



REPLY TO
ATTENTION OF

DCN: 2462
DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-04-78

9 September 2004

DAPR-ZB

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE NAVY
(INFRASTRUCTURE STRATEGY & ANALYSIS)

SUBJECT: Headquarters and Support Activities (HSA) Joint Cross-Service Group
Proposals

1. Attached, please find the HSA JCSG's current BRAC proposals. These include proposals from the following areas of analysis: Defense Agencies, Correctional Facilities, Civilian Personnel Offices, Military Personnel Centers, Installation Management, Major Administrative Headquarters, and Mobilization. These proposals are provided to you for informational purposes only; however, the HSA JCSG requests you forward any comments or concerns that you may have regarding the proposals to the HSA JCSG NLT 17 Sep 04.
2. The HSA JCSG will continue to advise you of any new or substantively revised proposals. In turn, we would appreciate an opportunity to review your BRAC proposals. We firmly believe that this cross-Service and cross-functional interaction will result in a substantive, logical, and transformational SECDEF recommendation for the 2005 BRAC Committee.
3. The HSA JCSG point of contact for any questions regarding scenario proposals is Col Charlie Sachs at (703) 696-9448 ext 156 or charles.sachs@wso.whs.mil.

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

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CF:
HSA JCSG Members
OSD BRAC Office



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9 September 2004

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MEMORANDUM FOR CHAIRMAN, INDUSTRIAL JOINT CROSS SERVICE GROUP

SUBJECT: Headquarters and Support Activities (HSA) Joint Cross-Service Group
Proposals

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9 September 2004

DAPR-ZB

MEMORANDUM FOR CHAIRMAN, MEDICAL JOINT CROSS SERVICE GROUP

SUBJECT: Headquarters and Support Activities (HSA) Joint Cross-Service Group Proposals

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MEMORANDUM FOR CHAIRMAN, INTELLIGENCE JOINT CROSS SERVICE GROUP

SUBJECT: Headquarters and Support Activities (HSA) Joint Cross-Service Group
Proposals

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MEMORANDUM FOR CHAIRMAN, EDUCATION & TRAINING JOINT CROSS
SERVICE GROUP

SUBJECT: Headquarters and Support Activities (HSA) Joint Cross-Service Group
Proposals

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MEMORANDUM FOR CHAIRMAN, TECHNICAL JOINT CROSS SERVICE GROUP

SUBJECT: Headquarters and Support Activities (HSA) Joint Cross-Service Group
Proposals

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9 September 2004

DAPR-ZB

MEMORANDUM FOR CHAIRMAN, SUPPLY/STORAGE JOINT CROSS SERVICE
GROUP

SUBJECT: Headquarters and Support Activities (HSA) Joint Cross-Service Group
Proposals

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Attachments:
71 HSA JCSG Proposals

cc:
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OSD BRAC Office



GC-DA-0002:

Consolidate Force Protection (FP) in NCR

<h3>Scenario</h3>	<h3>Drivers/Assumptions</h3>
<ul style="list-style-type: none">■ Disestablish Pentagon Force Protection Agency; and Anti-Terrorism; Chemical, Biological, Radiological, Nuclear and High-Yield Explosives; Physical Security; Law Enforcement; and Operations Security program capabilities at DARPA, DeCA, DCAA, DCMA, DFAS, DISA, DLSA, DLA, DSCA, DSS, DTRA, MDA, and PFPA; and at Army, Navy and Air Force installations located within the Statutory NCR; and realign them under a new agency, e.g., the Defense Force Protection Agency.	<ul style="list-style-type: none">■ Principle: Recruit and Train; Organize.■ Transformational Option: Regionalize installation support; Merge security and force protection within the NCR.■ Other: FP program capabilities at DoD Field Activities – most in leased space within the NCR -- are similar to those at Defense Agencies.
<h3>Justification/Impact</h3>	<h3>Potential Conflicts</h3>
<ul style="list-style-type: none">■ FP provided by organic civilian and/or military personnel, contractors, lessors, or combination thereof at 13 Defense Agencies and 4 Services that reside on 10+ installations and 250+ owned/leased facilities in the statutory NCR. This would consolidate under 1 agency.■ Frees military personnel for war-fighting; frees redundant space; concentrates PPBE in a single activity; produces management efficiencies, economies of scale, common training/safety standards; improves COOP; and enhances interoperability with DHS, state, regional, public safety agencies/activities.	<ul style="list-style-type: none">■ May conflict with Service training, and or employment/deployment doctrine.■ May conflict with Service culture.■ May conflict with statutory law enforcement jurisdictions.



GC-CF-0001: Close USAF Correctional Facilities

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Edwards, Kirtland and Lackland AFBs by disestablishing Level I correctional facilities and re-locating missions to NAS Pensacola and MCAS Miramar. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Older facilities - Edwards (1954), Kirtland (1950).■ USAF inmate count minimal (FY03 – 177).■ Creates joint Level I, II correctional facilities.■ Newer facilities - Pensacola (1995), Miramar (1989).■ Current USN/USAF MOA for Level II can be extended to support Level I.	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principles: Recruit and Train; Organize.■ Transformational Option: Consolidate correctional facilities. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ No USAF DoD-level correctional facility.



GC-CF-0002: Close Ft Knox Correctional Facility

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Ft Knox by disestablishing the Level II correctional facility and re-locating the mission to Ft Lewis. <p>Justification/Impact</p> <ul style="list-style-type: none">■ Ft Knox is 2nd oldest facility in DoD inventory (1953). Enlisted family housing has encroached the facility's fence line.■ Ft Lewis facility is isolated and surrounded by buildable land. It's a Power Projection Platform located next to McChord AFB; MP units can be readily deployed to points OCONUS.	<ul style="list-style-type: none">■ Principle: Organize.■ Principle: Recruit and train.■ Principle: Deploy & employ.■ Transformational Option: Consolidate correctional facilities. <p>Potential Conflicts</p> <ul style="list-style-type: none">■ None.



