

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of March 7, 2003

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

The USD(AT&L) opened the meeting by reminding the ISG members of the February 13, 2003, decision to establish six broad functional groups. He continued by adding that because these groups will be making critical decisions regarding the future operations of this Department, the members of these groups must have overarching responsibility and knowledge of the functions within their group. The Chair also conveyed his belief that a senior OSD or Joint Staff representative should chair the functional groups as they are in the best position to be the “honest broker” required to make cross-service decisions.

The DUSD(I&E) then briefed the group (slides attached) on the proposed functional group structure, leaders, and process for gathering and assessing a wide range of options for stationing and supporting forces and functions or analytical frameworks for guiding BRAC analysis.

The DUSD(I&E), in discussing the proposed structure for Joint Cross-Service Groups (JCSGs), highlighted some of the positive comments and criticisms contained in GAO’s review of DoD’s BRAC 95 process. These comments were considered in framing the organizational construct and recommendation to nominate senior OSD and Joint Staff, who possess the overarching responsibility and knowledge of cross-service functions as chairs of each JCSG.

Some ISG members expressed concern regarding OSD leading all of the JCSGs. During the course of the discussions, the Navy introduced a notional JCSG organizational structure for the ISG’s consideration (attached). The organizational structure would establish advisory boards comprised of senior DoD functional experts who would promulgate policies, as needed, or be available to interpret policies in support of JCSG activities. In light of these discussions, a proposal was introduced whereby the ISG members could provide additional nominees for consideration as functional group chairs. The USD(AT&L) agreed to this proposal and added that he would review each nominee and decide the best candidate to oversee each JCSG.

The discussion then turned to how Defense Agencies should be reviewed within the BRAC process. The ISG decided that all Defense Agency functions will be assigned and analyzed within the six functional groups.

The DUSD(I&E) briefed the ISG on the purpose of analytical frameworks within the BRAC 2005 process. He described the need for soliciting ideas from various sources to ensure the Secretary's direction for transformational initiatives is addressed. The DUSD(I&E) reiterated that the sources would not function within the BRAC process, but only provide ideas for consideration. These ideas would be vetted and approved by the ISG before being forwarded to the Secretary for approval (through the Infrastructure Executive Council).

The final discussion concerned how the ISG would address the Secretary's priority for emphasizing joint utilization of bases and assets. The group discussed the recommendation to establish a process in which the BRAC Directors would share preliminary results throughout the BRAC process to maximize visibility over all DoD assets. This information sharing would ensure each Service is aware of, and can review, infrastructure that may be available in another Service before trying to recreate something that is otherwise excess. The ISG agreed to this recommendation.

Approved: 
E.C. Aldridge, Jr.
USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing slides entitled "Joint Cross-Service Analysis and Analytical Frameworks," dated March 7, 2003.
3. Navy slide entitled, "BRAC 2005 JCSG Organization Policy Advisory Boards: Active"

**Infrastructure Steering Group Meeting
March 7, 2003**

Attendees

Members:

- Hon E.C. “Pete” Aldridge, Under Secretary of Defense (AT&L), Chair
- General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- General John Keane, Vice Chief of Staff, Army
- Admiral William Fallon, Vice Chief of Naval Operations
- General Robert Foglesong, Vice Chief of Staff, Air Force
- General William Nyland, Assistant Commandant of the Marine Corps
- Hon Mario Fiori, Assistant Secretary of the Army (Installations and Environment)
- Hon H.T. Johnson, Assistant Secretary of the Navy (Installations and Environment)
- Hon Nelson Gibbs, Assistant Secretary of the Air Force (Installations, Environment and Logistics)
- Mr. Ray DuBois, Deputy Under Secretary of Defense (Installations and Environment)

Alternates:

- VADM Charles W. Moore, Jr., Deputy Chief of Naval Operations (Fleet Readiness and Logistics)(N4) for Admiral Fallon, Vice Chief of Naval Operations

Others:

- Mr. Phil Grone, Principal Assistant Deputy Under Secretary of Defense (Installations & Environment)
- Mr. Pete Potochney, Director, Housing
- Dr. Craig College, Deputy Assistant Secretary of the Army (Infrastructure Analysis)
- Ms. Anne Davis, Deputy Assistant Secretary of the Navy (Infrastructure Analysis)
- Mr. Mike Aimone, Deputy Assistant Secretary of the Air Force (Basing and Infrastructure Analysis)
- Maj Gen Gary W. Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Col Joanne Schoonover, Senior Military Assistant to USD(AT&L)
- Col John Medlin, Military Assistant to Assistant Secretary of the Air Force (Installations, Environment and Logistics)
- CDR John Lathroum, Force Integration Branch Officer, Forces Division, J-8



