

## **Industrial Joint Cross-Service Group (IJCSG)**

### **Meeting Minutes of**

**February 10, 2005**

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 IJCSG meeting. The purpose of this meeting was to review further scenarios from each of the subgroups. Mr. Wynne said the IEC went well, and warned that the hardest part of the IJCSG's duties was still to come. He said the briefing to the Red Team was well received, the team liked the process, they liked the back room operations and they liked the scenario templates.

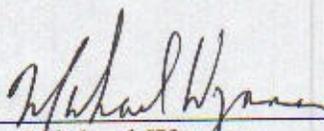
Mr Potochney briefed the post-May timeline and responsibilities of the IJCSG. He emphasized that the Commission will need support after 16 May and that the subgroups needed to think now about who was going to provide that support. Mr Wynne said that if the subgroups are running scenarios for the Commission then they will have to run the main scenarios and also any derivations to show cost savings and Military Value.

Mr. Motsek presented Munitions and Armaments. 13 of 15 recommendations based on 34 scenarios are complete. He said that analysis was continuing on non-operational storage/distribution sites. He discussed a community request for closure of Naval Weapons Station Concord. The IJCSG had determined early in the process that this was an operational base and had agreed to review as a potential wholesale distribution site. The analysis failed to turn up a need for its use as a wholesale site. After some discussion it was decided that the Navy should be advised of the Subgroup's determination and the installation should be remanded to the Navy for review as an operational installation.

Mr Beckett presented Maintenance. One candidate recommendation is being withdrawn because the data on which the recommendation is based was incorrectly reported and has since been corrected. Army and Navy cost data is being verified before the next three candidate recommendations can be briefed to the ISG.

RDML Klemm presented Shipyards. One of the candidate recommendations briefed to the ISG requires a change to PBD 702 in order to be viable. RADM Klemm presented a proposal to develop regional joint readiness centers (based on the Fleet Readiness Center concept) that would combine depot and intermediate level maintenance.

Approved: \_\_\_\_\_



Michael Wynne

Chairman, Industrial Joint Cross-Service Group

Attachments:

1. List of attendees
2. Meeting presentations

## **Industrial JCSG Meeting**

**February 10, 2005**

### **Attendees**

#### **Members:**

- Michael Wynne, Acting Undersecretary of Defense for Acquisition, Technology and Logistics
- RADM Klemm
- Gray Motsek, Deputy G3, Support Operations, Army Material Command
- Maj Gen Mary Saunders, Defense Logistics Agency
- BGen Hank Taylor, JCS/J4
- BGen Willie Williams, Director Logistics Plans and Policies, HQMC

#### **Alternates:**

- RDML Mark Hugel, OPNAV
- Mark VanGilst, HQ USAF/ILMM

#### **Others:**

- Pete Potochney, OSD BRAC Office
- Alex Yellin, OSD BRAC Office
- Jay Berry, OSD Maintenance Policy, Programs and Resources
- George Kingsley, Defense Logistics Agency
- Steve Krum, NAVSEA
- COL Sarah Smith, OSD Maintenance Policy, Programs and Resources
- Catherine Schneiter, DoDIG
- Maj. S. DuBois, HQMC
- Brian Shanley, HQMC
- LtCol Walt Eady, JCS/J4
- Willie Smith, HQ AFSC
- CAPT Bill Porter, AT&L MA

Attachment 1



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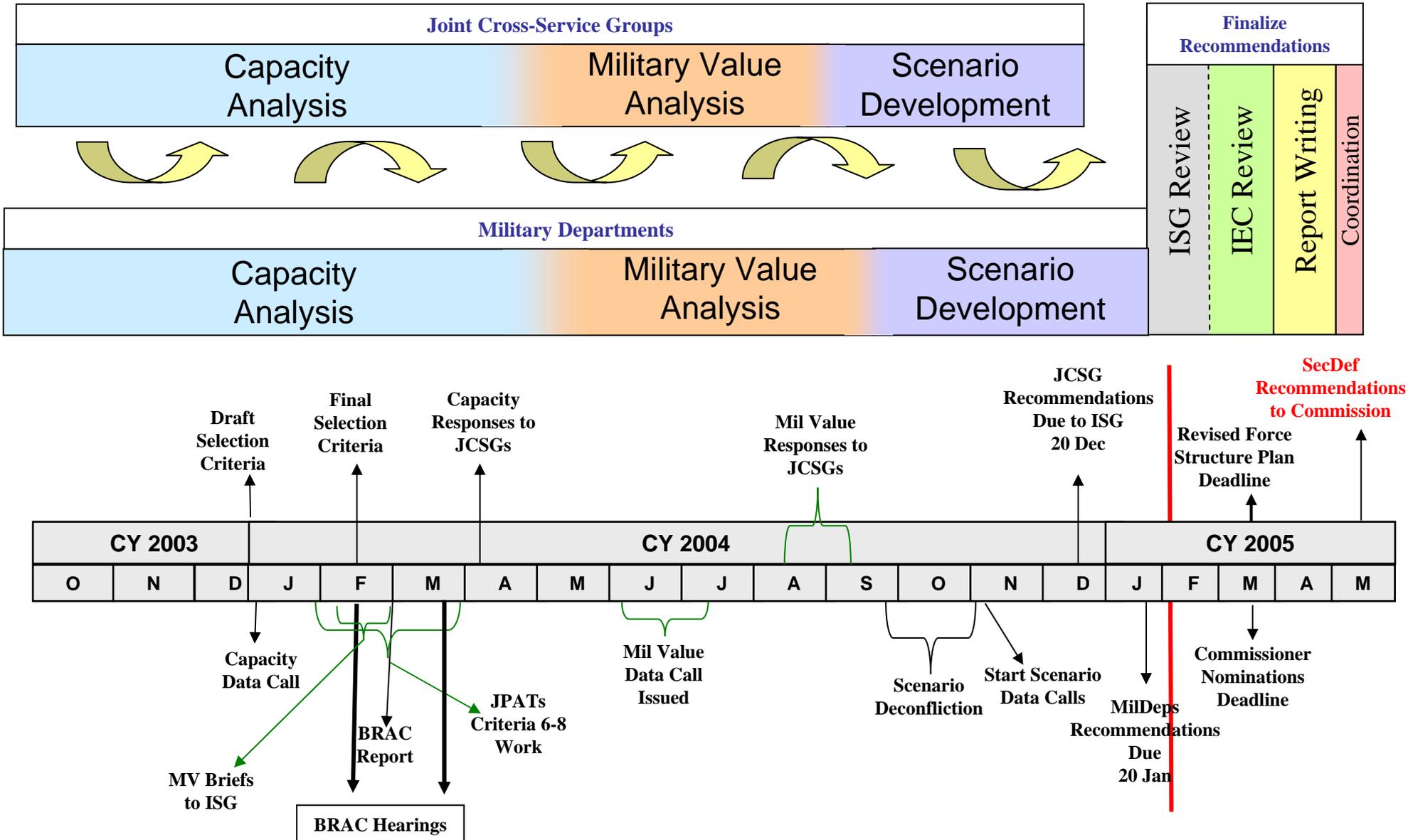
# Industrial Joint Cross Service Group

