or established to augment privatized delivery of graduate education, in the case where the private ability to deliver that sub-element is not available.**

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>✓ Eliminates need for education programs at NPS and AFIT.</li> <li>✓ Realize savings through privatizing education function to civilian colleges &amp; universities.</li> <li>✓ Supports DoD transformational option to privatize graduate-level education</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>✓ NPS: 73.7 (1<sup>st</sup> of 2)</li> <li>✓ AFIT: 53.4 (2<sup>nd</sup> of 2)</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>✓ One Time Cost: \$47.6M</li> <li>✓ Net Implementation Savings: \$82.4M</li> <li>✓ Annual Recurring Savings: \$32.7M</li> <li>✓ Payback Period: 1 year</li> <li>✓ NPV (savings): \$377.9M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>✓ Criterion 6:                         <ul style="list-style-type: none"> <li>• Salinas CA : - 5,412 (2,793 Direct; 2,619 Indirect); 2.3%</li> <li>• Dayton OH: -2235 (1,248 Direct; 987 Indirect); 0.44%</li> </ul> </li> <li>✓ Criterion 7: Assigns members to universities across the US - Less benefits of installations and medical care</li> <li>✓ Criterion 8: No Impediments</li> </ul>

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



# Candidate Recommendations

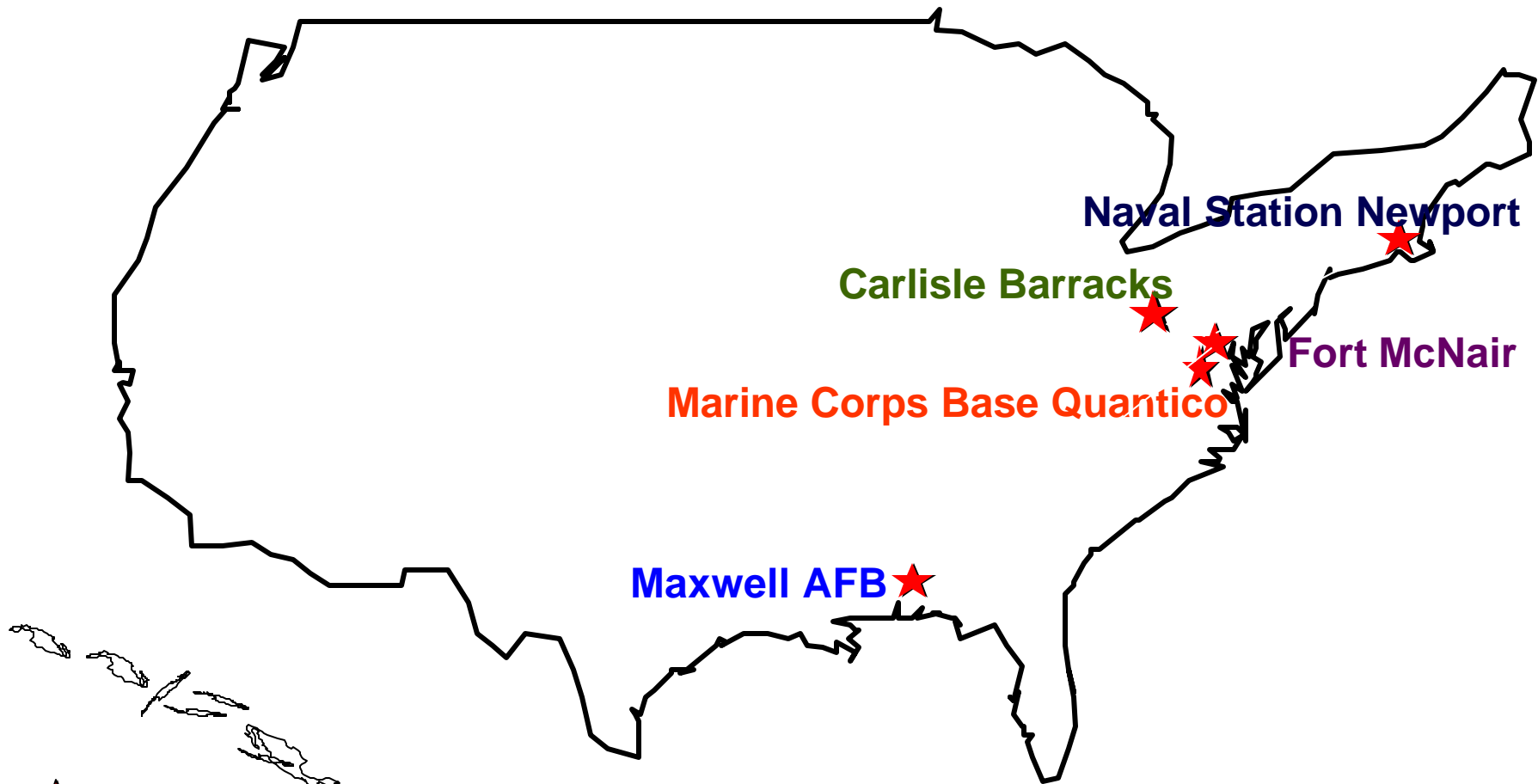
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*Submitted for ISG deliberation 4 March 2005*

- **Consolidate / Re-align**
  - ❑ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
  - ❑ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
  - ❑ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



# Establish a Joint Center of Excellence for Senior-level JPME



Naval Station Newport

Carlisle Barracks

Fort McNair

Marine Corps Base Quantico

Maxwell AFB

★ Indicates PDE locations





# Candidate E&T-0032

**Candidate Recommendation (Summary):** Realign Carlisle Barracks, Maxwell AFB, Naval Station Newport, and MCB Quantico by relocating Service War Colleges to Fort McNair, making them colleges of the National Defense University.

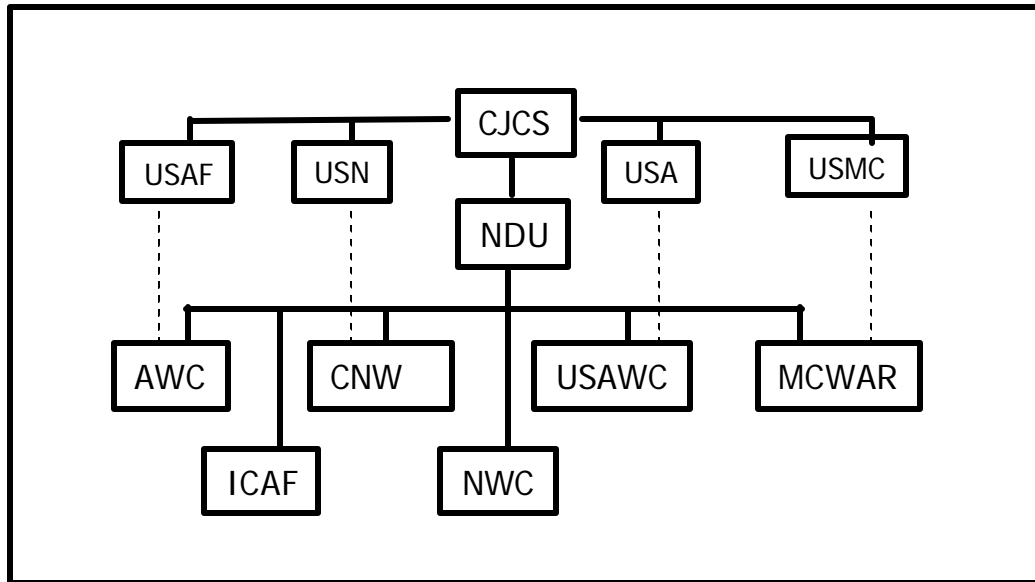
<u>Justification</u>	<u>Military Value</u>										
<p>✓ Maximize professional development, administrative, and academic synergies</p> <p>✓ Merges common support functions and reduces resource requirements.</p> <p>✓ Establish Centers of Excellence for Joint or inter-service education</p>	<table> <tr> <td>✓ MCB Quantico</td> <td>62.8</td> </tr> <tr> <td>✓ Ft. McNair</td> <td>61.1</td> </tr> <tr> <td>✓ Maxwell AFB</td> <td>54.1</td> </tr> <tr> <td>✓ Carlisle Barracks</td> <td>53.8</td> </tr> <tr> <td>✓ NAVSTA Newport</td> <td>52.7</td> </tr> </table>	✓ MCB Quantico	62.8	✓ Ft. McNair	61.1	✓ Maxwell AFB	54.1	✓ Carlisle Barracks	53.8	✓ NAVSTA Newport	52.7
✓ MCB Quantico	62.8										
✓ Ft. McNair	61.1										
✓ Maxwell AFB	54.1										
✓ Carlisle Barracks	53.8										
✓ NAVSTA Newport	52.7										
<p><u>Payback</u></p> <table> <tr> <td>✓ One Time Cost:</td> <td>\$85.2M</td> </tr> <tr> <td>✓ Net Implementation Cost:</td> <td>\$12.8M</td> </tr> <tr> <td>✓ Annual Recurring Savings:</td> <td>\$21.6M</td> </tr> <tr> <td>✓ Payback Period:</td> <td>2 Years</td> </tr> <tr> <td>✓ NPV (savings):</td> <td>\$212.1M</td> </tr> </table>	✓ One Time Cost:	\$85.2M	✓ Net Implementation Cost:	\$12.8M	✓ Annual Recurring Savings:	\$21.6M	✓ Payback Period:	2 Years	✓ NPV (savings):	\$212.1M	<p><u>Impacts</u></p> <p>✓ Criterion 6: -742 to -1299 jobs; 0.11% to 0.36%</p> <p>✓ Criterion 7: No issues.</p> <p>✓ Criterion 8: Issue regarding buildable acres.</p>
✓ One Time Cost:	\$85.2M										
✓ Net Implementation Cost:	\$12.8M										
✓ Annual Recurring Savings:	\$21.6M										
✓ Payback Period:	2 Years										
✓ NPV (savings):	\$212.1M										

- ✓ 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



# Realign and Co-locate

*What we mean by “Realign and Co-Locate”*



- **Coordinated Functions**
- **CJCS controls JPME curriculum**
- **Service Chiefs control PME Curriculum**



# Why Joint Centric?

- ✓ **Build Synergy for Joint Warfare**
  - **Synergy in Senior Education of Joint Land, Maritime, Air & Space, and Expeditionary Warfighters (“*Advance Jointness*”)**
    - At the Operational Level, the fight is fundamentally Joint; Senior education of those warfighters must be too
    - Models Senior Education with G/FO JPME Delivery
  - **Delivery Enhanced by Proximity (“*Achieve Synergy*”)**
    - Opportunity for Integrated Wargaming & Common Elective Program
    - Opportunity to Interact with larger Student & Faculty Populations
    - Proximity to Center of Excellence for National Security Strategy & Joint/Strategic Thought
      - DC location = Easier access to Senior DoD, Interagency & International Leaders & Key Staff
  - **Institutional Resources Enhanced...NDU Library gains depth by what the Service Colleges bring**
  - **“Cradle to Grave Synergy” of Service Schools not affected**
    - Real Mentoring occurs when Senior School Grads return to Instruct at Junior Courses



# Why Not Quantico? (Higher Mil-Val)

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- Quantico's Mil Value Score largely attributable to quantity of Buildable Acres & due extant MCU capabilities
- Stretches the "Synergy by proximity" DC factor
  - 3 miles vs 35 miles (on I-95!)
- Breaks synergy with other NDU Institutions
  - Regional Centers, IRMC, NSSEE etc
- Impact on core MCCDC mission?
  - Share facilities with Marine Corps Service PME all levels.
- More Expensive "Double the Price"
  - Higher ROI, Less NPV, Higher One Time Costs
  - Why? : Moving more people & Need more MILCON

***Moves 5 Colleges & NDU HQ to location of Smallest College***



# Candidate Recommendations

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*Submitted for ISG deliberation 4 March 2005*

- **Consolidate / Re-align**
  - ✓ **E&T – 0032 Realign SLCs under NDU and co-locate at Ft McNair**
  - ❑ **E&T – 0046 Realign & Consolidate UPT and NAV/NFO/CFO training**
  - ❑ **E&T – 0052 Initial Site for Joint Strike Fighter graduate-level pilot training and Integrated Training Center**



# Flying Training “Big Picture”

- **Goal: Array Assets to “Enhance Jointness” & “Uncover Bases”**
  - Move to / toward common UFT platforms at fewer joint bases
  - Preserve Integrity of Service & Joint Training Programs
- **Reviewed Undergraduate Flight Training**
  - **Fixed-wing Flight Training**
    - Primary Phase of Flight Training
    - Advanced Phase of Flight Training
    - Naval Flight Officer & Navigator Training
  - **Rotary Wing Flight Training**
- **Proposals data-driven (MilVal & Capacity) three major concepts**
  - **Status Quo**; Keep assets aligned with parent service/present programs
  - **Cooperative**; Realign sub-functions to create a joint environment
  - **Transformational**; Marry Advanced Phases of UFT w/appropriate FRS/FTU

Domino Effect: Consolidating assets for one program will “drive” moves across multiple UFT bases



# Force Structure Allocation

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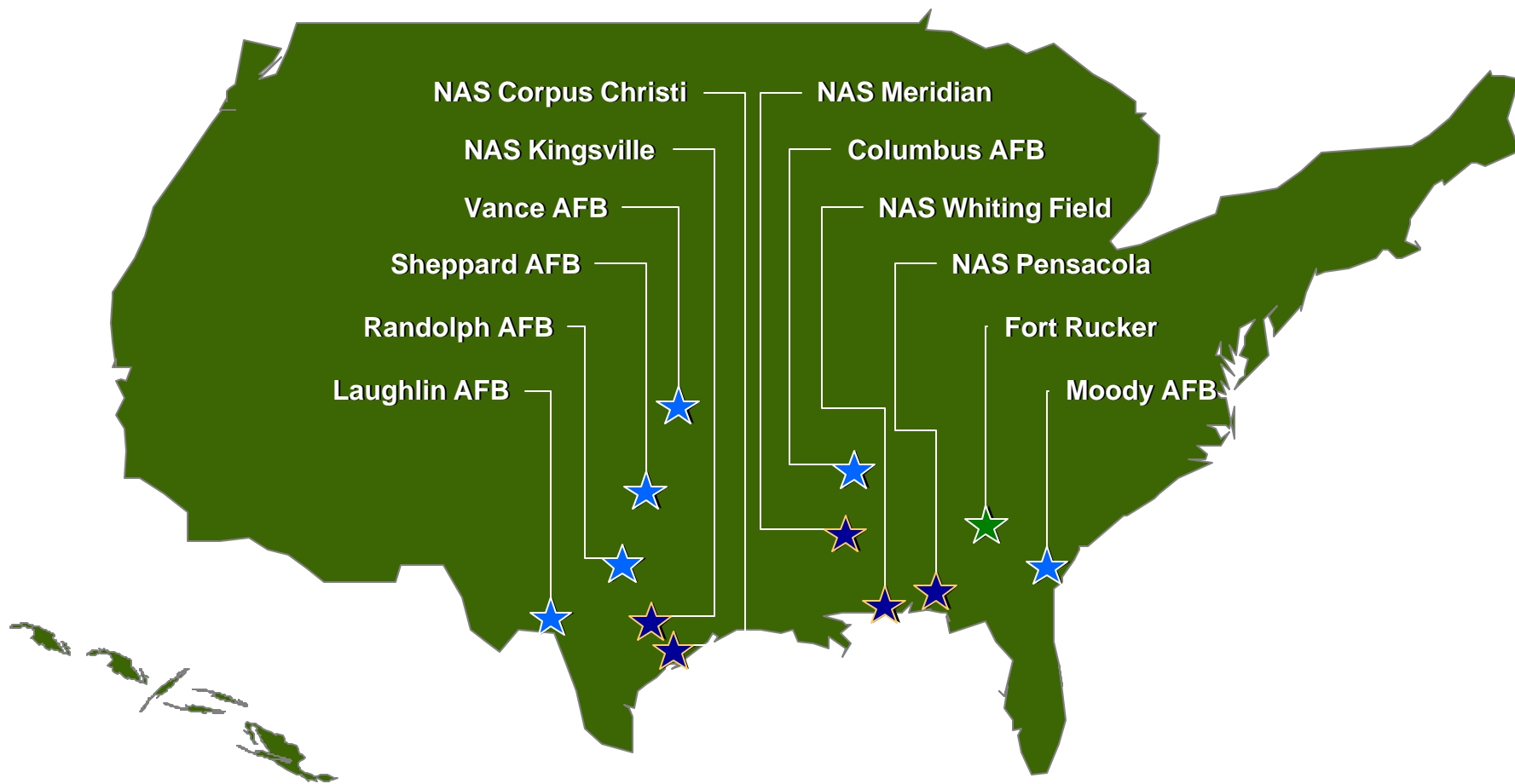
- **Flight Training Force lay down Rules of Engagement**
  - Optimization Model yielded Best-case Number of Bases
  - Excess capacity based on FY04 (Before) & FY09 (After)
  - Distribution based on Student Throughput Forecast for FY09
  - Target: 80% of Runway Operations Capacity (244 days/year)
- **Flight Training Airfield/Airspace Reconfiguration**
  - Shared use of Aux Fields & Airspace at other bases if in close proximity
  - Realign airspace to accommodate new activities for primary or advanced phases of flight training







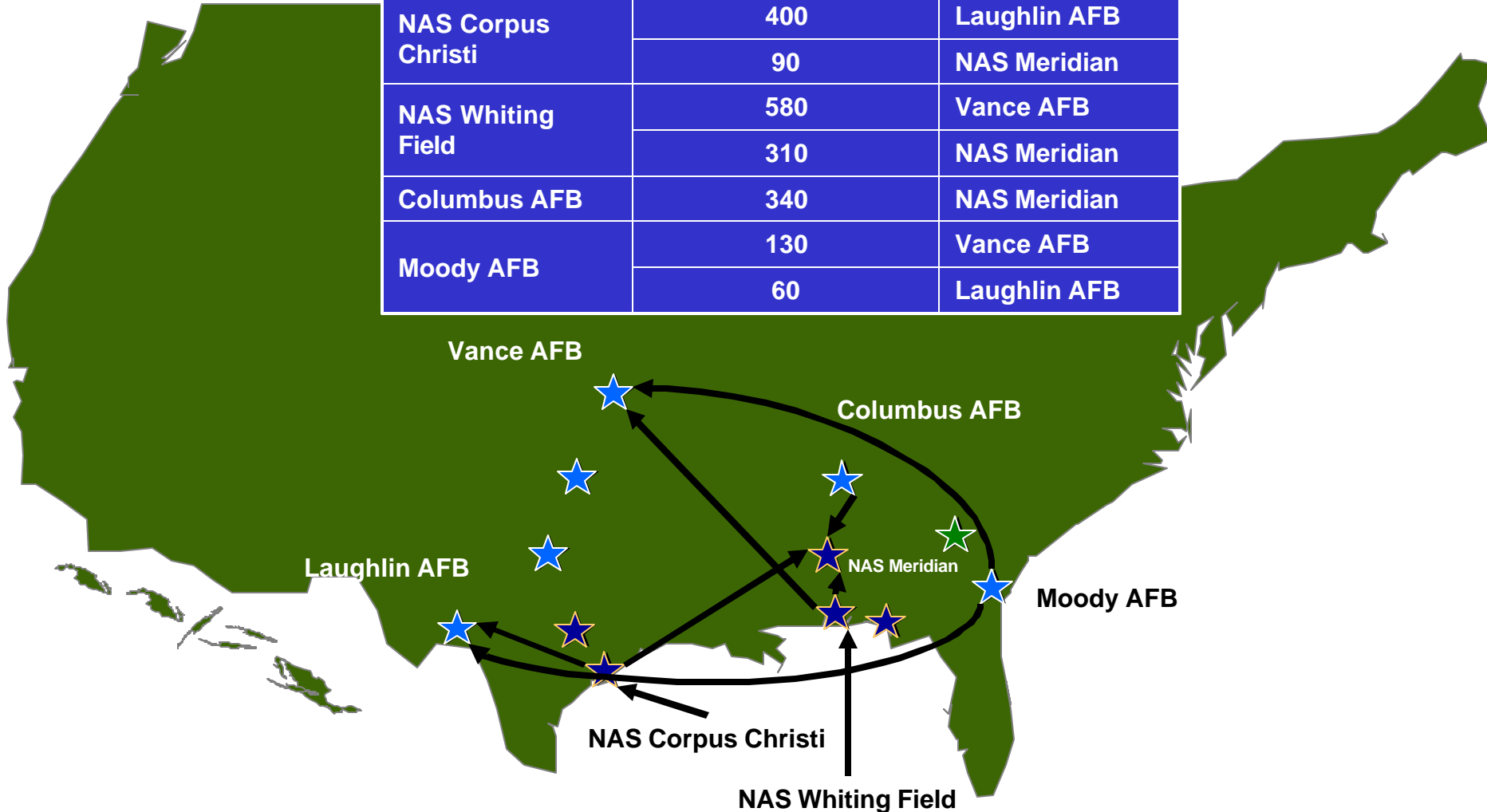
# E&T-0046 Consolidate Common UFT Functions





