



# Joint Basing Monthly Newsletter | DECEMBER 2010

## Contents

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

- 1 Policy Update
  - Financial Services Transfer
- 1 Spotlight – Financial Management
- 2 Talking Points
  - Cost and Performance Visibility Framework (CPVF) Fiscal Year 2010 (FY10) Quarter 4 (Q4) Results
  - Strategic Energy Planning Summit
- 5 Basing Directorate
  - Program Management Review (PMR) – Please Register!
  - Newsletter Topics for Lessons Learned Spotlight
  - Call for Articles
  - Joint Basing Website

Astute readers of this month's newsletter will notice a slight shift in terminology for the joint base standards, the addition of "JB" before "COLS" as in "Joint Base Common Output Level Standards" or "JB-COLS." The addition of the words "Joint Base" recognizes the way we've come to refer to our joint base standards, and that the Services have their own standards with similar names (e.g., Navy COLS, AF COLS, and Army CLS). While the JBIG and other current Joint Basing policy documents still refer to the JB-COLS without the "JB", the Joint Base DODI we're working on and future policy guidance will use the revised terminology. We

encourage you to begin referring to the JB-COLS with the revised nomenclature.

Speaking of "DODI", in close coordination with the Services, the OSD Basing staff has begun the second phase of writing a Joint Base DODI. Our plan is to jettison the "implementation" guidance that does not affect new mission beddowns, and shape the body of joint base policy to focus on operating the existing joint bases in the future. We'll be using the JMOS to facilitate improvements, and we'll keep you posted on our progress. It will be a lengthy process, but the end result will be a single source document for Joint Basing policy.

We're nearing completion of the first round of MOA changes. It's certainly turned out to be more challenging than we anticipated when we began last summer, and we've had to develop staffing procedures and business rules along the way to get to the end. The OSD Basing Office will facilitate a Joint Base Working Group workshop to adjudicate the final discussion points for the outstanding MOA changes. We expect the MOA changes to be completed no later than February 6, 2011.

Finally, congratulations are in order for the newest general officer in the joint base community: Air Force Brigadier General (select) Gina Grosso, 87th Air Base Wing Commander, JB McGuire-Dix-Lakehurst. Congrats, General-select Grosso!

As always, keep those cards and letters coming!

– Col. Mickey Addison, USAF, Deputy Director, Basing



# Policy Update

(Above) Joint base logos

## Financial Services Transfer

On December 21, 2010, the Under Secretary of Defense (Comptroller) signed the Joint Basing Financial Services Memo, which records the October 21, 2010 Senior Joint Base Working Group (SJBWG) final decision on “financial services” at joint bases. For more information on the financial management (FM) function, see this month’s Spotlight below.

# Spotlight – Financial Management

The Office of the Secretary of Defense (OSD) Functional Lead for FM worked with the Financial Services Working Group (including representatives from the Defense Finance and Accounting Service (DFAS), Service Components, and the joint bases) to provide the following update.

### Background

The Initial Base Realignment and Closure 2005 Joint Basing Implementation Guidance (JBIG) identified financial services as a sub-function to be transferred at the joint bases under the FM function. During joint base implementation, it became apparent that financial services were provided differently by each Service Component. The JBIG was not consistently applied or resourced due to a lack of a common definition of financial services throughout the Department of Defense (DoD).

### Where We Are Now

On October 21, 2010, the SJBWG made a final decision on the definition of “financial services” at joint bases and a course of action to transfer the function to the supporting Service Component. For joint bases, “financial services” refers to customer service representatives for military pay for all personnel assigned to or servicing the Military Departments (such as DFAS). The Joint Base Commander (JBC) will be responsible for providing financial services, as defined above, to the population supported by the JBC.

### Where We Are Going

The Financial Services Working Group, with the Air Force as lead, is developing the business rules and supplemental guidance to support the JBC in providing financial services to the joint base by March 1, 2011. The result will be supplemental guidance that is specific enough to be understood across the joint base community, but general enough to permit solutions to unique requirements at a particular joint base.

