BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES OF 14 OCTOBER 2004

The Assistant Secretary of the Air Force (Manpower and Reserve Affairs), Mr. Dominguez, presided over the 28th meeting of the E&T JCSG as acting chair. Attendee list is at Attachment 1. Mr. Dominguez welcomed participants and reminded Principals that E&T JCSG meetings remain weekly but more frequent meetings will be needed in the coming weeks in order to deliberate on the final data-driven scenarios to meet the ISG deadlines.

Mr. Howlett provided an overview of the meeting agenda and introduced Mr. Steve Epstein, DoD Offices of General Counsel, to present a "Conflicts of Interest and BRAC" briefing (Attachment 2). This briefing for personnel who deliberate on BRAC alternatives was presented in accordance with the ISG chairman's memo of 24 September 2004. Afterwards, Mr. Dominguez reminded each Principal of the requirement to complete a financial disclosure report (SF 278 or OGE Form 450) and to forward a copy to Mr. Abell. Mr. Howlett noted this requirement also applies to Service/JCS alternates and Subgroup chairmen and distributed a list to meeting participants (Attachment 3).

Mr. Howlett next reported on the status of E&T JCSG Subgroups' Requests for Clarification (RFCs) by Service (and DoD Agencies) noting that several RFCs remained open past the 30 days. Mr. Dominguez reiterated the importance of closing out the remaining Capacity Data and Military Value RFCs and requested assistance from the Service Principals to get them closed as soon as possible (preferably by the next E&T JCSG meeting). Principals and Subgroup representatives indicated the likelihood of having these RFCs closed by next week. If so, this would allow Subgroups to produce data-driven scenarios using Optimization Models.

Mr. Howlett discussed forthcoming scenario data call procedures being considered by the OSD BRAC chaired JCSG Scenario Data Group. When implemented, he informed the group that scenario data will be incorporated into weekly E&T JCSG meetings slides to monitor the status of Service responses to the various scenario data calls. He cautioned the Principals of a possible issue with each Service currently developing their own procedure for responding to the JCSG's requests for data, which, if allowed to continue, would simply overload the current manning of E&T JCSG Subgroups. The Principals voiced the same concern and Mr. Dominguez agreed to present this issue at the next ISG meeting scheduled for 15 October 2004. Mr. Dominguez also discussed the continuing saga of problems with data inputs to the Scenario Tracking Tool and the complaints by the Subgroups of missing data or data that simply falls out of the system. Mr. Dominguez agreed to pursue this issue with Mr. Wynne at the next ISG meeting.

Mr. Howlett then turned to Mr. Buzzell for an update on the process of "deconfliction." Briefly, the sequence of events as envisioned by OSD BRAC is as follows: 1) Thursdays, E&T JCSG Principals deliberate on proposals; 2) Fridays,

Approved proposals are declared scenarios and the appropriate E&T subgroup enters them into the BRAC Scenario Tracking Tool NLT noon; 3) Mondays, OSD BRAC downloads all scenarios for review; 4) Tuesdays, OSD BRAC, a member of each JCSG, and a member of each MilDep sit down to review all suspect or potentially conflicting scenarios; 5) Wednesdays, OSD BRAC, DASs, and a member of each JCSG review and (based on the two previous reviews) make recommendations to the appropriate JCSGs. Mr. Dominguez noted that Subgroups should not be dissuaded from going forward with what they believe is a "good" scenario.

Mr. Dominguez then discussed the procedure for Services to submit proposals/ideas for consideration by the E&T JCSG. The Principals agreed to the following procedure: 1) The E&T JCSG must receive an official request from a deliberative body with Service proposals; 2) These proposals are then transmitted in the form of Quad Charts to the appropriate E&T JCSG Subgroup for consideration. Subgroups must list each Service proposal on their E&T JCSG tracking spreadsheet; 3) Subgroup chairs are required to present Service Quad Charts to the E&T JCSG for deliberation and provide a recommendation. If approved by the E&T JCSG, Services may be asked to support the E&T JCSG Subgroup's analysis. If not approved by the E&T JCSG, proposals may be remanded to the Services for subject matter expertise and Service data support. Mr. Dominguez noted that it's "ok" to remand work but not deliberations within E&T JCSG's purview.

Next, Mr. Dominguez discussed the 28 September 2004 memo from Mr. Wynne, "Considerations for the BRAC Analytic Process" (see attached). He reemphasized Mr. Wynne's request that JCSG Subgroup Chairs use the attached list of considerations in the decision making process, as appropriate. He also noted that at the end of E&T JCSG's scenario process, Subgroup Chairs must assure the E&T JCSG of their compliance with the ISG request.

The Principals then discussed the "Way Ahead" in scenario development by E&T JCSG Subgroups. The current process of scenario development has been strategy-driven (vice data-driven) and when data becomes available the multiple work effort required to analyze each variant is non-trivial. Mr. Dominguez proposed that subgroups shift to data-driven analysis and stop bringing forward variations of proposals for E&T JCSG deliberation until the idea (tempered by data) had matured to one or two proposals. Principals agreed that it was time for Subgroups to focus future scenario proposals on those derived from capacity/military value data unless military judgment supporting a strategy-driven proposal was clear and compelling. Mr. Dominguez proposed that future E&T JCSG meetings focus on Subgroup "ideas" then, as appropriate, Principals would request Subgroups to use the optimization modeling tool to limit the number of variants of gaining/losing installations for subsequent scenario proposals.

The remainder of the meeting was devoted to primarily non-deliberative discussions of subgroup ideas. Flight Training (RADM Mayer) and PDE (Col Lynes) briefed the group on ideas that may mature into proposed scenarios; insufficient time was available for SST and Ranges proposals. Mr. Dominguez requested that Ranges and SST be first during the scenario proposals portion of the next E&T JCSG meeting.

for SST and Ranges proposals. Mr. Dominguez requested that Ranges and SST be first during the scenario proposals portion of the next E&T JCSG meeting.

The next meeting of the E&T JCSG is scheduled for 21 October 2004.

Approved: _____
MICHAEL L. DOMINGUEZ
Assistant Secretary of the Air Force
(Manpower and Reserve Affairs)
Acting Chairman, Education & Training
Joint Cross-Service Group

Attachments:
1. List of Attendees, 14 October 2004
2. Briefing Slides
3. Conflict of Interest and BRAC brfg slides
4. Considerations for the BRAC Analytic Process

Copies:
1. OSD BRAC Office
2. E&T JCSG Coordination Team
3. DoD IG

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
14 October 2004

Attendees

Members:

- Mr. Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
- VADM G. Hoewing, USN, Chief Navy Pers (N1)
- Mr. James Gunlicks, Army G-3 Training (DAMO-TR)
- Mr. Dan Gardner, Office of the Secretary of Defense (P&R), Director RTPP
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command
- Col Jerry Lynes, USMC, Division Chief, Joint Education & Doctrine, J-7

Others:

- RADM George Mayer, USN, Flight Training Subgroup Chair
- BG Mike Hostage, USAF, AETC/XP, Specialized Skill Training Subgroup Chair
- CAPT Bill Wilcox, USN, N1D
- Col Joanna Shumaker, USAF, AF DPX
- Mr. Bob Howlett, E&T JCSG Coordination Team
- CAPT Gene Summerlin, USN, Navy BRAC, Flight Training Subgroup POC
- Col Jimmie Simmons, USAF, AETC/DOR, Flight Training Subgroup
- Col James Briggs, USAF, AETC/DOO, SST Subgroup POC
- CAPT Cathy Osman, USN, J-7/JEDD/JEB, PDE Subgroup POC
- Col Sam Walker, USAF, PDE Subgroup
- Col Robert Yauch, USAF, PDE Subgroup
- Mr. Thomas Macia, DAMO-TRS, Ranges Subgroup POC
- Dr. John Foulkes, Army TEMA, Ranges Subgroup - T&E Working Group
- Mr. Jose Alverez, DAMO-TR and PDE Subgroup
- Lt Col Anne Fitch, USAF, Air Force BRAC
- CPT William Taylor, USA, J-7, PDE Subgroup
- Mr. Steve Belcher, DON IAT
- Mr. Brian Buzzell, OSD BRAC Contract Support
- Ms. Beth Schaefer, DoD/IG
- LT Greg Riels, USN, RADM Mayer Aide
- SSG Kevin Lipscomb, USA, E&T JCSG Coordination Team
- Mr. Stephen Epstein, Director, Standards of Conduct Office

