

Department of the Navy



## INFRASTRUCTURE ANALYSIS TEAM

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RP-0144

IAT/JAN

8 June 2004

MEMORANDUM FOR THE INFRASTRUCTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 3 JUNE 2004

- Encl: (1) Principles & Imperatives in BRAC to IEG Brief of 3 June 2004
- (2) Medical JCSG BRAC 2005 Functional Advisory Board Status Review with the IEG Brief of 3 June 2004
- (3) Education and Training JCSG BRAC 2005 Functional Advisory Board Status Review with the IEG Brief of 3 June 2004
- (4) Supply and Storage JCSG BRAC 2005 Functional Advisory Board Status Review with the IEG Brief of 3 June 2004
- (5) Industrial JCSG BRAC 2005 Functional Advisory Board Status Review with the IEG Brief of 3 June 2004
- (6) Technical JCSG BRAC 2005 Functional Advisory Board Status Review with the IEG Brief of 3 June 2004
- (7) Headquarters and Support Activities JCSG BRAC 2005 Functional Advisory Board Status Review with the IEG Brief of 3 June 2004
- (8) Intelligence JCSG BRAC 2005 Functional Advisory Board Status Review with the IEG Brief of 3 June 2004
- (9) BRAC 2005 IEG Status Brief of 3 June 2004

1. The fourteenth deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 0935 on 3 June 2004 in Room 4D447 at the Pentagon. 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; Mr. Mark H. Anthony, alternate for VADM Albert H. Konetzni, USN, Member; RMDL Mark T. Emerson, USN, alternate for LtGen Michael A. Hough, USMC, Member; 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 General Counsel, Representative. Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member, entered the deliberative session at 1008. VADM John B. Nathman, USN, and the following members of the Functional Advisory Board (FAB) were present: VADM Michael L. Cowan, MC, USN; RADM William

Subj: REPORT OF IEG DELIBERATIONS OF 3 JUNE 2004

Klemm, USN; RADM Jay Cohen, USN; RADM(Sel) Alan S. Thompson, SC, USN; Mr. George Ryan; RDML Jan Gaudio, USN; RDML Mark Hugel, USN; Ms. Claudia Clark; Mr. Michael Rhodes; RDML Robert D. Hufstader, MC, USN; Mr. Barry Dillon; Ms. Susan Kinney; Mrs. Shanna Poole; Col Michael J. Massoth, USMC; CAPT William Wilcox, USN; CAPT Dave Coderre, SC, USN; LtCol Greg Truba, USMC; and, LtCol David Benhoff, USMC. The following members of the IAT were present when the deliberative session commenced: Mr. Dennis Biddick; Mr. David W. LaCroix; Dr. Ron H. Nickel, CNA; Col Walter B. Hamm, USMC; CAPT Christopher T. Nichols, USN; CAPT Matthew R. Beebe, CEC, USN; Mr. Andrew S. DeMott; CAPT Jason A. Leaver, USN; CAPT Gene A. Summerlin, USN; CAPT Jan G. Rivenburg, USN; CAPT Eric Myhre, SC, USN; CDR John R. Morrison, MSC, USN; CDR Robert E. Vincent II, JAGC, USN; and, Capt James A. Noel, USMC.

2. Ms. Davis used enclosure (1) to discuss Principles and Imperatives with the IEG and FAB in order to frame the issues for the ISG discussion of Principles and Imperatives on 4 June 2004. The classified "Joint Staff Proposed Principles" attachment to the brief was reviewed by the IEG and FAB members but not specifically referenced during the discussion. The IAT organized the draft principles by the following subject areas: Operational, People, Logistics, Technical, Education and Training, Intelligence, Headquarters and Support, Medical, and Reserves. The IAT identified common themes from the draft principles presented by the Services and Defense Agencies so the IEG could discuss whether these themes could be translated into joint principles. Joint principles are conceptualized as overarching guidelines from which the Service specific imperatives will be developed. The IEG discussed the draft principles with VADM Nathman and the FAB and refined the common themes. There was agreement in the IEG that the Principles should be overarching DOD Principles and not JCSG or Service specific Principles. The IAT will incorporate the directed changes and provide the revised Joint Principles brief to the DON ISG Principals for their reference at the 4 June 2004 ISG meeting.

3. VADM Nathman departed from the session at 1053. Ms. Davis informed the IEG that the schedule for vetting final Principles with CNO, CMC and SECNAV has yet to be finalized. The ISG has tentatively scheduled a meeting on 25 June 2004 to agree on the final Principles. Once approved by the ISG and IEC, Principles and Imperatives guidance will be provided to the IEG, FAB and IAT.

Subj: REPORT OF IEG DELIBERATIONS OF 3 JUNE 2004

4. The IEG recessed at 1107 and reconvened at 1113. All attendees present when the IEG recessed were again present. Mr. Johnson expressed appreciation to the FAB for the work completed within the JCSGs and stressed the need for the JCSGs and the Military Departments to work interactively as they conduct their analyses. Using enclosures (2) through (8), FAB members proceeded to brief the IEG on their respective JCSG's organizational structure, capacity and military value analysis, and current issues/concerns.

5. All attendees were provided with enclosure (9). Ms. Davis noted that enclosure (9) would be briefed to the FAB at a later date. The deliberative session adjourned at 1230.



