



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

MAY 14 2004

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP

SUBJECT: Infrastructure Steering Group (ISG) Meetings

Due to scheduling conflicts with some ISG members, I cancelled the ISG meeting scheduled for May 14, 2004. Our initial discussion of principles and imperatives will be deferred until the June 4th ISG meeting.

To ensure we continue to make progress in our development and assessment of principles and imperatives, I am forwarding the briefing slides would have been used to frame the initial discussion on principles and imperatives, as well as the proposed principles and imperatives submitted by each member. As many of you indicated that your initial input was draft, please take this time to further develop and/or finalize your proposed principles and imperatives for discussion at the June 4th meeting.

I appreciate the dedicated effort of you and your staffs to develop principles and imperatives for the BRAC 2005 process and apologize for any inconvenience that this cancellation may cause.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

Michael W. Wynne
Acting USD (Acquisition Technology and Logistics)
Chairman, Infrastructure Steering Group

Attachments:
As stated





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BRAC 2005

Briefing to the
Infrastructure Steering Group

May 14, 2004

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Purpose

- Process Overview
- Timeline
- Discussion of Principles
- Approach to Imperatives

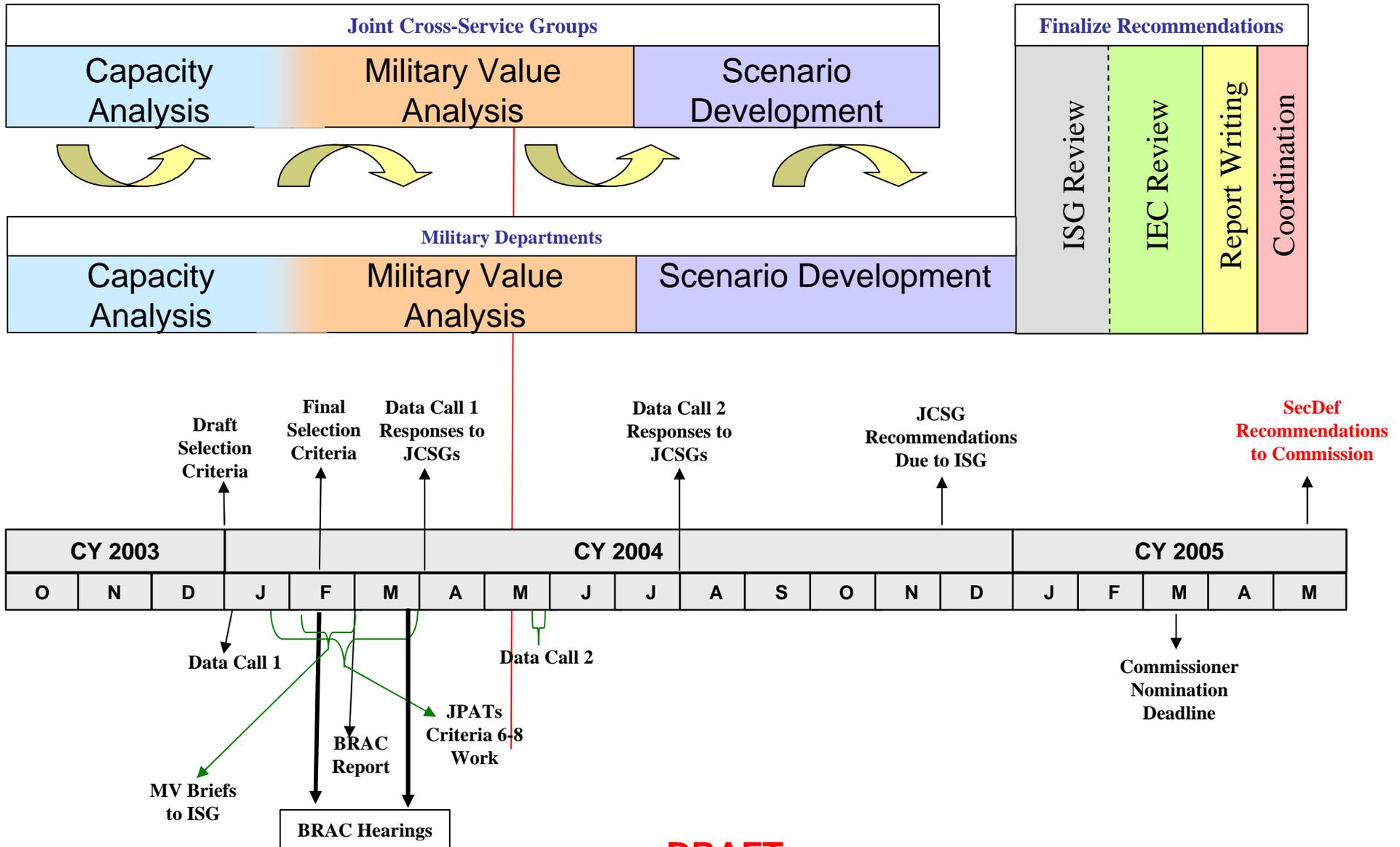
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Process Overview

