

BRAC 2005 Supply and Storage Joint Cross Service Group (JCSG)

Meeting Minutes of May 10, 2004

Vice Admiral Gordon Holder, Director, Logistics (J4), the Joint Staff, chaired this 13th meeting of the JCSG Principals. The meeting was held in the J-4 Conference Room. The list of attendees is attached. (Attachment 1)

VADM Holder thanked everyone for their hard work in getting the Military Value report and questions for the field completed, and expressed his concern about the impact of delays in receipt of certified capacity data and that he was working this with the OSD BRAC office.

Lieutenant Colonel Faulkner provided the JCSG with an administrative update. Significant items addressed included the development and approval of the JCSG data management plan; the assignment of four quotas to attend COBRA training, and the departure of Colonel Hills this month as he retires from the Army and begins a new civilian career. He will be replaced on the Supply and Storage JCSG by Colonel Bockenstedt. The Air Force has provided two contractors from LMI as data programmers for the JCSG. Major Feaster has returned to the Air Combat Command and her replacement has not yet reported. Overall, the personnel situation, both in terms of numbers and skill sets has stabilized. (Attachment 2).

The BRAC timeline was the next item discussed. The capacity data call responses were provided to the JCSG on April 28, 2004, and the data analysis team is beginning to evaluate the data. It was noted that the ISG will be requiring an "interim" capacity report from each JCSG in order to demonstrate their ability to determine capacity. This interim report will be expected to provide the capacity calculations for all of the Supply and Storage JCSG functions at one location, and will be due to the ISG on May 25, 2004 or later, depending on when the tasking gets signed out. Some calculations may be incomplete due to incomplete and inaccurate data; however, the interim reports should serve to highlight each JCSG's capacity calculation plans and problems. The final capacity report will be due to the ISG about June 18, 2004. The principals noted that the inability to quickly replace inadequate and missing capacity data will adversely impact the JCSG's ability to provide a complete final product by that time. It was noted that OSD expects the JCSG Principals to participate directly with their Military Departments in clarifying and resolving the capacity data call issues which impact the JCSGs ability to complete the capacity analysis in a timely manner.

In addition to capacity report issues, the timeline (Attachment 2) anticipates:

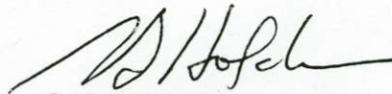
- Military Value Data call issued to the field May 25th
- Military Value Data returned to the JCSG's July 23rd
- Follow up data calls issued as needed May thru September

- Military Value Analysis during August and September
- Scenario Development September through November

LCDR Stark updated the group on the status of the capacity data evaluation and analysis. (Attachment 2) The capacity data team has established master and production data bases, and has created "trees" to array data by activity and function. The team is currently performing quality assurance checks to identify data problems such as missing data, unanswered questions, responses from activities that should not have responded, etc. Based on the capacity data responses, the capacity analysis team is developing a list of activities of primary interest. These activities are expected to represent the major activities and installations of most interest to the Supply and Storage JCSG. The JCSG capacity questions requested "activity-level" data. The Air Force and Army reported consolidated capacity data at installation level. The JCSG requires that these installations break-out, by activity, this data. This is critically important for their analyses and is a requirement for the capacity model to work as designed.

Captain England then provided a Military Value update (Attachment 2). The JCSG has addressed all Military Department BRAC Director issues, and the final report is ready for submission to the ISG. The questions to be submitted to the field have been entered into the Input Question Tool (IQT) and they need to be checked by the Data Standardization Team (DST) to assure they are targeted and structured correctly to fit into the Military Department databases.

