

BRAC 2005 Infrastructure Executive Council (IEC) Meeting Minutes of May 2, 2005

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

Mr. Michael Wynne, Under Secretary of Defense (AT&L), opened the meeting by reviewing the agenda, the Process Overview and Outstanding Issues. He emphasized that this meeting would entail some difficult decision-making. Mr. Wynne mentioned the BRAC "Reading Room" that had been set up in the Pentagon to facilitate expeditious final coordination before the recommendations are presented to the Secretary for his approval.

Mr. Wynne provided an overview of Outstanding Issues:

Close Carlisle Barracks (USA-0163v3) - The Army leadership remains concerned about relocating the Army War College from Carlisle Barracks to Fort Leavenworth, because they believe the action lose the benefit that proximity to DC provides in terms of guest lecturers, the value of Collins Hall, and the benefit of access to the new Heritage Center.

Close MCLB Barstow (DON 165R) - DoN opposes this recommendation because it would leave the Department without a multi-commodity depot west of the Mississippi. Mr. Wynne noted that the Army and the Marine Corps are considering some alternatives involving realignment combinations between Barstow and Sierra. Ms. Davis proceeded to brief seven different options (slide 8) to realign rather than close Barstow.

RDAT&E Integrated Center at China Lake (TECH 0018DR) - The Navy and Technical JCSG reached a compromise on this candidate recommendation that the IEC approved: Program Executive Offices and Program Managers will stay at Paxtuent River and the pyrotechnic experts will remain at Crane. The Technical JCSG will revise this recommendation with Navy input.

Close Natick Soldier Systems Center (USA 0227) - The issue with this candidate recommendation was the high upfront cost and long payback period.

Close Adelphi and create an Army Land C4ISR center at Aberdeen (TECH 0052)
Dr. Sega briefed the transformational framework and strategy for this recommendation and with the assistance of Mr. Brian Simmons, presented two options (Army 0223 and 0227) that would create a fully integrated RDA element at a single site.

Relocate Army Headquarters and Field Operating Agencies (H&SA 0092R) -
Mr. Tison addressed the IEC's concerns about the cost of this candidate recommendation.

Close seven National Geospatial-Intelligence Agency (NGA) sites (INT 0004R) – The issue with this candidate recommendation was its high upfront cost. Proponents noted that the St. Louis piece was the largest cost component.

Establish Centers for Rotary Wing Air Platform DAT&E (TECH 0005Rv2) - The Army objected to this candidate recommendation because they were concerned about the effect on special operations at Fort Eustis. The Technical JCSG revised the recommendation to address this concern.

Mr. Wynne proceeded to review standalone candidate recommendations with negative NPV (i.e. they still cost money after 20 years) (slide 22).

The Air Force briefed USAF 0013, which would close Los Angeles Air Force Base (LAAFB) (slides 24-25). They recommended not closing LAAFB because of its high military value score and the potential schedule and performance disruption to D&A programs. The IEC concurred with this recommendation.

Mr. Wynne then re-introduced three integrated candidate recommendations:

- Walter Reed National Military Medical Center Bethesda – (MED 0002R): Approved
- Chem/Bio/Medical Research (MED 0028R): Approved
- Pope AFB USAF (0122R): Approved

Mr. Wynne presented three new candidate recommendations:

- Close Gen Mitchell ARS (USAF 0130): Approved
- Co-locate Extramural Research Program Managers to Bethesda: Approved
- Realign Boise Air Terminal AGS (USAF 0128): Approved.

Mr. Wynne provided a summary of candidate recommendations in terms of statistics, major closures and realignments, Joint Centers of Excellence, cost and savings and total economic impact. IEC members discussed recurring savings (COBRA estimates) attributed to BRAC actions regarding military base operating support personnel and end strength.

Mr. Wynne highlighted the emerging themes for this BRAC round and mentioned that extra effort had been expended by all involved to ensure that DoD's surge capabilities be protected. During discussion of the BRAC funding wedge, Mr. Wynne mentioned that the Industrial JCSG had withdrawn their candidate recommendation on

Pueblo Army Depot because the closure cannot be finalized within the six-year implementation period.

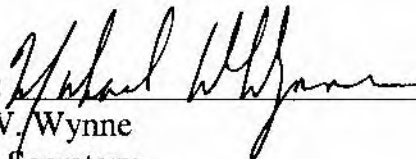
This portion of the meeting concluded with Mr. Dick McGraw providing the IEC an update on the BRAC rollout plan.

At this juncture, non-IEC members departed the meeting room and the IEC began an Executive Session. A list of attendees of the Executive Session is attached. Highlights of the discussion follow:

- The Army objected to closure of Carlisle Barracks (Army War College – USA 0136) for several reasons: Its present locale accommodates proximity to Washington DC, the embassies and accordingly, a large pool of speakers/instructors. The new location does not have a Conference or Heritage Center. The IEC agreed to remove this recommendation for the reasons cited by the Army.
- The Navy stated that they believed all education recommendations should be withdrawn because education is a core competency of the Department and relying on the private sector to fulfill that requirement is too risky. The IEC agreed. Accordingly, the following recommendations were disapproved: Carlisle Barracks (USA-0136), Naval Post Graduate School (E&T-003, DoN-70), Air Force Institute of Technology (E&T 003, DoN 70), Uniformed Services University of Health Sciences (MED-0030), and Navy Corps Supply School (DoN 126).
- Soldier Systems Center Natick (USA 0227R) - was dropped as too costly with a long payback period.
- Relocate USA Army Headquarters (H&SA 0092R) – Approved.
- Establish Centers for Rotary Wing Air Platform DAT&E (TECH 0005Rv2) – Approved.
- Army Land C4ISR (Combine with Fort Monmouth closure TECH 00052 and USA 0223) – Approved.
- MCLB Barstow (DoN 0165A) – closure disapproved because the strategic value of maintaining a multi-commodity depot on the West Coast outweighed benefits of closure. The Navy and Industrial JCSG will examine options for realigning Barstow to improve its mission focus.

- Grand Forks AFB (USAF-0117V2) and Ellsworth AFB (USAF-0018v3) in North Dakota: Discussion focused on whether the totality of these recommendations left the Department without a sufficient presence in that region of the country. The Air Force indicated that they were reexamining these closures to see if one or both could be modified to better support homeland defense and emerging missions.
- Cannon AFB (USAF-0114): The discussion focused on the economic impact of closing this installation. IEC members acknowledged the severity of the impact, but concluded that the savings were of such a magnitude and could provide such value to the Department that the recommendation should go forward notwithstanding this impact. All members agreed that the Department should be ready to provide economic adjustment assistance quickly.
- NAS Brunswick (DoN-0138R) – The discussion focused on whether this closure would leave the Department without a strategic presence in that area, and on the economic impact of the closure on the local community. The IEC decided that Brunswick should remain open as a Naval Air Facility to support homeland defense (response over maritime targets) and for a surge capability.

The IEC agreed to meet Wednesday, May 4.

