

Deliberative Document –For Discussion Purposes Only – Do Not Release Under FOIA

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of July 23, 2004

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

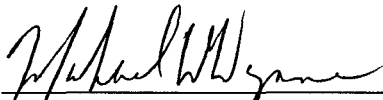
The Chair opened the meeting by noting that there was a large number of draft imperatives, further commenting that because many were broad and/or appeared to be restatements of mission requirements, their utility within the analysis was open to question. The Chair stated the draft imperatives as currently written could unnecessarily restrict the Department from taking aggressive action in the BRAC process. After discussion, the ISG members and the Joint Cross-Service Group (JCSG) representatives agreed with the Chair's assessment and expressed the view that the Military Value principles were sufficient to guide the BRAC process. The ISG agreed that the process of developing the draft imperatives was instructive as the process provided a focus on concepts and ideas that should be considered in the BRAC decision-making process.

The ISG specifically agreed to the following:

- The Military Value principles represent the essential elements of military judgment the ISG expects to apply in the BRAC process.
- Having imperatives act as constraints on the BRAC process is not necessary at this point in the process.
- Draft imperatives would be recast as important areas for consideration during analysis and then transmitted to the JCSGs and the Services for their use as appropriate.
- A memo expressing the ISG's decision would be formally coordinated with ISG members and issued to the Services and the JCSGs.

The ISG next reviewed the overall BRAC schedule. Mr. Potochney noted that draft Transformation Options are being consolidated for ISG review, the JCSGs are working on capacity analysis and that the next step is to develop scenarios. The ISG proceeded to discuss how scenarios will work and agreed with the Chair's recommendation to have each JCSG and Military Department develop three notional scenarios to be reviewed at the next ISG meeting. The review would be akin to a training exercise to gain insight into how scenarios will be developed and how the scenarios interact. The Joint Cross-Service Group representatives agreed to this approach and stated that they intended to use their draft Transformational Options to develop the scenarios since the JCSGs have not finalized their data analysis.

The Chair then requested the ISG to endorse the graduate flight training recommendation (see slide four of the attached briefing). After a short discussion, the ISG concurred with the recommendation.

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 July 23, 2004

Infrastructure Steering Group Meeting
July 23, 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)
- General William Nyland, Assistant Commandant of the Marine Corps
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IE)
- Hon. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC

Alternates:

- VADM Gerald L. Hoewing, Chief of Naval Personnel, OPNAV for Admiral Michael Mullen, Vice Chief of Naval Operations
- Maj Gen Robin E. Scott, Deputy Director for Force Applications, J-8, for General Peter Pace, Vice Chairman, Joint Chiefs of Staff

Education and Training JCSG

- Dr. Paul Mayberry, Deputy Under Secretary of Defense for Readiness for Mr. Charles S. Abell, Chairman, Education and Training JCSG
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD (Personnel and Readiness, Education and Training JCSG)

Headquarters and Support JCSG

- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- Col Carla Coulson, Army G-8, Headquarters and Service Activities JCSG

Industrial JCSG

- Mr. Jay Berry, Acting Executive Secretary to the Industrial JCSG

Intelligence JCSG

- Ms. Deborah Dunie, Director, Analysis Office of the Deputy Under Secretary of Defense (Counterintelligence and Security) for Ms. Carol Haave, Chairman, Intelligence JCSG
- Mr. Wayne Howard, Director, Core Team, Intelligence JCSG

Medical JCSG

- LtGen Peach Taylor, Chairman, Medical JCSG
- Col Mark Hamilton, Executive to the Air Force Surgeon General

Supply and Storage JCSG

- MajGen Craig Rasmussen, for JCSG VADM Keith Lippert, Chairman, Supply and Storage
- Col David King, 0-6 Air Force Rep to Supply and Storage Joint Cross Service Group

Technical JCSG

- Dr. Ron Sega, Chairman, Technical JCSG
- Mr. Alan Shaffer, Director of Plans and Systems, Director, Defense Research and Engineering, OSD-ATL
- Ms. Marie Forlini-Felix, Action Officer for Technical JCSG

Others:

- Dr. Craig College, Deputy Assistant Secretary of the Army (I&A)
- Mr. Dennis Biddick, Deputy to the Special Assistant to the Secretary of the Navy for BRAC
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (I&A)
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- 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

July 23, 2004

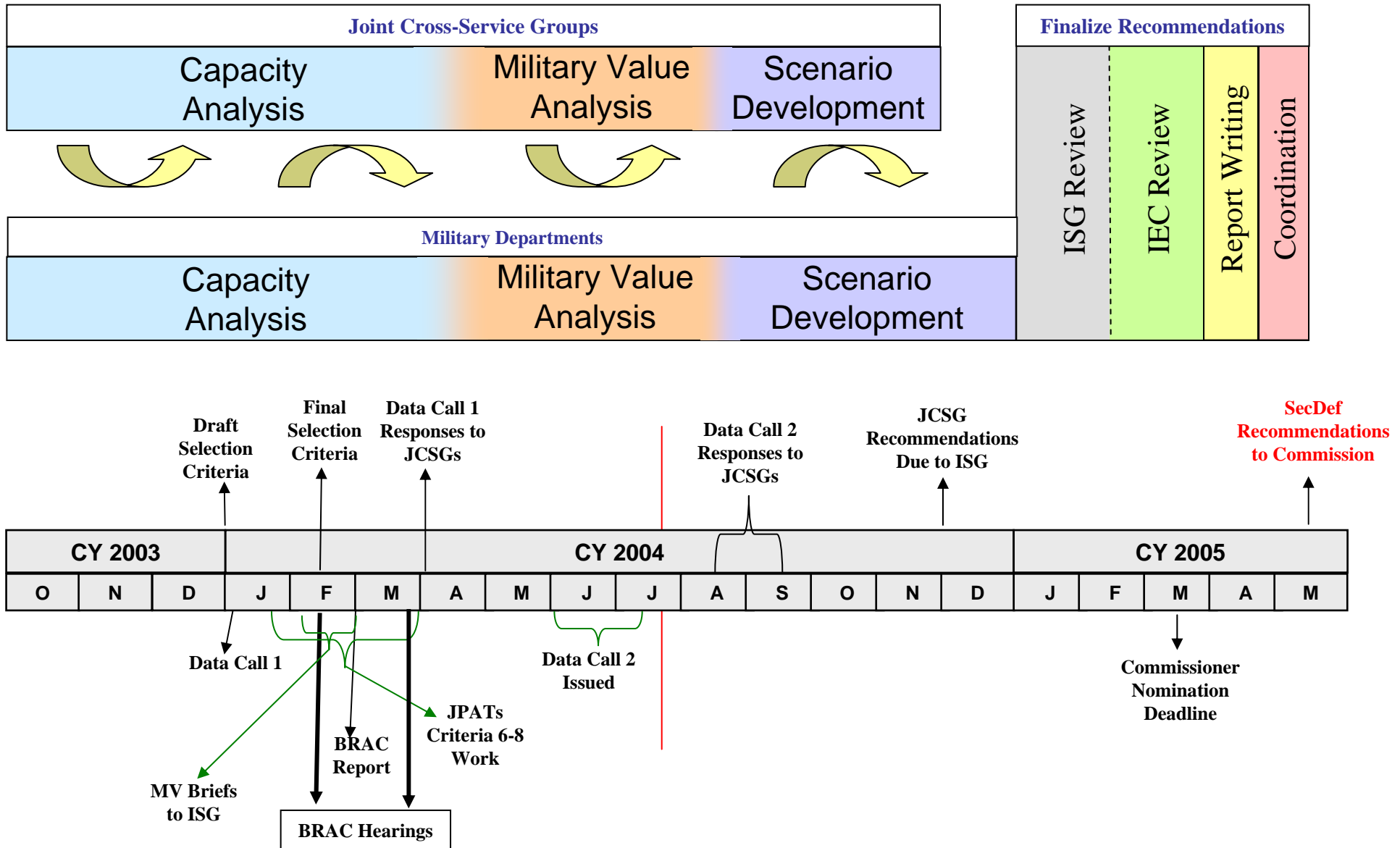


Purpose

- Process Overview
- Graduate Flight Training Recommendation
- Discussion of Imperatives