Approved: 6/18/04



G. S. HOLDER
Vice Admiral, USN
Director for Logistics, J-4
Chairman, Supply and Storage
Joint Cross Service Group

Attachments:

1. List of Attendees
2. Briefing slides

ACTIVITY: S&S JCSG
CONTROL NUMBER# 42410-0565
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Pages: 1-41

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Supply and Storage JCSG Meeting 10 May 2004

Attendees

Members:

VADM Gordon Holder, Director, Logistics (J4), Joint Staff
VADM Keith Lippert, Commander, Defense Logistics Agency
LTG Claude Christianson, Assistant Deputy Chief of Staff, Logistics, G-4
LGEN Donald Wetekam, Deputy Chief of Staff (Installations and Logistics), HQ USAF
RDML Al Thompson, Director, Supply, Ordnance, and Logistics Operations Division, N41

Alternates:

Ms. Sue Kinney, USMC, Logistics Plans, Policy, and Strategic Mobility (LP)

Others:

Mr. D. Blazer, AF JCSG
Major Lance Champagne, AF JCSG
Captain Dave Coderre, Navy JCSG
Mr. John Desiderio, OSD, ODUSD (I&E)
Mr. Ron Deming, Army JCSG
Captain Dave England, JS J4
CDR Steve Frake, Navy JCSG
Lt Col Mark Faulkner, JS J4
CDR Kelvin Goodwine, Navy JCSG
Colonel Rocky Hills, HQDA
Colonel Nancy Kaczor, DLA
Mr. Dave Kelly, Navy JCSG
Colonel Dave King, AF/ILG
Mr. Barry Lowman, Army JCSG
Mr. Bob Meyer, OSD, ODUSD (I&E)
Ms. Nancee Needham, DODIG
LCDR Kristina Nielsen, Navy JCSG
Mr. Rod Okabayashi, Army JCSG
MG Craig Rasmussen, AF JCSG
LCDR Tim Stark, Navy JCSG
Lt Col Greg Truba, IL HQMC
Mr. Robert Williams, USA rep
Captain Walt Wright, Navy JCSG



Supply and Storage
JCSG Meeting
10 May 2004



Agenda

- Opening Remarks – VADM Holder
- Admin Update – LtCol Faulkner
 - Personnel
 - Timeline overview
 - Miscellaneous “one-liners”
- Capacity Data Update – LCDR Stark
- Military Value Update – CAPT England
 - Final report submission
 - Revised questions
 - Activity targeting
- Optimization methodology – Dr Nickel

Personnel

as of 10 May



	# Available (5)	# On-site (2)	Comments/Issues
Army	5	3	<ul style="list-style-type: none"> • COL Hills replaced by COL Bockenstedt
Navy	6	3	
Marines	4	4	<ul style="list-style-type: none"> • Replacement for CDR Edgar working
Air Force	5	4	<ul style="list-style-type: none"> • Ms Wang & Mr Burleson / Data Programmers / on-board (LMI) • Maj Feaster returning to ACC / replacement working
DLA	5	2	

