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Joint Basing Program Management Office

Monthly Newsletter

VISIT THE JBPMO ON DKO:
[HTTPS://WWW.US.ARMY.MIL/SUITE/PAGE/560093](https://www.us.army.mil/suite/page/560093)

Departing the Joint Basing "Final Approach Fix"

In aviation parlance, "departing the final approach fix" is the point in the flight where the aircrew knows they are almost home. They haven't landed yet, there's still work to do, but they are now close to the ground and looking for the runway. It's an apt analogy for where we are in the implementation process for joint bases as we declare Full Operational Capability (FOC) for the last seven bases on October 1, 2010.

To be sure, there is considerable work to be done...there are new organizations to staff and new procedures to develop...but the Department of Defense (DoD) is now truly operating joint bases, not "implementing Joint Basing."

Thanks to your hard work, joint bases are a reality.

Consider the tremendous progress you've made in the last two years. The Base Realignment and Closure (BRAC) Commission issued their final report in May 2005. The Services and the Office of the Secretary of Defense (OSD) translated that very broad guidance to realign installation management functions and establish joint bases into concrete definitions by January 2008. The Deputy Secretary of Defense's original Joint Base

Implementation Guidance expanded into a body of supplemental guidance and commonly held standards over the next two years. The Services signed the last two Memoranda of Agreement (MOAs) in December 2009. On the first day of the new fiscal year, all 12 joint bases exist in fact, not just on paper, breaking new ground in the DoD. Everyone who labored so long deserves a very hearty "well done!"

Transformation is not a spectator sport, and continuous improvement requires perseverance and leadership. As important as it is to appreciate and even celebrate where we've been, it's more important to look ahead for what's next. At OSD, we're making some changes in both our "look" and our focus.

- This month's newsletter will be the last you'll receive from the "Joint Basing Program Management Office" (JBPMO). The JBPMO was the construct for implementation, and now that our joint bases have reached FOC, the personnel in the JBPMO are now integrated into the Basing Directorate of the Office of the Deputy Under Secretary of Defense, Installations & Environment (ODUSD(I&E)). Next month's newsletter will come from the ODUSD(I&E)'s



Basing Directorate, where joint bases are part of a portfolio of basing issues.

- We are working with the Services and the Joint Staff to develop common definitions and business rules to govern force structure changes at joint bases: new missions, changes in missions, and mission reduction.



*Departing the Joint Basing
“Final Approach Fix,”
continued*

- We’re staffing proposed changes to the Common Output Level Standards (COLS) we received from our Phase II joint base visits last Spring and the ones you’ve submitted since then. Final decisions on proposed changes are scheduled for the February 2011 Joint Base Program Management Review (PMR).
- In development is supplemental guidance on how to operate a financial services office at joint bases. The OSD Comptroller has been working closely with the Services to hammer that out. Currently, there is interim guidance with final guidance expected in early 2011.

At the bases, I know you’ve already begun working to find efficiencies in the delivery of installation support. We hear loads of anecdotes from the joint bases, and plenty of suggestions from the staffs. Now is the time to be looking ahead at what you could improve upon to build on our initial success. Just like on laundry day at your house, if you leave the clean laundry stacked up on a chair too long and don’t put it away, it becomes part of the landscape and “the way we’ve always done it.” The inertia against change and improvement only gets heavier with

age. The lesson is not to “step over the laundry,” but put it away now. Look for efficiencies and work with your joint teammates now to implement them...then share those ideas with us and the rest of the joint bases. Who knows, you may have a solution somebody else needs!

Again, from all of us here in the Pentagon...great work so far! Call the runway when in sight, and get ready for the next sortie!

*By Colonel Mickey Addison, USAF,
Deputy Director, Basing, ODUSD(I&E)*

Open Policy Issues

Joint Basing Government Purchase Card (GPC) Policy

In response to questions from the Joint Base Commanders (JBCs), the Office of the Under Secretary of Defense (Acquisition, Technology & Logistics / Defense Procurement & Acquisition Policy) prepared additional guidance on GPC program management. The memo provides guidance to accompany the Procurement Operations Supplemental Guidance (POSG) on the use and management of GPCs at joint bases. It also provides clarification on the role of the JBC and the “for and in direct support of installations” language in the POSG and includes additional resources on the DoD GPC Program. We expect DUSD(I&E) to sign this memo this month.

