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DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

DCN:5509

MN-0040-F1
IAT/ JAN
23 October 2003

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 2 OCTOBER 2003

Encl: (1) 2 Oct 03 IEG Meeting Agenda
(2) Medical JCSG Briefing to ISG of 29 Aug 03
(3) OSD memo for Chairman, Medical JCSG of 5 Sep 03
(4) Headquarters and Support JCSG Briefing to ISG of 11 Sep 03
(5) SECNAV memo of 24 Sep 03
(6) Education and Training JCSG Briefing to ISG of 24 Sep 03
(7) Draft SECNAV memo (undated)
(8) Supply & Storage Briefing to ISG of 24 Sep 03
(9) Industrial JCSG Pre-Brief Report to ISG of 18 Sept 03
(10) Technical JCSG Briefing to ISG of 19 Sep 03
(11) IAT Organization Chart of 9 Sep 03
(12) Under SECDEF (AT&L) memo of 23 May 03

1. The tenth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1000 on 2 October 2003 in Room 4E765 at the Pentagon. The following members of the IEG were present: Mr. H. T. Johnson, Assistant Secretary of the Navy, Installations and Environment (ASN (I&E)), Chair; Ms. Anne R. Davis, Deputy Assistant Secretary of the Navy for Infrastructure Strategy and Analysis (DASN (IS&A)), Vice Chair; VADM Charles W. Moore Jr., USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; Mr. Thomas Crabtree, Director, Fleet Training, U.S. Atlantic Fleet, serving as Alternate for VADM Albert H. Konetzni Jr., USN, Deputy and Chief of Staff, U.S. Atlantic Fleet, Member; LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member; RADM Mark T. Emerson, Assistant Deputy Commandant for Aviation (AVN), serving as an Alternate for LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; Mr. Michael F. McGrath, Deputy Assistant Secretary of the Navy for Research Development Test & Evaluation (DASN (RDT&E)), Member; Dr. Russ Beland, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment (DASN (MA&A)), Member; Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC) Representative; Mr. Thomas N. Ledvina, Navy Office of General Counsel (OGC) Representative; Mr. James Recasner, Senior Counsel, Infrastructure Strategy and Analysis; CAPT David Foy, USN, Infrastructure Strategy and Analysis, observing; LCDR Robert E. Vincent, JAGC, USN, Recorder; and Capt James A. Noel, USMC, Recorder. All attendees were provided enclosures (1) through (12). Ms. Davis presented the minutes from the 11 September 2003 IEG meeting to the IEG for review and they were approved.

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Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 2 OCTOBER 2003

2. Ms. Davis provided a status report on recent ISG meetings:

a. The Medical JCSG provided a capacity analysis briefing to the ISG on 29 Aug 03 and was scheduled to provide its' final report on 30 Sep 03. Enclosure (2) pertains. In accordance with enclosure (3), the final report will be sent to ISG principals for coordination and approval. Medical is finalizing the definition of capacity and noted that Medical Class VIII will remain within the Supply and Storage JCSG, but Medical will closely monitor its progress.

b. The Headquarters and Support Activities (HSA) JCSG provided a capacity analysis briefing to the ISG on 11 Sep 03. Enclosure (4) pertains. The IEG concurred that HSA needs to focus the scope of their analysis. Enclosure (5) contains DoN's response to OSD's request for input concerning scope of analysis. The IEG discussed the 100-mile radius, which constitutes the National Capital region.

c. The Education and Training (E&T) JCSG provided a capacity analysis (minus ranges) briefing to the ISG on 24 Sep 03. Enclosure (6) pertains. The range subgroup is scheduled to brief the ISG on 10 Oct 03. E&T plans to assess joint cross service opportunities in graduate pilot training, which will potentially impact operational basing options. Enclosure (7) contains Navy's position that the military departments should assess graduate flight training and new and emerging platforms. OSD will provide written guidance upon consideration of DoN and Air Force recommendations.

d. The Supply and Storage JCSG provided a capacity analysis briefing to the ISG on 24 Sep 03. Enclosure (8) pertains. The ISG approved the JCSG's approach and report. Data call questions are being defined and finalized. The JCSG is contemplating a two-part analysis; above installation and installation and below (organizational supply level function). The JCSG will receive further guidance in order to focus its analysis on issues independent of operational unit supply and storage.

