BRAC SRG #5

29 January 2004

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Agenda

- **Status Updates**
  - ✓TABS/JCSGs
  - ✓ISG/IEC
  - ✓SRG
- **Review and Approve BRAC Objectives**

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

TABS & JCSGs Status Update

Organization	• Intelligence JCSG established & approved by SECDEF.
Data Call And Capacity Measures	• Data Call #1 released to the field on 6 January. Approximately 500 questions. • Intelligence JCSG has not yet issued its capacity data call. • Army coordinated on and concurs with final capacity analysis reports.
Way Ahead Near Term	• Present MVA at SRG #6 scheduled for 17 February. • JCSGs continue to develop Military Value Analysis approach per guidance issued by ISG Chair on 23 Dec. JCSG MVA reports to ISG begin in early February.
Way Ahead Long Term	• Complete the Capacity Analysis based on Data Call #1. • Distribute Data Call #2 in April 2004.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

ISG/IEC Status Update

Organization	• New members to the IEC include A/SA, CSA, SecNav, & CMC. • New members to ISG include VCSA, A/ASA (I&E), VCSAF and VCNO.
Oversight	• IEC approved Draft Selection Criteria function and scope and Intelligence JCSG via paper IEC. • ISG approved E&T JCSG review of graduate flight training for fixed- and rotary-wing craft for joint platforms (JSF, V-22, C-130, etc.). • ISG reviewed Intelligence JCSG approach to handling classification issues for data and potential scenarios. • ISG approved COBRA policy issues as proposed by the COBRA JPAT.
Way Ahead 30 January ISG	• Force Structure Plan. • Overseas basing update. • Selection criteria implementation. • BRAC funding allocation rules.
Way Ahead March	• Finish reports due to Congress with the budget (force structure plan, installations inventory, excess capacity analysis) by 1 March for coordination and transmittal to Congress thereafter.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

SRG Status Update

31 OCT SRG	• Reviewed capacity metrics for JCSGs and TABS. • Reviewed status of Data Call #1.
Way Ahead 17 FEB SRG	• Approve Military Value Attributes. • Approve PPBE Process.
Way Ahead Long Term	• Approve Capacity Analysis. • Approve Military Value Analysis. • Approve Army BRAC Recommendations.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Purpose

Approve or provide further guidance on the BRAC Objectives as the basis for the development of BRAC scenarios.

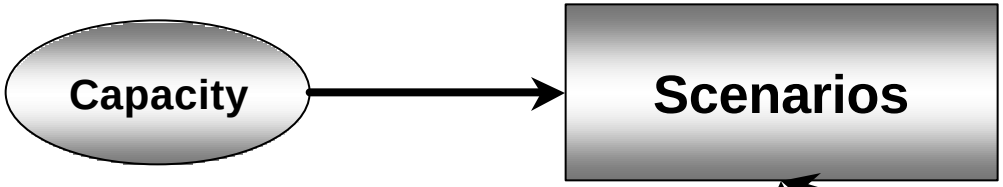
Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Army Vision for BRAC 2005

" Army forces with a Joint and Expeditionary Mindset positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that projects power, trains, sustains and enhances the readiness and well-being of the Joint Team."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Scenario Development



CONCEPT	DOD Selection Criteria	Capabilities	Objectives	Military Value Attributes
DEFINITION	"Ensure that military value is the primary consideration in the making of recommendations for the closure…" (S. 1438-331)	Key capabilities that the future installation *portfolio* will provide the Current and Future Armies as part of the Joint Team.	Objectives for transforming the current portfolio of Army installations into a portfolio that best supports the Joint Team.	Installation characteristics that permit us to score how well an *installation* can help achieve the BRAC objectives.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Assumptions

