

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of June 25, 2004

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne chaired this meeting. The list of attendees is attached.

Mr. Wynne opened the meeting by discussing the importance of finalizing the Principles and Imperatives. The ISG first agreed to direct the Deputy Assistant Secretaries (DASs) to consolidate and organize the Imperatives into a list that the ISG would review at its July 16th meeting. The ISG also agreed to forward the consolidated list of draft Imperatives to the Joint Cross Service Groups (JCSGs) by July 2nd for their review and comment. The JCSG comments on Imperatives, and how they will impact their analysis, would be due to the OSD BRAC office by July 9th to be incorporated in the read ahead package for the July 16th ISG meeting. The ISG reached consensus that Imperatives are constraints on the BRAC process and that BRAC DASs should evaluate the imperatives using the following criteria:

- Flows from a principle
- Operates as a constraint on specific outcomes
- Preserves joint cross-service analysis
- Executable
- Fosters transformation
- Note whether it is captured in existing guidance


The Chair then began discussion on the Principles. Mr. Potochney used the attached slides to review the draft Principles. The ISG discussed each of the Principles in detail and made a number of changes. The ISG agreed to formally coordinate the Principles as amended by this deliberation.

The ISG discussed the data quality and analytical construct issues identified in the Joint Cross-Service Group (JCSGs') interim Capacity Analysis reports. They acknowledged these issues may impact the ability of the groups to move to the Scenario phase. In response, the ISG agreed that the JCSG should provide updated capacity reports every two weeks until the data problems are resolved. Each report will have:

- a preamble summarizing changes from the last report
- tasks necessary to complete the capacity report (i.e. receive corrected data from the Military Departments, obtain additional capacity data from the Military Departments, etc.)
- issues that cannot be resolved by the JCSGs.

As part of the discussion, several ISG members voiced concern about the volume and number of data calls being conducted simultaneously. They noted that the field is

responding both to military value data call questions and follow-up capacity questions. The ISG agreed that data from the military value data call should be provided to the JCSGs within 60 days of the questions being released. The ISG agreed that the follow up capacity data call should be answered in as short as time as possible.

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

Attachments:

1. List of Attendees
2. Briefing slides entitled “Briefing to the Infrastructure Steering Group” dated June 25, 2004

Infrastructure Steering Group Meeting
June 25, 2004
Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Hon. H.T. Johnson, Assistant Secretary of the Navy (I&E)
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IE)
- Admiral William Mullen, Vice Chief of Naval Operations
- Hon. Geoffrey Prosch, Assistant Secretary of the Army (I&E)

Alternates:

- Major General Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs for General Michael Moseley, Vice Chief of Staff of the Air Force
- Major General Larry J. Lust, Assistant Chief of Staff for Installation Management for the Army for General George Casey, Vice Chief of Staff of the Army

Others:

- Dr. Craig College, Deputy Assistant of the Army (I&A)
- Ms. Anne R. Davis, Deputy Assistant Secretary of the Navy (Infrastructure, Strategy and Analysis)
- Mr. Fred Pease, Associate Director for Ranges and Air Space for the Air Force
- Ms. Carla Liberatore, Assistant Deputy Commandant for Installations and Logistics, U.S. Marine Corps
- Mr. Phil Grone, Principal Assistant Deputy Under Secretary (Installations and Environment)
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Capt William Porter, Senior Military Assistant, Under Secretary of Defense (AT&L)
- Commander John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC



