

BRAC 2005 Infrastructure Steering Group (ISG)

Meeting Minutes of September 24, 2004

The Acting Under Secretary of Defense (Acquisition, Technology, and Logistics), Mr. Michael W. Wynne chaired this meeting. The list of attendees is attached.

Mr. Wynne began the meeting by stating that he had met with each of the Service Secretaries about the Base Closure process and progress to date.

Mr. Wynne then turned over the meeting to Mr. Pete Potochney, Director of the OSD BRAC office, who then informed the ISG about a number of actions that are moving the BRAC process forward:

- The memorandum requesting Integrated Global Basing Strategy input for the BRAC process is in coordination.
- Mr. Wynne signed a memorandum directing the Joint Cross-Service Groups in coordination with the Services to determine the capabilities necessary to support the 20-year force structure plan.
- Comments on transformational options have been submitted and the memorandum seeking Infrastructure Executive Council approval of the transformational options is in development.
- Mr. Wynne signed a memorandum that laid out a new timeline for the BRAC process that reflects the ISG's decision to avoid inundating the field with Scenario Specific data calls until the scenarios had been deconflicted to the maximum extent practicable.

The ISG discussed the timeline and agreed to the following:

- JCSGs should plan to give the Military Departments the details of what preliminary scenario data reports they need by the end of October.
- The Military Departments will begin gathering data on November 8th with goal of providing information within 48 hours from completion of question clarification to receipt from the field.
- Military Value (which consists of both a quantitative and qualitative assessment) will be the preeminent factor in developing closure and realignment decisions.
- In order for the Services to gauge the workload for the holiday period, the JCSGs should try to provide their candidate recommendations to the ISG by December 13, 2004 (as opposed to December 20, 2004), if possible.
- Interaction between the JCSGs and the Military Departments has been ongoing and occurs through the Service Principals who work on the groups.

Following the process discussion, Mr. Wynne used the attached slides to describe the Industrial JCSG's overarching strategy and the ideas, proposals, and scenarios developed to date related to the strategy. The following are highlights of the discussion that occurred during the briefing:

- Future briefings should more clearly delineate the analytical basis upon which the scenarios have been developed (capacity data, military value data, transformational options, military judgment) etc.
- All JCSGs should strive to put forth bold scenarios to meet the Secretary's intent to transform the Department.

Mr. Wynne then asked Vice Admiral Lippert, Chairman of the Supply and Storage JCSG, to brief his overall strategy and his scenarios. The following are highlights of that discussion:

- Supply and Storage is working closely with the Industrial JCSG on issues that are common to both groups.
- The Military Department BRAC offices are fully engaged in the Supply and Storage JCSG's approach.
- Some ideas were dropped because they did not require BRAC action but could be accomplished through business process reengineering efforts.
- 95% of the scenarios should be approved by the JCSG for analysis by mid-October.

Mr. Wynne then asked Mr. Tison, Chairman of the Headquarters and Support Activity JCSG, to brief his overall strategy and scenarios. The following are the highlights of that discussion:

- The JCSG narrowed its scope because some areas, such as installation level computing services, will not have substantial infrastructure impact
- The effect of forces returning from overseas will be factored into the analysis of mobility centers.
- Restructuring of the civilian workforce through the National Security Personnel System will be examined as part of the consolidation of personnel centers.

At the end of the meeting, Mr. Wynne thanked everyone for briefing their scenarios and for the ISG members expressing their views on the overall process. He directed that the OSD BRAC office develop a sample content and slide format for

candidate recommendations to be used for future ISG review of candidate recommendations

Approved: 
Michael W. Wynne
Acting USD (Acquisition Technology and Logistics)
Chairman, Infrastructure Steering Group

Attachments:

1. List of Attendees
2. Briefing slides entitled “BRAC 2005 Briefing to the ISG” dated September 24, 2004

Infrastructure Steering Group Meeting September 24, 2004

Attendees

Members:

- Mr. Michael W. Wynne, Acting Under Secretary of Defense (Acquisition, Technology and Logistics)
- Mr. Raymond DuBois, Deputy Under Secretary of Defense (I&E)
- Hon Geoffrey Prosch, Assistant Secretary of the Army (I&E)
- Ms. Anne R. Davis, Special Assistant to the Secretary of the Navy for BRAC
- Admiral John Nathman, Vice Chief of Naval Operations
- Hon Nelson Gibbs, Assistant Secretary of the Air Force (IE)
- GEN Richard A. Cody, Vice Chief of Staff of the Army
- Gen William Nyland, Assistant Commandant of the Marine Corps

Alternates:

- Maj Gen Gary Heckman, Assistant Deputy Chief of Staff of the Air Force for General Michael Moseley, Vice Chief of Staff for the Air Force
- VADM Admiral Robert F. Willard, Director Force Structure, Resources, and Assessment, the Joint Staff, for General Peter Pace, Vice Chairman, Joint Chiefs of Staff

Education and Training JCSG

- Mr. Michael Dominguez, Assistant Secretary of the Air Force for Manpower and Reserve Affairs for Mr. Charles S. Abell, Chairman, Education and Training JCSG
- Mr. Robert Howlett, Director, Institutional Military Training, OUSD (Personnel and Readiness, Education and Training JCSG)

Headquarters and Support JCSG

- Mr. Donald Tison, Chairman, Headquarters and Service Activities JCSG
- COL Carla Coulson, Chief of Staff, Headquarters and Service Activities JCSG

Industrial JCSG

- Mr. Gary Motsek, Deputy G3 for Support Operations, Army Materiel Command
- Mr. Ron Orr, Principal Deputy Assistant Secretary of the Air Force (Installations, Environment & Logistics)
- Mr. Steve Crum, Ship Repair Working Lead
- Mr. Jay Berry, Executive Secretary to the Industrial JCSG

Intelligence JCSG

- Mr. Wayne Howard, Senior Strategic Analyst and BRAC Core Team Facilitator for Intelligence JCSG

Medical JCSG

- Lt Gen George Taylor, Chairman, Medical JCSG
- Col Mark Hamilton, Executive to the Air Force Surgeon General

Supply and Storage JCSG

- VADM Keith Lippert, Chairman, Supply and Storage JCSG
- Col Louis Neeley, Executive Secretary for Supply and Storage JCSG

Technical JCSG

- Dr. Ronald Segal, Chairman, Technical JCSG
- Dr. James Short, Associate Deputy Assistant Secretary of Financial Operations for the Air Force for Technical JCSG

Others:

- MG Kenneth Hunzeker, Deputy Director J-8
- Dr. Craig College, Deputy Assistant Secretary of the Army (IA)
- Mr. Dennis Biddick, Chief of Staff for Deputy Assistant Secretary of the Navy (IS&A)
- Mr. Fred Pease, Deputy Assistant Secretary of the Air Force (B&IA)
- Mr. David K. Steensma, Assistant Inspector General for Contract Management Directorate, Office of the Inspector General
- Mr. Pete Potochney, Director, OSD BRAC
- Mrs. Nicole Bayert, Associate General Counsel, Environment and Installations, DoD
- CAPT William Porter, Senior Military Assistant, Under Secretary of Defense (AT&L)
- Col Dan Woodward, Branch Chief, Forces Division, J-8
- Mr. Andrew Porth, Assistant Director, OSD BRAC
- Ms. Ginger Rice, Assistant Director, OSD BRAC



