

**BRAC 2005 Infrastructure Executive Council (IEC)
Meeting Minutes of December 21, 2004**

The Deputy Secretary of Defense chaired this meeting. The list of attendees is attached.

The Deputy Secretary opened the meeting by asking Mr. Wynne, Under Secretary of Defense (AT&L), to begin the discussion. Mr. Wynne then used the attached slides to guide the discussion, highlighting where the Joint Cross-Service Groups (JCSGs) are in the process and how the timeline is progressing. He noted that December 20, 2004, was the deadline for the JCSGs to submit but all groups were finalizing their candidate recommendations. Mr. Wynne also stated that the Military Departments' deadline to submit candidate recommendations to the ISG and IEC is January 20, 2005. When discussing the timeline, it was agreed that the briefing at the next IEC meeting should include a slide on the process milestones beyond May 2005.

Mr. Wynne then briefed the role of the IEC and briefly described a variety of measures such as Plant Replacement Value, square footage, buildings, and position reductions, which might be used to quantify the results of BRAC costs and savings. There was further discussion on these and other bases for metrics, such as payback, however no consensus was reached.

Mr. Wynne then reviewed the recent briefs that have been made to the Combatant Commanders (COCOMs) since October 2004 and reminded the IEC that, per the Secretary's instructions, OSD has taken actions to ensure the COCOM input is integrated into the process. Their respective feedback to the BRAC briefings was also provided to the Deputy Secretary.

Mr. Wynne presented the status of developing an update to the Force Structure Plan (FSP). Members expressed particular interest in ensuring that force structure decisions being made now must be captured in the updated FSP.

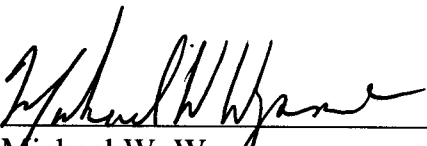
Regarding Homeland Defense, Mr. Wynne briefed that Criterion 2 of the Selection Criteria requires the Department to consider Homeland Defense missions. The Department would use existing Homeland Defense documents to determine the infrastructure necessary to support those missions. The Secretary of the Navy asked whether we should also consider coordinating with the Department of Homeland Security.

Mr. Wynne next discussed the process by which the IEC will consider and resolve conflicts, indicating that only conflicts that cannot be resolved at the ISG will be forwarded to the IEC for consideration and resolution. Additionally, if a Military

Department disagrees with an ISG decision on any issue, it can appeal that decision to the IEC.

Mr. Wynne concluded the briefing by reviewing next steps. He suggested that the “Red Team,” which has been created for quality control purposes, might be invited to brief the IEC on their conclusions after reviewing the candidate recommendations.

The Deputy Secretary ended the meeting by emphasizing the importance of being bold with recommendations and he encouraged members to take advantage of this singular opportunity to rationalize DoD’s infrastructure.

Approved: 
Michael W. Wynne
Executive Secretary
Infrastructure Executive Council

Attachments:

1. List of Attendees
2. Briefing slides entitled “Base Realignment and Closure 2005, Briefing to the Infrastructure Executive Council” dated December 21, 2004

**Infrastructure Executive Council Meeting
December 21, 2004**

Attendees

Members:

- Mr. Paul Wolfowitz, Deputy Secretary of Defense
- Mr. Gordon England, Secretary of the Navy
- General Michael Hagee, Commandant of the Marine Corps
- General John P. Jumper, Chief of Staff of the Air Force
- Mr. Michael W. Wynne, Under Secretary of Defense (Acquisition, Technology and Logistics)

Alternates:

- General Peter Pace, Vice Chairman, Joint Chiefs of Staff
- Mr. Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- General Richard A. Cody, Vice Chief of Staff of the Army
- Admiral John Nathman, Vice Chief of Naval Operations
- Mr. Peter Teets, Under Secretary of the Air Force

Others:

- 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
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force
- Major General Gary Heckman, Assistant Deputy Chief of Staff of the Air Force
- Mrs. Nicole D. Bayert, Associate General Counsel, Environment and Installations
- Mr. Dave Patterson, Special Assistant to the Deputy Secretary



