DCN: 11431

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

Minutes of JCSG Offsite, 8 Sep 04

Note: The minutes correspond to the charts presented during the Offsite. The "Taskings" chart has been updated after the event. Briefing charts are on the S&S Shared-Drive in the folder titled "Briefings"; charts are in the file titled "Offsite Master V1.7a".

Col Neeley (Executive Secretary for S&S JCSG) welcomed the attendees and offered administrative remarks. He then turned the floor over to VADM Lippert, the host of the Offsite at DLA Headquarters.

VADM Lippert, as Chair for the S&S JCSG, welcomed the attendees to the Offsite and stated that he appreciated that the Principals moved events on their calendars to attend this important session. He stated that it was important for the Principals to focus S&S JCSG on the way ahead. He reminded the attendees that the ISG would be meeting weekly commencing 10 Sep 04. He reflected that during the previous ISG that there had been some confusion about the scenario process. He also added that during the recent ISG we had presented three more "ideas" (with pros and cons offered for all ideas): 1. Regionalization of Retail Supply (e.g., by geographic region: AF in Hampton Roads area); 2. Regionalization of DLA distribution depots in the southeast region (i.e., Albany); 3. Develop common DLR manager for common DLRs (i.e., communications and electronics). The Admiral stated that RADM Thompson was covering the ISG on 10 Sep; offered the Principals the opportunity to represent S&S at some of the future ISGs in his stead. He then turned the floor back to Col Neeley.

Col Neeley provided an "overview" (Charts 6 – 11) for the attendees in which he:

- Stated under "Offsite Objectives" (Chart 6) that briefings follow in the session on what has been done in modeling in preparation for data runs.
  -- He mentioned that we would brief about how the S&S Council of Colonels (COC) pursued scenario analysis through our interpretation of options for "what is on and what is off the table" for scenarios.
  -- Asked that the Principals determine how does S&S proceed based on what we brief to them during this offsite.
- Under "What Have We Accomplished Since Last Meeting" (Chart 7) he:
  -- Related that since the last JCSG Meeting that S&S has taken a Program Management approach to accomplishing its mission; using a detailed Plan of Action and Milestones (POAM) to organize and manage the work with clear milestones for starting and stopping the work at hand.
  -- Provided the percent completions of data calls as of 3 Sep 04 by Service and Agency (without unrolling the Activities data): AF at 100%, AR at 85.5%, USN at 86.2%, DLA at 99.7%.
  -- Thanked the Principals for supporting S&S with dedicated, on-site personnel in

recent weeks; provides forum for tabling the information quickly. Informed them that we were exploring the possibility of using additional contractors to further assist in the effort.

-- RDML Thompson (S&S JCSG, Navy) believes that data is important in the effort and that he is placing "heat" on the Navy Department to get quality data in on time. VADM Lippert asked when data was due and Col Neeley replied that it is due to S&S on 17 Sep—an S&S internal suspense. LtCol Nalepa (S&S JCSG, Data Team) added that we are receiving the last data from the DETs. Meanwhile, CAPT Coderre expressed that S&S might go past the 17 Sep suspense for the last 5% of the data. RDML Thompson said that he would follow up with the Navy as an assist.

- Col Neeley reviewed the S&S "Plan of Action and Milestones (POAM)" (Chart 9), a condensed version of our POAM. He suggested that since the ISG is now meeting on a weekly basis, then the Principals should consider meeting on a weekly basis as well. Both VADM Lippert and Lt Gen Wetekam (S&S JCSG, Air Force) proposed that the JCSG meets before 4 Oct 04 and all agreed to meet weekly through mid-Nov 04.

  -- Col Neeley stated that pressure is on the JCSGs for developing scenarios because of pending meetings with the IEC in the near term. VADM Lippert said that the SecDef wants to see scenarios.

  -- In reviewing the charts for the "S&S JCSG Team Structure" (Charts 10 – 11), Col Neeley pointed out that we are refining our teams to best focus on the various tasks at hand. He added that Mr. Nemfakos (contracted Senior Advisor to S&S JCSG) is very involved with the S&S teams; offering relevant counsel for our efforts.

- LtCol Nalepa presented a process review of "Capacity and Military Value Data" (Charts 13 – 14) in which he credited Maj Champagne and LCDR Stark, both of S&S JCSG, for the quality and volume of work they have accomplished to date. While reviewing Military Value, he stated that the target date of 17 Sep 04 may be difficult to meet for all Services; Air Force and Navy went out early for data, but the Army may not be able to complete our internal suspense date.

  -- COL Bockenstedt (S&S JCSG, Army) said that "we're comfortable that we can move forward after 17 Sep 04 with what we have <now>." VADM Lippert asked if the Air Force can provide the required information for our data call on time. Col King affirmed that the Air Force could accomplish it.

  -- Lt Gen McNabb (S&S JCSG, Joint Staff, J4) asked if we anticipate any requirement for additional data. LtCol Nalepa and Maj Champagne answered that COBRA data and Transformation Options (TO) were added after the data calls were executed. Thus, Col Neeley reaffirmed that additional data calls would occur.

  -- Lt Gen McNabb said that tasks seem to be accomplished in parallel and that S&S is linking their efforts with those tasks to stay on path. He said that it is important that S&S JCSG have internal processes since the Services' teams may not fully complete the tasks. LtCol Nalepa said that we went out with a data call follow-up to help clarify how the Services had answered the initial questions. Mr. Galloway (DOD IG) said that DOD IG auditors are in the field

to help with the data effort.

-- Concerning "Military Judgment Utilization", VADM Lippert asked who is working it in S&S? Col Neeley said that we do not have a team, but that he meets with OSD weekly on the topic. Col King offered that S&S developed a scoring methodology last spring in which we determined the values to be assigned.

- Dr. Kelly (S&S JCSG, Optimization Lead) gave a brief status of "Optimization Modeling" (Charts 15 – 21). He said that the data entered into the Optimization Model must be certified, even if it is not correct, in order for the outcome of the data runs to be relevant. He assured the Principals that the model is in position to make data runs on the S&S milestone of 17 Sep 04. He posed: Do we use certified data ~~then~~ or skew the analysis? He offered that we should look at the data and make an assessment.

  -- RDML Thompson stated that we found vulnerabilities in our data after the data calls had been made and that some relevant OSD guidance had been provided afterwards as well. Mr. Meyer (S&S JCSG, OSD (AT&L)) replied that OSD is working on solutions—"something statistical". Mr. Meyer said to stick with the certified data; not as vulnerable to challenges.

  -- In referring to chart bullet, "Maximize retained military value: Keep as much infrastructure as possible: LTG Christianson observed that it is not necessarily related to the amount of Military Value. In response, Dr. Kelly considered the need to balance maximizing and minimizing infrastructure—enough to accomplish the mission.

  -- LTG Christianson emphasized that having the right infrastructure is essential, but believes the "maximize" bullet on the chart is incorrect; Military Value is not tied to infrastructure. Maj Champange recalled that the bullets on the "S&S Objective Function" chart reflected how we posed the questions in our data calls. LTG Christianson suggested that we run with multiple constructs until we get the right output.

  -- Dr. Kelly said the model's functionality is as a decision support tool for the Principals.

  -- LTG Christianson then asked if JCSGs can use their own versions of "**ρ**"; to which VADM Lippert remarked that the ISG will have to agree to it.

