



BRAC SRG #8

14 June 2004

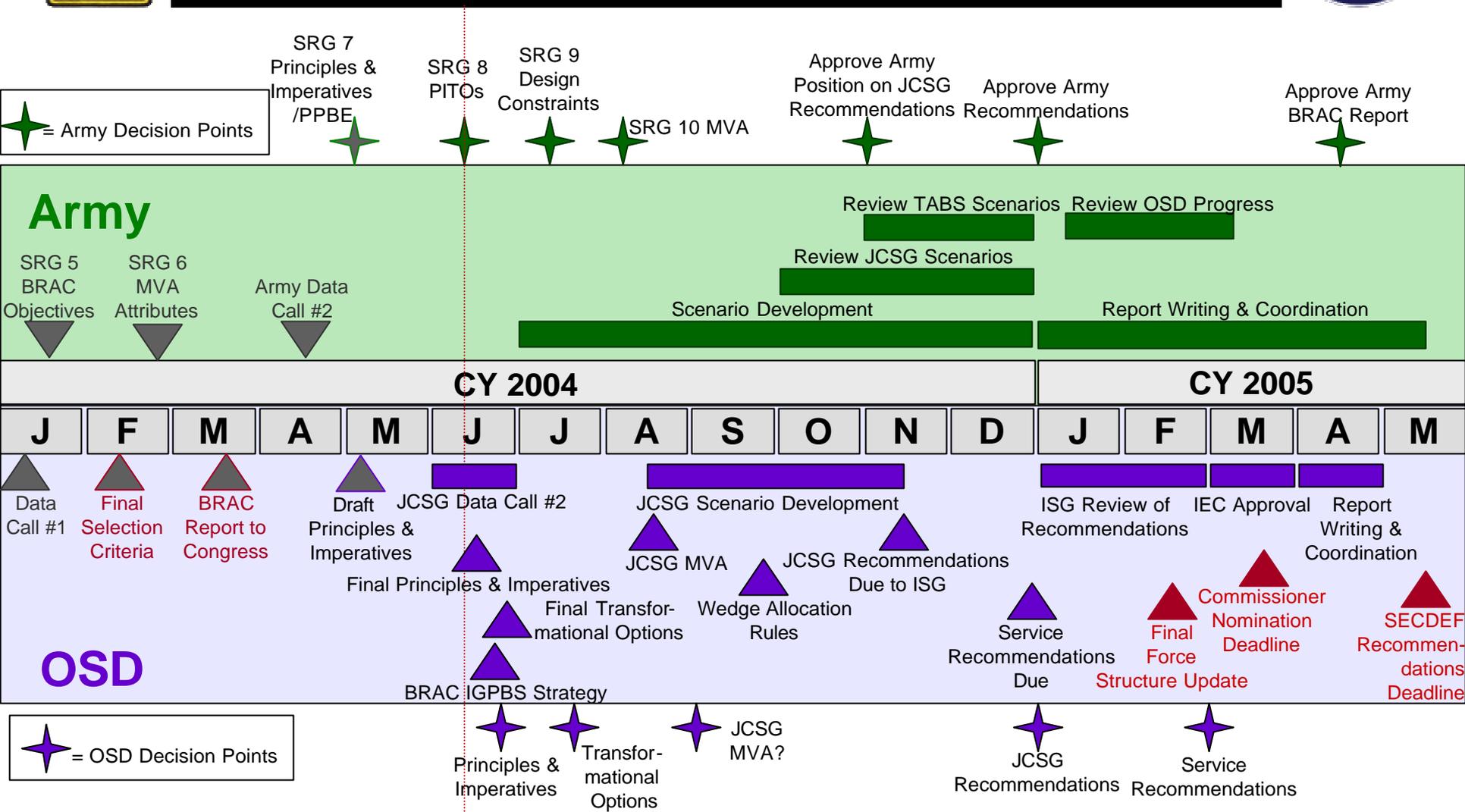


Agenda

- Status Update
- Army Principles, Imperatives & Transformational Options (PITOs)
- BRAC 2005 Implementation



