

## **BRAC 2005 Infrastructure Steering Group (ISG)**

### **Meeting Minutes of September 16, 2003**

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics) chaired this meeting. The list of attendees is attached.

The Chair opened the meeting and asked Peter Potochney, the Director of the OSD BRAC office, to begin the briefing.

Mr. Potochney reviewed the upcoming briefing schedule and then introduced Don Tison, Chair of the Headquarters and Support Activities (H&SA) Joint Cross Service Group.

Mr. Tison briefed the ISG on the H&SA JCSG's approach to capacity analysis using the attached slides. Mr. Tison started his briefing by stating that he recognized the group had a wide breadth of functions to analyze. He stated that the group is working well and has new space in Roslyn.

The ISG discussed the H&SA JCSG's "Battle Plan" and "Functions to be Analyzed" slides at length (see slides 5 and 6). The ISG then debated the scope of the functions to be reviewed by the H&SA JCSG. The ISG Chair stated the necessity for determining the "near best practices" for headquarters functions to help formulate the capacity analysis. He stated that the capacity data call should begin with a "Spartan" set of requirements that examines H&SA functions across the services that is measured in terms of workload and footprint.

The ISG then discussed the functional subgroup slides (slides 7 and 8). The H&SA JCSG members stated that the capacity analysis would focus both on the management and the delivery of the functions listed on slide 7. The ISG agreed that the capacity analysis for financial services should focus on the management of transactions not necessarily the content—i.e., the process of financing operations, instead of how management makes budget decisions (see slide 8).

The ISG discussed slides 9 through 13 questioning the breadth of the functions being analyzed as presented in the slides. The ISG Chair then ended the meeting by instructing the H&SA Chair to provide a revised report that culls down the functions to be analyzed. He stated that the JCSGs analysis and, therefore, the data call to support that analysis should be limited to those areas that merit analysis because they have a high probability of resulting in decisions that significantly affect function footprint and

transactions. He concluded the meeting by asking the ISG members to provide him with additional comments on the H&SA approach.

Approved:   
Michael W. Wynne  
Acting USD (Acquisition, Technology & Logistics)  
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing slides entitled “Headquarters and Support Activities, Capacity Analysis” dated September 16, 2003

**Infrastructure Steering Group Meeting  
September 16, 2003**

**Attendees**

**Members:**

- Hon. Michael Wynne, Acting Under Secretary of Defense (AT&L), Chair
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Hon. H.T. Johnson, Assistant Secretary of the Navy (I&E)
- Hon. Nelson Gibbs, Assistant Secretary of the Air Force (I&E)
- Admiral William Mullen, Vice Chief of Naval Operations

**Alternates:**

- Mr. Geoffrey Prosch, Principal Deputy Assistant Secretary of the Army (I&E) for the Hon. Mario Fiori, Assistant Secretary of the Army (Installations and Environment)
- Lieutenant General Michael Zettler, DCS for Installations and Logistics for General Michael Moseley, Vice Chief of Staff of the Air Force
- Brigadier General Sam Helland, Assistant Deputy Commandant for Aviation for General Nyland, Assistant Commandant of the Marine Corps

**Headquarters and Support Activities**

- Mr. Don Tison, Assistant Deputy Chief of Staff of the Army, Programs
- Mr. Howard Becker, Deputy Director of Administration and Management, OSD
- RADM Jan Guadio, Commandant, Naval District Washington Headquarters
- Mr. William Davidson, Administrative Assistant to the Secretary of the Air Force
- Colonel Scott West, Division Chief, Forces Division, J-8

**Others:**

- Mr. Phil Grone, Principal Assistant Deputy Under Secretary of Defense
- Dr. Craig College, Deputy Assistant Secretary of the Army (Infrastructure Analysis)
- Ms. Anne Davis, Deputy Assistant Secretary of the Navy (Infrastructure Analysis)
- Mr. Mike Aimone, Deputy Assistant Secretary of the Air Force (Basing and Infrastructure Analysis)
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- CDR John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Col. Carla Coulson, Army G-8
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Lt Col Richard Wiersema, Junior Military Assistant, USD (AT&L)
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- CDR John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Mr. Andrew Porth, Assistant Director, OSD BRAC