BRAC 2005

Briefing to the Infrastructure Steering Group

June 25, 2004

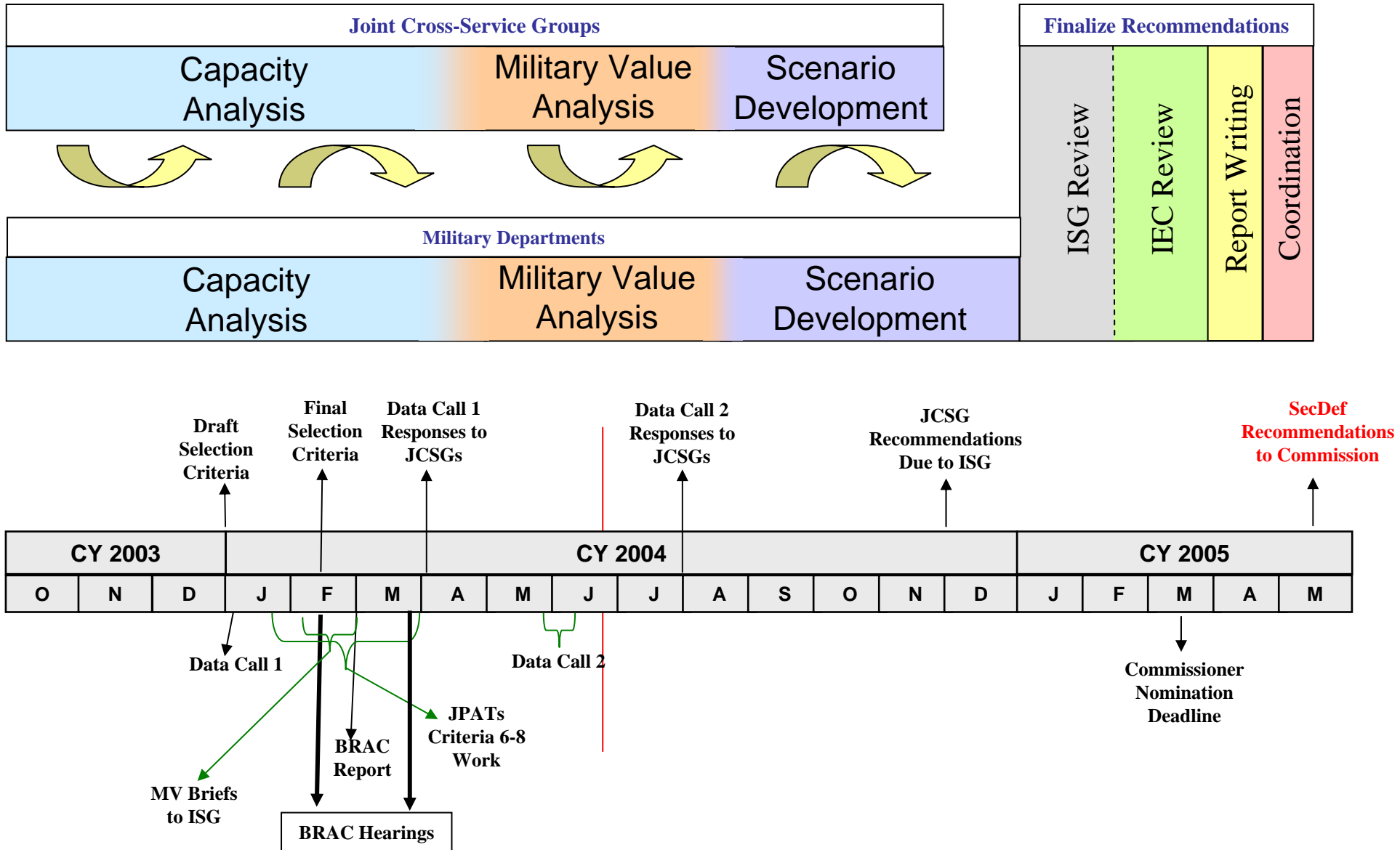


Purpose

- Process Overview
- Capacity Analysis Status
- Discussion and Approval of Principles
- Discussion of Imperatives



Process Overview





Status of Capacity Analysis Reports

- JCSGs tasked to provide capacity reports (interim by May 28 and final by June 23)
- June 23rd deadline will not result in final reports due to data quality and analysis construct issues
 - Missing and erroneous data
 - ❑ Inconsistencies (e.g. high number of FTEs but no corresponding funding)
 - ❑ Improbable numbers (e.g. 5 billion weighted patient cases at one hospital)
 - ❑ Missing elements or entire facility not reporting (e.g. Joint Forces Staff College not reporting education activities)
 - Aggregation
 - ❑ Navy reported by command vice by location
 - ❑ Army and Air Force data rolled up at installation level (some activities not counted or aggregated)
 - Question construct issues
 - ❑ User did not understand or misinterpreted question
 - ❑ JCSGs identified additional data requirements



