HEADQUARTERS AND SUPPORT ACTIVITIES

JOINT CROSS SERVICE GROUP

Volume VII

FINAL

BRAC 2005

REPORT

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700

MAY 10 2005

MEMORANDUM FOR SECRETARY OF DEFENSE

FROM: Chairman, Headquarters and Support Activities Joint Cross-Service Group

SUBJECT: 2005 Base Realignment and Closure Recommendations

References: (a) Defense Base Closure and Realignment Act of 1990, Section 2903 (c)(5)

(b) Secretary of Defense Memorandum, "Transformation Through Base Realignment and Closure Memorandum" dated 15 November 2002

Enclosed is the Headquarters and Support Activities Joint Cross-Service Group (JCSG) Base Realignment and Closure (BRAC) Report for BRAC 2005, as required by Section 2903(c)(5) of the Defense Base Closure and Realignment Act of 1990, as amended. I certify that the information contained in this report is accurate and complete to the best of my knowledge and belief. I look forward to working with the Commission as our recommendations proceed through the BRAC process.

Donald C. Tison
Chairman
Headquarters and Support Activities
Joint Cross-Service Group

Table of Contents

HEADQUARTERS AND SUPPORT ACTIVITIES JOINT CROSS SERVICE GROUP (HSA JCSG) FINAL REPORT

I. Executive Summary

The Secretary of Defense established the Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) to address Base Realignment and Closure (BRAC) implications for common business-related functions and processes across the Department of Defense, Military Departments (MILDEPs) and Defense Agencies. The JCSG had no counterpart in previous BRAC rounds and therefore was charged with defining appropriate functions and sub-functions for analysis. The JCSG has six members representing the four services, OSD and the Joint Staff. Functions and sub-functions were analyzed by three subgroups: the Geographic Clusters and Functional (GC&F) Subgroup (Air Force lead), the Mobilization Subgroup (Marine Corps lead) and the Major Administration and Headquarters (MAH) Subgroup (Navy lead). The JCSG was chaired by the Army member. The GC&F Subgroup analyzed the common functions of Financial Management, Communications/Information Technology, Personnel Management, Corrections, Installation Management, and selected Defense Agencies. The Mobilization Subgroup analyzed the function of Joint Mobilization. The MAH Subgroup analyzed all Headquarters located within 100 miles of the Pentagon (the "DC Area"), selected Headquarters outside the 100-mile radius, and common support functions (Headquarters back-shop functions). Analyses resulted in the development of 21 BRAC recommendations. Implementation of recommendations will vacate 65% of the leased space in the National Capitol Region (NCR) and relocate about 17,000 personnel, including contractors, from the NCR; both vastly improving the Department's force protection posture. About 60% of the 21 recommendations consolidate components of headquarters and/or functions, resulting in significant reductions in personnel and footprint.

The HSA JCSG was responsible for a comprehensive review of assigned functions, evaluation of alternatives, and development and documentation of realignment and closure recommendations for submission to the Secretary of Defense. In developing its analytical process, the JCSG established internal policies and procedures consistent with: Department of Defense (DoD) policy memoranda, Force Structure Plan and installation inventory; BRAC selection criteria; and the requirements of Public Law 101-510 as amended.

Guided by the following principles - improve jointness; eliminate redundancy, duplication and excess capacity; enhance force protection; exploit best business practices; increase effectiveness, efficiency and interoperability; and reduce costs - the HSA JCSG plan of action was to establish the scope of effort and responsibility, conduct an inventory and use capacity analysis to narrow the focus to maximize results. Section III a. and Appendix A. of this report detail capacity analysis, which reflects excess capacity in each functional area reviewed by the JCSG. This analysis facilitated compilation of target lists for Military Value (MV) analyses.

Military value was a primary consideration in development of recommendations and the vehicle by which Selection Criteria 1 – 4 were evaluated. HSA JCSG developed quantitative methods to assess the MV of headquarters, organizations and activities performing assigned functions at current locations. Eleven scoring plans were initially developed by the JCSG and approved by the Infrastructure Steering Group (ISG) for use in MV analyses. Further refinement in the JCSG's scope reduced the final number of scoring plans to seven. Throughout the process MV scoring plans were reviewed, and updated as necessary, to ensure quantitative results were robust, fair, and able to differentiate between the entities in the model. Details of the Group's MV analyses can be found in Section III b. and Appendix B. of this report.

The initial MV analyses results served as the starting point for scenario development. Scenarios were constructed with MV as a primary consideration. Results of optimization, consideration of the overarching HSA JCSG strategy and military judgment all contributed to the family of strategy-driven, data-verified scenarios the JCSG brought forward to its members for deliberation. The three HSA JCSG subgroups generated 204 ideas which generated 194 proposals; 117 of these proposals were fully analyzed (Criteria 1 – 8) as scenarios. Fifty scenarios were approved by the members and forwarded to the ISG as Candidate Recommendations (CRs). Forty-seven HSA JCSG CRs were approved by the ISG and the Infrastructure Executive Council (IEC); three were disapproved. Nine of these CRs were completely or partially integrated with the CRs of MILDEPs and other JCSGs; the remaining CRs were consolidated within the HSA JCSG resulting in the 21 recommendations listed below:

HSA-0010R	Establish Joint Bases
HSA-0018	Consolidate Defense Finance and Accounting Service
HSA-0031	Consolidate Civilian Personnel Offices
HSA-0045R	Consolidate DISA Components
HSA-0047R	Consolidate Missile and Space Defense Agencies
HSA-0053R	Consolidate OSD, Defense Agency and Field Activity Leased Locations
HSA-0065	Consolidate Army Test and Evaluation Command
HSA-0069	Consolidate Army Leased Locations
HSA-0071	Create Agency for Media and Publications
HSA-0078R	Consolidate DoN Leased Locations
HSA-0092R	Relocate Army Headquarters from the National Capital Region (NCR)
HSA-0099	Co-locate Defense/MILDEP Adjudication Activities
HSA-108R	Co-locate MILDEP Investigation Agencies with Consolidated Counterintelligence Field Activity/Defense Security Service
HSA-0109	Consolidate Defense Commissary Agency
HSA-0114	Consolidate TRANSCOM
HSA-0122R	Relocate Air Force Real Property Agency
HSA-0130	Relocate Navy Education and Training Center
HSA-0132R	Consolidate USAF Leased Locations
HSA-0133	Create Joint Mobilization Sites
HSA-0135	Create Joint Corrections Enterprise
HSA-0145	Create Human Resources Centers

These recommendations are discussed in detail in Section IV of this report.

Integration resulted in the transfer of six complete and two partial CRs to the MILDEPs and of one partial CR to the Medical JCSG to facilitate closure recommendations. Those transferred include:

HSA-0006 Create Army Human Resources Center (Personnel & Recruiting) at Fort Knox (Accessions Command portion facilitates Army closure of Fort Monroe)
HSA-0007 Create Navy Human Resources Center (Personnel & Recruiting) at Millington, TN (Facilitates Department of the Navy (DoN) closure of NSA New Orleans)
HSA-0041 Relocate Navy Reserve to NSA Norfolk, VA (Facilitates DoN closure of NSA New Orleans)
HSA-0057 Relocate TRADOC to Fort Eustis, VA (Facilitates Army closure of Fort Monroe)
HSA-0077 Consolidate and Co-locate Army Installation Management Agency and Service Providers to Forts Eustis, Knox and Sam Houston (Facilitates Army closure of Forts Monroe and McPherson)
HSA-0120 Relocate MARFORRES and MOBCOM to JRB New Orleans (Facilitates DoN closure of NSA New Orleans and MCSA Kansas City)
HSA-0124 Realign Fort McPherson by relocating FORSCOM to Pope AFB (Facilitates Army closure of Fort McPherson)
HSA-0128 Realign Fort McPherson by relocating USA Reserve Command to Pope AFB (Facilitates Army closure of Fort McPherson)
HSA-0141 Relocate Air Force Center for Environmental Excellence (AFCEE) and Air Force Real Property Agency to Lackland AFB (AFCEE piece only) (Facilitates Medical JCSG closure of Brooks City Base)

In addition, the HSA JCSG acquired three CRs from two other JCSGs as follows:

Tech- 0047 was integrated with **HSA-0046** to form **HSA-0045**, Consolidate DISA Components.
Tech- 0018C was integrated with **HSA-0047** to form **HSA-0047R**, Consolidate Missile and Space Defense Agencies.
Intel-0013 was integrated with **HSA-0108** and **HSA-0131** to form **HSA-0108R**, Co-locate MILDEP Investigation Agencies with consolidated Counterintelligence Field Activity/Defense Security Service.

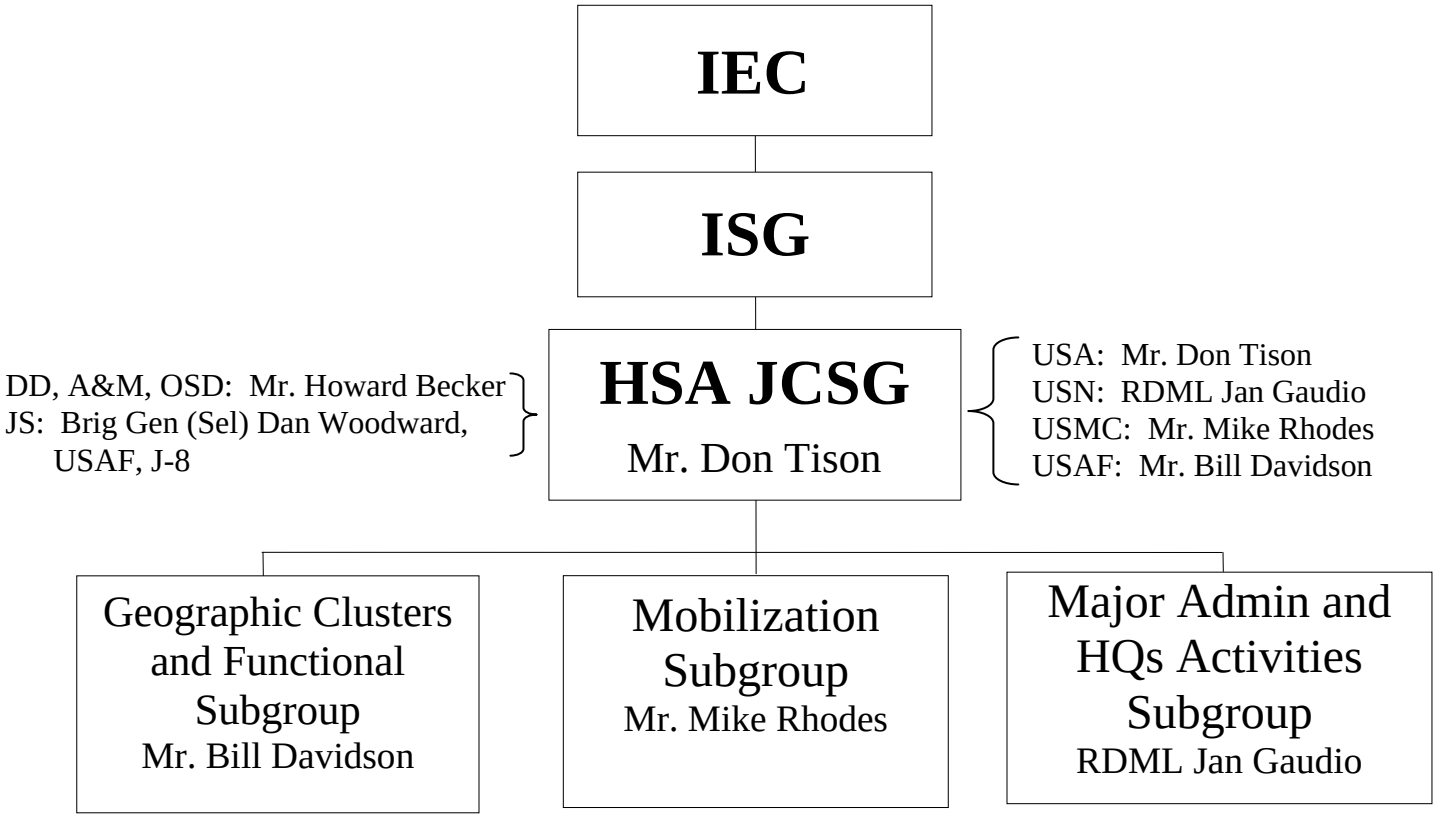
The three HSA-JCSG CRs disapproved by the IEC include:

HSA-0050 Co-locate US Army Pacific with PACFLT and PACAF (facilitated the closure of Fort Shafter)
HSA-0058 Relocate SOUTHCOM Headquarters
HSA-0115 Co-locate MILDEP and DoD Medical Activities

II. Organization and Charter

a. Functional Organization

Functions and sub-functions were analyzed by the HSA JCSG, organized as depicted below.



- Installation Management Team
- Communications/IT Team (deleted from scope)
- Personnel and Corrections Team
- Financial Management Team

- Maj Admin/HQs beyond DC Area Team
- Maj Admin/HQs in DC Area Team
- Common Support Functions

b. Functions Evaluated

The HSA JCSG had no counterpart during the BRAC actions of 1991, 1993 and 1995. Consequently, the selection of functions for review and development of the associated scopes of analysis were unprecedented. Using guiding principles and the broad strategy of improve jointness; eliminate redundancy, duplication and excess physical capacity; enhance force protection; increase effectiveness, efficiency and interoperability; and exploit best business practices, functions (activities) were placed initially into three tiers to aid in evaluation.

Top Tier - Activities have obvious potential for significant payoff, in terms of footprint (facilities) reduction, and were the primary focus of the HSA JCSG.

Middle Tier - Activities have excellent potential for significant payoff. Capacity analysis may reveal where to best focus efforts within each activity.

Lower Tier - Activities were eliminated or passed to the MILDEPs for an appropriate level of review. Initial analysis of lower tier activities revealed questionable potential for significant footprint reduction.

The HSA JCSG's review of scope was an iterative process by which the middle tier was eventually eliminated as final scope refinements were agreed to by JCSG members and the ISG. Those functions initially placed in the middle tier were moved either to the upper or lower tiers. Once established, all top tier functions were fully analyzed. A final accounting of functions follows:

(1) DC Area (defined as 100-mile radius of the Pentagon). Footprint analysis of all activities with the exception of intelligence agencies; headquarters functional analysis of the 13 Defense agencies assigned to this JCSG per ISG memoranda of 30 Jul 03; DoD field activities and activities performing common headquarters, administration and business related functions. (Defense Commissary Agency (DeCA) is included although DeCA headquarters are located outside of the DC Area.) The footprint analysis reviewed the utilization of facilities, leased and owned, with the intent to rationalize the organization's presence within the DC area. Identification of excess physical capacity throughout the DC area revealed significant potential to co-locate/consolidate activities and eliminate facilities.

In addition to reviewing the common headquarters, administration and business related functions of assigned Defense agencies. HSA JCSG reviewed all mission- related functions of the Defense Finance and Accounting Service (DFAS), Defense Security Service (DSS), and the Pentagon Force Protection Agency (PFPA). This represents a reduction in original scope. On 4 Mar 04, HSA JCSG members determined that the dispersed nature of operations; small management cadres; commercial nature of business lines; organizational size; finite scope of oversight responsibilities, and/or linkages to foreign governments and other Federal agencies argue for mission-related functional status quo at DeCA, the Defense Contract Audit Agency (DCAA), the Defense Legal Services Agency (DLSA) and the Defense Security Cooperation Agency (DSCA). Additionally, the DeCA mission will be impacted by BRAC 05 as a result of installation closures and realignments. HSA JCSG continued to review common headquarters, administration and business related functions at these agencies.

(2) Geographic Clusters (geographic areas of robust DoD concentration). Footprint and functional analyses of installation management activities within geographic clusters. This included evaluation of installations with shared boundaries. Analyses of installation management functions and activities in the DC area are accounted for in (1) above.

(3) Administrative and Command and Control (C2) Headquarters outside the DC Area. Footprint analysis of combatant commands, service component commands and supporting activities (COCOMs, SCCs and Supporting Activities); Reserve Component headquarters; and recruiting headquarters commands for possible co-location or relocation.

(4) Defense Finance and Accounting Service (DFAS) Central and Field Operating Sites. Footprint and functional analyses included DFAS activities within the United States at 26 locations encompassing 30 different functional areas. Business process review considering the combining of business line functions, as well as administrative/staff functions, created significant potential to reduce the size of DFAS's overall footprint and number of locations. Additionally, the study results include personnel/workload relocated to DFAS as defined in Defense Management Initiative Decision (MID) 914, dated 18 October 2004. MID 914 directs consolidation at DFAS of the residual accounting and finance operations from Washington Headquarters Services (WHS), Defense Threat Reduction Agency (DTRA), and Department of Defense Education Activity (DoDEA).

(5) Corrections Activities. Footprint and functional examination of multiple Level I (confinement less than 1 year), II (less than 5 years confinement), and III (greater than 5 years confinement and as determined by specific crimes) correctional facilities yielded opportunities to transfer prisoner load to the Federal Bureau of Prisons and the consolidation of activities within the DoD corrections enterprise structure.

(6) Local Non-DFAS Finance and Accounting (F&A). Footprint and functional analyses verified that all local non-DFAS F&A activities reviewed complied with Defense Management Report Decision (DMRD) 910 except the following three organizations: WHS, DTRA and DoDEA. DMRD 910, dated 13 December 1991, mandated DFAS (1) capitalize finance and accounting functions of the DoD Components by October 1, 1992, (2) immediately assume responsibility for all finance and accounting regionalization/consolidation efforts through the Department, and (3) establish an implementation group, with senior representatives from the DoD Components, to develop an implementation plan for submission to the DoD Comptroller no later than May 15, 1992. The local non-DFAS F&A footprint and functional analyses results concluded that personnel/workload associated with WHS, DTRA and DoDEA should be included in the DFAS Central and

Field Operating Site effort. This conclusion is supported by MID 914, dated 18 October 2004, which directs consolidation at DFAS of the residual accounting and finance operations from WHS, DTRA and DoDEA.

(7) Civilian Personnel Centers. Footprint and functional analyses yielded opportunities to consolidate and/or co-locate centers resulting in fewer locations and facilities. Currently, the Services have various forms of civilian personnel regionalization. For example, both the Navy and the Army have five Continental United States (CONUS) personnel centers all at different locations. Since civilian personnel functions operate similarly under the guidance of the Office of Personnel Management (OPM), during the deliberative process the HSA JCSG considered options to maintain existing MILDEP and Defense Agency organizational structures or to establish DoD Personnel Centers.

(8) Military Personnel Centers. Footprint and functional analyses produced opportunities for co-location and consolidation of military personnel centers. Currently, most Service military personnel centers are stand-alone entities. One focus of the analyses was to determine capacity consumed by each Service's active duty and reserve personnel centers, and the potential for economies of scale and reduced footprint. For example, the Army has merged active and reserve personnel functions under a new Human Resources Command (HRC) and had intended to consolidate at two locations (rather than three current locations). Various recent transformational initiatives, e.g., automated contact call centers and web-based personnel data update capabilities, have enabled many military servicing activities to operate in a "virtual" environment, increasing the potential for consolidation and reduced footprint. Finally, the recent $281M, 10-year contract award to Northrop-Grumman to move into the implementation phase of the Defense Integrated Military Human Resource System (DIMHRS) will make military personnel data available to all Services on a unified system, further supporting joint and total force processes.

(9) Mobilization. Per ISG guidance of 16 Jul 2003, mobilization was analyzed by a separate subgroup. The activities for which a mobilized individual or unit may be required to travel to a common/central mobilization site to prepare for and/or await deployment appeared most beneficial for review and were analyzed. Subordinate functions included pre-deployment processing and qualification; training; housing and staging, and equipping.

c. Functions Not Evaluated

The following functions were initially reviewed by the HSA JCSG, but ultimately eliminated, passed to the MILDEPs for consideration, or dropped from the scope of analysis as appropriate.

(1) MILDEP Reserve Force Management Organizations. The discovery period for this function was extensive. It quickly became evident that, due to mission considerations, significant variation exists among Army, Navy, Marine Corps and Air Force reserve component business models. Additionally, the Global War on Terrorism is serving as an accelerated forcing function for general reserve component organizational change. The various reserve components middle layer management organizations are especially affected by these dynamics. After careful deliberations, the HSA JCSG determined that this organizational change is proceeding in the right direction, the return on investment for further BRAC effort in this area is small, and the change can be best affected for the long term outside of the BRAC process. To assist with this effort, the HSA JCSG is preparing a white paper outlining its findings and suggestions for improvement. The function was remanded to the MILDEPs for consideration.

(2) Local DFAS and non-DFAS F&A, except for WHS, DTRA, and DoDEA. Local DFAS and non-DFAS F&A footprint and functional analysis results concluded that all activities reviewed were compliant with DMRD 910 except WHS, DTRA and DoDEA. Therefore, personnel/workload associated with these organizations should be included in the DFAS Central and Field Operating Site footprint and functional analyses. This conclusion correlates with MID 914, which directs consolidations at DFAS of the residual accounting and financial operations from WHS, DTRA and DoDEA. The local DFAS and non-DFAS analyses also concluded that any further reductions associated with local DFAS or non-DFAS F&A activities, except for WHS, DTRA and DoDEA are within the purview of hosting military installations.

(3) Common support functions above the installation level within geo-clusters. For a number of reasons, this area of functional analysis proved to be particularly difficult for the HSA JCSG to embrace. Generally, the nature of the challenge centered on: 1) difficulties experienced in defining the target area of analysis in the joint arena, and 2) the restrictive arms-length nature of the BRAC process. As a result, and after exhaustive efforts, this area of analysis was re-evaluated for return on investment. In deliberations, the HSA JCSG members concluded that functional analysis of the identified 14 common support functions could not be successfully completed within the BRAC framework and directed work to cease. They further directed that a white paper be prepared to address these functions and the merits of further pursuing consolidation of initiatives outside of BRAC, thus furthering the investment made to date in this area. The white paper has been completed and will be submitted to OSD under separate cover.

(4) Local military personnel offices. Several characteristics were identified that resulted in the elimination of local military personnel offices within geographic clusters from further consideration. These included the reduction in “eligible” offices due to elimination of major training bases and

mobilization sites from consideration, and removal of installations where distances between them exceeded reasonable customer service commute time. In addition, local level active and reserve personnel offices primarily operate on separate schedules (weekdays versus weekends); any merging of offices would impact unit effectiveness. A final characteristic is the ongoing transformation of local offices from walk-in to virtual customer service operations resulting in significantly reduced staffing and footprint.

(5) Common functions performed at the installation level other than those found at DoD installations with shared boundaries or within a geographic cluster, excluding select local F&A.

(6) Communications and Information Technology (COMM/IT) Base level communications and Computing Services. Communications and Information Technology was one of several support functions identified for BRAC review to identify high cost, low usage/excess capacity, and footprint that result in unnecessary duplication and redundancy within DoD. This effort also afforded an opportunity to reshape the way DoD performs communications and information technology business through business process reengineering (BPR).

In July 2003, the Undersecretary of Defense for Acquisition and Technology (USD (AT&L) directed HSA JCSG to analyze "base level" COMM/IT. The Technical Joint Cross Service Group (TJCSG) was charged with analyzing the DoD Information Technology Enterprise. Subsequently, the COMM/IT Team refined the scope of analysis as: 1) base-level COMM/IT functions that fell within HSA JCSG-defined geographic clustered installations and 2) Computing Services: all DoD mainframe computing functions and high capacity data storage functions performed by base-level service providing organizations and/or major administrative headquarters.

Based on capacity data analysis, the COMM/IT Team recommended and HSA JCSG agreed in February 2004 to reduce the COMM/IT scope of analysis to Computing Services only. Recognized by HSA JCSG as a key enabler for other support functions, base-level COMM/IT military value metrics were integrated into weighted military value scoring plans for Finance and Accounting, Civilian Personnel Offices, Military Personnel Offices, Installation Management, and Major Administrative Headquarters functions.

In August 2004, HSA JCSG agreed to eliminate Computing Services from the Group's scope of analysis. The COMM/IT Team's strategy was to identify duplication and redundancy of main frame computers and large capacity data storage systems and recommend consolidation of those systems not centrally managed by the Defense Information Service Agency's (DISA) Defense Enterprise Computer Centers in accordance with Defense Management Report Decision (DMRD 918). Analysis of Computing Services activities identified excess capacity; however, data points revealed that the majority of mainframe computing and large capacity storage systems fulfilled unique, stand-alone

mission requirements precluding consolidation. Additionally, HSA JCSG determined that the DoD Internet Protocol-based Net-Centric Enterprise Services initiative would drive COMM/IT integration and standardization among MILDEPs facilitating greater efficiencies and cost savings than those realized through BRAC initiatives.

(7) Financial management PPBES functions US-wide, other than as identified above. The function was excluded from the original scope in coordination with the ISG.

(8) Manpower management. Manpower management, the programming and allocation of manpower resources, was eliminated from further consideration based on its small functional scale and direct link to each Military Department's Headquarters and Command Staff. At the local level, manpower staffing is very limited with insignificant opportunities to gain efficiencies or reduce footprint through consolidation.

(9) Audit, excluding Auditor Headquarters. The function was excluded from the original scope in coordination with the ISG.

(10) Records management and storage. What formal records management and storage exists is closely linked to personnel, financial or other specific functions, and best remains with those functions. As the Department continues to transition to the use of imaging and virtual record storage systems, physical records management and storage requirements will continue to decline. With these considerations, this was eliminated as an area for consideration.

(11) Ceremonial. The function was excluded from the original scope in coordination with the ISG.

(12) While the mobilization subordinate functions of pre-deployment processing and qualification; training; housing and staging, and equipping were fully analyzed, the mobilization subordinate functions of transporting, and family and employer support to mobilized personnel were considered as having little potential to reduce footprint. In addition, the subgroup eliminated medical and dental functions from analysis following discussions with the military departments and the medical JCSG. It was determined that the evolution towards home station pre-mobilization, new TRICARE initiatives, and the planned cyclical rotation mobilization program would mitigate medical requirements placed on installations.

d. Overarching Strategy

Early on in the process, general guiding principles, which formed an overarching strategy, were established by the HSA JCSG members. These principles, previously described, are: improve jointness; eliminate redundancy, duplication and excess physical capacity; enhance force protection; exploit best business practices; increase effectiveness, efficiency and interoperability; and reduce costs.

Following assignment of functions, Subgroups further developed the strategy as follows:

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

These helped to guide the HSA JCSG's scenario development, deliberation and declaration of Candidate Recommendations (CRs).

III. Analytical Approach/Analysis.

a. Capacity Analysis.

The intent of capacity analysis was to identify the current inventory of administrative space on military installations and to classify that space as either currently occupied or vacant. The identification of current space required and vacant space available was used to target installations and activities for further investigation as potential relocation sites for consideration in the scenario development process.

The amount of gross square feet (GSF) of administrative space currently in use was the primary focus of analysis and was obtained through responses to Capacity Data Calls (CDC) 1 and 2. In some instances (Mobilization and Corrections), alternative measures other than square footage were used and are detailed in the respective subsections of the Updated Capacity Analysis Report (UCAR) attached as an appendix in Section V of this report. Capacity data call responses for current capacity, maximum potential capacity, current usage of space, and space required to surge provided data to determine the amount of excess administrative space in each of the functional areas assigned to the HSA JCSG.

The process to determine excess capacity began by establishing current capacity as the reported capacity available. This value was validated against the reported maximum potential capacity. In most instances, current capacity served no function in the calculation of excess space, but was used to ensure that the reported maximum potential capacity was within reason. Instead, the reported maximum potential capacity was the basis for the calculation of excess.

Current usage (the amount of space currently being used by the entity) is the capacity required (demand) to actually perform the function. Current usage was calculated using an HSA JCSG-deliberated standard of 200 GSF/person. Use of a single common standard was important to the analysis as it facilitated direct comparison of excess across the MILDEPs and other DoD organizations. For this calculation, it was necessary to refer to the data calls for the number of personnel employed by each entity.

Surge capacity requirements were determined by planning guidance, contingency and operation plans, CDC questions or functional expertise. Additional detail with respect to surge requirement is provided in Sections III e. and V a. of this report.

Excess capacity was determined by using the maximum potential capacity less current usage and surge capacity requirements. For this analysis, excess capacity is reported as a percentage of the maximum potential capacity. (Example: 35% excess capacity indicates that an entity currently has 35% more space than is required for its present and surge operations.):

$$Excess = \frac{MaxCapacity - CurrentUsage - Surge}{MaxCapacity}$$

Capacity analysis of each of the functional areas assigned to the HSA JCSG is also detailed in the UCAR.

The following subsection and the embedded charts present a top level representation of the capacity analysis results.

The amount of physical space remaining from the reported maximum potential capacity once one accounts for the amount of space currently in use and the amount needed for surge operations is referred to as excess capacity. Graphically this is depicted in a bar chart where the length of the whole bar height represents the maximum potential capacity. The subdivisions of each bar then represent the current usage level as well as any identified surge requirements. In some instances, the current usage plus the surge requirement will not comprise the entire bar. The remaining space is the excess capacity with which this report is primarily concerned. For the sake of uniformity and simplicity, all charts will indicate surge in the legend, even if none was reported or used.

