



DCN: 3750



BRAC SRG #14

5 October 2004



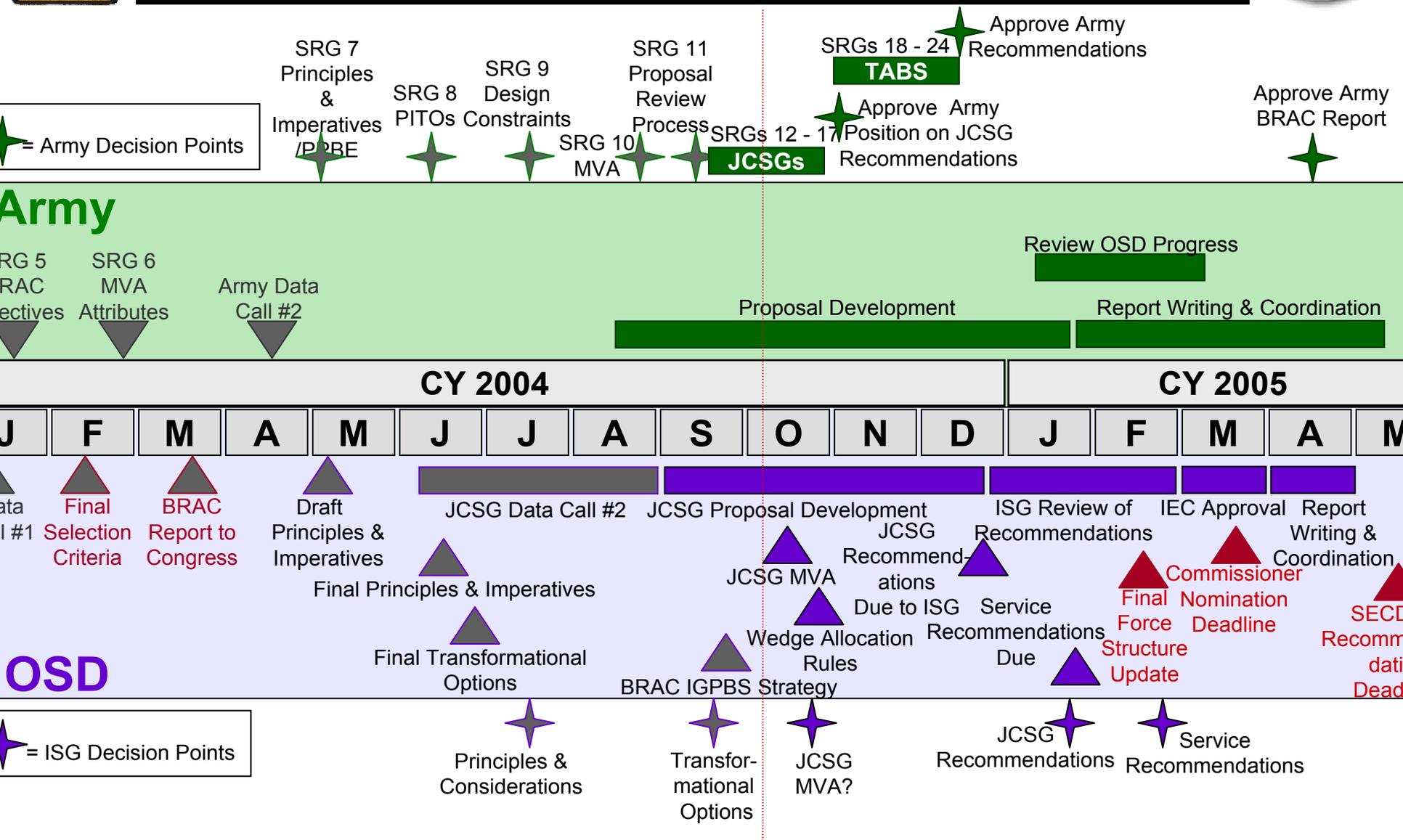
Purpose and Agenda



- Present for information:
 - Timeline Update
 - Capacity Analysis
- Present for review:
 - Education & Training JCSG Proposals
 - Technical JCSG Proposals
- Recommendations
- Way Ahead



BRAC Timeline





Army Capacity in Report to Congress*



	43 BCTs		48 BCTs	
	Actual	Reported	Actual	Reported
Maneuver	19%	19%	9%	9%
Major Training Active	-9%	0%	-21%	0%
Overall	28%	29%	25%	27%

*DoD Capacity Report to Congress, March 2004



Analytical Simplification in the Report*



$$\text{Excess} = \frac{\left(\frac{\text{Acres}}{\text{Bdes}} \right)_{2009}}{\left(\frac{\text{Acres}}{\text{Bdes}} \right)_{1989}} \approx 1.19$$

- Assumes supply equals requirements in 1989
- Ignores changes in Brigade requirements
- Ignores other units
- Only considers selected maneuver installations

*DoD Capacity Report to Congress, March 2004



An Accurate Calculation of Excess*



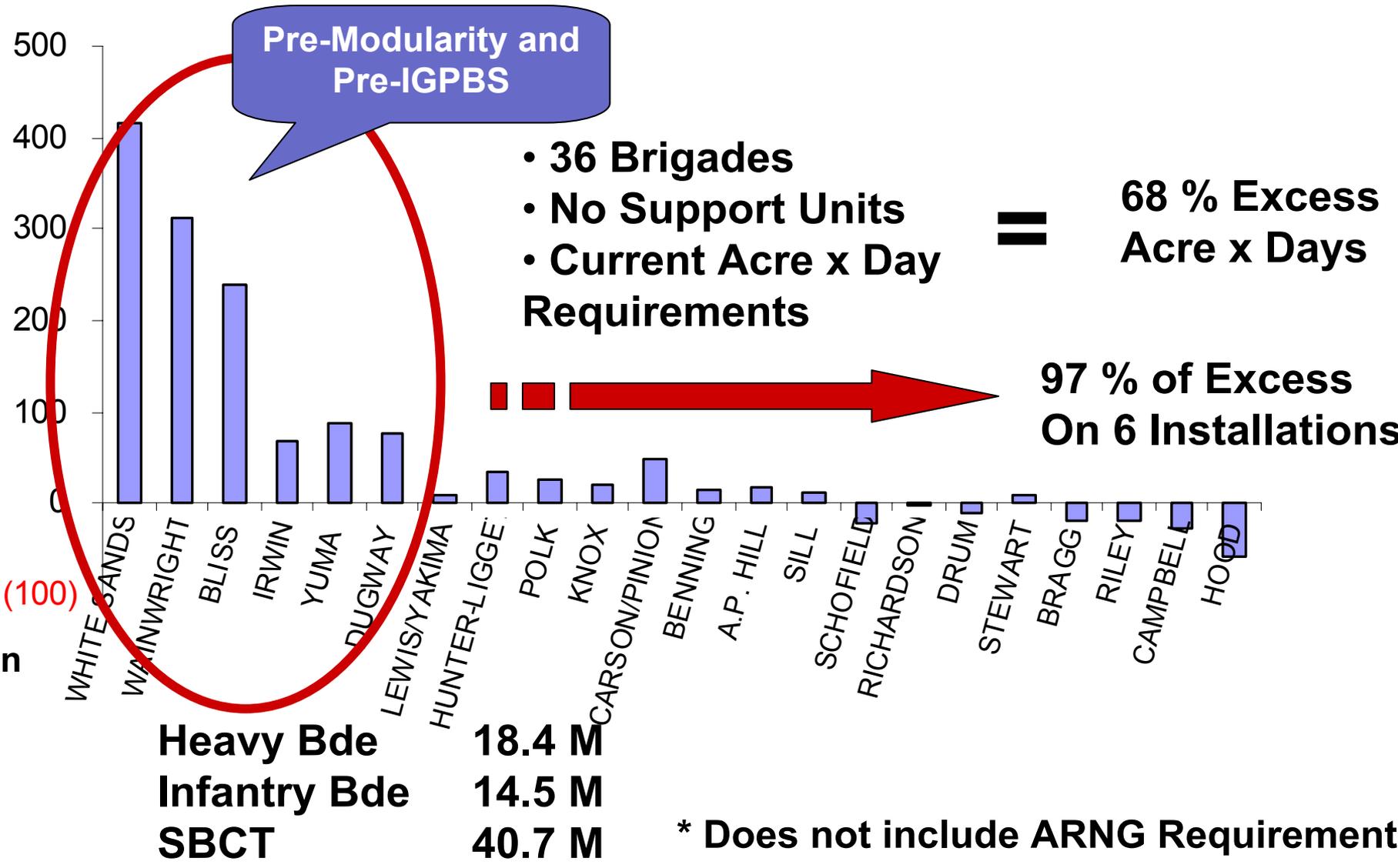
$$\text{Excess} = \left(\frac{\text{Required Acres Days} - \text{Avail Acre Days}}{\text{Avail Acre Days}} \right) \quad 2009$$

- Captures changes in requirements
- Includes all units
- Includes all installations with training areas
- Includes CTC requirements

*DoD Capacity Report to Congress, March 2004



“Current” Capacity (2003)





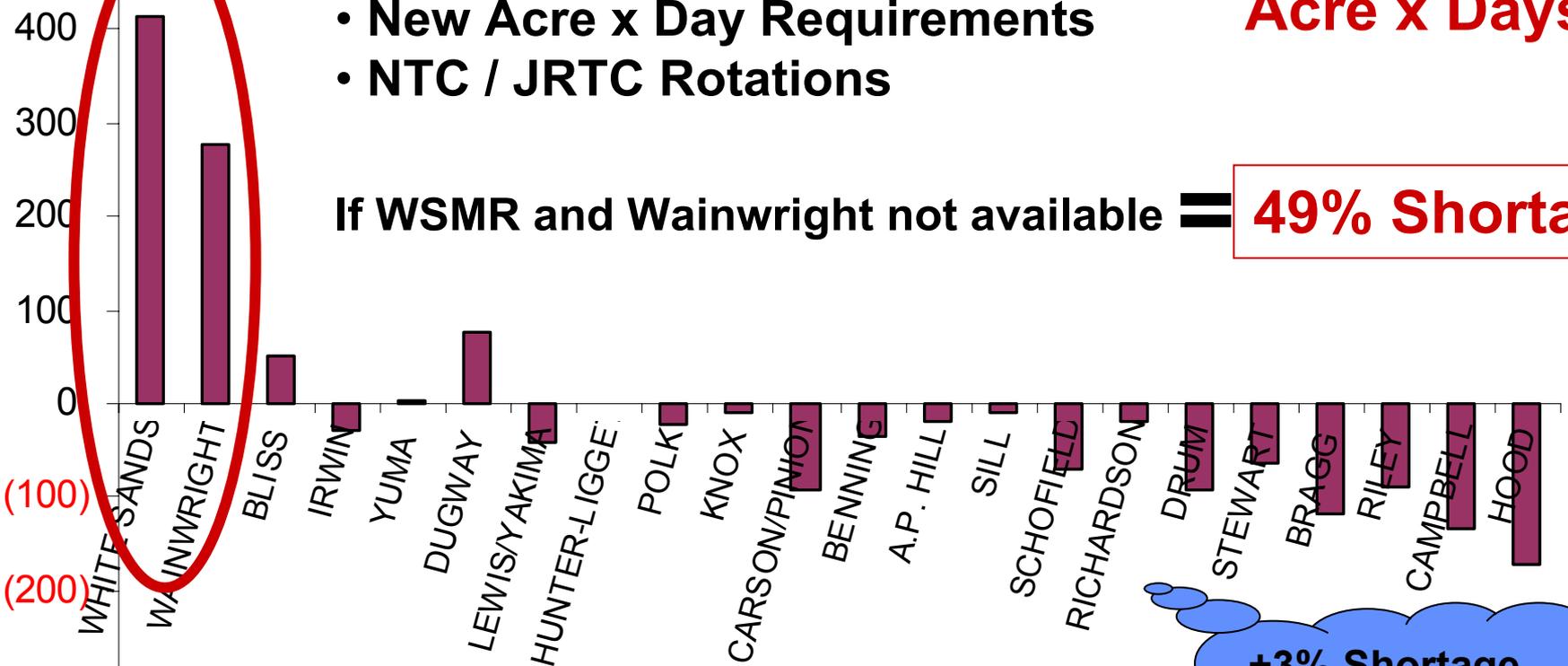
“Midterm” Capacity (2015)

