

The Joint Cross Service Group Process



19 August 2003



JCSG Lessons Learned ('95)

- OSD Guidance late
- Group members had parochial interests
- Some JCSGs looked at activities not functions or installations
- JCSGs were allowed to develop own processes, data calls, and models – not consistent across JCSGs or MILDEPs
- Process, metric development, and data definitions were critical to JCSG timeliness issues
- Recommendations were not timely
- MILDEP had final say on recommendations over JCSG recommendations
- No significant cross-service consolidation was achieved



Purpose of JCSGs

- Develop Closure and Realignment Recommendations
 - Transform and restructure functions
 - Opportunity for clean sheet rationalization
- Examine functions in context of facilities
 - Business process reengineering
 - Function/workload recommendations with facility impacts
- Develop recommendations based on
 - Force structure plan
 - Selection criteria

Military Value Criteria Have Primary Consideration



JCSG Tasks

- Determine functional content to be reviewed
- Review universe of installations with these functions
- Resolve overlap with other JCSGs
- Establish data requirements and definitions
- Issue data calls through Services
- Conduct capacity and military value analyses
- Develop scenarios and conduct analyses
- Develop recommendations
- Coordinate with MILDEPs and other JCSGs
- Submit recommendations to ISG and IEC



BRAC Process: Services v. JCSGs

- JCSGs analyze **common business-oriented support** functions; MilDeps analyze **service-unique** functions.
- Data calls issued through MilDeps **include JCSG data requirements**.
 - Data **certified** at each level of command.
- JCSGs and Services conduct **independent analyses** using **DoD Selection Criteria**
- JCSG recommendations go **directly to ISG and IEC**
 - Carry **same weight** as MILDEP recommendations
 - Approved JCSG recommendations **incorporated** into final submission to SecDef
- IEC makes final decisions on **all JCSG and Service** recommendations



