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OFFICE OF THE UNDER SECRETARY OF DEFENSE
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WASHINGTON, DC 20301-3000

ACQUISITION
TECHNOLOGY
AND LOGISTICS

ACTION MEMO

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

FROM: Mr. Jay Berry, Assistant Deputy Under Secretary of Defense for Maintenance Policy, Programs and Resources

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

- The IJCSG met on September 23, 2004 to discuss IJCSG subgroup scenario strategies, ideas, and potential scenarios.
- 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 September 23, 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 this fifteenth IJCSG meeting. The purpose of this meeting was to present the IJCSG Subgroup scenario strategies, ideas, and potential scenarios to present to the ISG.

Mr. Wynne began the scenario strategy discussion by suggesting that the group develop strategies on how the Department should be performing its industrial work and use these strategies to determine scenarios. When final data is received, these scenarios can be refined. He also announced that a guidance memo has been signed that discusses the 20 year Force Structure Plan and the need to incorporate future capabilities into the BRAC analysis.

Steve Krum presented the Ship Overhaul and Repair Subgroup scenario presentation (attachment 2). Mr. Wynne asked about adding a strategy for potential increased reliance on the private sector. Mr. Krum said that it could be added. Mr. Wynne inquired as to which commodities overlap with the commodities being studied by the Maintenance Subgroup. Mr. Krum said that 12 of the commodities were also included in the Maintenance Subgroup. He then presented the first of the subgroup's scenarios which was derived from potential Navy ship movements. Mr. Wynne said that the scenario may need to be split into multiple scenarios to analyze which alternatives to select.

Gary Motsek presented the Munitions and Armaments Subgroup scenario presentation (attachment 3). He said that the subgroups analysis ignored those sites believed to be outside the group of bases actually performing the work. He also said that the subgroup believed that it was advantageous to have more than a single site performing a specific munitions and armaments function. Mr. Motsek said that scenarios will be checked for the availability of environmental permitting.

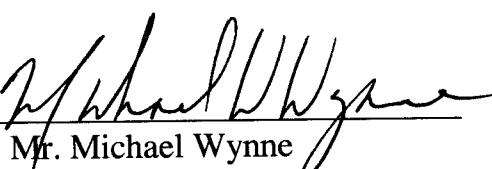
Ron Orr presented the Maintenance Subgroup scenario presentation (attachment 4). Mr. Wynne said that the subgroup should consider doctrinal rules, but not to be restricted by them when developing scenarios.

Ron Orr said that the group needed to coordinate its activities with the Supply and Storage JCSG because of potentially conflicting scenarios.

All principals agreed that these proposals should analyzed further as scenarios and presented to the Infrastructure Steering Group.

Mr. Wynne concluded the meeting by discussing what the IJCSG should present to the ISG.

Approved:



Mr. Michael Wynne

Chairman, Industrial Joint Cross-Service Group

Attachments:

1. List of attendees
2. Ship Overhaul and Repair Subgroup Scenario Strategies, Ideas and Proposals, and Potential Scenarios
3. Munitions and Armaments Subgroup Scenario Strategies, Ideas and Proposals, and Potential Scenarios
4. Depot Maintenance Subgroup Scenario Strategies, Ideas and Proposals, and Potential Scenarios

**Industrial JCSG Meeting
September 23, 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)
- Gary Motsek, Deputy G3, Support Operations, Army Material Command
- Brig. Gen. Henry Taylor, Vice Director, Logistics (J-4)

Alternates:

- Ms. Shanna Poole for BGen Willie Williams, Director Logistics Plans and Policies, HQMC

Others:

- Maj. Gen. Mary Saunders, Vice Director, Defense Logistics Agency
- Peter Potochny, Director OSD BRAC Office
- Jay Berry, OSD Maintenance Policy, Programs and Resources
- George Kingsley, Defense Logistics Agency
- Frank O'Rourke, Defense Logistics Agency
- Mark VanGilst, HQ USAF/ILMM
- Steve Krum, NAVSEA (briefed in the absence of RADM Bill Klemm)
- Catherine Schneiter, DoDIG
- Willie Smith, HQ AFSC
- Alex Yellin, OSD BRAC Office
- Sal Culosi, OSDUSD (MPP&R)
- LTC Shufflebarger, USD(AT&L) Military Assistant

Attachment 1

September 23, 2004

Ship Overhaul and Repair



IJCSG - Ship Overhaul & Repair Overarching Strategy

- Ensure Ship Maintenance Requirements are Met Effectively and Efficiently as Navy Relocates Fleet Forces.
- Consolidate Intermediate-Level Ship Maintenance within Geographic Regions and Reduce Excess Capacity.
- Reduce Overall Ship Overhaul and Repair Excess Capacity.