  -- "Measuring Infrastructure" was reviewed by Dr. Kelly in which he asked rhetorically what is the key metric in capturing infrastructure. He conveyed that we analyze each of the three options reflected on Chart 17 then compare them. The subject matter experts look at the outcome and apply judgment to determine what is essential.

  -- LTG Christianson observed that in evaluating how the regions relate to one another under "Transformation Options" that we have to consider factors such as: specialized, monopoly, and competitors. Also consider: warehousing, distribution, and tactical decision making.

  -- Dr. Kelly stated that the model can provide "phases" for the Activities identified in the BRAC process.

  -- He concluded his comments by saying that the Optimization Model is operational; ready for input from the decision makers.

DCN: 11431

- Mr. Meconnnahey (S&S JCSG, COBRA Lead) briefed "COBRA modeling" (Chart 23) status to date. He said that the model will contain data based on standard guidance from OSD; needs scenario-driven data not available from our previous data calls. The COBRA data call will be a "48-hour" turn-around of the data from the BRAC offices. He is concerned about how to transmit the data in a secure fashion. Mr. Meyer said guidance is forthcoming from OSD.
  -- RADM Thompson suggested that there may be lessons learned from the BRAC 95 COBRA runs.
  -- Mr. Meyer said that OSD has envisioned the problems with COBRA data turn-around. He added that the previous BRAC data input was stove-piped. Details like what activities are proposed to move would be needed by the gaining activity.
  -- Lt Gen McNabb said that the key to success with COBRA is to have sound processes established.
- Col King gave a summary of the S&S "Overarching Construct" (Charts 25 – 26) and thanked VADM Lippert for making Mr. Nemfakos readily available to S&S JCSG to offer a senior leaders perspective on BRAC.
  -- Col King observed that while the Services' warfighting constructs are in transition we must determine how to best adapt to support the warfighter.
  -- Col King and team are writing a brief *White Paper* to fit into the transformational construct. It is founded in the SecDef's memorandum of 15 Sep 03. The purpose of the *White Paper* is to serve as a possible preface for our final report to OSD (i.e., it should help preface our recommendations).
  -- RDML Thompson asked when it is going to be ready. Col King said that it is essentially written, so he expects the draft available the week of 13 Sep 04.
- Col Neeley gave an overview of the "Impacts and Scenario Process" (Charts 28 – 33) for the TOs based on Mr. Petochney's (OSD (AT&L)) brief at the ISG on 10 Aug 04. He related that:
  --We pulled directly from the notional scenarios to give the ISG the impression of what a scenario would look like; continue to look at "ideas". We certainly do not want to give anyone the impression that our "ideas" were pre-selected.
  -- VADM Lippert clearly stated that he does not want any restriction on "ideas". RDML Thompson asked how do we pull the MilDeps and JCSGs into the process? Col Neeley said that we do so through his attendance of weekly meetings between the JCSG leads. Mr. Aimone (S&S JCSG Alternate Principal, Air Force) recommended that the proposals go into the database and be reviewed by all on a frequent basis. Mr. Desiderio (S&S JCSG, OSD (AT&L)) said that once "ideas" are fleshed-out, the MilDeps take them seriously. They become registered in the OSD Scenario Tracking Tool. The vetting process is with the SecDef representatives. Scenarios only are loaded into the Tracking Tool while proposals remain with the JCSGs. Col Neeley added that we must document for the record why a proposal became a scenario or why it was not accepted. It is a deliberative process and accountable.
  -- Col Neeley said that scenarios have not been shared between the JCSGs at the

weekly meetings and that the review process will be briefed at the ISG commencing on 10 Sep 04.
-- Lt Gen McNabb asked when S&S will begin running data. Col Neeley said that we would run it within the next two weeks. Mr. Desiderio expected that the MilDeps and JCSGs will begin requiring scenarios with detail reported weekly; OSD would like the MilDeps and JCSGs to start entering proposals in their databases on 20 Sep 04. During the ISG on 24 Sep, the first round of briefings on scenarios and any proposals by the JCSGs will commence.
-- LTG Christianson offered that the MilDeps and JCSGs do not know how conflicting their scenarios will be (e.g., different JCSGs may ask opposing questions; certainly a possibility).
-- LTG Christianson also expressed that he did not think we can do 48-hour data calls for COBRA until we have completed the other data calls. Lt Gen Wetekam stated that except for volume, he does not foresee a problem for the Air Force in meeting the data calls.
-- VADM Lippert and RDML Thompson agreed that the Services will not get a veto of the JCSG scenarios; all are on a level playing field. Mr. Aimone believes that the ISG will help to negate any conflicts.
-- BGen Usher (S&S Principal, Marines) asked about the role of the MilDeps. RDML Thompson said that they look at "gaps" and might possibly check on our processes. VADM Lippert stated that the ISG plays a mediation role. Lt Gen Wetekam suggested that we might want to review a scenario from the Services for application to our function.

- COL Bockenstedt reviewed TO 1 (Charts 35 – 39): "walk-through options; describe the options; define the boundary as it exits today; ensure that the S&S JCSG "ideas" are within bounds. He also stated that we "enhance" sustainment of joint expeditionary forces worldwide.
-- RDML Thompson said that S&S is apparently looking at everything, then planning to seek guidance from the Principals. COL Bockenstedt agreed. However, Ms. Kinney (S&S Alternate Principal, Marines) interjected that pros and cons are resident in times of conflict. Col Neeley responded that the model can address those situations. VADM Lippert said that we will look at it.
-- COL Bockenstedt next reviewed "Boundaries" (Chart 37).
-- The topic of "surge" in support of logistics requirements was tabled. LTG Christianson said that we cannot rely on commercial industry for "surge". LtCol Faulkner (S&S JCSG, Joint Staff, J4) reflected that S&S had run data at +10% and +15% for "surge" and captured the output. LTG Christianson pointed out that we may need additional geographic area for certain sites in order to expand to support "surge" conditions. Col Neeley mentioned that the Installation Visualization Tool (IVT) is available to S&S for viewing geographic locations with satellite imagery and could be useful in those studies. LTG Christianson remarked that all of the JCSGs should use the same concept of operations for reviewing "surge" capability.
-- VADM Lippert asked if the Optimization Model can handle "surge" data, to which Lt Gen Wetekam further questioned if the model can be constrained to reflect actions under "surge" conditions. Dr. Kelly affirmed that it could be

constrained to provide "surge" possibilities. VADM Lippert addressed the bullet statement on the chart concerning "wholesale level of supply" by stating that we must also consider "retail". An agreement to look at that level of supply was made. He also added that customer wait time was critical to our decisions.

-- COL Bockenstedt reviewed the chart titled "Create Five Regional Strategic Distribution Platforms" (Chart 38). VADM Lippert said that "the key to this is response time". He also asked the S&S Executive Team/Council of Colonels if the Principals were being shown an example or being asked for approval to pursue TO 1. Col Neeley said that S&S is seeking approval to pursue study of the TO. RDML Thompson asked for clarification of the statement for the term on the chart's title, "strategic" since we have two strategic platforms today. VADM Lippert stated that "as we roll them up they become strategic". Col Neeley added that it will ultimately come back to using military judgment.

-- Lt Gen McNabb inquired how much did S&S look at the Pacific bases to which COL Bockenstedt said that we have done limited review of that region to date. Instead, the team for TO 1 had looked at the likely regions for high density of troop concentrations in CONUS. VADM Lippert and others directed that S&S look at OCONUS as well.

