

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of February 13, 2003

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

The USD(AT&L) opened the meeting by reemphasizing the Secretary's expectations highlighted at the joint meeting of the Infrastructure Executive Council/Infrastructure Steering Group meeting held on December 19, 2002. He emphasized that "joint" will be a key term in DoD's vocabulary and that military value will drive recommendations. The USD(AT&L) cautioned that BRAC information is no less sensitive than classified information. He stated that sensitivity of information deserves a nondisclosure agreement (attached) for those participating in the BRAC process; signing such a statement demonstrates dedication to that sensitivity; and it further adds a protection to the BRAC process. The USD(AT&L) then signed his nondisclosure agreement, asking all others to do the same.

The DUSD(I&E) then provided the group a briefing (slides attached) on the ISG role, establishing specific functions for joint review, determining functional group leaders, and a process for gathering and assessing ideas to satisfy the Secretary's requirement for a broad series of options for stationing and supporting forces and functions to increase efficiency and effectiveness.

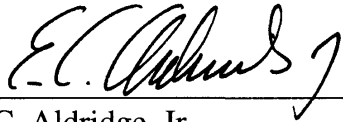
The discussion concerning the role of the ISG (slide 3) addressed the need for recurring (about every three weeks) meetings and asked the ISG members to provide the Chair the name of one alternate member in the event the principal could not attend.

The next portion of the briefing focused on determining a process (slide 6) for selecting functions to receive cross-service analysis. Based on the Secretary's November 15, 2002, memo, the group agreed that if a function is either common (conducted in more than one Service or Agency) or business-oriented (not exclusively conducted by the military), then that function would be eligible for cross-service review.

The ISG reviewed the list of functions included in the briefing (slide 7). After some discussion, the group agreed that of the seven major groups of functions, all but Reuse Review would be included for cross-service analysis. The group determined that the Reuse Review topic should be conducted outside of the BRAC analytical, selection process. The ISG also agreed to modify the "Depot and Industrial" and "Medical Treatment Facilities" headings to read Industrial and Medical, respectively, to better represent the functional vice facility aspect under consideration.

The discussion turned to how Defense Agencies should be reviewed within the BRAC process. The group determined that the Service Deputy Assistant Secretaries and OSD (the “BRAC Directors”) should evaluate approaches to reviewing the six broad functional categories and the details of how Defense Agencies fit within that process.

Time did not permit discussion on the development of analytical frameworks. This topic will be addressed at the next meeting.

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

Attachments:

1. List of Attendees
2. Blank Non-Disclosure Agreement
3. Briefing slides entitled “Joint Cross-Service Analysis and Analytical Frameworks,” dated February 13, 2003.

February 13, 2003
Infrastructure Steering Group Meeting

Attendees

Members:

- Hon E.C. “Pete” Aldridge, Under Secretary of Defense (AT&L), Chair
- 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)
- Ray DuBois, Deputy Under Secretary of Defense (Installations and Environment)

Alternates:

- Lt Gen James Cartwright, Director, Force Structure, Resources, and Assessment, J-8, JCS for General Pace, Vice Chairman, JCS

Others:

- Mr. Phil Grone, Principal Assistant Deputy Under Secretary of Defense (Installations & Environment)
- Mr. Pete Potochney, Director, Housing
- Dr. Craig College, Deputy Assistant Secretary of the Army (Infrastructure Analysis)
- Ms. Anne Davis, Deputy Assistant Secretary of the Navy (Infrastructure Analysis)
- Mr. Mike Aimone, Deputy Assistant Secretary of the Air Force (Basing and Infrastructure Analysis)
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Col Joanne Schoonover, Senior Military Assistant to USD(AT&L)
- CDR John Lathroum, J-8

Nondisclosure Agreement

My duties include work assignments and responsibilities in which I may acquire personal knowledge of or access to information concerning the development of recommendations relating to potential closure or realignment of military installations in the Base Realignment and Closure (BRAC) 2005 process. I understand and agree that it is my duty and obligation to comply with the provisions of this agreement respecting such information, and that my violation of this agreement may result in disciplinary action.

1. I understand that the development of any BRAC 2005 information, written or oral, pursuant to the Defense Base Closure and Realignment Act of 1990, as amended, is an official, sensitive, and deliberative process. "Written" information includes all electronic and hard copy forms of communication. I further understand that the development of such information is not limited to final documents or products, but also includes all draft and feeder documents, briefings and notes, as well as any other related oral or written communication.
2. The public and all levels of federal, state, and local government have a right to expect and trust that the BRAC 2005 process will be conducted objectively and impartially. Any unauthorized disclosure of BRAC information undermines that expectation and trust and is therefore prohibited. Unauthorized disclosures may also constitute a violation of law and DoD or Military Department directives, regulations, instructions, policies, or guidance. I promise not to disclose any BRAC information, except as specifically authorized.
3. I further understand that any document or any other written communication, whether draft or final, is the official property and record of the Department of Defense and shall be retained, disseminated, released, and destroyed in accordance with requirements of law and applicable DoD or Military Department directives, regulations, instructions, policies or guidance.
4. I understand that the provision of this agreement bind me personally until the Secretary of Defense transmits BRAC recommendations to the Commission and Congress even if I am reassigned to other duties or stations, retire, or otherwise cease employment or any contract, agency, or other relationship or association with the Department of Defense.

