

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of September 24, 2003

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics) chaired this meeting. The list of attendees is attached.

The Chair opened the meeting and asked Peter Potochney, the Director of the OSD BRAC office, to review the upcoming briefing schedule. He noted that the ISG briefings by the Technical and Industrial JCSGs originally scheduled for the ISG meeting on September 19th (which was canceled due to the hurricane) are being rescheduled. Mr. Potochney then introduced Vice Admiral Gordon Holder, Chair of the Supply and Storage JCSG.

Vice Admiral Holder briefed the ISG on the Supply and Storage JCSG's approach to capacity analysis using the attached slides. Vice Admiral Holder stated the importance of having a supply and storage function that simultaneously supports the maneuver forces vice following the maneuver force. He stated that the JCSG must take a holistic view of how logistics is organized to look at ways to simplify it and reduce associated infrastructure. He stated that surge can be handled by going to three shifts and renting warehouse space.

The ISG engaged in a discussion concerning the logistics functions the JCSG will analyze and ultimately make recommendations on (slide 5). The ISG chair agreed with Vice Admiral Holder that the JCSG should look across installation "fence lines" when developing recommendations, including those that are "installation and below" which the JCSG defined as "infrastructure to support organizational level needs." The ISG agreed that the "installations and below" definition used in briefing slide 5 should include the word operational as follows: "Infrastructure to support organizational level *operational* needs (i.e., ships, squadrons, wings, battalions, repair shops)."

The ISG requested that the Supply and Storage JCSG define where the Defense Reutilization and Marketing Organization activities fit in with the commodity groups listed in slide 6. When reviewing the Supply and Storage JCSG resource requirements (slide 7), Vice Admiral Holder stated that the cost to support the group is about \$1.9M (\$1.3M for support contract and \$0.6M for reserve costs). The cost does not include military or civilians who are working part time to near full time for the JCSG.

Vice Admiral Holder stated that as the JCSG crafts recommendations, risks would be an important consideration. Therefore, the ISG will have to assess the level of risk (in terms of reduced capacity) that is acceptable to the Department (slide 8) especially when considering the reliability of the private sector to meet Department needs.

At the conclusion of the briefing, Vice Admiral Holder and the ISG agreed that the JCSG needs to do the following as the BRAC analysis evolves:

- Assess how technology affects supply and storage operations
- Determine the utility of using valuation of its inventory as a metric
- Determine what constitutes a “normal” year of throughput (2002 or 2003 or some other year)

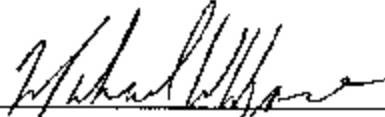
The ISG Chair then turned the meeting over to Michael Dominguez, Acting Chair of the Education and Training JCSG. Mr. Dominguez briefed the ISG on the Education and Training JCSG (E&T JCSG) approach to capacity using the attached slides. Mr. Dominguez stated that DoD has well defined training requirements. However, education is much less clear because the differences in education policies among the services makes standardizing capacity measures difficult. He stated that the Service representatives on the ISG are working to harmonize the education policies to facilitate a comprehensive analysis.

Mr. Dominguez and the ISG discussed the best approach for defining surge requirements for the E&T JCSG functions. Mr. Dominguez stated that there were no known surge requirements. The ISG agreed that the E&T JCSG needed to work with the Services and the Combatant Commanders to determine surge requirements.

The ISG then discussed graduate flight training and “other flight training” Some members of the ISG stated both graduate flight training and “other flight training” had already been addressed in venues within the Services. The ISG Chair asked the E&T JCSG to reexamine whether it needed to analyze all graduate flight training.

The ISG meeting concluded with a brief discussion of the slide, “Issues Impacting E&T JCSG Analysis” (slide 12). Some of the ISG members commented that the “3 minute vs. 30 seconds” issue concerning take off and landing intervals should be left to the services to determine based on their training criteria. Mr. Dominguez stated that the Services will be working to resolve differences to ensure that the analysis is complete.