Please note that negative excess capacity indicates that an organization currently occupies less space than its usage and surge requirements dictate. That is, a negative excess capacity bar indicates that there is a shortfall of space. In these instances, the current usage plus surge exceeds the maximum potential capacity by the length of the negative portion of the bar. Figure 1 chart, below, describes the charts used throughout this section:

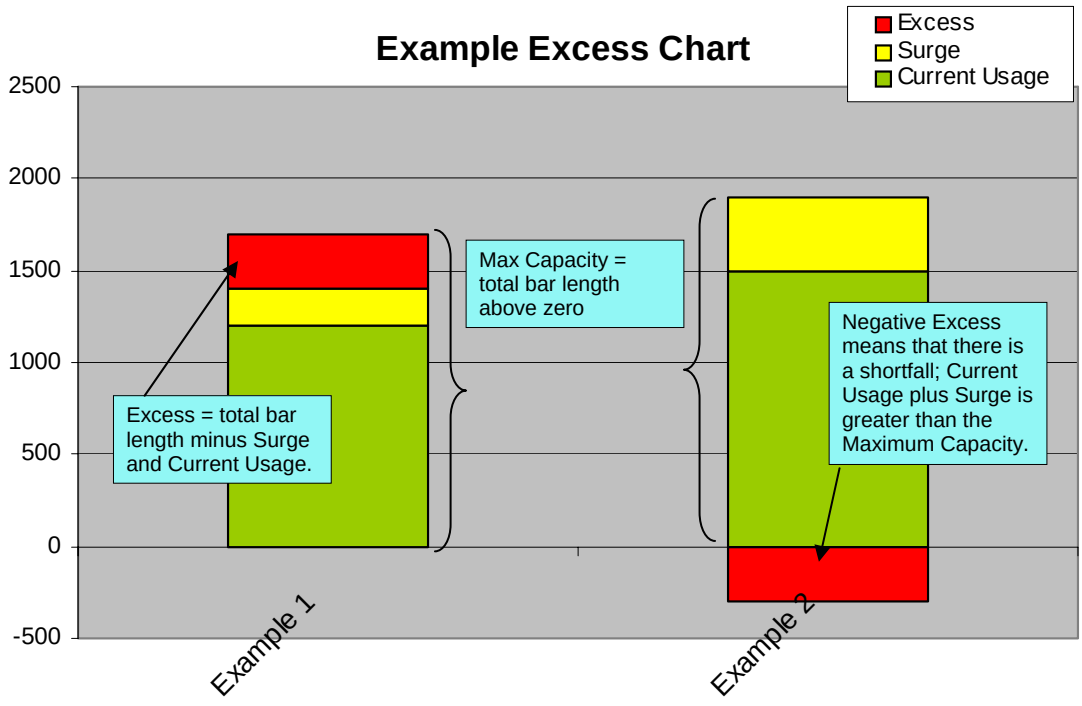


Figure 1. Example Excess Chart.

(1) Civilian Personnel Centers. Excess capacity exists in civilian personnel centers from 11% to 34% between the services and DoD, as shown below in Figure 2. Overall, civilian personnel centers across DoD have excess capacity of 24%.

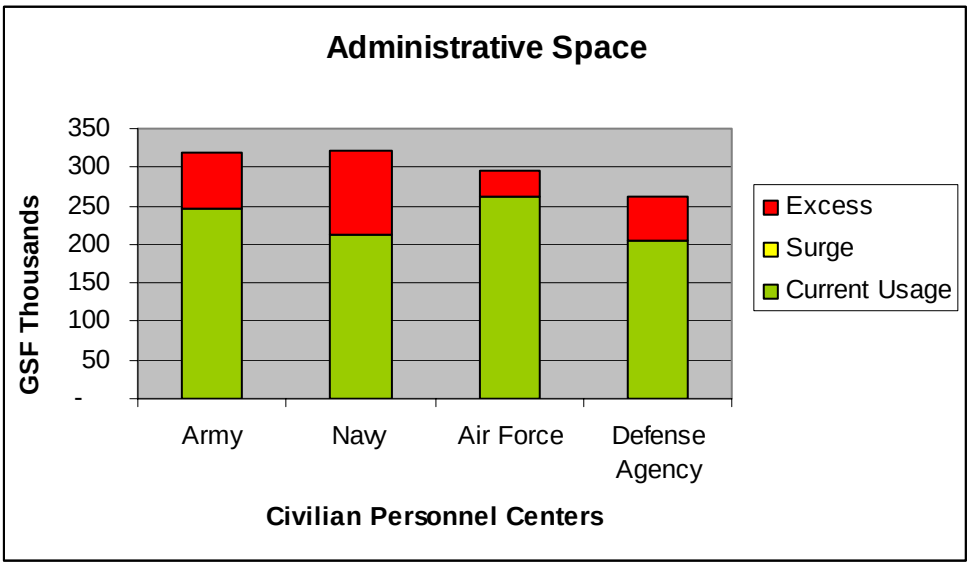


Figure 2. Civilian Personnel Capacity.

(2) Major Administrative and Headquarters (MAH). The analysis of Major Administrative and Headquarters includes both installation and activity-level analysis using separate analytical approaches due to their physical differences. Activities are a specified subset of the installation-level analysis.

i. MAH—Installations. The analysis reveals 19% to 34% excess administrative space at the installation-level across the MILDEPS. Results are presented below in Figure 3. In total, there is 22% excess capacity.

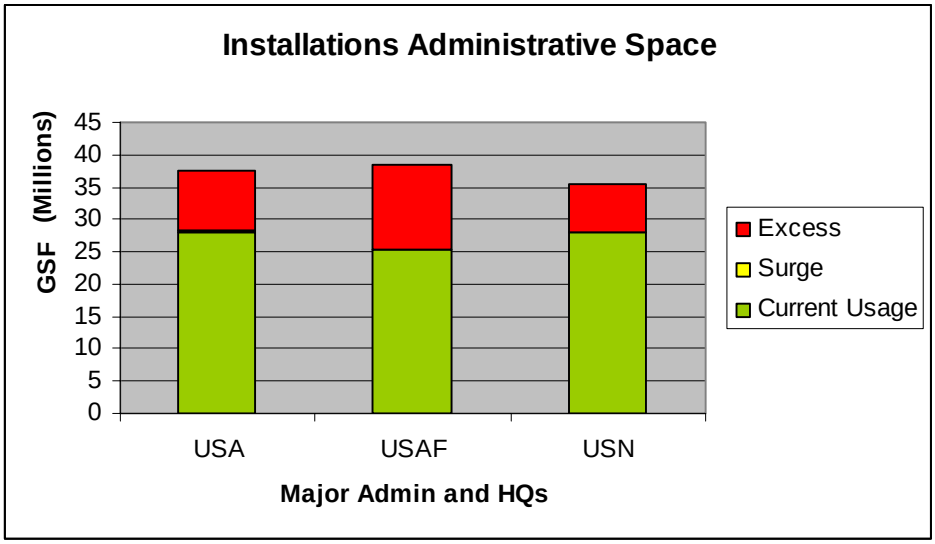


Figure 3. MAH Installation Capacity.

ii. MAH-Activities. The analysis reveals 15% to 27% excess administrative space within the specified activities across the MILDEPs, OSD, Defense Agencies and Field Activities, as shown below in Figure 4. In total, there is 24% excess capacity.

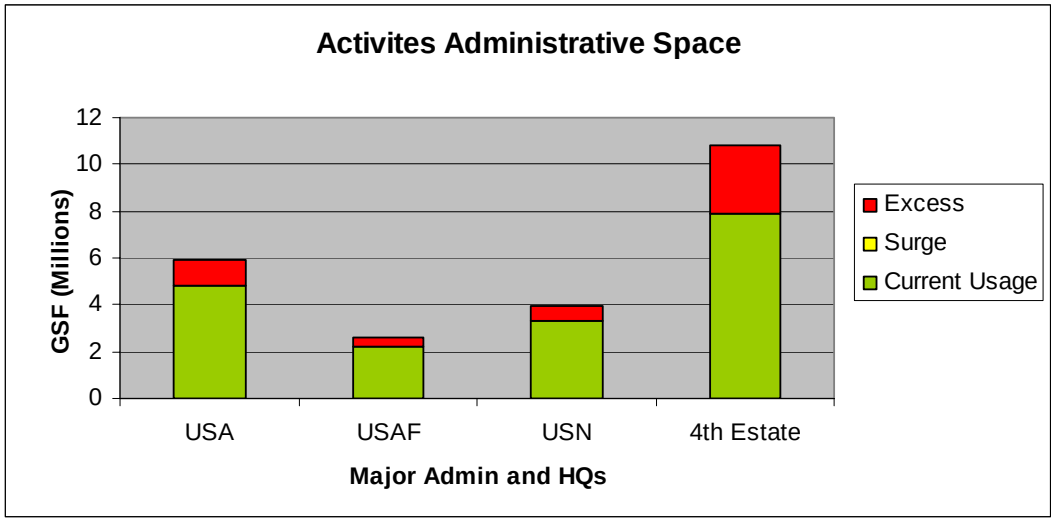


Figure 4. MAH Activities Capacity.

iii. Combatant Commands (COCOMs), Service Component Commands (SCCs) and Supporting Activities. Scenarios for COCOM elements were generated largely through a strategy driven approach—based on the JCSG's strategy and military judgment. Capacity analysis took a supporting role of data verification; although, in some instances, COCOMs were included as specific MAH activities. Therefore, please reference Sections 4 and 5 of the UCAR, and the respective supporting appendices for presentation of COCOM capacity analysis.

iv. Reserve and Recruiting Commands. 11% excess capacity is identified across the reserve and recruiting commands. This is presented in Figure 5.

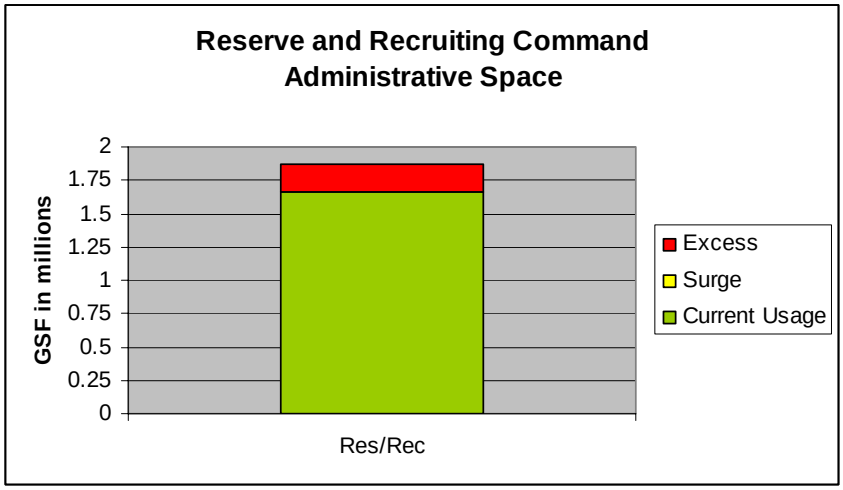


Figure 5. Reserve and Recruiting Command Capacity.

(3) Mobilization. The Mobilization team presents its analysis in terms of historical throughput (personnel processed for mobilization). The methodology and data indicates 81% – 99% excess capacity, as shown below in Figure 6. Although this excess capacity appears to be significant at the surface, it may be more a function of unique reporting issues than physical excess. This challenge is presented in greater detail in Section 4 of the UCAR.

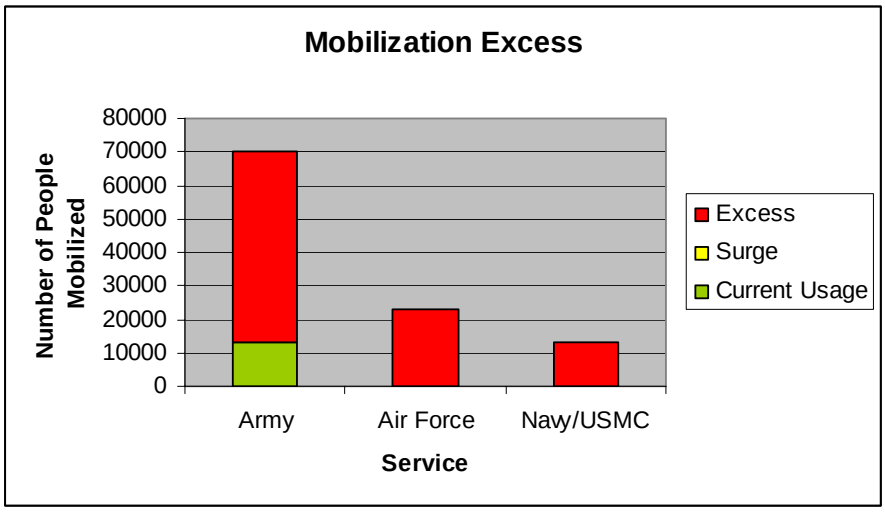


Figure 6. Mobilization Capacity.

(4) Military Personnel Centers.

Excess capacity, shown in Figure 7, exists in military personnel centers from 10% shortfall to 33% excess among the MILDEPs. In total, there is 24% excess capacity.

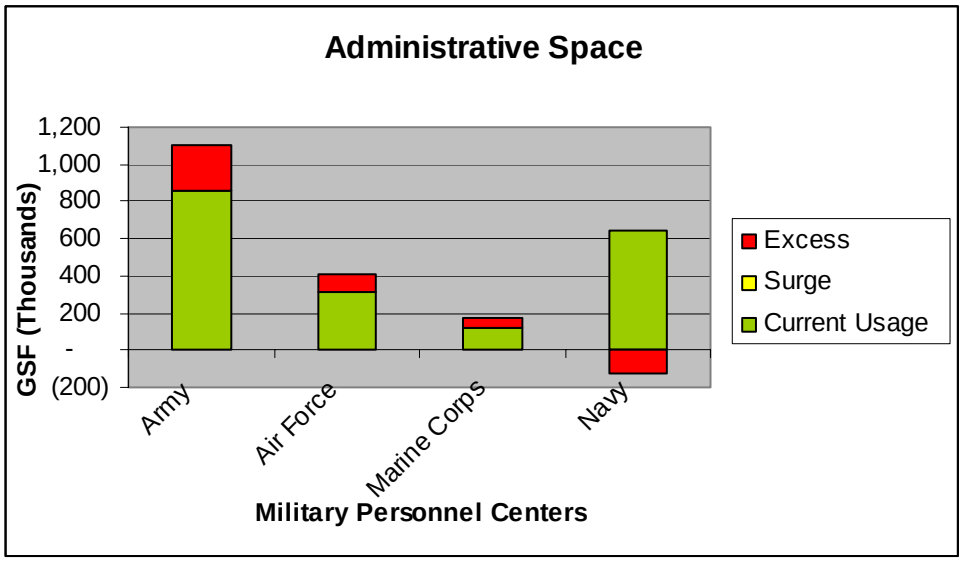


Figure 7. Military Personnel Capacity.

(5) Correctional Facilities.

Corrections analysis is presented in terms of inmate throughput by facility security level (Level I – confinement less than 1 year, Level II – confinement greater than one year but less than five years, Level III – confinement greater than five years and as prescribed for certain crimes). The capacity analysis results reveal excess capacity for correctional facilities from 9% to 35% across detention security levels. This analysis is presented as an aggregate across the MILDEPs and is shown in Figure 8.

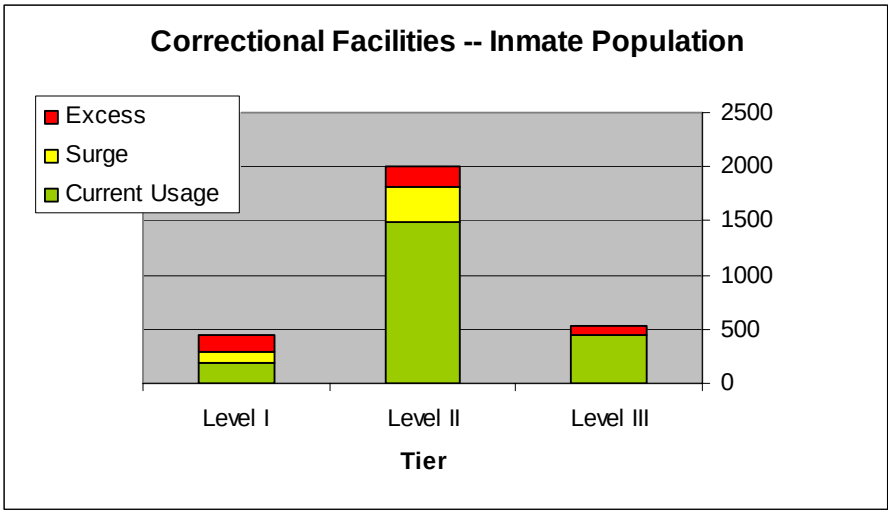


Figure 8. Correctional Facility Capacity

(6) DFAS Central and Field Operating Sites.

Capacity analysis results identify excess capacity of 22% in administrative space. Excess capacity associated with admin space dedicated to special equipment (safes, vaults, and classified computers) or space dedicated to storage and warehouse was identified and is addressed in the full report. Summary results are shown below in Figure 9.

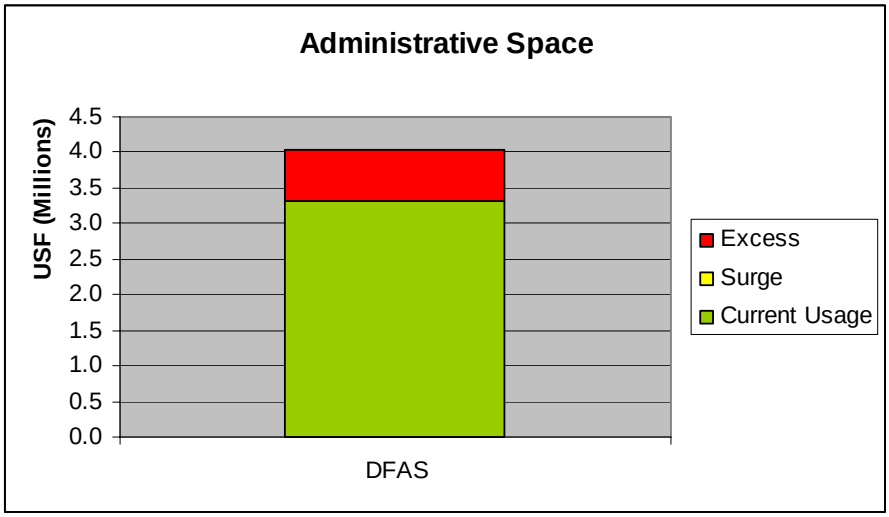


Figure 9. DFAS Capacity.

(7) Installation Management (IM). Excess capacity exists to 55% within geo-clusters. In total, there is excess capacity of 15% in IM administrative space, as shown in Figure 10. An additional 12 installation management functions were analyzed. Though not included in this top-level summary, details may be found at Appendix A.

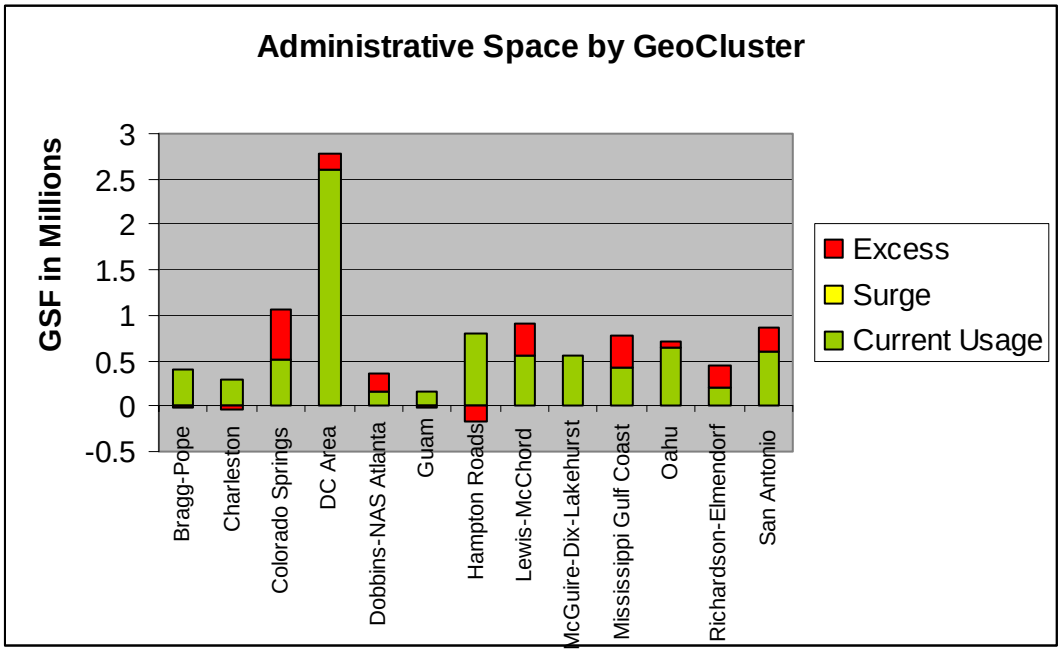


Figure 10. Installation Management Capacity.

The aggregate results of capacity analysis are shown below in Figure 11.

		Current Capacity	Maximum Potential Capacity	Current Usage	Surge	Excess	Excess %
Footprint Analysis	MAH Installations	102,819,945	112,006,087	87,566,988	362,760	24,076,339	21.5%
	MAH Activities	26,576,615	26,576,615	20,269,800	6,350	6,300,465	23.7%
	CIVPER	1,278,040	1,278,040	969,000	-	309,040	24.2%
	MILPER	2,293,495	2,293,495	1,748,400	-	545,095	23.8%
	DFAS	3,245,808	3,245,808	2,530,240	-	715,568	22.0%
	IM	9,381,190	9,381,190	8,009,278	-	1,371,912	14.6%
Throughput Analysis	MOB	17,186	106,929	13,592	-	93,337	87.3%
	CORR	2,565	2,975	2,141	410	424	14.3%

Figure 11. Aggregate Capacity Summary.

Results of capacity analysis provided several meaningful applications. Primarily, they served to identify both the excess physical space as well as the amount of space required by each of the entities in question. Combined, those two benchmarks served to help refine the JCSG's scope and support future analysis for all activities and installations. In addition, several questions supporting the capacity analysis would later directly feed as inputs to several of the military value models.

b. Military Value Analysis.

Military value forms the foundation of analysis as a primary consideration for development of recommendations, and it is the vehicle by which Selection Criteria 1 – 4 are applied. The four criteria are as follows:

(1) The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness.

(2) The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.

(3) The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.

(4) The cost of operations and manpower implications.

The military value analysis phase of the BRAC process began with development of a quantitative method for assessing the military value of headquarters, organizations and activities performing HSA JCSG functions at current locations. This section includes an overview of the process used to develop military value models and delivers the final results of each of the military value models. Further details can be found at Section V b. of the report.

Final Selection Criteria 1 – 4 guided the development process of military value models. For all HSA JCSG models, metrics supporting Criterion 1 measure the military value of a current location's readiness to support the particular function under review. For example, metrics supporting Criterion 1 of the Civilian Personnel model measure the military value of a location's ability to support performance of the personnel mission, rather than the military value of the function's contribution to operational readiness of the DoD. Criteria 2 – 4 are viewed similarly in that they are functionally aligned. The overarching strategy described in Section II. c., above, served as the basis for military value model development.

In addition to the selection criteria, guiding principles and strategy, several assumptions applied to the joint review and analysis of all HSA JCSG activities/functions. These assumptions are provided in detail in the final military value report located in Section V of this document.

The understanding that this JCSG had no counterpart during previous BRAC actions and the realization that no Headquarters and Support Activities models existed, led the JCSG to establish a joint analysis team. The team was assembled in mid-September 2003 and is comprised of representatives from the Center for Army Analysis, the Center for Naval Analyses and the Air Force Studies and Analyses Agency. The analysis team employed

decision science techniques to guide the formulation of the quantitative models. That process is described in the following paragraphs.

The team conducted a series of non-attributional interviews that provided insight into the interviewees' views of the military value process, as well as the BRAC process in general. In addition to identifying member intent, the interviews helped determine imperatives, objectives, and assumptions that guided the JCSG's military value process. The original intent was to interview JCSG members only, but as the process evolved, the interviews were expanded to include the service BRAC Chiefs, the OSD BRAC Chief, and the former Chairman of the HSA JCSG.

Throughout the model development process, JCSG teams consulted with various subject matter experts across the components of the DoD. In addition, the JCSG established an open process, encouraging the participation of MILDEP liaisons.

The HSA JCSG used an iterative approach in building the military value models. The group determined the number of models desired by examining each function under review. The intent was to create sufficient detail for the military value process using a minimum number of models. Consideration of the HSA JCSG's scope of analysis as defined in the Capacity Report, detailed in Section V of this report; common metrics across the functions; and the nature of decisions desired in each function assisted the HSA JCSG in determining the number of models needed and helped define their respective scopes.

The analysis team used the decision science-based Multi-Attribute Value Theory (MAVT) approach for model development. MAVT uses a hierarchical representation of a decision-maker's objectives or criteria, and their supporting attributes and metrics, to assess value of a group of competing alternatives. The process started with definition of overarching goals of the study efforts; these goals were directly aligned to the military selection criteria. The goals were then used to develop attributes and metrics, which are mechanisms for measuring each activity or installation against each goal or criteria. The process of developing these hierarchical structures was iterative. The initial sessions were used to develop goals and attributes that supported each criterion. The next series of sessions revisited the goals and attributes and began developing metrics for each. The final round of sessions revisited the goals, attributes, and refined metrics to include detail on the units of measure of the data, the range, and the value function or scoring plan. This series of sessions also included the development of questions supporting each metric. The draft scoring plans were then presented to the HSA JCSG members and representatives from OSD BRAC, and refined based on feedback.

Once the original scoring plans were complete, they were subjected to an iterative review process that also imposed improvements and updates. After the original coordination through the HSA JCSG members and OSD representatives, the plan was also coordinated through MILDEPs, the ISG, again through the MILDEPs (specifically through the Deputy Assistant Secretaries (DASs)), the question review/Data Standardization Team (DST) process, and finally again through the MILDEPs. The plans have also evolved as a function

of the evolution of data. It is important to note that any significant changes to original scoring plans were resubmitted back through the chain of command to the ISG. The scoring plans reflected in the final military value report in Section V of this document provide the end result of this evolutionary process.

Because the efforts of HSA JCSG represent a seminal Joint functional analysis, there were many challenges associated with the data and subsequent quantitative analyses. Since many of these functions currently operate independently and differently across the MILDEPs and DoD entities, there is great potential for increased efficiency and effectiveness of these operations. However, the same current operational characteristics offer significant challenges in terms of data collection and comparison, as each entity currently reports based on its particular method of operation. The result is entities that are difficult to inventory and data that are challenging both to obtain and to compare.

As the data arrived and changed, the analysis process evolved. Capacity analysis served as the mechanism guiding scope refinements and composition of final target lists for military value. In addition, military value scoring plans were continually reviewed, and updated if necessary, to ensure the quantitative results were robust, fair, and able to differentiate the alternative entities within the scope. Each of these evolutions was briefed and approved through the appropriate levels of leadership. The lists of entities shown in the military value results in this document represent the final scope. Specific results of the military value analyses are as follows.

(1) Civilian Personnel Offices. The civilian personnel offices' military value model is based on the scoring plan presented at Appendix A to the final military value report in Section V of this report. The specific data values used to run the model are shown in Appendix H of the same report. The results of the military value model are presented below in Table 1.

Alternative	Military Value Score	Rank
North Central CPOC (Rock Island)	0.843	1
88 MSG/DPC (Wright-Patterson AFB)	0.806	2
DLA Civilian Personnel Office- Columbus	0.794	3
West CPOC (Ft. Huachuca)	0.764	4
78 MSG/DPC (Robins AFB)	0.740	5
DLA Civilian Personnel Office-New Cumberland	0.737	6
AFPC (Randolph AFB)	0.726	7
South Central CPOC (Redstone Arsenal)	0.725	8
Northeast CPOC (Aberdeen)	0.679	9
HRSC Southeast (Stennis)	0.672	10
Southwest CPOC (Ft. Riley)	0.664	11
72 MSG/DPC (Tinker AFB)	0.654	12
OO-ALC/DPC (Hill AFB)	0.607	13
HRSC East (Norfolk)	0.578	14

11WG/DPCBolling AFB	0.560	15
DISA Civilian Personnel Division (MPS1)	0.555	16
Pacific CPOC (Ft. Richardson)	0.435	17
HRSC Southwest (San Diego)	0.363	18
DFAS Human Resources	0.362	19
HRSC Northeast (Philadelphia)	0.358	20
DODEA Human Resources Center	0.323	21
HRSC Pacific (Pearl Harbor)	0.307	22
HRSC Northwest (Silverdale)	0.276	23
WHS Personnel Services Division	0.226	24
DeCA Human Resource Operations Division	0.191	25

Table 1. Civilian Personnel Offices Military Value Results.