Army Request for Variance from Supply, Storage, and Distribution of Munitions (SSD-Munitions) at Joint Base San Antonio (JBSA)

On March 16, 2009, DUSD(I&E) granted the Army’s request for a variance from the requirement to transfer the SSD-Munitions functions at Joint Bases McGuire-Dix-Lakehurst, Elmendorf-Richardson, and Langley-Eustis. As the necessary restructuring of the function had not yet occurred at JBSA, the Installations Capabilities Council denied the variance at that location. However, the ICC encouraged the Army to

submit a variance for JBSA once it completed the planned restructuring. The OSD General Counsel has approved this variance, which is awaiting DUSD(I&E) signature. We expect to release the signed memo this month.

Policy Update

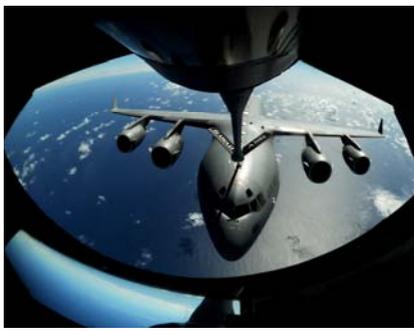
Municipal Services Reimbursement by Privatized Housing at Joint Bases

On September 28, 2010, DUSD(I&E) signed a memo that publishes the OSD General Counsel legal opinion that privatized housing project reimbursement rates for municipal services remain unchanged. Privatized housing projects reimburse the government for municipal services (e.g., utilities, fire, police, refuse collection, etc). At joint bases, management of privatization projects remain with the original signatories, but the supporting Service Component provides the municipal services. The joint base can make changes to the reimbursement rates if both Service Components and the project developer/owner agree on an adjustment in accordance with the project’s legal documents.

Joint Basing Performance / Policy Program Management Review

On September 28, 2010, DUSD(I&E) signed the PMR invitation memo. The PMR will be on February 2-3, 2011 at Joint Base Myer-Henderson Hall. The purpose of the PMR is to discuss proposed revisions to COLS, policy, joint base performance, and potential efficiencies. All COLS changes are due to OSD at jointbasing@osd.mil on **October 7, 2010**.

We will send PMR registration, logistics, hotel information, and other details via email as we get closer to the date. Contact us at jointbasing@osd.mil if you have any questions.



Spotlight – Continuous Improvement Initiatives at JBSA

The mission of the 502nd Air Base Wing (ABW) at Fort Sam Houston is to provide excellent installation support services to the JBSA community. Innovation, process improvement, and standardization of best practices will be key to performing these services effectively and efficiently.

The ABW recently teamed up with members of the Business Transformation Agency (BTA) and OSD Lean Six Sigma Office to conduct several process improvement Rapid Improvement Events, which are described below.

Civil Engineering Investment Strategy

On October 1, 2010, the 502nd ABW will start receiving approximately \$700 million through FY15 to provide Civil Engineering services across JBSA. The JBSA processes for prioritizing requirements and allocating resources were “ad hoc” and could not produce an integrated investment strategy needed to wisely spend such a large amount of money in such a short time. The cross functional team developed short term and long term solutions to help create an investment strategy including creation of a single integrated priority listing, prioritization schemes, and a quarterly spend strategy.

Contracting Purchase Request (PR) Process

Due to systems incompatibility, Army customers cannot generate an acceptable automated PR for the JBSA contracting squadron within 24 hours. We formed a team to develop a simple, effective, standard process to quickly generate acceptable PRs and associated contract awards. Working with systems analysts from BTA, the team devised a technical solution that would prevent having to use a manual method or having to use two different systems at the same time.

Cost and Performance Visibility Framework (CPVF) Process Improvements

We formed two teams to look at different aspects of the CPVF process. The first team was tasked to reengineer the way Subjective Performance Assessments were gathered from mission partners across the joint base. The second team investigated causes for inconsistent responses to COLS and developed solutions that would increase accuracy of reporting.

Time and Attendance

There is no common time and attendance system for all JBSA. The Air Force, Army, and Navy have different requirements for timekeeping, and they use varying degrees of automation. The goal of this team was to develop one user friendly time and attendance system for all customers. At this stage, the group has determined the requirements and the criteria for the new system. After FOC, they will start looking at demonstrations.

Human Resources and Manpower

On October 1, 2010, there will be more than 300 vacant civilian positions. Considering challenges with classification, National Security Personnel System conversion, pending transfer of Army employees, and creation of new units, we formed a cross functional team to develop solutions to reduce the amount of time to fill those vacancies.

