

**BRAC 2005 Infrastructure Executive Council (IEC)  
Meeting Minutes of November 4, 2004**

The Secretary of Defense chaired this meeting, which occurred immediately following a Senior Leadership Review Group meeting. The list of attendees is attached.

The Secretary opened the meeting by asking Mr. DuBois to begin the discussion. Mr. DuBois began by stressing how much work must be done to develop closure and realignment recommendations, but that the task was critical, because the Department simply had too much infrastructure. It is imperative that the Department stop wasting money on unneeded infrastructure, and instead devote those resources to supporting the warfighter.

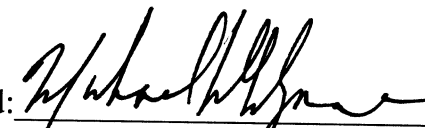
Mr. DuBois then turned the podium over to Mr. Wynne. Mr. Wynne explained that in addition to being a member of the IEC, he was the chair of the subordinate Infrastructure Steering Group (ISG) and that each of the Joint Cross Service Groups (JCSGs) created by the Secretary report to him in that capacity. He also thanked each of the military departments for their work on the ISG and the collegial way in which they are running the BRAC process. Mr. Wynne then used the attached slides to guide the discussion.

The IEC discussion focused on overall organization, timeline, roles, overarching strategies, and illustrative scenarios. Mr. Wynne discussed the JCSGs overarching strategies and illustrative scenarios and then turned to the Military Department BRAC Deputy Assistant Secretaries to do the same for their Military Departments.

The Secretary stressed to everyone the extreme sensitivity of scenario information and reminded them to be extra careful to protect this information from premature disclosure. The members recognized that scenarios are options being analyzed, and that not all scenarios will become candidate recommendations. That being said, they all fully understood how easily a scenario could be misinterpreted as a final decision if prematurely released to the public.

The Secretary concluded the meeting by thanking everyone for their hard work on BRAC and expressing his confidence in how the Department is proceeding.

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



Michael W. Wynne  
Acting Executive Secretary  
Infrastructure Executive Council

**Attachments:**

1. List of Attendees
2. Briefing slides entitled “Base Realignment and Closure 2005, Infrastructure Executive Council” dated November 4, 2004

**Infrastructure Executive Council Meeting  
November 4, 2004**

**Attendees**

**Members:**

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- General Richard Meyers, Chairman, Joint Chiefs of Staff
- Mr. Les Brownlee, Acting Secretary of the Army
- Mr. Gordon England, Secretary of the Navy
- Admiral Vern Clark, Chief of Naval Operations
- General Michael Hagee, Commandant of the Marine Corps
- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)

**Alternates:**

- General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- General Richard A. Cody, Vice Chief of Staff of the Army
- Mr. Peter Teets, Under Secretary of the Air Force
- General Michael Moseley, Vice Chief of Staff for the Air Force

**Others:**

- Mr. Donald Rumsfeld, Secretary of Defense
- Mr. William J. Haynes, II, General Counsel of the Department of Defense
- Dr. David Chu, Under Secretary of Defense (Personnel & Readiness)
- Mr. Larry DiRita, Special Assistant to the Secretary of Defense
- VADM Robert F. Willard, Director, Force Structure, Resources and Assessment, the Joint Staff
- Mr. Raymond DuBois, Director, Administration & Management
- Mr. Philip Grone, Deputy Under Secretary of Defense (Installations & Environment)
- Mr. Pete Potochney, Director, OSD BRAC
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Dr. Craig College, Deputy Assistant Secretary of the Army
- MajGen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Paul Butler, Special Assistant to the Secretary of Defense



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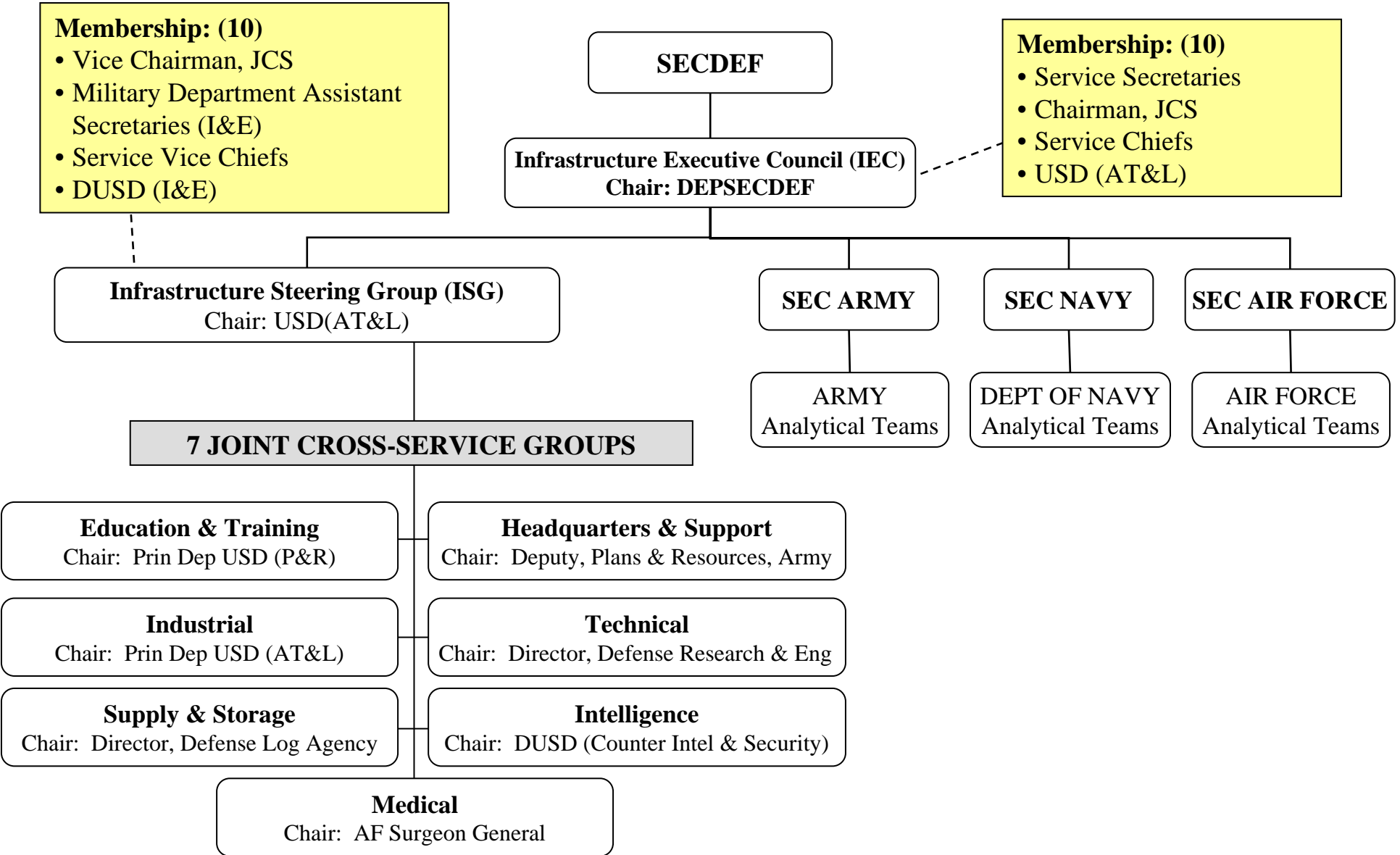
# Base Realignment and Closure 2005

