



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

DCN:5485

MN-0135
IAT/REV
20 May 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG)
MEETING OF 13 MAY 2004

Encl: (1) 13 May 2004 IEG Meeting Agenda
(2) USD Memo of 20 April 2004
(3) ASN (I&E) Memo of 7 May 2004
(4) ASA (I&E) Memo of 6 May 2004
(5) ASAF (IE&L) Memo of 6 May 2004
(6) Recording Secretary's Report of IEG Deliberations on
13 May 2004

1. The twenty-seventh meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 0930 on 13 May 2004 in the CNI conference room located at Crystal Plaza 5, 4th floor. The following members of the IEG were present: Mr. H. T. Johnson, Assistant Secretary of the Navy, Installations and Environment (ASN(I&E)), Chair; Ms. Anne R. Davis, Deputy Assistant Secretary of the Navy for Infrastructure Strategy and Analysis (DASN(IS&A)), Vice Chair; Ms. Ariane Whittemore, Assistant Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), serving as alternate for VADM Charles W. Moore, Jr., USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; VADM Albert H. Konetzni Jr., USN, Deputy and Chief of Staff, U.S. Fleet Forces Command, Member; LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member; Mr. Nicholas J. Kunesh, Deputy Assistant Secretary of the Navy, Logistics, serving as alternate for Dr. Michael F. McGrath, Deputy Assistant Secretary of the Navy, Research Development Test & Evaluation (DASN(RDT&E)), Member; Mr. Robert T. Cali, Assistant General Counsel, Assistant Secretary of the Navy, Manpower & Reserve Affairs, Member; Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative; Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC) Representative; Mr. David W. LaCroix, Senior Counsel, Infrastructure Strategy and Analysis; CDR Robert E. Vincent II, JAGC, USN, Recorder; and Capt James A. Noel, USMC, Recorder. LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member, was absent.

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2. Additionally, Mr. Thomas R. Crabtree, Director, Fleet Training (N7), U.S. Fleet Forces Command, and the following members of the IAT were present: Mr. Dennis Biddick, Chief of Staff; CAPT David D. Foy, USN; CAPT Jason A. Leaver, USN; Mr. Andrew S. DeMott; CDR Edward J. Fairbairn, USN; CDR Lee Jaenichen, USN; Mr. Michael D. Bowes, CNA; Maj Stanley Sober, USMCR; LCDR Robert A. Dews, USN; LCDR Majella D. Stevenson, CEC, USN; and, Capt Francine M. Iazzetta, USMCR. LCDR Cheryl D. Manning, USN entered the meeting at 0941. All attendees were provided enclosures (1) through (5). Ms. Davis presented the minutes from the 6 May 2004 IEG meeting for review and they were approved.

3. Ms. Davis provided updates on the following matters:

a. Principles and Policy Imperatives. Enclosure (2) directed the Services to provide draft principles and policy imperatives to the OSD BRAC office by 7 May 2004 and be prepared to discuss them at the 14 May 2004 ISG meeting. Enclosures (3) through (5) pertain. Since the 14 May 2004 ISG meeting has subsequently been cancelled, OSD will forward enclosures (3) through (5) to the ISG Principals and the ISG will discuss the draft principles and policy imperatives at its 4 June 2004 meeting.

b. Intelligence Capacity Analysis Data Call. DASN (IS&A) has received the data call and conducted a quality assurance review. DASN (IS&A) did not identify any systemic errors and will certify and forward the data to the Intelligence JCSG via OSD on 14 May 2004.

c. Data Refresh Process. OSD and the Services have developed and initiated a weekly capacity data call refresh process. This process is designed for the Services to forward corrected and updated data to the JCSGs via OSD.

d. Capacity Analysis Data Call. OSD will promulgate a tasker directing the JCSGs to complete their capacity data analysis by 18 June 2004 and provide a demonstration of their capacity analysis methodology by 24 May 2004.

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e. Data Call #1 Issue Resolution Process. The IAT is assessing 451 discreet issues concerning Data Call #1. The main issues concern unit of measurement and inconsistent data when comparing an activity with a similar activity.

f. Military Value Data Call. The tentative scheduled date for issuing the military value data call is 24 May 2004. The multi-service Data Standardization Team (DST) is scheduled to meet with each JCSG in order to ensure that problems associated with data call #1 are avoided and new issues are identified and resolved. To date, the DST has reviewed the Supply and Storage (S&S) and Education and Training (E&T) JSCG military value questions. S&S has an unresolved issue concerning its Universe definition and E&T has an unresolved issue concerning specialized skills training. The DST will continue to provide assistance in resolving these issues and will meet with the remaining JSCGs.

g. Field Audit. Mr. Ron Booth informed the IEG that the Naval Audit Service has completed site visits at 60 naval activities. The dual purpose of the field audit review is to assess the capacity analysis data call process and conduct a statistically valid facilities assessment using INFADS. Mr. Booth indicated that Naval Audit Service has not identified any systemic issues or problems. The collection and retention of source documentation are the primary issues identified by the field auditors.

