



JOINT CROSS-SERVICE GROUPS (JCSGS):

HEADQUARTERS AND SUPPORT ACTIVITIES

CO-LOCATE MISCELLANEOUS AIR FORCE LEASED LOCATIONS AND NATIONAL GUARD HEADQUARTERS LEASED LOCATIONS

RECOMMENDATION # 129 (H&SA 3)

ONE-TIME COST:	\$90.5M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$30.8M)
20-YEAR NET PRESENT VALUE:	(\$308.2M)
PAYBACK PERIOD:	1 YEAR

SECRETARY OF DEFENSE 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-Installations 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-Installations and Logistics to Andrews Air Force Base, MD.

Realign Crystal Gateway North, a leased installation in Arlington, VA, by relocating Air Force-Installations 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.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

Community leaders questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities.) Also, the communities questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004.) The communities felt BRAC was not the proper instrument to effect DoD employee relocation from leased facilities.

Advocates expressed concerns about the negative impact on operational readiness and manpower implications. They argued the current "scattered" arrangement of leased office space makes more strategic sense than does concentration, that relocation will disrupt synergies with other agencies of the Federal Government and the Pentagon, and, finally, that leased space is better able to accommodate contingency, mobilization, surge, and future total force requirements than its alternative, military construction. Similarly, communities claimed their quality of life could be reduced because of transportation problems such as increased traffic, lack of public transportation, and increased commuting times, with the attendant issues of air pollution and increased fuel consumption.

COMMISSION FINDINGS

The Commission's review and analysis validated the community concern that the Department failed to assess each leased-space location individually for compliance with DoD Force Protection standards. The Commission also acknowledged community concerns about personnel relocation, impact on military readiness, and possible advantages that leased space may have over military owned facilities. These concerns were carefully weighed and considered, but in the final analysis the Commission found they did not collectively rise to the level of a substantial deviation. The experience of prior rounds of BRAC has shown that numerous leased-space facilities have been closed and relocated successfully and without excessive disruption. Moreover, the Commission felt that the majority of the concerns raised about the proposal were more properly categorized as implementation issues that could be successfully managed over the six-year implementation period.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CO-LOCATE DEFENSE/MILITARY DEPARTMENT ADJUDICATION ACTIVITIES

RECOMMENDATION # 130 (H&SA 5)

ONE-TIME COST:	\$67.10M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$5.72M)
20-YEAR NET PRESENT VALUE:	(\$11.30M)
PAYBACK PERIOD:	13 YEARS

SECRETARY OF DEFENSE 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 Washington, DC, by relocating all components of the Navy Central Adjudication Facility to Fort Meade, MD.

Realign Bolling Air Force Base Washington, DC, by relocating all components of the Air Force Central Adjudication Facility and the Defense Intelligence Agency Central Adjudication Facility to 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 US 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.

SECRETARY OF DEFENSE 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-

01001. 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 of leased administrative space. This action provides a collocation of these activities, and reduces the number of locations from 13 to one.

COMMUNITY CONCERNS

Community leaders questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities.) Also, the communities questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004.) The communities felt BRAC was not the proper instrument to effect DoD employee relocation from leased facilities.

Advocates expressed concerns about the negative impact on operational readiness and manpower implications. They argued the current "scattered" arrangement of leased office space makes more strategic sense than does concentration, that relocation will disrupt synergies with other agencies of the Federal Government and the Pentagon, and, finally, that leased space is better able to accommodate contingency, mobilization, surge, and future total force requirements than its alternative, military construction. Similarly, communities claimed their quality of life could be reduced because of transportation problems such as increased traffic, lack of public transportation, and increased commuting times, with the attendant issues of air pollution and increased fuel consumption.

In addition to the generalized comments above, the community expressed specific concerns that Anne Arundel County would be unable to handle the influx of jobs into Fort Meade because of a lack of mass transit, inadequate roads and schools, the poor military housing at Fort Meade, and paucity of safe housing in the surrounding community. The affected communities argued that moving the Defense Office of Hearings and Appeals (DOHA) onto a military installation would make it inordinately difficult for people to have their cases heard and that the cost in terms of reduced accessibility far outweighs the benefits of the proposed consolidation. They asserted consolidation would result in exorbitant, additional travel-related expenses for employees and hearing participants and would increase the case backlog.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. However, the Commission's review and analysis discovered that the National Security Agency's Adjudication Office is only a part of a larger NSA presence at 800 Elkridge Landing Road in Linthicum, MD, so the recommendation has been amended to realign rather than close that address.

The Commission acknowledges the community's concerns about employee commuting but understands that the local governments involved are planning surface transportation improvements near the Fort Meade area. Additionally, the Commission acknowledges that moving the Defense Office of Hearings and Appeals (DOHA) onto a military installation could make it difficult for people to have their cases heard but expects the impact on individuals served by DOHA to be minimal because hearing examiners (administrative judges) travel to the hearing site on most occasions.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1 and 7 and from the Force Structure Plan. Therefore, the Commission recommends the following:

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.

Realign 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 to 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 US 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.

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

CO-LOCATE MILITARY DEPARTMENT INVESTIGATION AGENCIES WITH DoD COUNTERINTELLIGENCE AND SECURITY AGENCY

RECOMMENDATION # 131 (H&SA 8)

ONE-TIME COST:	\$172.0M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$25.7M)
20-YEAR NET PRESENT VALUE:	(\$166.4M)
PAYBACK PERIOD:	7 YEARS

SECRETARY OF DEFENSE 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 Elkridge 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.

