



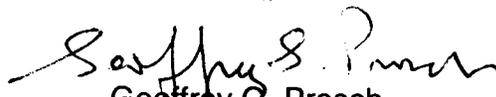
DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
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MEMORANDUM FOR CHAIRMAN, INFRASTRUCTURE STEERING GROUP

SUBJECT: Final Army Overarching Principles and Imperatives

The Army appreciates the opportunity to submit final overarching principles and imperatives to the Infrastructure Steering Group for review at the 25 June meeting. We understand that these will be used to inform the discussion at the 25 June ISG, and these may change in the future as we calibrate the DOD use of these concepts. The Army POCs are LTC Russ Hall, SAIE-IA, DSN 425-0149 and MAJ Doug Tuttle, SAIE-IA, DSN 425-0192.


Geoffrey G. Prosch
Acting Assistant Secretary



Army BRAC Principles



A campaign quality Joint and Expeditionary Army positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that:

- **Projects Power**—The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations.
- **Trains**—Installations provide sustainable maneuver, live fire, and other training space in a wide variety of geographic, topographic, and climatic conditions in support of collective and institutional training and combat and doctrine development.
- **Equips**—The Army requires a robust, flexible and responsive commercial industrial base, and organic industrial operations capability to provide, maintain, and refit the world-class weapons systems required for sustained combat operations."
- **Sustains**—Installation activities provide Joint, responsive and flexible worldwide logistics support and critical reach-back capability to Combatant Commanders.
- **Enhances Readiness**—Enhance current readiness and provide responsive facilities (including RDTE) to meet future threats opposing land forces. The Army must attract, develop, and retain a highly skilled and educated total force (active, reserve, civilian, and contractor personnel).
- **Enhances Well-Being**—Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend.

Transforming Through Base Realignment and Closure



Army Imperatives: Project Power

Army Only

- ❖ Provide capability to project power through attaining and sustaining a robust rotational strategy.
- ❖ Provide power projection platforms that have a robust information infrastructure that gives deployed commanders quick and efficient reach-back capabilities.
- ❖ Pre-position stocks using Army Pre-position Stock (APS) and Army Reaction Force (ARF) construct to enable an integrated supply chain that reaches across the breadth and depth of resources in a Joint, interagency and multinational theater.



Army Imperatives: Project Power



JCSGs + Army

- ❖ Provide (brigade) UAs with ready access to large port facilities and to local/national transportation assets (highways and railroad) to facilitate rapid movement of forces from installations to ports.
- ❖ Ensure access to airfields, railheads, deep-water ports and “receiving end” deployment facilities to enable simultaneous deployments from multiple locations, employment and sustainment of military and civilian forces.
- ❖ Retain the capability to simultaneously project forces from the Atlantic, Pacific, and Gulf coasts.
- ❖ Provide surge capability to support Army mobilization requirements (organic and commercial), National Defense contingency situations, and other emergency requirements.
- ❖ Maintain the capability to respond to reachback requests from forward deployed forces and forces at overseas main operating bases engaged in or in support of combatant commander contingency operations.
- ❖ Ensure Continuity of Operations (COOP) and secure communications.

Transforming Through Base Realignment and Closure



Army Imperatives: Train



Army Only

- ❖ Provide training and leader development opportunities to produce competent and confident leaders capable of decisive action.
- ❖ Provide the capability to support a single Leader Development and Assessment Course and a single Leader's Training Course.



Army Imperatives: Train



JCSGs + Army

- ❖ Retain access to a mix of training lands, facilities, infrastructure, and training media sufficient to train the Current and Future Forces in the skills and weapon systems of emerging technologies and doctrinal concepts.
- ❖ Retain a wide variety of topography and climatic conditions (e.g., cold weather, swamps, mountains, desert, etc.) available for training soldiers, leaders and units and testing equipment and emerging operational doctrine.
- ❖ Retain capability to conduct both undergraduate and graduate pilot training.
- ❖ Provide the capability to meet both peacetime and wartime aviation training requirements.



