BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of October 8, 2004

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

Mr. Wynne began the ISG by discussing his meeting with the Secretary of Defense about the Base Closure process to date. He stated that he informed the Secretary about the need to have an Infrastructure Executive Council (IEC) meeting in the near future. He added that the Secretary wanted to know how the Combatant Commanders were going to be informed about the BRAC process. In response, the ISG agreed to convey to the Combatant Commanders an overview of the process, highlighting the Joint Cross Service Group (JCSGs), Military Department Strategies, and providing illustrative examples of some scenarios would be appropriate. Mr. Wynne and the ISG also briefly discussed the agenda for the proposed IEC meeting. The ISG agreed that the IEC should be briefed on representative scenarios being examined by the JCSGs and Military Departments.

Mr. Wynne then turned the meeting over to Mr. Pete Potochney, Director of the OSD BRAC Office. Mr. Potochney reviewed the BRAC process to date using the attached slides. Mr. Potochney reminded the ISG of the two approaches for scenario development and analysis: Data Driven and Strategy Driven (Military Judgment) - Data Verified that comply with the BRAC statute. He also noted that the ISG agreed that JCSGs and Military Departments would use the quality checklist discussed at the last ISG meeting when briefing scenarios and candidate recommendations. In addition, JCSGs and Military Departments will provide more detailed information for candidate recommendations in the format at attachment 3.

Mr. Potochney then reviewed the status of scenarios residing in the ISG scenario-tracking tool. He noted that a preliminary categorization of the existing scenarios revealed that many of the scenarios did not contain sufficient information to facilitate assessment of where scenarios overlap or conflict with other scenarios. After discussion, the ISG agreed to empower the BRAC DASs to enforce scenario specificity to enable de-confliction and ISG oversight. As part of the discussion, Mr. Wynne emphasized the need for both JCSGs and Military Departments to develop specific scenarios and register them in the ISG scenario-tracking tool as soon as possible.

The ISG also discussed metrics that might be used to quantify JCSG, Military Department or DoD-wide BRAC recommendations by function. The ISG emphasized that these metrics are not goals of the analysis, but rather a method to quantify results.

Mr. Wynne then turned over the meeting to Mr. Charles Abell, Chairman of the Education and Training JCSG, who briefed the ISG on his group's scenarios. The ISG and Mr. Abell agreed to the following:

- Flight training issues related to different service training doctrines are being worked within the JCSG and will be reviewed by the ISG.
- The scenarios presented are not based on data, but on strategy—data will validate the scenarios.
- Reciprocal scenarios for flight training consolidation scenarios will be analyzed.
- Lessons learned from prior Interservice Training Review Organization studies have been used to inform the scenario development process.
- Consolidating professional development education to one government facility will be evaluated as a scenario complementing the scenario to privatize professional development training.

Following Mr. Abell's presentation, Dr. Craig College, Deputy Assistant Secretary of the Army for Infrastructure Analysis, briefed the ISG on Army scenarios using the attached slides. Some highlights from Dr. College's briefing are:

- Army strategy supports the Army vision of having a campaign quality Joint and Expeditionary Army positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that projects power, trains, sustains and enhances readiness and well-being of the joint team.
- The Army is working closely with JCSGs to develop its scenarios and has scenarios that are operationally driven and that complement JCSG scenarios to enable the Army to close installations that have low military value scores.
- Both the Joint Action Scenario Team and the reserve Joint Process Action Team evaluations are part of the Army scenario development process.
- Many Army scenarios that appear to be duplicative of JCSG scenarios in fact reflect how the Army is incorporating JCSG scenario approaches into their analysis of what scenarios it should analyze.

After the Army briefing, Ms. Anne Davis, the Special Assistant to the Secretary of the Navy for Base Closure, briefed the ISG on Navy scenarios using the attached slides. Highlights from her briefing include:

- The Department of Navy's organizational structure parallels the overall DoD BRAC structure.
- Department of Navy operational flag officers and senior civilians are involved in each step of the Navy process.

- Department of Navy overall approach is to balance efficiency against force protection and single points of failure.
- The scenario development process is rigorous and fully incorporates the actions of the JCSGs.
- Lower military value facilities will be closed consistent with overall Navy objectives (i.e. some lower military value facilities may remain open if facilities are necessary to support overall objectives).

After the Navy briefing, Major General Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs, briefed the ISG on the Air Force approach to scenario development. Highlights of General Heckman's presentation include:

- Overarching principles drive the Air Force scenario development process.
- Air Force has developed an analytical cueing tool that will rank facilities according to military value within nine categories (fighter bases, tanker bases, bomber bases, etc.)
- Guard and reserve components are participating in the Air Force goal of integrating guard and reserve forces with active forces.
- Base structures will reflect the Air Force goal to create cohesive units that support 10 Air and Space Expeditionary Forces.

As part of the Air Force briefing, Mr. Wynne stressed some concepts that are important for the BRAC process to succeed:

- The DASs are responsible for initial reconciliation of scenarios and the ISG will review the DAS's recommendations.
- Services should continue to plan on a 48-hour turnaround from question clarification to field response for scenario data calls with the services performing quality reviews of the data.
- JCSGs should accelerate their process to register scenarios as soon as possible.
- ISG members must ensure their IEC members are kept current on what is happening in the BRAC process because the IEC role will increase over time.

- The Secretary expects BRAC sensitive material to remain close hold.

Approved: _____
Michael W. Wynne
Acting USD (Acquisition Technology and Logistics)
Chairman, Infrastructure Steering Group

Attachments:
1. List of Attendees
2. Briefing slides entitled "BRAC 2005 Briefing to the ISG" dated October 8, 2004
3. Sample form: "Candidate Recommendation #_____"

Infrastructure Steering Group Meeting
October 8, 2004

Attendees

Members:

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

Alternates:

- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for Gen Michael Moseley, Vice Chief of Staff for the Air Force
- MG Kenneth Hunzeker, Deputy Director, J-8 for General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- VADM Justin McCarthy, Director, Materiel Readiness and Logistics for Admiral John Nathman, Vice Chief of Naval Operations
- MG Larry J. Lust, Assistant Chief of Staff for Installations for General Richard A. Cody, Vice Chief of Staff of the Army

Education and Training JCSG

- Mr. Charles S. Abell, Chairman, Education and Training JCSG
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD (Personnel and Readiness, Education and Training JCSG)

Headquarters and Support JCSG

- RDML Jan Gaudio, Commander, Naval District, Washington for Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- COL Carla Coulson, Chief of Staff, Headquarters and Service Activities JCSG

Industrial JCSG

- Mr. Jay Berry, Executive Secretary to the Industrial JCSG

Intelligence JCSG

- Ms. Deborah Dunie, Director, Analysis Office of the Deputy Under Secretary of Defense (Counterintelligence and Security) for Ms. Carol Haave, Chairman, Intelligence JCSG

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

Medical JCSG

- Lt Gen George Taylor, Chairman, Medical JCSG
- Col Mark Hamilton, Executive to the Air Force Surgeon General

Supply and Storage JCSG

- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. Ronald Sega, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering

Others:

- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)
- Col Dan Woodward, Branch Chief, Forces Division, Joint Staff, J-8
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- Mr. Philip Grone, Principal Assistant Deputy Under Secretary of Defense (I&E)
- Mr. Pete Potochney, Director, OSD BRAC
- CAPT William Porter, Senior Military Assistant to the Under Secretary of Defense (AT&L)
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC

BRAC 2005

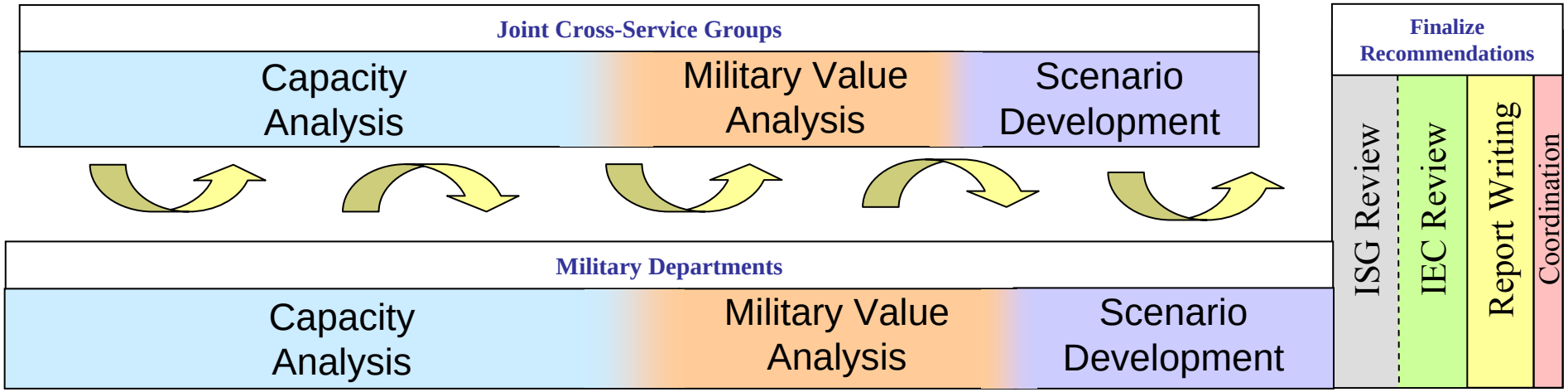
Briefing to the
Infrastructure Steering Group

