

## MINUTES OF THE JULY 6, 2004 MEETING OF THE MJCSG PRINCIPALS

**LOCATION:** BUMED, Bldg. 3, 3<sup>rd</sup> Floor CR

**Attending:** Lt Gen Taylor - AF/SG; RADM Hufstader - USMC SG; Col Hamilton - Secretary; CAPT Shimkus - BUMED; Mr. Curry - USA OTSG; Dr. Opsut - OSD/HA; Mr. Yaglom - USA SG; Mr. Christensen - Cna; CDR Hight - BUMED; Lt Col Stultz-Lalk - AF/SG; Lt Col Jones - AF/SG; Maj Guerrero - AF/SG; Maj Fristoe - HA/TMA; Maj Harper - AF/SGSF; Ms. Sanfleben - TMA; Ms. Zamora - SAF/IEBJ; Mr. Porth - OSD/BRAC.

### Decisions:

- Original transformation options would not be forwarded

### Action Items:

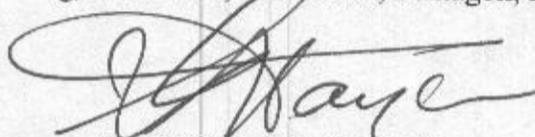
- Review and comment on Imperatives NLT COB 8 Jul 04 to Col Hamilton
- Lt Gen Taylor will prepare response for ISG concerning Transformational Options NLT 8 Jan 04

### Meeting Overview:

- Lt Gen Taylor opened the meeting by discussing the progress of the group and that soon the working groups would be very busy after the return of the military value data. AF representative reviewed the MJCSG Transformational Options Briefing. The task for this meeting is to provide transformational options by 8 Jul 04 to be forwarded to SECDEF for approval. This is a requirement for scenario analysis. A Navy representative cautioned the group on the recommendations put forward. The group was reminded that the options must adhere to the criteria established in Mr. Wynne's Memo dated 21 Jun 04. In addition, options must be actionable under BRAC 2005 process, Title 10 changes not part of BRAC law. The original transformation options were reviewed and the group felt most of these options did not adhere to the criteria or violated BRAC law (Title 10). Each option was reviewed and discussed briefly. Title 10 issues were addressed during the discussion of Joint staffing of MTFs. Each of the working groups reviewed their respective transformational suggestions with the group. (Healthcare Services had 8 options, Education and Training had two options; Infrastructure had 8 options, RDA had 10 options, and 2 options presented by other members.) At the conclusion of review of the original Transformational Options, none were deemed appropriate to forward at this time. Lt Gen Taylor remarked he would sculpt a response to the ISG based on the discussion that took place today.
- Mr. Wynne's Memo concerning imperatives was reviewed. The group must prepare a document addressing each imperative and how that imperative would constrain or affect the medical mission. All members were encouraged to review memo and send comments to Col Hamilton NLT COB 8 Jul 04. Lt Gen Taylor will forward the document to the principals for their input before forwarding to the ISG.
- Mr. Porth commented that the Military Value data due date is 16 Aug 04.

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DO NOT RELEASE UNDER FOIA

- NEXT MEETING: MJCSG 0-6 Lead Meeting, 8 Jul 2004, 150071700, Pentagon, 2C554.



GEORGE P. TAYLOR, JR.  
Lieutenant General, USAF, MC, CFS  
Chair

Attachments:

1. Agenda
2. MJCSG Transformation Options, 6 Jul 04
3. Memo for Chair, JCSG, dated 2 Jul 04
4. Memo for Chair, JCSG, dated 21 Jul 04

# MJCSG Principals Meeting

7/6/2004  
 3:00 PM to 4:20 PM  
 BUMED Bldg 3, 3rd Floor

Meeting called by: Chair                      Type of meeting: Decision  
 Note taker: Lt Col Stultz-Lalk

## Agenda

Chair Comments	Lt Gen Taylor	5
Review of Transformational Options - <i>Decision</i>	All	60
Imperatives Review - Information	Col Hamilton	10
Closing	Chair	5

## Additional Information



"Wynne to JCSG      "MJCSG      "Wynne Memo to  
 Chairs requesting TraTransformational OptJCSG Chairs requestir



DCN: 11368

# MJCSG Transformational Options

Col Hamilton

6 Jul 2004



# Task

DCN: 11368

- Provide Transformational Options by 8 Jul 2004
  - Forwarded to SECDEF for Approval
  - Required in Scenario Analysis
- Criteria
  1. Overarching and notional – no installations identified
  2. General/Identifiable effect on infrastructure
  3. Actionable under BRAC 2005 process – Title 10 changes not part of BRAC law