Approved: _____


Michael W. Wynne

Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing slides entitled “Supply and Storage Joint Cross Service Group Capacity Analysis” dated September 24, 2003
3. Briefing slides entitled “Education and Training JCSG Capacity Analysis” dated September 24, 2003

**Infrastructure Steering Group Meeting
September 24, 2003**

Attendees

Members:

- Hon. Michael Wynne, Acting Under Secretary of Defense (AT&L), Chair
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Hon. H.T. Johnson, Assistant Secretary of the Navy (I&F)
- Admiral William Mullen, Vice Chief of Naval Operations
- General Nyland, Assistant Commandant of the Marine Corps

Alternates:

- Mr. Geoffrey Prosch, Principal Deputy Assistant Secretary of the Army (I&E) for the Hon. Mario Fiori, Assistant Secretary of the Army (Installations and Environment)
- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for Plans and Programs for General Michael Mosley, Vice Chief of Staff of the Air Force
- Mr. Ron Orr Principal Deputy Assistant Secretary of the Air Force (Installations, Environment, & Logistics) for Hon Nelson Gibbs, Assistant Secretary of the Air Force (Installations, Environment and Logistics)

Supply and Storage JCSG

- VADM Gordon Holder Chair, Director, Logistics (J4), Joint Staff
- Col. Joseph Lahue, Chief Supply and Storage Transformation, Defense Logistics Agency
- LTG Claude Christianson Army Deputy Chief of Staff, Logistics, G-4
- RADM Alan Thompson Director, Supply, Ordnance and Logistics Operations Division, OPNAV N41
- Lt Gen Michael ZettlerDCS (Installations and Logistics), HQ USAF

Education and Training JCSG

- Mr. Michael Dominguez Assistant Secretary of the Air Force, Manpower and Reserve Affairs
- LTG James Lovelace Director Army Staff

Others:

- Mr. Phil Grone, Principal Assistant Deputy Under Secretary of Defense
- Dr. Craig College, Deputy Assistant Secretary of the Army (Infrastructure Analysis)
- Ms. Anne Davis, Deputy Assistant Secretary of the Navy (Infrastructure Analysis)
- Mr. Mike Aimone, Deputy Assistant Secretary of the Air Force (Basing and Infrastructure Analysis)
- Mr. Pete Potochny, Director, OSD BRAC

- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- CDR John Lathroum, Force Integration Branch Officer, Forces Division, J-8
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Lt Col Richard Wiersema, Junior Military Assistant, USD (AT&I.)
- Ms. Deborah Culp, Program Director, Contract Management Directorate, Office of the Inspector General
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD(Personnel and Readiness)



BRAC 2005 Issues

Briefing to the
Infrastructure Steering Group

September 24, 2003



JCSG Update

- All groups working on defining capacity analysis for ISG briefings

- ✓ **August 29 @ 10:30**

- Medical JCSG briefing

- ✓ **September 16 @ 3:00**

- Headquarters and Support Activities JCSG briefing

- ✗ **September 19 @ 10:30**

- Industrial JCSG briefing
- Technical JCSG briefing

**Currently being
rescheduled**

- **September 24 @ 4:00 (Wednesday) - New meeting**

- Supply and Storage JCSG briefing
- Education and Training JCSG briefing

- **October 10 @ 10:30 (Friday)**

- Education and Training JCSG (Ranges)
- Intelligence JCSG briefing



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

Chair: VADM Gordon Holder

*Briefing to the
Infrastructure Steering Group (ISG)
24 September 2003*



Agenda



- **Overview**
- **Battle Plan**
- **Functions for Analysis**
- **Capacity Analysis Methodology**
- **Issues Impacting Analysis**



Overview – S&S JCSG Objectives



- Ensure strategic Supply and Storage infrastructure capabilities support strategic objectives –
 - Support current global operations
 - Sustain National Military Strategy
 - Support rapid, flexible, responsive distribution
- Collapse multi-layered sustainment structure
 - Develop an effective distribution system, focused on entire distribution network, strategic to battlefield



