

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of October 15, 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 stating that the ISG will focus on understanding conflicts existing across the various scenarios presented. The purpose would not be to debate the merits of the scenarios themselves or even the extent to which a conflict exists, but rather to understand the types of conflicts that are possible. He emphasized the importance of all parties, specifically Joint Cross-Service Groups (JCSGs) and Military Departments, to carefully examine all scenarios under consideration. He stated that the deconfliction process outcome would generally be to ask Military Departments and JCSGs to analyze additional scenarios. He added that there might be cases where a Military Department wants a JCSG to analyze a scenario for which a JCSG has functional responsibility or vice versa. If either refused to run the scenario, the organization proposing the scenario can appeal to the ISG.

Mr. Wynne stated that he was working with the Secretary of Defense to schedule an Infrastructure Executive Council meeting for the end of October. He stated that his concept for the meeting was to provide an overview of the process, including the overarching strategies of each JCSG and Military Department and an accompanying scenario that illustrates how they are implementing their strategies.

Mr. Wynne then turned the meeting over to Mr. Pete Potochney, Director of the OSD BRAC Office. Mr. Potochney used the attached slides to review the BRAC process to date and to present the results of the Defense Authorization Conference changes to the BRAC statute. He emphasized that the conference changes make it harder for the BRAC Commission to add facilities to the closure and realignment list. He also noted that the requirement to issue an updated Force Structure plan by March 15, 2005, facilitates formalization of the Force Structure plan update that has begun.

Mr. Potochney then briefly reviewed the scenario deconfliction process previously established by the ISG. He noted the number of scenarios registered in the ISG scenario-tracking tool to date. He then described the role of the Deputy Assistant Secretaries and JCSGs in identifying solutions to conflicts and the various options available to resolve conflicts.

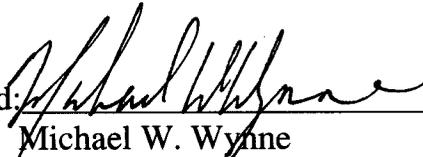
Mr. Potochney then reviewed the proposed resolution of scenario conflicts using the attached charts. The ISG and the JCSG members discussed the scenario conflict resolution charts at length. The ISG generally agreed with all of the solutions presented, but in some instances suggested revised language to describe the resolution. The ISG

directed the DASs to revise the slides and present them to the ISG in the read-ahead materials for the next meeting for formal approval. The ISG also directed that future ISG meetings would focus on those scenario conflicts on which the DASs could not agree to a proposed resolution. For all those scenario conflicts where the DASs were in agreement regarding the solution, the conflicts would be presented, using the standard quad-chart, found in the read-ahead materials as “settled” conflicts. The “settled” conflicts will be deemed approved by the ISG using this paper approval process unless a member raises an issue with the settlement at the relevant ISG meeting.

The following are general guidelines the ISG agreed should be applied to the scenario deconfliction solutions presented at the meeting and for those presented in the future:

- For conflicts outside the functional authority of the scenario proponent, the DASs should ensure that the appropriate party (JCSG or Military Department) is involved in revising the scenario to remove the authority conflict.
- Authority for scenario development and analysis rests with the organization to which the SecDef granted the authority for the function.
- When a Military Department proposes to close an installation on which there are functions that fall within the authority of a JCSG, the JCSG is responsible for developing and analyzing scenarios for its function that will enable the closure of the installation.

After the scenario discussion, the ISG discussed data quality and the status of the Intelligence JCSG scenario development process. The Chair emphasized the need for JCSGs to prioritize data correction needs to allow analysis to proceed expeditiously. The Chair also directed the Intelligence JCSG to develop scenarios as soon as possible to facilitate conflict identification and resolution.