- 46 BCTs (Modularity & IGPBS)
- All Support Units
- New Acre x Day Requirements
- NTC / JRTC Rotations

**= 12% Shortage
Acre x Days**

If WSMR and Wainwright not available = 49% Shortage

**40% of
Total**



Heavy BCT	39.1 M
Infantry BCT	33.5 M
SBCT	34.6 M

**+3% Shortage
for Overseas
Units**

* Does not include ARNG Requirements



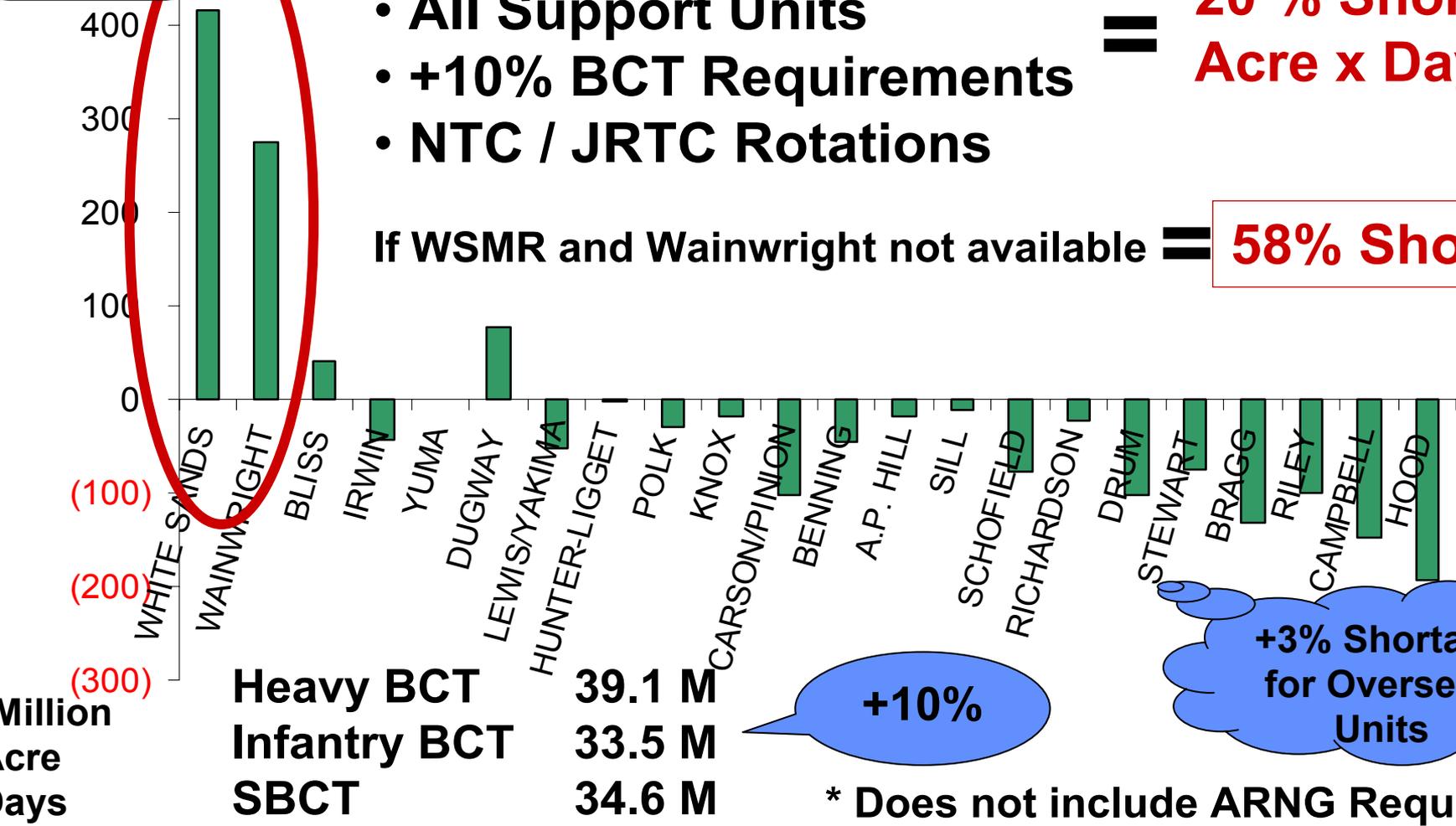
“Future” Capacity (2025)

40% of Total

- 46 BCTs (Partial FCS)
- All Support Units
- +10% BCT Requirements
- NTC / JRTC Rotations

20 % Shortage
Acre x Days

If WSMR and Wainwright not available = **58% Shortage**



Heavy BCT	39.1 M
Infantry BCT	33.5 M
SBCT	34.6 M

+10%

+3% Shortage
for Overseas
Units

* Does not include ARNG Requirements



BRAC SRG Schedule



12 Oct	Medical and Intelligence JCSG Proposals
19 Oct	Integration of JCSG Proposals
26 Oct	Final Integration and Guidance for JCSGs
2 Nov	TABS Reserve Component Proposals
9 Nov	TABS Materiel and Logistics Proposals
16 Nov	TABS Institutional Training Proposals
23 Nov	TABS Operational Army Proposals
30 Nov	Integration of TABS Proposals
7 Dec	Integration of TABS Proposals
14 Dec	Final Approval of Scenarios



EDUCATION AND TRAINING JOINT CROSS SERVICE GROUP

5 OCTOBER 2004

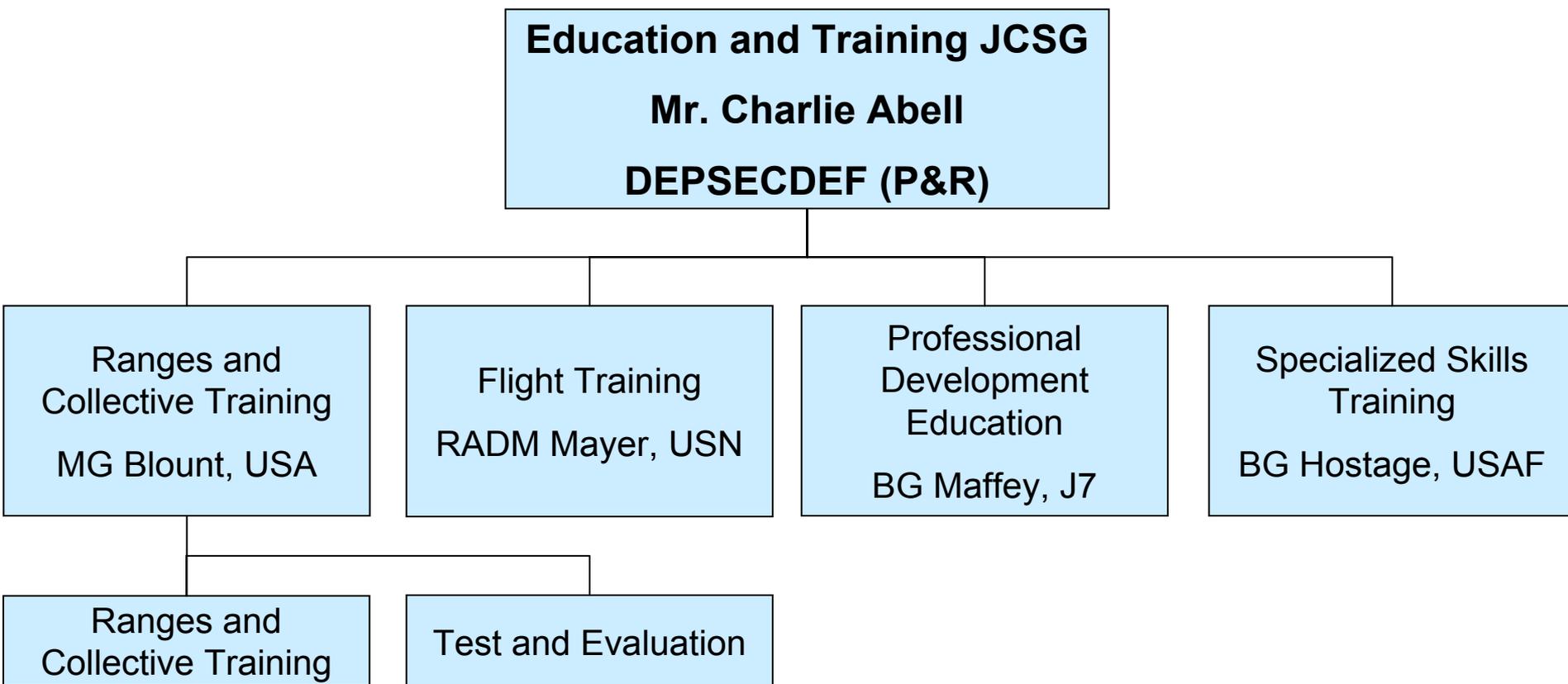


Briefing Sequence

- Organization
- E&T JCSG functions
- E&T JCSG principles
- E&T JCSG strategies
- Transformational Options
- Sub-group Information
 - Functions
 - Philosophy/strategy
 - Scenarios/proposals



Education and Training Joint Cross Service Group





E&T JCSG Inclusive Training Functions

- Specialized Skills Training
 - Skills Progression Training
 - Functional Training
- Professional Development Training
 - Professional Military Education
 - Joint Professional Military Education
 - Other Education Programs
 - Federal civil service civilian skill and leader development
- Flight Training
 - Undergraduate Flight Training
 - Joint Strike Fighter
 - Unmanned Aerial Vehicles
- Collective Training
 - Training Ranges
 - Joint
 - Training Support
 - Unit
 - Interoperable
 - Test and Evaluation Ranges



E&T JCSG Excluded Training Functions

- Initial Entry Training (officer and enlisted)
- Officer Accession programs (USMA, OCS, ROTC)
- Junior Officer Professional Military Education programs
- NCO Academies
- Medical
- Collective training at the unit level...but does not exclude training locations



E&T JCSG Principles

1. Increase / Enhance “Jointness”
2. Improve Efficiency & Effectiveness
3. Preserve Service Core Competencies
4. Reduce Infrastructure Footprint



E&T JCSG Strategies

■ Ranges Subgroup

- Establish cross-functional/cross-service regional range complexes
- Preserve irreplaceable “one-of-a-kinds”
- Create new range capabilities for emerging Joint needs

■ Flight Training Subgroup

- Move to / toward common Undergraduate Flight Training (UFT) platforms at fewer joint bases
- Co-locate advanced UFT functions with Formal Training Units / Flight Replacement Squadron (FTU/FRS)
- Preserve Service and Joint combat training programs



E&T JCSG Strategies

- Professional Development Education Subgroup
 - Transfer appropriate functions to private sector
 - Create Joint “Centers of Excellence” for common functional specialties
 - Re-balance Joint with Service competencies across PME spectrum

- Specialized Skill Training Subgroup
 - Establish “Joint Centers of Excellence” for common functions
 - Rely on private sector for appropriate technical training
 - Preserve opportunities for continuing Service acculturation



Transformational Options

34. Privatize graduate-level education. [Professional Development Education](#)
35. Integrate military and DoD civilian full-time professional development education programs. [Professional Development Education](#)
36. Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools (e.g., form a “DoD University” with satellite training sites provided by Service-lead or civilian institutions). [Professional Development Education](#)
37. Establish “joint” officer and enlisted specialized skill training (initial skill, skill progression & functional training). [Specialized Skills Training](#)
38. Establish a single "Center of Excellence" to provide Unmanned Aerial Vehicle initial (a.k.a. undergraduate) training. [Flight Training](#)
39. Establish regional Cross-Service and Cross-Functional ranges that will support Service collective, interoperability and joint training as well as test and evaluation of weapon systems. [Ranges](#)



Transformational Options

- 52. Consolidate aviation training with sister services for like-type aircraft to gain efficiencies. [Flight Training](#)
- 64. Collocate Joint Strike Fighter graduate flight training and maintenance training. [Flight Training](#)
- 65. Collocate Joint Strike Fighter graduate flight training. [Flight Training](#)
- 66. Collocate Joint Strike Fighter maintenance training. [Specialized Skills Training](#)
- 67. Consolidate aviation assets of two or more Military Services on the same base. [Flight Training](#)
- 69. Collocate Service Professional Military Education (PME) schools at the intermediate and senior levels. [Professional Development Education](#)
- 70. Consolidate pilot training and maintenance training for rotary wing and fixed wing aircraft using Executive Agency. [Flight Training](#)



Where we are today.....

