

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

Minutes of S&S JCSG Principals' Meeting, November 8, 2004

Principal Attendees: VADM Lippert (S&S Chair; DLA), LTG Christianson (Army), CAPT Wright (Alternate, represented RDML Thompson, Navy), Mr. Aimone (Alternate, represented Lt Gen Wetekam, Air Force), Ms. Kinney (Alternate, represented BGen Usher for the Marine Corps), Lt Gen McNabb (Joint Staff, J4)

VADM Lippert opened this 22nd meeting of the S&S JCSG Principals and welcomed Mr. Hall of OSD; presenting on the topic of Regional Inventory and Materials Management (RIMM).

-- He stated that Lt Gen Wetekam had attended the ISG meeting on 5 Nov and that the key topics from that session would be discussed in today's meeting.

-- The Admiral stressed the importance of holding another S&S offsite to determine the steps to take with the scenarios. The meeting is proposed for 13 Dec, 1330 – 1730 at DLA HQ. The Principals were requested to adjust their calendars for the event.

- ✓ • Mr. Hall (OSD) presented the briefing on RIMM (11 charts). RIMM is focused on streamlining the flow to maintenance activities (not deployable organizations) and regionalizing material handling. The pilot region studied was San Diego (i.e., Navy, Marine Corps, DLA).
 - Chart 4 depicts the supply chain reference model based on 15 “physical touches” documented from the artisan to the wholesale depot.
 - Chart 5 shows how streamlined replenishment gets accomplished for increased productivity.
 - Chart 6, concerning the responsibility of the logistics integrator for synchronization flow, generated discussion. VADM Lippert asked Mr. Hall about the projected timeline for the project. Mr. Hall replied that the timeline for the pilot project is under development, but a completion date early in 2005 is anticipated. VADM Lippert and Mr. Hall described RIMM as a way to do business better; measured with metrics. Mr. Hall added that the cost of “physical touches” was yet to be determined. He said that the RIMM team is working with the Army and Air Force to look at other regions. In response to a question from VADM Lippert, Mr. Hall said that “third party” is possible—“wide-open”. VADM Lippert asked where it is envisioned that the decision will be made to position inventory. Mr. Hall said it will be made at the artisan/work cell level. LTG Christianson inquired how regions are defined to which Mr. Hall said that they are defined by a time/distance relationship.
 - (Chart 7, “Streamlined Replenishment Maintains Control While Minimizing Touches”) VADM Lippert asked if the S&S JCSG can offer anything to the RIMM study. Mr. Aimone suggested its value as an implementing strategy. LTG Christianson offered that it could be used to show savings when we run models. Lt Gen McNabb stated that this path could be chosen without BRAC. ✓

