



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

OFFICE OF THE UNDER SECRETARY OF DEFENSE DCN: 11281

3000 DEFENSE PENTAGON
WASHINGTON, DC 20301-3000

ACTION MEMO

FOR: ACTING UNDER SECRETARY OF DEFENSE (AT&L)

FROM: Mr. Jay Berry, Office of the Assistant Deputy Under Secretary of Defense for Maintenance Policy, Programs and Resources *Jy 6/16*

SUBJECT: Meeting Minutes of the Industrial Joint Cross-Service Group (IJCSG)

- The IJCSG met on May 11, 2004 to discuss the initial data received from the capacity data call.
- The General Accounting Office and Commission have statutory obligations to review the Department's BRAC process. Keeping meeting minutes helps ensure they can meet these obligations without participating directly in our deliberative process.
- We recommend that you, as the IJCSG Chairman, approve and sign the minutes of this meeting provided at TAB A.

COORDINATION: OSD BRAC Office

RECOMMENDATION: That you sign the meeting minutes at TAB A

Attachments:
As stated



Industrial Joint Cross-Service Group (IJCSG)

Meeting Minutes of May 11, 2004

Mr. Michael Wynne, Acting Under Secretary of Defense for Acquisition, Technology and Logistics, chaired the meeting. The list of attendees is at Attachment 1.

The Chairman opened the eighth IJCSG meeting. The status of the group's military value questions was discussed. Mr. Wynne explained that any changes to the questions would have to be approved by the IJCSG and the ISG.

Mr. Wynne and Mr. Potochney explained an initial analysis step to perform a capacity beta test that is being considered for ISG tasking to the JCSGs (attachment 2). This interim report would require each JCSG subgroup to calculate capacity figures for one location by late May. This ISG tasking would also require a discussion of data problems and plans for resolution. Mr. Orr suggested doing more than one location to get a better picture of the capacity process.

Regarding the quality of the data from the capacity data call, Mr. Orr explained that efforts were underway to evaluate the data. Mr. Motsek said that some data was rolled up, not allowing capacity calculations for individual sites. RADM Klemm said that the Navy has consolidated the depot and intermediate maintenance activities at some locations, and that this has made it difficult to separate data on the different functions.

Mr. Berry then introduced the group's presentation (Attachment 3) on their Initial Overview of Data Received in Response to Capacity Data Call. RADM Klemm discussed the Ship Overhaul and Repair Subgroup data. He said that the depot level data looked good, but that the intermediate level data needed significant work. A problem for intermediate level work is that they are not facility-oriented like shipyards. The consolidation of some intermediate and depot facilities also makes it difficult to obtain intermediate data.

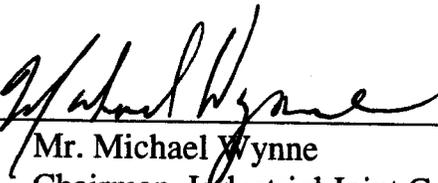
Mr. Orr discussed the Maintenance Subgroup data. Many locations reported that they do depot work and this was being reviewed closely as most did not fit the definition of depot.

Mr. Potochney reported that the Military Departments would be updating data weekly. The JCSG principals should develop an approach to work with their military departments concerning data corrections and changes. Documentation is needed for all data changes.

Mr. Motsek discussed the Munitions and Armaments data. Over half the sites reporting appear questionable. Where data was rolled up, it will have to be separated to allow analysis of individual sites.

Mr. Berry said that the next IJCSG meeting would be scheduled before the interim report due date to discuss the results of the interim capacity analysis.

Approved: _____



Mr. Michael Wynne

Chairman, Industrial Joint Cross-Service Group

Attachments:

1. List of attendees
2. Capacity Analysis Slide
3. Initial Overview of Data Received in Response to Capacity Data Call presentation

**Industrial JCSG Meeting
May 11, 2004**

Attendees

Members:

- Michael Wynne, Acting Undersecretary of Defense for Acquisition, Technology and Logistics
- Ron Orr, Principal Deputy Assistant Secretary of the Air Force (Installations, Environment & Logistics)
- Gray Motsek, Deputy G3, Support Operations, Army Material Command
- RADM Bill Klemm, Deputy Commander, Maintenance and I&D Ops, Naval Sea Systems Command
- BGen Willie Williams, Director Logistics Plans and Policies, HQMC
- Brig. Gen. Henry Taylor, Vice Director, Logistics (J-4)

Alternates:

- None

Others:

- Maj. Gen. Mary Saunders, Vice Director, Defense Logistics Agency
- Peter Potochney, Director OSD BRAC Office
- Jay Berry, OSD Maintenance Policy, Programs and Resources
- John Desiderio, OSD BRAC Office
- Mark VanGilst, HQ USAF/ILMM
- Steve Krum, NAVSEA
- Alex Yellin, OSD BRAC Office
- Catherine Schneider, DoDIG
- Maj. S. DuBois, HQMC
- LtCol Walt Eady, JCS/J4
- Andrew Benjon, JCS J4
- LTC Linwood Clary, OSD Maintenance Policy, Programs and Resources
- Willie Smith, HQ AFSC
- Tanya Robinson, USA
- Sal Culosi, OSDUSD (MPP&R)

Attachment 1



Capacity Analysis Report

- ISG directed JCSGs to develop approaches to determine capacity of the facilities in which their functions are performed (Jul 03)
 - Status quo configuration
 - Inventory of facilities
 - Current capacity
 - Maximum potential capacity
 - Current usage (including surge)
- ISG approved JCSGs capacity analysis plans (Aug-Oct 03)
- Military Departments and Defense Agencies have provided certified data to the JCSGs from the first data call (April 04)
- Capacity analysis reports should now be completed
- Potential ISG tasking:
 - Interim capacity assessment by May 25th
 - Calculate the required capacity figures for each function/subfunction for one location
 - Identify problems, including data quality, that would jeopardize ability to complete the capacity analysis
 - Final capacity report due to ISG by June 18th



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CLOSE HOLD

Initial Overview of Data Received in Response to Capacity Data Call

Industrial Joint Cross Service Group

DCN: 11281

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



What Have We Done or Working

- Developed a framework for data management
- Received data and converted text to numeric
 - 9,000 fields
 - N/A vs 0 creates ambiguity
- Developed responder's list for each question by commodity/function
- Developing a mechanism for identifying seams, gaps and ensuring accuracy and completeness
- Working to purge and remedy data
 - Consistent units
 - Unanswered questions/incomplete answers
 - Missing activities/Inappropriate responses
 - Data compatibility across questions



Ship Overhaul and Repair Overview

- Data Call #1 contained Five Questions
- Received Data from 16 Activities – 4 Depot & 12 Intermediate
- Initial Review Indicates Data Problems, which are being resolved:
 - Data Missing from Two Activities: SIMA Norfolk and SIMA Pascagoula
 - Data was reported, but not received because of transmission problems
 - Two Activities Reported Data in Wrong Units – factor of 1000 high
 - Data Inconsistencies, for example:
 - Required Capacity reported higher than Total Capacity for some commodities
 - Two activities reported Required Capacity but no Workload for some commodities



Ship Overhaul and Repair Analysis

- Data Analysis is Initially Focused on Depots – the Naval Shipyards
 - Will Determine the Excess Capacity for Each Commodity
- Intermediate Ship Maintenance Activities “Follow” Ship Homeports
 - Will Determine the Excess Capacity



Maintenance Subgroup Capacity Analysis

- Reviewing and validating activities reporting – identifying “pretenders”
- Conducting a review of data within each question – identifying suspect data
- Reviewing data across questions to ensure if one question is answered then other selected questions should also be answered
- Developed initial approach for capacity analysis
- Developed cross checks for capacity analysis



Maintenance Subgroup Capacity - Overview

- Received Data for 18 Questions from 189 Activities Combat Field Support/Intermediate activities
 - 53 Army,
 - 50 Navy/Marines
 - 86 AF

- Received Data for 11 Questions from 50 Depot Activities
 - 16 Army
 - 19 Navy/Marines
 - 14 Air Force
 - 1 DLA



Maintenance Subgroup Capacity - Overview

- Data Problems For Combat Field Support/Intermediate
 - Data is reported in wrong units – should report in Ks(1000) but reported as each
 - Some activities reported data which should not have been reported
 - Data reported appears inconsistent across questions
- Data Problems For Depot
 - Many activities reported data which should not have been reported
 - Data is missing for known depot activities
 - Data is reported in wrong units – should report in Ks(1000) but reported as each
- Errors must be adjudicated by each Service – quick assessment shows large number of data points



Munitions and Armaments Capacity Data Call Analysis

- Data Call #1 contained Nine Munitions Questions
- Received data from 238 activities (115 AF, 62 Navy & 61 Army)
- Over half of responders should not have responded because they do not have an Munitions and Armaments mission
- Initial Review identified:
 - Inconsistencies in reporting due to unclear terminology
 - Responses by parent organization vice geographic sites
- The Remaining data needs to be scrubbed for:
 - Proper units
 - Consistency
 - Accuracy
 - Completeness
- Several Army sites reported that were on previous BRAC closure lists

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What Needs To Continue

- A detailed hands-on review of data by IJCSG to
 - ensure accuracy and compatibility
 - quantify the magnitude of the data problems
- IJCSG use/review for proof of concepts