

BRAC 2005 Infrastructure Steering Group (ISG)**Meeting Minutes of June 4, 2004**

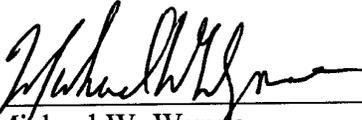
The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne chaired this meeting. The list of attendees is attached.

The ISG Chairman opened the meeting by stating that he wanted the ISG to focus on the philosophical framework of the Principles and Imperatives. He stated that the Principles must flow from the BRAC selection criteria, Title 10, the National Military Strategy, as well as overarching sources of guidance for the Department, such as the Quadrennial Defense Review and the Strategic Planning Guidance. Mr. Wynne indicated that the Joint Staff slide (see attached slides) accurately illustrated how the Principles and Imperatives affect the BRAC process, noting, however, that the missing component of their graphic was how Principles and Imperatives flow from the Selection Criteria, Title 10, and the National Military Strategy. The ISG Chair then used the attached slides to review each of the Principles provided by the Joint Staff, the Military Departments and the Defense Logistics Agency.

The ISG reviewed the Principles and commented on their similarities and whether they represented the kind of overarching guidance that could frame a transformational BRAC process or were more appropriate as Imperatives. As a result of the discussion, the ISG agreed to the following approach:

- The Joint Staff will construct a slide that illustrates how the Principles flow from the Selection Criteria, Title 10, and the National Military Strategy.
- The Title 10 responsibilities (recruiting, organizing, supplying, equipping (including research and development), training, servicing, mobilizing, demobilizing, administering (including the morale and welfare of personnel), maintaining, and construction) could form the basis for categorizing the Principles, thereby ensuring their comprehensiveness.
- By June 16, 2004, the Deputy Assistant Secretaries and a member of the Joint staff would examine the Principles provided to date and develop a single set of Principles that will apply to the Military Departments and the Joint Cross Service Groups, for the ISG's consideration and approval at the June 25th ISG meeting.
- The goal is to have the ISG approved Principles ready for the Infrastructure Executive Council (IEC) and the Secretary in July 2004.
- At the same time, the ISG members would re-examine their Imperatives with the intent of aligning them directly to the new Principles.

- The ISG meeting on June 25, 2004 will consist of a review of the final DOD Principles for approval, followed by a detailed review of the draft Imperatives.

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 4, 2004

Infrastructure Steering Group Meeting
June 4, 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)
- Hon. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- General Michael Moseley, Vice Chief of Staff of the Air Force
- General William Nyland, Assistant Commandant of the Marine Corps
- General Peter Pace, Vice Chairman, Joint Chiefs of Staff

Alternates:

- Vice Admiral John B. Nathman, Deputy Chief of Naval Operations for Warfare and Programs (N6/N7) for Admiral William Mullen, Vice Chief of Naval Operations
- Major General Larry J. Lust, Assistant Chief of Staff for Installation Management for the Army for General George Casey, Vice Chief of Staff for the Army

Others:

- Dr. Craig College, Deputy Assistant of the Army (I&A)
- Lieutenant General James Cartwright, Director, Force Structure, Resources and Assessment, Joint Staff J-8
- Major General Gary W. Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs
- 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
- Mr. David K. Steensma, DOD Inspector General
- 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)
- CDR 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 4, 2004

