BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES OF 23 SEPTEMBER 2004

The Assistant Secretary of the Air Force (Manpower and Reserve Affairs), Mr. Dominguez, presided over the 25th 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 are now weekly, but more frequent meetings will probably be needed in order to review and approve scenarios to meet ISG deadlines. Subgroups were also asked to surface to their Service principal staff requirements or shortfalls in a timely manner.

Mr. Howlett provided an overview of the meeting agenda and asked key participants to ensure their calendars are annotated since participation is crucial to the timely review and approval of Subgroup proposals. The first batch of scenarios approved at the 16 September meeting was entered in the OSD tracking tool. The E&T JCSG is scheduled to brief Subgroups philosophy, strategy and scenarios to the ISG on 1 October. Mr. Howlett then reported the status of E&T JCSG Requests for Clarification (RFCs) by Service (and DOD Agencies). Services are working to clarify/correct capacity information for E&T JCSG Subgroups and have made some progress. OSD BRAC is working with the JCSG to identify and correct incidences in which the Services have submitted data to OSD, but process issues have delayed/prohibited getting the information to the JCSG. Finally, Subgroup inputs are due on 24 September for the Capacity Analysis Report. (Attachment 2)

Mr Dominguez updated the group on a 22 September meeting he chaired to discuss E&T JCSG analysis of Professional Continuing Education. Each Service and E&T JCSG Subgroup was represented at the meeting. One hundred nineteen courses across 10 functional areas were identified within this category. The SST and PDE Subgroups already include 47 courses in their analyses. The remaining courses are wide-spread and diverse, with no value added for joint-ness or consolidation. (Attachment 2)

The E&T JCSG agreed to limit E&T JCSG analysis to the 47 courses that could yield potential efficiencies and/or effectiveness.

The remainder of the meeting was devoted to Flight Training (RADM Mayer), PDE (BG Maffey) and SST (Brig Gen Hostage) presentations of scenario development philosophies and strategies (Attachment 2). Ranges Subgroup philosophy had been discussed in a previous meeting.

The next meeting of the E&T JCSG is scheduled for 30 September 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, 23 September 2004
2. Briefing Slides

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

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
23 September 2004

Attendees

Members:

- Mr. Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs
- BG Tom Maffey, USA, JCS VDJ-7
- CAPT Bill Wilcox, USN, N1D
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command

Others:

- Dr. Paul Mayberry, Deputy Under Secretary of Defense for Readiness
- BG Hostage, USAF, AETC/XP, E&T JCSG Specialized Skill Training Subgroup
- Dr. John Foulkes, E&T JCSG Ranges, T&E Working group
- Col Joanna Shumaker, USAF, AF DPX
- Mr. Bob Howlett, E&T JCSG Coordination Team
- Col Nancy Weaver, USAF, E&T JCSG Coordination Team
- CAPT Gene Summerlin, USN, Navy BRAC, FT Subgroup
- Col Jerry Lynes, USMC, Division Chief, Joint Education & Doctrine, J-7
- Col James Briggs, USAF, AETC/DOO, SST Subgroup
- Mr. Thomas Macia, DAMO-TRS, E&T JCSG Ranges Subgroup
- Mr. Brian Buzzell, OSD BRAC Contract Support
- Ms. Beth Schaefer, DOD/IG
- Col Jimmie Simmons, USAF, AETC/DOR, E&T JCSG Flight Training Subgroup
- Ms. Adriana Rupert, E&T JCSG Coordination Team
- Lt Col Anne Fitch, USAF, Air Force BRAC
- Col Sam Walker, USAF, E&T JCSG, PDE Subgroup
- Mr. Bob Harrison, DAMO-TR
- Capt William Taylor, USA, J-7, E&T JCSG PDE Subgroup

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Education &Training Joint Cross Service Group

E&T JCSG Principals Meeting
23 September 2004

Mr. Mike Dominguez
Acting Chair, E&T JCSG

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Agenda

- Update Previous Business/Issues
- Requests for Clarification Update by Service
- PCE Discussion/Resolution
- Subgroup Proposals for E&T JCSG deliberation
  - Flight Training Scenario Philosophy and Proposals
  - Professional Development Education
  - Specialized Skill Training
  - Ranges

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RFCs Status by Service

E&T JCSG

ARMY

	RFCs TOTALS	RFCs CLOSED	RFCs OPEN	14 days or less	14 - 30 days	30+ days
FT	9	5	4	0	0	4
PDE	65	31	34	0	0	34
SST	290	253	37	0	0	37
RANGES TNG	116	116	0	0	0	0
RANGES T&E	0	0	0	0	0	0
ARMY TOTAL	480	405	75	0	0	75
ARMY SUPPLEMENTAL	277	63	214	0	0	214
NEW ARMY TOTAL	757	468	289	0	0	289

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RFCs Status by Service

NAVY

	RFCs TOTALS	RFCs CLOSED	RFCs OPEN	14 days or less	14 - 30 days	30+ days
FT NAVY	83	77	6	0	0	6
PDE NAVY	38	38	0	0	0	0
SST NAVY	317	308	9	0	0	9
RANGES TNG	104	104	0	0	0	0
RANGES T&E	158	142	16	0	0	16
NAVY TOTAL	700	669	31	0	0	31

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RFCs Status by Service

E&T JCSG

Air Force

	RFCs TOTALS	RFCs CLOSED	RFCs OPEN	14 days or less	14 - 30 days	30+ days
FT	58	57	1	0	0	1
PDE	29	27	2	0	1	1
SST	159	159	0	0	0	0
RANGES TNG	108	101	7	0	0	7
RANGES T&E	187	144	43		0	43
AF TOTAL	541	488	53	0	1	52

