

Agenda, Mtg HSA JCSG, 5 Jun 03

1. Review Minutes, JCSG mtg, 29 May 03
2. Review memo, Acting Chair to ISG, subj: Capacity Data Call
3. Mr. Tison comments on mtgs with Mr. Grone/Mr. Becker
4. Sub Group Updates
 - a. Resources
 - b. Functions Matrix
 - c. Analytical Frameworks
5. Administrative
 - a. Notification Roster
 - b. Staff Action Cover Sheet
 - c. Correspondence
6. Discussion
 - a. Transmission of Deliberative Documents
 - b. Non-Disclosure Agreement
 - c. Contractors' Role
7. Other Items
 - a. Next Mtg of JCSG

**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.

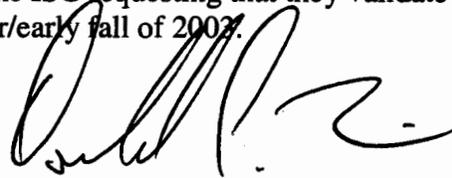
c. CAPT Biddick shared an issue paper with the JCSG from RADM Weaver on BRAC 05: Process and Possibilities. The paper recommends that upon DASN approval, the “HSA JCSG Chair raise the issue to the ISG of sequencing common support function BPR efforts first and then common support infrastructure footprint 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 2007.



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)



ON: 11525

DEPARTMENT OF THE ARMY
OFFICE OF THE DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700



REPLY TO
ATTENTION OF

DAPR-ZB

MEMORANDUM FOR THE INFRASTRUCTURE STEERING GROUP (ISG)

SUBJECT: Request for ISG Assistance, Control Number HSA-JCSG-D-03-0010

1. Members of the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) have raised the issue of the timing of a Capacity Data Call in September of 2003 as proposed by the Office of the Secretary of Defense (OSD). There is growing concern that without Secretary of Defense approval of establishment of the JCSGs, and without staff to resource an up-front functional analysis of study options, it will be impossible to complete work that must be accomplished to develop appropriate input for the data call.
2. Recommend the ISG look closely at the need to conduct a Capacity Data Call as currently envisioned by OSD and initiate improvements to the current process that will facilitate successful accomplishment of cross-service consideration of the many common functions under review.

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

**Draft Deliberative Document – For Discussion Purposes Only
Do Not Release Under FOIA**

Draft Analytical Frameworks (~~Study Options~~) (Analysis Opportunities) - Major Admin HQs/NCR Sub-Group

1. Implications of BRAC for Unified Commands, Service Component Commands and Defense Agencies. Identify alternative concepts for realigning missions and functions between seven CONUS-based unified commands (USJFCOM, USNORTHCOM, USSTRATCOM, USSOUTHCOM, USCENTCOM, USTRANSCOM and USSOCOM), component or supporting service commands and Defense Agencies. Review and analyze functions and business processes of same to identify BRAC implications for headquarters/command facilities. Develop recommendations for each command for realignment or closure. (OSD comments: Combine CONUS unified commands into fewer locations emphasizing shared staff resources. Have no “stand alone” headquarters.)

2. Implications of BRAC for Reserve Component Headquarters Facilities. Determine alternative facility alignments to execute Reserve Component (RC) headquarters (seven National Guard and Reserve components of the US Armed Forces) and administrative missions and functions. The focus of the analysis will be on the requirements for and capabilities of facilities and installations supporting Reserve and National Guard administrative and headquarters functions, excluding state owned and/or controlled facilities of the National Guard. Develop appropriate recommendations for realignment and closure for all facilities supporting RC headquarters and administrative functions. (OSD comments: Consider co-locating/combining Guard/Reserve HQs into no more than 3 locations. Consider moving all HQs to operational bases.)