h. General Accounting Office (GAO) Military Base Closure Report to Congressional Committees Assessing DOD's 2004 Report on Need for BRAC Round. The GAO has completed its review of the March 2004 DOD Report to Congress and concluded that DOD has satisfactorily met all statutory reporting requirements, including the adoption of selection criteria. The GAO concluded that the BRAC 2005 process was an appropriate forum for analyzing the extent of excess capacity. Accordingly, the GAO did not identify any basis to question SECDEF's certification that an additional BRAC round is necessary.

i. House Armed Services Committee (HASC). HASC has approved a Readiness Subcommittee markup of H.R. 4200, the National Defense Authorization Act for Fiscal Year 2005. The markup contains provisions that would suspend the BRAC process until 18 months after DOD submits numerous infrastructure

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reports, including capacity analysis, to Congress in late 2005. Under this provision, the earliest that SECDEF could submit a list of closures and realignments would be April 2007. Additionally, Congress would mandate the applicable selection criteria. The House of Representatives will consider H.R. 4200 in the near future.

4. The IEG moved into deliberative session at 1006. See enclosure (6). The next meeting of the IEG is scheduled for Thursday, 20 May 2004. The meeting adjourned at 1134.



H. T. JOHNSON
Chairman, IEG

TAB 1



Infrastructure Evaluation Group

13 May 2004
0930-1230
Crystal Plaza 5, 4th Floor

Meeting called by: Chairman Recorder: CDR Vincent

----- Agenda Topics -----

Review and approve minutes of IEG Meeting of 6 Ms. Davis
May 04

Status Updates: Ms Davis

- ISG/JCSGs
 - Principles/Imperatives
 - Intel Data Call Status
 - Data Refresh Process
 - Data Call #1 Issue Resolution Status
 - Audit Status

- Deliberative Session All
 - Complete Navy specific HSA functions
 - Recruiting
 - Reserves

Administrative Ms. Davis

- Meeting location for future meetings (20 May, 27 May, 3 Jun, 10 Jun, 17 Jun & 24 Jun) will be at CNI, Crystal Plaza 5, Room 416

Other Information

Draft minutes of 6 May 04 IEG meeting provided.
Read ahead for deliberative discussions.

TAB 2



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

APR 20 2004

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP MEMBERS

Subject: Principles and Imperatives

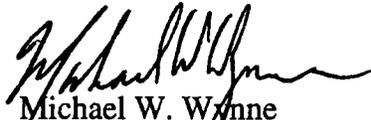
As the ISG has discussed, a BRAC process that defines military value as the exercise of military judgment built upon a quantitative analytical foundation is the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations. The quantitative component of Military Value involves assigning weights to the selection criteria and their implementing attributes and metrics to arrive at a relative scoring of facilities within categories. The military judgment component of Military Value involves a deliberative means to implement the selection criteria in a way that fosters transformation, embraces change and/or avoids capacity reduction results that would violate strategic, force protection, or other military value considerations reflected in the selection criteria.

At its March 12, 2004, meeting, the ISG agreed that overarching principles and imperatives are the best means of expressing military judgment in the BRAC process. The ISG also agreed that I would send out a memorandum defining these terms and requesting the ISG members use these definitions to develop principles and imperatives for review and deliberation by the ISG prior to IEC approval.

In exercising the military judgment component of Military Value, the BRAC deliberative process will develop and approve overarching principles from which specific imperatives flow. The overarching principles are the top level strategic concepts that foster transformation, embrace change, and avoid capacity reductions that reduce essential military capabilities. Limited in number and written broadly, the principles should enumerate the essential elements of military judgment applied to the BRAC process. Imperatives are specific, detailed statements that are tied to the principles. The imperatives function chiefly to prevent scenarios from generating specific recommendations that would violate the principles. Imperatives could also require certain outcomes that would enhance military capabilities.



To begin the BRAC deliberative process of developing these principles and imperatives, please submit your proposed principles and imperatives to the OSD BRAC office by May 7, 2004, so that they can be provided as a read ahead for our discussion at the May 14, 2004, ISG meeting. The construct for the principles and imperatives presented in this memorandum will be discussed at the April 23, 2004 ISG meeting.



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

cc: Joint Cross-Service Group Chairs

TAB 3



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

MAY 7 2004

MEMORANDUM FOR ACTING UNDER SECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY & LOGISTICS), AND CHAIRMAN
INFRASTRUCTURE STEERING GROUP

Subj: PRINCIPLES AND IMPERATIVES

Ref: (a) USD (AT&L) memo of 20 Apr 04

Per reference (a), attached are draft Navy and Marine Corps Principles and Imperatives. As requested, they are provided as read aheads for our discussion at the 14 May 2004 Infrastructure Steering Group (ISG) meeting. They are offered in their current draft state to further a robust discussion among the members of the ISG, but have not yet been approved by the Chief of Naval Operations or the Commandant of the Marine Corps.

