

BRAC 2005
Technical Joint Cross-Service Group (TJCSG)
Meeting Minutes of 17 February 2005

Mr. Shaffer chaired the meeting. The agenda is enclosed in attachment 1. The list of attendees is enclosed in attachment 2. Read ahead materials for the meeting are enclosed in attachment 3. The primary objective for the meeting was to review the overarching TJCSG strategy and the approach taken to follow this strategy. The agenda topics are listed below in the order in which they were covered. The key points, decisions and action items from the meeting are as follows:

Review 18 Feb 05 ISG Briefing – Mr. Shaffer

Key Points:

- Mr. Shaffer presented the 18 February 2005 ISG briefing and highlighted the key points to be made to the ISG.
- For the Transformational Framework slide, the suggestion was made to discuss the overall strategy regarding each block rather than the separate pieces or candidate recommendations within each capability area. This would allow the overall story to be told for the entire capability area and how the TJCSG approached the BRAC process for each capability area. The bottom line is the TJCSG needs to show how we have increased warfighting capability through our process.
- For Chart #5, savings associated with closure are not reflected in the payback for TECH-0054, and a recommendation was made to show this using an asterisk to emphasize the payback will actually be sooner once this is accounted for.
- A concern was raised and discussed regarding the impact on the workforce regarding the Anacostia location of the TECH-0040 candidate recommendation.

Decisions:

- The TJCSG decided to summarize the relevant recommendations covering the full spectrum of RDAT&E for each capability area on the Transformational Framework chart. The TJCSG final report will include these overarching summaries for each capability area with the specific recommendations providing the details.
- Mr. Shaffer will prepare a narrative for each of the capability areas shown on the Transformational Framework chart and present to the TJCSG Principals at the Tuesday, 22 February 2005, TJCSG Meeting.
- The four scenarios to be discussed will be highlighted on chart #4.
- On Chart#5, Tech 32 impact will be changed from “Streamlines Growing Mission” to “Focuses Mission”.
- The TJCSG decided to change the title for Chart #6 to “ISG Directed Excursion for TECH-0040 Consolidate Extramural Research Program Managers”.

- For the last three charts, the TJCSG decided to emphasize the percentage reduction for each of the three functions in terms of the number of sites eliminated through the TJCSG BRAC process.
- The Transformation Framework chart will be modified for the final report to show a Department level story for the combined capability areas.
- Missile Defense Systems will be eliminated as a capability area on the Transformational Framework chart since it is covered by the Weapons and Armaments block.
- The Transformational Framework chart will be modified by changing “Combined Conventional Weapons and/or Armaments Center(s)” to “Weapons and Armaments Centers”.

Frame Overarching TJCSG Story – BG Castle

Key Points:

- The key points of the overarching TJCSG story were discussed in the previous discussion.

Decisions:

- The CIT will incorporate the changes discussed for the 18 Feb 05 ISG Briefing and provide a modified version of the High Level Briefing for the TJCSG’s review at the Tuesday, 22 February 2005, and for Dr. Sega’s ISG presentation on 25 February 2005.

Review CIT’s “Box Score” for TJCSG Scenario/Recommendations – Mr. Shaffer

Key Points:

- The TJCSG reviewed the list of TJCSG scenarios and updated it to properly reflect the current status of each scenario.

Decisions:

- The TJCSG decided to delete TECH-0002, TECH-0008, TECH-0010, TECH-0012, TECH-0017, TECH-0019, TECH-0030, TECH-0033, TECH-0038, TECH-0039, TECH-0041, TECH-0043, TECH-0044, TECH-0046, TECH-0048, TECH-0050, TECH-0051, TECH-0052, TECH-0053, TECH-0055, TECH-0056, and TECH-0057.
- TECH-0035 will be moved to a candidate recommendation.
- The TJCSG directed the Innovative Systems Subgroup to add an excursion of TECH-0009 to include three Army actions.

Review TJCSG Candidate Recommendation Report Outline – BG Castle**Key Points:**

- The TJCSG will need to prepare a final report to be included in the overall OSD BRAC Final Report.

Decisions:

- The CIT will prepare the TJCSG Final Report to include the TJCSG overarching strategy and how the TJCSG followed this strategy throughout the process.

Review TJCSG Candidate Recommendation Packages – Dr. Stewart**Key Points:**

- *Support* A number of concerns were presented regarding the existing candidate recommendation packages in that they do not accurately and consistently portray the TJCSG overarching strategy. *document here*
- The question was raised as to where in the process the TJCSG will be able to modify the candidate recommendation packages after they have been presented to the ISG, in order to accurately reflect the TJCSG overarching strategy.
- The OSD BRAC office indicated these modifications need to be reflected in the TJCSG final report.

Decisions:

- The CIT will review the candidate recommendation packages and modify them in order to accurately and consistently portray the TJCSG overarching strategy. These final packages will be reflected in the TJCSG final report in order to accurately and consistently portray the TJCSG overarching strategy.

Review Outline for Brainbook – BG Castle**Key Points:**

- The TJCSG Principals need to have key reference documentation consolidated into a Brainbook that is readily available to them in the future for use in preparing for potential testimony to the BRAC Commission or to Congress.
- Information in the Brainbook needs to show the TJCSG overarching strategy and how the TJCSG followed this strategy throughout the process.

Decisions:

- The CIT will prepare the TJCSG Brainbook to include the TJCSG overarching strategy and how the TJCSG followed this strategy throughout the process.

Other Issues – Dr. Stewart**Key Points:**

- A concern was raised that the TJCSG has made a number of COBRA assumptions to the MilDep data. An example of this is where the TJCSG has reduced the amount of MILCON reported by the MilDep.
- The question was raised as to what the process will be for validating each of the TJCSG COBRA assumptions in order to bring closure to any disagreements that may exist between the TJCSG and the MilDeps.

Decisions:

- Each COBRA assumption made by the TJCSG, will be presented to the MilDeps in order to validate each assumption. Each assumption will be fully documented and agreed to with the MilDeps or as a minimum, any unresolved issues will be documented by the TJCSG. The Analysis Team was directed to develop a process to ensure documentation and validation of all COBRA assumptions with the MilDeps.

Other Information:

- The next TJCSG Meeting will take place on Tuesday, 22 February 2005, from 1100-1300 hrs EST, in Crystal City, PT-1, Rm 4600.

Action Items:

1. Mr. Shaffer will prepare a narrative for each of the capability areas shown on the Transformational Framework chart and present to the TJCSG Principals at the Tuesday, 22 February 2005, TJCSG Meeting.
2. The CIT will incorporate the changes discussed for the 18 Feb 05 ISG Briefing and present a modified version of the High Level Briefing for the TJCSG's review at the Tuesday, 22 February 2005, and for Dr. Sega's ISG presentation on 25 February 2005.
3. The Innovative Systems Subgroup will run an excursion of TECH-0009 to include three Army actions.
4. The CIT will prepare the TJCSG Final Report to include the TJCSG overarching strategy and how the TJCSG followed this strategy throughout the process.
5. The CIT will review the candidate recommendation packages and modify them in order to accurately and consistently portray the TJCSG overarching strategy. These

- final packages will be reflected in the TJCSG final report in order to accurately and consistently portray the TJCSG overarching strategy.
6. The Analysis Team will develop a process to ensure each of the COBRA assumptions are properly documented and will validate each of these assumptions with the MilDeps. Any disagreements with the MilDeps will be identified to the TJCSG any either resolved with the MilDeps or the fact that there was disagreement will be documented.

Approved: _____



Mr. Al Shaffer
Executive Director
Technical Joint Cross Service Group

Attachments:

1. Outline -Agenda
2. List of Attendees
3. Read Ahead Materials

Attachment 2
Technical JCSCG Meeting
February 17, 2005
Attendees

Members:

Mr. Al Shaffer, Alternate for Dr. Ron Sega, Chairman
Dr. Dan Stewart, Air Force Alternate for Mr. Blaise Durante, Air Force
Mr. Brian Simmons, Army
Dr. Barry Dillon, Marines
RADM Jay Cohen, Navy

Other:

BG Fred Castle, OSD
Mr. Gary Strack, OSD
Mr. Andy Porth, OSD BRAC
Mr. Jerry Schiefer, OSD BRAC
Ms. Marie Felix, OSD
COL Steve Evans, Marines

TJCSG Agenda

17 Feb 05, 1400-1600 hrs EST

Pentagon, Rm 4E987

- Review 18 Feb ISG Briefing – Dr. Sega/Mr. Shaffer
 - Discuss key messages to go with charts
- Frame Overarching TJCSG Story – BG Castle
 - Pick up where we left off from our last Principals session in Dr. Sega’s office
 - Provide BG documents referenced by Dr. Sega at yesterday’s session
 - Use results to shape Dr. Sega’s 25 Feb ISG briefing and for Red Team
- Review CIT’s “Box Score” for TJCSG Scenario/Recommendations – Mr. Shaffer
 - Ensure consistency with TJCSG Principles/Strategies in the disposition and supporting rationale for all scenarios/recommendations
- Review TJCSG Candidate Recommendation Report Outline – BG Castle
 - OPR for writing report
 - Timeline for completing
- Discuss Candidate Recommendation Packages – Dr. Stewart
 - Identify themes/key elements needed to be covered in all writeups
 - Task CIT to review packages for consistency concurrent with staffing of package for ISG
- Review Outline for Brainbook – BG Castle
 - Assign OPR for writing
 - Timeline for completion
- Other Issues – Dr. Stewart
 - Validation of TJCSG COBRA Assumptions with MilDeps, i.e. what’s the process?
 - OPR for final COBRA/Recommendation Packages, i.e. JCSGs or MilDeps?



Technical Joint Cross Service Group Candidate Recommendations

Feb 18, 2005

Dr. Ron Sega

Chairman, Technical Joint Cross Service Group



RDAT&E Facilities*

- 3 Functions
 - Research
 - Development & Acquisition
 - Test & Evaluation
- 157,315 FTEs
- ~ \$130B Annual Funding





TJCSG “Principles & Strategies”

Principles:

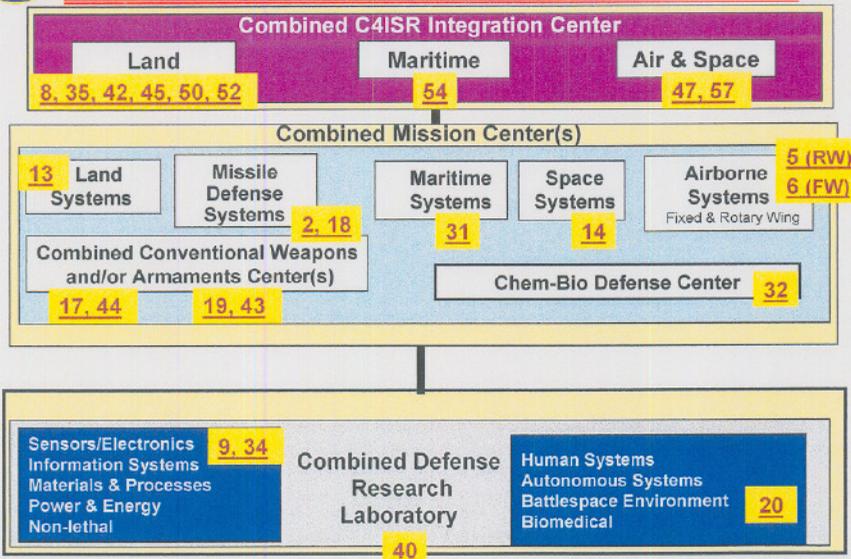
- 1) Consolidate to Fewer “Mega Centers” (RDAT&E)
- 2) Maintain Complementary Sites for “Competition of Ideas”

Strategies:

- 1) Establish Defense Research Laboratories with a Corporate Board
 - A. Consolidate Program Managers
 - B. Reduce Number of In-House Laboratories
- 2) Establish “Integrated” Platform Centers (RDAT&E) for Major Technical Areas
- 3) Establish Air, Land, Maritime C4ISR and Joint Management Centers



Scenario Relationship to TJCSG Transformational Framework





Present Status

Scenario	One-Time Cost	Payback	NPV	Impacts
Tech 40 Consolidate Extramural Research PMs	\$104.5M	1 Year	\$583.2M (savings)	Close 7 Leased Facilities
Tech 20 Joint Meteorology & Oceanography Center	\$12.7M	6 Years	\$20.7M (savings)	Assist Closure of NRL Monterey
Tech 32 Chem/Bio RD&A	\$75.7M	15 Years	\$8.3M (savings)	Streamlines Growing Mission
Tech 54 Navy C4ISR RDAT&E Consolidation	\$72.75M	13 Years	\$13.8M (savings)	Enables Pt. Mugu Closing

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ISG Directed Excursion

- **ISG Directed TJCSG to Look at This Scenario without including DARPA and with an option of Bedding Down at Bethesda**

	One Time Cost	Payback	NPV (Savings)
Anacostia with DARPA	\$106M	2 Years	\$580M
Ancostia without DARPA	\$74M	6 Years	\$104M
Bethesda (with DARPA	\$28M	Immediate	\$571M

- **Final Issue On DARPA is accessibility to Scientists—both Anacostia and Bethesda can accommodate “drop in” customers**
- **Other Factors Weigh Evenly Between Anacostia and Bethesda—Both Sites Work**
- **Issue on USUHS availability – TJCSG would recommend Anacostia if have to move forward today**

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Tech 0040 Consolidate Extramural Research Program Managers to NAS Anacostia

Candidate Recommendation: Close the Office of Naval Research, Arlington, VA; the Air Force Office of Scientific Research, Arlington, VA; the Army Research Offices, Durham, NC, Fort Belvoir, VA, and Arlington, VA; and the Defense Advanced Research Project Agency, Arlington, VA. Relocate all functions to Anacostia Annex, Washington, DC. Realign the Defense Threat Reduction Agency Eisenhower Avenue facility, Alexandria, VA, by relocating the Extramural Research Program Management function to Anacostia Annex, Washington, DC.

