

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of April 15, 2005

The Deputy Under Secretary of Defense (Installations and Environment), Mr. Philip W. Grone, opened the meeting for the Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne, who arrived at the meeting later. The list of attendees is attached.

Mr. Peter Potochney, Director OSD BRAC, used the attached slides to review the latest schedule, process overview, proposed BRAC Commission Schedule, and pending IEC deliverables. Mr. Potochney noted to the ISG that the Commission had requested detailees from the Department, three each from the Services and four from the Joint Staff and that this request is being worked through the Director, Administration and Management. After reviewing the Commission schedule, Mr. Grone stated that the Joint Cross-Service Group (JCSG) Chairmen should focus on retaining key members of their respective teams after May 16 so that each JCSG has knowledgeable personnel available to respond to Commission inquiries.

Mr. Don Tison, Chairman of the Headquarters and Service Activities (H&SA) JCSG, briefed the ISG on five candidate recommendations. The first three involved establishment of joint bases (installation management), which were first briefed to the ISG on February 18, 2005. Mr. Tison stated that even though the military value scores had changed for the receiving locations, H&SA did not want to change the sites they originally selected. The rationale is delineated below:

- H&SA-0011 (Realign Fort Dix NJ and Naval Air Engineering Station, Lakehurst NJ by relocating the installation management functions/responsibilities to McGuire AFB, thereby establishing Joint Base McGuire-Dix-Lakehurst) – Fort Dix ended up with a slightly higher military value score than McGuire AFB after refinement of military value data. Mr. Tison stated that the group's military judgment was that the receiving locale should not be changed from McGuire because of the small difference in MV between the two installations and that Fort Dix's status as a Reserve Component Base may not provide necessary posture to assume overall management of an air component installation.
- H&SA-0032 (Realign Naval Weapons Station Charleston SC by relocating the installation management functions/responsibilities to Charleston AFB SC) – Naval Weapons Station (NWS) Charleston now has a slightly higher military value score than Charleston AFB. Mr. Tison stated that the values were a virtual tie. Mr. Tison then stated that the group's military judgment was that the receiving locale should not be changed because the primary mission of Charleston AFB is support to the

operational forces and Charleston AFB is most appropriate receiving site for this scenario.

- H&SA-0033 (Realign Fort Eustis VA by relocating installation management functions/responsibilities to Langley AFB) – Fort Eustis received a higher military value score than Langley AFB after refinement of military value data. The low score for Langley was attributable primarily to the 2003 hurricane that damaged Langley facilities. Repairs have been made. It was the military judgment of the JCSG that Langley is the better location because its primary mission is supporting the Operational Forces.

The ISG concurred with Mr. Tison's rationale for not changing the receiving sites on these recommendations. Mr. Gibbs, representing the Air Force, expressed concern over the exact definition of the word "responsibilities" as used in the recommendations cited above (H&SA recommendations 0011, 0032 and 0033). Several ISG members stated that the word simply gives a greater degree of flexibility during the implementation phase. After a lengthy discussion, Mr. Tison agreed to remove the word from the recommendations.

Mr. Tison then briefed H&SA-0114R (Realign Fort Eustis, VA, Hoffman 2, and TEA leased space in Newport News, VA by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL and consolidating it with AF Air Mobility Command and TRANSCOM). This recommendation was approved by the ISG.

The last H&SA recommendation briefed was H&SA-0053 (close 11 and realign 24 leased installations in Northern Virginia by relocating miscellaneous OSD offices and Defense Agencies' locations to Fort Belvoir and NNMC Bethesda). This recommendation was approved by the ISG.

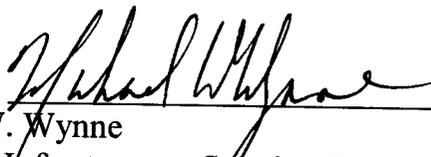
After a brief overview, Dr. Ron Sega, Chairman of the Technical JCSG, introduced Mr. Brian Simmons to brief candidate recommendation TECH 0052 that establishes a Research, Development, and Acquisition Center for Army Land C4ISR at Aberdeen MD, thereby enabling the closure of Fort Monmouth and Adelphi. The recommendation replaces existing TECH-0035R. Highlights of the discussion follow:

- Some ISG members expressed concern at the greater cost of TECH-0052 compared to TECH-0035 because new laboratories would have to be built at Aberdeen.
- The Technical JCSG indicated that in their judgment the extra expense was outweighed by the benefits in creating a "center of excellence" that would provide synergy with other recommendations and existing programs at Aberdeen.

Mr. Wynne recommended that TECH-0052 go forward to the IEC because the synergies involved in the scenario are powerful -- it puts things in the right places, and facilitates jointness.

Dr. Segal then continued the Technical JCSG brief by discussing the benefits from moving the technical functions from Los Angeles AFB (LAAFB) to Peterson AFB. Dr. Segal stated that he believed the transformational value of collocation with operations justified moving the mission. However, he pointed out that others questioned the proposal because of its impact on operations. Mr. Wynne gave tentative approval to this scenario but concurrently directed the Technical JCSG to set up a meeting with the Air Force and the Space Command to work out the details and ensure that the Air Force supported closing LAAFB. Mr. Wynne recommended that the Air Force take possession of the scenario and brief it at the IEC.

Mr. Wynne closed the meeting by reminding members that the next IEC meeting is scheduled for April 18, 2005.

Approved: 
Michael W. Wynne
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing slides entitled "BRAC 2005 Briefing to the Infrastructure Steering Group April 15, 2005"
3. Read ahead package dated April 14, 2005 used which includes candidate recommendations and accompanying quad charts, and a compact disc with additional supporting information.

**Infrastructure Steering Group Meeting
April 15, 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
- Gen Michael Moseley, Vice Chief of Staff for the Air Force

Advisor:

- Mr. Raymond DuBois, Director of Administration and Management

Alternates:

- 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. 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

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

Medical JCSG

- VADM Donald C. Arthur Jr., Surgeon General, Chief, Bureau of Medicine and Surgery for Lt Gen George Taylor, Chairman, Medical JCSG
- Col Mark Hamilton, Executive to the Air Force Surgeon General

Supply and Storage JCSG

- RADM Alan S. Thompson, Director, Supply, Ordnance and Logistics Operations Division (N41) for VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. Ron Sega, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering
- Mr. Brian Simmons, Deputy to the Commander/Technical Director U. S. Army Developmental Test Command, Aberdeen Proving Ground, MD [Army Principal to the Technical JCSG]

Others:

- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Ms. Carla Liberatore, Assistant Deputy Commandant, Installations and Logistics, U. S. Marine Corps
- 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. Peter Potochney, Director, OSD BRAC
- COL Robert Henderson, Military Deputy, OSD BRAC
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC



BRAC 2005

Briefing to the
Infrastructure Steering Group

April 15, 2005

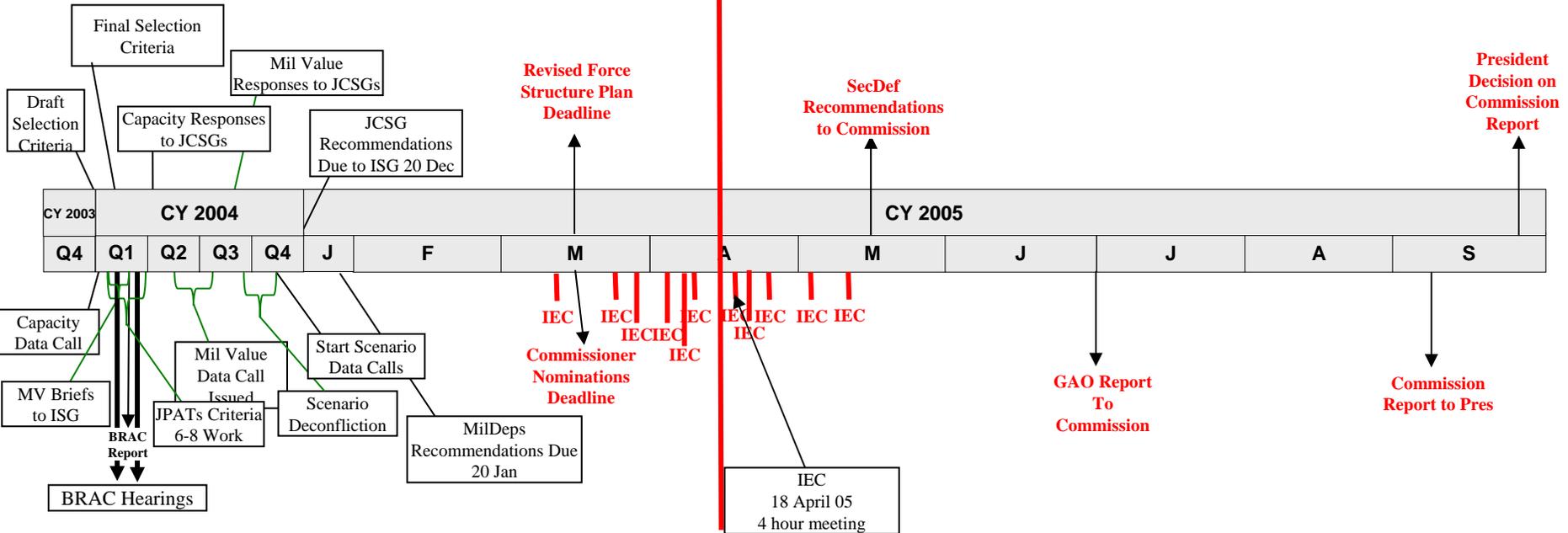
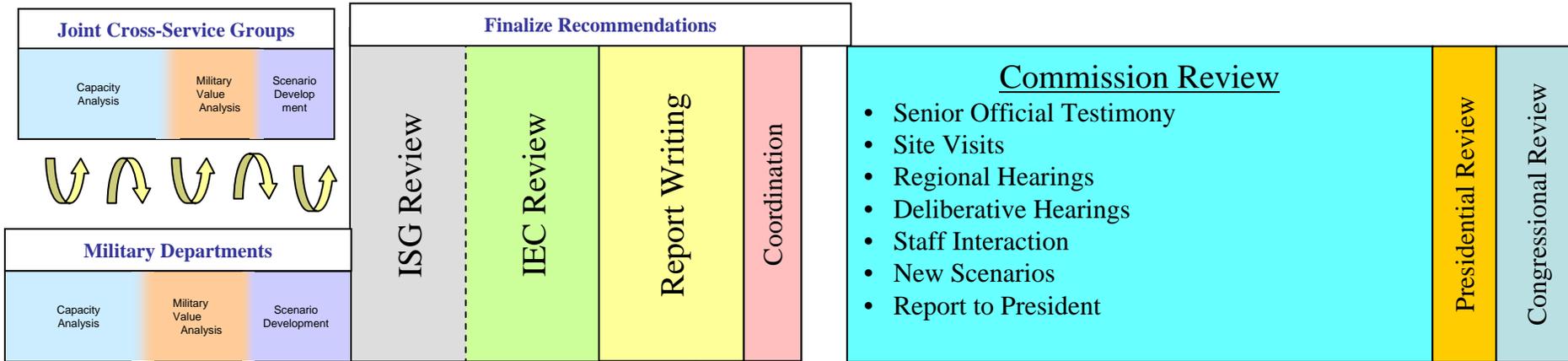


Purpose

- Process Overview
- Proposed BRAC Commission Schedule
- Pending IEC Deliverables
- Candidate Recommendations
 - Headquarters and Support (5)
 - Technical (1)
- Rollout Plan



Process Overview





Proposed BRAC Commission Schedule

May 3, 2005	9:30 a.m. Hearing at US House of Representatives - Swearing-in of Commissioners 1:30 p.m. Hearing at US House of Representatives - Current and Long Term Threat Confronting US National Security
May 4, 2005	9:30 a.m. Hearing at US House of Representatives - Force Structure Plan and SecDef Guidance on the QDR
May 16, 2006	SecDef BRAC Recommendations received 1:30 p.m. Hearing at US Senate – Presentation of Department of Defense BRAC Recommendations and Methodology Panel 1: Secretary of Defense Panel 2: DoD Officials on Methodology
May 17, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Army 1:30 p.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Navy
May 18, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Air Force 1:30 p.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Defense Agencies
May 19, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – DoD Joint Cross Service Groups



Pending IEC Deliverables

Resubmissions:

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

Integrated packages:

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



HSA JCSG “Road Map”

Geo-clusters & Functional

Financial Management

Military Personnel Centers

Civilian Personnel Offices

✓ Installation Management (18 Feb 05) revisit

Correctional Facilities

Defense Agencies

Mobilization

Mobilization

Major Admin & HQ

✓ Combatant Commands (25 Feb 05) revisit

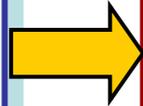
✓ Major Admin & HQ (15 Mar 05) revisit

Reserve & Recruiting Commands

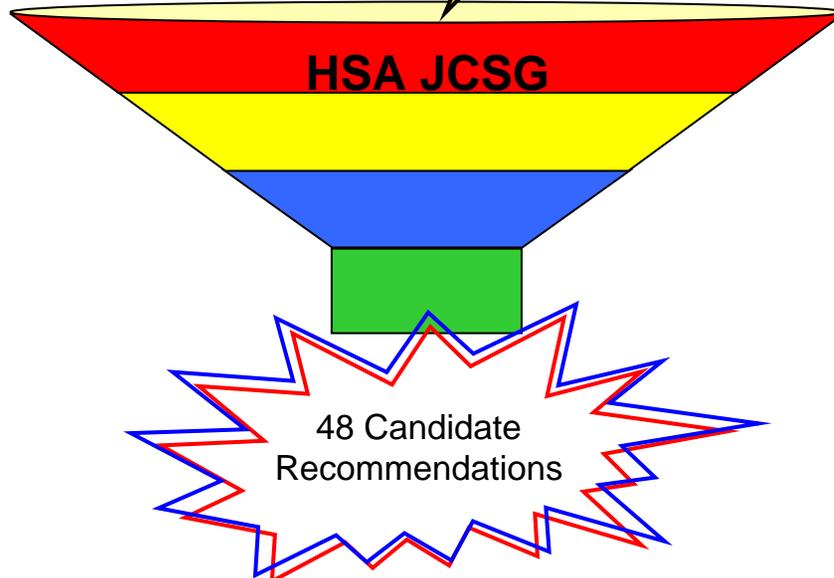


Strategy

- Improve jointness and total force capability
- Eliminate redundancy, duplication and excess capacity
- Enhance force protection
- Exploit best business practices
- Increase effectiveness, efficiency and interoperability
- Reduce costs



- Rationalize single function admin installations
- Rationalize presence in the NCR
- Eliminate leased space
- Consolidate HQs
- Consolidate / regionalize installation management
- Consolidate DFAS
- Create joint corrections enterprise
- Consolidate personnel
- Establish joint pre / re-deployment sites





Joint Basing Candidate Recommendations

Military Value Inversions

■ Why Changes Occurred:

- On going updates to OSD database by MILDEPs
 - Resulted in increases and decreases of Military Value scores
- Application of incorrect scoring function for Joint Support metric
 - Corrected from a linear scoring function to S Shaped scoring function as specified by the MV model

■ What Changed:

- HSA-0011: Ft. Dix (0.211) now higher than McGuire AFB (0.205)
- HSA-0032: NWS Charleston (0.198) now higher than Charleston AFB (0.197)
- HSA-0033: Ft Eustis (0.304) now higher than Langley AFB (0.235)



Military Value Inversions

- HSA Position: Status Quo-Receiving locations remain McGuire AFB, Charleston AFB and Langley AFB
- Rationale:
 - HSA-0011 (McGuire/Dix/Lakehurst)
 - McGuire (Power projection); Dix (Reserve Component Training mission)
–McGuire best positioned to perform functions for both locations
 - HSA-0032 (Charleston)
 - MV scores a virtual tie – No change required
 - AFB (Power projection); NAVWPNSTA (Training mission)
 - HSA-0033 (Langley/Eustis)
 - Relocation of Surface Deployment and Distribution Command (TRANSCOM)
 - Eliminates Joint advantage
 - Relocation of USA Transportation School
 - Significant reduction in installation population
 - Current Langley facility condition impacted by hurricane

HSA-0032R: Consolidate Charleston AFB and NAVWPNSTA Charleston



Candidate Recommendation: Realign Naval Weapons Station Charleston, SC, by relocating the installation management functions/responsibilities to Charleston Air Force Base, SC. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 264 positions and associated footprint)
- ✓ Military value analysis marginally higher for Charleston AFB based on larger operational mission

Military Value

- ✓ Quantitative Military Value
 - ✓ Charleston AFB - .197
 - ✓ NAVWPNSTA Charleston - .198
- ✓ Military judgment favors Charleston AFB because of its experience supporting operational forces.

Payback

- ✓ One time costs:: \$5.1M
- ✓ Net Implementation savings: \$69.9M
- ✓ Annual Recurring savings: \$21.9M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$277.4M

Impacts

- ✓ Criterion 6: -657 jobs (264 direct/393 indirect); 0.2%
- ✓ 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

HSA-0011R: Establish Joint Base McGuire-Dix-Lakehurst



Candidate Recommendation: Realign Ft. Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ, by relocating the installation management functions/responsibilities to McGuire Air Force Base, NJ; establishing Joint Base McGuire-Dix-Lakehurst. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration & Modernization.