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RFCs Status

E&T JCSG

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	26	14	12	2	0	10
SST	0	0	0	0	0	0
RANGES TNG	0	0	0	0	0	0
RANGES T&E	0	0	0	0	0	0
Def. Ag. TOTAL	26	14	12	2	0	10

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BIC Study (MP14), Optimizing PCE

- The PCE WG created a Master PCE Course List of 119 PCE courses across 10 functional areas

	JCSG-SST	JCSG-PDE
Contracting/Comptroller (2)	1	
Logistics (4)	1	
Civil Engineering (16)	1	
Finance (6)	2	
Manpower/Personnel (16)	0	
Management (11)	4	
Instructor Preparation (5)	1	
Law (30)	0	30
Operational Warfighting (6)	0	
Security/Crime (2)	0	
Other (21)	7	

- SST & PDE Subgroups will analyze 47 of the 119 PCE courses

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BIC Study (MP14), Optimizing PCE

- BIC recommendation for improved communication amongst the Services by using web-linked tools for course catalogs – enacted in 2003. Each Services' web site provides a global search link capability for training and education courses across DoD.
  - AF Education & Training Course Announcements (ETCA)
  - USN Corporate Enterprise & Training Activity Resource System (CeTARS)
  - Army Training Requirements & Resource System (ATRRS)
  - USMC Training Requirements & Resource Management System (TRRMS)
  - Defense Information School (DINFOS)

- Each Service has a formalized process for all new courses -- approved by CNET, TRADOC and AETC

Education & Training
Joint Cross Service Group
Flight Training Subgroup

Examine / Implement Opportunities for Greater
USAF / USN / USMC / USA
Joint Undergraduate Flying Training Functions for
BRAC 2005

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SecDef's Vector: "Think Joint"

*"**A** primary objective of BRAC 2005, **in addition to realigning our base structure to meet our post-Cold War force structure, is to** examine and implement opportunities for greater joint activity. **Prior BRAC analyses considered all functions on a service-by-service basis and, therefore, did not result in the joint examination of functions that cross services. While some unique functions may exist, those** functions that are common across the Services must be analyzed on a joint basis ..."*

Donald Rumsfeld
15 November 2002

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Nothing to "Fix"

UFT programs satisfy Services' requirements in a timely and cost effective way … proposals in this presentation may not substantially enhance flight training programs but they may well:

- **Free UFT Base(s) for other uses – or closure**
- **Increase joint and war-fighter interactivity at the Undergraduate and Graduate Formal Training Unit levels …**
- **Posture the services for acquisition of a Joint follow-on training platforms in Rotary-wing and the Advanced Phase of Fixed-wing UFT**
  - **T-6 is "Joint Platform" for UFT's Primary Phase …**
  - **T-38 / T-45 Replacement over the Horizon …**

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FT Subgroup Objectives

E&T JCSG

- Preserve (Joint & Service-unique) War-fighting Capabilities
- Set the Stage for Future Weapons that Enhance Joint Interoperability
- If able; Reduce Basing Footprint / Requirement

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FT Subgroup Tasking / Goals

E&T JCSG

- Craft Joint / Transformational Scenarios that Present "Opportunities for greater joint activity" on Fewer Bases
  - Consolidate Services' Common UFT Functions
  - Place Advanced UFT Functions with FTU / FRS
- Recommend Installation(s) to Host JSF Initial Training Location(s) … Ops and Maintenance
- Organize UAV Initial Training across USG

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Find "Common" Functions

E&T JCSG

Track		Fighter Strike Bomber		Airlift Tanker TACAMO		Turbo Maritime		CV AEW	Rotary		
Service		AF	DoN	AF	DoN	AF	DoN	DoN	USA	AF	DoN
Aircraft		T-38	T-45	T-1		TC-12/T-44		T-44/45	TH-67	UH-1	TH-57
Formation		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Instrument		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Nav	Low-level	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	En route	✓	✓	✓	✓	✓	✓	✓			
CV Ops			✓					✓			✓
Weapons			✓								
ACM			✓								
Tactical Ops									✓		
Remote Ops									✓		
NVG Ops									✓	✓	✓

