

BRAC 2005
Supply and Storage Joint Cross Service Group

Meeting Minutes of September 25, 2003

Vice Admiral Gordon Holder, Director, Logistics (J4), the Joint Staff, chaired this 6th meeting of the JCSG principals. The list of attendees is at Attachment 1.

The Chairman indicated that the main purpose of the meeting was to debrief the group on the September 24, 2003, Infrastructure Steering Group (ISG) meeting. Captain England led the discussion that covered the ISG's comments on each of the slides presented. ISG briefing slides are at Attachment 2. There were no ISG comments on slides 1-4.

Slide 5 Battle Plan-Initial Segmentation: The ISG comment related to evaluation of Supply and Storage infrastructure at the installation level and below. Concern was expressed that the group not focus on the individual Services' supply and storage operations at levels that were tied to base operations and, therefore, had little potential for aggregation. The Chairman and the principals discussed the issue and agreed that the group will start to concentrate on the "above the installation level" infrastructure (largely wholesale level), since that is where the biggest opportunities exist. However, evaluation of installation and below issues is necessary, needs to be done carefully, and will evolve. VADM Holder briefed this approach when it was questioned at the ISG meeting and the ISG members agreed. Lt Gen Zettler raised the issue that the word "operational" should have been included in the definition of "installation and below" to more fully characterize the needs being supported. VADM Holder agreed to do that.

Slide 6 Functions for Analysis-Commodity driven: The ISG questioned where the Defense Reutilization and Marketing Office (DRMO) function would be analyzed. The JCSG principals discussed the issue, and decided to assign review of the DRMO infrastructure to the Clothing and Troop Support Group, led by the Marine Corps JCSG member.

Slide 7 Overview – S&S JCSG Organization: The group will need dedicated workspace and a main driver is the need for secure storage of material. The Washington Navy Yard and Rosslyn are among the possibilities being pursued, and Captain England is working this personally.

Slide 8 *Capacity Analysis Methodology - Approach*: The question of who will assess risk will become an important issue. If the JCSG decides a given level of risk is acceptable, the issue must go forward to be approved at a higher (ISG or Infrastructure Executive Council) level. The issue will become critical in development of Military Value.

Slide 9 *Scope of Activities*: It was re-re emphasized that business process re-engineering would be considered in the analysis.

Slide 10 *Updates*: No comments

Slides 11& 12 *Capacity Analysis Methodology – Linking Metrics*: The question of having a “customer satisfaction” metric was raised. After some discussion it was decided that metrics that assure the customers’ needs are being met would serve to measure customer satisfaction.

Slides 13 & 14 *Capacity Analysis Methodology – Further Considerations and Issues Impacting Analysis*: No comments

During the briefing to the ISG, Mr. Wynne asked that the group be sure to consider inventory valuation in addition to volume in developing capacity analysis. The group agreed to do so. Regarding Mr. Wynne’s comments on considering future embarkation and debarkation points, it was determined the issue was scenario dependent and would be addressed during that part of the process. In response to an ISG question about having enough people to support his group, the Chairman re-iterated the assignment of people was slow, but it was improving. The ISG had stressed that contractors not be in a position to make decisions (that should be the providence of government employees), and that coordination between the JCSG Chairs, as well as with the Services, is essential to avoid disconnects. The group agreed with that guidance.

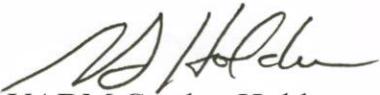
Mr. Potochney, the OSD BRAC Director, said that as a result of the ISG briefing and report, Mr. Wynne would provide a memo to VADM Holder reflecting the ISG’s deliberations on the Supply and Storage JCSG’s approach to capacity analysis, directing that DRMO be included in the analysis and that the group refine the data call questions as they proceed with the next steps in the process.

VADM Holder thanked everyone for their effort, and directed that the working group continue developing capacity questions for the upcoming data call.

The members agreed that the next meeting of the JCSG principals would be held on November 10, 2003, and would be scheduled on the 2nd Monday of each month thereafter.

The meeting was concluded at 1730 hours.

Approved: _____


VADM Gordon Holder
Chairman, Supply and Storage
Joint Cross Service Group

Attachments:

1. List of Attendees
2. ISG briefing slides

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Supply and Storage JCSG Meeting 25 September 2003

Attendees

Members:

VADM Gordon Holder, Director, Logistics (J4), Joint Staff
Lt Gen Michael Zettler, DCS (Installations and Logistics), HQ USAF
RDML Al Thompson, Director, Supply, Ordnance, and Logistics Operations
Division, N41
BGen Ed Usher, USMC, Logistics Plans, Policy, and Strategic Mobility (LP)

Alternates:

Colonel Joseph Lahue, DLA (for VADM Keith Lippert)
Mr. Robert Williams, USA rep (for LTG Claude Christianson)

Others:

LT Daniel Bessman, JS
LTC Nancy Combs, USAF BRAC
Major Adam Coons, Navy BRAC
Mr. John Desiderio, OSD, ODUSD (I&E)
Colonel Bob Destafney, IL HQMC
Captain Dave England, JS J4
CDR Tom Hammang, JS J4
LCDR Beth Hartmann, Navy BRAC
CPT Emeterio Hernandez, USAF JCSG
Colonel Dave King, AF/ILG
Mr. Bob Meyer, OSD, ODUSD (I&E)
Mr. Peter Potochney, Director, Housing, ODUSD (I&E)
Mr. Tilghman Schraden, DODIG
CDR John Spicer, OPNAV N41
Lt Col Greg Truba, IL HQMC