(2) Major Administrative and Headquarters Activities (MAH). The scoring plan used to build and execute the model is presented in Appendix B of the final military value report included in Section V of this document. Appendix I to the same report provides a copy of the data values used to run the military value model and generate the results shown below in Table 2. In this table, an (I) at the beginning of the entity description designates an installation, an (A) designates an activity, an (AB) designates an activity from the Reserve and Recruiting Command Headquarters, and an (AJ) designates an activity from the service component commands, and supporting activity functions. Note: Activities and functions physically located within the Pentagon reservation were not analyzed. Portions of staff elements residing in leased space with parent organizations located at the Pentagon were analyzed.

Alternative	**Military Value Score**	**Rank**
(I)Fort Bliss	0.916106	1
(I)Hurlburt Field	0.904459	2
(I)Peterson AFB	0.898482	3
(I)Offutt AFB	0.897804	4
(I)Fort Sill	0.897530	5
(I)Cannon AFB	0.894840	6
(I)Robins AFB	0.894621	7
(I)Langley AFB	0.894364	8
(I)Fairchild AFB	0.891209	9
(I)Wright-Patterson AFB	0.890106	10
(I)Kirtland AFB	0.889335	11
(I)Charleston AFB	0.889139	12
(I)Eglin AFB	0.889118	13
(I)Davis-Monthan AFB	0.888693	14
(I)Ellsworth AFB	0.888462	15
(I)Francis E. Warren AFB	0.888071	16
(I)Tyndall AFB	0.888046	17

(I)Sheppard AFB	0.887698	18
(I)Fort Sam Houston	0.887542	19
(I)Barksdale AFB	0.885399	20
(I)Naval Station Norfolk	0.884987	21
(I)MacDill AFB	0.884476	22
(I)Nellis AFB	0.884352	23
(I)Joint Reserve Base New Orleans	0.883714	24
(I)Lackland AFB	0.883065	25
(I)Hill AFB	0.882924	26
(I)Pope AFB	0.882312	27
(I)Naval Weapons Station Charleston	0.880734	28
(I)Little Rock AFB	0.880006	29
(I)Fort Jackson	0.879598	30
(I)Minot AFB	0.879044	31
(I)Fort Knox	0.878055	32
(I)McConnell AFB	0.877979	33
(I)Columbus AFB	0.877866	34
(I)Buckley AFB	0.877640	35
(I)Naval Station and Undersea Warfare Center Newport	0.877276	36
(I)McChord AFB	0.877039	37
(I)Malmstrom AFB	0.876998	38
(I)Grand Forks AFB	0.876953	39
(I)Naval Air Station Pensacola	0.875960	40
(I)Naval Support Activity New Orleans, LA	0.875943	41
(I)Keesler AFB	0.875409	42
(I)Maxwell AFB	0.874951	43
(I)Tinker AFB	0.874479	44
(I)Randolph AFB	0.873869	45
(I)Fort Eustis	0.873396	46
(I)Patrick AFB	0.872872	47
(I)Redstone Arsenal	0.872540	48
(I)Naval Air Station Jacksonville	0.869268	49
(I)Marine Corps Base Camp Lejeune	0.868848	50
(I)Naval Air Station Brunswick	0.866599	51
(I)Andrews AFB	0.865739	52
(I)Bolling AFB	0.865074	53
(I)Fort Riley	0.864942	54
(I)Dyess AFB	0.864754	55
(I)Naval Support Activity Mechanicsburg	0.864430	56
(I)Fort Belvoir	0.864411	57
(I)Fort Stewart	0.863518	58
(I)Fort Leonard Wood	0.862508	59
(I)Fort Bragg	0.861692	60
(I)Fort Gordon	0.861244	61
(I)Washington Navy Yard	0.861010	62
(I)Henderson Hall	0.860942	63

(I)Fort Hood	0.860037	64
(I)Naval Air Station Meridian	0.859054	65
(I)Fort Drum	0.857921	66
(I)Homestead ARS	0.857745	67
(I)Naval Support Activity Millington	0.857427	68
(I)Fort Huachuca	0.857220	69
(I)Naval Air Station Corpus Christi	0.856942	70
(I)Fort Leavenworth	0.856342	71
(I)Seymour Johnson AFB	0.856158	72
(I)Scott AFB	0.855840	73
(I)Anacostia Annex	0.854954	74
(I)Naval Research Laboratory	0.854777	75
(I)Marine Corps Air Station Cherry Point	0.854704	76
(I)Naval Support Activity Norfolk	0.854401	77
(I)Marine Corps Base Quantico	0.854218	78
(I)Arlington Service Center	0.853531	79
(I)Hickam AFB	0.852121	80
(I)Elmendorf AFB	0.852067	81
(I)Fort Myer	0.850883	82
(I)Naval Support Activity Indian Head	0.849596	83
(I)March ARB	0.849568	84
(I)Fort Carson	0.849489	85
(I)Shaw AFB	0.849476	86
(I)Saufley Field	0.849031	87
(I)Naval Station Annapolis	0.849000	88
(I)Brooks City-Base	0.848949	89
(I)Fort Rucker	0.848640	90
(I)Marine Corps Air Station Miramar	0.846676	91
(I)Fort Detrick	0.845373	92
(I)Fort Wainwright	0.845009	93
(I)Fort Meade	0.844590	94
(I)Eielson AFB	0.843969	95
(I)Fort Lee	0.843201	96
(I)Naval Air Station North Island	0.842766	97
(I)Fort Benning	0.842497	98
(I)Joint Reserve Base Fort Worth	0.842196	99
(I)Naval Air Station Whiting Field	0.841333	100
(I)Vandenberg AFB	0.840607	101
(I)Marine Corps Base Hawaii Kaneohe	0.839421	102
(I)Vance AFB	0.838288	103
(I)Fort Monroe	0.838263	104
(I)Fort McNair	0.837711	105
(I)McGuire AFB	0.837355	106
(I)Naval Station San Diego	0.834858	107
(I)Fort McPherson	0.834280	108
(I)National Naval Medical Center Bethesda	0.834077	109

(I)Naval Air Station Key West	0.834073	110
(I)Marine Corps Support Activity Kansas City	0.834021	111
(I)Walter Reed Army Medical Center	0.833714	112
(I)Naval Submarine Support Base Kings Bay	0.833382	113
(I)Fort Lewis	0.833013	114
(I)Fort Richardson	0.832621	115
(I)Marine Corps Base Hawaii Camp Smith	0.831913	116
(I)Army National Guard Readiness Center	0.831220	117
(I)Naval Station Pearl Harbor	0.830818	118
(I)Luke AFB	0.828890	119
(I)Carlisle Barracks	0.827509	120
(I)Beale AFB	0.827114	121
(I)Fort Polk	0.819481	122
(I)Marine Corps Air Station Beaufort	0.819057	123
(I)Schofield Barracks	0.816340	124
(I)Mountain Home AFB	0.816236	125
(I)Potomac Annex, Washington DC	0.816066	126
(I)Fort Shafter	0.814127	127
(I)Aberdeen Proving Ground	0.811987	128
(I)Fort McCoy	0.807143	129
(I)Travis AFB	0.799278	130
(I)Naval Amphibious Base Coronado	0.790840	131
(I)Fort Gillem	0.786709	132
(I)Fort Hamilton	0.783659	133
(I)Naval Support Activity Dahlgren	0.783487	134
(I)Fort Monmouth	0.781758	135
(I)Fort Campbell	0.775120	136
(I)Fort Dix	0.769979	137
(I)Altus AFB	0.765887	138
(I)Naval Air Station Patuxent River Webster Field	0.765141	139
(I)Whiteman AFB	0.764781	140
(I)Naval Air Engineering Station Lakehurst	0.762298	141
(I)Joint Reserve Base Willow Grove	0.761900	142
(I)Naval Air Station Whidbey Island	0.761821	143
(I)Dover AFB	0.760977	144
(I)Fort A P Hill	0.759834	145
(I)Naval Air Station Patuxent River	0.758719	146
(I)Naval Station Everett	0.737483	147
(I)Marine Corps Base Camp Pendleton	0.727259	148
(I)Naval Submarine Base Bangor	0.717246	149
(I)Naval Air Station Point Mugu	0.690660	150
(A)CAA	0.573033	151
(A)DIA CAF	0.541384	152
(A)JCS CAF	0.541384	153
(A)Navy CAF	0.541384	154
(A)NETC	0.541384	155

(A)NETPDTC	0.541384	156
(A)AF Review Boards Agency	0.539325	157
(A)CO HQBN HQMC (Henderson Hall)	0.539325	158
(A)MEDIA CTR WASHINGTON DC	0.539325	159
(A)NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL	0.539325	160
(A)NAVAL LEGAL SERVICES COMMAND	0.539325	161
(A)OCHR	0.539325	162
(A)PEO Soldier	0.539325	163
(A)TRIAL SERVICE OFFICE NORTHEAST	0.539325	164
(AB)COMMARFORRES NSA NOLA, New Orleans LA	0.539325	165
(AB)COMNAVAIRRESFOR NSA NOLA (sub of above)	0.539325	166
(AB)COMNAVCRUITCMD	0.539325	167
(AB)COMNAVCRUITCMD NSA NOLA (sub of above)	0.539325	168
(AB)COMNAVRESFOR NSA NOLA	0.539325	169
(AB)US Army Accessions Command HQ (USAAC)	0.539325	170
(AB)USAF Recruiting Service (HQ AF Recruiting SVC)	0.539325	171
(AJ)PACOM PACAF	0.539325	172
(AJ)FORSCOM	0.535848	173
(A)AF Office of Special Investigations	0.533079	174
(A)6MLMC	0.526302	175
(A)COMNAVFACENGCOM	0.520917	176
(AB)USAF Reserve Command (USAFRES)	0.519156	177
(AB)US Army Recruiting Cmd	0.515376	178
(A)Acquisition Support Center (ASC)	0.497869	179
(A)NCIS	0.497809	180
(A)Program Mgr for Chemical Demilitarization	0.494558	181
(A)NAVAL HISTORICAL CENTER	0.492634	182
(AJ)PACOM USPACFLT	0.491693	183
(AJ)PACOM USARPAC	0.484799	184
(A)11th Wing	0.483401	185
(A)PWC WASH DC	0.483215	186
(A)NAVAL DISTRICT WASH DC	0.482047	187
(A)US Army Materiel Systems Analysis Activity	0.481124	188
(AJ)TRADOC	0.474208	189
(AB)US Army Reserve Command (USARC)	0.465001	190
(A)Wash HQ Services CAF	0.440260	191
(A)HQMC	0.438202	192
(A)MDW	0.438202	193
(A)DCAA	0.425281	194
(AB)US Army Cadet Cmd	0.410296	195
(A)Air Force CAF	0.406553	196
(A)Army CCF	0.406553	197
(A)DTRA	0.405251	198
(A)Soldiers Magazine-Belvoir	0.405180	199
(A)AF Flight Standards Agency	0.404494	200
(A)AF Legal Services Agency	0.404494	201

(A)AF Medical Support Agency	0.404494	202
(A)AF/HC – Chaplain Service	0.404494	203
(A)AF/SG – Surgeon General	0.404494	204
(A)AFIP	0.404494	205
(A)AUDSVC	0.404494	206
(A)BD CPAC -MA, NE Region	0.404494	207
(A)BUMED, WASH DC	0.404494	208
(A)COMSC WASHINGTON DC	0.404494	209
(A)NAVSISA MECHANICSBURG PA	0.404494	210
(A)NAVSUPSYSCOM MECHANICSBURG PA	0.404494	211
(A)PEO EIS(STAMIS)	0.404494	212
(A)US ARMY INFORMATION SYSTEMS ENGINEERING COMMAND	0.404494	213
(A)USAMMDA	0.404494	214
(AB)COMMARFORCRUITCMD, Quantico, VA	0.404494	215
(A)DeCA	0.403999	216
(A)Developmental Test Command	0.400653	217
(A)USAMRIID	0.397131	218
(A)ACSIM	0.393249	219
(A)CID-Belvoir	0.386276	220
(A)Army Evaluation Center	0.384469	221
(A)USA SAC	0.381946	222
(A)USA MMA	0.380582	223
(A)USA Force Mgmt Support Agency, HQ DA-GS	0.377575	224
(A)DLA	0.377205	225
(A)DISCO	0.373905	226
(A)SAF/US – Under Secretary of the AF	0.372448	227
(A)MARINE CORPS INSTITUTE (NEW)	0.372432	228
(A)Army Audit Agency	0.371990	229
(A)AF/JA – Judge Advocate General	0.371751	230
(A)USALSA	0.369586	231
(A)SPAWARSYSCEN, Charleston (NEW)	0.368049	232
(A)ASA(M&RA)	0.367484	233
(A)US Army Medical Research Institute for Chemical Defense	0.365510	234
(A)HQS USA MRMC (and subordinate commands)	0.365100	235
(A)NSWC HQ (AT WNY)	0.365040	236
(A)JMLFDC	0.364700	237
(AB)HQ ARNG (Army National Guard)	0.363228	238
(A)US Army Aberdeen Test Center	0.360723	239
(A)Communications & Electronics Command (CECOM)	0.359930	240
(A)US Army Research, Development and Engineering Command	0.359555	241
(A)USAMRAA	0.358069	242
(A)Edgewood Chemical & Biological Center	0.353246	243
(A)Army Contracting Agency	0.352701	244
(A)NAVSEASYSCOM WASHINGTON NAVY YARD, DC	0.351416	245

(A)US Army Environmental Center	0.350284	246
(A)US Army Center for Health Promotion and Preventative Medicine	0.343374	247
(A)U. S. Army Research Laboratory - HQ	0.340102	248
(A)The Surgeon General Office (OTSG)	0.329669	249
(A)SECNAV WASH DC	0.329566	250
(A)ASA (I&E)	0.327649	251
(A)OEA	0.325443	252
(AJ)JFCOM/C4ISR Battle Center/JFL/JWC	0.311502	253
(A)OCPA	0.305962	254
(A)NSA CAF	0.305429	255
(A)NAVAIR SYSCOM HQ	0.296075	256
(A)Navy Hometown News	0.293966	257
(A)SAF/GC – General Counsel	0.293345	258
(AJ)SDDC-TEA	0.293067	259
(A)G-6	0.292114	260
(A)DUSA	0.292038	261
(A)AF/XO – Air and Space Operations	0.292033	262
(A)AF-CIO – HAF Chief Information Officer	0.291984	263
(A)CECOM (Acquisition Ctr)	0.291821	264
(A)ASA (FM&C)	0.291476	265
(A)AF News Agency/Army & AF Hometown News	0.291462	266
(A)AFIS	0.291362	267
(A)Office of the JAG (OTJAG)	0.291328	268
(A)G-8	0.291178	269
(A)AFSAA - AF Studies and Analysis Agency	0.290729	270
(A)PFPA	0.290512	271
(A)DTSA	0.290357	272
(A)OCAR	0.289929	273
(A)JAG School	0.289786	274
(A)DARPA	0.289164	275
(A)DHRA	0.287253	276
(A)OASA (Alt)	0.276646	277
(A)AFCEE	0.274720	278
(A)CIFA	0.273153	279
(A)DOHA	0.271923	280
(A)NAWC PATUXENT RIVER MD	0.271219	281
(A)SAF/AA – Admin Asst to the Secretary	0.265571	282
(A)G-3	0.265290	283
(A)PEO STRICOM	0.260909	284
(AB)USAF Reserve Command Reserve Recruiting Service,	0.260669	285
(A)DCMS	0.257829	286
(A)G-1	0.256200	287
(A)AMC	0.254981	288
(A)Office of the Admin Assistant to the Army (SAAA)	0.253912	289
(A)HQ IMA	0.252089	290

(A)WHS	0.249914	291
(A)SAF/PA – Public Affairs	0.238116	292
(A)SAF/SB – Small & Disadvantaged Business	0.238100	293
(A)AF/XI – Warfighting Integration	0.237450	294
(A)SAF/IA – International Affairs	0.237118	295
(A)OSD	0.234229	296
(AB)HQ Air National Guard (ANG)	0.227358	297
(A)DCMA	0.219688	298
(A)HQ SMDC	0.218208	299
(A)HRC	0.216936	300
(A)OPNAV	0.209306	301
(A)SAF/IE – Installations Environment and Logistics	0.207539	302
(A)NETCOM	0.201310	303
(A)SAF/AQ - Acquisition	0.197521	304
(A)SAF/AG – Auditor General	0.197312	305
(A)DISA	0.196988	306
(A)DISC4 JTRS JPO	0.188239	307
(A)TMA	0.164090	308
(A)AF Personnel Operations Agency	0.158570	309
(A)PEO Biological Defense	0.157701	310
(A)NMCRS	0.157603	311
(A)AF/HO - Historian	0.157277	312
(A)SAF/FM – Financial Management and Comptroller	0.156783	313
(A)DLSA	0.156473	314
(A)DPMO	0.156181	315
(A)NAVIPO WASH DC	0.155633	316
(A)COMMANDER, NAVY INSTALLATIONS	0.155615	317
(A)DSCA	0.155472	318
(A)HQ ATEC	0.153650	319
(AB)HQ NGB (National Guard Bureau – overseeing Air Force and Army)	0.153333	320
(A)DODEA	0.153243	321
(A)Army Research Office	0.152528	322
(A)NAV SSP (NEW)	0.151736	323
(A)SDDC (formerly MTMC)	0.150176	324
(AJ)SOUTHCOM HQ	0.148419	325
(A)Navy Systems Management Activity (NSMA) - New	0.143747	326
(A)Army-CSA	0.143717	327
(A)DOD IG	0.142296	328
(A)MDA	0.142236	329
(A)AF/DP - Personnel	0.136565	330
(A)OFFICE OF NAVAL RESEARCH	0.124907	331
(A)DFAS	0.122673	332
(A)AF/IL – Installation and Logistics	0.113528	333
(A)DSS	0.112188	334

Table 2. MAH Military Value Results.

(3) Mobilization. The scoring plan used for the Mobilization function is provided in Appendix C to the final military value report presented in Section V of this document. Appendix J of the same report provides a copy of the data values used to run the military value model.

Alternative	Military Value Score	Rank
FT BENNING	0.552	1
FT LEWIS	0.545	2
FT BRAGG	0.497	3
FT HOOD	0.461	4
FT STEWART	0.457	5
FT MCCOY	0.439	6
FT DIX	0.435	7
FT KNOX	0.434	8
CG_MCB_CAMPEN	0.429	9
FT CARSON	0.369	10
FT BLISS	0.367	11
FT DRUM	0.361	12
CG_MCB_CAMP_LEJEUNE_NC	0.343	13
FT RILEY	0.339	14
FT SILL	0.338	15
FT POLK	0.333	16
FT CAMPBELL	0.323	17
Eglin AFB	0.322	18
FT JACKSON	0.310	19
ABERDEEN PROVING GROUND	0.300	20
FT LEE	0.293	21
SUBASE_BANGOR_WA	0.276	22
FT LEONARD WOOD	0.276	23
NAS_JACKSONVILLE_FL	0.259	24
McGuire AFB	0.250	25
FT SAM HOUSTON	0.248	26
Hill AFB	0.240	27
FT EUSTIS	0.239	28
NAVSTA_NORFOLK_VA	0.239	29
FT RUCKER	0.236	30
CBC_GULFPORT_MS	0.233	31
Robins AFB	0.233	32
Seymour Johnson AFB	0.219	33
Travis AFB	0.209	34
NAS_PENSACOLA_FL	0.202	35
NAVBASE_VENTURA_CTY_PT_MUGU_CA	0.195	36
FT RICHARDSON	0.194	37

Davis-Monthan AFB	0.191	38
March ARB	0.190	39
Scott AFB	0.190	40
FT HUACHUCA	0.188	41
Tinker AFB	0.186	42
Youngstown-Warren Regional APT ARS	0.185	43
Westover ARB	0.184	44
SCHOFIELD BARRACKS	0.182	45
Wright-Patterson AFB	0.181	46
NAS_JRB_FT_WORTH_TX	0.178	47
NAVSTA_SAN_DIEGO_CA	0.172	48
NAS_JRB_NEW_ORLEANS_LA	0.172	49
Holloman AFB	0.171	50
Whiteman AFB	0.160	51
Kirtland AFB	0.157	52
COMNAVDIST_WASHINGTON_DC	0.147	53
Niagara Falls IAP ARS	0.146	54
Grissom ARB	0.144	55
SUBASE_NEW_LONDON_CT	0.144	56
Barksdale AFB	0.143	57
Minot AFB	0.132	58
NAS_JRB_WILLOW_GROVE_PA	0.132	59
NAVSUPPACT_MID_SOUTH_MILLINGTON_TN	0.131	60
Elmendorf AFB	0.126	61
Homestead ARS	0.122	62
Jackson IAP AGS	0.120	63
NAVSTA_PEARL_HARBOR_HI	0.117	64
NAVSTA_GREAT_LAKES_IL	0.094	65
FT BUCHANAN	0.092	66

Table 3. Mobilization Military Value Results.

(4) Military Personnel Centers. The military value model is based on the scoring plan presented in Appendix D of the final military value report, which is presented in Section V of this document. The data used to execute the military value model are shown at Appendix K of the same report. The results of the military value model are shown below in Table 4.

Alternative	Military Value Score	Rank
NAVPERSCOM	0.962	1
AFPC	0.754	2
MC PERSCOM	0.586	3
EPMAC	0.563	4
NAVRESPERCEN	0.563	5
ARPC	0.130	6

HRC INDIANAPOLIS	0.098	7
HRC ST LOUIS	0.097	8
MC MOBCOM	0.094	9
HRC ALEXANDRIA	0.068	10

Table 4. Military Personnel Centers Military Value Results.

(5) Correctional Facilities. The corrections model scoring plan is at Appendix E of the final military value report in Section V of this document. The data used to run the model are in Appendix L of the same report. The results of the military value model are shown below in Table 5.

Alternative	Military Value Score	Rank
FORT LEAVENWORTH	0.587	1
CG_MCAS_MIRAMAR_CA	0.563	2
WPNSTA_CHARLESTON_SC	0.433	3
Lackland AFB	0.432	4
FORT KNOX	0.402	5
SUBASE_BANGOR_WA	0.400	6
NAVBRIG_NORFOLK_VA	0.386	7
Edwards AFB	0.372	8
NAS_PENSACOLA_FL	0.356	9
CG_MCB_CAMP_LEJEUNE_NC	0.342	10
CG_MCB_CAMPEN	0.338	11
FORT SILL	0.337	12
FORT LEWIS	0.337	13
CG_MCB_QUANTICO_VA	0.293	14
Kirtland AFB	0.289	15
NAVSTA_PEARL_HARBOR_HI	0.230	16
NAS_JACKSONVILLE_FL	0.185	17

Table 5. Correctional Facilities Military Value Results.

(6) DFAS. The DFAS scoring plan is in Appendix F to the final military value report presented in Section V of this document. Appendix M of the same report provides details on values of the data elements. The results of the military value model are shown in Table 6 below.

Alternative	Military Value Score	Rank
Rock Island	0.846	1
Pensacola Saufley Field	0.805	2
Denver	0.803	3
Norfolk Naval Station	0.787	4
Lawton	0.787	5

Pensacola Naval Air Station	0.720	6
Columbus	0.688	7
Omaha	0.673	8
Indianapolis	0.651	9
Dayton	0.625	10
St Louis	0.612	11
Cleveland	0.587	12
San Antonio	0.586	13
San Diego	0.569	14
Pacific Ford Island	0.569	15
Patuxent River	0.565	16
Limestone	0.548	17
Charleston	0.546	18
Rome	0.542	19
Orlando	0.540	20
Lexington	0.532	21
Kansas City	0.451	22
Seaside	0.433	23
San Bernardino	0.429	24
Arlington	0.313	25
Oakland	0.243	26

Table 6. DFAS Military Value Results.

(7) Installation Management. The installation management scoring plan is presented in Appendix G of the final military value report, which is shown in Section V of this report. Appendix N of the same report provides a copy of the data used to execute the military value model. The military value results are shown below in Table 7.

Alternative	**Military Value Score**	**Rank**
Walter Reed Medical Center	0.556	1
Ft. Bragg	0.530	2
NAVSTA Pearl Harbor	0.410	3
NAVSTA Norfolk	0.402	4
COMNAVDIST Washington D.C.	0.378	5
Bolling AFB	0.357	6
Lackland AFB	0.355	7
Ft. Lewis	0.350	8
Schofield Barracks	0.340	9
Ft. Eustis	0.304	10
MCB Quantico	0.291	11
Peterson AFB	0.290	12
Keesler AFB	0.285	13
MCB Hawaii Kaneohe	0.262	14

Ft. Carson	0.262	15
Ft. Belvoir	0.261	16
Ft. Shafter	0.260	17
Aberdeen Proving Ground	0.251	18
Ft. Meade	0.248	19
Langley AFB	0.235	20
Schriever AFB	0.234	21
NAS Patuxent River	0.233	22
Naval Support Act Mechanicsburg	0.230	23
Ft. Sam Houston	0.230	24
USAF Academy	0.228	25
CBC Gulfport	0.224	26
Elmendorf AFB	0.222	27
Hickam AFB	0.220	28
Randolph AFB	0.218	29
Nat Naval Med Center Bethesda	0.217	30
Andrews AFB	0.214	31
Ft. Dix	0.211	32
Dover AFB	0.208	33
Ft. Richardson	0.208	34
DOBBINS ARB	0.206	35
McGuire AFB	0.205	36
NAVWPNSTA Charleston	0.198	37
Charleston AFB	0.197	38
McChord AFB	0.196	39
Ft. Monmouth	0.193	40
Pope AFB	0.192	41
NAVMEDCEN PORTSMOUTH	0.191	42
Brooks-City Base	0.191	43
Ft. McNair/Fort Myer	0.188	44
NAS Oceana	0.186	45
COMNAVMARIANAS_GU	0.178	46
Cheyenne Mountain AFS	0.177	47
NAVSHIPYD Norfolk	0.174	48
NAVSUPPACT Norfolk	0.170	49
Andersen AFB	0.166	50
NAVPHIBASE Little Creek	0.165	51
Letterkenny Army Depot	0.165	52
NAS ATLANTA	0.164	53
Ft. Detrick	0.16	54
NAVAIRENGSTA Lakehurst	0.153	55
COMDR Camp Allen Norfolk	0.144	56
CO HQBN HQMC Henderson Hall	0.142	57
Adelphi Laboratory Center	0.141	58
Marine Corps Barracks 8th & I	0.138	59
Carlisle Barracks	0.131	60

WPNSTA Yorktown	0.13	61
NAVSTA Pascagoula	0.125	62
Ft. Monroe	0.123	63
WPNSTA Earle Colts Neck	0.116	64
Ft. A.P. Hill	0.112	65

Table 7. Installation Management Military Value Results.

The HSA JCSG analytical team conducted an extensive sensitivity analysis to ensure robust and stable military value results and associated recommendations. Sensitivity analysis for the final Military Value results was performed on three levels—accounting for data evolution, verifying impact on scenarios, and swinging the weights of the metrics. Each aspect of the results of sensitivity analysis was presented to the JCSG leadership for their consideration and resolution. Additional details on the sensitivity analysis can be found in the Final Military Value Report in Section V of this document.

c. Scenario Development.

The process by which the HSA JCSG generated and determined scenarios that would eventually become candidate recommendations was guided by the JCSG's overarching strategy (Section II c.) and relied on quantitative assessments of capacity and military value, as well as optimization. The aim was to determine the group of actions that would provide the best set of options supporting the JCSG's foundational principles and objectives.

Based on guidance from the OSD BRAC office, there were three acceptable methods for the generation of scenarios — optimization modeling, application of a strategy or set of strategies, and military judgment. The HSA JCSG used all three approaches to generate scenarios, but relied most heavily on the application of an overarching strategy. Military judgment was exercised by the JCSG leadership in the development of scenarios largely in cases where mitigating factors or other unique conditions may not have been adequately considered as a function of the JCSG strategy or quantitative models. Where this occurred it was noted and the rationale identified in the minutes of the deliberative session. Optimization modeling performed by the Center for Naval Analyses and the HSA JCSG Analysis Team guided the generation of several scenarios that later became candidate recommendations.

The functional analysts began scenario development by considering the JCSG's guiding principles and strategy. Quantitative results from the modeling phases were evaluated against this backdrop. As the groups began developing scenarios, they were required to report their progress to the leadership across two dynamics—constructs and level of impact. The members applied four constructs to ensure a balanced set of scenario choices. These constructs included joint scenarios that would involve more than one MILDEP or OSD-level entity, uniform scenarios that would apply a common standard consistently within each MILDEP or OSD-level entity, unique scenarios that captured significant exceptions within a

MILDEP or OSD-level entity, and hybrid scenarios that allowed some combination of the other three constructs. The members also required a set of choices against the level of impact, from radical to conservative. Throughout the development process, the functional experts briefed the JCSG Members on scenarios developed against these criteria; members would direct the generation of new scenarios if they felt that any portions of the strategic constructs and levels of impact were not adequately represented.