JAMES A. NOEL  
CAPTAIN, U.S. Marine Corps  
Recorder, IAT

**TAB 1**



# **Principles & Imperatives in BRAC**

## **to Infrastructure Evaluation Group (IEG)**

**03 June 2004**

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



## **Agenda**

- **History**
- **Definitions**
- **Issues**
- **Grouped and Joint Principles**
- **Way ahead**



- 12 Mar – ISG discussed Imperatives. Secretary Johnson brought up idea of overarching Principles
- 16 Mar – SECNAV memo to CNO, CMC
- 24/29 Mar – Navy/USMC submitted draft Policy Imperatives
- 20 Apr – ISG Chair memo, P&I due 7 May
- 22 Apr – VCNO response memo espousing joint principles and service imperatives
- 06 May – Services submitted P&I. Navy and USMC are draft versions.
- 07 May – Joint Staff submitted Joint Principles
- 14 May – ISG meeting cancelled



Per 20 Apr ISG Chair memo:

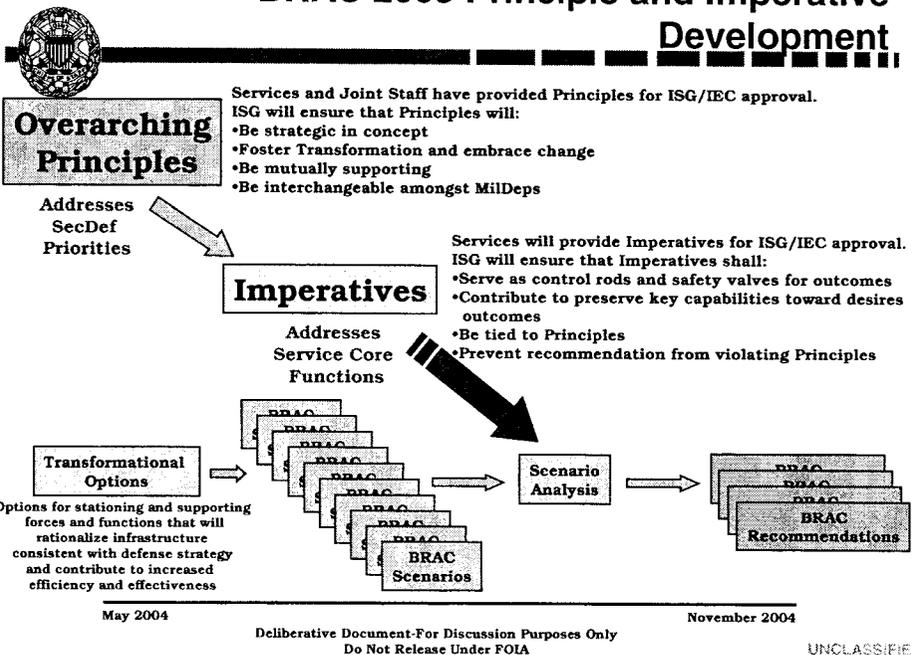
- **Principles:** Top level strategic concepts that foster transformation, embrace change, and avoid capacity reductions that reduce military capabilities. Limited in number and broadly written, the principles should enumerate the essential military capabilities.
- **Imperatives:** Specific, detailed statements that are tied to the principles. The imperatives function chiefly to prevent scenarios from generating specific recommendations.



- ISG meets tomorrow to frame P&I
- Principles
  - Should they be joint, service-specific, or a combination?
  - OSD read-ahead brief says “mutually supporting” and “interchangeable amongst the MilDeps”
- Imperatives
  - Nature, scope and use
- What is important to whom?
  - Service/Dept Imperatives most important to MilDep analysis
  - Other Service Imperatives and Principles necessary for JCSG analysis and integration efforts

UNCLASSIFIED

## BRAC 2005 Principle and Imperative Development





## Principles Discussion

- **Organized draft principles by subject area**
- **Identified common themes**
- **Attempted to translate into joint principles**
- **Goal: to frame discussion**



## Operational

- **Optimize the size, composition and location of total force operational units for success (AF)**
- **Sustain Services core competencies, functions and full spectrum dominance**
  - **Developing Soldiers, Sailors, Marines and Airmen**
  - **Speeding Technology to the Warfighter**
  - **Integrating Operations (AF)**
- **Establish sustainable force balance and rotational base (AF)**
- **The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations. (A)**



## Operational (cont)

- 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. (N)
- 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. (N)
- Base structure reconfiguration must support an expeditionary culture by demonstrating continuing improvements to the traits of speed, flexibility and adaptability of naval expeditionary forces. (MC)



## Operational (cont)

- Consider Force Protection in all realignment/closure recommendations. (MC)
- 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. (MC)



- **Optimize and locate operational forces for success (includes IGPBS implementation)**
- **Sustain Service core competencies**
- **Support rotation-based expeditionary forces**
- **Create joint/combined basing opportunities**
- **Force protection/secure installations**
  
- **Other**
  - **Technology to the Warfighter**
  - **Full spectrum dominance**



- **Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend. (A)**
- **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. (N)**



- **Attract, develop, and retain highly skilled and educated Total Force.**
- **Quality of life equal to citizens.**
  
- **Other**
  - **Eliminate inadequate family housing (Joint Staff)**



- **Installation activities, in partnership with industry, provide Joint, responsive and flexible worldwide logistics support and provide critical reach-back capability to Combatant Commanders. (A)**
- **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. (N)**
- **Ensure best value provision of non-organic supply, storage and distribution requirements. (MC)**