We should strive to have the Services, along with the Office of the Secretary of Defense, produce Joint Principles with a few Service-specific Principles. Imperatives will likely be mostly Service Imperatives with perhaps a few Joint Imperatives. These Principles and Imperatives will aid us in the decision-making process as we move into Scenario Development. I am concerned, however, that we have not yet developed the Principles or "Transformational Guidance" that will serve as a forcing function to inspire us to make the more difficult decisions.

I look forward to our discussion on 14 May.

A handwritten signature in black ink that reads "H. T. Johnson".

H. T. Johnson

Attachments:
As stated



Joint Principles

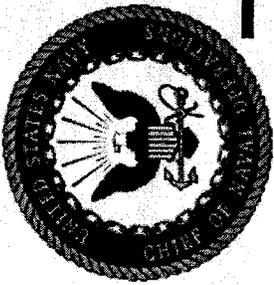
6 May 2004

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Joint Operational Principles

- DoD will realign its global defense posture to maintain rotation-based expeditionary forces forward for “early entry” while relying on readiness and surge capability to provide rapidly deployable follow-on forces.*
- DoD will implement the posture changes recommended by the Integrated Global Presence and Basing Strategy study, with emphasis upon creating efficient and effective Joint and/or combined basing opportunities, while balancing the risk associated with this transformation.*



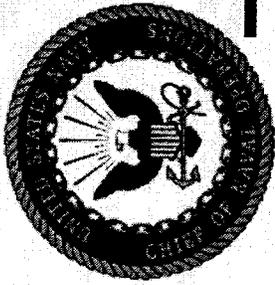
Joint Industrial Principle

- DoD will maintain a robust, effective, efficient and affordable industrial base, comprising a skilled workforce and capable facilities, while supporting joint opportunities in construction and maintenance of ships, aircraft and other weapons systems.***



Joint Technical Principle

- ***DoD will maintain technological superiority by retaining the capability of essential infrastructure and intellectual resources while leveraging commercial, international, academic, and other government technology efforts.***



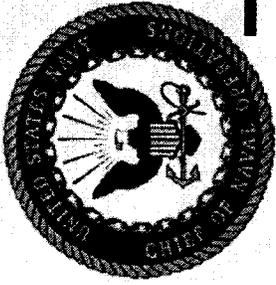
Joint Human Capital Principle

- ***People are our most valuable investment. DoD is committed to attract, develop, and retain the most highly skilled and educated Total Force the Nation has to offer.***



Joint Intelligence Principle

- ***DoD will maintain the capability to deliver predictive analysis, warn of impending crises, provide persistent surveillance of our most critical targets, and achieve horizontal integration of networks and databases.***



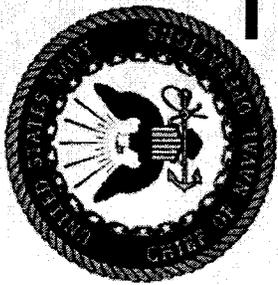
Joint Supply & Storage Principle

- DoD will maintain a robust and agile global logistics capability with infrastructure aligned to provide effective and efficient support to operational forces and industrial activities minimizing customer wait times. DoD will optimally integrate Service and Defense Agency logistics capabilities to drive down the cost of logistics support.*



Joint Headquarters & Support Activities Principles

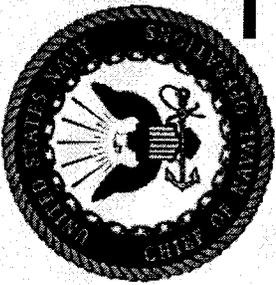
- ***DoD will actively pursue Joint solutions to organizational and Installation common support functions in both its active and reserve components.***



Joint Headquarters & Support Activities

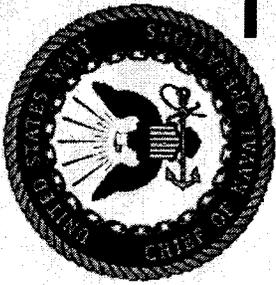
Principle

- ***DoD organizations, agencies, headquarters, systems, processes and resources must be effectively and efficiently balanced to deliver combat ready forces.***



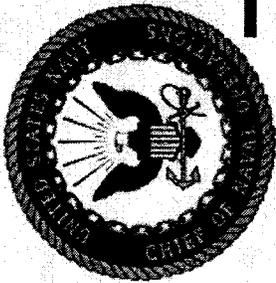
Joint Education and Training Principle

- DOD will leverage our investment in people by providing the best education and training available at the best value, including joint and commercial training opportunities.***



Joint Medical Principle

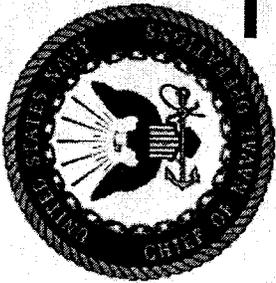
- ***DoD will maintain effective and affordable Force Health Protection across the full spectrum of Joint military operations, and provide cost efficient access to healthcare from fixed treatment facilities as Service components of the TRICARE system.***



Draft *Navy Imperatives*

6 May 2004

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Navy Operational Imperatives

- Two CVN-capable homeports on the West Coast
- One CVN-capable homeport on the East Coast with an additional CVN-capable port for strategic fleet dispersal
- Two forward-based CVNs to support PACOM requirements
- Two shore facilities, one on both the East and West coasts, to support SSBN forces, associated nuclear weapons infrastructure, and nuclear weapons security requirements in accordance with the Nuclear Posture Review.