# E&T-0046 Consolidate Common UFT Functions

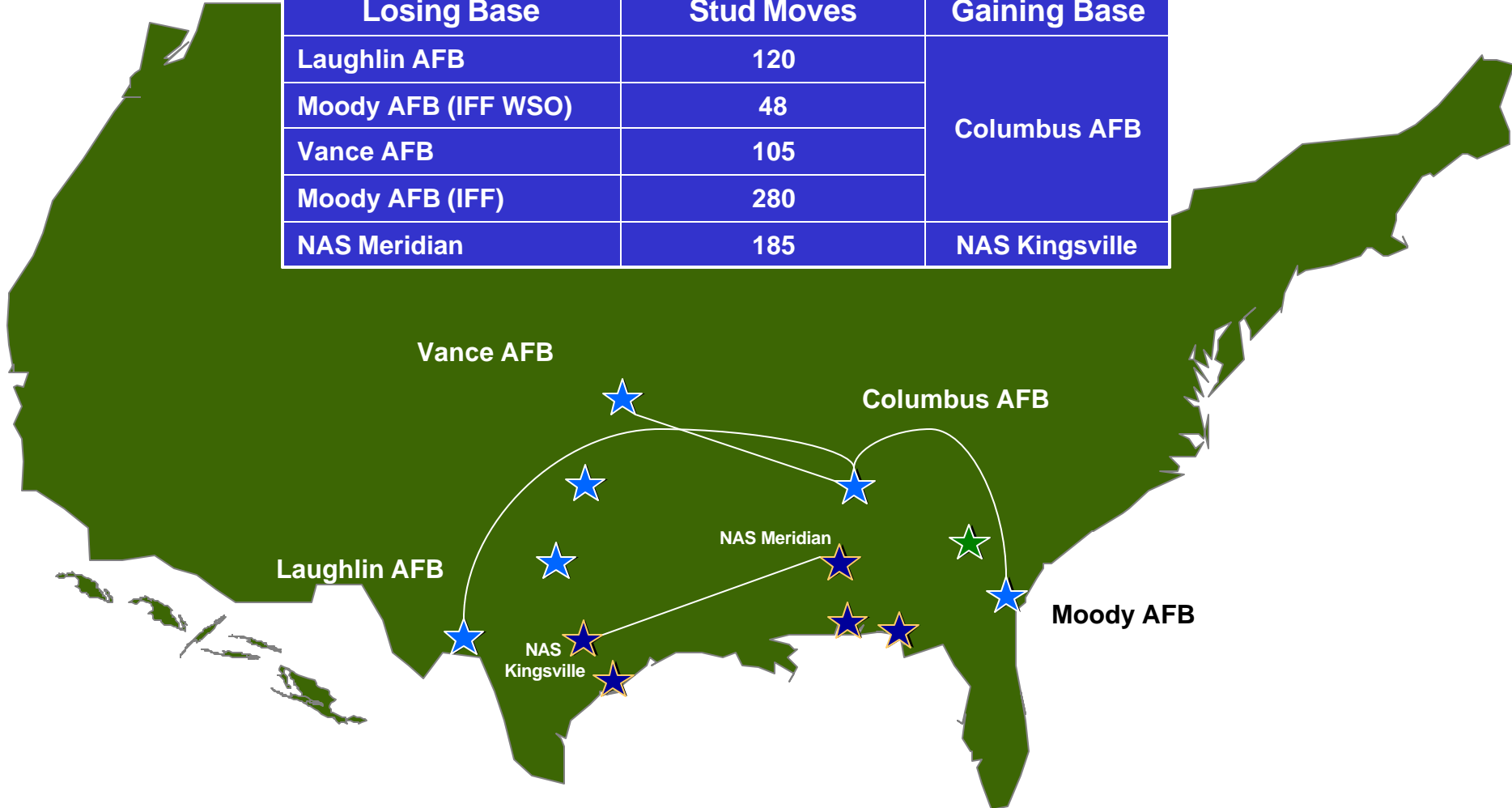
Primary Phase (T-6, T-37 & T-34)		
Losing Base	Stud Moves	Gaining Base
NAS Corpus Christi	400	Laughlin AFB
	90	NAS Meridian
NAS Whiting Field	580	Vance AFB
	310	NAS Meridian
Columbus AFB	340	NAS Meridian
Moody AFB	130	Vance AFB
	60	Laughlin AFB





# E&T-0046 Consolidate Common UFT Functions

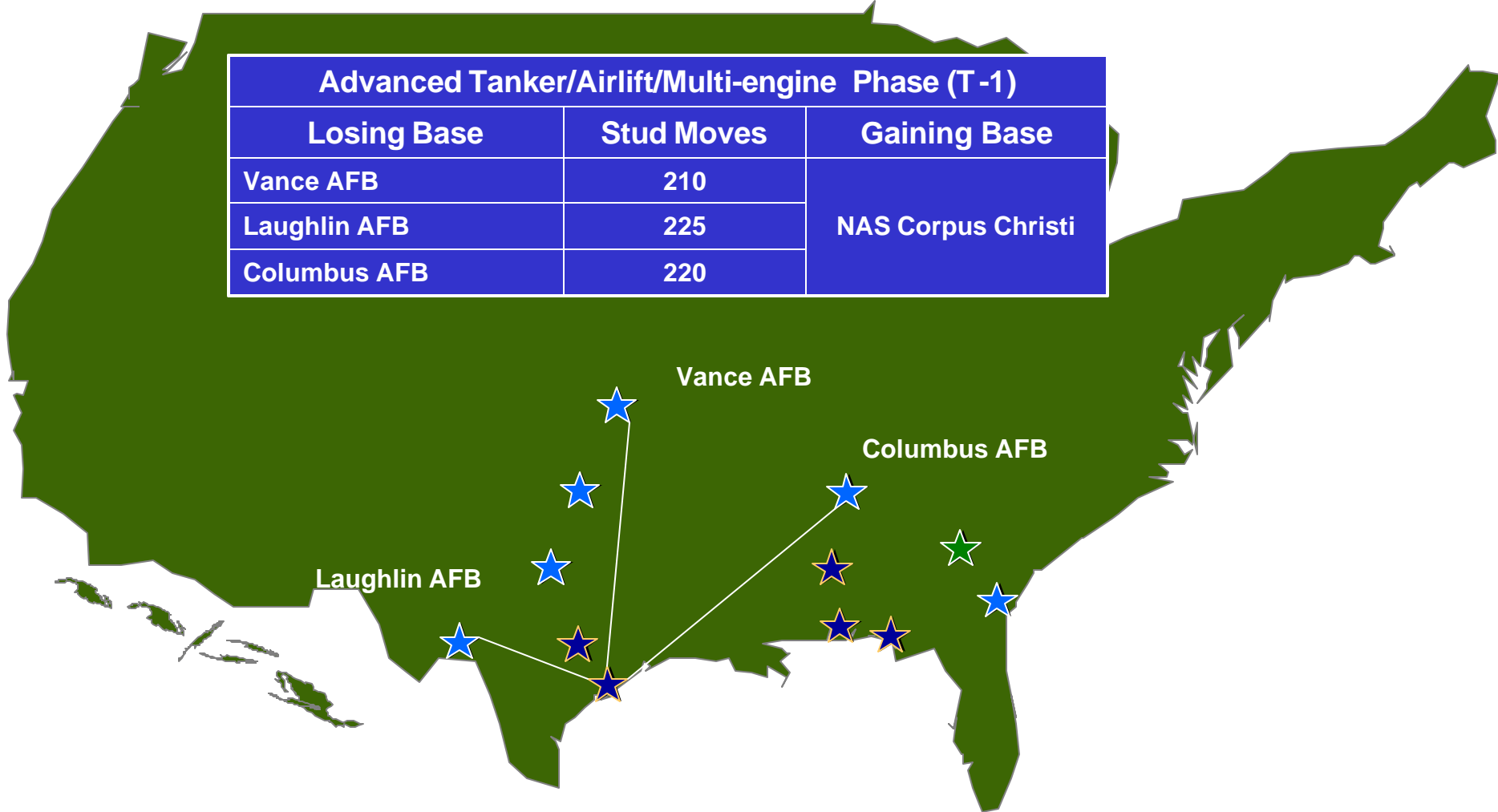
Advanced Fighter/Bomber/Strike Phase (T-38 & T-45)		
Losing Base	Stud Moves	Gaining Base
Laughlin AFB	120	Columbus AFB
Moody AFB (IFF WSO)	48	
Vance AFB	105	
Moody AFB (IFF)	280	NAS Kingsville
NAS Meridian	185	





# E&T-0046 Consolidate Common UFT Functions

Advanced Tanker/Airlift/Multi-engine Phase (T-1)		
Losing Base	Stud Moves	Gaining Base
Vance AFB	210	NAS Corpus Christi
Laughlin AFB	225	
Columbus AFB	220	

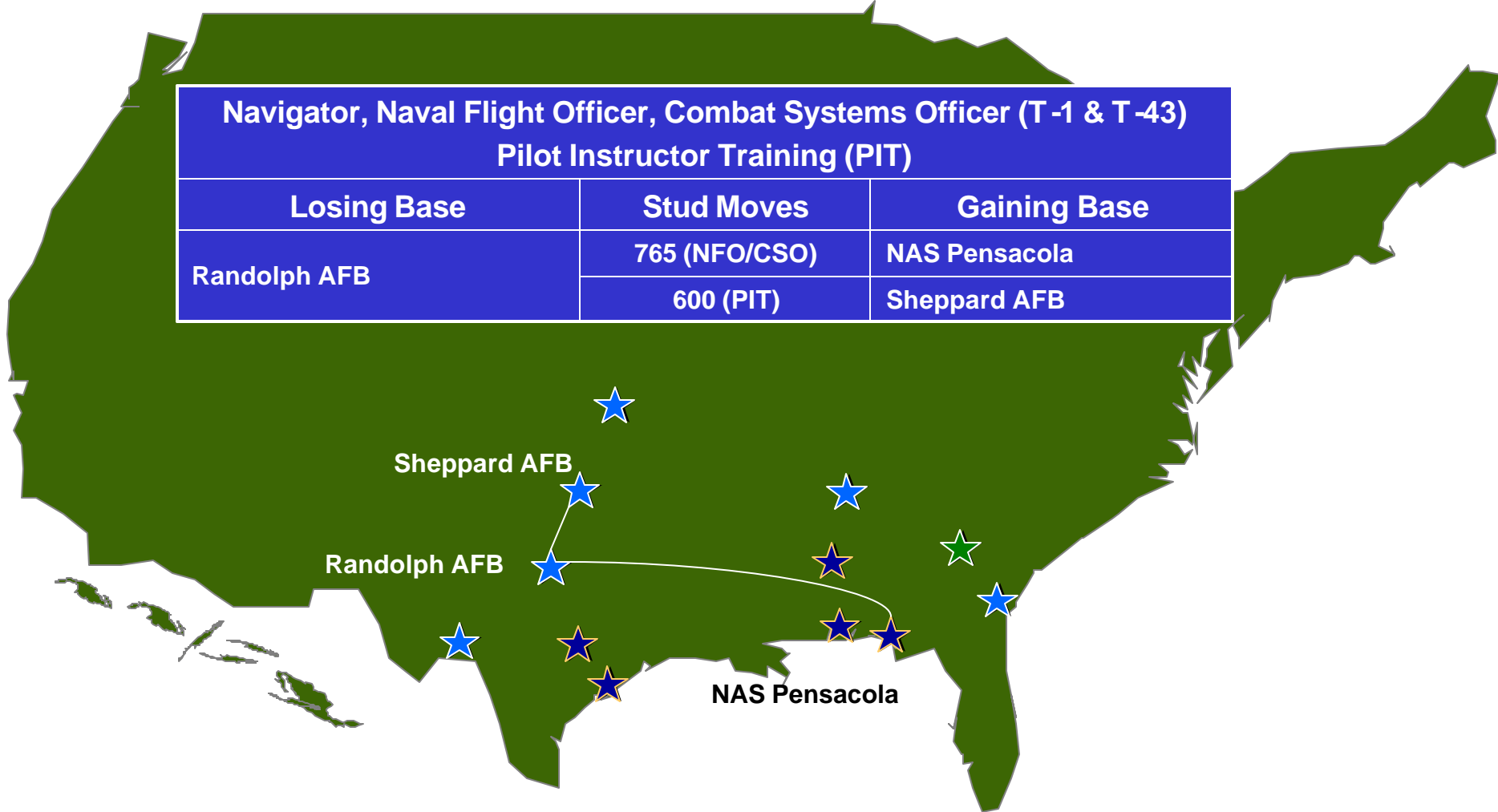




# E&T-0046 Consolidate Common UFT Functions

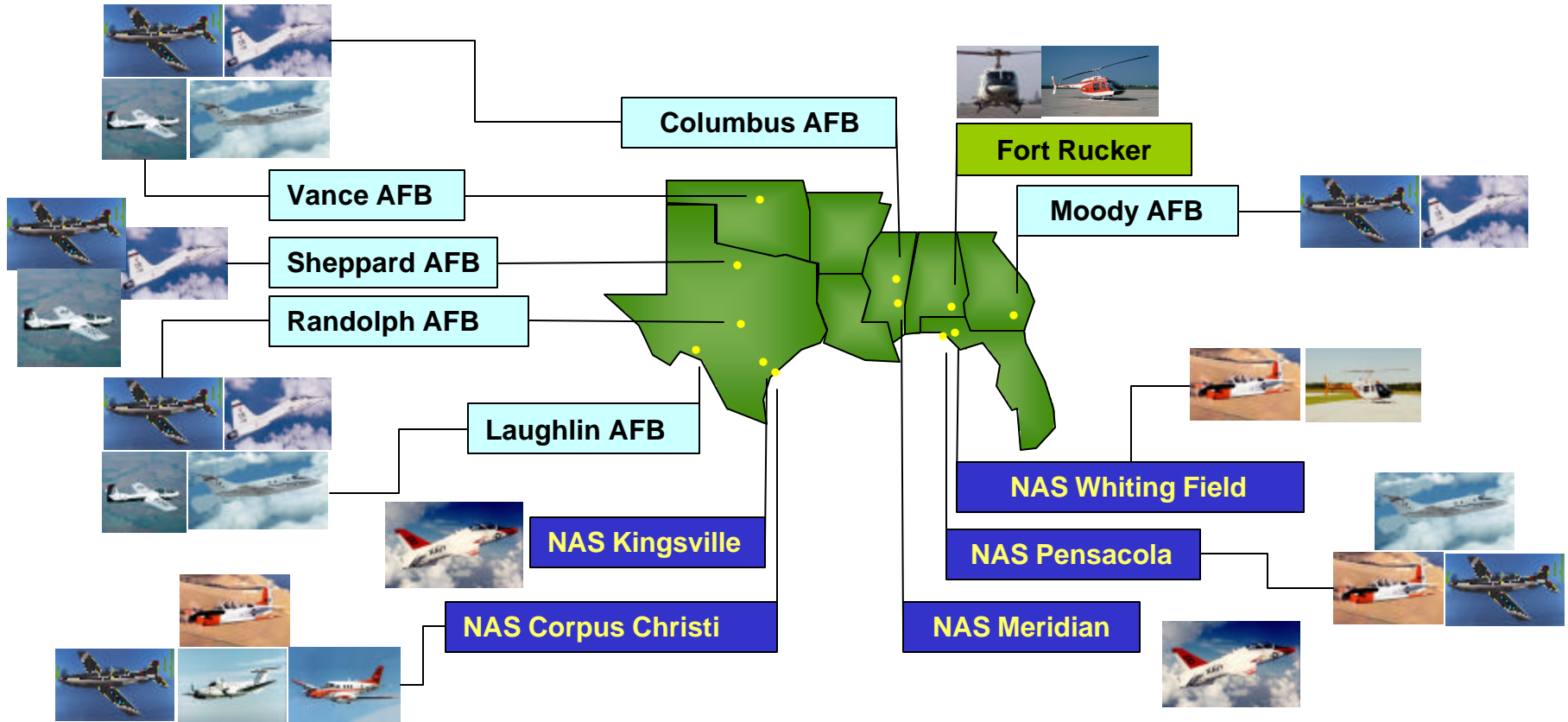
Navigator, Naval Flight Officer, Combat Systems Officer (T-1 & T-43)  
Pilot Instructor Training (PIT)

Losing Base	Stud Moves	Gaining Base
Randolph AFB	765 (NFO/CSO)	NAS Pensacola
	600 (PIT)	Sheppard AFB





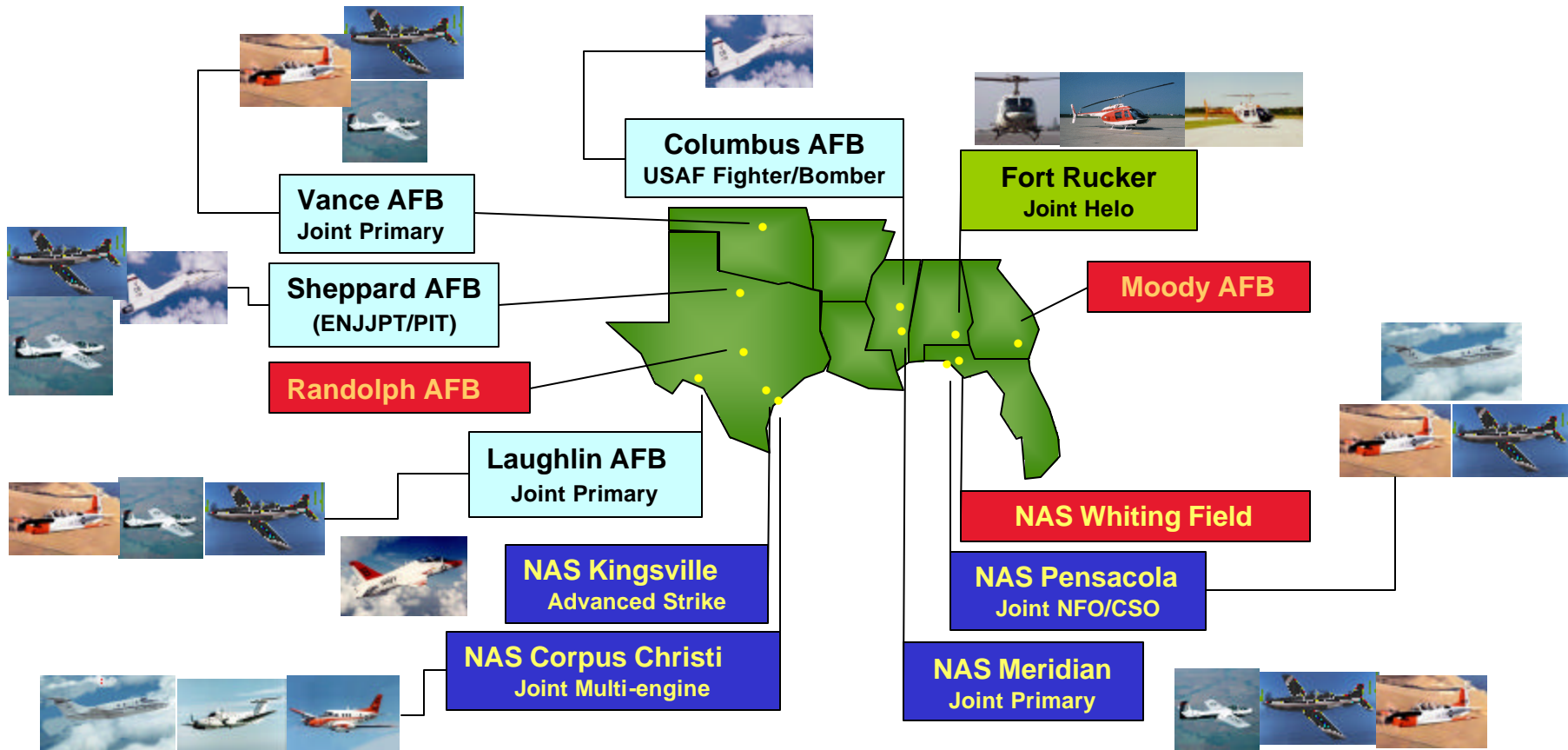
# Hardware Today



Aircraft	T-6	T-34	T-37	T-1	T-2	TC-12	T-38	T-39	T-44	T-45	UH-1	TH-57	OH-58	TH-67
Number Bases	9	3	5	5	1	1	6	1	1	2	1	1	1	1
Total # Aircraft	196/779	287	317	179	17	24	461	21	54	162	40	121	113	185



# Hardware Post BRAC



Aircraft	T-6	T-34	T-37	T-1	T-2	TC-12	T-38	T-39	T-44	T-45	UH-1	TH-57	OH-58	TH-67
Number Bases	4	3	3	2	1	1	2	1	1	1	1	1	1	1
Delta from "Today"	5	0	2	3	0	0	4	0	0	1	1	1	1	1
Total # Aircraft	196/779	287	317	179	17	24	461	21	54	162	40	121	113	185



# E&T-0052: JSF Integrated 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 Integrated Training Center for joint USAF, USN, and USMC Joint Strike Fighter (JSF) training organizations to train aviators and maintenance technicians how to properly operate and maintain this new weapon system.

