THE UNDER SECRETARY OF DEFENSE

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WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

JUL 30

MEMORANDUM FOR DIRECTOR, DEFENSE LOGISTICS AGENCY

SUBJECT: BRAC 2005 Guidance for the Joint Cross-Service Group Analysis of Defense Agency Functions

On November 15, 2002, the Secretary of Defense formally initiated the 2005 Base Realignment and Closure (BRAC) process. He established the Infrastructure Executive Council (IEC) and the subordinate Infrastructure Steering Group (ISG) to oversee and operate the BRAC 2005 process, further directing the ISG to recommend to the IEC, no later than April 15, 2003, those functions that should receive joint cross-service analysis. To facilitate defining these functions and perform the subsequent joint analysis, the ISG established six Joint Cross-Service Groups (JCSGs): Education & Training; Headquarters & Support Activities; Industrial; Medical; Supply & Storage; and Technical. On June 24, 2003, the Secretary approved these groups and the functions each will review. On June 27, 2003, the ISG approved the creation of a seventh JCSG to review intelligence functions.

To ensure that all DoD functions receive a comprehensive review within the BRAC process, the ISG reviewed Defense Agency functions and assigned them to the appropriate JCSG(s). The ISG divided your agency functions among three JCSGs: the Headquarters and Support Activities JCSG chaired by Donald B. Tison, Assistant Deputy Chief of Staff of the Army, Programs; the Supply and Storage JCSG, chaired by Vice Admiral G. S. Holder, Director for Logistics, J-4; and the Industrial JCSG chaired by me. A summary of the functions that the Headquarters and Support Activities, Supply and Storage, and Industrial JCSGs will be analyzing is attached for your information

The ISG also decided that each Defense Agency will be responsible for collecting and certifying its BRAC data that will be submitted to the JCSGs for their analysis. In order to ensure that the data output is consistent, each Defense Agency is required to use one of the data collection tools being developed by the Military Departments. Each Defense Agency will be asked to work with the Military Department BRAC Directors to select its preferred Military Department data collection tools and be required to reimburse the Military Department for any technical support costs. Your BRAC representative will be invited to a meeting to discuss the data collection tools in the near future.

Please designate an individual who will represent you in the BRAC process and provide the name of your BRAC representative to Peter Potochney, OSD Director of

Base Realignment and Closure, within two weeks. Mr. Potochney can be reached at peter.potochney@osd.mil or 703-614-5356.

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachments:
As stated

cc:
Chairman, Headquarters and Support Activities Joint Cross-Service Group
Chairman, Supply and Storage Joint Cross-Service Group
Chairman, Industrial Joint Cross-Service Group

HEADQUARTERS AND SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

(Revised IAW April 4, 2003, ISG Meeting Decisions)

Recommended Functions/Subordinate Functions for Analysis

- Administrative and C2 headquarters
  - Activities in the NCR and other regions
  - Joint command and control headquarters and activities
  - Service Major Command headquarters
  - Reserve component facilities (admin & headquarters functions only)
- Manpower and personnel management activities
  - Military manpower management, including transient personnel functions
  - Civilian manpower management
  - Finance and accounting services, including DFAS
  - Corrections functions, primarily incarceration of military prisoners
- Communications and information technology, including DISA
  - Information assurance
  - Information security
  - Access to commercial communications means, including wire, wireless and satellite capabilities
  - Local and wide area networks
  - Publishing, printing and distribution of documents
- Facilities and installation services contracting
- Audit functions
- Facilities management
  - Land acquisition
  - Leasing
  - Property management
  - Administration of contracts and other legally binding agreements
  - Disposal of real property
  - Food service
  - Utilities, i.e., water, sewer, gas, electricity
  - Grounds maintenance
  - Engineering services
  - Non-tactical vehicle and equipment support services
- Public safety and security (within geographic clusters only)
- Mobilization (bring Reserve/Guard members to alert, activation, movement to a mobilization station: includes processing, training, equipping, etc.)
- Geographic clusters (includes NCR, Tidewater region, Puget Sound/Seattle, middle and southern California, Oahu and others)

Excluded functions

- Family and troop support functions
- Manpower and Personnel management
  - Records management and storage
  - Recruiting
  - ROTC and JROTC
- Protocol and ceremonial functions
- Historical services
- Legal services
- Public affairs
- Criminal investigation
- Public safety
- Reserve component facilities (except for admin & headquarters functions)

Notional Metrics

- Gross facility square footage per military/civilian authorizations
- Square footage available/square footage required
- Administrative space (square footage) per military/civilian authorizations
- Facility operations costs per square foot
- Gross square footage owned vs. leased
- Costs per square foot
- Square footage of excess DoD space used for relocation out of the NCR
- Distance between headquarters
- Travel time between headquarters
- Percent of DoD organizations on DoD or Federally owned and secured properties
- Cost per person per year for security
- Percent reductions in manpower dedicated to headquarters functions
- Percent reductions in space (square footage) for headquarters functions
- Percent reductions costs per square foot grounds maintenance
- Per square foot warehouse storage space
- Per lodging night per service member
- Per unit of electricity, oil, coal, and gas
- Per type commercial vehicle or equipment operating on installations per year
- Reductions in military construction requirements.

Organization

SUPPLY & STORAGE JOINT CROSS-SERVICE GROUP

(Revised IAW April 4, 2003, ISG Meeting Decisions)

Recommended Functions/Subordinate Functions for Analysis

- Fuel
- Rations
- Clothing
- Repair parts
- Medical supplies (Medical JCSG will support)
- End items
- Construction material
- Troop support material, test equipment

Excluded functions

- Ordnance (Industrial JCSG will lead; Supply and Storage JCSG will support)

Notional Metrics

- Cost Based
  - Effectiveness
  - Efficiency (excess capacity)
  - Number of dedicated facilities
  - Throughput
  - Transactions
- Business Considerations
  - Best business practices
  - Typical customer/end-user
  - Core vs. non-core functions
- Jointness
  - Uniqueness to a specific Service
  - Degree of overlap with other Services
  - Degree of DLA/other DOD agency support
- Physical
  - Distance to POE
  - Relative proximity to other facilities
  - Environmental considerations
- Other
  - Flexibility of purpose (potential ability to satisfy other requirements)
  - Non-military utility of facility/property
  - Competing with similar civilian markets
  - Local community considerations
  - Surge capacity
  - Industrial base consideration

Organization

- TBD

INDUSTRIAL JOINT CROSS-SERVICE GROUP

(Revised IAW April 4, 2003, ISG Meeting Decisions)

Recommended Functions/Subordinate Functions for Analysis

- Maintenance
  - Training Aircraft
  - Fighter/Bomber Aircraft
  - Utility/Airlift Aircraft
  - Rotary Wing Aircraft
  - Ground Vehicle
  - Support Equipment
  - Electronics
  - Engines
  - Maintenance Combat Field/Fleet Support

- Ammunition and Armament (Industrial base for manufacturing, production maintenance, supply, storage and demilitarization)*
  - Small/medium ammunition
  - Propellants and explosives
  - Nuclear, Biological and Chemical Weapons
  - Large ammunition
  - All metal parts
  - Directed energy weapons

- Shipyards overhaul and repair

* Supply & Storage JCSG will support ammunition supply & storage issues

Excluded functions

- None

Notional Metrics

- Asset Utilization
- Availability (Operational and Geographic)
- Responsiveness and Flexibility
- Number of Joint Industrial Enterprises established
- Capacity, Workload and Capabilities
- Facilities and Equipment
- Costs
- Mission expertise and workforce expertise

Organization