BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of August 27, 2004

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

Mr. Wynne opened the meeting by stating that the ISG is in an idea generation phase where it needs to decide how it defines exactly what the role of the ISG and IEC will be in deconflicting scenarios. Mr. Wynne then turned the meeting over to Mr. Potochney, the Director of the OSD BRAC Office, to facilitate the discussion. Mr. Potochney briefed the Scenario Development and Review Process. The following are discussion highlights:

- The ISG has the following roles in the Scenario Development and Review process:
  - Oversight to ensure a comprehensive analysis
  - Catalog and track scenarios
  - Identify unresolved conflicts among scenarios
  - Propose ways to resolve conflicts
- To ensure a comprehensive analysis, the ISG and the IEC need to be able to review proposals that a JCSG elected not to declare as scenarios for analysis.
  - The JCSGs and MilDeps must internally register and track their proposals.
  - The JCSGs must periodically brief the ISG on the proposals it considered and the scenarios it declared for analysis. JCSG briefings are for information, not approval.
- The MilDeps and JCSGs should work together to resolve conflicts at the proposal stage.
- The ISG should be investigating data quality. There is a "progressive close" in regards to ongoing data calls; however, focus should be redirected to issue of data quality. Mr. Wynne asked the DASs to review the progress on data calls and send him an e-mail update the following week.
- The ISG reiterated the need for a rapid response for Scenario data calls (48hrs from completion of question clarification to receipt from the field).

After Mr. Potochney completed the Scenario Development and Review Process, the ISG then reviewed notional scenarios developed by the Military Departments and JCSGs.

As a result of deliberations, the ISG agreed that the following issues should be covered at the September 10, 2004 ISG meeting:

- Brief the Scenario Tracking Tool.
- Demonstrate how an idea evolves into a closure and realignment recommendation using prior BRAC recommendations
- Develop a format for JCSG informational briefings.
- Develop a process and format for presenting conflict resolution to the ISG.
- Initiate discussion on what the ISG should bring to the IEC in regards to scenarios, e.g., format and content.

In conclusion, the Chair asked members to begin to think about what and how to present scenarios and recommendations to the IEC. The ISG agreed there would no meeting on Friday, September 3, 2004.

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

Attachments:
1. List of Attendees
2. Briefing slides entitled "BRAC 2005 Military Value Integrated Review" dated August 27, 2004

Infrastructure Steering Group Meeting
August 27, 2004

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Admiral John Nathman, Vice Chief of Naval Operations
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC

Alternates:

- Mr. Philip Grone, Principal Deputy Assistant Secretary of Defense (I&E) for Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Mr. Ron Orr, Principal Deputy Assistant Secretary of the Air Force (Installations, Environment and Logistics) for Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IE)
- Dr. Craig College, Deputy Assistant Secretary of the Army (I&A) for Hon. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- MG Larry J. Lust, Assistant Chief of Staff for Installation Management for General Richard A. Cody, Vice Chief of Staff of the Army
- MG Kenneth W. Hunzeker, Vice Director, J-8, for General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for General Michael Moseley, Vice Chief of Staff for the Air Force

Education and Training JCSG

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

Headquarters and Support JCSG

- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- COL Carla Coulson, Chief of Staff, Headquarters and Service Activities JCSG

Industrial JCSG

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

Intelligence JCSG

- Ms. Sharon McMahon, Air Force Liaison to Intelligence JCSG for Ms. Carol Haave, Chairman, Intelligence JCSG

Medical JCSG

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

Supply and Storage JCSG

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

Technical JCSG

- Mr. Al Shaffer, Director, Plans and Systems Office of the Director, Defense Research and Engineering, for Dr. Ronald Sega, Chairman, Technical JCSG
- COL Robert D. Buckstad, Military Assistant for Technical JCSG

Others:

- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)
- Mr. David K. Steensma, Assistant Inspector General for Contract Management Directorate, Office of the Inspector General
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Ms. Carla Liberatore, Assistant Deputy Commandant for Installations and Logistics, HQMC
- CAPT William Porter, Senior Military Assistant to the Under Secretary of Defense (AT&L)
- Col Daniel Woodward, Forces Division Chief, J-8
- CDR John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC
- CDR Kirk Wilson, Military Assistant to Mr. Grone