Process Overview



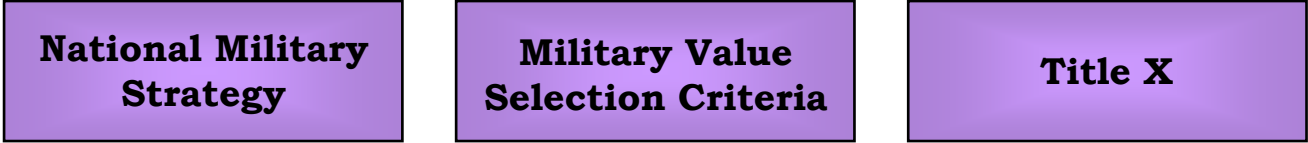


Graduate Flight Training Recommendation

- ISG directed Services (at 23 Apr meeting) to propose, through the chair of the E&T JCSG, an approach for analyzing transition unit training for select joint platforms with these parameters:
 - Minimize maintenance activities, minimize sites, maximize collocation, and address Service doctrinal issues.
 - Transition unit training for the H-60 and C12 remanded to the MilDeps
 - Air Force leads the C-130, JSF, and UAV groups.
 - Marine Corps leads the V-22 group.
- 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

BRAC 2005 Principle and Imperative Development



Principles

- Strategic in concept
- Foster Transformation and embrace change

- Mutually supporting
- Interchangeable amongst MilDepts

SecDef Priorities

Imperatives

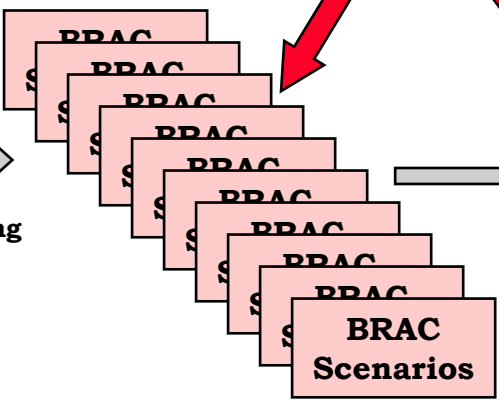
- Control rods and safety valves for outcomes
- Preserve key capabilities toward desired outcomes

- Tied to Principles
- Prevent recommendation from violating Principles

Service Core Functions

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



Imperatives

- Imperatives are specific, detailed statements that flow from the principles and act as “control rods” on the quantitative military value analysis, ensuring that it does not produce results that would adversely affect essential military capabilities.
- ISG (at 25 Jun meeting) directed:
 - BRAC DASs to consolidate submissions based on ISG approved criteria
 - ❑ Flows from a principle
 - ❑ Operates as a constraint on specific outcomes
 - ❑ Preserves joint cross service analysis
 - ❑ Executable
 - ❑ Fosters transformation
 - ❑ Note if already captured in existing guidance
 - Obtain JCSG Chair comments on impacts of imperatives on their analyses
 - Provide recommended imperatives to ISG members to inform deliberation at next ISG meeting



Imperative Review Process

- DASs assessed all imperatives submitted against ISG approved criteria
 - Placed imperatives in three categories:
 - ❑ DAS Consensus to Recommend Approval
 - ❑ No Consensus to Recommend Approval or Deletion
 - ❑ DAS Consensus to Recommend Deletion
 - Provided adjustments/edits to clarify some imperatives
 - Arrayed and assessed formal comments from JCSGs
 - Reviewed outstanding issues, grouped unresolved like issues, and incorporated emerging MilDep imperatives
 - Reviewed and revised imperatives for tone, where possible



Proposed Methodology for ISG Review

- Review each recommendation highlighting issues for ISG deliberation
- Agree on a set of imperatives that can be formally coordinated
- Schedule an additional ISG meeting, if necessary



Principles and Corresponding Imperatives

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.



DAS Consensus to Recommend Approval – Recruit and Train

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

E&T Objected



DAS Consensus to Recommend Approval – Recruit and Train

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

**E&T Objected, HSA (some) and Technical
Comments Accommodated in Rewrite**



DAS Consensus to Recommend Approval – Recruit and Train

3. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates operational squadrons (with the exception of Naval Reserve Squadrons) and Navy or Marine Corps Fleet Replacement Squadrons outside operationally efficient proximity (e.g., for the Department of the Navy, farther than one un-refueled leg) from DoD-scheduled airspace, ranges, targets, low-level routes, outlying fields and over-water training airspace with access to aircraft carrier support.

