

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of October 1, 2004

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

Mr. Wynne began the meeting by stating that he was preparing to brief the Secretary on progress to date. He then turned over the meeting to Pete Potochney, Director of the OSD BRAC office, who used the attached slides to describe a scenario quality checklist; the two approaches to developing scenarios (data driven and strategy driven/data verified); and the proposed format for briefing candidate recommendations to the ISG. As a result of discussion, the ISG agreed to the following:

- A revised version of the scenario quality check list will be a formal part of future scenario briefings
- Both the data driven and strategy driven approaches to scenarios are acceptable because each rely on certified data and recognize that military judgment is a component of military value
- The JCSGs should consider minimizing the number of scenarios and especially derivative scenarios that they want to analyze

Following the process discussion, Mr. Potochney turned the meeting over to Dr. Ron Sega, Chair of the Technical Joint Cross-Service Group (TJCSG). Dr. Sega used the attached slides to brief the TJCSG's overarching strategy and proposals. Dr. Sega and the ISG discussed the following:

- There are approximately 150 technical facilities being examined by the TJCSG.
- Joint solutions to existing and unknown threats and technology developments are critical to the Department's mission.
- Flexibility and agility are critical to maintaining technological superiority but determining how to achieve both is difficult.
- Each of the proposals presented is aggressive.
- Having a single center of excellence for research needs to be analyzed.
- The concept of maintaining more than one technical facility for any one technological area to avoid "idea lock" must be carefully analyzed.
- Assessing the availability of other federal agency assets especially the National Aeronautical and Space Administration's testing assets (e.g. wind tunnels) must be examined.
- Combining research activities into one campus or several campuses within short commuting distances will be part of the TJCSG analysis.

- The TJCSG will determine whether the value of being proximate to centers of excellence or intellectual capital (e.g. Silicon Valley for information technology) can be measured and whether it contributes to a technical facilities military value.

As part of the TJSCGs discussion, the ISG deliberated on the following issues that applied to the entire process:

- The BRAC process should be able to quantify its results.
- Possible areas to quantify are number of sites, square feet, personnel, total ownership cost, capacity as well as less quantifiable measures such as achieving transformation and efficiency.
- The BRAC Deputy Assistant Secretaries (BRAC DASSs) were asked to develop a list of areas to quantify for the ISG's review.
- The various infrastructure and business practice changes suggested by JCSGs scenarios could disrupt existing business models and will have to be carefully examined by the ISG to ensure that the changes do not reduce effectiveness (e.g., changes suggested by the Industrial and Technical JCSG will affect Service weapon systems development and support practices).
- Bold scenarios will bring change.
- An overarching strategy will need to be articulated to bring all of the recommendations together into a comprehensive approach.
- The BRAC DASSs will be in charge of assessing the various scenarios to understand the conflicts that may exist among them for review by the ISG and as necessary the Infrastructure Executive Council (IEC).
- Candidate recommendations that cannot be resolved by the ISG will have to be resolved by the IEC.

After Dr. Sega's briefing, Lieutenant General Peach Taylor, Chair of the Medical JCSG (MJCSG) briefed the ISG on 10 ideas using the attached slides. The MJCSG has not yet declared any scenarios. The ISG and General Taylor agreed to the following:

- The MJCSG has decided not to examine the organization of facilities within the Keesler Air Force Base and San Diego Naval Station Multi-Service Markets (MSMs) because, upon closer examination, the MJCSG determined that the facilities in the markets already support a single service.
- The MJCSG will run scenarios using different numbers for the minimum inpatient beds required to keep an inpatient medical facility open.
- Forces returning from overseas will be factored into the MJCSG analysis.
- Differing standards for aerospace medicine will be addressed in the medical education and training scenario analysis with one option being a campus that covers both basic aerospace medicine and service specific training.

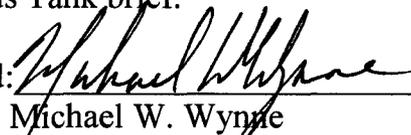
- Medical headquarters locations will be examined by the Headquarters and Support Activities JCSG.

Ms. Carol Haave, Chair of the Intelligence JCSG, followed General Taylor with a briefing on the IJCSG approach to scenario development using the attached slides. The ISG and Ms. Haave agreed to the following:

- Emphasis will be placed on relocating from leased spaces that are especially vulnerable to attack.
- There are three declared scenarios addressing the vulnerability issue associated with the National Geospatial-Intelligence Agency (NGA).
- The Community Management Staff (CMS) is conducting separate Continuity of Operations and Mission Assurance studies that will help inform the BRAC process.
- CMS participation adds value to the BRAC process.
- Ms. Haave stated the analysis of the 27 Joint Reserve Intelligence Centers is deferred awaiting additional information.
- There are five laws pending in Congress affecting the intelligence community, which may affect the current BRAC analysis with respect to infrastructure.
- IJCSG will examine two additional NGA scenarios.

The meeting concluded with a short discussion led by VADM Willard on the results of his BRAC Process Status Tank brief.

Approved: _____


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

Attachments:

1. List of Attendees
2. Briefing slides entitled “BRAC 2005 Briefing to the ISG” dated October 1, 2004
3. Briefing slides entitled “Technical Joint Cross Service Group Strategy to the Infrastructure Steering Group” dated October 1, 2004
4. Briefing slides entitled “Medical Joint Cross Service Group Scenarios ISG Update” dated October 1, 2004
5. Briefing slides entitled “Intelligence Joint Cross Service Group Briefing to the ISG”

Infrastructure Steering Group Meeting October 1, 2004

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- General Richard A. Cody, Vice Chief of Staff of the Army
- Hon. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- GEN Richard A. Cody, Vice Chief of Staff of the Army
- GEN William Nyland, Assistant Commandant of the Marine Corps

Alternates:

- 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)
- 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
- Maj Gen Robin E. Scott, Deputy Director for Force Applications, J-8, for General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- VADM Justin McCarthy, Director, Materiel Readiness and Logistics for Admiral John Nathman, Vice Chief of Naval Operations
- VADM Robert F. Willard, Director Force Structure, Resources, and Assessment, the Joint Staff for General Peter Pace, Vice Chairman, Joint Chiefs of Staff

Education and Training JCSG

- Mr. Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs for 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. Carol Haave, Chairman, Intelligence JCSG
- Ms. Deborah Dunie, Director, Analysis Office of the Deputy Under Secretary of Defense (Counterintelligence and Security) for
- Mr. Wayne Howard, Senior Strategic Analyst, [BRAC Core Team Facilitator] for Intelligence JCSG
- Mr. Robert Korte, Community Management Staff

Medical JCSG

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

Supply and Storage JCSG

- RADM Alan Thompson, Director, Supply, Ordnance and Logistics Operation Division for VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. Ronald Sega, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering
- Dr. James Short, Associate Deputy Assistant Secretary of Financial Operations for the Air Force

Others:

- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Captain Jason Leaver, Acting Chief of Staff, Deputy Assistant Secretary of the Navy (I&A)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (BI&A)
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- Mr. Philip Grone, Principal Assistant Deputy, Under Secretary of Defense (I&E)
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations
- LTC Newman Shufflebarger, Military Assistant, Under Secretary of Defense (AT&L)
- CDR John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC
- Mr. Brian Buzzell, Senior Consultant, OSD BRAC Office



BRAC 2005

Briefing to the
Infrastructure Steering Group

October 1, 2004

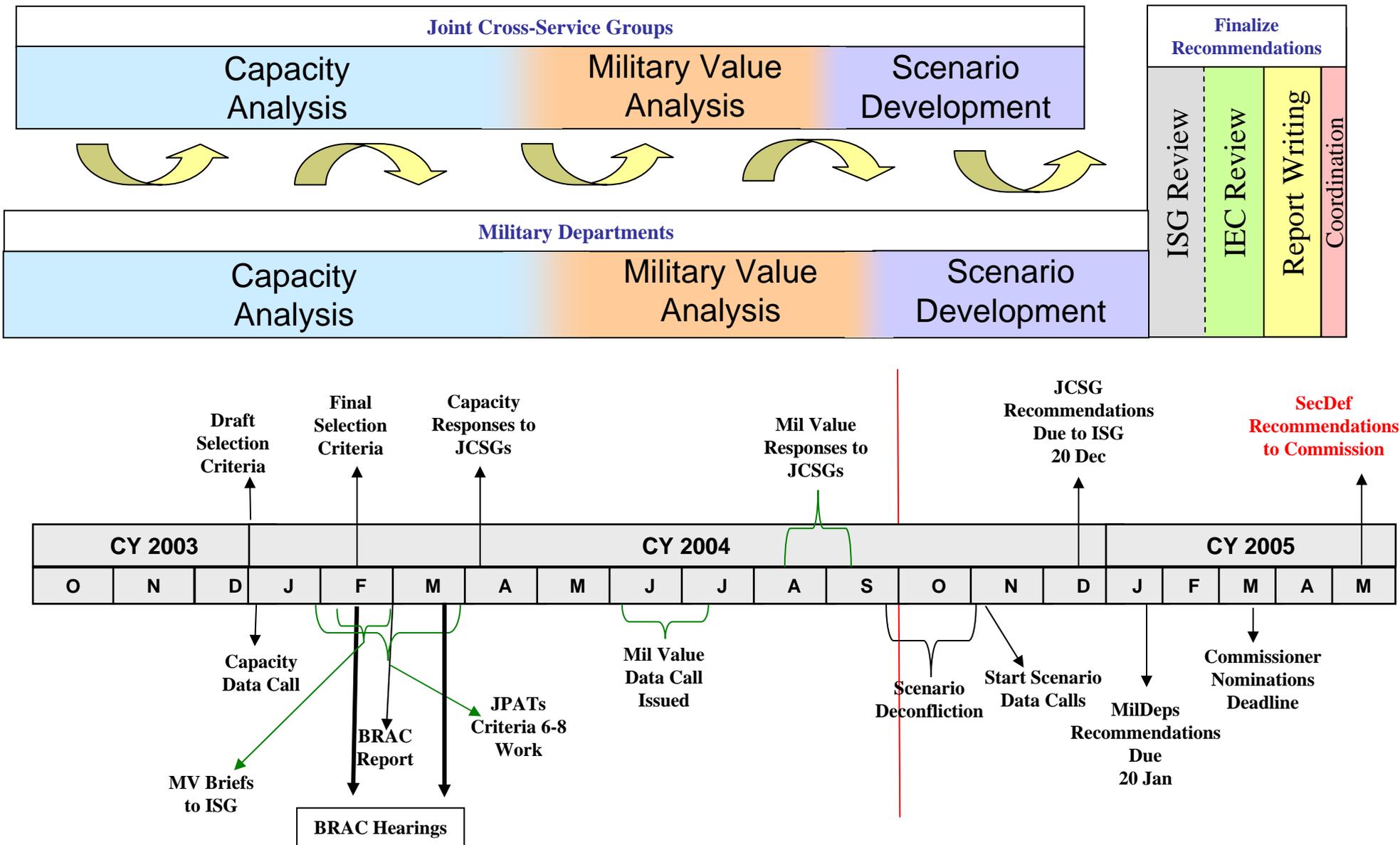


Purpose

- Process Overview
- Scenario Development and Analysis
- Candidate Recommendation Format
- Scenario Briefings
 - Technical
 - Medical
 - Intelligence



