



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

JAN 22 2008

MEMORANDUM FOR: SEE DISTRIBUTION

SUBJECT: Transforming Through Base Realignment and Closure (BRAC) 2005 – Joint Basing

The BRAC 2005 Joint Basing recommendations require detailed guidance to ensure that the Department implements those recommendations in a way that expeditiously achieves the optimal level of long-term savings, while preserving or enhancing the Department's warfighting capabilities.

The attached initial guidance directs DoD Components to begin joint basing implementation under a common framework. It establishes the Joint Management Oversight Structure and confirms that all installation support will be transferred to the supporting Component to take full advantage of the efficiencies available from consolidation. Transfer of real property and total obligation authority from supported Components to the supporting Component at joint bases is expected to occur prior to full implementation, with specifics to be detailed in supplemental guidance. Realizing the unique nature of our installations, the guidance establishes a governing framework to justify and approve variances to the guidance, ensures all Component equities are represented, and expeditiously resolves challenges to this fundamental improvement in the management of infrastructure resources.

The Department must also continue to champion efforts to develop common output level standards for each function of installation support. To that end, the Installations Capabilities Council will set output level standards at joint bases within two months of the date of this memo, which will enable development and approval of joint base memoranda of agreement for Phase I installations by September 30, 2008 and Phase II installations by September 30, 2009.

Thank you for your continued participation in this important endeavor.

Attachment:
As stated



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DEPARTMENT OF DEFENSE
INITIAL GUIDANCE FOR
BRAC 2005 JOINT BASING IMPLEMENTATION

REFERENCES:

- a) Defense Base Closure and Realignment Act of 1990 (Part A of Title XXIX of Public Law 101-510; 10 U.S.C. 2687 Note)
- b) 2005 Defense Base Closure and Realignment Commission Report to the President
- c) DoD Instruction 4000.19, "Interservice and Intragovernmental Support" August 9, 1995

1 PURPOSE

- 1.1 Provide guidance for fully implementing Base Closure and Realignment Act (BRAC) 2005 Joint Basing decisions per references (a) and (b).
- 1.2 Establish a comprehensive framework for Joint Basing implementation to capture and continue the most practical savings for Department of Defense (DoD) through the consolidation of Installation Support functions while meeting mission requirements.
- 1.3 Define the critical elements of Common Output Level Standards (COLS) for Joint Basing implementation and assign responsibility for development to the appropriate organizations within the Office of the Secretary of Defense (OSD).
- 1.4 Direct Defense Components to complete all actions to obtain approval of a Memorandum of Agreement (MOA) for each Joint Base installation in Phase I by September 30, 2008 and each Joint Base installation in Phase II by September 30, 2009. Required actions are outlined in this and supplemental guidance to be issued at a later date.

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2 BACKGROUND

- 2.1 Reference (a) requires DoD to close and realign all installations so recommended by the Commission. This requirement includes the relocation of installation management functions and the establishment of Joint Bases as specified in reference (b).
- 2.2 Within DoD, installations use military, civilians, and contractors to perform common Installation Support functions. All installations execute these functions using similar processes.
- 2.3 Installations identified in attachment (A) share a common boundary or are in near proximity, which provides a significant opportunity to consolidate the delivery of Installation Support functions and realize savings. The Department shall use this opportunity to create the conditions for more consistent and effective delivery of Installation Support.
- 2.4 While enabling the Department to identify, capture, and continue significant savings through consolidation thus freeing resources for other priorities, Joint Basing implementation will allow flexibility to consider the best business practices and ensure that warfighting capabilities are preserved or enhanced.
- 2.5 Terms used in this guidance are defined in attachment (B) and an acronym list is provided in attachment (C). Common definitions for Installation Support functions are provided in attachment (D). OSD responsible offices for each Installation Support function are detailed in attachment (E). The Joint Management Oversight Structure (JMOS) is detailed in attachment (F). The schedule of events for Joint Basing implementation is included in attachment (G).

3 GUIDANCE

- 3.1 Joint Bases will be established at all locations listed in attachment (A).
- 3.2 Joint Base Organization Structure
 - 3.2.1 The supporting Component will document the Joint Base Organization Structure using supporting Component resources. A Joint Base Commander (JBC) billet will be established by the BRAC-designated supporting Component. The JBC will be responsible for the delivery of

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Installation Support to all Components, both DoD and non-DoD tenants, consistent with applicable law. The JBC will report to the next echelon of the supporting Component's Installation Support organization.

- 3.2.2 Joint Base Integrated (JBI) billets will be established and filled by military personnel from the supported Component(s) throughout the Joint Base Command structure, as designated in the MOA between the supporting and supported Components. Each Joint Base will establish certain leadership position(s) to include the Deputy JBC(s) to the Joint Base organization, as JBI billets. All JBI billets will be identified and defined in the MOA. Senior enlisted billets may be considered for JBI billets.
 - 3.2.2.1 JBI billets are filled by military personnel of the supported Component(s) who are assigned to specific billets in the supporting Component's Joint Base Command as full-time assignments.
 - 3.2.2.2 JBI military personnel will be assigned duties and responsibilities within the supporting Component's Joint Base Command organization commensurate with the position as if it were filled by a member of the supporting Component.
 - 3.2.2.3 General court-martial convening authority and enforcement of the Uniform Code of Military Justice for JBI military personnel shall follow established rules and regulations for military personnel attached to joint commands.
- 3.2.3 The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) maintains authority for the alignment of and model for all Human Resources Management (HRM) services (see attachment (E)) for Joint Basing. Policy guidance on transitioning to this end state will be developed by the sub-working groups (SWGs) established by the USD(P&R) to support this guidance.
 - 3.2.3.1 Once the Joint Base organization is fully implemented, all civilian personnel authorizations providing Installation Support will become part of the supporting Component's Joint Base Command under the supporting Component's civilian personnel management system.

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3.2.4 The JBC may provide direction to the supported Component's embedded military units that provide Installation Support. Direction is limited to the control necessary to accomplish the Installation Support mission.

3.2.4.1 Embedded Military Units may be an individual, group of individuals, or an organized unit (e.g., squadron, company, flight, troop, or platoon) of the supported Component available for Joint Base Installation Support while remaining under the command and control of the supported Component. Embedded Military Units will perform duties in the Joint Base organization and receive day-to-day direction from the JBC. The individual, group or unit will perform Installation Support. This concept allows military personnel to perform training in their functional specialty while providing Joint Base Installation Support and also potentially reducing the Total Obligation Authority (TOA) required from the supported Component. Embedded units permit the supported Component, which maintains command and control, to have the flexibility to provide military personnel as a portion of its fair share cost of providing Installation Support while still allowing the military personnel to train, equip and deploy. This also allows the supported Component the flexibility to retain Installation Support military members at a specific location, if required (e.g., to support a regional operations plan).

3.2.4.2 General court-martial convening authority and enforcement of the Uniform Code of Military Justice for embedded military personnel shall remain with the supported Component.

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- 3.2.5 Billets required to staff the Joint Base organization, for both supporting and supported Components, are expected to come from and not exceed existing manpower resources at the current Installations.
- 3.3 Responsibility for Delivery of Installation Support. The responsibility for Installation Support, including geographically separated locations (GSLs), shall be transferred to the supporting Component. Resources and delivery of Installation Support will be aligned on a functional basis per the definitions in attachment (D) under the authority of the JBC. This guidance document relates to Common Delivery of Installation Support (CDIS) and in no way is intended to impact command and control of mission functions, heritage, heraldry, or any operating activities of the affected Component(s).
- 3.3.1 The Joint Base shall seek the most efficient and effective organization to provide Installation Support to the output levels outlined in the MOA. A variance as described below (Section 3.10) is required if this organization is determined to include supported Component resources.
- 3.3.1.1 Based on a Headquarters and Support Activity (HSA) Joint Cross Service Group (JCSG) determination during the BRAC 2005 deliberations, the following variance has been approved: The Marine Corps shall retain responsibility for Marine Corps Community Services (MCCS) functions and operations at Henderson Hall.
- 3.3.1.2 At Joint Region Marianas, Joint Base Pearl Harbor-Hickam, and Joint Base Lewis-McChord, airfield operations shall continue to be performed under the direction of the Air Force Wing Commander on behalf of the JBC.
- 3.3.2 The supporting Component shall provide periodic reports that delineate the resources dedicated to provide the approved output levels of each function of Installation Support. This report will confirm adherence to the conditions of the MOA. The report format will be provided in supplemental guidance, as promulgated by the Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)).
- 3.4 Common function definitions. The definitions listed in attachment (D) provide a breakout of all Installation Support functions at Joint Bases. They provide consistent terminology and collectively define Installation Support.

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- 3.5 Agreement between Components. A MOA for each Joint Base site will define the relationships between Components and commit the supporting Component to delivery of the approved output levels. The MOA will include (1) an organization chart, a description of the Joint Base organization and (2) an implementation plan detailing the required actions and timelines to fully establish the Joint Base. Each MOA will be approved and signed at the Component level that is authorized to commit future Installation Support resources required by the MOA (i.e., Assistant Commandant of the Marine Corps (ACMC), Vice Chief of Naval Operations (VCNO), Vice Chief of Staff of the Army (VCSA), and Vice Chief of Staff of the Air Force (VCSAF)).
- 3.5.1 The MOA will define financial arrangements, Installation Support output levels and standards, financial and performance reporting requirements, dispute resolution procedures, disposition of assets other than real property, and other relevant issues, as well as detailing the timeline for full implementation (e.g., TOA and real property transfer).
- 3.5.2 A SWG composed of OSD and Component representatives will develop a standard MOA template and detailed policy in supplemental guidance. The MOA will establish timeframes for required periodic updates, to include a process for approval of adjustments to established output levels.
- 3.6 Total Obligation Authority (TOA) Transfer. During the programming and budgeting process, all Joint Base supported Components will transfer TOA to the supporting Component to cover Installation Support requirements outlined in the MOA. This transfer is not necessary for initial Joint Base implementation, but should be pursued as rapidly as practical, but no later than Joint Base Full Operational Capability (FOC).
- 3.6.1 A SWG composed of OSD and Component financial managers, management analysts, and military/civilian personnel experts, will address the complex issues of TOA transfer. The purpose of the SWG will be to provide detailed and installation-specific guidance to address timing concerns and ramifications of TOA transfer.
- 3.6.2 The total resource requirement for the Joint Base will be based on the new organization delivering Installation Support at the MOA documented output levels. This requirement will be considered in setting manpower authorizations and manning levels as well as annual budget authority for the Joint Base. The Financial Management SWG will establish business rules for mapping credit for contributions using the following precepts:

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- 3.6.2.1 The primary cost driver for each function/sub-function will be used as the basis to determine each Component's fair share of requirements and will be issued separately.
 - 3.6.2.2 Installation Support delivered by a Component's military personnel resources, including embedded military unit or military JBI billets, will apply to that Component's share of the Joint Base budget. Any Component that provides military personnel will receive credit equal to the amount of civilian resources that would have been required to provide an equivalent level of Installation Support (i.e., number of full-time-equivalents (FTEs) at appropriate grade).
- 3.7 Real Property and Personal Property and Plant Equipment (PP&PE) Transfer. All Joint Base supported Components will transfer real property and PP&PE, including at GSLs, to the supporting Component according to the schedule detailed in the MOA Implementation Plan, and upon approval of the MOA. Any variance to this policy, requesting not to transfer select portions of the Joint Base, may be developed in accordance with (IAW) paragraph 3.10. The transfer of Non-appropriated Fund Instrument (NAFI) real property and PP&PE shall be guided by SWGs established by USD(P&R).
 - 3.7.1 SWGs composed of OSD and Component real property and PP&PE managers will address the complex issue of real property and PP&PE transfer.
 - 3.7.2 The SWGs will provide detailed guidance to address timing concerns, legal ramifications, and mission impacts of real property and PP&PE transfer.
 - 3.7.3 Land leases and other real estate agreements supporting housing privatization will be reviewed on a case-by-case basis to determine if the agreement will remain with the supported Component or transfer to the supporting Component. Resolution will be documented in the MOA.
 - 3.7.4 Tenant (DoD and non-DoD) organizations receiving Installation Support from the supported Component will be advised that their lease, license, Inter-Service Support Agreement (ISSA), and/or MOA will be transferred to the supporting Component. Leases, licenses, ISSAs, and MOAs transferred from the supported Component to the supporting Component will be documented in the MOA. Joint Base commands shall update existing leases/licenses/ISSAs/MOAs with all tenants to

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include Installations Capabilities Council (ICC)-approved common output levels within one year after FOC.

3.8 Common Output Level Standards (COLS). The DoD is developing COLS to provide common output or performance level standards for Installation Support. The framework of COLS being developed for each Installation Support function will provide a common language to serve as a basis for: 1) developing common output levels for each function of Installation Support at Joint Bases, and 2) developing Component-wide capability-based planning models for all Installation Support functions. The OSD offices responsible for leading the effort for these outputs and metrics are shown in attachment (E).

3.8.1 Using input from the appropriate organizations in OSD and the Defense Components, including baseline data for each installation at a Joint Base location, the ICC will set common output levels for all Installation Support functions no later than two months after the signature of this document. These output levels will apply to all DoD Components, including DoD tenants, at Joint Bases. A Joint Base, through the Joint Management Oversight Structure (JMOS) (see paragraph 3.11), can request a deviation from the output level set by the ICC. The ICC is authorized to approve deviations from COLS.

3.8.1.1 Deviation requests will include justification based on one of the following four categories and be submitted through the JMOS for approval: 1) Mission of either the installation or a specific tenant command; 2) Geographic location that requires deviation typically due to climatic concerns or distance; 3) Demographics of the base population; or 4) Market availability of support either within or outside the installation.

3.8.2 The Joint Base MOA will document the approved output levels and projected cost drivers for each function and commit the supporting Component to deliver the approved output levels.

3.9 Common Infrastructure Investment Strategy. A consistent methodology for evaluating the condition of facilities and infrastructure (to include communication infrastructure) will be developed. Components will use the methodology to identify the resource requirements to achieve consistent and equitable common output levels for all DoD Components infrastructure at that Joint Base.

3.9.1 A SWG composed of OSD and Component facility investment experts will address the complex issue of facility condition and investment

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strategy. The purpose of the SWG will be to provide guidance to address facility condition evaluation criteria, priority of facility inventory evaluations, standardization of determining investment requirements, and methodology for transferring investment to the supporting Component.

- 3.9.2 The SWG will determine if an independent condition assessment at Joint Bases is required to use Q-ratings for facilities and to develop an assessment of the condition of the infrastructure. Current programmatic facility investment tools will provide the basis for setting the budget for facility functions at each Joint Base.
- 3.9.3 The SWG will develop a joint review process for funding allocation decisions above the Joint Base level to ensure priorities are properly balanced and advocated.
- 3.10 Variances. Variances are divergences from this BRAC 2005 Joint Basing Implementation Guidance (or any supplemental guidance issued pursuant thereto), including organizational structure/alignment, real property transfer, and TOA transfer. All requests for variances must be submitted through the JMOS to the ICC for approval. All requests for variances shall include supporting justification and a legal opinion on whether approval of the request is consistent with the Department's legal obligation under references (a) and (b). ICC-approved variances will be documented in the MOA.

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- 3.11 Joint Management Oversight Structure (JMOS). A JMOS comprised of representatives from each Component will be established for each Joint Base. The oversight structure will review the MOA. The structure will also be used to ensure fairness; provide oversight of MOA compliance, dispute resolution, and equitable allocation of funding requirements to the responsible entities; and resolve other issues as required, once Joint Bases are established. The oversight structure is shown in attachment (F) and with responsibilities identified in Section 4.

4 RESPONSIBILITIES

- 4.1 The Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)) shall:

4.1.1 Establish overarching guidance, procedures, and policy, in coordination with appropriate OSD organizations, and provide oversight for implementation of this guidance.

4.1.2 Provide organizational guidance and administrative support to the ICC and designate its chair.

4.1.3 For those program areas under the authority of USD(AT&L), listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:

4.1.3.1 Finalize Installation Support function definitions and cost drivers.

4.1.3.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.

4.1.3.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.

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- 4.1.4 Provide OSD functional leads for the Environmental, ISSA/MOA, Facility Operations (FO), Facility Investment, Procurement, Real Property and PP&PE SWGs.
 - 4.1.5 In coordination with the responsible officials named in the following paragraphs, ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
 - 4.1.6 Mediate any support agreement disputes between the Components that are unable to be resolved by the ICC.
- 4.2 The Under Secretary of Defense for Personnel and Readiness (USD(P&R)) shall:
- 4.2.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.
 - 4.2.2 For those program areas under the authority of USD(P&R), listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.2.2.1 Finalize Installation Support function definitions and cost drivers.
 - 4.2.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.
 - 4.2.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.
 - 4.2.2.4 Develop the program issues to be included in the annual Integrated Program and Budget Review to resource Joint Bases community and family programs.

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- 4.2.3 Provide OSD functional leads for the Military Personnel (MILPERS), Civilian Personnel (CIVPERS), Morale, Welfare, and Recreation (MWR)/Non-Appropriated Fund (NAF)/Exchange Programs SWGs or Community Service functional teams, and any other groups deemed necessary by the USD(P&R) to support HRM functions throughout the Joint Base command structure.
 - 4.2.4 In coordination with USD(AT&L), Under Secretary of Defense (Comptroller/Chief Financial Officer) (USD(C/CFO)), and the Director, Program Analysis and Evaluation (PA&E), ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
 - 4.2.5 In cooperation with the Assistant Secretary of Defense for Health Affairs (ASD(HA)), provide oversight and coordination assistance to the Component Medical Departments in the development of guidance regarding Installation Support occupational health initiatives and other issues as deemed necessary by USD(P&R), ASD(HA) and Component Surgeon Generals.
- 4.3 The Under Secretary of Defense for Policy (USD(P)) shall:
- 4.3.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.
 - 4.3.2 For those program areas under the authority of USD(P), listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.3.2.1 Finalize Installation Support function definitions and cost drivers.
 - 4.3.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.
 - 4.3.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.

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- 4.3.3 In coordination with USD(AT&L), USD(C/CFO), and the Director, PA&E, ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.

- 4.4 The Under Secretary of Defense (Comptroller/Chief Financial Officer) (USD (C/CFO)) shall:
 - 4.4.1 Issue necessary financial management guidance and/or procedures as it pertains to Joint Basing implementation.