	<u>IDEAS</u>	<u>PROPOSALS</u>	<u>SCENARIOS</u>
Ranges	8	40	3
Flight Training	4	7	3
Professional Development Education	28	149	1
Specialized Skills Training	4	21	1



Ranges and Collective Training

- TRAINING
 - Unit/Collective
 - Interoperable (Service to Service or Cross Service)
 - Joint

- TEST AND EVALUATION
 - Armaments/Munitions
 - Electronic Combat
 - Space Combat and Ballistic Missiles
 - C4ISR
 - Air Combat
 - Land Combat
 - Chemical and Biological Defense
 - Sea Combat
 - Other



E&T JCSG Ranges Subgroup

TRAINING IDEAS

Cross-Service

		<u>Lead</u>	<u>Assist</u>
1	Multiple Ground Ranges	Army	USMC
2	Multiple Air (High Performance)	USAF	Navy; USMC
3	Multiple Sea	Navy	
4	Air-Ground	USAF	Army; USMC
5	Sea-Ground (Littoral)	Navy	USMC; Army
6	Sea-Air	Navy	USAF; USMC

Joint

7	Unique Capability - Centers of Excellence	All
8	Full Capability - All Domain Complexes	All

Cross-Functional

9	Above w/ 1 T&E OAR w/ Ground, Air or Sea Space	Training Subwork Group T&E Subwork Group
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Service Unit/Collective Training

10	1...n list for each Service with Range filters applied	Each Service
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Range Subgroup

Training Scenarios



Establish a Joint Urban Ops Training Center of Excellence (RGE TNG 07-01)

Scenario

- Establish a Joint Urban Operations Training Center of Excellence at a suitable installation proposed for closure by one of the Services
- Privatize the management, operation and maintenance of the facility (GOCO)
- Provide a “turn key” facility meeting all Service and Joint Urban Operation live training requirements.
- Establish an OSD executive agent to coordinate use and oversee contractor.

Drivers/Assumptions

- Transformation Option #40
- A suitable site meeting the following criteria will be proposed for closure:
 - Sufficient ground space for maneuver
 - Restricted airspace
 - Impact area for live-fire
 - Runway
 - Within 100 miles of coastline
 - Small cantonment area
 - Minimal encroachment

Justification/Impact

- Establishes urban ops training center with minimal construction
- Supports all Service and joint urban ops training tasks
- Provide urban ops training capability without degrading service’s capability
- Full financial savings from closure of selected installation will not be realized

Potential Conflicts

- Service intent to fully close selected installation.
- Installation will be closed from most perspectives – e.g., ability to support missions (other than live urban training), quality of life, military personnel support, etc; however, the installation would remain on DoD books with minimal DoD/Govt staff for oversight and QA/QC of contractor support operations.



Establish the Gulf Panhandle Range Complex (RGE TNG 08-01)

Scenario

- Establish a Gulf Panhandle Range Complex incorporating NAS Pensacola, Eglin AFB, Ft. Benning, Ft. Rucker, Moody AFB, Tyndall AFB, Coastal Systems Station Panama City, Gulfport CRTC and associated ground, sea and air maneuver space.
- Maintains current Service ownership and command & control of included installations and sites.
- Establishes an executive agent for DoD to coordinate joint use of the complex.
- This proposal will utilize Camp Shelby ground maneuver space.

Justification/Impact

- Supports all Service and Joint training tasks.
- Optimizes use of range capacity at all sites.
- Expands on existing informal relationship.
- Opportunity to achieve OSD T2 common range infrastructure goals.
- Opportunity to train in diverse conditions.

Drivers/Assumptions

- Transformational Options #39/40.
- Joint training environment with range space sufficient to support:
 - ESG with live fire capability.
 - CSG with live fire capability.
 - BCT/UA with live fire capability.
 - Joint SOF
 - AF Ready Aircrew Program (RAP) tasking
- Supersedes Sea and Sea-Air Combination Proposals.
- Will not disrupt current training or T&E missions.
- Will not disrupt current or proposed Rotary Wing training mission at Ft Rucker and in associated space

Potential Conflicts

- Servicisms (Cultural approach to scheduling/use).
- Mission expansion (T&E).
- Current training missions.



Ranges and Collective Training Proposals

Proposal Title: SOCAL/AZ Ground Maneuver Complex (GMC)

Establish a ground maneuver training range complex in southwestern U.S. consisting of Yuma Proving Ground and MCAS Yuma (Barry M. Goldwater Range West and Chocolate Mountains Aerial Gunnery Range)

Proposal Title: Hawaii Ground Maneuver Complex (GMC)

Establish a ground maneuver training range complex in Hawaii consisting of Schofield Barracks (Pohakuloa Training Area, Makua Training Area) and MCB Hawaii (Camp Smith, Mokapu, Bellows, Puuloa, Molokai)

Proposal Title: Utah Ground Maneuver Complex (GMC)

Establish a ground maneuver training range complex in Utah consisting of Dugway Proving Grounds and the Utah Test and Training Range (UTTR)

Proposal Title: Sierra Nevada Ground Maneuver Complex (GMC)

Establish a ground maneuver training range complex in California and Nevada consisting of MCMWTC Bridgeport and Hawthorne Army Depot

Proposal Title: Central California Ground Maneuver Complex (GMC)

Establish a ground maneuver training range complex in central California consisting of Camp Robert ARNG and Fort Hunter-Liggett

Proposal Title: Ground Maneuver Training Center of Excellence

Establish a ground maneuver training center of excellence consisting of Fort Irwin/NTC, and MCAGCC 29 Palms



Ranges and Collective Training Proposals

Proposal Title: Northwest Ground Maneuver Complex (GMC)

Establish a ground maneuver training range complex in Washington and Oregon consisting of Yakima Training Center and Boardman Range

Proposal Title: Joint Arctic Training Center of Excellence

Utilizes Fort Wainwright, Donnelly Training Area, and Yukon Training Area as a Joint Arctic training center and airspace associated with Eielson AFB

Proposal Title: Establish Littoral Centers of Excellence (Primary)

Identify primary sites for CONUS based Marine/Army training in Littoral settings for over the beach training. Eglin, CAMPEN. Primary sites must have access from Naval Shipping (Deep Water) and provide ability to maneuver both at sea and inland.

Proposal Title: Establish Littoral Centers of Excellence (Secondary)

Identify secondary sites for CONUS based SOF/Marine/Army training in Littoral settings for over the beach training. Fort Story, PHIBASE Little Creek, Lejeune, Panama City, SCI, North Island complex, Whidbey, Vandenberg, MCB Hawaii.

Secondary sites may have one or more of the following:

- Access from Naval Shipping (Deep Water).
- Provide ability to maneuver at sea and/or inland.
- Live fire ranges.



Ranges and Collective Training Proposals

Proposal Title: Establish Regional Range Combinations Southeast

Identify range areas currently administered separately that could be centrally managed. Fort Gordon, Fort Stewart, Camp Blanding, Avon Park, Shaw AFB, FACSFAC JAX, Patrick AFB, MCAS Beaufort, NAS Atlanta. Sites must be within same geographic region, contiguous not required.

Proposal Title: Establish Regional Range Combinations GOMEX (West)

Identify range areas currently administered separately that could be centrally managed. JRB New Orleans, NAS Kingsville, NAS Corpus Christi. Sites must be within same geographic region, contiguous not required

Proposal Title: Establish Regional Range Combinations VACAPES/Tidewater

Identify range areas currently administered separately that could be centrally managed. MCB Camp Lejeune, Fort Bragg, MCAS Cherry Point, NAWC PAX River, FACSFAC VACAPES, Fort Eustis/Fort Story, Langley AFB, Dare County Range, Seymour-Johnson AFB, Pope AFB, PHIBASE Little Creek, FCTCLANT Dam Neck, NAVSURFWARCEN Dahlgren. Sites must be within same geographic region, contiguous not required.



Ranges and Collective Training Proposals

Proposal Title: Establish Regional Range Combinations SOCAL

Identify range areas currently administered separately that could be centrally managed. NAS Lemoore, MCAGCC 29 Palms, Fort Irwin/NTC, Edwards AFB, MCAS Miramar, Fort Hunter-Liggett, Camp Roberts, MCB Camp Pendleton, San Nicholas Island (SNI), San Clemente Island (SCI), FACSFAC SD, NAWC Pt Mugu, Vandenberg, NAWC China Lake. Sites must be within same geographic region, contiguous not required.

Proposal Title: Establish Regional Range Combinations Hawaii

Identify range areas currently administered separately that could be centrally managed. MCB Hawaii, NAVSTA Pearl (FACSFAC Pearl), Pacific Missile Range Facility (PMRF), Schofield Barracks, Pohakuloa Training Area, Hickam AFB. Sites must be within same geographic region, contiguous not required.

Proposal Title: Establish Regional Range Combinations Northwest

Identify range areas currently administered separately that could be centrally managed. NAS Whidbey, COMSUBFORPAC, NUWC Keyport. Sites must be within same geographic region, contiguous not required.



E&T JCSG Ranges Subgroup

T&E RANGE IDEAS

1. Geographically Focused Capabilities
2. Consolidated Management Approach
3. Primary Sites, w/ Specialty and/or Secondary Locations



Range Subgroup

T&E Scenarios



Establish Western T&E OAR Complex (RGE T&E 01-01)

Scenario

- Consolidate T&E capabilities and workload requiring open-air ranges for T&E to a western U.S. complex of ranges for air, sea, land, space, armament/munitions, C4ISR, EW, and CB Defense.
- Gaining Activities: Edwards AFB, China Lake, Pt Mugu, PMRF, Vandenberg AFB, Nellis AFB, UTTR, DPG, YPG, Ft. Huachuca, WSMR
- Losing Activities: Patuxent River NAS, Eglin AFB, Redstone Arsenal, Ft. Rucker, APG, Ellsworth AFB, Shaw AFB, McConnell AFB, Buckley AFB, Luke AFB, Selfridge ANGB, Tucson IAP AGS, Ft. A.P.Hill, Ft. Belvoir, Ft. Bragg, Ft. Eustis, Ft. Hood, Ft. Knox, Ft. Leonard Wood, and Ft. Sill.

Drivers/Assumptions

- Service management and operation of Complex to ensure coordination and access as needed.
- Promote and support systems “born joint.”
- Support “cross-Service utilization” and “joint management” transformation initiatives for T&E OARs.
- Retain difficult/expensive to replace/unique facilities at existing sites.
- Associated technical activities should be collocated.

Justification/Impact

- Eliminates duplication, fosters interoperability of systems, and provides capabilities for T&E of advanced systems, family of systems, system of systems, and weapons.

Potential Conflicts

- Competing interests between training range sub-working group and TJCSG.
- Specialty capabilities outside of Complex may need to be retained for special geographic or climatic features.
- Non-collocation of operational units for operational testing.