Signature

Date



Joint Cross-Service Analysis and Analytical Frameworks

Briefing for the
Infrastructure Steering Group

February 13, 2003



Overview

- BRAC Status
- ISG Role
- Determining Joint Cross-Service functions
- Analytical frameworks
- Designating Joint Cross-Service Group (JCSG) leaders
- Joint utilization



The ISG

- Oversees joint cross-service process and analysis
- Integrates joint review with service-specific analysis
- Determines priorities and issues guidance
- Works tough issues
- Meets every third week



Purpose

- Determine functions to receive joint cross-service analysis
- Determine leadership of Joint Cross-Service Groups
- Determine sources for analytical framework options



Determining Joint Cross-Service Functions

- SecDef kickoff memo established two categories of analysis:
 - 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 and appropriate Defense Agency)

Criteria:

Common = more than one Service

Business-Oriented = not exclusive to the military



Selecting Joint Cross-Service Functions

- Start with an array of common business-oriented support functions
 - Can any be agreed upon now?
 - Are there additions?
- Functions that can be agreed to now, OSD proponents will be invited in to describe how a joint analysis would be approached/conducted
 - ISG deliberates and approves approach
- Functions that cannot be agreed to upfront are framed for discussion
 - Designate OSD proponent to provide paper on pros and cons and recommendation for considering jointly
 - ISG deliberates and recommends functions for joint review to the IEC for the Secretary's approval



Functions to Consider for Joint Cross-Service Analysis

Depots & Industrial

- Aviation Depot Maintenance (NADEPs, ALCs)
- Non-Aviation Maintenance and Logistics
- Ammunition Production, Disposal
- Intermediate Maintenance Activity
- Shipyards Overhaul & Repair

• Supply & Storage

- Munitions Storage (arsenals/ammo plants/ordnance stations/weapons stations)
- Inventory Supply and Storage (dist depots/def supply ctrs/NICPs/FISCs)
- DLA Activities (fuel, reutilization)

• Technical

- Laboratories
- Test & Evaluation
- Ranges
- Research Centers
- Warfare/Engineering Centers

• Education and Training

- Initial Entry Skill Education (chaplain, cook)
- Advanced Skill Training
- Professional Education (NCO/SNCO acad)
- Graduate Degree Education (AFIT, NPGS)
- Professional Development (war colleges, NDU)
- Undergraduate Flight Training (includes Nav Tng)
- Joint Program Training (V-22, JSF)

• Administrative

- Location of Headquarters and Command & Control Functions
- Location of Operational Support Functions
- Armories (if NG included in JCSG)
- National Capital Region (Who & Where)

• Medical Treatment Facilities

• Reuse Review (Post-BRAC disposal)



Options for Joint Cross-Service Group Leaders

- Use BRAC 95 construct -- OSD functional proponent in charge
- Use the Joint Staff as functional leads
- Evenly distribute functions across MilDeps and OSD
- Identify private sector “experts” to lead groups

ISG should designate leaders



Analytical Frameworks

- SecDef directed analysis of a wide range of options for stationing and supporting forces
- These “analytical frameworks” establish a comprehensive BRAC effort
 - Apply to Services, cross-Service groups, and Defense Agencies
- Sources for soliciting options:
 - OSD, Joint Staff and the Services (including associated FFRDCs)
 - DoD chartered organizations (DSB, DBPIB, NDU)
 - Outside organizations (BENS, major trade associations, etc.)
 - Academia
- Recommendation: Invite first two groups to provide ideas



Joint Utilization

- Joint basing, asset utilization is a SecDef priority
- ISG should formalize information sharing across Services to ensure cross-service visibility over developing recommendations
 - An excess in one Service could fulfill a requirement in another
 - Analytical frameworks also impact
- Recommendation: ISG directs Services/OSD BRAC directors to share information; ISG receives frequent updates



Defense Agencies and Activities

- Those with facilities can conduct their own analysis and report to the ISG
- Those without facilities or capabilities can be captured in the administrative groups
- Defense Agencies/Activities subject to analytical frameworks
- ISG invites Defense Agencies to offer their approach

- **Defense Contract Management Agency**
- **Defense Finance and Accounting Service**
- **Defense Information Systems Agency**
- **Defense Logistics Agency**
- **Defense Security Service**
- **National Imagery and Mapping Agency**
- **National Security Agency/Central Security Service**
- **Department of Defense Education Activity**
- **Defense Advanced Research Projects Agency**
- **Defense Commissary Agency**
- **Defense Contract Audit Agency**
- **Defense Intelligence Agency**
- **Defense Legal Services Agency**
- **Defense Security Cooperation Agency**
- **Defense Threat Reduction Agency**
- **Missile Defense Agency**



Recommendations

- Determine functions to receive joint cross-service analysis
 - Invite OSD proponent to describe analytical approach for functions that can be agreed to now
 - Designate OSD proponent for functions that require deliberation to provide paper/presentation on pros and cons and recommendation

- Determine leadership of Joint Cross-Service Groups
 - ISG designate

- Determine sources for analytical framework options
 - Internal DoD
 - Chartered organizations