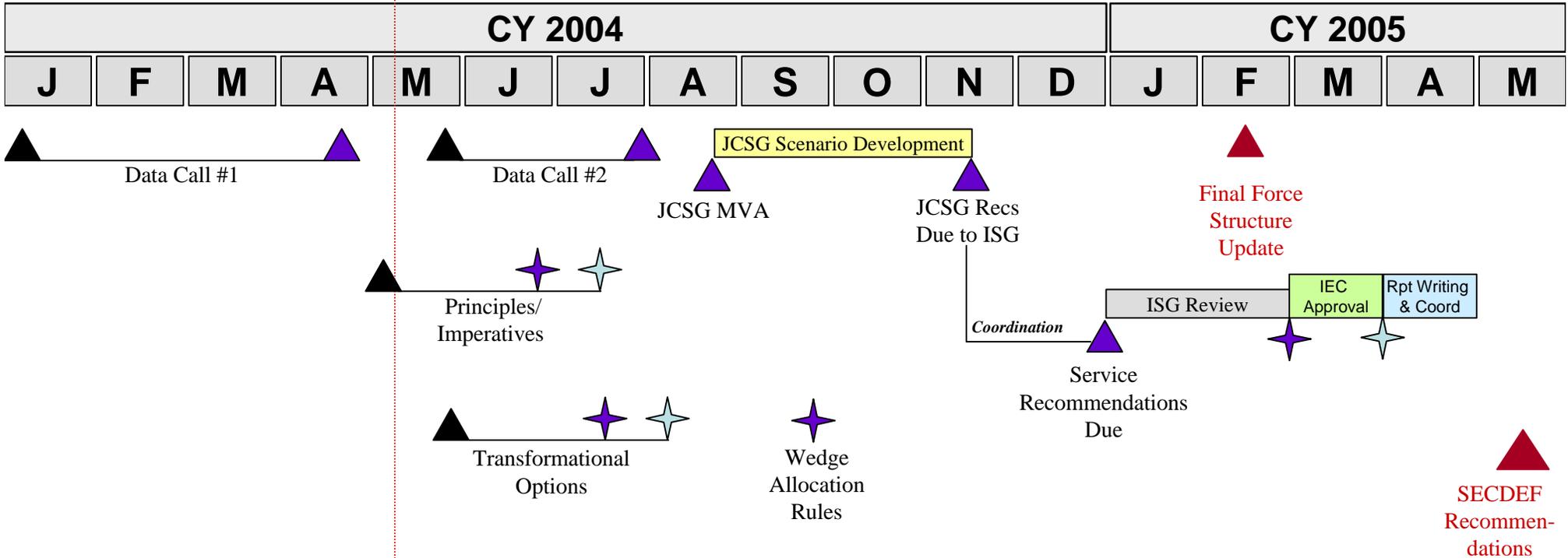


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BRAC Timeline



 = ISG Decision Points
 = IEC Decision Points

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Components of Military Value

- ISG agreed that Military Value has two components: a quantitative analysis and military judgment
 - Quantitative (*Military Value Reports*) :
 - ❑ Assigns weights to the selection criteria, attributes, and metrics
 - ❑ Arrives at a relative scoring of facilities within assigned functions
 - Military judgment (*Principle and Imperative Task*) :
 - ❑ Deliberative means to implement the selection criteria
 - ❑ Fosters transformation and/or avoids capacity reduction results that would violate strategic, force protection, or other military value considerations reflected in the selection criteria