 - 4.4.2 For those program areas under the authority of USD(C/CFO) , listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.4.2.1 Finalize Installation Support function definitions and cost drivers.

 - 4.4.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.

 - 4.4.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.

 - 4.4.3 Provide OSD functional lead for the Financial Management SWG.

 - 4.4.4 Ensure that the DoD Components plan, program, budget, and allocate resources to support Joint Basing implementation.

- 4.5 The Under Secretary of Defense for Intelligence (USD(I)) shall:
 - 4.5.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.

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- 4.5.2 For those program areas under the authority of USD(I), listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.5.2.1 Finalize Installation Support function definitions and cost drivers.
 - 4.5.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.
 - 4.5.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.
- 4.5.3 In coordination with USD(AT&L) and USD(C/CFO), ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
- 4.6 The General Counsel of the Department of Defense (OGC) shall:
 - 4.6.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.
 - 4.6.2 For those program areas under the authority of OGC, listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.6.2.1 Finalize Installation Support function definitions and cost drivers.
 - 4.6.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.
 - 4.6.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC.

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Review any Joint Base requests for deviations from the approved output levels.

- 4.6.3 In coordination with USD(AT&L) and USD(C/CFO), ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
- 4.7 The Assistant Secretary of Defense (Special Operations and Low Intensity Conflicts) (ASD(SOLIC) under USD(P&R)) shall:
 - 4.7.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.
 - 4.7.2 For those program areas under the authority of ASD(SOLIC), listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.7.2.1 Finalize Installation Support function definitions and cost drivers.
 - 4.7.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.
 - 4.7.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.
 - 4.7.3 In coordination with USD(AT&L) and USD(C/CFO), ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
- 4.8 The Assistant Secretary of Defense (Network and Information Integration)/DoD Chief Information Officer (ASD(NII)/DoDCIO) shall:
 - 4.8.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.

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- 4.8.2 For those program areas under the authority of ASD(NII)/DoDCIO, listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.8.2.1 Finalize Installation Support function definitions and cost drivers.
 - 4.8.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.
 - 4.8.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.
- 4.8.3 Provide OSD functional lead for the Information Technology Services Management (ITSM) SWG.
- 4.8.4 In coordination with USD(AT&L) and USD(C/CFO), ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
- 4.9 The Assistant Secretary of Defense for Public Affairs (ASD(PA)) shall:
 - 4.9.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.
 - 4.9.2 For those program areas under the authority of ASD(PA), listed in attachment (E), and in coordination with appropriate OSD offices and DoD Components:
 - 4.9.2.1 Finalize Installation Support function definitions and cost drivers.
 - 4.9.2.2 Complete development of outputs and output performance metrics that will be used to document the delivered output levels and provide a basis for setting the common output levels for the Joint Bases.

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- 4.9.2.3 Review current installation standards and recommend the common Joint Base output levels for approval by the ICC. Review any Joint Base requests for deviations from the approved output levels.
 - 4.9.3 In coordination with USD(AT&L) and USD(C/CFO), ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
 - 4.9.4 In coordination with USD(AT&L), assign an action officer to assist in development of guidance for developing public awareness plans outlined in Section 4.16.7.
- 4.10 The Director, Programs Analysis and Evaluation (PA&E) shall:
- 4.10.1 In coordination with USD(AT&L), issue necessary procedures and provide oversight for compliance with implementation of this Guidance.
 - 4.10.2 In coordination with USD(AT&L) and USD(C/CFO), ensure that the DoD Components plan, program, budget, and allocate resources, including personnel to support Joint Basing implementation.
- 4.11 Installations Capabilities Council (ICC)
- 4.11.1 Chaired by the Deputy Under Secretary of Defense for Installations and Environment (DUSD(I&E)) with a representative from the Military Services; the Chairman of the Joint Chiefs of Staff; USD(P&R); USD(C/CFO); ASD(NII)/DoDCIO; the Director, PA&E; OGC; the Director, Defense Logistics Agency (DLA); Department of Defense Education Activity (DoDEA); the Director, Tricare Management Activity (TMA); and such other DoD organizations as the USD(AT&L) may determine necessary.
 - 4.11.2 Develop Joint Basing policy as required to facilitate implementation.
 - 4.11.3 In coordination with responsible OSD Components, establish a portfolio of common output levels for each Installation Support function at the Joint Bases that will provide the basis for resourcing commitments in the MOA.

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- 4.11.3.1 Review and approve/disapprove any requests for deviations from the output levels submitted by a Joint Base through the JMOS.
- 4.11.4 Review and approve/disapprove any requests for variances pursuant to paragraph 3.10.
 - 4.11.4.1 Annually review the portfolio to determine if adjustments need to be made.
- 4.12 Senior Joint Base Working Group (SJBWG). Chaired by DUSD(I&E) with a representative from the Military Services, USD(P&R), USD(C/CFO), ASD(NII)/DoDCIO, OGC, and such other DoD organizations as the USD(AT&L) may determine necessary.
- 4.13 Senior Installations Management Group (SIMG)
 - 4.13.1 Consists of senior representatives of the Military Departments Installation Support Organizations. Chaired by the senior assigned member.
 - 4.13.2 Provide oversight of resources programmed to deliver the performance output level documented in the Joint Base MOA.
 - 4.13.3 Track implementation and resolve disputes on Installation Support between the Components. Refer issues requiring policy determinations to the ICC.
- 4.14 Joint Base Working Group (JBWG)
 - 4.14.1 Chaired by a member of DUSD(I&E) and consists of Component representatives and reports to the SJBWG and ICC. The JBWG incorporates functional expertise in guidance development, provides knowledge sharing, arbitration, change management, public awareness plan, and strategic planning support.
 - 4.14.2 Compile information from OSD, Components, and the JMOS, and staff recommendations to the SJBWG and ICC.

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4.14.3 Establish the JBWG SWGs. The JBWG SWGs will resolve complex and intricate issues resulting from Joint Basing implementation within each of the following functional areas. The issues below should not be considered all-inclusive or prescriptive. The JBWG may approve additional SWGs as necessary. These SWGs will be chaired by an OSD Lead and will have representatives from each Component. A member of the JBWG will be assigned as a liaison to each SWG.

4.14.3.1 Financial Management. The SWG will develop the financial construct for Joint Basing implementation.

- Establish business rules for mapping credit for contributions.
- Determine how to credit Components for the contribution for embedded military units in the MOA.
- Develop guidance regarding the transfer of TOA.
- Provide detailed guidance to address timing concerns and ramifications of TOA transfer, and explore and identify options such as using a reimbursable model if TOA transfer timing cannot be aligned with the standup of the Joint Base.
- Develop guidance to address changes in a supported Component's mission (increase/decrease) following establishment of the Joint Base and baseline transfer of TOA.

4.14.3.2 Memorandum of Agreement (MOA). The SWG will develop the draft MOA for Joint Bases and draft revisions to reference (c) as needed.

- Develop detailed guidance and an overall template for all draft and final agreements between Components at a Joint Base. Include procedures on transfer of current ISSAs from supported Components to the supporting Component.
- Provide oversight during the development of the MOAs at the Joint Base sites in order to address questions and concerns with the template to provide consistency at all Joint Base sites.
- Develop methodology for an annual review of Joint Base common output levels approved by the ICC.

4.14.3.3 Military Personnel (MILPERS). The SWG will collaborate with stakeholders to:

- Identify Joint Basing implementation issues that can be resolved by supplementing the guidance provided by the

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USD(AT&L) in the BRAC 2005 Joint Basing Implementation Guidance.

- Identify solutions to those issues.
- Develop supplemental guidance to implement the solutions to those issues. The supplemental guidance will include, but not be limited to:
 - Develop, augment or reference policies or procedures to address billets in which the supervisor is of a different Service from the member serving in the billet.
 - Develop, augment, or reference policies or procedures to address units of one Service that are embedded in the hierarchical structure of a different Service.
 - Determine eligibility for Service members to receive joint credit for serving in Joint Base billets and, if possible, determine what policy changes are required to ensure that Service members receive the proper credit.

4.14.3.4 Civilian Personnel (CIVPERS). The SWG will develop guidance on Human Resources (HR) issues relating to Joint Basing, including but not limited to National Security Personnel System (NSPS), labor relations obligations, potential reductions in force, transfer of function/ transfer of work, work classification, and NAF personnel. Tenant civilian personnel, including state-funded personnel, are not a part of this consolidation.

4.14.3.5 MWR/NAF/Exchange Programs. The SWG will develop policy relating to transfer of NAF facilities, NAF real property, NAF PP&PE and transfer of NAF personnel (in coordination with CIVPERS SWG). The establishment, continuance, and disestablishment of military exchange facilities, dividend distribution and capital improvements are governed by existing DoD policy (DoD Instructions (DoDIs) 1015.15, 1330.9, 1330.21, and 7700.18).

- Work closely with the CIVPERS SWG to de-conflict possible overlapping policy and actions.
- Develop common standards for NAF financial performance, Appropriated Fund resource requirements (staffing, equipment, personnel, facilities, Information Technology (IT) systems, training), customer satisfaction, inspections, and accreditations.

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4.14.3.6 Information Technology Services Management (ITSM). The SWG will develop guidance on aligning ITSM under the supporting component.

- Address conflicting Component-specific policies, standards, network domains, email, directory services, Internet Protocol (IP) space, domain authentication, funding streams, etc. among Components.
- Develop guidance on protocols and firewalls that are maintained above the installation level that will need to accommodate the Joint Base (e.g., the Navy Marine Corps Intranet (NMCI), Defense Messaging System (DMS) and Information Assurance and Vulnerability Assessment (IAVA) patches).
- Address maintaining access to the Component Global Address Lists (GAL) and to commonly used Mail List Agents (MLA).
- Develop methodology for interfacing IT systems to maintain connectivity to supported Component missions that do not consolidate or transfer.
- Develop plans to establish a common portfolio for base applications and to migrate servers to common Network Operations Center (NOC).
- Provide an estimated cost and a time phased approach to the implementation of the DoD Network Centric Enterprise Strategy (NCES) under which all merging of IT functions will take place.
- Propose methodology for turning over the Open System Interconnect (OSI) level one infrastructure (manhole, duct, and fiber) to the supporting Component for operations and maintenance.

4.14.3.7 Environmental. The SWG will develop guidance relating to environmental issues.

- Develop guidance to resolve environmental issues relating to transfer of real property including combining of regulatory permits, unification of environmental liability and compliance with environmental laws and regulations tied to property ownership.
- Develop a methodology for consolidating the Environmental management functions at a Joint Base site.
- Develop methodology for dealing with historic restoration requirements when real property is transferred.

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- Develop guidance for merging Components' Environmental Restoration Program (ERP).

4.14.3.8 Facilities Operations (FO). The SWG will develop outputs and metrics for FO functions.

- Develop outputs and associated metrics for each of the functions in the Facilities Operations Model (FOM). These output metrics will be used to document the current level of delivered FOM outputs by the installations involved in Joint Basing implementation.
- Using current level of service documentation from the Joint Base installations develop recommendations on the common standard and associated cost impact for each function.
- Review the current cost drivers for each of the functions in FOM to determine if the cost drivers provide an equitable basis to allocate Component resourcing of a Joint Base.
- Develop, where required, alternate cost drivers for this purpose if the current FOM square footage allocation is determined to be not equitable for any function.

4.14.3.9 Facilities Investment. The SWG will develop policy to ensure equitable consideration of all Components facility requirements.

- Develop a strategy for assessing the facility and infrastructure inventory at Joint Bases and propose an investment strategy for Components to reach a common facility/infrastructure condition standard across the Joint Base inventory.
- Develop an implementation plan to support equitable fund transfer from the supported Component(s) to the supporting Component at each Joint Base.
- Make recommendations on both timing and scope of the facility investment fund transfers. Also provide oversight of the transfers and address issues that may occur during execution. Include recommendations on treatment of current and future responsibility to maintain and forecast/allocate resources to sustain temporary structures.
- Develop a joint review process for facility funding allocation decisions above the Joint Base.
- Develop policy recommendations on future capital investment/military construction (MILCON) sponsorship for both existing and new facilities.

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4.14.3.10 Real Property. The SWG will develop policy on transfer of real property accountability to the supporting Component.

- Make recommendations on both timing and scope of the real property accountability transfer to the supporting Component, or if transfer is not feasible (e.g., housing privatization), the process for accounting for supported Component's real property. All BRAC actions impacting Joint Bases' real property need to be considered in developing the transfer actions. Also review geographically separated locations currently accounted for by Joint Base installations that are transferring facility management functions and make recommendations on future real property reporting and accountability.
- Establish a detailed timeline that lays out the critical path of required actions, to include the staffing of the agreements, signature authority, and any congressional notifications that will be necessary.
- Develop policy recommendation for handling of executed existing real property conveyance documents such as:
 - i. Tenant real estate agreements (e.g., leases, easements and other outgrants)
 - ii. Privatized assets
 - iii. Supporting ingnants
 - iv. Financial documents.
- Develop policy recommendation for land use and real property planning issues.

4.14.3.11 Personal Property and Plant Equipment (PP&PE). The SWG will develop policy on transfer of PP&PE to the supporting component.

- Develop a strategy for assessing the PP&PE inventory at Joint Bases and propose an investment strategy for Components to reach a common condition standard across the Joint Base inventory.
- Make recommendations on both timing and scope of the PP&PE transfer to the supporting Component, or if transfer is not feasible, the process for accounting for supported Component's PP&PE.
- Establish a detailed timeline that lays out the critical path of required actions.
- Develop policy for handling of executed existing PP&PE documents such as financial documents and inventory lists.

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4.14.3.12 Procurement Operations. The SWG will develop the procurement construct for Joint Basing implementation.

- Establish guidance for consolidating procurement operations.
- Ensure required contingency capability is not adversely impacted.
- Develop the process to define mission procurement operations versus installation procurement operations at the Joint Bases.

4.14.3.13 Command Authority. The SWG will make recommendations regarding Joint Basing implementation.

- Determine the command authorities and responsibilities of the JBC during the transition period and after full implementation.
- Identify legal concerns with "fleeting-up" of the Deputy JBC for Joint Basing implementation (see paragraph 4.14.3.14).

4.14.3.14 Organizational Construct. The SWG will make recommendations regarding Joint Basing implementation.

- Review the possibility of establishing standardized Joint Base organizational structures.
- Review the possibility of the Deputy JBC assuming command as JBC (i.e., "fleeting-up").
- In coordination with the FM SWG, review the feasibility of all DoD Components at a Joint Base transferring TOA to the supporting Component for Installation Support functions.

4.14.3.15 Legal Support. The SWG will develop supplemental guidance for Joint Basing implementation.

- Provide factors for local commanders to consider when developing variance requests.

4.15 Supporting and Supported Components

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4.15.1 Assign functional experts to assist OSD functional leads to:

4.15.1.1 Complete refinement of definitions, output performance metrics, and cost drivers for all Installation Support functions.

4.15.1.2 Staff the SWGs to provide input to supplemental Joint Basing guidance.

4.15.1.3 Address specific issues that are identified by the installations during implementation.

4.15.2 Submit actual Fiscal Year (FY)05 and FY06 and budgeted FY07 costs by functions listed in attachment (D) for each Joint Base installation to the ICC. This data call will include information for the cost drivers and identify FY05 delivered performance output levels.

4.15.3 Evaluate the impacts of Joint Basing implementation consolidation actions on on-going or proposed Competitive Sourcing actions under Office of Management and Business (OMB) Circular, Performance of Commercial Activities (A-76) at Joint Base sites and make recommendations to DUSD(I&E) for continuing the actions. All on-going or planned competitive sourcing actions at Joint Base sites shall comply with OMB Circular A-76, DoD Competitive Sourcing guidance, and related statutory obligations. The recommendation should be consistent with the Component's overall plan for conducting competitive sourcing actions.

4.15.4 Evaluate the impact of consolidating similar activities where one activity is performed under contract and another activity is performed by DoD civilians. In this event, appropriate compliance with OMB Circular A-76, DoD Competitive Sourcing guidance, and related statutory obligations is required. Recommendations to privatize or divest (except housing and utilities privatization as provided below) require compliance with the Circular's definition of these terms.

4.15.5 Housing Privatization. Review existing deal structures – including those currently in contract development – with private sector entities at installations where housing is already privatized or in progress. These privatized entities will take on the role of a supported organization and continue their relationship with other installation supporting services and activities. Portfolio management/oversight will remain with the Components identified in the partnership. At appropriate Joint Base

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installations, the supporting Component will take advantage of opportunities to expand existing privatization projects to include other non-privatized housing.

4.15.6 Utilities Privatization. In coordination with the supported Components, the supporting Component will be responsible to consider all on-going efforts and make a recommendation to DUSD(I&E) to suspend, cancel, continue or merge evaluations of their utility systems. The recommendation will be based on the potential to achieve the greatest efficiency, system reliability, and aggregated buying power.

4.15.7 Supporting Components

4.15.7.1 Be responsible for overall implementation of Joint Basing at the Joint Base.

4.15.7.2 Assign the JBC billet, set up the Joint Base Partnership Council (JBPC) and ensure that issues are resolved at the lowest level possible. Issues that cannot be resolved by the JBPC will be elevated through the JMOS to ensure a joint perspective is maintained on all issues.

4.15.7.3 Provide Installation Support services at the established common output levels to all of the Defense activities located on a Joint Base. Provide requested support to non-DoD Federal activities to the extent that capabilities exist, mission assignments and the law permit, and in the best interest of the United States Government IAW reference (c).

4.15.7.4 Program and budget at the established output levels, codified in the MOAs, at all installations for which the Component is the designated supporting command.

4.15.7.5 Provide transparent cost reporting feedback to the supported Component(s) by function annually. Identify disparities between resourcing levels and actual execution costs. Work with the supported Component(s) to resolve cost disparities in an equitable manner.

4.15.7.6 Review existing contract with private sector entities at installations where activities under the purview of USD(P&R)

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(attachment (E)) have been or are anticipated to be privatized under DoDI 1015.13 and other authorities, and ongoing privatization actions.

4.15.7.7 The JBC shall consult with all affected Components regarding any new mission bed-down and other land use issues on the Joint Base. In accordance with the Federal Property Act and 10 U.S.C. 2696, the JBC shall ensure that all property is screened for use by other military departments prior to offering for disposal.