- Chart 9, "Streamlined Replenishment Creates Benefits": Mr. Hall suggested that S&S consider force protection (VADM Lippert had stated that OSD views it as a key point); how far away can a hub be from a maintenance shop.
- Mr. Hall summed up his presentation by saying that the RIMM team is looking at integrating with NIMS.
- The Principals agreed that S&S should draft recommendations on how RIMM applies to our studies (within BRAC rules). The recommendations should include cost.
- (Charts 4 – 7, "Status of Effort") Col Neeley said that S&S is nearing the point in which the Principals must decide how to proceed with the chosen scenarios. VADM Lippert said that they will have to use Military Judgment.
 - The Colonel reviewed Mr. Wynne's directive for the JCSGs to run multiple scenarios to achieve fairness. S&S is working on the process for documenting those multiple scenarios.
- Col Neeley reviewed the charts (1 – 9) from the ISG meeting of 5 Nov. He said that Mr. Wynne had met with the IEC on 28 Oct in a productive session.
 - The Colonel remarked that COCOM has sought input to the BRAC process. Consequently, Mr. Petochny plans to meet with COCOM. Mr. Meyer (OSD (AT&L) S&S Representative) will ask when the meeting will be held. Colonel Neeley added that OSD had set up a "reading room" for COCOM to access BRAC information.
 - The matrix (Chart 11 in the ISG brief) for depicting status of the JCSGs' efforts was tasked for completion to CAPT Coderre for review by the Principals before 20 Nov. The column headings are: *Capacity Analysis Complete, Materiel Capacity Data Issues, MilVal Analysis Complete, MilVal Data Issues, Scenario Development Complete, and Criteria 5-8 Analysis Complete*. Mr. Aimone said it is an iterative process.
 - Col Neeley said that guidance concerning consideration of "Homeland Defense" in scenario studies will be provided at the 12 Nov ISG meeting. Also, Lt Gen Wetekam had recommended that COCOM be added to the discussion at the next ISG meeting; Mr. Meyer took note of the request.
- (Charts 9 – 11, "Optimization Model Status") Dr. Kelly gave an update on S&S Optimization. Lt Gen McNabb offered that if S&S has much data, then we might, after running Optimization, "surge only promising runs." The Principals asked how they might help focus those efforts.
- (Charts 12 - 14, "COBRA Status, Criterion 5") Mr. Meconnahey briefed the S&S COBRA status; reflected that formatting issues confronted in converting S&S information to the format recently imposed by OSD slowed our process; however, the COBRA team is working the action. Lt Gen McNabb cautioned that with a 48-hour response time for the data call respondents, S&S will have to ensure the response process is disciplined to meet the timeline.
- (Charts 15 - 21) COL Bockenstedt briefed the status of scenarios proposed by Team 1. Some discussion resulted about the issue of "no Optimization" for the proposed "Outsource Wholesale Storage and Distribution, Outsource Wholesale Distribution, Privatize Storage and Distribution on Specific Commodities". COL Bockenstedt said that the team will run COBRA for a cost analysis.

Mr. Meyer stated that outsourcing is an A-76 action. He offered to assist S&S in recording it.

- Mr. Meconnahey presented a study of the proposed scenario for “Establish Five Regional Strategic Distribution Platforms” (Chart 23). The chart reflects Capacity Data and MilVal. Mr. Aimone suggested that the team “cost-out” for storage aides.
- (Charts 23 – 34, “Optimization Runs—Results to Date”) Col King briefed on Team 2’s efforts. Concerning the proposed scenario for consolidation of Service and DLA ICPs, the Principals focused on what is the best mix of ICPs to remain open to eliminate excess capacity. Col King noted that in the recent Optimization runs that no Navy or Marine Corps ICPs resulted. VADM Lippert recommended that S&S start at 100 percent for the “closed activity” (Chart 30) and to “move on as it makes common sense.”
- Col King also gave an update of the LMI hosted “Risk – Reward” event scheduled for 16 Nov. The Army representative will be Ms. Plummer, SES, from G-4. Col King presented a memorandum with attachments for VADM Lippert to review and sign. The package will be handed directly to the attendees in office calls by Col King and team this week; attendees complete a nondisclosure statement as well.
- Col Neeley reviewed the S&S “Way Ahead”. S&S will present COBRA status and specific information about scenarios, but no Optimization update will be given at the S&S Principals’ meeting on 15 Nov, 1300.
- VADM Lippert thanked the S&S team for the accomplishments and reminded the attendees about the importance of the proposed Principals’ offsite at DLA next month.

Approved: M. W. Lippert

for Keith W. Lippert
KEITH W. LIPPERT

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

Attachments:

1. Roster of Attendees
2. Briefing Slides
3. Taskings

ACTIVITY: S&S JCSG
 CONTROL NUMBER# 4364-0937
 COPY 1 OF 1 COPIES
 DATE RECEIVED 15 NOV 2004
 TIME RECEIVED 1400
 Pages: 1-41

