



THE SPECIAL  
ASSISTANT

OFFICE OF THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

SEP 1 2010

MEMORANDUM FOR VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
DIRECTOR, COST ASSESSMENT AND PROGRAM  
EVALUATION

SUBJECT: Joint Forces Command (JFCOM) Disestablishment Working Group

On August 16, 2010, Secretary Gates issued a memorandum, "Department of Defense Efficiency Initiatives," establishing the Efficiencies Task Force (ETF) to oversee implementation of "Track Four" initiatives announced on August 9, 2010. As discussed, you will lead the JFCOM Disestablishment Working Group, tasked to develop the implementation plan necessary to disestablish JFCOM. The primary guidance for this working group is below:

- The JFCOM Disestablishment Implementation Plan should use the proposal briefed to and approved by Secretary Gates as a point of departure, to include:
  - Transfer joint force management, training, capability development, concept development and experimentation functions to the Joint Staff, with support roles going to Services and other components as appropriate.
  - Transfer subordinate organizations based on initial proposals recommended to the Secretary by Cost Assessment and Program Evaluation (CAPE) in this decision process; and
  - Revert forces currently assigned to JFCOM back to the appropriate Service. The appropriate disposition of PACOM forces should be a part of this effort.
- The implementation plan should retain only those JFCOM functions and programs which remain relevant to current DoD missions and provide management value, and discontinue all others. JFCOM functions identified for retention and transfer should be scrubbed and streamlined in a manner that constrains the growth of unnecessary overhead in receiving organizations.
- The final product should include a diagram of current JFCOM functions, with associated manpower and resource levels, mapped against the proposed disposition of JFCOM functions, with proposed manpower and resource requirements.
- The implementation plan should seek to accomplish the disestablishment of JFCOM by September 31, 2011.

You should provide an interim update on your work by October 15, 2010 and a final plan by no later than December 10, 2010.

It is important to the success of this efficiency effort that the Working Groups use common data sources, consistent definitions, and similar formats so that the best decisions can be made. Therefore, the ETF will be a central source of data, definitions, and formats to facilitate this objective. Mr. James Briggs (James.Briggs@sd.mil) is your ETF liaison officer and



Christian Marrone is the ETF Executive Director. The ETF will coordinate interim progress review timing and final outbrief meetings as appropriate.

I appreciate your willingness to take on this task, and expect your team to have the full support and cooperation of the Department as you embark on this important work.

A handwritten signature in black ink, appearing to read "Aditya Ray". The signature is written in a cursive, flowing style with a large, sweeping flourish at the end.