



Joint Basing Monthly Newsletter | FEBRUARY 2011

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From the Basing Office: “Operationalizing” Joint Bases

Our Program Management Review was very successful...thanks to all whose hard work made it possible. JB Myer-Henderson Hall was a great venue, and we appreciate the great staff of the Marine Club and Spates Hall for their hospitality and professionalism.

We’ve crossed a number of “phase lines” during the last year...staff assistance visits, JB-COLS revisions, and organizational adjustments. Until now the focus has been on getting the joint bases firmly established and off to a good start. This has been a tremendous effort, but the reason we’ve worked so hard is not to rest on our laurels, but to have firm footing to make the next leap when we were ready.

Listening to the joint base commanders it is clear to me that as an enterprise, as well as individual units, we are ready for the next step. That next step is the “operationalization” of our joint bases. Over the next 24 to 36 months, we will be normalizing the operations of the installation support units with the operational units assigned to our joint bases. Installations do not exist for their own benefit...they exist as platforms for force projection, or in support of force projection. Efficiencies gained in the delivery of installation support at the joint bases are important to save money, but they are relevant if they better enable the operations at the bases to be more effective.



(Above) Joint base logos

Open Policy Issues

From the Basing Office: "Operationalizing" Joint Bases, Continued

Obviously, there are multiple components to that support in varying degrees of contact with the operational units...from providing gas and ammo on one end to housing and MWR on the other. That said, everything we do more effectively in installation support translates into more effective operational missions.

One way we're working to coordinate the installation support with operations is joint base force structure planning at the Service headquarters. Joint bases have to support new missions, as well as the ones they already host, and we want our joint bases to be centers of innovation rather than becoming "static displays." Joint bases should be in the mix of options the Service planners look to when bedding down a new mission, regardless of which Service has the lead. Each Service brings unique capabilities, and harmonizing capability with existing and new missions alike should be a priority for commanders and headquarters staffs alike. The first step in making this vision come true is our first annual Joint Base Planners Conference this April. The vision is that we'll begin looking at joint bases with a joint approach to force structure changes that will contribute to making joint bases as "innovation engines" in the DoD.

"Operationalization" of our joint bases means that we will look at the base organization as part of a larger whole...and an enterprise that shows great promise for lighting the fires of innovation for more than just installations.

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

Financial Services Guidance Update

The Office of the Secretary of Defense (OSD) Basing Office is preparing a memo for the Deputy Under Secretary of Defense (Installations and Environment) (DUSD(I&E)) requesting the Service Headquarters coordination on the draft Financial Services Supplemental Guidance. The memo will request coordination within two weeks of the date of the signed memo. We expect DUSD(I&E) to sign this memo in March 2011. After we receive coordination and adjudicate any comments, the Under Secretary of Defense (Comptroller) (USD(C)) will sign out the final guidance.

Memorandum of Agreement (MOA) Changes Memo

The OSD Basing Office is preparing a memo for DUSD(I&E) signature requesting final signature on the current MOA changes two weeks from the date of the signed memo. Additionally, the memo will request Fiscal Year 2012 (FY12) MOA changes be submitted for review to the OSD Basing Office no later than August 1, 2011. We expect DUSD(I&E) to sign this memo in March 2011.

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 • Army: armyjointbasing@conus.army.mil • Navy: ANND_CNICHQ_Jointbasing@navy.mil
 • Air Force: af.jointbasing@pentagon.af.mil • Marine Corps: jbworkinggroup@usmc.mil



SPOTLIGHT: Best Practices from Joint Base Lewis-Mcchord (JBLM)

By Jack Murphy, JBLM On-Site Support /BRAC Project Manager

Background

Since achieving Full Operational Capability (FOC), JBLM leaders have sought to both define the term “Best Practice” and pursue the best ways to deliver Installation Support functions to meet Joint Base Common Output Level Standards (JB-COLS), while demonstrating improved effectiveness, efficiency, or both. As JBLM progressed through the implementation period, the JBLM leaders experienced confusion as to whether Army Regulations or Air Force Instructions take precedence. The JBLM Command Team then instituted a program to identify, implement and validate Best Practices (BPs) across Directorates and Squadrons to foster an environment of “bottom-up” innovation. This approach has already garnered some BPs and may be applicable at other joint bases.

