

***DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 CLARK STREET, SUITE 600
ARLINGTON, VIRGINIA 22202
(703) 699-2950***

MEMORANDUM OF MEETING

DATE: July 21, 2005

TIME: 9:00 AM

MEETING WITH:

Mrs. Sallie H. Flavin, Deputy Director, Defense Contract Management Agency, (DCMA),
Phone: (703) 4281942, E-mail:sallie.flavin@dcma.mil

Col. Jamie Adams, Chief of Staff, DCMA, Phone: (703) 4281729, E-mail:
Jamie.adams@dcma.mil

Commission staff:

Thomas A. Pantelides *

SUBJECT: Recommended move of DCMA from leased space to Fort Lee, VA.

MEETING SUMMARY:

Mrs. Flavin provided a point paper on the DCMA's views of the proposed move, attachment I. The main point raised was the mission impact of moving to Fort Lee versus Fort Belvoir, Quantico, or even Scott Air Force Base. Mrs. Flavin's concern is being away from the Pentagon and a transportation center required for the world wide travel performed by DCMA staff.

BASE'S PRESENT MISSION:

DCMA is a DoD combat support organization that works with all of the services to ensure military forces receive the weapons systems, supplies and services they need. DCMA provides the full range of contract administration functions with 11,500 civilian and military professionals at 900 locations world wide. A comprehensive brief of the missions of DCMA was provided (attachment II).

SECRETARY OF DEFENSE RECOMMENDATION:

The proposal is to close Metro Park III and IV a leased installation in Alexandria, VA. and relocate DCMA Headquarters to Fort Lee, VA.

SECRETARY OF DEFENSE JUSTIFICATION:

The recommendation meets DoD's objective with regard to future use of leased space and enhanced security for DoD activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The recommendation also allows DCMA to combine its headquarters facilities from two adjacent leased buildings into one facility that meets its current space requirements.

MAIN FACILITIES REVIEWED:

I toured DCMA's headquarters building at Metro Park, see attachment III for floor plan of the headquarter building 2nd, 3rd and 5th floors. Total Square footage for the floors used by DCMA is about 74,000 for the headquarters an additional 10,000 is in another building for the international group, across the street with an additional 11,000 at GSA Springfield. DCMA has about 95,000 square feet of leased space. The proposed facility at Fort Lee will be 110,898 square feet of space, (see attachment IV)

KEY ISSUES IDENTIFIED

The organization claims a mission impact as a result of being away from a large airport and the Pentagon. We have asked for information to allow us to verify number of personnel that will be involved in the move. Additionally, the building size planned is larger than leased with amenities not available within the leased space. Of the 65 contractors 35 – 40 we were told are not mission essential and therefore are not required to be in the same building.

FOLLOW UP TO KEY ISSUES IDENTIFIED

Based on information provided from our clearing house questions (attachment V) we requested additional clarification from DCMA officials, (attachment VI). The response from DCMA explained timing differences in personnel numbers used for COBRA and currently planned. COBRA used 537 positions in calculating DCMA requirements at Fort Lee; current DCMA is authorized 654 positions with 557 positions filled. (Attachment VI page 3&5).

Additionally, the clearing house provided information indicating they were "aware of DCMA's concern about location requirements that impact transportation access." However, they believe "that access to Richmond International Airport should provide sufficient commercial airline service to meet the agency's needs." (Attachment VII). DCMA Officials disagree and do not believe that the command has had an opportunity to fully express their concerns as noted in Attachment VI.

* Denotes individual responsible for completing the memorandum

ATTN: WJ/M/2011 I

DCMA BRAC Position Paper

Background: The Defense Contract Management Agency (DCMA) is a Department of Defense combat support agency. Under the initial 2005 BRAC recommendations, DCMA Headquarters, located in the western end of Alexandria, Virginia, and several other DCMA offices in northern Virginia, have been identified for relocation to Fort Lee, Virginia. Collectively, these DCMA activities occupy about 110,000 square feet.

A major thrust of the BRAC 2005 recommendations is the relocation of activities in leased space to military installations. DCMA applauds and fully endorses this approach. However, the proposed relocation of the DCMA Headquarters and ancillary local activities to Fort Lee, Virginia, which is south of Richmond, evokes valid concerns and presents significant challenges and cost considerations that would be far less severe if the new location were on DoD-owned property in northern (rather than southern) Virginia.

Cost Considerations: The relocation of DCMA Headquarters activities from northern Virginia to Petersburg (Fort Lee), Virginia, will require the payment of Permanent Change of Station (PCS) costs to nearly 600 employees. The high value of northern Virginia homes will drive these PCS costs considerably higher than the national average, and could be in excess of \$30 million. Moreover, the PCS moves would spawn a payout of BRAC leave that could add up to another \$5-8 million. Most of these costs could be avoided if these Headquarters elements were to move to the northern Virginia installations of Fort Belvoir or Quantico.

Constrained Access to DCMA Field Operations and Customers: A significant part of the DCMA Headquarters mission requires travel to field offices and customers around the continental U. S. and at facilities overseas. This travel is reciprocal in terms of Headquarters personnel visiting their customers, and our customers visiting Headquarters. Byrd International Airport in Richmond, the closest airport to Fort Lee, does not offer the breadth of service in terms of flight selection, routes, and destinations to satisfactorily meet the Headquarters' diverse travel requirements. If DCMA Headquarters remained in northern Virginia, DCMA travelers could continue to have three major international airports for traveling to and from the Agency's 800 locations worldwide. The lesser options offered by Byrd International can be expected to expand travel schedules and erode productivity.

Mission Risk: The DCMA Headquarters mission requires access to and frequent interaction with senior-level Defense acquisition officials, customers, and stakeholders, most of whom are in the Pentagon or National Capital Region. It is through this interface that DCMA Headquarters representatives negotiate levels of support, identify and prioritize customer requirements and desired outcomes, and advise senior DoD and Military Service acquisition officials on procurement policies and strategies. These DCMA personnel also are engaged with OSD and Military Service acquisition staffs, serving on major weapons systems decision support Integrated Product Teams, policy working groups, and procurement advisory panels. This requirement will remain.

irrespective of the location of DCMA Headquarters. As such, relocation outside the National Capital Region can be expected to engender travel costs and pare productivity.

Workforce Risk: The likely declination on the part of many DCMA employees to move out of northern Virginia will result in critical skill gaps and jeopardize mission success. This reluctance to relocate is attributable in large measure to the high incidence of spousal employment among DCMA employees in northern Virginia. Moreover, a prospective move to Fort Lee will spur many Headquarters employees to seek positions with other Federal activities in the National Capital Region -- the overwhelming majority of our northern Virginia employees work in job series that are in great demand in other Federal agencies. The impact of such an exodus would be exacerbated by the ensuing difficulty of recruiting and retaining competent and experienced individuals, many of whom would be deterred from joining DCMA Headquarters by the looming relocation to Fort Lee. Moreover, it creates the potential for back-to-back Permanent Change of Station moves for new hires.

RECOMMENDATION: Modify the current proposal so that it calls for the relocation of DCMA activities in the National Capital Region to Fort Belvoir or Quantico in 2010 when the current lease expires, rather than to Fort Lee.

Addendum on DCMA Mission and Organization:

The Defense Contract Management Agency (DCMA) is a Department of Defense combat support agency. DCMA provides a broad range of acquisition-management services that ensure that the Military Services and the ultimate customer --the American warrior -- receive contracted-for supplies and services that are delivered on time, within cost, and in compliance with the quality and performance requirements set forth in the contract. With approximately 11,500 civilian and military employees, DCMA currently manages the performance of more than 315,000 prime contracts valued in excess of \$1 trillion through a network of over 800 field offices around the world primarily located in contractor plant facilities.

As the agency responsible for verifying Defense contractor compliance, DCMA is the DoD's principal source for quality assurance. Throughout the acquisition life cycle, DCMA technicians, engineers, quality assurance representatives and administrative contracting officers work closely with the buying components of the Military Services to ensure they receive quality products and services. DCMA also does work for NASA, the Transportation Security Administration, the State Department, as well as many foreign governments through the Foreign Military Sales program.



Welcome to the Defense Contract Management Agency.

Who Are We?



The Defense Contract Management Agency, or D-C-M-A, is a Department of Defense combat support organization that works with the Army, Navy, Air Force and Marines to ensure that our military forces receive the weapons systems, supplies and services they need to defend America. This presentation will describe what we do, how we're organized and the vital role we have in the Defense contracting business.

900 Locations Worldwide

11,500 Civilian & Military Professionals at 900 Locations

- Throughout the U.S. and 26 Foreign Countries
- Managing 360,000 Prime Contracts valued at more than one trillion dollars
- Contributing to U.S. Military Readiness 24/7

DCMA professionals perform a number of important duties in manufacturing plants and contractor facilities throughout the United States and across the globe. Our engineers, quality assurance specialists, property administrators, production managers and contracting officers help ensure that goods and services delivered to America's military services, other Federal agencies and allied armed forces arrive on-time, at projected costs and meet all performance standards. Their stories add up to outstanding customer service and substantial savings for the U.S. government.