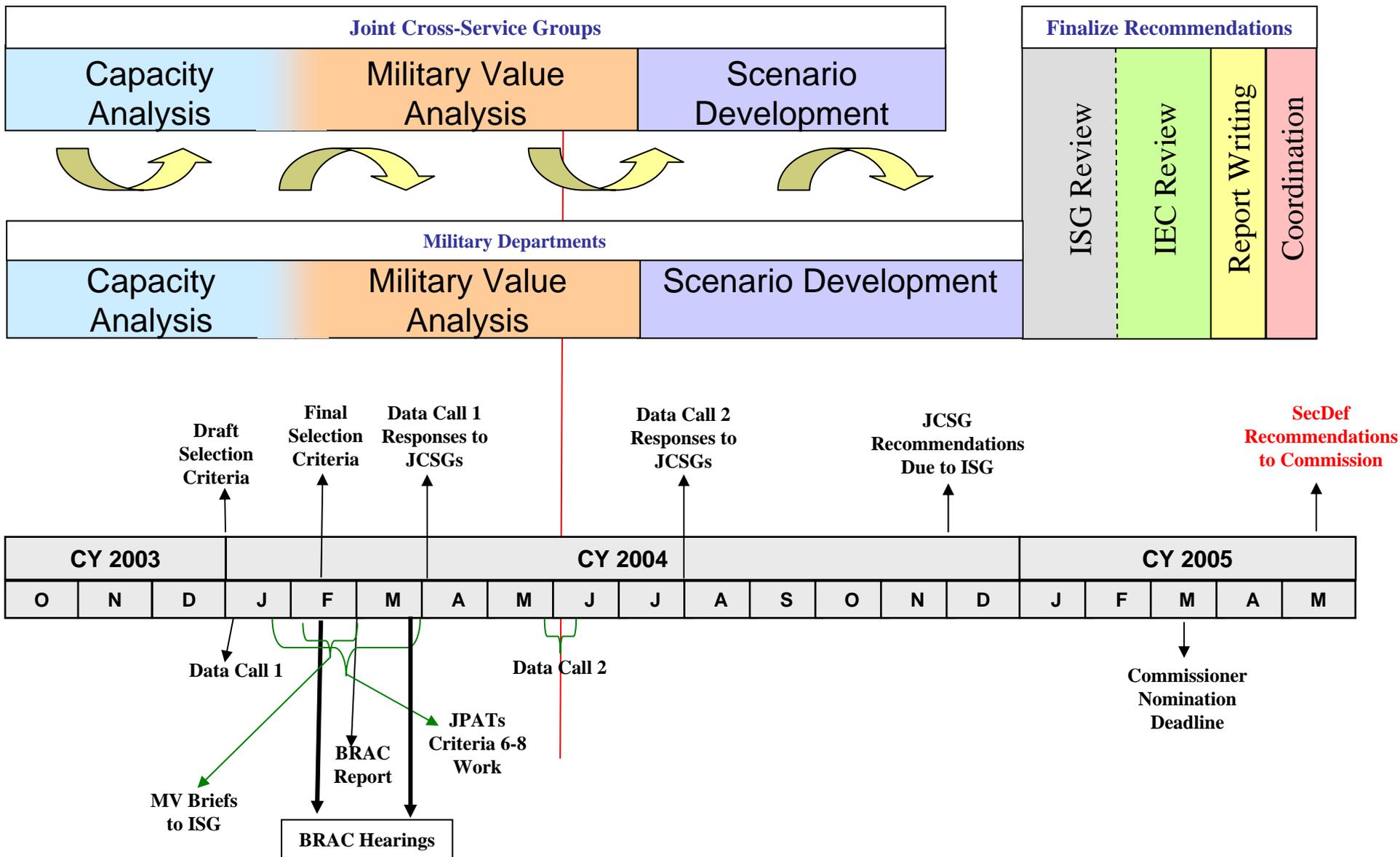


Purpose

- Process Overview
- Timeline
- Discussion of Principles
- Approach to Imperatives

