



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-505

DCN 8706

DAPR-ZB

18 August 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker 0927C – Contact Metrics used in Military Value Analysis by HSA JCSG

1. Reference e-mail, Timothy Abrell, BRAC 2005 Commission, 12 August 2005, subject as above. Sent to COL Carla K. Coulson.

2. Issue/Question:

As we discussed on the phone, I would be interested in seeing the contact metrics that your team developed on how often DoD offices meet in the pentagon.

3. Response:

a. The Headquarters and Support Activities Joint Cross-Service Group's (HSA JCSG) Major Administrative Headquarters (MAH) Subgroup's original charter tasked it with analyzing the footprint of activities operating within the DC Area. Part of this analysis included rationalizing activities' presence within the DC Area. With this in mind, MAH also incorporated this concept into the development of its Military Value model. MAH developed four metrics to be used for this purpose. These metrics are generally known as: Meetings with Senior DoD or Federal Government Leadership, Meetings with Congress, Statutory Requirement for Current Location, and Mission Category with respect to the DC Area. Data for these metrics were acquired through the Military Value data call. The text of the questions developed to acquire data for these metrics, along with the targeted list of respondents, are included as enclosures.

b. After receiving the Military Value data, a quantitative analysis was performed on rationalizing activities' presence within the DC Area as well as an analysis of Military Value for installations and activities within the purview of MAH's charter. While the same data was used for both of these analyses, they served different purposes. Within the analysis of rationalization within the DC Area, the purpose of this analysis was to look for ways to identify candidates for relocation based on mission and requirements. For the Military Value analysis, the data was used as a measure of an activity's ability to satisfy Criteria 1 through 4. Preliminary results of these analyses were presented to the HSA JCSG Members on 28 and 30 September 2004. Slides dealing with rationalization of activities with the DC Area have been extracted and are provided as enclosures. The complete briefings and minutes of these meetings are available on the DefenseLink BRAC website (http://www.defenselink.mil/brac/minutes/brac_hsa.html) (files are located in ZipFile5 for 2004). The data set used in the quantitative analysis rationalizing activities' presence within the DC Area is also included as an enclosure.

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c. During further review of the data supporting these metrics, concerns were raised with the completeness and accuracy of the data. The DoD IG recommended that the HSA JCSG drop the metrics for Contacts with Senior DoD and Federal Government Leadership, and Contacts with Congress due to issues with auditing data supporting these metrics. A sensitivity analysis was conducted to assess the impact of removing these two metrics from the MAH Military Value model, and was presented to the HSA JCSG Members on 10 January 2005 recommending dropping these metrics. The Members approved this action, which was formalized in a memorandum to the Chairman, ISG. This memorandum is included as an enclosure.

d. Ultimately, the metrics that dealt with contacts were not used to assess either rationalization within the DC Area or Military Value. Alternate means were employed to meet these ends.

e. Should the Commission require any further assistance or clarification with regards to this submission, please feel free to contact us at your earliest convenience. We would also appreciate the opportunity to collaborate with you prior to the presentation of this information in any deliberative settings.

4. Coordination: None required.

5 Enclosures

1. Military Value IQT Questions for DC Area Rationalization Metrics
2. Military Value IQT Target List for Questions
3. Extracted Briefing Slides Dealing with DC Area Rationalization Process, 28 and 30 September 2004 respectively
4. Spreadsheet of Data used in Analysis of DC Area Rationalization
5. Memorandum on Refining MAH Scoring Plan



CARLA K. COULSON

COL, GS

Deputy Director, Headquarters and Support Activities JCSG

Activity	Mission Category	Statutory Requirement	Contacts w/ Senior Ldrshp	Contacts with Congress
AUDSVC	Category 3	FALSE	114	6
BUMED, WASH DC	Category 3	FALSE	162	22
CO HQBN HQMC (Henderson Hall)	Category 2	FALSE	0	0
COMMANDER, NAVY INSTALLATIONS	Category 3	FALSE	142	32
COMMARFORCRUITCMD, Quantico, VA	Category 3	FALSE	0	156
COMNAVFACENCOM	Category 2	FALSE	600	52
COMNAVNETSPAOPSCOM	Category 3	FALSE	35	0
COMSC WASHINGTON DC	Category 3	FALSE	143	2
DCMS	Category 3	FALSE	0	0
HQMC	Category 3	TRUE	2539	289
JOINT WARFARE ANALYSIS CENTER	Category 3	FALSE	0	0
MARINE CORPS INSTITUTE (NEW)	Category 3	FALSE	0	0
MEDIA CTR WASHINGTON DC	Category 2	FALSE	0	0
NAV SSP (NEW)	Category 3	FALSE	5983	0
NAVAIR SYSCOM HQ	Category 3	FALSE	201	11
NAVAL DISTRICT WASH DC	Category 2	FALSE	171	2
NAVAL HISTORICAL CENTER	Category 3	FALSE	0	1
NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL	Category 2	FALSE	0	0
NAVAL LEGAL SERVICES COMMAND	Category 3	FALSE	39	0
NAVIPO WASH DC	Category 3	FALSE	72	14
NAVSEASYSYSCOM WASHINGTON NAVY YARD, DC	Category 3	FALSE	2209	784
NAVSISA MECHANICSBURG PA	Category 3	FALSE	0	0
NAVSUPSYSCOM MECHANICSBURG PA	Category 3	FALSE	288	0
Navy Systems Management Activity (NSMA) - New	Category 3	FALSE	128	0
NAWC PATUXENT RIVER MD	Category 3	FALSE	13	2
NCIS	Category 2	FALSE	204	2
NSWC HQ (AT WNY)	Category 3	FALSE	0	0
OCHR	Category 2	FALSE	147	1
OFFICE OF NAVAL RESEARCH	Category 3	FALSE	1416	119
OPNAV	Category 3	TRUE	716	117
PWC WASH DC	Category 2	FALSE	0	0
SECNAV WASH DC	Category 3	TRUE	5983	546
SPAWARSYSCEN, Charleston (NEW)	Category 3	FALSE	0	0
TRIAL SERVICE OFFICE NORTHEAST	Category 2	FALSE	0	0
11th Wing	Category 2	FALSE	0	0
AF Flight Standards Agency	Category 3	FALSE	0	0
AF Legal Services Agency	Category 3	FALSE	0	0
AF Medical Operations Agency	Category 3	FALSE	0	0
AF Medical Support Agency	Category 3	FALSE	0	0