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Education &Training Joint Cross Service Group

E&T JCSG Principals Meeting

14 October 2004

Mr. Mike Dominguez
Acting Chair, E&T JCSG

Agenda

- Conflict of Interest Briefing
- Subgroups Requests for Clarification Update
- Subgroups Proposals for Scenarios
  - Flight Training
  - Professional Development Education
  - Specialized Skill Training
  - Ranges

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RFCs Status by Service

ARMY

	RFC TOTALS	CLOSED	OPEN	14 or less	14 to 30	30+
FT ARMY	9	9	0	0	0	0
PDE ARMY	65	38	27	0	0	27
SST ARMY	290	284	6	0	0	6
RANGES TNG	116	116	0	0	0	0
RANGES T&E	0	0	0	0	0	0
ARMY TOTAL	480	447	33	0	0	33
ARMY SUPPLEMENTAL	359	311	48	0	0	48
NEW ARMY TOTAL	839	758	81	0	0	81

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RFCs Status by Service

NAVY

	RFC TOTALS	CLOSED	OPEN	14 or less	14 to 30	30+
FT NAVY	83	83	0	0	0	0
PDE NAVY	39	38	1	0	0	1
SST NAVY	317	317	0	0	0	0
RANGES TNG	104	104	0	0	0	0
RANGES T&E	158	158	0	0	0	0
NAVY TOTAL	701	700	1	0	0	1

RFCs Status by Service

Air Force

	RFC TOTALS	CLOSED	OPEN	14 or less	14 to 30	30+
FT AF	58	58	0	0	0	0
PDE AF	29	27	2	0	0	2
SST AF	159	159	0	0	0	0
RANGES TNG	108	108	0	0	0	0
RANGES T&E	206	206	0	0	0	0
AF TOTAL	560	558	2	0	0	2
AF SUPPLEMENTAL	82		82	82		
NEW AF TOTAL	642	557	84	82	0	2

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RFCs Status

Defense Agencies

	RFCs TOTALS	RFCs CLOSED	RFCs OPEN	14 days or less	14 - 30 days	30+ days
FT	0	0	0	0	0	0
PDE	16	14	2	0	0	2
SST	10	0	10	0	10	0
RANGES TNG	0	0	0	0	0	0
RANGES T&E	0	0	0	0	0	0
Def. Ag. TOTAL	26	14	12	0	10	2

FT Subgroup

Status of Military Value Requests for Clarification (RFC) as of 12 Oct. 04

	Total RFC	Total RFCs Closed	RFCs Closed This Week	RFCs Still Open	#< 2 weeks	# 2 to 3 weeks	# over 4 weeks	Actions Taken
Army	**5**	**5**	**2**	**0**	**0**	**0**	**0**	Sent out 24 Sep 04
Navy / USMC	**29**	**21**	**9**	**8**	**0**	**8**	**0**	Sent out 24 Sep 04
Air Force	**127**	**104**	**104**	**23**	**0**	**23**	**0**	Sent out 24 Sep 04 - WIDGET fixed a filter issue providing 4 bases.
DoD	0	0	0	0	0	0	0	
Total	161	130	115	31	0	31	0	0

PDE Subgroup

Status of Military Value Requests for Clarification (RFC) as of 12 Oct. 04

	TOTAL MV RFC	TOTAL MV RFCs Closed	MV RFCs Closed This Week	MV RFCs Open	# ≤ 2 weeks	# 2 to 3 weeks	# over 4 weeks	Actions Taken
Army	35			35	35			Army rep notified TABS office. Same Installations that have not provided Capacity Data.
Navy / USMC	5			5	5			4 RFCs Expected Resolved Next Week, Last May be "N/A"
Air Force	13			13	13			One installation (Patrick AFB) AF BRAC working issue
DoD	8			8	8			DCAI contacted
Total	61			61	61			

Range Subgroup

Status of Military Value Requests for Clarification (RFC) as of 12 Oct. 04

Range Subgroup	RFCs	RFCs CLOSED	Closed This Week	RFCs OPEN	#< 2 Weeks	#2 to 3 Weeks	# over 4 Weeks	Actions Taken
Training MV								
USA	0	0	0	0	0	0	0	Dir W/Svcs
USN/USMC	0	0	0	0	0	0	0	Dir W/Svcs
USAF	0	0	0	0	0	0	0	Dir W/Svcs
Tng Totals	0	0	0	0	0	0	0	#DIV/0!
T&E MV								
USA	144	0	0	144	144	0	0	Dir W/Svcs
USN/USMC	0	0	0	0	0	0	0	Dir W/Svcs
USAF	63	0	0	63	63	0	0	Dir W/Svcs
T&E Totals	207	0	0	207	207	0	0	0%
Tng & T&E MV	207	0	0	207	207	0	0	0%

Subgroup Proposals

- Subgroups Proposals for Scenarios
  - Flight Training — 5
  - Professional Development Education — 16
  - Specialized Skill Training — 4
  - Ranges — 7

Joint Naval Flight Officer/Navigator Consolidation

Proposal

- Consolidate Naval Flight Officer (NFO) and Air Force Navigator (Nav) Undergraduate Flight Training with Primary Phase of Undergraduate Flight Training (UFT/T-6, Initial Pilot Training).
- Gain: Columbus AFB
- Loose: NAS Pensacola
  Randolph AFB

Drivers/Assumptions

- BRAC guidance to exploit transformational options and reduce base/ infrastructure requirements
- Create a joint program for NFO/Nav flight training collocated with Primary UFT
- Assumes joint program would not disrupt current training levels and preserves common skills within current programs

Justification/Impact

- Eliminate requirement to train similar skill sets at two different locations
- Posture for joint acquisition of T-43 follow-on
- Optimize current asset utilization by exploiting joint opportunities
- Quality of life improvement (reduces student TDY/PCS moves)
- Maximize base closure opportunities

Potential Conflicts

- Loss of training redundancy
- May conflict with service plan to train UAV operators

Approved_____ Disapproved_____ Revised_____ Deferred_____

Joint Naval Flight Officer/Navigator Consolidation

Proposal

- Consolidate Naval Flight Officer (NFO) and Air Force Navigator (Nav) Undergraduate Flight Training with Primary Phase of Undergraduate Flight Training (UFT/T-6, Initial Pilot Training).
- Gain: NAS Corpus Christi
- Loose: NAS Pensacola
  Randolph AFB

Drivers/Assumptions

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Joint Naval Flight Officer/Navigator Consolidation

Proposal

- Consolidate Naval Flight Officer (NFO) and Air Force Navigator (Nav) Undergraduate Flight Training with Primary Phase of Undergraduate Flight Training (UFT/T-6, Initial Pilot Training).
- Gain: NAS Meridian
- Loose: NAS Pensacola
  Randolph AFB

Drivers/Assumptions

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- Gain: NAS Pensacola
- Loose: Randolph AFB

Drivers/Assumptions

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- Create a joint program for NFO/Nav flight training collocated with Primary UFT
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- Loose: NAS Pensacola

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Approved_____ Disapproved_____ Revised_____ Deferred_____

PDE Subgroup

- Status of RFCs
  - Military Capacity
  - Military Value
- Subgroup Activity Overview
  - Sixteen Proposals Generated by Subgroup
    - Six proposals recommended for E&T JCSG approval
    - Ten recommended for disapproval
- Issues/Concerns for E&T JCSG consideration

Subgroup Recommendations

Recommended

- Realign Service ILC and SSC with Service Academies
- Realign Service ILC with Service Academies
- Consolidate SSC under NDU at Ft McNair
- Realign Service SSC with NDU at Ft McNair
- Co-locate Service SSC at Ft McNair
- Re-locate Service SSC at Ft McNair

Not recommended

- Disestablish PDE Function at NPS and privatize
- Disestablish PDE Function at AFIT and privatize
- Disestablish DCAI and privatize education requirements
- Disestablish DEOMI and privatize education requirements.
- Realign DEOMI with an alternate organization at alternate location
- Realign USAWC and USACGSS at Ft Leavenworth
- Realign USAWC and USACGSS at Carlisle Barracks
- Realign USAWC and USACGSS at FT Bliss
- Realign USAWC and USACGSS at FT Knox
- Realign USAWC and USACGSS at FT Eustis

Realign Service ILC and SSC with Service Academies

Proposal

- Realign USAWC and USCGSS with USMA at West Point, NY; AWC and ACSC with USAFA at Colorado Springs, CO; CNW, NCSC, MCWAR, and MCCSC with USNA at Annapolis, MD.
- Gaining Installations: USMA, NY; USNA, MD; USAFA, CO
- Losing Installations: Carlisle Barracks, PA; Ft. Leavenworth, KS; Maxwell AFB, AL; Naval Station Newport, RI; MCB Quantico, VA

Drivers/Assumptions

- Principle: Organize
- TO 69: Co-locate service professional military education at the intermediate and senior level.