## Infrastructure Executive Council

### November 4, 2004

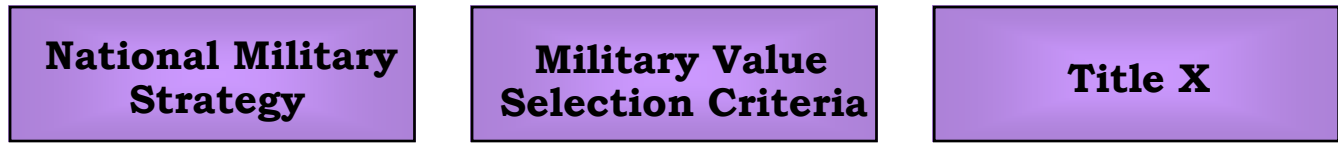


# BRAC 2005 Leadership & Organization





# BRAC Principles and Considerations



- Strategic in concept
- Foster Transformation and embrace change
- Strategy driven, validated by data

- Mutually supporting
- Interchangeable amongst MilDepts

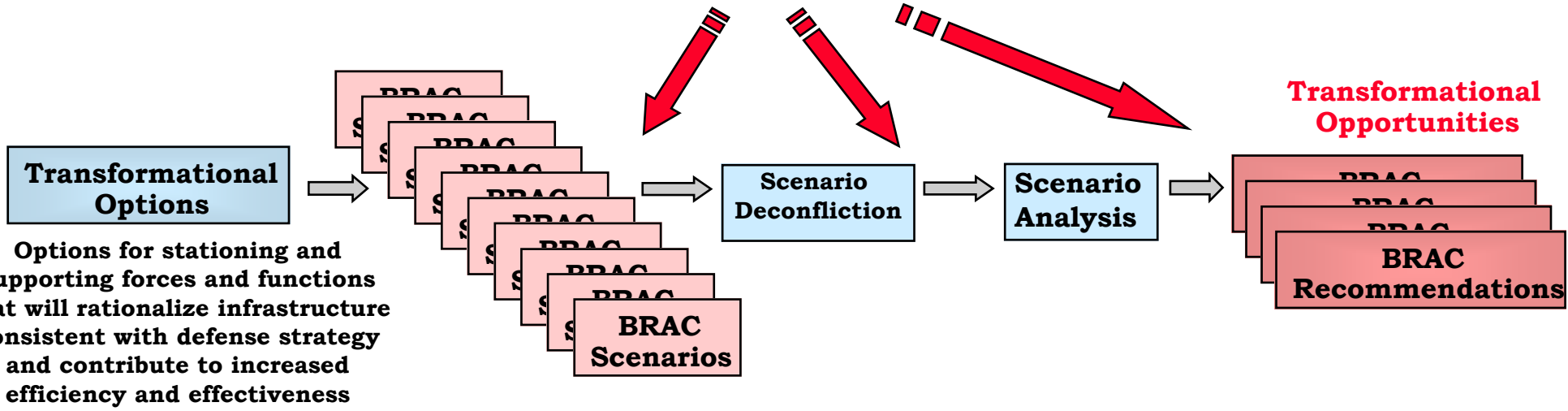
**Principles**

SecDefPriorities

**Considerations**

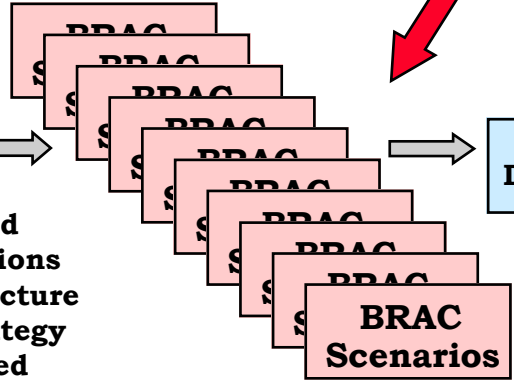
Service Core Functions

- Tied to Principles
- Help Prevent recommendation from violating Principles



**Transformational Options**

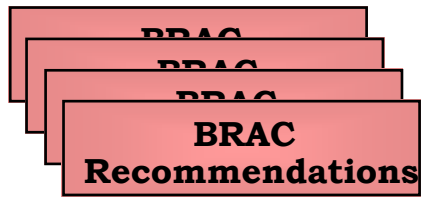
Options for stationing and supporting forces and functions that will rationalize infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness