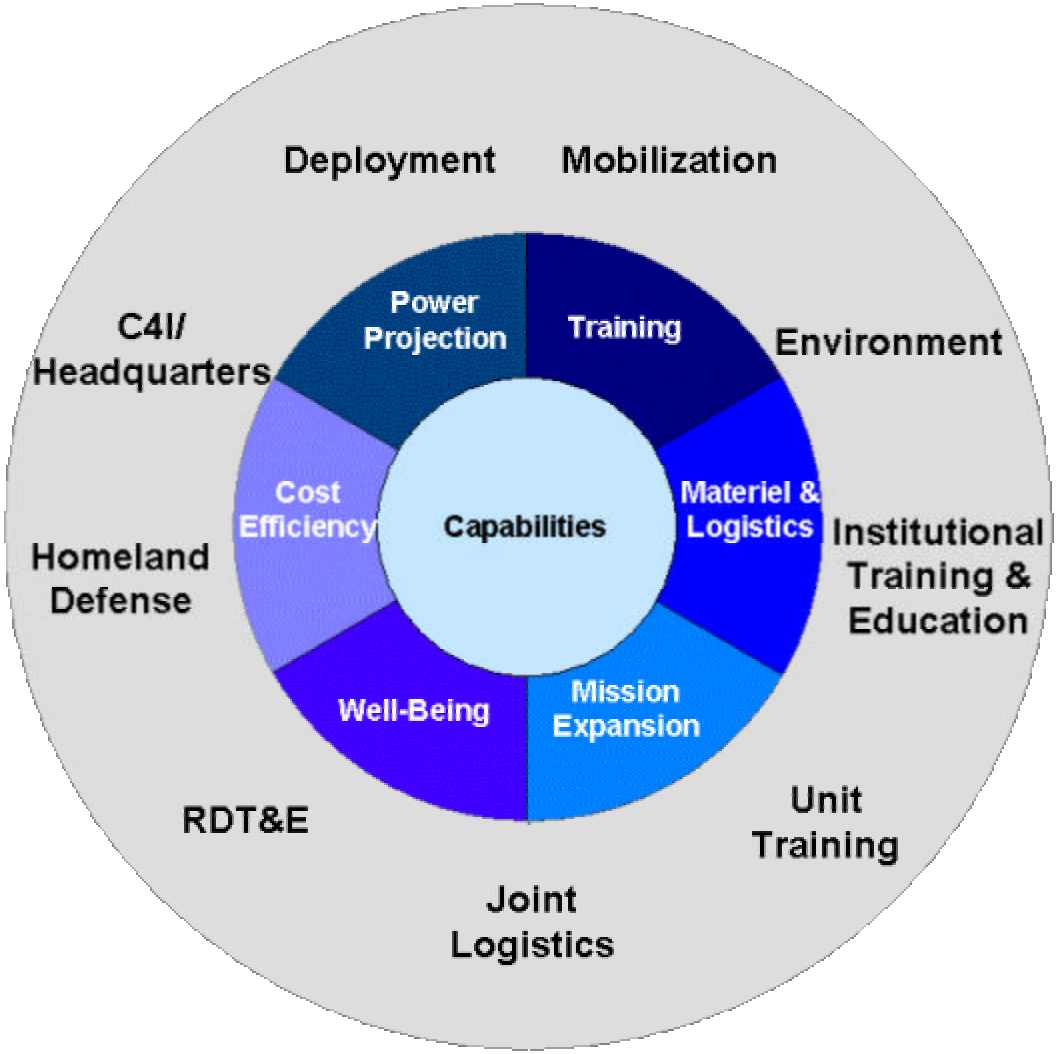
- Our Army is serving a Nation at war – BRAC must support that contribution.
- Army will leverage BRAC to enable a campaign quality Army with a Joint and Expeditionary Mindset – what's good for America is good for the Army.
- Army will pursue Joint (multi-component, multi-Service, interagency) options before Army-only options when they add value to the Joint Team.
- Army will ensure that it can satisfy its Homeland Defense mission.
- The Reserve Components will play a vital role in BRAC 2005.
- A smaller forward presence consistent with DOD guidance will increase the need for more flexible deployment capabilities.
- Army will retain unique and critical capabilities that cannot be replicated elsewhere.
- Army end strength will not fall below current levels through 2025.
- The Future Army will require more maneuver space and capabilities than the Current Army.
- Unit manning and force stabilization policies increase the importance of effective well-being programs.
- OSD will require the Army to fund proposed recommendations that are not funded from the BRAC wedge.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

BRAC Capabilities

SOURCES

- DOD Selection Criteria
- Title X Responsibilities
- DOD Strategic Planning Guidance
- Army Strategic Planning Guidance
- 13 Categories from BRAC 95
- Army's 16 Focus Areas
- Senior Leadership Interviews
- Strategic Readiness System
- MACOM Transformation Documents



Transforming Through Base Realignment and Closure

Deployment Objectives

- Locate Army forces and materiel to enhance deployment and redeployment of the Joint Team.
- Relocate forces IAW the Integrated Global Presence and Basing Strategy (IGPBS).

Mobilization Objectives

- Reshape installations to support home station mobilization and demobilization and successfully implement the Train/Alert/Deploy model.
- Reshape Reserve Component infrastructure in support of the Director, Army National Guard, the Chief, Army Reserve, and the State Adjutants General.

