

**06/25/13
Alaska Military
Industry
Strategic Plan,
Summary
Briefing of
Findings and
Recommendations**

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Industry Strategic Plan, Summary Briefing of Findings and
Recommendations</SUBJECT><COMM>JASC28</COMM></TARGET>



Alaska Military Industry Strategic Plan

Summary Briefing of Findings &
Recommendations

April 1, 2013

HYJEK & FIX, INC.



Overview



- ❑ **BRAC 2005 Experience and Success**
 - Statewide coordination and strong partnerships between installations / community advocates / State officials were critical to past success.

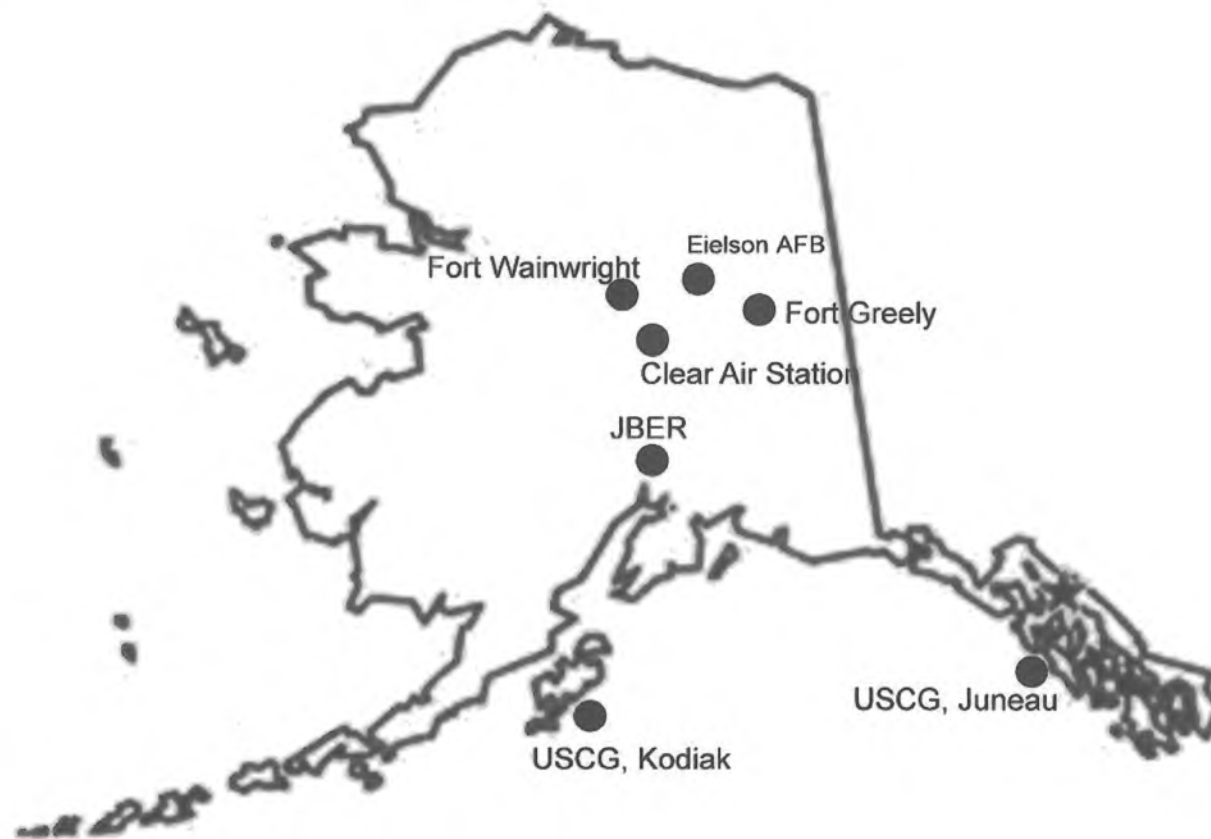
- ❑ **Federal Defense Budget Factors Driving Re-establishment of the Base Task Force**
 - Budget Control Act Reductions
 - Force Structure Adjustments
 - Potential Base Realignment & Closure (BRAC) activities