Supply and Storage Joint Cross Service Group (S&S JCSG) Capacity Analysis

Chair: VADM Gordon Holder

*Briefing to the
Infrastructure Steering Group (ISG)
24 September 2003*

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Agenda



- **Overview**
- **Battle Plan**
- **Functions for Analysis**
- **Capacity Analysis Methodology**
- **Issues Impacting Analysis**



Overview – S&S JCSG Objectives

- Ensure strategic Supply and Storage infrastructure capabilities support strategic objectives –
 - Support current global operations
 - Sustain National Military Strategy
 - Support rapid, flexible, responsive distribution
- Collapse multi-layered sustainment structure
 - Develop an effective distribution system, focused on entire distribution network, strategic to battlefield



Battle Plan



<ul style="list-style-type: none">● Establish sub-groups and respective leads	DONE
<ul style="list-style-type: none">● Refine capacity questions● Determine capacity (including surge capacity)<ul style="list-style-type: none">➤ Assess industrial base (Service PMs' responsibility)● Determine surge requirements (Services' responsibility)	ONGOING
<ul style="list-style-type: none">● Determine military value metrics● Collect data● Develop scenarios● Conduct analysis● Develop recommendations	FUTURE



Battle Plan – Initial Segmentation

Initial Segmentation of Supply & Storage Infrastructure

- Above the installation: Infrastructure/facilities that procure, hold, and manage material not specific to individual operating units (infrastructure to support inventory held for sale, redistribution, or production), includes ICP function
- Installation and below: Infrastructure to support organizational level needs (i.e. ships, squadrons, wings, battalions, repair shops)



Functions for Analysis – Commodity-driven

Fuel, Special, Test Measurement and Diagnostic Equipment (TMDE), Ammo

- Grouped due to special storage requirements
- Air Force lead

Rations, Medical, Construction

Material

- Primarily commercial items covered under Direct Vendor Delivery contracts
- Navy lead

Repair Parts, End-Items

- Traditional, generic items with common storage requirements
- Army lead

Clothing, Troop Support

- Somewhat service specific (primarily ground forces)
- Marine Corps lead

Overview – S&S JCSG Organization



Joint Cross Service Group
Supply and Storage

VADM Holder
Chair

O-6 Working Group

Lt Gen Zettler, USAF
Fuel, Special, TMDE
Sub-group I

RDML Thompson, USN
Rations, Medical, and Construction
Material
Sub-group II

MG(P) Christianson, USA
Repair Parts and End Items
Sub-group III

BGen Usher, USMC
Clothing and Troop Support
Sub-group IV

Support AMMO Sub-group of Industrial JCSG

Military	Civilian	Contractor
22	5	4



Capacity Analysis Methodology – Approach

- Develop metrics
 - Tie metrics to functions
 - Measure capacity
- Define maximum potential capacity
- Gather data
 - Assign data gathering organizations (DLA/Services)
- Assess surge capacity requirements
 - Assess industrial base
 - Assess risk
 - Determine appropriate level of acceptable risk



Scope of Activities

- Requirements determination
- Requisitioning
- Stock control
- Technical support
- Physical inventory management
- Material handling
- Requisition processing
- Receipt processing
- Material issuing
- Warehousing
- Shelf-life management
- Quality assurance
- Packaging
- Preserving
- Shipping
- Traffic management
- Distribution



Updates

- **Changes to SecDef Approved Functions**
 - “Special” added to list of commodities
 - Includes Chemical, Biological, Radiological items
 - Includes Hazardous Material (HAZMAT)



Capacity Analysis Methodology – Linking Metrics



<i>SUB-FUNCTIONS</i>	<i>ATTRIBUTES</i>	<i>METRICS</i>
<p>Distribution</p>	<p>Mode</p> <ul style="list-style-type: none"> • Receipts • Issues • Turn-ins <p>Throughput</p>	<ul style="list-style-type: none"> • Average tons per day • Number of receipts/issues/turn ins • Max number processed per day at surge • Pipeline/Barge, Hydrant pits, Service refuelers (i.e., R-11s, R-12s, HMMTS), Pantographs, oilers, fill stands, etc • Receipt/Issue Capability (gallons per minute, line items received/issued) • Distance in miles to nearest airport of debarkation • Distance in miles to nearest seaport of debarkation



Capacity Analysis Methodology – Linking Metrics



SUB-FUNCTIONS	ATTRIBUTES	METRICS
Storage	Size Type Condition Age Level of Effort	<ul style="list-style-type: none"> • Attainable cubic feet • Bbls/sq ft • Usable space vs. used space • Average number and dollar value of inventory • Max number stocked at surge • Whse, tank type (above ground/ underground, cut and cover, double-walled, cryotainers, etc.) • Condition code, annual MX costs • Years • Number of customers serviced from facility • Manpower



Capacity Analysis Methodology – Further Considerations

- Location of Functions
 - “Above the installation” level
 - “Installation and below” level
 - Supporting/surrounding community infrastructure: describe local transportation capabilities and capacities (local/regional air and sea ports, rail heads, and major highway network)
- Infrastructure that performs functions/supports throughput:
 - Storage facilities/distribution centers
 - Inventory management methods/management control activity (Services and DLA)
- Performance
 - Capability to meet customer requirements and expectations
 - Growth potential



Issues Impacting Analysis

- Evolving Force Structure / Global Positioning Strategy
 - May not be in sync with Data Call timelines
- Industrial Base Evaluation
 - Who is capable and responsible?
- Risk Assessment
 - What are the Services' acceptable levels of risk? DoD's?
- Economies across Services during Surge Requirements
 - Where are the synergies (1+1≠2)?
- Metrics Development
 - Requires Service participation