BRAC Timeline



Transforming Through Base Realignment and Closure

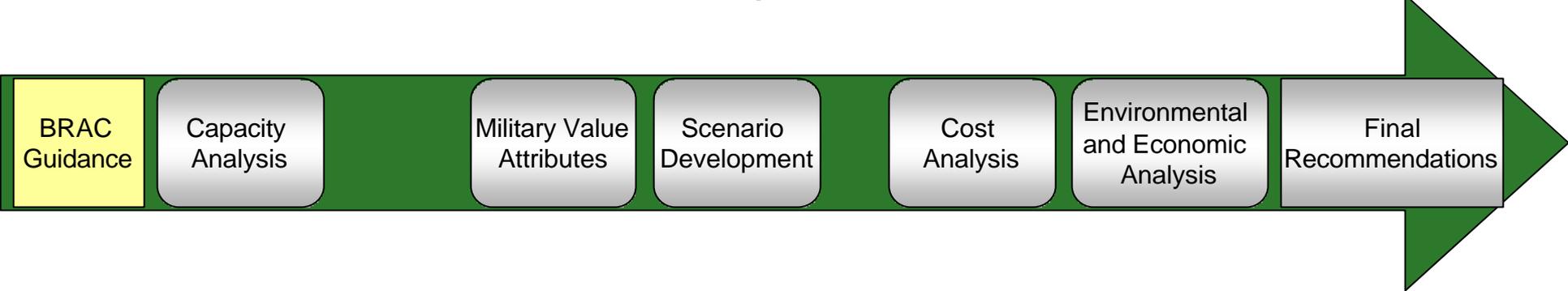


Principles, Imperatives & Transformational Options (PITOs)



Principles, Imperatives & Transformational Options (PITOs)

Preparation → **Analysis** → Support



- **Principles** – Top level strategic concepts that foster Transformation.
- **Imperatives** – Specific detailed statements tied to the Principles that ensure scenarios do not violate the Principles.
- **Transformational Options** – Recommendations that must be considered during Scenario Development.