- ❑ **Partners in a Coordinated Strategy, Activities and Advocacy**
 - State of Alaska
 - AMFAST
 - Community Military Affairs Councils
 - Alaska Congressional Delegation
 - Installations – when and where appropriate

- ❑ **Analysis and Strategic Plan Development**
 - Next steps in moving forward together



Alaska's Major Military Installations





Strategic Plan Development



Strategic Plan Development

- Participants in the analysis included: the installations, the Alaska Military Force Structure and Advisory Team (AMFAST), the Alaska Department of Military & Veterans' Affairs, Department of Defense, the Alaska congressional delegation, the State of Alaska, and the State's consultant.
- The process included gathering input drawing from multiple database resources, including DoD budget materials, Military Service BRAC 2005 and subsequent Force Structure analyses, along with information provided Alaska installations and their surrounding communities.
- While the Strategic Plan includes data regarding US Coast Guard presence in Alaska, the Coast Guard is NOT subject to the BRAC process (if one should occur).

Review Process

- Data and analysis was compiled and findings were shared with installations, AMFAST's Senior Advisory team, and Alaska State officials for review with feedback guiding revisions.

Information Sharing and Joint Execution

- The analysis will be shared with installation community partners, beginning the process of a joint State-local action plan to preserve and grow missions and resources.
- **NOTE: It is critical that this base analysis remain confidential to protect Alaska's installations against out-of-state competitors.**



Strategic Plan “Headlines”



□ Overall

- Unparalleled training space for both Land and Air Forces.
 - ✓ Absence of potential encroachment, virtually unlimited expandability, varying environs and instrumentation of ranges.
 - ✓ Opportunity with Army draw-down to develop an Arctic variant of the National Training Center where “force-on-force” training can be conducted at the Brigade level in Arctic conditions.

- Strategic location enabling power projection to Pacific and Europe.
 - ✓ Possessing this operational advantage is clear / translating it into a real advantage in the face of operational costs during constrained budget is another matter.

- Joint Role in Strategic Missile Defense
 - ✓ Integrated Greely / Clear missions.
 - ✓ The importance of the Strategic Missile Defense mission in Alaska has been highlighted by recent geo-political events and the commitment of additional resources to Alaska’s mission.

- Joint Basing in Anchorage demonstrates Command commitment to efficiencies.

- Military Family Quality of Life
 - ✓ Strong community and State support of military and military families.



Strategic Plan “Headlines” (cont.)



□ US Army

- Stryker / Airborne BCT's are highly valued in Army reduced Force Structure environment.
- Fort Wainwright ranked 1st among Army installations for training in The Army Basing Study(TABS) team analysis during BRAC 2005.

□ US Air Force

- Capacity and infrastructure at Eielson Air Force Base enables USAF to support surge operations in the Pacific Theater and expanded Tanker Mission.
 - ✓ US Air Forces Europe anticipated reductions / CONUS tanker re-balancing are key resources.
- JPARC provides joint operational environment with US Army, and with international partners.
 - ✓ Excellent network of low, medium and high level Military Training Routes between JBER – JPARC/Eielson.
 - ✓ F-35 Operations criteria match well with Alaskan USAF bases and complement F-22 operations – particularly for 5th Generation “force on force” training.
- High value assets (F-22, C-17, Personnel Recovery Mission / Equipment) in Alaska Command (ALCOM).



Strategic Plan "Headlines" (cont.)



- **US Coast Guard**
 - High operations tempo and visibility of Coast Guard District 17 mission protects their sustainability in tight budget environment from major reductions.
 - Aviation assets in reasonably good shape at a time when Coast Guard aviation modernization budget will face increasing constraints.
 - ✓ Kodiak's HH-65 Dauphins could face need for Service Life Extension within 5-7 years.
 - ✓ HH-60T Jayhawks and C-130's are critical assets.
 - Criticality to maritime operations and maritime commerce to the region and the nation with the significant volume of trade and traffic in the region.



