BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of April 8, 2005

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

Mr. Peter Potochney, Director OSD BRAC, used the attached slides to review the latest schedule, process overview, and pending IEC deliverables.

Col Dan Woodward, of the Joint Staff, then provided an information brief on the Joint Information Operations Center (JIOC). The STRATCOM Combatant Commander proposed moving JIOC from Lackland AFB to Offutt AFB. Maj Gen Heckman, speaking on behalf of the Air Force, stated that their COBRA analysis of this proposal revealed it would cost $69 million to execute and the costs exceed savings primarily because no manpower spaces could be saved through the co-location. Mr. Wynne commented that although the idea may be transformational, the limited nature of the proposed scenario and its costs do not warrant executing it under BRAC.

Mr. Al Shaffer, representing the Technical Joint Cross Service Group (JCSG), briefed the ISG on seven Technical scenarios that Mr. Wynne had previously asked the group to analyze. A summary of the brief follows:

- The TJCSG completed actions on Natick, Corona, and Point Mugu as requested by the Military Departments. Mr. Shaffer stated that the TJCSG completed removing the Corona activities from various TJCSG candidate recommendations and the revised recommendations will be briefed to the IEC.

- The TJCSG is still evaluating the analysis of TECH 0014 (closure of Los Angeles AFB) and may provide the analysis at the ISG meeting on April 15.

- The ISG agreed with the TJCSG recommendation that moving Technical's activities out of Crane was not economically feasible.

- Mr. Shaffer stated that for the Naval Air Engineering Station, Lakehurst, the TJCSG recommended that only 13 individuals involved in rotary wing work move from Lakehurst to NAS Patuxent River and that the rest of the technical workforce remain. The ISG concurred with the recommendation.

- The ISG agreed with the TJCSG's recommendation not to realign every technical function out of Naval Surface Warfare Center at Indian Head because those functions remaining after the implementation of other TJCSG candidate recommendations

support the TJCSG strategy. Moreover, moving the equipment supporting the remaining function is expensive.

Mr. Charles S. Abell, Chairman of the Education and Training (E&T) JCSG, briefed one candidate recommendation using the attached slides. The recommendation (E&T-0038A) would create three Joint Range Coordination Centers to facilitate installation management functions of ranges for joint operations and exercises. Mr. Abell summarized that although there is ample justification for this scenario, the scenario never pays back and would cost $137.9 million. Gen Nyland questioned the initiative and felt that indirectly it would add a layer of management. Mr. Wynne responded that this recommendation, although transformational in nature, is something that could and should occur outside of the BRAC process. The ISG concurred.

Lt Gen Taylor, Chairman of the Medical JCSG, next briefed candidate recommendation MED-0028 that would establish a Joint Bio-medical Research and Development Activity (RDA) Management Center at Fort Detrick, Maryland. The ISG approved it.

Ms. Anne Davis, Deputy Assistant Secretary of the Navy, provided an information brief to the ISG on candidate recommendations for closures at Naval Shipyard Portsmouth, Marine Corps Support Activity, Kansas City and Naval Support Activity, New Orleans as well as a realignment that would relocate the Navy Warfare Development Command from Newport RI to Norfolk, VA. She also provided a separate brief on the possible home porting of an additional Carrier Surface Group in the Pacific Theater.

Mr. Wynne closed the meeting by reminding members that the next IEC meeting is scheduled for April 11, 2005. He also reminded ISG members and JCSG Chairmen to continue analyzing and integrating candidate recommendations.

Approved: _____
Michael W. Wynne
Chairman, Infrastructure Steering Group

Attachments:
1. List of Attendees
2. Candidate Recommendations Financial Summary
3. Briefing slides entitled "BRAC 2005 Briefing to the Infrastructure Steering Group April 8, 2005"

4. Read ahead package dated April 5, 2005 used which includes candidate recommendation and accompanying quad charts, and a compact disc with additional supporting information.
5. Read ahead package dated April 7, 2005 used to facilitate the meeting, which includes the briefing slides and a summary of scenarios registered to date broken out by category with an accompanying disc.

Infrastructure Steering Group Meeting
April 8, 2005

Attendees

Members:

- Mr. Michael W. Wynne, Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Philip W. Grone, Deputy Under Secretary of Defense (I&E)
- Mr. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Gen William Nyland, Assistant Commandant of the Marine Corps
- Mr. Nelson Gibbs, Assistant Secretary of the Air Force for Installations, Environment and Logistics

Alternates:

- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for Gen Michael Moseley, Vice Chief of Staff for the Air Force
- VADM Justin D. McCarthy, Director, Material Readiness and Logistics (N4) for ADM Robert Willard, Vice Chief of Naval Operations
- MG Geoffrey T. Miller, Assistant Chief of Staff for Installation Management for Gen Richard Cody, Vice Chief of Staff of the Army
- MG Kenneth W. Hunzeker, Deputy Director, J-8, for Gen Peter Pace, Vice Chief, Joint Chiefs of Staff

Education and Training JCSG

- Mr. Charles S. Abell, Chairman, Education and Training JCSG
- 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 of the Marine Corps for Manpower and Reserve Affairs for Mr. Donald 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 to the Industrial JCSG

Intelligence JCSG

- Ms. Deborah Dunie, Director, Plans and Analysis, Under Secretary of Defense for Counter Intelligence and Security for Ms. Carol Haave, Chairman, 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 Dave King, Air Force lead for Supply and Storage JCSG

Technical JCSG

- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering for Dr. Ron Sega, Chairman, Technical JCSG
- Dr. Jim Short, Director for Defense Laboratory Management, OSD

Others:

- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Col Dan Woodward, Deputy Director, J-8, Joint Staff
- 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. Dick McGraw, Special Assistant to the Secretary of Defense
- 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
- Mr. Michael McAndrew, Deputy Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC

BRAC 2005

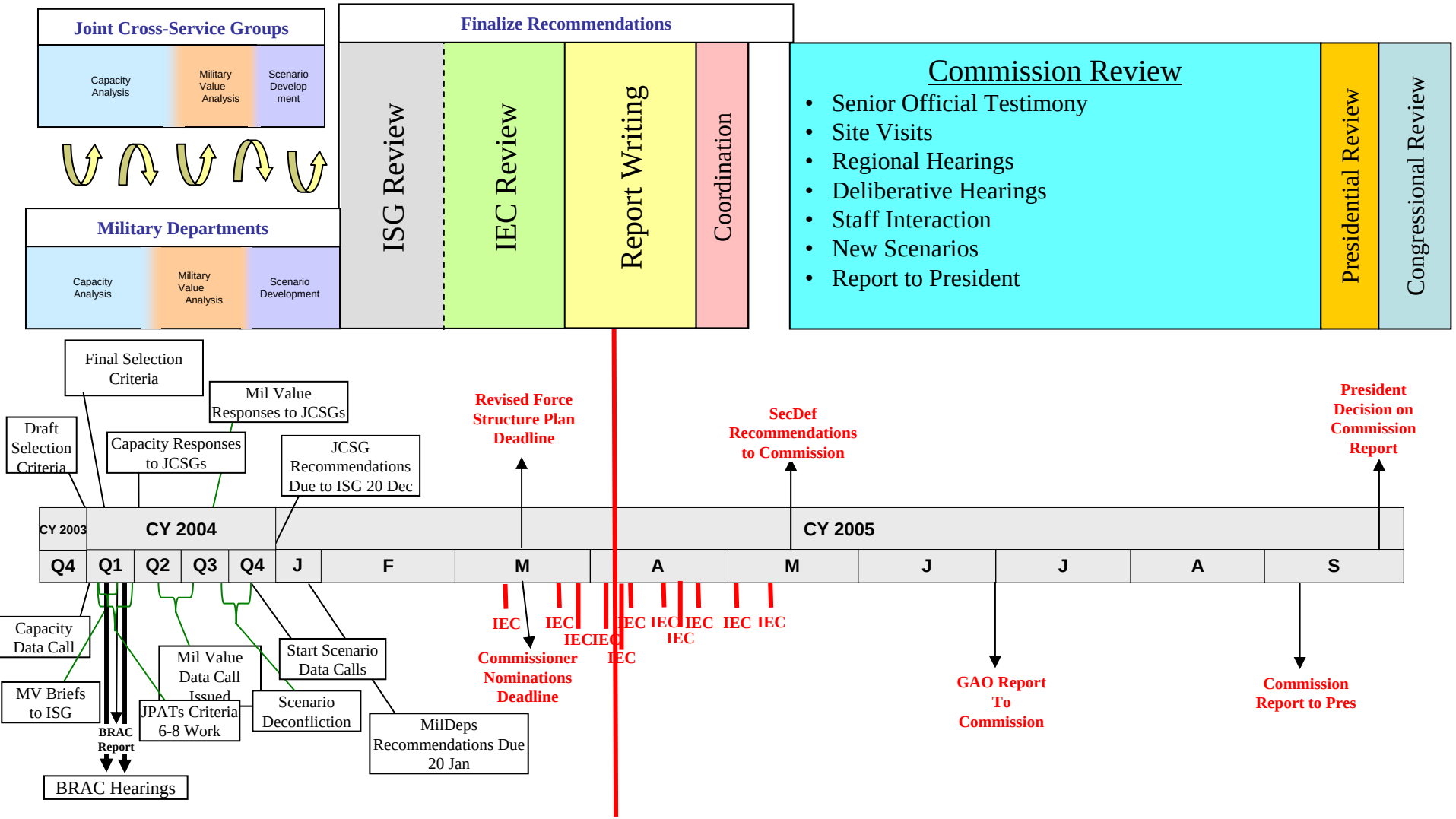
Briefing to the
Infrastructure Steering Group

April 8, 2005

Purpose

- Process Overview
- Pending IEC Deliverables
- Joint Information Operations Center
- Technical JCSG report
- Candidate Recommendations
  - Candidate Recommendations Projected briefings to ISG
  - Education and Training (1)
  - Medical (1)
  - DoN (4)
- DoN CVN presentation

Process Overview



Pending IEC Deliverables

Resubmissions:

- Consolidate Civilian Personnel Offices - resubmit using HSA-0031
- Joint Center for Rotary Wing RDAT&E - TECH-0005
- Joint Center for Fixed Wing RDAT&E - TECH-0006
- Joint Center for Weapons & Armaments RDAT&E - TECH-0018D
- C4ISR RDAT&E Consolidation (Air Force) - TECH-0042C
- C4ISR RDAT&E Consolidation (Navy) – TECH-0042A
- Defense Research Service Led Laboratories – TECH-0009A
- Joint Weather Center at Stennis MS- TECH-0020
- Consolidate Undergraduate Flight Trng - E&T- 0046
- Co-locate Extramural Research Program Managers – TECH-0040R

Integrated packages:

- Closure of Red River – USA-0036
- Closure of MCLB Barstow – DoN-0165A

Candidate Recommendations

Projected Briefings to ISG (as of 5 Apr 05)

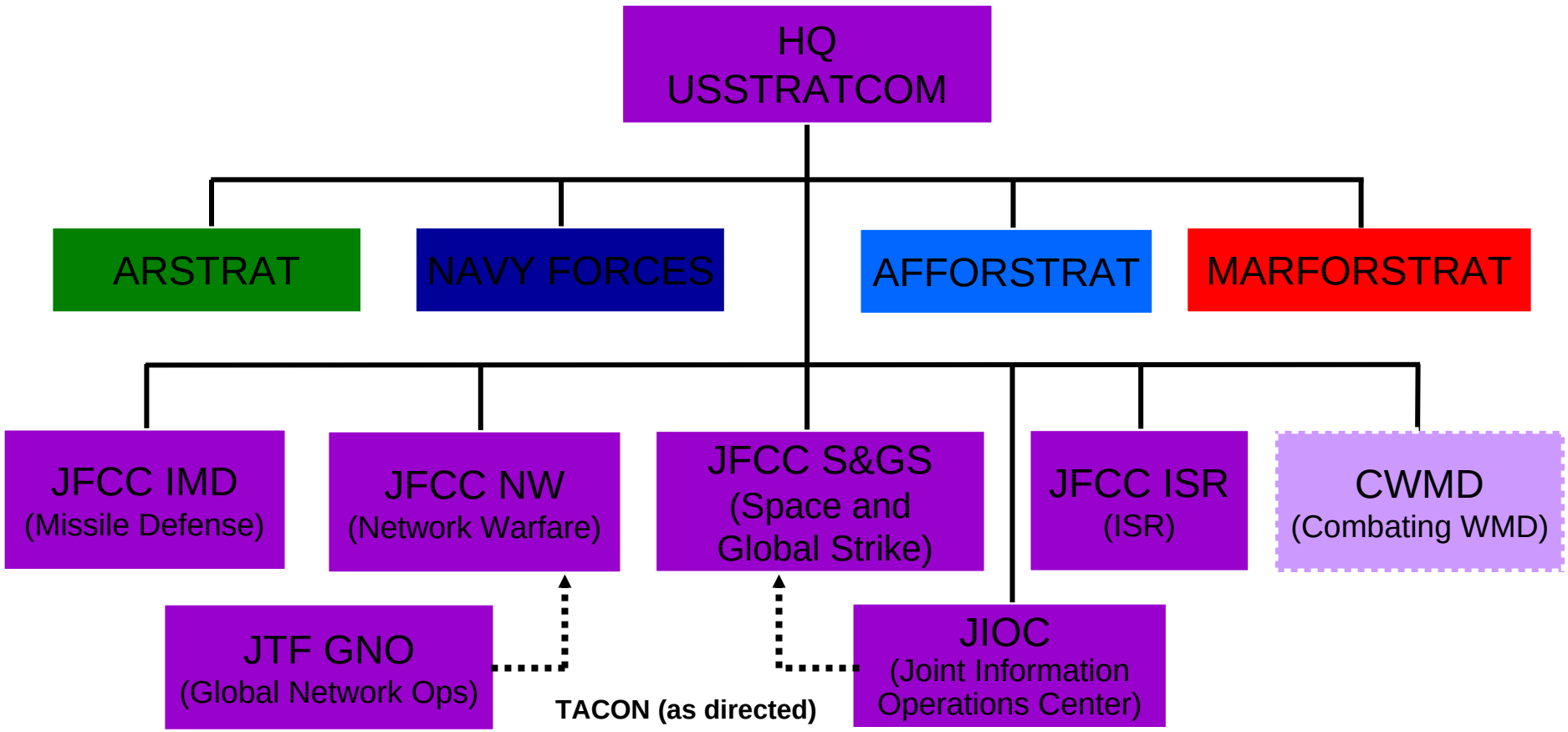
Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar	15 Mar	24 Mar	1 Apr	8 Apr	15 Apr
E&T	17						5/1/0			3/1/0		4/0/0		2/0/0	1	
H&SA	51	15/0/0		3/0/0	4/1/0	4/0/0	3/0/0	4/0/0	2/1/0	1/0/0	6/0/0	3/0/0	3/0/0			5
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6/0/0					
INTEL	5											2/1/0	2/0/0			
MED	20		8/0/0		1/0/0			3/0/0	3/0/0		1/0/0	1/0/0	3/0/0		1	1
S&S	6							3/0/0				1/0/0	1/0/0			
TECH	22							3/0/0		9/0/0	4/0/0	3/0/0	2/0/0	0/1/0		
ARMY	135				80/0/0	29/0/0	16/0/0			2/0/0	1/0/0	2/0/0	2/0/0	2/0/0	1	1
DoN	56				33/0/0		2/0/0				13/0/0				4	1
USAF	56							31/0/0	12/0/0	8/0/0		2/0/0	2/0/0			
Total	402	15/0/0	8/0/0	13/0/0	123/1/1	35/0/0	30/1/0	45/0/0	23/1/0	23/1/0	31/0/0	18/1/0	15/0/0	4/1/0	7	8

Legend:

Approved – 383 / Disapproved – 6 / Hold – 0
Pending – 18

Note: MilDeps are for info only to ISG

Redacted



"The JIOC will play a key role in supporting Space and Global Strike" by facilitating "integration of information operations into all deliberative and crisis action planning"

CDRSTRATCOM 16 Dec 04 memo (to VCJCS)

Technical Joint Cross Service Group Briefing to The Infrastructure Steering Group

April 8, 2005

DELIBERATIVE DOCUMENT—FOR DISCUSSION PURPOSES ONLY—DO NOT RELEASE UNDER FOIA

Background

- 9 Mar 05 ISG Chair memo tasked JCSG's to analyze 7 scenarios affecting the TJCSG:
  - Completed actions on Natick, Corona and Pt. Mugu
  - Completed analysis on:
    - Lakehurst: IND and TECH analyze relocation of all functions to enable closure
    - Indian Head: IND and TECH analyze relocation of all functions to enable closure
    - Los Angeles AFS: TECH to complete analysis of TECH-0014, enabling closure
  - TJCSG is a follower on realigning Crane: Ind JCSG to analyze relocation of remaining Maintenance functions to enable closure (Affects TECH-0018B, 0032 and 0042A).

