

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

Meeting Minutes of August 9, 2004

Principals Attendees: VADM Lippert (Chair; DLA), Mr. Rod Okabayashi (represented LTG Christianson for the Army), RADM Thompson (Navy), Lt Gen Wetekam (Air Force), BGen Usher (Marine Corps), Lt Gen McNabb (Joint Staff, J-4), Maj Gen Rasmussen (Air Force)

VADM Lippert made opening remarks for this 16th meeting of the JCSG Principals.

- Stated that he had been on the JCSG from the beginning and believes in addressing the process fairly and professionally. He did not lobby to be chair and will manage the process impartially.
- Mentioned that he had lunch with Mr. Ray DuBois (USD/Installations & Environment, OSD AT&L) last week during which Mr. DuBois said that he is expecting great returns from S&S.
- Reviewed the tasking from the ISG (August 6, 2004) in which S&S presented three scenarios (i.e., three transformation initiatives: 1-consolidation (e.g., Tidewater, VA; 2-management of depot-level reparable; 3-privitazation) that had been tasked of all JCSG; S&S scenarios were received well but will be revised to follow the Army quad chart presentation format.
- Emphasized the time is now for developing the scenarios; not a time for push-back.
- Stated that he had tasked S&S to develop 3 more scenarios for the next ISG on August 27, 2004.
- VADM Lippert has contracted at DLA expense a contractor, Mr. Charles Nemfakos who has extensive previous experience in BRAC; joins S&S on August 10, 2004; meeting with Col Neeley on that date (1000 in Suite 502). Scenario development will be Mr. Nemfakos' first focus.
- Emphasized that S&S JCSG recommendations are due November 15, 2004 with a lot of work to accomplish before that suspense.
- Has offered and will hold the JCSG on September 13-14, 2004 at DLA HQ. However, the date(s) for the offsite are being reviewed because of Principals' schedule conflicts. S&S is coordinating a revised Offsite date for September.

Col Neeley briefed:

- Briefed new charts, "S&S JCSG 2005 Timeline" and "S&S JCSG POAM": the August – November 2004 portion of the chart will be expanded to show more detail of what needs to be accomplished; plan to develop a Plan of Action and Milestones (POAM) to keep the Team on track and focused; added "Optimization Modeling" to "Timeline" chart—we are populating the database and not waiting; scenarios

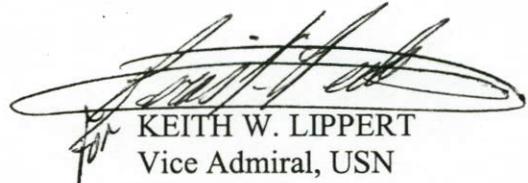
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planned to be completed by the end of October 2004 and will be vetted with the Principals; can do some test runs in the Optimization Model as we get a decent scenario developed and then use COBRA when we believe the scenario is viable; OSD concerned/emphasized getting the data—translates to push to the Services to get it done; beginning August 27, 2004, there will be weekly ISG meetings; emphasis on data quality; OSD Scenario Tracking Tool gives us visibility of the material.