Battle Plan



<ul style="list-style-type: none">● Establish sub-groups and respective leads	DONE
<ul style="list-style-type: none">● Refine capacity questions● Determine capacity (including surge capacity)<ul style="list-style-type: none">➤ Assess industrial base (Service PMs' responsibility)● Determine surge requirements (Services' responsibility)	ONGOING
<ul style="list-style-type: none">● Determine military value metrics● Collect data● Develop scenarios● Conduct analysis● Develop recommendations	FUTURE



Battle Plan – Initial Segmentation



Initial Segmentation of Supply & Storage Infrastructure

- Above the installation: Infrastructure/facilities that procure, hold, and manage material not specific to individual operating units (infrastructure to support inventory held for sale, redistribution, or production), includes ICP function
- Installation and below: Infrastructure to support organizational level needs (i.e. ships, squadrons, wings, battalions, repair shops)



Functions for Analysis – Commodity-driven



Fuel, Special, Test Measurement and Diagnostic Equipment (TMDE), Ammo

- Grouped due to special storage requirements
- Air Force lead

Rations, Medical, Construction Material

- Primarily commercial items covered under Direct Vendor Delivery contracts
- Navy lead

Repair Parts, End-Items

- Traditional, generic items with common storage requirements
- Army lead

Clothing, Troop Support

- Somewhat service specific (primarily ground forces)
- Marine Corps lead



Overview – S&S JCSG Organization



Joint Cross Service Group
Supply and Storage

VADM Holder
Chair

O-6 Working Group

Lt Gen Zettler, USAF
Fuel, Special, TMDE
Sub-group I

RDML Thompson, USN
Rations, Medical, and Construction
Material
Sub-group II

MG(P) Christianson, USA
Repair Parts and End Items
Sub-group III

BGen Usher, USMC
Clothing and Troop Support
Sub-group IV

Support AMMO Sub-group of Industrial JCSG

Military	Civilian	Contractor
22	5	4



Capacity Analysis Methodology – Approach



- Develop metrics
 - Tie metrics to functions
 - Measure capacity
- Define maximum potential capacity
- Gather data
 - Assign data gathering organizations (DLA/Services)
- Assess surge capacity requirements
 - Assess industrial base
 - Assess risk
 - Determine appropriate level of acceptable risk



Scope of Activities



- Requirements determination
- Requisitioning
- Stock control
- Technical support
- Physical inventory management
- Material handling
- Requisition processing
- Receipt processing
- Material issuing
- Warehousing
- Shelf-life management
- Quality assurance
- Packaging
- Preserving
- Shipping
- Traffic management
- Distribution



Updates

● Changes to SecDef Approved Functions

- “Special” added to list of commodities
 - Includes Chemical, Biological, Radiological items
 - Includes Hazardous Material (HAZMAT)



Capacity Analysis Methodology – Linking Metrics



<i>SUB-FUNCTIONS</i>	<i>ATTRIBUTES</i>	<i>METRICS</i>
<p>Distribution</p>	<p>Mode</p> <ul style="list-style-type: none"> ● Receipts ● Issues ● Turn-ins <p>Throughput</p>	<ul style="list-style-type: none"> ● Average tons per day ● Number of receipts/issues/turn ins ● Max number processed per day at surge ● Pipeline/Barge, Hydrant pits, Service refuelers (i.e., R-11s, R-12s, HMMTS), Pantographs, oilers, fill stands, etc ● Receipt/Issue Capability (gallons per minute, line items received/issued) ● Distance in miles to nearest airport of debarkation ● Distance in miles to nearest seaport of debarkation



Capacity Analysis Methodology – Linking Metrics



<i>SUB-FUNCTIONS</i>	<i>ATTRIBUTES</i>	<i>METRICS</i>
<p>Storage</p>	<p>Size</p> <p>Type</p> <p>Condition</p> <p>Age</p> <p>Level of Effort</p>	<ul style="list-style-type: none"> ● Attainable cubic feet ● Bbls/sq ft ● Usable space vs. used space ● Average number and dollar value of inventory ● Max number stocked at surge ● Whse, tank type (above ground/ underground, cut and cover, double-walled, cryotainers, etc.) ● Condition code, annual MX costs ● Years ● Number of customers serviced from facility ● Manpower