Activity	Mission Category	Statutory Requirement	Contacts w/ Senior Ldrshp	Contacts with Congress
AF Office of Special Investigations	Category 1	FALSE	208	50
AF Personnel Operations Agency	Category 3	FALSE	0	0
AF Review Boards Agency	Category 2	TRUE	62	0
AF/DP - Personnel	Category 3	FALSE	0	13
AF/HC – Chaplain Service	Category 3	FALSE	175	20
AF/HO - Historian	Category 3	FALSE	1	0
AF/IL – Installation and Logistics	Category 2	FALSE	860	59
AF/JA – Judge Advocate General	Category 2	FALSE	663	9
AF/SG – Surgeon General	Category 3	FALSE	325	13
AF/XO – Air and Space Operations	Category 2	FALSE	1000	8
AF-CIO – HAF Chief Information Officer	Category 2	FALSE	483	4
AFSAA - AF Studies and Analysis Agency	Category 2	FALSE	336	3
HQ Air National Guard (ANG)	Category 3	FALSE	715	45
SAF/AA – Admin Asst to the Secretary	Category 1	FALSE	193	6
SAF/AG – Auditor General	Category 3	FALSE	150	0
SAF/AQ - Acquisition	Category 3	FALSE	1540	136
SAF/FM – Financial Management and Comptroller	Category 3	FALSE	518	35
SAF/GC – General Counsel	Category 2	FALSE	779	31
SAF/IA – International Affairs	Category 2	FALSE	5983	0
SAF/IE – Installations Environment and Logistics	Category 3	FALSE	1018	6
SAF/PA – Public Affairs	Category 3	FALSE	180	0
SAF/SB – Small & Disadvantaged Business	Category 3	FALSE	122	3
SAF/US – Under Secretary of the AF	Category 2	FALSE	358	78
Acquisition Support Center (ASC)	Category 3	FALSE	0	0
ACSIM	Category 2	TRUE	262	6
AFIP	Category 3	FALSE	0	0
AMC	Category 3	FALSE	174	19
Army Audit Agency	Category 3	FALSE	0	0
Army Contracting Agency	Category 2	FALSE	75	3
Army Evaluation Center	Category 3	FALSE	36	0
Army Research Office	Category 3	FALSE	0	0
ASA (FM&C)	Category 2	FALSE	539	88
ASA (I&E)	Category 2	FALSE	202	150
ASA(M&RA)	Category 2	FALSE	948	17
BD CPAC -MA, NE Region	Category 3	FALSE	0	0
CAA	Category 2	TRUE	67	0
CECOM (Acquisition Ctr)	Category 2	FALSE	0	0
Communications & Electronics Command (CECOM)	Category 3	FALSE	0	0
Developmental Test Command	Category 3	FALSE	7	0