Roster of Attendees for S&S JCSG Principals' Meeting on 8 Nov 04, 1500

VADM Lippert (Chair, S&S JCSG; Principal, DLA)
LTG Christianson (S&S JCSG, Principal, Army)
CAPT Wright (Representing RDML Thompson, S&S JCSG, Principal, Navy)
Ms. Kinney (Representing BGen Usher, S&S JCSG, Principal, Marine Corps)
Mr. Aimone (Representing Lt Gen Wetekam, S&S JCSG, Principal, Air Force)
Lt Gen McNabb (S&S JCSG Principal, J4, JS)
Col Neeley (S&S JCSG, USAF, DLA, Executive Secretary)
COL Bockenstedt (S&S JCSG, Army Lead)
CAPT Coderre (S&S JCSG, Navy Lead)
LtCol Truba (S&S JCSG, Marine Corps Lead)
Col King (S&S JCSG, Air Force Lead)
Col Faulkner (S&S JCSG, USMC, J4, JS)
Mr. Meonnahey (S&S JCSG, COBRA Team)
Maj Champagne (S&S JCSG, Data Team Lead)
Dr. Kelly (S&S JCSG, Optimization Team Lead)
LTC Dasch (S&S JCSG, USA, DLA, XO)

Mr. Burleson (S&S JCSG, Air Force Team)
Maj Condon (S&S JCSG, USAF, Optimization Team)
Mr. Deming (S&S JCSG, Army Team)
Mr. Galloway (DOD IG)
CDR Goodwine (S&S JCSG, Optimization Team)
CDR Hoyt (S&S JCSG, Navy Team)
Mr. Krammer (S&S JCSG, Air Force Team)
SMSGT Kruse (S&S JCSG, Air Force Team)
Ms. Lacy (S&S JCSG, Army Team)
CDR Larcher (S&S JCSG, Navy Team)
Mr. Larson (S&S JCSG, Army Team)
Mr. Lowman (S&S JCSG, Army Team)
CDR Martin (S&S JCSG, Navy Team)
Mr. Meyer (S&S JCSG, OSD (AT&L) Representative)
Lt Col Nalepa (S&S JCSG, USMC, Navy Team)
Mr. Okabayashi (S&S JCSG, Army Team)
Mr. O'Rourke (DLA BRAC Team Lead)
LCDR Stark (S&S JCSG, Data Team)
Capt Rivera (S&S JCSG, MC Team)



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

Principals' Meeting

November 8, 2004

Chair: VADM Keith Lippert

Overview



- Opening Remarks VADM Lippert
- Regional Inventory and Materials Management (RIMM) Mr. Hall
- Status of Effort Col Neeley
- Optimization Model Status LCDR Stark
- COBRA Status Mr. Meconnahey
- Scenarios' Status COL Bockenstedt,
Col King
- Issues and Way Ahead Col Neeley



Regional Inventory and Materials Management (RIMM)