BRAC 2005

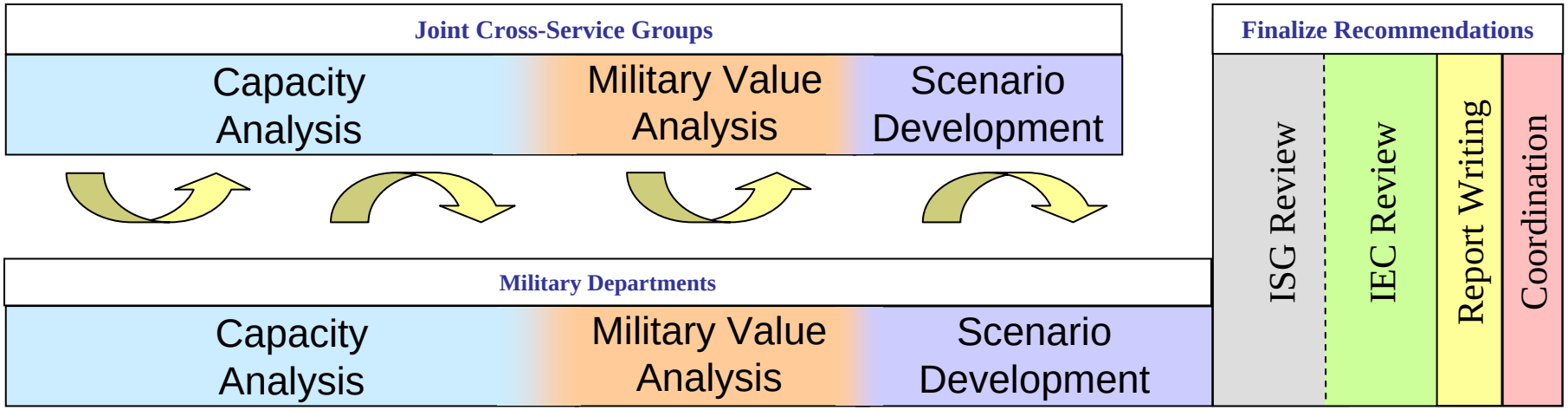
Briefing to the
Infrastructure Steering Group

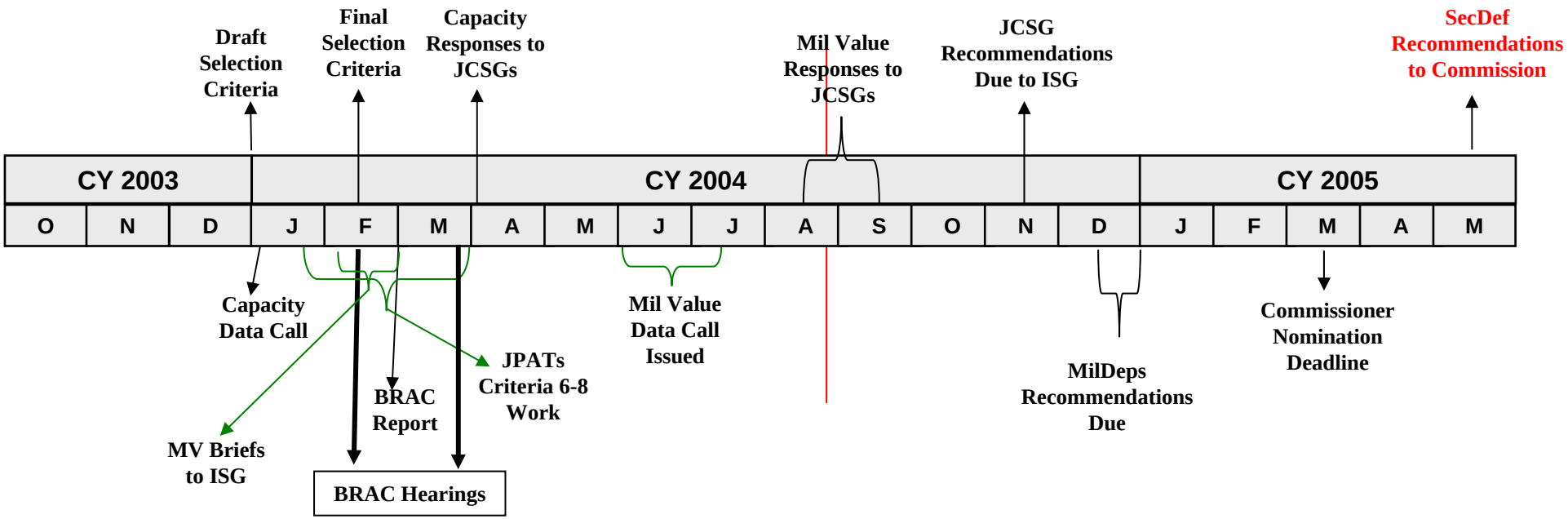
August 27, 2004

Purpose

- Process Overview
- Scenario Development and Review Process
- Scenario Training Exercise

Process Overview





Scheduled ISG Meetings

Date	Time
3-Sep-04	1030-1200
10-Sep-04	1030-1200
24-Sep-04	1030-1200
1-Oct-04	1030-1200
8-Oct-04	1030-1200
15-Oct-04	1300-1430
22-Oct-04	1030-1200
5-Nov-04	1030-1200
12-Nov-04	1030-1200
19-Nov-04	1030-1130
3-Dec-04	1030-1200
10-Dec-04	1000-1130
17-Dec-04	1030-1200

- Meetings are in Room 3D1019
- Dates in Red indicate newly scheduled meetings

Scenario Development and Review Process

- Step 1: MilDeps/JCSGs develop "IDEAS"
  - Concepts for stationing and supporting forces and functions
  - Lack the specificity of a proposal or scenario
- Step 2: MilDeps/JCSGs translate ideas into "PROPOSALS"
  - An idea with necessary specificity to become a potential closure or realignment action that has not been declared for formal analysis by respective deliberative body
  - Come from ideas (Transformational Options & Military Judgment) or Optimization Tools
  - Generated by staff for approval by respective deliberative bodies
    - The approval or disapproval of a proposal is a deliberative action