AMFAST / State of Alaska Priority Actions



1 Action Item: Actively Reduce Energy Costs to the Department of Defense in Alaska.

- A strong focus on cost reduction is critical for maintaining Alaska's bases and military missions in a constrained budgetary environment.
- Energy presents the greatest opportunity/challenge to impact cost reduction.
- A long-term solution may require the State to execute a strategy for conversion of coal-based energy generation in Northern Alaska to natural gas-based power generation to address military, community and economic development needs for lower life-cycle utility costs.

2 Action Item: Develop State, Community and Industry Partnerships that cut costs to Military Installations in Alaska.

- Promote State / Community compact with the U.S. Military for shared services initiatives designed to lower costs associated with operating and maintaining military installations in Alaska.
- Advance economic partnership opportunities for the U.S. Military in Alaska through the promulgation of military facility economic zones.



AMFAST / State of Alaska Priority Actions (cont.)



3 Action Item: Promote Awareness of Alaska's Strategic and Operational Value.

- An annual State-wide Delegation, led by the Governor, should travel to Washington for meetings with the Delegation, Administration (to include the Departments of Defense & Homeland Security) and Senior Pentagon leaders to discuss specific areas / issues of mutual interest relating to the Alaskan military industry.
- The Governor and AMFAST team should conduct a formal outreach program to our counterparts in the State of Hawaii and with the PACAF / PACOM commanders.
- Alaska should lead a collective, regional effort of Alaska, Washington and Hawaii to develop a more coherent and strategic "story" of our collective impact on supporting the Administration's current emphasis on the Pacific Rim in its National Military Strategy, within the context of hearings, Military Associations and Professional Studies conducted on military policy in the region.
- Alaska should examine options for regional collaboration with Washington State given the predominant role these two locations have on access to the northern Pacific Rim and the special relationships with exist between Army elements at Joint Base Lewis-McChord with US Pacific Command.
- The State should consider commissioning a study by the Center for Strategic & International Studies to discuss the strategic importance of Alaska's location from a military, commerce and scientific perspective – to include the importance of the Arctic as noted by two Presidential Decision Memorandums.



AMFAST / State of Alaska Priority Actions (cont.)



4 Action Item: Strengthen Relationship between the State of Alaska, ALCOM, USARAK, and U.S. Coast Guard District 17.

- Establish and sustain an Alaska Senior Leader outreach effort including Headquarters staff in the Pentagon and pertinent Major Commands impacting Alaskan Units/Installations.
- This effort must include PACAF and be focused on how this collaboration will reduce costs to the Department of Defense, sustain operational effectiveness and support the National Military Strategy.

5 Action Item: Leverage Opportunities Presented by U.S. Military Force Structure Adjustments to Expand the Military Industry in Alaska.

- Eliminate Single Squadron Wing marker for Eielson AFB by pro-actively consolidating other single squadron airframes (F-16's from Spangdahlem, Germany) to Eielson.
- Secure excess equipment as Army downsizing progresses to establish a Total Force Joint Winter / Rough Terrain Warfare Training Center located at Ft. Wainwright.



AMFAST / State of Alaska Priority Actions (cont.)



6 Action Item: Explore Infrastructure Improvements Needed to Expand Search & Rescue Capabilities Provided by the Alaska National Guard and the United States Coast Guard.

- Outreach to other Search & Rescue Unit states / Congressional Delegations to collaborate in securing needed modernization funding and personnel requirement relief as a block of States to address shortfalls caused by the continued shifting of Major Command oversight for these units which have left them under-resourced.
- Recruitment and retention incentives must be expanded to enable the Alaska Air National Guard to be on par with the national average of 94.0% manning levels versus current mid-high 80 percentile.

7 Action Item: Enhance Quality of Life Initiatives for Military Service Members living in Alaska.

- Advance regulations and/or legislative measures focused on quality of life improvements for service members and their families.