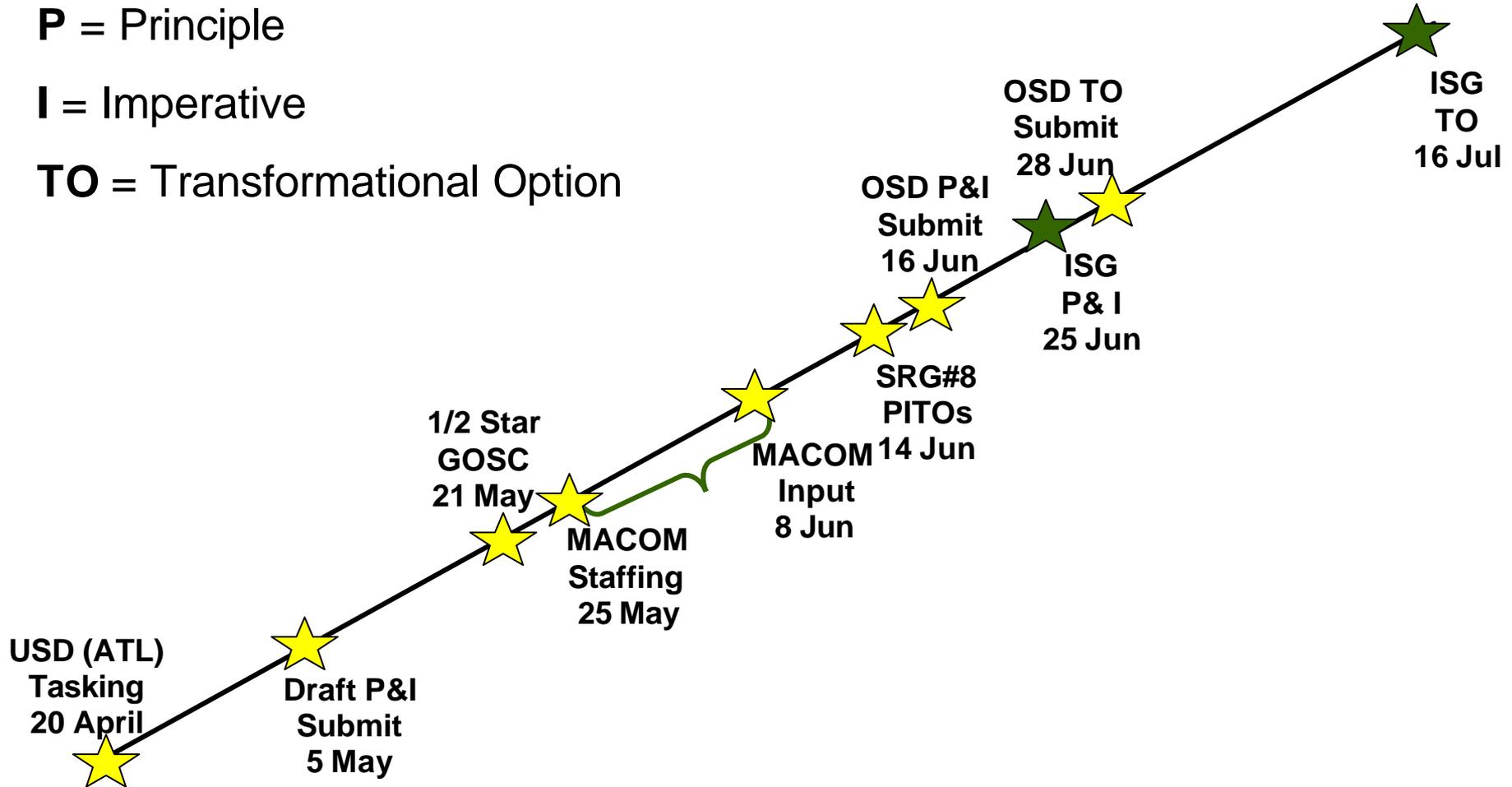


PITO Timeline

P = Principle

I = Imperative

TO = Transformational Option



Transforming Through Base Realignment and Closure



Army BRAC Principles

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

- **Projects Power**—The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations.
- **Trains**—Installations provide sustainable maneuver, live fire, and other training space in a wide variety of geographic, topographic, and climatic conditions in support of collective and institutional training and combat and doctrine development.
- **Equips**—The Army requires a robust, flexible and responsive commercial industrial base, and organic industrial operations capability to provide, maintain, and refit the world-class weapons systems required for sustained combat operations."
- **Sustains**—Installation activities, in partnership with industry, provide Joint, responsive and flexible worldwide logistics support and critical reach-back capability to Combatant Commanders.
- **Enhances Readiness**—Enhance current readiness and provide responsive facilities (including RDTE) to meet future threats opposing land forces.
- **Enhances Well-Being**—Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend.

Transforming Through Base Realignment and Closure



DOD Draft BRAC Principles



- ***Recruit and Train***—The Department must attract, develop, and retain a highly skilled and educated total force (active, reserve, civilian, and contractor personnel) that must have access to sustainable training space throughout a diversity of climate and terrain to ensure current and future readiness and to support advances in technology and anticipated developments in joint and service doctrine and tactics.
- ***Organize***—The Department needs force structure sized, composed, and located to match the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations.
- ***Equip***—The Department needs research, development, acquisition, test, and evaluation capabilities that can place superior technology designed to meet current and future threats in the hands of the warfighter and that facilitates knowledge-enabled and net-centric warfare.



DOD Draft BRAC Principles



- ***Supply, Service, and Maintain***—The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient industrial base to provide robust, agile, and responsive global support to operational forces.
- ***Deploy & Employ (Operational)***—The Department needs, taking advantage of opportunities for joint and combined basing, installations that are secure, optimally located for mission accomplishment (including homeland defense), support power projection, rapid deployable capabilities, and expeditionary forces that rely on reach-back operations, and ensure strategic redundancy and the capability to mobilize and surge.
- ***Quality of Life***—The Department must provide a quality of life that supports recruitment and enhances retention.
- ***Intelligence*** —The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.

