

May 20, 2003

SUBJECT: Agenda for HSA JCSG Meeting, May 20, 2003

Points of discussion:

- Work Plans
- Staffing and Resource Requirements
- Timelines

BRAC 2005 Administration Joint Cross-Service Group (JCSG)

Meeting Minutes of May 20, 2003

The Deputy Under Secretary of the Army (DUSA) chaired this meeting. The list of attendees is attached.

The purpose of the meeting included discussion on the following topics:

- Administration JCSG Work Plans
- Staffing and Resource Requirements
- Timelines

Mr. McDonald informed everyone that the Administration JCSG had met on 15 May 2003 to work on the work plans, staffing, and timelines. He stated that he had resigned from the Federal Government effective Friday, 23 May 2003 and introduced Mr. Donald Tison as the new Chair of the Administration JCSG, pending approval by OSD.

Mr. Peter Potochney asked for the floor for a few minutes to give the Administration JCSG members information on the BRAC process.

- Our first deliverable will be our data requirements for the Capacity Analysis Data Call scheduled for late summer or early fall of this year. Administration JCSG will be expected to brief the Infrastructure Steering Group (ISG) in July or August for about 30 minutes.
- Administration JCSG recommendations are due to the ISG the first quarter of FY05, or approximately mid-November 2004.
- He asked that we get copies of all of our non-disclosure agreements to his office.
- He also requested that we give him time at our next meeting to present his BRAC primer. The primer will provide the BRAC requirements and process.

Mr. McDonald introduced COL Carla Coulson as his Deputy, Administration JCSG. He then turned the meeting over to RADM Chris Weaver. RADM Weaver introduced CAPT Dennis Biddick as the Assistant Commandant NCR and his Deputy Geographic Clusters Sub-Group.

RADM Weaver proposed combining the Functional Clusters and Geographic Clusters Sub-Groups so that geographic recommendations are a result of the functional analyses. RADM Weaver further stated that business process reengineering (BPR) is an up-front requirement for BRAC analysis. Ensuing discussion included a reminder of ISG guidance to consider BPR when viewing BRAC through the widest possible aperture. RADM Weaver suggested that he and Ms. Hurlbut meet to discuss possible business process reengineering (BPR) impacts on the functional and geographic analyses.

Mr. McDonald said an analysis of the administrative activities within functions such as motor pool operations and transient lodging might be required as part of the geographic analysis. He asked RADM Weaver and Ms. Hurlbut to nest the geographic and functional clusters' scope of work and see what falls out

RADM Weaver asked if the Administration JCSG should be considering functions and processes or just functions. Mr. McDonald answered that functions, processes, and activities should be considered in the analyses and when developing recommendations.

Captain Biddick noted that the NCR is an executive complex and the primary driver may be finding enough real estate to house activities currently in leased space. Function consolidation may be a result of how much will fit in government-owned real estate.

Ms. Bayert questioned whether some of the activities in the NCR need to be here or can be relocated elsewhere. Captain Biddick responded that her question would need to be answered by a mission analysis rather than a functional analysis. Admiral Weaver added that cost avoidance mechanisms such as BPR should also factor in force protection requirements. Mr. McDonald then suggested that analytical criterion should be cascaded in order of importance with force protection being one of the criteria.

COL Coulson presented a straw-man staffing proposal for the JCSG, and asked how the positions will be funded. Ms. Bayert said the services should pony up the people since they would have to do the analyses anyway in the absence of the JCSGs. Mr. McDonald stated that it is not realistic to ask each service to pony up given the scope of all BRAC 05 groups. Mr. Potochney agreed with Ms. Bayert saying that if there were no JCSGs then the services would have to do the analysis and they would resource the positions anyway. Mr. McDonald reminded the group that this was a joint cross-service analysis and that the military departments and defense agencies would not be expected to do their analyses from a joint cross-service perspective. He said the ISG or IEC might be able to resource the JCSGs in other ways. One way would be to pull the money from the Services and another would be to direct the Services to provide the personnel. Mr. Potochney said the burden to provide resources is on the services, which is why there were senior service people on the JCSG who were in a position to control manpower. He suggested that Mr. McDonald brief the ISG and include the issue and his suggested approach with the approach to the ISG. Mr. McDonald indicated that he would ask the ISG for assistance since the JCSG resource requirement is additive to, not subsumed in, the services' BRAC efforts. Mr. Grone agreed on the course of action to go to the ISG. LTC Hyland then said that Dr. College has spoken to Mr. Aimone (USAF BRAC) and Ms. Davis (Navy BRAC) about leveraging service BRAC teams as reach back staff for the JCSGs. Mr. McDonald said that although service BRAC teams could be looked to for collaboration, the JCSGs resource requirement is additive to and separate from the scope of work the services are doing.

