

FOR OFFICIAL USE ONLY

PROPOSED DISTINGUISHED VISIT PLAN
OFFICE OF PROTOCOL, LACKLAND AIR FORCE BASE, TEXAS

THE HONORABLE CHARLES GONZALEZ
&
GENERAL JAMES HILL, USA, RETIRED
BASE REALIGNMENT AND CLOSURE COMMISSIONER'S
VISIT
6 JULY 2005

| Project Officers | Dress |
|--|--------------------------|
| 37 TRW/XP: Valerie Ramirez, Work: 671-6451 37 TRW/CCP: Wendy Medley, Work: 671-2423 (DSN 473) Cell: (210) 336-0543 | Uniform of the Day (UoD) |

Purpose of Visit to Lackland: Receive briefings from 37th Training Wing (TRW), 59th Medical Wing (MDW), 149th Fighter Wing (FW), 433 Airlift Wing (AW), 651st Munitions Squadron (MUNS), AF NEWS, DeCA, and Cryptologic Systems Group (CPSG)

37th TRAINING WING (TRW) HOST: Col Mary Kay Hertog, 37 TRW Commander

DV VISITORS:

| NAME | TITLE |
|-----------------------------------|--|
| Congressman Charles Gonzalez | 20th Congressional District |
| General James Hill, USA, Retired | BRAC Commissioner |
| Mr. Daniel Mezza | Assistant to Senator Jon Cornyn |
| Brig Gen John Jernigan, USAF, Ret | San Antonio Military Missions Task Force |
| Ms. Lesia Mandzia | Senior Analyst, BRAC Commission |
| Ms. Carol Schmidt | Senior Analyst, BRAC Commission |

PHOTOGRAPHY PLAN: None

LODGING: N/A

MARQUEE: N/A

Wednesday, 6 Jul 05

Dress: UoD

Note: Wing Protocol will be at Gateway East Gate to escort DVs to Bldg 2484

0825 Arrive 37 TRW Headquarters and proceed to Wing Conference Room
Met by: Col Hertog

0830 37 TRW briefings
- Mission briefing
- Time Phasing
- Joint Basing (Installation Management)

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- Consolidated Transportation Management Training
- Center of Excellence for Culinary Training
- Confinement Facility
- BRAC Beddown options

Conference Room Attendees:

Congressman Gonzalez
Gen Hill
Mr. Mezza
Brig Gen Jernigan
Ms. Mandzia
Ms. Schmidt
Col Hertog
Col Earl Chase, Vice Commander, 37 TRW
Col Gerard Jolivette, Commander, 37th Training Group
Col Thelma Hales, Commander, 37th Mission Support Group
37 TRW/JA Rep
Lt Col Jeffrey Knippel, Commander, 37th Civil Engineer Squadron
Maj Ronald Plouch, 37 TRW/XP
Ms. Valerie Ramirez, 37 TRW/XP
Mr. Oscar Balladares, 37 TRW/PA

0930 59 MDW Briefing

- San Antonio Regional Medical Center

Conference Room Attendees:

Congressman Gonzalez
Gen Hill
Mr. Mezza
Brig Gen Jernigan
Ms. Mandzia
Ms. Schmidt
Maj Gen Charles Green, Commander, 59th Medical Wing (MDW)
Brig Gen David Young, Incoming Commander, 59th MDW
Col (Promotable) Gilman, BAMC
Maj Ronald Plouch, 37 TRW/XP
Ms. Valerie Ramirez, 37 TRW/XP
Mr. Oscar Balladares, 37 TRW/PA

1015-1030 BREAK

1030 149 FW, 433 AW, 651 MUNS, AFNEWS, DeCa briefings

- F-110 Engine Intermediate Maintenance to Capital AGS
- F-16s from Springfield-Beckley AGS
- CE Squadron from Niagra Falls ARS
- STAMP/STRAPP Relocation to McConnell AfB
- AFNEWS Relocation to Fort Meade
- DeCa Relocation to Fort Lee

Conference Room Attendees:

Congressman Gonzalez

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Gen Hill
Mr. Mezza
Brig Gen Jernigan
Ms. Mandzia
Ms. Schmidt
Col John Nichols, Commander, 149th Fighter Wing (FW)
Lt Col Richard Matthews, Commander, 433d Civil Engineer Squadron (CES)
Capt Eric Cox, 149 FW
Col Knippel, Commander, 37 CES
Mr. Jon Heye, Deputy Commander, 37 CES
Maj Ronald Plouch, 37 TRW/XP
Ms. Valerie Ramirez, 37 TRW/XP
Mr. Oscar Balladares, 37 TRW/PA

1100 CPSG Briefing

- Relocation Depot Maintenance to Tobyhanna
- Consolidate C41SR Research, Development & Acquisition, Test & Evaluation to Hanscomb
- Depot Level Reparable Procurement Mgmt Consolidation to Columbus OH and Robins AFB

Conference Room Attendees:

Congressman Gonzalez
Gen Hill
Mr. Mezza
Brig Gen Jernigan
Ms. Mandzia
Ms. Schmidt
Col Corley, Commander, CPSG
Maj Ronald Plouch, 37 TRW/XP
Ms. Valerie Ramirez, 37 TRW/XP
Mr. Oscar Balladares, 37 TRW/PA

1200 Gen Hill departs

Air Education and Training Command

Sustaining the Combat Capability of America's Air Force



37th Training Wing

U.S. AIR FORCE

Brig Gen (Sel) Mary Kay Hertog
Commander

Integrity - Service - Excellence



Lackland Facts



- Most populous wing in the AF
 - **48,000** (permanent party, students, family members)
- Students
 - FY04 annual training production: over 84,000 trainees/students
 - Average Daily Student Load: 9,856





37th Training Wing



37th Training Wing - 16,000+ personnel

- **737th Training Group (BMT)**

- 40,000+/year

- **37th Training Group**

- Technical Training - 26 Apprentice Courses / 36,000+/year

- **Defense Language Institute English Language Center**

- 110+ Countries Worldwide / 2,400+/year

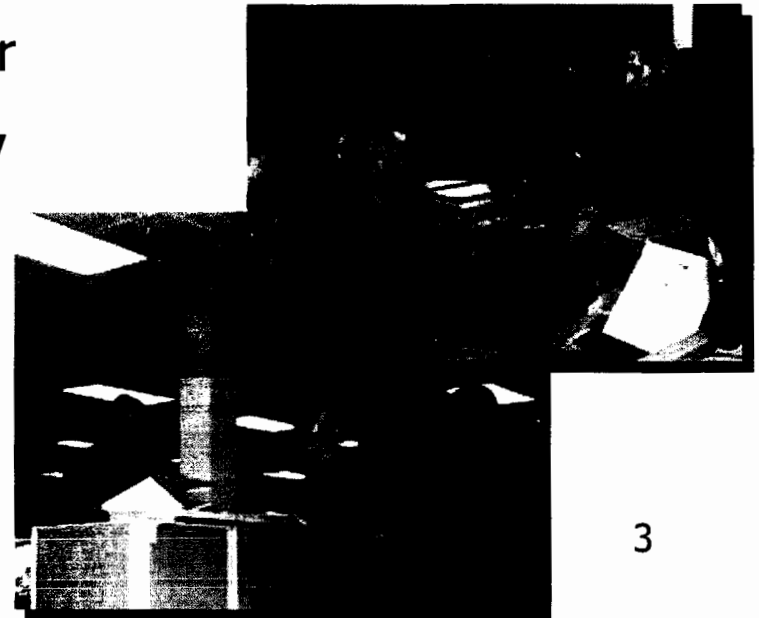
- **Inter-American Air Forces Academy**

- 21 Countries/800+/year

- **37th Mission Support Group**

- 3,778+ Personnel

- 1,309 Contract Manpower Equivalents



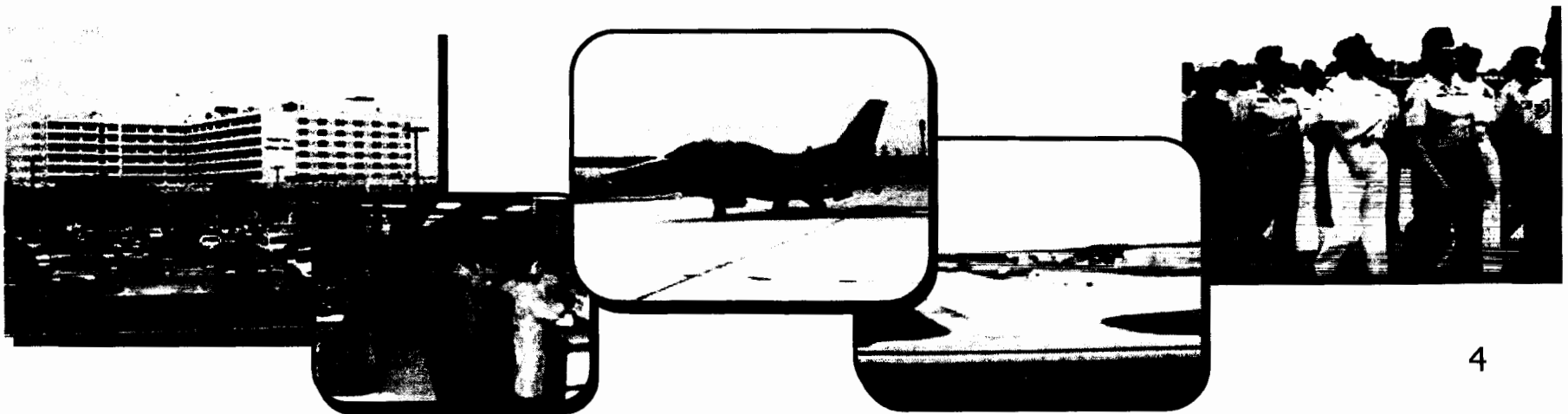


Greater Lackland



Installation Host for ...

- Air Intelligence Agency, *Major General Paul Lebras*
- 59th Medical Wing, *Major General Charles Green*
- 433d Airlift Wing (Air Force Reserve), *Colonel John Fobian*
- 149th Fighter Wing (Air National Guard), *Colonel John Nichols*
- Cryptologic Systems Group, *Colonel Jerry Corley*
- National Security Agency Cryptologic Security Service TX, *Colonel Robert Butler*
- 67th Information Operations Wing, *Colonel Kathy Gauthier*
- 70+ additional associate units





Economic Impact FY04



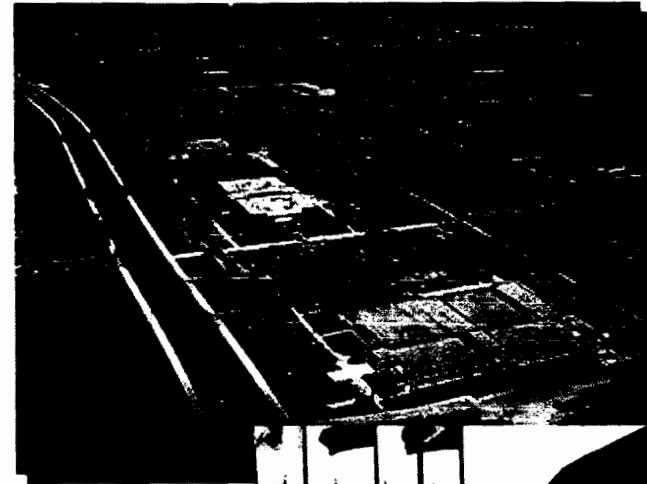
- Annual Payroll:
 - Military \$786.0M
 - Federal Civilian \$278.0M
 - Other Civilian \$ 81.7M
- Annual Expenditures:
 - Construction \$106.5M
 - Services \$257.5M
- Estimated Annual Dollar Value of Jobs:
 - Indirect Jobs Created 14,457
 - Average Annual Pay \$32,304 \$467.0M
- Lackland's Economic Impact in Region: \$1.9 B



Lackland Facilities



- 2809 Lodging Rooms
- 50 Dorms (3 new construction)
- 5 Chapels
- 16 Dining Facilities
- 121 Training Facilities
- 420 Privatized Housing
- 815 Family Housing Units
- 6 Fitness Centers
- 8.8 Mil annual meals served
- 547,007 MREs issued in FY 04
- 9572 Acres
- 10th Busiest Airfield







BRAC Time Phasing



- Loss Actions

- STAMP/STRAPP * FY 2007
- Transportation Mgt Training * FY 2007
- Culinary Training * FY 2007
- Air & Space Info Sys R&D, & Acq FY 2007
- Depot Mx of Comp, Crypto, Elec Components & Radio Non-Air FY 2007
- Depot-Lvl Repairable Item Mgt FY 2007
- ANG Base-Lvl F-16 Engine Inter-Mx * FY 2007
- WHMC – Ambulatory Care Facility * FY 2009
- AFNEWS FY 2009
- DeCA FY 2009
- Confinement Facility FY 2010



BRAC Time Phasing



- Gain Actions

- Joint Basing (Installation Mgt) * FY 2007
- Reserve CE Squadron * FY 2007
- AF Medical Support Agency FY 2009
- AF Medical Operations Agency FY 2009
- AF Elements of Medical Defense Agency FY 2009
- Medical DoD Support FY 2009
- AF-Wide Support Element FY 2009
- 68th Info Ops Squadron FY 2009
- 710th Info Ops Flight FY 2009
- AF Center for Environmental Excellence FY 2009
- AF Real Property Agency FY 2009
- Six F-16s (149 FW – ANG) FY 2010₉



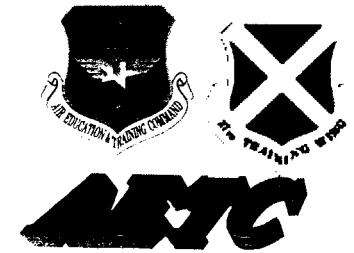
Common Delivery of Installation Support (CDIS)



- CDIS – a framework that will consolidate agreed to support functions at adjacent or nearby military installations to reduce duplication and save money.
- Goal: to provide consistent/high quality installation support at best possible value
- CDIS includes: Facility ops, Fin. Mgmt, Family Svs, Housing, Chapel, Transp, Communications, Civil Eng, Safety, Contracting, Civilian Personnel, Protocol, Logistics Readiness, Legal, Inspector Gen, Airfield Ops, Security Forces, Public Affairs, MWR/Services, Range Ops, and Command Mgmt.



Common Delivery of Installation Support (CDIS)



- Lackland/Randolph/Ft. Sam is one of twelve areas selected (LAFB is lead)
- Pilot studies in three areas (Navy, AF, Army) Jul-Dec 05 to determine way ahead
- Bases met w/GAO in mid-Jun to discuss capabilities
- A few of many impacts/concerns:
 - Bases must see the study to understand concept/implementation
 - Time phasing of each piece – very important to ensure success
 - Facility for CDIS- must ID site/sq.ft required/cost
 - Manpower – (over 350 positions cut between bases) impact of loss of manpower in standing up a new organization
 - Defining CDIS role with installation & leadership
 - Joint funding sources for a joint organization
 - Cross-Service issues (contracting, priorities, terminology, etc)
 - Impact on deployment requirements



37th Training Group



Transportation Management Training (E&T 7)

- Similar course curriculum assumption incorrect
- Less than 2% (7.5/432 hours) commonality exists between curriculums
 - Relocation will not produce consolidation of trng; rather co-location without major course changes
 - Minimal value added in dollar savings/shared training
 - Reduced Efficiencies:
 - Transportation cost: Basic trng/Ft Lee/First assignment
 - Shared instructor/course support personnel loss
 - » HAZMAT/Cargo Management Operating Sys Courses



37th Training Group

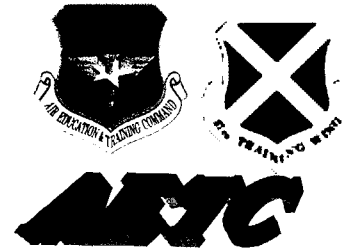


Culinary Excellence and Training (E&T 8)

- Similar AF/Navy course curriculum assumption incorrect
- Air Force Culinary not a distinct career path/Navy Distinctive
 - AF Culinary training embedded in Services curriculum (19/31 DOTS)
 - Fitness, Lodging, Mortuary, Readiness, Honor Guard
 - Relocation will not produce consolidation of trng; rather co-location
 - Diverse trng needs (currently co-located)
 - Navy recently de-consolidated their Culinary training from AF due to dissimilarities, were to move to Great Lakes (on hold)
- Other key factors
 - Fort Lee will require significant construction effort (billeting/trng area)
 - Minimal value added in dollar savings/shared trng
 - Change = AF Basic trng/Fort Lee/LAFB/First Assignment
 - Shared instructor/course support personnel loss (AF)

