

1 OSD-ATL, ODDRE,  
2 Plans and Programs  
3 TJCSG, Capability Integration Team



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**Transformation through  
Base Realignment and Closure  
Technical Joint Cross Service Group  
Master Plan**

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26 May 04

Distribution: This plan is available to DoD and TJCSG approved agencies and individuals who have a professional, non-personal, need to know interest in TJCSG BRAC planning and execution. TJCSG members and associates must have a non-disclosure statement on file with the TJCSG Capabilities Integration Team.



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Intended Use. The plan is primarily for the members of the Technical Joint Cross Service Group members, sub-group members, and associates. The secondary use of this plan is to support Service and OSD BRAC Offices, the Infrastructure Steering Group, and all Joint Cross Service Groups (JCSG) planning and coordination efforts.

For recommended changes, comments, or concerns directly contact: USD-ATL, ODDRE, Director of Plans and Programs, Capabilities Integration Team, 3030 Pentagon, Room 3D1089, Washington DC 20310-3030, facsimile (703) 695-4885 or telephone 703-695-0005. If you desire a response or feedback regarding your recommendation, please provide your name, telephone number, and electronic mail address.

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## Executive Introduction

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This plan is approved for Technical Joint Cross Service Group (TJCSG) use. It is needed to orchestrate, coordinate, synchronize and integrate the myriad of Transformation through Base Realignment and Closure (BRAC) 2005 project phases, activities, and products to support structured analysis and decision making. The contents of this plan covers essential aspects of strategic, operational, and tactical planning and procedures needed to support TJCSG work group operations. This detail is needed to empower TJCSG members and associates<sup>1</sup> to work toward goal and objective achievement.

Transformation through BRAC for 2005 is a challenging project. At the conclusion of the project, the TJCSG Chair will provide the Infrastructure Steering Group (ISG) a set of decision recommendations to improve Department of Defense, research, development, acquisition, test and evaluation facilities.

The project occurs during a most dynamic period. The Department is conducting peacekeeping, peacemaking, and nation building missions world wide. Each Service is simultaneously conducting internal reviews to transform and improve warfighting and business enterprise or warfighting support operations. This plan when executed will help improve business or warfighting support operations to support the warfighter across the Active, Reserve, and National Guard forces and associated facilities.

Execution of this plan is guided by the following key dates-milestones. These dates are aggressive. They are needed to support Congressional and Secretary of Defense guidelines. The OSD established 15 Nov date for the TJCSG realignment recommendations delivery drives planning.

- |  |               |
|--|---------------|
| ▪ Capacity and Military Value Data Collection and Analysis – Data Call and Reports   | May-Jun 04    |
| ▪ Scenario Development and Decision Alternative Analysis – Scenario Definition Paper | Jul 04        |
| ▪ Produce Draft Decision Alternatives – Summaries of Alternatives Report             | Sep 04        |
| ▪ Define Final Recommendations – Draft Decision Paper                                | Oct 04        |
| ▪ TJCSG Realignment Recommendations – Final Decision Paper                           | 15 Nov 04     |
| ▪ Post Recommendation Decision Support activities                                    | Nov 04-May 05 |

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To achieve these dates and milestones this plan contains the following planning information. This information will affect the research, development, acquisition, and test and evaluation communities.

- |                             |                              |
|-----------------------------|------------------------------|
| ▪ Mission, Situation, Scope | ▪ Schedule                   |
| ▪ Guidance                  | ▪ Resources                  |
| ▪ Organization              | ▪ Issue and Issue Mitigation |
| ▪ Course of Action          | ▪ Administration             |
| ▪ Products                  |                              |

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The TJCSG shall use this plan and the TJCSG will keep it current through updates to guide the TJCSG toward meeting or exceeding mission, goal, and objectives.



Alan R. Shaffer

Director, Plans and Programs, ODDRE and  
TJCSG Capabilities Integration Team Leader

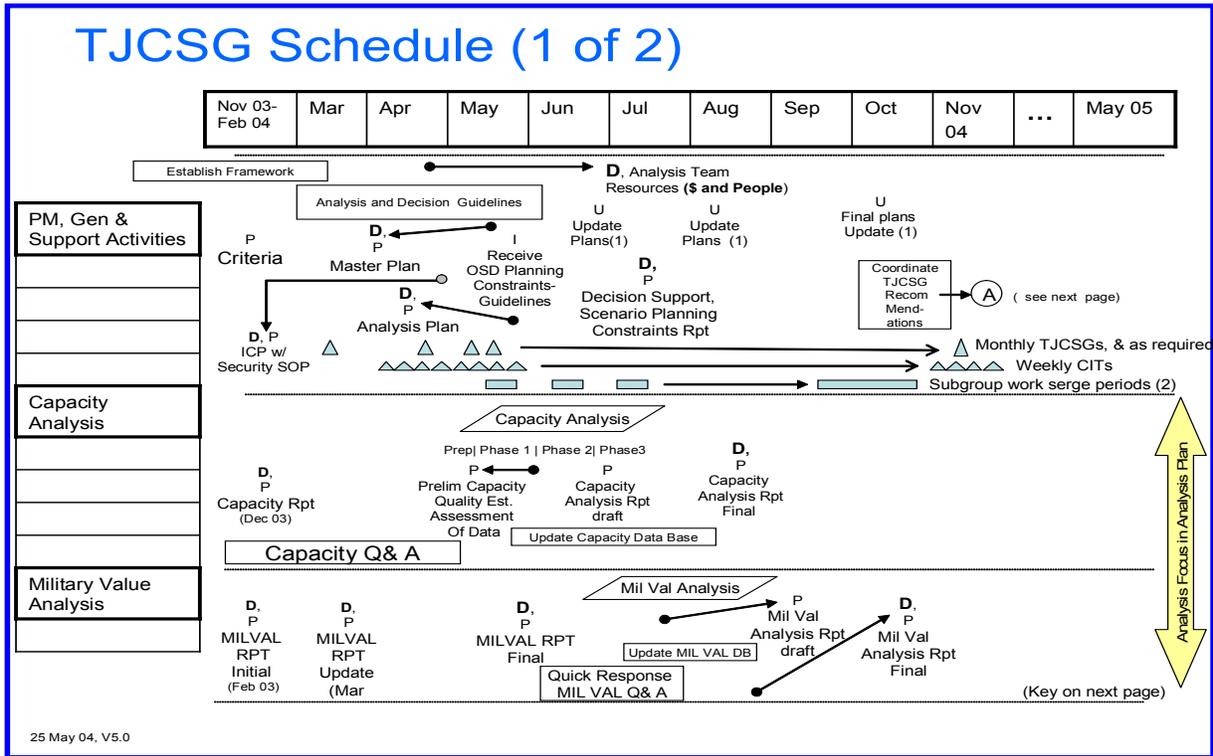


Ronald M. Segal  
Chair, TJCSG and  
Director of Defense  
Research and Engineering

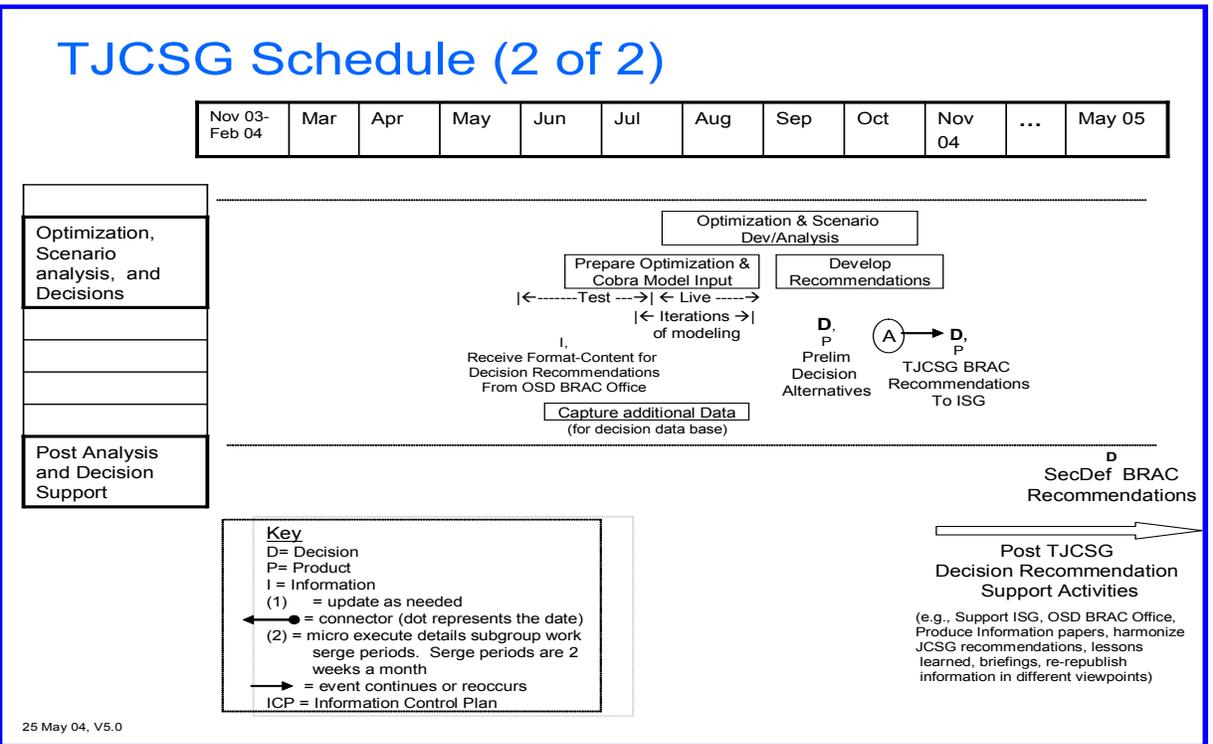
<sup>1</sup> Associates are people, with non-disclosure statements on file, who periodically assist the TJCSG and subgroups accomplish their mission.

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### Executive Schedule



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## Introduction

### 1 Introduction

#### 1.1 General

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Transformation through base realignment and closure 2005 is a Congressional and Secretary of Defense mandated project. It represents Congress and the Secretary's desires to drastically improve the Department through transformation, realignment, and closure actions. The Technical Joint Cross Service Group (TJCSG) is the work group assigned to transform research, development, acquisition, test and evaluation agencies.

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This Master Plan outlines the TJCSG work effort to achieve Secretary and Congress desires. Figure 1 summarizes the plans content.

▪ Mission, Situation, Scope	▪ Schedule
▪ Guidance	▪ Resources
▪ Organization	▪ Issue and Issue Mitigation
▪ Course of Action	▪ Administration
▪ Products	▪ Closing Remarks

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**Figure 1. -- Master Plan Content Overview**

#### 1.2 Introduction to Definitions

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The definition of acronyms and key terms are at appendices 1 and 2 respectively. The terminology used in this plan serves as a bridge among the research, development, acquisition, test and evaluation communities in a BRAC 2005 environment.

▪ Capability	▪ Imperative
▪ Capacity	▪ Military Value
▪ Facility	▪ Scenario Development

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**Figure 2. -- Introduction to Key Terms**

#### 1.3 Non-Disclosure Statement

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Each person using or reviewing this plan in draft or approved form must have a non-disclosure statement on file in the Capability Integration Team (CIT) Office<sup>2</sup>. See Appendix 3 for a blank non-disclosure statement form.

#### 1.4 Order of Precedence

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In order, the Secretary of Defense, Infrastructure Executive Council (IEC)<sup>3</sup>, Under Secretary Defense for Acquisition Technology and Logistics, Infrastructure Steering Group (ISG), and the Director of Defense Research and Engineering guidelines have precedence over this plan.

Precedence issues will be resolved by the Capacity Integration Team Leader<sup>4</sup> of the TJCSG.

<sup>2</sup> The CIT Office is the ODDRE, Plans and Programs Office, Room 3D1089, Pentagon.

<sup>3</sup> The IEC and ISG are executive decision work groups or boards with the OSD BRAC organization

<sup>4</sup> The CIT leader is the interim decision authority for the TJCSG chair.

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463 **2 Purpose**

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The primary purpose of this plan is to provide guidance to the TJCSG members and associates to successfully accomplish directed and implied BRAC 2005 tasks. The secondary purpose is to support and coordinate Service and OSD staff Transformation efforts associated with TJCSG efforts.

The TJCSG challenge summary follows on the next page.

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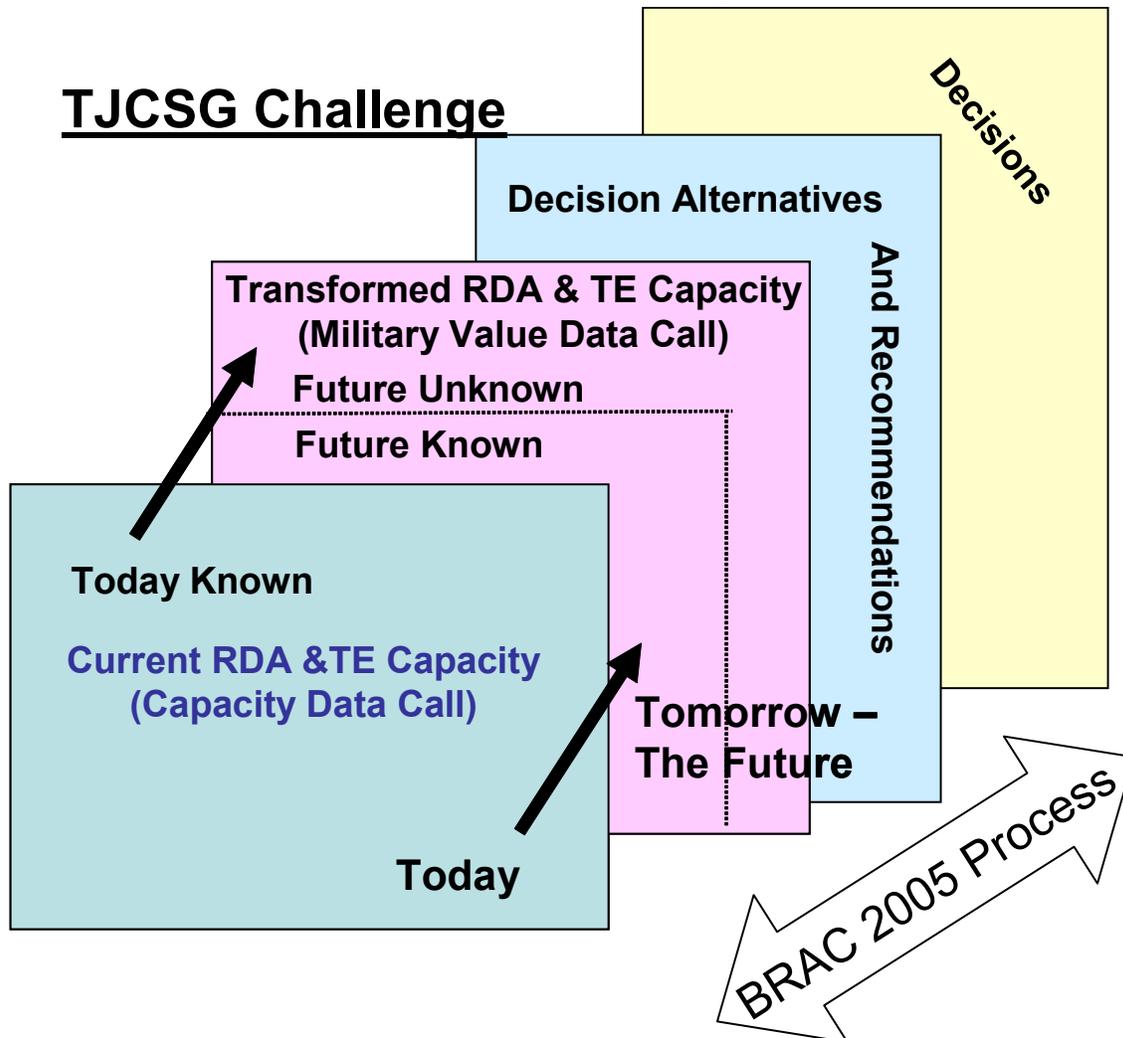
472 **3 The TJCSG Challenge**

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474 The TJCSG challenge is defining realignment and closure<sup>5</sup> recommendations that will support  
 475 Department of Defense 2015-2025 operational needs. The Department can define current research,  
 476 development, acquisition, test and evaluation (RDATE) capability in terms of capacity and military value.  
 477 The future contains knowns and unknowns. The TJCSG has the challenge to provide a best effort to  
 478 define BRAC recommendations based on future RDATE mission needs.

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Figure 3. -- TJCSG Challenge



RDA&TE = research, development, acquisition,  
test & evaluation

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<sup>5</sup> TJCSG focus is on realignment

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## Mission, Situation, and Scope

### 4 TJCSG Mission

The mission of the TJCSG is to accomplish Congressional and Secretary of Defense mandates for Transformation through Base Realignment and Closure using DoD criteria. The TJCSG will establish Department transformation recommendations for research, development, acquisition, test, and evaluation facilities through the BRAC process by Nov 2004 and accomplish OSD and BRAC Commission requirements through the conclusion of the DoD BRAC project. The DDRE will lead this effort with the proactive support of the OSD and Service staffs across the Reserve<sup>6</sup> and Active Components.

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**Figure 4. -- Technical Joint Cross Service Group Mission Statement**

### 5 Situation

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#### 5.1 General Situation

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Transformation through base realignment and closure (BRAC) for 2005 is a challenging project. At the conclusion of the project, the Technical Joint Cross Service Group Chair (DDRE) will provide the Infrastructure Service Group (ISG) a set of decision recommendations to improve Department of Defense, research, development, acquisition, test and evaluation. Formulation of these recommendations occurs during a dynamic period.

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The Department is conducting peacekeeping, peacemaking, and nation building missions world wide. Each Service is simultaneously conducting internal reviews to transform and improve warfighting and business operations. This plan when executed will help improve business or warfighting support operations to support the warfighter across the active, reserve, and National Guard forces. Execution timelines are guided by OSD and Congress. These timelines and guidelines must be executed.

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#### 5.2 DoD Future Critical Operational Capabilities

The figure below summarizes DoD critical future operational capabilities<sup>7</sup>. The TJCSG will strive to implement these concepts through their recommendations.

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1. Protect base of operations at home and abroad and defeat the threat of CBRNE weapons
2. Assure information systems in face of attack and conduct effective information operations
3. Project and sustain US forces in distant anti-access and area denial environments
4. Deny enemies sanctuary by providing persistent surveillance, tracking, and rapid engagement
5. Enhance the capability and survivability of space systems
6. Leverage information technology concepts to develop interoperable Joint C4ISR

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**Figure 5. -- DoD Critical Future Operational Capabilities**

#### 5.3 DoD Future Warfighting Capability Concepts

<sup>6</sup> The Reserve Component includes the National Guard and Reserves.

<sup>7</sup> Report, Secretary of Defense, Quadrennial Defense Review Report, pages 41-46, 30 Sep 01 summarizes broad future operational capability needs.

514 The figure below as produced by the TJCSG Joint Warfighting Concept Team<sup>8</sup>, translates DoD  
 515 broad operational concepts into a summary of concepts<sup>9</sup> for the 2010-2015 period. The TJCSG will strive  
 516 to accommodate the concepts through their recommendations<sup>10</sup>. These future joint concepts will be  
 517 analyzed to ascertain future capabilities.  
 518

BATTLE SPACE AWARENESS		
Persistent Awareness Early Warning	Timely/Accurate Dissemination Robust ISR	Collaborative Analysis
COMMAND AND CONTROL		
Command Control	Facilitate Collaborative Decisions Electronic Warfare	Robust Network
FOCUSED LOGISTICS		
Project/sustain w/reduced footprint Reduced Consumption Requirements Continuous Deployment/Sustainment	ID/Protect Key Industrial Base Supply Chain Network	
PROTECTION		
CBRNE <sup>11</sup> Defense Air Defense	Maritime Defense Cyber Defense	Space Defense Self-Defensive Capabilities
FORCE APPLICATION		
Air Operations Sea Operations Precision Strike Urban Operations Fully Integrated Fires/Maneuver	Land Operations Space Operations Global Reach Interagency Operations	Tailored Weapons Effects Integrated Deployment of Forces Rapid Force Mobility Project Forces to the Objective Integrated Warrior
OTHER		
Training Test and Evaluation	Experimentation Lower Ownership Costs	Space Control Assured Access to Space

519 **Figure 6. -- Summary of DoD Critical Future Warfighting Capabilities Concepts**  
 520  
 521

#### 522 **5.4 TJCSG Transformation Options for BRAC 2005**

523 The following figure summarizes the current<sup>12</sup> TJCSG recommended transformation options<sup>13</sup>.  
 524  
 525

<sup>8</sup> The TJCSG Joint Warfighting Concept Team examined the [draft] Joint staff operational concepts for the 2015 time frame and produced this summary in Feb-Mar 2004.

<sup>9</sup> A requirement concept is Joint Staff operational concept not yet translated into a requirement document.

<sup>10</sup> The operational concept summaries do not include people or human resource, business support (e.g., finance, installation management) transformational operational concepts.

<sup>11</sup> CBRNE = chemical, biological, radiological, nuclear, explosive

<sup>12</sup> During imperative and scenario development additional options may be developed.

<sup>13</sup> Memorandum, DDRE, subject, Transformational Options for BRAC 2005, 8 Aug 03

- Integrate individual Service and Defense agency physical capabilities and functions
- Consolidate Service and Defense agency physical capabilities and functions
- Explore public and private partnership opportunities to optimize intellectual capital and maximize facility(s) utilization and capability
- Consider the establishment of an R&D, research (S&T), and T&E educational program to ensure the recruitment, training, and retention of the people required to ensure warfighting and spectrum dominance

526 **Figure 7. -- TJCSG Transformation Options**

527 The TJCSG should consider these options during TJCSG deliberations<sup>14</sup> and expect updates from  
528 the ISG, 3<sup>rd</sup> quarter, fiscal year 2004.

529 **5.5 Base Realignment and Closure**

530 BRAC 2005 is a Department wide, large scale project. Figure 8 below summarizes the functional  
531 scope of the OSD BRAC effort. Each functional area in figure 8 is represented by a Joint Cross Service  
532 Group. The TJCSG covers the technical [RDATE] portion of the Department.  
533

- Headquarters & Support
- Supply and Storage
- **Technical**
- Medical
- Education and Training
- Intelligence
- Industry

534 **Figure 8. -- OSD BRAC Scope Summary**

535 **6 TJCSG Decision Criteria**

536 The following are the priority DoD decision criteria.

537 The TJCSG will collect and evaluate field data and information related to the cited criteria.  
538  
539

Criteria <sup>15</sup> – The technical facilities ability to:	The criteria includes <sup>16</sup> :
1. <b>Readiness</b> - Conduct current and future mission capabilities and their associated affect of operational readiness of the Department's total force, that includes the affect on joint war fighting, training, and readiness.	The ability to meet current and future mission requirements to include technical capabilities;
2. <b>Infrastructure</b> - Assure the availability and condition of land, facilities, and associated airspace and sea space.	Air, land, sea, and space facilities to include ranges. Infrastructure supports the National Military Strategy;
3. <b>Agility-Contingency</b> – Accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training	Aspects of surge capacity and contingency response;
4. <b>Manpower &amp; Cost</b> – The cost of operations and the manpower implications	The inherent costs of operations or staffing implications for conducting mission activities at a technical facility location

<sup>14</sup> The TJCSG will update these options during imperative and scenario development phases.

<sup>15</sup> Criteria established by DoD

<sup>16</sup> Presented to the ISG in Jan-Feb 2004.