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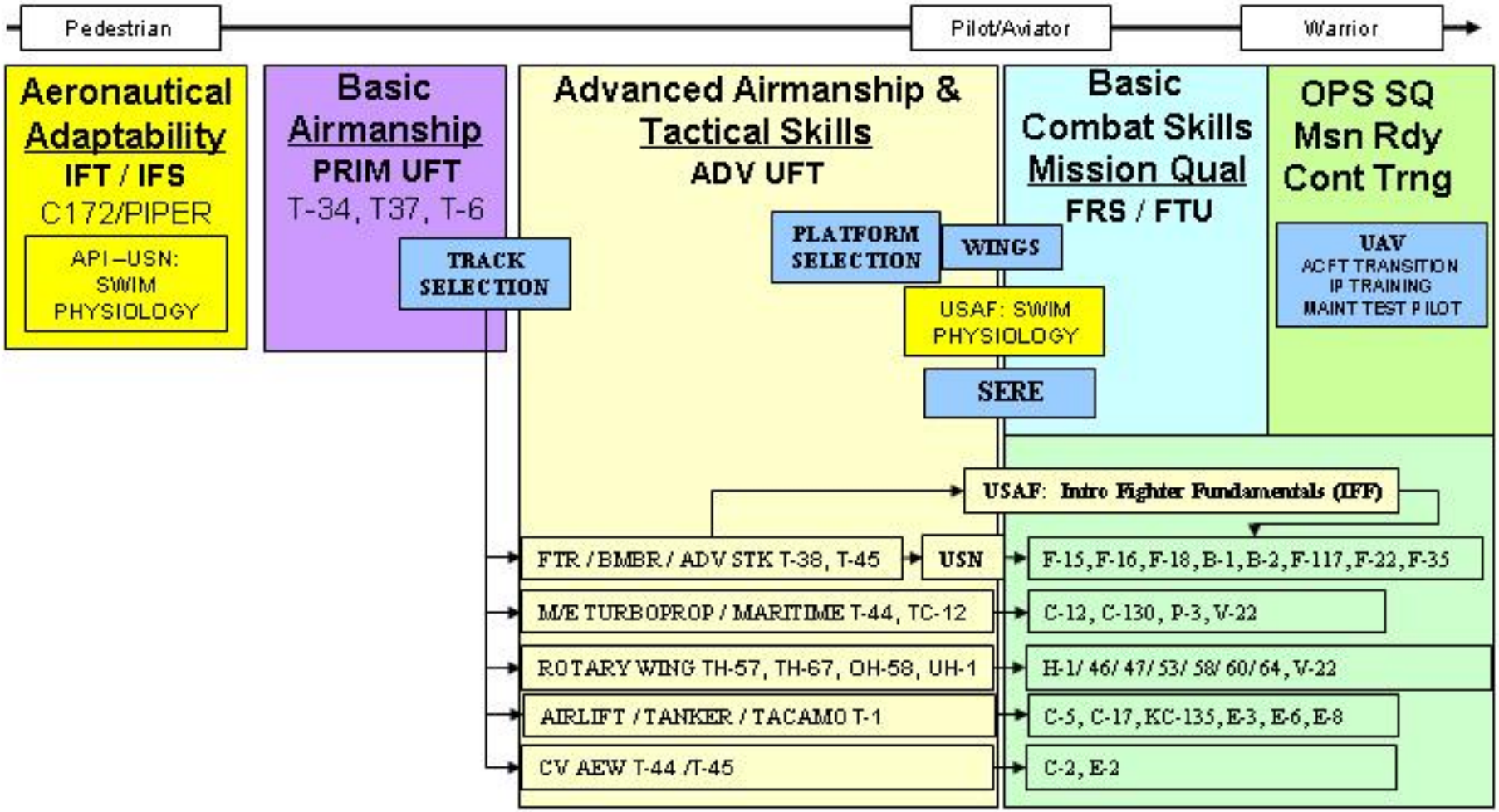
Find "Common" Functions

E&T JCSG



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Find "Common" Functions

- Primary Phase … FW Training in T-6
- Advanced Phase
  - Multiengine Turboprop Training in T-44/TC-12 Teaches C-130 & P-3 Pilots
  - Multiengine Jet Training in T-1 Teaches Airlift / Tanker / TACAMO Pilots

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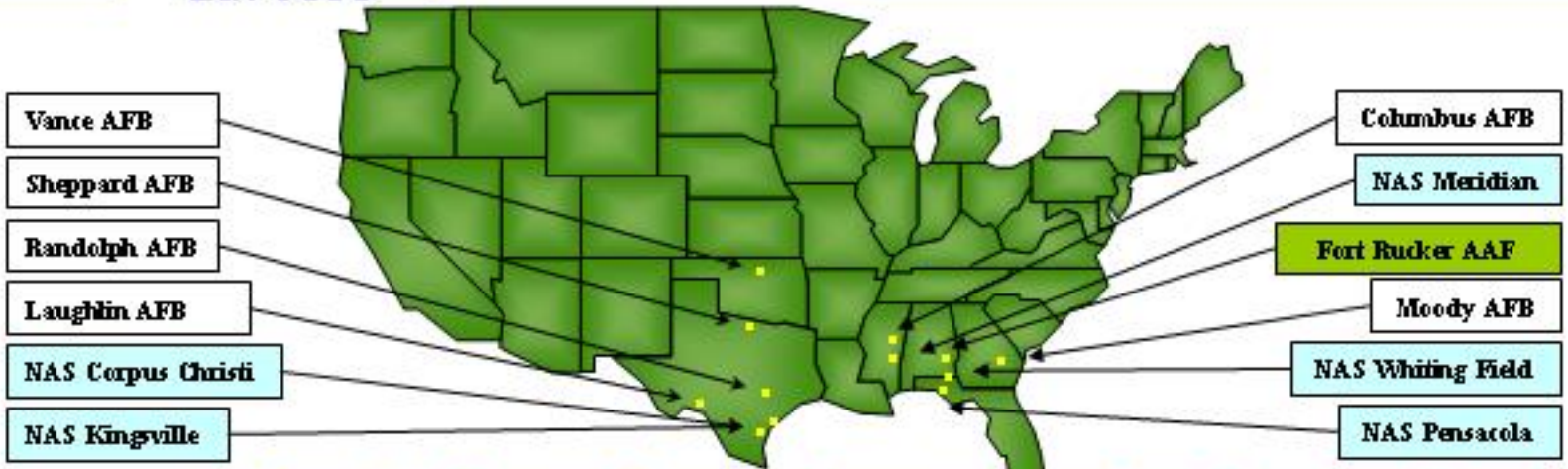
UFT Locations & Hardware Today

E&T JCSG



Base	T-37	T-34	T-6	T-2	T-38	T-45	T-1	T-38	T-44	TC-12	TH-57	TH-67	OH-58	UH-1
Vance AFB	94		174		74		50							
Sheppard AFB	38		169		122									
Columbus AFB	92		172		69		42							
Randolph AFB	23		93 37		48		22							
Laughlin AFB	43		58 72		31		59							
Moody AFB			43 40		77									
NAS Whiting		151									121			
NAS Pensacola		98	93	17			9	21						
NAS Corpus		100							54	24				
NAS Kingsville						75								
NAS Meridian						37								
Rucker AAF												175	112	24 140