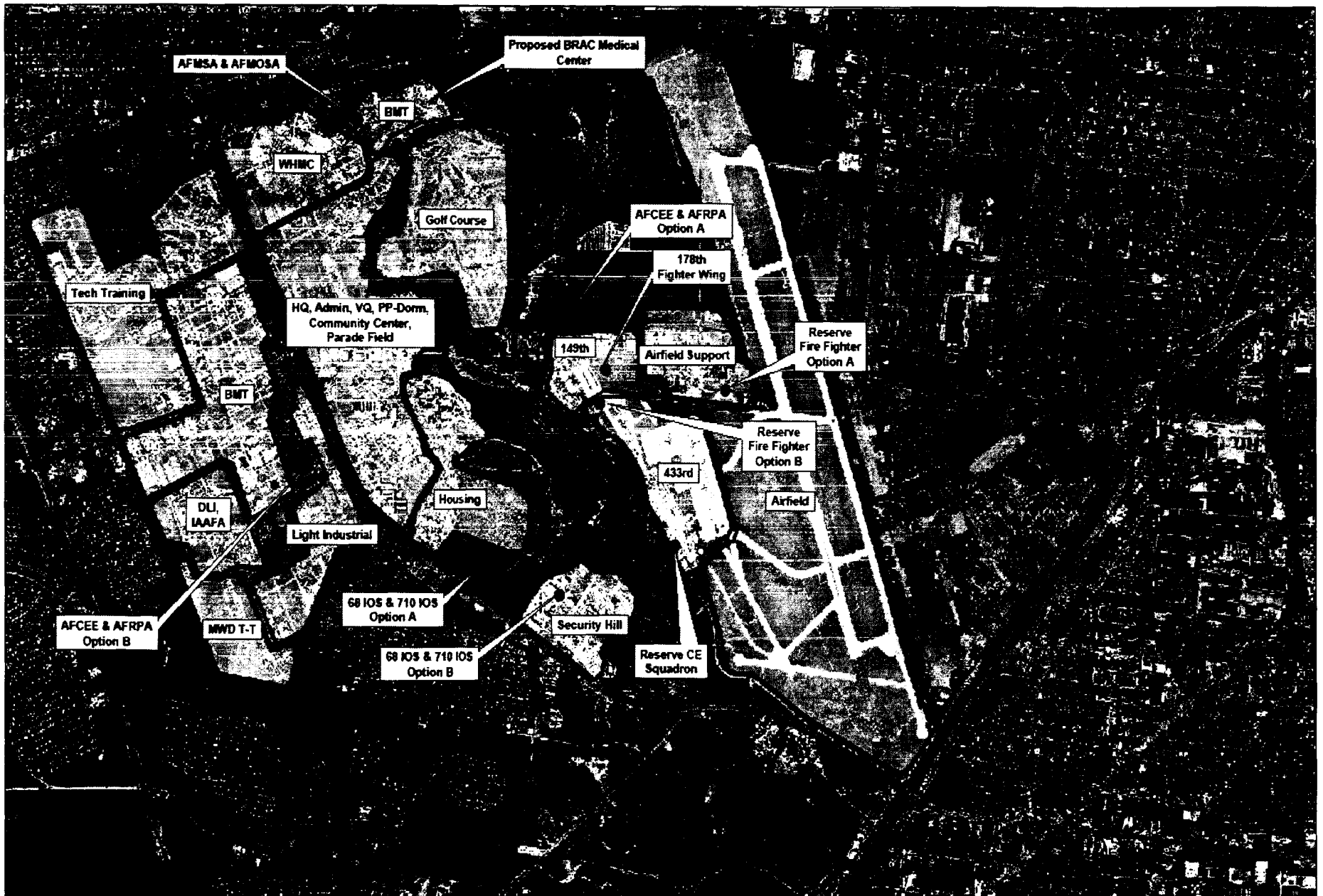


Regional Confinement Facility



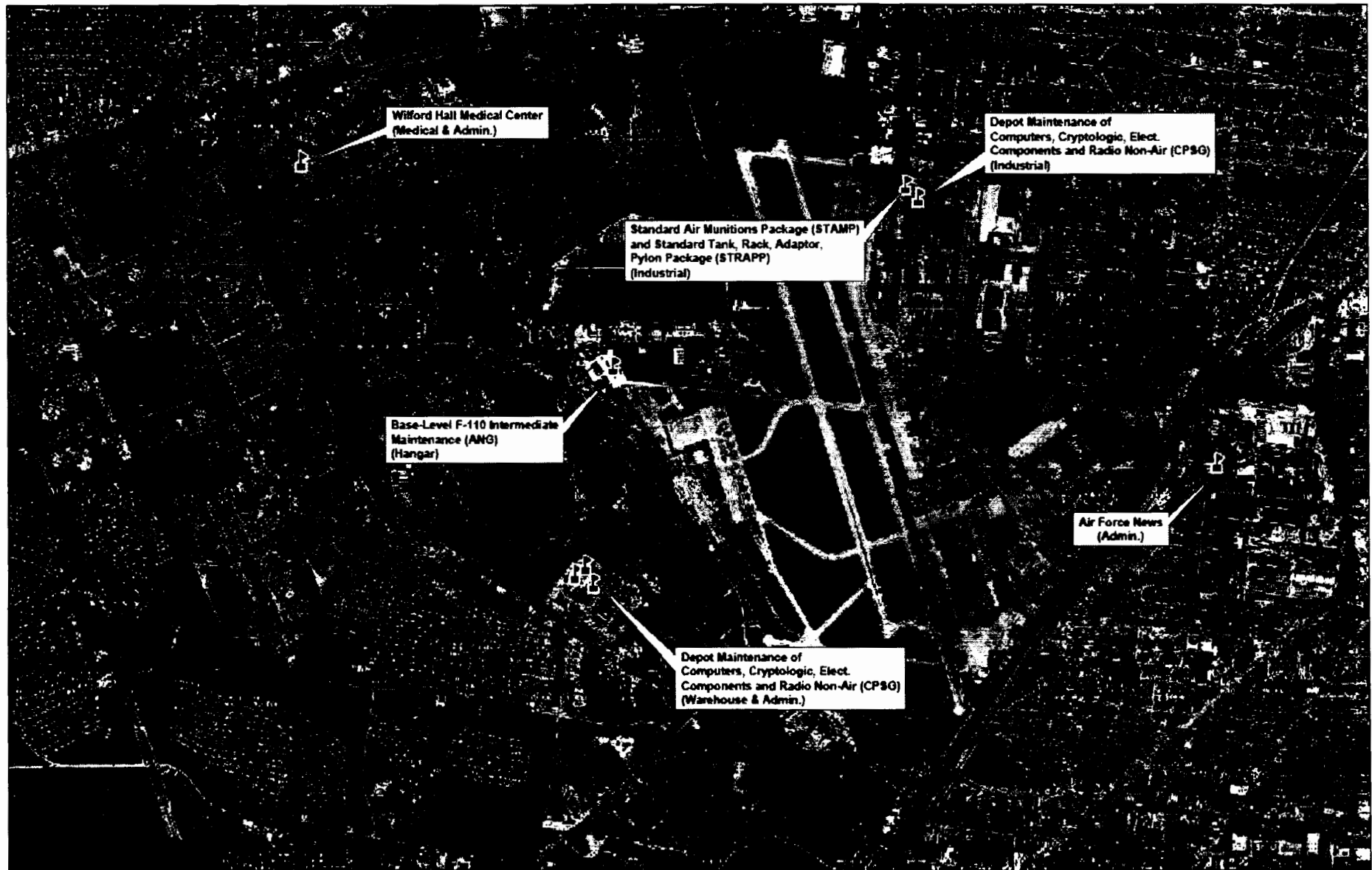
- **BRAC Recommendation: Relocate correction functions from Lackland AFB, TX to Fort Leavenworth, KS, to form a single Level II Midwest Joint Regional Correctional Facility**
- **Issues/Concerns**
 - **How to handle Pre-trial Confinement**
 - **Short term sentences not cost effective to transfer (90 days or less)**
 - **Insufficient manpower to transport detainees to mandatory appointments**
 - **Competing for bed space in civilian facility at \$50 a day until sentencing complete**

LACKLAND AIR FORCE BASE INBOUND LOCATIONS



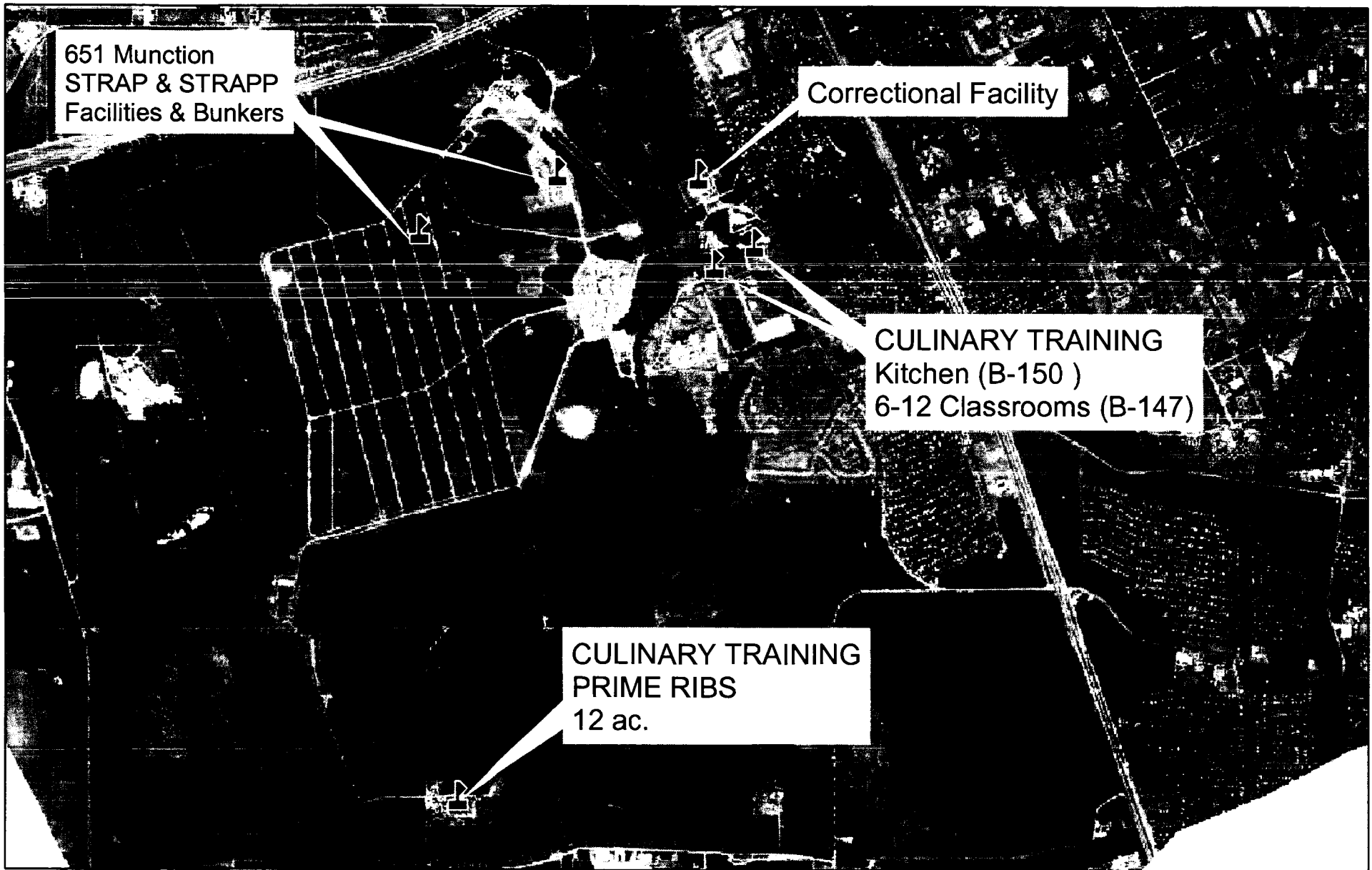
DRAFT DELIBERATIVE DOCUMENTS - FOR DOD DISCUSSION ONLY - DO NOT RELEASE UNDER FOIA

LACKLAND AIR FORCE BASE BRAC OUTBOUNDS



DRAFT DELIBERATIVE DOCUMENTS - FOR DOD DISCUSSION ONLY - DO NOT RELEASE UNDER FOIA

LACKLAND AIR FORCE BASE BRAC OUTBOUNDS



DRAFT DELIBERATIVE DOCUMENTS - FOR DOD DISCUSSION ONLY - DO NOT RELEASE UNDER FOIA

LACKLAND AIR FORCE BASE LAND USE CONSTRAINTS



DRAFT DELIBERATIVE DOCUMENTS - FOR DOD DISCUSSION ONLY - DO NOT RELEASE UNDER FOIA



U.S. AIR FORCE

433d Airlift Wing BRAC Action



BRAC Recommendation

**Relocate 914th Civil Engineer Squadron from Niagara Falls ARS
NY to 433d Airlift Wing, Lackland AFB TX**

Issues/Concerns

- **Adequate, existing space does not exist on LAFB for these additional personnel and equipment**
- **Construction of associated facilities must occur before new positions and equipment can be accommodated**



U.S. AIR FORCE

433d Airlift Wing

BRAC Impact



Impact on 433d Airlift Wing

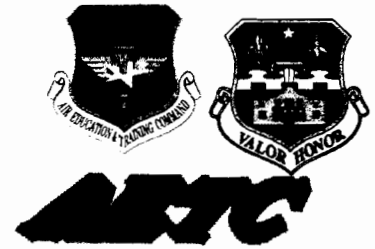
- **Gain 90 traditional reserve positions**
- **Gain 2 Air Reserve Technician positions**
- **Positions will be incorporated into existing 433 Civil Engineer Sq**

Facility Requirements

- **10,088 sq ft addition to 433 CES building**
 - **68 additional Prime BEEF and Readiness personnel**
- **3,523 sq ft addition to flight line fire station**
 - **24 additional fire fighters**
- **\$3.85 million estimated cost for both facilities**



149 FW BRAC Concerns



- The increase in Formal Training Unit B Course Equivalent requirements must be directly tied to manpower increases
- 149 FW needs an FTU fulltime manpower standard to meet the unique mission
- Configuration of jets (number of C vs. D models) needs to be identified (Drives manpower needs)
- COBRA data for the increase in Civilian and Enlisted pay needs to be updated
- Some MCI data appears to be in error (Airspace, low levels, explosive-sited parking)



STAMP/STRAPP Relocation to McConnell AFB

“Move the Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) function from Lackland AFB, Medina Annex to McConnell AFB, Kansas and transfer the mission to the Air National Guard.”

• Four areas of concern:

- Concurrent operations—until the mission is completely transferred to McConnell, mission capability must be maintained at Medina Annex**
- Manpower—authorizations at Medina Annex projected to be completely eliminated by end of FY07**
- Transportation—according to COBRA data, the STAMP/STRAPP stockpile is projected for transportation from Medina Annex to McConnell in FY08. However, manpower authorizations at Medina Annex are projected to be completely eliminated by the end of FY07**
- MILCON—facility capacity, suitability and cost cannot be validated until completion of McConnell site survey. Schedules cannot be validated until MILCON funding is programmed**



STAMP/STRAPP Relocation to McConnell AFB

- **Impact on Lackland AFB & Manpower:**

- **Loss of 99 651 MUNS AD manpower positions, 4 AD and 4 Civ 37 TRW BOS manpower positions**
 - **97 Enl, 2 off in 651 MUNS, 4 enl BOS in 37 TRW**

- **Facility Requirements:**

- **Vacating 84 Munitions Storage Structures (203,694 Sq ft—13M lbs NEW siting)**
- **Vacating 2 Munitions Operating Bldgs (32,017 Sq ft-10K lbs NEW siting)**
- **Vacating 5 STAMP shipping Equip Storage Bldgs (8,128 Sq ft)**
- **Vacating 1 Admin Bldg (14,995 Sq ft)**
- **Vacating 2 Condemned Facilities (15,232 Sq ft – Historical Bldgs)**
- **Vacating 1 STRAPP Inert Storage Bldg (67,490 Sq ft – 30 ft high – Kelly USA)**
- **Vacating 1 STRAPP Inert Maintenance Bay (1,810 Sq ft – Kelly USA)**
- **Vacating 1 STRAPP Admin Area (2,012 Sq ft – Kelly USA)**

- **Current STAMP/STRAPP Stockpile requires 81,743 Sq ft of Munitions Storage with 1.2M lbs NEW, STRAPP requires 67,490 Sq ft of 30 ft high Inert Storage.**

Integrity - Service - Excellence



Air Force News Agency



U.S. AIR FORCE

- **Recommendation: Consolidate Media Organizations into a New Agency for Media and Publication**
- **Challenges:**
 - **Drives a fundamental shift in roles & responsibilities**
 - **OSD & Service PAs determining Joint & service-unique roles**
 - **AF senior leaders lose control of service specific command information & priorities targeted to service specific audiences**
 - **BRAC wording doesn't provide provision for service specific roles**
 - **AF loses ability to deploy assets – AF cannot deploy DoD org positions**
 - **AFNEWS COBRA data inaccurate**
 - **Reflects 131 contractors, but AFNEWS has none**
 - **Manpower data - UMD updates provided to analysts**
 - **Facility leased at no cost (1995 BRAC) – data shows \$130K and 15 contractor savings**

Integrity - Service - Excellence



Air Force News Agency



U.S. AIR FORCE

- **Impact on Lackland:**
 - **Manpower losses FY08:**
 - **AF: 5 Off/74 Enl/66 Civ/AF total 145**
 - **Army: 4 Enl/15 Civ, Army total 19**
 - **Combined total of 164**
 - **No facility space gained by Lackland**

Integrity - Service - Excellence

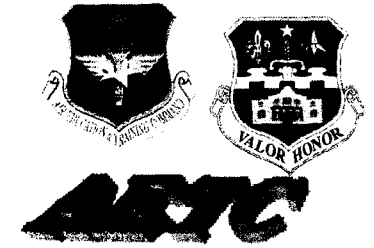
An aerial photograph of a city, likely Dayton, Ohio, showing a large airfield in the foreground. The city is densely packed with buildings and streets, extending to the horizon. The image is in black and white, with a high-contrast, grainy appearance.

149th Fighter Wing
Ohio National Guard

Col John Nichols
Commander



149 FW Overview



- Wing Mission
- BRAC Recommendations
- COBRA LIMFACS
- FTU Peculiarities
- Summary



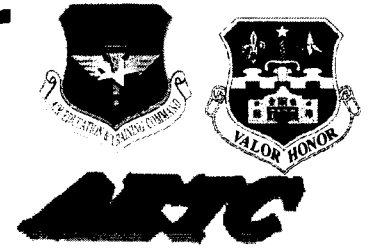
149 FW Flying Mission



- F-16 Formal Training Unit (FTU)
- Train F-16 Pilots for the Active, Guard and Reserve forces
- B Course – New F-16 pilots straight from UPT
- TX-1, TX-2, TX-3 (transition pilots, from different airframes or from periods of non-rated assignments)
- SOC – Senior Officer Course
- IPUG – Instructor Pilot Upgrade



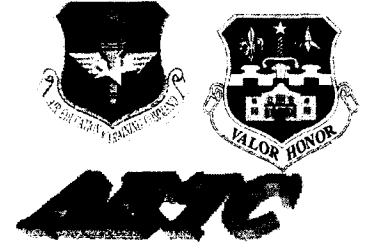
BRAC Recommendations for 149 FW



- Add 6 Airplanes redistributed from the 178th FW, Springfield ANGB, OH
 - Includes 78 Fulltime and 136 Military positions
- Send 5 ea Propulsion Mechanics and a portion of the Jet Engine Intermediate Shop (JEIM) maintenance to the 183rd FW, Springfield ANGB, IL to establish a Centralized Intermediate Repair Facility (CIRF) for F110 engines.