BRAC 2005

Briefing to the
Infrastructure Executive Council

December 21, 2004

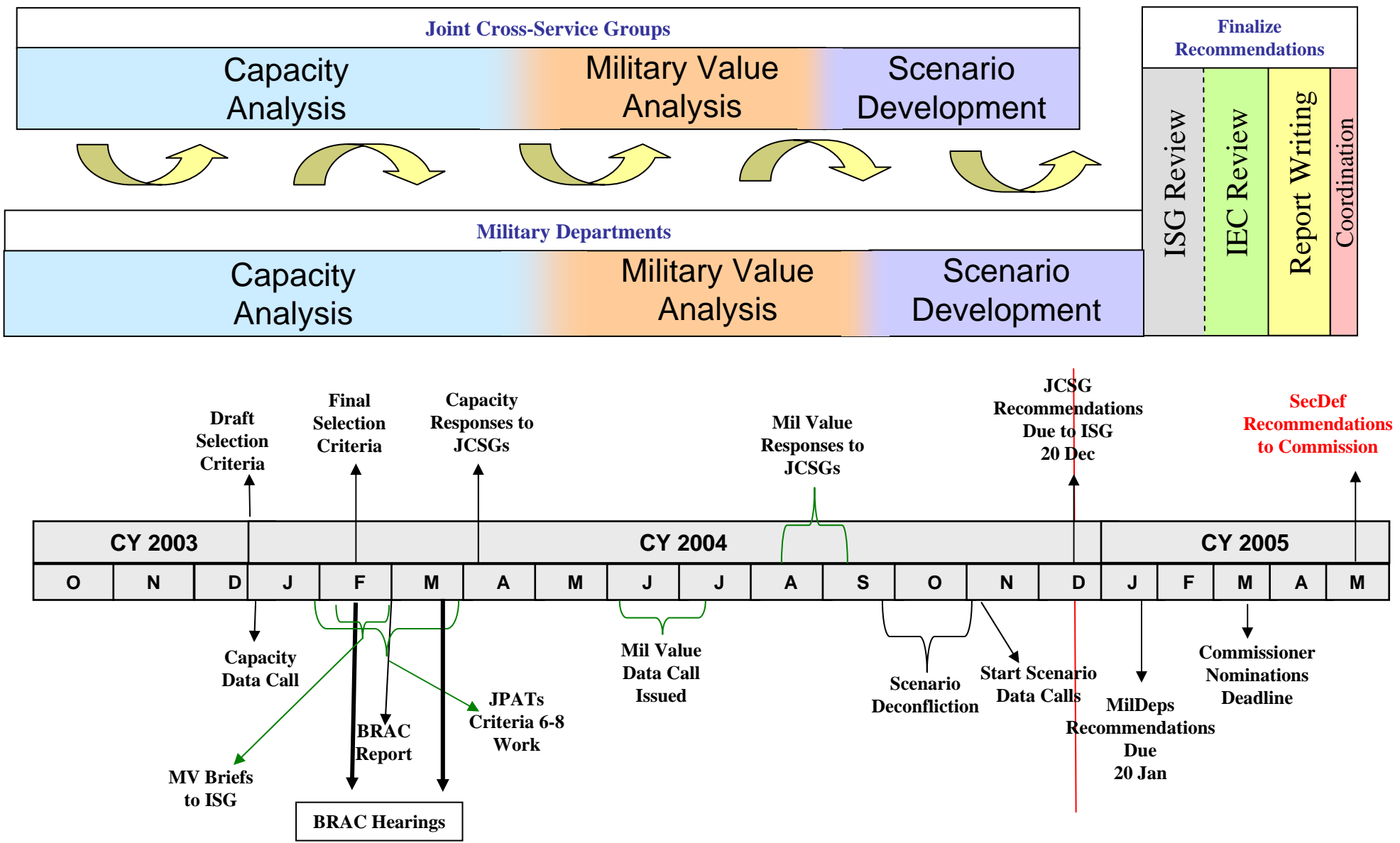


Purpose

- Process Overview/Timeline
- BRAC 2005 Leadership and Organization
 - IEC Role
 - CoCom Involvement
- Force Structure Plan
- Homeland Defense
- Statutory Surge Requirements
- Conflict Review and Resolution
- Scenario Snapshot