- Col. John Medlin, Military Assistant to Assistant Secretary of the Air Force (Installations, Environment and Logistics)



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# **BRAC 2005 Issues**

Briefing to the  
Infrastructure Steering Group

September 16, 2003



# JCSG Update

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- All groups working on defining capacity analysis for ISG briefings
  - ✓ **August 29 @ 10:30**
    - ❑ Medical JCSG briefing
  - **September 16 @ 3:00 (Tuesday) - New meeting**
    - ❑ Headquarters and Support Activities JCSG briefing
  - **September 19 @ 10:30 (Friday)**
    - ❑ Industrial JCSG briefing
    - ❑ Technical JCSG briefing
  - **September 24 @ 4:00 (Wednesday) - New meeting**
    - ❑ Supply and Storage JCSG briefing
    - ❑ Education and Training JCSG briefing
  - **October 10 @ 10:30 (Friday)**
    - ❑ Education and Training JCSG spill-over (if required)
    - ❑ Intelligence JCSG briefing



# Headquarters & Support Activities JCSG Capacity Analysis

Briefing to the  
Infrastructure Steering Group  
Mr. Don Tison  
Chair

16 September 2003

*Transforming Through Base Realignment and Closure*



# Overview

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- Organization
- Functions
- Examples of Capacity Analysis Methodology
- Issues Impacting Analysis



# Organization

Dep Dir, Admin & Mgmt, OSD: Mr. Howard Becker  
 JS: Col Scott West, USAF, J-8

**HSA JCSG**  
 Mr. Don Tison

USA: Mr. Don Tison  
 USN: RADM Jan Gaudio  
 USMC: Mr. Mike Rhodes  
 USAF: Mr. Bill Davidson

**Functional Subgroup**  
 Mr. Bill Davidson

**Mobilization/  
 Demobilization Subgroup**  
 Mr. Mike Rhodes

**Major Admin and  
 HQ Activities Subgroup**  
 RADM Jan Gaudio

- Manpower & Personnel Team
- Communications/IT Team
- Installation Management Team
- Financial Management Team