### Missing Something?

If you are working through an issue that requires resolution from the OSD Basing Office and it is not addressed in this newsletter, please bring it to our attention.

- OSD: [jointbasing@osd.mil](mailto:jointbasing@osd.mil)
- Army: [armyjointbasing@conus.army.mil](mailto:armyjointbasing@conus.army.mil)
- Navy: [ANND\\_CNICHQ\\_Jointbasing@navy.mil](mailto:ANND_CNICHQ_Jointbasing@navy.mil)
- Air Force: [af.jointbasing@pentagon.af.mil](mailto:af.jointbasing@pentagon.af.mil)
- Marine Corps: [jbworkinggroup@usmc.mil](mailto:jbworkinggroup@usmc.mil)



Santa Claus, with an assist from one of his elves, rappels from an HH-60 Pave Hawk on December 17, 2010, to greet children of the 31st and 33rd Rescue Squadrons at Kadena Air Base, Japan. (U.S. Air Force photo/Staff Sgt. Lakisha Croley)

# Talking Points

## Cost and Performance Visibility Framework (CPVF) Fiscal Year 2010 (FY10) Quarter 4 (Q4) Results

On December 10, 2010, the OSD Functional Leads met to review the FY10 Q4 CPVF data to review joint base performance and whether the joint bases need clarifying guidance on interpreting the Joint Base Common Output Level Standards (JB-COLS). Tables 1 and 2 show the percentage of JB-COLS met for Phase I and II joint bases, respectively, by category. Note that data from the Phase II joint bases is still pre-Full Operational Capability (FOC). Below are the general comments and recommendations from the OSD Functional Leads.

- The comments associated with the metrics in the subject matter expert (SME) section still need to be more specific. The comments should contain enough information to explain the calculation for the JB-COLS rating, especially when it is rated “Not Met.” The comments section should contain sufficient detail to allow the calculations to be replicated by another person. Additionally, SMEs should include their contact information.
- If joint bases are using borrowed manpower to meet JB-COLS, the JB-COLS should be rated as “Met,” but the need for borrowed manpower should be annotated in the comments section.
- Hiring issues (lengthy process) are one of the main reasons for not meeting JB-COLS.
- Joint bases should verify that previous JB-COLS changes are included in their CPVF tool. The only JB-COLS that changed are Military Personnel Services and Advisory Services. The current version of the JB-COLS is included in the Memorandum of Agreement Template Change 4 memo dated February 16, 2010.
- The Child and Youth Services (C&YS) and Warfighter and Family Services (W&FS) OSD Functional Lead (Ms Karen Morgan) established a working group to write clarifying guidance for each C&YS and W&FS JB-COLS metric.

- The list of FY10 Q4 JB-COLS most frequently “Not Met” (see Table 3) has been relatively consistent each quarter. The OSD Functional Leads for these functions are working through the JB-COLS change process to help joint bases meet them, understand what they are reporting, and/or revise them to be a better performance measure.
- The FY10 Q4 data included funding data from Phase I Joint Bases. There are some significant differences in the “should cost” totals and the sum of funding obligated. This data is preliminary; however, the OSD staff is looking into answers for the deltas. In at least one case (Housing), it appears the CPVF Baseline may not be accurate.