Test and Evaluation Ideas/Proposals

Proposal Title: Establish Geographically-Centered T&E OAR Complex for air, sea, land space, armaments/munitions, C4ISR, EW and CB Defense.

- *Western-Centered (Selected Scenario)*
- Eastern-Centered

Proposal Title: Establish Geographically-Centered Aerial Systems T&E OAR Complex for manned and unmanned air vehicles, air delivered weapons, airborne sensors and EW.

- Western-Centered
 - ✓ FW and RW; FW only; RW only
- Eastern-Centered
 - ✓ FW and RW; FW only; RW only

Proposal Title: Consolidate Air Vehicle T&E OAR footprint for manned and unmanned air vehicles and associated avionics, propulsion and airframes.

- FW, RW, and UA vehicles
 - ✓ Western-Centered
 - ✓ Eastern-Centered
- FW and UA vehicles
 - ✓ Western-Centered
 - ✓ Eastern-Centered
- RW
 - ✓ Western-Centered
 - ✓ Eastern-Centered

Proposal Title: Consolidate Air-Launched Munitions T&E footprint for air-to-surface and air-to-air guided and unguided weapons.

- Western-Centered
- Eastern-Centered



Flight Training

- Under Graduate Flight Training
 - Under Graduate Fixed Wing Training
 - Under Graduate Rotary Wing Training
 - Air Force Navigator/Naval Flight Officer
- Joint Strike Fighter
- Unmanned Aerial Vehicles



Flight Training Strategy

- Move to / toward common Undergraduate Flight Training (UFT) platforms at fewer joint bases
- Co-locate advanced UFT functions with Formal Training Unit (FTU)/Fleet Replacement Squadron (FRS)
- Preserve Service and Joint combat training programs



Flight Training Scenarios



Consolidate Rotary Wing Training (E&T-0006)

Scenario

- Consolidate Rotary Wing Phase of Undergraduate Flight Training at Ft Rucker using a single platform
- Gaining Installation: Fort Rucker
- Losing Installations: NAS Whiting South

Drivers/Assumptions

- BRAC guidance to exploit transformational options and reduce base/infrastructure requirements
- Transformational Options: Exploit Rotary Wing commonalities
- Joint Program would not disrupt current training levels and preserves common skills within current programs

Justification/Impact

- Reduced cost of aircraft maintenance
- Optimize current asset allocation
- Exploits Joint Opportunity

Potential Conflicts

- Service culture
- Loss of redundancy
- Phase out current Undergraduate Helicopter Pilot Training (UPHT) aircraft to single aircraft



Consolidate Rotary Wing Training (E&T-0007)

Scenario

- Consolidate Rotary Wing Phase of Undergraduate Flight Training at NAS Whiting using a single platform
- Gaining Installation: NAS Whiting North and South, NAS Corpus Christi
- Losing Installations: Ft Rucker, NAS Whiting North (T-34 Fixed Wing Trainer)

Justification/Impact

- Reduced cost of aircraft maintenance
- Optimize current asset allocation
- Exploits Joint Opportunity

Drivers/Assumptions

- BRAC guidance to exploit transformational options and reduce base/infrastructure requirements
- Transformational Options: Exploit Rotary commonalities
- Joint Program would not disrupt current training levels and preserves common skills within current programs

Potential Conflicts

- Service culture
- Loss of redundancy
- Phase out current Undergraduate Helicopter Pilot Training (UHPT) aircraft to single aircraft



Flight Training Proposals

T-6 Consolidation (Fixed Wing)

Joint Strike Fighter (JSF) Initial Training Bed-down
(Fixed Wing)

Reapportionment of Undergraduate Pilot Training
(Fixed Wing)

TC-12/T-44 Consolidation (Fixed Wing)

Unmanned Aerial Vehicle (UAV) Center of
Excellence



Professional Development Education

- Professional Military Education (ILE and SSC)
- Joint Professional Military Education (NDU and JFSC)
- Military Graduate Education (AFIT and NPS)
- Other Full Time Education Programs
 - Federal Civil Service Civilian Skill and Leader Development (Defense Leadership and Management Program)
 - Chaplains and Judge Advocate General
 - DoD Agencies
 - Defense Acquisition University
 - Defense Systems Management College
 - Defense Equal Opportunity Management Institute
 - Defense Contracting Audit Institute
 - Defense Resource Management Institute
 - Information Resource Management College



Professional Development Education

JPME/PME Scenario Philosophy

- Joint Centric
 - Proximity to Joint / Warfighting Center of Excellence (e.g. NCR, NORTHCOM, CENTCOM, JFCOM)
 - Focus on level of education
 - Potentially leads to separation of ILC and SSC
- Service Centric
 - Proximity to Service Centers of Excellence (e.g. Service Academies, Doctrine Centers, Wargaming Centers)
 - Focus on service education requirements
 - Supports status quo
 - Potentially leads to co-location of ILC and SSC
- SSC Joint Centric / ILC Service Centric



Professional Development Education

Graduate Education

- Air Force Institute of Technology (AFIT) - Wright-Patterson AFB, OH
 - 42 Degree Granting Programs
 - 136 Certificate Programs
 - 26 Military Specific Programs

(As reported by AFIT in Data Call)

- Naval Post Graduate School (NPS) - Monterey, CA
 - 59 Degree Granting Programs
 - 30 Certificate Programs
 - 67 Military Specific Programs

(As reported by NPS in Data Call)



Professional Development Education

Graduate Education Scenario Philosophy

- Privatization
 - Transformational option
 - Potential cost savings (Army Model)
 - Potential conflicts are military specific programs, facilities, research, and loss of operational support

- Consolidation / Re-alignment
 - Combine redundant education activities
 - Leverage academic synergies
 - Reduce resource requirements



Professional Development Education

Other Full Time Education

- Chaplain Education
 - Army – FT Jackson, SC
 - Navy – Naval Station Newport, RI
 - Air Force – Maxwell AFB, AL
- JAG Education
 - Army – Charlottesville, VA
 - Navy – Naval Station Newport, RI
 - Air Force – Maxwell AFB, AL
- Defense Agencies
 - Defense Acquisition University (DAU)
 - Defense Contract and Audit Institution (DCAI)
 - Defense Equal Opportunity and Management Institute (DEOMI)
 - Defense Resource Management Institute (DRMI)
 - Information Resource Management Institute (IRMC)
 - Defense Systems Management College (DSMC)



Professional Development Education

Other Full Time Education Philosophy

- Consolidation / Realignment
 - Establish joint centers of excellence (e.g. chaplains, JAG)
 - Combine redundant education activities
 - Reduce resource requirements
- Privatization
 - Defense Agencies
 - Potential cost savings



PDE Scenarios



Privatize PDE Function at AFIT and NPS

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">▪ Disestablish PDE function at Naval Post Graduate School and Air Force Institute of Technology and privatize	<ul style="list-style-type: none">▪ Principle: Recruit and Train▪ Principle: Organize▪ Transformational Options: Privatize Graduate Level Education
Justification/Impact <ul style="list-style-type: none">▪ Eliminates need for education program management at AFIT and NPS.▪ Realize savings through privatizing education function to civilian colleges and universities.	Potential Conflicts <ul style="list-style-type: none">▪ Military Specific Graduate Degrees▪ Military Specific Support Spaces (e.g. TS Level Spaces)▪ Partnership for Peace Program at Monterey, CA▪ Cost of privatization



Professional Military Education/Joint Professional Military Education Ideas and Potential Proposals

Consolidate/relocate/realign/co-locate or realign and co-locate all Senior Service Colleges in a single location in order to maximize joint academic synergies and reduce resource requirements

All within the National Capital Region

- Fort McNair
- Fort Belvoir
- Fort Meade
- Quantico Marine Corps Base

All at or in the vicinity of Joint Center of Excellence at Combatant Command location

- Joint Forces Command, Norfolk, VA
- Central Command Tampa, FL
- Northern Command, Colorado Springs, CO



Professional Military Education/Joint Professional Military Education Ideas and Potential Proposals

Realign and co-locate service Intermediate Level Education and Senior Service College at one location to maximize service synergies and to reduce resource requirements.

Army War College and Army Command and Staff School at one location

- Carlisle Barracks, PA
- FT Leavenworth, KS
- FT Bliss, TX
- FT Knox, KY
- Ft Eustis, VA
- USMA, West Point, NY

Realign and relocate service Intermediate Level Education with service center of excellence in order to maximize service synergies

- Army Command and General Staff School to West Point, NY (USMA)
- Air Command and Staff College to Colorado Spring, CO (USAFA)
- Naval Command and Staff College and Marine Corps Command and Staff College to Annapolis, MD (USNA)



Professional Military Education/Joint Professional Military Education Ideas and Potential Proposals

Consolidate/relocate/realign/co-locate or realign and co-locate all Intermediate Level Education in a single location in order to maximize joint academic synergies and reduce resource requirements

All within the National Capital Region

- Fort McNair
- Fort Belvoir
- Fort Meade
- Quantico Marine Corps Base

All at or in the vicinity of Joint Center of Excellence at Combatant Command location

- Joint Forces Command, Norfolk, VA
- Central Command Tampa, FL
- Northern Command, Colorado Springs, CO



Professional Military Education/Joint Professional Military Education Ideas and Potential Proposals

Consolidate all JPME II education to a single location in order to maximize academic synergies and joint throughput

All at or in the vicinity of Joint Center of Excellence at Combatant Command location

- Joint Forces Command, Norfolk, VA
- Central Command Tampa, FL
- Northern Command, Colorado Springs, CO

Consolidate all JPME into non-resident programs in order to maximize throughput and reduce resource requirements

Consolidate all JPME I and JPME II education into a non-resident program conducted by NDU



Graduate Education Ideas and Potential Proposals

Disestablish graduate education programs at Air Force Institute of Technology, Wright-Patterson AFB, OH and Naval Post Graduate School, Monterey, CA and privatize the education requirements in order to reduce resource requirements (approved for Scenario Development)

Disestablish full-time resident DOD graduate education degree programs at Air Force Institute of Technology and Naval Post Graduate School while maintaining graduate education certificate programs in order to increase throughput and reduce resource requirements

Merge graduate education certificate programs at Wright-Patterson AFB, OH, Monterey, CA or alternate location in order to align similar education activities and to reduce resource requirements

Disestablish all full time resident DOD education programs at Air Force Institute of Technology and Naval Post Graduate School and replace with non-resident programs in order to reduce resource requirements

Replace with a consolidated non-resident education program at Wright-Patterson AFB, OH, Monterey, CA or alternate location in order to align similar education activities and reduce resource requirements



Graduate Education Ideas and Potential Proposals

Disestablish non-military specific full time resident DOD graduate education programs at Air Force Institute of Technology and Naval Post Graduate School in order to eliminate unnecessary education requirements

Consolidate remaining programs at Wright-Patterson AFB, OH, Monterey, CA or alternate location in order to eliminate unnecessary education requirements and reduce resource requirements.