540 **Figure 9.-- DoD Decision Criteria**

541  
542 Decision criteria 5 through 8 will be listed when Master Plan change 1 is published.  
543  
544

545 **7 TJCSG Scope**

546  
547 The scope of effort of the TJCSG includes functional area, Technology Area or Capability, and  
548 Common Attributes, across multiple perspectives. It is a multidimensional effort. The figure below  
549 summarizes the TJCSG scope of effort across the Department.  
550  
551

Functional Areas <sup>17</sup>	Defense Technology Areas – Capabilities <sup>18</sup>	Attributes
<ul style="list-style-type: none"> <li>▪ Research<sup>19</sup> <ul style="list-style-type: none"> <li>-- Basic Research</li> <li>-- Exploratory Development</li> <li>-- Advanced Technology Development</li> </ul> </li> <li>▪ Development &amp; Acquisition <ul style="list-style-type: none"> <li>-- System Development &amp; Demonstration</li> <li>-- System Modifications</li> <li>-- Experimentation and Concept Demonstration</li> <li>-- Product Life Cycle Support</li> </ul> </li> <li>▪ Test and Evaluation <ul style="list-style-type: none"> <li>-- Developmental T&amp;E</li> <li>-- Operational T&amp;E</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Communications</li> <li>▪ Battle Space Environment</li> <li>▪ Nuclear technology</li> <li>▪ Weapons</li> <li>▪ Human Systems</li>   <li>▪ Space Platforms</li>   <li>▪ Sensors &amp; Electronics</li> <li>▪ Biomedical</li>   <li>▪ Materials and Processes</li> <li>▪ Ground &amp; Sea Systems</li> <li>▪ Information Systems</li> <li>▪ Chemical Biological Defense</li> <li>▪ Air Platforms</li> </ul>	<ul style="list-style-type: none"> <li>▪ People - Intellectual Capital</li> <li>▪ Operational Impact</li> <li>▪ Physical Structure and Equipment</li>   <li>▪ Physical Environment</li>   <li>▪ Synergy</li> </ul>
← Perspectives <sup>20</sup> →		
	<ul style="list-style-type: none"> <li>▪ Joint Warfighting Concepts</li> <li>▪ Air-Land-Sea-Space Systems</li> <li>▪ C4ISR<sup>21</sup></li> <li>▪ Weapons and Armaments</li> <li>▪ Enabling Technologies</li> <li>▪ Innovative Systems</li> </ul>	
← Support	Guard, Reserve, Active	Components →
← Support	Air, Land, Sea, Space	Environments →

552 **Figure 10. -- TJCSG Multidimensional Scope**

553

<sup>17</sup> Functions and sub-functions are defined in the TJCSG Capacity Report, Dec 03

<sup>18</sup> Technology areas extracted from the DDRE Plan, subject, Defense Technology Area Plan, Feb 03

<sup>19</sup> Research – includes the Science and Technology communities

<sup>20</sup> The horizontal perspectives, e.g. -- warfighting concepts, A-L-S-S, facilities are analyzed across functions, technology areas, and attributes

<sup>21</sup> C4ISR = command, control, communications, intelligence, surveillance, and reconnaissance

553  
554

## Guidance

### 8 Introduction to Guidance

556 The figure below summarizes guidance that is applicable to the TJCSG members and associates.  
557

- Secretary of Defense Guidance
- Executive Interests
- Values and Code of Conduct
- Goal and Objectives
- Policies
- Quality Assurance

558 **Figure 11. -- Guidance Introduction**

### 9 Secretary of Defense Guidance

560 Secretary of Defense guidance follows.  
561  
562

“Transformation through Base Realignment and Closure .... Congress authorized a base realignment and closure (BRAC) round in 2005. At a minimum, BRAC 2005 must eliminate excess physical capacity; the operation, sustainment and recapitalization of which diverts scarce resources from defense capacity ... BRAC 2005 can make a more profound contribution to transforming the Department by rationalizing our infrastructure with defense strategy. BRAC 2005 should [will] be the means by which reconfigure our current infrastructure in one which operational capacity maximizes *both* warfighting capability and efficiency<sup>22</sup> ...”

Donald Rumsfeld

563 **Figure 12. -- Secretary of Defense Guidance**

### 10 TJCSG Executive Interests

564 The list below lists broad TJCSG executive interests<sup>23</sup>. In cases where TJCSG plans, policy, or  
565 guidelines are limited to support these interests, TJCSG members and associates who accept and  
566 believe TJCSG values and follow the code of conduct are empowered to act provided their actions  
567 conform to these interests and the TJCSG mission.  
568  
569

- Transform the Department R&D<sup>24</sup>, Acquisition, and T&E<sup>25</sup> communities to a better state
- Strive to improve the Efficiency and Effectiveness of the Department of Defense
- Consider the People aspects of Mission throughout all efforts
- Improve the “Jointness” of the R&D, Acquisition, and T&E functional areas/communities
- Make the best decision recommendations possible based on sound analysis, management and leadership principles
- Balance performance, schedule, cost, supportability, security, and risk in all work efforts and decision recommendations
- Enable Department of Defense Transformation

570 **Figure 13. -- Summary of Executive Interests**<sup>22</sup> Memorandum, Secretary of Defense, subject, Transformation Through Base Realignment and Closure, page 1, 15 Nov 02<sup>23</sup> These interests were derived from Capabilities Integration Team and TJCSG executive sessions, Dec 03 through Apr 04.<sup>24</sup> R&D = research and development<sup>25</sup> T&E = test and evaluation

## 571 **11 Values and Code of Conduct**

572

573 TJCSG members and associates are empowered to meet or exceed their individual TJCSG duty  
574 requirements to accomplish the TJCSG mission in accordance with the executive interests, mission, goal,  
575 and objectives in this plan. This requires members and associates to share common values, personnel  
576 attributes, and a code of conduct.

577

578 TJCSG membership and association is by invitation. The TJCSG chair or Capabilities Integration  
579 Team Leader may extend or withdraw<sup>26</sup> TJCSG membership and associations as mission requires.

### 580 **11.1 Values**

581 The Department of Defense and the TJCSG are values based organizations. Consistent with  
582 Service ethos each TJCSG member and associate will operate in the best interests of the DoD and  
583 perform with integrity, respect, honor, selfless service, courage, and sense of duty while following the  
584 TJCSG code of conduct (at paragraph 11.3).

### 586 **11.2 Personal Attributes**

587 TJCSG members and associates shall strive to exhibit the following attributes in executing their  
588 responsibilities.  
589

Personal Attribute Summary	Personal Attribute Summary Description
• Synchronization	Coordinate and organize efforts among OSD, Service, and work group staffs as mission requires.
• Initiative	Execute duties in a proactive manner
• Depth	Become and serve as the subject matter expert in your field of endeavor
• Agility	Be flexible and adapt to the situation
• Communicate	Listen first to the concerns of others
• Seek Synergistic Solutions	Consider alternatives and strive to achieve solutions in the best interests of Department of Defense

590

**Figure 14 -- Summary of Personal Attributes**

591

### 592 **11.3 Code of Conduct**

593

594 Each person associated with TJCSG efforts will execute their duties in the best interests of the  
595 Department of Defense to accomplish the TJCSG mission and the Congressional and Secretary of  
596 Defense mandates. TJCSG members and associates recognize that the needs of the Department of  
597 Defense supersede those of the Services, their parent organization, or personal interests, and perform  
598 accordingly.

599

600 TJCSG members and associates will safeguard TJCSG and BRAC 2005 information to prevent its  
601 unauthorized use as stated in the non-disclosure statement. Conduct such as organization gaming to  
602 sway decision making is prohibited.

603

604 Members and associates will refrain from participating or contributing in any organizations BRAC  
605 activities without express permission from the TJCSG or TJCSG CIT chair<sup>27</sup>.

606

<sup>26</sup> Changes in membership will normally require Service or OSD staff coordination.

607 Members and associates understand that TJCSG and all BRAC information and data is the  
 608 property of the Department. Use of BRAC information requires authorization from the BRAC Office,  
 609 TJCSG, or TJCSG Capabilities Integration Team Leader.

610  
 611 If a conflict of interest emerges the individuals concerned will permanently or temporarily recuse  
 612 themselves from TJCSG and BRAC related activities as the situation dictates.

613  
 614 If a TJCSG member or associate recognizes that a person is attempting to influence the TJCSG  
 615 operations or BRAC 2005 process for the purposes of individual, agency, or Service benefit, the member  
 616 or associate will notify the TJCSG leader, notify CIT leader, seek legal advise, notify the chain of  
 617 command or notify the DoD Inspector General<sup>28</sup> representatives in order to seek corrective action and  
 618 resolution.

## 619 **12 Goal and Objectives**

620 The TJCSG goal and objectives follow.

### 621 **12.1 Goal Statement**

622

The TJCSG goal is to provide the Infrastructure Steering Group transformation recommendations through the BRAC process. The TJCSG recommendations will strive to maximize military value and optimize functional capacity among R&D, Acquisition, and T&E functional areas and facilities while simultaneously improving jointness of operations in the most cost effective manner possible.

623 **Figure 16. -- Goal Statement**<sup>29</sup>

624

### 625 **12.2 Objectives**

626 The following objectives support goal achievement. Objective accomplishment is required to  
 627 achieve the TJCSG goal.

628

Objectives	Objective Description
• Establish Framework	Establish the overall TJCSG analysis, data needs, decision, and product delivery needs.
• Measure Capacity	Define data call and evaluation/assessment methods for capacity measurement
• Define information control procedures	Protect TJCSG data and information
• Measure Military Value	Define data call and evaluation/assessment methods for military value measurement
• Establish Analysis and Decision Boundaries	Define planning imperatives and scenarios to guide analysis and decision making
• Analyze Capacity and Military Value Data Call Results	Analyze field capacity and military value data and information to support decision making
• Establish Decision Alternative Planning Guidance	Guide and focus decision making. Define planning constraints.
• Provide Decision Alternatives in a timely manner	Produce draft Decision Paper
• Define and recommend best available decision alternative	Produce Decision Paper from TJCSG to ISG

629 **Figure 17. -- Summary of TJCSG Objectives**

<sup>28</sup> The DoD Inspector General's office has assigned a representative to consult with TJCSG members and associates.

<sup>29</sup> Figure renumbered due to Administrative necessity

630  
631

632 **13 Reserved for future use**

633 **14 Policies**

634 **14.1 Policy Introduction**

635 Due to the relatively short duration and complexity of this project the following policies and  
636 procedures apply. The TJCSG needs policy and procedures to help streamline operations.

637

638 Appendix 5, References contains a list of publications that guide policy formation.

639 **14.2 Policies of the TJCSG**

640 The following policies apply to the TJCSG members and associates.

641

Policy	Policy Description	Originating Office
<ul style="list-style-type: none"> <li>In the absence of the DDRE the Director of Plans and Programs will serve in his absence regarding TJCSG matters.</li> </ul>	This policy helps establish decision continuity and timely decision making within the TJCSG.	DDRE
<ul style="list-style-type: none"> <li>Use certified data and best documented military judgment in the best interests of DoD in performing analysis and providing ISG recommendations</li> </ul>	To provide the ISG with an optimal set of recommendations, the analytical work and associated deliberations must be free of opinions, non-certified data, and speculation <sup>30</sup> .	USD-ATL
<ul style="list-style-type: none"> <li>Eliminate Conflict of Interest among TJCSG members and associates</li> </ul>	See paragraph 11, Code of Conduct	TJCSG
<ul style="list-style-type: none"> <li>All members and associates to include other JCSG members shall raise issues and concerns as early as possible</li> </ul>	This policy requires all concerned to raise issues or concerns as early as possible <sup>31</sup> . TJCSG shall strive to raise issues 48-72 hours or earlier before work group sessions to enable informed response to the raised issue.	TJCSG
<ul style="list-style-type: none"> <li>TJCSG members and associates will safeguard TJCSG BRAC information and data to ensure proper use.</li> </ul>	Information sharing is on a need to know basis to help assure the integrity of the BRAC process. Members and associates must have a non-disclosure statement on file. Data and information control procedures shall be controlled by the TJCSG Information Control Procedure. See Appendix 7.	TJCSG
<ul style="list-style-type: none"> <li>TJCSG members and associates will not participate in any BRAC political or social event or meeting in an official capacity without CIT or TJCSG approval.</li> </ul>	The SecDef <sup>32</sup> or his designated representative will represent the Department among the civilian communities.	TJCSG
<ul style="list-style-type: none"> <li>TJCSG members and associated will restrict Information and data access that may be construed as advantageous to an individual, Service or Agency. Corollary – Members and associates will not share TJCSG BRAC restricted information with non-BRAC personnel</li> </ul>	Information and participation are on a need to know basis. To protect the integrity of the BRAC 2005 process, all files, data, and materials related to that process are deemed sensitive and internal to DoD	TJCSG
<ul style="list-style-type: none"> <li>Individuals Must Provide a Non-Disclosure Statement</li> </ul>	All members and associates will have a non-disclosure statement on file at the CIT	OSD BRAC Office

642

### Figure 18.-- Policy Summary

<sup>30</sup> Memorandum, USD-ATL, subject, Establishment of the Technical Joint Cross-Service Group, 15 Mar 03

<sup>31</sup> In simple terms – do not wait to raise issues or concerns

<sup>32</sup> SecDef = Secretary of Defense

643

644 **15 Quality Assurance**

645 All TJCSG members and associates will strive to improve quality of their work efforts and products  
 646 through the balancing of performance, schedule, cost, supportability, and issues or risk.  
 647

Quality Assurance Measure	Summary Description
<ul style="list-style-type: none"> <li>Plan Adherence</li> </ul>	Follow this plan. Recommendations to improve this plan are encouraged.
<ul style="list-style-type: none"> <li>Disciplined Analysis</li> </ul>	Follow the TJCSG Analysis Plan for Capability (capacity and military value) study-analysis
<ul style="list-style-type: none"> <li>Peer Review</li> </ul>	Allow TJCSG peers to review work. Coordinate work efforts among interested parties that have a need-to-know.
<ul style="list-style-type: none"> <li>Work Group Review</li> </ul>	TJCSG Subgroups and CIT review work-products.
<ul style="list-style-type: none"> <li>TJCSG Analysis Team Review</li> </ul>	Review of TJCSG products for consistency and completeness
<ul style="list-style-type: none"> <li>Service &amp; OSD staff reviews</li> </ul>	Services and OSD staffs will review draft TJCSG products
<ul style="list-style-type: none"> <li>Data and Information Accuracy</li> </ul>	Establish and use an Information Control Procedure, data management plan, and appropriate subject matter expert reviews of information and data. The Analytic Team will oversee this QA measure.
<ul style="list-style-type: none"> <li>Coordination</li> </ul>	Work efforts are coordinated among members and shared with the JCSG Council of Colonels. TJCSG and Subgroups will coordinate horizontally and vertically among the TJCSG organization as a minimum.
<ul style="list-style-type: none"> <li>Monitor Performance</li> </ul>	CIT and TJCSG members will actively monitor the TJCSG schedule and act accordingly.
<ul style="list-style-type: none"> <li>Raise Issues or Concerns early.</li> </ul>	TJCSG members and associates will raise issues as early as possible by the most expeditious manner possible. Early identification of issues will help assure informed executive resolution. Strive to identify and share issues 24-48 hours before executive events.
<ul style="list-style-type: none"> <li>Workload Balancing</li> </ul>	The CIT will strive to balance workload among TJCSG members and associates. Balancing includes diversifying workload among different Service representatives to help assure varying problem solving perspectives.
<ul style="list-style-type: none"> <li>Open Communications among TJCSG members and associates</li> </ul>	Members and associated are encouraged to discuss TJCSG matters to improve quality

648

**Figure 19. -- Summary of Quality Assurance Measures**

649

650

651

## Organization

652 **16 Concept of Operations**

653 This section summarizes how the TJCSG operates.

654 **16.1 Technical Joint Cross Service Group Procedures**

655 The TJCSG concept of operations<sup>33</sup> follows:

656

657 The Director, Defense Research and Engineering (DDRE) chairs the TJCSG. TJCSG members  
 658 include senior executives from the Marine Corps, Navy, Army, Air Force and the Joint and OSD [ODDRE]  
 659 Staffs. Executives will share information with appropriate Capability Integration Team (CIT) members to  
 660 assure consistency of purpose.  
 661

<sup>33</sup> See Memorandum, DDRE, subject, Technical Joint Service Group (JCSG) Report, published on or about Apr 03

662 A general officer or member of the senior executive service will chair each TJCSG sub-group.  
663

664

665 Each sub-group will examine Department technical capabilities across and among research,  
666 development, acquisition, test and evaluation functions; technical capability areas; and defined attributes  
667 to accomplish the TJCSG mission. Each sub-group is expected to coordinate and share information  
668 within subgroup membership, among other TJCSG sub-groups, Service work groups, and OSD Joint  
669 Cross Service Groups (JCSGs) workgroups counterparts to assure integrated solutions. Subgroup  
670 members will support the CIT and Analytics Team as the mission requires.

671

672 The CIT leads, the Analytics Team supports, and other Subgroups conduct the TJCSG analysis  
673 effort<sup>34</sup> to conduct capacity and military value analyses. The Analytics team will also provide data  
674 management, record management, quality assurance through the integration and de-confliction of sub-  
675 group products and as guided by the Capability Integration Team.

676

677 The CIT will serve sub-group senior analysis and integration team. The CIT will also serve as the  
678 TJCSG decision body for immediate actions and issue resolution. Service CIT representatives will keep  
679 their TJCSG executives informed on TJCSG progress and coordinate actions with Service BRAC offices  
680 as mission requires.

681

682 The TJCSG Military Deputy<sup>35</sup> or his designated representative will share TJCSG project status  
683 with the JCSG council of colonels to coordinate efforts as mission requires.

684

685 The TJCSG may invite<sup>36</sup> subject matter experts to support TJCSG operations as needed.

## 685 **16.2 Inter-Agency, Intra-Agency, and Inter-Work Group Interdependencies**

### 686 **16.2.1 Non-BRAC Inter-Agency and Intra-Agency Interaction**

687

688 The OSD BRAC office, Infrastructure Executive Committee (IEC), or Infrastructure Steering  
689 Group (ISG) handles Inter and Intra Agency interaction with non-BRAC agencies to coordinate of BRAC  
690 2005 actions, events, and goals.

691

692 The IEC or ISG may through the OSD BRAC Office delegate Inter-agency and intra agency  
693 coordinate efforts as mission requires.

### 694 **16.2.2 BRAC Related Inter-Work Group Interaction**

695 The TJCSG will interact on BRAC efforts with the ISG, Service and OSD BRAC Offices, and  
696 JCSG Council of Colonels to exchange information, plan, and resolve issues, as mission requires.

697

698 The OSD BRAC office, ISG, or IEC will work, as mission requires, all other inter-work group  
699 needs. .

## 700 **17 Organization and Missions**

### 701 **17.1 Introduction/Review the BRAC 2005 Organization**

702 The OSD Transformation through BRAC effort is primarily organized into Service and OSD  
703 efforts. The TJCSG is part of the OSD effort. See appendix 12 for a review of the BRAC organization.  
704 The figure below summarizes the overall effort.

705

706

---

<sup>34</sup> TJCSG Sub-groups will also support the effort by providing people to help conduct the analysis. See follow on paragraph on responsibilities.

<sup>35</sup> The TJCSG MILDEP is the senior military officer assigned to ODDRE and the TJCSG project.

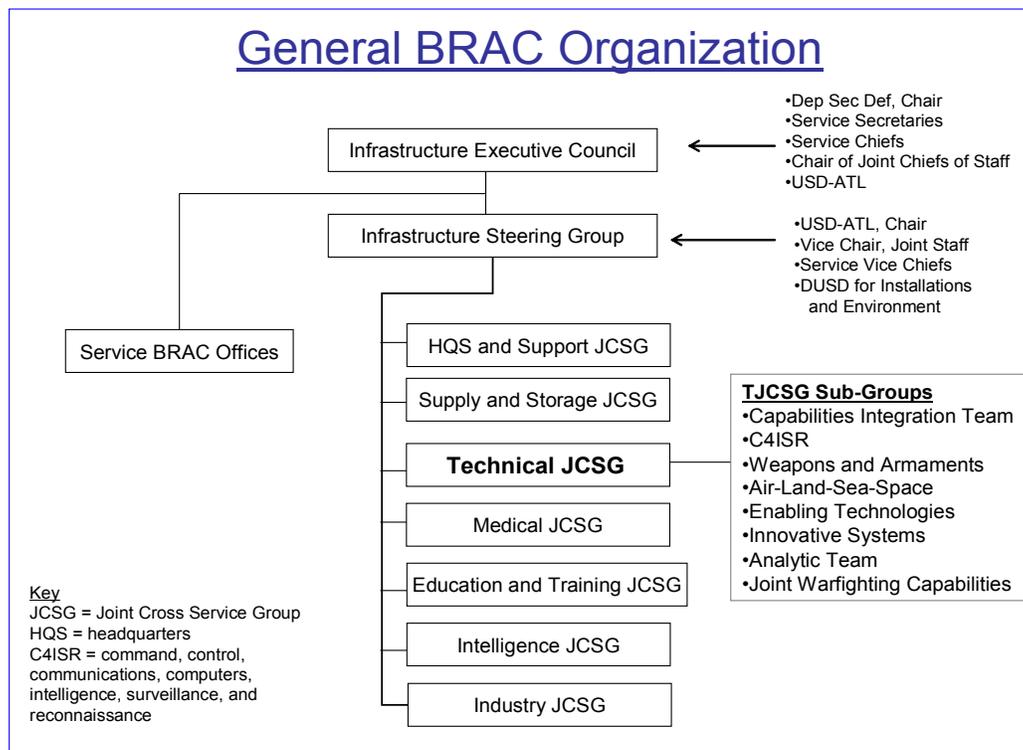
<sup>36</sup> Non-TJCSG personnel who properly participate in TJCSG efforts are considered TJCSG associates.

707

708

709

Figure 20. -- BRAC Organization



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## 17.2 Technical Joint Cross-Service Group Responsibilities and Organization

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### 17.2.1 TJCSG Responsibilities

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The TJCSG is responsible for overseeing the joint cross-service analysis of research, development, acquisition, test and evaluation. The TJCSG subgroups, listed below, will perform a broad, comprehensive look and Department of Defense (DoD) requirements to accomplish their mission. Using certified data, the groups must perform a detailed analysis of existing and future capabilities and capacity and develop recommendations to satisfy DoD requirements<sup>37</sup>.

The TJCSG will:

- a) Define their analytical approach, to include common definitions of functions and metrics, and attributes based on BRAC 2005 criteria and a method to determine surge requirements;
- b) Conduct capacity analysis to rationalize infrastructure across the Department;
- c) Conduct military analysis in which measures of merit will quantify facility attributes and provide the means of to rank order facilities;
- d) Define scenarios where the TJCSG will array alternative configurations to arrive at realignment recommendations;
- e) Identify issues for resolution;

<sup>37</sup> Memorandum, USD-ATL, subject, Establishment of the Technical Joint Cross Service Group, 15 Mar 03

- 732 f) Resolve field questions to data calls with coordinated answers;  
 733 g) Consider Transformational Options for BRAC 2005 (see paragraph 5.4, Transformation  
 734 Options);  
 735 h) Strive to balance performance, schedule, cost, supportability, and risks in the execution  
 736 of all tasks;  
 737 i) Define essential elements of information necessary to conduct analysis and decision  
 738 making;  
 739 j) Will review the TJCSG Battle Plan, Process-Execution Model summary, work  
 740 breakdown structure, and schedule of events, to execute direct and derived tasks;  
 741 k) Honor verbal or memorandums of agreement or understanding;  
 742 l) Provide resources or resource guidelines to support TJCSG operations,  
 743 m) Coordinate with Service and OSD BRAC offices staffs on matters of mutual interest,  
 744 and;  
 745 n) Provide realignment recommendations by Nov 04.

## 746 17.2.2 TJCSG Organization

747  
 748 The USD-ATL, DDRE leads the TJCSG. Members of the executive TJCSG are members of the  
 749 Services, Joint, and OSD staff. The TJCSG has the following subgroups to accomplish the TJCSG  
 750 mission<sup>38</sup>. Each subgroup will execute TJCSG responsibilities in their area of expertise.  
 751

TJCSG [Analysis] Sub-Groups	Summary – The Sub-Group will:
<ul style="list-style-type: none"> <li>• Capability Integration Team (CIT)</li> </ul>	Serve as the senior analysis, management, integration, and decision body for the executive TJCSG
<ul style="list-style-type: none"> <li>• Command, Control, Communications, Computers, Intelligence, Reconnaissance, and Surveillance (C4ISR)</li> </ul>	Integrate C4ISR across R&D, Acquisition, and T&E (RDATE <sup>40</sup> ) functions and Defense technical areas <sup>41</sup> and recommends solutions to the CIT.
<ul style="list-style-type: none"> <li>• Weapons and Armaments</li> </ul>	Perform analysis and integrate Weapons and Armaments across RDATE functions and technical areas and recommends solutions to the CIT.
<ul style="list-style-type: none"> <li>• Air-Land-Sea-Space (A-L-S-S or ALSS)</li> </ul>	Perform analysis and integrate A-L-S-S systems across RDATE functions and technical areas and recommends solutions to the CIT.
<ul style="list-style-type: none"> <li>• Enabling Technologies (ET)</li> </ul>	Perform analysis and recommend technologies are likely to contribute to the transformation of the Department
<ul style="list-style-type: none"> <li>• Innovative Systems</li> </ul>	Perform analysis and identify innovation and technology contributions to future warfighting concepts
<ul style="list-style-type: none"> <li>• Joint Warfighting Capabilities</li> </ul>	Perform analysis and align future joint warfighting concepts with RD, Acquisition, and T&E functions. Integrate results into Innovative Systems products.
<ul style="list-style-type: none"> <li>• Analytic Team</li> </ul>	Support analysis and serve as a quality assurance check for the TJCSG. Core duties include: maintain data bases in a secure manner; run and develop models; support subgroup efforts; serve a data manager and repository, and; records manager.