Principles/imperatives are applied during scenario development after military value quantitative analysis

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Principles

- Principles are the top level strategic concepts that foster transformation, embrace change, and avoid capacity reductions that reduce essential military capabilities
- Criteria for assessing principles:
 - Strategic concept
 - Foster transformation/embrace change
 - Mutually supporting
 - Interchangeable amongst MilDeps
 - Principles should not repeat other BRAC guidance

Principles should provide framework for
developing the imperatives

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Army Draft Principles

- **Projects Power**—The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations.
- **Trains**—Installations provide sustainable maneuver, live fire, and other training space in a wide variety of geographic, topographic, and climatic conditions in support of collective and institutional training and combat and doctrine development.
- **Sustains**—Installation activities, in partnership with industry, provide Joint, responsive and flexible worldwide logistics support and provide critical reach-back capability to Combatant Commanders.
- **Enhances Readiness**—The Army requires responsive Research, Development, Test, and Evaluation facilities to meet current and future threats opposing land forces.
- **Enhances Well-Being**—Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend.

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Navy Draft Principles

■ Joint Operational

- DoD will realign its global defense posture to maintain rotation-based expeditionary forces forward for “early entry” while relying on readiness and surge capability to provide rapidly deployable follow-on forces.
- DoD will implement the posture changes recommended by the Integrated Global Presence and Basing Strategy study, with emphasis upon creating efficient and effective Joint and/or combined basing opportunities, while balancing the risk associated with this transformation.

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Navy Draft Principles (cont'd)

■ Industrial

- DoD will maintain a robust, effective, efficient and affordable industrial base, comprising a skilled workforce and capable facilities, while supporting joint opportunities in construction and maintenance of ships, aircraft and other weapons systems.

■ Technical

- DoD will maintain technological superiority by retaining the capability of essential infrastructure and intellectual resources while leveraging commercial, international, academic, and other government technology efforts.

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Navy Draft Principles (cont'd)

■ Human Capital

- People are our most valuable investment. DoD is committed to attract, develop, and retain the most highly skilled and educated Total Force the Nation has to offer.

■ Headquarters & Support

- DoD will actively pursue Joint solutions to organizational and Installation common support functions in both its active and reserve components.
- DoD organizations, agencies, headquarters, systems, processes and resources must be effectively and efficiently balanced to deliver combat ready forces.

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Navy Draft Principles (cont'd)

■ Supply & Storage

- DoD will maintain a robust and agile global logistics capability with infrastructure aligned to provide effective and efficient support to operational forces and industrial activities minimizing customer wait times. DoD will optimally integrate Service and Defense Agency logistics capabilities to drive down the cost of logistics support.

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Navy Draft Principles (cont'd)

■ Education & Training

- DoD will leverage our investment in people by providing the best education and training available at the best value, including joint and commercial training opportunities.

■ Intelligence

- DoD will maintain effective and affordable Force Health Protection across the full spectrum of Joint military operations, and provide cost efficient access to healthcare from fixed treatment facilities as Service components of the TRICARE system.

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DRAFT

Navy Draft Principles (cont'd)

■ Intelligence

- DoD will maintain the capability to deliver predictive analysis, warn of impending crises, provide persistent surveillance of our most critical targets, and achieve horizontal integration of networks and databases.

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Air Force Principles

- Sustain Services core competencies, functions and full spectrum dominance
 - Developing Soldiers, Sailors, Marines and Airmen
 - Speeding Technology to the Warfighter
 - Integrating Operations
- Field ten equally-capable Air and Space Expeditionary Forces (AEFs)
- Optimize the size, composition and location of total force operational units for success
- Establish sustainable force balance and rotational base
- Fully utilize Reserve Component advantages as total force structure decreases

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Marine Corps Draft Principles