This recommendation produces operational synergies by locating entities with similar or related missions (CIFA, DSS, NCIS AFOSI, & CID) in 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 US Northern Command headquarters, 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.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found the recommendation to disestablish the Counterintelligence Field Activity (CIFA) and the Defense Security Service (DSS) and consolidate their components into the DoD Counterintelligence and Security Agency via the BRAC process to be unwise and unnecessary. DoD's proposal would have directed a significant reorganization of counterintelligence and security organizations with unknown mission and manpower effects, even though there were no indications of overcapacity, and the issues in question could best be addressed through non-BRAC programmatic means.

The Commission's review and analysis found that DoD did not include Army counterintelligence (CI) components in its BRAC recommendation to co-locate investigation agencies at Marine Corps Base Quantico. As a result, the Army has developed an initiative complementary to the BRAC recommendation to consolidate Service, DSS and CIFA CI and law enforcement headquarters at Quantico.

The Commission believes that an Army counterintelligence presence at Marine Corps Base Quantico, co-located and aligned with counterpart CIFA, AFOSI and NCIS headquarters elements—will significantly enhance counterintelligence synchronization and collaboration across DoD. Co-location of Army CI will enhance DoD analytic and operational synergies and coordination—and more closely align Army CI and law enforcement units to maximize efforts in technology protection, cyber investigations and the Global War on Terrorism. Army counterintelligence at Quantico will provide a focal point for the CIFA, Navy and Air Force counterintelligence and law enforcement operational headquarters to support ever-increasing collaborative counterintelligence efforts across DoD through enhanced information sharing and economies of scale. Additionally, Army CI and law enforcement functions for national security related crimes will be enhanced with co-location.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1 and 4 and from the Force Structure Plan. Therefore, the Commission recommends the following:

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 Elkridge 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, CA; 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 Counterintelligence Field Activity and Defense Security Service and consolidate their components into the Department of Defense Counterintelligence and Security Agency if that agency is established by law or directive.

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

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

CO-LOCATE MISCELLANEOUS ARMY LEASED LOCATIONS

RECOMMENDATION # 132 (H&SA 10)

ONE-TIME COST:	\$44.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$27.8M)
20-YEAR NET PRESENT VALUE:	(\$322.0M)
PAYBACK PERIOD:	1 YEAR

SECRETARY OF DEFENSE RECOMMENDATION

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

Realign Park Center Office 1, a leased installation in Alexandria, VA, by relocating the US 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 US Army G6/DISC4, the G8/Force Development, the G1/Army Research Institute, the US 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 US Army National Information Security Assessment Program, the US 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 US 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 US 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 US Army G3/Army Simulation to Fort Belvoir, VA.

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

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

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

Community leaders questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities.) Also, the communities questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004.) The communities felt BRAC was not the proper instrument to effect DoD employee relocation from leased facilities.

Advocates expressed concerns about the negative impact on operational readiness and manpower implications. They argued the current "scattered" arrangement of leased office space makes more strategic sense than does concentration, that relocation will disrupt synergies with other agencies of the Federal Government and the Pentagon, and, finally, that leased space is better able to accommodate contingency, mobilization, surge, and future total force requirements than its alternative, military construction. Similarly, communities claimed their quality of life could be reduced because of transportation problems such as increased traffic, lack of public transportation, and increased commuting times, with the attendant issues of air pollution and increased fuel consumption.

COMMISSION FINDINGS

The Commission's review and analysis validated the community concern that the Department failed to assess each leased-space location individually for compliance with DoD Force Protection standards. The Commission also acknowledged

community concerns about personnel relocation, impact on military readiness, and possible advantages that leased space may have over military owned facilities. These concerns were carefully weighed and considered, but in the final analysis the Commission found they did not collectively rise to the level of a substantial deviation. The experience of prior rounds of BRAC has shown that numerous leased-space facilities have been closed and relocated successfully and without excessive disruption. Moreover, the Commission felt that the majority of the concerns raised about the proposal were more properly categorized as implementation issues that could be successfully managed over the six-year implementation period.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CO-LOCATE MISCELLANEOUS DOD, DEFENSE AGENCY, AND FIELD ACTIVITY LEASED LOCATIONS

RECOMMENDATION # 133 (H&SA 12)

ONE-TIME COST:	\$601.8M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$67.1M)
20-YEAR NET PRESENT VALUE:	(\$256.4M)
PAYBACK PERIOD:	9 YEARS

SECRETARY OF DEFENSE 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 2-34 and Skyline 4, leased installations in Northern VA, by relocating Washington Headquarters Services to Fort Belvoir, VA.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

Community leaders questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities.) Also, the communities questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004.) The communities felt BRAC was not the proper instrument to effect DoD employee relocation from leased facilities.

Advocates expressed concerns about the negative impact on operational readiness and manpower implications. They argued the current "scattered" arrangement of leased office space makes more strategic sense than does concentration, that relocation will disrupt synergies with other agencies of the Federal Government and the Pentagon, and, finally, that leased space is better able to accommodate contingency, mobilization, surge, and future total force requirements than its alternative, military construction. Similarly, communities claimed their quality of life could be reduced because of transportation problems such as increased traffic, lack of public transportation, and increased commuting times, with the attendant issues of air pollution and increased fuel consumption.

In addition to the generalized comments above, affected communities submitted comments on the following agency: DCMA. The specific concern was not about moving out of the leased facility but about moving to the gaining location, Fort Lee, because of constrained access to field operations and customers.