GC-CF-0003: Outsource with Federal Bureau of Prisons

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Outsource long-term bed space with Federal Bureau of Prisons (FBOP)■ Re-negotiate/increase number of long-term beds with the Federal Bureau of Prisons (FBOP) for transfer from United States Disciplinary Barracks (USDB), Ft Leavenworth. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Current agreement w/ FBOP insufficient.■ Approx 1/3 of long-term prisoners are fully adjudicated and discharged from military.■ Increase in FBOP support would open beds for long-term prisoners at Level II facilities.■ Discharged prisoners sent to federal system.■ Efficient utilization of USDB beds.■ “Good order and discipline.”	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principle: Organize.■ Principle: Recruit and train.■ Transformational Option: Consolidate correctional facilities.■ Other: Efficiently utilize beds at the USDB, Ft Leavenworth. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: “Cradle to grave” mentality.■ Other: Outsourcing cost.



GC-CF-0004: Close Edwards AFB & Kirtland AFB Correctional Facilities

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Edwards and Kirtland AFBs by disestablishing Level I correctional facilities and re-locating missions to NAS Pensacola and MCAS Miramar.	<ul style="list-style-type: none">■ Principle: Organize.■ Principle: Recruit and train.■ Principle: Deploy & employ.■ Transformational Option: Consolidate correctional facilities.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Older facilities - Edwards (1954), Kirtland (1950).■ USAF inmate count minimal (FY03 – 77).■ Creates Joint Level I, II correctional facilities.■ Newer facilities – NAS Pensacola (1995), MCAS Miramar (1989).■ Current USN/USAF MOA for Level II can be extended to support Level I.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Doctrinal: One USAF DoD-level correctional facility (Lackland AFB).



GC-CF-0005: Close Ft Lewis Correctional Facility

Scenario	Drivers/Assumptions
<p data-bbox="1052 151 1230 1023">■ Realign Ft Lewis by disestablishing the Level II correctional facility and re-locating the mission to Subase Bangor.</p> <p data-bbox="792 342 857 846">Justification/Impact</p> <ul data-bbox="305 151 764 1023" style="list-style-type: none">■ Older facility – Ft Lewis (1957).■ Newer facility – Subase Bangor (1995).■ Subase Bangor correctional facility upgrades from Level I to Level II (300 bed) facility.■ Creates Joint Level II correctional facilities.	<p data-bbox="1263 1257 1328 1789">Drivers/Assumptions</p> <ul data-bbox="889 1076 1230 1917" style="list-style-type: none">■ Principle: Organize.■ Principle: Recruit and train.■ Principle: Deploy and employ.■ Transformational Option: Consolidate correctional facilities. <p data-bbox="797 1289 862 1757">Potential Conflicts</p> <ul data-bbox="651 1076 764 1906" style="list-style-type: none">■ Doctrinal: No USA DoD correctional facility in Northwest.



GC-CF-0006: Close Ft Knox, Ft Sill, and Ft Lewis Correctional Facilities

Scenario	Drivers/Assumptions
<p data-bbox="917 202 1226 1010">■ Realign Ft Knox, Ft Sill and Ft Lewis by disestablishing Level II correctional facilities and re-locating the missions to the United States Disciplinary Barracks (USDB), Ft Leavenworth.</p> <p data-bbox="690 351 755 851">Justification/Impact</p> <ul data-bbox="332 159 657 968" style="list-style-type: none">■ Older facilities – Ft Knox (1953), Ft Sill (19??), Ft Lewis (1957).■ Creates Joint Level I, II correctional facilities.■ Newer facility - USDB (2001).	<p data-bbox="1242 1266 1307 1798">Drivers/Assumptions</p> <ul data-bbox="876 1074 1218 1925" style="list-style-type: none">■ Principle: Organize.■ Principle: Recruit and train.■ Principle: Deploy & employ.■ Transformational Option: Consolidate correctional facilities. <p data-bbox="690 1287 755 1755">Potential Conflicts</p> <ul data-bbox="535 1074 657 1830" style="list-style-type: none">■ Doctrinal: Single USA DoD-level correctional facility.



GC-CF-0007: Close MCB Quantico Correctional Facility

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign MCB Quantico by disestablishing the Level I correctional facilities and re-locating missions to NAVBRIG Norfolk. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Creates joint Level II correctional facilities.■ Both facilities built (1972).■ MCB Quantico occupancy count minimal (30).■ NAVBRIG Norfolk correctional facility upgrades to a 350-bed facility.■ Consolidates Northeast/Mid-Atlantic facilities.	<ul style="list-style-type: none">■ Principle: Organize.■ Principle: Recruit and train.■ Transformational Option: Consolidate correctional facilities. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ Facilities: No DoD-level correctional facility within the NCR.■ Statutory: Agreement with FBI/CIA.



GC-CF-0008: Close Camp Pendleton Correctional Facility

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Camp Pendleton by disestablishing the Level II correctional facilities and re-locating the mission to MCAS Miramar. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Older facilities – Camp Pendleton (1972).■ Creates joint Level II correctional facilities.■ Newer, state of art facility - Miramar (1989).■ Geographical location < 25 miles apart.■ Requires Miramar double bunk or facility upgrade of approximately 250 single beds.	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principle: Organize.■ Principle: Recruit and Train.■ Transformational Option: Consolidate correctional facilities. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: USMC, “Take care of our own” mentality.



GC-CF-0009: Create a DoD Correctional System

Scenario	Drivers/Assumptions
<p data-bbox="706 351 771 861">Justification/Impact</p> <ul data-bbox="495 159 673 1021" style="list-style-type: none">■ Disestablish the USA, USAF, USMC and USN correctional system and Create a DoD correctional system with a single executive agent.	<p data-bbox="706 1287 771 1776">Potential Conflicts</p> <ul data-bbox="560 1085 673 1819" style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate correctional facilities.■ Cultural: DoD-level correctional facility.



GC-CPO-0001: Consolidate CPOs

Scenario	Drivers/Assumptions
<p data-bbox="971 202 1209 1038">■ Realign up to __ leased-facility/installations by consolidating 25 CPOs into __ DoD regional civilian personnel offices, locations TBD.</p> <p data-bbox="597 368 651 868">Justification/Impact</p> <ul data-bbox="196 165 553 1038" style="list-style-type: none">■ Meets DoD goal of improving jointness by reducing the number of CPOs and creating joint CPOs.■ Reduces the number of CPOs by __.■ Reduces leased space.■ Enhances AT/FP.	<p data-bbox="1263 1272 1317 1804">Drivers/Assumptions</p> <ul data-bbox="727 1108 1219 1953" style="list-style-type: none">■ Principle: Recruit and Train.■ Principle: Quality of Life.■ Principle: Organize.■ Transformational Option: Consolidate or co-locate regional CPOs to create joint Civilian Personnel Centers.■ Transformational Option: Eliminate leased space US-wide. <p data-bbox="605 1304 659 1783">Potential Conflicts</p> <ul data-bbox="386 1108 561 1981" style="list-style-type: none">■ Cultural: Civilian Personnel functions are separate and unique in each Service and the 4th Estate.