NSWC Indian Head

- Issue: ISG directed TJCSG to analyze relocation of all functions to enable closure
- IND 161 identifies IND movement [4 people]
- TECH retained Indian Head as additional site for energetic materials Research, Development & Acquisition, preserving capacity
- Indian Head functions support TECH Transformational Framework
- Navy estimates from receiver and donor costs for the varied capabilities at Indian Head vary, and are still unstable; Navy working issues
- TJCSG used a high and low estimate to understand the functional COBRA cost
  - Both Estimates Do Not Support realignment from IH
  - TECH Deliberations on MIL VAL judgment support retention of TECH functions at IH
- Navy Closure COBRA being worked

	High	Low
One Time Cost	$1,074 M	$528 M
Net Implementation Cost	$1.014 M	$441 M
Annual Recurring Cost	-$19.5 M	-$24.4 M
NPV (Cost)	$773 M	$183 M
Payback Time	100+ years	34 years

TJCSG recommends not realigning Indian Head TECH functions

DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY – DO NOT RELEASE UNDER FOIA

NAES Lakehurst

- Issue: IND & TECH analyze relocation of all functions to enable closure;
- TECH 0005 and 0006 realigned fixed and rotary framework to PAX
  - Lakehurst has critical technical function: Technical development and support of aircraft carrier catapults and traps (cats & traps)
  - During deliberation, TECH recommend cantoning cats & traps due to estimated cost and fragility of relocation
- Further analysis determined:
  - TECH 0005 realignment of rotary wing function still valid
  - TECH 0006 realignment of fixed wing function without cats and traps makes less sense
  - Cost of moving cats and traps drives lowest estimated payback of closure to 59+ years
- IND also looked at realignment to JAX—cost too high to continue

TJCSG recommends not proceeding with the relocation of all functions at Lakehurst based on cost and technical justification

Education &Training Joint Cross Service Group

Candidate Recommendations

Infrastructure Steering Group Meeting
April 8, 2005

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

E&T JCSG Guiding Principles

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

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E&T JCSG 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**

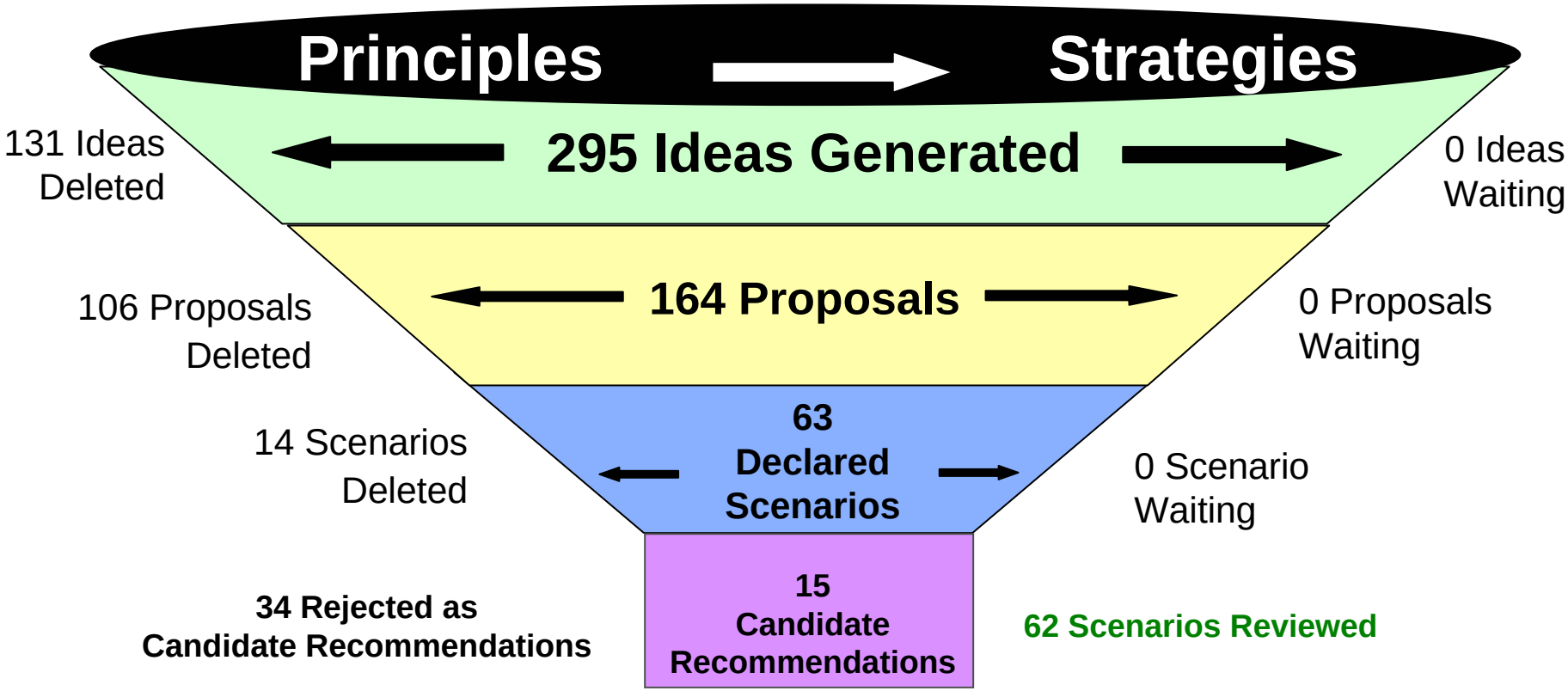
- **Professional Development Education Subgroup**
  - **Transfer appropriate functions to private sector**
  - **Create Joint "Centers of Excellence" for common functional specialties**
  - **Re-balance Joint with Service competencies across PME spectrum**

E&T JCSG 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



11 IEC Approved	5 ISG Directed CR Reconsiderations (9 Mar Memo)	4 ISG Disapproved	1 IEC Disapproved

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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

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E&T-0038A

Candidate Recommendation (summary): Establish, under JFCOM, three Joint Range Coordination Centers to facilitate installation management functions of ranges for joint operations and exercises.

Justification

- ✓ **Supports all Service and Joint large-scale range use.**
- ✓ **Simplifies coordination of large-scale exercises, across multiple ranges.**
- ✓ **Expands on and leverages existing formal and informal relationships.**
- ✓ **Supports DoD Training Transformation.**
- ✓ **Optimizes use of ground, air, and sea range space for both training and testing.**
- ✓ **Estimated 87 billets (civilian/military) from Services**

Military Value

- ✓ **Eglin (East Region): Highest quantitative MV in region.**
- ✓ **Bliss (Central Region): 2nd highest quantitative MV in region. Military judgment rejected highest in region as not suitable (White Sands) because primarily T&E.**
- ✓ **North Island (West Region): Highest quantitative MV in region.**

Payback

✓ One Time Cost:	$4.666M
✓ Net Implementation Cost:	$48.078M
✓ Annual Recurring Cost:	$9.567M
✓ Payback Period:	Never
✓ NPV Cost:	$137.9M

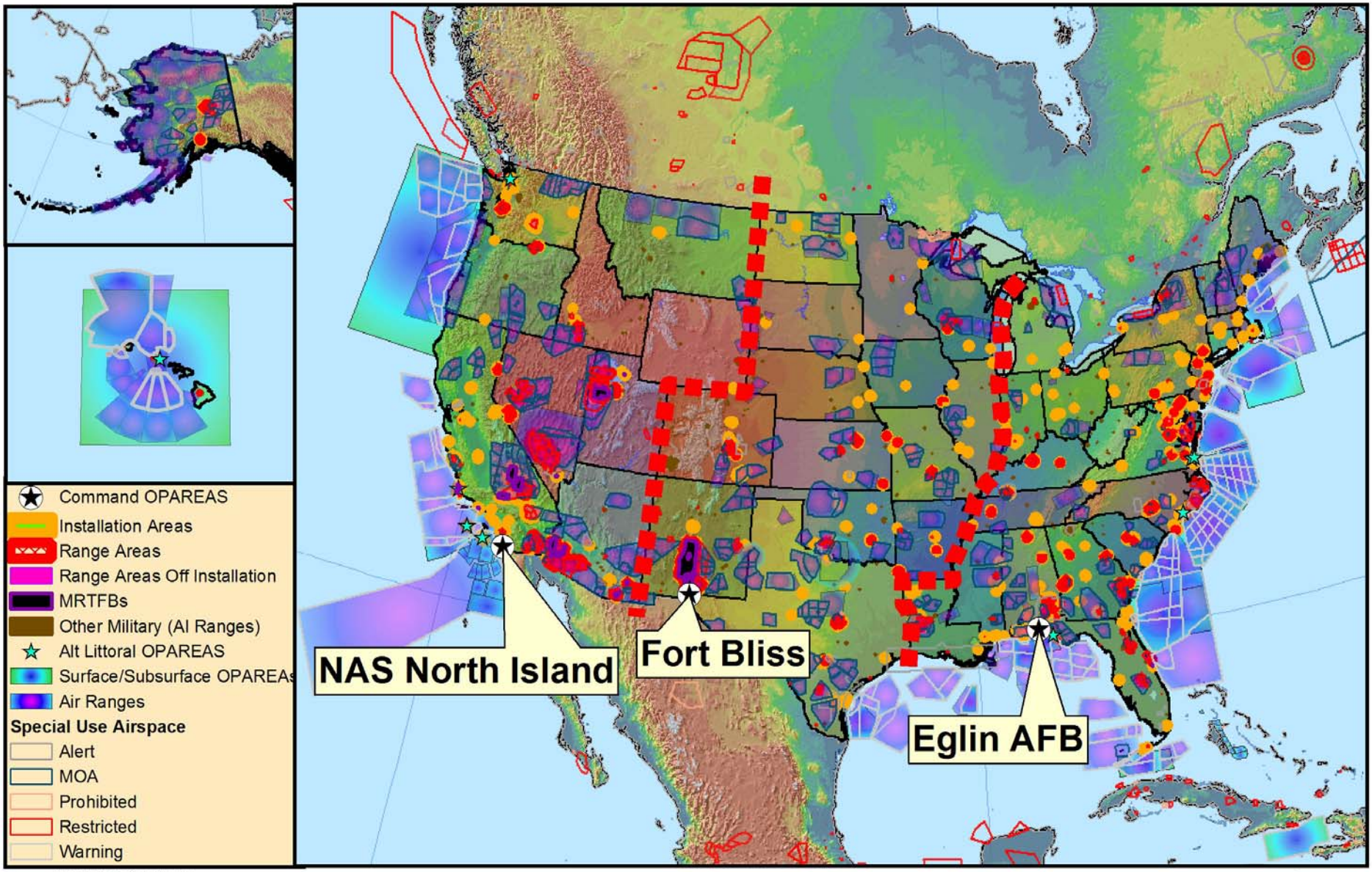
Impacts

- ✓ **Criterion 6: Total Reduction = 155 (Direct jobs = 87, Indirect jobs = 68) -0.02% to**
- ✓ **-0.08%; <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

Joint Regional Range Coordination Centers
Scenario 38A

Draft Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA



E&T JCSG Range Subgroup

Strategy:

- 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

Issue Statement: E&T CR – 0038A

- **Cross-Service Range Use:**
  - **Services currently coordinate Cross-Service range use on a case-by-case and point-to-point basis.**
  - **This is adequate for small scale events.**
  - **Supports large Service-specific events.**

- **OSD (P&R) recognizes that a coordination problem exists**
  - **They have recently established a Cross Service Range Use Standardization Working Group (RUSWG).**
  - **RUSWG is to overcome problems associated with Cross-Service range use.**
  - **This is an ad hoc WG of Service Range staff.**

- **No top level visibility across Services**
  - **JFCOM must coordinate with each Service and individual ranges to coordinate JNTC matters.**
  - **OSD cannot see range capabilities and issues (eg. encroachment) across Services and commands.**
  - **An example of this is the difficulty of generating DoD-wide range information to OSD decision-makers.**

- **OSD range perspective relies on <u>Ad Hoc</u> organizations**
  - **Services must use MILDEP, Command and individual range staffs on an ad hoc basis to coordinate JNTC matters.**
  - **This redirects those Service assets from their Title 10 responsibilities.**
  - **Range Commanders Council (RCC) provides grass roots perspective on range sustainability based on a specific set of SW ranges.**
  - **Regional Environmental Offices provide cross-Service regional perspective on environmental encroachment issues without formal MILDEP operations perspective.**

Justification: E&T CR – 0038A

- **Original E&T JCSG Guidance (Jul 03 Memo):**
  - Integrate distributed/networked (live) virtual and constructive capabilities through JNTC initiative into regional and national centers.
  - Guiding Principals: Advance Jointness; Achieve Synergy; Capitalize on Technology; Exploit Best Practices; Minimize Redundancy
- **Range Subgroup process for TNG Function:**
  - 51 original proposals reflecting possible cross-service range combinations.
  - Reduced to 2 scenarios representing a best structure for cross-service/cross-functional range use.
- **Supports the SECDEF's top priorities – Jointness, Transformation & T2**
  - Facilitates all large scale range use: joint, cross-functional, or service specific, to include JNTC.
    - Ground, air, and sea range space for both training and testing.
  - Aids the implementation of the JNTC component of OSD's T2 JNTC objectives:
    - Ability to perform in Joint Context
    - Ability to provide a robust opposition force
    - Ability to measure through instrumentation
    - Ability to assess training
    - JNTC is the future measure for live, virtual and constructive Joint Training
  - Facilitates JNTC events and joint tasks integrated into all live training.
  - Leverages existing Service range staff with the additional work required to implement JNTC and the increased cross-service and cross-functional range use sought by OSD
  - Provides enhanced situational awareness concerning the status, capabilities, and sustainability (e.g., encroachment, outreach and best management practices) of ranges across DoD. Mirrors other regional approaches, eg Army & Navy installation management; OSD REO's.

T2

↓

JNTC
Build a live, virtual constructive training environment

- **Coordination Centers:**
  - Services retain specific Range functions (Scheduling, Management, Resource Management)
  - Will enhance present Training or T&E range missions.
  - Expands on and leverages existing formal and informal relationships.
  - **Do <u>support</u> coordination**

Coord Center Functions – Assist OSD & JFCOM with:
- Programming and Budgeting for JNTC
- Developing JNTC Requirements
- Developing JNTC Plans and Objectives
- Coordinating scheduling of sites to support JNTC
- Coordinating execution of JNTC
- Developing requirements for LVC, OPFOR, Joint Data, and Instrumentation
- Certifying and Accrediting sites
- Working range sustainment actions and coordination.

E&T JCSG Scorecard

Candidate Recommendation	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
E&T-0003R Privatize Grad Ed	49.10M	133.00M	47.50M	561.30M
E&T-004R Navy Supply Training	23.02M	4.54M	6.57M	56.82M
E&T-0012 DRMI to DAU	3.30M	0.40M	0.70M	6.80M
E&T-0014 Religious Ed	0.98M	4.00M	0.85M	11.57M
E&T-0016 Culinary Training	5.26M	2.67M	1.40M	5.26M
E&T-0029 Prime Power	9.80M	1.97M	- 0.13M	- 11.56M
E&T-0038R Range Coordination Ctrs	4.66	48.08	- 9.56	- 137.9M
E&T-0046 UPT	399.77M	199.38M	35.74M	136.21M
E&T-0052 JSF	199.07M	209.60M	- 3.33M	- 226.26M
E&T-0053 Trans Mgt Training	1.16M	4.91M	1.13M	15.03M
E&T-0058 USAWC and USACGSC	45.98M	44.99M	19.63M	220.39M
E&T-0061 Air Defense Artillery	190.25M	14.70M	47.39M	419.81M
E&T-0062 Aviation Logistics School	469.24M	185.30M	78.06M	538.04M
E&T-0063 Armor Center and School	677.07M	84.40M	160.55M	1,392.25M
E&T-0064 Trans/Ordnance/Support	872.07M	315.80M	152.57M	1,104.27M
TOTALs	2,950.73M	1,253.74M	539.07M	4,092.03M

Update Date: 4 Apr 05

Medical Joint Cross Service Group

Briefing to the ISG

8 Apr 2005

Medical Joint Cross Service Group

Healthcare Education & Training

- Enlisted Medical Training
- Officer Medical Ed

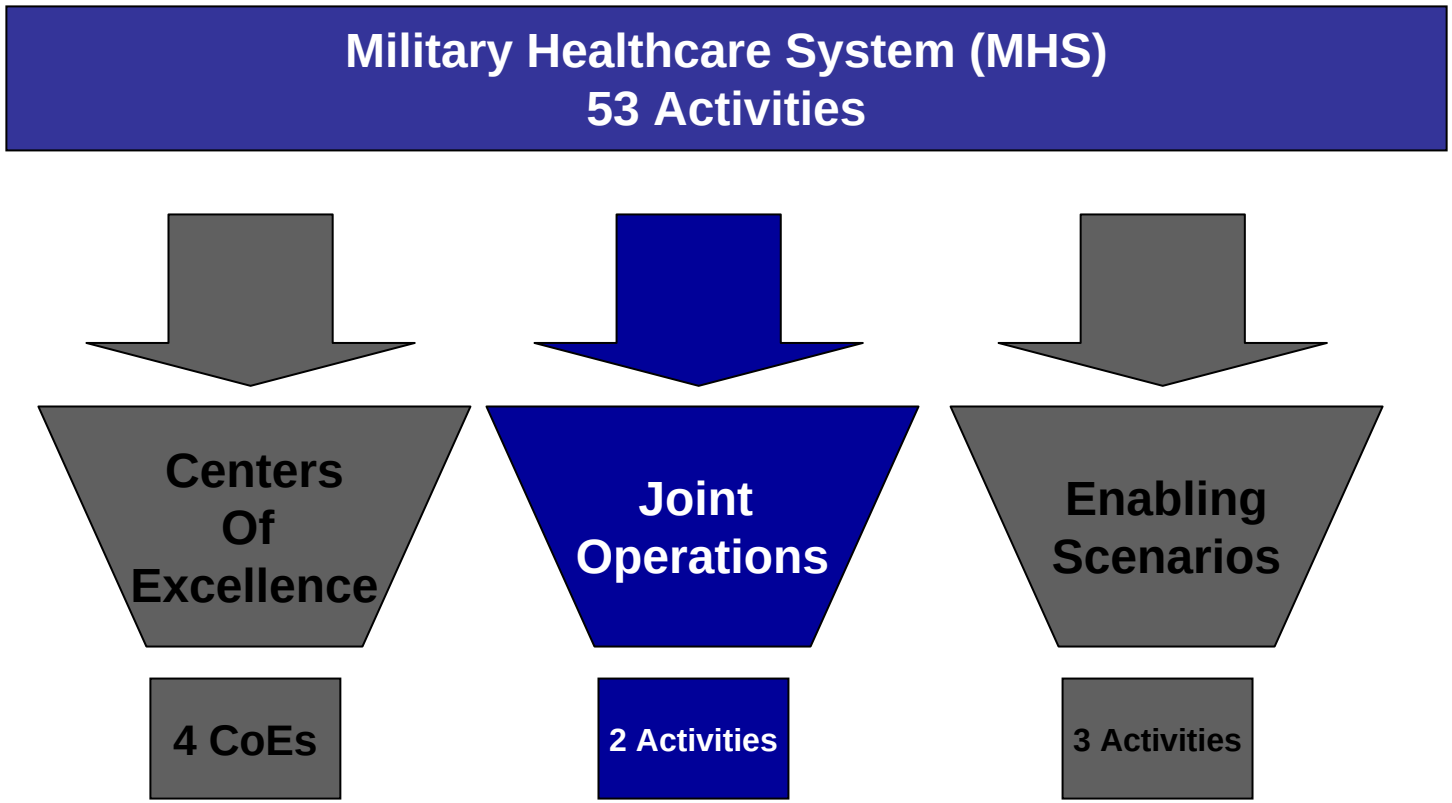
Healthcare Services

- Primary Care
- Specialty Care
- Inpatient

Healthcare Research, Development & Acquisition

- Aerospace Operational Med
- Combat Casualty Care
- Hyperbaric and Diving Medicine
- IM/IT Acquisition
- Medical Biological Defense
- Medical Chemical Defense