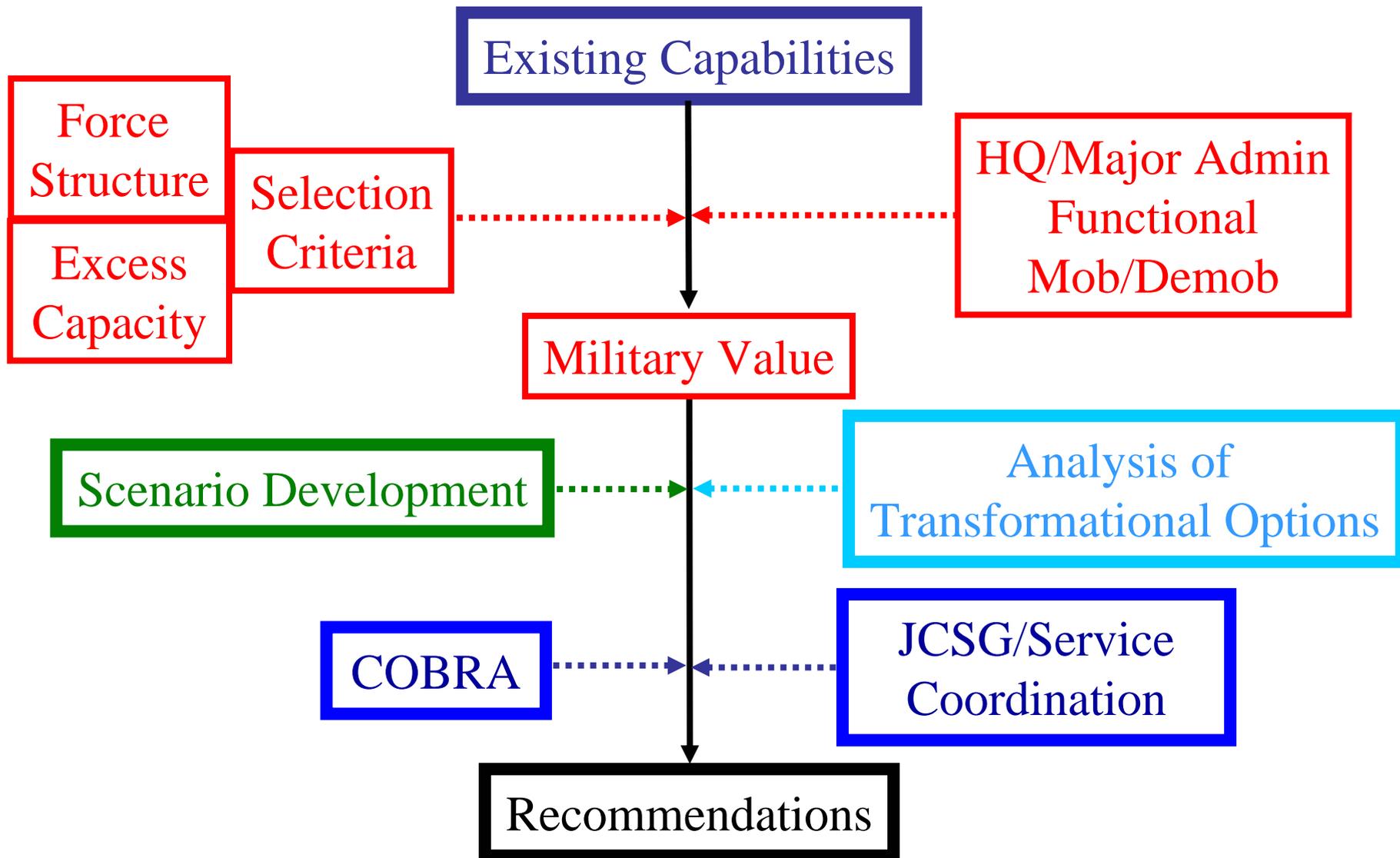
- Maj Admin/HQs beyond DC Area Team
- Maj Admin/HQs in DC Area Team

## Personnel Working JCSG Matters (On board within next 90 days)

Military	Civilian	Contractor
9 FT	8 FT	10 FT
23 PT	11 PT	3 PT



# Battle Plan



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# Functions to be Analyzed

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## Major Administrative and Headquarters Activities Subgroup

- Two Teams
  - Activities (w/ UIC or DODAC) in DC area (w/in 100 mi of Pentagon)
  - Major Admin Activities outside DC area
  
- Following the guidelines of DODD 5100.73, Subject: Major Department of Defense Headquarters Activities, teams will review functions performed by Major Headquarters Activities



# Functions to be Analyzed

## Mobilization & Demobilization Subgroup

- Mobilization & Demobilization
  - Pre-mobilization activities
  - Staging & housing activities
  - Processing & qualifying
  - Equipping
  - Training
  - Transporting
  - Support for families/employers of activated personnel
  - Demobilization



# Functions to be Analyzed

## Functional Subgroup

### ■ Installation Management

- Real property management
- Real property maintenance
- Real property services
- Utilities
- Environmental services
- Resource management
- Installation contracting
- Transportation services
- Equipment maintenance
- Retail supply services
- Food services
- Airfield operations
- Housing management
- Personal & family services
- Recreation services
- Fire & emergency services
- Installation security
- Safety administration
- Education services
- Personal property management
- Military exchanges