Table 1: FY10 Q4 JB-COLS by Category, Phase I Joint Bases

Category	Meets	Does Not Meet	Not Reported
Command Support	94%	5%	1%
Community Services	97%	3%	0%
Emergency Management	94%	6%	0%
Environmental	82%	18%	0%
Facilities Investment	58%	42%	0%
Facilities Operation	90%	10%	0%
Housing	80%	20%	0%
Information Technology Services Management	87%	13%	0%
Logistics Services	93%	7%	0%
Operational Mission Services	96%	4%	0%
Security Services	91%	9%	0%
Human Resources Management	88%	12%	0%
<b>Grand Total</b>	<b>90%</b>	<b>9%</b>	<b>0%</b>



Santa Claus waves from the sail of the Los Angeles-class attack submarine USS Alexandria (SSN 757). Alexandria is returning home to Submarine Base New London after a scheduled deployment to the U.S. Central Command area of responsibility. (U.S. Navy photo by John Narewski/Released)

## Talking Points, Continued

Table 2: FY10 Q4 JB-COLS by Category, Phase II Joint Bases (Pre-FOC Data)

Category	Meets	Does Not Meet	Not Reported
Command Support	90%	9%	1%
Community Services	83%	17%	0%
Emergency Management	75%	25%	0%
Environmental	90%	10%	0%
Facilities Investment	66%	34%	0%
Facilities Operation	85%	15%	0%
Housing	66%	34%	0%
Information Technology Services Management	82%	18%	0%
Logistics Services	90%	10%	0%
Operational Mission Services	96%	4%	0%
Security Services	79%	19%	1%
Human Resources Management	92%	8%	0%
Grand Total	86%	14%	0%

Table 3: FY10 Q3 & Q4 JB-COLS Most Frequently Not Met

Standard	FY 2010, Q3	FY 2010, Q4
Facilities Investment/ Facilities Sustainment/ Scheduled Component Replacement & Repair/ Components Replaced When Needed	8	9
Community Services/ Child & Youth Programs/ Child Development, School Age Care & Youth Programs/ Child Development Program Placement	9	8

Table 3, continued

Standard	FY 2010, Q3	FY 2010, Q4
Housing/ Unaccompanied Personal Housing/ Permanent Party UPH Management Services/ Occupancy Percentage	7	8
Facilities Operation/ Custodial Services/ Custodial (Basic Service)/ Maintain Clean & Healthy Environment (Basic Service)	8	7
Information Technology Services Management/ Fixed Voice/ Moves, Adds, & Changes (MACs)	4	7
Facilities Investment/ Facilities Sustainment/ Unscheduled Maintenance/ Routine Service Order Resolution Time	5	6
Security Services/ Installation Physical Security Protection Services/ Anti-Terrorism Plan	6	6
Facilities Investment/ Facilities Sustainment/ Customer Satisfaction Survey	5	5
Facilities Investment/ Facilities Sustainment/ Unscheduled Maintenance/ Emergency Service Order Response Time	3	5
Facilities Operation/ Custodial Services/ Custodial (Prestige Service)/ Maintain Clean & Healthy Environment (Prestige Service)	5	5
Facilities Operation/ Custodial Services/ Custodial (Special Service) Custodial For Facilities Accreditation	5	5
Logistics Services/ Base Support Vehicles & Equipment/ Vehicle Maintenance Services/ Vehicle Maintenance Services/ Maintain Vehicle Mission Capable Rate (Turn Around Rate)	5	5
Logistics Services/ Base Support Vehicles & Equipment/ Vehicle & Equipment With & Without Operator/ Provide Class C Pooled Vehicle	1	5



Santa and Grinch wave to eager crowds at Marine Corps Air Station Miramar, California, December 11<sup>th</sup>, 2010. Marine Heavy Helicopter Squadron 462 flew the holiday icons to the squadron's holiday party. (U.S. Marine Corps photo/ Lance Cpl. Lisa M Tourtelot)

## Talking Points, Continued

4

### **Strategic Energy Planning Summit** by BG Leonard Patrick, 502 ABW/CC, JBSA

The 502 Air Base Wing (ABW), Joint Base San Antonio (JBSA) Staff held a Strategic Energy Planning Summit December 7-10, 2010. The intent of this Summit was to bring together experts from OSD, Air Education Training Command (AETC) and JBSA to construct a Strategic Energy Management Plan (SEMP). The Summit kicked-off on December 7, 2010 and was followed by three days of working level sessions at JBSA. Specifically the Six-Sigma experts from OSD, representatives from OSD's Business Transformation Agency, representatives from the Defense Transformation Institute, energy experts from the Headquarters AETC staff, and the Energy Managers and Resources Efficiency Managers from the three JBSA installations, Fort Sam Houston, Lackland Air Force Base (AFB) AFB and Randolph AFB, joined in exchanging ideas to develop a comprehensive strategic energy plan.