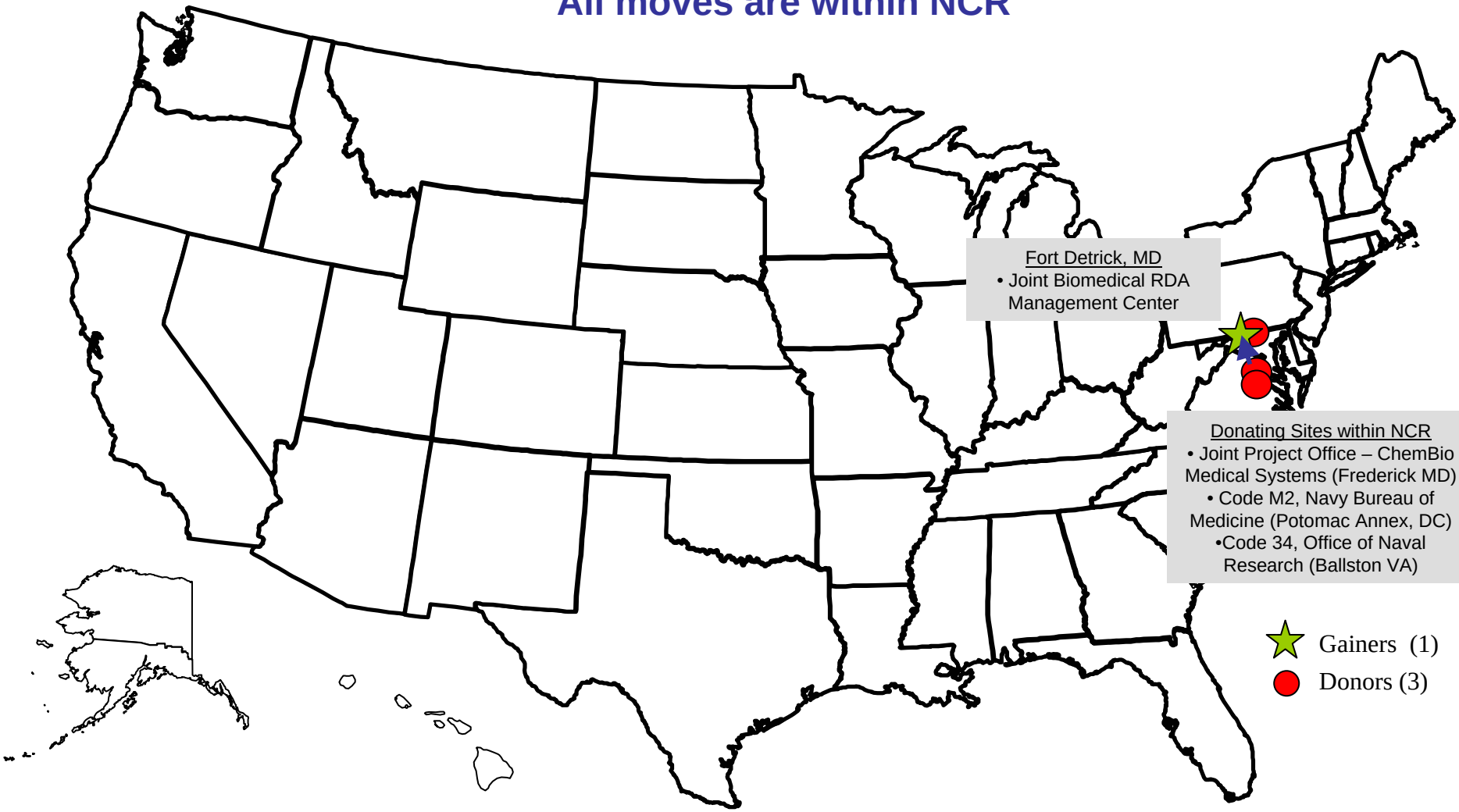
Medical/Dental RDA



Joint Biomedical RDA Management Center

MED0028

All moves are within NCR



Candidate #MED-0028: Establish a Joint Biomedical RDA Management Center

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

Justification

- ✓ Create synergies and efficiencies:
  - Coordinate program planning to build joint economies & eliminate undesired redundancy
  - Optimize utilization of limited critical professional personnel
  - Build common practices for FDA regulatory affairs & communications
- ✓ Reduces leased space

Military Value

- ✓ Builds on high Ft. Detrick mil value as judged by both Medical and Technical JCSGs.
- ✓ Military judgment: Facilitates better communication and integration of programs; more jointness.

Payback

✓ One-time cost:	$ 6.273M
✓ Net implementation cost:	$ 5.330M
✓ Annual recurring savings:	$ 0.634M
✓ Payback time:	14 years
✓ NPV (savings):	$ 0.961M

Impacts

- ✓ Criteria 6: -116 jobs (68 direct, 48 indirect); <0.1%
- ✓ 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

MJCSG-TJCSG Overlap

- MED-0028 (original)
  - BUMED (Code 02)
  - JPM-CBMS
    DTRA
  - **ONR (Code 34)**

- MED-0028 (Revised)
  - BUMED (Code 02)
  - JPM-CBMS

- TECH-0040
  - ARO
  - AFOSR
  - DARPA
  - **DTRA**
  - **ONR**

- TECH-0032
  - WRAIR
  - MNRC
  - **DTRA**
  - etc

Candidate #MED-0028R: Establish a Joint Biomedical RDA Management Center

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

Justification

- ✓ Create synergies and efficiencies:
  - Coordinate program planning to build joint economies & eliminate undesired redundancy
  - Optimize utilization of limited critical professional personnel
  - Build common practices for FDA regulatory affairs & communications
- ✓ Reduces leased space

Military Value

- ✓ Builds on high Ft. Detrick mil value as judged by both Medical and Technical JCSGs.
- ✓ Military judgment: Facilitates better communication and integration of programs; more jointness.

Payback

✓ One-time cost:	$ 3.515M
✓ Net implementation cost:	$ 3.187M
✓ Annual recurring savings:	$ 0.238M
✓ Payback time:	22 years
✓ NPV (cost):	$ 0.675M

Impacts

- ✓ Criteria 6: -20 jobs (12 direct, 8 indirect); <0.1%
- ✓ 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

MJCSG Scenarios Net Financial Impact

Proposal Title	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
Other BRAC Recommendations	$2,021M	$1,067M	$327M	$2,047M
MEDCR-0028R	$3.52M	$3.2M	$0.2M	($.7M)
Totals	**$2.025M**	**$1,070M**	**$327M**	**$2,047M**

Department of the Navy
BRAC 2005
Candidate Recommendations

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Progression of Analysis

DON
469 DON Activities

Surface/Subsurface
Aviation
Ground
Reserve Centers
Regional Support
Recruiting Districts/Stations
Recruit Training
Officer Accessions
DON Unique PME
Weapon Stations
Other Support
Fenceline Closures

Capacity Analysis
Military Value Analysis
Optimization
Scenario Development
Scenario Assessment

Operational:
- Surface/Subsurface – 20 scenarios
- Aviation – 14 scenarios
- Ground – 1 scenario

DON-specific E&T:
- Recruit Training – 1 scenario
- Officer Accessions – 7 scenarios
- DON Unique PME- 0 scenarios

DON-specific HSA:
- Reserve Centers – 37 scenarios
- Reserve Centers (Joint) – 51 scenarios
- Regional Support Activities – 19 scenarios
- Recruiting Management– 7scenarios

Other Support:
- IUSS/METOC/NCTAMS – 0 scenarios
- NWDC – 2 scenarios

Fenceline Closures – 29 scenarios

Additional Analysis:
* Surface/Subsurface
  - Carrier move (2 scenarios)
- Weapon Stations
- Fenceline Closures

Scenario Analysis
Costs & Saving
Other Considerations
IEG Deliberations
CR Risk Assessment

Operational:
- Surface/Subsurface – 3 Candidate Recommendations (CRs) [4 activities]
- Aviation – 3 CRs [4 activities]

DON-specific E&T:
- Officer Accessions 1 CR [1 activity]

DON-specific HSA:
- Reserve Centers – 25 CRs [25 activities]
- Reserve Centers (Joint) – 10 CRs [15 activities]
- Regional Support Activities – 5 CRs [10 activities]
- Recruiting Management – 1 CR [5 activities]

Other Support
- NWDC 1 CR [1 activity]

Fenceline Closures – 4 CRs [4 installations]*

* 1 JCSG Fenceline Closure

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Candidate #DONCR-0133

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

Justification

✓Reduces excess capacity, moves workload to the three remaining shipyards.

✓This recommendation closes the installation fenceline and relocates or eliminates the remaining personnel.

✓Saves $$ by closing entire installation.

✓Surface-Subsurface Operations berthing capacity not required to support the Force Structure Plan.

✓Incorporates IND-0056

Military Value

✓NSYD Portsmouth is ranked 3rd of four shipyards, and 3rd of 9 ship depot level activities.

✓Military Judgment: Closure of Portsmouth NSYD eliminates excess capacity and satisfies the Department desires to place ship maintenance close to the fleet.

✓ Increases average military value of the Surface-Subsurface Operations function from 47.92 to 48.17.

✓Ranked 20 of 29 Bases in the Surface-Subsurface Operations function.

Payback

✓One Time Cost:	$439.24M
✓Net Implementation Savings:	$24.88M
✓Annual Recurring Savings:	$127.30M
✓Payback:	3 years
✓NPV Savings:	$1.2B

Impacts

✓Criteria 6: -7,319 jobs; 2.21% job loss
✓Criteria 7: No substantial impact.
✓Criteria 8: No substantial impact.

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

Candidate #DONCR-0157

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

Justification

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

Military Value

- ✓Military value for the mission assets moved were evaluated in HSACR-0120.
- ✓MCSA Kansas City 93 of 337.
- ✓NAS JRB New Orleans 63 of 337.

Payback

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

Impacts

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

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

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Candidate #DON-0158A

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

Justification

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

Military Value

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

Payback

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

Impacts

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

✓Strategy ✓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 DONCR-0168A

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

Justification

✓ 2001 Realignment designated CFFC as ISIC for Naval Warfare Doctrine Command.

✓ Relocation of NWDC provides greater synergy with the Fleet and Norfolk local training/tactics commands.

Military Value

✓NWDC would be more integrated with the Fleet and Norfolk assets, increasing its MilVal.

✓ NWDC expected to maintain current ADCON relationship with NWC.

Payback

✓ One Time Cost:	$11.5M
✓ Net Implementation Cost	$8.6M
✓ Annual Recurring Savings	$0.8M
✓ Payback Period	17 Years
✓ NPV (costs):	0.2M

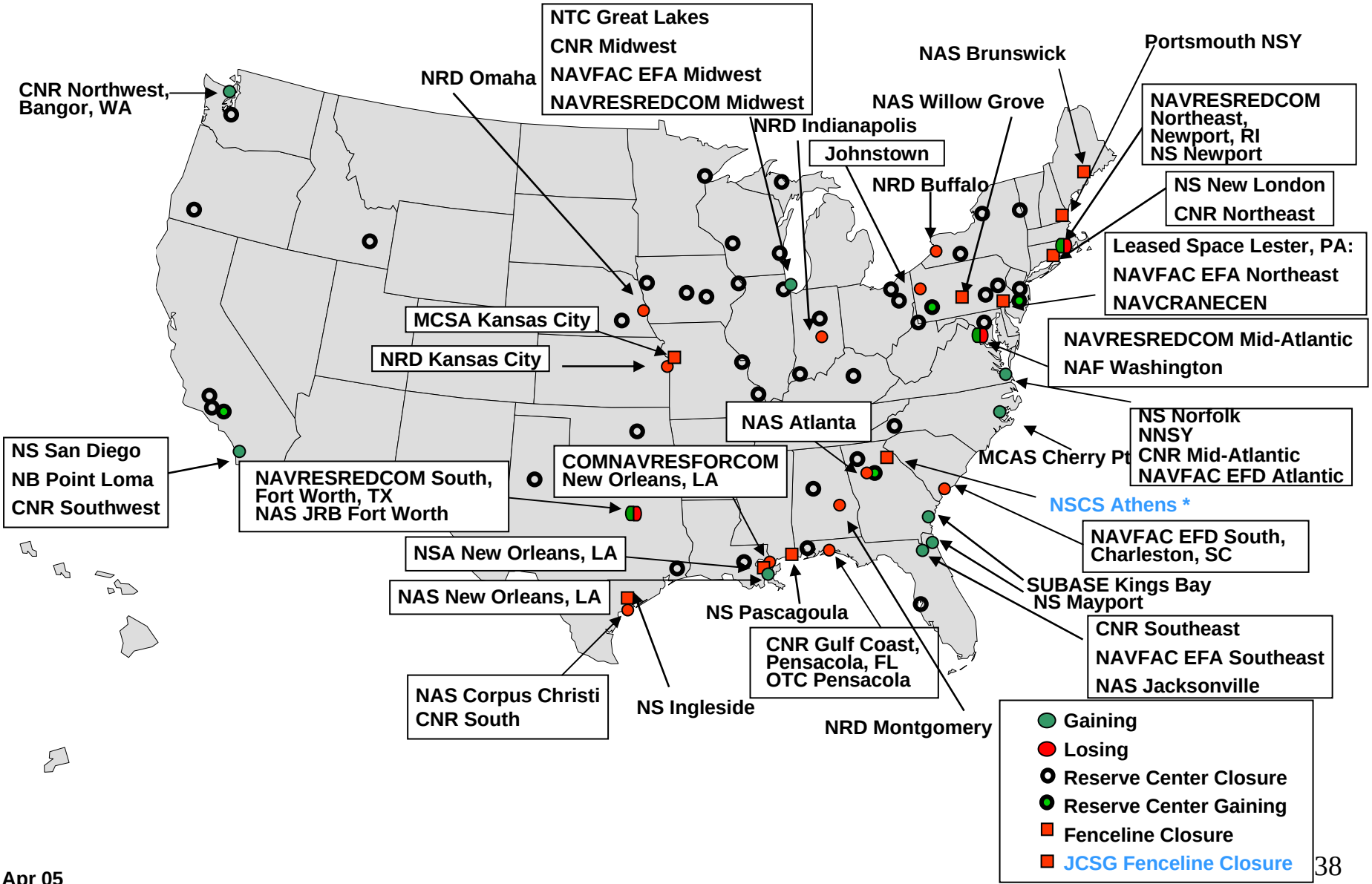
Impacts

✓ Criteria 6: -492 jobs, 0.06% job loss.

✓ Criteria 7: No substantial impact.

✓ Criteria 8: No substantial impact.