Transforming Through Base Realignment and Closure



Army Imperatives: Project Power



Army Only

- ❖ Provide capability to project power through attaining and sustaining a robust rotational strategy.
- ❖ Provide power projection platforms that have a robust information infrastructure that gives deployed commanders quick and efficient reach-back capabilities.
- ❖ Pre-position stocks using Army Pre-position Stock (APS) and Army Reaction Force (ARF) construct to enable an integrated supply chain that reaches across the breadth and depth of resources in a joint, interagency and multinational theater.
- ❖ Retain installations with the greatest capability to support reach-back/forward operations.



Army Imperatives: Project Power



JCSGs + Army

- ❖ Provide (brigade) UAs with ready access to large port facilities and to local/national transportation assets (highways and railroad) to facilitate rapid movement of forces from installations to ports.
- ❖ Ensure access to airfields, railheads, deep-water ports and “receiving end” deployment facilities to enable simultaneous deployments from multiple locations, employment and sustainment of military and civilian forces.
- ❖ Retain the capability to simultaneously project forces from the Atlantic, Pacific, and Gulf coasts.
- ❖ Provide surge capability to support Army mobilization requirements (organic and commercial), National Defense contingency situations, and other emergency requirements.
- ❖ Maintain the Army capability at designated locations in CONUS, Alaska, and Hawaii to respond to reachback requests from forward deployed forces and forces at overseas main operating bases engaged in or in support of **PACOM** contingency operations.
- ❖ Ensure Continuity of Operations (COOP) and secure communications.

Transforming Through Base Realignment and Closure



Army Transformational Options: Project Power



Army Only

- ❖ Locate Army forces and materiel to enhance deployment / redeployment of the joint team.
- ❖ Locate (division/corps) UEx and (corps/Army) UEy on joint bases where practical to leverage capabilities of other services (e.g., strategic lift to enhance strategic responsiveness).
- ❖ Propose CONUS installations to site Integrated Global Presence and Basing Strategy (IGPBS) unit moves.
- ❖ Establish multiple power projection platforms capable of simultaneously deploying multiple units.



Army Transformational Options: Project Power



JCSGs + Army

- ❖ Establish multi-service distribution and deployment network that enhances the strategic responsiveness of the Joint Team.



Army Imperatives: Train



Army Only

- ❖ Provide training and leader development opportunities to produce competent and confident leaders capable of decisive action.
- ❖ Provide the capability to support a single Leader Development and Assessment Course and a single Leader's Training Course.



Army Imperatives: Train



JCSGs + Army

- ❖ Retain access to a mix of training lands, facilities, infrastructure, and training media sufficient to train the Current and Future Forces in the skills and weapon systems of emerging technologies and doctrinal concepts.
- ❖ Retain a wide variety of topography and climatic conditions (e.g., cold weather, swamps, mountains, desert, etc.) available for training soldiers, leaders and units and testing equipment and emerging operational doctrine.
- ❖ Retain capability to conduct both undergraduate and graduate pilot training.
- ❖ Provide the capability to meet both peacetime and wartime aviation training requirements.



Army Imperatives: Train



JCSGs + Army (continued)

- ❖ Provide trained and ready forces to satisfy combatant commanders' capability requirements, while preserving service core competencies.
- ❖ Provide major training areas in CONUS as alternate training sites for maneuver installations that are not suitable for greater than company-level training due to the training load or environmental concerns.
- ❖ Retain sufficient training land and facilities to meet current and potential combined arms training requirements for both Active Army and Reserve Component force skills and organic weapons systems and in accordance with emerging doctrine.
- ❖ Provide the capability to conduct chemical live agent training to ensure Soldiers are qualified to counter weapons of mass destruction.
- ❖ Retain facilities and unique training environments designed to support specialized Army capabilities (e.g., airborne, air assault, urban operations, and cold weather training).



Army Imperatives: Train



JCSGs + Army (continued)

- ❖ Preserve the ability to conduct Joint Logistics Over The Shore (JLOTS) training in CONUS.
- ❖ Ensure sufficient infrastructure, maneuver space, and training ranges are available to provide timely responses to military contingencies and support Army RC mobilization, and collective and institutional training.
- ❖ Provide the ability to train combat formations for full spectrum operations to include obscurant training and electro-magnetic operations.



