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The

BRAC Recommendation to Realign DFAS Consolidation to Saufley

DFAS's decision to consolidate sites to three locations will provide greater cost savings for the Department of Defense and other federal agencies. However, the selection of Denver as a consolidation site adds unnecessary costs based on faulty data and assumptions. Therefore, while the overall plan is good, consolidation to Saufley Field can enhance the plan's military value over the selection of Denver.

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There are several reasons why the selection of Denver needs to be reviewed. Among them are the Denver decision's adherence to BRAC principles, installation ownership, condition and site security concerns.

I. Problems with Denver

A. Guiding Principles – Reduction of standalone facilities

The Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) used among other overarching principles, eliminate redundancy, duplication and excess capacity, and reduce costs. These guiding principles helped focus the HSA JCSG common assumptions to include the following: "Stand-alone military facilities/installations are less desirable than collocation." (HSA JCSG Military Value Analysis Report dated 8 February 2004, p.3)

DFAS Denver is located at 6760 E. Irvington Place, Denver, Colorado 80279 on the former Lowry AFB. Lowry was BRAC'd in 1991 and officially closed in 1994. However, the Air Force maintained control over 115 acres associated with the Air Force Reserve Personnel Center (ARPC) and DFAS Denver. The rest of the former base has been redeveloped into a mixed use residential/commercial community (www.lowry.org).

Under the 2005 recommendation, ARPC will be realigned to Randolph and Robins AFBs leaving DFAS Denver as the sole tenant of the Buckley Annex facility (confirmed OSD BRAC Clearinghouse Tasker 0343). It is by definition, a standalone facility (Tasker 0343). Allowing DFAS to remain as a tenant, prevents the Air Force from disposing of the 115 acres of what otherwise would be excess capacity.

B. Potential Lease Issue

If DFAS is going to consider military value and capacity in view of the realignment of ARPC, it must also review the ramifications of such a decision on those very same numbers.

A major thrust of BRAC 2005 was to divest of leased facilities wherever possible. This was echoed within HSA JCSG's overarching strategy (Volume VII Final

BRAC Report, HSA-JCSG-D-05-326, p.16). With the move of ARPC, the Air Force will no longer have a use for the former Lowry AFB property on their register. At that point, they will follow normal BRAC process for disposing of property through the General Services Administration (GSA). While the property is offered to other federal agencies prior to public disposal, DFAS is not encouraged to establish property "ownership." In fact, DFAS's own founding instruction, DoD Directive 5118.5 dated November 26, 1990 states:

"5.1.2 Use established facilities and services of the Department of Defense and other Federal Agencies, whenever practicable, to avoid duplication and to achieve modernization, efficiency, economy, and user satisfaction."

Even the DFAS Denver agreement with the Air Force recognized this limitation when it stated in its "Delegation of Facility Manager – Information Memorandum" dated 15 October 1992 that DFAS "cannot hold property." (Tasker 0343)

Would the Air Force retain the facility after vacating it, thus avoiding a lease requirement? While any disposal decision must wait until the BRAC recommendations become law, Air Force Policy Directives suggest the answer:

"1. ... Policy governs the 'life cycle' management of real property, to ensure that the Air Force acquires and maintains *only the minimum property necessary to meet peacetime and mobilization requirements.*" (AFPD 32-90, 10 September 1993)

And further:

"7.1 The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) ... provides oversight for the program to ensure that only real property required to achieve the *military mission* is retained." (AFPD 32-90, 10 September 1993)

And again:

"7.3 The Air Force Real Estate Agency (AFREA) ... reports unneeded real property (with or without improvements) and leaseholds to GSA for federal screening and disposal as 'surplus' real property." (AFPD 32-90, 10 September 1993)

This supports acting Air Force Secretary Michael Dominguez recent quote, "We are bringing back the fence line to be able to cede real property." (GovExec.com article: "Air Force might keep bases open after personnel moves, May 17, 2005).

Under the current recommendation, Denver will be no different than Indianapolis. DFAS Indianapolis is located on the former Fort Benjamin Harrison closed in

BRAC 91. In accordance with HSA JCSG accepted military value criteria, Indianapolis was not considered owned earning it a “No” (Volume VII Final BRAC Report, HSA-JCSG-D-05-326, p. M-1).

Applying the same requirement to the Denver facility, post ARPC, the military value decreases from .803 to .653 or from 3rd to 8th in the DFAS ranking. The overall three facility average also drops from .714 to .664.

C. Facility and Security Issues

The JCSG worked diligently to evaluate a facility’s condition in light of security concerns. For metric purposes, the HSA JCSG chairman, Donald Tison strove for consistency across functional groups commenting “commonality doesn’t have to apply in every attribute and metric, but some commonality is good where it makes sense, e.g., space standards and condition codes.” (HSA JCSG meeting minutes April 1, 2004, p.2).

For consistency, the services chose the Unified Facilities Criteria UFC-4-010-1 which rates on a scale of C1 (highest security) through C4 (lowest). DFAS utilized a green/amber/red rating with green receiving full credit and red none.

DFAS Denver’s green rating is at odds with ARPC’s evaluation of C4. How can the same building receive totally opposite ratings?

II. Saufley Alternative

The BRAC commission should reassess the decision to choose Denver over the better alternative of Pensacola Saufley Field.

A. Facilities Capacity

In analyzing space availability, the HSA JCSG reports Saufley as having 57,244 usable square feet (USF) and Denver possessing 292,991 USF. DFAS surmises that the additional 127,964 USF associated with ARPC will be just enough to meet space requirements (Registered Scenarios as of: 1/7/2005, p256 of 1169 as an example - <http://www.dod.mil/brac/minutes/minute-files/ISG/ISG50Minutes21Jan2005aredacted.pdf>). However, DFAS lists its required space after force structure and BRAC reductions as 230,880 USF (Spreadsheet listing HSA-0018 DFAS Authorization and Space Requirements as of 4 February 2005). DFAS calculates this using 1443 personnel.

This same logic should have driven its evaluation of Saufley Field by assuming the recommended scenario in which NETPDTC moves to Millington, TN. With the realignment of NETPDTC, Saufley frees up 293,747 USF for a combined

DFAS/NETPDTC total of 346,322 USF (base facility numbers). This will more than make up requirements for DFAS's end state. This figure doesn't even include an additional 68,814 USF currently available at DFAS Pensacola NAS roughly 10 miles away.

B. Operating Cost per square foot

Pensacola NAS possesses an operating cost of 5.7 and Saufley a 7.38 to Denver's 9.15.

C. Maintenance and Security

In Denver, DFAS will have to provide for its own maintenance and security whereas Saufley receives security through the Navy and has access to prison labor rates from the neighboring Federal Prison Camp.

D. "Breadth and Depth" of Expertise

Within the Technology Services Organization at Saufley, the wealth of expertise far outstrips Denver:

- Malcolm Baldrige Quality Award Pre-Assessment pilot study findings: "effective, systematic processes" (2002).
- Selected as ePayroll Federal service provider by OPM - and the only Federal provider with a non-integrated pay/personnel solution (2002).
- Gartner benchmark study citing TSO Pensacola software development costs as 30% lower than private industry (2002).
- Certified as Software Engineering Institute Capability Maturity Model Level 4 (2002) – This is the second highest attainable level and a first for DFAS. For perspective, only 7.3% of all government and private industry IT projects achieved this same level of performance.
- Top 5 Quality Projects in U.S. Government by DoD Office of the Undersecretary of Defense for Acquisition Resources (2003).
- Over 60% of the TSO workforce have earned a bachelors degree or higher, over half from the local University of West Florida.
- A ready pool of interns in finance, accounting and computer science from the University of West Florida.
- A-76 study #1 for DCPS, with no private industry bids received (2001) – too cost efficient.
- A-76 study #2 for DCPS (with scope broadened), with no private industry bids received (2002).

