



DCN: 3748



BRAC SRG #12

21 September 2004



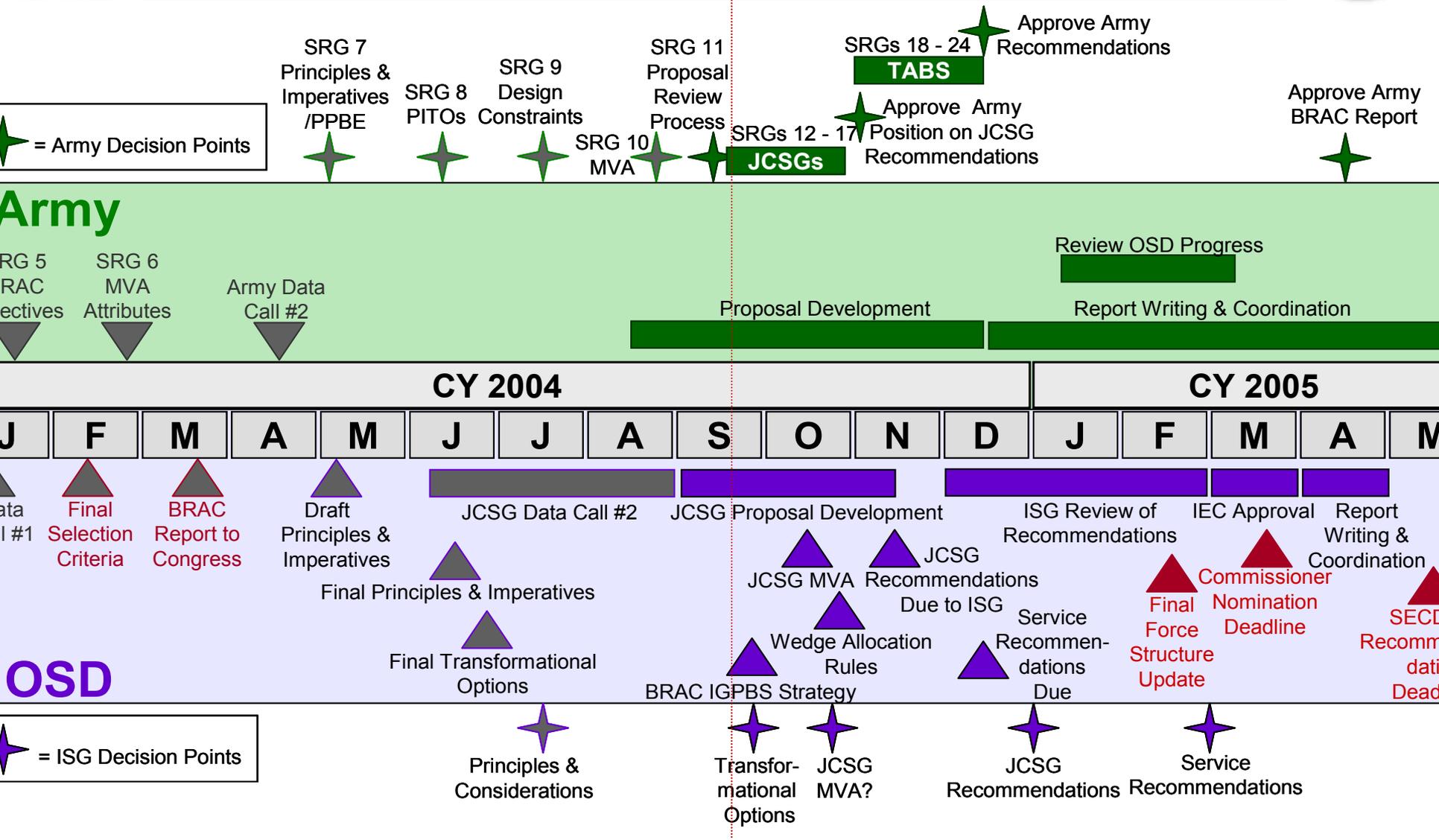
Purpose & Agenda



- Present for information:
 - Timeline Update
- Present for review:
 - Headquarters & Support Activities JCSG Proposals
- Recommendations
- Way Ahead