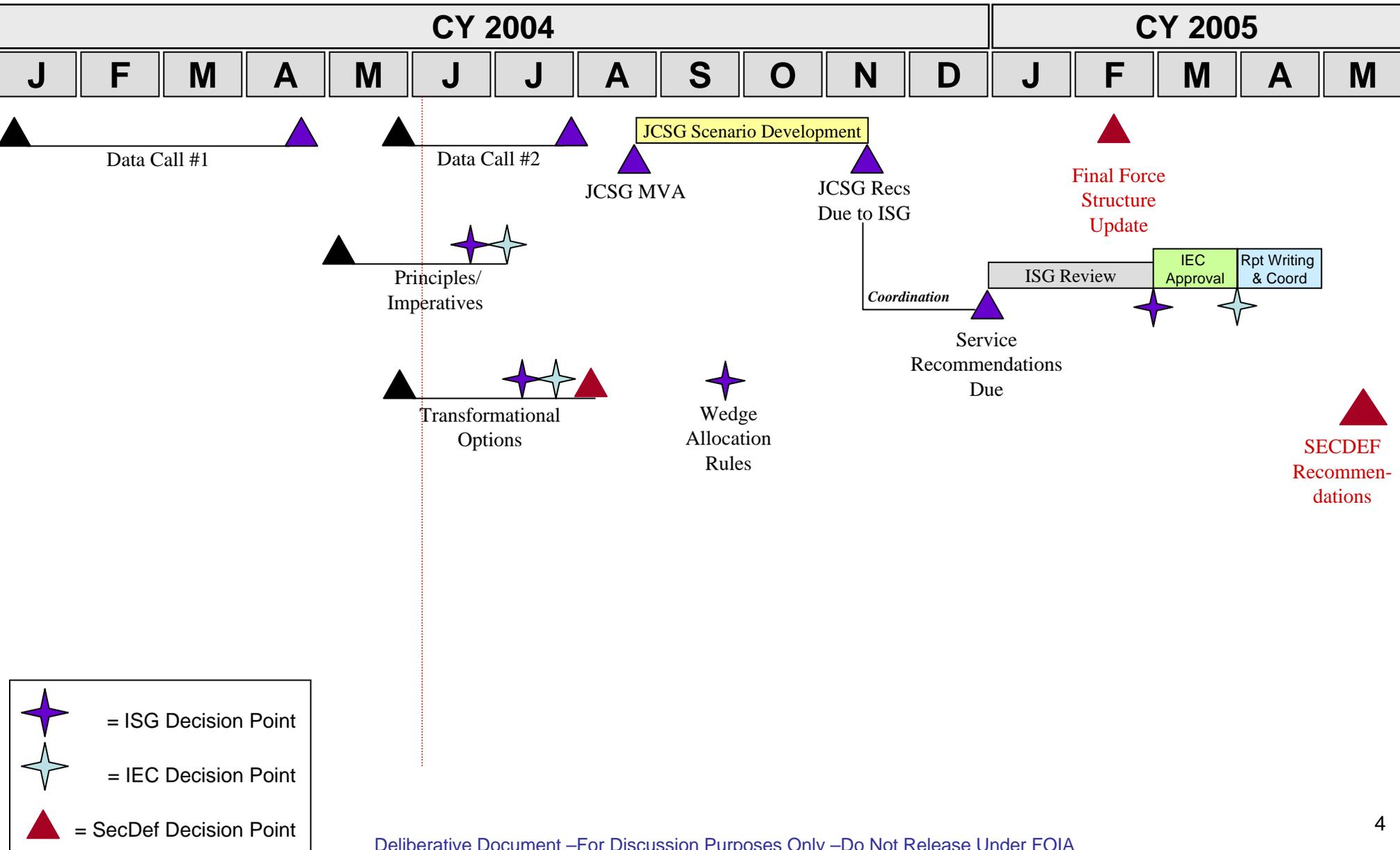


Process Overview





BRAC Timeline





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 (*Principle and Imperative Task*) :
 - ❑ 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



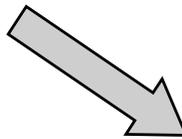
Overarching Principles

Services and Joint Staff have provided Principles for ISG/IEC approval.

ISG will ensure that Principles will:

- Be strategic in concept
- Foster Transformation and embrace change
- Be mutually supporting
- Be interchangeable amongst MilDepts

Addresses
SecDef
Priorities



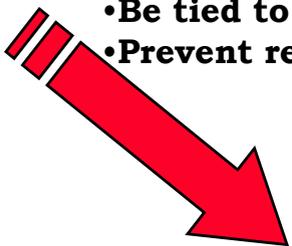
Imperatives

Services will provide Imperatives for ISG/IEC approval.