Army Transformational Options: Train



Army Only

- ❖ Locate (brigades) UAs at installations DoD-wide, capable of training modular formations, both mounted and dismounted, at home station with sufficient land and facilities to test, simulate, or fire all organic weapons.
- ❖ Consolidate, collocate, and/or disperse training to enhance coordination, doctrine development, training effectiveness, and improve operational and functional efficiencies.
- ❖ Combine Army War College and Command and General Staff College at a single location.
- ❖ Locate Special Operations Forces (SOF) in locations that best support specialized training needs, training with other service SOF units and wartime alignment deployment requirements.
- ❖ Collocate or consolidate multiple branch schools and centers on single locations (preferably with MTOE units and RDTE facilities) based on warfighting requirements, training strategy, and doctrine, to gain efficiencies from reducing overhead and sharing of program-of-instruction resources.



Army Transformational Options: Train



Army Only (continued)

- ❖ Reshape installations, RC facilities and RC major training centers to support home station mobilization and demobilization and implement the Train/Alert/Deploy model.
- ❖ Increase the number of multi-functional training areas able to simultaneously serve multiple purposes and minimize the number of single focus training areas for the Reserve Components where possible.
- ❖ Inter-mix institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training.
- ❖ Collocate FCS, Stryker, and Current Forces at the same installations.



Army Transformational Options: Train



JCSGs + Army

- ❖ Streamline training and test infrastructure and associated overhead (manpower, equipment, facilities, etc.) to achieve efficiencies.
- ❖ Establish environments that support live, virtual, and constructive training areas to support combat readiness of Army forces.
- ❖ Consolidate aviation training with sister services for like-type aircraft to gain efficiencies.



Army Imperatives: Sustain



JCSGs + Army

- ❖ Retain the Army lead for life cycle materiel management of systems integral to the conduct of Joint expeditionary land warfare.
- ❖ Provide the capability (or be capable of expanding) to station existing Continental United States Army (CONUSA) headquarters, Major Army Command (MACOM) headquarters, and United States Army Reserve Command (USARC) headquarters in the United States.
- ❖ Sustain critical production capabilities that cannot be readily rebuilt or expanded during mobilization and reconstitution or commercially duplicated, as well as capabilities to replenish stockpiles.
- ❖ Provide the capability to effectively flow unique cargo not allowed or ordinarily processed in commercial ports, such as large, containerized and non-containerized quantities of hazardous and/or sensitive cargos (e.g., ammunition).



Army Imperatives: Sustain



JCSGs + Army (continued)

- ❖ Maintain industrial capabilities not commercially available or privatizable to meet production, sustainment, surge, and reconstitution requirements (e.g. ammunition).
- ❖ Provide modernized joint maintenance and manufacturing capabilities, to ensure the readiness of the Joint land warfare force and to provide ~~redundancy~~ a surge and hedge capacity as required.
- ❖ Create modernized joint munitions industrial base production, storage and distribution capabilities in support of Service requirements, operational surge and other Joint warfare power projection requirements.
- ❖ Retain access to ammunition storage facilities which will not complete planned chemical demilitarization before 2011.



Army Transformational Options: Sustain

JCSGs + Army

- ❖ Develop, implement, and sustain an integrated logistics enterprise capable of managing the global logistics/supply chain.
- ❖ Realign and consolidate the Army organic industrial base, in partnership with industry, to provide Joint, responsive, flexible, world-wide logistics support from factory to foxhole.
- ❖ Reshape and integrate 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.
- ❖ Collocate multiple functions, activities, or workload at a single installation.



Army Imperatives: Enhance Readiness



Army Only

- ❖ Provide adequate installations, major training centers and RC Mobilization Centers that fully support the Train-Alert-Deploy construct for individuals, combat support/combat service support units, and brigade combat teams.
- ❖ Retain capacity to absorb overseas forces to include equipment, families, facilities and training needs within the United States.
- ❖ Provide capability to station (AC/RC) 48/34 UAs, 10/8 UEx, 5 UEy, and a significant but undetermined number of Support UAs, Theater Command elements, and other supporting units.
- ❖ Provide RDTE infrastructure (including state of the art laboratory capabilities) that will attract world-class talent in emerging science and engineering fields.
- ❖ Ensure future sizing and stationing actions comply with environmental laws.