Once the strategic direction was understood, the analytic portion of the scenario development process became the foundation for scenario generation. Capacity analysis defined where functions were performed and provided an estimate of physical and operational capacity for both potential moving entities and receiving locations. The military value analysis provided an assessment of the military value of performing the functions under consideration by HSA JCSG at current and/or potential locations. In some cases, the results of capacity analysis and military value were used as key inputs into optimization models. Generally these models maximize military value subject to a set of constraints that capitalize on existing available capacity, either in terms of excess space or available land. Other constraints for the optimization model were developed as a result of functional analysis and consideration of the JCSG's strategy. The DFAS, Civilian Personnel, and Corrections teams and the Mobilization and MAH subgroups used the Navy's optimization approach. The Installation Management and Military Personnel teams did not require such elaborate models. Installation Management compared only two to three entities within each scenario, so military value alone was sufficient to determine results. Military Personnel had only ten entities within its scope, so the team manually developed scenarios by maximizing military value and capitalizing on available space.

The rankings that result from the military value model and results from the optimization approach were not absolute, but a starting point for scenario development. Scenarios were constructed with military value as a primary consideration, but the process also included results of functional analysis and application of military judgment. An overall construct for the development of the JCSG's recommendations has been one that is strategy driven and data verified.

The HSA JCSG also used an evolutionary process to obtain robust scenarios and recommendations. Based on the strategic guidance, the functional experts generated ideas. These were briefed to the deputy director and deputy subgroup leadership for consideration. If approved, these ideas became proposals and were taken to the JCSG leadership. The leadership considered each proposal and, based on their overall assessment of value, declared some as scenarios. The set of declared scenarios was then organized into independent, conflicting, competing, and complementary groups. Through deliberative discussions, the members compared each scenario and determined which scenarios would become candidate recommendations; those were subsequently forwarded to the ISG and the IEC. These decisions were based primarily on military value as a reflection of Selection Criteria 1 – 4, but they also considered the impact of Selection Criteria 5 – 8. Criterion 5 was evaluated using the Cost of Base Realignment Actions (COBRA) model. COBRA results do not provide budget quality analyses, but were used as a means to compare among and between scenarios, and later, CRs.

As recommendations were forwarded to the ISC and IEC, they were occasionally modified and refined based on other quantitative aspects of the larger integration and decision-making process or through the exercise of military judgment by senior DoD decision makers. The scenario development process resulted in a total of 204 ideas, 194 proposals, 117 declared scenarios, and 50 HSA JCSG-specific candidate recommendations and 21 recommendations following OSD-level integration.

d. Force Structure Plan.

Because the force structure plan does not make explicit reference to the impact of force structure on headquarters and support activities, the 20-Year Force Structure plan was considered, in general, through investigation of end strength levels and changes made to major operational forces. Three specific approaches were used by HSA JCSG for consideration of the force structure plan.

The first approach used Force & Infrastructure Categories (F&IC). F&IC codes are a framework for organizing the Program Elements (PEs) from the Future Years Defense Plan (FYDP). The JCSG made use of categories within the infrastructure component as outlined below.

> The Force Installations category refers to installations at which units in the forces category are based. It includes the services and organizations at these installations necessary to house and sustain the units and support their daily operations. It also includes programs that sustain, restore, and modernize each installation's buildings and protect its environment. This code was applied to the Installation Management Team and Mobilization Subgroup.
>
> The Central Personnel Administration code supports programs that acquire and administer the DoD workforce; this code was used for Civilian and Military Personnel teams.
>
> The Departmental Management code serves headquarters whose primary mission is to manage the overall programs and operations of the DoD and its components. It also includes administrative, forces, and international management headquarters, and Defense-wide support activities that are centrally managed. It specifically excludes combatant headquarters and the management headquarters that are associated with other Infrastructure categories. The MAH Subgroup primarily relied on this information.
>
> Each F&IC code was analyzed over the FYDP years for manpower levels; these levels and the trends of personnel strengths in general were compared to the levels provided in the force structure report. Since the manpower levels remain generally stable across each F&IC code for all services, and end strength levels as reported in the 20-year Force Structure Plan remain relatively flat, we concluded that our

scenarios are consistent with the 20-Year Force Structure Plan, as our scenarios support manpower levels that are sufficient to meet today's forces structure requirements. Additionally, the information contained in the current force structure report provides no evidence supporting a need to change the number and/or type of headquarters or activities within the HSA JCSG scope.

The second approach to force structure analysis was developed to address specifically OSD-level entities. In this case, each Defense agency, operating agency or activity, and the Joint Staff were sent memoranda requesting an independent assessment of the impact of the force structure plan on their organizations. The intent of the Joint Staff review was also to consider impact on the combatant commands. Each OSD-level entity provided a written response, and none cited any additional impact of the force structure report.

The third approach to force structure analysis was developed for the Corrections Team, because the other approaches did not provide sufficient resolution. For this team, a relationship between current inmate population and current end strength levels was developed. This relationship was then projected to the end strength levels shown in the force structure plan to forecast inmate level requirements of the future. Scenarios were then checked to make sure they included capacity that was sufficient to meet future needs.

The result of the three approaches to force structure analysis is that the current suite of recommendations is consistent with and able to meet the requirements stipulated in the 20-year Force Structure Report.

e. Surge Requirements.

Because of the unique breadth of the functions under the charter of the HSA JCSG, a variety of approaches to consideration of surge requirements was required. The Installation Management Team and MAH Subgroup explicitly questioned the entities within their charter as to their surge requirements. These requirements were then considered in capacity analysis in terms of requirements necessary and space evaluation. Correctional Facilities considered their surge as a function of demand against maximum potential capacity. The DFAS Team's functional analysis showed that explicit surge requirements were not necessary; DFAS will accommodate any surge issues through the addition of shifts or overtime work. The Military and Civilian Personnel teams' functional analyses revealed that each of these functions has been operating in a surge mode for the last several years. As such, their current requirements are sufficient to meet surge needs, so no additional surge capability is necessary. The Mobilization Subgroup deals with surge by its very nature. The scope of the Mobilization Subgroup's efforts is meant to accommodate up to full mobilization. Additional surge requirements are not necessary for this subgroup. More explicit detail on surge is provided in the Updated Capacity Analysis Report, which is included in Section V of this document.

IV. Recommendations and Justifications

a. Joint Basing

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

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

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

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

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

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

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

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

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

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

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

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

Justification: All installations employ military, civilian, and contractor personnel to perform common functions in support of installation facilities and personnel. All installations execute these functions using similar or near similar processes. Because these installations share a common boundary with minimal distance between the major facilities or are in near proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings, which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations. Regional efficiencies achieved as a result of Service regionalization of installation management will provide additional opportunities for overall savings as the designated installations are consolidated under regional management structures.

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

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

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

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

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

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

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

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

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

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

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

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

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

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 657 jobs (264 direct jobs and 393 indirect jobs) over the 2006-2011 period in the Charleston-North Charleston, SC Metropolitan Statistical Area, which is 0.2 percent of economic area employment.

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

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

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

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

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

b. Defense Finance and Accounting Service

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

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

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

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

Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.

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

Justification: This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. Overall excess facility capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69

percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance "unit cost" reductions beyond the BRAC facilities/personnel savings aspect.
The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AF Base Annex, CO, the Defense Supply Center-Columbus, OH, and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

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

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

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

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	408	308	716	Less Than 0.1
Charleston-North Charleston, SC Metropolitan Statistical Area	368	607	975	0.3
Cleveland-Elyria-Mentor, OH Metropolitan Statistical Area	1,028	847	1,875	0.1

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Dayton, OH Metropolitan Statistical Area	230	195	425	Less Than 0.1
Kansas City, MO-KS Metropolitan Statistical Area	613	549	1,162	Less Than 0.1
Lawton, OK Metropolitan Statistical Area	233	207	440	0.7
Lexington-Fayette, KY Metropolitan Statistical Area	45	27	72	Less Than 0.1
Aroostook County, ME	241	150	391	1.0
Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area	314	435	749	Less Than 0.1
Oakland-Fremont-Hayward, CA Metropolitan Division	50	41	91	Less Than 0.1
Omaha-Council Bluffs, NE-IA Metropolitan Statistical Area	235	259	494	Less Than 0.1
Orlando, FL Metropolitan Statistical Area	209	205	414	Less Than 0.1
Honolulu, HI Metropolitan Statistical Area	206	199	405	Less Than 0.1
Lexington Park, MD Metropolitan Statistical Area	53	70	123	0.2
Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area	637	1,100	1,737	0.8
Davenport-Moline-Rock Island, IA Metropolitan Statistical Area	235	206	441	0.2
Utica-Rome, NY Metropolitan Statistical Area	291	275	566	0.4
San Antonio, TX Metropolitan Statistical Area	335	367	702	Less Than 0.1
Riverside-San Bernardino-Ontario, CA Metropolitan Statistical Area	120	122	242	Less Than 0.1
San Diego-Carlsbad-San	240	257	497	Less Than 0.1

Region of Influence	Direct Job Reductions	Indirect Job Reductions	Total Job Reductions	% of Economic Area Employment
Marcos, CA Metropolitan Statistical Area				
Salinas, CA Metropolitan Statistical Area	61	62	123	Less Than 0.1
St Louis, MO-IL Metropolitan Statistical Area	293	318	611	Less Than 0.1

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

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

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

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

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

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast, 9110 Leonard Kimble Road, a leased installation at Stennis Space Center, MS, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA, and consolidating it with the relocated Human Resource Service Center-Northeast at the Naval Support Activity, Philadelphia, PA. Realign Human Resource Service Center-Southwest, 525 B Street, Suite 600, a leased installation in San Diego, CA, by relocating the Civilian Personnel Office to Naval Air Station North Island or Marine Corps Air Station Miramar, CA. Realign Human Resource Service Center-Pacific, 178 Main Street, Bldg 499, Honolulu, HI, by relocating the Civilian Personnel Office to the Human Resource Service Center-Northwest, 3230 NW Randall Way, Silverdale, WA, and Naval Air Station North Island or Marine Corps Air Station Miramar, CA and consolidating with the Human Resource Service Centers at Silverdale, WA and Naval Air Station North Island or Marine Corps Air Station Miramar, CA.

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

Realign 2521 Jefferson Davis Hwy, a leased installation in Arlington, VA, by relocating the transactional functions of the Defense Commissary Agency Human Resource Division and the Washington Headquarters Services Civilian Personnel Office to the Defense Logistics Agency, 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Department of Defense Education Activity, 4040 North Fairfax Drive, a leased installation in Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense

Logistics Agency 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Finance and Accounting Service, 8899 E. 56th Street, Indianapolis, IN, and consolidating them with the Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.

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

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

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

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Job Reductions	% of Economic Area Employment
Anchorage, AK Metropolitan Statistical Area	118	62	56	Less Than 0.1
Davenport-Moline-Rock Island, IA – IL Metropolitan Statistical Area	471	251	220	0.2
Dayton, OH Metropolitan Statistical Area	235	127	108	Less Than 0.1
Gulfport-Biloxi, MS Metropolitan Statistical Area	280	148	132	0.2

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Job Reductions	% of Economic Area Employment
Honolulu, HI Metropolitan Statistical Area	136	68	68	Less Than 0.1
Ogden-Clearfield, UT Metropolitan Statistical Area	168	85	83	Less Than 0.1
Oklahoma City, OK Metropolitan Statistical Area	252	111	141	Less Than 0.1
Warner Robins, GA Metropolitan Statistical Area	155	95	60	0.2
Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division	643	366	277	Less Than 0.1

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

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

Environmental Impact: New Source Review permitting and air conformity analyses may be required at Aberdeen, NSA Philadelphia, NAS North Island, and MCAS Miramar. Additional operations at Randolph may impact threatened and endangered species and/or critical habitats. Significant mitigation measures to limit releases may be required at Aberdeen to reduce impacts to water quality and achieve US EPA water quality standards. Increased missions may result in additional water restrictions or mitigation requirements at Fort Huachuca. Minimal impact expected. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; or wetlands. This recommendation will require spending approximately $0.2M for waste management and environmental compliance activities. This cost was included in the payback calculation.

This recommendation does not otherwise impact the costs of environmental restoration, waste management, or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

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

Recommendation: Close 5600 Columbia Pike and Skyline Place (Skyline VII), leased installations in Falls Church, VA, and 1010 Gause Boulevard, a leased installation in Slidell, LA. Relocate all components of the Defense Information Systems Agency (DISA) to Fort Meade, MD.

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

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

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

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

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

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

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

Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates over 720,000 Usable Square Feet (USF) of leased administrative space. The relocation of a DOD Agency headquarters to a military installation that is outside of the NCR

provides dispersion of DoD Activities away from a dense concentration within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide immediate compliance with Force Protection Standards. DISA's current leased locations are not compliant with current Force Protection Standards. This action provides a consolidation for DISA's headquarters reducing the number of buildings from eight to two.

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

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

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

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

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

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

Environmental Impact: Added operations will require New Source Review permitting and air conformity analysis at Fort Meade. Additional operations may impact cultural/archeological sites at Fort Meade and may further impact sensitive habitats leading to additional restrictions on training or operations. This recommendation has no impact on dredging; land use restraints and sensitive resource areas, marine mammals, resources, or sanctuaries; noise; waste management; water resources; or wetlands. This recommendation

will require spending approximately $0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

e. Collocate Missile and Space Defense Agencies

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

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

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

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

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

Justification: This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalization of the Department's presence within 100 miles of the Pentagon, and enhanced security for DoD Activities. Relocating MDA operations from the NCR and consolidating with existing MDA activities already in Huntsville will enhance jointness and establish an invaluable synergy with the principal DoD expertise in ground-based missile research and development as well as with expertise in missile-related test and evaluation. Additionally, the recommendation results in a significant improvement in military value due to the shift from primarily leased space to locations on military installations. The military value of MDA based on its current portfolio of locations is 329 out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model, and SMDC's headquarters is 299 out of 334. Redstone Arsenal is ranked 48 out of 334, and Fort Belvoir is ranked 57 out of 334.

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

continues movement of MDA onto Redstone Arsenal that is expected to occur with the completion in FY07 of the Von Braun 2 building, which will house approximately 800 MDA personnel. Similarly, SMDC is consolidating its headquarters office with existing activities recently moved on to Redstone Arsenal.

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

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

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

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

f. Collocate Miscellaneous OSD, Defense Agency, and Field Activity Leased Locations

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Community Infrastructure Assessment: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. Fort Lee reports no nationally-accredited child care facilities for the local community. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

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

g. Consolidate Army Test and Evaluation Command (ATEC) Headquarters

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

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

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

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

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

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

h. Collocate Miscellaneous Army Leased Locations

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

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

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

Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the U.S. Army G6/DISC4, the G8/Force Development, the G1/Army Research Institute, the U.S. Army Network Enterprise Technology Command, and the Administrative Assistant to the Secretary of the Army (SAAA) to Fort Belvoir, VA.

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

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

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

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

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

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

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

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

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

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to a military installation. The average military value of the noted components of Headquarters of the Department of the Army (HQDA) based on current locations ranges from 233rd to 327th out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Belvoir is ranked 57th out of 334. Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 690,300 Usable Square Feet of leased administrative space within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by a location within a military installation fence-line, will provide HQDA components with immediate compliance with Force Protection Standards. HQDA's current leased locations are non-compliant with current Force Protection Standards.

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

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

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

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

i. Consolidate Media Organizations into a New Agency for Media and Publications

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

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

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

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

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

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 786 jobs (466 direct jobs and 320 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent of economic area employment.

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

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

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

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

j. Relocate Miscellaneous Department of Navy Leased Locations

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

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to future use of leased space and enhanced security for DoD Activities. Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. This, plus the immediate benefit of enhanced Force Protection afforded by locations within a military installation fence-line, will provide the Department of the Navy (DON) Activities with immediate compliance with Force Protection Standards. DON's current leased locations are non-compliant with current Force Protection Standards. Additionally, the recommendation results in a significant improvement in military value as a result of the movement from leased space to military installations. The average military value of DON Activities based on current locations ranges from 192nd to 326th out of 334 entities evaluated by the MAH military value model. All military installations to which the DON Activities would relocate have higher military values.

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

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

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

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

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

k. Relocate Army Headquarters and Field Operating Agencies

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

within a military installation fence-line, will provide immediate compliance with Force Protection Standards. Operational synergies and efficiencies gained by co-locating Headquarters and newly consolidated Regional offices will likely result in additional operational efficiency and/or personnel reductions in the future.

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

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

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

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

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

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

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

Community Infrastructure Assessment: Fort Sam Houston's Uniform Crime Report (UCR) index is slightly higher than the national average and Fort Knox lacks nationally-accredited child care facilities; has an unemployment rate that is higher than the national average; has a low ratio of physicians and hospital beds to population; distance to nearest city (Louisville) is greater than 25 miles; and distance to nearest commercial airport is greater

than 25 miles. The community surrounding Redstone Arsenal reports a lack of available graduate and PhD programs. These issues do not affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

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

l. Collocate Defense/Military Department Adjudication Activities

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

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

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

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

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

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

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

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

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

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

Justification: This recommendation collocates all Military Department (MILDEP) and Department of Defense (DoD) security clearance adjudication and appeals activities at Fort Meade, MD. It meets several important DoD objectives with regard to future use of leased space, enhanced security for DoD activities, and collocates National Capital Area intelligence community activities. It also enables the Intelligence Reform and Terrorism Act of 2004, the Administration's counterintelligence strategy, and the Remodeling Defense

Intelligence initiative. Additionally, this recommendation results in a significant improvement in military value due to a shift from predominately-leased space to a location on a military installation. The military value of adjudication activities current portfolio of locations ranges from 152-280 out of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Meade, MD, ranks 94 out of 334.

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

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

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of two jobs (1 direct job and 1 indirect job) over the 2006-2011 period in the Phoenix-Mesa-Scottsdale, AZ Metropolitan Statistical Area, which is less than 0.1 percent of the economic area employment.

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

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

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

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

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

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

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

m. Collocate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency

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

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

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

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

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

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

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

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

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

Implementation of this recommendation will reduce the DoD's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The benefit of enhanced force protection afforded by a location within a military installation fence-line will provide immediate compliance with Force Protection Standards. CIFA and DSS current leased locations are not compliant with current Force Protection Standards. The CIFA, DSS portion of this recommendation eliminates 427,097 Gross Square Feet (GSF) of leased administrative space, consolidates their activities, and reduces the number of locations from 13 to two.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

o. Consolidate Transportation Command Components

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

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

Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment and Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

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

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

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

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

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

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

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

p. Relocate Air Force Real Property Agency (AFRPA)

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

Justification: This recommendation meets two important Department of Defense (DoD) objectives with regard to rationalization of the Department's presence within 100 miles of the Pentagon and enhanced security for DoD Activities. Additionally, the recommendation results in a significant improvement in military value. The military value of the Air Force Real Property Agency (AFRPA) is 302nd of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Lackland Air Force Base is ranked 25th out of 334. The recommendation eliminates over 16,000 Usable Square Feet of leased administrative space within the National Capital Region and relocates the involved offices to a military installation that will provide immediate compliance with Force Protection Standards. AFRPA's current leased location is non-compliant with current Force Protection Standards. The relocation of a headquarters activity to an installation that is farther than 100 miles from the Pentagon provides dispersion of DoD Activities away from a dense concentration within the National Capital Region. This recommendation provides for operational efficiency and enhanced synergy by co-locating AFRPA with a related Activity, the Air Force Center for Environmental Excellence, which is also relocating to Lackland Air Force Base.

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

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

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

Environmental Impact: Lackland Air Force Base has prehistoric sites, as well as two historic districts that may be impacted by this recommendation. Lackland Air Force Base has Military Munitions Response Program sites that may represent a safety hazard for future development. Less than 3db increase in noise contours can be expected from future development. The AICUZ reflects the current mission, local land use, and current noise levels. 7,029 acres off-base within the noise contours are zoned by the local community.

3,299 of these acres are residentially-zoned. The community has not purchased easements for area surrounding the installation. Wetlands restrict .004 percent of the base and .008 percent of the range. Additional operations at the installation may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; marine mammals, resources or sanctuaries; threatened and endangered species and critical habitat; waste management; or water resources. This recommendation will require spending approximately $0.05M to complete necessary National Environmental Policy Act documentation at the receiving installation. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities.

q. Collocate Navy Education and Training Command and Navy Education and Training Professional Development & Technology Center

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

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

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

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

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,878 jobs (738 direct jobs and 1,140 indirect jobs) in the Pensacola-Ferry Pass-Brent, FL Metropolitan Statistical Area, which is 0.9 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

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

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

r. Collocate Miscellaneous Air Force Leased Locations and National Guard Headquarters Leased Locations

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

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

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

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

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

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

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

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

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

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

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

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

Realign the Webb Building, a leased installation in Arlington, VA, by relocating Air Force-Personnel and the Secretary of the Air Force/General Counsel to Andrews Air Force Base, MD.

Realign Jefferson Plaza-1, Arlington, VA, by relocating the National Guard Bureau Headquarters, the Air National Guard Headquarters, and elements of the Army National Guard Headquarters to the Army National Guard Readiness Center, Arlington, VA, and Andrews Air Force Base, MD.

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

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

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

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

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

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

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

s. Create Joint Mobilization Sites

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

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

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

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

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

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

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

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

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

t. Consolidate Correctional Facilities into Joint Regional Correctional Facilities

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

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

Realign Naval Air Station Jacksonville, FL, and Naval Air Station Pensacola, FL, by relocating the correctional function of each to Naval Weapons Station Charleston, SC, and consolidating them with the correctional function already at Naval Weapons Station Charleston, SC, to form a single Level II Southeastern Joint Regional Correctional Facility.

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

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

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

This recommendation creates five, Level II Joint Regional Correctional Facilities. The Southwest Joint Regional Correctional Facility consolidates the Naval Consolidated Brig Miramar, Marine Corps Air Station Miramar; the Edwards Confinement Facility, Edwards Air Force Base, CA; the Kirtland Confinement Facility, Kirtland Air Force Base, NM; and the Marine Corps Base Brig, Camp Pendleton Camp Pendleton to a single Level II Joint Regional Correctional Facility at Miramar. The Midwestern Joint Regional Correctional Facility consolidates the Lackland Confinement Facility, Lackland Air Force Base, TX; the

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

u. Consolidate/Collocate Active and Reserve Personnel & Recruiting Centers for Army and Air Force

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

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

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

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

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

Headquarters at Fort Knox, KY, is captured in the installation closure recommendation for Fort Monroe. The relocation of the Navy Reserve Personnel Center, the Enlisted Placement and Management Center and the Navy Recruiting Command Headquarters from Naval Support Activity, New Orleans, LA, and their consolidation with the Navy Personnel Command and Navy Recruiting Command Headquarters at Naval Support Activity Millington, TN, is captured in the installation closure recommendation for Naval Support Activity New Orleans.

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

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

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

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

Community Infrastructure Assessment: A review of community attributes indicates some minor issues regarding the ability of the infrastructure of the community to support missions, forces and personnel at Fort Knox, KY. These issues include no nationally accredited child-care centers reported for the local community, the current quantity of rental and sale units available (adequate military housing exits on Fort Knox), and the population to physician ratio of 1 to 8 versus the national ratio of 1 to 4. These issues are mitigated, in part, by the recommendation itself under the expectation that an influx of personnel will result in a growth in community services such as child care centers and the building of housing to support increasing market demand. In addition, the proximity of Fort Knox to the

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

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

HSA-JCSG-D-05-326

HEADQUARTERS AND SUPPORT ACTIVITIES

JOINT CROSS SERVICE GROUP

FINAL

CAPACITY ANALYSIS

REPORT

(Final update to initial report)

5/11/2005

Table of Contents

Preamble

This final update to the Headquarters and Support Activities Joint Cross Service (HSA JCSG) Final Capacity Analysis Report (FCAR), dated 10 November 2004, incorporates changes and updates to the Office of the Secretary of Defense (OSD) database since that publishing. The primary driver for this report was to address the discrepancies in the amount of administrative space and personnel that were noted in the previous report. This report resolve those discrepancies while also serving to finalize the methodologies used to conduct capacity analysis. Where applicable, this report strives to resolve outstanding data issues not addressed in the primary data source (the OSD database) by consulting secondary, certified sources on a case by case basis.

It is important to note that these changes to this report do not affect previous deliberations that were conducted for the purpose of making Base Realignment and Closure (BRAC) recommendations to the Infrastructure Steering Group (ISG). On the contrary, this update solidifies past deliberative decisions that were originally based on 85% data resolution. This report now presents the Capacity picture with nearly 100% data resolution, thus confirming earlier decisions and subsequent Candidate Recommendations.

.

Section 1: Introduction

1.0 References.

1.0.1 Memorandum, Chairman Infrastructure Steering Group, 14 May 04, subj: Results of Joint Cross-Service Group (JCSG) Capacity Analyses.

1.0.2 Memorandum, Headquarters and Support Activities Joint Cross Service Group (HSA JCSG), 28 May 04, subj: Interim Capacity Report – Headquarters and Support Activities Joint Cross-Service Group (HSA JCSG).

1.0.3 Memorandum, Chairman Infrastructure Steering Group, 15 Jul 04, subj: Infrastructure Steering Group (ISG) Comments on the Headquarters & Support Activities (H&SA) Joint Cross-Service Group Interim Capacity Analysis Report.

1.0.4 Headquarters and Support Activities Joint Cross Service Group, Integrated Capacity Analysis Plan, dated 16 Jul 04, (Enclosure 1 of Reference 1.0.5).

1.0.5 Headquarters and Support Activities Joint Cross Service Group, Draft Capacity Analysis Report, dated 22 Jul 04.

1.0.6 Headquarters and Support Activities Joint Cross Service Group, Interim Capacity Analysis Report, 2nd Update to initial report, dated 20 Aug 04.

1.0.7 Headquarters and Support Activities Joint Cross Service Group, Final Capacity Analysis Report, dated 11 Nov 04.

1.0.8 Memorandum, Chairman Headquarters and Support Activities Joint Cross Service Group, 03 Feb 05, subj: Update and Re-certification of Capacity Data

This report layout follows the prescribed JCSG Capacity Analysis Report Template described in Reference 1.0.3. Reference 1.0.4 provides the analysis methodology that was originally proposed for each subgroup and is referenced throughout Section 4. This reference is offered to contrast the proposed methodology with the refined methodologies that were actually implemented in this final review. Section 4 addresses the reasons for refinements in methodology.

The components of the report are: Section 1 – Introduction; Section 2 – Functional Organization of the Capacity Analysis; Section 3 – Inventory by Function; Section 4 – Approach to Capacity Analysis; and Section 5 – Calculation of Capacities and Excess.

1.1 Review and Update of Approved Functions

1.1.1 History

The Infrastructure Steering Group (ISG) established the Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) to address common headquarters, administration and business related functions and processes across the Department of Defense (DoD), Services, and Defense agencies. This JCSG had no counterpart during the BRAC actions of 1991, 1993 and 1995. Consequently, the selection of functions for review and development of the associated scopes of analyses for the JCSG are unprecedented. This report reviews and updates the JCSG's scope of work as outlined in the ISG-approved HSA JCSG Capacity Analysis Report of November 2004.

1.1.2 Tiering

Using guiding principles of improved jointness; elimination of redundancy, duplication and excess physical capacity; and exploitation of best business practices, functions (activities) are defined and placed into three tiers. Descriptions of the prescribed tiers follow:

(1) Top Tier - Activities have obvious potential for significant payoff, in terms of footprint (facilities) reduction, and were the primary focus of the HSA JCSG.

(2) Middle Tier - Activities have excellent potential for significant payoff. Capacity analysis may reveal where to best focus efforts within each activity.

(3) Lower Tier - Activities were eliminated or passed to the MILDEPs for an appropriate level of review. Initial analysis of lower tier activities revealed questionable potential for significant footprint reduction.

The HSA JCSG's review of scope was an iterative process by which the middle tier was eventually eliminated as final scope refinements were agreed to by JCSG members and the ISG. Those functions initially placed in the middle tier were moved either to the upper or lower tiers. Once established, all top tier functions were fully analyzed. A final accounting of functions follows:

1.1.2.1 Functions Evaluated

1.1.2.1.1 DC Area (defined as 100-mile radius of the Pentagon).

Footprint analysis of all activities with the exception of intelligence agencies; headquarters functional analysis of the 13 Defense agencies assigned to this JCSG per ISG memoranda of 30 Jul 03; DoD field

activities and activities performing common headquarters, administration and business related functions. (Defense Commissary Agency (DeCA) is included although DeCA headquarters are located outside of the DC Area.) The footprint analysis reviewed the utilization of facilities, leased and owned, with the intent to rationalize the organization's presence within the DC area. Identification of excess physical capacity throughout the DC area revealed significant potential to co-locate/consolidate activities and eliminate facilities.

In addition to reviewing the common headquarters, administration and business related functions of assigned Defense agencies; HSA JCSG reviewed all mission- related functions of the Defense Finance and Accounting Service (DFAS), Defense Security Service (DSS), and the Pentagon Force Protection Agency (PFPA). This represents a reduction in original scope. On 4 Mar 04, HSA JCSG members determined that the dispersed nature of operations; small management cadres; commercial nature of business lines; organizational size; finite scope of oversight responsibilities; and/or linkages to foreign governments argue for mission-related functional status quo at DeCA, the Defense Contract Audit Agency (DCAA), the Defense Legal Services Agency (DLSA) and the Defense Security Cooperation Agency (DSCA). HSA JCSG continued to review common headquarters, administration and business related functions at these agencies.