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 October 15, 2004 (includes tabbed printout from ISG Scenario Tracker dividing scenarios into conflicting, independent and not ready for categorization)

Infrastructure Steering Group Meeting October 15, 2004

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Hon Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Gen William Nyland, Assistant Commandant of the Marine Corps
- GEN Richard A. Cody, Vice Chief of Staff of the Army

Alternates:

- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for General Michael Moseley, Vice Chief of Staff for the Air Force
- VADM Robert F. Willard, Director, Force Structure, Resources and Assessment, the Joint Staff for General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- VADM Justin McCarthy, Director, Materiel Readiness and Logistics for ADM John Nathman, Vice Chief of Naval Operations
- Mr. Ronald Orr, Principal Deputy Assistant Secretary of the Air Force (Installations, Environment and Logistics) for the Hon Nelson Gibbs, Assistant Secretary of the Air Force (IE)

Education and Training JCSG

- Mr. Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs for 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. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- COL Carla Coulson, Army G-8, Headquarters and Service Activities JCSG

Industrial JCSG

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

Intelligence JCSG

- Ms. Carol Haave, Chairman, Intelligence JCSG

- Ms. Sharon McMahon, Management Analyst for Intelligence JCSG, for 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

- RADM Alan Thompson, Director, Supply, Ordnance and Logistics Operation Division for VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. Ronald Segal, Chairman, Technical JCSG
- Mr. Al Shaffer, Director, Plans and Systems, Office of the Director, Defense, Research and Engineering
- Mr. James Short, Deputy Assistant Secretary of the Air Force for Financial Operations for Technical JCSG

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)
- Col Dan Woodward, Branch Chief, Forces Division, Joint Staff, J-8
- Mr. David K. Steensma, Assistant Inspector General for Contract Management Directorate, Office of the Inspector General
- Mr. Pete Potochney, Director, OSD BRAC
- CAPT William Porter, Senior Military Assistant to the Under Secretary of Defense (AT&L)
- COL Robert Henderson, Military Deputy, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Installations and Environment
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC
- Ms. Laurel Glenn, Action Officer, OSD BRAC