Additional Recommended Courses of Action Infrastructure



Infrastructure -- Basing Costs State-Wide

- Shared Services Inter-Governmental Agreements approved by Congress in the Fiscal Year 2013 National Defense Authorization Act.
 - ✓ Examples include, but not limited to, waste treatment, energy services, road services and road maintenance and family support services.
 - ✓ Option to participate in USAF "table top" Shared Services exercises with the support of the Alaskan Command.

- Update land-use agreements in place to ensure all steps taken for compatible development, and to preclude potential physical or "virtual" encroachment.
 - ✓ DOD is now looking at all installations for existing or potential future encroachment as well as "virtual" encroachment such as spectrum constraints, environmental issues such as air quality, etc.



Additional Recommended Courses of Action Infrastructure (cont.)



Infrastructure – US Army

- Explore options with ALCOM for a State-funded / cost-shared movement of the Muldoon Gate at JBER to provide better access to the Medical Center for Veterans / off-post military families.
- Consider Enhanced Use Lease, and other non-traditional financing options for dual-use facilities.
- Addition of a Military Operations in Urban Terrain (MOUT) range at JBER for use by the 4th BCT (Airborne).
 - ✓ A MOUT training at Richardson would provide a small footprint, lower-cost, realistic training environment for the soldiers of the 4th BCT /25th ID for execution of live, virtual and constructive training.



Additional Recommended Courses of Action Infrastructure(cont.)



Infrastructure – US Air Force

- Secure USAF commitment to allocate funding for Eielson Live Ordnance Loading Area (LOLA) south ramp expansion / upgrades critical to continued flight ops for the 354th FW and other users.
- As decisions are secured which could enhance the 168th Air Refueling into an Active Association, with an increased number of aircraft, comes the potential of “new mission milcon” for expansion and renovation of 168th's Maintenance (MXG) and Operating (OG) facilities.
- Explore non-traditional options to fund 212th Rescue Squadron aircraft hangar facilities at Eielson and North Slope.
 - ✓ Options for Enhanced Use Lease, in conjunction with fishing, oil & gas industries, to construct the North Slope hangar given the importance of that facility to the 212th for safety / search & rescue missions critical the commercial operations in the North Slope region.
- Ensure USAF retains the Eielson Contingency Dormitory and blue-coded buildings identified in the 18th AGR SATAF report, along with funds to maintain them in good working condition.
- Address options with HQ, Air National Guard and the Delegation to accelerate funding for 176th Aircraft Support Equipment Storage facility at JBER for aircraft ground equipment.
- Develop utilization / modification plans for former F-15 hangars at JBER and North Bays at Eielson (currently used for Red Flag aircraft) to retain their utility and use for future missions.



Additional Recommended Courses of Action New Missions / Mission Expansion



- **US Army**
 - Obtain US Army approval for assignment of Gray Eagle Unmanned Aerial System for operations by 25th ID from Eielson AFB in JPARC for Joint operations between 1st Stryker Bde and USAF / Alaska Air Guard assets.

 - Study options to add Air Cavalry attack elements reconnaissance and troop transport elements in the 1-52 Aviation Brigade at Fort Wainwright as Army Force Structure adjustments open up availability of assets..

- **Total Force (Army / Air Force & National Guard)**
 - Network vehicle and aircraft simulators (data link or "dark fiber") at Forts Wainwright and Richardson (JBER) with Gray Eagle UAS / manned aircraft operations from Fighter Wings to provide Joint Force / Full Spectrum live, virtual and constructive training.
 - ✓ Examples already exist in CONUS locations with multiple integrated sites.



Additional Recommended Courses of Action New Missions / Mission Expansion (cont.)



US Air Force

- The Governor of Alaska, local impacted communities and the Congressional Delegation have formally urged the Air Force to include a Potential Alternative in the ongoing Eielson EIS which would explore the movement of the 480th Fighter Wing in Spangdahlem to Eielson AFB to robust the 354th Fighter Wing.

- Identify options to robust the 168th Air Refueling Wing to a 12 Primary Aircraft Authorized Wing of KC-135R refueling tankers. Resourcing options to be explored included KC-135R's which flow-down from ongoing KC-46A basing decision and/or other sources of airframes.
 - ✓ Convert the 168th to an Active Association, consistent with the 154th Wing in Hawaii.