Justification	Military Value
<ul style="list-style-type: none"> Foster coordination among extramural research activities Enhance force protection Vacate Leased Space in National Capital Region Form a major element of the Defense Research Laboratory 	<ul style="list-style-type: none"> DARPA and ONR had higher quantitative MV scores than Anacostia, but both are in unprotected leased space . Military judgment said quantitative scores high because of research managers co-location. Anacostia provides highest overall MV because of enhanced force protection, accessibility to Pentagon and Capital Hill by metro, and quality of buildings.
Payback	Impacts
<ul style="list-style-type: none"> One-time cost: \$104.5M Net implementation savings: \$110.4M Annual recurring savings: \$52.3M Payback time: 1 year NPV (savings): \$583.2M 	<ul style="list-style-type: none"> Criteria 6: -191 jobs (121 direct, 70 indirect); < 0.1% Criteria 7: No issues Criteria 8: No impediments

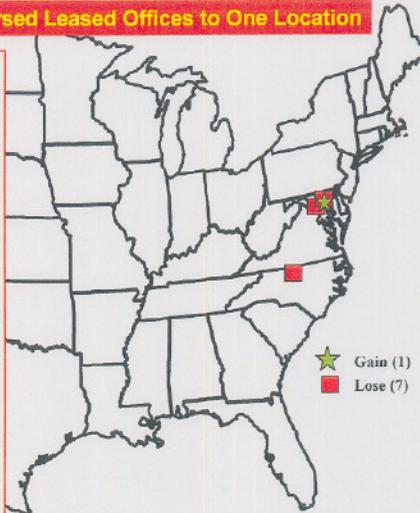
- ✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
- ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps



Tech-0040 Consolidate Extramural Research Program Managers to NAS Anacostia

Consolidates seven Dispersed Leased Offices to One Location

- Losing activities are:
 - Army Research Office (Raleigh/Durham NC)
 - Army Research Office (Ft. Belvoir)
 - Army Research Office (Arlington)
 - Office of Naval Research (Arlington)
 - Air Force Office of Scientific Research (Arlington)
 - Defense Advanced Research Projects Agency (Arlington)
 - Extramural Managers Defense Threat Reduction Agency (Alexandria)



★ Gain (1)
 ■ Lose (7)



Tech-0020 Joint Meteorology & Oceanography Center

Candidate Recommendation: Close the Naval Research Laboratory, Monterey Detachment Division, Monterey, CA. Relocate all functions to the Stennis Space Center, MS, and consolidate them with Naval Research Laboratory Detachment at Stennis Space Center, MS. Realign Army Research Laboratory, White Sands Missile Range, NM, by relocating the Battlespace Environments research, development and acquisition functions to Stennis Space Center, MS, and consolidate them with Naval Research Laboratory Detachment, Stennis Space Center, MS.

<u>Justification</u>		<u>Military Value</u>	
<ul style="list-style-type: none"> Enhances technical synergy in Meteorology & Oceanography RD&A Supports the Battlespace Environments Joint Functional Concepts (CJCSI 3170) 		<ul style="list-style-type: none"> Research: Stennis 2nd of 5; Monterey 3rd of 5; White Sands 5th of 5 Development & Acquisition: Stennis 3rd of 3, Monterey 1st of 3 Military judgment supported Stennis, not Monterey, because quantitative military value does not account for presence of Stennis NOAA National Ocean Center 	
<u>Payback</u>		<u>Impacts</u>	
<ul style="list-style-type: none"> One-time cost: \$12.7M Net implementation cost: \$10K Annual recurring savings: \$2.3M Payback time: 6 years NPV (savings): \$20.7M 	<ul style="list-style-type: none"> Criterion 6: <ul style="list-style-type: none"> -Las Cruces -114 jobs (56 direct, 58 indirect); 0.14% -Salinas -155 (76 direct, 79 indirect); <0.1% Criterion 7: No issues Criterion 8: No impediments 		
<ul style="list-style-type: none"> ✓ Strategy ✓ COBRA 	<ul style="list-style-type: none"> ✓ Capacity Analysis / Data Verification ✓ Military Value Analysis / Data Verification 	<ul style="list-style-type: none"> ✓ JCSG/MilDep Recommended ✓ Criteria 6-8 Analysis 	<ul style="list-style-type: none"> ✓ De-conflicted w/JCSGs ✓ De-conflicted w/MilDeps



TECH-0020 Joint Meteorology & Oceanography Center

Consolidates all DoD Weather Modellers with operational command; enables Navy leaving Monterey

- ❑ Losing activities are:
 - ❑ Naval Postgraduate School (Monterey)
 - ❑ White Sands Missile Range





Tech-0032 Chemical-Biological RD&A

Candidate Recommendation (summary): Realigns Walter Reed Medical Center, DC, Naval Medical Research Center, Silver Spring, MD, Fort Belvoir, VA, Tyndall AFB, FL, Naval Surface Warfare Center, Dahlgren Division, VA, Naval Surface Warfare Center, Crane Division, IN, Brooks City-Base, TX, and Skyline 2 and 6, Falls Church, VA. Locates Medical Biological Defense Research at Fort Detrick, MD and Chemical Biological Defense Research and Development and Acquisition to Aberdeen Proving Ground, MD

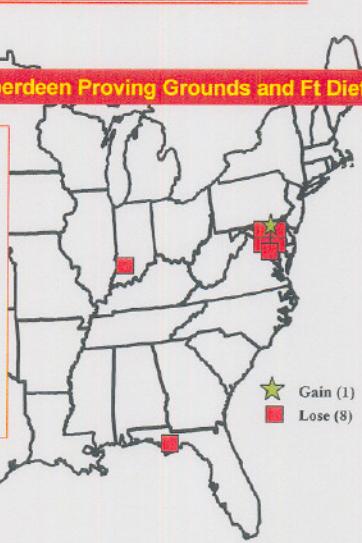
<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> Enhances technical synergy in proving defense against chem-bio agents Supports PL 103-160 mandating a single CB defense program Supports DoD Strategy for Homeland Defense and Civil Support 	<ul style="list-style-type: none"> Ft Detrick, Aberdeen Proving Ground (APG) and NSWC Dahlgren had the highest MV scores. Military judgment applied when reviewing those scores drove the decision to consolidate both R and D&A functions for CBD to APG and the medical biological defense research to Ft. Detrick.
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> One-time cost: \$75.7M Net implementation costs: \$53.5M Annual recurring savings: \$6.3M Payback time: 15 years NPV (savings): \$8.3M 	<ul style="list-style-type: none"> Criterion 6: From -22 to -598 jobs; <0.1% to 2.3% across 5 economic areas Criterion 7: No issues Criterion 8: No impediments
<ul style="list-style-type: none"> ✓ Strategy ✓ COBRA 	<ul style="list-style-type: none"> ✓ Capacity Analysis / Data Verification ✓ Military Value Analysis / Data Verification
<ul style="list-style-type: none"> ✓ JCSG/MilDep Recommended ✓ Criteria 6-8 Analysis 	<ul style="list-style-type: none"> ✓ De-conflicted w/JCSGs ✓ De-conflicted w/MilDeps



Tech-0032 Chemical-Biological RD&A

Consolidates DoD CB RDA to two locations: Aberdeen Proving Grounds and Ft Dietrick

- Losing activities are:
 - Naval Surface Warfare Center Dahlgren
 - Naval Support Activity Crane
 - Brooks City Base
 - NMRC Silver Springs Walt Reed Army Medical Center
 - Walt Reed Army Institute of Research
 - DTRA (Belvoir)
 - Tyndall AFB
 - JPEO CB (Falls Church VA)



★ Gain (1)
 ■ Lose (8)



Tech-0054 Navy C4ISR RDAT&E Consolidation

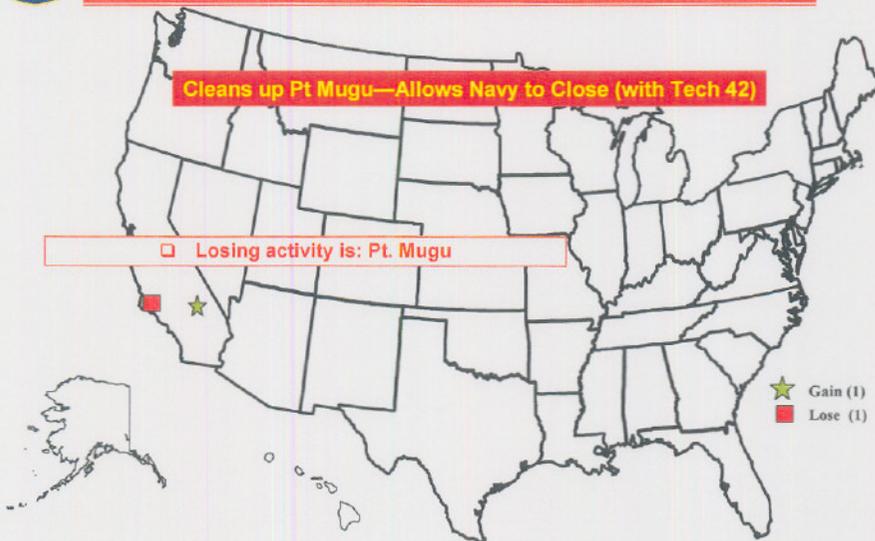
Candidate Recommendation: Close Naval Air Warfare Center, Weapons Division, Pt. Mugu, CA. Relocate the Sensors, Electronic Warfare (EW), and Electronics Research, Development, Acquisition, Test & Evaluation (RDAT&E) functions to Naval Air Warfare Center, Weapons Division, China Lake, CA.

<p>Justification</p> <ul style="list-style-type: none"> • Eliminate redundant infrastructure • More efficient use of retained assets 	<p>Military Value</p> <ul style="list-style-type: none"> • China Lake has higher quantitative MV in D&A and T&E. • Point Mugu has slightly higher quantitative MV in Research, although approximately the same • Military judgment said consolidation at China Lake provides highest overall Military Value
<p>Payback</p> <ul style="list-style-type: none"> • One-time cost: \$72.8M • Net implementation cost: \$51.0M • Annual recurring savings: \$6.7M • Payback time: 13 years • NPV (savings): \$13.8M 	<p>Impacts</p> <ul style="list-style-type: none"> • Criteria 6: -1075 jobs (479 direct, 596 indirect); <0.3% • Criteria 7: No issues • Criteria 8: No impediments

- ✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
- ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDeps



Tech-0054 Navy C4ISR RDAT&E Consolidation





TJCSG Testing & Evaluation



Scenario Families

	FAMILY	SCENARIOS	ISG SCHEDULE
Combined Research Lab	1. Extramural Research	40	4 Feb
	2. Defense Research Lab	9	25 Feb
	3. Joint Battlespace "Lab"	20	18 Feb
Combined Mission Centers	4. Joint Chem-Bio	32	18 Feb
	5. Ground Platform	13	25 Feb
	6. Air Platform (Fixed)	6	25 Feb
	7. Air Platform (Rotary)	5	25 Feb
	8. Maritime Systems	31	Inactive
	9. Space Systems	14	Inactive
	10. Weapons Systems	2, 17, 18, 19, 43, 44	25 Feb
	11. Energetic Materials	2, 18, 19, 43	18 Feb
	12. Guns and Ammo	17, 44	18 Feb
	13. Combined C4ISR	8, 42, 47, 54	8 or 42 - 25 Feb 47 and 54 - 18 Feb



The Technical Joint Cross Service Group – High Level Overview

Presented to TJCSG

By Mr. Shaffer

19 Jan 05

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Purpose and Outline

Purpose

- High Level view of TJCSG activities

Outline

- Review
- Scenarios
 - Defense Research Lab
 - C4ISR
 - Ground
 - Maritime
 - Space
 - Air
 - Weapons

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BRAC FOUO

Technical Functions

- **Research**
 - Basic Research
 - Exploratory Development
 - Advanced Development
- **Development and Acquisition**
 - Systems Development & Demonstration
 - System Modifications
 - Experimentation and Concept Demonstration
 - Product/In-service Life-Cycle Support
- **Test and Evaluation**
 - Developmental Test and Evaluation (DT&E)
 - Operational Test and Evaluation (OT&E)

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BRAC FOUO

Definitions and Terms

- **Technical Facility** - a collection of people and physical infrastructure that performs technical Function in a specific technical capability area at a specific location.
- **Family of Scenarios** – Scenarios that address the same technical end state at different locations.
- **Full Time Equivalent (FTE)** – based on 2087 hour work year

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DoD Technical Universe Demographics

- Number of Installations: 113
- Number of Facilities > 30 FTEs: XXX
- Total FTEs: 157,315
 - Professional and Technical FTEs: 96,730
- Total Annual Funding: \$136.2 billion; About right—
R&D funding is ~\$68B; Procurement funding ~\$60B
- Current Physical Capacity: 46,271,086 Sq Ft
- Excess Physical Capacity: - 4,559,287 Sq Ft



Scenario Development Guidelines

1. DoD will maintain responsive technological superiority by retaining sufficient technical infrastructure and intellectual resources while leveraging commercial, international, academic and other (U.S.) government technology efforts.
2. Retain sufficient redundant organic capability within the Department's technical capability to conduct and manage research to enable and promote the growth of intellectual capital, enhance innovation and promote the competition of ideas in technology areas relevant to warfighting requirements or opportunities.
3. Retain sufficient organic capability within the Department to perform and manage the performance of development, acquisition, and in-service engineering of weapon systems and support systems for the classes and types of systems required by the military departments.
4. Retain sufficient organic capability within the Department to perform and manage the performance of test and evaluation of the classes and types of weapons systems and support systems over the full range of terrain and climatic conditions, including systems-of-systems which demonstrate a military capability (often in conjunction with training).