BRAC 2005

Briefing to the
Infrastructure Steering Group

September 24, 2004

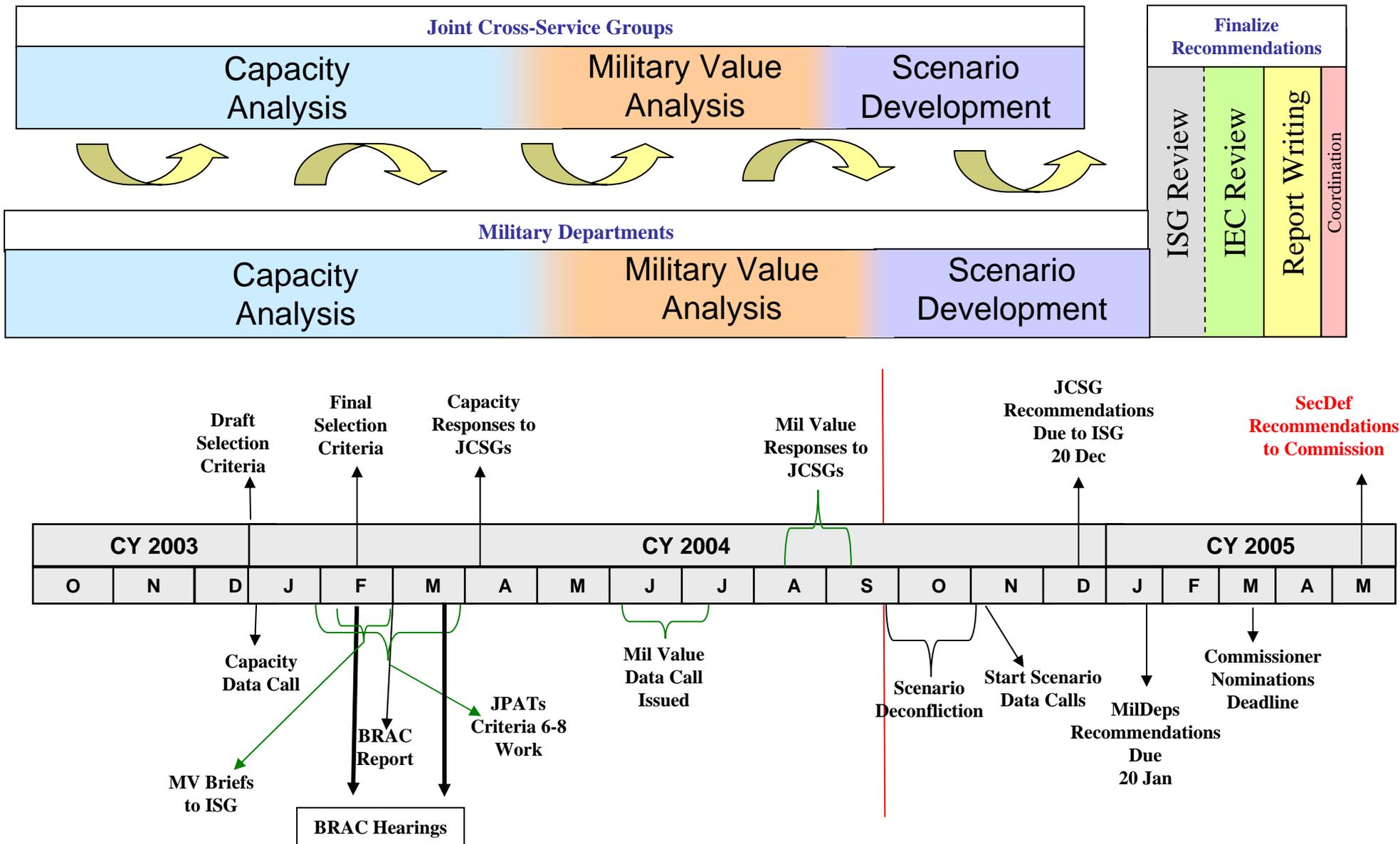


Purpose

- Process Overview
- Revised Timeline
- Scenario Briefings
 - Industrial
 - Supply & Storage
 - Headquarters & Support Activities



Process Overview





Revised Timeline

20 Sep 2004	First batch of scenarios into ISG BRAC Scenario Tracking tool, first update due 24 Sept, and every Friday thereafter
24 Sep 2004, 1 Oct 2004, and 8 Oct 2004	JCSGs brief overarching strategy and first batch of scenarios to ISG
1 Nov 2004	Vast majority of scenarios declared by JCSGs and MilDepts
8 Nov 2004	Estimated completion of scenario deconfliction. Begin release of scenario specific data calls
15 Nov 2004	JCSGs brief the status of their scenario analysis to the ISG. JCSGs should have completed all the analysis they could without scenario specific data
20 Dec 2004	JCSG candidate recommendations due to the ISG
20 Jan 2005	Military Department candidate recommendations due to the ISG for information and conflict identification only, not approval
25 Feb 2005	ISG completes review of candidate recommendations
25 Feb – 25 Mar 2005	IEC review of candidate recommendations
25 Mar – 25 Apr 2005	Report writing
25 Apr – 6 May 2005	Report coordination
16 May 2005	Secretary transmits recommendations to Commission



Scenario Briefings

- ISG issued guidance to JCSGs to brief its overarching strategy, proposals considered, and the scenarios declared for analysis
 - Illustrate the broad, comprehensive look that each group is conducting to improve the capabilities supporting their function
 - Describe the scenarios declared to date using the quad chart format from the Scenario Training exercise
 - Discuss any proposals rejected and basic statistical information (e.g., numbers of ideas, proposals, and scenarios, etc.).
- Today's briefing will include Industrial, Supply and Storage, and H&SA JCSGs
- E&T, Medical, and Technical JCSGs to brief on Oct 1st
- Intel JCSG and MilDeps to brief on Oct 8th



Industrial Joint Cross Service Group
Initial Scenarios
for the
Infrastructure Steering Group Meeting
September 24, 2004



IJCSG - Ship Overhaul & Repair Overarching Strategy

- Ensure Ship Maintenance Requirements are Met Effectively and Efficiently as Navy Reallocates Fleet Forces.
- Consolidate Intermediate-Level Ship Maintenance within Geographic Regions and Reduce Excess Capacity.
- Reduce Overall Ship Overhaul and Repair Excess Capacity.



IJCSG - Ship Overhaul & Repair

Potential Scenario SR-1

Scenario

- Close:
 - Ship Intermediate Maintenance Activity Norfolk
 - Ship Intermediate Maintenance Activity Pascagoula
- Realign and consolidate I-Level ship maintenance in the San Diego region with the new Navy Regional Maintenance Center, including:
 - Consolidated Dive Unit San Diego
 - Puget Sound Naval Shipyard and Intermediate Maintenance Facility Detachment Point Loma
 - Ship Intermediate Maintenance Activity San Diego
 - Puget Sound Naval Shipyard and Intermediate Maintenance Facility Detachment North Island
- Realign I-Level Ship Maintenance Work in Tidewater Virginia to Norfolk Naval Shipyard.
- Realign submarine SIMA Norfolk to TRF Kings Bay, or SUBSUPPFAC New London

Justification/Impact

- Aligns intermediate maintenance capacity to possible shifts in Fleet Force basing (which moves the source of the maintenance requirements).
- Reduces ship overhaul and repair intermediate level excess capacity within specific regions.

Drivers/Assumptions

- DON Operational Force basing scenarios could realign homeports, resulting in shifts in maintenance requirements:
 - Assumes a DON Scenario closes NAVSTA Pascagoula
- Improve efficiency and effectiveness through consolidated and integrated maintenance resources in major Fleet concentration regions.
- Assumes realignment of all Norfolk SSNs to Kings Bay, Georgia, or New London
 - Requires coordination with DON

Potential Conflicts

- Must close one or more activities in San Diego region for option to be worth-while.
- Continued TAD costs for personnel from Puget Sound NSY and IMF at San Diego while local workforce is trained.
- Dry dock availability at Kings Bay.



MUNITIONS & ARMAMENTS OVERARCHING STRATEGY

- Reduce excess infrastructure, increase percentage utilization of retained sites, and retain the appropriate level of capacity and capability needed to support the 2025 Force Structure Plan. Consolidate core functions to improve efficiency and effectiveness of facilities.



MUNITIONS & ARMAMENTS PROPOSED SCENARIO

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Preserve and optimize <u>Bomb</u> capability while minimizing excess capacity■ Close Kansas and Lone Star; move Cluster Bomb and Sensor Fuzed Weapons to McAlester and Iowa■ Realign Indian Head and Yorktown Bomb Body workload to McAlester	<ul style="list-style-type: none">■ Principle: Maintain industrial capabilities to meet production, sustainment, surge and reconstitution requirements■ Transformational Option: Reshape and integrate critical munitions and armaments capabilities to sustain peacetime and wartime Joint operational requirements in the most effective and efficient manner.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Retains bomb body, bomb component and cluster bomb capability■ Reduces excess infrastructure, creates multi-functional munitions sites and increases efficiencies■ Some facilitization required at McAlester	<ul style="list-style-type: none">■ Indian Head falls into both Industrial JCSG and the Technical JCSG<ul style="list-style-type: none">-Industrial JCSG recommends limiting Indian Head and Yorktown Bomb production to LRIP production required to support their R&D efforts.



Maintenance Subgroup IJCSG Overarching Strategy

- Minimize the number of sites and reduce excess capacity through joint solutions with the goal of providing a more effective and more efficient DoD industrial base.