- Seek a Distributed Common Ground System and associated Remote/Split Operations Unmanned Aerial Systems mission for world-wide missions by the Alaska Air National Guard at Eielson to complement Army/Air Force Gray Eagle Launch & Recovery Efforts within JPARC.



Additional Recommended Courses of Action Equipment Modernization



US Army

- Examine procurement of additional material handling and loading equipment needs which will enhance US Army Alaska elements at JBER to deploy more efficiently.

US Air Force / Air National Guard

- Active proponency by the State, in conjunction with the Congressional Delegation, for USA to program funds for the standardization of 3rd Wing's fleet to Block 17 standard with Extended Range Fuel tanks.
- Initiate actions to secure National Guard & Reserve Equipment Account (NGREA) funding for SABRE Arm and Sensor (Synthetic Aperture Radar) pods to be integrated on 176th Air National Guard Wing C-130's to enhance Search & Rescue operations.
- Facilitate discussions for US Coast Guard inclusion in purchase options for Combat Rescue Helicopter in conjunction with 17th District / USCG aviation modernization.



Additional Recommended Courses of Action Military Personnel / Quality of Life Issues



- Regulations and Legislative Measures to Enhance Quality of Life**
 - Facilitate military Spousal Employment through legislative and administrative actions to accept vocational / professional certifications (teachers, nurses, etc) issued to military spouses in other States.
 - Provide in-state tuition rates to the military dependents who become of college age while in the State of Alaska during their parents' military assignment and enable them to retain those rates if their parents are reassigned from Alaska, but the military dependent remains in-State to complete their education.
 - Provide preferred employment status to Alaska National Guard personnel who have completed five (5) or more years of service with the Alaska Guard for State employment positions.
 - Provide to both National Guard service-members an enhanced post-secondary education financial aid package of no-interest loans and/or subsidization of curriculum related to their National Guard duties.



State, Community & Delegation Collaboration



- Speak and act with one voice – State / local coordination**
 - History has shown that the State of Alaska and each installation benefit from coordinated messaging and a unified statewide advocacy strategy.
 - Understand the federal audience. In communications with members of the Alaskan delegation, State/local impacts are critical. When communicating with other congressional leaders or with DoD, it is necessary to communicate why the retention and/or expansion of the base and its mission are of value / importance to DoD and why retention of the base is cost effective.
 - Designate primary POCs at supporting community organizations for regular communication and coordination with the State.

- Lay out a Community and a State Legislative Strategy that will augment State of Alaska advocacy for each Alaska military installation.**

- Provide updates to State to inform regular engagement with Defense authorizers / appropriators.**
 - Involvement of members on congressional defense authorizing / appropriating committees if of critical importance. All will be regularly engaged on the State's strategic efforts to strengthen all installations.



State, Community & Delegation Collaboration (Cont.)



- Expand community support and engagement.**
 - Already exceptional at Eielson, community engagement can continue to grow for Wainwright and for JBER.
 - Engage with installation leadership on areas of collaboration that strengthen the future of the base and community.

- Monitor potential BRAC legislation, Force Structure Adjustments, Defense budget impacts on base.**