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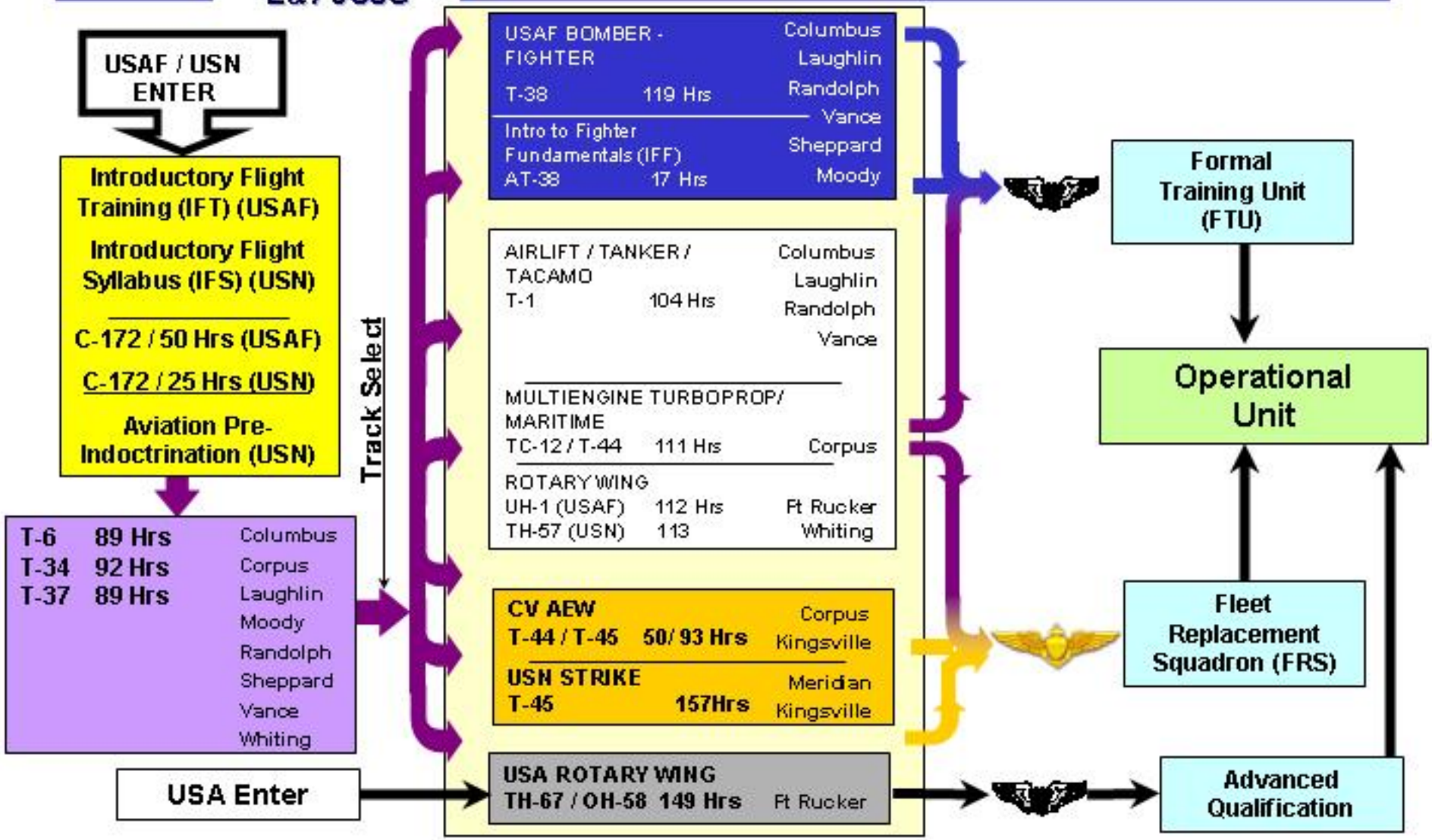
Joint Specialized UFT Today

E&T JCSG



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Opportunities for Greater Joint Activity

Craft Joint / Transformational Scenarios that Present Opportunities for greater joint activity" on Fewer Bases

- Consolidate T-6 Units at 2 –3 Locations
- Consolidate Rotary Wing Ops at Ft Rucker
- Couple / Place Advanced UFT Units with FTU / FRS
  - T-1 at Airlift / Tanker FTU
  - TC-12 / T-44 at ME Turboprop FTU / FRS
  - T-38 / T-45 with JSF … Model for Future
- T-38 / T-45 Base for Legacy Fighter/Bomber/Strike Acft

