



# U.S. Army Garrison-Miami — at a glance

**Mission:** Provide quality installation support services, infrastructure and force protection to U.S. Southern Command, Special Operations Command South, supporting tenant units, their Service Members, Families and Civilians; to support the Combatant Command's mission readiness.

**Vision:** A well-trained and flexible workforce with resources and facilities to provide quality services.

**Motto:** "Serve and Support!"



- ❖ Miami was selected as the home for SOUTHCOM because of the City's links to the 31 countries and 16 dependencies and areas of special sovereignty that make up the Command's area of responsibility
- ❖ Headquarters ribbon cutting on Dec. 17, 2010; Cost: \$402 million
- ❖ Workspace: 654,000 square-feet
- ❖ 45,000 sq.ft. Conference Ctr. hosts activities with partner nations and U.S. Gov. agencies.

- ❖ Built in a partnership with Florida, Miami-Dade County and the City of Doral, the HQ is on leased State land through Dec. 31, 2055
- ❖ State-of-the-art communication and collaboration tools
- ❖ In Feb 2018, USAG-Miami began support services to Special Operations Command – South, and managing 238,000 sq. ft. of facilities on 89 acres in Homestead FL
- ❖ Category 5 hurricane-rated facility



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- 1 USAG-Miami Customer Services
- 2 Garrison Fitness Center/Outdoor Fitness
- 3 Mail and Distribution Center
- 4 Child Development Center
- 5 USANEC Warehouse
- 6 U.S. Southern Command Headquarters
- 7 Conference Center of the Americas
- 8 Marine Corps Forces South
- 9 Army Health Clinic
- 10 Army and Air Force Exchange Shopette
- 11 Logistics Readiness Center-Miami
- 12 410th CSB - Regional Contracting Office

- 13 HQ, SOCSOUTH
- 14 HQ, SOCSOUTH Motor Pool
- 15 Building 736 — SOCSOUTH
- 16 Building 741 — SOCSOUTH
- 17 Green — Protected Species Habitat
- 18 Bldg 560 — SOCSOUTH
- 19 Bldg 153 — SOCSOUTH
- 20 482d Fighter Wing/HARB Hq
- 21 SOCSOUTH
- 22 Falcon's Nest

- 23 Naval Operations Support Center
- 24 USCG District 7 Hq
- 25 Army Recruiting Bn / MEPS
- 26 Coast Guard Station Miami Beach
- 27 USCG Air Station Miami (Opa-Locka)
- 28 Army Reserve Center
- 29 JIATF-S
- 30 Naval Air Station Key West

## INSTALLATION FACTS

**Total Acreage:** 144 (55 in Miami + 89 HARB)  
**Total Building Space:** (Sq. Ft.): 676k in Miami & 237k in Homestead (incl. leased sp.)  
**Total Leased Space:** (Sq. Ft.): 20k in Miami & 103k in Homestead  
**Family Quarters Units:** N/A  
**Family Quarters Leased:** Off-Post: 10 units (K&E Sr. Leaders) + 20 (FH)  
**Unaccompanied Jr. Enlisted Leased Off-Post:** Authorized max of 50  
**Total Base Population:** 2511  
**Economic Impact:** Leases, payroll, contracts, supplies and utilities total – \$179.2 million  
 Partnerships with the City of Doral Parks and Recreation and Miami-Dade County for services such as use of local Parks and Aquatics Centers, free participation in Sports Leagues, free Race registrations, etc.  
*Sources: Army HQIIS Real Property Inventory and USACE Official Lease Instruments, and Army Stationing and Installation Plan.*