- VADM Lippert added that the Intelligence Cross-Service Group was behind; that we do not need push-back concerning dates on the timeline; believes wrap-up is anticipated by end of December 2004 regardless of election results.
- RADM Thompson asked if we are confident in the data; Dr. Kelly said we have more confidence in the data.
- Lt Gen Wetekam said he expected better input of data from the Air Force realistically within a couple weeks. He also asked about certification of data and VADM Lippert said we cannot keep slipping the timetable.
- Lt Gen McNabb asked how we go about enforcing the requirement for our respondents to turn in data. VADM Lippert and Col Neeley said that the Principals must help get their respective organizations to accomplish that task. Lt Gen McNabb agreed that it is time for the Principals to leverage their respective Services. Lt Gen Wetekam said the Air Force is working it.
- “ISG Meeting Highlights” chart: Col Neeley remarked that S&S is developing a process for addressing resolution of scenario conflicts between the MILDEPS; VADM Lippert stated that the S&S Council of Colonels with Mr. Nemfakos will begin working scenarios; the Admiral plans to advise Col Neeley what he plans to take forward at the next ISG; Lt Gen Wetekam suggested that S&S give the Principals draft scenarios for Principals’ feedback—in addition, he noted that scenarios submitted to the 6 Aug 04 ISG were broad, and for the August 27, 2004 ISG scenario submit, particularly with regard to TO3, the scenario could be scoped to a specific class of DLRs. VADM Lippert was not adverse to the idea, but said that he does not want to restrict S&S initiative on scenario development.
- “Capacity Analysis Update” chart: MGySgt Adams is making copies of the Interim Capacity Report (August 6, 2004); the 1,264 figure under “S&S Data Clarification Request status” does not include the recent Army unrolling effort; the numbers of elements have been reduced so fewer questions are likely; VADM Lippert asked if the timetable is feasible—LCDR Stark said that it is given the reduced number of elements; Lt Col Faulkner recommended that S&S document and found the actions the team accomplishes now—affects the timeline. Lt Gen McNabb later said that we need to formally tell how we accomplished the effort.
- “Military Value Update” chart: Col Neeley stated that data is not viewed by S&S as “garbage-in-garbage-out”...rather; some misunderstandings have occurred that we work through with our POCs.

- “COBRA Update” chart: S&S will attend training next week; OSD is putting out guidance on COBRA sometime this week; S&S is adding the training to its POAM.
- Dr. Kelly walked the Principals through the status of the Optimization Model; Run File is under development with an ECD of August 16, 2004.
- “September 13-14, 2004 Off-Site” chart: Lt Col Faulkner stated that the Optimization Model and Military Judgment in scenario development are done in parallel; the S&S CoC needs to say now how Military Judgment will be used.
- Col Neeley stated that the CoC will develop the agenda topics for the JCSG Offsite and vet them with the Principals.
- VADM Lippert asked the Principals to provide the dates they are available for the JCSG Offsite at DLA HQ.
- Col Neeley proposed to the Principals that they keep the same team dedicated to S&S JCSG and that those personnel spend more time daily in Suite 502.
- VADM Lippert commented that the JCSG will continue to meet in the J-4 Conference Room in the Pentagon (less the JCSG Offsite).
- CAPT Coderre stated that the Installation Visualization Tool (IVT) was demonstrated to S&S and is available for review in conjunction with the scenarios.

Approved: 



KEITH W. LIPPERT
Vice Admiral, USN
Director,
Defense Logistics Agency
Chairman, Supply and Storage,
Joint Cross Service Group

Attachments:

1. List of Attendees
2. Briefing Slides

ACTIVITY: S&S JCSG
 CONTROL NUMBER# 4240-0468
 COPY 1 OF 1 COPIES
 DATE RECEIVED 27 Aug 2004
 TIME RECEIVED 0800
 PAGES: 1-19

**Supply and Storage Joint Cross-Service Group Meeting
August 9, 2004**

Attendees

Members: VADM Lippert (Chair, S&S JCSG; Director, DLA), Mr. Rod Okayayashi (represented LTG Christianson for Army), RADM Thompson (Navy), Lt Gen Wetekam (Air Force), BGen Usher (Marine Corps), LtGen McNabb (Joint Staff, J-4), Maj Gen Rasmussen (Air Force)

Others:

Col Neeley, Executive Secretary, S&S JCSG
LTC Dasch, XO, S&S JCSG
Maj Champagne, USAF, S&S JCSG
CAPT Coderre, USN, S&S JCSG
Mr. Desiderio, OSD
Ms. Elliott, DLA, S&S JCSG
LtCol Faulkner, JS, S&S JCSG
Mr. Galloway, DOD IG
Dr. Kelly, S&S JCSG
Col King, USAF, S&S JCSG
Mr. Lowman, USA, S&S JCSG
Mr. Marshall, DLA, S&S JCSG
Mr. Meyer, OSD
CAPT Myhre, Navy BRAC
Ms. Needham, DOD IG
1Lt Oates, USAF, S&S JCSG
Capt Rivera, USMC, S&S JCSG
Ms. Smallwood, USA, S&S JCSG
LtCol Truba, USMC, S&S JCSG