752 **Figure 21. -- TJCSG Sub-Group Organization and Responsibility Summary**

753  
 754 The figure below summarizes TJCSG integration responsibility. Each TJCSG subgroup will  
 755 perform to accomplish the TJCSG mission, goal, and objectives within the established schedule. The  
 756 Subgroups will account for all aspects of TJCSG scope, i.e. -- function, technical area, and attributes of a  
 757 facility.

<sup>38</sup> See memorandum, DDRE, subject, Technical Joint Cross Service Group (JCSG) Report, undated, published on or about April 03. Organization also supplemented by the TJCSG CIT in Dec 03.

<sup>39</sup> C4ISR – Command, Control, Communications, Computers, Intelligence, Reconnaissance, and Surveillance

<sup>40</sup> RDATE – Research, Development, Acquisition, and Test and Evaluation

<sup>41</sup> Technology Areas – See Paragraph 7 Scope, figure 3, TJCSG Multidimensional Scope

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Technical Capability Areas													
Function	Air Platforms	Ground Vehicles	Sea Vehicles	Space Platforms	Weapons	Nuclear Technology	Materials & Processes	Biomedical	Human Systems	Battlespace Environment	Chemical & Bio Defense	Sensors, Electronics	Information Systems
T&E	ALSS	ALSS	ALSS	ALSS	Wpn	Wpn	ET	ET	ET	ET	ET	C4ISR	C4ISR
D&A	ALSS	ALSS	ALSS	ALSS	Wpn	Wpn	ET	ET	ET	ET	ET	C4ISR	C4ISR
Res	ALSS	ALSS	ALSS	ALSS	Wpn	Wpn	ET	ET	ET	ET	ET	C4ISR	C4ISR

764 T&E = test and evaluation; D&A = development and acquisition; Res = research (includes Science & Technology)

765

**Figure 22. -- TJCSG Sub-Group Integration Responsibility Summary**

766

### **17.3 Organization and Responsibility Summary**

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768

The preceding paragraphs outline the TJCSG organization. Appendix 12 contains an overview of the OSD BRAC 2005 work effort.

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Course of action follows on the next page.

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774**Course of Action**775 **18 Process – Course of Action Summary**776 **18.1 Introduction**

777 This process summary represents the TJCSG course of action to accomplish the TJCSG mission,  
778 goal, and objectives. It represents a balance of executive interests, policy, schedule, current  
779 environment, performance expectations, and resources while considering risk and risk mitigation.

780 This paragraph summarizes the top-level BRAC 2005 process, the executive TJCSG Battle Plan to  
781 achieve BRAC 2005 process objectives, and the TJCSG execution model that achieve OSD and TJCSG  
782 performance requirements. Multiple levels of detail are provided.

783 Product delivery, schedule, and work breakdown structure summaries follow this Process-Course  
784 of Action Summary to ensure a compressive view to manage the TJCSG operations.

787 **18.2 BRAC 2005 Process Overview**

788 The figure below summarizes the BRAC 2005 process<sup>43</sup>. At the beginning of each process step  
789 the OSD BRAC office provides guidance for process execution.

790 The TJCSG executes the BRAC 2005 Process through the TJCSG [Executive] Battle Plan and  
791 associated processes (i.e., execution process model and work breakdown structure). The time line or  
792 schedule to execute the TJCSG process is integrated into the TJCSG WBS and schedule.

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BRAC 2005 Process	Description
▪ Analysis Frameworks development	The overarching approach to BRAC 2005
▪ Analytical Approach	Define the approach to conduct analysis
▪ Capacity Data Call Development and Issuance	Define the approach to conduct Department capacity analysis and method to collect field data.
▪ Capacity Analysis	Analyze data from the capacity data call
▪ Military Value and Other Data Call Development and Issuance	Define the approach to conduct the Department military value evaluation method and field data call
▪ Military Value Analysis	Analyze the military value data from the data call.
▪ Scenario Development and Data Call	Define decision alternatives and conduct follow on data call if needed
▪ Cost Analysis (COBRA <sup>44</sup> )	Analyze data and model
▪ Recommendations to Commission	The Department provides realignment and closure recommendations to the BRAC commission.

796

**Figure 23. -- BRAC 2005 Process Overview Description**

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798 The figure below graphically depicts the BRAC 2005 process and time sequence of events. These  
799 events (or phases) are guided by the OSD BRAC Office.

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<sup>42</sup> Resources, risk identification, and risk mitigation are identified near the end of this document. See the table of contents.

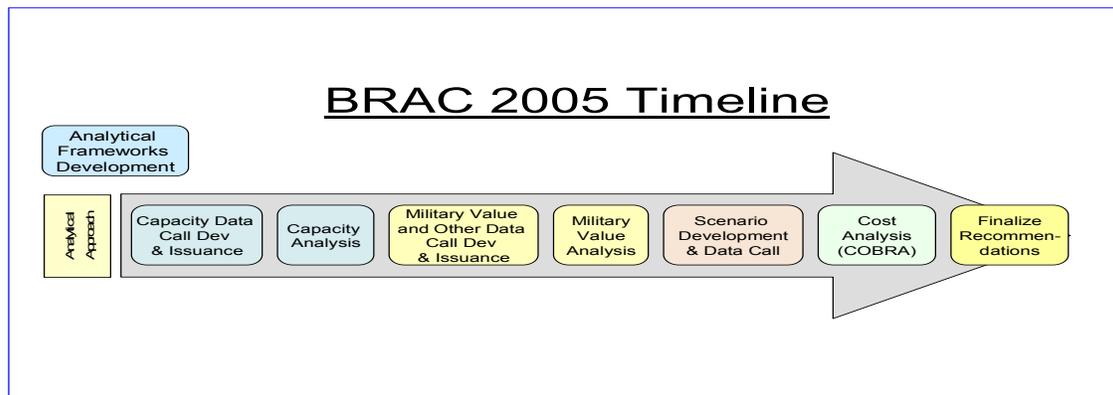
<sup>43</sup> Memorandum, USD-ATL, subject, BRAC 2005 Guidance for the Technical Joint Cross-Service Group, 16 Jul 03

<sup>44</sup> COBRA = Cost of Base Realignment and Closure model

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**Figure 24. -- BRAC 2005 Process Timeline**  
(Sequence of Events)



813

### 814 **18.3 TJCSG Executive Summary**

815 The TJCSG Battle Plan summarizes the executive approach to achieve TJCSG mission, goal, and  
816 objectives in accordance with the BRAC 2005 process.

#### 817 **18.3.1 Battle Plan Outline Executive Summary**

818 The figure below summarizes the TJCSG approved executive battle plan<sup>45</sup> to execute the BRAC  
819 2005 process. It is an executive summary of TJCSG work effort. Following the Battle Plan is the TJCSG  
820 execution process summary to implement the Battle Plan. TJCSG executives, CIT members, and Sub-  
821 Group team leaders will implement the Battle Plan.

822  
823  
824

- Determine and Catalogue Existing Capacity
- Assess Transforming Technology Drivers
- Assess New and Replacement Capacities Required
- Military Value Assessment (Analysis)
- Technology Capacity Assessment (Analysis)
- Scenario Development
- Scenario Analysis
- Realignment and Closure Recommendations

825

**Figure 25. -- TJCSG Battle Plan Task Outline**

<sup>45</sup> The Battle Plan was created on or about Nov 03 and confirmed in the TJCSG Capacity Report, signed Dec 03.

**826 18.3.1.1 Determine and Catalogue Existing Capacity**

827 The TJCSG will document the Department technical infrastructure as it exists today by measuring  
828 functions, attributes, and technical areas (see Scope). During the capability analysis phase the TJCSG  
829 will learn what portion of the technical capacity and military value is necessary to meet the mission need.

**830 18.3.1.2 Assess Transforming Technology Drivers**

831 Since BRAC 2005 looks 15-20 years into the future, the Department infrastructure must remain  
832 relevant for the future. The Department needs a flexible and agile technical infrastructure which can  
833 provide for a technical future that is difficult to predict. The TJCSG will assess facility abilities to support  
834 future needs.

**835 18.3.1.3 Assess New and Replacement Capacities Required**

836 The TJCSG will make recommendations on technologies and associated facilities that are likely  
837 to contribute to the transformation of military operations during the 10-20 year period considered by this  
838 BRAC project. The TJCSG will also suggest new and replacement military capabilities based on  
839 transformational technologies.

**840 18.3.1.4 Technology Capacity Assessment**

841 By TJCSG definition the military value of a technical facility is determined by its ability to do any  
842 of the technical functions: Research, Development and Acquisition , or Test and Evaluation across the  
843 TJCSG scope. The TJCSG will evaluate each Department facility to define its capacity.

**844 18.3.1.5 Military Value Assessment**

845 The military value of a technical facility is determined by its ability to perform any or all of the  
846 RDATE functions across the Defense Technology Area Plan areas<sup>46</sup>. The selection criteria (paragraph 6)  
847 as approved by Congress and published by DoD serves as the basis for this effort.

**848 18.3.1.6 Scenario Development**

849 The TJCSG will develop BRAC decision imperatives/constraints and alternatives based on facility  
850 capacity and military value. The constraints include making sure that the retained activities or  
851 activity/function combinations are capable of meeting the requirement and that also satisfy any  
852 imperatives specified by the policy makers, or any other constraints necessary to assure that the  
853 solutions obtained are really capable of performing the required functions. An optimization methodology  
854 will be used to generate several realignment alternatives that can then be evaluated by decision-makers  
855 in more depth.

**856 18.3.1.7 Scenario Analysis**

857 The TJCSG will perform a decision support analysis and linear optimization of the technical  
858 facilities which will ultimately drive out prospective scenarios for realignment actions. During this phase  
859 BRAC decision alternatives are reduced. The optimization methodology will strive to maximize military  
860 value while eliminating excess capacity. The Cost of Base Realignment Actions (COBRA) modeling tool  
861 will be used to calculate scenario costs and savings over 20 years by estimating costs and savings of  
862 stationing actions.

863  
864 The TJCSG will perform a decision support analysis and linear optimization of the technical  
865 facilities which will ultimately drive out prospective scenarios for realignment and closure actions.

**866 18.3.1.8 Realignment and Closure Recommendations**

867 The COBRA model results will be used to develop realignment recommendations. The TJCSG  
868 will make BRAC recommendations to support the Department future needs. These recommendations will

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<sup>46</sup> Review TJCSG Scope at paragraph 7, as needed.

869 be provided through the ISG to the Secretary of Defense for approval and presentation to the BRAC 2005  
870 Commission.

### 871 **18.3.2 BRAC 2005 Process – TJCSG Battle Plan Cross Walk**

872 The following figure summarizes the BRAC 2005 process and the TJCSG Battle Plan.  
873

	← <b>TJCSG Battle Plan</b> →							
<b>BRAC 2005 Process</b>	Determine and Catalogue Existing Capacity	Assess Transforming Technology Drivers	Assess New and Replacement Capacities Required	Technology Capacity Assessment	Military Value Assessment	Scenarios Development	Scenario Analysis	BRAC Recommendations
Analysis Frameworks development	X	X	X					
Analytical Approach	X	X	X					
Capacity Data Call Development and Issuance		X	X					
Capacity Analysis		X	X	X				
Military Value and Other Data Call Development and Issuance		X	X	X	X			
Military Value Analysis		X	X	X	X			
Scenario Development and Data Call						X	X	
Cost Analysis (COBRA)						X	X	
Recommendations to Commission							X	X

874 X = contributes to BRAC Process satisfaction

875 **Figure 26. -- BRAC 2005 Process and TJCSG Battle Plan Cross Walk**

876

### 877 **18.3.3 TJCSG Executive Decision Points**

878

879 The figure below summarizes the TJCSG executive decision points. Decisions are required to  
880 achieve TJCSG objectives and ultimate goal achievement. These decision points are scheduled in the  
881 Work Breakdown Structure and Master schedule.  
882

- Overall Analysis and Decision Framework – approve this Master Plan
- Capacity Assessment Approach – approve Capacity Report
- Information Control and Security Procedures – approve Information Control Plan with Security appendix
- Military Value Assessment Approach – approve Military Value Report
- Analysis Approach – Approve Analysis Plan
- Planning Constraints for Scenario Development – Approve planning guidelines<sup>47</sup>
- Decision Alternatives – approve a short list of decision alternatives
- Decision Recommendations – approve final list of recommendations for the ISG

883

**Figure 27. -- Executive Decision Points**

<sup>47</sup> Approve planning guidelines in the form of imperative, principles, and transformation options.

884 **18.4 TJCSG Execution Process Summary (or Execution Model)**

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The Battle Plan requires execution. This execution process summary represents the execution model for TJCSG members and associates. The execution model is presented in two views; executive view and detailed. Following the process summary, the TJCSG work breakdown structure translates process needs into management events, phases, time lines, and products.

890 **18.4.1 Execution Process Summary, Executive View**

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The following figures summarize the executive view of the TJCSG process. It summarizes the detailed process. In general, the process summary or execution model represents what TJCSG personnel (members and associates) must do to accomplish the TJCSG goal and objectives.

TJCSG executives, CIT members, and Sub-Group team leaders must oversee the Process to assure adherence.

Execution Process Summary	Description
▪ Framework Definition	Define TJCSG scope, plan, and approach to BRAC 2005 requirements
▪ Capability Analysis	Collect and define installation and facility capacity and military value within the scope of the TJCSG effort as guided by the Analysis Plan
▪ Decision Analysis	Analyze data and information provided by the field
▪ Decision Options Creation	Define decision alternatives
▪ Make Decisions	Narrow the number of alternatives, justify them, and make decision
▪ TJCSG Decision Recommendation to ISG	Final TJCSG Product for the ISG
▪ Post Decision Support	Support ISG, IEC, and Sec Def decision making

899

**Figure 28. -- Execution Process Summary, Executive View**

900

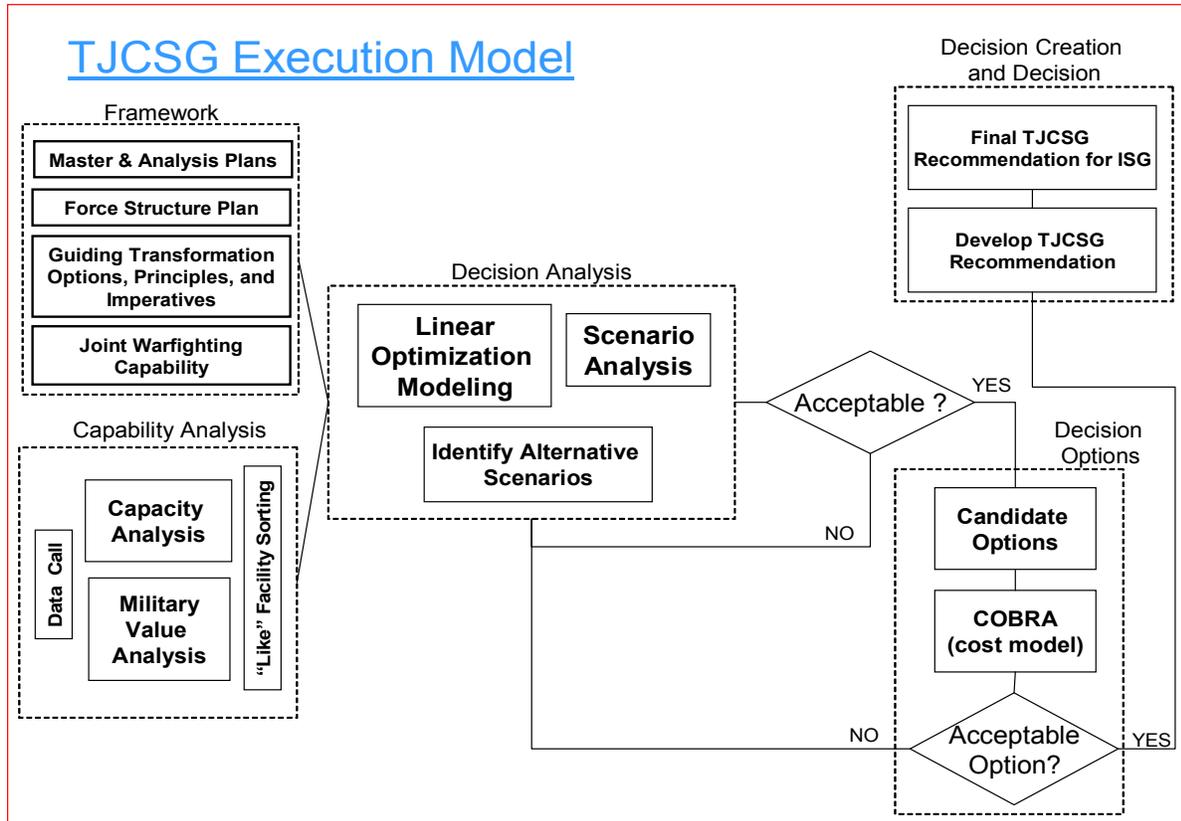
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A graphical view of the Execution Model follows<sup>48</sup>.

<sup>48</sup> The graphical view of the Execution model is intended to summarize the process. The graphical view does not show Post Decision (Nov 04) activities and the potential for the Decision Creation tasks to feedback into Decision Analysis if addition information is needed regarding the proposed decision.



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**Figure 29. -- Execution Process Model Diagram, Executive View**

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**18.4.2 Battle Plan and Process Summary Relationships**

The following figure summarizes the battle plan and executive process model relationships. It shows that the TJCSG processes will meet or exceed battle plan requirements.

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BATTLE PLAN ELEMENTS	PROCESS			SUMMARY		
	Framework Definition	Capability Analysis	Decision Analysis	Decision Options	Decision Creation	Decision - TJCSG Decision Recommendation to ISG <sup>49</sup>
Determine and Catalogue Existing Capacity	X	X				
Assess Transforming Technology Drivers	X	X				
Assess New and Replacement Capacities Required	X	X				
Military Value Assessment	X	X				
Technology Capacity						

<sup>49</sup> ISG = Infrastructure Steering Group.

Assessment	X	X				
Scenario Development	X		X	X		
Scenario Analysis	X		X	X	X	
Realignment and Closure Recommendations	X			X	X	X

915

916 X = the "X" means the Process will meet or exceed Battle Plan requirements.

917

**Figure 30. -- Battle Plan and Execution Process Correlation Summary**

918

**18.5 Detailed Process Description**

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920 The following figure describes the TJCSG detailed execution process. It is an action oriented

921 process. This view helps define required actions for the TJCSG subgroups members and associates.

922 Work associated with this process is scheduled within the TJCSG work breakdown structure and

923 summarized in the TJCSG master schedule.

924

Process Reference Number	Detailed Process – Execution Model Summary
1.0	Framework Definition
1.1	Define Structure and Plan for Work Effort
1.2	Describe Planning Guidelines Constraints
1.2.1	Define Transformation Guidelines and Options
1.2.2	Define Principles
1.2.3	Define Imperatives
1.2.4	Publish Analysis Guidelines
1.3	Quantitative Measures
1.3.1	Define Criteria
1.3.2	Describe Attributes
1.3.3	Define Measures-Metrics
1.4	Questions
1.4.1	Formulate Capacity Questions
1.4.2	Formulate Military Value Questions
1.5	Refine Framework As Needed
2.0	Capability Analysis
2.1	Capacity Analysis
2.1.1	Conduct Capacity Data Call
2.1.2	Respond to Field Installation Capacity Questions
2.1.3	Receive Capacity Data Call Results
2.1.4	Conduct Capacity Analysis
2.2	Military Value Analysis
2.2.1	Conduct Military Value Data Call
2.2.2	Respond to Field Installation Military Value Questions
2.2.3	Receive Military Value Data Call Results
2.2.4	Conduct Military Value Analysis
2.3	Joint Warfighting Concept Analysis
2.3.1	Define Preliminary Warfighting Concept Analysis
2.3.2	Define Final Warfighting Concept Analysis
2.3.3	Integrate results into TJCSG Products
2.4	Future Technical Capability Needs
2.4.1	Define Preliminary Technical Capability Needs
2.4.2	Define Final Technical Capability Needs
2.4.3	Integrate Warfighting concepts into TJCSG analysis
3.0	Decision Analysis
3.1	Conduct Facility Linear Optimization Modeling

3.2	Conduct Scenario/Option Analysis
3.3	Refine Analysis as needed
4.0	Decision Options Creation
4.1	Define Decision Options
4.2	Define Cost and Schedule Options
4.3	Refine Decision Analysis As Needed
5.0	Decision Creation
5.1	Define Preliminary Decisions
5.2	Refine Decision Options As Needed
5.3	Final TJCSG Realignment and Closure Decisions
6.0	Decision -- TJCSG Decision Recommendation to ISG
7.0	Post Decision Support

925 **Figure 31. -- Detailed Process – Execution Model Summary**

926 **18.5.1 Framework Definition**

927

928 Framework definition within the TJCSG process (or execution model) defines the overall TJCSG  
929 analytical structure. The scope, plan, and approach to BRAC 2005 is defined during this phase.

930 **18.5.1.1 Define Structure and Plan for Work Effort**

931 During this phase the TJCSG is organized and plans are produced. Initial plans are described by  
932 the Battle Plan. Refined plans are described by this process model. The work breakdown structure and  
933 this plan are produced during this phase.

934 **18.5.1.2 Describe Planning Guidelines Constraints**

935 Guidelines are described at three levels. They are strategic, operational, and tactical.  
936 See the figure below. Transformation options, principles, and imperatives will be described in  
937 these categories. (Master Plan Change 1 will contain additional information.)  
938

- |  |
|--|
| <ul style="list-style-type: none"> <li>▪ Strategic Guidelines – for ISG, IEC, or Sec Def Approval</li> <li>▪ Operational Guidelines – for TJCSG interim approval and ISG review and approval</li> <li>▪ Tactical Guidelines – CIT create, TJCSG review and approve (interim), and ISG approve</li> </ul> |
|--|

939 **Figure 32. -- Strategic, Operational, and Tactical Guidelines**

940

941 **18.5.1.2.1 Define Transformation Guidelines and Options**

942 Define OSD and Service broad guidelines to transform the Department.

943 **18.5.1.2.2 Define Principles**

944 Define OSD, Service, and TJCSG broad rules to follow in the creation of imperatives.

945 **18.5.1.2.3 Define Imperatives**

946 Define executive planning guidelines and constraints to focus work efforts during this  
947 phase. The effort will strive to establish quantitative boundaries of analysis and decision making.  
948 The TJCSG members and associates will examine the total TJCSG scope of effort to recommend  
949 imperatives for CIT, TJCSG, or ISG approval.

950 **18.5.1.2.4 Publish Analysis Guidelines**

**Deliberative Document – For Discussion Only – Do not release under FOIA**

951 Produce the TJCSG Analysis Plan to guide Capability (capacity and military value)  
952 analysis efforts.

### 953 **18.5.1.3 Quantitative Measures**

954 The TJCSG will define the mathematical methods to evaluate facility capacity during this  
955 period.

#### 956 **18.5.1.3.1 Define (or Refine) Criteria**

957 Define or refine the overarching decision criteria<sup>50</sup>. See paragraph 6, TJCSG Decision  
958 Criteria.

#### 959 **18.5.1.3.2 Describe Attributes**

960 The TJCSG defines attributes associated with the criteria. See paragraph 6, TJCSG  
961 Decision Criteria.

#### 962 **18.5.1.3.3 Define Measures-Metrics**

963 The TJCSG will strive to define quantitative methods associated with the defined criteria  
964 and attributes.

### 965 **18.5.1.4 Questions**

966 In general, the TJCSG will define questions for all Department organizations to answer.  
967 Answers to the formulated questions are used evaluate capability (capability and military value)

#### 968 **18.5.1.4.1 Formulate Capacity Questions**

969 During this phase, questions are created for the field to answer. The answers are used  
970 to evaluate facility capacity.

#### 971 **18.5.1.4.2 Formulate Military Value Questions**

972 During this phase, questions are created for the field to answer. The answers are used  
973 to evaluate facility military value.

### 974 **18.5.1.5 Refine Framework As Needed**

975 As a quality assurance measure, the TJCSG will review accomplishments, successes,  
976 and faults of the preceding phases to determine areas of improvement.

## 977 **18.5.2 Capability Analysis**

978 Capacity analysis is the phase that collects installation and facility capacity and military value  
979 within the scope of the TJCSG effort. The separately published TJCSG Analysis Plan governs this  
980 phase.