GC-CPO-0002: Consolidate DoD Agency CPOs with Service CPOs

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ■ Realign leased-facility at DeCA Arlington, VA; WHS Arlington, VA; DFAS Indianapolis, IN; DLA Columbus, OH; DLA New Cumberland, PA; DISA Arlington, VA; DoDEA Alexandria, VA and consolidate with Service CPOs, locations TBD. 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Recruit and train. ■ Principle: Quality of life. ■ Principle: Organize. ■ Transformational Option: Consolidate or co-locate Regional Civilian Personnel Offices to create joint civilian personnel centers. ■ Transformational Option: Eliminate leased space US-wide.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Meets the DoD goal of improving jointness by reducing the number of CPOs. ■ Reduces the number of CPOs by 7. ■ Reduces leased space. ■ Enhances AT/FP. 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Cultural: Civilian Personnel function is separate and unique in the 4th Estate.



GC-CPO-0003: Realign Maximum CPOs Per MILDEP

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign maximum number of leased facility/installation CPOs per MILDEP by consolidating with ___ CPOs in each MILDEP.	<ul style="list-style-type: none">■ Principle: Recruit and train.■ Principle: Quality of life.■ Principle: Organize.■ Transformational Option: Consolidate or co-locate regional CPOs to create joint civilian personnel centers.■ Transformational Option: Eliminates leased space US-wide.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Improves the efficiency and effectiveness of the Services CPOs through consolidation.■ Reduces the number of CPOs by ____.■ Reduces leased space.■ Enhances AT/FP.	<ul style="list-style-type: none">■ None.



GC-CPO-0004: Tinker, Bolling, Hill & Robins AFBs to CPO at Wright-Patterson AFB

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Tinker, Bolling, Hill and Robins Air Force Bases by consolidating the CPOs into one location at Wright-Patterson AFB.	<ul style="list-style-type: none">■ Principle: Recruit and train.■ Principle: Quality of life.■ Principle: Organize.■ Transformational Option: Consolidate or co-locate regional CPOs to create joint civilian personnel centers.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Improves the efficiency and effectiveness of the Services CPOs.■ Reduces the number of CPO by 4.	<ul style="list-style-type: none">■ None.



GC-CPO-0005: DeCA CPO to Army

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign the Defense Commissary Agency (DeCA) in Arlington, VA and consolidate with Army CPOCs at location TBD.	<ul style="list-style-type: none">■ Principle: Recruit and train.■ Principle: Quality of life.■ Principle: Organize.■ Transformational Option: Consolidate or co-locate regional CPOs to create joint civilian personnel centers■ Transformational Option: Eliminates leased space US-wide.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Reduces number of CPOs by one.■ Increases efficiency of CPO by relocating one that has servicing ratio approximately half of receiving location.■ Reduces leased space.■ Enhances AT/FP.	<ul style="list-style-type: none">■ Cultural: Civilian Personnel functions are separate and unique in the 4th Estate.



GC-CPO-0006: DLA to One Office

Scenario	Drivers/Assumptions
<p data-bbox="1052 159 1226 995">■ Realign DLA-New Cumberland, PA and consolidate with DLA-Columbus, OH.</p> <p data-bbox="657 357 711 855">Justification/Impact</p> <ul data-bbox="316 159 617 1017" style="list-style-type: none">■ Reduces the number of CPOs by one.■ Increases the efficiency of the CPO by merging the two DLA offices together. Each are servicing a little over 10,000 people.	<p data-bbox="868 1085 1323 1925">■ Principle: Recruit and train. ■ Principle: Quality of life. ■ Principle: Organize. ■ Transformational Option: Consolidate or co-locate regional CPOs to create joint civilian personnel centers.</p> <p data-bbox="673 1298 722 1766">Potential Conflicts</p> <ul data-bbox="446 1085 625 1936" style="list-style-type: none">■ Other: DLA recently reorganized into two locations so this would be another change for them.



GC-CPO-0007: DISA CPO To DFAS CPO

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Defense Information Systems Agency (DISA), Arlington, VA and consolidate with Civilian Personnel, Defense Finance and Accounting Service (DFAS), Indianapolis, IN.	<ul style="list-style-type: none">■ Principle: Recruit and train.■ Principle: Quality of life.■ Principle: Organize.■ Transformational Option: Consolidate or co-locate regional CPOs to create joint civilian personnel centers■ Transformational Option: Eliminates leased space US-wide.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ DISA is currently recruiting and filling jobs for GS-13s & above for their agency's vacancies, while DFAS's CPO fills DISA's jobs for GS-12 and below. Movement of DISA's CPO to DFAS places all of DISA's recruiting & hiring with one agency.■ Reduces leased space and enhances AT/FP.	<ul style="list-style-type: none">■ Cultural: Civilian Personnel functions are separate and unique in the 4th Estate.



GC-CPO-0008: Consolidate DoD Agency CPOs with DFAS CPO

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ■ Realign leased-facility DeCA, Arlington, VA; WHS, Arlington, VA; DLA, Columbus, OH; DLA, New Cumberland, PA; DISA, Arlington, VA; DoDEA, Alexandria, VA and consolidate CPOs at DFAS, Indianapolis, IN. 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Recruit and Train. ■ Principle: Quality of Life. ■ Principle: Organize. ■ Transformational Option: Consolidate or co-locate Regional Civilian Personnel Offices to create joint civilian personnel centers. ■ Transformational Option: Eliminate leased space US-wide.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Meets the DoD goal of improving jointness by reducing the number of CPOs by 6. ■ Reduces the number of CPOs by 6. ■ Based on the Business Initiative Council to Consolidate Defense Agency Overhead Functions ■ Reduces leased space and enhances AT/FP. ■ DFAS has the best servicing ratio in the 4th Estate. 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Cultural – Civilian Personnel function is separate and unique in the 4th Estate.