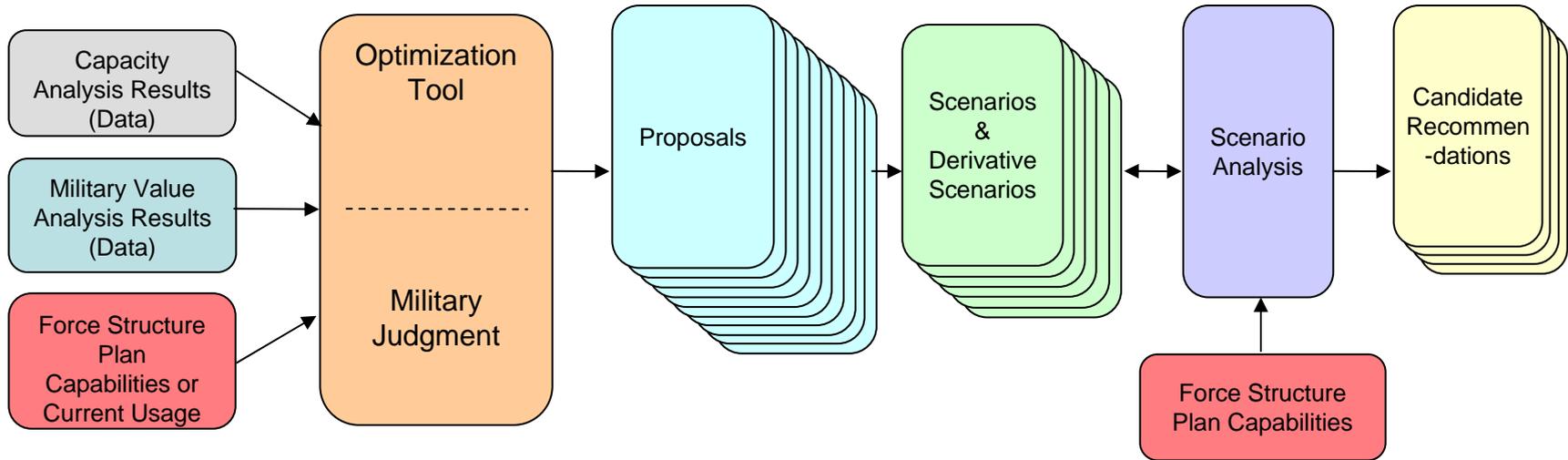
Process Overview



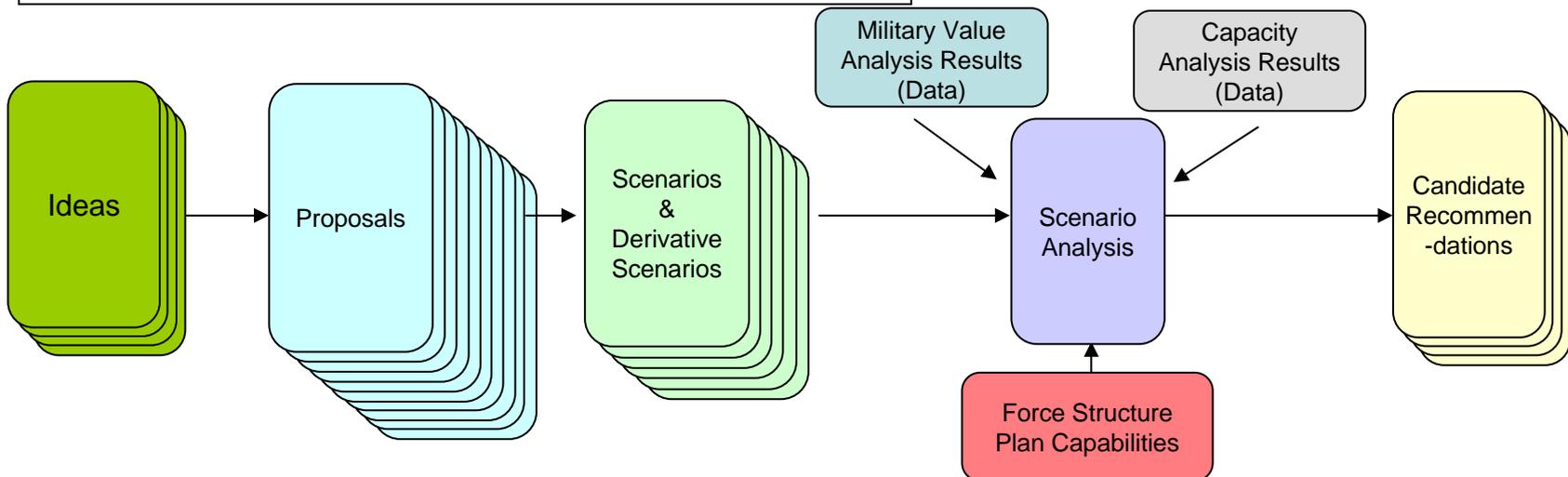


Scenario Development and Analysis

Data Driven (Quantitative Assessment)



Strategy Driven (Military Judgment) – Data Verified





Candidate #___ (Use # from Scenario Tracking Tool)

Candidate Recommendation: Fully describe the candidate closure or realignment.

Justification

- ✓ Explain the reasons for the candidate recommendation (i.e., force structure reductions; mission consolidation, collocation, or elimination; excess capacity; jointness; etc)

Military Value

- ✓ Overall effect on military value
- ✓ Relative military value against its peers
- ✓ Military Judgment

Payback

- ✓ Criterion 5 (COBRA) results

Impacts

- ✓ Criteria 6-8 (Economic, Community and Environmental)



Technical Joint Cross Service Group (TJCSG)

Strategy / Initial Scenarios

Briefing to the Infrastructure Steering Group

Dr. Ron Sega

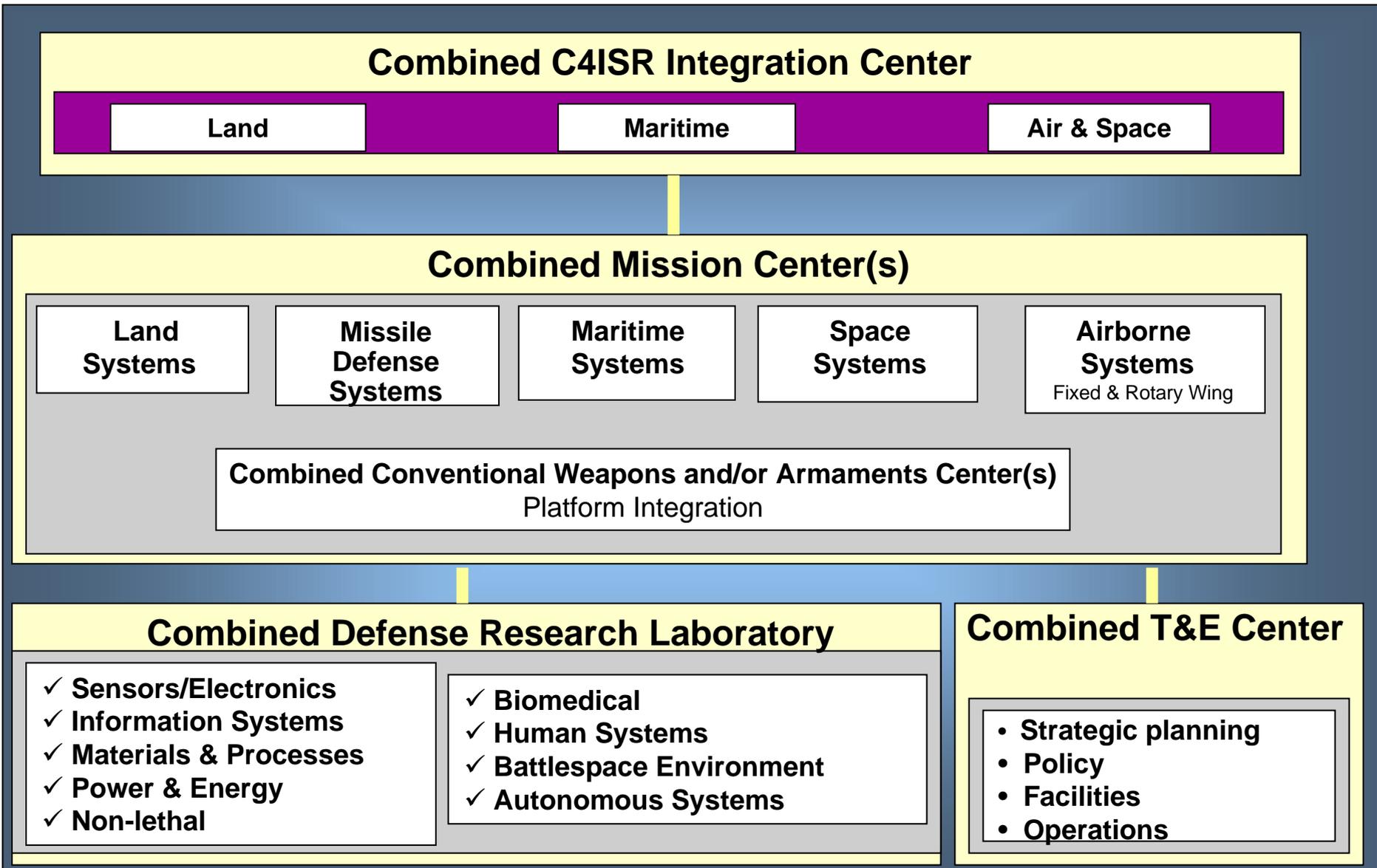
October 1, 2004

TJCSG Overarching Strategy

- Reduce excess capacity & reduce the number of technical sites through combined Research, Development & Acquisition, Test & Evaluation Centers aligned for functional and technical efficiency & synergy**

- Each scenario presented in this briefing is a member of a family of derivative scenarios under analysis by the TJCSG**