February 10, 2005



# Process Overview

DCN: 11296





# Post 16 May 2005

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DCN: 11296

- SecDef recommendations due May 16, 2005
- DoD BRAC effort does not end with submittal of recommendations to the Commission



# Post 16 May 2005: Timeline

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- Secretary transmits recommendations (NLT 16 May 2005)
  - Congressional Drop
  - Press Conference
- Commission Review (May – Sep)
  - Hearings – Senior Leaders testify: SECDEF, Chairman, Service Secretaries/Chiefs, others
  - Base Visits/Regional Hearings
- DoD Support to Commission (May – Sep)
  - Detailees
  - Financial, Administrative, *and Analytical*
- GAO reports on DoD’s BRAC process (NLT 1 Jul)
- Commission reports its recommendations to President (NLT 8 Sep)
- President’s “all or none” decision (NLT 23 Sep)
  - Commission provides report if President disapproved first report (NLT 20 Oct)
  - President’s “all or none” decision of revised report (NLT 7 Nov)
- Congress either enacts a joint resolution disapproving the recommendations on an all or none basis or they take on the force/effect of law (+ 45 Legislative days)

Significant staff effort requires maintaining focus and resources



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# MUNITIONS & ARMAMENTS



# AGENDA

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- CANDIDATE RECOMMENDATIONS
  - LIMA
  - WATERVLIET
- SCENARIO STATUS UPDATE
- ISSUES
  - CONCORD
  - EARLE
  - CHARLESTON



# IJCSG Armaments & Munitions Subgroup

DCM: 11296

## *Functions – Sites*

**Armaments Production - 3**

**Munitions Storage & Distribution – 18**

**Munitions Demilitarization – 13**

**Munitions Maintenance – 8**

**Munitions Production – 16**

Artillery – 8

CAD/PAD – 1

Energetics – 4

Metal Parts – 4

Missiles – 6

Pyro/Demo – 9

Small Caliber – 1

Torpedoes – 1

Bombs – 3

Cluster Bombs – 3

Medium Caliber – 3

Mines – 4

Mortars – 5

Rockets – 4

Tank - 2

# SCENARIOS vs RECOMMENDATIONS

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**34 SCENARIOS**

**15 RECOMMENDATIONS**

**13 RECOMMENDATIONS  
COMPLETE**

# MUNITIONS & ARMAMENTS

## Scenarios Status Report

DCN: 11296



Scenario ID #	Site	Service	SDC to Services	Date Received by JCSG		Scenario Status					
				Army	Navy	COBRA	Env Impact	OGC		ISG	IEC
								Sent	Rev'ed		
IND-0106	Kansas	Army	11/29/04	12/29/04		YES	YES	12/21/04	12/27/04	1/13/05	1/28/05
IND-0108	Hawthorne	Army	11/29/04	12/29/04		YES	YES	1/21/05	1/20/05	1/21/05	1/28/05
IND-0109	Louisiana	Army	11/29/04	12/29/04		YES	YES	12/21/04	12/27/04		
IND-0110	Mississippi	Army	11/29/04	12/29/04		YES	YES	12/21/04	12/27/04	1/21/05	1/28/05
IND-0111	Red River	Army	11/29/04	12/29/04		YES	YES	12/30/04	1/31/05	1/11/05	
IND-0112	Riverbank	Army	11/29/04	12/29/04		YES	YES	12/21/04	1/31/05	1/11/05	
IND-0113	Sierra	Army	12/01/04	12/29/04		YES	YES	12/30/04	1/07/05	1/13/05	1/28/05
IND-0114	Watervliet	Army	11/29/04	12/29/04		YES	YES	1/25/05	1/26/05		
IND-0115	Lima	Army	11/29/04	12/29/04		YES	YES	1/25/05	1/26/05		
IND-0116	Indian Head	Army/Navy	11/29/04	12/29/04	12/14/04	YES	YES	1/11/05	1/28/05	1/11/05	
IND-0117	Deseret	Army	12/01/04	12/29/04		YES	YES	12/30/04	1/07/05	1/13/05	1/28/05
IND-0118	Pueblo	Army	12/01/04	12/29/04		YES	YES	12/30/04	1/07/05	1/13/05	1/28/05
IND-0119	Newport	Army	12/01/04	12/29/04		YES	YES	12/30/04	1/07/05	1/13/05	1/28/05
IND-0120	Umatilla	Army	12/01/04	12/29/04		YES	YES	12/30/04	1/07/05	1/13/05	1/28/05
IND-0121	Yorktown	Army/Navy	11/29/04	12/29/04	12/14/04	YES	YES	1/11/05	1/13/05	1/13/05	1/28/05
IND-0122	Lone Star	Army	11/29/04	12/29/04		YES	YES	12/21/04	1/31/05	1/11/05	



# # IND-0115 – Lima Army Tank Plant

DCN: 11296

**Candidate Recommendation: Realign Lima Tank Plant, OH. Disestablish Tank Manufacturing. Retain the portion required to support the manufacturing of armored combat vehicles to includes Army Future Combat System Program (FCS), Marine Corps Expeditionary Force Vehicle (EFV) chassis, and M1 Tank recapitalization program.**

## Justification

- ✓ Army acquisition strategy for the FCS and Marine Corps acquisition strategy for the EFV includes mfg of manned vehicle chassis at Lima
- ✓ Retains capability for M1 tank recap
- ✓ Re-establishing this capability elsewhere would far exceed the projected savings
- ✓ Reduces administrative ownership and footprint

## Military Value

- ✓ Lima: 3rd of 3 Armaments Production/Manufacturing Facilities

## Payback

- ✓ One time cost: \$0.74M
- ✓ Net implementation savings: \$5.30M
- ✓ Annual recurring savings: \$1.73M
- ✓ Payback Time: One Year
- ✓ NPV (savings): \$20.94M

## Impacts

- ✓ Criteria 6: No losses or gains.
- ✓ Criteria 7: No issues
- ✓ Criteria 8: No Impediments.