■ Infrastructure

- Base structure reconfiguration must support an expeditionary culture by demonstrating continuing improvements to the traits of speed, flexibility and adaptability of naval expeditionary forces
- Infrastructure realignment or closure must be linked to increasing the capability to support seabasing
- Base structure footprint must be geographically designed to support the training, maintenance and deployment (sea and air ports of embarkation) of Marine Forces as MAGTFs Sufficient sea access, air space and maneuver space capacities with rail access, explosives safety arcs, and staging areas must be preserved
- Air assets must be geographically located to efficiently support the other MAGTF elements and utilize aviation and ground (particularly air-to-ground and combined arms) training ranges
- Maintain sufficient capacity to support surge, mobilization, continuity of operations and conduct core roles and missions (sea-based ops, combined arms, etc) — never sacrifice effectiveness for efficiency (e g self encroachment) and avoid single points of failure

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Marine Corps Draft Principles

- Infrastructure (cont'd)
 - Preserve training infrastructure capabilities to support future weapons platforms, advances in technology, anticipated developments in doctrine and tactics (especially in the areas of live fire and combined arms training), and maintain sufficient buffer areas to minimize future encroachment pressures. Ensure adequate capacity to train in different environments (e.g. mountain, desert, cold weather, etc).
 - Preserve MAGTF essential maintenance, supply, medical, and C4I capabilities and infrastructure for mission essential equipment and processes, to include support for pre-positioned, forward-deployed and reach back capabilities.
 - Maintain intelligence infrastructure and capabilities to support Service, Joint, and National requirements and associated collaboration capacities.
 - Reserve infrastructure must reflect demographics necessary to achieve recruiting requirements/presence, but should minimize facility ownership to the maximum extent practicable

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Marine Corps Draft Principles

■ Processes

- Maintain ownership/scheduling authority of training ranges/maneuver areas to meet MAGTF, unit and individual training requirements
- Maintain Service unique accredited educational institutions to develop officer and enlisted Marines and associated doctrinal concepts and wargaming/simulation experimentation
- Preserve MAGTF essential operational concepts and attendant training capabilities (Service Support, Combat Service Support, C4, Intel, etc) in support of Expeditionary Maneuver Warfare and Seabasing concepts
- Preserve entry-level training as a Marine Corps core competency
- Maintain acquisition capacity to ensure retention of capability to define/validate/acquire Service-unique requirements and provide for same in joint systems acquisition processes

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Marine Corps Draft Principles

■ Processes (cont'd)

- Ensure best value provision of non-organic supply, storage and distribution requirements
- Minimize ownership, management and support chains of command (e.g. intermediate headquarters for specific functions such as installations management, supply chains, etc)
- Maximize use of other service/agency support, where practicable
- Retain sufficient capability to provide Operational/Non-operational rotation where functions are being considered for joint-cross service consolidation
- Consider Force Protection in all realignment/closure recommendations

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Joint Staff Principles

■ Classified

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Imperatives

- Imperatives are specific, detailed statements that are tied to the principles
 - Function chiefly to prevent scenarios from generating specific recommendations that would violate the principles
 - Could also require certain outcomes that would enhance military capabilities
- Draft imperatives linked to JCSGs, not to principles
 - Conveys they are to limit JCSG scope rather than administer a principle

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Way Ahead on Imperatives

- Military Departments complete development of imperatives
 - Each imperative should demonstrate link to a principle
- Discuss and agree on each principle at June 25th ISG
 - Extend this meeting to 2 hours

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- Recap
- Next Steps/Work in Progress
 - Complete assessment of imperatives
 - Transformational options
 - BRAC funding allocation rules

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**DEPARTMENT OF THE ARMY
ASSISTANT SECRETARY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110**

MAY 06 2004

MEMORANDUM FOR CHAIRMAN, INFRASTRUCTURE STEERING GROUP

SUBJECT: Overarching Principles and Imperatives

The Army appreciates the opportunity to submit draft overarching principles and imperatives to the Infrastructure Steering Group for review at the May 14 meeting. We understand that these will be used to inform the discussion at the 14 May ISG, and these may change in the future as we calibrate the DOD use of these concepts. The Army POCs are LTC Russ Hall, SAIE-IA, DSN 425-0149 and MAJ Doug Tuttle, SAIE-IA, DSN 425-0192.


