



REPLY TO
ATTENTION OF

DCN: 2006

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-04-14

MAR 25 2004

DAPR-ZB

MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG)

SUBJECT: Infrastructure Steering Group (ISG) Comments on the Headquarters and Support Activities Joint Cross-Service Group Draft Military Value Report

1. Reference. Memorandum, Chairman ISG, 9 Mar 03, subject as above.
2. The HSA JCSG's final military value report is at Encl 1. Approximately two-thirds of the ISG comments annotated in the above referenced memorandum are incorporated into the final report. Rationale for those ISG suggestions we chose not to incorporate follow:

a. Specific Comment 2. The expansion of question #446 to activities above the installation level, but below the level of Major Headquarters (MHA), is consistent with the intent of our Capacity Report. It is now clear to the HSA JCSG that there are activities that fall between MHAs and installations (Field Operating Agencies, Military Department agencies, activities within Geographic Clusters) that provide common support services to Headquarters activities. These organizations should be included to ensure a complete analysis of all activities performing similar support functions. Solicitation of this additional capacity data is being closely coordinated with the Military Departments.

b. Specific Comment 6. The HSA JCSG intends to retain the Continuity of Operations metric within the Major Administration and Headquarters Activities model. It is our sense that the metric should reveal the sensitivity of a given location to natural disasters even if evaluated over a 38-year period versus a longer period of time. While seemingly low in value (2%), the HSA JCSG believes the metric adequately contributes to defining location effects on a Headquarters function.

c. Specific Comment 7. After lengthy discussions, the HSA JCSG has chosen to retain metrics as laid out in the Draft Report to measure Key Relationships in the DC Area. Identifying meetings requested by senior leaders would be difficult to accomplish and could introduce undesired variability into the model since a common view of what meetings are required, or necessary, is elusive. In addition, it is assumed that all meetings with Members of Congress are at the Member's request. Analysis of

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responses to the "Key Relationships" questions contained in the model will uncover trends, and further define what organizations may be eligible to move from the DC area. Responses to metrics will be used as starting point in the decision making process which remains open to the addition of policy imperatives and other modeling steps, i.e. optimization.

d. Specific Comment 10. In all but two instances (DFAS and Installation Management (IM)), condition codes are gathered from Capacity Data Call question #11 and translated from service-unique ratings to C-categories. Translation schemes are being coordinated with the Military Departments. The DFAS scoring plan requires building level detail, so question #11 cannot be used. DFAS facilities will be evaluated only against each other; therefore DFAS-unique ratings are appropriate. The IM scoring plan requires installation-level readiness codes for nine (9) categories of facilities. These codes are available from the Military Departments. For consistency across the Military Departments and the JCSGs, OSD should consider developing a common approach to describe facility conditions.

e. Specific Comment 14. The IM and Headquarters Support Activities models place significant value on the efficiency and effectiveness of provision of services to customers. Therefore, Criterion 4 carries the most weight. It is important to note that there is not a large difference in the weighting between Criterion 1 and 4 in the IM model. Criterion 1 carries 39% of the weight; Criterion 4, 43%.

f. Specific Comment 15. Metric 4 is linked to metrics 1, 2 and 3 of this attribute. Each is intended to determine the type of organization supported by the installation, i.e. operational forces, RDT&E/industrial, administrative or as is the case in metric 4, institutional training. As noted in the assumptions for the IM model, support to operational forces is the most complex followed by training activities, RDT&E/industrial and administrative activities. The value of these metrics reflect greater weighting to installations supporting larger operational forces followed by training activities, then RDT&E/industrial and administrative organizations. Staff support, as well as the average daily training load, will be measured.

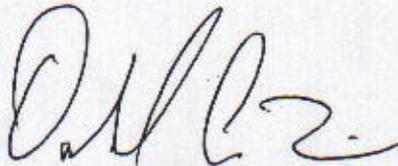
g. Specific Comment 16. Although a metric is not included that specifically addresses installations' capabilities to support reach back requirements (personnel, logistics etc.) of deployed forces, Criterion 1, Attribute 2, (supported forces) of the IM model does indirectly measure this capability. It follows that installations supporting greater densities of operational forces will by necessity have greater capabilities to support deployed forces. Additionally, staffing unique to a single service, i.e. Air Force staffing of the Base Civil Engineer, will be addressed during scenario development.

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h. Specific Comment 17. The HSA JCSG does not intend to include support provided to installations contained in MOAs and MOUs. In general, ISSAs are standard agreements which capture the value of service provided in dollars and therefore provide a metric that can be compared across the Services. MOUs/MOAs may cover a variety of support agreements, not all of which are measured as costs, and would potentially generate inconsistency and undesired variability in the measurement of the metric.

3. The HSA JCSG point of contact for questions pertaining to the final report or our response to ISG suggestions is COL Carla Coulson at (703) 696-9448 ext. 136 or carla.coulson@us.army.mil.



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