COMMISSION FINDINGS

The Commission's review and analysis validated the community concern that the Department failed to assess each leased-space location individually for compliance with DoD Force Protection standards. The Commission also acknowledged community concerns about personnel relocation, impact on military readiness, and possible advantages that leased space may have over military owned facilities. These concerns were carefully weighed and considered, but in the final analysis the Commission found they did not collectively rise to the level of a substantial deviation. The experience of prior rounds of BRAC has shown that numerous leased-space facilities have been closed and relocated successfully and without excessive disruption. Moreover, the Commission felt that the majority of the concerns raised about the proposal were more properly categorized as implementation issues that could be successfully managed over the six-year implementation period.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CO-LOCATE MISSILE AND SPACE DEFENSE AGENCIES

RECOMMENDATION # 134 (H&SA 15)

ONE-TIME COST:	\$178.2M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$36.1M)
20-YEAR NET PRESENT VALUE:	(\$359.1M)
PAYBACK PERIOD:	1 YEAR

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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 Washington, 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.

COMMUNITY CONCERNS

The community felt the Suffolk Building, a leased installation in Falls Church, VA, would be penalized in the future by the implication that it failed to meet Anti-terrorism/Force Protection (AT/FP) standards. Community representatives argued that no AT/FP survey was ever completed and that DoD incorrectly characterized all commercial leased space as unsatisfactory without making formal surveys.

COMMISSION FINDINGS

The Commission found the recommendation was incorrectly worded regarding the action at the SMDC Building in Huntsville, AL. The Commission amended DoD's recommendation to "realign," rather than close, the building because the Program Executive Office, Missile and Space (PEOMS) will remain in the building. The Commission found that PEOMS was overlooked by DoD during the data collection process and will move to Redstone Arsenal, AL, outside the BRAC proposal.

The Commission's review and analysis validated the community concern that the Department failed to assess each leased-space location individually for compliance with DoD Force Protection standards. The Commission also acknowledged community concerns about personnel relocation, impact on military readiness, and possible advantages that leased space may have over military owned facilities. These concerns were carefully weighed and considered, but in the final analysis the Commission found they did not collectively rise to the level of a substantial deviation. The experience of prior rounds of BRAC has shown that numerous leased-space facilities have been closed and relocated successfully and without excessive disruption. Moreover, the Commission felt that the majority of the concerns raised about the proposal were more properly categorized as implementation issues that could be successfully managed over the six-year implementation period.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criterion 1 and from the Force Structure Plan. Therefore, the Commission recommends the following:

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.

Realign 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.

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

CO-LOCATE NAVY EDUCATION AND TRAINING COMMAND AND NAVY EDUCATION AND TRAINING PROFESSIONAL DEVELOPMENT & TECHNOLOGY CENTER

RECOMMENDATION # 135 (H&SA 17)

ONE-TIME COST:	N/A
ANNUAL RECURRING COSTS/(SAVINGS):	N/A
20-YEAR NET PRESENT VALUE:	N/A
PAYBACK PERIOD:	N/A

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

The affected communities emphasized the higher military value score for, and vacant infrastructure on, NAS Pensacola. Another expressed concern was that a move from Pensacola to Millington would mean a loss of experience because the majority of employees would probably not move from Florida to Tennessee. The communities argued that the proposed NETC move to Millington is an organizational realignment that does not necessitate a costly geographic move. Pertaining to NETPDTC, the community argued that the command could remain at Saufley or move aboard NAS Pensacola to reduce overhead costs. Finally, the community argued that industry standards should be used that recognize that advances in information technology make it possible for geographically separated organizations to function. Therefore, they recommended that NETC and NETPDTC remain in Florida.

COMMISSION FINDINGS

The Commission found that relocating the Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center to Millington, TN, was not justifiable in light of the commands' missions, was not cost effective, and would have a negative impact on the Department's stated objective of enabling jointness.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1, 3, 4, and 5 and the Force Structure Plan. Therefore, the Commission has rejected the recommendation of the Secretary. The Commission found this recommendation is consistent with the Force Structure Plan and final selection criteria.

CONSOLIDATE ARMY TEST AND EVALUATION COMMAND (ATEC) HEADQUARTERS

RECOMMENDATION # 136 (H&SA 18)

ONE-TIME COST:	\$7.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$8.7M)
20-YEAR NET PRESENT VALUE:	(\$125.7M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE RECOMMENDATION

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

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

Community leaders questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities.) Also, the communities questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004.) The communities felt BRAC was not the proper instrument to effect DoD employee relocation from leased facilities.

Advocates expressed concerns about the negative impact on operational readiness and manpower implications. They argued the current "scattered" arrangement of leased office space makes more strategic sense than does concentration, that relocation will disrupt synergies with other agencies of the Federal Government and the Pentagon, and, finally, that leased space is better able to accommodate contingency, mobilization, surge, and future total force requirements than its alternative, military construction. Similarly, communities claimed their quality of life could be reduced because of transportation problems such as increased traffic, lack of public transportation, and increased commuting times, with the attendant issues of air pollution and increased fuel consumption.

COMMISSION FINDINGS

The Commission's review and analysis validated the community concern that the Department failed to assess each leased-space location individually for compliance with DoD Force Protection standards. The Commission also acknowledged community concerns about personnel relocation, impact on military readiness, and possible advantages that leased space may have over military owned facilities. These concerns were carefully weighed and considered, but in the final analysis the

Commission found they did not collectively rise to the level of a substantial deviation. The experience of prior rounds of BRAC has shown that numerous leased-space facilities have been closed and relocated successfully and without excessive disruption. Moreover, the Commission felt that the majority of the concerns raised about the proposal were more properly categorized as implementation issues that could be successfully managed over the six-year implementation period.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CONSOLIDATE CIVILIAN PERSONNEL OFFICES (CPOs) WITHIN EACH MILITARY DEPARTMENT AND THE DEFENSE AGENCIES

RECOMMENDATION # 137 (H&SA 19)

ONE-TIME COST:	\$87.1M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$22.2M)
20-YEAR NET PRESENT VALUE:	(\$180.5M)
PAYBACK PERIOD:	4 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center (CPOC) 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 Washington, 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.

