DEPARTMENT OF THE AIR FORCE

OFFICE OF THE CHIEF OF STAFF

WASHINGTON, DC

AUG 0 1 2005

MEMORANDUM FOR ALMAJCOM-FOA/CV

FROM: HQ USAF/CV
        1670 Air Force Pentagon
        Washington, DC 20330-1670

SUBJECT: Common Delivery of Installations Support (CDIS)

In the coming months, OSD will begin a joint effort to create a Department-wide framework for the common delivery of installation support. This framework includes the establishment of new Installation Support (IS) policies along with common definitions, tiered performance standards, and metrics for installation support services to be called Common Output Level Standards (COLS). COLS would be applicable across all installations and form the basis of consistent host-tenant agreements such as the Joint Basing arrangements described in the recent BRAC announcement. See attached bullet background paper for more details on CDIS.

In July 2005, OSD will begin forming Service Standards Teams (SSTs) to develop DoD-wide Common Output Level Standards for all IS services. SSTs will be composed of DoD installation management functional experts, customers, and organizational stakeholders drawn from all the Military Components and relevant organizations within OSD. SSTs will meet in the Washington DC area in one-week sessions to accomplish the following objectives for each IS function:

- Develop common definitions for all IS services
- Identify and define discrete sub-functions for each IS service
- Establish standards of performance at four discrete output levels
- Formulate metrics to evaluate performance at each output level
- Collect rough order costing information for each sub-function

I have charged the IS functionals on the Air Staff with assembling the absolute best subject matter experts from across the Air Force to ensure success in the SST effort. As much of the functional expertise lies outside the Air Staff, many members of your respective MAJCOMs/Bases may be handpicked to participate in this effort. See attached SST schedule.

Our full attention must be committed to ensuring that CDIS policies include AF IS principles and that COLS accurately reflect all elements of our installation support programs. To ensure the Air Force synchronizes its effort on this important and far-reaching initiative, I have appointed AF/ILE as the HAF executive agent for CDIS. AF/ILE will work directly with OSD to facilitate communication, provide implementation support, and serve as liaison between the HAF/MAJCOM functionals and OSD.

As you can imagine, the CDIS initiative could have a profound impact on how the AF delivers trained Expeditionary Combat Support (ECS) forces to the warfighter, and on how installation support services are provided to the AF team at home station. I am confident that with your assistance, OSD and the military departments will develop a model that provides consistent and high quality installation support services at the best value possible, while preserving our ECS warfighting capability. My action officer for this effort is Lt Col Pat Ryan, AF/ILEP, 703-604-5295.

T. MICHAEL MOSELEY
General, USAF
Vice Chief of Staff

Attachments:
1. CDIS Background Paper
2. SST Schedule

cc:
DISTRIBUTION C

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BULLET BACKGROUND PAPER

ON

COMMON DELIVERY OF INSTALLATION SUPPORT (CDIS)

PURPOSE: To provide information on the Common Delivery of Installation Support

BACKGROUND:
- In Oct 04, OSD (I&E)'s Installation Capability Council (ICC) chartered a working group to create a DoD-wide framework for the Common Delivery of Installation Support.

DISCUSSION
- **What is CDIS?** CDIS is a framework that will consolidate agreed to installation support functions at adjacent or nearby installations under one Military Department in order to reduce duplication and save money. The goal of CDIS is to provide consistent and high quality installation support (IS) services DoD-wide at the best value possible. It is also envisioned to assist DoD Components in apportioning and managing limited resources for IS activities. CDIS initiative consists of two components -- Policy and Common Output Level Standards (COLS).

- **What Installation Support services are under CDIS?**

Facility Operations (RPS)	Environmental	Force Protection/LE/Security
Financial Mgt	Safety/Occ. Health	Laundry/Dry Cleaning
Family Services	Procurement	Command Management
Unaccompanied Housing	Human Resource Mgt	Public Affairs
Religious Services	Protocol	Supply/Fuels/Munitions
Transportation	Vehicles & Equipment	Management Analysis
Family Housing	Legal	MWR Services (Cat A, B, & C)
Info Mgt/Communication	IG	Food Services
Child Development	Airfield Ops/Mgt	Range Ops/Mgt
Port Ops/Mgt		

- **CDIS Policy**. New CDIS policies will be captured by updating existing installation management guidance, specifically DoD Directive 4001.1, *Installation Support Management*, and DoD Instruction 4000.19, *Interservice and Intragovernmental Support*. COLS will be codified in a new DoD Manual, which will be updated annually.