Scenario Deconfliction

Scenario Analysis

**Transformational Opportunities**

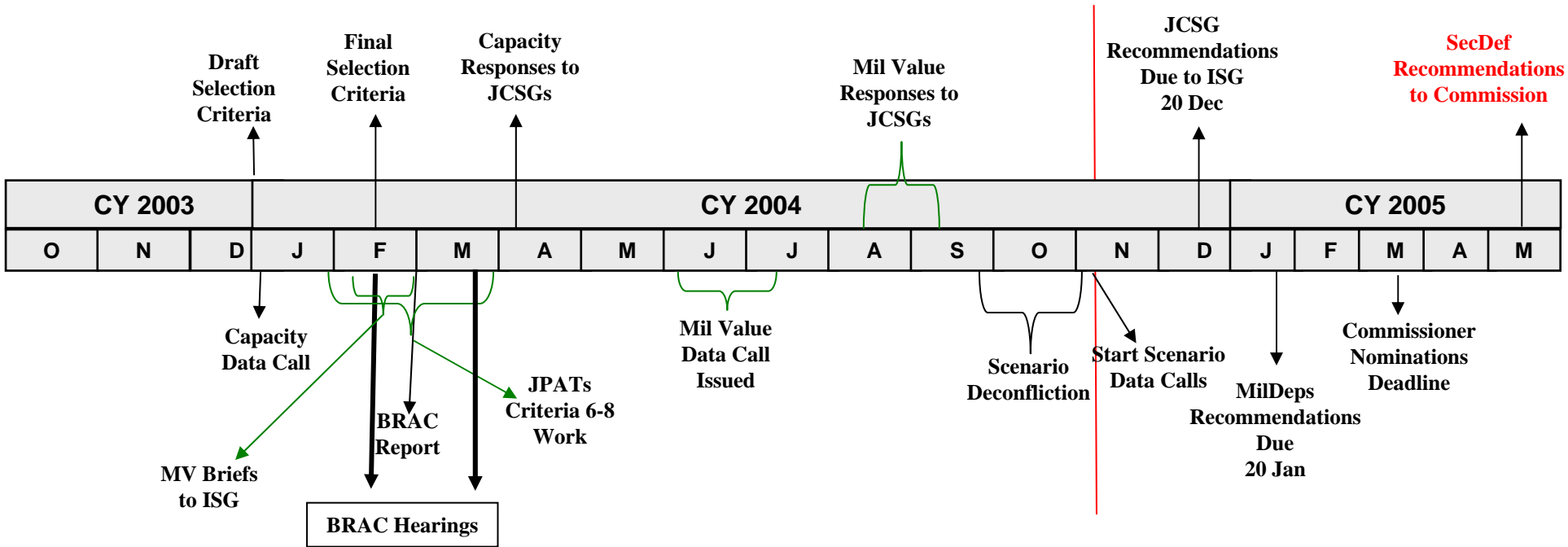
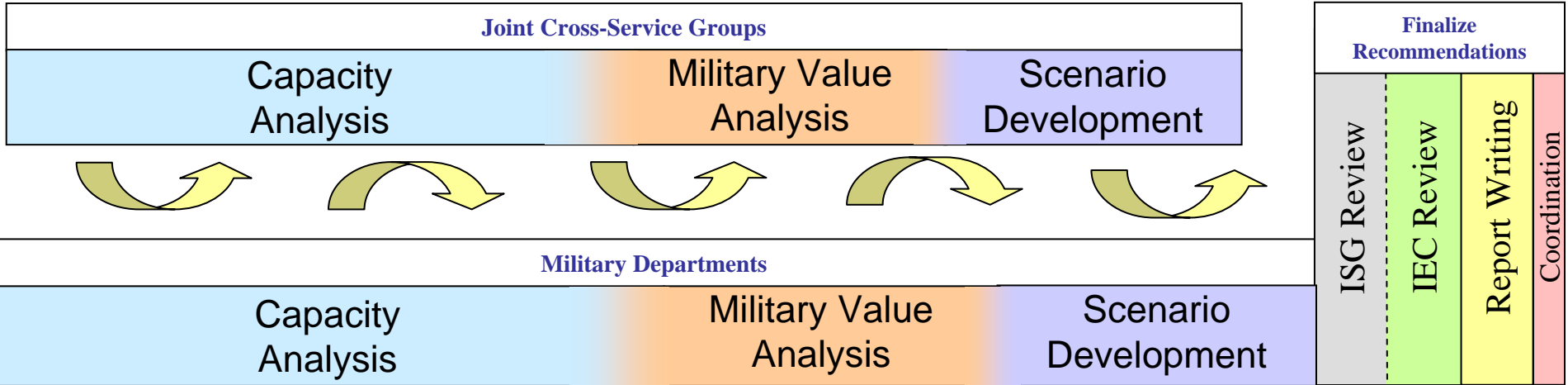


June 2004

May 2005



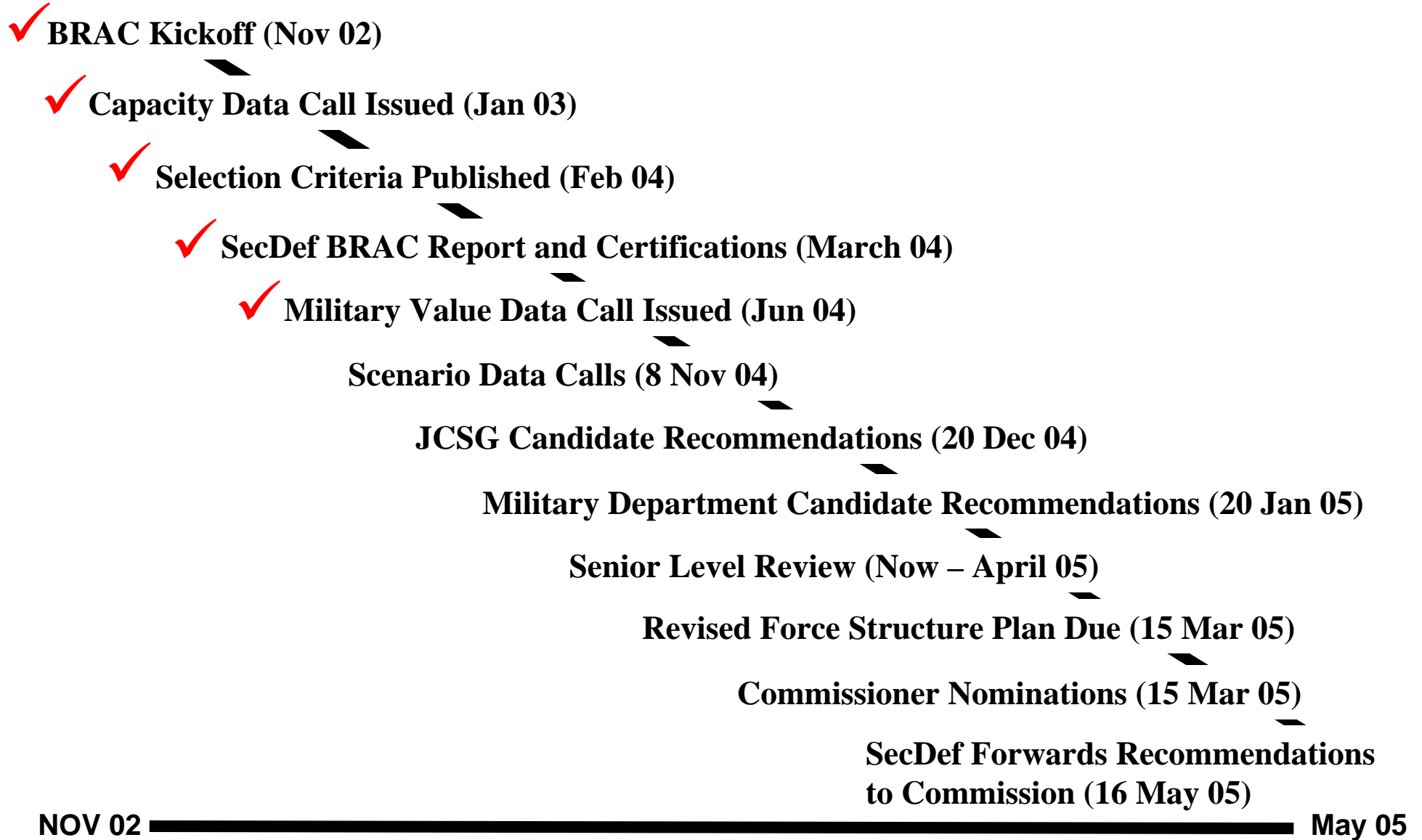
# Process Overview





# Process Timeline

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# IEC Role

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- Ensure SecDef priorities are realized
- Resolve conflicts among candidate recommendations
- Approve final candidate recommendations from MilDep and JCSGs
- Shape and Balance final package – Military Judgment
- Present and defend (with JCSGs) recommendations to the Commission