Capacity Analysis Methodology – Further Considerations



- Location of Functions
 - “Above the installation” level
 - “Installation and below” level
 - Supporting/surrounding community infrastructure: describe local transportation capabilities and capacities (local/regional air and sea ports, rail heads, and major highway network)
- Infrastructure that performs functions/supports throughput:
 - Storage facilities/distribution centers
 - Inventory management methods/management control activity (Services and DLA)
- Performance
 - Capability to meet customer requirements and expectations
 - Growth potential



Issues Impacting Analysis



- Evolving Force Structure / Global Positioning Strategy
 - May not be in sync with Data Call timelines
- Industrial Base Evaluation
 - Who is capable and responsible?
- Risk Assessment
 - What are the Services' acceptable levels of risk? DoD's?
- Economies across Services during Surge Requirements
 - Where are the synergies (1+1≠2)?
- Metrics Development
 - Requires Service participation



Education and Training JCSG Capacity Analysis

Briefing to the

Infrastructure Steering Group

Mr. Charles S. Abell, Chair

Mr. Michael L. Dominguez, Acting Chair

24 September 2003

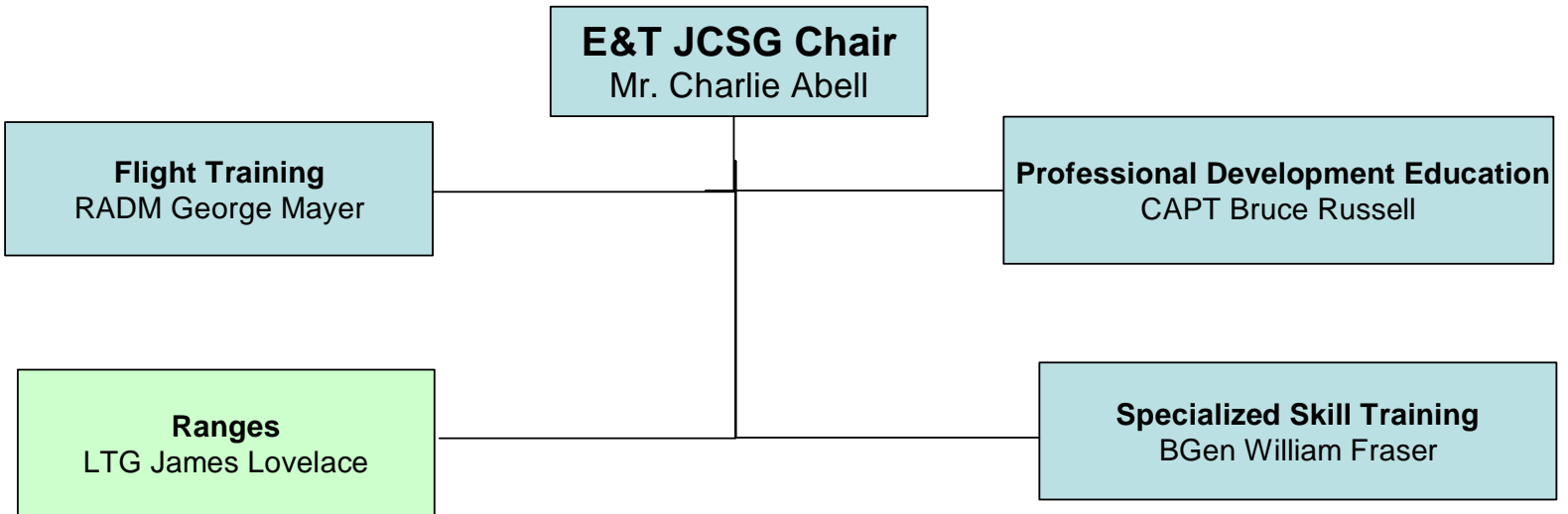


Overview

- Organization
- Functions
- Examples of Capacity Analysis Methodology
- Issues Impacting Analysis



