BRAC 2005
Technical Joint Cross-Service Group (TJCSG)
Meeting Minutes of 8 March 2005

Dr. Sega 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 hold an informal office call with members of the Red Team. 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:

Opening Comments – Mr. H.T. Johnson

Key Points:

- The purpose of this meeting was to provide the Red Team an introduction of the TJCSG; to review material from the BRAC commission's perspective; and to assist the TJCSG in preparing for the BRAC Commission.

Red Team Office Call TJCSG Overview Briefing – Mr. Shaffer

Key Points:

- Mr. Shaffer presented an overview of the TJCSG overarching strategy.
- Mr. Johnson asked how the JTCSG will measure the overall success of its effort.
- Mr. Shaffer explained the TJCSG has succeeded by reducing the number of smaller sites, thereby reducing the overall RDAT&E footprint and creating larger RDAT&E Joint Centers.
- Mr. Johnson indicated the TJCSG needs to tie the TJCSG overall strategy to our candidate recommendations. He also recommended identifying the TJCSG objectives early in the presentation.
- The BRAC Commission will have higher expectations for reductions than what the TJCSG and other JCSGs are recommending.
- Mr. Johnson recommended limiting remarks concerning the 30 people (FTE) constraint. He indicated the Commission will most likely not view favorably on the use of thresholds. Also, each JCSG and Service has handled this differently and he is recommending to the OSD BRAC Office that they get a better handle on this story so the Commission may perceive more consistency.
- The TJCSG needs to cast the story by installation.
- The TJCSG needs to have very clear rationale for any scenarios removed from consideration.
- Mr. Johnson indicated he liked the Military Value approach with a quantitative and qualitative assessment. However, the TJCSG needs to have a very persuasive case for the qualitative assessment.
- Need a better way to explain the success of what we have done.

- Surge needs to be explained much better than just 10% because that is what the TJCSG decided to pick.
- Mr. Johnson explained that overall, the OSD BRAC Office needs to better define surge so there is more consistency between the JCSGs and Services. The same is true for transformation as there are different interpretations for what is transformative between the JCSGs and Services.
- The TJCSG needs to explain how it has succeeded in meeting its objectives for BRAC 2005. The BRAC Commission will not like to hear success measured in terms of dollars, people or square feet as it will be viewed counter to military and commercial business practice. Instead, the TJCSG needs to look at how its efforts in BRAC 2005 have enhanced how DoD will be able to do business in the future and improve its ability to meet its mission requirements.

Decisions:

- None

Other Information:

- The TJCSG is scheduled to meet with the Red Team again on 22 March 2005 from 1430-1630 hrs EST, in the Pentagon, Rm 3E808. The entire Red Team will attend this session.
- The next TJCSG Meeting will take place on Thursday, 3 March 2005, from 1400-1600 hrs EST, in the Pentagon, Rm 4E987.

Action Items:

1. Ms. Felix will update the 4 March 2005 ISG briefing by COB today, 2 March 2005.

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 JCSG Meeting with Red Team
March 8, 2005
Attendees

Members:
Dr. Sega, Chairman
Mr. Matt Mleziva, Air Force Alternate for Mr. Blaise Durante
Mr.; Brian Simmons, Army
Dr. Barry Dillon, Marines
RADM Jay Cohen
Mr. Jay Erb, JCS

Other:

Mr. Al Shaffer, CIT Chairman
BG Fred Castle, OSD
Mr. Gary Strack, OSD
Mr. Andy Porth, OSD BRAC
Mr. Jerry Schiefer, OSD BRAC
COL Bob Buckstad, OSD
Dr. Jim Short, OSD
Mr. Roger Florence, DoD IG
Honorable. H. T Johnson, Red Team Member
Dr. Burt Streicher, Red Team Staff Member
Ms. Dana Samuelson , Red Team Staff Member

DCN: 11475

8 Mar 05 TJCSG
AGENDA
Pentagon, Rm 3E1014
1200-1400 hrs EST

- Red Team Office Call Briefing — Al Shaffer

DCN: 11475

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RED TEAM OFFICE CALL
Technical Joint Cross Service Group