**E&T Objected, Technical requires
clarification**



DAS Consensus to Recommend Approval – Recruit and Train

4. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates Department of the Navy undergraduate flight training with operational squadrons.

E&T Objected

5. The Military Departments and the Joint Cross-Service Groups will preserve the organizational independence of Air Force flight training units from combat units.

HSA and E&T Objected



DAS Consensus to Recommend Approval – Recruit and Train

6. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that locates Carrier Strike Groups/ Expeditionary Strike Groups / Maritime Prepositioning Groups or their individual elements outside operationally efficient proximity from ranges and OPAREAs. Operationally efficient proximity is generally defined as within 3 underway days from air, sea and over the shore maneuver space for the Groups, or for individual operational ships and aircraft an approximate distance of 6 underway hours for ships, 12 underway hours for submarines, and 1 un-refueled sortie for aircraft.

**E&T Objected, Technical Unsure of
Applicability**



DAS Consensus to Recommend Approval – Recruit and Train

7. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the organic institution(s) for Service specific strategic thought, innovation, joint and coalition security policy.

**E&T Objected, HSA Unsure of
Applicability**

8. Navy specific skills progression training and functional skills training relevant to homeported platforms will be located in Fleet concentration areas.

E&T Objected



DAS Consensus to Recommend Approval – Recruit and Train

9. Navy specific 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.

E&T and Medical Objected



No Consensus to Recommend Approval or Deletion – Recruit and Train

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

OSD and Navy Objected; Army Supports; Air Force Neutral; HSA and E&T Comments Accommodated



No Consensus to Recommend Approval or Deletion – Recruit and Train

11. 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.

Majority of DASs Recommend Deletion; DON Recommends Retention; No JCSG Reviewed



No Consensus to Recommend Approval or Deletion – Recruit and Train

12. 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).

Majority of DASs and E&T Recommend Deletion; DON Recommends Retention; Medical Requires Clarification



DAS Consensus to Recommend Deletion – Recruit and Train

- Recommend deleting numbers 13 – 34 in the companion list (pages 4-7)
- Summary of rationale for deleting:
 - Statements of existing missions
 - Not specific enough to be executable as a constraint
 - Captured in other imperatives
 - Too restrictive
 - Does not preserve joint analysis
 - Better suited as a transformational option



Principles and Corresponding Imperatives

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.



DAS Consensus to Recommend Approval – Quality of Life

1. The Military Departments and the Joint Cross-Service Groups will ensure that closure and realignment recommendations support access to basic quality of life services (e.g., housing, MWR-like services, education, child development, medical, etc.).

**E&T Objected; HSA and Medical Comments
Accommodated**



DAS Consensus to Recommend Deletion – Quality of Life

- Recommend deleting numbers 2 – 7 in the companion list (page 8)

- Summary of rationale for deleting:
 - Not specific enough to be executable as a constraint
 - Captured in other imperatives
 - Not related to infrastructure rationalization



Principles and Corresponding Imperatives

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.



DAS Consensus to Recommend Approval – Organize

1. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that removes core elements of the Headquarters of the Department of Defense, the Department of the Army, the Department of the Navy (including the Commandant of the Marine Corps), or the Department of the Air Force from the National Capital Region.

E&T Objected



DAS Consensus to Recommend Approval – Organize

2. 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 Service specific Reserve Component presence in a state.

E&T and Technical Objected

3. The Military Departments and the Joint Cross-Service Groups will preserve 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.).

HSA, E&T, and Medical Objected



No Consensus to Recommend Approval or Deletion – Organize

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

DON, OSD, E&T, HSA, Technical and Medical Recommend Deletion; Army and Air Force Recommends Retention; Industrial Requires Clarification

5. The Air Force 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.

DON, OSD and E&T Recommend Deletion; Air Force Recommends Retention; Army is Neutral



No Consensus to Recommend Approval or Deletion – Organize

6. The Air Force will not recommend to the Secretary any closure or realignment recommendation that eliminates START Treaty land-based strategic deterrent.