BRAC 2005

Briefing to the
Infrastructure Steering Group

October 15, 2004

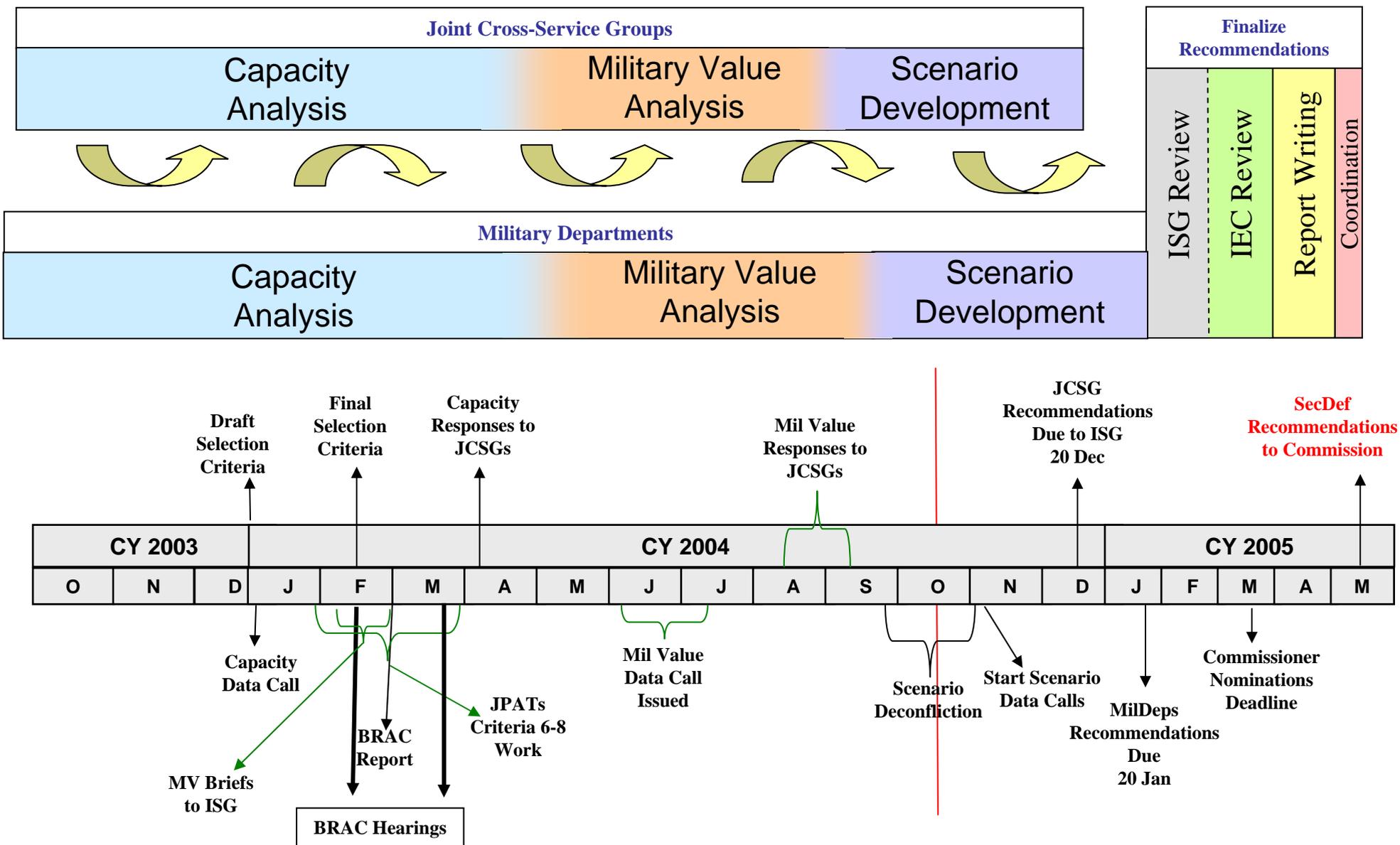


Purpose

- Process Overview
- Authorization Conference Summary
- Conflict Review Process
- Summary of Review
- Specific Conflicts



Process Overview





Conference Changes to BRAC

- 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



Conflict Review Process

- DASs regularly review Scenarios in Tracking Tool and categorize as follows:
 - Independent
 - Enabling
 - Conflicting

- Potential Scenario Conflicts
 - Doctrinal
 - Force Structure
 - Facilities
 - Culture
 - Statutory
 - Other



Conflict Review Process, cont.

- DASs consider each conflict and propose resolution
- Methods of Resolving Conflicts
 - Allow all conflicting scenarios to advance to scenario analysis
 - Generate additional scenarios to mitigate conflicts or provide broader option sets; or
 - Eliminate one or more of the conflicting scenarios via the following rules:
 - ❑ Outside their functional area
 - ❑ Nearly identical to another scenario (little benefit)
 - ❑ Assumption is incorrect
 - ❑ De minimus – not worth effort
 - ❑ Other



Summary of Conflict Review

- 136 Registered Scenarios (as of 7 Oct)
- 57 Not Ready for Categorization
 - No detail on transfer of unit(s), missions(s), &/or work activity and locations involved
- 56 Independent
- 23 Potentially Conflicting



Nature of Conflicts

■ Force Structure

- MilDep proposes closing an installation while JCSG proposes filling it up

■ Facilities

- Multiple groups using the same facilities (buildings, acres, training space)

■ Other

- Outside the functional authority of the proponent
- Generally MilDep proposing to analyze a function that SecDef assigned to a JCSG



Approach to Resolving Conflicts

■ Force Structure

- Allow conflicting scenarios to proceed
- Direct MilDep to develop and analyze alternate closure sites and JCSG to develop and analyze scenario(s) using a different location

■ Facilities

- Allow conflicting scenarios to proceed
- Direct each involved proponent to develop and analyze scenario(s) that don't use those assets

■ Other

- Transfer scenario to appropriate group for *consideration*
 - ❑ Ensures no dueling analysis
 - ❑ Preserves authority of deliberative groups to decide what to analyze
 - ❑ If group elects not to pursue analysis, original proponent can appeal to ISG



