

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of December 3, 2004

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

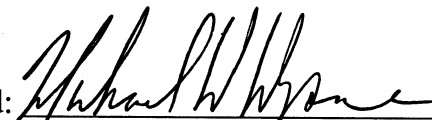
Mr. Wynne opened the meeting by asking Mr. Pete Potochney, Director of the OSD BRAC Office, to use the attached slides to facilitate the meeting. When reviewing the timeline, Mr. Potochney noted that the Deputy Secretary approved the following schedule for future Infrastructure Executive Council (IEC) meetings: one meeting before Holiday leave, two meetings each month from January through April and one meeting in May before the recommendations are approved by the Secretary.

The ISG discussed the proposed Force Structure Plan update. The ISG agreed to have the Joint Staff issue an interim update to facilitate BRAC analysis. The few outstanding issues affecting the Force Structure Plan will be left TBD in the interim update.

The ISG next reviewed Education and Training and Air Force scenarios affecting Little Rock Air Force Base. The Air Force espoused concerns regarding the collocation of undergraduate training and operational units, indicating that such an arrangement is inconsistent with existing training doctrine. The Navy and Marine Corps also expressed reservations about such collocation. The ISG Chair stated that doctrinal conflicts should await complete analysis by the JCSG against all eight selection criteria so that the ISG would have sufficient information to consider the conflict, and, absent agreement, raise the issue to the IEC for resolution. The ISG agreed to defer resolution of the issue until the analysis was complete and the Education and Training JCSG submits the scenario as a candidate recommendation. The ISG then approved the resolutions for new conflicts as provided at TAB 2 of the ISG's read ahead package.

Mr. Potochney next reviewed the candidate recommendation submission plan, format, and post candidate recommendation submittal actions schedule. The ISG agreed to the items as presented. The ISG also briefly discussed wedge allocation rules. The ISG did not make any decisions regarding wedge allocation; rather, it asked each Military Department to submit an allocation plan for discussion at the next ISG.

Approved: _____



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

Attachments:

1. List of Attendees
2. Briefing slides entitled “BRAC 2005 Briefing to the ISG” dated December 3, 2004
3. Read ahead package used to facilitate meeting which includes the briefing slides and the scenarios divided into 8 categories: Summary of Scenarios Registered, Conflicts Settled, Conflicts Not Resolved, Old Conflicts Settled, Independent, Enabling, Deleted, and Not Ready for Categorization.

Infrastructure Steering Group Meeting December 3, 2004

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Philip W. Grone, Deputy Under Secretary of Defense (I&E)
- Mr. Raymond DuBois, Director, Administration and Management (DA&M)
- Hon. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (IE)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- GEN Richard A. Cody, Vice Chief of Staff of the Army
- ADM John Nathman, Vice Chief of Naval Operations
- Gen Peter Pace, Vice Chairman, Joint Chiefs of Staff
- Gen William Nyland, Assistant Commandant of the Marine Corps

Alternates:

- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for Gen Michael Moseley, Vice Chief of Staff for the Air Force

Education and Training JCSG

- Mr. Charles S. Abell, Chairman, Education and Training JCSG
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD (Personnel and Readiness, Education and Training JCSG)

Headquarters and Support JCSG

- Mr. Don Tison, Chairman, Headquarters and Service Activities JCSG
- COL Carla Coulson, Chief of Staff, Headquarters and Service Activities JCSG

Industrial JCSG

- Mr. Jay Berry, Executive Secretary to the Industrial JCSG

Intelligence JCSG

- Mr. Wayne Howard, Senior Strategic Analyst, [BRAC Core Team Facilitator] for Intelligence JCSG

Medical JCSG

- Mr. Edward Chan, Acting Deputy Assistant Secretary of Defense for Health, Budget and Financial Planning (DASD(HB&FP) for Lt Gen George Taylor, Chairman, Medical JCSG
- Col Mark Hamilton, Executive to the Air Force Surgeon General

Supply and Storage JCSG

- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. Ron Sega, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering

Others:

- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)
- MG Kenneth Hunzeker, Director, J-8, Joint Staff
- Col Dan Woodward, Branch Chief, Forces Division, Joint Staff, J-8
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- Capt William Porter, Senior Military Assistant to the Under Secretary of Defense (AT&L)
- Mr. Pete Potochney, Director, OSD BRAC
- COL Robert Henderson, Military Deputy, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC



BRAC 2005

Briefing to the
Infrastructure Steering Group

December 3, 2004

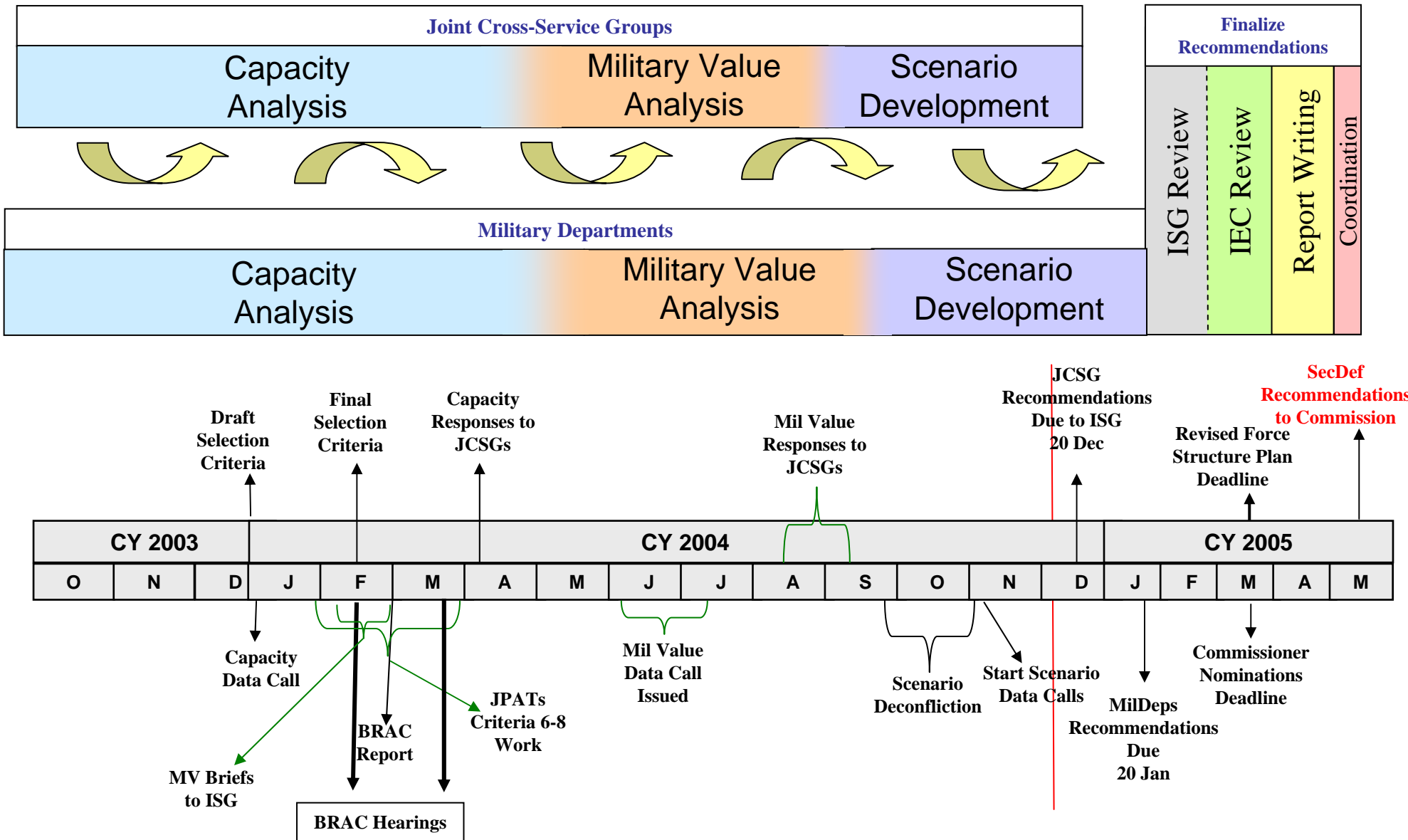


Purpose

- Process Overview
- Force Structure Plan Update
- Summary of New Conflict Review
- Unresolved Scenario Conflict
- Candidate Recommendations
 - Submission Plan
 - Form & Content
 - Post Submittal Actions
- Wedge Allocation Rules
- Range Definitions



Process Overview



BRAC Force Structure Plan Update:

Background/Status



- Congressional Law:** IAW the Defense Base Closure and Realignment Act of 1990 (amended), the Force Structure Plan shall be based on:
1. an assessment of the probable threats during the 20-year period beginning with FY05,
 2. probable end-strength levels and major military force units needed to meet these threats,
 3. anticipated levels of funding during such period.

- CJCS Tasking:** USD/AT&L's "BRAC 2005 Policy Memo One" requires:
1. CJCS to produce the plan as soon as possible after final force decisions are made for prep of the FY 05 budget, but NLT 2 Feb 04.
 2. The plan to be coordinated with the Military Departments and relevant agencies and offices to include: USD(P), USD(AT&L), USD(C), ASD(RA), GC and PA&E.

FY05 Authorization Act: An update, if necessary, to the Force Structure Plan must be provided to Congress by 15 March 2005.