TJCSG Guiding Principles

- Transform the Department R&D, Acquisition, and T&E communities to a better state
- Strive to improve the Efficiency and Effectiveness of the DoD
- Consider the People aspects of Mission throughout all efforts
- Improve the "Jointness" of the R&D, Acquisition, and T&E functional areas/communities
- Make the best decision recommendations possible based on sound analysis, management and leadership principles
- Balance performance, schedule, cost, supportability, security, and risk in all work efforts and decision recommendations
- Enable Department of Defense Transformation

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25 Largest Installations/Facilities by FTE

- | | |
|------------------------------|--------------------------------------|
| 1. NAWC PAX River | 14. Washington Navy Yard |
| 2. Redstone Arsenal | 15. Naval Research Lab Washington DC |
| 3. Wright-Patterson AFB | 16. DISA Development and Acquisition |
| 4. Eglin AFB | 17. Hanscom AFB |
| 5. Aberdeen Proving Ground | 18. NSWC Crane Indiana |
| 6. Edwards AFB | 19. Picatinny Arsenal |
| 7. NAWC China Lake | 20. NAWC Point Mugu |
| 8. NSWC Dahlgren VA | 21. Detroit Arsenal |
| 9. White Sands Missile Range | 22. SPAWARSYSCEN Charleston SC |
| 10. Fort Monmouth | 23. Kirtland AFB |
| 11. NUWC Newport | 24. NSWC Port Hueneme |
| 12. Los Angeles AFB | 25. MDA - NCR |
| 13. SPAWARSYSCEN San Diego | |

FTE = full time equivalents

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TJCSG Strategy

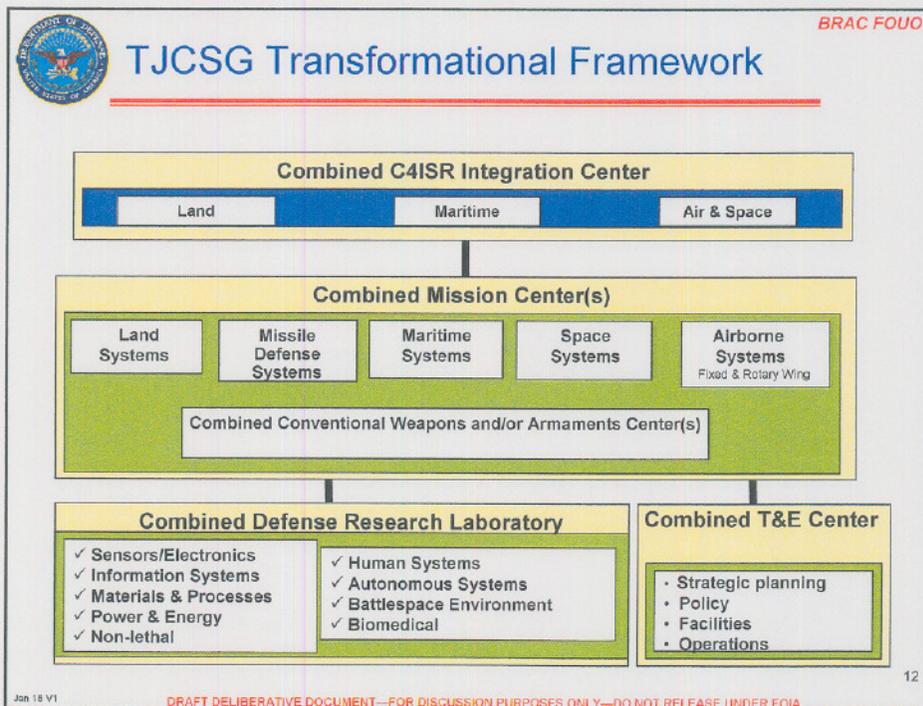
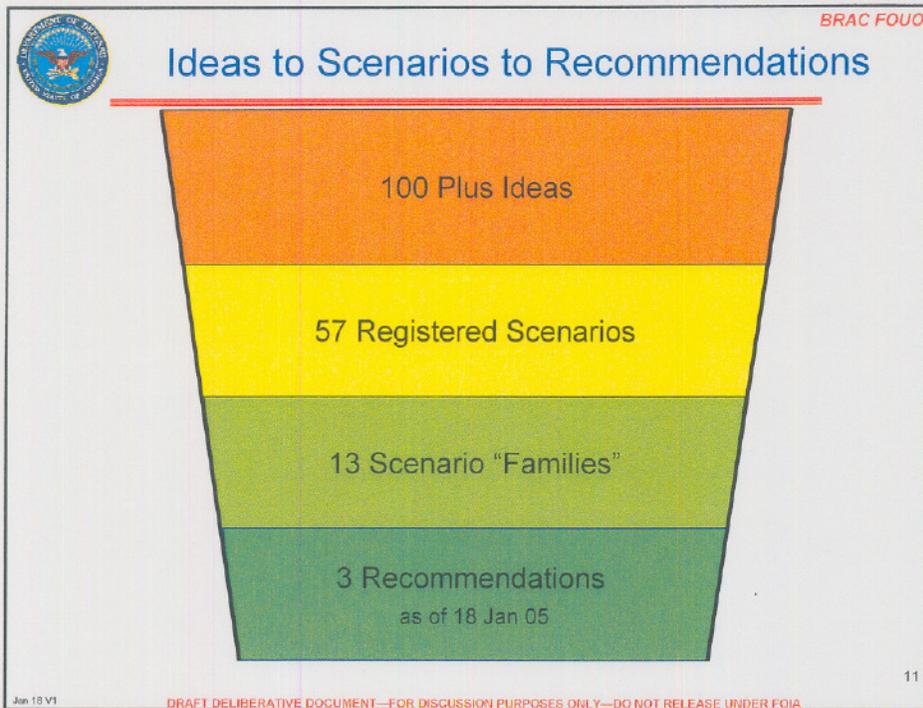
BRAC FOUO

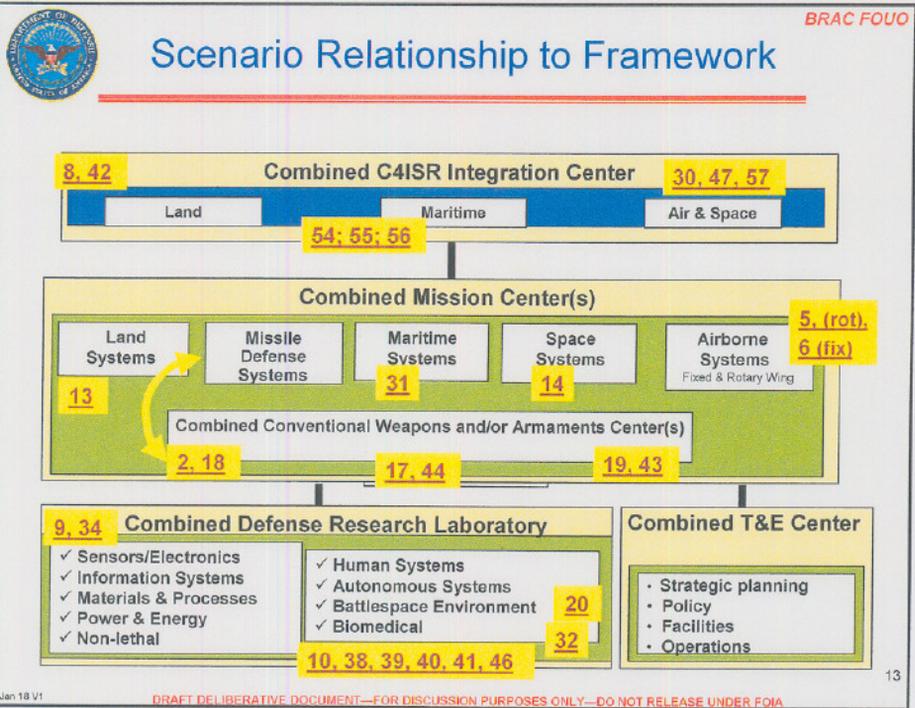
- **Maintain Integrated RDAT&E Centers for those Technical Areas that Could By ACAT I (MDAP); consolidate around largest FTE locations**
 - Ground Platforms
 - Air Platforms
 - Sea Platforms
 - Space Platforms
 - Chem-Bio Defense Programs
 - Weapons
 - C4ISR
- **Maintain Cross Technical Area Centers for Enabling Technology (not MDAPs)**
 - Materials, Electronics, Battlespace Environments, Human Systems, Modeling and Simulation, Robotics/Autonomous Systems
- **Develop Combined Center for Extramural Research**
- **Not clear what our story is on T&E**

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Scenario Families

	Defense Research Lab	Platform Centers	
Research Lab	1. Extramural Research	10, 38, 39, 40, 41, 46	Anacostia Preferred (T)
	2. Defense Research Lab	9, 34	Hanscom Preferred
	3. Joint Battlespace "Lab"	20	Stand Alone or Part of DRL
	4. Joint Chem-Bio	32	Hybrid DRL/Platform
Platform Centers 5-10, 12, 13	5. Ground Platform	13	
	6. Air Platform (Fixed)	6	
	7. Air Platform (Rotary)	5	
	8. Maritime Systems	31	
	9. Space Systems	14	
	10. Weapons Systems	2, 17, 18, 19, 28, 43, 44	
	11. Energetic Materials	18, 19, 43	Should this be DRL?
	12. Guns and Ammo	17, 44	
	13. C4 Systems / Sensors	8, 30, 42, 47, 54, 55, 56, 57	

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Defense Research Lab Scenarios

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TJCSG Transformational Framework

```

graph TD
    C4ISR[Combined C4ISR Integration Center] --- Land[Land]
    C4ISR --- Maritime[Maritime]
    C4ISR --- AirSpace[Air & Space]
    C4ISR --- MC[Combined Mission Center(s)]
    MC --- LandSys[Land Systems]
    MC --- Missile[Missile Defense Systems]
    MC --- MaritimeSys[Maritime Systems]
    MC --- Space[Space Systems]
    MC --- Airborne[Airborne Systems  
Fixed & Rotary Wing]
    MC --- CWAC[Combined Conventional Weapons and/or Armaments Center(s)]
    MC --- CDRL[Combined Defense Research Laboratory]
    MC --- T&E[Combined T&E Center]
    CDRL --- Sensors[✓ Sensors/Electronics]
    CDRL --- Info[✓ Information Systems]
    CDRL --- Materials[✓ Materials & Processes]
    CDRL --- Power[✓ Power & Energy]
    CDRL --- NonLethal[✓ Non-lethal]
    CDRL --- Human[✓ Human Systems]
    CDRL --- Auto[✓ Autonomous Systems]
    CDRL --- Battlespace[✓ Battlespace Environment]
    CDRL --- Biomedical[✓ Biomedical]
    T&E --- Strategic[• Strategic planning]
    T&E --- Policy[• Policy]
    T&E --- Facilities[• Facilities]
    T&E --- Operations[• Operations]
  
```

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Defense Research Service Led Labs

- Objective: Realigns the service corporate laboratories to a smaller number of geographic locations; establishes physical framework for management structure leading to Defense Research Lab
- Draft Recommendation: Co-locating the service corporate intramural labs function to Aberdeen, WPAFB, and Blue Plains
Retain Weapons Affiliated Labs at: Eglin AFB, Hanscom AFB, Kirtland AFB, Ft. Belvoir
- Potential Closure(s): Rome AFB, Mesa AFS, Brooks City Base, Adelphi; Navy Research Monterey (Scenario 20)
- Other
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
- Desired End State - Establishes a Framework to consolidate and focus remaining work; Leaves 3 Major Lab Facilities not Collocated with Platform Centers

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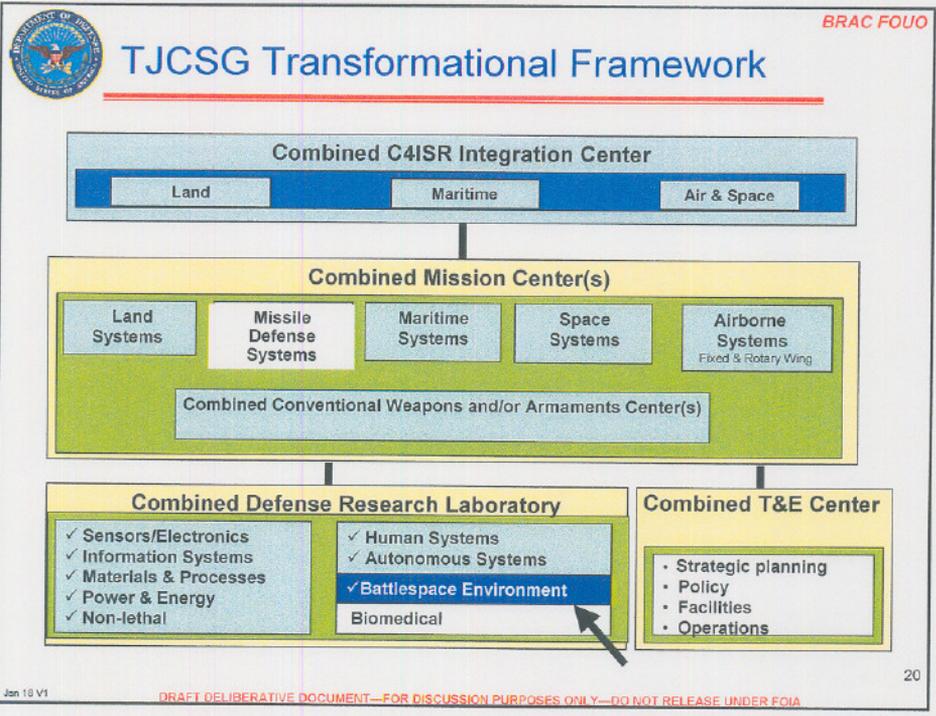
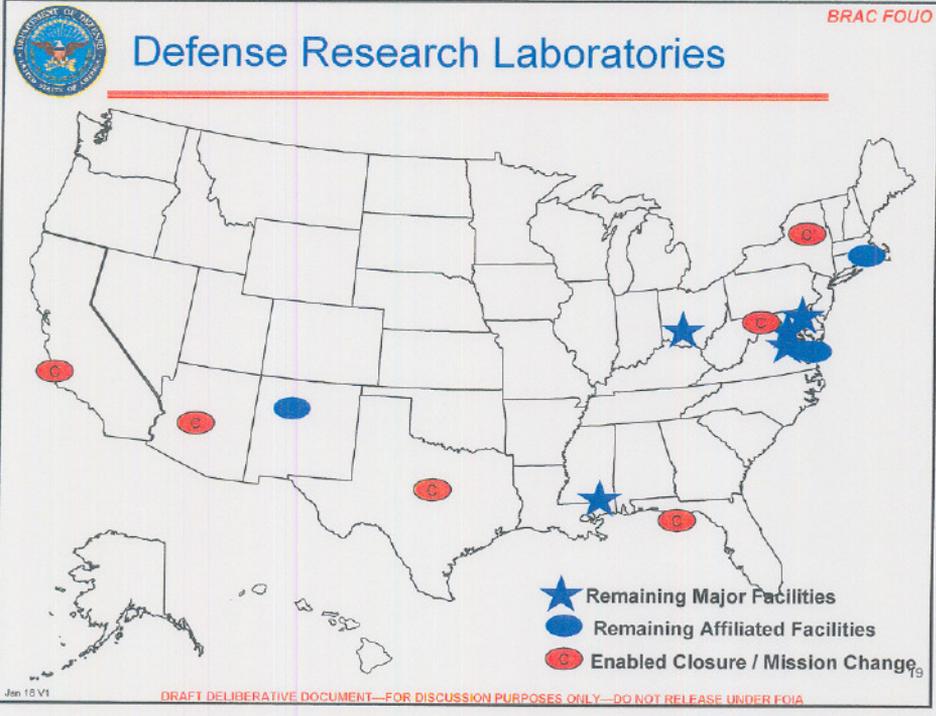
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Consolidate Extramural Research Program Managers

