



Joint Basing Monthly Newsletter | MARCH 2011

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From the Basing Office

“Efficiencies” is the word on everyone’s lips these days as budget pressures and operational tempo combine to constrain our resources. Joint bases were created with that very word in mind. Our office has already entertained two sets of auditors, three sets of Service study teams, and a host of media queries and Congressional staffer questions on how the joint bases are executing their mission more efficiently.

As several of our Joint Base Commanders mentioned during our most recent Program Management Review, joint bases are tailor-made to be “engines of innovation” within the Department of Defense. The Installations & Environment leadership is excited about the long term benefits the installation management community can mine from the joint bases. We’ve included several examples in this newsletter, but there are many more. As I often say when doing the “missionary work” of explaining Joint Basing, there are many processes and products the Services use for good reason, but there are many other processes that simply “grew” within a Service that need not be different. At this point in the development of the joint bases, we need to be engaging those processes and asking fundamental questions about why we operate the way we do, and is there a better way? More to the point, has one of our joint teammates solved a problem with which we still struggle, and is that solution transportable.

This approach is not about doing something “my way” or “their way”...it’s about doing things the “best way.”



Open Policy Issues

From the Basing Office, Continued

We continue to make progress on fielding the web-based CPVF tool. I'm cautiously optimistic you'll have this tool deployed in time to enter 4th Quarter data. Once fielded, the web-based system will enable more efficient data entry, better data control, and more analysis tools at all levels.

In April, we are hosting our inaugural Joint Base Planners' Forum. Our stationing / beddown guidance lays out how to make resourcing decisions after the Services make a stationing decision, but the operational decisions on what goes where still properly reside in the Services' purview. Our Joint Base Planners' Forum is designed as an information sharing meeting of the operational and installation planners to synchronize the beddown planning between the Service staffs. Our aim is to avoid two missions competing for the same time and space, as well as to initiate the installation support planning at the appropriate time. We plan to do this annually, or more often if necessary.

Finally, I am very impressed with the level of participation to share good ideas and ask questions in the newsletter. We have three contributions this month, one more than last month, a trend I hope will continue! We're working on several other vehicles for sharing best practices across the enterprise, and for now the newsletter reaches the most hands. If you have a good idea, a best practice, or a question to pose to the community, please send it in.

Until next time...thank you for your hard work supporting your teammates at the joint bases. You make a difference every day!

– 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. The memo is still in staffing, but we expect DUSD(I&E) to sign this memo in April 2011. After we receive coordination and adjudicate any comments, the Under Secretary of Defense (Comptroller) will sign out the final guidance.

Memorandum of Agreement (MOA) Changes Memo

At the March 23, 2011 Senior Joint Base Working Group (SJBWG) meeting, the SJBWG members stated that all MOA change packages will be final (i.e., signed by the appropriate Vice Chief of Staff) by April 20, 2011. For Fiscal Year 2012 (FY12) MOA changes, DUSD(I&E) will release a memo requesting joint bases to submit MOA changes to the OSD Basing Office no later than August 1, 2011. We expect to release this memo in April 2011.

Missing Something?

If you are working through an issue that requires resolution, 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 – Installation Safety Best Practice: Joint Base San Antonio (JBSA) Motorcycle Program

By TSgt David Roller, 502 ABW, OL-B

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The standing up of JBSA has offered many challenges, but has also provided many opportunities for installations to create efficient ways of doing business. Safety staffs, along with several other organizations, have been challenged to provide the best training possible for our motorcycle operators at the largest installation in the Department of Defense (DoD). Motorcycle riders make up approximately 10% of the private motor vehicle operators population, yet account for almost half of the private motor vehicle fatalities.

Prior to JBSA, the local Air Force (AF) installations were using volunteer instructors to teach motorcycle training courses; however, our sister Services outsourced their motorcycle training with some impressive mishap reduction numbers. The standing up of JBSA provided an opportunity to standardize training and concentrate on educational efforts to continue mishap reductions.