### 981 **18.5.2.1 Capacity Analysis**

982 Assess the current workload of a facility based the TJCSG scope at paragraph 7.  
983 Conduct this analysis in accordance with the TJCSG Analysis Plan.

#### 984 **18.5.2.1.1 Conduct Capacity Data Call**

985 The OSD BRAC office releases the Capacity Data Call through the Services to the field.

#### 986 **18.5.2.1.2 Respond to Field Installation Capacity Questions**

987 The TJCSG will answer questions received from the field organizations.

---

<sup>50</sup> The overarching criterion is defined by OSD. The TJCSG has refined these criteria to assure it is germane to the TJCSG mission. See paragraph 6, Decision Criteria.

988                    **18.5.2.1.3                    *Receive Capacity Data Call Results***  
989                    Receive the Capacity Data Call data base from the OSD BRAC Office or the Services.  
990                    (Master Plan, change 1 will contain data clarification procedures.)

991                    **18.5.2.1.4                    *Conduct Capacity Analysis***  
992                    Conduct the Capacity Analysis in accordance with the TJCSG Analysis Plan.

993                    **18.5.2.2    *Military Value Analysis***  
994                    Assess the current and future capability of a facility. Conduct this assessment in  
995                    accordance with the TJCSG Analysis Plan.

996                    **18.5.2.2.1                    *Conduct Military Value Data Call***  
997                    The OSD BRAC office releases the Military Value Data Call through the Services to the  
998                    field.

999                    **18.5.2.2.2                    *Respond to Field Installation Military Value Questions***  
1000                    The TJCSG will answer questions received from the field organizations.

1001                    **18.5.2.2.3                    *Receive Military Value Data Call Results***  
1002                    Receive the Military Value Data Call data base from the OSD BRAC Office or the  
1003                    Services. (Master Plan, change 1 will contain data clarification procedures.)

1004                    **18.5.2.2.4                    *Conduct Military Value Analysis***  
1005                    Conduct the Military Value Analysis in accordance with the TJCSG Analysis Plan.

1006                    **18.5.2.3    *Joint Warfighting Concept Analysis***  
1007                    The TJCSG will strive to align future joint operational concepts and requirements with  
1008                    TJCSG technical scope and integrate these alignments with capability analysis and decision  
1009                    analysis.

1010                    **18.5.2.3.1                    *Define Preliminary Warfighting Concept Analysis***  
1011                    Describe depth and breath of analysis and conceive desired results.

1012                    **18.5.2.3.2                    *Define Final Warfighting Concept Analysis***  
1013                    Summarize warfighting concepts and align them with TJCSG scope of effort.

1014                    **18.5.2.3.3                    *Integrate results into TJCSG Products***  
1015                    Affect Military Value scoring and decision analyses.

1016                    **18.5.2.4    *Future Technical Capability Needs***  
1017                    The TJCSG is charged with ensuring that the BRAC process preserves critical technical  
1018                    infrastructure, which is required to support today's military needs, but is also postured to support the  
1019                    needs of the future. The TJCSG will consider the ability of the current infrastructure to support the  
1020                    requirement to develop future warfighting capability in assigning military value to existing facilities. The  
1021                    TJCSG will also consider the ability of the current technical infrastructure to expand and evolve to support  
1022                    projected high value future technical needs in the military value analysis.

1023                    **18.5.2.4.1                    *Define Preliminary Technical Capability Needs***  
1024                    Determine future technology needs to support warfighting.

1025 **18.5.3 Define Final Technical Capacity Needs**

1026 Technical Capacity Needs are the needs of DoD within the RDATE (to include science  
1027 and technology) communities, to describe warfighting capability from the present to 2025. In  
1028 general, this is produced through: a) collecting the current needs; b) extrapolating them to FY09;  
1029 c) assessing them using best military judgment by considering the future force structure and  
1030 warfighting capabilities, and; d) include surge needs

1031 **18.5.4 Decision Analysis**

1032 During this phase, the data and information collected during capability analysis is analyzed and  
1033 structured to enable decision option creation.

1034 **18.5.4.1 Conduct Facility Linear Optimization Modeling**

1035 Linear Optimization provides a means of filtering alternatives to find a good subset that can be  
1036 used to develop scenarios for in-depth analyses in a timely and efficient manner. It is designed to provide  
1037 a computer based recommended solution given multiple criterions. The process integrates: 1) data  
1038 received during capacity and military value data calls; 2) analysis results and; 3) constraints based on  
1039 imperatives, principles, and transformation requirements.

1040 **18.5.4.2 Conduct Scenario/Option Analysis**

1041 After arriving at a relatively small number of possible solutions to the question of what bases  
1042 analysis must be conducted to determine how different scenarios will affect them. During scenario  
1043 development analyst identify a number of variations to the solution sets coming out of linear optimization.  
1044 Based on these, additional data from the impacted locations will be solicited in order to gain a greater  
1045 level of granularity with which to compare "like" facilities. It is expected that the resulting comparison will  
1046 show which facility best supports the current and future infrastructure requirements.

1047 **18.5.4.3 Refine Analysis as needed**

1048 Integrate the above to help assure balanced decision making.

1049 **18.5.5 Decision Options Creation**

1050 The Decision Options Creation phase defines alternatives for possible TJCSG BRAC  
1051 recommendations with justification.

1052 **18.5.5.1 Define Decision Options**

1053 Create TJCSG BRAC 2005 decision options.

1054 **18.5.5.2 Define Cost and Schedule Options**

1055 Define Cost and Schedule implications, as a minimum<sup>51</sup>, associated with decision options.

1056 **18.5.5.3 Refine Decision Analysis As Needed**

1057 Iterate as needed to refine the decision options.

1058 **18.5.6 Create or Make Decisions**

1059 During this phase the myriad of decision options or BRAC recommendation alternatives are  
1060 reduced. These alternatives are justified so enable executive decision making.

1061 **18.5.6.1 Define Preliminary Decisions**

1062 Refine or narrow the number the created decision choices.

---

<sup>51</sup> Consider a balanced view of performance, schedule, cost, supportability, security, and risk associated with decision options as time and mission allow. Use of the COBRA model (tool) is expected.

1063 **18.5.6.2 Refine Decision Options As Needed**

1064 Refine the decision options in accordance with ISG needs.

1065 **18.5.6.3 Final TJCSG Realignment and Closure Decisions**

1066 Produce the TJCSG final recommendations.

1067 **18.5.7 TJCSG Decision Recommendation to ISG**

1068 During this phase the TJCSG documents the BRAC 2005 recommendation for the ISG.

1069 **18.5.8 Post Decision Support**

1070 After the TJCSG recommendation is presented to the ISG, the TJCSG will support ISG, IEC, and  
1071 Secretary of Defense decision and education needs. This includes TJCSG defense of analysis to the  
1072 BRAC commission.

1073 **18.6 Process Interdependencies**

1074 The framework definition phase establishes the context of TJCSG member and associate work  
1075 effort. Each process phase builds upon each successive phase. See the figure below.  
1076

Process Summary - Review
▪ Framework Definition
▪ Capability Analysis
▪ Decision Analysis
▪ Decision Options Creation
▪ Make Decisions
▪ TJCSG Decision Recommendation to ISG
▪ Post Decision Support

1077 **Figure 33. -- Process-Execution Model Summary Review**

1078 During each phase subordinate processes are examined and reexamined to improve product quality.  
1079 If improvements are needed, corrective action is taken within the TJCS organization.

1080 **19 Work Breakdown Structure**

1081 This paragraph translates the executive battle plan and personnel performance requirements defined  
1082 in the process model into a management work breakdown structure (WBS) for TJCSG leaders.

1083  
1084 The WBS translates executive and personnel execution models into a management summary. This  
1085 summary in its full detail (see appendix) summarizes the task, product, schedule, and people resources  
1086 needed to achieve the TJCSG goal and objectives.

1087  
1088 The detailed WBS is published separately. See appendix 9.

1089 **19.1 WBS Summary**

1090 The following figure summarizes the work breakdown structure (WBS) of the TJCSG. The  
1091 summary represents the executive view of work effort to accomplish Battle Plan and Process  
1092 requirements.

1093

1 Project Management, General, and Supporting Activities
2 Higher Echelon, External, and Statutory Activities
3 Capacity Analysis
4 Military Value Analysis
5 Optimization, Scenario, and Decision Development
6 Post Analysis and Decision Supporting Activities

1094  
1095**Figure 34. -- WBS Executive Summary**1096  
1097  
1098**19.2 WBS and TJCSG Process (or Execution Model) Relationships**

The figure below shows the Process elements are accommodated within the WBS.

TJCSG Execution Process Summary	WBS					
	1 Project Management, General and Supporting Activities	2 Higher Echelon, External, and Statutory Activities	3 Capacity Analysis	4 Military Value Analysis	5 Optimization, Scenario, and Decision Development	6 Post Analysis & Decision Supporting Activities
Framework Definition	X	X	X	X	X	
Capability Analysis	X	X	X	X		
Decision Analysis	X	X			X	
Decision Options Creation	X	X			X	
Make Decisions	X	X	X	X	X	
TJCSG Decision Recommendation to ISG	X	X			X	X <sup>52</sup>

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X = The X means elements of Process execution are covered with the WBS

1101

**Figure 35. -- WBS and Process Relationship Summary**1102  
1103  
1104  
1105**19.3 Detailed Work Breakdown Structure**

The detailed Work Breakdown Structure summary follows below. The summary provides 3 levels of detail. The complete WBS is a separately published appendix to this Master plan.

Detailed Work Breakdown Structure (Version 6.0)	
1 Project Management, General, and Supporting Activities	
1.1 Project Management	
1.1.1 General Planning and Decisions – create frameworks	
1.1.1.1 Master Planning	
1.1.1.2 Operations Support	
1.1.1.3 Analysis Planning	
1.1.1.4 TJCSG Executive Decisions	
1.1.1.4.1 Overall Analysis and Decision Framework	
1.1.1.4.2 Capacity Assessment Approach	
1.1.1.4.3 Information Control and Security Procedures	
1.1.1.4.4 Military Value Assessment Approach	
1.1.1.4.5 Analysis Approach	
1.1.1.4.6 Planning Constraints for Scenario Development ( Guidelines in Decision Support, Scenario Planning and Constraints Report)	
1.1.1.4.7 Decision Alternatives	
1.1.1.4.8 Decision Recommendations	
1.1.1.5 Coordination (JCSG, OSD BRAC Office, Service BRAC Office, TJCSG Subgroups, TJCSG Members and associates) (see WBS 5.4)	

<sup>52</sup> Follow on work effort is expected to support OSD and Sec Def decision processes

1.1.1.6 Other
1.1.2 Preparation
1.1.2.1 Guidance
1.1.2.1.1 Transformation Options
1.1.2.1.2 Principle Definitions
1.1.2.1.3 Imperative Definition
1.1.2.1.4 Future Concepts/Capabilities
1.1.2.1.4.1 Joint and Service Warfighting
1.1.2.1.4.2 Future Technology
1.1.2.1.5 Final TJCSG Product Guidelines (see WBS 5.0)
1.1.2.2 Supporting Data and Information (for guidance determination)
1.2 Process-Project Support
1.2.1 Work Area-Office Space
1.2.1.1 TJCSG Analytic Team Work area – Crystal City
1.2.1.2 CIT Management Work area - Rosslyn
1.2.2 Work Sessions and Conferences (length one work day or more)
1.2.3 Data Management
1.2.3.1 Capacity Data Base Configuration Management
1.2.3.2 Military Data Base Configuration Management
1.2.3.3 Decision Support Data Base Configuration Management
1.2.4 Other
1.2.3.1 Information Control Plan (ICP)
1.2.3.2 Security Annex to ICP
1.2.3.3 Record Keeping and Records Management
1.2.3.4 Continuity of Operations (COOP)
1.2.5 Personnel
1.3 General Activities
1.3.1 Meetings
1.3.1 Infrastructure Steering Group Sessions
1.3.2 Technical JCSG Chairman and Principals
1.3.3 Capabilities Integration Team (CIT)
1.3.4 TJCSG Subgroups
1.3.5 OSD BRAC Office Support
1.1.6 Other
1.3.2 Training
1.3.2.1 Analysis process
1.3.2.2 COBRA
1.3.2.3 Optimization
1.3.2.4 Installation Visualization Tool (IVT)
1.3.2.5 Data base Training (risk mitigation)
1.3.5 Administrative Support
1.3.5.1 General Briefings
1.3.5.2 Non-Disclosure Statement Maintenance
1.3.5.3 Information Access Roster
1.3.5.4 Plans and SOP updates
2.0 Higher Echelon, External, and Statutory Activities
2.1 Force Structure
2.2.1 Force Structure Plan
2.2.2 Infrastructure-Facility Inventory
2.2 Selection Criteria
2.2.1 Interim Criteria
2.2.2 Final Criteria
2.2.3 TJCSG Criteria Interpretation
2.2.3.1 Criteria 1 through 4 Utilization
2.2.3.2 Criteria 5 through 8 Utilization
2.3 Analysis Tools Delivery/Availability by OSD

2.4	OSD BRAC Office - BRAC 2005 Process & Timeline Guidance
2.5	TJCSG BRAC Recommendations Review and Approval (See WBS 5.7)
<b>3.</b>	<b>Capacity Analysis</b>
3.1	Planning, and preparation, and framework definition
3.2	Question generation
3.3	Question approval
3.4	Data call support
3.5	Analysis
3.6	Reporting
<b>4</b>	<b>Military Value Analysis</b>
4.1	Planning and preparation
4.1.1	Initial planning
4.1.2	Military Value Val training
4.1.3	Guidance to CIT and sub-groups
4.2	Develop Mil Val framework
4.2.1	Generate attributes and align with selection criteria
4.2.2	Assign weights
4.2.3	Generate metrics and questions
4.2.3	Generate Questions
4.3	Mil Val report Approval
4.3.1	Technical JCSG Review
4.3.2	ISG Review
4.3.3	OSD standardization
4.4	Data call support
4.5	Analysis
4.6	Reporting of Analysis
<b>5.0</b>	<b>Optimization, Scenario, and Decision Development</b>
5.1	Planning and preparation (see WBS 1.1.2.1, Guidance)
5.2	Optimization modeling and scenario generation
5.3	Scenario data call and analysis process
5.4	Coordination with Service BRAC offices and other JCSGs (See WBS 1.1.1.5)
5.5	Final scenario process and recommendation generation
5.6	Recommendation approval process
5.7	Final Reporting – (Recommendation)
5.7.1	First Draft
5.7.2	Second Draft
5.7.3	Final Report
<b>6.0</b>	<b>Post Analysis and Decision Supporting Activities</b> <sup>53</sup>
6.1	OSD BRAC Office Support and Guidance
6.2	Archive Information
6.3	Information Sharing
6.3.1	Information Papers
6.3.2	Information Briefings
6.3.3	Smart Book
6.4	Lessons Learned White Paper

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**Figure 36. -- Detailed Work Breakdown Structure**<sup>53</sup> Subject to refinement

1109 **19.3.1 Project Management, General, and Supporting Activities**

1110 Project management, general and supporting activities are those actions required to oversee  
1111 TJCSG operations, track progress, and complete the TJCSG mission. These activities are summarized  
1112 below.

- |   |
|---|
| <ul style="list-style-type: none"> <li>1.1 Project Management</li> <li>1.2 Process-Project Support</li> <li>1.3 General Activities</li> </ul> |
|---|

1113 **Figure 37. -- Project Management, General, and Supporting Activities Summary**

1114 **19.3.2 Higher Echelon, External, and Statutory Activities**

1115 Higher Echelon, external, and Statutory Activities are events, decision, and guidelines generated  
1116 outside the TJCSG organization.  
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|---|
| <ul style="list-style-type: none"> <li>2.0 Higher Echelon, External, and Statutory Activities</li> <li>2.1 Force Structure</li> <li>2.2 Selection Criteria</li> <li>2.3 Analysis Tools Delivery/Availability by OSD</li> <li>2.4 OSD BRAC Office - BRAC 2005 Process &amp; Timeline Guidance</li> <li>2.5 TJCSG BRAC Recommendations Review and Approval</li> </ul> |
|---|

1118 **Figure 38. -- Higher Echelon, external, and Statutory Activities**

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1120 **19.3.3 Capacity Analysis**

1121 Capacity analysis highlights the process outlined for preparing questions for the field to answer,  
1122 conducting data calls, data receipt, and actual analysis leading up to the Capacity Analysis Report  
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| <ul style="list-style-type: none"> <li>3.1 Planning and preparation</li> <li>3.2 Question generation</li> <li>3.3 Question approval</li> <li>3.4 Data call support</li> <li>3.5 Analysis</li> <li>3.6 Reporting</li> </ul> |
|--|

1124 **Figure 39. -- Capacity Analysis Summary**

1125 **19.3.4 Military Value Analysis**

1126 Military Value Analysis highlights the process outlined for defining military value questions for the  
1127 field to answer, conducting the data call, data receipt, and actual analysis leading up to the Military Value  
1128 Report.  
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| <ul style="list-style-type: none"> <li>4.1 Planning and preparation</li> <li>4.2 Question generation</li> <li>4.3 Question approval</li> <li>4.4 Data call support</li> <li>4.5 Analysis</li> <li>4.6 Reporting</li> </ul> |
|--|

1130 **Figure 40. -- Military Value Analysis Summary**

1131 **19.3.5 Optimization, Scenario, and Decision Development**

1132 This section outlines steps required and process outlined for conducting optimization modeling  
1133 after receipt of both Capacity and Military Value data calls. It further outlines steps to be completed

1134 during the Scenario Generation phase following optimization modeling and refinement. This process  
1135 culminates in the generation of the BRAC TJCSG Recommendation report.  
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| 5.1 Planning and preparation                             |
| 5.2 Optimization modeling and scenario generation        |
| 5.3 Scenario data call and analysis process              |
| 5.4 Coordination with Service BRAC offices and JCSGs     |
| 5.4 Final scenario process and recommendation generation |
| 5.5 Recommendation approval process                      |
| 5.6 Reporting  |

1137 **Figure 41. -- Optimization, Scenario, and Decision Development Summary**

1138 **19.3.6 Post Analysis and Decision Supporting Activities**

1139 This section is the close out effort of the BRAC process<sup>54</sup>. Workload includes briefings on the  
1140 TJCSG analysis and processes as well as report generation and historical data archival  
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| 6.1 OSD BRAC Office Support and Guidance |
| 6.2 Archive Information                  |
| 6.3 Information Sharing                  |
| 6.4 Lessons Learned White Paper          |

1142 **Figure 42. -- Post Analysis and Decision Support Summary**

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<sup>54</sup> This section is subject to updates as more information is available

## 1173 20 Course of Action Summary

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1175 The TJCSG course of action is built upon a hierarchy of planning and process guidelines. See figure  
1176 below. The OSD process summarizes the overall BRAC 2005 process. The TJCSG Battle Plan  
1177 translates the OSD process into an executive summary plan of essential tasks. The Battle Plan in turn is  
1178 converted into a TJCSG execution model or execution steps for TJCSG members and associates – the  
1179 workers. The work breakdown structure is the management tool to measure progress toward mission,  
1180 goal, and objective achievement. This plan strives to tie all aspects of TJCSG operations together<sup>55</sup>.

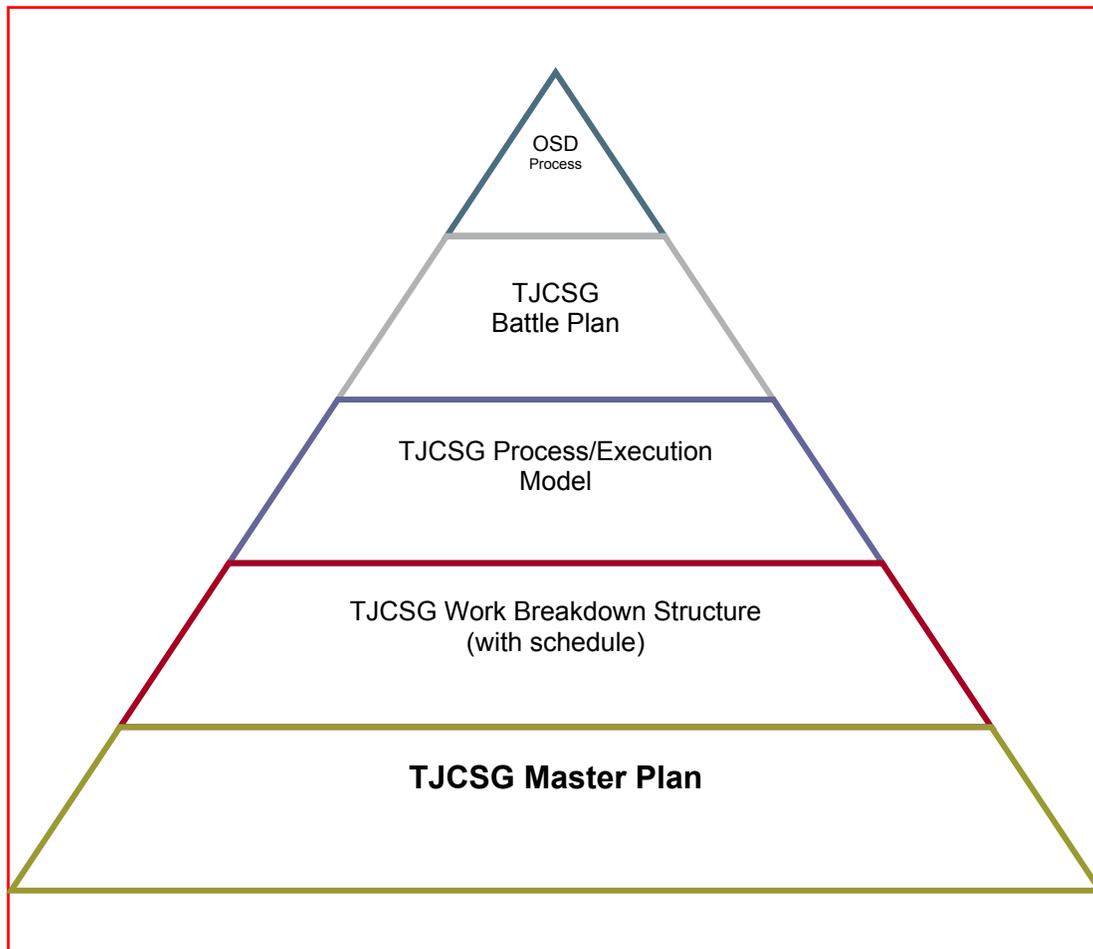
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**Figure 43. -- Course of Action Hierarchy of Planning and Execution**

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<sup>55</sup> The Master Plan is the TJCSG plan or record. It is supplemented by the Analysis Plan for focused analytical work, Information Control Plan, and special reports, such as the Military Value report.

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## Products

### 1189 21 Products

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The TJCSG is a performance based organization. Process execution results in products. This paragraph summarizes the products to support Transformation through base realignment and closure project to support analysis and decision making.

Capstone or major products listed represent the summary of the detailed supporting products produced by the TJCSG.

#### 1198 21.1 TJCSG Major Product Listing – Capstone Products

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The following major products are developed as the result of executing the above processes.

Technical Joint Cross Service Group Products <sup>56</sup>	Product Summary	Assigned Integrator	Contributor <sup>57</sup>
• Scope Definition	Defines TJCSG mission boundaries	CIT	TJCSG Subgroups
• Master Plan	This document	CIT	TJCSG Subgroups, Service BRAC Offices and JCSGs
• Capacity Report	Define TJCSG approach to measure field capacity	CIT	TJCSG Subgroups
• Military Value Report	Define TJCSG approach to measure military value	CIT	TJCSG Subgroups
• Analysis Plan	Describe analysis plan and resource requirements	CIT	Analytic Team and Sub-Groups
• Information Control Procedure	Describe information and data control and security procedures	CIT	Analytic Team and Sub-Groups
• Analysis Reports	Define strengths, weaknesses, and risks associated with completed analysis. There are 2 parts: Capacity and Military Value	CIT	Analytic Team and Sub-Groups
• Decision Support, Scenario Planning and Constraints Report	Define decision process, scenario approach, include transformation, principles, and imperative guidelines	CIT	Analytic Team and TJCSG Subgroups
• Draft Decision Alternatives	Summary of Decision Alternatives	CIT	TBD <sup>58</sup> , publish in Master Plan, change 1
• Decision Alternatives	Draft Decision Paper with reduced number of options	CIT	TBD, publish in change 1
• Final Decision Recommendation	Decision Paper and briefing	CIT	TJCSG Subgroups

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**Figure 44. -- TJCSG Major Product Summary**

<sup>56</sup> Product titles may change based on TJCSG or CIT guidance. TJCSG briefing for the ISG normally accompany each product delivery.