- Objective: Realign the Extramural Research Managers at an NCR Military Base as part of the Defense Research Lab Construct
- Draft Recommendation: Co-locating functions to Anacostia Annex.
- Potential Closure(s): ONR Arlington – leased space, DARPA – leased space, ARL Durham – leased space, AFRL Arlington – leased space, & ARL Ballston – leased space
- Other
 - Billets Eliminated: 51; Billets Moved: 1,053
 - Total Military Construction (MILCON) Costs: \$72,063K
 - ROI (yrs): 1
- Desired End State: All DoD Extramural and University Research Located on 1 Campus

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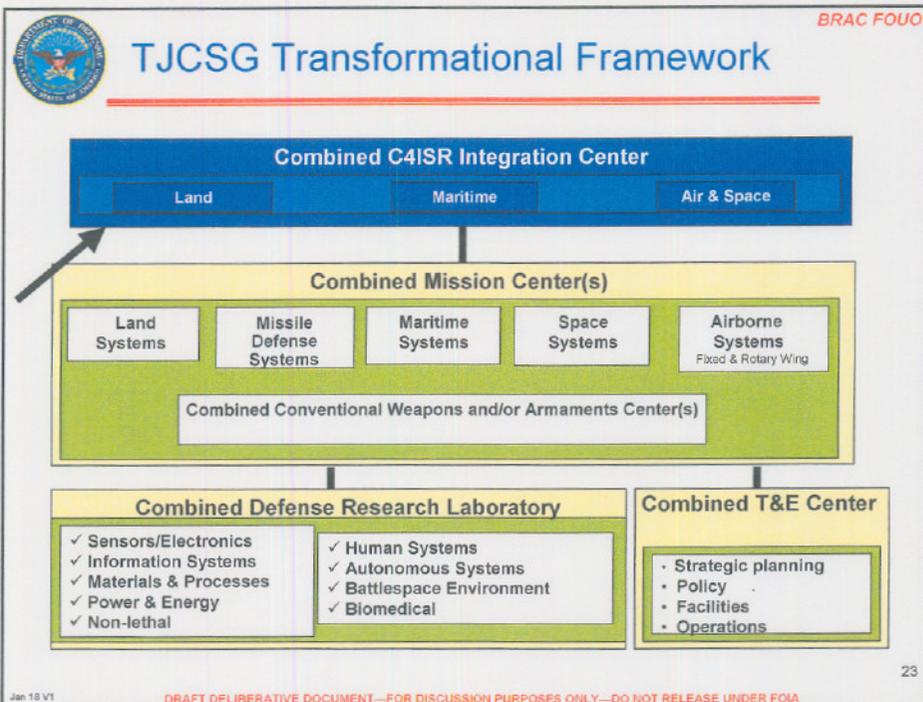


Joint Battlespace Environments Center

- Objective: Joint Research Development & Acquisition, (RD&A) Battlespace Environments Center (meteorology, oceanography, terrain, and space environment)
- Draft Recommendation: Consolidating the Battlespace Environments function to Stennis Space Center; Single DoD Center for Oceanography / Meteorology Research
- Potential Closure(s): Navy Research Lab Monterey; Enables Navy to Close Monterey Activity
- Other –
 - Billets Eliminated:
 - Billets Moved:
 - Total MILCON Costs:
 - ROI (yrs):
- Desired End State: Joint Environmental Effects Center for DoD, with chance to colocate with customer



C4ISR Scenarios



C4ISR RDAT&E Consolidation

- Objective: Establish C4ISR capability centers by domain (Land, Maritime, Air); Info Systems and Sensors
- Services retain their own structure

	Research	D&A	T&E
Land	Adelphi or Aberdeen	Monmouth or Ft Belvoir	Ft Huachuca
	Sensors	Info Sys	T&E
Air	Wright Patterson	Hanscom	Edwards
Sea	Dahlgren and Newport	San Diego	San Diego

- Total Billets:
- Desired End State: Focused Domain Specific

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Consolidate Combatant Commander C4ISR DAT&E

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- Objective: Establish a Joint C4ISR Development, Acquisition, Test and Evaluation (DAT&E) Center for Network Centric Operations
- Probable Draft Recommendation: Consolidating Combatant Cmdr C4ISR DAT&E function to Peterson AFB.
- Potential Closure(s): DISA Bailey's Crossroads – leased space, and Army PEOC3T Combatant Commander Crystal City – leased space
- Other
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
- Desired End State: All DoD Combatant Commander C4ISR DAT&E at one location

25

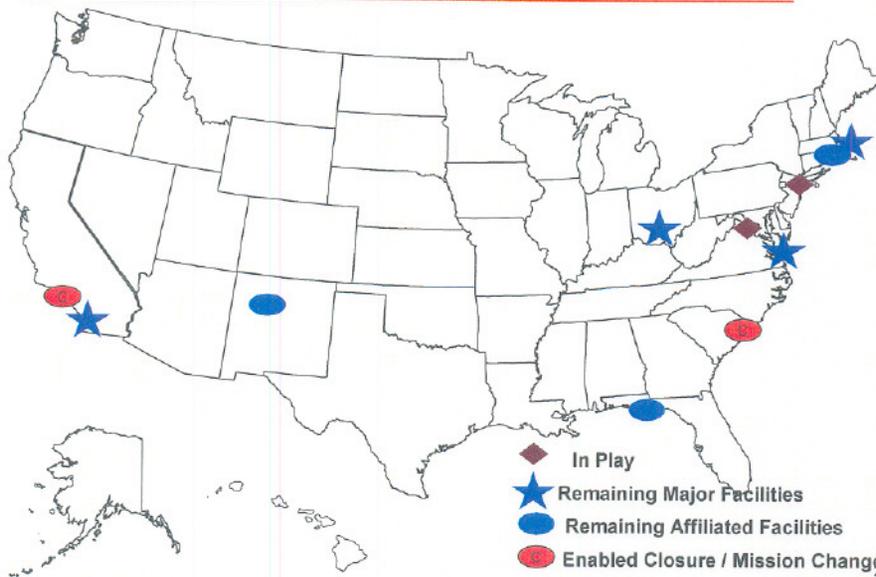
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C4ISR Scenarios

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Ground Scenarios

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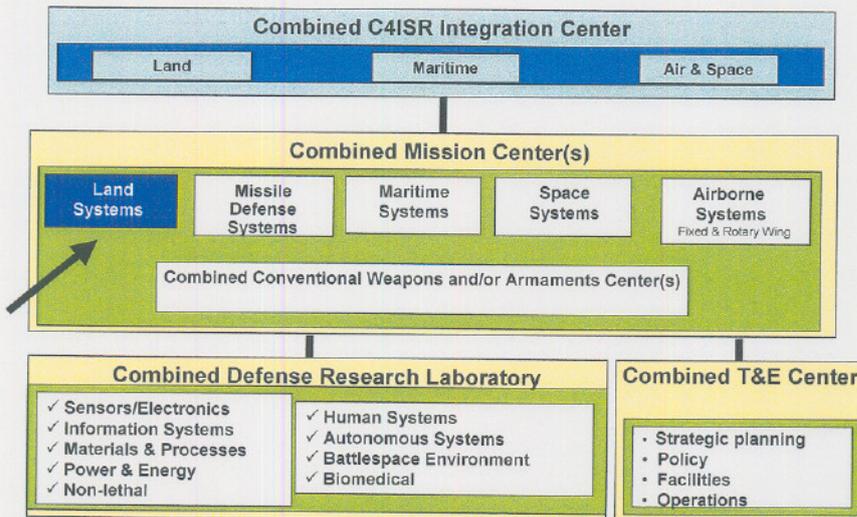
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TJCSG Transformational Framework

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Establish Joint Centers for Ground Platform RDAT&E

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- Objective: Consolidate Ground Vehicle RDAT&E into a single core site
- Probable Draft Recommendation: Consolidating the Ground Vehicle RDAT&E function to Detroit/Selfridge.
- Potential Closure(s): None
- Other (All To be determined by COBRA)
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
- Desired End State: Centralize all DoD Ground Vehicle RDAT&E

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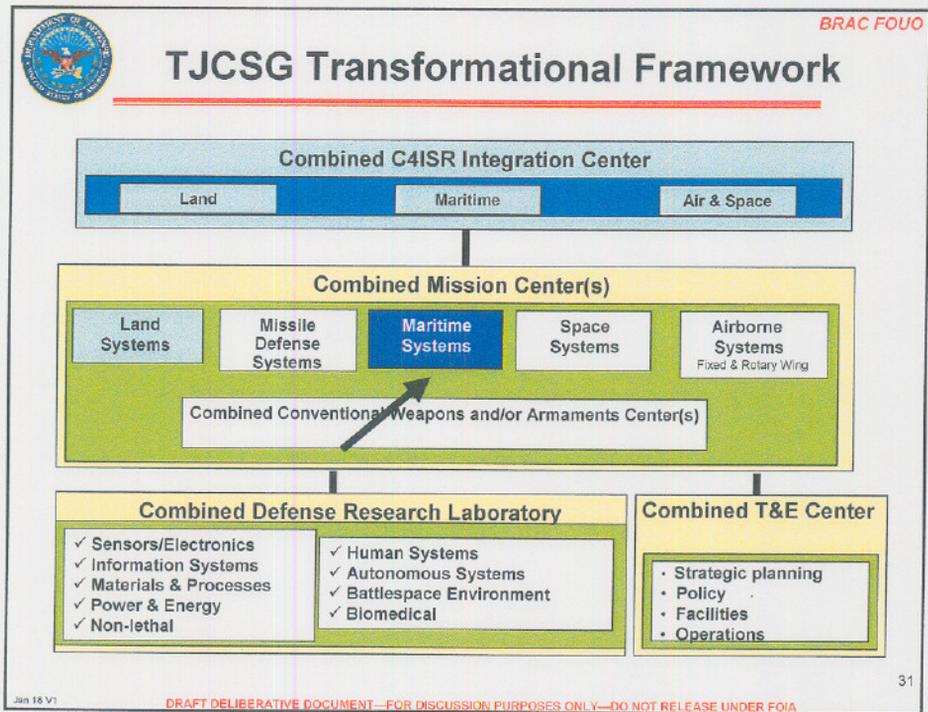
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Maritime Scenarios

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30



-
- Optimize Sea Vehicle RDAT&E**
- Objective: Consolidate and/or co-locate all Sea Vehicle RDAT&E to two primary sites while retaining small sites involved in specialized Sea Vehicle support to DDTE/OTE or specialized sites with unique facilities
 - Probable Draft Recommendation: Consolidating the Sea Vehicle RDAT&E function to Naval Support Activity, PA and Cardrock. (Remanded to Navy)
 - Potential Closure(s):
 - Other
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
 - Desired End State: Centralize all DoD Sea Vehicle RDAT&E
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Space Scenarios

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TJCSG Transformational Framework

Combined C4ISR Integration Center

Land
Maritime
Air & Space

↓

Combined Mission Center(s)

Land Systems

Missile Defense Systems

Maritime Systems

Space Systems

Airborne Systems
Fixed & Rotary Wing

Combined Conventional Weapons and/or Armaments Center(s)

↙

↓

Combined Defense Research Laboratory

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

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

Combined T&E Center

- Strategic planning
- Policy
- Facilities
- Operations

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 **Establish Space RD&A
at a Minimum Number of Core Sites** BRAC FOUO

- Objective: Consolidate Space RD&A at a minimum number of core sites
- Probable Draft Recommendation: Consolidating the Space RD&A function to Kirtland, NRL and Peterson AFB.
- Potential Closure(s):
- Other
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
- Desired End State: Centralize all DoD Space RD&A

