

**BRAC 2005 Combined Infrastructure Executive Council (IEC) and  
Infrastructure Steering Group (ISG)**

**Meeting Minutes of December 19, 2002**

The Secretary of Defense hosted this meeting. The list of attendees is attached.

After signing the November 15, 2002, *Transformation Through Base Realignment and Closure* memorandum, the Secretary decided to hold a joint meeting of the two senior groups responsible for BRAC to underscore its importance and personally provide his expectations and goals for the program as a “kick off” to the process.


The DUSD(I&E) briefed issues associated with the November memorandum, to include: the organization for managing the process, the analytical construct to be used, the need to identify functions to receive joint analysis and stationing/supporting options, the timeline and the importance of BRAC to the Department. Slides are attached.

After the briefing, the Secretary underscored the importance of BRAC to the Department and provided his personal insight into the need to eliminate excess infrastructure and to achieve greater opportunities for joint activities. The Secretary indicated that proceeding with the BRAC process to increase the operating efficiency of the Department is even more important now as we continue the fight against terrorism.

**Overseas Basing:** There was discussion on the importance of considering our overseas basing posture as an adjunct to the separate BRAC process. The Deputy Secretary indicated that although BRAC only applies to our installations in the U.S. and territories, the Department can not separate overseas basing considerations from the BRAC process.

**Force Structure:** There was discussion on the approaches to determining future force structure, with the understanding that force structure naturally flows from defense strategy. Special challenges in determining the optimum force structure will exist when there are unknowns in the strategy.

**Reuse of BRAC Property:** Discussion followed on managing the process of converting BRAC property to effective community reuse, to include such topics as the proper level of environmental cleanup and the community challenges associated with delaying cleaning up.

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

**LIST OF ATTENDEES**  
**BRAC 2005 Combined Infrastructure Executive Council**  
**and Infrastructure Steering Group**  
**(December 19, 2002 Meeting)**

**Installations Executive Council (4):**

Hon Paul Wolfowitz, Deputy Secretary, Chairman  
Hon James Roche, Secretary of the Air Force  
Admiral Vern Clark, Chief of Naval Operations  
General John Jumper, Chief of Staff, Air Force

**Installations Steering Group (10):**

Hon E.C. "Pete" Aldridge, Under Secretary of Defense (AT&L), Chairman and IEC member  
General 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)

**Others (18):**

Mr. Andy Hoehn, Deputy Assistant Secretary of Defense (Strategy)  
Hon Dov Zakheim, Under Secretary of Defense (Comptroller)  
Hon David Chu, Under Secretary of Defense (P&R)  
Hon Mike Wynne, Principal Deputy Under Secretary of Defense (AT&L)  
Hon Powell Moore, Assistant Secretary of Defense (Legislative Affairs)  
Hon Victoria Clarke, Assistant Secretary of Defense (Public Affairs)  
Hon William Haynes, Department of Defense General Counsel  
Mr. Larry Di Rita, Special Assistant to the Secretary and Deputy Secretary of Defense  
Mr. Jaymie Durnan, Special Assistant to the Secretary and Deputy Secretary of Defense  
Mr. Steve Cambone, Director, Program Analysis and Evaluation  
Hon Les Brownlee, Under Secretary of the Army  
Hon Peter Teets, Under Secretary of the Air Force  
Mr. Pete Geren, Special Assistant to the Secretary of Defense  
Mr. Philip Grone, Principal Assistant Deputy Under Secretary of Defense (Installations and Environment)  
Ms. Anne Davis, Deputy Assistant Secretary of the Navy (Infrastructure Analysis)  
Dr. Craig College, Assistant Deputy Chief of Staff, Army, G-8  
Mr. Pete Potochney, Director, BRAC  
Ms. Nicole Bayert, Associate General Counsel (Environment and Installations)