**Justification**

- ✓ **OSD Direction to nominate installation for JSF Initial 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** **\$208.86M**
- ✓ **Annual Recurring cost** **\$3.14M**
- ✓ **Payback Period** **Never**
- ✓ **NPV cost** **\$220.63M**

**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 Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps



# F-35 Integrated Training Center and Continuation Training Concept

## Integrated Training Center

- Flying Syllabus
- Advanced Simulation Systems
- Interactive Multimedia Instruction
- Electronically Mediated Lecture

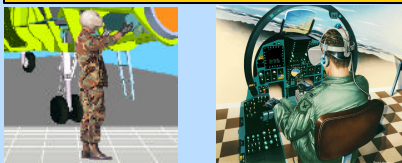
### Electronic Classrooms



### Computer Resource Centers



### Advanced Simulation



### Service Training Squadrons



- Service-Unique Training Tactics/Weapons
- Embedded Training

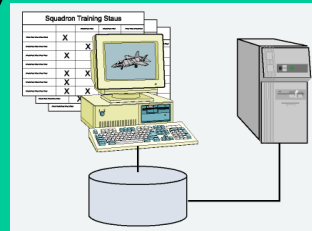
### Pilot Entry Criteria

- T-38
- T-45
- Fighter Qualified

### Maintainers Entry Criteria

- A School
- Tech School
- Previously Qualified Tech

## Training Infrastructure System



Distributed Management of Records, Courseware, Software, Tech Data, Configurations

## Operational and Deployed



- Pilot Mission Rehearsal
- Maintainer Task Rehearsal
- Distributed Mission Operations
- Web Based on-Demand CBT
- Continuation Training
- Embedded Training

### Deployed/On-Demand Training

- Deployable Mission Rehearsal Trainer
- Distributed Learning
  - Full Access to All F-35 Courseware



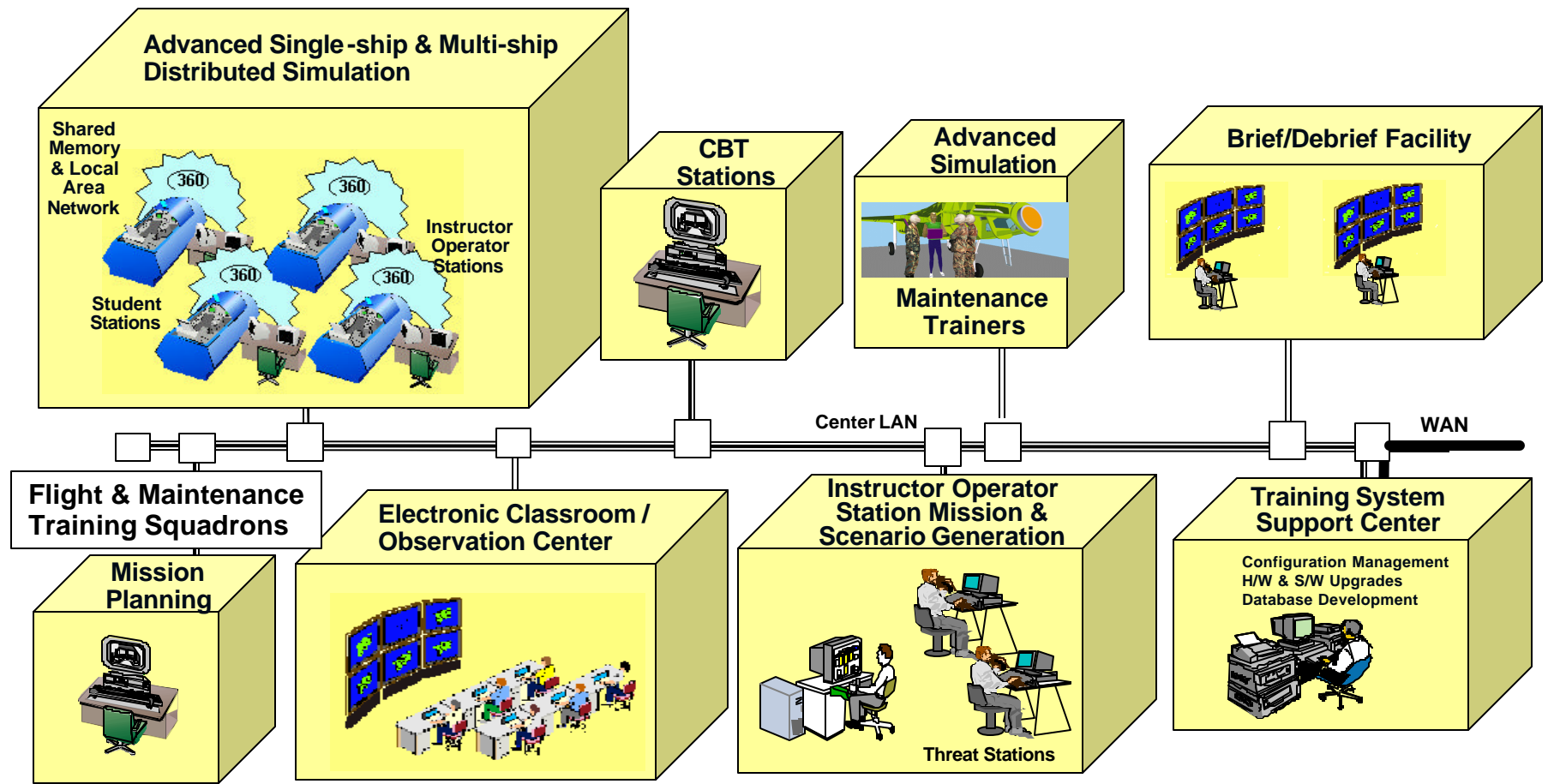
## Information System Connectivity

FOR OFFICIAL USE ONLY

Approved for release to UK, IT, NL, DK, NO, MOD, CA DND, TU MND, & AS DOD.



# Integrated Training Center (ITC) Notional Products/Elements



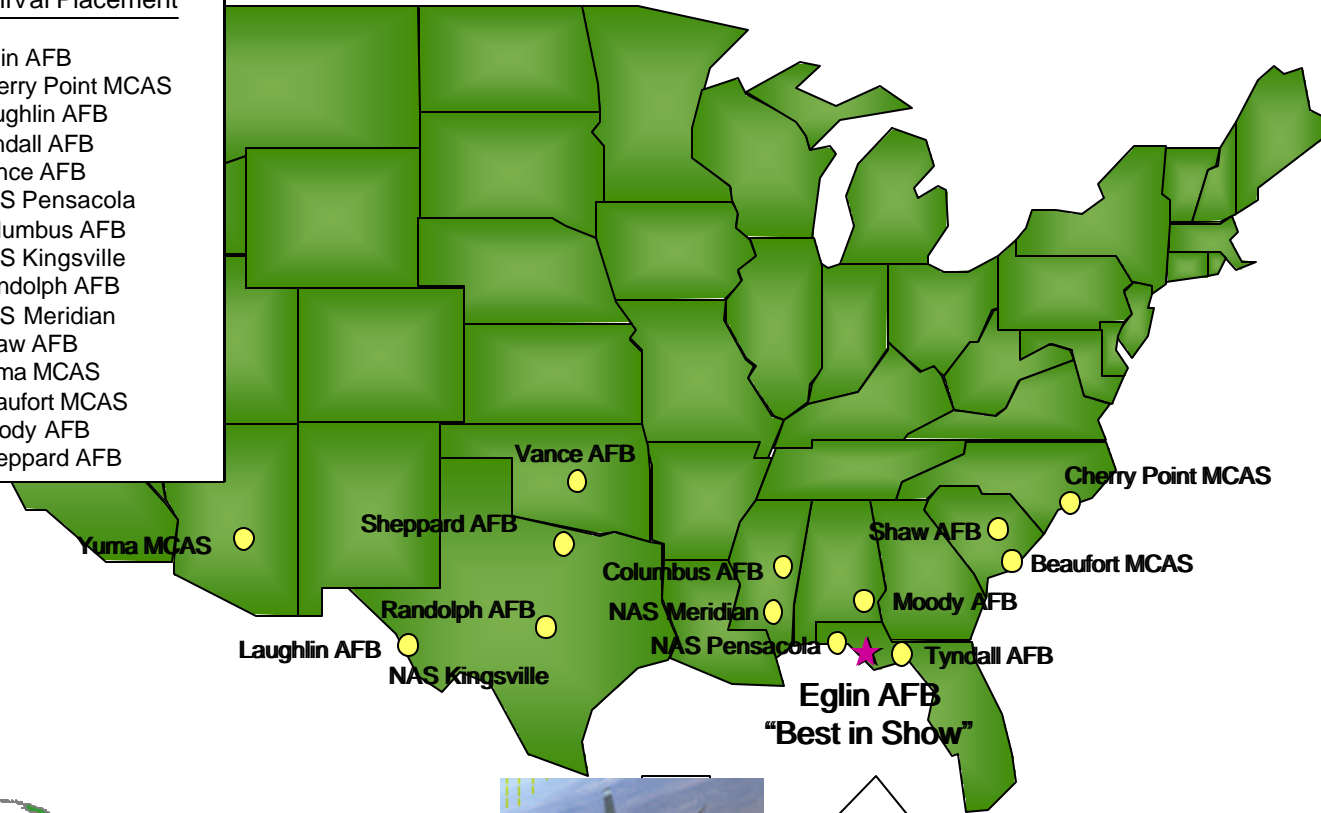
**FOR OFFICIAL USE ONLY**  
Approved for release to UK, IT, NL, DK, NO  
MOD, CA DND, TU MND, & AS DOD.



# JSF Integrated Training Center Initial Training Site

## JSF Candidates Ranked by MilVal Placement

1. Eglin AFB
2. Cherry Point MCAS
3. Laughlin AFB
4. Tyndall AFB
5. Vance AFB
6. NAS Pensacola
7. Columbus AFB
8. NAS Kingsville
9. Randolph AFB
10. NAS Meridian
11. Shaw AFB
12. Yuma MCAS
13. Beaufort MCAS
14. Moody AFB
15. Sheppard AFB





# E&T JCSG Roadmap

---

## Flight Training

- ✓ Fixed-Wing Pilot
- ✓ Rotary-Wing Pilot
- ✓ Navigator / Naval Flight Officer
- ✓ Jet Pilot (JSF)
- ✓ Unmanned Aerial Vehicles Operators

## Professional Development Education

- ✓ Professional Military Education
- ✓ Graduate Education
- ✓ Other Full-Time Education Programs

## Specialized Skill Training

- ✓ Initial Skill Training
- ✓ Skill Progressive Training
- ✓ Functional Training

## Ranges

- Training Ranges
- Test and Evaluation (T&E) Ranges



# E&T JCSG Scenarios Net Financial Impact

Candidate Recommendation	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
E&T-0003 Privatize Grad Ed	47.60M	82.40M	32.70M	377.90M
E&T-0012 DRMI to DAU	3.30M	0.40M	0.70M	6.80M
E&T-0014 Religious Ed	1.00M	3.80M	0.80M	11.10M
E&T-0016 Culinary Training	4.88M	0.77M	0.71M	5.69M
E&T-0029 Prime Power	10.23M	7.65M	3.61M	40.08M
<b>E&amp;T-0032 SLCs</b>	85.20M	12.80M	21.60M	212.10M
E&T-0039 Diver Training	17.78M	14.24M	1.31M	0.77M
<b>E&amp;T-0046 UPT</b>	399.83M	199.38M	35.31M	130.98M
<b>E&amp;T-0052 JSF</b>	199.07M	208.86M	3.14M	<b>-220.63M</b>
E&T-0053 Trans Mgt Training	0.88M	0.28M	0.24M	2.45M
<b>TOTALs</b>	<b>769.77M</b>	<b>530.58M</b>	<b>100.12M</b>	<b>567.24M</b>



# HSA JCSG

## Geo-clusters & Functional

Correctional Facilities (18 Feb 05)

Civilian Personnel Offices (11 Feb 05)

**Defense Agencies**

Financial Management (7 Jan 05)

Military Personnel Centers (11 Feb 05)

Installation Management (18 Feb 05)

## Mobilization

**Mobilization**

## Major Admin & HQ

Combatant Commands (25 Feb 05)



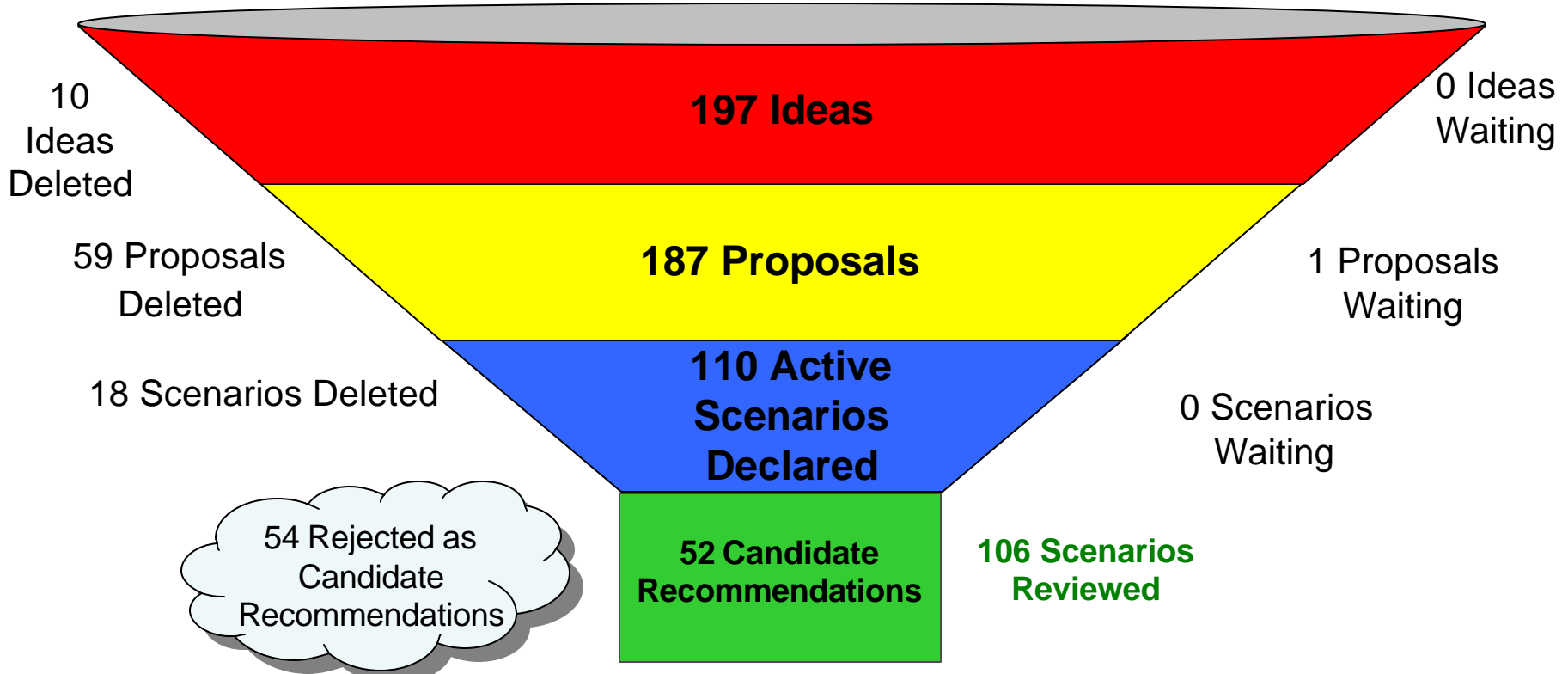
**Major Admin & HQ (15 of 16)**

Reserve & Recruiting Commands (3 of 4) (4 Feb 05)



# Statistics

## HSA JCSG Currently has:



**106 Scenarios Reviewed**

<u>27</u> IEC Approved	<u>37</u> ISG Approved & Prep for IEC	<u>  </u> ISG Approved, but on Hold for Enabling Scenario	8 ISG On Hold for Addl Info or Related CR HSA-0035, -0120 R&RC HSA-0063 MAH HSA-0020, 21, 22, 24, & 82 Corrections	<u>  </u> Note Conflict(s) to be Considered & Resolved	<u>  2</u> ISG Disapproved HSA-0050 COCOM HSA-0058 COCOM
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# Army Leased Space Activities

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Co-locate Misc. Army Activities @  
**Belvoir**  
HSA-0069  
MAH-MAH-0015

✓

OR

~~Co-locate Misc. Army Activities @  
Ft. McNair  
HSA-0118 [DECON]  
MAH-MAH-0051~~

# Candidate #HSA-0069: Co-locate Miscellaneous Army Leased Activities

**Candidate Recommendation (summary):** Realign 15 leased installations in Northern Virginia by relocating HQDA Staff elements to Ft. Belvoir, Virginia.

## Justification

- ✓ Co-locates HQDA staff elements; eliminates redundancy and enhances efficiency.
- ✓ Eliminates approximately 675,000 USF of leased space within the NCR.
- ✓ Moves HQDA staff elements to AT/FP compliant locations

## Military Value

- ✓ Activities range from 236<sup>th</sup> to 314<sup>th</sup> of 324.
- ✓ Ft. Belvoir: 44<sup>th</sup> of 324

## Payback

- ✓ One Time Cost: \$146.9M
- ✓ Net Implementation Cost: \$ 68.5M
- ✓ Annual Recurring Savings: \$ 21.6M
- ✓ Payback Period: 8 Years
- ✓ NPV (savings): \$130.5M

## Impacts

- ✓ Criterion 6: No job reductions.
- ✓ Criterion 7: No impediments.
- ✓ Criterion 8: Air quality, Endangered species, and Historic properties. 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



# Technical Joint Cross Service Group Candidate Recommendations

March 4, 2005

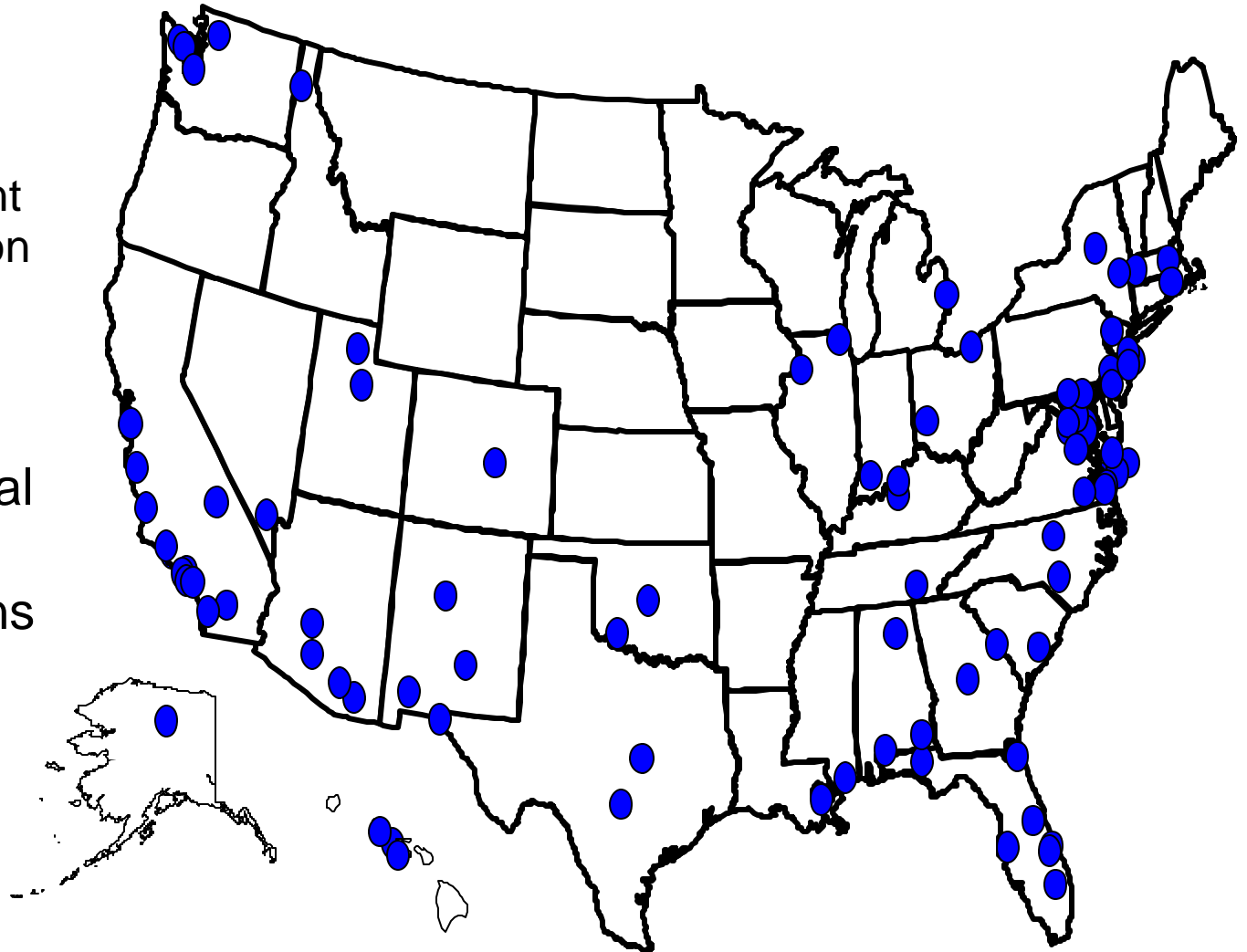
Mr. Al Shaffer

Chairman, Technical Joint Cross Service Group



# RDAT&E Facilities\*

- 3 Functions
  - Research
  - Development & Acquisition
  - Test & Evaluation
- 157,315 FTEs
- ~ \$130B Annual Funding
- 144 Installations



\*With greater than 30 Full time Equivalent personnel



# TJCSG “Principles & Strategies”

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## Principles:

- 1) Ensure Efficiency--Consolidate to a few RDAT&E major centers with specialty sites as required
- 2) Competition of Ideas--Maintain Complementary/Competitive Sites