Mr. Hall

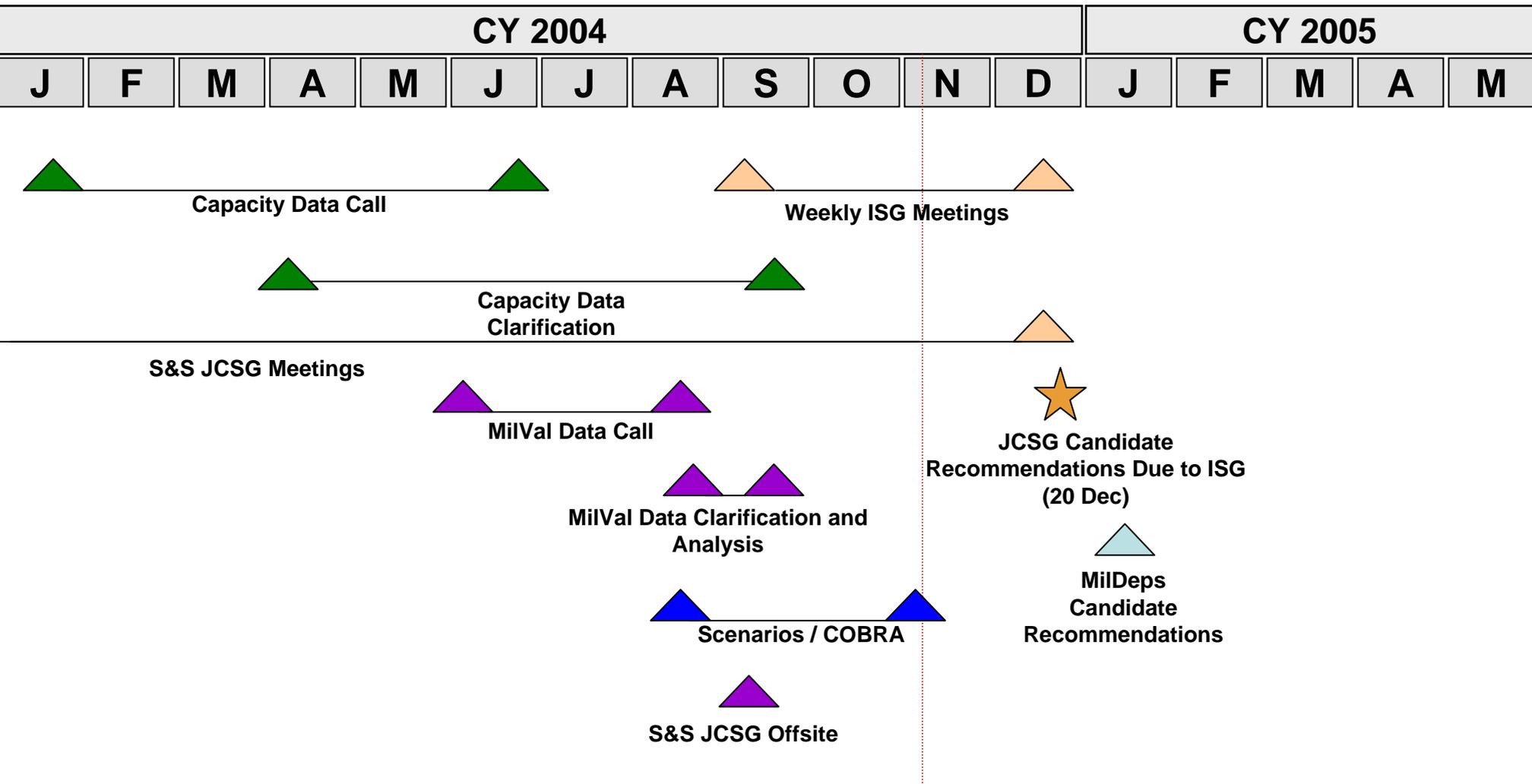


Status of Effort

Col Neeley



BRAC Process





ISG (5 Nov) Recap

Col Neeley



Optimization Model Status

Dr. Kelly



Optimization Model Status

- Optimization runs are being done for each “Optimizationable” scenario
 - Surge runs are being done at 110% and 120% demand
 - All runs are being done to maximize infrastructure closed while retaining the highest military value activities required to do the work
- Runs to Date:
 - The scenario groups have received 13 runs
 - We have an additional 9 runs that are ready to go to the teams
 - We have run requests in for 10 more runs



Optimization Model Status

DCN: 11435

■ Issues Impacting Optimization Runs

- Continue to get questionable results
 - Illogical activities selected
- Continue to run model in broken up fashion
- Model not designed to address Transformation Options
 - Some can be accommodated, several cannot
- Ability to coordinate efforts adversely impacted by requirement to run model at Navy BRAC Office



COBRA Status (Criterion 5)

Mr. Meconnahey

COBRA Status (Criterion 5)



- Received New Scenario Data Call Template (2 Nov)
- Received New COBRA Model (All Service Data) (3 Nov)
- Met with DOD IG on COBRA; Scenario Data Call (SDC) Procedures (3 Nov); Draft SOP (12 Nov)
- Scenario Statistics (as of 5 Nov)

	Scenarios	Data Calls Ready (COB 8 Nov)
OSD Tracker	25	14
Pending	6	4

COBRA Way Ahead (Criterion 5)



