BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
MEETING MINUTES OF 9 JULY 2004

The Principal Deputy Under Secretary of Defense (P&R), Mr. Abell, chaired the 19th meeting of the E&T JCSG. Attendee List is at Attachment 1. The purpose of this meeting was to review and approve E&T JCSG transformational options and comments on the draft BRAC imperatives.

The first issue on the agenda was the proposed E&T JCSG transformation options (Attachment 2). Members noted that centralization and/or consolidation is not transformational, but could have merit for subsequent transformational thinking. For example, shifting to competency-based leadership development, as cited by the Service Secretaries to SecDef, would exemplify transformational thinking. Additionally, mechanisms that introduce competition into the department would be transformational. The group discussed and decided on an overall statement in the memo forwarding proposed options to the ISG for consideration. ***The group also agreed to the following changes:***

- Option 1: include as a sub-bullet Service-operated graduate education establishments also provide valuable research and studies capabilities/synergies that Services may wish to preserve.
- Option 3: include co-locating along with combining like schools
- Option 10: Although organizational/managerial, this option could engender further transformation. Joint management of T&E Open Air Range open air range (OAR) resources could encourage a healthy competition among OARs to increase efficiency and maximum utility DoD-wide.

The group then reviewed E&T JCSG BRAC imperatives. There were significant concerns with many of the draft BRAC imperatives. The proposed list was too long, sought to preserve the status quo and, if approved, would inhibit accomplishment of the guiding principals the Secretary of Defense announced when he established the BRAC JCSG process. The installations and facilities the imperatives intended to protect would be preserved under the current military value analysis and scenario development process since BRAC 2005 is a merit-based process. If an installation does not score well based on the analysis, it should be considered for closure or realignment. ***The group agreed with the proposed changes to E&T JCSG comments (Attachment 3).***

The final issue discussed was graduate flight training. OSD BRAC office proposed the following recommendations (Attachment 4) based on Services' and ISG input:

- V-22 – remove from joint analysis and remand to MilDeps

- C-130 – remove from joint analysis and remand to MilDeps
- JSF – retain in E&T JCSG (includes evaluation of an Integrated Training Center concept)
- UAVs – retain initial UAV training in E&T JCSG

The E&T JCSG principals agreed to the recommendations. Briefing to ISG tentatively scheduled for 23 July 2004.

The Chair concluded the meeting by thanking the principals for their hard work. The next recurring E&T JCSG deliberative session is scheduled to convene at 1300 hours, 22 July 2004.

Approved: _____
Charles S. Abell
Principal Deputy Under Secretary of Defense (Personnel & Readiness)
Chairman, Education & Training Joint Cross-Service Group

Attachments:
1. List of Attendees, 09 July 2004
2. Transformational Options for BRAC 2005
3. Draft BRAC Imperatives
4. OSD BRAC Office "Graduate Flight Training" Slide

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

BRAC 2005
EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP
09 July 2004

Attendees

Members:

- Hon Charles S. Abell, Principal Deputy Under Secretary of Defense (Personnel & Readiness) Chair
- VADM Gerry Hoewing, USN, Chief, Naval Personnel, N1
- Maj Gen Peter Sutton, AF/DPL
- MG Buford Blount, USA, Deputy G-3
- BG Tom Maffey, USA, JCS VDJ-7
- Col Mike Massoth, USMC, Deputy Director, Training and Education Command

Others:

- Mr. Dan Gardner, ODUSD(R) Readiness & Training Policy & Programs
- Col Nancy Weaver, USAF/DPL, E&T JCSG Coordination Team
- Mr. Bob Howlett, E&T JCSG Coordination Team
- CAPT Gene Summerlin, USN, Navy BRAC, E&T JCSG Flight Training Subgroup
- Mr. Thomas Macia, E&T JCSG Ranges Subgroup
- Mr. Bob Harrison, DAMO-TR
- COL Richard Mustion, USA, XO to PDUSD (P&R)
- CPT Jared Helwig, USA, FO OSD (P&R)
- Ms. Beth Schaefer, DOD/IG
- Mr. Brian Buzzell, OSD BRAC Contract Support

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PERSONNEL AND
READINESS

July 9, 2004

MEMORANDUM FOR ACTING USD (ACQUISITION, TECHNOLOGY & LOGISTICS)
CHAIRMAN, INFRASTRUCTURE STEERING GROUP

SUBJECT: Transformational Options for BRAC 2005

This memorandum forwards Education and Training Joint Cross Service Group (E&T JCSG) transformational options in accordance with your memorandum dated June 21, 2004. We appreciate the opportunity to readdress the transformational options E&T JCSG provided June 26, 2003, for ISG consideration. The attached revised transformational options should be useful as part of the analytical framework upon which BRAC 2005 recommendations may be based. However, it is important to note centralization and/or consolidation is not transformational but could have merit for subsequent transformational thinking.

