

**BRAC 2005 Infrastructure Steering Group (ISG)****Meeting Minutes of March 12, 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 stating that the BRAC process is in full gear with data beginning to flow in. He described the BRAC process at this stage as being similar to an unconstrained system. He said it is the role of the leadership to make sure that decisions made within the BRAC process do not cause any harm to the DoD mission. He said that he viewed imperatives as a means to constrain scenarios to ensure that the DoD mission capabilities are sustained and enhanced. He stated that it is the role of the ISG and IEC to develop imperatives for the Secretary's approval. He said he was looking forward to an open discussion of how to define and characterize the imperatives. He then asked Mr. Peter Potochney, the Director of the OSD BRAC Office, to begin the presentation (slides attached) to guide the ISG discussion.

Mr. Potochney briefly discussed the BRAC schedule. He noted that the April 2nd ISG meeting will be dedicated to integrating the military value approaches of the JCSGs and that the April 9th meeting will focus on the Intelligence JCSG briefing its military value approach. Mr. Potochney then reviewed the BRAC process steps. He described the capacity phase as an assessment of the inventory of existing facilities and military value as a method to array facilities to compare their ability to support particular functions. The scenario phase is where transformational closure and realignment options play. It is during scenario development that imperatives play a constraining role. He emphasized that in all phases the military departments and the JCSGs will be sharing information and ideas.

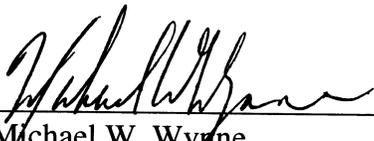
He then began to describe in more detail how imperatives constrain scenario results by setting out what cannot or what must happen. The ISG agreed that the use of imperatives is an example of how military value can factor in both qualitative and quantitative analysis resulting from capacity and the military value phases of the BRAC process. The ISG then deliberated at length regarding the level of detail the imperatives should have. The ISG discussed whether there should be two levels of imperatives or principles to guide the process. One level would be those overarching principles that affect the entire process. The next level would be imperatives that are detailed expressions of those overarching principles.

The ISG then agreed that the Chair should send out a memorandum requesting that the ISG members and the JCSGs develop imperatives for consideration by the ISG and the IEC and Secretary. The ISG agreed that there should only be one set of imperatives and that the ISG should approve those imperatives that affect the JCSG and that the IEC should approve those imperatives that affect the Military Departments.

Towards the end of the discussion on imperatives, one of the ISG members provided a handout (attached) that outlined some thoughts on the need to have principles in conjunction with imperatives. The ISG Chair commented that the paper comported with many of the issues discussed during the meeting and agreed that principles and imperatives can be viewed as a mechanism to foster change in the Department. He also referred to definitions of imperatives and principles in the draft Joint Staff briefing as a start point for ISG discussion on April 23<sup>rd</sup>. The ISG members specifically stated that the imperatives should not be viewed as prohibiting but encouraging change. The ISG members agreed that BRAC should not be limited to a real property exercise but as a forcing function to make meaningful changes.

The meeting concluded with a brief discussion of how the scenarios developed by the JCSG will be vetted by the ISG to ensure conflicting results to do not arise. The ISG agreed that they would be the body that reviews all of the JCSG recommendations. The ISG agreed that the BRAC Deputy Assistant Secretaries would be responsible for working on any joint basing recommendations that arise from a military department's BRAC analysis.

Approved: \_\_\_\_\_

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

Attachments:

1. List of Attendees
2. Briefing slides entitled "BRAC 2005 Policy Imperatives" dated March 12, 2004
3. "Strategic Capabilities Guidance" handout

## **Infrastructure Steering Group Meeting March 12, 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)
- Mr. Geoffrey Prosch, for Acting Assistant Secretary of the Army (I&E)
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IL&E)
- General George Casey, Vice Chief of Staff, Army
- General Michael Mosley, Vice Chief of Staff of the Air Force

#### **Alternates:**

- Lieutenant General James Cartwright, Director, Force Structure, Resources and Assessment, Joint Staff for General Peter Pace, Vice Chairman, Joint Chiefs of Staff