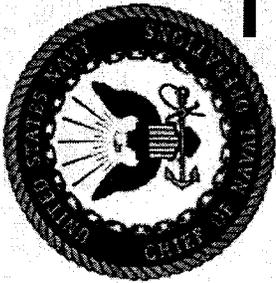
Navy Operational Imperatives

- Navy shore infrastructure must have sufficient capacity to support a temporary or permanent shift of naval forces between the Atlantic and Pacific Fleets to meet potential future strategic requirements.
- Navy intermediate maintenance and weapons handling facilities must be co-located with respective SSN and SSBN/SSGN berthing.



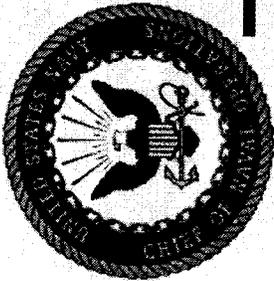
Navy Operational Imperatives

- Aviation squadrons that deploy onboard ships must be located within one un refueled leg of ship operating areas to facilitate training and unit embarkation. MPA must take advantage of coastal basing opportunities to capitalize on same training and operational synergies.
- Ammunition-laden ships must have continued access to all mission-essential piers at strategically located installations.



Navy Industrial Imperatives

- **The following specific Navy capabilities are required:**
 - **a. Dry dock large complex ships and submarines on both coasts and in the central pacific.**
 - **b. Refuel/de-fuel/inactive nuclear powered ships.**
 - **c. Dispose of inactivated nuclear-powered ship reactor compartments.**
- **Navy must have critical waterfront property and airfields, which have appropriate geographic dispersal to mitigate harm from a single disaster.**



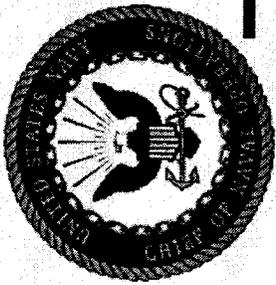
Navy Technical Imperative

- DoN will maintain the required infrastructure, including air space, land space, sea space and frequency spectrum, to ensure the development, testing and evaluation required for acquisition and life-cycle support of new and existing weapons systems across the air, land, and maritime operating environments



Navy Intelligence Imperative

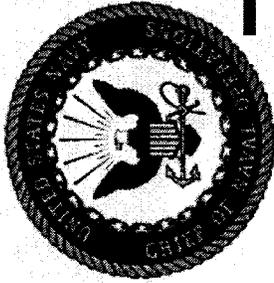
- Navy must collect, analyze and produce *maritime* threat intelligence that reduces risk relative to U.S. Naval force protection, fleet readiness, combat power and accurately informs acquisition decisions.



Navy Supply & Storage Imperatives

- Navy must maintain the capability for integrating logistics support for maritime Naval forces.

DRAFT



Navy Headquarters & Support Activities Imperatives

- **Navy Headquarters commands and/or support elements not required to be in the National Capital Region by statute, direct support to mission or due to mandated frequent contact with Congressional and senior DoD leaders, will be relocated with major field activities and in areas with a concentration of Sailors and Fleet units**
- **The Naval Reserve will become fully integrated with Active forces, co-located whenever possible to leverage pooled equipment and training facilities.**



Navy Education and Training Imperatives

- The range complex must be within three underway days from a homeport/station, although aviation forces may deploy to an integrated training site.
- The Fleet Response Plan facilities must include training performance feedback capability and must be located within six underway hours for a surface ship, twelve underway hours for a submarine, and a single, un-refueled sortie for aircraft.
- Navy requires specialized training facilities (e.g., operational reactor training platforms) for all aspects of the operation, maintenance, repair, and radiological controls of naval nuclear propulsion plants for enlisted, officer and civilian personnel.



Naval Medical Imperative

- Naval Medicine maintains unique joint, military specific medical research, development, and acquisition capabilities, and invests in emerging militarily relevant technologies.

**USMC PRINCIPLES/IMPERATIVES FOR BRAC 2005
(CONSOLIDATED)**

Background/Assumptions:

- For purposes of this review, the following definitions apply:
 - o Principles– Top level strategic concepts that foster transformation, embrace change, & avoid capacity reduction that reduce essential military capacity.
 - o Imperatives – Specific detailed statements tied to principles. Prevent violation of principles.
- The following infrastructure and process imperatives were derived using input from Installations 2020 and Marine Corps membership from each of the Joint Cross Service Groups (JCSGs) respectively.
- These Marine Corps Strategic imperatives are a compilation of the inputs received and focus on retaining/acquiring infrastructure deemed essential for Marine Corps core capabilities, and relying on other Service infrastructure to support non-core requirements (e.g. administrative, maintenance, storage, etc) to the maximum extent possible.