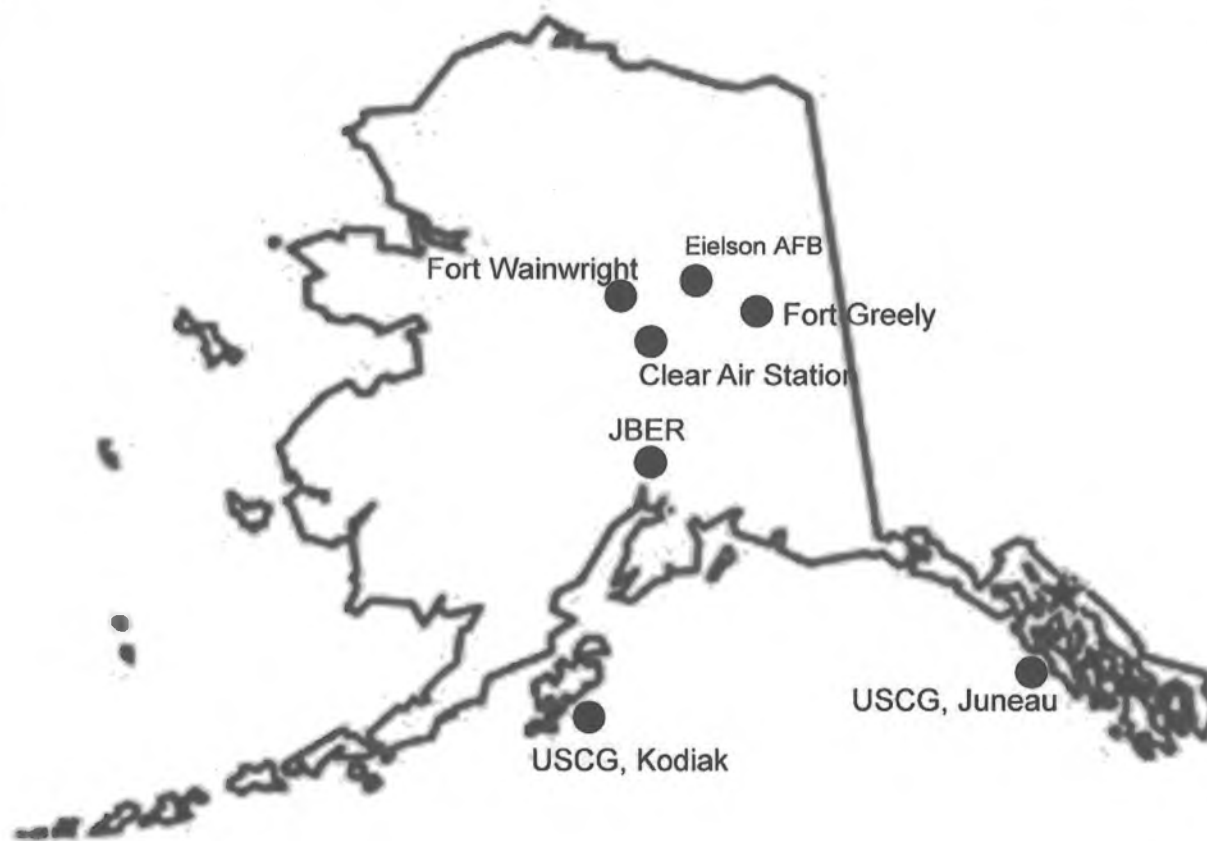


Back-up Slides

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Alaska's Major Military Installations





BRAC 2005

Actions in Alaska



□ BRAC 2005 Actions Summary

- **Kulis Air Guard Station Closure**
 - ✓ Moved 176th Air Guard Wing to Elmendorf / added 4 C-130's to the 176th.
- **Galena Forward Operating Location Closure**
 - ✓ Added as a closure by the Commission.
- **Eielson AFB Realignment**
 - ✓ USAF proposed realignment of Active tactical aircraft from Eielson.
 - ✓ Commission kept Eielson open, realigning only A-10's to Barksdale (LA) while retaining the 354th Fighter Wing's F-16's.
- **Elmendorf AFB / Ft. Richardson Realignment**
 - ✓ Approved the creation of Joint Base Elmendorf - Richardson
 - ✓ 176th Air Guard Wing approved for realignment to Elmendorf from Kulis as proposed by USAF.
 - ✓ Commission approved USAF recommendation to relocate 24 F-15's to make room for the addition of F-22's to the 3rd Wing.
- **Ft. Wainwright Realignment**
 - ✓ Approved the Army recommendation to realign the Headquarters for the Cold Regions Test Center back to Ft. Greely where it existed prior to BRAC 1995.