3. Implications of BRAC for Defense Mobilization. Identify alternative concepts for realigning mobilization facilities DoD-wide. This study analysis will focus on analysis of requirements for and capabilities of facilities and installations in the active, Reserve and National Guard components of all services to mobilize, prepare, train, deploy and sustain forces committed to combat operations, whether overseas or in the US. Result will be recommendations for realignment and closure of all facilities, installations and bases involved in mobilization activities for active and reserve components. (OSD cmts: Tough issue. Co-locate mob sites onto training centers. Have only 3-4 mob sites for DoD.)

4. Implications of BRAC for the Department of Defense Headquarters and Support Activities in the National Capitol Region (NCR). This study will focus on OSD Staff and activities, Joint Staff and activities, service headquarters staffs and their field operating agencies, staff support activities, and direct supporting units, service commands, and Defense Agencies and their missions, functions and facilities, owned or leased, in the NCR. The principal study task is assessing the need for the presence of these activities in the NCR and whether options exist for realignment out of the NCR.

DCN: 11525

Another task is to examine the potential for consolidation of Joint and service activities in the NCR as a base cluster. Appropriate recommendations for realignment and closure of each headquarters, command and activity will be developed. (OSD comments: Eliminate all leased space in the NCR, relocate activities to operational bases. Relocate operational HQs in NCR with active field components.)

**Draft Deliberative Document – For Discussion Purposes Only
Do Not Release Under FOIA**

HSA JCSG STAFF ACTION COVER SHEET

DCN: 11525

STAFF ACTION CONTROL NUMBER

SUBJECT: Monthly EXSUM to Deputy Assistant Secretary of the Army (Infrastructure Analysis) (DASA(IA))

LOG CONTROL NUMBER

DATE
SUSPENSE: 6 Jun 03

ACTION REQUIRED: Acting Chair HSA JCSG sign attached memo to the DASA(IA).

MEMORANDUM FOR RECORD (Describe briefly the requirement, background and action taken or recommended. Must be sufficiently detailed to identify the action without recourse to other sources.)

ORIGIN OF ACTION: DASA(IA) e-mail, 5 May 03, subj: JCSG ExSums to SRG and EOH.

SUMMARY:

1. EXSUMs from the Army representative to each JCSG outlining monthly progress are due to the DASA(IA) within the first week of the new month.
2. The HSA JCSG's EXSUM for the month of May 2003 is attached.

RECOMMENDATION: Acting Chair of the HSA JCSG review and sign the attached memo and return to COL Coulson/Alion Science for distribution to the DASA(IA).

COORDINATION					APPROVALS		
OFFICE	NAME	C	NC	PHONE/ROOM		INITIALS	DATE
					Chairman		
					Deputy Chair		
					Sub-Group Chair		
					Date Dispatched:		
ACTION OFFICER (NAME, GRADE, PHONE, SIGNATURE)							
COL Carla Coulson, 							

HSA JCSG Reference Library Table of Contents

Articles

Title	Author	Publication	Date
Battle Lines Drawn at Pentagon Over New Kind of War	Wesley Clark	London Times	20 Mar 03
Cebrowski calls for cultural changes: Defense Officials Urge Common Framework For Precision Attacks	Retired Vice Adm. Arthur Cebrowski	Inside the Pentagon	3 Apr 03
Cebrowski Transformation May Mean Fewer Forward Bases	Retired Vice Adm. Arthur Cebrowski	Army Times	24 Feb 03
Cebrowski Working on Transforming Defense Operations	Retired Vice Adm. Arthur Cebrowski	National Journal's Congress Daily AM	31 Jan 03
Emerging Global Threats Require New Methods of Operation	Retired Vice Adm. Arthur Cebrowski	Aerospace Daily	14 May 03
If We Run Out of Batteries, This War is Screwed	Joshua Davis		Apr 03
Joint National Training Capability: The Next Wave in Transformation	Keith J. Costa	Inside The Pentagon	20 Feb 03
Military Leaders Mull Document Outlining Transformed Future Force	Keith J. Costa	Inside The Pentagon	3 Apr 03
New NG Chief Calls for More Agile Force	James Dao and Eric Schmitt	New York Times	17 May 03
NGB Chief Briefing on the Transforming Roles of the National Guard		Briefing Text	
On My Intended Nomination to Serve as Secretary of the Army	Dr. James G. Roche	The Secretary's Vector	12 May 03
Pentagon to Release Guidance on Military Transformation	Molly M. Peterson	National Journal's Technology Daily	
Rumsfeld Gives Nod To Transformation Planning Guidance	Hunter Keeter	Defense Daily	17 Mar 03