IJCSG – Maintenance Subgroup

Minimize the number of joint sites consistent with doctrine & readiness

Scenario MX-1

■ Realignments:

- Aviation Workload (NADEP-CP/NI/JAX, ALC-OC/OO/WR) to 2 or 3 sites for each area: Fighter Attack, Other Aircraft, Cargo/Tanker,
- Rotary Workload (CCAD, NADEP-CP) to 1 site
- Ground Workload (Vehicles: Tracked, Wheeled, Amphibious) 7 locations (ANAD, RRAD, TYAD, RIAA, LEAD, MCLBA, MCLBB) to 2 or 3 sites
- Components-Commodities (e.g., landing gear, electronics, etc) at 35 various locations to 2 or 3 sites per commodity

Drivers

Boundaries:

- Service Doctrinal Compliance: Navy Detachments; Army National Maintenance Program; USMC turnaround response requirement, etc.
- Workload moved from closing sites should be moved as a complete unit where ever possible, if not move a portion of the work to the site with the highest available capacity and remaining is TBD.

Justification/Impact

- Increase Joint use through minimizing sites
- Environmental impacts not known at this time - workload moves
- Costs/Savings of movements not determined – COBRA
- Post BRAC recurring costs/savings

Potential Conflicts

- USC Title 10 Sec 2466 – 50/50
- Other JCSG potential impacts- Supply and Storage



Supply and Storage Joint Cross-Service Group (S&S JCSG)

Strategy / Ideas / Proposals

**VADM Keith Lippert
Chairman**



Overarching Strategy

- Service warfighting constructs in transition
 - Army – Maneuver Brigades (UE and UA)
 - Navy / Marines – Seabasing
 - AF – Expeditionary Air and Space Force
 - Bottom Line: Logistics must adapt accordingly
 - “Logistics full partner in Joint warfighting process”
JS J4 Focused Logistics Campaign Plan
- Strategy: Transition traditional Military Logistics’ linear processes to a networked, force-focused construct which minimizes the number of sites & reduces excess capacity while providing a more effective & efficient DOD Logistics base.



Scenario Development

- **Basic Guide: Transformation Options**
- **Idea Development**
 - Based on military judgment
 - Transformation under an overarching construct
 - Increase effectiveness; improve efficiency; fiscal conservation
 - Logistics efficiency must conform to operational effectiveness
- **Supply Chain Management**
 - Link the chains
 - Posture supply, storage and distribution support to meet future warfare environment challenges; light, agile, responsive



TO #1

- Establish a consolidated multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary joint forces worldwide. Focus the analysis on creating joint activities in heavy (US) DOD concentration areas (i.e., locations where more than one Department is based and within close proximity to another).



Consolidate Base-level Supply Functions

Scenario	Drivers / Assumptions
<ul style="list-style-type: none">■ Consolidate base level supply, storage and distribution functions for DOD installations in high density geographical clusters such as:<ul style="list-style-type: none">• South Hampton Roads• North Hampton Roads• San Antonio• Washington DC, Maryland and Northern VA• San Diego• Puget Sound	<ul style="list-style-type: none">■ Principle: Supply, Service and Maintain■ Transformational Option: Establish a multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary forces worldwide. Focus the analysis on creating joint activities in heavy (CONUS) DOD concentrations areas (i.e., locations where more than one department is based and within close proximity).
Justification / Impact	Potential Conflicts
<ul style="list-style-type: none">■ Reduces base level inventories■ May reduce logistics infrastructure requirements<ul style="list-style-type: none">• Savings will be determined and could be impacted based on follow-on utilization■ Should result in personnel reductions■ Provides for same or better levels of service to customers	<ul style="list-style-type: none">■ Incompatibility of service supply systems



Consolidate Base-level Supply Functions



Consolidate Base Level Supply, Storage and Distribution at Langley for:

- Fort Monroe
- Langley
- Yorktown
- Cheatham Annex
- Fort Eustis

Consolidate Base Level Supply, Storage and Distribution at Little Creek for:

- Norfolk
- Little Creek
- Fort Story
- Oceana

e.g., South and North Hampton Roads

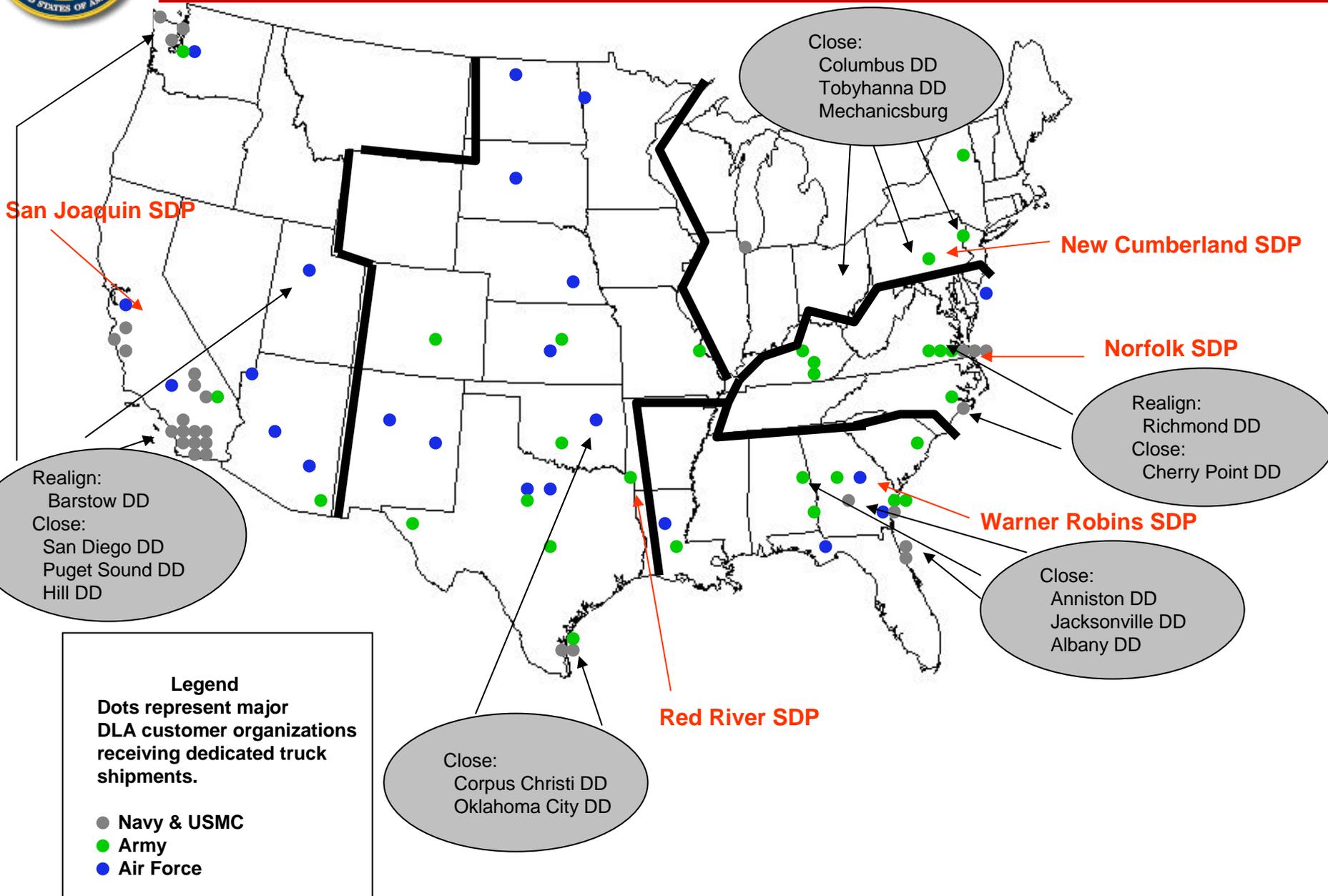


Create Regional Strategic Distribution Platforms

<h2>Scenario</h2>	<h2>Drivers / Assumptions</h2>
<ul style="list-style-type: none">■ Create regional strategic distribution platforms that provide storage and distribution functions supporting joint forces worldwide■ Close or realign distribution depots at industrial installations	<ul style="list-style-type: none">■ Principle: Supply, Service and Maintain■ Transformational Option: Establish a multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary forces worldwide. Focus the analysis on creating joint activities in heavy (CONUS) DOD concentrations areas (i.e., locations where more than one department is based and within close proximity).
<h2>Justification / Impact</h2> <ul style="list-style-type: none">■ Returns significant storage infrastructure to the services. However, service utilization determines extent of savings■ Enhances flexibility via multiple platforms to respond to routine requirements and worldwide contingencies■ Create acceptable CWT■ Improves surge options and capabilities■ Creates a trained manpower pool available for redistribution	<h2>Potential Conflicts</h2> <ul style="list-style-type: none">■ Conflicting proposals developed by the industrial JCSG■ CONUS basing of returning forces may alter regional alignments■ Optimization and data analysis may dictate changes to selected sites■ Reductions in DLA personnel would have to be balanced with considerations for optimal surge requirements■ Depending on status of service depot, net reduction of personnel may be adjusted – MilDep, IJCSG