TJCSG Overarching Strategy

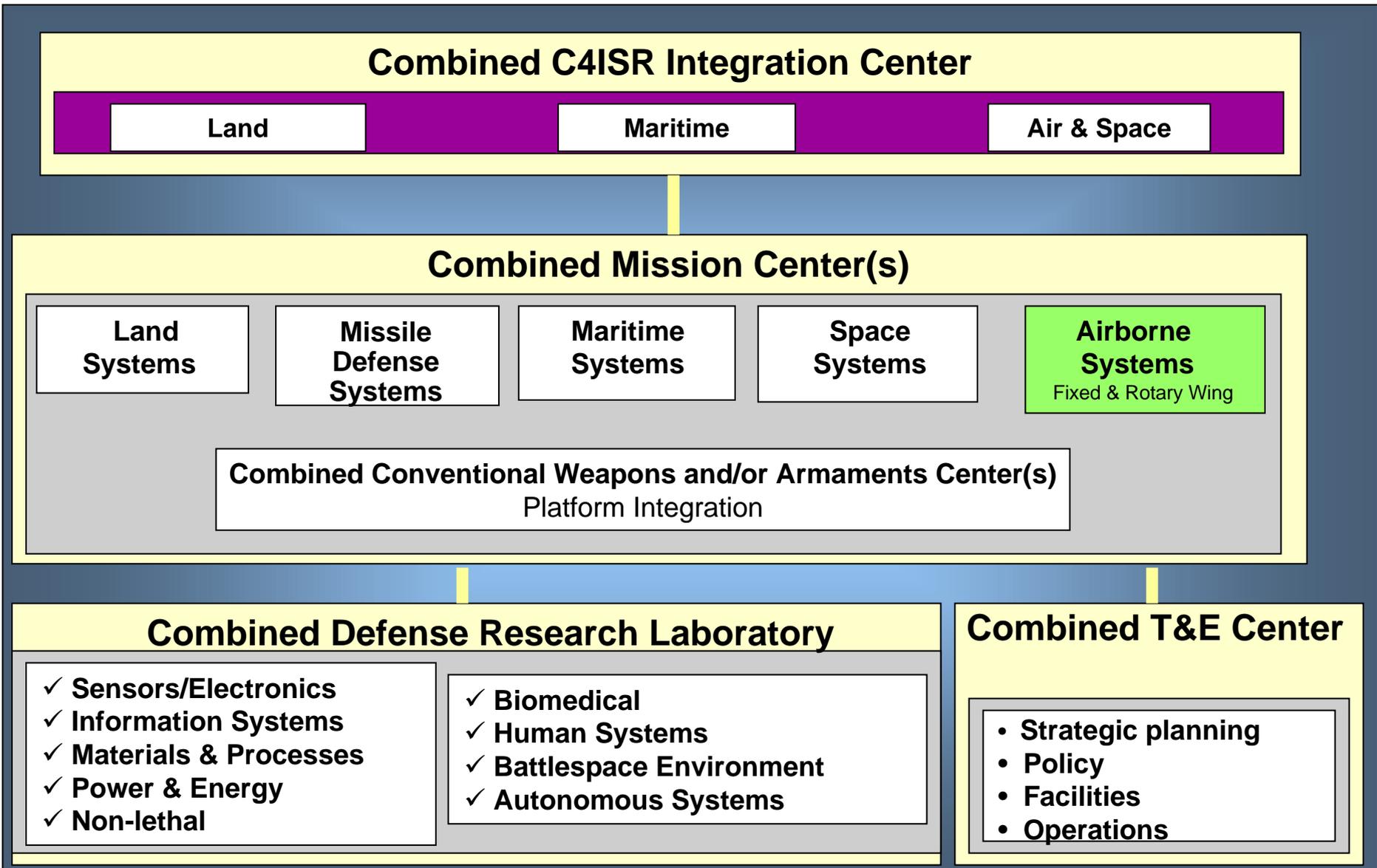




TJCSG Initial Scenarios

- Combined Air Platform Centers**
- Combined Conventional Weapons & Armaments (W&A) Centers**
- Combined Conventional Weapons & Armaments (W&A) and Platform Integration Centers**
- Combined Defense Research Laboratory**
- Combined C4ISR Integration Centers with Combined C4ISR Land, Maritime & Air/Space Centers**

