



DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

17 October 2003

MEMORANDUM FOR VICE CHIEF OF NAVAL OPERATIONS
ASSISTANT COMMANDANT OF THE MARINE CORPS

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING (E&T)
JOINT CROSS SERVICE GROUP (JCSG)

Attachments (1) and (2) are USD (AT&L) responses to DoN and USAF letters concerning recommendations on graduate level flight training.

USD (AT&L) directs in Attachment (3) that, "Your JCSG should review all undergraduate pilot training, undergraduate navigator training/naval flight officer training, and graduate level rotary wing flight training. You should also review fixed wing graduate level flight training, but focus your analysis on the facilities and basing aspects of that function, leaving to the Services any doctrinal issues. Additionally, the JCSG should include if not otherwise captured by the above categories, training for new and emerging weapons systems that are not Service specific, such as Joint Strike Fighter, the V-22, and the H-60."

ASN (I&E) memo, Attachment (4), recommended that the Flight Training subgroup's function be limited to undergraduate level training only and assign graduate level training to the Services. The Air Force memo, Attachment (5), recommended that Service-unique graduate level flight training be excluded in the JCSG's analysis.

The result of USD (AT&L) direction will expand the JCSG's scope of analysis for potentially little gain and may affect operational bases. The following options are available to respond to the USD (AT&L) direction.

- a. Accept the guidance.
- b. Send a letter to USD (AT&L) requesting reconsideration of the issue by the ISG or that the issue be raised to the IEC.
- c. Issue a non-concur for the final E&T report due to the next ISG meeting on 24 October.

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I am available to discuss at your convenience.

✓

Anne Rathmell Davis

Anne Rathmell Davis
Deputy Assistant Secretary of the Navy
(Infrastructure Strategy and Analysis)

Attachments:

- (1) USD (AT&L) memo to ASN (I&E) of 14 Oct 2003
- (2) USD (AT&L) memo to USAF (IE&L) of 14 Oct 2003
- (3) USD (AT&L) memo to Chairman, E&T JCSG of 14 Oct 2003
- (4) ASN (I&E) memo to USD (AT&L) of 06 Oct 2003
- (5) USAF (IE&L) memo to USD (AT&L) of 29 Sep 2003



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

OCT 14 2003

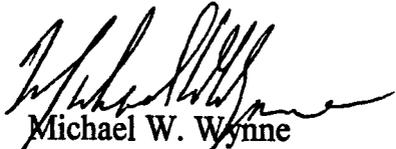
MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)

SUBJECT: BRAC 2005 Guidance for the Education and Training Joint Cross-Service Group

Thank you for your recommendation that graduate level flight training and training for new and emerging weapons systems be excluded from analysis by the Education and Training Joint Cross-Service Group (E&T JCSG). I have carefully considered your views, as well as similar views expressed by the Assistant Secretary of the Air Force for Installations, Environment, and Logistics. While I appreciate that to the extent such functions involve service-specific and/or single sited training facilities, they may present less consolidation potential, review of these functions by the JCSG fosters treatment of training facilities as national assets, which meets both the spirit and letter of the Secretary's direction for a comprehensive cross-service BRAC analysis. Accordingly, I have advised the E&T JCSG that it should review all undergraduate pilot training, undergraduate navigator training/naval flight officer training, and graduate level rotary wing flight training. I have also advised it to review fixed wing graduate level flight training, but focus its analysis on the facilities and basing aspects of that function, leaving to the Services any doctrinal issues. Additionally, the JCSG should include if not otherwise captured by the above categories, training for new and emerging weapons systems that are not Service specific, such as the Joint Strike Fighter, the V-22, and the H-60. I have asked the E&T JCSG to provide a final report for ISG approval by October 24, 2003.

Because the Secretary has established a decision making structure that is joint at every level, the Services will be involved in the analysis of the above functions and will have the opportunity to review the JCSG's recommendations as members of the ISG and IEC.

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Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group





ACQUISITION,
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AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

OCT 14 2003

MEMORANDUM FOR CHAIRMAN, EDUCATION AND TRAINING JOINT
CROSS-SERVICE GROUP

SUBJECT: Follow On to Education Training Approach to Capacity Analysis

Thank you for your presentations to the Infrastructure Steering Group (ISG) on your group's approach to capacity analysis. The ISG appreciates the work that you and the members of your group are devoting to the base realignment and closure effort.

At your briefing, the ISG discussed whether the scope of your group's review should include fixed-wing graduate flight training and training for new and emerging weapons systems. Let me clarify the intent of the Department with respect to the flight training functions that should receive joint cross-service analysis. Your JCSG should review all undergraduate pilot training, undergraduate navigator training/naval flight officer training, and rotary wing graduate level flight training. You should also review fixed wing graduate level flight training, but focus your analysis on the facilities and basing aspects of that function, leaving to the Services any doctrinal issues. Additionally, if not otherwise captured by the above categories, training for new and emerging weapons systems that are not Service specific, such as the Joint Strike Fighter, the V-22, and the H-60.