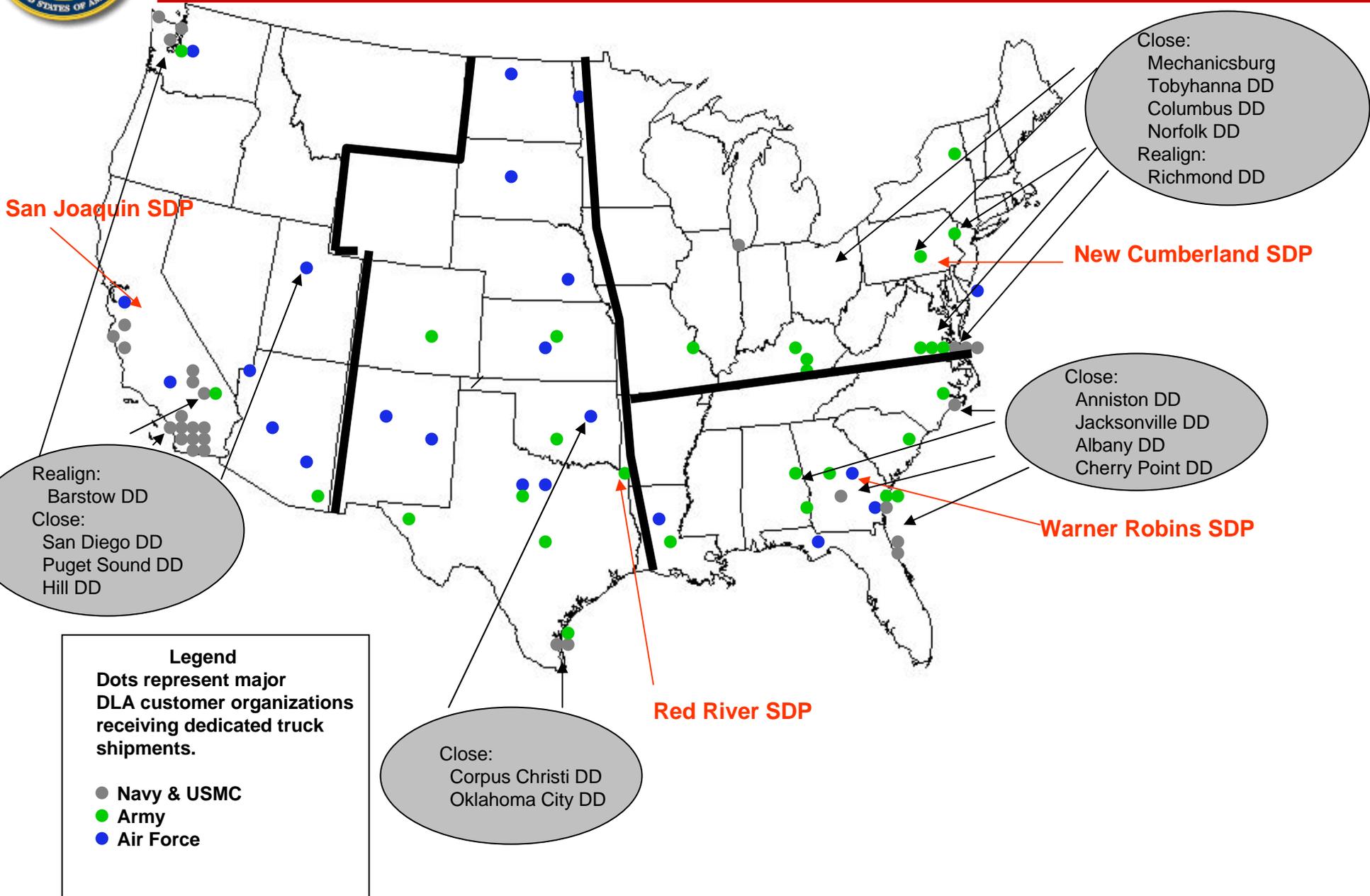


Create 5 Regional Strategic Distribution Platforms



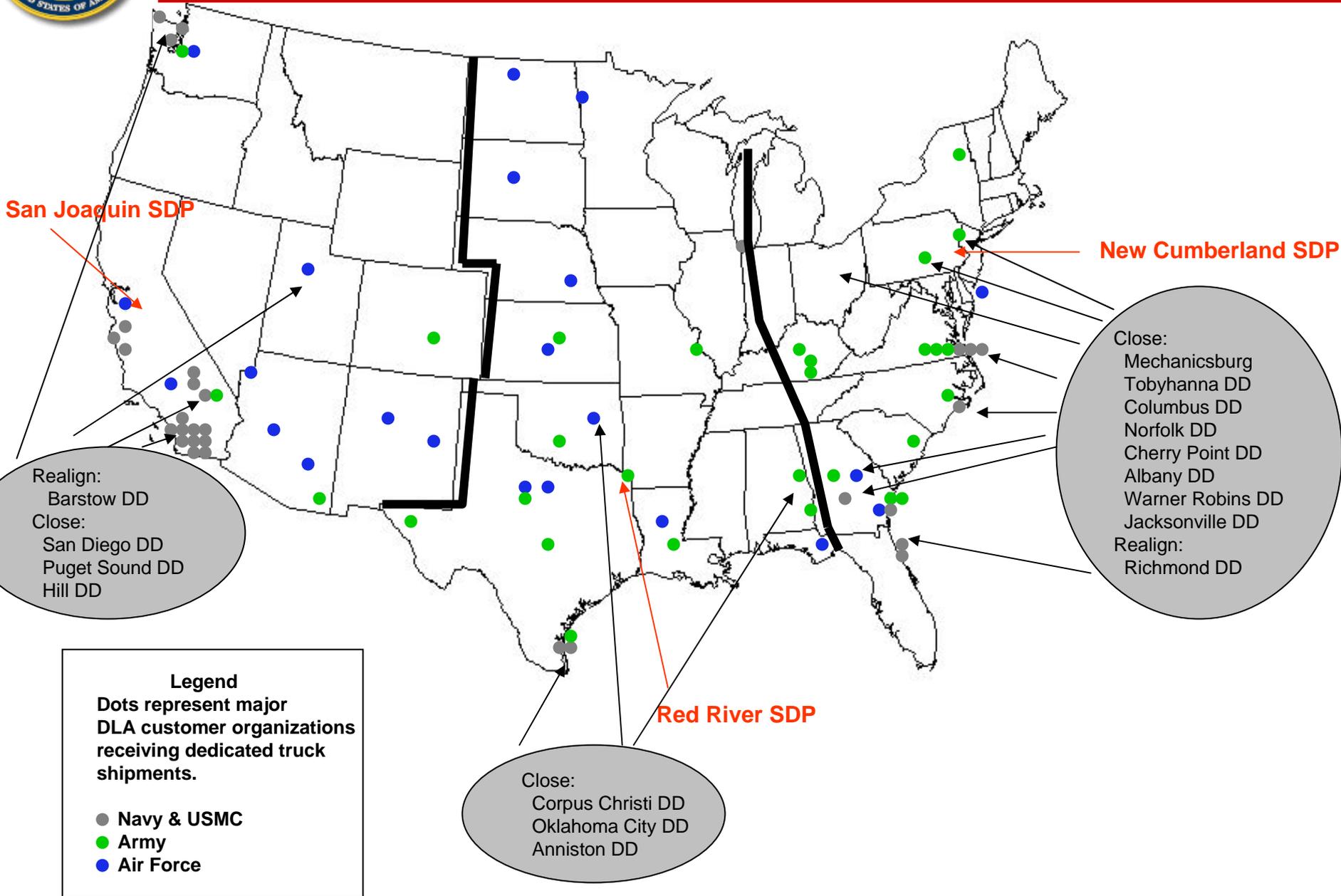


Create 4 Regional Strategic Distribution Platforms



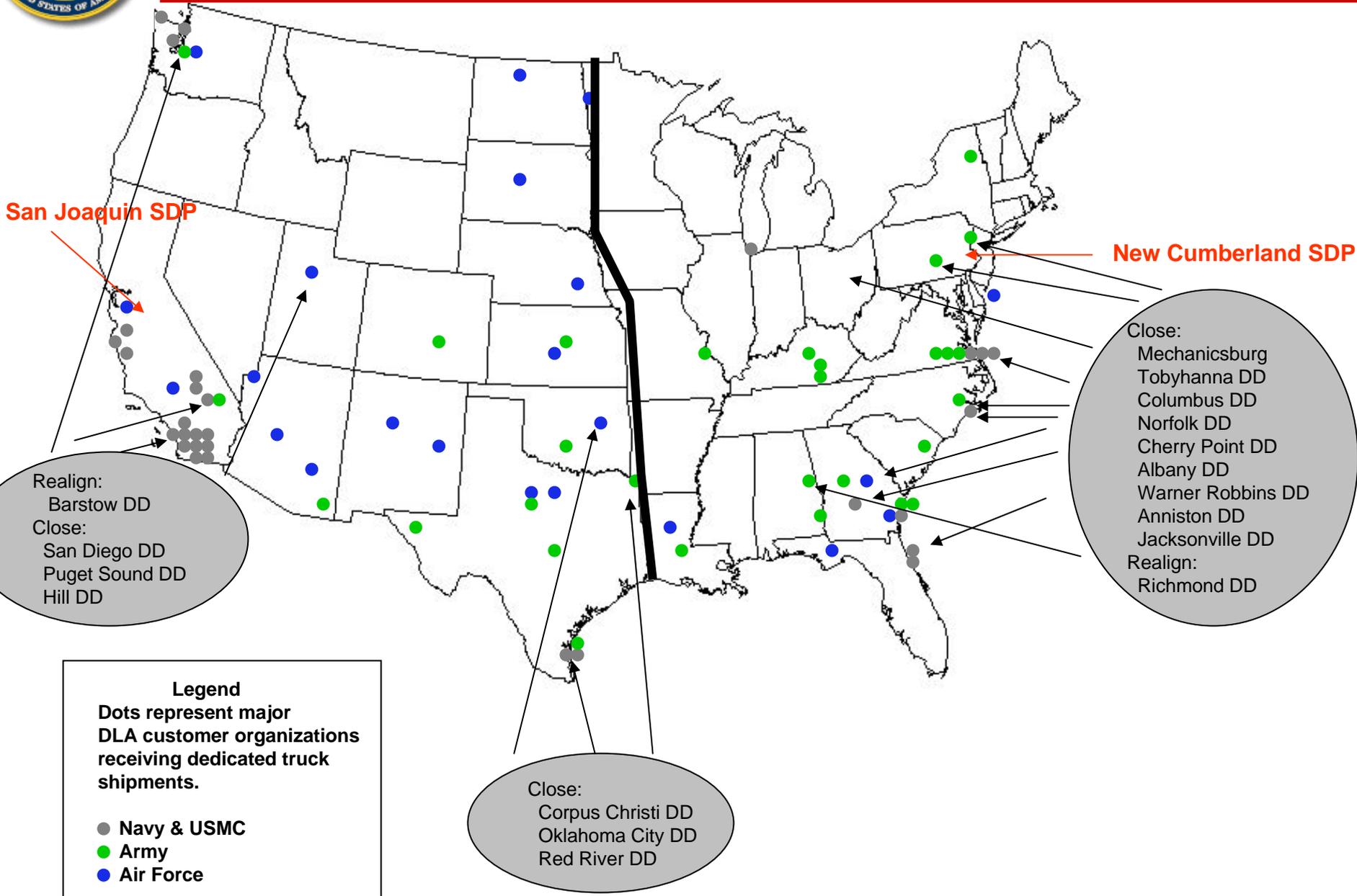


Create 3 Regional Strategic Distribution Platforms





Create 2 Regional Strategic Distribution Platforms





Proposals Development

- 13 Proposals generated to date
 - 5 proposals approved by S&S deliberative body for further review; will go to Scenario Tracking Tool
 - 8 additional proposals still in development
 - S&S JCSG working
 - Should be ready for S&S deliberative body NLT 30 Sep 04
- Number candidate proposals effected by number of variations
- No proposals rejected yet
- Other proposals under development

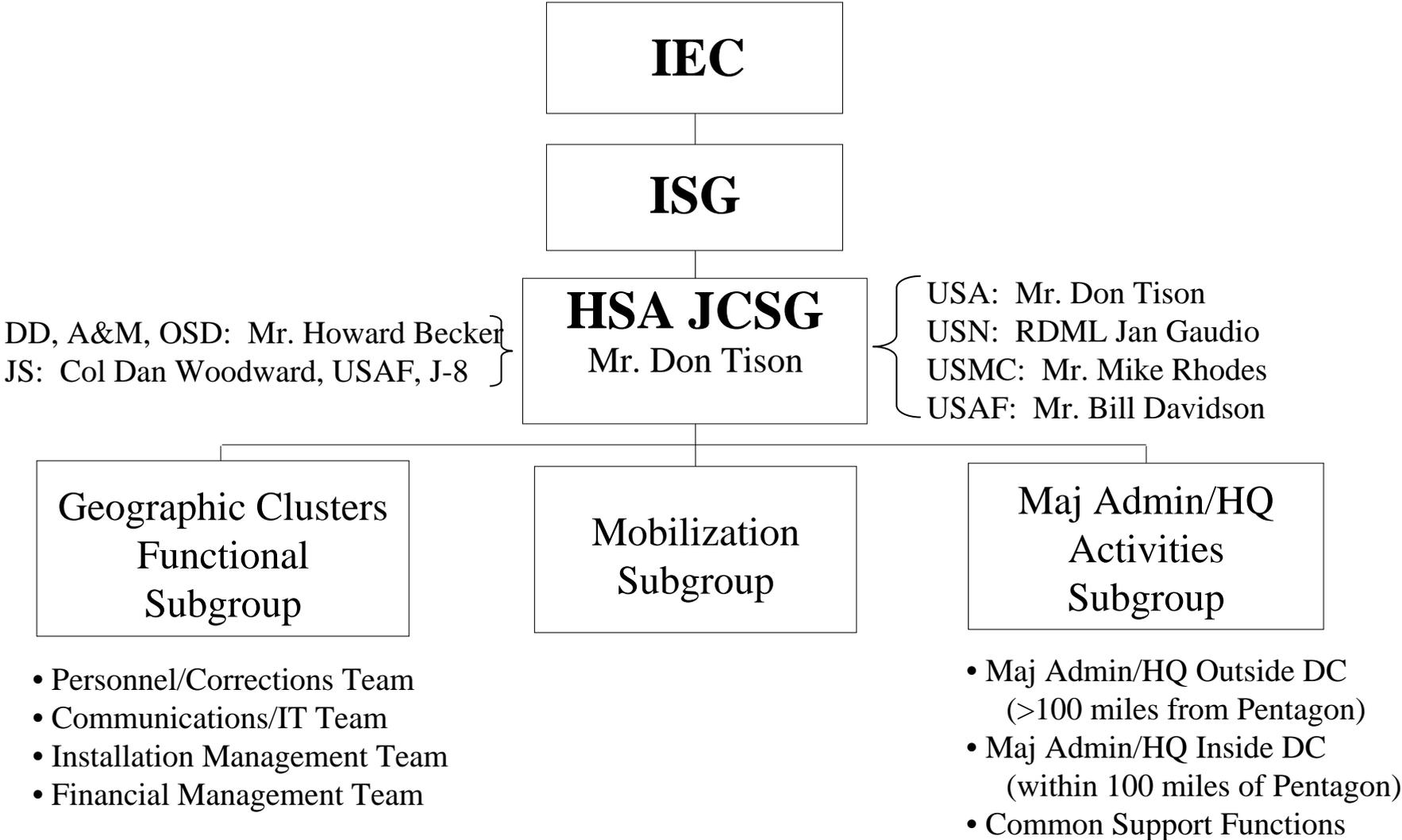


Scenario Development Strategy

Headquarters and Support Activities Joint Cross Service Group Mr. Don Tison



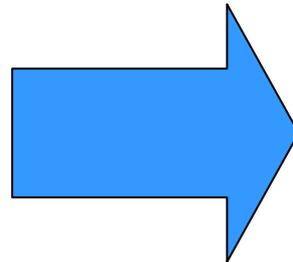
Headquarters and Support Activities Joint Cross Service Group





HSA JCSG Scope Refinement

- Defense Finance & Accounting Service
- Military Personnel Centers
- Civilian Personnel Offices
- Corrections
- Installations Management
- Joint Mobilization
- Major Admin/HQs Activities
- Computing Services
- Installation Military Personnel
- Local F&A
- Headquarters Support Activities



- Defense Finance & Accounting Service
- Military Personnel Centers
- Civilian Personnel Offices
- Corrections
- Installation Management
- Joint Mobilization
- Major Admin/HQs Activities

Documented: Second update to Interim Capacity Analysis Report, 20 Aug 04, HSA JCSG Memo, 22 Aug 04, Subj: Scope Refinements HSA JCSG BRAC 05.



