



DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

DCN 8589

17 October 2003

MEMORANDUM FOR VICE CHIEF OF NAVAL OPERATIONS
ASSISTANT COMMANDANT OF THE MARINE CORPS

Subj: BRAC 2005 GUIDANCE FOR THE HEADQUARTERS AND SUPPORT
ACTIVITIES (HSA) JOINT CROSS-SERVICE GROUP (JCSG)

Attachments (1) and (2) are USD (AT&L) responses to DoN and USAF letters concerning recommendations on limiting the scope of the HAS JCSG review.

USD (AT&L) directs in Attachment (3) "...please revise your report to focus your group's analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within your area of responsibility."

Acting SECNAV memo, Attachment (4), recommended that the JCSG efforts be limited to footprint analysis of Washington, DC and throughput and footprint analysis of the seven Defense agencies, with other administrative and Headquarters activities being assigned to the Services. The Air Force memo, Attachment (5), recommended that JCSG efforts should be limited to footprint analysis of Joint Combatant Command Headquarters, regional command operations, and Washington, DC activities, and throughput and footprint analysis of the seven Defense agencies.

We have reviewed the revised report submitted by the HSA JCSG on 16 Oct 03, which they believe is consistent with the USD (AT&L) guidance. The report includes in its scope of review the following areas which Acting SECNAV recommended be reviewed at the service level with collaboration between services when appropriate:

- Geographic Clusters. Footprint and functional analyses of common headquarters, administration and business related functions.
- Administrative and C2 Headquarters outside DC area. Footprint analysis of combatant commands, service component commands and supporting activities; Reserve Component headquarters; and recruiting headquarters commands for possible co-location or relocation.
- Financial Management Transactional Services. Footprint and functional analyses of activities DoD-wide.
- Corrections Activities. Footprint and functional examination of multiple levels of correctional facilities DoD wide.
- Civilian Personnel Centers. Footprint and functional analyses may yield opportunities to consolidate and/or co-locate Centers
- Military Personnel Centers. Footprint and functional analyses may produce possibilities for co-location and consolidation of military personnel centers.

MASTER DOCUMENT
DO NOT REMOVE

MM-0048-F1
*** MASTER DOCUMENT ***
DO NOT REMOVE FROM FILES

- Mobilization. Review of common/central mobilization sites. This includes the subordinate functions of pre-deployment (post-mobilization) processing and qualification, and training; and components of the functions of storage, staging, and equipping.
- DoD Installations with Shared Boundaries. Footprint and functional analyses of common headquarters, administration and business related functions for duplication and redundancy at installations that share boundaries.

The HSA JCSG report also included the following areas that Acting SECNAV indicated DoN did not need to review because of significant ongoing initiatives:

- Installations that are part of a geographic cluster or share boundaries.
 - o Communications/Information Technology. Review of functions for duplication and redundancy. DoN has already made significant investment in the Navy & Marine Corps Intranet program as a best business practice.
 - o Installation Management. Analyses of Base Operating functions. Significant reengineering has and continues to take place within DoN to consolidate and regionalize services. BRAC may negatively impact ongoing initiatives within DoN.
- Reserve Force Management Organizations. Footprint analysis of U.S. based Reserve Force management organizations for possible co-location/relocation. - DoN is already in the process of restructuring and realigning its reserve force structure.

As reflected in the revised report, the USD (AT&L) direction results in an extremely broad scope of review for the HSA JCSG for potentially little gain. The following options are available to respond to the USD (AT&L) direction.

- Accept the guidance
- Send a letter to USD (AT&L) requesting reconsideration of the issue by the ISG or that the issue be raised to the IEC.
- Issue a non-concur for the final HSA report when it is formally staffed to the ISG.

I am available to discuss at your convenience.

vr


Anne Rathmell Davis
 Deputy Assistant Secretary of the Navy
 (Infrastructure Strategy and Analysis)

Attachments:

- (1) USD (AT&L) memo to ASN (I&E) of 14 Oct 2003
- (2) USD (AT&L) memo to ASAF (IE&L) of 14 Oct 2003
- (3) USD (AT&L) memo to Chairman, HSA JCSG of 14 Oct 2003
- (4) Acting SECNAV memo to USD (AT&L) of 24 Sep 2003
- (5) ASAF (IE&L) memo to USD (AT&L) of 29 Sep 2003



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

OCT 14 2003

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

SUBJECT: Revision to Report on Approach to Capacity Analysis

Thank you for your presentation to the Infrastructure Steering Group (ISG) on your group's approach to capacity analysis. The ISG appreciates the work that you and the members of your group are devoting to the base realignment and closure effort.

As discussed at your briefing, the ISG is concerned that the wide breadth of functions proposed for analysis will negatively impact your group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. Efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. To that end, please revise your report to focus your group's analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within your area of responsibility.

Please provide your final report for the ISG's approval by October 15th. Your report should reflect the above and contain a comprehensive set of common definitions for your functions, common metrics to measure throughput capacity and your methodology for determining surge requirements. In particular, your report should demonstrate how your analysis will answer the three questions contained in my July 16, 2003, memo regarding the inventory of facilities performing your functions, the percentage of the throughput capacity for current and surge workloads, and the percentage, if any, of capacity excess to current workload plus surge requirements. Additionally, your final report should include your data call questions.