Our Forces Deserve the Best



U.S. military readiness hinges on our military personnel having the right equipment, supplies, spare parts and services, whether they are training at home or deployed to overseas locations, like Iraq or Afghanistan.

What Does DCMA Do?

We Serve as the Eyes and Ears of our Customers:

- Provide Advice on Writing Contracts and Soliciting Bids
- Assist with Source Selection of Contractors
- Oversee Contractor Performance
 - Perform Quality Assurance Checks of Products & Services
 - Evaluate Contractor Financial, Engineering, Software, Property Management Systems and Safety Systems
- Manage Contracts to Assure Timely Delivery of Quality Products & Services at the Agreed Price
- Provide U.S. Combatant Commanders with Contingency Contract Administrative Services

We serve as the critical link between our customers and the U.S. industrial base to assure that America's military forces have what they need to do their job. Our mission is to provide our customers with 24/7 acquisition support to ensure their combat readiness. The contracted items range from state-of-the art weapons systems to food, fuel and supplies for our troops – wherever they are in the world.

Assuring the timely delivery of these products and services requires diligent and conscientious contract management. We are proud to serve as the eyes and ears of our customers in supporting America's warriors.

Our Customers Include:

Army
Navy
Air Force
Marines
The Joint Staff
Defense Logistics Agency
Missile Defense Agency
NASA
Transportation Security Administration
Other Governments (Military Sales)

DCMA's primary customers are the Armed Services Program Executive Officers and Program Managers. We also support many non-military federal organizations, such as the National Aeronautics and Space Administration. We are working closely with NASA to help return our fleet of Space Shuttles to operational service.

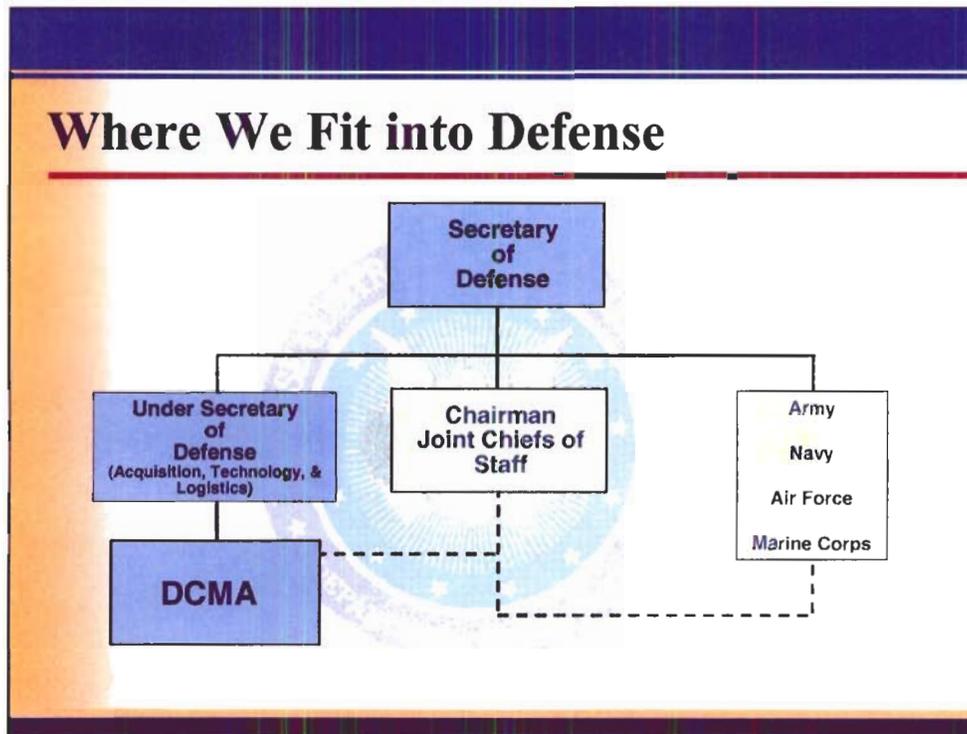
Top Down Customer Focus



Major General Darryl A. Scott, U.S. Air Force
Director, DCMA

Our customer focus starts at the top. Our director, Air Force Major General Darryl Scott is a career acquisition officer who has served at every level of military command. He is committed to meeting the needs of our customers and providing them with the best possible products and services.

Where We Fit into Defense



General Scott reports directly to the Under Secretary of Defense for Acquisition, Technology and Logistics as depicted by the solid line. The chart shows a dotted line to the Joint Staff – the overseers of our U.S. Combatant Commands – and the Military Services because they are DCMA’s customers.

“Information Brokers”



Much like a strategic business unit within a large corporation, DCMA ensures that contractors deliver weapons systems, services, supplies and spare parts to the federal customer at the right place, the right time, and for the best price. DCMA professionals serve as “Information Brokers” for their customers throughout the entire life of the contract.

The “Eyes and Ears” of Our Customers



Debbie Bowers Readies CIPS for Shipment



We are the voice of our customers in the Defense plants throughout the United States and around the world. The program managers cannot be everywhere, so DCMA represents them and performs their oversight duties in the factories. We oversee and administer contracts while serving as the eyes and ears of our customers. Here, Ms. Debbie Bowers of DCMA Indianapolis prepares Critical Identification Panels for shipment to Iraq. These thermal identification panels are installed on our combat vehicles to prevent friendly forces from firing on them -- day or night. These panels have saved countless lives.

Evolving to Meet Customer Needs



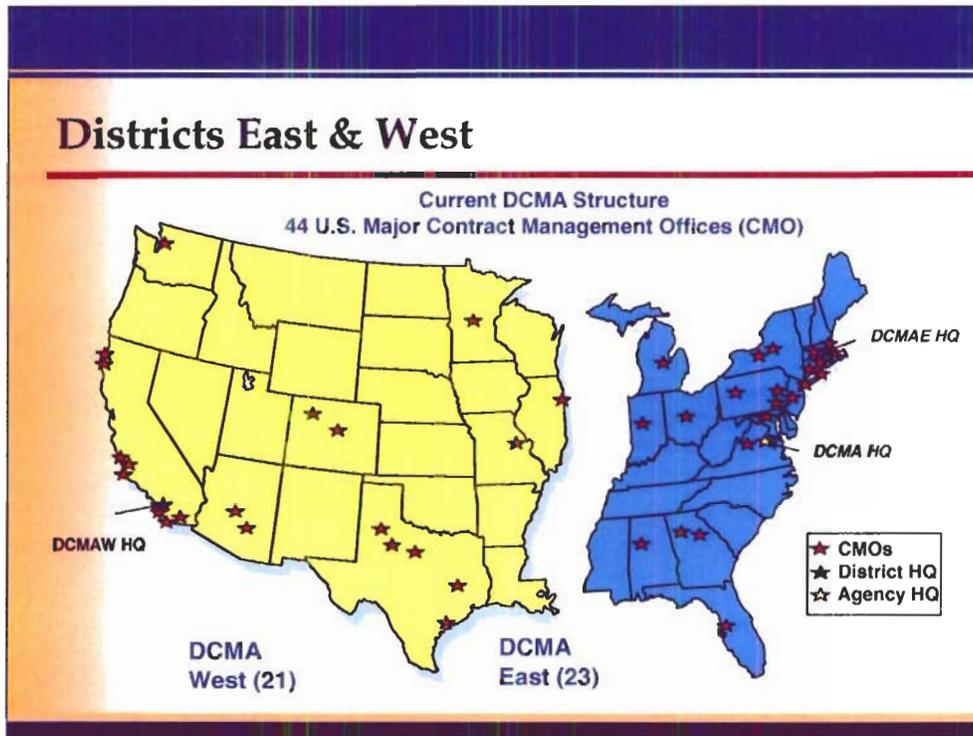
Defense contract management has evolved over the past 40 years -- from an individual military service responsibility to a joint service command under the Defense Logistics Agency of today. DCMA has rightly earned its reputation as the *Indispensable Acquisition Partner*.

