

Headquarters and Support Activities Joint Cross-Service Group

Summary of Selection Process

Introduction

The Secretary of Defense established the Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG) to address Base Realignment and Closure (BRAC) implications for common business-related functions and processes across the Department of Defense, the Military Departments, and Defense agencies. The JCSG had no counterpart in previous BRAC rounds and therefore was charged with defining appropriate functions and sub-functions for analysis. The JCSG had six members representing the four services, OSD, and the Joint Staff. To focus its analyses, the HSA JCSG formed three subgroups: the Geographic Clusters and Functional (GC&F) Subgroup (Air Force lead), the Mobilization Subgroup (Marine Corps lead) and the Major Administration and Headquarters (MAH) Subgroup (Navy lead). The Army member chaired the JCSG. Analyses resulted in 21 BRAC recommendations.

Responsibilities and Strategy

The HSA JCSG was responsible for a comprehensive review of assigned functions, the evaluation of alternatives, and the development and documentation of realignment and closure recommendations for submission to the Secretary of Defense. In developing its analytical process, the JCSG established internal policies and procedures consistent with: Department of Defense (DoD) policy memoranda, the force structure plan and installation inventories; BRAC selection criteria; and the requirements of Public Law 101-510, as amended. To facilitate the JCSG efforts, the three subgroups were assigned specific functions for analysis. The GC&F Subgroup analyzed the common functions of financial management, communications/information technology, personnel and corrections, and installation management. The Mobilization Subgroup analyzed the function of joint mobilization. And the MAH Subgroup analyzed all headquarters located within 100 miles of the Pentagon (the “DC Area”), select headquarters outside the 100-mile radius, and common support functions (headquarters “back-shop” functions).

The following guiding principles served as the foundation for the JCSG’s strategy: improve joint capabilities; eliminate redundancy, duplication and excess capacity; enhance force protection; exploit best business practices; increase effectiveness, efficiency, and interoperability; and reduce costs.

Subgroups further interpreted this broader strategy to their functional assignments as follows:

- Rationalize single function administrative installations,

- Rationalize presence within a 100-mile radius of the Pentagon,
- Eliminate leased space,
- Consolidate headquarters and back-shop functions,
- Consolidate/regionalize installation management,
- Consolidate the Defense Finance and Accounting Service,
- Create a joint corrections enterprise,
- Consolidate military personnel functions,
- Consolidate civilian personnel functions, and
- Establish Joint pre-deployment/redeployment mobilization sites.

Analytical Process

The initial scope of the HSA JCSG required review and down-scoping to narrow its focus and maximize results. Capacity analyses served as the mechanism to guide scope refinements. The functions and activities with the highest potential for payoff, characterized as top tier, were the JCSG's primary focus. Those functions and activities with less defined potential were initially placed into a middle tier. Through the analytical process, some middle-tier functions were fully analyzed, while others with less potential for payoff were placed in a lower tier and eliminated or remanded to the Military Departments for consideration. After capacity analyses were complete, the JCSG concluded that each functional area it reviewed had excess capacity. The analyses also facilitated the compilation of target lists for military value analyses.

Military value (selection criteria 1-4) was a primary consideration in development of recommendations. The HSA JCSG developed quantitative methods to assess the military value of headquarters, organizations, and activities performing assigned functions at current locations. The group initially developed 11 scoring plans, which the Infrastructure Steering Group (ISG) approved for use in the military value analyses. Further refinement in the JCSG's scope reduced the final number of scoring plans to seven. Throughout the process, the military value scoring plans were reviewed, and updated as necessary, to ensure that the quantitative results were robust, fair and able and that the entities in the model could be differentiated. The JCSG documented changes to scoring plans and provided them to the ISG for comment and approval.

The initial military value analyses results served as the starting point for scenario development. The JCSG constructed scenarios with military value as a primary consideration. The results of optimization, consideration of the overarching strategy, and military judgment contributed to the family of strategy-driven, data-verified scenarios the JCSG brought forward to its members for deliberation. The three HSA JCSG subgroups developed 204 ideas, which generated 194 proposals; 117 of these proposals were fully analyzed as scenarios using criteria 1-8. The JCSG's members approved 50 scenarios and forwarded them to the ISG as candidate recommendations. The ISG and IEC approved 47 and disapproved 3 of the JCSG's candidate recommendations. Following integration of the HSA JCSG's recommendations with those of the Military Departments and the other JCSGs, the 21 recommendations that follow resulted from this collaborative process.

The recommendations approved by the Secretary of Defense follow:

Recommendations and Justifications

Co-locate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations

Recommendation: Close 1501 Wilson Blvd, a leased installation in Arlington, VA. Relocate the Air Force-Judge Advocate General to Andrews Air Force Base, MD.

Close 1560 Wilson Blvd, a leased installation in Arlington, VA. Relocate the Secretary of the Air Force-Acquisition to Andrews Air Force Base, MD.

Close Arlington Plaza, a leased installation in Arlington, VA. Relocate the Secretary of the Air Force-Auditor General to Andrews Air Force Base, MD.

Realign 1401 Wilson Blvd, the Nash Street Building, and 1919 Eads Street, leased installations in Arlington, VA, by relocating Air Force-Operations to Andrews Air Force Base, MD.

Realign 1815 N. Fort Myer Drive, a leased installation in Arlington, VA, by relocating Air Force-Operations, the Secretary of the Air Force-Administrative Assistant, and the Secretary of the Air Force-Auditor General to Andrews Air Force Base, MD.

Realign Ballston Metro Center, a leased installation in Arlington, VA, by relocating the Secretary of the Air Force-Public Affairs and the Secretary of the Air Force-Small Business to Andrews Air Force Base, MD.

Realign Crystal Gateway 1, a leased installation in Arlington, VA, by relocating Air Force-Personnel, Air Force-Installation and Logistics, Air Force-Operations, and Air Force-Personnel Operations to Andrews Air Force Base, MD.

Realign Crystal Gateway 2 and Jefferson Plaza 2, leased installations in Arlington, VA, by relocating Air Force-Installation and Logistics to Andrews Air Force Base, MD.

Realign Crystal Gateway North, a leased installation in Arlington, VA, by relocating Air Force-Installation and Logistics and the Secretary of the Air Force-Financial Management to Andrews Air Force Base, MD.

Realign Crystal Park 5 and Crystal Plaza 6, leased installations in Arlington, VA, by relocating the Secretary of the Air Force-Administrative Assistant to Andrews Air Force Base, MD.

Realign Crystal Plaza 5, a leased installation in Arlington, VA, by relocating the Air Force-Chief Information Officer and Air Force-Operations to Andrews Air Force Base, MD.

Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating Air Force-Personnel and Air Force-Personnel Operations to Andrews Air Force Base, MD.

Realign the Webb Building, a leased installation in Arlington, VA, by relocating Air Force-Personnel and the Secretary of the Air Force/General Counsel to Andrews Air Force Base, MD. Realign Jefferson Plaza-1, Arlington, VA, by relocating the National Guard Bureau Headquarters, the Air National Guard Headquarters, and elements of the Army National Guard Headquarters to the Army National Guard Readiness Center, Arlington, VA, and Andrews Air Force Base, MD.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The average military value of the noted components of Headquarters Air Force (HAF) based on current locations ranges from 230th to 333rd of 334 entities evaluated by the MAH military value model. Andrews Air Force Base is ranked 51st out of 334. Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates 190,000 Usable Square Feet of leased administrative space within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide HAF components with immediate compliance with Force Protection Standards. HAF's current leased locations are non-compliant with current Force Protection Standards.

The collocation of National Guard Headquarters elements to two sites, Army National Guard Readiness Center, Arlington, VA and Andrews Air Force Base, MD, will enhance Joint Service interoperability. Currently, the National Guard Headquarters entities are housed in three locations in metropolitan Washington, DC, creating a disjointed hindrance to organizational and operational efficiency. By virtue of being located at two operating sites, the Guard commands would significantly increase interaction between themselves for improved force enhancement. A positive result of the co-location is a reduction in force manning levels by eliminating duplicative staff. Various common support functions; i.e., administrative support, contracting and supply functions, would be merged, resulting in a decrease in staffing size. The recommendation eliminates 237,000 Usable Square Feet of leased administrative space within the Washington, DC area. Leased cost expenditures of \$11M per year and Anti-terrorism and Force Protection costs will significantly decrease through the construction of new facilities on a military reservation.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$90.5M. The net of all costs and savings to the Department during the implementation period is a cost of \$10.8M. Annual recurring savings to the Department after implementation are \$30.8M with a one year payback. The net present value of the costs and savings to the Department over 20 years is a savings of \$308.3M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 231 jobs (138 direct jobs and 93 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division Area, which is less than 0.1 percent of the economic area employment. The aggregate economic impact of all

recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the community to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has a potential impact on air quality at Andrews Air Force Base and Arlington Hall. An air permit revision and new source review may be needed. This scenario may impact a historic property at Andrews Air Force Base that is not in a historic district. This scenario may require building on constrained acreage at Andrews Air Force Base. Additional operations may impact threatened and endangered species and/or critical habitats at Andrews Air Force Base. Wetlands do not currently restrict operations at Andrews, but additional operations may impact wetlands, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; waste management; or water resources. This recommendation will require spending approximately \$0.3M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Co-locate Defense/Military Department Adjudication Activities

Recommendation: Close 21820 Burbank Boulevard, a leased installation in Woodland Hills, CA. Relocate all components of the Defense Office of Hearings and Appeals Western Hearing Office to Fort Meade, MD.

Close 800 Elkridge Landing Road, a leased installation in Linthicum, MD. Relocate all components of the National Security Agency Central Adjudication Facility to Fort Meade, MD.

Realign 2780 Airport Drive, a leased installation in Columbus, OH, by relocating all components of the Defense Industrial Security Clearance Office and the Defense Office of Hearings and Appeals Personal Security Division to Fort Meade, MD.

Realign 1777 N. Kent Street, a leased installation in Arlington, VA, by relocating all components of the Washington Headquarters Service Central Adjudication Facility to Fort Meade, MD.

Realign 875 N. Randolph Street, a leased installation in Arlington, VA, by relocating all components of the Defense Office of Hearings and Appeals Headquarters to Fort Meade, MD.

Realign 10050 North 25th Avenue, a leased installation in Phoenix, AZ, by relocating all components of the Defense Office of Hearings and Appeals Arizona office to Fort Meade, MD.