Title	Author	Publication	Date
Rumsfeld Moves to Strip Services of Power to Set Equipment Needs	Anne Marie Squeo	The Wall Street Journal	19 May 03
Rumsfeld Wants Independent Panel to Review Army Transformation	No Byline	Inside the Army	17 Mar 03
War Puts Transformation to Test	Vago Muradian, Abu Dhabi	Defense News	24 Mar 03
Warfare Enters the Digital Age	Byron Acohido	USA Today	24 Mar 03
What is Transformation	Retired Vice Adm. Arthur Cebrowski		

Force Structure Plan

History

Title	Author	Publication	Date
Base Realignment & Closure: A Historical Perspective	LTC Michael F. Huebner, USA (Ret)		
BRAC 95 Commission Files Indices			
BRAC		GlobalSecurity.org	
DoD Base Structure Report FY 2001 Baseline	ODUSD(I&E)		
The Report of the DoD on BRAC	Office of the Secretary of Defense		Apr 98
Reuse Plans for Selected Bases Closed in 1988 & 1991	GAO/NSIAD-95-3	GAO Report	Nov 94
BRAC 95 Criteria & Processes		Excerpt from DoD BRAC 95 Report	21 Aug 00
Analysis of DoD's 1995 Process & Recommendations for Closure & Realignment	GAO/NSIAD-95-133	GAO Report	Apr 95
Letters & Requests Received on Proposed Closures & Realignments	GAO/NSIAD-95-133S	GAO Report	May 95
Military Base Closures: Analysis of DOD's Process and Recommendations for 1995 (Testimony)	GAO/T-NSIAD-95-132	GAO Report	17 Apr 95

Title	Author	Publication	Date
Status of Prior Base Realignment & Closure Rounds	GAO/T-NSIAD-99-36	GAO Report	Dec 98
97-674 Military Base Closures: Time for Another Round?	David Lockwood	Congressional Research Service	2 Jul 98
Report on the Effect of Base Closures on Future Mobilization Options	ODUSD(I)	Report	10 Nov 99
Seeking Authority for Additional Rounds of Base Realignment & Closure	ODUSD(I)	The Working Group's After Action Report	Jun 99
Senate Debate On DoD's 1999 Request For Future BRAC Rounds		Congressional Record	26 May 99
Installation Data Call 2001			Jun 01

ICPs

Title	Author	Publication	Date
Draft Air Force Rev 5	USAF BRAC Team		20 Mar 03
Army ICP Final	TABS		May 03
Internal Control Management & Evaluation Tool	GAO-01-1008G	GAO Report	Aug 01
Standards for Internal Control In the Federal Government	GAO/AIMD-00-21.3.1	GAO Report	Nov 99
ICP The Army's Functional Way for Conducting Army BRAC 05	COL Kurt Weaver, TABS	Briefing	24 Apr 03

IG/GAO

Title	Author	Publication	Date
Defense Outsourcing: Challenges Facing DOD as It Attempts to Save Billions in Infrastructure Costs	GAO/NSIAD-97-110	GAO Report	12 Mar 97
Defense Infrastructure: DoD's Planned Finance & Accounting Structure Is Larger & More Costly Than Necessary	GAO/NSIAD-95-127	GAO Report	Sep 95

Title	Author	Publication	Date
Military Bases: Lessons Learned From Prior Base Closure Rounds	GAO/NSIAD-97-151	GAO Report	25 Jul 97