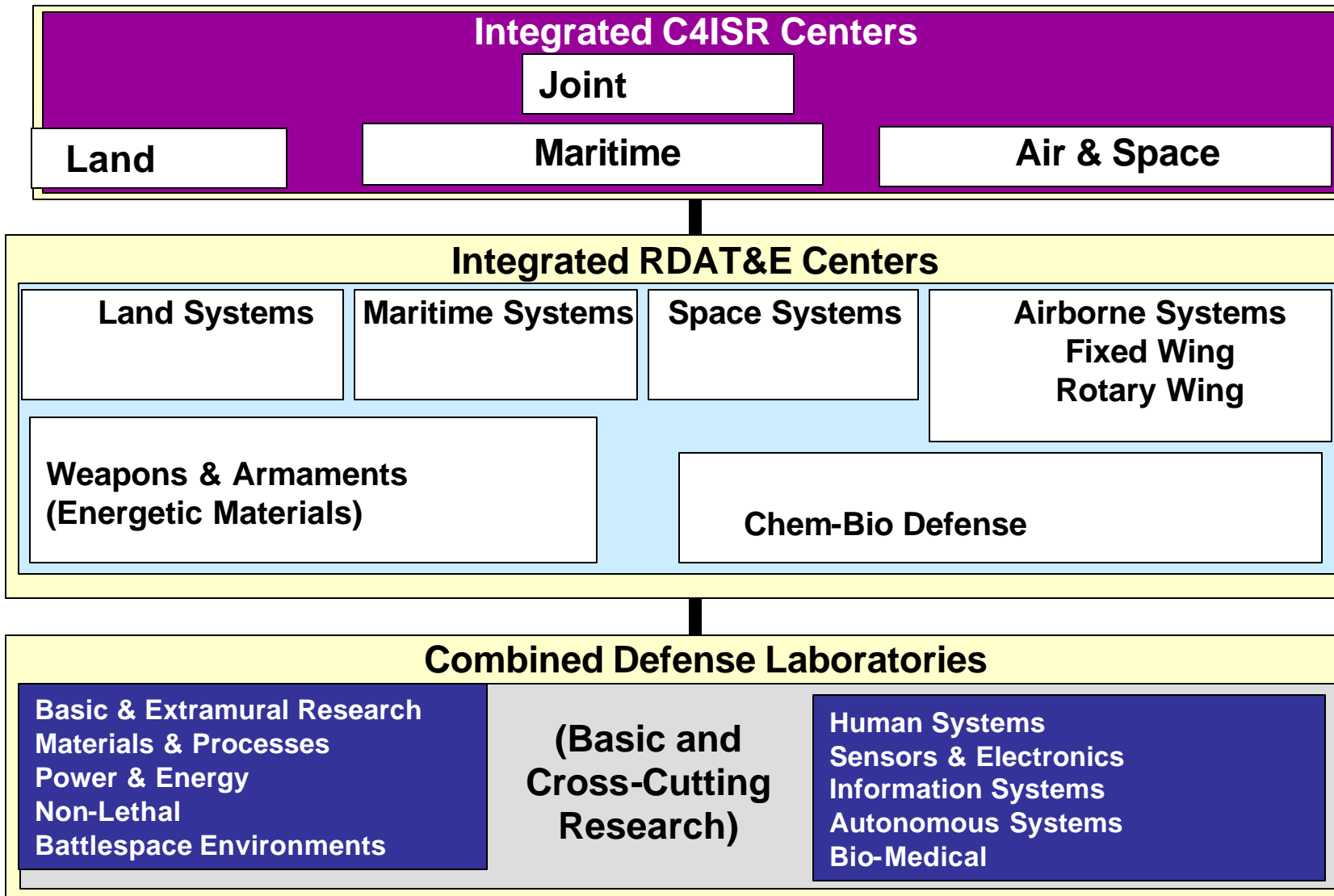
## Strategies:

- 1) Establish Defense Research Laboratories
  - A. Consolidate Program Managers
  - B. Reduce Number of In-House Laboratory Sites
- 2) Establish Air, Land, Maritime and Joint C4ISR Centers
- 3) Establish “Integrated” RDAT&E Centers for Major Defense Systems
- 4) Position Technical Sites for Jointness



# TJCSG Transformational Framework

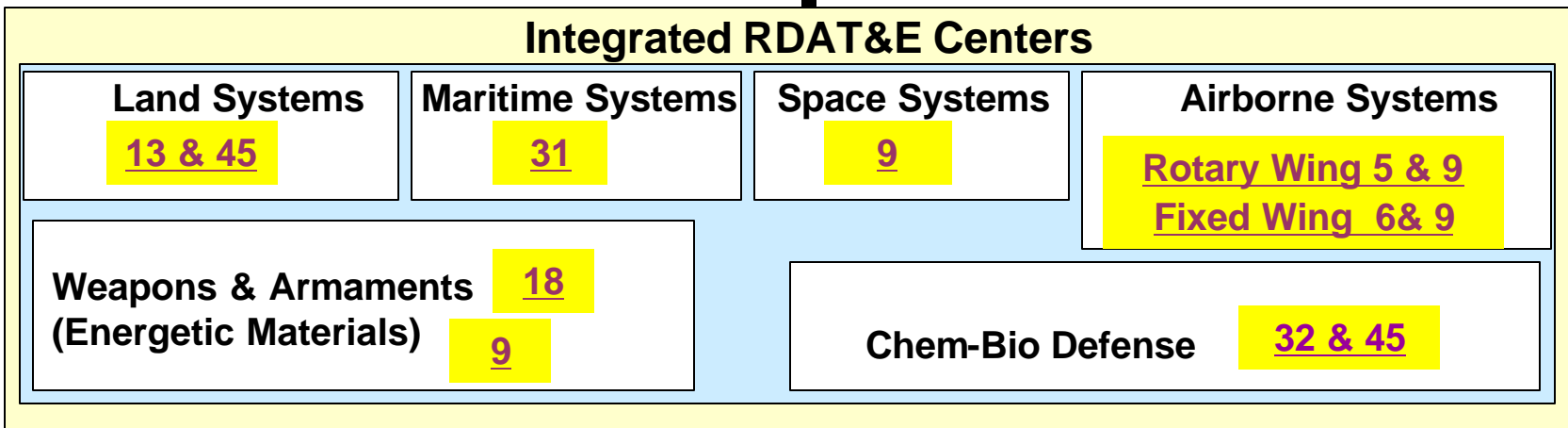
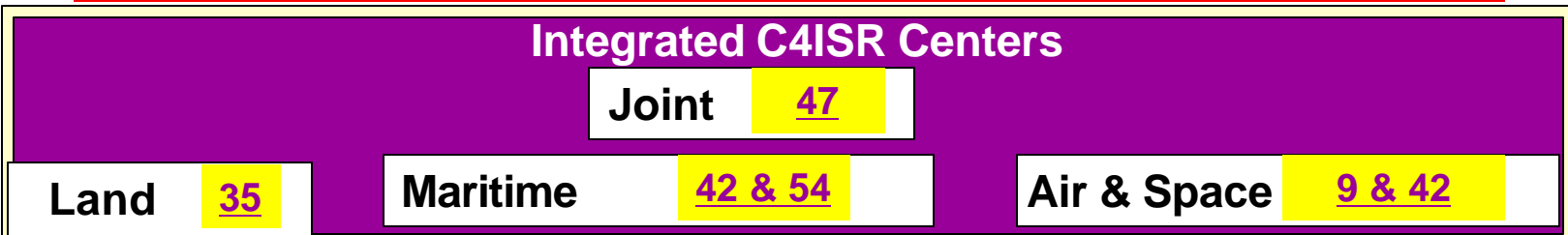
**DRAFT**





# TJCSG Transformational Framework with Candidate Recommendations

**DRAFT**



**Scenario**



# Scenario Families

		FAMILY	SCENARIOS
Combined Defense Lab	1.	Extramural Research	40
	2.	Defense Research Lab	9A&B
	3.	Human Systems	45, 58
	4.	Joint Battlespace "Lab"	20
Integrated RDA&TE Centers	5.	Joint Chem-Bio Defense	32, 45
	6.	Land Systems	13, 45
	7.	Air Systems (Fixed)	6, 9A
	8.	Air Systems (Rotary)	5, 9A
	9.	Maritime Systems	31
	10.	Space Systems	9A
	11.	Weapons & Armaments Systems	18A,B,C,D & E
	12.	Energetic Materials	18D
	13.	Combined C4ISR	35, 42A&C, 47, 54





# Combined Research Laboratories

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- Research End State:
  - ***Co-location of Research Program Managers***
    - Seven Sites to Anacostia or Bethesda
  - Consolidation of Research Labs
    - Army—Aberdeen MD and Adelphi
    - Navy—Washington DC and ***Stennis Space Center MS***
    - AF—Wright Patterson and Kirtland AFB
  - Retention / Alignment of Product Centered Research for Major Acquisition (Major Defense Acquisition Program) Areas
    - E.G. C4ISR—Adelphi, San Diego, and Hanscom AFB



# Tech 009A: Defense Research Service Led Laboratories (Air Force Locations)

**Candidate Recommendation (summary):** Realign AFRL, Brooks City Base by relocating HED to Wright Patterson AFB. Close AFRL Mesa City, AZ and relocate all functions to Wright Patterson AFB. Close Rome Laboratory, NY. Relocate the Sensor Directorate to Wright Patterson AFB and the Information Directorate to Hanscom AFB. Realign AFRL Hanscom by relocating the Sensors Directorate to Wright Patterson AFB and the Space Vehicles Directorate to Kirtland AFB. Realign AFRL Wright Patterson AFB by relocating the Information Systems Directorate to Hanscom AFB.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>• Reduces number of Air Force Research Laboratory operating locations</li> <li>• Eliminates overlapping infrastructure</li> <li>• Increase efficiency of operations</li> <li>• Closes Rome, Mesa</li> <li>• Facilitates the closure of Brooks City Base</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>• Realigning/Closing locations with lower military value to locations with higher military value.</li> <li>• Increases Capability at WPAFB, Kirtland, Hanscom</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>• One-time cost: \$393M</li> <li>• Net implementation cost: \$204M</li> <li>• Annual recurring savings: \$ 58M</li> <li>• Payback time: 7 years</li> <li>• NPV (savings): \$349M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criterion 6: -457 to -2536 jobs; &lt;0.1 to 1.6%</li> <li>• Criterion 7: No issues</li> <li>• Criterion 8: No impediments</li> </ul>



# #TECH 0058: Realign Human Systems D&A

**Candidate Recommendation:** Realign Brooks-City Base, TX by relocating the Human Systems Development and Acquisition function to Wright Patterson Air Force Base, OH.

**Justification**

- Enhances technical synergy in Human Systems RD&A and Air Platforms RD&A
- Reduce infrastructure and lease space
- Simplifies organizational structure and concentrates acquisition expertise at one site
- Facilitates full closure of Brooks City Base
- Supports Tech-0009 realignment of Human Systems Research to WPAFB OH
- Supports Med-0025 realignment of 311 HSW, USAF School of Aeromedicine & Operational Health to WPAFB OH

**Military Value**

- WPAFB military value in D&A is essentially the same as Brooks.
- WPAFB military value in Research is higher than Brooks.
- Military judgment favored WPAFB as location for RD&A because of increased synergy in that area and with Air Platform RD&A at WPAFB

**Payback**

- One-time cost: \$14.2M
- Net implementation cost: \$1.8M
- Annual recurring savings: \$3.9M
- Payback time: 4 years
- NPV (savings): \$33.9M

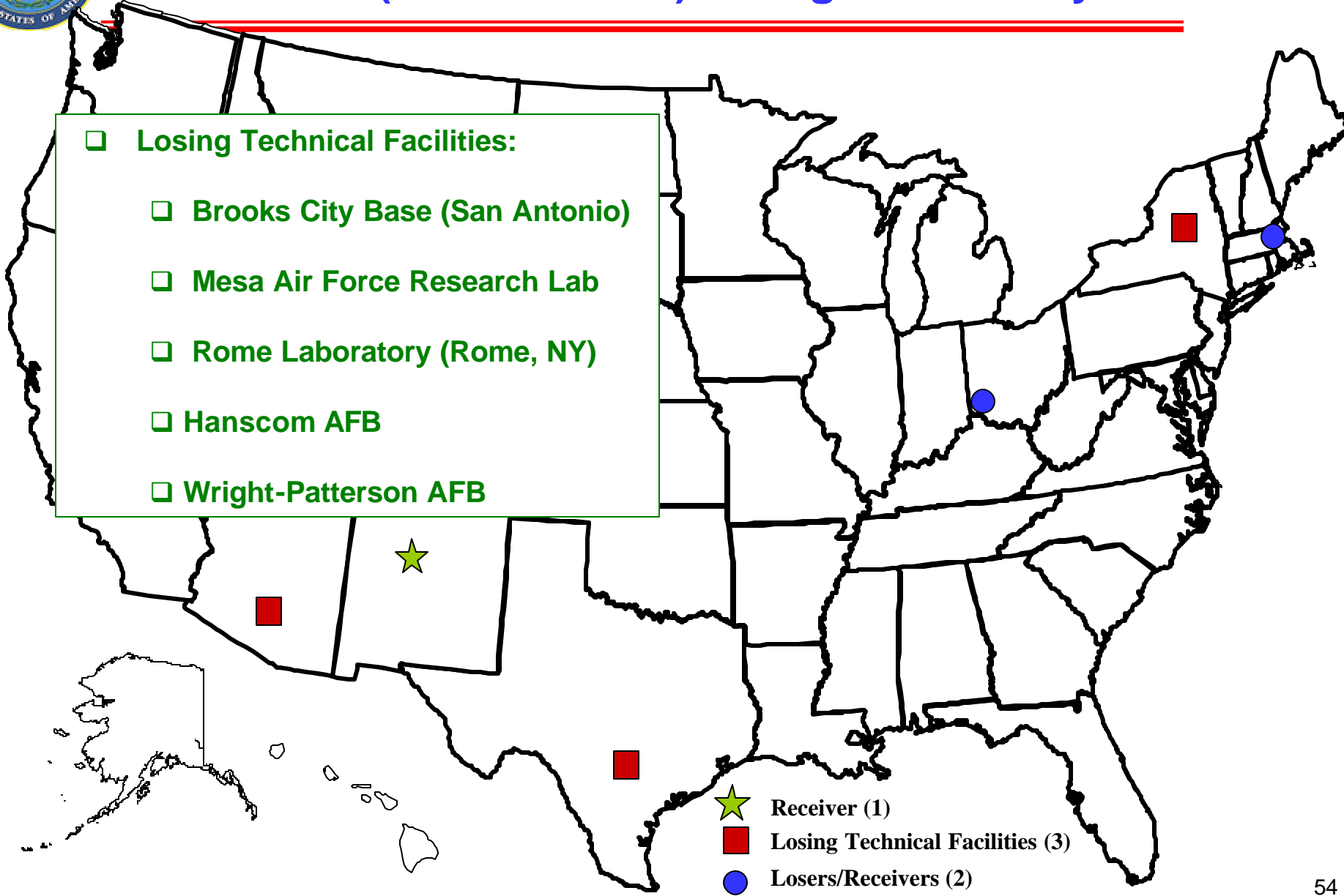
**Impacts**

- Criterion 6: -408 jobs (210 direct, 198 indirect); <0.1%
- 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/MilDepts



# TECHS: 0009A & 0058 – Defense Research Service Led Laboratories (AF Locations)/Realign Human Systems D&A



# Techs: 0009A & 0058 (Air Force Locations)



<b>Scenario</b>	<b>One-Time Cost (M)</b>	<b>Payback (Year)</b>	<b>NPV (M)</b>	<b>Impacts</b>
Tech 0009A Defense Research Labs (AF)	\$393	7	\$349 (savings)	Assist closure of Brooks City Base, Rome & Mesa
Tech 58 Human Systems (AF)	\$14.2	4	\$33.9 (savings)	Assist closure of Brooks City Base





# Integrated RDAT&E Centers

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## Mission Research Center End State

- Co-location, consolidation around larger centers
- Land Systems - Detroit Arsenal & Aberdeen Proving Grounds
- Maritime Systems - Naval Surface Weapons Center Carderock Division & Naval Sea Systems Command Washington Navy Yard
- Space Systems - Kirtland AFB & Los Angeles AFB
- Airborne Systems:
  - Fixed Wing – Wright-Patterson AFB & Patuxent River NAS
  - Rotary Wing – focus around Redstone Arsenal & Patuxent River NAS
- Weapons - focus around “three mega centers”:
  - “Mega Centers”
    - China Lake, Eglin AFB, & Redstone Arsenal
  - Retain Specialty sites:
    - Guns - Picatinny & Dahlgren
    - Surface Ship Combat Systems Integration – Dahlgren
  - Retain Energetic Materials work at 4 sites:
    - China Lake, Eglin, Indian Head, Redstone



# #Tech-0005: Establish Joint Centers for Rotary Wing Air Platform RDAT&E

**Candidate Recommendation (summary):** Realigns Naval Air Warfare Center Aircraft Division, Lakehurst, NJ, Naval Surface Warfare Center Division, Corona, CA, Air Force Material Command Wright Patterson AFB, OH, Fort Eustis, VA, Fort Rucker, AL, and Warner Robins AFB. Consolidates all rotary wing air platform RDAT&E at Patuxent River, MD and Redstone Arsenal, while retaining specialty sites.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>•Enhances synergy</li> <li>•Preserves healthy competition</li> <li>•Leverages climatic/geographic conditions and existing infrastructure</li> <li>•Minimizes environmental impact</li> <li>•Distributes demand on the telemetry spectrum</li> <li>•Reasonable homeland security risk dispersal</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>•All moves to Patuxent River go from low to higher military value</li> <li>•Although Redstone Arsenal not highest military value for all functions, military judgment supports Redstone because it reflect an Army strategy to develop a full life-cycle support activity for aviation.</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>• One-time cost: \$101.25M</li> <li>• Net implementation cost: \$74.43M</li> <li>• Annual recurring savings: \$7.86M</li> <li>• Payback time: 17 years</li> <li>• NPV (savings): \$2.03M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>• Criterion 6: -56 to -605 jobs; &lt;0.1% to 1.23%</li> <li>•Criterion 7: No issues</li> <li>•Criterion 8: No impediments</li> </ul>

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

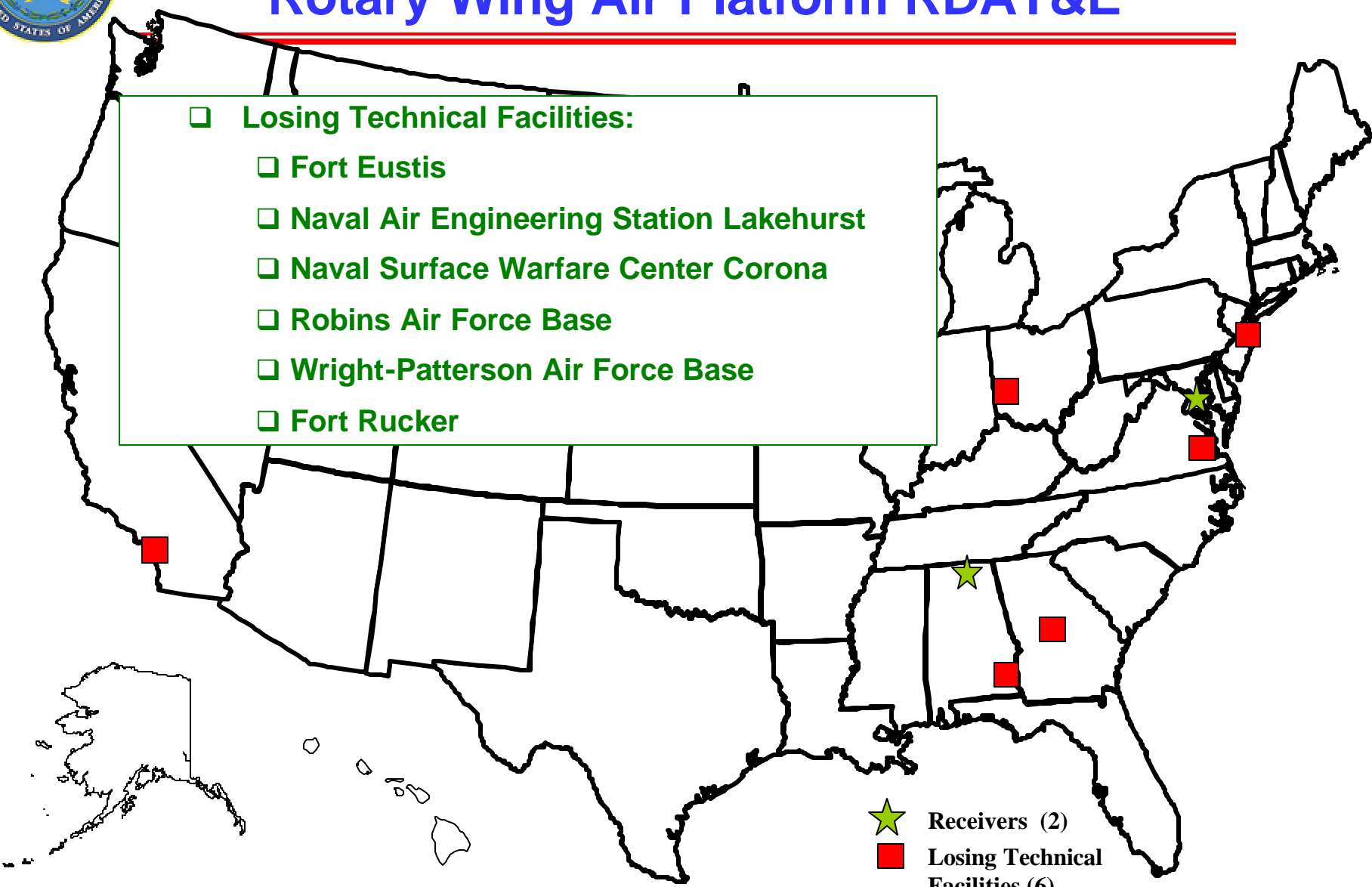




# TECH 0005 – Establish Joint Centers for Rotary Wing Air Platform RDAT&E

DRAFT

- ❑ Losing Technical Facilities:
  - ❑ Fort Eustis
  - ❑ Naval Air Engineering Station Lakehurst
  - ❑ Naval Surface Warfare Center Corona
  - ❑ Robins Air Force Base
  - ❑ Wright-Patterson Air Force Base
  - ❑ Fort Rucker



★ Receivers (2)  
■ Losing Technical Facilities (6)



# #Tech-0006: Centers for Fixed Wing Air Platform RDAT&E

**Candidate Recommendation (abbreviated):** Realign Naval Air Engineering Station Lakehurst, NJ, by relocating fixed wing related Air Platform RDAT&E to NAS Patuxent River. Realign Naval Surface Warfare Center Corona, CA, by relocating fixed wing related Air Platform T&E to NAS Patuxent River. Realign Tinker, Robins, & Hill AFBs by relocating fixed wing related Air Platform D&A Wright Patterson AFB. Realign Wright Patterson AFB by relocating fixed wing related Live Fire T&E to Naval Air Weapons Station China Lake, CA.

**Justification**

- Enhances synergy by consolidating fixed wing work to major sites
- Preserves healthy competition
- Leverages climate/geographic conditions and existing infrastructure
- Minimizes environmental impact
- Provides reasonable home security risk dispersal

**Military Value**

- All functions move to locations with a higher military value score for that function.