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps

# #IND-0114: WATERVLIET ARSENAL



**Candidate Recommendation:** Close Watervliet Arsenal, NY. Disestablish all capabilities for Other Field Artillery Components. Transfer the Arsenal through the Local Redevelopment Authority to a non-government entity and lease back the minimum square footage required to support core cannon tube, rotary forge and swage capabilities.

## Justification

- ✓ Leaseback Reg (32 CFR Part 175(7)(k), Public law 104-106 allows Sec Def of Defense to transfer real property needed by the Federal Department to an LRA with provisions to leaseback to the Federal Dept.
- ✓ Leaseback reduces the governments operating costs.
- ✓ Retains capacity and capability for cannons, gun tubes, rotary forging, and chrome plating.
- ✓ Partnering reduces Watervliet's footprint/retains property needed to fulfill core capabilities.

## Military Value

- Watervliet: 2<sup>nd</sup> of 3 Armaments Production/Manufacturing sites

## Payback

- ✓ One time cost: \$64.2M
- ✓ Net implementation costs: \$39.8M
- ✓ Annual recurring savings: \$6.7M
- ✓ Payback Time: 13 Years
- ✓ NPV (savings): \$24.4M

## Impacts

- ✓ Criterion 6: No jobs loss or gain
- ✓ Criterion 7: No Issues
- ✓ Criterion 8: Possible cultural, archeological, or tribal resources and water resources impacts.

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG Recommended

✓ De-conflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ De-conflicted w/Services

# STORAGE/DISTRIBUTION ANALYSIS BACKGROUND DCNI 11296



- Analyzed Air Force, Army, and Navy operational storage/distribution sites:
  - RESULTS:
    - ❑ Agreed sites were operational in nature, fully support their military department, and closure impacts the readiness posture of military departments
    - ❑ Operational sites removed from the analysis via memorandum from the Military Departments, however three Navy sites had potential non-operational missions.
- Agreed to perform additional distribution analysis on the following Navy sites:
  - Charleston
  - Concord
  - Earle
- Results of initial M&A analysis:
  - Charleston, Concord, and Earle are unnecessary for wholesale ammo distribution.

# Community Statement of Interest:

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DCN: 11296

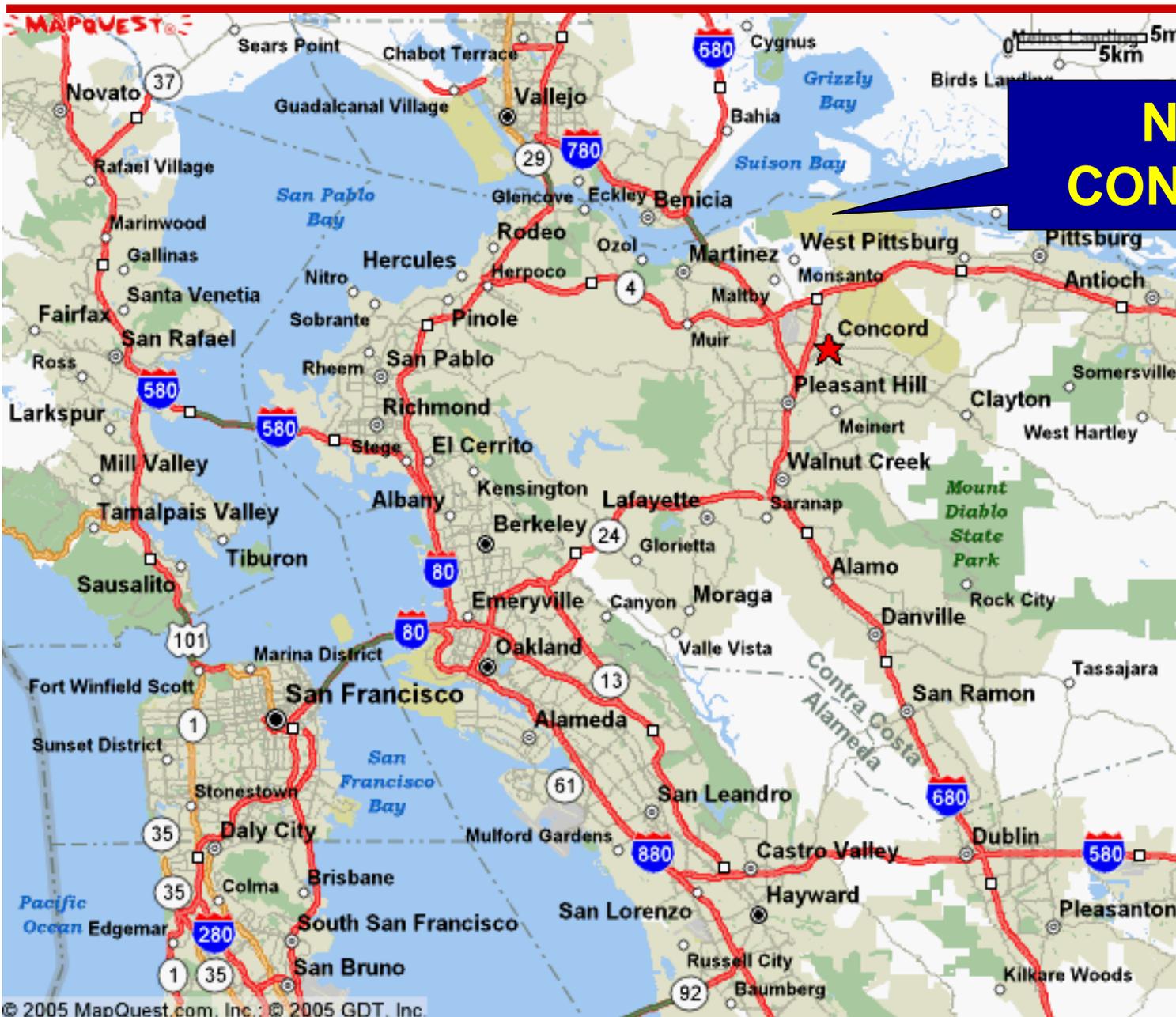


- Written request from the community of Concord, CA to close the Naval Weapons Station at Concord



# NWS CONCORD

DCN: 11296



**NWS  
CONCORD**



# Overview

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- Only throughput port on the West Coast with explosives safety quantity distance arcs (ESQDs) sufficient enough to out-load ammunition in support of current OPLANS;
- Concord and Indian Island (west coast) replicates the 700+ twenty-foot equivalent (TEU) container capability/capacity of Military Ocean Terminal, Sunny Point (MOTSU) (east coast);
- Held in reserve by US Pacific Fleet in support of fall-back from any of the Western Pacific sites.