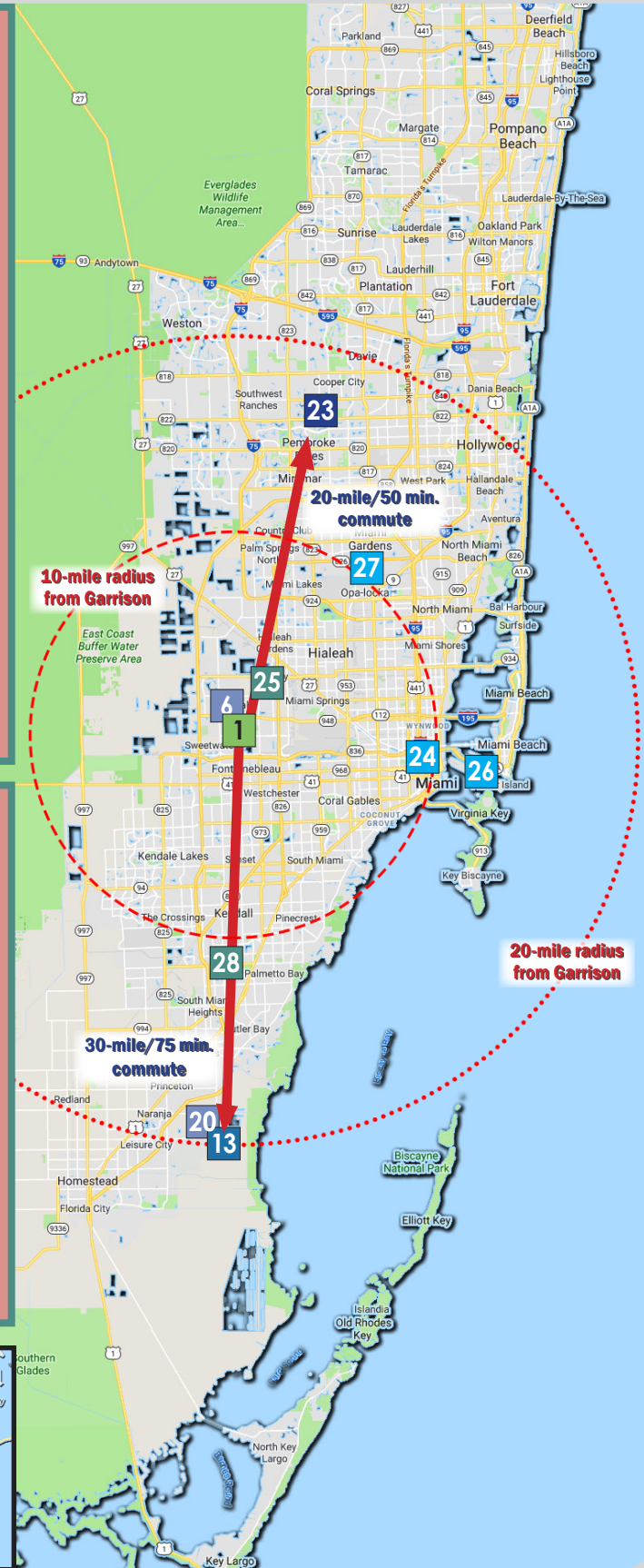
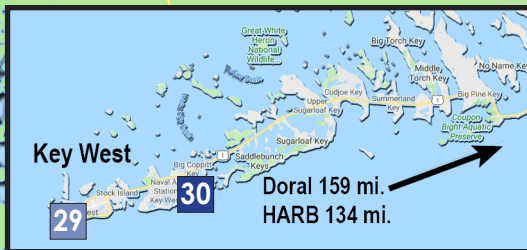
## CHAIN OF COMMAND

General Laura J. Richardson, USA, Commander, U.S. Southern Command, is the USSOUTHCOM Commander.

Major General Scott A. Jackson, USA, Chief of Staff, U.S. Southern Command, is the Senior Commander providing guidance, directives and oversight relative to the U.S. Army Garrison-Miami mission.

Brenda Lee McCullough, Director, IMCOM Readiness, responsible for the management of 24 Army Garrisons.

Lawrence O. Kilgore, Acting Garrison Manager and senior civilian for USAG-Miami, responsible for governance of the garrison operations.