# MJCSG Transformational Options

DCN: 11368

- DoD will maintain effective and affordable Force Health Protection across the full spectrum of *Joint* military operations, and provide cost efficient access to healthcare from fixed treatment facilities as Service components of the Military Healthcare System.
  - **Status quo**
  - **Operational Change**
    - ❑ **Interoperable/interchangeable in-garrison**
    - ❑ **Interoperable/interchangeable deployed**
    - ❑ **Joint Military Medical Contracting Activity**
  - **Organizational change**
    - ❑ **Joint Manning of Military Treatment Facilities**
    - ❑ **Joint Functional Commands**
      - **Joint Education and Training Facilities**
      - **Joint Medical Contracting Activity**
      - **Joint RDA Facilities**
    - ❑ **Defense Health Agency**
    - ❑ **Joint Medical Command**
    - ❑ **Federal Healthcare System (DoD/VA)**



# Assessment versus Criteria

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	Overarching	Infrastructure	BRAC Law
<b>Interoperable/interchangeable in-garrison</b>	✓	✓	✓
<b>Interoperable/interchangeable deployed</b>	✓	?	✓
<b>Joint Manning of Military Treatment Facilities</b>	✓	?	✓
<b>Joint Education and Training Facilities</b>	✓	✓	✓
<b>Joint Medical Contracting Activity</b>	✗	?	✓
<b>Joint RDA Facilities</b>	✗	?	✓
<b>Defense Health Agency</b>	✓	?	✗
<b>Joint Medical Command</b>	✓	?	✗
<b>Federal Healthcare System (DoD/VA)</b>	✓	?	?



# Healthcare Services

DCN: 11368

Transformational Option	Overarching	Infrastructure	BRAC Law
Close all ADPL of less than 20	✓	✓	✓
Close all hospitals/retain clinics/outsource GME	✓	✓	✓
Outsource outpatient pharmacy	✓	✓	✓
Size facilities based upon AD & ADD FM	✓	✓	✓
Close hospital where beneficiary population is < 50,000	✓	✓	✓
Decentralize clinics lease space near beneficiary population centers	✓	✓	✓



# Education and Training

DCN: 11368

Transformational Option	Overarching	Infrastructure	BRAC Law
Military/Civilian Educational Partnerships	✓	✓	✓
Consolidate Like Functions - GME/Training	✓	✓	✓



# Infrastructure

DCN: 11368

Transformational Option	Overarching	Infrastructure	BRAC Law
Consolidate Medical Infrastructure in Multi-Service Market Areas	✓	✓	✓
Consolidate Class VIII Storage/Acquisition	✓	✓	✓
Consolidate like Functions – single Contracting Agency	✓	✓	
Outsource Outpatient Pharmacy	✓	✓	✓
Pharmacy Refills – Mail Order Only	✓	✓	✓



# Infrastructure

DCN: 11368

Transformational Option	Overarching	Infrastructure	BRAC Law
Consolidate Medical Infrastructure – Maintain limited Medical on USMC bases	✓	✓	✓
Explore additional City-Base Opportunities	✓	✓	✓
Consolidate Medical Infrastructure based on – BCA, CCA, ECA	✓	✓	✓



# RDA

DCN: 11368

<b>Transformational Option</b>	<b>Overarching</b>	<b>Infrastructure</b>	<b>BRAC Law</b>
Consolidate Like Functions – Military Unique Research	✓	✓	✓
Collocate military aerospace medicine research	✓	✓	✓
Increase efficiencies of Navy Medical R&D through consolidation and realignment	✓	✓	✓
Explore realignment of Army and Air Force dental research labs	✓	✓	✓
Consolidate medical R&D HQ management activities and establish a tri-service staffed organization, i.e., AFMRDA	✓	✓	✓



# RDA

DCN: 11368

<b>Transformational Option</b>	<b>Overarching</b>	<b>Infrastructure</b>	<b>BRAC Law</b>
<b>Consolidate research laboratories/activities involved in military infectious disease</b>	✓	✓	✓
<b>Consolidate research laboratories/activities involved in combat casualty care</b>	✓	✓	✓
<b>Consolidate research laboratories/activities involved in medical chemical and biological defense</b>	✓	✓	✓
<b>Consolidate research laboratories/activities involved in medical operational medicine research</b>	✓	✓	✓
<b>Consolidate research laboratories/activities involved in military infectious disease</b>	✓	✓	✓