Organization

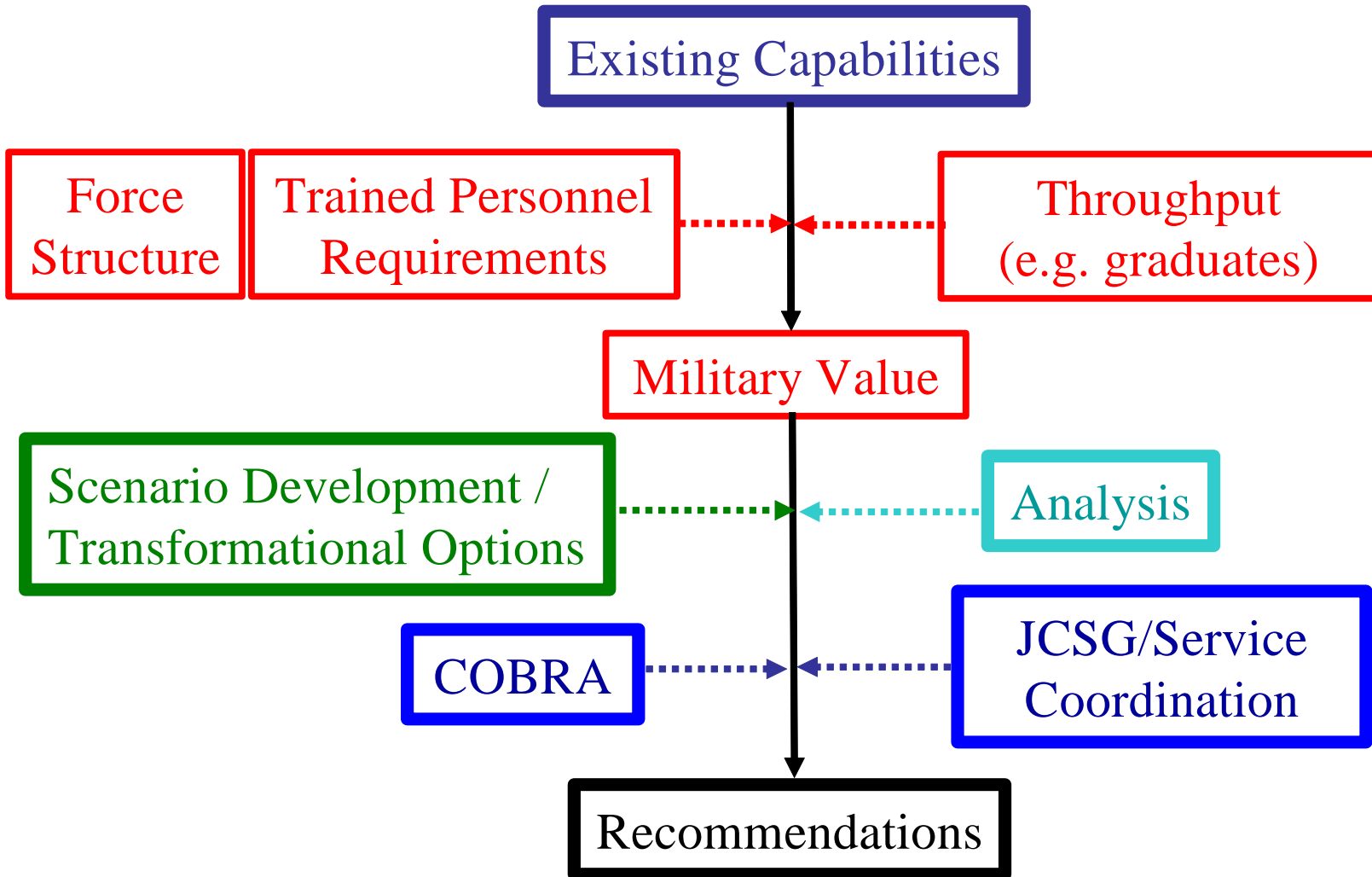


Personnel participating with FT, PDE, & SST subgroups

Military	Civilian	Contractor
0 FT 16 PT	0 FT 4 PT	0 FT 2 PT



Battle Plan: E&T JCSG





Functions to be Analyzed

■ Flight Training

- Undergraduate / Graduate Flight Training
 - ❑ Fixed and Rotary Wing
 - ❑ Pilots, Navigators, NFOs, ABMs
 - ❑ Officer and Enlisted
- Other Flight Training
 - ❑ Training for new / emerging weapons systems such as JSF, V-22, H-60, UAVs