Realign the Washington Navy Yard, DC, by relocating all components of the Navy Central Adjudication Facility Fort Meade, MD.

Realign Bolling Air Force Base, DC, by relocating all components of the Air Force Central Adjudication Facility and the Defense Intelligence Agency Central Adjudication Facility Fort Meade, MD.

Realign the Pentagon, Washington, DC, by relocating all components of the Joint Staff Central Adjudication Facility to Fort Meade, MD.

Realign the U.S. Army Soldiers Systems Center Garrison, Natick, MA, by relocating all components of the Defense Office of Hearings and Appeals Boston Hearing office to Fort Meade, MD.

Justification: This recommendation collocates all Military Department (MILDEP) and Department of Defense (DoD) security clearance adjudication and appeals activities at Fort Meade, MD. It meets several important DoD objectives with regard to future use of leased space, enhanced security for DoD activities, and collocates National Capital Area intelligence community activities. It also enables the Intelligence Reform and Terrorism Act of 2004, the Administration's counterintelligence strategy, and the Remodeling Defense Intelligence initiative. Additionally, this recommendation results in a significant improvement in military value due to a shift from predominately-leased space to a location on a military installation. The military value of adjudication activities current portfolio of locations ranges from 152-280 out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Meade, MD, ranks 94 out of 334.

Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The benefit of enhanced Force Protection afforded by a location within a military installation fence-line will provide immediate compliance with Force Protection Standards. MILDEP and Defense adjudication activities located currently at leased locations are not compliant with current Force Protection Standards. This recommendation eliminates 136,930 Gross Square Feet (GSF) of leased administrative space. This action provides a collocation of these activities, and reduces the number of locations from 13 to one.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$67.1M. The net of all costs and savings to the Department during the implementation period is a cost of \$47.5M. Annual recurring savings to the Department after implementation are \$5.7M, with a payback expected in 13 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$11.3M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of two jobs (1 direct job and 1 indirect job) over

the 2006-2011 period in the Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of two jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Cambridge-Newton-Framingham, MA Metropolitan Division, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 25 jobs (14 direct jobs and 11 indirect jobs) over the 2006-2011 period in the Los Angeles-Long Beach-Glendale, CA Metropolitan Division, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 411 jobs (236 direct jobs and 175 indirect jobs) over the 2006-2011 period in the Columbus, OH Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 867 jobs (501 direct jobs and 366 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of the economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation is likely to impact Air Quality at Fort Meade. Additional emissions from an increase of personnel will require Air Conformity Analysis, and New Source Review analysis, and permitting. This recommendation has no impact on cultural, archeological, or tribal resources; dredging, land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise, threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.09M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the cost of environmental restoration, waste management, and environment compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency

Recommendation: Close 1919 South Eads Street, and 1801 South Bell Street, leased installations in Arlington, VA; 1340 Braddock Place, a leased installation in Alexandria, VA; and 938 Elridge Landing, a leased installation in Linthicum, MD. Relocate all components of the Counterintelligence Field Activity (CIFA) and Defense Security Service (DSS) to Marine Corps Base Quantico, VA.

Realign Crystal Square 2, Crystal Square 4, and 251 18th Street South, leased installations in Arlington, VA; and 6845 and 6856 Deerpath Road, leased installations in Elkridge, MD; 1 World Trade Center, a leased installation in Long Beach, California; 2300 Lake Park Drive, a leased installation in Smyrna, GA; and 2780 Airport Drive, a leased installation in Columbus, OH, by relocating all components of CIFA and DSS to Marine Corps Base Quantico, VA.

Realign 121 Tejon, a leased installation in Colorado Springs, CO, by relocating all components of CIFA to Peterson Air Force Base, CO.

Disestablish CIFA and DSS, and consolidate their components into the newly created Department of Defense Counterintelligence and Security Agency.

Realign Washington Navy Yard, Washington, DC, by relocating the Naval Criminal Investigation Service (NCIS) to Marine Corp Base Quantico, VA.

Realign Andrews Air Force Base, MD by relocating the Air Force Office of Special Investigations (AFOSI) to Marine Corps Base Quantico, VA.

Realign Fort Belvoir, VA, by relocating the Army Criminal Investigation Command (CID) to Marine Corp Base Quantico, VA.

Justification: This recommendation produces operational synergies by locating entities with similar or related missions (CIFA, DSS, NCIS AFOSI, & CID) at one place. Proximity to nearby Federal Bureau of Investigations offices and training facilities will further enhance this effect. In addition, it collocates a CIFA component with headquarters U.S. Northern Command, to which the component provides direct war fighting and homeland security support.

This recommendation also collapses CIFA and DSS and consolidates their activities into a new agency at Marine Corps Base Quantico, VA. It meets important DoD objectives with regard to future use of leased space, consolidation of headquarters operations at single locations, enhanced security for DoD activities, and consolidates National Capital Region (NCR) intelligence community activities. It also enables the Intelligence Reform and Terrorism Act of 2004 and the Remodeling Defense Intelligence initiative.

Implementation of this recommendation will reduce the DoD's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The benefit of

enhanced force protection afforded by a location within a military installation fence-line will provide immediate compliance with Force Protection Standards. CIFA and DSS current leased locations are not compliant with current Force Protection Standards. The CIFA, DSS portion of this recommendation eliminates 427,097 Gross Square Feet (GSF) of leased administrative space, consolidates their activities, and reduces the number of locations from 13 to two.

Co-location of military department investigation activities meets a primary DoD objective to rationalize the presence of DoD activities within the NCR. The relocation to a military installation that is largely outside the boundaries of the NCR provides a dispersion of DoD activities away from a dense concentration within the NCR. This action will free up approximately 510,000 Gross Square Feet of administrative space that can be reused by other DoD activities that require a location closer to the Pentagon. It reduces the number of locations from three to one.

This recommendation results in a significant improvement in military value. As receiving locations, Peterson Air Force Base ranks 3 out of 334, and Marine Corps Base Quantico ranks 78 out of 334, both ranked much higher than the collective portfolio of current locations. The military value of CIFA leased space is 279 out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. DSS military value of its locations is 334 out of 334. The military value of military department investigative activities locations evaluated by the MAH military value model is: Air Force Office of Special Investigations, 174 out of 334; Navy Criminal Investigation Agency, 180 out of 334; and the Army's Criminal Investigation Command, 220 out of 334.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$174.0M. The net of all costs and savings to the Department during the implementation period is a cost of \$88.0M. Annual recurring savings to the Department after implementation are \$26.3M, with a payback expected in seven years. The net present value of the costs and savings to the Department over 20 years is a savings of \$172.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 14 jobs (8 direct jobs and 6 indirect jobs) over the 2006-2011 periods in the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 304 jobs (158 direct jobs and 146 indirect jobs) over the 2006-2011 periods in the Baltimore-Towson, MD Metropolitan Statistical Area, which is less than 0.1 percent percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 18 jobs (10 direct jobs and 8 indirect jobs) over the 2006-2011 periods in the Columbus, OH Metropolitan Statistical Area, which is less than 0.1 percent percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 11 jobs (6 direct jobs and 5 indirect jobs) over the 2006-2011 periods in the Los Angeles-Long Beach-Glendale, CA, Metropolitan Division, which is less than 0.1 percent percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates that the nearest commercial airport to Marine Corp Base Quantico is Washington Reagan National Airport, located approximately 29 miles away, but this distance should not inconvenience personnel relocating to this area. This single issue does not affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation will require some permit changes, a conformity determination may be required, and there may be a need to evaluate the impact of additional mobile emission sources (vehicles) on air quality at Marine Corps Base Quantico. This recommendation may impact air quality at Peterson AFB, CO. If the additional operations affect archeological or historic resources at Peterson AFB, consultation with the State Historic Preservation Office (SHPO) may be required. Additional operations may impact sensitive resource areas at Peterson AFB and therefore restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.3M for environmental compliance and waste management activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Co-locate Miscellaneous Army Leased Locations

Recommendation: Realign Ballston Metro Center, a leased installation in Arlington, VA, by relocating the U.S. Army Legal Agency to Fort Belvoir, VA.

Realign Park Center Office 1, a leased installation in Alexandria, VA, by relocating the U.S. Army Audit Agency to Fort Belvoir, VA.

Realign Skyline VI, a leased installation in Falls Church, VA, by relocating the Administrative Assistant to the Secretary of the Army (SAAA) to Fort Belvoir, VA.

Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the U.S. Army G6/DISC4, the G8/Force Development, the G1/Army Research Institute, the U.S.

Army Network Enterprise Technology Command, and the Administrative Assistant to the Secretary of the Army (SAAA) to Fort Belvoir, VA.

Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating U.S. Army NISA-P, the U.S. Army Environmental Policy Institute, and Senior Executive Public Affairs Training to Fort Belvoir, VA.

Realign Crystal Gateway 2, a leased installation in Arlington, VA, by relocating the Deputy Under Secretary of the Army - Operations Research to Fort Belvoir, VA.

Realign the Hoffman 1 and 2 Buildings, leased installations in Alexandria, VA, by relocating U.S. Army G1/Civilian Personnel Office, G1/Personnel Transformation, the Administrative Assistant to the Secretary of the Army(SAAA), and the Communication and Electronics Command to Fort Belvoir, VA.

Realign Rosslyn Metro Center, a leased installation in Arlington, VA, by relocating the Administrative Assistant to the Secretary of the Army (SAAA) to Fort Belvoir, VA.

Realign Jefferson Plaza 1 and 2, leased installations in Arlington, VA, by relocating the U.S. Army Office of the Chief Army Reserve, Assistant Secretary of the Army Financial Management and Comptroller/CEAC, the Administrative Assistant to the Secretary of the Army(SAAA), and Chief of Chaplains to Fort Belvoir, VA.

Realign Crystal Gateway North, a leased installation in Arlington, VA, by relocating the U.S. Army G3/Army Simulation to Fort Belvoir, VA.

Realign Crystal Plaza 5, a leased installation in Arlington, VA, by relocating the U.S. Army Safety Office and OSAA to the Fort Belvoir, VA.

Realign Crystal Mall 4, a leased installation in Arlington, VA, by relocating the Assistant Secretary of the Army Manpower and Reserve Affairs/Amy Review Board/Equal Opportunity Office to the Fort Belvoir, VA.