3. Ms. Davis briefed the following additional issues: The draft interim Force Structure Plan has been reviewed by CMC, and VCNO has it for action. The list of DoN installations for BRAC analysis will be forwarded to N4 and I&L for validation. VCNO is scheduled to address the 15 October 2003 FAB meeting. Ms. Davis has commenced individual meetings with FAB members (met with Intel, Supply and Storage leads) and will continue these meetings to ensure commonality of effort within DON. A joint basing team held its initial meeting last week with the purpose of analyzing the development of joint basing decisions through the BRAC process. Industrial and Technical JCSG Capacity Analysis briefings to the ISG are scheduled for 3 October 2003. As enclosure (9) indicates, Industrial JCSG has three subgroups working independently. Commonality will need to be addressed. The Technical JCSG (Enclosure (10)) has an extremely complex three-dimensional approach, which may be too detailed. The current structure of the IAT (Enclosure (11)) was provided to the IEG.

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 2 OCTOBER 2003

4. The IEG discussed the need to foster a common understanding among the JCSGs concerning the scope of their actions and analysis, emphasizing adherence to OSD's guidance. Enclosure (12) pertains. The IEG further discussed the need to define surge and surge requirements. The IEG determined that it was necessary to collect and disseminate OSD guidance to JCSGs with a complementary DON memo to each JCSG chair for clarification with respect to capacity and guidance for surge. The IEG emphasized the need to have intermediate review between the JCSG and IEC level.

5. Ms. Davis indicated that the SECNAVNOTE is a work in progress. The next meeting of the IEG is scheduled for Thursday, 23 October 2003. The meeting adjourned at 1140.

H T Johnson

H. T. JOHNSON
Chairman, IEG

TAB 1

Infrastructure Evaluation Group

2 Oct 2003
1000-1200
4E765

Meeting called by: Chairman **Recorder:** Capt Noel

----- Agenda Topics -----

Review and approve minutes of IEG Meeting of 11 Sep 03	Ms. Davis
Report on ISG meetings - Medical JCSG - HSA JCSG - Education & Training JCSG - Supply & Storage JCSG	Ms. Davis
Status Reports - Force Structure Plan - Staffing - DON Universe list of Installations - VCNO to address FAB on 15 Oct - DASN IS&A one-on-one mtgs with DON JCSG Principles - Joint Basing Team held initial meeting last week - ISG mtg 3 Oct o Industrial and Technical JSCG Capacity Analysis briefing	Ms. Davis
Administrative - SECNAVNOTE will be available for review and comment at the 23 Oct meeting	Ms Davis
Next meeting Thursday, 23 Oct 03, 1000-1200	

Other Information

Draft minutes of 11 Sep 03 IEG meeting provided.

TAB 2

29 August 2003 ISG Meeting

Medical Joint Cross Service Group Briefing

Organization (Slide 3)

- Functional organization is appropriate.
  - Five functional working groups subdivided into 16 total subgroups.
  - Personnel are additional duty, average 10-15% of their available time.

Functions To Be Analyzed (Slides 4-6)

- Provides basic scope of functions being analyzed by subgroups.
- Approach appears reasonable.

Capacity Analysis Methodology (Slides 7-8)

- Outlines two of five functional subgroups.
  - Provides a work in progress view of the two groups
  - Does not represent the full scope of the JCSG analysis.

Issues Impacting Analysis (Slides 10-11)

- Wants OSD provision of funding for 22 FTE ($2.7M) for contractor support + $560K Admin
  - Nonconcur – resources/support should continue to be provided by MilDeps.
  - Will ensure commonality of approach.
- Recommends medical lead of Humans Systems Research in Tech JCSG and Class VIII in Supply & Storage JCSG.
  - Acceptable so long as functions remain in Tech and Supply JCSGs.
  - Assignment of these subfunctions to Tech and Supply was a deliberate ISG decision.