Each E&T JCSG subgroup was asked to generate potential transformational options and vet those options through E&T JCSG Service and Joint Staff representatives. The entire list was subsequently reviewed and approved by E&T JCSG principals. The attached transformational options will also contribute to the development and subsequent ISG/IEC approval of MilDep principles and imperatives.

Charles S. Abell
Principal Deputy

Attachment:
As stated

cc: ASAF(MR)
Chief Naval Pers, N1
Army Deputy G-3
Director, TECOM
JCS J-7
DUSD(R)

E&T JCSG Transformational Options:

1. **Maximize outsourcing of graduate-level education to private colleges/universities.**
   - DoD-operated graduate education establishments (including Air Force Institute of Technology, Naval Postgraduate School, and Uniformed Services University of the Health Sciences) could possibly be eliminated.
   - MilDeps would operate graduate-level education establishments for military unique educational requirements not otherwise attainable through private or public-sector colleges/universities
   - Service-operated graduate education establishments also provide valuable research and studies capabilities/synergies that Services may wish to preserve.
2. **Integrate military and DoD civilian full-time professional development education programs.**
3. **Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools.**
   - For example, medical, judge advocate general, chaplain, logistics, supply, communications, intelligence, CBRNE, civil affairs, PSYOPS, SOF, military police, engineering, et al.
   - Form a "DoD University" with satellite training sites provided by Service-lead or civilian institutions.
   - This includes facilitating a distributed learning (resident and non-resident) capability
4. **Establish "joint" officer and enlisted specialized skill training (initial skill, skill progression & functional training).**
   - Use the Service-agreed upon criteria/standards established in the Inter-service Training Review Organization (ITRO) Procedures Manual as the baseline for consolidation of programs/courses to train and award common AFSC/MOS/NEC skill identifier specialties.
   - Re-evaluate previous ITRO course reviews to determine if courses "disapproved" for consolidation meet BRAC 2005 Education and Training Joint Cross Service Group criteria (e.g., a focus on jointness as well as efficiencies).
5. **Establish a single "Center of Excellence" to provide Unmanned Aerial Vehicle initial (a.k.a. undergraduate) training for all government agencies.**
   - This institution would conduct courses that provide entry-level UAV operators (pilots?) basic knowledge and skills necessary to operate the Predator (& others?) class of UAVs.
   - By consolidating the training in one institution, graduates from the services and US (and allied) governmental agencies would share a common base for UAV operations.
   - Further, the institute would have a faculty/staff of experts particularly suited to merge UAV capabilities across the entire spectrum of missions sponsored by any US Government Agency (i.e. DoD, border patrol, homeland defense, drug enforcement, etc.).

6. **Consolidate or collocate at a single installation all services' primary phase of pilot training that uses the same aircraft (T-6).**
   - This location would provide flying and other basic training to prepare entry-level (new hire) officers grounding in the art of the military profession (basic understanding of joint/combined military operations, etc.), military flight operations, and ancillary training appropriate for this early stage of their military career (immunizations, law of armed conflict, resistance training, small arms qualification, etc.) as well as the first-phase of flight training.
   - Services would "track select" successful students for the major mission areas advanced phase of UFT which would eventually be consolidated with FTU or FRS at a base for flight training (would require USAF and USN to move T-38, T-45, and FTU- or FRS-assigned aircraft to a single location).
   - However, there may not be a base large enough to accommodate all Services' T-6 training. Also, may create a "single point of failure" for primary flight training. Tornados? Hurricanes? Runway repairs?
7. **Combine or collocate units and aircraft necessary to conduct the advanced phase of flight training, introduction to fighter fundamentals, and the initial training for the joint strike fighter at the same installation.**
   - This combined fleet of aircraft would serve as the model for future ventures that would merge service unique into joint/combined flight training programs.
   - Departs from the traditional paradigm where track selection places pilot candidates qualified for high performance aircraft on a path to fly fighter, strike, or bomber aircraft.
   - This transformational option would require a more specific track selection to identify those pilot candidates who successfully complete primary flight training by demonstrating knowledge and skill appropriate to fly the JSF.
8. **Establish regional Cross-Service and Cross-Functional ranges that will support Service collective, interoperability and joint training as well as test and evaluation of weapon systems.**
9. **Integrate selected range capabilities across Services to enhance Service collective, interoperability and joint training, such as Urban Operations, Littoral, training in unique settings (arctic, mountain, desert, and tropical).**
10. **Combine Services' T&E Open Air Range (OAR) management into one joint management office.**
    - Although organizational/managerial, this option could engender further transformation. Joint management of OAR resources could encourage a healthy competition among OARs to increase efficiency and maximum utility DoD-wide.