HSA JCSG Timeline

DFAS	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination COBRA Prep (1 Nov)		
MIL PER	Proposal Development	Scenario Deconfliction & Coordination COBRA Prep (1 Nov)			
CIV PER	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination COBRA Prep (1 Nov)		
CORR	Optimization, Proposal Development & Refinement		Scenario Deconfliction & Coordination COBRA Prep (1 Nov)		
IM	MV Analysis	Proposal Development	Scenario Deconfliction & Coordination; COBRA Prep (1 Nov)		
MOB	MV Analysis		Opt. & Proposal Development	Scenario Deconfliction & Coord; COBRA Prep (1 Nov)	
MAH	MV Analysis		Optimization, Proposal Development & Refinement	Scenario Decon etc	
Date	13-19 Sep	20-26 Sep	27 Sep- 3 Oct	4-10 Oct	11-17 Oct



“Strategy Driven, Data Verified”

Guiding Principles

<p>Improve jointness and total force capability</p> <p>Reduce costs</p>	<p>Eliminate redundancy, duplication and excess capacity</p> <p>Enhance force protection</p>	<p>Exploit best business practices</p> <p>Increase effectiveness, efficiency and interoperability</p>
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- Modeling
- Trans Option
- Mil Judgment

Constructs:

- Joint
- Uniform
- Unique
- Hybrid

Level of Impact:

- Radical
- Conservative

Scenarios

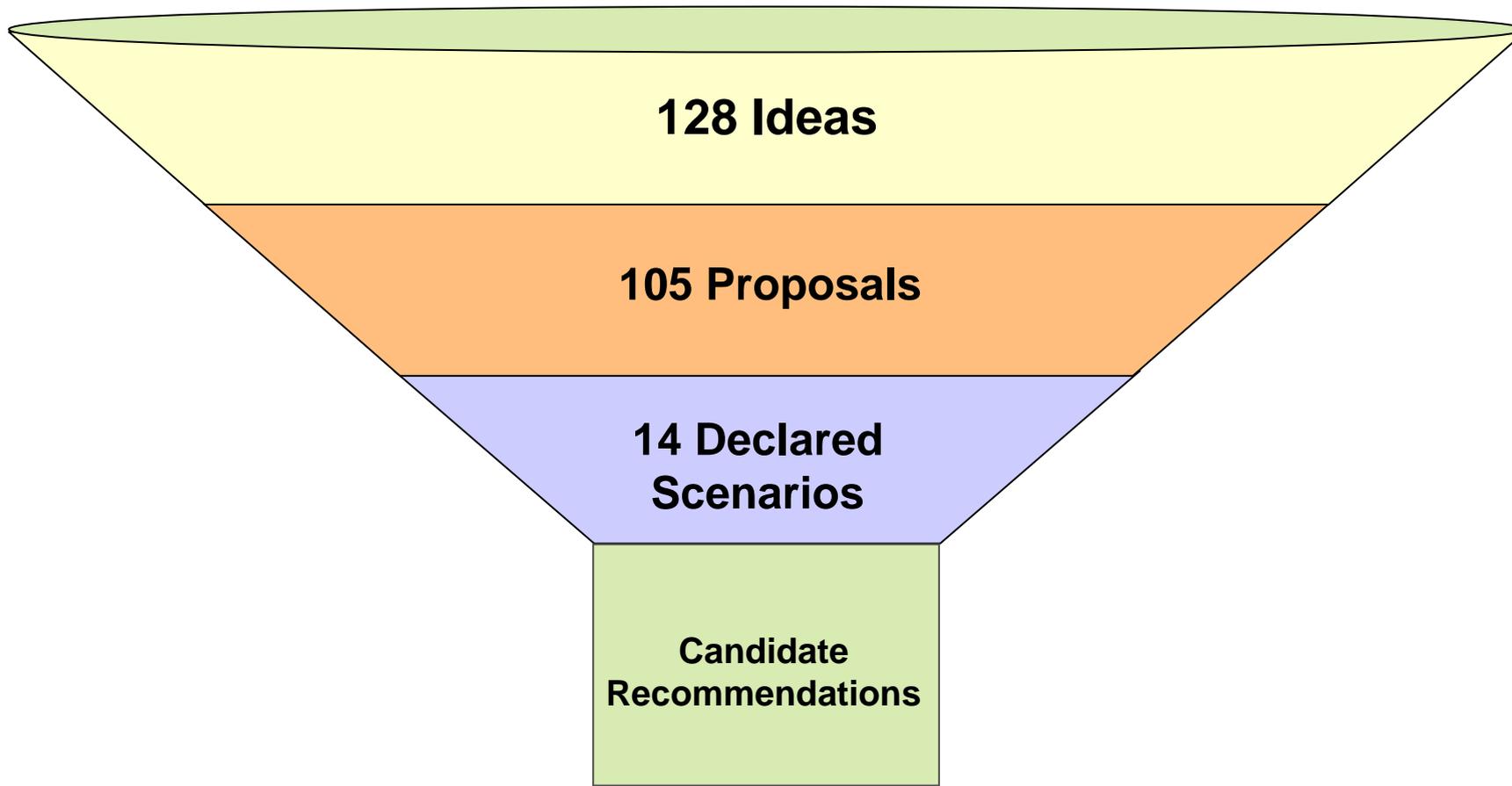
Objectives

Rationalize DC Area	Movement of Leased Space	Co-location/consolidation of HQ	Reduce Stand Alone HQ	Joint Mob
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Scenario Statistics

HSA JCSG Currently has:





Scenario Development Strategy

Functional Strategies (Scenarios Undeclared)



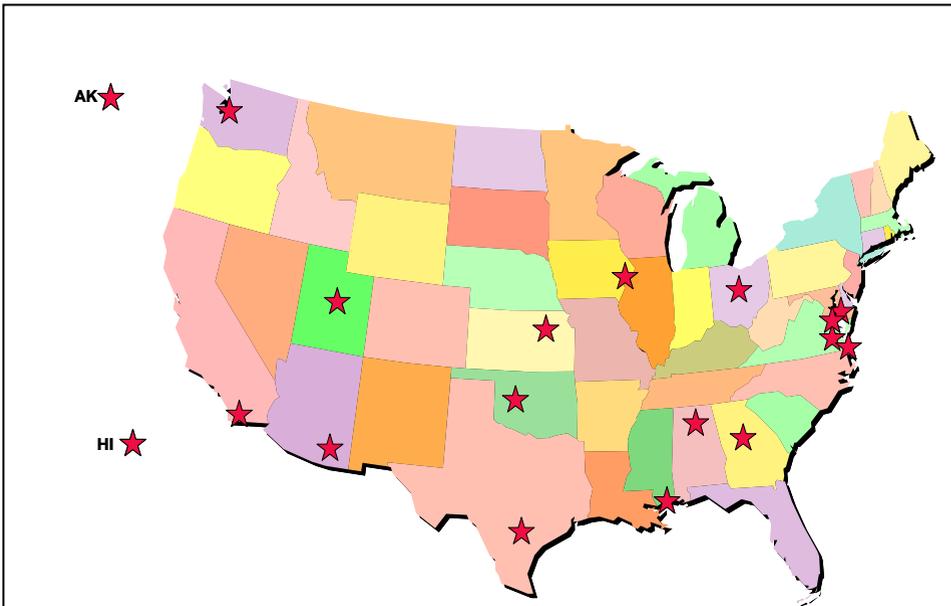
Consolidate DFAS into X Locations

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Close and/or realign DFAS locations by consolidating Business Line and Corporate/ Administrative functions located at thirty Central and Field Operating locations to X locations TBD, based on DFAS Business Lines. (X= 3,6,8)	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate DFAS business line workload and administrative/staff functions and locations.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Reduces multiple facilities footprint/costs.■ Create greater synergy and ability to implement joint applications and IT enhancements.■ Consolidates common support functions.■ AT/FP enhancement.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Workforce: Availability of technically qualified personnel (financial management and information technology).