Army Imperatives: Enhance Readiness



JCSGs + Army

- ❖ Provide state-of-the-art laboratory capabilities to attract, train, and retain talent.
- ❖ Collocate HQDA elements with OSD, Air Force, Navy, and USMC headquarters elements in the Washington, DC area.
- ❖ Maintain critical Army RDT&E infrastructure required for technological capabilities and capacity supporting technologies and systems integral to the conduct of Joint expeditionary land warfare.
- ❖ Provide sufficient large testing areas and test range to support the development of future systems.
- ❖ Maintain unity of command for developmental testing, operational testing, and evaluation, in support of the Army, DoD Transformation, and Joint operations.



Army Transformational Options: Enhance Readiness



Army Only

- ❖ Consolidate multi-location headquarters at single locations when feasible to enhance efficiency and effectiveness.
- ❖ Locate units/activities to enhance home station operations and force protection.



Army Transformational Options: Enhance Readiness



JCSGs + Army

- ❖ Consolidate activities/functions onto multi-purpose installations (to include sister Service, USAR, ARNG and other DoD installations) to provide maximum flexibility for the Future Force.
- ❖ Pursue Joint solutions for C4ISR and Battle Command while ensuring that Army retains responsibility for LandWarNet and sensors supporting ground combat.
- ❖ Reduce the number of USAR regional headquarters to reflect Federal Reserve Restructuring Initiative (FRRI).
- ❖ Collocate functions and headquarters in “Joint Campuses” to enhance interoperability and reduce costs.
- ❖ Consolidate Army RDT&E organizations to capitalize on technical synergy across DoD, academia and industry.
- ❖ Create multi-functional, multi-component and multi-service installations that provide same or better level of service at a reduced cost.



Army Transformational Options: Enhance Readiness



JCSGs + Army (Continued)

- ❖ Establish an Army Network Science Technology and Experimentation Center to fully realize the transformational capabilities of interdependent joint Network Centric Warfare.
- ❖ Consolidate RDT&E functions on fewer installations through inter-service support agreements to enable multidisciplinary efforts, both within the Army and with the other Services, to increase efficiencies and reduce redundancy within DoD.
- ❖ Reduce infrastructure footprint, including leased space, to enhance force protection and reduce costs.
- ❖ Explore joint civil-military use of facilities/installations in support of homeland defense missions, response and coordination (e.g. Army National Guard and State Emergency Management/Fire/Police, or other Federal agencies (FEMA/FBI)).



Army Imperatives: Enhance Well-Being



JCSGs + Army

- ❖ Provide an assortment of TOE and TDA units on installations to support soldier assignments that enhance career progression synchronized and unit stabilization.
- ❖ Provide for the Well-Being of the soldiers and civilians stationed at the installation, including housing, medical, child development services, spousal employment, MWR, education, soldier & family member in-state tuition, and facilities more directly in support of unit-focused stabilization.



BRAC 2005 Implementation

Mr. Prosch, Acting ASA I&E

Transforming Through Base Realignment and Closure



Mission Statement

- Identify and establish the Army lead executive for policy, program direction and oversight of the BRAC 2005 implementation.
- Begin now to develop necessary policy and guidance in support of the BRAC 2005 program.

Leverage lessons learned from prior BRAC



Situation Assessment

- Lessons learned from prior BRAC rounds indicate that implementation time can be reduced, costs minimized and more optimal results achieved for the Military Departments, Communities, and other stakeholders
- The Army, pursuing a joint military approach, is organizing to achieve these improved BRAC implementation results



BRAC 2005 Strategies



- Create a dedicated team
- Document strategy and organizational responsibilities
- Set specific program overall goals and measure performance
- Communicate with both internal and external stakeholders
- Provide training and guidance on BRAC Implementation



Army BRAC 2005 Strategic Goals



- Primary strategic goal:
 1. Effective and efficient implementation of BRAC 2005 base closures, realignments and property disposals
- Three supporting strategic goals:
 2. Efficient fiscal management
 3. Effective and efficient use of human resources
 4. Extensive stakeholder interface and communication