III. Subjective Reasoning

Ultimately, the DFAS selection of Denver over other sites under consideration boiled down to a subjective analysis. From the Infrastructure Steering Group's January 21, 2005 minutes:

“Mr. Tison then addressed a question that had been posed at the January 7, 2005, ISG meeting from Mr. Wynne regarding the Defense Finance and Accounting Service (DFAS) Buckley Air Force Annex site in Denver, Colorado (H&SA-0018). At that meeting, Mr. Wynne had asked Mr. Tison to further investigate whether Denver was really the appropriate location to remain open and absorb other DFAS activities from a cost-effective basis. Mr. Tison stated that his group had reevaluated the data on this and that Denver was the best choice, emphasizing that *his group had operated on the strategy that it is more effective to collapse your workload in areas where you already have the personnel expertise.*”

And again, during a March 24, 2005 presentation:

“These sites (Denver, Indianapolis, and Columbus) have the breadth and depth of the Business Line functions, the personnel strength, and the facilities needed to mitigate risk and provide strategic redundancy.”

Saufley, Pensacola NAS and other sites “were not selected because they do not have the breadth and depth of the Business Line functions, the personnel strength, and the facilities needed to mitigate risk and provide strategic redundancy.” (<http://www.dod.mil/brac/minutes/minute-files/ISG/ISG59Minutes24Mar2005redacted.pdf> - 16MB file)

Denver ranks third lowest on locality pay and its operating costs per square feet are nearly \$2 higher than Saufley Field. As two of the top weighted metrics and all other measures nearly the same, the real choice came down to personal preference over performance.

Pensacola employees have demonstrated that their “depth and breadth” of expertise is strong enough to deserve industry recognition and achieve some of the lowest unit costs in DFAS.

For true, cost savings that brings long term value to the Department of Defense, the BRAC commission should realign the Denver consolidation to Saufley Field.



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HEADQUARTERS AND SUPPORT ACTIVITIES
JOINT CROSS SERVICE GROUP

MILITARY VALUE
ANALYSIS REPORT

Transforming Through Base Realignment and Closure

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Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG)

Section 1 Introduction

1. **Introduction.** The Military Value Analysis phase of the Base Realignment and Closure (BRAC) process begins with development of a quantitative method for assessing the military value of headquarters, organizations and activities performing HSA JCSG functions at current locations. This report discusses the methodology and approach used to develop the military value models. It also provides model frameworks—attributes and metrics supporting each selection criteria; weights for the metrics, attributes, and criteria; justification for weights and alignment; proposed questions supporting each metric; and the metric’s scoring plan. The scoring plan specifically considers the unit of measurement for a metric, the estimated range of data, the specific scoring plan, i.e., the assignment of value between zero and one, and the functional form of the value function e.g., linear increasing.

a. **Selection Criteria.** The JCSG used Interim Selection Criteria 1-4 to guide the development process. For all HSA JCSG models, metrics supporting Criterion 1 measure the military value of a current location’s readiness to support the particular function under review. For example, metrics supporting Criterion 1 of the Civilian Personnel model measure the military value of the location’s ability to support performance of the personnel mission, not the military value of the function’s contribution to operational readiness of the Department of Defense. Criteria 2-4 are viewed similarly in that they are functionally aligned, and do not provide a measure of military value of the function as it relates to the broader Defense mission.

b. **Guiding Principles.** The HSA JCSG used the following overarching guiding principles as planning guidance for model development: improve jointness and total force capability; eliminate redundancy, duplication and excess capacity; enhance force protection; exploit best business practices; increase effectiveness, efficiency and interoperability and reduce costs. Other foundational objectives include rationalization of location of headquarters and administrative organizations and activities within the DC area (100-mile radius of the Pentagon); movement of headquarters in leased space onto installations; co-location/consolidation of headquarters, administrative activities, and activities performing common functions across DoD components; reduction of stand-alone headquarters; and creation of joint pre-deployment/redeployment processing sites.

c. **Common Assumptions.** The following assumptions apply to the joint review and analysis of all HSA JCSG activities/functions. Individual models contain additional assumptions and are provided in detail in Section 2 of this report.

(1) Reengineering of common business related processes to consolidate service and joint activities will achieve more efficient accomplishment of joint and

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common functions and should be considered for potential savings, as well as reduction in the real estate footprint.

(2) Analysis of functions may result in recommendations to eliminate duplicate services, reduce administrative, technical and supervisory overhead, and/or reduce facilities.

(3) Recommendations resulting from analyses could include installation realignments, and/or movement of organizations not presently on DoD installations to space that becomes available on DoD installations. (~~DoD installation defined as owned space with a controlled perimeter and access.~~)

(4) Over time changes in systems, processes, and technical advances in automation have created opportunities to adjust physical location and size of activities.

(5) Many and varied DoD activities perform common headquarters, administrative and business related functions.

(6) Continuity of government requires redundant capabilities within and between headquarters of some commands.

(7) The location of specific headquarters, commands, and functions may be strategically significant.

(8) ~~Stand-alone military facilities/installations are less desirable than co-location.~~

(9) Services and the JCSGs will share analytical data.

(10) Elements of JCSG and Service analyses may overlap.

(11) All DoD installations (as defined in 1. c. (3) above) generally provide an equal level of force protection.

d. Linkage to the Overall BRAC Process. The military value modeling process links directly to other BRAC processes. Capacity analysis defines where functions are performed and provides an estimate of physical and operational excess capacity. Capacity and military value data are input to an optimization model that provides a starting point for scenario development. In some cases HSA JCSG's military value models will not be optimized. In several instances the population of realignment possibilities is too small; in others business process reengineering will drive recommendations, so a simpler analytical process will suffice. Ongoing functional analysis, not embodied in a particular BRAC process, helps determine constraints that will influence the optimization and scenario development processes. Functional analysis also helps the analyst develop an organization's candidate reconfiguration based on

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changes or modifications to the way the organization approaches its core functions and/or business lines.

2. Model Development Approach.

a. **Analysis Team.** To support military value model development, capacity and military value analysis and other JCSG analytical needs, HSA JCSG assembled a joint analysis team comprised of representatives from the Center for Army Analyses, the Center for Naval Analyses and the Air Force Studies and Analyses Agency.

b. **Military Value Interviews.** The analysis team conducted a series of non-attributional interviews that provided insight into the members' views of the military value process, specifically, and the BRAC process in general. In addition to identifying member intent, the interviews helped determine imperatives, objectives, and assumptions that will guide the JCSG's military value process. The original intent was to interview JCSG members only, but as the process evolved, the interviews were expanded to include the service BRAC Chiefs, the OSD BRAC Chief, and the former Chairman of the HSA JCSG.

c. **Approach.**

(1) The JCSG used an iterative approach in building the military value models. The Group determined the number of models desired by examining each function under review. The intent was to create sufficient detail for the military value process using a minimum number of models. Consideration of the JCSG's scope of analysis as defined in the Capacity Report, common metrics across the functions, and the nature of decisions desired in each function assisted the JCSG in determining the number of models needed and help define their respective scopes.