Approved: 
Michael W. Wynne
Executive Secretary
Infrastructure Executive Council

Attachments:

1. List of Attendees
2. Briefing slides entitled "Base Realignment and Closure 2005, Infrastructure Executive Council" dated May 2, 2005

**Infrastructure Executive Council Meeting
May 2, 2005**

**Attendees
(* denotes Executive Session attendee)**

Members:

- *Mr. Paul Wolvowitz, Deputy Secretary of Defense
- *Hon Francis J. Harvey, Secretary of the Army
- *Gen Richard B. Myers, Joint Chiefs of Staff
- *Gen John P. Jumper, Chief of Staff of the Air Force
- *Hon Gordon R. England, Secretary of the Navy
- *Mr. Michael W. Wynne, Under Secretary of Defense (AT&L)
- *Mr. Michael L. Dominguez, Acting Secretary of the Air Force
- *GEN Peter J. Schoomaker, Chief of Staff of the Army

Alternates:

- *ADM Robert F. Willard, Vice Chief of Naval Operations for ADM Vern Clark, Chief of Naval Operations
- *Gen William Nyland, Assistant Commandant of the Marine Corps for Gen Michael Hagee, Commandant of the Marine Corps

Others:

- Hon William Haynes, DoD General Counsel
- *Mr. Raymond DuBois, Director, Administration & Management
- *Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Fred Pease, Deputy Under Secretary of the Air Force (B&IA)
- Lt Gen George Taylor, Chairman, Medical JCSG
- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- VADM Evan M. Chanik, Director, J-8
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- BG Thomas C. Maffey, Vice Director, J-7
- BG Fred Helmick, Military Assistant to the Deputy Secretary of Defense
- Mr. Pete Potochney, Director, OSD BRAC
- *Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Dr. Ronald Sega, Chairman, Technical JCSG
- Ms. Carol Haave, Chairman, Intelligence JCSG

- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- Mr. Dick McGraw, Special Assistant to the Secretary of the Defense
- Mr. B. J. Penn, Assistant Secretary of the Navy for Installations and Environment
- Mr. Bob Earl, Special Assistant to the Secretary of the Navy
- Mr. Gary Motsek, Chair, Armaments and Munitions JCSG subgroup (Industrial)
- Mr. Brian Simmons, Analyst, Technical JCSG



BRAC 2005

Briefing to the
Infrastructure Executive Council

May 2, 2005

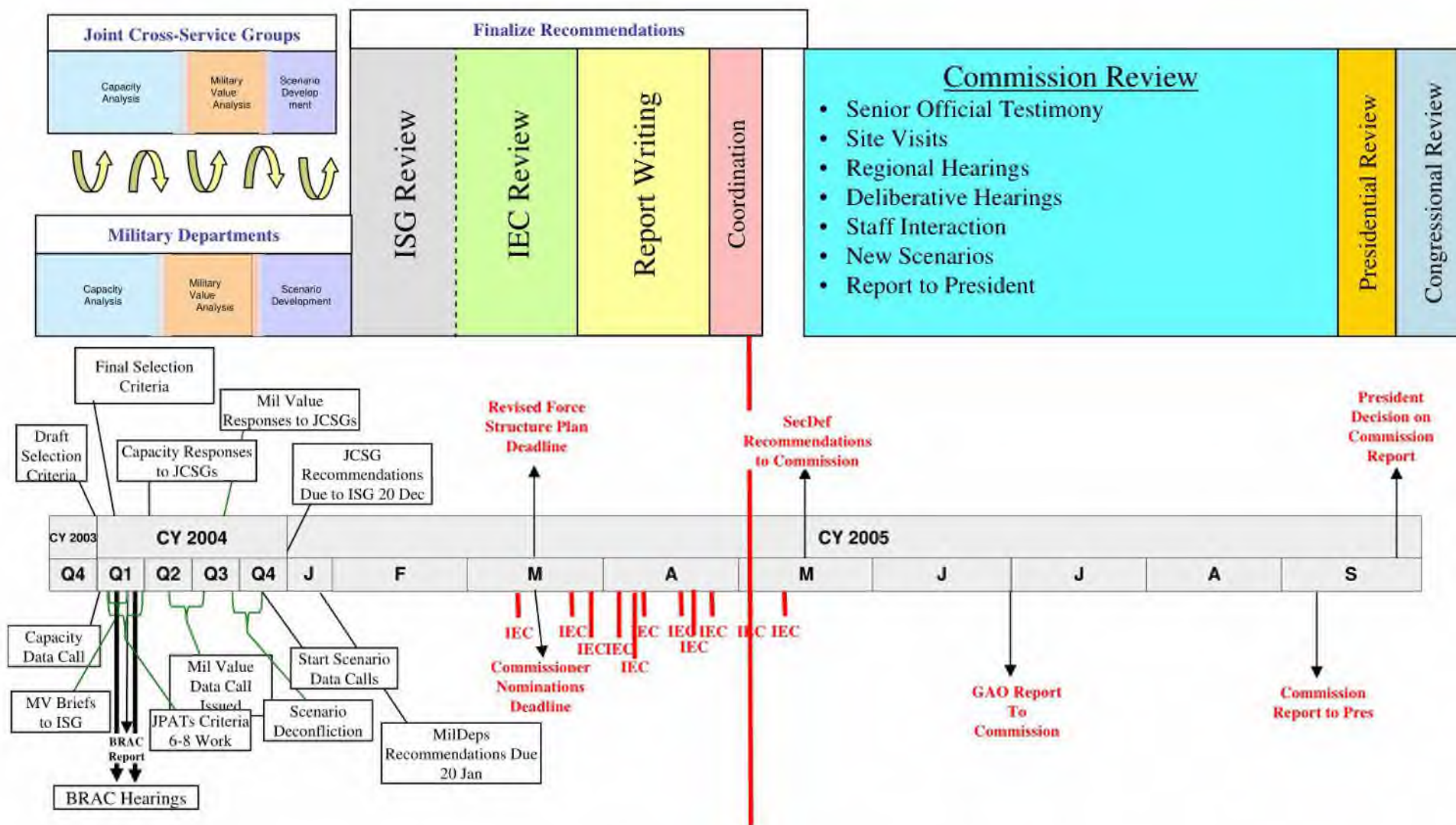


Purpose

- Process Overview
 - Reading Room
- Outstanding Issues
- Negative NPV
- Integrated Candidate Recommendations
- New Candidate Recommendations
- Summary of Candidate Recommendations
- Quantifying Results
- Emerging Themes
- Wedge Allocation
- Roll-out update
- Next Steps



Process Overview





Coordination of BRAC Recommendations

- Via Controlled Access “Reading Room”
 - Open to designated reps of CoComs, IEC Principals, OSD Under Secretaries, and OSD PA&E
 - 2 - 4 May, 0700-1800 each day
 - Location – 3B552A
- Nature of coordination requested
 - Objections need to be provided in writing (NLT 5 May), citing specific nature of objection and mission impact



Outstanding Issues

- Carlisle Barracks (Army objects) - USA-0136
- MCLB Barstow (DoN objects) - DoN-0165A
- RDAT&E Integrated Center China Lake (DoN objects) – TECH-0018DR
- Soldier Systems Center Natick (cost) – USA-0227R
- Army Land C4ISR (combine w/Monmouth closure) – TECH-0052R/USA-0223
- Relocate USA HQs (cost) – HSA-0092R
- Consolidate NGA Activities (cost of St. Louis piece) – INT-0004R
- Rotary Wing Air Platform DAT&E (Army objects) – TECH-0005R



Candidate # USA-0136v3



Candidate Recommendation: Close Carlisle Barracks, PA. Relocate the Army War College to Fort Leavenworth, KS.