Activity	Mission Category	Statutory Requirement	Contacts w/ Senior Ldrshp	Contacts with Congress
DISC4 JTRS JPO	Category 3	TRUE	270	4
DUSA	Category 2	FALSE	128	3
Edgewood Chemical & Biological Center	Category 3	FALSE	15	6
G-1	Category 2	FALSE	1011	43
G-3	Category 2	FALSE	1304	35
G-6	Category 2	FALSE	76	8
G-8	Category 2	FALSE	1328	15
HQ ATEC	Category 3	FALSE	127	1
HQ IMA	Category 3	FALSE	84	4
HQ SMDC	Category 3	FALSE	15	93
HQS USA MRMC (and subordinate commands)	Category 3	FALSE	62	6
HRC	Category 2	FALSE	27	0
JAG School	Category 3	FALSE	0	0
JMLFDC	Category 3	FALSE	0	0
MDW	Category 1	FALSE	9	6
OASA (Alt)	Category 2	FALSE	1762	125
OCAR	Category 2	FALSE	1562	153
OCPA	Category 2	FALSE	0	0
Ofc of the JAG (OTJAG)	Category 2	FALSE	126	10
Office of the Admin Ass't to the Army (aka SAAA)	Category 2	FALSE	1040	0
PEO Biological Defense	Category 3	FALSE	87	11
PEO Soldier	Category 2	FALSE	169	28
Program Mgr for Chemical Demilitarization	Category 3	FALSE	0	0
SDDC (formerly MTMC)	Category 3	FALSE	0	0
The Surgeon General Office (OTSG)	Category 2	TRUE	1332	27
U. S. Army Research Laboratory - HQ	Category 3	FALSE	80	7
US Army Aberdeen Test Center	Category 3	FALSE	0	0
US Army Ctr for Health Promotion and Preventative Medicine	Category 3	FALSE	11	0
US Army Environmental Center	Category 3	FALSE	0	0
US ARMY INFORMATION SYSTEMS ENGINEERING COMMAND	Category 3	FALSE	0	0
US Army Materiel Systems Analysis Activity	Category 3	FALSE	9	0
US Army Medical Research Institute for Chemical Defense	Category 3	FALSE	0	0
US Army Research, Development and Engineering Command	Category 3	FALSE	41	7
USA Force Mgmt Support Agency, HQ DA-GS	Category 2	FALSE	1304	35
USA MMA	Category 3	FALSE	0	0
USA SAC	Category 3	FALSE	155	0
USALSA	Category 2	FALSE	0	1
USAMMDA	Category 3	FALSE	0	0
USAMRAA	Category 3	FALSE	0	0

Activity	Mission Category	Statutory Requirement	Contacts w/ Senior Ldrship	Contacts with Congress
USAMRIID	Category 3	FALSE	0	0
HQ ARNG (Army Natl Guard)	Category 3	FALSE	0	0
HQ NGB (National Guard Bureau – overseeing Air Force and Army)	Category 3	FALSE	0	0
AFIS	Category 2	TRUE	0	0
DARPA	Category 2	FALSE	331	46
DCAA	Category 2	FALSE	163	0
DCMA	Category 3	FALSE	271	2
DFAS	Category 3	FALSE	132	0
DHRA	Category 2	FALSE	595	43
DISA	Category 3	FALSE	147	258
DLA	Category 3	FALSE	1204	17
DLSA	Category 3	FALSE	0	0
DOD IG	Category 3	FALSE	92	61
DODEA	Category 3	FALSE	110	15
DPMO	Category 3	FALSE	57	1
DSCA	Category 3	FALSE	335	16
DSS	Category 3	FALSE	2	1
DTRA	Category 1	FALSE	85	33
DTSA	Category 2	FALSE	131	9
MDA	Category 3	FALSE	1146	135
OEA	Category 2	TRUE	500	24
OSD	Category 2	FALSE	5963	274
PFFA	Category 1	FALSE	6	1
TMA	Category 3	FALSE	400	25
WHS	Category 2	FALSE	5983	0



DC Area Rationalization Process Review of Results



Application of Results

- ❑ Recommend we employ two applications
 - Moves generated by comparison of means
 - ✓ Scrutinized by O-6 leadership
 - ✓ Case-by-case consideration
 - Comparison of like functions

- ❑ Model is a starting point
 - Special cases and military judgment override
 - **Bold** recommendations will require **Bold** decisions
 - ✓ DISA
 - ✓ MDA, SMDC
 - ✓ Large Activities already on Installations – no Scenarios developed at this point

- ❑ Use model results as only part of justification of scenario



DC Rationalization - Results

- Used Mean of Inside DC (Peer Group) to Determine Analysis Cut-Off Point – 421 Contacts with Senior Leadership and/or 38 Contacts with Congress**
- 71 Activities Considered Eligible to Move Out (No Category 1 or 2)**
- Detailed Review indicates 9 Activities on Eligible List that are Currently Subject to a Move Out Scenario (See Handout)**
 - ✓ **AF Flight Standards Agency**
 - ✓ **SDDC**
 - ✓ **Naval Network and Space Ops Command**
 - ✓ **HQ IMA**
 - ✓ **DODEA**
 - ✓ **DFAS (handled by Finance and Accounting)**
 - ✓ **CNI**
 - ✓ **Navy MSC**
 - ✓ **DCMA**



DC Rationalization - Results

- ❑ **71 Activities Not Eligible to Move Out**
 - **54 are Category 1 or 2**
 - ✓ **Several Questionable Category Responses**
 - ◆ **HRC**
 - ◆ **AFOSI**
 - ◆ **ACA**
 - ◆ **NCIS**
 - ◆ **DARPA**
 - **Highlighted “Yes” to Statutory Requirement**
- ❑ **3 Category 3 Activities - Discuss Inside/Outside Decision**
 - **MDA**
 - **DISA**
 - **HQ SMDC**



Comparisons

- Is MDA and SMDC's Function unique enough to keep them in given COCOM responses?
- Given COCOMs can do business abroad, is DISA's DC Area location justified?