**Payback**

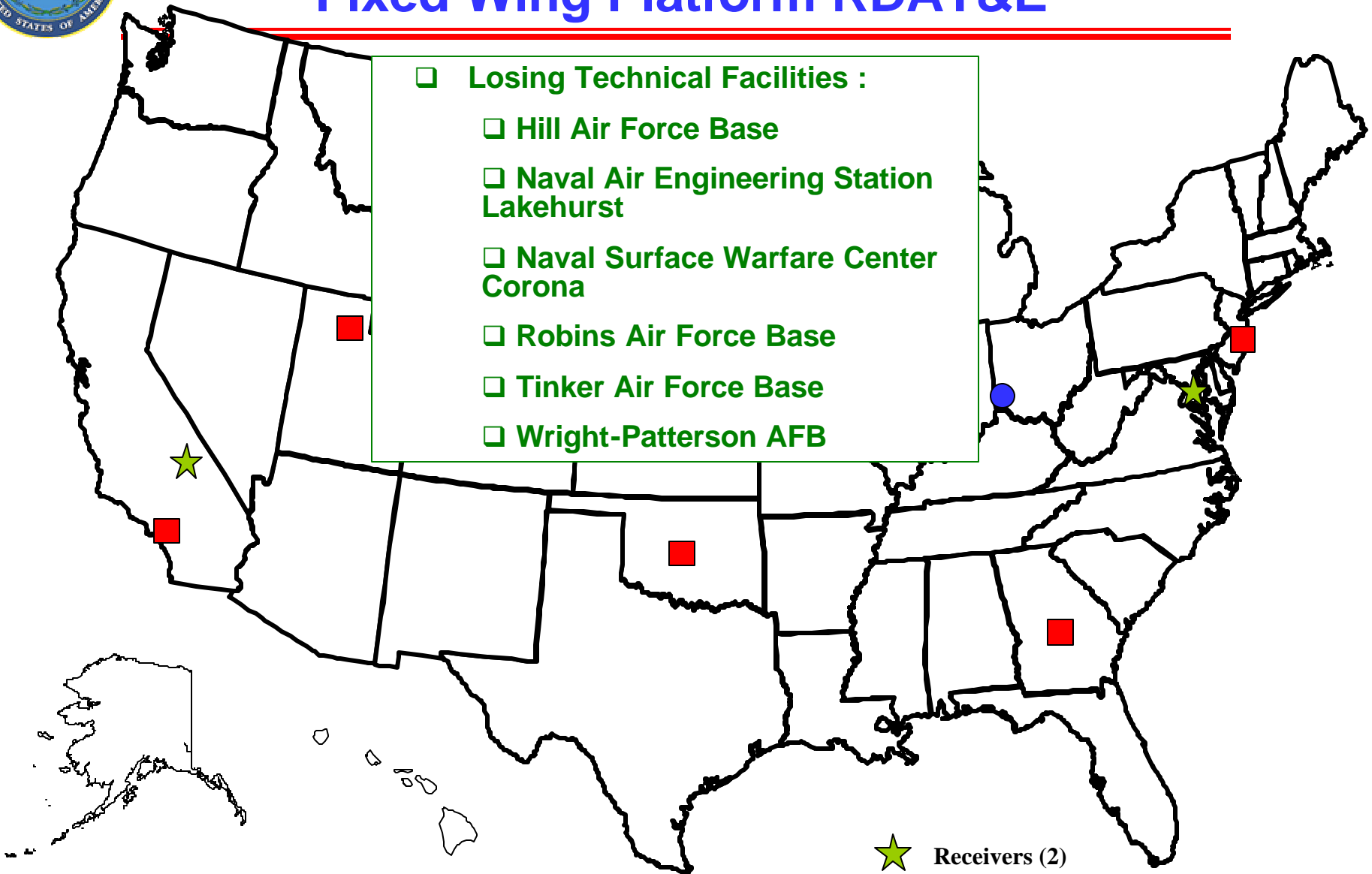
- One-time cost: \$68.692M
- Net implementation cost: \$ 47.234M
- Annual recurring savings: \$ 6.496M
- Payback time: 13 yrs
- NPV (savings): \$15.261M

**Impacts**

- Criterion 6: -31 to -873 jobs; <0.1% to 0.1%
- 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

# TECH 0006 Establish Joint Centers for Fixed Wing Platform RDAT&E



- ❑ Losing Technical Facilities :
  - ❑ Hill Air Force Base
  - ❑ Naval Air Engineering Station Lakehurst
  - ❑ Naval Surface Warfare Center Corona
  - ❑ Robins Air Force Base
  - ❑ Tinker Air Force Base
  - ❑ Wright-Patterson AFB

- ★ Receivers (2)
- Losing Technical Facilities (5)
- Loser/Receiver (1)



# Tech-0018A: W&A RDAT&E Integrated Center at Eglin

**Candidate Recommendation:** Realign Hill Air Force Base, UT by relocating Weapons/Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

**Justification**

- Enhance W&A life cycle / mission-related synergies
- Multiple use of equipment/ facilities/ ranges/ people
- Has one of the required ranges for W&A
- Facilitates 1 closure (savings not in payback)

**Military Value**

- Eglin has a higher military value in RDAT&E than Hill & DTRA

**Payback**

- One-time cost: \$2.8M
- Net implementation savings: \$3.0M
- Annual recurring savings: \$1.5M
- Payback time: 2 years
- NPV (Savings) \$16.2M

**Impacts**

- Criteria 6: -68 jobs (35 direct, 33 indirect); <0.1%
- Criteria 7: No issues
- Criteria 8: Several issues but 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



# Tech-0018B: W&A RD&A Guns and Ammunition Specialty Site at Picatinny Arsenal

**Candidate Recommendation (summary):** Realign Guns & Ammo RD&A from Adelphi, MD; Indian Head, MD; Crane, IN; Dahlgren, VA; Louisville, KY; Fallbrook, CA; & China Lake, CA to Picatinny Arsenal, NJ; realign weapons packaging from Earle, NJ to Picatinny Arsenal, NJ. Retain Over Water Gun Range at Dahlgren, VA.

**Justification**

- Enhance Guns & Ammo jointness and synergy
- Combine weapons packaging in Army & Navy
- Ensure synergy with gun production capability
- Maintain Navy unique capability for large caliber gun T&E; Retain existing Army test sites and major research site
- Facilitates 5 closures (savings not in COBRA)

**Military Value**

- Picatinny has highest MV for guns/ammo in both Research and D&A

**Payback**

- One-time cost: \$120M
- Net implementation cost: \$83.9M
- Annual recurring savings: \$11.6M
- Payback time: 13 years
- NPV(Savings) \$28.4M

**Impacts**

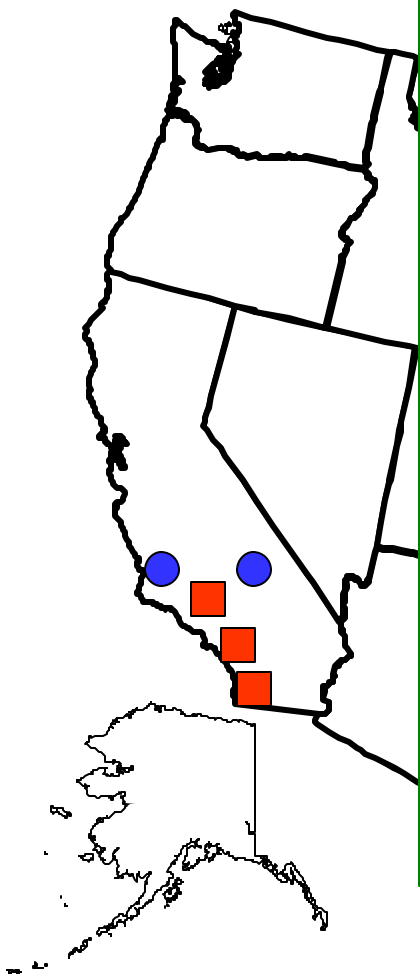
- Criteria 6: -11 to 506 jobs; <0.1% to 4.9%
- Criteria 7: No issues
- Criteria 8: No impediments

# Tech 18 W&A RDATE&E Integrated Mega Centers



**❑ Losing Technical Facilities:**

- ❑ Hill Air Force Base
- ❑ Adelphi
- ❑ Naval Surface Warfare Center Corona
- ❑ MDA Crystal City Leased
- ❑ Naval Ordnance Test Unit Cape Canaveral
- ❑ MDA Kirtland AFB
- ❑ DTRA NCR (Ft. Belvoir)
- ❑ Naval Base Ventura County (Hueneme & Mugu)
- ❑ Naval Air Station Patuxent River
- ❑ Naval Air Weapons Station China Lake
- ❑ Naval Surface Warfare Center Dahlgren
- ❑ Naval Surface Warfare Center Indian Head
- ❑ Naval Weapons Station Earle
- ❑ Naval Weapons Station Fallbrook
- ❑ Naval Weapons Station Seal Beach
- ❑ Naval Weapons Station Yorktown
- ❑ MDA Schriever AFB
- ❑ Naval Reserve Center Louisville
- ❑ Naval Support Activity Crane
- ❑ Port Hueneme Detachment (Pt Loma)



- ★ Receivers (4)
- Losing Technical Facilities (16)
- Losers/Receivers (4)

**ESTABLISHED 3 W&A MEGA CENTERS AND 2 W&A SPECIALTY CENTERS**

# Integrated RDAT&E Centers



Candidates	One Time Cost (M)	Payback Time (years)	NPV (M)	Impacts
Tech 0005 Rotary Wing	\$101.2	17	\$2.02 (savings)	Retain Aircraft Launch & recovery Equip @ Lakehurst
Tech 0006 Fixed wing	\$68.69	13	\$15.26 (savings)	Consolidates WPAFB Live Fire T&E @ China Lake
Tech 0018A Integrated Eglin Weapon Center	\$2.8	2	\$16.2 (savings)	Creates a "Mega Center" @ Eglin
Tech 0018B Guns/ammo @ Picatinny	\$120	13	\$28.4 (savings)	Facilitates 5 potential closures



## Combined C4ISR Centers

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- **Create Domain Specific C4ISR Centers with an Overarching Joint Management Center**
  - **Joint Management Center at Peterson AFB**
  - **Land Centers at Ft. Belvoir and Adelphi MD**
  - **Maritime Centers at San Diego and Dahlgren**
  - **Air Centers at Hanscom and Wright Patterson AFB**
  - **Specialty Center (underwater) at Newport RI**
  - **Specialty Test Center at Edwards AFB**





# #Tech-0042A: MARITIME C4ISR RDAT&E

**Candidate Recommendation (Summary):** Relocate Surface Maritime Sensors, Electronic Warfare, and Electronics RDAT&E to Naval Surface Warfare Center Division, Dahlgren, VA. Relocate Sub-surface Maritime Sensors, Electronic Warfare & Electronics RDAT&E to Naval Station Newport, RI. Relocate Maritime Information Systems RDAT&E to Space Warfare Center San Diego, CA.

**Justification**

- Reduce Technical Facilities from 11 to 4
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations
- Facilitate the closure of Corona & Crane

**Military Value**

- Dahlgren has the highest MV in Sensors, EW and Electronics Research and one of the highest in D&A and T&E.
- San Diego has the highest MV in Information Systems D&A.
- Newport has the highest MV in Sensors, EW and Electronics RDAT&E.

**Payback**

- One-time cost: \$152.01M
- Net implementation cost: \$104.67M
- Annual recurring savings: \$10.4M
- Payback time: 18 years
- NPV (savings): \$2.9M

**Impacts**

- Criterion 6: -63 to 1069 jobs; <0.1 to 10.1%
- Criterion 7: No issues
- Criterion 8: No impediments

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



# #Tech-0042C: Air & Space C4ISR DAT&E Consolidation

**Candidate Recommendation:** Realign Wright-Patterson Air Force Base, OH, Maxwell Air Force Base, AL, and Lackland Air Force Base, TX, by relocating Air & Space Information Systems Development & Acquisition to Hanscom Air Force Base, MA. Realign Eglin Air Force Base, FL, by relocating Air & Space Sensors, Electronic Warfare & Electronics and Information Systems Test & Evaluation to Edwards Air Force Base, CA.

**Justification**

- Reduce Technical Facilities from 6 to 2
- Increase likelihood of fielding interoperable systems
- Eliminate overlapping infrastructure
- Increase efficiency of operations

**Military Value**

- Hanscom AFB, MA has the highest MV in Air Information Systems D&A. Military judgment indicated Information Systems RD&A should be at location with highest MV in D&A - the largest workload.
- Edwards AFB, CA has the highest MV in Air Sensors, EW and Electronics T&E and Air Information Systems T&E among installations with suitable Open Air Ranges.

**Payback**

- One-time cost: \$51.1M
- Net implementation savings: \$19.3M
- Annual recurring saving: \$13.12M
- Payback time: 4 years
- NPV (savings): \$137.03M

**Impacts**

- Criterion 6: -212 to -2754; < 0.1 to 1.33%
- Criterion 7: No issues
- Criterion 8: May have to build on constrained acres at Hanscom. No impediments

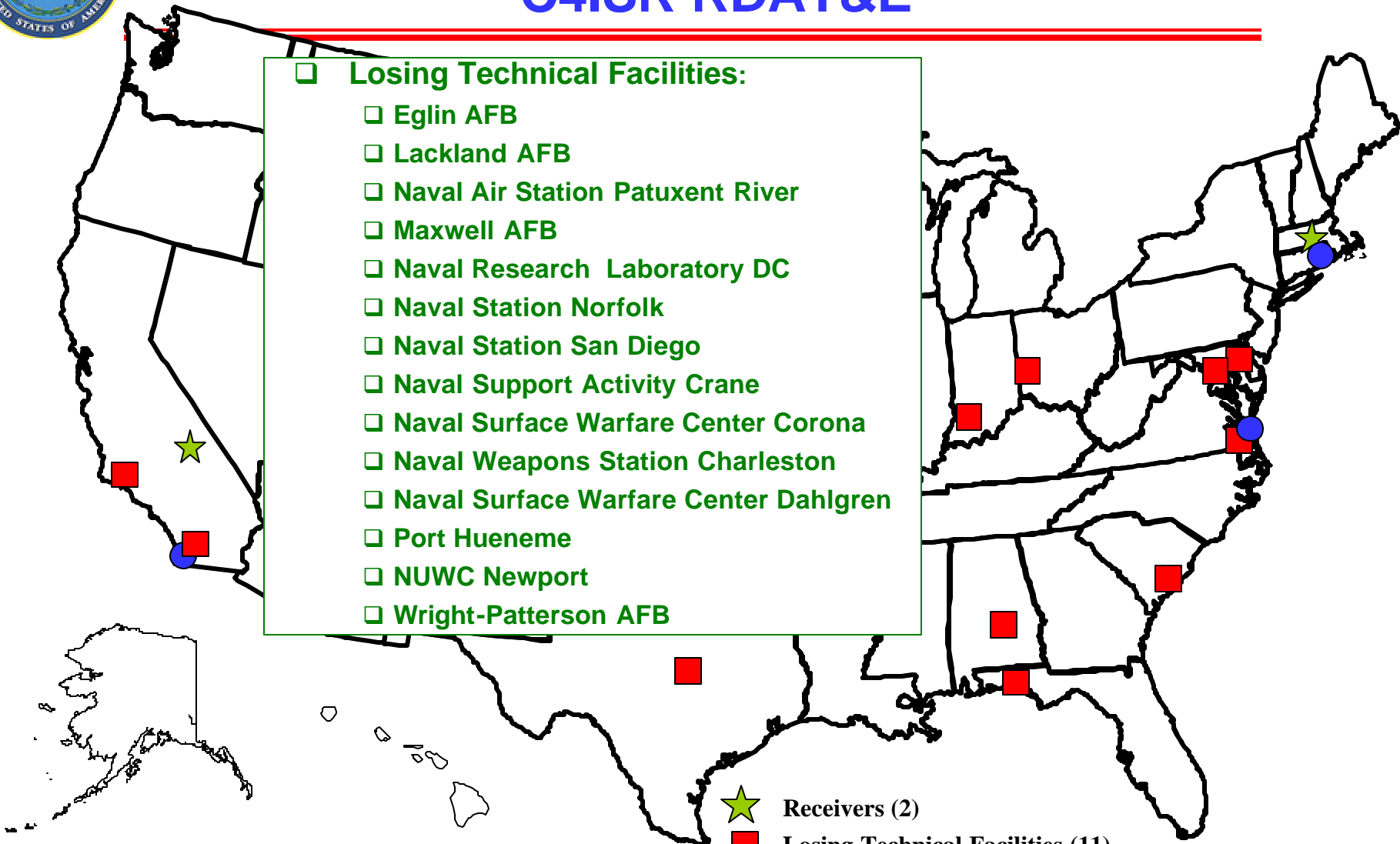
- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDepts



# TECH 0042 Consolidate Domain-Centric C4ISR RDAT&E

DRAFT

- ❑ Losing Technical Facilities:
  - ❑ Eglin AFB
  - ❑ Lackland AFB
  - ❑ Naval Air Station Patuxent River
  - ❑ Maxwell AFB
  - ❑ Naval Research Laboratory DC
  - ❑ Naval Station Norfolk
  - ❑ Naval Station San Diego
  - ❑ Naval Support Activity Crane
  - ❑ Naval Surface Warfare Center Corona
  - ❑ Naval Weapons Station Charleston
  - ❑ Naval Surface Warfare Center Dahlgren
  - ❑ Port Hueneme
  - ❑ NUWC Newport
  - ❑ Wright-Patterson AFB



- ★ Receivers (2)
- Losing Technical Facilities (11)
- Losers/Receivers (3)



# #Tech-0047: Combatant Commander C4ISR Development & Acquisition Consolidation

**Candidate Recommendation (abbreviated):** Realign DISA Leased Space in Bailey’s Crossroads, VA, by relocating GIG-BE, GCCS, GCSS, NCES, and Teleport Program Offices to Peterson AFB, CO. Realign NAVSURFWARCEN, Panama City, FL, by relocating DJC2 Program Office to Peterson AFB, CO. Realign Ft. Monmouth, NJ, by relocating JNMS Program Office to Peterson AFB, CO. Close the JTRS Program Office leased space in Crystal City, VA. Relocate all functions to Peterson AFB, CO.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>• Establish Joint C4ISR development &amp; acquisition capability co-located with a Combatant Commander</li> <li>• More efficient use of retained assets</li> </ul>	<ul style="list-style-type: none"> <li>• Military Judgment finds military value locating C4ISR D&amp;A with a Combatant Commander</li> <li>• Peterson Air Force Base, home of NORTHCOM, had the highest C4ISR technical military value among locations hosting combatant commanders</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>• One-time cost: \$13.88M</li> <li>• Net implementation cost: \$1.68M</li> <li>• Annual recurring savings: \$2.08M</li> <li>• Payback time: 5 years</li> <li>• NPV (savings): \$17.28M</li> </ul>	<ul style="list-style-type: none"> <li>• Criteria 6: -6 to 881 jobs; &lt;0.1% in all ROIs</li> <li>• Criteria 7: No issues</li> <li>• Criteria 8: No impediments</li> </ul>

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



# TECH 0047 Consolidate Combatant Cmdr C4ISR DAT&E

**DRAFT**



- ❑ **Losing Technical Facilities:**
  - ❑ **DISA – Bailey’s Crossroads**
  - ❑ **Joint Tactical Radio Systems Program Office**
  - ❑ **FT. Monmouth**
  - ❑ **Naval Support Activity Panama City**

★ Receiver (1)  
■ Losing Technical Facilities (4)

# Combined C4ISR Centers



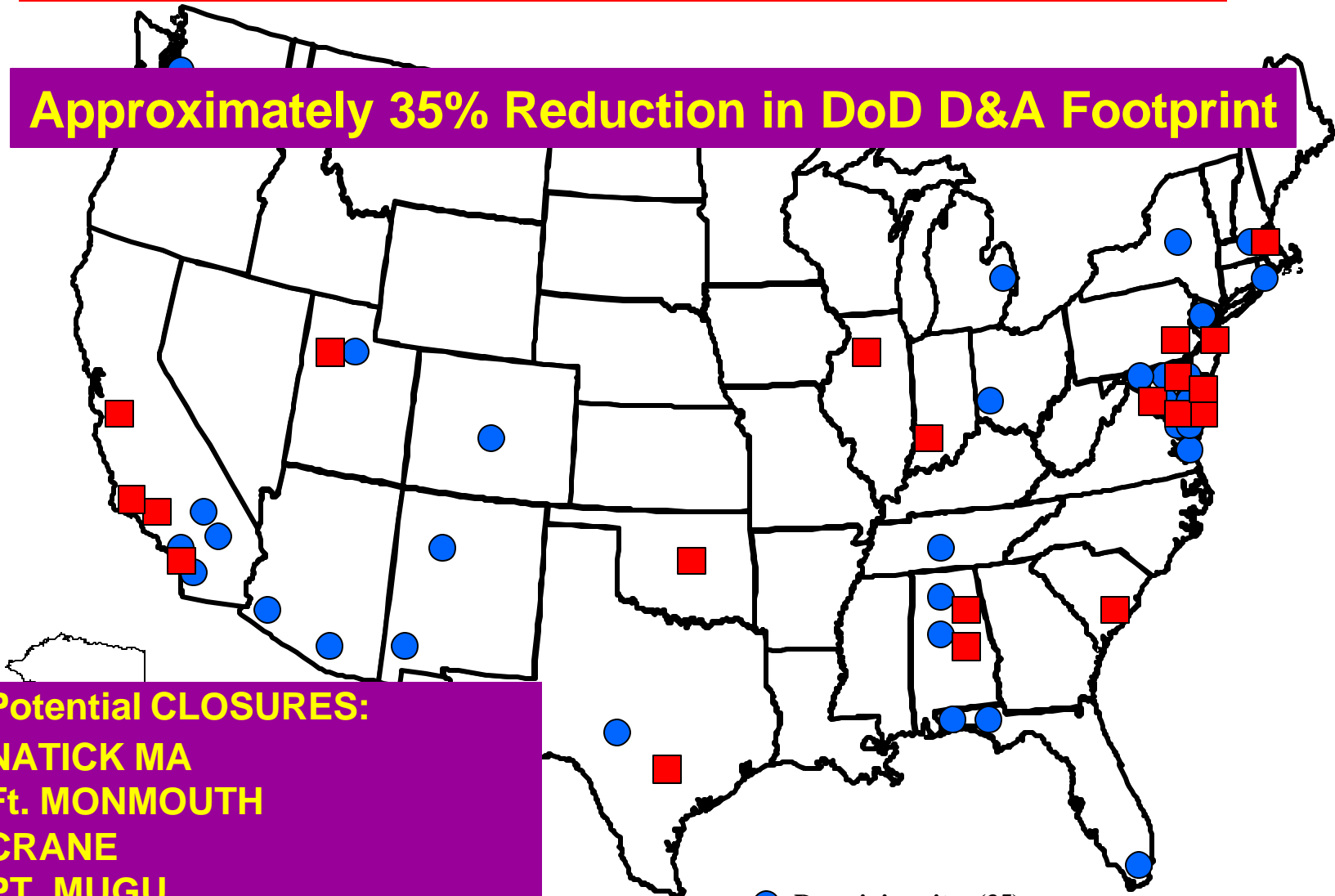
Candidates	One Time Cost (M)	Payback Time (years)	NPV (M)	Impacts
Tech 0042A Maritime	\$152.01M	18	\$2.9M (savings)	Facilitates potential closure of Corona & Crane Reduce Tech facilities from 11 to 4
Tech 0042C Air & Space	\$51.1M	4	\$137.03M (savings)	Reduce Tech facilities from 6 to 2
Tech 0047 Combatant Cmdr	\$13.88M	5	\$17.28M (savings)	Close leased space in Crystal City & Bailey's Crossroads.