C4I/Headquarters Objectives

- Locate units and activities to enhance home station operations and force protection.
- Collocate functions and headquarters in “Joint campuses” to enhance interoperability and reduce cost.
- Unite multi-location headquarters in single locations to enhance effectiveness and efficiency.
- Retain installations with the greatest capability to support reach-back/forward operations.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Homeland Defense Objectives

- Locate Army forces to protect the United States population, territory, and critical infrastructure.
- Locate forces to enhance support of potential NORTHCOM operations.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Institutional Training & Education Objectives

- Provide sufficient area and facilities (with varied terrain, climate, and airspace) to support institutional training, combat development, and doctrine development.
- Consolidate, collocate or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies.
- Optimize the capacity to train the entire range of military and civilian skills.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Unit Training Objectives

- Provide Army units and activities with sufficient, sustainable maneuver and training space in a wide variety of geographic, topographic and climatic conditions in support of Joint training, testing and experimentation and Homeland Defense.
- Locate Army units and activities to enhance home-station training, force stabilization policies, Joint interoperability and readiness.
- Locate Special Operations Forces in locations that best support: SOF specialized training needs, training with other-Service SOF units, and the unit and materiel deployment requirements of wartime regional alignments.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

RDT&E Objectives

- Retain critical RDT&E infrastructure to provide required technological capabilities and capacity in support of DOD transformation and Joint operations.
- Integrate DOD testing and training ranges and assets to effectively support DOD transformation and Joint operations.
- Consolidate DOD RDT&E organizations, capitalizing on synergy across DOD, other Federal agencies, academia, and industry, to enhance support of DOD transformation and Joint operations.
- Maintain unity of command for Army DT and OT, thus leveraging organizational efficiencies in support of DOD transformation and Joint operations.
- Provide RDT&E infrastructure that will attract world-class talent in emerging science and engineering fields, ensuring long-term technological innovation to support DOD transformation and Joint operations.

Joint Logistics Objectives

- Realign and consolidate the Army organic industrial base, in partnership with industry, to provide Joint, responsive, flexible, world-wide logistics support from the factory to the foxhole.
- Reshape and integrate Army critical munitions and armaments capability to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.
- Reshape and integrate Army maintenance and materiel management capabilities to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.
- Structure a multi-Service distribution and deployment network to enhance the strategic responsiveness of the Joint Team.

Mission Expansion Objectives

- Retain DOD installations with the most flexible capability to accept new missions.
- Retain vital training and test lands as a hedge against likely new Joint Team missions; changes in technology, Tactics, Techniques and Procedures (TTP); and other Operational Risk.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Well-Being Objectives

- Locate Army organizations to provide safe, quality, and affordable communities on and off post.
- Provide responsive, quality, and cost effective medical and dental care on and off post.
- Provide opportunities to enrich personal lives by achieving individual aspirations.
- Create a portfolio of installations that provide quality and varied recreational and cultural opportunities on and off post.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Cost Objectives

- Create multifunctional, multi-component and multi-Service installations that provide the same or better level of service to the Joint Team at a reduced cost.
- Consolidate or collocate common business functions with other agencies to provide the same or better level of Joint services at a reduced cost.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Environment Objectives

- Locate Army units to reduce the impact of encroachment on Joint Team mission accomplishment.
- Locate Army units where available natural resources can sustain the force.
- Locate Army units to enable maximum training and test flexibility within environmental limits.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Recommendations

- Recommend approval of the BRAC Objectives as the basis for development of scenarios.
- Recommend Army representatives to the JCSGs be directed to pursue these objectives in the JCSG analyses.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Way Ahead

TABS, JCSGs	✓ JCSGs continue to develop Military Value Analysis approach. ✓ Complete the Capacity Analysis based on Data Call #1. ✓ Distribute Data Call #2 in April 2004.
ISG/IEC	✓ Force Structure Plan. ✓ Overseas basing update. ✓ Selection criteria implementation. ✓ BRAC funding allocation rules. ✓ Finish reports due to Congress with the budget.
SRG	✓ SRG #6, 17 February. ✓ Approve Military Value Attributes. ✓ Approve PPBE Process. ✓ Approve Capacity Analysis. ✓ Approve Military Value Analysis. ✓ Approve Army BRAC Recommendations.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

BACKUP SLIDES

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

COBRA Policy Issue Recommendations

- Should COBRA credit salary savings resulting from reductions in military positions?
  - Yes
- Should COBRA estimate facility construction costs at a receiving site based on minimum unit mission requirements or on the level of facility inadequacy that may have existed at the losing installation?
  - Meet a reassigned unit's requirements
- Should COBRA include cost/savings from facilities recapitalization?
  - Yes, using a blend of execution and budget data
- Should COBRA use authorized or actual civilian positions?
  - Use authorized positions and assume 100 percent fill.
- What environmental costs should COBRA include?
  - Include compliance, pollution prevention, and conservation costs in COBRA; include restoration costs in Criteria Eight.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Deployment Objectives

Locate Army forces and materiel to enhance deployment and redeployment of the Joint Team.