USA-0036, S&S-0003, S&S-0004

Scenarios Involved	Conflicts
<ul style="list-style-type: none">■ Close Red River Army Depot, transfer maintenance workload to Anniston Army Depot and Letterkenny Army Depot (USA-0036)■ Create five regional strategic distribution regions including one at Red River Army Depot (S&S-0003)■ Create four regional strategic distribution regions including one at Red River Army Depot(S&S-0004)	<ul style="list-style-type: none">■ Force Structure■ Other- Authority
Drivers/Assumptions	Proposed Resolution
<ul style="list-style-type: none">■ Reduce infrastructure	<ul style="list-style-type: none">■ USA to amend to drop industrial functions from scenario.■ Direct Industrial JCSG to develop a scenario moving industrial functions out of Red River Army Depot.■ Direct S&S JCSG to develop a scenario with an alternate location.



USA-0011, USA-0048, E&T-0009

<h3>Scenarios Involved</h3> <ul style="list-style-type: none">■ Station one Heavy Brigade Combat Team (BCT)/ unit of action at White Sands Missile Range (USA-0011)■ Move the Air Defense Artillery Center and schools from Fort Bliss and Fort Sill to White Sands Missile Range (USA-0048)■ Consolidate T&E capabilities and workload requiring open-air ranges at a western U.S. complex of ranges which includes White Sands Missile Range (E&T-0009)	<h3>Conflicts</h3> <ul style="list-style-type: none">■ Facilities
<h3>Drivers/Assumptions</h3> <ul style="list-style-type: none">■ Principals: Deploy and Employ (Operational), Organize (USA-0011)■ TOs: Locate (brigades) Units of Action at installations DoD-wide at home station with sufficient land and facilities to test, simulate, or fire all organic weapons. (USA-0011)■ Principals: Recruit and Train (USA-0048 & USA-0011)■ TOs: Collocate or consolidate multiple branch schools and centers and institutional training on single locations. (USA-0048)■ Principals: Organize (E&T-0009)■ TO: Combine Services' T&E Open Air Range (OAR) management into one joint management office to increase efficiency and maximum utility DoD-wide. (E&T-0009)	<h3>Proposed Resolution</h3> <ul style="list-style-type: none">■ Continue with original scenarios.■ Direct USA and E&T to develop and analyze scenario(s) that do not use those facilities.■ Fix and Return



USA-0003, USA-0025, USA-0067, USA-0068, USA-0071, H&SA-0006

<h2>Scenarios Involved</h2>	<h2>Conflicts</h2>
<ul style="list-style-type: none">■ Move Infantry Center and school from Fort Benning to Fort Knox, combine with the Armor Center to form a Maneuver Center (USA-0003)■ Consolidate Army Reserve and Army National Guard Maintenance in existing facilities at Fort Knox (i.e., vacate four buildings) (USA-0025)■ Consolidate Headquarters at single locations. (USA-0067)■ Close Fort Gillem and relocate First Army and Army research element to Fort Knox (USA-0067, USA-0068)■ Reduce the number of basic training locations from five to three, move Fort Benning basic training to Fort Knox (USA-71)■ Consolidate various Human Resources activities at Fort Knox, create an Army Human Resources Center (H&SA-0006)	<ul style="list-style-type: none">■ Facilities
<h2>Drivers/Assumptions</h2> <ul style="list-style-type: none">■ Reduce infrastructure (USA-0003, 0071, 0067 and 0068)■ Consolidate training (USA-0025, 0071)■ Consolidate Army Human Resources activities (H&SA-00006)	<h2>Proposed Resolution</h2> <ul style="list-style-type: none">■ Continue with original scenarios.■ Direct USA & HS&A JCSG to develop and analyze scenario(s) that do not use those facilities.■ E&T assess impact of school movement