# Background

## 📄 Navy caretaker BOS cost approx \$2M/yr

- 7630 acre tidal area to Army SDDC 1 Oct 99 (only tenant) (MOTCO)
- 5170 inland mag storage (35K stons capacity) managed by Navy
  - Safety & Security oversight only
- Navy interfaces w/ community on land use

## 📄 Definite valid joint wartime requirement for tidal area

## 📄 Readiness concerns:

- Needed to support rollback of ammo from Japan, Korea, etc

## 📄 Indefinite Use Permit (IUP) established between Navy and Army.

- Generated as a results of a General Officer Steering Committee (GOSC) findings co-chaired by the DUSD (L&MR) and J-4; signed by ASN and ASA
- GOSC Findings signed-out by USD(ATL) and DOD Comptroller



# Candidate # IND-0085 – Pine Bluff Arsenal

**Candidate Recommendation:** Realign Pine Bluff Arsenal, AR, by relocating the depot maintenance of Industrial Plant Equipment (IPE) to Supply Center Richmond at Mechanicsburg, PA.

## Justification

- Supports depot maintenance function elimination at Pine Bluff Arsenal, AR
- Follows the strategy of minimizing sites using maximum capacity at 1.5 shifts
- Eliminates over 220 thousand square feet
- Eliminates 30% of duplicate overhead structures
- Increases DOD's capacity utilization
- Facilitates interservicing

## Military Value

- Industrial Plant Equipment:
  - Pine Bluff, AR of 22.44
  - Mechanicsburg, PA of 32.81
  - Average increases from 27.62 to 32.81

## Payback

- One-time cost: \$1,643K
- Net implementation savings: \$5,575K
- Annual recurring savings: \$1,845K
- Payback time: Immediate
- NPV (savings): \$22,234K

## Impacts

- Criteria 6: -20 Jobs (12 direct, 8 indirect); < 0.1%
- Criteria 7: No issues
- Criteria 8: Pending



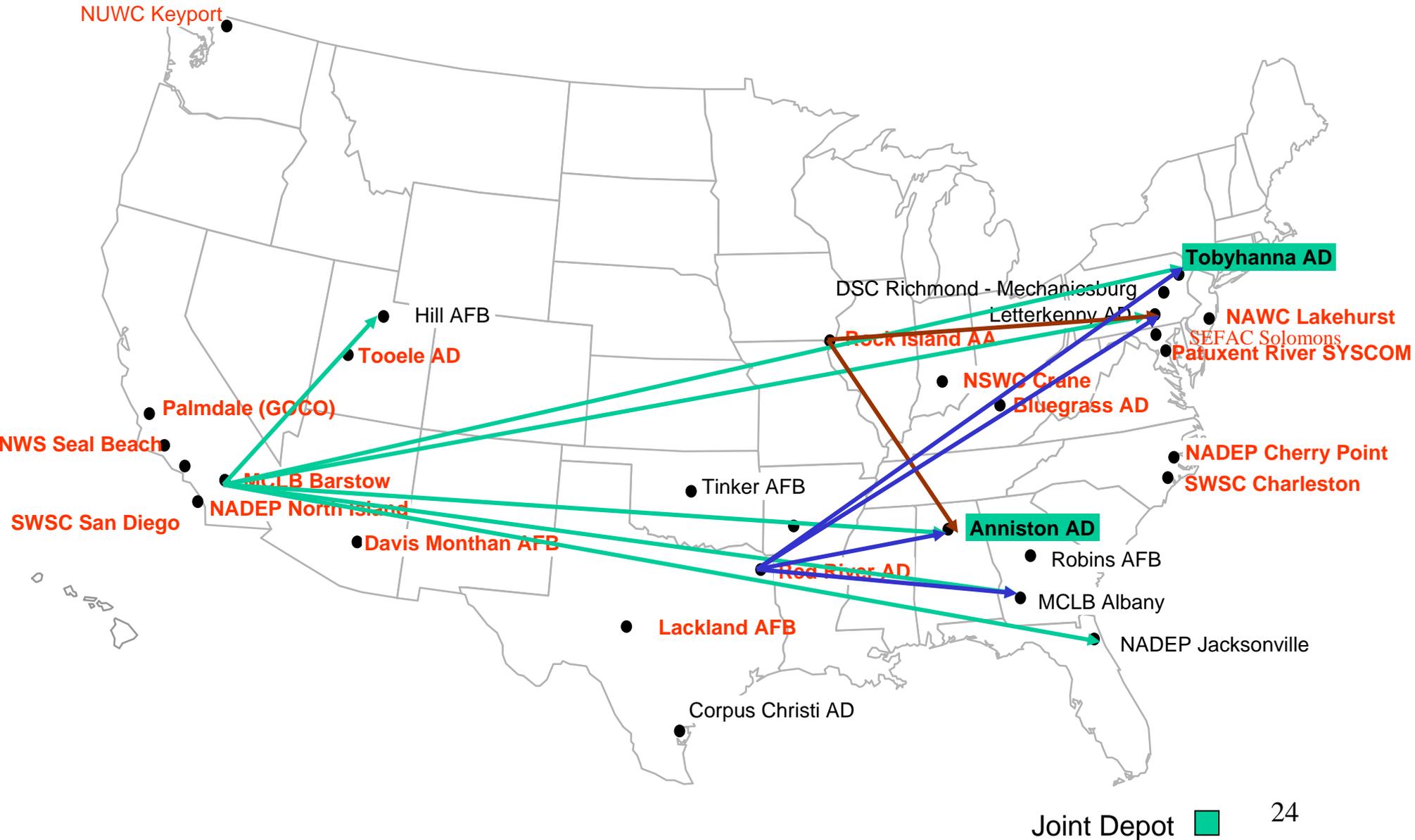
# Pine Bluff

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- Letter 3 Feb 05 from SAIE-IA
  - Data incorrectly reported as depot maintenance
  - Work is intermediate level maintenance in support of operational requirements
- Recommendation: Do not pursue as a depot realignment candidate.