<http://www.southcom.mil/usag-miami>



# By the numbers: Delivering Quality Customer Service

## U.S. Army Garrison-Miami and U.S. Southern Command Phone Numbers and Useful Websites

Newcomers Website	<a href="https://www.southcom.mil/Newcomers/">https://www.southcom.mil/Newcomers/</a>	INTERACTIVE CUSTOMER EVALUATION (ICE)	<a href="http://ice.disa.mil/index.cfm?fa=site&amp;site_id=628">http://ice.disa.mil/index.cfm?fa=site&amp;site_id=628</a>	RAPIDS (ID Card) Appointments:	<a href="https://idco.dmdc.osd.mil/idco/">https://idco.dmdc.osd.mil/idco/</a>
USAG-Miami Website	<a href="https://www.southcom.mil/USAG-Miami/">https://www.southcom.mil/USAG-Miami/</a>	Visual Information Services - DA Photos	<a href="http://vios-east.army.mil">http://vios-east.army.mil</a>	TEAM SOUTHCOM Servicemember & Family Readiness Group	<a href="https://www.facebook.com/groups/TEAMSOUTHCOM/">https://www.facebook.com/groups/TEAMSOUTHCOM/</a> E-mail: <a href="mailto:1teamsouthcom@gmail.com">1teamsouthcom@gmail.com</a>
SOUTHCOM Website	<a href="https://www.southcom.mil/">https://www.southcom.mil/</a>	Family and Morale, Welfare & Recreation	<a href="https://miami.armymwr.com/">https://miami.armymwr.com/</a>	SOC SOUTH Servicemember & Family Readiness Group	<a href="https://www.facebook.com/groups/SOC SOUTHFRG/">https://www.facebook.com/groups/SOC SOUTHFRG/</a>
SOC SOUTH Website	<a href="https://www.socom.mil/Pages/socsouth.aspx">https://www.socom.mil/Pages/socsouth.aspx</a>	Directorate of Public Works E-mail	<a href="mailto:usarmy_miami.usag.mbx.dpw-work-orders-request@mail.mil">usarmy_miami.usag.mbx.dpw-work-orders-request@mail.mil</a>	Child Development Center Parent Advisory Council (meets 1/Qtr, parent meetings monthly)	
MARFORSOUTH Website	<a href="http://www.marforsouth.marines.mil/">http://www.marforsouth.marines.mil/</a>	US Coast Guard District 7	<a href="http://www.atlanticarea.uscg.mil/Our-Organization/District-7/">http://www.atlanticarea.uscg.mil/Our-Organization/District-7/</a>		
Army Health Clinic SOUTHCOM	<a href="https://www.southcom.mil/Military-and-Family-Services/Army-Health-Clinic-SOUTHCOM/">https://www.southcom.mil/Military-and-Family-Services/Army-Health-Clinic-SOUTHCOM/</a>	SOUTHCOM Intranet	<a href="https://intranet.ent.southcom.mil/">https://intranet.ent.southcom.mil/</a>		
My Florida (State Website)	<a href="http://www.myflorida.com/">http://www.myflorida.com/</a>	Homestead Air Reserve Base	<a href="http://www.homestead.afrc.af.mil/">http://www.homestead.afrc.af.mil/</a>		
Miami-Dade County Website	<a href="https://www.miamidade.gov/home/">https://www.miamidade.gov/home/</a>	Family and Morale, Welfare & Recreation FB	<a href="https://www.facebook.com/miamifmwr/">https://www.facebook.com/miamifmwr/</a>		
Broward County	<a href="http://www.broward.org/Pages/Welcome.aspx">http://www.broward.org/Pages/Welcome.aspx</a>	Conference Center of the Americas (CCA)	<a href="https://www.southcom.mil/Military-and-Family-Services/Conference-Center-of-the-Americas/">https://www.southcom.mil/Military-and-Family-Services/Conference-Center-of-the-Americas/</a>		
Monroe County	<a href="http://www.monroecounty-fl.gov/">http://www.monroecounty-fl.gov/</a>	Housing Services	<a href="https://www.housing.army.mil/#pg=post&amp;sp=welcome">https://www.housing.army.mil/#pg=post&amp;sp=welcome</a>		
Palm Beach County	<a href="http://discover.pbcgov.org/Pages/default.aspx">http://discover.pbcgov.org/Pages/default.aspx</a>	Army One Source	<a href="https://www.myarmyonesource.com/default.aspx">https://www.myarmyonesource.com/default.aspx</a>		
City of Miami	<a href="http://www.miamigov.com/home/">http://www.miamigov.com/home/</a>	National Hurricane Center	<a href="http://www.nhc.noaa.gov/">http://www.nhc.noaa.gov/</a>		
City of Doral	<a href="https://www.cityofdoral.com/">https://www.cityofdoral.com/</a>	City of Homestead	<a href="https://www.cityofhomestead.com/">https://www.cityofhomestead.com/</a>		