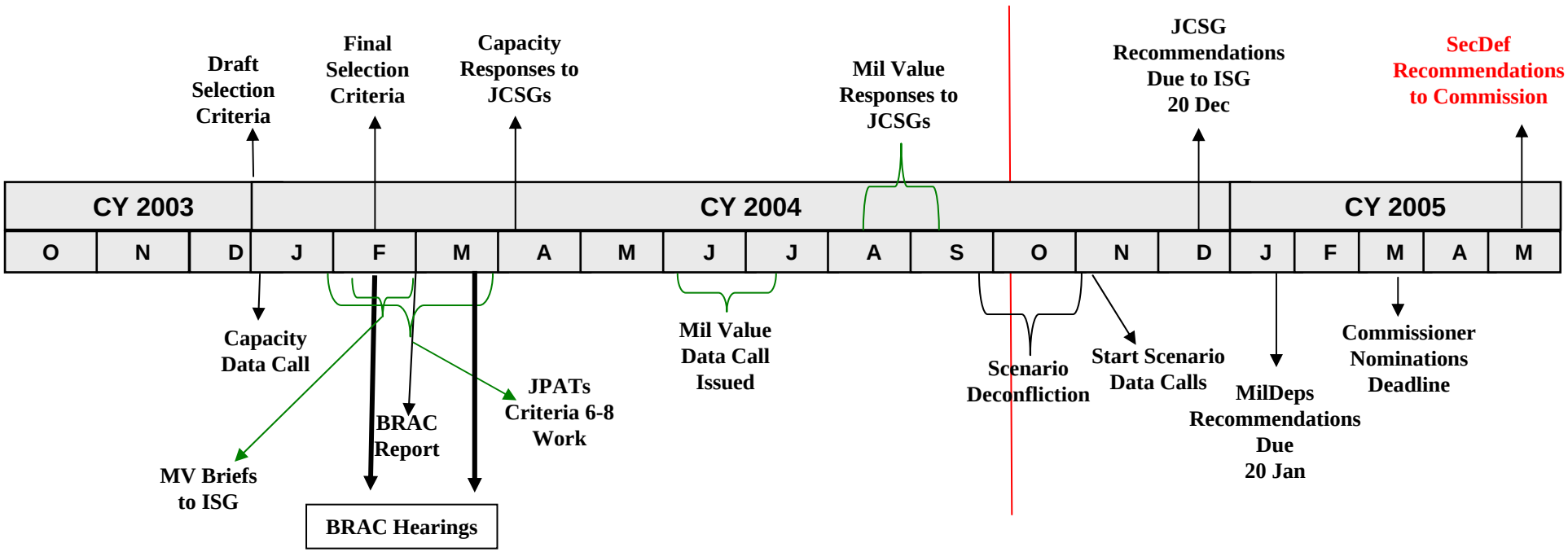
October 8, 2004

Purpose

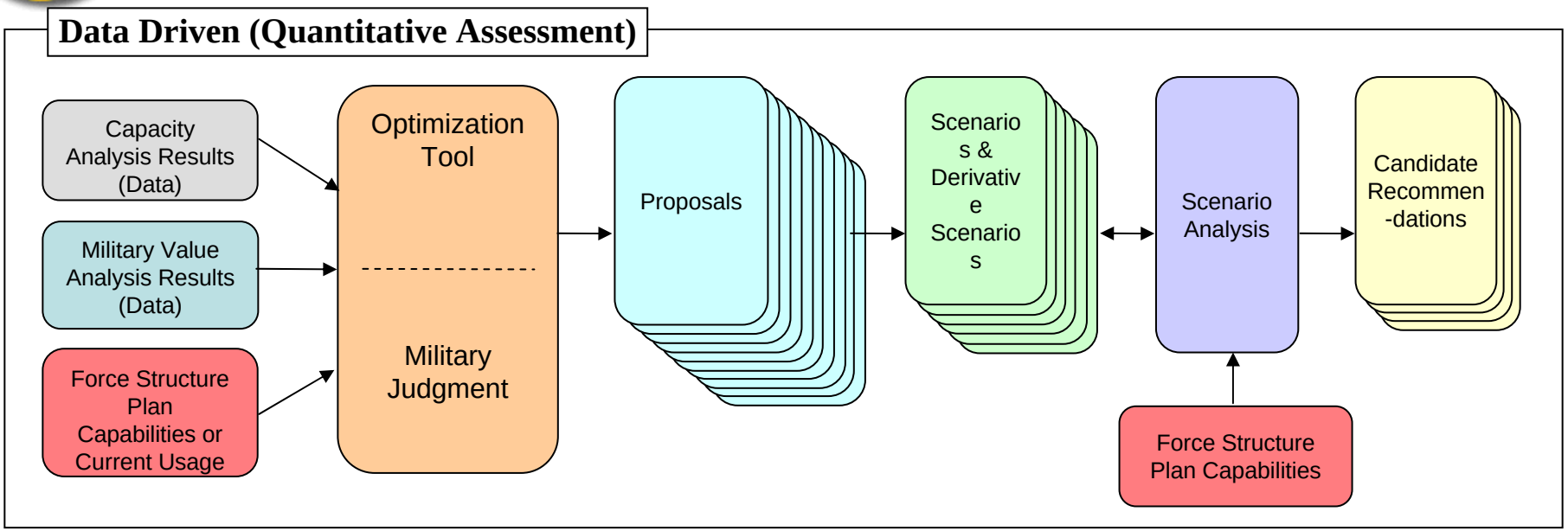
- Process Overview
- Scenario Development & Analysis - Quality
- Quantifying the Results
- Registered Scenarios - Status
- Scenario Briefings
  - Education and Training JCSG
  - Army
  - DoN
  - Air Force

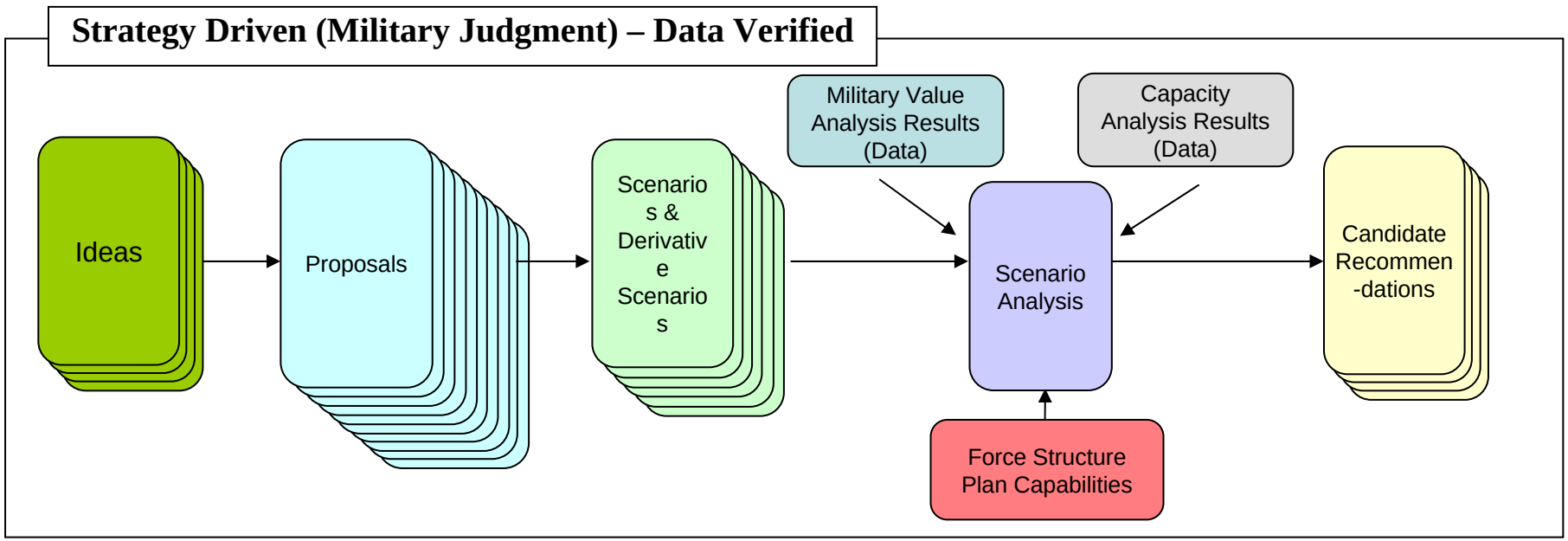
Process Overview





Scenario Development and Analysis





Scenario Quality Check

- Each of the following must be completed before submittal as a candidate recommendation:
  - ❑ Strategy
  - ❑ Capacity Analysis / Data Verification
  - ❑ Military Value Analysis / Data Verification
  - ❑ De-conflicted w/ JCSGs
  - ❑ De-conflicted w/ MilDeps
  - ❑ COBRA Analysis
  - ❑ Criteria 6-8 Analysis
  - ❑ JCSG/MilDep Recommended
- Sequence depends on whether scenario is strategy or data driven

Proposed Scenario Title

Scenario	Drivers/Assumptions
■ Item 1	■ Principles: ■ Transformational Options: ■ Other:
Justification/Impact	**Potential Conflicts**
■ Item 1 ■ Item 2	■ Item 1 ■ Item 2

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG/MilDep Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/MilDeps

Candidate #__ (Use # from Scenario Tracking Tool)

Candidate Recommendation: Fully describe the candidate closure or realignment.

Justification	Military Value
✓ Explain the reasons for the candidate recommendation (i.e., force structure reductions; mission consolidation, collocation, or elimination; excess capacity; jointness; etc)	✓ Overall effect on military value ✓ Relative military value against its peers ✓ Military judgment
Payback	**Impacts**
✓ Criterion 5 (COBRA) results	✓ Criteria 6-8 (Economic, Community and Environmental)

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG/MilDep Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/MilDeps

Quantifying the Results
(By function, JCSG/MilDep, or DoD wide)

	Current Amount	Post BRAC Amount/% Change
Sites		
Square Feet		
Personnel		
Acres		
Capacity		
PRV		
Operating Cost (if available)		

One Time Costs_____

Recurring Costs_____

One Time Savings_____

Recurring Savings_____

Scenarios Registered (as of 7 Oct 04)

	Total	Not Ready for Categorization	Independent	Enabling	Conflicting
Army	75	31	27		17
DoN	0				
Air Force	17	17			
Ed & Training	9	4	3		2
H&SA	23	9	13		1
Industrial	4	1			3
Intelligence	3	1	2		
Medical	0				
Supply & Storage	4	0	2		2
Technical	2	2			
TOTAL	137	65	47		25

Scenarios in Tracking Tool

- Determine those specific installations that must be retained to ensure access to space launch through all inclinations (Air Force)
- Base fighters at the optimum number of installations based on MCI rating and theoretical capacity (Air Force)
- Categorization
  - Independent?
  - Enabling?
  - Conflicting?