Realign Crystal Gateway 1, a leased installation in Arlington, VA, by relocating U.S. Army Office of Environmental Technology to Fort Belvoir, VA.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The average military value of the noted components of Headquarters of the Department of the Army (HQDA) based on current locations ranges from 233rd to 327th out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Belvoir is ranked 57th out of 334. Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates

approximately 690,300 Usable Square Feet of leased administrative space within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide HQDA components with immediate compliance with Force Protection Standards. HQDA's current leased locations are non-compliant with current Force Protection Standards.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$44.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$59.5M. Annual recurring savings to the Department after implementation are \$27.8M, with a payback expected in 1 year. The net present value of the costs and savings to the Department over 20 years is a savings of \$322.0M.

Economic Impact on Communities: This recommendation will result in a job increase of 72 (41 direct jobs and 31 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation may impact air quality at Fort Belvoir. An air conformity analysis and New Source Review permitting is required. Additional operations may further impact threatened/endangered species at Fort Belvoir leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use constraints/sensitive resource areas; marine mammals, noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.1M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Co-locate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations

Recommendation: Close 1010 North Glebe Road, 1515 Wilson Boulevard, 4850 Mark Center Drive, the Crown Ridge Building at 4035 Ridgetop, and 1901 N. Beauregard, leased installations in Northern VA, by relocating the Office of the Secretary of Defense to Fort Belvoir, VA.

Close North Tower at 2800 Crystal Drive, a leased installation in Arlington, VA, by relocating the DoD Inspector General to Fort Belvoir, VA.

Close 1600 Wilson Boulevard, a leased installation in Arlington, VA, by relocating the Defense Human Resources Activity to Fort Belvoir, VA.

Close 1500 Wilson Boulevard and Presidential Towers, leased installations in Arlington, VA, by relocating offices accommodating Pentagon Renovation temporary space to Fort Belvoir, VA.

Close Metro Park III and IV (6350 and 6359 Walker Lane), a leased installation in Alexandria, VA, by relocating the Defense Contract Management Agency Headquarters to Fort Lee, VA.

Realign 400 Army Navy Drive, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and the DoD Inspector General to Fort Belvoir, VA.

Realign the Webb Building, a leased installation in Arlington, VA, by relocating the Department of Defense Education Activity and the Defense Human Resources Activity to Fort Belvoir, VA.

Realign Rosslyn Plaza North, a leased installation in Arlington, VA, by relocating offices accommodating Pentagon Renovation temporary space, Washington Headquarters Services and the Defense Human Resources Activity to Fort Belvoir, VA.

Realign Crystal Gateway North, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and the DoD Inspector General to Fort Belvoir, VA.

Realign 2001 North Beauregard Street, 621 North Payne Street, Ballston Metro Center, Crystal Square 4, Crystal Square 5, Crystal Plaza 6, 4015 Wilson Boulevard, Skyline 5, and Skyline 6, leased installations in Northern VA, by relocating the Office of the Secretary of Defense to Fort Belvoir, VA.

Realign Crystal Mall 3, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense and the Defense Finance and Accounting Service at Fort Belvoir, VA.

Realign Hoffman 1, Crystal Gateway 1, Crystal Gateway 2, Crystal Gateway 3, and the James K. Polk Building, leased installations in Northern VA, by relocating the Office of the Secretary of Defense and Washington Headquarters Services to Fort Belvoir, VA.

Realign the Nash Street Building, a leased installation in Arlington, VA, by relocating the Defense Human Resources Activity to Fort Belvoir, VA.

Realign Alexandria Tech Center IV, a leased installation in Alexandria, VA, by relocating the Defense Technology Security Administration to Fort Belvoir, VA.

Realign 1400-1450 South Eads Street, a leased installation in Arlington, VA, by relocating the DoD Inspector General to Fort Belvoir, VA.

Realign 1401 Wilson Boulevard, a leased installation in Arlington, VA, by relocating the Office of the Secretary of Defense, Washington Headquarters Services, and Defense Human Resources Activity to Fort Belvoir, VA.

Realign 1555 Wilson Boulevard, a leased installation in Arlington, VA, by relocating offices of the Office of the Secretary of Defense and Defense Human Resources Activity to Fort Belvoir, VA.

Realign Crystal Mall 2-3-4 and Skyline 4, leased installations in Northern VA, by relocating Washington Headquarters Services to Fort Belvoir, VA.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The average military value of the noted Department of Defense components based on current locations ranges from 272nd to 332nd out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Belvoir is ranked 57th out of 334; and Fort Lee is ranked 96th. Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 1,850,000 Usable Square Feet of leased administrative space within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide immediate compliance with Force Protection Standards. The leased installations affected by this recommendation are generally non-compliant with current Force Protection Standards. The relocation of the DCMA headquarters to a military installation that is farther than 100 miles from the Pentagon provides dispersion of DoD Activities away from a dense concentration within the National Capital Region. This recommendation has the added benefit of allowing DCMA to combine its headquarters facilities from two adjacent leased buildings into one facility that meets its current space requirements.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$539.0M. The net of all costs and savings to the Department during the implementation period is a cost of \$376.9M. Annual recurring savings to the Department after implementation are \$63.3M, with a payback expected in 9 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$257.6M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 775 jobs (448 direct and 327 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and

personnel. Fort Lee reports no nationally-accredited child care facilities for the local community. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: An impact is expected on Air Quality at Fort Belvoir. Added operations will require New Source Review permitting and Air Conformity Analysis. Potential impact may occur to historical / prehistoric archeological resources at Fort Belvoir since resources must be evaluated on a case-by-case basis, thereby causing increased delays and costs. Additional operations may further impact threatened/endangered species at Fort Belvoir leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use restraints and sensitive resource areas, marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.5M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Co-locate Missile and Space Defense Agencies

Recommendation: Close the Suffolk Building, a leased installation in Falls Church, VA. Relocate all Missile Defense Agency (MDA) functions, except the Ballistic Missile Defense System Sensors Directorate, to Redstone Arsenal, AL.

Close the Space and Missile Defense Command (SMDC) Building, a leased installation in Huntsville, AL. Relocate all functions of the Missile Defense Agency to Redstone Arsenal, AL.

Realign Federal Office Building 2, Arlington, VA, by relocating a Headquarters Command Center for the Missile Defense Agency to Fort Belvoir, VA, and by relocating all other functions of the Missile Defense Agency, except the Command and Control Battle Management and Communications Directorate, to Redstone Arsenal, AL.

Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating all functions of the Missile Defense Agency and the Headquarters component of the USA Space and Missile Defense Command to Redstone Arsenal, AL.

Realign Crystal Mall 4, a leased installation in Arlington, VA, by relocating the Headquarters component of the USA Space and Missile Defense Command to Redstone Arsenal, AL.

Justification: This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalization of the Department's presence within 100 miles of the Pentagon, and enhanced security for DoD Activities. Relocating MDA operations from the NCR and consolidating with existing MDA activities already in Huntsville will enhance jointness and establish an invaluable synergy with the principal DoD expertise in ground-based

missile research and development as well as with expertise in missile-related test and evaluation. Additionally, the recommendation results in a significant improvement in military value due to the shift from primarily leased space to locations on military installations. The military value of MDA based on its current portfolio of locations is 329 out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model, and SMDC's headquarters is 299 out of 334. Redstone Arsenal is ranked 48 out of 334, and Fort Belvoir is ranked 57 out of 334.

Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation will eliminate approximately 227,000 GSF of leased space. It also provides space for the consolidation of MDA contractors with the appropriate MDA elements at Redstone Arsenal. The relocation of two activities to a military installation that is farther than 100 miles from the Pentagon provides dispersion of DoD Activities away from a dense concentration within the National Capital Region. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide immediate compliance with Force Protection Standards. The vast majority of MDA's and SMDC's present leased locations are not compliant with current Force Protection Standards. This action provides a consolidation for MDA's DC Area operations and Huntsville locations and continues movement of MDA onto Redstone Arsenal that is expected to occur with the completion in FY07 of the Von Braun 2 building, which will house approximately 800 MDA personnel. Similarly, SMDC is consolidating its headquarters office with existing activities recently moved on to Redstone Arsenal.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$178.2M. The net of all costs and savings to the Department during the implementation period is a savings of \$13.0M. Annual recurring savings to the Department after implementation are \$36.1M, with a payback expected in 1 year. The net present value of the costs and savings to the Department over 20 years is a savings of \$359.1M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2,782 jobs (1,644 direct jobs and 1,138 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on this region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of the community attributes indicates relocation to Redstone Arsenal will result in fewer graduate and PhD education programs and available for-sale housing units. The Department expects that the private market will respond for the increased need for certain community goods and services. These issues do not materially affect the ability of the infrastructure of the communities to support missions, forces, and personnel. A review of the community attributes for Fort Belvoir indicates no issues. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation may impact air quality at Fort Belvoir. An air conformity analysis and New Source Review is required. A potential impact may occur to historic resources at Fort Belvoir and Redstone Arsenal since resources must be evaluated on a case-by-case basis, thereby causing increased delays and costs. Additional operations may further impact threatened/endangered species at Fort Belvoir and Redstone Arsenal, leading to additional restrictions on training or operations. Additional operations may impact wetlands at Redstone Arsenal which may lead to operations that are restricted. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; waste management; or water resources. This recommendation will require spending approximately \$0.2M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Co-locate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center

Recommendation: Realign Naval Air Station Pensacola, FL, by relocating Navy Education and Training Command to Naval Support Activity Millington, TN.

Realign Saufley Field, FL, by relocating Navy Education and Training Professional Development & Technology Center to Naval Support Activity Millington, TN.

Justification: Realignment of Navy Education and Training Command (NETC) and Navy Education and Training Professional Development & Technology Center (NETPDTC) to Naval Support Activity Millington will collocate these activities with common functions (Bureau of Naval Personnel, Navy Manpower Analysis Center, and Navy Personnel Research and Development Center) and facilitate creation of a Navy Human Resources Center of Excellence. By relocating NETC and NETPDTC within the hub of naval personnel activities, this recommendation eliminates personnel redundancies and excess infrastructure capacity. NETC and NETPDTC will require 50,400 GSF of military construction (MILCON) and will utilize 102,400 GSF of existing administrative space and warehouse space at Millington; the parking lot additions will be new MILCON.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$33.3M. The net of all costs and savings to the Department during the implementation period is a cost of \$23.6M. Annual recurring savings to the Department after implementation are \$3.7M, with a payback expected in 10 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$14.4M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,878 jobs (738 direct jobs and 1,140 indirect jobs) in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area, which is 0.9 percent of

economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Millington, which is in moderate non-attainment for Ozone (8-hr.). Construction associated with this recommendation has the potential to impact Historical sites identified at Millington. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Army Test and Evaluation Command (ATEC) Headquarters

Recommendation: Realign Park Center Four, a leased installation in Alexandria, VA, by relocating and consolidating Army Test and Evaluation Command (ATEC) with its sub-components at Aberdeen Proving Ground (APG), MD.

