

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of April 4, 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 praising the hard work of the Joint Cross Service Groups (JCSG) and emphasizing the participation of all service representatives. He stated that the purpose of the meeting was to approve the JCSGs' recommendations on which functions to include and exclude in cross service analysis.

The PADUSD(I&E) initiated the discussion of the JCSGs' recommendations by reiterating the purpose of the meeting:

- Approve functions to include and exclude in cross-service analysis
- Approve the first cut of the notional metrics
- Task the JCSG Chairs to resolve overlaps—i.e. issues that cross more than one JCSG
- Task the OSD BRAC office to draft the IEC report

The PADUSD(I&E) noted that the Medical JCSG Chair and the Education and Training JCSG Chair had already agreed that medical education should be reviewed by the Medical JCSG. He stated that it was not necessary that the ISG meeting resolve other overlap issues because the IEC report only had to detail which functions the JCSGs as a whole would analyze. The ISG briefly discussed whether to ask the IEC to review its report at a meeting or via paper, but did not reach a resolution.

The PADUSD(I&E) then facilitated the ISG's discussion of each JCSG report recommendations using a combination of overview slides, summaries of the JCSG reports, and the JCSG reports (attached).

Results of the deliberations follow:

Industrial

The ISG endorsed the Industrial JCSG's recommendations. The ISG agreed that the maintenance analysis applied to depot and intermediate level maintenance. After a brief discussion, the ISG agreed that the analysis of all ammunition functions, including supply and storage, would be lead by the Industrial JCSG. The

Supply and Storage JCSG would provide input for the Industrial JCSG on ammunition supply and storage issues. As a result of the discussion of the ammunition function, the ISG acknowledged that there is significant overlap between the JCSGs and that the JCSGs need to support each other. The ISG agreed that each functional area needed to have a lead JCSG and in a number of cases one or more JCSG would need to provide input to another JCSG in order to make the JCSG analysis complete.

Supply and Storage

The ISG endorsed all of the Supply and Storage JCSG recommendations except it directed that the ordnance function be moved to the Industrial JCSG. As part of the discussion, the Navy asked that the role of Defense Agencies in the JCSG be clarified. The Navy provided a slide to facilitate discussion (attached). The ISG briefly discussed the role of Defense Agencies and agreed to discuss their role more thoroughly at the end of the meeting. The ISG agreed that the Defense Logistics Agency would be added as a member of the Supply and Storage JCSG. The ISG also agreed that the Supply and Storage JCSG would provide significant input to the Industrial JCSG because their functions overlap each other.

Medical

The ISG endorsed all of the Medical JCSG recommendations except it directed that the subfunction Medical and Dental Aspects of Human System Research be moved to the Technical JCSG and that the subfunction Class VIII Supply Management be moved to the Supply and Storage JCSG. The Medical JCSG would support the Technical and Supply and Storage JCSGs in the analysis of those subfunctions. The ISG agreed that the medical JCSG function “Joint Medical and Dental Infrastructure” applied to medical and dental facilities such as hospitals. The ISG recognized that any JCSG recommendations on facility realignment would be part of the overall package of recommendations that affect individual installations and that recommendations would not be made in a vacuum.

Technical

The ISG endorsed all of the Technical JCSG recommendations except it directed that a separate Range subgroup be formed under the lead of the Education and Training JCSG to address range issues. After much discussion, the ISG decided that all Range functions, including testing and training, should be addressed by a subgroup that reports to the Education and Training JCSG. The range subgroup would have members from and be supported by both the Technical and the Education and Training JCSGs. The ISG expressly rejected the need to form a

7th JCSG to address ranges. The ISG also agreed that Human Factors Research would be lead by the Technical JCSG with support from the Medical JCSG.

Education and Training

The ISG endorsed all of the Education and Training JCSG recommendations. The ISG clarified two of the functional areas. First, the ISG made it clear that the subgroup responsible for “Collective Training Capabilities” would become the Range subgroup and would include members from the Technical as well as the Education and Training JCSG. The ISG agreed that a military service should chair the subgroup. The service representatives on the ISG agreed to provide the ISG and the Education and Training JCSG with names of individuals who they would recommend to lead and serve on the Education and Training JCSG Range subgroup. Second, the ISG clarified that the Flight Training subfunction “Other Flight Training” applies to training for systems such as the Joint Strike Fighter, the V-22 and the H-60 that are not Service specific.