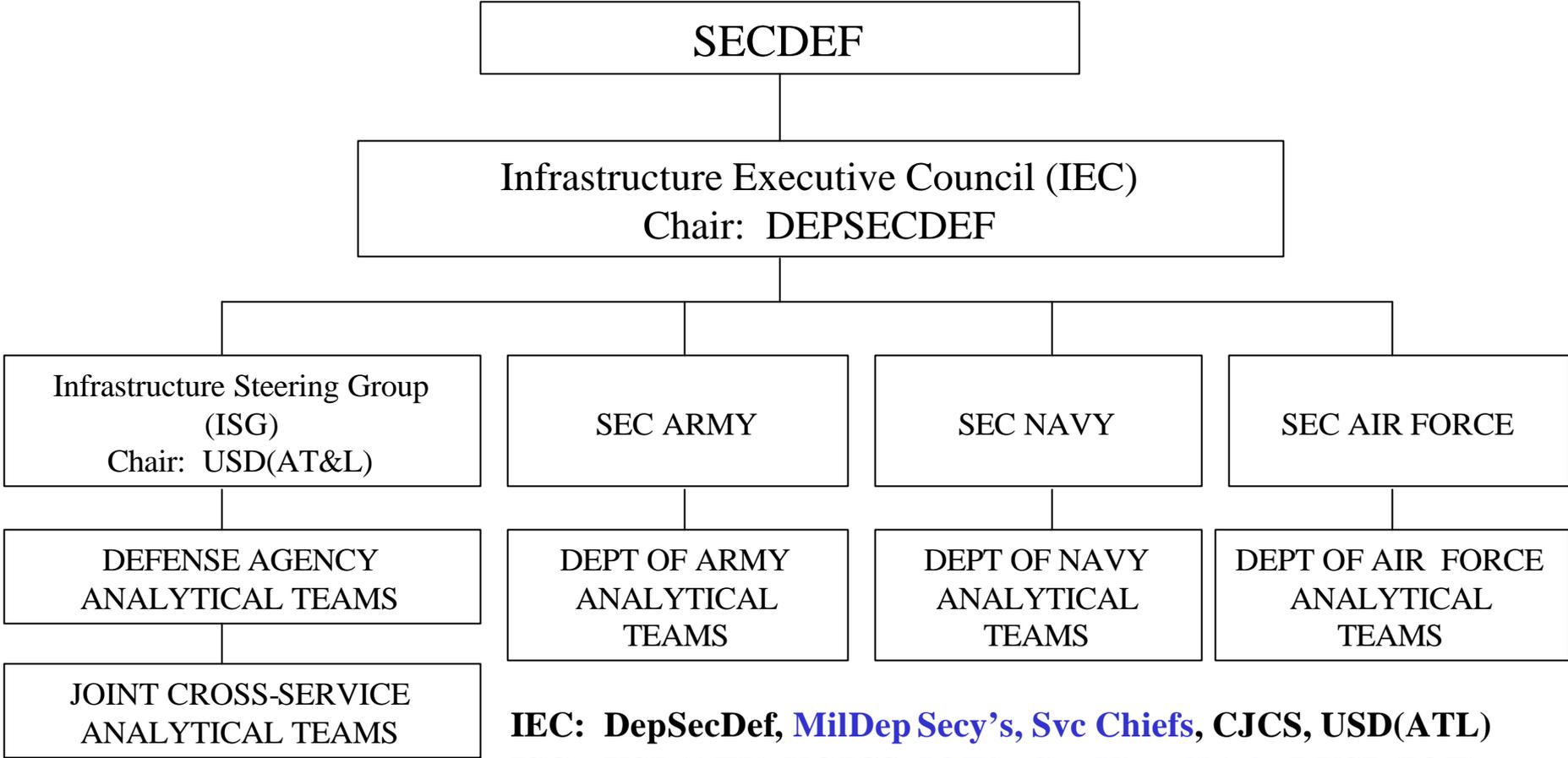
Example of issues

Redstone Arsenal:

- School *Education JCSG*
- Ammunition storage *Industrial JCSG*
- IMMC *Supply and Storage JCSG*
- RDEC *Technical JCSG*
- Hospital *Medical JCSG*
- Commodity command *Administrative JCSG*
- Integration *Army TABS*
- Army transformation *Army TABS*