# BRAC 95 - Example

**Candidate Recommendation:** Close NAS Meridian, MS, except retain Counterdrug Training Academy (non-DoD). Relocate Undergraduate Strike Pilot Training function and associated personnel, equipment, and support to NAS Kingsville, TX. Its major tenant, NTTC, will close, and its training functions will be relocated to other training activities, primarily the NSCS, Athens, GA., and NETC, Newport, RI

### Justification

- ✓ Current force structure shows a continuing decline in the Pilot Training Rate (PTR) (11 to 10 carrier air wings)
- ✓ Consolidation of functional pilot training IAW SECDEF policy

### Military Value

- ✓ Ability to conduct fixed-wing jet training received most weight and emphasis – Flight training/airspace & airfield facilities attributes
- ✓ Meridian’s relative military value against its peers was 4 of 5 and 2 of 2 for Strike bases

### Payback

- ✓ Total estimated one-time cost and savings during implementation is \$158.8M. Annual recurring savings after implementation are \$33.4M with an immediate ROI. Net Present Value of cost and savings over 20 years is a savings of \$471.2M

### Impacts

- ✓ Economic impact – result in the potential reduction of 3,324 jobs
- ✓ Community impact – none
- ✓ Environmental impact – air quality control issue at NAS Kingsville.

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ De-conflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/MilDeps<sub>7</sub>



# Preliminary Capacity Results - Examples

<b>Education &amp; Training</b>		<b>Headquarters &amp; Support</b>		<b>Industrial</b>	
<u>Function</u>	<u>Excess</u>	<u>Function</u>	<u>Excess</u>	<u>Function</u>	<u>Excess</u>
Fixed Wing Pilot		Major HQs	37-47%	Aircraft Fighter/Attack	8%
Runway Ops	41-60%	Installation Mgt	22-55%	Combat Vehicles	29%
Prof/Jnt Military Ed	64-93%	Civilian Pers	11-35%	Ship Repair	
Init Skills Classroom	52-91%	Military Per	6-31%	Heavy Fabrication	39%
Training Ranges		Correctional Fac	9-35%	Munitions Maint	
Sea	(-) 30%			Missiles	50%
Air	38%			Munitions Production	
				Small Caps	23%
<b>Medical</b>		<b>Supply &amp; Storage</b>		<b>Technical</b>	
<u>Function</u>	<u>Excess</u>	<u>Function</u>	<u>Excess</u>	<u>Function</u>	<u>Excess</u>
Edu & Trng	14-83%	Supply		Research	10-59%*
Outpatient Primary	14%	Inventory Control	17-41%	Development and	14-72%*
Outpatient Specialty	36%	Storage	32-43%	Acquisition	
Inpatient	51%			Test and Eval	20- 49%*
					*estimated – data being clarified



# JCSGs Overarching Strategies

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- Industrial - Joint solutions, regionalization, and follow the fleet.
- Education & Training – Joint centers of excellence, private sector reliance, joint combat and undergraduate flight training, preserve Service acculturation.
- Supply & Storage - Transition from linear to networked processes. Force focused with regionalized distribution.
- Headquarters & Support - Joint solutions, regionalization, and consolidation of NCR, pay, major HQs, prisons, and leased space.
- Medical – Proficient and jointly trained medical forces ready to deploy. Size treatment facilities to beneficiary population demand. Consolidate, co-locate, and partner with civilian/VA.
- Technical - Align and consolidate Research, Development, Acquisition, Test, & Evaluation Centers for functional and technical efficiency and synergy.
- Intelligence – Institutionalize horizontal integration, realign resources to ensure COOP and mission assurance, establish analytical integration, and reduce vulnerable commercial leased space



# Sample Strategy Driven Scenario – Industrial, Armaments & Munitions

<p style="text-align: center;"><b>Scenario</b></p>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>■ Preserve and optimize <u>Bomb</u> capability while minimizing excess capacity</li> <li>■ Close Kansas and Lone Star; move Cluster Bomb and Sensor Fuzed Weapons to McAlester and Iowa</li> <li>■ Realign Indian Head and Yorktown Bomb Body workload to McAlester</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>■ Principle: Maintain industrial capabilities to meet production, sustainment, surge and reconstitution requirements</li> <li>■ Transformational Option: Reshape and integrate critical munitions and armaments capabilities to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.</li> </ul>

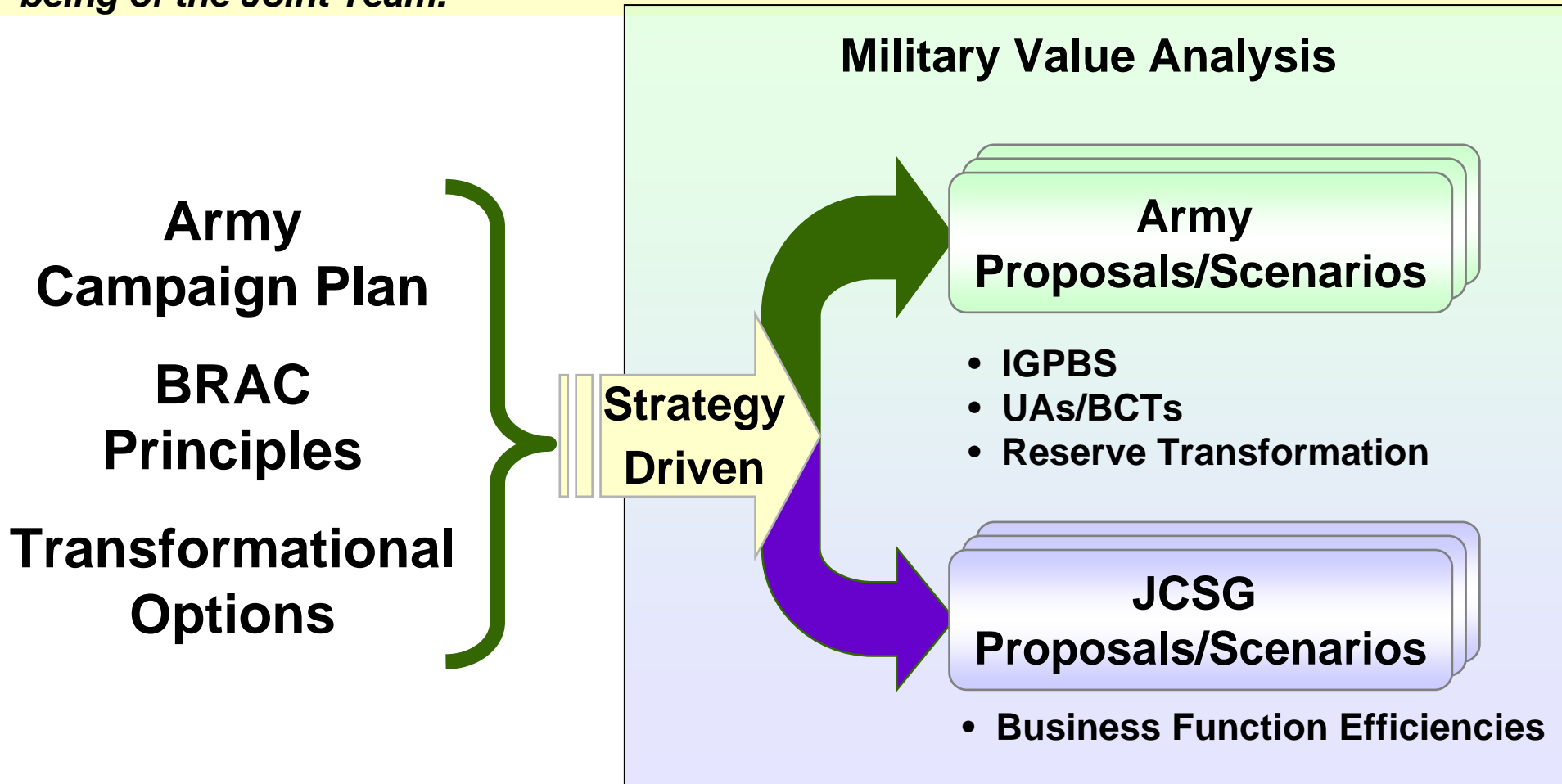
- Strategy
  Capacity Analysis / Data Verification
  JCSG/MilDep Recommended
  De-conflicted w/JCSGs
- COBRA
  Military Value Analysis / Data Verification
  Criteria 6-8 Analysis
  De-conflicted w/MilDeps