Combat Support Agency



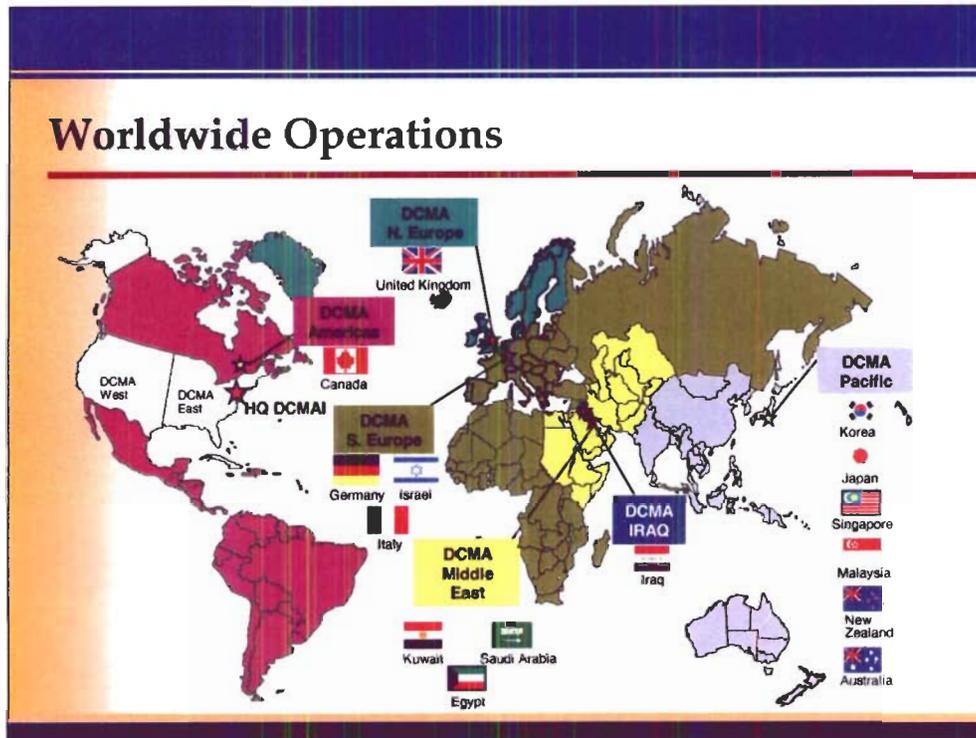
In March 2000, to strengthen the role of contract management in the acquisition process, the Department of Defense established DCMA as a separate Defense Agency. We were also designated a Combat Support Agency, which means that DCMA deploys personnel with U.S. military forces in support of our global contingency operations.

Districts East & West

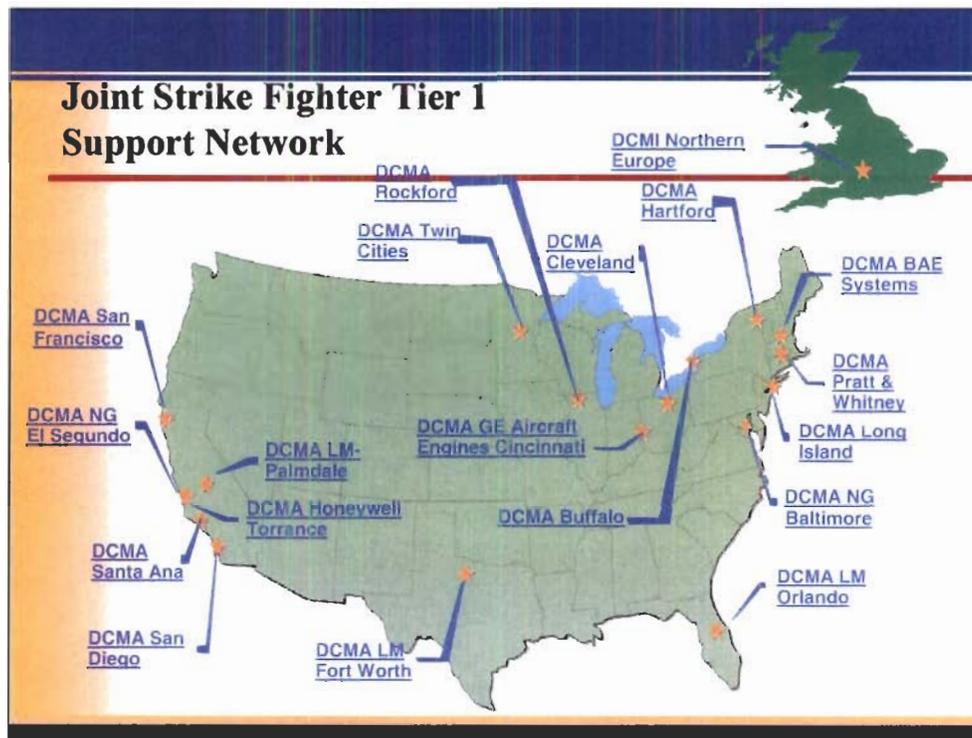


Since 2000, DCMA's internal structure has gone through minor changes to gain efficiencies. Our headquarters is in northern Virginia. We have 49 Contract Management Offices organized into three Districts – East, West and...

Worldwide Operations



International. Also with Headquarters in Northern Virginia also, DCMA International has five Contract Management Offices strategically located around the world with 400 personnel in 26 countries.



DCMA uses this geographically dispensed network of offices to support major defense acquisition programs. As an example, this map shows the DCMA offices that work in support of the prime contractors and first tier of suppliers to the Department of Defense's F-35 Joint Strike Fighter. DCMA offices from around the world work together to provide acquisition expertise to ensure the successful development and deployment of this advanced fighter aircraft. Let's move on now to a discussion of some of those services that DCMA provides to our customers.

Before the Contract Award

DCMA provides pre-contractual advice to:

- Construct Sound Solicitations
- Identify Potential Performance Risks
- Select Capable Contractors
- Write Effective Contracts

Before a contract is awarded, DCMA provides pre-contractual advice to our customers to help them construct sound solicitations, identify potential performance risks, select capable contractors, and write contracts that can be effectively administered.

After the Contract Award

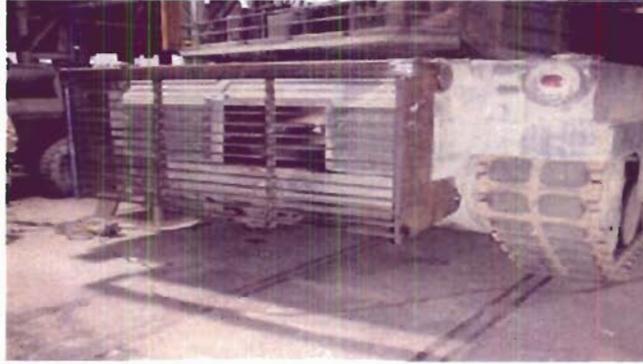
DCMA:

- Assesses the Contractors' Business and Technical Systems
- Monitors Contract Performance

After the contract award, DCMA assesses the contractors' business and technical systems to ensure their products, costs and schedules comply with the conditions of their contracts. DCMA also monitors the contractors' performance through data tracking, on-site surveillance and activities tailored to support the program managers.

Expedite Production

Abrams Tank Rear Protection Kits



Designed, Built, Tested and Shipped to Iraq in 5 Days

DCMA personnel are skilled at expediting production and delivery of needed materiel to our military forces. Early in the Iraqi campaign, two Abrams tanks were disabled when Iraqi gunners fired rockets into the rear engine compartments. Realizing the tanks needed more armor, DCMA and General Dynamics Land Systems Teams at Lima, Ohio designed, built, tested and shipped Abrams Rear Protection Kits to Iraq in just five days.

Ensure On-Time Repairs

Aircraft Carrier – USS Kennedy



DCMA Facilitated the Largest Overhaul Ever Outside a Naval Yard

In December 2002, the aircraft carrier – USS John F. Kennedy came home for a much needed overhaul and modernization. It was the largest ship overhaul ever done outside a naval shipyard. DCMA professionals inspected products, witnessed production processes and ensured repairs were done on time and within specification. Result – the ship's service life has been extended to 2018 and it was returned to the Middle East on schedule.

Review Cost Proposals



Transportation Security Administration (TSA)

Just six weeks after the tragedy of September 11, 2001, President Bush created the Transportation Security Administration (TSA). DCMA contract experts helped TSA review cost proposals for airport explosive detection systems. The contracts totaled in the billions of dollars.

Manage Contracts



50,000 Airport Screeners Hired in Three Months

TSA's second challenge of federalizing security screeners in all U.S. commercial airports within nine months was more complex. Members of our Contract Management Office in Cleveland assisted by administer contracts with 132 companies. Between August and October 2002, 50,000 federal airport screeners were hired, and air travelers are more secure today thanks to DCMA.

Our People: The Key to Success



These are just a few of our success stories – and how DCMA people make a real difference in meeting the needs of our customers. Experienced, dedicated and committed, the men and women of DCMA are seasoned professionals that are experts in providing America's military services with innovative solutions to their acquisition requirements.

How We Do Our Job



DCMA Canada (London) Team w/Saudi Arabian Assault Gun and U.S. Army Stryker

Since becoming a separate Department of Defense agency in 2000, DCMA has been able to concentrate more fully on its core competencies and link more closely with its customers. As a result, we can keep an even closer eye on our customers' requirements for quality, price and on-time delivery.