1.1.2.1.2 Geographic Clusters (geographic areas of robust DoD concentration). Footprint and functional analyses of installation management activities within geographic clusters. This included evaluation of installations with shared boundaries. Analyses of installation management functions and activities in the DC area are accounted for in (1) above.

1.1.2.1.3 Administrative and Command and Control (C2) Headquarters outside DC Area. Footprint analysis of combatant commands, service component commands and supporting activities (COCOMs, SCCs and Supporting Activities); Reserve Component headquarters; and recruiting headquarters commands for possible co-location or relocation.

1.1.2.1.4 Defense Finance and Accounting Service (DFAS) Central and Field Operating Sites. Footprint and functional analyses included DFAS activities within the United States, at 26 locations and encompassing 30 different functional areas. Business process review considering the combining of business line functions, as well as administrative/staff functions, created significant potential to reduce the

size of DFAS's overall footprint and number of locations. Additionally, the study results include personnel/workload relocated to DFAS as defined in Defense Management Initiative Decision (MID) 914, dated 18 October 2004. The MID 914 directs consolidation at DFAS of the residual accounting and finance operations from Washington Headquarters Services (WHS), Defense Threat Reduction Agency (DTRA), and Department of Defense Education Activity (DoDEA).

1.1.2.1.5 Corrections Activities. Footprint and functional examination of multiple Level I (confinement less than 1 year), II (less than 5 years confinement), and III (greater than 5 years confinement and as determined by specific crimes) correctional facilities yielded opportunities to transfer prisoner load to the Federal Bureau of Prisons and the consolidation of activities within the DoD corrections enterprise structure.

1.1.2.1.6 Local Non-DFAS Finance and Accounting (F&A). Footprint and functional analyses verified that all local non-DFAS F&A activities reviewed complied with Defense Management Report Decision (DMRD) 910 except the following three organizations: WHS, DTRA and DoDEA. The DMRD 910, dated 13 December 1991, mandated DFAS (1) capitalize finance and accounting functions of the DoD Components by October 1, 1992, (2) immediately assume responsibility for all finance and accounting regionalization/consolidation efforts through the Department, and (3) establish an implementation group, with senior representatives from the DoD Components, to develop an implementation plan for submission to the DoD Comptroller no later than May 15, 1992. The local non-DFAS F&A footprint and functional analyses results concluded that personnel/workload associated with WHS, DTRA and DoDEA should be included in the DFAS Central and Field Operating Site effort. This conclusion is supported by the MID 914, dated 18 October 2004. The MID 914 directs consolidation at DFAS of the residual accounting and finance operations from WHS, DTRA and DoDEA.

1.1.2.1.7 Civilian Personnel Centers. Footprint and functional analyses yielded opportunities to consolidate and/or co-locate centers resulting in fewer locations and facilities. Currently, the Services have various forms of civilian personnel regionalization. For example, both the Navy and the Army have five Continental United States (CONUS) personnel centers all at different locations. Since all civilian personnel functions operate similarly under the guidance of the Office of Personnel Management (OPM), the HSA JCSG considered *DoD Personnel Centers* during the deliberative process.

1.1.2.1.8 Military Personnel Centers. Footprint and functional analyses produced opportunities for co-location and consolidation of military personnel centers. Currently, most Service military personnel centers are stand-alone entities. One focus of the analyses was to determine capacity consumed by each Service's component active duty and reserve personnel centers, and the potential for economies of scale and reduced footprint. For example, the Army has merged active and reserve personnel functions under a new Human Resources Command (HRC) and had intended to consolidate at two locations (vice three locations). Various recent transformational initiatives, e.g., automated contact call centers and web-based personnel data update capabilities, have enabled many military servicing activities to operate in a "virtual" environment, increasing the potential for consolidation and reduced footprint. Finally, the recent $281M, 10-year contract award to Northrop-Grumman to move into the implementation phase of the Defense Integrated Military Human Resource System (DIMHRS) will make military personnel data available to all Services on a unified system, further supporting joint and total force processes.

1.1.2.1.9 Mobilization. Per ISG guidance of July 16, 2003, mobilization was analyzed by a separate subgroup. The activities for which a mobilized individual or unit may be required to travel to a common/central mobilization site to prepare for and/or await deployment appeared most beneficial for review and were analyzed. Subordinate functions included pre-deployment processing and qualification, and training; and the functions of housing and staging, and equipping.

1.1.2.2 Functions Not Evaluated

The following functions were initially reviewed by the HSA JCSG, but ultimately eliminated or passed to the MILDEPs for consideration or dropped from the scope of analyses as appropriate.

1.1.2.2.1 MILDEP Reserve Force Management Organizations. The discovery period for this function was extensive. It quickly became evident that, due to mission considerations, significant variation exists among Army, Navy, Marine Corps and Air Force reserve component business models. Additionally, the Global War on Terrorism is serving as an accelerated forcing function for general reserve component organizational change. The various reserve components middle layer management organizations are especially affected by these dynamics. After careful deliberations, the HSA JCSG determined that this organizational change is proceeding in the right direction, the return on investment for further BRAC effort in this area is small, and the change

can be best affected for the long term outside of the BRAC process. To assist with this effort, the HSA JCSG is preparing a White Paper outlining its findings and suggestions for improvement. The function was remanded to the MILDEPs for consideration.

1.1.2.2.2 Local DFAS and non-DFAS F&A, except for WHS, DTRA, and DoDEA. Local DFAS and Non-DFAS F&A footprint and functional analysis results concluded that all activities reviewed were compliant with DMRD 910 except WHS, DTRA and DoDEA. Therefore personnel/workload associated with these organizations should be included in the DFAS Central and Field Operating Site footprint and functional analyses. This conclusion correlates with MID 914 which directs consolidations at DFAS of the residual accounting and financial operations from WHS, DTRA and DoDEA. The local DFAS and non-DFAS analyses also concluded that any further reductions associated with local DFAS or non-DFAS F&A activities, except for WHS, DTRA and DoDEA are within the purview of hosting military installations.

1.1.2.2.3 Common support functions above the installation level within geo-clusters. For a number of reasons, this area of functional analysis proved to be particularly difficult for the HSA JCSG to embrace. Generally, the nature of the challenge centered around: 1) difficulties experienced in defining the target area of analysis in the joint arena, and 2) the restrictive arms-length nature of the BRAC process. As a result, and after exhaustive efforts, this area of analysis was re-evaluated for return on investment. In deliberations, the HSA JCSG members concluded that functional analysis of the identified 14 common support functions could not be successfully completed within the BRAC framework and directed work to cease. They further directed that a White Paper be prepared to address these functions and the merits of further pursuing consolidation of initiatives outside of BRAC-thus furthering the investment made to date in this area. The White Paper has been completed and will be turned in to OSD separately.

1.1.2.2.4 Local military personnel offices. Several characteristics were identified that resulted in the elimination of local military personnel offices within geographic clusters from further consideration. These included the reduction in “eligible” offices due to elimination of major training bases and mobilization sites from consideration, and removal of installations where distances between them exceeded reasonable customer service commute time. In addition, local level active and reserve personnel offices primarily operate on separate schedules (weekdays versus weekends); any merging of offices would impact unit effectiveness. A final characteristic is the ongoing transformation of local offices from

walk-in to virtual customer service operations resulting in significantly reduced staffing and footprint.

1.1.2.2.5 Common functions performed at the installation level other than those found at DoD installations with shared boundaries or within a geographic cluster, excluding select local F&A.

1.1.2.2.6 Communications and Information Technology (COMM/IT) Base level communications and Computing Services. Communications and Information Technology was one of several support functions identified for BRAC review to identify high cost, low usage/excess capacity, and footprint that result in unnecessary duplication and redundancy within DoD. This effort also afforded and opportunity to reshape the way DoD performs communications and information technology business through business process reengineering (BPR).

In July 2003, the Undersecretary of Defense for Acquisition and Technology (USD(AT&L) directed the H&SA JCSG to analyze "base level" COMM/IT. The Technical Joint Cross Service Group (TJCSG) was charged with analyzing the DoD Information Technology Enterprise. Subsequently, the COMM/IT Team refined the scope of analysis as: 1) base-level COMM/IT functions that fell within H&SA JCSG-defined geographic clustered installations and 2) Computing Services: all DoD mainframe computing functions and high capacity data storage functions performed by base-level service providing organizations and/or major administrative headquarters.

Based on capacity data analysis, the COMM/IT Team recommended and H&SA JCSG agreed in February 2004 to reduce the COMM/IT scope of analysis to Computing Services only. Recognized by H&SA JCSG as a key enabler for other support functions, base-level COMM/IT military value metrics were integrated into weighted military value scoring plans for the Finance and Accounting; Civilian Personnel Offices, Military Personnel Offices, Installation Management, and Major Administrative Headquarters functions.

In August 2004, the H&SA JCSG agreed to eliminate Computing Services from the Group's scope of analysis. The COMM/IT Team's strategy was to identify duplication and redundancy of main frame computers and large capacity data storage systems and recommend consolidation of those systems not centrally managed by the Defense Information Service Agency's (DISA) Defense Enterprise Computer Centers in accordance with Defense Management Report Decision (DMRD 918). Analysis of Computing Services activities identified excess capacity; however, data points revealed that the majority of mainframe computing and large

capacity storage systems fulfilled unique, stand-alone mission requirements precluding consolidation. Additionally, HSA JCSG determined that the DoD Internet Protocol-based Net-Centric Enterprise Services initiative would drive COMM/IT integration and standardization among MILDEPs facilitating greater efficiencies and cost savings than those realized through BRAC initiatives.

1.1.2.2.7 Financial management PPBES functions US-wide, other than as identified above. The function was excluded from the original scope in coordination with the ISG.

1.1.2.2.8 Manpower management. Manpower management was eliminated from further consideration based on its small functional scale and direct link to each Military Department's Headquarters and Command Staff. At the local level, manpower staffing is very limited with insignificant opportunities to gain efficiencies or reduce footprint through consolidation.

1.1.2.2.9 Audit, excluding Auditor Headquarters. The function was excluded from the original scope in coordination with the ISG.

1.1.2.2.10 Records management and storage. What formal records management and storage exists is closely linked to personnel, financial or other specific functions, and best remains with those functions. As the Department continues to transform to the use of imaging and virtual record storage systems, physical records management and storage will continue to decline. With these considerations, this was eliminated as an area for consideration.

1.1.2.2.11 Ceremonial. The function was excluded from the original scope in coordination with the ISG.

1.1.2.2.12 Mobilization subordinate functions of pre-mobilization activities, transporting, and family and employer support to mobilized personnel were considered as having little potential to reduce footprint. In addition, the subgroup eliminated medical and dental functions from analysis following discussions with the military departments and the medical JCSG. It was determined that the evolution towards home station pre-mobilization, new Tri-care initiatives, and the planned cyclical rotation mobilization program would mitigate medical requirements placed on installations. Additionally, MILDEPs increased use of contract personnel during surge would further assist with demands placed on installations caused by increased spikes in the mobilization load.

1.2 Scope Refinements – Synopsis

1.2.1 DeCA, DCAA, DLSA and DSCA

Elimination of mission related analysis for DeCA, DCAA, DLSA and DSCA. HSA JCSG members determined that efforts to analyze missions of these Defense agencies would result in little potential for footprint reduction. The JCSG will continue with analysis of footprint and common headquarters, administration and business related functions.

1.2.2 Communications/Information Technology (COMM/IT)

In December 2003, the HSA JCSG members elected to forego a separate and distinct analysis of the COMM/IT function as it alone would not drive realignment or closure of facilities. Although it was identified as vital, COMM/IT is a common base operations support (BOS) and headquarters support function that must be adjusted to meet mission requirements and not the reverse. Therefore, select COMM/IT capacity data call questions were integrated into the Installation Management (IM) and Major Admin Headquarters (MAH) Military Value Scoring Plans, and the development of a separate COMM/IT score for each installation was abandoned.

1.2.3 Local Military Personnel

Elimination from the process based on JCSG members' determination that efforts to analyze Local Military Personnel Offices would result in little potential for footprint reduction.

1.2.4 Reserve Force Management Organizations (RFMOs)

Elimination from the process based on JCSG members' determination that with current, positive transformational initiatives in progress regarding RFMOs, the continued analysis would provide limited opportunity to reduce footprint.

1.2.5 Headquarters Support Activities – Common Support Functions

From the footprint analysis available, JCSG members directed that efforts be refocused to support determination of efficiencies gained through co-location or consolidation of HQs. The review of common support functions of activities within geo-clusters is suspended.

1.2.6 Local Finance & Accounting (F&A)

The initial capacity report included the review of local DFAS and non-DFAS F&A entities as part of Financial Management Transactional Services, which was described as a Top Tier review effort. After functional analysis of local DFAS F&A, it was determined that there was no opportunity to merge or co-locate 33 of the DMPO/MSA entities due to their physical dispersion and customer support requirements. Further analysis found no alignment potential and little footprint reduction in merging or co-locating the remaining 20 local DFAS F&A entities. However, analysis did reveal potential footprint reduction payoff for three DC Area local non-DFAS F&A entities

realigning F&A functions to DFAS. As such, WHS, DTRA, and DoDEA F&A are Top Tier for continued study, and the rest of the local DFAS and non-DFAS F&A entities are Lower Tier. In this analysis those local offices were not updated. As such, they are not included in the results. Please refer to the Final Capacity Analysis report, dated 11 November 2004, for those results.

1.2.7 Computing Services

Computing Services was intended to be a Business Process Reengineering initiative. As such, it is not well suited for analysis within the current BRAC process. Moreover, the present analytic review suggests little potential for footprint reduction. Finally, the Department's transition to Net-Centric Enterprise Services circumvents continued consideration of whether or not to enforce DMRD 918.

1.2.8 Further Refinements

There will be no future refinements as this is the final iteration of capacity analysis.

1.3 Summary of Results

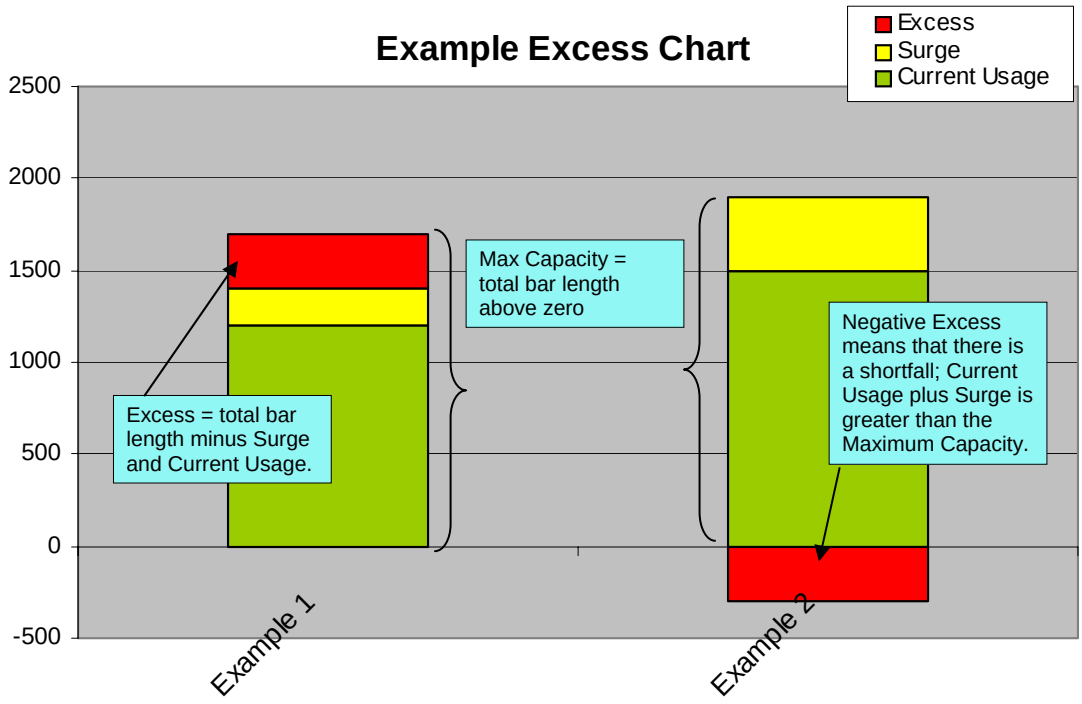
For this final report, physical capacity will be the primary metric addressed. However, in some instances, select subgroups may rely on measurement and analysis of operational capacity. In particular is the use of throughput analysis by the Mobilization and Corrections groups. Those departures from footprint analysis are on a case by case basis and are described in detail for each respective subgroup in Section 4.

The following subsection and the embedded charts present a top level representation of the Capacity Analysis results. Please refer to the appropriate sections of this report for a more in depth look at the methodology (Section 4) and detailed results (Section 5). There you will find detailed descriptions of each of the metrics used as well as definitions for Surge, Current Usage, and Excess.

Excess is the amount of physical space remaining from the reported Maximum Potential Capacity once one accounts for the amount of space currently in use and the amount needed for surge operations. Graphically this is depicted in a bar chart where the length of the whole bar represents the Maximum Potential Capacity. The subdivisions of each bar then represent the Current Usage level as well as any identified Surge Requirements. In some instances, the Current Usage plus the surge requirement will not comprise the whole bar. This will be the excess with which this report primarily concerns itself. For the sake of uniformity and simplicity all charts will indicate surge in the legend, even if none was reported or used.

Please note that negative excess indicates that an organization currently occupies less space than its usage and surge requirements dictate. That is, a negative excess bar indicates that there is a shortfall of space. In these instances, the current usage plus surge

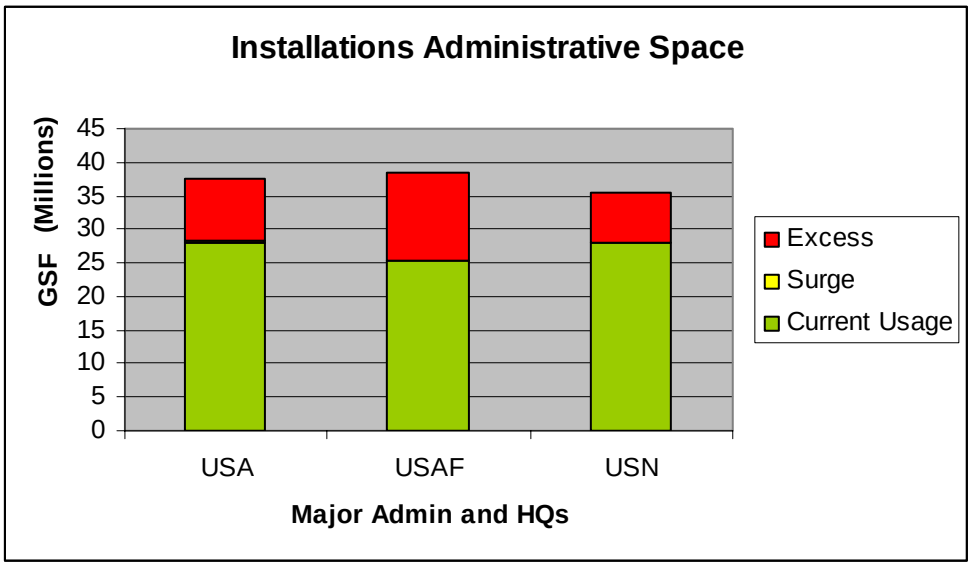
exceeds the maximum potential capacity by the length of the negative portion of the bar. The chart below describes the charts used throughout this section:



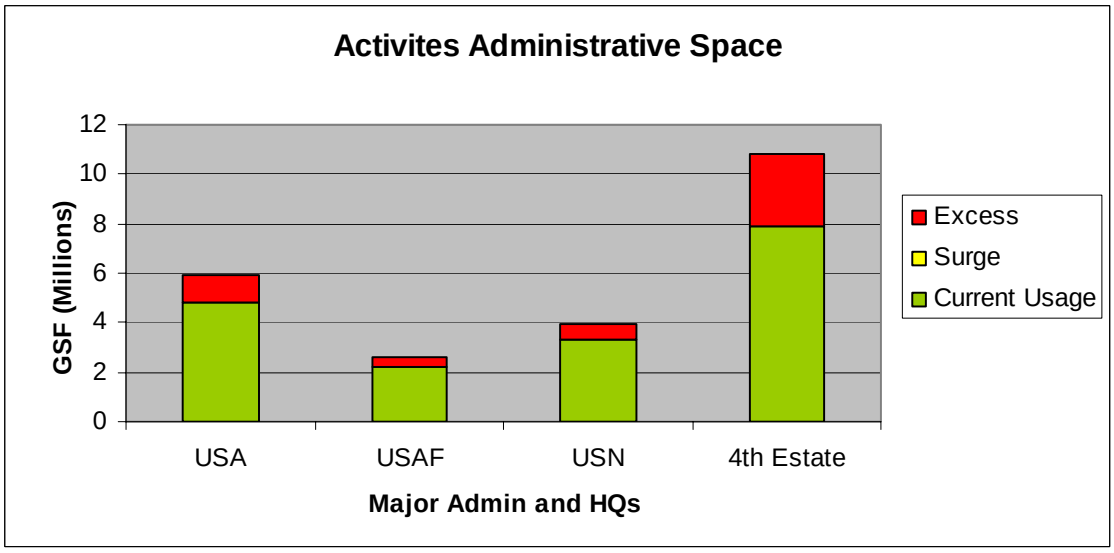
1.3.1 Major Administrative and Headquarters (MAH)

The analysis of Major Administrative and Headquarters includes both Installation and Activity level analysis, using separate analytical approaches due to their physical differences. Activities are a specified subset of the Installation level analysis. As such, there exists the possibility for "double counting" DoD question responses if one were to add the reported capacities together. It is important, therefore, to note that the activities specified below are in actuality part of the installations that are also reported. Likewise, since not all activities on an installation were targeted, the two will not have the reported capacities and excess. In laymen's terms, this means that one should view the two separately and only include the installation level analysis when calculating total excess.

1.3.1.1 MAH—Installations. The analysis reveals 19% to 34% excess administrative space at the installation-level across the MILDEPs. In total there is 21% Excess Capacity.



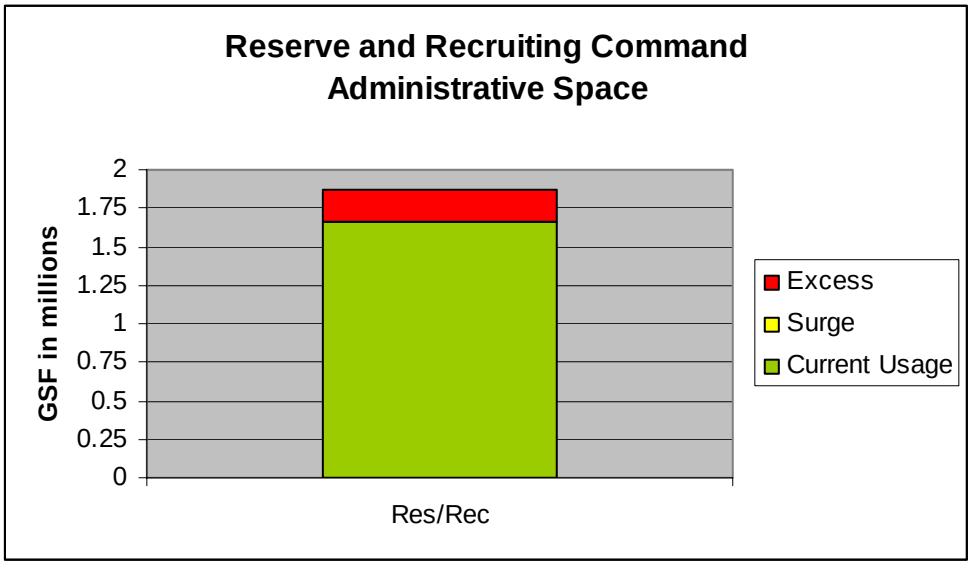
1.3.1.2 MAH--Activities. The analysis reveals 15% to 27% excess administrative space within the specified activities across the MILDEPs, OSD, Defense Agencie and Field Activities. In total there is 24% Excess Capacity.



1.3.1.3 Combatant Commands (COCOMs), Service Component Commands (SCCs) and Supporting Activities. Scenarios for COCOM elements were generated largely through a strategy driven approach—based on the

JCSG's stategy and military judgement. Capacity Analysis took a supporting role of data verification. Because of this and the challenges associated with data collection, COCOM data is 81% complete. This capacity analysis is based upon the best data available at the time of this report and its status does not adversely affect any Candidate Recommendations. Due to the nature of the data collection, calculation of excess would not be consistent with the methodologies contained herein and thus is not presented in this section. Although, in some instances, COCOMs were included as specific MAH activities. Therefore, please reference Sections 4 and 5, and their supporting appendices for presentation of COCOM capacity analysis.

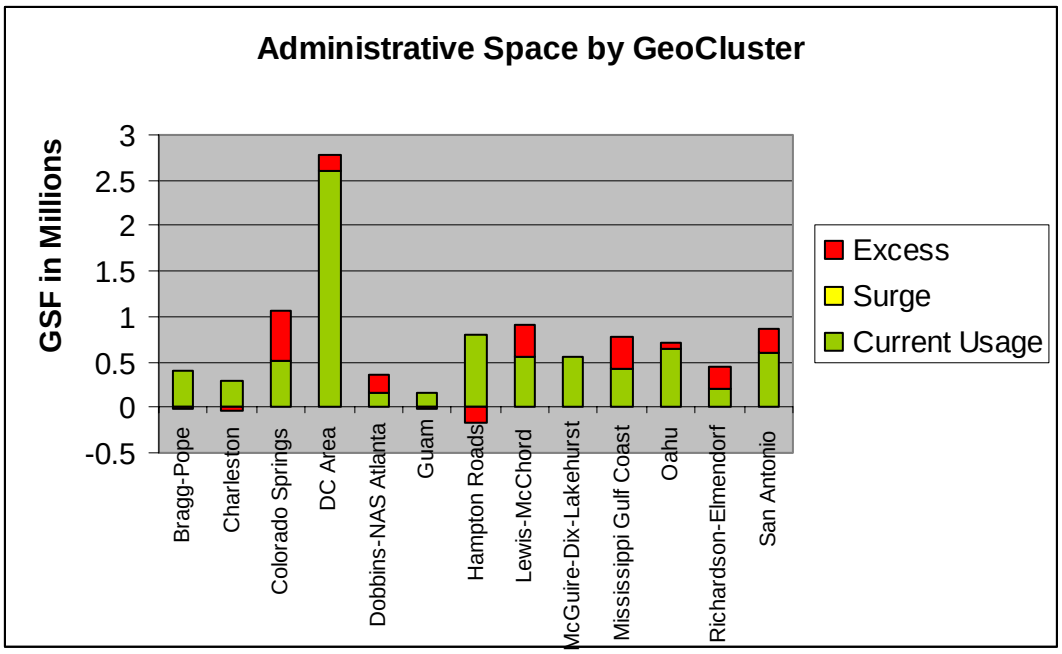
1.3.1.4 Reserve and Recruiting Commands. 11% Excess Capacity is found across the reserve and recruiting commands.



1.3.2 Geographic Clusters

1.3.2.1 Installation Management (IM). Excess Capacity exists to 55% amongst geo-clusters. In total there is an Excess Capacity of 15% in IM

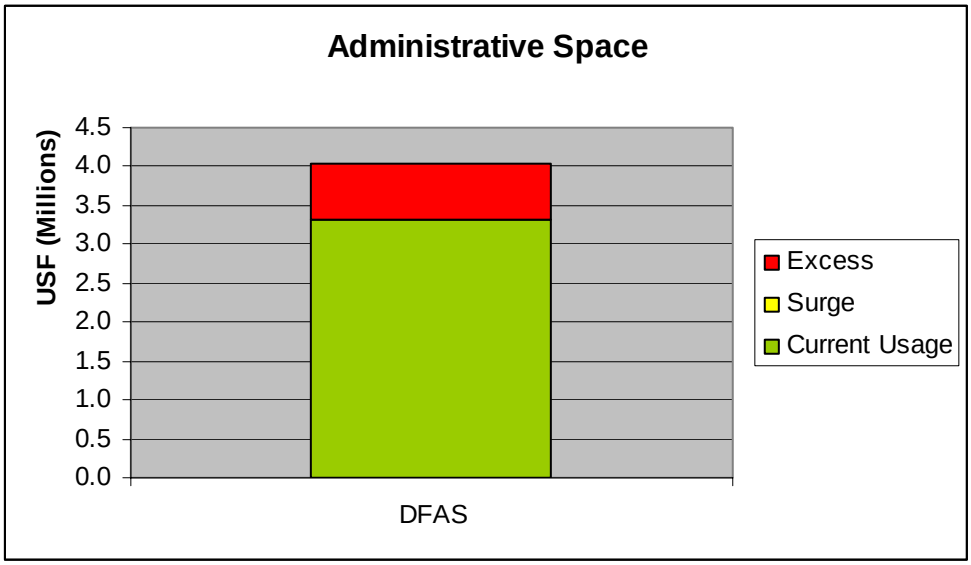
administrative space. An additional 12 installation management were analyzed. Please reference Section 5 for more detailed results.