<sup>57</sup> Contributor – provide input to the assigned integrator

<sup>58</sup> Details to follow in future Master Plan updates.

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## 21.2 TJCSG Detailed Product Listing – Supporting Products

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Product views are presented in Execution Model and Work Breakdown Structure viewpoints below.

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Ref No.	Execution/Process	Output Product <sup>59</sup>
1.0	Framework Definition	Battle Plan
1.1	Define Structure and Plan for Work Effort	Master Plan w/WBS Scope Definition Info Control Procedure Security Plan
1.2	Describe Planning Guidelines Constraints	Scenario Report
1.2.1	Define Transformation Guidelines and Options	White paper <sup>60</sup>
1.2.2	Define Principles	White Paper
1.2.3	Define Imperatives	
1.2.4	Publish Analysis Guidelines	Analysis Plan
1.3	Quantitative Measures	Capacity and Military Value Reports
1.3.1	Define Criteria	USD-ATL Memo
1.3.2	Describe Attributes	White Paper
1.3.3	Define Measures-Metrics	White Paper
1.4	Questions	Annex to Reports
1.4.1	Formulate Capacity Questions	Capacity Reports
1.4.2	Formulate Military Value Questions	Mil Value Report
1.5	Refine Framework As Needed	Change Pages
2.0	Capability Analysis	
2.1	Capacity Analysis	Capacity Report
2.1.1	Conduct Capacity Data Call	OSD BRAC Office directive
2.1.2	Respond to Field Installation Capacity Questions	TJCSG Coordinated Responses
2.1.3	Receive Capacity Data Call Results	None <sup>61</sup>
2.1.4	Conduct Capacity Analysis	Analysis Report, Capacity
2.2	Military Value Analysis	Military Value Report
2.2.1	Conduct Military Value Data Call	
2.2.2	Respond to Field Installation Military Value Questions	TJCSG Coordinated Responses
2.2.3	Receive Military Value Data Call Results	None <sup>62</sup>
2.2.4	Conduct Military Value Analysis	Analysis Report, Military Value
2.3	Joint Warfighting Concept Analysis	
2.3.1	Define Preliminary Warfighting Concept Analysis	White paper
2.3.2	Define Final Warfighting Concept Analysis	Joint Staff approved Future Concept White Paper Summary
2.3.3	Integrate Warfighting concepts into TJCSG analysis	
2.4	Future Technical Capability Needs	To be published
2.4.1	Define Preliminary Technical Capacity Needs	
2.4.2	Define Final Technical Capacity Needs	

<sup>59</sup> Products are output of process execution. Products may be internal to the TJCSG as working papers or external for the ISG or BRAC Office

<sup>60</sup> White Paper may take the form of essay, briefing, or memorandum

<sup>61</sup> Receipt of data call results may require corrective action in coordination with the OSD BRAC Office to assure results complete and accurate

<sup>62</sup> Receipt of data call results may require corrective action in coordination with the OSD BRAC Office to assure results complete and accurate

3.0	Decision Analysis	Scenario Planning and Constraints Report
3.1	Conduct Facility Optimization Selection	
3.2	Conduct Linear Optimization Modeling	
3.3	Conduct Scenario/Option Analysis	
3.4	Refine Analysis as needed	TJCSG-CIT guidance
4.0	Decision Options Creation	Draft Decision Paper
4.1	Define Decision Options	
4.2	Define Cost and Schedule Options	
4.3	Refine Decision Analysis As Needed	
5.0	Decision Creation	Decision Paper
5.1	Define Preliminary Decisions	Briefing & Information Papers
5.2	Refine Decision Options As Needed	TJCSG and CIT decisions
5.3	Final TJCSG Realignment (and Closure <sup>63</sup> ) Decisions	Briefings and Decision paper
6.0	Decision -- TJCSG Decision Recommendation to ISG	Executive Decision
7.0	Post Decision Support	TBD

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**Figure 45. -- TJCSG Detailed Product List, Execution Model View**

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Below is the WBS view of products.

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WBS Ref No.	Detailed Work Breakdown Structure (Version 6.0)	Product
1.0	1 Project Management, General, and Supporting Activities	
	1.1 Project Management	Master Plan
	1.1.1 General Planning and Decisions – create frameworks	BRAC 2005 Timeline; TJCSG Executive Battle Plan
	1.1.1.1 Master Planning	Master Plan; Scope Definition; WBS
	1.1.1.2 Operations Support	Execution Model; SOPs are required
	1.1.1.3 Analysis Planning	Analysis Plan
	1.1.1.4 TJCSG Executive Decisions	TJCSG or TJCSG Chair Decisions
	1.1.1.4.1 Overall Analysis and Decision Framework	TJCSG Decision approve this Master Plan
	1.1.1.4.2 Capacity Assessment Approach	TJCSG Decision approve Capacity Report
	1.1.1.4.3 Information Control and Security Procedures	TJCSG Decision approve Information Control Plan with Security appendix
	1.1.1.4.4 Military Value Assessment Approach	TJCSG Decision approve Military Value Report
	1.1.1.4.5 Analysis Approach	TJCSG Decision Approve Analysis Plan
	1.1.1.4.6 Planning Constraints for Scenario Development ( Guidelines in Decision Support, Scenario Planning and Constraints Report)	TJCSG Decision Approve planning guidelines

<sup>63</sup> Focus is on realignment recommendations

	1.1.1.4.7 Decision Alternatives	TJCSG Decision approve a short list of decision alternatives
	1.1.1.4.8 Decision Recommendations	TJCSG Decision approve final list of recommendations for the ISG
	1.1.1.5 Coordination (JCSG, OSD BRAC Office, Service BRAC Office, TJCSG Subgroups, TJCSG Members and associates) (see WBS 5.4)	Staff Action Summaries with Coordination Summaries, as required
	1.1.1.6 Other	
	1.1.2 Preparation	
	1.1.2.1 Guidance	Decision Support, Scenario Planning and Constraints Report
	1.1.2.1.1 Transformation Options	White paper
	1.1.2.1.2 Principle Definitions	White paper
	1.1.2.1.3 Imperative Definition	White paper
	1.1.2.1.4 Future Concepts/Capabilities	To be published (TBP) in Master Plan, Chg 1
	1.1.2.1.4.1 Joint and Service Warfighting	Master Plan, Chg 1
	1.1.2.1.4.2 Future Technology	Master Plan, Chg 1
	1.1.2.1.5 Final TJCSG Product Guidelines (see WBS 5.0)	OSD BRAC Office guidelines
	1.1.2.2 Supporting Data and Information (for guidance determination)	
1.2	1.2 Process-Project Support	
	1.2.1 Work Area-Office Space	
	1.2.1.1 TJCSG Analytic Team Work area – Crystal City	Analytic Team Office Space – Crystal City
	1.2.1.2 CIT Management Work area - Rosslyn	CIT Office Space – Rosslyn
	1.2.2 Work Sessions and Conferences (length one work day or more)	Purpose of Session with Agenda and desired results summary
	1.2.3 Data Management	Data Management SOP
	1.2.3.1 Capacity Data Base Configuration Management	
	1.2.3.2 Military Data Base Configuration Management	
	1.2.3.3 Decision Support Data Base Configuration Management	
	1.2.4 Other	
	1.2.3.1 Information Control Plan (ICP)	Info Control Procedure (ICP)
	1.2.3.2 Security Annex to ICP	Security Appendix to ICP
	1.2.3.3 Record Keeping and Records Management	Master Plan
	1.2.3.4 Continuity of Operations (COOP)	Master Plan
	1.2.5 Personnel	Roster of Personnel; Analytic Team Personnel Requirements
1.3	1.3 General Activities	
	1.3.1 Meetings	
	1.3.1 Infrastructure Steering Group Sessions	USD-ATL Memorandum
	1.3.2 Technical JCSG Chairman and Principals	Minutes
	1.3.3 Capabilities Integration Team (CIT)	Minutes
	1.3.4 TJCSG Subgroups	Minutes, as needed
	1.3.5 OSD BRAC Office Support	
	1.1.6 Other	

	1.3.2 Training	Schedule of Training
	1.3.2.1 Analysis process	BRAC 2005 Overview
	1.3.2.2 COBRA	
	1.3.2.3 Optimization	
	1.3.2.4 Installation Visualization Tool (IVT)	
	1.3.2.5 Data base Training (risk mitigation)	
1.3.4	1.3.4 Administrative Support	
	1.3.4.1 General Briefings	Briefings, as required
	1.3.4.2 Non-Disclosure Statement Maintenance	Non-Disclosure Statement records
	1.3.4.3 Information Access Roster	Information Access Roster
	1.3.4.4 Plans and SOP updates	Updates to plans and SOPs
2.0	2.0 Higher Echelon, External, and Statutory Activities	
	2.1 Force Structure	Force Structure Plan
	2.2.1 Force Structure Plan	
	2.2.2 Infrastructure-Facility Inventory	
	2.2 Selection Criteria	
	2.2.1 Interim Criteria	USD-ATL Briefing
	2.2.2 Final Criteria	USD-ATL memorandum
	2.2.3 TJCSG Criteria Interpretation	Master Plan; ISG Briefing for Approval
	2.2.3.1 Criteria 1 through 4 Utilization	Master Plan; Analysis Plan; Capacity and Mil Value Reports
	2.2.3.2 Criteria 5 through 8 Utilization	To be published, Master Plan Change 1
	2.3 Analysis Tools Delivery/Availability by OSD	
	2.4 OSD BRAC Office - BRAC 2005 Process & Timeline Guidance	BRAC 2005 Timeline
	2.5 TJCSG BRAC Recommendations Review and Approval (See WBS 5.7)	TJCSG Decision Paper
3.0	3. Capacity Analysis	Capacity Report
	3.1 Planning, and preparation, and framework definition	TJCSG Off-Site Work Session Results
	3.2 Question generation	Subgroup Working Papers
	3.3 Question approval	TJCSG Decision
	3.4 Data call support	TJCSG coordinated Field Question and Answers
	3.5 Analysis	Analysis Report
	3.6 Reporting	
4.0	4 Military Value Analysis	Military Value Report
	4.1 Planning and preparation	CIT and TJCSG Guidance
	4.1.1 Initial planning	White paper
	4.1.2 Military Value Val training	
	4.1.3 Guidance to CIT and sub-groups	TJCSG Decision
	4.2 Develop Mil Val framework	
	4.2.1 Generate attributes and align with selection criteria	Subgroup Working Papers (or white papers)
	4.2.2 Assign weights	Subgroup Working Papers
	4.2.3 Generate metrics and questions	Subgroup Working Papers

	4.2.3 Generate Questions	Subgroup Working Papers
	4.3 Mil Val report Approval	
	4.3.1 Technical JCSG Review	TJCSG Decision
	4.3.2 ISG Review	Decision & memorandum to TJCSG
	4.3.3 OSD standardization	
	4.4 Data call support	TJCSG coordinated Field Question and Answers
	4.5 Analysis	Analysis report
	4.6 Reporting of Analysis	
<b>5.0</b>	<b>5.0 Optimization, Scenario, and Decision Development</b>	<b>Decision Support, Scenario Planning and Constraints Report</b>
	5.1 Planning and preparation (see WBS 1.1.2.1, Guidance)	
	5.2 Optimization modeling and scenario generation	
	5.3 Scenario data call and analysis process	
	5.4 Coordination with Service BRAC offices and other JCSGs (See WBS 1.1.1.5)	Recommended Changes
	5.5 Final scenario process and recommendation generation	
	5.6 Recommendation approval process	TBP, change 2
	5.7 Final Reporting – (Recommendation)	
	5.7.1 First Draft	Decision Paper w/ briefing
	5.7.2 Second Draft	Decision Paper w/ briefing
	5.7.3 Final Report	Decision Paper w/ briefing
<b>6.0</b>	<b>6.0 Post Analysis and Decision Supporting Activities <sup>64</sup></b>	<b>Master Plan Update</b>
	6.1 OSD BRAC Office Support and Guidance	OSD BRAC Office and/or USD-ATL memorandum
	6.2 Archive Information	Transmittal Letter with files for archiving
	6.3 Information Sharing	
	6.3.1 Information Papers	Information Papers
	6.3.2 Information Briefings	Information Briefings
	6.3.3 Smart Book	Smart Book with Index
	6.4 Lessons Learned White Paper	Lessons Learned White paper

**Figure 46. -- Product List, Work Breakdown Structure View**

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### **21.3 TJCSG Project Management Support Products**

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The following describe TJCSG project management related products. These products are designed to support timely TJCSG operations and process execution. The products described are produced as the result of executing the TJCSG Process.

<sup>64</sup> Subject to refinement, Master Plan change 1 will contain additional information

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Technical Joint Cross Service Group Project Management Products	Product Summary	Assigned Integrator	Contributor
• Schedule	Description of the timeline of actions, events, phases, and product deliveries of the TJCSG and related agencies or work groups	CIT	Analytic Team
• Work Breakdown Structure with schedule	A WBS that identifies events, resources, and time phases.	CIT	Analytic Team
• Meeting Minutes	Document key points, decisions, and actions of the TJCSG	CIT	TJCSG Subgroups
• Meeting Minute Updates	Upon review of the Meeting Minutes updates or corrections will occur and the meeting Minute publication	CIT	TJCSG Subgroups
• Operating Procedures	Document procedures of important reoccurring events	CIT	As required by mission
• Interim Policy	The CIT authorizes policy updates as missions requires	CIT	As required by mission
• Field Questions and Answers	The TJCSG will answer field questions	CIT	TJCSG assigned members
• Other, as mission requires	Document as required by the TJCSG or CIT to assist in operations	CIT	As required by mission

**Figure 47. -- TJCSG Project Management Products**

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Schedule follows.

1240  
1241**Schedule**1242 **22 Schedule**1243 **22.1 Schedule Summary**1244  
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The following summarizes the TJCSG Schedule. Results of schedule execution are portrayed within the detailed schedule and work breakdown structure. See appendices 8 and 9 for addition WBS and schedule information.

Date	Agency	BRAC 2005 Event-Phase
Nov 02	DoD	Secretary of Defense Guidance
April/May 03	DoD	Sec Def Approve Functions
Oct 03	OSD BRAC	Interim Force Structure Plan
Dec 03	TJCSG	Capacity Data Call and Report
Dec 03	DoD/TJCSG	Draft Selection Criteria
Jan-Feb 04	TJCSG	Capacity Data Field Questions and TJCSG Answers
Feb 04	OSD BRAC	Certify Need for BRAC
Feb 04	OSD BRAC	Final Selection Criteria to Congress
Feb 04	OSD BRAC	Force Structure Plan
Feb 04	TJCSG	Military Value Report
Feb-Jul 04	TJCSG	Define Decision Imperatives
Feb-Jul 04	TJCSG	Define Scenario guidelines
Apr 04	OSD BRAC	Receive Approved Criteria
Apr-Aug 04	TJCSG	Military Value Analysis Phase
Apr-Jun 04	TJCSG	Capacity Data Analysis
May-Jun 04	TJCSG	Military Value Questions and Answer period
May 04	TJCSG	Scenario Guideline Approval
Sep-Nov 04	TJCSG	Decision Alternatives
15 Nov 04	TJCSG	Decision Recommendation
Nov 04-May 05	TJCSG	Post TJCSG Decision Support to Sec Def, IEC, & ISG
16 May 2005	ISG-IEC-SecDef	DoD recommendation to BRAC Commission

1249 **Figure 48. -- TJCSG Schedule Summary**1250 **22.2 TJCSG Detailed Schedule**1251  
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The detailed schedule at appendix 9 is published separately by the CIT.

1253 **22.3 Management Oversight**1254  
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The ISG, TJCSG, and CIT will oversee TJCSG operations. They will monitor TJCSG performance and schedule.

Oversight Work Sessions	Session Projected Frequency
▪ ISG Sessions	Monthly and as required
▪ JCSG Council of Colonels	Weekly
▪ TJCSG Sessions	Monthly and as mission requires
▪ TJCSG CIT Sessions	Weekly
▪ TJCSG Sub-Groups	As Mission Requires

1258 **Figure 49. -- Management Oversight Summary**

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## Resources

### 23 Resources

1263 In general, TJCSG members and associates will receive their resources to accomplish their  
1264 mission from their parent Service or organization.  
1265

- **Political Support;**
- **Command Will-Priority;**
- **Materiel** – such as, Equipment, Office, Communications, and Meeting Space;
- **People;**
- **Economic** (Funding), and;
- **Time**

1266 **Figure 50. -- TJCSG Available Resources**

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Political Support is guided by Congressional mandates and the Secretary of Defense guidelines. Gaining political support is in the domain of the Secretary of Defense or his designated representatives. Command priority is provided by the Sec Def, OSD Staff, Service Chiefs, and commanders. Services and their associated staffs will provide the necessary materiel, equipment, personnel, time, and economic (dollar) needs to accomplish the TJCSG mission.

TJCSG members and associates are encouraged to obtain essential resources<sup>65</sup> to accomplish their mission from their parent organization. Resource issues will be forwarded to the CIT Leader for resolution.

Management Issue and Issue Mitigation follow on the next page.

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## Management Issues Identification and Mitigation

### 24 Management Issue Mitigation

#### 24.1 Introduction

1294 The preceding paragraphs of this plan balance performance, schedule, cost, supportability and  
1295 risk. This section of the plan identifies major management issues<sup>66</sup> and issue mitigation factors used to  
1296 formulate this plan.  
1297

<sup>65</sup> TJCSG members and associates are restricted from engaging in political activities. See Policy paragraph.

<sup>66</sup> In the context of this section as issue is a area of potential adversity sometimes referred to as a risk area or factor.

1298 Each TJCSG member and associate will identify issues and mitigation factors when making  
1299 action or decision recommendations.

## 1300 **24.2 Issue Identification**

1301 The following issues are likely to adversely affect TJCSG operations. Action or mitigation is  
1302 required to prevent adversity.  
1303

Management Issue	Issue Description
<ul style="list-style-type: none"> <li>▪ Scheduling</li> </ul>	TJCSG planning must adapt to the OSD BRAC Office planning environment. The will cause Master Plan and schedule updates.
<ul style="list-style-type: none"> <li>▪ Performance versus Schedule</li> </ul>	Congressional timelines drive planning dates.
<ul style="list-style-type: none"> <li>▪ Resource and People Availability</li> </ul>	TJCSG has no budget. Personnel assigned to TJCSG efforts are mostly part-time. TJCSG member's workloads are constrained.
<ul style="list-style-type: none"> <li>▪ Process Guidelines</li> </ul>	Process guidelines are described at a high level – TJCSG must refine process descriptions
<ul style="list-style-type: none"> <li>▪ Unauthorized Access to Information</li> </ul>	TJCSG produced data and information is deemed sensitive and therefore information access is based on "need to know".
<ul style="list-style-type: none"> <li>▪ Personnel Conflict of Interest</li> </ul>	Personnel due to realignment and closure of facilities TJCSG mission, may have or develop a personal or professional conflict of interest or basis.
<ul style="list-style-type: none"> <li>▪ Restricted Information Exchanges</li> </ul>	Sharing of TJCSG information is restricted. This situation limits communications.
<ul style="list-style-type: none"> <li>▪ TJCSG projected workload after the BRAC decision phase and events are largely undefined.</li> </ul>	After the TJCSG decision is published, the work effort to support the BRAC commission, OSD, and Service and Congress is not defined <sup>67</sup>
<ul style="list-style-type: none"> <li>▪ The Art and Science of Management</li> </ul>	Management is an art and science. Management and leadership decisions represent the result of best available quantitative and qualitative data and information available <sup>68</sup> .

1304 **Figure 51. -- Management Issue Identification Summary**  
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1306

## 1307 **24.3 Issue Mitigation**

1308 The following figure summarizes the risk mitigation methods implemented in this plan.  
1309  
1310

Issue	Issue Mitigation – the TJCSG will:
<ul style="list-style-type: none"> <li>▪ Schedule Refinement</li> </ul>	Produce and coordinate a master schedule and commit to maintaining the schedule.
<ul style="list-style-type: none"> <li>▪ Performance versus Schedule</li> </ul>	Define the plan, execution model and work breakdown structure to achieve balance among performance, schedule, cost, supportability, and risk concerns.
<ul style="list-style-type: none"> <li>▪ Resource and People Availability</li> </ul>	Define resource and workload expectations and adjust (update the Master Plan) as needed. Individuals will exercise their time management and raise resource issues (time and dollars) to the CIT as needed
<ul style="list-style-type: none"> <li>▪ Emerging Process Guidelines</li> </ul>	Define the TJCSG process-execution model and WBS for OSD and Service BRAC offices, joint staff, and other JCSG review. Seek recommended improvements.
<ul style="list-style-type: none"> <li>▪ Unauthorized Access to Information</li> </ul>	Publish a security and information control plan-procedure. TJCSG members and associates will adhere to TJCSG defined values.

<sup>67</sup> It is expected that clarifications in the form of meetings, information papers, or briefing will be needed. Updates to this plan are expected.

<sup>68</sup> Given the TJCSG scope, some may incorrectly assume TJCSG decisions are solely based on quantitative data.

▪ Personnel Conflict of Interest	Establish TJCSG values and code of conduct for all to follow.
▪ Restricted Information Exchanges	Publish an Information Control Plan; Enforce non-disclosure policies.
▪ TJCSG workload after TJCSG BRAC decisions recommendation	Estimate workload and coordinate with the BRAC office. Update this Master Plan as needed.
▪ The Art and Science of Management	Define the plan and process. Take steps to continually improve quality of work. Encourage TJCSG to raise issues and concerns. Document and coordinate significant results with interested parties.

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**Figure 52. -- TJCSG Management Issue Mitigation**

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#### ***24.4 Issue and Issue Mitigation Updates***

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Maintaining a current and accurate issue and issue mitigation assessment is important. It helps prevent mission degradation or failure. TJCSG members and associates are urged to recommend issue and issue mitigation updates as the situation and mission requires.

## Administration

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1320

### 1321 **25 Administration**

1322 The following figure summarizes TJCSG administrative procedure.  
1323

TJCSG Administrative Summary	Description
<ul style="list-style-type: none"> <li>• Security</li> </ul>	Provide an overview of security procedures
<ul style="list-style-type: none"> <li>• Information Access Standard Operating Procedures (SOP)</li> </ul>	A summary of information access control and storage procedures for unclassified but sensitive TJCSG information.
<ul style="list-style-type: none"> <li>• Conflict or Issue Resolution</li> </ul>	Procedures for conflict of issue required actions.
<ul style="list-style-type: none"> <li>• Plan Administration</li> </ul>	Maintenance of this plan
<ul style="list-style-type: none"> <li>• Decision Publication</li> </ul>	Timeline to publish CIT decisions
<ul style="list-style-type: none"> <li>• Meeting Minutes</li> </ul>	Timeline to publish CIT work group minutes
<ul style="list-style-type: none"> <li>• SOP and Charters</li> </ul>	General SOP and charter creation guidelines
<ul style="list-style-type: none"> <li>• Web Portal</li> </ul>	Serve as a controlled electronic method to share information
<ul style="list-style-type: none"> <li>• Records Keeping – Records Management</li> </ul>	Store and retrieve TJCSG record information
<ul style="list-style-type: none"> <li>• Non-Disclosure Statements</li> </ul>	Policy reminder – all TJCSG members and associates will have their non-disclosure statement on file at the CIT.
<ul style="list-style-type: none"> <li>• Plan Sunset Clause</li> </ul>	Defines the end date of this plan

1324 **Figure 53. -- TJCSG Administrative Summary**

### 1325 **25.1 Security**

#### 1326 **25.1.1 Introduction**

1327 This section covers TJCSG use of classified material. The Security appendix of the Information  
1328 Control Plan provides additional guidelines.

1329  
1330 BRAC sensitive or restricted data or information is covered in a following paragraph.

#### 1331 **25.1.2 Security Clearances**

1332 TJCSG personnel will have the appropriate security clearance to view classified data and  
1333 information.

#### 1334 **25.1.3 Receipt of Classified Data**

1335 Classified data will be delivered to the Analysis Team Crystal City location by the originator for  
1336 storage of the classified information for use by TJCSG members and associates.

#### 1337 **25.1.4 Classified Data Access and Use**

1338 The TJCSG information access roster will specify access to classified and BRAC related information.

#### 1339 **25.1.5 Information Storage**

1340 TJCSG BRAC 2005 information storage is guided by the TJCSG Information Control Procedure and  
1341 the Crystal City facility security appendix.

#### 1342 **25.1.6 Personnel Badges**

1343 TJCSG members and associates will wear their DoD official identification badges during TJCSG  
1344 work sessions.

1345 **25.2 Policy Formation**

1346 **25.2.1 Interim Policy Formation**

1347 The CIT team leader in coordination with the CIT is authorized to formulate interim policy as  
1348 mission requires. Publication of interim policy will occur in the most expeditious manner possible<sup>69</sup>.