(2) The analysis team used the decision science-based Multi-Attribute Value Theory (MAVT) approach to model development. MAVT uses a hierarchical representation of a decision maker's objectives or criteria, and their supporting attributes and metrics, to assess value of a group of competing alternatives. The process started with definition of overarching goals of the study effort. The selection criteria were initially difficult to align to functional relevance of the unique functions under consideration by the HSA JCSG. As a result, the analysis team added another hierarchical level in the development process—goals. Goals were developed in each functional area and then aligned to criteria 1-4. Examples of goals are "Security of Personnel and Facilities" and "Maintain Excellent Customer Service" supporting the first selection criteria, and "Stewardship Of Resources" supporting the fourth. The goals were then used to develop attributes and metrics, which are mechanisms for measuring how well each activity or installation rates for each goal and criteria. The process of developing these hierarchical structures was iterative. The initial sessions were used to develop goals and attributes that supported each criterion. The next series of sessions revisited the goals and attributes and began developing metrics for each. The final round of session revisited the goals attributes, and refined metrics to include detail on the unit of measure of the data, the range, and the value function or scoring plan. This series of

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sessions also included the development of questions supporting each metric. The draft scoring plans were then presented to the JCSG members and representatives from OSD BRAC, and refined based on feedback. The eventual implementation of the military value models will use the Logical Decisions software.

(3) The specific process of determining weights began with asking each group member to think about and record their desire for weights across the selection criteria (at the top of the hierarchy). The group set these numbers aside, and began the detailed process of weighing at the metric level. The groups were asked to rank from best to worst the metrics in importance to military value. Ties were allowed. The groups differed slightly in execution of this step—some used collaboration, and some developed ranks independently among functional experts, then negotiated. Once the rankings were determined, the Smarter Method was used to determine weights. The results of this step were considered a starting point. The weights were rolled up through the hierarchical structure to the criteria level. The group determined weights were then compared to the weights each had individually though were important. If the two were close, the process stopped. If not, the group then discussed their differences, reached a negotiated common position, and the Direct Entry method was used to adjust the weights. The weighing schemes have been updated and modified several times through the iterative development and review process due to the modification of the models (e.g., removal or addition of metrics).

3. Caveats.

a. **Visibility of Data.** The military value models were developed without visibility of the capacity data. This restriction is a necessary limitation due to the sensitive nature of the BRAC process. Because of this unique situation, the models were developed as a best estimate from expert consensus; the scoring plans and metrics are the best available without seeing the actual data. However, there may be cases where the estimates are insufficient after seeing the actual data. As a result, it is conceivable that metrics, scoring plans, and weights may need to be modified. If this scenario arises, the issues, justification, and recommended changes will be sent to the OSC BRAC office, and potentially to the ISG, for approval.

b. **Evaluation of Models.** Evaluation of the effectiveness of proposed models to measure military value of the functions under review continues. Any future perceived need to adjust or modify the individual models at Section 2 of this report will be brought to the immediate attention of the OSD BRAC office, and potentially forwarded to the ISG for approval.

c. **Reduction of Scope.** After a careful analysis, the JCSG recommends that base level communications not be reviewed as a stand-alone function. Base level communications attributes and metrics are embedded within military value models of other HSA JCSG functions. In addition, the HSA JCSG will move the functions of Financial Management Transactional Services and Military Personnel (local level) from

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the Top Tier to the Middle Tier. These functions may be refocused upon analyses of capacity data.

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REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D05-326

DAPR-ZB

22 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0343 – Subject: Questions on BRAC 2005 Recommendations for Air Reserve Personnel Center

1. Reference: E-mail, Charles Elliott, Rep. Jeff Miller (FL-01), 16 June 2005, subject as above.
2. Issue/Question:
 - a. Question 1. The BRAC 2005 recommendations include realigning the Air Reserve Personnel Center to Randolph AFB and Robbins AFB (HSA p33). HSA-JCSG-D05-326 provides elaboration on how military value was calculated for military personnel centers including ARPC. Under Appendix D-1: Criterion 1, Attribute 1 (Military Personnel Center Location), metric 1 asks "Is this Center on an installation? Function is binary. If a military personnel center exists within the perimeter of the main/host installation, then a 1 or Yes is given; otherwise 0 or No. Leased space is given 0." - What is a "main/host installation?" - Did ARPC receive a No (appendix K-1, fifth column) due to being a) leased space, b) annexed space away from the main/host installation, c) previously BRAC'd location, or d) stand-alone location? Criterion 1, Attribute 2 (Survivability), metric 1 discusses AT/FP standards. Under UFC 4-010-01, ARPC received a "level 2" rating (Appendix K-1, eighth column). UFC 4-010-01 does not delineate levels. - How many levels are there? - How is level 2 defined? - How does Level 2 translate into AT/FP standards for inhabited buildings? - How does level 2 compare to facilities located on an active military base? - Does the ARPC facility possess a UFC 4-010-01 defined "controlled perimeter? Criterion 2, Attribute 1(Facility Condition), metric 1 is the facility condition code rated from C1-C4. Appendix K-1, second column rates ARPC as C4. Leased space and C4 receive a 0 in scoring. - Does this mean ARPC is in leased space? - If not leased space, what defines ARPC as receiving a C4?
 - b. Question 2. The FY 1999 Base Structure Report lists the DFAS Denver Annex as an active, Air Force owned facility. - Does the Air Force lease this facility or own it?
 - c. Question 3. If the facility is leased, who is the owner?
 - d. Question 4. What is the nature of DFAS Denver's current agreement to use space within the building?
 - e. Question 5. Under BRAC 2005, the Air Force is vacating the ARPC building (6760 E. Irvington Place, Denver, CO 80280). - Will the Air Force have any activities remaining in the facility?
 - f. Question 6. If not, will the Air Force continue to carry this property on its property list once the realignment is complete?

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0343 – Subject: Questions on BRAC 2005 Recommendations for Air Reserve Personnel Center

3. Response:

a. Question 1. Detailed information for these questions can be found in the documentation provided on the DoD BRAC website. Please follow the paths provided for each question.

Refer to the DoD BRAC website at: <http://www.defenselink.mil/brac/>. In the Additional Documentation Section (left hand column), select Joint Cross Service Groups, then select Headquarters and Support Activities and select the Military Value Documentation zip file. Open the file named Mil Pers. There you will find the methodology for Criterion 1, Attribute 1 on page 2. A main/host installation is defined as “the military installation serving as executive agent for the personnel facility.” In ARPC’s case, this is Buckley AFB. In the certified responses to the Military Value Data Call, the Air Force answered the associated question with a “No” indicating ARPC was not within the perimeter of their main/host installation as defined. No option was available to further differentiate the answer for the various sub categories. HSA JCSG understands ARPC to be annexed space away from the main/host installation, is a previously BRAC’d location and is a stand-alone facility.

Refer to the DoD BRAC website at: <http://www.defenselink.mil/brac/>. In the Additional Documentation Section (left hand column), select Joint Cross Service Groups, then select Headquarters and Support Activities and select the Military Value Documentation zip file. Open the document file named Mil Pers. There you will find the methodology for Criterion 1, Attribute 2 on page 6. This indicates that there are 3 levels. Level 2 is used for a facility that is not on a military installation and for which the function being analyzed (military personnel functions only) occupies less than 25%. This application is taken from the general parameters for partial occupancy contained in UFC-4-010-01. Facilities located on an active military base receive the full score of 1.0 and ARPC was analyzed with a score of .8. While the ARPC facility does possess a UFC 4-010-01 defined “controlled perimeter,” this aspect is not included in the algorithm to provide ARPC’s score for this metric.