The 502nd ABW recognizes that innovation and improvement are keys to a better future for JBSA. Continuous Process Improvement tools, such as Air Force Smart Operations for 21st Century and Lean Six Sigma, are proving to be invaluable as JBSA gets underway. For more information on any of the process improvement processes listed above, contact Martin Brennan (martin.brennan@jbtx.mil) or BTA (wr@bta.mil).

By Brigadier General Leonard Patrick, USAF, Commander, 502d Air Base Wing, Joint Base San Antonio

Policy Update, Continued

Financial Services Transfer

On September 28, 2010, DUSD(I&E) signed a memo with interim guidance on transferring financial services at joint bases. The memo summarizes the Senior Joint Base Working Group (SJBWG) decision at the September 15, 2010 meeting. Service Components are not required to make any changes to the signed MOAs regarding financial services transfers for the time being. The resource (financial and personnel) transfer should proceed as planned in the existing MOAs, as determined in the Fiscal Year 2011 (FY11) Program Budget Review. The OSD Comptroller is currently developing supplemental guidance, which should be complete in early 2011.



Talking Points

CPVF FY10 Quarter 3 (Q3) Results

On August 30, 2010, the OSD Functional Leads reviewed FY10 Q3 CPVF data to look for systemic issues that we can address with policy to ensure that all the joint bases are interpreting the COLS correctly. Tables 1 and 2 show the percentage of COLS met for Phase I and II joint bases, respectively, by category. Phase II joint bases have benefited from the experience of Phase I joint bases, as Phase II joint bases are further along than Phase I joint bases were at the same point during the Initial Operational Capability transition period. Details on issues noted and lessons learned are below.

Table 1: FY10 Q3 COLS by Category, Phase I

| Category | Meets | Does Not Meet | Not Reported |
|------------------------------|------------|---------------|--------------|
| Command Support | 95% | 5% | 0% |
| Community Services | 93% | 7% | 0% |
| Emergency Management | 92% | 8% | 0% |
| Environmental | 77% | 22% | 1% |
| Facilities Investment | 71% | 29% | 0% |
| Facilities Operation | 83% | 17% | 0% |
| Housing | 79% | 21% | 0% |
| IT Services Management | 86% | 14% | 0% |
| Logistics Services | 90% | 6% | 4% |
| Operational Mission Services | 96% | 4% | 0% |
| Security Services | 94% | 6% | 0% |
| Human Resources Mgmt. | 58% | 23% | 18% |
| Grand Total | 89% | 10% | 1% |

Table 2: FY10 Q3 COLS by Category, Phase II (Pre-FOC Data)

| Category | Meets | Does Not Meet | Not Reported |
|------------------------------|------------|---------------|--------------|
| Command Support | 88% | 11% | 0% |
| Community Services | 81% | 19% | 0% |
| Emergency Management | 72% | 28% | 0% |
| Environmental | 92% | 8% | 0% |
| Facilities Investment | 65% | 35% | 0% |
| Facilities Operation | 85% | 15% | 0% |
| Housing | 73% | 27% | 0% |
| IT Services Management | 81% | 19% | 0% |
| Logistics Services | 90% | 10% | 0% |
| Operational Mission Services | 95% | 5% | 0% |
| Security Services | 76% | 23% | 1% |
| Human Resources Mgmt. | 85% | 15% | 0% |
| Grand Total | 85% | 15% | 0% |

Clarifying Information

Due to high turnover through all levels of the Joint Management Oversight Structure (JMOS), a number of the teams completing and reviewing the CPVF data do not have an understanding of the COLS or how to measure them. To aid joint bases:

- The OSD Functional Leads will work with their Component functional teams to disseminate information to the joint bases.
- ODUSD(I&E)/Facility Investment & Management (FIM) will restart CPVF monthly teleconferences with CPVF Administrators to disseminate information.
- ODUSD(I&E)/Basing will use the monthly newsletter to provide clarifying information, as well as informing everyone on new policy.
- ODUSD(I&E)/FIM is preparing a manual to accompany the web-based CPVF. The web-based system will also include a tutorial.

Talking Points, Continued

CPVF FY10 Q3 Results, Continued

The COLS that are most frequently rated “Not Met” have been relatively consistent since Phase I joint bases have been submitting CPVF reports (see Table 3). The counts in the Total column in Table 3 are the number of joint bases where the standard was not met in Q3 for one or more Components. The OSD Functional Leads are closely monitoring these COLS to determine whether the issue is with the COLS or with joint base execution.