# Army BRAC Strategy



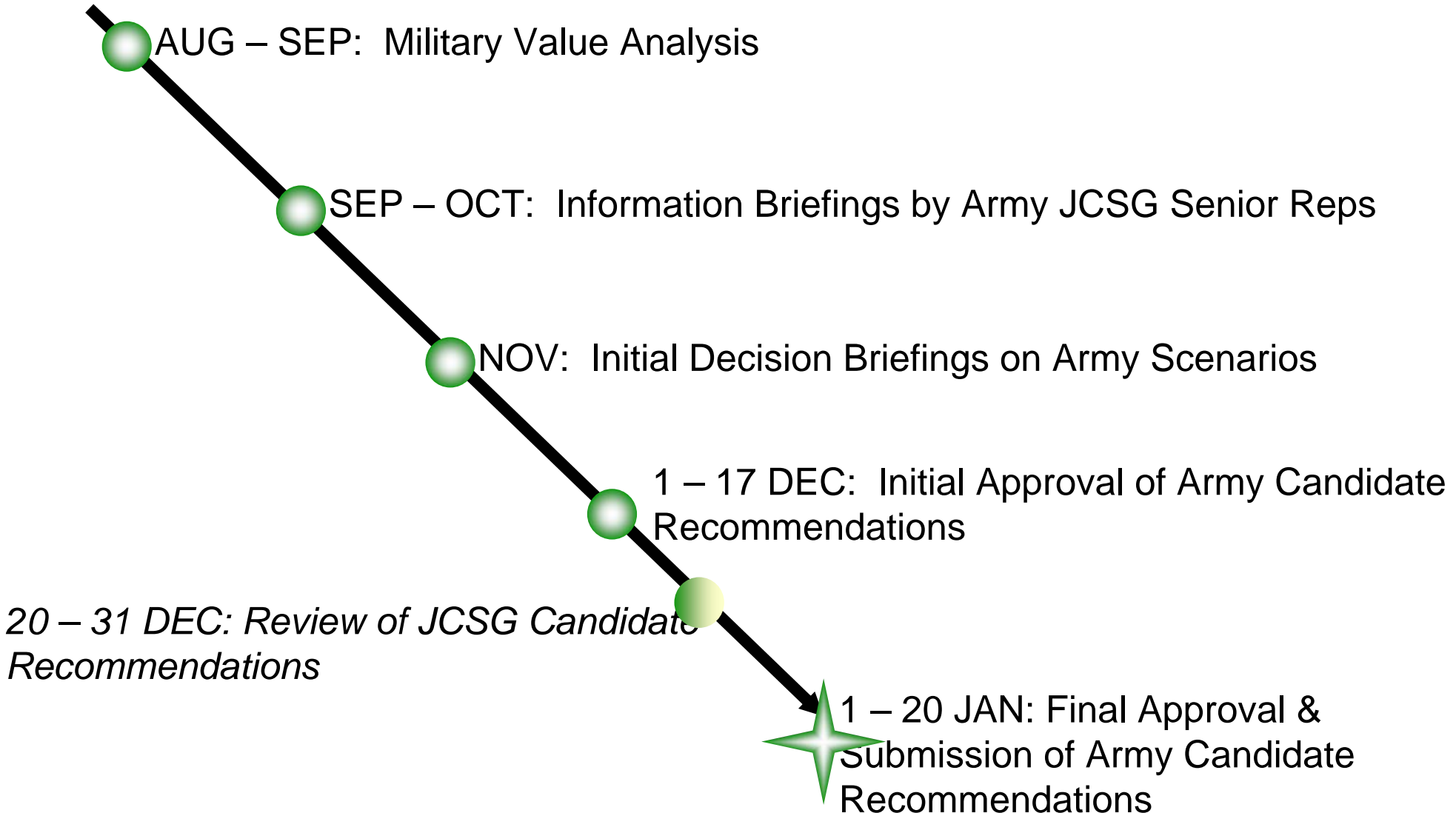
**Army Vision: A campaign quality Joint and Expeditionary Army positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that projects power, trains, sustains and enhances the readiness and well-being of the Joint Team.”**