- **Army Strategic Planning Guidance**
  - "Provide Army brigade combat teams organized, resourced, and stationed to execute deployment from strategic distances into a contested area and employ required level of combat power in a forced entry operation." (p. 35)
  - "Provide Power Projection Platforms/Power Support Platforms capable of meeting throughput requirements to simultaneously support two major combat operations less than 30 days apart in accordance with the 10-30-30 construct and other Army commitments." (p. 42)
- **The Army Future Force: Decisive 21st Century Landpower** "Operational maneuver from strategic distances will strengthen deterrence and preclusion, improve Joint force strategic responsiveness, and provide higher levels of strategic and operational agility to Joint commanders throughout the campaign." (p. 3)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Deployment Objectives

Relocate forces IAW the Integrated Global Presence and Basing Strategy (IGPBS).

- **Army Strategic Planning Guidance** " As the Army repositions and reconfigures its forces, we will expand the Joint Force Commander's ability to rapidly deploy, employ and sustain forces throughout the global battlespace in any environment and against any opponent." (p.3)
- **Strategic Readiness System Objective P7, "Provide Infrastructure"** "Sustain and improve predictable installation systems, power projection infrastructure, and environmental programs to improve the quality of installations and support quality training and operations."
- **P7 Supporting Objective** "Provide installations with a minimum of C2 quality facilities to support the force by 2010 with all installations in compliance by 2023

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Mobilization Objectives

Reshape installations to support home station mobilization and demobilization and successfully implement the Train/Alert/Deploy model.

- **Army Strategic Planning Guidance**
  - "Establish mobilization training and force validation through the FORSCOM collective training structure and TRADOC individual training structures to ensure rapid, effective, and sustained mobilization." (p. 35)
  - "Improve efficiency of mobilization and demobilization processes and align mobilization categories (PRC, Partial, and Full) to Defense Planning Guidance Force Sizing Construct (1-4-2-1)." (p. 34)
- **Strategic Readiness System Objective C3, "Mobilize the Army"** "USAR and ARNG units and soldiers arrive at mobilization or duty stations within 72 hours of notification, P-1 with qualified leaders, and requiring minimal post-mobilization training. Transition to Train/Alert/Deploy model." (p. 33)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Mobilization Objectives

Reshape Reserve Component infrastructure in support of the Director, Army National Guard, the Chief, Army Reserve, and the State Adjutants General.

- **Army Strategic Planning Guidance**
  - "Establish mobilization training and force validation through the FORSCOM collective training structure and TRADOC individual training structures to ensure rapid, effective, and sustained mobilization." (p. 35)
  - "Improve efficiency of mobilization and demobilization processes and align mobilization categories (PRC, Partial, and Full) to Defense Planning Guidance Force Sizing Construct (1-4-2-1)." (p. 34)
- **Washington Post Editorial,"A Streamlined Army Reserve," dtd 22 Sep 03**
  Quote by LTG Helmly, CAR, "…From top to bottom, we are overhauling the process by which we prepare and deploy our forces. We plan to organize, train, sustain, mobilize and deploy our units in a much different way."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

C4I/Headquarters Objectives

- SecDef Memo, "Land Acquisition and Leasing of Office Space in the United States, dated 17 Nov 02 "…concern with acquisition of real property (annual lease over $1M) throughout the United States, and particularly with the concentration of Defense activities in the Washington, D.C. area."
- Army Stationing Strategy
  - "Efficiencies may be gained by collocating multiple functions, activities or workload at a single installation (either Army-only or through pursuit of inter-Service moves) and decreasing installations and facilities."
  - "…leased facilities must be examined to determine if they provide an efficient and cost effective alternative that affords its occupants the force protection that is required in today's environment."
- CSA's 16 Focus Areas "That framework stretches from the individual soldier on point, through the variety of operations centers in the theater of operations and stretches back to the home station operations center regardless of where it is."
- Senior Leader Interviews " Why have so much lease space? If you stacked up all the lease space and don't consider costs and/or savings of moving them to installations, you've missed big things. The return on investment would be significant."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Homeland Defense Objectives

Locate Army forces to protect the United States population, territory, and critical infrastructure.

- **Quadrennial Defense Review, 30 Sep 01**
  - "…DOD will continue to examine the roles and responsibilities of its Active and Reserve forces to ensure they are properly organized, trained, equipped, and postured to provide for the effective defense of the United States." (p.19)
  - "…In particular, the United States must enhance its capabilities to protect its critical infrastructure…that supports oil and gas transportation and storage, information and communications, banking and finance, electrical power, transportation, water supply, emergency, and government services." (p. 20)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Homeland Defense Objectives

Locate forces to enhance support of potential NORTHCOM operations.

- **The Army Strategic Planning Guidance(14 Nov 03), Objective C-6, "Support Civil Authorities,"** states that the Army must
  - "…Provide the diversity of services and support that the Army can uniquely contribute to assist civil authorities in domestic contingencies, including disaster relief and crisis resolution, until the civil authority reestablishes control or civilian relief agencies can assume the mission." (p. 35)
  - "…Support NORTHCOM and PACOM with planning/coordination capabilities, supporting headquarters, and forces to execute homeland defense and military support to civil authorities." (p. 35)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Institutional Training & Education Objectives

Provide sufficient area and facilities (with varied terrain, climate, and airspace) to support institutional training, combat development, and doctrine development.