Justification: This recommendation meets several important Department of Defense (DoD) objectives with regard to future use of leased space, rationalization of the Department's presence within the National Capital Region (NCR), and enhanced security for DoD Activities. Additionally, the scenario results in a significant improvement in military value. The military value of ATEC's headquarters based on its current location is ranked 319 out of 334 entities evaluated by the MAH military value model, while APG is ranked 128 out of 334. Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates 83,000 Usable Square Feet of leased administrative space within the NCR. The relocation to a military installation outside of the NCR provides dispersion of DoD Activities away from a dense concentration within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide ATEC's Headquarters with immediate compliance with Force Protection Standards. Its current location is non-compliant with current Force Protection Standards. APG has available, vacant administrative space that can support this space requirement without the need for new MILCON. This recommendation has the added benefit of allowing ATEC to consolidate its headquarters facilities with its subcomponents that are currently operating at APG: the Army Developmental Test Command and the Army Evaluation Center.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$7.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$44.0M. Annual recurring savings to the Department after implementation are \$8.7M, with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$125.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 796 jobs (470 direct jobs and 326 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the community to support missions, forces, and personnel. While the nearest city and airport to APG is Baltimore, approximately 32 miles away, this distance should not inconvenience personnel relocating to this area. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has a potential impact on air quality at APG. At a minimum, New Source Review and permit modifications may be required. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies

Recommendation: Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center to Fort Huachuca, AZ, and consolidating it with the Civilian Personnel Operations Center at Fort Huachuca, AZ. Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast,

9110 Leonard Kimble Road, a leased installation at Stennis Space Center, MS, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA, and consolidating it with the relocated Human Resource Service Center-Northeast at the Naval Support Activity, Philadelphia, PA. Realign Human Resource Service Center-Southwest, 525 B Street, Suite 600, a leased installation in San Diego, CA, by relocating the Civilian Personnel Office to Naval Air Station North Island or Marine Corps Air Station Miramar, CA. Realign Human Resource Service Center-Pacific, 178 Main Street, Bldg 499, Honolulu, HI, by relocating the Civilian Personnel Office to the Human Resource Service Center-Northwest, 3230 NW Randall Way, Silverdale, WA, and Naval Air Station North Island or Marine Corps Air Station Miramar, CA and consolidating with the Human Resource Service Centers at Silverdale, WA and Naval Air Station North Island or Marine Corps Air Station Miramar, CA.

Realign Wright-Patterson Air Force Base, OH, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Robins Air Force Base, GA, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Hill Air Force Base, UT, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Tinker Air Force Base, OK, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Bolling Air Force Base, DC, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Consolidate the relocated civilian personnel offices with the Civilian Personnel Office at Randolph Air Force Base, TX.

Realign 2521 Jefferson Davis Hwy, a leased installation in Arlington, VA, by relocating the transactional functions of the Defense Commissary Agency Human Resource Division and the Washington Headquarters Services Civilian Personnel Office to the Defense Logistics Agency, 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Department of Defense Education Activity, 4040 North Fairfax Drive, a leased installation in Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Logistics Agency 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Finance and Accounting Service, 8899 E. 56th Street, Indianapolis, IN, and consolidating them with the Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.

Justification: The consolidation of Civilian Personnel Offices within each Military Department and the transactional functions among the Defense Agencies reduces excess capacity, reduces the use of leased facilities, and achieves manpower savings through consolidation and elimination of duplicate functions. This recommendation supports the Administration's urging of federal agencies to consolidate personnel services. During the implementation of this recommendation it is important to partner with the National Security Personnel System (NSPS). NSPS provides the opportunity to improve the effectiveness of the Department through a simplified personnel management system that will improve the way it hires and assigns employees. This recommendation will be an effective tool for NSPS and provide the flexibility and responsiveness that supports the implementation of this system. Since NSPS will define a new human resource system featuring streamlined hiring, simplified job changes, and a less complex

classification system, it covers all functions that would be supported by Civilian Personnel Offices.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$97.5M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$46.4M. Annual recurring savings to the Department after implementation are \$24.4M with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$196.7M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in maximum potential job reductions (direct and indirect) over the 2006-2011 period in the respective economic areas as listed in the table below:

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Job Reductions	% of Economic Area Employment
Anchorage, AK Metropolitan Statistical Area	118	62	56	Less Than 0.1
Davenport-Moline-Rock Island, IA – IL Metropolitan Statistical Area	471	251	220	0.2
Dayton, OH Metropolitan Statistical Area	235	127	108	Less Than 0.1
Gulfport-Biloxi, MS Metropolitan Statistical Area	280	148	132	0.2
Honolulu, HI Metropolitan Statistical Area	136	68	68	Less Than 0.1
Ogden-Clearfield, UT Metropolitan Statistical Area	168	85	83	Less Than 0.1
Oklahoma City, OK Metropolitan Statistical Area	252	111	141	Less Than 0.1
Warner Robins, GA Metropolitan Statistical Area	155	95	60	0.2
Washington-Arlington- Alexandria, DC-VA- MD-WV Metropolitan Division	643	366	277	Less Than 0.1

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates: Fort Riley has a lack of graduate and PhD programs, Median House Values below the US average, a low number of vacant rental and sale units, and a higher than average Population per Physician ratio; Aberdeen Proving Ground is 46 miles to the nearest airport; Randolph Air Force Base has Median House Values below the US Average and a Crime Rate Index 65 percent higher than the National average; DFAS Indianapolis is located more than 25 miles from the nearest airport; and DSC Columbus has a Uniform Crime Reports (UCR) Index higher than the national average. These issues do not affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: New Source Review permitting and air conformity analyses may be required at Aberdeen, NSA Philadelphia, NAS North Island, and MCAS Miramar. Additional operations at Randolph may impact threatened and endangered species and/or critical habitats. Significant mitigation measures to limit releases may be required at Aberdeen to reduce impacts to water quality and achieve US EPA water quality standards. Increased missions may result in additional water restrictions or mitigation requirements at Fort Huachuca. Minimal impact expected. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; or wetlands. This recommendation will require spending approximately \$0.2M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Correctional Facilities into Joint Regional Correctional Facilities

Recommendation: Realign Edwards Air Force Base, CA, Kirtland Air Force Base, NM, and Marine Corps Base Camp Pendleton, CA, by relocating the correctional function of each to Marine Corps Air Station, Miramar, CA, and consolidating them with the correctional function already at Marine Corps Air Station Miramar, CA, to form a single Level II Southwest Joint Regional Correctional Facility.

Realign Lackland Air Force Base, TX, Fort Knox, KY, and Fort Sill, OK by relocating the correctional function of each to Fort Leavenworth, KS, and consolidating them with the correctional function already at Fort Leavenworth, KS, to form a single Level II Midwest Joint Regional Correctional Facility.

Realign Naval Air Station Jacksonville, FL, and Naval Air Station Pensacola, FL, by relocating the correctional function of each to Naval Weapons Station Charleston, SC, and consolidating

them with the correctional function already at Naval Weapons Station Charleston, SC, to form a single Level II Southeastern Joint Regional Correctional Facility.

Realign Naval Support Activity Norfolk, VA, Marine Corps Base Quantico, VA, and Camp LeJeune, NC, by relocating the correctional function of each and consolidating them at Naval Support Activity, Northwest Annex, Chesapeake, VA, to form a single Level II Mid-Atlantic Joint Regional Correctional Facility.

Realign Fort Lewis, WA, by relocating the management of correctional functions to Submarine Base Bangor, WA. The correctional facilities at Submarine Base Bangor, WA, and Fort Lewis, WA, will together form the Level II Northwestern Joint Regional Correctional Facility.

Justification: The Department of Defense (DoD) Correctional program exists to enforce the military justice system, ensuring the safety, security, administration, and good order and discipline of its prisoners under guidance of the Uniform Code of Military Justice (UCMJ). The UCMJ is legislation that is contained in Title 10 of the United States Code. It comprises a complete set of criminal military law and code. The DoD Correctional program currently consists of 17 DoD correctional facilities, which incorporate three facility classifications and four custody levels. There are eight Level I, eight Level II and one Level III correctional facilities. Level I is capable of providing pretrial and post-trial confinement up to 1-year. Level II is capable of providing pretrial and post-trial confinement for prisoners/inmates with sentences to confinement of five years or less and Level III provides post-trial confinement exceeding five years, one day, to include life and death sentences.

This recommendation creates five, Level II Joint Regional Correctional Facilities. The Southwest Joint Regional Correctional Facility consolidates the Naval Consolidated Brig Miramar, Marine Corps Air Station Miramar; the Edwards Confinement Facility, Edwards Air Force Base, CA; the Kirtland Confinement Facility, Kirtland Air Force Base, NM; and the Marine Corps Base Brig, Camp Pendleton to a single Level II Joint Regional Correctional Facility at Miramar. The Midwestern Joint Regional Correctional Facility consolidates the Lackland Confinement Facility, Lackland Air Force Base, TX; the Army Regional Correctional Facility, Fort Knox, KY; the Army Regional Correctional Facility, Fort Sill, OK, and the components of the US Disciplinary Barracks at Fort Leavenworth, KS, into a single Level II Joint Regional Correctional Facility at Leavenworth. The Southeastern Joint Regional Correctional Facility consolidates the Naval Consolidated Brig Charleston, Naval Weapons Station, Charleston, SC; the Waterfront Brig Jacksonville, Naval Air Station Jacksonville, FL; and the Waterfront Brig Pensacola, Naval Air Station Pensacola, FL, to a single Level II Joint Regional Correctional Facility at Charleston. The Mid-Atlantic Joint Regional Correctional Facility consolidates the Naval Brig Norfolk, Naval Support Activity, Norfolk, VA; Marine Corps Base Brig, Quantico, VA; and Marine Corps Base Brig Camp LeJeune, NC; to a single Level II Joint Regional Correctional Facility at Chesapeake. The Northwestern Joint Regional Correctional Facility consolidates the Army Regional Correctional Facility at Fort Lewis, WA and the Waterfront Brig Puget Sound, Silverdale, Submarine Base Bangor, WA, to a single Level II Joint Regional Correctional Facility with correctional facilities at both locations.