# Misc

DCN: 11368

Transformational Option	Overarching	Infrastructure	BRAC Law
Joint Medical Command	✓	✓	
Medical Centers built with “state of the art” Anti-terrorism systems (air and skin precautions)	✓	✓	✓



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## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

DCN: 11368

JUL 2 2004

### MEMORANDUM FOR CHAIRMEN, JOINT CROSS-SERVICE GROUPS

SUBJECT: Review of Draft Base Realignment and Closure (BRAC) Imperatives

The Infrastructure Steering Group (ISG) has agreed that the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations is to determine military value through the exercise of military judgment built upon a quantitative analytical foundation. The military value analysis that your groups will undertake is the quantitative analytical foundation. The exercise of military judgment occurs through the development and application of principles and imperatives. Limited in number and written broadly, principles enumerate the essential elements of military judgment to be applied to the BRAC process. Imperatives are specific, detailed statements that flow from the principles and act as safety valves on the quantitative military value analysis, ensuring that it does not produce results that would adversely affect essential military capabilities.

As constraints on potential recommendations, the attached draft imperatives will, upon their approval by the Infrastructure Executive Council, significantly affect the BRAC analytical process.

The July 16, 2004, Infrastructure Steering Group meeting will consider imperatives and their affect on the BRAC analysis. To inform the deliberations at that meeting, I would appreciate your comments on these draft imperatives, focusing particularly on the affect they may have on your military value analysis.

Please provide your comments to the OSD BRAC office by July 9, 2004, so they can be considered in the preparation of imperatives for ISG consideration. Additionally, please plan to attend the July 16<sup>th</sup> ISG meeting and be prepared to answer any questions about how the imperatives may affect your military value analysis. If you have any questions regarding these comments, please contact Peter Potochney, Director, Base Realignment and Closure, at 614-5356.

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

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

cc: Infrastructure Steering Group Members

Attachment: As stated



## Principles and Corresponding Imperatives

DCN: 11368

**Recruit and Train:** The Department must attract, develop, and retain active, reserve, civilian, and contractor personnel that are highly skilled and educated and that have access to effective, diverse, and sustainable training space in order to ensure current and future readiness, to support advances in technology, and to respond to anticipated developments in joint and service doctrine and tactics.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to support the Army's Leader Development and Assessment Course and Leader's Training Course.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to meet both peacetime and wartime aviation training requirements, including undergraduate and graduate pilot training.
- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that fails to preserve additional training areas in CONUS where operational units can conduct company or higher-level training when home station training areas are not available due to the training load or environmental concerns.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the only remaining training environments designed to support airborne, air assault, urban operations, cold weather training, Joint Logistics Over The Shore (JLOTS) training in the United States, combat formations for full spectrum operations to include obscurant training and electro-magnetic operations, MAGTFs, live fire and combined arms training, and chemical live agent training.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to conduct graduate medical/dental education (GME/GDE) and clinical training for uniformed medics.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates Navy or Marine Corps Fleet Replacement Squadrons and Operational Squadrons outside operationally efficient proximity (e.g., for the Department of the Navy, farther than one un-refueled sortie) from DoD-scheduled airspace, ranges, targets, low-level routes, outlying fields and over-water training airspace with access to aircraft carrier support.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the organic capability for Service specific Strategic Thought and Joint and Coalition Security Policy Innovation.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates undergraduate flight training with operational squadrons or within high air traffic areas.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the organizational independence of training units from combat units.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates undergraduate Navy or Marine Corps flight training without access to DoD-scheduled airspace over open water and land with access to aircraft carrier support.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates major CSG / ESG level exercises, ranges / OPAREAs more than 3 underway days from air, sea and over the shore maneuver space or that locates individual operational ships and aircraft more than 6 underway hours for ships, 12 underway hours for submarines, and 1 un-refueled sortie for aircraft, from unimpeded access to ranges and operating areas.
- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates a Service's ability to provide timely responses to military contingencies or support RC mobilization, institutional training, and collective training because of insufficient infrastructure, maneuver space, and ranges.
- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that fails to retain access to sufficient training area (air, land, and sea) and facilities across a wide variety of topography and climatic conditions (e.g., cold weather, swamps, mountains, desert, etc.) with operationally efficient access and proximity to meet current and future Service and Joint training requirements for both Active and Reserve Component forces and weapons systems.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates access to educational programs which include specific focus on those areas which are uniquely related to distinctive Service capabilities (e.g., maritime, land warfare).
- Fleet concentration areas will provide Navy skills progression training and functional skills training relevant to homeported platforms whenever possible.
- Navy initial skills training will be located with accessions training to minimize student moves or with skills progression training to allow cross-utilization of instructors, facilities and equipment, and support future training and efficiency improvements.