Scenario Development and Review Process

- Step 3: MilDeps/JCSGs declare "SCENARIOS"
  - A description of a potential closure or realignment action that has been declared for formal analysis by respective deliberative bodies
  - Registered at ISG by inputting into Tracking Tool
  - Normally includes detail on the transfer of units, missions or other work activity
  - SCENARIOS may involve multiple Services, multiple JCSGs, Service only, JCSG only, and Services and JCSGs
    - Example: two JCSGs and three MilDeps add activities to Base X

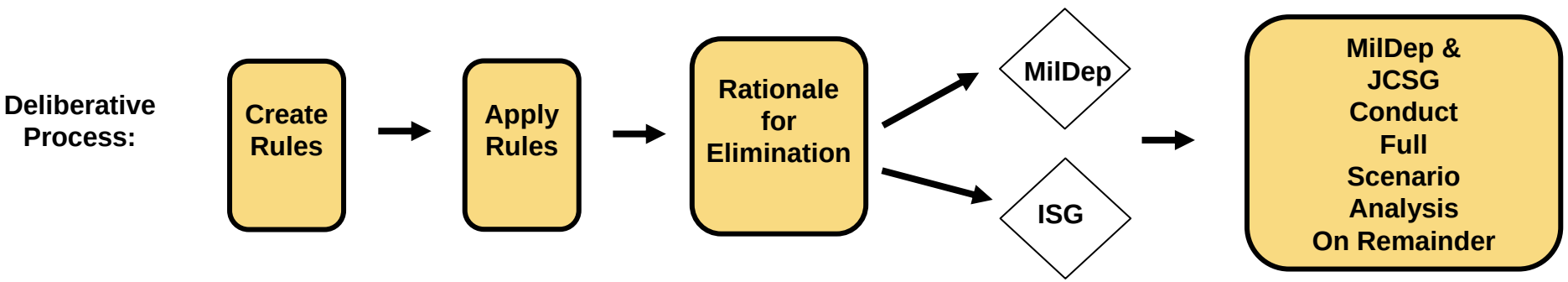
	JCSG S&S	JCSG Tech	JCSG E&T	JCSG Intel	JCSG HSA	JCSG Ind	JCSG Med	ARMY	A/F	DON
BASE X		+				+		+	+	+

Scenario Development and Review Process

- Step 4: Categorize Scenarios into 1 of 3 types
  - Independent – No impact on Service /JCSG
    - Proceed to Scenario Analysis w/o further review
  - Enabling – Action complements another Service/JCSG
    - Proceed to Scenario Analysis after initial review
  - Conflicting – Action competes with another Service/JCSG
    - Need formal review to resolve
    - Proceed to Step 5

Scenario Development and Review Process

- Step 5: Tools to resolve Conflicting Scenarios
  - Conflicting Scenarios advance to Scenario Analysis;
    - Wait until full analysis to resolve conflict
  - Generate additional Scenarios to mitigate conflicts; or
  - Eliminate one or more of the conflicting Scenarios via deliberative process:



Scenario Development and Review Process

- Step 6: SCENARIO Analysis
  - Collect Scenario specific data
  - Evaluate against all 8 Criteria
  - Responsibility for analysis is dependent on respective functions

Steps 2-6 are iterative but will need established end dates

Scenario Development and Review Process

- Step 7: Identify “CANDIDATE RECOMMENDATIONS” for ultimate IEC approval

Scenario Development and Review Process

AUG | SEP | OCT | NOV | DEC | MAY

Ideas

(Step 1)

Idea – A concept for stationing and supporting forces and functions that lacks the specificity of a proposal.

Proposals

(Step 2)

Proposal – A description of a potential closure or realignment action that has not been declared as a Scenario for formal analysis by either a JCSG or a Military Department.

Scenario/Scenario Analysis

(Step 3 – Step 6)

Scenario – A description of a potential closure or realignment action that has been declared for formal analysis by each Military Department/JCSG deliberative body and registered with the ISG (tracking tool) (Step 3). Will be subject to an initial review (Step 4). Those that are conflicting will require further review (Step 5).

Scenario Analysis – The process to formally evaluate a Scenario against all eight selection criteria. (Step 6)

15 Nov 2004
JCSGs

15 Dec 2004
MilDeps

Candidate Recommendations

(Step 7)

Candidate Recommendation - A Scenario that a JCSG or Military Department has formally analyzed against all eight selection criteria and which it recommends to the ISG and IEC respectively for SecDef approval.

Recommendations

15 May 2005

Recommendation- A Candidate Recommendation approved by the SecDef.