149 FW COBRA LIMFACs



- The 78 personnel increase is not in line with other units affected by BRAC
 - Buckley ANGB received 53 personnel for a 3 jet increase
- Doesn't Specify how many C and D models
 - The D model is more manpower intensive
- Doesn't identify B Course Equivalents (BCE) which will drive the Operations tempo



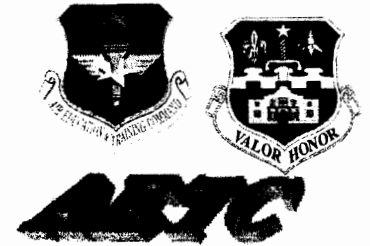
149 FW Cobra LIMFACs (cont)



- Increase in Civilian and Enlisted pay data is less than needed (Listed under Springfield-Beckley AGS)
- MCI Scores appear to be incorrect for:
 - Sufficient Explosives-sited Parking (0.0 pt credit)
 - Proximity to low level routes (2.73 pts of 7.25 pts)
 - 149 FW has access to 14 Low Level Routes within 50 miles and owns and schedules 7 of them
 - Proximity to Airspace supporting Mission (5.45 pts of 22.08 pts)
 - Airspace is 40 and 60 miles away
 - Times listed only included the times we use it, not all of the available times



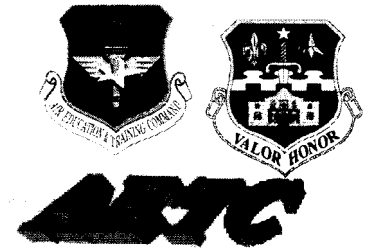
149 FW FTU Peculiarities



- The FTU syllabus requires jets with zero discrepancies (More daily maintenance than General Purpose units)
- 149FW has 20 airplanes assigned, with 8 D models (2 seater) this means 28 cockpits
 - More cockpits mean more maintenance
 - 6 more jets could be 10 more cockpits
- Op's tempo of 3,200 + sorties, 4,400 flying hours and at least 80 sorties per week



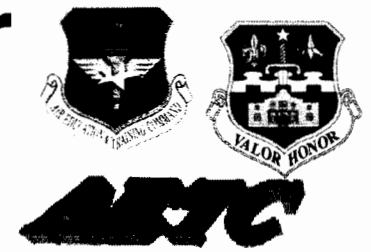
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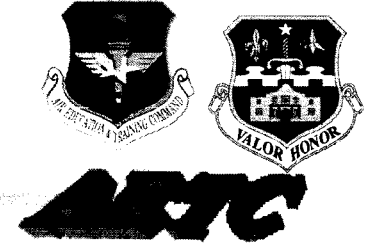
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BRAC Scenario Brief



San Antonio Military Medical Center (SAMMC)



Major General C. Bruce Green

San Antonio Multi-Market Manager

Wilford Hall Medical Center Commander

Colonel (Promotable) James K. Gilman

Great Plains Regional Medical Command

Brooke Army Medical Center Commander

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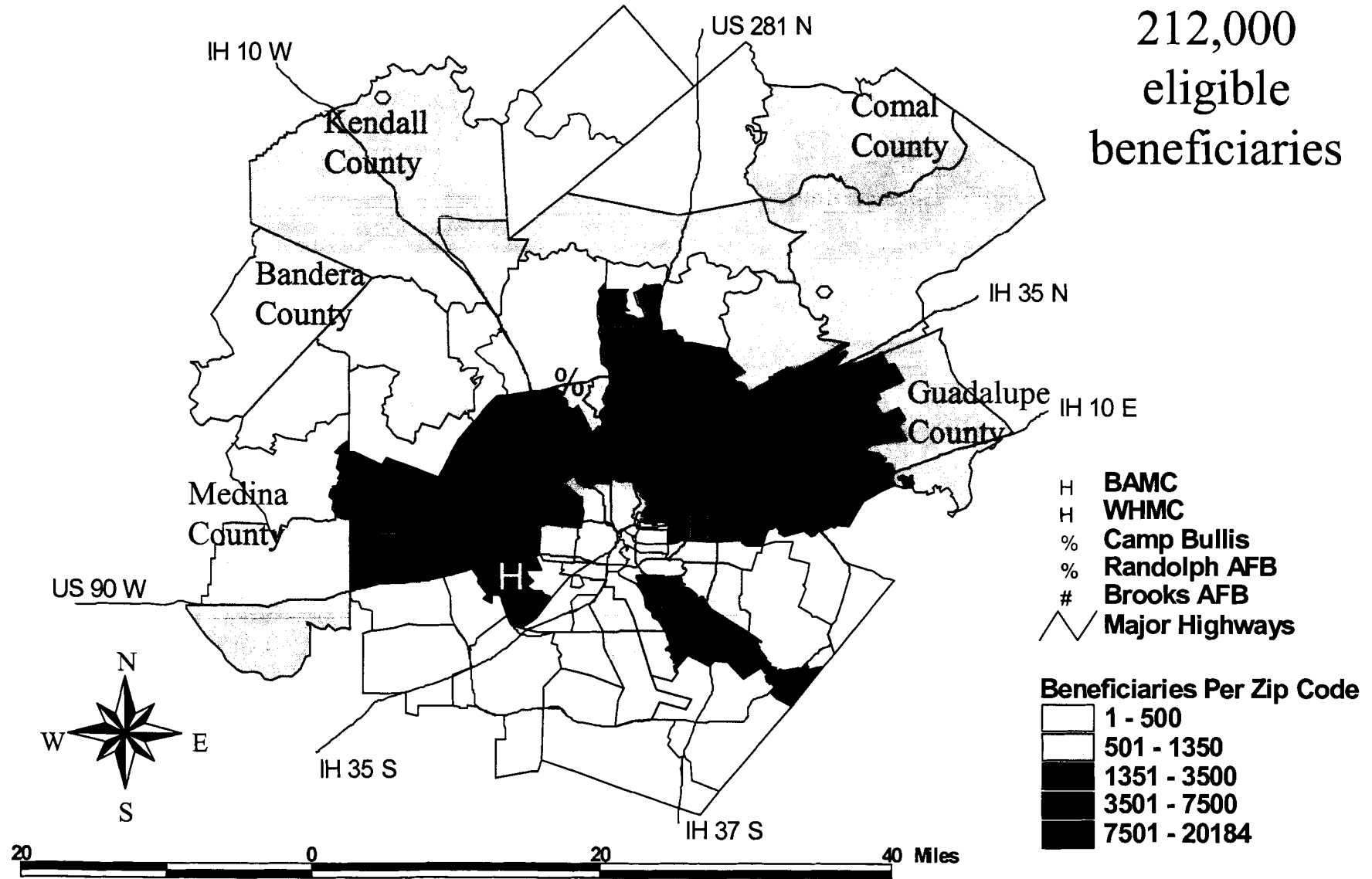
6 July 2005

Today's Focus

- Mission Overview
- BRAC Scenario Overview
- Centers of Excellence
- Lackland AFB plan
- Ft Sam Houston plan
- Opportunities

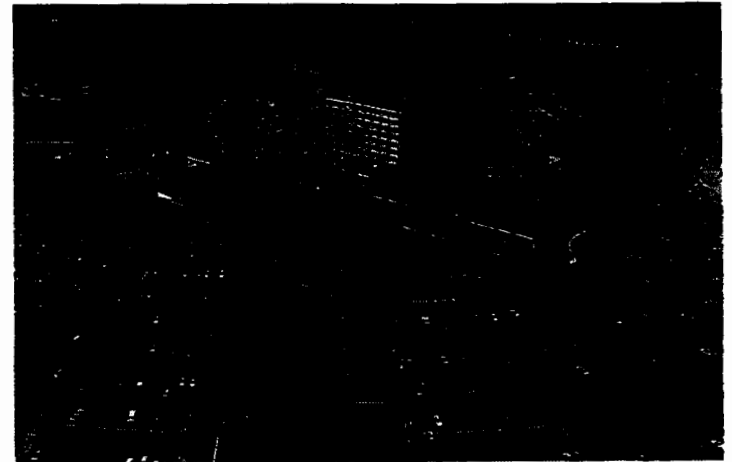
All Eligible DoD Beneficiaries in San Antonio Area

212,000
eligible
beneficiaries



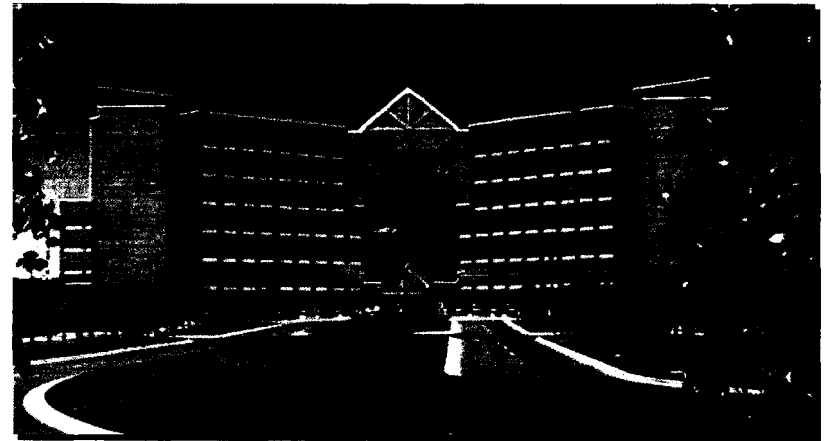
WHMC Facts

- Over 18 outbuildings
- 5,650 personnel
- 2.3 million square feet / 12 miles of halls
 - 1.6 million square feet in the main building
- Wards 9C/D equal 4th largest USAF hospital
- 269 inpatient beds
- 19 operating rooms
- 152 dental treatment rooms
- 3 Fisher Houses
- Children's Association for Maximum Potential (CAMP), Boorda House
- The Inn for Children



BAMC Facts

- 75 Acre campus
- Nearly 1.3M sq ft of floor space
- Over 5,200 rooms in BAMC complex
- 224 Inpatient Beds
 - 135 Medical/Surgical beds
 - 19 Step Down unit beds
 - 30 Critical Care unit beds
 - 40 Institute Surgical Research beds
- 12 Operating rooms
- 2 Fisher Houses with 3rd and 4th proffered
- Fisher Foundation Fallen Heroes Special Skills Lab



A Day at WHMC

- 3,329 Visits
 - 6,951 Prescriptions
 - 821 Radiology studies
 - 2,995 Meals served
 - 43 Admissions
 - 8,392 Lab procedures
 - 35 Surgeries
 - 6 Births
- 62,200 Tricare enrolled beneficiaries (39K age 65+)



A Day at BAMC

212,000 Eligible Population
47,163 TRICARE Enrolled Population
1,887 AD Staff Assigned
1,349 Civilian Staff Assigned
902 Contract Personnel
430 Volunteers

Total Admissions
28

X-rays
400

Prescriptions
Filled
7,000

Emergency
Room
Visits
115

Civilian
Emergency
Admissions
4

Supply
Requisitions
2,620

Clinic Visits
2,620

Laboratory
Procedures
3,000

Surgeries
34

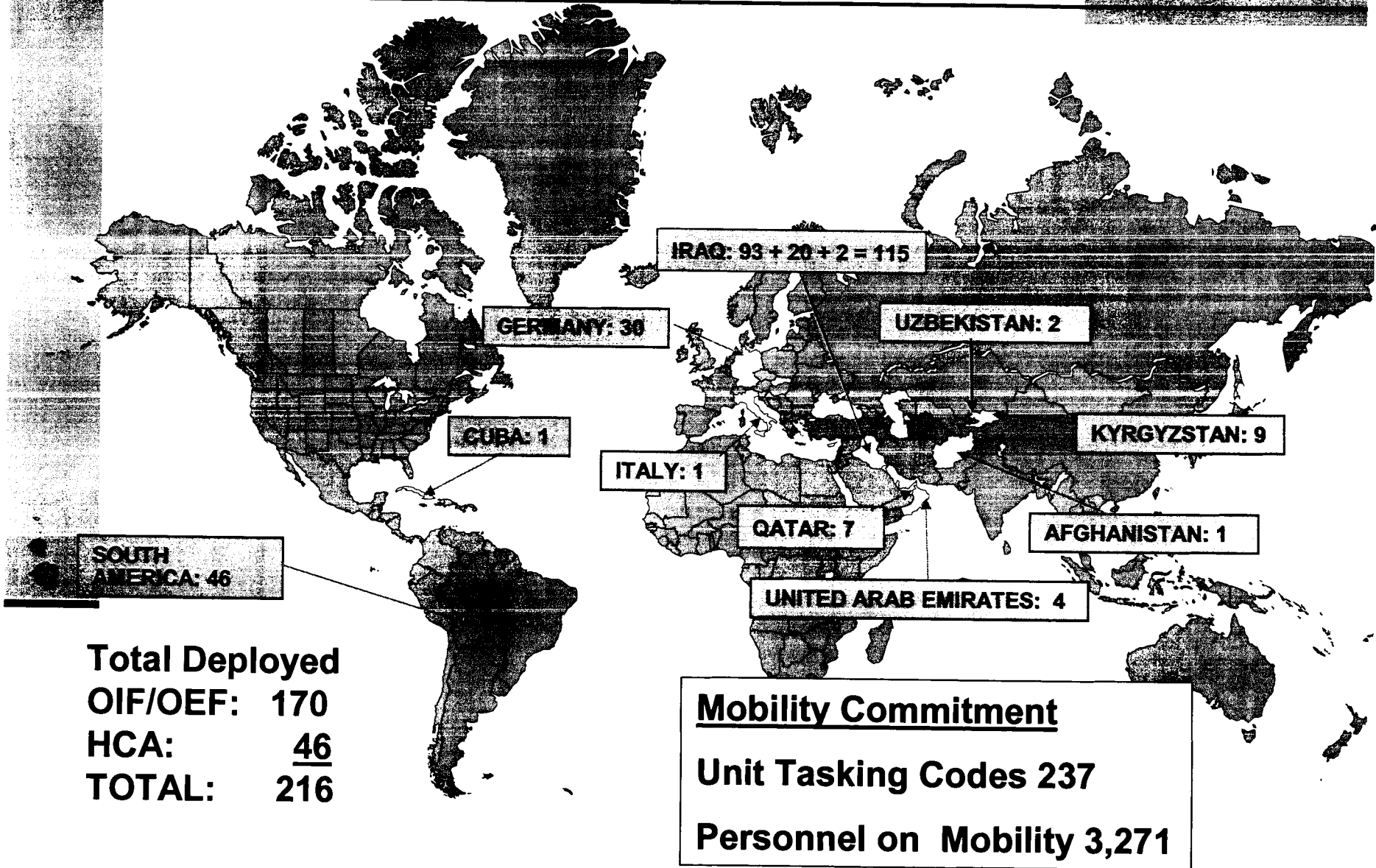
Dining Facility
Patrons
3,900



Mission Essential Tasks

- **Sustain and support the expeditionary Army**
- **Continuous process improvement in healthcare delivery**
- **Excellence in medical education and training**
- **Medical Research**

WHMC Deployments



GWOT Patients



Inpatient and Outpatients

| | |
|---------------------------|--------------|
| • Army | 1,798 |
| • Navy | 14 |
| • Marine Corps | 94 |
| • Air Force | 12 |
| • Civilian | 103 |
| • <u>Foreign Military</u> | <u>4</u> |
| | 2,025 |

(Since February 2003)

Education and Training

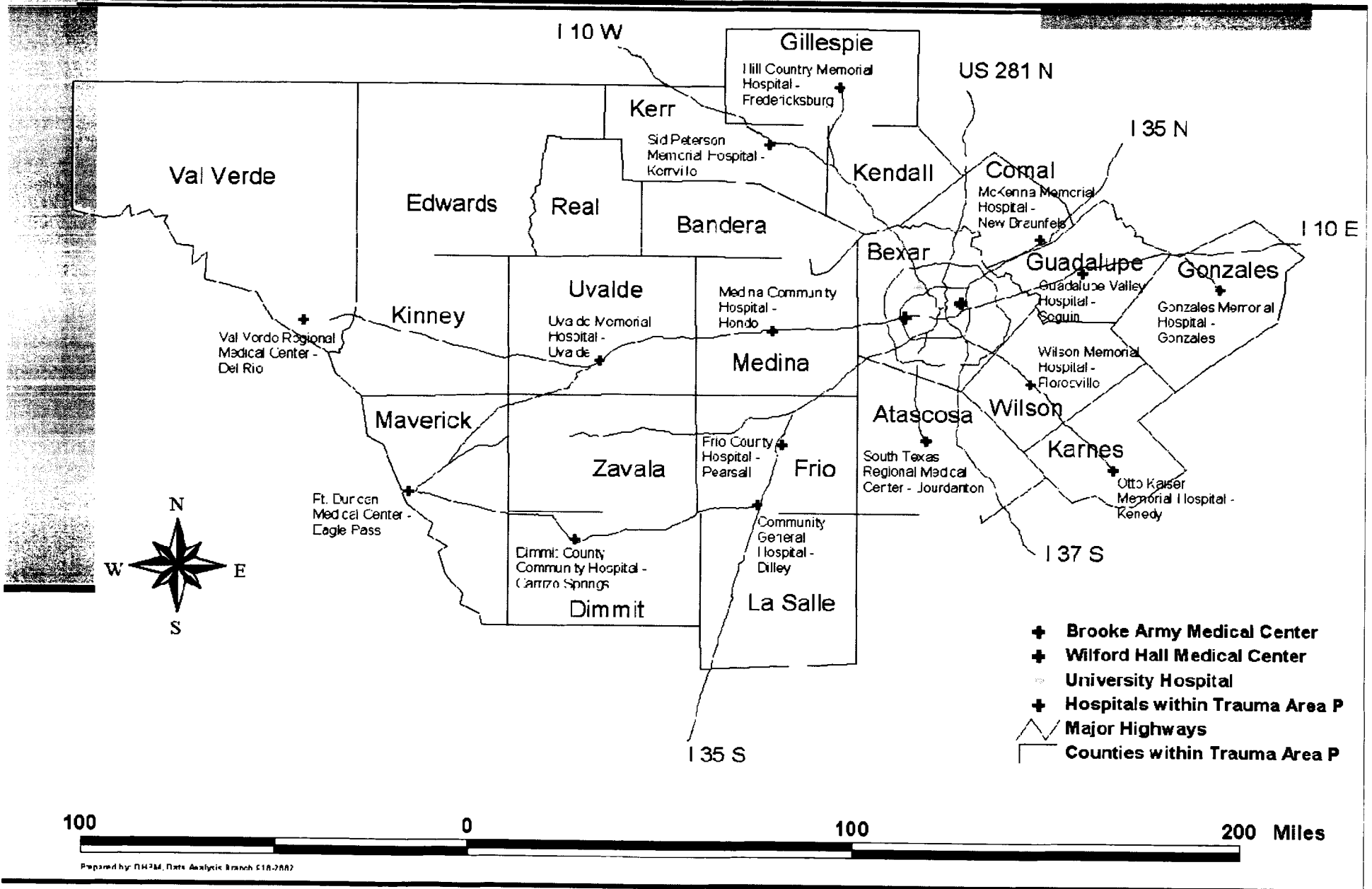
- Graduate Medical Education (GME)
 - > 450 physicians
 - SAUSHEC (UTHSC, BAMC, and WHMC)
- Phase II Enlisted Specialties (~680 Trainees)
- AF TopSTAR (Sustainment Training to Advance Readiness)
- AF Largest Dental post-graduate site in DoD
 - Six residencies/two fellowships; 59 residents
 - Twelve short courses; 187 participants, 9,241 CE hours