- **Robust, agile global logistics capability**
- **Infrastructure aligned to operational forces and industrial activities**
- **Integrate Service and Defense Agency logistics**
- **Other**
  - Partnership with industry

**Note: DLA Principles read more like Imperatives**



- **The Army requires responsive Research, Development, Test, and Evaluation facilities to meet current and future threats opposing land forces. (A)**
- **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. (N)**
- **Maintain acquisition capacity to ensure retention of capability to define/validate/acquire Service-unique requirements and provide for same in joint systems acquisition processes. (MC)**



## Possible Joint Technical Principles

- **Maintain technological superiority to meet current and future threats**
- **Maintain necessary Research, Development, Test, Evaluation and Acquisition intellectual and infrastructure resources**
  - **Support both service unique and joint capabilities**
  - **Leverage commercial, international, academic and government technology efforts to the maximum extent possible**



## Ed. and Training

- **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. (A)**
- **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. (N)**
- **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). (MC)**



## Ed. and Training (cont)

- **Sustain Services core competencies, functions and full spectrum dominance**
  - **Developing Soldiers, Sailors, Marines and Airmen (AF)**
- **Maintain Service unique accredited educational institutions to develop officer and enlisted Marines and associated doctrinal concepts and wargaming/simulation experimentation. (MC)**
- **Preserve entry-level training as a Marine Corps core competency. (MC)**



## Possible Joint E&T Principles

- **Preserve training infrastructure capabilities to support future weapons platforms, advances in technology, anticipated developments in doctrine and tactics**
  - **Provide maneuver, live fire, and combined arms training and training space**
  - **Provide training space in a wide variety of geographic, topographic, and climatic conditions**
  - **Support collective and institutional training**
  - **Support combat and doctrine development**
- **Preserve Service ability to develop Soldiers, Sailors, Marines and Airmen from entry-level training through senior level accredited educational institutions**



- 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. (N)
- Maintain intelligence infrastructure and capabilities to support Service, Joint, and National requirements and associated collaboration capacities. (MC)



- 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  
(Navy and Marine Corps agree)



## HQ and Support

- DoD will actively pursue Joint solutions to organizational and Installation common support functions in both its active and reserve components. (N)
- DoD organizations, agencies, headquarters, systems, processes and resources must be effectively and efficiently balanced to deliver combat ready forces. (N)
- Minimize ownership, management and support chains of command (e.g. intermediate headquarters for specific functions such as installations management, supply chains, etc.). (MC)
- Maximize use of other service/agency support, where practicable. (MC)



## Possible Joint HQ and Support Principles

- Pursue joint, streamlined organizational support solutions
- Effectively and efficiently balance DoD resources



- 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. (N)



- Fully utilize Reserve Component advantages (AF)
- DoD will actively pursue Joint solutions to organizational and Installation common support functions in both its active and reserve components. (N)
- Reserve infrastructure must reflect demographics necessary to achieve recruiting requirements/presence, but should minimize facility ownership to the maximum extent practicable. (MC)



- Integrate active and reserve infrastructure
- Other
  - Demographics



- 04 Jun – ISG mtg to discuss definition and scope of principles. P&I taskers to follow.
- 25 Jun – tentative ISG mtg to agree on Principles
- Late-Jun: Service P&I approved
- Early-Jul: SECNAV approval/consolidation
- ISG and IEC approval of Principles and Imperatives?  
Ensure guidance passed to all DON players (IAT, FAB, IEG)
- IEG include during configuration analysis and scenario development
- IEG include during recommendation phase



## What Else?

- **Application of military judgment**
- **Other guidance/operational concept development**
- **How should guidance/concepts reach IAT, FAB and IEG?**
- **Recommendation: OPNAV, HQMC, Fleet brief IEG**



## Back-up



## Air Force Principles

- **Sustain Services core competencies, functions and full spectrum dominance**
  - Developing Soldiers, Sailors, Marines and Airmen
  - Speeding Technology to the Warfighter
  - Integrating Operations
- **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**



## Army 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.



## **Navy 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.**



## **Navy Principles (cont)**

- **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.**
- **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.**



## **Navy Principles (cont)**

- **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.**
- **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.**



## **Navy Principles (cont)**

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



## Navy Principles (cont)

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



## USMC Principles/Imperatives (not broken out yet)

- 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).**
- **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.**
- **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.**



## USMC Principles/Imperatives (cont)

- **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.**



## DLA Principles

- **An interoperable, expeditionary fueling capability to support joint air, ground and over-the-shore operations.**
- **Strategically located platforms that provide operational and combat ready weapon system distribution support services required by the Joint Chiefs of Staff contingency scenarios.**
- **Organic capability to ensure uninterrupted national inventory management services throughout the supply chain.**
- **Organic distribution depot infrastructure (facilities, equipment, and highly qualified workforce) to support current and future Department of Defense (DOD) depot maintenance requirements.**
- **Organic capability to provide uninterrupted logistics enterprise (DoD-wide) information support services.**