My BRAC team and the Service BRAC offices stand ready to assist you in refining your report. Please do not hesitate to seek their advice.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

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





ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

OCT 14 2003

**MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS & ENVIRONMENT)**

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

Thank you for your recommendations regarding the scope of functions that the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) should review. I share the concern of Infrastructure Steering Group (ISG) members that the breadth of functions the HSA JCSG proposed to analyze will negatively impact that group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. I also agree that efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. However, I am also cognizant of the Secretary's unequivocal direction in his BRAC Kickoff Memo that functions that are common across the Services must be analyzed on a joint basis.

Therefore, rather than direct the HSA JCSG to narrowly limit its analysis to the two areas you suggest, I have asked the Chairman of the HSA JCSG to revise his group's report to focus their analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within his area of responsibility. The Chairman is expected to provide the final report for the ISG's approval by October 15th, at which time, all ISG members will have the opportunity to review the manner in which they have incorporated this guidance.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

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





ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

OCT 14 2003

**MEMORANDUM FOR ASSISTANT SECRETARY OF THE AIR FORCE
(INSTALLATIONS, ENVIRONMENT, & LOGISTICS)**

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

Thank you for your recommendations regarding the scope of functions that the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) should review. I share the concern of Infrastructure Steering Group (ISG) members that the breadth of functions the HSA JCSG proposed to analyze will negatively impact that group's ability to focus on areas with the highest potential for transforming infrastructure, given finite time and resources. I also agree that efforts to reengineer the business processes of functions that have limited impact on facilities can be best accomplished outside the BRAC process. However, I am also cognizant of the Secretary's unequivocal direction in his BRAC Kickoff Memo that functions that are common across the Services must be analyzed on a joint basis.

Therefore, rather than direct the HSA JCSG to limit its analysis to the areas you suggest, I have asked the Chairman of the HSA JCSG to revise his group's report to focus their analysis on those functions with the greatest potential to result in decisions that will significantly affect the footprint and the throughput of the functions within his area of responsibility. The Chairman is expected to provide the final report for the ISG's approval by October 15th, at which time, all ISG members will have the opportunity to review the manner in which they have incorporated this guidance.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

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





DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

September 24, 2003

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE
(ACQUISITION, TECHNOLOGY AND LOGISTICS)

Subj: BRAC 2005 GUIDANCE FOR THE HEADQUARTERS AND SUPPORT
ACTIVITIES JOINT CROSS-SERVICE GROUP

In response to your tasking at the Infrastructure Steering Group (ISG) meeting of 16 Sep 2003, the Department of the Navy (DoN) offers the following recommendations for the Headquarters and Support Activities (HSA) Joint Cross-Service Group (JCSG):

- Limit the Group's efforts to the following two areas:
 - 1) Footprint analysis of Washington, DC (100 mile radius) focusing on assessing the need to be located in the DC area, eliminating the use of leased space and examining the potential to further consolidate installation management service providers.
 - 2) Throughput and footprint analysis of the seven Defense Agencies addressed in your memorandum of 30 Jul 2003 (DFAS, DSS, DeCA, DCAA, DLSA, DSCA, PFFA). The throughput analysis would consist of an examination of capacity (manpower and footprint) and duplicity.

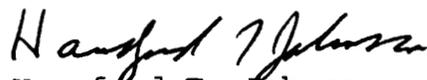
- DoN will address the following functional areas as indicated:
 - 1) Major Administrative and Headquarters Activities outside Washington, DC - The Secretary of Defense approved analysis of activities in the NCR and other regions, joint command and control headquarters and activities, Service major command headquarters, and Reserve administrative and headquarters facilities. Other than the footprint analysis of the NCR noted above, recommend the Military Departments include analysis of the remaining administrative and headquarters activities in their BRAC processes. Joint command and control headquarters should be assessed by the designated Executive Agent. My memo to you of 21 Jul 2003 concerning transformation opportunities addressed improving component integration and assessing the value of locating reserve facilities within the community. Because Navy and Marine Corps reserve organizations are considerably different than the other Services in terms of size, employment and affiliation with local governments, this subject should remain with the Services. DoN will approach the other Services when collocation or geographic

consolidation opportunities arise in any of these administrative/headquarters activities.

- 2) Installation Management - Significant reengineering has and continues to take place within DoN to consolidate/regionalize services and take advantage of best business practices. Installation Management changes are very much dependent on other BRAC decisions and will be addressed accordingly. Additional functional analysis within the BRAC process is not recommended.
- 3) Communications/IT - DoN has made a significant investment in the Navy and Marine Corps Intranet program as a best business practice. Additional functional analysis within the BRAC process is not recommended.
- 4) Financial Management - Recommend financial accounting and pay services be reviewed as part of the DFAS throughput analysis addressed above. Planning, programming and budgeting must remain a Service issue and does not represent significant opportunity.
- 5) Manpower and Personnel Management - Much of the proposed scope must remain with the Services such as Military Manpower Management. The balance does not offer significant opportunity. Additional functional analysis within the BRAC process is not recommended.
- 6) Mobilization - Navy and Marine Corps mobilization functions are performed predominantly at active duty installations and will be analyzed as part of their review. DoN will approach the other Services when joint use of facilities appears feasible.

I recognize this represents a departure from the subordinate functional areas approved by the Secretary of Defense for this JCSG, and recommend the ISG seek his approval of this reduced scope.

Should you require further assistance, my point of contact is Deputy Assistant Secretary of the Navy (Infrastructure Strategy & Analysis), Ms. Anne Davis, (703) 697-6638.


Hansford T. Johnson
Secretary of the Navy
Acting