Refer to the DoD BRAC website at: <http://www.defenselink.mil/brac/>. In the Additional Documentation Section (left hand column), select Joint Cross Service Groups, then select Headquarters and Support Activities and select the Military Value Documentation zip file. Open the document file named Mil Pers. There you will find the methodology for Criterion 2, Attribute 1 in the introductory comments on page 9 for facility condition codes. ARPC was not required to answer based on the applied standard that they are not located within the perimeter of the main/host installation as defined. ARPC is located on Buckley Annex approximately 9 miles from its host installation at Buckley AFB. Referencing the Background as described on page 9, the purpose of this question is to determine the condition of existing Admin space on the installation to determine its military value for expansion purposes. Rather than looking only at the specific Military Personnel Center building, the metric measures Admin facilities for the entire installation. The score used for military value is not that of the AFPC building itself, rather the installation where it resides. ARPC is not on a military installation as defined for this metric and so it receives the lowest score.

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0343 – Subject: Questions on BRAC 2005 Recommendations for Air Reserve Personnel Center

b. Questions 2-3. With regards to the DFAS Denver Annex site, the Air Force owns the facility which is currently referred to as Buckley Annex -- the facility is not in leased space.

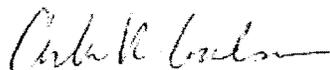
c. Question 4. The nature of DFAS's current agreement is found in the enclosed Delegation of Facility Manager – Information Memorandum, dated October 16, 1992 (note: Peterson AFB property holding designation was later changed to Buckley AFB). Under BRAC 2005, only the ARPC portion of the building is being vacated. Refer to the DoD BRAC website at: <http://www.defenceink.mil/brac/>. In the Joint Cross Service Group Reports section (left hand column), select the link to the Headquarters and Support Activities Report. On page 48 you can read that the DFAS portion of the building remains in use and the HSAJCSG Recommendation to Consolidate DFAS functions consolidates additional DFAS personnel into the facility from other DFAS locations.

d. Question 5. According to the Air Force, no Air Force activities are currently projected for the facility once the ARPC portion is vacated.

e. Question 6. The Air Force will make a determination as to retention or disposal of the Buckley Annex once the BRAC Commission Recommendations become law. Should the Air Force pursue disposal of this or any property, it will proceed in accordance with Section 2905. (b) Management and Disposal of Property, of the Defense Base Closure and Realignment Act of 1990, as amended through FY05 Authorization Act (Public Law 101-510, as amended).

4. Coordination: Lt Col Laffey, Air Force BRAC, 17 Jun 2005; Mr Chittick, DFAS, 17 Jun 2005.

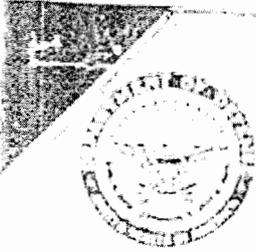
Enclosure
As stated



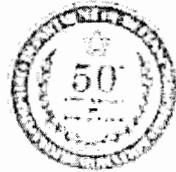
CARLA K. COULSON

COL, GS

Deputy Director, Headquarters and
Support Activities JCSG



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC



OCT 15 1992

SAS/MII
Pentagon 42343
Washington, DC 20330-1000

MEMORANDUM FOR DIRECTOR, DEFENSE FINANCE AND ACCOUNTING SERVICE
(MR ALBERT V. CONTE)

SUBJECT: Delegation of Facility Manager - INFORMATION
MEMORANDUM

This is in response to your memorandum of August 26, 1992, requesting a delegation as facility manager for the Defense Finance and Accounting Service at Lowry Air Force Base, Colorado.

The Defense Finance and Accounting Service is hereby delegated authority to manage and operate the cantonment area containing Building 444, which is being retained at Lowry AFB after closure. This delegation will become fully effective when Lowry AFB closes on September 30, 1994 with an appropriate preceding transition period to be coordinated locally at the base. Since DFAS cannot hold property, it is now anticipated that Peterson AFB will provide that function for record purposes. Peterson AFB will issue a permit to DFAS effective on base closure.

Please coordinate your efforts to implement this delegation with the Lowry Training Center base closure office. Lt Col Larry Beach is the chief of that office and may be reached at DSN 326-5656. Real property records are held by the Lowry Training Center Base Civil Engineer, who will document this decision.

Mr. Robert L. Johnson is the Air Force Base Disposal Agency Site Manager for Lowry. He is the central point of contact for the disposal of the base. He presently works out of the base closure office and may be reached at DSN 326-4003 if your staff has any further questions.

JAMES F. BOATRIGHT
Deputy Assistant Secretary of the Air Force
(Installations)

cc: HQ USAF/EE
HQ AFCE
DINSA/DEFENSE
HQ AFCE/EE
OL N, AFDA
HQ AFSPACECOM/CE



Department of Defense DIRECTIVE

NUMBER 5118.5

November 26, 1990

Incorporating Change 1, December 13, 1991

DA&M

SUBJECT: Defense Finance and Accounting Service

- References:
- (a) Title 10, United States Code
 - (b) DoD Directive 5118.3, "Comptroller of the Department of Defense," May 24, 1988/1989
 - (c) DoD 7220.9-M, "Department of Defense Accounting Manual," October 1983
 - (d) DoD 5025.1-M, "Department of Defense Directives System Procedures," April 1981
 - (e) DoD Directive 7750.5, "Management and Control of Information Requirements," August 7, 1986

1. PURPOSE

Pursuant to the authority vested in the Secretary of Defense under provisions of reference (a), this Directive establishes the Defense Finance and Accounting Service (DFAS) as an Agency of the Department of Defense with responsibilities, functions, authorities, and relationships as outlined below.

2. APPLICABILITY

This Directive applies to the Office of the Secretary of Defense (OSD); the Military Departments; the Chairman, Joint Chiefs of Staff and Joint Staff; the Unified and Specified Commands; the Inspector General of the Department of Defense (IG, DoD); the Defense Agencies; and the DoD Field Activities (hereafter referred to collectively as "DoD Components").

3. ORGANIZATION AND MANAGEMENT

3.1. The DFAS is established as an Agency of the Department of Defense under the direction, authority, and control of the Comptroller of the Department of Defense (C, DoD).

3.2. The DFAS shall consist of a Director, selected by the Secretary of Defense, and such subordinate organizational elements as are established by the Director within resources authorized by the Secretary of Defense.

3.3. Military personnel shall be assigned to the DFAS in accordance with approved authorizations and procedures for assignment to joint duty.

4. RESPONSIBILITIES AND FUNCTIONS

4.1. The Director, Defense Finance and Accounting Service (DFAS), is the principal DoD executive for finance and accounting requirements, systems, and functions identified in DoD Directive 5118.3 (reference (b)), and shall:

4.1.1. Organize, direct, and manage the DFAS and all assigned resources.

4.1.2. Direct finance and accounting requirements, systems, and functions for all appropriated, nonappropriated, working capital, revolving, and trust fund activities, including security assistance.

4.1.3. Establish and enforce requirements, principles, standards, systems, procedures, and practices necessary to comply with finance and accounting statutory and regulatory requirements applicable to the Department of Defense.

4.1.4. Provide finance and accounting services for the DoD Components and other Federal activities, as designated by the C, DoD.

4.1.5. Direct the consolidation, standardization, and integration of finance and accounting requirements, functions, procedures, operations, and systems within the Department of Defense and ensure their proper relationship with other DoD functional areas (e.g., budget, personnel, logistics, acquisition, civil engineering, etc.).

4.1.6. Execute statutory and regulatory financial reporting requirements and render financial statements.

4.1.7. Serve as the proponent for civilian professional development in finance and accounting disciplines, and act as approval authority for competency standards and training requirements for appropriate military positions within the DFAS.