GME Programs

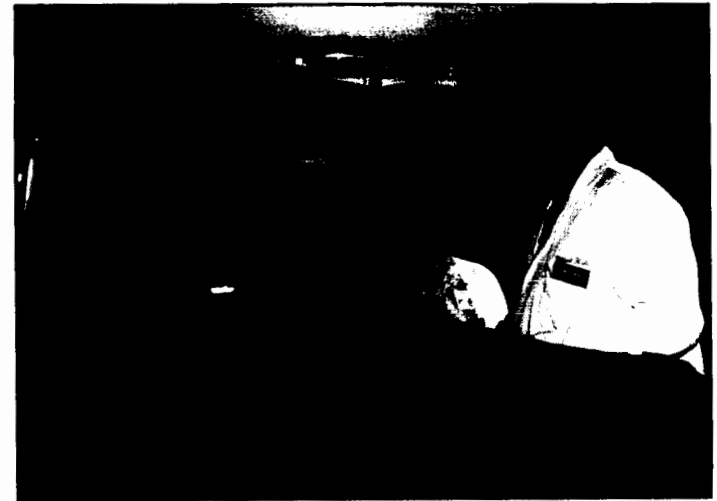
- Scores among Top in the Nation
 - Top ophthalmology program in the nation (ACGME)
 - Internal Medicine # 3/398
 - Orthopedic Surgery ranked # 5/150
 - Emergency Medicine top 15th percentile
 - #1 physical therapy doctoral program in nation
- 99% 1st time board certification vs 82% in civilian sector
- Over 100 Publications yearly
- Graduates deployable Military Physicians



Level 1 Trauma - 22 Counties



Cutting Edge Services



- DoD's only Level 1 Trauma Centers
- The DoD's only Burn Center
- Stereolithography
- Bone Marrow Transplants
- Extra Corporeal Membrane Oxygenation (ECMO)
- Cochlear Implants

Clinical Research

- Largest biomedical research facility
 - WHMC 590 AF protocols annually
 - BAMC 750 Army protocols annually
- HBOC-201 (blood substitute)
- Prevent hypothermia in critically ill AE patients
- Field resuscitation of cardiac arrest victims
- Thermal stress onboard AE aircraft
- Bioeffects of laser eye injuries
- Chemical warfare education
- Epidemic Outbreak Surveillance



Base Realignment and Closure

**COL Suzanne E. Cuda
Director, MultiService Market**

BRAC Language

“Realign Lackland Air Force Base, TX, by relocating the inpatient medical function of the 59 th Medical Wing (Wilford Hall Medical Center) to the Brooke Army Medical Center, Ft Sam Houston, TX, establishing it as the San Antonio Regional Military Medical Center, and converting Wilford Hall Medical Center into an ambulatory care center.”

Rules of Engagement by BRAC

- Significant deviations from scenario require justification
- Identify efficiencies/cost savings
- Specifics highlighted in scenario language that will become law cannot change (i.e., Lackland will have ambulatory care, BAMC will have inpatient medical function)

SAMMC Vision

One unified San Antonio Military Medical Center (SAMMC) with two integrated campuses: a North campus at Ft Sam Houston and a South campus at Lackland AFB providing the same level of wartime readiness support while delivering high quality, efficient, care for DoD beneficiaries in the San Antonio market.

SAMMC Concept of Operations

- North campus serves as a world class health science center for inpatient & ambulatory care, GME/training, trauma care
- South campus is an ambulatory care center with world class surgery, diagnostics & procedures, GME/training
- Establish Centers of Excellence combining Air Force and Army resources
- State-of-the-art care to the same number of beneficiaries, training the same number of physicians, nurses, and technicians

Centers of Excellence (proposed)

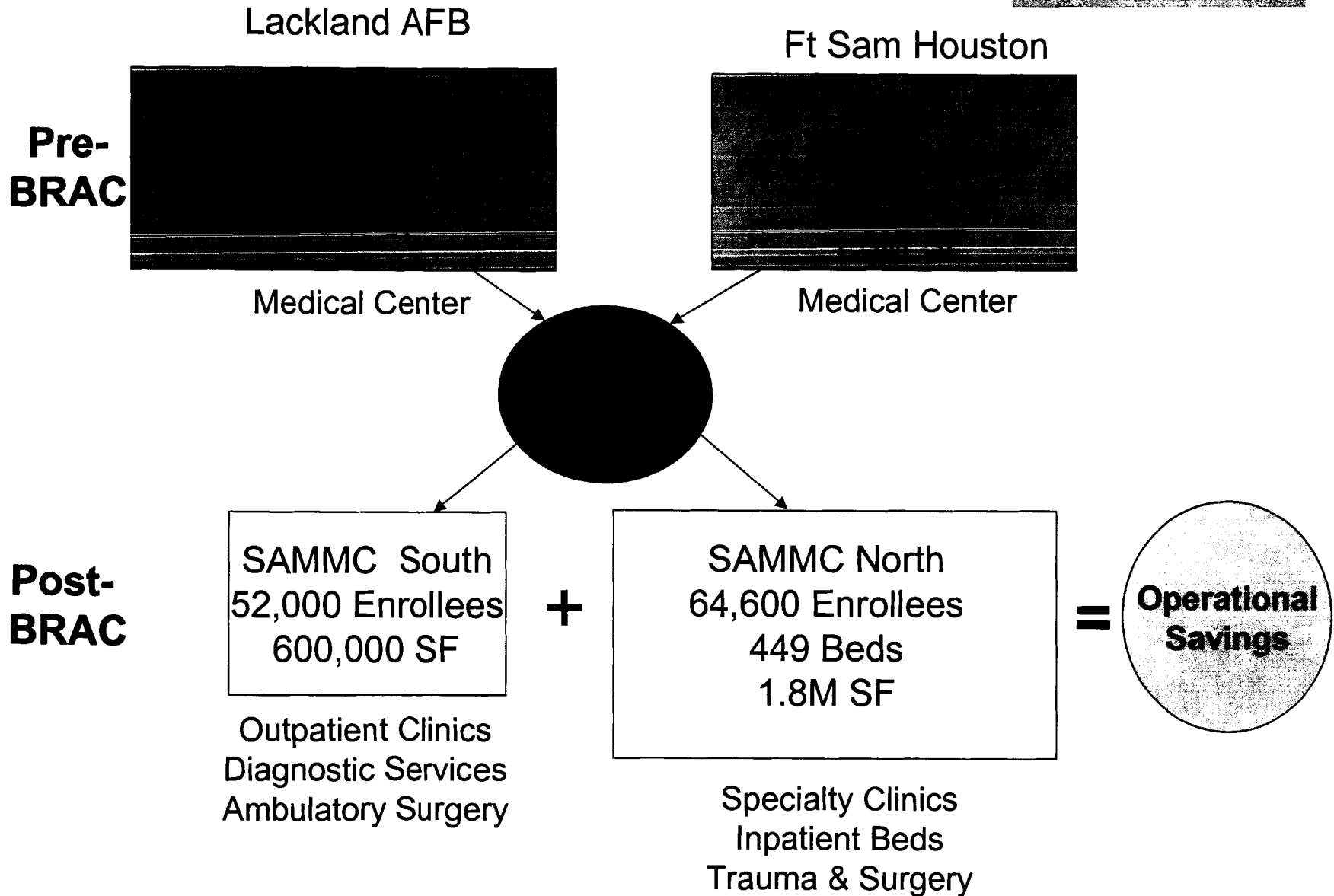
New construction aligns assets in efficiently designed space integrating the latest technology

- Cardio-Vascular Center
- Battlefield Health & Trauma Center
- Eye Center
- Maternal Child Care Center
- Amputee Center

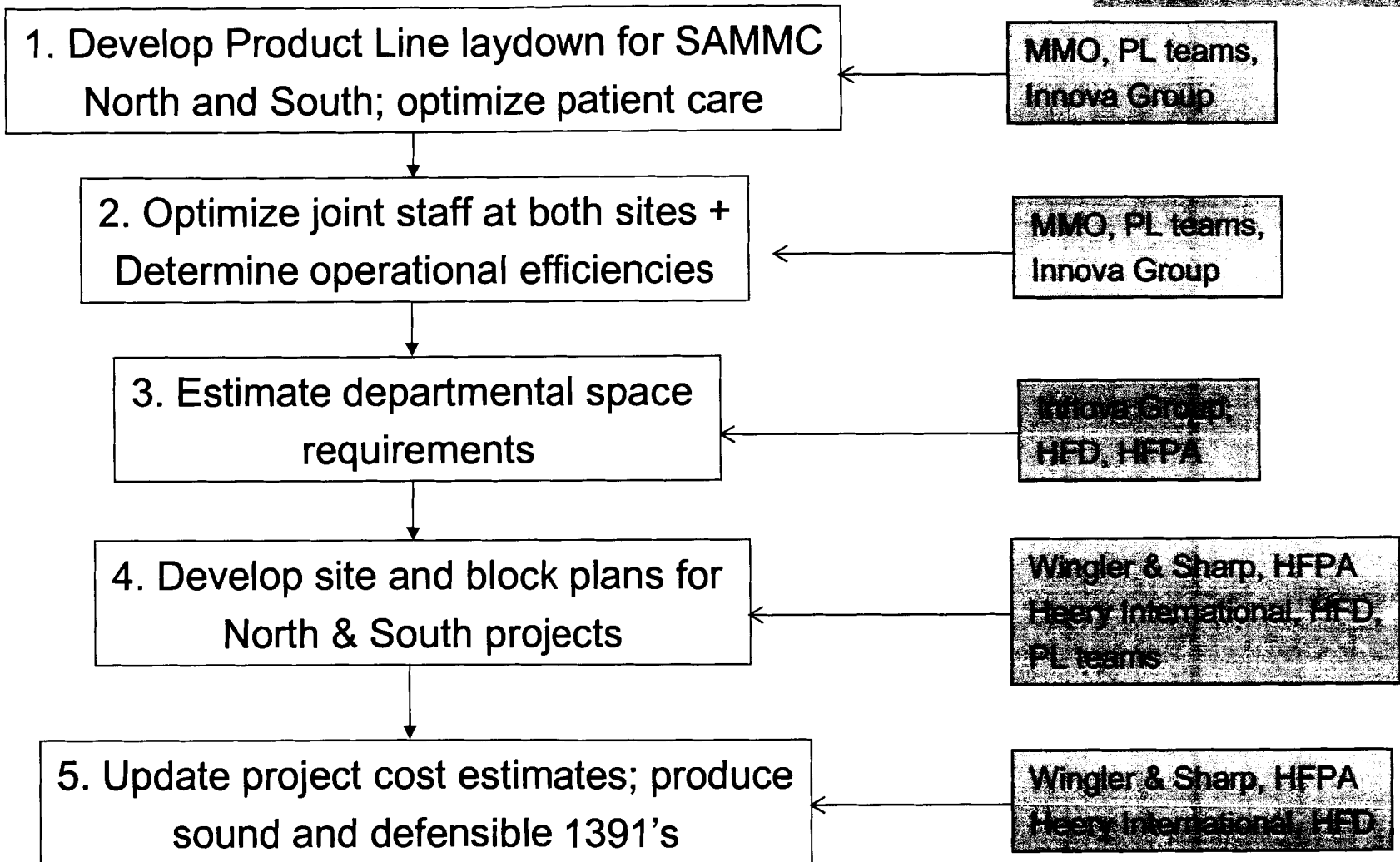
San Antonio Military Medical Center

**Projected Space
Requirements**

Pre & Post BRAC



SAMMC Refinement Methodology



Example of Product Line Efficiencies: Radiology

Distribution of Radiology capability between North & South Campus locations

| Unit | Existing | | Proposed | | Remarks |
|-------------------------|----------|------|-----------|-------|---|
| | BAMC | WHMC | North | South | |
| Rad Rooms | 6 | 7 | 5 | 4 | |
| R/F Rooms | 3 | 4 | 3 | 2 | North: incl. 1 multi-purpose R/F |
| Ortho Rad Rooms | 1 | 2 | 2 | 1 | |
| CT | 3 | 3 | 5 | 2 | North Campus: 3 CTs within Dept., 1 CT Sim in Rad Onc, 1 in ED/Trauma |
| Mammo | 5 | 4 | 3 2 Bx | 3 | North Campus: 3 Mammo + 2 Bx rooms (conventional and ultrasound) |
| MRI | 2 | 2 | 2 | 2 | Plan space for 5 th if possible |
| Ultrasound | 5 | 6 | 7 | 4 | |
| Special Procedures (IR) | 2 | 2 | 3 | 0 | Locate with CV Center |
| Nuclear Medicine | 7 | 5 | 8 | 0 | 1 additional camera room |
| PET CT | 1 | 0 | 2 | 0 | Space for 2 nd PET CT |

**SAMMC –
South Campus**

**Lackland AFB
New Construction**

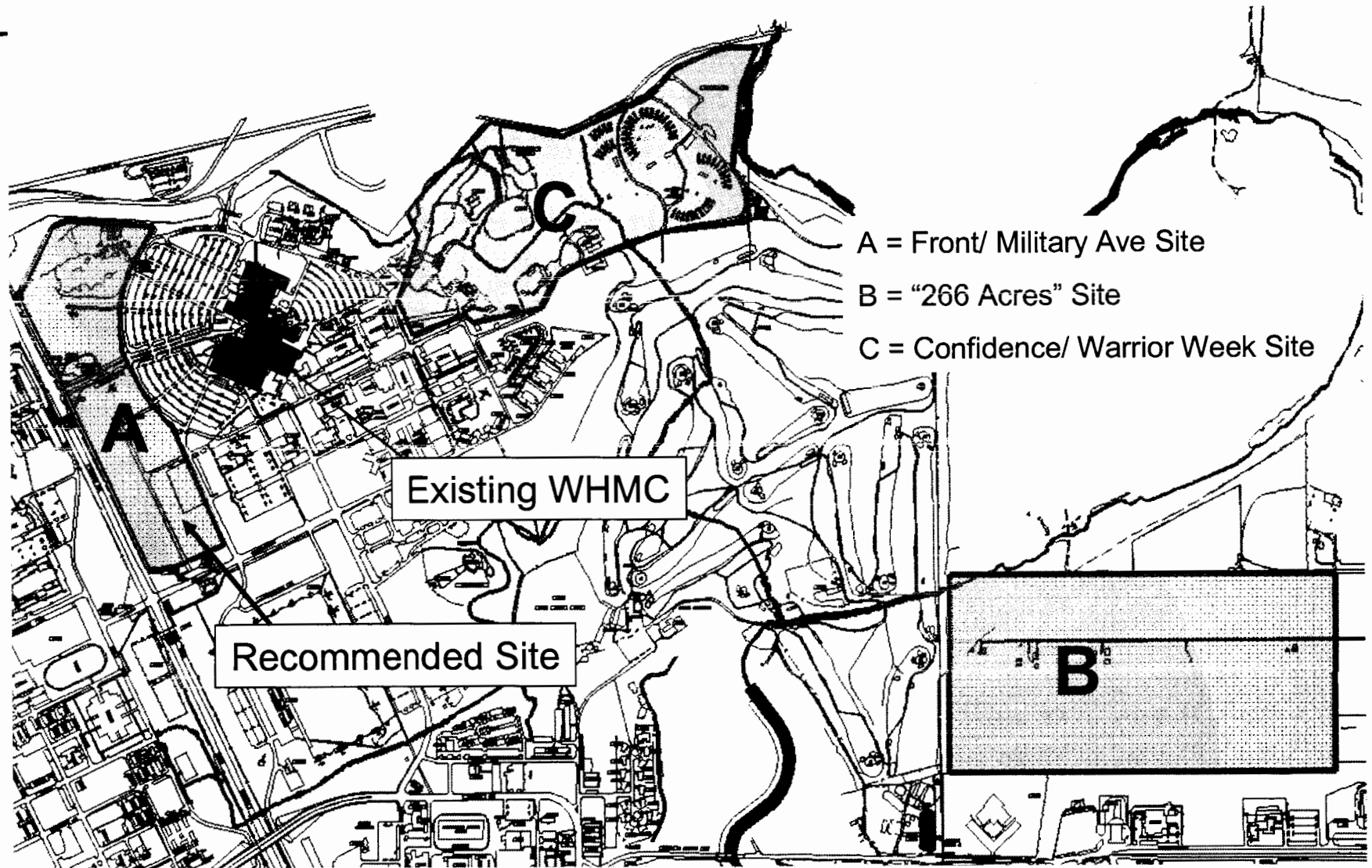
SAMMC South Campus (concept)

- Ambulatory Surgery
- Urgent Care (24 hrs for Basic Military Trainees)
- Eye Center, Chiropractic, Pain Center, Podiatry, ENT, Audiology Speech, Flight Medicine, Oral Surgery
- Primary location for Allergy, Dermatology, Gastro, Sleep Studies
- Outpatient Internal Medicine, Family Practice, Pediatrics, Mental Health, OB Clinic based on enrollment needs
- All ancillaries
- Rotating medical/surgical specialty clinics i.e. Endocrinology, Orthopedics, Urology, Plastic Surgery

SAMMC South Campus

- **Construct new ambulatory care center**
 - **New construction allows for new technology and improved efficiency in healthcare delivery**
 - **Consolidate services into fewer buildings**
- **Maintain Reid Clinic to support BMT**
- **Maintain separate Dental clinic**
 - **Current MILCON to replace MacKown Dental**
- **Current main Wilford Hall building will be vacated**
- **AF line still discussing future use of Bld 4550**