GC-CPO-0009: Consolidate DoD Agency CPOs with DFAS and DLA CPOs

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign leased-facility DeCA, Arlington, VA; WHS, Arlington, VA; DISA, Arlington, VA; DoDEA, Alexandria, VA; DLA, New Cumberland and consolidate CPOs at DFAS, Indianapolis, IN and DLA, Columbus, OH.	<ul style="list-style-type: none">■ Principle: Recruit and Train.■ Principle: Quality of Life.■ Principle: Organize.■ Transformational Option: Consolidate or co-locate Regional Civilian Personnel Offices to create joint civilian personnel centers.■ Transformational Option: Eliminate leased space US-wide.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Meets the DoD goal of improving jointness by reducing the number of CPOs.■ Based on the Business Initiative Council to Consolidate Defense Agency Overhead Functions■ Reduces the number of CPOs by 5.■ Reduces leased space and enhances AT/FP.	<ul style="list-style-type: none">■ Cultural – Civilian Personnel function is separate and unique in the 4th Estate.



GC-MPC-001: Co-locate All Military Personnel Centers at TBD

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Consolidate all Active and Reserve Military Personnel Centers within each Service and Co-locate all at TBD.	<ul style="list-style-type: none">■ Principle: Recruit and Train.■ Principle: Organize.■ Transformational Option: Consolidate Active and Reserve Military Personnel Centers of the same service.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Consolidate HQs at single locations.■ Transformational Option: Eliminate stand-alone HQs.
<h2>Justification/Impact</h2>	<h2>Potential Conflicts</h2>
<ul style="list-style-type: none">■ Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.■ Improves jointness.■ Improves AT/FP.	<ul style="list-style-type: none">■ Availability of civilian workforce with personnel experience. Scenario requires ~4,400 civilians in primarily personnel-related GS-Series (GS-201/203).■ Requires ~2 Million+ Square Feet of space.■ Requires considerable TDY lodging capacity to support multiple simultaneous Promotion Boards.



GC-MPC-0002: Co-locate Army & Navy Personnel at Millington

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">Consolidate and close HRC-Alexandria VA, HRC Indianapolis IN and HRC-St. Louis MO (all in leased space) and Co-locate with Navy Personnel at NSA Mid-South Millington TN.	<ul style="list-style-type: none">Principle: Recruit and Train.Principle: Organize.Transformational Option: Consolidate Active and Reserve Military Personnel Centers of the same service.Transformational Option: Eliminate leased space US-wide.Transformational Option: Consolidate HQs at single locations.Transformational Option: Eliminate stand-alone HQs.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.Consolidates all HR Command, co-location at Millington meets the DoD goal of improving jointness, and positions for follow-on study on joint personnel centers.	<ul style="list-style-type: none">Availability of civilian workforce with personnel experience.Currently ~675 civilians performing Military Personnel at NAVPERSCOM. Scenario requires an additional ~3,080 civilians in primarily personnel-related GS-Series (GS-201/203).



GC-MPC-0003: Consolidate Army Personnel at Knox

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ■ Consolidate and close HRC-Alexandria VA, HRC Indianapolis IN and HRC-St. Louis MO (all in leased space) and Co-locate with Army Recruiting Command at Ft Knox KY. 	<ul style="list-style-type: none"> ■ Principle: Recruit and Train. ■ Principle: Organize. ■ Transformational Option: Consolidate Active and Reserve Military Personnel Centers of the same service. ■ Transformational Option: Eliminate leased space US-wide. ■ Transformational Option: Consolidate HQs at single locations. ■ Transformational Option: Eliminate stand-alone HQs.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ■ Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness. ■ Co-locates all Army Personnel at one location increasing synergy of the personnel lifecycle system management. ■ Improves AT/FP. 	<ul style="list-style-type: none"> ■ Availability of civilian workforce with personnel experience. ■ Not currently a Military Personnel Center location. Scenario requires ~2,925 civilians in primarily personnel-related GS-Series (GS-201/203).



GC-MPC-0004: Co-locate Army Personnel and Accessions at Knox

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Consolidate and close HRC-Alexandria VA, HRC Indianapolis IN and HRC-St Louis MO (all in leased space) and Re-locate to Ft Knox KY.■ Re-locate Army Accessions Command and Cadet Command from Ft Monroe VA and Co-locate with Army Enlisted Recruiting Command and HR Command at Ft Knox KY.	<ul style="list-style-type: none">■ Principle: Recruit and Train.■ Principle: Organize.■ Transformational Option: Consolidate Active and Reserve Military Personnel Centers of the same service.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Consolidate HQs at single locations.■ Transformational Option: Eliminate stand-alone HQs.
<h2>Justification/Impact</h2>	<h2>Potential Conflicts</h2>
<ul style="list-style-type: none">■ Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.■ Co-locates all Army Personnel with Recruiting Command at one location increasing synergy of the personnel lifecycle system management.■ Improves AT/FP.	<ul style="list-style-type: none">■ Availability of civilian workforce with personnel experience for HRC.■ Not currently a Military Personnel Center location. HRC portion of the scenario requires ~2,925 civilians in primarily personnel-related GS-Series (GS-201/203).



GC-MPC-0005: Consolidate Navy Personnel at Millington

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Consolidate Naval Reserve Personnel Center New Orleans LA and the Enlisted Placement and Management Center New Orleans LA and Co-locate with Navy Personnel Command at Millington TN.	<ul style="list-style-type: none">■ Principle: Recruit and Train.■ Principle: Organize.■ Transformational Option: Consolidate Active and Reserve Military Personnel Centers of the same service.■ Transformational Option: Consolidate HQs at single locations.■ Transformational Option: Eliminate stand-alone HQs.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.■ Co-locates all Navy Personnel Centers with Navy Recruiting Command at one location increasing synergy of the personnel lifecycle system management.■ Potential to close NSA New Orleans (R&RC-0002).	<ul style="list-style-type: none">■ None.