*Reshaping Through Base Realignment and Closure*



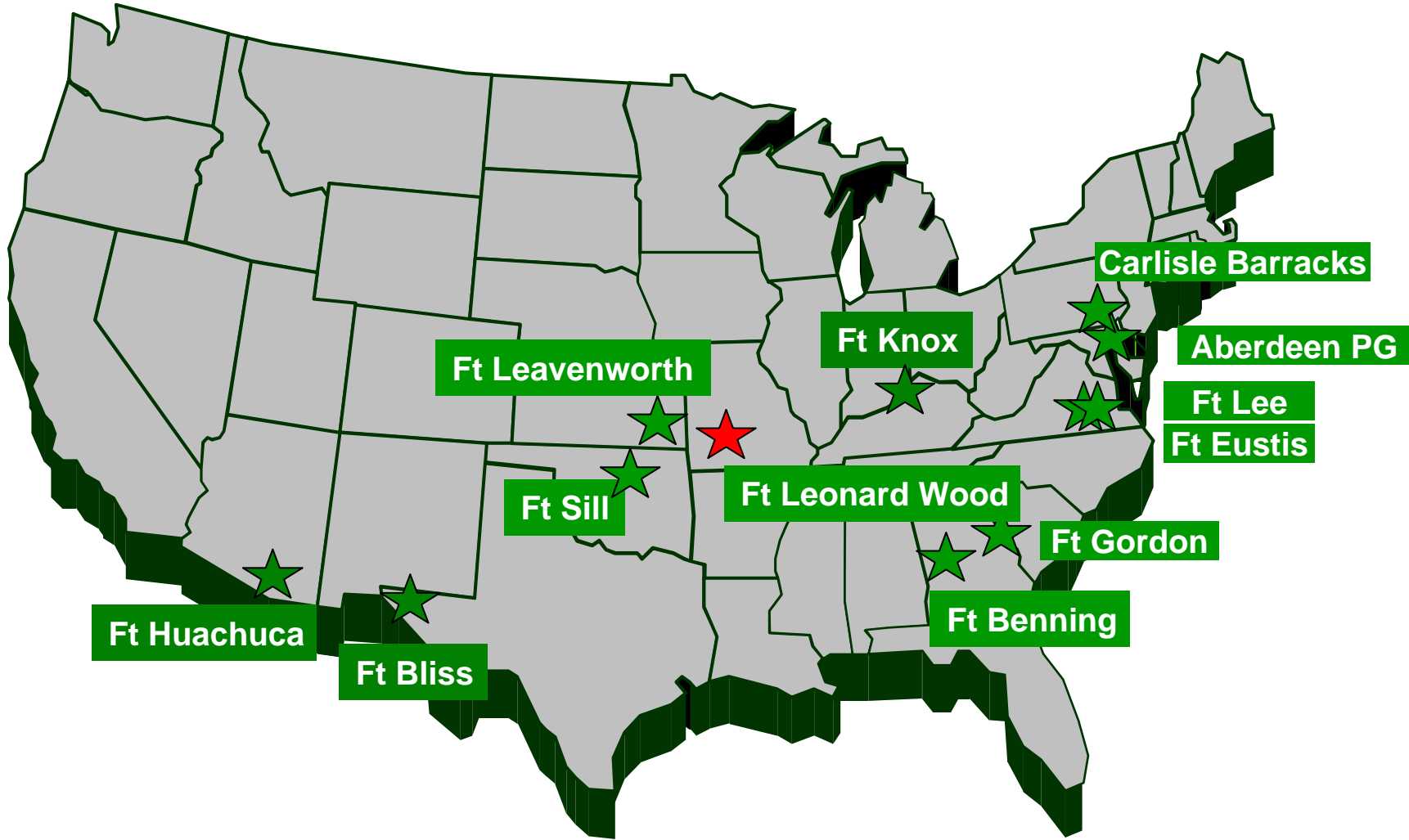
# Army BRAC Senior Review Group Near-term Milestones



*Reshaping Through Base Realignment and Closure*



# Centers & Schools



*Reshaping Through Base Realignment and Closure*





# Maneuver Center (Benning)



## Scenario

- Moves the Armor Center and School (Fort Knox) to Fort Benning (Infantry Center and School) to create a Maneuver Center.

## Drivers/Assumptions

- Principles: Recruit and Train
- Transformational Options:
  - Collocate or consolidate multiple branch schools and centers on single locations
  - Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training.

## Justification/Impact

- Consolidates ground maneuver training and doctrine development at a single location promoting training effectiveness and functional efficiencies
- Reduces the number of Basic Training locations from 5 to 4.
- Lowest Total Cost of potential alternatives

## Potential Conflicts

- Competes for space at Fort Benning with Operational Army proposals.



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# Department of the Navy BRAC Strategy Brief to the IEC





# DON BRAC Strategy

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- **Continue to rationalize/consolidate infrastructure capabilities to eliminate unnecessary excess**
- **Balance effectiveness of fleet concentration with AT/FP desire for dispersion/redundancy**
- **Leverage opportunities for total force integration and joint basing**
- **Accommodate changing operational concepts**
- **Facilitate evolution of force structure and infrastructure organizational alignment**



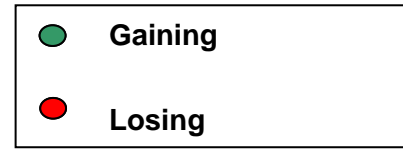
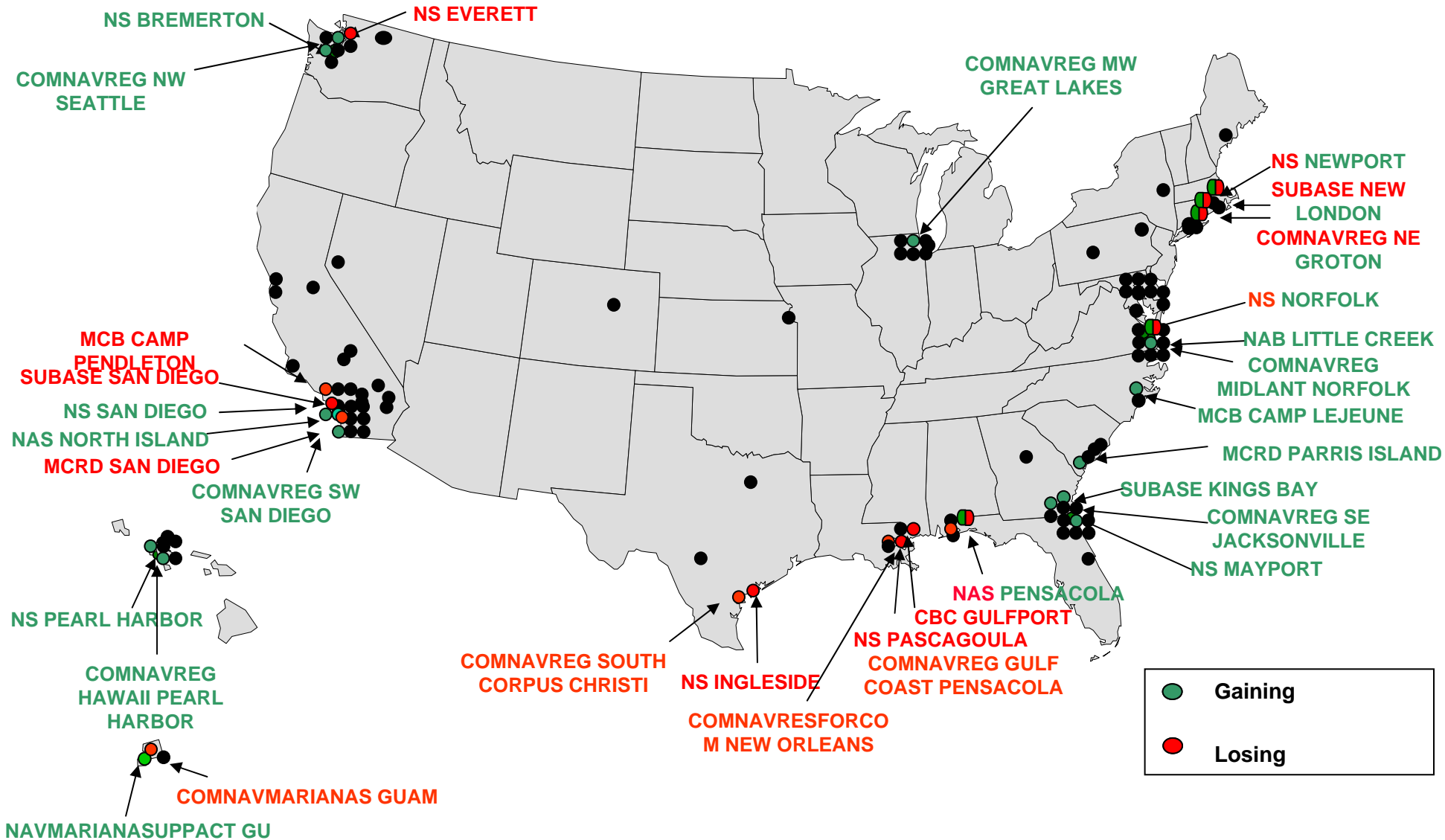
# Sample DON BRAC Scenario