- OUSD (AT&L) Memorandum on BRAC 2005 Scenario Data Calls (SDC), dated 3 Nov 04
 - Data Calls can now be sent to Field Activities from MILDEP / Agency BRAC Offices
 - JCSGs should issue their Data Calls to MILDEP / Agency BRAC Offices



Continuous communication between JCSGs and MILDEPS / Agencies must occur



Scenarios' Status

COL Bockenstedt



Issues

Ref: Establish Five, Four, and Three Regional Strategic Distribution Platforms

Issue: How much of a satellite activity to leave at each industrial facility

*Our starting position is:
1/3 of the personnel
25% of the infrastructure*



Issues

Ref: Establish Five, Four & Three Regional Strategic Distribution Platforms

Issue: What is the mission and role of a satellite activity?

Only supports the industrial facility

Receives, stores, issues systems destined for the production line

Receives, stores, issues parts and components for the production line

Receives, stores, packages, issues, ships completed systems



Issues

Ref: Establish Five, Four, and Three Regional Strategic Distribution Platforms

**Issue: OSD Scenario Deconfliction...Red River and Norfolk
have been identified as conflicts**

*Developed regionalization alternatives using
Oklahoma City and Richmond*



Issues

**Ref: Outsource Wholesale Storage and Distribution,
Outsource Wholesale Distribution,
Privatize Storage and Distribution on Specific Commodities (Tires,
Compressed Gases, Packaged POL)**

Issue: No Optimization

Will perform a cost and benefit analysis

(Enabling Scenario)