Capacity Analysis Report

Issues/Comments

- No substantive issues with approach. However, it is a **work in progress** and **not a final product**.
  - MJCSG has off-site scheduled for 9-10 September 2003 to close gaps.
  - Metrics and assumptions require refinement to ensure:
    - Consistency of measurement across services
    - Final adjudication of recommendations on metrics from subgroups
  - If the approach is refined the MJCSG will be positioned to define:
    - The inventory of the facilities performing the functions.
    - Percentage of throughput capacity utilized for current/surge requirements.
    - Percentage of excess capacity existing above current/surge requirements.
- Report only received Wednesday afternoon.
  - Limited time to review.
  - Limited coordination with JCSG representatives.
  - Does not bode well for future JCSG reviews unless OSD manages delivery of products in a timely fashion.

TAB 3

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THE UNDER SECRETARY OF DEFENSE
3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

SEP 5 2003

MEMORANDUM FOR CHAIRMAN, MEDICAL JOINT CROSS-SERVICE GROUP

SUBJECT: Follow-up to Capacity Report

Thank you for being the first Joint Cross-Service Group to brief the Infrastructure Steering Group (ISG) on your approach to capacity analysis. The ISG has agreed to your overall approach and believes that you are on the right track. As you stated in the cover memorandum transmitting your report, you intend to hold an off-site September 9-10 to close gaps in the report. While your report provides a solid foundation for your capacity analysis and the data requirements for that analysis, I would appreciate receiving your final report by September 30th for the ISG's final review and approval. Please take time at your off-site to ensure that your report includes a comprehensive set of common definitions for your functions, common metrics that will measure throughput capacity and a methodology for determining surge requirements. Additionally, your final report should include your data call questions.

My BRAC team and the Service BRAC offices stand ready to assist you in refining your report. Please do not hesitate to seek their advice.

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

Attachment
As stated

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TAB 4

Headquarters and Support Activities Joint Cross Service Group Briefing

Group Organization and Process (Slides 3-4)

- Three Subgroups established with DoN leading two.
- Subgroups divided into seven functional teams, DoN will support primarily part-time.

Functions to be analyzed (Slides 5-9)

- Functions to be analyzed by teams defined, disparate list which is character of JCSG.
- Admin/HQ will functionally review major HQs, more than just space management.

Refinements of SecDef Approved Functions (Slides 10-11)

- Dissolved earlier geographic focus and will address geography within functions.
- DC area (expands current NCR to within 100 miles of the Pentagon) will be a focus.
- Family and troop support recommended for review (OSD excluded 22 Apr 03).
- Recruiting and ceremonial band recommended for review (OSD excluded 22 Apr 03).

Capacity Analysis Methodology (Slides 12-19)

- Methodology presented for three of seven functional teams,
  - Admin/HQ presented due to complexity of analysis.
  - Installation Management presented due to volume/detail of metrics.
  - Mobilization presented due to level of interest.

Issues Impacting Analysis (Slide 20)

- JCSG is requesting additional full-time support with a focus on Mobilization. The JCSG had expressed concern of DoN's participation but has since been satisfied.
- DoN has budgeted for a reasonable amount of travel for DoN reps, adequacy is TBD.

Capacity Analysis Report

Issues/Comments

- Work in progress. Manpower and Financial Management sections need work. JCSG has promised OSD an updated report by the end of September.
- Significant overlap of functions between teams as well with other JCSGs. Continued refinement of the "Universe" needed between functions and with OSD guidance.
- The JCSG has been tasked to complete a full review of function of several Defense Agencies and Field Activities beyond simply the HQ functions. The report does not address how this will be approached.
- DoN is planning to support the JCSG team primarily with part-time participation of SMEs coordinated through the IAT. The JCSG has expected a greater level of full time involvement but this is not possible given the number of functional teams across all JCSGs. ASN(I&E) is confident we will provide the appropriate expertise at the right time as opposed to simply buying bodies to display hollow support.