DON Candidate Recommendations



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DON Candidate Recommendation Payback Summary

	Billets Elim	Billets Moved	One-Time Costs	Steady-State Savings	20 Year NPV	Cost/NPV Ratio
Fencelines (4) *	3,858	3,835	630.77	-188.63	-1,751.64	1:3
NWDC	0	111	11.45	0.85	-0.41	1:1
TOTAL	**3,858**	**3,946**	**642.22**	**-187.77**	**-1,752.05**	**1:3**

TOTAL	Billets Elim	Billets Moved	One-Time Costs	Steady-State Savings	20 Year NPV	Cost/NPV Ratio
Surface/Subsurface (3)	3,114	9,972	867.49	-326.00	-3,112.91	1:4
Aviation (3)	2,139	3,548	314.30	-212.40	-2,337.10	1:7
OTCs (1)	15	266	3.22	-1.67	-21.22	1:7
Reserve Centers (25)	170	142	3.58	-19.03	-270.77	1:76
JAST (10)	60	343	87.17	-10.98	-60.07	1:1
Regional Support Activities (5)	251	815	49.32	-23.04	-258.33	1:5
Recruiting Management (1)	152	0	2.44	-14.53	-207.76	1:85
Fenceline (4)	3,858	3,865	630.77	-188.63	-1,751.64	1:3
Other (1)	0	111	11.45	-0.85	-0.41	1:1
TOTAL	**9,759**	**19,062**	**1,969.74**	**-797.14**	**-8,020.21**	**1:4**

*** Includes all DON actions within fenceline**

All Dollars shown in Millions

Fenceline Analysis Remaining

- Monterey
  - FNMOC and *NRL Detachment* enclave
- Corona
- *NAES Lakehurst*
- MCLB Barstow
- *NSWC Crane*
- *Indian Head*
- Concord

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IGPBS
CVN to Pacific Discussion

IGPBS
CSG Basing

- **DEPSECDEF memo of 23 Dec requires BRAC process accommodate certain IGPBS decisions**
  - Requires homeporting an additional CSG forward in the Pacific Theater
  - Two ports meet specified requirement
  - IGPBS does not specify the source of the forces to comprise the CSG (CVN, T-AOE, CVW, Escorts)

- **4 Options analyzed result in realignment actions**
  - CVN/CVW from West Coast to Hawaii (no mvmt of escorts)
  - CVN/CVW from East Coast to Hawaii (2 DDGs to San Diego; 1 CG to Pearl Harbor)
  - CVN/CVW from West Coast to Guam (escorts to Guam)
  - CVN/CVW from East Coast to Guam (escorts to Guam)

IGPBS ROI Summary

Scenario	One-Time Costs	Steady-State Costs	ROI Years	20 Year NPV
DON-0036B (San Diego to Pearl Harbor)	2,659	+64.65	Never	+3,145
DON-0036C (Norfolk to Pearl Harbor)	2,726	+94.26	Never	+3,533
DON-0037B (derived) (San Diego to Guam)	4,038	+76.11	Never	+4,559
DON-0037C (derived) (Norfolk to Guam)	4,062	+89.35	Never	+4,726

All Dollars shown in Millions

Notes:

- Total MILCON costs - Hawaii $2.1B, Guam $3.4B Maintenance Infrastructure and Housing)
- Significant Dredging at both locations (Hawaii-$192M, Guam-$94M)
- Procurement of new simulators at both locations ($120M)
- Land lease /acquisition costs at Hawaii and Guam (Kalealoa - $4.3M; Agana - $28M, Land for Guam Family Housing - $101M)

BRAC Issues
CVN to Hawaii

- **Industrial**
  - Ability to support 7 CVNs if east/west coast mix changes
  - Estimate $82M cost to provide CVN capability at PHNSY
- **Training/Environmental**
  - FCLPs potential impacts on USMC Ops
  - Noise impact on community - increase in population affected at 55 dB DNL from 15 to 3144 (20860 % increase)
- **Requires change to USAF laydown at Hickam AFB**
  - Cost approximately $400 million (not in COBRA)
- **States willingness to lease Kalealoa to Navy**

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BRAC Issues CVN to Guam

- **Major support infrastructure improvements needed for increased presence**
- **Industrial support**
- **Community infrastructure (support services, utilities, roads)**
  - Costs/improvements to support additional 12,000 people
  - Probably require importing off-island workers to build infrastructure
- **Ability to complete Guam move within BRAC timeline (2011)**
- **Job change +20.49% on Guam**

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IGPBS CSG Basing Issues

- **BRAC analysis displays costs**
  - Does not characterize operational benefit/risks
  - Does not fully assess execution viability
  - Identifies potential for significant community infrastructure impacts
- **Other than cost, no clear BRAC preference for either losing or gaining site**
  - Alternatives not derived from either capacity or military value analysis
  - Decisions need to be based on strategic/operational judgment
- **Issues/unknowns**
  - High investment for incremental increase in forward presence
  - Impact of overarching Pacific basing strategy on basing availability
  - Impact of QDR on force posture/positioning

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Conclusion/Recommendations

- **Equivalent short-term warfighting benefit achievable in multiple ways within variable timeframes and cost**
  - Guam solution: 5-8 years $4.0-$6.6B
  - Hawaii solution: 4-6 years at $2.6-$3.1B
- **Optimal long-term solution depends on several factors that are likely to be influenced by QDR**
  - Force structure
  - COCM response/presence requirements
- **Operating force repositioning decisions can be made outside of BRAC**
- **DON Recommendation:**
  - Meet short-term COCOM requirements through force posture and defer long-term decision pending results of QDR

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Next Steps

- Next IEC meeting 11 Apr 05
- Next ISG meeting 15 Apr 05
- Completion of Candidate Recommendations

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

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

APR 5 2005

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS

SUBJECT: Candidate Recommendations Packages for the April 8, 2005, ISG Meeting

The Infrastructure Steering Group will meet on Friday April 8, 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.

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

Attachments:
As stated

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E&T-0038A: Joint Range Coordination Centers

Candidate Recommendation (summary): Establish, under JFCOM, three Joint Range Coordination Centers to facilitate installation management functions of ranges for joint operations and exercises.

Justification

- ✓ Supports all Service and Joint large-scale range use.
- ✓ Simplifies coordination of large-scale exercises, across multiple ranges.
- ✓ Expands on and leverages existing formal and informal relationships.
- ✓ Supports DoD Training Transformation.
- ✓ Optimizes use of ground, air, and sea range space for both training and testing.
- ✓ Estimated 87 billets (civilian/military) from Services

Military Value

- ✓ Eglin (East Region): Highest quantitative MV in region.
- ✓ Bliss (Central Region): 2nd highest quantitative MV in region. Military judgment rejected highest in region as not suitable (White Sands) because primarily T&E.
- ✓ North Island (West Region): Highest quantitative MV in region.

Payback

✓ One Time Cost:	$4.666M
✓ Net Implementation Cost:	$48.078M
✓ Annual Recurring Cost:	$9.567M
✓ Payback Period:	Never
✓ NPV Cost:	$137.9M

Impacts

- ✓ Criterion 6: Total Reduction = 155 (Direct jobs = 87, Indirect jobs = 68) -0.02% to
- ✓ -0.08%; <0.1%
- ✓ 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/MilDeps

Candidate Recommendation E&T-0038A

Candidate Recommendation:

Realign Fort McPherson, GA, as follows: relocate three Operation Officers, one Administrative Non-commissioned Officer, and two Operations/Plans GS civilians to a newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL; relocate one Installation Commander/Director, one Administrative Officer, one Deputy/XO GS civilian, one Administrative Assistant GS civilian, one Operations GS civilian, and two Operations/Plans GS civilians to a newly established Central Joint Range Coordination Center at Fort Bliss, TX; relocate one Administrative Non-commissioned Officer, one Operations Officer, one Operations/Plans Officer, and one Operations/Plans GS civilian to a newly established Western Joint Range Coordination Center at Naval Air Station North Island, CA.

Realign Fort Monroe, VA, as follows: relocate three Operations Officers to a newly established Central Joint Range Coordination Center at Fort Bliss, TX.

Realign Fort Monmouth, NJ, as follows: relocate one Operations/Plans Officer to a newly established Central Joint Range Coordination Center at Fort Bliss, TX.

Realign Carlisle Barracks, PA, as follows: relocate one Operations Officer and one Operations/Plans Officer to a newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL; relocate one Operations/Plan Officer a newly established Central Joint Range Coordination Center at Fort Bliss, TX.

Realign Red River Army Depot, TX, as follows: relocate one Operations Officer to a newly established Western Joint Range Coordination Center at Naval Air Station North Island, CA.

Realign Naval Station Ingleside, TX, as follows: relocate two Operations Officers to a newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL.

Realign Naval Air Station Brunswick, ME, as follows: relocate three Operations Non-commissioned Officers and one Operations/Plans GS civilian to the newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL; relocate three Operations Non-commissioned Officers and two Operations/Plans GS civilians to a newly established Central Joint Range Coordination Center at Fort Bliss, TX; relocate one Installation Commander/Director, one Administrative Officer, one Administrative Non-commissioned Officer, one Community Involvement GS civilian, three Operations Officers, two Operations Non-commissioned Officers, one Operations/Plans Officer, and three

Operations/Plans GS civilians to a newly established Western Joint Range Coordination Center at Naval Air Station North Island, CA.

Realign Naval Station Pascagoula, MS, as follows: relocate one Operations Officer to a newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL.

Realign Portsmouth Naval Shipyard, NH, as follows: relocate one Operations/Plans Officer to a newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL; relocate one Deputy/XO GS civilian to a newly established Western Joint Range Coordination Center at Naval Air Station North Island, CA.

Realign Naval Weapons Station Charleston, SC, as follows: relocate one Operations Officer to a newly established Central Joint Range Coordination Center at Fort Bliss, TX.

Realign Naval Air Station Atlanta, GA, as follows: relocate one Operations Officer to a newly established Central Joint Range Coordination Center at Fort Bliss, TX; relocate one Operations Officer to a newly established Western Joint Range Coordination Center at Naval Air Station North Island, CA.

Realign Marine Corps Logistics Base Barstow, CA, as follows: relocate two Operations Officers and one Operations Non-commissioned Officer to a newly established Eastern Joint Coordination Center at Eglin Air Force Base, FL; relocate two Operations Officers, one Administrative Non-commissioned Officer, and one Operations Non-Commissioned Officer to a newly established Central Joint Range Coordination Center at Fort Bliss, TX; relocate a two Operations Officers and two Operations Non-commissioned Officers to a newly established Western Joint Range Coordination Center at Naval Air Station North Island, CA.

Realign Pope Air Force Base, NC, as follows: relocate one Installation Commander/Director, one Operations/Plans Officer, one Community Involvement GS civilian, one Operations GS civilian, two Operations/Plans GS civilians, and one Administrative Assistant GS civilian to a newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL; relocate two Operations Officers and three Operations/Plans GS civilians to a newly established Western Joint Range Coordination Center at Naval Air Station North Island, CA.

Realign Cannon Air Force Base, NM, as follows: relocate one Operations Officer, one Administrative Officer, one Deputy/XO GS civilian, and one Operations/Plans GS civilian to a newly established Eastern Joint Range Coordination Center at Eglin Air Force Base, FL; relocate one Community Involvement GS civilian, one Operations Officer, two Operations/Plans Officers, and two Operations/Plans GS civilians to a newly established Central Joint Range Coordination Center at Fort Bliss, TX.

Justification: This recommendation creates three Regional Joint Range Coordination Centers, under Joint Forces Command, that support DoD training transformation (T2) by optimizing ground, air, and sea range space for training while maintaining utilization by the T&E community. This recommendation facilitates all large-scale range use: Joint, Cross-Functional and Service-specific. It provides enhanced situational awareness concerning the status, capabilities, and sustainability of DoD ranges. It will expand on and leverage existing formal and informal relationships. Creating the Joint Range Coordination Centers will avoid overloading existing Service range staff with the additional work required to implement JNTC and the increased Cross-Service and Cross-Functional range use sought by OSD. Total manning required is 87 billets from all Services. JNTC is the future measure for live, virtual and constructive Joint Training. The Coordination Centers will support JNTC events and joint tasks integrated into all live training. Coordination Centers will not perform current Service-specific Range functions and will not disrupt present Training or T&E missions, but have the potential to enhance those missions.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is $4.666M. The net of all costs and savings to the Department during the implementation period is a cost of $48.078M. Annual recurring costs to the Department after implementation are $9.567M with no payback expected. The net present value of the costs and savings to the Department over 20 years is a cost of $137.9M.

Impacts:

Economic Impact on Communities:

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 30 jobs (18 direct jobs and 12 indirect jobs) over the 2006-2011 period in the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Charleston-North Charleston, SC Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 18 jobs (10 direct jobs and 8 indirect jobs) over the 2006-2011 period in the Clovis, NM Micropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 4 jobs (2 direct jobs and 2 indirect jobs) over the 2006-2011 period in the

Corpus Christi, TX Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 21 jobs (12 direct jobs and 9 indirect jobs) over the 2006-2011 period in the Fayetteville, NC Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5 jobs (3 direct jobs and 2 indirect jobs) over the 2006-2011 period in the Harrisburg-Carlisle, PA Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Pascagoula, MS Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 45 jobs (24 direct jobs and 21 indirect jobs) over the 2006-2011 period in the Portland-South Portland-Biddeford, ME Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 19 jobs (11direct jobs and 8 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 the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1 job (1 direct job and no indirect jobs) over the 2006-2011 period in the Texarkana, TX-Texarkana, AR Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6 jobs (3 direct jobs and 3 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 the economic area employment.

Candidate #MED-0028: Establish a Joint Biomedical RDA Management Center

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

Justification

- ✓ Create synergies and efficiencies:
  - Coordinate program planning to build joint economies & eliminate undesired redundancy
  - Optimize utilization of limited critical professional personnel
  - Build common practices for FDA regulatory affairs & communications
- ✓ Reduces leased space

Military Value

- ✓ Builds on high Ft. Detrick mil value as judged by both Medical and Technical JCSGs.
- ✓ Military judgment: Facilitates better communication and integration of programs; more jointness.

Payback

✓ One-time cost:	$ 6.273M
✓ Net implementation cost:	$ 5.330M
✓ Annual recurring savings:	$ 0.634M
✓ Payback time:	14 years
✓ NPV (savings):	$ 0.961M

Impacts

- ✓ Criteria 6: -116 jobs (68 direct, 48 indirect); <0.1%
- ✓ 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

Candidate Recommendation #MED-0028

Candidate Recommendation: Realign Office of the Chief of Naval Research facility, 800 Quincy Street, Arlington, VA, by relocating Office of the Chief of Naval Research headquarters-level planning, investment portfolio management and program and regulatory oversight of DoD Biomedical Science and Technology (S&T) programs and FDA-regulated medical product development within the RDA function to a new Joint Biomedical Research, Development and Acquisition Management Center at Fort Detrick, MD

Realign Potomac Annex- Georgetown, DC, by relocating Naval Bureau of Medicine, Code M2, headquarters-level planning, investment portfolio management and program and regulatory oversight of DoD Biomedical Science and Technology (S&T) programs and FDA-regulated medical product development within the RDA function to a new Joint Biomedical Research, Development and Acquisition Management Center at Fort Detrick, MD.

Realign, 6801 Telegraph Rd, Alexandria, VA, by relocating National Capital Element, DTRA-CB Science and Technology Office of the Defense Threat Reduction Agency (DTRA) headquarters-level planning, investment portfolio management and program and regulatory oversight of DoD Biomedical Science and Technology programs and FDA-regulated medical product development within the RDA function to a new Joint Biomedical Research, Development and Acquisition Management Center at Fort Detrick, MD.

Realign 64 Thomas Jefferson Drive, Frederick, MD, by relocating the Joint Program Executive Office for Chemical Biological Defense, Joint Project Manager for Chemical Biological Medical Systems headquarters-level planning, investment portfolio management and program and regulatory oversight of DoD Biomedical Science and Technology programs and FDA-regulated medical product development within the RDA function , to a new Joint Biomedical Research, Development and Acquisition Management Center at Fort Detrick, MD.

Justification: This action will co-locate Army, Navy, Air Force and Defense Agency biomedical program management expertise for FDA regulated product development with biomedical science and technology program management expertise at a single site, bringing organizational elements from diverse locations together with many similar organizations that are already located at Fort Detrick MD, creating opportunities for synergies and efficiencies, and reducing the use of leased space within the National Capital Region. The specific benefits occuring as a result of this action would be:

- It will promote beneficial technical interaction in planning and headquarters-level oversight of all defense biomedical R&D, fostering a joint perspective and sharing of expertise and work in areas of joint interest.
- It will create opportunities for synergies and efficiencies by facilitating integrated program planning to build joint economies and eliminate undesired redundancy, and by optimizing use of a limited pool of critical professional personnel with expertise in medical product development and acquisition.
- It will foster the development of common practices for DoD regulatory interactions with the U.S. Food and Drug Administration.
- It will facilitate coordinated medical systems lifecycle management with the medical logistics organizations of the Military Departments, already co-located at Fort Detrick.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is $6.273M. The net of all costs and savings to the Department during the implementation period is a cost of $5.33M. Annual recurring savings to the Department after implementation are $0.634M with a payback expected in 14 years. The net present value of the costs and savings to the Department over 20 years is a savings of $0.961M.

Impacts:
Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 116 jobs (68 direct jobs and 48 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitian 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: Air quality impact is expected, as Fort Detrick is currently in non-attainment for ozone, and added operations may exacerbate major source thresholds exceedence problems for NOx. An air conformity analysis will be required and new source review and permitting will be required. Fort Detrick includes 5 historic properties and 4 archeological sites. Two archeological sites at Fort Detrick require special procedures if items are found during construction. Potential impacts may occur, since resources must be evaluated on a case-by-case basis, thereby causing increased delays and costs. This recommendation has no impact on dredging; land use constraints, or sensitive resource areas; marine areas; marine mammals, resources, or sanctuaries; threatened and endangered species or critical habitats; waste management; water resources; or wetlands. This recommendation will require spending approximately $250K for environmental compliance actions at Fort Detrick. 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.

U.S. ARMY

PIMS # 074

Candidate # USA-0171R

Candidate Recommendation: Transform Reserve Component facilities in the State of North Carolina through the following actions. Close the Army Reserve Adrian B. Rhodes Armed Forces Reserve Center in Wilmington, North Carolina, close the Rock Hill Armed Forces Reserve Center in Rock Hill, South Carolina, close the Niven Armed Forces Reserve Center in Albermarle, North Carolina and relocate all Army and Navy units to a new Armed Forces Reserve Center (AFRC) and Organizational Maintenance Shop (OMS) in Wilmington, North Carolina, if the Army is able to acquire suitable land for the construction of the facilities.

Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

Military Value

- ✓ Enhances joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves overall training efficiencies
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

Payback

✓ One-Time Cost:	$9.1M
✓ Net of Implementation Costs:	$8.7M
✓ Recurring Costs:	$0.09M
✓ Payback Period:	100+
✓ NPV Costs:	$7.5M

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Navy currently a tenant and will move with host

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

BRAC 2005 - TABS Proposal Information Management System (PIMS)

Candidate Recommendation #USA-0171R

30-Mar-05

Recommendation:

Transform Reserve Component facilities in the State of North Carolina through the following actions. Close the Army Reserve Adrian B. Rhodes Armed Forces Reserve Center in Wilmington, North Carolina, close the Rock Hill Armed Forces Reserve Center in Rock Hill, South Carolina, close the Niven Armed Forces Reserve Center in Albermarle, North Carolina and relocate all Army and Navy units to a new Armed Forces Reserve Center (AFRC) and Organizational Maintenance Shop (OMS) in Wilmington, North Carolina, if the Army is able to acquire suitable land for the construction of the facilities.