This realignment and consolidation facilitates the creation of a Joint DoD Correctional system, improves jointness, reduces footprint, centralizes joint corrections training; builds new facilities which will provide significant improvements in terms of safety, security, efficiency and costs. Within this construct, policies and operations become standardized, facilities modernized, ultimately reducing manpower and decreasing operational costs through economies of scale. The construction of new facilities provides the opportunity to eliminate or dramatically reduce operational and maintenance costs of older inefficient facilities in addition to facilitating accreditation by the American Corrections Association (ACA). Additionally, reengineering efforts may provide an opportunity to eliminate redundancy in treatment programs, create a DoD versus military service specific Clemency and Parole Board and a Joint Enterprise for common functions; benefits not captured through the Cost of Base Realignment and Closure Actions (COBRA). This recommendation is designed to confine inmates/prisoners based on sentence length, geographical location and rehabilitation/treatment programs. The skills and expertise developed by military correctional specialists and personnel in operating confinement facilities are critical in operating detention camps (enemy prisoners of war) during the current global war on terrorism and future military conflicts.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$178.8M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$149.4M. Annual recurring savings to the Department of Defense after implementation are \$14.6M with a payback expected in 16 years. The net present value of the costs and savings to the Department of Defense over 20 years is a savings of \$2.3M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 23 jobs (12 direct and 11 indirect jobs) over the 2006-2011 periods in the Bakersfield, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 22 jobs (12 direct and 10 indirect jobs) over the 2006-2011 periods in the Albuquerque, NM Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 122 jobs (64 direct and 58 indirect jobs) over the 2006-2011 periods in the San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct and 1 indirect job) over the 2006-2011 periods in the Bremerton-Silverdale, WA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 17 jobs (9 direct and 8 indirect jobs) over the 2006-2011 periods in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 204 jobs (123 direct and 81 indirect jobs) over the 2006-2011 periods in the Lawton, OK Metropolitan Statistical Area, which is 0.3 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 169 jobs (105 direct and 64 indirect jobs) over the 2006-2011 periods in the Elizabethtown, KY Metropolitan Statistical Area, which is 0.3 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 78 jobs (36 direct and 42 indirect jobs) over the 2006-2011 periods in the Jacksonville, FL Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 74 jobs (30 direct and 44 indirect jobs) over the 2006-2011 periods in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 91 jobs (56 direct and 35 indirect jobs) over the 2006-2011 periods in the Washington-Arlington-Alexandria, District of Columbia-VA-MD-West VA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 326 jobs (207 direct and 119 indirect jobs) over the 2006-2011 periods in the Jacksonville, NC Metropolitan Statistical Area, which is 0.4 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6 jobs (3 direct and 3 indirect jobs) over the 2006-2011 periods in the Tacoma, WA Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation may impact air quality and will require New Source Review and conformity analyses. This recommendation may impact cultural, archeological or tribal resources. Tribal negotiations may be required to expand use (or construction) near listed areas. Threatened and endangered species or critical habitat may be impacted at Fort Lewis and Marine Corps Air Station Miramar depending on the site of new military construction. Solid waste change orders are necessary at Naval Support Activity Northwest Annex to accommodate the new mission. New construction at Naval Support Activity Northwest Annex may impact wetlands. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; or water resources. This recommendation will require spending approximately \$0.4M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of the environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Defense Commissary Agency Eastern, Midwestern Regional, and Hopewell, VA Offices

Recommendation: Close 300 AFCOMS Way, a leased installation in San Antonio, TX; 5258 Oaklawn Boulevard, a leased installation in Hopewell, VA; and 5151 Bonney Road, a leased installation in Virginia Beach, VA. Relocate all components of the Defense Commissary Agency (DeCA) to Fort Lee, VA.

Justification: This recommendation consolidates the Defense Commissary Agency (DeCA) Eastern Region (Virginia Beach, VA), Midwest Region (San Antonio, TX), and headquarters element in leased space in Hopewell, VA, with DeCA's main headquarters at Fort Lee, VA. It meets several important Department of Defense objectives with regard to future use of leased space, consolidation of Headquarters operations at single locations, and enhanced security for DoD Activities. Additionally, the recommendation significantly improves military value due to the shift from leased space to a location on a military installation. The military value of DeCA leased space based on its current portfolio of locations is 216 out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Lee ranks 96 out of 334.

Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The benefit of enhanced Force Protection afforded by a location within a military installation fence-line will provide immediate compliance with Force Protection Standards. DeCA's current leased locations are not compliant with current Force Protection Standards. The recommendation eliminates 99,915 Gross Square Feet (GSF) of leased administrative space. This action provides a consolidation of these DeCA regional and headquarters activities from three to two, and reduces the number of buildings from four to one.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$47.2M. The net of all costs and savings to the Department during the implementation period is a cost of \$35.4M. Annual recurring savings to the Department after implementation are \$3.9M, with a payback expected in 14 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$4.9M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 260 jobs (109 direct jobs and 151 indirect jobs) over the 2006-2011 periods in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 176 jobs (83 direct jobs and 93 indirect jobs) over the 2006-2011 periods in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the community to support missions, forces, and personnel. The proximity of Fort Lee to the City of Richmond (30 miles), where some personnel may choose to reside, mitigates a lack of nationally-accredited child care facilities reported for the local community. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential for a minimal impact on cultural/archeological sites and historical properties at Fort Lee. This recommendation could have a limited impact on Threatened and Endangered species or critical habitat at Fort Lee. This recommendation has no impact on air quality, dredging, land use constraints/sensitivity, marine mammals, noise, waste management, water resources, or wetlands. This recommendation will require spending approximately \$0.05M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Defense Information Systems Agency and Establish Joint C4ISR D&A Capability

Recommendation: Close 5600 Columbia Pike and Skyline Place (Skyline VII), leased installations in Falls Church, VA, and 1010 Gause Boulevard, a leased installation in Slidell, LA.

Relocate all components of the Defense Information Systems Agency (DISA) to Fort Meade, MD.

Close the Logicon Building, a leased installation in Arlington, Virginia. Relocate the Joint Task Force-Global Network Operation (JTF-GNO) to Fort Meade, MD.

Realign Skyline IV and Skyline V, leased installations in Falls Church, VA, and GSA Franconia Warehouse Depot, a leased installation in Springfield, VA, by relocating all components of DISA to Fort Meade, MD.

Realign Arlington Service Center, VA, by relocating all components of DISA and the JTF-GNO to Fort Meade, MD.

Realign Naval Support Activity Panama City, Florida by relocating the Deployable Joint Command and Control (DJC2) Program Office of the Naval Surface Warfare Center to Fort Meade, MD.

Realign Rosslyn Plaza North, a leased location in Arlington, VA, by relocating the Joint Tactical Radio System (JTRS) Program Office to Fort Meade, MD.

Justification: This recommendation consolidates headquarters components of DISA and the JTF-GNO, a related organization with a dual-hatted command and shared facilities, at Fort Meade. This recommendation also realigns the scattered Combatant Commander Development and Acquisition activities, of which certain DISA components are a part, into a single activity at Fort Meade. These DISA components include Global Information Grid-Bandwidth Expansion (GIG-BE), Global Command and Control System (GCCS), Network Centric Enterprise Services (NCES), and Teleport Program Offices. This realignment will provide for the delivery of integrated, interoperable C4ISR systems to the warfighters with increased efficiency at less cost. The Army's recommendation to close Fort Monmouth relocates the Joint Network Management System (JNMS) Program Office from Fort Monmouth, New Jersey to Fort Meade in a complementary action to those described herein.

This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalizing the presence of DoD Activities within the National Capital Region (NCR), consolidation of Headquarters operations at single locations, and enhanced security for DoD Activities.

Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates over 720,000 Usable Square Feet (USF) of leased administrative space. The relocation of a DOD Agency headquarters to a military installation that is outside of the NCR provides dispersion of DoD Activities away from a dense concentration within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide immediate compliance with Force Protection Standards. DISA's current leased locations are not compliant with current Force Protection Standards. This

action provides a consolidation for DISA's headquarters reducing the number of buildings from eight to two.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$220.0M. The net of all costs and savings to the Department during the implementation period is a cost of \$102.1M. Annual recurring savings to the Department after implementation are \$59.4M, with a payback expected in 2 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$491.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6,880 jobs (4,026 direct jobs and 2,854 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is 0.3 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 296 jobs (151 direct jobs and 145 indirect jobs) over the 2006-2011 time period in the New Orleans-Metairie-Kenner, LA Metropolitan Statistical Area, which is less than 0.1% percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 49 jobs (24 direct jobs and 25 indirect job) over the 2006-2011 time period in the Panama-Lynn Haven, FL Metropolitan Statistical Area, which is less than 0.1% percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. While the community surrounding Fort Meade has a lack of accredited childcare facilities, the Department anticipates that the private sector will respond to any increased demand for such. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Added operations will require New Source Review permitting and air conformity analysis at Fort Meade. Additional operations may impact cultural/archeological sites at Fort Meade and may further impact sensitive habitats leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use restraints and sensitive resource areas, marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Media Organizations into a New Agency for Media and Publications

Recommendation: Realign Fort Belvoir, VA, by relocating Soldier Magazine to Fort Meade, MD. Realign Anacostia Annex, District of Columbia, by relocating the Naval Media Center to Fort Meade, MD. Realign 2320 Mill Road, a leased installation in Alexandria, VA, by relocating Army Broadcasting-Soldier Radio/TV to Fort Meade, MD. Realign 103 Norton Street, a leased installation in San Antonio, TX, by relocating Air Force News Agency-Army/Air Force Hometown News Service (a combined entity) to Fort Meade, MD. Close 601 North Fairfax Street, a leased installation in Alexandria, VA, by relocating the American Forces Information Service and the Army Broadcasting-Soldier Radio/TV to Fort Meade, MD. Consolidate Soldier Magazine, Naval Media Center, Army Broadcasting-Soldier Radio/TV, and the Air Force News Agency-Army/Air Force Hometown News Service into a single DoD Media Activity at Fort Meade, MD.

Justification: This recommendation creates a new DoD Media Activity by consolidating a number of military department media organizations with similar missions into a new organization. It also collocates the American Forces Information Service (AFIS) with the new DoD Media Activity and the existing Defense Information School.

