DCN: 11524

Agenda, Mtg HSA JCSG, 29 May 03

1. Schedules/calendars
    a. Mtg w/ Sub-Group Chairs, 5 Jun 03, 0800-1100 (3 hours if required), 3E406 Pentagon
    b. Mtg of JCSG, 10 Jun 03, 1300-1430, G8 Conference Rm, 3E387 Pentagon Goal is to conduct JCSG mtg with all members at least 1X/mo.
2. Handouts
    a. Minutes from JCSG mtgs
    b. Memo from Chair to ISG
    c. Memo from OSD to JCSGs, 23 May 03, subj: Transformational Options for BRAC 2005
3. Report Out, 28 May 03 Mtg w/ OSD
4. Mtg w/ OSD Dir of Organizational and Management Planning, 30 May 03.
5. Sub-Group Updates
    a. Major Admin HQs/NCR Sub-Group
    b. Functional Clusters Sub-Group
    c. Geographic Clusters Sub-Group
6. Discussion
7. Other Items

# BRAC 2005 Headquarters & Support Activities
# Joint Cross-Service Group (HSA JCSG)

## Meeting Minutes of May 29, 2003

1. The Assistant Deputy Chief of Staff, G-8, US Army chaired this meeting. The list of attendees is attached.

2. The meeting agenda included discussion on the following topics:

a. Upcoming meetings.

b. Memorandum from Mr. McDonald to the Infrastructure Steering Group (ISG), subject: Request for ISG Assistance, May 22, 2003.

c. Memorandum from Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), subject: Transformational Options for BRAC 2005, May 23, 2003.

d. Report on May 28, 2003, meeting with Director OSD BRAC 2005 Office and COL Coulson, Ms. Hurlbut, Mr. Fletcher, and Ms. Zander.

e. Meeting with Mr. Howard Becker, OSD Director of Organizational and Management Planning, scheduled May 30, 2003.

f. HSA JCSG Sub-group updates.

3. Meetings.

a. COL Coulson confirmed the next two HSA JCSG meetings.

(1) June 5, 2003, 8:00-10:30 a.m., in Room 3E406, the Pentagon

(2) June 10, 2003, Deliberative HSA JCSG meeting, 1:00-2:30 p.m., Room 3E387, the Pentagon. Mr. Pete Potochney will give the JCSG a BRAC Primer briefing at this meeting.

b. Mr. Tison agreed the JCSG sub-groups will meet weekly, Thursdays from 12:00-2:00 p.m., beginning June 19, 2003. He wants the group to be organized and prepared to move quickly once the Secretary of Defense approves the JCSG organizations and recommended functions and metrics. He directed a JCSG deliberative meeting once a month.

4. Defense Agencies.

a. The discussion turned to defense agencies and how the JCSG will analyze the administrative headquarters functions.

b. COL Coulson shared an Email from Mr. Howard Becker and stated that she believes he may offer full-time support to the HSA JCSG. Mr. Tison said that he would ask for a defense agency expert. He will also ask Mr. Becker's advice on how best to analyze the defense agencies' administrative/headquarters functions.

c. Ms. Hurlbut answered the question about how in-depth the defense agency analysis should be by saying that if one of the sub-group's core Service functions is the same as one of the defense agency core functions, then the analysis has to be at the same level as the Service analysis. Mr. Tison agreed with her answer. Ms. Hurlbut said that DISA has given her a full-time person to support the Functional Clusters Sub-group.

5. Meeting with OSD. Concerns of the HSA JCSG were shared with Mr. Pete Potochney, Director OSD BRAC 2005 office at the May 28, 2003, meeting.

a. COL Coulson said that she asked if there would be a general data call or just a capacity and a military value data call. Mr. Potochney said that general questions would be covered in the capacity data call. This data call will define the JCSG universe by asking for an inventory of facilities, installations, functions, amount of leased space, and how the space is used.

b. Mr. Potochney stated that once the Secretary of Defense approves the JCSGs' organizations, recommended functions and metrics, the HSA JCSG would brief the ISG on its approach to the capacity data call in late-July or early August 2003.

c. COL Coulson asked Mr. Potochney if the services' capacity data call would be standard. This question was included in the May 22, 2003, memorandum to the ISG. CAPT Biddick said that if there is no standard, the services and JCSGs might ask the same questions using slightly different language, which will result in more work for the services. Mr. Tison said that he would bring this question up when he meets with Mr. Grone on May 30, 2003.

d. Mr. Potochney said that his office has contractors with prior BRAC experience who can help the JCSG. They will help with minutes of the meetings, if needed. They will give advice if they see the JCSG going in a direction that they know from experience will be unfruitful, but they will not do the analysis work or suggest how or what the group should analyze.

6. Ms. Hurlbut asked Mr. Tison if the Business Initiatives Council (BIC) would take on the Business Process Reengineering (BPR) piece of the process. COL Coulson read Mr. McDonald's statement from the Initial Report of the HSA JCSG cover memorandum dated March 31, 2003, addressed to the USD(AT&L). The statement reads, "The

elimination of some functions and subordinate functions resulted from the conclusion that analysis of the function might produce significant savings, but the savings would result from reengineering the functional process, not from real property consolidation, realignment, or closure. The JCSG does not plan to operate as a surrogate for DoD functional proponents who should accomplish this reengineering regardless of the BRAC initiative." CAPT Biddick said that better results could be gained by working facility-related BPR through the BRAC process because BRAC is covered by law and has a defined timeline. Mr. Tison said that the ISG has to decide up front if and how BPR will be included as part of BRAC 2005.