Justification

- ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale.
- ✓ Good potential for personnel and footprint reductions (minimum of 262 positions and associated footprint)
- ✓ Establishes first tri-service joint base.
- ✓ Supports complementary missions of McGuire/Dix - mobility/power projection platform.
- ✓ Maximizes joint utilization of infrastructure

Military Value

- ✓ Military judgment favored McGuire because of its experience in support of operational forces
- ✓ Quantitative Military Value
 - ✓ McGuire AFB - .205
 - ✓ Ft Dix - .211
 - ✓ NAVAIRENGSTA Lakehurst - .153

Payback

- ✓ One time costs: \$6.4M
- ✓ Net Implementation savings: \$95.0M
- ✓ Annual Recurring savings: \$22.3M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$305.0M

Impacts

- ✓ Criterion 6:
 - ✓ Dix ROI: -182 (89 direct/93 indirect); < 0.1%
 - ✓ Lakehurst ROI: -285 (173 direct/112 indirect); < 0.1%
- ✓ Criterion 7: No issues
- ✓ Criterion 8: No impediments

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



HSA-0033R: Consolidate North Hampton Roads Installations

Candidate Recommendation: Realign Ft. Eustis, VA, by relocating the installation management functions/responsibilities to Langley Air Force Base, VA. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

Justification

- ✓ Eliminates redundancy of installation management functions and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 217 positions and associated footprint)
- ✓ Military value analysis greater for Langley based on large population associated with operational mission and headquarters

Military Value

- ✓ Quantitative Military Value
 - ✓ Langley AFB - .235
 - ✓ Ft Eustis - .304
- ✓ Military judgment favors Langley because of reductions in Ft Eustis’ scope of mission by other actions

Payback

- ✓ One time costs:: \$6.3M
- ✓ Net Implementation savings: \$67.5M
- ✓ Annual Recurring savings: \$16.3M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$221.3M

Impacts

- ✓ Criterion 6: -502 jobs (217 direct/285indirect); < 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



Recommendation Wording-Joint Bases

■ Previous Recommendation Template:

- Realign Base XXX by relocating the installation management functions/responsibilities to Base YYY, establishing Joint Base XXX-YYY. The U.S. “Service” will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

■ Adopted OSD Recommendation:

- Realign Base XXX by relocating the installation management functions/responsibilities to Base YYY, establishing joint base XXX/YYY.



HSA-0010R: Establish Joint Bases

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

Justification

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

Military Value

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

Payback

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

Impacts

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

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

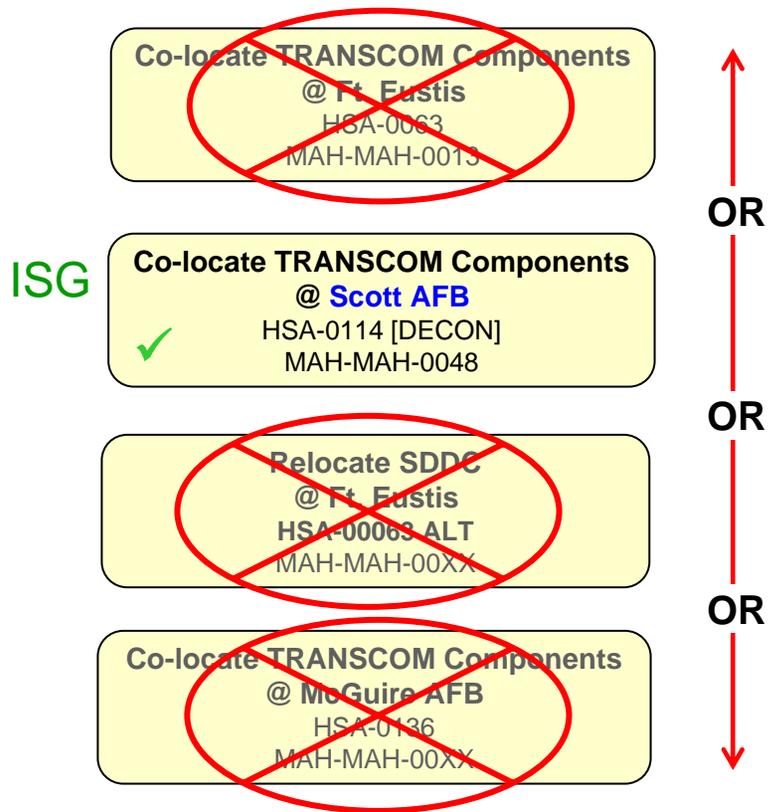
- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

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



TRANSCOM

TRANSCOM





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

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

Justification

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

Military Value

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

Payback

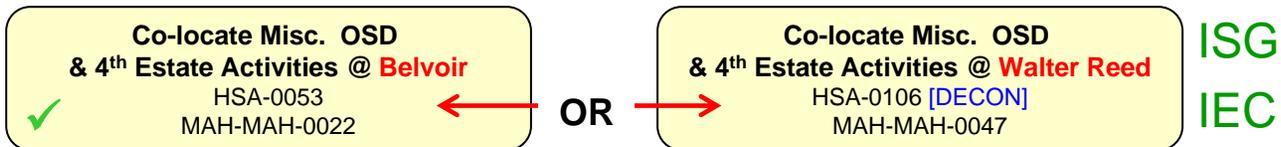
- ✓ One Time Cost: \$ 91.3M
- ✓ Net Implementation Savings: \$ 402.7M
- ✓ Annual Recurring Savings: \$ 111.0M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$ 1,451.6M

Impacts

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



Miscellaneous OSD & 4th Estate Activities





Candidate #HSA-0053: Co-locate Miscellaneous OSD and 4th Estate Leased Locations

Candidate Recommendation (summary): Close 11 and realign 24 leased installations in Northern Virginia by relocating offices of the Office of the Secretary of Defense, Washington Headquarters Services, the Defense Technology Security Administration, the Defense Human Resources Activity, the DoD Education Activity, the DoD Inspector General, and Pentagon Renovation Project temporary space to Ft. Belvoir and NNMC, Bethesda. Realign WRAMC by relocating offices of the Office of the Secretary of Defense to Ft. Belvoir.

<u>Justification</u>	<u>Military Value</u>
<p><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$377.0M ✓ Net Implementation Cost: \$216.3M ✓ Annual Recurring Savings: \$ 60.5M ✓ Payback Period: 5 Years ✓ NPV (savings): \$384.2M 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ OSD-298th; WHS-292nd; DHRA-266th; DTSA-275th; DODIG-330th; DODEA-332nd - out of 336. ✓ NNMC, Bethesda: 103rd out of 336 ✓ Ft. Belvoir: 48th out of 336 <p> <ul style="list-style-type: none"> ✓ Criterion 6: -1,977 jobs (1,125 direct, 852 indirect); <0.1% ✓ Criterion 7: No impacts. ✓ Criterion 8: Air quality issue. No impediments. </p>

- ✓ 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



Technical Joint Cross Service Group Briefing to The Infrastructure Steering Group

April 15, 2005



Background

- TJCSG To present TECH-0052 in place of previously approved TECH-0035R
- 9 Mar 05 ISG Chair memo tasked JCSG's to analyze 7 scenarios affecting the TJCSG:
 - Nearly completed actions on Natick, Corona, Lakehurst, Indian Head, Crane and Pt. Mugu
 - Completed analysis on:
 - Los Angeles AFS: TECH to complete analysis of TECH-0014, enabling closure