<p><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Single-Service activity consolidation ✓ Consolidates officer strategic and operational education ✓ Promotes training effectiveness and functional efficiencies ✓ Lowest One-Time Cost among alternatives ✓ Closes Carlisle Barracks ✓ Army supported 	<p><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Improves Military Value (by moving activities to a higher military value installation), and takes advantage of excess capacity at Fort Leavenworth. ✓ Army MVI: Leavenworth (62), Carlisle Barracks (75) ✓ E&T MV: Leavenworth (3), Carlisle Barracks (5) 										
<p><u>Payback</u></p> <table border="0"> <tr> <td>1. One-Time Cost:</td><td>\$127.0M</td></tr> <tr> <td>2. Net Implementation Savings:</td><td>\$59.5M</td></tr> <tr> <td>3. Annual Recurring Savings:</td><td>\$49.6M</td></tr> <tr> <td>4. Payback Period:</td><td>2 Years</td></tr> <tr> <td>5. NPV (Savings):</td><td>\$532.8M</td></tr> </table>	1. One-Time Cost:	\$127.0M	2. Net Implementation Savings:	\$59.5M	3. Annual Recurring Savings:	\$49.6M	4. Payback Period:	2 Years	5. NPV (Savings):	\$532.8M	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6 – 2,429 jobs (1394 direct, 1035 indirect); 0.63%. ✓ Criterion 7: The overall level of risk is medium. Three attributes declined (Cost of living, Employment and Safety). ✓ Criterion 8: Air Quality issues – Non-Attainment for Carbon Monoxide, and new source review required.
1. One-Time Cost:	\$127.0M										
2. Net Implementation Savings:	\$59.5M										
3. Annual Recurring Savings:	\$49.6M										
4. Payback Period:	2 Years										
5. NPV (Savings):	\$532.8M										

**Recommendation (Summary):**

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

Justification

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

Military Value

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

Payback

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

Impacts

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



Current Options

	Close Barstow relocate to various sites DoN-0165R	Close Barstow relocate to various sites DoN-0165RV2	Close Barstow relocate to Sierra DoN-0165B	Close Sierra relocate to Barstow USA-0008	Close Barstow minimum presence to Sierra DoN-0165C	Realign Barstow onto Yermo Annex DoN-0165D	Close Barstow relocate to 29 Palms DoN-0165I
One time Cost	\$316.6M	\$205.7M	\$519.8M	\$517.4M	\$369.2M	\$92.7M	\$550.1M
Net Implementat ion savings (costs)	\$248.28M	\$225.3M	(\$205.8M)	(\$404.9M)	(\$148.2M)	\$166.9M	(\$275.6M)
Annual Recurring Savings	\$141.9M	\$102M	\$66.9M	\$35.4M	\$52.1M	\$56.6M	\$68.5M
Payback	1 year	Immediate	7 years	17 years	5 years	Immediate	7 years
NPV savings (costs)	\$1.6B	\$1.19B	\$440.6M	\$46M	\$356.7M	\$701M	\$390.7M



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

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

Justification

- Enhance W&A synergies
- Multiple use of eqt/ facilities/ ranges/ people
- Has one of the required ranges for W&A
- Facilitates 5 closures, savings not included
- Collocate Navy Program Mgmt w/ tech mgmt
- Preserve intellectual capital in Energetics
- Revision deletes Corona action

Military Value

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

Payback

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

Impacts

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



#USA-0227: Close Natick Soldier Systems Center



Candidate Recommendation (Summary): Close Natick Soldier Systems Center, MA. Relocate ICP functions to Philadelphia and Procurement Management Directorate to Aberdeen. Relocate all remaining functions to Aberdeen Proving Ground (APG), MD. Realign Ft. Belvoir, VA, by relocating the Program Executive Officer for Soldier Systems to Aberdeen Proving Ground, MD. Consolidate all relocating Soldier Systems functions (except S&S functions) into a combined Soldier and Biological Chemical Center for Land Warfare at APG.

Justification

- Consolidates Army RDT&E organizations to capitalize on technical synergy. Technology and LCM Synergy is needed for the Soldier Systems
- Compliments TECH 0032 (Chem Bio COE at APG) and Med 0056 (USAARL moves to APG)
- With inclusion of E&T 0064, savings will be \$157M

Military Value

- Aberdeen Proving Ground (APG) has highest Army Military Value (18), Fort Belvoir, VA, is (38) and Soldier Systems Center (SSC) Natick, MA is (57), respectively.

Payback

- One-Time Cost: \$384.2M
- Net Implementation Cost: \$330.0M
- Annual Recurring Savings: \$19.9M
- Pay Back Period: 28 Years
- NPV Cost: \$113.9M

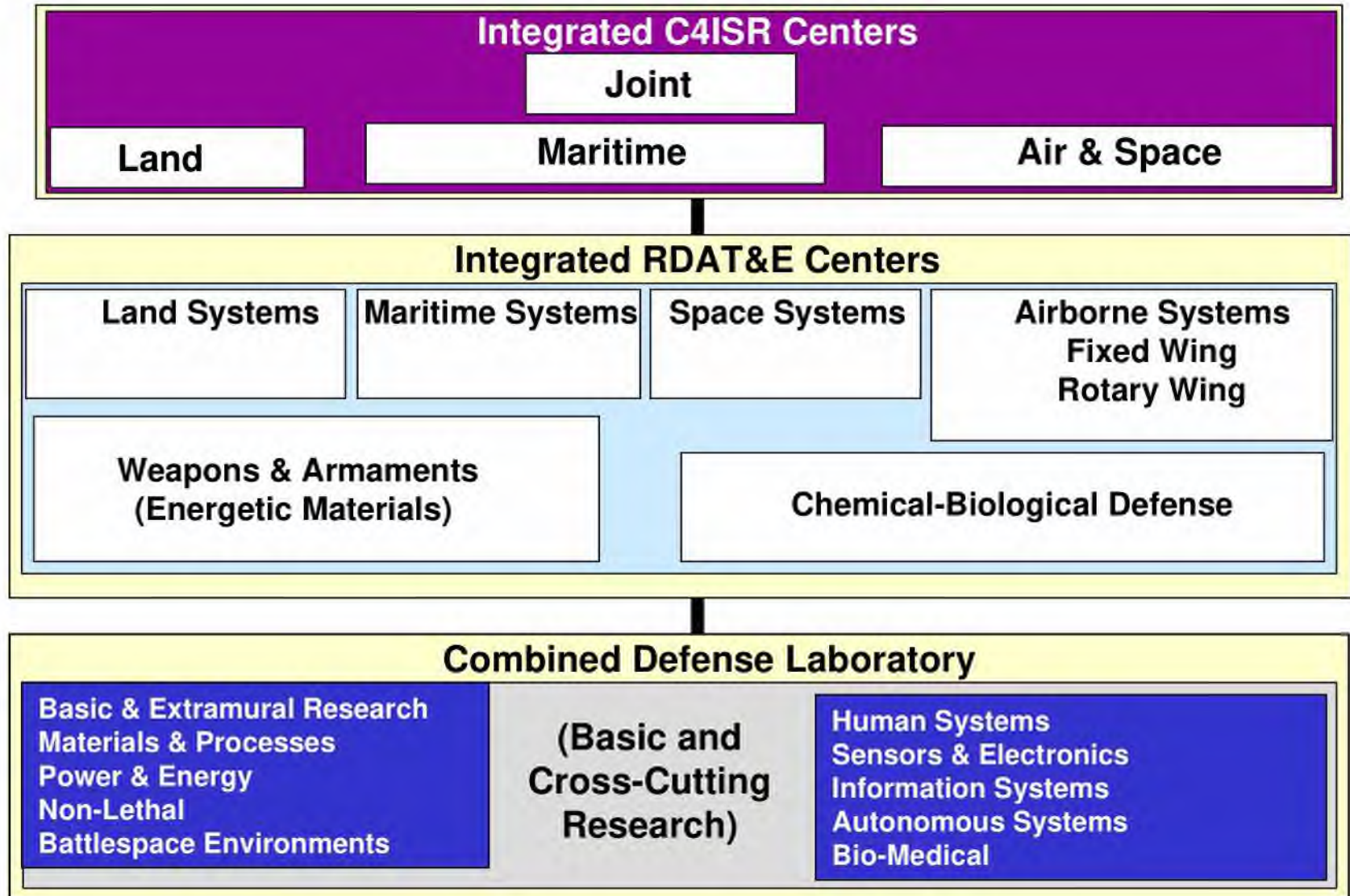
Impacts

- Criteria 6 –
 - Newton MA: -2,289 jobs (1,376 direct, 913 indirect jobs); -0.22%
 - Washington DC: -141 jobs (81 direct, 60 indirect jobs); <0.01%
- Criteria 7 – No issues
- Criteria 8 – No impediments