TJCSG Overarching Strategy



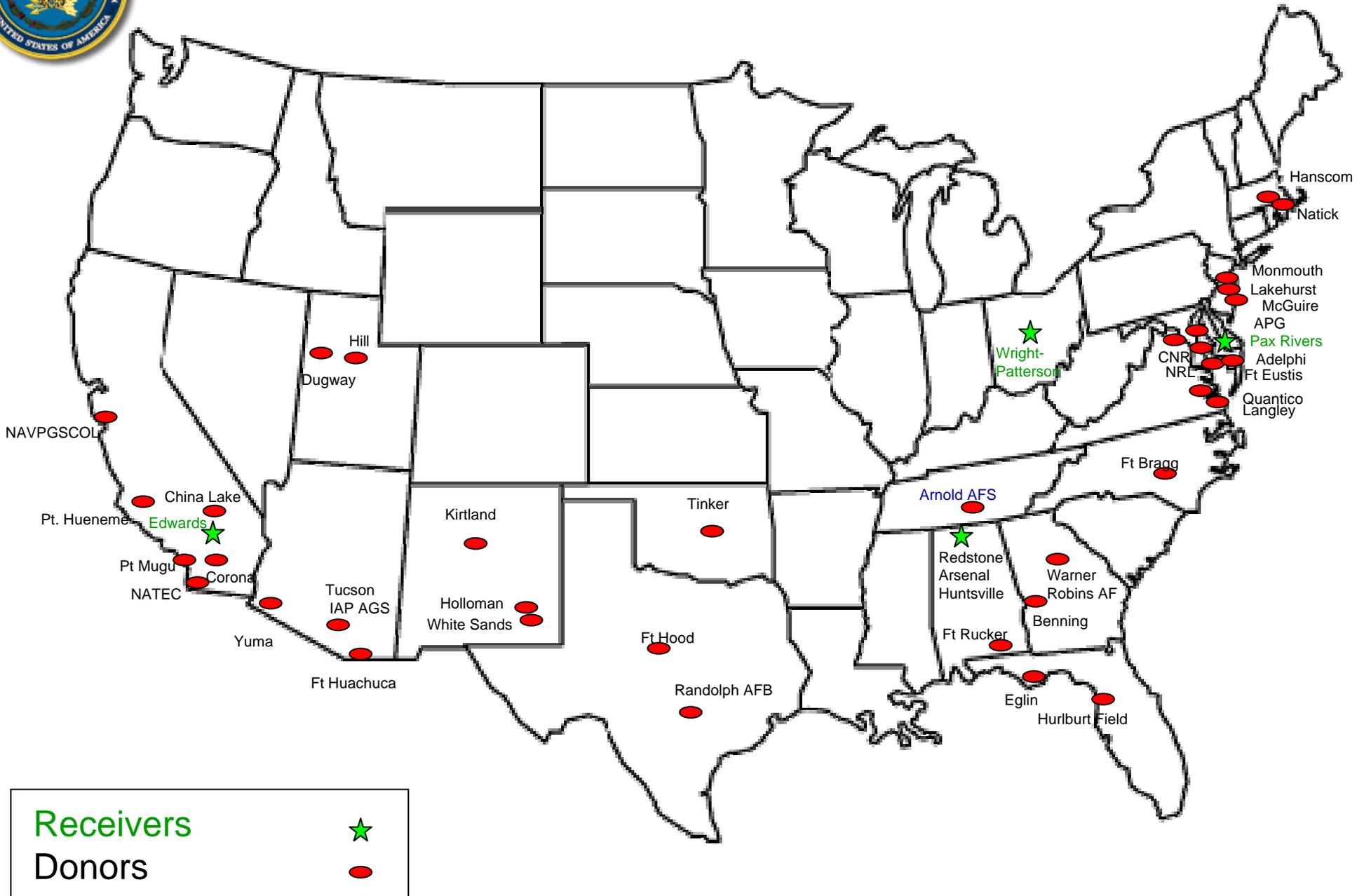
Combined Air Platforms Centers



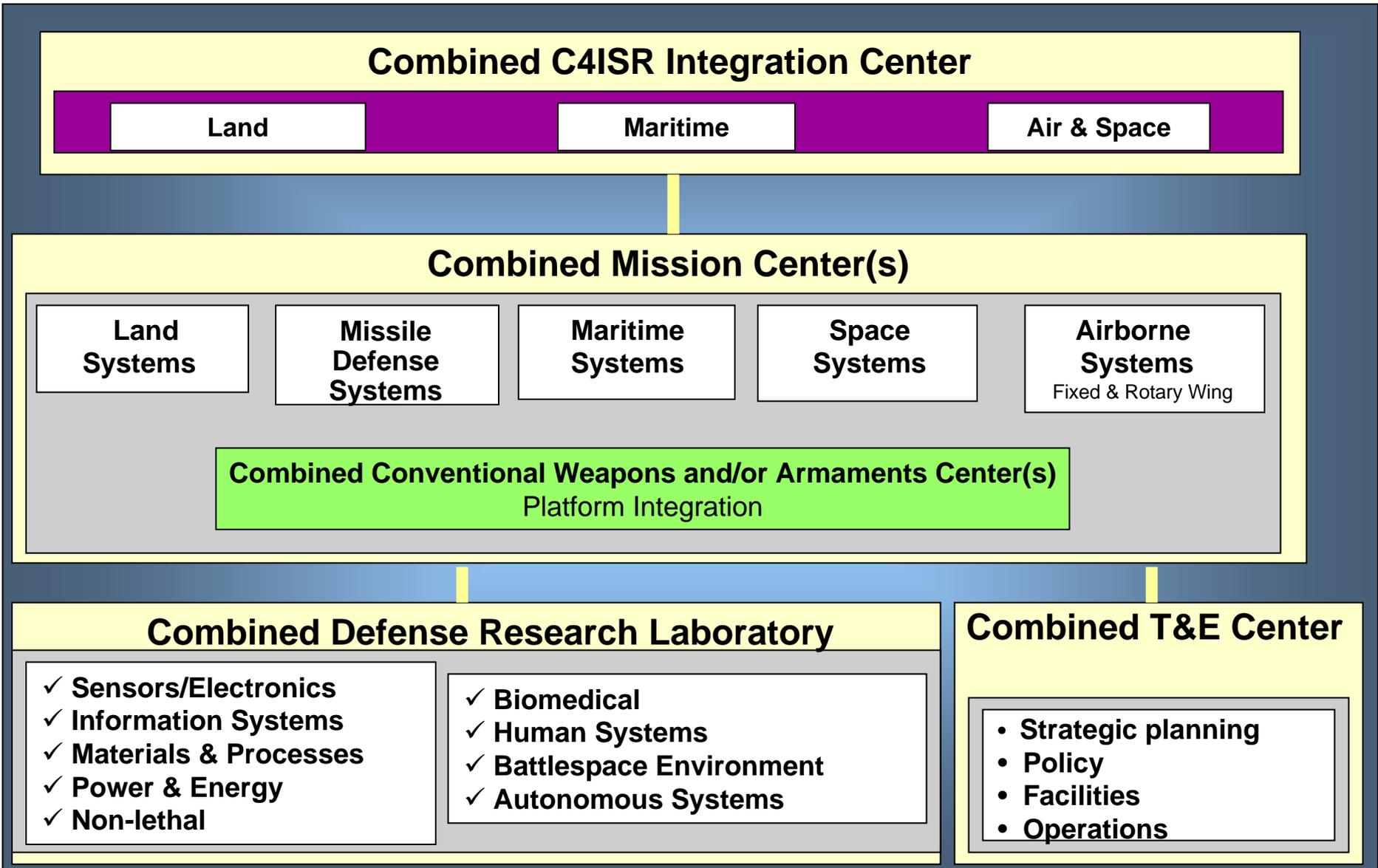
<h2 style="text-align: center;">Scenario</h2> <ul style="list-style-type: none"> <input type="checkbox"/> Combined Centers for Air Platforms R, D&A, and T&E <input type="checkbox"/> Receiver sites: Edwards, Patuxent River, Redstone & Arnold Air Force Station & Wright-Patterson AFB <input type="checkbox"/> Donor sites: Ft. Rucker, Ft. Eustis, Hill AFB, Kirtland AFB, McGuire AFB, Redstone, Tinker AFB, Warner Robins AFB, et al. (map, next slide) <input type="checkbox"/> Other scenarios separate fixed wing from rotary wing 	<h2 style="text-align: center;">Drivers/Assumptions</h2> <ul style="list-style-type: none"> <input type="checkbox"/> Transformational Options #32 Evaluate Joint Centers for ... technologies use by more than one Military Department ... #33 ...consolidate within each Service... <input type="checkbox"/> Transformational Strategy Combined centers aligned for functional and technical efficiency & synergy
<h2 style="text-align: center;">Justification/Impact</h2> <ul style="list-style-type: none"> <input type="checkbox"/> Synergy and efficiencies across the spectrum of air platform technology <input type="checkbox"/> Consolidation of work across Services <input type="checkbox"/> Reduces infrastructure & duplication 	<h2 style="text-align: center;">Potential Conflicts</h2> <ul style="list-style-type: none"> <input type="checkbox"/> Influence of E&T JCSG Open Air Ranges on the T&E function <input type="checkbox"/> T&E execution spans multiple sites, some not feasible for relocation, e.g., Arnold Engineering Development Center <input type="checkbox"/> Conflicts with service business models & organizational structure



Combined Air Platforms Centers



TJCSG Overarching Strategy





Combined Conventional Weapons & Armaments (W&A) Centers

Scenario

- Combine execution of Weapons & Armaments R, D&A, and T&E at integrated complexes & specialty capability sites [Combined or Service Aligned]
- Receiver sites : Redstone, Eglin, China Lake
- Donor sites: see map next slide
- Specialty Capability Sites: e.g., guns/ammo (Picatinny), directed energy (Kirtland AFB), underwater/ surface specialties such as Newport, Point Mugu/Port Hueneme, Panama City, Dahlgren, Indian Head (receivers & donors)

Drivers/Assumptions

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

Justification/Impact

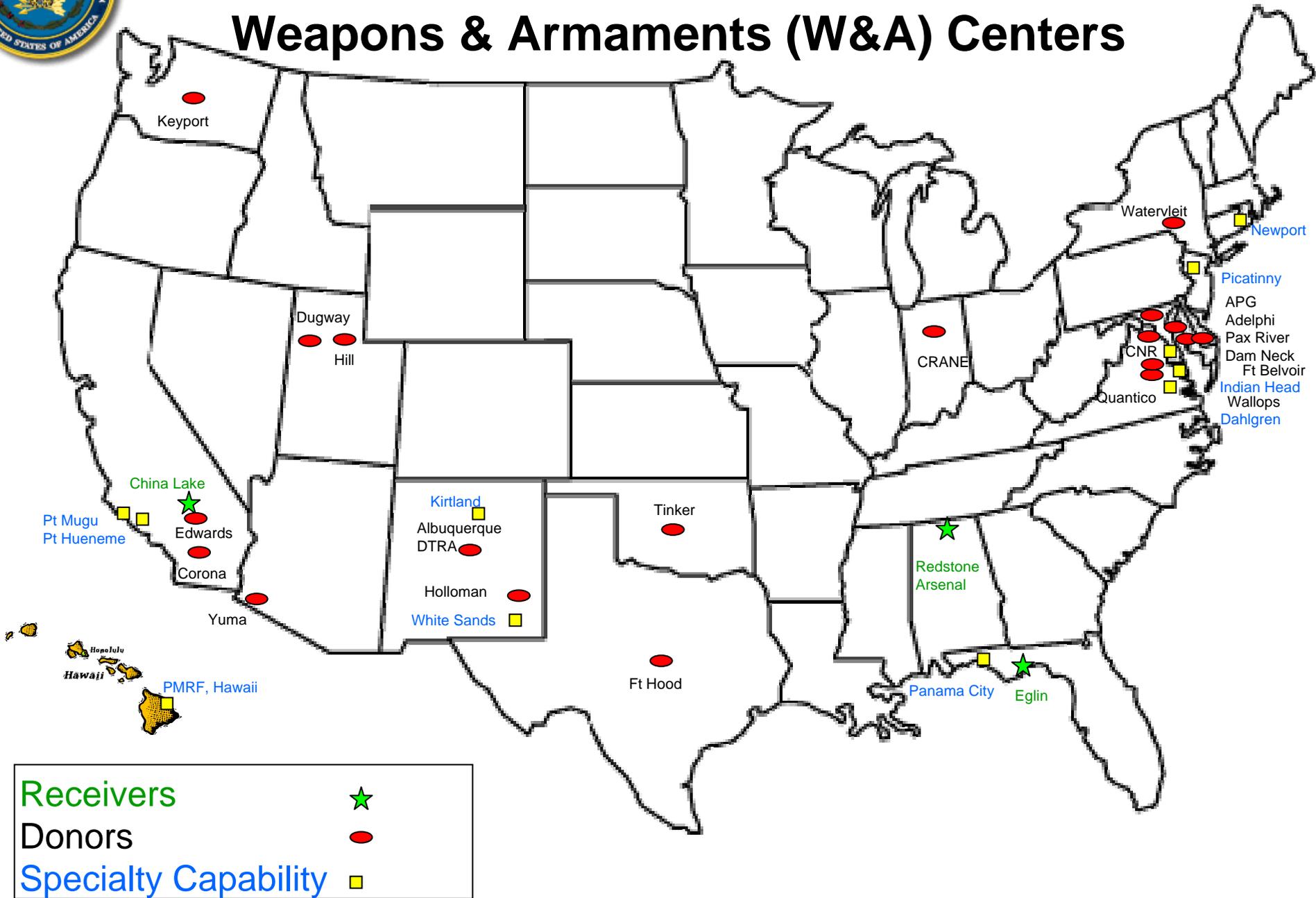
- Synergy and efficiencies across the spectrum of weapons & armaments technology
- Reduces cycle times by integrating R, D&A, and T&E
- Reduces infrastructure & duplication

Potential Conflicts

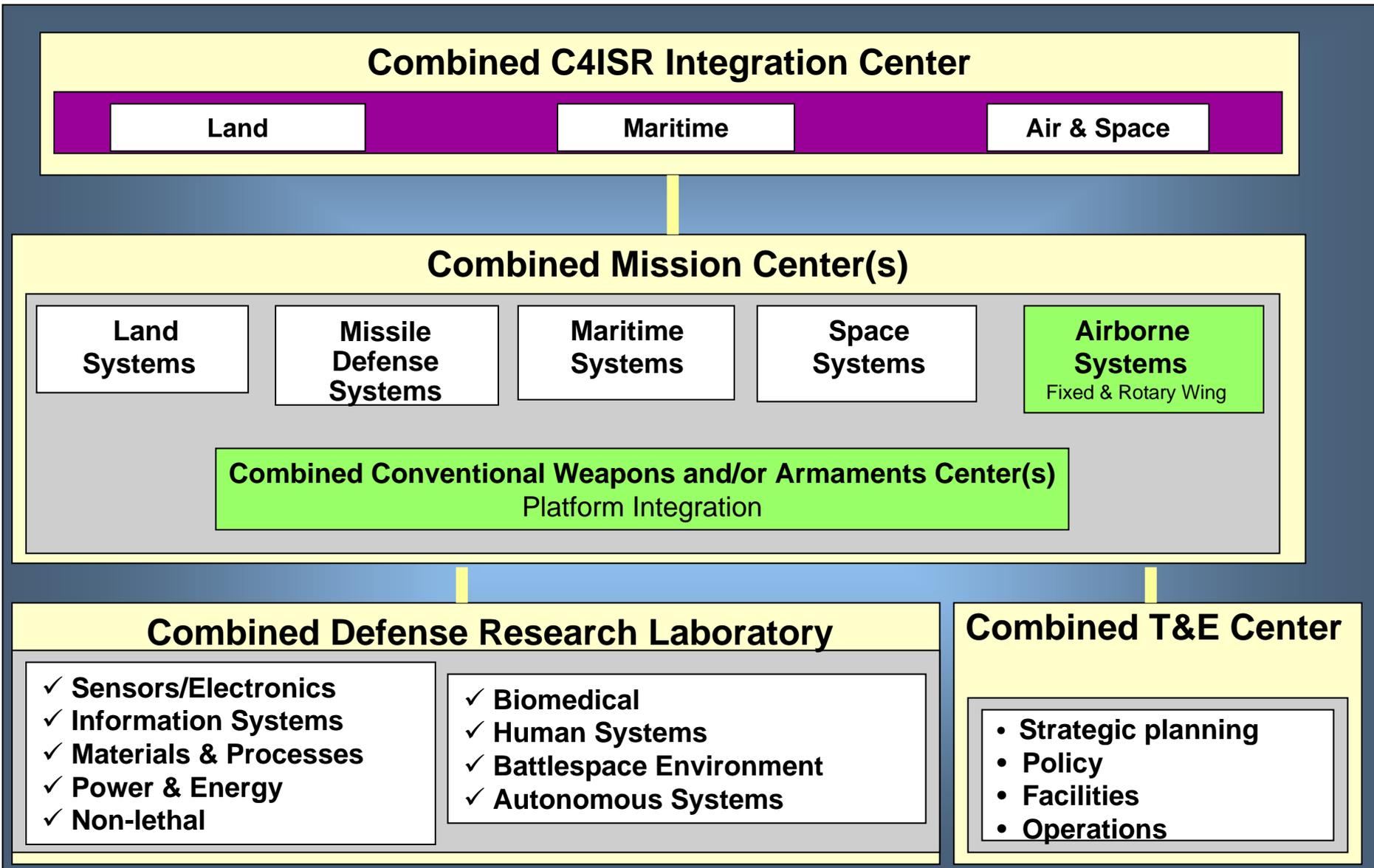
- Influence of E&T JCSG Open Air Ranges on the T&E function
- Could disrupt platform integration in some cases
- Conflicts with service business models & organizational structure