Justification/Impact

- Maximize academic synergies by combining similar education programs under one administration.
- Merges common support function and reduces resource requirements.
- Reinforces Service Centers of Excellence for officer development

Potential Conflicts

- Capacity at gaining installation
- Cost of relocating research facilities and specialized spaces.
- Status of tenant activities
- Marine Corps Relation to USNA

Approved_____ Disapproved_____ Revised_____ Deferred_____

Realign Service ILC with Service Academies

Proposal

- Realign USCGSS with USMA at West Point, NY; ACSC with USAFA at Colorado Springs, CO; NCSC and MCCSC with USNA at Annapolis, MD.
- Gaining Installations: USMA, NY; USNA, MD; USAFA, CO
- Losing Installations: Ft. Leavenworth, KS; Maxwell AFB, AL; Naval Station Newport, RI; MCB Quantico, VA

Drivers/Assumptions

- Principle: Organize

Justification/Impact

- Maximize academic synergies by combining similar education programs under one administration.
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Potential Conflicts

- Capacity at gaining installation
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- Status of tenant activities
- Marine Corps Relation to USNA
- TO 69: Co-locate service professional military education at the intermediate and senior level.

Approved_____ Disapproved_____ Revised_____ Deferred_____

Consolidate SSC at Ft McNair

Proposal

- Consolidate USAWC, AWC, CNW, MCWAR, ICAF, and NWC at Ft McNair, Washington D.C.
- Gaining Installations: Ft McNair, Washington DC
- Losing Installations: Carlisle Barracks, PA; Maxwell AFB, AL; Naval Station Newport, RI; MCB Quantico, VA

Drivers/Assumptions

- Principle: Organize
- TO 36: Establish Centers of Excellence for Joint or inter-service education by combining or co-locating like schools.

Justification/Impact

- Maximize academic synergies by combining similar education programs into one program.
- Merges common support function and reduces resource requirements.

Potential Conflicts

- Capacity at gaining installation
- Service equities and education requirements
- Status of tenant activities
- TO 13: Rationalize presence in DC area
- TO 69: Co-locate service professional military education at the intermediate and senior level.
- Coordination with HSA

Approved_____ Disapproved_____ Revised_____ Deferred_____

Realign Service SSC under NDU at Ft McNair

Proposal

- Realign USAWC, AWC, CNW, and MCWAR, under NDU at Ft McNair
- Gaining Installations: Ft McNair
- Losing Installations: Carlisle Barracks, PA; Maxwell AFB, AL; Naval Station Newport, RI; MCB Quantico, VA

Drivers/Assumptions

- Principle: Organize
- TO 36: Establish Centers of Excellence for Joint or inter-service education by combining or co-locating like schools.

Justification/Impact

- Maximize academic synergies by combining similar education programs under one administration.
- Merges common support function and reduces resource requirements.

Potential Conflicts

- Capacity at gaining installation
- Service equities and education requirements
- Status of tenant activities
- TO 69: Co-locate service professional military education at the intermediate and senior level.

Approved_____ Disapproved_____ Revised_____ Deferred_____

Co-locate Service SSC at Ft McNair

Proposal

- Co-locate USAWC, AWC, CNW, and MCWAR at Ft McNair
- Gaining Installations: Ft McNair
- Losing Installations: Carlisle Barracks, PA; Maxwell AFB, AL; Naval Station Newport, RI; MCB Quantico, VA

Drivers/Assumptions

- Principle: Organize

Justification/Impact

- Maximize academic synergies by co-locating similar education programs.
- Merges common support function and reduces resource requirements.

Potential Conflicts

- Capacity at gaining installation
- Service equities and education requirements
- Status of tenant activities
- TO 69: Co-locate service professional military education at the intermediate and senior level.

Approved_____ Disapproved_____ Revised_____ Deferred_____

Re-locate Service SSC at Ft McNair

Proposal

- Re-locate USAWC, AWC, CNW, and MCWAR at Ft McNair
- Gaining Installations: Ft McNair
- Losing Installations: Carlisle Barracks, PA; Maxwell AFB, AL; Naval Station Newport, RI; MCB Quantico, VA

Drivers/Assumptions

- Principle: Organize

Justification/Impact

- Maximize academic synergies by co-locating similar education programs.

Potential Conflicts

- Capacity at gaining installation
- Service equities and education requirements
- Status of tenant activities
- TO 69: Co-locate service professional military education at the intermediate and senior level.

Approved_____ Disapproved_____ Revised_____ Deferred_____

SST Subgroup Recommendations

Recommended

- Privatize Defense Language Institute Foreign Language Center (DLIFLC) (ARMY Idea)
- Relocate Aviation Logistics School to Ft. Rucker (ARMY Idea)

Not recommended

- Relocate Defense Language Institute Foreign Language Center (DLIFLC) to Ft. Meade (ARMY Idea)
- Relocate Aviation Logistics School to Corpus Christi (ARMY Idea)

Privatize Defense Language Institute Foreign Language Center (DLIFLC) (ARMY Idea)

Proposal	Drivers/Assumptions
▪ Privatize DLIFLC ▪ Gaining activity: California State University at Monterey Bay (CSMB) ▪ Losing activity: Presidio of Monterey, CA	▪ Principles: Organize and Train ▪ Transformational Options: Privatize Specialized Skill Training
Justification/Impact	**Potential Conflicts**
▪ Eliminates infrastructure costs ▪ Faculty available in the area	▪ Unique military training standards and culture ▪ Need to ensure low density courses maintained ▪ Need to maintain curriculum control

Approved_____ Disapproved_____ Revised_____ Deferred_____

Relocate Defense Language Institute Foreign Language Center (DLIFLC) to Ft. Meade (ARMY Idea)

Proposal	Drivers/Assumptions
▪ Relocate DLIFLC ▪ Gaining activity: Ft. Meade, MD ▪ Losing activity: Presidio of Monterey, CA	▪ Principles: Organize and Train ▪ Transformational Options: Relocates institutional training to an installation with other activities
Justification/Impact	**Potential Conflicts**
▪ Reduces infrastructure costs ▪ NSA (Ft. Meade) is a significant customer of DLI	▪ Unique military training standards and culture ▪ Instructors may be unwilling to relocate ▪ Movement of activity into the Washington, DC area

Approved_____ Disapproved_____ Revised_____ Deferred_____

Relocate Aviation Logistics School to Ft. Rucker (ARMY Idea)

Proposal	Drivers/Assumptions
▪ Relocate Aviation Logistics School ▪ Gaining activity: Ft. Rucker, AL ▪ Losing activity: Ft. Eustis, VA	▪ Principles: Organize and Train ▪ Transformational Options: Consolidates pilot training and maintenance training for rotary wing aircraft
Justification/Impact	**Potential Conflicts**
▪ Consolidates aviation maintenance training with aviation flight training ▪ Creates space at Ft. Eustis for additional activities	▪ Flight Training Subgroup recommendation for location of rotary wing training

Approved_____ Disapproved_____ Revised_____ Deferred_____

Relocate Aviation Logistics School to Corpus Christi (ARMY Idea)