March 8, 2005

Mr. Al Shaffer

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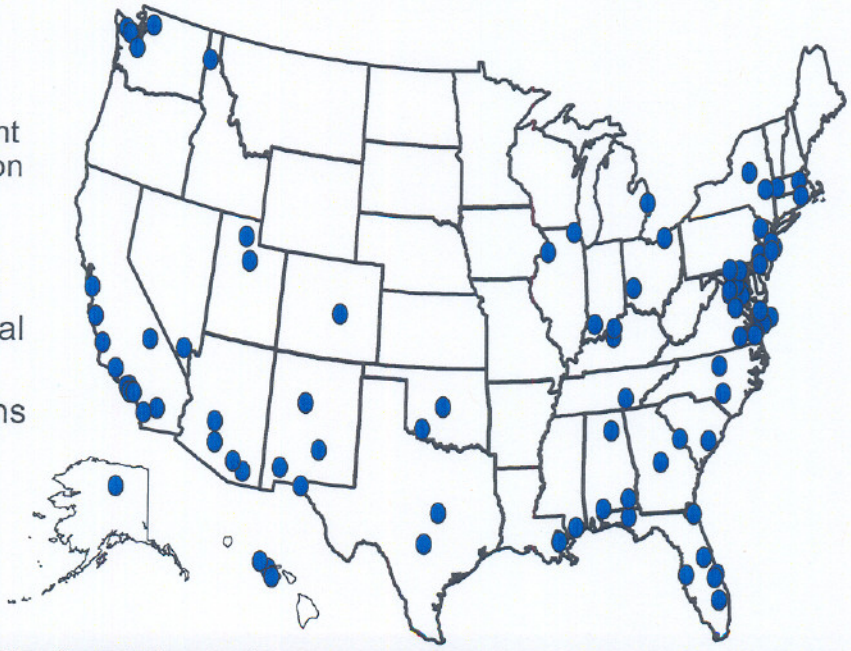
RDAT&E Facilities*

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



*With greater than 30 Full time Equivalent personnel

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TJCSG "Principles & Strategies"

Principles:

1) Ensure Efficiency--Consolidate to a few RDAT&E major centers with specialty sites as required
2) Competition of Ideas--Maintain Complementary/Competitive Sites

Strategies:

1) Establish Defense Research Laboratories
   A. Consolidate Program Managers
   B. Reduce Number of In-House Laboratory Sites
2) Establish Air, Land, Maritime and Joint C4ISR Centers
3) Establish "Integrated" RDAT&E Centers for Major Defense Systems
4) Position Technical Sites for Jointness

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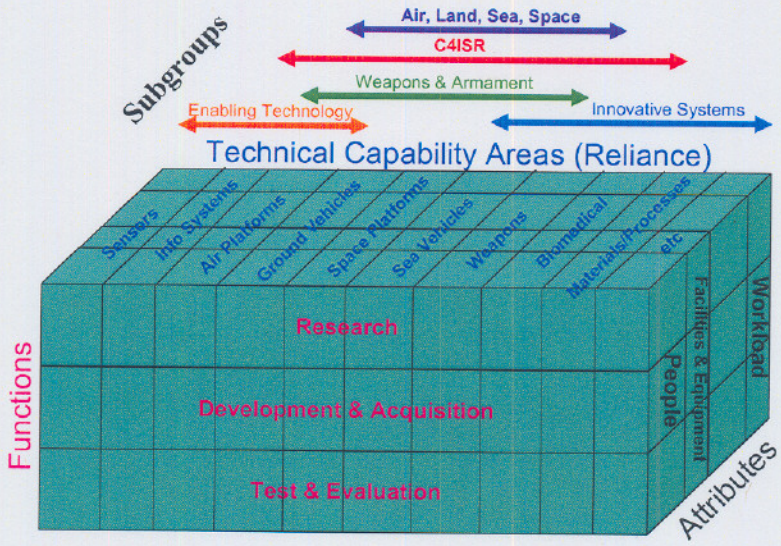
TJCSG CONSTRUCT



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CAPACITY DEFINITIONS

- CURRENT CAPACITY = (FY01-03 Average)
- PEAK CAPACITY = (Highest Historical Average)
- REQUIRED CAPACITY
  = Current + Force Structure Adjustment + Surge
- EXCESS CAPACITY = PEAK – REQUIRED

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TECHNICAL CAPACITY MEASURES

1. Work Years
2. Test Resource Workload
3. Funding
4. ACAT Funding
5. Number of ACATs

During COBRA Focused on Physical Space

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Military Value Definition

$$MV_{facility\ i} = (W_1)(\text{Operational Impact}) + (W_2)(\text{Space/Facilities Availability}) + (W_3)(\text{Contingency Ability}) + (W_4)(\text{Cost of Ops})$$