4.15.8 Supported Components

4.15.8.1 Assign personnel for the military JBI billets identified in the implementation plan/MOA.

4.15.8.2 Cooperate with implementation of the Joint Base by providing requested data.

4.15.8.3 Execute the transfer of TOA and real property to the supporting Component as detailed in the implementation plan and documented in the MOA and directed by the Program Budget Decision (PBD) or Program Decision Memorandum (PDM).

4.15.8.4 Review existing contracts with private sector entities at installations for activities under the purview of USD(P&R) (attachment (E)) have been or are anticipated to be privatized under DoDI 1015.13 and other authorities, and ongoing privatization actions.

4.16 Intermediate Command Summit. Army - Installation Management Command (IMCOM) Regions, Navy - Commander Navy Installations Command (CNIC) Regions, Marine Corps - Deputy Commandant for Installations and Logistics (DC(I&L)), and Air Force - Major Command Installation Mission Support (MAJCOM/A7 or equivalent MAJCOM office).

4.16.1 The Intermediate Command that is responsible for the supporting Component at a Joint Base shall ensure functional expertise is available as needed to support the Joint Base Installation Support functions.

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4.16.2 Establish an oversight group that will be responsible for providing intermediate approval authority between the JBPC and the SIMG as part of the JMOS. This group will include senior leadership representation, responsible for regional oversight of Installation Support functions, from each of the supported Component(s), hosted by the supporting Component.

4.17 Joint Base Partnership Council (JBPC)

4.17.1 The supporting Component will stand up a local council with representation from the major supported Component(s) and tenants on the Joint Base. This council will be chaired by the JBC after implementation. During development of the implementation plan, the council will consist of senior representation from each of the affected installations, chaired by the supporting Component installation representative. Recommend establishing an executive committee to oversee the Functional Working Groups (FWGs), described below, and provide updates to the JBPC.

4.17.2 During development of implementation plan, the Joint Bases will organize into FWGs for the process of developing the optimal organizations. The FWGs should have equal representation from the supported and supporting Components and will work toward a consensus in developing the optimal organization. Necessary variations to the Joint Base structure need to be agreed to at the lowest possible level and approved by the JBPC. Where consensus is not attainable, issues will be raised through the JMOS for dispute resolution. An OSD oversight contract will provide on-site support to the Joint Bases to assist with this process. Additional guidance on the organizational construct will be provided in supplemental guidance. The purpose of the FWGs is to detail the process of consolidation for each function. Establishment of the following FWGs are recommended at a minimum:

4.17.2.1 Facilities (Sustainment, Restoration and Modernization, Operations, and New Footprint)

4.17.2.2 Fire Protection and Emergency Services, Emergency Management, and Readiness Engineering

4.17.2.3 Environmental Services (Environmental Compliance, Pollution Prevention, Environmental Conservation, and Environmental Restoration)

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- 4.17.2.4 Housing (Family Housing Services, and Unaccompanied Personnel Housing)
 - 4.17.2.5 Community Services (e.g., MWR, Child and Youth Programs, Warfighter and Family Services, and Lodging)
 - 4.17.2.6 ITSM
 - 4.17.2.7 Supply Logistics (Supply, Storage, and Distribution (Munitions, if applicable, and Non-Munitions))
 - 4.17.2.8 Community Logistics (Food Services, and Laundry and Dry Cleaning)
 - 4.17.2.9 Transportation Logistics (Base Support Vehicles and Equipment, and Installation Movement)
 - 4.17.2.10 Command Support (Command Management, Installation Chaplain Ministries, Installation Public Affairs, Legal Support, Financial Management, Management Analysis, Installation Safety, and Procurement Operations)
 - 4.17.2.11 Security Services (Installation Law Enforcement Operations, and Installation Physical Security Protection and Services)
 - 4.17.2.12 Operational Mission Services (Airfield Operations, Port Services, and Small Arms Range Management (if applicable))
- 4.17.3 CIVPERS functions will not be consolidated at a Joint Base. Some MILPERS sub-functions (see attachment D for definition) may be consolidated where practical. An HRM FWG shall be established at the Joint Base sites to ensure proper implementation of the HRM policies developed in accordance with Section 3.2.2.
- 4.17.4 Develop the MOA establishing the Joint Base, utilizing a template to be provided in supplemental guidance.

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- 4.17.4.1 Develop requests for any variations from the BRAC 2005 Joint Basing Implementation Guidance (or any supplemental guidance issued pursuant thereto) and submit to the JMOS. The ICC is the approving authority for variations.
- 4.17.4.2 Develop requests to deviate from the output levels established by the ICC for demographics, mission, geography or market reasons. Document approved deviations in the MOA as the approved output levels that will be delivered by the supporting Component. The ICC is the approving authority for deviations.
- 4.17.5 Immediate Efficiencies. The JBPC may be able to identify areas where savings are immediately achievable such as consolidating service requirements and minor organization consolidation. Installations may begin these implementation actions prior to submitting the MOA. However, all savings and efficiencies must be reflected in the MOA. All actions should be reviewed in context of this guidance and the future Joint Base construct to ensure sub-optimization does not occur that will inhibit future savings.
- 4.17.6 Public Awareness Plan. Develop and execute a strategic public awareness plan to communicate the intent and impacts of implementing Joint Basing. The purpose of the plan and subsequent installation announcements is to keep the public aware of what changes will occur, why they are being implemented, and how they will impact military, civilian workforce and surrounding communities. The ASD(PA) will provide additional guidance to this plan and coordinate with all the SWGs to ensure consistency of information. Union notification, if applicable, must be considered prior to public announcements and coordinated with USD(P&R).

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ATTACHMENTS

- A. Joint Bases
- B. Definitions
- C. Acronym List
- D. Installation Support Function Definitions
- E. Table for DoD Ownership
- F. Joint Management Oversight Structure
- G. Schedule of Events

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ATTACHMENT A. JOINT BASES

Joint Base Lewis-McChord, WA: installation management functions move from McChord Air Force Base (AFB), WA to Fort Lewis, WA.

Joint Base McGuire-Dix-Lakehurst, NJ: installation management functions move from Naval Air Engineering Station Lakehurst, NJ, and Fort Dix, NJ, to McGuire AFB, NJ.

Joint Base Andrews- Naval Air Facility Washington, MD: installation management functions move from Naval Air Facility Washington, MD, to Andrews AFB, MD.

Joint Base Anacostia-Bolling, DC : installation management functions move from Bolling AFB, DC, to Naval District Washington at the Washington Navy Yard, DC.

Joint Base Myer-Henderson Hall, VA: installation management functions move from Henderson Hall, VA, to Fort Myer, VA.

Joint Base Elmendorf-Richardson, AK: installation management functions move from Fort Richardson, AK, to Elmendorf AFB, AK.

Joint Base Pearl Harbor-Hickam, HI: installation management functions move from Hickam AFB, HI, to Naval Station Pearl Harbor, HI.

Joint Base Lackland-Sam Houston-Randolph, TX: installation management functions move from Fort Sam Houston, TX, and Randolph AFB, TX, to Lackland AFB, TX.

Joint Base Charleston, SC: installation management functions move from Naval Weapons Station Charleston, SC, to Charleston AFB, SC

Joint Base Langley-Eustis, VA: installation management functions move from Fort Eustis, VA, to Langley AFB, VA.

Joint Base Little Creek-Story, VA: installation management functions move from Fort Story, VA, to Commander Naval Mid-Atlantic Region at Naval Station Norfolk, VA.

Joint Region Marianas, Guam: installation management functions move from Andersen AFB, Guam, to Commander, U.S. Naval Forces, Marianas Islands, Guam.

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ATTACHMENT B. DEFINITIONS

Base Realignment and Closure (BRAC) 2005. BRAC is a process that Department of Defense uses to more efficiently and effectively support its forces, increase operational readiness, and facilitate new ways of doing business. The 2005 round is the fifth since the process was initiated in 1988, and it is the first since 1995. Included in the recommendations are transfer of installation management functions at designated installations from one or more Components to a lead (supporting) Component and establishment of Joint Bases.

Billet. Personnel position or assignment filled by a designated Component.

Common Delivery of Installation Support (CDIS). The framework to provide for the optimum consolidation and consistent delivery of installation support at established DoD common output level standards. CDIS includes the development of common definitions, programming models, performance metrics, and output levels for installation support functions to assist DoD Components in apportioning and managing limited resources. Intent is to promote cost transparency and more consistent programming and budgetary decisions. CDIS will also facilitate the consolidated delivery of installation support by prescribing updated policies and guidance to improve installation support agreements.

Common Output Level Standards (COLS). Output or performance level standards established by the Department of Defense for installation support using a common framework of definitions, outputs, output performance metrics, and cost drivers for each installation support function. These standards provide a description of the capability associated with the particular installation support function. Specifically, in this guidance, COLS refers to output levels established by the ICC for installation support at Joint Bases.

Component. OSD, the Military Departments (including the National Guard and Reserve components), the Chairman of the Joint Chiefs of Staff, the Combatant Commands, the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities of DoD.

Cost Driver. The primary measure that is responsible for variation in resources required to deliver a function or subfunction. Some examples of cost drivers are base population (or a subset such as assigned military personnel), facility square footage, acres or number of requisitions.

Deviation. As used in this guidance a formal request by the Joint Base to establish an output metric at a level different from the COLS established by the ICC. COLS deviations can be for the entire Joint Base or for a subset on the Joint base such as a Security deviation for an area that requires extra patrols.

Embedded Units. Military units belonging to a Supported Component embedded into the supporting Component's Installation Support Organization. The JBC may provide

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direction to the supported Component's embedded military units that provide Installation Support. Direction is limited to the control necessary to accomplish duties in their functional specialty in support of the Installation Support mission. Administrative control and operational control will be retained by their parent Component.

Facilities Operations Model (FOM). FOM is a budgeting tool being developed to help forecast future financial resources in the Program Objective Memorandum (POM) to support Facilities Operations or FO (formerly known as Real Property Services). FOM includes these primary service activities: Fire Protection and Prevention; Emergency Management; Utilities; Pavement Clearance; Refuse Collection and Disposal; Real Property Leases; Grounds Maintenance and Landscaping; Pest Control; Custodial; Real Property Management and Engineering Services. To the maximum extent possible, FOM uses commercial benchmarks for the frequency and standards of service in arriving at the cost associated with each of the activities. The FO program includes manpower authorizations, contracts, peculiar and support equipment, and associated costs belonging exclusively to the function and required to plan, manage, and execute the function.

Facilities Modernization Model (FMM). Programming model used by DoD for estimating dollar requirements for modernizing facilities under the control of the U. S. Military Services and the Defense Agencies. Recapitalization requirements are calculated for each facility category at individual installations for each year of the Future Years Defense Program (FYDP) based upon real property assets and planned future changes.

Facilities Sustainment Model (FSM). Programming model used by DoD to project costs to keep Component's inventory of good facilities good, based on commercial benchmarks for maintenance and repair. FSM is used to predict the level of investment required to provide for routine facilities maintenance and recurring, schedulable repairs.

Full Operational Capability (FOC). The end of the Joint Base transition period at which the resources, property, personnel, and authority for installation management functions have been transferred to the supporting Component.

Geographically Separated Location (GSL). GSLs are Component, non-adjacent installations or facilities whose relative proximity to a Joint Base makes it feasible to receive Installation Support functional services from a Joint Base installation. Support for GSLs will transfer to the supporting Component in the same manner as the rest of Installation Support, including real property and a TOA adjustment, unless a variance is approved.

Implementation Plan. The Implementation Plan is a part of the Joint Base MOA that details a plan of action and milestones (POA&M) for fully establishing the Joint Base.

Initial Operational Capability (IOC). The beginning of the period of transition to the Joint Base, marked by the stand-up of the JBC.

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Installations Capabilities Council (ICC). The ICC's primary role is to oversee development and implementation of DoD Installation Support policy and resolve disputes on Installation Support between DoD Components.

Installation Management. In this guidance refers to resourcing and execution of the Installation Support functions defined in attachment (D).

Installation Support. Any of the five categories of services and support activities through which the Department of Defense engages in life-cycle management of its installations: Facilities, Services, Family Housing, Environment, and Base Realignment and Closure. Program element definitions for Facilities, Environment, and other installation support functions are maintained by the Deputy Under Secretary of Defense (Installations and Environment) and Director, Program Analysis and Evaluation

Installation Services Model (ISM). Part of the CDIS initiative to develop a predictive cost model for installation support services and environmental functions. Model will be based to the greatest extent practicable on industry standards and will provide tiered output levels for each function allowing risk-based programming decisions.

Installation Support Functions. CDIS-identified resource bins that clearly articulate the scope of services provided by the functions from an accounting perspective. The functions are defined in attachment (D).

Installation Support Mission. Tasks assigned to the JBC to provide the Installation Support functions to all Joint Base tenants.

Intermediate Command Summit. Part of the JMOS for each Joint Base, the Summit has representation from the Component installation management echelon immediately above the Joint Base installations; chaired by the supporting Component.

Inter-service Support. Support provided by one DoD activity to a DoD activity of another Military Service, Defense Agency, Unified Combatant Command, Reserve Components or Field Activity.

Intragovernmental Support. Support provided by a DoD activity to a non-DoD Federal activity and vice versa -- does not include support provided to or received from foreign governments.

Joint Base. A location designated in BRAC 2005 as having installation management functions transferred from one or more installations to another installation.

Joint Base Commander (JBC). Billet established by the supporting Component dedicated to the delivery of Installation Support at the Joint Base. The JBC has the authority and responsibility for effectively using available resources for planning, organizing, directing, coordinating, and controlling the delivery of Installation Support as detailed in the MOA.

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Joint Base Installation. The 26 Component installations listed in reference (b), page 221, that will become the 12 Joint Bases listed in attachment (A).

Joint Base Integrated (JBI) Billets. Supported Component military members that are detailed into Installation Support billets in the Joint Base organization. JBI billets will report administratively and operationally to the Supporting Component.

Joint Base Partnership Council (JBPC). The local leadership group at the Joint Base responsible for overall implementation of Joint Base guidance. The JBPC consists of senior representation from each of the affected installations.

Joint Base Working Group (JBWG). Action officer level working group chaired by a member of DUSD(I&E) Installations Requirements and Management (IRM) with representatives from the Military Components. The JBWG reports to the ICC and SJBWG.

Joint Management Oversight Structure (JMOS). Structure established for each Joint Base depicted in attachment (F). The JMOS is responsible for development, approval and compliance of the Joint Base MOA. The structure will provide a basis for equitable conflict resolution and resource allocation between the Components at a Joint Base.

Marine Corps Community Services (MCCS). The structure that provides the DoD defined programs of Marine Corps Exchange; MWR; Family Services; Child Care; and Off-Duty and Voluntary Education.

Memorandum of Agreement (MOA). The MOA is the binding document for each Joint Base that describes the organization structure, resourcing, output levels, dispute resolution and other agreements developed between the Components. Included in the MOA will be the Joint Base Implementation Plan. The MOA will be signed by the Component Vice Chiefs of Staff.

Output. Installation Support function product or service delivered to customers.

Output Levels. A specific level of performance of an output provided on an installation. The ICC will set the output level for each output of each Installation Support function for all Joint Bases. However, each Joint Base has the ability to request deviations to the output levels based on mission, geography, demographics, or market.

Output Performance Metrics. A measure of the quality, timeliness, and/or accuracy of an output provided at a Joint Base.

Planning, Programming, Budgeting and Execution (PPBE) System. The process used by DoD to establish the framework for decision making on future programs. The purpose of the PPBE System is to produce a plan, a program, and finally, a budget for the Department of Defense. The budget is forwarded in summary to the President for his

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approval. The President's budget then is submitted to the Congress for authorization and appropriation.

Personal Property and Plant Equipment (PP&PE). PP&PE is defined as those items used, but not consumed, to produce goods or services in support of the organization's mission. PP&PE includes: office equipment, industrial plant equipment, vehicles, material handling equipment, construction equipment, automated data processing (ADP) equipment, government-furnished equipment (GFE) acquired by the Federal Government or a contractor, and leased assets (capital or operating). PP&PE includes Class 3 and Class 4 property (Industrial and Non-Industrial Equipment). PP&PE does not include: inventory items (e.g., items intended for sale), operating materials and supplies, real property, or items of an historical nature.

Public Awareness Plan. Plan developed by the JBPC that communicates the intent and impacts of implementing Joint Basing. The purpose of the plan and subsequent installation announcements is to keep the public aware of what changes will occur, why they are being implemented, and how they will impact military, civilian workforce and surrounding communities.

Quality Rating (Q-rating). A condition index assigned to each facility in the real property inventory, which is based on the amount of work required (in dollars) to return the facility to full capability. The rating scheme is a function of all programmed restoration and modernization requirements for a facility, including the replacement of damaged or obsolete facilities, divided by plant replacement value (PRV). The calculation does not include sustainment or deferred sustainment costs, although it may include restoration costs caused by deferred sustainment.

Senior Installations Management Group (SIMG). Part of the JMOS, the SIMG consists of the senior representatives of the Military Departments Installation Management Organizations. This group reviews Joint Basing issues and resolves any questions that are passed to them from the Intermediate Command Summit. Also makes Joint Basing policy recommendations to the ICC.

Senior Joint Base Working Group (SJBWG). Part of the ICC, this working group oversees the development of Joint Bases. Chaired by DUSD(I&E) with members from each of the Components' Installation Management leadership, the SJBWG develops policy recommendations on Joint Basing for the ICC.

Sub-function. Logical grouping of outputs of an Installation Support function. Sub-functions are defined for accounting purposes and typically have a common cost driver.

Sub-working Group (SWG). The SWGs consist of functional experts that will resolve the complex and intricate policy supporting Joint Basing implementation. The SWGs will be chaired by an OSD lead and will have representatives from each Component. A member of the JBWG will be assigned as a liaison to each SWG.

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Supported Component. Components identified in BRAC 2005 as transferring installation management functions to another Component at a Joint Base.

Supporting Component. The Component identified in BRAC 2005 as having installation management functions transferred to them from one or more supported Components and is now responsible for providing Installation Support for the entire Joint Base.

Tenants. Any unit or organization, both DoD and non-DoD, at a Joint Base not specifically attached to the Joint Base Command, e.g., mission commanders, DLA, Defense Intelligence Agency (DIA), TMA, and National Guard.

Total Obligation Authority (TOA). The budget authority granted (or requested) from Congress in a given fiscal year for a DoD Component.