Installations

Title	Author	Publication	Date
Army BRAC 88 & 91 Installations	BRACO	Web Site	
Army BRAC 93 & 95 Installations	BRACO	Web Site	
DoD Efficient Facilities Initiative Installation List			10 Sep 01
BRACO 030401 Installation List	BRACO		4 Mar 01
Contiguous Unit List For Possible Joint Basing			
Filtered Master Installation List Army			May 03
Filtered Master Installation List			Apr 03
List of Installations by Category: Depots & Industrial	ODUSD(AT&L)		
OSD Installation Master List 2002 (Base Structure Report)	ODUSD(I&E)		2002

Kick-off Memos

Title	Author	Publication	Date
Transformation Through Base Realignment & Closure	SecArmy	Memo	12 Dec 02
BRAC 2005	SecAF	Memo	26 Nov 02
BRAC 2005	SecNav	Memo	25 Nov 02
The Army Basing Study Group (TABS)	MG Antonio Taguba	Memo	13 Feb 03

Law & Public Affairs Guidance

Title	Author	Publication	Date
BRAC Legislation 2005		PL 107-107	
BRAC Title 10 US Code Section 2687		PL	16 Jan 96

Title	Author	Publication	Date
NDAA02 BRAC Modification of 1990 Base Closure Law		PL	28 Aug 01
Appendix A to OSD Policy Memo One – BRAC Act of 1990 (As Amended Through FY 03 Authorization Act)		PL	
Public Affairs Guidance (PAG) - Transformation Through Base Realignment And Closure (BRAC 2005)	SECDEF WASHINGTON DC//OASD- PA/DPO//	Email	13 Feb 03
Draft Supplemental Public Affairs Guidance (PAG) – Transformation Through Base Realignment And Closure (BRAC 2005)	Army Public Affairs Office	Memo	Mar 03

Lessons Learned

Title	Author	Publication	Date
BRAC 95 Lessons Learned Ver 2	Dave Powell	White Paper	
Navy BRAC Lessons Learned Workshop	NAVFAC BRAC	Report	10 Oct 01
Lessons Learned	ASN(I&E'S) BRAC Vetrans' Session	Report	24 Oct 01

Policies & Regulations

Title	Author	Publication	Date
Appendix A to OSD Policy Memo One – BRAC Act of 1990 (As Amended Through FY 03 Authorization Act)		PL	
AR 11-2 Management Control		Army Regulation	1 Aug 94
The Department of Homeland Security	President George W. Bush	Report	Jun 02
Reserve Component Facilities Programs & Unit Stationing	DOD Directive 1225.7	Directive	6 Jun 01

Title	Author	Publication	Date
The National Security Strategy of the USA	The White House	Report	Sep 02
Concepts for the Objective Force	Chief of Staff Army	White Paper	Nov 01
Transformation Through BRAC 2005 Policy Memo One – Policy, Responsibilities, & Procedures	USD(AT&L)	Memo	16 Apr 03
Military Construction Appropriations Bill, 2001 <u>House Rpt. 106-614</u>		QDR	2001
Title 10, Section 118		QDR Legislation	23 Jan 00
Report of the NDU QDR 2001 Working Group	Michele A. Flournoy, Project Director	National Defense University (NDU) Report	Nov 00
Working Group Report Outlines Quadrennial Defense Review 2001 Issues At NDU Conference	NDU	Press Release	8 Nov 01
Quadrennial Defense Review (QDR) Report	OSD	Report	30 sep 01
Unified Command Plan 2002		Briefing Slides	
National Strategy to Combat Weapons of Mass Destruction	The White House	Report	Dec 02

Reserve Components

Title	Author	Publication	Date
RC Functional Area Plan for Objective Force 2005	AR - COL Lance Hylander, NG – COL David Wellington, & OFTF FA – COL Cary Threat	Coordination Draft	
The 2015 Army Reserve Objective Force			
NG & Reserve Equipment Report for FY 03	OASD Reserve Affairs (M&R)	Report	Feb 02
Army National Guard Information	Army NG Web Site		Jun 03
Army Reserve Transformation Information	Army Reserve Web Site		Jun 03