GC-MPC-0006: Consolidate Marine Corps Personnel at Quantico

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Consolidate Marine Corps Mobilization Command Kansas City MO and Co-locate with the Marine Corps Personnel at MCB Quantico VA.	<ul style="list-style-type: none">■ Principle: Recruit and Train.■ Principle: Organize.■ Transformational Option: Consolidate Active and Reserve Military Personnel Centers of the same service.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Consolidate HQs at single locations.■ Transformational Option: Eliminate stand-alone HQs.
<h2>Justification/Impact</h2>	<h2>Potential Conflicts</h2>
<ul style="list-style-type: none">■ Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.■ Co-locates all Marine Corps Personnel Centers, Recruiting Command and Training & Education Command at one location increasing synergy of the personnel lifecycle system mgt.	<ul style="list-style-type: none">■ Changes Marine Corps Organization/ Reporting Chain (MOBCOM reports to MARFORRES).■ Mobilization Command performs more than just Military Personnel functions.■ Keeps ~840 MC people in DC Area and Re-locates an additional ~535 MC personnel INTO the DC Area.



GC-MPC-0007: Consolidate AF Personnel at Randolph

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Consolidate AF Reserve Personnel Center Denver CO and Co-locate with the AF Personnel Center at Randolph AFB TX.	<ul style="list-style-type: none">■ Principle: Recruit and Train.■ Principle: Organize.■ Transformational Option: Consolidate Active and Reserve Military Personnel Centers of the same service.■ Transformational Option: Consolidate HQs at single locations.■ Transformational Option: Eliminate stand-alone HQs.
<h2>Justification/Impact</h2>	<h2>Potential Conflicts</h2>
<ul style="list-style-type: none">■ Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.■ Co-locates all Air Force Personnel, Recruiting Command and Education & Training Command at one location increasing synergy of the personnel lifecycle system management.	<ul style="list-style-type: none">■ Changes Air Force Organization/ Reporting Chain (ARPC reports to AFRC).■ AFRC Interpretation of 10 USC 10174(c)(1) “... shall assign to AF Reserve Command all forces of the AFR stationed in the continental United States.”



GC-IM-0001: Establish Joint Base Bragg-Pope

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Establish Joint Base Bragg-Pope by consolidating Ft Bragg and Pope AFB with a single executive agent.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Furthers joint doctrine.■ Eliminates redundancy of installation management functions and creates economies of scale.	<ul style="list-style-type: none">■ Cultural: Different Service standards.



GC-IM-0002: Establish Joint Base Lewis-McChord

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Establish Joint Base Lewis-McChord by consolidating Ft Lewis and McChord AFB with a single executive agent. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: Different Service standards.



GC-IM-0003: Establish Joint Base McGuire-Dix-Lakehurst

Scenario	Drivers/Assumptions
<p data-bbox="738 357 792 855">Justification/Impact</p> <ul data-bbox="462 159 706 989" style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<p data-bbox="738 1293 792 1770">Potential Conflicts</p> <ul data-bbox="657 1095 706 1925" style="list-style-type: none">■ Cultural: Different Service standards.

- Establish Joint Base McGuire-Dix-Lakehurst by consolidating McGuire AFB, Ft Dix and NAFES Lakehurst with a single executive agent.

- Principle: Organize.
- Transformational Option: Consolidate management at installations with shared boundaries.



GC-IM-0004: Establish Joint Base Andrews-Washington

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Establish Joint Base Andrews-Washington by consolidating Andrews AFB and NAF Washington with a single executive agent. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: Different Service standards.



GC-IM-0005: Establish Joint Base Anacostia-Bolling

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Establish Joint Base Anacostia-Bolling by consolidating Anacostia Annex, Bolling AFB and Naval Research Laboratory with a single executive agent. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: Different Service standards.



GC-IM-0006: Establish Joint Base Myer-Henderson Hall

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Establish Joint Base Myer-Henderson Hall by consolidating Ft Myers and Henderson Hall with a single executive agent. <p>Justification/Impact</p> <ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries. <p>Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: Different Service standards.



GC-IM-0007: Establish Joint Base Elmendorf-Richardson

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Establish Joint Base Elmendorf-Richardson by consolidating Elmendorf AFB and Ft Richardson with a single executive agent. <p>Justification/Impact</p> <ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries. <p>Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: Different Service standards.



GC-IM-0008: Establish Joint Base Pearl Harbor-Hickam

Scenario	Drivers/Assumptions
<p data-bbox="738 351 795 851">Justification/Impact</p> <ul data-bbox="462 159 706 989" style="list-style-type: none">■ Establish Joint Base Pearl Harbor-Hickam by consolidating Pearl Harbor Naval Station and Hickam AFB with a single executive agent.■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<p data-bbox="738 1287 803 1766">Potential Conflicts</p> <ul data-bbox="657 1085 706 1904" style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries.■ Cultural: Different Service standards.



GC-IM-0009: Consolidate Charleston AFB and Charleston Naval Weapons Station

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Consolidate Charleston AFB and Charleston Naval Weapons Station with a single executive agent. <p>Justification/Impact</p> <ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Regionalization of Installation Support. <p>Potential Conflicts</p> <ul style="list-style-type: none">■ Different Service standards.



GC-IM-0010: Consolidate Lackland AFB and Ft Sam Houston

Scenario	Drivers/Assumptions
<p data-bbox="651 351 711 853">Justification/Impact</p> <ul data-bbox="365 159 609 989" style="list-style-type: none">■ Consolidate Lackland AFB and Fort Sam Houston a single executive agent.■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<p data-bbox="651 1287 711 1755">Potential Conflicts</p> <ul data-bbox="365 1074 609 1904" style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Regionalization of Installation Support.■ Cultural: Different Service standards.



GC-IM-0011: Consolidate North Hampton Roads Installations (Peninsula)

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Consolidate Langley AFB, Ft Monroe, Ft Eustis, Naval Weapons Station-Yorktown, and Cheatham Annex (all north of the James River) with a single executive agent.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Regionalization of Installation Support.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Cultural: Different Service standards.



GC-IM-0012: Consolidate South Hampton Roads Installations (Norfolk-area)

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Consolidate Ft Story with USN installations in the Norfolk area (south of the James River) with a single executive agent.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Regionalization of Installation Support.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Eliminates redundancy of installation management functions and creates economies of scale.■ Furthers joint doctrine.	<ul style="list-style-type: none">■ Cultural: Different Service standards.