-- The Principals said that detail needed to be added to the "ideas" portion of the quad-chart (e.g., "close DDC at Richmond" rather than "realign Richmond"). RDML Thompson asked what realignment meant to the S&S team (i.e., does it mean "complete closure of a base" or "closure of a portion of a base". The TO 1 team will ensure specificity is added to the charts to clearly define those terms.

-- Dr. Kelly offered that the Optimization Model can be used to study the five regions during which it will "recommend" which activities should be closed, realigned, etc.

-- Mr. Aimone recommended that S&S look at all of the possible combinations to review in the model. LTG Christianson suggested that S&S keep the ideas "broad" then run them through the model.

- CAPT Coderre reviewed TO 2 (Charts 40 – 44). The following terms were refined. Outsourcing (A76): logistics provider/contractor has an agreement in place. Privatization: complete control by a contractor. He asked if we want to consider DDC infrastructure. BGen Usher (S&S JCSG, Marines) said that S&S could include the Defense Depots in this TO as well.

  -- VADM Lippert said that we are outsourcing now. Privatization would be a whole different approach.

  -- RDML Thompson asked if S&S had talked with the Industrial JCSG, but Col Neeley said that S&S had yet to discuss it with them. VADM Lippert asked Dr. Kelly what S&S can do analytically. Dr. Kelly said that S&S does not have raw data for the TO, but it could talk to the Industrial JCSG. BG Usher and Ms. Kinney announced that the Marines had some data available.

  -- VADM Lippert said that "excess capacity" should be modeled as well and RDML Thompson agreed. LTG Christianson said S&S should also look at OCONUS bases. Mr. Aimone advised that S&S document all runs of the model.

-- All of the Principals agreed to the five region approach. VADM Lippert asked how quickly S&S could accomplish the runs. Col Neeley said that it could be completed the week of 13 Sep 04.
-- The Principals agreed to merge TO 1 and TO 2, and for the S&S to pursue overall regional scenario modeling efforts.

- Col King reviewed TO 3 (Charts 45 – 53); specified that there are 12 Service ICPs and 3 DLA ICPs. RDML Thompson said the "infrastructure piece" of DLR management is the ICPs.
  -- LTG Christianson asked what the genesis of the idea was for the ICPs TO. He pondered if there should be a DOD supply manager; how should it focus? VADM Lippert said the question that generated this TO came from the SecDef.
  -- LTG Christianson suggested that S&S look at four national ICPs; look at DLRs and the components that go into it. RDML Thompson offered that whatever approach we look at through senior management may be focused on a single manager.
  -- The Principals tasked Col King to summarize the DLR study from 1996 to include the pros and cons, and how they apply today. They also tasked the TO 3 team to identify common DLRs across the Services.
  -- They further tasked the Optimization Team to model how many ICPs each Service and DLA should maintain to support.
  -- Col Neeley and Col King asked the Principals to provide S&S with guidance on how they should pursue DLR management for TO 3. The Principals agreed.
- "Critical Operational Considerations" (Charts 54 – 59) were addressed by Col Neeley to bring the offsite to a conclusion and receive final guidance from the Principals for the way ahead.
  -- VADM Lippert commented that operations discussed on Chart 55 should be modeled to see whether or not they should be "collocated" as described.
  -- RDML Thompson said that the Navy pays DLA for storing retail items so "retail" should be added to the "wholesale stored items" bullet on the chart for consideration by S&S in the modeling process.
  -- Col Neeley remarked that the "types" recorded on Chart 56 could be looked at from a Military Judgment point of view. VADM Lippert said that after S&S runs the model, we may want to review the weights we had assigned to the criteria previously.
  -- VADM Lippert observed that the "doctrinal" differences to vet within the JCSG has Military Judgment in it. All Principals agreed that there are "cultural" differences to consider.
  -- Lt Gen McNabb cautioned S&S to beware of what we can and cannot come to closure on during deliberations. Everything must be surfaced; a good reason for the Principals to meet more frequently.
  -- Lt Gen McNabb announced that Force Structure tables are due in the Oct/Nov timeframe. S&S should look at recommendations if Services change force structure radically (i.e., how it will affect the force).
  -- VADM Lippert voiced his concern that S&S had not vetted more "ideas". He asked if there were any further "ideas" that the Principals wanted to pursue. None

DCN: 11431

were offered, so he followed up with the remark that there is still time for "additional ideas".
-- Col King highlighted the S&S capability to "mine data".
-- Mr. Meyer said that the BRAC Commission has 90 days to complete work (around Aug 05).

- VADM Lippert reviewed the tasks for S&S provided by the Principals at this offsite. See Chart 59, attached (Chart 60 is another format of the same information), to review the tasks to accomplish.

Approved: _____

LOUIS J. NEELEY
Col, USAF
Executive Secretary
Supply and Storage
Joint Cross-Service Group

Attachments:
1. List of Attendees
2. ISG and JCSG Calendar

ACTIVITY: S&S JCSG
CONTROL NUMBER# 4258-0534
COPY 1 OF 1 COPIES
DATE RECEIVED 14 Sep 2004
TIME RECEIVED 0700
Pages: 1-14

Draft Deliberative Document--For Discussion Purposes Only--Do Not Release Under FOIA

DCN: 11431

Attendees for ~~S JCSG Offsite on 8 Sep 04~~

Last Name	Rank/First Name	Organization
Lippert	VADM Keith	Chair/Principal, DLA
Christianson	LTG Claude	Principal, Army
Wetekam	Lt Gen Donald	Principal, Air Force
McNabb	Lt Gen Duncan	Principal, Joint Staff
Thompson	RDML Alan	Principal, Navy
Usher	BGEN Edward	Principal, Marines
Aimone	Mr. Michael	Alt. Principal, Air Force
Kinney	Ms. Susan	Alt. Principal, Marines
Neeley	Col Lou	S&S Executive Secretary
Bockenstedt	COL Randy	S&S, Army
King	Col Dave	S&S, Air Force
Faulkner	LtCol Mark	S&S, JS
Coderre	CAPT Dave	S&S, Navy
Truba	LtCol Greg	S&S, Marines
Dasch	LTC Bill	S&S, XO
Rivera	Capt Wilford	S&S, Marines
Kelly	Dr. Dave	S&S, Optimization Team
Nalepa	LtCol Gerry	S&S, Data Team
Champagne	Maj Lance	S&S, Data Team
Meconnahey	Mr. Joe	S&S, COBRA Team
Cole	Ms. Tara	DOD IG
Galloway	Mr. Mike	DOD IG
Meyer	Mr. Bob	S&S, OSD (AT&L)
Desiderio	Mr. John	S&S, OSD (AT&L)
Kuhm	CAPT Fred	XO, DLA
Vires	Capt Vires	Dir. Stf, DLA
Martin	CDR Paul	S&S, Navy

Draft Deliberative Document--For Discussion Purposes Only--Do Not Release Under FOIA

DCN: 11431

September 2004

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1	2	3	4	5
6 Labor Day Holiday	7	8 0800 – 1430 S&S JCSG Offsite DLA	9	10 1030 – 1200 ISG Meeting Pentagon	11	12
13	14	15	16	17 1030 – 1200 ISG Meeting Pentagon	18	19
20	21	22	23 **1500 – 1700** **JCSG Meeting** **J4 Conf. Room**	24 1030 – 1200 ISG Meeting Pentagon	25	26
27	28	29	30			