- **Classified handout to be provided**

**TAB 2**



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# **BRAC 2005**

## **FAB Status Review with the IEG**

**VADM Cowan and RDMIL Hufstader  
Medical JCSG  
3 June 2004**



# JCSG Organization

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- **JCSG Organization:**
  - LtGen Taylor, USAF (Chair)
  - VADM Cowan, USN (Education and Training)
  - MG Farmer, USA (Research, Development and Acquisition)
  - MG Porr, USA (Deployment and Operational Support)
  - RDML Hufstader, USMC (Infrastructure)
  - Mr. Ford, HA (Healthcare Services)
- **Scope:**
  - Education and Training
  - Research, Development, and Acquisition
  - Deployment Operations
  - Infrastructure
  - Healthcare Services



# Current JCSG Status

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- **Current JCSG Status:**
  - **Capacity Analysis - Interim report was forwarded to OSD**
    - Overall initial questions were good, and formulas were sound.
    - Further clarification or information is required from some installations/activities.
    - 8 additional capacity question (3 RDA, 2 ET, 3 HCS) will ensure sound analysis.
  - **Military Value Status**
    - Military Value questions have been forwarded to OSD.
    - Questions have been provided to the MILDEP and are due for release this week.
    - Military Value will focus on 3 functional groups, while infrastructure and deployment data will be utilized in the scenario phase.



# Issues/Concerns

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- **Size and shape of MTF requirements will be based upon Navy and Marine Corps Force concentrations.**

**TAB 3**



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# ***BRAC 2005***

## ***FAB Status Brief with the IEG***

**VADM Gerry Hoewing and BGen George Flynn**  
Education and Training JCSCG

3 June 2004

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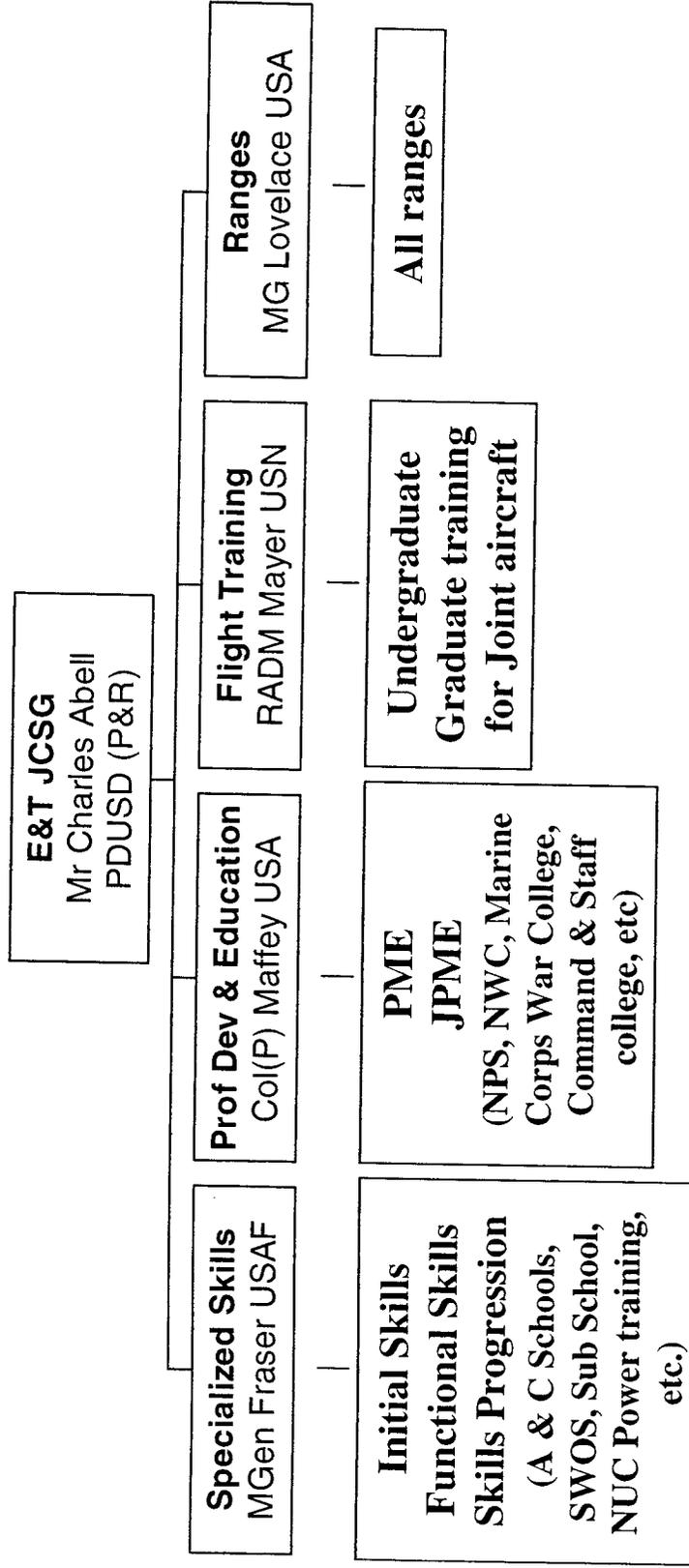
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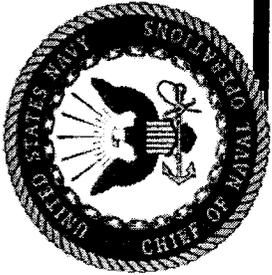
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# Education & Training JCSG

## JCSG Organization & Functions





# *Education & Training JCSG*

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- **Capacity Analysis**

- All four subgroups have received Service capacity data
- Data missing or incomplete
- Turnaround time on data clarification/update by Services is critical
- JCSG "Capacity Quicklook" report submitted 28 May
- Final Capacity report due 23 June (data problems may delay)

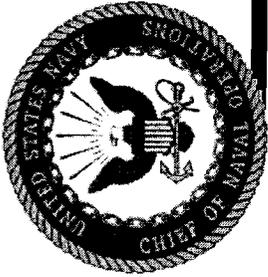
- **Military Value Analysis**

- All four subgroups completed mil val scoring plans and questions.
- Grad flt trng issue unresolved, Mil Val report not yet approved.