Attachment 1



*Supply and Storage
JCSG Meeting
9 August 2004*



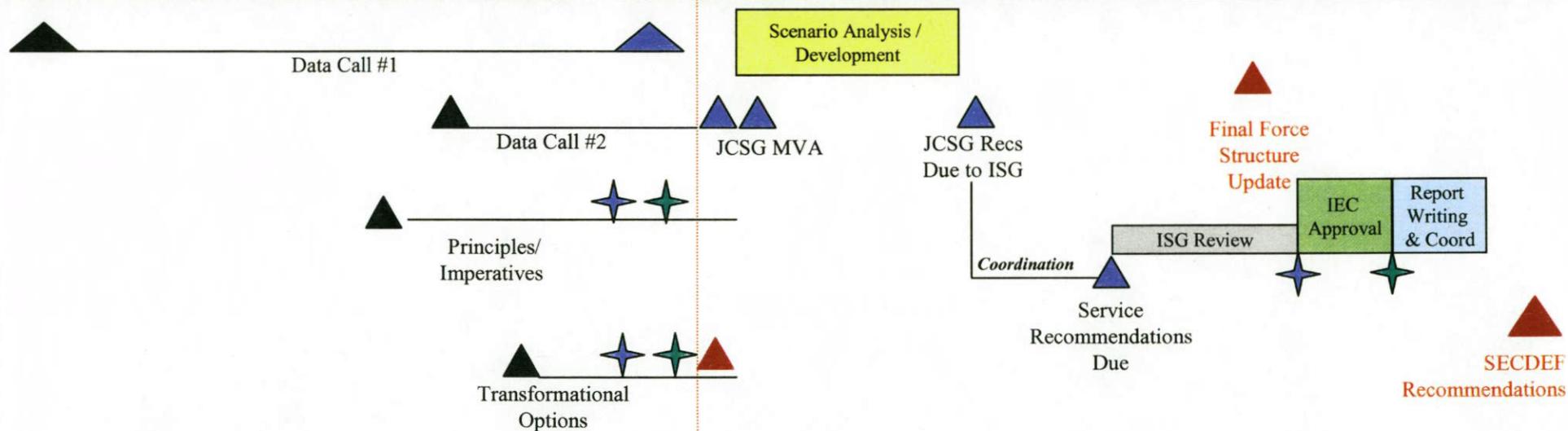
Agenda

- Opening Remarks – VADM Lippert
- BRAC Timeline Overview
- S&S JCSG BRAC Timeline Overview
- S&S POAM
- ISG Meeting Updates
- S&S Team Product Updates
- S&S Transformation Options
- S&S Major Challenges and Issues
- S&S JCSG Principals Off-Site
- Way Ahead