Subgroup	Status	DA			DON			DAF			Def Agcy / JS/WHS		
		MIL	CIV	CTR	MIL	CIV	CTR	MIL	CIV	CTR	MIL	CIV	CTR
Functional	FT	0	3	2	1	0	0	2	3	0	1	1	0
	PT	0	1	0	3	3	0	2	1	0	0	0	0
M&D	FT	0	0	1	0	0	0	0	0	0	0	0	0
	PT	2	0	0	6	1	0	5	2	0	0	0	0
Admin/HQ	FT	0	0	2	1	0	0	0	1	0	0	0	2
	PT	0	0	0	4	1	0	0	0	0	1	1	2
Core	FT	1	0	2	3	0	1	0	0	0	0	0	0
	PT	0	1	1	0	0	0	0	0	0	0	0	0
Total	FT	1	3	7	5	0	1	2	4	0	1	1	2
	PT	2	2	1	13	5	0	7	3	0	1	1	2

TAB 5

DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

September 24, 2003

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

Subj: BRAC 2005 GUIDANCE FOR THE HEADQUARTERS AND SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

In response to your tasking at the Infrastructure Steering Group (ISG) meeting of 16 Sep 2003, the Department of the Navy (DoN) offers the following recommendations for the Headquarters and Support Activities (HSA) Joint Cross-Service Group (JCSG):

- Limit the Group's efforts to the following two areas:
  1) Footprint analysis of Washington, DC (100 mile radius) focusing on assessing the need to be located in the DC area, eliminating the use of leased space and examining the potential to further consolidate installation management service providers.
  2) Throughput and footprint analysis of the seven Defense Agencies addressed in your memorandum of 30 Jul 2003 (DFAS, DSS, DeCA, DCAA, DLSA, DSCA, PFPA). The throughput analysis would consist of an examination of capacity (manpower and footprint) and duplicity.

- DoN will address the following functional areas as indicated:
  1) Major Administrative and Headquarters Activities outside Washington, DC - The Secretary of Defense approved analysis of activities in the NCR and other regions, joint command and control headquarters and activities, Service major command headquarters, and Reserve administrative and headquarters facilities. Other than the footprint analysis of the NCR noted above, recommend the Military Departments include analysis of the remaining administrative and headquarters activities in their BRAC processes. Joint command and control headquarters should be assessed by the designated Executive Agent. My memo to you of 21 Jul 2003 concerning transformation opportunities addressed improving component integration and assessing the value of locating reserve facilities within the community. Because Navy and Marine Corps reserve organizations are considerably different than the other Services in terms of size, employment and affiliation with local governments, this subject should remain with the Services. DoN will approach the other Services when collocation or geographic

consolidation opportunities arise in any of these administrative/headquarters activities.

2) Installation Management - Significant reengineering has and continues to take place within DoN to consolidate/regionalize services and take advantage of best business practices. Installation Management changes are very much dependent on other BRAC decisions and will be addressed accordingly. Additional functional analysis within the BRAC process is not recommended.
3) Communications/IT - DoN has made a significant investment in the Navy and Marine Corps Intranet program as a best business practice. Additional functional analysis within the BRAC process is not recommended.
4) Financial Management - Recommend financial accounting and pay services be reviewed as part of the DFAS throughput analysis addressed above. Planning, programming and budgeting must remain a Service issue and does not represent significant opportunity.
5) Manpower and Personnel Management - Much of the proposed scope must remain with the Services such as Military Manpower Management. The balance does not offer significant opportunity. Additional functional analysis within the BRAC process is not recommended.
6) Mobilization - Navy and Marine Corps mobilization functions are performed predominantly at active duty installations and will be analyzed as part of their review. DoN will approach the other Services when joint use of facilities appears feasible.

I recognize this represents a departure from the subordinate functional areas approved by the Secretary of Defense for this JCSG, and recommend the ISG seek his approval of this reduced scope.

Should you require further assistance, my point of contact is Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis), Ms. Anne Davis, (703) 697-6638.

Hansford T. Johnson
Secretary of the Navy
Acting

TAB 6

24 September 2003 ISG Meeting

Education and Training Joint Cross Service Group Briefing (Not including Ranges subgroup)

Organization (Slide 3)

- Flight Training, PDE, SST have no sub-working groups.
- Ranges have organized into 5 functional groups: Air, Ground, Maritime, Simulation and Test.
- Personnel are part time, average 25% of available time.

Functions To Be Analyzed (Slide 5)

- Flight Training is including graduate level training, which will impact operational bases.
- Defense Agency and other functional areas' educational programs (except medical) will be considered within the E & T JCSG and assigned as appropriate.