USA-0077 and Industrial JCSG authority

<p style="text-align: center;">Scenarios Involved</p> <ul style="list-style-type: none">■ Terminate a lease on a Reserve facility and an Army National Guard facility, relocate to a new site on the Iowa Army Ammo Plant (USA-0077)	<p style="text-align: center;">Conflicts</p> <ul style="list-style-type: none">■ Facilities
<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principals: Deploy and Employ (Operational), Organize, Quality of Life, Recruit and Train (USA-0077)■ TOs: Reshape to support home station mobilization and demobilization and implement; locate units/activities to enhance home station operations and force protection; collocate Guard and Reserve units at active bases located in close proximity to one another at one location if practical, i.e., joint use facilities. (USA-0077)	<p style="text-align: center;">Proposed Resolution</p> <ul style="list-style-type: none">■ Allow scenario to proceed and advise the Industrial JCSG.



E&T-0004 & USA-0051

Scenarios Involved	Conflicts
<ul style="list-style-type: none">■ Establish Joint Center for Logistics Supply Training at Fort Lee, consolidate like courses from Lackland AFB, Camp LeJeune and Navy Supply School, Athens, GA (E&T-0004)■ Move Transportation Center and School from Fort Eustis and the Ordnance Center and school from Aberdeen and Redstone to Fort Lee, combine with Quartermaster Center and School at Fort Lee (USA-0051)	<ul style="list-style-type: none">■ Facilities■ Other- Authority
Drivers/Assumptions	Proposed Resolution
<ul style="list-style-type: none">■ Reduce infrastructure■ Consolidate training	<ul style="list-style-type: none">■ Continue with original scenarios.■ Direct USA and E&T to develop and analyze scenario(s) that do not use those facilities.■ USA coordinate with E&T JCSG to ensure there are no authority issues.



USA-0007 & Industrial JCSG Authority

Scenarios Involved	Conflicts
<ul style="list-style-type: none">■ Close Detroit Arsenal; consolidate functions at Army Garrison Selfridge (USA-0007)	<ul style="list-style-type: none">■ Other - Authority
Drivers/Assumptions <ul style="list-style-type: none">■ Principals: Supply, Service, and Maintain (USA-0007)■ TOs: Reduce excess infrastructure (USA-0007)	Proposed Resolution <ul style="list-style-type: none">■ USA to amend to clarify scenario does not involve JCSG functions.■ Direct Technical JCSG to develop a scenario moving technical functions from Detroit Arsenal.



USA-0008 & Industrial JCSG Authority

<p style="text-align: center;">Scenarios Involved</p> <ul style="list-style-type: none">■ Close Sierra Army Depot. Transfer missions to Anniston, Red River or Corpus Christi Army Depots. (USA-0008)	<p style="text-align: center;">Conflicts</p> <ul style="list-style-type: none">■ Other - Authority
<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principals: Supply, Service, and Maintain (USA-0008)■ TOs: Reduce excess infrastructure (USA-0008)	<p style="text-align: center;">Proposed Resolution</p> <ul style="list-style-type: none">■ USA to amend to drop industrial functions from scenario.■ Direct Industrial JCSG to develop a scenario moving industrial functions from Sierra Army Depot.



USA-0009 & Intel JCSG Authority

Scenarios Involved	Conflicts
<ul style="list-style-type: none">■ Relocate Department of Military Training of the Defense Geospatial – Intelligence School from Fort Belvoir to Fort Leonard Wood and relocate U.S. Army Prime Power School from Fort Belvoir to Fort Leonard Wood (USA-0009)	<ul style="list-style-type: none">■ Other - Authority
Drivers/Assumptions <ul style="list-style-type: none">■ Principals: Quality of Life, Recruit and Train (USA-0009)■ TOs: Collocate or consolidate multiple branch schools and centers on single locations (preferably with MTOE units and RDTE facilities) based on warfighting requirements, training strategy, and doctrine, to gain efficiencies from reducing overhead and sharing of program-of-instruction resources. Source and Application: Army (USA-0009)	Proposed Resolution <ul style="list-style-type: none">■ USA to amend scenario to limit to Prime Power School.■ Transfer Geospatial – Intelligence School portion of scenario to the Intel or E&T JCSG for consideration.