Justification:

This recommendation closes three Army Reserve Centers throughout the state of North Carolina and constructs a multi component, multi functional, Armed Forces Reserve Center capable of accommodating Navy and Army Reserve units. This recommendation reduces military manpower and associated costs for maintaining existing facilities by collapsing three geographically separated facilities into a modern Armed Forces Reserve Center.

The implementation of this recommendation will enhance military value, improve homeland defense capability, greatly improve training and deployment capability, create significant efficiencies and cost savings, and is consistent with the Army's force structure plans and Army transformational objectives.

Military Value

This recommendation will significantly improve readiness and home station training opportunities by collocating United States Army Reserve Combat Service Support units and United States Navy Reserve units. This collocation of multiple and varied units will allow for more effective communications, more realistic training venues and create cross-functional career development opportunities. The new AFRC will enhance distributed learning and professional skills / sustainment training. Implementation of this recommendation will enhance individual soldier and unit readiness by providing a modern facility for Reserve Component personnel and units to execute the Train/Alert/Deploy process in support of mobilization/demobilization operations.

Collocation of multiple units into a joint use, multi-functional center provides substantially improved homeland defense capabilities throughout the State of North Carolina. Upon activation of the unit/units for emergency contingency missions, the center will provide critical enhanced communications infrastructure and staging areas for a more rapid response. The capacity of the facility allows for a response by larger, more capable task organized forces. Due to the existence of federally controlled enclaves and secure communication capabilities, the center may also provide a platform for interagency participation and cooperation in response to a wide range of emergency homeland defense situations.

This recommendation will enhance recruitment and retention of the men and women in the Reserve Component by setting the conditions for better home station training and increased support for family readiness operations for mobilized reservists.

Capacity
The new AFRC will provide capacity to meet current and future mission requirements, including increased surge capability for unforeseen missions and mobilization and modified direct deployment requirements. A new AFRC is required to correct deficiencies in the availability and condition of the land and the facilities currently in use by the affected Reserve Component units. The current properties and facilities do not meet Anti-terrorism/Force Protection (AT/FP) construction standards and they are surrounded by incompatible land uses that prohibit necessary stand off distances.

The existing properties and facilities are outdated and can no longer support the current/evolving force structure/equipment changes and associated training requirements. Additionally, this recommendation closes 64,460 square feet of existing facility space and builds 50,009 square feet of required space, reducing over 14,451 square feet of excess capacity.

Force Structure
The Reserve Component continues to be an important and necessary part of the Army's force structure to meet its current and future operational requirements. This recommendation is consistent with and supports the Army's Force Structure Plan submitted with the FY 06 Budget Documents, and provides the necessary capacity and capability to support the units affected by this action. It considers essential manning, training, organizing, equipping, and sustaining requirements, as well as approved transformational initiatives to ensure the Army and Department of Defense have the capabilities necessary to meet mission requirements.

Alternatives
This recommendation considered feasible locations within the demographic and geographic areas of the closing facilities and affected units. The site selected was determined as the best location because it optimizes the Reserve Components ability to recruit and retain Reserve Component soldiers and to train and mobilize units impacted by this recommendation.

Payback:
The total estimated one-time cost to the Department of Defense to implement this recommendation is $ 9,056 thousand. The net of all costs and savings to the Department of Defense during the implementation period is a cost of $ 8,737 thousand. Annual recurring savings to the Department after implementation are $ 94 thousand with a payback of 100+ years (2108). The net present value of the costs and savings to the Department over 20 years is a cost of $ 7,503 thousand.

This recommendation never pays back because it replaces undersized and inadequate facilities with a facility that meets Army standards. Although not captured in the COBRA analysis, this recommendation avoids the costs associated with meeting Anti Terror / Force

Protection construction standards and altering facilities to meet unit training requirements and communication requirements. These buildings are undersized and would require $10,158,940 in military construction to meet regulatory size requirements for the units that currently inhabit them. Avoidance of these costs, which if permitted in COBRA, would reduce costs to the Department of Defense in the 6-year BRAC implementation period, and in the 20-year period used to calculate NPV.

This candidate recommendation provides the opportunity for other Local, State, or Federal organizations to partner with the Reserve Components to enhance Homeland Security and Homeland Defense at a reduced cost to those agencies.

Other Considerations:

A. Economic Impact on Communities:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction/increase of 0 jobs (0 direct and 0 indirect jobs) over the 2006 – 2011 period in the Wilmington, NC metropolitan area, which is 0 percent of economic area employment.

B. Community Infrastructure Assessment:

There will be a minimal impact to the community since the Reserve Component units participating in this action will remain within a local driving distance from their current location. Members of these Reserve Component units are already part of the local community and their residency status will not change. Armed Forces Reserve Centers require minimal community infrastructure to support their activities.

C. Environmental Impact:

An environmental impact assessment addressed the environmental resource areas of compliance, restoration and waste management, and found negligible impacts. Closing sites have no significant restoration issues. Receiving sites have no known environmental impediments to implementation. A formal and more comprehensive assessment will be performed early in the implementation process along with the necessary facility environmental baseline surveys. The Army will work with community, State and Federal environmental agencies to satisfy applicable legal requirements associated with environmental issues.

**** End of Report ****

Candidate #DON-0133

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

Justification

✓Reduces excess capacity, moves workload to the three remaining shipyards.

✓This recommendation closes the installation fenceline and relocates or eliminates the remaining personnel.

✓Saves $$ by closing entire installation.

✓Surface-Subsurface Operations berthing capacity not required to support the Force Structure Plan.

✓Incorporates IND-0056

Military Value

✓NSYD Portsmouth is ranked 3rd of four shipyards, and 3rd of 9 ship depot level activities.

✓Military Judgment: Closure of Portsmouth NSYD eliminates excess capacity and satisfies the Department desires to place ship maintenance close to the fleet.

✓ Increases average military value of the Surface-Subsurface Operations function from 47.92 to 48.17.

✓Ranked 20 of 29 Bases in the Surface-Subsurface Operations function.

Payback

✓One Time Cost:	$439.24M
✓Net Implementation Savings:	$24.88M
✓Annual Recurring Savings:	$127.30M
✓Payback:	3 years
✓NPV Savings:	$1.2B

Impacts

✓Criteria 6: -7,319 jobs; 2.21% job loss

✓Criteria 7: No substantial impact.

✓Criteria 8: No substantial impact.

✓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

Draft Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA

Candidate Recommendation # DON-0133

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

Justification:

There are four Naval Shipyards performing depot-level ship refueling, modernization, overhaul and repair work: NSYD Norfolk, NSYD Pearl Harbor, NSYD Portsmouth and NSYD Puget Sound. NSYD Norfolk and NSYD Puget Sound are substantially larger than NSYD Pearl Harbor and NSYD Portsmouth. There is sufficient excess capacity in the aggregate across the four shipyards to close either NSYD Pearl Harbor or NSYD Portsmouth. Closing any other shipyard or combination of shipyards cannot be done within the excess capacity available at the remaining shipyards. Capacity data was collected across 35 commodity groups. For some of the commodities, there is currently insufficient excess capacity within the commodity to accept all the workload from a closing shipyard; however, when analyzing across the Navy's twenty-year Force Structure Plan, each commodity workload can be accommodated. NSYD Portsmouth was selected for closure, rather than NSYD Pearl Harbor, because it is the only closure which could eliminate excess capacity and satisfy Navy desires to strive to place ship maintenance capabilities close to the Fleet to: dry dock CVNs and submarines on both coasts and in the central Pacific; refuel/de-fuel/inactivate nuclear-powered ships; and dispose of inactivated nuclear-powered ship reactor compartments. It was the military judgment of the Industrial Joint Cross Service Group that closing NSYD Portsmouth provides the highest overall military value to the Department. Additional savings, not included in the payback analysis, are anticipated from reduced unit costs at the receiving shipyards because of the higher volume of work.

Relocating the ship depot repair function and SUBMEPP removes the primary missions from NSYD Portsmouth and eliminates or moves the entirety of the workforce at NSYD Portsmouth except for those personnel associated with the base operations support (BOS) function. NSYD Portsmouth is not suitable for use as an operational homeport as reflected in its low military value score as compared to other installations in the Surface/Subsurface function. Its berthing capacity is not required to support the Force Structure Plan. Therefore, closure of NSYD Portsmouth is appropriate.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is $439.24 million. The net of all costs and savings during the implementation period is a savings of $24.88 million. Annual recurring savings to the Department after implementation are $127.30 million with a payback expected in three

years. The net present value of the costs and savings to the Department over 20 years is a savings of $1.20 billion.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 7,319 jobs (3,612 direct jobs and 3,707 indirect jobs) over the 2006-2011 period in the Portland-South Portland-Biddeford, ME Metropolitan Statistical Area, which is 2.21 percent of the 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: A review of environmental resource areas indicates there are no substantial environmental impacts occasioned by this recommendation.

Naval Shipyard Norfolk is in Maintenance for 1-Hour Ozone and marginal non-attainment for 8-Hour Ozone. A Conformity Determination is not required. Consultation with the State Historical Preservation Office (SHPO) will be required. The scenario will increase waste volumes. The scenario will increase usage of water resources. Naval Shipyard Norfolk discharges to an impaired waterway. Groundwater and surface water contamination is reported. There are no anticipated impacts regarding the resource areas of Dredging, Land Use, Marine Mammals, Noise, Threatened and Endangered Species and Wetlands.

Naval Station Bremerton is in attainment. Consultation with the State Historical Preservation Office (SHPO) and the Suquamish Tribe will be required. Waste volumes will increase by 200 thousand pounds annually. Naval Station Bremerton has 16% of the station listed as wetlands. Infraction onto these wetlands could create a problem requiring mitigation. There are no impacts anticipated for Dredging, Land Use, Marine Mammals, Noise, Threatened & Endangered Species or Water Resources.

Naval Station Pearl Harbor is in attainment. No impacts are anticipated for Cultural Resources, Dredging, Land Use, Marine Mammals, Noise, Threatened and Endangered Species, Waste Management, Water resources, or Wetlands. Overall, there are no known environmental impediments to implementation of this recommendation.

This recommendation indicates impacts of costs at the installations involved. The closing installation, Naval Shipyard Portsmouth, reports costs of approximately $735 thousand for a Mutual Aid Agreement to provide Spill Response support to York County Maine, $54 thousand to modify and air permit, $216 thousand to remove tanks and dispose of material, $2.1 million to drain down/clean processing units, $1.2 million to

close Bulk storage tanks and $269 thousand for NEPA EA/EIS. Naval Shipyard Norfolk reports $400 thousand for a NEPA EA. These costs were included in the payback. There are no additional impacts of costs for waste management or environmental compliance activities. Because the Department has a legal obligation to perform environmental restoration regardless of whether an installation is closed, realigned, or remains open, this cost is not included in the payback calculation.

Attachments:

Supporting Information
COBRA Report
Economic Impact Report(s)
Installation Criterion 7 Profile(s)
Summary of Scenario Environmental Impacts Report

Candidate #DONCR-0157

Candidate Recommendation: Close Marine Corps Support Activity Kansas City, MO. Relocate Marine Corps Reserve Support Command element of Mobility Command to Naval Air Station Joint Reserve Base New Orleans, LA, and consolidate with Commander, Marine Corps Forces Reserve. Retain 9th Marine Corps District and 24th Marine Regiment in place on a Marine Corps owned and managed contiguous parcel within the MCSA fenceline.

Justification

✓Maintains Joint Service interoperability.

✓Merge common support functions.

✓Saves $ by closing majority of base (enclaves remaining tenants in consolidated property).

Military Value

✓Military value for the mission assets moved were evaluated in HSACR-0120.

Payback

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

Impacts

✓Criteria 6: -587 jobs; < 0.1% job loss

✓Criteria 7: No substantial impact.

✓Criteria 8: No substantial impact.

✓Strategy ✓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

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Candidate Recommendation # DONCR-0157

Candidate Recommendation: Close Marine Corps Support Activity (MCSA) Kansas City, MO. Relocate Marine Corps Reserve Support Command (MCRSC) element of Mobility Command to Naval Air Station (NAS) Joint Reserve Base (JRB) New Orleans, LA, and consolidate with Commander, Marine Corps Forces Reserve (MARFORRES). Retain 9th Marine Corps District (MCD) and 24th Marine Regiment in place on a Marine Corps owned and managed contiguous parcel within the MCSA fenceline.

Justification: The relocation of MCRSC and its parent command, MARFORRES to NAS JRB New Orleans will enhance Joint Service interoperability. The Air National Guard and Air Force Reserve each operate a Fighter Wing from NAS JRB New Orleans. MCRSC is currently the only geographically separated element of the MARFORRES. By virtue of being located on the same base with its Headquarters, the command would significantly increase interaction and operational efficiency as well as produce a reduction in force size by eliminating duplicative staff. Various common support functions, i.e., administrative support, contracting and supply functions, would be merged, resulting in a yet to be determined further decrease in staffing size.

Relocating these functions removes the primary missions from MCSA Kansas City and eliminates or moves the entirety of the workforce except for those personnel associated with the 9th MCD and 24th Marine Regiment. This recommendation closes the majority of the installation fenceline.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is $18.81 million. The net of all costs and savings during the implementation period is a cost of $6.54 million. Annual recurring savings to the Department after implementation are $4.29 million with a payback expected in three years. The net present value of the costs and savings to the Department over 20 years is a savings of $34.50 million.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 587 jobs (335 direct jobs and 252 indirect jobs) over the 2006-2011 period in the Kansas City, MO-KS Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

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

Environmental Impact: A review of environmental resource areas indicates there are no substantial environmental impacts occasioned by this fenceline closure recommendation. NAS JRB New Orleans will experience an increased sewage loading of 32,500 gallons per day to the Plaquemines Parish wastewater treatment plant and wetlands mitigation will be required. There are no impacts anticipated for Air Quality, Cultural Resources, Dredging, Land Use, Marine Mammals, Noise, or Threatened and Endangered Species. Overall, there are no known environmental impediments to implementation of the recommendation.

MCSA Kansas City identifies environmental compliance costs of $198K for an environmental survey and $30K for long-term monitoring for parcel O that is contaminated with chlorinated volatile organic solvents. This recommendation does not impact the costs listed in the Summary of Scenario Environmental Impact for environmental restoration.

Attachments:

Supporting Information
COBRA Report
Economic Impact Report(s)
Installation Criterion 7 Profile(s)
Summary of Scenario Environmental Impacts Report

Candidate #DONCR-0158A

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

Justification

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

Military Value

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

Payback

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

Impacts

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

✓Strategy ✓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

Draft Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA

Candidate Recommendation # DONCR-0158A

Candidate Recommendation: Close Naval Support Activity (NSA) New Orleans, LA. Consolidate the Navy Reserve Personnel Command and the Enlisted Placement and Management Center with the Navy Personnel Command at NSA Mid-South, Millington, TN. Consolidate the Navy Reserve Recruiting Command with the Navy Recruiting Command at NSA Mid-South, Millington. Relocate the Navy Reserve Command to NSA Norfolk, VA. Relocate Commander, Marine Corps Forces Reserve (MARFORRES) to Naval Air Station (NAS) Joint Reserve Base (JRB) New Orleans, LA, and consolidate with Marine Corps Reserve Support Command (MCRSC) element of Mobility Command. Relocate Naval Air Systems Command Support Equipment Facility New Orleans, Navy Recruiting District New Orleans and the Navy Reserve Center New Orleans to NAS JRB New Orleans. Relocate 8th Marine Corps District to NAS JRB Ft. Worth, TX. Consolidate NSA New Orleans installation management function with NAS JRB New Orleans.

Justification: The co-location of the Navy Reserve Personnel Command, the Enlisted Placement and Management Center, and Navy Reserve Recruiting Command at NSA Mid-South, Millington creates a Navy Human Resources Center for Excellence and improves personnel life-cycle management. This recommendation eliminates over 103 thousand (17%) gross square feet of current excess capacity. It also enables Business Process Reengineering transformation to support several significant Department of Defense initiatives such as the ongoing development and implementation of the Defense Integrated Military Human Resource System (DIMHRS). DIMHRS is the vehicle through which the Department will transform military personnel and pay management. It will be the modern, responsive system that supports commanders, the Services, and Service members and their families in the 21st century based on complete business process reengineering, with full participation from all Services and components. Other benefits include increasing Active and Reserve Component Total Force integration and effectiveness and supporting the Department's goals for the Continuum of Service concept which permits a range of participation to assist in force management and relieve stress on military skills that have been in high demand during recent operations. A Navy Recruiting Command office is currently located at NSA Mid-South, so this scenario will consolidate headquarters functions in a single location and eliminate stand-alone headquarters. In addition, activities of the Bureau of Naval Personnel, Navy Manpower Analysis Center and Navy Personnel Research and Development Center are currently located at NSA Mid-South.

The relocation of the Navy Reserve Command, comprised of Commander Navy Reserve Forces Command (COMNAVRESFORCOM), Commander Navy Reserve Forces (COMNAVRESFOR), and Commander Navy Air Reserve Forces (COMNAVAIRRESFOR), to NSA Norfolk, VA will enhance internal Service Active and Reserve component interoperability. In FY04, the Navy implemented Active Reserve Integration (ARI), a plan that will result in a more effective, efficient and capable war-fighting force. ARI redefines command relationships and responsibilities, creating an

Additional Duty relationship between the Commander, Navy Reserve Force and Commander, U.S. Fleet Forces Command, emphasizing the vital role the reserve component plays in supporting the Fleet. By virtue of being located on the same base with its Active Component Headquarters, the command would significantly increase interaction between the two components as well as produce a reduction in force size by eliminating duplicative staff. Various common support functions, i.e., administrative support, contracting and supply functions, would be merged resulting in a yet to be determined further decrease in staffing size.