Remediation Efforts Underway

- JCSGs working directly with MilDeps to fix data errors and aggregation issue
 - Data clarification process involves approximately 4,000 requests for clarification
 - Navy resolving aggregation issue by providing excel spreadsheets to JCSGs
 - Resolution expected mid-July
- JCSGs developed new/revised capacity questions
 - 276 new questions asked (no questions yet from Technical JCSG)
 - Certified answers expected mid-July

Magnitude of data quality problems significant
Resolution requires timely responses by MilDeps to JCSGs requests



Senior Level Oversight

- Use intermittent reports to monitor the “progressive closure” of capacity results – data quality and analysis construct issues
- Beginning with June 23rd input, JCSGs provide capacity report updates every 2 weeks
 - Preamble of report updates provides summary of:
 - ❑ What changed from previous report
 - ❑ What needs to be done to complete capacity report
 - ❑ What issues cannot be resolved by JSCGs
 - Body of report remains as an analysis by location/commodity/function

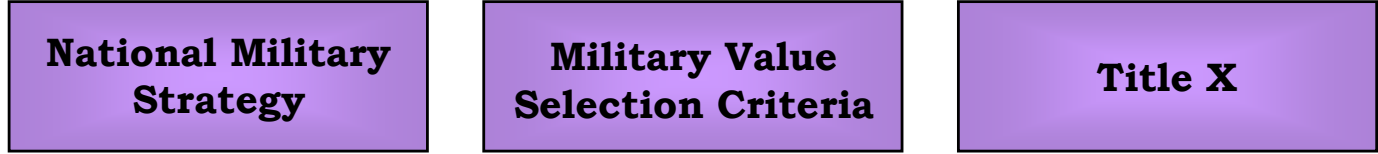


Components of Military Value

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

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

BRAC 2005 Principle and Imperative Development



- Strategic in concept
- Foster Transformation and embrace change

Principles

- Mutually supporting
- Interchangeable amongst MilDeps

SecDef Priorities

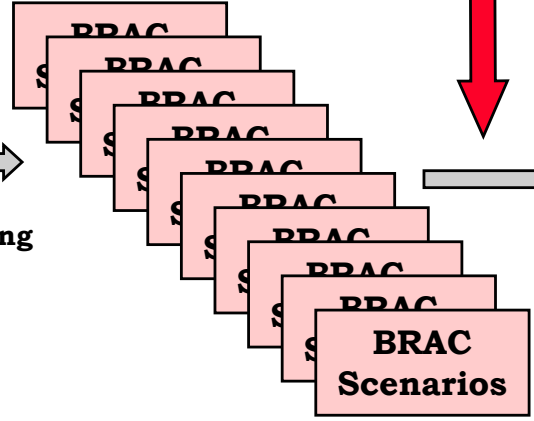
Imperatives

Service Core Functions

- Tied to Principles
- Prevent recommendation from violating Principles

Transformational Options

Options for stationing and supporting forces and functions that will rationalize infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness



Scenario Analysis

Transformational Opportunities



June 2004

November 2004



Principles

- Top level strategic concepts that foster transformation, embrace change, and avoid capacity reductions that reduce essential military capabilities
- BRAC DASs created bins from title 10 functions and responsibilities, 4 June 04 ISG discussion, and Army proposed principles:
 - Recruit and Train
 - Quality of Life
 - Organize
 - Equip
 - Supply, Service, and Maintain
 - Deploy & Employ (Operational)
 - Intelligence
- BRAC DASs developed a consolidated list of principles for ISG approval
- DoN has proposed modifications of the DAS proposals



Recruit and Train

The Department must attract, develop, and retain active, reserve, civilian, and contractor personnel that are highly skilled and educated and 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.

Red Text = DoN suggested additions

Small grey text = DoN suggested deletion



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.