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.

COMMUNITY CONCERNS

Community leaders questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities.) Also, they questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004.) Finally, affected communities felt BRAC was not the proper instrument to effect DoD employee relocation from leased facilities. More specific concerns are noted as follows:

Army:

Rock Island Arsenal - The community emphasized that DoD previously identified Rock Island Arsenal for closure, which unfairly precluded a scenario considering the North Central CPOC as a "receiving site." DoD deviated significantly from the criteria for several reasons. NC CPOC ranked first among 25 DoD personnel offices. Rock Island Arsenal is a prime location for further consolidation of human resources (HR) processing because its automation infrastructure can support further expansion, a key element in the Army's decision to site the Army Civilian Data Center (ACDC), the central site for all of Army's major HR production data systems. The servicing ratio that will result from the elimination of 44 positions will alter the current servicing ratio from 1:148 to 1:175; the Army standard is 1:144. The North Central CPOC provides HR services to Fort Belvoir, Fort Meade and Fort Sam Houston, which stand to gain thousands of civilian employees as a result of other BRAC recommendations. Finally, the community argued that the OSD BRAC Clearinghouse justification that CPOC relocation enables offices to be near their customer bases is flawed. Currently, NC CPOC supports a substantial civilian workforce in Afghanistan and Iraq and is engaged in standing up a CENTCOM organization in Iraq. The community asserts that the Army's regionalization of personnel services and centers was based on a determination that the processes performed in the personnel centers did not require geographic proximity to the customer, a concept supported by NC CPOC current customer base.

Navy:

HRSC Pacific - The community argued realignment of HRSC Pacific to CONUS West Coast would negatively affect approximately 135 Navy activities and 12,000 employees in Hawaii and those served in the Western Pacific. Also, they expressed concerns over increased travel costs and the seemingly arbitrary number of consolidated centers. As an alternative, the community offered to host a consolidated DoD Human Resource Personnel Center as a pilot program in Hawaii.

HRSC Southeast - The community submitted that DoD's recommendation to move the HRSC Southeast was based on flawed assumptions, specifically that HRSC Southeast is a typical "leased installation" and would need \$2M to meet force protection standards. In reality, HRSC Southeast resides lease-free in a Level 1 security rated, federally-owned facility. Navy's fair share of installation operating costs is only \$12.53/sf, a rate that is among the lowest in the nation. The community contended that jointness and synergy already exist at Stennis, that Stennis has a higher Military Value than the proposed site at Naval Support Activity Philadelphia, and that Stennis is more cost effective than Philadelphia. Currently, there are approximately 2,200 personnel employed by the various Navy tenants that include Naval Research Laboratory, Naval Small Craft Instruction and Technical Training School and Special Boat Team 22 (a Navy SEAL unit). The Navy has plans to introduce additional active-duty units permanently to the installation. The community argued that these factors gave Stennis a distinct advantage over the NSA Philadelphia site and recommended consolidation of HRSC Southeast and HRSC Northeast at the Stennis Space Center.

HRSC Northeast – The community submitted a rebuttal to the rationale and recommendation that HRSC Southeast remain at and HRSC Northeast be realigned to Stennis Space Center. The community argues that advocates for Stennis included several serious errors of fact that depart from the official COBRA report. The community supported the original DoD recommendation.

Air Force:

The community argued that “military judgment” dominated improperly over quantitative scores, and consolidating civilian personnel activities at Randolph Air Force Base would remove the customer bases farther away from the personnel who serve them.

COMMISSION FINDINGS

The Commission disagreed with three elements of the Secretary’s recommendation.

First, the Civilian Personnel Operations Center (CPOC) at Rock Island Arsenal, IL, was recommended for relocation based on a later withdrawn proposal to close the arsenal. The Commission learned that the late timing of the decision did not allow the HSA JCSG to analyze the CPOC recommendation sufficiently.

Second, HRSC Southeast is located on Stennis Space Center, a Federally-owned, level-1 security rated facility whose tenants pay a “fair share” of the base’s operating costs. Because of DoD’s blanket assumptions with regard to leased space, the facility received the low military values assigned to leased space. The Commission found that, in this case, DoD’s assumption of low military value was not supported by the facts.

Third, with regard to the relocation of the five Air Force CPOs, the effect of the recommendation would deprive the associated losing installations of mandatory personnel management advisory services, otherwise referred to as non-transactional functions. The Commission found this was not the Air Force’s intention.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1, 2, 4, and 5 and the Force Structure Plan. Therefore, the Commission recommends the following:

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 Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Building, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to 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 transactional functions of the Civilian Personnel Office to Randolph Air Force Base, TX. Retain sufficient positions and personnel to perform the personnel management advisory services, the non-transactional functions, necessary to support the Wright-Patterson Air Force Base, OH, civilian workforce.

Realign Robins Air Force Base, GA, by relocating the transactional functions of the Civilian Personnel Office to Randolph Air Force Base, TX. Retain sufficient positions and personnel to perform the personnel management advisory services, the non-transactional functions, necessary to support the Robins Air Force Base, GA, civilian workforce.

Realign Hill Air Force Base, UT, by relocating the transactional functions of the Civilian Personnel Office to Randolph Air Force Base, TX. Retain sufficient positions and personnel to perform the personnel management advisory services, the non-transactional functions, necessary to support the Hill Air Force Base, UT, civilian workforce.

Realign Tinker Air Force Base, OK, by relocating the transactional functions of the Civilian Personnel Office to Randolph Air Force Base, TX. Retain sufficient positions and personnel to perform the personnel management advisory services, the non transactional functions, necessary to support the Tinker Air Force Base, UT, civilian workforce.