2005 BRAC CRITERIA



1. Current and future mission requirements and **the impact on operational readiness** of DoD's total force, including impacts on joint warfighting, training and readiness.
2. The **availability and condition of land, facilities, and associated airspace**, including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain and staging areas for the use of the Armed Forces in homeland defense missions, at both existing and potential receiving locations.
3. The **ability to accommodate contingency, mobilization, and future total force requirements** at both the existing and potential receiving locations to support operations and training.
4. The **cost and manpower implications**.
5. The **extent and timing of potential costs and savings**, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The **economic impact** on existing communities in the vicinity of military installations.
7. The ability of both the existing and potential receiving communities' infrastructure to **support forces, mission, and personnel**.
8. The **environmental impact**, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.



BRAC 2005 Timelines



Apr 15, 2003:	OSD report outlining specific functions to receive joint analysis and the metrics for analysis.
Dec 28, 2003:	Proposed Selection Criteria for base closure published in Federal Register.
Feb 12, 2004	Final Criteria Released.
Mar 23, 2004:	Submission of force structure plan, requirement for BRAC, and certification on annual savings by SecDef.
Mar 15, 2005:	President submits nominations for nine Commissioners to Congress.
May 16, 2005:	DOD recommendations for installation closures and realignments published in Federal Register.
Jul 1, 2005:	GAO review of recommendations sent to the President and Congress.
Sep 8, 2005:	Commission submits its recommendations to the President.
Sep 23, 2005:	President must approve or disapprove Commission recommendations.
Oct 20, 2005:	If list is rejected, Commission must submit revised recommendations.
Nov 6, 2005:	President must transmit approved list to Congress.



Key Differences in BRAC / Force Structure Adjustments



□ Key Considerations for Future BRAC / Force Structure Adjustments (FSAs)

- BRAC relies on data from previous fiscal years to inform analysis and decision making. Thus, a BRAC in Fiscal Year (FY) 2015, if it occurs, would draw heavily on existing data from FY 2013.
- Where force structure adjustments focus primarily on cost and contribution to national defense, BRAC looks at these factors and many others, including economic impact and environmental issues (i.e. encroachment). This distinction is important to acknowledge when advocating for installations, as relevant points of emphasis will vary depending on the nature of the process.
- BRAC requires a transparent process with an independent Commission review of recommendations and supporting data – with Congressional approval of the Commissions Findings & Recommendations.
- Force Structure Adjustments, properly executed, are outside the scope of BRAC and, while subject to Congressional review, do not require Congressional approval for execution.
- Personnel reduction targets announced by DOD in early 2012 to meet budget targets from the Budget Control Act of 2011 include downsizing by:
 - ✓ Army (72,000)
 - ✓ Navy / USMC (25,000)
 - ✓ Air Force (9,900)



Force Structure Adjustment Actions in Alaska Ongoing / Since 2005



□ Force Structure Adjustments ongoing with impact in Alaska

- In March 2012, the US Air Force proposed a series of Force Structure Adjustments which included the transfer of the 18th Aggressor Squadron from Eielson AFB to Joint Base Elmendorf – Richardson (JBER).
 - ✓ Implementation was deferred due to legislative action by the Delegation.
 - ✓ The proposed “relocation” is now the subject of an ongoing Environmental Impact Statement process.
 - ✓ Remains an ongoing issue.

- Also in March 2012, completion of 16th Combat Aviation Bde (CAB) realignment with Ft. Lewis, WA initiated in 2010 (Fort Wainwright) was announced.
 - This executes a previously agreed upon action on the division of 16th CAB assets moved from Fort Carson, and places the Headquarters, and Headquarters Company, at Joint Base Lewis-McCord (WA).

- In February 2013, the Army published a 2020 Force Structure Draft Programmatic Environmental Assessment (PEA) which included Fort Wainwright & Fort Richardson (JBER) as potentially impacted sites.
 - ✓ Impact at sites likely to be a minimum of 1,000 military personnel (potential to gain up to 3,000 or to lose up to 8,000 military personnel).
 - ✓ Formal public comments have been submitted by the State of Alaska, the Congressional Delegation, and impacted communities to the Draft PEA.