Process Overview



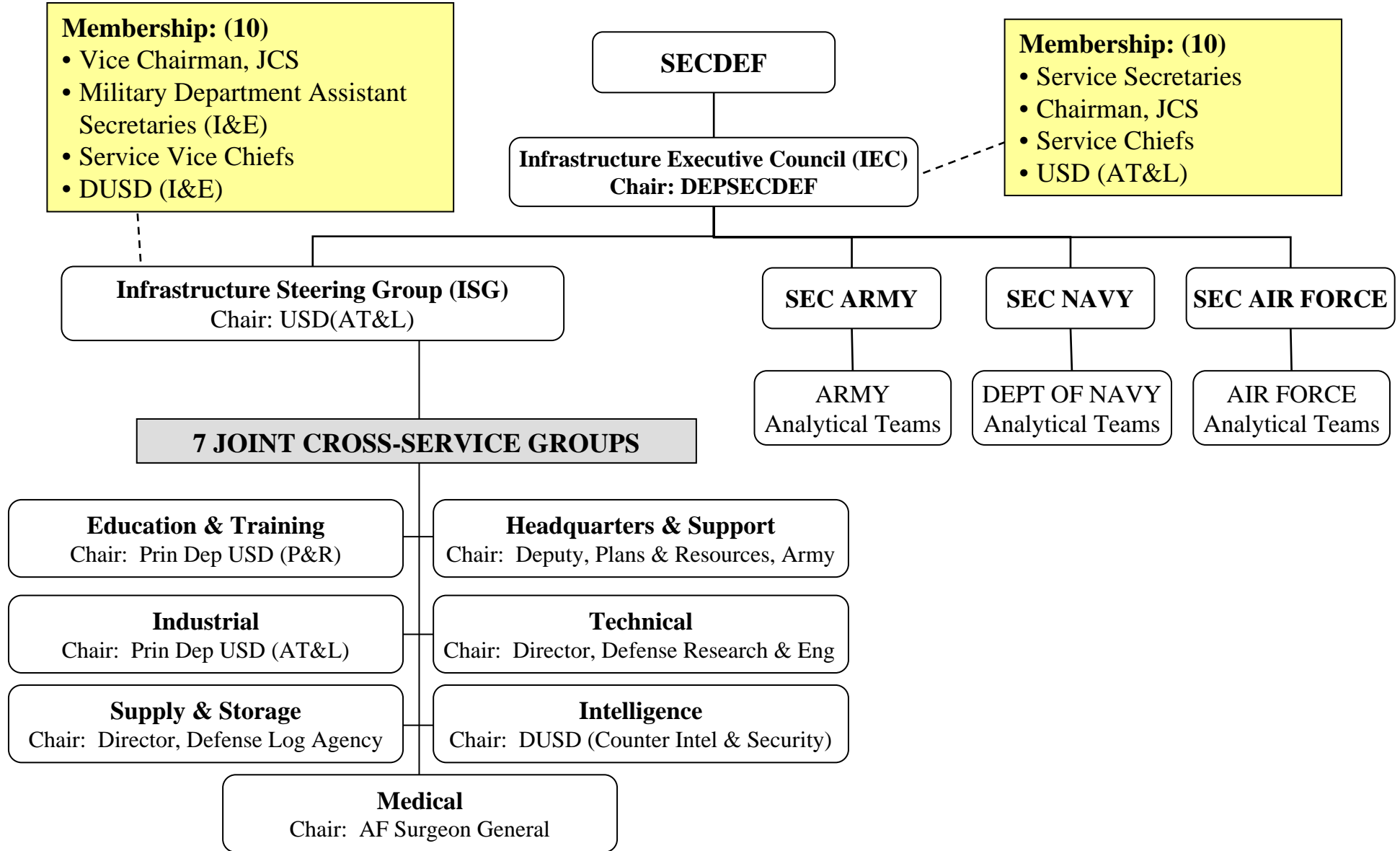


Timeline

20 Dec 2004	JCSG candidate recommendations due to the ISG
20 Jan 2005	MilDep candidate recommendations due to the ISG (for information and conflict identification only)
1-25 Feb 2005	Red Team Review
25 Feb 2005	ISG completes review of candidate recommendations
25 Feb – 25 Mar 2005	IEC review of candidate recommendations
15 Mar 2005 (NLT)	Submit Revised Force Structure Plan to Congress
15 Mar 2005 (NLT)	President Nominates Commissioners