The relocation of MARFORRES and the MCRSC element of MOBCOM to NAS JRB New Orleans will enhance Joint Service interoperability. The Air National Guard and Air Force Reserve each operate a Fighter Wing from NAS JRB New Orleans. MCRSC is currently the only geographically separated element of the MARFORES. By virtue of being located on the same base with its Headquarters, the command would significantly increase interaction and operational efficiency as well as produce a reduction in force size by eliminating duplicative staff. Various common support functions i.e., administrative support, contracting and supply functions, would be merged, resulting in a yet to be determined further decrease in staffing size.

Relocating these functions removes the primary missions from NSA New Orleans and eliminates or moves the entirety of the workforce except for those personnel associated with the base operations support (BOS) function and a number of smaller tenant activities. As a result, retention of NSA New Orleans is no longer required. Accordingly, this recommendation closes the installation fenceline and eliminates or relocates the remaining BOS personnel and tenant activities. BOS organizations and tenant activity services are currently shared between NSA New Orleans and NAS JRB New Orleans such that these organizations need to be partially consolidated and relocated to NAS JRB New Orleans for the remaining area population to continue to receive services.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is $149.71 million. The net of all costs and savings during the implementation period is a cost of $12.74 million. Annual recurring savings to the Department after implementation are $50.47 million with a payback expected in one year. The net present value of the costs and savings to the Department over 20 years is a savings of $460.07 million.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,362 jobs (1,339 direct jobs and 1,023 indirect jobs) over the 2006-2011 period in the New Orleans-Metairie-Kenner, LA Metropolitan Statistical Area, which is 0.31 percent of the economic area employment.

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

Environmental Impact: A review of environmental resource areas indicates there are no substantial environmental impacts occasioned by this recommendation. NAS JRB New Orleans will experience an increased sewage loading of 32,500 gallons per day to the Plaquemines Parish wastewater treatment plant and wetlands mitigation will be required. NAS JRB Ft Worth is in serious non-attainment for Ozone (1 hr.) and in moderate non-attainment for Ozone (8 hr.), however, no air conformity determination will be required. There are no impacts anticipated for Air Quality, Cultural Resources, Dredging, Land Use, Marine Mammals, Noise, Threatened & Endangered Species, or Water Resources. NSA Mid-South Millington and NSA Norfolk report no impacts in these or the Waste Management resource area. Overall, there are no known environmental impediments to implementation of the recommendation.

This recommendation will impact environmental costs at the installations involved. NSA New Orleans reports one-time costs of $20 thousand for hazardous material/waste disposal and $40 thousand for above/below ground storage tank removal. NAS JRB New Orleans reports costs of $40 thousand for wetlands mitigation and $120 thousand for NEPA documentation (EA). NSA Mid-South Millington reports $2 thousand for light bulb recycle and spill response. This recommendation does not impact the costs listed in the Summary of Scenario Environmental Impact for environmental restoration.

Attachments:

Supporting Information
COBRA Report
Economic Impact Report(s)
Installation Criterion 7 Profile(s)
Summary of Scenario Environmental Impacts Report

Candidate DONCR-0168A

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

Justification

✓ 2001 Realignment designated CFFC as ISIC for Naval Warfare Development Command.

✓ Relocation of NWDC provides greater synergy with the Fleet and Norfolk local training/tactics commands.

Military Value

✓ NWDC would be more integrated with the Fleet and Norfolk assets, increasing its MilVal.

✓ NWDC expected to maintain current ADCON relationship with NWC.

Payback

✓ One Time Cost:	$11.5M
✓ Net Implementation Cost	$8.6M
✓ Annual Recurring Savings	$0.8M
✓ Payback Period	17 Years
✓ NPV (costs):	0.2M

Impacts

✓ Criteria 6: -492 jobs, 0.06% job loss.

✓ Criteria 7: No substantial impact.

✓ Criteria 8: No substantial impact.

✓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

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Candidate Recommendation DONCR-0168A

Candidate Recommendation: Realign Naval Station (NAVSTA) Newport, RI by relocating Navy Warfare Development Command (NWDC) to Naval Station Norfolk, VA.

Justification: NWDC performs the functions of warfare innovation, concept development, Fleet and Joint experimentation, and the synchronization and dissemination of Doctrine. Relocating NWDC to Norfolk co-locates this Command with Numbered Fleets and Type Commander staffs responsible for Navy Mission Essential Tasks Lists development, assessment, and refinement. These are NWDC's ultimate customers and locating them at NAVSTA Norfolk results in substantial savings by eliminating annual travel cost of $100 thousand per year. NWDC would be co-located at NAVSTA Norfolk with Commander, Strike Force Training Atlantic, who is responsible for training Carrier Strike Groups and developing training plans (live, synthetic, and classroom) per emerging doctrine of Expeditionary and Surface Strike Groups. These training events often host NWDC experimentation events. NWDC war gaming and experimentation efforts would benefit from proximity to Joint Forces Command and influx of the modeling and simulation industry investment and intellectual capital in Suffolk, VA. This Candidate Recommendation was originally proposed by, and is endorsed by, Commander Fleet Forces Command.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is $11.46 million. The net of all costs and savings to the Department of Defense during the implementation period is a cost of $8.58 million. Annual recurring savings to the Department after implementation are $840 thousand with a payback expected in 17 years. The net present value of the costs and savings to the Department over the next 20 years is a cost of $172 thousand.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 492 jobs (211 direct, and 281 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.

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: NAVSTA Norfolk is in marginal attainment for Ozone (8-hour) but no Air Conformity determination is requested. Historic and archeological sites have been identified with the potential to impact future construction. NAVSTA Norfolk has 8.8% wetland restricted acres on base, which is a consideration for MILCON. This recommendation has no impact on dredging; land use constraints or sensitive resources

areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; or water resources. This recommendation will require spending approximately $75 thousand to complete an environmental assessment at NAVSTA Norfolk. This cost was included in the one time cost calculation. This recommendation should not otherwise impact the cost of environmental restoration, waste management, and environmental compliance activities.

Attachments:
Supporting Information
COBRA Report
Economic Impact Reports
Installation Criterion 7 Profiles
Summary of Scenario Environmental Impact Reports

THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION, TECHNOLOGY AND LOGISTICS

APR 7 2005

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

SUBJECT: Read Ahead Material for the April 8, 2005, ISG Meeting

The Infrastructure Steering Group will meet on April 8, 2005, at 10:30 a.m. in 3D-1019. The meeting's primary focus will be on candidate recommendations submitted by Education and Training and Medical Joint Cross Service Groups, as well as the Departments of Army and Navy. Other topics include the standard process overview, outstanding deliverables to the Infrastructure Executive Council, a short presentation on a Joint Information Operations Center, a report from the Technical Group on its actions in response to my March 9, 2005 memo on reviewing candidate recommendations, and a brief by the Navy on whether to execute its Global Posture carrier move within BRAC.

For your advance preparation, I am attaching the briefing slides and conflict review information.

There are 1,094 scenarios registered in the tracking tool as of March 25, 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.

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

Attachment:
As stated

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BRAC 2005

Briefing to the
Infrastructure Steering Group

April 8, 2005

DRAFT

Purpose

- Process Overview
- Pending IEC Deliverables
- Joint Information Operations Center
- Technical JCSG report
- Candidate Recommendations
  - Candidate Recommendations Projected briefings to ISG
  - Education and Training (1)
  - Medical (1)
  - USA (1)
  - DoN (4)
- DoN CVN presentation

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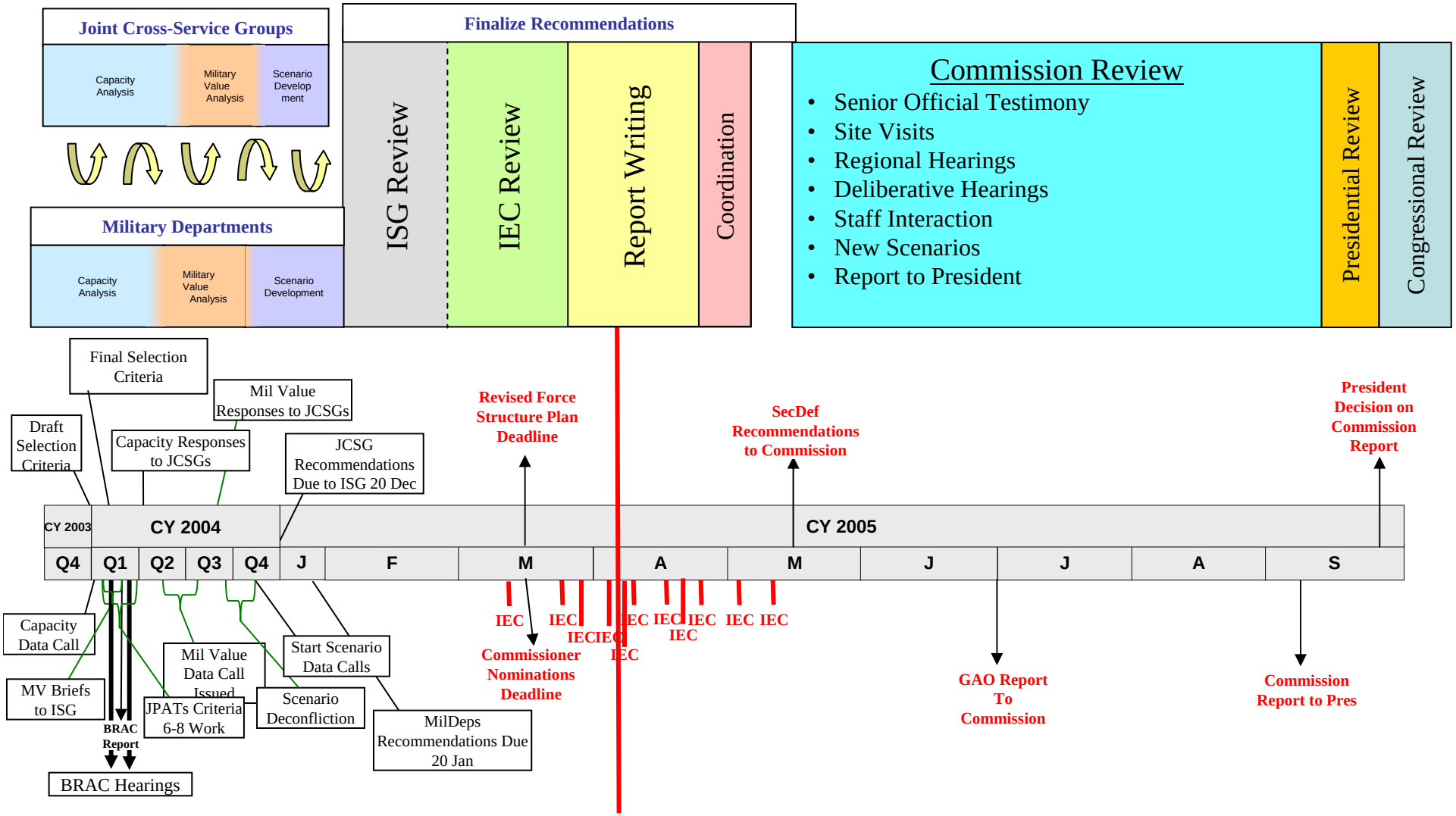
Process Overview



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Pending IEC Deliverables

Resubmissions:

- Consolidate Civilian Personnel Offices - resubmit using HSA-0031
- Joint Center for Rotary Wing RDAT&E - TECH-0005
- Joint Center for Fixed Wing RDAT&E - TECH-0006
- Joint Center for Weapons & Armaments RDAT&E - TECH-0018D
- C4ISR RDAT&E Consolidation (Air Force) - TECH-0042C
- C4ISR RDAT&E Consolidation (Navy) – TECH-0042A
- Defense Research Service Led Laboratories – TECH-0009A
- Joint Weather Center at Stennis MS- TECH-0020
- Consolidate Undergraduate Flight Trng - E&T- 0046
- Co-locate Extramural Research Program Managers – TECH-0040R

Integrated packages:

- Closure of Red River – USA-0036
- Closure of MCLB Barstow – DoN-0165A

DRAFT

Candidate Recommendations

Projected Briefings to ISG (as of 5 Apr 05)

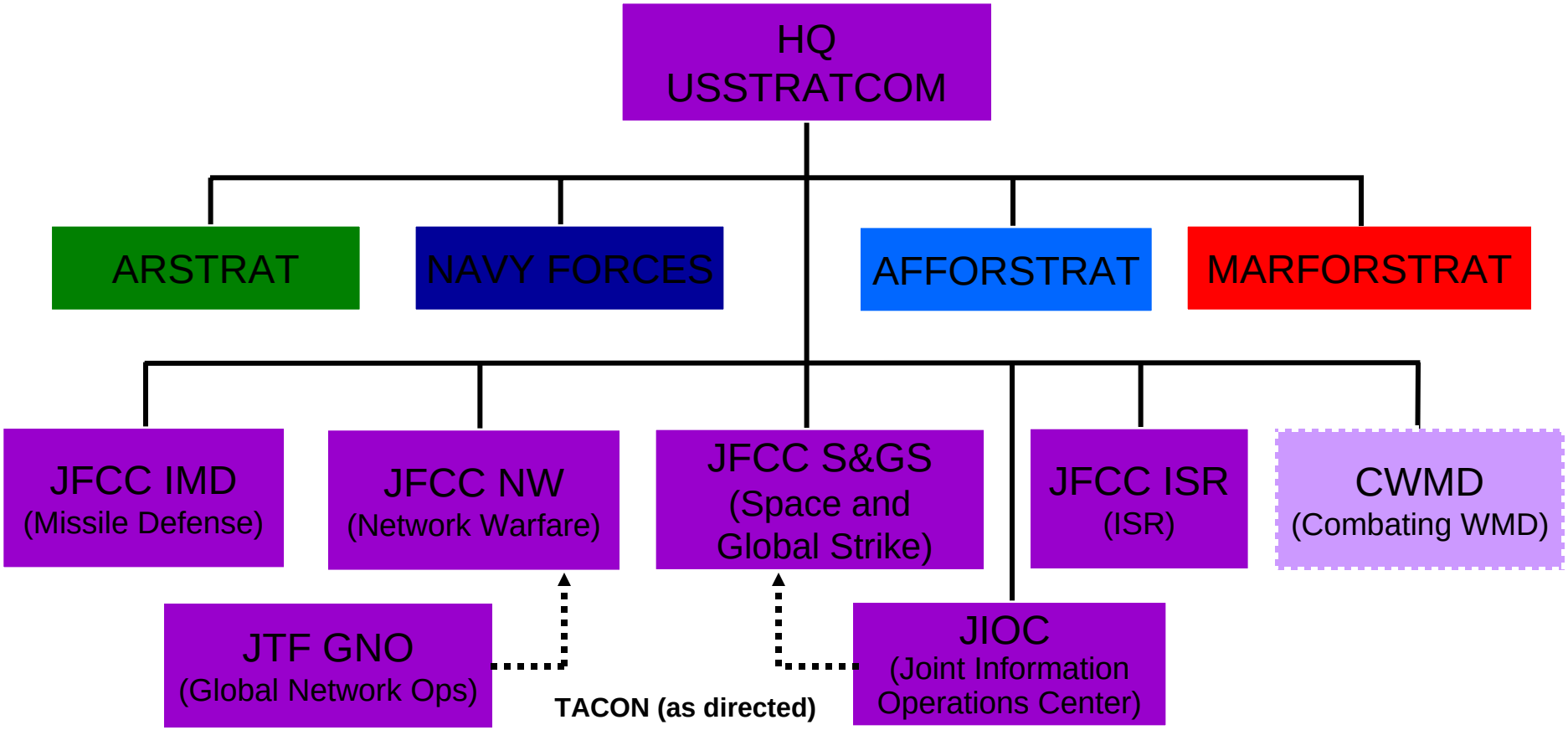
Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb	4 Mar	11 Mar	15 Mar	24 Mar	1 Apr	8 Apr	15 Apr
E&T	17						5/1/0			3/1/0		4/0/0		2/0/0	1	
H&SA	51	15/0/0		3/0/0	4/1/0	4/0/0	3/0/0	4/0/0	2/1/0	1/0/0	6/0/0	3/0/0	3/0/0			8
IND	34			10/0/0	5/0/0	2/0/0	4/0/0	1/0/0	6/0/0		6/0/0					
INTEL	5											2/1/0	2/0/0			
MED	20		8/0/0		1/0/0			3/0/0	3/0/0		1/0/0	1/0/0	3/0/0		1	1
S&S	6							3/0/0				1/0/0	1/0/0			
TECH	22							3/0/0		9/0/0	4/0/0	3/0/0	2/0/0	0/1/0		
ARMY	135				80/0/0	29/0/0	16/0/0			2/0/0	1/0/0	2/0/0	2/0/0	2/0/0	1	1
DoN	56				33/0/0		2/0/0				13/0/0				4	1
USAF	56							31/0/0	12/0/0	8/0/0		2/0/0	2/0/0			
Total	402	15/0/0	8/0/0	13/0/0	123/1/1	35/0/0	30/1/0	45/0/0	23/1/0	23/1/0	31/0/0	18/1/0	15/0/0	4/1/0	7	11

Legend:

Approved – 383 / Disapproved – 6 / Hold – 0
Pending – 18

Note: MilDeps are for info only to ISG

Redacted



"The JIOC will play a key role in supporting Space and Global Strike" by facilitating "integration of information operations into all deliberative and crisis action planning"

CDRSTRATCOM 16 Dec 04 memo (to VCJCS)

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Technical Joint Cross Service Group Briefing to The Infrastructure Steering Group

April 8, 2005

DRAFT DELIBERATIVE DOCUMENT—FOR DISCUSSION PURPOSES ONLY—DO NOT RELEASE UNDER FOIA

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Education &Training Joint Cross Service Group

Candidate Recommendations

Infrastructure Steering Group Meeting
April 8, 2005

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

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E&T JCSG Guiding Principles

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

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E&T JCSG 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**

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E&T JCSG 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