Our Core Competencies



General Dynamics successfully test loaded the Stryker on a mock-up C-130

DCMA staff monitor the product through the manufacturing plant to its final destination. We ensure Defense contractors meet the specifications and requirements of the production agreement. For example, this new U.S. Army Stryker combat vehicle must be air-transportable and quickly deployable to anywhere in the world.

Contract Management



Janet Odom
Contract Specialist
DCMA Lockheed Martin,
GA

Before the contract is awarded, DCMA Contract Specialists like Janet Odom with DCMA Lockheed Martin, Georgia, review solicitations and make recommendations to the customers. After the award, they evaluate contract management systems and report any negative predictions that may impact cost, schedule, or performance.

Quality Assurance

Quality Assurance Representatives



Joe Comacho in Iraq



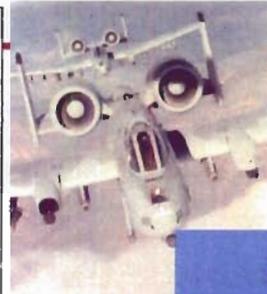
Kelly Wells in Brindisi, Italy

Our Quality Assurance Representatives work in contractor manufacturing facilities and military operating locations, such as Iraq and Afghanistan. They review blueprints, monitor production and inspect final products to ensure they meet all contract specifications. The men and women of DCMA are committed to providing America's military the best possible equipment, systems and services.

Aircraft Operations

DCMA personnel are resident at new military aircraft production facilities and overhaul, maintenance and repair sites across the globe

Perform quality checks and flight acceptance tests
Over 8,000 sorties and 15,000 hours flown annually



Another important DCMA responsibility is ensuring that new military aircraft are delivered on-time, that they meet all contract specifications and that they are safe. When a new military airplane or helicopter rolls off the production line or an older aircraft completes an overhaul or modification, our pilots and maintenance personnel are on hand to perform flight tests to check everything out before it is delivered to the Army, Navy, Marines or Air Force. The men and women of DCMA Aircraft Operations perform similar flight tests and evaluations of military aircraft delivered to other nations under the Foreign Military Sales Program.

Property Management

Property Management Specialists



Len Salazar



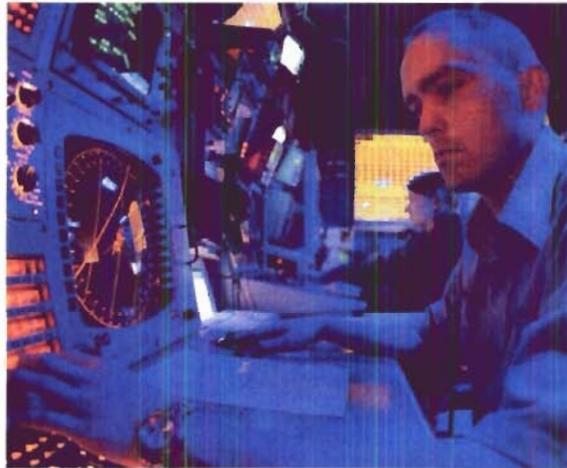
David Wilson



Brian McCormick

DCMA property managers oversee contractor accountability for contract-acquired government property. We investigate contractor reports of loss, damage and destruction, and they perform screening and dispose of surplus government property.

Engineering Services



DCMA Engineers closely monitor all contractor engineering activities. We conduct design reviews and assessments of contractor performance. Using techniques such as variance, risk, trend and predictive analyses, we identify issues for our customers before they become problems.

Financial Services



DCMA Financial Services specialists continuously evaluate contractor pricing systems and financial data. We review invoices, vouchers and progress payments. We survey contractor business systems, and of course, report the financial status to our customers. In addition, our financial specialists assist our customers in reviewing contractor cost proposals and provide technical support in negotiating contract details.

Software Acquisition



Computer software is the engine of today's technological revolution. DCMA Software Engineers evaluate contractor software development, verify quality compliance and perform software capability evaluations. They answer the question, "Does the product comply with the technical requirements?" As today's military weapons systems are heavily dependent on computer software, DCMA engineers play a vital role in assuring these systems meet their contract specifications.

Customers are Priority One

- **Customers**
Meet their expectations with the right product, at the right time at the best price.
- **Transform**
Change Agency Alignment to Customers as they change.
- **People**
Educate them to anticipate customer needs. Take care of them because they are our most important asset.

DCMA is absolutely committed to meeting the needs of its customers. As their needs change, we are changing with them. Taking care of our people – providing them with the education and tools to succeed, assures that we satisfy our customers.

Our Priorities – Warriors

DCMA must provide outstanding support to:

- Military Operations
- Readiness of Fielded Systems
- Modernization of Military Equipment
- Industrial Surge During Conflict

We never forget that our ultimate customers are the warriors in the field, on the ships or in the air. We know that their lives depend on us doing our job right.

Team with Contractors



The Global Hawk Unmanned Aerial Vehicle Quality Assurance Team with members from DCMA and Northrop Grumman San Diego

One of our priorities is to ensure that we work as a team with Defense contractors. We have the same objectives. Our goal is the same – to provide America’s warriors with quality products at the right price, on time and on schedule.

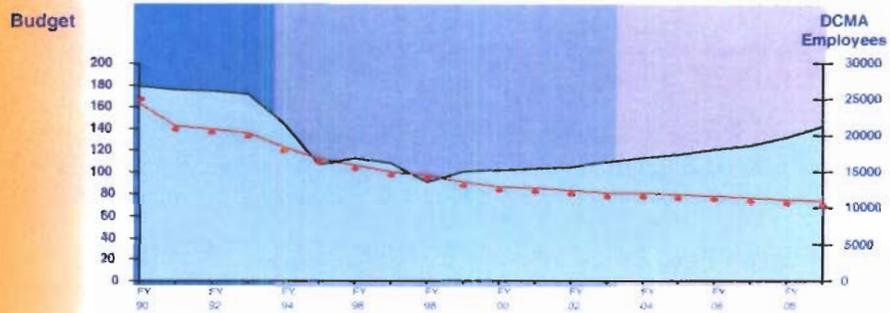
Volunteers to Deploy



21-year DCMA veteran, Richard Coffman has volunteered for three overseas tours

Another DCMA priority is recruiting qualified military and civilian personnel to deploy with our military customers wherever duty calls. Our men and women perform duties such as overseeing base camp construction and maintenance, deliveries of fuel, and necessities like food, shower and laundry services. Currently, we have about 100 men and women deployed around the world in support of U.S. contingency operations, including Iraq and Afghanistan.

The Challenges Ahead



Although the U.S. Defense budget has grown over the past years, the number of DCMA employees has gone down. Our challenge is to shape and nurture our people to meet these needs. As our workforce ages, we are aggressively recruiting and training interns and hiring new professionals who are prepared to accept greater responsibilities in the future.

How We Are Changing

Transformation Focus

Our Customers' Mandate:

“Don't tell me what I know, tell me what I don't know, and tell me what it means.”

DCMA has made tremendous strides in moving from a compliance-based culture to a customer-centered culture. Our measures of success are based on customer needs and expectations.

Technological Advances



Military equipment and weapons are becoming more complex. Managing and verifying contractor compliance with the technical requirements means that we must have the most sophisticated methods to evaluate, audit, and assess their work. Our management techniques minimize risk and maximize performance so that products and services meet our customers' expectations.

Our Expected Outcomes

We Expect to Succeed by:

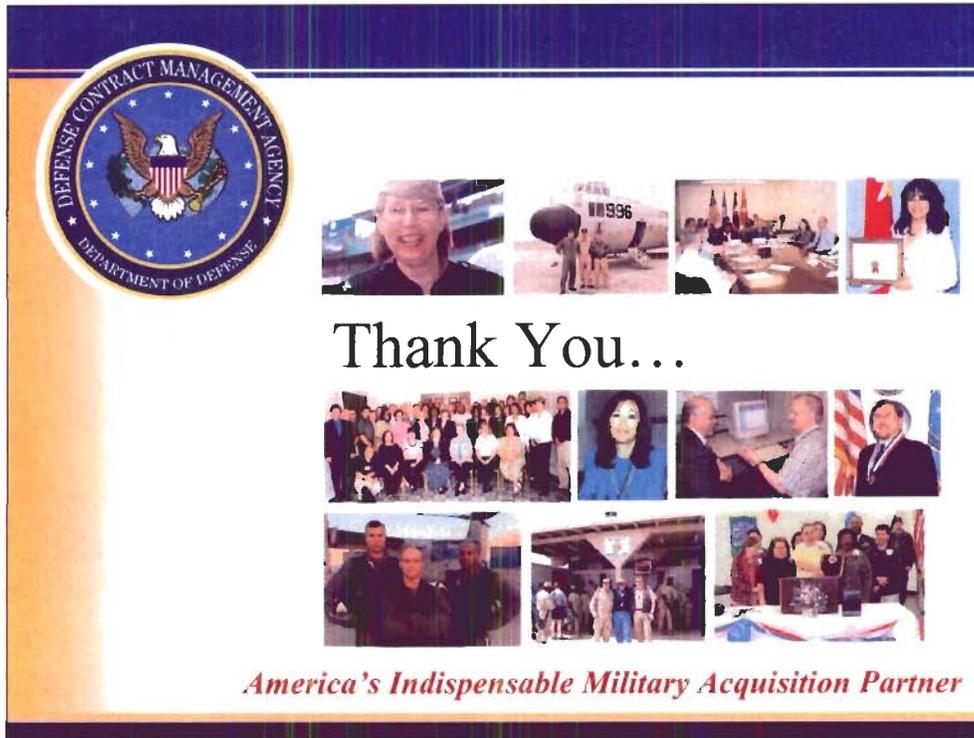
- Using Our Innovation to Improve Customer Satisfaction
- Measuring Our Performance Using Customers' Criteria
- Tailoring Our Service Approach Based on Risk
- Using Others' Best Practices to the Fullest
- Dedicating More Time to Direct Customer Support