**Quality of Life:** The Department must provide a quality of life, to include ~~quality of~~ <sup>quality of</sup> 1368 work place, that supports recruitment, learning, and training, and enhances retention.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates access to housing, medical, career progression services, child development services, spousal employment services, MWR services, or education.
- Maintain sufficient capacity to provide operational-non-operational (sea-shore) rotation.

**Organize:** The Department needs force structure sized, composed, and located on a base that meets the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations, and that take advantage of opportunities for joint basing.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that removes the Headquarters of the Department of Defense, the Department of the Army, the Department of the Navy (including the Commandant of the Marine Corps), or the Department of the Air Force from the National Capital Region.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability 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.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the last remaining Navy presence (excluding recruiters) in a state.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment that prohibits fulfilling the air sovereignty protection site and response criteria requirements stipulated by COMNORTHCOM and COMPACOM.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates START Treaty land-based strategic deterrent.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to support the Army's modular force initiative, the Navy's Global Concept of Operations force initiative, the USMC's expeditionary maneuver warfare initiatives, and the USAF's 10 fully- and equally-capable AEFs.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to support surge, mobilization, continuity of operations, evacuations for natural disasters, or conduct core roles and missions (e.g., sea-based operations, combined arms, etc.).
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment involving joint basing unless it increases average military value or decreases the cost for the same military value, when compared to the status quo.

**Equip:** The Department needs research, development, acquisition, test, and evaluation capabilities that efficiently and effectively place superior technology in the hands of the warfighter to meet current and future threats and facilitate knowledge-enabled and net-centric warfare.

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army's single headquarters organizational structure that combines responsibility for developmental and operational test and evaluation.
- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that does not provide RDT&E infrastructure and laboratory capabilities to attract, train, and retain talent in emerging science and engineering fields.
- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army, Navy, and Air Force RDT&E capability necessary to support technologies and systems integral to the conduct of Land, Maritime, and Air warfare, respectively.

**Supply, Service, and Maintain:** The Department needs access to logistical ~~and~~ <sup>OCN: 11368</sup> industrial infrastructure capabilities optimally integrated into a skilled and cost efficient national industrial base that provides agile and responsive global support to operational forces.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates ship maintenance capabilities to:
  - ? Dry dock CVNs and submarines on both coasts and in the central Pacific.
  - ? Refuel/de-fuel/inactivate nuclear-powered ships.
  - ? Dispose of inactivated nuclear-powered ship reactor compartments.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the Department of the Navy lead for engineering, producing, maintaining, and handling ordnance and energetic materials designed specifically for the maritime environment.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability of a Service to define its requirements (all classes of supply), integrate its logistics support, and acquire appropriate support for its unique material.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates inherent Service capabilities where concepts of operations differ from other Services (e.g. MALS support to the FRSs, deployable intermediate maintenance support for MPS equipment, Navy IMAs, reach back support for sea-based logistics, etc).
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that creates a single point of failure in logistics operations.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the last remaining strategic distribution platforms on the east and west coast.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates distribution support services at Component depot maintenance activities.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates logistics information management and oversight capabilities:
  - ? Data standardization
  - ? Information routing
  - ? Supply chain efficiency information capture
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates

needed organic industrial capabilities to produce, sustain, surge, and reconstitute those capabilities are not commercially available or capable of being privatized.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates access to ammunition storage facilities which will not complete planned chemical demilitarization before 2011.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army lead for life cycle materiel management of systems integral to the conduct of Joint expeditionary land warfare.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to move hazardous and/or sensitive cargos (e.g., ammunition).
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates critical production capabilities that cannot be readily rebuilt or expanded during mobilization and reconstitution or commercially duplicated, as well as capabilities to replenish stockpiles.
- DON requires a depot maintenance industrial complex that delivers best value cradle-to-grave results in cost-efficiency (total unit cost), responsiveness (schedule compliance and flexibility), and quality (compliance with specifications).

**Deploy & Employ (Operational):** The Department needs secure installations that are optimally located for mission accomplishment (including homeland defense), that support power projection, rapid deployable capabilities, and expeditionary force needs for reach-back capability, that sustain the capability to mobilize and surge, and that ensure strategic redundancy.