Table 3: FY10 Q3 COLS Frequently Not Met

| Standard | Total Bases Reporting “Not Met” |
|---|---------------------------------|
| Housing / Unaccompanied Personnel Housing / Permanent Party UPH Management Services / Occupancy | 10 |
| Community Services / Child and Youth Programs / Child Development, School Age Care & Youth programs / Child Development Program Placement | 9 |
| Facilities Investment / Facilities Sustainment / Facilities Sustainment / Scheduled Component Replacement and Repair / Components Replaced When Needed | 8 |
| Facilities Investment / Facilities Sustainment / Facilities Sustainment / Unscheduled maintenance / Routine Service Order Resolution Time | 8 |
| Facilities Investment / Facilities Sustainment / Facilities Sustainment / Unscheduled maintenance / Urgent Service Order Resolution Time | 8 |
| Facilities Operation / Custodial Services / Custodial Services / Custodial (Basic Service) / Maintain Clean and Healthy Environment (Basic Service) | 8 |
| Logistics Services / Base Support Vehicles & Equipment / Vehicle Maintenance Services / Vehicle Maintenance Services / Maintain Vehicle Mission Capable Rate (Turn Around Rate) | 8 |
| Community Services / Morale, Welfare, & Recreation / Community Support Programs / Program Costs Appropriated Funds (APF) Authorization (Community Support Programs) | 7 |
| Community Services / Morale, Welfare, & Recreation / Community Support Programs / Program Costs Appropriated Funds (APF) Supported (Community Support Programs) | 7 |
| Information Technology Services Management / Information Technology Services Management / Fixed Voice / Moves, Adds, and Changes (MACs) | 7 |

Comments Sections

The comments in the subject matter expert (SME) section should contain enough information to explain the calculation for the COLS rating as well as allow the process to be replicated by another person, especially when the COLS is rated “Not Met.” Additionally, for COLS rated “Not Met,” SMEs should include a get well date and actions to resolve the issue in the comments. For example, several joint bases cited lengthy hiring processes as a reason for not meeting COLS; however, Phase I joint bases have had almost a year at FOC and hiring actions should be close to completion. Therefore, SMEs should have included a “get well” date and a plan to complete hiring actions in the comments.

The COLS are rated “Met” and “Not Met;” therefore, there is no rating for coming close to meeting COLS. Joint Base Partnership Council members and JBCs can use the subjective comment fields to provide explanation for when COLS are rated “Not Met;” but are close to meeting COLS.

COLS Ratings

Stating that a service is regionalized is not a valid reason to not meet COLS; this type of issue has been resolved for a number of functions.

COLS Changes

The Child and Youth Services, Environmental, Facilities Investment, Facility Operations, Unaccompanied Personnel Housing, and Morale Welfare and Recreation OSD Functional Leads indicated that COLS changes may be necessary. We will review proposed COLS changes at the February 2011 PMR.

Missing Something?

If you are working through an issue that requires resolution from the JBPMO and it is not addressed in this newsletter, please bring it to our attention. • OSD: jointbasing@osd.mil • Army: armyjointbasing@conus.army.mil • Navy: ANND_CNICHQ_Jointbasing@navy.mil • Air Force: af.jointbasing@pentagon.af.mil • Marine Corps: jbworkinggroup@usmc.mil



COLS changes. The flowchart below outlines the process. Broadly speaking, proposals for COLS changes are staffed through the JMOS to the Pentagon. Service headquarters and OSD functionals review the proposed changes and make a recommendation to the SJBWG, who then refers the proposed changes to the PMR "voting members" for final approval or disapproval. The OSD and Service staffs will ensure the proposals are congruent with current policy, both Service and OSD, and will assess any resource implications connected with changing the standards.

Call for Articles

If you would like to prepare an article for the JBPMO newsletter, please contact us at jointbasing@osd.mil. Some suggestions for articles include reporting a success story at your joint base, detailing a functional issue or concern and how your joint base overcame it, or discussing the impact of Joint Basing on your military community. Articles should be no longer than 600 words.