Scenarios

- A scenario is a description of a potential closure or realignment action that has been declared for formal analysis by a deliberative body. Includes detail on transfer of unit(s), missions(s), &/or work activity and locations involved.
- Basic Writing Rules:
  - Be short, precise, and succinct
  - Begin with an action verb (close, realign, etc.)
  - Specify losing sites by name
  - Identify specific gaining location(s)
  - State what is being relocated where
  - Not include acronyms or military jargon
  - Avoid rationale or justification

Recommendation

- For both JCSGs and MilDeps, empower the DASs to enforce scenario specificity in the tool to enable de-confliction and ISG oversight

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Education &Training Joint Cross Service Group

Principles → Strategy → Scenarios

Infrastructure Steering Group Meeting
October 8, 2004

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

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Principles

1. Increase / Enhance “Jointness”
2. Improve Efficiency & Effectiveness
3. Preserve Service Core Competences
4. Reduce Infrastructure Footprint

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Strategies

- Flight Training Subgroup
  - Move to / toward common UFT platforms at fewer joint bases
  - Co-locate advanced UFT functions with FTU/FRS
  - Preserve Service & Joint combat training programs

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

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Strategies

- Specialize Skill Training Subgroup
  - Establish "Joint Centers of Excellence" for common functions
  - Rely on private sector for appropriate technical training
  - Preserve opportunities for continuing Service acculturation

- Ranges Subgroup (Two Functions: Tng & T&E)
  - For Training — do not propose losses and gains
  - Establish cross-functional/cross-service regional range complexes
    - Highest capability: ground-air-sea
  - Preserve irreplaceable "one-of-a-kinds"
  - Create new range capabilities for emerging Joint needs

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Overview

Strategies	13
Ideas	10
Proposed Scenarios	8
Registered Scenarios	8
Rejected Scenarios	0

* Strategy driven with minimal data analysis

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Disestablish and realign T-1 Training

Scenario

- Disestablish and realign Advanced Undergraduate Flight Training (T-1) at Heavy Lift/TACAMO FRS/FTU
- Gain: Little Rock, Altus, Tinker
- Lose: Columbus AFB, Laughlin AFB and Vance AFB

Drivers/Assumptions

- BRAC guidance to exploit transformational options and reduce base/ infrastructure requirements
- Transformational Option: Exploit mission commonalities and consolidate Advanced UPT Multi-Engine Jet with FTU training
- Assumes program would not disrupt current training levels and preserves common skills within current programs

Justification/Impact

- Reduced cost of aircraft maintenance
- Optimize current asset utilization
- Exploits Joint Opportunity
- QoL improvement (reduces PCS)

Potential Conflicts

- Service culture
- May constrict student track/re-track training opportunities
- Loss of redundancy
- Locates Advanced students with operational squadrons (Moody)

✓ Strategy ❑ Capacity Analysis / Data Verification ✓ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

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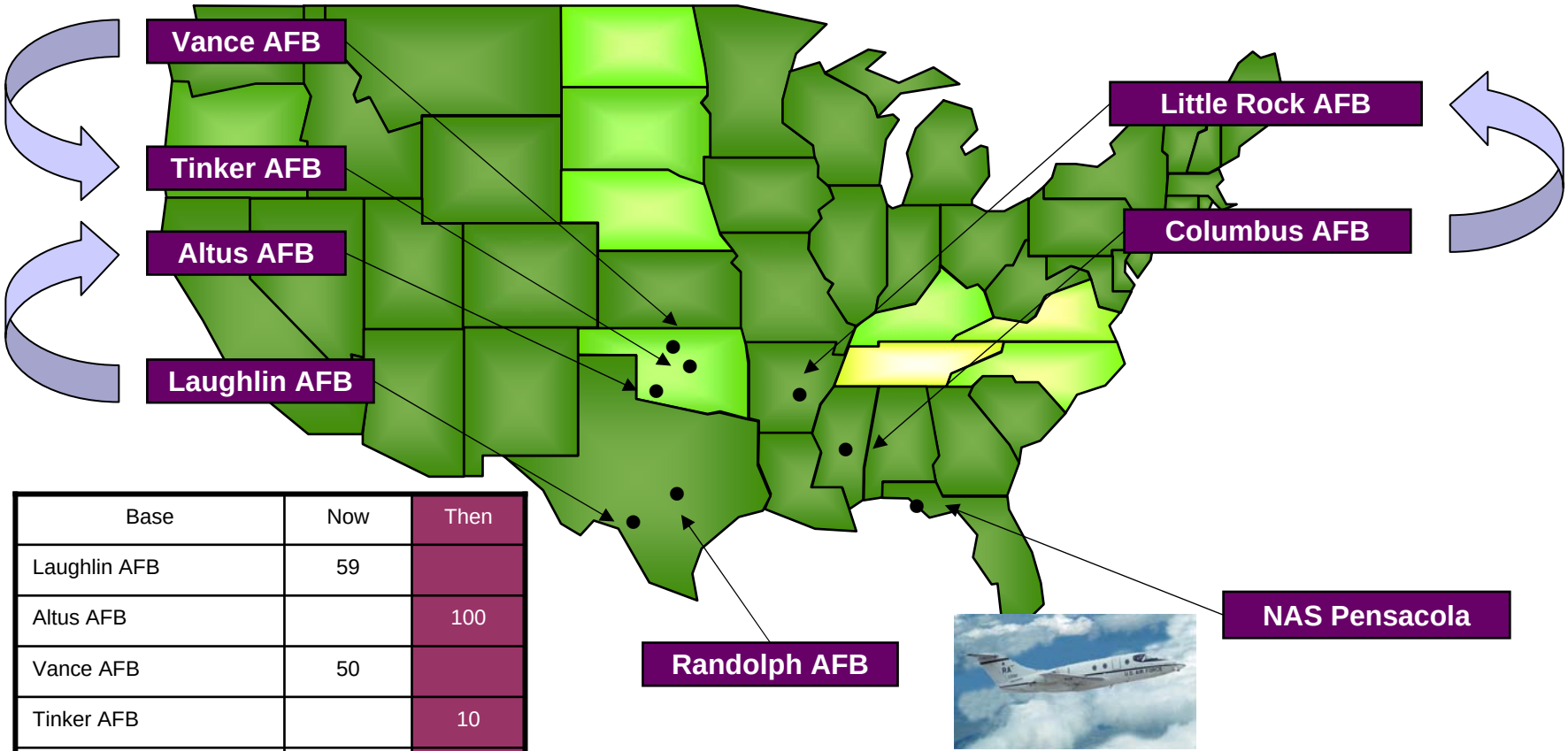
T-1 Consolidation



Base	Now	Then
Laughlin AFB	59	
Altus AFB		100
Vance AFB	50	
Tinker AFB		10
Columbus AFB	49	
Little Rock AFB		48
Randolph AFB	22	22
NAS Pensacola	9	9

Retain at Randolph for Pilot Instructor training and P-cola for NFO training

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Consolidate Rotary Wing Training

Scenario

- Consolidate Rotary Wing Phase of Undergraduate Flight Training at Ft Rucker using a single platform
- Gain: Ft Rucker
- Lose: NAS Whiting South

Drivers/Assumptions

- BRAC guidance to exploit transformational options and reduce base/ infrastructure requirements
- Transformational Option: Exploit RW commonalities
- Joint program would not disrupt current training levels and preserves common skills within current programs

Justification/Impact

- Reduced cost of aircraft maintenance
- Optimize current asset utilization
- Exploits Joint Opportunity

Potential Conflicts

- Service culture
- Loss of redundancy
- Phase out current UHPT aircraft to single aircraft

✓ Strategy ❑ Capacity Analysis / Data Verification ✓ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

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Consolidate Rotary Wing Training

Scenario

- Consolidate Rotary Wing Phase of Undergraduate Flight Training at Whiting using a single platform
- Gain: NAS Whiting North and South and NAS Corpus Christi
- Lose: Ft Rucker and NAS Whiting North (T-34)

Drivers/Assumptions

- BRAC guidance to exploit transformational options and reduce base/ infrastructure requirements
- Transformational Option: Exploit RW training commonalities
- Joint program would not disrupt current training levels and preserves common skills within current programs
- Corpus can accommodate T-34 program

Justification/Impact

- Reduced cost of aircraft maintenance
- Optimize current asset utilization
- Exploits Joint Opportunity

Potential Conflicts

- Service culture
- Loss of redundancy
- Phase out current UHPT aircraft to a single aircraft

✓ Strategy ❑ Capacity Analysis / Data Verification ✓ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

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Privatize PDE Functions at AFIT and NPS

Scenario

- Disestablish PDE Function at Naval Postgraduate School and Air Force Institute of Technology and privatize.
- Gaining Installation: None
- Losing Installations: Wright-Patterson AFB and NAVPGSCOL Monterey, CA

Drivers/Assumptions

- Principle: Recruit and Train
- Principle: Organize
- Transformational Options: Privatize Graduate-Level Education

Justification/Impact

- Eliminates need of education program management at NPS and AFIT
- Realize savings through privatizing education function to civilian colleges & universities

Potential Conflicts

- Military Specific Graduate Degrees
- Military Specific Support Spaces (TS Level Spaces for example)
- Partnership for Peace Program at Monterey, CA
- DMRI at Monterey, CA
- Cost of Privatization

✓ Strategy ❑ Capacity Analysis / Data Verification ✓ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

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Establish Joint Center of Excellence for Logistics/Supply Training

Scenario

- Establish Joint Center of Excellence for Logistics/Supply; Consolidate like courses and collocate similar schools
- Gaining installation: Fort Lee, VA
- Losing installations: Lackland AFB, TX; Athens, GA, NTTC Meridian, MS; Camp Lejeune, N.C.

Drivers/Assumptions

- Principles: Organize and Train
- Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training
- Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)

Justification/Impact

- Uses Inter-service Training Review Organization as the baseline
- Eliminates redundancy, leased space/cost
- Train as we fight "jointly"
- Army Logistics Mgmt College & Combined Arms Support Command at Fort Lee

Potential Conflicts

- Unique service training standards and culture

✓ Strategy ❑ Capacity Analysis / Data Verification ✓ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