Critical Assumptions (not on slides)

- Flight Training:
  - Flight Training will be integrated among the Services wherever possible.
  - Capacity based on existing infrastructure. Funded MILCON will not be considered.
- PDE:
  - Service Policy determines throughput requirements for PDE.
  - Surge capacity is not applicable since there currently is no legislative requirement or DoD Instruction that calls for a surge capacity in education.
- SST:
  - Capacity based on existing infrastructure. Funded MILCON will not be considered.
  - Defense Agency and functional area specialized skill training courses are to be assigned to SST.
  - Surge and maximum capacity requirements are identical.

Capacity Analysis Methodology (Slides 6-11)

- Methodology is generally consistent. All groups are measuring student throughput, facilities capacity and support capacity.
  - Two critical measures for Flight training include runway and airspace capacity.
  - PDE: Need to designate a capacity standard for educational institutions.

Issues Impacting Analysis (Slide 12)

- No documented requirements or standard definitions for surge.
- Flight Training: Differences in Service policy for training aircraft separation (30 secs vs. 3 mins) creates skewed calculations in runway capacity.
- Need full time personnel.
- (Not in brief) Flight Training: Need training requirements for new, emerging platforms, JSF, UAVs, V-22.
- (Not in brief) No agreed upon method of measuring building design capacity.

Capacity Analysis Report Issues/Comments

- PDE: There is no clear tie between Force Structure, doctrine and requirements.

  Approach will deliver:
  - The inventory of the facilities performing the functions.
  - Percentage of throughput capacity utilized for current requirements.
  - Percentage of excess capacity existing above current requirements.

TAB 7

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

Subj: BRAC 2005 GUIDANCE FOR THE EDUCATION AND TRAINING JOINT CROSS-SERVICE GROUP

At the 24 September ISG meeting, concerns were raised about the functions for analysis of the Flight Training Subgroup. In response, the Department of the Navy offers the following proposals:

1. Limit the Flight Training Subgroup's function to undergraduate level training only. Assign graduate level training to the Services.

   a. Graduate level flight training is predominately for service specific aircraft located at a single site (B-1, B-2, U-2, P-3, F-15E, etc). This type of training falls under the function of "One-Station Unit Training," a function excluded from JCSG analysis as reported in the E & T JCSG memo of July 2, 2003, and approved by the ISG in their memo dated July 16, 2003.

   b. An analysis effort by the Education and Training JCSG would likely yield very few, if any, workable recommendations to combine or integrate graduate level flight training. "One-Station Unit Training" is described as "Service unique training, Service prerogative to train." The DoN feels that the individual Services are better equipped to examine their respective graduate level flight training programs. If a Service has more than one training site for a particular airframe, the Service should be expected to look for efficiencies.

   c. In the cases where more than one Service flies a similar aircraft, graduate training has already been combined where practicable. For example, USAF E-3 and USN E-6 (same aircraft, different configuration) are co-located at Tinker AFB. For the H-60 helicopter, the Services train to different tactics in different environments, making consolidation and integration more difficult.

2. Assign flight training for new and emerging weapons systems, JSF, V-22, UAVs, etc, to the Service Departments.

   a. In order to conduct a complete analysis, the training requirements for new and emerging weapons systems must be known. At this point, many of the training requirements are immature or have not been developed by the Services, and it is unlikely they will be complete in time to be included in BRAC 2005. This may require the Services to ensure there is sufficient flexibility in their basing strategy to accommodate new or replacement platforms.

   b. To the extent that training requirements can be defined, the Services are in the best position to determine whether joint use of facilities or consolidation of activities will meet mission requirements.

I recognize this represents a departure from the subordinate functional areas approved by the Deputy Secretary of Defense for this JCSG, and recommend the ISG seek his approval of this reduced scope.

Should you require further assistance, my point of contact is Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis), Ms. Anne Davis, (703) 697-6638.