Proposal	Drivers/Assumptions
▪ Relocate Aviation Logistics School ▪ Gaining activity: Corpus Christi Army Depot, TX ▪ Losing activity: Ft. Eustis, VA	▪ Principles: Organize and Train ▪ Transformational Options: Consolidates institutional training at a single installation to support force stabilization
Justification/Impact	**Potential Conflicts**
▪ Consolidates aviation maintenance training with aviation maintenance facility ▪ Creates space at Ft. Eustis for additional activities	▪ Unique Service training standards and culture at an Army depot ▪ Removes Army training from a US Army Training and Doctrine Command school ▪ SST capacity analysis unknown

Approved_____ Disapproved_____ Revised_____ Deferred_____

Training Proposals

Range Subgroup

T&E JCSG Ranges Subgroup - TRAINING IDEAS			
Cross-Service		**Lead**	**Assist**
1	Multiple Ground Ranges	Army	USMC
2	Multiple Air	USAF	Navy; USMC
3	Multiple Sea	Navy	
4	Air-Ground	USAF	Army; USMC
5	Sea-Ground (Littoral)	Navy	USMC; Army
6	Sea-Air	Navy	USAF; USMC
Joint			
7	Unique Capability - Centers of Excellence	All	
8	Full Capability - All Domain Complexes	All	
Cross-Functional			
9	Any of Above w/ 1 T&E OAR w/ Ground, Air or Sea Space	TNGSWG	w/ T&ESWG
Service Unit/Collective Training			
10	1…n list for each Service with Range filters applied	Each Service: Army, Navy	

SOCAL/AZ Ground Maneuver Complex (GMC)

Proposal

- Establish a ground maneuver training range complex in southwestern U.S. consisting of Yuma Proving Ground and MCAS Yuma (Barry M. Goldwater Range West and Chocolate Mountains Aerial Gunnery Range)
- The proposal establishes an executive agent for DoD to coordinate joint use of complex
- Gainer: MCAS Yuma
  - 20 Civilian spaces to create Grd Tng Mgt Cell
- Loser: Fort Huachuca
  - 20 Civilian spaces

Drivers/Assumptions

- Principles: Recruit/Train
- Transformational Option: #39
- USMC and Army have common ground training practices
- USMC and Army ground training ranges are identical
- USMC and Army can utilize the capability of this complex

Justification/Impact

- Optimizes available ground maneuver capacity at all sites
  - Yuma Proving Ground: 120K Potential for Grd Tng
  - MCAS Yuma: (Goldwater West) + 1.1 million acres
    1.2 million acres
- Lower urban encroachment factors
- Requires Cross-Service coordination (ISSA)
- Opportunity to achieve T2 common range infrastructure goals
- Includes potential for cross-functional range use Tng and T&E

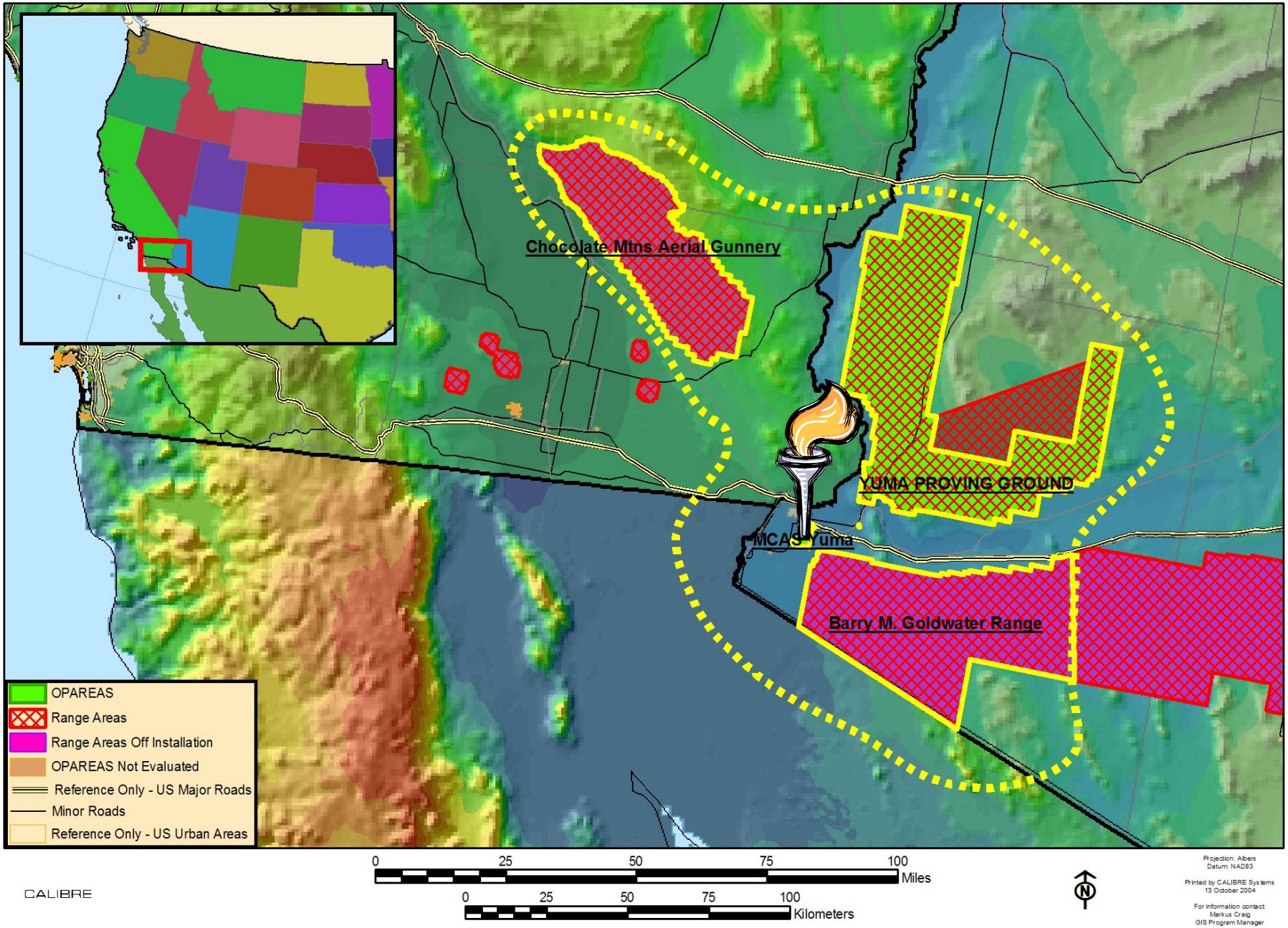
Potential Conflicts

- MCAS Yuma currently not configured to support ground training
- Yuma Proving Ground is an Army T&E range
- Likely environmental, natural and cultural resource issues for ground training
- Requires assessment of current Army and USMC missions and requirements

Approved_____ Disapproved_____ Revised_____ Deferred_____

TNG 01-02

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



Northern High Performance Airspace

Scenario

- Expand/Establish Airspace in the North-western U.S. to accommodate high performance aircraft training and testing over land.
- Gainer: Great Falls ANG
  - 2 Naval personnel from Everett, WA
  - 2 Air Force personnel from
- Loser: Naval Station Everett, WA (2 Naval personnel)
  - 2 Air Force personnel Location TBD

Drivers/Assumptions

- Transformational Option: #40
- Airspace expansion is largely un-encroached and possible
- USAF, USN, and USMC can utilize the capability of this complex
- Driven by future MDS and force requirements