25 Mar – 25 Apr 2005	Report writing
25 Apr – 6 May 2005	Formal Report coordination
6-15 May 2005	SecDef Review
16 May 2005 (NLT)	Secretary transmits recommendations to Commission



BRAC 2005 Leadership & Organization





IEC Role

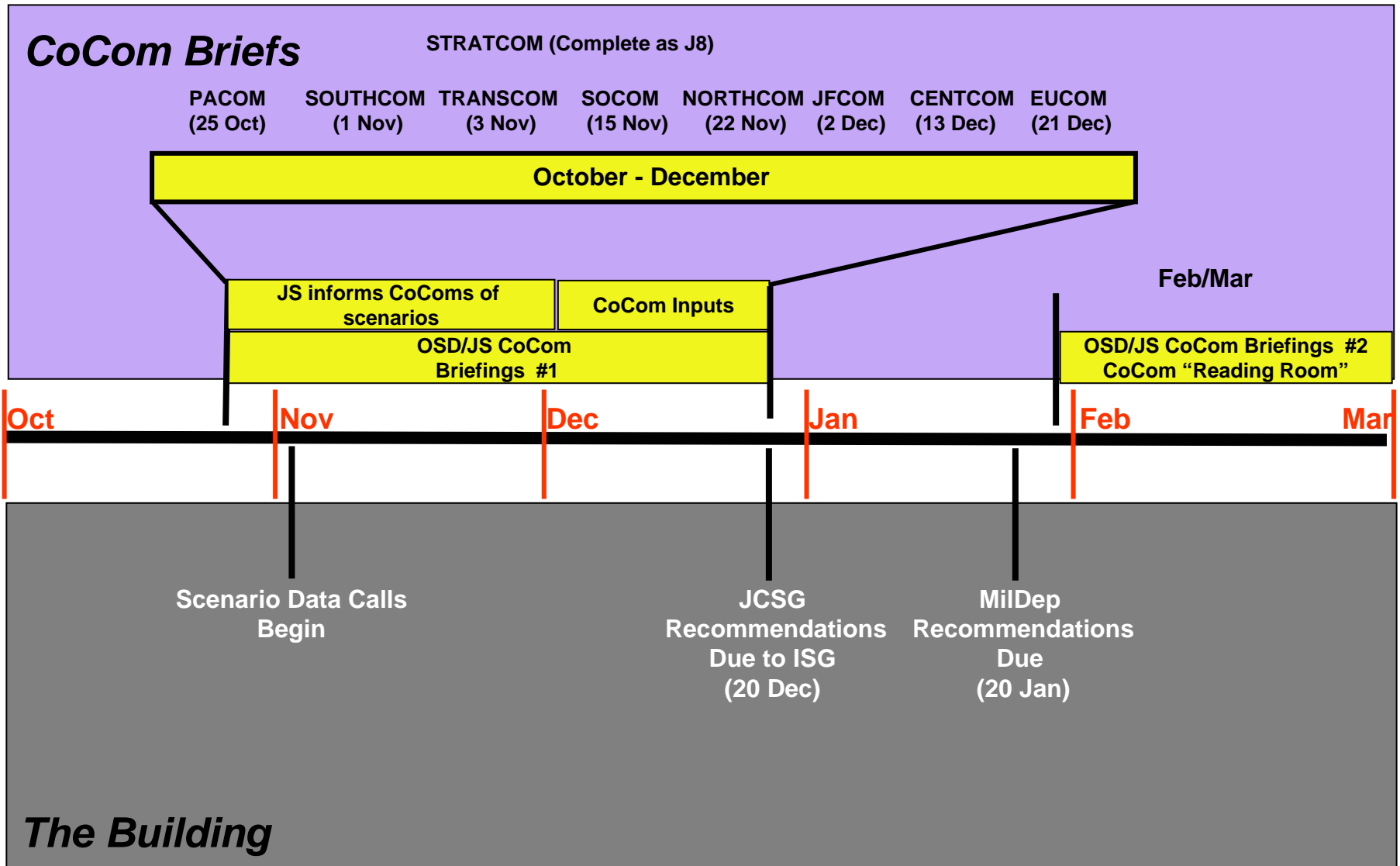
- Ensure SecDef priorities are realized
- Resolve conflicts among candidate recommendations
- Approve final candidate recommendations from MilDep and JCSGs
- Shape and Balance final package – Military Judgment
- Defend (with JCSGs) recommendations to the Commission