<u>Other "non-education and training" Transformational Options</u>:

1. **Consolidate the Army's five separate Active Component recruit training sites and the Marine Corps' two Active Component recruit training sites into one recruit training installation each.**
   - There is a concern that one recruit training site could constitute a single source of failure although the Air Force and Navy have operated with a single site for a number of years
   - Service issue not under the purview of the E&T JCSG
2. **Establish joint basing – make it the rule vs. exception.**

Principles and Corresponding Imperatives
9 July 2005

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.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to support the Army's Leader Development and Assessment Course and Leader's Training Course.
  - **Service specific, Army accession (ROTC) program; recommend deletion unless a unique facility is required to conduct the course; ~~NA to E&T JCSG.~~**

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to meet both peacetime and wartime aviation training requirements, including undergraduate and graduate pilot training.
  - **Recommend deletion – too vague; ~~believe~~ the intent is already captured in existing guidance.**

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that fails to preserve additional training areas in CONUS where operational ground units can conduct battalion or higher-level training when home station training areas are not available due to the training load, environmental/encroachment concerns, enemy activity or natural disasters.
  - **Concur with edits - - consistent with prior Ranges subgroup guidance.**

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the only remaining training environments in the United States designed to support airborne, air assault, urban operations, cold weather training, Joint Logistics Over The Shore (JLOTS) training, combat formations for full spectrum operations to include obscurant training and electro-magnetic operations, MAGTFs, mountainous training, live fire and combined arms training, chemical live agent training, and other Service collective and joint training.
  - **Concur ~~with edits~~ as edited - - consistent with prior Ranges subgroup guidance.** However, as stated in the cover memo this should be one of three imperatives and can be stated in a crisper manner.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to complete graduate medical/dental education (GME/GDE) and clinical training for uniformed medics.

- ~~Medical JCSG issue; however, E&T JCSG has a related Transformational Option.~~
- ~~Change "conduct" to complete.~~ ~~If not possible, then~~ **Recommend deletion since imperative would limit joint cross service analysis.** If retained, change "conduct" to "complete"

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates Navy or Marine Corps Fleet Replacement Squadrons and Operational Squadrons (with the exception of Reserve Squadrons) outside operationally efficient proximity (e.g., for the Department of the Navy, farther than one un-refueled leg) from DoD-controlled airspace, ranges, targets, low-level routes, outlying fields and over-water training airspace with access to aircraft carrier support.
  - **Too vague. The concern with this imperative is ~~that it could~~ force Joint aircraft (USAF JSF) to be located on Navy bases near the coast. If the intent is to keep USN/USMC aircraft ~~near the~~ water and over water training areas to keep readiness ~~up and~~ costs down -- concur.** Delete process will evaluate military value during the deliberations.
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates DoD organic capabilities for Service-specific Strategic Thought.
  - ~~Concur with minor edits and deleted phrase following "Thought"~~
    Delete – strategic Thought?
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates undergraduate flight training with operational squadrons.
  - **Concur with deleting the ~~last phrase,~~ Pensacola is already located within an ~~Alert Area defined~~ as a "high VFR traffic area…"**
    Delete
- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the organizational independence of training units from combat units.
  - **Recommend deletion. This is an organizational action that can be accomplished outside of BRAC and may limit E&T JCSG scenarios.**

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates undergraduate Navy or Marine Corps flight training without access to DoD-scheduled airspace over open water and land with access to aircraft carrier support.
  - **Recommend deletion—when we go to Joint undergrad training with all T-6 aircraft, this imperative could force all the training bases to Navy bases on the coast. Currently, undergraduate pilot training at Meridian and Kingsville do not have ready access a carrier.**

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates major CSG / ESG/MPG level exercises, ranges / OPAREAs outside operationally efficient proximity, i.e., more than 3 underway days from air, sea and over the shore maneuver

space or that locates individual operational ships and aircraft more that 6 underway hours for ships, 12 underway hours for submarines, and 1 un-refueled sortie for aircraft, from unimpeded access to ranges and operating areas.