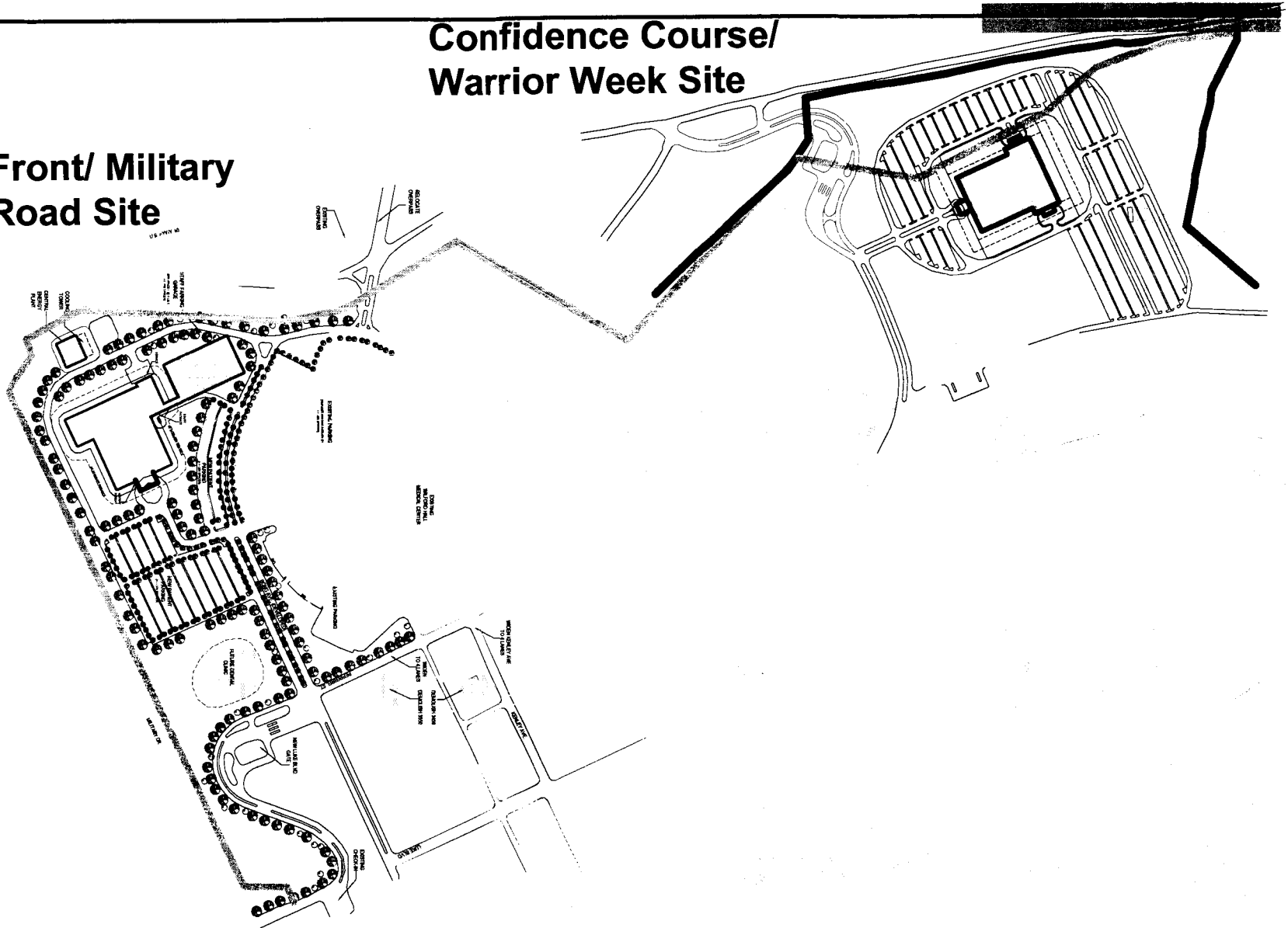
Site Alternatives - Draft



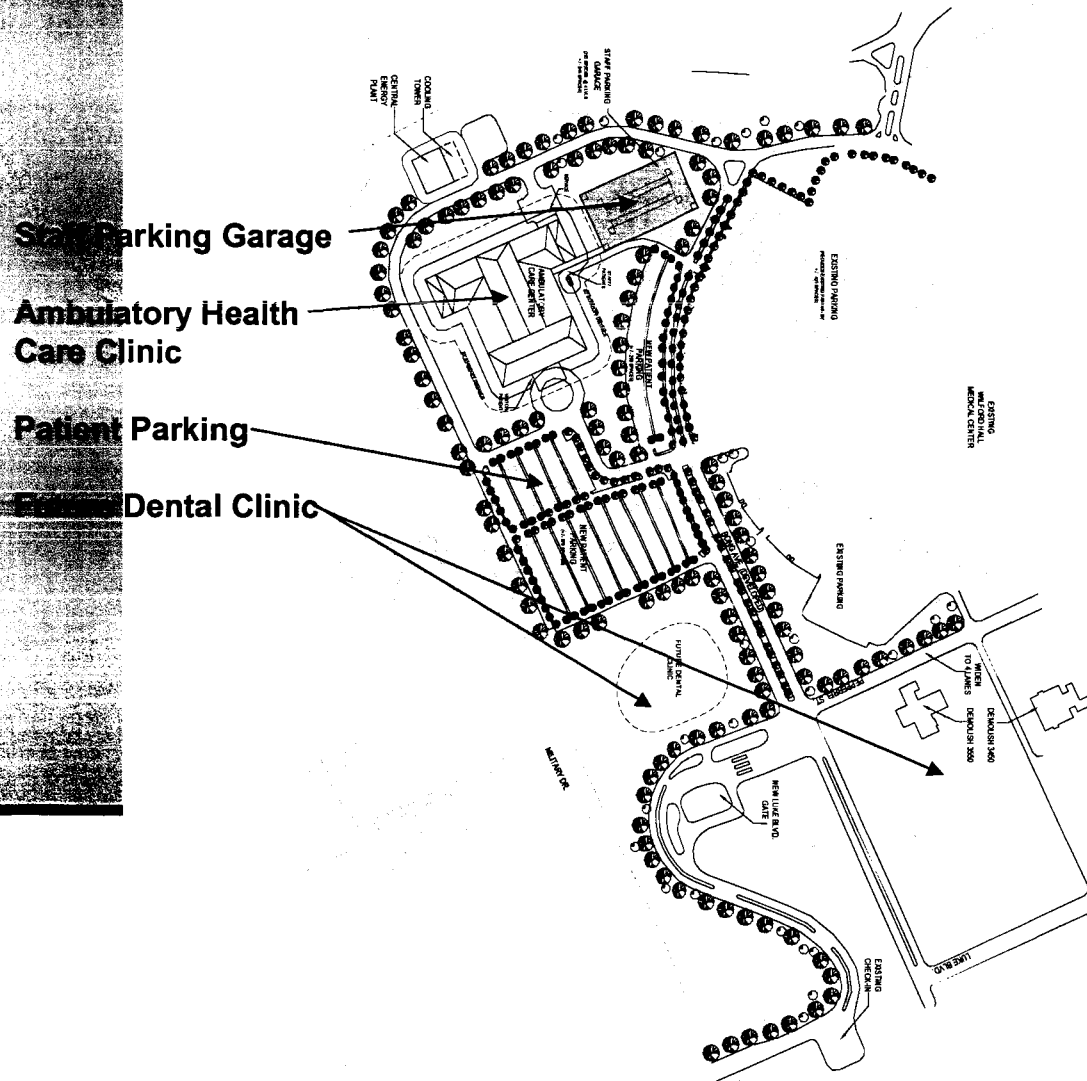
Site Locations

**Front/ Military
Road Site**

**Confidence Course/
Warrior Week Site**



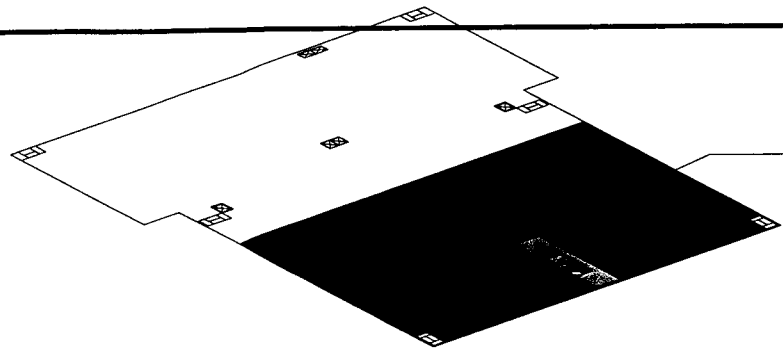
Front/ Military Ave Site



- Parking Deck available for phasing
- Facilitates improvement of overpass by TDoT
- Develops Loop Road from Hwy 90 Gate to Luke Gate
- Improves
 - Pepperrel Street
 - Kenly Avenue
- Reduces WHMC Parking loss to 490
- Allows use of Helipad until scenario is completed

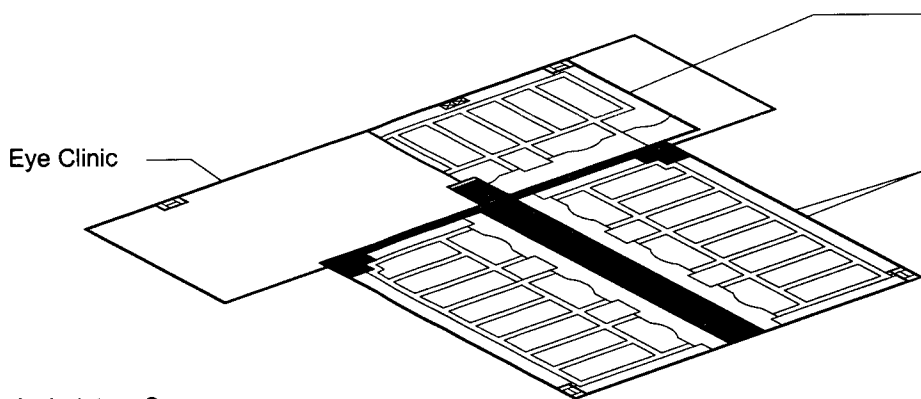
Block Diagram - South Campus

FOURTH FLOOR



Administration & Support

THIRD FLOOR

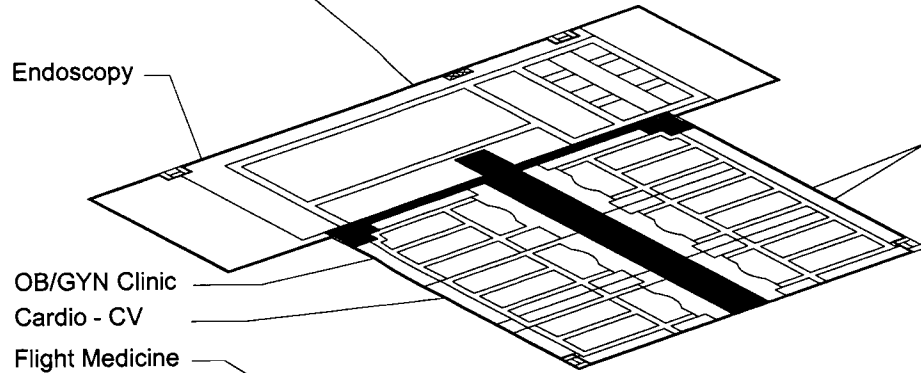


Mental Health

Medicine

Eye Clinic

SECOND FLOOR



Second - Fourth Floors

Surgery Clinic

Ambulatory Surgery

Endoscopy

OB/GYN Clinic

Cardio - CV

Flight Medicine



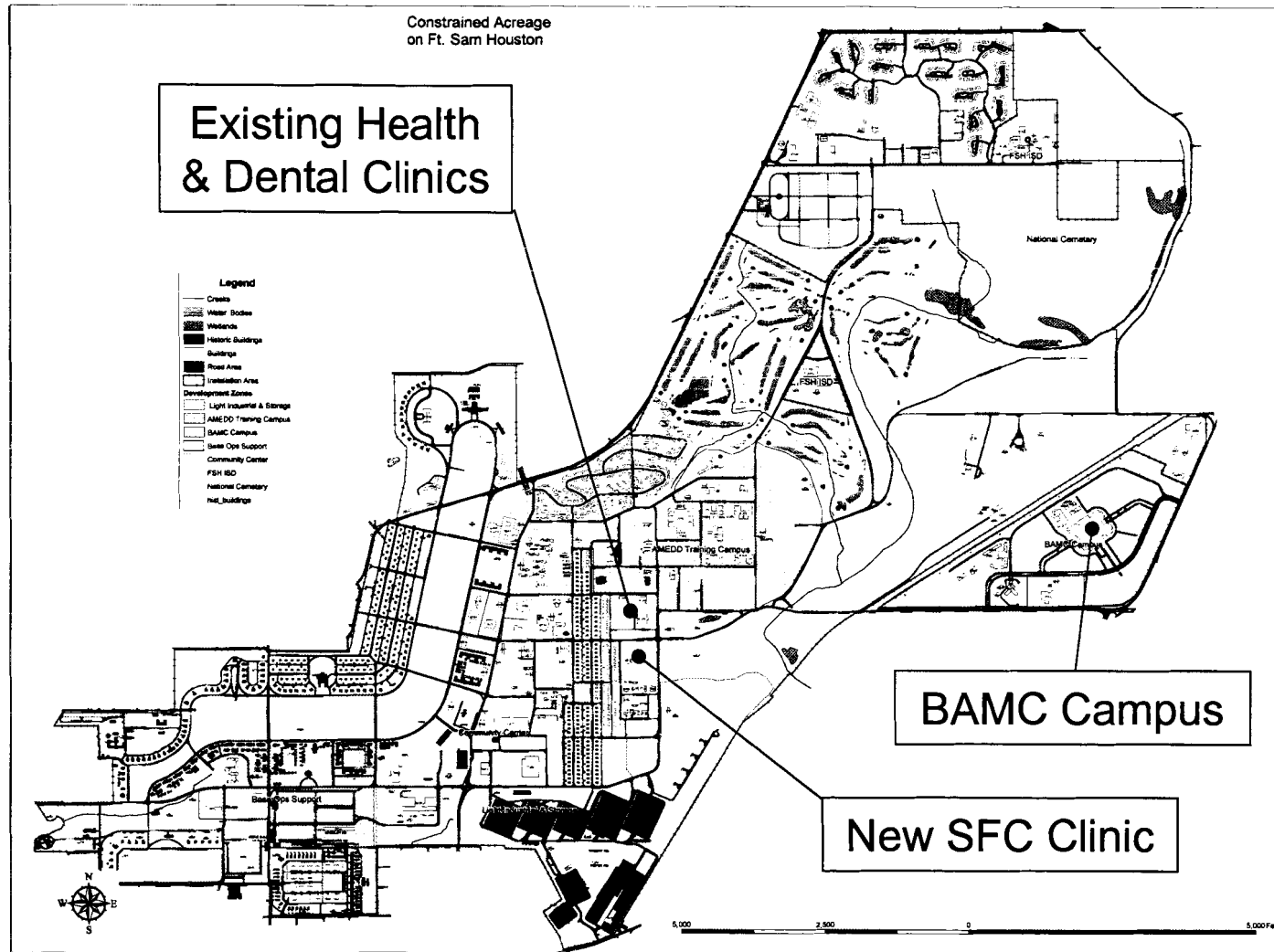
SAMMC – North Campus

**Ft Sam Houston
Addition and Alteration**

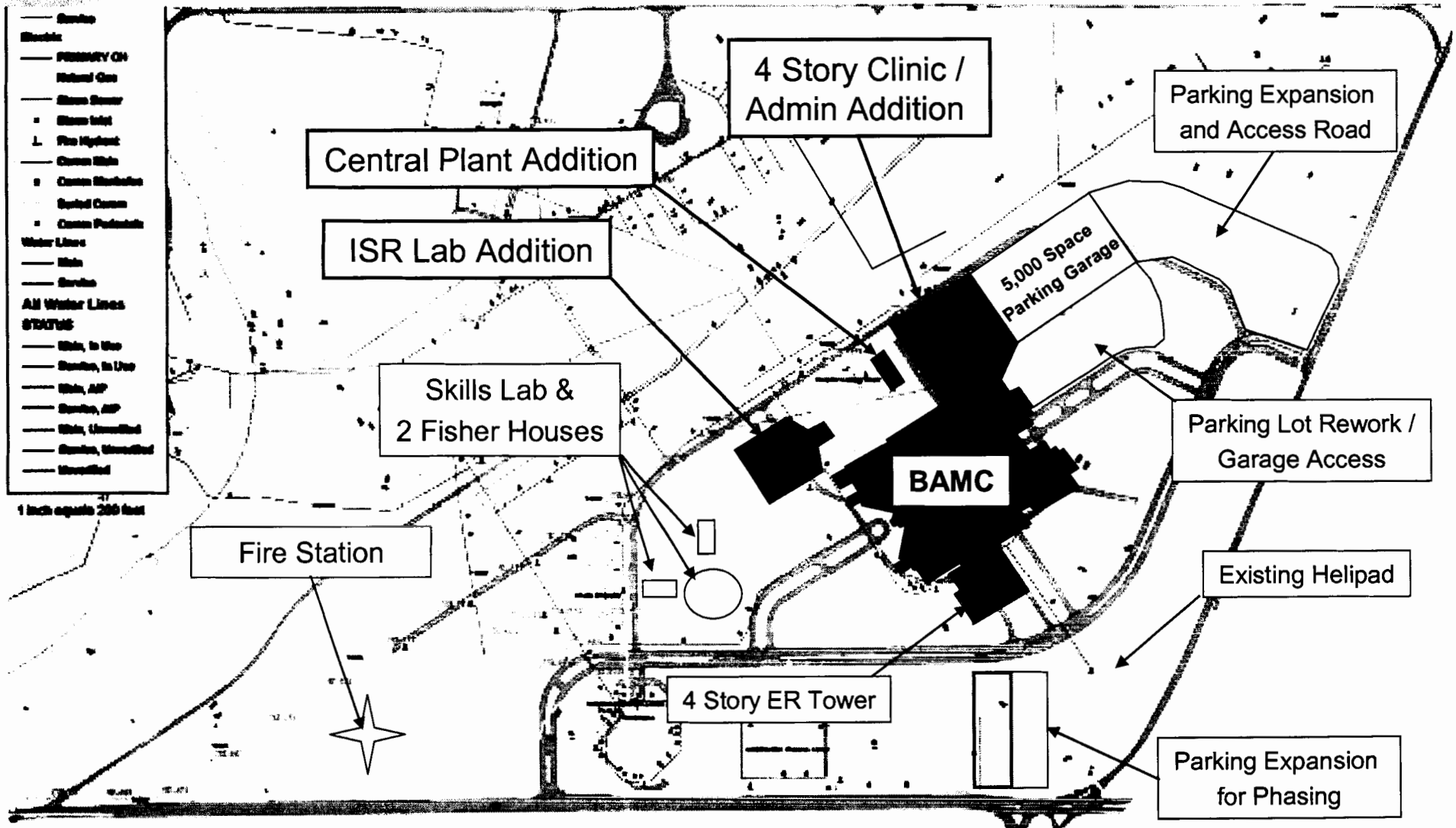
SAMMC North Campus (concept)