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

TJCSG Transformational Framework





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

ARMY #0223 and #0227: Major Points

- **THE VISION:** THE 21ST CENTURY LAND WARRIOR (Soldiers, Marines, SOF)
FULLY INTEGRATED INTO A COMPLEX, DISTRIBUTED C4ISR NETWORK
- **THE PROBLEM:** THE MAJOR RELEVANT RDA ELEMENTS ARE CURRENTLY LOCATED
AT 5 SCATTERED SITES – **A MANAGEMENT AND SCIENTIFIC COLLEGIAL CHALLENGE!**
- **THE SOLUTION:** USE THE BRAC TO ACHIEVE A **MAJOR TRANSFORMATION**, BY COLLOCATING
AND INTEGRATING THE DISPARATE ELEMENTS AT **A SINGLE SITE**
- **THE APPROACH:** ASSEMBLE SOLDIER (HUMAN FACTORS), INFORMATION TECHNOLOGY (IT),
SENSORS, MATERIALS, BIOMED, AND CHEM-BIO RDA AT **ABERDEEN PROVING GROUND (APG)**
- **ARMY 223:** MOVES SENSORS, IT, AND ELECTRONICS RDA FROM FT. MONMOUTH,
ADELPHI, FT. BELVOIR, AND REDSTONE, **CLOSES MONMOUTH AND ADELPHI**,
COUPLES TO MATERIALS, HUMAN FACTORS, AND SOLDIER T&E CURRENTLY AT APG
- **ARMY 227:** MOVES SOLDIER, AND BIOMEDICAL ELEMENTS FROM NATICK AND FT. BELVOIR
CLOSES NATICK, COUPLES TO CHEM-BIO, MATERIALS, HUMAN FACTORS,
AND SOLDIER T&E AT APG
- **THE RESULT:** 4 COLLOCATED PEOS (SOLDIER, CBD, C3T, AND IEW&S), A MAJOR NEW
ACQUISITION AND LOGISTICS CENTER, A NEW SOLDIER NETWORK SCIENCE CENTER
-- **ALL NECESSARY RDA INTEGRATED WITH SOLDIER T&E, NO PIECES LEFT BEHIND!**
- **THE COST:** HIGH NOW, BUT WILL PAY FOR ITSELF IN GREATER EFFICIENCIES AND
AND FASTER TRANSITION. **OUR BEST SHOT TO ACHIEVE THE MOST DIFFICULT
TECHNOLOGICAL CHALLENGE FACING THE FUTURE COMBAT SYSTEMS!**



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

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

USA 227

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 009B

Consolidate Defense Research Lab

- ARL elements at Langley, Glenn,
& White Sands Missile Range

USA 223

Land C4ISR Center

- ARL (Adelphi)
- Comm/Electronics RDEC (Ft Monmouth)
- CECOM HQs & Acq/Log Centers (Ft.
Monmouth)
- PEO C3T and PEO IEWS (Ft Monmouth)
- Night Vision Lab (Ft Belvoir)
- CECOM IT and 2 PMs (Ft. Belvoir)

HSA 0065

Army T&E Consolidation

- ATEC HQs
- Army Evaluation Center
- Army Developmental Test Center
- Aberdeen Test Center



USA-0223Rv4 : Army Land C4ISR Center

Candidate Recommendation (summary): Closes Ft. Monmouth and ARL Adelphi. Consolidates Information Systems Research and Sensors, Electronic Warfare & Electronics Research at Aberdeen by realigning Ft. Monmouth, ARL Adelphi, Ft. Belvoir, Ft. Knox. Consolidates Information Systems Development and Acquisition, and Sensors, Electronic Warfare & Electronics Development and Acquisition at Aberdeen and Ft. Belvoir by realigning Ft. Monmouth, Ft. Belvoir, Redstone and PM Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) in Arlington, VA. Relocates the West Point Prep School to West Point. Relocate the Inventory Control Point functions to Defense Supply Center Columbus, OH; Disestablish the procurement management and related support functions for Depot Level Reparables to APG. Realign APG by relocating the Ordnance Center and School to Fort Lee, VA.

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
- Supports Transformation Options #54 & #56.

Military Value

- Quantitative: Aberdeen not the highest TECH Mil Value
- TECH Military judgment favored Aberdeen, MD, because it has :
 - existing RDT&E facilities, and
 - sufficient space to accommodate all of Land C4ISR.

DRAFT

Payback

- | | |
|----------------------------|------------|
| • One-Time Cost | \$ 1,216 M |
| • Net Implementation Cost | \$ 719 M |
| • Annual Recurring Savings | \$ 166 M |
| • Payback Period | 8 Years |
| • NPV Savings | \$ 949 M |

Impacts

- Criteria 6: -6 to -9,737 jobs; -0.01 % to -0.8%
- Criteria 7: No issues
- Criteria 8: No Impediments



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

USA-0223Rv5: Army Land C4ISR Center (w/o Adelphi)

Candidate Recommendation (summary): Closes Ft. Monmouth and consolidates Information Systems Research and Sensors, Electronic Warfare & Electronics Research at Aberdeen by realigning Ft. Monmouth, Ft. Belvoir, Ft. Knox. Consolidates Information Systems Development and Acquisition, and Sensors, Electronic Warfare & Electronics Development and Acquisition at Aberdeen and Ft. Belvoir by realigning Ft. Monmouth, Ft. Belvoir, Redstone and PM Acquisition, Logistics and Technology Enterprise Systems and Services (ALTESS) in Arlington, VA. Relocates the West Point Prep School to West Point. Relocate the Inventory Control Point functions to Defense Supply Center Columbus, OH; Disestablish the procurement management and related support functions for Depot Level Repairables to APG. Realign APG by relocating the Ordnance Center and School to Fort Lee, VA.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> • Establishes Land C4ISR Center to focus technical activity and accelerate transition • Increases efficiency by consolidating C4ISR from 6 to 3 sites • Ensures competition of ideas by maintaining other service-led complementary/competitive RD&A sites 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> • Quantitative: Aberdeen not the highest TECH Mil Value • TECH Military judgment favored Aberdeen, MD, because it has : <ul style="list-style-type: none"> – existing RDT&E facilities, and – sufficient space to accommodate all of Land C4ISR.
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> • One-time cost: \$795M • Net implementation cost: \$369M • Annual recurring savings: \$144M • Payback time: 6 years • NPV (savings): \$1,051M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> • Criterion 6: -20 to -9737 jobs; <0.1% to 0.83% • Criterion 7: No issues • Criterion 8: No impediments

DRAFT



HSA-0092R



Transforming Through Base Realignment and Closure



Candidate #HSA-0092R: Relocate Army Headquarters and Field Operating Agencies

Candidate Recommendation (Summary): Realign 2 leased installations in Northern Virginia; Rock Island Arsenal; and Ft. Buchanan, by relocating HQs and regional offices of the Army Contracting Agency, Army Installation Management Agency and Army NETCOM to Ft. Sam Houston. Realign 3 leased installations in Northern Virginia by relocating Army Community and Family Support Center and Army Family Liaison Office to Ft. Sam Houston. Realign 2 leased installations in Northern Virginia by relocating Army Center for Substance Abuse and Army HR XXI office to Ft. Knox. Realign Aberdeen Proving Ground by relocating Army Environmental Center to Ft. Sam Houston. Realign Ft. Belvoir by relocating Army Materiel Command and Security Assistance Command to Redstone Arsenal.