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6/3/2004

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# *Education & Training JCSG*

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## **Issues/Concerns**

- **Graduate Flight Training Responsibility Unresolved.**
  - DON does not concur with JCSG or ISG
  - Analysis of Graduate Flight Training should be Service responsibility in DON view
  - Inclusion or exclusion of this function affects military value scoring plan.
  - JCSG is taking responsibility for Joint aircraft (JSF, V-22, C-12, C-130, H-60, and UAVs) until this issue is resolved.
  - ISG proposed joint panel of senior aviators to recommend solution.
  
- **Potential Impact on E&T Core Missions**
  - Naval Post Graduate School
  - Naval War College
  - Marine Corps War College
  - Undergraduate helicopter training
  - JSF Integrated Training Center(s)

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6/3/2004

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**TAB 4**



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# **BRAC 2005**

## **FAB Status Review with the IEG**

**RDML Al Thompson and Ms. Sue Kinney  
Supply & Storage JCSG  
3 June 2004**



# Supply & Storage JCSG Organization



- **JCSG Principals:**

VADM Holder	J-4 (Chair)
LTIG Christensen	Army
RDML Thompson	Navy
Lt Gen Wetekam	Air Force
BGen Usher/Ms Kinney	Marine Corps
VADM Lippert	DLA

- **Organized around task groups:**

- Capacity analysis team
- Military value team
- Query resolution team
- Input question tool team



# Functions Being Evaluated



- **Supply**
  - Requirements determination
  - Requisitioning/Processing
  - Stock Control
  - Shelf-life management and Tech support
- **Storage**
  - Physical inventory management
  - Material handling and issuing
  - Warehousing, Packaging, and Preservation
- **Distribution**
  - Shipping
  - Material handling
  - Traffic management



# Supply & Storage Status



- **Capacity Analysis**
  - Interim report submitted on June 1
    - Analytic methodology demonstrated with examples
    - Highlights problems in the capacity data
- **Military Value**
  - S&S report ready for final submission
  - OSD's automated tool (IQT) populated with questions for data call #2 / S&S questions to be distributed to field this week



# Supply & Storage Issues



- **Integration**
  - How will the 7 JCSG recommendations merge?
- **Level of Data**
  - Navy/MC data at activity level – Army/AF at installation level
  - S&S capacity analysis & optimization model at activity level
- **Capacity Data Quality**
  - Data missing / incomplete / unexpected
  - Approximately 8-10 problems per activity so far
  - A standard correction form/tool was created to solicit clarifications from all BRAC offices

**TAB 5**



CLOSE HOLD

# *Industrial Joint Cross Service Group*

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## *BRAC 2005*

FAB Status Review  
with the IEG

RADM Bill Klemm and BGen Willie Williams  
Industrial JCSCG  
3 June 2004

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## ***Industrial JCSG - Organization***

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Mr. Michael Wynne, Acting USD(ATL), Chairman  
RADM Bill Klemm, Navy Member  
BGen Willie Williams, Marine Corps Member  
Mr. Ron Orr, PDASAF(IE&L), Air Force Member  
Mr. Gary Motsek, AMC DG-3 Sup Ops, Army Member  
MG Mary Saunders, USAF, Vice Director DLA  
BG Hank Taylor, USAF, Vice Director Logistics JS

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# ***Industrial JCSG - Functions***

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- Three Sub-Groups:
  - Ship Overhaul & Repair (RADM Bill Klemm, Chair)
    - Depot Level (Naval Shipyards)
    - Intermediate Level (SIMAs, TRFs - Non-Deployable I-Level only)
  - Maintenance (Mr. Ron Orr, Chair)
    - Depot Maintenance (NADEPs, ALCs)
    - Combat Field Support/Intermediate Maintenance (AIMDs)
  - Armaments and Munitions (Mr. Gary Motsek, Chair)
    - Armaments Production
    - Munitions Production
    - Munitions Maintenance
    - Storage and Distribution
    - Demilitarization



# ***Industrial JCSG – Current Analysis***

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- **Capacity Analysis**
    - Data Call #1 Sent to Activities January 2004
    - Capacity Data Analysis Began in Early May
    - Data Problems (missing or flawed data) Being Corrected
    - Supplemental Capacity Questions - Ready to Issue
    - Interim Report Issued 28 May; Final Due 23 June
  - **Military Value Analysis**
    - Military Value Questions Completed - Ready to Issue
    - Questions are Targeted to Specific Activities
    - Perform Analysis when Answers Received mid-Summer
  - **Scenario Development Begins After Completion of Military Value Analysis**
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## ***Industrial JCSG - Issues***