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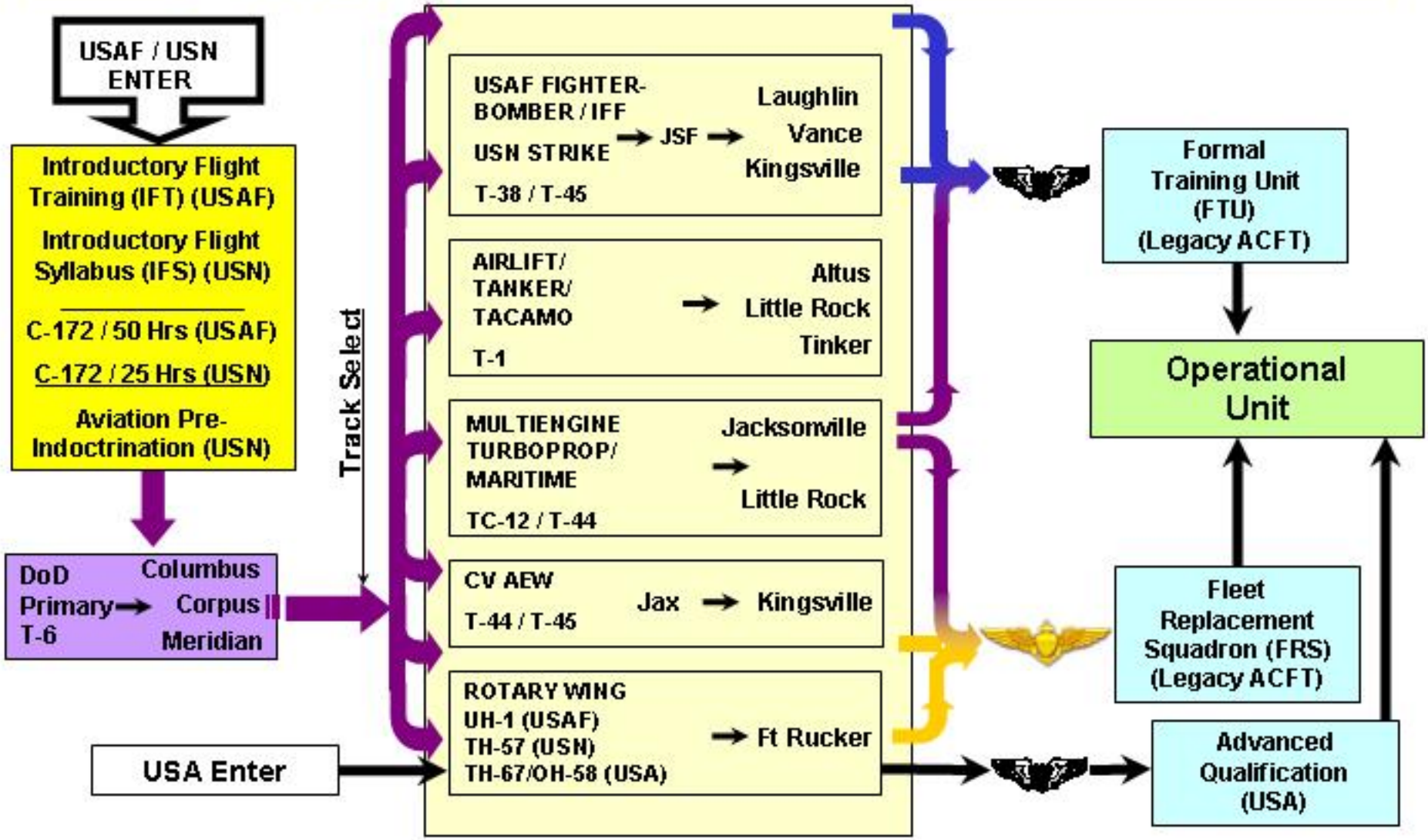
Joint Specialized UFT Post-BRAC

E&T JCSG



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JSF "Joint Opportunity"

Size of JSF acquisition for training may

- Offer opportunity to create a "more joint" pipeline for strike/fighter flight training
- Migration to single platform … T-38 / T-45 follow-on

Delivery Schedule for J-35 Training Aircraft to FTU / FRS															
FY	09	10	11	12	13	14	15	16	17	18	19	20	21	22	23
USAF	6	20	21	42	84	117	160	160	163	188	246	251	256	262	264
USN		5	11	15	19	23	27	31	31	31	31	31	31	31	31
USMC	10	12	18	27	36	38	38	38	48	57	57	57	57	57	57
UK		4	4	8	12	13	14	16	16	16	16	16	16	16	16
Total	16	41	54	92	151	191	239	245	258	292	350	355	360	366	368

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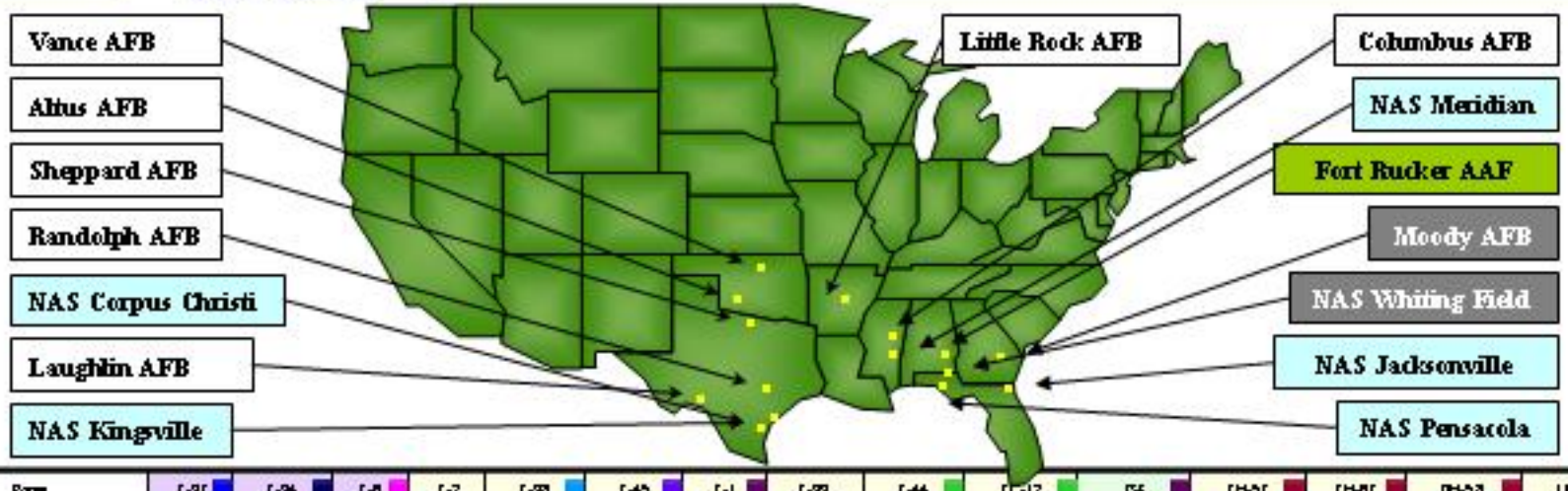
UFT Locations & Hardware Tomorrow