Scenario Training Exercise

- What is a BRAC Scenario?
  - A description of a potential closure or realignment action that has been declared for formal analysis
  - Normally includes:
    - Transfer of unit(s), mission(s), &/or work activity.
    - Facilities/locations that would close or lose such effort.
    - Facilities/locations that would gain from the losing locations.
    - Tenants and/or other missions/functions that would be affected by the option.
- Issues to consider:
  - Format/Level of detail
  - Suitability for a decision tool
  - Potential Conflicts

Potential Scenario Conflicts

1. Doctrinal – changing Service institutional approaches
2. Force Structure – one entity empties; one fills
3. Facilities – two entities vying for same asset
4. Culture – changing longstanding beliefs
5. Statutory – e.g., 50/50
6. Others?

Industrial JCSG Training Scenarios

Ship Overhaul & Repair – 002-T-S

Scenario	Drivers/Assumptions
■ Close • Portsmouth Naval Shipyard • Consolidated Dive Unit San Diego • Puget Sound NSY & Intermediate Maintenance Facility Det Point Loma • Ship Intermediate Maint Activity San Diego • Puget Sound NSY and Intermediate Maint Facility Det San Diego (North Island) • Ship Intermediate Maint Activity Norfolk ■ I-Level Ship Maintenance work in the San Diego region would be realigned to a new regional activity designated Ship Repair Facility San Diego ■ Realign I-Level Ship Maintenance Work in Tidewater Virginia to Norfolk NSY	■ Maintain one CVN capable dry dock on each coast and in the Central Pacific.
Justification/Impact	**Potential Conflicts**
■ Reduce ship overhaul and repair depot excess capacity ■ Reduce ship overhaul and repair intermediate level excess capacity within specific regions	■ Temporary loss of skill base while additional personnel trained at remaining shipyards ■ Must close one or more activities in San Diego region for option to be worth-while ■ Continued TAD costs for personnel from Puget Sound NSY at San Diego while local workforce is trained

IJCSG – Maintenance Subgroup 002-T-M

Scenario	Drivers/Assumptions
■ **Each Service closed one Depot** – Albany (USMC), Letterkenny (Army), Warner Robins (AF), Richmond (DLA), Jacksonville (Navy) ■ Capacity was used as a surrogate factor to determine military value ■ Private sector is a source for workload re-location/redistribution	■ **Principles:** • Retained Navy doctrinal requirement for Depot Detachments • Mitigated operational risk – retained two locations per commodity group ■ **Transformational Options:** Based Maximum Capacity on 1.5 shifts/60 hour work week.
Justification/Impact	**Potential Conflicts**
■ Environmental impacts not known at this time – workload moves ■ Costs/savings of movements not determined – COBRA ■ Other JCSG potential impacts – Supply and Storage	■ USC Title 10 Sec 2464 – Core Capabilities ■ USC Title 10 Sec 2466 – 50/50

Munitions & Armaments Scenario 002-T-M&A

Scenario	Drivers/Assumptions
■ Maintain sufficient munitions Mortar capability within the industrial base ■ Retain: • Crane, Milan and Pine Bluff Arsenal for munitions production • Scranton for metal parts ■ Close Kansas, Lone Star and Riverbank	■ Imperative – Maintain industrial capabilities to meet production, sustainment, surge and reconstitution requirements ■ Transformational Option – Reshape and integrate critical munitions capabilities to sustain peacetime and wartime Joint operational requirements
Justification/Impact	**Potential Conflicts**
Site retentions listed above: ■ Maintain sole source producers, avoids "Single Point Failure," and maintains enough capability to meet Joint Operational requirements ■ Maintains critical skills: • Pyrotechnics illumination candles for artillery and mortars, Decoy flares for Navy, 40MM, M74 Grenade for ATACMS Warhead and C-4 extrusion	■ None

Medical JCSG Training Scenarios

Med N-4: Close Medical Facilities at Closing Bases
(Does not represent real data or MJCSG deliberations)

Scenario	Drivers/Assumptions
■ Close military treatment facilities at Sheppard AFB, NAS Jacksonville, and Ft Polk ■ Realign military manpower to Lackland AFB, King's Bay NSB, and Ft Benning	■ Principles: Organize, Quality of Life
Justification/Impact	**Potential Conflicts**
■ Follows service base closures ■ Reduces infrastructure. ■ Civilian Personnel reduced.	■ Additional space needed at Lackland AFB and Ft Benning for additional medical workload in competition with E&T and Service needs

Med N-5: Graduate Medical Education Consolidation
(Does not represent real data or MJCSG deliberations)

Scenario	Drivers/Assumptions
■ Realign Wilford Hall, Walter Reed, Travis and Keesler Medical Centers to clinics ■ Realign (reduce) GME at Balboa and Madigan Medical Centers ■ Realign (expand) GME at Brook Army and Bethesda Naval Medical Centers	■ Principles: Recruit and Train ■ Transformational Options: Consolidate GME to enhance jointness and efficiency
Justification/Impact	**Potential Conflicts**
■ Reduces major GME platforms from 6 to 4 – consolidates 8 GME specialty programs ■ Reduces infrastructure. Military personnel transferred to realigned facilities. Civilian personnel reduced.	■ Expansion capacity at Bethesda and Brook Medical Centers

Med N-6: Medical RDA Consolidation
(Does not represent real data or MJCSG deliberations)