**Realign Storage and Distribution Functions
at Sierra Army Depot**

DCN: 11435

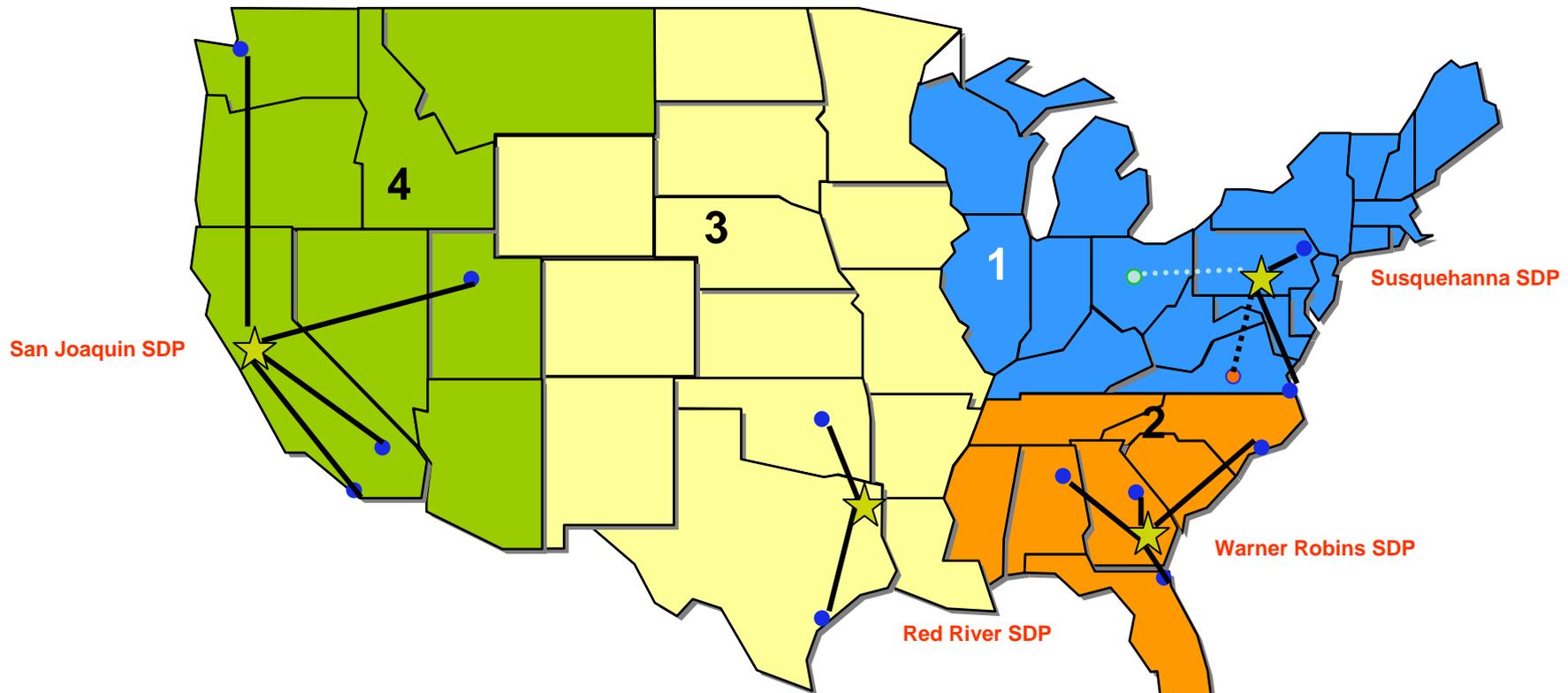


<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ■ Transfer storage and distribution functions for all supplies and materiel (except Class V) from Sierra Army Depot to Barstow MCLB ■ Eliminate the need for storage and distribution infrastructure at Sierra ■ Eliminate the need for personnel performing storage and distribution functions at Sierra 	<p style="text-align: center;">Drivers / Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Supply, Service and Maintain ■ Transformational Option: Consolidate Services' common functions: supply, medical, legal and religious programs
<p style="text-align: center;">Justification / Impact</p> <ul style="list-style-type: none"> ■ Enables Army-sponsored proposal to close Sierra ■ Reduces excess capacity 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



Establish Four Regional Strategic Distribution Platforms

DCN: 11435



Actual Driving Time from SDP to Depot Maintenance (Satellite Facility)												
SDP	DDJC				DDRT		DDWG				DDSP	
Satellite	DDBC	DDDC	DDHU	DDPW	DDOO	DDCT	DDJF	DDAG	DDAA	DDCN	DDTP	DDNV
Hours	6	7	12	12	6	7	4	2	3	9	2	5
Source: Mapquest.com												

Strategic Distribution Platform (Realign)

Satellite Co-located Facility (Realign)

Stand-alone Facility (Closure)

Stand-alone Facility (Realign)



Optimization Runs – Results to Date

Col King

The logo is circular with a purple border. Inside the border, the text "Joint Cross Service Supply and Storage" is written in a circular path. In the center of the logo, there are several smaller circular icons representing different military or service-related symbols.

Optimization

■ Optimization Run Considerations

- Resources
 - ❑ Optimization based on multiple resource grouping per function
 - For Inventory Control Points (ICP) – Supply Labor and Workspace
 - ❑ Supply labor numbers are total Full Time Equivalents at that ICP installation
 - ❑ Workspace numbers are square feet of floor space at that ICP installation
- Capacity – MilVal trade-off
 - ❑ Results are based on maximizing Military Value and minimizing the number of activities kept open
- Results Description
 - ❑ 1st result is based on current requirements
 - ❑ 2nd result is based on a “surge” in requirements (+10%)



T.O. 57 Consolidate ICPs in a single location for each Service – Multiple Resources

DCN: 11435

Open Activity	100%	Supply Labor	Workspace	MilVal
CECOM ICP, FT MONMOUTH, NJ		325	520,547	.215
NAVICP, PHILADELPHIA, PA		330	27,468	.206
OKLAHOMA CITY ICP, TINKER AFB, OK		817	105,088	.173
MCLB, ALBANY, GA		231	626,043	.182
DEFENSE SUPPLY CENTER, COLUMBUS, OH		528	307,230	.197
Excess Resources (- denotes shortage) @ 100%		-949	-161,187	