Justification

- ✓ Eliminates ~300,000 GSF of leased space within NCR.
- ✓ Creates IMA and NETCOM Western Regions by consolidating multiple offices; eliminates redundancy and enhances efficiency.
- ✓ Provides for permanent facilities for Army MACOM and sub-component outside of DC Area.
- ✓ Moves offices in leased space to AT/FP compliant locations.

Military Value

- ✓ MV for Activities ranges from 219th to 303rd of 334.
- ✓ Redstone Arsenal: 48th of 334.
- ✓ Ft. Belvoir: 57th of 334.
- ✓ Ft. Knox: 32nd of 334.
- ✓ Ft. Sam Houston: 19th of 334.

Payback

- ✓ One Time Cost: \$199.9M
- ✓ Net Implementation Cost: \$118.8M
- ✓ Annual Recurring Savings: \$ 23.9M
- ✓ Payback Period: 10 Years
- ✓ NPV (savings): \$ 122.9M

Impacts

- ✓ Criterion 6: -111 to -3,791 jobs; <0.1% to .14
- ✓ Criterion 7: No impediments
- ✓ Criterion 8: Issues but no impediments.



Updated COBRA Run

	With Closures (With 7% AMC reductions)	HSA0092R	HSA0092RV2 (With 7% AMC reductions)
One Time Costs	\$191.5M	\$200.8M	\$199.9M
Net Implementation Costs / Savings	\$66.7M (Cost)	\$137.5M (Cost)	\$111.8M (Cost)
Annual Recurring Costs / Savings	\$37.6M (Savings)	\$17.2M (Savings)	\$23.9M (Savings)
Payback Period / Year	4 Years (2014)	14 Years (2022)	10 Years (2018)
NPV at 2025	\$287.9M (Savings)	\$34.0M (Savings)	\$122.9M (Savings)
Delta from Current NPV	\$253.9M	0	\$88.9M

❑ COBRA Update:

- HSA JCSG deliberated a 7% personnel reduction for AMC HQs
- Oversight lead to reductions not being included in the HSA0092R COBRA



Discussion

- ☐ AMC Must Be Considered Under BRAC
 - Per OSD direction
 - Currently in temporary space
- ☐ Military Value Supports Move out of NCR
 - AMC MV at current location 57/334; at Redstone 48/334
 - 4-star HQs without need to be here (Contacts metric)
 - Cost of living (BAH/Civ Pay) lower at Redstone
- ☐ Cost Avoidance and Savings Not Captured
 - Army allocation model burdens AMC
 - MILCON bill wherever located
 - Current temp space is leased; costs not captured in COBRA
- ☐ Co-location savings and synergy with AMCOM not available at Belvoir
- ☐ Space at Belvoir is at a premium



Candidate Recommendation # INT-0004R

Candidate Recommendation: Close National Geospatial-Intelligence Agency (NGA) Dalecarlia and Sumner sites, Bethesda, MD; Reston 1, 2 and 3, leased installations in Reston, VA; Newington buildings 8510, 8520, and 8530, Newington, VA; and Building 213 a leased installation at the South East Federal Center, Washington, DC. Relocate all functions to a new facility at Fort Belvoir, VA. Realign the National Reconnaissance Office (NRO) facility, Westfields, VA, by relocating all NGA functions to the new facility at Fort Belvoir, VA. Consolidate all NGA National Geospatial-Intelligence College functions on Fort Belvoir into the new facility at Fort Belvoir, VA. Close NGA installations at 2nd Street, St Louis, MO, and Arnold, MO; relocate all functions to a new facility at Scott Air Force Base, IL.

Justification

- ✓ Meets four IJCSG Analytical Framework objectives
 - ✓ Locate and upgrade facilities on protected installations
 - ✓ Reduces vulnerable leased space – 1M SqFt
 - ✓ Improves mission synergy by collocating functions-enables information flow and synergy; transforms geospatial intelligence analysis and training; increases recruitment & retention
 - ✓ Improves COOP/Mission Assurance capabilities
- ✓ Reduces O&M costs associated with aging infrastructure
- ✓ Enhances Antiterrorism/Force Protection
- ✓ Addresses capacity shortfall at NRO, Westfields, VA

Military Value

- ✓ Relative MV scores not determinative because all current sites relocating
- ✓ Military Judgment: Best location for NGA's intelligence mission: enables continued coordination with mission partners and support to national intelligence customers; better access to communications networks; better support for NGA military personnel; improves AT/FP for NGA facilities and workforce; eliminates excess capacity; eliminates expensive lease space.

Payback

- ✓ One Time Cost: \$1,602.6M
- ✓ Net Implementation Cost: \$1,222.2M
- ✓ Annual Recurring Savings: \$140.7M
- ✓ Payback Period: 11 Years
- ✓ NPV (savings): \$283.7M

Impacts

- ✓ Criterion 6:
 - ✓ Bethesda ROI: -5363 jobs (2,887 direct; 2,476 indirect); 0.74%
 - ✓ St. Louis ROI: -286 jobs (137 direct, 149 indirect); <0.1%
- ✓ Criterion 7: No issues
- ✓ Criterion 8: Air quality issue. No impediments

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

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



TECH-0005Rv2: Establish Centers for Rotary Wing Air Platform DAT&E

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

Justification

- Enhances synergy
- Preserves healthy competition

Military Value

- D&A and T&E moves go from low to higher quantitative military value

Payback

- One-time cost: \$49M
- Net implementation cost: \$40M
- Annual recurring savings: \$3M
- Payback time: 26 years
- NPV (cost): \$12M

Impacts

- Criterion 6: -24 to -594 jobs; <0.1% to 1.2%
- Criterion 7: No issues
- Criterion 8: No impediments



Standalone Candidate Recommendations with Negative Net Present Value

■ Previously Approved

- Realign CONUS based Heavy Brigades and IGPBS – USA-0221- (\$8B)
- Realign Fort Hood, TX by relocating 4th ID BCT – USA-0224R – (\$980M)
- Relocate the 7th SGF to Eglin AFB – USA-0040 – (\$639M)
- Joint Strike Fighter initial Flight Training to Eglin AFB – E&T-0052 – (\$226M)
- USA Guard/Reserves



Integrated Closure Recommendations

- Los Angeles AFB – USAF-0013



Space and Missile Systems Center Realignment and LA AFB Closure (Tech-14/USAF-13)

- Air Force worked closely with TJCSG on Tech-14/USAF-13 integration
- BCEG met to deliberate on results of efforts
 - TJCSG representative brief on mil value and participated in discussion
 - Discussed wide range of pros & cons, to include mil value, risk, risk mitigation, costs and savings, (both BRAC and non-BRAC), quality of life, and other issues
- Reviewed the following options (in addition to a no-action option):

- **Contract BOS (City Base construct); retain SMC in place**

One-Time Cost:	\$ 9.3M	Payback Period:	2 yrs
Net Implementation Savings:	\$ 19.6M	NPV Savings:	\$99M
Annual Recurring Savings:	\$ 8.4M		

- **Fully close LA AFB & move SMC to Peterson AFB** (Does not include workspace for SMC mission partners in MILCON estimate)

One-Time Cost:	\$305.1M	Payback Period:	6 yrs/2015
Net Implementation Cost:	\$161.1M	NPV Savings:	\$358.5M
Annual Recurring Savings:	\$ 52.9M		

- **Fully close LA AFB & move SMC to Peterson AFB** (Does include workspace for SMC mission partners in MILCON estimate)

One-Time Cost:	\$415.2M	Payback Period:	9 yrs/2018
Net Implementation Cost:	\$279.8M	NPV Savings:	\$228.3M
Annual Recurring Savings:	\$ 51.2M		



BCEG Decision

BCEG voted unanimously to not approve proposal as an Air Force candidate recommendation for the following reasons:

- **Military Value:**
 - LA AFB has highest quantitative mil value score for space D&A of all installations considered by the TJCSG
 - LA AFB (0.84) rated four times higher than Peterson AFB (0.21)
- **Near Term (2-10 yr) operational risk**
 - Potential schedule and performance disruption to D&A programs/activities
 - Potential loss of intellectual capital
 - Potential loss of synergy with industry based in Los Angeles and surrounding areas

Air Force needs to work quality of life issues, and to explore other ways to create synergy between D&A functions and the operational command



Integrated Realignment Recommendations

- Co-locate NCR Medical Activities and Disestablish USUHS – MED-0030R

Deemed Tentatively Approved

- **Walter Reed National Military Medical Center
Bethesda – MED-0002R**
- **Chem/Bio/Medical Research – MED-0028R**
- **Pope AFB – USAF-0122R**

Following slides brief CRs in bold



Candidate #MED-0002R National Capitol Region

Candidate Recommendation (summary): Realign Walter Reed Medical Center as follows: relocate all tertiary medical services to National Naval Medical Center, Bethesda, MD, establishing it as the Walter Reed National Military Medical Center Bethesda; relocate all other patient care functions to DeWitt Hospital, Fort Belvoir, VA; disestablish AFIP by relocating military relevant functions to NNMC Bethesda, Dover AFB, and Fort Sam Houston; relocate Combat Casualty Care sub-function of NMRC to Fort Sam Houston; relocate the Medical Biological Defense elements of WRAIR and NMRC to Fort Detrick; relocate Medical Chemical Defense element of WRAIR to Aberdeen Proving Ground.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Reduces excess capacity ✓ Redistributes military providers to areas with more eligible population ✓ Reduces inefficient operations 	<ul style="list-style-type: none"> ✓ Healthcare Services Function: <ul style="list-style-type: none"> ✓WRAMC: 54.46 ✓Fort Belvoir: 58.00 ✓Bethesda: 63.19
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$981.9M ✓ Net Implementation Cost: \$685.2M ✓ Annual Recurring Savings: \$119.4M ✓ Payback Period: 9 Years ✓ NPV (savings): \$520.6M 	<ul style="list-style-type: none"> ✓ Criteria 6: -5,810 jobs (3,448 direct and 2,362 indirect); 0.21 %) ✓ Criteria 7: No issues ✓ Criteria 8: No impediments



Candidate #MED-0028R Create Joint Centers of Excellence for Chemical, Biological and Medical RDA

Candidate Recommendation (Summary): Creates Joint Centers of Excellence for Battlefield Health and Trauma research at Fort Sam Houston, TX; Infectious Disease research at Walter Reed – Forest Glen, MD; Aerospace Medicine research at Wright Patterson AFB, OH; Regulated medical product development and acquisition at Fort Detrick, MD; Medical Biological Defense research at Fort Detrick, MD; and Chemical Biological Defense research, development & acquisition at Aberdeen Proving Ground, MD .

Justification

- ✓ Increase synergy through mission collocation
- ✓ Build joint economies & reduce leased space
- ✓ Supports PL 103-160 mandating a single CB defense program
- ✓ Supports DoD Strategy for Homeland Defense and Civil Support
- ✓ Linked to recommendations MED-0002R and MED-0057R

Military Value

- ✓ Quantitative: Realignment guided by Military Value scores of both the Medical and Technical JCSGs
- ✓ Military judgment: Facilitates better integration of programs; more sharing and communication; more jointness

Payback

- ✓ One-time cost: \$ 73.5M
- ✓ Net implementation cost: \$ 45.8M
- ✓ Annual recurring savings: \$ 9.0M
- ✓ Payback time: 7 years
- ✓ NPV savings \$44.2M

Impacts

- ✓ Criteria 6: From -20 to -321 jobs; <0.1% to 2.27%
- ✓ Criteria 7: No issues
- ✓ Criteria 8: No impediments



Candidate #USAF-0122V3 / S316.3 Realign Pope AFB, Fayetteville, NC

Candidate Recommendation: (See Next Slide)

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Army candidate recommendation USA-0222 ■ Maintains synergy of joint training opportunities at Fort Bragg ■ Balances AD/ANG/AFRC mix by moving AD C-130s to the AFRC ■ Optimizes squadron sizes at three locations (Pope/Ft. Bragg, Little Rock, Moody) 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Pope (6 Airlift, 1 SOF) distributes assets to Little Rock (17 Airlift) and Moody (11 SOF). Little Rock (17) distributes assets to ANG units at Channel Islands (96) and Quonset (125) ■ Mil Judgment: Efficiencies of consolidated aging weapon systems outweigh decrements in installation value. Small number of J models are assigned to the ARC to maintain training commonality within the active force ■ Pittsburgh ARS (105 Airlift) distributes assets to Pope/Ft Bragg (6 Airlift) ■ Yeager (137 Airlift MCI) distributes assets to Pope/Ft. Bragg (6 Airlift)
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$218M ■ Net Implementation Savings: \$653M ■ Annual Recurring Savings \$197M ■ Payback Period: Immediate ■ NPV Savings: \$2,515M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : -7,840 (direct -4,700 indirect -3,140) ROI -4.01% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: No natural infrastructure issues that would preclude the implementation of this candidate recommendation

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



Candidate #USAF-0122V3 / S316.3 Realign Pope AFB, Fayetteville, NC

Candidate Recommendation: Realign Pope Air Force Base (AFB), North Carolina, as follows: relocate the 43d Airlift Wing's C-130E aircraft (25 Primary Aircraft Assigned—PAA) to the 314th Airlift Wing, Little Rock AFB, Arkansas; relocate the 23d Fighter Group's A-10 aircraft (36 PAA) to Moody AFB, Georgia; transfer real property accountability to the Army; disestablish the 43rd Medical Group and establish a medical squadron. Realign Little Rock AFB, Arkansas, as follows: relocate C-130E aircraft (8 PAA) to Basic Aircraft Inventory (BAI); retire C-130E aircraft (27 PAA); relocate C-130J aircraft (1 PAA) to the 143d Airlift Wing (Air National Guard—ANG), Quonset State Airport AGS, Rhode Island; relocate C-130J aircraft (2 PAA) to the 146th Airlift Wing (ANG), Channel Islands AGS, California; and transfer C-130J aircraft (4 PAA) of the 314th Airlift Wing (AD) to the 189th Airlift Wing (ANG), Little Rock AFB. Realign Yeager Airport Air Guard Station (AGS), West Virginia, by relocating C-130H aircraft (8 PAA) to Pope/Fort Bragg to form a 16 PAA AFR/AD associate unit, and by relocating flying-related expeditionary combat support (ECS) to Eastern West Virginia Regional Airport/Shepherd Field AGS (Aerial Port and fire fighters). Close Pittsburgh International Airport (IAP) Air Reserve Station (ARS), Pennsylvania. Relocate 911th Airlift Wing's (AFRC) C-130H aircraft (8 PAA) to Pope/Fort Bragg to form a 16 PAA AFR/AD associate unit. Relocate AFRC operations and maintenance manpower to Pope/Ft. Bragg. Relocate flight related ECS (Aeromedical Squadron) to Youngstown-Warren Regional APT ARS. Relocate all remaining Pittsburgh ECS and headquarters manpower to Offutt AFB, Nebraska.