TJCSG Candidate Recommendations at APG

TECH 0032

Chemical - Biological R,D&A

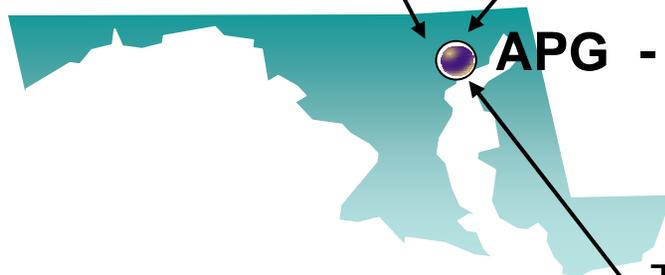
- All tri-service C/B R,D&A
- Joint PEO

Chemical & Biological Defense

TECH 0045

Army Soldier & Biological Chemical Center

- Soldier Systems Center R,D&A (Natick)
- PEO Soldier



APG - Full Spectrum Research, Acquisition, and T&E Center for The Army

TECH 0052R

Land C4ISR Center

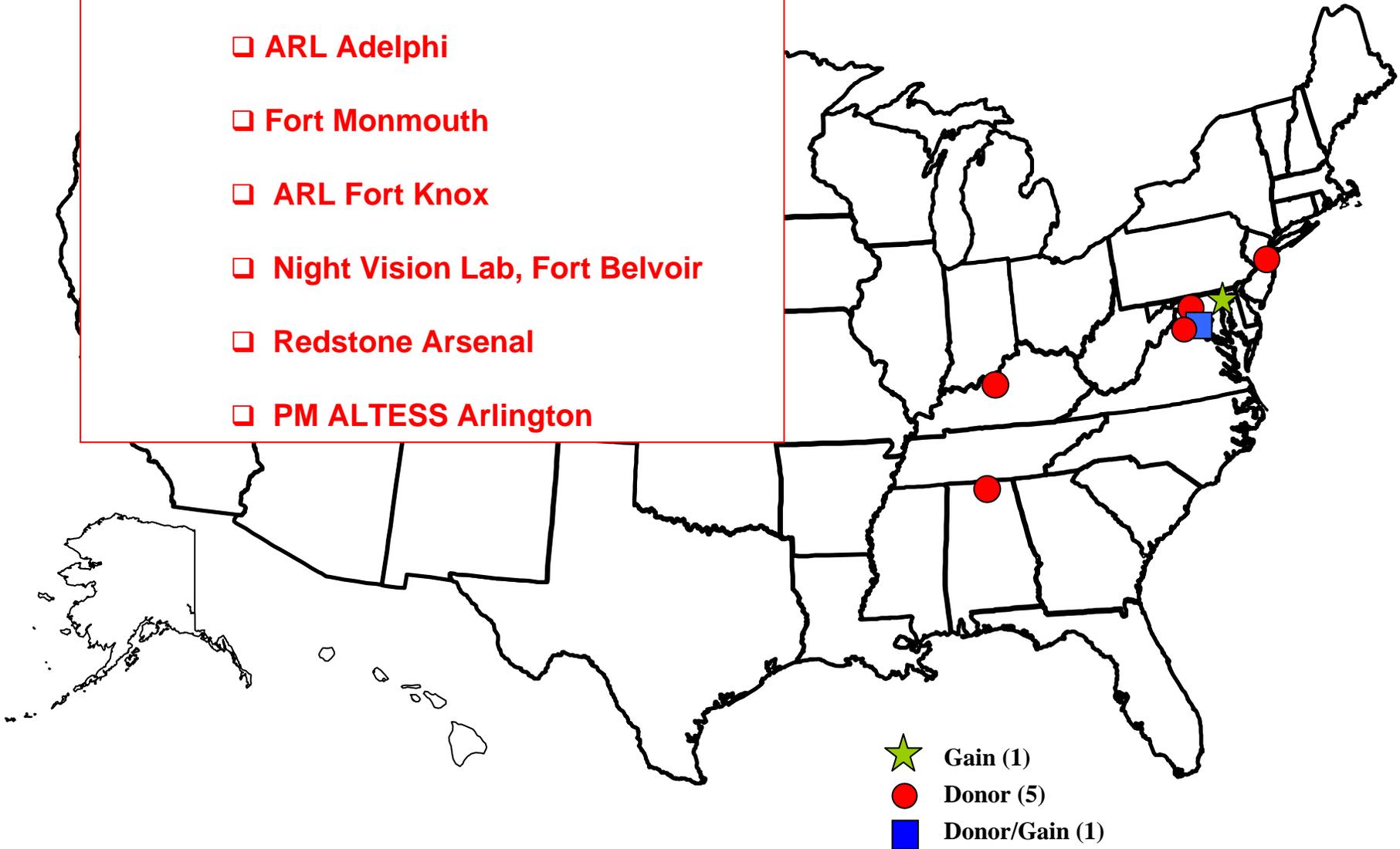
- ARL (Adelphi)
- Comm/Electronics RDEC (Fort Monmouth)
- PEO C3T and PEO IEWS (Fort Monmouth)
- Night Vision Lab (Fort Belvoir)
- CECOM (D&A)(Ft. Belvoir)
- Neuroscience (WRAIR)
- Human Systems (Ft. Knox)



Tech-0052: Army Land C4ISR Center

❑ Losing installations are:

- ❑ ARL Adelphi**
- ❑ Fort Monmouth**
- ❑ ARL Fort Knox**
- ❑ Night Vision Lab, Fort Belvoir**
- ❑ Redstone Arsenal**
- ❑ PM ALTESS Arlington**





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

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

Justification

- Establishes Land C4ISR Center to focus technical activity and accelerate transition
- Consolidates a service-led Defense Research Lab
- Increases efficiency by consolidating from 7 to 2 sites
- Ensures competition of ideas by maintaining other service-led complementary/competitive RD&A sites

Military Value

- Quantitative: Aberdeen not the highest in all functions
- Military judgment favored Aberdeen, MD, because it has :
 - half of the Army Research Laboratory,
 - existing RDT&E facilities, and
 - sufficient space to accommodate all of Land C4ISR.

Payback

- One-time cost: \$1,271M
- Net implementation cost: \$729M
- Annual recurring savings: \$188M
- Payback time: 7 years
- NPV (savings): \$1,149M

Impacts

- Criterion 6: -6 to -9737 jobs; <0.1 to <.83%
- Criterion 7: No issues
- Criterion 8: No impediments



#Tech-0035R: Army Land C4ISR Center

Candidate Recommendation (summary): Realigns Fort Monmouth, ARL Fort Knox, ARL Aberdeen, White Sands and Night Vision Lab, Fort Belvoir, by relocating and consolidating Information Systems, Sensors, Electronic Warfare, & Electronics, and Human Systems Research to ARL Adelphi. Realigns Fort Monmouth & Redstone Arsenal, by relocating and consolidating Information Systems and Sensors, Electronic Warfare, and Electronics Development and Acquisition to Aberdeen Proving Ground, MD. Retains at Ft. Belvoir current Development and Acquisition in Information Systems, Sensors, Electronic Warfare, and Electronics, and realigns PM ALTESS facility in Arlington to Ft. Belvoir.

Justification

- Enables research to solve the land force network challenge
- Consolidates C4ISR in one geographical area
- Supports Army’s "commodity" business model by geographically collocating R, D&A, and Logistics
- Collocates near NRL and WRAIR in DC, and INSCOM at Ft Belvoir/other DoD C2 assets.

Military Value

- **Research:** Adelphi had highest MV score in Sensors, Elec. Warfare, & Electronics. Military judgment favored locating other research functions there also to enable integrated C4ISR.
- **Development & Acquisition:** Military judgment favored APG because it provided proximity to Research and had sufficient capacity. Ft Belvoir, which had the highest MV of locations proximate to Research, lacked sufficient capacity.

Payback

- One-Time Cost \$787 M
- Net Implementation Cost \$260 M
- Annual Recurring Savings \$182 M
- Payback Period 4 Years
- NPV \$ 1,524 M

Impacts

- Criteria 6: -20 to -10175 jobs; <0.1% to 0.83%
- Criteria 7: No issues
- Criteria 8: No Impediments



TECH 0014: Los Angeles AFB (LAAFB)

■ **Direction:** TECH to complete analysis of TECH-0014, enabling closure of LAAFB

- Scenario: Realign Los Angeles AFB Space Development and Acquisition (D&A) from Los Angeles AFB, CA to Peterson AFB, CO (PAFB)
- Relocate Space D&A to collocate with operator and SMC functions at PAFB

■ **Background**

- TECH deliberated (Jan 05) to make TECH-0014 scenario “inactive” based on quantitative D&A Military Value (MV) justification
- DoD realigned SMC under AFSPC in 2001 (new transformational construct)

■ **AF Business Model** relies on FFRDC to provide systems engineering capability...i.e. limited government capability



TECH 0014 Los Angeles AFB (continued)

■ TJCSG generated 2 cost estimates; Air Force ran closure COBRA

- **Option A: BRAC pays all cost (bldg, equipment, people) to move FFRDC (Aerospace Corp)**
- **Option B: MILCON accommodates a workforce of 3200**
 - ❑ **Approximately half are government,**
 - ❑ **AF pays to reconstitute technical workforce, if necessary**

Combined TECH 014 / AF013	Option A	Option B
One Time Cost	\$849M	\$273M
Net Implementation Cost	\$597M	\$26M
Annual Recurring Savings	\$78M	\$77M
NPV Savings	\$204M	\$727M
Payback Time	12 Years	3 years



Rollout Plan

■ Emerging Themes

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

■ Required Actions

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



Next Steps

- Next IEC meeting 18 Apr 05
- Next ISG meeting 22 Apr 05
- Completion of Candidate Recommendations



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

APR 14 2005

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

SUBJECT: Read Ahead Material for the April 15, 2005, ISG Meeting

The Infrastructure Steering Group will meet on April 15, 2005, at 11:00 a.m. in 3D-1019. The meeting's primary focus will be on candidate recommendations submitted by Headquarters and Support and Technical Joint Cross Service Groups. Other topics include the standard process overview, proposed BRAC Commission Schedule, outstanding deliverables to the Infrastructure Executive Council, a decision brief by Technical JCSG on Los Angeles AFB, and the Rollout plan.

For your advance preparation, I am attaching the briefing slides at TAB 1. TAB 2 contains hard copies of the candidate recommendations and accompanying quad charts with one exception, TECH-0052 candidate recommendation is not include but will be posted to the portal later today. Additional supporting information of the candidate recommendations as well as conflict review information are on a disc at TAB 3.