Defense Switched Network (312) 567-####, Commercial (305) 437-####	Child Development Center Director	x1264	Employment Readiness	x2409	Transportation Officer	x1727	SOUTHCOM Chaplain's Office	x1024
	CDC Registration	x2251	Financial Management	x1144	Travel Assistant	x1966	SOUTHCOM Protocol	x2368
	Chief of Guards	x1312	Family Advocacy / EFMP	x2645	Van Pool Manager	x2900	School Liaison Officer	x2633
	Civilian Personnel Liaison	x0636	Financial Readiness	x2653	Mail Room	x0404	Suicide Prevention Training	x2932
EMERGENCY (DA Police)	Clinic (SOUTHCOM)	x1148/1970	Fitness Center Main Desk	x0123/0124	Medical Appointments	x1178/1148	Support Agreement Manager	x2460
Local Police	Cleaning/Custodial Issues	x1740	Fitness Center Manager	x1682	Military One Source	1-800-342-9467	Survivor Outreach Services	x2178
Security Desk Sergeant	Community Recreation Supv.	x1826	Functional Fitness Coordinator	x1152	Military Crisis Line	800-273-TALK, 1	Suspicious Activity	x2347
SHARP 24/7 Hotline (Local)	Community Relations (COMREL)(SC PAO)	x3867	Food Court	(305) 471-5112	Military Personnel, Navy & Coast Guard	x1261	Telephone Support	x1919
DOD Sexual Assault Hotline Number	Computer Help Desk	x1234	Garrison Legal Office	x1734	Military Personnel, Marines	x1997	Test Control Officer	x1959
Emergency Personnel Locator (RedSwitch)	Conference Center of the Americas	x0604	Garrison Deputy Manager	x2631	Military Personnel, Air Force	x1992/2176	Transportation Officer	x1727
Suicide Prevention Hotline	Contract Specialist	x1763	Garrison Executive Officer	x3560	Military Personnel, Army	x1717	Transition Assistance Program	x1717
Hurricane Hotline	Contracting Director (410th RCO)	x3575	Garrison Manager	x1700	Newcomers Website / Placemat	x1284	TriCare Information	1-800-445-5445
HELP!	Customer Service Representative	x2643	GFOQ Housing	x2670	Operations (Garrison)	x2222	Network Enterprise Center Cdr	x1900
I received a harrasing phone call	Child, Youth and School Services Coordinator	x2225	GVS Technical Issues	x2996	Paralegal	x1734	USANEC Deputy Commander	x1901
There is suspicious activity going on	CYS Parent Central	x2251	Hqtr. Building East (Parking) Guard Post	x1477	Parent Central	x2633	USANEC Operations	x1913
My computer doesn't work	DA Photographer	x3917	Hqtr. Building West (Courtyard) Guard Post	x1478	Passport Agents	x2750/2751	VA Hospital Main Operator	305-575-7000
I need VTC support	DEERS Enrollment	x0900/2718	Headquarters Commandant	x3285	Pharmacy	x1749/1755	VA Suicide Prevention	305-575-7000, 7
I need custodial assistance (spills)	Desk Sergeant	x2347	Headquarters First Sergeant	x3818	Photographer (Official/DA/Command)	x3917	Visas and Official Passports	x2750/2751
There is a light out/sink clogged	Dispensary	x1749/1755	Headquarters Operations NCO	x1576	Physical Security	x2125	VI Photo Lab	x3917
There is a door/lock/elevator broken	Drug Testing	x1744	Health Care Advisor	x1308/1394/2152	Plans, Analysis and Integration	x1960	USANEC Graphics	x1731
It's too hot or too cold	EAP/Suicide Prevention	x2932	Household Goods	x1967	Postal Operations Specialist	x2191	Visitor Control Center	x3484/3483
The power went out/breaker tripped	Education Counselor	x3292/1959	Housing Manager	x2636	Public Affairs Office (SOUTHCOM)	x1213	VTC Support	x1871
The media is asking questions	Education Customer Services	x2287	Housing Specialist	x2664	Public Works Director	x1363	Webmaster (SOUTHCOM)	x1207
Anti-Terrorism Officer	Equal Opportunity (EO) Advisor (210)295-6295	x0261	Human Resources Director	x1940	Management Specialist	x1742	Mailing Address: 9301 NW 33rd St. Doral, FL 33172	
Army Community Services Director	Equal Employment Opportunity (EEO) Advisor	x1826	ICE Comment POC	x1960	General Engineer	x2230		
AAFES Shopette	Emergency Financial Assistance	x2653	ID Cards/DEERS	x2718	Mechanical Engineer	x3518		
Barber Shop	Emergency Manager	x2570	Inspector General	x3204	Electrical Engineer	x3521		
Kitchen Patrol (KP) 305	Emergency Services Director	x2175	Internal Review	x2682	Engineering Technician	x1739		
Army Substance Abuse Program Manager	DES Admin Assistant	x2194	Language Lab	x1517	Work Order Help Desk	x1740		
Admin Assistant	Security Supervisor	x2125	Legal Assistance	x1952	Chief, Business Operations	x2520		
Drug Testing Coordinator	Gate #1 (Employee/East Gate - near 87th Ave.)	x3607	Logistics Readiness Center Director	x2634	SOC SOUTH DPW Team	(786) 415-2069		
Substance Abuse Prevention	Gate #2 (Visitors/West Gate - near 97th Ave.)	x1297	Chief, Supply & Services	x2700	Environmental Compliance Specialist	x3494		
Badging Office (in Garrison Bldg entrance)	HQ Building DV Entrance Guard Post	x1465	Central Receiving & Distribution Pt. (CRDP)	x2713	Resource Manager	x2683		
Barber Shop	HQ Building East (Parking) Guard Post	x1477	Fleet Manager	x1713	Retirement Services Counselor	x1717		
Budget Officer	HQ Building West (Courtyard) Guard Post	x1478	Household Goods	x1967	Safety Officer	x1143		
CCA Front Desk	Employee Assistance Coordinator	x2932	Operations	x2658	Security (Access Badges)	x2033		
Central Issue Facility (8900 NW 35th Lane)	Engineer Tech	x1740	Chief, Plans and Operations Division	x2699	Security Officer (Garrison)	x1183		
Central Receiving Point (8900 NW 35th Lane)	Family & MWR Director	x2720	Property Book Officer	x2703	SHARP (SAPR)	x2734		
Chaplain (SOUTHCOM)	Administrative Mgmt. Spec	x3149	Supply Manager	x2824	SOUTHCOM Joint Operations Center	x3716		