Combined Conventional Weapons & Armaments (W&A) Centers



TJCSG Overarching Strategy



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



Scenario

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

*Corollary scenario is combined weapons at a platform center

Drivers/Assumptions

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

Justification/Impact

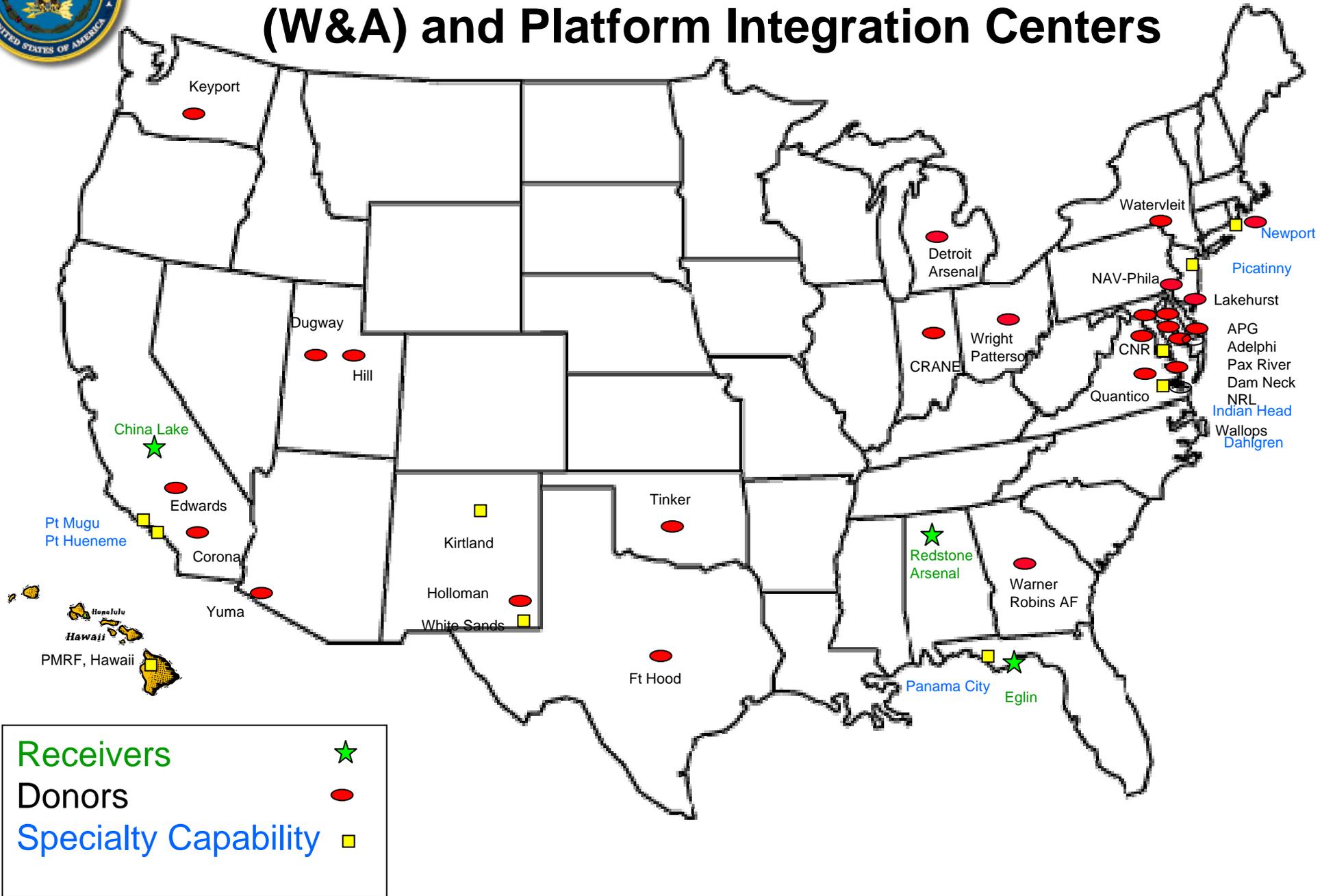
- Combined Centers responsible for platform integration
- Favorable Service experience with integration by the weapons community (e.g., in-service platforms)
- Reduces cycle times by integrating R, D&A, and T&E
- Reduces infrastructure & duplication

Potential Conflicts

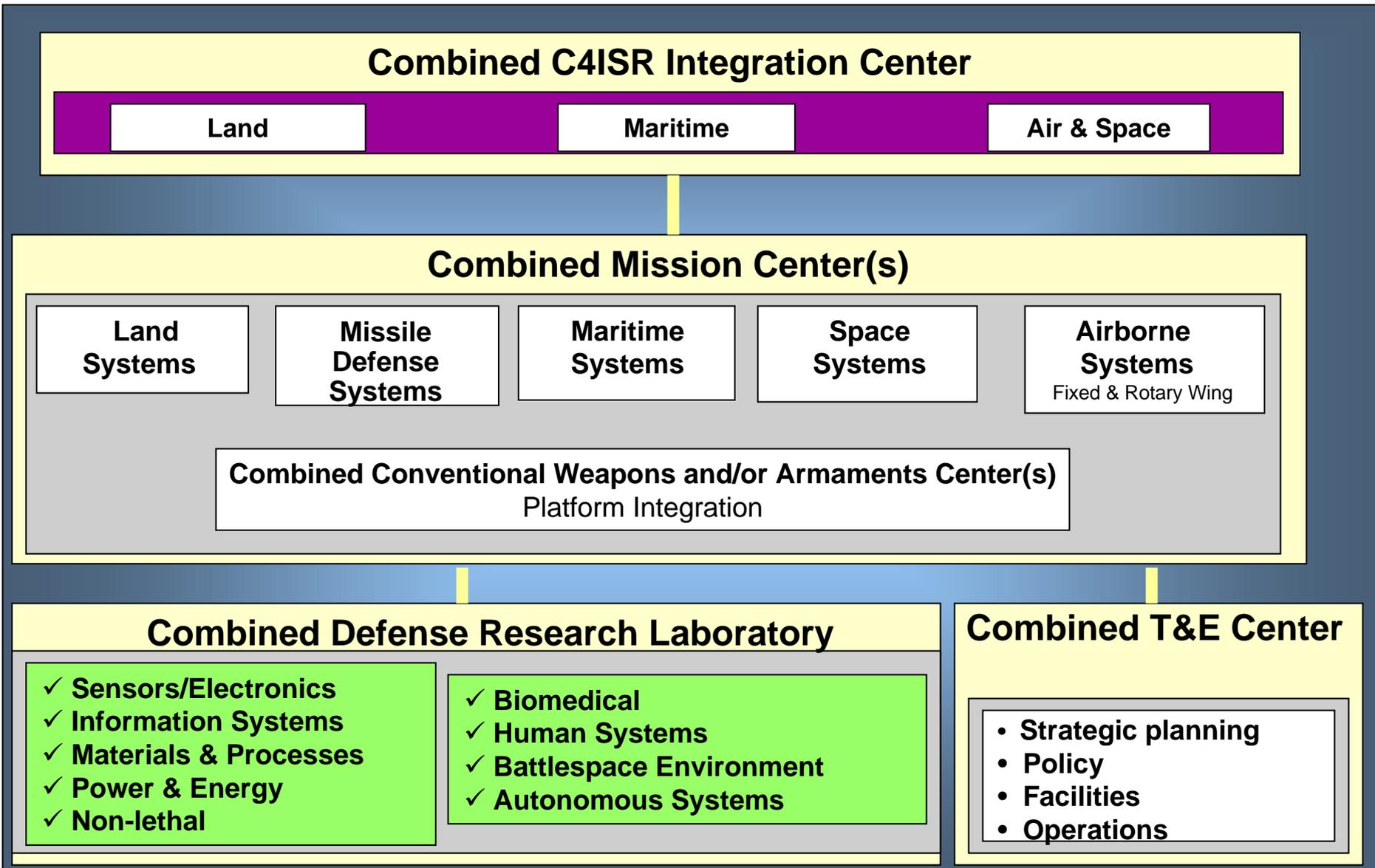
- Influence of E&T JCSG Open Air Ranges on the T&E function
- Conflicts with service business models & organizational structure



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



TJCSG Overarching Strategy





Combined Defense Research Laboratory (DRL)

Two Scenarios

- Defense Research Laboratory (25 locations)
- 1. **Intramural research at fewer locations**
- Includes non-domain unique portions of DoD basic & applied research and advanced technology development
- Impacts ARL, NRL & AFRL
- 1a. **Relocate extramural research program managers from leased space to DRL (additive to scenario 1)**
- Impacts ARO, ONR, AFOSR & DARPA

Drivers/Assumptions

- Transformational Options:
- #14 Minimize leased space...
- #32 Evaluate Joint Centers for ... technologies used by more than one Military Department ...
- Transformational Strategy
- Combined centers aligned for functional and technical efficiency & synergy
- Strong OSD leadership