#### **Others:**

- Mr. Phil Grone, Principal Assistant Deputy Under Secretary (Installations and Environment)
- Mr. Pete Potochney, Director, OSD BRAC
- Dr. Craig College, Deputy Assistant of the Army (I&A)
- Mr. Dennis Biddick, Chief of Staff to the Deputy Assistant Secretary of the Navy (I&A)
- Mr. Mike Aimone, Deputy Assistant Secretary of the Air Force (B&IA)
- Major General 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
- CAPT Gene Porter, Senior Military Assistant for the Under Secretary of Defense (AT&L)
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Colonel Scott West, Chief Forces Division, Joint Staff
- Commander John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Captain David W. Mathias, Office of the Vice Chief of Naval Operations for Logistics
- Carla Liberatore, Assistant Deputy Commandant, Installations and Logistics (I&L) Headquarters Marine Corps



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# **BRAC 2005 Policy Imperatives**

Briefing to the  
Infrastructure Steering Group

March 12, 2004



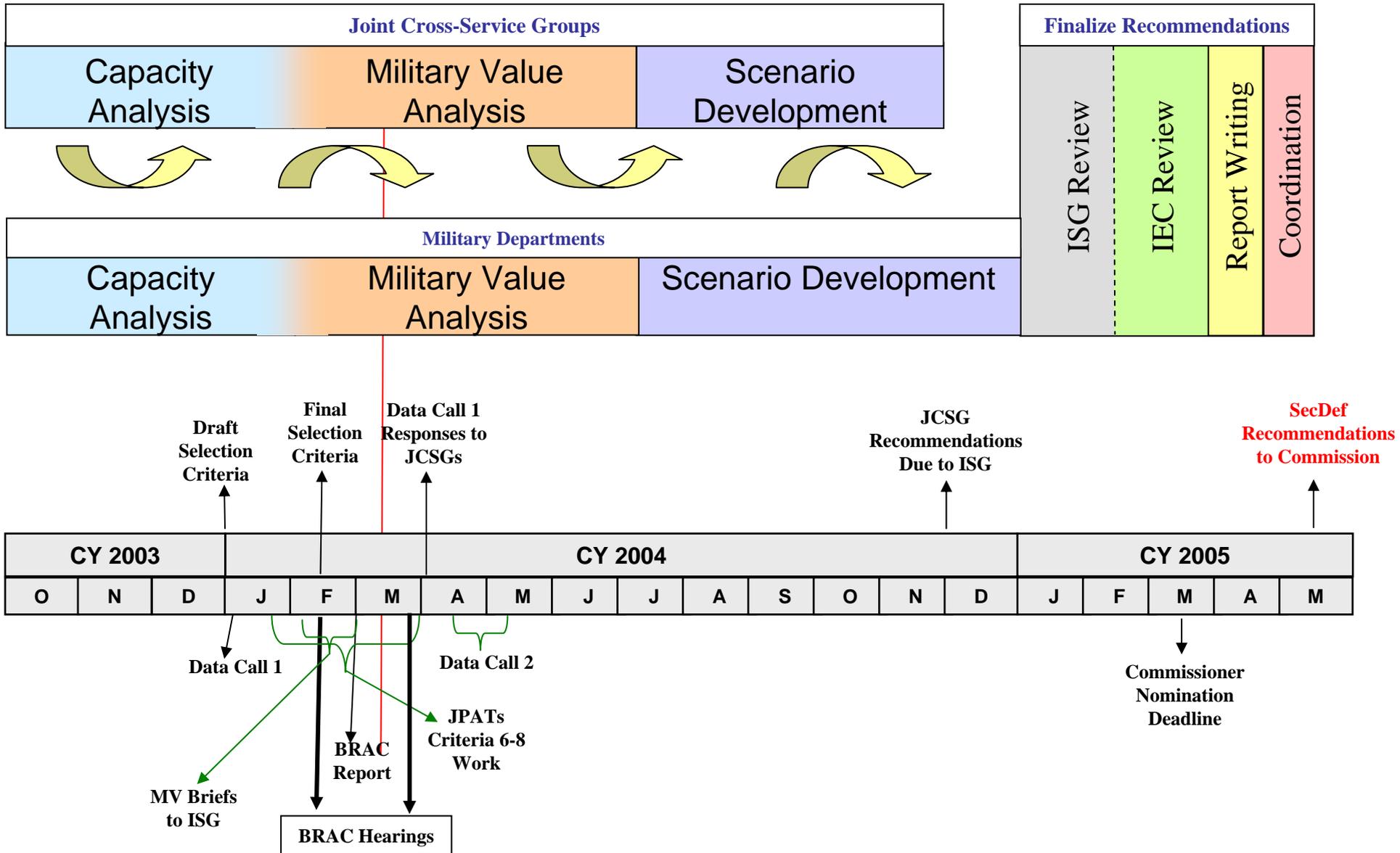
# Purpose

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- Process Overview
- JCSG Update
- Imperatives
  - Agree on what they are
  - Agree on how they will be used in BRAC
  - Agree on a process for recommending and approving them