Red Text = DoN suggested additions

Small grey text = DoN suggested deletion



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.

Red Text = DoN suggested additions

Small grey text = DoN suggested deletion



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 facilitates knowledge-enabled and net-centric warfare

Red Text = DoN suggested additions

Small grey text = DoN suggested deletion



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.

Red Text = DoN suggested additions

Small grey text = DoN suggested deletion



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.

Red Text = DoN suggested additions

Small grey text = DoN suggested deletion



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.

Red Text = DoN suggested additions

Small grey text = DoN suggested deletion



Recommendation

- Approve principles, as modified by DoN



Imperatives

- Imperatives are specific, detailed statements that are tied to the principles
- Criteria for assessing imperatives:
 - Flows from a principle
 - Operates as a constraint on specific outcomes
 - Preserves joint cross service analysis
 - Executable
 - Fosters transformation
 - Note whether captured in existing guidance



Recruit and Train – Army Imperatives

■ Army Only

- Provide training and leader development opportunities to produce competent and confident leaders capable of decisive action.
- Provide the capability to support a single Leader Development and Assessment Course and a single Leader's Training Course.
- Provide adequate installations, major training centers and RC Mobilization Centers that fully support the Train-Alert-Deploy construct for individuals, combat support/combat service support units, and brigade combat teams.



Recruit and Train – Army Imperatives

■ JCSGs & Army

- Retain access to a mix of training lands, facilities, infrastructure, and training media sufficient to train the Current and Future Forces in the skills and weapon systems of emerging technologies and doctrinal concepts.
- Retain a wide variety of topography and climatic conditions (e.g., cold weather, swamps, mountains, desert, etc.) available for training soldiers, leaders and units and testing equipment and emerging operational doctrine.



Recruit and Train – Army Imperatives

■ JCSGs & Army (continued)

- Retain capability to conduct both undergraduate and graduate pilot training.
- Provide the capability to meet both peacetime and wartime aviation training requirements.
- Provide trained and ready forces to satisfy combatant commanders' capability requirements, while preserving service core competencies.
- Provide major training areas in CONUS as alternate training sites for maneuver installations that are not suitable for greater than company-level training due to the training load or environmental concerns.



Recruit and Train – Army Imperatives

■ JCSGs & Army (continued)

- Retain sufficient training land and facilities to meet current and potential combined arms training requirements for both Active Army and Reserve Component force skills and organic weapons systems and in accordance with emerging doctrine.
- Provide the capability to conduct chemical live agent training to ensure Soldiers are qualified to counter weapons of mass destruction.
- Retain facilities and unique training environments designed to support specialized Army capabilities (e.g., airborne, air assault, urban operations, and cold weather training).



Recruit and Train – Army Imperatives

■ JCSGs & Army (continued)

- Preserve the ability to conduct Joint Logistics Over The Shore (JLOTS) training in CONUS.
- Ensure sufficient infrastructure, maneuver space, and training ranges are available to provide timely responses to military contingencies and support Army RC mobilization, and collective and institutional training.
- Provide the ability to train combat formations for full spectrum operations to include obscurant training and electro-magnetic operations.
- Provide capability to conduct graduate medical/dental education (GME/GDE) and required clinical training for soldier medics.



Recruit and Train – Navy Imperatives

- Fleet Replacement and Operational Squadrons should be located within one un-refueled sortie to DoD-controlled airspace, ranges, targets, low-level routes, outlying fields and over-water training airspace with access to aircraft carrier support.
- Fleet concentration areas will provide Navy skills progression training and functional skills training relevant to homeported platforms whenever possible.



Recruit and Train – Navy Imperatives

- Undergraduate flight training will be located separately from operational squadrons and major metropolitan airports and air traffic areas, and have access to DoD-controlled airspace over open water and land with access to aircraft carrier support.
- 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 .
- Navy requires a center for Naval strategic thought and Joint and Coalition maritime security policy innovation.



Recruit and Train – Navy Imperatives

- Navy requires access to relevant educational programs which include specific focus on those areas which are uniquely maritime. Military student admission requirements must complement military personnel management practices.
- Geographically position 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; and avoiding the potential for single points of failure.