We are transforming DCMA to align our work so that we achieve the outcomes our customers expect from us. We are empowering our people to seek new and innovative ways of doing their jobs. The results so far have been encouraging, and we will continue to seek better means of accomplishing our mission.

DCMA is Vital to Our Defense

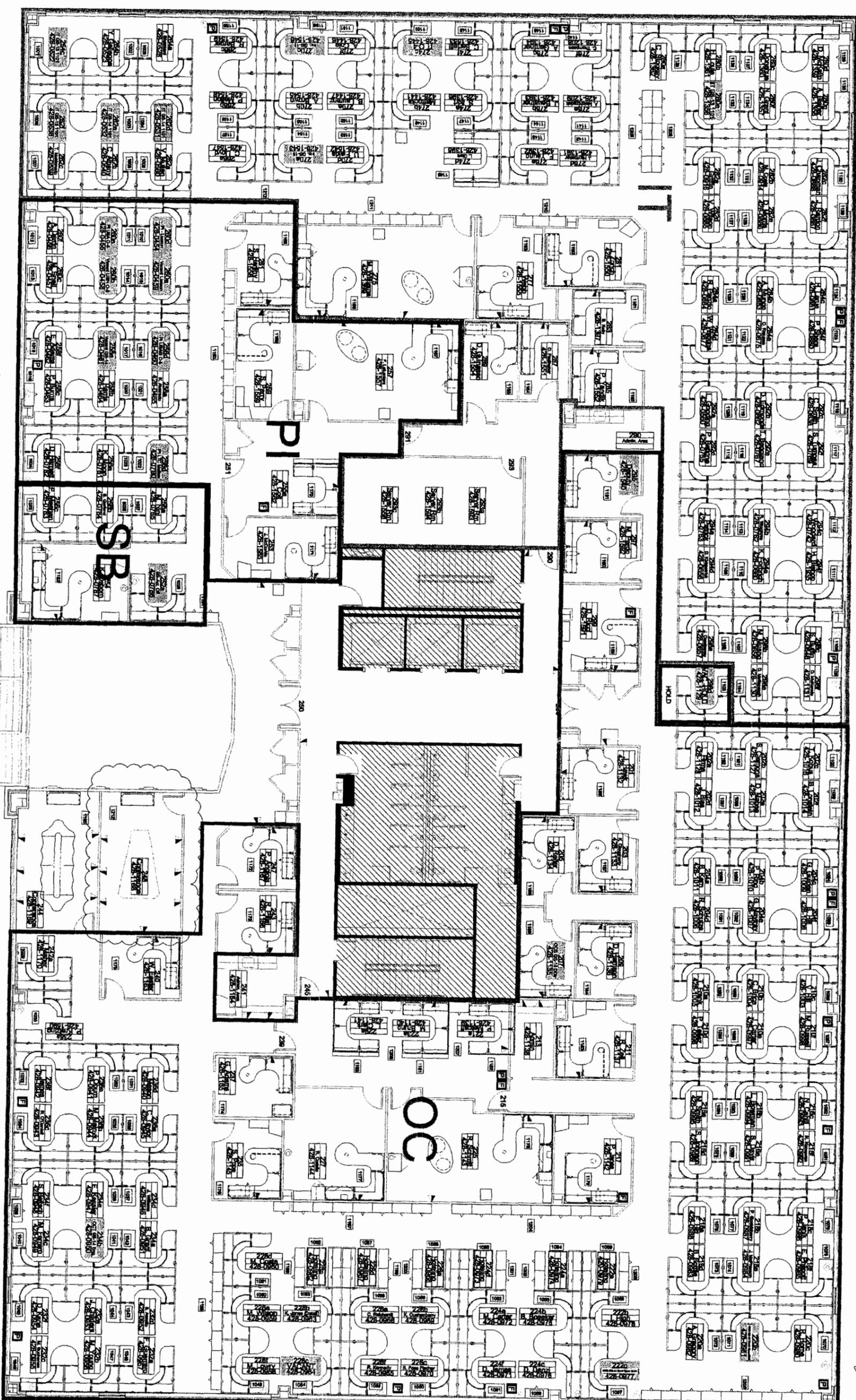
- We Provide On-Call Acquisition Expertise to U.S. Combatant Commanders
- Our Expertise Spans All Acquisitions
- We have Global Reach
- We Know the Industrial Base
- We are Customer-Focused

DCMA is a world-class leader in acquisition management. We will continue to transform to help sustain military readiness and the preserve of our nation's freedom.



Welcome to the Defense Contract Management Agency.

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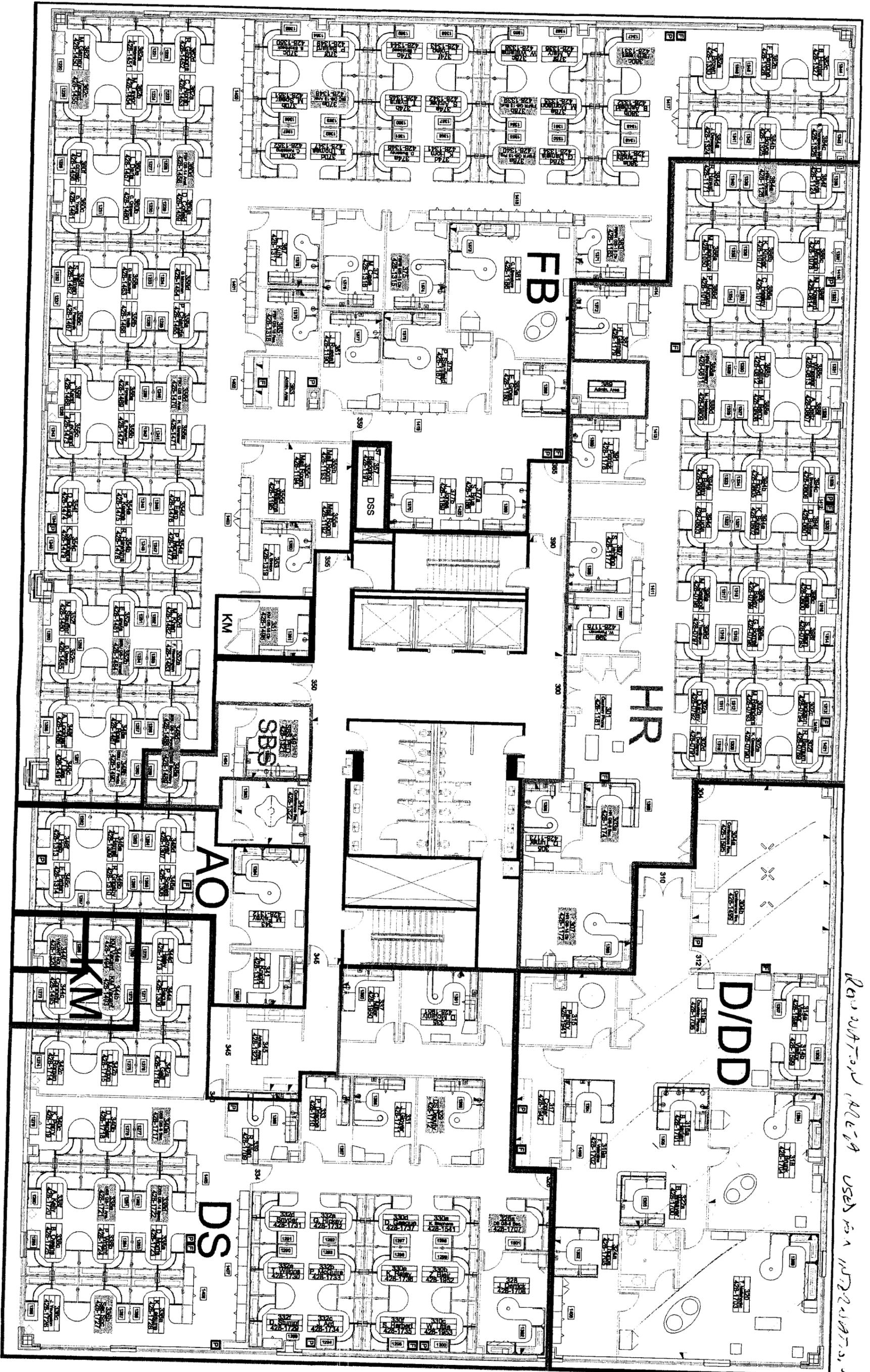