Geoffrey G. Prosch
Acting Assistant Secretary

OVERARCHING PRINCIPLES

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

- **Projects Power**—The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations.
- **Trains**—Installations provide sustainable maneuver, live fire, and other training space in a wide variety of geographic, topographic, and climatic conditions in support of collective and institutional training and combat and doctrine development.
- **Sustains**—Installation activities, in partnership with industry, provide Joint, responsive and flexible worldwide logistics support and provide critical reach-back capability to Combatant Commanders.
- **Enhances Readiness**—The Army requires responsive Research, Development, Test, and Evaluation facilities to meet current and future threats opposing land forces.
- **Enhances Well-Being**—Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend.

IMPERATIVES

Education and Training JCSG

- The Army requires the capacity to receive, station, train, and sustain forces reassigned from overseas.
- The Army requires training areas and schools to produce land warfare leaders capable of decisive action.

Headquarters and Support Activities JCSG

- The Army requires Battle Command capability in CONUS to support a Joint and expeditionary force.

Supply and Storage JCSG

- The Army requires the capability to safely store and eliminate chemical weapons.
- The Army requires the capability to store, maintain and deploy prepositioned stocks and equipment to support the expeditionary nature of Joint operations.

Industrial JCSG

- The Army requires a Product Center business model for life cycle support of materiel systems integral to the conduct of Joint expeditionary land warfare.
- The Army requires Joint maintenance and manufacturing capabilities, partnered with industry, to ensure the readiness of the Joint land warfare force and to provide redundancy.

Medical JCSG

- The Army requires quality and accessible medical care for Soldiers and their families.
- The Army requires the capability to conduct graduate medical/dental education (GME/GDE), practical clinical training, and research.

Technical JCSG

- The Army requires RDT&E infrastructure to provide required technological capabilities and capacity in support of the Army, DoD Transformation, and Joint operations.
- The Army requires unity of command in developmental testing, operational testing, and evaluation of land warfare systems. .



DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

MAY 7 2004

MEMORANDUM FOR ACTING UNDER SECRETARY OF DEFENSE (ACQUISITION,
TECHNOLOGY & LOGISTICS), AND CHAIRMAN
INFRASTRUCTURE STEERING GROUP

Subj: PRINCIPLES AND IMPERATIVES

Ref: (a) USD (AT&L) memo of 20 Apr 04

Per reference (a), attached are draft Navy and Marine Corps Principles and Imperatives. As requested, they are provided as read aheads for our discussion at the 14 May 2004 Infrastructure Steering Group (ISG) meeting. They are offered in their current draft state to further a robust discussion among the members of the ISG, but have not yet been approved by the Chief of Naval Operations or the Commandant of the Marine Corps.

We should strive to have the Services, along with the Office of the Secretary of Defense, produce Joint Principles with a few Service-specific Principles. Imperatives will likely be mostly Service Imperatives with perhaps a few Joint Imperatives. These Principles and Imperatives will aid us in the decision-making process as we move into Scenario Development. I am concerned, however, that we have not yet developed the Principles or "Transformational Guidance" that will serve as a forcing function to inspire us to make the more difficult decisions.

I look forward to our discussion on 14 May.

A handwritten signature in black ink that reads "H. T. Johnson".

H. T. Johnson

Attachments:
As stated



Joint Principles

6 May 2004

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Joint Operational Principles

- ***DoD will realign its global defense posture to maintain rotation-based expeditionary forces forward for “early entry” while relying on readiness and surge capability to provide rapidly deployable follow-on forces.***
- ***DoD will implement the posture changes recommended by the Integrated Global Presence and Basing Strategy study, with emphasis upon creating efficient and effective Joint and/or combined basing opportunities, while balancing the risk associated with this transformation.***



Joint Industrial Principle

- DoD will maintain a robust, effective, efficient and affordable industrial base, comprising a skilled workforce and capable facilities, while supporting joint opportunities in construction and maintenance of ships, aircraft and other weapons systems.***



Joint Technical Principle

- ***DoD will maintain technological superiority by retaining the capability of essential infrastructure and intellectual resources while leveraging commercial, international, academic, and other government technology efforts.***