1.3.3 DFAS Central and Field Operating Sites

Capacity analysis results identify an excess of 22% in administrative space. Excess Capacity associated with admin space dedicated to special equipment (safes, vaults, and

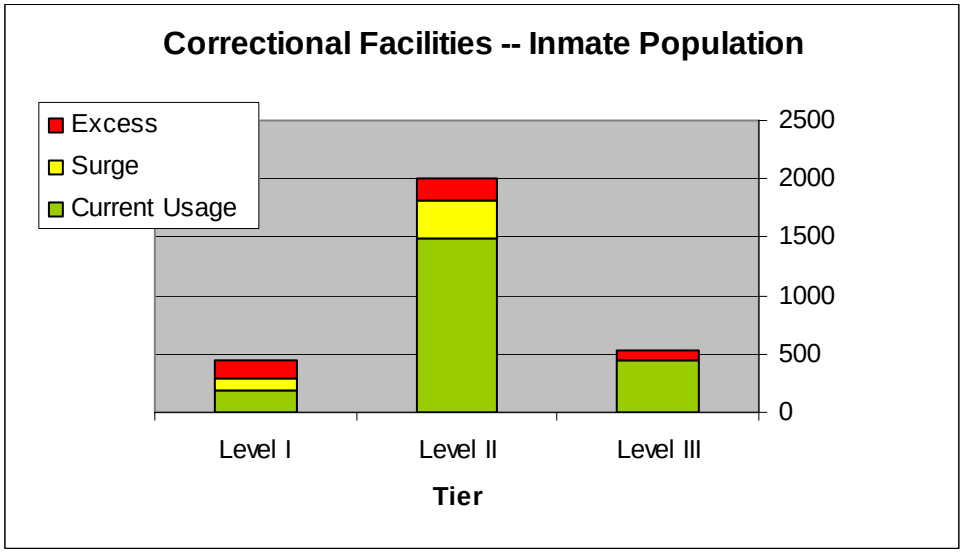
classified computers) or space dedicated to storage and warehouse was identified and is addressed in Section 4.



1.3.4 Correctional Facilities

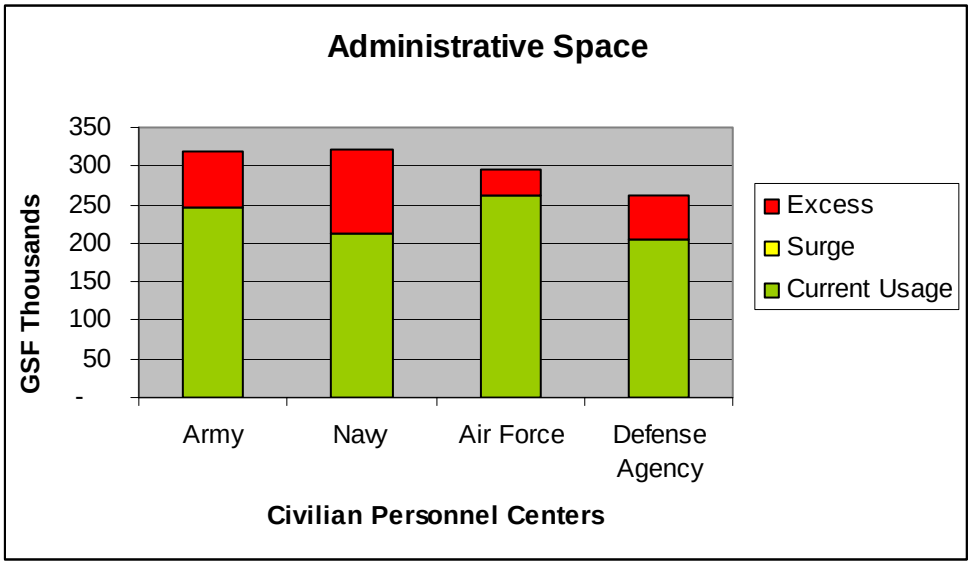
The Corrections team presents its analysis in terms of inmate throughput by facility security level (Level I: confinement less than 1 year, Level II: confinement greater than

one year but less than five years, Level III confinement greater than five years). The capacity analysis results reveal Excess Capacity for correctional facilities from 9% to 35% between detention security levels. This analysis is presented as an aggregate across the services.



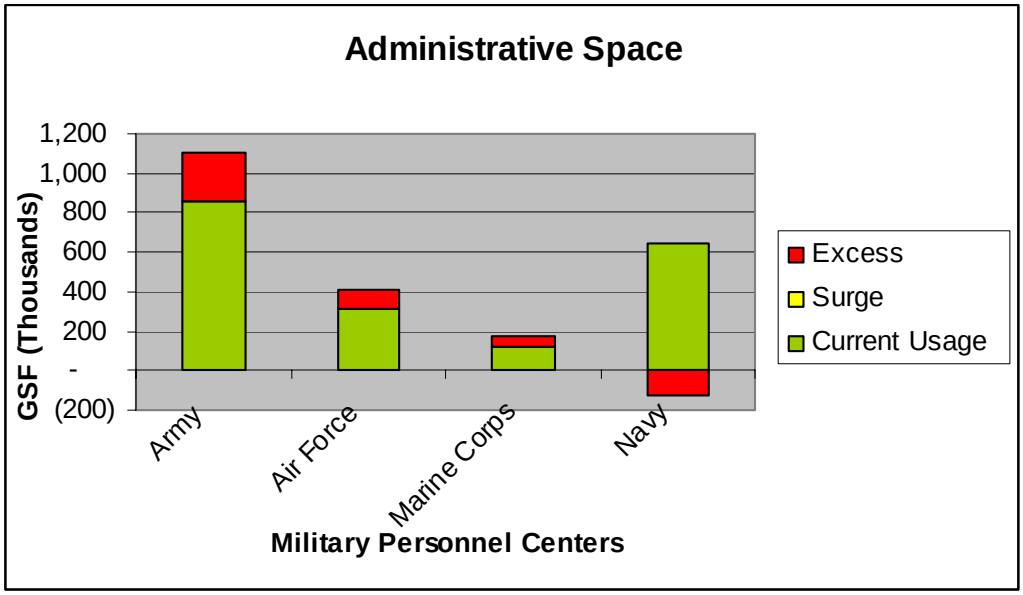
1.3.5 Civilian Personnel Centers

Excess Capacity exists in civilian personnel centers from 11% to 34% between the services and DoD. Overall, Civilian Personnel Centers across DoD have an Excess Capacity of 24%.



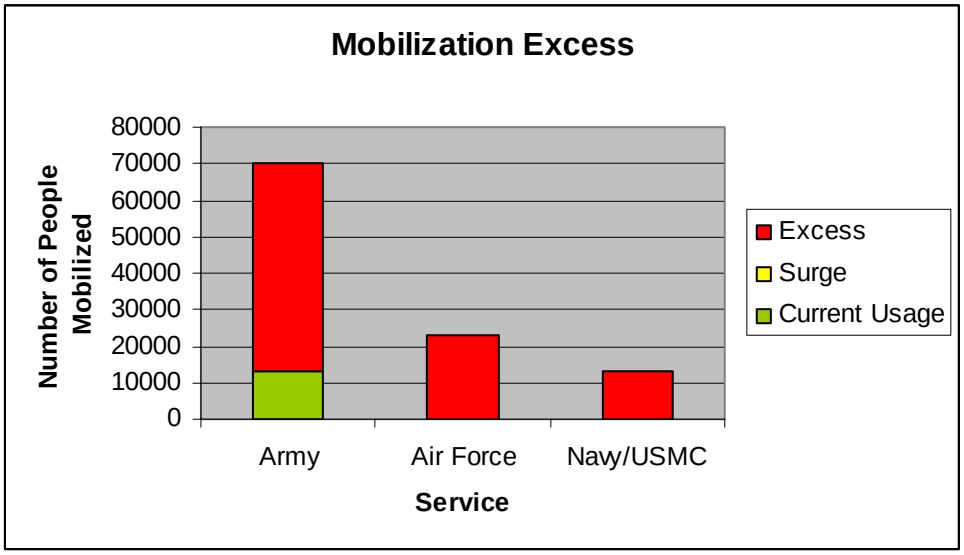
1.3.6 Military Personnel Centers

Excess Capacity exists in military personnel centers from a 10% shortfall to a 33% excess among the MILDEPs. In total there is a 24% Excess Capacity.



1.3.7 Mobilization

The Mobilization team presents its analysis in terms of historical throughput. The methodology and data indicates 81%-99% excess. Although this excess appears to be significant at the surface, it may be more a function of unique reporting issues than physical excess. This challenge is presented in greater detail in Section 4.



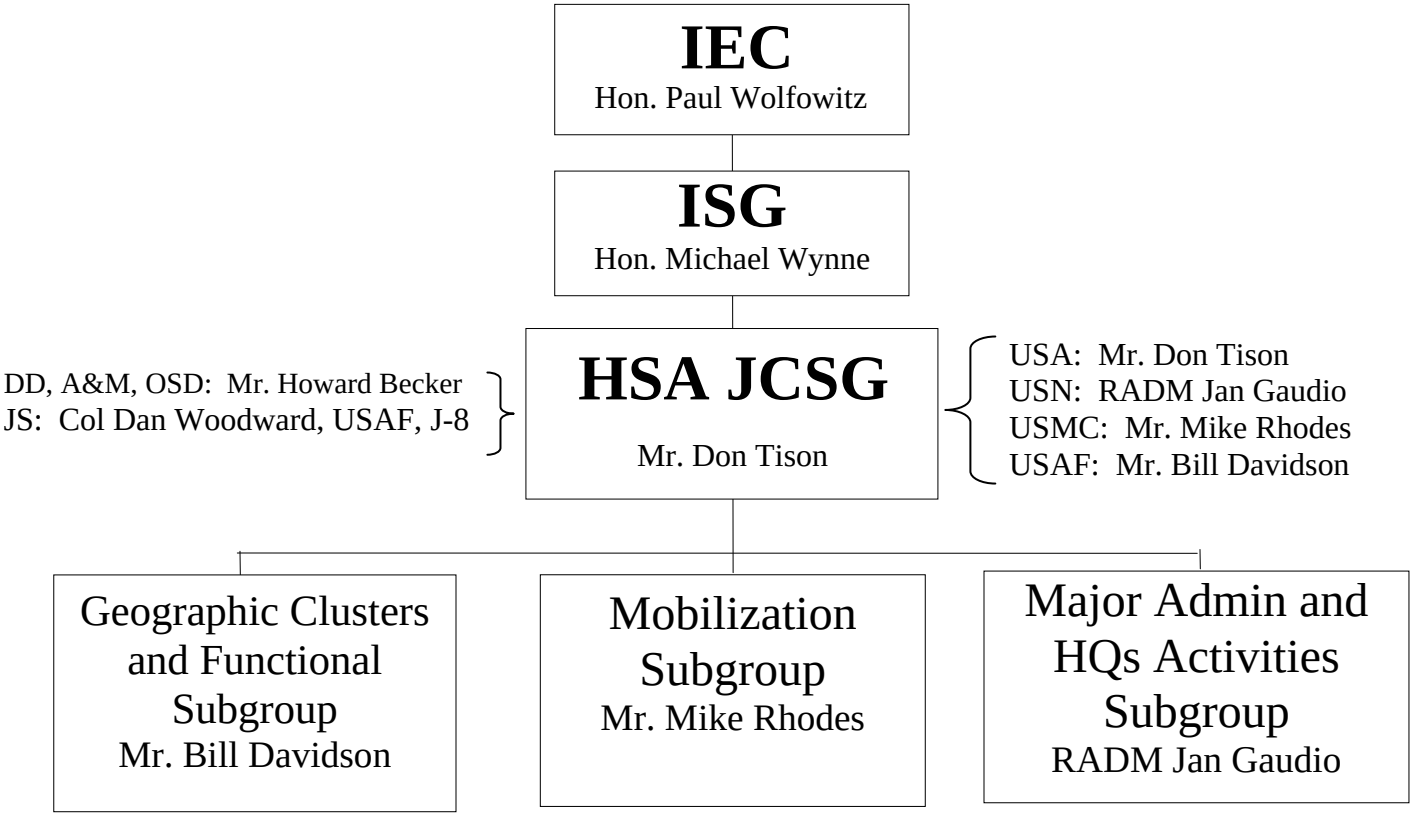
1.3.8 Aggregate Results

The aggregate results of capacity analysis are as shown.

		Current Capacity	Maximum Potential Capacity	Current Usage	Surge	Excess	Excess %
Footprint Analysis	MAH Installations	102,819,945	112,006,087	87,566,988	362,760	24,076,339	21.5%
	MAH Activities	26,576,615	26,576,615	20,269,800	6,350	6,300,465	23.7%
	CIVPER	1,278,040	1,278,040	969,000	-	309,040	24.2%
	MILPER	2,293,495	2,293,495	1,748,400	-	545,095	23.8%
	DFAS	3,245,808	3,245,808	2,530,240	-	715,568	22.0%
	IM	9,381,190	9,381,190	8,009,278	-	1,371,912	14.6%
Throughput Analysis	MOB	17,186	106,929	13,592	-	93,337	87.3%
	CORR	2,565	2,975	2,141	410	424	14.3%

Section 2: Functional Organization

Functions and subordinate functions in Section 1 are being analyzed by the HSA JCSG organized as depicted below.



- Installation Management Team
- Communications/IT Team
- Personnel and Corrections Team
- Financial Management Team

- Maj Admin/HQs beyond DC Area Team
- Maj Admin/HQs in DC Area Team
- Common Support Functions

Section 3: Inventory

After the Headquarters and Support Activities Joint Cross Service Group's (HSA JCSG) initial capacity analysis it was necessary to refine the scope of further analysis by limiting additional work to installations, activities, and geo-clusters of interest. This "target list" was developed and used to focus further analysis for each of the subgroups. Below are the detailed lists of installations, activities, and geo-clusters that were analyzed.

3.1 Major Administrative and Headquarters Activities

The Major Administrative and Headquarters Subgroup (MAH) is approaching its Capacity Analysis of Footprint of Administrative Space from two directions. The first is an analysis of administrative space on a targeted group of military installations. Targeted installations were determined by assessing whether the installations have significant amounts of existing administrative space and a significant inventory of buildable land. The second area of analysis is by Activity. Major Activities using administrative space and headquarters are being targeted in three subgroups: Located within the DC Area; COCOMs, SCCs, and Supporting Activities; and Reserve and Recruiting Commands. Activities can be located on military installations (i.e. owned space) or in leased space or in both types of space.

3.1.1 Major Administrative and Headquarters Installations

ABERDEEN PROVING GROUND
ALTUS AFB
ANACOSTIA ANNEX
ANDREWS AFB
ARLINGTON SERVICE CENTER
ARMY NATIONAL GUARD READINESS CENTER (ARLINGTON HALL)
BARKSDALE AFB
BEALE AFB
BOLLING AFB
BROOKS CITY-BASE
BUCKLEY AFB
CANNON AFB
CARLISLE BARRACKS
CHARLESTON AFB
COLUMBUS AFB
DAVIS-MONTHAN AFB
DOVER AFB

DYESS AFB
EGLIN AFB
EIELSON AFB
ELLSWORTH AFB
ELMENDORF AFB
FAIRCHILD AFB
FORT A P HILL
FORT BELVOIR
FORT BENNING
FORT BLISS
FORT BRAGG
FORT CAMPBELL
FORT CARSON
FORT DETRICK
FORT DIX
FORT DRUM
FORT EUSTIS
FORT GILLEM
FORT GORDON

FORT HAMILTON
FORT HOOD
FORT HUACHUCA
FORT JACKSON
FORT KNOX
FORT LEAVENWORTH
FORT LEE
FORT LEONARD WOOD
FORT LEWIS
FORT MCCOY
FORT MCNAIR
FORT MCPHERSON
FORT MEADE
FORT MONMOUTH
FORT MONROE
FORT MYER
FORT POLK
FORT RICHARDSON
FORT RILEY
FORT RUCKER
FORT SAM HOUSTON
FORT SHAFTER
FORT SILL
FORT STEWART
FORT WAINWRIGHT
FRANCIS E. WARREN AFB
GRAND FORKS AFB
HENDERSON HALL
HICKAM AFB
HILL AFB
HOMESTEAD ARS
HURLBURT FIELD
JOINT RESERVE BASE FORT WORTH
JOINT RESERVE BASE NEW ORLEANS
JOINT RESERVE BASE WILLOW GROVE
KEESLER AFB
KIRTLAND AFB
LACKLAND AFB
LANGLEY AFB
LITTLE ROCK AFB
LUKE AFB
MACDILL AFB
MALMSTROM AFB

MARCH ARB
MARINE CORPS AIR STATION BEAUFORT
MARINE CORPS AIR STATION CHERRY POINT
MARINE CORPS AIR STATION MIRAMAR
MARINE CORPS BASE CAMP LEJEUNE
MARINE CORPS BASE CAMP PENDLETON
MARINE CORPS BASE HAWAII CAMP SMITH
MARINE CORPS BASE HAWAII KANEOHE
MARINE CORPS BASE QUANTICO
MARINE CORPS SUPPORT ACTIVITY KANSAS CITY
MAXWELL AFB
MCCHORD AFB
MCCONNELL AFB
MCGUIRE AFB
MINOT AFB
MOUNTAIN HOME AFB
NATIONAL NAVAL MEDICAL CENTER BETHESDA
NAVAL AIR ENGINEERING STATION LAKEHURST
NAVAL AIR STATION BRUNSWICK
NAVAL AIR STATION CORPUS CHRISTI
NAVAL AIR STATION JACKSONVILLE
NAVAL AIR STATION KEY WEST
NAVAL AIR STATION MERIDIAN
NAVAL AIR STATION NORTH ISLAND
NAVAL AIR STATION PATUXENT RIVER
NAVAL AIR STATION PATUXENT RIVER WEBSTER FIELD
NAVAL AIR STATION PENSACOLA
NAVAL AIR STATION POINT MUGU
NAVAL AIR STATION WHIDBEY ISLAND

NAVAL AIR STATION WHITING FIELD
NAVAL AMPHIBIOUS BASE CORONADO
NAVAL RESEARCH LABORATORY
NAVAL STATION AND UNDERSEA WARFARE CENTER NEWPORT
NAVAL STATION EVERETT
NAVAL STATION NORFOLK
NAVAL STATION PEARL HARBOR
NAVAL STATION SAN DIEGO
NAVAL SUBMARINE BASE BANGOR
NAVAL SUBMARINE SUPPORT BASE KINGS BAY
NAVAL SUPPORT ACTIVITY MECHANICSBURG
NAVAL SUPPORT ACTIVITY MILLINGTON
NAVAL SUPPORT ACTIVITY NEW ORLEANS, LA
NAVAL SUPPORT ACTIVITY NORFOLK
NAVAL WEAPONS STATION CHARLESTON
NAVSTA ANNAPOLIS
NAVSUPPACT DAHLGREN
NAVSUPPACT INDIAN HEAD
NELLIS AFB

OFFUTT AFB
PETERSON AFB
POPE AFB
POTOMAC ANNEX, WASHINGTON DC
RANDOLPH AFB
REDSTONE ARSENAL
ROBINS AFB
SAUFLEY FIELD
SCHOFIELD BARRACKS
SCOTT AFB
SEYMOUR JOHNSON AFB
SHAW AFB
SHEPPARD AFB
TINKER AFB
TRAVIS AFB
TYNDALL AFB
VANCE AFB
VANDENBERG AFB
WALTER REED AMC
WASHINGTON NAVY YARD
WHITEMAN AFB
WRIGHT-PATTERSON AFB

3.1.2 Major Administrative and Headquarters Activities

11TH WING
6MLMC
ACQUISITION SUPPORT CENTER (AAESA)
ACSIM
AF ADJUDICATION
AF FLIGHT STANDARDS AGENCY
AF LEGAL SERVICES AGENCY
AF MEDICAL OPERATIONS AGENCY
AF MSA - MEDICAL SUPPORT AGENCY
AF NEWS AGENCY
AF OFFICE OF SPECIAL INVESTIGATIONS
AF PERSONNEL OPERATIONS AGENCY
AF REVIEW BOARDS AGENCY

AF/DP - PERSONNEL
AF/HC – CHAPLAIN SERVICE
AF/HO - HISTORIAN
AF/IL – INSTALLATION AND LOGISTICS
AF/JA – JUDGE ADVOCATE GENERAL
AF/RE – AIR FORCE RESERVE
AF/SG – SURGEON GENERAL
AF/XI – WARFIGHTING INTEGRATION
AF/XO – AIR AND SPACE OPERATIONS
AF-CIO – HAF CHIEF INFORMATION OFFICER
AFCEE
AFIP

AFIS (AMERICAN FORCES INFORMATION SERVICE)
AFSAA - AF STUDIES AND ANALYSIS AGENCY
AMC (ARMY MATERIEL COMMAND)
AMC (AIR MOBILITY COMMAND)
ARMY ADJUDICATION
ARMY AUDIT AGENCY
ARMY CONTRACTING AGENCY
ARMY CSA
ARMY EVALUATION CENTER
ARMY NATIONAL GUARD
ARMY RESEARCH OFFICE
ASA (FM&C)
ASA (I&E)
ASA(M&RA)
AUDSVC
BD CPAC -MA, NE REGION
BUMED, WASH DC
CAA
CECOM (ACQUISITION CTR)
CID - BELVOIR
CIFA HQ
CMC (FOB-2)
CO HQBN HQMC (HENDERSON HALL)
COMMANDER, NAVY INSTALLATIONS (CNI)
COMMUNICATIONS & ELECTRONICS COMMAND (CECOM)
COMNAVFACENGCOM
COMSC WASHINGTON DC
DARPA
DCAA
DCMA
DCMS
DECA
DECA REG HQ
DEVELOPMENTAL TEST COMMAND
DFAS
DHRA
DIA ADJUDICATION
DISA
DISC4 JTRS JPO
DLA
DLSA

DLSA (DOHA) ADJUDICATION
DOD IG
DODEA
DPMO
DSCA
DSS
DSS DISCO (SUBSET OF DSS HQ)
DSS HQ
DTRA
DTSA
DUSA
EDGEWOOD CHEMICAL & BIOLOGICAL CENTER
G-1
G-3
G-6
G-8
HQ AIR NATIONAL GUARD (ANG)
HQ ATEC
HQ IMA
HQ SMDC
HQS USA MRMC (AND SUBORDINATE COMMANDS)
HRC
JAG SCHOOL
JCS ADJUDICATION
JMLFDC
JSIMS
MARINE CORPS INSTITUTE
MDA
MDW
MEDIA CTR WASHINGTON DC
NATIONAL GUARD BUREAU (NGB)
NAVAIR SYSCOM HQ
NAVAL DISTRICT WASH DC
NAVAL HISTORICAL CENTER
NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL
NAVAL LEGAL SERVICES COMMAND
NAVIPO WASH DC
NAVSEASYSCOM
NAVSISA, MECHANICSBURG PA
NAVSSP - NEW

NAVSUPSYSCOM, MECHANICSBURG PA
NAVY ADJUDICATION
NAWC PATUXENT RIVER MD
NCIS
NETCOM
NMCRS
NSA ADJUDICATION
NSMA (LEASED)
NSWC HS (AT WNY)
OASA (ALT)
OCAR
OCHR
OCPA
OEA
OFC OF THE JAG (OTJAG)
OFFICE OF NAVAL RESEARCH (CNR)
OFFICE OF THE ADMIN ASS'T TO THE ARMY (SAAA)
OPNAV
OSD
PEO BIOLOGICAL DEFENSE
PEO EIS (STAMIS)
PEO STRICOM
PFPA
PROGRAM MGR FOR CHEMICAL DEMILITARIZATION
PWC WASH DC
RDECOM
SAF/AA – ADMIN ASST TO THE SECRETARY
SAF/AG – AUDITOR GENERAL
SAF/AQ - ACQUISITION
SAF/FM – FINANCIAL MANAGEMENT AND COMPTROLLER
SAF/GC – GENERAL COUNSEL
SAF/IA – INTERNATIONAL AFFAIRS
SAF/IE – INSTALLATIONS ENVIRONMENT AND LOGISTICS
SAF/PA – PUBLIC AFFAIRS
SAF/SB – SMALL & DISADVANTAGED BUSINESS
SAF/US – UNDER SECRETARY OF THE AF
SDDC (FORMERLY MTMC)
SECNAV WASH DC
SOLDIER'S MAGAZINE
SPAWAR
SPAWARSYSCEN, CHARLESTON - NEW
THE SURGEON GENERAL OFFICE (OTSG)
TMA
TRANSCOM
TRIAL SERVICE OFFICE NORTHEAST
US ARMY ABERDEEN TEST CENTER
US ARMY CTR FOR HEALTH PROMOTION AND PREVENTATIVE MEDICINE
US ARMY ENVIRONMENTAL CENTER
US ARMY INFO SYSTEMS ENGINEERING COMMAND
US ARMY MATERIEL SYSTEMS ANALYSIS ACTIVITY
US ARMY MEDICAL RESEARCH INSTITUTE FOR CHEMICAL DEFENSE
US ARMY RESEARCH, DEVELOPMENT & ENGINEERING COMMAND
USA FORCE MGMT SUPPORT AGENCY, HQ DA-GS
USA MMA
USA SAC
USALSA (ARMY LEGAL AGENCY)
USAMMDA
USAMRAA
USAMRIID
WHS
WHS ADJUDICATION

3.1.3 COCOMs, SCCs, and Supporting Activities

CENTCOM
CENTCOM HQ
CENTCOM ARCENT
CENTCOM CENTAF
CENTCOM MARCENT-MARFORPAC
CENTCOM MARCENT-MARFORPAC
CENTCOM SOCCENT
JFCOM
JFCOM HQ
JFCOM JCIET

JFCOM ACC
JFCOM FORSCOM
JFCOM MARFORLANT
JFCOM USLANTFLT
JFCOM COMFLTFORCOM
JOINT JWC/C4ISR/JFL
JOINT COMMUNICATIONS SUPPORT ELEMENT
JOINT DEPLOYMENT TRAINING CENTER
JOINT PERSONNEL RECOVERY AGENCY
JOINT TARGETING SCHOOL
JOINT WARFARE ANALYSIS CTR
NORTHCOM/NORAD
NORTHCOM HQ (INCL NORAD HQ)
NORAD CONUS NORAD REGION
NORTHCOM FORSCOM (USARSO)
MARFORNORTH
NORTHCOM ACC
NORTHCOM JFHQ-NCR
NORTHCOM JTF CIVIL SUPPORT
NORTHCOM JTF-6-COUNTER-DRUG SUPPORT
NORTHCOM SJFHQ-NORTH
NORTHCOM USLANTFLT
PACOM
PACOM HQ
PACOM ASIA PACIFIC CTR-SECURITY STUDIES (APCSS)
PACOM CENTER OF EXCELLENCE FOR DISASTER MGT AND HUMANITARIAN ASSISTANCE (COE-DM/HA)
PACOM COMALCOM
PACOM JIATF-WEST
PACOM JOINT POW/MIA ACCOUNTING COMMAND (JPAC)
PACOM MARFORPAC
PACOM PACAF
PACOM SJFHQ-PACOM
PACOM SOCPAC
PACOM USARPAC
PACOM USPACFLT

SOCOM
SOCOM HQ
SOCOM AFSOC
SOCOM JSOC
SOCOM NAVSPECWARCOM
SOCOM USASOC
SOUTHCOM
SOUTHCOM HQ
SOUTHCOM AFSOUTH
SOUTHCOM JIATF-SOUTH
SOUTHCOM MARFORSOUTH
SOUTHCOM SOCSOUTH
SOUTHCOM USARSO
SOUTHCOM USNAVSO
STRATCOM
STRATCOM HQ
STRATCOM ACC
STRATCOM AFSPACE
STRATCOM ARSTRAT - SMDC
STRATCOM JIOC
STRATCOM MARFORSTRAT
STRATCOM NAVNETWARCOM
STRATCOM USLANTFLT
STRATCOM USPACFLT
TRANSCOM
TRANSCOM HQ
TRANSCOM AIR MOB COMMAND (AMC)
TRANSCOM MIL SEALIFT COMMAND (MSC)
TRANSCOM SURFACE DEPLOYMENT & DIST CMD (SDDC)
TRANSCOM TRANS ENGINEERING AGENCY (TEA)
DOCTRINE ORGANIZATIONS
DOCTRINE-AFDC
DOCTRINE-MCCDC
DOCTRINE-NWDC
DOCTRINE-TRADOC

3.1.4 Reserve and Recruiting Command

U.S. ARMY RESERVE COMMAND
U.S. ARMY RESERVE COMMAND (LEASED)
U.S. ARMY ACCESSIONS COMMAND FT MONROE VA
U.S. ARMY CADET COMMAND

FT MONROE VA
U.S. ARMY RECRUITING COMMAND FT KNOX KY
COMNAVRESFOR NSA NOLA
COMNAVAIRRESFOR NSA NOLA
COMNAVCRUITCOM MILLINGTON TN

COMNAVCRUITCOM NSA NOLA
U.S. AIR FORCE RECRUITING SERVICE
U.S. AIR FORCE RESERVE COMMAND
U.S. AIR FORCE RESERVE COMMAND RESERVE RECRUITING SERVICE
COMMARFORRES NSA NOLA