74,000 SF Main Ball Room
10,000 SF Conference Room
11,000 SF CSO (Classroom)

DCMA Floor 2 - 12/13/00

1391

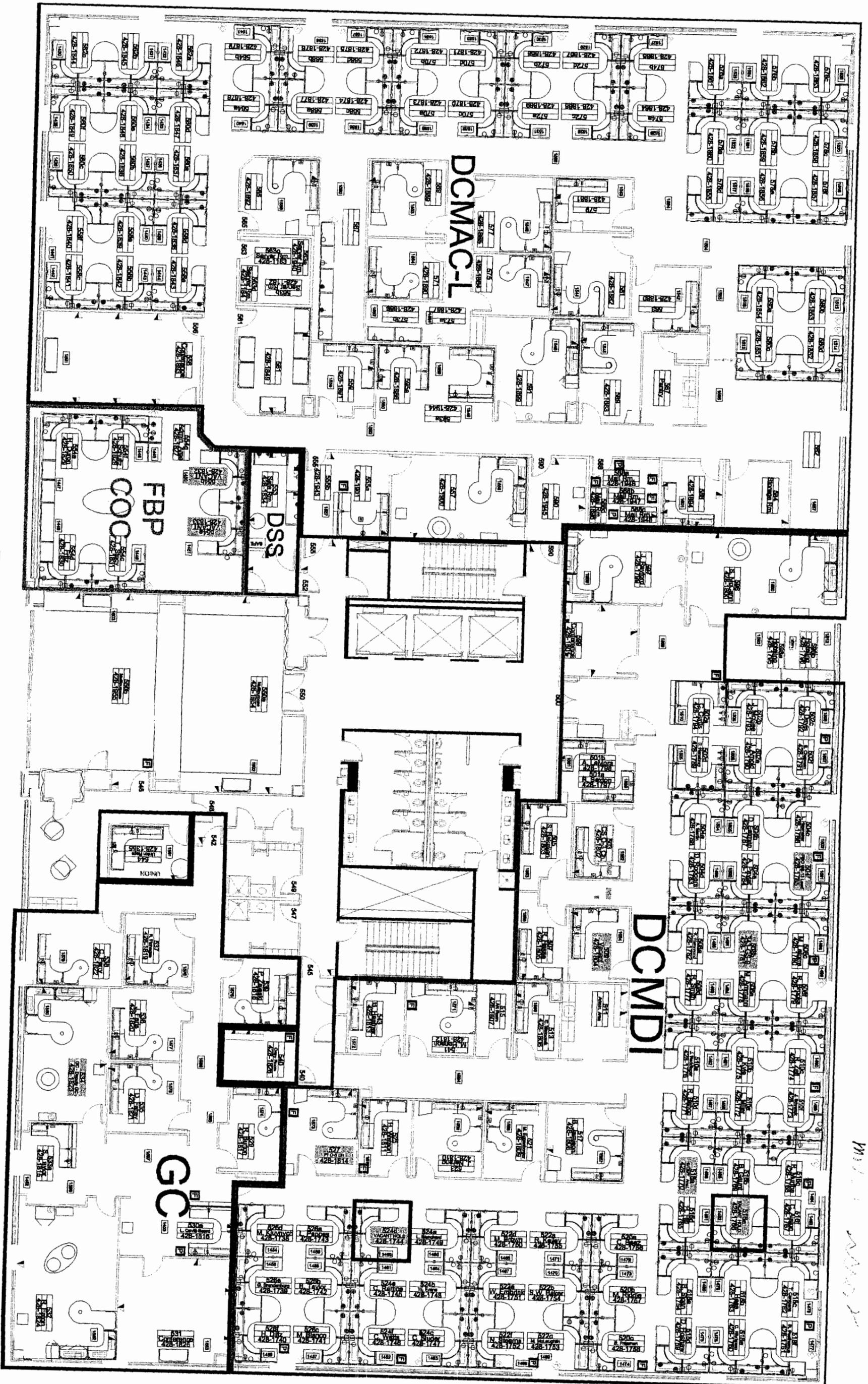
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DCMA Floor 5 - 12/13/00



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1777202/177601-111

* DCMA currently has 10 major Executive Directorates, and has dictated increased use of VTC/teleconferencing capabilities vice traveling. Therefore we have a need for 10 conference rooms and a second VTC facility (which currently exists).

Mailroom

622 PN Central Mail Area
622 PN Mail Service Center 967 gsf

TOTAL ADMIN

Offices 102,431 GSF
Conference rooms 7,500 GSF
Mailroom 967 GSF
Total 110,898 GSF

Special Space

Cafeteria 4,178 gsf

Storage 10,000 gsf

Auditorium

500 PN (We are building a 300 PN auditorium only because of space constraints in this building, otherwise we would build the need.) 3,751 gsf

SCIF Facility

12,000 usable sf 15,000 gsf
We currently have 12,000 usable sf. The conversion used is 1.25 usable/gross.

Graphics layout room

800 usf 1,000 gsf

Exercise facility

Exercise room (622 PN) 960 * 1.25 = 1,200 GSF
Shower rooms (622 PN) 960 * 1.25 = 1,200 GSF
TOTAL 2,400 gsf

Org Veh Parking

6 Veh 2,400 SF

Non-Org Veh Parking

622 * .7 * 400 174,160 SF
Visitors 50 * 400 20,000 SF
TOTAL Parking requirement 196,560 SF - Minimum



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-488

ATTACHMENT V

DAPR-ZB

29 July 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0715 – DCMA

1. Reference response to information request, 27 July 2005, from Mr. Frank Cirillo, Director, Review and Analysis, BRAC Commission, subject as above.
2. Request/Question: I respectfully request a written response from the Department of Defense concerning the following requests, which pertain to recommendation H&SA-12:

Based on our visit to DCMA headquarters we found DCMA is in the processes of renovating space for organizational consolidation. Additionally, we were told that DCMA's mission would be affected by the planned move given that Fort Lee was not close to a large airport and the Pentagon.

We also found a disparity between the square footage occupied in leased space, the space planned in the COBRA model and that planned by Fort Lee. Currently the command has three locations with approximately 95,000 square feet of space. The COBRA model estimates 146,000 square feet for the administrative building and apportions a need for an additional 41,000 square feet for other construction such a small unit headquarter building and apparently apportions base construction requirements as a result of the planned relocation of DCMA to Fort Lee.

These construction cost include family housing, indoor physical fitness facility etc. For a total military construction footprint of 187,000 square feet, this does not take into consideration the parking required. Given the need for additional VTC facilities Fort Lee plans to construct an 110,898 square foot administration building with an exercise facility a cafeteria and other special space to accommodate 431 civilians, 16 military and 65 contractors. We were told that about 35-40 of the contractors were not actually required to be in the headquarters building.

How was the mission impact of moving DCMA to Fort Lee evaluated? Were alternative locations such as Fort Belvoir or Quantico considered for DCMA? What factors were used to select Fort Lee as the proposed site for relocation?

What consideration was given to the avoidance of PCS costs if the command was located at Fort Belvoir or Quantico? How were PCS costs estimated?

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0715 – DCMA

What are the current construction requirements and costs for DCMA? Is it a normal practice for a base to apportion major construction project requirements for civilians and contractors? Moreover, are all of the contractors within DCMA essential; and, should they drive facility requirements for the BRAC scenario?

I would appreciate your response by August 1, 2005. Please provide a control number for this request and do not hesitate to contact me if I can provide further information concerning this request.

3. Response:

In the certified data provided by DCMA, the organization identified 83,708 usable square feet of space (translates to 104,635 gross square feet) in two buildings in Alexandria, Virginia. DCMA also identified 24,758 usable square feet in another leased location in Manassas, Virginia. This building was not included in the BRAC recommendation due to the understanding that this is a location-specific office and not part of the headquarters operation.