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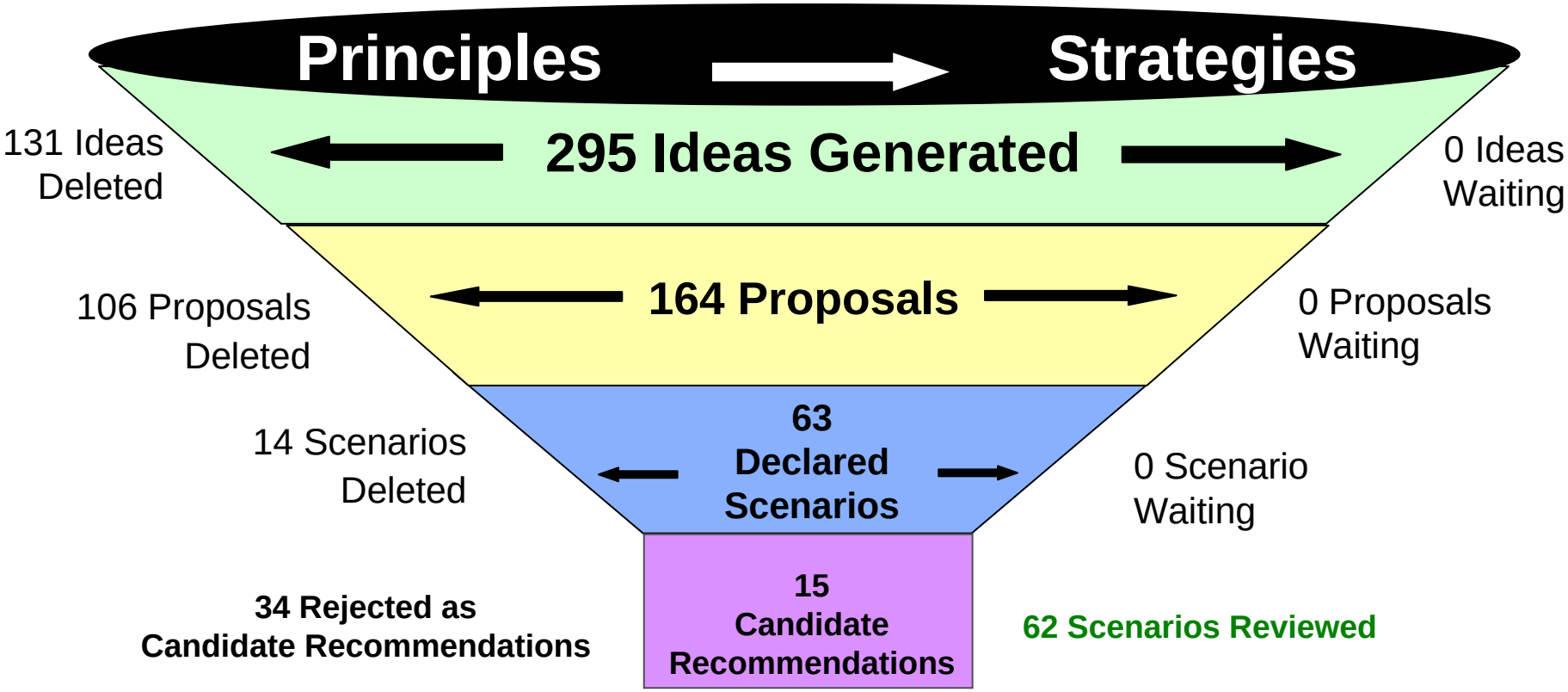
E&T JCSG Statistics



11 IEC Approved	5 ISG Directed CR Reconsiderations (9 Mar Memo)	4 ISG Disapproved	1 IEC Disapproved

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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

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E&T-0038A

Candidate Recommendation (summary): Establish, under JFCOM, three Joint Range Coordination Centers to facilitate installation management functions of ranges for joint operations and exercises.

Justification

- ✓ **Supports all Service and Joint large-scale range use.**
- ✓ **Simplifies coordination of large-scale exercises, across multiple ranges.**
- ✓ **Expands on and leverages existing formal and informal relationships.**
- ✓ **Supports DoD Training Transformation.**
- ✓ **Optimizes use of ground, air, and sea range space for both training and testing.**
- ✓ **Estimated 87 billets (civilian/military) from Services**

Military Value

- ✓ **Eglin (East Region): Highest quantitative MV in region.**
- ✓ **Bliss (Central Region): 2nd highest quantitative MV in region. Military judgment rejected highest in region as not suitable (White Sands) because primarily T&E.**
- ✓ **North Island (West Region): Highest quantitative MV in region.**

Payback

✓ One Time Cost:	$4.666M
✓ Net Implementation Cost:	$48.078M
✓ Annual Recurring Cost:	$9.567M
✓ Payback Period:	Never
✓ NPV Cost:	$137.9M

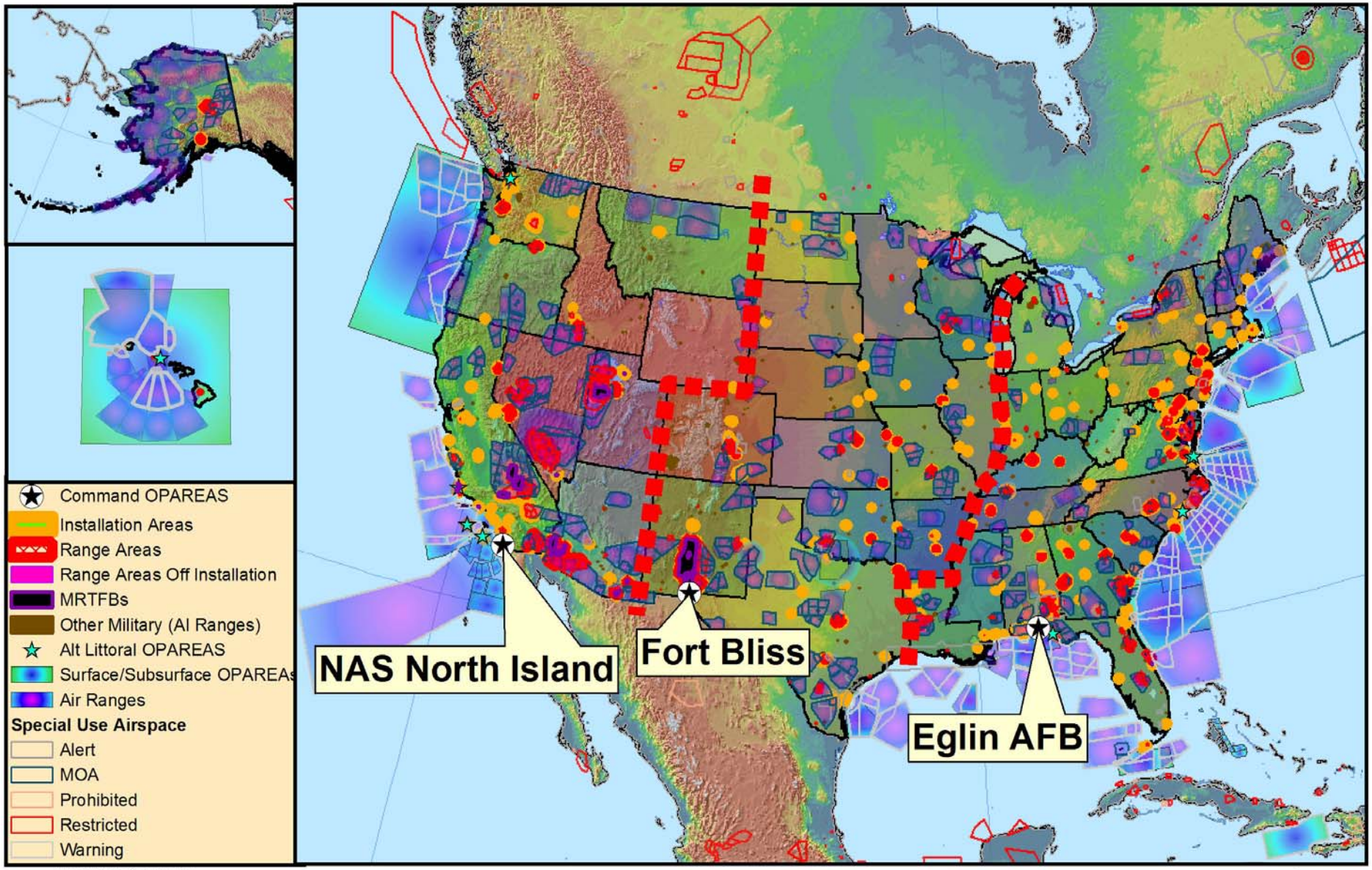
Impacts

- ✓ **Criterion 6: Total Reduction = 155 (Direct jobs = 87, Indirect jobs = 68) -0.02% to**
- ✓ **-0.08%; <0.1%**
- ✓ **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/MilDeps

Joint Regional Range Coordination Centers
Scenario 38A

Draft Deliberative Document - For Discussion Purposes Only - Do Not Release Under FOIA



Albers Equal Area Conic Projection
Printed by CALIBRE Systems
24 Feb 2005
For information contact:
Markus Craig
GIS Program Manager

CALIBRE

0 500 1,000 Kilometers

0 500 1,000 Miles

N

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E&T JCSG Range Subgroup

Strategy:

- 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

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Issue Statement: E&T CR – 0038A

- **Cross-Service Range Use:**
  - **Services currently coordinate Cross-Service range use on a case-by-case and point-to-point basis.**
  - **This is adequate for small scale events.**
  - **Supports large Service-specific events.**

- **OSD (P&R) recognizes that a coordination problem exists**
  - **They have recently established a Cross Service Range Use Standardization Working Group (RUSWG).**
  - **RUSWG is to overcome problems associated with Cross-Service range use.**
  - **This is an ad hoc WG of Service Range staff.**

- **No top level visibility across Services**
  - **JFCOM must coordinate with each Service and individual ranges to coordinate JNTC matters.**
  - **OSD cannot see range capabilities and issues (eg. encroachment) across Services and commands.**
  - **An example of this is the difficulty of generating DoD-wide range range information to OSD decision-makers.**

- **OSD range perspective relies on <u>Ad Hoc</u> organizations**
  - **Services must use MILDEP, Command and individual range staffs on an ad hoc basis to coordinate JNTC matters.**
  - **This redirects those Service assets from their Title 10 responsibilities.**
  - **Range Commanders Council (RCC) provides grass roots perspective on range sustainability based on a specific set of SW ranges.**
  - **Regional Environmental Offices provide cross-Service regional perspective on environmental encroachment issues without formal MILDEP operations perspective.**

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Justification: E&T CR – 0038A

- **Original E&T JCSG Guidance (Jul 03 Memo):**
  - Integrate distributed/networked (live) virtual and constructive capabilities through JNTC initiative into regional and national centers.
  - Guiding Principals: Advance Jointness; Achieve Synergy; Capitalize on Technology; Exploit Best Practices; Minimize Redundancy
- **Range Subgroup process for TNG Function:**
  - 51 original proposals reflecting possible cross-service range combinations.
  - Reduced to 2 scenarios representing a best structure for cross-service/cross-functional range use.
- **Supports the SECDEF's top priorities – Jointness, Transformation & T2**
  - Facilitates all large scale range use: joint, cross-functional, or service specific, to include JNTC.
    - Ground, air, and sea range space for both training and testing.
  - Aids the implementation of the JNTC component of OSD's T2 JNTC objectives:
    - Ability to perform in Joint Context
    - Ability to provide a robust opposition force
    - Ability to measure through instrumentation
    - Ability to assess training
    - JNTC is the future measure for live, virtual and constructive Joint Training
  - Facilitates JNTC events and joint tasks integrated into all live training.
  - Leverages existing Service range staff with the additional work required to implement JNTC and the increased cross-service and cross-functional range use sought by OSD
  - Provides enhanced situational awareness concerning the status, capabilities, and sustainability (e.g., encroachment, outreach and best management practices) of ranges across DoD. Mirrors other regional approaches, eg Army & Navy installation management; OSD REO's.

T2

↓

JNTC
Build a live, virtual constructive training environment

- **Coordination Centers:**
  - Services retain specific Range functions (Scheduling, Management, Resource Management)
  - Will enhance present Training or T&E range missions.
  - Expands on and leverages existing formal and informal relationships.
  - **Do <u>support</u> coordination**

Coord Center Functions – Assist OSD & JFCOM with:
- Programming and Budgeting for JNTC
- Developing JNTC Requirements
- Developing JNTC Plans and Objectives
- Coordinating scheduling of sites to support JNTC
- Coordinating execution of JNTC
- Developing requirements for LVC, OPFOR, Joint Data, and Instrumentation
- Certifying and Accrediting sites
- Working range sustainment actions and coordination.

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E&T JCSG Scorecard

Candidate Recommendation	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
E&T-0003R Privatize Grad Ed	49.10M	133.00M	47.50M	561.30M
E&T-004R Navy Supply Training	23.02M	4.54M	6.57M	56.82M
E&T-0012 DRMI to DAU	3.30M	0.40M	0.70M	6.80M
E&T-0014 Religious Ed	0.98M	4.00M	0.85M	11.57M
E&T-0016 Culinary Training	5.26M	2.67M	1.40M	5.26M
E&T-0029 Prime Power	9.80M	1.97M	- 0.13M	- 11.56M
E&T-0038R Range Coordination Ctrs	4.66	48.08	- 9.56	- 137.9M
E&T-0046 UPT	399.77M	199.38M	35.74M	136.21M
E&T-0052 JSF	199.07M	209.60M	- 3.33M	- 226.26M
E&T-0053 Trans Mgt Training	1.16M	4.91M	1.13M	15.03M
E&T-0058 USAWC and USACGSC	45.98M	44.99M	19.63M	220.39M
E&T-0061 Air Defense Artillery	190.25M	14.70M	47.39M	419.81M
E&T-0062 Aviation Logistics School	469.24M	185.30M	78.06M	538.04M
E&T-0063 Armor Center and School	677.07M	84.40M	160.55M	1,392.25M
E&T-0064 Trans/Ordnance/Support	872.07M	315.80M	152.57M	1,104.27M
TOTALs	2,950.73M	1,253.74M	539.07M	4,092.03M

Update Date: 4 Apr 05

Medical Joint Cross Service Group

Briefing to the ISG

8 Apr 2005

Medical Joint Cross Service Group

Healthcare Education & Training

- Enlisted Medical Training
- Officer Medical Ed

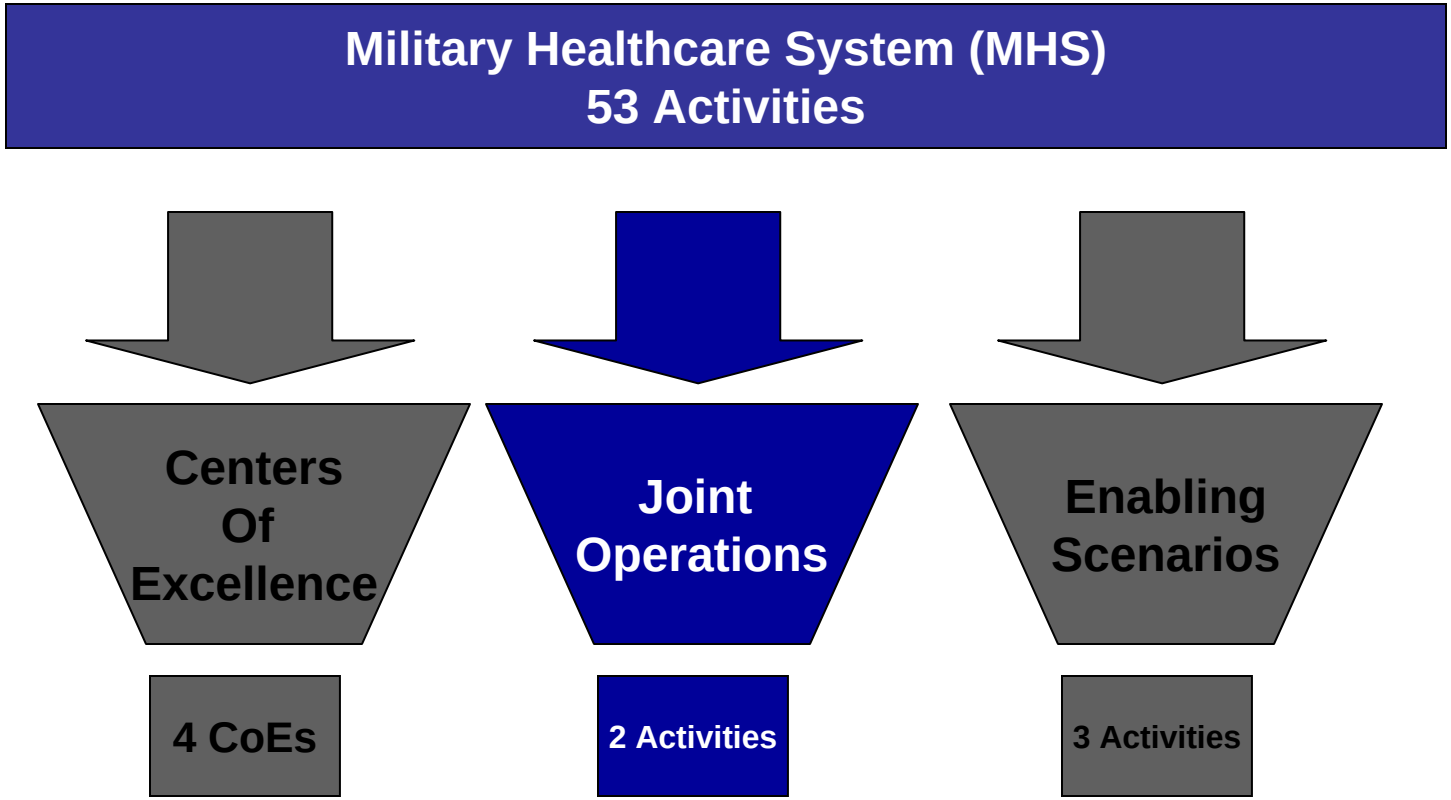
Healthcare Services

- Primary Care
- Specialty Care
- Inpatient

Healthcare Research, Development & Acquisition

- Aerospace Operational Med
- Combat Casualty Care
- Hyperbaric and Diving Medicine
- IM/IT Acquisition
- Medical Biological Defense
- Medical Chemical Defense

Medical/Dental RDA



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Candidate #MED-0028: Establish a Joint Biomedical RDA Management Center

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

Justification

- ✓ Create synergies and efficiencies:
  - Coordinate program planning to build joint economies & eliminate undesired redundancy
  - Optimize utilization of limited critical professional personnel
  - Build common practices for FDA regulatory affairs & communications
- ✓ Reduces leased space

Military Value

- ✓ Builds on high Ft. Detrick mil value as judged by both Medical and Technical JCSGs.
- ✓ Military judgment: Facilitates better communication and integration of programs; more jointness.