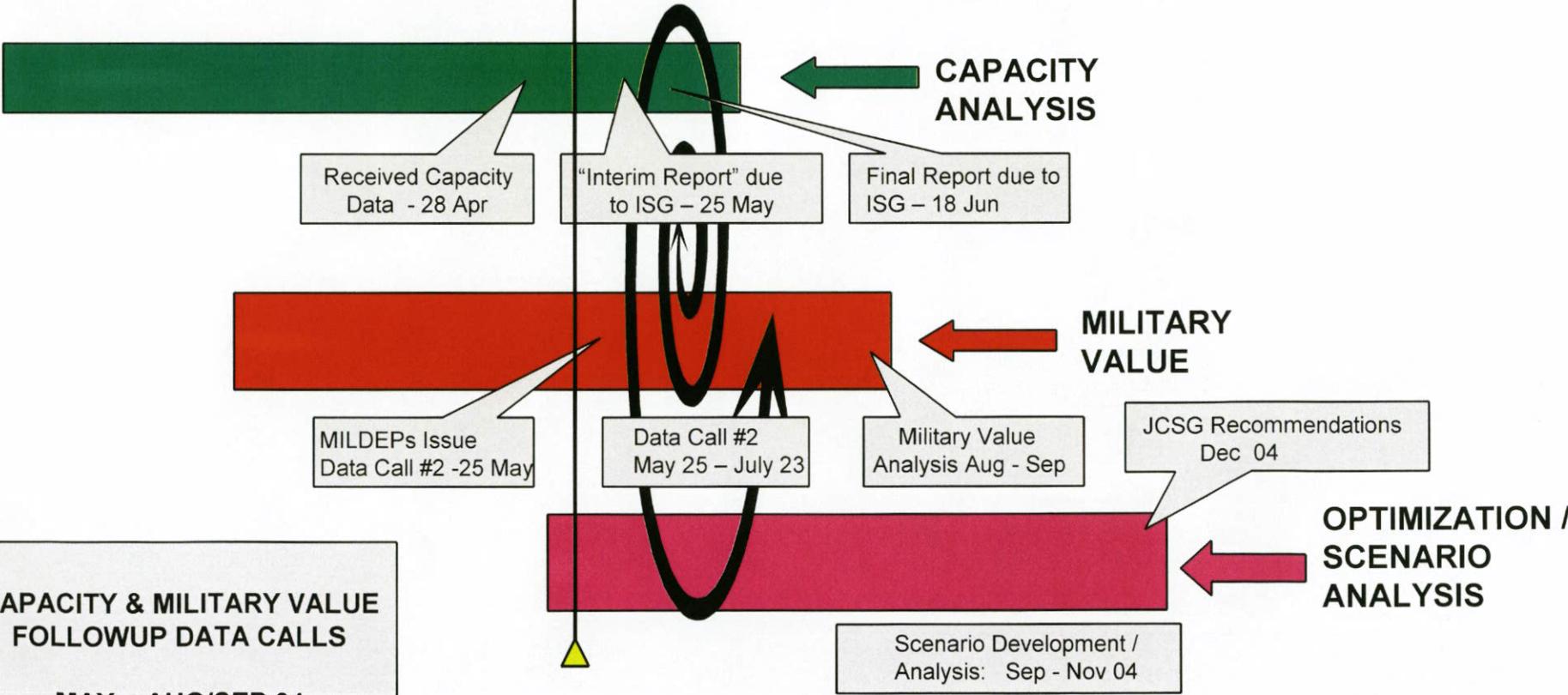
- “Available” represents personnel identified by name as S&S JCSG members.
- “On-site” represents personnel whose primary duty local is Rosslyn... Excess beyond # on-site not currently required.



BRAC Timeline Overview



2003			2004												2005				
O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M



CAPACITY & MILITARY VALUE FOLLOWUP DATA CALLS

MAY - AUG/SEP 04



Miscellaneous One-liners

- Principles & Imperatives
 - ISG memo of 20 Apr / Agenda item for 14 May ISG
 - Anticipate ISG asking JCSGs for imperatives
- S&S JCSG Data Management Plan in place
- Cobra Training – 4 quotas
- Military value activity targeting complete & certified
- OSD developing a “Data Call #1 Clarification Process”
 - JCSGs meet directly with Service BRAC Office
 - OSD BRAC Office role in this process uncertain



Capacity Data Update

- Initial data received 28 Apr
- Current capacity data team actions:
 - Master & production databases
 - Activity “trees” – sample
 - Activity level QA effort ongoing
- Data Problems
 - Structural: fixed vs variable tables
 - Quality: missing data; unanswered/partially answered questions
- Way Ahead
 - Staff/approval of “activities of primary interest” (within JCSG)
 - By activity detailed analysis / identify suspect responses
 - Package activity/question problems for Service BRAC meetings

- 309
 - 67 DRMS
 3/54 ~ 8-9%
 ERRORS
 - PROBLEMS
 IN ALL
 *



Military Value Update

- Final Report
 - Ready for submission to ISG – awaiting tasking memo
 - Addressed all Service BRAC Directors' issues
- Questions ready to go to Service/DLA BRAC Offices
- ISG issues & S&S question revisions:
 - **IT**
 - ISG comment: *“Use of out-year dollars is not appropriate ...use FY04 data to assess facilities”*
 - » “What percentage of S&S Activity’s network backbone will be fiber optic cable by the end of FY04?”
 - » “What percentage of S&S Activity’s infrastructure (within and between buildings) will be connected to network backbone via fiber optic cable by end of FY04?”