Disestablish non-military specific full time resident DOD graduate education programs at Air Force Institute of Technology and Naval Post Graduate School and privatize those education requirements in order to reduce resource requirements

Consolidate remaining programs at Wright-Patterson AFB, OH, Monterey, CA or alternate location in order to reduce resource requirements

Consolidate all redundant graduate education programs at Air Force Institute of Technology and Naval Post Graduate School in order to align similar education activities and reduce resource requirements Consolidate remaining programs at Wright-Patterson AFB, OH, Monterey, CA or alternate location in order to align similar education activities and reduce resource requirements



Graduate Education Ideas and Potential Proposals

Mandate full utilization of graduate education programs at Air Force Institute of Technology and Naval Post Graduate School in order to reduce the use of civilian graduate education programs. Consolidate at a single location in order to align similar education activities and reduce resource requirement

- Monterey, CA
- Wright-Patterson AFB, OH
- Naval Station Newport, RI
- Maxwell AFB, AL
- MCB Quantico, VA
- Naval Station Norfolk, VA
- US Naval Academy Annapolis, MD
- US Air Force Academy, Colorado Springs, CO

Realign Air Force Institute of Technology and Naval Post Graduate School administration requirements in order to align similar education activities, and reduce resource requirements

- Realign Air Force Institute of Technology and Naval Post Graduate School under the National Defense University and co-locate at Fort McNair, Washington, D.C.
- Realign Air Force Institute of Technology under Naval Post Graduate School and co-locate at NPS, CA
- Realign Air Force Institute of Technology under Air University and co-locate at Maxwell AFB, AL
- Realign Air Force Institute of Technology under US Air Force Academy and co-locate at USAFA, CO
- Realign Naval Post Graduate School under Air Force Institute of Technology
- Realign Naval Post Graduate School under the College of Naval Warfare co-locate at Newport, RI
- Realign Naval Post Graduate School under US Naval Academy and co-locate at Annapolis, MD



Other Full Time Education Ideas and Proposal Titles

Consolidate/co-locate/ realign/or realign and co-locate service Chaplain education at a single location under a single joint school in order to reduce redundant education activities

- Ft. Jackson, SC
- Maxwell AFB Montgomery, AL
- Naval Station Newport, RI
- Other

Consolidate/co-locate/ realign/or realign and co-locate service JAG education at a single location under a single joint school at in order to reduce redundant education activities

- University of Virginia Charlottesville, VA
- Naval Station Newport, RI
- Maxwell AFB Montgomery, AL
- Other

Co-locate service JAG education in order to reduce resource requirements

- Ft. Jackson, SC
- Other

Relocate Other Full Time Education functions utilizing leased space to a military base in order to reduce resource requirements

- US Army Judge Advocate General School
- University of Virginia, Charlottesville, VA
- Defense Contracting Audit Institute, Monterey, CA



Other Full Time Education Ideas and Proposal Titles

Realign and co-locate Other Full Time Education functions with alternate organizations in order to reduce administration and resource requirements

- Defense Acquisition University
- Defense Systems Management College
- Defense Equal Opportunity Management Institute
- Defense Contracting Audit Institute
- Defense Resource Management Institute
- Information Resource Management College

Realign or realign and co-locate similar Other Full Time Education functions under joint administration to reduce administration requirements and align similar education activities (Fort Belvoir or other alternative)

- Defense Acquisition University
- Defense Systems Management College
- Defense Contracting Audit Institute
- Defense Resource Management Institute
- Information Resource Management College



Other Full Time Education Ideas and Proposal Titles

Disestablish selected Other Full Time Education function and privatize in order to reduce resource requirements

- Defense Acquisition University
- Defense Systems Management College
- Defense Equal Opportunity Management Institute
- Defense Contracting Audit Institute
- Defense Resource Management Institute
- Information Resource Management College



Specialized Skills Training

- Initial Skills Training
- Skill Progression Training
- Functional Training
- **Functions Excluded From Analysis**
 - One Station Unit Training
 - Recruit Training
 - Officer Accession Training



Specialized Skills Training

- SST Scenario ideas based on Transformational Options
 - Establish Centers of Excellence for Joint and Inter-service education and training by combining or collocating like schools
 - Establish Joint officer and enlisted Specialized Skill Training
- SST Ideas: Realign to optimize:
 - Move Training functions away from single purpose sites
 - Locate Training with the users / operating forces
 - Some may apply only within a single service



SST Scenarios



Establish Joint Center of Excellence for Logistics/Supply Training (E&T-0004)

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Establish Joint Center of Excellence for logistics/Supply; Consolidate like courses and collocate similar schools■ Gaining Installation: Fort Lee, VA■ Losing Installations: Lackland AFB, TX; Athens, GA, NTTC Meridian, MS; Camp Lejeune, NC	<ul style="list-style-type: none">■ Principles: Organize and Train■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training■ Establish “joint” officer and enlisted specialized skill training (Initial skill, skill progression & functions)
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Uses Inter-service Training Review Organization as the baseline■ Eliminates redundancy, leased space/cost■ Train as we fight “jointly”■ Army Logistics Mgmt College & Combined Arms Support Command at Fort Lee	<ul style="list-style-type: none">■ Unique service training standards and culture



SST Ideas and Proposal Titles

Establish Joint Center of Excellence for Transportation Training

Establish Joint Center of Excellence for Admin, Personnel and Finance Training

Establish Joint Center of Excellence for Correctional and MP Training

Establish Joint Center of Excellence for Intelligence Training

Establish Joint Center of Excellence for Space Training

Establish Joint Center of Excellence for Information and Technology Training

Establish Joint Center of Excellence for Culinary Training

Establish Joint Center of Excellence for Aviation Safety Training

Consolidate and Collocate Multiple Schools and Centers on a single Installation

Consolidate and Collocate Multiple Schools with Operational Units



Questions?



Technical Joint Cross Service Group

Briefing to the Army BRAC Senior Review Group

5 October 2004



Technical Joint Cross Service Group

Briefing Outline

- Functions
- Organization
- Strategy
- Proposal Areas
- Initial Scenarios



Functions Addressed by the Technical JCSG

- ❑ Research (Science and Technology)
 - Basic Research
 - Exploratory Development
 - Advanced Development
- ❑ Development and Acquisition (D&A)
 - System Development and Demonstration
 - System Modifications
 - Experimentation and Concept Demonstration
 - Product / In-Service Life-Cycle Support
- ❑ Test and Evaluation (T&E)
 - Developmental T&E and Operational T&E
 - Includes Test facilities in the 5 Test Facility Resource Categories
 - Hardware-in-the-Loop Facilities
 - Installed Systems Test Facilities
 - Integration Laboratories
 - Digital M&S Facilities
 - Measurement Facilities

*Ranges on which T&E
is conducted are
covered in the E&T
JCSG*

The facilities supporting these functions include, but are not limited to, laboratories, test facilities, product centers, warfare centers, and Research, Development and Engineering Centers.

Transforming Through Base Realignment and Closure



Defense Technology Area Plan (DTAP)

Capability Areas

	Info Systems	Sensors, Electronics	Chemical & Bio Def	Battlespace Environments	Human Systems	Biomedical	Materials and Processes	Nuclear Technology	Weapons	Space Platforms	Sea Vehicles	Ground Vehicles	Air Platforms	
RES														
D&A														
T&E														

Air, Land, Sea Space

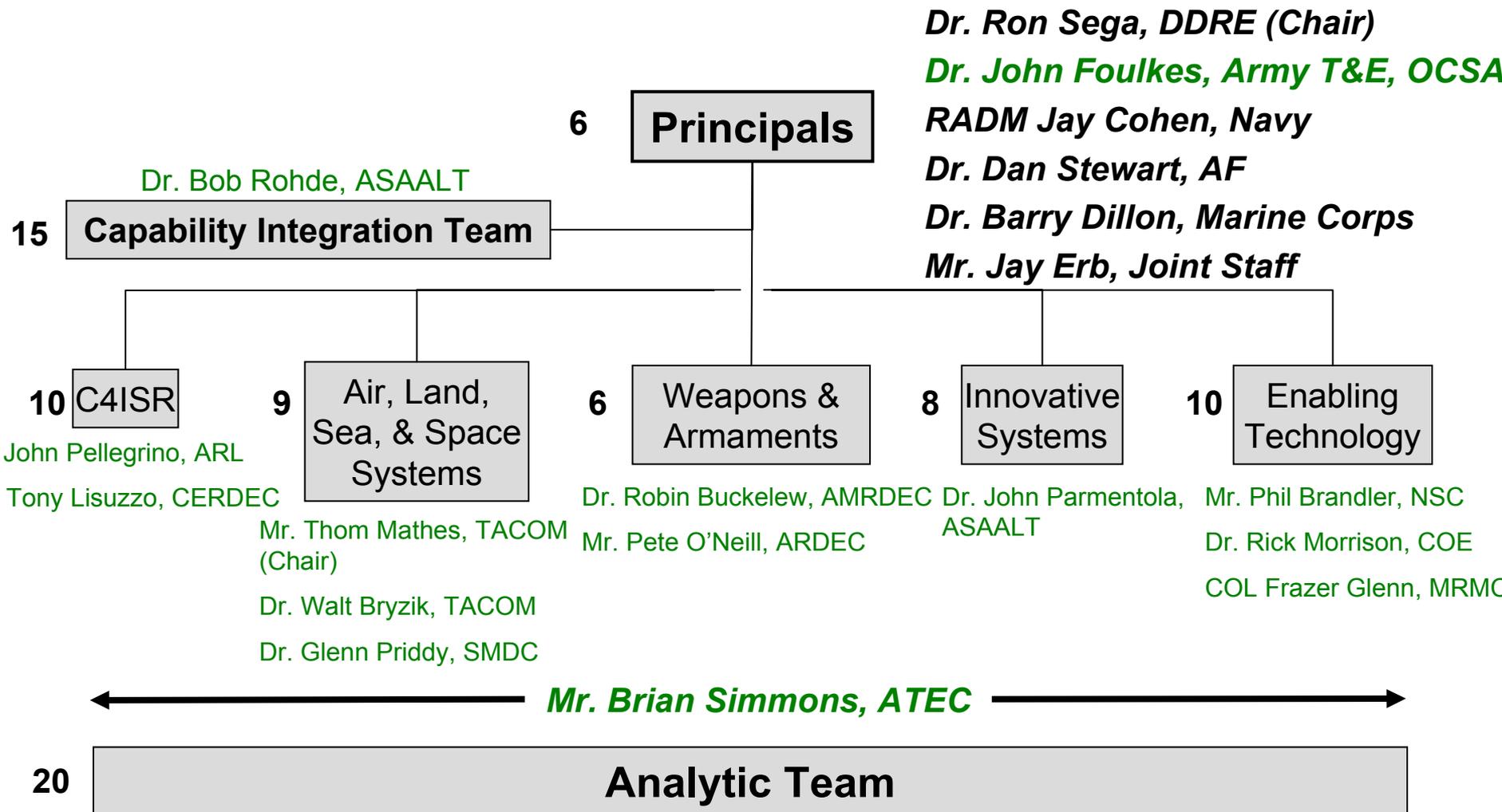
Weapons & Armaments

Enabling Technology

C4ISR



Technical JCSG Organization





TJCSG Overarching Strategy

- ❑ Reduce excess capacity & reduce the number of technical sites through combined Research, Development & Acquisition, Test & Evaluation Centers aligned for functional and technical efficiency & synergy
- ❑ Each scenario presented in this briefing is a member of a family of derivative scenarios under analysis by the TJCSG



TJCSG Overarching Strategy

Transformational Framework for System of Systems RDAT&E

Combined C4ISR NCW Integration Center

Land

Maritime

Air & Space

Combined Mission Center(s)

Land
Systems

Missile
Defense
Systems

Maritime
Systems

Space
Systems

Airborne
Systems

Fixed & Rotary wings

Combined Weapons and/or Armaments Center(s)

Platform Integration

Combined DoD Research Lab

- ✓ Sensors/Electronics
- ✓ Information Systems
- ✓ Materials & Processes
- ✓ Power & Energy
- ✓ Non-lethal

- ✓ Biomedical
- ✓ Human Systems
- ✓ Battlespace Environment
- ✓ Autonomous Systems

Combined T&E Planning/Policy Center

- Strategic planning (e.g., Investment)
- Policy (e.g., funding)
- Facilities (Service Managed/ Operated)

Rev 2
9/28/04

Combined DoD Technical Infrastructure Providing Systems of Systems from Science to Design to Fielding

Transforming Through Base Realignment and Closure



Scenario Idea Prioritization

- Create Joint Centers for Air Platforms RDAT&E*
- Joint Centers for Directed Energy
- Joint Centers for Weapons and Armaments*
- Optimize C4ISR Alignment within Services, Joint HQ*
- Consolidate C4ISR D&A and T&E environments
- Optimize W&A Alignment within each Service
- Combine RD&A C4ISR (Sensors and Information Systems)
- Create Joint Centers for Ground Vehicle RD&A
- Joint Research Centers for C4ISR and Human Factors
- Create Joint Centers for Space RDAT&E
- Create Joint Centers for Weapons and Platform Integration*