Entity	Senior Leaders	Congress
HQ SMDC	15	93
MDA	1146	135
DISA	147	258
STRATCOM	472	20
NORTHCOM	188	4
SOCOM	0	0
SOUTHCOM	80	71



DC Area Rationalization Process



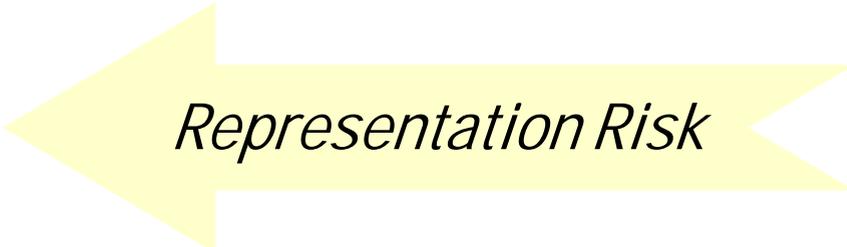
DC Area Rationalization

□ Background

- Survey-based approaches
- Three distinct groups
- Four metrics
 - ✓ Statutory Requirements
 - ✓ Mission Category
 - ✓ Contacts with Senior Leaders
 - ✓ Contacts with Congress

□ Response Rates

- Outside DC Area—56%
- Inside DC Area—84.5%
- Benchmark Group—73%



Representation Risk

□ Spreadsheet-based model

- Considers values and assigns as “IN” or “OUT”
- Each Metric given Threshold Settings
- Thresholds based on data analysis coupled with Military Judgment



DC Area Rationalization

Respondents Outside the DC Area		
	Contacts with Senior Leaders	Contacts with Congress
Count (25)	14	14
Median	7.5	2
Mode	2	0
Mean	61.42857	8.5
Std Dev	103.9687	18.9036
Maximum	346	71

Benchmark Respondents (Inside the DC Area)		
	Contacts with Senior Leaders	Contacts with Congress
Count (50)	37	36
Median	13	1
Mode	0	0
Mean	122.2162	14.13889
Std Dev	222.0502	42.87933
Maximum	875	252

Respondents Inside the DC Area		
	Contacts with Senior Leaders	Contacts with Congress
Count (142)	121	119
Median	128	6
Mode	0	0
Mean	421.438	38.17647
Std Dev	876.4497	99.62826
Maximum	5983	784

- Low Response Rates**
- Comparison of Means is Reasonable**
 - Lower levels than mean of outside group should leave
 - Lower levels than Benchmarks may leave
- Variability comparison—suggests there are some who should leave**

Transforming Through Base Realignment and Closure



Application of Results

- ❑ Original Plan was DAS/MILDEP scrub and ISG presentation
- ❑ Recommend we employ two applications
 - Moves generated by comparison of means
 - ✓ Scrutinized by O-6 leadership
 - ✓ Case-by-case consideration
 - Comparison of like functions
- ❑ Model is a starting point
 - Special cases and military judgment override
 - **Bold** recommendations will require **Bold** decisions
 - ✓ DISA
 - ✓ MDA, SMDC
- ❑ Need guidance on level of detail
- ❑ Use model results are part of justification of scenario

ActivityName
ABERDEEN PROVING GROUND
ADELPHI LABORATORY CENTER
Air Reserve Personnel Center (ARPC) - Denver, CO
Andrews AFB - Camp Springs, MD
AUDSVC , WASHINGTON DC
Bolling AFB - Washington, DC
BUMED HQ WASHINGTON DC
Carswell ARS, NAS Fort Worth Joint Reserve - Fort Worth, TX
CDR, MCB QUANTICO VA
CDR, MCNCR
CG MCRSC KANSAS CITY MO
Cheyenne Mountain AFS - Colorado Springs, CO
CIVLAWSUPACT, WASHINGTON DC
CO 4TH MCD
CO HQBN HQMC HENDERSON HALL VA
COMMANDER, NAVY INSTALLATIONS, DC
COMMARFORLANT
COMMARFORRES
COMNAVAIRESFOR NEW ORLEANS, LA
COMNAVCRUITCOM MILLINGTON, TN
COMNAVFACENCOM WASHINGTON, DC
COMNAVMETOCOM STENNIS SPACE CENTER MS
COMNAVNETSPAOPSCOM DAHLGREN VA
COMNAVNETWARCOM NORFOLK VA
COMNAVRESFOR NEW ORLEANS, LA
COMNAVSECGRU FT GEORGE G MEADE MD
COMSC WASHINGTON, DC
DAHLGREN DIVISION, NAVAL SURFACE WARFARE CENTER, VA
Davis-Monthan AFB - Tucson, AZ
DCMS WASHINGTON DC
Defense Advanced Research Agency
Defense Commissary Agency
Defense Contract Audit Agency
Defense Contract Management Agency
Defense Finance and Accounting Service
Defense Information Systems Agency
Defense Legal Services Agency/OGC
Defense Logistics Agency
Defense Security Cooperation Agency
Defense Security Service
Defense Threat Reduction Agency
Dobbins ARB - Marietta, GA
Dover AFB - Dover, DE