Title	Author	Publication	Date
NG & Reserve Equipment Report for FY 02	OASD Reserve Affairs (M&R)		Feb 01
Joint Reserve Component Virtual Information Operations Organization (JRVIO) for DoD Mission Support	OSD	RC Employment Study 2005 (RCE 05)	13 Oct 00
Statement by LTG James Helmly, Chief AR Before the Committee on Appropriations US Senate 108 th Congress	Record Version		7 May 03
RC in the 21 st Century: An Evolving Resource	Web Site		
Total Force Integration: The Way Ahead	Honorable Charles L. Cragin, Acting Assistant Secretary of Defense for Reserve Affairs	National Security Report	
Total Force: Utilization Or Integration	Collin L. Younger Command Sergeant Major OASD/RA	NCOA Journal	Jan/Feb 99

Stationing Plans

Title	Author	Publication	Date
USAREUR Stationing Plan Edition 1, FY 02		Plan	1 Oct 01

Transformation

Title	Author	Publication	Date
Army Transformation Roadmap	US Army		2001
The Defense Transformation for the 21 st Century Act	William J. Haynes II, DOD GC	PL	10 Apr 03
Transformation Planning Guidance	OSD		Apr 03
Key Issues Relevant to the US Army's Transformation of the Objective Force Vol I	AUSA	Torchbearer National Security Report	Sep 01
Naval Transformation Roadmap	USN		03

Title	Author	Publication	Date
Power Projection of the Transforming Army Pre-Decisional Draft	TRADOC	White Paper	1 Aug 02
Top Five Goals of the Director, Force Transformation	Vice Admiral (ret.) Arthur K. Cebrowski		
Army Transformation Brief	AUSA	Briefing Slides	13 Dec 01
Transforming Defense National Security in the 21 st Century	National Defense Panel	Report	Dec 97
Transforming Defense – Open Road	Vice Admiral (ret.) Arthur K. Cebrowski	Briefing Slides	
Testimony of Art Cebrowski, Director, Office of Force Transformation, Before the Senate Armed Services Committee, 14 Mar 03		Transformation Trends 17 March Issue	14 Mar 03
The USAF Transformation Flight Plan FY 03-07	HQ USAF/XPXT, Transformation Division	Plan	

Vision

Title	Author	Publication	Date
Air Force Vision	USAF		
The Army Materiel Command Vision – Stepping Boldly Into the Future, Focusing on the Soldier	AMC		
AMC Annual Training Operating Guidance FY 03	AMC CG	Memo	3 Oct 02
Joint Vision 2020 Briefing		Briefing	
Joint Vision 2020 Part 1 & 2		Plan	
Navy Vision – Forward from the Sea	USN	Plan	9 Nov 94
The Army Vision – Soldiers on Point for the Nation	USA	Plan	
USMC Strategy 21	USMC	Strategy Plan/Vision	Jul 99