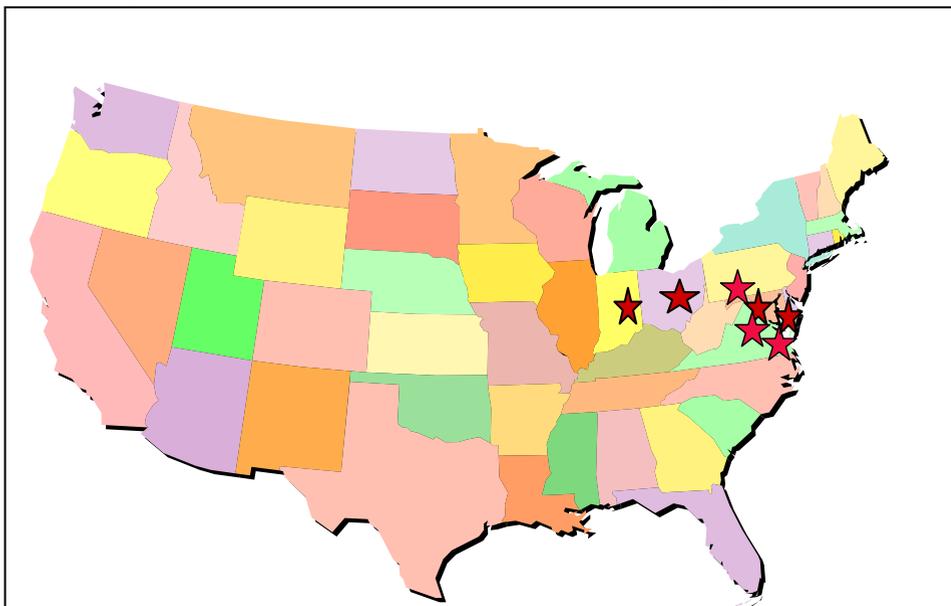
Civilian Personnel Servicing Locations

Dispersion—Services



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

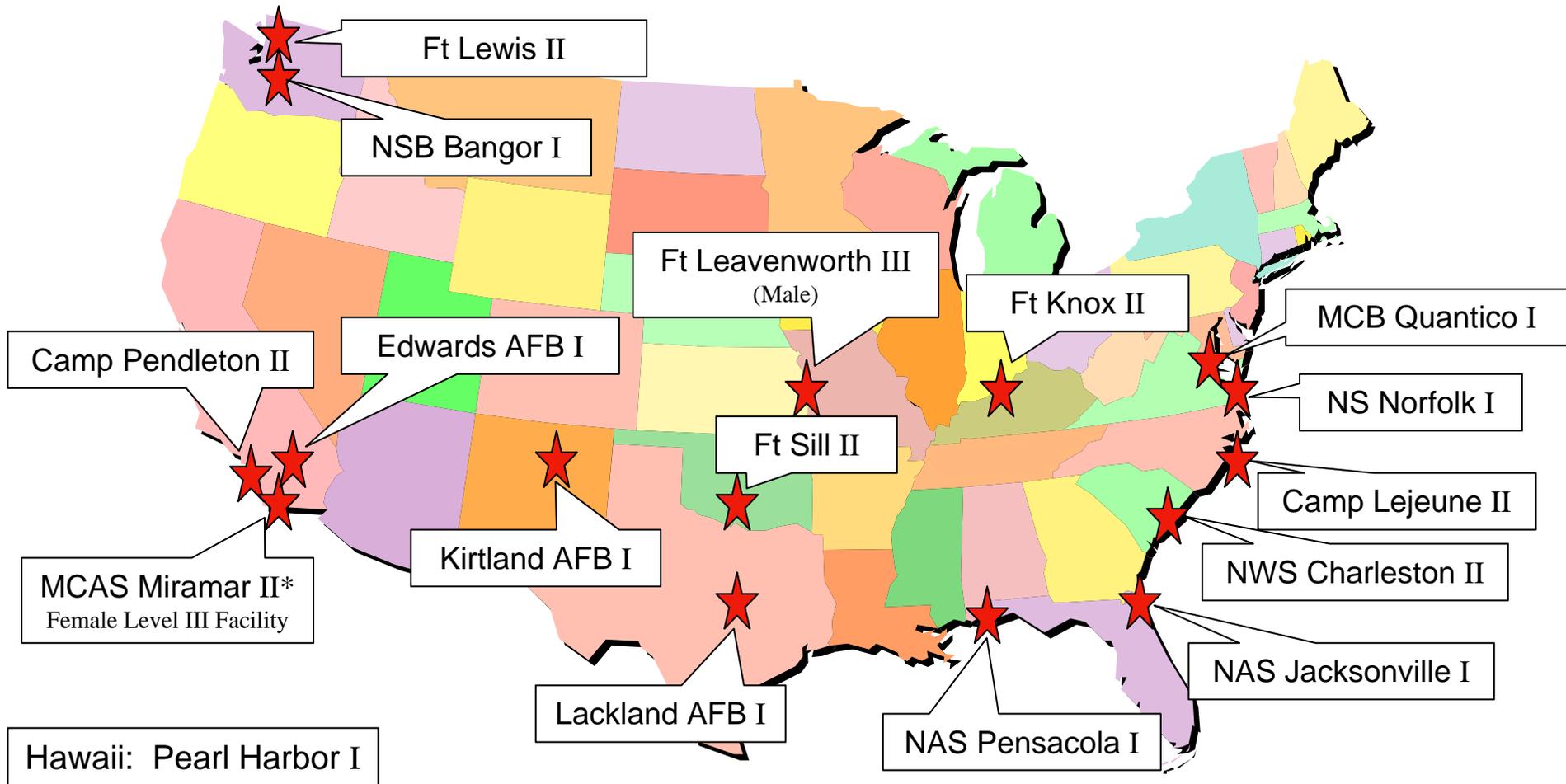
Dispersion—Defense Agencies



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

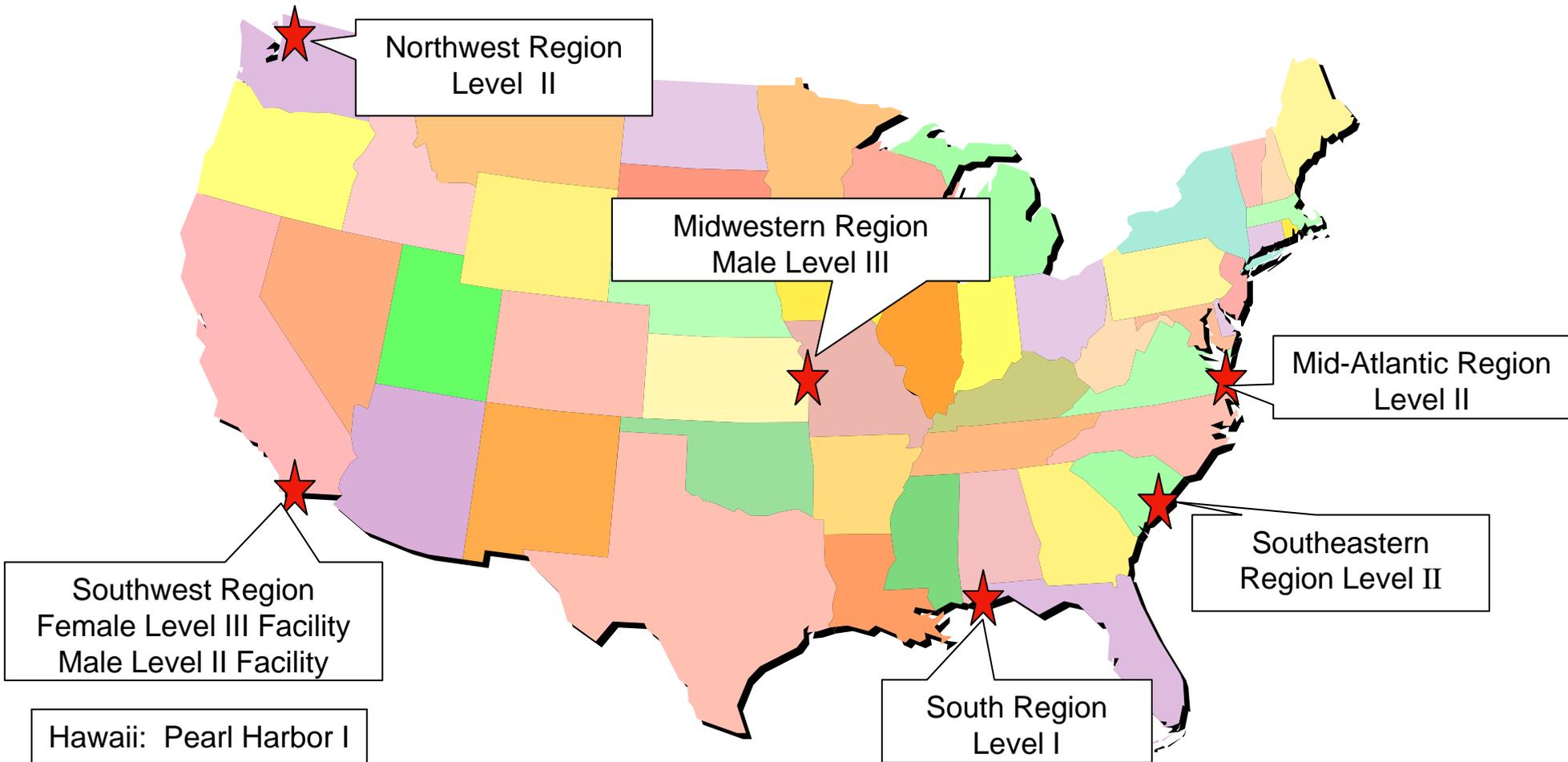


Corrections Facilities





Regional Correctional Facilities





Create Joint Mobilization Site (JMS) Dix/McGuire/Lakehurst

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ 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.	<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.■ All Air Expeditionary Forces mobilize from home station.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ 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.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Service standards.