ActivityName
Eglin AFB - Valpariso, FL
Elmendorf AFB - Anchorage, AK
ENGFLDACT CHES WASHINGTON, DC
FIELD SUPPORT ACTIVITY WASHINGTON, DC
FORT BELVOIR
FORT BENNING
FORT BRAGG
FORT BUCHANAN
FORT DETRICK
FORT EUSTIS
FORT KNOX
FORT MCNAIR
FORT MCPHERSON
FORT MEADE
FORT MONROE
FORT SAM HOUSTON
FORT SHAFTER
Hickam AFB - Honolulu, HI
Homestead ARS - Homestead, FL
HQMC
HUMAN PERFORMANCE CENTER, VA
Hurlburt Field - Mary Esther, FL
INDIAN HEAD DIVISION, NAVAL SURFACE WARFARE CENTER, MD
JOINT WARFARE ANALYSIS CENTER
Lackland AFB - San Antonio, TX
Langley AFB - Hampton, VA
MacDill AFB - Tampa, FL
March ARB - Sunnymeade, CA
MEDIA CTR, WASHINGTON DC
Missile Defense Agency
NAMARA WASH DC, WASHINGTON DC
NAVAIR SYSCOM HQ (Includes PEOs) PATUXENT RIVER, MD
NAVAIRES ATLANTA GA
NAVAIRES BRUNSWICK, ME
NAVAIRES FORT WORTH TX
NAVAIRES JACKSONVILLE, FL
NAVAIRES NEW ORLEANS LA
NAVAIRES NORFOLK, VA
NAVAIRES POINT MUGU, CA
NAVAIRES SAN DIEGO, CA
NAVAIRES WHIDBEY ISLAND, WA
NAVAIRES WILLOW GROVE PA
NAVAL AIR STATION KEY WEST, FL

ActivityName
NAVAL BASE CORONADO, CA
NAVAL DISTRICT WASHINGTON, DC
NAVAL HISTORICAL CENTER WASHINGTON, DC
NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL WASHINGTON DC
NAVAL LEGAL SERVICES COMMAND, WASHINGTON, DC
NAVAL OCEAN PROCESSING FACILITY DAM NECK VA
NAVAL RESEARCH LABORATORY, DC
NAVAL STATION MAYPORT, FL
NAVAL SUPPORT ACTIVITY NORFOLK, VA
NAVAL SUPPORT FACILITY THURMONT, MD
NAVCOMTELSTA WASHINGTON DC
NAVICECEN SUITLAND MD
NAVINFOWARACT FT GEORGE G MEADE MD
NAVIPO, WASHINGTON DC
NAVRESREDCOM MIDATLANTIC, WASHINGTON DC
NAVRESREDCOM MIDWEST, GREAT LAKES IL
NAVRESREDCOM NORTHEAST, NEWPORT RI
NAVRESREDCOM NORTHWEST, EVERETT WA
NAVRESREDCOM SOUTH, FORT WORTH TX
NAVRESREDCOM SOUTHEAST, JACKSONVILLE FL
NAVRESREDCOM SOUTHWEST, SAN DIEGO CA
NAVSEASYSKOM WASHINGTON NAVY YARD, DC
NAVSECGRUACT FT GEORGE G MEADE MD
NAVSISA MECHANICSBURG, PA
NAVSUPSYSCOM MECHANICSBURG, PA
NAWC PATUXENT RVR, MD
NCIS, WASHINGTON DC
NCPB, WASHINGTON DC
NMIMC BETHESDA
NNDC BETHESDA
NNMC BETHESDA
NSWC CARDEROCK DIV BETHESDA MD
NSWC DAHLGREN DIV CBTDIRSYSACT DAM NECK, VA
NSWC HQ (AT WNY) WASHINGTON, DC
OCHR, WASHINGTON DC
OFFICE OF NAVAL RESEARCH, DC
Offutt AFB - Bellevue, NE
ONI WASHINGTON, DC
OPNAV WASHINGTON, DC
Pentagon Force Protection Agency
Peterson AFB - Colorado Springs, CO
PWC WASHINGTON, DC
Robins AFB - Warner Robins, GA

ActivityName
Scott AFB - Belleville, IL
SECNAV WASHINGTON DC
Shaw AFB - Sumter, SC
Tinker AFB - Midwest City, OK
TRIAL SERVICE OFFICE NORTHEAST WASHINGTON
TRIPLER ARMY MEDICAL CENTER
Tyndall AFB - Springfield, FL
U.S. JOINT FORCES COMMAND, NORFOLK, VA
U.S. PACIFIC COMMAND, HONOLULU, HI
USUHS BETHESDA
Vandenberg AFB - Lompoc, CA
WALTER REED ARMY MEDICAL CENTER
WHS-Washington Headquarters Services

Reference #HSA008 (DoD #1907) : HSA-HQS13101 Activities: SES and Officers/Number of Meetings with Senior DoD or Fed Gov't

JCSG: HQs and Support

Function(s): MAJ ADMIN - TARGET ACTIVITIES

Question: During FY03, how many times did the SES and Flag/General Officers in your Activity hold in-person meetings in the DC Area with Senior Executives of DoD Activities located within the DC Area and/or with Senior Executives of non-DoD, DC Area-based federal government entities (excluding Congress) and/or with DC Area-based foreign government officials? See Amplification Section for descriptions of Senior Executives and foreign government officials. Report the aggregate number of meetings for all SES and Flag/General Officers in your Activity. (Do NOT leave blank. If necessary, enter "N/A" in Name or UIC; or "0" for Total # mtgs.)