4.1.8. Provide advice and recommendations to the C, DoD, on finance and accounting matters.

4.1.9. Approve the establishment or maintenance of all finance and accounting activities independent of the DFAS.

4.1.10. Develop, issue, and maintain DoD 7220.9-M (reference (c)), in accordance with DoD 5025.1-M (reference (d)), consistent with governing statutes, regulations, and policies.

4.1.11. Perform other functions as the Secretary of Defense, Deputy Secretary of Defense, or the C, DoD, may prescribe.

4.2. The Comptroller of the Department of Defense (C, DoD)) shall provide guidance and direction to the Director, DFAS, on policies and procedures related to the development and operation of DFAS programs and systems.

4.3. The Heads of DoD Components shall:

4.3.1. Comply with the requirements, principles, standards, procedures, and practices issued pursuant to paragraph 4.1., above.

4.3.2. Obtain finance and accounting services from the DFAS.

4.3.3. Provide facilities, personnel, and other support and assistance required to accomplish DFAS objectives, consistent with this Directive and the responsibilities and functions in paragraph 4.1., above, and the authorities in section 6., below.

4.4. Operational commanders shall continue to be responsible for the control, location, and safety of deployed accounting and finance personnel and resources.

5. RELATIONSHIPS

5.1. In the performance of assigned responsibilities and functions, the Director, DFAS, shall:

5.1.1. Maintain liaison with the DoD Components, other Government Agencies, foreign governments, and private sector organizations for the exchange of information concerning assigned programs, activities, and responsibilities.

5.1.2. Use established facilities and services of the Department of Defense and other Federal Agencies, whenever practicable, to avoid duplication and to achieve modernization, efficiency, economy, and user satisfaction.

5.2. The Heads of the DoD Components shall coordinate with the Director, DFAS, on all matters related to the responsibilities and functions listed in paragraph 4.1., above.

6. AUTHORITIES

The Director, DFAS, is specifically delegated authority to:

6.1. Represent the C, DoD, on finance and accounting matters.

6.2. Have free and direct access to, and communicate with, the DoD Components and other Executive Departments and Agencies concerning finance and accounting activities, as necessary.

6.3. Enter into agreements with the DoD Components and other Government or non-Government entities for the effective performance of the DFAS mission and programs.

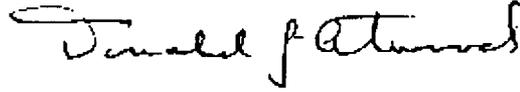
6.4. Establish DFAS facilities if needed facilities or services of other DoD Components are not available. Establishment of new facilities and services will be accomplished using normal program and budget processes.

6.5. Obtain reports, information, advice, and assistance from the DoD Components, consistent with the policies and criteria of DoD Directive 7750.5 (reference (e)).

DODD 5118.5, November 26, 1990

7. EFFECTIVE DATE

This Directive is effective immediately.

A handwritten signature in cursive script that reads "Donald J. Atwood".

Donald J. Atwood
Deputy Secretary of Defense

Enclosures - 1

E1. Delegations of Authority

E1. ENCLOSURE 1
DELEGATIONS OF AUTHORITY

Pursuant to the authority vested in the Secretary of Defense, and subject to the direction, authority, and control of the Secretary of Defense, and in accordance with DoD policies, Directives, and Instructions, the Director, Defense Finance and Accounting Service (DFAS), or in the absence of the Director, the person acting for the Director, is hereby delegated authority as required in the administration and operation of the DFAS to:

E1.1.1. Establish advisory committees and employ part-time advisors, as approved by the Secretary of Defense, in support of assigned DFAS functions pursuant to 10 U.S.C. 173; Pub. L. 92-463, "Federal Advisory Committee Act"; and DoD Directive 5105.4, "Department of Defense Federal Advisory Committee Management Program," September 5, 1989.

E1.1.2. Designate any position in the DFAS as a "sensitive" position, in accordance with 5 U.S.C. 7532; Executive Order 10450, as amended; and DoD Directive 5200.2, "DoD Personnel Security Program," December 20, 1979, as appropriate.

E1.1.2.1. Authorize, in case of an emergency, the appointment to a sensitive position, for a limited period of time, of a person for whom a full field investigation or other appropriate investigation, including the National Agency Check, has not been completed; and

E1.1.2.2. Authorize the suspension, but not terminate the service, of an employee in the interest of national security.

E1.1.3. Authorize and approve overtime work for assigned civilian personnel in accordance with 5 U.S.C. Chapter 55, Subchapter V, and applicable Office of Personnel Management (OPM) regulations.

E1.1.4. Authorize and approve:

E1.1.4.1. Travel for assigned personnel, in accordance with Joint Travel Regulations.

E1.1.4.2. Invitational travel to persons serving without compensation whose consultative, advisory, or other services are required for assigned activities and responsibilities pursuant to 5 U.S.C. 5703.

E1.1.5. Approve the expenditure of funds available for travel by assigned or detailed military personnel for expenses regarding attendance at meetings of technical, scientific, professional, or other similar organizations in such instances when the approval of the Secretary of Defense, or designee, is required by law (37 U.S.C. 412 and 5 U.S.C. 4110 and 4111). This authority cannot be redelegated.

E1.1.6. Develop, establish, and maintain an active and continuing Records Management Program under DoD Directive 5015.2, "Records Management Program," September 17, 1980; DoD Directive 5400.7, "DoD Freedom of Information Act Program," May 13, 1988; and DoD Directive 5400.11, "Department of Defense Privacy Program," June 9, 1982.

E1.1.7. Establish and use imprest funds for making small purchases of material and services, other than personal services, when it is determined more advantageous and consistent with the best interests of the Government, in accordance with DoD Directive 7360.10, "Disbursing Policies," January 17, 1989.

E1.1.8. Authorize the publication of advertisements, notices, or proposals, in newspapers, magazines, or other public periodicals as required for the effective administration and operation of assigned responsibilities, consistent with 44 U.S.C. 3702.

E1.1.9. Establish and maintain appropriate property accounts, appoint Boards of Survey, approve reports of survey, relieve personal liability, and remove accountability for Agency property contained in the authorized property accounts that has been lost, damaged, stolen, destroyed, or otherwise rendered unserviceable, in accordance with applicable laws and regulations.

E1.1.10. Promulgate the necessary security regulations for the protection of property placed under the jurisdiction of the Director, pursuant to DoD Directive 5200.8, "Security of Military Installations and Resources," July 29, 1980.

E1.1.11. Establish and maintain a publications system for the promulgation of common accounting and finance regulations; instructions, and reference documents, and changes thereto, pursuant to the policies and procedures prescribed in DoD 5025.1-M, "Department of Defense Directives System Procedures," April 1981, authorized by DoD Directive 5025.1, December 23, 1988.

E1.1.12. Exercise the powers vested in the Secretary of Defense by 5 U.S.C. 301, 302(b), and 3101 on the employment, direction, and general administration of assigned employees.

E1.1.13. Administer oaths of office to those entering the Executive Branch of the Federal Government or any other oath required by law in connection with employment therein, in accordance with 5 U.S.C. 2903, and designate in writing, as may be necessary, officers and employees of the DFAS to perform this function.

E1.1.14. Establish a DFAS Incentive Awards Board, and pay cash awards to, and incur necessary expenses for the honorary recognition of, civilian employees of the Government whose suggestions, inventions, superior accomplishments, or other personal efforts, including special acts or services, benefit or affect the DFAS or its subordinate activities, in accordance with 5 U.S.C. 4503, OPM regulations, and DoD Directive 5120.15, "Authority for Approval of Cash Honorary Awards for DoD Personnel," August 13, 1985.