COMMARFORCRUITCMD QUANTICO
NAT'L GUARD BUREAU
ARNG READINESS CENTER
ANG READINESS CENTER
ANG

3.2 Geographic Clusters and Installation Managment

BRAGG-POPE
CHARLESTON
COLORADO SPRINGS
DC AREA
DOBBINS-NAS ATLANTA
GUAM
HAMPTON ROADS

LEWIS-MCCHORD
MCGUIRE-DIX-LAKEHURST
MISSISSIPPI GULF COAST
OAHU
RICHARDSON-ELMENDORF
SAN ANTONIO

BRAGG-POPE GC
FT. BRAGG
POPE AFB
CHARLESTON GC
CHARLESTON AFB
NAVWPNSTA CHARLESTON
COLORADO SPRINGS GC
FT. CARSON
PETERSON AFB
SCHRIEVER AFB
CHEYENNE MOUNTAIN AFS
USAF ACADEMY
DC AREA GC
FT. MYER
FT. MCNAIR
FT. BELVOIR
FT. A.P. HILL
FT. MEADE
FT. DETRICK
ABERDEEN PROVING GROUND
ADELPHI LABORATORY CENTER
CARLISLE BARRACKS

LETTERKENNY ARMY DEPOT
WALTER REED MEDICAL CENTER
ANDREWS AFB
BOLLING AFB
DOVER AFB
COMNAVDIST WASHINGTON D. C.
-WASHINGTON NAVY YARD
-NAVSURFWARCEN DAHLGREN
-NAVSURFWARCEN INDIAN HEAD
-NAVSURFWARCEN CARDEROCK
-ANACOSTIA ANNEX
-NAVAL AIR FACILITY WASHINGTON
-NAVSTA ANAPOLIS
-NAVAL RESEARCH LAB
NAS PATUXENT RIVER
NAT NAVAL MED CENTER BETHESDA
NAVAL SUPPORT ACT MECHANICSBURG
MCB QUANTICO
CO HQBN HQMC HENDERSON HALL
MARINE CORPS BARRACKS WASHINGTON D.C.
DOBBINS-NAS ATLANTA

DOBBINS ARB
NAS ATLANTA
GUAM
ANDERSON AFB
COMNAVMARIANAS
HAMPTON ROADS GC
FT. EUSTIS
-FT. STORY
FT. MONROE
LANGLEY AFB
NAVSHIPYD NORFOLK
NAVSTA NORFOLK
NAS OCEANA
NAVPHIBASE LITTLE CREEK
WPNSTA YORKTOWN
LAFAYETTE ANNEX
NAVMEDCEN PORTSMOUTH
LEWIS-MCCHORD GC
FT. LEWIS
MCCHORD AFB
MCGUIRE-DIX-LAKEHURST GC
FT. DIX
FT. MONMOUTH

MCGUIRE AFB
NAVAIRENGSTA LAKEHURST
MISSISSIPPI GULF COAST GC
KEESLER AFB
CBC GULFPORT
NAVSTA PASCAGOULA
OAHU GC
SCHOFIELD BARRACKS
FT. SHAFTER
TRIPLER AMC
HICKAM AFB
NAVSTA PEARL HARBOR
NAVMAG PEARL HARBOR
MCB HAWAII KANEOHE
RICHARDSON-ELMENDORF GC
FT. RICHARDSON
ELMENDORF AFB
SAN ANTONIO GC
FT. SAM HOUSTON
LACKLAND AFB
RANDOLPH AFB
BROOKS-CITY BASE

3.3 DFAS Central and Field Operating Sites

ARLINGTON
CHARLESTON
CLEVELAND
COLUMBUS
DAYTON
DENVER
INDIANAPOLIS
KANSAS CITY
LAWTON

LEXINGTON
LIMESTONE
NORFOLK
OAKLAND
OMAHA
ORLANDO
PACIFIC (FORD ISLAND)
PATUXENT RIVER
PENSACOLA (N)

PENSACOLA (S)
ROCK ISLAND
ROME
SAN ANTONIO
SAN BERNARDINO
SAN DIEGO
SEASIDE
ST LOUIS

3.4 Correctional Facilities

LEVEL III
FORT LEAVENWORTH
LEVEL II
FORT KNOX
FORT SILL
FORT LEWIS
MCB CAMP LEJEUNE NC
MCB CAMP PENDLETON
MCAS MIRAMAR CA
NAVBRIG NORFOLK VA
WPNSTA CHARLESTON SC

LEVEL I
NAVSTA PEARL HARBOR HI
SUBASE BANGOR WA
NAS JACKSONVILLE FL
NAS PENSACOLA FL
MCB QUANTICO VA
EDWARDS AFB
KIRTLAND AFB
LACKLAND AFB

3.5 Civilian Personnel Centers

ARMY
REDSTONE ARSENAL
FORT RICHARDSON
FORT HUACHUCA
ROCK ISLAND ARSENAL
FORT RILEY
ABERDEEN PROVING GROUND
NAVY
PACIFIC
PHILADELPHIA
PORTSMOUTH
SAN DIEGO
SILVERDALE
STENNIS
AIR FORCE
BOLLING AFB
HILL AFB
RANDOLPH AFB
TINKER AFB
WRIGHT-PATTERSON AFB
ROBINS AFB
DOD
DECA
WHS
DFAS
DLA -COLUMBUS
DLA - NEW CUMBERLAND
DISA
DODEA

3.6 Military Personnel Centers

ARMY
HUMAN RESOURCES COMMAND (HRC), ALEXANDRIA (PREVIOUSLY PERSONNEL COMMAND)
HUMAN RESOURCES COMMAND (HRC), INDIANAPOLIS (PREVIOUSLY ENLISTED RECORDS & EVALUATION CENTER)
HUMAN RESOURCES COMMAND (HRC), ST LOUIS (PREVIOUSLY ARMY RESERVE PERSONNEL CENTER)
AIR FORCE
AIR FORCE PERSONNEL CENTER (AFPC)
AIR RESERVE PERSONNEL CENTER (ARPC)

MARINE CORPS
MARINE CORPS PERSONNEL COMMAND (M&RA) (PERSCOM)
MOBILIZATION COMMAND (MOBCOM) (PREVIOUSLY MARINE CORPS RESERVE SUPPORT COMMAND - MCRSC)
NAVY
NAVY PERSONNEL COMMAND (NAVPERSCOM)
ENLISTED PLACEMENT MANAGEMENT CENTER (EPMAC)
NAVAL RESERVE PERSONNEL CENTER (NAVRESPERSCEN)

3.7 Mobilization

ARMY
ABERDEEN PROVING GRND
FORT BENNING
FORT BLISS
FORT BRAGG
FORT BUCHANAN
FORT CAMPBELL
FORT CARSON
FORT DIX
FORT DRUM
FORT EUSTIS
FORT HOOD
FORT HUACHUCA
FORT JACKSON
FORT KNOX
FORT LEE
FORT LEONARD WOOD
FORT LEWIS
FORT MCCOY

FORT POLK
FORT RICHARDSON
FORT RILEY
FORT RUCKER
FORT SAM HOUSTON
FORT SILL
FORT STEWART
SCHOFIELD BARRACKS
AIR FORCE
BARKSDALE AFB
CARSWELL ARS, NAS FORT WORTH JOINT RESERVE
DAVIS-MONTHAN AFB
EGLIN AFB
ELMENDORF AFB
GRISSOM ARB
HILL AFB
HOLLOMAN AFB
HOMESTEAD ARS
JACKSON IAP AGS

KIRTLAND AFB
MARCH ARB
MCGUIRE AFB
MINOT AFB
NIAGARA FALLS IAP ARS
ROBINS AFB
SCOTT AFB
SEYMOUR JOHNSON AFB
TINKER AFB
TRAVIS AFB
WESTOVER ARB
WHITEMAN AFB
WRIGHT-PATTERSON AFB
YOUNGSTOWN-WARREN REGIONAL APT ARS
NAVY
CBC GULFPORT MS

MCB CAMP LEJEUNE NC
MCB_CAMPEN
COMNAVDIST_WASHINGTON_DC
NAS_JACKSONVILLE_FL
NAS_JRB_FT_WORTH_TX
NAS_JRB_NEW_ORLEANS_LA
NAS_JRB_WILLOW_GROVE_PA
NAS_PENSACOLA_FL
NAVBASE_VENTURA_CTY_PT_MUGU_CA
NAVSTA_GREAT_LAKES_IL
NAVSTA_INGLESIDE_TX
NAVSTA_NORFOLK_VA
NAVSTA_PEARL_HARBOR_HI
NAVSTA_SAN_DIEGO_CA
NAVSUPPACT_MID_SOUTH_MILLINTON_TN
SUBASE_BANGOR_WA
SUBASE_NEW_LONDON_CT

Section 4: Capacity Analyses for Assigned Functions

The capacity analyses for assigned functions has been updated and modified since the initial Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) Capacity Analysis Report of October 2003 and the Integrated Capacity Analysis Plan (ICAP) of July 2004. The referenced ICAP presents the original plan for the calculation of excess and references the specific data call questions planned for use in obtaining capacity results. However, once actual capacity analysis commenced and the procedures started to mature, it became clear that the previously proposed methodologies could be refined for a more accurate and meaningful analysis. To some extent the initial lack of data clarity precluded following through with every aspect of the original methodologies. Further examination of the goals and objectives of the Base Realignment and Closure (BRAC) process by the HSA JCSG subject matter experts led the analysis down a path more concerned with physical capacity for most subgroups. Therefore, the capacity scope shifted to focus primarily on the identification of excess physical administrative space. For some subgroups data resolution was such that basic throughput analysis was possible. In these instances, the subgroups (Mobilization and Corrections) decided to continue with a methodology designed around throughput assessment and analysis.

What follows is the updated methodology that was used in revising the previous capacity analysis report. It is presented at a level of detail sufficient for reproducing the results of this report. Likewise, there are several passages whose only benefit is to produce an audit trail. Those passages have been italicized for ease of identification.

In general, the amount of Gross Square Feet (GSF) of Administrative space was the primary focus of our analysis and was obtained through the responses to Capacity Data Calls (CDC) 1 and 2. In some instances alternative measures other than square footage were used and are detailed in the respective subsections (Mobilization and Corrections). By looking at the responses to questions pertaining to Current Capacity, Maximum Potential Capacity, Current Usage of space, and space required to Surge, the analysis sought to determine the amount of excess administrative space in each of the functional areas assigned to this HSA JCSG.

The process to determine Excess Capacity begins by establishing Current Capacity as the reported capacity available. This value was checked against the reported Maximum Potential Capacity. In most instances Current Capacity served no function in the calculation of excess space, but rather was used to ensure that the reported Maximum Potential Capacity was within reason. Instead, the reported Maximum Potential Capacity was the basis for our calculation of excess.

Current Usage (the amount of space currently being used by the entity) is the capacity needed (demand) to actually perform the function. Current Usage was calculated using deliberated standards. For example, in the case of our administrative footprint analysis, we used 160 Useable Square Feet (USF)/200 GSF per person (USF is converted to GSF by a 1.25 factor) as our standard. Use of a single common standard is important to the analysis as it facilitates direct comparison of excess across the MILDEPs and other members of DoD. For this calculation it was necessary to refer to the data calls for the number of personnel employed by each entity.

Surge Capacity Requirements, where applicable, are determined by planning guidance, contingency and operation plans, CDC questions or functional expertise. Where surge is not applicable, an explanation is provided in that specific group's methodology, and the Surge Capacity Requirement is computationally zero.

Excess is determined by the Maximum Potential Capacity less Current Usage and Surge Capacity Requirements. For this analysis Excess is reported as a percentage of the Maximum Potential Capacity. (Example: 35% Excess indicates that an entity currently has 35% more space than is required for its present and surge operations.)

The following subsections describe the objective, attributes and metrics for capacity analysis for each subgroup and function. While the previous version of this report itemized the methodological departures from the October 2003 Capacity Analysis Report, those have been eliminated for sake of readability and conciseness. The November 2004 Final Capacity Analysis Report (FCAR), the October 2003 Capacity Analysis Report, and their respective enclosures, provide a more in depth look at the evolutions of Excess Capacity analyses. The analysis described herein will identify how Current Usage, Current Capacity, Maximum Potential Capacity, Surge Capacity Requirements and Excess were established. It should be assumed that the aforementioned methodology was used for all subgroups unless otherwise noted. All of these values are reported in Section 5.

4.1 Major Administrative and Headquarters (MAH) Subgroup

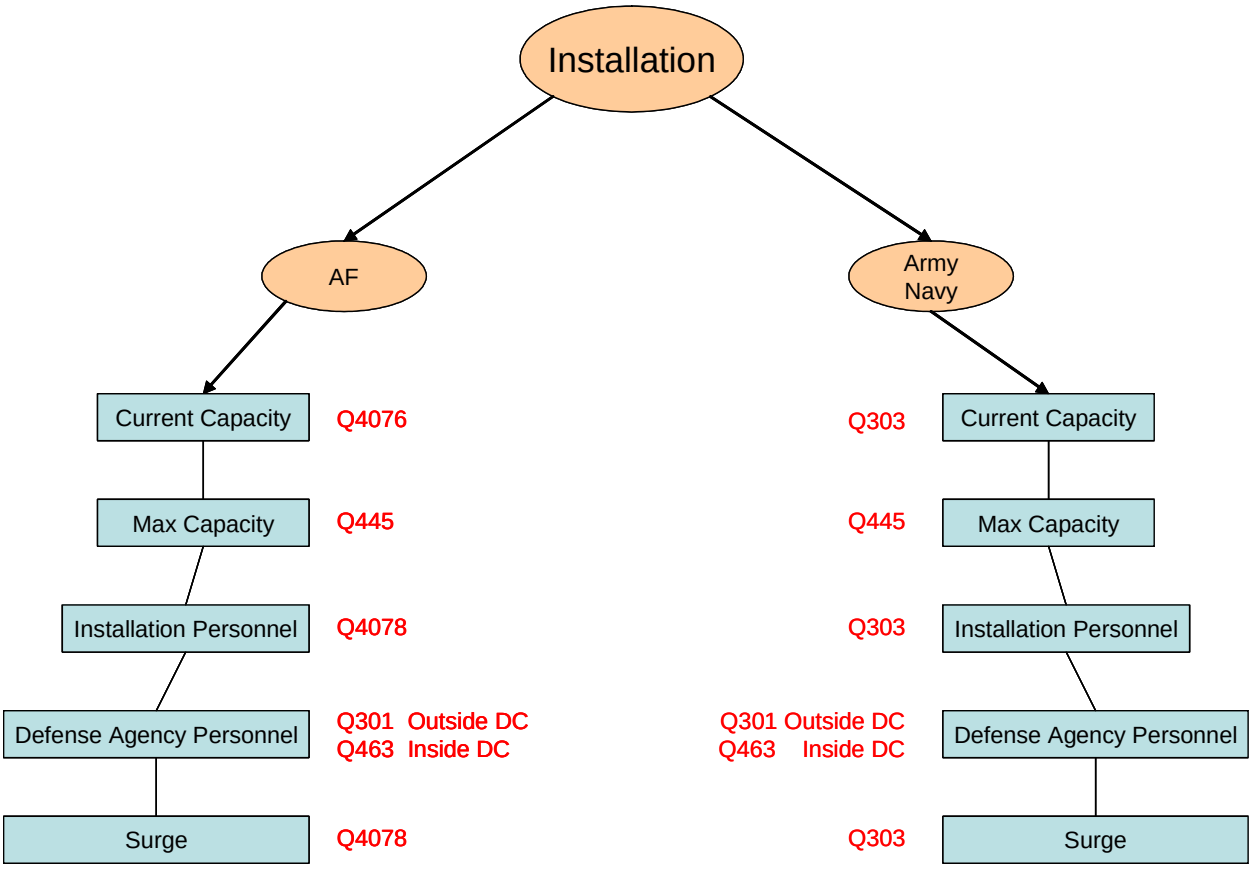
4.1.1 Major Administrative and Headquarters

The analysis approach is divided into two major sections: analysis of footprint for specified activities as well as an analysis of the existing space on military installations. GSF of administrative space and the number of administrative personnel were the primary metrics. Since the CDCs specified different questions for different installation and activity locations (primarily inside vs. outside the National Capital Region), multiple questions were used to provide this data. Additionally, the United States Air Force, due to complications in answering CDC Question 303, provided the same information via supplemental Questions 4075-4078. Because of the challenges associated with the different questions used, and the wide variety and unique reporting systems of

respondents, this group relies heavily on secondary sources. The use of these secondary sources is explicitly stated in the appendix to this section (Appendix to Section 4) as well as in the comments in the Appendix to Section 5. The primary source questions that were used are illustrated in the hierarchies below.

4.1.1.1 Major Administrative and Headquarters—Installations

Existing space analysis on Military Installations involved the answers to the following questions:



In order to reconstruct the data it is necessary to build four target lists and five queries. The first target list will capture the Question 445 data that is in the OSD Database. This will answer Maximum Capacity for all three services:

OrgCode	Location
	Arlington Service Center
	Naval Air Station Patuxent River Webster Field
01750	REDSTONE ARSENAL
01767	FORT RUCKER
02736	FORT RICHARDSON
02955	FORT WAINWRIGHT
04289	FORT HUACHUCA
08135	FORT CARSON
11564	FORT MCNAIR
11933	WALTER REED AMC
13048	FORT GILLEM
13049	FORT MCPHERSON
13077	FORT BENNING
13355	FORT GORDON
13834	FORT STEWART
15776	SCHOFIELD BARRACKS
15788	FORT SHAFTER
20491	FORT LEAVENWORTH
20736	FORT RILEY
21128	FORT CAMPBELL
21478	FORT KNOX
22722	FORT POLK
24004	ABERDEEN PROVING GROUND
24226	FORT DETRICK
24571	FORT MEADE
29977	FORT LEONARD WOOD
34201	FORT DIX
34558	FORT MONMOUTH
36216	FORT DRUM
36352	FORT HAMILTON
37099	FORT BRAGG
40801	FORT SILL
42116	CARLISLE BARRACKS
45404	FORT JACKSON
48083	FORT BLISS
48396	FORT HOOD
48399	FORT SAM HOUSTON
51062	FORT BELVOIR
51281	FORT EUSTIS
51389	FORT A P HILL
51484	FORT LEE
51585	FORT MONROE
51602	FORT MYER
53456	FORT LEWIS
55533	FORT MCCOY
AEGIS_TRAREDCEN_DAHLGREN_VA	NAVSUPPACT DAHLGREN
AFLOATRAGRU_MIDPAC	Naval Station Pearl Harbor
AFLOATRAGRU_PACNORWEST	Naval Station Everett
AFLOATRAGRUPAC	Naval Station San Diego
Altus AFB	Altus AFB
Andrews AFB	Andrews AFB
AUDGEN_WNY_DC	Washington Navy Yard
Barksdale AFB	Barksdale AFB
Beale AFB	Beale AFB
Bolling AFB	Bolling AFB
Brooks City-Base	Brooks City-Base
Buckley AFB	Buckley AFB
BUMED_WASHINGTON_DC	Potomac Annex, Washington DC
BUPERS_MILLINGTON_TN	Naval Support Activity Millington
Cannon AFB	Cannon AFB
CDR_USJFCOM_NORFOLK_VA	Naval Support Activity Norfolk
CDR_USPACOM_HONOLULU_HI_J44_J441_J445	Marine Corps Base Hawaii Camp Smith
CDU_SAN_DIEGO_CA	Naval Station San Diego
CENCRYPTOLOGY_CORRY_STATION_PENSACOLA_FL	Naval Air Station Pensacola
CENNAVAVNTECHTRA_PENSACOLA_FL	Naval Air Station Pensacola

CENNAVENGINEERING_NORFOLK_VA	Naval Station Norfolk
CG_MCAS_CHERRY_PT	Marine Corps Air Station Cherry Point
CG_MCAS_MIRAMAR_CA	Marine Corps Air Station Miramar
CG_MCB_CAMP_LEJEUNE_NC	Marine Corps Base Camp Lejeune
CG_MCB_CAMPEN	Marine Corps Base Camp Pendleton
CG_MCB_HAWAII	Marine Corps Base Hawaii Kaneohe
CG_MCB_QUANTICO_VA	Marine Corps Base Quantico
CG_MCCDC_QUANTICO_VA	Marine Corps Base Quantico
CG_MCNCRC_WASHINGTON_DC	Henderson Hall
Charleston AFB	Charleston AFB
CMC_WASHINGTON_DC	Henderson Hall
CNATRA_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
Columbus AFB	Columbus AFB
COMAEWWINGLANT_NORFOLK_VA	Naval Station Norfolk
COMAEWWINGPAC_POINT_MUGU_CA	Naval Air Station Point Mugu
COMAFLOATRAGRU_ATLANTIC_NORFOLK_VA	Naval Station Norfolk
COMCABEAST	Marine Corps Air Station Cherry Point
COMCABWEST	Marine Corps Air Station Miramar
COMDR_CAMP_ALLEN_NORFOLK_VA	Naval Support Activity Norfolk
COMEODGRU_ONE	Naval Amphibious Base Coronado
COMFLTFORCOM_NORFOLK_VA	Naval Support Activity Norfolk
COMHELTACWINGLANT_NORFOLK_VA	Naval Station Norfolk
COMHELTACWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMHSLWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMHSWINGLANT_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMHSWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMINEWARCOM_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
COMMARFORLANT	Naval Support Activity Norfolk
COMMARFORPAC	Marine Corps Base Hawaii Camp Smith
COMMARFORRES	Naval Support Activity New Orleans, LA
COMNAVAIRESFOR_NEW_ORLEANS	Joint Reserve Base New Orleans
COMNAVAIRFOR_SAN_DIEGO_CA	Naval Air Station North Island
COMNAVAIRLANT_NORFOLK_VA	Naval Station Norfolk
COMNAVAIRSYSCOM_PATUXENT_RIVER_MD	Naval Air Station Patuxent River
COMNAVAIRWARCENACDIV_PATUXENT_RIVER_MD	Naval Air Station Patuxent River
COMNAVCRUITCOM_MILLINGTON_TN	Naval Support Activity Millington
COMNAVDIST_WASHINGTON_DC	Washington Navy Yard
COMNAVFACENGCOM_WASHINGTON_DC	Washington Navy Yard
COMNAVLEGSVCCOM_WASHINGTON_DC	Washington Navy Yard
COMNAVNETSPAOPSCOM_DAHLGREN_VA	NAVSUPPACT DAHLGREN
COMNAVPERSCOM_MILLINGTON_TN	Naval Support Activity Millington
COMNAVREG_GULF_COAST_PENSACOLA_FL	Naval Air Station Pensacola
COMNAVREG_HAWAII_PEARL_HARBOR_HI	Naval Station Pearl Harbor
COMNAVREG_MIDLANT_NORFOLK_VA	Naval Station Norfolk

COMNAVREG_NW_SEATTLE_WA	Naval Submarine Base Bangor
COMNAVREG_SE_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMNAVREG_SOUTH_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
COMNAVRESCRUITCOM_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
COMNAVRESFOR_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
COMNAVRESFORCOM_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
COMNAVSAFECEN_NORFOLK_VA	Naval Station Norfolk
COMNAVSEASYSCOM_WNY_DC	Washington Navy Yard
COMNAVSPECWARCEN	Naval Amphibious Base Coronado
COMNAVSPECWARCOM	Naval Amphibious Base Coronado
COMNAVSPECWARGRU_ONE	Naval Amphibious Base Coronado
COMNAVSPECWARGRU_THREE	Naval Amphibious Base Coronado
COMNAVSUPSYSCOM_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
COMNAVSURFGRU_MIDPAC	Naval Station Pearl Harbor
COMNAVSURFGRU_PACNORWEST	Naval Station Everett
COMNAVSURFLANT_NORFOLK_VA	Naval Support Activity Norfolk
COMNAVSURFPAC_SAN_DIEGO_CA	Naval Amphibious Base Coronado
COMNAVSURFWARCEN_WASHINGTON_DC	Washington Navy Yard
COMNAVUNSEAWARCEN_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
COMNAVWARDEVC_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
COMNCWGRU_ONE_SAN_DIEGO_CA	Naval Amphibious Base Coronado
COMOMAG	Naval Air Station Corpus Christi
COMOPTEVFOR_NORFOLK_VA	Naval Support Activity Norfolk
COMPACFLT_PEARL_HARBOR_HI	Naval Station Pearl Harbor
COMPATRECONGRU_NORFOLK_VA	Naval Support Activity Norfolk
COMPATRECONWING_ELEVEN_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMPATRECONWING_FIVE_BRUNSWICK_ME	Naval Air Station Brunswick
COMPATRECONWING_TEN_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
COMPHIBGRU_THREE	Naval Station San Diego
COMREGSUPPGRU_NORFOLK_VA	Naval Station Norfolk
COMSC_WASHINGTON_DC	Washington Navy Yard
COMSCLANT_NORFOLK_VA	Naval Station Norfolk
COMSEACONWINGLANT_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMSEACONWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMSUBFORPAC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
COMSUBGRU_9	Naval Submarine Base Bangor
COMSUBGRU_TEN	Naval Submarine Support Base Kings Bay
COMSUBLANT_NORFOLK_VA	Naval Support Activity Norfolk
COMTRAWING_FIVE_MILTON_FL	Naval Air Station Whiting Field
COMTRAWING_FOUR_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
COMTRAWING_ONE_MERIDIAN_MS	Naval Air Station Meridian

COMTRAWINGSIX_PENSACOLA_FL	Naval Air Station Pensacola
COMVAQWINGPAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
DANTES_PENSACOLA_FL	Saufley Field
Davis-Monthan AFB	Davis-Monthan AFB
DIRNAVCRIMINVSERV_WASHINGTON_DC_0000	Washington Navy Yard
DIRNCPBWASHINGTONDC	Washington Navy Yard
Dover AFB	Dover AFB
Dyess AFB	Dyess AFB
Eglin AFB	Eglin AFB
Eielson AFB	Eielson AFB
EIGHTH_MCD_NEW_ORLEANS_LA	Naval Support Activity New Orleans, LA
Ellsworth AFB	Ellsworth AFB
Elmendorf AFB	Elmendorf AFB
EPMAC_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
EWTGPAC_SAN_DIEGO_CA	Naval Amphibious Base Coronado
FACSFAC_JACKSONVILLE_FL	Naval Air Station Jacksonville
FACSFAC_SAN_DIEGO_CA	Naval Air Station North Island
Fairchild AFB	Fairchild AFB
FASOTRAGRULANT_NORFOLK_VA	Naval Station Norfolk
FASOTRAGRUPAC_SAN_DIEGO_CA	Naval Air Station North Island
FISC_JACKSONVILLE_FL	Naval Air Station Jacksonville
FISC_NORFOLK_VA	Naval Station Norfolk
FISC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
FLDSUPPACT_WASHINGTON_DC	Anacostia Annex
FLETRACEN_NORFOLK_VA	Naval Station Norfolk
FLETRACEN_SAN_DIEGO_CA	Naval Station San Diego
FLTIMAGCOMPAC	Naval Air Station North Island
Francis E. Warren AFB	Francis E. Warren AFB
FTSCLANT_NORFOLK_VA	Naval Station Norfolk
FTSCPAC_SAN_DIEGO_CA	Naval Station San Diego
Grand Forks AFB	Grand Forks AFB
HELTRARON_EIGHT_MILTON_FL	Naval Air Station Whiting Field
HELTRARON_EIGHTEEN_MILTON_FL	Naval Air Station Whiting Field
Hickam AFB	Hickam AFB
Hill AFB	Hill AFB
HLTHCARE_SUPPO_JACKSONVILLE_FL	Naval Air Station Jacksonville
HLTHCARE_SUPPO_SAN_DIEGO_CA	Naval Station San Diego
Homestead ARS	Homestead ARS
HQBN_HQMC_HENDERSON_HALL_VA	Henderson Hall
HRSC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
Hurlburt Field	Hurlburt Field
JICPAC_HONOLULU_HI	Naval Station Pearl Harbor
JWAC_DAHLGREN_VA	NAVSUPPACT DAHLGREN
Keesler AFB	Keesler AFB
Kirtland AFB	Kirtland AFB
Lackland AFB	Lackland AFB
Langley AFB	Langley AFB
Little Rock AFB	Little Rock AFB
Luke AFB	Luke AFB
MacDill AFB	MacDill AFB
Malmstrom AFB	Malmstrom AFB
March ARB	March ARB
MARCORSUPACT_KANSAS_CITY_MO	Marine Corps Support Activity Kansas City
Maxwell AFB	Maxwell AFB
MCAF_QUANTICO_VA	Marine Corps Base Quantico
MCAS_BEAUFORT_SC	Marine Corps Air Station Beaufort
MCAS_CAMPEN	Marine Corps Base Camp Pendleton
MCAS_NEW_RIVER_NC	Marine Corps Base Camp Lejeune
McChord AFB	McChord AFB