Mr. Tison responded that there is a question of balance and separation between the JCSGs and the services'/defense agencies' efforts. He said the services and defense agencies could not be held hostage for manpower support of the JCSGs because of the need for JCSG members to remain free to act independently from their services during this analysis. He said there is already enough tension between OSD and the services/defense agencies built into the BRAC process. Mr. Potochney agreed that independence of the JCSGs from the services/defense agencies is key to the success of the JCSG process. He added that once SECDEF approves the JCSG recommended functions for analysis, those functions would be taken away from the services/defense agencies although there may be areas of overlap that will have to be resolved. He said resourcing tension is not desired since there will be enough disagreement regarding best military value and most cost effective solutions.

Ms. Hurlbut said that the scope of work for the Functional Cluster is not yet clearly defined and asked if we are looking at processes as well as functions. Mr. McDonald said that we are looking at processes, functions and activities, which will be a huge undertaking. Ms. Hurlbut asked if we could add to the list of functions. Mr. McDonald said that we can and that the ISG will make the final decision on adding functions.

Mr. McDonald directed the JCSG to continue refining our work plans, manpower requirements, and timelines to discuss at the next meeting. He said that we would send a memorandum to the ISG addressing Administration JCSG operating requirements among other issues by 23 May 2003.

In regard to timelines, Mr. Potochney indicated that, other than milestones mandated by the BRAC legislation, there are currently no firm dates in the process. For the near term, JCSGs and Services should structure analyses this summer and conduct analyses in the fall after responses are received from the Capacity Data Call.

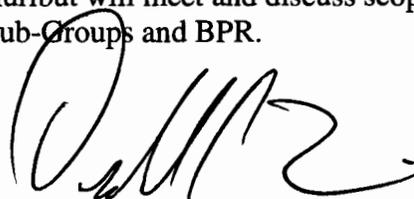
COL Coulson said that scheduling the first data call for September is very tight since the scope of work has not yet been finalized and the resource issues remain unresolved. Mr. Potochney responded that work on the structure of the analysis can proceed and that a full manpower slate isn't required until the analysis work begins in the fall.

CAPT Biddick asked Mr. Potochney if they had planned a general data call to gather inventory and what installations we should look at or if such a general data call would be blended with the capacity data call. Mr. Potochney said that information would be provided as a result of the Capacity Data Call. He said that the OSD BRAC office would provide us with the requirements of what data we should request in the data call based on history. Mr. Grone said they still need to structure the data standards for the data calls and to establish the rules of engagement for collecting data.

Mr. Potochney said the recommendations must be based on certified data, selection criteria, and the force structure plan. He said previous rounds data would be provided. He also said that to get a good product that is transformational, some will be pushed farther than they want to go, but that it is important to make an informed decision based on best military value and cost effectiveness. RADM Weaver noted that BPR outcomes might not necessarily yield a BRAC result. Mr. Potochney said to package recommendations as BPR with a facility impact – that every recommendation must have a facility hook.

Actions:

- Chair of Administration JCSG will request ISG assistance to identify source of resources to fund operations.
- Administration JCSG will provide copies of non-disclosure agreements to the OSD BRAC office.
- Administration JCSG will schedule BRAC Primer presentation by Mr. Potochney on next Administration JCSG Deliberative Meeting Agenda.
- RADM Weaver and Ms. Hurlbut will meet and discuss scopes of work for Functional and Geographic Clusters Sub-Groups and BPR.



Donald C. Tison
Assistant Deputy Chief of Staff, G-8
Chairman, HSA Joint Cross-Service Group

Attachments:

List of Attendees

BRAC 2005 Administration
Joint Cross-Service Group (JCSG)
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Attendees

Members:

- Mr. John McDonald, Deputy Under Secretary of the Army, Chair
- RADM Chris Weaver, Commandant, Naval District Washington Headquarters
- Mr. Philip Grone, Principal Assistant Deputy Under Secretary of Defense (Installations and Environment)

Alternates:

- Lt Col Susan Donnelly, SAF/AA for Mr. William Davidson, Administrative Assistant to the Secretary of the Air Force

Others:

- Mr. Don Tison, Assistant Deputy Chief of Staff for Programs, G-8
- Mr. Peter Potochney, ODUSD(I&E)
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- COL Carla Coulson, Deputy Chair Administration JCSG
- CAPT Dennis Biddick, Regional Engineer, Naval District Washington
- Colonel Larry Brom, Military Assistant to the Deputy Under Secretary of the Army
- LTC Bernard Hyland, Office of the Deputy Assistant Secretary of the Army (Infrastructure Analysis)
- Ms. Deborah Culp, Office of the Inspector General, DoD
- Ms. L. E. Hurlbut, Functional Clusters Sub-Group
- Mr. Dave Fletcher, Contractor with Alion Science & Technology (Administration JCSG core group)
- Ms. Susan Zander, Contractor with Alion Science & Technology (Administration JCSG core group)