The Air Force Safety Center convinced the AF Vice Chief of Staff to fund training for all AF lead joint bases to ensure those installations would offer the best motorcycle training available to all Service members. This also ensured all JBSA installations would be teaching the same level of training.

More military members have died on sport bikes than any other type of motorcycle in recent years, which is one of the main reasons sport bike training is a critical part of the program. The JBSA community has two of only a handful of RiderCoach Trainers in the AF, and they worked with the Air Force Safety Center to help ensure the sport bike courses would be included in the contract. The courses currently on tap to be taught are:

- Basic Rider Course
- Experienced Rider Course
- Military Sport-Bike Rider Course

For FY11, we're looking at the contractor to conduct approximately 70 motorcycle courses. Since the JBSA community has weather suitable for riding motorcycles practically year round, the number of courses could rise—especially with the anticipated increase in personnel at Fort Sam Houston over the next two years. However, we feel a solid foundation is in place to better handle any increased training.

In a nutshell, with the assistance of the Air Force Safety Center and RiderCoach Trainers, we believe the safety team put together a very effective program using the best practices of each Service's programs; a great step towards providing necessary and timely motorcycle training. If we can do our part to educate the riders, we'll give them the best possible chance to survive in the various riding situations they will encounter.

(Above Photo) Members of the Ellsworth Dakota Thunder Motorcycle Club toured a static display of a B-1 Lancer at Ellsworth Air Force Base, S.D., on Aug. 8. Members of the local motorcycle club also had a chance to park their motorcycles in front of the aircraft for photo opportunities. Following the tour, nearly 200 riders from Ellsworth and the surrounding communities began their annual ride to the 66th Annual Sturgis Motorcycle Rally, which lasts through Aug. 13 at nearby Sturgis. (U.S. Air Force photos/Airman Kimberly Limrick)

Spotlight – Communications Best Practice: Joint Base Lewis-McChord (JBLM) Knowledge Management Successes

By Amanda Byrnside, JBLM JIO Knowledge Manager

The JBLM Leadership Team recognizes Knowledge Management (KM) as a pivotal part of any partnership and that is especially true for joint bases (JBs). Continuous KM is critical to effective education and situational awareness because the JB construct and processes are new and unique. Since achieving Initial Operational Capability in January 2010, JBLM has implemented standardized communication procedures to ensure timely, relevant and consistent information flow. To meet this challenge, JBLM has employed a strategy based on four specific target audiences: JBLM Leadership, JBLM Staff, JBLM Tenant Organizations (incl. the installation workforce) and JBLM-adjacent Communities. The Joint Integration Office (JIO) KM cell provides technical and procedural communication support.

JBLM Leadership

Truly joint communications among the JBLM leaders starts with the Joint Base Command Team (JBCT) consisting of the Joint Base Commander (JBC) (U.S. Army) and the Deputy Joint Base Commander (DJBC) (U.S. Air Force). The JBCT established the Joint Base Partnership Council (JBPC) Executive Committee, which includes the JBCT, Commander, I (US) Corps (Army Senior Component representative) and Commander, and 62d Airlift Wing (Air Force Senior Component representative). The JBPC Executive Committee meets quarterly to review Installation Support (IS) delivery and to resolve JB issues. The JBCT also hosts a series of weekly Joint Base Implementation Reviews (JBIRs). Every two weeks, the JBIR will focus on specific Directorate, Office or IS functions and applicable JBCT implementation guidance.

JBLM Staff¹

On alternating weeks, the JBCT receives a “full” JBIR that allows Directors and embedded Squadron Commanders to report on their post-Full Operational Capability (FOC) status and highlight issues requiring command visibility. For these meetings, JBLM uses templated slides, allowing the JBCT and Directors to get information out more quickly and display pertinent information up front (see example slide). The JIO also created a JBLM page on Defense Knowledge Online to serve as a single location for staff to access current and archived documents, and to collaborate online. Members receive weekly updates and can gain access to the JBLM Smart Book, including the JBLM MOA, JB guidance and other reference materials. The site is organized to show current information up front and to provide the end user with easy access to relevant JB information based upon standardized KM techniques.