Recruit and Train – Navy Imperatives

- Preserve training infrastructure to support future weapons platforms, advances in technology, and developments in doctrine and tactics for live fire and combined arms training.
- Maintain ownership/scheduling authority for training ranges/maneuver areas deemed essential for meeting MAGTF, unit and individual training standard requirements.
- Services retain entry-level training and maintain ownership of accredited educational institutions to develop its officer and enlisted personnel. Retain associated doctrinal concepts and wargaming/simulation experimentation.



Recruit and Train – Navy Imperatives

- For major CSG / ESG level exercises, ranges / OPAREAs with air, sea and over the shore maneuver space must be as close as feasible, preferably within 3 underway days, while individual operational ships and aircraft will need unimpeded access to ranges and operating areas within 6 underway hours for ships, 12 underway hours for submarines, and 1 un-refueled sortie for aircraft.
- Pilot training and maintenance training for the Joint Strike Fighter must be co-located at the initial Integrated Training Center (ITC) selected within the BRAC 2005 process, and should be as joint as possible.



Recruit and Train – Air Force Imperatives

- Fully develop active, Reserve, Guard and civilian recruiting bases
- Training units are independent of combat units
- Operationally efficient proximity to the best ranges and training airspace



Recruit and Train – Joint Staff Imperatives

- Joint Training. Training and exercises need to take account of recent real world experience.
- Improved joint education to create a culture that empowers younger leaders to think beyond their parent Services for creative solutions to the challenges our nation faces.



Quality of Life – Army Imperatives

■ JCSGs & Army

- Provide an assortment of TOE and TDA units on installations to support soldier assignments that enhance career progression synchronized with unit stabilization.
- Provide for the Well-Being of the soldiers and civilians stationed at the installation, including housing, medical, child development services, spousal employment, MWR, education, soldier & family member in-state tuition, and facilities more directly in support of unit-focused stabilization.



Quality of Life – Navy Imperatives

- 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.
- 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.
- Maintain sufficient capacity to provide operational-non-operational (sea-shore) rotation.



Quality of Life – Air Force Imperatives

- Promote Total Force organizational constructs
- Presence in communities to promote reserve component recruiting



Quality of Life – Joint Staff Imperatives

- Revising the process to protect the goal of 30 days' notice for mobilization of reserve units, if at all possible, and consideration of tiered arrangement whereby some reserve units might be compensated and trained to maintain a readiness level to be available and ready for prompt deployment with a shorter call-up.
- Holding risk constant in eliminating inadequate family housing.



Organize – Army Imperatives

■ Army Only

- Ensure future sizing and stationing actions comply with environmental laws.

■ JCSGs & Army

- Collocate HQDA elements with OSD, Air Force, Navy, and USMC headquarters elements in the Washington, DC area.
- Maintain unity of command for developmental testing, operational testing, and evaluation, in support of the Army, DoD Transformation, and Joint operations.
- Provide the capability (or be capable of expanding) 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.



Organize – Navy Imperatives

- The Navy Reserve will become fully integrated with Active forces, located to leverage pooled equipment and training facilities. Reserve presence priority is 1) Active duty Commands, 2) Joint Reserve Facilities, 3) Naval Reserve Activity.
- Navy will maintain active or reserve presence in every state.
- Where practicable, organizations in leased space should be moved into available space on DoD installations, exclusive of recruiting activities.
- Ensure effective/proven IT support can be achieved within the BRAC implementation window on any joint cross-service initiative.
- Maintain sufficient capacity to support surge, mobilization, continuity of operations and conduct core roles and missions (sea-based operations, combined arms, etc.).



Organize – Air Force Imperatives

- Exploit the strengths of innovative Total Force organizational structures
- Maximize the military value of our basing
- Joint basing should maximize military value for tangibly less cost
- Service key air sovereignty sites
- Provide land-based strategic deterrent
- Optimize squadron size
- Consolidate like weapon systems
- Eliminate unneeded geographically separated units



Organize – Joint Staff Imperatives

- The implementation of approved posture changes resulting from the Integrated Global Presence and Basing Strategy.
- Force structure and infrastructure necessary 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

Additional classified imperatives provided by separate document.