E1.1.15. Act as an agent for the collection and payment of employment taxes imposed by Chapter 21 of the Internal Revenue Code of 1954, as amended; and, as such agent, make all determinations and certifications required or provided for under the Internal Revenue Code of 1954, as amended (26 U.S.C. 3122), and the Social Security Act (42 U.S.C. 405(p)(1) and (2)), as amended *for members and employees paid by DFAS*.

E1.1.16. Enter into and administer contracts directly or through a Military Department, a DoD contracting administration service component, or other Government Department or Agency, as appropriate, for supplies, equipment, and services required to accomplish the DFAS mission.

E1.1.17. Oversee disbursing officials and operations in accordance with the procedures of 31 U.S.C., as follows:

E1.1.17.1. Manage the approval and appointment process for disbursing, certifying officials pursuant to 31 U.S.C. 3321, 3325, and 10 U.S.C. 2773.

E1.1.17.2. Make determinations and recommendations with respect to the granting of relief to disbursing *and accountable* officials pursuant to the authority contained in 31 U.S.C. 3527.

E1.1.17.3. Approve requests to hold cash at personal risk for authorized purposes, including imprest funds, and to redelegate such authority as appropriate in the

administration and control of DoD funds, consistent with the Treasury Financial Manual (TFM) and under the authority of 31 U.S.C. 3321 and 3342.

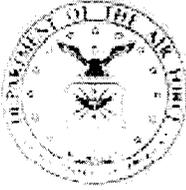
E1.1.17.4. Approve DoD Component disbursing regulations developed to implement the TFM and to grant waivers when delegated by the Secretary of the Treasury to the Heads of Executive Departments and Agencies.

E1.1.18. The Director, DFAS may, in writing, redelegate these authorities as appropriate, except as otherwise specifically indicated above or as otherwise provided by law or regulation.

**BY ORDER OF THE SECRETARY OF THE
AIR FORCE**

AIR FORCE POLICY DIRECTIVE 32-90

10 SEPTEMBER 1993



Civil Engineering

REAL PROPERTY MANAGEMENT

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OPR: AFREA/MI (Mr Charles G. Skidmore)

Certified by: SAF/MI (Ms Judy Ann Miller)

Pages: 7

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1. The Air Force acquires, uses, and disposes of land and facilities to accomplish its continually changing missions. The following policy governs the "life cycle" management of real property to ensure that the Air Force acquires and maintains only the minimum property necessary to meet peacetime and mobilization requirements.
2. The Air Force may acquire real property interest in the United States, territorial areas administered by the United States, and the Commonwealth of Puerto Rico. Real property acquisition must be made in the most economical way with the least adverse impact on the local economy.
3. In foreign countries, the Air Force must have prior approval of the foreign government or a clearance for particular missions in order to acquire real property.
4. In the United States, territorial areas administered by the United States, and the Commonwealth of Puerto Rico, the Air Force will ensure protection of human health and the environment by identifying and documenting the condition of any real property to be acquired, transferred, leased, sold, or otherwise conveyed under the provisions of any authority.
5. Air Force-controlled real property will be made available for use by others to the maximum extent that is compatible with Air Force needs, military security, and public safety.
6. According to Title 10, United States Code, Section 2701, *Armed Forces*, the Air Force will establish procedures to classify installations, maintain accountable real property records, and report real property assets.
7. This directive establishes the following responsibilities and authorities:
 - 7.1. The Assistant Secretary of the Air Force for Manpower, Reserve Affairs, Installations and Environment (SAF/MI) develops policy for real property management (RPM), serves as resource advocate, and provides oversight for the program to ensure that only real property required to achieve the military mission is retained.

7.2. The General Services Administration (GSA) and Air Force real property personnel conduct joint Executive Order 12512 surveys to identify real property which is excess to Air Force needs.

7.3. The Air Force Real Estate Agency (AFREA) plans, allocates resources, and executes the RPM program, and provides implementing Air Force instructions (AFI) to comply with public laws and Federal and Department of Defense (DoD) guidance. Additionally, AFREA reports unneeded real property (with or without improvements) and leaseholds to GSA for Federal screening and disposal as "surplus" real property.

7.4. Commanders ensure that their activities and installations having real property control fully comply with directives and instructions regarding the RPM program.

7.5. Annually, major commands (MAJCOM) monitor installation surveys of real property utilization, installation boundary inspections, and installation lease compliance inspections. See **Attachment 1** for measures of compliance.

8. This directive implements the public laws, DoD publications, and AFIs in **Attachment 2** and **Attachment 3**.

JUDY ANN MILLER
Acting Assistant Secretary for Manpower, Reserve
Affairs, Installations & Environment

Attachment 1

MEASURING COMPLIANCE WITH POLICY

A1.1. Installation personnel will do compliance inspections of Air Force real property being temporarily used by others. Compliance consists of property users adhering to all conditions and terms contained in the real property instruments (e.g., lease, license, permit, or easement). MAJCOMs will monitor compliance annually through RCS: SAF-MII(A)9304, *Real Property Outgrant Compliance Report*. (See AFI 32-9003 for detailed instructions.)

A1.1.1. Installation real property personnel will review all real property instruments, which allow others to use Air Force real property. Also, they will report the number of instruments reviewed to their MAJCOM during the fiscal year and the number of those in which the users have not complied. Their MAJCOM counterparts will consolidate such data from all their installations and show the percentage of noncompliance as depicted in the chart at **Figure A1.1.** The MAJCOM will maintain such charts.

A1.2. Installation personnel will survey Air Force real property to identify that which is underutilized, not used, or excess to Air Force mission requirements (**Figure A1.2.**). Annually, MAJCOMs will monitor land requirements through RCS: SAF-MII(A)9305, *Annual Real Property Utilization Review*. (See AFI 32-9002 for detailed instructions.)

A1.2.1. Installation real property personnel will report to their MAJCOM counterparts the number of acres for the fiscal year which are excess to their requirements. Based on the total acreage of all their installations, the MAJCOM will depict, by percentage, the result of each year's review on a chart as shown in **Figure A1.2.** The MAJCOM will maintain such charts.

A1.3. Installation personnel will inspect installation boundaries **Figure A1.3.** to ensure that there are no encroachments by fences, new buildings, roads, etc. MAJCOMs will monitor compliance annually through RCS: SAF-MII(A)9306, *Annual Installation Boundary Encroachment Report*. (See AFI 32-9003 for detailed instructions.)

A1.3.1. Installation real property personnel will physically inspect their installation's boundary each fiscal year to ensure that there are no encroachments, then report the results of such inspection to their MAJCOM counterparts. The MAJCOM will determine the percentage of installations (of their total number of installations) with encroachments and depict this result on a chart as shown in **Figure A1.3.** figure A1.3. The MAJCOM will maintain such charts.

Figure A1.1. Sample Metric of Results of Real Property Outgrant Compliance Report (Percent of Conditions Violation).