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army’s ability to simultaneously deploy, support, and rotate forces from the Atlantic, Pacific, and Gulf coasts in support of operational plans due to reduced quantities of, or reduced access to port facilities, local/national transportation assets (highways and railroad), and airfields or lack of information infrastructure reach back capabilities.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to absorb overseas forces within the United States.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to surge in support of mobilization requirements (e.g., National Defense contingency situations, national disasters, and other emergency requirements).
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that prohibits:
  - ? Fleet basing that supports the Fleet Response Plan.
  - ? CVN capability: 2 East Coast ports, 2 West Coast ports, and 2 forward-based in the Pacific.
  - ? SSBN basing: 1 East Coast port, 1 West Coast port.
  - ? MPA and rotary wings located within one un-refueled sortie from over water training areas.
  - ? OLF capability to permit unrestricted fleet operations, including flight training, if home base does not allow.
  - ? CLF capability: 1 East Coast and 1 West Coast base that minimize explosive safety risks and eliminate waiver requirements.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates unimpeded access to space (polar, equatorial, and inclined launch).
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that does not preserve:
  - ? two air mobility bases and one wide-body capable base on each coast to ensure mobility flow without adverse weather, capacity, or airfield incapacitation impacts; and
  - ? sufficient OCONUS mobility bases along the deployment routes to potential crisis areas to afford deployment of mobility aircraft.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the

capability to respond to reach back requests from forward deployed forces at overseas main operating bases engaged in or in support of combatant commander contingency operations. DEN 1368

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to provide missile warning and defense in the 2025 force.
- Align Naval Medicine’s Military Treatment Facilities with Navy and Marine Corps force concentration for maximum efficiency and effectiveness, and to maximize operational medical support to the Fleet and Marine Corps.
- Maintain sufficient medical capacity (manning, logistics, training and facilities) integral to the MAGTF as well as reach back infrastructure to ensure the continuum of care for the operating forces and additional organic capacity for the supporting establishment and Service member families.

**Intelligence:** 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. National 1368  
DOD 11368

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates sufficient organic ISR/analytic capability to meet warfighting and acquisition requirements while effectively leveraging Joint and National intelligence capabilities.



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## THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON  
WASHINGTON, DC 20301-3010

DCN: 11368

JUN 21 2004

### MEMORANDUM FOR CHAIRMEN, JOINT CROSS-SERVICE GROUPS

Subject: Transformational Options for BRAC 2005

The Secretary of Defense, in his November 15, 2002 memorandum initiating the BRAC process, asked for a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness. As the Secretary indicated in that memorandum, the enduring value of our BRAC effort rests largely on our ability to conduct an analysis that reaches beyond a mere capacity reduction in the status-quo configuration to one that "reconfigure[s] our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency."

The Infrastructure Steering Group needs your assistance in putting together the very best suggestions to stimulate critical analysis by the Military Departments and the Joint Cross-Service Groups in support of the most comprehensive and transformational analysis possible. You may recall that my predecessor, Mr. Pete Aldridge, asked each of you to provide recommendations for transformational options over a year ago. The suggestions received are helpful, but given your experiences to date in the BRAC 2005 process, it is appropriate to provide each of you an additional opportunity to submit revised or new transformational options. Please forward your responses to the OSD Base Realignment and Closure Directorate by July 8, 2004.

Once your responses and suggestions are received, they will be arrayed for review by the Infrastructure Steering Group and the Infrastructure Executive Council before being forwarded to the Secretary for approval. Once approved, these options will constitute minimum analytical frameworks upon which the Military Departments and Joint Cross-Service Groups will conduct their respective BRAC analyses.

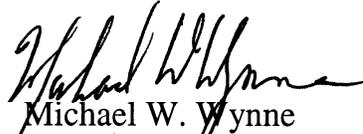
As a guideline for drafting your additional transformational options, please ensure that each option:

1. Is overarching and notional, without identifying specific installations for analysis;
2. Has a general and identifiable effect on infrastructure; and
3. Is actionable within the BRAC 2005 process.



DCN: 11368

Your timely support is requested. I look forward to your contribution to shaping our BRAC 2005 effort. Should you have any questions regarding this request, please contact Mr. Peter Potochney, Director, Base Realignment and Closure, at (703) 614-5356.



Michael W. Wynne

Acting USD (Acquisition, Technology & Logistics)  
Chairman, Infrastructure Steering Group