IJCSG - Ship Overhaul & Repair

Ideas and Proposals



Ideas:

- Rationalize the Number of Naval Shipyards Based on the Ship Maintenance Workload Dictated by the 2025 Force Structure
- Consolidate Intermediate-Level Ship Maintenance Within Geographic Regions
- Adjust the Location of Ship Maintenance Activities in Support of Navy Ship Basing Plans
- Consolidate Ship Maintenance Support Functions; for example, planning yards

Six Proposals are Under Consideration at this time to Support Fleet Movement and Reduce Excess Capacity:

- Four are based on DON approved force structure scenarios
- Two are based on DoD and DON Principles and Considerations (formerly called Imperatives)



IJCSSG - Ship Overhaul & Repair

Potential Scenario SR-1

Scenario	Drivers/Assumptions	Potential Conflicts
<ul style="list-style-type: none">■ Close:<ul style="list-style-type: none">• Ship Intermediate Maintenance Activity Norfolk• Ship Intermediate Maintenance Activity Pascagoula■ Realign and consolidate I-Level ship maintenance in the San Diego region with the new Navy Regional Maintenance Center, including:<ul style="list-style-type: none">• Consolidated Dive Unit San Diego• Puget Sound Naval Shipyard and Intermediate Maintenance Facility Detachment Point Loma• Ship Intermediate Maintenance Activity San Diego• Puget Sound Naval Shipyard and Intermediate Maintenance Facility Detachment North Island■ Realign I-Level Ship Maintenance Work in Tidewater Virginia to Norfolk Naval Shipyard.■ Realign submarine SIMA Norfolk to Trident Refit Facility, Kings Bay, Georgia.	<ul style="list-style-type: none">■ DON Operational Force basing scenarios could realign homeports, resulting in shifts in maintenance requirements:<ul style="list-style-type: none">▪ Assumes a DON Scenario closes NAVSTA Pascagoula■ Improve efficiency and effectiveness through consolidated and integrated maintenance resources in major Fleet concentration regions.<ul style="list-style-type: none">▪ Assumes realignment of all Norfolk SSNs to Kings Bay, Georgia■ Requires coordination with DON	<ul style="list-style-type: none">■ Must close one or more activities in San Diego region for option to be worth-while.■ Continued TAD costs for personnel from Puget Sound NSY and IMF at San Diego while local workforce is trained.<ul style="list-style-type: none">▪ Dry dock availability at Kings Bay.
	<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements).■ Reduces ship overhaul and repair intermediate level excess capacity within specific regions.	

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September 23, 2004

Munitions and Armaments



MUNITIONS & ARMAMENTS OVERARCHING STRATEGY



- Reduce excess infrastructure, increase percentage utilization of retained sites, and retain the appropriate level of capacity and capability needed to support the 2025 Force Structure Plan



CORE MUNITIONS FUNCTIONS

PRODUCTION	STORAGE/DIST	MAINTENANCE	DEMIL
Artillery/Navy Gun	>20x40 Expl Earth Covrd	Munitions	OB/OD
Bombs	Explosive Above ground	Missiles	Meltout
CAD/PAD	Other	Torpedoes/Mines	Washout
Energetics			Incinerate
Medium Caliber			Reclamation
Missiles			
Mines			
Pyro/Demo			
Rockets			
Small Caliber			
Tank			
Torpedo			

Ideal World
One Site With All
Four Functions on multiple commodities.

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CORE ARMAMENTS FUNCTIONS



Aircraft Armaments Systems	
Armored Combat Vehicles	
Artillery and Tank Cannon	
Artillery, Towed and Self-Propelled Repair/Spare Parts	
Gun Mounts (Medium and Large Caliber)	
Gun Systems and Related Components	<p>Ideal World</p> <p>One Site Will Produce</p> <p>Multiple Commodities</p>
Mortars	
Other	
Other Guided/Unguided Missile Components	
Recoil Mechanisms	
Small Arms Gages	

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MUNITIONS & ARMAMENTS

PROPOSED SCENARIO

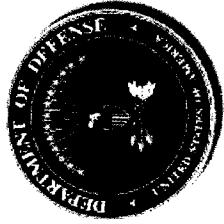


Scenario	Drivers/Assumptions	Potential Conflicts
<ul style="list-style-type: none"> ■ Preserve and optimize <u>Bomb</u> capability while minimizing excess capacity ■ Close Kansas and Lone Star; move Cluster Bomb and Sensor Fuzed Weapons to McAlester and Iowa ■ Realign Indian Head and Yorktown Bomb Body workload to McAlester 	<ul style="list-style-type: none"> ■ Principle: Maintain industrial capabilities to meet production, sustainment, surge and reconstitution requirements ■ Transformational Option: Reshape and integrate critical munitions and armaments capabilities to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner. 	<ul style="list-style-type: none"> ■ Indian Head falls into both Industrial JSCG and the Technical JCSG <ul style="list-style-type: none"> -Industrial JCSG recommends limiting Indian Head and Yorktown Bomb production to LRIP production required to support their R&D efforts.
Justification/Impact		
	<ul style="list-style-type: none"> ■ Retains bomb body, bomb component and cluster bomb capability ■ Reduces excess infrastructure, creates multi-functional munitions sites and increases efficiencies ■ Some facilitization required at McAlester 	