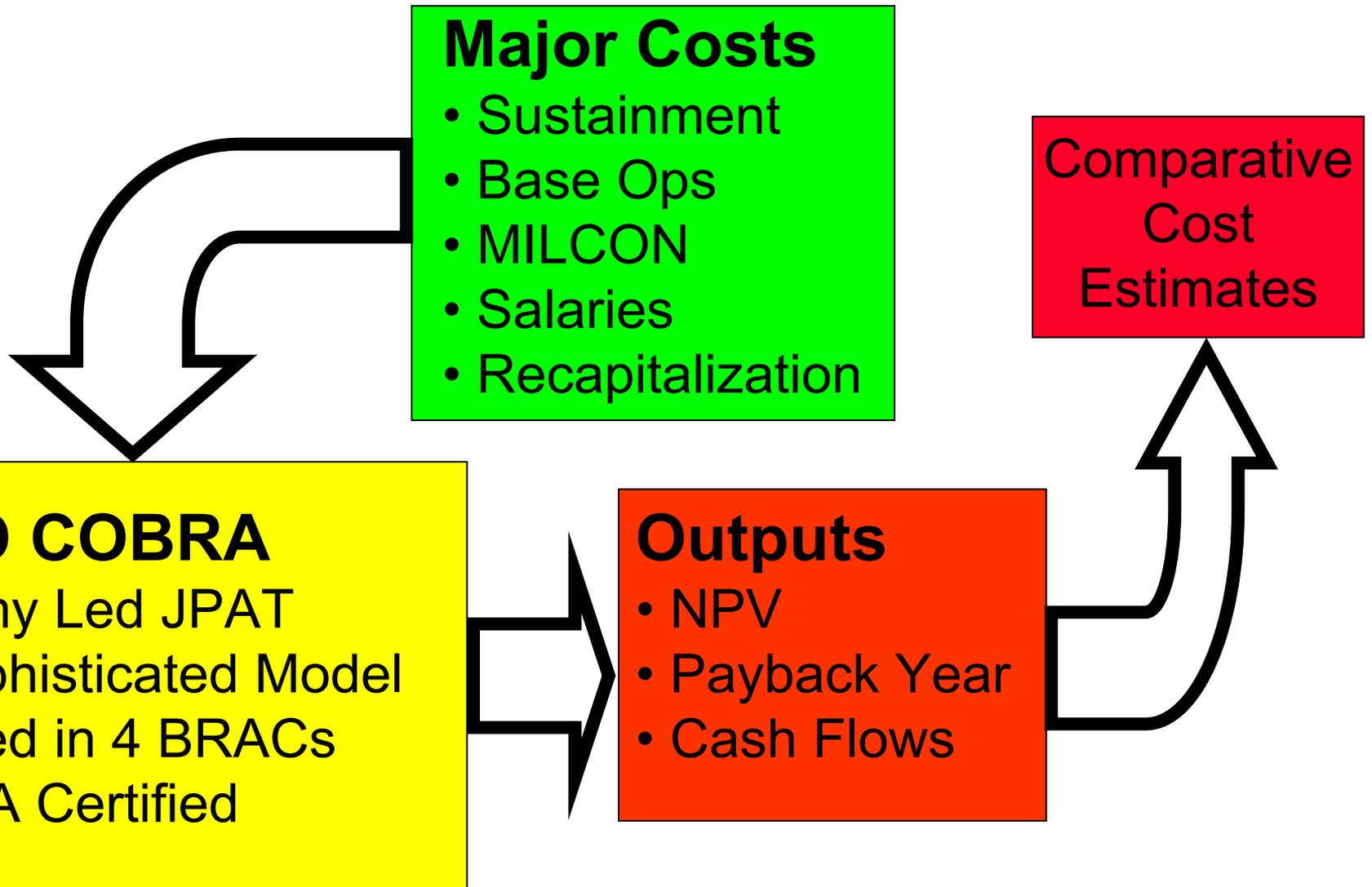


BRAC Timeline



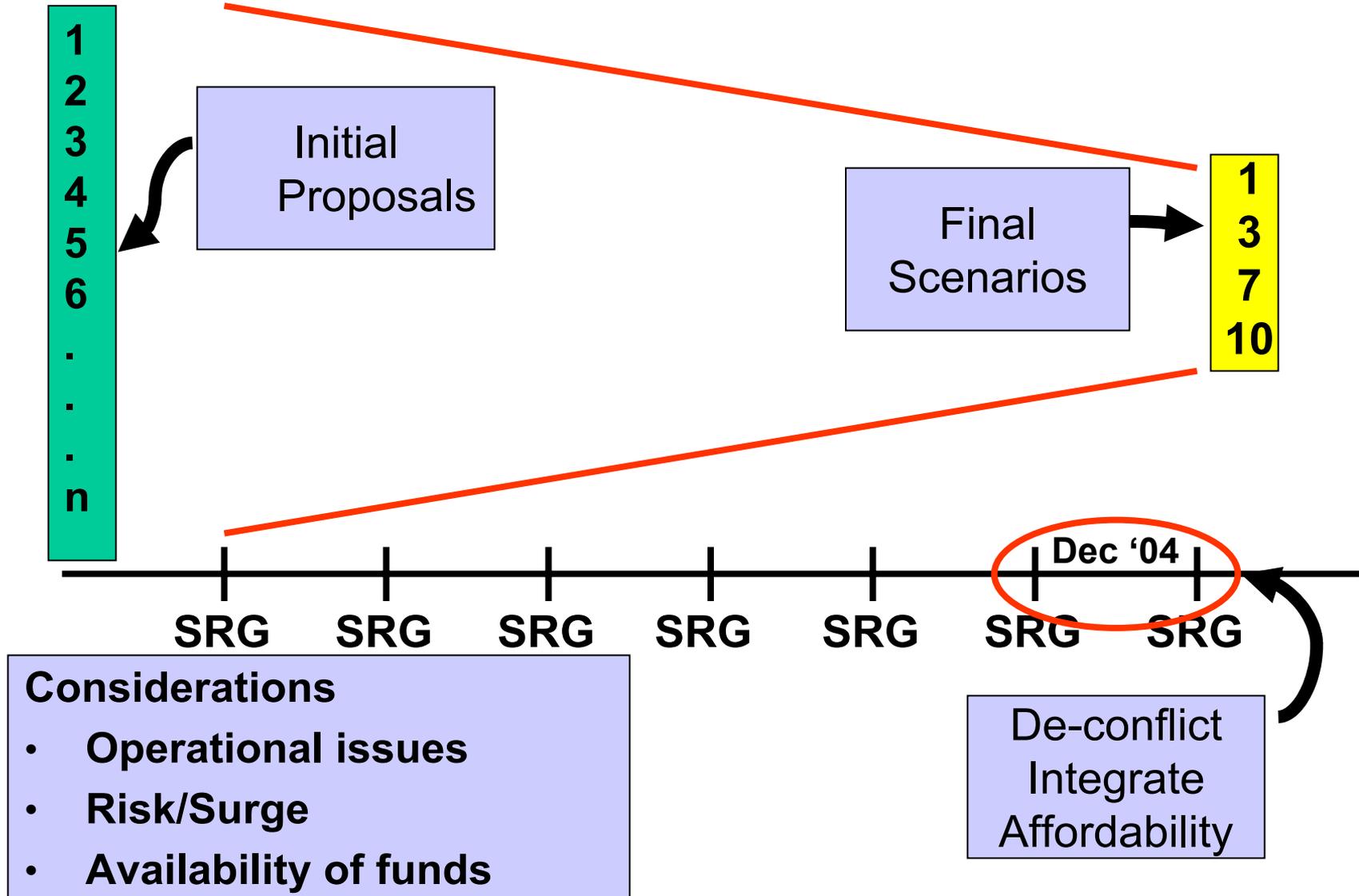


Cost Methodology





Scenario Assessment





U.S. ARMY

BRAC SRG Schedule



28 Sept	Industrial and Supply & Storage JCSG Proposals
5 Oct	E&T and Technical JCSG Proposals
12 Oct	Medical and Intelligence JCSG Proposals
19 Oct	Integration of JCSG Proposals
26 Oct	Final Integration and Guidance for JCSGs
2 Nov	TABS Reserve Component Proposals
9 Nov	TABS Materiel & Logistics Proposals
16 Nov	TABS Institutional Training Proposals
23 Nov	TABS Operational Army Proposals
30 Nov	Integration of TABS Proposals
7 Dec	Integration of TABS Proposals
14 Dec	Final Approval of Scenarios



Initial BRAC Proposals

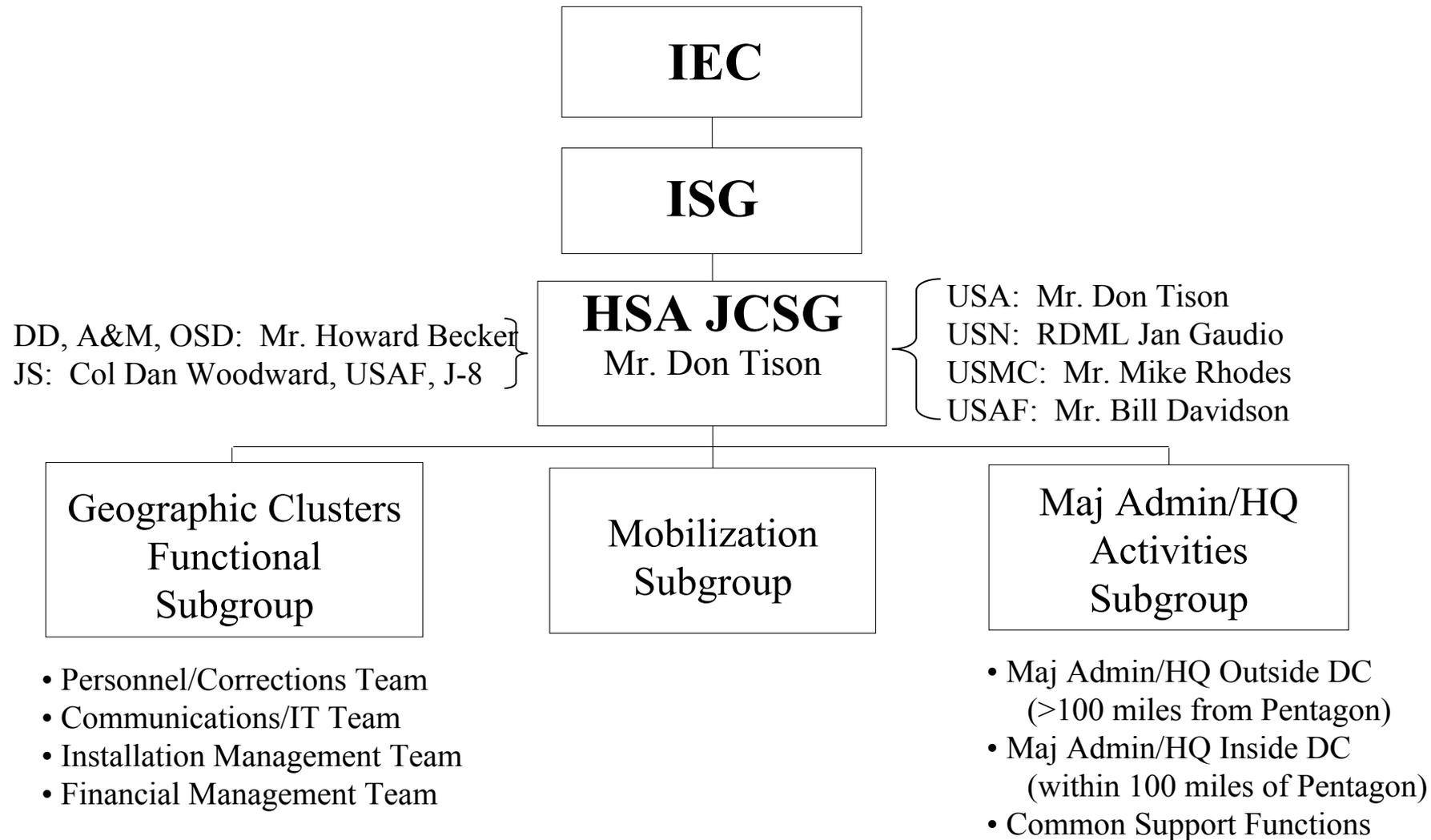
Headquarters and Support Activities
Joint Cross Service Group

Chair and Senior Army Representative

Mr. Don Tison



Headquarters and Support Activities Joint Cross Service Group





History of HSA JCSG

- No counterpart in previous BRAC rounds.
- Army pursued JCSG leadership; initially led by DUSA (John McDonald).
- Army pursued retention of JCSG following change in leadership and convinced OSD to let Army lead.
- Largest and most diverse JCSG.
- JCSG is well supported by all Military Departments and WHS.
- Since Sep 03 - 40 FT military, DoD civilians and contractors in WHS space in Rosslyn.
- FT Analysis Team staffed by CAA and AFSAA.



HSA JCSG Timeline

DFAS	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination COBRA Prep		
MILPER	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination COBRA Prep		
CIV PER	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination COBRA Prep		
Corrections	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination COBRA Prep		
IM	MV Analysis	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination; COBRA Prep	
MOB	MV Analysis	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination; COBRA Prep	
MAH	MV Analysis			Optimization, Proposal Development & Refinement	
Date	13-19 Sep	20-26 Sep	27 Sep- 3 Oct	4-10 Oct	11-17 Oct



HSA JCSG Timeline

- Scenario Deconfliction will occur at various points between 27 September and early November.
- Scenario and COBRA data calls released early in November.
- Scenario Assessment will occur from early November through mid-December.
- Candidate Recommendations to ISG on 17 Dec.



Initial Proposals

Geographic Clusters and Functional Subgroup

Led by Mr. Bill Davidson

Administrative Assistant to SECAF



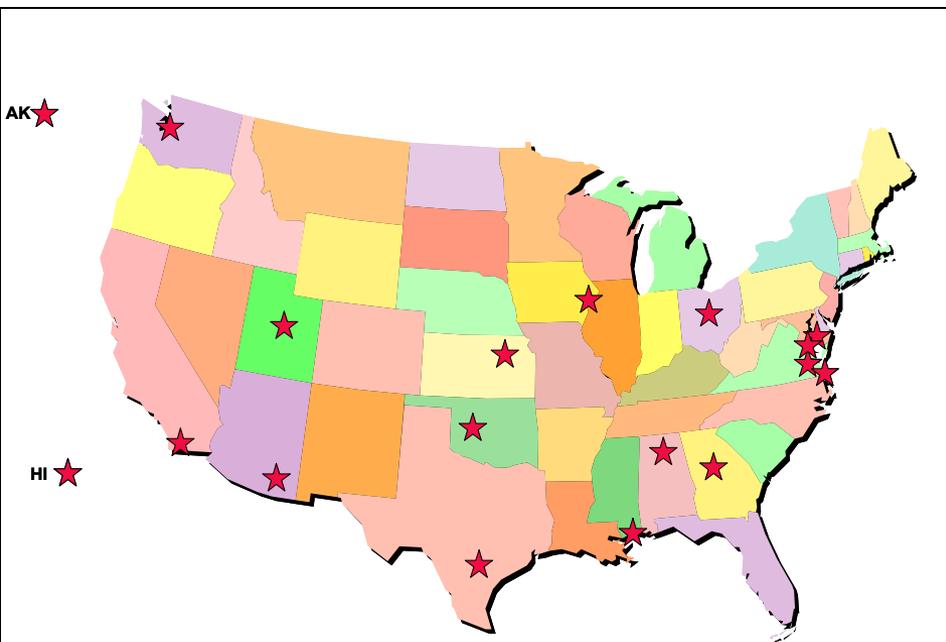
Consolidate MILDEP/Defense Agency CPOs

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none">■ Realign up to __ leased-facility/installations by consolidating 25 CPOs into __ DoD regional civilian personnel offices, locations TBD.	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principles: Recruit and Train; Quality of Life; Organize.■ Transformational Option: Consolidate or collocate regional CPOs 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 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 style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">■ Cultural: Civilian Personnel functions are separate and unique in each Service and the 4th Estate.