- **Adapting a Proven Technique.** The JBLM Directorate of Emergency Services (DES) adopted the Air Force method for developing a Comprehensive Emergency Management Plan (CEMP). This BP produced a fully National Incident Management System (NIMS) compliant JBLM CEMP almost two years ahead of schedule.
- **Developing Innovative Technology Solutions.** The JBLM Network Enterprise Center (NEC) and the 62nd Communications Squadron developed a Defense Information Systems Agency (DISA)-approved Virtual Local Area Network (VLAN) that allows Air Force Installation Support personnel to access the Air Force network through the Army LAN, saving over \$5M.

Where We Are Now

The JBLM Command Team has defined a BP as “a sustainable technique, method, process, or activity which maintains or increases the COLS-specified level of installation support to JBLM customers and improves organizational effectiveness or decreases resource costs (funding, manpower, or time).” Since January 2010, JBLM Directors and Squadron Commanders have been encouraged to consider any legal and feasible method of delivering JB-COLS as a BP. This effort often means considering the Army approach, Air Force approach, a Department of Defense (DoD) method or, in some cases, a locally-developed method applied to an enduring Installation Support delivery requirement. Some examples include:

While these examples vary in overall impact, they share several common themes – they were identified at the service-delivery level (Directorate, Squadron), implemented across the joint base, and validated through successful delivery of JB-COLS, while improving organizational effectiveness or decreasing resource costs.

Where We Are Going

During the February 2-3, 2011 Joint Basing Program Management Review, the OSD, Service and Functional Leads agreed that joint bases can be “engines of change” to identify, implement and validate Installation Support BPs. The Joint Base Working Group (JBWG) has an action item to determine a method for all Services to identify, share, and implement efficiencies and BPs. Joint bases should watch for additional guidance on this effort and are encouraged to share their BPs through the Joint Basing Newsletter. If you would like more information on JBLM BPs, contact Jack Murphy at murphy_john@bah.com.

- **Leveraging Economies of Scale.** The extensive sustainment capabilities of the JBLM Directorate of Logistics (DOL) now support Air Force (Installation Support) vehicle and fire truck maintenance, ensuring long-term cost savings and improved fleet readiness tracking.



(Left) Dr. Craig College and Dr. Dorothy Robyn attend the Joint Base Program Management Review at Joint Base Myer-Henderson Hall on February 3, 2011. (Michael Norris, Pentagongram)

Talking Points

Program Management Review (PMR)

The Joint Basing PMR was held on February 2-3, 2011 at Joint Base Myer-Henderson Hall. A total of approximately 125 participants attended from the Service Components and OSD and included leadership from the joint bases, Intermediate Command Summits (ICSs), and Senior Joint Base Working Group (SJBWG).

The purpose of the PMR was to provide a forum for Joint Base Commanders (JBCs), ICSs, and SJBWG members to discuss the performance and operational status of the joint bases. The objectives of the PMR were to:

- Discuss the results of the Quarter 4 (Q4) Fiscal Year 2010 (FY10) Cost and Performance Visibility Framework (CPVF) data for all 12 joint bases;
- Provide an update on the status of the Financial Services Supplemental Guidance;
- Review and vote on proposed changes to the JB-COLS; and
- Provide JBCs the opportunity to discuss joint base performance and challenges and share best practices.

The action items from the PMR are included in the table below. The PMR After Action Report, which includes the action items, as well as the final decision on all the proposed JB-COLS changes, and all major discussion comments, will be available on the Joint Basing website (<https://www.us.army.mil/suite/page/560093>) in early March 2011.

Action	Due Date	Status	Action Owner
CPVF			
The JBCs need to verify that all JB-COLS marked as "Not Applicable" (NA) are for functions that are not performed by the joint base.	March 2011	Taken for action	JBCs
Phase II Joint Bases should correct any issues with JB-COLS reported as "Not Reported." Joint bases should not have JB-COLS reported as "Not Reported."	February 2011	Taken for action	Service HQs and JBCs
JB-COLS Changes			
Joint bases will begin reporting on revised JB-COLS approved at the February 2011 PMR starting Q1 FY12. The DUSD(I&E) will release a memo with the revised JB-COLS.	March 2011	Taken for action	OSD Basing Office
Advisory Services Equal Opportunity (EO) COLS Metric 3: Change approved as written; however, "Military Population" should be defined in the CPVF Handbook.	March 2011	Taken for action	JBWG, EO functional lead and sub-working group
Airfield Operations Metric 10: Change approved as written; however, the phrase "Taking into account" will be further defined in the CPVF Handbook.	March 2011	Taken for action	JBWG, Airfield Ops functional lead and sub-working group
EM Metrics 1, 3, 4, 5, 6, 7, 8, 9: All changes approved as written; however, in Metric 4, the description of the metric will be revised to state, "Emergency notification tests occur in accordance with DODI 6055.17."	March 2011	Taken for action	JBWG, EM functional lead