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>• <b>Close CBC Gulfport, MS</b> <ul style="list-style-type: none"> <li>– Relocate 4 NMCBs, 22<sup>nd</sup> NCR, 20<sup>th</sup> SRG, Naval Construction Training Center (NCTC) and associated equipment/material to MCB Camp Lejeune, NC</li> <li>– Relocate METOC Prof Dev Ctr to Stennis Space Center, MS</li> <li>– Consolidate NMC Reserve Center with another in area</li> </ul> </li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>• <b>Principle:</b> Deploy and Employ</li> <li>• <b>DON Objective:</b> Maximize use of capacity in fleet concentration areas while maintaining fleet dispersal and viable AT/FP capability</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>• <b>Reduces Excess Capacity. Saves \$\$ by closing entire installation</b></li> <li>• <b>Collocates NMCB function with supported operational forces and maintains East/West coast distribution</b></li> <li>• <b>Increase training efficiencies</b></li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>• <b>Additional construction required</b></li> <li>• <b>Competing for space on Camp Lejeune with USMC force structure reshaping and potential JCSG scenarios</b></li> <li>• <b>Requires coordination with E&amp;T JCSG (NCTC, METOC Center)</b></li> </ul>

- ✓ Strategy    ✓ Capacity Analysis / Data Verification     MilDep Recommended    ✓ De-conflicted w/JCSGs
- COBRA    ✓ Military Value Analysis / Data Verification     Criteria 6-8 Analysis     De-conflicted w/Services



# DON Scenarios Under Consideration



# ***Headquarters U.S. Air Force***

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*Integrity - Service - Excellence*