# 28 Major DoD Depot Maintenance Activities

## Work Stations Utilized 60 Hours/Week – Maximum Capacity



# Candidate # IND-0127 – MCLB Barstow



## Candidate Recommendation

Realign depot maintenance functions on Marine Corps Logistics Base Barstow, CA. Disestablish Aircraft Rotary. Relocate Aircraft Other Components to Fleet Readiness Center (FRC) Southeast Jacksonville, FL. Relocate Armament and Structural Components, Combat Vehicles, Engines/Transmissions, Other, Other Components, and Small Arms/Personal Weapons to Anniston Army Depot, AL. Relocate Amphibious Vehicles, Construction Equipment, Conventional Weapons, Engines/Transmissions, Material Handling, Other Equipment, Powertrain Components, Starters/Alternators/Generators, Tactical Vehicles, Test Measurement Diagnostic Equipment and Wire to MCLB Albany, GA. Relocate Electronic Components (Non-Airborne), Electro-Optics/Night Vision/FLIR, Fire Control Systems and Components, Generators, Ground Support Equipment, Radar, and Radio to Tobyhanna Army Depot, PA. Relocate Strategic Missiles to Hill Air Force Base, UT. Relocate f Tactical Missiles and Tactical Vehicles to Letterkenny Army Depot, PA.

### Justification

- Supports depot maintenance function elimination at MCLB Barstow
- Minimizes sites using maximum capacity at 1.5 shifts.
- Eliminates 1.1M square feet
- Eliminates 30% of duplicate overhead
- Facilitates interservicing

### Military Value

- Aircraft Other Components Commodity from 41.94 to 43.16.
- Aircraft Rotary Commodity increase from 35.55 to 52.63.
- Amphibious Vehicles Commodity increase from 65.34 to 71.56.
- Combat Vehicles Commodity increase from 37.81 to 44.28.
- Construction Equipment Commodity increase from 53.23 to 53.48.
- Conventional Weapons Commodity increase from 28.40 to 30.70.

### Payback

- One-time cost: \$39,569K
- Net savings during implementation: \$40,059K
- Annual recurring savings after implementation: \$19,675K
- Payback time: 1 year
- NPV: -\$218,216K

### Impacts

- Criteria 6: -1,606 Jobs (798 direct, 808 indirect); <1.0%
- Criteria 7: No issues
- Criteria 8: Potential Impacts at Albany, Anniston, Hill, Letterkenny, Tobyhanna; See Backup Chart

# Candidate # IND-0127 – MCLB Barstow

DCN: 11296

## Military Value Continued



- Electronic Components (Non-airborne) Commodity increase from 43.43 to 62.23.
- Armament & Structural Components Commodity Since the related commodities will be moved to Anniston Army Depot (ANAD), this capability will be established at ANAD. The overall effect on average Military Value for this commodity is an increase from 16.85 to 17.46.
- Electro-Optic/Night Vision/FLIR Commodity increase from 50.76 to 56.30.
- Engines/Transmission Commodity increase from 46.95 to 49.66.
- Fire Control Systems & Components Commodity increase from 14.89 to 18.87.
- Generators Commodity increase from 52.58 to 56.85.
- Ground Support Equipment Commodity increase from 41.43 to 45.98.
- Material Handling Commodity increase from 38.77 to 44.71.
- Other Components Commodity increase from 36.65 to 40.48.
- Other Equipment Commodity increase from 38.25 to 41.44.
- Powertrain Components Commodity increase from 43.96 to 52.51.
- Radar Commodity decrease from 40.75 to 38.75.
- Radio Commodity increase from 41.13 to 57.28.
- Small Arms/Personal Weapons Commodity increase from 54.47 to 58.45.
- Starters/Alternators/Generators Commodity decrease from 43.12 to 39.14.
- Tactical Missiles Commodity increase from 29.23 to 34.42.
- Tactical Vehicles Commodity increase from 38.72 to 41.92
- Test Measurement Diagnostic Equipment increase from 49.99 to 62. 91.
- Wire Commodity increase from 49.11 to 58.03.
- Other: not considered relevant, other is primary miscellaneous/general support to the base and is location specific
- Strategic Missiles Commodity: one remaining location at Hill

# Candidate # IND-0127 – MCLB Barstow

DCN: 11296

## Environmental Impact Continued



- **Albany** – Air Quality - Potential impact for the 8-hour Ozone or the PM2.5 NAAQS. TES – Potential impacts. MCLB Albany reported that federally-listed TES are present.
- **Hill AFB** – Archeological - Potential impact archeological sites and historic property in formal consultation with Native American Tribes that have asserted an interest. Water Resources - Potable water controls/restrictions were implemented on 1825 days from FY99 though FY03. Modification of on-installation industrial wastewater treatment plants may be necessary. Wetlands - Additional operations may impact wetlands, which may restrict operations.
- **Anniston AD** Noise – Potential impact. Noise impacts may not occur. However, an increase greater than 50% in operations may result in significant impacts from noise. Noise analysis and mitigation may be required. Water Resources –May require upgrades to industrial wastewater treatment plant due to increased depot maintenance activities and rubber plant. Costs of Environmental Compliance – Air Conformity Analysis - \$25K - \$75K (includes no mitigation costs); Realignment NEPA at gaining base – industrial - \$1M (EIS); Endangered Species Management (includes monitoring) - \$20K-\$2M; ESA Consultation (BA Prep) - \$10K - \$100K; Noise analysis and monitoring - \$5K-\$75K.
- **Letterkenny AD** - Air Quality – Potential Impact is in marginal non-attainment for Ozone (1-hour and 8-hour) and exceeds Major Source thresholds for Pb and SO2. Air Conformity Analysis required. Noise – Potential impact. Noise impacts may not occur. However, an increase greater than 50% in operations may result in significant impacts from noise. Noise analysis and mitigation may be required. Costs of Environmental Compliance – Air Conformity Analysis - \$25K - \$75K (includes no mitigation costs); Develop Programmatic Agreement - \$10K; Realignment NEPA at gaining base – industrial - \$1M (EIS); Noise analysis and monitoring - \$5K-\$75K.
- **Tobyhanna AD** - Air Quality –Noise – Potential impact. Noise impacts may not occur. However, an increase greater than 50% in operations may result in significant impacts from noise. Noise analysis and mitigation may be required. Waste Management – Potential impact. Verify need for RCRA Subpart X Permit. Consider need to purchase waste disposal services to support additional personnel. Costs of Environmental Compliance – Air Conformity Analysis - \$25K - \$75K (includes no mitigation costs); Conduct Tribal government to government consultation - \$500-\$2K per meeting; Realignment NEPA at gaining base – industrial - \$1M (EIS); Noise analysis and monitoring - \$5K-\$75K.

