THE UNDER SECRETARY OF DEFENSE

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WASHINGTON, DC 20301-3010

ACQUISITION,
TECHNOLOGY
AND LOGISTICS

JUL 16 2003

MEMORANDUM FOR ACTING CHAIRMAN, HEADQUARTERS AND SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

SUBJECT: BRAC 2005 Guidance for the Headquarters and Support Activities Joint Cross-Service Group (JCSG)

The Infrastructure Steering Group (ISG) reviewed the functions and notional metrics for BRAC analysis proposed in your report and recommended approval, with two modifications and three clarifications. The ISG recommended limiting the analysis of "Reserve Component Facilities" to reserve component administration and headquarters activities, with the remaining reserve component functions to be analyzed by the Military Departments. Accordingly, the "Reserve Component Facilities" function becomes a subordinate function under the "Administration and C2 Headquarters" function. The ISG also endorsed changing the name of your JCSG from "Administration" to "Headquarters and Support Activities."

The recommended clarifications involved narrowing the scope of the following activities: 1) the Communication and Information Technology function will be limited to base level communication and information technology with both the Defense Information Systems Agency and the Technical JCSG participating in the analysis of this function; 2) the Contracting function will be limited to installation level service contracts; 3) the Mobilization function will be analyzed by a separate subgroup instead of being part of the proposed "Major Administration Headquarters/National Capital Region" subgroup and will include members from the operational community. While the Infrastructure Executive Council (IEC) concurred in the ISG's recommendations, the Air Force IEC members expressed concern about how audit functions would be analyzed. The Air Force stated, "auditing services must be responsive to the needs and requirements of the Service Secretary." To address this concern, your group should consider the Air Force views by focusing on the utilization of administrative space for audit functions. Service sensitivities for retaining the auditing function within their organization should receive full consideration. On June 24, 2003, the Secretary of Defense approved the functions and metrics contained in your report, as recommended, with comment, by the IEC.

As reflected in the attached BRAC Process Overview slide, there are several steps in the BRAC analytical process. The ISG must approve your approach to each of these steps before you proceed. The first major step is a capacity analysis to establish the base line for rationalizing infrastructure across the Department. The capacity analysis is followed by a military value analysis in which measures of merit will quantify facility

attributes and provide a means to rank order facilities. These two steps, in turn, are the foundation of the final step, scenario development, in which the JCSG will array alternative configurations to arrive at closure and realignment recommendations. The ISG has directed that the JCSGs must complete final closure and realignment recommendations by the middle of the first quarter of Fiscal Year 2005.

You should be prepared to present your approach to conducting a capacity analysis to the ISG for its approval in late August 2003. The approach must include common definitions for the functions that fall within the JCSG's responsibility, common metrics that will measure throughput capacity, and a methodology for determining surge requirements. Upon approval of the ISG, these common definitions, metrics, and methodology for surge requirements will be used to generate a data call that will provide the information necessary for your JCSG to conduct the actual analysis.

The capacity analysis must answer these questions:

- What is the inventory of facilities currently performing the functions defined as falling within your responsibility for cross-service analysis?
- What percent of the throughput capacity of these facilities is being utilized for current and surge workloads?
- What percentage, if any, currently exists in excess of current workload plus surge requirements?

Aside from developing metrics and definitions appropriate for determining the capacity of your functions, you should also develop the first draft of the questions that will be used to obtain the certified data necessary to complete your capacity analysis. The Military Departments (and Defense Agencies) will issue these questions as a data call to all installations within the U.S. after the ISG has approved your approach. Finally, your presentations to the ISG should also include an overview of the staffing, contract support, and organization of your JCSG.

The capacity analysis will provide a DoD-wide baseline of capacity and facility usage for each of the functions within your portfolio as they are currently configured and as they are currently being utilized. You should start your capacity design effort by refining and, if required, adding to the list of notional metrics provided in your initial report. Cross-service policy differences impacting your capacity analysis will be adjudicated within your group to the maximum extent possible, and at the ISG when necessary.

The OSD BRAC Office has personnel with experience in conducting these analyses to assist you with the design of your capacity analysis. The specifics of the schedule for making presentations to the ISG and the format for your capacity analysis presentations will be provided in the near future.

Once your overall approach for conducting your capacity analysis is approved by the ISG, the OSD and Military Department BRAC Directors will work with you to ensure your data call questions are consistent with the collection and certification process they have established. The Military Departments (and Defense Agencies) will be responsible for issuing data calls, collecting the information, certifying the responses back to your group, and obtaining any needed clarifications from respondents. This will remove the data call burden from the JCSG and will minimize the data requirement burden on installations. This process will also ensure the questions are standardized, consistent, and that resulting data will meet the statutory data certification requirement.

If you have questions regarding these requirements, please contact Peter Potochney, OSD Director of Base Realignment and Closure, at 614-5356.

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

Attachments:
As stated

cc: Technical JCSG Chair
Infrastructure Steering Group Members
MilDep BRAC DASs

BRAC 05 Process Overview

Key Dates

April/May 2003
- SecDef Approves Functions/Metrics

May/June 2003
- ISG issues interim selection criteria

October 2003
- Interim Force structure plan

31 Dec 2003
- Draft Selection criteria published

Mid-Feb 2004
- Certify need for BRAC
- Final selection criteria to Congress
- Force structure plan

16 May 2005
- Recommendations to Commission

Draft Deliberative Document - For Discussion Purposes Only
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