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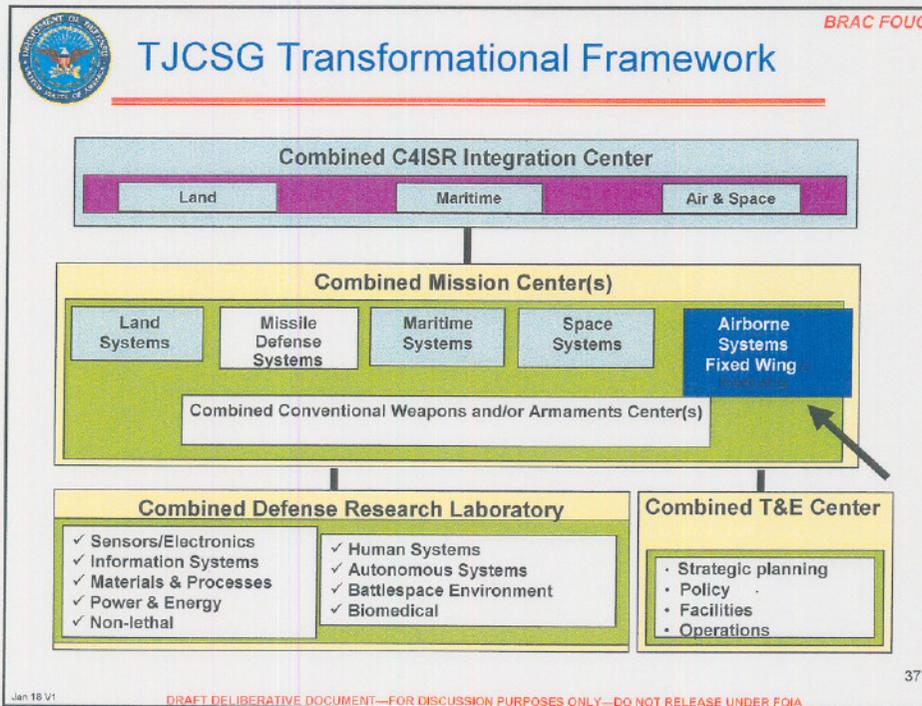
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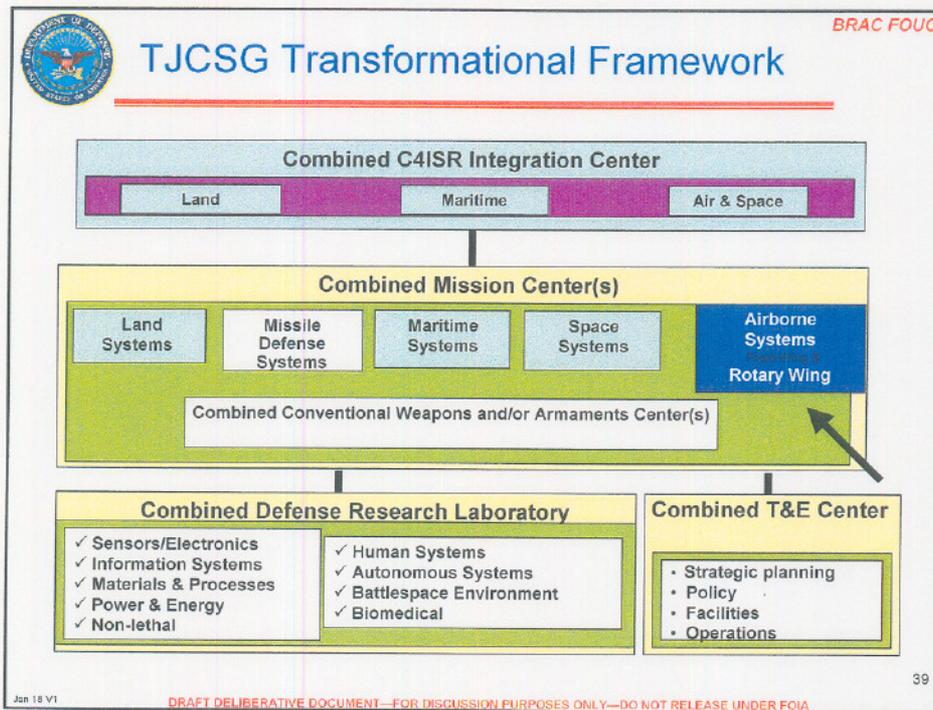
Air Scenarios

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- BRAC FOUO
-
- Establish Joint Centers for Fixed Wing Air Platform RDAT&E**
- Objective: Consolidate all Fixed Wing Air Platform RDAT&E to two principal sites while retaining several specialty sites.
 - Probable Draft Recommendation: Consolidating the Fixed Wing Air Platform RDAT&E to PAX River, WPAFB & Edwards
 - Potential Closure(s):
 - Other (pending COBRA results)
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
 - Desired End State: Centralize all DoD Fixed Wing Air Platform RDAT&E
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- Establish Joint Centers for Rotary Wing Air Platform RDAT&E**
- Objective: Consolidate all Rotary Wing Air Platform RDAT&E to two principal sites while retaining several specialty sites.
 - Probable Draft Recommendation: Consolidating the Rotary Wing Air Platform RDAT&E to PAX River & Redstone.
 - Potential Closure(s):
 - Other (pending COBRA results)
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
 - Desired End State: Centralize all DoD Rotary Wing Air Platform RDAT&E
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Weapons and Armaments Scenarios

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TJCSG Transformational Framework

Combined C4ISR Integration Center

Land
Maritime
Air & Space

Combined Mission Center(s)

Land Systems

Missile Defense Systems

Maritime Systems

Space Systems

Airborne Systems
Fixed & Rotary Wing

Combined Conventional Weapons and/or Armaments Center(s)

Combined Defense Research Laboratory

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

Combined T&E Center

- Strategic planning
- Policy
- Facilities
- Operations

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Relocate Weapons & Armaments RDAT&E to 3 Primary & 2 Specialty

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- Objective: Relocate W&A RDAT&E including associated program management functions to three (3) primary locations and two (2) specialty capability locations
- Probable Draft Recommendation: Relocating W&A RDAT&E to China Lake, Eglin, and Redstone Arsenal and guns/ammo to Picatinny Arsenal and ship weapon systems integration @ Dahlgren
- Potential Closure(s):
- Other
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
- Desired End State: Robust full spectrum capabilities preserves options for future jointness; Joint site for guns and ammo

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Relocate Underwater Weapons RDAT&E

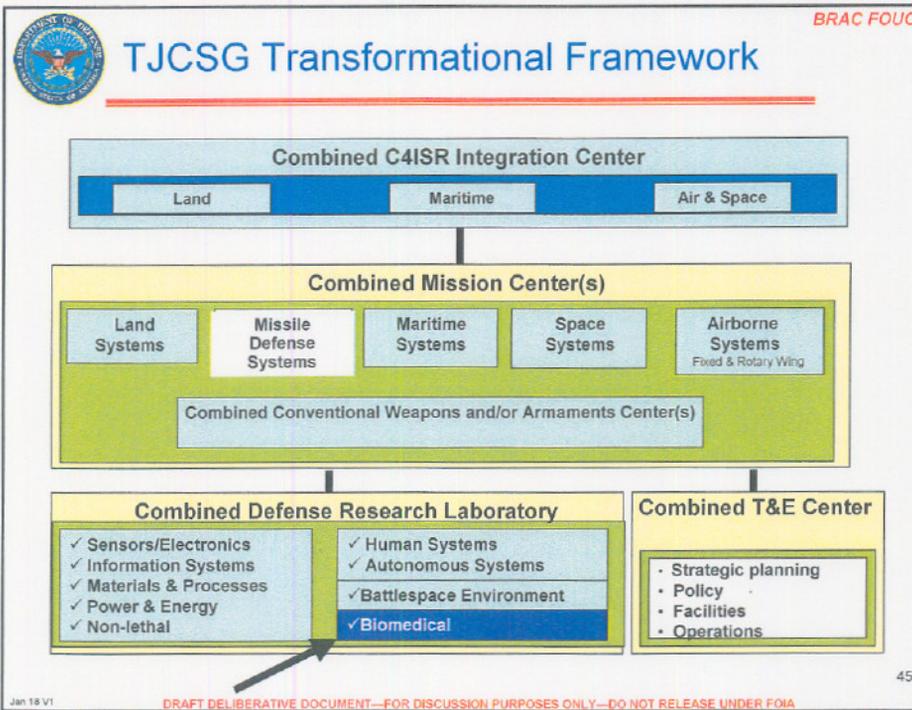
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- Objective: Relocate Underwater Weapons RDAT&E to one location
- Probable Draft Recommendation: Relocate all RDAT&E for underwater weapons and underwater weapons/platform integration, including mines, and unmanned underwater vehicles to Newport. (Remanded to Navy)
- Potential Closure(s):
- Other
 - Billets Eliminated:
 - Billets Moved:
 - Total Milcon Costs:
 - ROI (yrs):
- Desired End State: Centralize all DoD Underwater Weapons RDAT&E

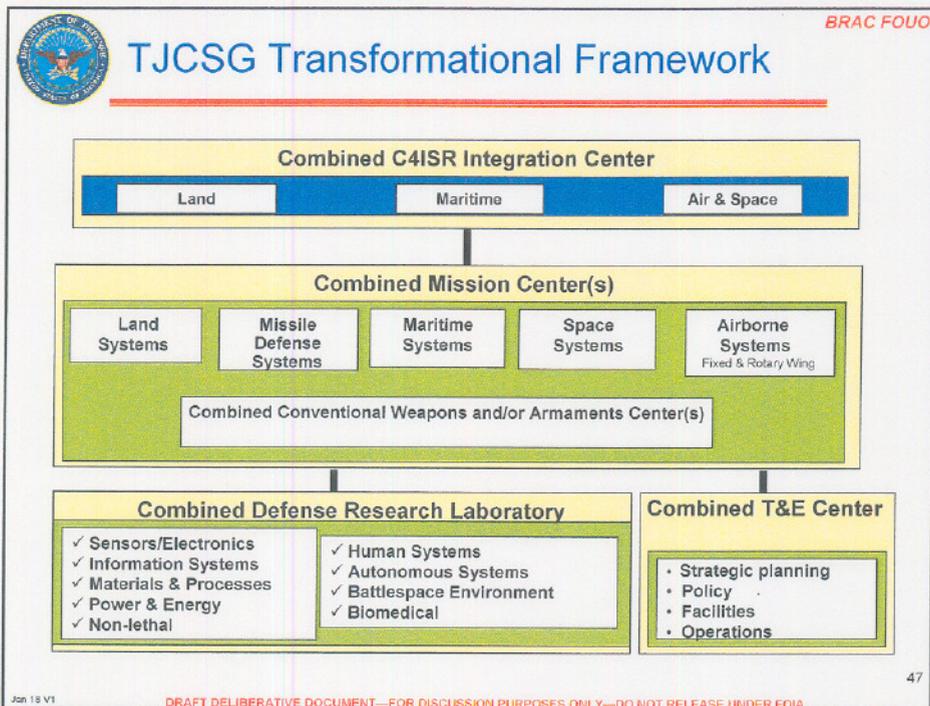
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-
- Chemical-Biological Defense RD&A Consolidation**
- Objective: Consolidating the Services, Defense Agencies and acquisition program offices for medical chemical defense, medical biological defense, and non-medical chemical and biological defense RDA to two (2) sites in the NCR.
 - Draft Recommendation: Consolidating medical and non-medical chemical & biological defense functions to Ft. Detrick and Aberdeen.
 - Potential Closure(s):
 - Other
 - Billets Eliminated: 86
 - Billets Moved: 469
 - Total Milcon Costs: \$89,706K
 - ROI (yrs): 14
 - Desired End State: Robust capabilities for Chem-Bio Defense
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- TJCSG Scenarios that do not align with Strategy**
- Army Land Network Warfare Life Cycle Management Center (LCM) at Adelphi and Ft. Belvoir
 - Army Land System LCM, Single site Scenario
 - Army Soldier/Land System LCM Center, two site Scenario
 - Army Land Network Warfare LCM Center at NCR
 - Army Land Network Warfare LCM Center at Adelphi
 - Army Land Network Warfare LCM Center at Aberdeen
 - Army Land Network Warfare LCM Center at Ft. Monmouth
 - Navy C4ISR RDT&E Consolidation @ China Lake
 - Navy C4ISR RDT&E Consolidation @ PAX River
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25 Largest Installations/Facilities by FTE

1. NAWC PAX River	14. Washington Navy Yard
2. Redstone Arsenal	15. Naval Research Lab Washington DC
3. Wright-Patterson AFB	16. DISA Development and Acquisition
4. Eglin AFB	17. Hanscom AFB
5. Aberdeen Proving Ground	<i>18. NSWC Crane Indiana</i>
6. Edwards AFB	19. Picatinny Arsenal
7. NAWC China Lake	<i>20. NAWC Point Mugu</i>
8. NSWC Dahlgren VA	21. Detroit Arsenal
9. White Sands Missile Range	<i>22. SPAWARSYSCEN Charleston SC</i>
<i>10. Fort Monmouth</i>	23. Kirtland AFB
11. NUWC Newport	24. NSWC Port Hueneme
<i>12. Los Angeles AFB</i>	25. MDA - NCR
13. SPAWARSYSCEN San Diego	

Italics == potential for Closure

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Enabler Scenarios for the Services

- Tech 14 enables USAF 13
- Tech 2, 18, 54, 55 or 56 enables DON 162
- Tech 2 or 18 enables DON 161
- Tech 5 enables E&T 21 or 51
- Tech 40 enables HAS 13
- Tech 18 or 19 enables IND 40, 42, or 121
- Tech 2 or 17 enables USA 38

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Back Up Charts

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Physical Capacity

Existing	Peak	Available Calculating Negative excess @ facilities	Available Negative Excess = 0 @ facilities
46,271,086	46,353,511	(4,559,297)	2,899,093

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Backup by Capability Capacity

Tech Capability	Existing	Peak	Available Calculating Negative excess @ facilities	Available Negative Excess = 0 @ facilities
Air Platforms	14,401,981	13,311,483	(2,532,237)	555,106
Battlepace Environments	452,075	507,503	10,080	29,601
Biomedical	1,214,887	964,506	(371,870)	28,208
Chemical Biological Defense	987,420	1,151,812	63,890	74,678
Ground Vehicles	1,245,220	1,800,853	430,910	437,679
Human Systems	1,183,476	1,406,036	98,755	132,855
Information Systems Technology	8,647,915	7,055,315	(2,457,552)	228,521
Materials and Processes	675,188	791,987	48,042	65,128
Nuclear Technology	278,806	305,712	1,387	14,179
Sea Vehicles	1,218,338	1,344,965	4,777	37,958
Sensors, Electronics, and EW	3,766,841	3,753,651	(394,174)	249,138
Space Platforms	1,303,600	1,844,198	210,236	246,797
Weapons Technology	10,897,760	12,318,834	329,079	799,244