- **Army Stationing Strategy**
  - Provide sustainable facilities to support a trained and ready Army and other members of the Joint team. (p.3)
  - "…Examine…current installation locations and capabilities to ensure the requirements of our 21st Century forces can be met. Testing and training land and facilities must also be correctly located and sized to ensure the readiness of our support units as the Army transforms." (p.11)
  - "…Institutional Training locations must have sufficient space and facilities (either Army owned or with sister services) to allow centers and schools to fully test and develop new doctrinal concepts, to include addressing full spectrum operation in a Joint, combined, and/or interagency environment. (p.22)
- **DOD Selection Criterion #2** identifies the "availability and condition of land…throughout a diversity of climate and terrain" as a key military value criterion.
- **Quote From Interview** "For future training, we must eliminate these distinctions and move toward multi-use, multi-service Joint bases. Bases that can train, test, evaluate, and field all at the same time." (p.2)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Institutional Training & Education Objectives

Consolidate, collocate, or disperse training to enhance coordination, doctrine development, training effectiveness and improve operational and functional efficiencies

- **Army Stationing Strategy**
  - Consolidation of branch schools promotes integration of leader development, functional training, doctrine development and writing, and combat development activities. (p. 23)
  - Locate branch schools to facilitate maneuver development, maneuver support development, and maneuver sustainment development and operational efficiency. (p.22)
  - "…consolidation of branches makes maximum use of high capacity, modernized installations and may allow closure of some installations." (p.23)
  - "…opportunities to consolidate school training with sister services and with other DOD organizations to make maximum use of compatible facilities and to reduce installation management costs. (p.23)
- **Quotes From Interviews**
  - "For future training, we must eliminate these distinctions and move towards multi-use, multi-service Joint bases. Bases that can train, test, evaluate, and field all at the same time." (p.2)
  - "Co-locating will save money as well as enable us to protect all of our important assets as they are only in one place." (p.2)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Institutional Training & Education Objectives

Optimize the capacity to train the entire range of military and civilian skills.

- **Army Stationing Strategy**
  - Provide adequate airspace and facilities to support rotary wing pilot training. (p.22)
  - Maintain the capability to provide live agent training. (p.22)
  - "…maintain the capability to conduct "Joint logistics over the shore" training at either army owned facilities or through inter-service agreements with sister services/other DOD agencies and retain access to the seaports that provide the necessary capabilities." (p. 24)
  - "…the Army must have the capability to provide facilities (either Army owned or those of other services) to support at least one ROTC Summer Training Camp." (p. 23)
  - Ensure that the entire range of skills needed to support a transforming Army can be trained effectively and efficiently. (p.22)
- **Quote From Interview** "Army Leadership believes the Army will need more, not less, training land." (p.1)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Unit Training Objectives

Provide Army units and activities with sufficient, sustainable maneuver and training space in a wide variety of geographic, topographic and climatic conditions in support of Joint training, testing and experimentation and Homeland Defense.

- **Army Strategic Planning Guidance** "Support NORTHCOM and PACOM with planning/coordination capabilities, supporting headquarters, and forces to execute homeland defense and military support to civil authorities." (p.37)
- **Army Stationing Strategy**, "Army training lands and ranges must provide the capability to train forces and test equipment and emerging doctrine under varying climatic conditions." (p.3)
- **DOD Selection Criterion #1** includes in military value the "impacts on Joint war fighting, training, and readiness."
- **DOD Selection Criterion #2** cites "the availability and condition of land, facilities, and associated airspace…for the use of the Armed Forces in homeland defense missions."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Unit Training Objectives

Locate Army units and activities to enhance home station training, force stabilization policies, Joint interoperability, and readiness.

- **Army Strategic Planning Guidance** "There can be only one standard of training for our Soldiers, regardless of component or specialty. Our equipment and systems must be cross-leveled as necessary to support the Soldier in the warfight." (p.5)
- **Army Stationing Strategy**, " A suitable location and mix of testing and training land and facilities (e.g., deployment and testing facilities, maneuver space, and firing and test ranges) must be available to ensure that readiness is not degraded for any part of the force – from the Current Force to the Objective Force, for both the Active Army and the Reserve Component." (p.11)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Special Operations Forces Objectives

Locate Special Operations Forces in locations that best support: SOF specialized training needs, training with other-Service SOF units, and the unit and materiel deployment requirements of wartime regional alignments.