The HSA JCSG consistently estimated space requirements for administrative space by multiplying the number of personnel moving by 200 gross square feet per person and adding to that any specific special space needs identified by an agency. In this case, DCMA identified 593 personnel in the noted buildings via its certified response to BRAC data calls. These personnel consist of 46 officers, 8 enlisted personnel, 483 civilians, and 56 contractors. DCMA also identified 13,519 gross square feet of special space requirements. $593 \cdot 200$ gross square feet per person + 13,519 gross square feet = 132,519 gross square feet. It is correct that the COBRA model indicates a requirement for 146,000 gross square feet of administrative space (FAC code 6100) at Fort Lee. This figure was provided to the HSA JCSG as a certified figure by the U.S. Army. It is slightly higher than the space requirement forecast by the HSA JCSG of 132,519 gross square feet, but the HSA JCSG was required to use certified data to complete its COBRA analyses. During implementation, specific needs of DCMA will be taken into consideration, and construction of a smaller facility than that forecast in COBRA will be undertaken if appropriate to the circumstances existing at the time.

DCMA did not indicate that any of the reported contractors were not required to be co-located with its headquarters facility. All contractors reported in certified data were supposed to be mission critical and, as such, it was assumed that they should be included in space requirements.

The COBRA model calls for a total facility requirement of 205,000 gross square feet that includes the Army's estimate of community facilities (total of 59,000 gross square feet, detailed by type and required square feet) that will be required at Fort Lee to support DCMA. All of these figures were supplied to the HSA JCSG as certified data from the

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0715 – DCMA

Army. A parking requirement of 18,000 gross square feet at a cost of \$941,000 is included in the COBRA model.

According to the Army, it considered the space requirements of all units and organizations relocating to Fort Lee; estimated the aggregate requirements for community facilities these moves would generate at Fort Lee; and assessed these total requirements against available, vacant facilities currently at the installation. The requirements that could not be met by existing excess capacity were considered MILCON and the cost of this construction was apportioned to the recommendations that move units to Fort Lee.

In evaluating the mission impact of moving DCMA to Fort Lee, [REDACTED]

[REDACTED] such, a military installation outside of the National Capital Region, yet close to an urban area, with a higher military value than DCMA's current space profile was considered a good fit. Neither Fort Belvoir nor Marine Corps Base Quantico was considered as an alternative for DCMA's potential relocation. Carlisle Barracks in Pennsylvania was briefly considered as an alternative, but was not pursued since it was unclear whether space would be made available at this installation via other BRAC actions. The location of Fort Lee near Richmond, Virginia should provide suitable access to airport facilities.

PCS costs in the COBRA model are determined by formulae embedded in the model based on numbers of personnel and old and new locations. Further explanation about this, or any other, aspects of the COBRA model should be sought from the developers of this model. The impact of PCS costs was evaluated by the HSA JCSG in the context of reviewing the entire output of a particular COBRA scenario.

The current construction requirements and costs for DCMA are detailed in the COBRA model output in the report entitled "COBRA Military Construction Assets Report" in the section called "MILCON for Base: LEE, VA (51484)". All inputs for this portion of the report were provided to the HSA JCSG by the Army as certified data. These costs from the COBRA model are detailed in the following table:

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0715 – DCMA

Type of Space	New MILCON GSF	New MILCON Cost (\$000s)
General Admin Bldg	146,000	23,224
Army/Community Facilities:		
Vehicle Maintenance Shop	3,000	498
Small Unit HQ Bldg	16,000	2,785
Large Unit HQ Bldg	4,000	720
Enlisted Unaccompanied Housing	2,000	343
Dining Facility	3,000	838
Vehicle Parking, Surfaced	18,000	941
Chapel	1,000	196
Exchange Sales Facility	5,000	628
Indoor Physical Fitness Facility	2,000	376
Child Care Facility	1,000	190
Recreation Center	1,000	174
Dental Facility	1,000	252
Family Housing Dwelling	2,000	164
Total	205,000	31,329

4. Coordination: N/A.



CARLA K. COULSON
COL, GS

Deputy Director, Headquarters and
Support Activities JCSG

Reference phone call from Mr. Thomas Pantelides to Mr. James Russell dated 1 August 2005 and attached email, same subject.

Mr. Pantelides asked for DCMA clarification on two aspects of the BRAC recommendation to move DCMA HQ and associated HQ activities to Ft. Lee VA:

- Was the mission impact to move DCMA HQ away from the National Capital Region (NCR) adequately addressed in the analysis to include consideration of access to airports and the need to be close to senior customers and stakeholders? Are there synergies at the proposed Ft Lee location with customers and stakeholders?

- Has there been a change to the space requirements since DCMA submitted its original certified data?

Answer to Question 1. With regard to the mission impacts of moving DCMA HQ out of the NCR, the answer is no – these questions were not asked in the data calls and DCMA did not provide any information outside the data calls.

Discussion. DCMA worked closely with the Headquarters and Support Activity (HSA) Joint Cross Steering Group (JCSG) and provided the specific data they requested. DCMA responded to two (2) specific questions posed in the original data call that were used to evaluate the mission need for DCMA to remain in the NCR. These questions centered on meetings between DCMA Senior Executive Service (SES) leaders and DoD/Federal Government Senior Executives and Congress. In addition we responded to two (2) questions regarding the existence of a statutory requirement to remain in our current location, and a statutory requirement to be in the DC area.

The meeting question asked how many times our SES members and Flag/General Officers held in-person meetings in the DC area with Senior Executives of DoD and other federal government entities and how many times our senior leadership met with members of Congress and their staffs. In our particular case, with only eight (8) SES members (2 of which are located at field activities in Boston MA and Los Angeles CA) and one General Officer, our meeting counts were unquestionably lower in number than other activities with higher graded leadership positions. However, other DCMA Headquarters personnel, generally at the GS-14/15 level frequently attend senior level DoD meetings, participate in Integrated Process Teams (IPTs), policy working groups, and acquisition advisory panels. We were not asked questions, via the data calls or otherwise, concerning DCMA senior leadership transportation and/or travel requirements within the agency, i.e. to and from DCMA field offices, or to and from major customer activities e.g., Military Buying Commands.

1/8/8

BRAC data call questions, by their nature, were very quantitative. Qualitative information, such as the need to be close to major airport facilities or in close proximity to high level customers, was not asked for in the data call nor was information about these qualitative factors provided by DCMA. There simply was not a forum for that type information. As the HSA JCSG indicated in their memo to you, DCMA was only asked to provide data on one scenario – the move to Ft Lee. We know of no other options that were explored nor any other scenarios studied which included DCMA remaining in the NCR.

Regarding any synergies with other activities at Ft. Lee, we don't see any. Ft Lee does not currently house any major DCMA customers or stakeholders. Activities moving to Ft Lee include predominantly Commissary Support and Logistics Training activities – neither of which are DCMA customers or stakeholders.

Answer to Question 2. In response to the second issue about changes in space requirements, the answer is yes – in the time between our original data submission and our response to the scenario data call, our requirements changed due to changes in the way the Agency is organizing Information Technology and Human Resources personnel.

Discussion. After the initial data calls, we were presented with a specific Scenario Data Request described as “Close 1 leased space location in Springfield, VA and relocate DCMA Headquarters to Ft. Lee.” We were only asked to respond to the Ft. Lee scenario. No other options/scenarios were provided or solicited. This data call asked for numbers of individuals to be duty stationed at Ft. Lee, as well as any special needs space such as communications centers, IT facilities, dining facilities, auditorium facilities, etc. We provided our most up-to-date projection of number of DCMA and support contractor personnel to be stationed at Ft. Lee. This estimate was slightly higher than originally provided (Capacity Data Call) because of re-alignments and consolidations mainly impacting our IT and Human Resources organizations, implemented since the original data call.

Since the data calls ask for us to project for FY 2010, further variations are expected based on budget and FTE realities. As the HSA JCSG suggests in their memorandum, the specifics on the size and space requirements of any new building would need to be reevaluated prior to starting construction. The need for dining facilities, auditoriums, etc would be dependent on availability at whatever location is ultimately selected.

2 J R

Pantelides, Thomas, CIV, WSO-BRAC

From: Hough, David E. [David.Hough@dcma.mil]
Sent: Thursday, July 28, 2005 12:54 PM
To: thomas.pantelides@wso.whs.mil
Cc: Adams, Jamie L. COL; derrick, jerry; karst, thomas; Hough, David E.
Subject: DCMA Space Requirements for relocating IAW BRAC 2005 Recommendations2.doc

Here is the information in the format you requested, regret not getting it to you earlier. This replaces the sheet you received during your visit.