H. T. Johnson

TAB 8

Supply & Storage JSCG
24 September 2003 ISG Meeting

Briefing

Objectives and Battle Plan (Slides 3-5)

- Defines transformation of the Supply and Storage Infrastructure
- Determined what we have done, what we are doing and what we want to do
- Defines above and below the installation segmentation as it applies to S&S (See recommendations)

Commodity Breakout/Organization (Slides 6 & 7)

- Outlines sub-group commodity assignments and rationale for groupings
- Four sub-groups established each led by individual service principal
- HAZMAT/HAZWASTE not addressed
- Wiring diagram/manning – subgroups nominally include five members in addition to lead. One from each service plus one DLA representative.
- S&S JCSG will support Industrial JCSG on ammo; Medical JCSG will support S&S JCSG on medical

Analysis Methodology (Slides 8-11)

- Multifunctional metrics define the nature of capacity (relational)
- Surge issues need resolution (see **Recommendations**)
- Attributes and metrics provided for Distribution and Storage. Metrics contain some military value as well as capacity.
- Growth potential = conversion & expansion

Issues (Slide 12)

- Industrial Base Evaluation issue needs resolution (see **Recommendations**)
- Level of risk issue needs resolution; dependent on Industrial Base Evaluation (see **Recommendations**)

Report

Issues/Comments

- Personnel and funding need resolution
- Unclear how Environmental/Quality/Safety metrics/people relate to capacity.

Recommendations

1. Resolve whether "Installations and below" should be addressed by services.
2. Resolve Industrial Base Evaluation and risk issues.
3. Ensure "growth potential" means conversion and expansion of existing infrastructure to meet surge requirements.
4. Ensure data covers more than just FY03.

TAB 9

Pre-Brief – Industrial Joint Cross Service Group Report to the ISG

9/18/03

Background:

- Structure/Leadership of IJCSG **(slide 3)**

- 3 Subgroups
  - Maintenance
  - Ship Overhaul
  - Ammunition

- Tasking **(slides 4-6)**

Key Points of the IJCSG Report

- Refinement of Scope **(slide 7)**
  - Propose 5 refinements to clarify intent – all Services concur
  - Recommend adoption of the proposed refinements
- Approach / Status **(slides 8-18)**
  - "disparate nature of the functions being analyzed" by the three groups under industrial does not lend itself to a "one size fits all" approach
  - All sub-groups intend to draw to some extent on the capacity measurement methodology of DoD 4151.18H, "Depot Maintenance Capacity and Utilization Measurement Handbook".
    - Tailoring of this methodology may be required
  - Specific details of data call question development for total JCSG are in process,
    - The Maintenance Sub-Group has made considerable progress
    - The other two Sub-Groups are ready to begin
  - Statutory Constraints. Two statutory constraints relate to capacity, workload and surge:
    - 10USC2464 requirement to maintain a "core logistics capability"
    - 10USC2466 restriction on performing no more than 50% of depot maintenance by contractors.
    - Questions will be included to capture the data needed to evaluate impacts of any recommendations to these statutory constraints.
- Issues / Comments
  - Integration of IJCSG approach.
    - Three Sub-Groups appear to working largely independent of one another.
    - Prior to data calls the groups need to compare approaches to include definitions to drive toward acquiring and contributes to analyses that cover the entire scope of the IJCSG.
  - The "core workload" that is associated with 10USC2464 relates closely to the notion of "surge capacity". In the context of depot maintenance, there is a formal methodology for quantifying core that draws on JCS Contingency Scenarios. The maintenance community will need these Contingency Scenarios and the Force Structure Plan to respond to this data request.
  - Capacity as it relates to capability of a "skilled workforce" considered or not?

TAB 10

19 September 2003 ISG Meeting

Technical Joint Cross Service Group Briefing

Organization and Battle Plan (Slides 3-5)

- Five "capabilities" (vs. functional) sub-groups with two additional teams (analysis and integration). No lower level working groups are identified. (the terms working groups and sub-groups are interchanged in the brief and report)
    - Organization could be improved: Land, Sea, Air and Space is large and complex compared to the areas of responsibility of the other sub-groups. The "boundaries" of each sub-group are not well defined, specifically the need for both "Enabling Technology" and "Innovative Systems" subgroups is unclear.
    - Personnel noted are additional duty, average 10-15% of their available time maximum; consistency and focus is a concern. 8 FTE's from DASN IS&A are not included.
- Battle Plan captures all essential activities

Functions To Be Analyzed (Slides 6-8)

- Provides good basic scope of functions being analyzed by subgroups.
- May be confused with "capabilities" and "sub-capabilities" explained in "Assumptions for Developing Attributes" since the naming convention for sub-groups does not follow functions.