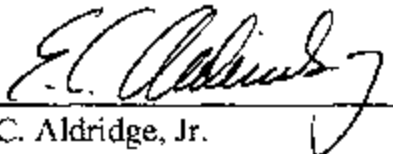
Administration

The ISG endorsed all of the Administration JCSG recommendations except it directed that the reserve component function be reduced to a subfunction of the major function entitled “Administration and C2 Headquarters” and that the focus of the reserve component subfunction analysis accordingly be limited to reserve component administration and headquarters activities. The ISG agreed that the services will conduct the analysis of all remaining reserve component functions. The ISG also clarified the scope of the Communications and Information Technology, Contracting and Mobilization functions. The ISG clarified that the Communication and Information Technology function will be limited to base level communication and information technology. Both the Defense Information Systems Agency and the Technical JCSG will be involved in the analysis of this function. The Technical JCSG will provide insight on the future of communication technology. The ISG clarified that the Contracting function is limited to installation level service contracts. The ISG recommended that the Mobilization function be analyzed by a separate subgroup vice being part of the proposed “Major Administration Headquarters/National Capital Region” subgroup. The ISG recommended that the Mobilization function subgroup should have members from the operational community. Finally, the ISG endorsed changing the name of the Administration JCSG to the “Headquarters and Support Activities JCSG.”

Meeting Conclusion

The ISG agreed to discuss developing analytical frameworks at the next ISG meeting. The ISG agreed to encourage business process reengineering in the

BRAC analysis process to the “widest aperture” possible. The ISG then discussed the role of the Defense Agencies in the JCSG process. After some debate, the ISG agreed that where appropriate the Defense Agencies should become part of the JCSGs, but where that did not make sense, they should manage their own BRAC process, reporting to the ISG.

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

Attachments:

1. List of Attendees
2. Briefing slides entitled “Joint Cross-Service Analysis Functional Reports,” dated April 4, 2003.
3. JCSG reports and associated summaries used to facilitate the ISG discussion
4. Slide entitled, “Defense Agencies and Activities” handed out by the Navy

**Infrastructure Steering Group Meeting
April 4, 2003**

Attendees

Members:

- Hon E.C. "Pete" Aldridge, Under Secretary of Defense (AT&L), Chair
- General Peter 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
- Hon Mario Fiori, Assistant Secretary of the Army (Installations and Environment)
- Hon H.T. Johnson, Assistant Secretary of the Navy (Installations and Environment)
- Mr. Ray DuBois, Deputy Under Secretary of Defense (Installations and Environment)

Alternates:

- Lieutenant General John Kelly, Deputy Commandant for Installations and Logistics for General Nyland, Assistant Commandant of the Marine Corps
- Ronald Orr, Principal Deputy Assistant Secretary of the Air Force (Installations, Environment and Logistics) for Hon Nelson Gibbs, Assistant Secretary of the Air Force (Installations, Environment and Logistics)

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)
- Maj Gen Gary W. Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- Col Joanne Schoonover, Senior Military Assistant to USD(AT&L)
- CDR John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Mr. Andrew Porth, Assistant Director, Housing



Joint Cross-Service Group Functional Reports

Briefing for the
Infrastructure Steering Group

April 4, 2003



Purpose

- Approve functions to include and exclude in cross-service analysis
- Approve notional metrics
- Task JCSG Chairs to resolve overlaps
- Task OSD BRAC office to draft IEC report



Industrial JCSG

Tab 1

- Major functions to be analyzed
 - Maintenance
 - Ammunition and Armament
 - Shipyards overhaul and repair

- Functions removed from analysis
 - None



Supply & Storage JCSG

Tab 2

- Major functions to be analyzed
 - Fuel
 - Rations
 - Ordnance
 - Clothing
 - Repair parts
 - Medical supplies
 - End items
 - Construction material
 - Troop support material, test equipment

- Functions removed from analysis
 - None



Medical JCSG

Tab 3

- Major functions to be analyzed
 - Healthcare Education and Training
 - Medical and Dental Market Requirements
 - Deployment Force Sizing
 - Medical and Dental Research, Development and Acquisition
 - Joint Medical and Dental Infrastructure

- Functions removed from analysis
 - None



Technical JCSG

Tab 4

- Major functions to be analyzed
 - Research (Science and Technology)
 - Development and Acquisition
 - Test and Evaluation

- Functions removed from analysis
 - None



Education & Training JCSG

Tab 5

- Major functions to be analyzed
 - Specialized Skill Training
 - Professional Development Education
 - Flight Training
 - Collective Training Capabilities

- Functions removed from analysis
 - One-Station Unit Training
 - Officer Accessions
 - Junior officer PME programs
 - Service NCO academies, enlisted leadership schools
 - Graduate Medical Education and Health professionals
 - Collective training at the unit level



Administration JCSG

Tab 6

■ Major functions to be analyzed

- Administrative and C2 headquarters
- Reserve component facilities
- Manpower and personnel management
- Communications and information technology
- Contracting
- Audit functions
- Facilities management
- Public safety and security (within geographic clusters only)
- Mobilization
- Geographic clusters

■ Functions removed from analysis

- Family and troop support
- Manpower and Personnel management (records management and storage, recruiting, ROTC and JROTC)
- Protocol and ceremonial
- Historical services
- Legal services
- Public affairs
- Criminal investigation
- Public safety



■ Recap

■ Next Steps

- Analytical frameworks
- Extent of Business Process Reengineering in the BRAC analysis
- Master schedule