2

10

DCN: 11431

October 2004

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
				1 1030 – 1200 ISG Meeting Pentagon	2	3
4 **1500 – 1700** **JCSG Meeting** **J4 Conf. Room**	5	6	7	8 1030 – 1200 ISG Meeting Pentagon	9	10
11 **Columbus Day Holiday**	12	13	14 **1300 – 1500** **JCSG Meeting** **J4 Conf. Room**	15 1030 – 1200 ISG Meeting Pentagon	16	17
18	19	20	21	22 1030 – 1200 ISG Meeting Pentagon	23	24
25	26 **1300 – 1500** **JCSG Meeting** **J4 Conf. Room**	27	28	29 1030 – 1200 ISG Meeting Pentagon	30	31

DCN: 11431

November 2004

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
1	2 **Presidential Elections**	3	4	5 1030 – 1200 ISG Meeting Pentagon	6	7
8 **1500 – 1700** **JCSG Meeting** **J4 Conf. Room**	9	10	11	12 1030 – 1200 ISG Meeting Pentagon	13	14
15 S&S JCSG Suspense	16	17	18	19	20	21
22	23	24	25 **Thanksgiving Holiday**	26 **Thanksgiving Holiday**	27 **Thanksgiving Holiday**	28 **Thanksgiving Holiday**
29	30					

DCN: 11431

December 2004

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		1	2	3	4	5
6	7	8	9	10	11	12
13 **1500 – 1700** **JCSG Meeting** **J4 Conf. Room**	14	15	16	17	18	19
20	21	22	23	24 **Christmas Holiday**	25 **Christmas Holiday**	26 **Christmas Holiday**
27	28	29	30	31 **New Year Holiday**		

Taskings

- Merge TO1 and TO2, and pursue overall regional scenario modeling efforts (Council of Colonels)
- Consider both wholesale and retail supply, storage, and distribution management efforts (Council of Colonels)
- Provide S&S JCSG guidance on how to pursue TO3 / DLR management (Principals)
- Refine JCSG Principals meeting schedule (Council of Colonels)
- Provide to Principals: S&S JCSG Scenario process and methodology (Council of Colonels)
- Provide to Principals: An Overarching Construct *White Paper* (Col King)
- Summarize the DLR study from 1996 to include the Pros / Cons and do they apply today (Col King)
- Identify common DLRs among the different Services (Col King)
- Model how many ICPs each Service and DLA should have (Dr. Kelly)
- Align the ICPs by Capacity and efficiency (Dr. Kelly)

DCN: 11431

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

Offsite

8 Sep 04

Chair: VADM Keith Lippert

Agenda

DCN: 11431

0800 - 0805	Administrative Remarks	Col Neeley
0805 - 0815	Chairman's Remarks	VADM Lippert
0815 - 0830	S&S JCSG Overview	Col Neeley
0830 - 0840	1. Capacity and Military Data process review	LtCol Nalepa
0840 - 0850	2. COBRA	Mr. Meconnahey
0850 - 0910	3. Optimization Modeling and Recommended Scoring Methods	Dr. Kelly
0910 - 0920	S&S JCSG Overarching Construct	Col King
0920 - 0940	OSD Scenario Process	Col Neeley
0940 - 1000	Break	All

Agenda

DCN: 11431

1000 - 1030	TO 1 Discussion	COL Bockenstedt
1030 - 1100	TO 2 Discussion	CAPT Coderre
1100 - 1130	TO 3 Discussion	Col King
1130 - 1145	Process Wrap Up	Col Neeley
1145 - 1200	Break for Lunch Set-up	All
1200 - 1300	Lunch (Executive Dining Room)	Principals

Agenda

DCN: 11431

1300 - 1400	Critical Operational Considerations	Col Neeley
1400 - 1415	Review of Taskings	LTC Dasch
1415 - 1430	Chairman's Closing Remarks	VADM Lippert
1430	Adjourn	

DCN: 11431

S&S JCSG Overview

Col Neeley

Offsite Objectives

DCN: 11431

- Three-fold Objective
  1. Status Update on Modeling
     -- Overview
  2. Introduce the OSD Scenario Development Process
  3. Establish S&S JCSG Rules of Engagement
     -- By individual S&S JCSG TOs
     -- Scenarios development and how closely we follow TOs
     -- Determine the "fenced-in area" for the S&S JCSG
        - What's on the table?
        - What's off the table?
- How do we vet differences such as doctrinal, culture, force structure, etc?
- TAKE-AWAY: Final coordination of what moves forward on 16 Nov 04

What Have We Accomplished Since Last Meeting?

DCN: 11431

- Established Program Management approach
- Closed gap on data calls
- Completed Optimization Model
- Completed COBRA training
- Two “notional” scenario drills presented to ISG
- Three Interim Capacity Reports submitted to OSD
- Improved S&S service manpower commitments
- Re-organized from service-centric to TO / SD and process output teams
- Refined internal deliberative processes to ensure positive documentation and process audit
- Improved team synergy and SME leveraging
- Improved focus on ideas, proposals, and scenario development