JBLM Tenant Organizations and Workforce

To ensure effective communication with the JBLM mission organizations, the JBCT has organized JBPC Associate members. The JBPC Associate members represent supporting Service Component, supported Service Component and tenant organizations² and ensure Executive members are informed of any JBLM IS challenges or changes. Associate members attend select JBPC meetings to address specific IS issues, especially those affecting operational missions. To ensure consistent communications with the broader JBLM workforce, the JBCT conducts regularly scheduled Town Halls to solicit broad feedback; some town halls are preceded by carefully prepared surveys to help the JBCT respond to specific workforce concerns.

JBLM-Adjacent Communities³

The JBCT identified community outreach as an enduring communication task and has employed several communication approaches. The JBCT periodically addresses local community forums, including Chambers of Commerce, fraternal organizations and regional development committees to clearly articulate the scope, timing and potential impacts of JBLM’s transformation. It should be noted that, in most cases, both the JBC and DJBC speak at these events, further reinforcing JBLM’s “Jointness”. Additionally, the JBLM Public Affairs Office has created a public portal to answer JB questions, and it allows civilian community readers to observe the JB process.

If you would like more information on JBLM’s KM and communication processes, contact Amanda Byrnside at amanda.byrnside@us.army.mil, (253) 477-1089.



Directorate X



Issue		Key Comments/Remarks
Family Advocacy Program		Interim solution implemented. MOA change required.
MOA Changes		Awaiting feedback from JBPC.
JBSCFS Backfill Process		White Paper submitted to Director; template to be completed NLT 24 Mar 11.
Medical MOA		Developed recommendations for which authorities should be delegated to whom. Will staff with Directorates and Offices to author necessary memos.
JBLM Policy Approval Process		Need to develop approval recommendations for existing 62d AW policies as well as Army/AF Installation Regs.

EXAMPLE

POC D/O updated 15 Mar 11

 Unknown; Not yet pertinent	 On track; no Issues	 Moving to no Issues	 Some issues; minimum impact	 Significant challenges; JIO engaged	 Major impact requires JBC decisions or resources
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1. JBLM Staff includes the JIO, Directors and Squadron Commanders charged with joint base implementation.
 2. JBPC Associate Members provide representation for multiple organizations, aligned by Army Command or USAF Major Command.
 3. JBLM’s proximity to a metropolitan area of three million people, multiple small communities and the 13th largest media market presents a unique community communications challenge and opportunity.



(Left) Members of the honor guard fold the flag during a practice session Aug. 19, 2010, at Joint Base Elmendorf-Richardson, Alaska.

Talking Points

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Cost and Performance Visibility Framework (CPVF) FY11 Quarter 1 (Q1) Results

On March 7, 2011, the OSD functional leads met to review the FY11 Q1 CPVF data to assess joint base performance. Tables 1 and 2 show the percentage of Joint Base Common Output Level Standards (JB-COLS) “Met” at Phase I and II Joint Bases, respectively, by category. Table 3 shows the JB-COLS most frequently rated “Not Met” by the joint bases. Below is analysis of the data and the general comments and recommendations from the OSD functional leads.