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- BRAC 20-Year Force Structure Plan versus Navy Transformation Planning
  - Aviation Depot Maintenance – Additional Opportunities for Service Coordination – Helicopters and Fixed Wing Aircraft
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**TAB 6**



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**BRAC 2005**

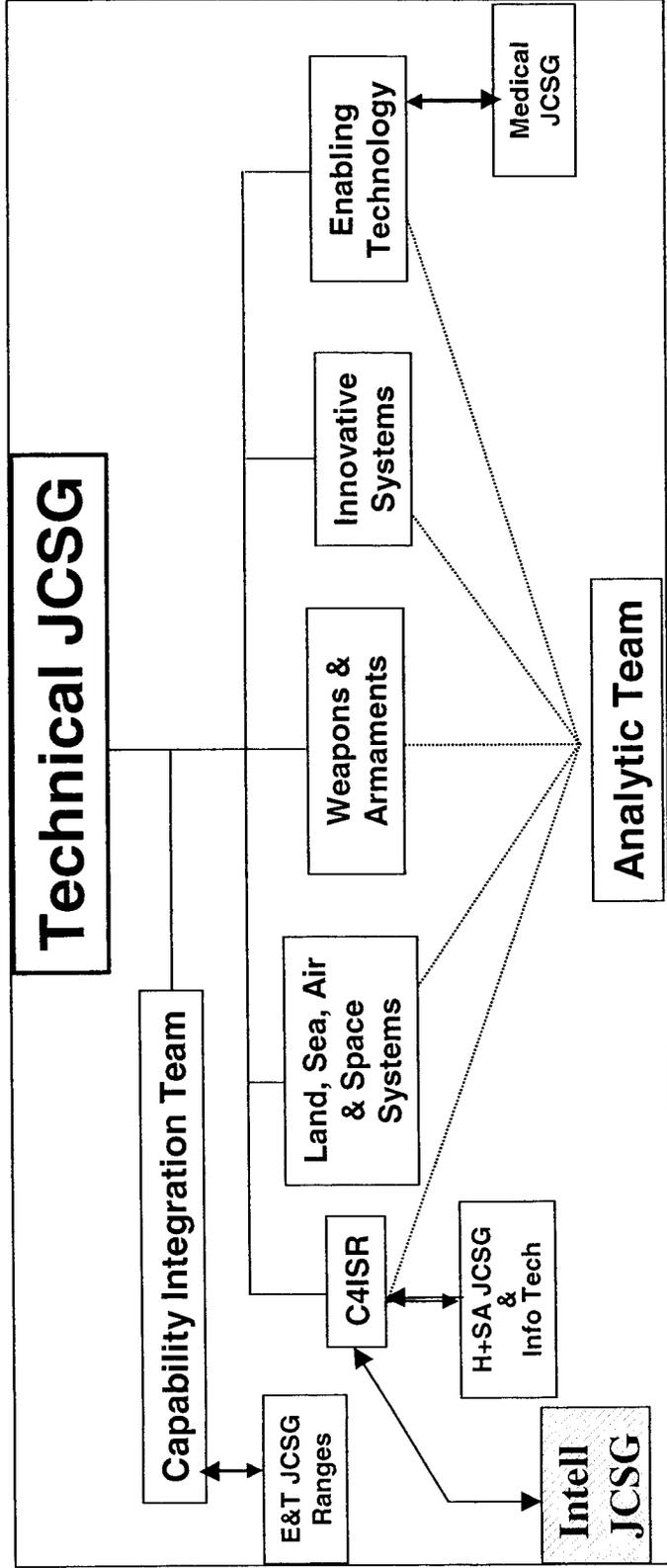
**FAB Status Review**  
**with the IEG**

**RADM Jay Cohen and Mr. Barry Dillon**  
**Technical JCSG**

**03 June 2004**



# Technical JCSG Organization

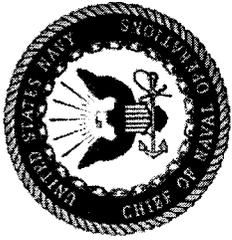


Work with Cross-JCSG groups include:

- T&E Open-air Ranges (Education & Training JCSG)
- Medical Research (Medical JCSG)
- Information Technology (Headquarters & Support Activities JCSG)
- C4ISR Information sharing with Intelligence JCSG







# *Technical JCSG Status*



- Capacity Analysis
  - Data analysis in process
    - Incomplete, missing and erroneous responses
    - Installation data from USAF/USA; Navy at activity level
    - Process to correct capacity data being developed
    - Turnaround time on updates is critical; responsiveness in doubt.
  - JCSG “Capacity Quicklook” report in draft
  - Final Capacity report due late June; doubtful data will be available to support
- Military Value
  - Completed development of questions, amplifying instructions, and answer tables
  - Completing weights, metrics, and scoring plan
  - Pending release of data call #2
  - Benefiting from Capacity Data Call lessons learned



# Technical JCSG



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## Issues

### Capacity Analysis

- Certain Capacity measures inappropriate
  - Numbers of ACAT programs
  - Externally executed funding

### MiVal Analysis

- Scoring plans value off-site contract performance as equal to on-site/in-house...skews the real value of the infrastructure.