Joint Cross-Service Analysis and Analytical Frameworks

Briefing for the
Infrastructure Steering Group

March 7, 2003



Purpose

- Designate Joint Cross-Service Group (JCSG) leaders and outline their initial tasks
- Clarify Defense Agency/Activities relationship
- Determine sources for analytical framework options
- Joint utilization



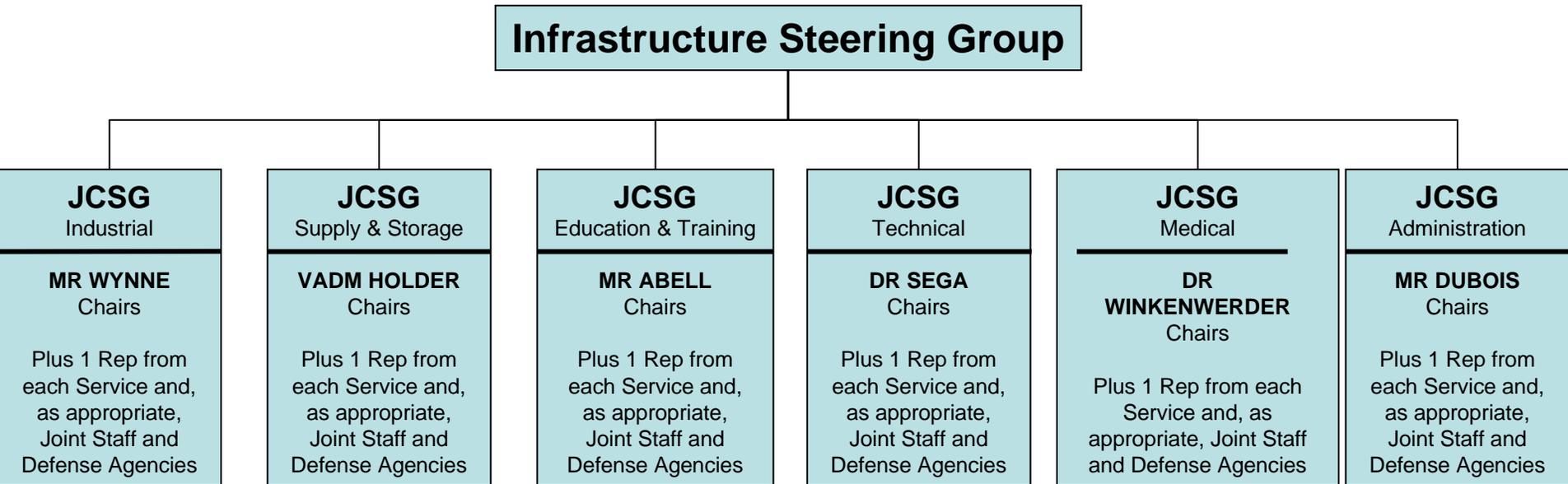
Selecting Joint Cross-Service Functions

- 13 Feb 03 ISG meeting agreed to six broad functional groups for JCSG analysis
 - Industrial
 - Supply and Storage
 - Technical
 - Education and Training
 - Administrative
 - Medical

- BRAC Directors tasked to:
 - Recommend leaders for six broad functional groups
 - Recommend details of JCSG structure
 - Clarify where Defense Agency functions fit



BRAC 2005 JCSG Organization



● JCSG Tasks:

- Recommend specific functions for analysis
- Recommend organization and leadership for analyzing functions
- Direct and oversee analysis of functions within groups
- Make closure and realignment recommendations to ISG
- Provide ISG with detailed reports on progress and direction

BRAC Directors advise/participate within each JCSG



Defense Agencies and Activities

- Where Defense Agency functions clearly fall within a JCSG, those functions will be analyzed by the JCSG
 - Defense Logistics Agency – Supply and Storage
- For all other functions, Defense Agencies conduct their own BRAC analysis and report to the ISG



Analytical Frameworks

- What are they:
 - A minimum set of options for stationing and supporting forces and functions that must be analyzed
 - Required scenarios to analyze, cost, and consider
- What they do:
 - Ensure a comprehensive BRAC effort
 - Apply to Services, cross-Service groups, and Defense Agencies
 - Not every framework will apply to every analytical group
- Sources for soliciting ideas for frameworks:
 - OSD, Joint Staff and the Services (including associated FFRDCs)
 - DoD chartered organizations (DSB, DBPIB, NDU)
 - Outside organizations (BENS, major trade associations, etc.)
 - Academia
- Recommendation: Invite first two groups to provide ideas. ISG selects the best.