- ~449 Inpatient Beds
- Inpatient/Ambulatory Surgery
- Level 1 Trauma/ER
- Labor and Delivery, Neonatal ICU, Pediatric ICU
- Med Specialties - Primary for Pediatric Subspecialties, Cardiology, Hematology/Oncology, Infectious Disease, Nephrology, Neurology, Pulmonary, Rheumatology, Endocrinology
- Surgical Specialties – Primary for all except Ophthalmology, ENT
- Internal Medicine, Family Practice, General Pediatrics based on enrollment & inpatient needs

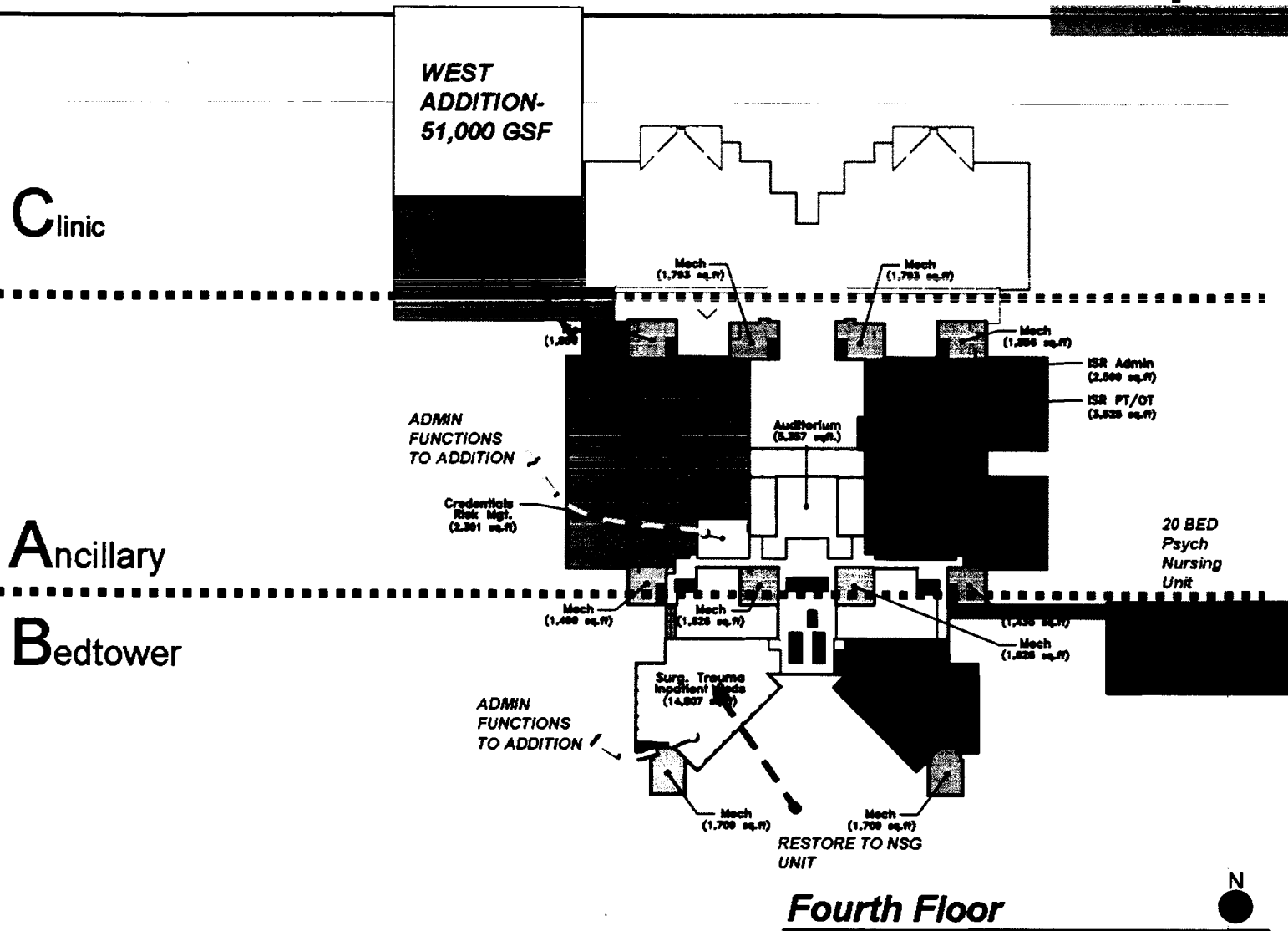
SAMMC North – FT Sam Houston Sites



SAMMC North - BAMC Site Plan



BAMC – Fourth Floor - Example

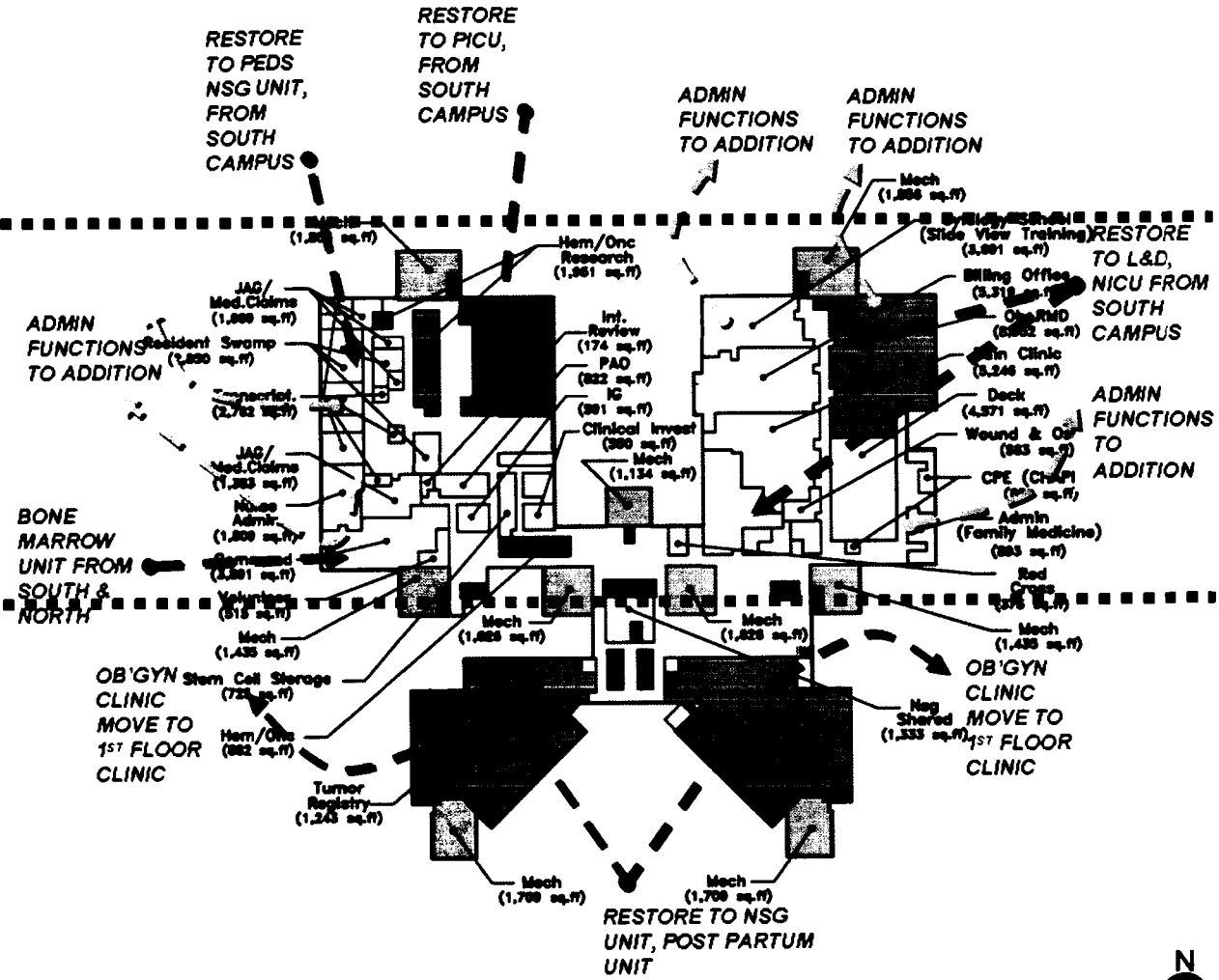


BAMC – Fifth Floor - Example

Clinic

Ancillary

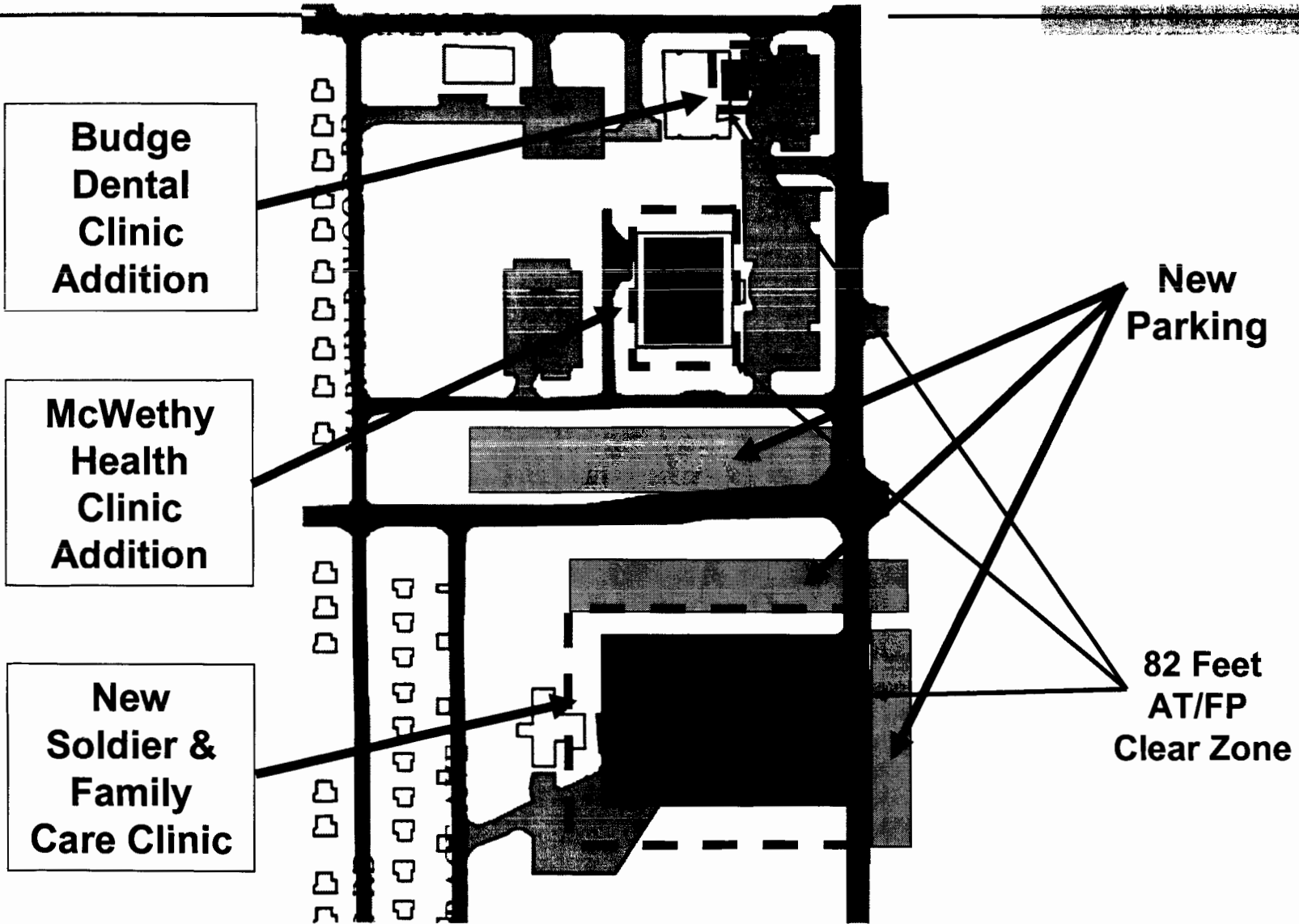
Bedtower



Fifth Floor



SAMMC North - Clinic Site Plan



Strategic Challenges

- Governance
- Phase II Medical Training Space Requirements
- GME, AFMS defining GME product lines
- Enlisted Training
- Resourcing
 - Staffing
 - O&M Fund flow
 - MILCON
- Timing/Phasing
 - Impact on Business Plan, Deployments, GME RRC

Opportunities

- Largest Military Medical Center in DoD
- Center of Excellence offers a synergy in healthcare delivery
- New construction facilitates modernization of healthcare delivery utilizing latest technology
- Postured for growth
- Sustainment/growth in Graduate Medical Education
- Continued and expanded cooperative relationships with community health entities (VA, UTHSC, private sector, etc.)

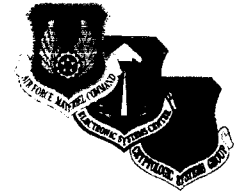
QUESTIONS





Cryptologic Systems Group

“Ensuring Information Superiority and Agile Combat Support”



The Cryptologic Systems Group

Welcomes



Commissioner James T. Hill

(General, USA Ret)

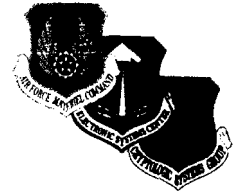
and

Honorable and Distinguished Guests

6 July 2005



Agenda

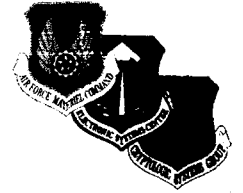


-
- ◆ **1100-1125: Unclassified Briefing**
 - **CPSG Mission**
 - **DoD BRAC 2005 Recommendations**
 - **DoD BRAC 2005 Data**
 - ◆ **1130-1200: Classified Briefing**

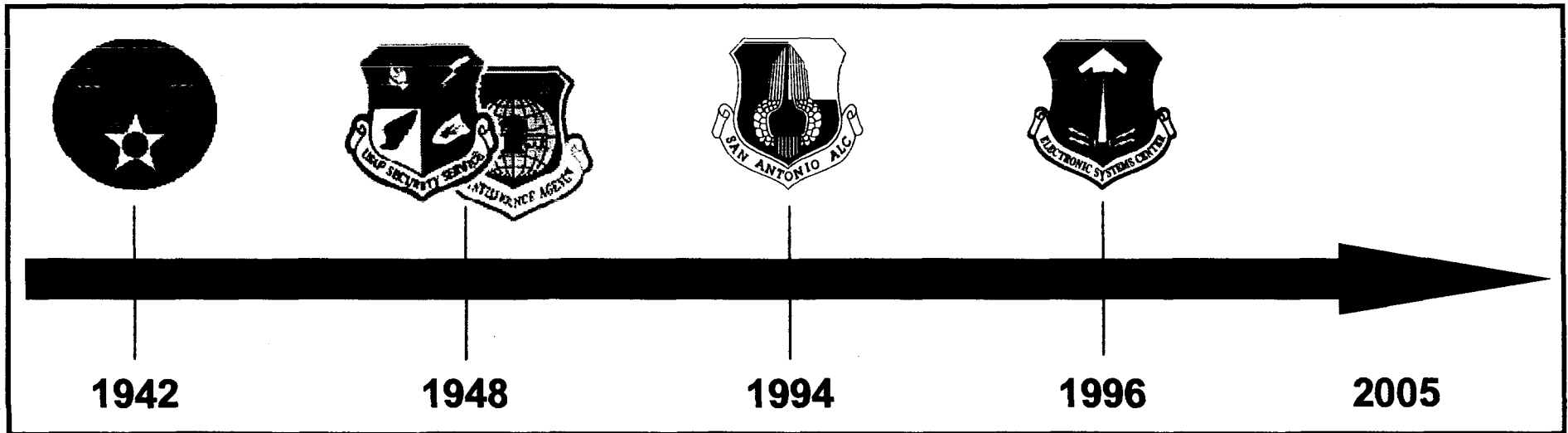


Mission and Organization

"Integrated Synergy"



More Than 60 Years of "Recognized Excellence"



136th Signal Radio Intelligence Company
Army Air Corps

USAF Security Service
(Now AIA)

San Antonio Air Logistics Center
(AFMC)

Cryptologic Systems Group
(ESC)

1963 - AFOUA

1970 - AFOUA

1984 - AFOEA

1990 - AFOEA

2001 - Outstanding Small Depot

1977 - AFOUA

1986 - AFOEA

1993 - AFOEA

2002 - Outstanding Small Depot

1978 - AFOUA

1988 - AFOEA

1999 - AFOEA

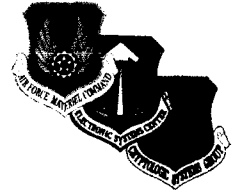
2004 - Outstanding Small Depot

AFOUA - AF Outstanding Unit Award
AFOEA - AF Organizational Excellence Award



Mission and Organization

“Integrated Synergy”



◆ **Excluded From '95 BRAC Air Logistics Center (ALC) Depot Consolidation Recommendation**

“...realign Kelly Air Force Base including the Air Logistics Center... Consolidate the workloads to other DoD depots or to private sector commercial activities... The airfield and all associated support activities and facilities will be attached to Lackland AFB, Texas as will the following units: the Air Intelligence Agency including the Cryptologic Depot...”