Joint Human Capital Principle

- ***People are our most valuable investment. DoD is committed to attract, develop, and retain the most highly skilled and educated Total Force the Nation has to offer.***



Joint Intelligence Principle

- ***DoD will maintain the capability to deliver predictive analysis, warn of impending crises, provide persistent surveillance of our most critical targets, and achieve horizontal integration of networks and databases.***



Joint Supply & Storage Principle

- DoD will maintain a robust and agile global logistics capability with infrastructure aligned to provide effective and efficient support to operational forces and industrial activities minimizing customer wait times. DoD will optimally integrate Service and Defense Agency logistics capabilities to drive down the cost of logistics support.***



Joint Headquarters & Support Activities Principles

- ***DoD will actively pursue Joint solutions to organizational and Installation common support functions in both its active and reserve components.***



Joint Headquarters & Support Activities

Principle

- ***DoD organizations, agencies, headquarters, systems, processes and resources must be effectively and efficiently balanced to deliver combat ready forces.***



Joint Education and Training Principle

- ***DOD will leverage our investment in people by providing the best education and training available at the best value, including joint and commercial training opportunities.***



Joint Medical Principle

- ***DoD will maintain effective and affordable Force Health Protection across the full spectrum of Joint military operations, and provide cost efficient access to healthcare from fixed treatment facilities as Service components of the TRICARE system.***



Draft *Navy Imperatives*

6 May 2004

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Navy Operational Imperatives

- Two CVN-capable homeports on the West Coast
- One CVN-capable homeport on the East Coast with an additional CVN-capable port for strategic fleet dispersal
- Two forward-based CVNs to support PACOM requirements
- Two shore facilities, one on both the East and West coasts, to support SSBN forces, associated nuclear weapons infrastructure, and nuclear weapons security requirements in accordance with the Nuclear Posture Review.



Navy Operational Imperatives

- Navy shore infrastructure must have sufficient capacity to support a temporary or permanent shift of naval forces between the Atlantic and Pacific Fleets to meet potential future strategic requirements.
- Navy intermediate maintenance and weapons handling facilities must be co-located with respective SSN and SSBN/SSGN berthing.



Navy Operational Imperatives

- Aviation squadrons that deploy onboard ships must be located within one un refueled leg of ship operating areas to facilitate training and unit embarkation. MPA must take advantage of coastal basing opportunities to capitalize on same training and operational synergies.
- Ammunition-laden ships must have continued access to all mission-essential piers at strategically located installations.



Navy Industrial Imperatives

- **The following specific Navy capabilities are required:**
 - **a. Dry dock large complex ships and submarines on both coasts and in the central pacific.**
 - **b. Refuel/de-fuel/inactive nuclear powered ships.**
 - **c. Dispose of inactivated nuclear-powered ship reactor compartments.**
- **Navy must have critical waterfront property and airfields, which have appropriate geographic dispersal to mitigate harm from a single disaster.**



Navy Technical Imperative

- DoN will maintain the required infrastructure, including air space, land space, sea space and frequency spectrum, to ensure the development, testing and evaluation required for acquisition and life-cycle support of new and existing weapons systems across the air, land, and maritime operating environments



Navy Intelligence Imperative

- Navy must collect, analyze and produce *maritime* threat intelligence that reduces risk relative to U.S. Naval force protection, fleet readiness, combat power and accurately informs acquisition decisions.



Navy Supply & Storage Imperatives

- Navy must maintain the capability for integrating logistics support for maritime Naval forces.

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Navy Headquarters & Support Activities Imperatives

- **Navy Headquarters commands and/or support elements not required to be in the National Capital Region by statute, direct support to mission or due to mandated frequent contact with Congressional and senior DoD leaders, will be relocated with major field activities and in areas with a concentration of Sailors and Fleet units**
- **The Naval Reserve will become fully integrated with Active forces, co-located whenever possible to leverage pooled equipment and training facilities.**



Navy Education and Training Imperatives

- The range complex must be within three underway days from a homeport/station, although aviation forces may deploy to an integrated training site.
- The Fleet Response Plan facilities must include training performance feedback capability and must be located within six underway hours for a surface ship, twelve underway hours for a submarine, and a single, un-refueled sortie for aircraft.
- Navy requires specialized training facilities (e.g., operational reactor training platforms) for all aspects of the operation, maintenance, repair, and radiological controls of naval nuclear propulsion plants for enlisted, officer and civilian personnel.