Variance. Formal request to diverge from this BRAC 2005 Joint Basing Implementation Guidance including organizational structure/alignment, real property and TOA transfer. All variances will require supporting justification to be included as an integral part of the MOA previously approved by the ICC.

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ATTACHMENT C. ACRONYM LIST

A-76	Performance of Commercial Activities
ACMC	Assistant Commandant of the Marine Corps
ACSIM	Assistant Chief of Staff for Installation Management
ADP	Automated Data Processing
ADS	Advanced Degaussing System
AF/A7C	Air Force Office of The Civil Engineer
AFB	Air Force Base
AFCB	Armed Forces Chaplain Board
AFRC	Armed Forces Recreation Center
AFRTS	Armed Forces Radio and Television Service
ARFF	Aircraft Rescue and Fire Fighting
ASD(HA)	Assistant Secretary of Defense for Health Affairs
ASD(NII)	Assistant Secretary of Defense for Networks and Information Integration
ASD(PA)	Assistant Secretary of Defense for Public Affairs
ASD(SOLIC)	Assistant Secretary of Defense for Special Operations and Low Intensity Conflict
ATC	Air Traffic Control
ATCALS	Air Traffic Control and Landing System
AUEL	Automated Unit Equipment List
AWB	Air Weapons Bulletin
BD/BR	Building Demolition/Debris Removal
BEEF	Base Engineer Emergency Force
BRAC	Base Realignment and Closure
BSV&E	Base Support Vehicles and Equipment
CCD	Confraternity of Christian Doctrine
CD	Compact Disk
CDIS	Common Delivery of Installation Support
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CIVPERS	Civilian Personnel
CNIC	Commander Navy Installations Command
COLS	Common Output Level Standards
COMSEC	Communication Security
CONUS	Continental United States
COOP	Continuity of Operations
COR	Contracting Officer Representative(s)
DC(I&L)	Deputy Commandant for Installations and Logistics
DERP	Defense Environmental Restoration Program
DIA	Defense Intelligence Agency
DLA	Defense Logistics Agency
DMS	Defense Messaging System
DoDAF	DoD Architecture Framework
DoDCIO	DoD Chief Information Officer

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DoDI	Department of Defense Instruction
DoD	Department of Defense
DoDEA	Department of Defense Education Activity
DP	Disaster Preparedness
DR	Disaster Recovery
DRMO	Defense Reutilization and Marketing Office
DRSN	Defense Red Switch Network
DSM	Demand Side Management
DSN	Defense Switched Network
DTR	Defense Transportation Regulation
DUSD(A&T)	Deputy Under Secretary of Defense for Acquisition and Technology
DUSD(CI&S)	Deputy Under Secretary of Defense for Counterintelligence and Security
DUSD(I&E)	Deputy Under Secretary of Defense for Installations and Environment
DUSD(L&MR)	Deputy Under Secretary of Defense for Logistics and Material Readiness
DUSD(MCFP)	Deputy Under Secretary of Defense for Military Community and Family Policy
DUSD(MPP)	Deputy Under Secretary of Defense for Military Personnel Policy
DVD	Digital Video Disk
DWCF	DoD Working Capital Funds
EAP	Employee Assistance Program
EEO/EO	Equal Employment Opportunity/Equal Opportunity
EMR	Electro-Magnetic Roll
EOD	Explosive Ordnance Disposal
ERP	Environmental Restoration Program
ESD	Electrostatic Discharge
ESPC	Energy Savings and Performance Contracts
ESQD	Explosive Safety Quantity Distance
FDA	Food and Drug Administration
FIFO	First In, First Out
FNDH	Foreign National Direct Hires
FNIH	Foreign National Indirect Hire
FO	Facility Operations
FOC	Full Operational Capability
FOD	Foreign Object Damage
FOIA	Freedom of Information Act
FOM	Facility Operations Model
FSMB	Food Services Management Board
FTE	Full-Time-Equivalent
FWG	Functional Working Group
FY	Fiscal Year
FYDP	Future Years Defense Program
GAL	Global Address List

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GFE	Government-Furnished Equipment
GPC	Government Purchase Card
HERO	Hazards of Electromagnetic Radiation to Ordnance
HHG	Household Goods
HR	Human Resources
HRM	Human Resources Management
HSA	Headquarters and Support Activity
I&L	Installations and Logistics
IAVA	Information Assurance and Vulnerability Assessment
IAW	in accordance with
ICC	Installations Capabilities Council
IG	Inspector General
IMCOM	Installation Management Command
IOC	Initial Operational Capability
IP	Internet Protocol
IRM	Installations Requirements and Management
ISM	Installation Support Model
ISSA	Inter-Service Support Agreement
IT	Information Technology
ITSM	Information Technology Services Management
JBC	Joint Base Commander
JB	Joint Base Integrated
JBPC	Joint Base Partnership Council
JBWG	Joint Base Working Group
JCSG	Joint Cross Service Group
JMOS	Joint Management Oversight Structure
LE	Law Enforcement
LMR	Land Mobile Radio
MAJCOM	Major Command
MAJCOM/A7	Major Command Installation Mission Support
MCCS	Marine Corps Community Services
MEC	Munitions and Explosive of Concern
MHE	Material Handling Equipment
MILCON	Military Construction
MILPERS	Military Personnel
MILSTRIP	Military Standard Requisitioning and Issue Procedures
MLA	Mail List Agent
MMHE	Munitions Materiel Handling Equipment
MMRP	Military Munitions Response Program
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Fund
NAFI	Non-appropriated Fund Instrument
NCES	Network Centric Enterprise Strategy
NEPA	National Environmental Policy Act

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NFSS	National Federation for Food Services Safety
NMCI	Navy Marine Corps Intranet
NOC	Network Operations Center
NSPS	National Security Personnel System
OC&IE	Organizational Clothing and Individual Equipment
OCONUS	Outside the Continental United States
OGC	General Counsel of the Department of Defense
OHE	Ordnance Handling Equipment
OMB	Office of Management and Business
OS	Operating System
OS&D	Over Short and Damage
OSHA	Occupational Safety and Health Administration
OSI	Open System Interconnect
OSD	Office of the Secretary of Defense
P2	Pollution Prevention
PA	Public Affairs
PA&E	Program Analysis and Evaluation
PBD	Program Budget Decision
PCS	Permanent Change of Station
PDA	Personal Data Assistants
PDM	Program Decision Memorandum
PE	Program Element
PGM	Precision Guided Munitions
POA&M	Plan of Action and Milestones
POL	Petroleum, Oil, and Lubricants
POM	Program Objective Memorandum
POV	Privately Owned Vehicle
PP&PE	Personal Property and Plant Equipment
PPBE	Planning, Programming, Budgeting, and Execution
PPBES	Planning, Programming, Budgeting, and Execution System
PQDR	Product Quality Deficiency Report
PRV	Plant Replacement Value
PWS	Performance Work Statements
QA	Quality Assurance
QAE	Quality Assurance Evaluator
QD	Quantity-Distance
QE	Quality Evaluation
R&D	Research and Development
RCIA	Rite of Christian Initiation for Adults
RPI	Real Property Inventory
SBU	Sensitive but Unclassified
SIMG	Senior Installations Management Group
SJBWG	Senior Joint Base Working Group
SRC	Security Risk Category
SWG	Sub-working Group
TAC	Transportation Account Code

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TCTO	Time Compliance Technical Order
TDY	Temporary Duty
TERPS	Terminal Instrument Procedures
TMA	Tricare Management Activity
TOA	Total Obligation Authority
UCMJ	Uniform Code of Military Justice
UPH	Unaccompanied Personnel Housing
USD(AT&L)	Under Secretary of Defense for Acquisition, Technology, and Logistics
USD(C/CFO)	Under Secretary of Defense (Comptroller/Chief Financial Officer)
USD(I)	Under Secretary of Defense for Intelligence
USD(P)	Under Secretary of Defense for Policy
USD(P&R)	Under Secretary of Defense for Personnel and Readiness
USDA	United States Department of Agriculture
WMM	Waste Military Munitions
VCNO	Vice Chief of Naval Operations
VCSA	Vice Chief of Staff of the Army
VCSAF	Vice Chief of Staff of the Air Force
VTC	Video Conferencing

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ATTACHMENT D. INSTALLATION SUPPORT FUNCTION DEFINITIONS

Airfield Operations: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Airfield Operations including weather, air traffic control (ATC), terminal airspace management, airfield and flight management, RADAR, Air Traffic Control and Landing System (ATCALs) (including off airfield navigational aids) and communications systems maintenance, airfield equipment, transient services, liaison with Installation Movement for the provision of airfield passenger and cargo terminals, and support to assigned, tenant, and transient U.S. military aircraft and aircrew.

Sub-function 1: Airfield Support. Serves as liaison with other government agencies and other augmentation services (e.g., Agriculture, Customs, Immigration, Homeland Security). Provides weather observations, forecasts, briefings, and weather warnings, watches and advisories. Provides flight planning functions and access to flight information publications. Issues Notices to Airmen (NOTAMS), prior permission to land authorizations, and civilian aircraft landing permits. Maintains aircrew lounge. Includes secondary emergency response notification, and dissemination of airfield command and control information. Provides for the safe, orderly, and expeditious flow of arriving and departing air traffic and control of the vehicular traffic operating on the airport movement area. Air Traffic Control includes approach control, tower, flight following, ground controlled approach, and en route services. Provides a safe and efficient airfield environment to support aircraft operations including coordination of airfield operations and maintenance activities, Foreign Object Damage (FOD) program, training for airfield vehicular control, BASH/wildlife management activities, and ensuring runways, taxiways, lighting, etc. are operational and meet applicable requirements.

Sub-function 2: Airfield systems and equipment maintenance. Provides for the maintenance of air traffic control and airfield systems/equipment. Provides required operational availability of communication systems through preventative and corrective maintenance, testing, calibration and certification/validation. Provides required operational availability of ATCALs systems through preventative and corrective maintenance, testing, calibration and certification/validation.

Sub-function 3: Aircraft Services. Provide ground services to all transient and locally assigned aircraft. Ground services include marshalling, parking, towing, and aircraft servicing/starting to ensure safe and efficient ground movement and positioning of aircraft, to include de-icing service, LOX/NOX service, as well as service to visiting aircrews and dignitaries. Includes operation of required equipment.

Child and Youth Programs: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Child and Youth Programs to assist DoD military and civilian personnel in balancing the competing demands of family life and the accomplishment of the DoD mission by managing and delivering a system of quality, available and affordable programs and services (child development, school age, and youth program services) for eligible children and youth from birth through 18 years of age.

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Sub-function 1: Provide Child Development, School Age Care and Youth Programs.

Provide facility based, home based, and outreach child care and youth services through trained staff for children of DoD personnel, ages birth through 18 years. Care and services are designed to protect the health and safety of children and youth to promote their physical, social, emotional and cognitive development. (In accordance with DoDI 6060.2, 6060.3 and 6060.4.)

Sub-function 2: Provide Youth Program Services. Provide a comprehensive series of planned and self-directed activities and events responding to the recreational, developmental, social, physiological, psychological, cultural, and educational needs of eligible youth. Youth programs are offered within a physically and emotionally safe environment that includes appropriately trained support staff in designated facilities and locations. (In accordance with DoDI 6060.4.)

Command Support: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute the functions that support installation headquarters and command structure. Command Support includes Command Management, Installation Public Affairs, Legal Support, Financial Management, Management Analysis, Procurement Operations, Installation Safety, Installation Chaplain Ministries, and Installation History and Museums. Command Support includes the following commander support programs: Postal Services, Honors and Protocol, Command Advisory Services, Administration Management, Executive Office, and Inspector General and Internal Review. Installation Public Affairs includes distribution of internal (Command) information such as base newspapers, newsletters, internal TV command channels, base guides/brochures, military radio and TV stations, information hotlines, and on-site internal information support; Public Information (Media Relations) such as press releases, media training, media outreach, imagery support, media escort, and medial engagement/interview preparations, Community Relations, and Website Content Management. Legal Support includes Administrative Law, Military Justice and Law Enforcement, Land, Facilities and Installation Operations, International Law, Commercial and Business Law, Claims, and Legal Practice. Financial Management includes program and budget analysis and development, financial advisory services and customer support, budget execution support, accounting liaison services, regulatory control of all appropriated funds, financial services, and system support. Management Analysis includes strategic planning, requirements development, performance management systems, and organizational structure analysis. Procurement Operations includes purchasing, leasing, and obtaining supplies, services, and non-MILCON construction. Procurement Operations also includes providing business advice, customer education, contract operations, and Government Purchase Card (GPC) surveillance/management. Installation Safety includes training, inspections, evaluations and technical consultations; mishaps, near misses, and complaint investigations; and safety awareness programs for airfield, ground, industrial, off-duty recreational, range, explosives, and traffic safety. Installation Chaplain Ministries includes worship services, rites, ordinances, sacraments, and special events chaplaincy education and training, advice to Commander, chaplain counseling, and care. Installation History and Museums includes providing an objective, accurate,

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descriptive, and interpretive record of unit/installation/service activities in peace and war and the management of museums and acquisition and management of historical artifacts.

The Command Support program is divided into nine functions. The functions and sub-functions are:

1. Command Management

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute oversight and administration for the installation in support of military and business operations, sustainment of a positive command climate, executive support to quality of life initiatives and enhanced community relations. Services include: Postal Services, Honors and Protocol Functions, Command Advisory Services, Administrative Management, Executive Office, and Inspector General and Internal Review.

Sub-function 1: Administrative Management. Actions required to manage routine and priority correspondence, Freedom of Information Act (FOIA) and Privacy Act Services, Civilian Check-in Processing, Congressional Inquiries, maintain recall rosters, provide Privacy Act services and base locator service.

Sub-function 2: Executive Office. Includes Commander, Deputy Commander and/or Executive Officer and direct support staff. Maintains base calendar and base / installation Commander's personal calendar.

Sub-function 3: Postal Services. Process incoming, and outgoing official, personal, intra-area/theater mail and private carrier items. Provide postal finance services (money orders, stamps, etc.) at OCONUS military post offices.

Sub-function 4: Records Administration Services. Provide life cycle management of records.

Sub-function 5: Honors and Protocol Functions. The honors and protocol function consists of providing assistance, advice, and guidance for traditional and assumed ceremonial honors; support for distinguished visitor events; officially hosted functions; and official social functions, and special events (including air-shows and base open houses). These services are provided at both the component and installation level.

Sub-function 6: Advisory Services. Provides advice and services to ensure compliance with appropriate laws and regulations governing EEO/EO, Affirmative Employment Program, Employee Assistance Program (EAP) Services, civilian and military drug test administration, and senior enlisted services.

Sub-function 7: Inspector General and Internal Review. Provides advice for matters relating to fraud, waste, and mismanagement in the programs and operations of the department and subordinate commands. This includes but is not limited to: inspection and investigative capabilities; IG activities, including complaint investigation/resolution; administering plans, training and operations for all IG activities for the command and assigned or attached units; managing and resolving IG complaints and/or assistance requests in support of the Installation Commander. Also

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includes best business practices in support of the command missions by providing a full range of internal audit and analytical services. Provides audit compliance and follow-up services to protect command interests and ensure benefits of internal and external audits are realized.

2. Installation Public Affairs

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Installation Public Affairs functions to provide trusted counsel to senior leaders and ensure the free flow of information about the policies, programs, and priorities of the Department of Defense. This communication function is conducted through various public affairs programs, notably internal information, public information and community relations in support of various outreach efforts that enhance the understanding of the U.S. military by internal and external audiences.

Sub-function 1: Internal (Command) Information. Command information is for internal audiences (i.e., service members, civilian employees, retirees, family members, and contractors). Command information can include information about strategic and short-term goals, rights and benefits of the organization's members, and morale-building news and feature stories that highlight members of the organization.

Elements of this sub-function include: base newspapers, newsletters, internal TV command channels, base guides/brochures, marquees/signage, military radio and TV stations, contingency communication plans, communication training, information hotlines, and on-site internal information support (e.g., commander's calls).

Sub-function 2: Public Information (Media Relations). Public information requires the release of timely and accurate information about military activities and operations to external audiences, primarily through the mass media. This sub-function includes: press releases, media training, response to queries, installation spokesperson statements, media outreach, imagery support, media escort, and media engagement/interview preparations.

Sub-function 3: Community Relations. Community Relations is the interaction between U.S. military installations and their surrounding or nearby civilian communities. Elements of this sub-function includes: special event coordination, community liaison, community support requests, tours/embarkation/orientation flights, speeches/speakers bureaus, legislative liaison, public inquiries, and interaction with Small Disadvantaged Businesses and Historically Black Colleges and Universities.

Sub-function 4: Website Content Management. Assess the need, requirement and suitability for release of information via the World Wide Web in support of command (internal) information, public information, and community relations. This sub-function includes the technical aspects of website content management as well as reviews for security, accuracy, propriety and policy.

3. Legal Support

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Legal Support functions to meet the installation legal support mission requirements involving: administrative law practice; military justice and law enforcement practice; land, facilities, and installation operations practice; international

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law practice; commercial and business law practice; labor practice; claims practice; and legal assistance practice. Excludes operational law and admiralty and maritime law.

Sub-function 1: Administrative Law Practice. Provide legal services with respect to administrative law opinions, adverse administrative actions, administrative discharges, other administrative boards, standards of conduct and ethics, article 138 and 139 complaints, civilian misconduct, Inspector General (IG) investigations, commander directed investigations, accident/mishap investigations, congressional inquiries, legal opinions on Freedom of Information Act (FOIA) requests, member financial responsibility, committees and working groups, on base private organizations, command authority and responsibility.

Sub-function 2: Military Justice and Law Enforcement Practice. Provide legal services in support of Uniform Code of Military Justice (UCMJ) actions including general courts-martial, special and summary courts-martial, Article 15 actions, and advice to commanders, victim witness assistance program, advisement/training of law enforcement and investigative agencies, Article 137, UCMJ training, and magistrate's court.

Sub-function 3: Land, Facilities, and Installation Operations Practice. Provide legal services in support of installation land and facilities operations including real property issues (acquisition, management, and disposal of real property including water rights, utility systems, and facility privatization initiatives), legislative jurisdiction, facilities management, environmental protection (enforcement actions, permits, compliance inspections, clean air, clean water, review of state/local administrative rulemaking, legislative agenda, legal notices, installation restoration program, and environmental planning including compliance with the National Environmental Policy Act), occupational safety and health, and natural, cultural, and historic resources protection.