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



New Candidate Recommendations

Submitted for Approval:

- Close Gen Mitchell ARS – USAF-0130
- Co-locate Extramural Research Program Managers to Anacostia and/or Bethesda

Deemed Tentatively Approved

Submitted for Approval:

- **Realign Boise Air Terminal AGS – USAF-0128**

Following slide briefs issue



Candidate #USAF-0128 / S325.1

Realign Boise Air Terminal AGS, Boise, ID

Candidate Recommendation: Realign Boise Air Terminal AGS. The 124th Wing's (ANG) C-130H aircraft are distributed to the 153rd Airlift Wing (ANG), Cheyenne, WY. Cheyenne will form a unit with ANG/AD association.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Realigns C-130 fleet to more effective squadron size at Cheyenne ■ Makes Boise a single MDS base (A-10) 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Boise (66 Airlift MCI) distributes C-130 assets to Cheyenne (118 Airlift MCI) ■ Mil Judgment: Boise has the air-to-ground range access making it best used for A-10s ■ Mil Judgment: C-130s robust a unit that has a unique mission in the region (MAFFS)
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$2.4M ■ Net Implementation Cost: \$1.6M ■ Annual Recurring Savings: \$0.3M ■ Payback Period: 8 yrs/2017 ■ NPV Savings: \$1.7M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change : -159 (direct: -84, indirect: -75) ROI: -0.05% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

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



Summary of Candidate Recommendations

- Statistics
- Major Closures
- Other Closures
- Major Realignments
- Joint Centers of Excellence
- Other Centers of Excellence
- Joint Bases



Statistics

- Candidate Recommendations (CR) – 230 total
 - 67 CRs Close 465 installations
 - 111 CRs Realign 235 installations
 - 52 CRs are closure/realignment combinations
- 40 Major Closures
- 425 Other Closures
- 31 Major Realignments
- 222 Other Realignments
- 11 Joint Centers of Excellence
- 10 Other Centers of Excellence
- 12 Joint Bases



Major Closures: Installations Recommended for Closure with Plant Replacement Value Exceeding \$100M (40 Total)

Army (17)

- *Riverbank Army Ammunition Plant, CA*
- *Pueblo Chemical Depot, CO*
- Fort Gillem, GA
- Fort McPherson, GA
- *Newport Chemical Depot, IN*
- *Kansas Army Ammunition Plant, KS*
- Soldier Systems Center (Natick), MA
- Selfridge Army Activity, MI
- *Mississippi Army Ammunition Plant, MS*
- Fort Monmouth, NJ
- *Hawthorne Army Depot, NV*
- *Umatilla Chemical Depot, OR*
- Carlisle Barracks, PA
- *Lone Star Army Ammunition Plant, TX*
- Red River Army Depot, TX
- *Deseret Chemical Depot, UT*
- Fort Monroe, VA

Department of Navy (11)

- Marine Corps Logistics Base Barstow, CA
- Naval Postgraduate School Monterey, CA
- Naval Support Activity, Corona, CA
- Naval Weapons Station Seal Beach
Concord Detachment, CA

- Submarine Base New London, CT
- Naval Support Activity New Orleans, LA
- Naval Air Station Brunswick, ME
- Naval Shipyard Portsmouth, ME
- Naval Station Pascagoula, MS
- Naval Air Station Willow Grove, PA
- Naval Station Ingleside, TX

Air Force (12)

- Kulis Air Guard Station, AK
- Onizuka Air Force Station, CA
- Otis Air National Guard Base, MA
- W. K. Kellogg Airport Air Guard Station, MI
- Grand Forks AFB, ND
- Cannon AFB, NM
- Niagara Falls International Airport Air Guard Station, NY
- *Rome Laboratory, NY*
- Pittsburgh International Airport Air Reserve Station, PA
- Ellsworth AFB, SD
- *Brooks City Base, TX*
- General Mitchell ARS, WI



Other Closures: Installations Recommended for Closure with Plant Replacement Value less than \$100M (425)

Army Installations (385)

- 0 Active
- 385 Guard/Reserve in 39 states and territories

DoN Installations (38)

- 2 Active – Navy Supply Corps School, Athens, GA
Marine Corps Support Activity, Kansas City, MO
- 36 Reserve in 26 states

Air Force Installations (2)

- 1 Active – Mesa AFRL, AZ
- 1 Guard/Reserve in 1 state



Major Realignment: Installations losing 400 + Total Military and Civilian Personnel (31 Total)

Army (7)

- Walter Reed National Military Medical Center (at Bethesda), DC
- Rock Island Arsenal , IL
- Ft Knox, KY
- Army Reserve Personnel Center, St Louis, MO
- Ft Hood, TX
- Ft Eustis, VA
- Ft McCoy, WI

Department of Navy (10)

- Naval Base Ventura City, CA
- Naval Medical Center San Diego, CA
- NDW Potomac Annex, DC
- NAS Pensacola, FL
- NS Great Lakes, IL
- NSA Crane, IN
- Uniform Services University of Healthcare Sciences, Bethesda, MD
- NAS Corpus Christi, TX
- Naval Medical Center Portsmouth, VA
- COMNAVDIST Washington, DC

Air Force (10)

- Bolling AFB, DC
- Eielson AFB, AK
- Elmendorf AFB, AK
- Mountain Home AFB, ID
- Pope AFB, NC
- Wright-Patterson AFB, OH
- Portland IAP AGS, OR
- Lackland AFB, TX
- Sheppard AFB, TX
- McCord AFB, WA

Defense Agencies / Multiple Services (4)

- NCR Leased locations, DC
- DFAS Cleveland, OH
- DFAS Kansas City, MO
- DFAS Arlington, VA



Joint Centers of Excellence - 11

- Walter Reed National Military Medical Center at NMC Bethesda, MD
- Joint Strike Fighter Training at Eglin AFB, FL
- Extramural Research Program Managers at NMC Bethesda, MD
- Single San Antonio Med Center at Ft Sam Houston, TX
- Consolidate Defense Labs at Hanscom AFB, MA, Wright-Patterson AFB, OH and Aberdeen Proving Ground, MD
- Rotary Wing RDAT&E at NAS Patuxent River, MD and Redstone Arsenal, AL
- Fixed Wing RDAT&E at NAS Patuxent River, MD and Wright-Patterson AFB, OH
- Joint Transportation Management Training at Ft Lee, VA
- Joint Culinary Training at Ft Lee, VA
- Joint Religious Training at Ft Jackson, SC
- Joint Agency for Media and Publications at Ft Meade, MD



Other Centers of Excellence - 10

- 5 Regional Correction Facilities
- 4 Regional Mobilization Sites
- Army Personnel Center at Fort Knox, KY
- Navy Personnel Center at NSA Millington, TN
- Air Force Personnel Center at Randolph AFB, TX
- Army Combat Service Support Center at Fort Lee, VA
- Army Maneuver Center at Fort Benning, GA
- Army Net Fires Center at Fort Sill, OK
- Naval Fleet Readiness Centers at various locations
- Air Force Centralized Intermediate Repair Facilities Tyndall AFB, FL



Joint Bases - 12

- Fort Lewis/McCord
- McGuire AFB/Fort Dix/NAES Lakehurst
- Andrews AFB/NAF Washington
- NS Anacostia/Bolling AFB/NRL
- Fort Myer/Henderson Hall
- Elmendorf AFB/Fort Richardson
- NS Pearl Harbor/Hickam AFB
- Lackland AFB/Fort Sam Houston/Randolph AFB
- Charleston AFB/NWS Charleston
- Fort Eustis/Langley AFB
- Fort Story/Navy Mid-Atlantic Region
- Anderson AFB/COMNAVMARIANAS



Quantifying Results

- Candidate Recommendations - Cost and Savings
- BRAC 2005 Recurring Savings
- Candidate Recommendations - Current status
- Economic Impact



Candidate Recommendations – Cost and Savings (\$M)

(As of 1 May 05)