- **Army Strategic Planning Guidance** "Enhance capabilities of Army special operations/special purpose units organized and resourced to conduct strike operations in support of forced entry operations to include Ranger, Special Forces, Special Operations Aviation, Airborne, headquarters, and support units." (p. 36)
- **The Army Future Force: Decisive 21st Century Landpower** "Operational maneuver from strategic distances will strengthen deterrence and preclusion, improve Joint force strategic responsiveness, and provide higher levels of strategic and operational agility to Joint commanders throughout the campaign." (p. 3)
- **Army Stationing Strategy**
  - "Army training lands and ranges must provide the capability to train forces and test equipment and emerging doctrine under varying climatic conditions." (p. 3)
  - "Station Army forces and functions at installations capable of supporting the DPG and Army Transformation." (p. 9)
  - "Retain or acquire sufficient training land and facilities to meet current and potential combined arms training requirements for both Active Army and Reserve Component forces (Contingency Force Package units, Special Operations Forces and National Guard Enhanced Brigades)." (p.20)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

RDT&E Objectives

- **Army Strategic Planning Guidance (ASPG) and The Strategic Readiness System (SRS)** "Leverage Technology into Key Processes and Equipping the Future Army"
- **CSA Focus Area – "Current to Future Force"** "Ensure linkage of all Army systems/requirements to Joint requirements"
- **Army Stationing Strategy**
  - "Provide research, development, and evaluation for Army weapon systems by leveraging the private sector and retaining in-house technologies for which there is no commercial market. …"
  - "The Army must preserve crucial laboratory and research, development and engineering, acquisition, and logistics management capabilities and capacity necessary to ensure current and future readiness, and transform the force. "
  - "Efficiency, achieved through collocation and integration of research, development and engineering, acquisition and logistics functions, as well as reduced overhead, should be the key factors in any determinations concerning the stationing of acquisition, technology, and logistics oriented organizations."
- **Transformation Planning Guidance (2003)** "A Joint Test and Evaluation Capability (JointTEC) is needed to test the capabilities in a realistic Joint environment."
- **Army Test Resources Master Plan (ATRMP)** "Shape the Army's T&E infrastructure by investing in capabilities which support the Army of the future, producing accurate, reliable, and cost effective information for use by decision makers at all levels."
- **ATEC Strategic Plan**
  - "Identify and optimize processes and capabilities essential to providing quality and timely products and services."
  - "Provide, develop, sustain and integrate technological capabilities and procedures."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Joint Logistics Objectives

Realign and consolidate the Army organic industrial base, in partnership with industry, to provide Joint, responsive, flexible, world-wide logistics support from the factory to the foxhole.

- **The Army Stationing Strategy** indicates that the Army must maintain core industrial capability that is properly sized and efficiently work loaded to support peacetime training and readiness as well as combat operational requirements. (p. 9 & p. 27)
- **AMC Transformation Strategy briefing, dated 11 Jun 03** states that AMC intends to "…reshape and modernize its business practices to provide factory-to-foxhole support." (Slide 22)
- **The Army Strategic Planning Guidance** states the Army will provide end-to-end support (factory to foxhole) through an integrated logistics enterprise. (p. 32)
- **Senior Leader Interviews** indicate that it is imperative for the Army to
  - "…establish integrated logistics support systems that provide end-to-end war fighter support."
  - "this round of BRAC is a tremendous opportunity for DOD to analyze the existing Industrial Base and do what we should have done 10 years ago. Transform the base into a JOINT, efficient, and effective multi-functional Industrial Base through realignment, relocation, and reductions that free up funding that we can refocus in the right direction: support the war-fighter…"

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Joint Logistics Objectives

Reshape and integrate Army critical munitions and armaments capability to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.

- **The Army Stationing Strategy**
  - States that the Army must maintain critical production capabilities that can not be commercially duplicated or expanded during mobilization. (p. 28 – 29)
  - States that the Army will improve capacity utilization of its industrial base through consolidations and divestiture of unneeded facilities. (p. 28 – 29)
- **SecArmy Directive dated 24 Mar 03** requires AMC to develop plans "…for the consolidation, leasing or divestiture of excess government owned ammunition facilities….work toward reducing manufacturing arsenal capability."
- **RAND Report** "Options for Managing the Army's Arsenals and Ammunition Plants," states that the Army currently maintains industrial capability to support requirements that no longer exist. (p. vii)
- **GAO and RAND Reports** state that industrial facilities are currently using only a small portion of their overall capability—some have no active production at all.
- **10 USC 2535** requires DOD to maintain a government owned industrial base to provide essential reserve capability. However, 10 USC 2501 requires DOD to rely on the commercial sector to the maximum extent possible.

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Joint Logistics Objectives

Reshape and integrate Army maintenance and material management capabilities to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.