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Function and Technical Capability Associations

Technical Capability Areas

Function	Air Platforms	Ground Vehicles	Sea Vehicles	Space Platforms	Weapons	Nuclear Technology	Materials & Processes	Biomedical	Human Systems	Battlepace Environments	Chemical & Bio Defense	Sensors, Electronics	Information Systems
T&E	ALS S	ALS S	ALS S	AL SS	Wp n	Wp n	ET	ET	ET	ET	ET	C4IS R	C4IS R
D&A	ALS S	ALS S	ALS S	AL SS	Wp n	Wp n	ET	ET	ET	ET	ET	C4IS R	C4IS R
Res	ALS S	ALS S	ALS S	AL SS	Wp n	Wp n	ET	ET	ET	ET	ET	C4IS R	C4IS R

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TJCSG Military Value Analysis
Briefing to the
Infrastructure Steering Group (ISG)

Dr. Ron Sega
Chairman, Technical Joint Cross Service Group
February 2, 2004

January 15, 2004 2230 hours

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Purpose

- **Seek ISG approval of Technical Joint Cross Service Group (TJCSG) military value analytic framework**

Presentation Overview

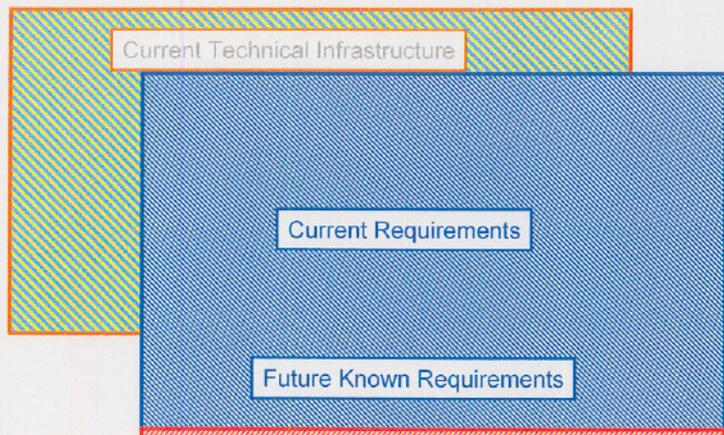
- **Technical JCSG organization**
- **Battle Plan**
- **Approach & Assumptions**
- **Examples of Metrics, Weights & Rationale**
 - Full set of metrics, question & weights in draft report appendix
- **Next Steps**
- **Unresolved Issues**
- **Closing Remarks**

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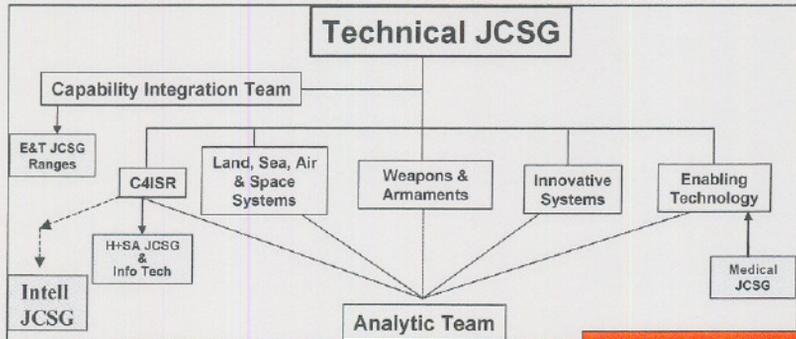
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3

TJCSG Problem Space



TJCSG Organization



Draft agreements for four cross-JCSG groups

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

Need to begin to come to closure on these

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TJCSG Organization

- **3 Functions:**
 - Research (S&T)
 - Development & Acquisition (D&A)
 - Test & Evaluation (T&E)
- **5 Technical Subgroups**
- **13 Technical Capability Areas**
 - Based on the Defense Technology Area Plan (DTAP, February 2003)
 - Aligns 100% of RDT&E Investment
 - Each Subgroup Responsible for One or More Technical Capability Areas
 - Supports QDR transformation operational goals

TJCSG Organization

- Each TJCSG Technical Subgroup Has Specific “Lead” Responsibility to Define Military Value
- Innovative Technology Subgroup Responsible to Identify Attributes and Metrics of Innovation and Emergent Capability Needs

Contradicts what I had said on Friday; Sensors and Electronics in C4ISR first

	Air Platforms	Ground Vehicles	Sea Vehicles	Space Platforms	Weapons	Nuclear Technology	Materials and Processes	Biomedical	Human Systems	Battlespace Environments	Chemical & Bio Def	Sensors, Electronics	Info Systems
T&E													
D&A													
Res													
	Air, Land, Sea Space				Weapons & Armaments		Enabling Technology				C4ISR		

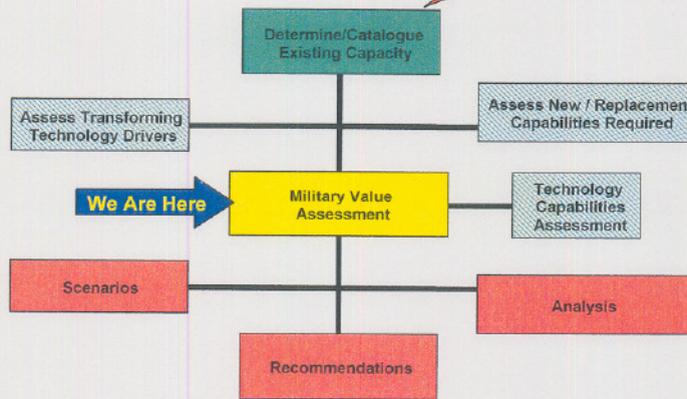
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Battle Plan

Need to decide which Battle Plan to Use; complex one in Back ups



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Approach Version 2

Can We put this
into a Flowchart?

1. Technical Subgroups Identify Attributes for Their Domain
2. Identify Common and Unique Attributes Across All Subgroups
3. Align Attributes to Military Value Criteria
4. Technical Subgroups Identify Metrics Associated with the Attributes
5. Identify Common and Unique Metrics Across All Subgroups
6. Subgroups Identify Weights for Each Technical Function & Capability Area to Allow Comparison of Like Areas
7. Worst Case Scenario—39 Separate Military Value Schema (3 Functions Times 13 Capability Areas)
 - A. Reality: Subgroups Saw Similarity, Number of Separate Schema Reduced
 - B. Each Separate Schema is Represented as a Unique Equation
8. Each Facility under TJCSG Responsibility is Aligned with one principal Function and Technical Area, so TJCSG can “Bin” Like Facilities

Assumptions and Definitions

- **Definition of Technical Facility:**
 - *A collection of people and physical infrastructure that performs a technical function(s) in a specific technical capability area at a specific installation.*
- Technical facility may have different military value for each function and each technology area, but each facility has a unique, lead function and capability area
- All Military Value Data Are Normalized in a Consistent Fashion, so Military Value for Each Attribute, Metric is between 0, 1

Common and Unique Attributes

Blocks 1-3 of Approach

- No Unique Attributes, Five Common Attributes
- Each Attribute Maps to a Military Value Criteria

Criteria	Attributes	Measure of
1. Current and Future Military Requirements	A. Synergy B. Operational Impact	A. The interaction with other technical and non-technical functions, both within and outside of DoD B. The ???? Definition
2. Availability and Condition of Land, Facilities, and Associated Airspace	A. Physical Environment	The Special characteristics of climate, terrain, test space needed to develop, test and field technically superior weapons
3. Ability to Accommodate Contingency, Mobilization, and Future Total Force	A. Physical Structures and Equipment	The Types of Building and Equipment (could also be in Criteria 2)
4 Cost and Manpower Implications.	A. People	The Intellectual Capital for Technical Innovation

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11

- **AI Comment: Next three-four slides need to be brought to a higher level, but provide a good context for TJCSG**

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Criteria Weights

- Since All Metrics will be Normalized with scores from 0 to 1, the Weights can be applied to criteria or attributes—the result is the same
- Proposal: Final Weights will be assigned after running some test cases to understand the numbers

Criteria	Attributes	Weights Proposed
1. Current and Future Military Requirements	A. Synergy B. Operational Impact	25
2. Availability and Condition of Land, Facilities, and Associated Airspace	A. Physical Environment	25
3. Ability to Accommodate Contingency, Mobilization, and Future Total Force	A. Physical Structures and Equipment	25
4 Cost and Manpower Implications.	A. People	25

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NOTIONAL WEIGHTS FOR RIGHT NOW

CIT and Analysis Group Needs to run these numbers for two Cases to allow "tweaking" by TJCSG

Common and Unique Metrics (#1)

Blocks 4-6 of Approach

- Few Unique Metrics—Identified in Blue Below
- Each Metric is Measurable, either through Direct Numerical Assessment or on a predetermined scale (0-1)

Attribute	Metric	Average Weight	Definitions
Synergy	1. Jointness	1. 29%	
	2. Multiple Functions	2. 25%	
	3. Peripheral Assets	3. 20%	
	4. Co-location	4. 12%	
	5. Multiple Systems	5. 10%	
	6. % C4ISR	6. 5%	
Operational Impacts	1. Technology Transfer	1. 22%	
	2. Missions Supported	2. 18%	
	3. Systems Fielded	3. 15%	
	4. Systems DT&E	4. 15%	
	5. Rapid Res Fielding	5. 14%	
	6. Advanced Capability	6. 14%	
	7. Productivity	7. 3%	

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This analytic Approach Provides some good cut points for the TJCSG; Recommend 4 or fewer metrics per attribute;

Common and Unique Metrics (#2)

Blocks 4-6 of Approach

- Few Unique Metrics—Identified in Blue Below
- Each Metric is Measurable, either through Direct Numerical Assessment or on a predetermined scale (0-1)

Attribute	Metric	Weight	Definition
Physical Environment	1. Special Features	1. 31%	
	2. Special Infrastructure \	2. 21%	
	3. Dimensions	3. 14%	
	4. Terrain	4. 12%	
	5. Climate	5. 12%	
	6. Encroachment	6. 9%	
	7. Connectivity (weapons only)	7. 15% (We)	
Physical Structures and Equipment	Need to Get from Pete Desalva		
People	1. Experience	1. 32%	
	2. Education Level	2. 26%	
	3. Professional Certification	3. 13%	
	4. Patents, Publications,	4. 12%	
	5. Quality of Life	5. 10%	
	6. Training	6. 9%	

This analytic Approach Provides some good cut points for the TJCSG; Recommend 4 or fewer metrics per attribute;

Equation Rollup

- Using the Attributes and Metrics Defined previously, the number of unique equations consolidates to ## (Around 8)

Next Steps

- **Technical, strategic & operational imperatives**
 - Colonel Buckstad's outline
 - Colonel DeSalva's schedule

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Unresolved Issues

- **Unresolved issues affecting Military Value analysis needing ISG (or other) attention**
 - Use of technical military judgment to assign military value to intangible assets (e.g., intellectual capacity) lacking clear metrics subject to quantitative audit

CIT NEEDS TO DEFINE CORPORATELY

- Organizational level at which to collect the military value data
 - 1995 Lab JCSG & T&E JCSG after action reports

Closing Remarks

- **Flight Path Solid**
- **Attributes and Metrics defined, linked to military value criteria**
- **Request ISG Approval**

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Backup Slides

Complex equation with matrix of weights beneath

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Backup Slides

MVfacility I normalized =

(W1syn) <(Si=1,nsyn (wi)(metrici))synergy> / nsyn

+ (W1oi) <(Si=1,noi (wi)(metrici))operational impact > / noi

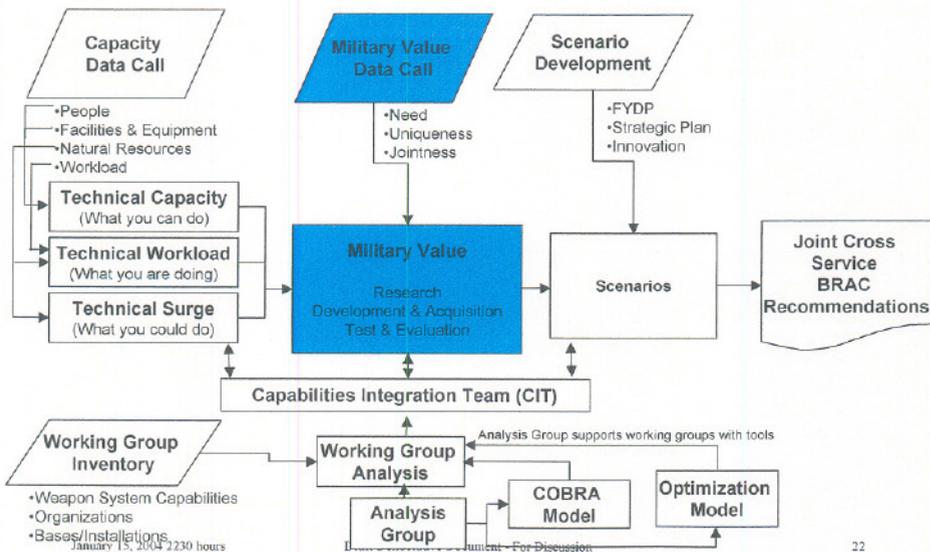
+ (W2) <(Si=1,npe (wi)(metrici))physical env> / npe