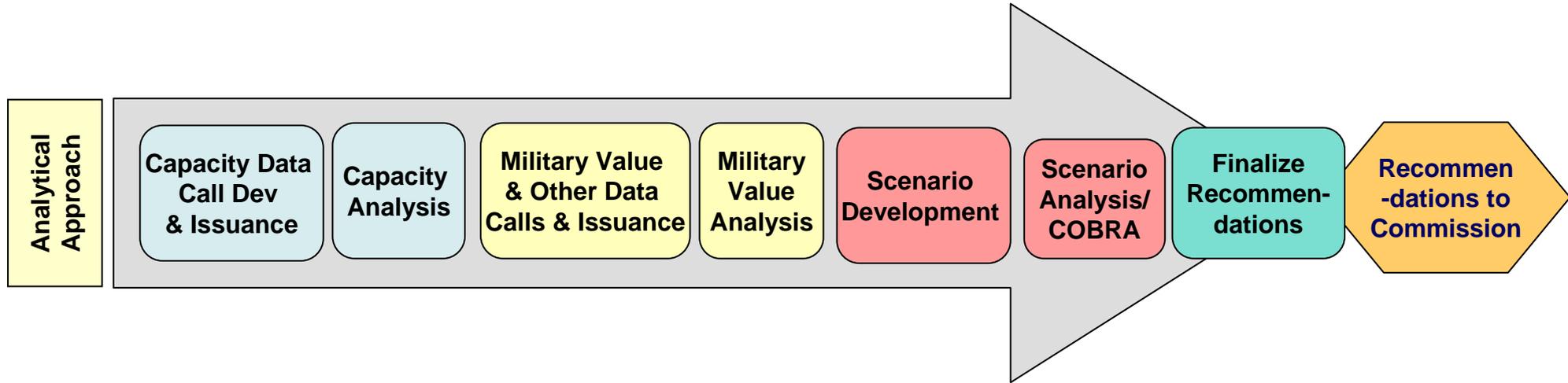


# Process Overview





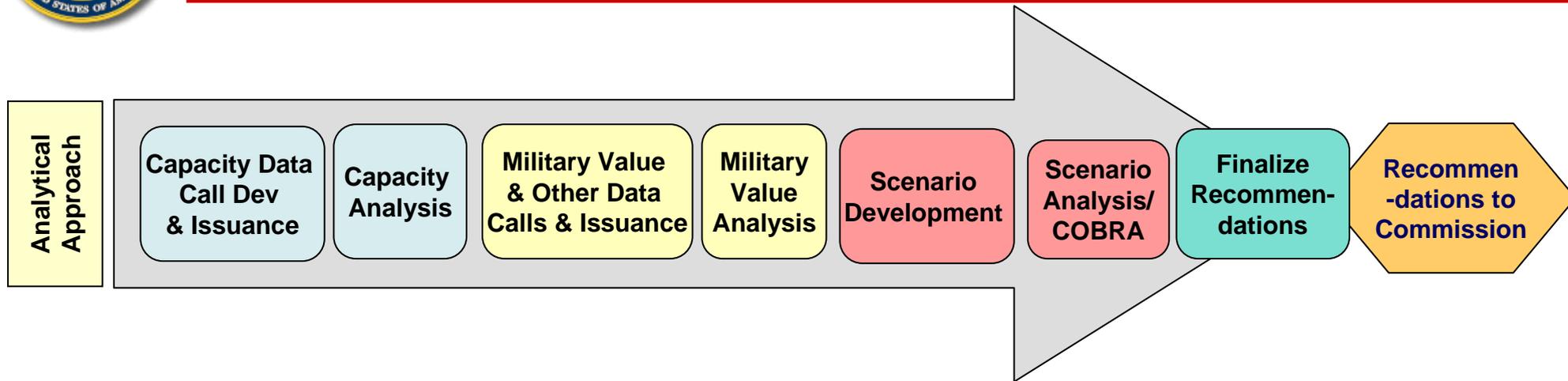
# BRAC 05 Process - Capacity



- Looks at today's configuration – snapshot in time
- Assesses the capacity of a facility or installation to receive, contain, conduct, and support military activities/functions