Responsibility

- **DASA (IA)**
 - Policy
 - Oversight
 - Program Direction
 - Oversee community, military service and other interactions (one voice)
- **ACSIM**
 - Implement program
 - Coordinate operational activities with HQDA proponents
 - Installation Management Agency
 - BRAC Office
 - All Others



Policy & Procedures Development Timeline

CY 2004							CY 2005					
J	J	A	S	O	N	D	J	F	M	A	M	J

Program Oversight

Training

Roles and Responsibilities

Reserve and Joint Service Actions

Budget/ Fiscal Management

Closure/Realignment and Disposition

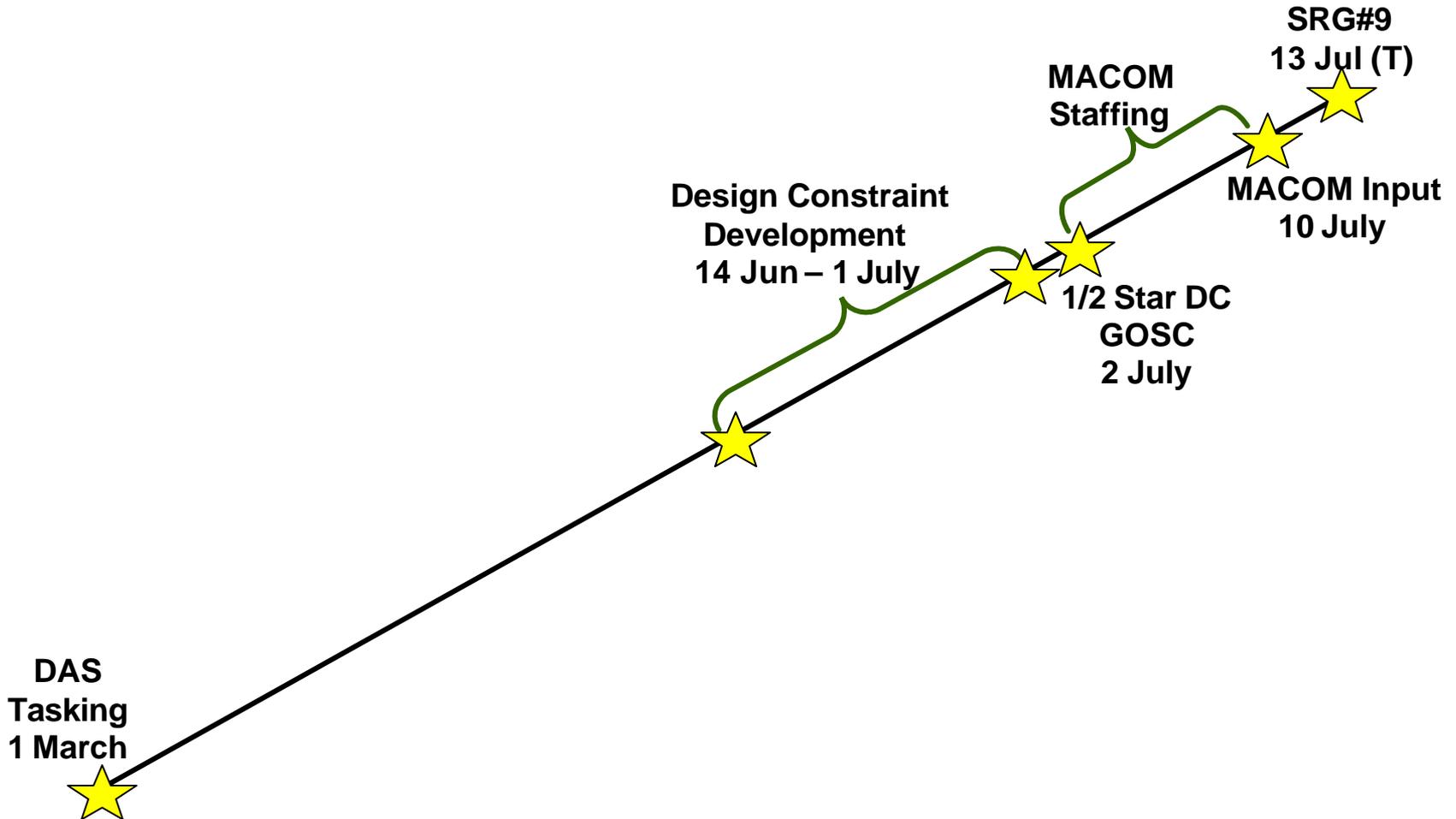


Recommendations

- Approve Army Principles, Imperatives and Transformation Options for submission to OSD on 16 and 28 June .
- Support BRAC 2005 implementation strategy.
 - Retain the solid teamwork established in the front-end analysis phase of BRAC 2005.



Design Constraints Timeline



Transforming Through Base Realignment and Closure



BACKUPS



Non-OSD Transformational Options



Train

- Collocate multiple FCS-equipped (brigade) UAs at the same installation.
- Locate Army units to enable maximum training and flexibility within environmental limits.
- Enhance, expand and buffer multi-purpose installations to reinforce and protect their ability to support a transforming Army.
- Optimize the use of training and testing lands for both the Current and Future Forces.
- Collocate civilian and military training and leader development to support Senior Army Workforce (SAW) training and improve Army senior civilian leadership.



Non-OSD Transformational Options



Sustain

- Increase partnerships with industry to create modernized Joint maintenance and manufacturing capabilities.
- Locate Army units where available natural resources can sustain the force.

Enhance Readiness

- Locate Army units to reduce the impact of encroachment on Joint Team mission accomplishment.
- Identify joint and distributed training solutions to reduce TDA structure and minimize TTHS impact on operating strength
- Examine opportunities to work side-by-side with the best academic and industrial partners on S&T projects.