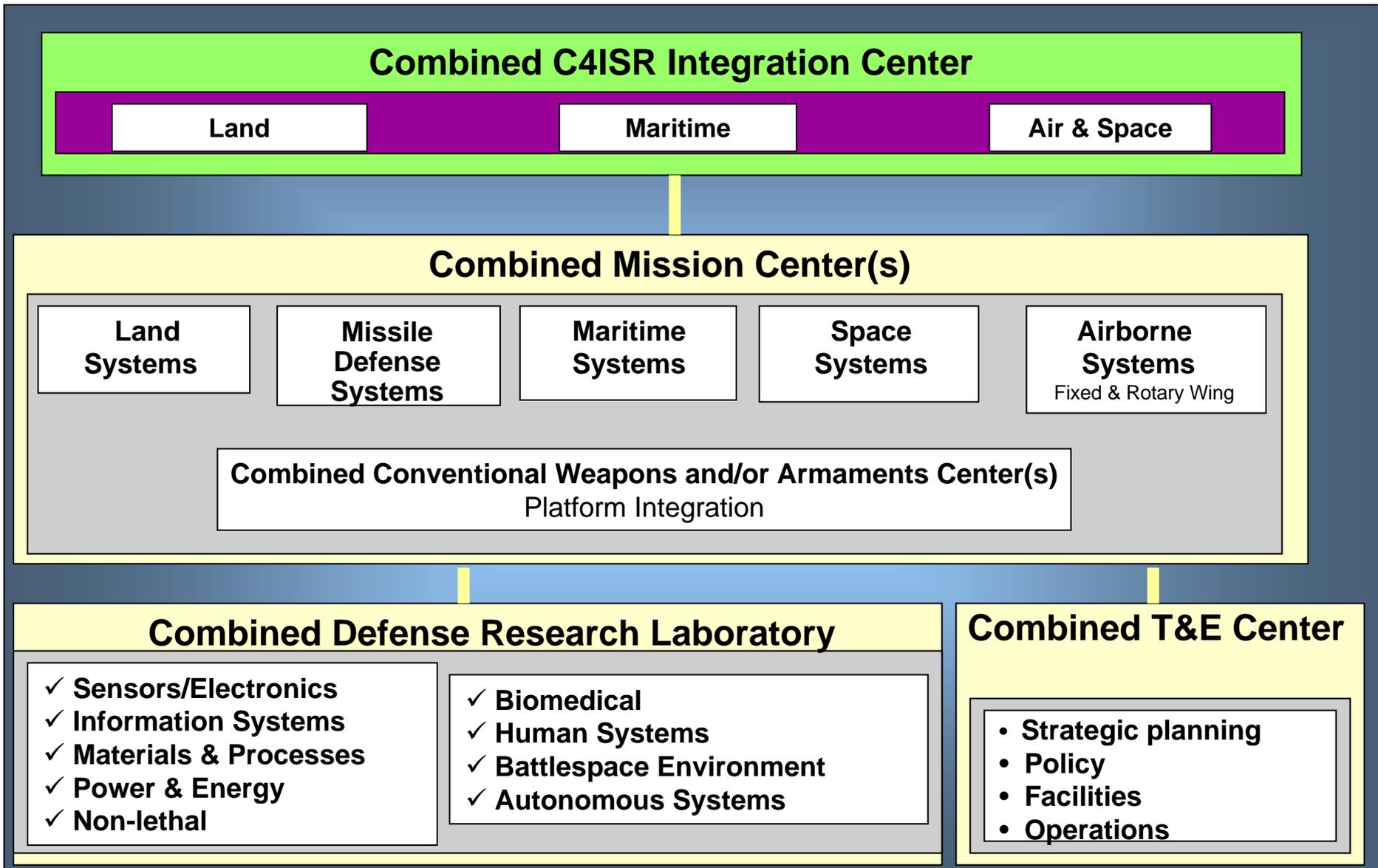
Justification/Impact

- 1. Laboratory devoted to research leading to joint & cross Service solutions
- 1a. Strengthens collaboration between intramural and extramural research, between Services, across disciplines
- Both Support Anti-Terror/Force Protection
- Reduces infrastructure & duplication

Potential Conflicts

- H&SA JCSG scenario to remove research organizations from leased space in DC area.
- Conflicts with MILDEP Business Models & Organizational Structure

TJCSG Overarching Strategy



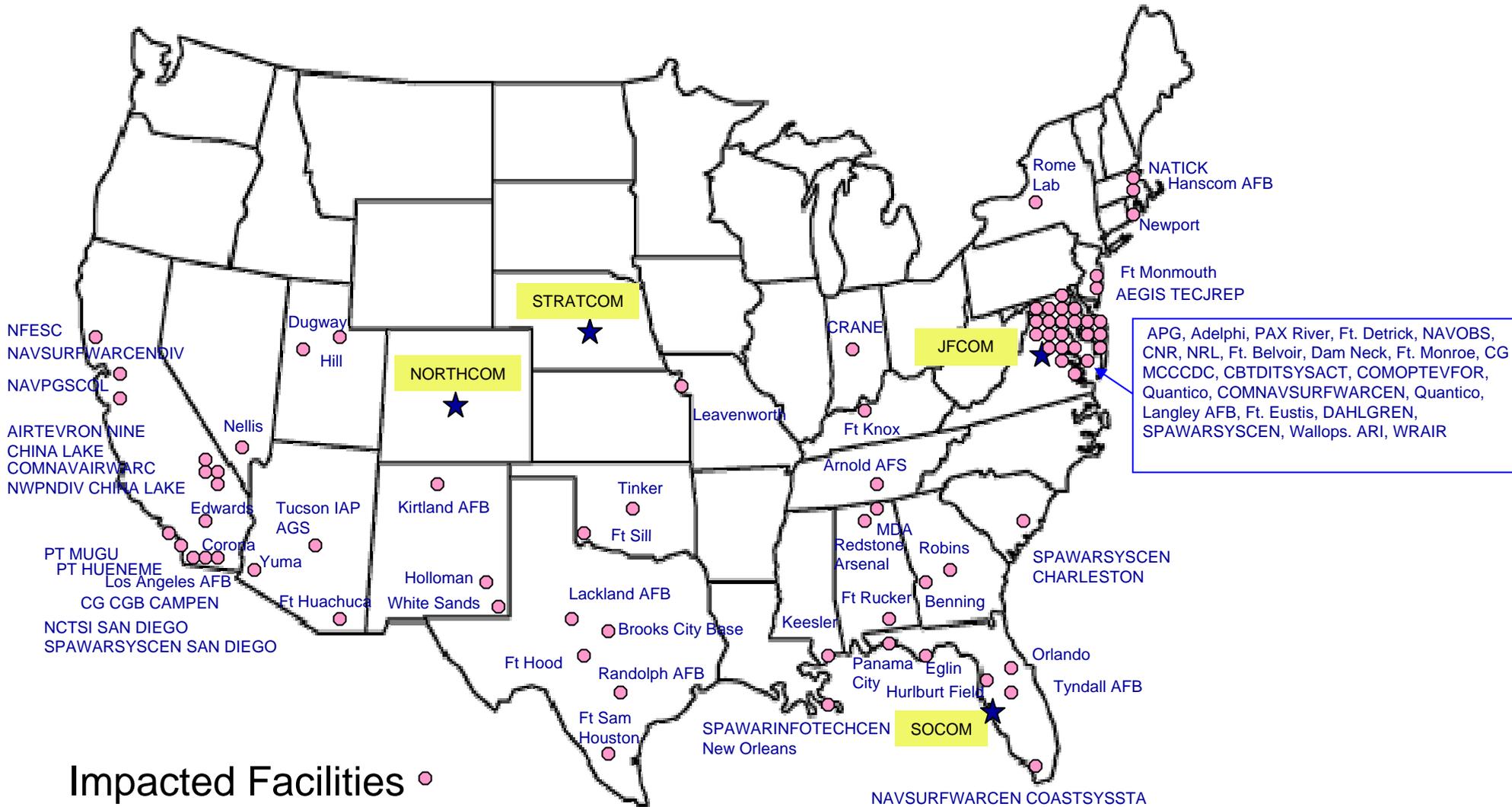
Combined C4ISR Integration Center(s) with Combined C4ISR Land, Maritime & Air/Space Centers



<h2 style="text-align: center;">Scenario</h2> <ul style="list-style-type: none"> <input type="checkbox"/> Combined Center for DAT&E of C4ISR Systems for the Combatant Commanders (e.g., Global Command & Control System) <input type="checkbox"/> 3 Domain-Unique (Land, Air/Space and Maritime) Combined Centers for R DAT&E of C4ISR Systems <input type="checkbox"/> Includes Information Systems; Human Systems; and Sensor, EW, and Electronics Systems <input type="checkbox"/> Impacted Activities: 57 (map, next slide) 	<h2 style="text-align: center;">Drivers/Assumptions</h2> <ul style="list-style-type: none"> <input type="checkbox"/> Transformational Options: <ul style="list-style-type: none"> #32 Evaluate Joint Centers for ... technologies use by more than one Military Department ... #33 ...consolidate within each Service ... <input type="checkbox"/> Transformational Strategy <ul style="list-style-type: none"> Combined centers aligned for functional and technical efficiency & synergy
<h2 style="text-align: center;">Justification/Impact</h2> <ul style="list-style-type: none"> <input type="checkbox"/> Creates Organizations devoted to Joint & Cross Service Solutions <input type="checkbox"/> Supports Anti Terrorist/Force Protection Objectives <input type="checkbox"/> Reduces infrastructure & duplication 	<h2 style="text-align: center;">Potential Conflicts</h2> <ul style="list-style-type: none"> <input type="checkbox"/> H&SA JCSG coordination required if Combined Center proposed for the NCR/Military District Washington <input type="checkbox"/> Coordinate with Intelligence JCSG <input type="checkbox"/> Conflicts with Components Business Models & Organizational Structure



Combined C4ISR Integration Center(s) with Combined C4ISR Land, Maritime & Air/Space Centers



Medical Joint Cross Service Group



Scenarios *ISG Update*

1 Oct 2004



Overview

Strategies	4
Ideas	10
Proposed Scenarios	44
Registered Scenarios	0
Rejected Scenarios	2

- Strategy driven
- Minimal Data analysis



Scenario Strategy

Health Care Services

- **Match requirement to keep providers “current” for the readiness mission with population surrounding facility**



Health Care Services

- **Minimum “Open Door” Policy: RWPs corresponding to Average Daily Patient Load of 10**
- **Examine Organization of Facilities within designated Multi-Service Markets (MSMs)**
 - **NCR, Tidewater, San Antonio, Puget Sound, Ft Bragg, Hawaii, Charleston, Ft Jackson, Colorado Springs, Alaska**
 - **Taken off: Keesler, San Diego**
- **Maintain Primary Care for AD and ADFMs for populations above a minimum level**
- **Reassess and/or Establish Civilian/VA Partnerships in select locations**
 - **NCR, Eglin, Charleston, Beaufort, Ft Sill, Sheppard, Ft Jackson, Nellis, MacDill, Great Lakes, Luke, Ft Polk, West Point, Ft Rucker, Tripler, Kirtland**