# Candidate # IND-0127 – Red River AD



## Candidate Recommendation

- **Recommendation:** Disestablishes depot maintenance functions at Red River AD, TX and realigns: Armament and Structural Components, Combat Vehicles, Construction Equipment, Depot Fleet/Field Support, Engines and Transmissions, Fabrication and Manufacturing, Fire Control Systems and Components, and Other to Anniston AD, AL; Construction Equipment, Powertrain Components, and Starters/Generators/Alternators to MLCB Albany, NY; and Tactical Vehicles to Tobyhanna AD, PA; Tactical Missiles and Tactical Vehicles to Letterkenny AD, PA.

### Justification

- Increases depot maintenance capability and capacity utilization.
- Supports the strategy of minimizing sites using maximum capacity at 1.5 shifts
- Supports further consolidation of workload into the Army’s Centers for Industrial and Technical Excellence
- Eliminates over 900 thousand square feet of excess industrial space
- Eliminates 30% of duplicate overhead for all realigned workload
- Facilitates future increases in interservice workload

### Military Value

- Overall effect on average Military Value by commodity:
  - Armament and Structural Components increase from 16.85 to 17.46; Combat Vehicles increase from 37.81 to 44.28; Construction Equipment increase from 53.23 to 53.48; Depot Fleet/Field Support (Follower to Combat Vehicles); Engines and Transmissions increase from 46.95 to 49.66
  - Fabrication and Manufacturing increase from 12.90 to 15.82; Fire Control Systems increase from 14.89 to 18.87; Powertrain Components increase from 43.96 to 52.51; Starters/Generators/Alternators decrease from 43.12 to 39.14; Tactical Vehicles increase from 38.72 to 41.92; Tactical Missiles increase from 29.23 to 34.42
- Military judgment: Reduces depot infrastructure and costs. Increases Army and Joint depot utilization

### Payback

- One-time cost: \$93,457K
- Net savings during implementation: \$18,232K
- Annual recurring savings after implementation: -\$17,723K
- Payback time: 2 years
- NPV: -\$179,018K

### Impacts

- Criteria 6: 2929 Jobs lost (1752 Direct; 1177 Indirect); 4.3% of MSA
- Criteria 7: No impact
- Criteria 8: Potential impact on receiving communities.
  - Anniston, Letterkenny, may require Air Conformity Analysis
  - Possible increased noise impacts at Anniston, Letterkenny, Tobyhanna
  - Anniston may require a wastewater upgrade

# Candidate # IND-0083 – Rock Island Arsenal



## Candidate Recommendation

**Recommendation:** Disestablishes depot maintenance functions at Rock Island Arsenal, IL and realigns: Combat Vehicles from Rock Island Arsenal, IL to Anniston AD, AL, Other Equipment and Tactical Vehicles from Rock Island Arsenal, IL to Letterkenny AD, PA.

### Justification

- Increases depot capability and capacity utilization.
- Supports further consolidation of workload into the Army's Centers for Industrial and Technical Excellence
- Follows the strategy of minimizing sites using maximum capacity at 1.5 shifts
- Eliminates over 160 thousand square feet of excess capacity
- Reduces costs by eliminating 30% of duplicate overhead structures

### Military Value

- Overall effect on average Military Value by commodity:
  - Combat Vehicles: Increase from 37.81 to 44.28
  - Other Equipment: Increase from 38.25 to 41.44
  - Tactical Vehicles: Increase from 38.72 to 41.92
- Military judgment: Reduces infrastructure and costs. Increases overall and Joint utilization

### Payback

- One-time cost: \$26,896K
- Net savings during implementation: \$16,755K
- Annual recurring savings after implementation: \$-2,920
- Payback time: 10 Years
- NPV:\$-10,749K

### Impacts

- Criteria 6: 337 Jobs lost (180 Direct; 157 Indirect); 0.15% of MSA
- Criteria 7: No impact
- Criteria 8: Impact on Receiving Communities
  - Potential increased noise Impact at Anniston, Tobyhanna, Letterkenny
  - Possible Wastewater treatment upgrade at Anniston
  - Air Conformity Analysis at Letterkenny
  - Consider additional waste disposal services at Tobyhanna

# IJCSG Candidate Recommendation

DCN: 11296

## Projected Briefings to ISG (as of 10 Feb)



Group	Total	7 Jan	14 Jan	21 Jan	28 Jan	4 Feb	11 Feb	18 Feb	25 Feb
Total	36-38			10	5	2	4	2	10-12
Maint.	13-15					1		3	9-11
Mun & Armam.	15			7	2		4	2	
Ship Repair	8			3	3	1			1

Outstanding Status	Capacity	Mil/Val	Cost Data	COBRA	IJCSG	OGC	ISG
Maintenance (9-11)	Complete	Complete	In-Process*	2/14/05	2/17/05	2/14/05	2/25/05
Mun & Armam. (2)	Complete	Complete	Complete	Complete	Complete	In-Process** 2/14/05	2/18/05
Ship Repair (1)	Complete	Complete	In-Process 2/11/05	In-Process*** 2/14/05	Complete	2/14/05	2/25/05

\*In the process of verifying Army and Navy cost data

\*\*Working with OGC on lease-back and enclave issues peculiar to recommendation

\*\*\*Re-verifying closure cost data



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# Ship Repair



# Ship Repair Candidate Recommendation Status

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- Seven Ship Repair Recommendations Accepted by ISG:
  - Three Candidate Recommendations are Navy “followers,” which Relocate the Navy Ship Intermediate-Level Maintenance Function Consistent with DON Ship Home Port Change Scenarios:
    - IND-0019: Close Ship Intermediate Maintenance Activity, Pascagoula, MS by relocating the ship intermediate repair function to SIMA, Mayport, FL
    - IND-0030: Close Ship Intermediate Maintenance Activity, Ingleside, TX by relocating the ship intermediate repair function to SIMA, San Diego, CA
    - IND-0037: Close Naval Submarine Support Facility, New London, CT by relocating the submarine intermediate repair function to Norfolk, VA and Kings Bay, GA
  - Candidate Recommendation IND-0024 Realigns Ship Intermediate Maintenance Activity, Norfolk, VA by relocating the ship intermediate maintenance function to Norfolk Naval Shipyard. This Candidate Recommendation is only worthwhile if Norfolk Naval Shipyard is not in the Working Capital Fund, which Requires Changing PBD 702.