Naval Medical Imperative

- Naval Medicine maintains unique Joint, military specific medical research, development, and acquisition capabilities, and invests in emerging militarily relevant technologies.

USMC PRINCIPLES/IMPERATIVES FOR BRAC 2005 (CONSOLIDATED)

Background/Assumptions:

- For purposes of this review, the following definitions apply:
 - o Principles– Top level strategic concepts that foster transformation, embrace change, & avoid capacity reduction that reduce essential military capacity.
 - o Imperatives – Specific detailed statements tied to principles. Prevent violation of principles.
- The following infrastructure and process imperatives were derived using input from Installations 2020 and Marine Corps membership from each of the Joint Cross Service Groups (JCSGs) respectively.
- These Marine Corps Strategic imperatives are a compilation of the inputs received and focus on retaining/acquiring infrastructure deemed essential for Marine Corps core capabilities, and relying on other Service infrastructure to support non-core requirements (e.g. administrative, maintenance, storage, etc) to the maximum extent possible.

Marine Corps Strategic Principles/Imperatives (Infrastructure):

- Base structure reconfiguration must support an expeditionary culture by demonstrating continuing improvements to the traits of speed, flexibility and adaptability of naval expeditionary forces.
- Infrastructure realignment or closure must be linked to increasing the capability to support seabasing.
- Base structure footprint must be geographically designed to support the training, maintenance and deployment (sea and air ports of embarkation) of Marine Forces as MAGTFs. Sufficient sea access, air space and maneuver space capacities with rail access, explosives safety arcs, and staging areas must be preserved.
- Air assets must be geographically located to efficiently support the other MAGTF elements and utilize aviation and ground (particularly air-to-ground and combined arms) training ranges.
- Maintain sufficient capacity to support surge, mobilization, continuity of operations and conduct core roles and missions (sea-based ops, combined arms, etc) – never sacrifice effectiveness for efficiency (e.g. self encroachment) and avoid single points of failure.
- Preserve training infrastructure capabilities to support future weapons platforms, advances in technology, anticipated developments in doctrine and tactics (especially in the areas of live fire and combined arms training), and maintain sufficient buffer areas to minimize future encroachment pressures. Ensure adequate capacity to train in different environments (e.g. mountain, desert, cold weather, etc).

- Preserve MAGTF essential maintenance, supply, medical, and C4I capabilities and infrastructure for mission essential equipment and processes, to include support for pre-positioned, forward-deployed and reach back capabilities .
- Maintain intelligence infrastructure and capabilities to support Service, Joint, and National requirements and associated collaboration capacities .
- Reserve infrastructure must reflect demographics necessary to achieve recruiting requirements/presence, but should minimize facility ownership to the maximum extent practicable.

Marine Corps Strategic Principles/Imperatives (Processes):

- Maintain ownership/scheduling authority of training ranges/maneuver areas to meet MAGTF, unit and individual training requirements.
- Maintain Service unique accredited educational institutions to develop officer and enlisted Marines and associated doctrinal concepts and wargaming/simulation experimentation.
- Preserve MAGTF essential operational concepts and attendant training capabilities (Service Support, Combat Service Support, C4, Intel, etc) in support of Expeditionary Maneuver Warfare and Seabasing concepts.
- Preserve entry-level training as a Marine Corps core competency.
- Maintain acquisition capacity to ensure retention of capability to define/validate/acquire Service-unique requirements and provide for same in joint systems acquisition processes.
- Ensure best value provision of non-organic supply, storage and distribution requirements.
- Minimize ownership, management and support chains of command (e.g. intermediate headquarters for specific functions such as installations management, supply chains, etc.).
- Maximize use of other service/agency support, where practicable.
- Retain sufficient capability to provide Operational/Non-operational rotation where functions are being considered for joint-cross service consolidation.
- Consider Force Protection in all realignment/closure recommendations.