Realign Bolling Air Force Base, DC, by relocating the transactional functions of 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. Retain sufficient positions and personnel to perform the personnel management advisory services, the non-transactional functions, necessary to support the Bolling Air Force Base, DC, civilian workforce.

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.

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

CONSOLIDATE CORRECTIONAL FACILITIES INTO JOINT REGIONAL CORRECTIONAL FACILITIES

RECOMMENDATION # 138 (H&SA 22)

ONE-TIME COST:	\$171.3M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$14.7M)
20-YEAR NET PRESENT VALUE:	(\$11.2M)
PAYBACK PERIOD:	15 YEARS

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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 one-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.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. Many DoD correctional facilities were built in the 1960s and 1970s; some were built in the 1950s. The Commission found that, clearly, new facilities are required to improve safety, security, and efficiency.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CONSOLIDATE DEFENSE COMMISSARY AGENCY EASTERN, MIDWESTERN REGIONAL, AND HOPEWELL, VA, OFFICES

RECOMMENDATION # 139 (H&SA 26)

ONE-TIME COST:	\$31.7M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$6.7M)
20-YEAR NET PRESENT VALUE:	(\$53.3M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE JUSTIFICATION

This recommendation consolidates the Defense Commissary Agency (DeCA) Eastern Region (Virginia Beach, VA), Midwest Region (San Antonio, TX), and headquarters element currently 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.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. However, the Commission questioned the number of contractors required and found the planned construction would be a wing on an already existing structure rather than a new stand-alone building. As a result, DoD revised its cost and savings estimates for this proposal. The one-time costs were reduced from \$47.2 to \$31.7 million; net costs were reduced from \$35.4 to \$2.5 million; annual recurring savings increased from \$3.9 to \$6.7 million; the payback period was reduced from 14 to 5 years, and finally net present value increased from \$4.9 to \$53.3 million.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CONSOLIDATE DEFENSE INFORMATION SYSTEMS AGENCY AND ESTABLISH JOINT C4ISR D&A CAPABILITY

RECOMMENDATION # 140 (H&SA 27)

ONE-TIME COST:	\$220.0M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$59.4M)
20-YEAR NET PRESENT VALUE:	(\$491.2M)
PAYBACK PERIOD:	2 YEARS

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

The Slidell, LA, community argued that closure of 1010 Gause Boulevard, a leased installation, would decrease military value for the Defense Information Systems Agency. They claimed functions performed by DISA at Slidell are not headquarters functions appropriate for consolidation into headquarters operations. The Slidell facility meets DoD force protection requirements and has low operating costs. The community proposed relocating functions within the National Capital Region to Slidell, LA, as a way to meet DoD's goal of dispersion of defense activities away from a dense concentration within the National Capital Region and asserted construction costs at Fort Meade, MD, are underestimated. The community stated DoD's scenario underestimated the number of employees needed to be recruited at Fort Meade to offset the loss of personnel from Slidell and therefore overestimated personnel savings. Further, the community suggested that COBRA data underestimate the cost of closing the Slidell facility and relocating associated equipment to Fort Meade, MD.

The Falls Church, VA, community argued that current leased installations occupied by DISA at Skyline Drive could meet DoD force protection requirements for less cost than relocating to Fort Meade, MD. The community suggested that cost estimates for leased space overestimated the projected cost avoidance for vacating leased space. Although spread across several buildings in Northern Virginia, DISA installations already operate in close proximity to each other and to the customer base in the NCR.

The Annapolis, MD, community argues that the Joint Spectrum Center (JSC), Annapolis, MD, should be included in DoD's recommendation. The Department certified that the JSC has ongoing relationships with another Fort Meade tenant

that could be strengthened by collocation. DISA sees several advantages to collocating the JSC with DISA headquarters at Fort Meade, MD and no substantive disadvantages.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. The Commission notes, however, that the recommendation erroneously failed to include the Joint Spectrum Center in Annapolis, MD, and the Defense Cyber Crime Center in Linthicum, MD, both of which would realize an increased military value from consolidation to Fort Meade, MD. These moves should occur outside the BRAC process.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CONSOLIDATE MEDIA ORGANIZATIONS INTO A NEW AGENCY FOR MEDIA AND PUBLICATIONS

RECOMMENDATION # 141 (H&SA 30)

ONE-TIME COST:	\$42.0M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$9.6M)
20-YEAR NET PRESENT VALUE:	(\$89.0M)
PAYBACK PERIOD:	4 YEARS

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CONSOLIDATE TRANSPORTATION COMMAND COMPONENTS

RECOMMENDATION # 142 (H&SA 31)

ONE-TIME COST:	\$101.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$101.5M)
20-YEAR NET PRESENT VALUE:	(\$1,309.3M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

The city of Newport News, VA, offered to participate in the construction of secure office facilities to retain the US Army Surface Deployment and Distribution Command (SDDC) at Fort Eustis, VA, and the SDDC - Transportation Engineering Agency (TEA), Newport News, in the Newport News area.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

CONSOLIDATE/CO-LOCATE ACTIVE AND RESERVE PERSONNEL & RECRUITING CENTERS FOR ARMY AND AIR FORCE

RECOMMENDATION # 143 (H&SA 33)

ONE-TIME COST:	\$128.7M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$151.2M)
20-YEAR NET PRESENT VALUE:	(\$1,884.5M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE JUSTIFICATION

The collocation of military personnel and recruiting functions for Army and Air Force creates Service Human Resources Centers for Excellence and improves personnel lifecycle 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.

COMMUNITY CONCERNS

The Army portion of this recommendation generated expressions of concern from the communities of Alexandria, VA, St. Louis, MO, and Indianapolis, IN, due to the negative economic impact of projected job losses associated with the DoD recommendation. In particular, community representatives from St. Louis vigorously opposed the DoD proposal, and claimed they have the space to host the Command there.