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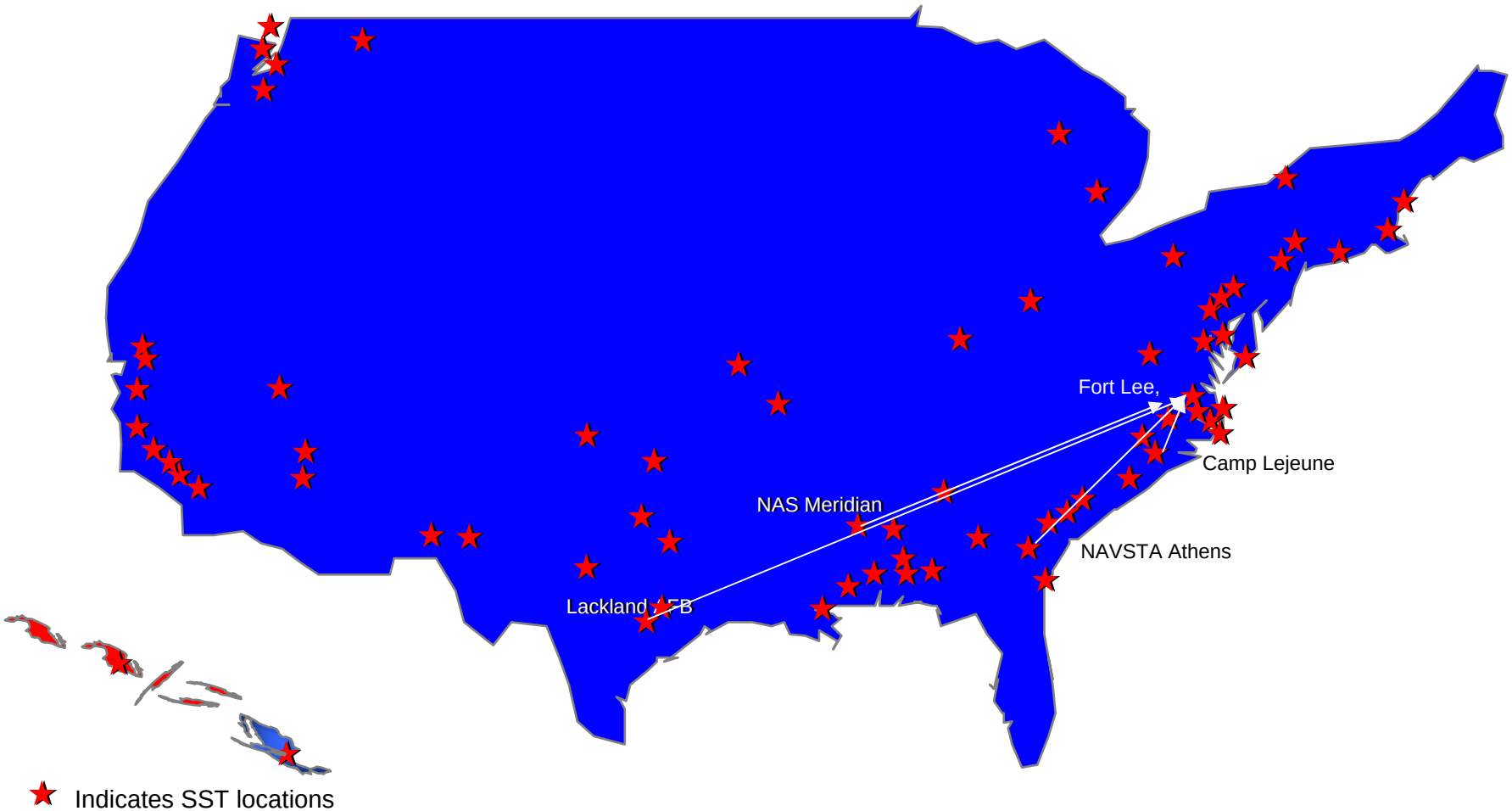
Establish Joint Center of Excellence for Supply/Logistics Training



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Establish Western T&E OAR Complex

Proposal

- Consolidate T&E capabilities and workload requiring open-air ranges for T&E to a western U.S. complex of ranges for air, sea, land, space, armament/munitions, C4ISR, EW, and CB Defense.
- Gaining Activities: Edwards AFB, China Lake, Pt Mugu, Vandenberg AFB, Nellis AFB, UTTR, DPG, YPG, Ft. Huachuca, WSMR
- Losing Activities: Patuxent River NAS, Eglin AFB, Redstone Arsenal, Ft. Rucker, APG, Ellsworth AFB, Shaw AFB, McConnell AFB, Buckley AFB, Luke AFB, Selfridge ANGB, Tucson IAP AGS, Ft. A.P.Hill, Ft. Belvoir, Ft. Bragg, Ft. Eustis, Ft. Hood, Ft. Knox, Ft. Leonard Wood, and Ft. Sill

Drivers/Assumptions

- Service management and operation of Complex to ensure coordination and access as needed
- Promotes and supports systems "born joint."
- Supports "cross-Service utilization" and "joint management" transformation initiatives
- Retain difficult/expensive to replace/unique facilities at existing sites
- Associated technical activities should be collocated

Justification/Impact

- Eliminates duplication, fosters interoperability of systems, and provides capabilities for T&E of advanced systems, family of systems, system of systems, and weapons.

Potential Conflicts

- Coordination with training range sub-working group and TJCSG required.
- Specialty capabilities outside of Complex may need to be retained for special geographic or climatic features.
- Non-collocation of operational units for operational testing

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

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Establish a Gulf Panhandle Range Complex

Proposal

- Establish a Gulf Panhandle Range Complex incorporating NAS Pensacola, Eglin AFB, Ft. Benning, Ft. Rucker, Moody AFB, Tyndall AFB, Coastal Systems Station Panama City, Gulfport CRTC & associated ground, sea and air maneuver space
- The proposal maintains current Service ownership and command & control of included installations and sites
- The proposal establishes an executive agent for DoD to coordinate joint use of the complex
- This proposal will utilize Camp Shelby ground maneuver space

Drivers/Assumptions

- Transformational Options #39/40
- Joint training environment with range space sufficient to support:
  - ESG with live fire capability.
  - CSG with live fire capability.
  - BCT/UA with live fire capability.
  - Joint SOF
  - AF Ready Aircrew Program (RAP) tasking
- Supersedes Sea and Sea-Air Combinations
- Will not disrupt current training or T&E missions
- Will not disrupt current or proposed Rotary Wing training at Ft Rucker

Justification/Impact

- Supports all Service and Joint training tasks
- Optimizes use of range capacity at all sites
- Expands on existing informal relationship
- Opportunity to achieve OSD T2 common range infrastructure goals
- Opportunity to train in diverse conditions

Potential Conflicts

- Servicisms (Cultural approach to scheduling/use)
- Mission expansion (T&E).
- Current training missions

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

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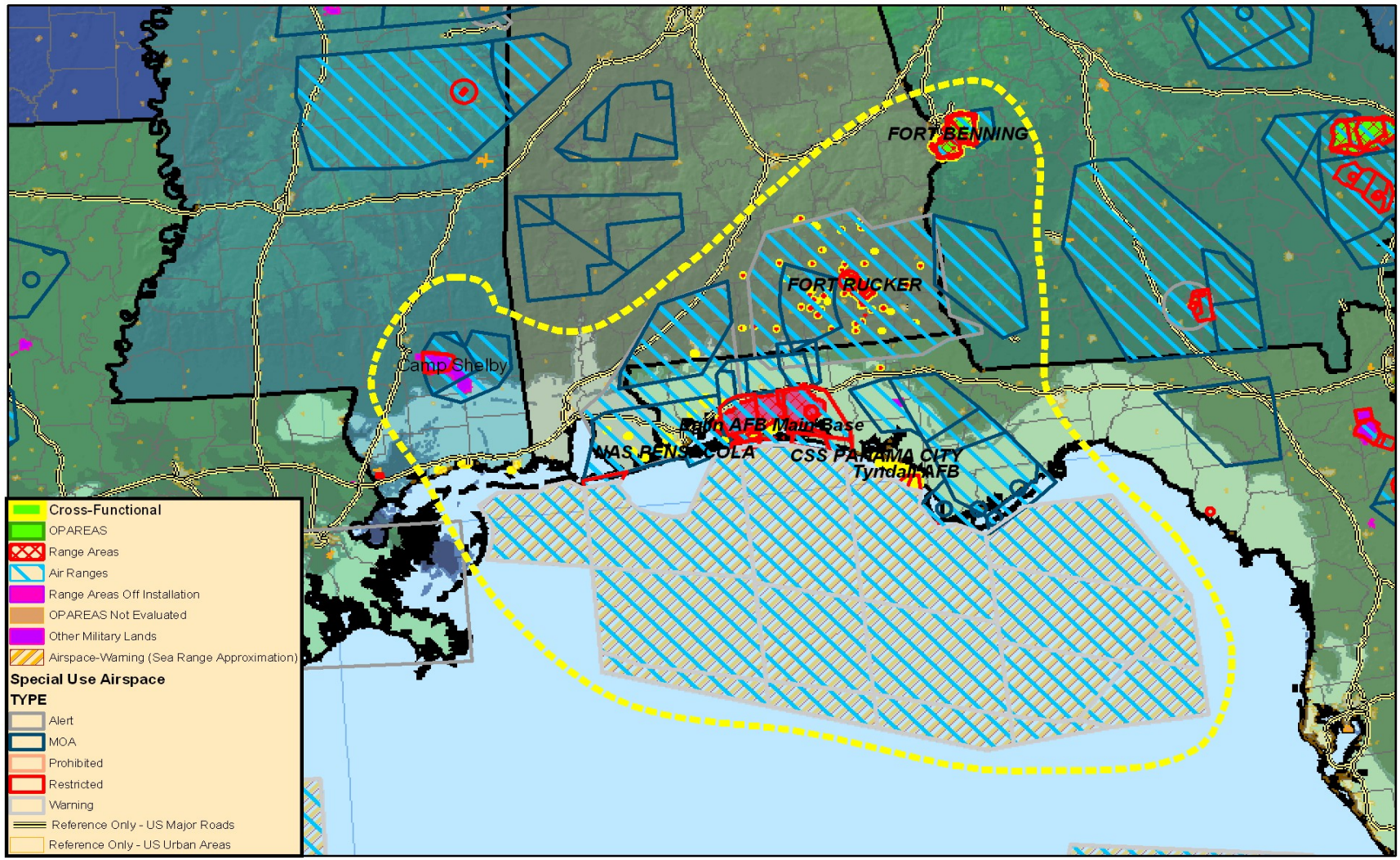

0 25 50 75 100 Miles

0 25 50 75 100 Kilometers

N

Albers Equal Area Conic Projection

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For information contact:
Markus Craig
GIS Program Manager

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Establish a Joint Urban Ops Training Center of Excellence

Proposal

- Establish a Joint Urban Operations Training Center of Excellence at a suitable installation proposed for closure by one of the Services
- Privatize the management, operation and maintenance of the facility (GOCO)
- Provide a "turn key" facility meeting all Service and Joint Urban Operation live training requirements.
- Establish an OSD executive agent to coordinate use and oversee contractor

Drivers/Assumptions

- Transformation Option #40
- A suitable site meeting the following criteria will be proposed for closure:
  - Sufficient ground space for maneuver
  - Restricted airspace
  - Impact area for live-fire
  - Runway
  - Within 100 miles of coastline
  - Small cantonment area
  - Minimal encroachment

Justification/Impact

Justification

- Establishes urban ops training center with minimal construction
- Supports all Service and joint urban ops training tasks
- Provide urban ops training capability without degrading service's capability

Impact

- Full financial savings from closure of selected installation will not be realized

Potential Conflicts

- Service intent to fully close selected installation
- Installation will be closed from most perspectives – e.g., ability to support missions (other than live urban training), quality of life, military personnel support, etc; however, the installation would remain on DoD books with minimal DoD/Govt staff for oversight and QA/QC of contractor support operations

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Army BRAC Analysis Strategy

Cooperation, Integration

Army Vision for BRAC 2005

DOD Selection Criteria

Title X Responsibilities

DOD Strategic Planning Guidance

The Army Plan

Army Campaign Plan

Army's Focus Areas

Senior Leaders
MACOM Commanders

Strategic Readiness System

Transformation

"A campaign quality Joint and Expeditionary Army positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that projects power, trains, sustains and enhances the readiness and well-being of the Joint Team."