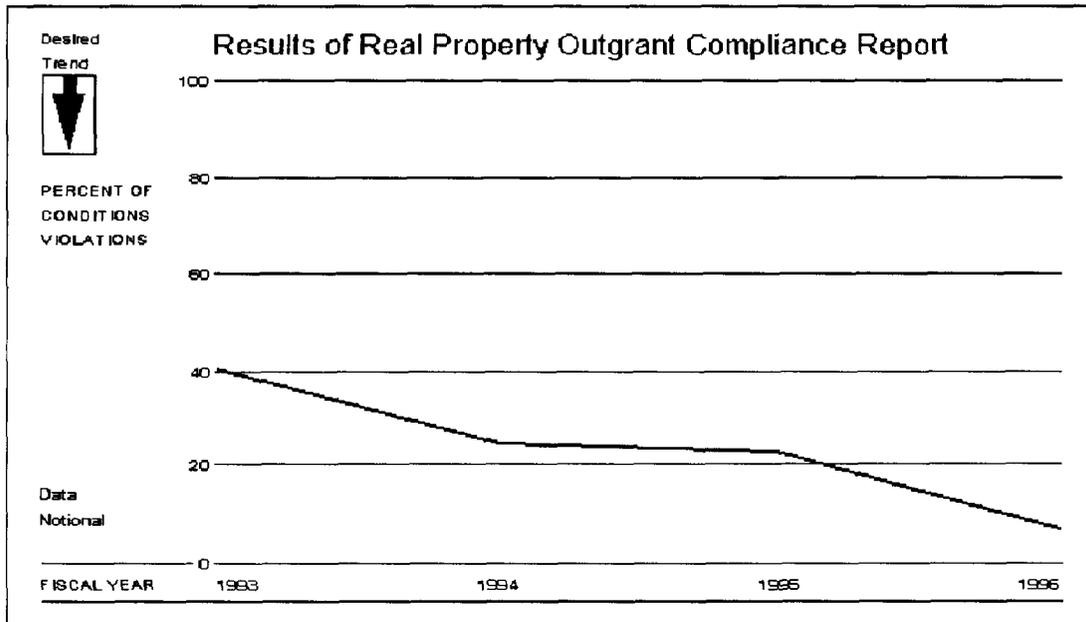


Figure A1.2. Sample Metric of Results of Annual Real Property Utilization Review (Percent of Unneeded Real Property Found for Disposal).

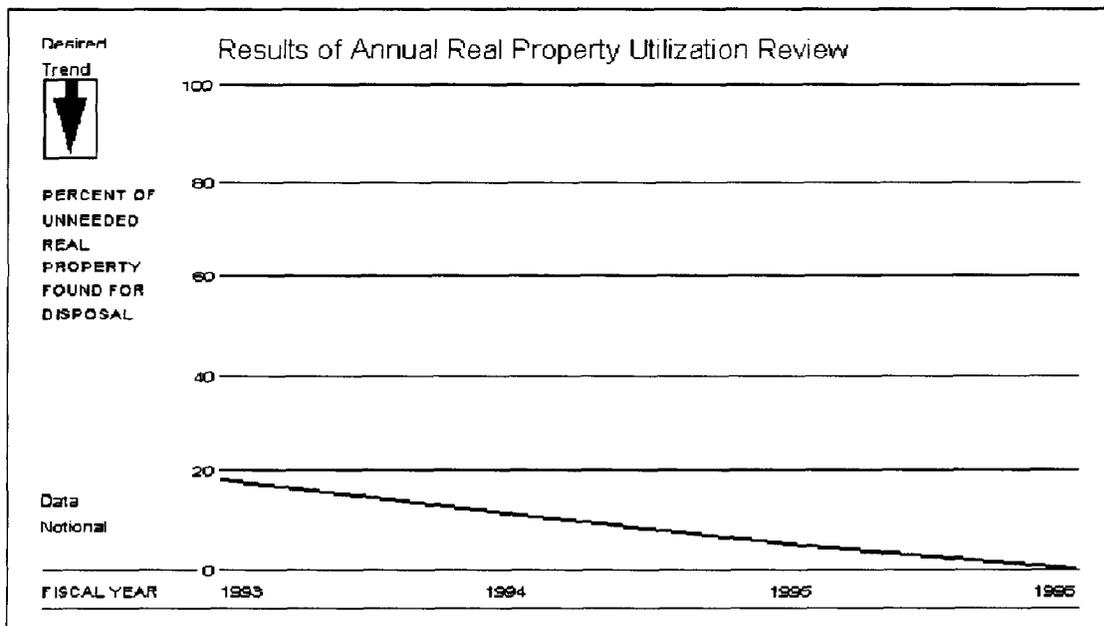
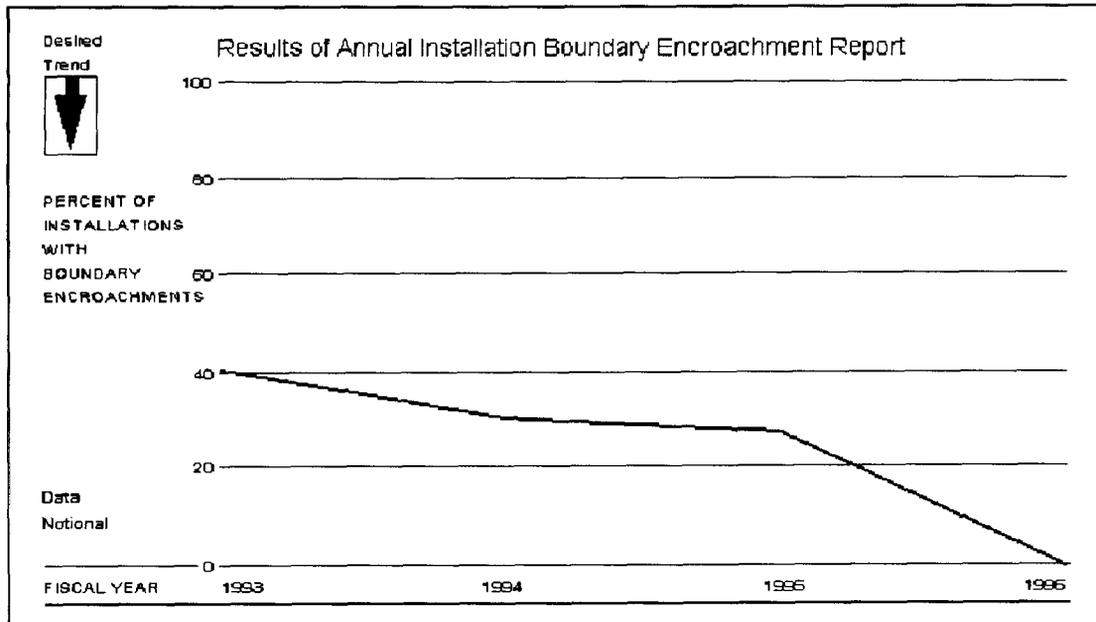


Figure A1.3. Sample Metric of Results of Annual Installation Boundary Encroachment Report (Percent of Unneeded Real Property Found for Disposal)



Attachment 2

GOVERNING PUBLIC LAWS

A2.1. Title 10, United States Code, *Armed Forces*: Section 2571-- States that real property may be acquired by interchange or transfer between the Military Departments or the US Coast Guard.

Section 2662-- Specifies the reports that must be made to the Congressional Armed Services Committees for real property transactions.

Section 2667-- Provides authority for outleasing non-excess real property.

Section 2672-- Sets minor land acquisition authority limits.

Section 2672a-- Provides authority for acquiring land when the need is urgent.

Section 2675 --Provides the authority for leasing real property (except family housing) in foreign countries.

Section 2676 --Specifies conditions under which a Military Department may acquire real property not owned by the Federal Government.

Section 2677 --Covers the use of options to acquire real property.

Section 2682-- Requires that real property used by a Defense Agency be under the jurisdiction of a Military Department.

A2.2. Title 40, United States Code, *Public Buildings, Property, and Works*: Section 483 --Covers the acquisition or exchange of Government-owned property.

Section 2233-- Gives authority to the Reserve components to acquire real property.

A2.3. Title 42, United States Code, *Public Health, and Welfare*: Section 4321 et seq.-- Mandates policy and procedures to be followed before siting or acquisition of real property.