Concerns related to the Air Force portion of the recommendation came from the Denver community regarding the economic impact of jobs slated to be realigned to Randolph AFB, TX. The Denver community did not become aware of the projected job losses when the DoD BRAC report was released in May because the numbers related to the Air Reserve Personnel Center were incorrectly reported and related to another unit that shares the same facility. When the accurate numbers were finally revealed, Denver advocates opposed the plan and urged the Commission to reject it, arguing the benefits of consolidation were overstated and the costs understated.

The receiving community of Fort Knox, KY, strongly supported DoD's recommendation and looked forward to becoming the new host for the Army's Human Resources Command, especially given the significant job losses created by other DoD 2005 BRAC recommendations.

COMMISSION FINDINGS

The Commission's findings supported DoD's recommendation to consolidate the Army Human Resources Command at Fort Knox, KY, rather than in St. Louis as proposed by the Missouri community.

The Commission's review and analysis of the Air Force portion of this recommendation found that certain elements did not promote the same kind of synergy created by the other service departments. For instance, unlike the Army plan to consolidate all personnel functions into one place, the Air Force recommended moving Reserve Component recruiting and personnel functions away from their parent command. The Commission found DoD's plan created the potential for mission degradation and overstated the benefits of consolidation. Finally, the Commission found the Air Force portion of this recommendation was not cost-effective, with a net cost of more than \$6 million in 20-year net present value rather than savings. The Commission amended the recommendation by disapproving the two Air Force realignments of the Air Reserve Personnel Center at Buckley Annex in Denver and the Air Force Reserve Recruiting Service at Robins AFB, GA, to Randolph AFB, TX. The Commission found that because the DFAS unit located at Buckley Annex was closed by another recommendation (see discussion on DFAS), moving the Air Reserve Personnel Center out of the Buckley Annex facility to nearby Buckley Air Force Base in Denver will allow the Air Force to close the facility, reducing its infrastructure and thus enabling significant savings in annual operation costs while averting the potential for mission degradation.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1, 4, and 5 and the Force Structure Plan. Therefore, the Commission recommends the following:

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 to Buckley Air Force Base, Denver, CO, 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.

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

CREATE JOINT MOBILIZATION SITES

RECOMMENDATION # 144 (H&SA 35)

ONE-TIME COST:	\$0.10M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$0.8M)
20-YEAR NET PRESENT VALUE:	(\$37.9M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE RECOMMENDATION

Realign Aberdeen Proving Ground, MD, Washington Navy Yard, Washington, 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 Fort Lewis, WA, designating it as Joint Pre-Deployment/Mobilization Site Lewis/McChord. Realign Fort Huachuca, AZ, by relocating all mobilization processing functions to Fort Bliss, TX, designating it as Joint Pre-Deployment/Mobilization Site Bliss/Holloman. Realign Fort Eustis, VA, Ft Jackson, SC, and Fort Lee, VA, by relocating all mobilization processing functions to Fort Bragg, NC, designating it as Joint Pre-Deployment/Mobilization Site Bragg/Pope.

SECRETARY OF DEFENSE 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 servicemembers. 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 affect any of the services units that have specific unit personnel/equipment requirements necessitating their mobilization from a specified installation.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

DEFENSE FINANCE AND ACCOUNTING SERVICE

RECOMMENDATION # 145/196 (H&SA 37/Add)

ONE-TIME COST:	\$254.4M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$102.6M)
20-YEAR NET PRESENT VALUE:	(\$1,030.4M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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' 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.

COMMUNITY CONCERNS

The communities' concerns about DoD's proposed closure of numerous Defense Finance and Accounting Service sites focused on criticism of military value scores. Most stated that the Headquarters & Support Activities-Joint Cross Services Group focused its analysis almost exclusively on physical facility issues and not on work quality or customer input. Some contended that DoD overweighed the value of locations on DoD installations within a controlled perimeter; a consideration they contended was irrelevant to DFAS' mission. Others pointed out facilities proposed for closure despite meeting DoD force protection standards.

In addition, many claimed that the three sites selected by DoD for retention had higher operating costs than many DFAS sites proposed for closure, despite the heavy weight assigned to operating costs in computing military value scores. They also noted that operating costs, and therefore military value scores, were heavily influenced by differing costs for General Service Administration space that are irrelevant to a DFAS site's effectiveness or efficiency and something a DFAS site cannot control. Some sites claimed they provide unique services not properly factored into military value scores. Some communities raised concerns about the choice of sites with high locality pay. Many claimed that only about 10 percent to 15 percent of personnel would move, creating workforce and experience losses that would negatively affect customer service.

Some DFAS facilities had been sited to mitigate the effect of previous BRAC rounds, and their closure would be a heavy blow to communities that may not have fully recovered from previous BRAC actions. Some argued that DFAS consolidation to the Denver site on Buckley Annex makes no sense as a BRAC recommendation, because another BRAC recommendation would realign the Air Reserve Personnel Center, the site's current major tenant, to another location. Realigning DFAS personnel away from, rather than to, Denver would allow for a full closure of the property.

COMMISSION FINDINGS

The Commission identified discrepancies in the DFAS sites' military value scores, but the scores were not DoD's primary site selection driver. Instead, DoD used an optimization model to develop a best-value solution to get to the minimum number of sites. The model's primary focus was potential receiver sites with a large capacity and, in turn, personnel. The Commission acknowledges that the work of DFAS does not have to be done on military installations. The Commission found that in the out-years, DFAS' workforce will continue to decrease due to technology and efficiency improvements, and retaining DoD-owned property could be a liability to the organization. Therefore, as workload and personnel decrease, GSA property or similar types of properties will provide more flexibility for DFAS to reduce its facility footprint.