– Definition of terms

- W_i are the four selection criteria weights

Green are the Four Selection Criteria

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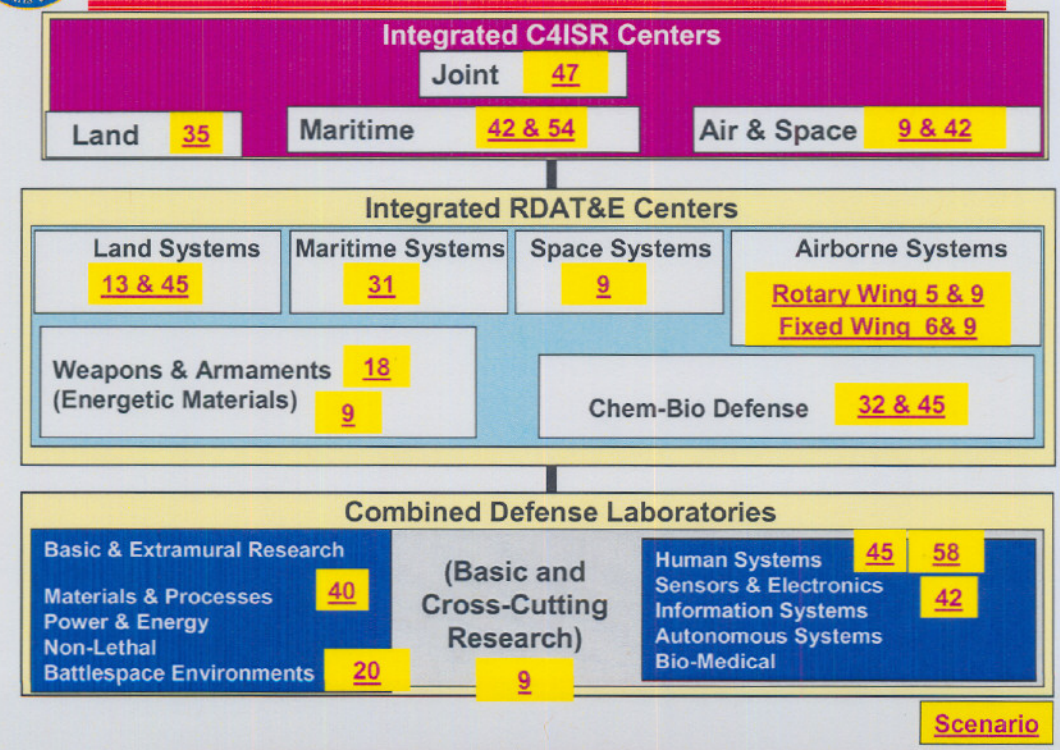
TJCSG Transformational Framework

with Candidate Recommendations



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Scenario Families

	FAMILY	SCENARIOS
Combined Defense Lab	1. Extramural Research	40
	2. Defense Research Lab	9A&B
	3. Human Systems	45, 58
	4. Joint Battlespace "Lab"	20
Integrated RDA&TE Centers	5. Joint Chem-Bio Defense	32, 45
	6. Land Systems	13, 45
	7. Air Systems (Fixed)	6, 9A
	8. Air Systems (Rotary)	5, 9A
	9. Maritime Systems	31
	10. Space Systems	9A
	11. Weapons & Armaments Systems	18A,B,C,D & E
	12. Energetic Materials	18D
	13.Combined C4ISR	35, 42A&C, 47, 54

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Combined Research Laboratories

Research End State:

- Co-location of Research Program Managers
  - Seven Sites to Anacostia or Bethesda
- Consolidation of Research Labs
  - Army—Aberdeen MD and Adelphi
  - Navy—Washington DC and Stennis Space Center MS
  - AF—Wright Patterson and Kirtland AFB
- Retention / Alignment of Product Centered Research for Major Acquisition (Major Defense Acquisition Program) Areas
  - E.G. C4ISR—Adelphi, San Diego, and Hanscom AFB