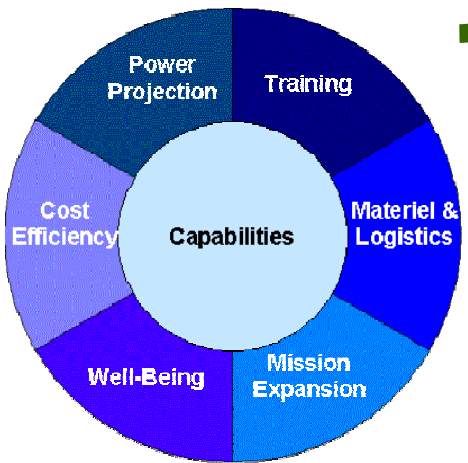
Scenario Development

Transformational Options

BRAC Objectives

Considerations (nee Imperatives)

Operational Constraints



Ideas

MVI
MVP

Army Proposals/Scenarios

JCSG Proposals/Scenarios

MVA
Navy
Air Force

Military Value Portfolio

First Quartile		Second Quartile	
Ft Bliss	Ft Campbell	Ft Jackson	Crane AD
Ft Lewis	Ft Drum	McAlester AAP	Ft Belvoir
Ft Hood	Ft Polk	Hawthorne AD	Tooele AD
Ft Stewart / Hunter AAF Ft Bragg	Ft Irwin	Ft Richardson	Sierra AD
Yuma PG	Aberdeen PG	Redstone Arsenal	Ft Sam Houston
Dugway PG	Schofield Barracks	Ft Eustis	Bluegrass AD Deseret Chem Plant
Ft Carson	Ft Sill	Ft Rucker	Walter Reed AMC
Ft Benning	Ft Huachuca	Ft Leonard Wood	Ft Monmouth
White Sands MR	Ft AP Hill		

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Military Value Portfolio

Third Quartile		Fourth Quartile	
Ft Meade	Ft Myer	Carlisle	Tripler AMC
Ft Gillem	Ft Leavenworth	Corpus Christi	Lease - Rosslyn
Rock Island Arsenal	Newport Chem Depot	Lima Tank Plant	Riverbank AAP
MOT Sunny Point	Ft Monroe	Scranton AAP	Lease -Bailey's Crossroads
Pueblo Chem Depot	Lake City AAP	USAG Selfridge	Lease Army Research Office
Ft Detrick	Louisiana AAP Iowa AAP	Ft Buchanan	Lease - Crystal City Lease-Hoffman
Soldier Sppt Center		Radford AAP	Lease-ARPERCEN
Milan AAP		Ft Shafter	
Charles Kelley		Holston AAP	Lease -PEO

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Army Links into JCSG Scenario Development

		Army		JCSG
Administration & HQs	**(16)**	◇	★	**HSA**
Institutional Army	**(15)**	◆	★	**E&T**
Materiel &	**(11)**	◇		**S&S**
Logistics		◇	★	**Industrial**
Operational Forces	**(06)**	◆		**(E&T)**
RDT&E	**(08)**	◇	★	**Technical**
Other	**(44)**	◇		**Medical/ Intelligence**

Administration & Headquarters

JCSG Functional Analysis

Army MVI – MVP • Close Fort Monroe • Close Fort Shafter • Close Fort Gillem • Minimize Leased Space **Objectives** • Collocate functions and headquarters in “Joint campuses” to enhance interoperability and reduce cost. • Unite multi-location	• Single location Headquarters • Close Leased Space • Consolidate Mob Platforms • Consolidate/Privatize Corrections • Collocate – Missile & Space Agencies – MILPER/CIVPER Activities

Create Army Human Resources Center at Fort Knox

Scenario

- Realign HRC leased space (Alexandria VA, Indianapolis IN and St. Louis MO) and owned space occupied by CHRA at APG by consolidating and re-locating to Fort Knox.
- Realign Fort Monroe, VA, by re-locating Army Accessions Command and Cadet Command and collocating with Army Enlisted Recruiting Command and HR Command at Ft Knox.

Drivers/Assumptions

- Principals: Recruit and Train; Quality of Life; Organize.
- Transformational Option: Consolidate Active and Reserve Military Personnel of the same service.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Consolidate HQs at single locations.

Justification/Impact

- Creates an HR Ctr for Excellence and supports DoD HR goals to include: the Defense Integrated Human Resource System (DIMHRS), Continuum of Service concept, and increasing Total Force effectiveness.
- Cost avoidance of $24M annually (FY 04$s).
- Key Relationship indicators do not support continued presence in the NCR.
- Sufficient admin space exists at Fort Knox.
- Facilitates closure of two leased sites.

Potential Conflicts

- Moves ACC and Cadet CMD, but not rest of TRADOC.
- Transformational Options: Eliminate stand-alone HQs.
- Availability of civilian workforce with personnel experience for HRC.
  - Not currently a Military Personnel Center location. HRC portion of the scenario requires ~2,925 civilians in primarily personnel-related GS-Series (GS-201/203).

TRADOC HQ to Fort Eustis

Scenario	Drivers/Assumptions
▪ Moves Training and Doctrine Command's Headquarters from Fort Monroe to Fort Eustis	▪ Transformational Options: • Eliminate locations of stand-alone HQs. ▪ Army Objective: • Create multifunctional, multi-component installations that provide better level of service to the Joint Team at a reduced cost.
Justification/Impact	**Potential Conflicts**
▪ Keeps TRADOC HQ in the Tidewater Area to strengthen its' partnership with Joint Forces Command for concept development, experimentation, and training. ▪ Closes a single focused installation (Ft. Monroe).	▪ Multiple proposals adding activities to Fort Eustis.

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Close Fort Monroe

Scenario	Drivers/Assumptions
▪ Moves Training and Doctrine Command's Headquarters from Fort Monroe to Fort Eustis ▪ Moves Army Accessions Command and Cadet Command to Fort Knox	▪ Transformational Options: • Eliminate locations of stand-alone HQs. ▪ Army Objective: • Create multifunctional, multi-component installations that provide better level of service to the Joint Team at a reduced cost.
Justification/Impact	**Potential Conflicts**
▪ Closes a single-focused installation (Ft. Monroe) ▪ Fort Monroe is not in the Army MVP.	▪ Requires coordination with HSA.

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Institutional Army

MVI - MVP

- Close Carlisle
- Close Fort Leavenworth
- Close Presidio of Monterey

Army Objectives

- Provide sufficient area and facilities (with varied terrain, climate, and airspace) to support institutional training, combat development, and doctrine development.
- Consolidate, collocate or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies.
- Consolidate Training into "Centers of

Education and Training JCSG

Transformational Options

- Collocate Army War College and Command and General Staff College at a single location.
- Joint Logistics Training Center of Excellence
- Collocate Service Professional Military Education (PME) schools at the intermediate and senior levels.
- Establish Centers of Excellence for Joint or Inter-service

Land Warfare University (War College & CGSC)

Scenario

- Consolidate the War College with CGSC at a single installation.

Drivers/Assumptions

- Transformational Options:
  - Collocate Army War College and Command and General Staff College at a single location.
  - Consolidates institutional training at an at a single installation to support force stabilization.
- Army Objective:
  - Consolidate and collocate, of diverse training to enhance coordination, doctrine development , training effectiveness, and improve operational and functional efficiencies.

Justification/Impact

- Promotes the concept of an Army Land Warfare University by placing officer operational & strategic together at a single installation.
- Closes Carlisle and Fort Leavenworth
- Supports force stabilization

Potential Conflicts

- Service culture with Joint solution
- Enclave requirement for the USDB (with closure of Fort Leavenworth)

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

CSS Center (Fort Lee)

Scenario

- Moves the Transportation Center & School (Fort Eustis) and Ordnance Center & School (Aberdeen/Redstone) to Fort Lee (with the Quartermaster Center & School, the Army Logistic Management College, and CASCOM) creating a CSS Center.

Drivers/Assumptions

- Transformational Options:
  - Collocate or consolidate multiple branch schools and centers at single locations based on warfighting requirements, training strategy, and doctrine, to gain efficiencies.
- Army Objective:
  - Consolidate, collocate, or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies.

Justification/Impact

- Consolidates CSS training and doctrine development at a single installation, which is consistent with the MANSCEN model currently in place at Ft. Leonard Wood promoting training effectiveness and functional efficiencies.
- Maintains current JLOTS training capabilities.
- Creates space at Eustis for other activities.

Potential Conflicts

- High MILCON costs.
- Must be closely coordinated with E&T JCSG.

- Alternative Locations: Fort Eustis, Redstone Arsenal

Materiel and Logistics

MVI, MVP:

- **Close:** Letterkenny Army Depot, Watervliet Arsenal, Lone Star, Riverbank, Mississippi, Kansas, and Louisiana Army Ammunition Plants

Army Objectives

- **Realign and consolidate** the Army organic industrial base, in partnership with industry, to provide Joint, responsive, flexible, world-wide logistics support from

JCSG Functional Analysis:

- Consolidate similar commodities under Centers for Industrial Technical Excellence.
- Partnership Expansion: government personnel work in contractor-owned/leased facilities.
- Integrate by consolidating multiple functions associated w/ munitions and armaments at the same site

Munitions & Armaments
Munitions Production

Scenario

- Preserve and optimize Munitions Production and metal parts capability while minimizing excess capacity.
- Retain capabilities at Crane, Indian Head, Holston, Iowa, Lake City, McAlester, Milan, Pine Bluff, Radford, Scranton, and Yorktown.
- **Realign workload Kansas, Lone Star, Louisiana, Mississippi, and Riverbank.**

Drivers/Assumptions

- Transformational Options:
  - Reshape and integrate critical munitions and armaments capability to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.
- Principle:
  - Consider the value of preserving the capability to support surge, mobilization, continuity of operations, evacuations for natural disasters, or conduct core roles and missions (e.g., sea-based operations, combined arms, etc.).