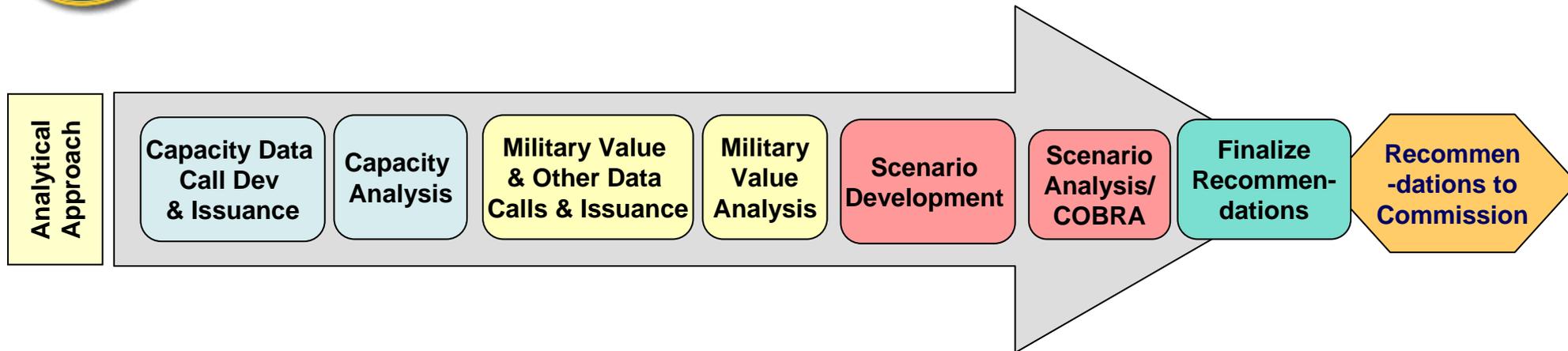
# BRAC 05 Process – Military Value



- Assesses the operational and physical characteristics of facilities and installations relative to first four selection criteria
- Discriminates one installation or facility from its peers in terms of its ability to provide needed capabilities
- Results in a military value array of facilities or installations performing similar functions



# BRAC 05 Process – Scenario Development



- Evaluates alternative installation and facility configurations with the goal of shifting forces to facilities with a higher military value or a configuration that results in a higher military value
  - *Transformational Options* establish minimum scenario sets
  - *Imperatives* constrain scenario results

Early and continuous JCSG/MilDep crosstalk



# Transformational Options

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- Broad options for stationing and supporting forces and functions
- Set out minimum scenario sets for consideration
- Status:
  - Requested in Nov 02 Kick off memo for SecDef approval
  - Services and other organizations asked for input
  - Input being consolidated for ISG consideration at future meeting



# Imperatives

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- Statements of military value that constrain scenario results:
  - What can *not* happen
  - What *must* happen
- Provide a deliberative means to ensure results do not violate strategic, force protection, or other considerations
- Provide “safety valves” that apply military judgment to what could otherwise be a computer modeling exercise



# Recommended Imperative Process

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- ISG Chair tasks ISG members and JCSGs to recommend imperatives for ISG/IEC consideration
  - Joint Staff has already culled published guidance: SPG, etc.
- ISG will deliberate and recommend for IEC approval
  - ISG will review Service-specific imperatives only for potential conflicts with imperatives or transformational options that apply to JCSGs
- IEC will review/approve all imperatives
  - SecDef approval required?
- ISG will issue approved imperatives that apply to JCSGs
  - ISG may issue supplementary guidance
- IEC will issue imperatives that apply to the Services

Process can recur as necessary



# Recommended Imperative Process Timeline

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- ISG Chair issues tasking memorandum mid-March with 30 day suspense to support deliberation at 23 Apr ISG
- IEC meeting will follow



## ■ Recap

## ■ Next Steps/Work in Progress

- Criteria 6-8 JPAT briefings
- Overseas basing update
- BRAC funding allocation rules
- Transformational Options/Analytical Frameworks