This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalizing the presence of DoD Activities within the NCR, and enhanced security for DoD Activities. The creation of a new DoD Media Activity as the result of consolidating a number of entities with similar missions promotes “jointness” and creates opportunities for cost savings and operational synergy. The co-location of AFIS with the new Activity will facilitate further consolidation of common support functions.

Implementation will reduce the Department’s reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet antiterrorism force protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 75,000 Usable Square Feet (USF) of leased administrative space. The relocation to a military installation that is outside the boundaries of the NCR provides a dispersion of DoD Activities away from a dense concentration with the NCR. This, plus the immediate benefit of enhanced force protection afforded by a location within a military installation fence-line for those activities currently in leased space, will provide immediate compliance with force protection standards.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$42.0M. The net of all costs and savings to the Department during the implementation period is a cost of \$2.9M. Annual recurring savings to the Department after implementation are \$9.5M, with a payback expected in 4 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$89.0M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 786 jobs (466 direct jobs and 320 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV

Metropolitan Division economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 516 jobs (273 direct jobs and 243 indirect jobs) over the 2006-2011 time period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. While the community surrounding Fort Meade has a comparative lack of nationally accredited childcare centers, the Department anticipates that the private sector will respond to any increased demand for childcare. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Fort Meade is in moderate non-attainment for 8-hour Ozone and PM 2.5, which will likely require air conformity analysis, New Source Review analysis, and associated permitting. This recommendation has no impact on cultural, archeological, and tribal resources; dredging; land use constraints and sensitive resources; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.07M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate Transportation Command Components

Recommendation: Realign Fort Eustis, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.

Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment and

Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Justification: Collocation of TRANSCOM and Service components will (1) collocate activities with common functions and facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long-term savings. The realignment will also terminate leased space operations in the National Capital Region (143,540 GSF in Alexandria, VA) and near Norfolk, VA (40,013 GSF in Newport News, VA). The scenario will terminate a total of 183,553 GSF in both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$101.8M. The net of all costs and savings to the Department during the implementation period is a savings of \$339.3M. Annual recurring savings to the Department after implementation are \$99.3M, with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,278.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,472 jobs (857 direct jobs and 615 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,133 jobs (484 direct jobs and 649 indirect jobs) in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates that although Scott AFB job growth rates have on occasion fallen just below the national growth rates, there are no issues that affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Scott AFB. An air permit revision may be needed. Scott AFB has a 79 acre historic district that may be impacted by future development. Additional operations may further impact threatened and endangered species and/or critical habitats on Scott AFB and impact operations. Modification of the on-installation treatment works at Scott AFB may be necessary. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The

aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force

Recommendation: Realign Army Human Resources Command leased facilities in Alexandria, VA, Indianapolis, IN, and St. Louis, MO. Relocate and consolidate all functions at Fort Knox, KY.

Realign the Air Reserve Personnel Center (Buckley Annex), CO, by relocating the Air Reserve Personnel Center processing functions to Randolph Air Force Base, TX, and consolidating them with the Air Force Personnel Center at Randolph Air Force Base, TX, and by relocating the Individual Mobilization Augmentee operational management functions to Robins Air Force Base, GA, and consolidating them with the Air Force Reserve Command at Robins Air Force Base, GA.

Realign Robins Air Force Base, GA, by relocating Air Force Reserve Recruiting Service to Randolph Air Force Base, TX.

Justification: The collocation of military personnel and recruiting functions for Army and Air Force creates Service Human Resources Centers for Excellence and improves personnel life-cycle management. This recommendation enables Business Process Reengineering transformation to support several significant Department of Defense initiatives such as increasing Active and Reserve Component Total Force integration and effectiveness and supporting the Department's goals for the Continuum of Service concept which permits a range of participation to assist in force management and relieve stress on military skills that have been in high demand during recent operations and also supporting the ongoing development and implementation of the Defense Integrated Military Human Resource System (DIMHRS).

For the Army, this recommendation eliminates over 1,100,000 square feet of leased space with annual lease savings of over \$31.0M and a one-time cost avoidance of over \$30.0M. In addition, it eliminates over 248,000 gross square feet of current excess capacity and moves a large support organization of over 2,000 personnel out of the National Capital Region. For the Air Force, this recommendation eliminates over 100,000 gross square feet of current excess capacity. The Air Force reserve Individual Mobilization Augmentee (IMA) operational command and management functions will be relocated and consolidated with the Air Force Reserve Command at Robins Air Force Base, GA for improved command management of Reserve forces assigned to the Command. The HSA JCSG agrees with the Air Force that the operational alignment of personnel would benefit the Department and this action creates a similar organizational construct with the Marine Corps. The Air Force Recruiting Service is currently located at Randolph Air Force Base; this scenario will collocate Active and Reserve Component headquarters functions in a single location and assist with overall Total Air Force Recruiting management. Randolph Air Force Base is also the current location of the Air Education and Training Command further

improving opportunities to coordinate personnel life-cycle planning. The overarching strategy for these consolidated human resources and recruiting centers extends to other organizations within the Army and Navy. The relocation of Army Accessions Command and Cadet Command from Fort Monroe, VA, and their co-location with the US Army Recruiting Command Headquarters at Fort Knox, KY, is captured in the installation closure recommendation for Fort Monroe. The relocation of the Navy Reserve Personnel Center, the Enlisted Placement and Management Center and the Navy Recruiting Command Headquarters from Naval Support Activity, New Orleans, LA, and their consolidation with the Navy Personnel Command and Navy Recruiting Command Headquarters at Naval Support Activity Millington, TN, is captured in the installation closure recommendation for Naval Support Activity New Orleans.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$119.3M. The net of all costs and savings to the Department of Defense during the implementation period is a savings of \$463.0M. Annual recurring savings to the Department after implementation are \$152.8M with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,913.4M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in maximum potential job reductions (direct and indirect) over the 2006-2011 period as follows:

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Job Reductions	% of Economic Area Employment
Denver-Aurora, CO Metropolitan Statistical Area	828	465	363	Less Than 0.1
Indianapolis, IN Metropolitan Statistical Area	227	137	90	Less Than 0.1
St. Louis, MO-IL Metropolitan Statistical Area	4,171	2,093	2,078	0.3
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	3,735	2,177	1,558	0.1

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates some minor issues regarding the ability of the infrastructure of the community to support missions, forces and personnel at Fort Knox, KY. These issues include no nationally accredited child-care centers reported for the local community, the current quantity of rental and sale units available (adequate military housing exits on Fort Knox), and the population to physician ratio of 1 to 8 versus the national ratio of 1 to 4. These issues are mitigated, in part, by the recommendation

itself under the expectation that an influx of personnel will result in a growth in community services such as child care centers and the building of housing to support increasing market demand. In addition, the proximity of Fort Knox to the City of Louisville (29 miles) where some personnel may choose to reside mitigates this issue. Overall, we find that the community infrastructure at Fort Knox can support this recommendation. At Randolph Air Force Base, TX, a review of community attributes indicates the Uniform Crime Reports Index is approximately 64 percent higher than the national average. This is significantly higher for those relocating from the Air Reserve Personnel Center in Denver, CO, but is not significantly higher for those relocating from Robins Air Force Base, GA. There are no other issues regarding the ability of the infrastructure of the community to support missions, forces and personnel. Overall, we find that the community infrastructure can support this recommendation, and it should proceed notwithstanding the crime index at Randolph Air Force Base. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: At Randolph Air Force Base, TX, there are historical properties that may be impacted as well as the Military Munitions Response Program that may represent a safety hazard for future site development. Additionally, threatened and endangered species or critical habitat may be impacted and will require a Biological Opinion to ensure the recommendation conforms. This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.5M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Create Joint Mobilization Sites

Recommendation: Realign Aberdeen Proving Ground, MD, Washington Navy Yard, DC, and Naval Submarine Base New London, CT, by relocating all mobilization functions to Fort Dix, NJ, designating it as Joint Pre-Deployment/Mobilization Site Dix/McGuire/Lakehurst. Realign Submarine Base Bangor, WA, by relocating all mobilization processing functions to Ft Lewis, WA, designating it as Joint Pre-Deployment/Mobilization Site Lewis/McChord. Realign Ft Huachuca, AZ, by relocating all mobilization processing functions to Ft Bliss, TX, designating it as Joint Pre-Deployment/Mobilization Site Bliss/Holloman. Realign Ft Eustis, VA, Ft Jackson, SC, and Ft Lee, VA, by relocating all mobilization processing functions to Ft Bragg, NC, designating it as Joint Pre-Deployment/Mobilization Site Bragg/Pope.

Justification: This recommendation realigns eight lower threshold mobilization sites to four existing large capacity sites and transforms them into Joint Pre-Deployment/ Mobilization Platforms. This action is expected to have the long-term effect of creating pre-

deployment/mobilization centers of excellence, leverage economies of scale, reduce costs, and improve service to mobilized service members. This recommendation specifically targets four of the larger capacity mobilization centers located in higher density Reserve Component (RC) personnel areas. These platforms have the added military value of strategic location, Power Projection Platform (PPP) and deployment capabilities. The gaining bases all have an adjoining installation from another service(s), thereby gaining the opportunity to increase partnership and enhance existing joint service facilities and capabilities. The eight realigned, lower thresholds mobilization sites have significantly less capacity and many less mobilizations. The realignment of these pre-deployment/mobilization missions to the other joint pre-deployment/mobilization sites will not overload the gaining joint mobilization installations. These new joint regional pre-deployment/redeployment mobilization processing sites, Fort Dix, Fort Lewis, Fort Bliss and Fort Bragg have the capability to adequately prepare, train and deploy members from all services while reducing overall mobilization processing site manpower and facilities requirements. Numerous other intangible savings are expected to result from transformation opportunities by consolidating all services' mobilization operations and optimizing existing and future personnel requirements. Additional opportunities for savings are also expected from the establishment of a single space mobilization site capable of supporting pre-deployment/mobilization operations from centralized facilities and infrastructure. The establishment of these Joint Pre-Deployment/Mobilization Sites will not preclude the services from using any/all of their other existing mobilization sites, nor will they affect any service rapid mobilization units/wings. These joint platforms will not effect any of the services units that have specific unit personnel/equipment requirements necessitating their mobilization from a specified installation.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$0.1M. The net of all costs and savings to the Department during the implementation period is a savings \$30.9M. Annual recurring savings to the Department after implementation are \$0.8M with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$37.9M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 5 jobs (3 direct jobs and 2 indirect jobs) over the 2006-2011 period in the Norwich-New London, CT, metropolitan statistical area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC metropolitan statistical area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 2 jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Columbia, SC metropolitan statistical area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation does not impact the costs of waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Defense Finance and Accounting Service

Recommendation: Close the Defense Finance and Accounting Service (DFAS) sites at Rock Island IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.