E&T JCSG



Base	T-37	T-38	T-6	T-2	T-38	T-45	T-1	T-38	T-44	TC-12	JSF	TH-57	TH-67	OH-58	UH-1
Vance AFB	35				108						129				
Laughlin AFB	82				108						129				
NAS Kingsville						182					122				
Sheppard AFB	87		69		122										
Columbus AFB	94		165		90										
Randolph AFB	23		97		48		22								
NAS Corpus		100	165												
NAS Pensacola		98	93	17			9	21							
NAS Meridian			184												
NAS Jacksonville									XX	XX					
Little Rock AFB							77		XX	XX					
Altus AFB							158								
Rucker AAF												121	175	112	24/40

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Stand Ready for Your QUESTIONS…

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E&T JCSG

Opportunities for Greater Joint Activity

Craft Joint / Transformational Scenarios that Present Opportunities for greater joint activity" on Fewer Bases

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- T-38 / T-45 Base for Legacy Fighter/Bomber/Strike Acft

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Professional Development Education

Scenario Development Philosophy

- Graduate Education
- Other Full Time Education
- JPME / PME

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Professional Development Education

Graduate Education

- Air Force Institute of Technology (AFIT) - Wright-Patterson AFB, OH
  - 42 Degree Granting Programs
  - 136 Certificate Programs
  - 24 Military Specific Programs
  - (As reported by AFIT in Data Call)

- Naval Post Graduate School (NPS) - Monterey, CA
  - 59 Degree Granting Programs
  - 30 Certificate Programs
  - 67 Military Specific Programs
  - (As reported by AFIT in Data Call)

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Professional Development Education

Graduate Education Scenario Philosophy

- Privatization
  - Transformational option
  - Potential cost savings (Army Model)
  - Potential conflicts are military specific programs, facilities, research, and loss of operational support
- Consolidation / Re-alignment
  - Combine redundant education activities
  - Leverage academic synergies
  - Reduce resource requirements

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Professional Development Education

Other Full Time Education

- **Chaplain Education**
  - **Army – FT Jackson, SC**
  - **Navy – Naval Station Newport, RI**
  - **Air Force – Maxwell AFB, AL**
- **JAG Education**
  - **Army – Charlottesville, VA**
  - **Navy – Naval Station Newport, RI**
  - **Air Force – Maxwell AFB, AL**
- **Defense Agencies**
  - **Defense Acquisition University (DAU)**
  - **Defense Contract and Audit Institution (DCAI)**
  - **Defense Equal Opportunity and Management Institute (DEOMI)**
  - **Defense Resource Management Institute (DRMI)**
  - **Information Resource Management Institute (IRMC)**
  - **Defense Systems Management College (DSMC)**

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Professional Development Education

OFTE Scenario Philosophy

- Consolidation / Realignment
  - Establish joint centers of excellence (e.g. chaplains, JAG)
  - Combine redundant education activities
  - Reduce resource requirements
- Privatization
  - Defense Agencies
  - Potential cost savings

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Professional Development Education

E&T JCSG

JPME / PME

Service Delivery of PME

Intermediate Level (ILC)		Senior Level (SSC)
CGSC Resident & Non-resident	and	Army War College Resident & DE Course
CNC&S Resident & CDE	or	Coll. Of Naval Warfare Resident
ACSC Resident & ACSC DE	and	Air War College Resident & DE Course
CSC Resident & CCE	and	Marine War College Resident

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Professional Development Education

E&T JCSG

JPME / PME

Service Delivery JPME Phase I

Intermediate Level (ILC)	Senior Level (SSC)
CGSC Resident & Non-resident	Army War College Resident & DE Course
CNC&S Resident & CDE	Coll. Of Naval Warfare Resident
ACSC Resident & ACSC DE	Air War College Resident
CSC Resident & CCE	Marine War College Resident

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Professional Development Education

E&T JCSG

JPME / PME

National Defense University Delivery of JPME II

	Intermediate Level (ILC)		Senior Level (SSC)
NWC	NA		Senior Level College Resident
ICAF	NA		Senior Level College Resident
JFSC	Joint & Combined Warfighting School (JCWS-I)	JAWS	Joint & Combined and Warfighting School (JCWS-S)

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Professional Development Education

JPME/PME Scenario Philosophy

- Joint Centric
  - Proximity to Joint / Warfighting Center of Excellence (e.g. NCR, NORTHCOM, CENTCOM, JFCOM)
  - Focus on level of education
  - Potentially leads to separation of ILC and SSC
- Service Centric
  - Proximity to Service Centers of Excellence (e.g. Service Academies, Doctrine Centers, Wargaming Centers)
  - Focus on service education requirements
  - Supports status quo
  - Potentially leads to co-location of ILC and SSC
- SSC Joint Centric / ILC Service Centric