# Technical JCSG

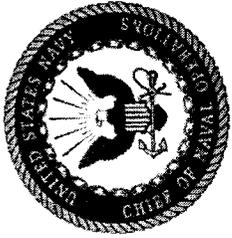


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## Issues

### Intra-JCSG

- Technical JCSG includes S&T, development and acquisition and T&E facilities with exception of OARs/T&E ranges which are being evaluated under the E&T JCSG along with training ranges. Though coordination is in place, removing an integral piece of the technical function for consideration by another JCSG has caused several issues with data gathering and analysis.



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# *Questions & Discussion*

**TAB 7**



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# **BRAC 2005**

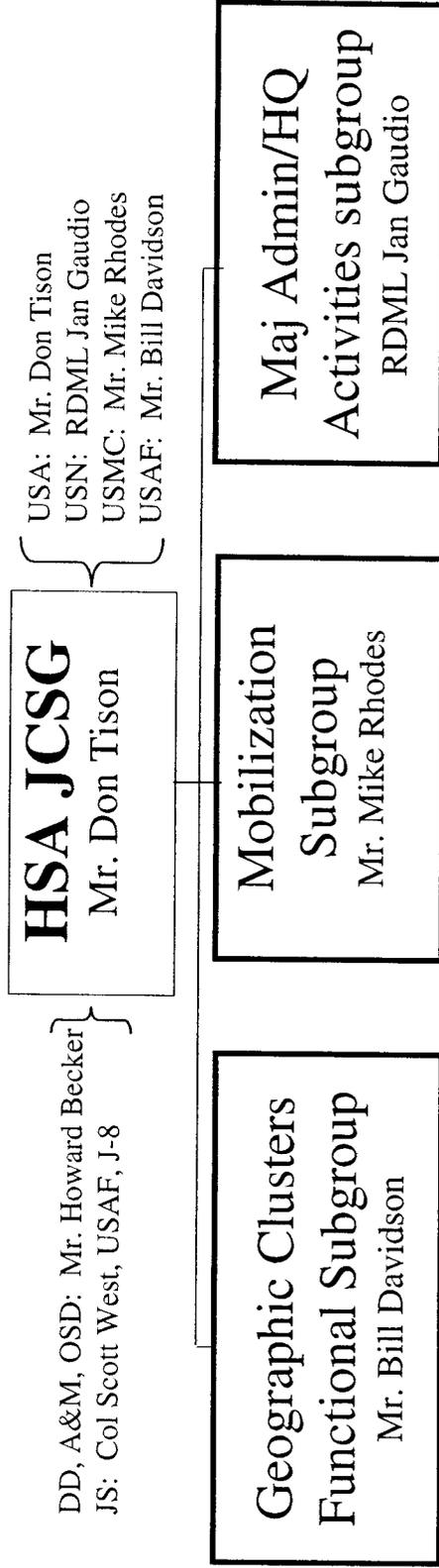
## **FAB Status Review**

### **with the IEG**

**RDML Jan Gaudio and Mr. Mike Rhodes**  
**Headquarters and Support Activities JCSG**  
**03 June 2004**



# Headquarters and Support Activities JCSG Organization



- Only Army led JCSG
- Well funded and staffed
  - 30+ full time members
  - significant involvement of Principals



# JCSG Military Value Evaluation Construct

## • Major Admin and HQ Activities (*majority of focus*)

- DoD footprint in DC
- Admin/C2 commands outside DC
- 14 common admin functions – in geo clusters

## • Mobilization

- Functions and locations of mobilization

## • Geo Clusters and Functions

- Civilian Personnel Offices
- Military Personnel Centers – active and reserve
- Correctional Facilities – level I, II, & III
- Defense Finance and Accounting Service – 24 sites
- Computing Services – stand-alone, excess systems
- Installation Military Personnel – site offices in geo clusters
- Local Finance and Accounting – site offices in geo clusters
- Installation Management – in geo clusters

Limited similarity  
with previous  
rounds of BRAC

Geo Clusters
DC Area
Fairbanks
Seattle
Colorado Springs
Oahu
San Antonio
Charleston
Gulf Coast
New Jersey
Norfolk
Bragg – Pope, NC



# Current JCSG Status

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- Capacity Analysis
  - Severe problems with data
    - o Navy/Marine Corps – relevant “attached” data not available
    - o Army – 70% of data being challenged
    - o Air Force – critical questions still not certified by MILDEP
    - o 4<sup>th</sup> Estate – not in master database
  - Resolution process in place, on-site help and quick turnaround critical
  - Interim report provided to OSD, data problems highlighted
  
- Military Value Analysis
  - JCSG requesting installation roll-up for applicable questions
  - Each military value model successfully exercised with notional data



# Issues/Concerns

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- **OSD approved "imperatives" critical to success**
  - JCSG assumptions must be validated:
    - o leased space is undesirable
    - o rationalize DC presence
- **Data paralysis**
  - Final Capacity report dependent on data resolution
- **Need standardization**
  - Admin space allocation
  - Space quality rating
- **Geo Clusters analysis**
  - Impact to Regionalization & NMCI initiatives unknown

**TAB 8**



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**•BRAC 2005**

**FAB Status Review**

**with the IEG**

**RADM Richard Porterfield and Ms. Karin Dolan**

**Intelligence JCSG**

**3 June 2004**



# Intelligence JCSG Organization

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*Organization:* 1 Core Group

*Scope:* Sources and Methods, Correlation/Collaboration/Analysis/Access, and Management Activities

*JCSG Principals (Heavy Agency influence):*

Ms. Haave, DUSD (I), CI & Security

Mr. Teets

VADM Jacoby

Lt Gen Hayden

Lt Gen Clapper (USAF, Ret.)