+ (W3)(Si=1,nsse (wi)(metrici))structures equipment > /nse

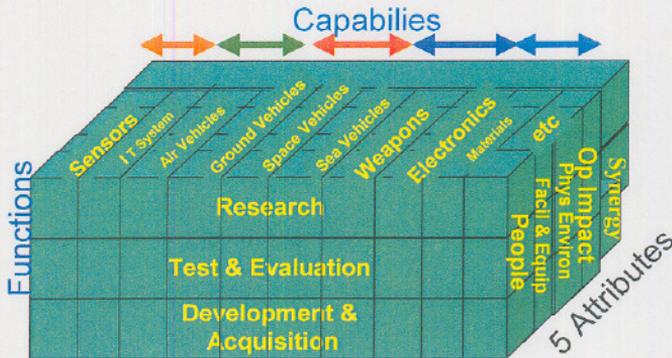
+ (W4) (Si=1,npeo (wi)(metrici))people > / npeo

**IN CASE THEY
GET BORED**

Technical JCSG- "Battle Plan"



Technical Capability Areas



- Technical capability areas correspond to the Defense Technology Area Plan categories

[Companion text will

- contrast military value attributes with capacity attributes
- remark if TJCSG principals depart from DTAP framework with the intent to provide framework which captures a facilities ability to provide future unknown technology capabilities]

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Approach

- Determine military value of DoD controlled technical facilities
 - Common attributes & metrics for all functions (3) & all technology areas (13)
 - Specialized metrics for some functions and some technology areas
 - Weights of interim selection criteria, common attributes & common metrics determined by consensus within five technical subgroups
 - Weights of all questions and specialized attributes & specialized metrics determined by individual subgroup

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Examples of Metrics, Weights & Rationale

- **Attribute: Synergy**
- **Metrics**
 - Number of tech areas supported & Col DeSalva's weight
 - Number of Services using facility & Col DeSalva's weight
 - Co-location with customer, user, ISEA & Col DeSalva's weight
 - Community support (academic, industry, govt) & Col DeSalva's weight
- **Example Rationale for one weight—get subgroups to complete once we agree to the full set of common metrics**
- **Synergy metrics are common across all functions**
 - metrics vary for some attributes across the functions

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Examples of Metrics, Weights & Rationale

- **Attribute: People**
- **Metrics**
 - Education & Col DeSalva's weight
 - Experience & Col DeSalva's weight
 - Papers/patents/awards & Col DeSalva's weight
 - Quality of life & Col DeSalva's weight
 - Etc.
- **Example Rationale for one weight—get subgroups to complete once we agree to the full set of common metrics**
- **People metrics are not common across all functions**

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Equations

• Military Value Equation

$$MV_{\text{facility } i} = (W_1)(\text{SCrit}_{1i}) + (W_2)(\text{SCrit}_{2i}) \\ + (W_3)(\text{SCrit}_{3i}) + \\ (W_4)(\text{SCrit}_{4i})$$

– Definition of terms

- W_i are the four interim selection criteria
- SCrit_{1i} is the score of interim selection criteria 1 at location i

Approach Version 1—Likely Backup

Can We put this
into a Flowchart?

1. Each Technical Subgroup Work (independently) on Attributes to Assess Military Value over their Specific Domain
2. Identify Common and Unique Attributes Across All Subgroups
3. Align Attributes to Military Value Criteria—Do They Fit?
4. Each Technical Subgroup Identify Metrics Associated with the Attributes in Their Technical Domain
5. Identify Common and Unique Metrics Across All Subgroups
6. Have Subgroups Identify Weights for Each Technical Function and Each Capability Area the group is Responsible for; Allows Comparison of Like Areas, e.g.;
 - A. Air Platform T&E facilities with Air Platform T&E Facilities
 - B. Materials Laboratories with Materials Laboratories
7. Worst Case Scenario—39 Separate Military Value Schema, one for Each Function and Each Technical Capability Area
 - A. Reality is Subgroups Began to See Emergent Similarity, Number of Separate Schema Reduced
 - B. Each Separate Schema Can be Represented as a Unique Equation
8. Each Facility under TJCSG Responsibility is Aligned with one principal Function and Technical Area, so TJCSG can “Bin” Like Facilities



Technical Joint Cross Service Group (TJCSG)

Strategy / Initial Scenarios

Briefing to the Infrastructure Steering Group

Dr. Ron Sega

October 1, 2004



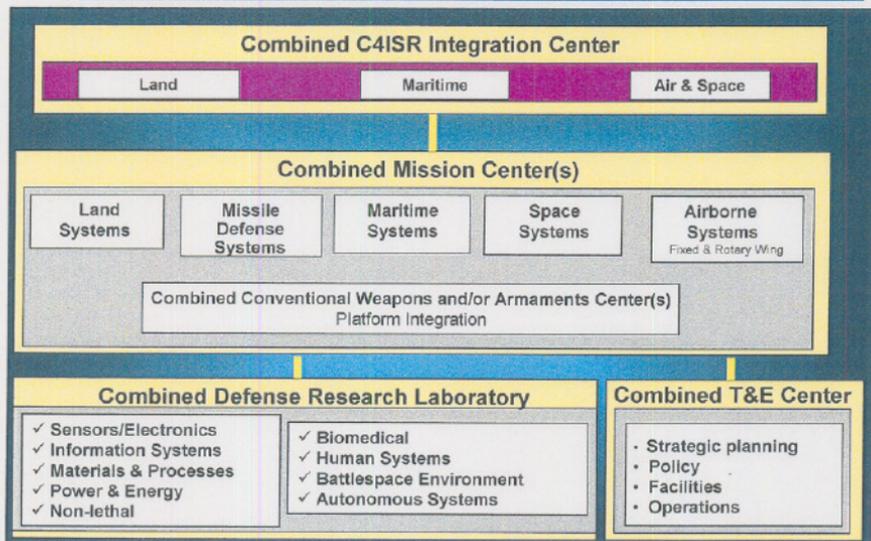
TJCSG Overarching Strategy

- 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

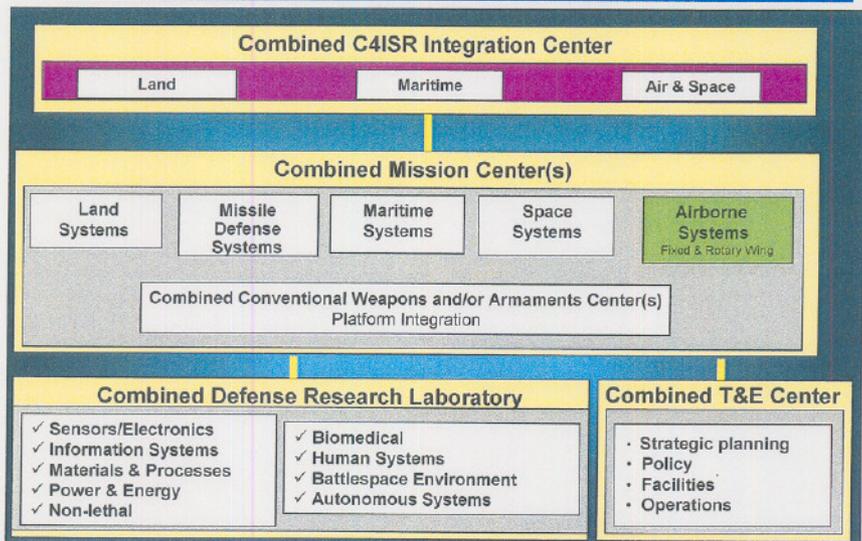


TJCSG Initial Scenarios

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



TJCSG Overarching Strategy



Combined Air Platforms Centers

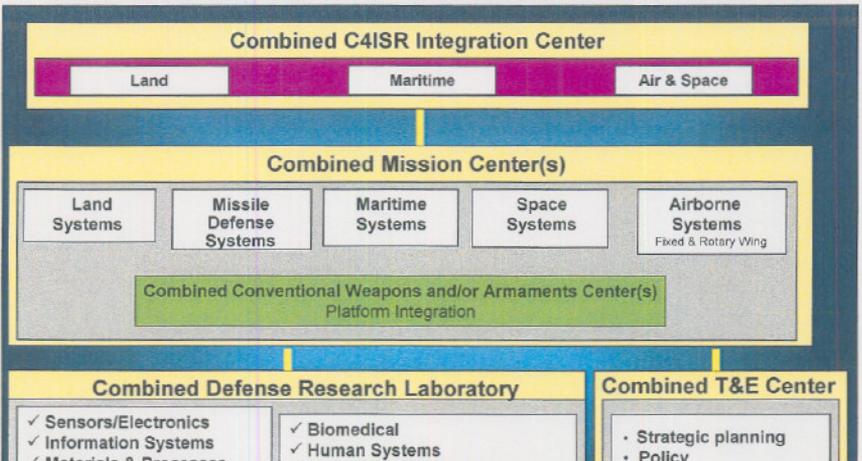
Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> <input type="checkbox"/> Combined Centers for Air Platforms R, D&A, and T&E <input type="checkbox"/> Receiver sites: Edwards, Patuxent River, Redstone & Arnold Air Force Station & Wright-Patterson AFB <input type="checkbox"/> Donor sites: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



Combined Air Platforms Centers



TJCSG Overarching Strategy





Combined Conventional Weapons & Armaments (W&A) Centers

Scenario

- Combine execution of Weapons & Armaments R, D&A, and T&E at integrated complexes & specialty capability sites [Combined or Service Aligned]
- Receiver sites : Redstone, Eglin, China Lake
- Donor sites: see map next slide
- 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)

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

Justification/Impact

- Synergy and efficiencies across the spectrum of weapons & armaments technology
- 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
- Could disrupt platform integration in some cases
- Conflicts with service business models & organizational structure

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Combined Conventional Weapons & Armaments (W&A) Centers



Receivers



TJCSG Overarching Strategy

Combined C4ISR Integration Center

Land

Maritime

Air & Space

Combined Mission Center(s)

Land
SystemsMissile
Defense
SystemsMaritime
SystemsSpace
SystemsAirborne
Systems
Fixed & Rotary WingCombined Conventional Weapons and/or Armaments Center(s)
Platform Integration

Combined Defense Research Laboratory

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

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

Combined T&E Center

- Strategic planning
- Policy
- Facilities
- Operations

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Combined Conventional 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 next slide
- 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)

*Corollary scenario is combined weapons at a platform center

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

Justification/Impact

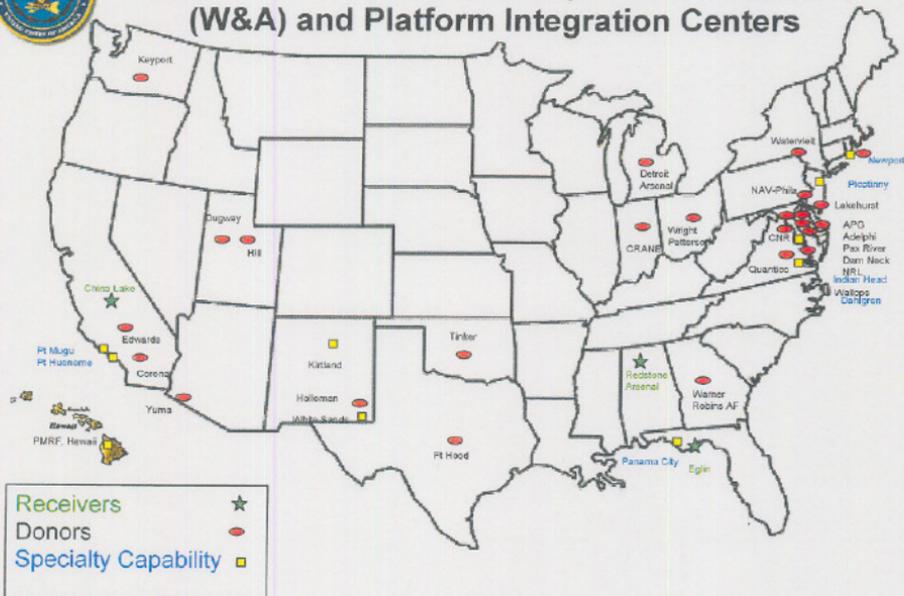
- Combined Centers responsible for platform integration
- Favorable Service experience with integration by the weapons community (e.g., In-service

Potential Conflicts

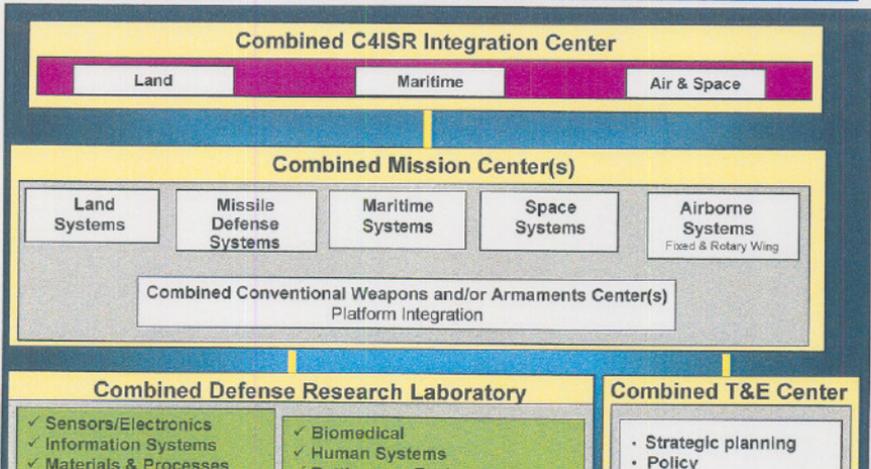
- Influence of E&T JCSG Open Air Ranges on the T&E function
- Conflicts with service business models & organizational structure



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



TJCSG Overarching Strategy





Combined Defense Research Laboratory (DRL)

Two Scenarios

- Defense Research Laboratory (25 locations)
- 1. **Intramural research at fewer locations**
- 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