Scenario Idea Prioritization, ctd

- ❑ Consolidation of Chem-Bio Defense technical facilities
- ❑ Consolidate Missiles and Bombs RDAT&E at a reduced number of centers
- ❑ Consolidation of RDAT&E Battlespace Environments
- ❑ Optimize Sea Vehicle RD&A
- ❑ Integrate Electronic Warfare T&E and Training
- ❑ *Land Warfare LCM and Technology Centers*
- ❑ Consolidate Guns and Ammunition RDAT&E at a reduced number of centers
- ❑ Land Network Warfare LCM and Technology Centers
- ❑ Joint Centers for Nuclear Technology
- ❑ Consolidation of Army T&E
- ❑ Consolidate Air Force RD&A Air Vehicles and Human Systems



TJCSG Initial Scenarios

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

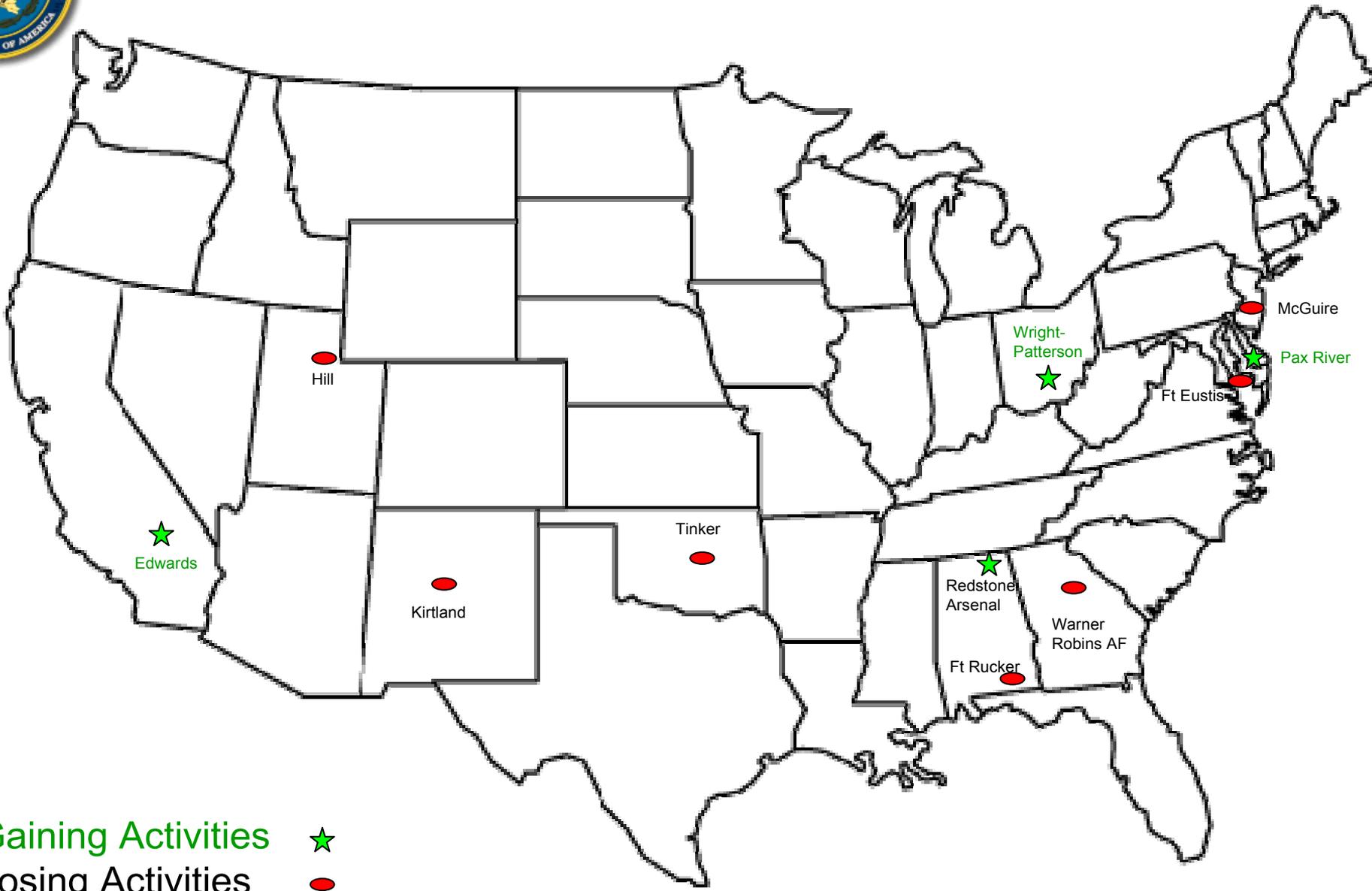


Combined Air Platforms Centers

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



Combined Air Platforms Centers



Gaining Activities ★
Losing Activities ●

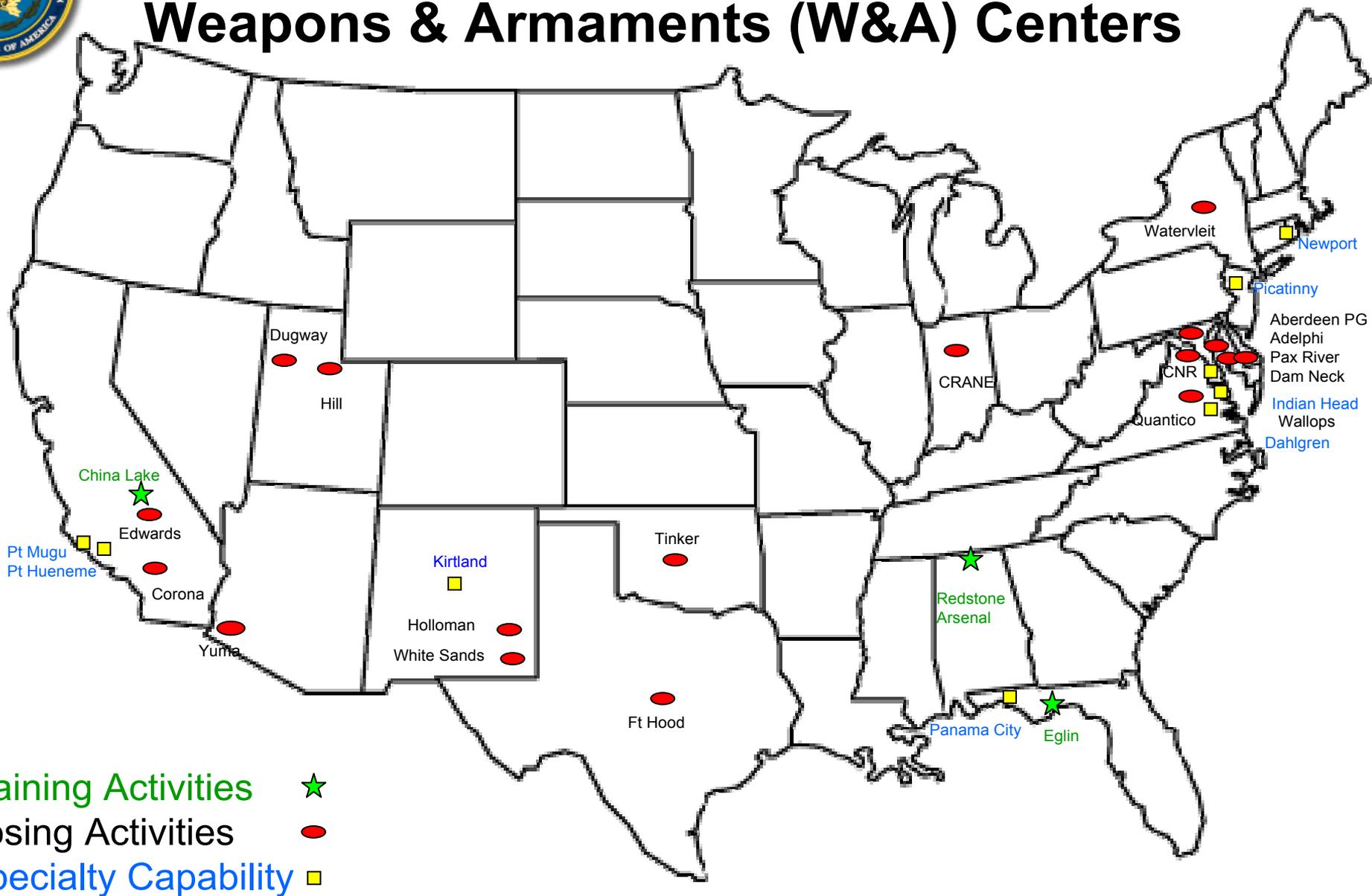


Combined Conventional Weapons & Armaments (W&A) Centers

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">❑ Combine execution of Weapons & Armaments, R, D&A, and T&E at integrated complexes & specialty capability sites [Combined or Service Aligned]❑ <u>Receiver sites</u> : Redstone, Eglin, China Lake❑ <u>Donor sites</u>: see map❑ Specialty Capability Sites: e.g., guns/ammo (Picatinny), directed energy (Kirtland AFB), underwater/ surface specialties such as Newport, Point Mugu/Port Hueneme, Panama City, Dahlgren, Indian Head (receivers & donors)	<ul style="list-style-type: none">❑ Transformational Options:<ul style="list-style-type: none">• #32 Evaluate Joint Centers for ... technologies use by more than one Military Department ...• #33 ...consolidate within each Service...❑ Transformational Strategy:<ul style="list-style-type: none">• Combined centers aligned for functional and technical efficiency & synergy• System of systems strategy fundamental to Network Centric Warfare
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">❑ Synergy and efficiencies across the spectrum of weapons & armaments technology❑ Reduces cycle times by integrating R, D&A, and T&E❑ Reduces infrastructure & duplication	<ul style="list-style-type: none">❑ Influence of E&T JCSG Open Air Ranges on the T&E function❑ Could disrupt platform integration in some cases❑ Conflicts with service business models & organizational structure



Combined Conventional Weapons & Armaments (W&A) Centers





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

Scenario

Combine weapon system platform integration, targeting, mission planning with Weapons & Armaments, R, D&A, and T&E at combined weapons centers & specialty capability sites* [each may be Combined or Service Aligned]

Receiver sites : Redstone, Eglin, China Lake

W&A Donor sites & Platform Integration Donor sites:

see map

Specialty Capability Sites: e.g., guns/ammo (Picatinny), directed energy (Kirtland), underwater/ surface specialties such as Newport, Point Mugu/Port Hueneme, Panama City, Dahlgren, Indian Head (receivers & donors)