Further, the Commission found that closing the DFAS located in Denver, CO, at Buckley Annex, combined with other BRAC actions, would enable a full closure of property owned by the Air Force. The DFAS in Columbus and the DFAS in Indianapolis do not afford such an opportunity. Buckley Annex is approximately 38 acres, and DFAS occupies 78 percent of the building on the property. The Commission found that closing the Denver site would require keeping open another major DFAS site in order to retain desired anchor sites for business operations and strategic redundancy. According to DoD, the next major site in their selection process would be the DFAS in Cleveland, OH.

Last, the Commission found that DoD did not adequately consider economic impact in its decision process. The two sites that could have experienced severe impacts are Limestone, ME, and Rome, NY. Retaining these two sites will provide DFAS with needed capacity for business operations and strategic redundancy while also mitigating economic impacts.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 3, 4, and 6 and from the Force Structure Plan. Therefore, the Commission recommends the following:

Close the Defense Finance and Accounting Service (DFAS) sites at Denver, CO; Rock Island, IL; Pensacola Saufley Field, FL; Naval Station, Norfolk, VA; Lawton, OK; Naval Air Station, Pensacola, FL; Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; NAS Patuxent River, MD; Charleston, SC; Orlando, FL; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate the functions performed at these locations to the DFAS sites at Cleveland, OH; Columbus, OH; Indianapolis, IN; Limestone, ME; and Rome, NY; grow the DFAS site at Cleveland, OH, to not less than 1500 Full Time Equivalents (FTE); grow the DFAS site at Limestone, ME, to not less than 600 FTE, and grow the DFAS site at Rome, NY, to not less than 1000 FTE; maintain not less than the current FTEs at the DFAS sites at Columbus, OH, and Indianapolis, IN. Assign functions among the DFAS sites retained to provide for strategic redundancy in all critical tasks. Realign the Arlington, VA, site by relocating all functions to the remaining DFAS sites except the minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements, which will be retained in the National Capital Region.

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

JOINT BASING

RECOMMENDATION # 146 (H&SA 41)

ONE-TIME COST:	\$50.6M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$183.8M)
20-YEAR NET PRESENT VALUE:	(\$2,342.5M)
PAYBACK PERIOD:	IMMEDIATE

SECRETARY OF DEFENSE 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, Washington, DC, by relocating the installation management functions to Naval District Washington at the Washington Navy Yard, Washington, DC, establishing Joint Base Anacostia-Bolling-Naval Research Laboratory (NRL), Washington, 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, US Naval Forces, Marianas Islands, Guam.

SECRETARY OF DEFENSE 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 its mission supports operational forces, in contrast 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. It was the military judgment of the JCSG that Charleston AFB, as an installation accustomed to supporting operational forces, 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.

COMMUNITY CONCERNS

Although affected communities supported the concept of Joint Basing, several communities expressed concerns about the effect of personnel cuts on the mission, questioned DoD's process used to determine the proposed number of personnel

cuts, and expressed concern over the overall health and welfare of the bases involved. Additionally, communities argued that the “clash of cultures” and service-specific interests would impair installation management by a different service. To avoid this likely problem, some community advocates argued DoD would need to develop a common installation management approach by establishing a joint basing office in DoD to implement the new Joint Bases so that individual military services did not issue conflicting guidance and procedures. Finally, there was concern expressed that non-appropriated fund employees were not addressed specifically in the DoD recommendation.

COMMISSION FINDINGS

While the Commission supports the concept of Joint Basing strongly, it is concerned, as is GAO, that DoD must assess and remedy several issues before implementation will be successful. For instance, common terminology is lacking to define Base Operating Support (BOS) functions among the military services and OSD. The Commission concurs with the Government Accountability Office (GAO) that DoD needs an analytic process for developing BOS requirements. Also, while each military service has standards, there are no DoD-wide standards for common support functions.

Additionally, the Commission learned that DoD determined the manpower reductions through application of a formula and not deliberations among commanders of the affected installations. In other words, the manpower savings were directed rather than derived from functional analyses and manpower studies.

Finally, the Commission found that currently Naval District Washington provides non-mission related services to the Naval Research Laboratory because the Navy has centralized its installation management functions. Naval Research Laboratory (NRL) is a Secretary of the Navy Working Capital Fund Activity, so it must maintain control of laboratory buildings, structures, and other physical assets that are essential to the NRL research mission.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1 and 4 and from the Force Structure Plan. Therefore, the Commission recommends the following:

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

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, NJ.

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, 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, US Naval Forces, Marianas Islands, Guam.

The Commission found this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.

RELOCATE AIR FORCE REAL PROPERTY AGENCY (AFRPA)

RECOMMENDATION # 147 (H&SA 44)

ONE-TIME COST:	\$4.5M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$0.9M)
20-YEAR NET PRESENT VALUE:	(\$7.9M)
PAYBACK PERIOD:	5 YEARS

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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 collocating AFRPA with a related Activity, the Air Force Center for Environmental Excellence, which is also relocating to Lackland Air Force Base.

COMMUNITY CONCERNS

There were no formal expressions from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

RELOCATE ARMY HEADQUARTERS AND FIELD OPERATING AGENCIES

RECOMMENDATION # 148 (H&SA 46)

ONE-TIME COST:	\$199.9M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$23.9M)
20-YEAR NET PRESENT VALUE:	(\$122.9M)
PAYBACK PERIOD:	10 YEARS

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

No community concerns were voiced during the review and analysis process regarding this specific recommendation. All organizations visited or contacted by the analyst stated that they could perform their mission from the new location. While there were some individual issues that would require adjudication during implementation, none were of such a nature as to conflict with the move or mission performance.