MG Burgess

Mr. Ford

RADM Porterfield

Mr. Dumm

Ms. Dolan

IJCSG Chairperson

NRO

DIA

NSA

NGA

JCS J2

Army

Navy

Air Force

Marine Corps



# Current JCSG Status

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## Capacity Analysis not started

– Data receipt & storage delayed until 01 July. Awaiting classified standalone database accreditation; process is unique in this regard.

Military Value Scoreplan/Report nearly complete. ISG Guidance Memo dtd 28 May released 01 June. Will use these facility attributes:

### Physical Infrastructure

Facility Capability

Facility Condition

Specialized Equipment

Survivability/ Force Protection

Ownership – Type Space

### Location

Geophysical Constraints

Mission Assurance/COOP

Buildable Land

Human and Intellectual Capital

Geographic/Professional Relationships  
(Industrial, Academic, Government)

Economic Cost of Location

Quality of Life



## **Current JCSG Status, cont'd**

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- **Intelligence Force Structure Plan being developed by USD (I) and Director of Central Intelligence/Community Management Staff**
  - **Due out for coordination in mid-June**
- **Chair, IJCSG will solicit Principals' inputs for Analytical Framework and Policy Imperatives**



# Issues/Concerns

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- **IJCSG Analytic Framework**
  - IJCSG Principals to define what they hope to achieve
  - Difficult to reconcile desires of nine organizations
- **Intelligence Force Structure Plan**
  - MilDep Force Structure Plan insufficient
  - Methodology issue; straight-line extrapolations of FYDP, CBJB, CJB
  - Must consider any planned shifts to contractor support
  - Coordination process undefined
- **Capacity Analysis may yield community-wide capacity deficit**
  - Optimization model will require modifications
  - Database accreditation requirements causing process delays
- **Closure/Realignment Recommendations**
  - Must be coordinated with DCI; extra step in process

**TAB 9**



**Department of the Navy**  
**Infrastructure Analysis Team**

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# BRAC 2005

**Infrastructure Evaluation Group (IEG)**  
**Status**  
03 June 2004

6/03/2004

1

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



# IEG Organization And Approach

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- SECNAV Memo of 25 Nov 02, DON Internal Control Plan, SECNAVNOTE 11000 of 9 Mar 04
  - Establishes IEG with 8 members
    - Chair, ASN (I&E); Vice Chair, DASN (IS&A); Two Navy Flag and Two Marine Corps General Officers; member from ASN (RD&A); and member from ASN (M&RA)
      - Designation letters for members and alternates
    - Supported by the Infrastructure Analysis Team (IAT)
  - Responsible for developing DON recommendations for installations
    - Ensure factors of concern to operational commanders are considered
    - Ensure evaluation of all Navy and Marine Corps installations complies with law
    - In consultation with CNO and CMC, prepare recommendations for SecNav approval
  - Sole decision-making body for DON BRAC 2005 process
- Approach
  - Analyzing Functions not analyzed by JCSGs
  - Rigorous data analysis
  - Development and use of analytical methodologies
  - Alternatives arise from analysis and deliberations



- **Monthly Meetings Began 6 February 2003**
  - **Process**
    - JCSG and DON
      - Staffing
      - Funding
      - Internal Control Plan
        - » Establish Functional Advisory Board (FAB)
      - Transformational Options
  - **Force Structure Plan**
  - **Capacity Data Call**
    - DON and JCSG approaches
    - Universe for DON and JCSGs
    - Collection process (DONBITS)
  - **Selection Criteria Approval**
    - Military Value, COBRA (costs), and Impacts



- **Weekly Meetings and Deliberative Sessions Began  
26 February 2004**
  - **Assessing Applicable Universe**
    - DON Activities
    - Joint Action Scenario Team (JAST) identified additional Department of Army and Department of Air Force bases for analysis
  - **Completed Military Value Scoring Plans**
    - DON Surface/Subsurface Operations (34)
    - DON Aviation Operations (112)
    - DON Ground Operations (21)
    - DON Specific Recruit Training (5)
    - DON Specific Officer Accession Training (4)
    - DON Specific Professional Military Education (6)
    - DON Specific Recruiting Districts/Stations (85)
    - DON Specific Reserve Centers (266)
  - **Briefs on Analytical Tools**
    - Optimization Methodology
    - Cost of Base Realignment Actions (COBRA) Model



**Department of the Navy**  
**Infrastructure Analysis Team**

# Upcoming IEG Agendas

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- Complete Approach for analysis of Stand alone and Specialized Functions Activities (73)
- Developing Military Value scoring plan for Regional Support Activities (75)
- Principles and Policy Imperatives
- Capacity Analysis
- Analytical Tools Briefs
  - Selection Criteria 6-8
- Military Value Analysis
- Scenario Development and Analysis



# IEG Issues And Concerns

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- **Cross-cutting Issues**
  - Coordinating Scenario development among separate functions
  - DON scenarios in JCSG functional areas
    - Identifying opportunities
    - Analyzed data elements for optimization
- **DON/JCSG Integration**
  - Assessment of impact of individual actions
  - Consolidated views by function and by installation
  - Single voice to DON leadership
- **DASN (IS&A) developing policy and process with Army, Air Force, and OSD**