Project Power

- Consider all AC, RC and sister service installations and major training centers as potential recipients of active component forces retuning from OCOCUS.

THE ARMY BASING STUDY (TABS) GROUP

14 June 2004
BRAC 2005 SRG #8
SECRETARY OF THE ARMY CONF ROOM, 3D572

ATTENDEES:

BRAC 05 SRG MEMBERS		
POSITION	NAME	REPRESENTED BY
USA	HON Brownlee, CO-Chair	
VCSA		
ASA (ALT)		MR Pybus
ASA (I&E)	MR Prosch	
ASA (FMC)	MR Ernest Gregory	
GC	HON Morello	MR Williams
DUSA		
DAS	LTG Lovelace	
G-3		MS Condon
G-4	LTG Christianson	
G-8		MR Tison
ACSIM	MG Lust	
CAR		BG Profit
D, ARNG		BG Grass
TSG		MG Farmer/MG Webb

SECRETARY, DR Craig College
RECORDER, COL Bill Tarantino

Also in attendance were selected Army representatives to OSD's seven Joint Cross-Service Groups.

PURPOSE:

- Provide Update
- Seek members approval or further guidance on the Army Principles, Imperatives, and Transformational Options (PITOs) for BRAC 2005
- Provide information on the Army's new approach for BRAC 2005 implementation

THE ARMY BASING STUDY (TABS) GROUP

ACTIONS:

- The SRG approved all PITOs; some with comment (see attached final SRG charts, blue text represents SRG changes).
- The Acting SecArmy proposed that the suspense for providing Army BRAC recommendations to OSD be moved from o/a 1 Jan 05 to o/a 20 Dec 04 (day that the holiday ½ day schedule begins).
- Mr. Prosch discussed the changes in the responsibilities for BRAC 2005 Implementation (see slide 35). The SRG expressed support for the changes.
- MG Farmer introduced MG Webb, the incoming Deputy Surgeon General and the proposed senior Army representative to the Medical Joint Cross Service Group. The Acting ASA(IE) will nominate MG Webb for the JCSG position via a memorandum to the ISG Chair.

TASKERS:

- The Director of the Army Staff requested that TABS consider adding a constraint to the analytical process regarding BOS/SRM affordability of the scenarios.

TABS will be scheduled the next SRG session for late July 2005 and will seek approval on Design Constraints.

Approved by:

COLONEL, KURT A. WEAVER
Deputy Director, TABS Group