BRAC 2005 Timeline



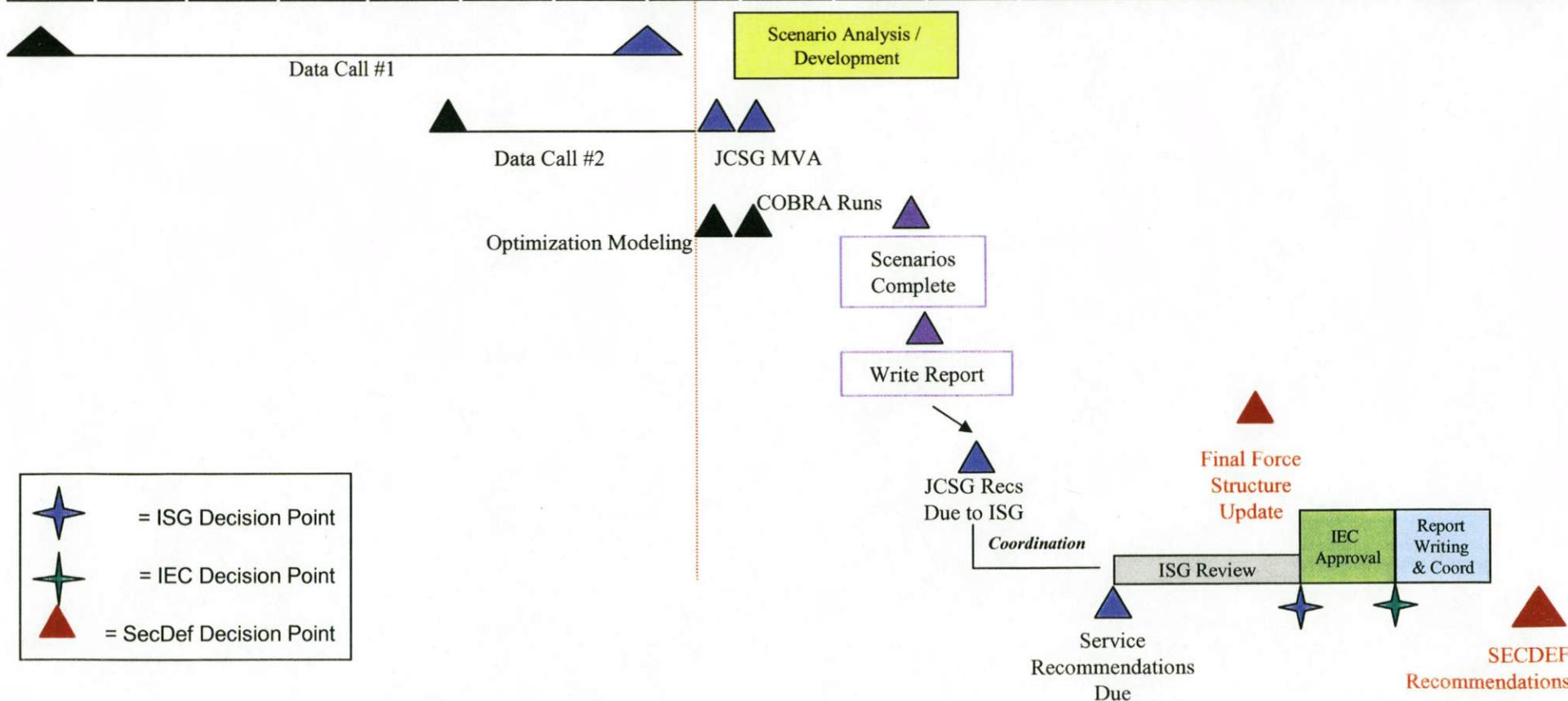
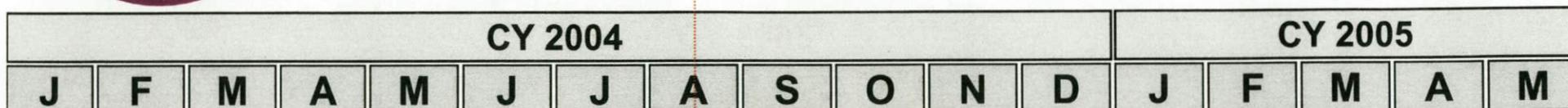
CY 2004												CY 2005				
J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M



-  = ISG Decision Point
-  = IEC Decision Point
-  = SecDef Decision Point



S&S JCSG 2005 Timeline



- = ISG Decision Point
- = IEC Decision Point
- = SecDef Decision Point



S&S JCSG POAM



- Finalize all Capacity Analysis data NLT 17 Aug 04
- Finalize all Military Value data clarification calls NLT 9 Sep 04
- Recommended data accumulation cut-off date: 9 Sep 04
- 9 Sep – 29 Oct 04
 - Scenario Development
 - COBRA Runs
 - Submit recommendations to OSD Scenario Tracking Tool
 - De-conflict with other JCSG Scenarios
 - De-conflict with other MILDEP Scenarios
- 1 – 29 Oct 04
 - Scenario Selection and Scenario Completion
 - Vet with S&S JSCG, Principals, other JCSGs, MILDEPs
- 1 – 5 Nov 04 Write Report and Recommendations
- 12 Nov 04 Submit JCSG recommendations to ISG