Scenario	Drivers/Assumptions
■ Close medical RDA labs at Ft Rucker, Pensacola, and Brooks AFB ■ Realign medical RDA capability domains to Wright-Patterson AFB	■ Principles: Organize ■ Transformational Options: Maximize RDA efficiencies ■ Other: Reduce aging infrastructure
Justification/Impact	**Potential Conflicts**
■ Reduces infrastructure ■ Develops joint lab to address medical RDA capability needs ■ Reduces average age of infrastructure	■ Competition with Technical, E&T JCSGs and AF for lab space at WP AFB

Supply & Storage JCSG Training Scenarios

Consolidate Base Level Supply

Scenario	Drivers/Assumptions
■ Consolidate the base level retail inventory management and stock control functions for Fort Monroe, Langley AFB, Yorktown Weapons Station, Cheatham Annex, and Fort Eustis at Langley AFB. ■ Consolidate the base retail inventory management and stock control functions for Norfolk Naval Base, Little Creek, Fort Story, and Oceana Naval Air Station at Little Creek Amphibious Base.	■ Principle: Supply, Service and Maintain ■ Transformational Option: Establish a multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary joint forces worldwide. Focus the analysis on creating joint activities in heavy (CONUS) DOD concentration areas (i.e., locations where more than one department is based and within close proximity).
Justification/Impact	**Potential Conflicts**
■ Reduces costs for management and IT. ■ Reduces logistics support footprint. ■ Leverage regional retail stock availability. ■ Enables workforce streamlining	■ Availability of appropriately configured space to support relocation. ■ Incompatibility of service retail supply systems.

Regionalize and Consolidate DLA's Distribution Depots (DDs) to DDAG

Scenario	Drivers/Assumptions
■ Regionalize and Consolidate DLA's Distribution Depots (DD) in the Tri-State area (i.e., FL, GA, AL). • Losing activities: close DD Warner Robins (DDWG), DD Jacksonville (DDJF), and DD Anniston (DDAA). • Gaining activity: DD Albany, GA (DDAG).	■ Principle: Supply, Service and Maintain ■ Transformational Options: Consider the total outsourcing of the wholesale storage and distribution processes from DOD activities that perform these functions.
Justification/Impact	**Potential Conflicts**
■ Enables consolidation of available warehouse space. ■ More effective utilization of available transportation modes. ■ Enables workforce streamlining. ■ Supports constructs of logistics re-engineering ■ Supports the warfighter through increased readiness and fill rate. ■ Savings through reduction of Capital Investment, Infrastructure, and Operating Costs.	■ Scenarios from other JCSGs and MILDEPs. ■ Availability of MILCON dollars. ■ Constraints on transportation mode utilization.

Transfer Management for MILDEP's DLRs to DLA

Scenario

- Transfer management of Army, Navy, Air Force and Marine Comm/Electronics DLRs to DLA by:
  - Converting Service ICPs in-place to DLA (e.g., Fort Huachuca, AZ; Lackland AFB, TX).
  - Developing systems, procedures, and processes to integrate Service operations and create engineering linkages to facilitate deployment and ensure readiness.
  - Consolidating and implementing best business practices.

Drivers/Assumptions

- Principle: Supply, Service and Maintain
- Transformational Options: Consider migrating all Service DLRs to the oversight and management of a single DOD agency/activity.
- Focused Logistics: Changing nature of warfare dictates the need for a network centric approach to logistics.
- Excess Capacity: GAO Report B-276977 (August 1997) estimates significant savings associated with ICP consolidation.

Justification/Impact

- Justification: Streamline and simplify DLR management.
- Impact:
  - Fundamentally alters existing IMM/PM relationships
  - Time/cost to develop integrating systems, procedures, processes, and training workforce
  - Reduced logistics footprint; single face to warfighter
  - Enables workforce streamlining.

Potential Conflicts

- Risk associated with disruption of existing IMM/PM system.
- Resource allocation by appropriation account.
- Reduce ability of ICPs to provide tailored support to their customers.
- Hinder efforts to link all echelons of supply performance to weapon system readiness goals.

Education & Training JCSG
Training Scenarios

E&T JCSG Notional Scenario – FT-FW-002

Scenario

- Co-Locate T-38/T-45 Tracks w/JSF ITC location(s)
- Co-locate T-1 Track at Altus & Little Rock
- Consolidate T-6 Training;
- ENJJPT Unchanged

Drivers/Assumptions

- Principles:
  - Streamline the Jet training process.
  - Set up for joint follow-on aircraft for T-45/T-38
- Transformational Options:
  - Consolidate USN/USAF jet training
  - Consolidate USN/USAF primary pilot training

Justification/Impact

- Losing site(s):
  Whiting (lose T-6/T-34); Moody (lose T-6); Laughlin (lose T-1/T-6); Vance (lose T-1/T-6); Corpus Christi (lose T-6/T-34)
- Gaining site(s):
  Kingsville (gain JSF); Laughlin (gain JSF); Vance; Altus (gain T-1), Little Rock (gain T-1); Columbus (gain more T-6); Meridian (gain T-6)