Facilities Investment Metric 6: Change approved as written; however, the OSD functional lead and sub-working group should propose a new standard to replace Metric 6 within six months.	July 2011	Taken for action	JBWG, Facilities Investment functional lead and sub-working group
Installation Movement Metrics 6 & 7: Changes were rejected. The OSD functional lead and sub-working group will meet to better define container management and determine funding impacts. The group will report back in six months on new proposed JB-COLS.	July 2011	Taken for action	JBWG, Installation Movement functional lead and sub-working group
MWR Metrics: The OSD functional lead and sub-working group will meet to review all the MWR JB-COLS and report back in six months on proposed changes.	July 2011	Taken for action	JBWG, MWR functional lead and sub-working group
UPH Metrics 3, 4: Metrics 3 & 4 will be re-written and voted on at the next SJBWG meeting in March 2011.	March 2011	Taken for action	JBWG, UPH functional lead and sub-working group
Long Term Actions			
Determine a method for all Services to identify, share, and implement efficiencies and best practices.	March 2011	Taken for action	JBWG
Joint bases are having difficulty hiring people and filling vacancies. OSD will discuss issues (antiquated process, difficulty classifying positions, etc) with the Director of OSD(P&R)/CPMS), and potentially put together a multifunctional team to resolve the issues.	March 2011	Taken for action	OSD Basing Office/P&R
JBCs should review vacancies and determine whether all positions are necessary or they can perform the function differently with current staff.	Ongoing	Taken for action	JBCs
Determine frequency and process for making JB-COLS changes. Joint bases need enough time to fully implement JB-COLS before we can change them.	March 2011	Taken for action	JBWG
Actions from Service-Only Meetings			
The OSD Basing Office and the JBWG will conduct staff assistance visits at several joint bases during Spring 2011 to assess implementation of policy at joint bases and assist with any base-specific issues.	June 2011	Taken for action	JBWG

Defense Support to Civil Authorities

By Willie Monroe, JB7CX, JBSA

The second annual Defense Support to Civil Authorities (DSCA) meeting for supporting and supported San Antonio military units, the City of San Antonio (COSA), and Bexar County is scheduled to take place in the COSA Emergency Operations Center on March 25, 2011.

The inaugural session was held in 2010 and was historic because it brought together, for the first time, COSA and Bexar County city officials, military leaders from the 502nd Air Base Wing, the 59th Medical Wing, and Army North (ARNORTH). The COSA District Fire Chief stated this meeting was the realization of something his predecessors had tried to accomplish for years as civil authorities were informed they no longer have to contact each base or individual units separately. They can dial one number at the 502nd Air Base Wing to request assistance from San Antonio's Military Installations. Support could include: living space for over three thousand military members and their families from the Texas coast, parking space for Federal Emergency Management Agency vehicles, support of Joint Task Force search-and-rescue teams and supporting military aircraft from the coastal-area, and support from command and control operations.

This year's meeting promises to be even more productive than last year's, as it will not only bring in those from the first meeting, but also additional San Antonio military mission partners that include Brooke Army Medical Center, 12th Flying Training Wing, 433rd Air Reserve Wing, 149th Air National Guard, and Headquarter Air Education and Training Command. Additional city officials will include, but are not limited to, representatives from San Antonio Water System, American Red Cross, Save the Children, City Public Service, VIA Transportation, Haven for Hope, Alamo Federal Executive Board, San Antonio Food Bank, HEB (local grocer), San Antonio Police Department, San Antonio Fire Department and Bexar County Sherriff's Department.

Bringing this diverse group of professionals together will ensure a military/community partnership that can effectively mitigate any contingency that may impact the South Texas region.



(Left) A joint services color guard marches in the National Capital Region (DoD photo)

(Bottom) A joint services color guard marches in the National Capital Region (DoD photo)

From the Basing Directorate

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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.

- March - Installation Safety Programs
- April - CPVF Tool Issues and Answers
- May - 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. 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 in the News

- San Antonio Utility Fuels Expansion at Area Installations; Association of Defense Communities, February 14, 2011
- Defense department provides joint basing overview; Pentagongram, February 10, 2011

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 February:

- Joint Basing January 2011 Newsletter