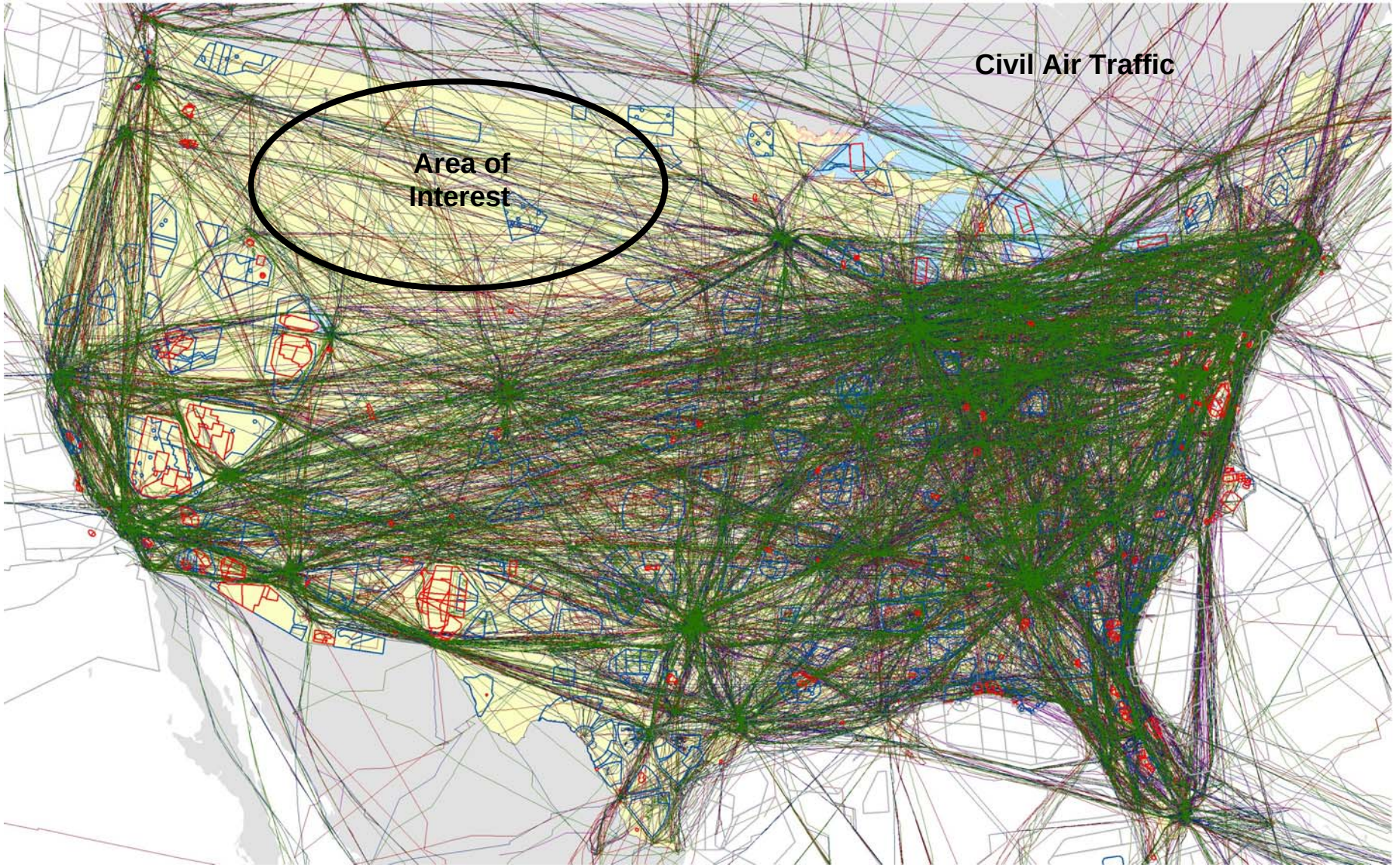
Justification/Impact

- The proposal optimizes available airspace
- Provides larger over land airspace volume to expand training capacity
- Provides airspace volume to accommodate new air weapon system training space requirements, i.e. long range and/or high and fast.
- Also potentially supports T&E
- Area of interest takes advantage of low volume of civil air traffic

Potential Conflicts

- Some Conflicts with, National Airspace System (NAS)
- Current civil/commercial air traffic
- Small DoD presence currently in the area of interest
- Cold weather extremes

Fallon/UTTR



T&E Proposals

Test and Evaluation Ideas

- **01: Establish Geographically-Centered T&E OAR Complex for air, sea, land space, armaments/munitions, C4ISR, EW and CB Defense.**
  - ***Western-Centered (Selected Scenario)***
  - **Eastern-Centered**
- **02: Establish Geographically-Centered Aerial Systems T&E OAR Complex for manned and unmanned air vehicles, air delivered weapons, airborne sensors and EW.**
  - **Western-Centered**
    - **FW and RW; FW only; RW only**
  - **Eastern-Centered**
    - **FW and RW; FW only; RW only**
- **03: Consolidate Air Vehicle T&E OAR footprint for manned and unmanned air vehicles and associated avionics, propulsion and airframes.**
  - **FW, RW, and UA vehicles**
    - **Western-Centered**
    - **Eastern-Centered**
  - **FW and UA vehicles**
    - **Western-Centered**
    - **Eastern-Centered**
  - **RW**
    - **Western-Centered**
    - **Eastern-Centered**
- **04: Consolidate Air-Launched Munitions T&E footprint for air-to-surface and air-to-air guided and unguided weapons.**
  - **Western-Centered**
  - **Eastern-Centered**

Consolidate Rotary Wing Air Vehicle T&E OAR Footprint

Proposal

- Consolidate T&E OAR capabilities and workload for manned and unmanned rotary wing air vehicle (including tilt rotor) and associated avionics, propulsion, airframes at a single site or contiguous/near contiguous sites.
- Gaining Locations: Patuxent River, Redstone Arsenal
- Losing Locations: Edwards AFB, Ft Rucker, Ft. Eustis

Drivers(D)/Assumptions(A)

- (D) Operate as a joint capability under executive agent or multi-service management.
- (D) Promote and support systems "born joint."
- (D) Support "cross-Service utilization" and "joint management" transformation initiatives for T&E OARs.
- (A) Difficult/expensive to replace/unique capabilities at existing sites should be retained.
- (A) Gaining locations provide sufficient access to air, land and sea space with associated characteristics for requisite T&E OAR needs.
- (A) Workload from sites with minimum work/instrumentation may be subsumed by gaining locations.

Justification/Impact

- Minimizes duplication of OAR equipment, manning and instrumentation.
- Fosters interoperability while providing capabilities required for Rotary Wing Air Vehicle T&E.
- Enhances synergy of T&E OAR rotary wing aircraft work with the associated rotary wing development and acquisition work.

Potential Conflicts

- Associated technical activities should be collocated. Coordination with TJCSG required.
- Movement of T&E capacity/usage will affect training capacity/usage. Coordination with E&T JCSG required.

Approved_____ Disapproved_____ Revised_____ Deferred_____

Consolidate Fixed Wing Air Vehicle T&E to a Western-Centered T&E OAR Footprint

Proposal

- Consolidate T&E OAR capabilities and workload for manned and unmanned fixed wing air vehicle and associated avionics, propulsion, airframes at a single western site or contiguous/near contiguous set of western-centered set of sites.
- Gaining Locations: Edwards AFB, China Lake, Pt Mugu, Nellis AFB, Vandenberg AFB, Tucson IAP AGS, Ft. Huachuca
- Losing Locations: Patuxent River, Eglin AFB

Drivers(D)/Assumptions(A)

- (D) Operate as a joint capability under executive agent or multi-service management.
- (D) Promote and support systems "born joint."
- (D) Support "cross-Service utilization" and "joint management" transformation initiatives for T&E OARs.
- (A) Difficult/expensive to replace/unique capabilities at existing sites should be retained.
- (A) Gaining locations provide sufficient access to air, land and sea space with associated characteristics for requisite T&E OAR needs.
- (A) Workload from sites with minimum work/instrumentation may be subsumed by the complex.

Justification/Impact

- Reduces T&E footprint to provide increased training utilization opportunity.
- Minimizes duplication of OAR equipment, manning and instrumentation.
- Fosters interoperability while providing capabilities required for Fixed Wing Air Vehicle T&E.

Potential Conflicts

- Associated technical activities should be collocated. Coordination with TJCSG required.
- Movement of T&E capacity/usage will affect training capacity/usage. Coordination with E&T JCSG required.
- May need to retain geographically separated specialty capabilities for mission and/or climatic test capability.
- Tucson IAP AGS is a National Guard base.