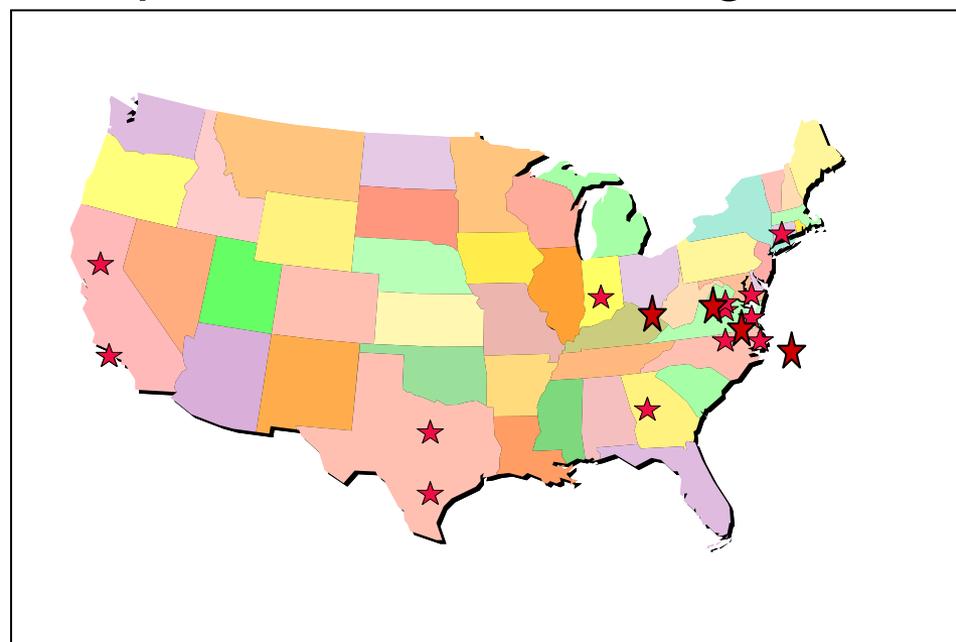
Civilian Personnel Servicing Locations

Dispersion—Services



Army: 6 Regions
Navy: 6 Regions
Air Force: 6 Regions

Dispersion—Defense Agencies



DeCA: 5 Loc. **DISA:** 1 Loc.
DCAA: 6 Loc. **DLA:** 2 Loc.
DFAS: 1 Loc. **DODEA:** 1 Loc.
WHS: 1 Loc.



Consolidate DoD Agency CPOs with Service CPOs

Scenario

- 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.

Drivers/Assumptions

- Principles: Recruit and Train; Quality of Life; Organize.
- Transformational Option: Consolidate or collocate Regional Civilian Personnel Offices to create joint civilian personnel centers.
- Transformational Option: Eliminate leased space US-wide.

Justification/Impact

- 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.

Potential Conflicts

- Cultural: Civilian Personnel function is separate and unique in the 4th Estate.



Alternatives

- Realign the Defense Commissary Agency (DeCA) in Arlington, VA and consolidate with Army CPOCs at location TBD.
 - Gets DeCA out of leased space in Crystal City.
 - Increases efficiency by relocating personnel to CPOC with much higher servicing ratio.



Minimize MILDEP CPOs

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">■ Principles: Recruit and Train; Quality of Life; Organize.■ Transformational Option: Consolidate or collocate regional CPOs to create joint civilian personnel centers.■ Transformational Option: Eliminates leased space US-wide.
<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.



Alternatives

- CPOCs at Redstone Arsenal, Fort Richardson, Fort Huachuca, Rock Island Arsenal, Fort Riley and Aberdeen Proving Ground are being reviewed.
- A number of existing Army CPOCs would be closed. Recommendation(s) will be informed by the results of MV analysis and optimization.



Collocate Military Personnel Centers

Scenario

- Realign various owned and leased space/installations by consolidating all Active and Reserve Military Personnel Centers within each Service and collocating at location TBD.

Drivers/Assumptions

- Principals: Recruit and Train; Quality of Life; Organize.
- Transformational Option: Consolidate Active and Reserve Military Personnel of the same service.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Consolidate HQs at single locations.
- Transformational Options: Eliminate stand-alone HQs.

Justification/Impact

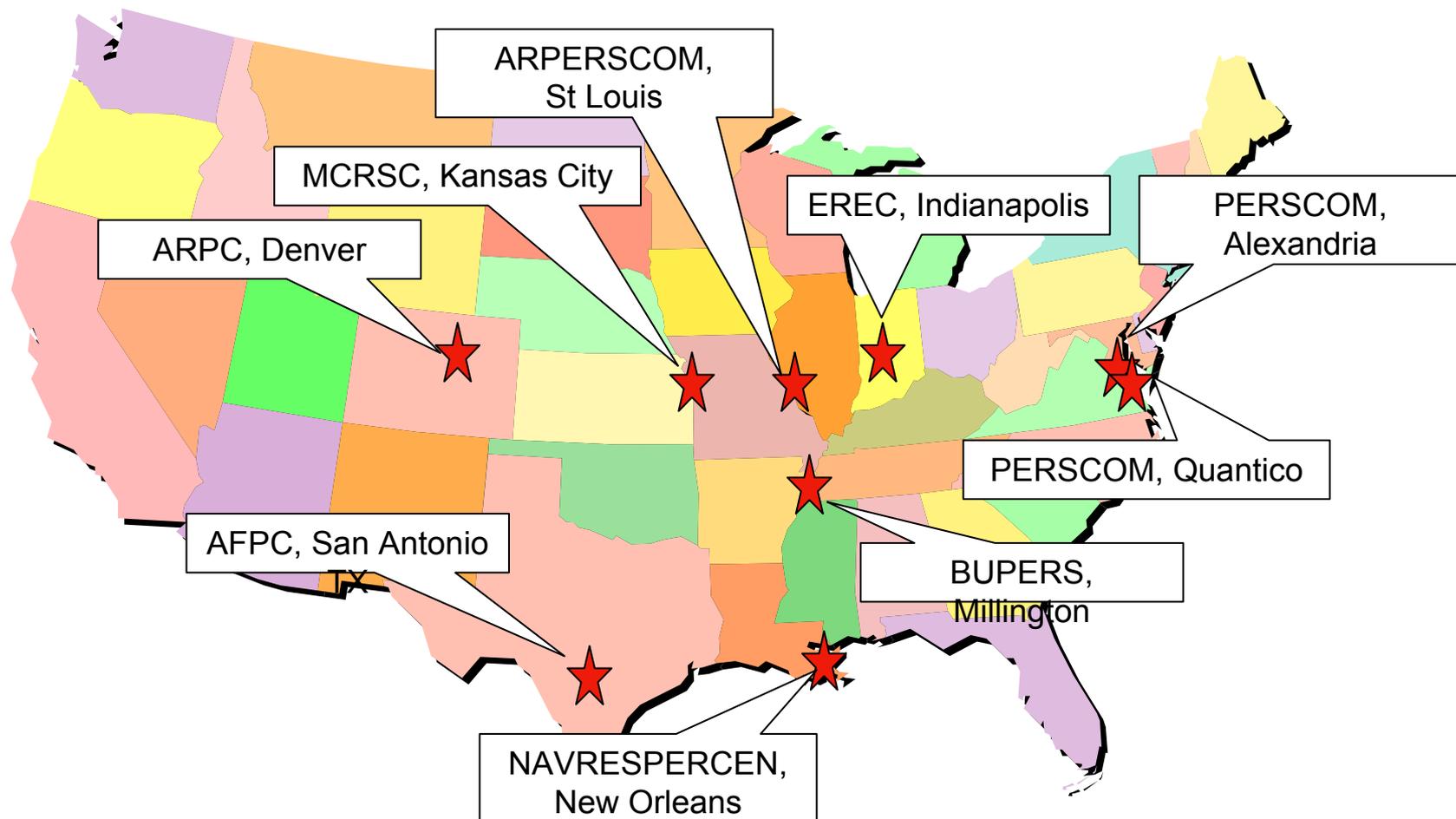
- Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.
- Improves jointness and Total Force goals.
- Improves AT/FP.
- May enable closure of NSA Millington, NSA New Orleans, and MCSA Kansas City.

Potential Conflicts

- Availability of civilian workforce with personnel experience. Scenario requires ~4,000 civilians in primarily personnel-related GS-Series (GS-201/203).
- Requires ~1.7 Million Square Feet of space.
- Requires excellent airport access and considerable TDY lodging capacity to support multiple simultaneous Promotion Boards.



Military Personnel Centers



ARPERSCOM,
St Louis

MCRSC, Kansas City

ARPC, Denver

AFPC, San Antonio

NAVRESPERCEN,
New Orleans

EREC, Indianapolis

BUPERS,
Millington

PERSCOM,
Alexandria

PERSCOM, Quantico



Collocate Army HRCs with other MILDEP Personnel

Scenario

- Realign leased space at HRC-Alexandria VA, HRC Indianapolis IN and HRC-St. Louis MO by consolidating and collocating with Navy Personnel at NSA Mid-South Millington TN or AF Personnel at Randolph AFB.

Drivers/Assumptions

- Principals: Recruit and Train; Quality of Life; Organize.
- Transformational Option: Consolidate Active and Reserve Military Personnel of the same service.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Consolidate HQs at single locations.
- Transformational Options: Eliminate stand-alone HQs.

Justification/Impact

- Supports significant DoD HR goals to include the Defense Integrated Human Resource System (DIMHRS), Continuum of Service concept, and increasing Total Force effectiveness.
- Consolidates all HR Commands, collocation at Millington or Randolph meets the DoD goal of improving jointness, and positions for follow-on study on joint personnel centers.

Potential Conflicts

- Land/space issue at Millington.
- Availability of civilian workforce with personnel experience.
 - Currently ~675 civilians performing Military Personnel at NAVPERSCOM and ~250 at AFPC. Scenario requires an additional ~2,800 civilians in primarily personnel-related GS-Series (GS-201/203) with personnel experience.



Create Army Human Resources Center at Fort Knox

Scenario

- Realign HRC leased space (Alexandria VA, Indianapolis IN and St. Louis MO) and owned space occupied by CHRA at APG by consolidating and re-locating to Fort Knox.
- Realign Fort Monroe, VA, by re-locating Army Accessions Command and Cadet Command and collocating with Army Enlisted Recruiting Command and HR Command at Ft Knox.
- Realign leased space in NCR by relocating Army Center for Substance Abuse to Fort Knox.

Drivers/Assumptions

- Principals: Recruit and Train; Quality of Life; Organize.
- Transformational Option: Consolidate Active and Reserve Military Personnel of the same service.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Consolidate HQs at single locations.
- Transformational Options: Eliminate stand-alone HQs.