Community concerns over leased space in general received by the Commission questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities.) Also, they questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004).

COMMISSION FINDINGS

The Commission found that all organizations had indicated that they could perform their mission from the new location. Individual issues requiring careful adjudication during implementation would not conflict with the move or mission performance, and none rose to the level of a substantial deviation.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

RELOCATE MISCELLANEOUS DEPARTMENT OF NAVY LEASED LOCATIONS

RECOMMENDATION # 149 (H&SA 49)

ONE-TIME COST:	\$61.8M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$18.0M)
20-YEAR NET PRESENT VALUE:	(\$164.7M)
PAYBACK PERIOD:	1 YEAR

SECRETARY OF DEFENSE 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.

SECRETARY OF DEFENSE 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.

COMMUNITY CONCERNS

Community leaders questioned DoD's security standards, stating they were unnecessarily more stringent than those developed by the Interagency Security Committee (tasked with developing and evaluating security standards for Federal facilities). Also, the communities questioned whether DoD had surveyed each facility to determine compliance and the level of compliance with the DoD security standards (or even those "less stringent" standards approved by OMB in September 2004). The communities felt BRAC was not the proper instrument to effect DoD employee relocation from leased facilities.

Advocates expressed concerns about the negative impact on operational readiness and manpower implications. They argued the current "scattered" arrangement of leased office space makes more strategic sense than does concentration, that relocation will disrupt synergies with other agencies of the Federal Government and the Pentagon, and, finally, that leased space is better able to accommodate contingency, mobilization, surge, and future total force requirements than its alternative, military construction. Similarly, communities claimed their quality of life could be reduced because of transportation

problems such as increased traffic, lack of public transportation, and increased commuting times, with the attendant issues of air pollution and increased fuel consumption.

However, there were no formal expressions relating directly to Navy leased locations from the community.

COMMISSION FINDINGS

The Commission found no reason to disagree with the recommendation of the Secretary of Defense. While the Department did not assess individual buildings for force protection compliance or review individual leases, enough empirical data support moving DoD personnel from leased locations to force-protected locations. While the Commission approved the Secretary's recommendation, it also included a technical change to conform to DoD's stated intent to close 214191 Great Mills Road and 21535 Pacific Drive, leased installations in Lexington Park, MD, and relocate Naval Air Systems Command offices to Naval Air Station Patuxent River, MD.

COMMISSION RECOMMENDATIONS

The Commission found the Secretary's recommendation consistent with the final selection criteria and the Force Structure Plan. Therefore, the Commission approves the recommendation of the Secretary.

JOINT MEDICAL COMMAND HEADQUARTERS

RECOMMENDATION # 198 (ADD)

ONE-TIME COST:	\$106.2M
ANNUAL RECURRING COSTS/(SAVINGS):	(\$32.9M)
20-YEAR NET PRESENT VALUE:	(\$316.3M)
PAYBACK PERIOD:	2 YEARS

SECRETARY OF DEFENSE RECOMMENDATION

None. The Secretary's proposed list submitted on May 13, 2005, did not include these facilities. They were added by the Commission on July 19, 2005, for further consideration.

SECRETARY OF DEFENSE JUSTIFICATION

None.

COMMUNITY CONCERNS

Northern Virginia argued closure of leased space is outside the purview of the Commission and that the TRICARE Management Activity and Office of the Army Surgeon General should remain in place. They asserted current employees would leave rather than move or commute excessive distances.

The District of Columbia argued medical commands should consolidate at Bolling AFB, the site of the Air Force Surgeon General's Office, which is close to the Pentagon and Capitol Hill, and meets force protection standards.

COMMISSION FINDINGS

The Commission recognizes the importance of promoting jointness in Medical Command Headquarters, and found substantial military value and cost savings in the proposed collocation of stand-alone military headquarters, such as the Potomac Annex, DC, and multi-location headquarters such as the Office of the Air Force Surgeon General at Bolling AFB, DC, and Skyline Lease Space, VA. The Commission decided to realign the Potomac Annex, DC, to enable the flag officer housing to remain intact. The Commission acknowledges the community concern that existing leased space meeting force-protection requirements or Bolling Air Force Base could be viable locations for the new Medical Command Headquarters. The Commission believes that the National Naval Medical Center Bethesda, MD, is also a potential site that should not be

overlooked during implementation. As a result, the Commission recommendation would collocate a Medical Command Headquarters in the National Capital Region to a single force-protected installation determined by the Secretary. Moreover, DoD is directed to consolidate common support functions in order to maximize efficiencies and enhance jointness.

COMMISSION RECOMMENDATIONS

The Commission found that the Secretary of Defense deviated substantially from final selection criteria 1, 2 and 4, as well as from the Force Structure Plan. Therefore, the Commission recommends the following:

Realign the Potomac Annex, DC. Realign Bolling Air Force Base, DC. Realign Skyline, leased space in Falls Church, VA. Collocate the Navy Bureau of Medicine, Office of the Surgeon General of the Air Force, the Air Force Medical Operating Activity, and the Air Force Medical Support Activity, Office of the Secretary of Defense (Health Affairs), Tricare Management Activity, Office of the Army Surgeon General and US Army Medical Command to a single, contiguous site that meets the current Department of Defense Anti-Terrorism Force Protection standards for new construction at either the National Naval Medical Center, Bethesda, MD, Bolling Air Force Base, DC, or federally owned or leased space in the National Capital Region and consolidate common support activity.

The Commission found that this change and the recommendation as amended are consistent with the final selection criteria and the Force Structure Plan. The full text of this and all Commission recommendations can be found in Appendix Q.