



Installation Visits

Black Hat?

White Hat?

TBD?

It is your call!

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A Significant Responsibility



- **Your only official face to face visit with the installation**
- **Their only official opportunity to present their installation and mission to the analyst**
- **Your responsibility to be prepared for the visit**
- **Regardless of your thoughts, they see you as the single greatest threat to their future**
- **You owe it to them to have an open mind, closed heart, and to be focused on your mission, *including transformation***



An Opportunity

- The visit will show what the data will not
- The visit will provide a better understanding of the functional mission of the installation
- The visit will eliminate false perceptions that you might have of an installation simply because you have never been exposed to its functional mission
- The visit will build to your existing data base and it will enhance the *Big Picture* beyond a single installation perception

You Must Be Prepared



- Being *prepared* does not make you an *expert* – it makes you a *responsible analyst*
- You start being prepared the day you were assigned to TABS – “*assigned*” isn’t the right word, you were *selected* by the Army leadership
- By the time the final recommendations have been made, you will realize *this* is the one job you will ever have that has a direct impact on *shaping the Army and Department of Defense* for the future
- You *are not* the expert you may think you are

Being Prepared Isn't Hard



- Start **now**, and continue on a daily basis
- **Define** and **Understand** your mission
- **Identify** those installations and activities that you have a direct responsibility for during the analysis
- **Understand** that there is a *functional* and *operational* mission at each installation or activity, and know what *your responsibility* is throughout the process
- **Review** previous BRAC '95 records for all those installations and activities that you are responsible for
- **Build** a living file on each



Get A Good Source & Ride It

- After identifying your installations/activities, *learn* their command structure from top down
- Identify who your equals are in the process at the MACOM level of entry, *and establish a working relationship – Learn Their Transformation Plans*
- Use readily available sources to build your files, and *use your MACOM source – not the installation, your objective is to get smart – not certified data*
- Identify duplicate functions being performed at other Army or DOD activities



Communicate

- ***Focus*** on your Army responsibility and ***watch*** the JCSG community
- Talk with your ***fellow analyst***
- Talk with ***your*** contractor support – ***we have been there, done that, and got scars for proof, and we know others***
- Understand that something goes on every day at an installation, ***and the good*** is usually available with a couple of clicks on a mouse
- Make a dedicated effort to talk with people that can provide you the right information ***often***



Make Your One Visit Productive For Everybody

- Because of the process leading up to your visit, *you have a pretty good idea of what is important*
- Schedule your visit in advance, and *through* the responsible MACOM – tell them when you will arrive
- Based upon the installation/activity, *identify* the functional missions that you are interested in seeing – things that *you know are important* because you are prepared, and communicate this with your visit schedule
- *Remember*, you are a “guest” of the installation



Important Things

- ***Read*** your data file just before your visit
- A command overview focused on the functionality of the installation
- A tour of the functional parts of the installation
- ***Look*** and ***Listen*** – compare and take notes
- **DO NOT** dictate to them – ***it is their show***
- Specify that you want to ***see and understand*** things that make them ***unique***
- ***Request*** copies of everything you are presented during the visit

More Important Things



- Tenant activities are important *but not significant*
- *Request* information papers and fact sheets be included in your “packet” – provide them with specific information needed in the papers, and a format
- If you *recognize* something that could be significant during your evaluation, ask for follow-on papers
- Request a map of the installation that can be utilized at a later time in your analysis to “look” at things
- Expect the *unexpected*
- **DO NOT** cut them short!



From Experience

- ***OPEN MIND – CLOSED HEART***
- **Avoid the *emotionalism* from the workforce and community**
- **Make your own travel arrangements**
- **DO NOT talk about another installation visit**
- **DO NOT give an opinion about your visit**
- **Take notes *and review* them during your travel**
- ***Anticipate* a “staffer” to be hidden in your visit**
- ***Expect* the results of your visit to reach “Washington” before it reaches “Rosslyn”**

Just Common Sense



- Do not underestimate the installation – *they* will know as much, or more, about you than you think
- *You are perceived as a threat*
- Being *professional* and *polite* doesn't mean you have to be “social” at the local pub after your visit
- Exit one-on-one with the commander if at all possible
 - Appreciate his/her support
 - Go over additional things you might have requested
 - Ask that their PA folks add you to their newsletter mailing
 - Ensure that they know significant changes need to be identified

Your Visit Never Ends



- **The final recommendation determines visit closure**
- **Your notes and living file become more significant if the final recommendation has a negative impact on the installation**
- **BRAC “formally” ceases being non-political the day recommendations are announced**
- **Expected to be challenged**
- ***IF* you do your job, the folks doing execution will have an easier job**
- ***Talk to MAJ Shepherd about the execution of recommendations***



Best Advice I Can Give

- ***Get Installation & Function Smart***
- ***Know the Army Stationing Strategy***
- ***Know Their Fit In Transformation***
- ***Work In A Clearly Defined Mission***
- ***Work As A Team & Stay Focused***
- ***Share The Good & The Bad***
- ***You Are The Best Available***