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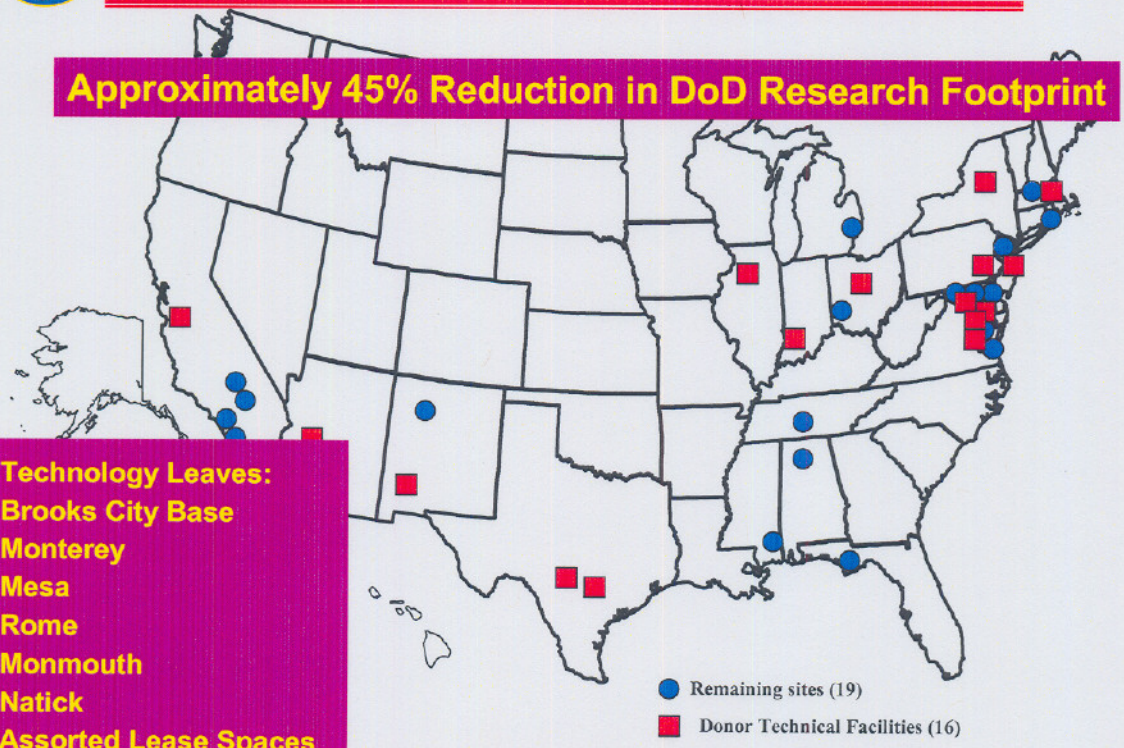
TJCSG Research End State

Approximately 45% Reduction in DoD Research Footprint



Technology Leaves:
Brooks City Base
Monterey
Mesa
Rome
Monmouth
Natick
Assorted Lease Spaces

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Integrated RDAT&E Centers

Mission Research Center End State

- Co-location, consolidation around larger centers
- Land Systems - Detroit Arsenal & Aberdeen Proving Grounds
- Maritime Systems - Naval Surface Weapons Center Carderock Division & Naval Sea Systems Command Washington Navy Yard
- Space Systems - Kirtland AFB & Los Angeles AFB
- Airborne Systems:
  - Fixed Wing – Wright-Patterson AFB & Patuxent River NAS
  - Rotary Wing – focus around Redstone Arsenal & Patuxent River NAS
- Weapons - focus around "three mega centers":
  - "Mega Centers"
    - China Lake, Eglin AFB, & Redstone Arsenal
  - Retain Specialty sites:
    - Guns - Picatinny & Dahlgren
    - Surface Ship Combat Systems Integration – Dahlgren
  - Retain Energetic Materials work at 4 sites:
    - China Lake, Eglin, Indian Head, Redstone

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Combined C4ISR Centers

Create Domain Specific C4ISR Centers with an Overarching Joint Management Center

- Joint Management Center at Peterson AFB
- Land Centers at Ft. Belvoir and Adelphi MD
- Maritime Centers at San Diego and Dahlgren
- Air Centers at Hanscom and Wright Patterson AFB
- Specialty Center (underwater) at Newport RI
- Specialty Test Center at Edwards AFB