Marine Corps Strategic Principles/Imperatives (Infrastructure):

- Base structure reconfiguration must support an expeditionary culture by demonstrating continuing improvements to the traits of speed, flexibility and adaptability of naval expeditionary forces.
- Infrastructure realignment or closure must be linked to increasing the capability to support seabasing.
- Base structure footprint must be geographically designed to support the training, maintenance and deployment (sea and air ports of embarkation) of Marine Forces as MAGTFs. Sufficient sea access, air space and maneuver space capacities with rail access, explosives safety arcs, and staging areas must be preserved.
- Air assets must be geographically located to efficiently support the other MAGTF elements and utilize aviation and ground (particularly air-to-ground and combined arms) training ranges.
- Maintain sufficient capacity to support surge, mobilization, continuity of operations and conduct core roles and missions (sea-based ops, combined arms, etc) – never sacrifice effectiveness for efficiency (e.g. self encroachment) and avoid single points of failure.
- Preserve training infrastructure capabilities to support future weapons platforms, advances in technology, anticipated developments in doctrine and tactics (especially in the areas of live fire and combined arms training), and maintain sufficient buffer areas to minimize future encroachment pressures. Ensure adequate capacity to train in different environments (e.g. mountain, desert, cold weather, etc).

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- Preserve MAGTF essential maintenance, supply, medical, and C4I capabilities and infrastructure for mission essential equipment and processes, to include support for pre-positioned, forward-deployed and reach back capabilities .
- Maintain intelligence infrastructure and capabilities to support Service, Joint, and National requirements and associated collaboration capacities .
- Reserve infrastructure must reflect demographics necessary to achieve recruiting requirements/presence, but should minimize facility ownership to the maximum extent practicable.

Marine Corps Strategic Principles/Imperatives (Processes):

- Maintain ownership/scheduling authority of training ranges/maneuver areas to meet MAGTF, unit and individual training requirements.
- Maintain Service unique accredited educational institutions to develop officer and enlisted Marines and associated doctrinal concepts and wargaming/simulation experimentation.
- Preserve MAGTF essential operational concepts and attendant training capabilities (Service Support, Combat Service Support, C4, Intel, etc) in support of Expeditionary Maneuver Warfare and Seabasing concepts.
- Preserve entry-level training as a Marine Corps core competency.
- Maintain acquisition capacity to ensure retention of capability to define/validate/acquire Service-unique requirements and provide for same in joint systems acquisition processes.
- Ensure best value provision of non-organic supply, storage and distribution requirements.
- Minimize ownership, management and support chains of command (e.g. intermediate headquarters for specific functions such as installations management, supply chains, etc.).
- Maximize use of other service/agency support, where practicable.
- Retain sufficient capability to provide Operational/Non-operational rotation where functions are being considered for joint-cross service consolidation.
- Consider Force Protection in all realignment/closure recommendations.

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TAB 4



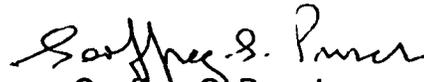
DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110

MAY 06 2004

MEMORANDUM FOR CHAIRMAN, INFRASTRUCTURE STEERING GROUP

SUBJECT: Overarching Principles and Imperatives

The Army appreciates the opportunity to submit draft overarching principles and imperatives to the Infrastructure Steering Group for review at the May 14 meeting. We understand that these will be used to inform the discussion at the 14 May ISG, and these may change in the future as we calibrate the DOD use of these concepts. The Army POCs are LTC Russ Hall, SAIE-IA, DSN 425-0149 and MAJ Doug Tuttle, SAIE-IA, DSN 425-0192.


Geoffrey G. Prosch
Acting Assistant Secretary

OVERARCHING PRINCIPLES

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

- **Projects Power**—The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations.
- **Trains**—Installations provide sustainable maneuver, live fire, and other training space in a wide variety of geographic, topographic, and climatic conditions in support of collective and institutional training and combat and doctrine development.
- **Sustains**—Installation activities, in partnership with industry, provide Joint, responsive and flexible worldwide logistics support and provide critical reach-back capability to Combatant Commanders.
- **Enhances Readiness**—The Army requires responsive Research, Development, Test, and Evaluation facilities to meet current and future threats opposing land forces.
- **Enhances Well-Being**—Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend.

IMPERATIVES

Education and Training JCSG

- The Army requires the capacity to receive, station, train, and sustain forces reassigned from overseas.
- The Army requires training areas and schools to produce land warfare leaders capable of decisive action.

Headquarters and Support Activities JCSG

- The Army requires Battle Command capability in CONUS to support a Joint and expeditionary force.