Analysis of FY11 Q1 CPVF Data

- Joint bases are generally trending towards decreasing the number of JB-COLS rated “Not Met.”
- Within several categories of JB-COLS (e.g., Command Support, Community Services, Information Technology Services Management (ITSM)), Phase I Joint Bases are close to meeting the standards, but not quite at 100% - see Table 1. OSD functional leads will look into the contributing factors that are preventing these JB-COLS from being met, and will track ongoing corrective actions.
- Within several categories of JB-COLS (e.g., Emergency Management, Facilities Investment, Housing, ITSM, Security Services), less than 79% of the JB-COLS are being met, especially at Phase II Joint Bases – see Table 2. The main reason is due to hiring issues. Additionally, Phase II Joint Bases have been functioning under the Continuing Resolution Authority, and have not received Total Obligation Authority transfers, which have severely affected hiring.
- The list of JB-COLS most frequently “Not Met” has been relatively consistent over the past three quarters (see Table 3); however, three JB-COLS that were on the list two quarters in a row have improved and were removed. At the February 2011 Program Management Review (PMR), the SJBWG and Intermediate Command Summits agreed to make administrative or significant changes to several of these JB-COLS, which should clarify or improve performance. Additionally, the CPVF Handbook as well as the Morale, Welfare, & Recreation, Warfighter & Family Services, and Child & Youth Services JB-COLS guidance will make the JB-COLS clearer and help joint bases understand how to make the calculations and what to measure.

Best Practices

- Subject Matter Experts (SMEs) should include their name, phone number, and email address in each comments section.
- If joint bases are using borrowed manpower to meet JB-COLS, the JB-COLS should be rated as “Met,” but the use of borrowed manpower should be annotated in the comments section.
- For JB-COLS rated “Not Met,” include a get well date and progress/plan towards meeting JB-COLS in the comments section.
- If comments cite hiring issues for not meeting JB-COLS, state whether billets are funded or unfunded.
- Joint bases need to verify that all JB-COLS marked as Not Applicable (NA) are for functions that are not performed by the joint base. For more information on whether JB-COLS can be marked NA, see CPVF Joint Basing Memo dated March 17, 2009.
- JB-COLS should no longer be marked as “Not Reported” now that all joint bases have achieved FOC.



(Left) Sailors aboard the guided-missile destroyer USS O'Kane (DDG 77) man the rails as the ship returns to Joint Base Pearl Harbor-Hickam after a scheduled seven-month deployment to the Middle East and the western Pacific Ocean. (U.S. Navy photo by Mass Communication Specialist 2nd Class Robert Stirrup/Released)

CPVF FY11 Q1 Results, Continued

CPVF Handbook Update

- The CPVF Handbook is directed at SMEs at joint bases to standardize calculations for JB-COLS and/or provide additional clarification on the data being requested.
- We will include all best practices and lessons learned gathered through the newsletters, PMRs, JB-COLS change process, Q&A process, and by the CPVF Team and OSD functional leads.
- We anticipate the CPVF Handbook to be complete in late April 2011.

Table 1: Phase I Joint Bases - FY11 Q1 JB-COLS by Category

Category	Meets	Does Not Meet	Not Reported
Command Support	95.1%	4.6%	0.3%
Community Services	94.2%	5.8%	0.0%
Emergency Management	87.9%	12.1%	0.0%
Environmental	84.2%	15.8%	0.0%
Facilities Investment	58.6%	41.4%	0.0%
Facilities Operation	94.4%	5.6%	0.0%
Housing	77.1%	22.9%	0.0%
ITSM	90.3%	9.7%	0.0%
Logistics Services	94.5%	5.5%	0.0%
Operational Mission Services	94.7%	5.3%	0.0%
Security Services	90.9%	9.1%	0.0%
Human Resources Management	87.7%	12.3%	0.0%
Grand Total	91.4%	8.6%	0.1%

Table 2: Phase II Joint Bases – FY11 Q1 JB-COLS by Category

Category	Meets	Does Not Meet	Not Reported
Command Support	90.8%	8.7%	0.5%
Community Services	82.3%	17.7%	0.0%
Emergency Management	65.9%	34.1%	0.0%
Environmental	84.4%	15.6%	0.0%
Facilities Investment	64.4%	35.6%	0.0%
Facilities Operation	81.1%	18.9%	0.0%
Housing	71.4%	28.6%	0.0%
ITSM	71.3%	28.7%	0.0%
Logistics Services	94.0%	6.0%	0.0%
Operational Mission Services	96.9%	3.1%	0.0%
Security Services	80.0%	20.0%	0.0%
Human Resources Management	91.9%	8.1%	0.0%
Grand Total	84.7%	15.1%	0.1%