Drivers/Assumptions

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

*Corollary scenario is combined weapons at a platform center

Justification/Impact

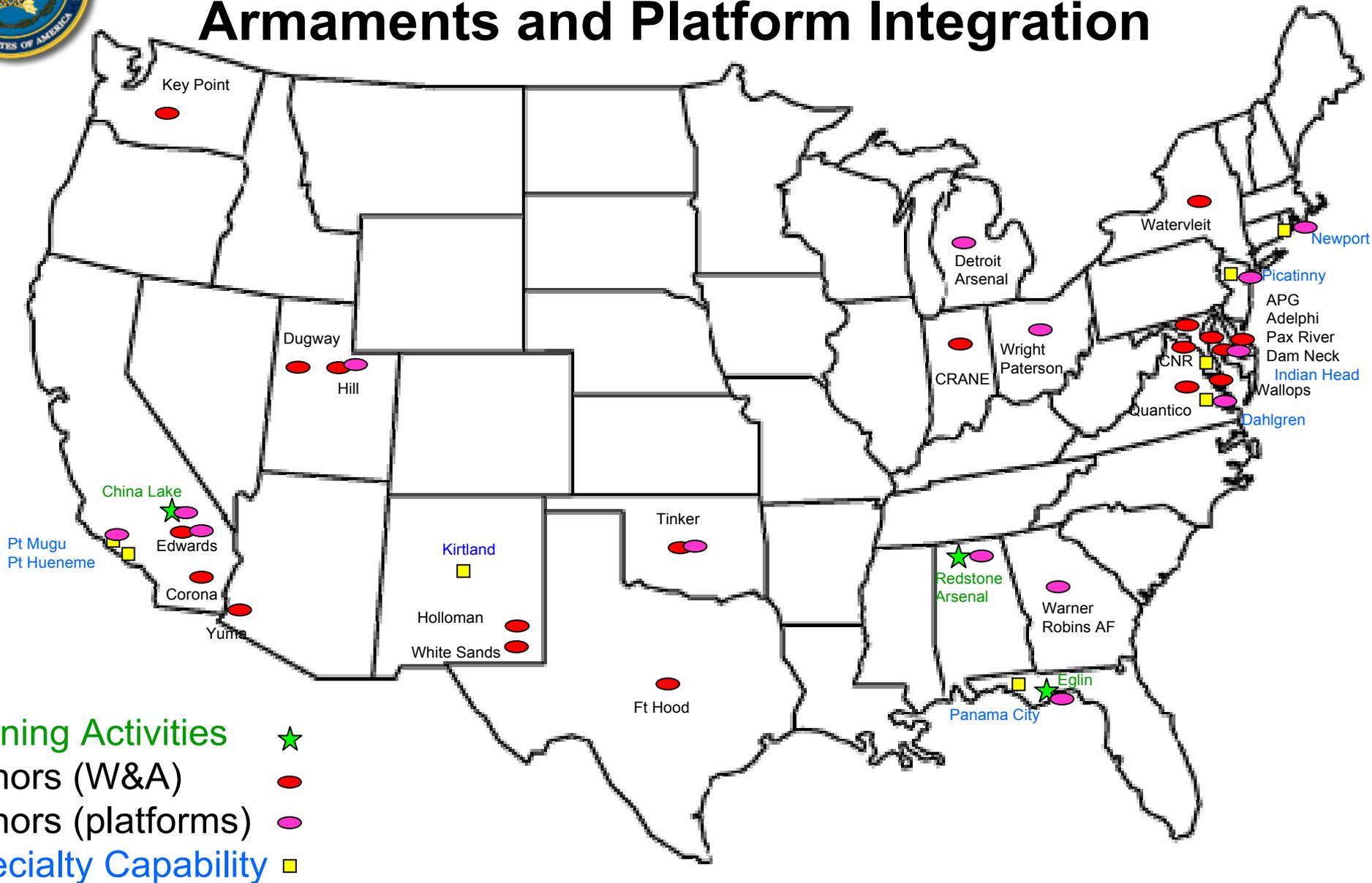
Combined Centers responsible for platform integration
Favorable Service experience with integration by the weapons community (e.g., in-service platforms)
Reduces cycle times by integrating R, D&A, and T&E
Reduces infrastructure & duplication

Potential Conflicts

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



Combined Centers for Weapons & Armaments and Platform Integration



- Gaining Activities ★
- Donors (W&A) ●
- Donors (platforms) ●
- Specialty Capability ■



Combined Defense Research Laboratory (DRL)

Two Scenarios

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

Justification/Impact

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

Drivers/Assumptions

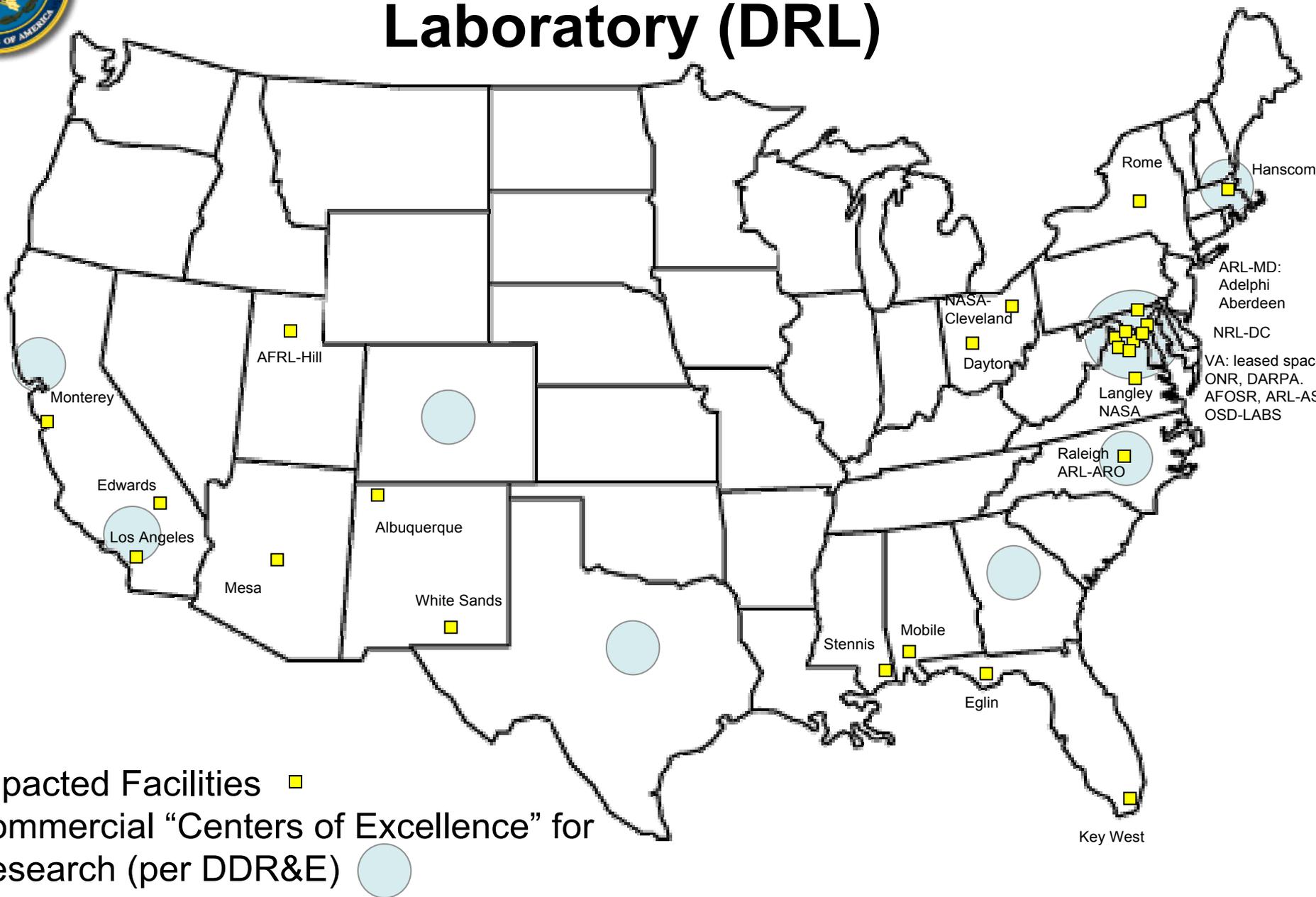
- ❑ Transformational Options:
 - #14 Minimize leased space...
 - #32 Evaluate Joint Centers for ... technologies used by more than one Military Department ...
- ❑ Transformational Strategy:
 - Combined centers aligned for functional and technical efficiency & synergy
- ❑ Strong OSD leadership

Potential Conflicts

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



Combined Defense Research Laboratory (DRL)



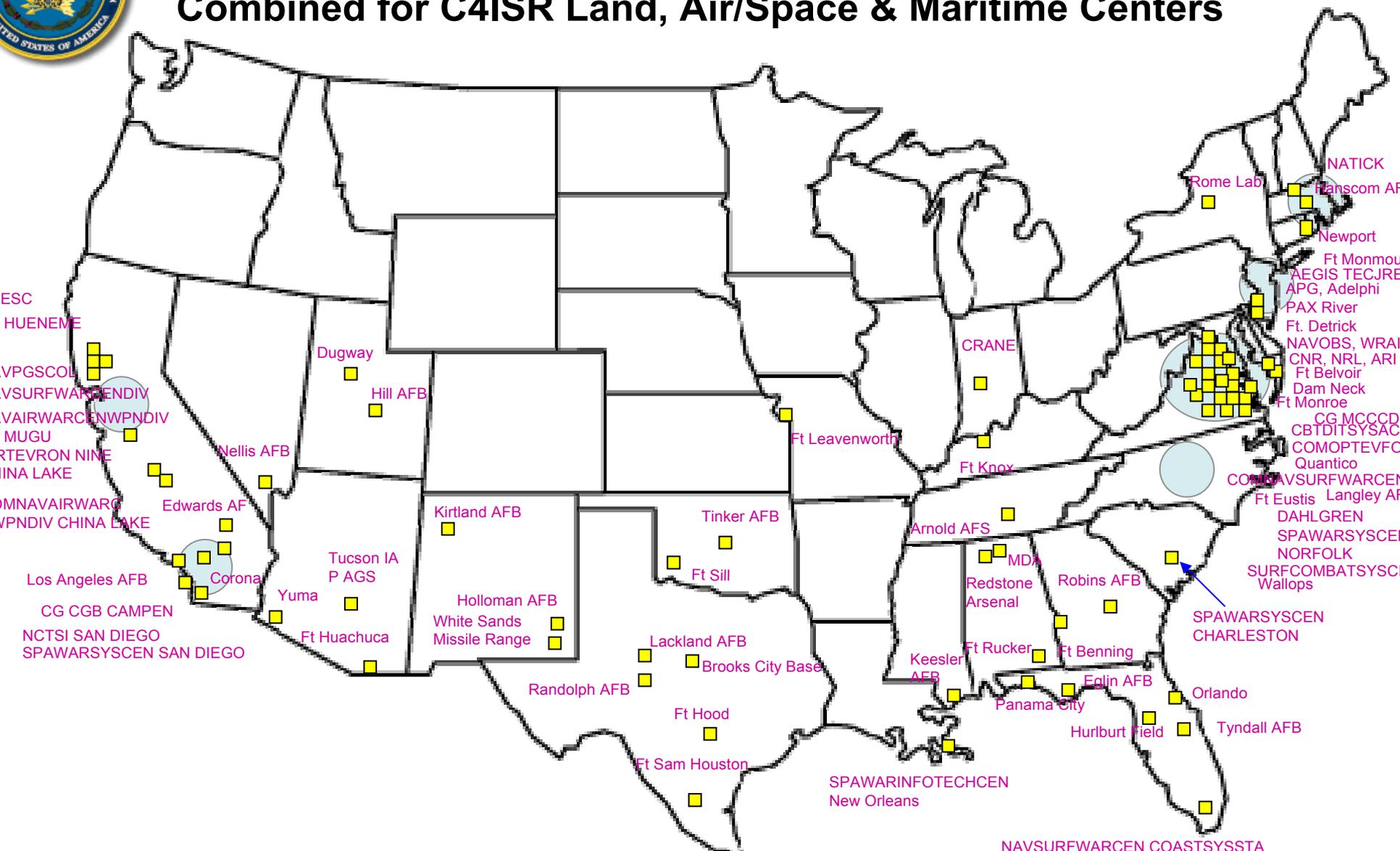


Combined C4ISR Integration Center(s) with Combined for C4ISR Land, Air/Space & Maritime Centers

Scenario	Drivers/Assumptions
Justification/Impact <ul style="list-style-type: none">❑ Combined Center for DAT&E of C4ISR Systems for the Combatant Commanders (e.g., Global Command & Control System)❑ 3 Domain-Unique (Land, Air/Space and Maritime) Combined Centers for R DAT&E of C4ISR Systems❑ Includes Information Systems; Human Systems; and Sensor, EW, and Electronics Systems❑ Impacted Activities: 57 (map, next slide)	Potential Conflicts <ul style="list-style-type: none">❑ Transformational Options:<ul style="list-style-type: none">• #32 Evaluate Joint Centers for ... technologies use by more than one Military Department ...• #33 ...consolidate within each Service❑ Transformational Strategy:<ul style="list-style-type: none">• Combined centers aligned for functional and technical efficiency & synergy❑ HSA JCSG coordination required if Combined Center proposed for the NCR/Military District Washington❑ Coordinate with Intelligence JCSG❑ Conflicts with MILDEP Business Models & Organizational Structure



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



Impacted Facilities ■

Commercial "Centers of Excellence" for Research (per DDR&E) ●



Joint Land Warfare Center

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">❑ Create Joint Center(s) for Land Warfare R, D&A, and T&E❑ Impacted Activities: Army - Detroit Arsenal, Natick Soldiers Center, Picatinny and APG; Potential minor impacts - USMC – Quantico; Navy – Corona and Pax River; AF – Tyndall, Robbins and Hanscom AFB	<ul style="list-style-type: none">❑ Transformational Options: #32 & 33❑ Collocate RDA and T&E❑ Other: Analysis based upon LOM
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">❑ Consolidates survivability efforts for light combat systems❑ Promotes synergy and efficiencies across the spectrum of functions involved in Land warfare R, D&A, and T&E (Soldier Systems, vehicles, weapons, CBD)❑ Enhances Life Cycle Management by physically consolidating organizations contained in Soldier/Ground Systems LCMC	<ul style="list-style-type: none">❑ Reconstitution of Intellectual Capital❑ Simultaneous displacement of RDA/T&E infrastructure for FCS



Army Summary

Combined Air Platform Centers must examine a separate scenario for Rotary wing aircraft – Army and Navy – Possibly at Ft Eustis consolidating efforts now at NASA. Navy alternative is Pax River.