## Permanent Housing Enabling Readiness and Quality of Life

### Current Assessment:

- Junior/Mid-grade servicemembers are priced out of Doral and forced >= 20 miles
- Doral Rent 15% more than broader two-county area that sets BAH rates
- All reasonable commutes include toll roads, \$500-\$1500 per year
- Servicemembers pay 3 months rent up front in local market
- Operational risks from inability to house key and essential personnel close to HQ
- Housing Market Analysis (HMA) validated need for 207 Family Housing Units and 132 Unaccompanied Housing Spaces

**Concept:** Provide military housing on FAA site in Doral through Army Residential Communities Initiative (RCI) Small Installation Privatization Initiative (SIPI) project that privatizes existing housing at seven other small installations to provide privatized housing in Miami up to our FY26 HRMA requirement.



- Milestones:**
- FY21, Army approved a Small Installation Privatization Initiative (SIPI) project.
  - FAA land adjacent to USAG-Miami in Doral
  - Includes Family and Unaccompanied Housing
  - Partner Selected, Congress Noticed Mar 22
  - Implementation Agreement by 3rd Qtr of FY23
  - Privatized Housing Construction FY23-25
  - Projected Beneficial Occupancy Summer FY25

## We provide 39 of the 56 BASOPS Services: Interactive Customer Service (ICE) Rating of 96% (FY21)

<b>Human Resources</b> <b>Military Personnel Services</b> <b>Identification Cards</b> <b>Retiree Services</b> <b>Passports and Visas</b> <b>Transition Assistance Program</b>	<b>Substance Abuse / EAP</b> <b>Continuing Education Services</b> <b>Administrative Management</b> <b>Family and Morale, Welfare &amp; Recreation</b> <b>Child and Youth Services</b>	<b>Child Development Center</b> <b>School Liaison</b> <b>After School Care</b> <b>Fitness Center - Indoor/Outdoor</b> <b>Army Community Service</b> <b>Relocation Readiness</b>	<b>Survivor Outreach Services</b> <b>Sexual Harassment and Assault Prevention</b> <b>Financial Readiness</b> <b>Exceptional Family Member Program</b>	<b>Family Advocacy</b> <b>Physical Security</b> <b>Installation Access Control</b> <b>Visitor Control Center</b> <b>Public Works</b> <b>Infrastructure, Utilities, Municipal, Environment</b> <b>Leased Unaccompanied &amp; Family Housing</b> <b>Housing Services Office (Off-post referral)</b> <b>Installation Management</b> <b>Legal Services</b> <b>Equal Employment</b>	<b>Opportunity</b> <b>Installation Safety &amp; Occupational Health</b> <b>Internal Review</b> <b>Management Analysis</b> <b>Resource Management</b> <b>Operations</b> <b>Anti-Terrorism Services</b> <b>Installation Physical Security Prog. Mgmt. Spt.</b> <b>Emergency Management</b> <b>Official Photos and Photographic Support</b>
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Force Protection Condition

# BRAVO

Increased Threat

Force Protection Condition

# ALPHA

General Threat

Hurricane Condition

# HURCON 5

1 June - 30 November

### Take-Aways from USAG-Miami:

**Housing:** We are working hard to provide a stable housing situation that meets the needs of the Senior Commander and tenant units in a dynamic area where high upfront costs, speculation by external investors, climate change and other factors all affect housing and transportation costs.

**Locality Pay/BAH/COLA:** The diverse cultures, neighborhoods and availability of Miami housing is both a resource – and a challenge.

**Commute Distance:** High costs in Doral equal long commute times for much of our workforce.

**Domestic Leasing:** Is an extremely inefficient, ineffective and manpower intensive method of providing military housing – particularly for a DoD Special Command Position with representational and High Risk Personnel (HRP) security requirements.