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

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

Attachment:
As stated





BRAC 2005

Briefing to the
Infrastructure Steering Group

April 15, 2005



Purpose

- Process Overview
- Proposed BRAC Commission Schedule
- Pending IEC Deliverables
- Candidate Recommendations
 - Headquarters and Support (5)
 - Technical (1)
- Rollout Plan



Proposed BRAC Commission Schedule

May 2, 2005	6:00 p.m. Meeting of Commissioners – Remarks by Chairman Principi 7:00 p.m. No host dinner
May 3, 2005	9:30 a.m. Hearing at US House of Representatives - Swearing-in of Commissioners 1:30 p.m. Hearing at US House of Representatives - Current and Long Term Threat Confronting US National Security
May 4, 2005	9:30 a.m. Hearing at US House of Representatives - Force Structure Plan and SecDef Guidance on the QDR
May 16, 2006	SecDef BRAC Recommendations received 1:30 p.m. Hearing at US Senate – Presentation of Department of Defense BRAC Recommendations and Methodology Panel 1: Secretary of Defense Panel 2: DoD Officials on Methodology
May 17, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Army 1:30 p.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Navy
May 18, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Air Force 1:30 p.m. Hearing at US Senate – Presentation of Recommendations and Methodology – Defense Agencies
May 19, 2005	9:30 a.m. Hearing at US Senate – Presentation of Recommendations and Methodology – DoD Joint Cross Service Groups



Pending IEC Deliverables

Resubmissions:

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

Integrated packages:

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



HSA JCSG “Road Map”

Geo-clusters & Functional

Financial Management

Military Personnel Centers

Civilian Personnel Offices

✓ Installation Management (18 Feb 05) revisit

Correctional Facilities

Defense Agencies

Mobilization

Mobilization

Major Admin & HQ

✓ Combatant Commands (25 Feb 05) revisit

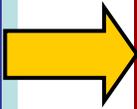
✓ Major Admin & HQ (15 Mar 05) revisit

Reserve & Recruiting Commands

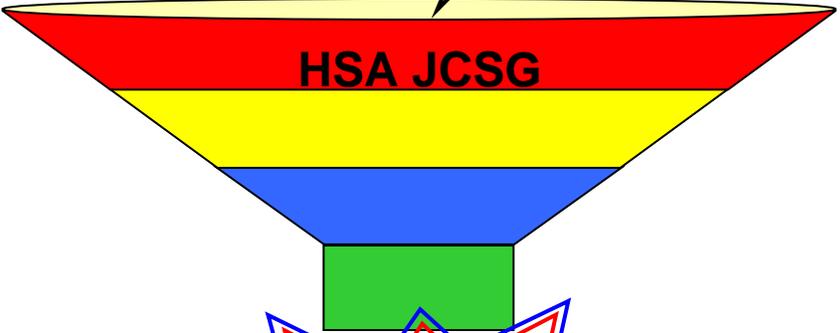


Strategy

- Improve jointness and total force capability
- Eliminate redundancy, duplication and excess capacity
- Enhance force protection
- Exploit best business practices
- Increase effectiveness, efficiency and interoperability
- Reduce costs



- Rationalize single function admin installations
- Rationalize presence in the NCR
- Eliminate leased space
- Consolidate HQs
- Consolidate / regionalize installation management
- Consolidate DFAS
- Create joint corrections enterprise
- Consolidate personnel
- Establish joint pre / re-deployment sites



48 Candidate Recommendations



Joint Basing Candidate Recommendations

Military Value Inversions

■ Why Changes Occurred:

- On going updates to OSD database by MILDEPs
 - Resulted in increases and decreases of Military Value scores
- Application of incorrect scoring function for Joint Support metric
 - Corrected from a linear scoring function to S Shaped scoring function as specified by the MV model

■ What Changed:

- HSA-0011: Ft. Dix (0.211) now higher than McGuire AFB (0.205)
- HSA-0032: NWS Charleston (0.198) now higher than Charleston AFB (0.197)
- HSA-0033: Ft Eustis (0.304) now higher than Langley AFB (0.235)



Military Value Inversions

- HSA Position: Status Quo-Receiving locations remain McGuire AFB, Charleston AFB and Langley AFB
- Rationale:
 - HSA-0011 (McGuire/Dix/Lakehurst)
 - McGuire (Power projection); Dix (Reserve Component Training mission)
-McGuire best positioned to perform functions for both locations
 - HSA-0032 (Charleston)
 - MV scores a virtual tie – No change required
 - AFB (Power projection); NAVWPNSTA (Training mission)
 - HSA-0033 (Langley/Eustis)
 - Relocation of Surface Deployment and Distribution Command (TRANSCOM)
 - Eliminates Joint advantage
 - Relocation of USA Transportation School
 - Significant reduction in installation population
 - Current Langley facility condition impacted by hurricane



HSA-0032R: Consolidate Charleston AFB and NAVWPNSTA Charleston

Candidate Recommendation: Realign Naval Weapons Station Charleston, SC, by relocating the installation management functions/responsibilities to Charleston Air Force Base, SC. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale ✓ Good potential for personnel and footprint reductions (minimum of 264 positions and associated footprint) ✓ Military value analysis marginally higher for Charleston AFB based on larger operational mission 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Quantitative Military Value <ul style="list-style-type: none"> ✓ Charleston AFB - .197 ✓ NAVWPNSTA Charleston - .198 ✓ Military judgment favors Charleston AFB because of its experience supporting operational forces.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One time costs:: \$5.1M ✓ Net Implementation savings: \$69.9M ✓ Annual Recurring savings: \$21.9M ✓ Payback period: Immediate ✓ NPV (savings): \$277.4M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: -657 jobs (264 direct/393 indirect); 0.2% ✓ Criterion 7: No issues ✓ Criterion 8: No impediments

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



HSA-0011R: Establish Joint Base McGuire-Dix-Lakehurst

Candidate Recommendation: Realign Ft. Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ, by relocating the installation management functions/responsibilities to McGuire Air Force Base, NJ; establishing Joint Base McGuire-Dix-Lakehurst. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration & Modernization.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale. ✓ Good potential for personnel and footprint reductions (minimum of 262 positions and associated footprint) ✓ Establishes first tri-service joint base. ✓ Supports complementary missions of McGuire/Dix - mobility/power projection platform. ✓ Maximizes joint utilization of infrastructure 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Military judgment favored McGuire because of its experience in support of operational forces ✓ Quantitative Military Value <ul style="list-style-type: none"> ✓ McGuire AFB - .205 ✓ Ft Dix - .211 ✓ NAVAIRENGSTA Lakehurst - .153
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One time costs: \$6.4M ✓ Net Implementation savings: \$95.0M ✓ Annual Recurring savings: \$22.3M ✓ Payback period: Immediate ✓ NPV (savings): \$305.0M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> ✓ Dix ROI: -182 (89 direct/93 indirect); < 0.1% ✓ Lakehurst ROI: -285 (173 direct/112 indirect); < 0.1% ✓ Criterion 7: No issues ✓ Criterion 8: No impediments

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



HSA-0033R: Consolidate North Hampton Roads Installations

Candidate Recommendation: Realign Ft. Eustis, VA, by relocating the installation management functions/responsibilities to Langley Air Force Base, VA. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

Justification

- ✓ Eliminates redundancy of installation management functions and creates economies of scale
- ✓ Good potential for personnel and footprint reductions (minimum of 217 positions and associated footprint)
- ✓ Military value analysis greater for Langley based on large population associated with operational mission and headquarters

Military Value

- ✓ Quantitative Military Value
 - ✓ Langley AFB - .235
 - ✓ Ft Eustis - .304
- ✓ Military judgment favors Langley because of reductions in Ft Eustis’ scope of mission by other actions

Payback

- ✓ One time costs:: \$6.3M
- ✓ Net Implementation savings: \$67.5M
- ✓ Annual Recurring savings: \$16.3M
- ✓ Payback period: Immediate
- ✓ NPV (savings): \$221.3M

Impacts

- ✓ Criterion 6: -502 jobs (217 direct/285indirect); < 0.1%
- ✓ Criterion 7: No issues
- ✓ Criterion 8: No impediments

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



Recommendation Wording-Joint Bases

■ Previous Recommendation Template:

- Realign Base XXX by relocating the installation management functions/responsibilities to Base YYY, establishing Joint Base XXX-YYY. The U.S. “Service” will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

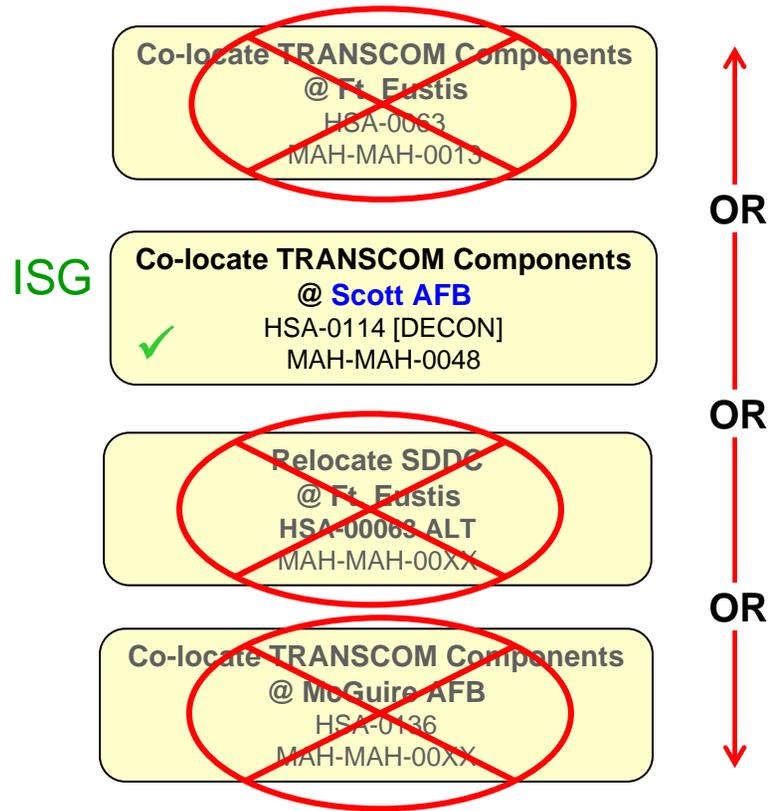
■ Adopted OSD Recommendation:

- Realign Base XXX by relocating the installation management functions/responsibilities to Base YYY, establishing joint base XXX/YYY.