# TJCSG Development & Acquisition End State

**DRAFT**

**Approximately 35% Reduction in DoD D&A Footprint**



**Potential CLOSURES:**  
NATICK MA  
Ft. MONMOUTH  
CRANE  
PT. MUGU  
Assorted Lease Spaces

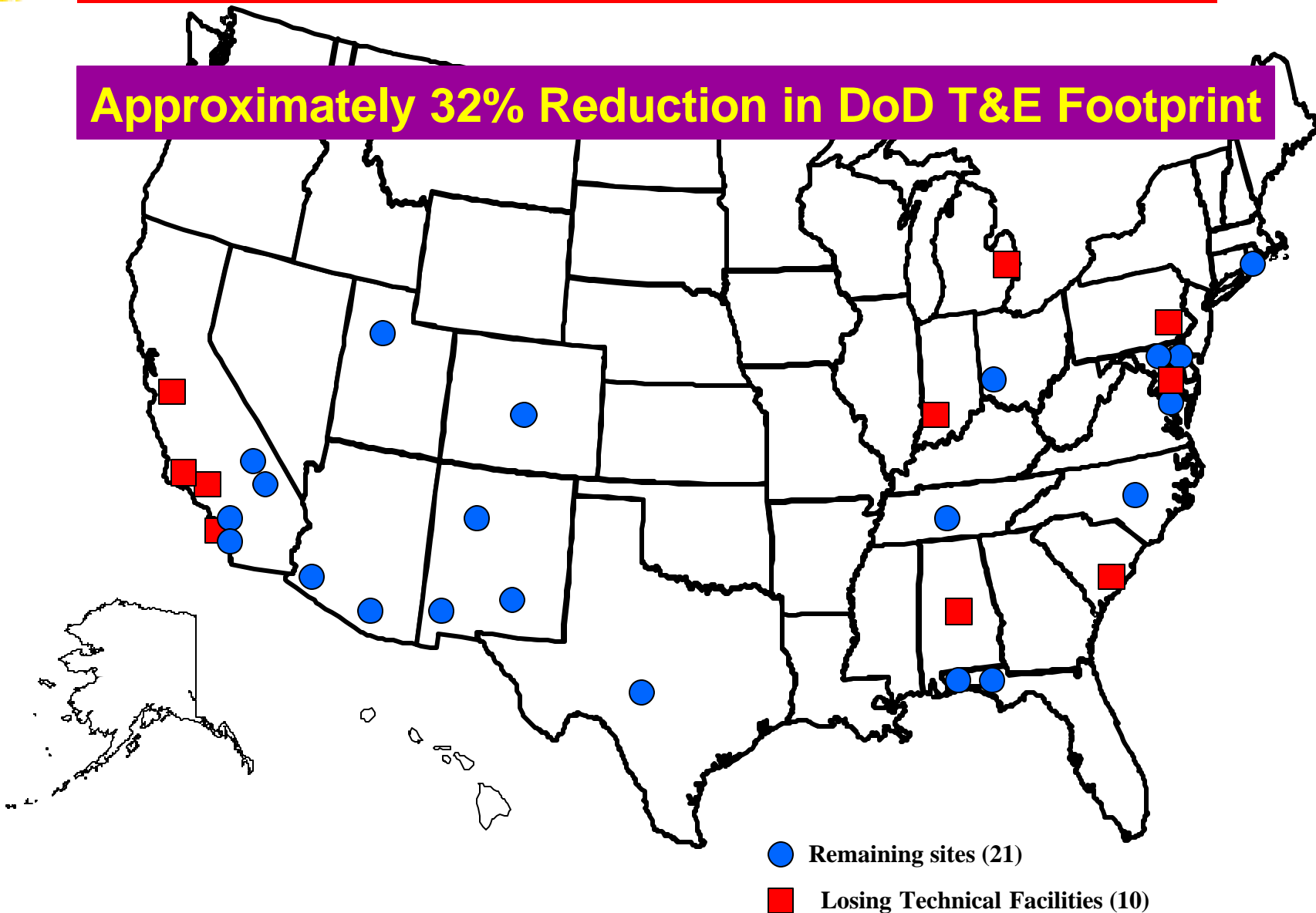
- Remaining sites (35)
- Losing Technical Facilities (20)



# TJCSG Testing & Evaluation End State

DRAFT

Approximately 32% Reduction in DoD T&E Footprint







# Army Candidate Recommendations



# Candidate #USA-0063

**Candidate Recommendation:** Close United States Army Garrison, Michigan (Selfridge). Retain an enclave to support the Bridging Lab and Water Purification Lab located on Selfridge.

## Justification

- ✓ Primary mission is to provide housing for activities in the local area
- ✓ Avoids the costs of continued operation and maintenance of unnecessary support facilities
- ✓ Sufficient housing is available in the Detroit Metropolitan area

## Military Value

- ✓ USAG Selfridge was not in the Army MVP
- ✓ Available areas not well suited for maneuver units
- ✓ MVI: USAG Selfridge (69)

## Payback

- ✓ One time cost: \$9.4M
- ✓ Net Savings: \$91.0M
- ✓ Annual Recurring savings: \$18.0M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$253.0M

## Impacts

- ✓ Criterion 6 – Max potential reduction of 1213 jobs (722 direct and 491 indirect) or .08% of the economic area employment.
- ✓ Criterion 7 – Low risk
- ✓ Criterion 8 – Minimal impact; no ranges/DERA sites 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 |



# Candidate #USA-0223

**Candidate Recommendation:** Close Ft. Monmouth, NJ. Relocate the US Army Communications & Electronic Command (CECOM) development and acquisition functions to Ft. Belvoir, VA. Relocate the US Army Communications & Electronic Command (CECOM) research functions to Adelphi Laboratories, MD. Relocate the US Army Military Academy Preparatory School to West Point, NY.

### Justification

- ✓ Tech scenario 0035 and USA 0006 enable this closure
- ✓ Consolidates C4ISR assets in a single geographical area
- ✓ Supports the Army's "commodity" business model by geographically collocating R, D&A, and Logistics functions
- ✓ Collocates Prep school with USMA

### Military Value

- ✓ TJCSG recommends creating a Land Network Science, Technology, Experimentation Center for Ground Network Centric Warfare addressing complex technical challenges inherent in integrated hardware/human operational environment.
- ✓ Supports Transformation Options #54 & #56.
- ✓ MVI: Fort Monmouth (50), Fort Belvoir (38), Adelphi (84), West Point (61)

### Payback

One Time Cost:	\$645.4M
Net implementation Cost:	\$32.9M
Recurring Savings:	\$156.5M
Payback Period:	4 years
NPV Savings:	\$1,407M

### Impacts

- ✓ Criterion 6 – Max potential reduction of 13,985 jobs (7,646 direct and 6,339 indirect jobs) or -1.15% of the total ROI Employment in Edison, NJ metropolitan area.
- ✓ Criterion 7 – Low. Of the ten attributes evaluated three declined (Cost of Living, Education, and Safety).
- ✓ Criterion 8 – Moderate Impact – air analysis req'd (Belvoir, Adelphi); buildable acres constrained (Adelphi); remediate 12 ranges (Monmouth)

- |            |   |                         |                            |
|------------|---|-------------------------|----------------------------|
| ✓ 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 |

# ***Headquarters U.S. Air Force***

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*Integrity - Service - Excellence*

## **Air Force BRAC Update to ISG**



**4 Mar 05**

**Maj Gen Gary Heckman**

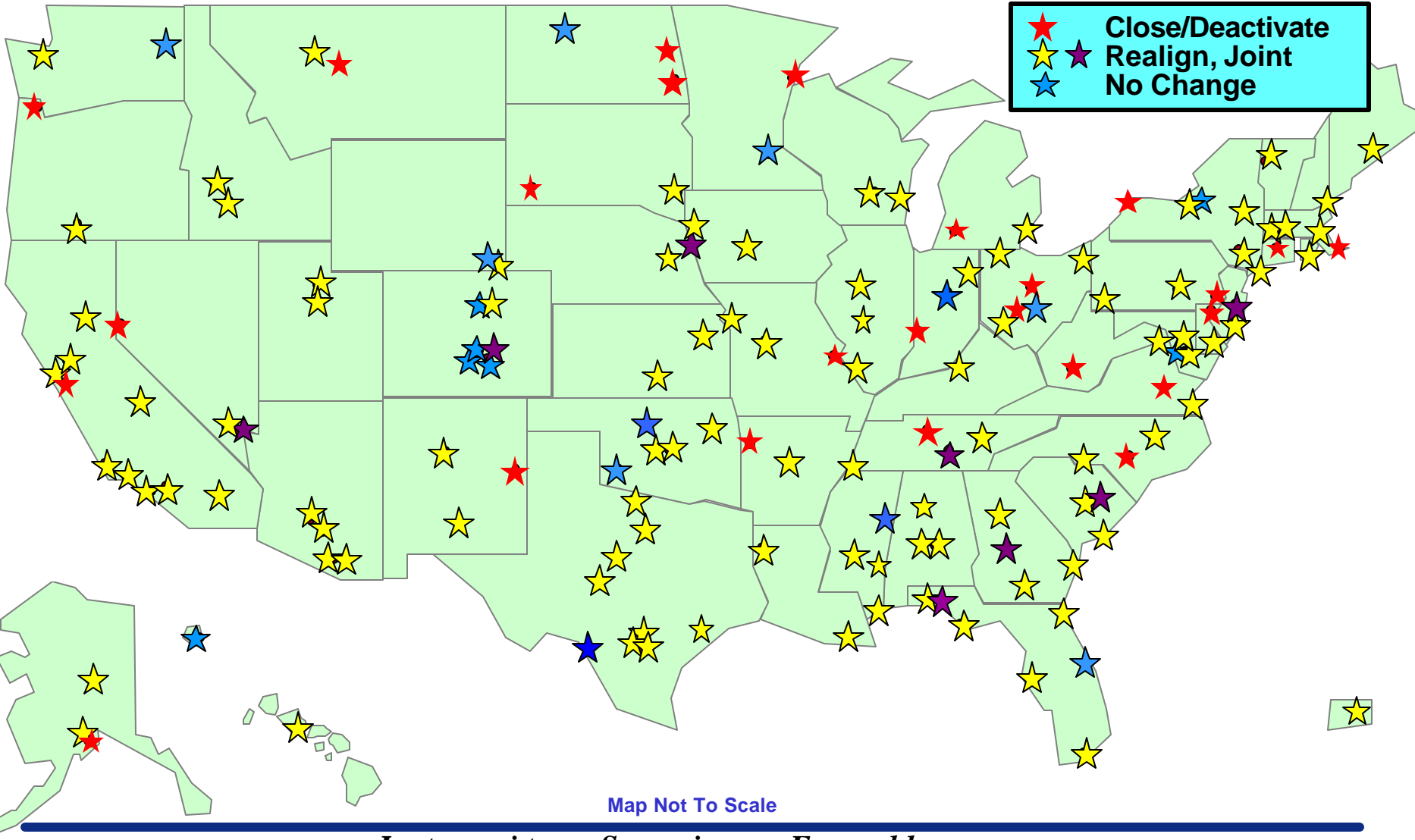
**Assistant DCS,  
Plans and Programs (BRAC)**

**U.S. AIR FORCE**

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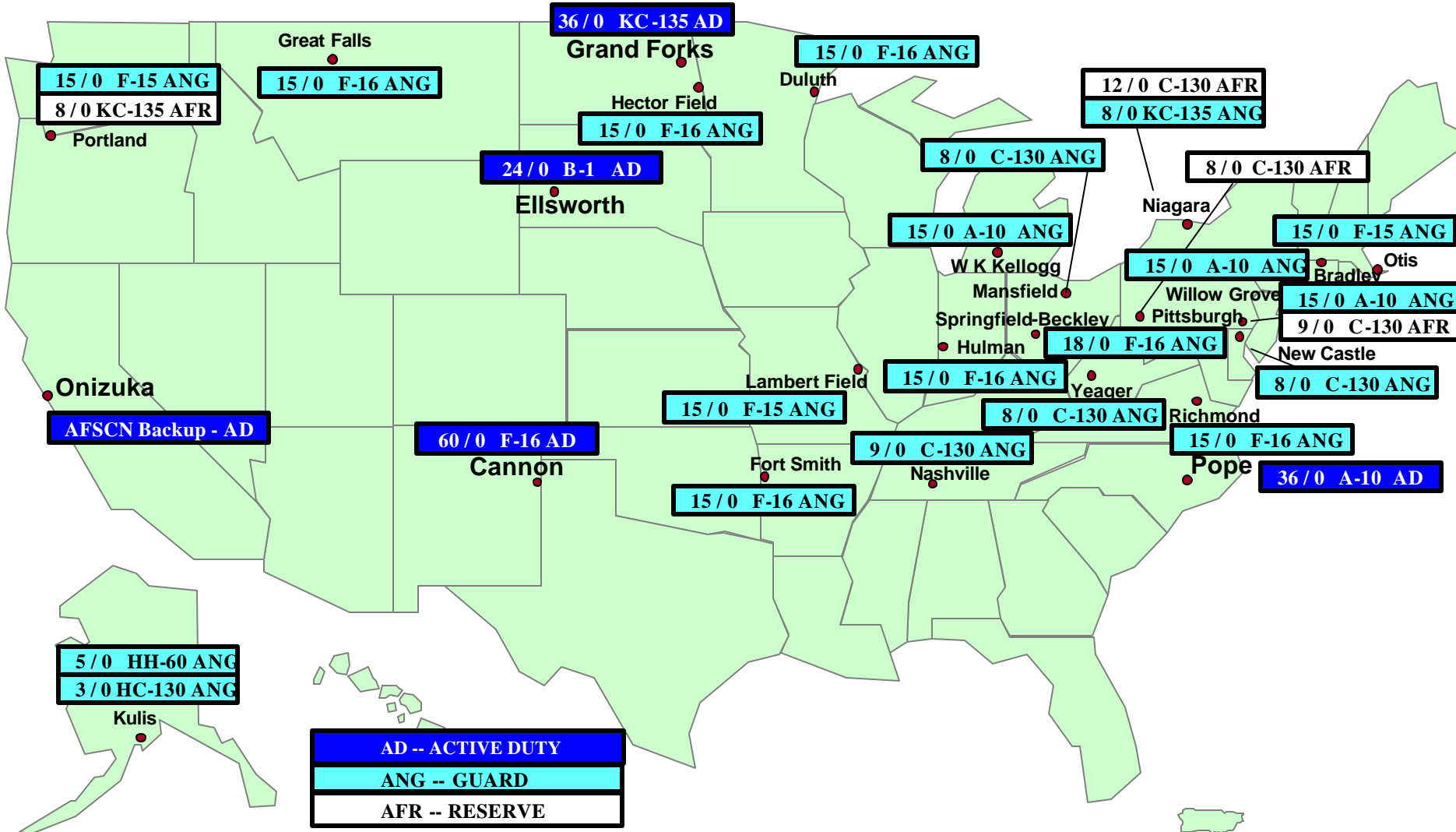
# Air Force Installations



Map Not To Scale



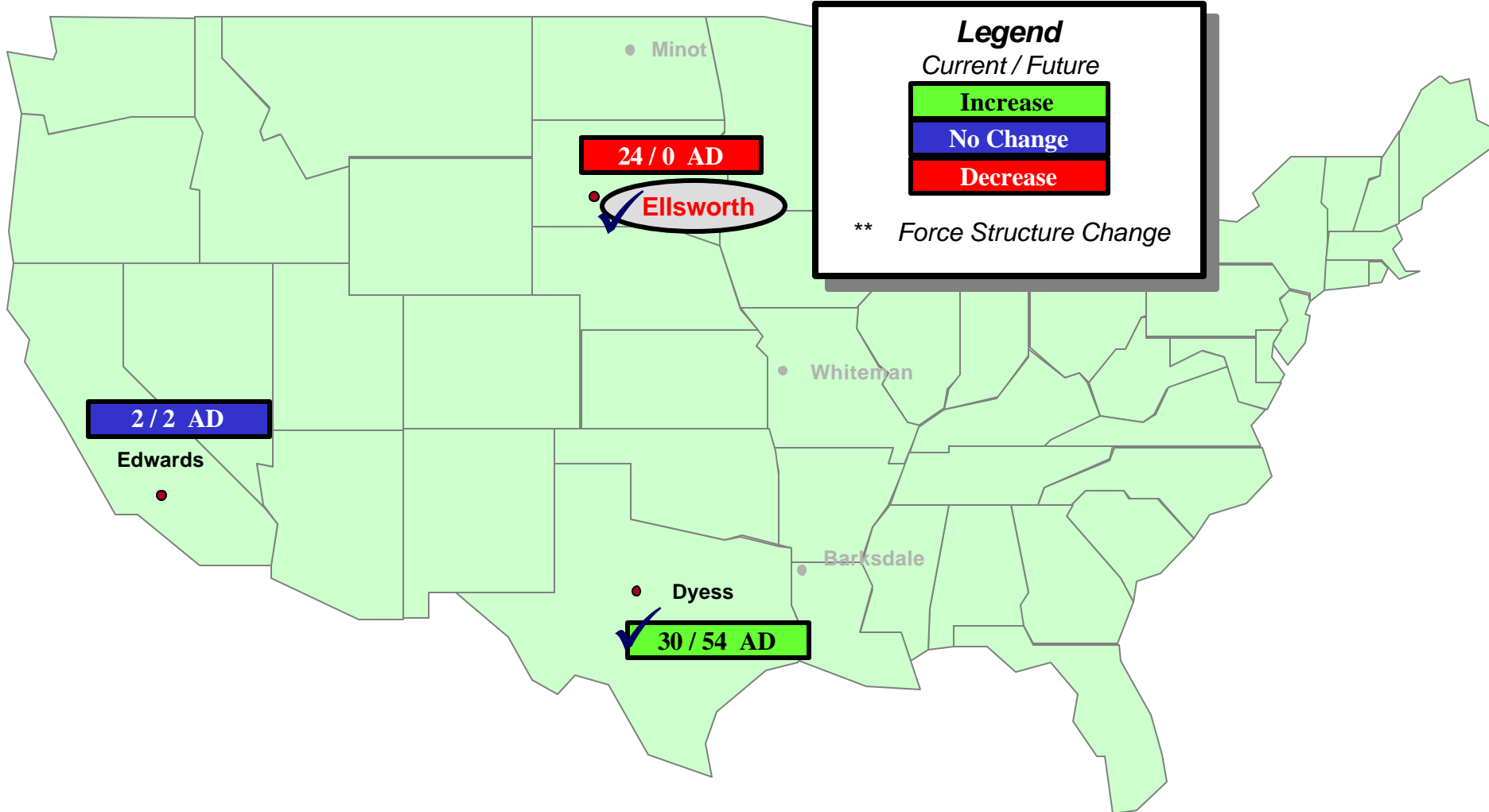
# Candidate Closures





# B-1 Group

## Candidate Recommendations

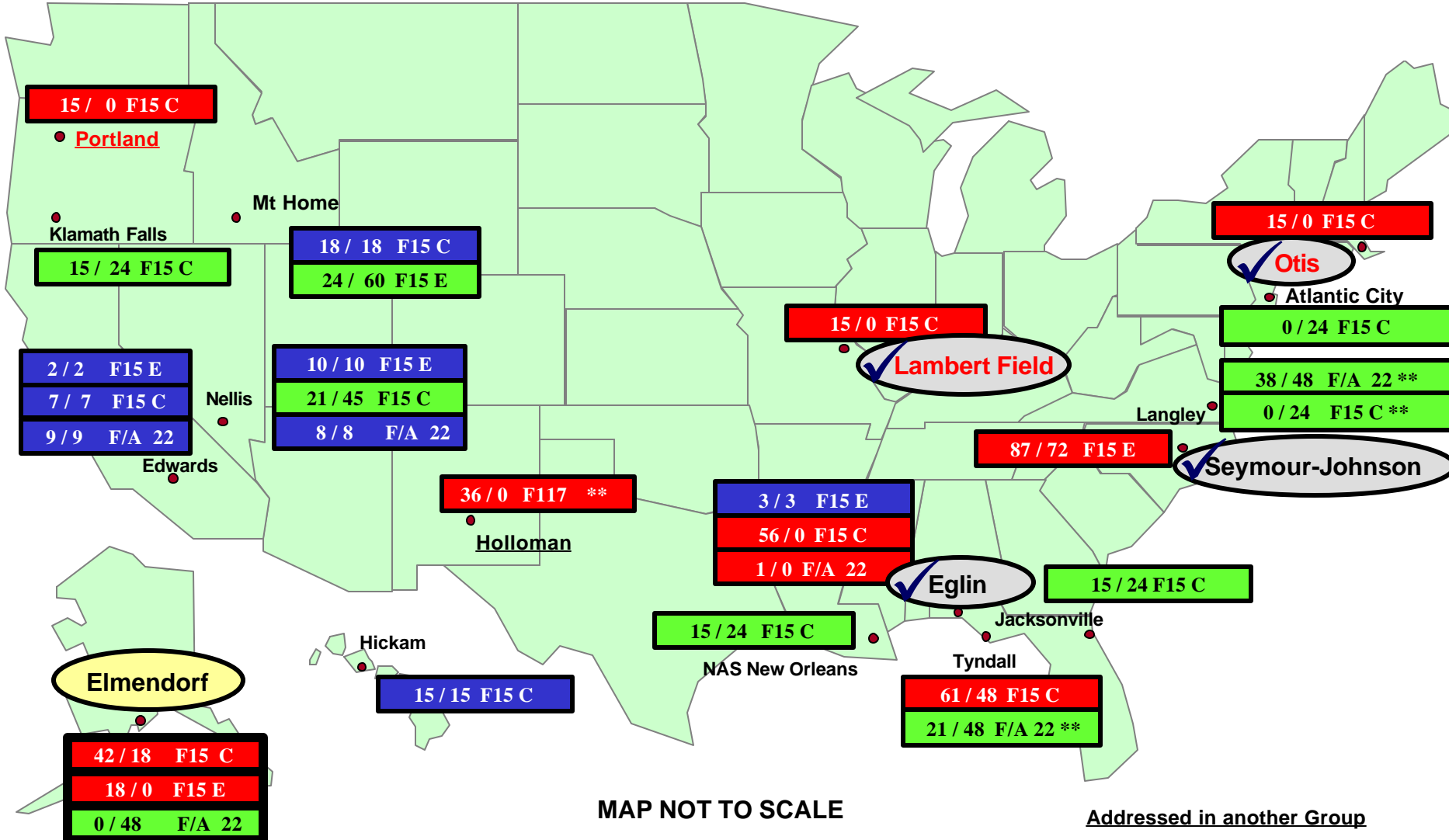


MAP NOT TO SCALE



# F-15 C/E, F/A-22, F-117 Group

## Candidate Recommendations







# Candidate #USAF-0115/ S141.2

## Realign Elmendorf AFB, Anchorage, AK

**Candidate Recommendation:** Realign Elmendorf AFB. The 3d Wing will distribute assigned F-15C/D aircraft to the 1st Fighter Wing, Langley AFB, Virginia (24 PAA).