Combatant Command Involvement

- COCOM input a valued part of the process
 - Concerns, mission impact, any alternatives
- CJCS has statutory responsibility to consult with and seek advice from Combatant Commanders
- Chairman and Vice Chairman representation on IEC and ISG, respectively, achieves this consultation role
 - Joint Staff representation on each JCSG
 - Joint Staff will channel CoCom concerns through scenario review process
- Chairman's concurrence on candidate recommendations will include CoCom coordination

CoCom/Building Timeline



Note: SecDef Recommendations due to Commission: 16 May 05

Actions Pending/Complete

Phase One				Phase Two	
CoCom	Com Brief	Paired Scenarios Provided	Full Scenarios Provided	CoCom F.B.	Last Scen Updt
NORTHCOM	22 Nov	10 Nov	10 Nov	X	10 Dec
JFCOM	2 Dec	19 Nov	19 Nov	X	16 Dec
STRATCOM	****	10 Nov	10 Nov	X	2 Dec
TRANSCOM	3 Nov	3 Nov	10 Nov	X	2 Dec
PACOM	25 Oct	9 Nov	9 Nov	X	16 Dec
SOCOM	15 Nov	15 Nov	15 Nov	X	16 Dec
SOUTHCOM	1 Nov	1 Nov	10 Nov	X	2 Dec
EUCOM	21 Dec	N/A	29 Nov		
CENTCOM	13 Dec	N/A	2 Dec		

■ Complete
 ■ Scheduled
 ■ Unscheduled

**** Cnx at request of ComSTRATCOM (previously briefed as J8)



BRAC Force Structure Plan (FSP)

- BRAC Statute requires the Department to develop a Force Structure Plan based on:
 - An assessment of the probable threats during the 20-year period beginning with FY05
 - Probable end-strength levels and major military force units needed to meet these threats
 - Anticipated levels of funding during this period
- All BRAC recommendations must be based on the FSP and Selection Criteria
- Department submitted FSP to Congress in Mar 04
- Update, if necessary, must be provided to Congress NLT March 15, 2004



Force Structure Plan Update Status

- Force Structure Plan is the foundation of all BRAC recommendations
- Significant flux/TBDs that may not be resolved in time for consideration within BRAC
 - Air Force Squadrons
 - Ballistic Missiles and Missile Fields
- Timing critical, otherwise BRAC must proceed without benefit of those decisions



Homeland Defense

- Criterion Two requires consideration of Homeland Defense
- Three Major elements
 - Homeland defense: defense against direct attacks to the United States, including in the air and maritime approaches
 - Civil Support: DoD support requested by lead federal agencies and approved by the Secretary of Defense
 - Enabling activities: DoD efforts to improve national and coalition capabilities for homeland security, to include sharing expertise, technology, and training
- Mission proponents
 - ASD (HD)
 - CMDR NORTHCOM/CMDR PACOM
- Approach –
 - Use existing documents to determine necessary infrastructure
 - DoD Strategy for Homeland Defense and Civil Support (Coordination Draft)
 - Consult with ASD(HD) and NORTHCOM & PACOM (through JCS J8)