Source / Reference: Official FY03 Calendars of SES and Flag/General Officers

Amplification: All Activities, particularly Army and Air Force installations, should refer to the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library, Section II. B., page 70, which provides a specific listing of Activities on your installation that are required to provide responses to this question. Each Installation/Activity is responsible for providing the requested responses for each Targeted Activity on its installation in the table accompanying this question. The "Parent Command" of the Targeted Activity should be responsible for responding to this question. If there are no Targeted Activities listed next to your Installation/Activity name, you should respond directly to this question using the first line of the table. Army and Air Force Activities that reside in leased space or other space not on military installations may need to respond to this question. See the referenced list in the BRAC Library, Section II. B., page 70.

Activity = This question is targeted to selected "Activities" within the DoD, except intelligence activities.

DC Area = Within a 100 mile radius of the Pentagon. Refer to Section IV, pages 103-104 of the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library for maps of the DC Area.

How to Count Meetings = More than one SES or Flag/General Officer from the Activity in any meeting should be counted as only ONE meeting. All routine meetings that fit the descriptions herein should be counted each time they occur. For example, routine meetings include The Combined Programmers Meeting and The Senior Leadership Group (SLRG).

Dealing with Partial Year Calendars: If any SES or Flag/General Officer billet in your Activity was only partially filled during FY03 and/or a full year FY03 calendar is not available, you should use the available calendar data for that billet to estimate a full calendar year by dividing the known number of meetings by the number of available calendar months (partial months acceptable) then multiplying the result by 12.

Senior executives of DoD Activities = limited to the Secretary and Deputy Secretary of Defense; Secretaries of the Military Departments; Chairman of the Joint Chiefs of Staff; Chiefs of the Military Services; Under Secretaries of Defense; Chief Financial Officer; Principal Deputy Under Secretaries of Defense; Director of Defense Research and

Engineering; Assistant Secretaries of Defense; General Counsel of the Department of Defense, Inspector General of the Department of Defense, Director of Operational Test and Evaluation; Principal Deputy Director of Defense Research and Engineering; Under Secretaries of the Military Departments; Vice Chairman of the Joint Chiefs of Staff, Vice Chiefs of Military Services; Assistant Secretaries and General Counsels of the Military Departments; Director of Defense Agencies; and, Director, Joint Staff. (List is drawn from the identification of P-1 positions in DODI 5305.5, with the addition of SECDEF.) Senior executives of other non-DoD, DC Area-based federal government entities = Limited to the following: Secretaries, Under Secretaries, Principal Deputy Under Secretaries, and Assistant Secretaries.

Foreign government officials = Limited to Ambassadors, Public Ministers, Career Diplomats, Consular Officers, Military Attaches, and other Accredited Officials.

Please fill in the following table(s), adding rows as necessary

Activity Name (Text) string25	Activity UIC or Dept Equivalent (Text) string10	Total In-person mtgs w/Sr. Execs w/in DC area during FY 03 (#) numeric

Reference #HSA009 (DoD #1908) : HSA-HQS132101 - Activities: SES and Officers/Number of Mtgs w/Congress

JCSG: HQs and Support

Function(s): MAJ ADMIN - TARGET ACTIVITIES

Question: During FY03, how many times did the SES and Flag/General Officers in your Activity hold in-person meetings in the DC Area with members of Congress and/or their staffs? Report the aggregate number of meetings for all SES and Flag/General Officers in your Activity. Do NOT leave blank. If necessary, enter "0".

Source / Reference: Official FY03 Calendars of SES and Flag/General Officers

Amplification: All Activities, particularly Army and Air Force installations, should refer to the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library, Section II. B., page 70, which provides a specific listing of Activities on your installation that are required to provide responses to this question. Each Installation/Activity is responsible for providing the requested responses for each Targeted Activity on its installation in the table accompanying this question. The "Parent Command" of the Targeted Activity should be responsible for responding to this question. If there are no Targeted Activities listed next to your Installation/Activity name, you should respond directly to this question using the first line of the table. Army and Air Force Activities that reside in leased space or other space not on military installations may need to respond to this question. See the referenced list in the BRAC Library, Section II. B., page 70.

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Please fill in the following table(s), adding rows as necessary

Activity Name (Text) string25	Activity UIC or Dept Equivalent (Text) string10	Total In-Person mtgs w/Congress/staff w/in DC area during FY 03 (#) numeric

Reference #HSA010 (DoD #1909) : HSA-HQS133101 - Activities: Statutory Req't to be within DC area

JCSG: HQs and Support

Function(s): MAJ ADMIN - TARGET ACTIVITIES

Question: Does your Activity have a statutory requirement (in existence as of the date of this response) to be located anywhere within the DC Area? If yes, identify the specific statute establishing the requirement and the specific location of the requirement. If no, enter "N/A." (Do NOT leave blank.)

Source / Reference: U.S. Code

Amplification: All Activities, particularly Army and Air Force installations, should refer to the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library, Section II. B., page 70, which provides a specific listing of Activities on your installation that are required to provide responses to this question. Each Installation/Activity is responsible for providing the requested responses for each Targeted Activity on its installation in the table accompanying this question. The "Parent Command" of the Targeted Activity should be responsible for responding to this question. If there are no Targeted Activities listed next to your Installation/Activity name, you should respond directly to this question using the first line of the table. Army and Air Force Activities that reside in leased space or other space not on military installations may need to respond to this question. See the referenced list in the BRAC Library, Section II. B., page 70.