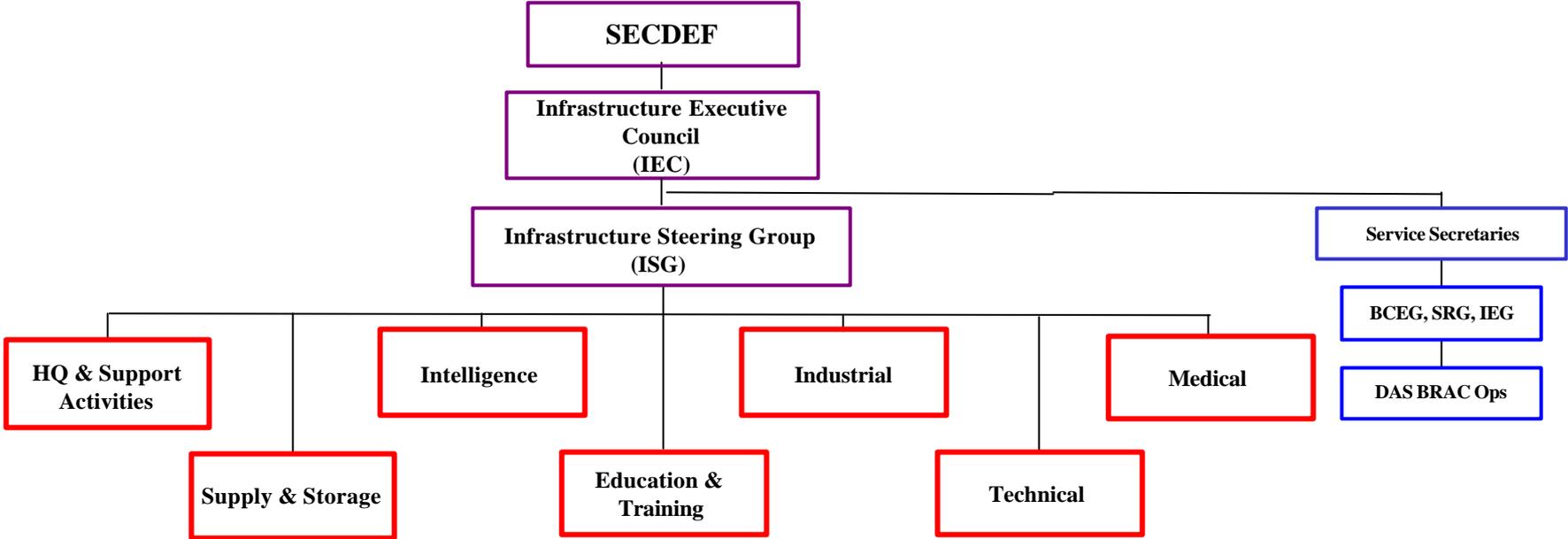
OSD Task Organization



IEC: DepSecDef, **MilDep Secy's**, **Svc Chiefs**, CJCS, USD(ATL)
ISG: USD(ATL), VCJCS, **I&E's**, **Svc Vice-Chiefs**, DUSD(I&E)



BRAC 05 JCSG Structure



- JCSG Responsibilities**
- ✓ Figure out what to analyze and how
 - ✓ Assign missions to Analysis Teams
 - ✓ Evaluate/integrate analyses, prepare recommendations
 - ✓ Report to ISG:
 - IPRs
 - Final recommendations

- JCSG Structure**
- ✓ DoD lead (ASD level) (Except HSA, Med)
 - ✓ 1 rep /service w/overarching responsibility/experience/authority
 - ✓ Defense Agency Rep as appropriate
 - ✓ Joint Staff rep as appropriate
 - ✓ Ad Hoc COL/Capt/GS-15 Committee



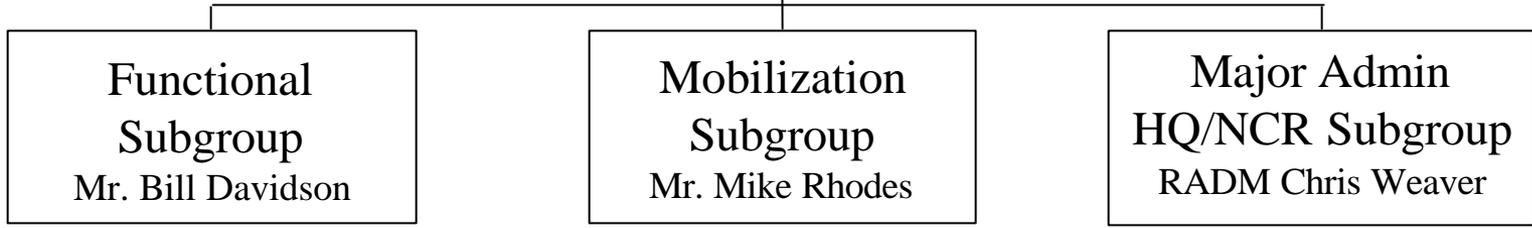
Headquarters and Support Activities

Joint Cross Service Group

USD (AT&L): Hon Michael Wynne } **IEC** } USA: Hon Les Brownlee, GEN Pete Schoomaker
 CJCS: GEN Richard Myers } Hon. Paul Wolfowitz } USN: Hon H.T. Johnson, ADM Vern Clark
 USMC: GEN Michael Hagee
 USAF: Hon James Roche, GEN John Jumper

DUSD (I&E): Mr. Ray Dubois } **ISG** } USA: Hon Mario Fiori, GEN John Keane
 VCJCS: GEN Peter Pace } Hon. Michael Wynne } USN: Hon H.T. Johnson, ADM William Fallon
 USMC: GEN William Nyland
 USAF: Hon Nelson Gibbs , GEN Doc Foglesong

DOMP: Mr. Howard Becker } **HSA JCSG** } USA: Mr. Don Tison
 JS: Col Scott West, USAF, J-8 } Mr. Don Tison } USN: RADM Chris Weaver
 USMC: Mr. Mike Rhodes
 USAF: Mr. Bill Davidson