- **Defense Depot Maintenance Council Business Plan and GAO** indicate that the amount of work and efficiency of operations within the Army's depot system is subject to continuing debate.
- **The Army Stationing Strategy** states that the Army will improve the capacity utilization of its industrial facilities through consolidations, realignments, and divestiture of unneeded facilities. (p. 28 – 29)
- **The Army Strategic Planning Guidance** states that the Army will "…ensure core maintenance capabilities are available with the organic base." (p. 36)

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Joint Logistics Objectives

Structure a multi-Service distribution and deployment network to enhance the strategic responsiveness of the Joint Team.

- **Army Strategic Planning Guidance**
  - Indicates that the Army will reduce its logistics footprint to enhance the strategic responsiveness of the Joint Force, and enable efficient and timely deployment of modular combat support and combat service support units. (p. 7)
  - Also states that the Army will "…Maintain sufficient availability of ammunition/munitions to support Current Force and Future Force weapons platforms." (p. 36)
- **Senior Leader Interviews** suggested that the Army "…provide modernized theater distribution, improved force reception capabilities, integrated supply chains, and sense and respond logistics capabilities."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Mission Expansion Objectives

- **The Army Plan** "…the Army must … shape infrastructure to accommodate changes in doctrine and force structure."
- **2005 DOD Selection Criterion #1** **"**The current and future mission requirements and the impact on operational readiness of the Department of Defense's total force, including impacts on Joint war fighting, training, and readiness."
- **Army Stationing Strategy**
  - "Other metrics to be considered in making stationing decisions include: current and future mission requirements, the impacts on operational readiness, the ability to accommodate contingency, mobilization and future force requirements at both existing and potential receiving installations, …"
  - "As future combat organizations are able to cover ever increasing areas of responsibility and weapon systems have the ability to fire over the horizon, the Army will need the maneuver space and testing and training ranges to exercise these systems and train our soldiers."
- **RAND** "Because the future is cloudy, an ideal BRAC process would produce closure and realignment options that hedge against likely changes in future demands and against less likely but potentially devastating changes."
- **Senior Leader Interviews**
  - "We should ask, if we move a division back from Europe, can its receiving base support it?"
  - "We must have the space to exercise our new systems."
  - "Objective Force is able to operate over a larger area, there is a requirement for more maneuver area. Simulators will help, but there will still be the need for live training areas."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Well-Being Objectives

Locate Army organizations to provide safe, quality, and affordable communities on and off post

- **Army Strategic Planning Guidance** "Provide a competitive standard of living for all Soldiers (Active, Guard, Reserve), retirees, civilians and their family members" (p. 40)
- **Army Stationing Strategy**
  - "The Army must ensure that its installations are capable of… safe, secure facilities that provide our soldiers, civilians, and their families with quality living, working, and recreational areas." (p. 10)
  - "This entails the facilities and functions that are available both on and off post and providing (1) safe, comfortable, quality, affordable family housing for Army soldiers to raise their families; (2) adequate, modern, single soldier barracks facilities;…" (p. 16)
- **Army Family Housing Master Plan (FY03-09)** "… meet the Defense Planning Guidance (DPG) goal to eliminate all inadequate family housing by 2007." (p. ES-1)
- **DOD Strategic Planning Guidance** "… maintain or improve working and living conditions during these stressful periods (e.g., schools, childcare, fitness, and housing)…collaboration with the civilian community for housing and schools, and ensure adequate military welfare and recreation and family support funding is reprogrammed to the gaining installations."

Well-Being Objectives

Provide responsive, quality, and cost effective medical and dental care on and off post

- **Army Stationing Strategy**
  - "Military medicine and dental treatment facilities must optimize patient capacity … and focus on providing prompt, competent, efficient and cost effective medical support to active duty populations and TRICARE beneficiaries." (p. 3)
  - "This entails the facilities and functions that are available both on and off post and providing…responsive, comprehensive professional medical/dental care;…" (p. 16)
- **ARMY Magazine, "The Army Medical Department's Transformation," by LTG James B. Peake, May 2001** "We are working to improve appointment systems and increase the number of appointments available within military treatment facilities and increase acceptance of TRICARE by civilian providers."

Well-Being Objectives

Provide opportunities to enrich personal lives by achieving individual aspirations.

- **Army Strategic Planning Guidance** "Provide an environment that allows Soldiers (Active Guard, Reserve), veterans, retirees, civilians, and their family members to enrich their personal lives by achieving their individual aspirations" (p. 41)
- **Army Stationing Strategy** "This entails the facilities and functions that are available both on and off post and providing…affordable quality childcare; employment opportunities for family members for financial security and/or personal/professional advancement commensurate with their skills and abilities and a consistent quality educational experience;…" (p. 16)
- **DOD Strategic Planning Guidance**
  - "… maintain or improve working and living conditions during these stressful periods (e.g., schools, childcare, fitness, and housing)… collaboration with the civilian community for housing and schools, and ensure adequate military welfare and recreation and family support funding is reprogrammed to the gaining installations."
  - "… due to the financial impact of the cost of child care on families, plan to reduce the unmet child care need over the FYDP through a balance of construction and alternative delivery systems…"

Well-Being Objectives

Create a portfolio of installations that provide quality and varied recreational and cultural facilities on and off post.