Includes following consolidations:

- 57.1.1 Army 57.1.2 Navy
- 57.1.3 Air Force 57.1.6 DLA



T.O. 57 Consolidate ICPs in a single location for each Service - Multiple Resources

DCN: 11435

Closed Activity	100%	Supply Labor	Workspace	MilVal
AMCOM ICP, REDSTONE ARSENAL, AL		286	107,919	.185
TACOM ICP, ROCK ISLAND, IL		245	315,729	.184
ILSC, DETROIT ARSENAL, DETROIT, MI		363	155,216	.134
CECOM CSLA, FT HUACHUCA, AZ		85	37,500	.089
TACOM ICP, SOLDIER SYSTEM COMMAND, NATICK, MA		66	81,259	.038
NAVICP, MECHANICSBURG, PA		282	9,800	.184
OGDEN ICP, HILL AFB, UT		414	162,648	.164
WARNER ROBINS ICP, ROBINS AFB, GA		966	214,020	.118
CPSG ICP, LACKLAND AFB, TX		16	0	.079
DSCR, RICHMOND, VA		989	437,318	.184
DSCP, PHILADELPHIA, PA		891	253,699	.164

Includes following consolidations:

57.1.1 Army 57.1.2 Navy
57.1.3 Air Force 57.1.6 DLA



T.O. 57 Consolidate ICPs in a single location for each Service – Multiple Resources

DCN: 11435

Open Activity	Surge: +10%	Supply Labor	Workspace	MilVal
AMCOM ICP, REDSTONE ARSENAL, AL		286	107,919	.185
NAVICP, PHILADELPHIA, PA		330	27,468	.206
OKLAHOMA CITY ICP, TINKER AFB, OK		817	105,088	.173
MCLB, ALBANY, GA		231	626,043	.182
DEFENSE SUPPLY CENTER, COLUMBUS, OH		528	307,230	.197
Excess Resources (- denotes shortage) at +10%		-1306	-748,572	

Includes following consolidations:

- 57.1.1 Army 57.1.2 Navy**
- 57.1.3 Air Force 57.1.6 DLA**



T.O. 57 Consolidate ICPs in a single location for each Service - Multiple Resources

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Closed Activity	Surge: +10%	Supply Labor	Workspace	MilVal
CECOM ICP, FT MONMOUTH, NJ		325	520,547	.215
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Includes following consolidations:

- 57.1.1 Army 57.1.2 Navy**
- 57.1.3 Air Force 57.1.6 DLA**



57.1.7.0.0.S&S-0011 Consolidate Service and DLA ICPs (minimize excess capacity) – Multiple Resources

DCN: 11435

Open Activity	100%	Supply Labor	Workspace	MilVal
CECOM ICP, FT MONMOUTH, NJ		325	520,547	.215
AMCOM ICP, REDSTONE ARSENAL, AL		286	107,919	.185
TACOM ICP, ROCK ISLAND, IL		245	315,729	.184
OGDEN ICP, HILL AFB, UT		414	162,648	.164
WARNER ROBINS ICP, ROBINS AFB, GA		966	214,020	.118
DSCC, COLUMBUS, OH		528	307,230	.197
DSCR, RICHMOND, VA		989	437,318	.184
DSCP, PHILADELPHIA, PA		891	253,699	.164
Excess Resources (- denotes shortage) @ 100%		1464	571,547	



57.1.7.0.0.S&S-0011 Consolidate Service and DLA ICPs (minimize excess capacity) – Multiple Resources

DCN: 11435

Closed Activity	100%	Supply Labor	Workspace	MilVal
ILSC, DETROIT ARSENAL, DETROIT, MI		363	155,216	.134
CECOM CSLA, FT HUACHUCA, AZ		85	37,500	.089
TACOM ICP, SOLDIER SYSTEM COMMAND, NATICK, MA		66	81,259	.038
NAVICP, PHILADELPHIA, PA		330	27,468	.206
NAVICP, MECHANICSBURG, PA		282	9,800	.184
OKLAHOMA CITY ICP, TINKER AFB, OK		817	105,088	.173
CPSG ICP, LACKLAND AFB, TX		16	0	.079
MCLB, ALBANY, GA		231	626,043	.182