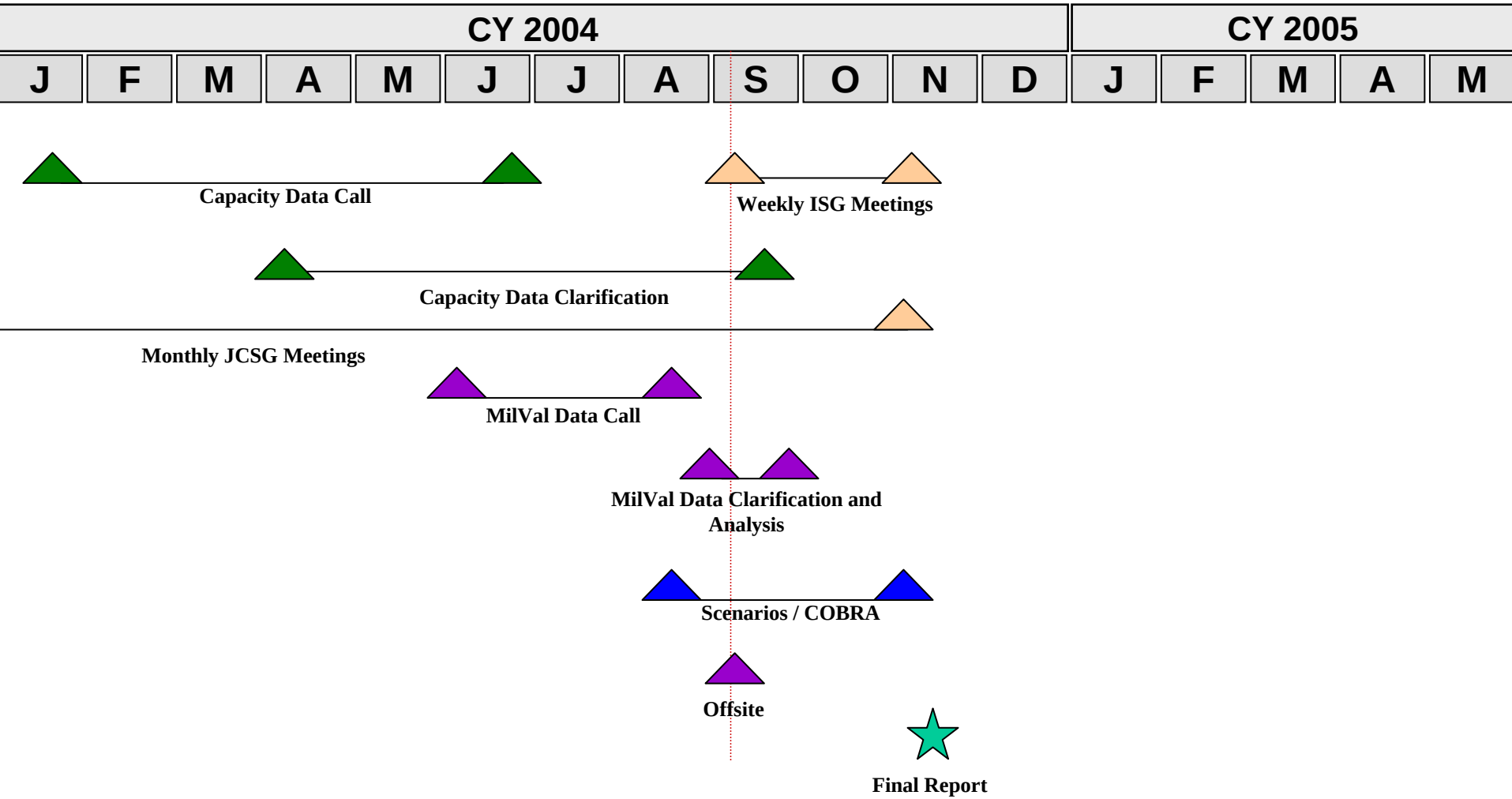
Way Ahead

DCN: 11431

Date	Event
• 15 Nov 04	*S&S JCSG Candidate Recommendations due to ISG*
• 15 Dec 04	*MilDep Candidate Recommendations due to ISG*
• 16 May 05	*OSD Report due to BRAC Commission*

Plan of Action and Milestones (POAM)

DRN 11484



S&S JCSG Team Structure

DON: 11431

TO 1	
Lead	R. Bockenstedt
DLA	D. Sears
USA	R. Williams
USMC	R. Tyler
USAF	L. Champagne
USN	D. Arenson/D. Hoyt
Other	Mr. Nemfakos

TO 2	
Lead	Coderre / Truba
DLA	J. Meconnahey
USA	R. Okabayashi
USMC	W. Rivera
USAF	R. Colson
USN	P. Martin
Other	Mr. Nemfakos

TO 3	
Lead	D. King
DLA	J. Marshall
USA	P. Lacy
USN	T. Larcher
USAF	L. Smith
USMC	G. Nalepa
Other	Mr. Nemfakos

S&S JCSG Team Structure

DON: 11431

Data 1	
Lead	L. Champagne
USAF	R. Oates
USAF	M. House
USAF	M. Wang
USAF	C. Ferk
USAF	R. Colson

Data 2 - Service Liaison	
Lead	L. Champange
DLA	J. Marshall
USA	R. Deming
USMC	R. Tyler
Repr. USN	D. Arenson

Optimization	
Lead	D. Kelly
Joint Staff	M. Faulkner

COBRA	
Lead	J. Meconnahey
DLA	N/A
USA	B. Lowman
USMC	R. Tyler
USAF	R. Colson
USN	T. Larcher
USN	K. Goodwine

DCN: 11431

Capacity and Military Value Data Process Review

LtCol Nalepa

Draft Deliberative Document – For Discussion Purposes Only / Do Not Release Under FOIA

Capacity / Military Data / Scenario Timeline

DELIB-031

Capacity:

- Questions sent to Activities on 7 Jan 04
- Answers received at JCSG on 27 Apr 04
- Data clarification continuing (expect to close data on 17 Sep 04)
- Two Supplemental Data Calls (to date):

  -- AF-only data call to “un-roll” Installation to Activity level

  -- DLA-only data call to gather “Distribution” data

Military Value:

- Questions sent to Activities on 1 Jun 04
- Answers received at JCSG on 20 Aug 04
- Data clarification in progress (expect to close data on 17 Sep 04)

Scenario Analysis Framework

DCN: 11431

- Optimization Process:
  - Capacity Data (i.e., Activity resources, system productivities, system standard products)
  - Military Value Scores – Military Value Data will be scored by functional area (Supply, Storage, Distribution, and Common questions). Each Activity will receive a score for each of the 4 functional areas.
  - Parameters will be established for each run of the Optimization Objective Equation. Utilizing parameters, Capacity Data and Military Value Scores, an Optimization Objective "scenario" will be derived.
- Military Judgment Utilization:
  - Analytical framework for military judgment analysis is still to be developed.
    - The framework for military judgment analysis may differ depending on the scenario objectives – "one size does not necessarily fit all."
  - Caution against finding data to support a certain scenario

DCN: 11431

Optimization Modeling

Dr. Kelly

S&S Objective Function

- *Maximize* retained military value: Keep as much infrastructure as possible

- *Minimize* infrastructure: Keep as little infrastructure as possible

What is the proper tradeoff?

Measuring Infrastructure

DCN: 1431

- How should we measure infrastructure in the S&S JCSG objective function?
- Is the burden of infrastructure best captured by:
  1. Number of open supply and storage activities?
  2. Number of supply and storage functions operating?
  3. Number of supply and storage resources?

Use Military Judgment…*take one at a time; try them all and compare the analytic result*

Evaluate Transformation Options

DCN 1110

A number of parameters are available in the S&S JCSG Optimization Tool to evaluate Transformation Options. For example:

<u>Transformation Option 1</u>: Regionalize the Supply and Storage System

- Military Judgment: Use alternative appropriate criteria to choose the regions
  - -- Vary how many
  - -- Vary the specific coverage of each region

- Decide how the regions are to relate to one another:
  - -- As backups: Regionalize the DOD requirements
  - -- As competitors: Regions compete to satisfy DOD requirements

Evaluate Transformation Options (Continued)

DCN: 11431

Transformation Option 2: Use Business Process Reengineering (BPR) to overhaul the supply and storage system design

- Decentralize the physical operations and tactical business decision-making authority

- Centralize the procurement, IT, and strategic planning and business decision-making

Evaluate Transformation Options (Continued)

DCN: 11431

Transformation Option 3: Use extensive outsourcing to reduce the supply and storage infrastructure, increase the level of competition, foster innovation, and achieve a cost structure better suited to the Congressional appropriations process. If adopted, it will be paramount to plan / anticipate a phased transition.

Military Judgment: Over various length planning horizons (*try different ones*)…

• Project steady declines in annual DOD requirements satisfied with DOD resources, or…

• Schedule orderly cutbacks in numbers of activities, numbers of functions, or levels of activity. Both of these will follow:

-- Finding the activity-by-activity, or region-by-region progression of decreased workloads at activities, function shutdowns, and activity closures over the planning horizon.

-- Tracking the decline in supply and storage Military Value (and at least the timing of local community / economy impacts) over the planning horizon.

Optimization Model - Other User Options

DON: 1110

Military Judgment: Scenario Development (an experimental approach)…

- Starting from a basic supply and storage system configuration produced in an optimization analysis that we know is generally a very good design:

  -- Individual activities can be *closed* and individual functions can be *shut down* on a trial basis to asses the overall impacts on resource utilization, on the distribution of work, and on other functions and activities that may be opened or operated to compensate for the closures.

  -- Individual activities can be *opened* and individual functions can be *kept operating* on a trial basis to asses the overall impacts on resource utilization, on the distribution of work, and on other functions and activities that may shut down or close because they are no longer needed.