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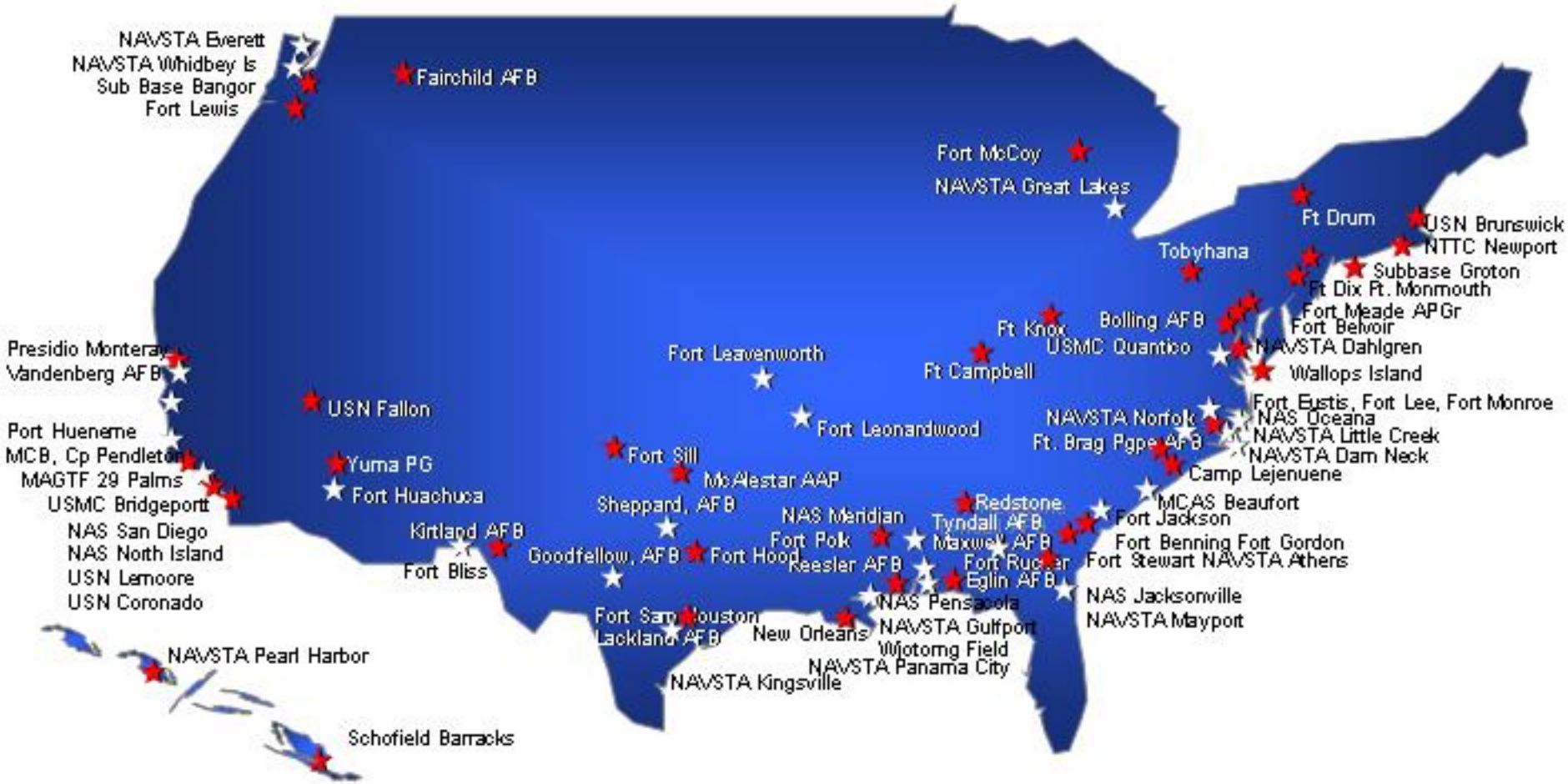
Education and Training Joint Cross Service Group

Specialized Skills Training Sub-Group

E&T JCSG



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Specialized Skill Training Subgroup

E&T JCSG

- SST scenario ideas based on E&T JCSG Transformational Options
  - Establish Centers of Excellence for Joint or inter-service education and training by combining or co-locating like schools
  - Establish (Joint) officer and enlisted Specialized Skill Training
- SST IDEAS: Realign to optimize:
  - Move training functions away from single-purpose sites
  - Locate training with the users / operating forces
  - Some may apply only within a service

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Establish Joint Center of Excellence for Transportation Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center of Excellence for Transportation; Consolidate like courses and collocate similar schools ■ Gaining installation: Fort Eustis, VA ■ Losing installations: Fort Leonard Wood, MO; Port Hueneme, CA; Lackland AFB, TX; Camp Lejeune, N.C.	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Uses Inter-service Training Review Organization as the baseline ■ Eliminates redundancy ■ Train as we fight "jointly" ■ DoD Joint Deployment Center is located at Fort Eustis, VA	■ Unique service training standards and culture

Approved_____ Disapproved_____ Revised_____ Deferred_____

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Establish Joint Center of Excellence for Administration, Personnel, and Finance Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center of Excellence for Administration, Personnel, and Finance; Consolidate like courses and collocate similar schools ■ Gaining installation: Keesler AFB, TX ■ Losing installations: NAS Meridian, MS; Fort Jackson, SC; Camp Lejeune, N.C.	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Uses Inter-service Training Review Organization as the baseline ■ Eliminates redundancy and cost ■ Train as we fight "jointly"	■ Unique service training standards and culture