ISG will ensure that Imperatives shall:

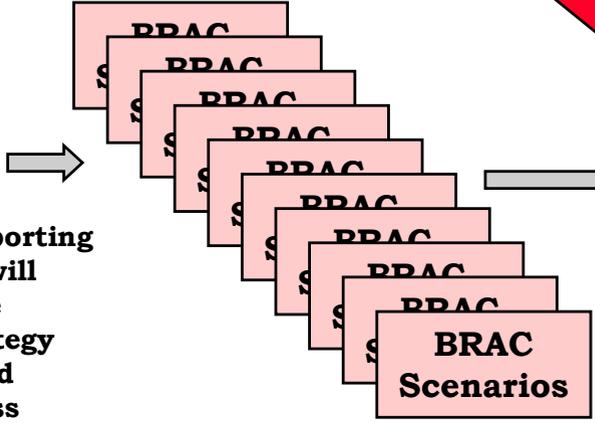
- Serve as control rods and safety valves for outcomes
- Contribute to preserve key capabilities toward desires outcomes
- Be tied to Principles
- Prevent recommendation from violating Principles

Addresses
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



May 2004

November 2004



Principles

- Principles are the top level strategic concepts that foster transformation, embrace change, and avoid capacity reductions that reduce essential military capabilities
- Criteria for assessing principles:
 - Strategic concept
 - Foster transformation/embrace change
 - Mutually supporting
 - Interchangeable amongst MilDeps
 - Principles should not repeat other BRAC guidance

Principles should provide framework for developing the imperatives



Army Draft Principles

- A campaign quality Joint and Expeditionary Army positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that:
 - **Projects Power**—The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations.
 - **Trains**—Installations provide sustainable maneuver, live fire, and other training space in a wide variety of geographic, topographic, and climatic conditions in support of collective and institutional training and combat and doctrine development.
 - **Sustains**—Installation activities, in partnership with industry, provide Joint, responsive and flexible worldwide logistics support and provide critical reach-back capability to Combatant Commanders.
 - **Enhances Readiness**—The Army requires responsive Research, Development, Test, and Evaluation facilities to meet current and future threats opposing land forces.
 - **Enhances Well-Being**—Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend.



Navy Draft Principles

■ Joint Operational

- DoD will realign its global defense posture to maintain rotation-based expeditionary forces forward for “early entry” while relying on readiness and surge capability to provide rapidly deployable follow-on forces.
- DoD will implement the posture changes recommended by the Integrated Global Presence and Basing Strategy study, with emphasis upon creating efficient and effective Joint and/or combined basing opportunities, while balancing the risk associated with this transformation.



Navy Draft Principles (cont'd)

■ Industrial

- DoD will maintain a robust, effective, efficient and affordable industrial base, comprising a skilled workforce and capable facilities, while supporting joint opportunities in construction and maintenance of ships, aircraft and other weapons systems.

■ Technical

- DoD will maintain technological superiority by retaining the capability of essential infrastructure and intellectual resources while leveraging commercial, international, academic, and other government technology efforts.



Navy Draft Principles (cont'd)

■ Human Capital

- People are our most valuable investment. DoD is committed to attract, develop, and retain the most highly skilled and educated Total Force the Nation has to offer.

■ Headquarters & Support

- DoD will actively pursue Joint solutions to organizational and Installation common support functions in both its active and reserve components.
- DoD organizations, agencies, headquarters, systems, processes and resources must be effectively and efficiently balanced to deliver combat ready forces.



Navy Draft Principles (cont'd)

■ Supply & Storage

- DoD will maintain a robust and agile global logistics capability with infrastructure aligned to provide effective and efficient support to operational forces and industrial activities minimizing customer wait times. DoD will optimally integrate Service and Defense Agency logistics capabilities to drive down the cost of logistics support.



Navy Draft Principles (cont'd)

■ Education & Training

- DoD will leverage our investment in people by providing the best education and training available at the best value, including joint and commercial training opportunities.

■ Medical

- DoD will maintain effective and affordable Force Health Protection across the full spectrum of Joint military operations, and provide cost efficient access to healthcare from fixed treatment facilities as Service components of the TRICARE system.



Navy Draft Principles (cont'd)

■ Intelligence

- DoD will maintain the capability to deliver predictive analysis, warn of impending crises, provide persistent surveillance of our most critical targets, and achieve horizontal integration of networks and databases.