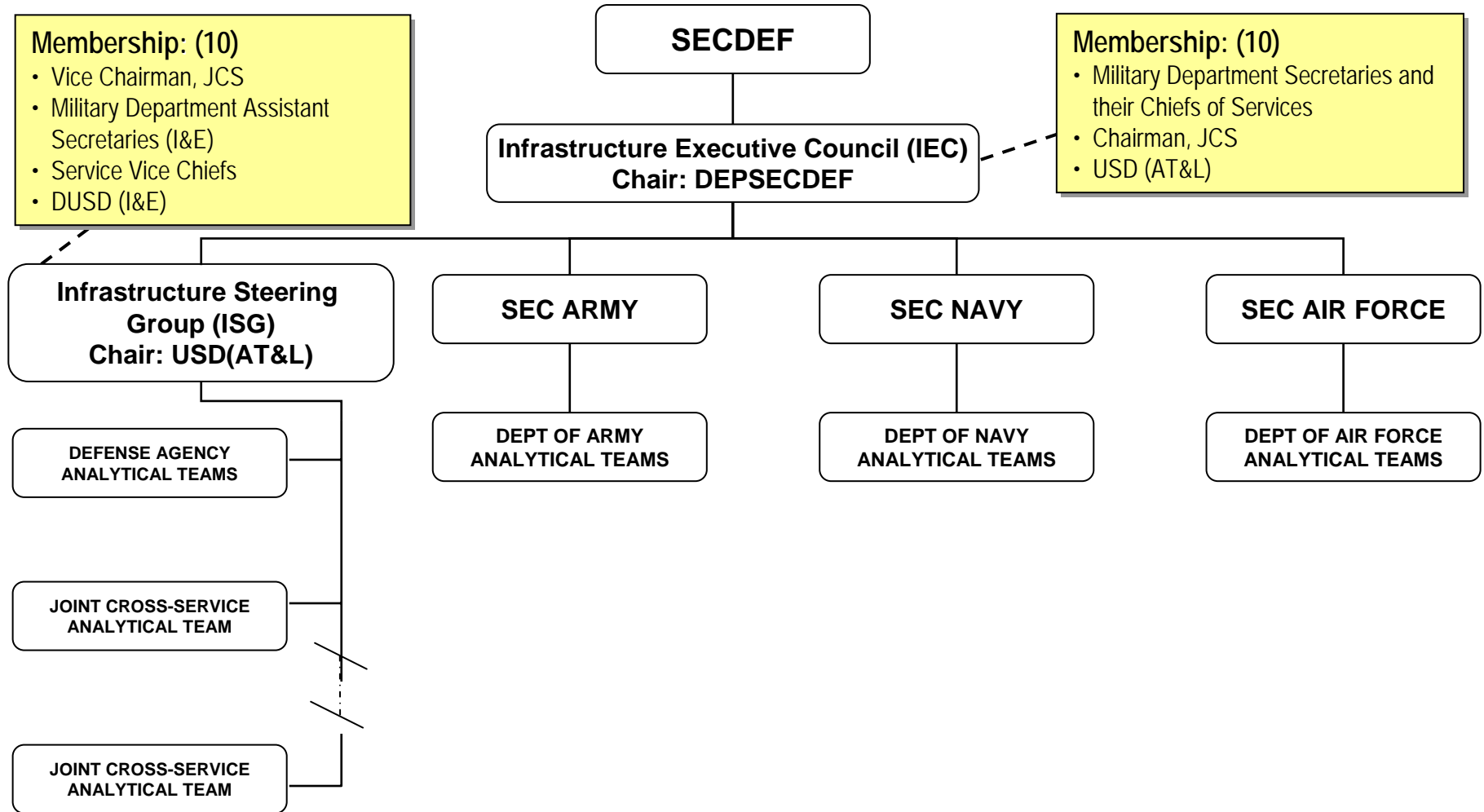
# Beginning BRAC 2005

Briefing for the  
Infrastructure Executive Council and  
Infrastructure Steering Group