Sub-function 4: International Law Practice. Provide legal services in support of foreign criminal jurisdictions, foreign tax relief, foreign civil litigation, foreign environmental laws, international agreements, and host nation legal advice.

Sub-function 5: Commercial and Business Law Practice. Provide legal services in support of contractor or government procurement claims and termination actions, bid protests, pre- and post-award contract advice, bankruptcy actions and intellectual property claims, contract ratification actions, procurement fraud, non-appropriated fund instrumentalities, contractor employee issues, competitive sourcing, taxation, and personal property.

Sub-function 6: Personnel Law Practice. Provide legal services in support of adverse personnel actions and civilian employee litigation, civilian employee administrative litigation, bargaining unit matters, department of labor actions, office of personnel management claims, affirmative action plans, and contractor employee issues.

Sub-function 7: Claims Practice. Provide legal services in support of tort claims, medical law programs, personnel claims, pro-government claims, and disaster response.

Sub-function 8: Legal Assistance Practice. Provide legal services in support of legal assistance, powers of attorney/notary services, income tax program, and preventative law program.

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4. Financial Management (FM)

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, identify, justify, control, execute, record, and analyze funds to operate an installation, meeting all regulatory and statutory requirements, and providing fiscal advisory support to Installation Commander, staff, and customers. Includes program and budget analysis and development; financial advisory services and customer support; budget execution support; accounting liaison services; regulatory control of all Appropriated Funds; and financial services and system support.

Sub-function 1: Program and Budget Analysis and Development. Provide management and oversight of budget year(s) resources. Provide activities necessary to obtain funds in accordance within approved guidance, following all applicable laws and regulations to report to higher headquarters in a timely and accurate manner.

Sub-function 2: Fiscal Advisory Services and Customer Support. Provides liaison, financial process improvement, and staff assistance and advice to Commander, staff, and external agencies.

Sub-function 3: Budget Execution Support. Provide management and oversight of current year budget resources. Provide activities necessary to spend funds in accordance with an approved plan, following all applicable laws and regulations, correctly reporting all funding and financial transactions, and reporting status to all appropriate parties in a timely manner.

Sub-function 4: Accounting Liaison Services. Provides for initial Quality Assurance (QA) of financial transactions, entry of transactions into a commitment register, manage the life cycle of a transaction, reconcile prior year obligations and receivables, Foreign National Indirect Hire (FNIH) and Foreign National Direct Hires (FNDH) OCONUS, document control to include the input of reimbursable funding.

Sub-function 5: Regulatory control of all Appropriated Funds. Provides for management of fund certification authority appointments, reconciliations of funding documents with accounting system to include reimbursable programs, oversight of funding appropriations (PTA), and certifying year-end reporting program adjustments.

Sub-function 6: Financial Services and System Support. Provides financial services and system support for DoD mandated systems, service unique systems, and all other official financial systems.

5. Management Analysis

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute strategic analytical support throughout the management organization in order to achieve performance improvements, optimize resources, provide decision support and realize efficiencies. Management Analysis services includes strategic planning, requirements development, performance management systems, and organizational structures analysis.

Sub-function 1: Strategic Planning Support. Provide strategic direction to the enterprise to include developing strategic/business plans. Optimize business processes to achieve organizational goals.

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Sub-function 2: Requirements Development Support. Analyze installation requirements to include development of models and templates, support of Program Objective Memorandum (POM) and command plans, and recommended distribution of available resources. Develop strategic sourcing/commercial activity studies. Negotiate, develop and maintain support agreements; implement methods, models and process; and develop documentation that supports resourcing decisions.

Sub-function 3: Performance Management Systems. Develop metrics to assess delivery effectiveness for installation support services. Evaluate performance against standard benchmarks and recommend improvements.

Sub-function 4: Organizational Structures Analysis. Develop and document courses of action to optimize installation capabilities and organizational structures that satisfy changing/emerging requirements. Collect and analyze data for base realignment and closure (BRAC) actions and evaluate implementation results.

6. Procurement Operations

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Procurement Operations including business advice, customer education, contract operations, GPC surveillance/management, and business relationships integral to purchasing, leasing, obtaining supplies, services, and non-MILCON construction for and in direct support of installations.

Sub-function 1: Business Advice and Customer Education. Provides prudent business advice and customer education in acquisition planning, solicitation, evaluation, negotiation, award, administration, and contract closeout. Business advice involves interaction with customers and vendors regarding all aspects of contracting. Customer education encompasses formal/informal training to facilitate an understanding of acquisition and stakeholders' roles and responsibilities inherent in the process.

Sub-function 2: Contract operations. Fulfills a customer's requirements by providing the planning, solicitation, evaluation, negotiation, award, administration, and closeout of a contract action. Also provides guidance and oversight of the Contracting Officer Representatives (COR)/Quality Assurance Evaluators (QAE) program.

Sub-function 3: GPC surveillance/management. Provides guidance, training, and oversight of the government purchase card program.

7. Installation Safety

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Installation Safety functions to ensure prevention of accidents and mitigation of risk to the lowest acceptable level. It requires anticipation, education, promotion, recognition, evaluation, investigation, and management of the risk of unintended losses to acceptable levels, while maintaining the capability to respond and recover from incidents that degrade the mission. Safety activities include training, inspections and evaluations, investigations, technical consultations, and safety awareness promotions. Installation Safety sub-program areas include, but are not limited to:

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airfield safety, ground safety, occupational/ industrial safety, off-duty recreational safety, range safety, explosives safety and traffic safety. Installation Safety excludes aviation operational safety, maritime safety, space/missile safety, nuclear surety, acquisition system safety of weapon system development, and centralized technical support from safety centers. Also excluded is occupational health which includes industrial hygiene, occupational medicine, hearing conservation, ionizing radiation, radiofrequency radiation, laser safety, and other aspects of occupational health services as defined in Program Element Code 807705 (reference DoD 7045.7-H).

Sub-function 1: Training. Provides resources to educate personnel in safety techniques, concepts and principles to maintain a healthy work environment and conduct operations (on and off duty, occupational and operational support) in a safe and healthful manner. This sub-function includes the following elements: scheduling, developing, delivering, monitoring, evaluating, maintain currency and quality, and course completion documentation.

Sub-function 2: Inspections, evaluations, and technical consultations. Identify and assess risks to people, facilities and equipment and communicate findings and recommendations and provide technical consultations to responsible authorities in support of DoD operations. This sub-function includes the following elements: annual inspections, high-interest inspections, spot inspections, work place/site/operation inspections, program evaluations, staff assistance visits, specialty inspections (e.g., daycare, preseason sports, ranges, industrial areas, traffic, magazines, etc.). This sub-function also includes the following elements: environmental differential pay assessments; technical interpretations of standards and policy, site planning, deviations, waivers, exemptions, and variances; design and engineering reviews; labor relations and consultations; plans and SOP reviews; license and permit preparation and/or review/approval boards, conferences, meetings; liaison with other agencies; trend analysis; military training/ operations; inter-disciplinary/cross-functional coordination (e.g., occupational health, fire protection, environmental, security, etc). Includes evaluation of ISSA/MOU/MOA.

Sub-function 3: Mishaps, near misses, complaint investigations. Identification of mishap causal factors and potentially unsafe practices or conditions, and recommendations for corrective actions to prevent mishap recurrence and reduce hazardous conditions. This sub-function includes the following elements: mishap screening (FECA, police blotters, fire response report, hospital admission/disposition information), notifications, investigation, report reviews/coordination, report processing, mishap log, board appointments, Command level reviews (e.g., Fatality Review Board, Mishap Review Board, etc.), countermeasure development, malfunction recording for components, and OSHA recordkeeping.

Sub-function 4: Safety awareness programs. Current, relevant, and user-friendly information is easily available to promote safety. This sub-function includes the following elements: safety awards; outreach programs, promotions, and marketing.

8. Installation Chaplain Ministries

Function definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Chaplain Ministries to advise and assist commanders in

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providing for the free exercise of religion as guaranteed by the Constitution. Military Chaplains implement the Command's religious program through the provision of religious, ethical, spiritual, moral, and family ministry utilizing personnel, religious support equipment, and financial resources.

Sub-function 1: Worship Services, Rites, Ordinances, Sacraments, and Special Events. Provide for or perform worship services and sacramental, ceremonial or religious life cycle acts. Examples of this sub-function include, but are not limited to: worship services, prayer breakfasts, invocations and benedictions, funerals, weddings, religious ceremonies, anointing of the sick, and other observances.

Sub-function 2: Chaplaincy Education and Training. Conduct education and training in areas including ethics, relational and life skills, cross cultural issues, personal and spiritual well being, crisis and suicide prevention, domestic violence, values training, character development, pre- and post-deployment, warrior transition, generational and gender issues. Conduct education, training, professional development and sustainment for Religious Ministry Personnel, including assigned Reservists and Chaplain Candidates.

Sub-function 3: Advice to Commander, Chaplain Counseling, and Care. Provide advice to the commander in the matters of religion, morals, ethics and morale. Provide counseling, support and care for Service members (Active duty, Guard and Reserve), family members and other authorized personnel. Examples of this sub-function include, but are not limited to: advisement on religious accommodation, advisement on the impact of religion on military operations, confidential/privileged communications, spiritual formation, pre-sacramental instruction, ministry of presence, individual/group crisis/emergency response/intervention, death and grief counseling, casualty notification support, workplace, hospital, home and confinement facility visitation, 24-hour on-call support, and participation on installation and/or unit councils.

9. Installation History and Museums

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute to ensure the collection and preservation of an objective, accurate, descriptive, and interpretive record of unit/installation/service activities in peace and war. Includes writing command histories, museums management and acquisition and management of historical artifacts to include collection, accountability, cataloging, conservation, interpretation and educational programming for both service and public audiences.

Sub-function 1: Historian and Archives. Provides an objective, accurate, descriptive, and interpretive record of unit/installation/service activities in peace and war.

Sub-function 2: Museums and Historical Objects. Includes management of museums and acquisition and management of historical artifacts.

Community Logistics: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute the installation food services and laundry and dry cleaning services. Installation Food Services includes the operation and administration of

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installation, remote, and flight/ground support feeding but excludes costs of food, costs of non-installation field support, Hospital Food Services, and Basic Allowances for Subsistence. Laundry and dry cleaning services include cleaning and pressing textiles, garments, linens and other fabrics. Includes organizational clothing and individual equipment, other articles required by the installation, and the sewing on of rank and unit patches on service member's initial issue of clothing.

The Community Logistics program is divided into two functions. The functions and sub-functions are:

1. Laundry and Dry Cleaning

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute to provide or make available laundry and dry cleaning services to clean and press textiles, garments, linens, and other fabrics. Includes Organizational Clothing and Individual Equipment (OC&IE) and other articles required by the installation. Includes the sewing on of rank and unit patches on service member's initial issue of clothing.

Sub-function 1: Laundry. Provide laundry service (cleaned in a water-based system) to manufacturer's label or customer specifications: includes items that are cleaned, properly packaged, finished includes pressing, starching, folding, or other specified requirements and returned to customer, as required. This includes specialized items such as medical items potentially contaminated by blood-borne pathogens or in contact with illness. May include but is not limited to items such as: towels, clothing, and linens.

Sub-function 2: Dry Cleaning. Provide dry cleaning service (cleaned in other than water-based system) to manufacturer's label or customer specifications to include items cleaned, pressed, properly folded, packaged, and returned, as required. May include but is not limited to items such as: window treatments, ceremonial uniforms, parkas, and flags.

2. Food Services

Function definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute for the operation and administration of installation food service for authorized patrons including installation feeding, remote feeding, and flight/ground support feeding as applicable. Excludes the costs of food, costs of non-installation field support, Hospital Food Services, and Basic Allowance for Subsistence.

Sub-function 1: Installation Feeding. Provide individual meals in a permanent establishment located in the main cantonment area to authorized patrons for consumption on the premises or for carryout. Elements of this sub-function include ordering, receiving, storing, inventory and accounting of food and expendable supplies; preparing and serving food using DoD Worldwide menu specifications to support Component's menu; conducting Component's menu planning in accordance with Surgeon General, USDA and FDA nutritional criteria and guidelines; providing sanitation and subsistence security (in accordance with USDA, OSHA, FDA and National Federation for Food Services Safety (NFSS)); conducting accounting to include: cash controls and headcount procedures; conducting Food Services facilities

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and program management (to include Customer Awareness/Customer Service, Food Services personnel training, chairing Food Services Management Board (FSMB), budget formulation and execution, Awards programs, contingency/surge planning) in accordance with applicable standards; and performing Contracting Officer's Representative/Quality Assurance evaluation contract compliance duties (to include Performance Work Statements (PWS), participating in source selection panels and contract negotiations as required).

Sub-function 2: Remote Feeding. Provide meals in a remote or geographically separated facility (from the main cantonment area) to authorized patrons for consumption at the remote facility (missile launch facilities, small island locations, fire stations, and/or field feeding sites). Elements of this sub-function include ordering, receiving, storing, inventory and accounting of food and expendable supplies; providing appropriated fund (APF) essential feeding; preparing and serving food using DoD Worldwide menu specifications to support Component's menu; conducting Component's menu planning in accordance with Surgeon General, USDA and FDA nutritional criteria and guidelines, providing sanitation and subsistence security (in accordance with USDA, OSHA, FDA and National Federation for Food Services Safety (NFSS)); conducting accounting to include: cash controls and headcount procedures, conducting facilities and program management (to include customer awareness, Food Services personnel training, budget formulation and execution, awards programs, contingency/surge planning) in accordance with applicable standards; and performing Contracting Officer's Representative/Quality Assurance Evaluation contract compliance duties (to include Performance Work Statements (PWS), participating in source selection panels and contract negotiations as required).

Sub-function 3: Flight/Ground Support Feeding. Provide individual or group meals such as flight meals, box meals, prepared bulk hot foods (field feeding) in a permanent establishment in the main cantonment area for pickup for authorized patrons. This includes ordering, receiving, storing, inventory and accounting of food and expendable supplies; preparing and serving food using DoD Worldwide menu specifications to support Component's menu; conducting Component's menu planning in accordance with Surgeon General, USDA and FDA nutritional criteria and guidelines, to provide sanitation and subsistence security (in accordance with USDA, OSHA, FDA and National Federation for Food Services Safety (NFSS)); conducting accounting to include: cash controls and headcount procedures; conducting facilities and program management (to include customer awareness, Food Services personnel training, budget formulation and execution, awards programs, contingency/surge planning) in accordance with applicable standards; and performing Contracting Officer's Representative/Quality Assurance Evaluation contract compliance duties (to include Performance Work Statements (PWS), participate in source selection panels and contract negotiations as required).

Custodial Services: Inclusive of cleaning installation facilities and purchase of cleaning supplies (i.e. cleaners, waxes, toilet tissue, mops, brooms). Accounts for all activities associated with the management and costs for custodial services (i.e. carpet cleaning,

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window washing, clean and stock bathrooms, and interior building replacement of light bulbs). Includes Civilian and Military Pay for administration and contract oversight.

Emergency Management: Includes manpower authorizations, contracts, peculiar and support equipment and associated costs to plan for, prepare for, prevent, respond to, and mitigate major accidents, terrorist attacks, natural disasters, and if applicable, OPLAN execution. Includes ensuring the Installation Commanding Officer has the ability to exercise command and control emergency management functions on a scalable basis, exercising plans, training personnel, evaluating readiness, and assessing compliance.

Environmental Compliance: Support and optimize mission capability while achieving and maintaining full and sustained compliance with federal, state, and local environmental laws and regulations, Executive Orders, DoD policies, legal obligations, final governing standards (overseas requirements), and other binding agreements (see DoDI 4715.6, April 24, 1996). Environmental Compliance requires manpower authorizations, contracts, equipment, and associated costs to provide this service.
Excludes:

- A. Efforts funded under Defense Environmental Restoration Account, Conservation, Pollution Prevention, BRAC, or Occupational Health and Safety auspices;
- B. Research and Development (R&D) efforts associated with compliance, which are covered under specific R&D program elements;
- C. Normal maintenance/repair to keep systems in working order, system replacement as part of normal replacement cycle; and normal installation operations (i.e. solid waste disposal including tipping fees, landfill operations, etc.); normal wastewater treatment plants, both domestic and industrial, which are appropriately included in base operations;
- D. Upgrade/alteration of an industrial process undertaken for other than environmental purposes;
- E. Environmental certification/licenses funded separately from mandatory requirements and training;
- F. Routine pest control applications required to preserve structural integrity, properly charged to RPM and health applications, such as, mosquito control.

Environmental Conservation: Actions to protect, enhance, and sustain mission capability through effective planning and management of natural and cultural resources to guarantee DoD access to air, land, and waters. Conservation includes sustainable use of resources for the public benefit. This includes actions to comply with requirements such as laws, Executive Orders, DoD policies, final governing standards (foreign requirements) and other binding agreements (see DoDI 4715.3, May 3, 1996). Environmental Conservation requires manpower authorizations, contracts, equipment, and associated costs to provide this service.

Environmental Pollution Prevention (P2): P2 is any action that is designed to strengthen mission capability by reducing the environmental footprint and minimizing impacts, while reducing total ownership costs. P2 programs are the preferred means of achieving

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environmental compliance; protecting human health; reducing the use of hazardous materials; and minimizing the volume of waste and pollutants. P2 includes planning, advocacy, and actions to reduce or eliminate (rather than control or treat) the future impact that an operation may have on the environment (including natural infrastructure) through the source reduction of pollutants, more efficient use of natural resources, recycling (programs and equipment investments), and/or reduced emissions of toxic and other undesirable materials or wastes. This covers, but is not limited to, installation level pollution prevention plans, assessments, equipment and projects. It includes any laws, Executive Orders, or DoD policies that apply specifically to pollution prevention efforts (see DODI 4715.4, June 18, 1996). Pollution Prevention requires manpower authorizations, equipment, contracts, and associated costs to provide this service. This function definition excludes:

1. Recurring solid waste recycling operations and administration for curbside pickup services and composting which is covered in FOM.
2. Research and development efforts associated with pollution prevention, which are covered under specific R&D program elements.
3. Normal infrastructure maintenance and repair to keep a system in good working order or system replacement as part of normal replacement cycles.
4. Activities funded in the DoD Working Capital Funds (DWCF), which are charged to the appropriate DWCF program elements.
5. Non-Installation Support activities funded as part of a larger system acquisition program, which should be separately identified through cost accounting codes under the main system.
6. Medical and radioactive waste.