Realign DFAS Arlington, VA, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.

Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.

Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or

DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

Justification: This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. Overall excess facility capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69 percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance “unit cost” reductions beyond the BRAC facilities/personnel savings aspect.

The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AF Base Annex, CO, the Defense Supply Center-Columbus, OH, and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

Subject matter knowledge of DFAS’s three business line missions and its operational components, along with business process review considerations and scenario basing strategy, was used to focus reduction of the 26 locations and identification of the three gaining locations. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorist and Force Protection standards, strategic business line redundancy, area workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$282.1M. The net of all costs and savings to the Department during the implementation period (FY06-FY11) is a savings of \$158.1M. Annual recurring savings to the Department after implementation are \$120.5M, with an immediate payback expected. The Net Present Value of the costs and savings to the Department over 20 years is a savings of \$1,313.8M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in the maximum potential job reductions (direct and indirect) over the 2006-2011 period, as follows:

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	408	308	716	Less Than 0.1
Charleston-North Charleston, SC Metropolitan Statistical Area	368	607	975	0.3
Cleveland-Elyria-Mentor, OH Metropolitan Statistical Area	1,028	847	1,875	0.1
Dayton, OH Metropolitan Statistical Area	230	195	425	Less Than 0.1
Kansas City, MO-KS Metropolitan Statistical Area	613	549	1,162	Less Than 0.1
Lawton, OK Metropolitan Statistical Area	233	207	440	0.7
Lexington-Fayette, KY Metropolitan Statistical Area	45	27	72	Less Than 0.1
Aroostook County, ME	241	150	391	1.0
Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	314	435	749	Less Than 0.1
Oakland-Fremont-Hayward, CA Metropolitan Division	50	41	91	Less Than 0.1
Omaha-Council Bluffs, NE-IA Metropolitan Statistical Area	235	259	494	Less Than 0.1
Orlando, FL Metropolitan Statistical Area	209	205	414	Less Than 0.1
Honolulu, HI Metropolitan Statistical Area	206	199	405	Less Than 0.1
Lexington Park, MD Metropolitan Statistical Area	53	70	123	0.2

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area	637	1,100	1,737	0.8
Davenport-Moline-Rock Island, IA Metropolitan Statistical Area	235	206	441	0.2
Utica-Rome, NY Metropolitan Statistical Area	291	275	566	0.4
San Antonio, TX Metropolitan Statistical Area	335	367	702	Less Than 0.1
Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Area	120	122	242	Less Than 0.1
San Diego-Carlsbad-San Marcos, CA Metropolitan Statistical Area	240	257	497	Less Than 0.1
Salinas, CA Metropolitan Statistical Area	61	62	123	Less Than 0.1
St Louis, MO-IL Metropolitan Statistical Area	293	318	611	Less Than 0.1

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noises; threatened and endangered species or critical habitat; waste management; or wetlands. An air conformity analysis may be needed at Buckley AF Base Annex. This recommendation will require spending approximately \$0.01M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Joint Basing

Recommendation: Realign McChord Air Force Base (AFB), WA, by relocating the installation management functions to Fort Lewis, WA, establishing Joint Base Lewis-McChord.

Realign Fort Dix, NJ, and Naval Air Engineering Station Lakehurst, NJ, by relocating the installation management functions to McGuire AFB, NJ, establishing Joint Base McGuire-Dix-Lakehurst.

Realign Naval Air Facility Washington, MD, by relocating the installation management functions to Andrews AFB, MD, establishing Joint Base Andrews-Naval Air Facility Washington, MD.

Realign Bolling AFB, DC, by relocating the installation management functions to Naval District Washington at the Washington Navy Yard, DC, establishing Joint Base Anacostia-Bolling-Naval Research Laboratory (NRL), DC.

Realign Henderson Hall, VA, by relocating the installation management functions to Fort Myer, VA, establishing Joint Base Myer-Henderson Hall, VA.

Realign Fort Richardson, AK, by relocating the installation management functions to Elmendorf AFB, AK, establishing Joint Base Elmendorf-Richardson, AK.

Realign Hickam AFB, HI, by relocating the installation management functions to Naval Station Pearl Harbor, HI, establishing Joint Base Pearl Harbor-Hickam, HI.

Realign Fort Sam Houston, TX, and Randolph AFB, TX, by relocating the installation management functions to Lackland AFB, TX.

Realign Naval Weapons Station Charleston, SC, by relocating the installation management functions to Charleston AFB, SC.

Realign Fort Eustis, VA, by relocating the installation management functions to Langley AFB, VA.

Realign Fort Story, VA, by relocating the installation management functions to Commander Naval Mid-Atlantic Region at Naval Station Norfolk, VA.

Realign Andersen AFB, Guam, by relocating the installation management functions to Commander, U.S. Naval Forces, Marianas Islands, Guam.

Justification: All installations employ military, civilian, and contractor personnel to perform common functions in support of installation facilities and personnel. All installations execute these functions using similar or near similar processes. Because these installations share a common boundary with minimal distance between the major facilities or are in near proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall

manpower and facilities requirements capable of generating savings, which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations. Regional efficiencies achieved as a result of Service regionalization of installation management will provide additional opportunities for overall savings as the designated installations are consolidated under regional management structures.

Specific exceptions not included in the functions to relocate are Health and Military Personnel Services. In general, the Department anticipates transferring responsibility for all other Base Operating Support (BOS) functions and the Operations and Maintenance (O&M) portion of Sustainment, Restoration and Modernization (SRM), to the designated receiving location. However, because of the variety of circumstances at each location, the Department requires flexibility to tailor implementation to the unique requirements at each location.

In all but three realignments, discussed below, the quantitative military value score validated by military judgment was the primary basis for determining which installation was designated as the receiving location.

McGuire's quantitative military value compared to the Fort Dix quantitative military value score was too close to be the sole factor for determining the receiving installation for installation management functions. Military judgment favored McGuire AFB as the receiving installation for the installation management functions because of its mission in support of operational forces compared to Fort Dix, which has a primary mission of support for Reserve Component training. As an installation accustomed to supporting operational forces, it was the military judgment of the JCSG that McGuire was better able to perform those functions for both locations.

Similarly, the quantitative military value score of Charleston AFB compared to that of Naval Weapons Station Charleston was too close to be the sole factor for determining the receiving installation for installation management functions. Military judgment favored Charleston AFB as the receiving installation for the installation management functions because of its mission in support of operational forces compared to Naval Weapons Station Charleston, which has a primary mission to support training and industrial activities. As an installation accustomed to supporting operational forces, it was the military judgment of the JCSG that Charleston AFB was better able to perform those functions for both locations.

Langley AFB's quantitative military value score compared to the Fort Eustis quantitative military value score was a clear margin for Fort Eustis. However, pending changes to Fort Eustis resulting from other BRAC recommendations causes military judgment to favor Langley AFB as the receiving installation for the installation management functions. Relocations of organizations currently based at Fort Eustis will cause a significant population decline and overall reduction in the scope of the installation's supporting mission. Based on these changes, it was the military

judgment of the JCSG that Langley AFB was better able to perform these functions for both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$50.6M. The net of all costs and savings to the Department during the implementation period is a savings of \$601.3M. Annual recurring savings to the Department after implementation are \$183.8M with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$2,342.5M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 776 jobs (422 direct jobs and 354 indirect jobs) over the 2006-2011 period in the Tacoma, WA Metropolitan Division, which is 0.2 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 285 jobs (173 direct jobs and 112 indirect jobs) over the 2006-2011 period in the Edison, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 182 jobs (89 direct jobs and 93 indirect jobs) over the 2006-2011 period in the Camden, NJ Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 253 jobs (150 direct jobs and 103 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 412 jobs (224 direct jobs and 188 indirect jobs) over the 2006-2011 period in the Anchorage, AK Metropolitan Statistical Area economic area, which is 0.2 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 511 jobs (277 direct jobs and 234 indirect jobs) over the 2006-2011 period in the Honolulu, HI Metropolitan Statistical Area, which is a less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 382 jobs (189 direct jobs and 193 indirect jobs) over the 2006-2011 period in the San Antonio, TX Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 657 jobs (264 direct jobs and 393 indirect jobs) over the 2006-2011 period in the

Charleston-North Charleston, SC Metropolitan Statistical Area, which is 0.2 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 546 jobs (238 direct jobs and 306 indirect jobs) over the 2006-2011 period in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 174 jobs (95 direct jobs and 79 indirect jobs) over the 2006-2011 period in the Guam County, GU economic area, which is .3 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: Review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Air Engineering Station Lakehurst is in severe non-attainment for ozone (1hr). Some permit changes are possible. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resources areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M cost for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Relocate Air Force Real Property Agency (AFRPA)

Recommendation: Realign Rosslyn Center and the Nash Street Building, leased installations in Arlington, VA, by relocating the Air Force Real Property Agency to Lackland Air Force Base, San Antonio, TX.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to rationalization of the Department's presence within 100 miles of the Pentagon and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value. The military value of the Air Force Real Property Agency (AFRPA) is 302nd of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Lackland Air Force Base is ranked 25th out of 334. The recommendation eliminates over 16,000 Usable Square Feet of leased administrative space

within the National Capital Region and relocates the involved offices to a military installation that will provide immediate compliance with Force Protection Standards. AFRPA's current leased location is non-compliant with current Force Protection Standards. The relocation of a headquarters activity to an installation that is farther than 100 miles from the Pentagon provides dispersion of DoD Activities away from a dense concentration within the National Capital Region. This recommendation provides for operational efficiency and enhanced synergy by co-locating AFRPA with a related Activity, the Air Force Center for Environmental Excellence, which is also relocating to Lackland Air Force Base.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$4.5M. The net of all costs and savings to the Department during the implementation period is a cost of \$0.9M. Annual recurring savings to the Department after implementation are \$0.9M, with a payback expected in 5 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$7.9M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 109 jobs (62 direct jobs and 47 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. The community surrounding Lackland Air Force Base reports a crime index (UCR) above the national average, but the Department does not believe that this factor will impact the community's ability to support this action.