Justification/Impact

- Creates an HR Ctr for Excellence and supports DoD HR goals to include: the Defense Integrated Human Resource System (DIMHRS), Continuum of Service concept, and increasing Total Force effectiveness.
- Cost avoidance of \$24M annually (FY 04\$s).
- Key Relationship indicators do not support continued presence in the NCR.
- Sufficient admin space exists at Fort Knox.
- Facilitates closure of two leased sites.

Potential Conflicts

- Moves ACC and Cadet CMD, but not rest of TRADOC.
- 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).



Consolidate DFAS into 3 Locations

Scenario

- Close and/or realign DFAS locations by consolidating Business Line and Corporate/ Administrative functions located at thirty Central and Field Operating locations to three locations TBD, based on the three DFAS Business Lines.

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Consolidate DFAS business line workload and administrative/staff functions and locations.

Justification/Impact

- Reduces multiple facilities footprint/costs.
- Create greater synergy and ability to implement joint applications and IT enhancements.
- Consolidates common support functions.
- AT/FP enhancement.

Potential Conflicts

- Workforce: Availability of technically qualified personnel (financial management and information technology).



Alternatives

- Consolidate DFAS into 6+ locations TBD.
- Consolidate DFAS into 8+ locations TBD.
- Recommendations will be informed by MV analysis and optimization.
- DFAS has Central and Field Operating sites at Red River Army Depot, Fort Sill and Rock Island Arsenal.
- Potential gaining sites include Fort Sill and Fort Sam Houston.



Regionalize Correctional Facilities

Scenario

- Realign 16 correctional facilities by consolidating into 6 Joint regional correctional facilities, locations: NW-(TBD)(II); SW-MCAS Miramar (II); Mid-west-Ft Leavenworth (III); South-NAS Pensacola (I); SE-NWS Charleston (II); Mid-Atlantic-(TBD)(II).

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Consolidate correctional facilities.

Justification/Impact

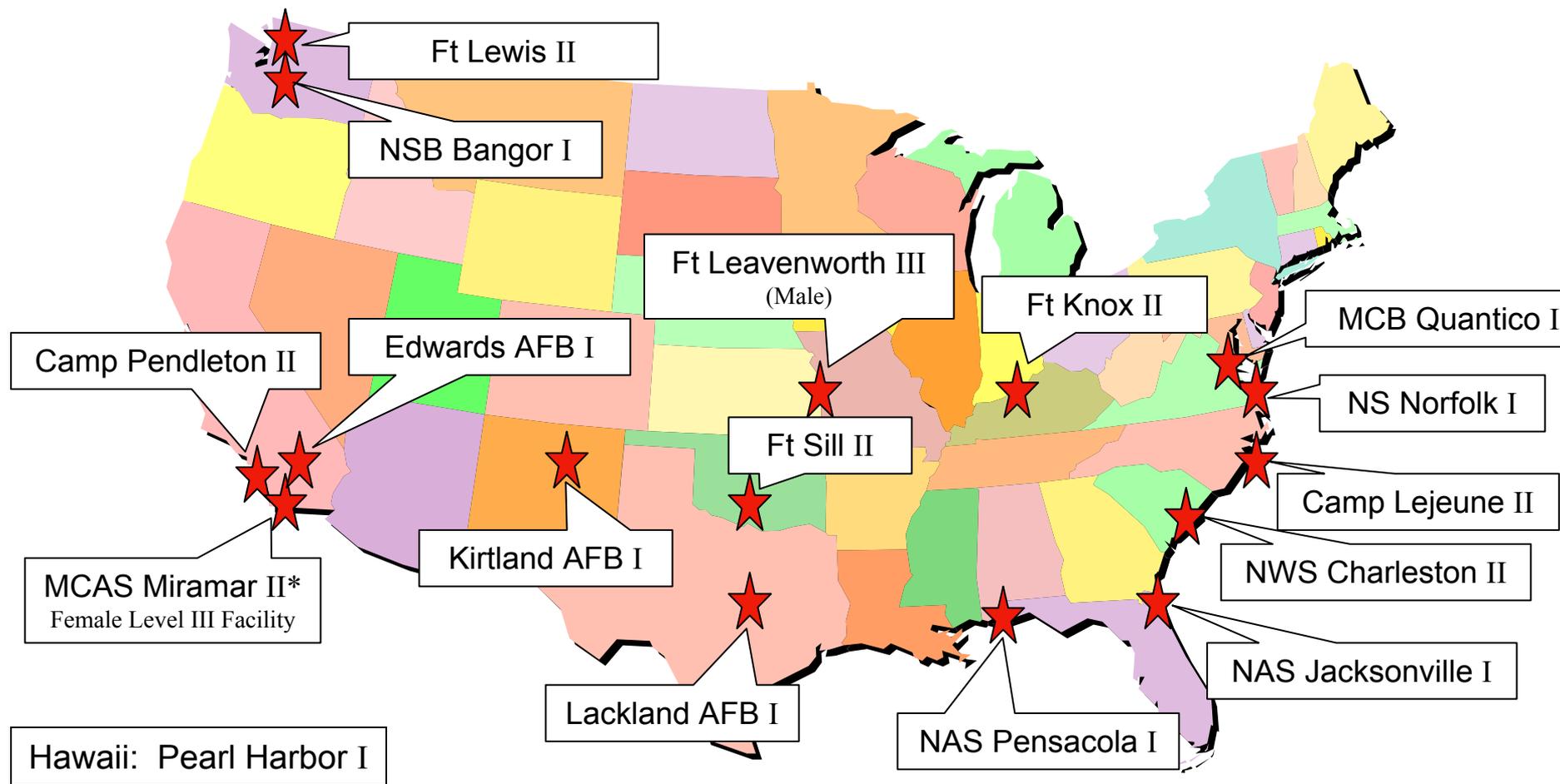
- Improves jointness. Footprint reduction of older facilities in the inventory.
- Catalyst to creating a DoD correctional system with a single executive agent.
- Creates potential manpower reductions based on economies of scale through consolidation.

Potential Conflicts

- Cultural: Fewer DoD-level correctional facilities amongst military departments.

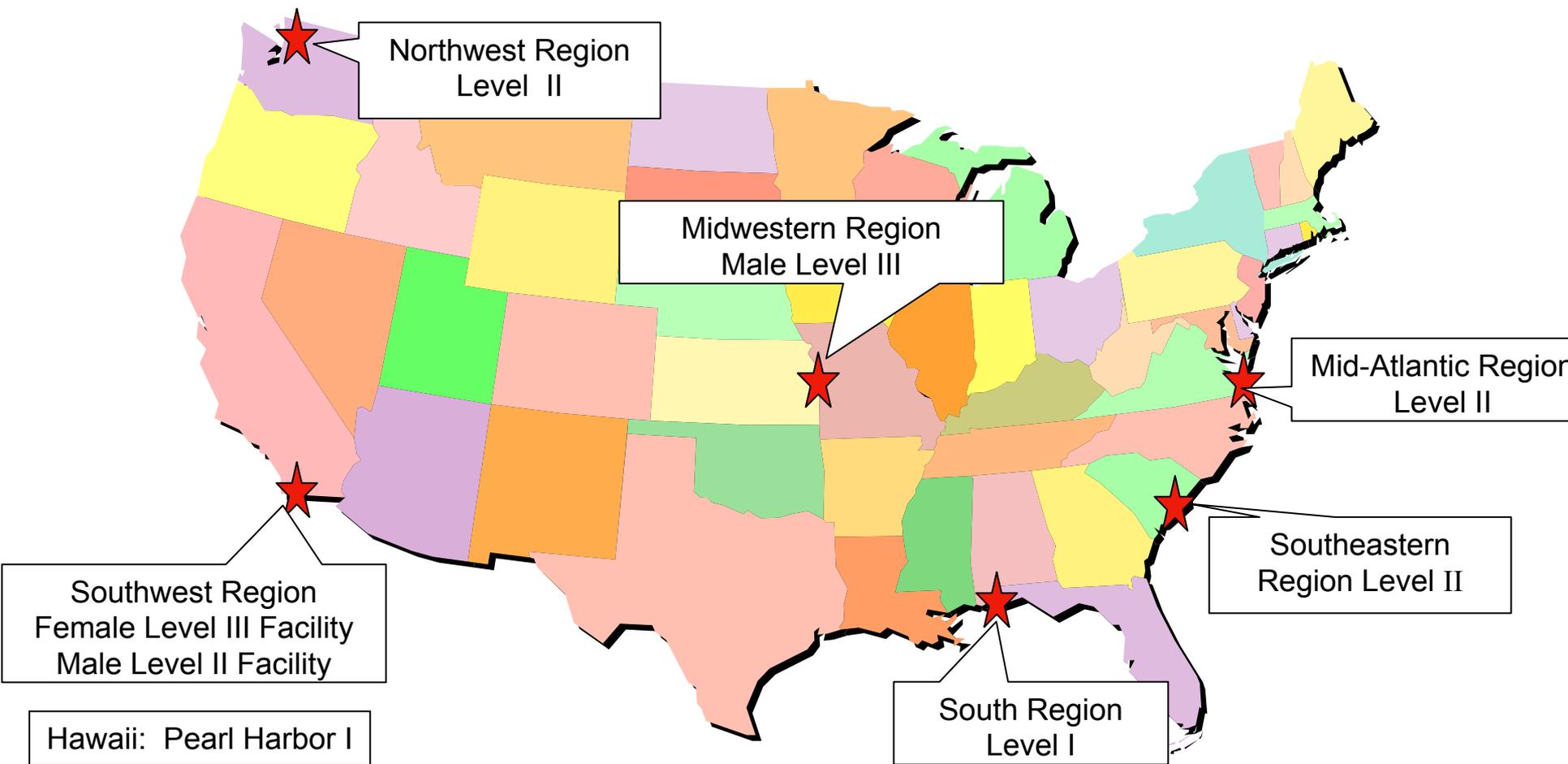


Corrections Facilities





Regional Correctional Facilities





Create a Single Northwestern Regional Correctional Facility

Scenario

- Realign Bangor, Fort Lewis and Camp Pendleton by disestablishing the correctional facilities and relocating the mission to a single level II correctional facility located in the Northwest (TBD).

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Consolidate correctional facilities.

Justification/Impact

- Improve jointness, catalyst to creating a DoD correctional system with a single executive agent.
- Subase Bangor (1995)/(42); Ft Lewis (1957)/ (213); Pendleton (1972)/(206).
- Buildable land is available at Ft Lewis, questionable as to availability of land at Subase Bangor.

Potential Conflicts

- Cultural: Fewer DoD-level correctional facilities amongst military departments.