1349  
1350 The TJCSG will review interim policy and provide guidance at their earliest convenience.

1351  
1352 Policy updates will be published in TJCSG or CIT minutes or the next scheduled update to this  
1353 plan.

1354 **25.2.2 Policy Update Procedure**

1355 TJCSG members and associates may recommend policy and procedures to the CIT for interim  
1356 approval. Final approval is gained 30 days after publication if there are no executive member issues  
1357 raised.

1358 **25.2.3 Policy Issue Resolution**

1359 If issues arise due to policy, the issue shall be resolved by the DDRE, TJCSG, CIT, or Director  
1360 Plans and Programs of ODDRE in the fastest manner possible based on time sensitivity of the issue at  
1361 hand.

1362  
1363 In the event there is a perception that the issue is not resolved the individuals concerned are  
1364 encouraged to exercise the conflict or issue resolution process below. See paragraph 25.4, TJCSG  
1365 Conflict or Issue Resolution.  
1366

1367 **25.3 Information Access**

1368 Due to Transformation through BRAC economic, political, military, and environmental sensitivities  
1369 the TJCSG must strive to balance full - open and restricted access to information within the TJCSG. This  
1370 is difficult. However, Department guidelines dictate that the TJCSG restrict information access.

1371  
1372 In all cases TJCSG information (verbal or written) is restricted to “Need to Know” restrictions. All  
1373 TJCSG data and information is the property of the Department of Defense. The TJCSG will maintain an  
1374 information access roster for restricted information. An Information Control Plan Procedure is published  
1375 separately.  
1376

1377 **25.3.1 TJCSG Working Papers and Documents**

1378 TJCSG and subgroup working papers, electronic mail, and documents are generally classified as  
1379 “For Official Use Only” and will contain appropriate document markings.

1380  
1381 Individual electronic mail is generally unclassified and does not require distinctive markings. The  
1382 exception is if the email contains approved or draft analysis or decision related information. In this case  
1383 the electronic mail is categorized as BRAC FOUO and will be marked as specified below.

1384  
1385 In all cases the Information Control Plan governs the use and access of BRAC sensitive (or  
1386 restricted) information or data. See paragraph 25, Administration.

1387 **25.3.1 Document Markings**

1388  
1389 All documents will have distinctive markings. At the top of each page TJCSG documents will be  
1390 marked “BRAC FOUO”.

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<sup>69</sup> Normally the most expeditious manner is CIT meeting minutes

1391 **25.3.1.1 Draft Document markings**

1392

1393 Draft TJCSG documents will be marked “Draft Deliberative Document – For Discussion Only – Do  
1394 Not Release under FOIA” at the bottom of the page.

1395 **25.3.1.2 Approved Document Markings**

1396

1397 Approved TJCSG documents will be marked “Deliberative Document – For Discussion Only – Do  
1398 Not Release under FOIA” at the bottom of the page.

1399 **25.3.2 DoD Open Information**

1400

This plan is available to TJCSG code of conduct conforming DOD and TJCSG approved individuals who have a CIT leader approved BRAC professional, non-personal, need-to-know interest in TJCSG BRAC planning and execution. Individuals shall have a non-disclosure statement on file.

1401

**Figure 54. -- Open Information Summary - DoD**

1402

1403 **25.3.3 Restricted Data-Information**

1404

1405 **25.3.3.1 Restricted Data-Information**

1406 The table below summarizes TJCSG restricted (or sensitive) information. This information is  
1407 restricted and controlled in draft or approved form. The TJCSG Information Control Procedures contain  
1408 additional clarifying guidelines

1409

▪ TJCSG pre-decisional information
▪ Approved Equations
▪ Approved Weights
▪ Agency-organization data call responses
▪ Analysis Reports
▪ Scenarios
▪ Optimization results
▪ Transformation Options for Planning
▪ Principles for Planning
▪ Imperatives for Planning
▪ BRAC decision alternatives
▪ BRAC Decisions
▪ TJCSG realignment and closure recommendations

1410

**Figure 55. -- Restricted Data-Information Summary**

1411 **25.3.3.2 Restricted (or Sensitive) Data-Information Classification Guide**

1412 TJCSG members and associates create, receive, and use BRAC related information daily will use  
1413 the following guide to classifying (or categorizing) this information.

1414

1415

1416

1417

If the subject matter or content of a document or file may influence a TJCSG executive or subgroup decisions the information or data is deemed BRAC Restricted Data and will be handled in accordance with the procedures in this Master Plan and associated Information Control Procedure.

1418 **Figure 56. -- Data-Information Classification Guide**

1419

1420 **25.3.4 Release Authority of Restricted TJCSG Information**

1421 The CIT Leader or Chair, TJCSG in coordination with the Director, OSD BRAC Office are the  
1422 release authorities of BRAC restricted data or information.

1423 **25.4 TJCSG Conflict or Issue Resolution**

1424 If-when a conflict or issue occurs or a problem requires a course of action, resolution (e.g.,  
1425 decision) within the TJCSG will occur at the lowest levels possible within the organization, e.g., TJCSG  
1426 sub group, CIT, TJCSG, or ISG.

1427  
1428 The figure below summarizes the required information necessary<sup>70</sup> to achieve swift resolution  
1429 through TJCSG leader decisions. The individual raising the issue or CIT designed representative with  
1430 CIT or TJCSG sub group support will present necessary decision information.

1431  
1432 Decision alternatives must strive to achieve or facilitate joint operations and define the affect (or  
1433 impact) of the recommended decision alternative.

1434

- Concise Problem or Issue Definition for Decision
- Decision Alternatives to resolve the problem or Issue
- Pros or Strengths of Each Alternative
- Cons or Weaknesses of Each Alternative
- Risks associated with each Alternative
- Clarifying Remarks<sup>71</sup> for each Alternative (if needed)
- Recommendation for Decision – select a preferred alternative

1435 **Figure 57. -- Conflict or Issue Resolution Information Requirements**

1436

1437 **25.4.1 Work Group Organization to Resolve Conflict**

1438

1439 The primary means to resolve conflict is through the TJCSG organization.

1440 **25.4.2 Service Chain of Command**

1441 If conflict can not be resolved through the TJCSG organization then TJCSG members or  
1442 associates are authorized to resolve matters through their Service BRAC Offices.

1443 **25.5 Master Plan Administration**

1444 **25.5.1 General – Master Plan Maintenance**

1445 The TJCSG CIT will maintain this plan. Plans are to update this quarterly<sup>72</sup> or as mission  
1446 requires.

<sup>70</sup> Information may be presented verbally or in written form depending on the complexity of the issue or problem to resolve.

<sup>71</sup> In clarifying remarks, summarize TJCSG significant coordination results or other directly relevant decision information as needed.

<sup>72</sup> Expect more frequent changes through Jul-Aug 04

- 1447 **25.5.2 Master Plan Substantive Changes**
- 1448 Substantive changes to this plan require DDRE or TJCSG approval.
- 1449 **25.5.3 Master Plan Minor Changes**
- 1450 Minor changes to this plan require CIT leader approval.
- 1451 **25.5.4 Electronic Tool Set for Master Plan Maintenance**
- 1452 This Master plan is posted on the TJCSG portal.
- 1453
- 1454 As a minimum, TJCSG members and associates will use Microsoft Word, Excel
- 1455 spreadsheet, Microsoft Project Management application software to maintain this plan.
- 1456
- 1457 If deemed necessary by the TJCSG CIT leader, Master Plan updates are deemed sensitive
- 1458 or restricted by the CIT TJCSG member and associates electronic mail communications will require
- 1459 the use the Common Access Card or by portal restricted access.
- 1460 **25.5.5 Master Plan Update Coordination Minimum Essential Coordination**
- 1461 Minimal essential staffing occurs within the TJCSG. It is desired that Service, OSD, and
- 1462 JCSG BRAC offices provides recommendations to improve this plan.
- 1463
- 1464 **25.6 TJCSG and TJCSG Subgroup Decision Publication**
- 1465 The CIT Leader will publish<sup>73</sup> draft TJCSG and CIT decision documents for appropriate TJCSG
- 1466 member coordination within 48 to 72 hours of the conclusion of CIT or TJCSG sessions.
- 1467 **25.7 Work Group Session Minutes**
- 1468 TJCSG and CIT work group draft minutes will be published within 24 to 48 hours of the conclusion
- 1469 of the work group session. Final minutes are published by the CIT leader with 4 work days after
- 1470 coordination completion.
- 1471
- 1472 Minutes will include key points, decisions, actions, and future actions considered during the work
- 1473 group session, as a minimum.
- 1474
- 1475 Formal subgroup work group session minutes are not required. Subgroup minutes are optional.
- 1476 Subgroups are decision recommendation bodies. If a subgroup session affects TJCSG mission, the
- 1477 Subgroup leader or designated representative will notify the CIT or TJCSG for a decision need.
- 1478
- 1479 If a real or perceived error or refinement to session or decision publication (see above paragraph)
- 1480 minutes, the CIT when approved by the CIT leader, will publish updated minutes or decisions.
- 1481
- 1482 The work group leader or their designated representative is the work group session minute
- 1483 approval authority.
- 1484 **25.8 Standard Operating Procedure, Charter Definitions, and Agreements**
- 1485 **25.8.1 Standard Operating Procedures**
- 1486 Standard Operating procedures are published separately to facilitate TJCSG operations. See
- 1487 appendix 7, Agreements and Procedure Publication.

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<sup>73</sup> Publication of decision documents will occur in the most expeditious manner possible, e.g., minutes, memoranda, email, or plan updates.

1488           **25.8.2 Charter Definition and Charter Refinement**

1489           In cases where special work groups are created to solve a problem or work in a specialized area,  
1490           the CIT leader will provide a mission statement and time line (due dates) as a minimum.

1491           **25.8.3 Agreements**

1492           In cases where the TJCSG or TJCSG subgroups must interact with another Joint Cross Service  
1493           Group or Service BRAC office the TJCSG will create a memorandum of agreement or understanding  
1494           between the affect organizations. These agreements will be published separately. See appendix 7,  
1495           Agreements and Procedure Publication.

1496           **25.9 Web Portal**

1497           **25.9.1 Introduction (and Intended Use)**

1498           The TJCSG web portal is controlled means to exchange information among TJCSG members  
1499           and associates.

1500           **25.9.2 Portal Requirements Document**

1501           The TJCSG Portal Requirements Document, published separately describes portal capabilities.

1502           **25.9.3 Access to Portal**

1503           Access to the TJCSG portal is limited to TJCSG members and associates.

1504           **Restricted Portal Access**

1505           TJCSG members and associates are assigned access rights to portal stored information  
1506           that is deemed sensitive. An information access roster will be published and maintained  
1507           separately from this document.

1508           **25.9.3.2 Open Access to Portal**

1509           TJCSG members and associates will have open access to planning information and  
1510           information associated with their assigned mission.

1511           **25.9.4 Configuration Management**

1512           The TJCSG CIT will advise of the TJCSG sub-group leaders will maintain configuration  
1513           management of the portal content.

1514           **25.9.5 Content Data Management**

1515           TJCSG sub-group leaders and document originators will review on a monthly or more frequent  
1516           basis portal content to assure accuracy.

1517           **25.10 Records Keeping-Records Management**

1518           The TJCSG records keeping and management effort will enable the storage, access, and  
1519           retrieval of TJCSG electronic or paper based information. This is needed to support on-going  
1520           operations, decision making, BRAC commission education, the formulation of lesson learned for  
1521           future BRAC or Department of Defense reorganization efforts, and BRAC 2005 information reuse.

1522           **25.10.1 Records Keeping**

1523           The TJCSG Analysis Team will service as the TJCSG record keeper. They will collect and file  
1524           final draft, approved, and CIT or TJCSG directed documents. The figure below provides examples  
1525           of the type of documents required for filing.  
1526  
1527

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>▪ Non-Disclosure Statements</li> <li>▪ Membership lists</li> <li>▪ Final draft reports</li> <li>▪ Approved Memoranda</li> <li>▪ Decision Emails and Facsimiles</li> <li>▪ Service Provided Data</li> <li>▪ Approved Analysis</li> <li>▪ Lesson Learned</li> <li>▪ Approved Plans and Procedures</li> </ul> | <ul style="list-style-type: none"> <li>▪ Meeting Minutes</li> <li>▪ Information Access Roster</li> <li>▪ Final reports</li> <li>▪ Reference or Bibliographic Material</li> <li>▪ OSD BRAC documentation and Data Bases</li> <li>▪ Executive Verbal direction converted to written form</li> <li>▪ Data Base approved versions</li> </ul> |
|---|--|

**Figure 58. -- Documents Designated for Record Keeping**

1528  
1529

1530 **25.10.2 Records Management**

1531 The TJCSG is obligated to create, maintain adequate and proper documentation of its  
1532 organization, functions, policies, procedures, decisions, and activities. The TJCSG will strive to  
1533 satisfy the intent of DoD Directive 5015.2, Management Program and Administrative Instruction (AI)  
1534 15, Administrative Procedures and Records Management

1535 **25.10.3 Archiving of TJCSG Information**

1536 To be published, pending coordination with the OSD BRAC office.

1537 **25.10.4 Data Management**

1538 Data Management is scheduled for publication in Master Plan change 1 to this plan.

1539 **25.10.5 Continuity of Operations Planning (COOP)**

1540 At times of disaster or degraded operations due unforeseen circumstances, such as fire disaster,  
1541 bomb threats, or terrorist activity, it is crucial that alternate information storage sites, personnel, and  
1542 equipment are available to provide TJCSG information and support.

1543 If secondary, tertiary, or alternate means of operations are needed to execute TJCSG missions,  
1544 TJCSG members, associates, and BRAC 2005 participants will recognize TJCSG performance, schedule  
1545 and resource requirements will be degraded or changed.

1547 **25.10.5.1 Storage of Information**

1548 **25.10.5.1.1 Primary Information Storage Site**

1549 The primary storage site for TJCSG information (paper or electronic form) is the Analysis  
1550 Team Crystal City location. The Analysis team will routinely provide TJCSG information to the  
1551 secondary information storage site to facilitate continuity of operations.

1552 **25.10.5.1.2 Secondary Information Storage Site**

1553 The secondary storage site is the OSD BRAC office. The OSD BRAC Office staff is  
1554 prepared to provide TJCSG personnel TJCSG data as mission requires.

1555 **25.10.5.1.3 Tertiary Information Storage Site**

1556 TJCSG members and associates will maintain<sup>74</sup> their individual working files for a period  
1557 of 180 days. These working files will be retained in order to reconstruct TJCSG document in

<sup>74</sup> maintain in a secure manner

1558 case of primary or secondary storage site failure. Working files will be maintained in  
1559 accordance with the TJCSG information control procedures (published separately).

1560

1561 **25.10.5.2 Personnel Continuity**

1562 To assure continuity of operations all TJCSG actions will have a primary and alternate  
1563 point of contact designated. In the event the primary POC is not available the alternate POC  
1564 will assume the duties of the primary POC.

1565

1566 To assure management continuity each TJCSG subgroup leader shall be prepared to  
1567 assume the duties of CIT leader, CIT members, or TJCSG representatives. Each TJCSG  
1568 executive member will be prepared to assume the duties of TJCSG chair.

1569

1570 **25.10.5.3 Equipment Continuity**

1571 To be published, in change 1 to this plan.

1572 **25.11 Non-Disclosure Statement Maintenance**

1573 All TJCSG members and associates will have a non-disclosure statement on file within the CIT  
1574 office (Director of Plans and Programs, ODDRE). The CIT will in turn forward a record copy to the  
1575 Analytic Team for record keeping.

1576

1577 **25.12 Master Plan End Date or Sunset Clause**

1578

The execution period of this plan ends 180 days after the Secretary of Defense submits his BRAC recommendations to the BRAC Commission or as directed by the TJCSG Leader, DDRE <sup>75</sup> .
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1579

**Figure 59. -- TJCSG Master Plan End Date (or Sunset Clause)**

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<sup>75</sup> After the SecDef recommendation is sent to the BRAC commission, there will be required post decision support activities.

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**Closing Remarks**

1585 **26 Closing Remarks**

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The mission of the TJCSG is challenging. It will be achieved by the members and associates of the TJCSG through the execution this plan. The challenges are great but the desired results are worth the effort. The TJCSG has the opportunity to achieve distinction by dramatically improving the Department of Defense. Improvements are needed to make the research, development, acquisition, test, and evaluation functions of the Department more responsive to Service needs.

This master plan guides the TJCSG by providing guidance in the areas listed in the table below.

▪ Mission, Situation, Scope	▪ Schedule
▪ Guidance	▪ Resources
▪ Organization	▪ Issue and Issue Mitigation
▪ Course of Action	▪ Administration
▪ Products	

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The TJCSG members and associates are charged with accomplishing the DoD TJCSG mission, goal, and objectives through the BRAC 2005 process. Process execution is managed by the Capabilities Integration Team and Subgroup leaders based on defined values, code of conduct, responsibilities, work breakdown structure, and schedule.

While the BRAC process schedule is driven by broad Congressional and Secretary of Defense time lines and concepts, the TJCSG strives to refine these broad concepts into quality measurable work efforts. Work efforts are measured against plans, process execution and product or output report quality.

Although resources are limited, the TJCSG strives to maintain a balance among objectives, courses of action, and resources based on a continuous situation assessments, risk identification, and risk mitigation. This means this plan must remain current to ensure its usefulness. Updates to this plan will be published.

TJCSG executives, subgroups, members, associates, and interested parties are encouraged to recommend improvements to this plan. Improvements will help all concerned through improved communications, defined workloads, more efficient operations, and timely informed decision making.

This plan is approved for immediate use by the TJCSG members, associates, and interested parties.



Alan R. Shaffer  
TJCSG CIT Leader and  
Director, Plans and Programs, ODDRE

**Appendices**

**27 Appendices, Table of Contents**

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In general, the TJCSG CIT leader is authorized to published updates the above appendices.

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## **27.1 Appendix 1, Acronyms**

A-L-S-S (or ALSS) – Air, Land, Sea, Space  
ATL – acquisition, technology, and logistics  
BRAC -- base realignment and closure  
CBRNE – Chemical, Biological, Radiological, Nuclear, and Explosive  
C4ISR – command, control, communications, intelligence, surveillance, and reconnaissance  
CIT – Capability Integration Team  
COBRA – Cost of Base Realignment and Closure [model]  
COOP – Continuity of Operations Plan  
D&A – Development and Acquisition  
DDRE – Director, Defense Research and Engineering  
DoD – Department of Defense (also referred to as the Department)  
FOIA – Freedom of Information Act  
ET – Enabling Technology  
FOUO – for official use only  
IEC – Infrastructure Executive Council  
ICP – Information Control Procedure  
ISG – Infrastructure Steering Group  
IVT – Installation Visualization Tool  
OSD – Office of the Secretary of Defense  
ODDRE -- Office of the Director, Defense Research and Engineering  
RD – research and development, also known as R&D  
RDA – research, development, and acquisition  
RDATE – research, development, acquisition, test and evaluation or RDA & TE  
SecDef – Secretary of Defense  
TE – test and evaluation, also known as T&E  
TJCSG – Technical Joint Cross Service Group  
USD – Under Secretary of Defense  
WBS – Work breakdown structure

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## 26.2 Appendix 2, Definitions

1711

1712

The following terms and associated definitions are applicable to this document.

1713

1714

Auditable Data -- Information provided by the reporting activity shall be available for examination in order to prove its correctness and integrity.

1715

1716

1717

Agency – a defined organization to accomplish a specific mission.

1718

1719

Associate(s), TJCSG – Associates are people who periodically assist the TJCSG and subgroups accomplish their mission. (Note: Associates must have a non-disclosure statement on file at the CIT)

1720

1721

1722

Attribute – A quality or characteristic inherent to something or someplace.

1723

1724

Acquisition -- The conceptualization, initiation, design, development, test, contracting, production, deployment, logistics support, modification, and disposal of weapons and other systems, supplies, or services (including construction) to satisfy DoD needs, intended for use in or in support of military missions.

1725

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Capability – A tangible item that is used, analyzed, or developed for a specific purpose.

1730

1731

Capability Analysis – The summary phrase that represents the effort required to examine the field capacity and military value data.

1732

1733

1734

Capacity – Capacity is the capability to receive, contain, conduct, and support military activities in measurable and quantifiable data or information about an installation's facilities, real property, range(s), airspace, sea space, and environmental infrastructure<sup>76</sup>.

1735

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1737

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Changes, Minor – small scale modifications that require minimal changes in resource allocation and no changes in command or organization priorities

1739

1740

1741

Changes, Major – large scale modifications that require large changes in resource allocation or changes in command or organization priorities

1742

1743

1744

[BRAC] Commission – the Commission is an appointed committee to review, accept, or modify Department BRAC 2005 recommendations

1745

1746

1747

Conflict of interest - Any interest, financial or otherwise, any business or professional activity, or any obligation that is incompatible with the BRAC 2005 policies and the TJCSG Master Plan.

1748

1749

1750

Continuity of Operations Plan – defined procedures that enable current operations during periods of adversity, such as terrorist act, fire, weather damage, or electrical outages

1751

1752

1753

Courage – as part of TJCSG values, it is a ability of a person to face adversity and strive to overcome it

1754

1755

Criterion – 1) Criterion is a defined set of parameters used as a standard of judgment. 2) a rule of principle for evaluating something<sup>77</sup>.

1756

1757

1758

Data – a piece or collection of qualitative or quantitative numbers, text, or symbols.

<sup>76</sup> Definition is based on Briefing, Major Curt Milam, HQAF (SAF/IEBB), subject, Air Force Military Value Analysis, published on or about 11 Feb 04. The above definition adds sea space

<sup>77</sup> Definition is based on Briefing, Major Curt Milam, HQAF (SAF/IEBB), subject, Air Force Military Value Analysis, published on or about 11 Feb 04

- 1759  
1760 Data Management – the ability to control data such that data accuracy and availability support business  
1761 or mission support processes  
1762  
1763 Department – Department is a short term for Department of Defense.  
1764  
1765 Development -- 1) The process of working out and extending the theoretical, practical, and useful  
1766 applications of a basic design, idea, or scientific discovery. 2) Design, building, modification, or  
1767 improvement of the prototype of a vehicle, engine, instrument, or the like as determined by the basic idea  
1768 or concept. Includes all efforts directed toward programs being engineered for Service use but which  
1769 have not yet been approved for procurement or operation, and all efforts directed toward development  
1770 engineering and test of systems, support programs, vehicles, and weapons that have been approved for  
1771 production and Service deployment.  
1772  
1773 Duty – as part of TJCSG values, it is a persons commitment to fulfill their obligations  
1774  
1775 Enterprise – an official organization or agency with an assigned mission that produces useable and useful  
1776 products to support warfighting or warfighting support missions or organizations.  
1777  
1778 Executive TJCSG – The executive TJCSG refers to the charter members or executives (e.g., SES) of the  
1779 TJCSG.
- 1780 Execution Model – see process model.
- 1781 Facility – a physical infrastructure, that when collected together with other physical infrastructure, can be  
1782 used to perform a technical function (or functions) in at least one technical capability area.  
1783  
1784 Facility, Like – to be published in Master Plan, change 1. Also known as like facility.  
1785  
1786 Facility, Technical – a collection of people and physical infrastructure that performs technical function(s)  
1787 in a specific technical capability area at a specific location<sup>78</sup>. Also known as technical facility.  
1788  
1789 Field – 1) A term that refers to the Department agencies outside the OSD headquarters. 2) Any agency or  
1790 organization not assigned to the Pentagon.  
1791  
1792 Function – Areas of responsibility falls under the TJCSG scope that includes: Research (Science &  
1793 Technology), Development & Acquisition and Test & Evaluation.  
1794  
1795 Functions, Technical – they are research, development, acquisition, test and evaluation.  
1796  
1797 Functional Area – Functions that the TJCSG will analyze. These functions are Command, Control,  
1798 Communications, Computers, Intelligence, Surveillance and Reconnaissance Systems; Land, Sea, Air  
1799 and Space Systems; Weapons and Armaments; Innovative Systems and Enabling Technologies.
- 1800  
1801 Honor – the result of following TJCSG values  
1802  
1803 Information – a collection of data organized in a manner for people understanding.  
1804  
1805 Imperatives – 1) Are specific, detailed statements that are tied to principles; and function chiefly to  
1806 prevent scenarios from generating recommendations that would violate principles<sup>79, 80</sup>; 2) BRAC bounding  
1807 conditions or constraints under which one has to operate.  
1808

<sup>78</sup> Technical Facility definition was created and approved by the TJCSG in Dec 03 and reviewed by the ISG in Jan-Feb 04.