## **Air Force BRAC Strategy & Scenario**

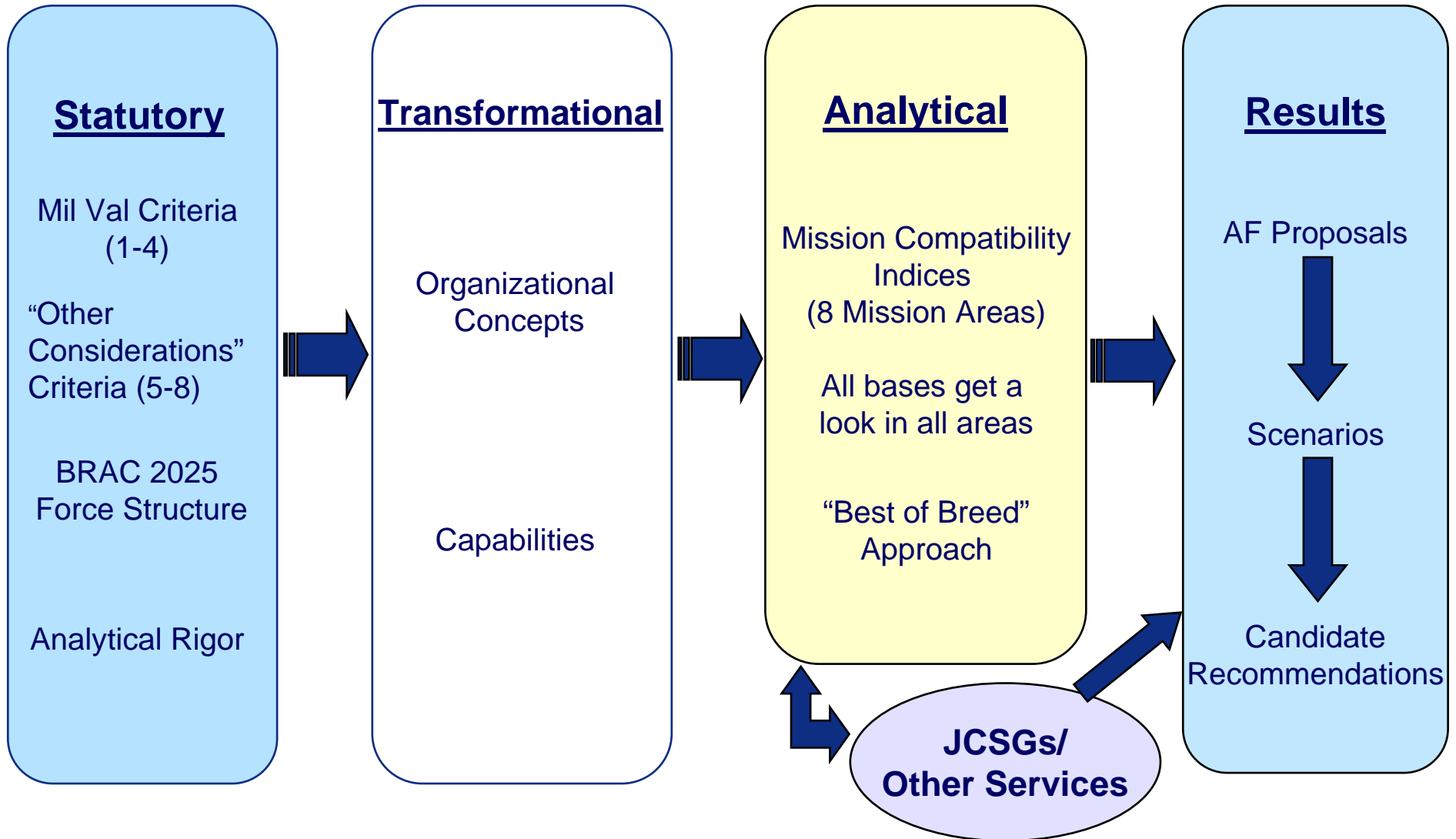


**U.S. AIR FORCE**

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# AF BRAC Strategy





# Scenario

## 200 – Consolidate B-1 Fleet at Dyess

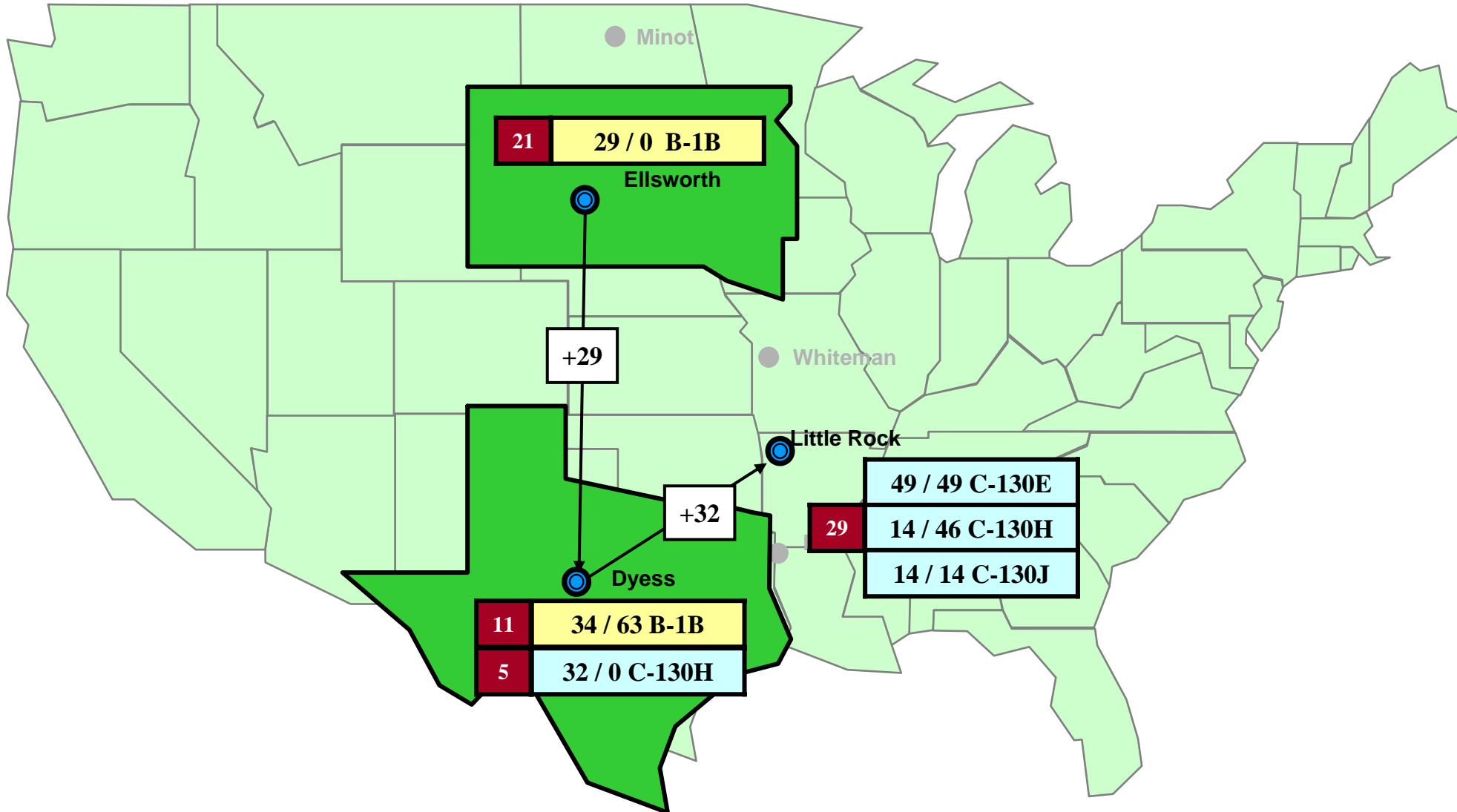
Scenario Proposal	Drivers/Assumptions
<ul style="list-style-type: none"><li>■ Move 29 B-1Bs from Ellsworth to Dyess AFB</li></ul>	<ul style="list-style-type: none"><li>■ Principles:<ul style="list-style-type: none"><li>■ Consolidate legacy systems</li><li>■ Optimize squadron size</li></ul></li><li>■ Transformational Option: N/A</li></ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"><li>■ Eliminate excess infrastructure<ul style="list-style-type: none"><li>■ One base vs two</li></ul></li></ul>	<ul style="list-style-type: none"><li>■ E&amp;T JCSG scenario moves T-1s to Little Rock AFB (E&amp;T-0008)</li></ul>





# Scenario

## 200 – Consolidate B-1 Fleet at Dyess





# Commission Review

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- Review for conformity with force structure plan and selection criteria
  - Public hearings, site visits, and analysis
  - Joint Cross-Service Group and Military Department testimony
- Must find SecDef “deviated substantially” from force structure plan or selection criteria to reject, change, or add new recommendations
- Can only add a closure to SecDef list if seven of nine agree and if at least two visit the installation



# Establishing the Commission

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- President nominates 9 members for Senate confirmation by March 15, 2005
  - Chairman and two selected by President
  - 2 each in consultation with Speaker and Majority Leader
  - 1 each in consultation with Minority leaders
- \$10 Million appropriated for Commission and Staff
  - Contained in FY 2005 Washington Headquarters Services budget
  - Commissioners paid at the ES-4 level
- Can only meet during calendar year 2005
- Terminates April 15, 2006



# Ronald Reagan NDAA FY05

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## ■ Selection Criteria

- All criteria codified in the BRAC statute
- Criterion 3 modified to include “surge”
  - “The ability to accommodate contingency, mobilization, **surge**, and future total force requirements at both existing and potential receiving locations to support operations and training.”

## ■ Commission Voting

- Under existing law Commission cannot *consider* an installation for closure or realignment that is not on SecDef’s list unless:
  - Two Commissioners visit the installation
  - 7 of 9 Commissioners vote to consider the installation
  - But only simple majority of commissioners must vote to close or realign installation not on SecDef list.
- Conference provision extends the visitation and 7 of 9 requirements to the vote whether to close or realign an installation not on SecDef’s list, and to the vote to expand a SecDef realignment recommendation.

## ■ Mothballing

- Conference deleted the *express authority* to mothball

## ■ Force Structure Plan

- Update must be to Congress NLT 15 Mar 2005



# Way Forward

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## ■ IEC Direct Involvement

- Monthly IEC Meetings
- Bi-weekly updates of scenario review
- IEC Must Embrace Bold Outcomes/SecDef Priorities
  - Jointness over Service-centric

## ■ Suggested November Taskings

- Homeland Defense
- CoCom Involvement
- Statutory Surge Requirement
- Status prior to Thanksgiving

## ■ Next IEC meeting - December