Supply and Storage JCSG

- The Army requires the capability to safely store and eliminate chemical weapons.
- The Army requires the capability to store, maintain and deploy prepositioned stocks and equipment to support the expeditionary nature of Joint operations.

Industrial JCSG

- The Army requires a Product Center business model for life cycle support of materiel systems integral to the conduct of Joint expeditionary land warfare.
- The Army requires Joint maintenance and manufacturing capabilities, partnered with industry, to ensure the readiness of the Joint land warfare force and to provide redundancy.

Medical JCSG

- The Army requires quality and accessible medical care for Soldiers and their families.
- The Army requires the capability to conduct graduate medical/dental education (GME/GDE), practical clinical training, and research.

Technical JCSG

- The Army requires RDT&E infrastructure to provide required technological capabilities and capacity in support of the Army, DoD Transformation, and Joint operations.
- The Army requires unity of command in developmental testing, operational testing, and evaluation of land warfare systems. .

TAB 5



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

MAY 06 2004

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR ACTING USD (AT&L)

FROM: SAF/IE
1665 Air Force Pentagon
Washington DC 20330-1665

SUBJECT: Overarching Principles and Imperatives (Yr Memo, 20 Apr 04)

Attached for your consideration and discussion at the 14 May 04 ISG meeting is the Air Force's proposed overarching DOD principles and imperatives. These overarching principles aim to convey the broadest guidance among our expeditionary AF principles. The imperatives focus on those Air Force principles that we believe are imperative upon the Joint Cross Service Groups. The attached is consistent with the principles and imperatives we submitted to the ISG on 1 Mar 04, in conjunction with our review of the JCSG Military Value Reports.

As the ISG reaches consensus on these overarching DOD principles and imperatives, the Air Force will then finalize its Expeditionary Air Force Principles to incorporate the generalized DOD as well as Air Force-specific principles that will guide our BRAC 2005 analysis process.

The HAF POCs are Lt Col Chris Kapellas, SAF/IEBB, DSN 222-9510 and Maj Curt Milam, SAF/IEBB, DSN 225-3578.

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

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

Attachment:

1. AF Proposed DOD Principles and Imperatives

cc:
AF/CV
VCSA
ASA (I&E)
VCNO
ACMC
ASN (I&E)
AF JCSG Principals

OVERARCHING PRINCIPLES

- Sustain Services core competencies, functions and full spectrum dominance
 - Developing Soldiers, Sailors, Marines and Airmen
 - Speeding Technology to the Warfighter
 - Integrating Operations
- Field ten equally-capable Air and Space Expeditionary Forces (AEFs)
- Optimize the size, composition and location of total force operational units for success
- Establish sustainable force balance and rotational base
- Fully utilize Reserve Component advantages as total force structure decreases

IMPERATIVES

General:

- Jointness is useful when it tangibly improves military value or provides the same military value at a tangible savings
- For Reserve Component forces, bases must be sufficiently dispersed to attract talented volunteers and promote diversity without sacrificing economies of scale
- Eliminate unneeded geographically separated units and operating locations

Technical:

- Retain in place major facilities and equipment that exist primarily to meet military capability requirements, especially if they are unique national capabilities and/or are impractical or extremely costly to move or reconstitute
- Retain Air Force key capabilities for design, development and testing (DD&T) of manned and unmanned air and space weapons systems
- Retain Air Force key capabilities for DD&T of the C4ISR network required to achieve predictive battlespace awareness and full spectrum C2 of air and space forces
- Retain Air Force key capabilities for science and technology related to air and space vehicles and materials, sensors, air and space propulsion, directed energy and air munitions
- Ensure that licenses/permits/frequencies currently granted to/needed by the military departments are transferable/available to support any proposed technical infrastructure realignments
- For the Military Department that has the preponderance of the DoD force structure in a given capability, retain at least sufficient technical infrastructure and intellectual capital to effectively perform in-house and/or manage the contracted research, acquisition and development and T&E of weapon system capabilities

Industrial:

- Retain the organic military capability to do core work
- Potential depot realignments/closures must take into account the single-site risk beyond that already in its infrastructure
- Ensure two geographically separated Standard Air Munitions Package locations with at least 900,000lbs of Hazard/Class Division 1.1 Net Explosive Weight (NEW) storage capability. These locations need to deliver in 24 hours to a munitions capable aerial port that has the ability to concurrently load 100,000lbs of 1.1 NEW, and outload 460 Short Tons of munitions per day.