- **Army Strategic Planning Guidance** "Manage and utilize resources in a cost effective and responsible manner to achieve Army requirements in areas outside of core competencies outsourcing options will be considered where quality can be maintained" (p. 40)
- **DOD Strategic Planning Guidance**
  - "…ensure adequate military welfare and recreation and family support funding is reprogrammed to the gaining installations."
  - "… continue to implement Business Initiative Council (BIC) fitness center initiatives to eliminate substandard facilities…"
  - "…sustain critical morale and recreation programs…"

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Cost Objectives

- **S. 1438—334, BRAC Law** "The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs."
- **Sec Def Kick-Off Memo (15 Nov 02)** "BRAC 2005 should be the means by which we reconfigure our current infrastructure into one in which operational capacity maximizes both warfighting capability and efficiency."
- **Army Program Guidance Memorandum FY05-09** Efficient installations will provide a standard and equitable delivery of services from installation to installation.
- **Senior Leader Interviews**
  - "We are too big, we have too many places, too much infrastructure. It shows in our ability to pay bills and keep our quality of life at sufficient levels."
  - "The reason it is so expensive to run an installation is because they have been so under-funded for 15-30 years. We put no money into them; the housing is poor, the water plants are poor, etc."
  - "Base operations and support accounts are not there, we can't do it all with current budgets."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

Environment Objectives

- **Army Stationing Strategy** "Consider environmental impacts on stationing and training."
- **SRS** "Sustain and improve…environmental programs to improve the quality of installations and support quality training and operations."
- **The Army Plan** "Provide integrated management and sustainment of installation natural resources to provide the optimum land platform for accomplishment of Army missions."
- **Interviews with Senior Leaders**
  - "Environmental issues are a big concern."
  - "It is important that we have measures that look at the availability and use of training lands and how their use is restricted by environmental and encroachment regulations."

Craig College/DASA(IA)/Craig.College@hqda.army.mil/703.697.3388

THE ARMY BASING STUDY (TABS) GROUP

29 JANUARY 2004
BRAC 2005 SRG #5
SECRETARY OF THE ARMY CONF ROOM, 3D572

ATTENDEES:

BRAC 05 SRG MEMBERS		
POSITION	**NAME**	**REPRESENTATED BY**
USA	HON Brownlee, CO-Chair	
VCSA	GEN Casey, CO-Chair	
ASA (ALT)	HON Bolton	MS Tina Ballard
ASA (I&E)	MR Prosch	
ASA (FMC)	HON Pack	MR Ernest Gregory
CG	HON Morello	MR Earl Stockdale
DUSA	Vacant	
DAS	LTG Lovelace	
G-3	LTG Cody	MS Condon
G-4	LTG Christianson	
G-8	LTG Griffin	MR Tison
ACSIM	MG Lust	MS Jane Mening
CAR	LTG Helmly	BG Profit
D, ARNG	LTG Schultz	
TSG	LTG Peake	MR Yaglom

SECRETARY, DR Craig College
RECORDER, MS Rose Lilly

Also in attendance were selectively invited representatives from the Army's seven Joint Cross-Service Groups.

PURPOSE: To discuss the following

- Status Updates

  TABS/JCSGS
  ISG/IEC
  SRG

- To seek members approval or further guidance on the BRAC objectives as the basis for the development of BRAC scenarios.

- To seek approval or further guidance on the Army Vision for BRAC 2005.

29 JANUARY 2004
BRAC 2005 SRG #5
(CONTD)

Dr. College opened the meeting by presenting copies of the following information papers to each SRG member and presented status updates on TABS/JCSGs and the ISG/IEC.

1. Draft Selection Criteria
2. 20-Year Force Structure Plan
3. BRAC Data Calls

Dr. College presented the BRAC 2005 Objectives to be used in the development of BRAC scenarios, all of which were approved by the SRG.

The SRG also approved Dr. College's recommendation that the Army representatives to the JCSGs pursue these BRAC 2005 Objectives in their analyses.

The Army Vision for BRAC 2005 was also approved by the SRG.

TASKERS:

Dr. College is to provide the A/SA an information paper on the selection and approval process for members of the 2005 BRAC Commission.

Dr. College is to ensure there is an agreement between Army and OSD on locating forces to enhance potential NORTHCOM operations.

The next BRAC 2005 SRG is scheduled for 17 February 2005 and will seek SRG approval on MVA and the PPBE Process.

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