Create a Single Midwestern Regional Correctional Facility

Scenario

- Realign Fort Leavenworth, Fort Knox, Fort Sill and Fort Lewis by disestablishing the correctional facilities and relocating the mission to a single level III correctional facility to be located at the USDB, Fort Leavenworth.

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Consolidate correctional facilities.

Justification/Impact

- Improves jointness, catalyst to creating a DoD correctional system with a single executive agent.
- Ft Leavenworth (2001)/(450); Ft Knox (1953)/(156); Ft Sill (19??)/(123); Ft Lewis (1957)/(213).
- Buildable acres available @ Ft Leavenworth.

Potential Conflicts

- Cultural: Fewer DoD-level correctional facilities amongst military departments.



Transfer to Federal Bureau of Prisons

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Transfer long-term bed space to the Federal Bureau of Prisons (FBOP)■ Re-negotiate/increase number of long-term beds with the Federal Bureau of Prisons (FBOP) for transfer of all discharged service members from United States Disciplinary Barracks (USDB), Ft Leavenworth.	<ul style="list-style-type: none">■ Principles: Organize; Recruit and Train.■ Transformational Option: Consolidate correctional facilities.■ Other: Efficiently utilize beds at the USDB, Ft Leavenworth.
Justification/Impact	Potential Conflicts
<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 & Discipline.”	<ul style="list-style-type: none">■ Culture: “Cradle to grave” mentality.■ Outsourcing cost.



Establish Joint Base Bragg-Pope

Scenario

- Establish Joint Base Bragg-Pope by consolidating Ft Bragg and Pope AFB with a single executive agent.

Drivers/Assumptions

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

Justification/Impact

- Eliminates redundancy of installation management functions and creates economies of scale.
- Furthers joint doctrine.

Potential Conflicts

- Different Service standards.



Alternatives

- Establish Joint Base Lewis-McChord.
- Establish Joint Base McGuire-Dix-Lakehurst.
- Establish Joint Base Myer-Henderson Hall.
- Establish Joint Base Elmendorf- Richardson.
- Executive Agents to be finalized following MV analysis.



Consolidation of Lackland AFB/Ft Sam Houston

Scenario

- Consolidate Lackland AFB and Fort Sam Houston with a single executive agent.

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Regionalization of Installation Support

Justification/Impact

- Eliminates redundancy of installation management functions and creates economies of scale.
- Furthers joint doctrine.

Potential Conflicts

- Different Service standards.



Consolidate North Hampton Roads Installations (Peninsula-area)

Scenario

- Consolidate Langley AFB, Ft Monroe, Ft Eustis, Naval Weapon Station-Yorktown with a single executive agent.

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Regionalization of Installation Support.

Justification/Impact

- Eliminates redundancy of installation management functions and creates economies of scale.
- Furthers joint doctrine.

Potential Conflicts

- Different Service standards.



Consolidate South Hampton Roads Installations (Norfolk-area)

Scenario

- Consolidate Ft Story with the USN installations in the Norfolk area with a single executive agent.

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Regionalization of Installation Support.

Justification/Impact

- Eliminates redundancy of installation management functions and creates economies of scale.
- Furthers joint doctrine.

Potential Conflicts

- Different Service standards.



Initial Proposals

Joint Mobilization Subgroup

Led by Mr. Mike Rhodes

Assistant Deputy Commandant for
Manpower and Reserve Affairs, USMC



Create Joint Mobilization Sites (JMSs) Bliss, Campbell, Dix, Lewis, McCoy, Sill, Shelby, Atterbury, Leonard Wood

Scenario

- Disestablish mob processing operations at Gowen Field, Ft Knox, Ft Jackson, Ft Lee, Ft Huachuca, APG, Ft Rucker, Ft Eustis, Bangor NSB, Groton NSB, Camp Pendleton NMPS, McGuire AFB and McChord AFB and transfer/consolidate missions at newly created Joint Mob sites at Ft Bliss, Ft Dix, Ft Lewis, Ft McCoy, Ft Sill, Ft Leonard Wood, Ft Campbell, Camp Shelby, and Camp Atterbury.

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: Establish joint pre-deployment/ redeployment processing sites.

Justification/Impact

- Army G-3 proposed primary mobilization sites.
- 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.

Potential Conflicts

- Service Standards.



Alternatives

- Create JMS Dix/McGuire/Lakehurst.
- Create JMS Ventura County/Camp Roberts/Hunter Liggett.
- Create JMS Lewis/McChord.
- Create JMS Camp Lejeune/Cherry Point.
- Create JMS Bragg/Pope.
- Create JMS Bliss/Holloman.
- Create JMS Camp Shelby.



Initial Proposals

Major Admin/Headquarters Activities Subgroup

Led by RDML Jan Gaudio

Commander, Naval District Washington



Create Joint Administrative Campus within DC Area

<h2>Scenario</h2>	<h2>Drivers/Assumptions</h2>
<ul style="list-style-type: none">■ Realign multiple leased and owned locations by collocating components of Defense Information Systems Agency, Missile Defense Agency, the Office of the Secretary of Defense, Washington Headquarters Services and other 4th Estate Activities in a joint administrative campus on a military installation within the DC Area (Location TBD).	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Consolidate HQs at single locations.■ Transformational Option: Collocate functions and HQs in “Joint Campuses” to enhance interoperability and reduce costs.
<h2>Justification/Impact</h2> <ul style="list-style-type: none">■ Eliminates approximately 2M USF leased space.■ Enhances AT/FP.■ Consolidates multiple HQ locations of two large DoD Agencies and collocates numerous OSD administrative offices; eliminates redundancy and enhances efficiency.■ Collocation of large HQs facilitates possible consolidation of common support functions.	<h2>Potential Conflicts</h2> <ul style="list-style-type: none">■ DoD Activities may not want to share support functions.■ Relocation of large users may conflict with planned usage of space on the target installation.■ Cost.■ MDA’s large contractor community may need to relocate; this target space does not include contractors in contractor-provided space.



Alternatives

- Location possibilities include Fort Belvoir, NAS Patuxent River Webster Field, Dahlgren and others. Recommendation to be informed by further analysis (MV and optimization).
- This concept may be suitable for an Enhanced Use Leasing (EUL) or Transfer/Leaseback project.



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.	<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.



Alternatives

- Location possibilities include NAS Annapolis, Carlisle Barracks, NAS Patuxent River Webster Field, Fort Meade and other installations outside of the DC area. Recommendation to be informed by further analysis (MV and optimization).
- This concept may be suitable for an Enhanced Use Leasing (EUL) or Transfer/Leaseback project.



Collocate Missile and Space Defense Agencies

Scenario

- Realign multiple leased and owned locations in the DC Area by collocating components of Missile Defense Agency (MDA), USA Space and Missile Defense Command Headquarters (SMDC), and Naval Network and Space Operations Command with existing offices of SMDC and MDA at Redstone Arsenal/Huntsville. Alternative Location: Peterson AFB. Consider including Air Force Space Command. (This concept may be suitable for an Enhanced Use Leasing (EUL) or a Transfer/Leaseback Project.)

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Consolidate HQs at single locations.
- Transformational Option: Rationalize presence in the DC area.

Justification/Impact

- Eliminates at least 370,000 USF of leased space.
- Enhances AT/FP.
- Consolidation of HQs from multiple to single locations, e.g. MDA from at least 9 to 1, eliminates redundancy and enhances efficiency.
- Collocation of large HQs facilitates possible consolidation of common support functions.
- Collocation of organizations with like missions promotes “jointness” and creates synergy.

Potential Conflicts

- MILDEPs possible objection to collocation and/or Huntsville location.
- Cost.
- Relocation of large users may conflict with planned usage of space on the target installation.
- MDA’s desire to remain in DC Area.
- MDA’s large contractor community may need to relocate; this target space does not include contractors in contractor-provided space.



Alternatives

- Realign multiple leased locations (300,000 USF) and FOB2 (projected to close in 2010+) by consolidating MDA and relocating to a military installation within the DC area. Location possibilities include Fort Belvoir, Fort Meade, Dahlgren, Indian Head, NAS Annapolis and others. Recommendation to be informed by further analysis (MV and optimization). Possible EUL or Transfer/Leaseback project.

- Realign two leased space locations (23,150 USF) in Arlington by relocating HQs, SMDC with elements at Redstone Arsenal/Huntsville, Petersen AFB or Offutt AFB. Recommendation to be informed by further analysis (MV and optimization).
 - Lease space cost avoidance of \$1M annually (FY04\$s).
 - Sufficient admin space currently exists at SMDC HQs building at Redstone.
 - This concept may be suitable for an Enhanced Use Leasing (EUL) or Transfer/Leaseback project.



Collocate MILDEP and 4th Estate Legal Activities

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign multiple leased and owned locations by collocating the following Legal Entities on a military installation within the NCR: AF Legal Services Agency, AF Judge Advocate General (AF/JA), USA Office of the Judge Advocate General, Army Legal Services Agency, USA Judge Advocate General School, Navy Legal Services Command, Navy Judge Advocate General, Navy Trial Service Office Northeast, and Components of the Defense Legal Services Agency.	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Eliminate stand-alone HQs.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Eliminates nearly 200,000 USF of leased space within the DC Area.■ Enhances AT/FP.■ Collocation of organizations facilitates possible consolidation of common support functions and costly legal support facilities (i.e. law libraries, hearing rooms, etc.).■ Collocation of organizations with like missions promotes “jointness” and creates opportunities for synergy.	<ul style="list-style-type: none">■ Activities may object to collocation and may not want to share support functions.■ Relocation of large users may conflict with planned usage of space/land on the target installation.■ Cost.■ Location not in close proximity to Pentagon could impact JAG operations.



Alternatives

- Location possibilities include Fort Belvoir, Bolling AFB, Andrews AFB and others. Recommendation to be informed by further analysis (MV and optimization).
- This concept may be suitable for an Enhanced Use Lease or Transfer/Leaseback project.
- An alternative proposal is to realign leased space in Charlottesville, VA, by collocating the USA Judge Advocate General School with the Finance, AG and Chaplain Schools at Fort Jackson, SC.
- A second alternative proposal is to consolidate and collocate Legal Activities within Military Departments.



Collocate MILDEP Investigation Agencies

Scenario

- Realign Washington Navy Yard, Andrews AFB, and Ft. Belvoir by collocating Navy Criminal Investigation Service, AF Office of Special Investigation, and USA Criminal Investigation Command at location TBD.