# Ship Repair Recommendation Status (Continued)

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- Three Candidate Recommendations Consolidate Ship Maintenance Engineering and Planning Functions from Relatively Small and Geographically Separate Detachments into the Parent Naval Shipyard
  - IND-0095: Boston Planning Yard does ship repair planning functions for Puget Sound Naval Shipyard primarily for large-deck surface ships
  - IND-0096: Plant Equipment Support Office does equipment engineering work for Norfolk Naval Shipyard in support of ship maintenance
  - IND-0097: Shipbuilding Support Office does engineering and planning work for Norfolk Naval Shipyard
  
- One Remaining Recommendation, Close Portsmouth Naval Shipyard, Will Be Heard by the ISG on 25 February

# Navy Input: Joint Industrial Maint Opportunities OCN: 11296 and Joint Governance Constructs

*“A culture of readiness is our objective yet readiness at any cost is not an option!” Excerpts from CNO Guidance for 2005*

**“Effectiveness and Efficiency” Must Be Attained, Not Just One Or The Other**  
**RADM Bill Klemm I-JCSG**

Who We Are – What We Believe

- Fleet Readiness
- “Cost-Wise” ( Less \$'s )
- Time On Wing ( Less Stuff )
- Speed ( Less Time In Maint )
- People ( Continuous Improvement )

**VADM Wally Massenburg**

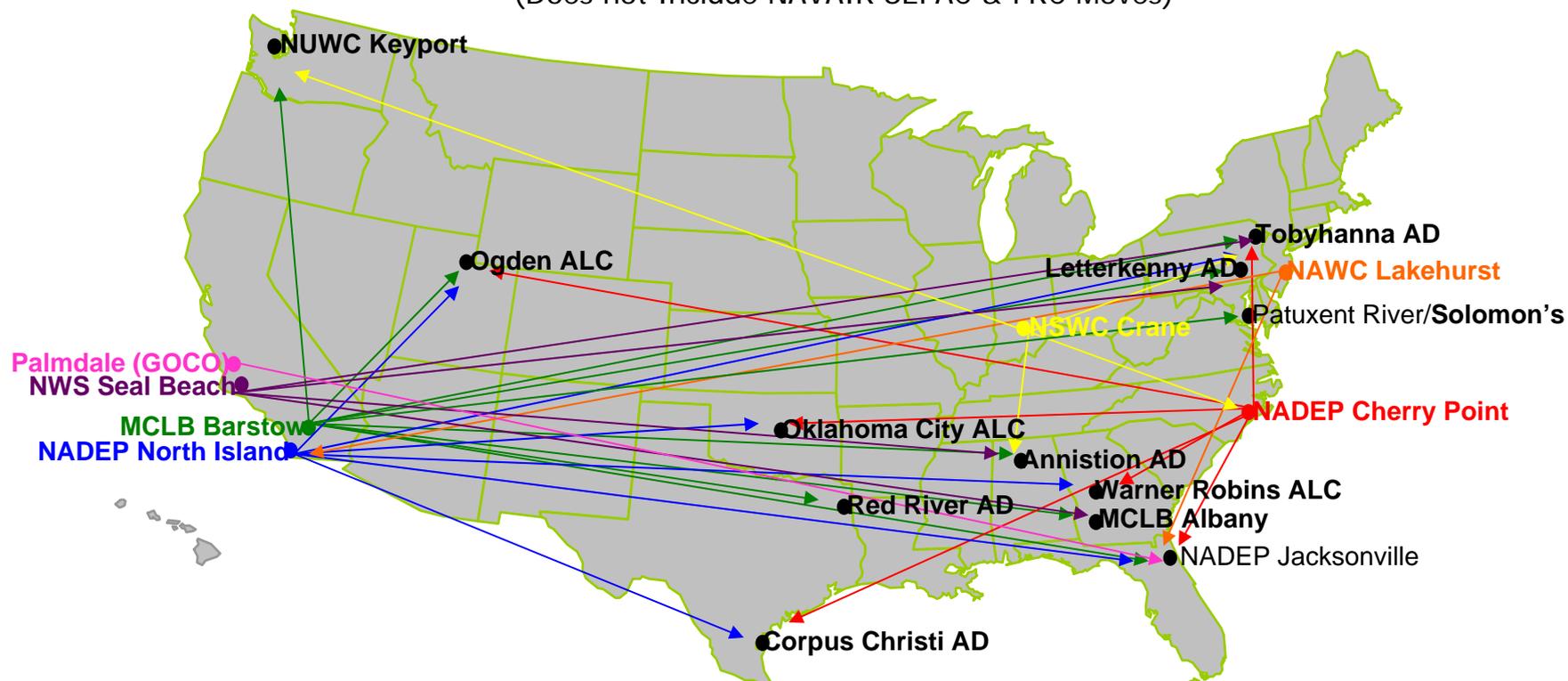
**“The Fleet Readiness Center Concept Is The Next Step The Naval Aviation Enterprise Is Taking On The Path To More ‘Cost-Wise-Readiness’ Through Truly Transforming The Way We Do Business ... and Since Jointness is a Prime Directive, We Must Consider How We Can Expand This FRC Concept Across Service Lines So All Of DoD Benefits” .... **RDML Mike Bachmann****

10 FEB 05

# Considered BRAC05 Workload Movements From/To Navy and Marine Corp Activities

DEC 11 2006

(Does not Include NAVAIR SEFAC &amp; FRC Moves)



- **I-JCSG Maint Sub-group Considered A Wide Range Of Options That Have Impacts To NAVY / USMC / USAF / ARMY Activities**
- **NAVY / USMC aggressively sought to produce Transformational Options That Deliver “Effectiveness and Efficiency” Improvements and Returns Resources To DoD/Navy For Other Priorities**
- **FRC Concept + Conventional BRAC Closures Are Being Recommended By Navy / USMC Team ( we’re on board w/ transformation ‘aggressively’ )**