Environmental Restoration:¹ Environmental Restoration is the study, cleanup, and other actions taken to address contamination from past DoD activities to protect human health and the environment. The Defense Environmental Restoration Program (DERP) applies to releases of Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) hazardous substances or pollutants or contaminants; releases of petroleum, oil, or lubricants; releases of hazardous wastes or hazardous waste constituents; releases of unlicensed low-level radioactive materials or low-level radioactive wastes; munitions and explosives of concern and/or munitions constituents; correction of other environmental damage that creates an imminent and substantial endangerment to the public health or welfare, or to the environment; and the demolition and removal of unsafe buildings and structures. Environmental restoration funds may only be used for cleanup outside of buildings or structures. Cleanup within buildings or structures is not eligible. The DERP does not include or apply to:

- a) Responses to address releases at facilities or sites outside of the United States, its territories and possessions;
- b) Responses to address releases caused by the non-military activities of the U.S. Army Corps of Engineers or that are on Department of the Army Civil Works properties;

¹ This definition of environmental restoration specifically applies to joint basing situations and therefore does not include activities at Formerly Used Defense Sites.

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- c) Responses to releases that occur solely as a result of an act of war; or
- d) Routine operation, management, or maintenance at an operating DoD facility or site that is not part of an environmental restoration activity.

Sub-function 1: Environmental Restoration Program (ERP). The ERP includes response actions to address releases of hazardous substances, pollutants and contaminants (as defined in CERCLA); petroleum, oil, or lubricants; hazardous wastes or hazardous waste constituents; and unlicensed low-level radioactive materials or low-level radioactive wastes. The ERP also includes response activities to address incidental military munitions (including munitions and explosives of concern or munitions constituents) at a relatively small number of sites and, also, military munitions sites where the following two conditions exist:

- a) The release is at a site that is not an operational range, an active munitions demilitarization facility, an active waste military munitions (WMM) treatment or disposal unit.
- b) The site was identified or included in OSD's database of environmental restoration information, and was not classified as "response complete."

Sub-function 2: Military Munitions Response Program (MMRP). DoD created the MMRP category in FY2001 to more completely address potential hazards remaining from its past use of military munitions. (As described above, a limited number of hazards associated with military munitions were addressed under the ERP as incidental to hazardous waste remediation.) The MMRP category is defined as the conduct of response actions (i.e. the identification, investigation, and removal, remedial actions, or a combination of removal and remedial actions) to address releases of munitions and explosive of concern (MEC) and/or munitions constituents (MC) where the following condition is met:

- a) The release is at a site that is not an operational range, an active munitions demilitarization facility, an active WMM treatment or disposal unit.

Sub-function 3: Building Demolition/Debris Removal (BD/BR). The BD/DR category is defined as the demolition and removal of unsafe buildings or structures at facilities or sites that are or were owned by, leased to, or otherwise possessed by the United States. Environmental restoration activities under the BD/DR category are conducted where the activities address unsafe buildings or structures and where the requirement to demolish the building or structure is an integral part of activities under the ERP or MMRP categories.

Facilities Demolition: Contains resources from any appropriation, except military construction or Environmental Restoration appropriations, specifically identified for demolition and/or disposal costs associated with excess facilities, including buildings or any other permanent or temporary structure as well as pavements, utility systems, and other supporting infrastructure. Includes environmental costs directly attributable to demolition/disposal to include inspection and removal of hazardous material (such as lead-based paint or asbestos). Excludes all demolition and disposal costs contained within the scope of individual military construction projects, BRAC funded demolition or disposal costs, and costs associated with transfer of unimproved land.

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Facilities New Footprint: Provides resources to support the erection, installation, or assembly of a new real property facility or the addition, expansion, or extension of an existing real property facility that adds to the existing facilities inventory. This also includes land acquisition. This excludes facilities restoration and modernization that does not add to the existing facilities inventory. Restoration and modernization does not include recurring sustainment tasks or certain environmental measures (such as removal of asbestos and lead paint), which are funded elsewhere. Other tasks associated with facilities operations (such as custodial services, grass cutting, and the provision of central utilities) are also not included. Funding includes manpower resources and authorizations specifically required to accomplish the new construction.

Facilities Restoration and Modernization: Provides resources for improving an inventory of facilities. Restoration includes repair and replacement work to restore damaged facilities due to accident or failure attributable to inadequate sustainment, excessive age, or other causes. Modernization includes alteration of facilities to implement a new, higher standard (including regulatory changes), to accommodate new functions, or to replace building components that typically last more than 50 years (such as foundations and structural components). Restoration and modernization do not include recurring sustainment tasks or certain environmental measures (such as removal of asbestos and lead paint), which are funded elsewhere. Other tasks associated with facilities operations (such as custodial services, grass cutting, and the provision of central utilities) are also not included.

Facilities Sustainment: Provides resources for maintenance and repair activities necessary to keep facilities in the Departments real property inventory in good working order. It includes regularly scheduled adjustments and inspections, preventive maintenance tasks, and emergency response and service calls for minor repairs. It also includes major repairs or replacement of facility components (usually accomplished by contract) that are expected to occur periodically throughout the life cycle of facilities. This work includes regular roof replacement, refinishing of wall surfaces, repairing and replacement of heating and cooling systems, replacing tile and carpeting, and similar types of work. It does not include certain restoration, modernization, and environmental compliance costs which are funded elsewhere. Other tasks associated with facilities operations (such as custodial services, grass cutting, landscaping, waste disposal, and the provision of central utilities) are also not included. This program supports all facilities reported in the real property inventory for which the Facilities Sustainment Model provides a funding requirement estimate; it excludes unreported facilities or any other facilities for which the Facilities Sustainment Model does not estimate a funding requirement.

Family Housing Services: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Family Housing Services. Includes the following installation housing services: property and asset management services for government controlled and privatized family housing, housing referral services, management of the

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family housing furnishings in government controlled or privatized housing program, and management of the overseas family housing loaner furnishings program.

Sub-function 1: Installation Housing Services for Government Controlled (e.g., Host-nation owned) Family Housing. Perform property and/or asset management services including but not limited to assignment, termination, inspections, counseling, resident relations, entitlements, determining housing requirements, planning, programming, budgeting, and execution (PPBE), interface with other organizations, studies, reporting, self-help program administration, and authorization/ requirements for moving and storing household goods.

Sub-function 2: Installation Housing Services for Privatized Family Housing. Asset management (including oversight and reporting) for privatized housing.

Sub-function 3: Installation Housing Referral Services. Provide information about community and privatized housing, rental partnership (including Rental Partnership Program), home buying and selling, self-help program, housing assistance programs, housing options, and relocation assistance to all military and eligible civilian personnel. This also includes assistance in rental negotiations, review of leases, language interpretation and translation, investigation of housing discrimination complaints, landlord-tenant mediation, counseling, availability and periodic inspection of community housing, and assistance with resolving problems with utilities connections, fees, deposits and billings. Also includes evaluating the cost and adequacy of available community housing to help determine appropriate housing allowances.

Sub-function 4: Installation Family Housing Furnishings in Government Controlled or Privatized Housing. Purchase, repair, replace, store, deliver, and dispose of family housing furniture, appliances, equipment, and authorized miscellaneous items. Installation Family Housing Furnishings also includes provision of supplemental furnishings for designated quarters for General/Flag Officers, Special Command Positions, O-7 Selects, Installation Commanders, and the Senior Enlisted Member of the Service (includes privatized housing).

Sub-function 5: Overseas Family Housing Loaner Furnishings (All locations, including Alaska and Hawaii, outside the contiguous United States). Purchase and/or rent, repair, replace, store, deliver, and dispose loaner and supplemental furnishings for military and DoD civilian personnel stationed in overseas locations.

Sub-function 6: Above Installation Level Housing Oversight Services for All Types of Family Housing. Includes strategic planning, policy development, housing information technology software and support, programs and studies, PPBE, centralized training, determining housing requirements, reviewing collection of housing allowance data, staff assistance visits, and privatization support (concept development, acquisition, and portfolio management) including contracts.

Fire Protection and Emergency Services: The protection of people, facilities, aircrews, aircraft and other assets from loss due to fire and/or explosion. It includes Fire Protection Management and Administrative Support, Fire Operations, Fire Prevention, and Disaster Preparedness (DP). These encompass HazMat activities, personnel rescue capabilities, and preliminary Emergency Medical Services for Structural Fire Protection and Aircraft Rescue and Fire Fighting (ARFF). It includes all phases of fire protection planning and

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engineering, fire prevention, fire fighting (structural and crash), and related rescue services. It includes administration involved in maintenance of fire incident and operation records and reports. Operating fire-fighting facilities, alert services, and rescue operations is included. Fire Prevention and Emergency Services establishes and conducts training programs and plans and substantiates facilities, equipment, tools, supplies, and manning. It develops fire and disaster preparedness regulations and programs to reduce fire loss and to prepare for a range of disaster scenarios. The function includes fire hazard inspection reports and ensures fire extinguishers are installed, inspected and maintained in accordance with appropriate directives. Portions of this function are included in the Emergency Management function.

Grounds Maintenance and Landscaping: Includes all associated landscaping activities, plant growth management of improved, semi-improved and unimproved land. Improved Grounds - land occupied by buildings and other permanent structures, as well as, lawns and landscape plantings on which personnel annually plan and perform intensive maintenance activities. Include the cantonment area, parade grounds, drill fields, athletic areas, green-belt along major roadways, installation entry points (primary and high use gates), picnic grounds within the cantonment area, memorials, and cemeteries. Semi-improved Grounds - Grounds where periodic maintenance is performed primarily for operational and aesthetic reasons (such as erosion and dust control, bird control, and visual clear zones for safety and/or security). This land use classification typically includes areas adjacent to runways, taxiways, and aprons; runway clear zones; safety and/or security zones (for example along fence lines); rifle and pistol ranges; weapons firing and bombing ranges; picnic areas outside the cantonment area; ammunition storage areas; missile sites; antenna facilities; industrial and fuel storage areas outside the cantonment area; staging and storage areas, remote or low use installation entry points, and shoulders of secondary roads. Unimproved Grounds - not classified as improved or semi-improved. Unimproved grounds include forestlands; croplands and grazing lands; lakes, ponds, and wetlands; and any areas where natural vegetation is allowed to grow unimpeded by maintenance activities other than an occasional thinning of brush and the creation of fire breaks for fire control. Pavement Sweeping of streets and sidewalks to remove grass and debris caused by grounds maintenance is included. Irrigation system maintenance within a grounds maintenance contract may be included in this activity to drain and charge systems, replace damaged or broken sprinkler heads, and to repair ruptured pipes. Re-lamping: replacement of light bulbs in landscape accent lighting or lighting along paths and walkways is included. Water features: operations and cleaning of manmade water features (i.e., ponds, waterfalls, and fountains) is included.

Information Technology Services Management (ITSM): Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Information Technology Services Management (ITSM). Includes the delivery of services consisting of secure and non-secure fixed voice communications, wireless voice, data and video connectivity services, video conferencing services (excludes desktop VTC Collaboration). Provides infrastructure support, including the design, install, and maintain special circuits/systems in support of life safety/security systems and monitoring/control systems. Provides Collaboration and Messaging Services including services and tools for

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workforce to communication and share information). Provides Application and Web-hosting including operation and management services required to support web and application hosting. Provides for IT Operations Center including systems and processes necessary to allow customer to have seamless access to IT applications and solutions. Provides Desktop Management Support including management and support for end-user hardware and software services and tools. Also includes Service Desk Support, COOP and Disaster Recovery support. requirements and training for common-user software applications, Information Assurance, and Multimedia/Visual Information. Provides printing, publication, and duplication services.

Sub-function 1: Fixed Voice. Fixed Voice is defined as: Maintain secure and non-secure, rapid, reliable inter/intra installation voice communications. Provide dial tone for services and associated features for standard telephone service (on-installation). This includes provision of telephone calling features (e.g., call forwarding, voice mail, call management system, caller ID, priority calling, call blocking). Provide telephone bridging capability for telephone conferencing. Provide telephone access service for: Defense Switched Network (DSN), Defense Red Switch Network (DRSN), and Commercial Local/Long Distance. Provide operator assistance, such as telephone directory assistance and connection to commercial services.

Sub-function 2: Wireless Connectivity Services. Wireless Connectivity Services is defined as: Provide wireless voice, data and video services. Management of user services for individual connectivity devices, to include pagers, cell phones, wireless enabled Personal Data Assistants (PDA), or other end user devices using wireless technology. Management of mission and organizational wireless connectivity services, supporting communications such as Land Mobile Radio (LMR), ground radio, or satellite terminal equipment.

Sub-function 3: Videoconferencing (VTC). Provide video conferencing services (Exclude: desktop VTC Collaboration). Operate and maintain sensitive but unclassified (SBU) and SECRET common user VTC Studio suite (schedule, facilitate, maintain). Provide VTC bridging services to allow multiple sessions and multiple users per session.

Sub-function 4: Infrastructure Support. Manage architecture blueprint to include quality, quantity, capacity, lifecycle maintenance history, and utilization as well as location, depth, and layout of inside and outside cable plant. Design, install, and maintain special circuits/systems in support of life safety/security systems (e.g., fire alarms, intrusion alarms, elevator emergency intercoms, telemetry, and other safety/security systems) and monitoring/control systems (e.g., water, fuel, command destruct transmitters, read back receivers, range operations, flight termination equipment/software).

Sub-function 5: Collaboration and Messaging Services. Provide services and tools for workforce to communicate and share information. Provide capability to send, store, process, and receive electronic mail and multi-media attachments. Provide capability for users to compose, format, transmit, and receive official organizational email messages at individual workstations (e.g., Defense Message System (DMS)). Provide services and tools to synergistically improve workforce efficiency including,

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but not limited to, instant messaging, virtual meeting, desktop VTC, tasking, shared calendaring, and information sharing.

Sub-function 6: Application and Web-hosting. Provide operation and management services required to support web and application hosting. Provide OS, web, and database management services to include hardware and software, system administration, configuration management, backup, archive, training and appropriate standard operating procedures. Provide for the rapid, reliable, efficient access to mission information and information systems.

Sub-function 7: IT Operations Center. The Systems and Processes necessary to allow customers to have seamless access to Information Technology applications and solutions. Provide reliable access to local and external network (includes local and remote). (Note: This includes tech control). Provide and manage a location for users to retain and retrieve digital information. Provide and manage a capability for users to convert digital information to non-digital media. Manage the underlying systems and processes that comprise a data network.

Sub-function 8: Desktop Management and Support. Provide management and support for end-user hardware and software services and tools. Provide for procurement support, delivery, and installation of the software and the hardware. Guarantees hardware and software configuration, asset management, and by an assured, secure desktop configuration. Provide hardware inventory management and software inventory and license management.

Sub-function 9: Service Desk Support. Central point of contact between users and the ITSM service organization. Provide hardware, software, telephone and customer support.

Sub-function 10: Continuity of Operations (COOP) and Disaster Recovery. Provide COOP and disaster recovery for IT services, and advise supported functional orgs. Provide IT services necessary to continue mission essential common user functions (e.g., telephone and email services) across a wide range of potential emergencies. Reconstruct all damaged/inoperable IT services. It represents the planning and actions required to resume permanent normal operations following a disaster.

Sub-function 11: Requirements and Training. Provide procedures and facilitated mechanism for users to submit and track new requirements to include configuration analysis and provisioning of approved solutions. Provide training for common-user software applications.

Sub-function 12: Information Assurance. Includes the process and infrastructure required to ensure authentication, confidentiality, availability, data integrity, and non repudiation of messages and information exchange. Provide assured data, information and system integrity through the use of defense in depth processes and capabilities. Provide all aspects of communication security (COMSEC) support. Provide physical and logical systems that provide the necessary protection and maintain the defined integrity of a data network.

Sub-function 13: Multimedia/Visual Information. Provide professional graphic illustrations, charts, posters, programs, certificates, web page graphical design, original artwork, signs, self help, consultation and life-cycle image management (accessioning). Provide professional photographic documentation of controlled and uncontrolled events delivering digital image files, photographic prints and life-cycle

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image management (accessioning). Provide authoring for interactive media (CD / DVD / internet) that can include video, audio, photos, graphics, animations, text, and data. Provide professional video documentation of uncontrolled events delivering digital video files or media and life-cycle image management. Self help video consultation services. Provide self-contained professional video or multimedia product that is completed according to a plan or script under controlled circumstances, for an intended audience, is Section 508 compliant, and life-cycle managed. Products delivered can include video tapes, Digital Video Disk (DVD) or Compact Disk (CD). Provide professional video transmission to include cable, video-teletaining uplink centers, and other video broadcast services. Does not include Armed Forces Radio and Television Service (AFRTS). Excludes combat camera.

Lodging: Includes appropriated and nonappropriated fund manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Lodging including Temporary Duty (TDY) Lodging and Permanent Change of Station (PCS) Lodging. Provides resources for lodging and related services to authorized TDY personnel to support mission readiness and maintain maximum occupancy in DoD facilities to reduce official travel costs. Provides resources for lodging and related services to authorized personnel and family members to support PCS orders for travel and maintain maximum occupancy in DoD facilities to reduce official and personal travel costs.

Sub-function 1: Temporary Duty (TDY) Lodging. Provides resources for lodging and related services to authorized TDY personnel to support mission readiness and maintain maximum occupancy in DoD facilities to reduce official travel costs.

Sub-function 2: Permanent Change of Station (PCS) Lodging. Provides resources for lodging and related services to authorized personnel and family members to support PCS orders for travel and maintain maximum occupancy in DoD facilities to reduce official and personal travel costs.

Military Personnel Services (MILPERS): Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Military Personnel Services. Includes providing customer support services that directly provide or indirectly results in tangible benefits to the military community or the mission. Provides military personnel information systems customer support services. Includes Guard and Reserve Support Services. Includes processing workforce changes required to accomplish the DoD mission.

Sub-function 1: Customer Support Services. The range of personnel support services that directly provides or indirectly results in tangible benefits to the military community or the mission. Provides military personnel information systems customer support services. Includes Guard and Reserve Support Services.