Potential Conflicts

- Corpus Christi: TC-12/T-44 remains
- Moody AFB: CSAR remains

E&T JCSG Notional Scenario – PDE-P-001

Scenario

- Realign all four Senior Service Colleges under National Defense University
- Units/Missions/Work to be transferred:
  - Relocate Air War College to Ft. McNair
  - Relocate Army War College to Ft. McNair
  - Relocate Naval War College to Ft. McNair
  - Relocate Marine War College to Ft. McNair

Drivers/Assumptions

- Transformational Options: Consolidate Senior Service Schools to Minimum Sites
- Losing Sites:
  - Carlisle Barracks, Carlisle Barracks, PA
  - Newport Naval Station, Newport RI
  - Maxwell AFB, AL
  - Marine Corps Base Quantico, VA
- Gaining Sites:
  - Ft. McNair, Washington DC

Justification/Impact

- Tenants/Other Activities Impacted:
  - War gaming Center, Maxwell AFB
  - Air Command and Staff College, Maxwell AFB
  - College of Naval Command and Staff, Newport RI
  - Marine Corps Command and Staff College, Quantico, VA
  - Military History Institute, Carlisle Barracks, PA
  - Army Physical Fitness Research Institute, Carlisle Barracks
  - Peacekeeping Stability Operations Institute, Carlisle Barracks PA
  - Strategic Studies Institute, Carlisle Barracks, PA

Potential Conflicts

- Capacity at Gaining Installation
- Lost Synergy with Service ILCs and Doctrine/War gaming Centers

E&T JCSG Notional Scenario - SST-SP-002

Scenario	Drivers/Assumptions
■ Establish Center of Excellence for Instructor Training • Losing sites: All USA and USN SST training installations • Gaining site: Lackland AFB, Texas	■ Principles: Advance joint-ness, achieve synergy, exploit best practices, minimize redundancy ■ Transformational Option: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools
Justification/Impact	**Potential Conflicts**
■ Justification: Over 100 installations current conduct similar instructor training ■ Impact: • Removes small amount of training from many installations • Additional TDY cost and travel time	■ Defense Agency/MilDep Training Directorates may continue to require specific instructor training regiments based on unique equipment

E&T JCSG Notional Scenario - RGE-TNG-002

Scenario	Drivers/Assumptions
■ Establish a Single Cross-Service Dare County Range control office	■ Transformational Option: Establish regional Cross-Service and Cross-Functional ranges that will support Service collective, interoperability and joint training as well as test and evaluation of weapons systems
Justification/Impact	**Potential Conflicts**
■ Efficiency of operation ■ Dare County (USAF) managed, funded and scheduled by Seymour-Johnson AFB, SC ■ Dare County (USN) managed, funded and scheduled by NAS Oceania, VA	■ Cross-Service management and Resourcing

Technical JCSG Training Scenarios

Consolidation of Aircraft RDAT&E
(For Training Only)

Scenario	Drivers/Assumptions
■ Consolidate Aircraft RDAT&E at a reduced number of sites • Includes fixed-wing and rotary-wing • Includes manned and unmanned	■ Principles: ■ Transformational Options: Consolidation of RDAT&E functions ■ Other: Each Services Requires Core Capabilities (aligned to their missions) in Aircraft RDAT&E
Justification/Impact	**Potential Conflicts**
■ Potential for significant realignments and/or closures • Wright Patterson, Edwards, Redstone, Ft Rucker, Ft Eustis, Pax River, China Lake have significant capability • Reduce footprint and/or cost ■ Achieve Jointness and/or Consolidated Services Integration	■ Headquarters Location and Selection Joint or Combined Management construct ■ Requires authority to parse certified Capacity & Military Value data or supplementary data call

Consolidation of Armament RDAT&E

(For Training Only)

Scenario

- Consolidate Armament RDAT&E at a reduced number of sites
  - Includes guided and unguided missiles and bombs
  - Includes guns and guided and unguided ammunition

Drivers/Assumptions

- Principles:
- Transformational Options: Consolidation of RDAT&E functions
- Other: Each Services Requires Core Capabilities (aligned to their missions) in Armament RDAT&E

Justification/Impact

- Potential for significant realignments and/or closures
  - Eglin, Redstone, Aberdeen, Picatinny, White Sands, China Lake, Pt Mugu, Dahlgren, Indian Head have significant capability
  - Reduce footprint and/or cost
- Achieve Jointness and/or Consolidated Services Integration

Potential Conflicts

- Headquarters Location and Selection Joint or Combined Management construct
- Requires authority to parse certified Capacity & Military Value data or supplementary data call

Joint C4ISR RD&A Training Scenario
(For Training Only)

Scenario	Drivers/Assumptions
■ Establish a C4ISR RD&A Organization with representatives from each Service and overall budget authority (like MDA) ■ Realign MILDEP Technical facilities to report to the combined organization	■ Principles: Systems Born Joint ■ Transformational Options: N/A ■ Other: No Disruption of Warfighter Support
Justification/Impact	**Potential Conflicts**
■ Research, Develop & Acquisition Joint capabilities vice MILDEP specific capabilities ■ Potential for significant realignments and/or closures Ft. Huachuca, Hanscom Aberdeen, Pax River, Ft. Monmouth, Redstone, Ft. Belvoir, AFRL-Rome, SPAWAR – San Diego have significant capability ■ Precludes unwarranted duplication ■ Work efforts may not be as responsive to MILDEP urgent operational needs	■ Headquarters & Support Activities JCSG Coordination Required