TRANSCOM

TRANSCOM





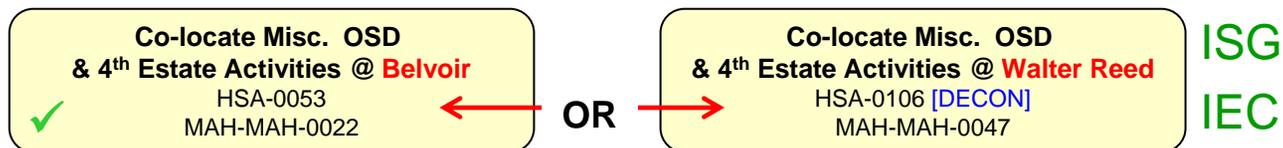
HSA-0114R: Co-Locate TRANSCOM and Service Component HQs

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

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Meets T.O. to consolidate or co-locate Service Component HQs w/COCOM HQs ✓ Reduces NCR footprint and eliminates 162,000 USF of leased space within DC Area ✓ Headquarters-level personnel reduction estimated at more than 19% (834 job positions) 	<ul style="list-style-type: none"> ✓ Quantitative Military Value: <ul style="list-style-type: none"> ✓ Ft. Eustis: 0.8758 ✓ TEA-Newport News: 0.305 ✓ SDDC-Alexandria: 0.1620 ✓ Scott AFB: 0.8467 ✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 91.3M ✓ Net Implementation Savings: \$ 402.7M ✓ Annual Recurring Savings: \$ 111.0M ✓ Payback Period: Immediate ✓ NPV Savings: \$ 1,451.6M 	<ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> ✓ DC area: -1472 jobs (857 direct, 615 indirect); <0.1% ✓ Norfolk area: -1133 jobs (484 direct, 649 indirect); 0.12% ✓ Criterion 7: No Issues ✓ Criterion 8: No Impediments



Miscellaneous OSD & 4th Estate Activities





Candidate #HSA-0053: Co-locate Miscellaneous OSD and 4th Estate Leased Locations

Candidate Recommendation (summary): Close 11 and realign 24 leased installations in Northern Virginia by relocating offices of the Office of the Secretary of Defense, Washington Headquarters Services, the Defense Technology Security Administration, the Defense Human Resources Activity, the DoD Education Activity, the DoD Inspector General, and Pentagon Renovation Project temporary space to Ft. Belvoir and NNMC, Bethesda. Realign WRAMC by relocating offices of the Office of the Secretary of Defense to Ft. Belvoir.

Justification

- ✓ Eliminates ~1.75 million USF leased space in NCR.
- ✓ Facilitates consolidation of common support functions.
- ✓ Relocates to AT/FP compliant location.

Military Value

- ✓ OSD-298th; WHS-292nd; DHRA-266th; DTSA-275th; DODIG-330th; DODEA-332nd - out of 336.
- ✓ NNMC, Bethesda: 103rd out of 336
- ✓ Ft. Belvoir: 48th out of 336

Payback

- ✓ One Time Cost: \$377.0M
- ✓ Net Implementation Cost: \$216.3M
- ✓ Annual Recurring Savings: \$ 60.5M
- ✓ Payback Period: 5 Years
- ✓ NPV (savings): \$384.2M

Impacts

- ✓ Criterion 6: -1,977 jobs (1,125 direct, 852 indirect); <0.1%
- ✓ Criterion 7: No impacts.
- ✓ Criterion 8: Air quality issue. No impediments.

- ✓ Strategy
- ✓ COBRA

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

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

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



Technical Joint Cross Service Group Briefing to The Infrastructure Steering Group

April 15, 2005



Background

- TJCSG To present TECH-0052 in place of previously approved TECH-0035R
- 9 Mar 05 ISG Chair memo tasked JCSG's to analyze 7 scenarios affecting the TJCSG:
 - Completed actions on Natick, Corona, Lakehurst, Indian Head, Crane and Pt. Mugu
 - Completed analysis on:
 - Los Angeles AFS: TECH to complete analysis of TECH-0014, enabling closure



Tech-0052R: Army Land C4ISR Center

❑ Losing installations are:

- ❑ ARL Adelphi**
- ❑ Fort Monmouth**
- ❑ ARL Fort Knox**
- ❑ ARL White Sands**
- ❑ Night Vision Lab, Fort Belvoir**
- ❑ Redstone Arsenal**
- ❑ PM ALTESS Arlington**



- Gain (1)
- Donor (5)
- Donor/Gain (2)



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

DRAFT

Candidate Recommendation: Realign elements of Ft. Monmouth, NJ; Adelphi, MD; White Sands Missile Range, NM; Ft. Belvoir, VA; Redstone Arsenal, AL; Ft. Knox, KY; by consolidating Research, Development and Acquisition for Information Systems, Sensors, Electronic Warfare, & Electronics, and Human Systems Research at Aberdeen Proving Ground, MD. Realign elements of Silver Spring, MD by relocating Biomedical Research to Aberdeen Proving Ground, MD. Realign PM ALTESS, National Capital Region (NCR) at Ft. Belvoir, VA. Enable the closure of Ft. Monmouth, NJ and Adelphi Laboratory Center, MD.

Justification

- Establishes Land C4ISR Center to focus technical activity and accelerate transition
- Consolidates a service-led Defense Research Laboratory (Army Research Laboratory)
- Increases efficiency by consolidating from 8 sites to 2 sites
- Ensures competition of ideas by maintaining other service-led complementary/ competitive RD&A sites
- Provides synergy for soldier systems by colocation at Aberdeen Proving Ground

Military Value

- Military Judgment:
 - Supports realignments to Aberdeen Proving Ground (APG), MD.
 - FT Monmouth did not pay off for Consolidated C4ISR.
 - Half of ARL is already at APG
 - Alternative sites lacked capacity to house consolidated C4ISR
 - PM ALTESS to Ft Belvoir

Payback

- One-Time Cost: \$1,271 M
- Net Implementation cost: \$729 M
- Annual Recurring Savings: \$188 M
- Payback time: 7 Years
- NPV Savings: \$1,149 M

Impacts

- Criteria 6: -6 to -9737 jobs; <0.1% to 0.83%
 - Direct: -3 to -5272
 - Indirect: -3 to -4465
- Criteria 7: No issues
- Criteria 8: No Impediments



Los Angeles AFB

- Issue: TECH to complete analysis of TECH-0014, enabling closure
 - Scenario: Realign Los Angeles AFB Space Development and Acquisition (D&A) from Los Angeles AFB, CA to Peterson AFB, CO
 - Relocate Space D&A from single function base to location with larger pool of government technical operators

- TECH deliberated (Jan 05) to make TECH-0014 scenario “inactive” based on Military Value (MV) justification
 - TJCSG construct has LAAFB quantitative mil value much higher than any other site for Space Platform development & acquisition
 - TJCSG Transformational Framework Consolidates RDATE Functions; Tech-14 deviates by Collocating with the Operator"
 - Air Force raised concern about risk to National Security Space Programs



Los Angeles AFB

- Revisited MV justification in response to 9 Mar 05 ISG memo

- Complicating Factor:
 - AF Business Model Makes Federally Funded Research and Development Personnel vital to Space Acquisition
 - Question: Include FFRDC costs in move?