Assumptions for Developing Attributes (Slides 9-11)

- Outlines the relationship of capabilities, technology areas, functions and attributes.
    - Appears to be more complicated than it has to be.

Capacity Analysis Methodology (Slides 12-16)

- Describes attributes and their metrics.
- Not clear that all items are measurable or relevant to BRAC.
- People may be over emphasized; qualifications and training must be related to capacity.
- Further clarification of metrics and definition of the analysis methodology is needed.

Surge Requirements (Slides 17-18)

- Surge may be over emphasized.
- Organizational flexibility and surge are being confused to some extent.
- A common surge definition across JCSG's and MilDeps is needed.

Issues Impacting Analysis (Slides 19-20)

- Intellectual capital and surge issues need resolution (see **Recommendations**)
- *Editorial Addition: Responsibility for In-service Engineering (Meet with Industrial JCSG).*
- No known concerns relative to Medical JCSG.

Capacity Analysis Report

Issues/Comments

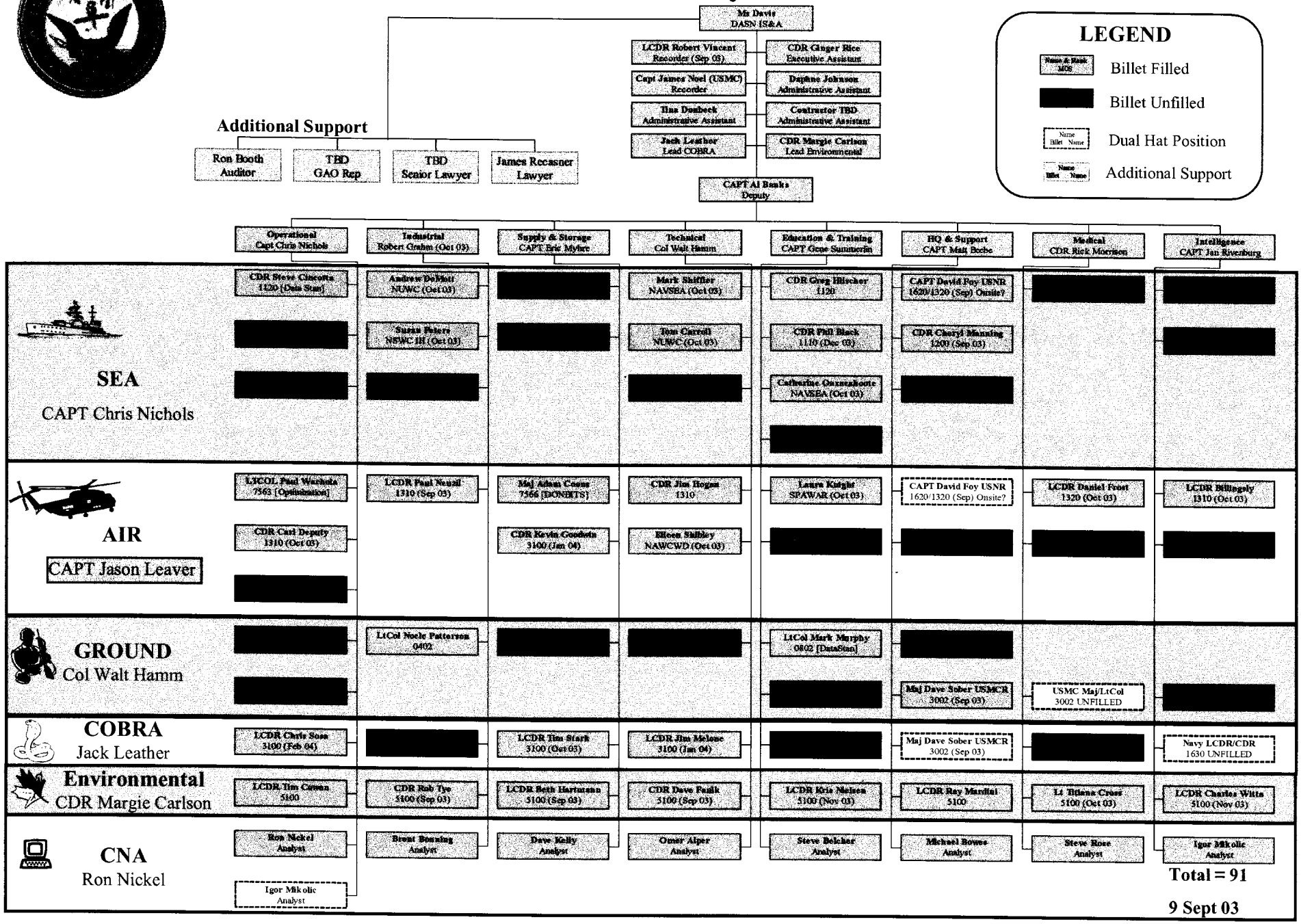
- Report contains limited additional information.
- Needs to reference the military requirements, doctrine, OpPlan or other OSD level document upon which capacity will be based.
- It is a work in progress and not a final product.
- Metrics, terms and assumptions require refinement to ensure consistency of measurement across services.