Army Imperatives: Train

JCSGs + Army (continued)

- ❖ Provide trained and ready forces to satisfy combatant commanders' capability requirements, while preserving service core competencies.
- ❖ Provide major training areas in CONUS as alternate training sites for maneuver installations that are not suitable for greater than company-level training due to the training load or environmental concerns.
- ❖ Retain sufficient training land and facilities to meet current and potential combined arms training requirements for both Active Army and Reserve Component force skills and organic weapons systems and in accordance with emerging doctrine.
- ❖ Provide the capability to conduct chemical live agent training to ensure Soldiers are qualified to counter weapons of mass destruction.
- ❖ Retain facilities and unique training environments designed to support specialized Army capabilities (e.g., airborne, air assault, urban operations, and cold weather training).

Transforming Through Base Realignment and Closure



Army Imperatives: Train

JCSGs + Army (continued)

- ❖ Preserve the ability to conduct Joint Logistics Over The Shore (JLOTS) training in CONUS.
- ❖ Ensure sufficient infrastructure, maneuver space, and training ranges are available to provide timely responses to military contingencies and support Army RC mobilization, and collective and institutional training.
- ❖ Provide the ability to train combat formations for full spectrum operations to include obscurant training and electro-magnetic operations.
- ❖ Provide capability to conduct graduate medical/dental education (GME/GDE) and required clinical training for soldier medics.



Army Imperatives: Sustain



JCSGs + Army

- ❖ Retain the Army lead for life cycle materiel management of systems integral to the conduct of Joint expeditionary land warfare.
- ❖ Provide the capability (or be capable of expanding) to station existing Continental United States Army (CONUSA) headquarters, Major Army Command (MACOM) headquarters, and United States Army Reserve Command (USARC) headquarters in the United States.
- ❖ Sustain critical production capabilities that cannot be readily rebuilt or expanded during mobilization and reconstitution or commercially duplicated, as well as capabilities to replenish stockpiles.
- ❖ Provide the capability to effectively flow unique cargo not allowed or ordinarily processed in commercial ports, such as large, containerized and non-containerized quantities of hazardous and/or sensitive cargos (e.g., ammunition).



Army Imperatives: Sustain

JCSGs + Army (continued)

- ❖ Maintain industrial capabilities not commercially available or privatizable to meet production, sustainment, surge, and reconstitution requirements (e.g. ammunition).
- ❖ Provide modernized Joint maintenance and manufacturing capabilities, to ensure the readiness of the Joint land warfare force and to provide a surge and hedge capacity as required.
- ❖ Create modernized Joint munitions industrial base production, storage and distribution capabilities in support of Service requirements, operational surge and other Joint warfare power projection requirements.
- ❖ Retain access to ammunition storage facilities which will not complete planned chemical demilitarization before 2011.



Army Imperatives: Enhance Readiness

Army Only

- ❖ Provide adequate installations, major training centers and RC Mobilization Centers that fully support the Train-Alert-Deploy construct for individuals, combat support/combat service support units, and brigade combat teams.
- ❖ Retain capacity to absorb overseas forces to include equipment, families, facilities and training needs within the United States.
- ❖ Provide capability to station (AC/RC) 48/34 UAs, 10/8 UEx, 5 UEy, and a significant but undetermined number of Support UAs, Theater Command elements, and other supporting units.
- ❖ Provide RDTE infrastructure (including state of the art laboratory capabilities) that will attract world-class talent in emerging science and engineering fields.
- ❖ Ensure future sizing and stationing actions comply with environmental laws.



Army Imperatives: Enhance Readiness



JCSGs + Army

- ❖ Provide state-of-the-art laboratory capabilities to attract, train, and retain talent.
- ❖ Collocate HQDA elements with OSD, Air Force, Navy, and USMC headquarters elements in the Washington, DC area.
- ❖ Maintain critical Army RDT&E infrastructure required for technological capabilities and capacity supporting technologies and systems integral to the conduct of Joint expeditionary land warfare.
- ❖ Provide sufficient large testing areas and test range to support the development of future systems.
- ❖ Maintain unity of command for developmental testing, operational testing, and evaluation, in support of the Army, DoD Transformation, and Joint operations.



Army Imperatives: Enhance Well-Being



JCSGs + Army

- ❖ Provide an assortment of TOE and TDA units on installations to support soldier assignments that enhance career progression synchronized with unit stabilization.
- ❖ Provide for the Well-Being of the soldiers and civilians stationed at the installation, including housing, medical, child development services, spousal employment, MWR, education, soldier & family member in-state tuition, and facilities more directly in support of unit-focused stabilization.