Environmental Impact: Lackland Air Force Base has prehistoric sites, as well as two historic districts that may be impacted by this recommendation. Lackland Air Force Base has Military Munitions Response Program sites that may represent a safety hazard for future development. Less than 3db increase in noise contours can be expected from future development. The AICUZ reflects the current mission, local land use, and current noise levels. 7,029 acres off-base within the noise contours are zoned by the local community. 3,299 of these acres are residentially-zoned. The community has not purchased easements for area surrounding the installation. Wetlands restrict 0.004 percent of the base and 0.008 percent of the range. Additional operations at the installation may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; marine mammals, resources or sanctuaries; threatened and endangered species and critical habitat; waste management; or water resources. This recommendation will require spending approximately \$0.05M to complete necessary National Environmental Policy Act documentation at the receiving installation. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

Relocate Army Headquarters and Field Operating Agencies

Recommendation: Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the Army Installation Management Agency headquarters to Fort Sam Houston, TX.

Realign Rock Island Arsenal, Illinois, as follows: relocate the Army Installation Management Agency Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Installation Management Agency Southwest Region headquarters to form the Army Installation Management Agency Western Region; and relocate the Army Network Enterprise Technology Command Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Network Enterprise Technology Command Southwest Region headquarters to form the Army Network Enterprise Technology Command Western Region.

Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating the Army HR XXI office to Fort Knox, KY.

Realign the Park Center IV Building, a leased installation in Falls Church, VA, by relocating the Army Center for Substance Abuse to Fort Knox, KY.

Realign Seven Corners Corporate Center, a leased installation in Falls Church, VA, and 4700 King Street, a leased installation in Alexandria, VA, by relocating the Army Community and Family Support Center to Fort Sam Houston, TX.

Realign Rosslyn Metro Center, a leased installation in Arlington, VA, by relocating the Army Family Liaison Office to Fort Sam Houston, TX.

Realign Skyline Six, a leased installation in Falls Church, VA, by relocating the Army Contracting Agency headquarters to Fort Sam Houston, TX.

Realign the Hoffman 1 Building, a leased installation in Alexandria, VA, by relocating the Army Contracting Agency E-Commerce Region headquarters to Fort Sam Houston, TX.

Realign Fort Buchanan, Puerto Rico, by relocating the Army Contracting Agency Southern Hemisphere Region headquarters to Fort Sam Houston, TX.

Realign Aberdeen Proving Ground, MD, by relocating the Army Environmental Center to Fort Sam Houston, TX.

Realign Fort Belvoir, VA by relocating Army Materiel Command (AMC) and the Security Assistance Command (USASAC, an AMC major subordinate command) to Redstone Arsenal, AL.

Justification: This recommendation relocates several Army Service Provider headquarters and regional offices in order to create operating efficiencies via co-location and/or consolidation. A new Installation Management Agency (IMA) Western Region office is created at Fort Sam Houston by relocating the IMA Northwest Region headquarters from Rock Island Arsenal; it

collocates the IMA Headquarters with the IMA Western Region. Separate Army recommendations relocate other IMA regional offices to create the IMA Eastern Region at Fort Eustis.

This recommendation creates a new Network Enterprise Technology Command (NETCOM) Western Region at Fort Sam Houston by relocating the NETCOM Northwest Region headquarters from Rock Island Arsenal. Separate Army recommendations relocate other NETCOM Region headquarters to create the NETCOM Eastern Region at Fort Eustis.

The Army Contracting Agency (ACA) is relocating the ACA Southern Region office to Fort Sam Houston where it will consolidate with the ACA Southern Hemisphere Region office that is relocating from Fort Buchanan. The ACA Headquarters and ACA E-Commerce Region will collocate with the ACA Southern Region at Fort Sam Houston. By a separate Army recommendation, the ACA Northern Region headquarters will relocate from Fort Monroe to Fort Eustis in order to collocate with the ACA Northern Contracting Center.

Several other Army entities will relocate in order to collocate with the aforementioned organizations at Fort Sam Houston: the Army Community and Family Support Center, the Army Family Liaison Office, and the Army Environmental Center. The Army Center for Substance Abuse and the Army HR XXI office are relocating to Fort Knox. Finally, the Army Materiel Command (AMC) and the Security Assistance Command will relocate to Redstone Arsenal in order to collocate with one of AMC's major subordinate commands, the USA Aviation and Missile Command.

This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalization of the Department's presence within 100 miles of the Pentagon, consolidation of Headquarters operations at single locations, and enhanced security for DoD Activities. It collocates the Headquarters of the Army's regional service providers that typically interact daily. It results in improvement in military value due to the shift from leased space to locations on military installations and from re-location of organizations from installations lying outside of the Army's portfolio of installations they intend to keep to installations with higher military value. The military value of the affected Army Activities range from 219th to 303rd of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Sam Houston is ranked 19th out of 334; Fort Knox is ranked 32nd, and Redstone Arsenal is ranked 48th.

Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 234,000 Usable Square Feet (USF) of leased administrative space within the National Capital Region (NCR) by relocating 8 organizations to military installations that are farther than 100 miles from the Pentagon thereby providing dispersion of DoD Activities away from a dense concentration within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by locating service providers within a military installation fence-line, will provide immediate compliance with Force Protection Standards. Operational synergies and

efficiencies gained by co-locating Headquarters and newly consolidated Regional offices will likely result in additional operational efficiency and/or personnel reductions in the future.

The relocation of AMC and USASAC to Redstone Arsenal will result in the avoidance of future military construction costs; this future cost avoidance is not reflected in the payback calculation because it is planned for post-FY05. This military construction would provide for a new headquarters building for AMC and USASAC on Fort Belvoir; the majority of AMC's current space on Fort Belvoir is currently in temporary structures.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$199.9M. The net of all costs and savings to the Department during the implementation period is a cost of \$111.8M. Annual recurring savings to the Department after implementation are \$23.9M, with a payback expected in 10 years. The net present value of the costs and savings to the Department over 20 years is a savings of \$122.9M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 3,791 jobs (2,167 direct jobs and 1,624 indirect jobs) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 351 jobs (180 direct jobs and 171 indirect jobs) over the 2006-2011 period in the Baltimore-Towson, MD Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 248 jobs (133 direct jobs and 115 indirect jobs) over the 2006-2011 period in the Davenport-Moline-Rock Island, IA-IL Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 111 jobs (56 direct jobs and 55 indirect jobs) over the 2006-2011 period in the San Juan-Caguas-Guaynabo, PR Metropolitan Statistical Area, which is less than 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: Fort Sam Houston's Uniform Crime Report (UCR) index is slightly higher than the national average and Fort Knox lacks nationally-accredited child care facilities; has an unemployment rate that is higher than the national average; has a low ratio of physicians and hospital beds to population; distance to nearest city (Louisville) is greater than 25 miles; and distance to nearest commercial airport is greater than 25 miles. The community surrounding Redstone Arsenal reports a lack of available graduate and PhD programs. These issues do not affect the ability of the infrastructure of the communities to support missions,

forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation will impact air quality at Fort Sam Houston. New Source Review permitting is required. Several tribal burial grounds have been identified at Redstone Arsenal, which could result in time delays and unidentified cost associated with construction and the need for agreements, consultations, and negotiated restrictions with affected constituents. Additional operations may further impact threatened/endangered species at Fort Sam Houston and Redstone Arsenal leading to restrictions on training or operations. Significant mitigation measures to limit releases at Fort Sam Houston may be required to reduce impacts to water quality and achieve US EPA water quality standards. Projected growth in the population at Redstone Arsenal from this action may require infrastructure upgrades for water and sewer services. This recommendation has no impact on dredging; land use constraints/sensitive resource areas; marine mammals, resources or sanctuaries; noise; or wetlands. This recommendation will require spending approximately \$0.6M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Relocate Miscellaneous Department of Navy Leased Locations

Recommendation: Close Crystal Park 3 and Crystal Square 3, leased installations in Arlington, VA, and 214191 Great Mills Road and 21535 Pacific Drive, leased installations in Lexington Park, MD. Relocate all Department of the Navy organizations to DoD owned space in the National Capital Region. Realign Crystal Gateway 3, Crystal Gateway 4, Crystal Mall 2, Crystal Mall 3, Crystal Park 1, Crystal Park 5, Crystal Square 2, 1400-1450 S. Eads Street, and 2300 Clarendon Blvd, all leased installations in Arlington, VA, and any other Department of the Navy occupied leased space in the National Capital Region, by relocating all Department of the Navy organizations to DoD owned space in the National Capital Region. Realign Federal Office Building 2, Arlington, VA, by relocating all Department of the Navy organizations to DoD owned space in the National Capital Region.

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Implementation will reduce the Department's reliance on leased space which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. This, plus the immediate benefit of enhanced Force Protection afforded by locations within a military installation fence-line, will provide the Department of the Navy (DON) Activities with immediate compliance with Force Protection Standards. DON's current leased locations are non-compliant with current Force Protection Standards. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to military installations. The average military value of DON Activities based on current locations ranges from 192nd to 326th

out of 334 entities evaluated by the MAH military value model. All military installations to which the DON Activities would relocate have higher military values.

The payback calculation in this recommendation reflects the relocation of approximately 228,000 GSF of leased space in the NCR, along with 284,000 GSF of administrative space in FOB-2, which is scheduled for closure, to locations identified by DON as the most likely relocation sites: Arlington Service Center, Anacostia Annex, and the Washington Navy Yard. This recommendation also reflects Naval Air Systems Command consolidating its headquarters operation at NAS Patuxent River by moving two locations from leased space to be contiguous with its main office. However, the recommendation is written broadly enough to relocate Navy organizations currently in leased space to any other DoD leased space in the NCR. Our analysis indicates that such alternative relocation sites will not have a significant or material impact on any of the BRAC selection criteria.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$61.9M. The net of all costs and savings to the Department during the implementation period is a cost of \$12.8M. Annual recurring savings to the Department after implementation are \$18.0M, with a payback expected in 1 year. The net present value of the costs and savings to the Department over 20 years is a savings of \$164.0M.

Economic Impact on Communities: This recommendation will not result in any job reductions (direct or indirect) over the 2006-2011 period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division or the Lexington Park, MD Micropolitan Statistical Area. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Both Arlington Service and Washington Navy Yard have 0 unconstrained acres for development. Anacostia Annex has 32 unconstrained acres for development. Because the NAS Patuxent River installation is located within the Chesapeake Bay Critical Area, the State may require that mitigation measures be obtained for new construction (e.g., storm water management). This recommendation has no impact on air quality; cultural, archeological, or tribal resources; dredging; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.05M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.