DCMA Space Requirements for relocating IAW BRAC 2005 Recommendations
21 July 2005

Authorized Onboard

Personnel

<u>Civilians (Grades)</u>	<u>Non-Supv</u>	<u>Supv</u>	<u>Military (Ranks)</u>	<u>Non Supv</u>	<u>Supv</u>
SES	0	7	General/Flag	0	2
GS 15	19	35	0-6	0	13
GS 14	141	16	0-5	0	28
GS 13	136	2	0-4	21	0
GS 12	70	0	0-3	5	0
GS 11	32	0	0-2	0	0
GS 09	18	0	0-1	0	0
GS 08	5	0	E-9	1	4
GS 07	25	0	E-9	1	0
GS 06	0	0	E-8	3	0
GS 05	2	0	TOTAL	31	47
GS 04	0	0			
GS 03	0	0			
WG06	1	0			
WG 05	1	0			
TOTAL	450	61			

Contractors

65

<u>Total Employees</u>	<u>Non-Supervisory</u>	<u>Supervisory</u>
Civilian	450	61
Military	31	47
Contractors	65	0
Total	546	108

TOTAL EMPLOYEES: 654

552
97

388

654 x 162 = 105,948 GSF

2 General Officers x 800 x 1.25 = 2,000 GSF

7 Senior Executive Service x 300 x 1.25 = 2,625 GSF

Sub-total: 110,573 GSF

Conference Rooms

24 Person Command VTC 625 GSF

Ten 24 Person Conference Rooms 6,250 GSF

24 Person General Use VTC 625 GSF

Y of 8

Pantelides, Thomas, CIV, WSO-BRAC

From: Hough, David E. [David.Hough@dcma.mil]
Sent: Thursday, July 28, 2005 3:42 PM
To: thomas.pantelides@wso.whs.mil
Subject: DCMA Space Requirements for relocating IAW BRAC 2005 Recommendations.doc

DCMA Space Requirements for relocating IAW BRAC 2005 Recommendations
21 July 2005

Actual Onboard

Personnel

<u>Civilians (Grades)</u>	<u>Non-Supv</u>	<u>Supv</u>	<u>Military (Ranks)</u>	<u>Non Supv</u>	<u>Supv</u>
SES	0	7	General/Flag	0	2
GS 15	15	31	0-6	0	13
GS 14	119	14	0-5	0	20
GS 13	117	2	0-4	14	0
GS 12	46	0	0-3	5	1
GS 11	30	0	0-2	0	0
GS 09	17	0	0-1	0	0
GS 08	5	0	E-9	1	4
GS 07	20	0	E-9	1	0
GS 06	0	0	E-8	3	0
GS 05	2	0	TOTAL	24	40
GS 04	1	0			
GS 03	0	0			
WG06	1	0			
WG 05	1	0			
TOTAL	374	54			

Contractors

65

<u>Total Employees</u>	<u>Non-Supervisory</u>	<u>Supervisory</u>
Civilian	374	54
Military	24	40
Contractors	65	0
Total	463	94

TOTAL EMPLOYEES: 557

557 x 162 = 90,234 GSF

2 General Officers x 800 x 1.25 = 2,000 GSF

558

7 Senior Executive Service x 300 x 1.25 = 2,625 GSF

Sub-total: 94,859 GSF

Conference Rooms

24 Person Command VTC

625 GSF

Ten 24 Person Conference Rooms

6,250 GSF

24 Person General Use VTC

625 GSF

6 5 8

*NOTE: PAGES 2-6
ARE BLANK*

Pantelides, Thomas, CIV, WSO-BRAC

From: Hough, David E. [David.Hough@dcma.mil]
Sent: Thursday, July 28, 2005 11:35 AM
To: thomas.pantelides@wso.whs.mil
Cc: mcguire, patricia; Adams, Jamie L. COL; derrick, jerry; karst, thomas; Hough, David E.
Subject: BRAC Jul05.xls

Sir,
 Here are the DCMA HQ Numbers requested. If you need anything further, please let me know.

vr
 David Hough
 DCMA-DSL
 (703) 428-0975

BRAC INFORMATION

	HQ DCMA				Centers				DCMAI			
	Non-Supv		Supv		Non-Supv		Supv		Non-Supv		Supv	
	Auth	OnB	Auth	OnB	Auth	OnB	Auth	OnB	Auth	OnB	Auth	OnB
Civilian Grades	A	B	C	D	A	B	C	D	A	B	C	D
SES			7	6								
GS-15	18	14	20	16	1	1	5	5			4	4
GS-14	96	79	4	4	26	22	5	4	6	6	2	2
GS-13	57	42	1	1	33	26	1	1	21	25		
GS-12	21	19	0	0	34	11	0	0	4	6		
GS-11	12	10	0	0	14	13	0	0	3	4		
GS-10	0	0	0	0			0	0		0		
GS-9	9	8	0	0	3	3	0	0	3	4		
GS-8	4	4	0	0	0	0	0	0	1	1		
GS-7	13	11	0	0	6	3	0	0	3	3		
GS-6			0	0	0	0	0	0		0		
GS-5	1	1	0	0	1	1	0	0		0		
GS-4			0	0			0	0		1		
GS-3			0	0			0	0				
GS-2			0	0			0	0				
WG-06	1	1	0	0			0	0				
WG-05	1	1	0	0			0	0				
Totals	233	190	32	27	118	80	11	10	41	50	6	6

*Auth 441
 On BMD 363*

(78)

788

8/8/2005

Pantelides, Thomas, CIV, WSO-BRAC

From: Hough, David E. [David.Hough@dcma.mil]
Sent: Thursday, July 28, 2005 11:35 AM
To: thomas.pantelides@wso.whs.mil
Cc: mcguire, patricia; Adams, Jamie L. COL; derrick, jerry; karst, thomas; Hough, David E.
Subject: BRAC Jul05.xls

Sir,
 Here are the DCMA HQ Numbers requested. If you need anything further, please let me know.

vr
 David Hough
 DCMA-DSL
 (703) 428-0975

BRAC INFORMATION

	HQ DCMA				Centers				DCMAI			
	Non-Supv		Supv		Non-Supv		Supv		Non-Supv		Supv	
	Auth	OnB	Auth	OnB	Auth	OnB	Auth	OnB	Auth	OnB	Auth	OnB
Civilian Grades	A	B	C	D	A	B	C	D	A	B	C	D
SES			7	6								
GS-15	18	14	20	16	1	1	5	5			4	4
GS-14	96	79	4	4	26	22	5	4	6	6	2	2
GS-13	57	42	1	1	33	26	1	1	21	25		
GS-12	21	19	0	0	34	11	0	0	4	6		
GS-11	12	10	0	0	14	13	0	0	3	4		
GS-10	0	0	0	0			0	0		0		
GS-9	9	8	0	0	3	3	0	0	3	4		
GS-8	4	4	0	0	0	0	0	0	1	1		
GS-7	13	11	0	0	6	3	0	0	3	3		
GS-6			0	0	0	0	0	0		0		
GS-5	1	1	0	0	1	1	0	0		0		
GS-4			0	0			0	0		1		
GS-3			0	0			0	0				
GS-2			0	0			0	0				
WG-06	1	1	0	0			0	0				
WG-05	1	1	0	0			0	0				
Totals	233	190	32	27	118	80	11	10	41	50	6	6

AUTH - 441
 ONB (1) - 363
 7/28/2005

8 of 8



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-486

ATTACHMENT VII

DAPR-ZB

5 August 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0715 (DCMA Questions) – BRAC Proposed Move of DCMA to Ft. Lee

1. References:

- a. Phone call from Mr. Thomas Pantelides, 2005 BRAC Commission to Mr. James Russell, DCMA, 1 August 2005, subject as above.
- b. Email from Mr. Thomas Pantelides, 2005 BRAC Commission to Mr James Russell, DCMA, 1 August 2005, subject as above.

2. Enclosure 1 is in response to reference 1.a. The HSA JCSG provides the following information in addition to the DCMA response.

3. Representatives of DCMA met with members of the HSA JCSG on several occasions during the BRAC process. DCMA was invited to give an overview presentation about its organization to the HSA JCSG on December 12, 2003; this assisted the JCSG in understanding DCMA's mission and functions. There were several other meetings between DCMA senior leadership and senior members of the JCSG to discuss DCMA's concerns, including one as recent as May 9, 2005. As a result of such discussions, [REDACTED]

[REDACTED] While a relocation to Richmond would move the agency farther away from airports in the immediate Washington, DC area, the JCSG believes that access to Richmond International Airport should provide sufficient commercial airline service to meet the agency's needs.

Further, DCMA was provided an opportunity to update all relevant information with regard to information used in the BRAC recommendation via the Scenario Data Call (SDC) process at the end of 2004. Only one SDC package was sent to DCMA, but the information provided and certified by DCMA in response was used as input for both the Fort Lee scenario and the alternative scenario at Carlisle Barracks. It was not considered necessary to ask DCMA to respond to two separate SDC packages when the questions and replies about the organization's locations and personnel would have been exactly the same.

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker 0715 (DCMA Questions) – BRAC
Proposed Move of DCMA to Ft. Lee

4. Coordination: N/A.

Enclosure
As stated



CARLA K. COULSON

COL, GS

Deputy Director, Headquarters and
Support Activities JCSG