- **~~Definitions of CSG and ESG are required. Additionally,~~ the 1 un-refueled sortie constraint appears arbitrary and inconsistent with real-world operational use without understanding the originator's rationale.**

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates a Service's ability to provide timely responses to military contingencies or support RC mobilization, institutional training, and collective training because of insufficient infrastructure, maneuver space, and training ranges.
  - **Recommend deletion, too vague.**

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that fails to retain access to sufficient training area (air, land, and sea) and facilities across a wide variety of topography and climatic conditions (e.g., cold weather, swamps, mountains, desert, etc.) with operationally efficient access and proximity to meet current and future Service and Joint training requirements for both Active and Reserve Component forces and weapons systems.
  - **Concur** but is unnecessary - delete.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates access to educational programs which include specific focus on those areas which are uniquely related to distinctive Service capabilities (e.g., maritime, land warfare).
  - **Concur** but is unnecessary delete.

- Fleet concentration areas will provide Navy skills progression training and functional skills training relevant to homeported platforms.
  - **Recommend deletion – Skills progression and functional skills training are under JCSG analyses and should not be restricted by Service specific imperatives.**

- Navy initial skills training will be located 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.
  - **Recommend deletion – Service specific, restricts SST subgroup analysis; forces retention of GLNTC at the expense of A and AF initial skills installations.**

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.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates access to equivalent alternative services, e.g., housing, medical, career progression, child development, spousal employment, MWR, or education.
  - ~~**Concur if access to "equivalent alternative services" is added.**~~ Delete. If this imperative were to be applied literally, no existing base would be closed or realigned.
- Maintain sufficient capacity to provide operational-non-operational (sea-shore) rotation.
  - **Recommend deletion – too vague as written.**

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.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that removes the Headquarters of the Department of Defense, the Department of the Army, the Department of the Navy (including the Commandant of the Marine Corps), or the Department of the Air Force from the National Capital Region.
  - ~~NA to E&T JCSG.~~ Delete, will be considered during scenario development

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to station existing Continental United States Army (CONUSA) headquarters, Major Army Command (MACOM) headquarters, and United States Army Reserve Command (USARC) headquarters in the United States.
  - ~~NA to E&T JCSG.~~ Delete - protectionist.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the last remaining Navy presence (excluding recruiters) in a state.
  - **Recommend deletion - vague and may limit joint cross service analysis.** Delete - protectionist and is a political consideration not an operating.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment that prohibits fulfilling the air sovereignty protection site and response criteria requirements stipulated by COMNORTHCOM and COMPACOM.
  - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates START Treaty land-based strategic deterrent.
  - ~~NA to E&T JCSG.~~ Delete unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to support the Army's modular force initiative, the Navy's Global Concept of Operations force initiative, the USMC's expeditionary maneuver warfare initiatives, and the USAF's 10 fully- and equally-capable AEFs.
  - ~~NA to E&T JCSG.~~ Delete - protectionist

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates 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.).

- ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment involving joint basing unless it increases average military value or decreases the cost for the same military value, when compared to the status quo.
    - **Recommend deletion -- Restricts E&T JCSG Transformational Options, may prevent feasible joint basing recommendations.** Counter to Sec Def guidance.

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.

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army's single headquarters organizational structure that combines responsibility for developmental and operational test and evaluation.
    - **Recommend deletion. Army-specific, not joint.**

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that does not provide RDT&E infrastructure and laboratory capabilities to attract, train, and retain talent in emerging science and engineering fields.
    - **Recommend deletion. This imperative is so ambiguous as to be un-actionable.**

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army, Navy, and Air Force RDT&E capability necessary to support technologies and systems integral to the conduct of Land, Maritime, and Air warfare, respectively.
    - **Recommend deletion. This imperative is ambiguous, providing no guidance above that already provided by BRAC 2005 criteria for scenario development.**

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates access to and use of test and evaluation open-air ranges (airspace, ground space, sea space, or littoral areas) where weapon systems RDTA&E can be conducted in accordance with test and training workload and environmental requirements.
    - **Do not recommend adding this E&T JCSG imperative. Puts undue constraints on potential scenario development limiting transformational options.**

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.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates 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.
    - ~~NA to E&T JCSG.~~ Delete – unnecessary.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the Department of the Navy lead for engineering, producing, maintaining, and handling ordnance and energetic materials designed specifically for the maritime environment.
    - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates 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.
    - ~~NA to E&T JCSG.~~ Delete - anti-Joint.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates 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).
    - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that creates a single point of failure in logistics operations.
    - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the last remaining strategic distribution platforms on the east and west coast.
    - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates distribution support services at Component depot maintenance activities.