<sup>79</sup> Memorandum, USD-ATL, subject, Principles and Imperatives, 20 Apr 04

<sup>80</sup> Imperatives should be associated with a Transformation option or guideline or imperative.

1809 Independent Validation -- A process whereby information, documents and data are verified to determine  
1810 whether it satisfies the specified requirements by a recognized authority.  
1811  
1812 Independent Certification – is the ability of a third party to check the accuracy of information or data  
1813  
1814 Integrate – The act of analyzing all facets of a problem, eliminating unnecessary duplication, and  
1815 presenting the results in a concise manner.  
1816  
1817 Integration -- See integrate  
1818  
1819 Integrity – part of TJCSG values, where a person is expected to do what is right legally and morally  
1820  
1821 [Executive] Interest – A senior executive’s broad guideline that he/she desires to occur if resources are  
1822 available.  
1823  
1824 Infrastructure – Physical structures that form the foundation for development. Infrastructures includes:  
1825 RDATE facilities.  
1826  
1827 Infrastructure Inventory – A detailed list of physical structures.  
1828  
1829 Installation, Military – a military installation is a base, camp, post, station, yard, center, homeport facility  
1830 for any ship, or other activity, under the jurisdiction of the Department of Defense, including any leased  
1831 facility, which is located within any of the several States, the District of Columbia, the Commonwealth of  
1832 Puerto Rico, American Samoa, the Virgin Islands, or Guam. The term military installation does not  
1833 include any facility used primarily for civil works, rivers and harbors projects, or flood control projects.  
1834 (Ref, memo, 16 Apr 03, page 2)  
1835  
1836 Like Facility – see Facility, Like.  
1837  
1838 Metric -- value ranges applied to answers apply to answers which place the responses in operationally  
1839 relevant and mission centric groups<sup>81</sup>.  
1840  
1841 Military Value – Military value is the operational characteristics and infrastructure which, when combined,  
1842 distinguish on installation from another in terms of its ability to support operational required to execute the  
1843 National Military Strategy<sup>82</sup>.  
1844  
1845 Need-to-Know – A person’s professional requirement to access and use of information or data related to  
1846 their job or official positioning order to accomplish their BRAC mission in an ethical manner without  
1847 conflict of interest.  
1848  
1849 Organization – A collection of people assigned a specific mission.  
1850  
1851 Principles – are top level strategic concepts that foster transformation, embrace change, and avoid  
1852 capacity reductions that reduce essential military capabilities<sup>83, 84</sup>.  
1853  
1854 Process Model – a graphical or narrative representation of work workload that is described in terms for  
1855 worker understanding.  
1856

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<sup>81</sup> Definition is based on Briefing, Major Curt Milam, HQAF (SAF/IEBB), subject, Air Force Military Value Analysis, published on or about 11 Feb 04

<sup>82</sup> Definition is based on Briefing, Major Curt Milam, HQAF (SAF/IEBB), subject, Air Force Military Value Analysis, published on or about 11 Feb 04

<sup>83</sup> Memorandum, USD-ATL, subject, Principles and Imperatives, 20 Apr 04

<sup>84</sup> Principles are limited in number and written broadly. Principles should enumerate the essential elements of military judgment applied to the BRAC process.

1857 Realignment – Realignment is any action that both reduces and relocates functions and civilian personnel  
1858 positions, but does not include a reduction in force resulting from workload adjustments, reduced  
1859 personnel or funding levels, skill imbalances, or other similar causes. (Ref: Memo, 16 Apr, page 2)  
1860  
1861 Record – 1) a document (paper or electronic) the documents actions that affect the organizations (e.g.,  
1862 TJCSG) or agencies mission or performance. 2) An element of a computer file  
1863  
1864 Record Keeping – the act of storing data and information for access and retrieval  
1865  
1866 Records Management -- the act of record keeping and long term archiving of records.  
1867  
1868 Research -- Includes all scientific study and experimentation directed toward increasing knowledge and  
1869 understanding in those fields of the physical, engineering, environmental, and life sciences related to long  
1870 term national security needs. Program elements in this category involve pre-Milestone A efforts or budget  
1871 category 01 under Major Program 6 of the Future Years Defense Program.  
1872  
1873 Resources – 1) Available sources to accomplish the tasks defined in the TJCSG master plan to include  
1874 administrative staff, people and budget. 2) one or more of dollars, people, equipment, or time.  
1875  
1876 Respect – as part of TJCSG values, is a persons act of treating others as they would like to be treated  
1877  
1878 [BRAC] Restricted Data-Information – any data or information that may affect BRAC decisions. Synonym:  
1879 sensitive data, BRAC sensitive data, BRAC sensitive information.  
1880  
1881 Risk – is a condition that may adversely affect an event, phase or plan if actualized  
1882  
1883 Selfless Service – as part of the TJCSG values, it is a persons act of putting the welfare of others before  
1884 their own.  
1885  
1886 Service – refers to the Air Force, Navy, Marines, or Army components  
1887  
1888 Science and Technology (S&T) Program: Consists of projects in basic research, applied research, and  
1889 advanced technology development.  
1890  
1891 Scenario – 1) A proposed group of action related to realignment or closure based on military value  
1892 criteria, JCSG recommendations, and other considerations<sup>85</sup>. 2) A structured planning factor to support  
1893 decision making.  
1894  
1895 [BRAC] Sensitive Information - 1) Information or data that can affect base realignment and closure  
1896 recommendations. 2) Information or Data designated sensitive by the TJCSG. Synonym: Restricted  
1897 Data  
1898  
1899 Scenario Development – the process for defining scenarios  
1900  
1901 Selection Criteria – Department of Defense approved guidelines to focus realignment and closure  
1902 recommendations  
1903  
1904 Services – The Services are the Air Force, Navy to include the Marine Corps, and Army across the  
1905 Reserve, Guard, and Active components.  
1906  
1907 Surge Capability – Ability to meet increased demand in the production or repair of defense goods for a  
1908 limited duration of time.  
1909

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<sup>85</sup> Definition is based on Briefing, Major Curt Milam, HQAF (SAF/IEBB), subject, Air Force Military Value Analysis, published on or about 11 Feb 04

- 1910 Technical Facility – see Facility, Technical.
- 1911
- 1912 Technical Function – see Function, Technical
- 1913
- 1914 Test and Evaluation – Test and evaluation are the processes which support DoD Development and
- 1915 Acquisition, including all measurements and analyses, from facilities and open air ranges for science and
- 1916 technology, development and acquisition, developmental test and evaluation, operational test and evaluation,
- 1917 live fire test and evaluation, contractor test and evaluation, in-service engineering testing, safety certifications,
- 1918 concept refinement, advanced technology demonstrations, shelf-life and lot verification testing, and for
- 1919 experimentation when predominantly used for acquisition or materiel decisions.
- 1920
- 1921 Transformation – the desire to achieve a better future.
- 1922
- 1923 Transformation Guidelines or Options - Strategic (e.g., Secretary of Defense, Chairman of the Joint Chief
- 1924 of Staff) broad guidelines that strive to guide long term work efforts to improve the Department of
- 1925 Defense.
- 1926
- 1927 Verifiable Data-Information – Documented information and/or data that can be audited and validated by
- 1928 independent authority.
- 1929
- 1930 Weight – a numerical value applied to criteria, categories, of attributes, questions, and metrics to indicate
- 1931 their relative importance<sup>86</sup>.
- 1932
- 1933 Work Breakdown Structure – a structured hierarchical description of work effort, personnel
- 1934 responsibilities, products, and timelines. Also known as WBS
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- 1957 **27.2**<sup>87</sup>
- 1958
- 1959

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<sup>86</sup> Definition is based on Briefing, Major Curt Milam, HQAF (SAF/IEBB), subject, Air Force Military Value Analysis, published on or about 11 Feb 04

<sup>87</sup> Administrative place holder for correct Appendix numbering

1959

1960

**27.3 Appendix 3, Non-Disclosure Statement**

1961

The next page contains a blank non-disclosure statement for reader use. See attached.

1962

1963

1964

As needed, submit this form to: USD-ATL, ODDRE, Director of Plans and Programs, Capabilities Integration Team, 3030 Pentagon, Room 3D1089, Washington DC 20310-3030.

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**Technical Joint Cross Service Group  
Nondisclosure Agreement**

My duties include work assignments and responsibilities in which I may acquire personal knowledge of, or access to, information concerning the development of recommendations relating to potential closure or realignment of military installations in the Base Realignment and Closure (BRAC) 2005 process. I understand and agree that it is my duty and obligation to comply with the provisions of this agreement respecting such information, and that my violation of this agreement may result in disciplinary action.

1. I understand that the development of any BRAC 2005 information, written or oral, pursuant to the Defense Base Closure and Realignment Act of 1990, as amended, is an official, sensitive, and deliberative process. "Written" information includes all electronic and hard copy forms of communications. I further understand that the development of such information is not limited to final documents or products, but also includes all draft and feeder documents, briefings and notes, as well as any other related oral or written communication.
2. The public and all levels of federal, state, and local government have a right to expect and trust that the BRAC 2005 process will be conducted objectively and impartially. Any unauthorized disclosure of BRAC information undermines that expectation and trust and is therefore prohibited. Unauthorized disclosures may also constitute a violation of law and DoD or Military Department directives, regulations, instructions, policies, or guidance. I promise not to disclose any BRAC information, except as specifically authorized.
3. I further understand that any document or any other written communication, whether draft or final, is the official property and record of the Department of Defense and shall be retained, disseminated, released, and destroyed in accordance with requirements of law and applicable DoD or Military Department directives, regulations, instructions, policies or guidance.
4. I understand that the provision of this agreement bind me personally until the Secretary of Defense transmit BRAC recommendations to the Commission and Congress even if I am reassigned to other duties or stations, retire, or otherwise cease employment or any contract, agency, or other relationship or association with the Department of Defense.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Telephone Number

\_\_\_\_\_  
Please Print Signature & Rank/Grade

\_\_\_\_\_  
Electronic Mail Address

\_\_\_\_\_  
Print Full Name of Organization

\_\_\_\_\_  
Date Signed

Administrative Instructions - Please print clearly. Forward the signed copy of this form to Director, Plans and Programs, TJCSG CIT Leader, ODDRE, Pentagon, Room 3D1089, Wash DC 20310-3030 or facsimile 703-695-4885. Please verify receipt by calling 703-695-0005  
CIT Management Review: \_\_\_\_\_ (CIT Manager review then enter initials)

2021

2022

## 27.4 Appendix 4, Planning Factors

2023

2024 Listed below are TJCSG assumptions, constraints, and limitations of this plan. These factors affected  
2025 this Master Plan.

2026

### 2027 Assumptions

2028

2029 The following figure list the assumptions apply to this plan.

2030

Assumptions	Assumption Effect
<ul style="list-style-type: none"> <li>The TJCSG assumes the military value of a technical facility is determined by its ability to do any of the functions across the TJCSG scope.</li> </ul>	A core factor in military value assessments.
<ul style="list-style-type: none"> <li>Commands and agencies will retain and reuse their capacity and military value and associated data call<sup>88</sup> information</li> </ul>	BRAC reused information may assist organizations in their transformation, mission area, or enterprise resource integration efforts
<ul style="list-style-type: none"> <li>OSD BRAC Office will seek the appropriate time and ways to share BRAC information that is relevant to other transformation, enterprise planning, modernization, business process reengineering projects and major projects<sup>89</sup>.</li> </ul>	The OSD BRAC Office will coordinate with Department, Service, and Federal project offices to synchronize relevant TJCSG and other JCSG efforts as appropriate.
<ul style="list-style-type: none"> <li>OSD BRAC Office guidelines conform with the intent of OSD policies and plans.</li> </ul>	The OSD BRAC office will review JCSG, to include the TJCSG products and plans to assure Department policy and plan adherence.
<ul style="list-style-type: none"> <li>Services, Joint Staff, and OSD BRAC Office staffs or representatives will review TJCSG information and plans to provide recommendations and raise issues as needed to improve TJCSG quality of work and encourage cross JCSG information flow.</li> </ul>	This reduces staff resource (time) requirements and helps improve TJCSG process and product quality.
<ul style="list-style-type: none"> <li>The OSD BRAC Office will serve as the Sec Def conflict or issue resolution authority in cases of JCSG disagreements and limited ISG or IEC guidance is available.</li> </ul>	Timely issue or problem resolution. In the absence of guidance, the TJCSG will make decisions.
<ul style="list-style-type: none"> <li>The OSD BRAC Office will conduct record keeping and management of all material submitted by the TJCSG to support continuity of operations</li> </ul>	In case of TJCSG records management disaster <sup>92</sup> the OSD BRAC office will have the information needed to continue operations in a degraded mode.

2031

### 2032 **Figure 60. -- Assumption Summary**

2033

2034 Readers who believe or conclude one or more of these assumptions are incorrect will notify the  
2035 CIT Leader immediately. The validity of these assumptions affects TJCSG workload, performance, and  
2036 schedule. The CIT Leader will determine corrective action.

2037

2038

### 2039 Constraints

2040

2041 This plan considers the following constraints or planning factors<sup>93</sup>.

<sup>88</sup> Data Call(s) – Data calls are part of the Capacity and Military Value Analyses. See paragraph 18, Process- Course of action summary for additional data call detail.

<sup>89</sup> Major Projects, such as Home Land Defense

<sup>90</sup> IEC = Infrastructure Executive Council

ISG = Infrastructure Steering Group, see appendix 12, organization and missions for more IEC and ISG details, if needed

<sup>91</sup> See memorandum, subject, *Transformational Options for BRAC 2005*, 8 Aug 03

<sup>92</sup> For example, disaster may come in the form of fire, weather damage, power or electricity outage, or terrorist attack.

<sup>93</sup> Identification is part of the normal management planning process

2042  
2043

Constraints	Effect on TJCSG Efforts
<ul style="list-style-type: none"> <li>Congressional guidelines and time lines</li> </ul>	Drives DoD and TJCSG schedule and efforts
<ul style="list-style-type: none"> <li>TJCSG work effort focuses on technical facilities, which includes physical infrastructure, organization, and personnel</li> </ul>	Reduces TJCSG work load.
<ul style="list-style-type: none"> <li>Periodic OSD policy memoranda</li> </ul>	The TJCSG receives periodic guidance updates which may require plan adjustment
<ul style="list-style-type: none"> <li>Personnel Availability – Part time duty</li> </ul>	Members and associates largely serve in a part time manner – schedule adjustments may be required.
<ul style="list-style-type: none"> <li>Limited Budget to support TJCSG Operations</li> </ul>	Limited budget may lengthen time requirements to accomplish assigned tasks. Resources are largely provided by the Services.

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**Figure 61. -- Constraint Summary**

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The above constraints recognize the current management and worker environments. This plan recognizes these factors.

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**Limitations of this plan**

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The following table summarizes the limitations of this plan<sup>94</sup>.

Limitation	Limitation Effect
<ul style="list-style-type: none"> <li>Primary Audience of this plan is the TJCSG members and associates</li> </ul>	Non-TJCSG members may be unfamiliar with TJCSG terms of reference. This may require a robust library of background material.
<ul style="list-style-type: none"> <li>This plan summarizes TJCSG actions, events, products, etc.</li> </ul>	Additional information may be required from other sources, e.g. -- portal, separately published documents.
<ul style="list-style-type: none"> <li>The TJCSG is not examining organization or facility internal business or enterprise processes.</li> </ul>	A logical concurrent or post BRAC 2005 RDATE organization project is to reengineer business processes to improve efficiencies and quality of performance at reduced cost <sup>95</sup> .

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**Figure 62. -- Plan Limitations**

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The list of limitations combined with Master Plan assumptions and constraints helps balance reader expectations regarding this plan and associated plan execution.

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<sup>94</sup> Until 3<sup>rd</sup> QTR, FY 04 this plan may omit information because it is under development. Examples are - Master plan sections or paragraphs annotated as "{Fill in}". Expect updates.

<sup>95</sup> After realignment recommendations are approved, recommend a RDA&TE enterprise integration effort proceed to improve operations. This is needed because realignment will cause the unification of different agencies. These agencies are likely to have different business processes.

2060	
2061	
2062	Legislation, US Congress, <u>Defense Base Closure and Realignment Act of 1990</u> , 1990
2063	
2064	Strategy, President of the United States, <u>The National Security Strategy of the United States of America</u> ,
2065	Sep 02
2066	
2067	Report, Secretary of Defense, <u>Quadrennial Defense Review Report</u> , 30 Sep 01
2068	
2069	Memorandum, Secretary of Defense, subject, <u>Transformation Through Base Realignment and Closure</u> ,
2070	15 Nov 02
2071	
2072	Memorandum, Undersecretary of Defense for Acquisition, Technology and Logistics, subject, <u>BRAC 2005</u>
2073	<u>Guidance for the Technical Joint Cross Service Group</u> , 16 Jul 03
2074	
2075	Memorandum, Director of Defense Research and Engineering, subject, <u>Technical Joint Service Group</u>
2076	<u>(JCSG) Report</u> , undated, published on or about 01 Apr 03
2077	
2078	Memorandum, Under Secretary of Defense for Acquisition, Technology, and Logistics, subject,
2079	<u>Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One - -</u>
2080	<u>Policy, Responsibilities, and Procedures</u> , 16 Apr 03
2081	
2082	Memorandum, Undersecretary of Defense for Acquisition, Technology and Logistics, subject, <u>Military</u>
2083	<u>Value Guidance to Joint Cross Service Groups (JCSG)</u> , 23 Dec 03
2084	
2085	Plan, Director of Defense Research & Engineering, subject, <u>Joint Warfighting Science and Technology</u>
2086	<u>Plan</u> , Feb 03
2087	
2088	Plan, DDRE, subject, <u>Defense Technology Area Plan</u> , Feb 03
2089	
2090	Concept, United States Joint Forces Command, subject, <u>Major Combat Operations Joint Operating</u>
2091	<u>Concept</u> , draft, version 0.9, 16 Dec 03
2092	
2093	Memorandum, Under Secretary of Defense for Acquisition, Technology and Logistics, subject, <u>2005 Base</u>
2094	<u>Closure and Realignment Selection Criteria</u> , 7 Apr 04
2095	
2096	Memorandum, Under Secretary of Defense for Acquisition, Technology and Logistics, subject, <u>Principles</u>
2097	<u>and Imperatives</u> , 20 Apr 04
2098	
2099	DoD Directive 5015.2, <u>Records Management Program</u> , 6 Mar 2000
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**27.6 Appendix 6, Points of Contact**

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Technical Joint Cross Service Group

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## OSD

2114

Chair – Dr Ronald Segal, 703 697 5776

2115

Executive Assistance – Mr. Alan Shaffer, 703 695 9604

2116

Military Deputy -- Colonel Robert D. Buckstad, 703 695 0552

2117

Administrative Assistant – Ms Kathy Harvey-McGee, 703 697 5671

2118

Administrative Assistant --Ms Aurora Purgal, 703 695 0005

2119

2120

## Joint Staff

2121

Principle – Mr Jay Erb (J4), 703 695 2934

2122

Alternate – CAPT Dave England, 703 960 5549

2123

Administrative Assistant – to be announced

2124

2125

## Air Force

2126

Principal - Dr. Dan Stewart, 937 257 6035

2127

Deputy - Mr. Blaise Durante, 703 588 7211

2128

Alternate – Mr. Alan Goldstayn, 931 454 5613

2129

Administrative Assistant – to be announced

2130

## Navy

2131

## Navy

2132

Principal - RADM Jay Cohen, 703 696 4258

2133

Deputy - Mr. George Ryan, 703 601 1820

2134

Administrative Assistant – to be announced

2135

## Marine Corps

2136

Principal – Mr. Dillion, 703 432 1801

2137

Alternate – COL Walt Hamm, 703- 602-6421

2138

Administrative Assistant – to be announced

2139

2140

## Army

2141

Principal - Dr. John Foulkes, 703 695 8995

2142

Deputy - Dr. Robert Rohde, 703 601 1515

2143

Administrative Assistant – 703 695 8995

2144

2145

TJCSG Sub-Groups

2146

## Capabilities Integration Team

2148

Chair – Mr. Alan R. Shaffer, 703-695-9604

2149

DDRE BRAC Military Deputy – Colonel Robert D. Buckstad, 703-695-0005/0552

2150

Analyst - Mr. Harshad Shah, 703 696 2526

2151

Analyst – Dr James Short, 703 696 2529

2152

Executive Assistant/Analyst – Mr. Gary Strack, 703 614 7012

2153

Air Force Principal - Mr. Al Goldstayn, 931 454 5613

2154

Navy Principal - Mr. George Ryan, 703 601 1820

2155

Marine Corps Principle – Colonel Walter Hamm, 703- 602-6421

2156

Army Principal - Dr. Robert Rohde, 703 601 1515

2157

Administrative Assistant – Ms. Aurora Purgal, 703-695-0005 (facsimile, 703-695-4885)

2158

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2161

2162 Joint Warfighting Concepts  
2163 Co-Leaders  
2164 BG Fred Castle, 703 695 0779  
2165 Mr. Jay Erb (J4), 703 695 2934  
2166 Deputy - Dr. Larry Schuette, 202 767 6814  
2167 Admin Assistant to BG Castle – 703 695 0779  
2168  
2169  
2170 Weapons and Armaments  
2171 Leader - Dr. Karen Higgins, 760 939 3409  
2172 Deputy<sup>96</sup> - Mr. Robert Arnold, 703 602 3171  
2173 Administrative Assistant – to be announced  
2174  
2175 Air-Land-Sea-Space  
2176 Leader - Mr. Thom Mathes, 586 574 5802  
2177 Deputy – Dr. Hoeg, 301 342 6044  
2178 Administrative Assistant – to be announced  
2179  
2180 C4ISR  
2181 Leader - Mr. Matt Mleziva, 978 392 9769  
2182 Deputy – RADM Sharp, 202 781 1762  
2183 Administrative Assistant – to be announced  
2184  
2185 Enabling Technologies  
2186 Leader - Dr. William Berry, 703 696 0363  
2187 Deputy – Dr. Joseph Lawrence, 703 696 8033  
2188 Admin Assistant - to be announced  
2189  
2190 Innovative Systems  
2191 Leader - Dr. Larry Schuette, 202 767 6814  
2192 Deputy – Mr. Tom Carroll, 703 602 6420  
2193 Admin Assistant - to be announced  
2194  
2195 Analysis Team  
2196 Leader - COL Peter DeSalva, 703 432 3444  
2197 Deputy - COL Steve Evans, 703-432-3443  
2198 Admin Assistant – to be announced  
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<sup>96</sup> Deputy or alternate spokesperson.