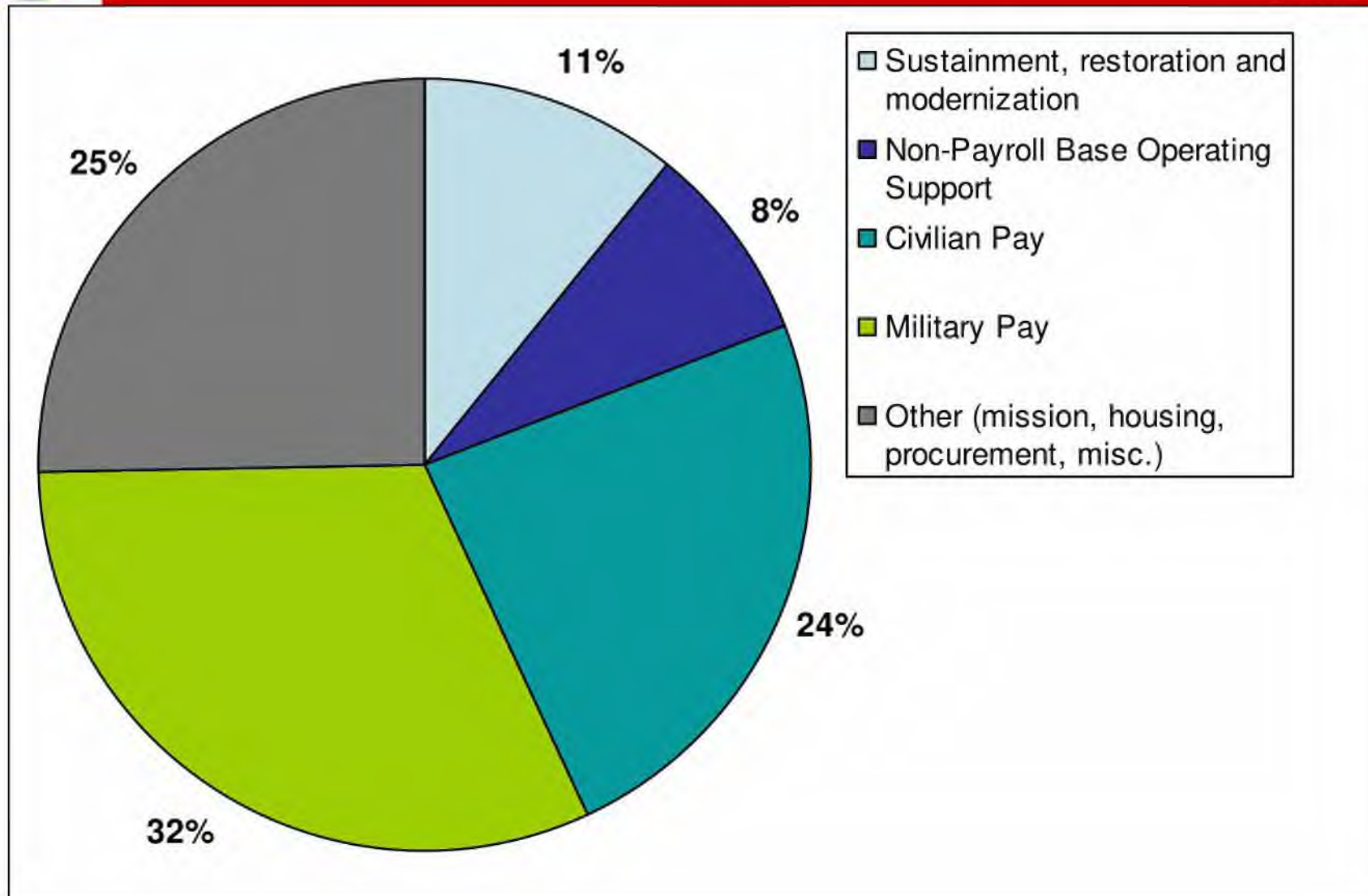
	Gross Savings*	One-Time (Costs)	Net Implementation Savings/(Costs)	Annual Recurring Savings/(Costs)	NPV Savings/(Costs)
Army BRAC	7,558.8	(10,136.8)	(8,249.1)	533.0	(2,578.0)
Overseas	15,958.9	(348.5)	4,360.2	1,248.5	15,610.4
BRAC + Overseas	23,517.7	(10,485.4)	(3,888.9)	1,781.5	13,032.3
DoN	13,437.1	(2,502.5)	940.7	1,034.7	10,934.6
Air Force	17,154.9	(1,902.9)	2,792.0	1,305.0	15,252.0
JCSGs	42,042.0	(11,290.0)	249.2	3,150.2	30,752.0
E&T	3,112.4	(1,847.7)	(1,056.8)	236.0	1,264.7
H&SA	12,144.3	(2,558.4)	724.4	919.1	9,585.9
Industrial	9,154.1	(797.9)	1,882.2	679.3	8,356.2
Intelligence	2,035.8	(1,699.3)	(1,271.0)	150.8	336.5
Medical	5,569.8	(2,478.6)	(1,317.2)	445.9	3,091.2
S&S	6,272.2	(282.4)	1,859.1	441.1	5,989.8
Technical	3,753.5	(1,625.7)	(571.6)	277.9	2,127.8
Total	80,192.9	(25,832.3)	(4,267.2)	6,022.8	54,360.5
Total W/Overseas	96,151.8	(26,180.9)	93.1	7,271.3	69,970.9

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



BRAC 2005 Recurring Savings (COBRA Estimates)

(As of 1 May 05)





Candidate Recommendations – Current Status

(As of 1 May 05)

	Plant Replacement Value (\$M)	% change in DoD Plant Replacement Value	Military Job Changes	Civilian Job Changes	Total Job Changes
Army*	(12,639)	2.4%	485	(1,996)	(1,511)
DoN	(8,472)	1.6%	(4,575)	(4,444)	(9,019)
Air Force	(6,907)	1.3%	(7,074)	(2,641)	(9,715)
JCSGs	(5,204)	1.0%	(8,418)	(10,876)	(19,294)
E&T	797	0.15%	(2,293)	(643)	(2,936)
H&SA	719	0.13%	(2,551)	(3,664)	(6,215)
Industrial	(795)	0.15%	(860)	(1,097)	(1,957)
Intelligence	42	0.01%	Classified		
Medical	(1,116)	0.21%	(2,334)	(2,738)	(5,072)
S&S	(4,247)	0.79%	(22)	(1,179)	(1,201)
Technical	(604)	0.11%	(358)	(1,555)	(1,913)
Total	(33,222)	6.2%	(19,582)	(19,957)	(39,539)

* Does not include addition of \$2.2 B of PRV for Global Posture actions



Total Economic Impact

See handouts



Emerging Themes

- Optimization of Military Value
- Annual recurring savings
- Jointness
 - Installation Management (H&SA)
- Transformation
 - Joint Strike Fighter (E&T)
- Integration of overseas actions
 - Fort Bliss (USA)
- Business Transformation
 - Supply Chain management (S&S)
 - Depot Level Reparables (S&S)
- Technology and Lab consolidation
 - RDAT&E Fixed Wing (TECH)
- Force Protection realities
 - Leased space (H&SA)
- Re-deploying force structure/Combining Arms
 - Army UA (USA)
- Relieves stress on the Force
 - +18K additional troops/more MPs
 - Less PCS
 - Better Guard/Reserve training opportunities
 - o Recruiting/Retention
- Centers of Excellence/Expertise



BRAC Funding Wedge

	FY06	FY07	FY08	FY09	FY10	FY11
Net Wedge	\$1.9B	\$5.7B	\$5.3B	\$1.8B	\$1.0B	\$0.8B
IGPBS	\$0.4B	\$1.1B	\$1.1B	\$0.4B	\$0.2B	

- Supplemented with near term savings to fully fund BRAC



Wedge Allocation

- Value recommendations based on three attributes:
 - Transformational or joint characteristics
 - Annual recurring savings
 - Payback period

Resolve Post Delivery – 16 May 05



Roll-out Update



Next Steps

- Next IEC meeting – 9 May 05
- Press Conference – 13 May 05