Joint Utilization

- Joint basing, asset utilization is a SecDef priority
- ISG should formalize information sharing across Services to ensure cross-service visibility over developing recommendations
 - An excess in one Service could fulfill a requirement in another
- Recommendation: ISG directs BRAC Directors to share information; ISG receives frequent updates



Recommendations

- JCSG organization and way ahead
 - JCSGs to provide ISG with recommended scope, organizational structure, leadership, and analytical approach
- JCSG leadership
- Sources for analytical framework options
 - Internal DoD
 - Chartered organizations
- BRAC Directors to share information



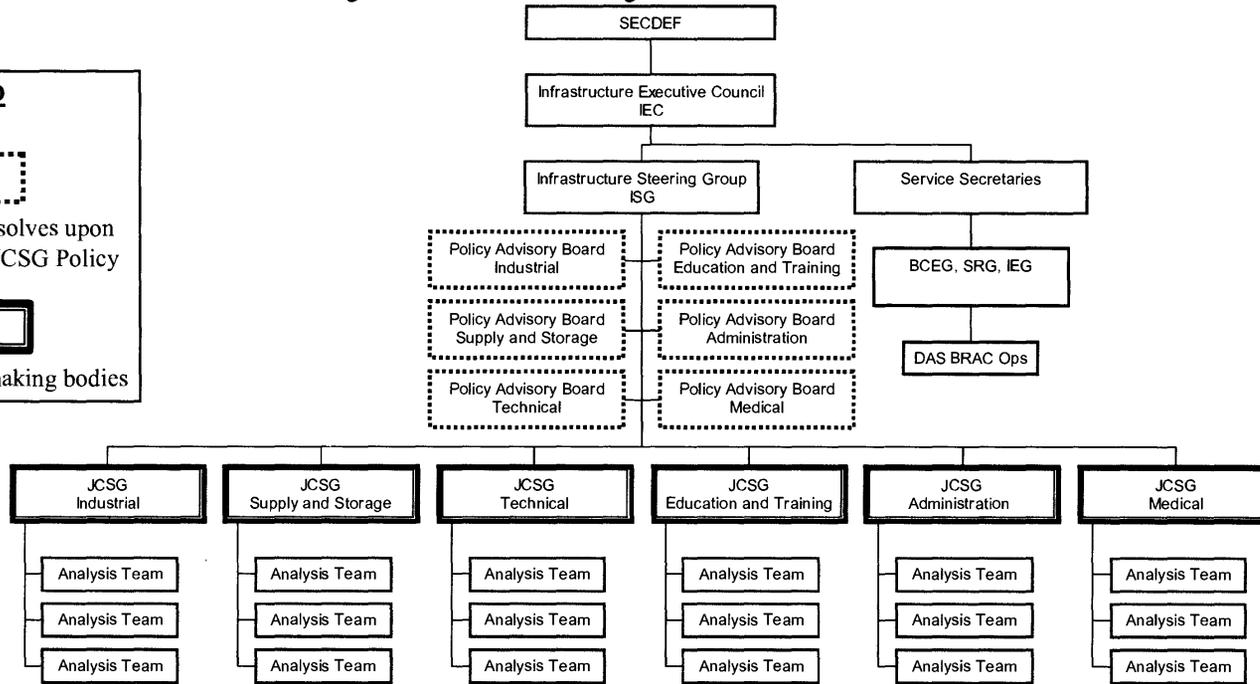
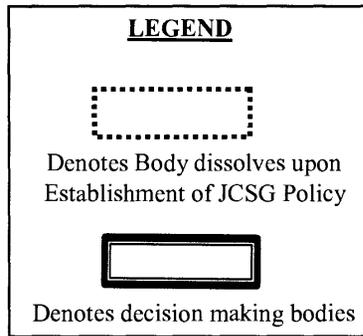
ISG Meeting Schedule

- 13 Feb 03 (complete)
- 7 Mar 03 (complete)
- 21 Mar 03
- 4 Apr 03
- 25 Apr 03
- 16 May 03
- 6 Jun 03
- 27 Jun 03
- 18 Jul 03
- 8 Aug 03
- 29 Aug 03
- 19 Sep 03
- 10 Oct 03
- 31 Oct 03
- 21 Nov 03
- 12 Dec 03

**Meetings are scheduled at 10:30-11:30 in
Room 3D1019**

BRAC 2005 JCSG Organization

Policy Advisory Boards: Active



Policy Advisory Board (3 stars)

- ✓ Report only to ISG
- ✓ Charged with policy, guidance and oversight for their respective programs
- ✓ Dissolves upon establishment of JCSG Policy, Parameters and Guidelines

JCSG (2 stars)

- ✓ Receives Guidelines from ISG
- ✓ Established for each major category
- ✓ Make process decisions
- ✓ Established Analysis Teams for each subfunction
- ✓ Evaluate Product of each Analysis Team and alternatives
- ✓ Develop recommendations for entire category
- ✓ Report to ISG