Military Value Update

- **MILCON**

- ISG comment: *“Use of out-year dollars is not appropriate ...use FY04 data to assess facilities”*

- » “What is total square footage for all MILCON projects authorized for construction and design in FY03/04/05”

- » Asking for Facility Category Code & Project Description

- **Labor Pool Availability** - 2 part question / 1 ratio

- ISG comment: *“Use of local unemployment rate is not appropriate because it does not measure a particular skill set”*

- » “Provide your S&S Activity’s total number of non-military personnel employed. ”

- » “Provide “private non-farm employment” number (from U.S. Census Bureau website) for the county in which your S&S Activity is located.”



Military Value Update

- **Availability of Skilled Work Force**

- ISG Comment: *“...ISG agrees that the time it takes to fill positions is a good indicator of available workforce...however, structured metric is more a measure of personnel system...please revise question to better reflect in the area. Use of local unemployment rate is not appropriate because it does not measure any particular skill set”*

- » “...provide the average length of time (in days) required to fill government civilian job openings within the S&S Activity.
- » “...provide the average length of time (in days) required to fill all Government civilian job openings within the installation.”



Military Value Update

- **Distribution**

- ISG Comment:

- » Agrees with current metric focusing on transportation node
 - » Believe also value in assessing time to deliver to customer
 - » *“We request that the JCSG pursue determining ability to capture data that will complete the analysis of the delivery cycle and include such a metric if the data is available.”*

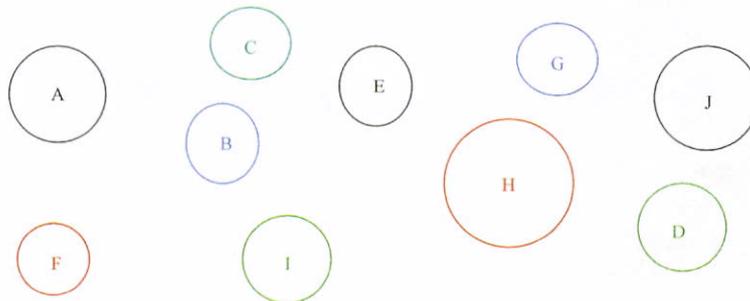
- **Recommended S&S Position**

- Transportation node is (S&S JCSG) “customer”
 - Customer determination & supporting metric not feasible
 - » Volatile and dynamic customer base
 - » Timeliness of delivery - function of DoD priority system
 - » Single distribution process manager still in its youth

Proposed Optimization Methodology: Generating Alternatives

DON IAT

Optimization methodology: filter alternatives



- Example: Given 10 activities, there are 175 alternatives that close 1, 2, or 3 activities
- Find a subset of the 175 possible alternatives for scenario development and in-depth analysis

Outline

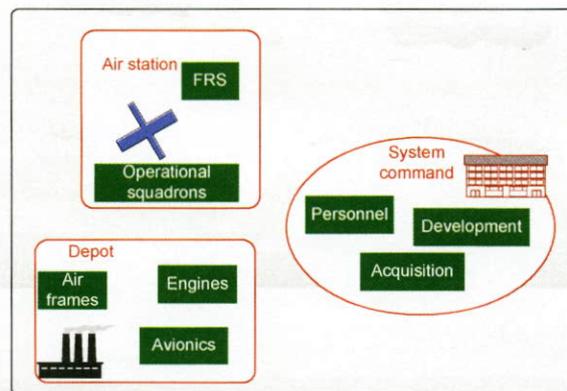
- Background
- Optimization methods
- Method choices
- Example
- Optimization model inputs and outputs

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3

Definitions

Base/installation



- **Activity:** the basic organizational unit
- **Functions:** partition of the activity