Drivers/Assumptions

- Principles: Organize; Quality of Life.
- Transformational Option: Collocate functions and headquarters in “Joint Campuses” to enhance interoperability and reduce costs.

Justification/Impact

- Frees up approximately 475,000 GSF close to Pentagon for other uses.
- Navy NCIS needs upgraded HQs facility.
- Collocation of organizations with like missions promotes “jointness” and creates opportunities for synergy.
- Collocation of organizations facilitates possible consolidation of common support functions.

Potential Conflicts

- Activities may object to collocation and may not want to share support functions.
- Relocation of large users may conflict with planned usage of space/land on the target installation.
- Cost.



Alternatives

- Possible locations for collocation include Fort Meade and others just outside of the statutory NCR. Recommendation to be informed by further analysis (MV and optimization).



Collocate Research Agencies and Defense Advanced Research Projects Agency (DARPA)

Scenario

- Realign multiple leased space locations in Arlington, Virginia by collocating Office of Naval Research, Naval Systems Management Activity, other MILDEP Research Activities (list TBD), and DARPA at location TBD.

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Eliminate leased space US-wide.

Justification/Impact

- Eliminates over 400,000 USF of leased space within the DC Area.
- Enhances AT/FP.
- Collocation of organizations with like missions promotes “jointness” and creates opportunities for synergy.
- Collocation of organizations facilitates possible consolidation of common support functions.

Potential Conflicts

- The noted Activities may object to collocation and may not want to share support functions.
- Relocation of large users may conflict with planned usage of space/land on the target installation.
- DARPA may object to relocating.
- DARPA’s large contractor community may need to relocate; this target space does not include contractors in contractor-provided space.



Alternatives

- Location possibilities include Naval Research Lab (NRL) site on Chesapeake Bay, NRL site in SE Washington, Aberdeen Proving Ground and others. Recommendation to be informed by further analysis (MV and optimization).



Collocate Installation Management Agencies

Scenario

- Realign multiple leased space locations by collocating USN Chief of Naval Installations (leased - moving to Anacostia Annex), and USA Installation Management Agency at a military installation. (Location TBD – consider inside and outside of DC area, possibly Fort Lee.)
- Consolidate 4 IMA Regional HQs into 2 – SE and NE with IMA HQs at location TBD; SW and NW at Fort Sam Houston.
- Close leased space in Alexandria, Virginia by collocating USA Community and Family Support Center (CFSC) with IMA headquarters.

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Rationalize presence in DC.

Justification/Impact

- Eliminates as much as 235,000 USF of leased space.
- Enhances AT/FP.
- Collocation of organizations with like missions promotes “jointness” and creates opportunities for synergy.
- Collocation of organizations facilitates possible consolidation of common support functions.
- USA estimated personnel reduction of up to 200 positions (IMA Regions).

Potential Conflicts

- Activities may object to collocation and may not want to share support functions.
- Relocation of large users may conflict with planned usage of space/land on the target installation.



Collocate ACA HQs & ACA Regional HQs with IMA HQs

Scenario

- Realign leased space in the NCR and Fort Monroe by collocating ACA HQs and North Regional HQs with the NE and SE IMA Regions with IMA HQs at location TBD.
- Realign Rock Island Arsenal by collocating South Regional HQs with Southern Hemisphere Regional HQs and SW and NW IMA Regions at Ft. Sam Houston.

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Rationalize presence in DC.
- Transformational Option: Consolidate multi-location HQs at a single locations.

Justification/Impact

- Consolidation moves units off higher cost installations and introduces efficiencies for ACA.
- Leased space cost avoidance \$2M annually (FY04\$s).
- Aligns with IMA HQs/regions (previous proposal) – IMA is ACA’s biggest customer.

Potential Conflicts

- Activities may object to collocation and may not want to share support functions.
- Relocation of large users may conflict with planned usage of space/land on the target installation.



Collocate MILDEP and 4th Estate Medical Activities

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign multiple leased and owned locations by collocating the following medical entities on a military installation within the DC Area: USA Office of the Surgeon General, Tricare Management Agency, AF Medical Operations Agency, AF Surgeon General, AF Medical Support Agency, and Navy Bureau of Medicine at location TBD.	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Eliminate leased space US-wide.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Eliminates 167,000 USF of leased space within the DC Area.■ Enhances AT/FP.■ Collocation of organizations with like missions promotes “jointness” and creates opportunities for synergy.■ Collocation of organizations facilitates possible consolidation of common support functions.■ Relocates major tenant from Potomac Annex and allows Navy to consider closing that installation.	<ul style="list-style-type: none">■ The noted Activities may object to collocation and may not want to share support functions.■ Relocation of large users may conflict with planned usage of space/land on the target installation.■ Cost.



Alternatives

- Location possibilities include Ft. Detrick, Bolling AFB, WRAMC and Bethesda NMC. Recommendation to be informed by further analysis (MV and optimization).



Create New Agency for Media and Publications

Scenario

- Realign Naval Base Norfolk; Fort Belvoir; Anacostia Annex; and leased space in Alexandria and Norfolk, VA, and San Antonio, TX, by consolidating Army Broadcasting Service, Soldiers Radio & TV; Soldiers Magazine, Air Force News Agency, Army/Air Force Hometown News Service; Naval Media Center; and Navy's Fleet Hometown News at location TBD.
- Realign leased space in Alexandria, VA, by collocating the American Forces Information Service with the Defense Information School and MILDEP media centers at location TBD.

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Eliminate leased space US-wide.

Justification/Impact

- Eliminates 33,000 USF of leased space within the DC Area.
- Enhances AT/FP.
- Consolidation of organizations with like missions promotes "jointness" and creates opportunities for synergy.
- Consolidation of organizations facilitates consolidation of common support functions.

Potential Conflicts

- The noted Activities may object to collocation and may not want to share support functions.
- Relocation of large users may conflict with planned usage of space/land on the target installation.
- Cost.



Alternatives

- Location possibilities include Fort Meade and others. Recommendation to be informed by further analysis (MV and optimization).



Collocate TRANSCOM Components

Scenario

- Realign Washington Navy Yard and leased space in Alexandria by collocating USN Military Sealift Command and USA Surface Deployment and Distribution Command (SDDC) with existing SDDC offices at Ft. Eustis.

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Consolidate HQs at single locations.

Justification/Impact

- Eliminates 179,000 USF of leased space within the DC Area.
- Enhances AT/FP.
- Collocation of organizations with like missions promotes “jointness” and creates opportunities for synergy.
- Collocation of organizations facilitates possible consolidation of common support functions.
- Lease space cost avoidance of \$4.6M annually (FY 04\$).
- 316 SDDC personnel already at Fort Eustis.

Potential Conflicts

- Relocation of large users may conflict with planned usage of space/land on the target installation.



Alternatives

- Include SDDC element currently located at Fort Eustis with elements moving from the DC area and relocate all to Naval Station Norfolk or Scott AFB. Recommendation to be informed by further analysis (MV and optimization).



Relocate Army Materiel Command

Scenario

- Realign Ft. Belvoir by relocating Army Materiel Command (AMC) and the Security Assistance Command (an AMC sub-component) to location TBD.

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Rationalize presence in the DC area.

Justification/Impact

- Frees up small amount of permanent space at Fort Belvoir.
- Provides for permanent facilities for Army MACOM now located in temporary space.

Potential Conflicts

- MACOM's desire to stay at Fort Belvoir.



Alternatives

- Possible locations for relocation include Aberdeen Proving Ground, Fort Lee or Wright Patterson AFB. Recommendation to be informed by further analysis (MV and optimization).



Collocate Acquisitions Agencies

Scenario

- Realign multiple leased space locations in Northern Virginia by collocating the Secretary of the Air Force Acquisitions (SAF/AQ) and the Secretary of the Army for Acquisition, Logistics, and Technology (ASA(ALT)) at a military installation within the NCR TBD.

Drivers/Assumptions

- Principles: Organize.
- Transformational Option: Eliminate leased space US-wide.

Justification/Impact

- Eliminates 186,000 USF of leased space within the DC Area.
- Enhances AT/FP.
- Collocation of organizations with like missions promotes “jointness” and creates opportunities for synergy.
- Collocation of organizations facilitates possible consolidation of common support functions.

Potential Conflicts

- Activities may object to collocation and may not want to share support functions.
- Relocation of large users may conflict with planned usage of space/land on the target installation.



Alternatives

- Possible receiving locations include Fort Belvoir, Fort Meade, Fort McNair, Bolling AFB, Andrews AFB and others. Recommendation to be informed by further analysis (MV and optimization).



Relocate Army Test and Evaluation Command Headquarters

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign leased location in Alexandria by consolidating Army Test and Evaluation Command (ATEC) HQ and an office of the Army Evaluation Center with the Development Test Command at location TBD.	<ul style="list-style-type: none">■ Principles: Organize.■ 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">■ Eliminates 83,000 USF of leased space within the DC Area.■ Enhances AT/FP.■ Consolidation of HQ location with sub-components eliminates redundancy and enhances efficiency.■ Lease space cost avoidance of \$3.3M annually (FY 04\$s).■ Admin space available at APG.	<ul style="list-style-type: none">■ None.



Alternatives

- Possible receiving locations include Aberdeen Proving Ground and Fort Belvoir. Recommendation to be informed by further analysis (MV and optimization).



Collocate Analysis Agencies

Scenario

- Realign leased space locations in Arlington by collocating AF Studies and Analysis Agency with USA Center for Army Analysis (CAA) and consolidating DUSA(OR) with CAA at Fort Belvoir.

Drivers/Assumptions

- Principles: Organize
- Transformational Option: Eliminate leased space US-wide.

Justification/Impact

- Eliminates 32,000 USF of leased space within the DC Area.
- Enhances AT/FP.
- Consolidation of CAA with DUSA(OR) may eliminate redundancy and enhance efficiency.
- Collocation of organizations facilitates possible consolidation of common support functions.

Potential Conflicts

- Activities may object to collocation and may not want to share support functions.
- Relocation of large users may conflict with planned usage of space/land on the target installation.



Consolidate Defense Logistics Agency (DLA)

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign leased space occupied by components of DLA by consolidating with DLA HQs at Fort Belvoir, Virginia.	<ul style="list-style-type: none">■ Principle: 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">■ Eliminates 45,000 USF of leased space within the DC Area.■ Enhances AT/FP.■ Eliminates redundancy and duplication; increase efficiencies by collocating and consolidating with parent HQs.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Missions of sub-components in leased space may require specific locations.



