



DAPR-ZB

AUG 27 2004

MEMORANDUM FOR CHAIRMAN, INFRASTRUCTURE STEERING GROUP (ISG)

SUBJECT: Scope Refinements - Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) BRAC 2005

1. References.

a. Report, HSA JCSG, 16 Oct 03, subj: Capacity Analysis Report.

b. Memorandum and Report, HSA JCSG, 17 Jun 04, subj: Headquarters and Support Activities Joint Cross Service Group's (HSA JCSG) Final Military Value Analysis Report.

c. Memorandum and Report, HSA JCSG, 20 Aug 04, subj: Headquarters and Support Activities Joint Cross Service Group Draft Capacity Analysis Report.

2. Reference 1.a. Section 1 outlines the process by which HSA JCSG continues to focus its review of assigned activities/functions. As analysis progresses, activities are evaluated for potential, in terms of footprint reduction, with some activities moving from the top and middle tiers to the lower tier. The intent of HSA JCSG is to pass activities in the lower tier to the Military Departments for consideration, as appropriate. Section 1, paragraph 3.c. of reference 1.b. describes HSA JCSG scope reductions as of the date of its final Military Value Analysis Report. The JCSG accomplished a more detailed review of scope during the ongoing capacity analysis. Additional scope refinements are detailed in reference 1.c., and outlined below. As the JCSG's capacity analysis matures, additional changes to scope are possible; though they should be few, if any. Any concern regarding the scope refinements described herein should be brought to the JCSG's attention immediately, as we have discontinued the analysis of functions as identified and informed the Military Departments (MILDEPs) of our scope decisions.

3. Scope refinements follow:

a. **Defense Agencies.** Elimination of mission-related analysis for the Defense Commissary Agency, Defense Contract Audit Agency, Defense Legal Services Agency and the Defense Security Cooperation Agency. HSA JCSG members determined that efforts to analyze missions of these Defense agencies would result in little potential for footprint reduction. The JCSG will continue with analysis of Headquarters footprint and common headquarters, administration and business related functions. These activities were not passed to the MILDEPS for consideration.

b. **Communications/Information Technology (COMM/IT).** In December 2003, the HSA JCSG members elected to forego a separate and distinct analysis of the COMM/IT function, as it alone would not drive realignment or closure of facilities. Although it was identified as vital, COMM/IT is a common base operations support (BOS) and headquarters support function that must be adjusted to meet mission requirements and not the reverse. Therefore, select COMM/IT capacity data call questions were integrated into the Installation Management and Major Admin Headquarters Military Value Scoring Plans, and the development of a separate COMM/IT score for each installation was abandoned. Any further analysis of base-level COMM/IT functions was passed to the MILDEPs for consideration.

c. **Computing Services.** Review of Computing Services for BRAC implications was intended to be a Business Process Reengineering initiative. As such, it is not well suited for analysis within the current BRAC process. Moreover, the present analytic review suggests little potential for footprint reduction. Finally, the Department's transition to Net-Centric Enterprise Services circumvents continued consideration of whether or not to enforce DMRD 918. This initiative is not passed to the MILDEPs.

d. **Local Military Personnel.** Further analysis of military personnel functions within designated geo-clusters is passed to the MILDEPs for consideration. Review of capacity data revealed little potential for footprint reduction.

e. **Local Finance and Accounting (F&A).** The review of both Defense Finance and Accounting Service (DFAS) and non-DFAS local F&A entities as part of Financial Management Transactional Services, which was described as a top tier review effort in the JCSG's initial Capacity Report (Reference 1.a.). Capacity analysis revealed potential footprint reduction payoff for local DFAS and three local non-DFAS F&A entities. Moreover, there is benefit in continuing the functional study. As such, local DFAS, Washington Headquarters Services, Defense Threat Reduction Agency, and Department of Defense Education Activity F&A remain in the top tier for continued study. The remaining local non-DFAS F&A entities are moved to the lower tier and offered to the MILDEPs for consideration.

f. **Reserve Force Management Organizations (RFMOs).** Elimination from the HSA JCSG process based on JCSG members' determination that with current, positive transformational initiatives in progress regarding RFMOs, the continued analysis would provide limited opportunity to reduce footprint. RFMOs are passed to the MILDEPs for further consideration.

g. **Headquarters Support Activities – Common Support Functions.** Based on the footprint analysis available, the JCSG members directed that efforts be refocused to support determination of efficiencies gained by merging provision of common support functions at HQs that are co-locating or consolidating. As such, this function becomes a

follower to other JCSG recommendations. The down scoping resulted from a lack of success with data collection to support analysis of the function (and sub-functions). This was not a result of lack of support from the MILDEPs or 4th Estate, but rather the failure to be able to adequately identify and target respondents with answerable questions. We found that the process of surveying constituents via questionnaire at arm's length does not facilitate the collection of data with the precision and accuracy that examination of this particular function demands. The review of common support functions of activities within geo-clusters is, therefore, suspended.

h. **Refinements to Target Lists.** Ideally, review of capacity data would have led to refined target lists for use in the Military Value data call. Because the quantity and quality of capacity data was so poor when MV data call was developed, vetted and released, question targeting was much broader than it needed to be. Refinements to activity/installation target lists continue as the capacity data improves. Refinements are made within the JCSG's deliberative process and are reflected in updates to the Capacity Analysis Report.

4. The HSA JCSG point of contact for questions/comments pertaining to the above is COL Carla Coulson at (703) 696-9456.

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