Approved_____ Disapproved_____ Revised_____ Deferred_____

Consolidate Fixed Wing Air Vehicle T&E to an Eastern-Centered T&E OAR Footprint

Proposal

- Consolidate T&E OAR capabilities and workload for manned and unmanned fixed wing air vehicle and associated avionics, propulsion, airframes at a single eastern site or contiguous/near contiguous eastern-centered set of sites.
- Gaining Locations: Patuxent River, Eglin AFB
- Losing Locations: Edwards AFB, China Lake, Pt Mugu, Nellis AFB, Vandenberg AFB, Tucson IAP AGS, Ft. Huachuca

Drivers(D)/Assumptions(A)

- (D) Operate as a joint capability under executive agent or multi-service management.
- (D) Promote and support systems "born joint."
- (D) Support "cross-Service utilization" and "joint management" transformation initiatives for T&E OARs.
- (A) Difficult/expensive to replace/unique capabilities at existing sites should be retained.
- (A) Gaining locations provide sufficient access to air, land and sea space with associated characteristics for requisite T&E OAR needs.
- (A) Workload from sites with minimum work/instrumentation may be subsumed by the complex.

Justification/Impact

- Reduces T&E footprint at losing locations to provide increased training utilization opportunity.
- Minimizes duplication of OAR equipment, manning and instrumentation.
- Fosters interoperability while providing capabilities required for Fixed Wing Air Vehicle T&E.

Potential Conflicts

- Associated technical activities should be collocated. Coordination with TJCSG required.
- Movement of T&E capacity/usage will affect training capacity/usage. Coordination with E&T JCSG required.
- May need to retain geographically separated specialty capabilities for mission and/or climatic test capability.
- Tucson IAP AGS is a National Guard base.

Approved_____ Disapproved_____ Revised_____ Deferred_____

Consolidate Air-Launched Munitions T&E to a Western-Centered T&E OAR Footprint

Proposal

- Consolidate T&E OAR capabilities and workload for air to surface and air to air, guided and unguided weapons, and associated seekers, warheads, guidance and control, propulsion and airframes at a single western site or contiguous/near contiguous Western sites.
- Gaining Locations: China Lake, Pt Mugu, Hill AFB, Vandenberg AFB, WSMR, YPG, Luke AFB, Tucson IAP AGS
- Losing Locations: Eglin AFB, Patuxent River

Drivers(D)/Assumptions(A)

- (D) Operate as a joint capability under executive agent or multi-service management.
- (D) Promote and support systems "born joint."
- (D) Support "cross-Service utilization" and "joint management" transformation initiatives for T&E OARs.
- (A) Difficult/expensive to replace/unique capabilities at existing sites should be retained.
- (A) Gaining locations provide sufficient access to air, land and sea space with associated characteristics for requisite T&E OAR needs.
- (A) Workload from sites with minimum work/instrumentation may be subsumed by the complex.

Justification/Impact

- Reduces T&E footprint at losing locations to provide increased training utilization opportunity.
- Minimizes duplication of OAR equipment, manning and instrumentation.
- Fosters interoperability while providing capabilities required for Air-launched Munitions T&E.

Potential Conflicts

- Associated technical activities should be collocated. Coordination with TJCSG required.
- Movement of T&E capacity/usage will affect training capacity/usage. Coordination with E&T JCSG required.
- May need to retain geographically separated specialty capabilities for mission and/or climatic test capability.
- Tucson IAP AGS is a National Guard base.

Approved_____ Disapproved_____ Revised_____ Deferred_____

Consolidate Air-Launched Munitions T&E to a Eastern-Centered T&E OAR Footprint

Proposal

- Consolidate T&E OAR capabilities and workload for air to surface and air to air, guided and unguided weapons, and associated seekers, warheads, guidance and control, propulsion and airframes at a single eastern site or contiguous/near contiguous set of eastern-centered set of sites.
- Gaining Locations: Eglin AFB, Patuxent River, China Lake, Hill AFB, WSMR, Luke AFB
- Losing Locations: Pt Mugu, Vandenberg AFB, YPG, Tucson IAP AGS

Drivers(D)/Assumptions(A)

- (D) Operate as a joint capability under executive agent or multi-service management.
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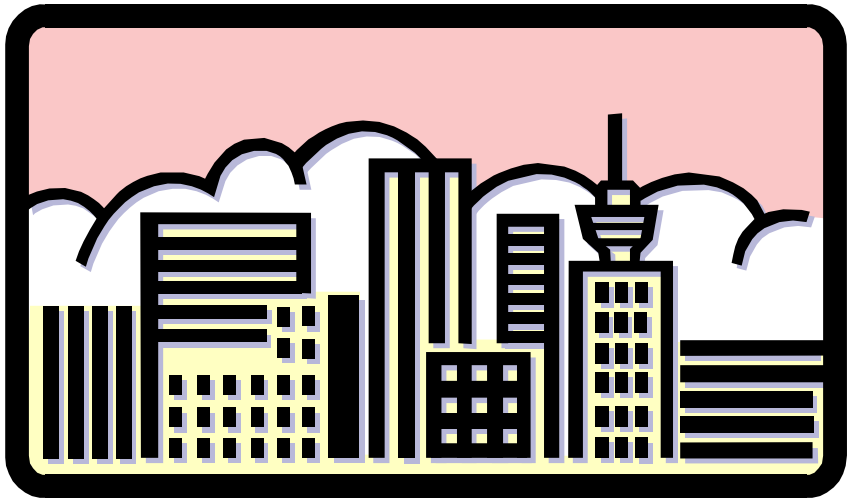


Conflicts of Interest and BRAC

Introduction

- As a member of a DOD base closure executive group, you hold a position of special trust and confidence regarding the BRAC process
- As you know, your work will result in a list of recommended base realignments and closures that will potentially impact the lives of many citizens and their communities

Introduction

- If the public does not have complete confidence in the fairness of our procedures, their support for the BRAC process cannot be assured
- For this reason, participants must be fair and impartial, both in reality and perception
- Also, as government employees, you must avoid conflicts of interest as you carry out your duties
- That is why you are being briefed today

Conflicts of Interest

First Issue: What is a conflict of interest?

- A conflict arises when your personal financial interests (or those of someone close to you) may be affected by the BRAC decision or recom-mendation

Conflicts of Interest

- A criminal statute (18 USC 208) provides as follows:
  - Employees are prohibited from participating **personally and substantially** in an official capacity in any **particular matter** in which they (or any person whose interests are imputed to them) **have a financial interest**, if the matter will have a **direct and predictable** effect on that interest

Conflicts of Interest

- Key terms:
  - **Personal and Substantial Participation**
    - Your involvement makes a difference, even if it is advice or recommendations, and not determinative
  - **In a Particular Matter**
    - Focused on an identifiable class of persons (like a certain community)
  - **Having a Direct and Predictable Effect**
    - Involves a close causal link and real possibility that any decision or action will affect the financial interest involved
  - **Financial Interest**
    - Personal financial asset, or that of someone with a certain type of relationship with you

Apparent Conflicts

Second Issue: The Appearance of a Conflict of Interest?

- This occurs when a reasonable person with knowledge of the relevant facts would question your impartiality, based on your involvement in an official action and the financial interest of a member of your household or someone with whom you have a “covered relationship”

Apparent Conflicts

- Appearance of a Conflict: This requires…
  - **Personal and Substantial Participation**
    - Your involvement makes a difference
  - **Affecting a relationship**
    - With household members, employers, private organizations in which you are “active”
  - **Having a Direct and Predictable Effect**
    - Involves a close causal link between the action and the expected effect on one’s financial interest

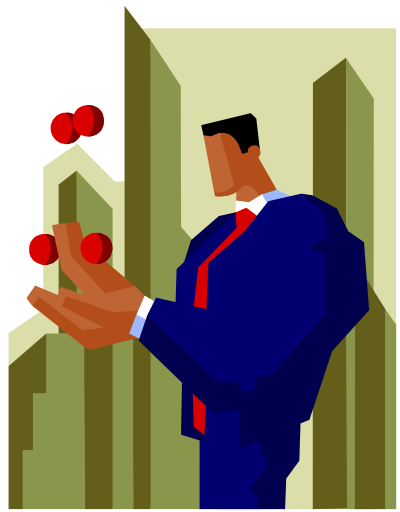
Identifying Conflicts

- How are Conflict Situations Identified?
  - Financial Disclosure Forms
    - All of you should have a current SF 278 or OGE 450 financial disclosure report on file with your supporting ethics office
  - Self-Identification
    - You are responsible for reporting all potential conflicts of interest as you identify them
  - Supervisor's Identification
    - Your supervisor is also responsible for helping you identify and resolve any conflicts of interest in your work area

Identifying Conflicts

What Type of Financial Interests may Create a Conflict?