Risk-Reward Analysis

DCN: 11435

- Members for expert panel have been selected
 - Navy: RADM Roesner
 - USMC: BGen Usher
 - Air Force: Mr. Koenig, SES
 - Army: BG (Select) Michael Terry
- Read aheads will be hand-delivered to all by this Wednesday
- Panel set to meet on 16 Nov 04 at LMI



Risk-Reward Analysis

DCN: 11435

- Questions for experts will cover the following areas:
 - Performance risk to ICP
 - Time needed to successfully implement
 - Investment needed to implement
 - Savings
- LMI will ask questions, consolidate and process results, and prepare:
 - Slide to depict results
 - Report documenting procedure and results



Risk-Reward Analysis

DCN: 11435

■ Sample risk questions:

- With respect to the ICP's ability to support the warfighter is it more import for the ICP to be able to:
 - Tailor support to the unique needs of each Service
 - Conduct business in a manner that is transparent to the warfighter
- If Alternative X is implemented, what is the likely effect on the ability of the ICP to “tailor support to the unique needs of the warfighter”?
 - Significantly positive
 - Moderately positive
 - No impact
 - Moderately negative
 - Significantly negative



Risk-Reward Analysis

DCN: 11435

■ Sample time question:

- Alternative X would most likely require how many years to “successfully” implement?
 - 1 to 4 years
 - 5 to 8 years
 - 9 to 12 years
 - More than 12 years

■ Sample investment question:

- Alternative X would most likely require how much “new construction”?
 - None – Existing structures will suffice as is
 - Minor – Existing structures will suffice with minor mods
 - Moderate – Existing structures will suffice with major mods
 - Major – New structure(s) will be needed



Risk-Reward Analysis

DCN: 11435

- Sample savings question:
 - What is the likely impact to the total FTEs in “materiel management – inventory management” for all the ICPs effected by Alternative X if this alternative is implemented?
 - An increase
 - No impact
 - Minor decrease (less than 25%)
 - Moderate decrease (26 to 50%)
 - Major decrease (more than 50%)



Issues and Way Ahead

Col Neeley



Issues





Way Ahead

- 8 Nov** – *Estimated completion of scenario de-confliction. Began release of scenario specific data calls from MilDeps*
- 12 Nov** – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*
- 15 Nov** – *JCSG Principals' Meeting (1300 – 1500), J4 Conference Room / 2C836; JCSGs should have completed all of the analysis they could without scenario specific data.*
- 19 Nov** – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*
- 26 Nov** – *No ISG scheduled*
- 29 Nov** – *JCSG Principals' Meeting (1300 – 1500), J4 Conference Room / 2C836*
- 3 Dec** – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*
- 9 Dec** – *JCSG Principals' Meeting (1400 – 1600), J4 Conference Room / 2C836*
- 10 Dec** – *ISG Meeting (1000), VADM Lippert attends, Pentagon (3D1019)*
- 16 Dec** – *JCSG Principals' Meeting (1400 – 1600), J4 Conference Room / 2C836*
- 17 Dec** – *ISG Meeting (1030), VADM Lippert attends, Pentagon (3D1019)*
- 20 Dec 04** – *JCSG candidate recommendations due to the ISG (S&S JCSG internal suspense)*

Way Ahead

24 Dec – *No ISG scheduled*

31 Dec – *No ISG scheduled*

20 Jan 05 – *MilDep candidate recommendations due to the ISG for information and conflict identification only, not approval*

25 Feb – *ISG completes review of candidate recommendations*

25 Feb – 25 Mar – *IEC review of candidate recommendations*

25 Mar – 25 Apr – *Report writing*

25 Apr – 6 May – *Report coordination*

16 May – *Secretary transmits recommendations to Commission*