Education and Training:

- Retain installations with open air ranges and airspace with proper attributes to support air and space core competencies, functions and full spectrum dominance
- Train future rated aircrew members by military instructors during basic and advanced phases of flight training

Headquarters and Support Activities:

- Preserve Combat Support/Combat Service Support capabilities embedded in combat air and space wings as required to meet operational needs of combatant commanders worldwide
- Unity of command is best achieved by vesting a single commander with the requisite authority to direct all forces employed in pursuit of a common mission

Supply and Support:

- Retain a minimum capability of two service-centric geographically-separated regional control nodes

TAB 6



INFRASTRUCTURE ANALYSIS TEAM

ODASN (IS&A), 2221 South Clark Street, Suite 900, Arlington, VA 22202

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RP-0136
IAT/REV
19 May 2004

MEMORANDUM FOR THE INFRASTRUTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 13 MAY 2004

- Encl:
- (1) BRAC 2005 DON Specific HSA Military Value Weights Chart
 - (2) IAT HSA DON Recruiting Districts/Stations Military Value Evaluation Scoring Statements and Questions for Quality of Facilities Attribute
 - (3) IAT HSA DON Recruiting Districts/Stations Military Value Evaluation Scoring Statements and Questions for Personnel Support Attribute
 - (4) IAT HSA DON Recruiting Districts/Stations Military Value Matrix for Quality of Facilities Attribute
 - (5) IAT HSA DON Recruiting Districts/Stations Military Value Matrix for Personnel Support Attribute
 - (6) IAT HSA DON Recruiting Districts/Stations Military Value Attribute - Selection Criteria Mapping for Quality of Facilities Attribute
 - (7) IAT HSA DON Recruiting Districts/Stations Military Value Attribute - Selection Criteria Mapping for Personnel Support Attribute
 - (8) IAT HSA DON Reserve Centers Military Value Evaluation Scoring Statements and Questions
 - (9) IAT HSA DON Reserve Centers Military Value Matrices
 - (10) IAT HSA DON Reserve Centers Military Value Attribute - Selection Criteria Mapping

1. The eleventh deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1006 on 13 May 2004 in the CNI conference room located at Crystal Plaza 5, 4th floor. The following members of the IEG were present: Mr. H. T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; Ms. Ariane Whittemore, alternate for VADM Charles W. Moore, Jr., USN, Member; VADM Albert H. Konetzni, USN, Member; LtGen Richard L. Kelly, USMC, Member; Mr. Nicholas J. Kunesh, alternate for Dr. Michael F. McGrath, Member; Mr. Robert T. Cali, Member; Mr. Ronnie J. Booth, Navy Audit Service, Representative; and, Mr. Thomas N. Ledvina, Navy Office of

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General Counsel, Representative. Mr. Thomas R. Crabtree, and the following members of the IAT were present when the deliberative session commenced: Mr. Dennis Biddick, Chief of Staff; Mr. David W. LaCroix; CAPT David D. Foy, USN; CAPT Jason A. Leaver, USN; Mr. Andrew S. DeMott; CDR Edward J. Fairbairn, USN; CDR Lee Jaenichen, USN; CDR Robert E. Vincent II; Mr. Michael D. Bowes, CNA; Maj Stanley Sober, USMCR; LCDR Robert A. Dews, USN; LCDR Majella D. Stevenson, CEC, USN; LCDR Cheryl D. Manning, USN; Capt Francine M. Iazzetta, USMCR; and, Capt James A. Noel, USMC.

2. Ms. Davis provided a synopsis of prior IEG decisions. She stated that the IEG approved the final military value scoring plans for the three Operations Functions and three E&T DON Functions. At the last deliberative session, the IEG directed the IAT to insert the final military value scoring plans into the record. Additionally, she recapped the IEG's decisions concerning the two HSA DON specific functions. She reminded the IEG that it had previously assigned selection criteria weights to each function. See enclosure (1). She noted the IEG had previously approved the scoring statements and questions, as well as scoring statement banding, scoring, and mapping to the selection criteria for the Effectiveness of Operation and Efficiency of Operation Attributes for the HSA DON Recruiting Districts/Stations Function.

3. Ms. Davis informed the IEG that it directed the IAT to tailor components, scoring statements, and roll-up questions for the Personnel Support Attribute ensuring that the constituency of each HSA DON Function was taken into consideration. The IAT conducted this analysis and recommended that some of the previously approved components under the Personnel Support Attribute were no longer applicable for these functions. The IEG approved the IAT's recommendation to eliminate Non-Military Education and Follow-on Tour Opportunities as components for the Personnel Support Attribute under the HSA DON Recruiting Districts/Stations Function and Non-Military Education, Employment, and Follow-on Tour Opportunities as components for the Personnel Support Attribute under the HSA DON Reserve Centers Function.

4. The IAT provided scoring statements and roll-up questions for the Quality of Facilities and Personnel Support Attributes for the HSA DON Recruiting Districts/Stations Function. Except as noted below, the IEG approved the scoring statements, roll-up questions, including apportionment where necessary. See enclosures (2) and (3).