Please provide your final report (including the section on Ranges) for the ISG's approval by October 24th. Your report should reflect the above and include your final data call questions.

If you have any questions, please direct them to Mr. Pete Potochney, Director, BRAC. He can be reached at (703) 614-5356.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group





DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

October 6, 2003

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING JOINT
CROSS-SERVICE GROUP

At the 24 September ISG meeting, concerns were raised about the functions for analysis of the Flight Training Subgroup. In response, the Department of the Navy offers the following proposals:

1. Limit the Flight Training Subgroup's function to undergraduate level training only. Assign graduate level training to the Services.
 - a. Graduate level flight training is predominately for service specific aircraft located at a single site (B-1, B-2, U-2, P-3, F-15E, etc). This type of training falls under the function of "One-Station Unit Training," a function excluded from JCSG analysis as reported in the E & T JCSG memo of July 2, 2003, and approved by the ISG in their memo dated July 16, 2003.
 - b. An analysis effort by the Education and Training JCSG would likely yield very few, if any, workable recommendations to combine or integrate graduate level flight training. "One-Station Unit Training" is described as "Service unique training, Service prerogative to train." The DoN feels that the individual Services are better equipped to examine their respective graduate level flight training programs. If a Service has more than one training site for a particular airframe, the Service should be expected to look for efficiencies.
 - c. In the cases where more than one Service flies a similar aircraft, graduate training has already been combined where practicable. For example, USAF E-3 and USN E-6 (same aircraft, different configuration) are co-located at Tinker AFB. For the H-60 helicopter, the Services train to different tactics in different environments, making consolidation and integration more difficult.

2. Flight training for new and emerging weapons systems, JSF, V-22, is already programmed to be joint through initial training and it will be too early to address joint graduate level training.
 - a. In order to conduct a complete analysis, the training requirements for new and emerging weapons systems must be known. At this point, many of the training requirements are immature or have not been developed by the Services, and it is unlikely they will be complete in time to be included in BRAC 2005. This may require the Services to ensure there is sufficient flexibility in their basing strategy to accommodate new or replacement platforms.
 - b. To the extent that training requirements can be defined, the Services are in the best position to determine whether joint use of facilities or consolidation of activities will meet mission requirements.

I recognize this represents a departure from the subordinate functional areas approved by the Deputy Secretary of Defense for this JCSG, and recommend the ISG seek his approval of this reduced scope.

Should you require further assistance, my point of contact is Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis), Ms. Anne Davis, (703) 697-6638.



H. T. Johnson

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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC



OFFICE OF THE ASSISTANT SECRETARY

29 Sep 03

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

FROM: SAF/IE
1665 AF Pentagon
Washington DC 20330-1665

SUBJECT: Education and Training (Ed & Tng) Joint Cross Service Group (JCSG)

Reference the 24 Sep 03 ISG meeting wherein you requested Service input on the content of the Ed & Tng JCSG briefing to the ISG.

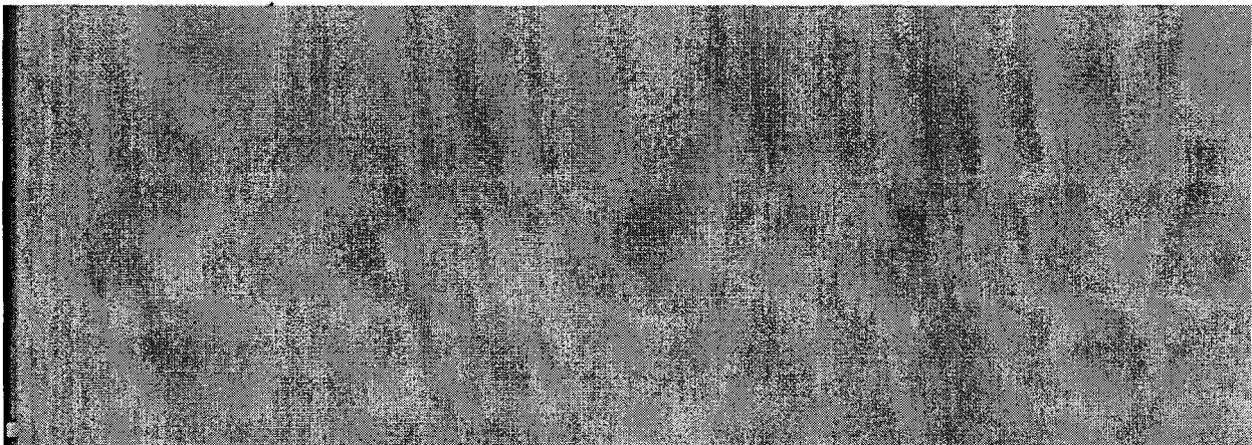
Strongly recommend that Service-unique graduate level flight training be excluded in the JCSG's analysis. USD(AT&L)'s 16 Jul 03 memorandum defined functions that fall under the JCSG's scope. In this memo, the Flight Training subgroup was directed to analyze Undergraduate Pilot Training, Undergraduate Navigator/Naval Flight Officer Training, Graduate Level Rotary Wing Training, and Other Flight Training. The Flight Training subgroup should restrict its analysis to only those common (e.g., common between 2 or more Services) flight-training activities.

