

WG 3: Performance Metrics – The focus of performance metrics is two-fold. First, we must understand how to best evaluate and forecast the condition, capacity, and military value of our infrastructure. Second, we must track progress and measure the effectiveness of the DoD enterprise-wide lifecycle infrastructure management strategy.

WG 4: World-Wide Basing Locations – Meeting participants would develop analytic methodologies to determine locations for Department of Defense CONUS and overseas bases to measure the contribution to force effectiveness and efficiency. (DOD has a model of overseas basing criteria to present to the WG)

Synthesis – The synthesis group will bring together the work of the four working groups and develop overall assessment and recommendations for the analysis community.

### 3. Administrative Details

#### Organizing Committee:

COL Tim Trainor	USMA
Dr. Chien Huo	ODASA(IA)
Dr. Get Moy	ODUSD (I&E)
CAPT Jerry Manley	CNIC
Mike Larkin	HQ USAF/A9
Chip Cleckner	AWC
Dr. Robert Dell	NPS
LTC Lee Ewing	NPS
Mike Hix	RAND
Jim Masters	RAND

Brig Gen Lynn	HQ USAF
Tom Liedke	ACSIM
Corinne Wallshein	OSD PA&E
Tom Wegleitner	VISTA
COL Darrall Henderson	USMA
Dr. Lee Lehmkuhl	MITRE
Brian Engler	MORS
Natalie Kelly	MORS
Colette Burgess	MORS

#### Location:

US Army War College  
Carlisle Barracks, PA

#### Fees:

##### Entire Workshop

<i>Non-Government/Non-Member:</i>	\$750
<i>Non-Government/Member:</i>	\$675
<i>Government/Non-Member:</i>	\$640
<i>Government/Member:</i>	\$575

##### Mini-Symposium Only

<i>All/Non-Members:</i>	\$375
<i>All/Members:</i>	\$325

#### MORS

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## MORS Workshop

### *Analyzing the Value of Infrastructure*

**14-16 November 2006**

**US Army War College  
Carlisle Barracks, PA**

## 1. Goals and Objectives

The goal of the Analyzing the Value of Infrastructure workshop is to lay a foundation for measuring the military value of infrastructure and projecting future infrastructure requirements from a joint perspective. The Army's Assistant Chief of Staff for Installation Management (ACSIM) and the Studies and Analysis, Assessment and Lessons Learned Office of the Air Force (HQ USAF/A9) put forward some specific topics for the workshop. Given the defense posture worldwide, infrastructure requires continual upgrade and modernization while constrained resources drive the need for alternative strategies to address future infrastructure issues. The strategic focus areas for this workshop are:

- Future infrastructure requirements.
- Transformational strategies.
- Performance metrics measuring infrastructure efficiencies.
- World-wide basing assessment.

Workshop participants should be DoD decision makers and analysts who can frame and assess input regarding worldwide basing and infrastructure requirements, and infrastructure implications of transformational strategies being considered by the Department. Analysts and installation subject matter experts who can craft metrics to assess installation performance

and efficiencies should also participate. The expected outcomes would be methodologies and metrics to aid decision makers in framing and making infrastructure and basing decisions.

## 2. Meeting Approach

**Day 1:** Min-symposium: The meeting will commence with many key speakers providing the OSD and Service perspectives on the role of the analytical community in working infrastructure issues. Speakers are:

- Philip Grone, Deputy Undersecretary of Defense, Installations and Environment.
- Dr. Craig College, Deputy Assistant Chief of Staff, Installation Management for the Army.
- Anne Davis, Deputy Commander, Navy Installations Command.
- Michael A. Aimone, P.E. Assistant Deputy Chief of Staff/Logistics, Installations & Mission Support, HQ USAF
- Barry Holman, GAO, on *A View From The Outside On Military Infrastructure*.

**Days 2 & 3:** Working Group deliberations will continue, with each WG presenting an out-brief on Day 3. For most of the workshop, participants will meet in Working Groups to further examine specific topics, including discussing the overarching issues of the

Workshop. Working Groups will prepare a report on their activities to present to other workshop participants at the last session of the workshop. To focus the discussion in each of the working groups, a select group of people will be requested to prepare and present papers. The workshop attendees will be organized into four working groups plus a synthesis group.

The working group topics and objectives include:

WG 1: *Future Infrastructure Requirements* – The DoD installations are deployment and sustainment platforms with robust capabilities. These installations are where warfighters live, train, mobilize, and deploy to fight and win. Many installations also provide training, industrial, logistics, and other sustainment support. Our many possible future operating environments drive future infrastructure requirements while the pressures of constrained resources drive the need to consider infrastructure from a more joint perspective.

WG 2: *Transformational Strategies* – Good stewardship requires a defense long-term infrastructure strategy based on the identification and incorporation of best business practices to enhance execution with scarce resources. Infrastructure studies will guide future infrastructure planning and policy to ensure sound use of resources and optimal support to the DoD, its warfighters, and their families.