MAH-COCCOMs-0001: Relocate SOUTHCOM HQ

Scenario	Drivers/Assumptions
<p data-bbox="667 342 727 846">Justification/Impact</p> <ul data-bbox="516 155 630 825" style="list-style-type: none">■ Close SOUTHCOM HQ occupying leased space in Miami, FL and relocate to Homestead Joint Air Reserve Station, FL.■ Eliminates leased space/costs.■ Enhances AT/FP.	<p data-bbox="667 1272 727 1747">Potential Conflicts</p> <ul data-bbox="581 1070 630 1240" style="list-style-type: none">■ Principles: Organize.■ Transformational Options: Eliminate leased space US-wide.■ Transformational Options: Consolidate HQs at a single location.■ Transformational Options: Eliminate stand-alone HQs.■ None.



MAH-COCCOMs-0002: Co-locate USARPAC with PACFLT and PACCAF

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none">■ Co-locates three PACOM service component commands in the Geo-cluster which will reduce footprint, improve interoperability, and realize savings through shared common support functions.■ Realize savings through the potential closure of Ft Shafter, HI.	<p>Potential Conflicts</p> <ul style="list-style-type: none">■ None.



MAH-COCCOMs-0003: Relocate TRADOC

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Ft Monroe, VA by relocating TRADOC (minus Army Accessions Command and Cadet Command) to Ft Eustis, VA.	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Options: Consolidate HQs at a single location.■ Transformational Options: Eliminate stand-alone HQs.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Merge common support functions.■ Realize savings through the potential closure of Ft Monroe, VA.■ Keeps TRADOC in the vicinity of JFCOM.	<ul style="list-style-type: none">■ None.



MAH-COCCOMs-0004: Relocate TRADOC

Scenario	Drivers/Assumptions
<p data-bbox="730 340 795 851">Justification/Impact</p> <ul data-bbox="389 148 698 978" style="list-style-type: none">■ Merge common support functions.■ Realize savings through the potential closure of Ft Monroe, VA.■ Keeps TRADOC in the vicinity of JFCOM.	<p data-bbox="730 1276 795 1744">Potential Conflicts</p> <ul data-bbox="633 1064 698 1255" style="list-style-type: none">■ None.



MAH-COCCOMs-0006: Relocate JFCCOM Activities in Leased Space

Scenario	Drivers/Assumptions
<p data-bbox="706 351 763 851">Justification/Impact</p> <ul data-bbox="552 159 665 808" style="list-style-type: none">■ Close JFCCOM activities occupying leased space in Suffolk, VA and relocate to TBD.■ Eliminates leased space/cost.■ Enhances AT/FP.	<p data-bbox="706 1276 763 1755">Potential Conflicts</p> <ul data-bbox="617 1074 665 1244" style="list-style-type: none">■ None.



MAH-MAH-0001: Consolidate Defense Information Systems Agency (DISA) Components in DC Area

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign multiple leased and owned locations by consolidating components of DISA on a military installation, location TBD. Location possibilities include NAS Annapolis, Carlisle Barracks, NAS Patuxent River Webster Field, Ft. Meade, and other installations outside of the DC Area. (This concept may be suitable for an Enhanced Use Leasing (EUL) Project.)	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Consolidate HQs at single locations.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Consolidation of HQ locations from 11 to 1 eliminates redundancy and enhances efficiency.■ Eliminates 560,000 USF of leased space within the DC Area.■ Relocates major tenant from Arlington Service Center and allows Navy to consider closing that installation.■ Enhances AT/FP.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Relocation of large user may conflict with planned usage of space/land on the target installation.■ Cost.



MAH-MAH-0002: Consolidate Missile Defense Agency (MDA) within DC Area

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign multiple leased locations and FOB2 by consolidating MDA and relocating to a military installation within the DC Area, location TBD. Location possibilities include: Ft. Belvoir, Ft. Meade, Dahlgren, Indian Head, NAS Annapolis, among others. (This concept may be suitable for an Enhanced Use Leasing Project.)	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Consolidate HQs at single locations.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Consolidation of HQ locations from 9 to 1 eliminates redundancy and enhances efficiency.■ Eliminates ____ USF of leased space within the DC Area.■ Enhances AT/FP.■ Relocates major tenant from FOB 2, which is projected to close in 2010+.	<ul style="list-style-type: none">■ Large Contractor Community may need to relocate; this target space does not include Contractors.■ Cost.■ Relocation of large user may conflict with planned usage of space/land on the target installation.



MAH-R&RC-0001: Co-locate Air Force Reserve Recruiting Service

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign leased space in Warner-Robins, GA by co-locating Air Force Reserve Recruiting Service (RC) with Air Force Recruiting Service (AC) at Randolph AFB, TX. <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Reduce leased space and enhance AC/RC interoperability. Enhanced if Reserve Personnel relocates from Denver to Randolph AFB (HSA-MPC-0007).■ Merge common support functions.■ Enhance AT/FP.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Co-locate Recruiting Commands.■ Transformational Option: Consolidate HQs at a single location.■ Transformational Option: Eliminate leased space US-wide. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ None.



MAH-R&RC-0002: Relocate Naval Reserve Command

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign NSA New Orleans, LA by co-locating Naval Reserve Command with Commander Fleet Forces Command at NSA Norfolk, VA.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Eliminate stand-alone HQs.■ Transformational Option: Consolidate HQs at single locations.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Enhance Service AC/RC interoperability and Reserve Additional Duty relationship with Fleet Forces Command.■ Follows Navy Active Reserve Integration initiative to create balance between active & reserve.■ Potential to close NSA New Orleans, LA (MC co-locate to Quantico R&RC-0004).■ Merge common support functions.	<ul style="list-style-type: none">■ None.



MAH-R&RC-0003: Relocate Army Reserve Command

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Ft McPherson, GA by relocating Army Reserve Command at a site TBD (e.g., Dobbins JARB, GA, Robins AFB, GA). <p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">■ Enhance Service AC/RC interoperability.■ Merge common support functions.■ Reduces lease costs.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Eliminate stand-alone HQs.■ Transformational Option: Consolidate HQs at single locations.■ Transformational Option: Eliminate leased space US-wide. <p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ None.