Payback

✓ One-time cost:	$ 3.515M
✓ Net implementation cost:	$ 3.187M
✓ Annual recurring savings:	$ 0.238M
✓ Payback time:	22 years
✓ NPV (cost):	$ 0.675M

Impacts

- ✓ Criteria 6: -20 jobs (12 direct, 8 indirect); <0.1%
- ✓ 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

MJCSG Scenarios Net Financial Impact

Proposal Title	1 Time Cost	Total 1-6 yr Net Cost	Annual Savings	NPV Savings
Other BRAC Recommendations	$2,021M	$1,067M	$327M	$2,047M
MEDCR-0028	$6.2M	$5.3M	$0.6M	$1.0M
Totals	**$2,027M**	**$1,072M**	**$328M**	**$2,048M**

Army Candidate Recommendations

DRAFT

PIMS # 074

Candidate # USA-0171R

Candidate Recommendation: Transform Reserve Component facilities in the State of North Carolina through the following actions. Close the Army Reserve Adrian B. Rhodes Armed Forces Reserve Center in Wilmington, North Carolina, close the Rock Hill Armed Forces Reserve Center in Rock Hill, South Carolina, close the Niven Armed Forces Reserve Center in Albermarle, North Carolina and relocate all Army and Navy units to a new Armed Forces Reserve Center (AFRC) and Organizational Maintenance Shop (OMS) in Wilmington, North Carolina, if the Army is able to acquire suitable land for the construction of the facilities.

Justification

- ✓ Multi service Reserve collocation
- ✓ Supports Readiness Processing and Home Station Mobilization
- ✓ Closes substandard / undersized facilities
- ✓ Enhances Anti Terror / Force Protection / recruiting / retention

Military Value

- ✓ Enhances joint interoperability
- ✓ Enhances Homeland Security and Homeland Defense
- ✓ Improves overall training efficiencies
- ✓ Improves operational efficiencies
- ✓ Improves functional effectiveness

Payback

✓ One-Time Cost:	$9.1M
✓ Net of Implementation Costs:	$8.7M
✓ Recurring Costs:	$0.09M
✓ Payback Period:	100+
✓ NPV Costs:	$7.5M

Impacts

- ✓ Minimal economic impact
- ✓ Minimal community impact
- ✓ Low environmental risk / no significant issues
- ✓ Navy currently a tenant and will move with host

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

Department of the Navy
BRAC 2005
Candidate Recommendations

DRAFT

Progression of Analysis

DON
469 DON Activities

Surface/Subsurface
Aviation
Ground
Reserve Centers
Regional Support
Recruiting Districts/Stations
Recruit Training
Officer Accessions
DON Unique PME
Weapon Stations
Other Support
Fenceline Closures

Capacity Analysis
Military Value Analysis
Optimization
Scenario Development
Scenario Assessment

Operational:
- Surface/Subsurface – 20 scenarios
- Aviation – 14 scenarios
- Ground – 1 scenario

DON-specific E&T:
- Recruit Training – 1 scenario
- Officer Accessions – 7 scenarios
- DON Unique PME- 0 scenarios

DON-specific HSA:
- Reserve Centers – 37 scenarios
- Reserve Centers (Joint) – 51 scenarios
- Regional Support Activities – 19 scenarios
- Recruiting Management– 7scenarios

Other Support:
- IUSS/METOC/NCTAMS – 0 scenarios
- NWDC – 2 scenarios

Fenceline Closures – 29 scenarios

Additional Analysis:
* Surface/Subsurface
  - Carrier move (2 scenarios)
- Weapon Stations
- Fenceline Closures

Scenario Analysis
Costs & Saving
Other Considerations
IEG Deliberations
CR Risk Assessment

Operational:
- Surface/Subsurface – 3 Candidate Recommendations (CRs) [4 activities]
- Aviation – 3 CRs [4 activities]

DON-specific E&T:
- Officer Accessions 1 CR [1 activity]

DON-specific HSA:
- Reserve Centers – 25 CRs [25 activities]
- Reserve Centers (Joint) – 10 CRs [15 activities]
- Regional Support Activities – 5 CRs [10 activities]
- Recruiting Management – 1 CR [5 activities]

Other Support
- NWDC 1 CR [1 activity]

Fenceline Closures – 4 CRs [4 installations]*

* 1 JCSG Fenceline Closure

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Candidate #DONCR-0133

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

Justification

✓Reduces excess capacity, moves workload to the three remaining shipyards.

✓This recommendation closes the installation fenceline and relocates or eliminates the remaining personnel.

✓Saves $$ by closing entire installation.

✓Surface-Subsurface Operations berthing capacity not required to support the Force Structure Plan.

✓Incorporates IND-0056

Military Value

✓NSYD Portsmouth is ranked 3rd of four shipyards, and 3rd of 9 ship depot level activities.

✓Military Judgment: Closure of Portsmouth NSYD eliminates excess capacity and satisfies the Department desires to place ship maintenance close to the fleet.

✓ Increases average military value of the Surface-Subsurface Operations function from 47.92 to 48.17.

✓Ranked 20 of 29 Bases in the Surface-Subsurface Operations function.

Payback

✓One Time Cost:	$439.24M
✓Net Implementation Savings:	$24.88M
✓Annual Recurring Savings:	$127.30M
✓Payback:	3 years
✓NPV Savings:	$1.2B

Impacts

✓Criteria 6: -7,319 jobs; 2.21% job loss
✓Criteria 7: No substantial impact.
✓Criteria 8: No substantial impact.

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

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Candidate #DONCR-0157

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

Justification

✓Maintains Joint Service interoperability.

✓Merge common support functions.

✓Saves $ by closing majority of base (enclaves remaining tenants in consolidated property).

Military Value

✓Military value for the mission assets moved were evaluated in HSACR-0120.

✓MCSA Kansas City 93 of 337.

✓NAS JRB New Orleans 63 of 337.

Payback

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

Impacts

✓Criteria 6: -587 jobs; < 0.1% job loss

✓Criteria 7: No substantial impact.

✓Criteria 8: No substantial impact.

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

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Candidate #DON-0158A

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

Justification

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

Military Value

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

Payback

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

Impacts

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

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

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Candidate DONCR-0168A

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

Justification

✓ 2001 Realignment designated CFFC as ISIC for Naval Warfare Doctrine Command.

✓ Relocation of NWDC provides greater synergy with the Fleet and Norfolk local training/tactics commands.

Military Value

✓NWDC would be more integrated with the Fleet and Norfolk assets, increasing its MilVal.

✓ NWDC expected to maintain current ADCON relationship with NWC.

Payback

✓ One Time Cost:	$11.5M
✓ Net Implementation Cost	$8.6M
✓ Annual Recurring Savings	$0.8M
✓ Payback Period	17 Years
✓ NPV (costs):	0.2M

Impacts

✓ Criteria 6: -492 jobs, 0.06% job loss.

✓ Criteria 7: No substantial impact.

✓ Criteria 8: No substantial impact.

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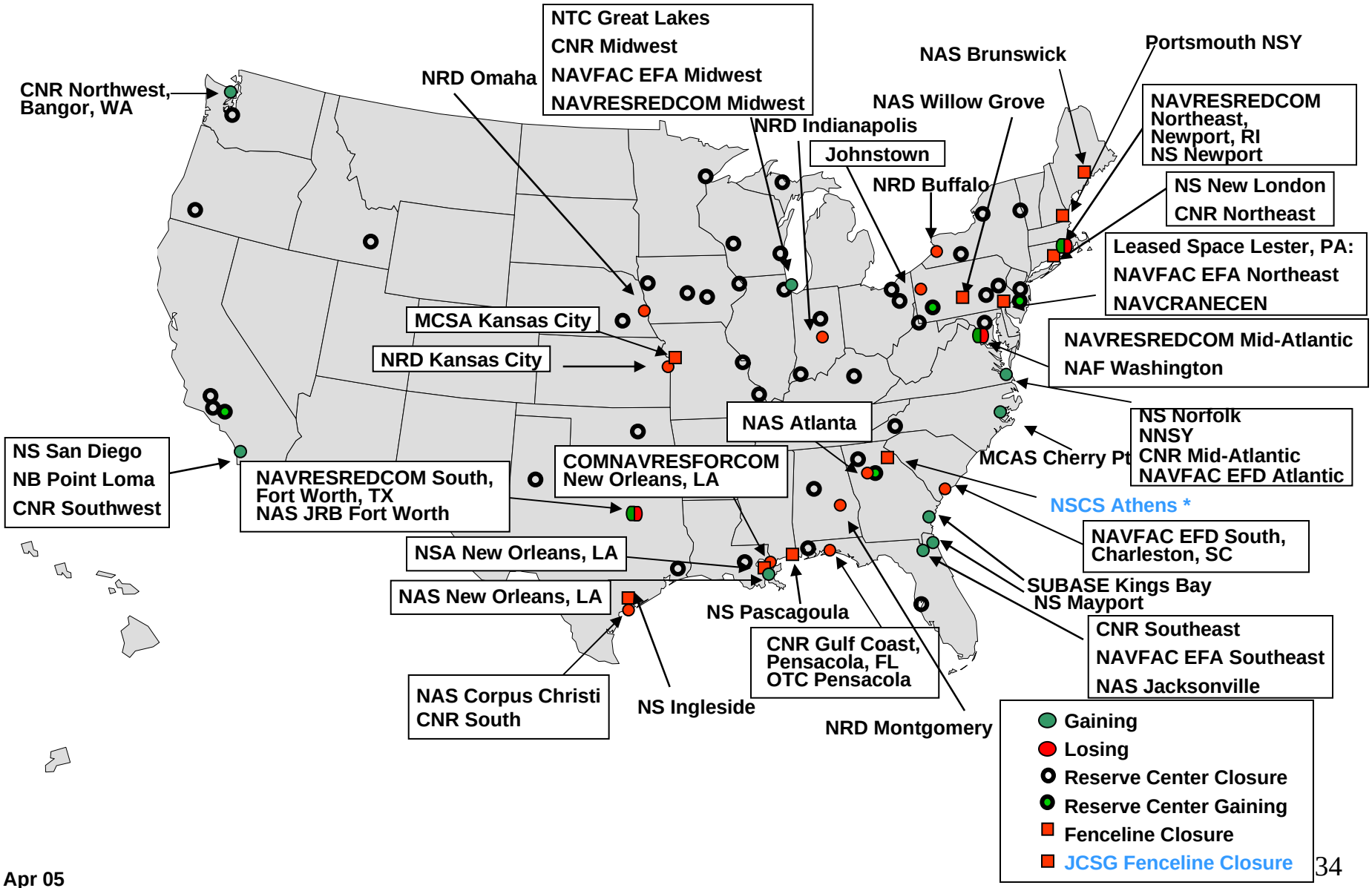
Candidate Recommendations



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DON Candidate Recommendation Payback Summary

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	Billets Elim	Billets Moved	One-Time Costs	Steady-State Savings	20 Year NPV	Cost/NPV Ratio
Fencelines (4) *	3,858	3,835	630.77	-188.63	-1,751.64	1:3
NWDC	0	111	11.45	0.85	-0.41	1:1
TOTAL	**3,858**	**3,946**	**642.22**	**-187.77**	**-1,752.05**	**1:3**

TOTAL	Billets Elim	Billets Moved	One-Time Costs	Steady-State Savings	20 Year NPV	Cost/NPV Ratio
Surface/Subsurface (3)	3,114	9,972	867.49	-326.00	-3,112.91	1:4
Aviation (3)	2,139	3,548	314.30	-212.40	-2,337.10	1:7
OTCs (1)	15	266	3.22	-1.67	-21.22	1:7
Reserve Centers (25)	170	142	3.58	-19.03	-270.77	1:76
JAST (10)	60	343	87.17	-10.98	-60.07	1:1
Regional Support Activities (5)	251	815	49.32	-23.04	-258.33	1:5
Recruiting Management (1)	152	0	2.44	-14.53	-207.76	1:85
Fenceline (4)	3,858	3,865	630.77	-188.63	-1,751.64	1:3
Other (1)	0	111	11.45	-0.85	-0.41	1:1
TOTAL	**9,759**	**19,062**	**1,969.74**	**-797.14**	**-8,020.21**	**1:4**

*** Includes all DON actions within fenceline**

All Dollars shown in Millions

Fenceline Analysis Remaining

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- Monterey
  - FNMOC and *NRL Detachment* enclave
- Corona
- *NAES Lakehurst*
- MCLB Barstow
- *NSWC Crane*
- *Indian Head*
- Concord

IGPBS
CVN to Pacific Discussion

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IGPBS CSG Basing

- **DEPSECDEF memo of 23 Dec requires BRAC process accommodate certain IGPBS decisions**
  - Requires homeporting an additional CSG forward in the Pacific Theater
  - Two ports meet specified requirement
  - IGPBS does not specify the source of the forces to comprise the CSG (CVN, T-AOE, CVW, Escorts)

- **4 Options analyzed result in realignment actions**
  - CVN/CVW from West Coast to Hawaii (no mvmt of escorts)
  - CVN/CVW from East Coast to Hawaii (2 DDGs to San Diego; 1 CG to Pearl Harbor)
  - CVN/CVW from West Coast to Guam (escorts to Guam)
  - CVN/CVW from East Coast to Guam (escorts to Guam)

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IGPBS ROI Summary

Scenario	One-Time Costs	Steady-State Costs	ROI Years	20 Year NPV
DON-0036B (San Diego to Pearl Harbor)	2,659	+64.65	Never	+3,145
DON-0036C (Norfolk to Pearl Harbor)	2,726	+94.26	Never	+3,533
DON-0037B (derived) (San Diego to Guam)	4,038	+76.11	Never	+4,559
DON-0037C (derived) (Norfolk to Guam)	4,062	+89.35	Never	+4,726

All Dollars shown in Millions

Notes:

- Total MILCON costs - Hawaii $2.1B, Guam $3.4B Maintenance Infrastructure and Housing)
- Significant Dredging at both locations (Hawaii-$192M, Guam-$94M)
- Procurement of new simulators at both locations ($120M)
- Land lease /acquisition costs at Hawaii and Guam (Kalealoa - $4.3M; Agana - $28M, Land for Guam Family Housing - $101M)

BRAC Issues Γ
CVN to Hawaii

- **Industrial**
  - Ability to support 7 CVNs if east/west coast mix changes
  - Estimate $82M cost to provide CVN capability at PHNSY
- **Training/Environmental**
  - FCLPs potential impacts on USMC Ops
  - Noise impact on community - increase in population affected at 55 dB DNL from 15 to 3144 (20860 % increase)
- **Requires change to USAF laydown at Hickam AFB**
  - Cost approximately $400 million (not in COBRA)
- **States willingness to lease Kalealoa to Navy**

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BRAC Issues CVN to Guam

- **Major support infrastructure improvements needed for increased presence**
- **Industrial support**
- **Community infrastructure (support services, utilities, roads)**
  - Costs/improvements to support additional 12,000 people
  - Probably require importing off-island workers to build infrastructure
- **Ability to complete Guam move within BRAC timeline (2011)**
- **Job change +20.49% on Guam**

IGPBS CSG Basing Issues

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- **BRAC analysis displays costs**
  - Does not characterize operational benefit/risks
  - Does not fully assess execution viability
  - Identifies potential for significant community infrastructure impacts
- **Other than cost, no clear BRAC preference for either losing or gaining site**
  - Alternatives not derived from either capacity or military value analysis
  - Decisions need to be based on strategic/operational judgment
- **Issues/unknowns**
  - High investment for incremental increase in forward presence
  - Impact of overarching Pacific basing strategy on basing availability
  - Impact of QDR on force posture/positioning

Conclusion/Recommendations

- **Equivalent short-term warfighting benefit achievable in multiple ways within variable timeframes and cost**
  - Guam solution: 5-8 years $4.0-$6.6B
  - Hawaii solution: 4-6 years at $2.6-$3.1B
- **Optimal long-term solution depends on several factors that are likely to be influenced by QDR**
  - Force structure
  - COCM response/presence requirements
- **Operating force repositioning decisions can be made outside of BRAC**
- **DON Recommendation:**
  - Address Pacific CSG basing outside of BRAC
  - Meet short-term COCOM requirements through force posture and defer long-term decision pending results of QDR

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Next Steps

- Next IEC meeting 11 Apr 05
- Next ISG meeting 15 Apr 05
- Completion of Candidate Recommendations

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Scenarios Registered (Scenarios as of 25 Mar 05)

	Total	Not Ready	Indep	Enabling	Conflict	Deleted
Army	249	0	119	0	47	83
Navy	203	0	83	1	4	115
Air Force	127	0	57	0	1	69
Ed & Training	64	0	32	1	17	14
H&SA	143	0	90	4	17	32
Industrial	126	0	73	34	0	19
Intel	13	0	6	0	4	3
Medical	57	0	50	4	0	3
Supply & Storage	51	0	6	2	0	43
Technical	61	0	22	0	0	39
Total	1094	0	538	46	90	420