ISG Meeting Highlights



- 23 Jul 04
 - Smart BRAC actions IAW with military judgment and data
 - Use imperatives as considerations in the JCSG deliberative process
 - Tasking: JCSG Chairs brief **Scenario Examples** next ISG
- 6 Aug 04
 - Chairs briefed Scenario Examples
 - Conflicts in Scenarios
 - MILDEP/MILDEP; MILDEP/JCSG; vice versa – who resolves?
 - Conflict resolution process not resolved; under serious discussion
 - What/which scenarios move forward?
 - New tasking: **3 more “notional” scenarios** due next ISG
 - Next ISG Meeting 27 Aug 04



Capacity Analysis Update

- ISG directed bi-weekly capacity reports
 - 6 Aug 04: second report submitted to ISG
 - Highlighted changes: size of report growing
 - Timeline challenges and data quality concern highlighted in cover memo
- S&S Data Clarification Request status
 - 1,264 submitted to date
 - 833 resolved to date (66%)
- Status of Air Force and Army activity “unrolling”



Military Value Update

- Data call timeline:
 - 23 Jul 04: Original date for receipt of data
 - 20 Aug 04: Due to JCSG
- Impact of poor/insufficient/incomplete data on optimization analysis, COBRA results, scenario integrity and recommendations



COBRA Update



- Initial training facilitated in Jun 04
- Additional training planned 18 Aug 04
- S&S will have dedicated COBRA Team
- Need quick-turn data



Optimization Model Update



- Computer code complete
 - Test problems being run
 - Feature checkout in progress
- Conceptual design complete
- Model documentation complete
- Automatic Data Extraction Tool almost complete: ECD
 - What is it going to do?
 - Input data directly from S&S Capacity and Military Value
 - Form basis for selecting/verifying scenarios
- Scenarios follow Transformation Options



Transformational Options

- Transformational Options: *“is overarching and notional, without identifying specific installations; general and identifiable effect on infrastructure; is actionable w/in BRAC 2005 process”* (ISG Memo 21 Jun 04)
- S&S JCSG Proposed Transformational Options:
 - *Establish a multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary joint forces worldwide. Focus the analysis on creating joint activities in heavy (CONUS) DoD concentration areas (i.e., locations where more than one Department is based and within close proximity to another).*

Transformational Options



- S&S JCSG Proposed Transformational Options:
 - *Consider the total outsourcing of the wholesale storage and distribution processes from DoD activities that perform these functions*
 - *Consider migrating all service depot level reparables to the oversight and management of a single DoD agency/activity*



THE Major Challenge and Issue

- Scenario Analysis and Development – Making 15 Nov 04 suspense
 - Service/Agency data quality and timeliness
 - Scenarios integrity
 - Getting the scenarios done!
- OSD Scenario Tracking Tool
 - Scenario conflict highlights
 - Conflict resolution and adjudication (ISG/DASs)
- **S&S Final Report/Recommendations**

13-14 Sep 04 Off-Site



- Two-fold Objective
 1. Establish an optimization approach for scenario development.
 2. Establish a scenario development process
 - a. Optimization model based
 - b. Military judgment based
- Tentative Agenda should involve principal discussion on
 - Scenarios development and how closely we follow TO's
 - Determine the "fenced-in area" for the S&S JCSG
 - What's on the table?
 - What's off the table?
- How we vet differences such as doctrinal, culture, force structure, etc?
- TAKE-AWAY: Final coordination of what moves forward on
16 Nov 04

Way Ahead



- | <u>Date</u> | <u>Event</u> |
|----------------|--|
| • 20 Aug 04 | Military Value Data due S&S JCSG |
| • 27 Aug 04 | 3 more scenarios due to ISG |
| • 13/14 Sep 04 | S&S JCSG Principals Offsite |
| • 15 Nov 04 | S&S JCSG Recommendations/Report due to ISG |