7. The memorandum from USD(AT&L), subject: Transformational Options for BRAC 2005, requests that the JCSGs provide some key transformational options for stationing and supporting forces and functions that will rationalize DoD infrastructure consistent with defense strategy and contribute to increased efficiency and effectiveness (due to OSD June 22, 2003). The memorandum also requests that the JCSGs nominate private and public sector organizations from which DoD will consider soliciting additional ideas for developing analytical frameworks for BRAC 2005 (due to OSD by June 20, 2003).

8. Sub-group Updates.

a. Major Admin HQs/NCR. COL Coulson stated that she had further defined the Major Admin Headquarters/National Capitol Region (NCR) Sub-group work plans.

b. Functional. Ms. Hurlbut and CAPT Biddick told the JCSG that RADM Weaver and Mr. Davidson agree on several points:

(1) Ms. Hurlbut is taking another look at the functions that the JCSG identified for and eliminated from analysis. She stated that she had not found the rationale for elimination of any functions. There must be documented rationale for including and excluding functions for analysis in order for the JCSG's work to be valid and credible. Ms. Hurlbut reminded the group that the work must be fair and auditable by the General Accounting Office (GAO).

(2) The two Sub-group chairmen (RADM Weaver and Mr. Davidson) believe that the Functional and Geographic Sub-groups should be combined resulting in two sub-groups for the HSA JCSG: 1) Major Admin Headquarters/NCR and 2) a Functional Sub-group. The geographic analysis would be a sub-set of the functional analysis.

(3) Mr. Tison asked Ms. Hurlbut if she had tried nesting the two and creating a Venn diagram as Mr. McDonald had tasked RADM Weaver and her at the last deliberative meeting on May 20, 2003. Ms. Hurlbut said that they had attempted to nest the two sub-groups, but when the functional analysis and the geographic analysis were done in parallel, the process fell apart. Mr. Tison asked the group if there were any areas that can be looked at that are not stove-piped functionally.

(4) The JCSG discussed the definition of the NCR and the WHS jurisdiction in the Washington area as defined by the Secretary of Defense. Law defines the NCR so the JCSG will follow that definition.

(5) Mr. Tison had the JCSG look back at the functions listed in the March 24, 2003, deliberative minutes that were proposed for analysis. He stated that he did not want to disregard the hard work that had already been done and agreed to by the Sub-group chairmen and Mr. McDonald. Ms. Hurlbut told Mr. Tison that Mr. Davidson, RADM Weaver, and Mr. McDonald came up with the functions at that meeting in March based on their own experience.

(6) Mr. Tison said that he would talk to Mr. Grone about combining the Functional and Geographic sub-groups because it makes sense to do so.

(7) COL Coulson asked Ms. Hurlbut if she were basing her matrix on existing or modified criteria. Ms. Hurlbut said that the work is based on studies and reports from GAO, RAND, the services, and the law. She asked the JCSG members to assist her in collecting material. Ms. Hurlbut said that she has obtained everything that she could find concerning BRAC, BPR, and Transformation during the last 15 years. Mr. Tison asked Ms. Hurlbut if she is using Functional Assessment Matrix included in the initial HSA JCSG report. She said that she was using the basic matrix but she was also looking at functions that were eliminated. She asked for example, why there are not joint chaplains or Judge Advocate Generals (JAGs) in the NCR.

c. CAPT Biddick shared an issue paper with the JCSG from RADM Weaver on BRAC 05: Process and Possibilities. The paper recommends that upon DASN approval, the "HSA JCSG Chair raise the issue to the ISG of sequencing common support function BPR efforts first and then common support infrastructure footprint analysis second." CAPT Biddick said that he thinks that the recommendation needs to be answered definitively within the next 30 days so that the JCSG can form the framework and allow us to move on quickly.

8. Mr. Tison stated that he would discuss the following topics with Mr. Grone:

a. Commonality of data in data calls

b. Resources for staff and a balance of power between the services and JCSGs

c. What the Defense Agency involvement should be

d. BIC and BPR

e. Combining the Functional and Geographic Sub-groups. If Mr. Grone agrees then the JCSG will propose it to the ISG for Secretary of Defense approval.

9. Actions and Due Outs:

a. Ms. Hurlbut and CAPT Biddick review and finalize the matrix on functions.

b. Group identify analytical frameworks for transformational options for BRAC 2005, and identify organizations that could contribute to the development and analytical frameworks for BRAC 2005.

c. COL Coulson tasked Mr. Fletcher to identify and collect reports, studies, thereby establishing a library to assist the group in its work.

d. Ms. Zander will determine if the Alion Science & Technology 1701 building has classified storage space.

e. COL Coulson draft a memorandum to the ISG requesting that they validate the timing of a capacity data call in the late summer/early fall of 2003.

DONALD C. TISON
The Deputy G-8
Acting Chairman, HSA JCSG

Attachments:
List of Attendees
Handouts

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

## Meeting Minutes of May 29, 2003

## Attendees

**Members:**

- Mr. Don Tison, Assistant Deputy Chief of Staff, G-8, Chair

**Alternates:**

- Ms. L. E. Hurlbut for Mr. William Davidson, Administrative Assistant to the Secretary of the Air Force
- CAPT Dennis Biddick, Regional Engineer, Naval District Washington for RADM Weaver, Commandant, Naval District Washington Headquarters

**Others:**

- COL Carla Coulson, Deputy Chair HSA JCSG
- CAPT Jan Rivenburg, USN, Naval District of Washington
- Mr. Dave Fletcher, Contractor with Alion Science & Technology (HSA JCSG core group)
- Ms. Susan Zander, Contractor with Alion Science & Technology (HSA JCSG core group)