MAH-R&RC-0004: Relocate Marine Corps Reserve Command

Scenario	Drivers/Assumptions
<p data-bbox="922 208 1221 1032">■ Realign NSA New Orleans, LA by co-locating Marine Corps Reserve Command with HQs Marine Corps and Marine Corps Recruiting Command at Marine Corps Base Quantico VA.</p> <p data-bbox="685 363 740 861">Justification/Impact</p> <ul data-bbox="164 165 646 1032" style="list-style-type: none">■ Enhance Service AC/RC interoperability.■ Merge common support functions.■ Enhanced on MOBCOM co-locating to Quantico, VA (HSA-MPC-0006).■ Potential to close NSA New Orleans, LA (Naval Reserve co-locate to Norfolk, VA HSA-R&RC-0002).	<p data-bbox="917 1095 1221 1940">■ Principle: Organize. ■ Transformational Option: Eliminate stand-alone HQs. ■ Transformational Option: Consolidate HQs at a single location.</p> <p data-bbox="685 1302 740 1770">Potential Conflicts</p> <ul data-bbox="604 1095 646 1266" style="list-style-type: none">■ None.



MAH-R&RC-0005: Co-locate Air Force Reserve Command

Scenario	Drivers/Assumptions
<p data-bbox="673 351 730 851">Justification/Impact</p> <ul data-bbox="454 159 633 925" style="list-style-type: none">■ Realign Robins AFB, GA by co-locating Air Force Reserve Command at a site TBD.■ Enhance Service AC/RC interoperability.■ Merge common support functions.	<p data-bbox="673 1287 730 1766">Potential Conflicts</p> <ul data-bbox="901 1085 1209 1925" style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Eliminate stand-alone HQs.■ Transformational Option: Consolidate HQs at a single location.■ None.



MAH-R&RC-0007: Co-locate Service Reserve Commands

Scenario	Drivers/Assumptions
<p data-bbox="771 202 1209 1042">■ Realign Ft McPherson, GA, Robins AFB, GA and NSA New Orleans, LA, by co-locating the Service Reserve Commands of the Army, Air Force, Navy and Marine Corps, respectively, at a site TBD (e.g., Norfolk VA, Dobbins JARB, GA, Robins AFB, GA).</p> <p data-bbox="576 351 641 861">Justification/Impact</p> <ul data-bbox="235 159 544 936" style="list-style-type: none">■ Enhances Joint Service RC interoperability.■ Reduces footprint.■ Merge common support functions.■ Reduce duplicative staffing.	<p data-bbox="1258 1255 1323 1798">Drivers/Assumptions</p> <ul data-bbox="787 1085 1226 1925" style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate HQs at a single location.■ Transformational Option: Co-locate Reserve Command HQs.■ Transformational Option: Eliminate stand-alone HQs. <p data-bbox="592 1298 657 1776">Potential Conflicts</p> <ul data-bbox="495 1095 544 1266" style="list-style-type: none">■ None.



MAH-R&RC-0008: Co-locate National Guard HQs

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Arlington Army National Guard Readiness Center (ARRNGRC) and National Guard HQs elements in Crystal City (NGB, ARNG and ANG) and co-locate with Air National Guard Readiness Center at Andrews AFB.	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Consolidate Reserve Component Commands.■ Transformational Option: Consolidate HQs at a single location.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Eliminate stand-alone HQs.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Enhances interoperability.■ Merge common support functions.■ Reduce leased space costs.■ Reduce duplicative staffing.■ Enhances force protection.	<ul style="list-style-type: none">■ Possible space issue at Andrews AFB.



MAH-R&RC-0009: Co-locate National Guard HQs

Scenario	Drivers/Assumptions
<p>■ Close Arlington Army National Guard Readiness Center (ARRNGRC), National Guard HQs elements in Crystal City (NGB, ARNG and ANG) and realign Andrews AFB by relocating ANGRC at Andrews AFB, at a site TBD within the DC area (e.g., Bolling AFB, Anacostia).</p>	<p>Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Consolidate Reserve Component Commands.■ Transformational Option: Consolidate HQs at a single location.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Eliminate stand-alone HQs.
<p>Justification/Impact</p> <ul style="list-style-type: none">■ Enhances interoperability.■ Merge common support functions.■ Reduce leased space costs.■ Reduce duplicative staffing.■ Enhances force protection.	<p>Potential Conflicts</p> <ul style="list-style-type: none">■ None.



MAH-R&RC-0010: Relocate Naval Reserve & Marine Corps Reserve Commands

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Co-locate Naval Reserve and Marine Corps Reserve Commands at NSA New Orleans, LA by relocating at NAS JRB New Orleans (Belle Chase), LA.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Eliminate stand-alone HQs.■ Transformational Option: Consolidate HQs at single locations.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Enhances Service RC interoperability.■ Merge common support functions.■ Potential to close NSA New Orleans.	<ul style="list-style-type: none">■ None.



MOB-MOB-0001: Joint Mobilization Site Dix/McGuire/Lakehurst

Scenario

- Disestablish mobilization processing operations at Aberdeen Proving Ground, D.C., SUBASE Groton, McGuire AFB and transfer/consolidate these missions into a newly created joint mobilization processing center at Ft Dix.

Drivers/Assumptions

- Principle: Deploy and Employ.
- Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.
- Transformational Option: Create regional joint pre-deployment/redeployment processing sites.

Justification/Impact

- 9 locations for transportation within 100 miles.
- Billeting available for 6489 personnel.
- Over 200 buildable acres, 2085 training acres and 5276 unconstrained acres.
- Dining, billeting, medical, storage infrastructure available.

Potential Conflicts

- Service Standards



MOB-MOB-0002: Joint Mobilization Site Lewis/McChord

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Disestablish mobilization processing operations at SUBASE Bangor and McChord AFB and transfer/consolidate these missions into a newly created joint processing center at Ft Lewis, McChord AFB.	<ul style="list-style-type: none">■ Principle: Deploy and Employ.■ Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.■ Transformational Option: Establish joint pre-deployment /redeployment processing sites.■ AF AEFs mobilize from Home Station
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ 18 locations for transportation within 100 miles.■ Billeting available for 7632 personnel.■ 1 140 buildable acres, 260,307 unconstrained acres.■ Dining, billeting, medical, storage infrastructure available.■ With the fence line adjoining McChord AFB this would enhance the Joint Mob Site.	<ul style="list-style-type: none">■ Service standards