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Optimization approach

- Notionally:
 Max (total retained MilVal) - ρ (retained "resources")
 Subject to:
 retained capacity \geq required capacity (each type)
 satisfy policy imperatives
- Vary ρ to show different trade-offs
- Defined by JCSG:
 - Military Value
 - Resources
 - Policy imperatives

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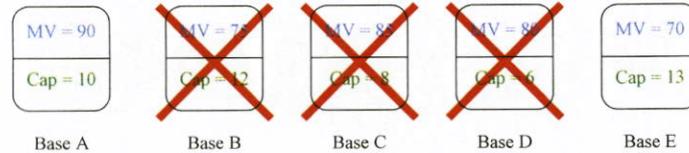
Optimization alternatives

Size reduction focus	Military value focus	
	Activity	Function
reducing activities	Method 1	Method 3
reducing resource capacity	Method 2	Method 4

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DoN BRAC 95 methodology



Capacity requirement = 23

Average MV = 80

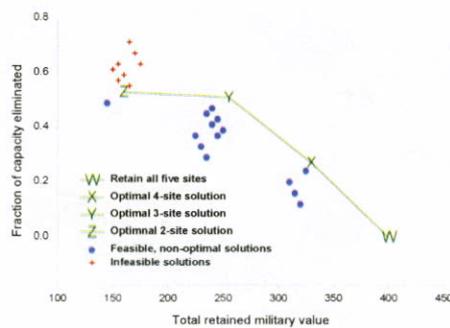
- Objective:
 - Minimize excess capacity
- Subject to:
 - Maintain or improve average MV
 - Any other needed constraints

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Generating alternatives

- Explore trade-offs between:
 - Enhancing military value
 - Reducing infrastructure
- Enhance military value:
 - Maximize total retained military value
 - Activities
 - Functions
- Reduce infrastructure:
 - Penalize number of activities (functions) retained
 - Penalize retention of excess resources
- Generate 1st, 2nd, and 3rd best solutions



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Method choice

- Methodology choice is a **policy** decision
 - Mathematically very similar
- Many alternatives nested within general approach
 - Maximizing average military value results from constraint on number of open sites
 - DON BRAC '95 approach is a special case of activity-based military value with goal of minimizing capacity
- Rank-order methods are a simplification of the different methods
 - But with restrictions on the alternatives considered

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Hypothetical example

- Example illustrates the effects of different approaches
- Caution
 - Results are data-specific. Different values may lead to different conclusions
 - Decision should be based on understanding of issues
 - Example does not exhibit all capabilities

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Depot allocations

Activity	Air frames	Tanks	Turbines	Electronics
Alpha	14		40	500
Bravo	10		84	405
Charlie	16		88	395
Delta		18	43	1,210
Echo		5	30	450
Foxtrot		9	15	440
Golf				1,100
Requirement	40	32	300	4,500
Max production	97	64	757	21,868

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Depot resources

Activity	Test ranges	Fabrication shops	Hangars	Test facilities
Alpha	2	1.2	12	0.9
Bravo	1	0.9	7	1.3
Charlie	1	1.6	3	2.3
Delta	2	2.1	0	1.7
Echo	1	3.0	0	0.7
Foxtrot	2	1.7	0	2.4
Golf	0	0	0	1.8

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Resource requirements for production

Product	Test ranges	Fabrication shops	Hangars	Test facilities
Air frames	0.02	0.01	0.37	0.0023
Tanks	0.01	0.059	0	0.0047
Turbines	0	0.0067	0	0.0030
Electronics	0	0	0	0.0002

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Depot and function military values

Activity	Activity MV	Air frames MV	Tanks MV	Turbines MV	Electronics MV
Alpha	62	82		35	57
Bravo	61	50		62	89
Charlie	67	66		81	80
Delta	72		75	73	64
Echo	63		93	44	74
Foxtrot	75		54	54	85
Golf	55				92
Averages	65	67.13	74.00	62.28	79.30