Talking Points, Continued

Corrections for Errors in CPVF Tool

The CPVF Team discovered three errors in the Standards Table of the CPVF tool caused when entering the revised COLS earlier this year. The errors are in the Advisory Services / Equal Employment Opportunity (EEO) Complaints "Pre-Complaints Process" standard, the Advisory Services / Model EEO Program Elements "MD-715 report preparation" standard, and the Security Services / Law Enforcement Patrols "Patrol Response" standard. The CPVF Team recommends that the CPVF Administrator correct their local copy of the CPVF instead of replacing it with a new, blank copy, in order to preserve past data. The CPVF Team emailed instructions to CPVF Administrators to correct the errors; however, if anyone has any questions, feel free to contact the CPVF Team at cpvf_support@bah.com.

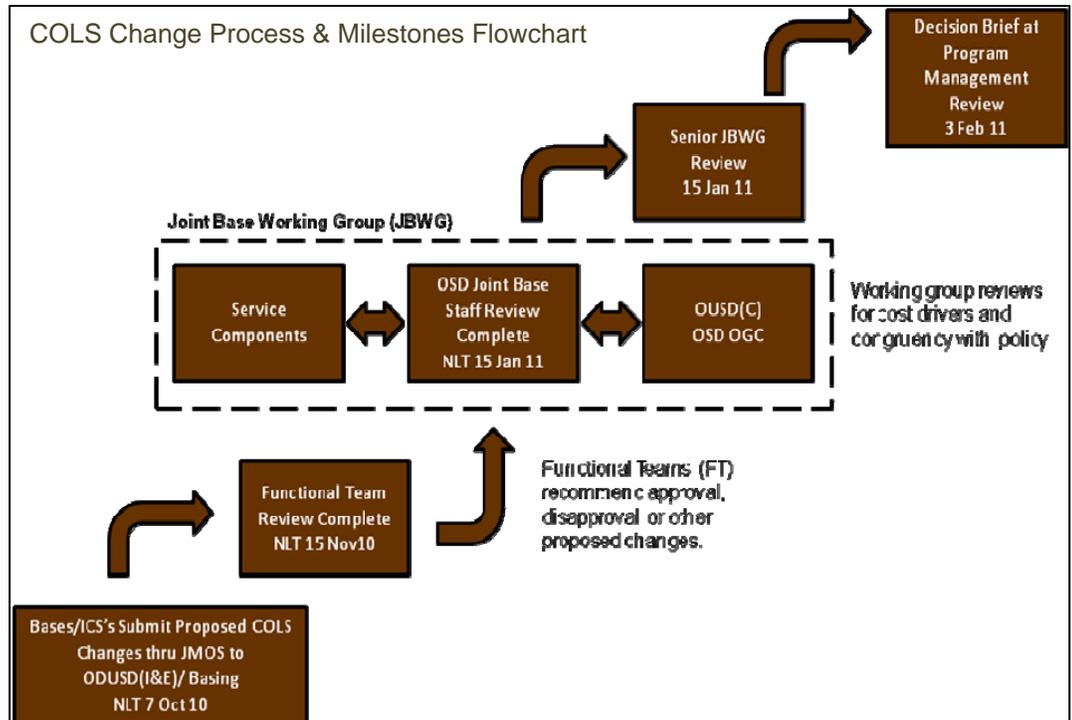
CPVF Web-Basing Update

The new web-based CPVF tool has not completed certification requirements and will not be available to support joint base performance, cost, and manpower reporting for FY10 Q4. Please use the existing Microsoft Access-based tool. Note that this submission must include not only Q4 performance, but also cost and manpower data for FY10. We are working toward an FY11 Q1 implementation, pending a decision on hosting for the system.

COLS Change Process

As we begin preparations for the PMR in February 2011, it is important to lay out how we will process proposed

COLS Change Process & Milestones Flowchart



From the JBPMO

Newsletter Topics for Lessons Learned Spotlight

Each month, the JBPMO newsletter will spotlight lessons learned in both implementation and execution. The following list includes suggested topics for future newsletters. If you have any other suggestions or comments, please contact the JBPMO (jointbasing@osd.mil).

- October – Financial Management
- November – Facility Operations
- December – Installation Safety Programs
- January – CPVF Tool Issues and Answers
- February – Joint Base "Culture" (or how to be joint without losing Service identity)

Joint Basing in the News

New SEAL Heritage Center Opens Aboard JEB Little Creek - Fort Story; Navy.mil, September 29, 2010

JBPMO Website Updates

The JBPMO updates the JBPMO website on a daily basis, and emails weekly updates to the website to all members of the group. The JBPMO made the following updates during the month of September:

- Financial Services Interim Guidance
- Privatized Housing Memo
- February 2011 PMR DUSD(I&E) 6 Invitation Memo