Justification/Impact

- Retains artillery, bomb, CAD/PAD, energetics, medium/small caliber, missiles, mines, metal parts, pyro/demo, tank, and torpedo Joint capability
- JOINT Sites
- Avoids "Single Point Failure"

Potential Conflicts

- Indian Head falls into the Industrial JSCG and the Technical JCSG
- Industrial JSCG recommends limiting Indian Head and Yorktown munitions production to LRIP production required to support their R&D efforts

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG-Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Munitions & Armaments
Armaments (Alt 3)

Scenario	Drivers/Assumptions
▪ Preserve and optimize Armaments capability while minimizing excess capacity. ▪ **Retain core capability at Watervliet Arsenal** ▪ **Close Rock Island Arsenal and realign workload to Watervliet** ▪ **Close Lima Tank Plant**	▪ Principles: • Consider the value of preserving the following critical industrial capabilities: castings and forgings of ground components; white phosphorous-based munitions; chemical and biological defense equipment; the manufacture of gun tubes, mortars, and cannon tubes; and rubber track and road wheels that are required by law, not commercially available.
Justification/Impact	**Potential Conflicts**
▪ Retain core capability at Watervliet (cannons, gun tubes, mortars, and chrome plating) ▪ Facilitize Watervliet to accommodate Rock Island's workload	▪ None

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Operational Forces

MVI – MVP: Identifies opportunities to:

- Relocate IGPBS forces
- Realign Operational Forces associated with Modularity
- Realign Special Operations Forces
- Make greater use of RDT&E Installations for training

Army Objectives

- Locate Army forces and materiel to enhance deployment and redeployment of the Joint Team.

E&T JCSG Functional Analysis

- Consolidate testing at Western Open Air Range Complex
- Consider value of Regional Training Complexes
- Establish regional Cross-Service and Cross-Functional ranges that will support Service

Transform Yuma PG and Consolidate RDTE

Scenario

- Station Operational Army Forces at Yuma PG.
- Realign selected RDTE missions to Dugway PG, WSMR and other Service installations.

Potential Installations:

- Army: Dugway PG, WSMR, Fort Hunter-Liggett, Fort Bliss, Fort Wainwright, Fort Knox, Fort A.P. Hill
- Joint: Luke AFB, Nellis AFB, Camp Pendelton

Drivers/Assumptions

- Principles:
  - Recruit and Train; Organize.
- Transformational Option:
  - Locate Units of Action at installations capable of modular formations.
  - Establish regional Cross-Service and Cross-Functional ranges.
  - Collocate MTOE units and RDTE on single installations.
  - Consolidate RDTE organizations.

Justification/Impact

- Traditional Army training installations have a shortage of available training land.
- Yuma PG has over 1 M acres of open air range and training land.
- Creates opportunity for Operational testing with Operational Army Forces.
- Proximity to MCAS Yuma and Goldwater Range Complex creates joint training opportunities.

Potential Conflicts

- Realignment of other RDTE missions to Yuma.

Realign Special Operations Forces

Scenario

- Realign Special Forces Groups.

Potential Installations:

- Army: Yuma PG, WSMR, Fort Stewart, Fort A.P. Hill
- Joint: Eglin AFB, Nellis AFB, Camp Lejuene

Drivers/Assumptions

- Principles:
  - Recruit and Train; Organize.
- Transformational Option:
  - Locate SOF to best support specialized training, training with other Service SOF and wartime alignment deployment requirements.
  - Collocate SOF units where they reduce infrastructure requirements and enable improved training opportunities.

Justification/Impact

- Traditional Army training installations have a shortage of available training land.
- Consolidates new, modular civil affairs units.
- Enhances inter-Service SOF training

Potential Conflicts

- Realignment of other-Service units.
- Stationing of other Operational Army Forces.

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

RDT&E

Army Objectives	Technical JCSG Strategy
• Consolidate Army RDT&E organizations to capitalize on technical synergy across DoD, academia and industry. Transformational Options • Co-locate functions and headquarters in “Joint Campuses” to enhance interoperability and reduce costs	• Reduce excess capacity & reduce the number of technical sites through combined R&D, Acquisition, T&E Centers aligned for functional and technical efficiency & synergy

Combined Land Warfare Center

Scenario

- Create Combined Center(s) for Land Warfare R, D&A, and T&E
- Impacted Activities: **Army: Detroit Arsenal, Natick Soldiers Center, Picatinny and APG;** Potential minor impacts on other service activities at USMC: Quantico; Navy: NSWC-Corona and Pax River; AF:Tyndall, Robbins, and Hanscom AFB

Drivers/Assumptions

- Transformational Option:
  - #32 Evaluate Joint Centers for … technologies use by more than one Military Department …
  - #33 Consolidate within each Service…
- Other:
  - Collocate RDAT&E
  - Analysis based upon Linear Optimization Model

Justification/Impact

- Consolidates survivability efforts for light combat systems
- Promotes synergy and efficiencies across the spectrum of functions involved in Land warfare R, D&A, and T&E (Soldier Systems, vehicles, weapons, Chem Bio Defense)
- Enhances Life Cycle Management by potentially consolidating organizations

Potential Conflicts

- Reconstitution of Intellectual Capital
- Simultaneous displacement of RDAT&E infrastructure for FCS

✓ Strategy ❑ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ❑ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Combined Weapons & Armaments (W&A) and Platform Integration Centers

Scenario

- Combine weapon system platform integration, targeting, mission planning with Weapons & Armaments R, D&A, and T&E at combined weapons centers & specialty capability sites* [each may be Combined or Service Aligned]
- Receiver sites : Redstone, Eglin, China Lake
- W&A Donor sites & Platform Integration Donor sites: see map next slide
- Specialty Capability Sites: e.g., guns/ammo (Picatinny), directed energy (Kirtland), underwater/ surface specialties such as Newport, Point Mugu/Port Hueneme, Panama City, Dahlgren, Indian Head (receivers & donors)

Drivers/Assumptions

- Transformational Option:
  - #32 Evaluate Joint Centers for … technologies use by more than one Military Department …
  - #33 …consolidate within each Service…
- Other:
  - Combined centers aligned for functional and technical efficiency & synergy
  - System of systems strategy fundamental to "Network Centric Warfare"

Justification/Impact

- Combined Centers responsible for platform integration
- Favorable Service experience with integration by the weapons community (e.g., in-service platforms)
- Reduces cycle times by integrating R, D&A, and T&E
- Defines infrastructure & alignment

Potential Conflicts

- Influence of E&T JCSG Open Air Ranges on the T&E function
- Conflicts with service business models & organizational structure

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

Summary

- **Cooperation**
  - Army is sharing information and cooperating with JCSG procedures.
    - Army JCSG representatives have MVI, MVP and Army scenario interests.
  - Army acknowledges JCSG prerogatives to work functional issues.
    - Handoff of Army ideas to JCSGs for scenario development is generally smooth.
- **Integration**
  - DoD process is evolving
  - Army stands ready to identify conflicts to resolve and opportunities to enhance Joint/Army scenarios.

Department of the Navy Strategy/Initial Scenarios

Infrastructure Steering Group Meeting

08 October 2004

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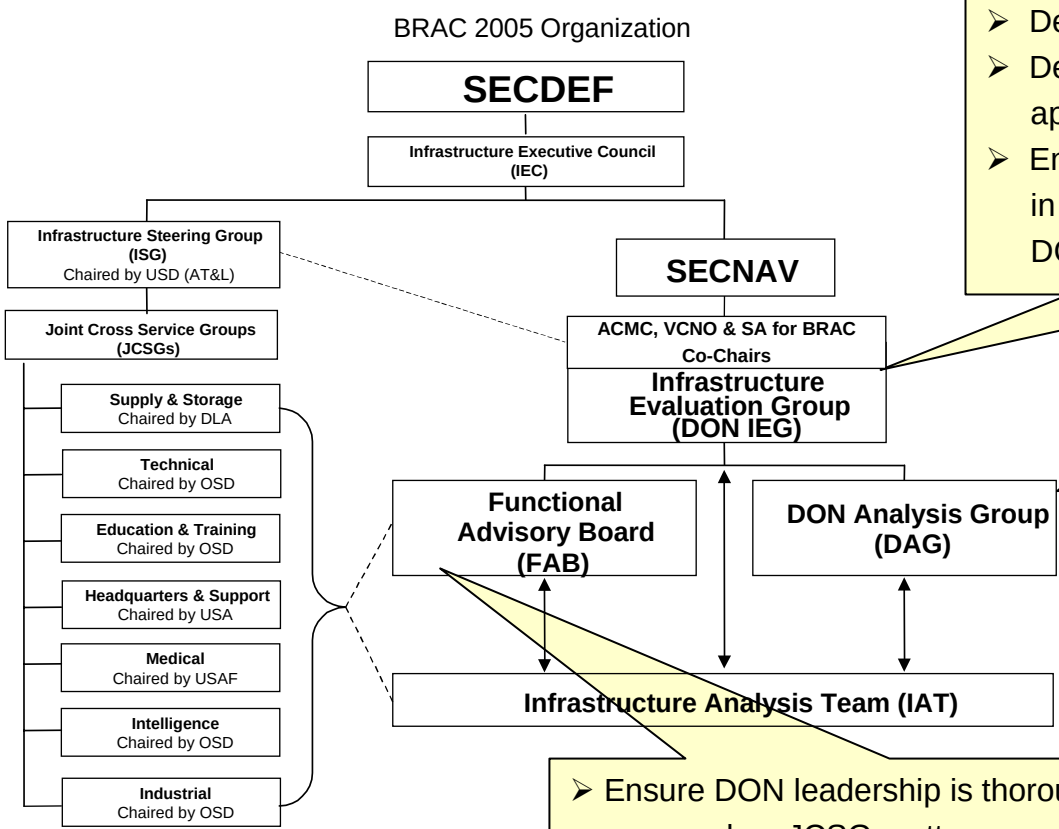
DON BRAC Approach



- Decision-making body
- Develop **DON** recommendations for approval by SECNAV, CNO & CMC
- Ensure operational factors considered in any recommendations that affect DON installations

- Decision-making body
- Analyze and provide proposed recommendations for <u>DON unique functions</u>

- Ensure DON leadership is thoroughly briefed and prepared on JCSG matters
- Report directly to IEG and coordinates with DAG and IAT
- Coordinate DON position on JCSG issues with IEG
- Articulate DON position on JCSG issues to JCSGs

Surface/Subsurface
Aviation
Ground
Reserve Centers
Recruiting Management
Regional Support
Recruit Training
Officer Accessions
Unique PME

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Overarching Strategy

- **Continue to rationalize infrastructure capabilities to eliminate unnecessary excess**
- **Balance effectiveness of fleet concentration with AT/FP desire for dispersion/redundancy**
- **Leverage opportunities for total force integration and joint basing**
- **Accommodate changing operational concepts**
- **Facilitate evolution of force structure and infrastructure organizational alignment**

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Scenario Development

PHASE ONE

- Capacity Analysis
- Military Value Analysis
- Optimization parameters
- Scenarios

Goal: Technically feasible alternatives based on data analysis

DAG Outbrief: IEG Concurrence

PHASE TWO

- Capacity data – refined look
- Mil Val data – refined look
- Principles, objectives, considerations, transformational options - active incorporation
- Business rules/outcomes
- Refined/additional scenarios (revisit Phase One scenarios)
- Alignment assessment