- ~~NA to E&T JCSG.~~ Delete - anti-Joint

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates logistics information management and oversight capabilities:
  - Data standardization
  - Information routing
  - Supply chain efficiency information capture
    - ~~NA to E&T JCSG.~~ Delete – unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates needed organic industrial capabilities to produce, sustain, surge, and reconstitute if those capabilities are not commercially available or capable of being privatized.
  - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates access to ammunition storage facilities which will not complete planned chemical demilitarization before 2011.
  - ~~NA to E&T JCSG.~~ Delete – unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army lead for life cycle materiel management of systems integral to the conduct of Joint expeditionary land warfare.
  - ~~NA to E&T JCSG.~~ Delete - protectionist

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to move hazardous and/or sensitive cargos (e.g., ammunition).
  - ~~NA to E&T JCSG.~~ Delete – unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates critical production capabilities that cannot be readily rebuilt or expanded during mobilization and reconstitution or commercially duplicated, as well as capabilities to replenish stockpiles.
  - ~~NA to E&T JCSG.~~ Delete – unnecessary

- DON requires a depot maintenance industrial complex that delivers best value cradle-to-grave results in cost-efficiency (total unit cost), responsiveness (schedule compliance and flexibility), and quality (compliance with specifications).
  - ~~NA to E&T JCSG.~~ Delete - not an imperative - unnecessary

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.

- The Military Departments and JCSGs will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army's ability to simultaneously deploy, support, and rotate forces from the Atlantic, Pacific, and Gulf coasts in support of operational plans 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.
    - ~~NA to E&T JCSG.~~ Delete – unnecessary and anti-joint.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to absorb overseas forces within the United States.
    - ~~NA to E&T JCSG.~~ Delete - unnecessary.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to surge in support of mobilization requirements (e.g., National Defense contingency situations, national disasters, and other emergency requirements).
    - **Recommend deletion – already captured in existing guidance.**

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that prohibits:
    - Fleet basing that supports the Fleet Response Plan.
    - CVN capability: 2 East Coast ports, 2 West Coast ports, and 2 forward-based in the Pacific.
    - SSBN basing: 1 East Coast port, 1 West Coast port.
    - Maritime Patrol Aircraft (MPA) and operational rotary wings located within one un-refueled sortie from over water training areas.
    - Out Lying Field (OLF) capability to permit unrestricted fleet operations, including flight training, if home base does not allow.
    - CLF capability: 1 East Coast and 1 West Coast base that minimize explosive safety risks and eliminate waiver requirements.
    - ~~Concur with minor edits.~~ Delete - unnecessary.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates unimpeded access to space (polar, equatorial, and inclined launch).
    - ~~NA to E&T JCSG.~~ Delete – unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that does not preserve:
  - 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 OCONUS mobility bases along the deployment routes to potential crisis areas to afford deployment of mobility aircraft.
    - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to respond to reach back requests from forward deployed forces and forces at overseas main operating bases engaged in or in support of combatant commander contingency operations.
    - ~~NA to E&T JCSG.~~ Delete - unnecessary

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the capability to provide missile warning and defense in the 2025 force.
    - ~~NA to E&T JCSG.~~ Delete – unnecessary

- Align Naval Medicine's Military Treatment Facilities with Navy and Marine Corps force concentration for maximum efficiency and effectiveness, and to maximize operational medical support to the Fleet and Marine Corps.
    - ~~NA to E&T JCSG.~~ Delete - anti-Joint.

- Maintain sufficient medical capacity (manning, logistics, training and facilities) integral to the MAGTF as well as reach back infrastructure to ensure the continuum of care for the operating forces and additional organic capacity for the supporting establishment and Service member families.
    - ~~NA to E&T JCSG.~~ Delete - unnecessary

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.

- The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates sufficient organic ISR/analytic capability to meet warfighting and acquisition requirements while effectively leveraging Joint and National intelligence capabilities.
  - ~~NA to E&T JCSG~~ Delete - unnecessary

Graduate Flight Training Recommendation

- ISG directed Services (at 23 Apr 04 meeting) to evaluate and propose, through the chair of the E&T JCSG, an approach for analyzing transition unit training for select joint platforms
  - The approach should seek to minimize maintenance activities, minimize sites, maximize collocation, and address Service doctrinal issues.
  - The Air Force led the C-130, JSF, and UAV groups.
  - The Marine Corps led the V-22 group.
  - Evaluation of transition unit training for the H-60 and C12 was remanded to the MilDeps to review as appropriate.
- Services have proposed, and E&T JCSG Chair agrees with the following recommendations:
  - V22 – remove from joint analysis; remand to MilDeps
  - C-130 – remove from joint analysis; remand to MilDeps
  - JSF – retain in E&T JCSG (includes evaluation of an Integrated Training Center concept)
  - UAVs – retain initial UAV training in E&T JCSG

Recommendation: Approve the E&T JCSG Capacity Report, as presented at the Nov 03 ISG meeting, subject to changes above

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