**DON, OSD and E&T Recommend Deletion; Air Force
Recommends Retention; Army is Neutral**



DAS Consensus to Recommend Deletion – Organize

- Recommend deleting numbers 7 – 21 in the companion list (pages 10-12)
- Summary of rationale for deleting:
 - Not specific enough to be executable as a constraint
 - Better suited as a transformational option
 - Statements of existing missions
 - Captured in other imperatives
 - Not related to infrastructure rationalization



Principles and Corresponding Imperatives

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.



DAS Consensus to Recommend Approval – Equip

- None



No Consensus to Recommend Approval or Deletion – Equip

1. The Military Departments and the Joint Cross-Service Groups will preserve the capability to support technologies and systems integral to the conduct of expeditionary, maritime, air, and land warfare.

Majority of DASs Recommend Retention; Army Recommends Deletion; No JCSG Reviewed

2. The Military Departments and the Joint Cross-Service Groups will preserve the minimum required non-renewable infrastructure (i.e., air, land, sea, and space ranges and frequency spectrum) to ensure successful RDTE&A and life-cycle support of emerging and existing technologies in support of expeditionary, maritime, air and land warfare operations.

DON Provided As Alternative to #1 and #3; No DAS Consensus



No Consensus to Recommend Approval or Deletion – Equip

3. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army's RDT&E capability necessary to support technologies and systems integral to the conduct of Land warfare; the DON's RDT&E capability necessary to support technologies and systems integral to the conduct of Maritime and Amphibious warfare; and the Air Force's RDT&E capability necessary to support technologies and systems integral to the conduct of Air warfare.
4. The MilDeps and the Joint Cross-Service Groups will not eliminate the Air Force lead for design, development, and testing of manned and unmanned air and space platforms (exception is carrier-based); air and space armaments and munitions; or C4ISR networks required for predictive battlespace awareness and full spectrum C2 of air and space forces.
5. The MilDeps and the Joint Cross-Service Groups will not eliminate the Air Force lead for science and technology related to air and space vehicles and materials, sensors, air and space propulsion, directed energy, and air munitions.

**Service Proponency Issues; E&T and Technical Object to #3;
#4 & #5 Are New—No JCSG Comments Available**



No Consensus to Recommend Approval or Deletion – Equip

6. The Military Departments and the Joint Cross-Service Groups 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.

Majority of DASs, E&T, and Technical Recommend Deletion; Army Recommends Retention; Medical Requires Clarification

7. The Military Departments and the Joint Cross-Service Groups 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.

Majority of DASs, E&T, and Technical Recommend Deletion; DON Recommends Retention



DAS Consensus to Recommend Deletion – Equip

- Recommend deleting numbers 8 – 14 in the companion list (page 15)

- Summary of rationale for deleting:
 - Captured in other imperatives
 - Not related to infrastructure rationalization
 - Not specific enough to be executable as a constraint



Principles and Corresponding Imperatives

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.



DAS Consensus to Recommend Approval – Supply, Service, and Maintain

1. 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.

E&T Objected; Industrial Requires More Specificity



DAS Consensus to Recommend Approval – Supply, Service, and Maintain

2. 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.

E&T Objected



DAS Consensus to Recommend Approval – Supply, Service, and Maintain

3. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the following critical industrial capabilities: casting and forgings of ground components; white phosphorous-based munitions; chemical and biological defense equipment; the manufacture of gun tubes, mortars, and cannon tubes; and rubber track and road wheels that are required by law, not commercially available, ensure competition, meet small volume and discontinued repair parts requirements, and provide sustainment, surge, and reconstitution in support of Joint expeditionary warfare.

E&T Objected; Industrial Requires Clarification



No Consensus to Recommend Approval or Deletion – Supply, Service, and Maintain

4. 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.
5. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates the Army integrated business process for life cycle materiel management of rotary wing aircraft, ground combat and tactical vehicles, individual and platform mounted weapons, the land component of C4ISR, and chemical and biological defense equipment, all of which are integral to the conduct of Joint expeditionary land warfare.