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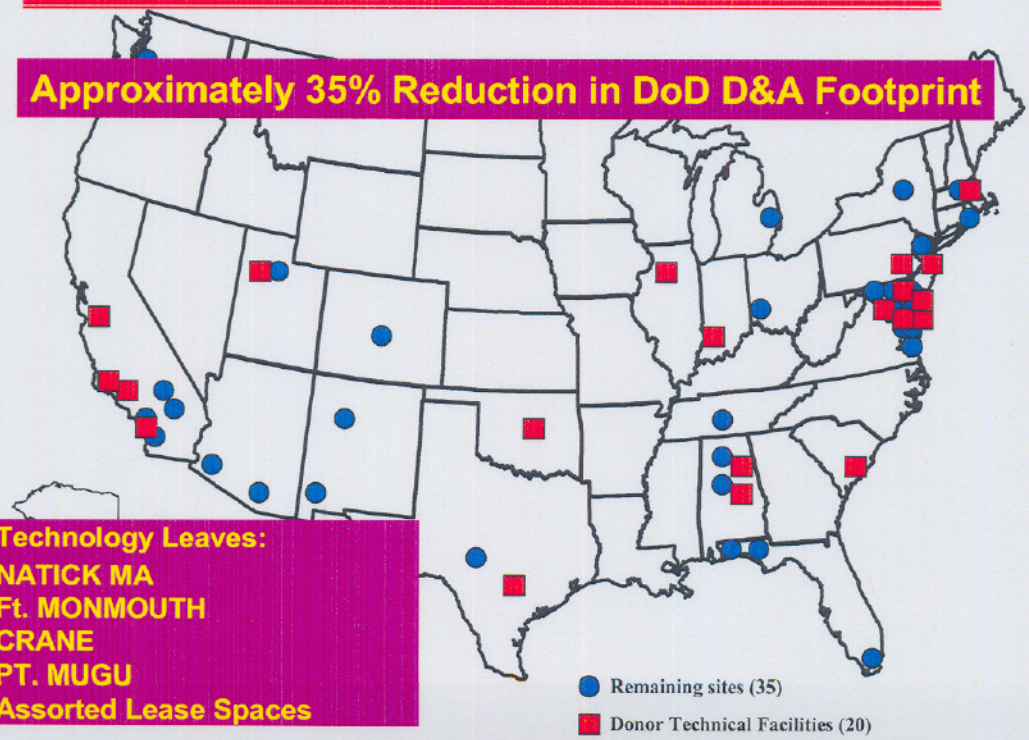
TJCSG Development & Acquisition End State

Approximately 35% Reduction in DoD D&A Footprint



Technology Leaves:
NATICK MA
Ft. MONMOUTH
CRANE
PT. MUGU
Assorted Lease Spaces

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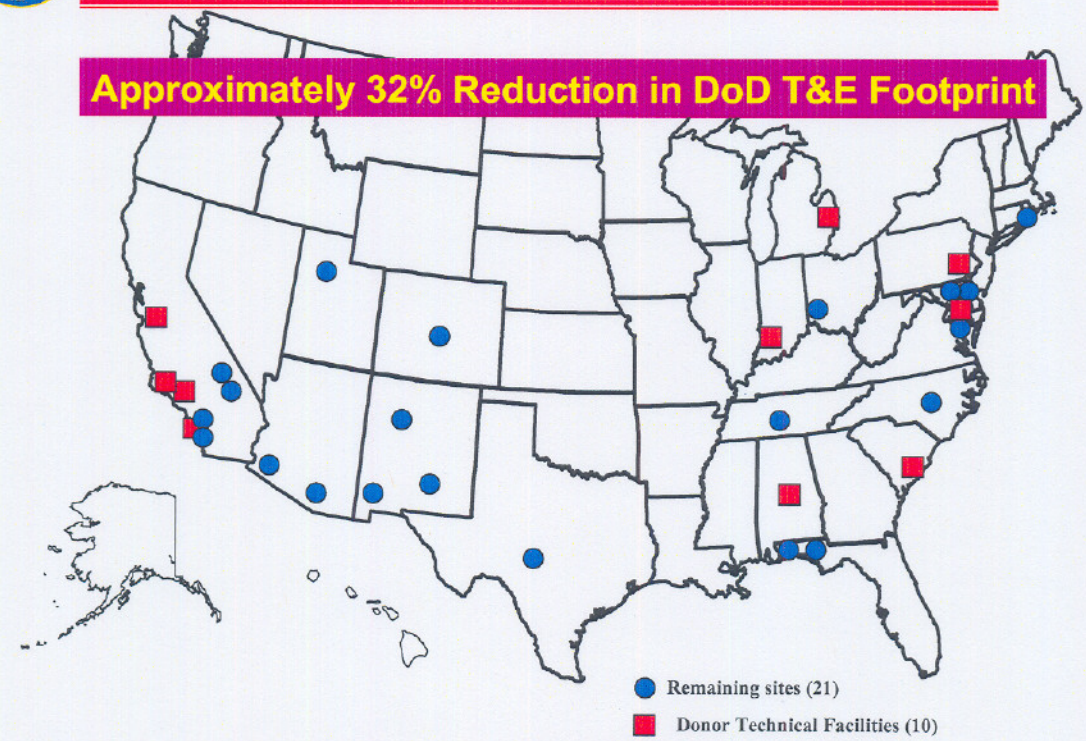
TJCSG Testing & Evaluation End State