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a. Quality of Facilities. The IEG changed the apportionment for roll-up questions for scoring statement HD-14. The apportionment for question HD-14a should be changed from "0.60" to "0.75" and the apportionment for question HD-14b should be changed from "0.40" to "0.25". The IEG determined that the adjusted apportionment was a true and accurate reflection of the heightened security safeguards present onboard military installations.

b. Personnel Support. The IEG changed the label on the chart accompanying scoring statement PS-7 from "Chapel" to "Religious Support Services". The IEG determined that the new label accurately depicted the array of religious services available onboard a military installation. Additionally, the IEG replaced the words, "care support", with the words, "development services", in scoring statement PS-8a-b. The IEG determined that the "child development services" was a more accurate description of the services measured by this scoring statement. The IEG directed the IAT to incorporate these two changes to the applicable scoring statements for the three Operations Functions, three E&T DON Functions, and HSA DON Functions. Finally, for question PS-8a, the IEG directed the IAT to reassess whether driving distance or time was the most appropriate measurement. The IAT will provide a recommendation to the IEG at a future deliberative session.

5. After the IEG approved the scoring statements and roll-up questions for the Quality of Facilities and Personnel Support attributes and components for HSA DON Recruiting Districts/Stations Function, it placed the scoring statements in one of three bands (Band 1, 2, or 3 in descending order of importance). The IEG approved the banding recommendations proposed by the IAT. See enclosures (4) and (5).

6. After the IEG approved band placements for the Quality of Facilities and Personnel Support attributes, and their respective components, for the HSA DON Recruiting Districts/Stations Function, it determined a numerical score for each scoring statement. The numerical score depended upon its band placement (i.e., Band 1: 6-10; Band 2: 3-7; and Band 3: 1-3). See enclosures (4) and (5).

7. The IAT prepared suggested assignment of the scoring statements for Quality of Facilities and Personnel Support attributes for the HSA DON Recruiting Districts/Stations Function to the four military value selection criteria. Insertion of a "1" indicated the scoring statement related to a

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particular military value selection criteria. Except as noted below, the IEG approved the IAT's recommendations:

a. Quality of Facilities. The IEG determined that a facility's condition code affects the readiness of recruiting districts and stations. Accordingly, the IEG assigned scoring statement HD-13 to the Readiness selection criteria. See enclosure (6).

b. Personnel Support. The IEG determined that the availability of base and child development services affect the readiness of recruiting districts and stations. Accordingly, the IEG assigned scoring statements PS-7 and PS-8 to the Readiness selection criteria. See enclosure (7).

8. The IEG next reviewed the HSA DON Reserve Centers Function. The IEG approved the IAT's recommendation to add a new component entitled, "Reserve Center Density", to the Effectiveness of Operation Attribute. Except as noted below, the IEG approved the scoring statements, roll-up questions, including apportionment where necessary, for the four attributes under this function. See enclosure (8).

a. Quality of Facilities. The IEG changed the apportionment for scoring statement HR-18. The apportionment for question HR-18a should be changed from "0.35" to "0.45", the apportionment for question HR-18b should be changed from "0.25" to "0.35", and the apportionment for question HR-18c should be changed from "0.40" to "0.20". The IEG determined that the adjusted apportionment was a true and accurate reflection of the importance of each facility condition discriminator.

9. After the IEG approved the scoring statements and roll-up questions for the attributes and components for HSA DON Reserve Centers Function, it placed the scoring statements in one of three bands (Band 1, 2, or 3 in descending order of importance). Except as noted below, the IEG approved the banding recommendations proposed by the IAT. See enclosure (9).

a. Efficiency of Operation. Recognizing the importance of the ratio between SELRES and active duty support staff, the IEG changed the band for scoring statement HR-14 from "2" to "1".

b. Quality of Facilities. The IEG determined that anti-terrorism and force protection concerns were the same for HSA DON Reserve Centers and DON Operations Functions. Accordingly,

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the IEG changed the band for scoring statement HR-20a-b from "1" to "2".

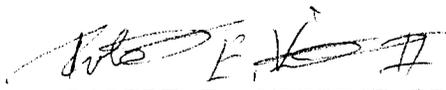
c. Personnel Support. The IEG determined that the availability of base services was equally important for the Recruiting Districts/Stations and Reserve Centers Functions. Accordingly, the IEG changed the band for scoring statement PS-7 from "1" to "2".

10. After the IEG approved band placements for the four attributes under the HSA DON Reserve Centers Function, it determined a numerical score for each scoring statement. The numerical score depended upon its band placement (i.e., Band 1: 6-10; Band 2: 3-7; and Band 3: 1-3). See enclosure (9).

11. The IAT prepared suggested assignment of the scoring statements for the four attributes under HSA DON Reserve Centers to the four military value selection criteria. See enclosure (10). Insertion of a "1" indicated the scoring statement related to a particular military value selection criteria. Except as noted below, the IEG approved the IAT's recommendations:

a. Effectiveness of Operation. The IEG determined that proximity to training facilities affects the surge capability of reserve centers. Accordingly, the IEG assigned scoring statement HR-6 to the Surge Capabilities selection criteria.

12. The deliberative session adjourned at 1134.


ROBERT E. VINCENT II
CDR, JAGC, U.S. Navy
Recorder, IAT