BRAC Force Structure Plan (FSP) Update

- ✓ Per AT&L BRAC Policy Memorandum One, CJCS tasked to provide FSP by Feb 2004.
- ✓ FSP coordinated at the GO/FO level with Services, USD(P), USD(AT&L), USD(C), ASD(RA), GC, and PA&E.
- ✓ FSP briefed to the ISG 30 January 2004.
- ✓ OSD submitted FSP to Congress in March 2004 as part of “DoD Report Required by Section 2912 of the BRAC Act of 1990, amended”.
- ✓ FY05 Authorization Act requires an updated FSP, if necessary, be delivered to Congress by 15 March 2005.
- ✓ J-8 staffed Updated FSP to Services for update September 2004.
- ❑ FSP status brief to ISG 3 December 2004.
- ❑ J-8 obtains Final coordination on updated FSP.
- ❑ FSP brief to ISG: TBD
- ❑ FSP delivered to Congress: 15 March 2005.



Conflict Review

- As of 15 Oct 04 - 296 Registered Scenarios
 - 28 New Conflicting scenarios
 - Proposed conflict resolutions in coordination
 - Air Force has not coordinated
- As of 29 Oct 04 - 386 Registered Scenarios
 - 21 New Conflicting scenarios
 - Proposed conflict resolutions in coordination
 - Air Force has not coordinated
- As of 12 Nov 04 - 518 Registered Scenarios
 - 48 New Conflicting scenarios
 - Proposed conflict resolutions in coordination



New Conflict Review

- As of 19 Nov 04 - 569 Registered Scenarios
 - 45 New Conflicting Scenarios
 - Proposed resolutions for 37 of those conflicts presented now for approval
 - Unresolved conflicts (facilities and doctrine) for 8 scenarios will be presented at the December 10th ISG
 - 86 Not Ready for Categorization
 - 252 Independent
 - 24 Enabling
 - 74 Deleted

Approve proposed resolutions (Tab 2)



Unresolved Scenario Conflict – Little Rock AFB

■ Current Situation

- 3 Operational (C130) Squadrons
- 2 Training (C130) Squadrons (Replacement Trng Units)
- 1 Air National Guard (C130) Squadron

■ E&T Scenario

- Realign Laughlin AFB by relocating the T-1 portions of 47th and 86th Flying Training Squadrons to Little Rock AFB. (E&T-0008)
- Rationale – Combines pilots at different levels of training, realigns T-1s to 3 locations, provides one entire base worth of Flight Training capacity for elimination

■ Air Force Scenario

- Realign Dyess AFB, TX by relocating 2 C-130H Squadrons to Little Rock AFB, AR. (USAF-0018)
- Rationale – concentrates C-130s at fewer locations.



Unresolved Scenario Conflict (cont.)

■ Nature of Conflict

- Facilities – (E&T-0008 & USAF-0018)
 - ❑ Potentially insufficient capacity to accommodate both scenarios
- Doctrine – (E&T-0008)
 - ❑ UFT with operational units
 - ❑ New trng concept not discussed with USAF

■ Proposed Resolution

- Facilities
 - ❑ Continue with original scenarios
 - ❑ Direct E&T and USAF to develop and analyze scenarios that do not use Little Rock AFB.
- Doctrine
 - ❑ Continue with analysis of original scenarios
 - ❑ Defer resolution of conflict until after analysis complete and we know whether candidate recommendations conflict

Resolution will apply to similar doctrine conflicts



Candidate Recommendations



Submission Plan for Candidate Recommendations

| JCSG | Dates to ISG | # of Candidate Recommendations on each date |
|-----------|--|---|
| Army | 20 Jan 05 | ~140 RC ~10 other |
| Navy | 20 Jan 05 | 75-100 |
| Air Force | 20 Jan 05 | 65 |
| E&T | | |
| H&SA | 14 Dec 04 17 Dec 04 23 Dec 04 30 Dec 04 7 Jan 05 12 Jan 05 14 Jan 05 | 1 18-20 5 2 11-12 11-12 11-12 Estimates dependent on timely receipt of certified SDC data, successful collaboration with MILDEPs and 4 th Estate, receipt of Guidance for Criteria 6, 7 and 8 and availability of Criterion 6 tool. |
| IND | 14 Dec 04 20 Dec 04 | 5 27 |
| INT | 28 Jan 04 | 4 |
| MED | 15 Dec 2004 20 Dec 2004 22 Dec 2004 | 5 *estimated based on submittal of data calls and 2 week Mil dept turnaround. 10 6 |
| S&S | 20 Dec 04 | 18 |
| TECH | 20 Dec 04 | 11 |



Form & Content of Candidate Recommendations

- **Summary Report**
 - Description of closure or realignment
 - Justification
 - Payback
 - Impacts
- **Supporting Information**
 - Competing recommendations
 - Force Structure Capabilities
 - MV Analysis
 - Capacity Analysis
- **Quad Chart**



Candidate #__ (Use # from Scenario Tracking Tool)

Candidate Recommendation: Fully describe the candidate closure or realignment.