Recommended Comments to Technical JCSG

1. Provide a detailed methodology for analyzing the metrics associated with intellectual capital to allow its capacity value to be calculated. Also, provide the documented historical impact of intellectual capital factors on DOD installations during previous BRAC cycles.
2. Provide the military requirements, doctrine, OpPlan or other OSD level documents upon which surge capacity will be based. Further define the surge requirements specific to the separate functions, capabilities and sub-capabilities/products.
3. Meet with Industrial JCSG to determine responsibility for In-Service Engineering.

TAB 11

Infrastructure Analysis Team



TAB 12

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THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

ACQUISITION
TECHNOLOGY
AND LOGISTICS

MAY 23 2003

MEMORANDUM FOR CHAIRMEN, BRAC 2005 JOINT CROSS-SERVICE GROUPS

SUBJECT: Transformational Options for BRAC 2005

The Secretary of Defense, in his November 15, 2002, memorandum initiating the BRAC process, asked for a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness. As the Secretary indicated in that memorandum, the enduring value of our BRAC effort rests largely on our ability to conduct an analysis that reaches beyond a mere capacity reduction in the status-quo configuration to one that "reconfigure[s] our current infrastructure into one in which operational capacity maximizes *both* warfighting capability and efficiency."

To assist in this effort, we must pull together the very best suggestions to stimulate critical analysis by the Military Departments and the Joint Cross-Service Groups in support of the most comprehensive and transformational analysis possible. To that end, I request each Joint Cross-Service Group identify some key transformational options for stationing and supporting forces and functions that you judge will rationalize our infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness. Options will be reviewed by the Infrastructure Steering Group and Infrastructure Executive Council to determine their potential impact on military value before being forwarded to the Secretary for approval. These options will constitute minimum analytical frameworks upon which the Military Departments and Joint Cross-Service Groups will conduct their respective BRAC analyses.

Because of the sensitivity of BRAC and the deliberative nature of the analytical process, the BRAC analytical process is a closely held internal Department responsibility. Therefore, I ask you to shape your suggestions within the following constraints.

- Please provide a brief written description for each suggested option. Cross-referencing to earlier studies would be helpful.
- Please make your options overarching and notional. Do not identify any specific installations.
- Please provide your input within 30 days.
- Please treat your response to this request as an internal deliberative document.

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

In addition to obtaining your Joint Cross Service Group's input, the ISG believes that, in your functional role, you exchange ideas and views with a variety of private and public sector organizations. Therefore, the ISG would like each of you to nominate organizations from which DoD would consider soliciting additional ideas. By June 20, 2003, please provide the names and a brief description of any organizations that you believe could contribute to the development of the analytical frameworks for BRAC 2005. The ISG will consider your suggestion to solicit input from these organizations and send appropriate letters requesting their input. Please do not contact these organizations directly.

Thank you in advance for your thoughtful consideration of this request. I look forward to your contribution to shaping our BRAC 2005 effort. Should you have any question regarding this request, please contact Mr. Peter Potochney, the OSD Director for BRAC, at (703) 614-5356.

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