Los Angeles AFB (Continued)

■ TJCSG generated 2 cost estimates; Air Force ran closure COBRA

- **Option A: (High) Using Air Force provided data (Move all FFRDC (Aerospace Corp))**
- **Option B: (Low) No FFRDC move/costs**

Combined TECH 014 / AF013	Option A	Option B
One Time Cost	\$1,089M	\$299M
Net Implementation Cost	\$932M	\$165M
Annual Recurring Savings	\$50M	\$43M
NPV Cost/Savings	\$382M	\$260M
Payback Time	33 Years	7 years

TJCSG Chair Endorses CR Completion (Option B)



Rollout Plan

■ Emerging Themes

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

■ Required Actions

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



Next Steps

- Next IEC meeting 18 Apr 05
- Next ISG meeting 22 Apr 05
- Completion of Candidate Recommendations



HSA-0011R: Establish Joint Base McGuire-Dix-Lakehurst

Candidate Recommendation: Realign Ft. Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ, by relocating the installation management functions/responsibilities to McGuire Air Force Base, NJ; establishing Joint Base McGuire-Dix-Lakehurst. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration & Modernization.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale. ✓ Good potential for personnel and footprint reductions (minimum of 262 positions and associated footprint) ✓ Establishes first tri-service joint base. ✓ Supports complementary missions of McGuire/Dix - mobility/power projection platform. ✓ Maximizes joint utilization of infrastructure 	<ul style="list-style-type: none"> ✓ Quantitative Military Value <ul style="list-style-type: none"> ✓ McGuire AFB - .205 ✓ Ft Dix - .211 ✓ NAVAIRENGSTA Lakehurst - .153 ✓ Military judgment favored McGuire because of its experience in support of operational forces
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One time costs: \$6.4M ✓ Net Implementation savings: \$95.0M ✓ Annual Recurring savings: \$22.3M ✓ Payback period: Immediate ✓ NPV (savings): \$305.0M 	<ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> ✓ Dix ROI: -182 (89 direct/93 indirect); < 0.1% ✓ Lakehurst ROI: -285 (173 direct/112 indirect); < 0.1% ✓ Criterion 7: No issues ✓ Criterion 8: No impediments

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

Candidate Recommendation #HSA-0011R

Candidate Recommendation: Realign Ft. Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ, by relocating the installation management functions/responsibilities to McGuire Air Force Base, NJ; establishing Joint Base McGuire-Dix-Lakehurst. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

Justification: McGuire AFB, Ft. Dix and NAES Lakehurst employ military, civilian and contractor personnel to perform common functions in support of installation facilities and personnel. All three installations execute these functions using similar or near similar processes. Because these installations share a common boundary with minimal distance between the major facilities, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations.

McGuire's quantitative military value compared to the Ft. Dix quantitative military value score was too close to be the sole factor for determining the receiving installation for installation management functions and responsibilities. Military judgment favored McGuire AFB as the receiving installation for the installation management functions and responsibilities because of its mission in support of operational forces compared to Ft. Dix which has a primary mission of support for Reserve Component training. As an installation accustomed to supporting operational forces, it was the military judgment of the JCSG that McGuire was better able to perform those functions for both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$6.37 million. The net of all costs and savings to the Department during the implementation period is a savings of \$95.01 million. Annual recurring savings to the Department after implementation are \$22.3 million with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$305.02 million.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 285 jobs (173 direct

jobs and 112 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 182 jobs (89 direct jobs and 93 indirect jobs) over the 2006-2011 period in the Camden, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

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

Environmental Impact: Lakehurst is in severe non-attainment for ozone (1hr). Some permit changes possible. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does have potential impact on costs related to closure of temporary hazardous waste transfer site, modification of air permits and update of spill plans at Naval Air Engineering Station Lakehurst. These waste management and environmental compliance costs were included in the payback calculations. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities.

8 Attachments:

- 1.) Competing Recommendations/Force Structure Capabilities
- 2.) Military Value Results
- 3.) Capacity Analysis
- 4.) COBRA Results
- 5.) Economic Impact Report
- 6.) Installation Criterion 7 Profile
- 7.) Summary of Scenario Environmental Impacts
- 8.) AF Comments Concerning COBRA Costs/Savings



HSA-0032R: Consolidate Charleston AFB and NAVWPNSTA Charleston

Candidate Recommendation: Realign Naval Weapons Station Charleston, SC, by relocating the installation management functions/responsibilities to Charleston Air Force Base, SC. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Installation management mission consolidation eliminates redundancy and creates economies of scale ✓ Good potential for personnel and footprint reductions (minimum of 264 positions and associated footprint) ✓ Military value analysis marginally higher for Charleston AFB based on larger operational mission 	<ul style="list-style-type: none"> ✓ Quantitative Military Value <ul style="list-style-type: none"> ✓ Charleston AFB - .197 ✓ NAVWPNSTA Charleston - .198 ✓ Military judgment favors Charleston AFB because of its experience supporting operational forces.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One time costs:: \$5.1M ✓ Net Implementation savings: \$69.9M ✓ Annual Recurring savings: \$21.9M ✓ Payback period: Immediate ✓ NPV (savings): \$277.4M 	<ul style="list-style-type: none"> ✓ Criterion 6: -657 jobs (264 direct/393 indirect); 0.2% ✓ 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/MilDeps₁₀

Candidate Recommendation #HSA-0032R

Candidate Recommendation: Realign Naval Weapons Station Charleston, SC, by relocating the installation management functions/responsibilities to Charleston Air Force Base, SC. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

Justification: Charleston AFB and Naval Weapons Station Charleston employ military, civilian and contractors personnel to perform common functions in support of installation facilities and personnel. Both entities execute these functions by similar or near similar processes. Because these installations are in very close proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations.

Quantitative analysis supporting the recommendation of Charleston AFB as the receiving location for these functions/responsibilities was too close to be the sole factor for determining the receiving installation for installation management functions and responsibilities. Military judgment favored Charleston AFB as the receiving installation for the installation management functions and responsibilities because of its mission in support of operational forces compared to Naval Weapons Station Charleston which has a primary mission support to training and industrial activities. As an installation accustomed to supporting operational forces, it was the military judgment of the JCSG that Charleston AFB was better able to perform those functions for both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$5.1 million. The net of all costs and savings to the Department during the implementation period is a savings of \$69.9 million. Annual recurring savings to the Department after implementation are \$21.9 million with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$277.36 million.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 657 jobs (264 direct jobs and 393 indirect jobs) over the 2006-2011 period in the Charleston-North Charleston, SC Metropolitan Statistical Area, which is 0.2 percent of economic area employment.

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

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, and environmental compliance activities.

8 Attachments:

- 1.) Competing Recommendations/Force Structure Capabilities
- 2.) Military Value Results
- 3.) Capacity Analysis
- 4.) COBRA Results
- 5.) Economic Impact Report
- 6.) Installation Criterion 7 Profile
- 7.) Summary of Scenario Environmental Impacts
- 8.) AF Comments Concerning COBRA Costs/Savings



HSA-0033R: Consolidate North Hampton Roads Installations

Candidate Recommendation: Realign Ft. Eustis, VA, by relocating the installation management functions/responsibilities to Langley Air Force Base, VA. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

<u>Justification</u>	<u>Military Value</u>
<p><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One time costs: \$6.3M ✓ Net Implementation savings: \$67.5M ✓ Annual Recurring savings: \$16.3M ✓ Payback period: Immediate ✓ NPV (savings): \$221.3M 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: -502 jobs (217 direct/285 indirect); < 0.1% ✓ Criterion 7: No issues ✓ Criterion 8: No impediments

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

Candidate Recommendation #HSA-0033

Candidate Recommendation: Realign Ft. Eustis, VA, by relocating the installation management functions/responsibilities to Langley Air Force Base, VA. The U.S. Air Force will assume responsibility for the execution of all Base Operating Support (BOS) (with the exceptions of Health and Military Personnel Services) and the O&M portion of Sustainment, Restoration and Modernization.

Justification: Langley AFB and Ft. Eustis employ military, civilian and contractor personnel to perform common functions in support of installation facilities and personnel. Both entities execute these functions by similar or near similar processes. Because these installations are in very near proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations.

Langley's quantitative military value score compared to the Ft. Eustis quantitative military value score was a clear margin for Ft. Eustis. However, pending changes to Ft. Eustis resulting from other BRAC recommendations causes military judgment to favor Langley AFB as the receiving installation for the installation management functions and responsibilities. Relocations of organizations currently based at Ft. Eustis will cause a significant population decline and overall reduction in the scope of the installation's supporting mission. Based on these changes, it was the military judgment of the JCSG that Langley was better able to perform these functions for both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$6.33 million. The net of all costs and savings to the Department during the implementation period is a savings of \$67.52 million. Annual recurring savings to the Department after implementation are \$16.32 million with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$221.31 million.

Impacts:

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 502 jobs (217 direct jobs and 285 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

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

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, and environmental compliance activities.

8 Attachments:

- 1.) Competing Recommendations/Force Structure Capabilities
- 2.) Military Value Results
- 3.) Capacity Analysis
- 4.) COBRA Results
- 5.) Economic Impact Report
- 6.) Installation Criterion 7 Profile
- 7.) Summary of Scenario Environmental Impacts
- 8.) AF Comments Concerning COBRA Costs/Savings



Candidate #HSA-0053: Co-locate Miscellaneous OSD and 4th Estate Leased Locations

Candidate Recommendation (summary): Close 11 and realign 24 leased installations in Northern Virginia by relocating offices of the Office of the Secretary of Defense, Washington Headquarters Services, the Defense Technology Security Administration, the Defense Human Resources Activity, the DoD Education Activity, the DoD Inspector General, and Pentagon Renovation Project temporary space to Ft. Belvoir and NNMC, Bethesda. Realign WRAMC by relocating offices of the Office of the Secretary of Defense to Ft. Belvoir.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Eliminates ~1.75 million USF leased space in NCR. ✓ Facilitates consolidation of common support functions. ✓ Relocates to AT/FP compliant location. 	<ul style="list-style-type: none"> ✓ OSD-298th; WHS-292nd; DHRA-266th; DTSA-275th; DODIG-330th; DODEA-332nd - out of 336. ✓ NNMC, Bethesda: 103rd out of 336 ✓ Ft. Belvoir: 48th out of 336
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$377.0M ✓ Net Implementation Cost: \$216.3M ✓ Annual Recurring Savings: \$ 60.5M ✓ Payback Period: 5 Years ✓ NPV (savings): \$384.2M 	<ul style="list-style-type: none"> ✓ Criterion 6: -1,977 jobs (1,125 direct, 852 indirect); <0.1% ✓ Criterion 7: No impacts. ✓ Criterion 8: Air quality issue. 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 #HSA-0053

Candidate Recommendation: Close 1010 North Glebe Road, 1515 Wilson Boulevard, 4850 Mark Center Drive, the Crown Ridge Building at 4035 Ridgetop, and 1901 N. Beauregard, leased installations in Northern Virginia, by relocating the Office of the Secretary of Defense to Fort Belvoir, Virginia.