Activity = This question is targeted to selected "Activities" within the DoD, except intelligence activities.

DC Area = Within a 100 mile radius of the Pentagon. Refer to Section IV, pages 103-104 of the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library for maps of the DC Area.

Specific Location Requirement = Can be building, military installation, city, state, or other specific reference to where Activity must be located.

Please fill in the following table(s), adding rows as necessary

Activity Name (Text) string25	Activity UIC or Dept Equivalent (Text) string10	Required to be w/in 100 m of Pentagon (Yes/No) Yes/No	If YES, cite specific statute establishing requirement. (Text) string50	If YES, briefly describe specific location Req. (Text) string100

Reference #HSA011 (DoD #1910) : HSA-HQS133102 - Activities: Statutory Req't to remain in current location

JCSG: HQs and Support

Function(s): MAJ ADMIN - TARGET ACTIVITIES

Question: Does your Activity have a statutory requirement (in existence as of the date of your response) requiring you to remain in your current location? If yes, identify the specific statute establishing the requirement and the specific location of the requirement. If no, enter "N/A." (Do NOT leave blank.)

Source / Reference: U.S. Code

Amplification: All Activities, particularly Army and Air Force installations, should refer to the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library, Section II. B., page 70, which provides a specific listing of Activities on your installation that are required to provide responses to this question. Each Installation/Activity is responsible for providing the requested responses for each Targeted Activity on its installation in the table accompanying this question. The "Parent Command" of the Targeted Activity should be responsible for responding to this question. If there are no Targeted Activities listed next to your Installation/Activity name, you should respond directly to this question using the first line of the table. Army and Air Force Activities that reside in leased space or other space not on military installations may need to respond to this question. See the referenced list in the BRAC Library, Section II. B., page 70.

Activity = This question is targeted to selected "Activities" within the DoD, except intelligence activities.

Specific Location Requirement = Can be building, military installation, city, state, or other specific reference to where Activity must be located.

Please fill in the following table(s), adding rows as necessary

Activity Name (Text) string25	Activity UIC or Dept Equivalent (Text) string10	Required to remain in current location (Yes/No) Yes/No	If YES, cite specific statute establishing Req. (Text) string50	If YES, briefly describe specific location Req. (Text) string100

Reference #HSA012 (DoD #1911) : HSA-HQS14101 - Activities: Identify Primary Mission

JCSG: HQs and Support

Function(s): MAJ ADMIN - TARGET ACTIVITIES

Question: Indicate the type of mission/location characteristic that best describes your Activity's primary mission, using the definitions provided in the amplification section. Choose only one from the available selections. Explanations of the selections can be found in the Amplification section. (Do NOT leave blank. Do NOT use "N/A.")

Source / Reference: Senior Leadership of Activity

Amplification: All Activities, particularly Army and Air Force installations, should refer to the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library, Section II. B., page 70, which provides a specific listing of Activities on your installation that are required to provide responses to this question. Each Installation/Activity is responsible for providing the requested responses for each Targeted Activity on its installation in the table accompanying this question. The "Parent Command" of the Targeted Activity should be responsible for responding to this question. If there are no Targeted Activities listed next to your Installation/Activity name, you should respond directly to this question using the first line of the table. Army and Air Force Activities that reside in leased space or other space not on military installations may need to respond to this question. See the referenced list in the BRAC Library, Section II. B., page 70.

Activity = This question is targeted to selected "Activities" within the DoD, except intelligence activities.

DC Area = Within a 100 mile radius of the Pentagon. Refer to Section IV, pages 103-104 of the HSA JCSG (Headquarters and Support Activities Joint Cross Service Group) folder in the BRAC Library for maps of the DC Area.

Security and Defense of the DC Area: Select this response if your Activity currently has its headquarters or majority of personnel within the DC Area AND provides planning for, management of, or personnel/forces used in security and/or defense of the DC Area. This category includes facility security for all DoD and federal government buildings and installations in the DC Area.

Direct DC Area Administrative Support: Select this response if your Activity currently has its headquarters or majority of personnel located within the DC Area AND provides direct administrative and operational support to DoD Activities, or other non-DoD federal government entities, that are located solely within the DC Area AND your Activity's ability to provide customer service and support requires proximity to your customer base. For example, this category includes Activities associated with the MILDEP Secretariats and MILDEP Headquarters.

Other Mission: Select this response if your Activity currently has its headquarters or majority of personnel located within the DC Area and does not provide 1) Security and Defense of the DC Area or 2) Direct DC Area Administrative Support (as defined above).

Outside of the DC Area: Select this response if your headquarters or majority of personnel is currently located outside of the DC Area, no matter what type of general mission your Activity is engaged in.

Please fill in the following table(s), adding rows as necessary

Activity Name (Text) string15	Activity UIC or Dept Equivalent (Text) string15	Identify Primary Mission (List) multiple choice ¹

¹ Choose a value from this list: Security & Defense of DC Area, Direct DC Area Administrative Support, Other Mission (If HQ currently located in DC Area), Mission located outside DC Area



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-6
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-133

DAPR-ZB

15 FEB 2005

MEMORANDUM FOR CHAIRMAN, INFRASTRUCTURE STEERING GROUP (ISG)

SUBJECT: Refinements to Scoring Plans Within the Headquarters & Support Activities Joint Cross-Service Group (HSA JCSG) Military Value Analysis Report

1. References.

a. Headquarters and Support Activities Joint Cross-Service Group Military Value Analysis Report, dated 17 June 2004.

b. Headquarters and Support Activities Joint Cross-Service Group Military Value Analysis Report, dated 3 December 2004.