Organize – Joint Staff Imperatives

- Services' rebalancing reserve and active component initiatives.
- Innovative ways to make Service operational headquarters immediately capable of commanding and controlling integrated joint operations.
- The improvement of SJFHQ capabilities, including developing and sustaining a surge capacity.

Additional classified imperatives provided by separate document.



Equip – Army Imperatives

- Army Only
 - Provide RDTE infrastructure (including state of the art laboratory capabilities) that will attract world-class talent in emerging science and engineering fields.
- JCSGs & Army
 - Provide state-of-the-art laboratory capabilities to attract, train, and retain talent.
 - Maintain critical Army RDT&E infrastructure required for technological capabilities and capacity supporting technologies and systems integral to the conduct of Joint expeditionary land warfare.
 - Provide sufficient large testing areas and test range to support the development of future systems.



Equip – Navy Imperatives

- DON as a minimum will maintain a corporate science and technology capability, consisting of intellectual capital and facilities, to explore new and emerging technologies for naval warfare across the air, land, and maritime operating environment.
- DON will preserve the minimum required non-renewable infrastructure (i.e. air, land, sea, and space ranges and frequency spectrum) sufficient to ensure the successful RDTE&A, life-cycle support of emerging and existing technologies and capabilities for maritime operating environments and individual, team, and unit training.



Equip – Air Force Imperatives

- Retain the key capabilities for design, development and testing of air and space craft, sensors, propulsion and air munitions



Equip – Joint Staff Imperatives

- Facilities (DJC2) and planning (SJFHQ) to improve joint command and control, develop and standardize force structure data that will provide on-demand information in a net-centric environment.
- Fielding of standard Global Information Grid-wide set of tools and protocols to allow GIG users to share data and interact with others. Improve Ka-band capacity and improved Internet Protocol teleport capability.



Supply, Service, and Maintain – Army Imperatives

■ JCSGs & Army

- Retain the Army lead for life cycle materiel management of systems integral to the conduct of Joint expeditionary land warfare.
- Maintain industrial capabilities not commercially available or privatizable to meet production, sustainment, surge, and reconstitution requirements (e.g. ammunition).
- Provide modernized Joint maintenance and manufacturing capabilities, to ensure the readiness of the Joint land warfare force and to provide a surge and hedge capacity as required.



Supply, Service, and Maintain – Army Imperatives

- JCSGs & Army (continued)
 - Provide the capability to effectively flow unique cargo not allowed or ordinarily processed in commercial ports, such as large, containerized and non-containerized quantities of hazardous and/or sensitive cargoes (e.g., ammunition).
 - Sustain critical production capabilities that cannot be readily rebuilt or expanded during mobilization and reconstitution or commercially duplicated, as well as capabilities to replenish stockpiles.



Supply, Service, and Maintain – Army Imperatives

■ JCSGs & Army (continued)

- Create modernized Joint munitions industrial base production, storage and distribution capabilities in support of Service requirements, operational surge and other Joint warfare power projection requirements.
- Retain access to ammunition storage facilities which will not complete planned chemical demilitarization before 2011.



Supply, Service, and Maintain

– Navy Imperatives

- 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).
- DON requires ship maintenance capabilities close to the fleet to minimize family disruption 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.



Supply, Service, and Maintain

– Navy Imperatives

- DON must retain capability to engineer, produce, maintain, and handle ordnance and energetic materials designed specifically for the maritime environment.
- Navy must maintain minimum capability to represent Navy requirements (all classes of supply), integrate logistics support for Naval forces, and acquire appropriate support for Navy unique material.



Supply, Service, and Maintain – Navy Imperatives

- Preserve 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).
- Retain organic maintenance, supply and distribution capability to support sea-basing concepts.