◆ **Realignment In-Place Due to Co-Location With Customers, Unique Business Processes, and Specialized Facilities**

– **Evaluation Criteria Used:**

- **Mission Similarity**
- **Data Systems Access**
- **Proximity to Major Customers**
- **Minimize Customer Disruption and Customer Confusion**

◆ **AFTAC Technical Operations Division Realigned to CPSG From McClellan AFB, CA**

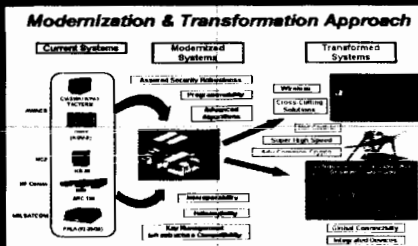
- **Inventory Control Point (ICP), Integrated Material Management (IMM), and Depot Maintenance Functions Transferred as a Consolidated Workload**



Cryptologic Systems Group Mission Areas



Cryptographic Modernization



**Electronic Key Mgmt
& Voice Call Signs**



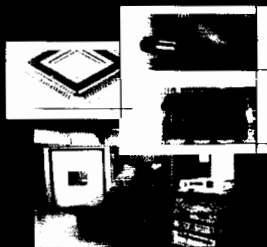
**National
Intel**

Technical Applications

**Force
Protection**



**Space
Crypto**



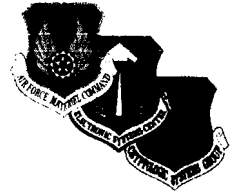
Air & Ground COMSEC

**Logistics
& Maintenance**



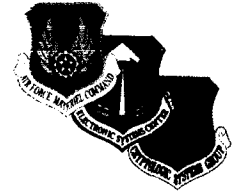
*Info Ops
Center of
Excellence*

CPSG Synergy





DoD BRAC 2005 Realignment Recommendations



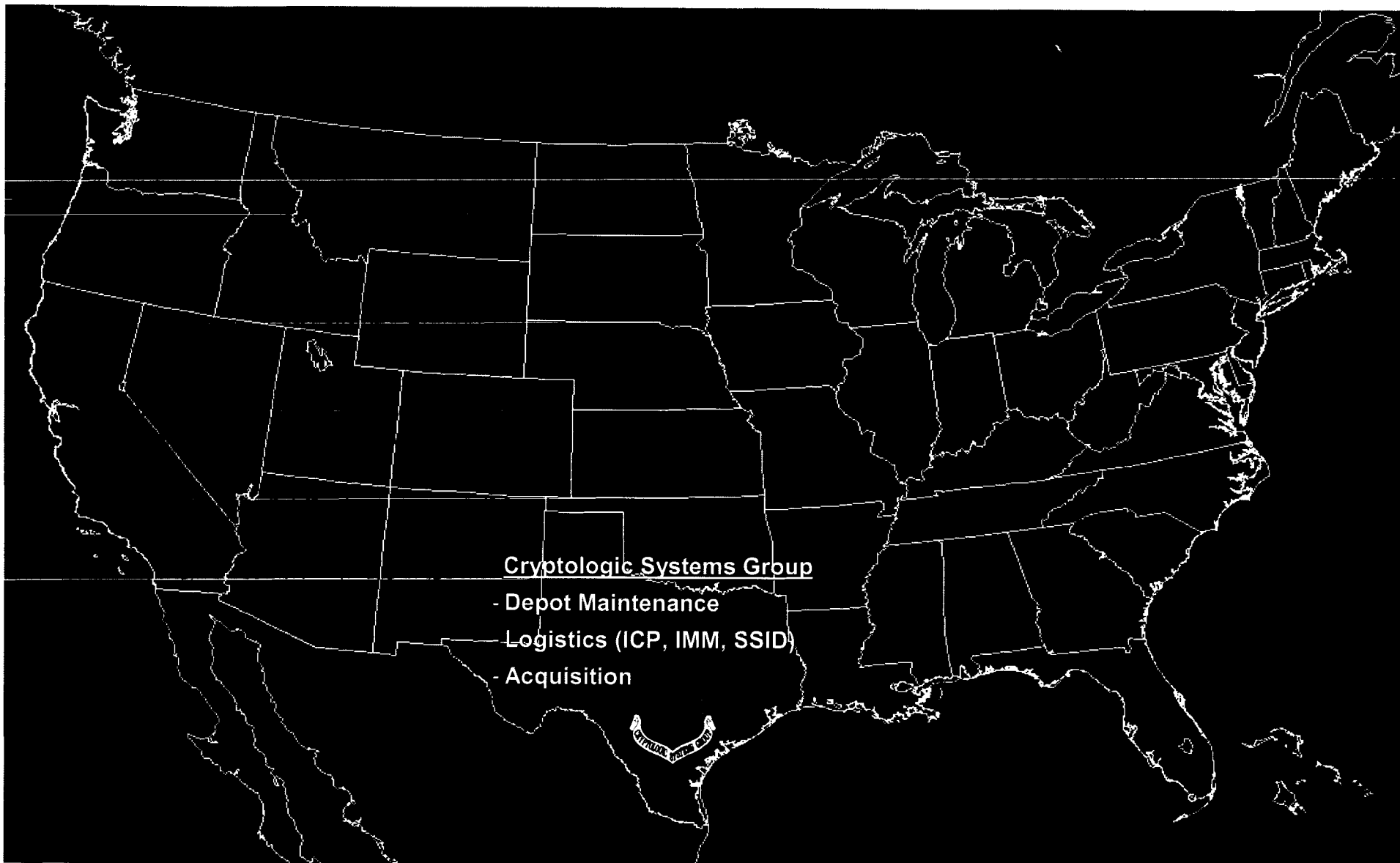
Impacts Of The Functional Realignment On The Cryptologic Systems Group:

- ◆ Move The **Depot Maintenance** Of Computers, Crypto, Electronic Components (Non-Airborne), And Radio To Tobyhanna Army Depot, PA; And **Disestablishing All Depot Maintenance Capabilities.** (Industrial JCSG (IND 0086))
- ◆ Move The **Air And Space Information Systems Research, Development And Acquisition** To Hanscom Air Force Base, MA. (Technical JCSG (TECH 0042))
- ◆ Move The **Depot-level Reparables Procurement Management** To Warner Robins Air Force Base, GA, And Designate Them As Defense Supply Center Columbus, Ohio, ICP Functions. (Supply And Storage JCSG (S&S 0035R))
- ◆ Move The **Inventory Control Point (ICP) Functions For Consumable Items** To Defense Supply Center Columbus, Ohio, And Re-Establish Them As Defense Logistics Agency ICP Functions. (Supply And Storage JCSG (S&S 0035R))
- ◆ Relocate The Remaining **Integrated Materiel Management**, User And Related Support Functions To Warner Robins. (Supply And Storage JCSG (S&S 0035R))
- ◆ **Stock, Store, Issue and Cargo Movement** Activities Were Excluded And Remains at Lackland AFB. (Supply And Storage JCSG (Letter Dated June 9, 2005))

SPLITS CPSG INTO 6 PIECES – 5 DIFFERENT LOCATIONS

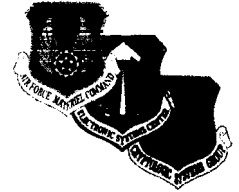


CPSG Today



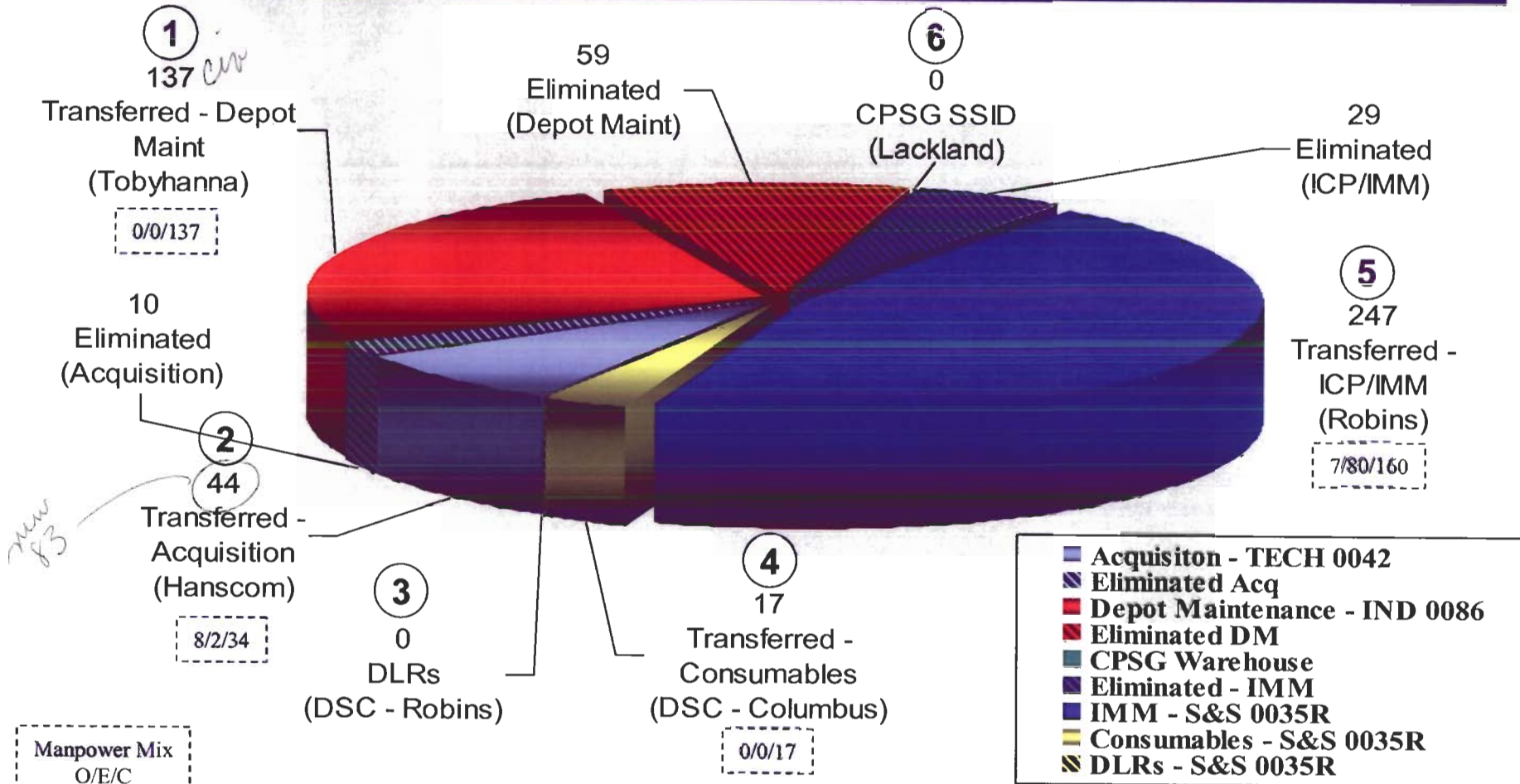


CPSG Post-DoD Recommendation to BRAC





DoD BRAC 2005 Recommendation for Cryptologic Systems Group



Total COBRA positions identified (543) versus CPSG UMD (542)

NOTES: Although not depicted, 259 contractor positions @CPSG would also be relocated or eliminated.



Mission Critical Disconnects



◆ Mission Impact

- Continuity of Operations (ex. EKMS, VCS, ICBM)
- Runway Requirements (ICBM, USAEDS, Special Projects)
- CPSG Repair And Return Times (Currently 5-days Due to Co-location) Will Increase

◆ Personnel

- Zero Left in Place to Perform Stock, Store, Issue & Distribution
- Right Mix -- Trained, Cleared, and Experienced
 - Tech Applications Maintenance Supported by 100% Military
 - Space & Air/Ground Crypto Supported by 54% Military

◆ MILCON

- Unique Facility Requirements
 - Space Environmental Test Facility (ex. Vibration Isolated Foundation Slab)
 - Sensitive Compartmented Information Facility (SCIF) and Special Access
- Runway Requirements (ICBM, USAEDS, Special Projects)
 - Eleven-Thousand Foot Runway Essential For WC-135 Aircraft

◆ Funding

- \$3.052M Identified In COBRA For Movement of Depot Maintenance Equipment
 - Actual Cost Much Higher at \$25.5M (Lackland (CPSG) Certified Estimate)
- *- \$105.2M Additional One-Time Cost for Spare Pipeline Assets
- \$4.8M Additional Recurring (Annual) Transportation Cost (Certified Carriers)

excl DoD that facility has the (low) security (low) security

SCIF inside of SCIF

pile of equipment - redundancy



Cost Net Present Value Comparison



◆ CPSG Impacted by Three DoD Recommendations

- IND 0086 (CPSG Only "Losing" Activity)
- TECH 0042 (CPSG is One of Three)
- S&S 0035R (CPSG is One of Eleven)

◆ NPV of CPSG Split - \$15M Cost

Based on Current COBRA Cost Data

◆ After Adjustments for Certified Costs Missing from Current COBRA Data - \$201M Cost

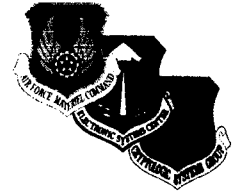
- Based on CPSG data.

(2 columns
(1st cannot
be simply
shut down)

satellite minutes reported
all down
to NSA.



Cost Net Present Value Comparison



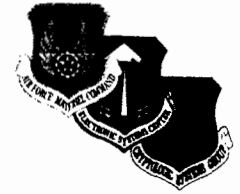
| <u>Scenario (\$M)</u> | <u>COBRA</u> <u>NPV</u> | <u>Certified Data</u> <u>NPV</u> | <u>Difference</u> |
|--------------------------------|----------------------------|-------------------------------------|-------------------|
| Depot Maintenance to Tobyhanna | -28.0 | 160.8 | 188.8 |
| ICP/IMM to WR-ALC and Columbus | 45.2 | 32.4 | -12.8 |
| Acquisition to Hanscom | -1.9 | 7.5 | 9.4 |
| Summary | 15.3 | 200.7 | 185.4 |

*never pay
back.*

NOTE: SAVINGS IS A NEGATIVE NUMBER, COST IS IDENTIFIED IN RED



Summary



- ◆ **National Intelligence Workload**

 - **DoD Missions**

- not duplicative

- ◆ **Unique Mission**

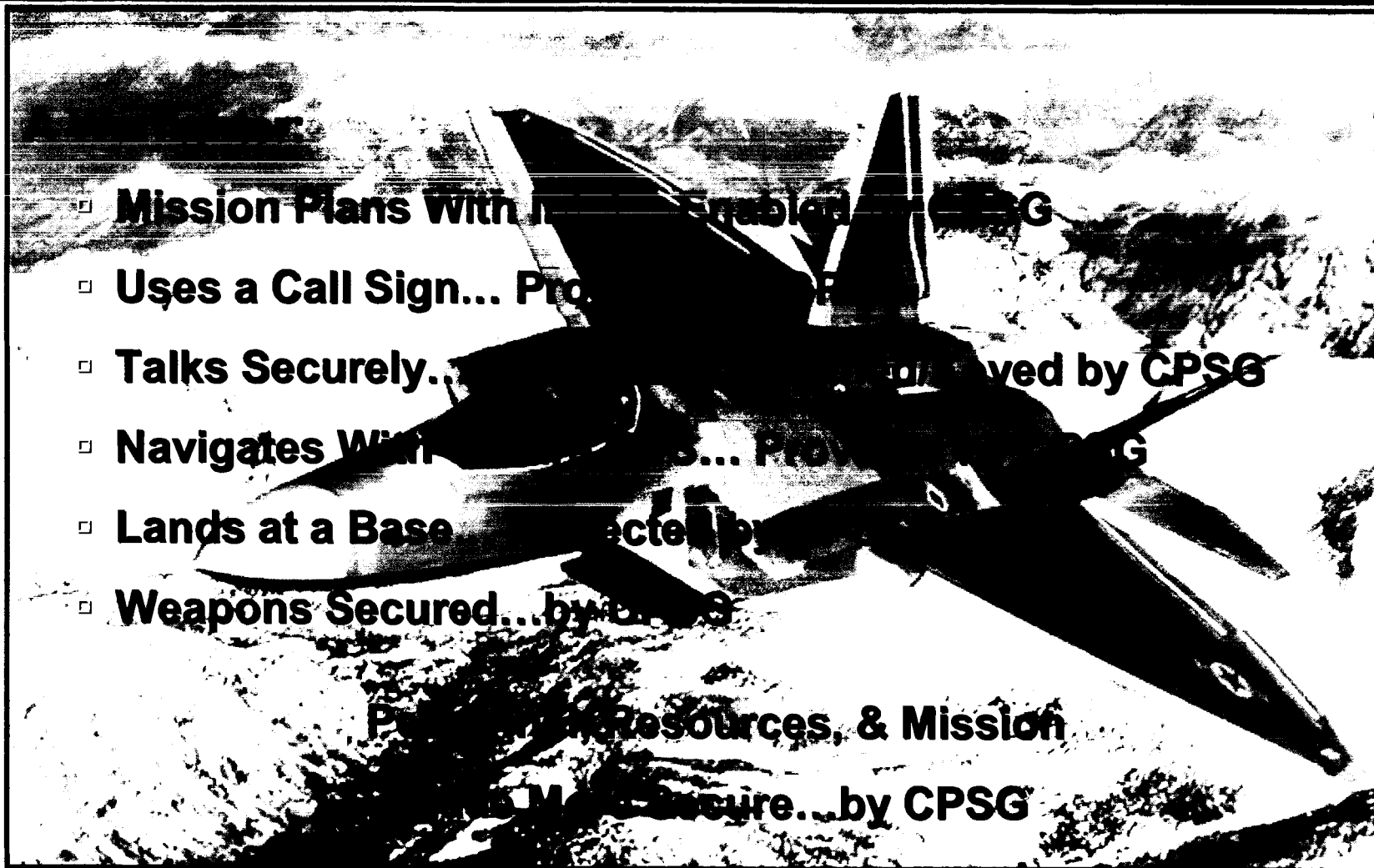
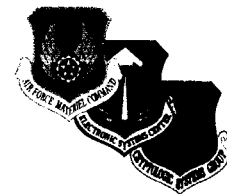
 - **Doesn't Fit Functional COBRA Model Well**

- intel not included in "look"

- ◆ **Special Capabilities**



Somewhere . . .



- **Mission Plans With [redacted] Enabled by CPSC**
- **Uses a Call Sign... Protected by CPSC**
- **Talks Securely... [redacted] Protected by CPSC**
- **Navigates With [redacted]... Protected by CPSC**
- **Lands at a Base... Protected by CPSC**
- **Weapons Secured... by CPSC**

Protects Resources, & Mission

Protects [redacted]... by CPSC

Cryptologic Systems Group

“Ensuring Information Superiority and Agile Combat Support”

CPSG Points of Contact:

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210-977-2253

ronnie.carter@lackland.af.mil

Ms. Diane Salazar – CPSG BRAC Response Team Lead

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diane.salazar@lackland.af.mil

**Cryptologic Systems Group (CPSG)
230 Hall Blvd, Ste 126
San Antonio TX 78243
DSN: 969-2253, COMM 210-977-2253**

UNCLASSIFIED

Cryptologic Systems Group

“Ensuring Information Superiority and Agile Combat Support”

Questions?