Med HCS-1: Minimum Dailey Patient Load

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Close inpatient capabilities in non-isolated facilities with population below that needed to sustain an average bed occupancy of 10 patients/day	<ul style="list-style-type: none">■ Principles: Organize■ Other: Match providers with population■ Other: Demonstrated inefficiency of running small hospitals in civilian world
Justification/Impact <ul style="list-style-type: none">■ Reduces infrastructure■ Improves efficiency■ Focuses provider currency opportunities	Potential Conflicts <ul style="list-style-type: none">■ Service population expectations for access to health care■ Civilian ability to absorb patient load



Med HCS-2: Reorganize Facilities within MSMs

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Close/Consolidate/Move facilities within Multi-Service Market Areas■ NCA, Tidewater, San Antonio, Puget Sound, Ft Bragg/Pope, Hawaii, Charleston, Ft Jackson/Shaw, Colorado Springs (Academy, Peterson AFB, Ft Carson)	<ul style="list-style-type: none">■ Principles: Organize, Quality of Life
Justification/Impact <ul style="list-style-type: none">■ Reduces infrastructure■ Improves efficiency■ Focuses provider opportunities to practice■ Economies of scale■ Move healthcare with population	Potential Conflicts <ul style="list-style-type: none">■ Service population expectations for access to health care■ Civilian capacity to absorb patient load■ Need to reassign Service ownership of medical facilities



Med HCS-3: Maintain Primary Care for AD and ADFMS

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Maintain Primary Care clinic at any location whose AD and ADFM population generates at least 7,950 Primary Care standard work units■ Run excursions at 2 and 3 times this floor	<ul style="list-style-type: none">■ Principles: Organize■ Other: Provide Military care for military members■ Other: Force Health Protection – Creation of a Fit and Healthy Force
Justification/Impact <ul style="list-style-type: none">■ Improves Quality of Life■ Reduces infrastructure■ Ensures adequate clinical workload to maintain professional skills	Potential Conflicts <ul style="list-style-type: none">■ Service population expectations for access to health care■ Civilian capacity to absorb patient load



Med HCS-4: Establish Civilian Partnerships

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Close military inpatient and specialty care services where opportunities exist for military providers to treat beneficiaries in federal/civilian hospitals	<ul style="list-style-type: none">■ Principles: Organize
Justification/Impact <ul style="list-style-type: none">■ Reduces infrastructure■ Improves efficiency■ Improved opportunities for providers to maintain skills	Potential Conflicts <ul style="list-style-type: none">■ Service population expectations for access to health care■ Military leadership expectations for safety and control over health care■ Dependency on civilian/VA facilities for military medical “training ranges”



Scenario Strategy

Education & Training

- **Co-Locate and/or Consolidate Medical Education and Training to achieve efficiencies IAW Military Value and reported capacity**



Ideas

Education & Training

- **Consolidate Initial Enlisted Med Tech Training**
- **Consolidate Enlisted Specialty Training**
 - E.g.: Pharmacy Tech, Lab tech, Surgery Tech
- **Consolidate Aerospace Medical Training**
 - Flight Medicine, Occupational Med, Preventative Med
- **Consolidate Graduate Education**
 - E.g.: Interns and Residents



Med E&T-1: Initial Medical Enlisted Med Tech Training Consolidation

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Consolidate Initial Medical Enlisted Training conducted at Sheppard AFB, Fort Sam Houston, and Hospital Corps School at Great Lakes; realign to one training location<ul style="list-style-type: none">■ Move all to Ft Sam Houston■ Move all to other location	<ul style="list-style-type: none">■ Principles: Organize■ Transformational Options: Develop joint enlisted initial medical training.■ Other: Reduce average infrastructure age and locations.
<h2>Justification/Impact</h2>	<h2>Potential Conflicts</h2>
<ul style="list-style-type: none">■ Reduces infrastructure■ Develops joint training site, making joint utilization of personnel more feasible■ Reduces average age and location of training infrastructure	<ul style="list-style-type: none">■ Accommodate Service specific training requirements■ Scope of practice and utilization differs between services■ Enlisted programs are not equivalent in training content■ Deconflict with E&T JCSG on location



Med E&T- 2: Medical Enlisted Specialty Training Consolidation

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Redistribute medical enlisted specialty training programs to reduce number of locations. Multiple locations.<ul style="list-style-type: none">■ Move to Ft Sam Houston■ Move to other location(s)	<ul style="list-style-type: none">■ Principles: Organize■ Transformational Options: Develop joint enlisted specialty medical training.■ Other: Reduce number of infrastructure locations.
<h2>Justification/Impact</h2>	<h2>Potential Conflicts</h2>
<ul style="list-style-type: none">■ Reduces infrastructure■ Develops joint specialty training, making joint utilization of personnel more feasible■ Reduces number of training locations and infrastructure	<ul style="list-style-type: none">■ Accommodate Service specific training requirements■ Scope of practice and utilization differs between services■ Enlisted programs are not equivalent■ Deconflict with E&T JCSG on location(s)



Med E&T- 3: Initial Aerospace Medical Training Consolidation

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Consolidate Initial Aerospace Medical Training<ul style="list-style-type: none">■ Move to Ft Rucker■ Move to Brooks City Base■ Move to Pensacola NAS■ Move to S&T Center (eg, Wright Patterson AFB)	<ul style="list-style-type: none">■ Principles: Organize■ Transformational Options: Develop joint flight initial medical training.■ Other: Reduce infrastructure locations.
<h2>Justification/Impact</h2>	<h2>Potential Conflicts</h2>
<ul style="list-style-type: none">■ Reduces infrastructure■ Develops joint training making joint utilization of personnel more feasible and reducing redundancy	<ul style="list-style-type: none">■ Accommodate Service specific training requirements■ Scope of practice and utilization differs between services■ Service aerospace medical programs (flight medicine, Occ med, public health, aerospace phys) are not equivalent



Med E&T-4: Medical Graduate Training Consolidation

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign and consolidate medical graduate training into minimum number of facilities■ Army/Navy absorb AF Graduate Medical Education■ Align capability to facilities best able to support patient load requirements	<ul style="list-style-type: none">■ Principles: Organize■ Transformational Options: Develop joint graduate training.■ Other: Reduce locations where graduate education is conducted. Eliminate or utilize civilian programs as indicated.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Reduces infrastructure■ Develops joint training■ Reduces location and redundancy of training infrastructure	<ul style="list-style-type: none">■ Military culture: how much civilian training acceptable?■ Creating new graduate programs is not within DoD control: certification requirements■ Sustaining academic pathways for all Services among joint programs



Scenario Strategy

Infrastructure

- **Consolidation of medical professional services contracting has potential to reduce redundant contracting activities, standardize procurement of these services, comply with DoD IG audit recommendations, and potentially reduce amount paid**



Ideas

Infrastructure

- **Consolidate medical professional services contracting to a single organization**



Med INF-1: Med Pro Svc Consolidation

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Consolidate medical professional services contracting to a single organization located at Fort Detrick or Fort Sam Houston■ All MTFs obtain contract support from single entity specializing in medical professional services contracting	<ul style="list-style-type: none">■ Principles: Organize■ Transformational Option: Consolidate medical professional services contracting to single organization
Justification/Impact <ul style="list-style-type: none">■ Reduces infrastructure■ Improves efficiency■ Reduces infrastructure costs■ Increases negotiating leverage with industry■ Complies with DoD IG Audit recommendations	Potential Conflicts <ul style="list-style-type: none">■ Differing Service training/oversight requirements■ Differing Service contracting rules and traditions



Strategy

Medical-Dental RDA

- **Relocate and consolidate DoD Medical-Dental Research, Development and Acquisition resources to a minimum number of geographic sites while retaining essential RDA capabilities.**



Ideas

Medical-Dental RDA

- **Minimize Capacity within existing facilities**
- **Reduce number of sites by establishing centers of excellence – constrained to current sites**
- **Reduce numbers of sites by establishing centers of excellence – proposed new sites**



Med RDA – 1: Minimize Capacity Within Existing Facilities

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign/Consolidate each capability domain/or selected groups of domains to reduce excess capacity.■ Potential Realignment Donors and Receivers (by Capability Domain): all sites■ Most Likely Site Closures: Great Lakes, Groton, Pensacola■ Most Likely Retained Sites: Aberdeen PG, Ft. Detrick, Silver Spring (WRAIR/NMRC), Bethesda	<ul style="list-style-type: none">■ Redistribution of workload within a capability domain will not break unity of core competencies.
Justification/Impact <ul style="list-style-type: none">■ Great Lakes, Pensacola and Groton are sites that appear to be inefficient within their respective capability domains■ Aberdeen PG, Ft. Detrick, Silver Spring (WRAIR/NMRC), Bethesda are sites with unique special features that are not feasible to relocate (e.g.; reactors, chemical and biological agent containment)■ Dependent on the outcomes of the Optimization Model and further data analysis	Potential Conflicts <ul style="list-style-type: none">■ Workload within a capability domain/group of domains may only be moved to sites that already perform work within the same domain/group of domains.



Med RDA – 2: Establish Centers of Excellence – At Current Sites

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Collocate/consolidate all capability domains/group of domains into Centers of Excellence at existing sites.■ Potential Realignment Donors and Realignment Receivers (by Capability Domain): all sites■ Most Likely Site Closures: Great Lakes, Groton, Pensacola■ Most Likely Retained/Expanded Sites: Detrick, APG, Silver Spring (WRAIR/NMRC), Bethesda, Ft. Sam; plus Brooks CB, San Diego, Natick, and/or Wright-Pat	<ul style="list-style-type: none">■ Collocation is the method to achieve efficiencies.■ Current sites can expand to meet required capacity for the capability domain(s) that will be located there.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Maximum of 7 Centers will be developed■ Allow expansion existing sites up to maximum required for a capability domain■ Allow for a reduction in capacity requirement due to efficiencies realized with collocation.■ Dependent on the outcomes of the Optimization Model and further data analysis.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Workload within a capability domain/group of domains may only be moved to sites that already perform work within the same domain/group of domains.■ Military operational medicine research requires unique geographic and climatic features■ Combat casualty care research requires collocation with a military trauma center.