1. Ownership of real estate near any military installation
2. Interest in a company, including utilities, that does business with a military installation
3. Bonds issued by local governments in the vicinity of a military installation



Identifying Conflicts

What May Create a Conflict?

4. You or close relatives (spouse, children, parents, siblings) live near a military installation or work for installation contractors
5. You or close relatives are actively affiliated with a civic or private BRAC-proofing organization
6. Seeking employment with a person or business that could be affected by a base closing or realignment

Resolving Conflicts

- How are Conflict Situations Resolved?
- Options include….
  - Disqualification
  - Change of Duties
  - Waiver
  - Authorization
  - Eliminating the interest/ position that creates the conflict

Resolving Conflicts

- Disqualification
  - This means that you are disqualified – or "recused" -- from taking official action on any particular matter that could affect the covered financial interest
  - The extent of your disqualification is determined by your direct supervisor, with advice from the ethics counselor

Resolving Conflicts

- Change of Duties
  - If your official duties cannot be separated from your financial interests, or the whole of the "particular matter" is too complicated to be subdivided based on the nature of your interest, you may need to be removed from the project altogether

Resolving Conflicts

- Waiver
  - Your appointing official may determine that your financial interest is not so substantial as to require your disqualification or change of duties
  - Waivers are issued, in writing, by the appointing official, after consultation with an ethics counselor
  - Waivers must be issued prior to your taking any official action in the matter; thus, until you have a waiver, you may not act on the matter in your official capacity

Resolving Conflicts

- Authorization
  - If the situation does not present a true conflict (under 18 USC 208), but does create the *appearance* of a conflict (under 5 CFR 2635.502), your supervisor may authorize you to continue working in the area at issue
  - Authorization is granted if government needs outweigh perceptions/concerns by on-lookers
  - This requires written documentation and advance approval

Resolving Conflicts

- Eliminate Personal Interest/Position
  - For example…
    - Resign from position as a board member or officer of a private organization
    - Sell real estate or stock ownership if financial interests trigger the conflict
    - Step down from off-duty employment
    - Postpone job search with interested parties until retirement

Avoiding Conflicts

- What We Ask You To Do…..
  - **Examine** your financial situation and identify any interests that may trigger a real/apparent conflict based on your support of BRAC
  - **Advise** your BRAC supervisor of any concerns
  - **Seek guidance** from your ethics counselor
  - **Follow the guidance** worked out by the ethics counselor and your supervisor to resolve any conflicts of interest

Avoiding Conflicts – Seek Legal Guidance

- JCSGs & DOD
  - Nicole Bayert
    - 693-4842
    - Nicole.bayert@osd.pentagon.mil
  - Gail Mason
    - 697-5305
    - Gail.mason@osd.pentagon.mil
- Army
  - Robert Davenport, Jr.
    - 693-3665
    - Davenrl@hqda.army.mil
  - Brent Green
    - 614-8130
    - Brent.green@hqda.army.mil
- Navy
  - Dave LaCroix
    - 602-6529
    - David.lacroix@navy.mil
  - Dave Grimord
    - 604-8211
    - Dave.grimord@navy.mil
- Air Force
  - Martin Pankove
    - 697-0966
    - Martin.Pankove@pentagon.af.mil
  - Jane Love
    - 697-7693
    - Jane.love@pentagon.af.mil

CONFLICT OF INTEREST BRIEFING
October 14, 2004

Attendees

1. **Mr. Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs**
2. **RADM George Mayer, Flight Training Subgroup**
3. **Mr. James Gunlicks, Director Training Army G-3**
4. **Col Mike Massoth, USMC, Deputy Director, Training and Education Command**
5. **Col Jerry Lynes, USMC, Division Chief, Joint Education & Doctrine, J-7**
6. **Brig Gen Hostage, USAF, AETC/XP, E&T JCSG Specialized Skill Training Subgroup**
7. **Mr. Dan Gardner, Office of the Secretary of Defense (P&R)**
8. **Mr. Brian Buzzell, OSD BRAC Contract Support**
9. **Mr. Bob Howlett, E&T JCSG Coordination Team**
10. **Mr. Thomas Macia, E&T JCSG Ranges BRAC**
11. **Dr. John Foulkes, E&T JCSG Ranges, T&E Working group chair**
12. **Col Joanna Shumaker, USAF, AF DPX**
13. **CAPT Bill Wilcox, USN, N1D**
14. **CAPT Gene Summerlin, USN, Navy BRAC**
15. **Col James Briggs, USAF, AETC/DOO**
16. **CAPT Cathy Osman, USN, J7/JEDD/JEB, PDE Subgroup**
17. **Col Jimmie Simmons, USAF, AETC/DOR**
18. **Col Sam Walker, USAF, E&T JCSG PDE Subgroup**
19. **Col Robert Yauch, USAF, E&T JCSG PDE Subgroup**
20. **Lt Col Anne Fitch, USAF, Air Force BRAC**
21. **Mr. Jose Alvarez, E&T JCSG Ranges BRAC**
22. **Mr. Steve Belcher, DON IAT**
23. **CPT William Taylor, E&T JCSG PDE Subgroup**
24. **Ms. Beth Schaefer, DoD/IG**
25. **LT Greg Riels, USN, RADM Mayer Aide**
26. **SSG Kevin Lipscomb, USA, E&T JCSG Coordination Team**
27. **Mr. Stephen Epstein, Director, Standards of Conduct Office**

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

SEP 28 2004

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMEN, JOINT CROSS-SERVICE GROUPS (JCSGs)

SUBJECT: Considerations for the BRAC Analytic Process

The Infrastructure Steering Group (ISG) has agreed that the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations is to determine military value through the exercise of military judgment built upon a quantitative analytical foundation. The military value analysis that the Department will undertake is the quantitative analytical foundation. The exercise of military judgment occurs through the application of the BRAC principles approved by the Infrastructure Executive Council.

At its July 23, 2004, meeting the ISG decided that the principles enumerate the essential elements of military judgment sufficiently and that mandating the use of the detailed imperatives drafted by the Military Departments to support the principles, as originally envisioned, is unnecessary.

The ISG believes that while the draft imperatives should not be mandatory constraints on the BRAC analytical process, the ideas expressed therein are appropriate considerations in the decision making process. Accordingly, the ISG recommends that the Military Departments and the JCSGs use the attached list of considerations as additional factors to inform their deliberative process, as appropriate. My point of contact is Peter Potochney, Director, Base Realignment and Closure, at (703) 614-5356.

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

cc: Infrastructure Steering Group Members

Attachment: As stated

Principles and Corresponding Considerations

Recruit and Train: The Department must attract, develop, and retain active, reserve, civilian, and contractor personnel that are highly skilled and educated and that have access to effective, diverse, and sustainable training space in order to ensure current and future readiness, to support advances in technology, and to respond to anticipated developments in joint and service doctrine and tactics.

1. Consider the value of preserving the required training capabilities in the United States to support the following missions: airborne; air assault; urban operations; Joint Logistics Over The Shore (JLOTS); obscurant, chemical live agent, and electro-magnetic operations; and Marine Air-Ground Task Force live fire and combined arms training.

2. Consider the value of preserving access to air, land, and sea areas and facilities (to include wargaming/simulation/experimentation) in the following environments: cold weather, tropical weather, swamps, littoral, mountainous, and desert conditions with operationally efficient access and proximity to meet current and future Service and Joint training/test/operational requirements for both Active and Reserve Component forces and weapons systems.