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

MAY 06 2004

OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR ACTING USD (AT&L)

FROM: SAF/IE
1665 Air Force Pentagon
Washington DC 20330-1665

SUBJECT: Overarching Principles and Imperatives (Yr Memo, 20 Apr 04)

Attached for your consideration and discussion at the 14 May 04 ISG meeting is the Air Force's proposed overarching DOD principles and imperatives. These overarching principles aim to convey the broadest guidance among our expeditionary AF principles. The imperatives focus on those Air Force principles that we believe are imperative upon the Joint Cross Service Groups. The attached is consistent with the principles and imperatives we submitted to the ISG on 1 Mar 04, in conjunction with our review of the JCSG Military Value Reports.

As the ISG reaches consensus on these overarching DOD principles and imperatives, the Air Force will then finalize its Expeditionary Air Force Principles to incorporate the generalized DOD as well as Air Force-specific principles that will guide our BRAC 2005 analysis process.

The HAF POCs are Lt Col Chris Kapellas, SAF/IEBB, DSN 222-9510 and Maj Curt Milam, SAF/IEBB, DSN 225-3578.

A handwritten signature in black ink, appearing to read "Nelson F. Gibbs".

NELSON F. GIBBS
Assistant Secretary
(Installations, Environment & Logistics)

Attachment:

1. AF Proposed DOD Principles and Imperatives

cc:
AF/CV
VCSA
ASA (I&E)
VCNO
ACMC
ASN (I&E)
AF JCSG Principals

OVERARCHING PRINCIPLES

- Sustain Services core competencies, functions and full spectrum dominance
 - Developing Soldiers, Sailors, Marines and Airmen
 - Speeding Technology to the Warfighter
 - Integrating Operations
- Field ten equally-capable Air and Space Expeditionary Forces (AEFs)
- Optimize the size, composition and location of total force operational units for success
- Establish sustainable force balance and rotational base
- Fully utilize Reserve Component advantages as total force structure decreases

IMPERATIVES

General:

- Jointness is useful when it tangibly improves military value or provides the same military value at a tangible savings
- For Reserve Component forces, bases must be sufficiently dispersed to attract talented volunteers and promote diversity without sacrificing economies of scale
- Eliminate unneeded geographically separated units and operating locations

Technical:

- Retain in place major facilities and equipment that exist primarily to meet military capability requirements, especially if they are unique national capabilities and/or are impractical or extremely costly to move or reconstitute
- Retain Air Force key capabilities for design, development and testing (DD&T) of manned and unmanned air and space weapons systems
- Retain Air Force key capabilities for DD&T of the C4ISR network required to achieve predictive battlespace awareness and full spectrum C2 of air and space forces
- Retain Air Force key capabilities for science and technology related to air and space vehicles and materials, sensors, air and space propulsion, directed energy and air munitions
- Ensure that licenses/permits/frequencies currently granted to/needed by the military departments are transferable/available to support any proposed technical infrastructure realignments
- For the Military Department that has the preponderance of the DoD force structure in a given capability, retain at least sufficient technical infrastructure and intellectual capital to effectively perform in-house and/or manage the contracted research, acquisition and development and T&E of weapon system capabilities

Industrial:

- Retain the organic military capability to do core work
- Potential depot realignments/closures must take into account the single-site risk beyond that already in its infrastructure
- Ensure two geographically separated Standard Air Munitions Package locations with at least 900,000lbs of Hazard/Class Division 1.1 Net Explosive Weight (NEW) storage capability. These locations need to deliver in 24 hours to a munitions capable aerial port that has the ability to concurrently load 100,000lbs of 1.1 NEW, and outload 460 Short Tons of munitions per day.

Education and Training:

- Retain installations with open air ranges and airspace with proper attributes to support air and space core competencies, functions and full spectrum dominance
- Train future rated aircrew members by military instructors during basic and advanced phases of flight training

Headquarters and Support Activities:

- Preserve Combat Support/Combat Service Support capabilities embedded in combat air and space wings as required to meet operational needs of combatant commanders worldwide
- Unity of command is best achieved by vesting a single commander with the requisite authority to direct all forces employed in pursuit of a common mission

Supply and Support:

- Retain a minimum capability of two service-centric geographically-separated regional control nodes