USA-0021 & HS&A and Medical JCSG Authority

<p style="text-align: center;">Scenarios Involved</p> <ul style="list-style-type: none">■ Close four Reserve and Guard activities, consolidate at Oklahoma City Armed Forces Reserve Center (AFRC) and bring in an Army Hospital to enhance mobilization and deployment support (USA-0021)	<p style="text-align: center;">Conflicts</p> <ul style="list-style-type: none">■ Other - Authority
<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principals: Quality of Life, Recruit and Train■ TOs: Reshape installations, RC facilities and RC major training centers to support home station mobilization and demobilization and implement the Train/Alert/Deploy model. Collocate Guard and Reserve units at active bases, i.e., joint use facilities. (USA-0021)	<p style="text-align: center;">Proposed Resolution</p> <ul style="list-style-type: none">■ USA to amend scenario to drop hospital and mobilization functions.■ Medical JCSG to review scenario addressing medical needs



USA-0035 & Industrial and HS&A Authority

<p style="text-align: center;">Scenarios Involved</p> <ul style="list-style-type: none">■ Close Rock Island Arsenal, transfer primary missions to Picatinny, Watervliet, Redstone Arsenal and DFAS Denver (USA-0035)	<p style="text-align: center;">Conflicts</p> <ul style="list-style-type: none">■ Other - Authority
<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Reduce infrastructure	<p style="text-align: center;">Proposed Resolution</p> <ul style="list-style-type: none">■ USA to amend to clarify the scenario is limited to non-JCSG functions.■ Direct Industrial JCSG to develop a scenario moving industrial functions from Rock Island.■ Direct HS&A JCSG to develop a scenario moving DFAS functions from Rock Island.■ Direct Technical JCSG to develop a scenario moving technical functions from Rock Island.



USA-0038 & Technical JCSG Authority

<p style="text-align: center;">Scenarios Involved</p> <ul style="list-style-type: none">■ Close Watervliet and transfer manufacturing functions to Rock Island and Research and Development functions to Picatinny Arsenal (USA-0038)	<p style="text-align: center;">Conflicts</p> <ul style="list-style-type: none">■ Other - Authority
<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Reduce infrastructure	<p style="text-align: center;">Proposed Resolution</p> <ul style="list-style-type: none">■ USA to amend scenario to limit to non-JCSG functions.■ Direct Technical JCSG to develop a scenario moving technical functions for Watervliet.■ Direct Industrial JCSG to develop a scenario moving industrial functions from Watervliet.



IND-0002 & USA-0036

<p style="text-align: center;">Scenarios Involved</p> <ul style="list-style-type: none">■ Move cluster bomb and sensor fused weapons to McAllester and Iowa Army Ammunition Plant, move bomb body work to McAllester (IND-0002)■ Close Red River Army Depot and move some workload to McAllester (USA-0036)	<p style="text-align: center;">Conflicts</p> <ul style="list-style-type: none">■ Other - Authority
<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Consolidate workload■ Reduce infrastructure	<p style="text-align: center;">Proposed Resolution</p> <ul style="list-style-type: none">■ USA to amend scenario to clarify it is limited to non-JCSG functions.



USA-0073 and Industrial JCSG Authority

<p style="text-align: center;">Scenarios Involved</p> <ul style="list-style-type: none">■ Close Letterkenny Army Depot and realign current mission to Anniston and Red River Depots and Pine Bluff Arsenal (USA-0073)	<p style="text-align: center;">Conflicts</p> <ul style="list-style-type: none">■ Other - Authority
<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Reduce infrastructure■ Consolidate workload	<p style="text-align: center;">Proposed Resolution</p> <ul style="list-style-type: none">■ USA to amend scenario to clarify it is limited to non-JCSG functions.■ Direct Industrial JCSG to develop a scenario moving industrial functions from Letterkenny.■ Direct S&S JCSG to develop a scenario moving supply and storage functions from Letterkenny.



Recommendation

- Approve proposed resolutions