Approved_____ Disapproved_____ Revised_____ Deferred_____

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Establish Joint Center of Excellence for Correctional and Military Police Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center of Excellence for Correctional and Military Police; Consolidate like courses and collocate similar schools ■ Gaining installation: Lackland AFB, TX ■ Losing installations: Fort Leonard Wood, MO	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Uses Inter-service training Review Organization as the baseline ■ Eliminates redundancy ■ Train as we fight "jointly" ■ Military Working Dog Program for Department of Defense located at Lackland AFB, TX ■ Field location for Military Operations in Urban Terrain at Camp Bullis, TX	■ Unique service training standards and culture

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Consolidate and Collocate Multiple Schools and Centers on Single Installation

E&T JCSG

Scenario	Drivers/Assumptions
■ Consolidate Navy Specialized Skill Training; Consolidate like courses and collocate similar schools ■ Operations Specialist School, Anti-Submarine Warfare Sonar School, Airmen Apprentice and A Schools ■ Gaining installation: Great Lakes, IL ■ Losing installations: Dam Neck, VA, Point Loma, CA, Pensacola, FL	■ Principles: Organize and Train ■ Driver: Military Judgment ■ Transformational Options: Collocates or Consolidates Multiple Schools and Centers on Single Locations based on training strategy to gain efficiencies
Justification/Impact	**Potential Conflicts**
■ Promotes Navy Vision "Strategy" ■ Gains efficiencies from reducing overhead and sharing of program-of-instruction resources	■ Requires consolidation of Skills Progression and Functional Training currently at Great Lakes, IL at Fleet Concentration Centers

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Consolidate Multiple Schools with Operational Units

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Scenario	Drivers/Assumptions
■ Consolidate Navy Skill Progression and Functional Training; Consolidate like courses and collocate similar schools ■ Center for Naval Engineering, Center for Surface Combat Support realigned at Fleet Concentration Centers ■ Gaining installations: Fleet Concentration Centers (Norfolk, VA; San Diego, CA, and NAVSTA Everett) ■ Losing installation: NAVSTA Great Lakes	■ Principles: Organize and Train ■ Driver: Military Judgment ■ Transformational Options: Collocates or Consolidates Multiple Schools and Centers on Single Locations based on training strategy to gain efficiencies
Justification/Impact	**Potential Conflicts**
■ Promotes Navy Vision "Strategy" ■ Gains efficiencies by training sailors with operational units "homeport training" ■ Train as you fight	■ Requires coordination with Regional Installation Commands to identify excess space at Fleet Concentration Centers

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Consolidate Multiple Schools with Operational Units

E&T JCSG

Scenario	Drivers/Assumptions
■ Consolidate Navy Skill Progression and Functional Training; Consolidate like courses and collocate similar schools ■ Surface Warfare's Officer School Newport, RI ■ Gaining installation: Fleet Concentration Center Norfolk ■ Losing installation: NTTC Newport, RI	■ Principles: Organize and Train ■ Driver: Military Judgment ■ Transformational Options: Collocates or Consolidates Multiple Schools and Centers on Single Locations based on training strategy to gain efficiencies
Justification/Impact	**Potential Conflicts**
■ Promotes Navy Vision "Strategy" ■ Gains efficiencies by training sailors with operational units "homeport training" ■ Gains efficiencies from reducing overhead and sharing of program-of-instruction resources	■ Requires coordination with Regional Installation Commands to identify excess space at Fleet Concentration Centers

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Establish Joint Center of Excellence for Intelligence Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center of Excellence for Intelligence; Consolidate like courses and collocate like schools ■ Gaining installation: Goodfellow AFB, TX ■ Losing installations: NAVSTA Dam Neck, Corry Station, FL, San Diego, CA; Fort Huachuca, AZ; Quantico, VA	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Uses Inter-service Training Review Organization as the baseline ■ Eliminates redundancy and cost ■ Train as we fight "jointly"	■ Unique service training standards and culture

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Establish Joint Center of Excellence for Information Technology Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center of Excellence for Information Technology; Consolidate like courses and collocate like schools ■ Gaining installation: Lackland AFB, TX ■ Losing installations: Fort Meade, MD, San Diego, CA; Great Lakes, IL,, Keesler AFB, MS; Fort Huachuca, AZ, Fort Gordon, GA; 29 Palms, CA	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Uses Inter-service Training Review Organization as the baseline ■ Eliminates redundancy ■ Train as we fight "jointly"	■ Unique service training standards and culture ■ Unknown impacts from Hurricane Ivan

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Establish Joint Center of Excellence for Space Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center of Excellence for Space; Consolidate like courses and collocate like schools ■ Gaining installation: Vandenberg, CA ■ Losing installations: NSWC Dahlgren, VA, Redstone, AL, Colorado Springs, CO	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Uses Inter-service Training Review Organization as the baseline ■ Eliminates redundancy and cost	■ Unique service training standards and culture ■ SPACECOM located at Colorado Springs, CO

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Establish Joint Center of Excellence for Culinary Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center for Excellence for Culinary; Consolidate like courses and collocate like schools ■ Gaining installation: Fort Lee, VA ■ Losing installations: Lackland AFB, TX	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Uses Inter-service Training Review Organization as the baseline (Advanced Culinary at Fort Lee, VA) ■ Eliminates redundancy and cost	■ Unique service training standards and culture

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Establish Joint Center of Excellence for Aviation Safety Training

E&T JCSG

Scenario	Drivers/Assumptions
■ Establish Joint Center of Excellence for Aviation Safety; Consolidate like courses and collocate like schools ■ Gaining installation: Kirtland AFB, NM ■ Losing installations: Monterey, CA; Fort Rucker, AL	■ Principles: Organize and Train ■ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ■ Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	**Potential Conflicts**
■ Eliminates redundancy, leased space, cost ■ Train as we fight "jointly" ■ Air Force Safety Center located at Kirtland AFB, NM	■ Unique service training standards

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