Sub-function 2: Process Workforce Changes. Processes that manage workforce changes to accomplish the DoD mission.

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Morale, Welfare, and Recreation (MWR): Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Morale, Welfare, and Recreation (MWR). Provides appropriated fund resources for all Category A activities (Mission-Sustaining Activities) in support of programs that promote the physical and mental well-being of the military member, their families, and other authorized users as defined by DoDI 1015.10 (including both deployed and post-deployed environment). Provides appropriated fund resources for all Category B activities (Community Support Programs) in support of programs, closely related to mission sustaining programs, which satisfy the physiological and psychological needs of military members, their families, and other authorized users as defined in DoDI 1015.10. Provides appropriated fund resources for all Category C activities (Revenue-Generating Programs) in support of programs at designated remote and isolated locations as defined and authorized in Enclosures 4 and 5 of DODI 1015.10.

Sub-function 1: Mission-Sustaining Programs. Provides appropriated fund resources for all activities in support of programs that promote the physical and mental well-being of the military member, their families, and other authorized users as defined by DoDI 1015.10 (including both deployed and post-deployed environment). These programs include: Armed Forces Professional Entertainment Program; Free Admission Motion Pictures; Physical Fitness and Aquatic Training; Libraries Programs and Information Services; On-Installation Parks and Picnic Areas; Basic Social Recreation Program; Shipboard, Company, and/or Unit Level Programs; Sports and Athletics (Self-Directed and/or Unit Level and/or Intramural); Single Service Member Program.

Sub-function 2: Community Support Programs. Provides appropriated fund resources for all activities in support of programs, closely related to mission sustaining programs, which satisfy the physiological and psychological needs of military members, their families, and other authorized users as defined in DoDI 1015.10. These programs include: Cable and/or Community TV; Recreation Information, Tickets, and Tours; Recreational Swimming; Directed Outdoor Recreation; Outdoor Recreation Equipment Checkout; Boating Without Resale or Private Boat Berthing; Camping (Primitive and/or Tents); Riding Stables (Government-Owned or -Leased); Amateur Radio; Performing Arts (Music, Drama, and Theater); Arts and Crafts Skill Development; Automotive Crafts Skill Development; Bowling (12 Lanes or Less); and Sports Programs (Above Intramural Level).

Sub-function 3: Revenue-Generating Programs. Provides appropriated fund resources for all activities in support of programs at designated remote and isolated locations as defined and authorized in Enclosures 4 and 5 of DODI 1015.10. Revenue-generating programs, as defined in DoDI 1015.10, include: Military Open Mess (Clubs); Restaurants, snack bars, and other food outlets; Recreational Lodging; Joint Service Facilities; Flying Program; Parachute and Sky Diving Program; Rod and Gun Program; Scuba and Diving Program; Horseback Riding; Video Program; Resale activities (e.g., audio, photo, recycling, car wash, etc.); Amusement and Recreation Machines and/or Gaming; Bowling (over 12 lanes); Golf; Boating (with

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resale or private boat berthing); and Equipment Rental (other than outdoor recreation equipment).

Pavement Clearance Services: Includes (1) Snow and ice removal from paved areas including streets, airfields, piers, walkways, and parking lots, and (2) Pavement sweeping of streets, parking lots, piers, airfield pavements, and walkways. Includes in-house and contract snow and ice removal and pavement sweeping including personnel, equipment, and supplies.

Pest Control Services: Inclusive of all contracted and in-house (e.g., supplies, labor, training, admin costs) pest control and management. Includes facility and grounds, pest monitoring, pest response and removal, and installation pest education programs. Protects installation personnel from vector borne diseases and medical pests. Medical pests are animals or plants that do not directly transmit a disease pathogen but are medically important because of biting, stinging, or other annoyance including secondary skin infection.

Port Services: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Port Services including Ship Movements, Berth Days, Magnetic Silencing, and Waterborne Spill Response at DoD and commercial seaports.

Sub-function 1: Ship Movements. Provides resources for all activities in support of ships arrival or departure from the harbor and/or mooring/anchorage within the harbor or approved anchorages. It includes all tug/pilot/harbor master services, support/maintenance and replacement costs associated with arranging and hook-up/disconnect/replacement of the hotel services while moored/anchored including cranes.

Sub-function 2: Berth Days. Provides resources for all activities in support of the Port Services Center and the dispatch watch team that manage the services delivered to a ship after its arrival and initial hook-up of all hotel services. It includes dockside services such as support service craft, boats, compressor and conveyors, ship refuse removal, Material Handling and Equipment (MH&E) for the loading and unloading of materials, equipment, stores, water freight operations onto and from ships, and the loading and unloading of aircraft onto and from ships. It also includes administration, management and training for all Port Services.

Sub-function 3: Magnetic Silencing. Provide resources for all activities that support the successful treatment, calibration, and measurement of legacy and Advanced Degaussing Systems (ADS) ships degaussing and deperming systems including the operation and maintenance of the magnetic silencing facilities, Electro Magnetic Roll (EMR), deperming facility and technical assist support magnetic silencing/deperming operations.

Sub-function 4: Spill Response. Provides resources for all activities that provide the capability to maintain a Facilities Response Team to respond to spills associated with operation of the seaport and act as first responders to waterborne spills. Includes

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containment, recovery, removal and disposal of oil and similar contaminants from coastal harbors, and waters adjacent to naval facilities.

Readiness Engineering Services: Includes Explosive Ordnance Disposal (EOD) capability and engineering combat support capabilities such as the Air Force's Base Engineer Emergency Force (Prime BEEF). Provides contingency support services to prepare for installation operations during natural disasters, major accidents, war, and other emergencies. This includes operational planning, base recovery training, and specialized equipment management. Responsible for engineering readiness support, peacetime disaster response, and contingency operations for all threat spectrums. This function is only applicable to the Military Departments and the requirement differs between Departments. Because this function is unique from the other nine functions in that it can not be modeled based on real property data, FOM will look at using manpower data provided by the Departments to model Readiness Engineering.

Real Property Management and Engineering Services: Includes (1) Facility Management and Administration and (2) Installation Engineering Services. Facility Management includes public works management costs, contract management, material procurement, facility data management (to include GeoBase), furnishings management costs, and real estate management. Installation Engineering Services includes annual inspection of facilities, master planning, overhead of planning and design, overhead of construction management, and non-Sustainment and Restoration Modernization (SRM) service calls. NOTE: Workforce includes Defense civilians, military, and contract personnel.

Real Property Leases: Those leases that are in support of the installation commander's mission (for Military Departments) or the field activity director (for DoD Agencies/Activities), that in effect, expand the "footprint" of an installation. Applies to land leases (examples: security buffer space, runway clear zones, right-of-ways, etc.) and building space (examples: "downtown" office space, warehouse space, DoD dependent school rooms, etc.). May also include other forms of leased real property (examples: paved staging area, rail yard, runway, aircraft ramp space, dock, pier, etc.). Also includes costs that may be associated with out-leases. All FO leases must be posted to the one of the Military Department's Real Property Inventory (RPI) databases (or to the Washington Headquarters Service for leases within the National Capitol Area). (see DoDI 4165.14, Inventory of Military and Real Property and DoDI 4165.70, Real Property Management).

Refuse Collection and Disposal: Accounts for all costs associated with refuse collection. Includes: (1) Non-housing and housing, and (2) Recycling operations and administration. The non-housing and housing requirement includes disposal operations, trash collection, and disposal fees. In the recycling operations requirement, curbside pickup services and composting are included.

Security Services: The Security Services program is divided into two functions. The functions are:

1. Installation Law Enforcement Operations

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Function definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute functions of Installation Law Enforcement (LE) Operations. Installation LE Operations includes enforcing federal, state and military law, enforcing installation guidance, issuance of citations, detaining suspects, motor vehicle traffic management, traffic investigations, apprehension and restraint of offenders, and crowd control, crime prevention, crime detection, LE patrols, LE liaison, apprehension of persons who commit crimes on the installation, testifying in prosecution cases and temporary detention of offenders. This includes protecting, defending, and deterring against criminal activities, conduct of minor investigations, the development of plans for the employment of law enforcement personnel, emergency response, and management as it relates to law enforcement activities and functions and which includes all processes intended to preserve the principles of law through various strategies.

2. Installation Physical Security Protection and Services

Function definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute functions of Installation Physical Security Protection and Services. This includes personnel, procedures and equipment measures employed or designed to safeguard personnel, facilities and property from loss, destruction, espionage, terrorism, or sabotage on the installation; prevent unauthorized access to facilities/installations/restricted areas, equipment, and materials. This includes regulation of people, material, and vehicles entering or exiting a designated area; mobile and static security activities for the protection of installation or government assets; conduct of physical security inspections/assessments, construction design review, special protection of high value or sensitive property and management of installation security systems, plans and funding.

Exceptions:

- Physical Security and Law Enforcement functions are core service missions and therefore all actions listed in the definitions above are also performed by military personnel. Mission support will be accounted for separately and not under installation services.
- Installation Protection Support. Includes manpower authorizations, contracts, and associated costs to implement OSD programs and policies to operate, maintain and sustain other protection program capabilities such as Antiterrorism, critical infrastructure protection; continuity of operations; and chemical, biological, radiological, nuclear, and high-explosive defense—to sustain mission operations at military installations.

Small Arms Range Management (if applicable): Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs to plan, manage, and safely maintain, schedule, operate, control and monitor ranges, and use associated airspace/sea space and safety zone environments related to fixed point (non-maneuver) ranges. Includes range administration, maintenance, and operation support services. Range areas include specifically bounded geographic areas that may encompass a landmass, body of water (above or below the surface), and/or airspace used to conduct

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operations, training of personnel, tactics, munitions or explosives. All Army and Marine Corps Small Arms Range Management elements are exempt from integration into the Joint Base construct as Army and Marine Corps ranges are mission functions and managed as part of integrated ground range complexes.

Supply, Storage, and Distribution (SSD-Munitions) (if applicable): Includes manpower authorizations, contracts, peculiar and support equipment, and the associated costs to perform the requisition, receipt, inspection, maintenance, storage, issue, shipment, safety oversight, and the disposition of munitions (Class V) and residue for various installation customers. This function only includes conventional munitions. All Air Force and Navy SSD-Munitions elements are exempt from integration into the Joint Base construct as Air Force and Navy SSD-Munitions are mission-funded functions.

Sub-function 1: Requisition (Requisition of Class V materiel to support our customers). Process requisition of munitions in support of the customer and stock level requirements using the appropriate management systems. Elements of this sub-function include: quality control/technical screening; timely requisition processing (to include modifying requisitions, cancellations); providing order status; backorder validation; reconciliation; expediting shipments; management planning (to include safety / security, munitions coordination, training and reporting); data, documents, records management and reporting.

Sub-function 2: Receipt/Customer Returns (Receipt/Customer Returns of Class V materiel to support our customer). Accept custody and/or accountability of munitions. Elements of this sub-function include: inspections; follow-up actions and processing of discrepancies as required; management planning (to include safety / security, movement coordination); data, documents, records management and reporting; post to accountable record and/or system; immediate transfer of munitions to the customer as required (i.e. bypassing storage, going directly to customer).

Sub-function 3: Store and Warehouse (Store and warehouse in properly sited magazines for Class V materiel to support customers). Physically control and protect munitions according to safety and security requirements, to support inventory management and issue processes. This includes location management and care of munitions in storage. Elements of this sub-function includes: inside and outside warehousing; condition code; compatibility; Security Risk Category (SRCs); explosives safety; environmental; shelf / service life; functional checks; Electrostatic Discharge (ESD)/ Hazards of Electromagnetic Radiation to Ordnance (HERO); climate control facilities; properly sited facilities with adequate Explosives Safety Quantity Distance (ESQD) arcs; normally first in first out (FIFO) exceptions include priority of issue due to condition, least favorable storage and oldest item; Munitions / Ordnance handling equipment (MMHE / OHE) and systems; management planning (to include safety / security); data documents, records management and reporting; physical location of the inventory; temporary storage; safe haven; repackaging and repalatization; rerehousing (moving internal assets between storage locations).

Sub-function 4: Issue/Shipment (Issue/Shipment of Class V materiel to support our customers). Provide munitions and associated materials to customers in support of their mission and/or process munitions for movement from origin to destination. For

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example: processing shipment issue document preparation, and make munitions/material physically available for customer pick-up or delivery to the customer. Elements of this sub-function include: packaging and preparation; customer vehicle inspection; issue and custody; customer pick-up and/or delivery; management planning (to include safety/security, movement coordination); training and reporting; normally FIFO exceptions include priority of issue due to condition, least favorable storage and oldest item; Security Risk Category (SRCs); force protection conditions; data, documents, records management and reporting; loading, blocking, bracing.

Sub-function 5: Inventory Management (Inventory management of Class V materiel to support our customers). Management of munitions and associated materials. For example: perform physical inventories, maintain accountability, and forecast demands and managing stockage levels. Elements of this sub-function include: materiel and munitions identification; disposal; recycle; reutilization; demilitarization; redistribution; classification/condition code determination; physical inventory; reconciliation; adjustment; location survey; causative research; equipment and munitions accountability, supplier and customer relationship management; forecasting; periodic inspections; condition code; compatibility; funding requirements; maintenance of stock records; management planning (to include safety/security, movement coordination); training and reporting; data, documents, records management and reporting; safety; surveillance; disposition.

Sub-function 6: Maintenance (Maintenance of Class V materiel to support our customers). Perform maintenance actions to maintain or return stockpile assets to serviceable conditions. Elements of this sub-function include: assembly/disassembly; Precision Guided Munitions (PGM)/Missiles testing; reconditioning; repair; modification (Time Compliance Technical Order (TCTO)/Air Weapons Bulletin (AWB); demilitarization; calibration; automated test equipment; Munitions Materiel Handling Equipment (MMHE); regrouping of lot numbers; redessiccation (moisture control); management planning (to include safety/security, movement coordination), training and reporting; data document, records management and reporting; packs and repack munitions for preservation and applied required container markings to meet standards; research special packaging instructions to ensure ordnance is properly packed for storage and transportation; and certifies/inspect ordnance scrap, residue, and associated containers as explosive free including the required documentation actions.

Sub-function 7: Surveillance (Provide munitions monitoring/inspections of all ammunition support functions. For example: issue, turn-in, receipt and storage processes). Provide munitions monitoring/inspections of all ammunition support functions. For example: issue, turn-in, receipt and storage processes. Elements of this sub-function include: Quality Evaluation (QE)/Quality Assurance (QA); processing inspection results ; periodic inspection; suspension and restrictions; container monitoring; ammunition classification; environmental testing; management planning (to include safety/security, movement coordination); training and reporting; data, documents, records management and reporting; residue inspection; Product Quality Deficiency Reports (PQDRs); ensure compliance with the applicable quantity-distance (QD) and compatibility standards; use approved facilities,

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equipment methods and approved standing operating procedures; provide technical expertise and advise in regards to supply and maintenance operations; and provide reporting of conditions and recommendation as well as technical advice concerning storage, receipt, issue, identity, inventory, care and preservation, maintenance, demilitarization, inert certification, disposal, transportation and other related functions.

Supply, Storage, and Distribution (Non-Munitions), also known as Logistics Services:

Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute to perform the requisition, receipt, storage, issue, shipment, and reutilization/disposal of the installation's materiel, products for various installation customers. Includes eight classes of supply: Class I - Subsistence; Class II - Clothing, individual equipment, tents, etc.; Class III - Petroleum, oils, lubricants; Class IV - Construction (includes fortification barrier materials); Class VI - Personal demand items (non-military sales items); Class VII - Major end items; Class IX - Repair parts and components; and Class X - Material to support non-military programs. Excludes Class V - Ammunitions, and Class VIII - Medical materiel.

Sub-function 1: Requisition (Requisition Class I, II, III, IV, VI, VII, and IX in support of providing these products to our customers).

Initiate acquisition of materiel, product and services in support of requests from a customer activity. Elements in this sub-function include: quality control/technical screening, timely document preparation, providing order status, backorder validation, reconciliation, expediting shipments, determining source of supply (i.e., contracting, MILSTRIP requisitions, local purchase), management planning, training and reporting, and data, documents, records management and reporting.

Sub-function 2: Receive (Receipt of Class I, II, III, IV, VI, VII, and IX in support of providing these products to our customers). Accept custody and/or accountability of materiel and products for customer activity. Elements of this sub-function are: verify quantity, accuracy and commodity condition, and post to accountable record and/or system, follow-up actions and processing of discrepancies as required, break bulk of consolidated shipments, immediate delivery to the customer as required, known commercially as cross-docking (i.e., bypassing storage, going directly to customer), management planning, training and reporting, data, documents, records management and reporting.

Sub-function 3: Store and Warehouse (Store and warehouse of Class I, II, III, IV, VI, VII, and IX in support of providing these products to our customers).

Physically control and protect materiel and product according to stock classification requirements, to support inventory management and issue processes. This includes location management and care of materiel and product in storage. Storage considerations include: covered and uncovered warehousing, pilferable, sensitive, classified, shelf life, product quality, functional check (i.e., calibration), Electrostatic Discharge (ESD), refrigeration, conforming hazardous material storage, conforming bulk POL storage, weapons, non-munitions, also includes preservation and packaging, FIFO (first in first out), warehousing support equipment, material handling equipment (MHE) systems and facilities, management planning, training

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and reporting, data, documents, records management and reporting, physical location of the warehouses, accommodation/ courtesy (temporary) storage.

Sub-function 4: Issue (Issue of Class I, II, III, IV, VI, VII, and IX in support of providing these products to our customers). Provide materiel and product to a customer activity in support of their mission. This includes issue document preparation, and making materiel (including small cargo) physically available for customer pick-up or delivery to the customer. Elements of this sub-function are: preservation and packaging, issue and custody documentation accountability, customer pickup and/or delivery management planning, transportation management, training and reporting data, documents, records management and reporting.

Sub-function 5: Inventory Management (Inventory management of Class I, II, III, IV, VI, VII, and IX in support of providing these products to our customers).

Management of materiel and product, which includes but is not limited to: perform physical inventories, maintain accountability, and forecast demands and managing stockage levels. Elements of this sub-function include: disposal/recycle, redistribution, classification, physical inventory, reconciliation, adjustment, location survey, causative research, property/equipment/fuel accountability, supplier and customer relationship management, demand forecasting, budgeting, maintenance of stock records management planning, training and reporting, data, documents, records management and reporting.