# Functions to be Analyzed

- **Communications & IT (base level)**
  - Managerial & support functions
  - Network services
  - Computing services
  - Information management services
- **Financial Management (including DFAS)**
  - Financial services
  - Cost accounting
  - Purchasing, payables, acquisition & disbursing
  - Planning, programming & budgeting
  - Collections, accounts receivable, cash management
  - Military/civilian pay services
  - Commercial pay services
  - Accounting services



# Functions to be Analyzed

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- **Manpower & Personnel Management**
  - Military manpower management
  - Civilian manpower management
  - Corrections functions (primarily incarceration of prisoners)
  - Records management and storage
  - Recruiting
  - Ceremonial support



# Refinements to SecDef Approved Functions

- Dissolve the Geographic Clusters Subgroup
  - Geographic analysis is a sub-set of the functional analysis and will be performed by Functional Subgroup
- Refinements to Major Admin Headquarters Activities Subgroup
  - Reorganize into two teams: Major Admin/HQs Activities within DC area and Major Admin/HQs Activities outside of the DC area (Recognizes there are other HQs outside of DC area in addition to Unified CMDs and RC HQs)
  - Expands current NCR to within 100 miles of the Pentagon (Recognizes intent of SECDEF memo, 17 Nov 02, subject: Land Acquisition & Leasing of Office Space in the US)
- Refinements to Mobilization Subgroup
  - Rename Mobilization to Mobilization & Demobilization Subgroup (Demobilization may occur at same time and place as mobilization, employing same resources)
  - Include family and troop support (F&TS) functions for review (Extensive potential for F&TS requirements to support mobilized personnel)

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# Refinements to SecDef Approved Functions

- Refinements to the Functional Subgroup
  - Manpower and Personnel (M&P) Management
    - Eliminates review of financial management (FM) functions (FM functions to be reviewed by unique team)
    - Adds review of records management storage, recruiting and ceremonial support (Recognizes potential for consolidation of functions when viewed from geographic perspective)
  - Financial Management
    - Established as stand-alone team (Recognizes distinctions between M&P and FM functions)
  - Installation Management (IM)
    - Rename from Facilities Management to IM (Aligns with functions reviewed)
    - Include family and troop support sub-functions (Recognizes potential for consolidation of functions when viewed from geographic perspective)
    - Include installation services contracting sub-function (Size of effort doesn't warrant separate analytical team)
  - Audit
    - Responsibility transferred to services. Will review Auditor HQs and Major Admin functions only (USD(AT&L) memo of 16 Jul 03)

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# Capacity Analysis Methodology

**Function: Major Administrative and HQ Activities (Functions listed at Encl 1 to DoDD 5100.73 and performed by Major Admin and HQs Activities)**

Following attributes must be studied by all major admin/HQ activities regardless of particular mission function:

## ■ Attributes

- Real Property (owned & leased)
- Personnel
- Workload
- Association

## ■ Metrics

- Required SF/person to perform function(s)
- Actual SF/person in performance of function(s)
- SF of existing space available for expansion
- SF/person surge requirement per OPLAN/CONPLAN
- Authorized personnel performing functions
- Contract cost to perform functions
- Budgeted work years FYs 01-04
- Actual work years FYs 01-04
- Required proximity to other organization (travel time)

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# Capacity Analysis Methodology

- How capacity will be measured
  - Define universe to be analyzed
  - Identify existing space utilization
  - Identify existing underutilized property
  - Identify workload (throughput)
  - Determine location (proximity) requirement
- Process to determine maximum potential capacity
  - Compare data and review workload (throughput) to determine potential for additional capacity
- Methodology for assessing surge requirements
  - Identify surge requirements from OPLANs/CONPLANs
  - Apply attributes and metrics to facilities, personnel, and equipment to determine capacities



# Capacity Analysis Methodology

Function: Installation Management – Real Property Management

Subfunctions:

- General Engineering Management
- Real Estate/Facility Management
- Engineer Resource Management
- **Installation Planning** (Master planning, environmental assessments, energy conservation and facility condition surveys, project development including cost estimates, work classification and documentation.)
- Contract Construction Administration



# Capacity Analysis Methodology

## Function: Installation Mgmt – Real Property Mgmt – Installation Planning

### ■ Attributes

- Designated Space
- Personnel
- Facilities managed
- Land managed
- NEPA assessments
- DD Form 1391s
- Projects programmed
- Floor space designated as Historic or historic-register eligible

### ■ Metrics

- SF of facility space per person
- FY03 authorized civilian and military, by grade; number of contractors performing the function
- SF of facility floor space managed per person
- Acreage of land managed per person
- Number of NEPA assessments completed per person/yr
- Number of DD Forms 1391s completed per person/yr
- Number and costs of projects developed in the following programs per person/yr: MILCON, O&M, MFH, Medical, NAF, Environmental
- Percentage of facility floor space designated as historic-register eligible managed per person



# Capacity Analysis Methodology

- How capacity will be measured
  - Identify existing SF to perform function
  - Identify number SF per person occupying space
  - Identify workload (throughput) (current, average over last 5 yrs., peak over last 5 years)
  - For each activity, compile data on throughput per person performing each specified function
- Process to determine maximum potential capacity
  - Compare data and review workload (throughput) to determine potential for additional capacity.
- Methodology for assessing surge requirements
  - Identify surge requirements from OPLANs/CONPLANs



# Capacity Analysis Methodology

**Function: Mobilization & Demobilization – Staging & Housing**  
(Receiving mobilized personnel to process and prepare for deployment)

**Subfunctions:**

- **Billeting**
- **Messing**
- **Contract Administration**
- **Individual Equipment Issue**
- **Medical/Dental**
- **Services**
  - MWR
  - Exchanges
  - Laundry
  - Local travel



# Capacity Analysis Methodology

**Function: Mobilization & Demobilization – Staging & Housing – Billeting (Lodging (unaccompanied personnel) accommodations available either organically, via lease or contract, or contained in an MOU for transient use)**

## ■ Attributes

- Billeting
- Personnel
- Admin Space

## ■ Metrics

- Number of billets on installation
- Number of billets available to include contract/leased billeting off the installation
- Acres of land on installation available for relocatables/tentage
- Personnel authorized to process those requiring billeting
- Square footage available to process those requiring billeting



# Capacity Analysis Methodology

- How capacity will be measured
  - Identify all existing billeting facilities, personnel and space authorized to process requirements
  - Identify current authorized levels of personnel requiring billeting
  - Results provide baseline measures of current capacity for peacetime, day-to-day operations
- Process to determine maximum potential capacity
  - Identify all available billeting facilities (on and off installation)
  - Identify land to place relocatables, tentage, latrines, field kitchens. Apply metrics to personnel and equipment associated with successive levels of mobilization, through Full Mobilization
  - Results provide measurements of capacity at each level of mobilization
- Methodology for assessing surge requirements
  - Determine if surge requirements exist beyond full mobilization



# Issues Impacting Analysis

## ■ Manpower and Resource Shortfalls

### ■ Manpower

- HSA JCSG has had good success in recent weeks
- Some shortfalls do exist in full time support:
  - 2 FTE (1 AF, 1 Army) recommended for Mobilization & Demobilization
  - 1 FTE (Army) for support to Major Admin/HQs Activities Subgroup

### ■ Resources

- DON and DAF have identified no additional resource requirements
- The JCSG requires an additional \$2M in FY 05 from DA to maintain required level of contractor support and fund office space

## ■ Overlap Between JCSGs:

- Unresolved overlaps exist
- Working with JCSGs to identify and resolve



# Summary

- Decisions Requested from ISG:
  - Approve refinements to SecDef approved organization
  - Approve approaches to capacity analysis for assigned functions
  - Support staffing requirements as identified