

DCN: 2194

10 March 2005

**Technical JCSG Office Call Notes**

**Date:** Tuesday, March 8, 2005

**Time:** 08:30-09:30

**Place:** 3E1014

**JCSG Chairman:** Dr. Ronald Sega, Director DR&E

**JCSG Executive Secretary:** Dr. Jim Short

**JCSG Key Attendees:**

- Dr. Ronald Sega, Director DR&E
- Mr. Matt Mleziva, Air Force
- Mr. Brian Simmons, Army
- Dr. Barry Dillon, Marines
- RADM Jay Cohen
- Mr. Jay Erb, JCS
- Mr. Al Shaffer, CIT Chairman
- BG Fred Castle, OSD
- Mr. Gary Strack, OSD
- Mr. Andy Porth, OSD BRAC
- Mr. Jerry Schiefer, OSD BRAC
- COL Bob Buckstad, OSD
- Dr. Jim Short, OSD
- Mr. Roger Florence, DoD IG

**Red Team Attendees:**

- Honorable H.T. Johnson

**Subject:** Office Call by BRAC Red Team to Technical JCSG

**Presenter:** Mr. Al Shaffer

**Items of Import:**

- Recommendations attempt to provide infrastructure to increase innovation for DoD.
- Military Value is a combination of quantitative factors (such as facility size and function) and judgment.
- Military Value analysis results indicate that multi-function, multi-disciplinary sites are the most valuable.
- Sensitive to articulation especially when using the words joint, consolidated, and co-located as these three have distinct meanings.
- Data has been challenging
- Three main functions: Research, Development and Acquisition, and Test and Evaluation
- Focused on facilities with greater than 30 people or self-contained units.
- Single-threads (sites) are avoided as idea competition is important. If there is a recommendation that results in a single site, it is noted that a single site is preferable to building another or looked for other agencies that do similar research.
- Recommendations attempt to enable jointness, create large combined research centers, and co-locate Research Project Managers.

**Questions that arose:**

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- Did you look outside the Department for other capabilities and potential competition as opposed to retaining capability at dual sites? *Yes.*
- How did you define surge? *Ten percent of current capacity.*
- What role does STRATCOM play? *A UCP role. The decision was made that Peterson was the best choice.*
- How do you define success? *We don't have metric. Potentially, reducing the number of activities engaged in "something" that RDAT&E are doing or NPV versus annual cost, ROI, sustained savings, eliminated FTE's or number of closures.*

**Informal observations provided at briefing:**

- Strategy needs to be straight forward and obvious and candidate recommendations need to be explicitly tied back to it.
- If you are not looking at activities or facilities with fewer than 30 people, do not mention, but it is a missed opportunity to not look at these activities.
- Cast the TJSCG story so that it can be integrated with the overall DoD story.
- Dual approach to military value is good. However, wherever you use military judgment, it must be sufficiently, strongly justified.
- Help DoD define success, surge, and transformation.
- The Red Team has heard mixed opinions about Army global positioning and use of MILCON for unit bed-down construction.

**Additional observations to consider:**

- Eighteen locations were exempted from consideration with less than 31 FTE work years in function due to the "Military Judgment" that benefits were outweighed by cost of analysis. This determination seems more like simple business decision than military judgment. Need to explain what aspect of military judgment was used.
- Since ONR and DARPA are in leased space currently, there is no need to justify installation military value decisions as compared to Anacostia. Suggest dropping research manager discussion which is confusing and focusing on force protection and joint office synergy in co-location.
- Dual sourcing of capabilities within the Department should be carefully justified as it may unnecessarily retain excess capacity, particularly when alternate intellectual capability competition exists within other agencies of the government and/or the private sector.