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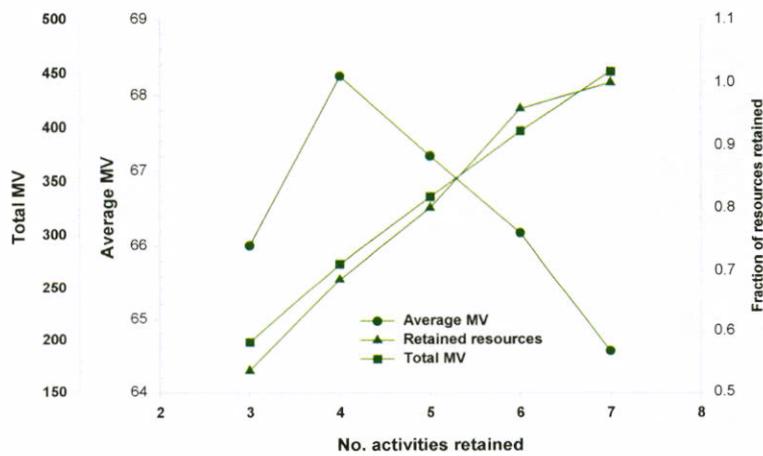
Normalized and scaled functional military values

Activity	Air frames MV	Tanks MV	Turbines MV	Electronics MV
Alpha	200		43	62
Bravo	122		77	97
Charlie	161		100	87
Delta		161	90	70
Echo		200	54	80
Foxtrot		116	67	92
Golf				100

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15

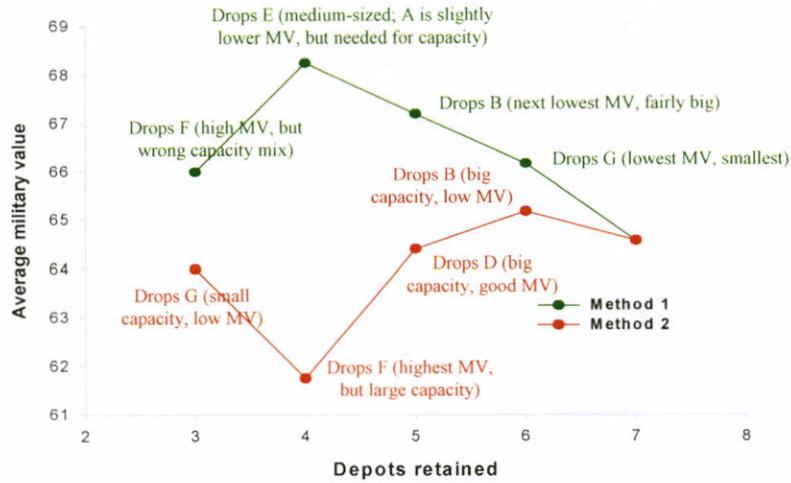
Max total retained activity MV (Method 1) (Penalize number of activities retained)