**BRAC 2005 Headquarters & Support Activities
Joint Cross-Service Group (HSA JCSG)****Meeting Minutes of June 5, 2003**

1. The Assistant Deputy Chief of Staff, G-8, US Army, chaired the meeting. List of attendees is attached.
2. Meeting agenda is attached.
3. JCSG Minutes, 29 May 03.
 - a. There were no comments on the 29 May 03 JCSG minutes.
 - b. HSA JCSG will meet every Thursday, 1200-1400 Room 3E387, the Pentagon. The next deliberative meeting will be 10 Jun 03. Mr. Pete Potochney, OSD, will brief the BRAC process during this meeting. Sub-groups will present draft analytical frameworks.
 - c. COL Coulson plans to meet with Mr. Jerry Shiplett, WHS, on 10 Jun 03. She invited Mr. Davidson and RADM Weaver to send a representative with her to the meeting.
 - d. COL Coulson pointed out paragraph 5b on page 2 of the minutes which states the HSA JCSG will brief the ISG on its approach to the capacity data call in late July or early August 2003. Mr. Tison said he wants the Group to be prepared to brief our capacity data call approach on short notice.
4. Capacity Data Call Memorandum to ISG.
 - a. HSA JCSG memorandum to ISG outlines concerns regarding timing of the Capacity Data Call. COL Coulson said the OSD staff advised not to forward the memorandum to the ISG because it looks as though the JCSG doesn't understand the process. There will be an Army Quarterback session with Army reps from all 6 JCSGs on Friday, 6 Jun 03. This issue is an agenda topic. Decision was made to hold the memorandum until after that meeting. Mr. Tison indicated he will let group members know of the outcome of the session.
 - b. RADM Weaver mentioned that DASN(IA) agrees with his premise that a thorough functional analysis must precede a capacity analysis. She agreed that we will get information, but it may not be the information that we want if the capacity data call is based on footprint. RADM Weaver asked when the BRAC process becomes a footprint savings process and referred to the November 15, 2002, SECDEF BRAC 2005 kick-off memorandum.
 - c. COL Coulson mentioned the OSD staff is assembling a data call that can be used as a start point for formulating our data call questions. OSD believes that we will get 90-95 percent of our questions answered in the first capacity data call, but that there needs to be additional data calls to fill in the gaps. Mr. Tison agreed that the reality

will be several data calls. COL Coulson said that she doesn't see a change in the timeline given the tight deadlines in BRAC 2005.

d. Mr. Tison agreed with RADM Weaver that there are all kinds of transformation and reengineering studies running in parallel on footprint and process and they must be meshed.

5. Sub-group Updates.

a. Resources.

- (1) Mr. Tison said that Mr. Grone advised him to go to the Services first for resources before going to the ISG for a mandate. He would rather get a mandate from the ISG.
- (2) Mr. Tison said that he wants to make sure that the Services are properly represented on the sub-groups before we go out to the Defense agencies for resources.
- (3) Mr. Davidson talked to an ISG representative about getting a mandate to the Services for resources. Mr. Tison stated that although he does not like the up and down approach for resources, we will try to work with the Services first. He would prefer to go to all the Services at once, rather than fragment resourcing.
- (4) RADM Weaver stated that he has requested three service members through the Navy's Reserve Component mobilization process. He expects them to be on board in two to three weeks. Mr. Davidson is interviewing for a replacement for Ms. Hurlbut to arrive in July.
- (5) COL Coulson said that she would check with OSD to see if the resource issue is on the 6 Jun 03, ISG agenda. Mr. Tison directed her to talk to Dr. College to make sure that he mentions it if it is not on the agenda.
- (6) The discussion turned to how the JCSG plans to utilize Defense Agencies. Mr. Tison suggested Defense Agencies should provide on-call subject matter experts (SME) rather than full-time representation to the JCSG. Mr. Davidson agreed but said that he thinks WHS and DISA should be part of the core group, especially given our NCR work. Mr. Tison asked the members to consider the best way to involve the Defense agencies.

b. Functions Matrix.

- (1) Ms. Hurlbut stated that she is attempting to build an airtight business case to join the functional and geographic sub-groups, but the matrix is full of holes because there are so many other functional studies going on. She has added a new column to the matrix identifying other studies going on in parallel. CAPT Biddick said that in all of the previous BRAC rounds there have been other studies going on in parallel but none of them have the power of BRAC because BRAC has the law, concrete deadlines, and certified data as its power source.