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

Justification/Impact

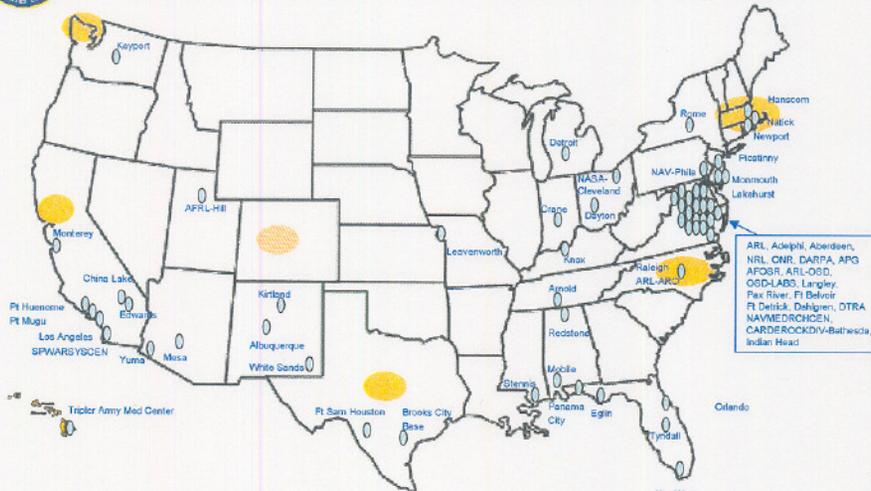
- 1. Laboratory devoted to research leading to joint & cross Service solutions
- 1a. Strengthens collaboration between intramural and extramural research, between Services, across disciplines
- Both Support Anti-Terror/Force Protection
- Reduces infrastructure & duplication

Potential Conflicts

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

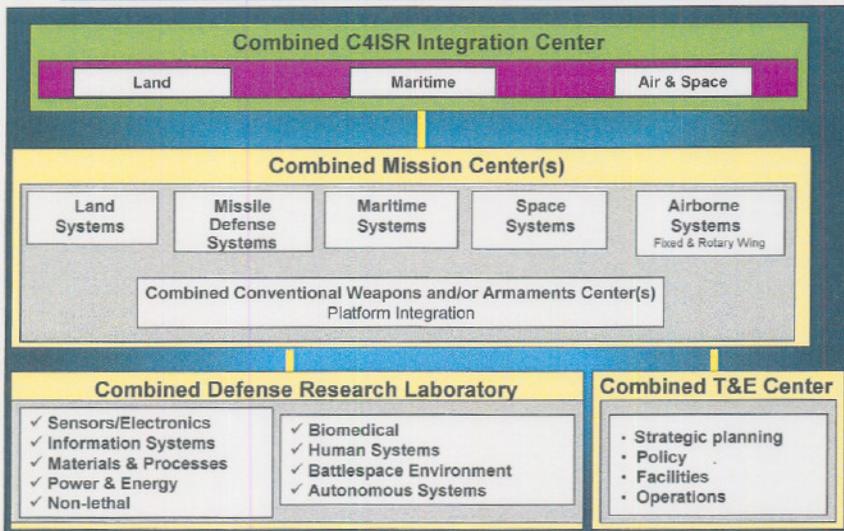


Combined Defense Research Laboratory (DRL)





TJCSG Overarching Strategy



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

<p>Scenario</p> <ul style="list-style-type: none"> <input type="checkbox"/> Combined Center for DAT&E of C4ISR Systems for the Combatant Commanders (e.g., Global Command & Control System) <input type="checkbox"/> 3 Domain-Unique (Land, Air/Space and Maritime) Combined Centers for RDAT&E of C4ISR Systems <input type="checkbox"/> Includes Information Systems; Human Systems; and Sensor, EW, and Electronics Systems <input type="checkbox"/> Impacted Activities: 57 (map, next slide) 	<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> <input type="checkbox"/> 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 ... <input type="checkbox"/> Transformational Strategy <ul style="list-style-type: none"> Combined centers aligned for functional and technical efficiency & synergy
<p>Justification/Impact</p> <ul style="list-style-type: none"> <input type="checkbox"/> Creates Organizations devoted to Joint & Cross Service Solutions <input type="checkbox"/> Supports Anti Terrorist/Force Protection Objectives <input type="checkbox"/> Reduces infrastructure & duplication 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> <input type="checkbox"/> H&SA JCSG coordination required if Combined Center proposed for the NCR/Military District Washington <input type="checkbox"/> Coordinate with Intelligence JCSG <input type="checkbox"/> Conflicts with Components Business Models & Organizational Structure

TJCSG Scenarios (as of 15 Feb 05)

Scenario	Candidate Recommend	Active	Inactive	Deleted	Rationale
1				X	Tech 1 redundant to the combination of 5 and 6
2		X			Mutually Exclusive to Tech 18 (better COBRA); live piece to 19
3				X	Less than 30 FTEs from Donor Sites (DEW RD&A)
4				X	Less than 30 FTEs from Donor Sites (DEW T&E)
5	Est Wed ← — X				
6	Est Wed ← — X				
7				X	Inconsistent w/ Army # __, Replaced by Tech 13 (get Army Costs)
8		X — →			Mutually Exclusive with Tech 42, Tech 42 has superior costing
9 a (AF) — → 33 b		X			Mutually Exclusive with Tech 34
10			X — →		Mutually Exclusive w/ Tech 40, 40 selected based on Decision Factors
11				X	Expert Mil Judgement, Mesa in Tech 9, DARPA in Tech 40
12			← —	X	Mutually Exclusive w/ Tech 2 & 18 - move to inactive til 2/18 done
13	Est Tues ← — X				Mutually Exclusive with Tech 7
14			X		Expert Mil Judgement (Intellect Capital), Inconsistent w/ Tech 49
15				X	Replaced by Tech 9 and 14
16				X	Replaced by Tech 14
17			X		Replaced by Tech 2 & now in Tech 18
18	Est Tues ← — X				Mutually Exclusive to Tech 2 (now in Tech 19)
19			X — →		Replaced by Tech 2 and 18

Scenario	Candidate Recommend	Active	Inactive	Deleted	Rationale
20	X				Partially Replaced by Tech 9, Part Exclusive w/ Tech 34
21				X	Combined w/ Tech 22 & Replaced w/ Tech 32
22				X	Combined w/ Tech 21 & Replaced w/ Tech 32
23				X	Less than 30 FTEs from Donor Sites (except Kirtland, Hood, APG & need rationale for these)
24				X	Replaced by Medical JCSCG # _____
25				X	Replaced by Medical JCSCG # _____, Partially Replaced by Tech _____ & _____
27				X	Replaced by Tech 2 & 18, less than 30 FTEs
28		X			Remanded to Navy – What is STATUS?
29				X	Replaced with Tech 2 & 18
30			X —————>		Inconsistent w/ Tech 47 Candidate Recommendation
31	Est Tues ← — X				
32	X				
33		X			Mutually Exclusive w/ Tech 9 & 54
34		X			Mutually Exclusive w/ Tech 9, Partially Exclusive w/ Tech 20, need to run
35		X			Mutually Exclusive w/ Tech 50 & 52
36				X	Replaced by Tech 5, terminate
37				X	Replaced by Tech 5, terminate
38			X —————>		Mutually Exclusive w/ Tech 40, 40 selected
39			X —————>		Mutually Exclusive w/ Tech 40, Fails Decision Factors

Scenario	Candidate Recommend	Active	Inactive	Deleted	Rationale
40	X				
41			X ———>	→	Mutually Exclusive w/ Tech 40
42	Est Tues<—	X			Mutually Exclusive w/ Tech 8
43			X ———>	→	High MILCON COBRA costs, Inconsistent w/ Tech 2
44			X ———>	→	High MILCON COBRA costs, Inconsistent w/ Tech 2
45	Est Tues<—	X			Remanded to Army
46			X ———>	→	Mutually Exclusive w/ Tech 40
47	X				
48			X ———>	→	Mutually exclusive w/ Tech 45, Remanded to Army
49				X	Clarification of Tech 14 Certified Data (Priority at Peterson)
50		X			Mutually Exclusive w/ Tech 35 & 52
51			X ———>	→	Insufficient Land at Receiver Site
52		X			Mutually Exclusive w/ Tech 35 & 50
53			X ———>	→	Inconsistent w/ Army # _____
54	X				
55			X ———>	→	High MILCON COBRA costs, Inconsistent w/ Tech 54
56			X ———>	→	Mutually Exclusive w/ Tech 54 & 55
57		X ———>	→		Mutually Exclusive w/Tech 47

FINAL TJCSG REPORT:
TENTATIVE OUTLINE
(As of 3 February 2005)

- I. Background
 - (A) Description of Domain
 - (B) Guidelines and Principles
 - (C) Strategies and Framework
- II. Scenario Families
 - (A) Description of 13 Scenario Families
 - (B) Scenario Relationship to Framework
- III. Recommendations
 - (A) Defense Research Labs
 - (B) Chemical Biological
 - (C) Systems
 - (D) Enablers
 - (1) NRL
 - (2) C4ISR
- IV. Appendices
 - (A) "8-Slideshow" for each
 - (B) Other Appendices as required

NOTE: The proposed format for the TJCSG FINAL REPORT is based on a presentation by Mr. Shaffer to the TJCSG Principals on 19 January 2005. The presentation was entitled *The Technical Joint Cross Service Group – High Level Overview*. Further details can be obtained by referencing this document.

Strack Gary Mr SAF/IEBB

From: Strack Gary, Mr SAF/IEBB
Sent: Thursday, February 17, 2005 12:44 PM
To: Strack Gary, Mr SAF/IEBB; Shaffer, Alan, Mr, OSD-ATL; Segal, Ronald, Dr, OSD-ATL; 'brian.simmons@dtc.army.mil'; 'cohenj@onr.navy.mil'; Erb, John J, CIV, JCS J4; Stewart Daniel J, Civ SAF/AQ; Durante Blaise SES SAF/AQX; 'dillonbl@mcsc.usmc.mil'; Castle Fred F, Brig Gen AF/XP; Hamm, Walter B, Col BRAC; Walling Eileen M, Col HQ AFMC/XP; 'robert.rohde@saalt.army.mil'; Goldsteyn Alan B, Civ AEDC/CD; Ryan, George R, CIV; Short, James, Dr, OSD-ATL; 'mfelix@pica.army.mil'
Cc: Comments on Candidate Recommendation Packages - BRAC FOUO

Sendig for Dr. Stewart.

V/R,

Gary

All,

I have now waded through over half of our candidate recommendation packages. Generally they are good products, but can be improved....and need to be improved to reflect consistency with the TJCSG overarching principles/strategies and put the specific recommendation in the context of the larger story to be told in each of the capability areas/blocks of our transformation framework...vs bit parts as some of the writeups reflect....not a criticism but a reflection of the reality of partitioning the effort amongst the different subgroups.

My comments follow the outline for the candidate recommendation packages and generally reflect what I see as best practices in some of the writeups that need to be included in others. This is a start and would be a good task for the CJIT...ie, read all the writeups and expend upon the thoughts below. Perhaps the CJIT could develop a checklist to go by as they review each package for consistency with the elements below, as well as consistency with the TJCSG overarching strategy/framework.

Justification Section: Key elements imbedded in our principals, strategies and methodology should be addressed at a minimum, such as

- Number of technical facilities reduced, and subset that would enable a closure...falls into two categories:
 - (1) Those sites where the only mission is technical and there's nothing else to address to enable closure;
 - (2) Those sites that have other functions/operations that need to be realigned to enable closure...ie, we've done all we can do.
- Number of billets reduced
- Technical capacity assessment using the most relevant measure for that function to rationalize why more than one technical facility/site needed....this is perhaps the biggest gap in all the packages...ie, inadequate treatment of capacity and how it plays in the recommended end state!!
- Importance of intellectual capital...both internal and external to the sites....needs to be addressed
- Competition of ideas, etc
- I'm sure there are others I've missed

Economic Impact:

- Some address reductions onlt whereas others include both gains and losses, which is what it needs to cover
- This section could be greatly simplified by using the statement "Assuming no economic impact, this recommendation could result in the potential reduction of following jobs at the following locations" once in the writeup as a lead-in, then simply list the reductions for each location....versus using the statement repeatedly for each line entry
- Should also include gains to be complete

MV Analysis:

- Moving capabilities from low to high MV is straight forward....moving from high to low requires a compelling argument, which I believe we discussed in our deliberations, but not adequately captured in some of the writeups in consistent way....another good task for CJIT

Capacity Analysis:

-- We have a mixed bag here with some using physical capacity and others using technical capacity...need to be consistent

-- Technical capacity and workload should be a key part of this section along with the rationale for the number of sites retained

TE: We are not adequately addressing technical capacity and workload throughout the report, and we need to address now. The tables with all eight measures of capacity is a lot of data, most of which has proven to be of little value and should not be included in the final writeups. Just because we have it doesn't justify using it unless it is meaningful and useful in justifying our recommendations. I recommend we pick the most useful measures for each function, describe how it supports the recommendations, and only include that part in the final writeups.

Assumptions/Footnotes under Cobra Runs

-- Are they being validated with the MilDEps to close the loop wrt certified data? If not validated, how will it be handled?

-- Several of the writeups include questions wrt the assumptions.....are they being forwarded with final package vs TJCSG resolving?? What's process/timeline for resolving?

Actions Originally Proposed

-- Do all the writeups include this section? Is this a requirement? If not, seems there are better places to address and document.

-- What's the baseline for what was considered....the original scenarios or the recommendations???

I look forward to discussing the above with you at today's TJCSG meeting and your comments/concerns.

Dan

TJCSG BRAIN BOOK

1. INTRODUCTION
2. CAPACITY ANALYSIS
 - METHODOLOGY
 - FINAL REPORT
 - ISSUE PAPERS
3. MILITARY VALUE
 - FWC (FUTURE WARFIGHTING CAPABILITY)
 - METHODOLOGY
 - FINAL REPORT
 - ISSUE PAPERS
4. SCENARIOS
 - TRANSFORMATIONAL FRAMEWORK
 - SCENARIO FAMILIES
 - DECISION FACTOR ANALYSIS
 - REMANDED LIST
 - DELETED LIST
5. CANDIDATE RECOMMENDATIONS
6. GUIDANCE
 - WYNNE MEMOES