■ Professional Development Education

- Professional Military Education (PME)
- Joint PME
- Graduate Education and Other Full-time Education Programs
 - ❑ Federal Civil Service Civilian Leader Development

■ Specialized Skill Training

- Initial Skill Training
- Skill Progression Training
- Functional Training



Capacity Analysis Methodology

Function: Flight Training

■ Attributes & metrics

- Mission Requirements
 - ❑ PT/HPT/NT course data
 - ❑ PT/HPT/NT graduates
 - ❑ Other FT course data
 - ❑ Other FT graduates
 - ❑ FT student load data
 - ❑ FT sortie/flight hour requirements
 - ❑ FT airspace
 - ❑ FT aircraft/airframes
- Airfield Facilities
 - ❑ Annual Operations
 - ❑ FT runways/ramps/aprons
 - ❑ Outlying Fields
- Ground Training
 - ❑ FT simulators/labs
 - ❑ FT classrooms
- A/C Parking, Maintenance, Supply
 - ❑ FT hangars/ground support
- Housing, Messing, Support
 - ❑ FT billeting & messing
 - ❑ IT support
 - ❑ BOS (administrative, emergency, transportation, security)



Capacity Analysis Methodology

Function: Flight Training

- Key FT Indicators and Formulas
 - Current capacity
 - Current student throughput and historical data
 - Maximum capacity
 - Runway capacity [weighted hourly capacity]
 - IAW the FAA Airport Capacity and Delay Manual
 - Airspace capacity [square nautical miles per aircraft]
- No known surge requirements



Capacity Analysis Methodology

Function: Professional Development Education

■ Attributes & metrics

- Student Throughput
 - PDE course data
 - PDE graduates
 - PDE student load data
- Facilities
 - PDE classrooms
 - PDE laboratories, libraries, auditoriums, etc.
 - PDE billeting & messing
 - PDE storage
- Support
 - IT support
 - Personnel
 - Bandwidth (war gaming, simulations)



Capacity Analysis Methodology

Function: Professional Development Education

■ Key PDE Indicators and Formulas

- Current capacity

- Current student throughput and historical data

- Maximum capacity

- Adapt regional accreditation standards, e.g., VA State Council for Higher Education

- Adapt current military building design standards to a PDE standard

[space / maximum students = design capacity]

■ No known surge requirements



Capacity Analysis Methodology

Function: Specialized Skill Training

■ Attributes & metrics

- Student Throughput
 - ❑ SST course data
 - ❑ SST course occupation codes
 - ❑ SST graduates
 - ❑ SST student load data
- Facilities
 - ❑ SST classrooms
 - ❑ SST laboratories, libraries, auditoriums, etc.
 - ❑ SST ranges, performance facilities, etc.
 - ❑ SST billeting & messing
 - ❑ SST storage
- Training Base Support
 - ❑ IT support
 - ❑ Training simulators & devises



Capacity Analysis Methodology

Function: Specialized Skill Training

■ Key SST Indicators and Formulas

- Current capacity

- Current student throughput and historical data

- Maximum capacity

- SST building design capacity

[space / maximum students = design capacity]

- Billeting capacity

[bed space / (SITS + SATS + SOTS) = billeting capacity]

■ No known surge requirements



Issues Impacting E&T JCSG Analysis

- Services launch and recovery separation differ (3 minute vs. 30 seconds). E&T JCSG has asked DON and Air Force to bring options to the group to resolve this issue.
- Resources are needed to support growing analytical and administrative workload.
- Distance Learning requirements