Supply, Service, and Maintain – Air Force Imperatives

- Organic maintenance to perform core depot-level repairs
- Consolidate legacy platforms
- Minimize risk in single site logistics operations
- Maintain munitions, weapons and maintenance infrastructure to support 10 AEFs



Supply, Service, and Maintain – Joint Staff Imperatives

- Classified – provided by separate document



Deploy & Employ (Operational) – Army Imperatives

■ Army Only

- Provide capability to project power through attaining and sustaining a robust rotational strategy.
- Provide power projection platforms that have a robust information infrastructure that gives deployed commanders quick and efficient reach-back capabilities.
- Pre-position stocks using Army Pre-position Stock (APS) and Army Reaction Force (ARF) construct to enable an integrated supply chain that reaches across the breadth and depth of resources in a Joint, interagency and multinational theater.



Deploy & Employ (Operational) – Army Imperatives

■ Army Only

- Retain capacity to absorb overseas forces to include equipment, families, facilities and training needs within the United States.
- Provide capability to station (AC/RC) 48/34 UAs, 10/8 UEx, 5 UEy, and a significant but undetermined number of Support UAs, Theater Command elements, and other supporting units.



Deploy & Employ (Operational) – Army Imperatives

■ JCSGs & Army

- Provide (brigade) UAs with ready access to large port facilities and to local/national transportation assets (highways and railroad) to facilitate rapid movement of forces from installations to ports.
- Ensure access to airfields, railheads, deep-water ports and “receiving end” deployment facilities to enable simultaneous deployments from multiple locations, employment and sustainment of military and civilian forces.
- Retain the capability to simultaneously project forces from the Atlantic, Pacific, and Gulf coasts.



Deploy & Employ (Operational) – Army Imperatives

■ JCSGs & Army

- Provide surge capability to support Army mobilization requirements (organic and commercial), National Defense contingency situations, and other emergency requirements.
- Maintain the capability to respond to reachback requests from forward deployed forces and forces at overseas main operating bases engaged in or in support of combatant commander contingency operations.
- Ensure Continuity of Operations (COOP) and secure communications



Deploy & Employ (Operational)

– Navy Imperatives

- In order to optimize existing and unique capabilities which should be dispersed to preclude a single major debilitating attack within the global war on terror:
 - Fleet basing must be dispersed and support the Fleet Response Plan on both coasts.
 - 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.
 - MPA and rotary wing must take advantage of coastal basing opportunities to capitalize on training and operational synergies.
 - 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.
 - Support an expeditionary culture through basing decisions that improve the traits of speed, flexibility and adaptability of Naval expeditionary forces for sea-basing.



Deploy & Employ (Operational) – Air Force Imperatives

- Air mobility basing which supports rapid mobilization and deployment of U.S. forces and equipment
- Unimpeded access to space
- US-administered Pacific mobility infrastructure
- Sufficient surge capacity to meet war plans, accommodate airfield repairs, and accomplish evacuation for natural disasters
- Long range strike assets sited to maximize strategic force protection
- Air refueler basing that maximizes proximity to mission
- Ability to provide missile warning and defense
- Basing to fulfill homeland defense and consequence management missions



Deploy & Employ (Operational) – Joint Staff Imperatives

- Classified – provided by separate document



Intelligence

■ Navy

- Maintain sufficient organic ISR/analytic capability to meet Naval warfighting and acquisition requirements while effectively leveraging Joint and National intelligence capabilities.

■ Joint Staff

- Strengthening actionable intelligence, and improve HUMINT in key areas of interest, by prioritization of effort and by assuring seamless exchange of information among U.S. agencies.
- Automation of battle damage assessment and improvement in NORTHCOM's ability to fuse information from multiple federal agencies with Operational Net Assessment functions.

■ Army & Air Force – None

Additional classified imperatives provided by separate document.



Way Ahead

- Direct BRAC DASs to:
 - Review draft imperatives submitted by ISG members based on proposed criteria
 - Develop consolidated list of draft imperatives by July 2nd
 - Provide list to JCSG Chairs to obtain input (by July 9th) on impacts to analyses
 - Provide list to ISG members to inform deliberation at July 16th ISG meeting



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