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16

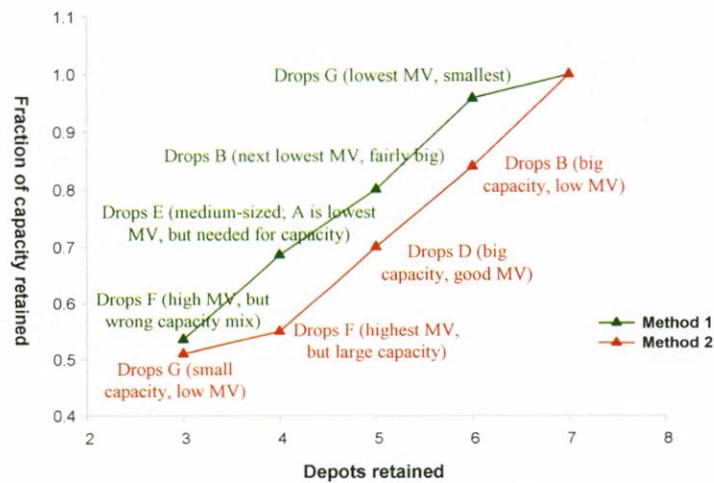
Methods 1 & 2: average MV



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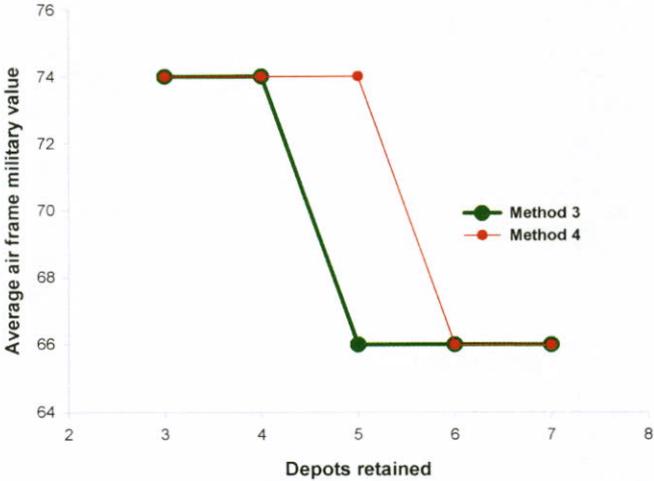
Methods 1 & 2: capacity retained



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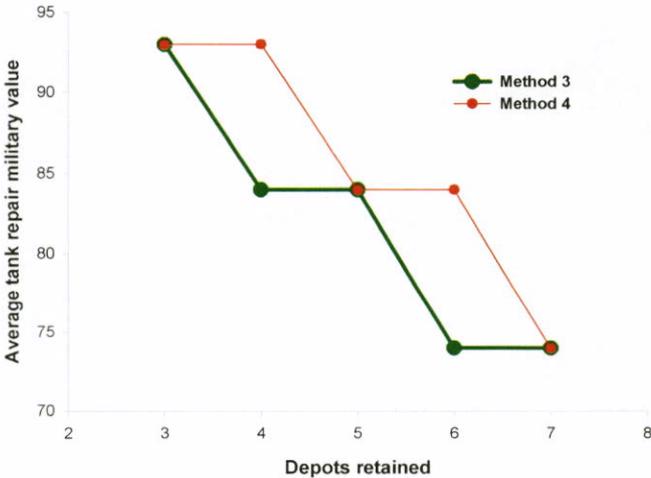
18

Methods 3 & 4: air frames



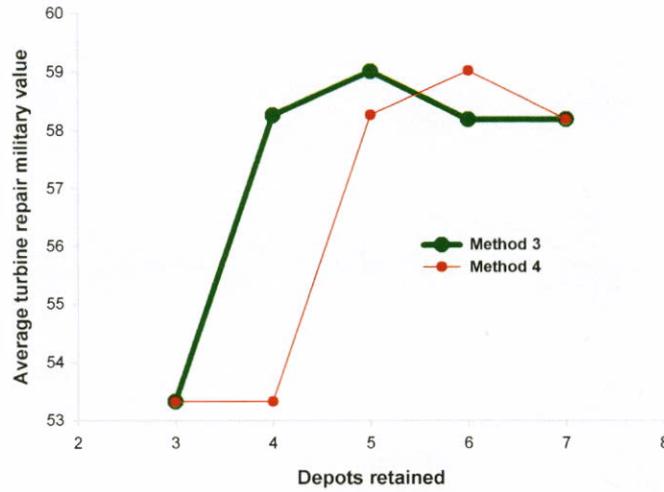
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Methods 3 & 4: tank repair