MOB-MOB-0003: Joint Mobilization Site Lejeune/Cherry Point

<h3>Scenario</h3>	<h3>Drivers/Assumptions</h3>
<ul style="list-style-type: none">■ Disestablish mobilization processing operations at Ft Bragg, Ft Eustis, Ft Jackson, Ft Lee, NAVSTA Norfolk, and transfer /consolidate these missions into a newly created joint mobilization processing center at Camp Lejeune/Cherry Point MCAS.	<ul style="list-style-type: none">■ Principle: Deploy and Employ■ Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.■ Transformational Option: Create regional joint pre-deployment/ redeployment processing sites.
<h3>Justification/Impact</h3>	<h3>Potential Conflicts</h3>
<ul style="list-style-type: none">■ 19 locations for transportation within 100 miles. (Mil Val rated high for number of trans nodes)■ 321 buildable acres, 387 range acres and 2350 unconstrained acres.■ Billeting available for 1327 personnel along with dining, medical, and storage infrastructure available.■ Seymour Johnson AFB and Pope AFB within 2 hours would enhance transportation capabilities.	<ul style="list-style-type: none">■ Service standards



MOB-MOB-0004: Joint Mobilization Site Port Huenehme/Camp Roberts/Hunter Liggett

Scenario	Drivers/Assumptions
<p>Disestablish mobilization processing operations at San Diego and Camp Pendleton and transfer/consolidate these missions under a newly created joint mobilization processing center at Port Huenehme/Camp Roberts/Hunter Liggett.</p>	<p>Principle: Deploy and Employ</p> <p>Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.</p> <p>Transformational Option: Establish joint pre-deployment/redeployment processing sites.</p>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ■ Second largest deep water port on the west coast. ■ 24 locations for transport within 100 miles. (Mil Val rated high for number of trans nodes). ■ Over 200 buildable and unconstrained acres. ■ Dining, billeting, medical, storage infrastructure available. ■ San Diego and Camp Pendleton have minute expansion capabilities. 	<ul style="list-style-type: none"> ■ Service standards



MOB-MOB-0005: Joint Mobilization Site Bliss/Holloman

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Disestablish mobilization processing operations at Ft Huachuca, transfer/consolidate this mission under a newly created joint mobilization processing center at Ft Bliss/Holloman AFB.	<ul style="list-style-type: none">■ Principle: Deploy and Employ.■ Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.■ Transformational Option: Establish joint pre-deployment/redeployment processing sites.■ AF AEFs mobilize from Home Station
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ 6 locations for transport within 100 miles. (Mil Val rated high for number of trans nodes).■ 450 buildable acres, 440 training acres and 882,000 unconstrained acres.■ Billeting available for 2727 personnel along with dining, medical, storage infrastructure available.■ 9 different training ranges available for unit maneuver and individual qualification.	<ul style="list-style-type: none">■ Service standards.



MOB-MOB-0006: Joint Mobilization Sites: Bliss, Campbell, Dix, Lewis, McCoy, Sill, Shelby, Aterbury, Leonard Wood

Scenario	Drivers/Assumptions
<p data-bbox="828 183 1242 1045">■ Disestablish Gowen Field, Ft Knox, Ft Jackson, Ft Lee, Ft Huachuca, APG, Ft Rucker, Ft Eustis as Army Mob sites, Bangor NSB, Groton NSB, Camp Pendleton NMPS, McGuire AFB and McChord AFB. Establish Joint Mob processing sites at Ft Bliss, Ft Dix, Ft Lewis, Ft McCoy, Ft Sill, Ft Leonard Wood, Ft Campbell, Camp Shelby, and Camp Aterbury.</p> <p data-bbox="706 388 755 830">Justification/Impact</p> <ul data-bbox="178 150 682 1067" style="list-style-type: none">■ Army G-3 proposed mobilization Power Projection Platforms and Power Support Platforms.■ Joint Mob Processing Sites would enhance deployment capabilities for all services.■ Buildable acres, training acres and unconstrained acres are available for expansion.■ Billeting available for personnel along with dining, medical, storage infrastructure available.■ A large number of training ranges available for unit maneuver and individual qualification.	<p data-bbox="1291 1304 1339 1778">Drivers/Assumptions</p> <ul data-bbox="812 1110 1250 1983" style="list-style-type: none">■ Principle: Deploy and Employ.■ Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.■ Transformational Option: Establish joint pre-deployment/redeployment processing sites. <p data-bbox="722 1347 771 1767">Potential Conflicts</p> <ul data-bbox="641 1110 690 1563" style="list-style-type: none">■ Service Standards



MOB-MOB-0007: Joint Mobilization Site Bragg/Pope

Scenario	Drivers/Assumptions
<p data-bbox="787 200 1209 1024">■ Disestablish mobilization processing operations at Ft Eustis, Ft Jackson, and Ft Lee, and transfer/consolidate this mission under a newly created joint mobilization processing center at Ft Bragg/Pope AFB. (Alternate to this scenario is to add Camp Lejeune)</p> <p data-bbox="609 355 665 862">Justification/Impact</p> <ul data-bbox="186 161 576 1056" style="list-style-type: none">■ 6 locations for transportation within 100 miles. (Mil Val rated high for number of transportation nodes)■ 395 buildable acres and 2816 unconstrained acres.■ Billeting available for 3,000 personnel along with dining, medical, storage infrastructure available.■ Numerous training ranges available for unit maneuver and individual qualification.	<p data-bbox="1258 1261 1315 1811">Drivers/Assumptions</p> <ul data-bbox="730 1088 1226 1983" style="list-style-type: none">■ Principle: Deploy and Employ.■ Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.■ Transformational Option: Establish joint pre-deployment/ redeployment processing sites.■ AF AEFs mobilize from Home Station <p data-bbox="625 1304 682 1789">Potential Conflicts</p> <ul data-bbox="535 1099 584 1519" style="list-style-type: none">■ Service standards



MOB-MOB-0008: Joint Mobilization Site Camp Shelby

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Disestablish mobilization processing operations at Ft Polk, Ft Rucker, Pensacola NAS and transfer/consolidate this mission under a newly created joint mobilization processing center at Camp Shelby.	<ul style="list-style-type: none">■ Principle: Deploy and Employ.■ Transformational Option: Establish and consolidate mobilization sites at installations able to adequately prepare, train and deploy service members.■ Transformational Option: Establish joint pre-deployment/redeployment processing sites.■ AF AEFs mobilize from Home Station
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Numerous locations for transportation within 100 miles. (Mil Val rated high for number of transportation nodes)■ Acreage (buildable, range and unconstrained) available for expansion.■ Billeting available for 10380 personnel along with dining, medical, and storage infrastructure.■ Numerous training ranges available.	<ul style="list-style-type: none">■ Service standards