Air Force Principles

- Sustain Services core competencies, functions and full spectrum dominance
 - Developing Soldiers, Sailors, Marines and Airmen
 - Speeding Technology to the Warfighter
 - Integrating Operations
- Optimize the size, composition and location of total force operational units for success
- Establish sustainable force balance and rotational base
- Fully utilize Reserve Component advantages



Marine Corps Draft Principles

■ Infrastructure

- Base structure reconfiguration must support an expeditionary culture by demonstrating continuing improvements to the traits of speed, flexibility and adaptability of naval expeditionary forces
- Infrastructure realignment or closure must be linked to increasing the capability to support seabasing
- Base structure footprint must be geographically designed to support the training, maintenance and deployment (sea and air ports of embarkation) of Marine Forces as MAGTFs. Sufficient sea access, air space and maneuver space capacities with rail access, explosives safety arcs, and staging areas must be preserved
- Air assets must be geographically located to efficiently support the other MAGTF elements and utilize aviation and ground (particularly air-to-ground and combined arms) training ranges
- Maintain sufficient capacity to support surge, mobilization, continuity of operations and conduct core roles and missions (sea-based ops, combined arms, etc) — never sacrifice effectiveness for efficiency (e.g., self encroachment) and avoid single points of failure



Marine Corps Draft Principles

■ Infrastructure (cont'd)

- Preserve training infrastructure capabilities to support future weapons platforms, advances in technology, anticipated developments in doctrine and tactics (especially in the areas of live fire and combined arms training), and maintain sufficient buffer areas to minimize future encroachment pressures. Ensure adequate capacity to train in different environments (e.g., mountain, desert, cold weather, etc).
- Preserve MAGTF essential maintenance, supply, medical, and C4I capabilities and infrastructure for mission essential equipment and processes, to include support for pre-positioned, forward-deployed and reach back capabilities.
- Maintain intelligence infrastructure and capabilities to support Service, Joint, and National requirements and associated collaboration capacities.
- Reserve infrastructure must reflect demographics necessary to achieve recruiting requirements/presence, but should minimize facility ownership to the maximum extent practicable



Marine Corps Draft Principles

■ Processes

- Maintain ownership/scheduling authority of training ranges/maneuver areas to meet MAGTF, unit and individual training requirements
- Maintain Service unique accredited educational institutions to develop officer and enlisted Marines and associated doctrinal concepts and wargaming/simulation experimentation
- Preserve MAGTF essential operational concepts and attendant training capabilities (Service Support, Combat Service Support, C4, Intel, etc) in support of Expeditionary Maneuver Warfare and Seabasing concepts
- Preserve entry-level training as a Marine Corps core competency
- Maintain acquisition capacity to ensure retention of capability to define/validate/acquire Service-unique requirements and provide for same in joint systems acquisition processes



Marine Corps Draft Principles

■ Processes (cont'd)

- Ensure best value provision of non-organic supply, storage and distribution requirements
- Minimize ownership, management and support chains of command (e.g., intermediate headquarters for specific functions such as installations management, supply chains, etc.)
- Maximize use of other service/agency support, where practicable
- Retain sufficient capability to provide Operational/Non-operational rotation where functions are being considered for joint-cross service consolidation
- Consider Force Protection in all realignment/closure recommendations



Joint Staff Principles

■ Classified



Defense Logistics Agency Principles

- An interoperable, expeditionary fueling capability to support joint air, ground and over-the-shore operations.
- Strategically located platforms that provide operational and combat ready weapon system distribution support services required by the Joint Chiefs of Staff contingency scenarios.
- Organic capability to ensure uninterrupted national inventory management services throughout the supply chain.
- Organic distribution depot infrastructure (facilities, equipment, and highly qualified workforce) to support current and future Department of Defense (DOD) depot maintenance requirements.
- Organic capability to provide uninterrupted logistics enterprise (DoD-wide) information support services.



Imperatives

- Imperatives are specific, detailed statements that are tied to the principles
 - Function chiefly to prevent scenarios from generating specific recommendations that would violate the principles
 - Could also require certain outcomes that would enhance military capabilities
- Draft imperatives linked to JCSGs, not to principles
 - Conveys they are to limit JCSG scope rather than administer a principle



Way Ahead on Imperatives

- Military Departments complete development of imperatives
 - Each imperative should demonstrate link to a principle
- Provide refined principles and imperatives by June 16th
- Discuss and agree on each principle at June 25th ISG
 - Extend this meeting to 2 hours



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