Section 4601-4655-- States the requirements that must be met regarding the acquisition of real property relative to uniform relocation assistance.

A2.4. Title 43, United States Code, *Public Land*: Sections 156 and 157-- State that withdrawal or restriction of public domain lands including the Outer Continental Shelf or any one acquisition of 5000 acres or more in the aggregate requires specific legislation.

Attachment 3

IMPLEMENTED AND INTERFACING PUBLICATIONS

IMPLEMENTED PUBLICATIONS

DoD Directive 4165 .6, *Real Property Acquisition Management, and Disposal* September 1 1987

DoD Directive 4165.61 with Change 1, *Intergovernmental Coordination of DoD Federal Development Programs and Activities* August 9 1983

DoD Instruction 4165.14 with Changes 1 through 4, *Inventory of Military Real Property* December 21 1966

DoD Instruction 4165.65, *Shelter for the Homeless Program* October 30 1987

DoD Instruction 5030.53, *Reimbursement for GSA Space Services and Facilities* September 14 1988

DoD Directive 5160.63, *Delegation of Authority Vested in the Secretary of Defense to Take Certain Real Property Actions* June 3 1986

DoD Manual 7220.9-M with Changes 9 through 18, *DoD Accounting Manual (Reprint Includes Changes 1 Through 8)* October 1983

INTERFACED PUBLICATION

AFPD 32-10, *Air Force Installations and Facilities*

AFI 32-1001, *Air Force Installations and Facilities Strategic Planning*

AFI 32-9001, *Acquisition of Real Property* (Formerly AFRs 87-1 and 87-19)

AFI 32-9002, *Use of Real Property Facilities* (Formerly AFRs 87-2 and 87-22)

AFI 32-9003, *Outgrant of Real Property* (Formerly AFRs 87-3, 87-7, 87-9 and 87-16)

AFI 32-9004, **Disposal of Real Property** (Formerly AFRs 87-, 87-6 and 87-10)

AFI 32-9005, *Establishing Accounting and Reporting Real Property* (formerly AFR 87-5)

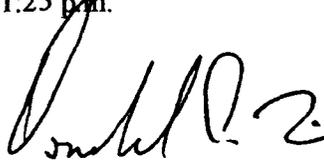
AFI 32-9006, *Army and Air Force Basic Real Estate Agreements (Joint Departmental Publication)* (Formerly AFR 87-15)

BRAC 2005 Headquarters & Support Activities
Joint Cross-Service Group (HSA JCSG)

Deliberative Meeting Minutes of April 1, 2004 Executive Session
Room 3E387, Pentagon, 12:00-2:00 p.m.

1. The Assistant Deputy Chief of Staff, G-8, US Army, chaired the meeting. Chairman noted ISG comments on HSA JCSG Military Value Report. List of attendees is attached.
2. Meeting agenda is attached.
3. Review of March 25 Minutes.
 - a. Certified data from MILDEPs and Defense Agencies responding to the Capacity Data Call (CDC) via electronic tools will be available on or about April 12, 2004; certified data from Defense Agencies responding to the “hard copy” questionnaire to be available on or about April 5, 2004.
 - b. Deputy Chair met with USAF BRAC representatives the morning of April 1, 2004, subject: CDC Question 303.
 - i. USAF can't certify data they received from first data call and will go back to field for additional/corrected data.
 - ii. Will provide the certified data they have for this question in the interim and once corrections have been made, will provide the full set of certified data.
4. OSD BRAC Update. ISG Integration Session April 2, 2004, will allow approximately 7-8 minutes per JCSG; therefore, plan on broad overview presentation.
5. Subgroup Updates.
 - a. Geographic Clusters and Functional Subgroup.
 - i. Personnel/Corrections Team is meeting with Services; Subject: Human Resources Transformation.
 - ii. Col Sachs is working with CAA to refine clusters definition.
 - b. Mobilization. Fine-tuning target list for Military Value questions.
 - c. Major Admin/HQs Activities.
 - i. USN working imperatives/overarching principles.
 - ii. Subgroup is encountering challenges inputting MV questions into IQT
6. Army G-8 presented information briefing on Strategic Planning Guidance.
7. Deputy Chair presented draft briefing for DUSD(I&E).
 - a. USN Member opined that rationalization of activities within 100-mile radius of Pentagon may encompass too large an area.

- i. OSD Member concurred and stated 100-mile radius was instituted for non-BRAC reasons and may not be applicable to BRAC analyses.
 - ii. Chairman concurred and indicated analysis of activities within statutory NCR might have different impact than analysis of those beyond NCR but within 100-mile radius.
 - iii. Consensus was this should be a discussion point with DUSD(I&E).
 - b. Chair asked if Geographic Clusters were scoped properly. Members agreed this should be a discussion point with DUSD(I&E).
 - c. Members agreed it was premature to mention possible Defense Agency frameworks other than PFFA.
 - d. Chair directed that Mobilization Subgroup slide be included.
8. Preparation for ISG Integration Session.
- a. Chair commented that commonality doesn't have to apply in every attribute and metric, but some commonality is good where it makes sense, e.g., space standards and condition codes.
 - b. Chair and Joint Staff representative remarked we must use 2025 force structure, by statute, but not much in 2025 force structure plan will affect HSA.
 - c. USN Member noted OSD has indicated use of CNA Optimization Model isn't mandatory if it doesn't fit.
 - d. USN Member also observed OSD needs to mandate which system of facility condition codes JCSGs will use.
9. No closing remarks. Chair departed at 1:25 p.m.



DONALD C. TISON
Assistant Deputy Chief of Staff, G-8
Chairman, HSA JCSG

Attachments:

- 1. List of Attendees
- 2. Agenda
- 3. Data Management Team Briefing
- 4. Calendar

Deliberative Document – For Discussion Purposes Only
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HSA-JCSG-D-04-0016
Version 3, 4/12/04, 1640

BRAC 2005 Headquarters & Support Activities
Joint Cross-Service Group (HSA JCSG)

Meeting April 1, 2004
Attendees

Members:

Mr. Don Tison, Assistant Deputy Chief of Staff, G-8, Chair
RDML Jan Gaudio, USN, Commandant, Naval District Washington, Navy Member
Mr. Howard Becker, Deputy Director of Administration and Management, OSD Member
Col Scott West, USAF, J-8, Joint Staff Member

Alternates:

Mr. Ryan Ferrell, HSA JCSG, USAF Member's Alternate
Col Steve Snipes, USAF, HSA JCSG, USMC Member's Alternate

Others:

COL Carla Coulson, USA, HSA JCSG
CAPT Matt Beebe, USNR, DASN(ISA)
CAPT Mike Langohr, USNR, HSA JCSG
CAPT David Foy, USN, DON LNO
COL Frank Higgins, USA, HSA JCSG
LTC Chris Hill, USA, HSA JCSG
MAJ Joe Horab, USA, G-8
Mr. Marty Alford, OSD BRAC
Ms. Susan Bauer, HSA JCSG
Mr. Jim Chittick, DFAS
Mr. Ryan Ferrell, HSA JCSG
Mr. Dave Fletcher, HSA JCSG
Mr. Ron Hodges, DOD IG
Mr. Joe Kaseler, DOD IG
Mr. David Musser, HSA JCSG
Ms. Donna Oscepinski, HSA JCSG
Mr. Ray Quesenberry, HSA JCSG
Mr. Joe Roj, HSA JCSG
Ms. Holly Russell, HSA JCSG
Ms. Kathy Simonton, USAF LNO
Mr. Matt Tittmann, HSA JCSG