Relocate Department of Defense Education Activity (DoDEA)

Scenario

- Realign leased space in Arlington, Virginia and Atlanta, Georgia by relocating DoDEA to an Army installation with large number of DoDEA schools.

Drivers/Assumptions

- Principles: Organize; Quality of Life
- Transformational Option: Eliminate leased space US-wide.
- Transformational Option: Consolidate HQs at single locations.
- Transformational Option: Eliminate Stand-Alone HQs.

Justification/Impact

- Eliminates approximately 82,000 USF of leased space within DC Area.
- Enhances AT/FP.
- Consolidation of HQs from multiple to single locations eliminates redundancy.

Potential Conflicts

- Activity may not want to relocate from DC Area.
- Activity may be reduced in size (IGPBS).



Alternatives

- Possible receiving locations include installations with large DoDEA constituency such as Fort Campbell or Fort Bragg. Recommendation to be informed by further analysis (MV and optimization).



Collocate Miscellaneous Army Leased Locations

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign miscellaneous USA leased locations to administrative facility at Ft. Belvoir, Arlington Hall, Fort McNair or other location TBD.. This concept may be suitable for an Enhanced Use Leasing or Transfer/Leaseback project.	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Eliminate leased space US-wide.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Eliminates up to 600,000 USF of leased space.■ Enhances AT/FP.■ Collocation of organizations facilitates possible consolidation of common support functions.■ Lease space cost avoidance of \$8.5M annually (FY 04\$s).	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Location not in close proximity to Pentagon could impact operations.



Collocate Miscellaneous OSD and 4th Estate Leased Locations

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign multiple leased and owned locations by collocating various Office of the Secretary of Defense, Washington Headquarters Services, and DoD Activities Admin offices (List TBD) in the DC Area to an administrative campus on a military installation within the DC Area, location TBD.	<ul style="list-style-type: none">■ Principles: Organize.■ Transformational Option: Eliminate leased space US-wide.■ Transformational Option: Collocate functions and HQs in “joint Campuses” to enhance interoperability and reduce costs.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Eliminates over 1.1M USF of leased space within the DC Area.■ Enhances AT/FP.■ Consolidation of HQ location with sub-components eliminates redundancy and enhances efficiency.■ Will result in decrease in WHS staff.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Location not in close proximity to Pentagon could impact operations.■ Cost.



Admin Space for Potential Pentagon Renovation Overflow

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign a portion of leased space that is designated as Pentagon Renovation temporary space to an administrative space enclave on a Military Installation near the Pentagon, location TBD.	<ul style="list-style-type: none">■ Principles: Organize; Quality of Life.■ Transformational Option: Eliminate leased space US-wide.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Provides permanent replacement space for as much as 800,000 USF that may not be able to accommodated in the Pentagon post-Renovation.■ Enhances AT/FP.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Need for space still being confirmed.■ Not possible to determine occupants of this space at this time.



Alternatives

- Possible receiving locations include Andrews AFB (possible collocation with ARNG) and Joint Base McGuire-Dix-Lakehurst. Recommendation to be informed by further analysis (MV and optimization) and discussion with MILDEPs.
- Another alternative is to collocate with FORSCOM.



Relocate Army Reserve Command

Scenario

- Realign Ft McPherson, GA by relocating Army Reserve Command at a location TBD.

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Eliminate Stand-alone HQs.
- Transformational Option: Consolidate HQs at single locations.
- Transformational Option: Eliminate leased space US-wide.

Justification/Impact

- Enhance Service AC/RC interoperability.
- Merge common support functions.
- Facilitates the potential closure of Fort McPherson.
- Reduces lease costs.

Potential Conflicts

- None.



Alternatives

- Possible receiving locations include Norfolk VA (Navy), Dobbins JARB, GA (AF), Robins AFB, GA (AF), Andrews AFB (AF or Army), Joint Base McGuire-Dix-Lakehurst) (Army). Recommendation to be informed by further analysis (MV and optimization) and discussion with MILDEPs.



Collocate Service Reserve Commands

Scenario

- Realign Ft McPherson, GA, Robins AFB, GA and NSA New Orleans, LA by collocating the Service Reserve Commands of the Army, Air Force, Navy and Marine Corps, respectively, at a site TBD.

Drivers/Assumptions

- Principle: Organize.
- Transformational Option: Consolidate HQs at a single location.
- Transformational Option: Collocate Reserve Command HQs.
- Transformational Option: Eliminate stand-alone HQs.
- Transformational Option: Eliminate leased space US-wide.

Justification/Impact

- Enhances Joint Service RC interoperability.
- Facilitates the potential closure of Fort McPherson.
- Merge common support functions.
- Reduces duplicative staffing.
- Reduces leased costs.

Potential Conflicts

- None.



Collocate National Guard HQs

Scenario

- Realign Arlington Army National Guard Readiness Center (ARNGRC) and National Guard HQs elements in Crystal City (NGB, ARNG and ANG) and collocate with Air National Guard Readiness Center at Andrews AFB.

Drivers/Assumptions

- 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

- Enhances interoperability.
- Merge common support functions.
- Reduce leased space costs.
- Reduce duplicative staffing.
- Enhances force protection.

Potential Conflicts

- Possible space issue at Andrews AFB.



Re-locate SOUTHCOM HQ

Scenario

- Close SOUTHCOM HQ occupying leased space in Miami, FL and re-locate to location TBD.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Eliminate leased space US-wide.
- Transformational Options: Consolidate HQs at a single location.
- Transformational Options: Eliminate stand-alone HQs.

Justification/Impact

- Eliminates leased space/costs.
- Enhances AT/FP.

Potential Conflicts

- SOUTHCOM will likely object to relocation.



Alternatives

- Possible receiving locations include Homestead Joint Air Reserve Station, FL and Fort Sam Houston, TX. Recommendation to be informed by further analysis (MV and optimization) and discussion with Joint Staff.



Collocate USARPAC with PACFLT and PACAF

Scenario

- Re-align Ft Shafter, HI by collocating USARPAC with PACFLT and PACAF at Joint Base Hickam – Pearl Harbor.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Consolidate HQs at a single location.
- Transformational Options: Eliminate stand-alone HQs.

Justification/Impact

- Collocates 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.

Potential Conflicts

- None.



Alternatives

- Possible receiving locations include Fort Eustis, Naval Base Norfolk and Fort Story. Recommendation to be informed by further analysis (MV and optimization).



Re-locate TRADOC

Scenario

- Realign Ft Monroe, VA by re-locating TRADOC (minus Accessions and Cadet CMDs) to location TBD.

Drivers/Assumptions

- Principles: Organize.
- Transformational Options: Consolidate HQs at a single location.
- Transformational Options: Eliminate stand-alone HQs.

Justification/Impact

- Facilitates potential closure of Ft Monroe, VA.

Potential Conflicts

- None.



U.S. ARMY

Way Ahead



Date	Topic
28 Sept	Review of Industrial and Supply & Storage JCSG Proposals
5 Oct	Review of Education & Training and Technical JCSG Proposals
12 Oct	Review of Intelligence & Medical JCSG Proposal
October	Review JCSG Proposals & Integration
November	Review TABS Proposals & Integration
December	TABS Proposal Integration, Final Approval for EOH, submit to OSD



BACK-UP



Create Joint Mobilization Site (JMS)

Dix/McGuire/Lakehurst

Scenario

- Disestablish mobilization processing operations at Aberdeen Proving Ground, DC Navy Mob Processing Site, SUBASE Groton, McGuire AFB and transfer/consolidate these missions to a newly created joint mobilization processing center at Joint Base Ft Dix/McGuire AFB/Lakehurst Naval Air Engineering Center.

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.
- All Air Expeditionary Forces mobilize from home station.

Justification/Impact

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

Potential Conflicts

- Service standards.



Create Joint Mobilization Site (JMS) Ventura County/Camp Roberts/Hunter Liggett

Scenario

- Disestablish mobilization processing operations at NAVSTA San Diego and Camp Pendleton and transfer/consolidate these missions under a newly created joint mobilization processing center at NB Ventura County/Camp Roberts/ Hunter Liggett.

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: Establish joint pre-deployment/ redeployment processing sites.

Justification/Impact

- 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.

Potential Conflicts

- Service standards.



Create Joint Mobilization Site (JMS) Lewis/McChord

Scenario

- Disestablish mobilization processing operations at SUBASE Bangor and McChord AFB and transfer/consolidate these missions into a newly created joint processing center at Joint Base Lewis- McChord.

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: Establish joint pre-deployment /redeployment processing sites.
- All Air Expeditionary Forces mobilize from home station.

Justification/Impact

- 18 locations for transportation within 100 miles.
- Billeting available for 7632 personnel.
- 1140 buildable acres, 260,307 unconstrained acres.
- Dining, billeting, medical, storage infrastructure available.

Potential Conflicts

- Service standards.



Create Joint Mobilization Site (JMS) Camp Lejeune/Cherry Point

Scenario	Drivers/Assumptions
<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.
Justification/Impact	Potential Conflicts
<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.



Create Joint Mobilization Site (JMS) Bragg/Pope

Scenario

- 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 Joint Base Bragg/Pope.

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: Establish joint pre-deployment/ redeployment processing sites.

Justification/Impact

- 6 transport nodes within 100 miles.
- 395 buildable acres and 2816 unconstrained acres.
- Dining, billeting, medical, storage infrastructure available for 3000.
- Large number of training ranges available for unit maneuver and individual qualification.

Potential Conflicts

- Service standards.



Create Joint Mobilization Site (JMS) Bliss/Holloman

Scenario

- Disestablish mobilization processing operations at Ft Huachuca, transfer/consolidate this mission under a newly created joint mobilization processing center at Ft Bliss/Holloman AFB.

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: Establish joint pre-deployment/ redeployment processing sites.
- All AEFs mobilize from Home Station

Justification/Impact

- 6 locations for transport within 100 miles.
- 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.

Potential Conflicts

- Service standards.



Create Joint Mobilization Site (JMS) Camp Shelby

Scenario

- 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.

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: Establish joint pre-deployment/redeployment processing sites.
- Air Expeditionary Forces mobilize from home station

Justification/Impact

- 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.

Potential Conflicts

- Service standards.