2206  
2207 Other Agencies and Work Groups  
2208  
2209  
2210 Infrastructure Steering Group (ISG)  
2211 Chair - Mr. Mike Wynne, 703 697 7021  
2212 Members  
2213 JCS - Gen Peter Pace  
2214 OSD - Mr. Ray DuBois, 703 695 2880  
2215 Air Force - Gen Michael Moseley, 703 695 7911  
2216 Hon Nelson Gibbs  
2217 Army - Gen George Casey, 703 614 5221  
2218 Mr. Geoffrey Prosch, 703 692 9802  
2219 Navy - ADM Michael Mullen, 703 697 8347  
2220 Hon H.T. Johnson, 703 693 4530  
2221 Marine Corps – Gen William Nyland  
2222 ISG Secretary – Mr Andy Porth, OSD BRAC Office, 703 614 5356  
2223  
2224 JCSG Council of Colonels  
2225  
2226 Leader – Mr Michael McAndrew, Deputy OSD BRAC Office, 703 614 5356  
2227 Assistant – Ms Marian Harvey, 703 614 6088  
2228  
2229 Headquarters & Support  
2230 Member: COL Carla Coulson, 703 696 9448 x 136  
2231 Alternate – to be announced  
2232 Administrative Point of Contact – to be announced  
2233  
2234 Supply and Storage  
2235 Member: CAPT Dave England , 703 960 5549  
2236 Alternate – LTC Mark Faulkner, 703 696-9401  
2237 Administrative Point of Contact – CDR Tom Hammawg, 703 696 9401  
2238  
2239 Technical JCSG  
2240 Member: Colonel Robert D. Buckstad, 703 695 0552  
2241 First Alternate: Mr Gary Strack, 703 614 7012  
2242 Second Alternate: Mr Harshad Shah, 703 696 2526  
2243 Administrative Point of Contact – Ms Aurora Purgal, 703 695 0005  
2244  
2245 Medical JCSG  
2246 Member: Col Mark Hamilton, 703 692-6990  
2247 Alternate – to be announced  
2248 Administrative Point of Contact – to be announced  
2249  
2250 Education and Training JCSG  
2251 Member: Mr. Bob Howlett, 703 696 6435 X319  
2252 Alternate: COL Nancy Weaver, 703 696 6435, X206  
2253 Administrative Point of Contact – SSG Kevin Lipscomb, 703 696 6435, x209  
2254  
2255 Intelligence JCSG  
2256 Member: Mr. Glenn Price, 703 602 9967  
2257 Alternate – to be announced  
2258 Administrative Point of Contact – to be announced  
2259  
2260 Industrial JCSG  
2261 Member: Mr. Jay Berry, 703 614 0948

2262 Alternates – to be announced  
 2263 Administrative Point of Contact – to be announced  
 2264  
 2265 Data Standardization Team  
 2266 Leader – Mt Michael McAndrew, 703 614 5356  
 2267 Assistant – Ms Marian Harvey, 703 602 6424  
 2268  
 2269 Joint Staff  
 2270  
 2271 Joint Staff  
 2272 Point of Contact – COL Scott West, J8  
 2273 Alternate – CDR John Lathroum, J8  
 2274 Administrative point of contact – to be determined  
 2275 Back up point of contact – Mr Jay Erb, J4, 703 695 2934  
 2276  
 2277 Services  
 2278  
 2279 Air Force  
 2280 Executive – Mr Michael Aimone, 703 697 2524  
 2281 Point of contact, alternate – Mr Goldstain, 931 454 5613  
 2282 Administrative point of contact – to be determined  
 2283  
 2284 Navy-Marines  
 2285 Executive – Ms Anne R Davis, 703 697 6638  
 2286 Point of contact, alternate – COL Walt Hamm, 703- 602-6421/6424  
 2287 Administrative point of contact – to be announced  
 2288  
 2289 Army  
 2290 Executive – Dr Craig E. College, 703 696 9534  
 2291 Point of contact, alternate – Dr. Chien Huo, 703 696 9773  
 2292 Administrative point of contact – to be determined  
 2293  
 2294  
 2295 Reserve Component  
 2296  
 2297 OSD (Reserve Affairs<sup>97</sup>)  
 2298 Point of Contact – Mr. Michael E. Naylor, 703-692-1272/695 1677  
 2299  
 2300 National Guard Bureau  
 2301 Point of Contact – to be published in Master Plan, Change 1  
 2302 Alternate - to be published in Master Plan, Change 1  
 2303 Administrative point of contact – to be published in Master Plan, Change 1  
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<sup>97</sup> OSD (Reserve Affairs) covers aspects of the National Guard and Reserves

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## 27.7 Appendix 7, Agreements and Procedure Publications

This appendix lists agreements and TJCSG standard operating procedures publications.

### Agreements

1. Memorandum of Agreement between Technical Joint Cross Service Group and Intelligence Joint Cross Service Group, 12 May 04

Summary: The purpose of the MOA between the Intelligence Joint Cross-Service Group (IJCSG) and the Technical Joint Cross Service Group (TJCSG) is to establish clear responsibilities between the JCSGs regarding overlapping areas in the Intelligence and C4ISR areas. This MOA provides a method to improve quality of work and prevent duplication of effort in areas of mutual interest.

2. Memorandum of Agreement between Technical Joint Cross Service Group and Headquarters and Support JCSG, 5 Apr 04

Summary: Information Technology is covered by both the H&SA JCSG Communications and Information Technology Working Group and the TJCSG's C4ISR Subgroup. The purpose of the MOA between the Headquarters and Support Activities Joint Cross Service Group (H&SA JCSG) and the C4ISR Subgroup of the Technical Joint Cross Service Group (TJCSG) is to coordinate efforts and make informed recommendations regarding Information Technology infrastructure.

3. Memorandum of Agreement between Technical Joint Cross Service Group & Medical JCSG, 5 Apr 04

Summary: The Medical/Dental Research, Development and Acquisition Subgroup of the Medical Joint Cross Service Group's (MJCSG) responsibilities overlap with the Research, and Development & Acquisition functions within the Technical Joint Cross-Service Group's (TJCSG) responsibility. The purpose of the MOA is to establish a method to improve quality of work and prevent duplication of effort in areas of mutual interest.

4. Memorandum of Agreement between Technical Joint Cross Service Group and Education and Training JCSG, 5 Apr 04

Summary: The purpose of the MOA between the Education and Training Joint Cross Service Group (Ed&T JCSG) and the Technical Joint Cross Service Group (TJCSG) is to establish clear responsibilities for assessing Open Air Ranges for use in Test and Evaluation (T&E) for the 2005 BRAC. The MOA establishes direction for the Ranges Subgroup to provide a Test and Evaluation assessment of Open Air Ranges to be rolled into the overall T&E function assessment by the TJCSG.

### Standard Operating Procedures

1. Information Control Procedures, Standard Operating Procedures, *to be published in change 1*

Summary: *to be published in change 1*

2. Capacity and Military Value Field Question and Answer, Standard Operating Procedure, Number 2, to be published in change 1.

Summary: *to be published in change 1*

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**27.8 Appendix 8, Action and Pending Action List and Status**

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The Action and Pending Action List is published separately. This publication contains a list of TJCSG, CIT, and Sub group action items and pending actions not yet assigned for work. Status of each action is included.

The Action list is updated twice monthly and before each TJCSG work session as a minimum.

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***27.9 Appendix 9, Detailed Work Breakdown Structure***

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The detailed work breakdown structure (WBS) is published separately. The WBS contains TJCSG phases, events, activities, decision points, and product deliveries timelines and resource (people, time, and material) need summaries.

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The following WBS summary is under construction.

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**Update planned in change 1**

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## TJCSG Work Breakdown Structure

WBS Ref No.	Detailed Work Breakdown Structure (Version 6.0)	Product	Time Line Start-Finish	Lead	Support	Execution Model Cross Reference
1.0	1 Project Management, General, and Supporting Activities					
	1.1 Project Management	Master Plan				
	1.1.1 General Planning and Decisions – create frameworks	BRAC 2005 Timeline; TJCSG Executive Battle Plan				
	1.1.1.1 Master Planning	Master Plan; Scope Definition; WBS				
	1.1.1.2 Operations Support	Execution Model; SOPs are required				
	1.1.1.3 Analysis Planning	Analysis Plan				
	1.1.1.4 TJCSG Executive Decisions	TJCSG or TJCSG Chair Decisions				
	1.1.1.4.1 Overall Analysis and Decision Framework	TJCSG Decision approve this Master Plan				
	1.1.1.4.2 Capacity Assessment Approach	TJCSG Decision approve Capacity Report				
	1.1.1.4.3 Information Control and Security Procedures	TJCSG Decision approve Information Control Plan with Security appendix				
	1.1.1.4.4 Military Value Assessment Approach	TJCSG Decision approve Military Value Report				
	1.1.1.4.5 Analysis Approach	TJCSG Decision Approve Analysis Plan				
	1.1.1.4.6 Planning Constraints for Scenario Development ( Guidelines in Decision Support, Scenario Planning and Constraints Report)	TJCSG Decision Approve planning guidelines				
	1.1.1.4.7 Decision Alternatives –	TJCSG Decision approve a short list of decision alternatives				
	1.1.1.4.8 Decision Recommendations –	TJCSG Decision approve final list of recommendations for the ISG				
	1.1.1.5 Coordination (JCSG, OSD BRAC Office, Service BRAC	Staff Action Summaries with Coordination Summaries, as				

**Deliberative Document – For Discussion Only – Do not release under FOIA**

Office, TJCSG (see WBS 5.4)	Subgroups, TJCSG Members and associates)	required				
1.1.1.6	Other					
1.1.2	Preparation					
1.1.2.1	Guidance	Decision Support, Scenario Planning and Constraints Report				
1.1.2.1.1	Transformation Options	White paper				
1.1.2.1.2	Principle Definitions	White paper				
1.1.2.1.3	Imperative Definition	White paper				
1.1.2.1.4	Future Concepts/Capabilities	To be published (TBP) in Master Plan, Chg 1				
1.1.2.1.4.1	Joint and Service Warfighting	Master Plan, Chg 1				
1.1.2.1.4.2	Future Technology	Master Plan, Chg 1				
1.1.2.1.5	Final TJCSG Product Guidelines (see WBS 5.0)	OSD BRAC Office guidelines				
1.1.2.2	Supporting Data and Information (for guidance determination)					
1.2	Process-Project Support					
1.2.1	Work Area-Office Space					
1.2.1.1	TJCSG Analytic Team Work area – Crystal City	Analytic Team Office Space – Crystal City				
1.2.1.2	CIT Management Work area - Rosslyn	CIT Office Space – Rosslyn				
1.2.2	Work Sessions and Conferences (length one work day or more)	Purpose of Session with Agenda and desired results summary				
1.2.3	Data Management	Data Management SOP				
1.2.3.1	Capacity Data Base Configuration Management					
1.2.3.2	Military Data Base Configuration Management					
1.2.3.3	Decision Support Data Base Configuration Management					
1.2.4	Other					
1.2.3.1	Information Control Plan (ICP)	Info Control Procedure (ICP)				
1.2.3.2	Security Annex to ICP	Security Appendix to ICP				
1.2.3.3	Record Keeping and Records Management	Master Plan				
1.2.3.4	Continuity of Operations (COOP)	Master Plan				
1.2.5	Personnel	Roster of Personnel; Analytic Team Personnel Requirements				
1.3	General Activities					

	1.3.1 Meetings					
	1.3.1 Infrastructure Steering Group Sessions	USD-ATL Memorandum				
	1.3.2 Technical JCSG Chairman and Principals	Minutes				
	1.3.3 Capabilities Integration Team (CIT)	Minutes				
	1.3.4 TJCSG Subgroups	Minutes, as needed				
	1.3.5 OSD BRAC Office Support					
	1.1.6 Other					
	1.3.2 Training	Schedule of Training				
	1.3.2.1 Analysis process	BRAC 2005 Overview				
	1.3.2.2 COBRA					
	1.3.2.3 Optimization					
	1.3.2.4 Installation Visualization Tool (IVT)					
	1.3.2.5 Data base Training (risk mitigation)					
	1.3.5 Administrative Support					
	1.3.5.1 General Briefings	Briefings, as required				
	1.3.5.2 Non-Disclosure Statement Maintenance	Non-Disclosure Statement records				
	1.3.5.3 Information Access Roster	Information Access Roster				
	1.3.5.4 Plans and SOP updates	Updates to plans and SOPs				
2.0	2.0 Higher Echelon, External, and Statutory Activities					
2.1	2.1 Force Structure	Force Structure Plan				
	2.2.1 Force Structure Plan					
	2.2.2 Infrastructure-Facility Inventory					
2.2	2.2 Selection Criteria					
	2.2.1 Interim Criteria	USD-ATL Briefing				
	2.2.2 Final Criteria	USD-ATL memorandum				
	2.2.3 TJCSG Criteria Interpretation	Master Plan; ISG Briefing for Approval				
	2.2.3.1 Criteria 1 through 4 Utilization	Master Plan; Analysis Plan; Capacity and Mil Value Reports				
	2.2.3.2 Criteria 5 through 8 Utilization	To be published, Master Plan Change 1				
2.3	2.3 Analysis Tools Delivery/Availability by OSD					
2.4	2.4 OSD BRAC Office - BRAC 2005 Process & Timeline Guidance	BRAC 2005 Timeline				
2.5	2.5 TJCSG BRAC Recommendations Review and Approval (See WBS 5.7)	TJCSG Decision Paper				

3.0	3. Capacity Analysis	Capacity Report				
3.1	3.1 Planning, and preparation, and framework definition	TJCSG Off-Site Work Session Results				
3.2	3.2 Question generation	Subgroup Working Papers				
3.3	3.3 Question approval	TJCSG Decision				
3.4	3.4 Data call support	TJCSG coordinated Field Question and Answers				
3.5	3.5 Analysis	Analysis Report				
3.6	3.6 Reporting					
4.0	4 Military Value Analysis	Military Value Report				
4.1	4.1 Planning and preparation	CIT and TJCSG Guidance				
	4.1.1 Initial planning	White paper				
	4.1.2 Military Value Val training					
	4.1.3 Guidance to CIT and sub-groups	TJCSG Decision				
4.2	4.2 Develop Mil Val framework					
	4.2.1 Generate attributes and align with selection criteria	Subgroup Working Papers (or white papers)				
	4.2.2 Assign weights	Subgroup Working Papers				
	4.2.3 Generate metrics and questions	Subgroup Working Papers				
	4.2.3 Generate Questions	Subgroup Working Papers				
4.3	4.3 Mil Val report Approval					
	4.3.1 Technical JCSG Review	TJCSG Decision				
	4.3.2 ISG Review	Decision & memorandum to TJCSG				
	4.3.3 OSD standardization					
4.4	4.4 Data call support	TJCSG coordinated Field Question and Answers				
4.5	4.5 Analysis	Analysis report				
4.6	4.6 Reporting of Analysis					
5.0	5.0 Optimization, Scenario, and Decision Development	Decision Support, Scenario Planning and Constraints Report				
5.1	5.1 Planning and preparation (see WBS 1.1.2.1, Guidance)					
5.2	5.2 Optimization modeling and scenario generation					
5.3	5.3 Scenario data call and analysis process					
5.4	5.4 Coordination with Service BRAC offices and other JCSGs (See WBS 1.1.1.5)	Recommended Changes				
5.5	5.5 Final scenario process and recommendation generation					
5.6	5.6 Recommendation approval process	TBP, change 2				
5.7	5.7 Final Reporting – (Recommendation)					

	5.7.1 First Draft	Decision Paper w/ briefing				
	5.7.2 Second Draft	Decision Paper w/ briefing				
	5.7.3 Final Report	Decision Paper w/ briefing				
6.0	6.0 Post Analysis and Decision Supporting Activities <sup>98</sup>	Master Plan Update				
6.1	6.1 OSD BRAC Office Support and Guidance	OSD BRAC Office and-or USD-ATL memorandum				
6.2	6.2 Archive Information	Transmittal Letter with files for archiving				
6.3	6.3 Information Sharing					
	6.3.1 Information Papers	Information Papers				
	6.3.2 Information Briefings	Information Briefings				
	6.3.3 Smart Book	Smart Book with Index				
	6.4 Lessons Learned White Paper	Lessons Learned White paper				

**Figure 64. -- Work Breakdown Structure (Task, Product, Timeline, Responsible Agent)**

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**Update planned in change 1**

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<sup>98</sup> Subject to refinement

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***27.10 Appendix 10, TJCSG Master Schedule***

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The detailed TJCSG schedule is published separately. The schedule is list the sequence of events (sequential and concurrent) that are needed to accomplish the TJCSG mission.

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The Master Schedule is the work breakdown structure presented with a date orientation.

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***27.11 Appendix 11, TJCSG Analysis Plan***

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The detailed TJCSG Analysis Plan for the conduct of the capacity and military value analysis is published separately.

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2431 **27.12 Appendix 12, BRAC 2005 Organization Overview**

2432 **27.12.1 Introduction-Review of Organization and Missions**

2433 The OSD Transformation through BRAC effort is primarily organized into Service and OSD  
 2434 efforts. The TJCSG is part of the OSD effort. The TJCSG portions of this section are guidance to  
 2435 TJCSG members and associates. (Non-TJCSG organizations are listed to establish context for TJCSG  
 2436 efforts. This is an informational appendix.)

2437 **27.12.2 OSD BRAC Office**

2438 The OSD BRAC Office is the execution arm of the IEC and ISG. This office provides advanced  
 2439 planning information. The TJCSG interacts with this office on all BRAC executive or people intensive  
 2440 matters.

2441 **27.12.3 OSD Work Groups**

2442 The OSD work group organization is as follows. The TJCSG is one of the seven Joint Cross  
 2443 Service Groups.  
 2444

- |   |
|---|
| <ul style="list-style-type: none"> <li>▪ Infrastructure Executive Council</li> <li>▪ Infrastructure Steering Group</li> <li>▪ Joint Cross Service Groups (7 total)</li> <li>▪ JCSG Council of Colonels</li> </ul> |
|---|

2445 **Figure 65. -- OSD BRAC Work Groups**  
 2446

2447 **27.12.3.1 Infrastructure Executive Council**

2448 The Infrastructure Executive Council (IEC) is the policy making and oversight body for the entire  
 2449 BRAC 2005 process. It is chaired by the Deputy Secretary of Defense. Members are Service  
 2450 Secretaries, Service Chiefs, the Chairman of the Joint Chiefs of Staff, and Under Secretary of Defense  
 2451 (Acquisition, Technology and Logistics)<sup>99</sup> (USD-ATL).  
 2452

2453 **27.12.3.2 Infrastructure Steering Group**

2454 The Infrastructure Steering Group (ISG) oversees joint cross service analyses of common  
 2455 business oriented functions and ensures the integration of that process with the Military Department and  
 2456 Defense Agency specific analyses of all other functions. The ISG is chaired by the USD-ATL and is  
 2457 composed of Vice Chairman of the Joint Chiefs of Staff, Military Assistant Secretaries for installations and  
 2458 environment, The Service Vice Chiefs, and the Deputy Under Secretary of Defense (Installations &  
 2459 Environment). Its responsibilities include:

- 2460
- 2461 ▪ Overseeing the JCSGs analysis of common business functions and ensuring its  
 2462 integration with the Services and Defense agency similar efforts.
  - 2463
  - 2464 ▪ Recommending to the IEC, for SecDef approval, options for support forces and functions  
 2465 to increase efficiency and effectiveness of the Department.

2466 **27.12.3.3 Joint Cross Service Groups**

2467 The Joint Cross Service Groups (JCSG) will analyze the Department common<sup>100</sup> business-  
 2468 oriented support functions within their area of responsibility and report results through the ISG to the IEC.

<sup>99</sup> Memorandum, Secretary of Defense, subject, Transformation through Realignment and Closure, 15 Nov 02

<sup>100</sup> The [Service] Military Departments will analyze all Service unique functions and report their results directly to the IEC.

2469 The Technical Joint Cross-Service Group is 1 of 7 JCSGs. The Council of Colonels (with GS 15s) and  
 2470 Data Standardization groups support the OSD BRAC office integration efforts.  
 2471

Joint Cross Service Groups	Mission Summary, each groups will covers aspects of:
• 1 - Headquarters & Support JCSG	Personnel <sup>101</sup> , headquarters, pay, finance, and mobilization matters
• 2 - Supply and Storage JCSG	Supply, Storage, and Distribution matters
• <b>3 - Technical JCSG</b>	<b><i>The R&amp;D <sup>102</sup>, Acquisition, and T&amp;E <sup>103</sup> life cycle across DoD <sup>104</sup>. See Scope at paragraph 7.</i></b>
• 4 - Medical JCSG	The life cycle of medical operations within DoD.
• 5 - Education and Training JCSG	Individual military and civilian education and training functions as well as range functions with DoD
• 6 - Intelligence JCSG	The intelligence life cycle within DoD
• 7 - Industry JCSG	Depots, Munitions production & maintenance, and ship overhaul and repair matters
• JCSG Council of Colonels <sup>s</sup>	Facilitate synchronization and integration of work efforts across the JCSGs
• Data Standardization Team <sup>s</sup>	Standardize data and information across all JCSGs

2472 <sup>s</sup> = supports the OSD BRAC Office

### 2473 **Figure 66. -- Joint Cross Service Groups Organization and Mission Summary**

#### 2474 **27.12.3.4 OSD JCSG Council of Colonels**

2475 The OSD JCSG Council of Colonels<sup>105</sup> meets weekly, and as required to support information  
 2476 sharing, cross group synchronization, and issue resolution. The OSD BRAC office uses this forum to  
 2477 share information and plan future events and actions.

#### 2478 **27.12.3.5 OSD JCSG Data Standardization Team**

2479 The OSD JCSG Data Standardization Team examines all JCSG data and associated information  
 2480 for the purpose of standardizing and integrating all JCSG data to provide integrated Department capacity  
 2481 and military value analyses for decision making.

#### 2482 **27.12.3.6 TJCSG Organization**

2483 See the Organization and Responsibility Summary in the body of the Master Plan

#### 2484 **27.12.3.7 Service BRAC Offices**

2485 Each Service has the responsibility to execute Transformation through BRAC guidelines to  
 2486 accommodate Service unique aspects of their Service. This includes aspects of the Guard, Reserve,  
 2487 and Active components.  
 2488

2489 Each Service will conduct their analysis from the perspective of their unique functions and report  
 2490 their results to the IEC. They will communicate regularly through their representatives to the ISG their  
 2491 recommendations to ensure their recommendations are consistent with those developed by other  
 2492 Services and JCSG organizations. The Services must consider all options endorsed by the IEC in their  
 2493 analysis.  
 2494

2495 On matters of Service and TJCSG mutual interest, the Services will coordinate directly with the  
 2496 TJCSG or TJCSG subgroup as mission requires in the fastest manner possible.  
 2497  
 2498

<sup>101</sup> Personnel refers to military and civilian personnel across Active, Guard, and Reserves

<sup>102</sup> R&D – Research and Development

<sup>103</sup> T&E – Test and Evaluation

<sup>104</sup> DoD = Department of Defense

<sup>105</sup> Council of Colonels are JCSG senior officers at the military 06 or GS 15 grade.

2499 The Services through Service BRAC Offices are expected to do the following, as needed in support  
 2500 of the TJCSG.  
 2501

Service Responsibilities	Summary Description
<ul style="list-style-type: none"> <li>Organize to Support TJCSG, as needed</li> </ul>	Based on the scope of the TJCSG, organize to achieve the TJCSG mission, goal, and objectives, as needed
<ul style="list-style-type: none"> <li>Execute Duties</li> </ul>	Execute this plan, as needed
<ul style="list-style-type: none"> <li>Data Calls</li> </ul>	Collect data and information as required
<ul style="list-style-type: none"> <li>Raise Issues-Concerns</li> </ul>	As a minimum, recommend and coordinate process and plan improvements as early as possible
<ul style="list-style-type: none"> <li>Identify Service Unique Issues or Concerns<sup>106</sup></li> </ul>	Identify and coordinate Service unique and special concerns associated with the TJCSG scope of effort.
<ul style="list-style-type: none"> <li>Strive to execute to Support Goal and Objectives in this plan</li> </ul>	Accomplish the requirements of this plan, as Service BRAC mission requires.
<ul style="list-style-type: none"> <li>Account for Joint Staff, Reserve (Guard and Reserve) and Active component concepts, requirements, and concerns</li> </ul>	Include aspects of Joint Staff, National Guard, Reserves, and Active duty military and civilians agencies and personnel in Service work efforts
<ul style="list-style-type: none"> <li>Review TJCSG actions and plans to determine the affect on the Service</li> </ul>	Determine affect of TJCSG actions on the Services. Report issues and concerns as needed.
<ul style="list-style-type: none"> <li>Keep OSD, TJCSG, and Service BRAC Offices informed.</li> </ul>	Service representatives will share appropriate information to assure timely support, decision making, and product development as mission requires
<ul style="list-style-type: none"> <li>Recommend improvements to this Master Plan</li> </ul>	Improve the quality of this plan.
<ul style="list-style-type: none"> <li>Other duties as mission requires or assigned</li> </ul>	Self explanatory

2502 **Figure 67. -- Service (Air Force, Navy/Marines, Army<sup>107</sup>) Responsibility Summary**  
 2503

#### 2504 27.12.4 Other Agencies and Work Groups

2505  
 2506 Other agencies, such as the Defense Missile, Information Support, Defense Threat Reduction,  
 2507 Contracting, agencies will support the TJCSG as mission requires. Defense agency responsibilities are  
 2508 the same as the Service responsibilities listed above.

2509  
 2510

<sup>106</sup> See memorandum, subject, Establishment of the Technical Joint Cross Service Group, (date, to be published in Change 1)

<sup>107</sup> All Air Force, Navy, Marine Corps, and Army analyses will include the Reserve and Active Components

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## End Notes

### 28 End Notes – Last Page

2513  
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#### Coordination

2516 Office of the Secretary of Defense  
2517 Director, Defense Research and Engineering Office  
2518 Director, Plans and Programs  
2519 OSD BRAC Office  
2520 Joint Cross Service Groups  
2521 Headquarters & Support JCSG  
2522 Supply and Storage JCSG  
2523 Medical JCSG  
2524 Technical JCSG and Associated Subgroups  
2525 Education and Training JCSG  
2526 Intelligence JCSG  
2527 Industry JCSG  
2528 Reserve Affairs  
2529 General Council

2530

#### Joint Staff BRAC Representative

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2532

#### Services BRAC Offices

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Air Force

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Navy and Marine Corps

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Army

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2537

2538

#### Approvals

2539

Director, Plans and Programs, ODDRE

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