Justification

- ✓ Explain the reasons for the candidate recommendation (i.e., force structure reductions; mission consolidation, collocation, or elimination; excess capacity; jointness; etc)

Military Value

- ✓ Overall effect on military value
- ✓ Relative military value against its peers
- ✓ Military judgment

Payback

- ✓ Criterion 5 (COBRA) results

Impacts

- ✓ Criteria 6-8 (Economic, Community and Environmental)

- ✓ 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



Post Candidate Recommendation Submittal Actions

- ISG Review (20 Dec-25 Feb)
 - 20 Dec: Receive JCSG candidate recommendations for substantive review, approval, and recommendation to IEC
 - 20 Jan: Receive MilDeps candidate recommendations for info and conflict identification/resolution
 - Identify and propose resolution of conflicts between JCSG and MilDep candidate recommendations
 - Unresolved conflicts go to IEC
 - Holidays effectively limit start of review to 3 Jan
- Red Team Review (1-25 Feb)
- IEC Review (25 Feb-25 Mar)
 - Review substance of all candidate recommendations and resolve any remaining conflicts
- Submit Revised Force Structure Plan (NLT 15 March)
- Nominate Commissioners (NLT 15 March)



Post Candidate Recommendation Submittal Actions (cont.)

- **Commission Setup (Feb-May)**
 - Setup office space, equipment, & supplies
 - Hire staff director and GC
 - Ethics review, vetting of nominees

- **Report Writing (25 Mar-25 Apr)**
 - OSD BRAC office compiles all candidate recommendations into a comprehensive report
 - Brief CoComs
 - Brief SecDef on preliminary results

- **Formal Report Coordination (25 Apr-6 May)**

- **SecDef Review and Transmittal (6-16 May)**
 - Target 13 May since 16 May is a Monday



Draft Wedge Allocation Rules

■ Assumptions

- Wedge plus (increased) near-term savings fund BRAC implementation.
- Wedge funding will be maintained.
- Wedge allocated to recommendations, not entities.
- If wedge exceeds costs, implementation will be accelerated.
- If costs exceeds wedge, MilDeps and Defense Agencies will fund shortfall.
- Global Posture moves with basing selection within BRAC are not wedge candidates. Funding provided pursuant to PDM I.

■ Rules of Engagement

- Pre-dominant action governs the rating of the scenario.
- Enabling scenarios receive the same rating as the initial scenario rating.
- Shifting of workload equals a consolidation.
- Reduction of excess capacity equals a consolidation.
- Global Posture scenarios will receive a zero rating.



Draft Wedge Allocation Categories

1. Multi-Service/Multi-Defense Agency consolidations
2. Multi-service/multi-defense agency co-location
3. Relocate an activity outside NCR
4. Transfer a function outside of DoD
5. Multi-service active and reserve consolidation or co-location
6. Single service/defense agency strategic consolidation
7. Single service active and reserve activity consolidation or co-location
8. Single service/defense agency consolidation in status quo configuration
9. Single service/defense agency co-location in status quo configuration
10. Other



Range Subgroup Definitions

Training:

Ranges and OPAREAS generally provide services in more than one the following functions – air/aerospace; maritime; ground. For meaningful analysis, ranges are best described by the combination of functions provided, rather than as a specific type of range, or as a range attributable to a single Service.

T&E:

Open Air Ranges are defined as specifically bounded or designated geographic areas, including Operating Areas (OPAREAs), that encompass a landmass, body of water (above and below surface), and/or airspace used to conduct test and evaluation of military hardware, personnel, tactics, munitions, explosives, or electronic combat systems.



Range Subgroup

Range Subgroup TJCSG and T&E Categories

TJCSG: The Technical JCSG is addressing inventory and capacity for these five T&E resource facility categories.

- **Digital Modeling and Simulation Facility (Digital Models and Computer Simulations)**
- **Hardware in the Loop (HITL) Facility**
- **Integration Laboratory (IL)**
- **Installed System Test Facility (ISTF)**
- **Measurement Facility (MF)**

T&E: The T&E Ranges Sub-working Group does military value scoring analysis for RDATE&E open air ranges.

- **Open-Air-Ranges (OARs)**
 - **Armaments/Munitions (including directed energy weapons)**
 - **Electronic Combat**
 - **Space Combat and Ballistic Missiles**
 - **Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (to include information operations/information assurance)**
 - **Air Combat**
 - **Land Combat**
 - **Chemical and Biological Defense**
 - **Sea Combat**
 - **Other**
- **Each scoring group will coordinate with each other before each JCSG chair approves their analysis**



Next Steps

- Next meeting 10 Dec 04
- Issues for Senior Leadership?
- BRAC “Red Team”