Goal: More mature alternatives based on refined data and objectives

DAG Outbrief: IEG Approval

- DAG Review of Scenario Description
- Post To OSD Tracking Tool

PHASE THREE

- Capacity Data – combined look with JCSG's
- MilVal data- combined look with JCSG's
- Principles, objectives, considerations,transformational options-combined look with JCSG's
- JCSG analysis/linkages
- Consolidated scenarios (revisit Phase Two scenarios)
- Alignment assessment

Goal: Scenarios that synthesize DON & JCSG data analysis & objectives

DAG Outbrief: IEG Approval of Amended/Consolidated Scenarios

Scenario Alignment Assessment

Scenario Divergence

Excess Capacity Reduction

- 0: Significant capacity reduction
- 1: Some capacity reduction
- 2: Little or no capacity reduction

Principles, Objectives and Considerations Alignment

- 0: Operationally aligned
- 1: Aligned but independent of operational considerations
- 2: Minimal alignment
- 3: No apparent alignment

Transformational Options

- 0: Resulting from a Transformational Option
- 1: Not resulting from a Transformational Option

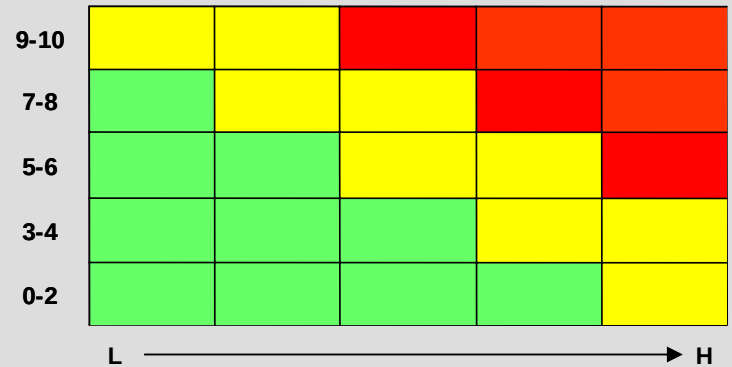
Function/Scenario Alignment

- 0: Aligned with other functions/scenarios
- 1: Not aligned with or independent of other functions/scenarios
- 2: Conflicts with other functions/scenarios

Expansion Capability/Flexibility

- 0: Significant ability to increase footprint
- 1: Limited ability to increase footprint
- 2: No ability to increase footprint

Alignment Matrix



Military Value

(Losing Activity)

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Department of the Navy

Infrastructure Analysis Team

Close NAVSTA Pascagoula (*IAT-0001/1A*)

Scenario	Drivers/Assumptions
• **Close NAVSTA Pascagoula** – **Relocate Ships (2 FFGs) to NAVSTA Norfolk or NAVSTA Mayport** – **Consolidate Shore Intermediate Maintenance Activity with SIMA Norfolk or SIMA Mayport**	• **Principle:** Deploy and Employ • **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability
Justification/Impact	**Potential Conflicts**
• **Reduces Excess Capacity. Saves $$ by closing entire installation** • **NAS Key West and Pensacola allow for presence in Gulf Coast** • **Mayport better supports ships' mission in support of JIATF South operations**	• **Impact with loss of support of Pre-Comm units at Ingalls** • **With NAVSTA Ingleside scenario, no homeported operational Surface presence in Gulf Coast** • **Coast Guard tenant** • **Requires Industrial JCSG coordination (SIMA)**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Department of the Navy

Infrastructure Analysis Team

Close NAVSTA Ingleside (*IAT-0002*)

Scenario

- **Close NAVSTA Ingleside**
  - **Relocate MHC/MCM forces to NAVSTA San Diego and NAVPHIBASE Little Creek (50% split)**
  - **Relocate MINEWARTRACEN (MWTC) to San Diego**
  - **Consolidate SIMA with SIMA San Diego and SIMA Norfolk**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **Realigns MINEWAR (MIW) forces to Fleet concentration areas for protection (Homeland Security)**
- **Enhances shift to organic MIW by realignment to Fleet concentration areas**

Potential Conflicts

- **With NAVSTA Pascagoula scenario, no homeported operational Surface presence in Gulf Coast**
- **Single site MWTC will not avail all MIW sailors to local training opportunities**
- **Disposition of COMINEWARCOM and HM-15 (currently at NAS Corpus Christi)**
- **Coast Guard tenant**
- **Requires E&T (MWTC) and Industrial (SIMA) JCSG coordination**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Department of the Navy

Infrastructure Analysis Team

Relocate SSNs from Norfolk to SUBASE New London (*IAT-0004*)

Scenario

- **Close NAVSTA Norfolk SSN berthing function**
  - **Relocate SSNs to SUBASE New London**

Drivers/Assumptions

- **Principles:** Recruit and Train, Deploy and Employ**.**
- **DON Objectives:** Optimize access to critical training facilities and align DON infrastructure to efficiently and effectively support Fleet Response Plan and Seabasing concepts

Justification/Impact

- **Saves $$ by consolidating submarine support function**
- **Sufficient capacity for 11 additional SSNs in New London**
- **Synergy of large SSN force collocated with NAVSUBSCOL and submarine maintenance capability**

Potential Conflicts

- **Single site East Coast SSN forces**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Department of the Navy

Infrastructure Analysis Team

Close NAVSTA Everett (*IAT-0005*)

Scenario

- **Close NAVSTA Everett**
  - **Relocate forces to NAVSTA Bremerton (CVN, T-AE) and NAVSTA San Diego (DDG, FFG)**
  - **Consolidate Intermediate Maintenance Facility with IMFAC Bremerton and SIMA San Diego**
  - **Consolidate Naval Reserve Center at NRC Subase Bangor**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **NAVSTA Bremerton has capacity to berth additional CVN**

Potential Conflicts

- **Loss of deep water nuclear port**
- **NAVSTA Bremerton ability to homeport additional CVN (support infrastructure)**
- **Coast Guard tenant**
- **Requires Industrial JCSG coordination (IMFAC/SIMA)**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Department of the Navy

Infrastructure Analysis Team

Close SUBASE San Diego (IAT-*0006/6A*)

Scenario

- **Close SUBASE San Diego**
  - **Relocate SSNs to NAVSTA Pearl Harbor or NAVSTA San Diego**
  - **Consolidate IMFAC Pt. Loma at IMFAC Pearl Harbor or SIMA San Diego**

Drivers/Assumptions

- **Principles:** Deploy and Employ**.**
- **DON Objectives:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**

Potential Conflicts

- **No submarine support capability at NAVSTA San Diego**
- **Relocation of SSNs to Hawaii may affect capacity for transient ships**
- **Requires Industrial JCSG coordination (IMFAC/SIMA)**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Department of the Navy

Infrastructure Analysis Team

Close CBC Gulfport (*IAT-0008*)

Scenario

- **Close CBC Gulfport, MS**
  - **Relocate 4 NMCBs,, 22nd NCR, 20th SRG, Naval Construction Training Center (NCTC) and associated equipment/material to MCB Camp Lejeune, NC**
  - **Relocate METOC Prof Dev Ctr to Stennis Space Center, MS**
  - **Consolidate NMC Reserve Center with another in area**

Drivers/Assumptions

- **Principle:** Deploy and Employ
- **DON Objective:** Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability

Justification/Impact

- **Reduces Excess Capacity. Saves $$ by closing entire installation**
- **Collocates NMCB function with supported operational forces and maintains East/West coast distribution**
- **Increase training efficiencies**

Potential Conflicts

- **Additional construction required**
- **Competing for space on Camp Lejeune with USMC force structure reshaping and potential JCSG scenarios**
- **Requires coordination with E&T JCSG (NCTC, METOC Center)**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Close Four Naval Recruiting Districts

Scenario

- **Close four Naval Recruiting Districts**
  - **Indianapolis**
  - **Omaha**
  - **Buffalo**
  - **Montgomery**

Drivers/Assumptions

- **Principles:** Organize
- **Transformational Options:** Minimizes leased space and consolidates HQs
- CNRC realigns subordinate recruiting stations under proximate NRDs

Justification/Impact

- **Reduces excess capacity**
- **Eliminates leased space cost**
- **Conforms with existing CNRC transformation plan**

Potential Conflicts

- **Distance may increase between managers and stations**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Close 18 Reserve Centers

Scenario

- **Close 15 Naval Reserve Centers**

Cedar Rapids, IA	**Duluth, MN**	**LaCrosse, WI**
Asheville, NC	**Pocatello, ID**	**Marquette, MI**
Evansville, IN	**Lexington, KY**	**Horseheads, NY**
Adelphi, MD	**Cape Girardeau, MO**	**Sioux City, IA**
Tuscaloosa, AL	**Lincoln, NE**	**Central Point, OR**

- **Close 3 Naval Marine Corps Reserve Centers**

Moundsville, WV **Reading, PA** **Peoria, IL**

Drivers/Assumptions

- **Principle:** Organize
- **Transformational Options:** Collocate/ consolidate across military departments
- **DON Objectives:** Minimize leased space; maximize use of existing capacity
- **Consideration:** Reserve should be located to leverage pooled equipment & training facilities

Justification/Impact

- **Reduces total excess capacity.**
- **Leverages opportunities for joint basing and training.**
- **Conforms with NAVRESFOR 50 State Review Study.**

Potential Conflicts

- **Retention concerns for reservists with longer travel distances.**

✓ Strategy ✓ Capacity Analysis / Data Verification ❑ JCSG Recommended ❑ De-conflicted w/JCSGs

❑ COBRA ✓ Military Value Analysis / Data Verification ❑ Criteria 6-8 Analysis ❑ De-conflicted w/Services

Next Steps

- **Continue scenario development**
- **Use joint data to identify additional opportunities**
- **Coordinate scenarios with JCSGs to align with operational movements**
- **Develop consolidated data calls**

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

DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
NOT RELEASEABLE UNDER FOIA

Headquarters U.S. Air Force

Integrity - Service - Excellence

Air Force MilVal Approach Briefing to ISG

8 Oct 04

U.S. AIR FORCE

Overview

- Strategy
- Analysis Process
- Air Force Proposals
- AF to JCSG Proposals

Strategies
Principle-Driven

1. Maintain squadrons within operationally efficient proximity to DoD-controlled airspace, ranges, MOAs, and low-level routes
2. Optimize the size -- # of aircraft / crew ratios -- of our squadrons
3. Better meet needs of the Air Force by maintaining/placing ARC units in locations that best meet the demographic and mission requirements unique to the ARC
4. Mobility basing that optimizes proximity to mission
5. Ensure long-range strike bases provide flexible strategic response and strategic force protection
6. Retain enough capacity to bed down worldwide AF forces
7. Ensure joint basing realignment actions (when compared to the status quo) increase the military value of a function, or decrease the cost for the same military value of that function