Headquarters and Support Activities JCSG Training Scenarios

Close USAF Correctional Facilities

Scenario	Drivers/Assumptions
■ Realign Edwards, Kirtland and Lackland AFBs by disestablishing Level I correctional facilities and re-locating missions to NAS Pensacola and MCAS Miramar.	■ Principles: Recruit and Train; Organize. ■ Transformational Option: Consolidate correctional facilities.
Justification/Impact	**Potential Conflicts**
■ Older facilities - Edwards (1954), Kirtland (1950). ■ USAF inmate count minimal (FY03 – 177). ■ Creates joint Level I, II correctional facilities. ■ Newer facilities - Pensacola (1995), Miramar (1989). ■ Current USN/USAF MOA for Level II can be extended to support Level I.	■ No USAF DoD-level correctional facility.

Co-locate National Guard HQs

Scenario	Drivers/Assumptions
■ Realign Arlington Army National Guard Readiness Center (ARNGRC) and National Guard HQs elements in Crystal City (NGB, ARNG and ANG) and co-locate with Air National Guard Readiness Center at Andrews AFB.	■ Principles: Organize. ■ Transformational Option: Co-locate Recruiting Commands ■ Transformational Option: Consolidate HQs at a single location. ■ Transformational Option: Eliminate leased space US-wide. ■ Transformational Option: Eliminate stand-alone HQs.
Justification/Impact	**Potential Conflicts**
■ Reduces footprint and enhances interoperability. ■ Potential for merger of common support functions. ■ Reduces high cost leased space; enhances force protection.	■ Possible space issue at Andrews AFB.

Joint Mobilization Site
Port Hueneme/Camp Roberts

Scenario	Drivers/Assumptions
■ Disestablish mobilization processing operations at San Diego and Camp Pendleton and transfer/consolidate missions under a newly created joint mobilization processing center at Port Hueneme/Camp Roberts.	■ Principle: Deploy and Employ ■ Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members. ■ Transformational Option: Establish joint pre-deployment/ redeployment processing sites.
Justification/Impact	**Potential Conflicts**
■ 2d largest deep water port on the coast. ■ 24 transport nodes within 100 miles. ■ Over 200 buildable acres. ■ Dining, billeting, medical, storage infrastructure available. ■ San Diego and Pendleton have no expansion capabilities.	■ Eliminates traditional Navy and Marine mobilization sites.

Establish Joint Base Lewis-McChord

Scenario	Drivers/Assumptions
■ Establish Joint Base Lewis-McChord by consolidating Ft Lewis and McChord AFB with Army as executive agent.	■ Principle: Organize. ■ Transformational Option: Consolidate management at installations with shared boundaries.
Justification/Impact	**Potential Conflicts**
■ Eliminates redundancy of installation management functions and creates economies of scale. ■ Furthers joint doctrine.	■ Different Service standards.

Army Training Scenarios

Transfer & Leaseback Watervliet Arsenal

Scenario	Drivers/Assumptions
■ Transfer the Arsenal through the Local Redevelopment Authority to a high technology non-government entity and lease back the minimum facilities the Army requires. ■ Consolidate Army operations into a contiguous, compact and secure area surrounded by high-tech commercial and academic partners.	■ Principles: Sustain, Enhance Readiness. ■ Transformational Options: Realign and consolidate the Army organic industrial base, in partnership with industry, to provide joint, responsive, flexible, world-wide logistics support from factory to foxhole.
Justification/Impact	**Potential Conflicts**
■ Only U.S. source for Cannon, Gun Tubes and Mortars for all services. ■ Transfer and leaseback will improve Watervliet's economic posture. ■ Substantially reduces the governments operating costs.	■ None. Concept is supported by Army Materiel Command leadership. ■ An Arsenal Business & Technology Partnership currently exists advocating this option.

Realign Special Forces Group to Eglin AFB

Scenario	Drivers/Assumptions
■ Move SFG from Fort Bragg, NC to Eglin AFB	■ Transformational Options: Locate Army forces and material to enhance deployment/redeployment of the Joint Team. ■ Transformational Options: Locate SOF in locations that best support specialized training needs, training with conventional forces and other SOF units and wartime alignment deployment requirements. ■ Other: Provide Army units and activities with sufficient, sustainable maneuver and training space in a wide variety of geographic, topographic and climatic conditions in support of Joint training.
Justification/Impact	**Potential Conflicts**
■ Moves SFG from overcrowded installation ■ Improves training effectiveness ■ Maintains deployment timeliness ■ Co-locates Army and AF SOF units	