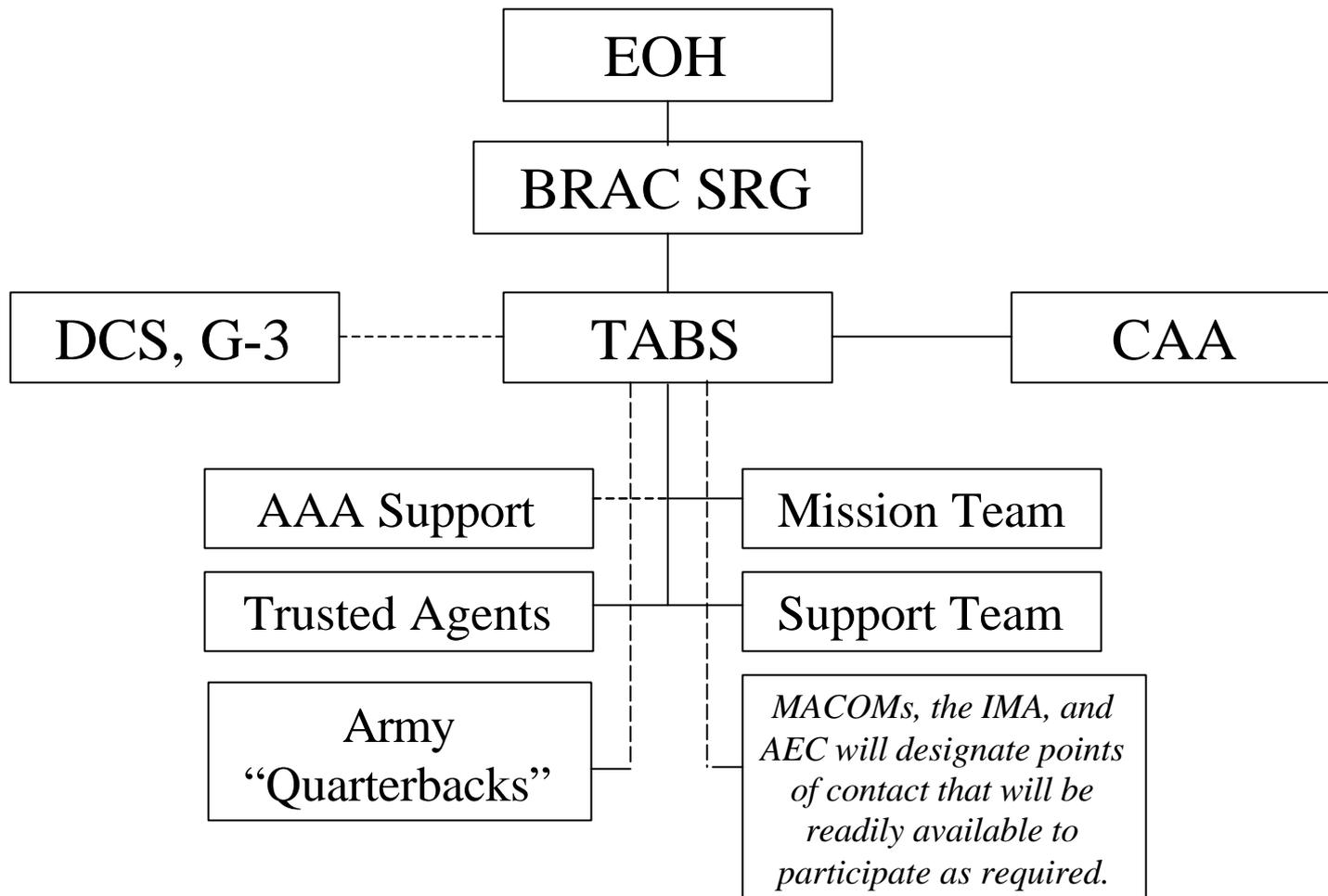
- Manpower and Personnel Team
- Communications/IT Team
- Installation Management Team
- Financial Management Team

• Teams TBD

- Joint/Service Command HQ Team
- NCR Joint, Svc, Def Agency HQ Team
- RC Admin/HQ Facilities Team



Army Task Organization



BRAC 05 Process Overview



Analytical Frameworks Development

Analytical Approach

Capacity Data Call Dev & Issuance

Capacity Analysis

Military Value and Other Data Call Dev & Issuance

Military Value Analysis

Scenario Development & Data Call

Cost Analysis (COBRA)

Finalize Recommendations

Recommendations to Commission

Key Aspects of Process

CAPACITY

- Inventory
- What
 - Where
 - How Big

MILITARY VALUE

- What's important
- How to measure & weight
- Rank order

SCENARIO DEVELOPMENT

Array options

- Transformational Options
- Impact of Force Structure Plan
- Optimization Model
- COBRA



Challenges

- Resources
- Process
- Independence
- Completeness
- Biases
- Overlap
- Information control



BACK-UP SLIDES