Table 3: JB-COLS Frequently “Not Met” By Quarter for Phase I and II Joint Bases

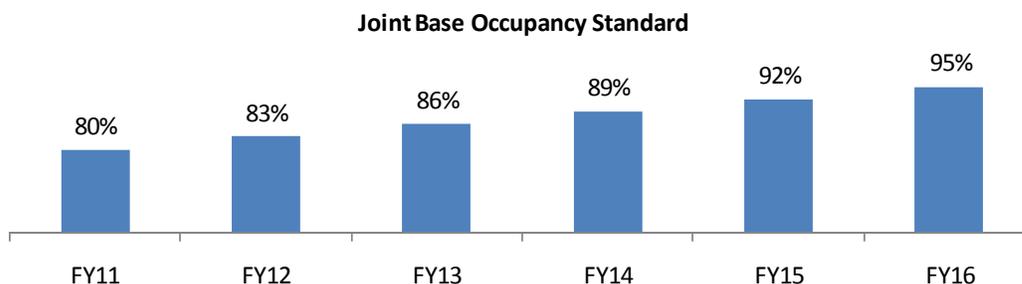
Standard	FY10, Q3	FY10, Q4	FY11, Q1
Facility Components replaced when needed	8	9	9
Child Development Program Placement	9	8	9
IT Moves, Adds, and Changes (MACs)	4	7	8
Unaccompanied Personnel Housing Occupancy Percentage	7	8	7
Facility Routine Service Order Resolution time	5	6	7
Community Svcs Program Costs APF Supported	--	4	7
Basic Custodial Service	8	7	6
Mass warning and notification	--	4	6
IT Non-Mission Critical Trouble Ticket Resolution	--	3	6
Facility Customer Satisfaction survey	5	5	5
Facility Emergency Service Order Resolution time	3	5	5
Facility Urgent Service Order Resolution time	5	5	5
Wastewater Discharge	--	4	5
Emergency Mgmt Training	--	3	5
Antiterrorism Plan	6	6	4
Prestige Custodial Service	5	5	4
Maintain Vehicle Mission Capable Rate (Turn Around Rate)	4	5	4
Facility Emergency Service Order Response Time	5	5	--
Custodial for facilities accreditation	1	5	--
Provide Class “C” Pooled Vehicles	1	5	--

Shows trends from quarter to quarter; down means that less JB-COLS are rated “Not Met” from the previous quarter, which is a positive change.

Unaccompanied Housing (UH) JB-COLS Changes

At the March 23, 2011 SJBWG meeting, the SJBWG members finalized the UH JB-COLS changes that the OSD functional lead for Housing presented at the February 2011 PMR. The final UH metrics and the answers to the questions posed at the PMR are below. Once the remaining JB-COLS changes proposed at the PMR are final, DUSD(I&E) will release a memo with the final version of all the JB-COLS in July/August 2011. All revised JB-COLS will be effective FY12 Q1.

Metric 1: 95% occupancy by DoD Priority 1 & 2 unaccompanied housing (by Service standards) ramped according to the following schedule:



Question from PMR: Clarify calculation methodology – is it a snapshot or an average over the quarter?

Answer: Either is acceptable. Average is the preferred value, but some installations may not have the records to make this calculation easily. For that reason, an end of quarter snapshot is also acceptable.

Metric 2: No more than 1% unaccompanied personnel receive Basic Allowance for Housing (BAH) if DoD Priority 1 & 2 Occupancy < 95%.

Question: Can this requirement be phased similar to occupancy (Metric 1)?