Alternatives

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.

Create JMS Bliss, Campbell, Dix, Lewis, McCoy,
Sill, Shelby, Atterbury, Leonard Wood



Major Admin/Headquarters Strategy Leased Space

- Working “Proposals” for Vast Majority of Leased Space
- “Heavy Hitters” and Groupings
 - DISA (> 1M equiv. GSF)
 - MDA (~ 1M equiv. GSF/MDA says more)
 - OSD/WHS/4th Estate - *not targeted for other Actions*
(~ 1M equiv. GSF)
 - MILDEP Groupings - *not targeted for other Actions*
 - ✓ Army (~1M equiv. GSF)
 - ✓ Navy (> 600K equiv. GSF)
 - ✓ Air Force (> 400K equiv. GSF)
 - FOB 2/Navy Annex (~ 1M equiv. GSF)
 - Exploring Pentagon Renovation Potential Overflow
(size TBD)



Major Admin/Headquarters Strategy

Co-locations/Consolidations

- Combined Joint Administrative Campuses
 - Enhanced Use Leasing and Transfer/Leaseback concepts
 - Large/Small
 - Exploring Various Potential Locations
- Co-location across MILDEPs
 - Medical Management Organizations
 - Legal Services Organizations
 - Missile and Space Defense Agencies
 - Research Agencies
 - Installation Management Agencies
- Consolidation across MILDEPs
 - Media and Publications Agencies



Scenario Development Strategy

Declared Scenarios



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 Army as the executive agent.	<ul style="list-style-type: none">■ Principle: Organize.■ Transformational Option: Consolidate management at installations with shared boundaries.
<h3>Justification/Impact</h3> <ul style="list-style-type: none">■ Eliminates redundancy and creates economies of scale.■ Good potential for personnel and footprint reductions.■ Military value analysis greater for Ft. Bragg based on predominance and efficiency.■ Complementary missions: power project platform/mobility.■ Consolidation will enhance jointness.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ Service standards.



Declared Scenarios

- Establish Joint Base Lewis-McChord with Army as executive agent (EA).
- Establish Joint Base McGuire-Dix-Lakehurst with AF as EA.
- Establish Joint Base Andrews-Washington with AF as EA.
- Establish Joint Base Anacostia-Bolling with Navy as EA.
- Establish Joint Base Myer/McNair-Henderson Hall with Army as EA.
- Establish Joint Base Elmendorf-Richardson with AF as EA.
- Establish Joint Base Pearl Harbor-Hickam with Navy as EA.



Consolidate/Co-locate All Military Personnel Centers at Ft Leavenworth

Scenario

- Realign HRC-leased space in Alexandria VA, Indianapolis IN and St Louis MO, NSA Millington TN, NSA New Orleans LA, MCB Quantico, MCSA-leased space in Kansas City, Randolph AFB TX and Buckley Annex CO by:
- Consolidating All Active and Reserve Military Personnel Centers within each Service and,
- Co-locating All Service Military Personnel Centers at Ft Leavenworth KS.

Drivers/Assumptions

- Principles: Recruit and Train; 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

- Supports DoD HR goals: Defense Integrated Human Resource System (DIMHRS), Continuum of Service, and increasing Total Force effectiveness.
- Improves jointness and Total Force goals.
- Ft Leavenworth close to MOBCOM (56 mi) and potential use of CAS³ facilities.
- Enabling potential to close 3 HRC-leased sites, NSA Millington, NSA New Orleans, and MCSA Kansas City.
- MV: Improves AT/FP and facility condition, decreases locality pay.

Potential Conflicts

- Availability of civilian workforce with personnel experience:
- Scenario requires ~4,000 civilians for MilPers at “Mega” Center in primarily personnel-related GS-Series (GS-201/203).
- Relocates ~8,230 personnel from all Services.
- Requires ~1.7 Million Square Feet of space.
- Requires excellent airport access and considerable TDY lodging capacity to support multiple simultaneous Promotion Boards.



Consolidate/Co-locate Army & Air Force Personnel at Randolph AFB

Scenario

- Realign Army Human Resources Command (HRC) leased space in Alexandria VA, Indianapolis IN and St. Louis MO by Consolidating HRC and Co-locating with Consolidated Air Force Personnel at Randolph AFB TX.

Drivers/Assumptions

- Principles: Recruit and Train; 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

- 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 Randolph meets the DoD goal of improving jointness and positions for future study of creating joint DoD personnel centers.
- Enabling potential to close 3 HRC-leased sites.
- Potential to also co-locate Army and Air Force civilian personnel headquarters functions.
- MV: Improves AT/FP, facilities and decreases locality pay.

Potential Conflicts

- Availability of adequate civilian workforce with personnel experience:
- Currently ~250 civilians performing MilPers functions at AFPC (does not include civilian personnel functions).
- Scenario requires an additional ~2,800 civilians in primarily personnel-related GS-Series (GS-201/203) who perform military personnel functions.



Create Army Human Resources Center at Fort Knox

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ 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.	<ul style="list-style-type: none">■ Principals: Recruit and Train; 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 Option: Eliminate stand-alone HQs.■ Transformational Option: Co-locate Recruiting HQs.
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none">■ Creates HR Ctr for Excellence and supports DoD HR goals: 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.■ Enabling potential to close four leased sites.■ MV: Improves AT/FP decreases locality pay.	<ul style="list-style-type: none">■ Moves ACC and Cadet CMD, but not rest of TRADOC.■ Not currently a Military Personnel Center location.■ Availability of civilian workforce with personnel experience for HRC:■ HRC MilPers portion of the scenario requires ~2,925 civilians in primarily personnel-related GS-Series (GS-201/203).



Consolidate Marine Corps Personnel at MCB Quantico

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign MCSA Kansas City MO by Consolidating Marine Corps Mobilization Command with the Marine Corps Personnel functions at MCB Quantico VA.	<ul style="list-style-type: none">■ Principles: Recruit and Train; 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 Marine Corps Personnel Centers, Recruiting Command and Training & Education Command at one location increasing synergy of the personnel lifecycle system mgt.■ Enabling potential to close MCSA Kansas City.■ MV: Improves facilities but increases locality pay.	<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.■ Kansas City only central-US USMC presence.■ Keeps ~840 MC people in DC Area and Re-locates an additional ~535 MC personnel INTO the DC Area.



Consolidate/Co-locate Navy Personnel and Recruiting at NSA Millington

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign NSA New Orleans LA by Consolidating the Naval Reserve Personnel Center and the Enlisted Placement and Management Center with Navy Personnel Command at Millington TN.■ Realign NSA New Orleans LA by Co-locating Navy Recruiting Command NSA New Orleans office with Navy Recruiting Command at NSA Millington, TN.	<ul style="list-style-type: none">■ Principles: Recruit and Train; 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.■ Transformational Option: Co-locate Recruiting HQs.
<h3>Justification/Impact</h3> <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.■ Enabling potential to close NSA New Orleans.■ MV: Improves facility condition.	<h3>Potential Conflicts</h3> <ul style="list-style-type: none">■ None.



Consolidate/Co-locate AF Personnel and Recruiting at Randolph AFB

Scenario	Drivers/Assumptions
<ul style="list-style-type: none">■ Realign Buckley Annex CO by Consolidating the AF Reserve Personnel Center with the AF Personnel Center at Randolph AFB TX.■ Realign leased space at Warner-Robins AFB GA by Co-locating Air Force Reserve Recruiting Service with Air Force Recruiting Service at Randolph AFB TX.	<ul style="list-style-type: none">■ Principles: Recruit and Train; 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.■ Transformational Option: Co-locate Recruiting Commands.
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 Air Force Personnel, Recruiting Command and Education & Training Command at one location increasing synergy of the personnel lifecycle system management.■ MV: Improves AT/FP and facilities and decreases locality pay.	<ul style="list-style-type: none">■ Potential change to Air Force Organization/ Reporting Chain (ARPC reports to AFRC).■ AF/RE Interpretation of 10 USC 10174(c)(1) “... shall assign to Air Force Reserve Command all forces of the AFR stationed in the continental United States.”