HQDA Staff Elements in Leased space

ACTIVITY	PARENT	PERSONNEL
• Army Environmental Policy Institute	ASA(I&E)	12
• Office Environmental Technology	ASA(I&E)	19
• Army Review Board Agency	ASA(M&RA)	114
• EEO/Civil Rights	ASA(M&RA)	33
• HRXX1	ASA(M&RA)	9
• ASA(AL&T)	ASA(AL&T)	15
• Chief of Chaplains	CSA	39
• Army Audit Agency	Auditor General	96
• Civilian Personnel Office*	G1	257
• Force Development Office	G8	119
• Australian, British, Canadian standardization	G3	20
• Army Modeling Simulation Office	G3	39
• G6	G6	358
• Senior Executive PA Training	OCPA	7
• Army Research Office	G1	71
• Personnel Transformation	G1	
• Army Safety Office	CSA	
• Army Family Liaison Office	G1	
• SAAA		1449



Ofc of the Admin Assistant to the Army

<u>ACTIVITY</u> <u>COST</u>	<u>LOCATION</u>	<u>PERS</u>	<u>LEASED</u>
• SAAA	Crystal City	584	
• SAAA	Hoffman	137	
• SAAA	Crystal City	44	
• SAAA	Rossyln	292	
• SAAA	Bailey's	16	
• SAAA	Crystal City	372	
• SAAA	Crystal City	<u>4</u>	
TOTAL		1449	\$8-10M per
OPTIONS:			

- **Move in entirety to Ft. McNair (dependent on NDU move from Ft. McNair)**
- **Consolidate all activities into one leased space location/building IN close proximity to Pentagon due to SAAA's mission to support Army Pentagon personnel and Army's Executive Agency of Pentagon.**
- **Move in entirety to Ft. Belvoir – time/distance issue from customer – The Secretary of the Army.**



Geo-Cluster Selection, Part I

- Using ARC-GIS, CAA assembled a list of Geo-Clusters based on the 2003 DUSD (I&E) *Base Structure Report*
 - 100-mile radius produced too many geo-clusters for viable research.
 - Functional experts then mandated that CAA develop lists of Geo-clusters for 50-mile, 25-mile, and 10-mile radii based on the following criteria:
 - ✓ **Minimum of 2 DoD installations with a total population (military & civilian) of at least 2500/Installation.**
 - ✓ **Minimum of 2 Services Represented**
 - Based on these criteria:
 - ✓ **50-mile radius model resulted in 25 Geo-Clusters**
 - ✓ **25-mile radius model resulted in 19 Geo-Clusters**
 - ✓ **10-Mile radius model resulted in 12 Geo-Clusters**
 - HSA-JCSG members approved recommendation to proceed with 25-mile “overlap” model which employed the 12 Geo-Clusters from the 10-mile model but expanded their radii to 25 miles to capture additional installations.
 - Members also approved a list of 11 “Type II” Geo-Clusters based on list of shared-boundary installations provided by OSD Installation Visualization Tool (IVT).



Geo-Cluster Selection, Part II

- 23 Geo-Clusters identified in initial analyses determined to be too extensive
 - Functional experts imposed additional criteria on Geo-Cluster list:
 - ✓ **For “Type II” (shared Boundary) Geo-Clusters, active component installations must share a boundary with an active or reserve installation (No National Guard)**
 - ✓ **Must include at least 2 Military Departments**
 - ✓ **Military judgment on distance, terrain, road networks**
 - ✓ **Tenants not counted as installations.**
 - Refinement criteria resulted in a final list of 10 Geo-Clusters.
 - HSA-JCSG Members approved final list and mandated inclusion of new Charleston Geo-Cluster based on supplemental data provided by RDML Gaudio.
 - Members’ approval contingent upon receiving certified installation population data from Military Value Data Call.



Final List As Approved by Members

- NCR (100-mile radius)
- McGuire-Dix-Lakehurst
- Hampton Roads
- Bragg-Pope
- Mississippi Gulf Coast
- Charleston
- San Antonio
- Colorado Springs
- Richardson-Elmendorf
- Oahu (Hickam-Pearl)
- Lewis-McChord



Eliminated Clusters—Criteria Failed

- **Marietta (NAS Atlanta/Dobbins ARB)—no active component**
- **Boise (Gowen Field/Boise ANGB)—no active component**
- **New Orleans (NAS JRG New Orleans/LA ANG)—no active component**
- **Massachusetts (Otis ANGB/Camp Edwards)—no active component**
- **Carswell (NAS JRG Ft Worth/AFRC/TX ANG)—no active component**
- **Willow Grove—no active component**
- **Selfridge (USA Selfridge/Selfridge ANGB)—Active/National Guard**
- **Hoosier (Crane NWSC/Crane Army Depot)—tenant**
- **Corpus Christi (NAS Corpus/Army Depot)—tenant**
- **San Diego—1 Military Department**
- **Mojave (Ft Irwin/NAWC China Lake)—judgment/distance**
- **Puget Sound—judgment/distance**
- **White Sands (Holloman AFB/WSMC)—judgment/distance**



Enhanced Use Leasing

- Leasing of non-excess MILDEP property (buildings and land).
- “Arm’s Length” transaction.
- Market-rate lease with no guarantees of government tenants.
- Recent Projects
 - WRAMC
 - ✓ \$60M building renovation
 - ◆ WRAMC receives \$20M in-kind services over 50 yrs
 - ✓ 8.2 buildable acres
 - ◆ Construct 500,000 sq ft lab, admin space
 - ◆ WRAMC receives > \$60M over 50 yrs
 - APG leased 200 buildable acres
 - ✓ Developer will build 2.5M sq ft R&D park
 - ✓ Tenants: Army, contractors, other Fed agencies

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SECRETARY OF THE ARMY CONF ROOM, 3D572

PURPOSE:

- To provide updates
- To present Headquarters and Support Activities Joint Cross Service Group proposals and give the SRG an opportunity to provide guidance and comments to the Army representative.
- To present the BRAC 05 SRG meetings schedule

ACTIONS:

Dr. College opened the meeting by welcoming the group and immediately began the briefing. He reviewed the timeline and discussed the methodology for incorporating cost into scenario analysis, noting that the SRG will review more proposals that it ultimately approves and evaluate the proposals against operational issues, risk, surge and availability of funds prior to forwarding to the SECDEF as candidate recommendations.

SECARMY asked if we were confident that the OSD and the Army's processes incorporated IGPBS decisions. Both VCSA and TABS Director confirmed this. VCSA noted that the POTUS announcement regarding implementation of IGPBS lacked detail, and Army is still awaiting some specific OSD decisions.

SECARMY noted that "they" (OSD) may still consider the capacity information contained in the Mar DoD Report to Congress, and expect us to close approximately 24 percent of our facilities (the overall DoD excess capacity cited in the Report). Mr. Tison agreed that the Army will have to articulate the impact of IGPBS and Modularity plus 10 new brigades and their effect on our capacity. SECARMY directed that we ensure that we make that point.

Dr. College then turned the briefing over to Mr. Tison to present Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) proposals.

Mr. Tison began with the mission and organization of HSA, noting that we have two Pentagon's worth of leased space within the National Capital Region. He presented a total of 38 proposals, in the following subgroups: Geographic Clusters (13), Joint Mobilization (1), and Major Administrative Headquarters Activities (24). Comments were as follows:

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SECARMY: If the function in leased space requires a high number of skilled civilians, and you move the function on post, out of the immediate region, what happens to the skill base?

Mr. Tison noted that the expected impact on the civilian skill base is considered in the analysis.

Reference Corrections proposals, the VCSA noted that we can build two more wings on the Army correctional facility at Leavenworth.

Reference Joint Mobilization proposal, ASA (I&E) representative Mr. Prosch asked if we were coordinating with the Reserve Component. Mr. Tison confirmed that the RC has provided input to the analysis.

Reference Pentagon Renovation space requirements, Mr. Tison noted that, of every 100 who move out of the Pentagon, only 80 return.

Reference JAG School, SECARMY noted that the JAG school is in Charlottesville because of its relationship with the University of Virginia Law School.

Reference DoDEA, VCSA noted that Fort Campbell has eight schools on the installation.

Reference Administrative Campuses, the SECARMY noted that we have no existing constructed capacity to consolidate these activities; it would have to be built, and MILCON dollars/affordability may be an issue. Mr. Tison agreed and noted that these proposals have yet to be run through the optimization model. Then they would be rank-ordered and we could see how much we can get done with the available funding (combination of OSD Wedge and Army dollars).

Reference Relocating TRADOC, SECARMY requested we look at Leavenworth. Discussion ensued reference whether TRADOC's relationship with FORSCOM or JFCOM should most influence the location recommendations.

General Comments:

Mr. Tison noted that the BRAC process is not designed to analyze work reengineering (such as consolidation of functions). What it can do is collocate activities, so that potentials for consolidation may be studied and realized later.

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VCSA noted that we must keep Force Protection issues in mind in consolidations – how much is too much in one location? SECARMY agreed and noted that we should keep COOP plans in mind if/when we consider relocating MACOM HQs.

SECARMY: Repeated his concerns about available money for high MILCON costs associated with near term implementation of several of these proposals. He stated he did not know if past BRACs were as comprehensive in their analysis. He indicated satisfaction with HSA's presentation and directed that analysis continue.

Scheduling:

Dr. College then reviewed the Way Ahead, noting that the combination of Industrial and Supply and Storage JCSG proposals would make for a tight schedule for the next SRG, and potentially more challenging issues as there may be strong positions associated with the recommended actions.

TASKERS:

Provide the SECARMY with a list of Army Senior Representatives to the JCSGs.

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ATTENDEES:

BRAC 05 SRG MEMBERS		
POSITION	NAME	REPRESENTED BY
USA	HON Brownlee, CO-Chair	
VCSA	GEN Cody, CO-Chair	
ASA (ALT)	HON Bolton	Mr. Pybus
ASA (I&E)	Mr. Prosch	
ASA (FMC)	HON Baldwin	
CG	HON Morello	Mr. Stockdale
DUSA	Vacant	
DAS	LTG Lovelace	
G-3	MG Blount	Ms Condon
G-4	LTG Christianson	Mr. Neal
G-8	LTG Griffin	Mr. Tison
ACSIM	MG Lust	Ms. Menig
CAR	LTG Helmly	BG Profit
D, ARNG	LTG Schultz	
TSG	LTG Peake	MG Webb

SECRETARY, DR Craig College
RECORDER, MS Stephanie Hoehne

Army JCSG members were also present at this SRG.