Realign Heavy BCT(UA) to Fort Bliss, TX

Scenario	Drivers/Assumptions
■ Move Heavy BCT(UA) from Base X to Fort Bliss, TX	■ Transformational Options: Collocate TOE and TDA units on the same location. ■ Transformational Options: Locate brigades (UAs) at installations DoD-wide, capable of training modular formations, both mounted and dismounted, at home station with sufficient land and facilities to test, simulate, or fire all organic weapons. ■ Other: Provide Army units and activities with sufficient, sustainable maneuver and training space in a wide variety of geographic, topographic and climatic conditions in support of Joint training.
Justification/Impact	**Potential Conflicts**
■ Forces may come from OCONUS ■ Improves training effectiveness and quality of life (CONUS based) ■ Supports force stabilization policies ■ Stations BCT(UA) at Army Power Projection Platform ■ Enhances ability to train Jointly in the SW United States	

DoN Training Scenarios

DoN Notional Training Scenarios

Notional Scenario	Drivers/Assumptions
■ Consolidate Gulf Coast Bases • Close Naval Station Pascagoula, MS and Naval Station Ingleside, TX. • Realign to Naval Air Station Pensacola, FL and Naval Support Activity Panama City, FL (as homeports for ships).	■ Optimize basing efficiencies yet retain flexible dispersal options. ■ Optimize development of existing infrastructure (possible CVN capability at NAS Pensacola - MCM/MHC drawdown replaced by LCS/organic assets). ■ More efficient training opportunities at fleet concentration areas. Proximity to Gulf coast operational training areas.
Justification/Impact	**Potential Conflicts**
■ Reduces excess capacity. Saves $$ by closing two installations. ■ Expands multi-function bases at NAS Pensacola and NSA Panama City. ■ Retains Gulf Coast operational assets.	■ Impact with loss of support of pre-commissioning units at Ingalls. ■ COMINEWARCOM and MWTC location. ■ Split MCM/MHC Forces at 2 locations. ■ Other discrete scenarios possible.

DoN Notional Training Scenarios

Notional Scenario	Drivers/Assumptions
■ Consolidate Maritime Patrol Assets • Realign Marine Corps Air Station Kaneohe Bay, HI and Naval Air Station Whidbey Island, WA • Relocate Maritime Patrol (VP) squadrons to March Air Reserve Base, CA • Consolidate east coast assets at NAS Brunswick or NAS Jacksonville	■ Aggressive pursuit of joint-basing opportunities - Expands joint basing at March. ■ Optimized accessibility to training areas and protection against encroachment. ■ Site like airframes to achieve economy of training operations and access/ interoperability to other units/facilities.
Justification/Impact	**Potential Conflicts**
■ Reduces excess capacity. ■ Relocates VP squadrons closer to Fleet and prime Southern CA training areas. ■ Opportunities to better utilize Kaneohe or Whidbey.	■ Costs to relocate shore infrastructure. ■ Risks associated with single siting platform on each coast. ■ Use of March Air Reserve Base.

DoN Notional Training Scenarios

Notional Scenario	Drivers/Assumptions
■ Consolidate assets from single function installation ● Close Construction Battalion Center Gulfport, MS and relocate all functions to Naval Station Mayport, FL or Camp Lejeune, NC	■ Place forces in fleet concentration areas and maximize multi-function basing. ■ Put deployable assets in proximity to supported elements ■ Increases training efficiencies. ■ Maintain an approx. equal split between East and West coast forces.
Justification/Impact	**Potential Conflicts**
■ Reduces excess capacity. Saves $$ by closing an installation. ■ Expands multi-function base at Naval Station Mayport, FL (surface, air and ground). ■ Aligns Seabees with supported USMC units.	■ Choice between supported USMC units and Navy mobilization ops/capabilities ■ Eliminates a logistics hub. ■ Long standing presence of Seabees in MS

Air Force Training Scenarios

AF Training Scenario Proposal

Presidential Support

Scenario	Drivers/Assumptions
■ Determine the basing in the National Capital Region (NCR) for Presidential and foreign senior leader air support	■ Principles: proximity to mission ■ Imperatives: Presidential and Special Air Mission (SAM) support within the NCR ■ Transformational Options: ■ Other:
Justification/Impact	**Potential Conflicts**
■ Ensure the Dept can provide required air support within time constraints. ■ Retain basing at Andrews AFB ■ Suitland Parkway established for transporting VIPs from Andrews	■ NA

AF Training Scenario Concept

RDAT&E Consolidation

Scenario	Drivers/Assumptions
■ Propose TJCSG examine consolidating electronic warfare (EW) integrated Test and Training in the Southwestern US.	■ Principles: ■ Transformational Options: EW synergy among Services and with JNTC in Southwestern US ■ Other:
Justification/Impact	**Potential Conflicts**
■ TBD	■ Service leads vs location of function

AF Training Scenario Proposal
Homeland Defense

Scenario	Drivers/Assumptions
■ Ensure the Air Sovereignty Mission is able to respond in accordance with NORTHCOM and PACOM tasking	■ Principles: consistent with mission compatibility factors ■ Imperatives: provide air sovereignty support ■ Transformational Options: ■ Other: optimize squadron size
Justification/Impact	**Potential Conflicts**
■ Protect ## classified sites ■ Accomplish with minimum number of installations	■ Sites are classified ■ Preserve as ANG mission to max extent ■ Use of other Service and civilian installations