DCN: 11431

COBRA Modeling

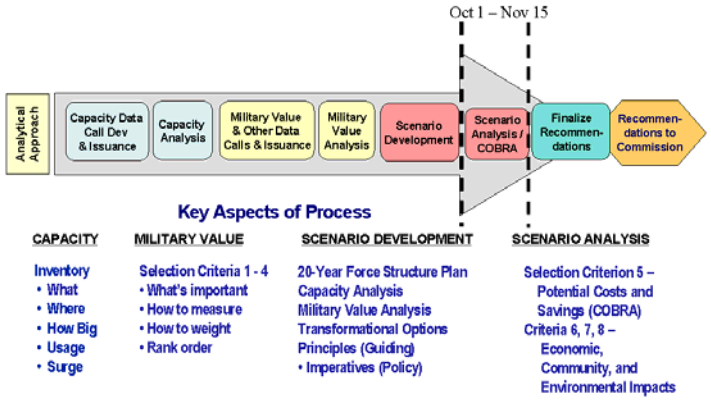
Mr. Meconnahey

Draft Deliberative Document – For Discussion Purposes Only / Do Not Release Under FOIA

COBRA MODELING

CN: 11431

BRAC 05 Process Overview



Required Scenario Data for COBRA

COBRA analysis: answers to the following types of questions are needed for a typical scenario:

Move Activity A from Base X and consolidate it with Activity B at Base Y

Operations

- What are the operational cost implications from doing Activity A at Base Y and performing its mission when consolidated with Activity B at Base Y?
- What is the timing and phasing for moving Activity A's resources from Base X to Base Y?

Organization

- What organizational efficiencies (e.g., numbers of staff, equipment requirements) are possible for the newly consolidated organization at Base Y?
- What reductions are possible for units remaining at Base X?

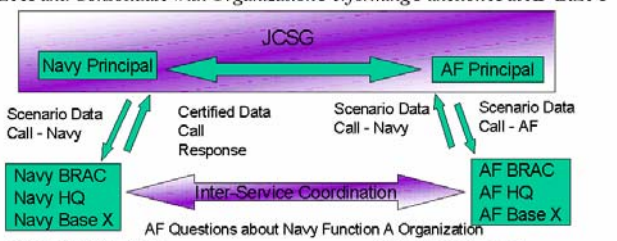
Facilities

- What new facilities are needed at Base Y? Can existing facilities be renovated or are new facilities needed?
- How many facilities can be closed at Base X when Activity A moves?

Scenario Data Collection Process

Proposed Scenario: *Move Organization Performing Function A at Navy Base X and Consolidate with Organization Performing Function A at AF Base Y*

OSD DRAFT



Typical Info Needed:
Functional Organization Changes
Changes at Base X
Staffing / Facilities
What to Move
Unique Recurring Cost and Savings
Enclave Information

Typical Info Needed:
Functional Organization Changes
MILCON Required
Unique One Time Cost and Savings
Unique Recurring Cost and Savings
Environmental Cost

Current Status & Way Ahead

- ☑ Team members identified and trained
- ☑ Scenario Data Call Templates Developed
- ☐ COBRA model and OSD Standard Factor data available 20 Sep 04
- ☐ Securing Dedicated Resources (Room / Equipment)
- ☐ Rules for Scenario Data Collection
  - -- 48 Hour Turn-around
  - -- JCSG Principals review of Data Call
  - -- Post-Data Call Certification
  - -- Transmittal of data between S&S JCSG and BRAC Offices

DCN: 11431

Overarching Construct

Col King

Overarching Construct

DCN: 11431

- Service warfighting constructs in transition:
  - Army - Maneuver Brigades (UE and UA)
  - Navy / USMC - Seabasing
  - AF - Expeditionary Air and Space Force
  - Bottom Line: Logistics must adapt accordingly
    - "Logistics full partner in Joint warfighting process"

      JS J4 Focused Logistics Campaign Plan

Overarching Construct

DCN: 11431

- Transformation: "A process that shapes the changing nature of military competition & cooperation through new combinations of concepts, people and organizations…"

Pre-Transformation	Post-Transformation
Linear	Non-linear
Chains	Networked
Use-based	Effects-based
Service Stovepipes	Cross Service Mutual Support
Reactive	Anticipatory
Non-Flexible	Flexible
Mass	Speed of Effect
Efficient	Effective

- S&S JCSG Recommendations: Effectiveness through efficiency

DCN: 11431

TO: Impacts and Scenario Process

Col Neeley

Offsite Objective 1 Scenario Process

DCN: 11431

- Step 1: MilDeps / JCSGs develop "IDEAS"
  - Concepts for stationing and supporting forces and functions
  - Lack the specificity of a proposal or scenario
- Step 2: MilDeps / JCSGs translate ideas into "PROPOSALS"
  - An idea with necessary specificity to become a potential closure or realignment action that has not been declared for formal analysis by respective deliberative body
  - Come from ideas (Transformational Options and Military Judgment) or Optimization Tools
  - Generated by staff for approval by respective deliberative bodies
    - The approval or disapproval of a proposal is a deliberative action

Offsite Objective 1
Scenario Process (Continued)

DCN: 11431

- Step 3: MilDeps / JCSGs declare "SCENARIOS"
  - A description of a potential closure or realignment action that has been declared for formal analysis by respective deliberative bodies
  - Registered at ISG by inputting into Tracking Tool
  - Normally includes detail on the transfer of units, missions or other work activity
  - SCENARIOS may involve multiple Services, multiple JCSGs, Service only, JCSG only, and Services and JCSGs
    - Example: Two JCSGs and three MilDeps add activities to Base X

	JCSG S*S	JCSG Tech	JCSG E&T	JCSG Intel	JCSG HSA	JCSG Ind	JCSG Med	USA	USAF	DoN
Base X		+				+		+	+	+

Offsite Objective 1
Scenario Process (Continued)

DCN: 11431

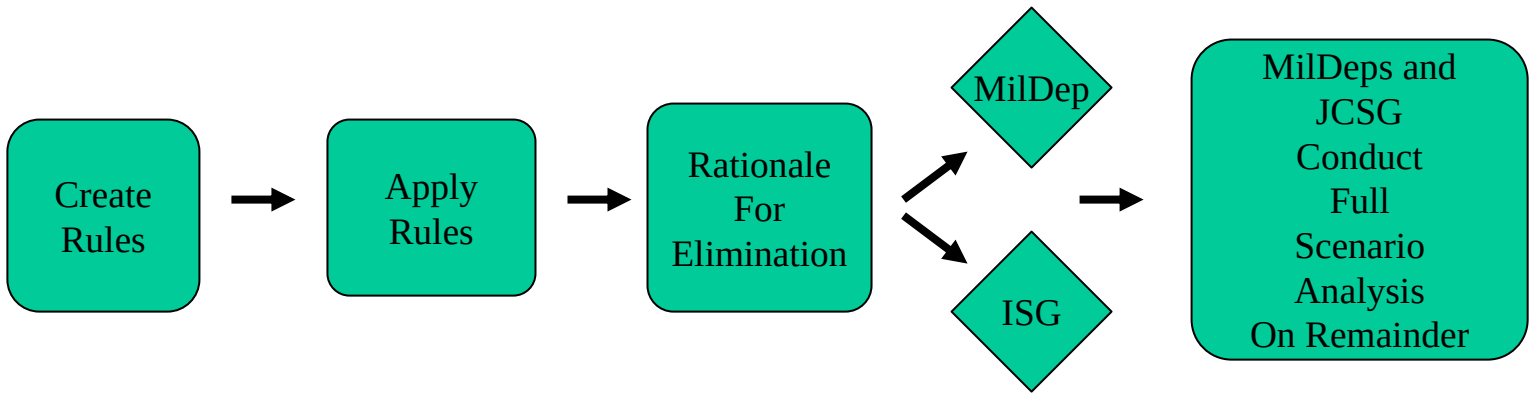
- Step 4: Categorize Scenarios into one of three types
  - Independent – No impact on Service / JCSG
    - Proceed to Scenario Analysis without further review
  - Enabling – Action complements another Service / JCSG
    - Proceed to Scenario Analysis after initial review
  - Conflicting – Action competes with another Service / JCSG
    - Need formal review to resolve
    - Proceed to Step 5