December 18, 2002



# SecDef's Kickoff Memo: BRAC 2005 Leadership





# SecDef's Kickoff Memo: Analytical Construct—Two Categories

## ■ Service-Unique Functions

- Analyzed by each Military Department

## ■ Common Business-Oriented Support Functions

- Analyzed by Joint Cross-Service teams that include representatives from each Service

**Strikes the right balance: limited number of common functions jointly analyzed under SecDef's authority, while Services analyze their unique functions**



# SecDef's Kickoff Memo: Process Must Ensure a Comprehensive Analysis

- **DepSecDef's group provides SecDef with:**
  - Specific functions to receive joint analysis within 150 days
  - Broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness

**Comprehensive, transformational BRAC analysis  
must connect force and basing options**



# Process Timeline

**SecDef initiates BRAC 05 Process** (establish organization, process, tools, and policy decisions for IEC decision)

**Analysis of Service Unique and Common Business Support Functions** (Ends May 05)

**SecDef BRAC Report and Certifications** (Feb 04)

**SecDef Approves and Forwards Recommendations for  
Realignments and Closures to Commission** (May 16, 2005)

**Commission Process** (May 05 - Sep 05)

**Presidential Review and Approval** (Sep 05)

**Congressional Action** (Sep 05 + 45 Legislative Days)

**NOV 02**

**~DEC 05**



# BRAC's Potential

## ■ Maximize Joint Utilization

- Reduce overhead
- Improve efficiency
- Facilitate joint training and operations

## ■ Further Transformation

- Rationalize our infrastructure to force structure
- Adjust footprint to maximize warfighter capability and efficiency

## ■ Convert Waste to Warfighting

- Eliminate excess capacity which diverts DoD resources





# Overseas Basing Review Study

- **First step in rationalizing the base structure**
  - **SecDef direction to Combatant Commanders through CJCS**
  - **Interim provided in Apr, final report due in Dec 02**
- **Preliminary results**
  - **Interim reports indicate status quo configuration**
  - **Little evidence of “joint land use”**
- **Further analysis required after additional overseas presence studies are completed**



# Overseas Basing Review Study (OBRS)

## ■ Chairman's April 02 Interim Report

- **29 of 426 EUCOM sites and 33 of 194 PACOM sites “could potentially be consolidated...closed”**
  - Army Efficient Basing (EUCOM) and Korea Land Partnership Plan already identified many of these sites
- **“Potential consolidation, joint use, or return to host nation will require additional analysis beyond scope of the study”**
- **“Seams and gaps” require further assessment**

## ■ Current status (Sep 02 Combatant Command input)

- **EUCOM:**
  - “...sheer size of the USEUCOM AOR surpassed available resources to adequately address this project...”
  - “Facilities identified for potential consolidation, joint use, or return to host nation will require additional analysis beyond scope of the study”
  - “...it is desirable to encourage joint basing...However, there are economic and political considerations when assessing any substantial change to existing basing structure”
- **PACOM:**
  - “...beyond the ROK-U.S. Land Partnership Plan and the Special Action Committee on Okinawa in Japan, significant consolidation/reductions in USPACOM AOR are not readily available.”

**OBRS is a baseline for follow-on study**



# Pre-Judging BRAC's Outcome

- *“...I have to be totally without an opinion whether some bases should be favored over others, and I want you to know that I am totally without an opinion.”*  
April 19, 2002 - Secretary Rumsfeld
- *“If Hill were closed, we’d just have to build a third ALC somewhere else.”*  
October 16, 2001 –Secretary of the Air Force James Roche
- *“All of our bases are very important. Without these bases, we could not prosecute this war.”*  
April 7, 2002 – Secretary of the Navy Gordon England
- *“Clearly, where the Marine Corps is concerned, we are about as efficient as we could be. I cannot imagine the situation where we’d be offering anything (to be closed).”*  
October 22, 2002 – Commandant of the Marine Corps General James L. Jones
- *“ All Services are obligated to look at their institutions in an objective way.”*  
October 3, 2002 – Secretary of the Army Thomas White