Close 400 Army Navy Drive, a leased installation in Arlington, Virginia, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and the DoD Inspector General to Fort Belvoir, Virginia.

Close North Tower at 2800 Crystal Drive, a leased installation in Arlington, Virginia, by relocating the DoD Inspector General to Fort Belvoir, Virginia.

Close 1600 Wilson Boulevard, a leased installation in Arlington, Virginia, by relocating the Defense Human Resources Activity to Fort Belvoir, Virginia.

Close the Webb Building, a leased installation in Arlington, Virginia, by relocating the Department of Defense Education Activity and the Defense Human Resources Activity to Fort Belvoir, Virginia.

Close 1500 Wilson Boulevard, a leased installation in Arlington, Virginia, by relocating offices accommodating Pentagon Renovation temporary space to Fort Belvoir, Virginia.

Close Presidential Tower, a leased installation in Arlington, Virginia, by relocating offices accommodating Pentagon Renovation temporary space to the National Naval Medical Center, Bethesda, Maryland.

Realign Walter Reed Army Medical Center (Forest Glen Annex), Washington, District of Columbia by relocating the Office of the Secretary of Defense to Fort Belvoir, Virginia.

Realign Rosslyn Plaza North, a leased installation in Arlington, Virginia, by relocating offices accommodating Pentagon Renovation temporary space, Washington Headquarters Services and the Defense Human Resources Activity to Fort Belvoir, Virginia.

Realign Crystal Gateway North, a leased installation in Arlington, Virginia, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and the DoD Inspector General to Fort Belvoir, Virginia.

Realign 2001 North Beauregard Street, 621 North Payne Street, Ballston Metro Center, Crystal Mall 3, Crystal Square 4, Crystal Square 5, Crystal Plaza 6, 4015 Wilson Boulevard, Skyline 5, and Skyline 6, leased installations in Northern Virginia, by relocating the Office of the Secretary of Defense to Fort Belvoir, Virginia.

Realign Hoffman 1, Crystal Gateway 1, Crystal Gateway 2, Crystal Gateway 3, and the James K. Polk Building, leased installations in Northern Virginia, by relocating the Office of the Secretary of Defense and Washington Headquarters Services to Fort Belvoir, Virginia.

Realign the Nash Street Building, a leased installation in Arlington, Virginia, by relocating the Defense Human Resources Activity to Fort Belvoir, Virginia.

Realign Alexandria Tech Center IV, a leased installation in Alexandria, Virginia, by relocating the Defense Technology Security Administration to Fort Belvoir, Virginia.

Realign 1400-1450 South Eads Street, a leased installation in Arlington, Virginia, by relocating the DoD Inspector General to Fort Belvoir, Virginia.

Realign 1401 Wilson Boulevard, a leased installation in Arlington, Virginia, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and Defense Human Resources Activity to Fort Belvoir, Virginia.

Realign 1555 Wilson Boulevard, a leased installation in Arlington, Virginia, by relocating offices of the Office of the Secretary of Defense and Defense Human Resources Activity to Fort Belvoir, Virginia.

Realign Crystal Mall 2-3-4 and Skyline 4, leased installations in Northern Virginia, by relocating Washington Headquarters to Fort Belvoir, Virginia.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The average military value of the noted Department of Defense components based on current locations ranges from 266th to 332nd 336 entities evaluated by the MAH military value model. Fort Belvoir is ranked 48th out of 336, and the National Naval Medical Center is ranked 103rd. Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates over 1.75 million Usable Square Feet of leased administrative space within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide immediate compliance with Force Protection Standards. The leased installations affected by this recommendation are generally non-compliant with current Force Protection Standards.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$377.0 million. The net of all costs and savings to the Department during the implementation period is a cost of \$216.3 million. Annual recurring savings to the Department after implementation are \$60.5 million, with a payback expected in 5 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$384.2 million.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,977 jobs (1,125 direct and 852 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1% 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: An impact is expected on Air Quality at Fort Belvoir; it is currently in Non-attainment area for Ozone and PM 2.5. Added operations will require New Source Review permitting and Air Conformity Analysis. 12 historical/prehistoric archeological resources are reported at Fort Belvoir, with restrictions to future construction. 62 historic properties are listed. Potential impact may occur since resources must be evaluated on a case-by-case basis, thereby causing increased delays and costs. At Fort Belvoir, federally listed species include Bald Eagle. Restrictions for TES include aircraft height restriction over nest during nesting season, and no land-disturbing training or timber clear cutting along undeveloped/undisturbed shorelines. Additional operations may further impact threatened/endangered species leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use restraints and sensitive resource areas, marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$1,150,000 at Fort Belvoir to complete the necessary Air Conformity Analysis, New Source Review, and National Environmental Policy Act assessments and \$75,000 at NNMC for National Environmental Policy Act assessments. This cost has been included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.



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

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

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Meets T.O. to consolidate or co-locate Service Component HQs w/COCOM HQs ✓ Reduces NCR footprint and eliminates 162,000 USF of leased space within DC Area ✓ Headquarters-level personnel reduction estimated at more than 19% (834 job positions) 	<ul style="list-style-type: none"> ✓ Quantitative Military Value: <ul style="list-style-type: none"> ✓ Ft. Eustis: 0.8758 ✓ TEA-Newport News: 0.305 ✓ SDDC-Alexandria: 0.1620 ✓ Scott AFB: 0.8467 ✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 91.3M ✓ Net Implementation Savings: \$ 402.7M ✓ Annual Recurring Savings: \$ 111.0M ✓ Payback Period: Immediate ✓ NPV Savings: \$ 1,451.6M 	<ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> ✓ DC area: -1472 jobs (857 direct, 615 indirect); <0.1% ✓ Norfolk area: -1133 jobs (484 direct, 649 indirect); 0.12% ✓ Criterion 7: No Issues ✓ Criterion 8: No Impediments

✓ 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 #HSA-0114R

Candidate Recommendation: Realign Fort Eustis, VA, by relocating the Army Service Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Service Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign US Army Service Deployment and Distribution Command - Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Service Deployment and Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Justification: Collocation of TRANSCOM and Service components will (1) collocate activities with common functions and facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long-term savings. The realignment will also terminate leased space operations in the National Capital Region and near Norfolk, VA.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$91.3 million. The net of all costs and savings to the Department during the implementation period is a savings of \$402.7 million. Annual recurring savings to the Department after implementation are \$111.0 million, with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,451.6 million.

Impacts:

Economic Impact: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1472 jobs (857 direct jobs and 615 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1133 jobs (484 direct jobs and 649 indirect jobs) in the

Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is 0.12 percent of economic area employment.

Community Infrastructure: A review of community attributes indicates that although Scott AFB job growth rates have on occasion fallen just below the national growth rates, there are no issues that affect the ability of the infrastructure of the communities to support missions, forces, and personnel.

Environmental Impact: This recommendation has the potential to impact air quality at Scott AFB, which is in a non-attainment area for Ozone (8-hour), and Ozone maintenance (1 hour). An initial conformity analysis indicates that a conformity determination may not be necessary. An air permit revision may be needed. Scott has a 79 acre historic district that may be impacted by future development. Scott uses safety waivers and exemptions to accomplish the mission. Additional operations may compound the need for safety waivers. Military Munitions Response Program sites exist on the installation and may represent a safety hazard for future development. Threatened and Endangered species and/or critical habitats exist on Scott and impact operations. Additional operations may further impact these species and/or habitat. The state requires a permit for the withdrawal of groundwater at Scott. Modification of the on-installation treatment works may be necessary. This recommendation has no impact on dredging; marine mammals/marine resources/marine sanctuaries; noise; waste management; or wetlands. This recommendation will require spending approximately \$390K for environmental compliance activities at Scott. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities

Supporting Information Attachments:

Tab 1: Supporting Information

- a. Force Structure Capabilities
- b. Military Value Analysis
- c. Capacity Analysis Results

Tab 2: Criterion 6 – Economic Impact Report

Tab 3: Criterion 7 – Community Infrastructure

Tab 4: Criterion 8 – Environmental Impact Report

Tab 5: COBRA Reports