Sub-function 6: Reutilization of Materiel, Products and Customer Returns (Reutilization of materiel, products and customer returns, primarily Class I, II, VII, and IX in support of providing these products to our customers). Government materiel/product (to include repairables) utilization programs, which encompass redistribution, utilization, donation, sale, and abandonment or destruction of government-owned personal property. Elements of this sub-function include: redistributing materiel of all types to another supply activity/DRMO, processing repairables to the source of repair, redistributing equipment to another activity, management planning, training and reporting, and data, documents, records management and reporting.

Transportation Logistics: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to manage and administer the acquisition, dispatch, operation (includes arranging for the movement of passengers, cargo, and personal property), maintenance, and disposal of all non-tactical government owned and controlled vehicles and transportation related equipment used for the day-to-day support of installation operations. This includes, but is not limited to, vehicles (passenger carrying, special purpose and general purpose) and equipment such as railway equipment, portable generators (not supplying facility back-up power), mobile cranes, material-handling equipment, construction equipment, civil engineer support equipment, contractual transportation equipment, such as contractual bus services, vehicle leasing, and other transportation services. This does not include those vehicles and equipment used in direct connection with or in support of combat or tactical operations. This includes Installation Movement operational activities to include deployment, sustainment (resupply), redeployment, passenger services, passenger terminal and cargo handling operations to include airfield arrival/departure, personal

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property movement, Privately Owned Vehicles (POVs), mobile homes, and movement of freight.

The Transportation Logistics program is divided into two functions. The functions and sub-functions are:

1. Base Support Vehicles and Equipment (BSV&E)

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute the acquisition, dispatch, operation, maintenance and disposal of all non-tactical government owned and controlled vehicles and transportation related equipment used for the day-to-day support of installation operations. This includes, but is not limited to, vehicles (passenger carrying, special purpose and general purpose) and equipment such as railway equipment, portable generators (not supplying facility back-up power), mobile cranes, material-handling equipment, construction equipment, civil engineer support equipment, contractual transportation equipment, such as contractual bus services, vehicle leasing, and other transportation services. This does not include those vehicles and equipment used in direct connection with or in support of combat or tactical operations. The management, acquisition, and use of motor vehicles and equipment will be accomplished in accordance with existing statutes, DoD Issuances, and supporting Component Regulations.

Sub-function 1: Provide Vehicles and Equipment without Operator. Provide vehicles and equipment without operators to include Class A, Class B and Class C that supports the day-to-day operations of the installation.

Sub-function 2: Provide Vehicles and Equipment with Operator. Provide vehicles and equipment with operators to include Class C that supports the day-to-day operations of the installation.

Sub-function 3: Provide Vehicle Maintenance Services. Provide maintenance service on all non-tactical government vehicles and equipment. Services include inspections and maintenance for safety, serviceability, emissions, and unscheduled maintenance services.

Sub-function 4: Provide Transportation Services. Provide transportation services on all non-tactical government vehicles and equipment. Services include licensing and training for military and civilian drivers through written and hands-on exercises, operation and maintenance of switch engines, and acquisition of government owned vehicles and equipment.

2. Installation Movement

Function Definition: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Installation Movement activities including to administer and maintain activities and to arrange for the movement of passengers, cargo, and personal property. This also includes deployment, sustainment (resupply), redeployment, passenger services, passenger terminal and cargo handling operations to include airfield arrival/departure, personal property movement, Privately Owned Vehicles (POVs), mobile homes, and movement of freight. This support will be accomplished in

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accordance with existing statutes and DoD Issuances, United States Transportation Command Regulation (Defense Transportation Regulation (DTR)), and supporting Component Regulations.

Sub-function 1: Official passenger travel. Provide installation level passenger travel services to meet official mission travel requirements. Elements of this sub-function include: issue tickets/e-tickets for airlines, buses, rail; invoice certification; arrange group/individual moves; provide entitlement counseling; manage Space Available travel; manage entitlement extensions; passenger manifesting; facilitate ticket issuance and other passenger modes of travel; assist with travel arrangements; book reservations for airlines, buses, rail, ferry; reservations for car rentals; reservations for hotel.

Sub-function 2: Personal Property (household goods (HHG), mobile homes, and privately owed vehicles) Transportation Services. Arrange transportation services (shipment, packing, crating, drayage, temporary storage, uncrating, and unpacking of HHG at Government expense) for military and DOD civilian personal effects within statutory authority (JTR and JFTR) and applicable Service regulations. Elements of this sub-function include: procure/acquire services to ship personal property; manage entitlement extensions; process shipment documentation (customs, forms, applications, etc.); provide entitlement counseling; centralized web application/Powertrack payment processing; evaluate transportation service providers performance; process personally procured move requests; procure/acquire permanent personal property storage services; manage storage accounts; arrange deployment storage of personal effects; receive inbound shipments; and process claims (1840, 1840R—Note: Forms in Personal Property, Claims in Legal Office).

Sub-function 3: Provide Cargo Movement Services. Provide direction control and supervision of all functions incident to the procurement and use of freight transportation which consists of those common user military and commercial assets, services, and systems organic to, contracted for, or controlled by DoD, except for those that are Service unique or theater assigned. Elements of this sub-function include: shipment documentation; HAZMAT documentation; inspect HAZMAT documents; Powertrack payment processing; shipment of human remains; cargo clearance; convoy clearance; frustrated cargo; over short and damage (OS&D); storage management; pack and preserve materials for cargo shipment; pallet buildup; control containers and 463L pallets and nets; and load planning.

Sub-function 4: Provide Unit Mobility Support. Provide the capability for military forces to move to world-wide locations while retaining the ability to fulfill their primary mission. Elements of this sub-function include: process military personnel for deployment; passenger manifesting; processing military equipment for shipment personnel; receive/distribute cargo and review documentation; receive/inspect HAZMAT cargo and review documentation; coordinate and review deployment equipment list; coordinate equipment loading and unloading; perform load planning; perform intra-installation moves; document shipments; provide arrival/departure airfield function for cargo/passenger loading/off-loading; conduct installation railhead/water terminal operations for cargo loading/off-loading; conduct container yard operations; facilitate Unit Line Number (ULN) movement; support deployment/redeployment of tenant commands/units; maintain Automated Unit Equipment List (AUEL); facilitate customs check to include agricultural

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requirements; coordinate convoy road clearances; conduct redeployment support for cargo and passengers; conduct security check for unauthorized items; and arrange movement of human remains.

Unaccompanied Personnel Housing Services: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute the provision of government owned, leased, contracted, or privatized Unaccompanied Personnel Housing (UPH) for permanent party personnel, or designated for either initial military training, or other than initial military training, and military family housing units for military and eligible civilian personnel. Functional categories include: UPH including Permanent Party UPH management services, initial issue of furnishings (furniture, appliances, and equipment) for newly constructed and renovated facilities, and management of replacement furnishings (repair, replace, control, moving and handling, inventory, warehousing and disposal).

Sub-function 1: Permanent Party UPH Management Services. Housing management services provided for Permanent Party facilities (e.g., barracks, dorms, bachelor enlisted quarters, bachelor housing, senior enlisted quarters, unaccompanied/bachelor officer quarters, etc). This may include housing management services for training other than recruit basic training. (e.g., advanced individual training, advanced skills training, basic non-commissioned officer course, pipeline training, basic officer course, officer candidate school, drill sergeant academy, etc.).

Sub-function 2: Initial Issue Furnishings for UPH. Purchase furniture, appliances, and equipment for newly constructed and major renovation of UPH facilities

Sub-function 3: Replacement Furnishings for UPH. Repair, replace and manage furniture, appliances, and equipment for existing UPH inventory. Management includes control, moving and handling, inventory, warehousing and disposal.

Utilities: Includes operations of utility systems for the generation and distribution of all energy and source fuels, pneumatics, other gases, heated water, chilled water, potable and non-potable water, and ice. Includes purchase of all water, electricity, natural gas, sewage disposal, and other utilities (utility fuels, coal, coke, etc.). Includes issues of motor fuel, diesel fuel, distillates and residuals from installation fuel supplies for heating and power production for real property facilities equipment. Includes utility system privatization costs after the system has been privatized and Energy Savings Performance Contracts. The utilities activity is subdivided into two areas to allow FOM to more accurately model the requirement: Energy and Water and Waste Water. Energy includes four major areas: (1) generation of utilities/operations of utility plants, (2) purchased energy (consumption), (3) utility privatization, and (4) Energy Savings and Performance Contracts (ESPC) and Demand Side Management (DSM) contract payments. Water and Waste Water includes domestic and industrial use sewage collection and treatment by a utility provider or through installation plant operations.

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Warfighter and Family Services: Includes manpower authorizations, contracts, peculiar and support equipment, and associated costs specifically identified and measurable to plan, manage, coordinate, and execute Warfighter and Family Services to provide principal mission readiness resources for leaders at all levels, Service members and their families, qualifying DoD personnel and their families, deployed civilians, and military retirees and their families, offering information, education, prevention and intervention, and services necessary to address the unique personal and family readiness needs of the mobile and deployed military community.

Sub-function 1: Mobilization and Deployment Readiness. Provide programs and support activities designed to assist leaders at all levels and Service members and their families manage successfully the challenges of mobilization and deployments before, during, and after they occur in accordance with DoDD 1342.17 and DoDI 1342.22.

Sub-function 2: Personal and Family Life Readiness. Provide prevention and intervention programs and services for a wide range of support from individual life situations to mass casualty response and recovery. (In accordance with Public Law 103-337; DoDD 1342.17, 6400.1, 6400-1M; DoDI 6400.1, 6400.5; and DTM Domestic Abuse Victim Advocate Program, and Restricted Reporting Policy for Incidents.

Sub-function 3: Mobility and Economic Readiness. Provide timely and effective acclimation support programs and services, as well as building personal and/or family financial readiness.

Sub-function 4: Military OneSource. A personal and family readiness tool accessible 24/7, 365 days a year providing information and referral services via toll free telephone and Internet access, and offsite counseling.

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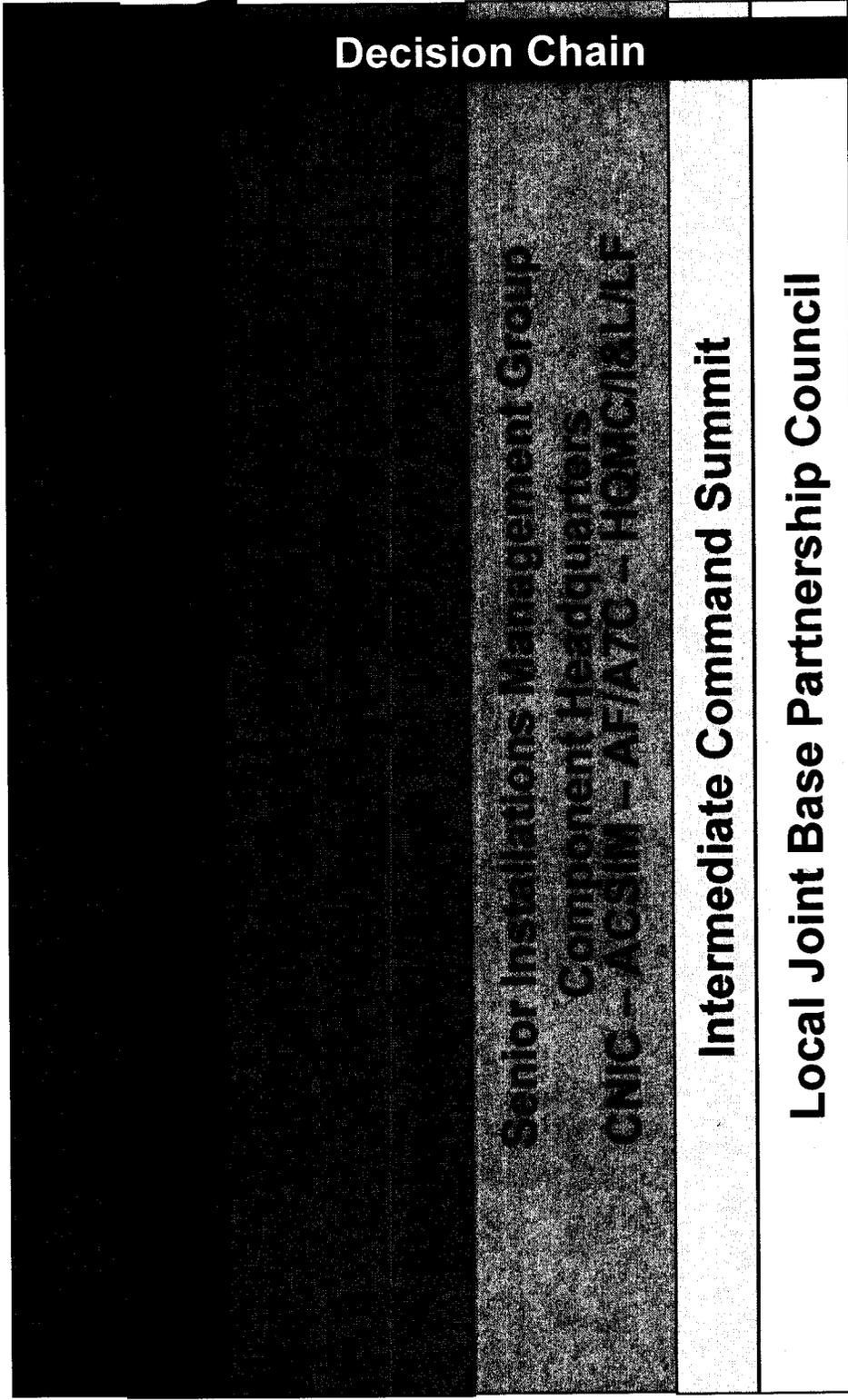
ATTACHMENT E. TABLE FOR DOD OWNERSHIP

FUNCTIONS and SUB-WORKING GROUPS	OSD ORGANIZATIONS
Airfield Operations	USD(AT&L), DUSD(I&E)
Base Support Vehicles and Equipment	USD(AT&L), DUSD(L&MR)
Child and Youth Programs	USD(P&R), DUSD(MCFP)
CIVPERS Services	USD(P&R), DUSD(CPP)
Command Support	USD(AT&L), DUSD(I&E)
Custodial Services	USD(AT&L), DUSD(I&E)
Emergency Management	USD(AT&L), DUSD(I&E)
Environmental Compliance	USD(AT&L), DUSD(I&E)
Environmental Conservation	USD(AT&L), DUSD(I&E)
Environmental Restoration	USD(AT&L), DUSD(I&E)
Facilities Demolition	USD(AT&L), DUSD(I&E)
Facilities New Footprint	USD(AT&L), DUSD(I&E)
Facilities Sustainment	USD(AT&L), DUSD(I&E)
Facilities Restoration and Modernization	USD(AT&L), DUSD(I&E)
Family Housing Services	USD(AT&L), DUSD(I&E)
Financial Management	USD(C)
Fire Protection and Emergency Services	USD(AT&L), DUSD(I&E)
Food Services	USD(AT&L), DUSD(L&MR)
Grounds Maintenance	USD(AT&L), DUSD(I&E)
Information Technology Services Management	ASD(NII)
Installation Chaplain Ministries	USD(P&R), DUSD(MPP), AFCB
Installation History and Museums	USD(AT&L), DUSD(I&E)
Installation Law Enforcement Operations	USD(P), ASD(SOLIC) & USD(I), DUSD(CI&S), USD(P&R), OUSD (P&R)PI
Installation Movement	USD(AT&L), DUSD(L&MR)
Installation Physical Security Protection and Services	USD(P), ASD(SOLIC) & USD(I), DUSD(CI&S), USD(P&R), OUSD (P&R)PI
Installation Public Affairs	ASD(PA)
Installation Safety	USD(AT&L), DUSD(I&E)
Laundry and Dry Cleaning	USD(AT&L), DUSD(I&E)
Legal Support	DoD OGC
Lodging	USD(P&R), DUSD(MCFP)
Management Analysis	USD(AT&L), DUSD(I&E)
MILPERS Services	USD(P&R), DUSD(PI)
Morale, Welfare, and Recreation	USD(P&R), DUSD(MCFP)
NAF/Exchanges	USD(P&R), DUSD(MCFP)
Pavement Clearance	USD(AT&L), DUSD(I&E)
Pest Control	USD(AT&L), DUSD(I&E)
Pollution Prevention	USD(AT&L), DUSD(I&E)
Port Services	USD(AT&L), DUSD(I&E)

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FUNCTIONS and SUB-WORKING GROUPS	OSD ORGANIZATIONS
Procurement Operations	USD(AT&L), DUSD(A&T)
Readiness Engineering	USD(AT&L), DUSD(I&E)
Real Property Leases	USD(AT&L), DUSD(I&E)
Real Property Management/Engineering Services	USD(AT&L), DUSD(I&E)
Refuse Collection and Disposal	USD(AT&L), DUSD(I&E)
Small Arms Range Management (if applicable)	USD(AT&L), DUSD(I&E)
Supply, Storage, and Distribution (Munitions) (if applicable)	USD(AT&L), DUSD(I&E)
Supply, Storage, and Distribution (Non-munitions) or Logistics Services	USD(AT&L), DUSD(L&MR)
Unaccompanied Personnel Housing Services	USD(AT&L), DUSD(I&E)
Utilities	USD(AT&L), DUSD(I&E)
Warfighter and Family Services	USD(P&R), DUSD(MCFP)

Attachment F. Joint Management Oversight Structure



Provides Management Oversight: Funding Commitment; Variances and Deviations; Agreement Approval, Adjudication, and Compliance; and Dispute Resolution

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ATTACHMENT G. SCHEDULE OF EVENTS

<u>Event</u>	<u>Target Completion Date</u>
USDs issue supplemental guidance	Within 2 months
USD (AT&L) issue MOA template	Within 2 months
ICC issue Joint Base Performance Standards	Within 2 months
<u>Phase I Installations</u>	
ICC approve variances and deviations	June 30, 2008
Components sign joint MOAs	September 30, 2008
Initial Operational Capability (IOC)	January 31, 2009
Full Operational Capability (FOC)	October 31, 2009
<u>Phase II Installations</u>	
ICC approve variances and deviations	June 30, 2009
Components sign joint MOAs	September 30, 2009
Initial Operational Capability (IOC)	January 31, 2010
Full Operational Capability (FOC)	October 31, 2010