Approximately 32% Reduction in DoD T&E Footprint



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Back-Ups

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CAPACITY DEFINITIONS

- **CURRENT CAPACITY$_i$**
  - THE CAPACITY OF A BRAC TECHNICAL FACILITY – i.e., Weapons S&T at an installation
  - FY01-03 AVERAGE MEASURE
- **PEAK CAPACITY$_i$**
  - THE MAXIMUM CAPACITY OF A BRAC TECHNICAL FACILITY AS REPORTED IN THE CAPACITY DATA CALL
- **REQUIRED CAPACITY**
  - WHAT DOD WILL REQUIRE BASED ON $ FY-09 PLUS FSA PLUS 10% SURGE REQUIREMENT. ATTAINED BY COMBINING THE CURRENT CAPACITIES OF ***ALL*** "LIKE" FACILITIES (Σ CURRENT CAPACITY$_i$) PROJECTED TO FY09 FYDP BUDGET BY DTAP + FSA + 10%
  - I.E., For Air Vehicles DTAP, R Function:

$$\text{Required Capacity} = \text{Total Current Capacity} * \left(\frac{\$\ \text{FY09 FYDP For Air Vehicle DTAP}}{\$\ \text{FY01-03 AVE For Air Vehicle DTAP}} \right) + \text{FSA} + 10\%\ \text{SURGE}$$

REQUIREMENT

- **EXCESS CAPACITY = PEAK CAPACITY$_\Sigma$ – REQUIRED CAPACITY**
  - AN ***AGGREGATE CAPACITY*** ATTAINED BY COMBINING THE PEAK YEAR CAPACITIES OF ***ALL*** "LIKE" FACILITIES (Σ PEAK CAPACITY$_i$) AND SUBTRACTING THE REQUIRED CAPACITY.
  - DOD-BASED

"FACILITY" – As TJCSG has DEFINED a BRAC TECHNICAL FACILITY
"LIKE FACILITIES" – All the BRAC TECHNICAL FACILITIES in one of the 39 Bins (13 DTAPS X 3 Functions)

HOMELAND DEFENSE CAPABILITIES

- Themes (**2/4 in our Lane!**)
  - ISR
    - Identify & track suspect air & maritime traffic
    - Conduct reconnaissance over wide areas
    - Discover potential threats
  - Information-Sharing
    - Integrate information
    - Share information

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HOMELAND DEFENSE IMPLICATIONS

- Technology
  - Basic Research
    - Non-lethal capabilities
    - Automated triage, telemedicine, and self-care
  - Significant investment in advanced technology
    - Privacy
    - Collaboration tools
    - Imagery collection capabilities
    - Improved sensors
    - Improved remote detection of CBRNE materials

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DECISION FACTORS

1. Required terrain/climatic characteristics?
2. Necessary licenses and/or permits?
3. Existing physical structure & equipment support new workload?
4. Sufficient "buildable land"?
5. Physical structure(s) or equipment too costly/impossible to move?
6. Decrease unwarranted physical structure/equipment?
7. Required intellectual capital exist?
8. Reduce unwarranted technical personnel and/or mgmt overhead?
9. Two sources of intellectual capital where warranted?
10. Increase the synergy and/or jointness?
11. Leverage capabilities of other govt activities or the private sector?
12. Collocate technical facilities w/mission-related operational forces?
13. Enhance rapid response to meet operational deficiencies?
14. Enhance the tech facilities that support customers the most today?
15. Is it transformative?

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