Med RDA – 3: Establish Centers of Excellence – Possible New Site

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Collocate/consolidate all capability domains/group of domains into Centers of Excellence considering both existing and one new site.■ Most likely new sites to be explored for a new research facility are the Tidewater VA and Seattle, Washington areas.■ Most likely Retained/Expanded Sites: Detrick,APG,Silver Spring(WRAIR/NMRC), Bethesda,Ft. Sam plus Brooks CB,San Diego,Natick,and/or Wright-Pat <p>Dependent on the outcomes of the Optimization Model and further data analysis.</p>	<ul style="list-style-type: none">■ Collocation is the method to achieve efficiencies■ Military value of new site is a composite of existing sites. <h2>Potential Conflicts</h2> <ul style="list-style-type: none">■ Military operational medicine research requires unique geographic and climatic features■ Combat casualty care research requires collocation with a military trauma center.■ Reducing Silver Spring Site to a single capability domain may result in under-utilization of an efficient, modern facility



Workplan

- 1 Oct 2004 – Begin to register scenarios
- 1 Oct 2004- 1 Nov2004 – Conduct analysis, scenario registration, and deconfliction – Start scenario data calls to Services
- 1-3 Nov 2004 – Final MJCSG workgroup review of scenarios - develop recommendations
- 4-5 Nov 2004 – MJCSG review of recommendations
- 8 Nov 2004 – Scenario data calls to facilities
- 15 Nov 2004 - 20 Dec 2004 – forward initial recommendations
- Challenges
 - Data completeness and accuracy
 - Workload management to analyze scenario set
 - Scenario data call process – timely return of data
 - Adjusting to Service actions



UNCLASSIFIED//FOUO

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

Intelligence JCSG Briefing to the ISG

October 1, 2004

UNCLASSIFIED//FOUO

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

Copy ____ of ____ 1



Approved Intelligence Principle

- **The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases**



IJCSG Analytic Frameworks (AF)

1. Locate/Upgrade facilities on protected installations as appropriate and reduce vulnerable commercial leased space (Examine bottom tier of the Military Value analysis).
 - Outdated/Un-Maintainable Facilities
 - Vulnerable Commercial Leased Space
 - Excessive Security/Force Protection Issues
 - Collocation of Multi-Int Capability
2. Realign selected intelligence functions/activities and establish facilities to support COOP and Mission Assurance requirements.
 - Enhance Mission Assurance Infrastructure
 - Inadequate COOP Infrastructure
3. Reconcile the footprint of the 27 Joint Reserve Intelligence Centers to provide for an enhanced construct in support of the intelligence mission.
 - Geographical
 - Command/Organization Support
 - Functional
 - Jointness
 - COOP and Mission Assurance



IJCSG Analytic Frameworks (AF)

4. Provide infrastructure to facilitate robust information flow between analysts, collectors and operators at all echelons and achieve mission synergism.
 - Geographic Consolidation (COCOM, NCR, etc)
 - COOP
5. Consider consolidating selected Intelligence Education and Training functions.
 - Privatize Training
 - Undergraduate/Graduate Degree-Granting
 - Certificate-Level Training
 - Language Training
 - Consolidated Training
6. Consider consolidating DoD Security Central Adjudication Facilities (CAF) functions into a single facility to provide for one-stop shopping and consolidation of processes and infrastructure.

The IJCSG will incorporate into the BRAC process directed Intelligence reforms



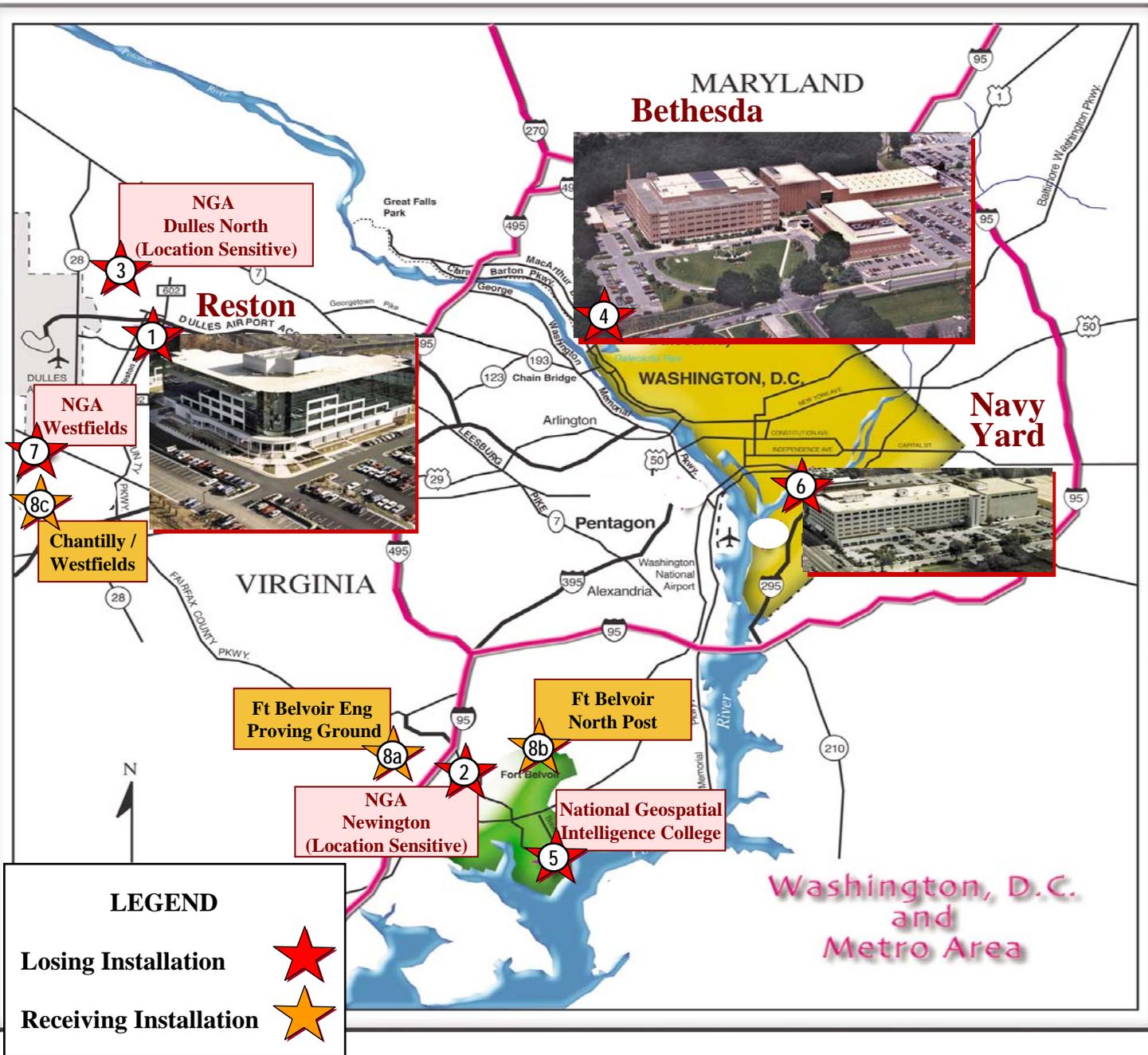
AF 1: Facility Condition/Vulnerability/Security - IJCSG Development Process

- **Analytic Framework**: Locate/Upgrade facilities on protected installations as appropriate and reduce vulnerable commercial leased space (Examine bottom tier of Military Value analysis).

- **Ideas**:
 - Close Outdated/Un-Maintainable Facilities
 - Close Vulnerable Commercial Leased Space
 - Close Facilities with Excessive Security/Force Protection Issues

- **Three Scenarios Declared**: Relocate and consolidate all NGA functions, personnel and equipment associated with the above actions to a new facility (150 Acres) at...
 - AF1-001: Fort Belvoir – Engineer Proving Grounds
 - AF1-002: Fort Belvoir – North Post
 - AF1-003: Purchase a new commercial land/facility at Chantilly/Westfields, VA area

Relocate and Consolidate Select NCR-Based NGA Personnel, Equipment & Functions (3 Scenarios)



1. Close NGA facilities at Reston, VA, named 1 and 2;
2. Close Newington, VA, facilities named 1, 2 and 3
3. Close Dulles, VA facility named Dulles North (or its successor, Reston 3);
4. Close Bethesda, MD facility and its Sumner and Delacarla sites;
5. Close Fort Belvoir, VA National Geospatial Intelligence College;
6. Close Bldg 213 at Washington Navy Yard, DC;
7. Realign NGA activities at NRO facility, Westfields, VA;
8. Relocate and consolidate all NGA functions, personnel and equipment associated with the above actions to a new facility (150 Acres) at...
 - 8a. AF1-001: Ft Belvoir, VA Engineer Proving Grounds
 - 8b. AF1-002: Ft. Belvoir, VA North Post
 - 8c. AF1-003: Purchase land/facility at Chantilly/Westfields, VA

UNCLASSIFIED//FOUO



Relocate and Consolidate Select NCR-Based NGA Personnel, Equipment & Functions (AF1-001 thru 003)

<p style="text-align: center;">Three Scenarios</p> <p>Close NGA facilities at Reston, VA, named 1 and 2; Close Newington, VA, facilities named 1, 2 and 3; Close Dulles, VA facility named Dulles North (or its successor, Reston 3); Close Bethesda, MD facility and its Sumner and Delacarla sites; Close Fort Belvoir, VA National Geospatial Intelligence College; Close Bldg 213 at Washington Navy Yard, DC; Realign NGA activities at NRO facility, Westfields, VA; Relocate and consolidate all NGA functions, personnel and equipment associated with the above actions to a new facility (150 Acres) at...</p> <ul style="list-style-type: none"> ■ AF1-001: Ft Belvoir, VA, Engineer Proving Grounds ■ AF1-002: Ft. Belvoir, VA, North Post ■ AF1-003: Purchase land/facility at Chantilly/Westfields, VA 	<p style="text-align: center;">Drivers</p> <ul style="list-style-type: none"> ■ Principle: Reference Chair, IEC approved DoD Intelligence Principle ■ Transformational Option: Minimize leased space across the US and movement of organizations residing in leased space to DoD-owned spaces ■ Analytical Framework: Facility Condition/Vulnerability/Security ■ Other: Outdated/un-maintainable facilities; reference CMS study of US intelligence facilities
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Relocate activities within existing facilities in close proximity of each other or build new facilities to better enable mission performance (align w/existing NGA intelligence equities at Fort Belvoir, VA) ■ Reduce O&M costs associated with decrepit or inefficient infrastructure; potential to improve ROI ■ Enable enhanced productivity of the workforce; increase recruitment/retention ■ Enhance force protection by consolidating on a military installation ■ Reduce vulnerability and enhance force protection 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ AF1-001: Army and other JCSG actions ■ AF1-002: Army and other JCSG actions ■ AF1-003: None