### Justification

- Enables Future Total Force transformation
- Increase efficiency of Operations
- Consolidate legacy fleet

### Military Value

- Distributes force structure to bases with high military value including planned Air Sovereignty commitment (Jacksonville, FL)
- Enables increased capability at Nellis for Future Total Force missions

### Payback

- One Time Cost: \$17M
- Net Implementation Cost: \$15M
- Annual Recurring Savings: \$0.4M
- Payback period: 100+
- NPV Cost: \$10M

### Impacts

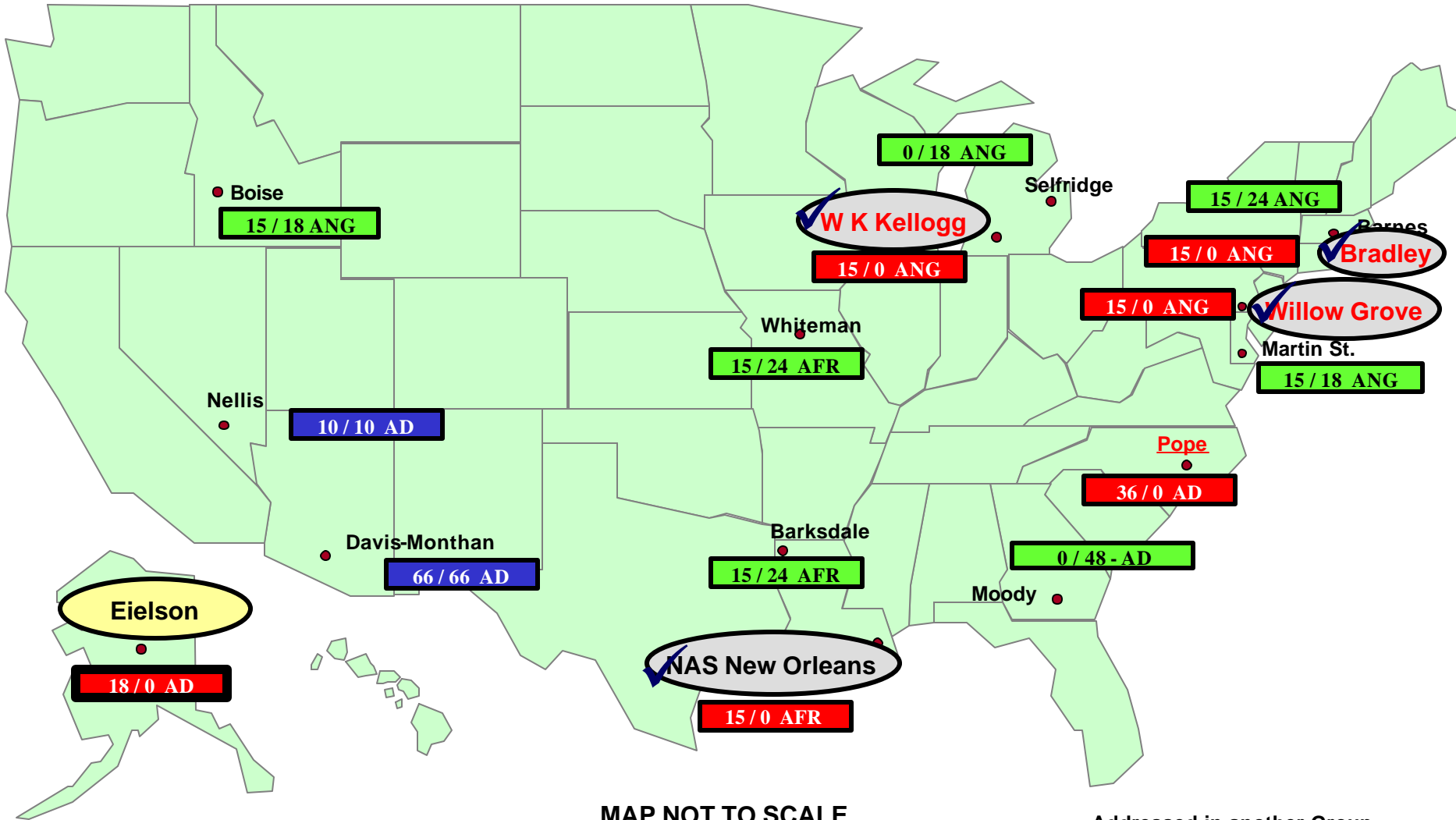
- Criterion 6: Total Job Change: -1,245 (direct: -720, indirect: -525) ROI impact: -0.59%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8- Langley is in non-attainment for 8-hour Ozone (Marginal).

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



# A-10 Group

## Candidate Recommendations



MAP NOT TO SCALE

Addressed in another Group



# Candidate #USAF-0056 / S137.1

## Realign Eielson AFB, Fairbanks, AK

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

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Anchors an Eielson Recommendation Group which consolidates A-10 and F-16 aircraft

### Military Value

- Distributes force structure to bases with higher military value (for both F-16s and A-10s)
- Robust two ANG squadrons to effective size
- Retains Cope Thunder

### Payback

- One Time Cost: \$223M
- Net Implementation Cost: \$14M
- Annual Recurring Savings: \$122M
- Payback period: 3 yrs/2012
- NPV Savings: \$ 1,125M

### Impacts

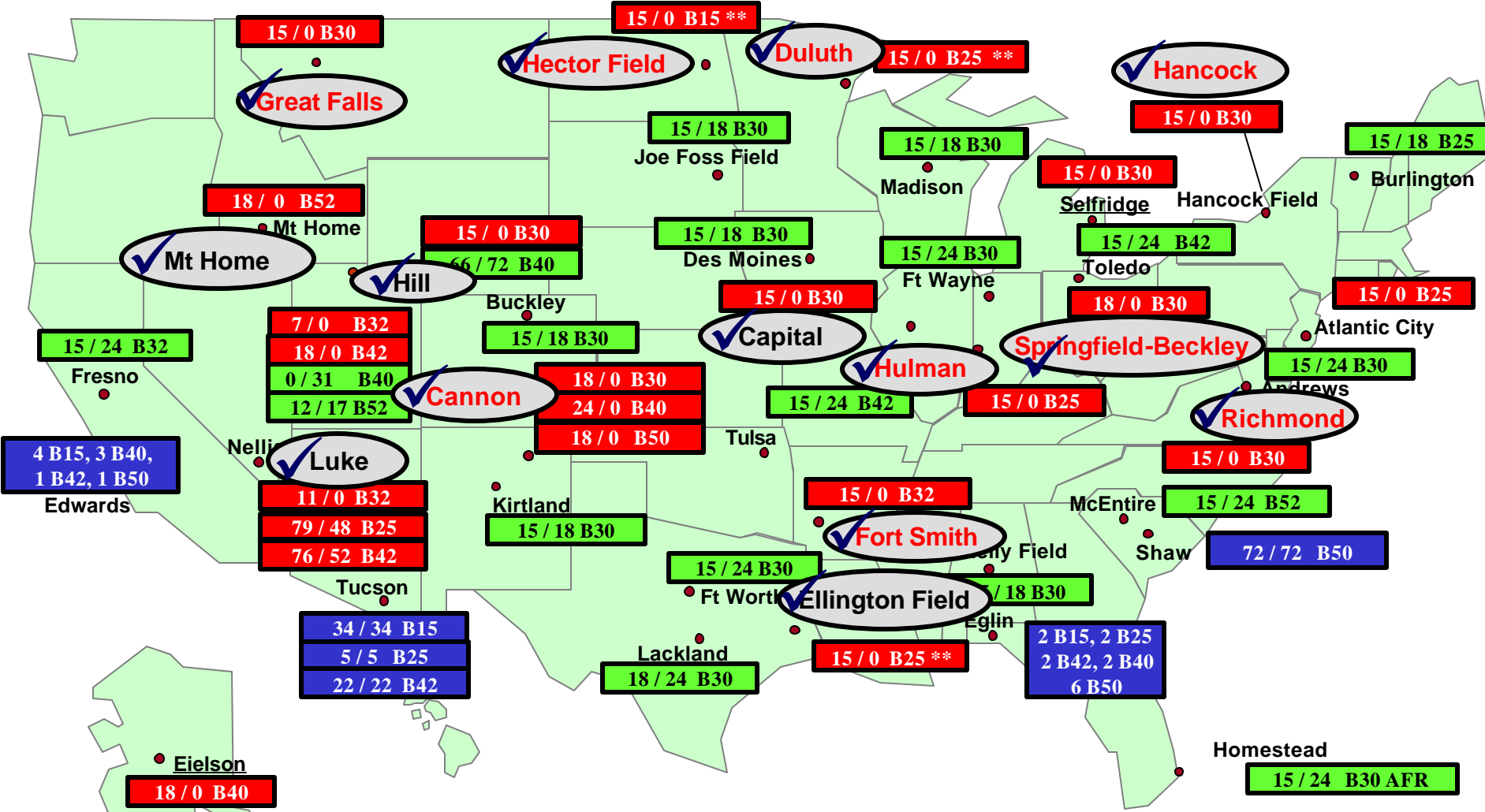
- Criterion 6: Total Job Change: - 4,574 (direct: - 2,872, indirect: - 1,702) ROI – 8.4%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: Nellis is in a non-attainment 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



# F-16 Group

## Candidate Recommendations



MAP NOT TO SCALE

Addressed in another Group





# Candidate #USAF-0087 / S438

## Realign Rickenbacker AGS, Columbus, OH

**Candidate Recommendation:** Realign Rickenbacker IAP AGS. The 121st Air Refueling Wing (ANG) will retain sixteen KC-135R aircraft and distribute the remaining two KC-135R aircraft to the Backup Aircraft Inventory.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Enables Future Total Force transformation</li> <li>■ Consolidates tanker fleet</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Enables more effective squadron sizes</li> <li>■ Optimizes number of backup aircraft for the tanker fleet</li> </ul>										
<p style="text-align: center;"><u>Payback</u></p> <table border="0"> <tr> <td>■ One Time Cost:</td> <td style="text-align: right;">\$52K</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$27K</td> </tr> <tr> <td>■ Annual Recurring Cost:</td> <td style="text-align: right;">\$5K</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">12 yrs/2019</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$18K</td> </tr> </table>	■ One Time Cost:	\$52K	■ Net Implementation Cost:	\$27K	■ Annual Recurring Cost:	\$5K	■ Payback period:	12 yrs/2019	■ NPV Cost:	\$18K	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -3 (direct -2, indirect -1) ROI -0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>
■ One Time Cost:	\$52K										
■ Net Implementation Cost:	\$27K										
■ Annual Recurring Cost:	\$5K										
■ Payback period:	12 yrs/2019										
■ NPV Cost:	\$18K										

- ✓ 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-0079 / S432.1

## Close Portland IAP AGS, Portland, OR

**Candidate Recommendation:** Close Portland IAP AGS. The 939th Air Refueling Wing (AFRC) is realigned. The wing's KC-135R aircraft are distributed to the 507th Air Refueling Wing (AFRC), Tinker AFB, Oklahoma (4 PAA) and to backup aircraft inventory (4 PAA). The 142d Fighter Wing (ANG) is inactivated. The wing's F-15 aircraft are distributed to the 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA) and 159th Fighter Wing (ANG), NAS JRB New Orleans, Louisiana (9 PAA). The 939 ARW's operations and maintenance manpower to support 4 PAA are realigned to Tinker AFB; remaining 939 ARW manpower, to include ECS, are moved to support emerging missions. The 304th RQS (AFRC) is realigned to McChord AFB, Washington. The 142<sup>nd</sup> Fighter Wing's ECS elements, along with the 244th and 272d Combat Communications Squadrons (ANG), enclave and will support a Homeland Defense alert commitment.

### Justification

- Enables Future Total Force transformation
- Consolidates tanker fleet
- Part of the Ellsworth Recommendation Group which consolidates fighter forces

### Military Value

- Fighter realignment supports NORTHCOM alert
- Enables the standup of effectively sized fighter squadrons at two locations with roles in Air Sovereignty Mission and one effectively-sized tanker squadron

### Payback

- One Time Cost: \$47M
- Net Implementation Cost: \$45M
- Annual Recurring Savings: \$.5M
- Payback period: 100+
- NPV Cost: \$39M

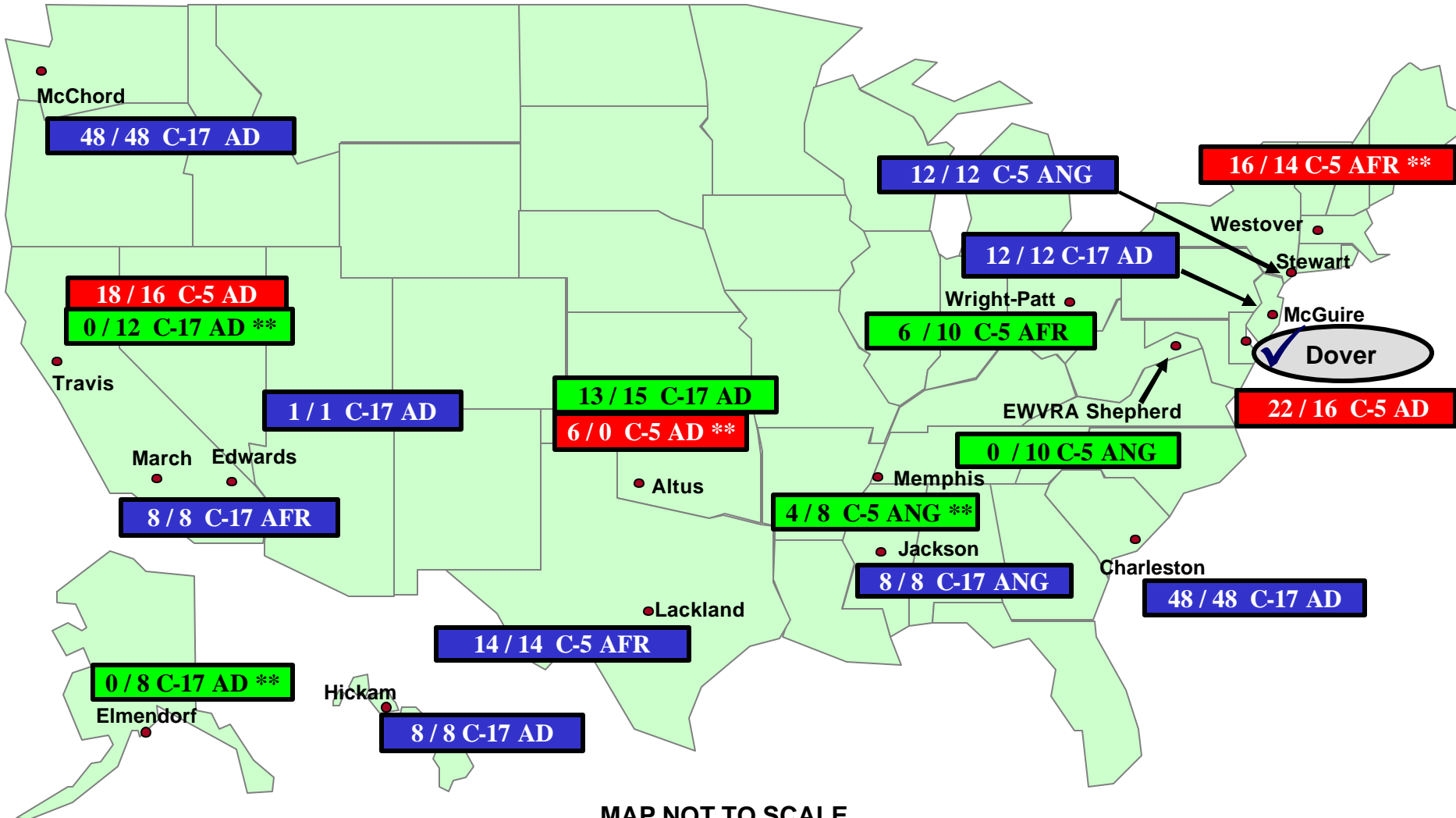
### Impacts

- Criterion 6: Total Job Change : -538 (direct -310, indirect -228) ROI -0.04%
- 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



# C-5 & C-17 Group Candidate Recommendations



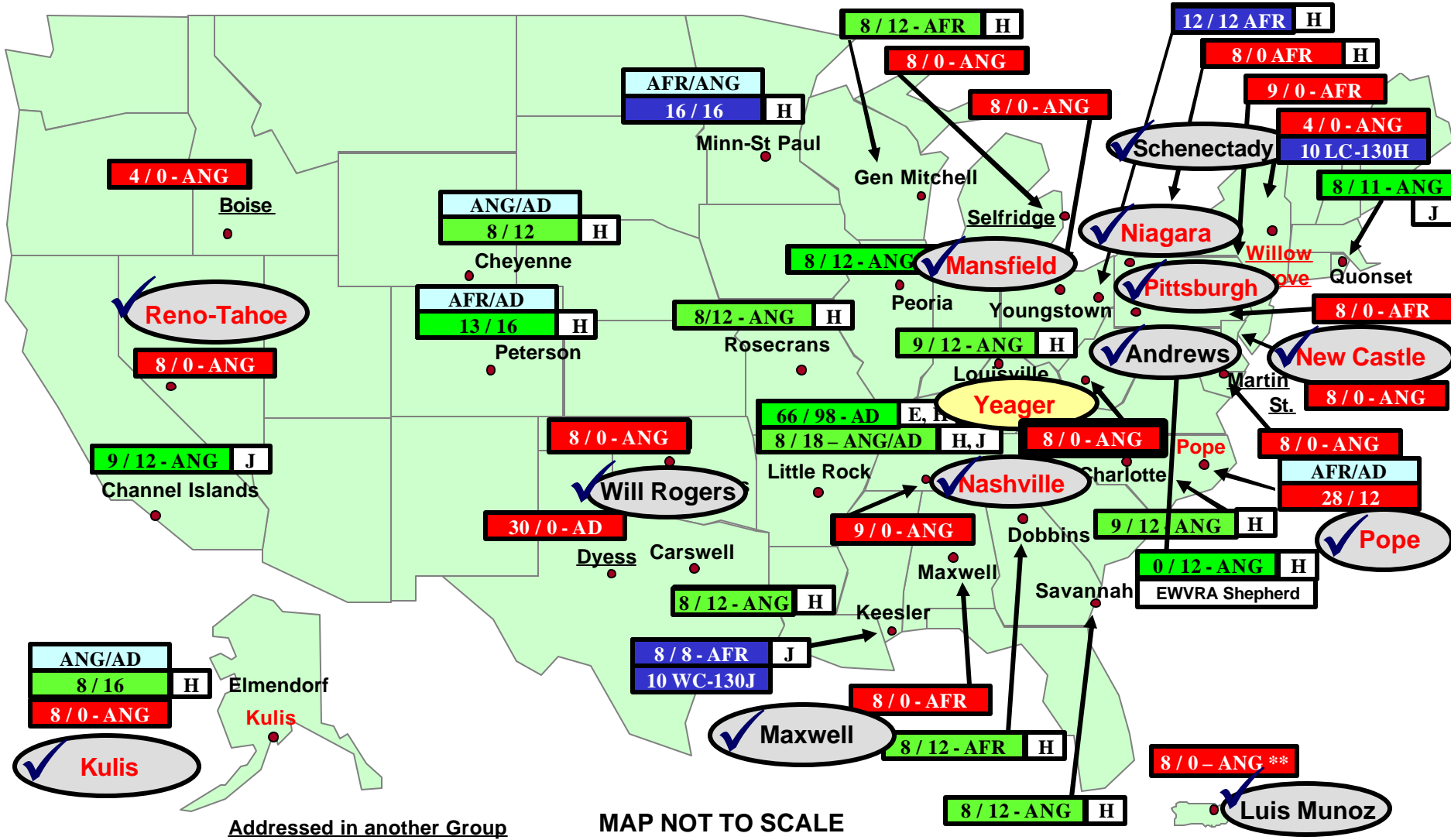
MAP NOT TO SCALE





# C-130 Group

## Candidate Recommendations



Addressed in another Group

MAP NOT TO SCALE



# Candidate #USAF-0127 / S321.3

## Close Yeager APT AGS, Charleston, WV

**Candidate Recommendation:** Close Yeager Airport AGS. The 130th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft (8 PAA) will be distributed to Fort Bragg, North Carolina to form a 12 PAA Reserve and active duty associate unit. The wing's flying-related expeditionary combat support (ECS) manpower will move from Yeager to Eastern West Virginia Regional Airport/Shepherd Field AGS (Aerial Port and Fire Fighters). The remaining wing ECS will remain in enclave at Yeager. The association at Fort Bragg will be a 75/25 mix (AFRC/AD).