- (2) RADM Weaver shared a 1998 Logistics Management Institute (LMI) study, *Joint Regional Installation Support: The Potential for Reducing Base Operations Support Costs*, with the JCSG members. He said that it is very valuable because it shows a step-by-step process roadmap. Copies were made for the JCSG members.
 - (3) Ms. Hurlbut said that she needs a listing of the OSD studies going on for her matrix. Mr. Davidson said that he asked OSD for that listing and will follow up. Ms. Hurlbut said that the matrix will be done within a week of getting the list from OSD.
 - (4) Mr. Tison suggested she talk to Vance Gordon in OSD(PA&E). He tracks all OSD studies. PDM
 - (5) COL Coulson said that we would identify our resource needs from the matrix. Ms. Hurlbut said that the initial resources identified are close to correct, but the types of people required need to be identified.
- c. Analytical Frameworks.
- (1) COL Coulson opened the discussion by explaining that her draft analytical frameworks came from the work plans. OSD reviewed her draft frameworks and offered comments. OSD said that we could address any area for potential analysis, not just those under the purview of the HSA JCSG.
 - (2) COL Coulson said that it is important that we be prepared to perform the proposed analyses we submit because OSD may come back and direct us to do just that. She said that although there are two suspense dates, one for the frameworks and another to name organizations from which to solicit opinions, HSA JCSG will attempt to submit both on June 20.
 - (3) Ms. Hurlbut asked if OSD had shared their selection criteria, desired outcome and uses of the frameworks with COL Coulson. They had not.
 - (4) RADM Weaver said that it may be time for us to relook at failed studies. BRAC 2005 is different from BRAC 95; we've expanded our thinking and accepted jointness since 1995. Further, he suggested we look to private sector sources to assist in establishing benchmark metrics.
 - (5) RADM Weaver stated that a critical question remains to be answered: Do we reengineer (BPR) or refootprint? If both, then what balance must be struck between the two?
 - (6) Ms. Hurlbut suggested OSD convene a meeting of all JCSGs to discuss common concerns, problems and solutions.
6. Other discussion.
- a. Transmission of BRAC documents. OSD GC has suggested that deliberative documents may be transmitted electronically between .mil addresses at this juncture in the BRAC process. Once the analytical process begins, email transmission of deliberative documents will not be allowed.

b. Non-Disclosure Agreements (NDA). In response to a suggestion by Ms. Hurlbut, the OSD staff has agreed to look at establishing an electronic read file of all individuals who have signed an NDA. The intent is to preclude a requirement to have copies of each NDA on file in every BRAC office.

c. Contractor's Role. Alion Science and Technology is currently contracted to support the core JCSG leadership. As such, Alion will provide the Chair and Deputy Chair general administrative support.

(1) Sub-group chairs desiring support from Alion should route requests for such support through the Chair or Deputy Chair, HSA JCSG, so that requirements may be prioritized.

(2) This arrangement does not preclude sub-group chairs from engaging their own contractor support, either through the existing contract with Alion or through another contract vehicle.

7. Actions and Due Outs:

a. Sub-group draft analytical frameworks will be presented and discussed at the 10 Jun 03, HSA JCSG meeting.



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

Attachments:
List of Attendees
Agenda
Handouts

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

Meeting June 5, 2003

Attendees

Members:

Mr. Don Tison, Assistant Deputy Chief of Staff, G-8, Chair
Mr. William Davidson, Administrative Assistant to the Secretary of the Air Force
RADM Christopher Weaver, USN, Commandant, Naval District Washington

Others:

COL Carla Coulson, Deputy Chair HSA JCSG
Ms. L. E. Hurlbut, Contractor with Hurlbut Consulting, Functional Clusters Sub-Group
CAPT Dennis Biddick, USN, Regional Engineer, Naval District Washington, Functional Clusters Sub-Group
CAPT Jan Rivenburg, USN, Office of the Deputy Assistant Secretary of the Navy (Infrastructure Analysis)
COL Frank Higgins, USA, Defense Information Systems Agency, Functional Clusters Sub-Group
Mr. Tim Wimette, DoD IG representative
Mr. Dave Fletcher, Contractor with Alion Science & Technology (HSA JCSG core group)
Ms. Susan Zander, Contractor with Alion Science & Technology (HSA JCSG core group)