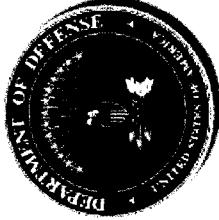
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September 23, 2004

Maintenance



Maintenance Subgroup IJCSG Overarching Strategy



Minimize the number of sites and reduce excess capacity through joint solutions with the goal of providing a more effective and more efficient DoD industrial base.

Maintenance Subgroup IJCSCG

Depot Potential Ideas/Proposals



1.0 Idea: Sizing the Industrial Base to the minimum number of sites with minimal excess capacity (Total of 8 Proposals – 4 Under Consideration)

1.1 Minimize the number of sites with minimal excess capacity using only the core requirement and the traditional maximum capacity calculation based on one shift (40 hrs per week)

1.1 Minimize the number of sites with minimal excess capacity using the current workload requirements and the traditional maximum capacity calculation (40 hrs per week)

1.3 Minimize the number of sites with minimal excess capacity using only the core requirement and a new maximum capacity calculation based on 1.5 shifts (60 hrs per week)

1.4 Minimize the number of sites with minimal excess capacity using the current workload requirements and a new maximum capacity calculation based on 1.5 shifts (60 hrs per week)

1.5 *Minimize the number of sites with minimal excess capacity using only the core requirement and the current total capacity calculation based on one shift (40 hrs per week)*

1.6 *Minimize the number of sites with minimal excess capacity using the current workload requirements and the current total capacity calculation (40 hrs per week)*

1.7 *Minimize the number of sites with minimal excess capacity using only the core requirement and a new total capacity calculation based on 1.5 shifts (60 hrs per week)*

1.8 *Minimize the number of sites with minimal excess capacity using the current workload requirements and a new total capacity calculation based on 1.5 shifts (60 hrs per week)*

Red/Italic Indicates eliminated from further consideration

DCN: 11286

Maintenance Subgroup IJCSCG

Depot Potential Ideas/Proposals



2.0 Idea: Sizing the Industrial Base to the minimum excess capacity (Total of 8 Proposals – 4 Under Consideration)

- 2.1 Minimize the excess capacity using only the core requirement and the traditional maximum capacity calculation based on one shift (40 hrs per week)
- 2.1 Minimize excess capacity using the current workload requirements and the traditional maximum capacity calculation (40 hrs per week)
- 2.3 Minimize excess capacity with the minimal excess capacity using only the core requirement and a new maximum capacity calculation based on 1.5 shifts (60 hrs per week)
- 2.4 Minimize the excess capacity using the current workload requirements and a new maximum capacity calculation based on 1.5 shifts (60 hrs per week)
- 2.5 *Minimize the excess capacity using only the core requirement and the current total capacity calculation based on one shift (40 hrs per week)*
- 2.6 *Minimize the excess capacity using the current workload requirements and the current total capacity calculation (40 hrs per week)*
- 2.7 *Minimize the excess capacity using only the core requirement and a new total capacity calculation based on 1.5 shifts (60 hrs per week)*
- 2.8 *Minimize the excess capacity using the current workload requirements and a new total capacity calculation based on 1.5 shifts (60 hrs per week)*

DCN: 11286

Red/Italic Indicates eliminated from further consideration

Maintenance Subgroup IJCSCG

Depot Potential Ideas/Proposals



- 3.0 Idea: Reduce the number of sites by realigning an entire Depot to another Depot (Total of 8 Proposals – 2 Under Consideration)
- 3.1 Realigning an entire Depot on to another Depot using only the core requirement and a new maximum capacity calculation based on 1.5 shifts (60 hrs per week)
 - 3.2 Realigning an entire Depot on to another Depot using the current workload requirements and a new maximum capacity calculation based on 1.5 shifts (60 hrs per week)
 - 3.3 *Realigning an entire Depot on to another Depot using only the core requirement and the traditional maximum capacity calculation based on one shift (40 hrs per week)*
 - 3.4 *Realigning an entire Depot on to another Depot using the current workload requirements and the traditional maximum capacity calculation (40 hrs per week)*
 - 3.5 *Realigning an entire Depot on to another Depot using only the core requirement and the current total capacity calculation based on one shift (40 hrs per week)*
 - 3.6 *Realigning an entire Depot on to another Depot using the current workload requirements and the current total capacity calculation (40 hrs per week)*
 - 3.7 *Realigning an entire Depot on to another Depot using only the core requirement and a new total capacity calculation based on 1.5 shifts (60 hrs per week)*
 - 3.8 *Realigning an entire Depot on to another Depot using the current workload requirements and a new total capacity calculation based on 1.5 shifts (60 hrs per week)*



IJCSSG – Maintenance Subgroup

Minimize the number of sites with minimal excess capacity...