# JOINT OPTION

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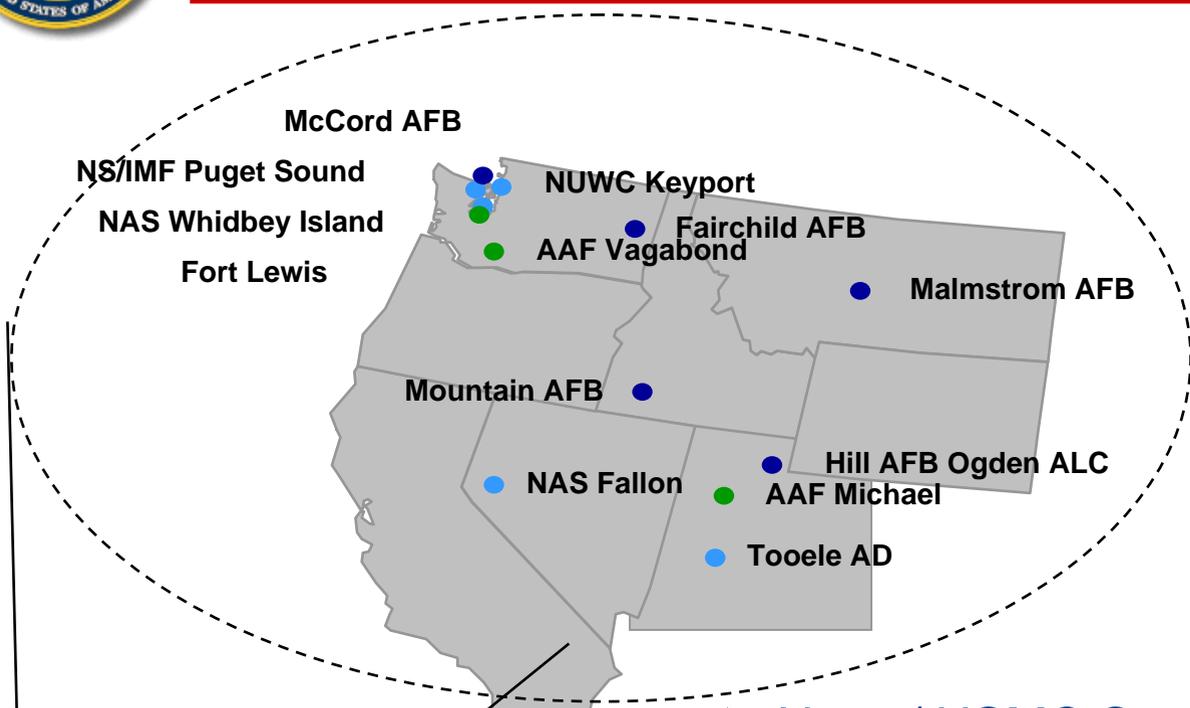
- Create Joint Readiness Centers
  - Integrate DoD regional maintenance capability under joint leadership
  - Introduce Navy FRC enterprise process
  - Establish "Joint governance model"
    - ❑ Rotating flag leadership
    - ❑ SES Deputy selected from all Service candidates
    - ❑ Service team leaders

# JOINT READINESS CENTER NORTHWEST ?

DCN: 11296



- Navy
- Army
- Air Force
- Marines



- Navy / USMC Starts w/ FRC
- USAF & ARMY Adopt Concept
- Create Joint Regional JRC
  - Transform to 2 level Maint ( From 3, 4, 5 )
  - Max Collaboration Between Military & Civilian Maintainers
  - Transform to increasingly Joint procedures, processes, policies, equipment, standards, etc
  - Continue necking down facilities, people, equipment as JRC ‘Enterprise’ interoperability improves.



# JRC ADVANTAGES

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- **JRCs** Could Achieve Greater Savings Across DoD
- Provides Joint Pilot Effort That Can Be Expanded To Other Regions Without a BRAC
- Addresses Geographic Concerns
- Minimizes Disruption and Hence, Potential Readiness Impact, During Transition / Transformation

# Joint Governance Info White Paper

DCN: 11296



Navy Rep, I-JCSG, RADM Bill Klemm [klemmwr@navsea.navy.mil](mailto:klemmwr@navsea.navy.mil) 10 Feb 05

## Information White Paper “**DRAFT**”

**Subject:** Navy Position on Governance of Future Joint Depot Maint Activities

1. The I-JCSG tasked Navy to provide input on what “Governance Construct” considerations it would suggest if BRAC-05 actions resulted in the establishment of Joint Depot maintenance activities. Navy suggests that the Fleet Readiness Concept be considered for Joint application. In this regard, a Joint FRC might be governed by a mixture of Officers and Civil Service Leadership appropriate to the mixture of the work accomplished. This said, FRCs are strategically located at major fleet concentrations; and the FRC Sites are located where smaller fleet concentrations dictate support adjacent to the operational units. Also FRCs are not exclusively Depot level facilities, as the Aviation Depots were in the past. Rather FRCs are composite activities that combine the Intermediate and D levels of maintenance into “one seamless off aircraft / off equipment maintenance activity” and significantly streamline the performance of maintenance with corresponding reductions if manpower, facilities, DLH’s and spare parts required.
2. The Navy input is that governance of a designated Joint Depot level maint activity should be based upon the workload mix at that activity.
  - > For small workloads, and for relatively small “other Service percentage of workloads” accomplished by the Joint Depot Maint Activity in question, the Depot Maint Inter-servicing Support Agreement ( DMISA ) process should be retained with limited or no Navy representation at the depot accomplishing the work.
  - > For significant workloads, defined as more than 300 FTEs or ~ 500K Direct Labor Hours (DLHs) of depot level maintenance, the Navy position is that increasingly senior Military Officers and appropriately skilled Civil Service leadership and management personnel would be represented on the Joint Depot’s staff and assigned in positions related to that specific workload. These should not be observers, rather a part of the team and chain of command at the Joint Depot or Joint FRC.
  - > For substantial amounts of Navy workload accomplished within a designated Joint Depot Maint Activity, the Navy suggests that rotating “Command” of that activity be embraced. In this regard, for Aviation Depots, and the future Fleet Readiness Centers, Navy intends to make these “Major Commands” that will be commanded by O-6 Navy / USMC Colonels. Shipyards are also normally commanded by Navy Captains. The amount of work that would be viewed as “substantial” would be Naval Aviation maint workload of 3 Million DLHs or more. For Depots where the entire base is exclusively associated with the depot, such as some Army and USAF activities, the Navy would expect to be considered for rotation as Base Commander at the Flag level if they had substantial work being done at that activity. A Navy sourced SES rotation should also be considered for the leadership team at such a major Joint activity.
4. Recommendations: Look for every possible opportunity to provide Joint Depot and Joint FRC maintenance services to operating units and the supporting supply systems, and establish joint governance as appropriate such that individual Services are comfortable they have a direct voice in the accomplishment of the maintenance in an agile, efficient and effective manner.