### Justification

- Enables Future Total Force transformation
- Increases efficiency of operations
- Part of Ellsworth Recommendation Group that consolidates airlift fleet

### Military Value

- Distributes force structure to base of higher mil value
- Maintains AF and joint training synergy at Fort Bragg
- Helps robust a squadron to effective size

### Payback

- One Time Cost: \$10M
- Net Implementation Cost: \$18M
- Annual Recurring Cost: \$2M
- Payback period: Never
- NPV Cost: \$40M

### Impacts

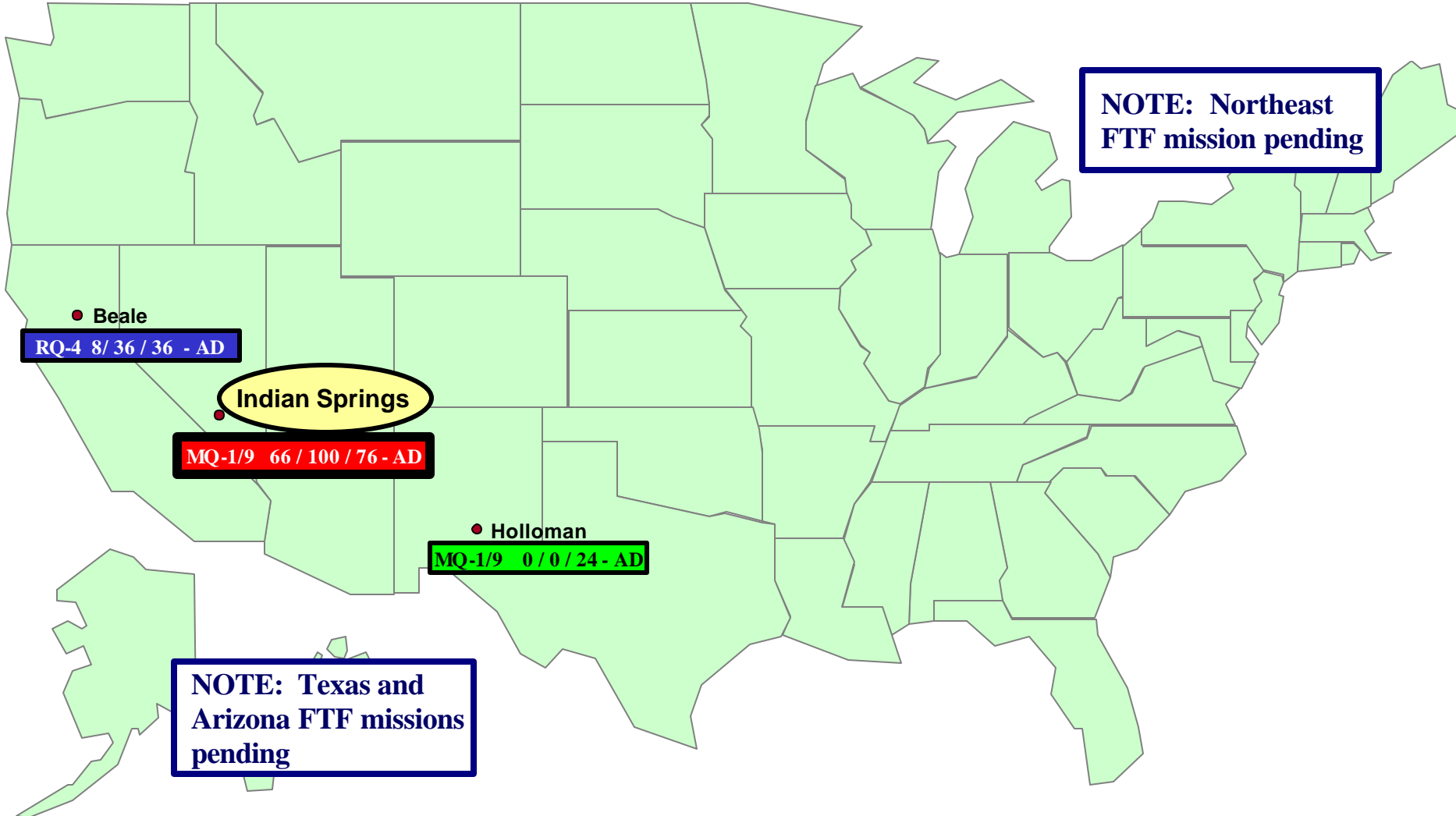
- Criterion 6—Total Job Change: -247 (direct -157, indirect -90) ROI -0.14%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.
- Criterion 8: No natural infrastructure issues affecting 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



# UAV Group

## Candidate Recommendations



**NOTE: Northeast  
FTF mission pending**

● Beale  
**RQ-4 8/36/36 - AD**

**Indian Springs**

**MQ-1/9 66/100/76 - AD**

● Holloman  
**MQ-1/9 0/0/24 - AD**

**NOTE: Texas and  
Arizona FTF missions  
pending**



# Candidate #USAF-0125 / S601

## Realign Indian Springs AFAF, NV

**Candidate Recommendation:** Realign Indian Springs Air Force Auxiliary Airfield. Relocate USAF MQ-1/MQ-9 unmanned aerial vehicle operations squadrons to Holloman AFB, NM to facilitate establishment of a Joint UAV Center of Excellence (COE) at Indian Springs. The MQ-1/MQ-9 flying training unit at Indian Springs will remain as part of the UAV COE. The 49th Fighter Wing's F-117A aircraft (36 PAA) retire in place at Holloman AFB.

<p style="text-align: center;"><b><u>Justification</u></b></p> <ul style="list-style-type: none"> <li>■ Enables establishment of UAV Joint Center of Excellence—transformational option</li> <li>■ Postures new COE for future expansion</li> <li>■ Support Joint training missions</li> </ul>	<p style="text-align: center;"><b><u>Military Value</u></b></p> <ul style="list-style-type: none"> <li>■ Holloman has higher military value</li> <li>■ Proximity to airspace, ranges and training areas</li> <li>■ Supports USA-0221 (force additions to Ft Bliss)</li> <li>■ Synergy with emerging unmanned missions</li> </ul>
<p style="text-align: center;"><b><u>Payback</u></b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$12M</li> <li>■ Net Implementation Cost: \$10M</li> <li>■ Annual Recurring Savings: \$0.2M</li> <li>■ Payback period: 100+</li> <li>■ NPV Cost: \$8M</li> </ul>	<p style="text-align: center;"><b><u>Impacts</u></b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -975 (direct -594, indirect -381 ) ROI -0.11%</li> <li>■ Criterion 7- A review of community attributes indicates utility issues for Indian Springs, regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8- No natural infrastructure issues affecting candidate recommendation</li> </ul>

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



# Realignments

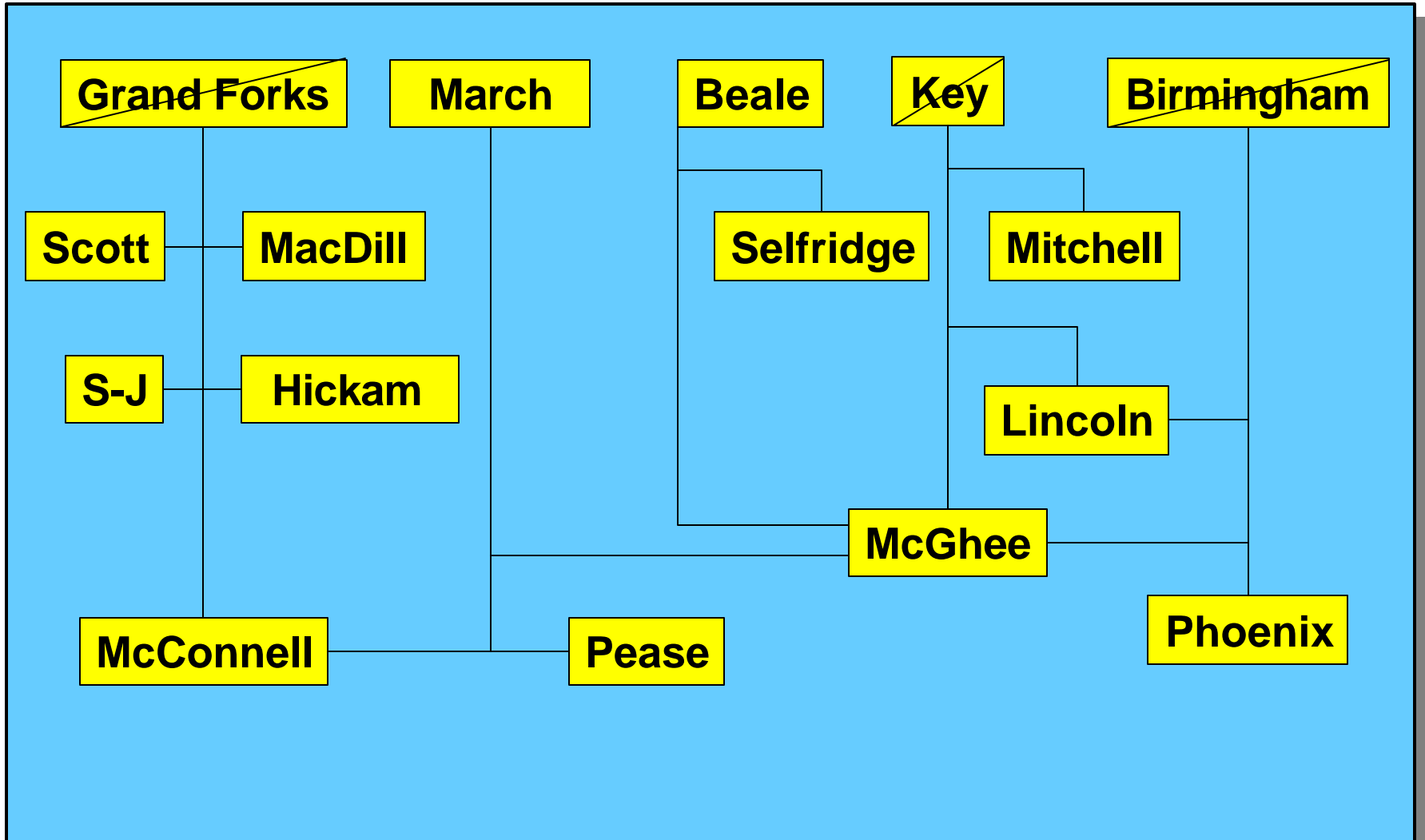
## Historical Context

1988	1991	1993	1995	2005 Closures	2005 Realignments
Chanute (A) George (A) Mather (A) Norton (A) Pease (A)	Bergstrom (A) Carswell (A) Castle (A) Eaker (A) England (A) Grissom (A) Loring (A) Lowry (A) MacDill (A) Moody (A) Myrtle Beach (A) Williams (A) Wurtsmith (A)	Gentile (A) Griffiss (A) Homestead (A) K.I. Sawyer (A) March (A) McGuire (A) Newark (A) Plattsburgh (A)	AF EW Eval Sim (A) Brooks (A) Eglin (A) (EMTE) Grand Forks (A) Hill (A) (UTTR) Kelly (A) Malmstrom (A) McClellan (A) Onizuka (A) REDCAP (A) Reese (A) Rome Lab (A)	Cannon (A) Ellsworth (A) Grand Forks (A) Onizuka (A) Pope (A)	Andrews (A) Dover (A) Eglin (A) Eielson (A) Elmendorf (A) Hill (A) Indian Springs (A) Luke (A) McGuire (A) Mountain Home (A) Robins (A) Seymour Johnson (A)
	Richards/ Gebaur (R)  Rickenbacker (G)	O'Hare (R)	Greater Pittsburgh (R)	Bradley (G) Duluth (G) Ft. Smith (G) Great Falls (G) Hulman (G) Hector (G) Kulis (G) Lambert (G) Mansfield (G) Nashville (G) New Castle (G) Otis (G) Richmond (G) Springfield-Beckley (G) W.K. Kellogg (G) Yeager (G)	Beale (R) March (R,G) Maxwell (R) NAS New Orleans ARS Selfridge (G, R)
<p><b>1988-1995 entries show all AF closure and realignment recommendations</b></p> <p><b>REJECTED BY COMMISSION</b></p> <p><b>ADDED BY COMMISSION</b></p>			Bergstrom (G) Moffett (G) North Highlands (G) Ontario AGS (G) Roslyn AGS (G) Springfield-Beckley (G)	Pittsburgh (R) Niagara (G, R) Portland (G/R) Willow Grove (G/R)	Birmingham (G) Capital (G) Ellington (G) Fairchild (G) Hancock Field (G) Key Field (G) Luis-Munoz (G) Pittsburgh (G) Reno (G) Rickenbacker (G) Schenectady (G)

**(A): Active base; (R): Reserve base; (G): Air National Guard Base**



# Grand Forks Tanker Group





# Preliminary BRAC Costs/Savings

## Force Structure Closure/Realignments

Closures		Realignments		<i>Group</i>	<u>Total 1-Time Cost \$K</u>	<u>MILCON Cost \$K</u>	<u>Net 2011 Cost \$K/ (Savings)</u>	<u>Steady State Cost \$K/ (Savings)</u>
1. Bradley (G)	1. Andrews (A)	1. Andrews (A)	1. Andrews (A)	<i>Ellsworth</i>	\$642,008	\$358,705	\$139,087	(\$165,945)
2. Cannon (A)	2. Beale (R)	2. Beale (R)	2. Beale (R)	<i>Grand Forks</i>	\$279,992	\$132,398	(\$39,634)	(\$146,220)
3. Duluth (G)	3. Birmingham (G)	3. Birmingham (G)	3. Birmingham (G)	<i>Pope</i>	\$509,454	\$228,610	\$63,261	(\$150,649)
4. Ellsworth (A)	4. Capital (G)	4. Capital (G)	4. Capital (G)	<i>Cannon</i>	\$168,091	\$65,297	(\$183,278)	(\$117,287)
5. Ft. Smith (G)	5. Dover (A)	5. Dover (A)	5. Dover (A)	<i>Eielson</i>	\$299,410	\$141,300	\$90,712	(\$121,929)
6. Grand Forks (A)	6. Eglin (A)	6. Eglin (A)	6. Eglin (A)	<i>Independent</i>	\$274,963	\$77,884	\$164,047	(\$29,927)
7. Great Falls (G)	7. Eielson (A)	7. Eielson (A)	7. Eielson (A)	<i>“Two-fers”</i>	\$31,197	\$11,923	\$10,459	(\$3,143)
8. Hulman (G)	8. Ellington (G)	8. Ellington (G)	8. Ellington (G)	<i>Total</i>	\$2,205,115	\$1,016,117	\$244,654	(\$735,100)
9. Hector (G)	9. Elmendorf (A)	9. Elmendorf (A)	9. Elmendorf (A)					
10. Kulis (G)	10. Fairchild (G)	10. Fairchild (G)	10. Fairchild (G)					
11. Lambert (G)	11. Hill (A)	11. Hill (A)	11. Hill (A)					
12. Mansfield (G)	12. Hancock Field (G)	12. Hancock Field (G)	12. Hancock Field (G)					
13. Nashville (G)	13. Indian Springs (A)	13. Indian Springs (A)	13. Indian Springs (A)					
14. New Castle (G)	14. Key Field (G)	14. Key Field (G)	14. Key Field (G)					
15. Niagara (G, R)	15. Luis-Munoz (G)	15. Luis-Munoz (G)	15. Luis-Munoz (G)					
16. Onizuka (A)	16. Luke (A)	16. Luke (A)	16. Luke (A)					
17. Otis (G)	17. March (R,G)	17. March (R,G)	17. March (R,G)					
18. Pittsburgh (R)	18. Maxwell (R)	18. Maxwell (R)	18. Maxwell (R)					
19. Pope (A)	19. McGuire (A)	19. McGuire (A)	19. McGuire (A)					
20. Portland (G/R)	20. Mountain Home (A)	20. Mountain Home (A)	20. Mountain Home (A)					
21. Richmond (G)	21. NAS New Orleans ARS	21. NAS New Orleans ARS	21. NAS New Orleans ARS					
22. Springfield-Beckley (G)	22. Pittsburgh (G)	22. Pittsburgh (G)	22. Pittsburgh (G)					
23. W.K. Kellogg (G)	23. Reno (G)	23. Reno (G)	23. Reno (G)					
24. Willow Grove (G/R)	24. Rickenbacker (G)	24. Rickenbacker (G)	24. Rickenbacker (G)					
25. Yeager (G)	25. Robins (A)	25. Robins (A)	25. Robins (A)					
	26. Schenectady (G)	26. Schenectady (G)	26. Schenectady (G)					
	27. Selfridge (G, R)	27. Selfridge (G, R)	27. Selfridge (G, R)					
	28. Seymour Johnson (A)	28. Seymour Johnson (A)	28. Seymour Johnson (A)					

Previously Briefed to ISG  
 Remaining Recommendations to Brief



# Strawman Payback Categories/Priorities

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- Pays back by 2011
- Enables a CR which pays back by 2011
- NPV Savings
- Enables a “Recommendation Group” with NPV savings
- Quantifiable savings not captured in BRAC
- Compelling advantage to DOD based on military judgment





# Preliminary BRAC Costs/Savings

Scenario OSD Track	Title	Total 1T Cost (\$K)	MILCON (\$K)	Payback	Cost/(Savings) 2011 (\$K)	Steady State (\$K)
USAF-0052	Close Willow Grove	\$44,085	\$17,754	100	\$38,693	(\$919)
USAF-0064	Close New Castle	\$21,507	\$7,153	100	\$17,682	(\$668)
USAF-0060	Close Nashville	\$22,027	\$10,084	100	\$21,922	(\$85)
USAF-0115	Realign Elmendorf	\$17,260	\$14,917	100	\$14,917	(\$374)
USAF-0120	Realign Robins	\$5,831	\$1,026	100	\$3,608	(\$66)
USAF-0083	Realign March	\$17,041	\$4,141	100	\$11,927	(\$347)
USAF-0086	Realign Selfridge ANGB	\$21,575	\$0	100	\$18,561	(\$610)
USAF-0079	Close Portland	\$46,525	\$24,356	100	\$45,208	(\$473)
USAF-0125	Realign Indian Springs	\$11,967	\$5,325	100	\$10,306	(\$178)

Candidate Recommendation	Linked to:	Impact
Close Willow Grove	4 recommendations; 18 installations	Enables DON #0084
Close New Castle	Independent	Enables effective sqdn sizing at 2 locations
Close Nashville	Independent	Enables effective sqdn sizing at 2 locations
Realign Elmendorf	6 recommendations; 9 installations	Enables F/A-22 beddown
Realign Robins	AF Independent	Enables DON #0068; robusts ANG unit to effective sqdn size
Realign March	2 recommendations; 8 installations	Enables effective sqdn sizing at 3 locations
Realign Selfridge ANGB	2 recommendations; 3 installations	Enables payback CR. Creates AFRC association at MacDill/ posture for KC-X
Close Portland	1 recommendation; 3 installations	Enables effective sqdn sizing at 3 locations
Realign Indian Springs	1 recommendation; TBD installations (JCSG)	Enables UAV Center of Excellence



# Way Ahead

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- **STRATCOM requested excursions**
  - Space AOC from Vandenberg to Offutt
  - Joint Information Operations Center (JIOC) from Lackland to Offutt
  - AOC from Barksdale to Offutt
- **“Knitting” among MilDeps and JCSGs**
  - Andrews                      Hanscom                      Offutt
  - Bolling                        Hill                              Peterson
  - Buckley                      Maxwell                      Rome Lab
  - Edwards                      Moody                         Tinker
  - Eglin                            Nellis                          Wright-Patt
- **AF flight training bases**



# Next Steps

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- Next ISG meeting 11 Mar 05
- Completion of Candidate Recommendations
- IEC meeting rescheduled for 10 Mar 05



# Scenarios Registered

(Scenarios as of 18 Feb 05) DAS Review on 02 Mar

	Total	Not Ready	Indep	Enabling	Conflict	Deleted
Army	221	0	122	0	64	35
Navy	183	1	111	1	3	67
Air Force	125	3	63	0	1	58
Ed & Training	62	0	31	1	17	13
H&SA	133	0	87	3	18	25
Industrial	126	0	73	34	0	19
Intel	11	0	4	0	4	3
Medical	56	0	49	4	0	3
Supply & Storage	51	1	10	3	0	37
Technical	56	0	18	0	0	38
<b>Total</b>	<b>1024</b>	<b>5</b>	<b>568</b>	<b>46</b>	<b>107</b>	<b>298</b>