Offsite Objective 1
Scenario Process (Continued)

DCN: 11431

- Step 5: Tools to resolve Conflicting Scenarios
  - Conflicting Scenarios advance to Scenario Analysis;
    - Wait until full analysis to resolve conflict
  - Generate additional Scenarios to mitigate conflicts; or
  - Eliminate one or more of the conflicting Scenarios via deliberative process:

Deliberative Process:



Offsite Objective 1
Scenario Process (Continued)

DCN: 11431

- Step 6: Scenario Analysis
  - Collect Scenario specific data
  - Evaluate against all eight Criteria
  - Responsibility for analysis is dependent on respective functions
- Step 7: Identify "CANDIDATE RECOMMENDATIONS" for ultimate IEC approval

Offsite Objective 1
Scenario Process (Continued)

DCN: 11431

CY 2004 | CY 2005

A | S | O | N | D | M

Ideas

(Step 1)

Idea – A concept for stationing and supporting forces and functions that lacks the specificity of a proposal.

Proposals

(Step 2)

Proposal – A Description of a potential closure or realignment action that has not been declared as a Scenario for formal analysis by either a JCSG or a MilDep.

Scenario/Scenario Analysis

(Step 3 – Step 6)

Scenario – A description of a potential closure or realignment action that has been declared for formal analysis by each MilDep / JCSG deliberative body and registered with the ISG (tracking tool) (Step 3). Will be subject to an initial review (Step 4). Those conflicting will require further review (Step 5).

Scenario Analysis – The process to formally evaluate a Scenario against all eight selection criteria. (Step 6)

15 Nov 04
JCSGs

Candidate Recommendations

(Step 7)

Candidate Recommendation – A Scenario that a JCSG or a MilDep has formally analyzed against all eight selection criteria and which it recommends to the ISG and IEC respectively for SecDef approval.

15 Dec 04
MilDeps

Recommendations

15 May 05

Recommendation – A Candidate recommendation Approved by the SecDef.

DCN: 11431

TO 1

COL Bockenstedt

TO 1

DCN: 11431

Establish a multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of joint expeditionary forces worldwide. Focus the analysis on creating joint activities in heavy CONUS DOD concentration areas (e.g., locations where more than one Department is based and within close proximity to another).

Understanding and Approach

DCN: 11431

First…

Identify infrastructure changes that provide direct enhancements to the deployment and sustainment of joint expeditionary forces…

Focus on creating joint activities

Focus on High DOD concentration areas

But…do not limit analysis to the above!

Second…

Identify infrastructure changes that provide indirect enhancements to the deployment and sustainment of joint expeditionary forces…

Focus on creating joint activities

Focus on High DOD concentration areas

But…do not limit analysis to the above!

Boundaries

DCN: 11431

- Joint…Multi-Service where possible
- No degradation of deployment and / or sustainment of expeditionary forces
- High density areas where possible
- Wholesale level of supply

Create Five Regional Strategic Distribution Platforms

DCN: 11431

Proposals

- New Cumberland (supports North East US customers)
  - Close Mechanicsburg, Tobyhanna, Columbus
- Norfolk (supports Eastern US customers)
  - Realign Richmond and close Cherry Point
- Warner Robbins (supports South East US customers)
  - Close Anniston, Jacksonville, and Albany
- Red River (supports Central US customers)
  - Close Corpus Christi and Oklahoma City
- San Joaquin (supports Western US and Pacific)
  - Realign Barstow
  - Close San Diego, Puget and Hill
- Close DDC and move functions to DLA HQ and new distribution platforms
- Realign DDPH to become San Joaquin Forward

Drivers

- Principle: Supply, Service and Maintain
- Transformational Option: 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).

Justification / Impact

- Closes significant logistics infrastructure
- Saves dollars
- Spreads strategic distribution requirements among five platforms versus two
- Retains or improves current CWT and response times

Potential Conflicts

- Conflicting proposals developed by the Industrial JCSG
- CONUS basing of returning forces may alter regional alignments

Relocate DDSJ - San Joaquin

DCN: 1143

Proposals

- Relocate DDJC-San Joaquin, DOD's western strategic distribution platform from Tracy and Lathrop, CA to San Diego, CA. Includes:
  - Movement of personnel and S&S functions from Tracy to San Diego
  - Movement of personnel and S&S functions from Lathrop to San Diego
  - Use of existing excess storage capacity in San Diego.
  - New MILCON for additional storage capacity in San Diego

Drivers

- Principle: Supply, Service and Maintain.
- Transformational Option: 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.

Justification / Impact

- Reduces in-transit delivery times for deployed forces
- Provides "doorstep" access to strategic nodes and modes
- Direct load-out of expeditionary ships
- Closer to early deployers at Twenty-nine Palms and Camp Pendleton
- Closer to major customer base in Southwest US
- Potential closure of Tracy and Lathrop

Potential Conflicts

- Availability of MILCON dollars for facility construction.
- Environmental impacts in San Diego region.
- May result in extended payback period due to total costs of execution.

DCN: 11431

TO 2

CAPT Coderre

TO 2

DCN: 11431

Consider the total outsourcing of the wholesale storage and distribution processes from DOD activities that perform these functions.

Basic options:

- Keep the Defense Distribution status quo
- Consolidate
- Outsource
- Consolidate and then outsource

Current Understanding, Approach and Ideas

DCN: 11431

- Boundaries
  - Consolidation (Idea 1)
    - Regions 3, 4 or 5 (see 3 backup slides)
    - Bi-Coastal (see last backup slide)
  - Outsourcing (Idea 2)
    - Commercial 3PLs
    - Hybrids: COCOs, GOCOs, GOGOs
- Other Ideas beyond TO 2
  - Establish two ICPs for all services and DLA; one for Weapons Systems and one for Troop Support
  - Regionalize and consolidate the storage and distribution (not supply or ownership) of wholesale stock with non-unit held retail stock

Current Understanding and Approach

DOJ 1431

- TO # 2 Boundary considerations / issues
  - Consolidation
    - Conflict with Industrial JCSG maintenance depots moves
    - Availability of funding to implement
    - Constraints on transportation modes
    - Coordination with Team #1
  - Consolidate other Service-owned wholesale storage and distribution
  - Outsourcing
    - Privatization?