The inclusion of all graduate level flight training within the scope of JCSG analysis is outside the JCSG's directed purview. Clearly the vast majority of AF graduate level flight training is Service specific, i.e., B-1, C-17 or F-15 weapon system training, and is limited to a single site. The Service's own analysis process is better able to handle graduate level flight training realignment actions.

A handwritten signature in black ink, appearing to read "Nelson F. Gibbs".

NELSON F. GIBBS
Assistant Secretary
(Installations, Environment & Logistics)

cc:
SAF/MR





DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
2000 NAVY PENTAGON
WASHINGTON, D. C. 20350-2000

IN REPLY REFER TO
6 Nov 03

and
Department of the Navy
Headquarters U.S. Marine Corps
2 Navy Annex
Washington, DC 20380-1775

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS
AND ENVIRONMENT)

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING (E&T)
JOINT CROSS SERVICE GROUP (JCSG)

REF: (a) USD(AT&L) memo of 14 Oct 03

1. In reference (a), USD(AT&L) determined that graduate flight training is a common service element and should be reviewed by the Education and Training Joint Cross Service Group (JCSG). We disagree with this determination and believe that service-specific/unique operations should be determined by the Services.

2. The Navy and Marine Corps' approach to graduate flight training is inextricably linked to the Naval Aviation's ability to initiate and sustain deployed operational assets. The collocation of graduate aviation training with operational assets provides the foundation of aviation warfare training and serves as the professional center of excellence for both aircrew and enlisted maintenance personnel for each aviation warfare community. Graduate flight training provides a local "schoolhouse" for each type of aircraft, fostering professional standardization and a sense of community. The operational presence of the fleet eliminates a training command mindset and validates the graduate flight-training curriculum. Collocation of graduate flight training assets with fleet squadrons provides immediate and daily access to the full resources of an aircraft community: senior leadership, guidance and policies, tactical development, weapons schools, and overall fleet experience. New aviators leave the graduate training curriculum and report to fleet squadrons with a core knowledge of local air station course rules, weapon ranges, and target procedures - all of which provide an increased margin of safety as new aviators refine newly learned warfare skills. Any increase in potential efficiencies at a consolidated graduate flight-training environment will be at the expense of sustaining Naval Aviation.

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING (E&T)
JOINT CROSS SERVICE GROUP (JCSG)

3. Graduate flight training is clearly a Service responsibility and needs to be evaluated in the correct context to ensure the optimization of the solution. We believe that graduate flight training should be removed from the purview of the Education and Training JCSG and be reviewed under the Services' BRAC review. Considering reference (a), we recommend that graduate flight training be reviewed by the next Infrastructure Executive Council to ensure a consistent approach to this operational issue.



MICHAEL G. MULLEN
Admiral U.S. Navy
Vice Chief of Naval Operations



WILLIAM L. NYLAND
General, U.S. Marine Corps
Assistant Commandant of the
Marine Corps

Copy to:
Director Navy Staff
Director Marine Corps Staff



ACQUISITION,
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WASHINGTON, DC 20301-3010

OCT 14 2003

MEMORANDUM FOR CHAIRMAN, EDUCATION AND TRAINING JOINT
CROSS-SERVICE GROUP

SUBJECT: Follow On to Education Training Approach to Capacity Analysis

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Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group





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(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

12 November 2003

MEMORANDUM FOR CHAIRMAN, INFRASTRUCTURE STEERING GROUP

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING (E&T)
JOINT CROSS SERVICE GROUP (JCSG)

The attached letter concerning the inclusion of graduate level flight training in the E&T JCSG is forwarded for your review. As a member of the Infrastructure Steering Group, I most strongly support the position of leaving graduate level flight training under Services' BRAC review vice the E&T JCSG. I recommend that a meeting of the Infrastructure Executive Council be called to review this issue.

H T Johnson
H. T. Johnson

Attachments:

(1) Memo for ASN (I&E), BRAC 2005 Guidance for E&T JCSG

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