Identify "Best of Breed" Bases

Judge Remaining Bases for Overall Military Utility

Principles

Some are Imperative

1. Ensure unimpeded access to polar and equatorial earth orbits
2. Preserve land-based strategic deterrent infrastructure as outlined by the Strategic Arms Reduction Treaty (START)
3. Ensure continuity of operations by maintaining airfield capabilities within the NCR to support the POTUS, Special Airlift Missions, and foreign dignitary visits
4. Provide air sovereignty basing to meet the site protection and response time criteria stipulated by NORTHCOM and PACOM
5. Support global response by U.S. forces by keeping sufficient sovereign U.S. mobility bases along deployment routes to potential crisis areas

Must be part of any solution set

Mission Compatibility Indices

To identify 'best of breed'

Fighter

1. Whiskey AFB
2. Delta AFB
3. Mike AFB

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154. Bravo AFB

Bomber

1. Tiger AFB
2. Rhino AFB
3. Echo AFB

UAV/UCAV

Gaston AFB
2. Zulu AFB
Bravo AFB

SOF/CSAR

. Tango AFB
. Sierra AFB
Charlie AFB

C2ISR

xtrot AFB
-Ray AFB
meo AFB

Tanker

otel AFB
ndia AFB
xtra AFB

Airlift

uliet AFB
Mike AFB
Oscar AFB

Space Ops

. Lima AFB
. Papa AFB
Quebec AFB

ARC

r AFB
AFB
e AFB

MCIs measure all bases for all missions

Analysis Process

Installation Analysis Phase

Step 1

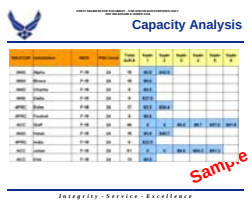
154 Bases

Step 2a

Capacity Analysis

MAJCOM

End State:
Determine Theoretical Capacity (assigned MDS)

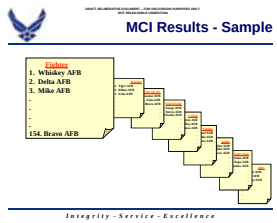


Step 2b

Rate installations for Mil Value (Crit 1 – 4) By MCI

IEB

End State:
MCI Results

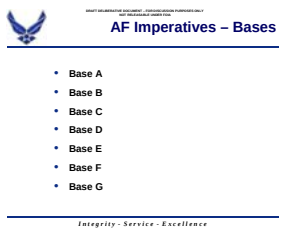


Step 2c

Imperatives

BCEG

End State:
Identify Mission Essential Bases



Step 3 **BCEG**

Overlay Force Structure
End State:
Start Point for deliberation

Overview

Strategies	2
Proposed Scenarios	17
AF to JCSG Proposed Scenarios	9
Registered Scenarios	17
Rejected Scenarios	0

AF Proposals
Approved

Short Title	Proposal
Proposals based on AF Principles or Imperatives	
Access to Space	Determine those specific installations that must be retained to ensure access to space launch through all inclinations
POTUS Support	Determine AF installation(s) best suited to support POTUS, SAM, foreign dignitary visits, and Continuity of Operations capabilities
Homeland Defense	Determine airfields and installations sufficient to support air sovereignty/air defense mission
Legacy Fleet Consolidation	Consider realigning / consolidating current (B-52 / B-1 / A-10 / F-16 / F-15) force structure at as few locations as practicable
Proposals based on MCIs	
Fighters	Base fighters at the optimum number of installations based on MCI rating and theoretical capacity
Bombers	Base bombers at the optimum number of installations based on MCI rating and theoretical capacity
C2ISR	Base C2ISR assets at the optimum number of installations based on MCI rating and theoretical capacity
Airlift	Base airlifters at the optimum number of installations based on MCI rating and theoretical capacity
Space Ops	Base space ops assets at the optimum number of installations based on MCI rating and theoretical capacity

AF Proposals
Approved

Short Title	Proposal
Proposals based on MCIs	
SOF / CSAR	Base SOF/CSAR at the optimum number of installations based on MCI rating and theoretical capacity
Tankers	Base tankers at the optimum number of installations based on MCI rating and theoretical capacity
UAV / UCAV	Base UAV / UCAV assets at the optimum number of installations based on MCI rating and theoretical capacity
Other	
Geographic Co-Location	Analyze consolidating Total Force presence among multiple installations when locations are within ? proximity of each other

Proposals
AF to JCSGs

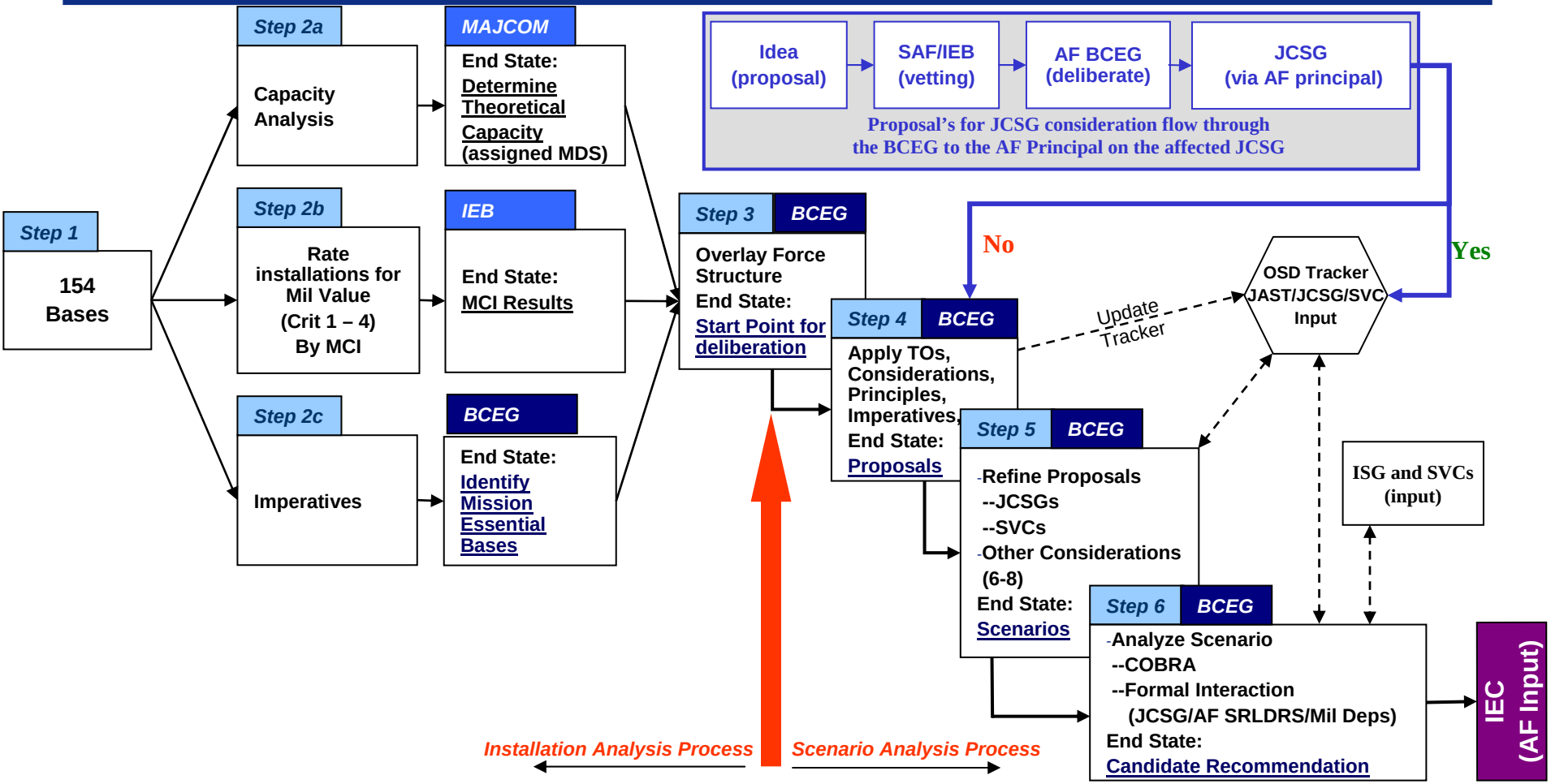
Short Title	Proposal
AF Proposals (suggested to JCSGs)	
F-35 Initial Training Location	Determine an F-35 initial training location (Ed & Trng JCSG)
Basic Helicopter Training	Consolidate DoD basic helicopter training (Ed & Trng JCSG)
Air Armament RD&A Joint Center of Excellence	Consolidation of air armament RD&A in a joint center of excellence (Tech JCSG)
Electronic Warfare RDAT&E, Joint Center of Excellence	Consolidation of EW RDAT&E in a joint center of excellence (Ed & Trng, and Tech JCSGs)
C2 RDAT&E, Joint Center of Excellence	Create a Consolidated Joint C2 RDAT&E Management HQ with Joint C2 RDAT&E Centers for Land, Maritime and Air/Space reporting to it (Tech JCSG)

Proposals
AF to JCSGs

Short Title	Proposal
AF Proposals (suggested to JCSGs)	
Air Force Depot Maintenance Commodity Realignment	Consolidate commodity workloads at single ALC IAW established Technology Repair Centers (TRCs): Avionics; Instruments; Other commodities (I JCSG)
Air Force Consolidated ICP	Consolidate AF ICP operations under single point C2. Single ICP orchestrates activities at 3 commodity centers (S&S JCSG)
TF-34 Centralized Intermediate Repair	Regionalize 12 total AD, ANG, and AFRC TF-34 ILM workcenters currently at individual A-10 bases into Centralized Intermediate Repair Facilities (CIRFs) (I JCSG)
ALQ-131 Centralized Intermediate Repair	Regionalize 12 total AD, ANG, and AFRC ALQ-131 ILM workcenters currently at individual fighter bases into Centralized Intermediate Repair Facilities (CIRFs) (I JCSG)

Analysis Process

Steps



August | September | October | November | December

Candidate #__ (Use # from Scenario Tracking Tool)

Candidate Recommendation: Fully describe the candidate closure or realignment.

Justification	Military Value
✓ Explain the reasons for the candidate recommendation (i.e., force structure reductions; mission consolidation, collocation, or elimination; excess capacity; jointness; etc)	✓ Overall effect on military value ✓ Relative military value against its peers ✓ Military judgment
Payback	**Impacts**
✓ Criterion 5 (COBRA) results	✓ Criteria 6-8 (Economic, Community and Environmental)

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