Our JBSA team is working hard at conservation of energy and water. Many of these efforts are ongoing in terms of small and large scale projects and conservation appears to be on-the-way. However, many factors that influence current indicators and metrics make it difficult to interpret the level of success of the selected projects across JBSA. A SEMP is critical in making sure we see the positive results and that the theory behind each conservation project is realized. Simply said, this can be done by measuring what is being done now and developing metrics that measure the savings before, during and after a project. When completed, the management plan will show clear linkages to DoD guidance and help tie the JBSA project activity to energy conservation executive orders, legislation, and policy.

The plan will create objectives and metrics that can be tracked and reported. Ultimately this plan will lead to the funding of the most effective methods of energy and water conservation.

The idea behind this Summit comes from JBSA's continual efforts to implement methods that make energy conservation a way-of-life. JBSA wants to use all the talents of individuals and agencies in the energy community to render useful concepts. To make these cultural changes and measure results is easy to say, but is not easy to spell out in a form that shows ongoing success. By bringing together experts in energy and program management, JBSA can develop a plan that is rooted in field level activities and uses result oriented program methods. This Summit allowed for energy experts to have direct input to metrics that will be used to track and rate their own projects. The metrics will serve as leading indicators, in other words "short term" versus long term indicators. The ensuing plan will result in a clearer path to conservation goals, objectives, and projects. Finally, the plan will be able to reflect on efforts currently underway and will properly indicate baseline, progress trend, milestones and target level.

This Summit is the beginning of a comprehensive and continual approach to strategizing for energy and water conservation and targeting the right conservation initiatives across JBSA.



Lt. Gen. William G. Webster (Right), Third Army commanding general, Sgt. Maj. Of the Army Kenneth O. Preston (Left), and Santa Claus (Middle) speak with Soldiers during the Sergeant Major of the Army Hope and Freedom Tour at Camp Arifjan, December, 17, 2010. (U.S. Army photo/Sgt. Ryan Hohman, 27<sup>th</sup> Public Affairs Detachment.)

## Basing Directorate

5

### Program Management Review (PMR) – Please Register!

Please remember to register for the February 2011 PMR by going to the following website - <https://www.enstg.com/signup/> (conference code - EXE15659). The deadline to register is January 14, 2011. Information on the conference facility, hotels, conference fees, directions, and other information is available on the registration website.

*\*\* Please note that there was a mistake on the registration website regarding the reservation deadline for Wainwright Hall, which is the hotel with a room block for Distinguished Visitors (i.e., General Officers, Senior Executive Service staff, and SJBWG members). The room block ends on January 11, 2011 (NOT February 1, 2011 as previously stated). After 11 January, all rooms will be subject to the availability of the hotel.*

### Newsletter Topics for Lessons Learned Spotlight

Each month, the Joint Basing 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 us at [jointbasing@osd.mil](mailto:jointbasing@osd.mil).

- January – Installation Safety Programs
- February – CPVF Tool Issues and Answers
- March – Joint Base “Culture” (or tips on how to be joint without losing Service identity)

### Call for Articles

If you would like to prepare an article for the Joint Basing Newsletter, please contact us at [jointbasing@osd.mil](mailto: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.

### Joint Basing Website

We update the Joint Basing website on a daily basis, and email weekly updates to the website to all members of the group. We made the following updates during the month of December:

- Joint Basing Financial Services Transfer Memo
- Joint Basing November 2010 Newsletter