2. General. As noted in the above references, the HSA JCSG has continued to refine data issues and update the military value models. The process of cleaning up the models and data has revealed several significant issues that require changes validating our original scoring plans. Our initial report stated that if, after complete review of the capacity and military value data changes are required, the issues, justifications, and recommended changes would be sent to the OSD BRAC office, and potentially to the ISG, for approval. The purpose of this memorandum is to highlight changes made to scoring plans within the HSA JCSG. It is important to note that these changes do not deviate from the original intent of the scoring plan as approved by the ISG, and that the analysis and decisions that have been made to date will not be substantially affected.

3. Major Administrative and Headquarters Activities (MAH). The MAH Subgroup scoring plan has three significant metric changes:

a. Eliminate the Contacts with Senior DoD Leadership Metric. Multiple challenges were associated with this metric resulting from the inability of the activities to respond accurately. Challenges included the inability to reconstruct historic calendars and difficulty associated with identification of appropriate qualifying meetings. These challenges were manifested in widely variable and questionable data and lack of responses. In addition, the Department of Defense Inspector General (DoD (IG)) representative expressed concern over the validity and auditability of our data. This particular metric was not a fundamental driver of any deliberations and did not provide meaningful information supporting decisions. After careful consideration of the issues, the membership of the HSA JCSG recommends elimination of this metric.

DAPR-ZB

SUBJECT: Refinements to Scoring Plans Within the Headquarters & Support Activities Joint Cross Service Group (HSA JCSG) Military Value Analysis Report

b. Eliminate the Contacts with Congress Metric. The specific issues and justification for this metric are exactly the same as the Contacts with Senior DoD Leadership Metric. After careful consideration of the issues, the membership of the HSA JCSG recommends elimination of this metric.

c. Change the Compliance with DoD Minimum Antiterrorist Standards for Buildings Metric. During an internal audit of our military value data, models, and results, we identified an issue with the construction of the data that served as a foundation for this metric. When released to the field through the Installation Query Tool (IQT), this metric had six supporting questions, but the tool only provided space for five answers. As a result, the original scoring plan, which used seven AT/FP levels, could not be implemented. Analysis of the data shows that because of the issues associated with the responses, the metric was largely constructed with three levels. The membership of HSA JCSG recommends formalizing the change from a seven-level to a three-level metric as follows:

(1) Activities on owned space score 1.0.

(2) Leased locations that occupy buildings where DoD represents less than 25% of total occupancy score 0.8.

(3) Leased locations that occupy buildings where DoD represents greater than or equal to 25% of total occupancy get a score of 0.0.

The implication of this metric change is that all leased space will now be largely scored poorly. The formalization of this methodology has a minimal impact on the military value results. The results of this change are consistent with the strategy used by HSA JCSG to pursue leased space, and the decisions already made and recommendations forwarded continue to be supported.

4. Installation Management (IM). The IM Subgroup has one minor refinement to its scoring plan. The original scoring plan called for the use of the military value score from the Mobilization Subgroup for the Mobilization Support Metric. Due to differences in final scope between the two subgroups, this methodology is no longer meaningful. HSA JCSG recommends changing the metric by eliminating the reference to using military value scores from the Mobilization Subgroup and changing the function from a continuous measure to a binary (Yes/No) measure. The result is that an installation will receive credit if it has a mobilization support mission. This change is consistent with the scoring plan's original intent, supports the current recommendations, and has an insignificant impact on the overall result.

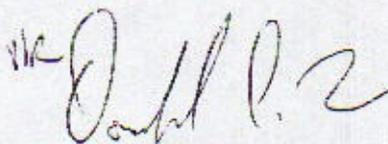
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SUBJECT: Refinements to Scoring Plans Within the Headquarters & Support Activities Joint Cross Service Group (HSA JCSG) Military Value Analysis Report

5. Mobilization. The Mobilization Subgroup has one minor refinement to its scoring plan. The original scoring plan called for the application of weighting factors to the Distance to Nearest Transportation Node Metric. Application of these weighting factors deviates from the original intent of providing each installation's distance to the nearest transportation node(s). HSA JCSG recommends changing the metric by eliminating the weighting factors and focusing solely on the distances reported in the Military Value Data Call. This change is consistent with the scoring plan's original intent, supports the current recommendations, and does not have a significant impact on the overall results.

6. Incomplete Data. The requirement for execution of military value analysis preceded our receipt of complete data. However, HSA JCSG, MILDEPs, and 4th Estate entities have worked diligently to resolve data issues. At the time of this report, there has been a substantial improvement in the data condition, but all data issues are not resolved. We will continue to pursue these issues until the publication of the final military value results.

7. Please direct any issues or questions to the H&SA JCSG point of contact, COL Carla Coulson at (703) 696-9456.



DONALD C. TISON
Assistant Deputy Chief of Staff, G-8
Chairman, HSA JCSG