Statutory Surge Requirements

■ Section 2822 of FY 04 NDAA

- “assess the probable threats to national security and, as part of such assessment, determine the potential, prudent, surge requirements to meet those threats.”
- The Secretary “shall use the surge requirements determination in the base realignment and closure process”

■ Section 2832 of FY05 NDAA

- Modified the previously published BRAC selection criteria to add “surge” to criterion three



Satisfying the Statutory Requirements

- Determine surge “capabilities” needed to support the Force Structure Plan
- Assess capacity available to surge (Capacity Analysis)
- Value the capability to accommodate surge (Military Value Analysis)
- Assess surge during scenario analysis and retain difficult to reconstitute assets
- Verify consideration of surge
 - JCSGs & MilDeps will report on how they determined surge capabilities and captured surge in their candidate recommendation package



Conflict Review

- A transformational BRAC will provide options on the table that challenge some long-held assumptions
- Competing views centered on Military Value
- Infrastructure Executive Council (IEC) is central to conflict resolution process



Potential Conflicts

- Doctrinal – changing Service institutional approaches
- Force Structure – one entity empties; one fills
- Facilities – two entities vying for same asset
- Culture – changing longstanding beliefs
- Statutory – e.g., 50/50 Public-Private Depot workload
- Others – e.g., Service vs JCSG authority



Emerging Conflicts

- Doctrinal: JCSG recommendations may optimize DoD at the expense of one Service
 - Candidate recommendations may
 - Alter Service training doctrine
 - Combine Service entities into a single DoD entity
 - Make one Service the customer of another entity
- Facilities: 2 candidate recommendations may compete for limited capacity



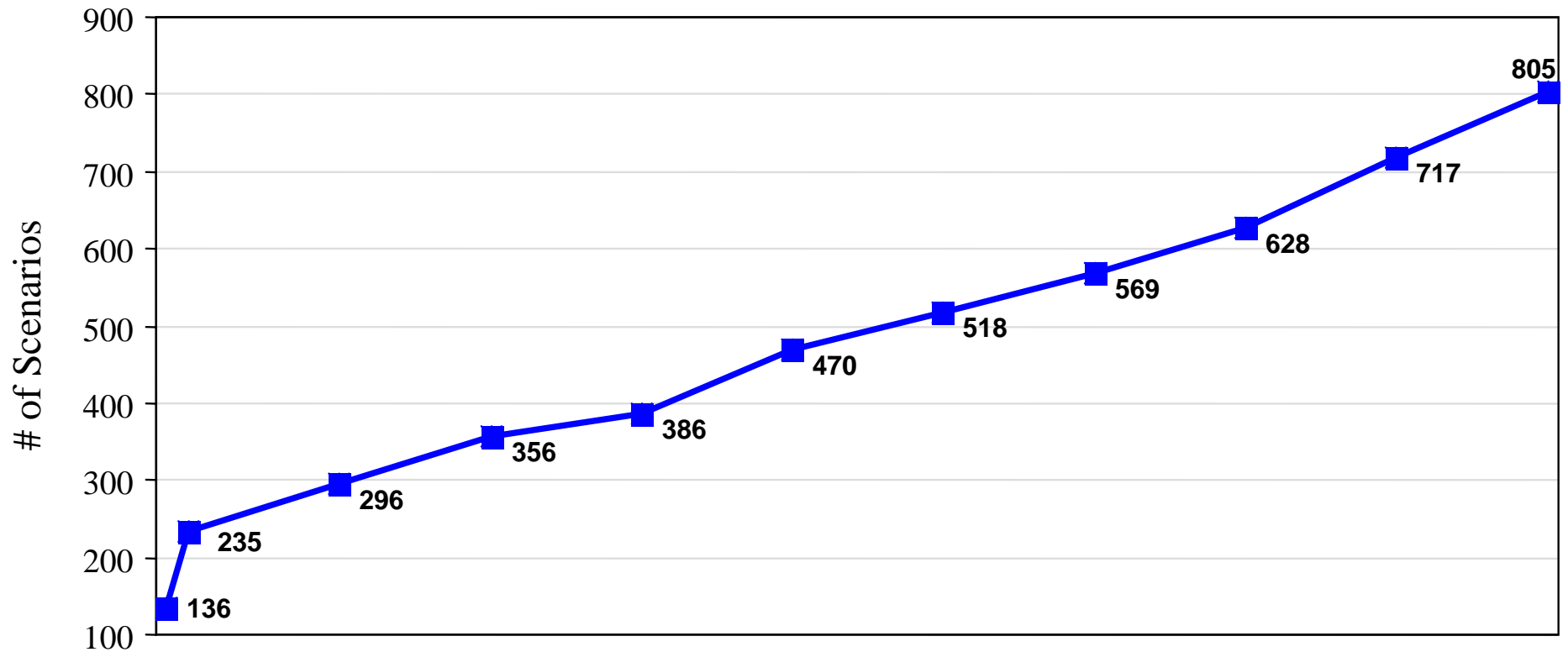
Process for Reviewing and Resolving Conflicts