3. Consider the value of locating operational squadrons (with the exception of Naval Reserve Squadrons) and Navy or Marine Corps Fleet Replacement Squadrons within operationally efficient proximity (e.g., for the Department of the Navy, farther than one un-refueled leg) of DoD-scheduled airspace, ranges, targets, low-level routes, outlying fields and over-water training airspace with access to aircraft carrier support.

4. Consider the value of locating Department of the Navy undergraduate flight training separate from operational squadrons.

5. Consider the value of preserving the organizational independence of Air Force flight training units from combat units.

6. Consider the value of locating Carrier Strike Groups/ Expeditionary Strike Groups / Maritime Prepositioning Groups or their individual elements within operationally efficient proximity of ranges and OPAREAs. Operationally efficient proximity is generally defined as within 3 underway days from air, sea and over the shore maneuver space for the Groups, or for individual operational ships and aircraft an approximate distance of 6 underway hours for ships, 12 underway hours for submarines, and 1 un-refueled sortie for aircraft.

7. Consider the value of preserving organic institution(s) for Service specific strategic thought, innovation, joint and coalition security policy.

8. Consider the value of locating Department of Navy specific skills progression training and functional skills training relevant to home ported platforms in Fleet concentration areas.

9. Consider the value of locating Department of Navy specific initial skills training with accessions training to minimize student moves or with skills progression training to allow cross-utilization of instructors, facilities, and equipment, and support future training and efficiency improvements.

10. Consider the value of preserving parcels of land in the United States that: consist of 37,000 contiguous acres or larger; are currently suitable for mounted ground maneuver training; and unencumbered by major restrictions (e.g., environmental contamination or unexploded ordnance) as a capability to accommodate surge, contingency, and future force structure/weapons systems requirements.

11. Consider the value of geographically positioning infrastructure and all elements of the MAGTF to enhance training, maintenance and deployment of Marine Forces as MAGTFs. This necessitates retaining/acquiring sufficient sea access, air space, air-to-ground training ranges and maneuver areas, for training and deployment purposes; preserving necessary rail access, explosives safety arcs, and staging areas.

12. Consider the value of preserving access to educational programs which include specific focus on those areas which are uniquely related to distinctive Service capabilities (e.g., maritime, land warfare).

Quality of Life: The Department must provide a quality of life, to include quality of work place that supports recruitment, learning, and training, and enhances retention.

1. Consider the value of supporting access to basic quality of life services (e.g., housing, MWR-like services, education, child development, medical, etc.).

Organize: The Department needs force structure sized, composed, and located to match the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations, and that take advantage of opportunities for joint basing.

1. Consider the value of keeping core elements of the Headquarters of the Department of Defense, the Department of the Army, the Department of the Navy (including the Commandant of the Marine Corps), and the Department of the Air Force within the National Capital Region.

2. Consider the value of preserving the last remaining Service specific Reserve Component presence in a state.

3. Consider the value of preserving the capability to support surge, mobilization, continuity of operations, evacuations for natural disasters, or conduct core roles and missions (e.g., sea-based operations, combined arms, etc.).

4. Consider whether a closure or realignment involving joint basing of a function should increase the average quantifiable military value of that function or decrease the cost for the same average quantifiable military value, when compared to the status quo.

5. Consider the value of preserving the capability to fulfill the air sovereignty protection site and response criteria requirements stipulated by COMNORTHCOM and COMPACOM.

6. Consider the value of preserving START Treaty land-based strategic deterrent.

Equip: The Department needs research, development, acquisition, test, and evaluation capabilities that efficiently and effectively place superior technology in the hands of the warfighter to meet current and future threats and facilitate knowledge-enabled and net-centric warfare.

1. Consider the value of preserving the capability to support technologies and systems integral to the conduct of expeditionary, maritime, air, and land warfare.

2. Consider the value of preserving the minimum required non-renewable infrastructure (i.e., air, land, sea, and space ranges and frequency spectrum) to ensure successful RDTE&A and life-cycle support of emerging and existing technologies in support of expeditionary, maritime, air and land warfare operations.

3. Consider the value of preserving the Army's RDT&E capability necessary to support technologies and systems integral to the conduct of land warfare; the DON's RDT&E capability necessary to support technologies and systems integral to the conduct of Maritime and Amphibious warfare; and the Air Force's RDT&E capability necessary to support technologies and systems integral to the conduct of Air warfare.

4. Consider the value of providing RDT&E infrastructure and laboratory capabilities to attract, train, and retain talent in emerging science and engineering fields.

5. Consider the value of the ability to use Federally Funded Research and Development Centers and contractor support.

Supply, Service, and Maintain: The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient national industrial base that provides agile and responsive global support to operational forces.

1. Consider the value of preserving access to ammunition storage facilities which will not complete planned chemical demilitarization before 2011.

2. Consider the value of preserving ship maintenance capabilities to:
   - Dry dock CVNs and submarines on both coasts and in the central Pacific.
   - Refuel/de-fuel/inactivate nuclear-powered ships.
   - Dispose of inactivated nuclear-powered ship reactor compartments.

3. Consider the value of preserving the following critical industrial capabilities: casting and forgings of ground components; white phosphorous-based munitions; chemical and biological defense equipment; the manufacture of gun tubes, mortars, and cannon tubes; and rubber track and road wheels that are required by law, not commercially available, ensure competition, meet small volume and discontinued repair parts requirements, and provide sustainment, surge, and reconstitution in support of Joint expeditionary warfare.

4. Consider the value of preserving the capability of a Service to define its requirements (all classes of supply), integrate its logistics support, and acquire appropriate support for its unique material.

5. Consider the value of preserving inherent Service capabilities where concepts of operations differ from other Services (e.g. MALS support to the FRSs, deployable intermediate maintenance support for MPS equipment, Navy IMAs, reach back support for sea-based logistics, etc).

6. Consider the risks presented by creating a single point of failure in logistics operations.

Deploy & Employ (Operational): The Department needs secure installations that are optimally located for mission accomplishment (including homeland defense), that support power projection, rapid deployable capabilities, and expeditionary force needs for reach-back capability, that sustain the capability to mobilize and surge, and that ensure strategic redundancy.

1. Consider the value of preserving the capability to simultaneously deploy, support, and rotate forces from the Atlantic, Pacific, and Gulf coasts in support of operational plans (including prepositioning logistics support capabilities) due to reduced quantities of, or reduced access to port facilities, local/national transportation assets (highways and railroad), and airfields or lack of information infrastructure reach back capabilities.

2. Consider the value of preserving the capability for Fleet basing that supports the Fleet Response Plan and Sea-basing concepts:
   - CVN (Nuclear Carrier) capability: 2 East Coast ports, 2 West Coast ports, and 2 forward-based in the Pacific.
   - SSBN (Nuclear Submarine Ballistic Missile) basing: 1 East Coast port, 1 West Coast port.
   - MPA (Maritime Patrol Aircraft) and rotary wings located within one unrefueled sortie from over water training areas.
   - OLF (Outlying Landing Field) capability to permit unrestricted fleet operations, including flight training, if home base does not allow.
   - CLF (Combat Logistics Force) capability: 1 East Coast and 1 West Coast base that minimize explosive safety risks and eliminate waiver requirements.

3. Consider the value of preserving unimpeded access to space (polar, equatorial, and inclined launch).

4. Consider the value of preserving and aligning sufficient medical capacity (manning, logistics, training and facilities) integral to the operational forces; as well as an efficient reach back system to ensure the continuum of care for those operating forces and their families.

5. Consider the value of preserving the capability to provide responsive airlift to the POTUS, special air missions, and visiting heads of state to and from the National Capital Region.

6. Consider the value of preserving:
   - two air mobility bases and one wide-body capable base on each coast to ensure mobility flow without adverse weather, capacity, or airfield incapacitation impacts; and
   - sufficient mobility bases along the deployment routes to potential crisis areas to afford deployment of mobility aircraft.

7. Consider the value of preserving the capability to absorb overseas forces within the United States.

Intelligence: The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.

1. Consider the value of preserving sufficient organic Intelligence, Surveillance and Reconnaissance/analytic infrastructure to meet warfighting and acquisition requirements while effectively leveraging Joint and National intelligence capabilities.