Scenario MIX-1

Realignments:

- Aviation Workload (NADEP-CP/NI/JAX, ALC-OC/OO/WR) to 2 to 3 CITES for each area: Fighter Attack, Other Aircraft, Cargo/Tanker,
- Rotary Workload (CCAD, NADEP-CP) to 1 CITE (Exception-boundaries under drivers)
- Ground Workload (Vehicles: Tracked, Wheeled, Amphibious) 7 locations (ANAD, RRAD, TYAD, RIAA, LEAD, MCLBA, MCLBB) to 2 or 3 CITES
- Components-Commodities (e.g., landing gear, electronics, etc) at 35 various locations to 2 or 3 CITES per commodity

Note: CITE - Center of Industrial and Technical Excellence

Drivers

Boundaries:

- Service Doctrinal Compliance: Navy Detachments; Army National Maintenance Program; USMC turnaround response requirement, etc.
- Minimum of 2 sites unless currently only at 1 site
- Workload moved from closing sites should be moved as a complete unit where ever possible, if not move a portion of the work to the site with the highest available capacity and remaining is TBD.

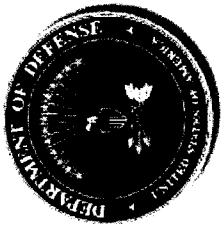
Potential Conflicts

- USC Title 10 Sec 2466 – 50/50
- Other JCSG potential impacts- Supply and Storage

Justification/Impact

- Increase Joint use through minimizing CITES
- Environmental impacts not known at this time - workload moves
- Costs/Savings of movements not determined – COBRA
- Post BRAC recurring costs/savings

Backup Chart



Maintenance Subgroup IJCSCG

Depot Potential Ideas/Proposals



Consolidation Options	Capacity Variables	Hour Per Shift Week	DLH Variables	Total Combinations
3	2	2	2	24

- Minimize sites
 - Maximum capacity
 - 40 hrs*
 - Core capacity
- Minimize available
 - Total capacity
 - 60 hrs
 - All workload
- Co-location capacity
 - *40hrs standard capacity IAW DoD Handbook 4151.18H

Of the 24 possible combinations 10 are under further consideration

Maintenance Subgroup IJCSSG

List Of Depot Activities



1	DEFENSE SUPPLY CENTER RICHMOND	18	Davis-Monthan AFB
2	ANNISTON ARMY DEPOT	19	Hill AFB
3	BLUE GRASS ARMY DEPOT	20	Lackland AFB
4	CORPUS CHRISTI ARMY DEPOT	21	Palmdale - Boeing, Lockheed-Martin, Northrup Grumman
5	DETROIT ARSENAL	22	Robins AFB
6	FORT DIX	23	Tinker AFB
7	FORT KNOX	24	CO_MCLB_ALBANY_GA
8	FORT RUCKER	25	CO_MCLB_BARSTOW_CA
9	FORT SILL	26	COMNAVPAIRSYSCOM_PATUXENT_RIVER_MD
10	FORT STEWART	27	NAVAIRDEPOT_CHERRY_PT_NC_SITE CHERRY PT
11	LETTERKENNY ARMY DEPOT	28	NAVAIRDEPOT_JACKSONVILLE_FL_SITE JACKSONVILLE
12	PINE BLUFF ARSENAL	29	NAVAIRDEPOT_NORTH_ISLAND_CA_SITE NORTH ISLAND
13	RED RIVER ARMY DEPOT	30	NAVSURFWARCENDIV_CRANE_IN
14	ROCK ISLAND ARSENAL	31	NAVINSEAWARCENDIV_KEYPORT_WA
15	TOBYHANNA ARMY DEPOT	32	NAVWPNSTA_SEAL_BEACH_CA
16	TOOELE ARMY DEPOT	33	SPAWARSYSCEN_CHARLESTON_SC
17	YUMA PROVING GROUND	34	SPAWARSYSCEN_SAN_DIEGO_CA
35			NAVAIRWARCENACDIV_LAKEHURST_NJ

11286