**Service Proponency Issues; E&T Objects to #4 and #5;
Industrial and Technical Object to #4**



No Consensus to Recommend Approval or Deletion – Supply, Service, and Maintain

6. 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.

Majority of DASs, E&T, Medical, and Technical Recommend Deletion/Modification; DON Recommends Retention; S&S and Industrial Require More Specificity

7. 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).

OSD, Air Force, HSA, E&T, and Medical Recommend Deletion; Army and DON Recommend Retention; Industrial Requires More Specificity



No Consensus to Recommend Approval or Deletion – Supply, Service, and Maintain

8. 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.

OSD, DON, and E&T Recommend Deletion; Army and Air Force Recommend Retention; S&S and Medical Require More Specificity

9. 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).

Majority of DASs, E&T, and Industrial Recommend Deletion; DON Recommends Retention



DAS Consensus to Recommend Deletion – **Supply, Service, and Maintain**

- Recommend deleting numbers 10 – 22 in the companion list (pages 18-20)

- Summary of rationale for deleting:
 - Statements of existing missions
 - Not specific enough to be executable as a constraint
 - Better suited as a transformational option
 - Captured in other imperatives
 - Captured in existing guidance



Principles and Corresponding Imperatives

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.



DAS Consensus to Recommend Approval – Deploy & Employ (Operational)

1. The Military Departments and the Joint Cross-Service Groups will preserve the capability to simultaneously deploy, support, and rotate forces from the Atlantic, Pacific, and Gulf coasts in support of operational plans (including prepositioning logistics support capabilities) taking into account quantities of, and access to port facilities, local/national transportation assets (highways and railroad), airfields, and information infrastructure reach back capabilities.

**E&T Objected; S&S Unsure of
Applicability**



DAS Consensus to Recommend Approval – Deploy & Employ (Operational)

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

E&T Objected



DAS Consensus to Recommend Approval – Deploy & Employ (Operational)

3. 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).

E&T Objected

4. The Military Departments and the Joint Cross-Service Groups will preserve and align sufficient medical capacity (manning, logistics, training and facilities) integral to the operational forces; as well as an efficient reach back system to ensure the continuum of care for those operating forces and their families.

**E&T and Medical Comments
Accommodated**



DAS Consensus to Recommend Approval – Deploy & Employ (Operational)

5. The Military Departments and the Joint Cross-Service Groups will preserve the capability to provide responsive airlift to the POTUS, special air missions, and visiting heads of state to and from the National Capital Region.

New Imperative; No JCSG Commented

6. 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 mobility bases along the deployment routes to potential crisis areas to afford deployment of mobility aircraft.

E&T Objected; Medical Comments Accommodated



No Consensus to Recommend Approval or Deletion – Deploy & Employ (Operational)

7. The Military Departments and the Joint Cross-Service Groups will preserve the capability to absorb overseas forces within the United States.

DON, E&T, and Medical Recommend Deletion; OSD and Army Recommend Retention; Air Force is Neutral; S&S Unsure of Applicability



DAS Consensus to Recommend Deletion – Deploy and Employ (Operational)

- Recommend deleting numbers 8 – 24 in the companion list (pages 22-24)

- Summary of rationale for deleting:
 - Statements of existing missions
 - Captured in other imperatives
 - Would prevent joint analysis
 - Withdrew by proponent
 - Captured in existing guidance



Principles and Corresponding Imperatives

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.



DAS Consensus to Recommend Approval – Intelligence

1. The Military Departments and the Joint Cross-Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates sufficient organic Intelligence, Surveillance and Reconnaissance/analytic infrastructure to meet warfighting and acquisition requirements while effectively leveraging Joint and National intelligence capabilities.

E&T and Intelligence Objected



DAS Consensus to Recommend Deletion – Intelligence

- Recommend deleting numbers 2 – 3 in the companion list (page 25)

- Summary of rationale for deleting:
 - Not related to infrastructure rationalization
 - Not specific enough to be executable as a constraint
 - Statements of existing missions
 - Better suited as a transformational option



Way Ahead

- Compile approved imperatives for formal coordination with ISG
- Forward approved imperatives to IEC for approval
- Continue working unresolved imperatives, if any, for future ISG discussion