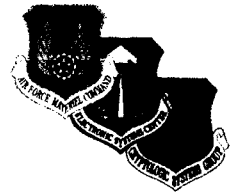


UNCLASSIFIED



Before Recommendation to BRAC

Customer – CPSG Relationship



Current



Customer



Acquisition

Depot Maintenance

Inventory Control Point

Consumables

Integrated Material Mgt

Packaging, Handling,
Storage &
Transportation



After Recommendation to BRAC

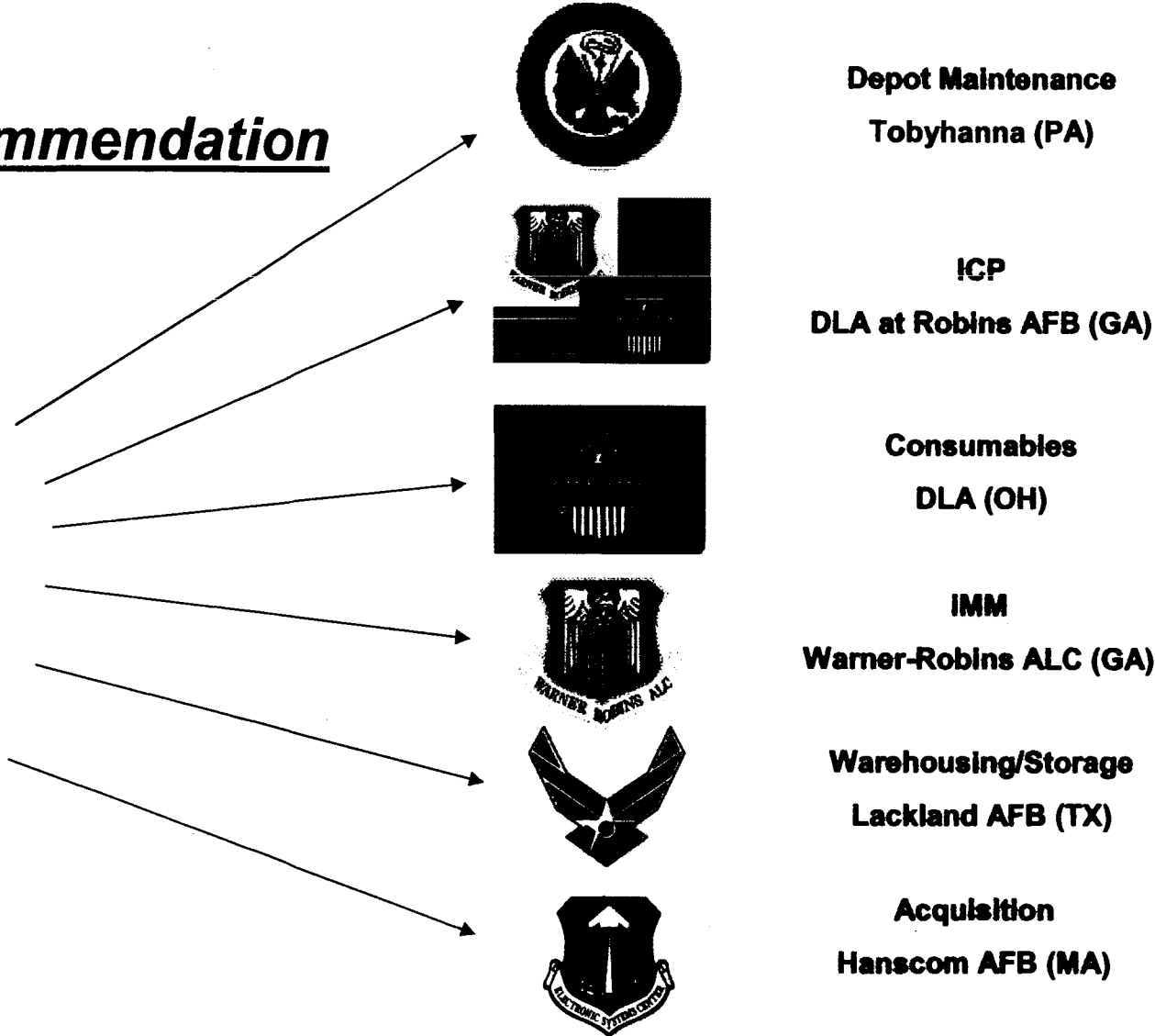
Customer – Multiple Providers



DoD Recommendation



Customer



Cryptologic Systems Group

“Ensuring Information Superiority and Agile Combat Support”

Classified Briefing

UNCLASSIFIED

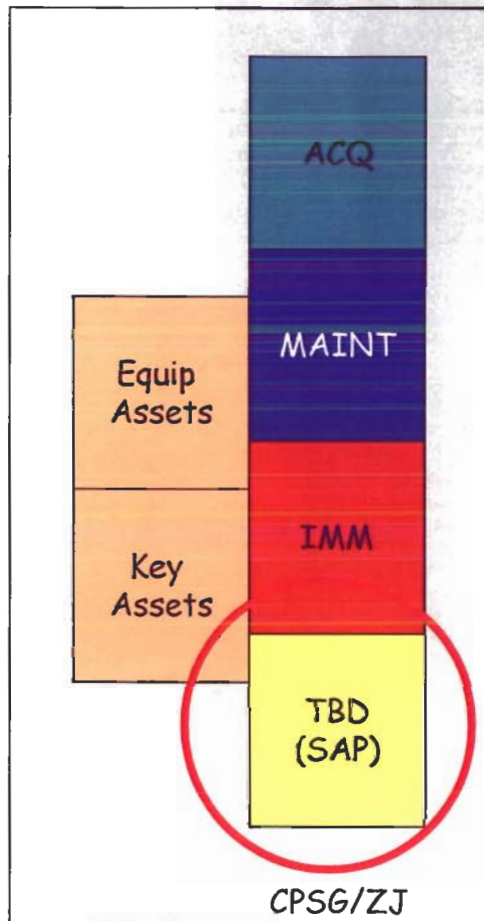


Classified Briefing Take-Away

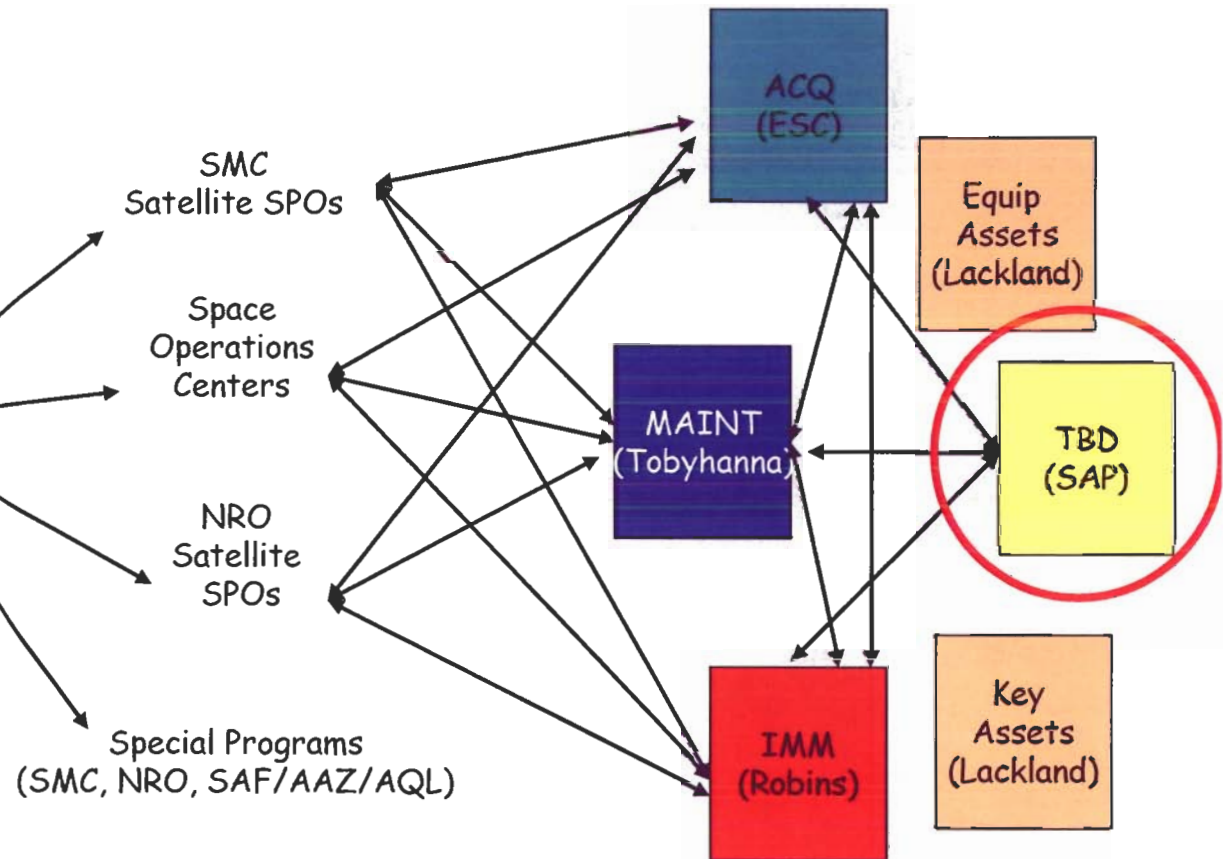
Re-alignment Recommendation



From Co-Located



To Functionally Aligned



Customer Base

Cryptologic Systems Group

“Ensuring Information Superiority and Agile Combat Support”

Backup Slides

UNCLASSIFIED



DoD BRAC 2005 Recommendations

Disconnects*



(Roll-Up)

◆ Personnel

- **Manpower Shortage for C4ISR Acquisition Workload (TECH 0042)**
 - **44 Billets Identified To Transfer In COBRA TECH 0042**
 - **Out-Year Growth In Billets Not Addressed**
- **Contractor Billets Not Addressed - CPSG Has 259 Embedded CMEs (IND 0086/TECH 0042/S&S 0035R)**
- **137 Civilian Billets with Zero (0) Military Identified (IND 0086)**
 - **Tech Applications Maintenance is Supported by 100% Military**
 - **Space & Air/Ground Crypto Supported by 54% Military**
 - **Five Army and Five Navy SIGINT Maintenance Personnel Not Identified**
 - **One (AIA) ESSA Program Military Billet Not Addressed**
 - ~ **Stand-Alone Mission Directed Through Air Intelligence Agency**
 - **AETC-OL (Keesler Co-located With CPSG Not Addressed)**
 - ~ **Train Both Space and Terrestrial Crypto Maintenance Personnel**

* **DIRECT COBRA DISCONNECTS**

* **DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



DoD BRAC 2005 Recommendations

Disconnects*



(Roll-Up)

◆ Personnel

- **Personnel Mix Identified Incorrectly (S&S 0035R)**
 - **Manpower For Stock, Store, Issue And Distribution (SSID) Functions**
 - ~ **Zero Personnel Left In Place For SSID Support**
 - **Six Army and Six Navy COMSEC (EKMS - Key Mgmt) / SIGINT (CSSA – National Intel) Positions Not Identified**
- **Incorrect Number Of Personnel Identified (17) For DSC-Columbus Consumable ICP Support (S&S 0035R)**
 - **Stocklisted Consumable Workload at CPSG Equals Two FTEs**
- **No Personnel Identified To Perform Procurement Management And Related Support Functions For Depot Level Repairables (S&S 0035R)**

* **DIRECT COBRA DISCONNECTS**

* **DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



DoD 2005 BRAC Recommendations Disconnects*



(Roll-Up)

◆ MILCON

- Hanscom AFB Facility Requirements (TECH 0042)**
 - Secure Facility Requirements Not Addressed In COBRA Data As Part Of MILCON**
 - ~ None Identified By Appropriate Facility Activity Code (FAC)**
 - Contractor Personnel Will Also Require Secure Facilities**
 - FY07 Start Date Probably Not Feasible In The Event MILCON Is Required**

- No MILCON Identified In COBRA Data (IND 0086)**
 - Space Environmental Test Facility**
 - ~ Ex. Vibration Isolated Foundation (SVIF) Slab**
 - Runway Requirements (ICBM, USAEDS, and Special Project Missions (Eleven-thousand Foot Runway Essential For WC-135 Aircraft))**
 - FY07 Start Date Probably Not Feasible In The Event MILCON Is Required (Industrial/Depot Maintenance)**

*** DIRECT COBRA DISCONNECTS**

*** DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



DoD 2005 BRAC Recommendations Disconnects*



(Roll-Up)

◆ MILCON

- Facility Type Not Correct For CPSG IMM Reqs (S&S 0035R)**
 - ~ Secure/SCIF Office Space Not Identified At All**
 - ~ Robins AFB MILCON For All Inbound Equals \$9.4M**
 - MILCON For CPSG Secure Facilities, Special Access Programs Equals \$9.4M Alone**

*** DIRECT COBRA DISCONNECTS**

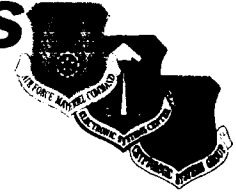
*** DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



DoD 2005 BRAC Recommendations

Disconnects*

(Roll-Up)



◆ Funding

- **Discrepancy In Equipment Movement Cost (IND 0086)**
 - **\$3.052M For Movement Of Depot Maintenance Equipment Incorrect**
 - ~ **Lackland (CPSG) Certified Estimate Significantly Higher At \$25.5M**
 - **Additionally, Must Include \$4.8M Certified Recurring Transportation Cost (Direct Annual Cost To Move Equipment Between Warehouse And TYAD) (IND 0086 & S&S 0035R)**

- **One Time Cost for Spare Pipeline Assets (IND 0086)**
 - **\$105.2M Not Reflected In COBRA**
 - **Required For Space, Ground, And SIGINT**

- **Duplicate Classified Intelligence & Logistics Networks And Communications Required (IND 0086/TECH 0042/S&S 0035R)**
 - **Must Be Approved And Established At All Gaining Locations**
 - **Cost / Manpower To Be Determined**

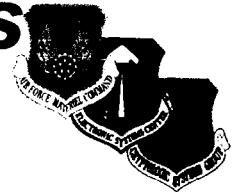
* **DIRECT COBRA DISCONNECTS**

* **DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY**



DoD 2005 BRAC Recommendations

Disconnects*



(Roll-Up)

◆ Other

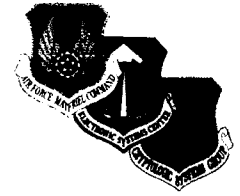
- **Continuity Of Operations Requirements (S&S 0035R)**
 - **Electronic Key Management System (EKMS) – Tier 1**
 - ~ 24/7 (DoD) Operations Support to over 800 Tri-service Customers
 - ~ Provides Cryptographic Keying Material via Tier 1 System and Classified Closed Network Bulletin Board (located @ DISA-Kelly USA)
 - ~ Ensures 100% Accountability for Fielded Classified Keying Material
 - Collocation of CPSG Key Managers and DISA Activity Required Due To Closed Network Encrypted (Point-to-Point) Requirement
 - **Voice Call Sign (VCS) System**
 - ~ 24/7 Operations Support (Call Sign & De-confliction) to 600 Customers
 - ~ Direct Customer Access Via NIPRNET and (Classified) SIPRNET
 - **ICBM (Peacekeeper And Minuteman III) SCIFed, Two-Person-Control Electro-Magnetic Interference Shielded Lab (IND 0086)**
 - ~ 24/7 Operation; One Of A Kind In DoD
- **Anticipate Negative Impact To Negotiated Contract “Repair & Return” Times (Currently 5 Days)**
 - **SIGINT CSSA Mission Support (NSA Policy 6-2 Requirements)**

* DIRECT COBRA DISCONNECTS

* DRAFT DISCONNECTS IDENTIFIED IN AFMC (MAJCOM) SITE SURVEY



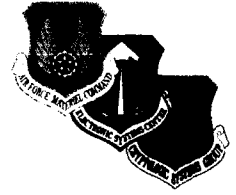
Military Value



-
- ◆ **Current Mission Capability And The Impact On Operational Readiness Of The Total Force Of The Department Of Defense, Including Impact On Joint Warfighting, Training, And Readiness**
 - **Space, CSSA, Key Management Operations Are DoD Missions**
 - **Capabiltilles Or Resources Are Not Redundant To Existing Capabilities Resources At Gaining Activities**
 - **All Necessary Capability – Co-located**
 - **Functional Re-alignment Adds Physical And Organizational Time To Support Warfighter**
 - **More Time = More Money = Decreased Readiness**



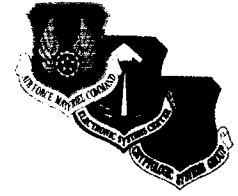
Military Value



-
- ◆ **The Availability And Condition Of Land, Facilities, And Associated Airspace...at Both Existing And Potential Receiving Locations**
 - **Special Programs And AFTAC Missions Require Immediate Access To Military Runway**
 - **Maintenance Facilities At Gaining Activity Do Not Meet Current Requirements To Satisfy National Space Mission**



Military Value



-
- ◆ **The Ability To Accommodate Contingency, Mobilization, Surge, And Future Total Force Requirements**
 - **Space, CSSA, Key Mgt Operations, And AFTAC Missions Are Primary Workloads Supporting Specific User Activities**
 - **Not True Commodity Items**
 - **Use Non-Standard Accounting & Management Systems**
 - ~ **National Policy & Customer Requirements Drive Non-Standard Operations**



Military Value



◆ **The Cost Of BRAC Recommendations**

- **\$181.4M One-Time Cost To Realign CPSG**
- **\$3.6M Net Recurring Cost Per Year**
- **\$201M NPV To Realign CPSG**
- **\$6.7M Annual Recurring Cost to Execute SSID (potential)**
 - **If organic billets not recouped from original BRAC recommendations impacting the CPSG**



ACRONYM LIST

| | |
|----------------|--|
| ACQ | Acquisition |
| AFB | Air Force Base |
| AFIWC | Air Force Information Warfare Center |
| AFTAC | Air Force Technical Applications Center |
| AIA | Air Intelligence Agency |
| ALC | Air Logistics Center |
| BRAC | Base Realignment and Closure |
| C4ISR | Command, Control, Communications, Computers, Intelligence, Surveillance, Reconnaissance |
| CME | Contractor Man-year Equivalent |
| CPSG | Cryptologic Systems Group |
| CSSA | Consolidated SIGINT Support Activity |
| DLA | Defense Logistics Agency |
| DOD | Department of Defense |
| EKMS | Electronic Key Management System |
| ESC | Electronic Systems Center |
| ESSA | Electronic Systems Security Assessment |
| FTE | Full-Time Equivalent (manpower) |
| IA | Information Assurance |
| ICBM | Intercontinental Ballistic Missile |
| ICP | Inventory Control Point |
| IMM | Integrated Material Management |
| NIPRNET | Non-secure Internet Protocol Router Network |
| NPV | Net Present Value |
| NRO | National Reconnaissance Office |
| NSA | National Security Agency |
| SAP | Special Access Program |
| SCIF | Sensitive Compartmented Information Facility |
| SIGINT | Signals Intelligence |
| SIPRNET | Secure Internet Protocol Router Network |
| SMC | Space and Missile Systems Center |
| SPO | System Program Office |
| SSID | Stock, Store, Issue, Distribute |
| TYAD | Tobyhanna Army Depot |
| USAEDS | United States Atomic Energy Detection System |
| VCS | Voice Call Sign |