Regionalize and Consolidate DLA's Distribution Depots (DD) to DDAG

DON: 11431

Proposals	Drivers / Assumptions
• Regionalize & Consolidate DLA's Distribution Depots (DD) in the Tri-State area (i.e., FL, GA, AL). - Losing activities: Close DD Warner Robins (DDWG), DD Jacksonville (DDJF), and DD Anniston (DDAA). - Gaining activity: DD Albany, GA (DDAG).	• Principle: Supply, Service and Maintain. • Transformational Options: Consider the total outsourcing of the wholesale storage and distribution processes from DOD activities that perform these functions.
Justification / Impact	**Potential Conflicts**
• Facilitates future outsourcing • Enables consolidation of available warehouse space • More effective utilization of available transportation • Enables workforce streamlining • Supports constructs of logistics re-engineering • Savings through reduction of Capital Investment, Infrastructure, and Operating Costs.	• Scenarios from other JCSGs and MilDeps. • Availability of MILCON dollars. • Constraints on transportation mode utilization.

DCN: 11431

TO 3

Col King

TO 3

DCN: 11431

- Transformation Option 3: Consider migrating all Service DLR to the oversight and management of a single DOD agency / activity.
  - Assertion 1: From Supply & Storage vantage, DLR (Depot Level Reparable) infrastructure is contained within Service ICP
  - Assertion 2: ICP manage Service equipment; equipment may also be a consideration in TO 3
  - Assertion 3: Some DLA Business Units do not fit neatly in this TO, but may warrant consideration (DLA ICP, DESC, DRMS, DLIS)

Inventory Control Points

DCN: 11431

- Army
  - US Army Aviation and Missile Command (AMCOM) Redstone Arsenal, AL
  - US Army Tank Automotive and Armaments Command (TACOM), Warren, MI
  - US Army Communication and Electronics Command (CECOM), Fort Monmouth, NJ
    - Communications Security Logistics Agency (CSLA), Fort Huachuca, AZ
  - US Army Medical Materiel Agency (USAMMA), Fort Detrick, MD

Inventory Control Points

DCN: 11431

- Air Force
  - Ogden Air Logistics Center, Hill AFB, Ogden, UT
  - Oklahoma City Air Logistics Center, Tinker AFB, Oklahoma City, OK
  - Warner Robins Air Logistics Center, Robins AFB, Warner Robins, GA
  - Air Intelligence Agency, Lackland AFB, TX

Inventory Control Points

DCN: 11431

- Navy
  - NAVICP-M, Mechanicsburg, PA
  - NAVICP-P, Philadelphia, PA
- Marine Corps
  - US Marine Corps Logistics Base, Albany, GA
  - US Marine Corps Logistics Base Barstow, CA
- DLA
  - Defense Supply Center (DSC), Columbus, OH
  - Defense Supply Center (DSC), Philadelphia, PA
  - Defense Supply Center (DSC), Richmond, VA

Our Understanding and Approach

DSN: 11431

- Strategic Boundaries
  - Manage ALL DLRs under single manager (SM)
  - Manage selected DLRs under SM
    - Consideration: Combine DLR associated consumables under SM
  - Manage <u>ALL / selected Equipment</u> under SM
  - Within Services / DLA – consolidate ICPs
  - Locate DLR management with repair

Our Understanding and Approach

DSN: 11431

- Boundary Considerations
  - DLR Service engineering, configuration management, user technical support and allowance development may complicate DLR SM concept
  - Relationships with Industrial / Technical JCSGs and Service industrial must be addressed
  - S&S Capacity Data not gathered commodity group; extensive DLIS support and / or additional S&S programmer support may be needed

DLRs to a Single Manager

DCP 1-43

Proposals

- Transfer management of Army, Navy, Air Force and Marine Comm / Electronics DLRs to DLA by:
  - Converting Service ICPs in-place to DLA (e.g., Fort Huachuca, AZ; Lackland AFB, TX).
  - Developing systems, procedures, and processes to integrate Service operations and create engineering linkages to facilitate deployment and ensure readiness.
  - Consolidating and implementing best business practices.

Drivers / Assumptions

- Principle: Supply, Storage and Maintain
- Transformational Option: Consider migrating all Service DLRs to the oversight and management of a single DOD agency / activity.
- Focused Logistics: Changing nature of warfare dictates the need for a network centric approach to logistics.
- Excess Capacity: GAO Report B-276977 (August 1997) estimates significant savings associated with ICP consolidation.

Justification / Impact

- Justification: Streamline and simplify DLR management.
- Impact:
  - Fundamentally alters existing IMM / PM relationships.
  - Time / cost to develop integrating systems, procedures, processes, and training workforce.
  - Reduced logistics footprint; single face to warfighter.
  - Enables workforce streamlining.

Potential Conflicts

- Risk associated with disruption of existing IMM / PM system.
- Resource allocation by appropriation account.
- Reduce ability of ICPs to provide tailored support to their customers.
- Hinder efforts to link all echelons of supply performance to weapon system readiness goals.

DLRs to a Single Manager

LOG 2143

Proposals

- Combine all 5998 Federal Stock Class (FSC), Electrical and Electronic Assemblies; Boards, Cards, and Associated Hardware, into a single location
- FSC 5998 is a highly Joint FSC managed from multiple locations

Drivers / Assumptions

- Principle: Supply, Storage, and Maintain
- Transformational Option: Consider migrating all Service DLRs to the oversight and management of a single DOD agency/activity

Justification / Impact

- Justification: Streamline and simplify DLR management
- Impact:
  - Fundamentally alter existing PICA / SICA relationships
  - Time / cost to develop integrating systems, procedures, processes, and training workforce
  - Enables workforce streamlining

Potential Conflicts

- Risk associated with disruption of existing PICA / SICA system
- Resource allocation by appropriation account
- Reduce ability of ICPs to provide tailored support to their customers

DCN: 11431

Critical Operational Considerations

Col Neeley

Draft Deliberative Document – For Discussion Purposes Only / Do Not Release Under FOIA

Critical Operational Considerations

DCN: 11431

- DLA and Service Supply / Maintenance Depot Relationship
  - DLA/DDC Supply / Storage / Distribution wholesale distribution and warehouse operations collocated with MILDEP depot maintenance activities
  - DLA manages DLA and Service wholesale stored items, but MILDEPs maintain item management over service-owned assets
  - Duplicate inventory
- What happens if JCSG or MILDEP scenario close / realign / consolidate a maintenance depot?

Critical Operational Considerations

DCN: 11431

- Criticality of Transportation / Distribution Nodes in Transformation: is one more important than the other?
  - Location
  - Type
    - Aerial Ports
    - Sea Ports
    - Railheads
    - Ground Transport
    - Pipelines
  - Service Mission, Preference, Doctrine

Critical Operational Considerations

DCN: 11431

- How do we vet the differences within the JCSG
  - Doctrinal
  - Force Structure
  - Facilities
  - Culture
  - Statutory
  - Others
  - Final Coordination of what moves forward

Critical Operational Considerations (Principals Concerns)

DCN: 11431

- What are they?
- How does S&S JCSG mitigate those concerns? The way we see it is…
  - Being aware of the swim lanes and playground area up front
  - Vetting is next BIGGEST issue
    - Need for principals consensus/agreement
    - Time for S&S JCSG to run through its thought and process scenarios
    - Re-vet, AND
    - Make the 15 Nov 04 “Candidate Recommendations” suspense

Other Issues

DCN: 11431

- S&S JCSG Staffing
  - Thru 15 Dec 04
    - No turnover
    - Minimize part-time participation
    - Continuity absolutely critical
  - After 15 Dec 04 and thru 16 May 05
    - Draw down to select staffing
    - Dependent on required work

DCN: 11431

Closing Remarks

VADM Lippert