- IEC Chair considers conflict
 - IEC Executive Secretary frames issue
 - Relevant IEC members/JCSG Chairs meet to discuss
 - General counsel/BRAC Director documents decision in minutes or prepares options for full IEC meeting

- IEC Chair presents:
 - Decision for IEC ratification; or
 - Options for discussion at full IEC meeting



Scenario Snapshot (as of 10 Dec)



	7-Oct-04	8-Oct-04	15-Oct-04	22-Oct-04	29-Oct-04	5-Nov-04	12-Nov-04	19-Nov-04	26-Nov-04	3-Dec-04	10-Dec-04
■ Scenarios	136	235	296	356	386	470	518	569	628	717	805
	+99	+61	+60	+30	+84	+48	+51	+59	+89	+88	



Registered Closure Scenarios

Army	Dept of the Navy	Air Force	JCSG Potential Closures
Ft Hamilton	NS Pascagoula	Cannon AFB	Fort Gordon
Charles Kelley Spt Ctr	NS Ingleside	Grand Forks AF	Fort Huachuca
Selfridge Army Activities	NS Everett	Ellsworth AFB	Blue Grass Army Depot
Pueblo Chem Depot	SUBASE San Diego	Onizuka AFB	Tooele Army Depot
Newport Chem Depot	SUBASE New London	Los Angeles AFB	<i>Walter Reed</i>
Umatilla Chem Depot	NAS Atlanta		Soldier System Center Natick
Deseret Chem Depot	NAS JRB Fort Worth		Fort Monmouth
Ft Gillem	NAS Brunswick		NAS Meridian
Ft Shafter	NAS Oceana		NAS Corpus Christi
Ft Monroe	NAS Whiting Field		Marine Corps Logistics Base Albany
Ft McPherson	MCAS Beaufort		NAES Lakehurst
Carlisle Barracks	NAS JRB Willow Grove		NSWC Corona
Watervliet Arsenal	CBC Gulfport		NSA New Orleans
Rock Island Arsenal	NS Newport		NS Pt Mugu
Detroit Arsenal	Naval Postgraduate School		<i>National Naval Med Ctr Bethesda</i>
Sierra Army Depot	Navy Supply Corps School		Moody AFB
Hawthorne Army Depot	NAV Shipyd Norfolk or Portsmouth		Brooks City Base
Louisiana AAP			Rome Lab
Lone Star AAP			
Mississippi AAP			
Kansas AAP			
River Bank AAP			

NOTE 1: Yellow locations represent JCSG/MilDep cooperative effort. Italics represent options, only one of which would be recommended

Note 2: Significant number of realignments in addition to these closures



Next Steps

■ Wedge Allocation Rules

- Base-lining of FY05 Budget (06?)
- Current Plan: Savings from Facilities and O&M lines will roll forward to add to the planned Wedge

■ Next IEC meetings

- January 2005 – April 2005 – 2 meeting each month
- May 2005 – 1 meeting