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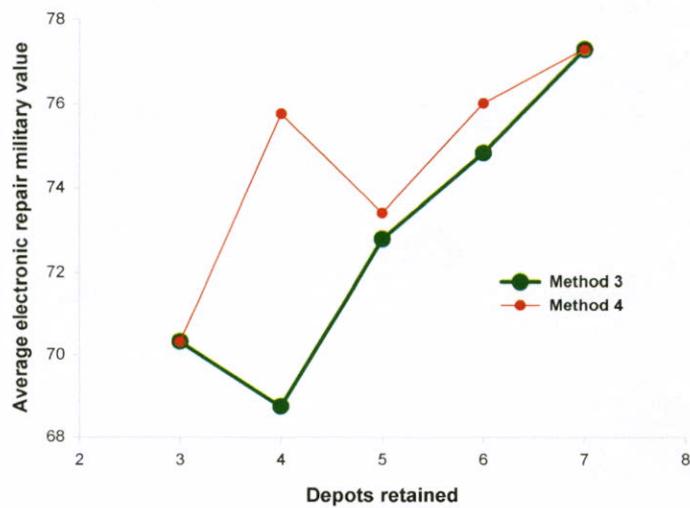
Methods 3 & 4: turbine repair



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21

Methods 3 & 4: electronics



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Depot expansion example

- Allow resource expansion
- Start from method 4 three-depot solution
- Use same settings, but allow expansion
- Obtain a two-depot solution

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23

Resource expansion

Activity	Test ranges	Fabrication shops	Hangars	Test facilities
Alpha	0	0.1	3	0.5
Bravo	0	0.1	2	0.6
Charlie	0	0.1	1	0.7
Delta	0	0.2	0	0.4
Echo	0	0.3	0	0.6
Foxtrot	0	0.1	0	0.6
Golf	0	0	0	0.4

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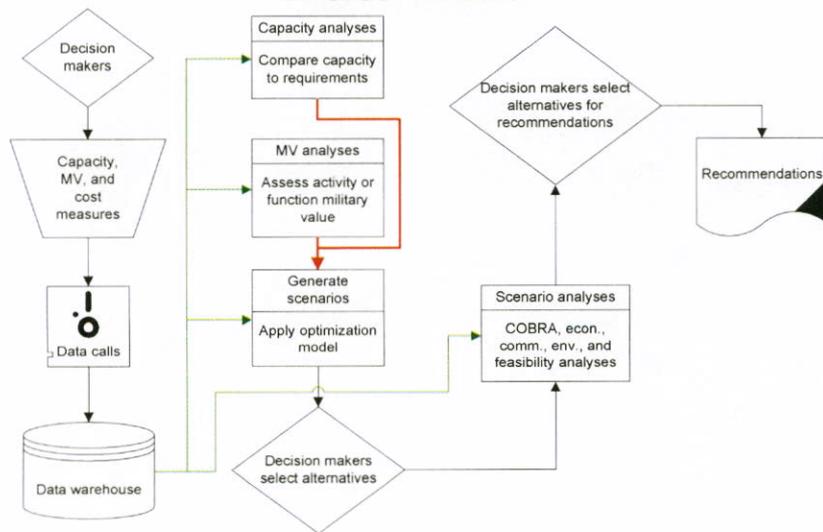
Allow expansion Average FV and capacity reduction

Product	No expansion	Expansion
	A, C, and E	A and E
Air frames	74.00	82.00
Tanks	93.00	93.00
Turbines	53.33	39.50
Electronics	70.33	65.50
Retained capacity	0.51	0.40

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Data flow



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Optimization model inputs

Model element	JCSG Input
Total capacity required	Required capacity type and quantity <ul style="list-style-type: none"> • Commodities/functions • Dimensions (e.g. workload, facility) • Routine/Surge from Forces Structure Plan?
Capacity available by site	Capacity types and quantity <ul style="list-style-type: none"> • Parallel required capacity
Military value	Values <ul style="list-style-type: none"> • Activity or function? • Weighting between functions/commodities?
Objective functions (multiple runs?)	Size definition <ul style="list-style-type: none"> • Site, resources, or both • Expansion?
Constraints	Policy imperatives and other restrictions on solutions

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Optimization model output

- Output of each model run is a *possible scenario*

Configuration data	Configuration characteristics
Sites retained	Total retained Military Value
Site/functions retained	Average retained Military Value
Workload assignment	Size reduction

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28