The Defense Research Laboratory Concept for intramural research negatively impacts the transition of technology to the service warfighter – already a difficult process. Any consolidation other than extramural (University research) disrupts the Life Cycle Management Center integration - S&T through Acquisition and Support.

Armaments scenarios are missile oriented; inadequately address tube artillery, direct fire and platform integration. Army proposed Combined Land Warfare Center(s) provides an integrated approach to the Land Warrior, CBD, and survivable ground weapons platforms and weapons.



Way Ahead



Date	Topic
12 Oct	Review of Intelligence and Medical JCSG Proposal
19 Oct	JCSG Proposal Integration
26 Oct	JCSG Final Proposal Integration
November	Review TABS Proposals & Integration
December	TABS Proposal Integration, Final Approval for EOH, submit to OSD

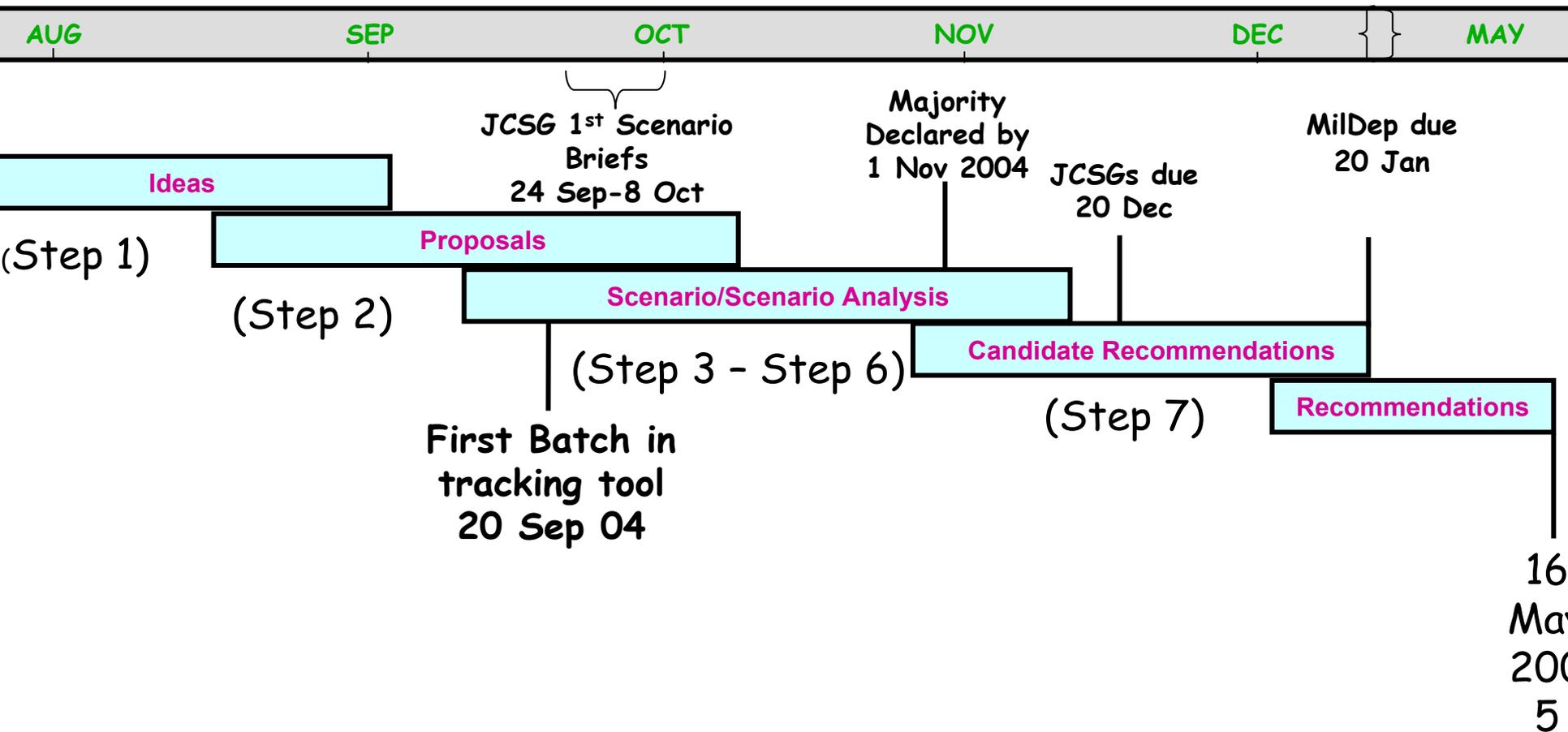


Backup





Timeline: Turning Ideas into Recommendations





Disestablish and Realign T-1 Training (E&T-0008)

Scenario

- Disestablish and realign Advanced Undergraduate Flight Training (T-1) at Heavy Lift/TACAMO FRS/FTU
- Gain: Little Rock, Altus, Tinker
- Lose: Columbus AFB, Laughlin AFB and Vance AFB

Drivers/Assumptions

- BRAC guidance to exploit transformational options and reduce base/ infrastructure requirements
- Transformational Option: Exploit mission commonalities and consolidate Advanced UPT Multi-Engine Jet with FTU training
- Assumes program would not disrupt current training levels and preserves common skills within current programs

Justification/Impact

- Reduced cost of aircraft maintenance
- Optimize current asset utilization
- Exploits Joint Opportunity
- Quality of life improvement (reduces PCS)

Potential Conflicts

- Service culture
- May constrict Student track/re-track training opportunities
- Loss of redundancy
- Locates Advanced students with operational squadrons (Moody)

5 October 2004
BRAC 2005 SRG#14
SECRETARY OF THE ARMY CONF ROOM, 3D572

PURPOSE:

- To provide updates
- To present Education and Training and Technical Joint Cross Service Groups' proposals and give the SRG an opportunity to provide guidance and comments to the Army representative.
- To present the BRAC 05 SRG meetings schedule

ACTIONS:

Dr. College opened the meeting by welcoming the group and immediately began the briefing. He reviewed the timeline, and presented a briefing on capacity analysis and how capacity changes as Army requirements evolve through FY 2025. He made the point that the 28 percent excess capacity reported by DoD does not reflect the anticipated shortage in maneuver land capacity in 2025. Dr. College noted that analysis of midterm capacity (FY 2015) generated actual shortages in acre-days, ranging from 12-49 percent.

The BRAC implications are that the TABS will seek to move UAs and units returning from overseas to locations with the best availability of maneuver land, including Navy and Air Force bases.

SECARMY indicated his concern about the impression the DoD report has left on the Hill that the Army has so much excess capacity, which will lead to an expectation to close a commensurate number of facilities. Dr. College noted that, while we do not have excess capacity in training lands, we do have other excess capacity, e.g., industrial and storage. The challenge will be that OSD PA&E will be looking for bill payers (closed installations) to help fund BRAC initiatives, and we will have to be clear about what the Army needs now and into the future.

G8 noted that the funding issue is partly the Army's problem, as IGPBS is \$2.7B in arrears. We will be looking closely at what we can close to help put money back in this pot.

The Deputy CAR asked what happens when ARNG and Reserve Component numbers are added to the capacity analysis? Dr. College replied that the numbers adjust, but the essential story remains the same.

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SECARMY noted that the inclusion of ARNG and RC units in the balanced Force Structure analysis will identify some units that will not remain. We need to assess the impacts on armories and Reserve Centers—and keep the ones that offer the best recruiting opportunities.

Dr. College then turned the briefing over to Mr. Gunlicks, to brief the Education and Training JCSG.

Mr. Gunlicks began by reinforcing the previous discussion concerning the immutable nature of training land; therefore it must be preserved. He also acknowledged the concept of looking at Reserve and state-owned facilities when analyzing maneuver land potentials. Mr. Gunlicks then briefed the internal organization and timeline for the E&T JCSG and presented proposals according to the focus area. He noted E&T was responsible for evaluating all ranges, including Test and Evaluation ranges.

SECARMY asked how well consolidating of flight training was proceeding? Mr. Gunlicks replied that the ground schools are consolidated, but problems with complexity of the aircraft and ground, hangar and ramp space have hampered further consolidation. He noted that, with the exception of the Joint Strike Fighter, all graduate level flight training is done by the Services.

Mr. Gunlicks then reviewed the scenarios for E&T, noting that their progress is on track, and he has enjoyed excellent coordination with TABS.

VCSA remarked that the Army E&T representative needs to know the Army plan on stationing UAs and IGPBS units to help preclude conflicts.

SECARMY asked about consideration of surge. Mr. Gunlicks replied that surge considerations are incorporated in mobilization issues and potential training base expansion with approximately a 20-percent factor for surge capability.

Dr. College then turned the briefing over to Mr. Foulkes to present Technical Joint Cross Service group proposals.

Mr. Foulkes began with the mission and organization of the Technical JCSG. He noted Technical had 39 “Bins”, i.e., 13 “Capabilities” across three functional areas for study. He presented Technical JCSG’s overarching strategy and concept of analysis. He noted that at this point scenarios are strategy driven, not data driven; therefore there are no definitive recommendations yet on which

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(CONTD).

installations will gain or lose functions until military value and capacity analyses are complete.

Mr. Foulkes presented a scenario on a Combined Defense Research Lab, and noted that the Army did not support this scenario. VCSA noted that the DOE tried a similar approach and lost touch with their customer base as a result. SECARMY asked what the Navy and Air Force thought? Mr. Foulkes replied that the Air Force generally supports combining all research centers together, while the Navy is organized vertically and not enamored of the idea.

VCSA also noted that the Army has taken on the Joint Vertical Heavy Lift TF, generating the need for the right research and test facility in FY 07/08 for JVLH research and development.

Dr. College then reviewed the Way Ahead, discussing the timeline for ISG and SRGs and noting that the Intelligence and Medical JCSG proposals will be next.

General Comments:

G8 The review of scenarios will be data challenging. We will need enough data to support the scenarios. The Army is ahead of the other Services in processing and assessing COBRA data.

SECRETARY, Dr. Craig E. College
RECORDER, Ms. Stephanie Hoehne



SC - BRAC SRG (5
Oct).ppt (142...

SRG#14,
SEATING CHART