Answer: No. This becomes a bill to the military pay accounts and conflicts with Department-wide policy. Ramping the occupancy standards for UPH Metric 1 is to provide sufficient time to execute the necessary consolidation, construction, and/or demolition to meet the 95% goal.

Metric 3:

Condition - DoD Performance Goal is 90% Q1/Q2 by FY17, phased-in

Configuration - Service Standard

Privacy - Service Standard

Question: Is there a bill for these standards? Also, shouldn't the configuration standard only apply when a building is replaced or renovated?

Answer:

Condition – No additional bill. The JB-COLS metric mirrors the Department-wide condition standards, and so the bill for upgrading Unaccompanied Housing exists independent of Joint Basing standards.

Configuration & Privacy – No additional bill. The Configuration and Privacy Standards (including implementation timelines) are the existing Service standards for their respective UH residents. Therefore, Joint Basing does not create an additional bill for Configuration and

Privacy. As with all “building code” issues, the Configuration Standard only applies when a facility is replaced or renovated.

Metric 4: 90% of furnishings are younger than their life cycle replacement age, according to existing Service standards.

Question: Does the term “furnishings” include appliances?

Answer: “Furnishings” include appliances, case goods, and soft goods. Clarification added to the metric instructions.

Proposing a Numbering System for JB-COLS: Aligning JB-COLS to MOA Annexes

By Carol Bann, Region Installation Support Team Specialist, IMCOM-West Region

When conversing with a colleague about JB-COLS, how many times have you heard, “Which JB-COLS are you referring to?” Currently, there is no standardized JB-COLS numbering system to which we can refer. Most of us have become familiar with the verbiage in the standard and can often recite it word-for-word; especially those standards that repeatedly challenge us. Some JB-COLS, however, contain similar verbiage, so we take the risk of referring to the wrong standard, or being misunderstood during conversations. Moreover, the lack of a standardized identification system poses problems for our CPVF Administrators when it comes time to sort JB-COLS for various reports during CPVF data collection and reporting.

For clarity and efficiency, we propose a standardized numbering system for JB-COLS to enable immediate identification of particular metrics, eliminate manual searching, and improve information handling integrity. Such a numbering system would assign each JB-COLS metric with an alpha-numeric code to distinguish it from another and align it to its associated MOA Annex Letter and Metric Number.

Below is an example for Management Analysis:

The number for this COLS:
“100% of OMB Circular A-76 Studies meet timeline requirements”
 would be **I-5.M1** (Annex I-5. Metric#1)

Annex	Title
Annex I	Command Support
I-5	Management Analysis

I-5.M1

PE	Function	Sub-Function	Metric #	Description of Standard	Standard
	Management Analysis	Requirements Development Support	1	OMB Circular A-76 Studies	100% of OMB Circular A-76 studies meet timeline requirements
		Requirements Development Support	2	Resource Analyses/Requirements Determinations	80% of resource analyses/requirements determinations completed within timeline requirements.
		Requirements Development Support	3	Program and Budget Documentation	90% of program and budget documentation completed on time as required by PPBES.
		Facilitate Performance Management Systems	4	Performance and cost measures	80% of performance and cost measures reviewed in accordance with installation level standards.

MOA Annex W

In addition to gaining efficiencies, a JB-COLS numbering system which aligns metrics to corresponding MOA Annexes parallels with understanding the joint base service structure in accordance with the Joint Basing Implementation Guidance and MOA. We'd like to hear what other joint bases think of this proposal and welcome your thoughts and ideas. Please contact Carol Bann – IMWE-RTA, Carol.bann@us.army.mil, DSN 421-6696, Commercial 210.295-6696.