  -- Policy will be shaped through a series of cross-Service "pilot studies" that will be conducted between Jul and Dec of 2005. Proposed pilot studies include:

    --- Anacostia-Bolling-Naval Research Base (Navy Lead)
    --- McGuire-Ft Dix-Lakehurst (AF Lead)
    --- Ft Lewis-McChord (Army Lead)

-- <u>Guiding principles</u> for CDIS policy development include:

--- Define a process to conduct CDIS Analysis for defined situations (e.g., adjoining bases, BRAC, co-located missions, etc.).
--- Define a process to develop CDIS support agreements (SA) to include using a higher headquarters-lead "Installation Support Task Force" to facilitate tailored CDIS agreements
--- Mandate the use of COLS to ensure support agreements are enduring and enforceable
--- Establish a governance framework to preserve the integrity of the CDIS Analysis process, ensure SA compliance, and ensure tenant safeguards are built into all support agreements
--- Prescribe Support Agreement approval/arbitration authorities
--- Mandate transparent reporting - laterally and vertically

- **Common Output Level Standards (COLS).** In Jul 05, OSD will form Service Standards Teams (SSTs) to develop Common Output Level Standards for all IS services. SSTs will be composed of DoD installation management functional experts, customers, and organizational stakeholders drawn from all the Military Components and relevant organizations within OSD. SSTs will meet in one-week sessions to accomplish the following objectives:

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- **BRAC '05** recommendation calls for the following 12 Joint Basing arrangements:

-- Joint Base (JB) Pearl Harbor-Hickam, HI (Navy lead)
-- Navy Base Guam / Andersen, GU (Navy lead)
-- JB Anacostia-Bolling-Naval Research Lab, DC (Navy lead) *
-- JB Ft Lewis-McChord, WA (Army lead) *
-- JB Ft Myers-Henderson Hall, VA (Army lead)
-- Charleston/Naval Weapons Station Charleston, SC (AF lead)
-- JB McGuire-Ft Dix-Naval Air Station Lakehurst, NJ (AF lead) *
-- JB Andrews-Naval Air Facility Washington, MD (AF lead)
-- JB Elmendorf-Ft Richardson, AK (AF lead)
-- Lackland/Randolph/Ft Sam, TX (AF lead)
-- Langley/Ft Eustis, VA (AF lead)
* Designated pilot study locations

- CDIS policy and COLS will initially be used to craft tailored Support Agreements at the Joint Bases designated in BRAC '05, should it become law. In the future, CDIS policies will be applied at select locations while COLS are envisioned to be used DoD-wide.

RECOMMENDATION: None, for information only

Service Standards Teams (SST) Schedule

18 Jul – 22 Jul Installation Safety / Occupational Health	**3 Oct – 7 Oct** Environmental Conservation Installation Movement CIVPERS Administration
8 Aug – 12 Aug Religious Services Unaccompanied Personnel Housing Food Services	**17 Oct –21 Oct** Information Technology Management Analysis Law Enforcement, Security Guard/ Physical Security, Force Protection (includes Brigs)
15 Aug – 19 Aug Supply, Storage, Distribution – includes POL Family Centers Public Affairs	**24 Oct – 28 Oct** Range Operations Command Management Base Communications (includes Visual Info and Printing/Publications)
29 Aug – 2 Sep Family Housing Supply, Storage, Distribution – Munitions Legal Support	**14 Nov – 18 Nov** Financial Management MILPERS Services MWR Categories A and B
12 Sep – 16 Sep Laundry & Dry Cleaning Procurement Operations Base Support Vehicles and Equipment	**28 Nov – 2 Dec** Airfield Operations Port Operations MWR Category C - includes Lodging
19 Sep – 23 Sep Child and Youth Programs Inspector General Environmental Compliance and Pollution Prevention	Notes: 1. An effort to model the requirement for Facilities Operations (formerly Real Property Services) is currently underway. Therefore, Facilities Operations will not undergo the SST process at this time. 2. Facilities Operations includes: utilities, pest control, custodial, refuse Collection, grounds & pavement maintenance, real property leases, fire protection & emergency management, real property management & engineering services.

* Schedule is subject to be changed by OSD(I&E)