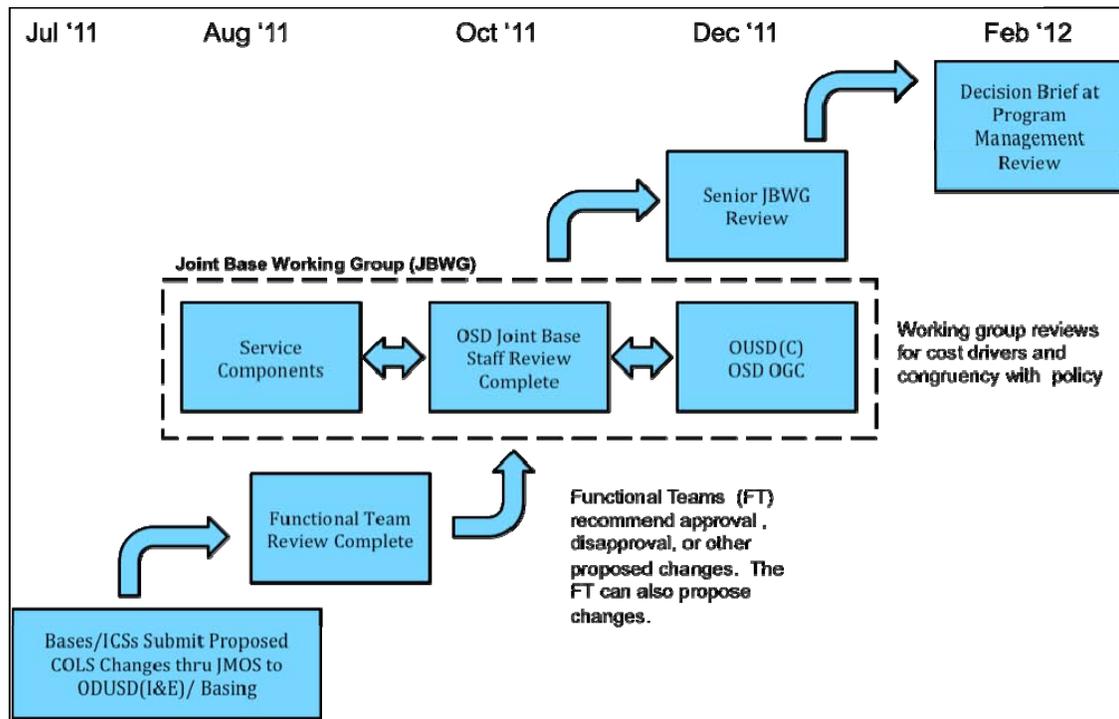
JB-COLS Change Process for FY12

At the March 23, 2011 SJBWG meeting, the SJBWG members agreed that for the FY12 round of JB-COLS changes, we should have a targeted review of "at-risk" JB-COLS plus administrative changes for all JB-COLS vice reviewing all the JB-COLS at one time. Once the JBWG determines which JB-COLS are "at risk," the OSD Basing Office will release the list, along with the timeline for proposing changes, in May 2011. To the right is the general timeline for the JB-COLS change process.

Name Change for Warfighter & Family Services

As stated in the *Military and Family Assistance Centers* memo dated March 17, 2011, signed by the Deputy Assistant Secretary of Defense (Military Community and Family Policy), "Warfighter and Family Services" programs and centers for all Military Service Components are in the process of changing their name to "Military and Family Support Programs". For joint bases, Annex J – Community Services and Annex J-5 – Warfighter and Family Services should now be called "Military and Family Support Services". Joint bases should make this change to their MOAs and throughout the joint base, as necessary.

General Timeline for JB-COLS FY12 Change Process



From the Basing Directorate

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.

- April – Facilities Investment Best Practices
- May – ITSM Best Practices
- June – Service Culture and traditions at joint bases
- July – Galleys and Dining Facilities Best Practices

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

- Officials Generally Pleased with Base Closure Process; U.S. Department of Defense, March 16, 2011
- Prepared Hawaii joint base feels no effect of tsunami; Pacific Air Forces, March 15, 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 March:

- February 2011 Program Management Review After Action Report
- Joint Basing February 2011 Newsletter