McConnell AFB	McConnell AFB
McGuire AFB	McGuire AFB
Minot AFB	Minot AFB
Mountain Home AFB	Mountain Home AFB
NAMARA_JAG_WASHINGTON_DC	Washington Navy Yard
NAMTRAU_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAMTRAU_NORFOLK_VA	Naval Station Norfolk
NAMTRAU_NORTH_ISLAND_CA	Naval Air Station North Island
NAMTRAU_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAS_BRUNSWICK_ME	Naval Air Station Brunswick
NAS_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
NAS_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAS_JRB_FT_WORTH_TX	Joint Reserve Base Fort Worth
NAS_JRB_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAS_JRB_WILLOW_GROVE_PA	Joint Reserve Base Willow Grove
NAS_KEY_WEST_FL	Naval Air Station Key West
NAS_MERIDIAN_MS	Naval Air Station Meridian
NAS_NORTH_ISLAND_CA	Naval Air Station North Island
NAS_PATUXENT_RIVER_MD	Naval Air Station Patuxent River
NAS_PENSACOLA_FL	Naval Air Station Pensacola
NAS_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAS_WHITING_FIELD_MILTON_FL	Naval Air Station Whiting Field
NATEC_SAN_DIEGO_CA	Naval Air Station North Island
NATNAVDENCEN_BETHESDA_MD	National Naval Medical Center Bethesda
NATNAVMEDCEN_BETHESDA_MD	National Naval Medical Center Bethesda

NATTC_PENSACOLA_FL	Naval Air Station Pensacola
NAVAEROMEDRSCH_PENSACOLA_FL	Naval Air Station Pensacola
NAVAIRDEPOT_CHERRY_PT_NC	Marine Corps Air Station Cherry Point
NAVAIRDEPOT_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVAIRDEPOT_NORTH_ISLAND_CA	Naval Air Station North Island
NAVAIRENGSTA_LAKEHURST_NJ	Naval Air Engineering Station Lakehurst
NAVAIRES_BRUNSWICK_ME	Naval Air Station Brunswick
NAVAIRES_FORT_WORTH_TX	Joint Reserve Base Fort Worth
NAVAIRES_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVAIRES_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAVAIRES_NORFOLK_VA	Naval Station Norfolk
NAVAIRES_POINT_MUGU_CA	Naval Air Station Point Mugu
NAVAIRES_SAN_DIEGO_CA	Naval Air Station North Island
NAVAIRES_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVAIRES_WILLOW_GROVE_PA	Joint Reserve Base Willow Grove
NAVAIRWARCENACDIV_LAKEHURST_NJ	Naval Air Engineering Station Lakehurst
NAVAIRWARCENWPNDIV_PT_MUGU_CA	Naval Air Station Point Mugu
NAVAVSCOLSCOM_PENSACOLA_FL	Naval Air Station Pensacola
NAVBASE_VENTURA_CTY_PT_MUGU_CA	Naval Air Station Point Mugu
NAVBRIG_NORFOLK_VA	Naval Support Activity Norfolk
NAVCIVLAWSUPPACT_WASHINGTON_DC	Washington Navy Yard
NAVCOMTELSTA_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVCOMTELSTA_PUGET_SOUND_WA	Naval Submarine Base Bangor

NAVCOMTELSTA_SAN_DIEGO_CA	Naval Amphibious Base Coronado
NAVCOMTELSTA_WASHINGTON_DC	Washington Navy Yard
NAVCONBRIG_CHARLESTON_SC	Naval Weapons Station Charleston
NAVCONBRIG_MIRAMAR_CA	Marine Corps Air Station Miramar
NAVCRUITCOM_ORIENT_UNIT_PENSACOLA_FL	Naval Air Station Pensacola
NAVCRUITDIST_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAVDENCEN_CAMP_LEJEUNE_NC	Marine Corps Base Camp Lejeune
NAVDENCEN_CAMP_PENDLETON_CA	Marine Corps Base Camp Pendleton
NAVDENCEN_GULF_COAST_PENSACOLA_FL	Naval Air Station Pensacola
NAVDENCEN_MIDLANT_NORFOLK_VA	Naval Station Norfolk
NAVDENCEN_NORTHEAST_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVDENCEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVDENCEN_SOUTHEAST_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVDENCEN_SOUTHWEST_SAN_DIEGO_CA	Naval Station San Diego
NAVEODTECHDIV_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVFAC_EFA_CHESAPEAKE_WASHINGTON_DC	Washington Navy Yard
NAVFAC_EFA_SOUTHEAST_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVFAC_EFD_PACIFIC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVFLTDEMRON	Naval Air Station Pensacola
NAVHISTCEN_WASHINGTON_DC	Washington Navy Yard
NAVHLTHCARE_NEW_ENGLAND_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVHOSP_CAMP_LEJUENE_NC	Marine Corps Base Camp Lejeune
NAVHOSP_CAMP_PENDLETON_CA	Marine Corps Base Camp Pendleton
NAVHOSP_CHERRY_PT_NC	Marine Corps Air Station Cherry Point
NAVHOSP_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
NAVHOSP_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVHOSP_OAK_HARBOR_WA	Naval Air Station Whidbey Island
NAVJUSTSCOL_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVLANTMETOCCEN_NORFOLK_VA	Naval Station Norfolk
NAVLANTMETOCFAC_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVLEGSVCOFF_CENTRAL_PENSACOLA_FL	Naval Air Station Pensacola
NAVLEGSVCOFF_MIDLANT_NORFOLK_VA	Naval Station Norfolk
NAVLEGSVCOFF_NORTHCENT_WASHINGTON_DC	Washington Navy Yard
NAVLEGSVCOFF_PAC_DET_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVLEGSVCOFF_SE_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVLEGSVCOFF_SOUTHWEST_SAN_DIEGO_CA	Naval Station San Diego
NAVMARCORESCEN_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVMARCORESCEN_SAN_DIEGO_CA	Marine Corps Air Station Miramar
NAVMARCORESCEN_WASHINGTON_DC	Anacostia Annex

NAVMEDCLINIC_ANNAPOLIS_MD	NAVSTA ANNAPOLIS
NAVMEDCLINIC_PAXTUXENT_RIVER_MD	Naval Air Station Patuxent River
NAVMEDCLINIC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVMEDCLINIC_QUANTICO_VA	Marine Corps Base Quantico
NAVMEDIACEN_WASHINGTON_DC	Anacostia Annex
NAVMEDINFOMGTCEN_BETHESDA_MD	National Naval Medical Center Bethesda
NAVMEDTRACOM_BETHESDA_MD	National Naval Medical Center Bethesda
NAVNUPWRTRACOM_CHARLESTON_SC	Naval Weapons Station Charleston
NAVNUPWRTRAU_CHARLESTON_SC	Naval Weapons Station Charleston
NAVOCEANPROCFAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVOPMEDINST_PENSACOLA_FL	Naval Air Station Pensacola
NAVORDSAFSECACT_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVOSHENVTRACEN_NORFOLK_VA	Naval Station Norfolk
NAVPACMETOCCEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVPACMETOCCEN_SAN_DIEGO_CA	Naval Air Station North Island
NAVPACMETOCFAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVPERSDEVCOM_NORFOLK_VA	Naval Station Norfolk
NAVRESCEN_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
NAVRESCEN_EVERETT_WA	Naval Station Everett
NAVRESCEN_FORT_WORTH_TX	Joint Reserve Base Fort Worth
NAVRESCEN_HONOLULU_HI	Naval Station Pearl Harbor
NAVRESCEN_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAVRESCEN_PENSACOLA_FL	Naval Air Station Pensacola
NAVRESCRUITAREA_SOUTH_DALLAS_TX	Joint Reserve Base Fort Worth
NAVRESPERSCEN_NEW_ORLEANS	Joint Reserve Base New Orleans
NAVRESREDCOM_MIDATLANTIC	Washington Navy Yard
NAVRESREDCOM_NORTHEAST	Naval Station and Undersea Warfare Center Newport
NAVRESREDCOM_NORTHWEST	Naval Station Everett
NAVRESREDCOM_SOUTH	Joint Reserve Base Fort Worth
NAVRESREDCOM_SOUTHEAST	Naval Air Station Jacksonville
NAVSEALOGCEN_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVSECGRUACT_NORFOLK_VA	Naval Station Norfolk
NAVSECGRUACT_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSECGRUACT_SAN_DIEGO_CA	Naval Air Station North Island
NAVSECGRUACT_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVSHIPYD_AND_IMF_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSOC_PT_MUGU_CA	Naval Air Station Point Mugu
NAVSTA_EVERETT_WA	Naval Station Everett
NAVSTA_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVSTA_NORFOLK_VA	Naval Station Norfolk
NAVSTA_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSTA_SAN_DIEGO_CA	Naval Station San Diego
NAVSUBSUPPCEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor

NAVSUBTRACENPAC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSUPINFOSYSACT_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVSUPPACT_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVSUPPACT_NEW_ORLEANS_LA	Naval Support Activity New Orleans, LA
NAVSUPPACT_NORFOLK_VA	Naval Support Activity Norfolk
NAVSURFWARCENDIV_DAHLGREN_VA	NAVSUPPACT DAHLGREN
NAVSURFWARCENDIV_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVTECHTRACEN_MERIDIAN_MS	Naval Air Station Meridian
NAVTRAMETOCFAC_PENSACOLA_FL	Naval Air Station Pensacola
NAVUNSEAWARCENDIV_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVWARCOL_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NCTAMS_LANT_NORFOLK_VA	Naval Station Norfolk
Nellis AFB	Nellis AFB
NETC_PENSACOLA_FL	Naval Air Station Pensacola
NETPDTC_PENSACOLA_FL	Saufley Field
NINTH_MCD_KANSAS_CITY_MO	Marine Corps Support Activity Kansas City
NOLSC_NORFOLK_VA	Naval Station Norfolk
NRL_WASHINGTON_DC	Naval Research Laboratory
OCHR_WASHINGTON_DC	Washington Navy Yard
Offutt AFB	Offutt AFB
OTC_NEWPORT_R	Naval Station and Undersea Warfare Center Newport
OTC_PENSACOLA_FL	Naval Air Station Pensacola
PATRON_THREE_ZERO	Naval Air Station Jacksonville
PERSUPPACT_NORFOLK_VA	Naval Station Norfolk
Peterson AFB	Peterson AFB
Pope AFB	Pope AFB
PWC_JACKSONVILLE_FL	Naval Air Station Jacksonville
PWC_NORFOLK_VA	Naval Station Norfolk
PWC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
PWC_SAN_DIEGO_CA	Naval Station San Diego
PWC_WASHINGTON_DC	Washington Navy Yard
Randolph AFB	Randolph AFB
Robins AFB	Robins AFB
RSO_SAN_DIEGO	Naval Station San Diego
Scott AFB	Scott AFB
Seymour Johnson AFB	Seymour Johnson AFB
Shaw AFB	Shaw AFB
Sheppard AFB	Sheppard AFB
SIMA_NORFOLK_VA	Naval Station Norfolk
SIMA_SAN_DIEGO_CA	Naval Station San Diego
SOUTHWEST_RMC_SAN_DIEGO_CA	Naval Station San Diego
SPAWARSYSCEN_CHARLESTON_SC	Naval Weapons Station Charleston
SPAWARSYSCEN_NORFOLK_VA	Naval Station Norfolk
SUBASE_BANGOR_WA	Naval Submarine Base Bangor
SUBASE_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay
SUBTRAFAC_NORFOLK_VA	Naval Station Norfolk
SUPSHIP_SAN_DIEGO_CA	Naval Station San Diego
SWFLANT_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay

SWFPAC_BANGOR_WA	Naval Submarine Base Bangor
SWOSCOLCOM_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
Tinker AFB	Tinker AFB
TRARON_EIGHTY_SIX_PENSACOLA_FL	Naval Air Station Pensacola
TRARON_FOUR_PENSACOLA_FL	Naval Air Station Pensacola
TRARON_NINE_MERIDIAN_MS	Naval Air Station Meridian
TRARON_SEVEN_MERIDIAN_MS	Naval Air Station Meridian
TRARON_SIX_MILTON_FL	Naval Air Station Whiting Field
TRARON_TEN_PENSACOLA_FL	Naval Air Station Pensacola
TRARON_THIRTY_FIVE_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
TRARON_THIRTY_ONE_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
TRARON_THREE_MILTON_FL	Naval Air Station Whiting Field
TRARON_TWENTY_EIGHT_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
TRARON_TWENTY_SEVEN_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
TRARON_TWO_MILTON_FL	Naval Air Station Whiting Field
Travis AFB	Travis AFB
TRIREFFAC_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay
TRISVCOFF_EAST_NORFOLK_VA	Naval Station Norfolk
TRISVCOFF_NE_WASHINGTON_DC	Washington Navy Yard
TRISVCOFF_PAC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
TRISVCOFF_WEST_SAN_DIEGO_CA	Naval Station San Diego
TRITRAFAC_BANGOR_WA	Naval Submarine Base Bangor
TRITRAFAC_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay
Tyndall AFB	Tyndall AFB
USNA_ANNAPOLIS_MD	NAVSTA ANNAPOLIS
USUHS_BETHESDA_MD	National Naval Medical Center Bethesda
Vance AFB	Vance AFB
Vandenberg AFB	Vandenberg AFB
Whiteman AFB	Whiteman AFB
WPNSTA_CHARLESTON_SC	Naval Weapons Station Charleston
Wright-Patterson AFB	Wright-Patterson AFB

For each of these targets the value under the field name of "GSF total administrative space" is collected as the installation's value for Maximum Capacity. It is necessary, due to the way that the USN reports its responses to add up the GSF reported for each of the OrgCodes tied to a location. For example, Marine Corps Support Activity Kansas City has two OrgCodes associated with it: MARCORSUPACT_KANSAS_CITY_MO and NINTH_MCD_KANSAS_CITY_MO. The GSF should therefore be rolled up according to the location name in the target list. This will be the case for all of the USN installations for this and the rest of the target lists in this section. In the instances, where Question 445 was not answered by the target installation, secondary sources (available in the appendix to Section 4) were used.

To get the values for an installation's Current Capacity, Current Usage, and Surge it is necessary to run separate queries on question 303 (for USA and USN), 4076 (USAF Current Capacity), and 4078 (Current Usage). Additionally it is necessary to query the Army's Non-Odin 303 for those USA installations not included in the 303 target list.

The Army and Navy responses for Current Capacity, Current Usage, and Surge in Question 303 can respectively be found under the field names of "GSF per Bldg per Occupant," "Grand Total Personnel by occupant," (this field will have to be multiplied by the standard of 200 GSF/person to derive the usage figure) and "Additional SF needed per surge" using the following target list:

OrgCode	Location
	Arlington Service Center
	Naval Air Station Patuxent River Webster Field
04289	FORT HUACHUCA
15788	FORT SHAFTER
37099	FORT BRAGG
48396	FORT HOOD
51585	FORT MONROE
51602	FORT MYER
AEGIS_TRARED CEN_DAHLGRE N_VA	NAVSUPPACT DAHLGREN
AFLOATRAGRU _MIDPAC	Naval Station Pearl Harbor
AFLOATRAGRU _PACNORWEST	Naval Station Everett
AFLOATRAGRU PAC	Naval Station San Diego
AUDGEN_WNY_ DC	Washington Navy Yard
BUMED_WASHI NGTON_DC	Potomac Annex, Washington DC
BUPERS_MILLIN GTON_TN	Naval Support Activity Millington
CDR_USJFCOM _NORFOLK_VA	Naval Support Activity Norfolk
CDR_USPACOM _HONOLULU_HI _J44_J441_J445	Marine Corps Base Hawaii Camp Smith
CDU_SAN_DIEG O_CA	Naval Station San Diego
CENCRYPTOLO GY_CORRY_ST ATION_PENSAC OLA_FL	Naval Air Station Pensacola
CENNAVAVNTE CHTRA_PENSA COLA_FL	Naval Air Station Pensacola
CENNAVENGIN EERING_NORF OLK_VA	Naval Station Norfolk
CG_MCAS_CHE RRY_PT	Marine Corps Air Station Cherry Point
CG_MCAS_MIR AMAR_CA	Marine Corps Air Station Miramar
CG_MCB_CAMP _LEJEUNE_NC	Marine Corps Base Camp Lejeune
CG_MCB_CAMP EN	Marine Corps Base Camp Pendleton
CG_MCB_HAWA II	Marine Corps Base Hawaii Kaneohe
CG_MCB_QUAN TICO_VA	Marine Corps Base Quantico
CG_MCCDC_QU ANTICO_VA	Marine Corps Base Quantico
CG_MCNCRC_ WASHINGTON_ DC	Henderson Hall
CMC_WASHING TON_DC	Henderson Hall
CNATRA_CORP US_CHRISTI_TX	Naval Air Station Corpus Christi
COMAEWWINGL ANT_NORFOLK _VA	Naval Station Norfolk
COMAEWWING PAC_POINT_MU GU_CA	Naval Air Station Point Mugu
COMAFLOATRA GRU_ATLANTIC _NORFOLK_VA	Naval Station Norfolk
COMCABEAST	Marine Corps Air Station Cherry Point
COMCABWEST	Marine Corps Air Station Miramar
COMDR_CAMP_ ALLEN_NORFOL K_VA	Naval Support Activity Norfolk
COMEODGRU_ ONE	Naval Amphibious Base Coronado

COMFLTFORCOM_NORFOLK_VA	Naval Support Activity Norfolk
COMHELTACWINGLANT_NORFOLK_VA	Naval Station Norfolk
COMHELTACWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMHSLWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMHSWINGLANT_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMHSWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMINEWARCOM_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
COMMARFORLANT	Naval Support Activity Norfolk
COMMARFORPAC	Marine Corps Base Hawaii Camp Smith
COMMARFORRES	Naval Support Activity New Orleans, LA
COMNAVAIRESFOR_NEW_ORLEANS	Joint Reserve Base New Orleans
COMNAVAIRFOR_SAN_DIEGO_CA	Naval Air Station North Island
COMNAVAIRLANT_NORFOLK_VA	Naval Station Norfolk
COMNAVAIRSYSCOM_PATUXENT_RIVER_MD	Naval Air Station Patuxent River
COMNAVAIRWARCENACDIV_PATUXENT_RIVER_MD	Naval Air Station Patuxent River
COMNAVCRUITCOM_MILLINGTON_TN	Naval Support Activity Millington
COMNAVDIST_WASHINGTON_DC	Washington Navy Yard
COMNAVFACENGCOM_WASHINGTON_DC	Washington Navy Yard
COMNAVLEGSVCCOM_WASHINGTON_DC	Washington Navy Yard
COMNAVNETSPAOPSCOM_DAHLGREN_VA	NAVSUPPACT DAHLGREN
COMNAVPERSCOM_MILLINGTON_TN	Naval Support Activity Millington
COMNAVREG_GULF_COAST_PENSACOLA_FL	Naval Air Station Pensacola
COMNAVREG_HAWAII_PEARL_HARBOR_HI	Naval Station Pearl Harbor
COMNAVREG_MIDLANT_NORFOLK_VA	Naval Station Norfolk
COMNAVREG_NW_SEATTLE_WA	Naval Submarine Base Bangor
COMNAVREG_SE_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMNAVREG_SOUTH_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
COMNAVRESCRUITCOM_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
COMNAVRESFOR_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
COMNAVRESFORCOM_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
COMNAVSAFECEN_NORFOLK_VA	Naval Station Norfolk
COMNAVSEASYSCOM_WNY_DC	Washington Navy Yard
COMNAVSPECWARCEN	Naval Amphibious Base Coronado
COMNAVSPECWARCOM	Naval Amphibious Base Coronado
COMNAVSPECWARGRU_ONE	Naval Amphibious Base Coronado
COMNAVSPECWARGRU_THREE	Naval Amphibious Base Coronado

COMNAVSUPSYSCOM_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
COMNAVSURFGRU_MIDPAC	Naval Station Pearl Harbor
COMNAVSURFGRU_PACNORWEST	Naval Station Everett
COMNAVSURFLANT_NORFOLK_VA	Naval Support Activity Norfolk
COMNAVSURFPAC_SAN_DIEGO_CA	Naval Amphibious Base Coronado
COMNAVSURFWARCEN_WASHINGTON_DC	Washington Navy Yard
COMNAVUNSEAWARCEN_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
COMNAVWARDEVCOM_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
COMNCWGRU_ONE_SAN_DIEGO_CA	Naval Amphibious Base Coronado
COMOMAG	Naval Air Station Corpus Christi
COMOPTEVFOR_NORFOLK_VA	Naval Support Activity Norfolk
COMPACFLT_PEARL_HARBOR_HI	Naval Station Pearl Harbor
COMPATRECONGRU_NORFOLK_VA	Naval Support Activity Norfolk
COMPATRECONWING_ELEVEN_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMPATRECONWING_FIVE_BRUNSWICK_ME	Naval Air Station Brunswick
COMPATRECONWING_TEN_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
COMPHIBGRU_THREE	Naval Station San Diego
COMREGSUPPGRU_NORFOLK_VA	Naval Station Norfolk
COMSC_WASHINGTON_DC	Washington Navy Yard
COMSCLANT_NORFOLK_VA	Naval Station Norfolk
COMSEACONWINGLANT_JACKSONVILLE_FL	Naval Air Station Jacksonville
COMSEACONWINGPAC_SAN_DIEGO_CA	Naval Air Station North Island
COMSUBFORPAC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
COMSUBGRU_9	Naval Submarine Base Bangor
COMSUBGRU_TEN	Naval Submarine Support Base Kings Bay
COMSUBLANT_NORFOLK_VA	Naval Support Activity Norfolk
COMTRAWING_FIVE_MILTON_FL	Naval Air Station Whiting Field
COMTRAWING_FOUR_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
COMTRAWING_ONE_MERIDIAN_MS	Naval Air Station Meridian
COMTRAWINGSIX_PENSACOLA_FL	Naval Air Station Pensacola
COMVAQWINGPAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
DANTES_PENSACOLA_FL	Saufley Field
DIRNAVCRIMINVSERV_WASHINGTON_DC_0000	Washington Navy Yard
DIRNCPBWASHINGTONDC	Washington Navy Yard
EIGHTH_MCD_NEW_ORLEANS_LA	Naval Support Activity New Orleans, LA
EPMAC_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
EWTGPAC_SAN_DIEGO_CA	Naval Amphibious Base Coronado
FACSFAC_JACKSONVILLE_FL	Naval Air Station Jacksonville

FACSFAC_SAN_DIEGO_CA	Naval Air Station North Island
FASOTRAGRULANT_NORFOLK_VA	Naval Station Norfolk
FASOTRAGRUPAC_SAN_DIEGO_CA	Naval Air Station North Island
FISC_JACKSONVILLE_FL	Naval Air Station Jacksonville
FISC_NORFOLK_VA	Naval Station Norfolk
FISC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
FLDSUPPACT_WASHINGTON_DC	Anacostia Annex
FLETRACEN_NORFOLK_VA	Naval Station Norfolk
FLETRACEN_SAN_DIEGO_CA	Naval Station San Diego
FLTIMAGCOMPAC	Naval Air Station North Island
FTSCLANT_NORFOLK_VA	Naval Station Norfolk
FTSCPAC_SAN_DIEGO_CA	Naval Station San Diego
HELTRARON_EIGHT_MILTON_FL	Naval Air Station Whiting Field
HELTRARON_EIGHTEEN_MILTON_FL	Naval Air Station Whiting Field
HLTHCARE_SUPPO_JACKSONVILLE_FL	Naval Air Station Jacksonville
HLTHCARE_SUPPO_SAN_DIEGO_CA	Naval Station San Diego
HQBN_HQMC_HENDERSON_HALL_VA	Henderson Hall
HRSC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
JICPAC_HONOLULU_HI	Naval Station Pearl Harbor
JWAC_DAHLGREN_VA	NAVSUPPACT DAHLGREN
MARCORSUPACT_KANSAS_CITY_MO	Marine Corps Support Activity Kansas City
MCAF_QUANTICO_VA	Marine Corps Base Quantico
MCAS_BEAUFORT_SC	Marine Corps Air Station Beaufort
MCAS_CAMPEN	Marine Corps Base Camp Pendleton
MCAS_NEW_RIVER_NC	Marine Corps Base Camp Lejeune
NAMARA_JAG_WASHINGTON_DC	Washington Navy Yard
NAMTRAU_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAMTRAU_NORFOLK_VA	Naval Station Norfolk
NAMTRAU_NORTH_ISLAND_CA	Naval Air Station North Island
NAMTRAU_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAS_BRUNSWICK_ME	Naval Air Station Brunswick
NAS_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
NAS_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAS_JRB_FT_WORTH_TX	Joint Reserve Base Fort Worth
NAS_JRB_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAS_JRB_WILLOW_GROVE_PA	Joint Reserve Base Willow Grove
NAS_KEY_WEST_FL	Naval Air Station Key West
NAS_MERIDIAN_MS	Naval Air Station Meridian
NAS_NORTH_ISLAND_CA	Naval Air Station North Island
NAS_PATUXENT_RIVER_MD	Naval Air Station Patuxent River
NAS_PENSACOLA_FL	Naval Air Station Pensacola
NAS_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAS_WHITING_FIELD_MILTON_FL	Naval Air Station Whiting Field
NATEC_SAN_DIEGO_CA	Naval Air Station North Island
NATNAVDENCEN_BETHESDA_MD	National Naval Medical Center Bethesda

NATNAVMEDCEN_BETHESDA_MD	National Naval Medical Center Bethesda
NATTC_PENSACOLA_FL	Naval Air Station Pensacola
NAVAEROMEDRSCH_PENSACOLA_FL	Naval Air Station Pensacola
NAVAIRDEPOT_CHERRY_PT_NC	Marine Corps Air Station Cherry Point
NAVAIRDEPOT_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVAIRDEPOT_NORTH_ISLAND_CA	Naval Air Station North Island
NAVAIRENGSTA_LAKEHURST_NJ	Naval Air Engineering Station Lakehurst
NAVAIRES_BRUNSWICK_ME	Naval Air Station Brunswick
NAVAIRES_FORT_WORTH_TX	Joint Reserve Base Fort Worth
NAVAIRES_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVAIRES_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAVAIRES_NORFOLK_VA	Naval Station Norfolk
NAVAIRES_POINT_MUGU_CA	Naval Air Station Point Mugu
NAVAIRES_SAN_DIEGO_CA	Naval Air Station North Island
NAVAIRES_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVAIRES_WILLOW_GROVE_PA	Joint Reserve Base Willow Grove
NAVAIRWARCENACDIV_LAKEHURST_NJ	Naval Air Engineering Station Lakehurst
NAVAIRWARCENWPNDIV_PT_MUGU_CA	Naval Air Station Point Mugu
NAVAVSCOLSCOM_PENSACOLA_FL	Naval Air Station Pensacola
NAVBASE_VENTURA_CTY_PT_MUGU_CA	Naval Air Station Point Mugu
NAVBRIG_NORFOLK_VA	Naval Support Activity Norfolk
NAVCIVLAWSUPPACT_WASHINGTON_DC	Washington Navy Yard
NAVCOMTELSTA_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVCOMTELSTA_PUGET_SOUND_WA	Naval Submarine Base Bangor
NAVCOMTELSTA_SAN_DIEGO_CA	Naval Amphibious Base Coronado
NAVCOMTELSTA_WASHINGTON_DC	Washington Navy Yard
NAVCONBRIG_CHARLESTON_SC	Naval Weapons Station Charleston
NAVCONBRIG_MIRAMAR_CA	Marine Corps Air Station Miramar
NAVCRUITCOM_ORIENT_UNIT_PENSACOLA_FL	Naval Air Station Pensacola
NAVCRUITDIST_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAVDENCEN_CAMP_LEJEUNE_NC	Marine Corps Base Camp Lejeune
NAVDENCEN_CAMP_PENDLETON_CA	Marine Corps Base Camp Pendleton
NAVDENCEN_GULF_COAST_PENSACOLA_FL	Naval Air Station Pensacola
NAVDENCEN_MIDLANT_NORFOLK_VA	Naval Station Norfolk
NAVDENCEN_NORTHEAST_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVDENCEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVDENCEN_SOUTHEAST_JACKSONVILLE_FL	Naval Air Station Jacksonville

NAVDENCEN_SOUTHWEST_SAN_DIEGO_CA	Naval Station San Diego
NAVEODTECHDIV_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVFAC_EFA_CHESAPEAKE_WASHINGTON_DC	Washington Navy Yard
NAVFAC_EFA_SOUTHEAST_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVFAC_EFD_PACIFIC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVFLTDEMRON	Naval Air Station Pensacola
NAVHISTCEN_WASHINGTON_DC	Washington Navy Yard
NAVHLTHCARE_NEW_ENGLAND_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVHOSP_CAMP_LEJUENE_NC	Marine Corps Base Camp Lejeune
NAVHOSP_CAMP_PENDLETON_CA	Marine Corps Base Camp Pendleton
NAVHOSP_CHERRY_PT_NC	Marine Corps Air Station Cherry Point
NAVHOSP_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
NAVHOSP_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVHOSP_OAK_HARBOR_WA	Naval Air Station Whidbey Island
NAVJUSTSCOL_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVLANTMETOCCEN_NORFOLK_VA	Naval Station Norfolk
NAVLANTMETOCFAC_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVLEGSVCOFF_CENTRAL_PENSACOLA_FL	Naval Air Station Pensacola
NAVLEGSVCOFF_MIDLANT_NORFOLK_VA	Naval Station Norfolk
NAVLEGSVCOFF_NORTHCENT_WASHINGTON_DC	Washington Navy Yard
NAVLEGSVCOFF_PAC_DET_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVLEGSVCOFF_SE_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVLEGSVCOFF_SOUTHWEST_SAN_DIEGO_CA	Naval Station San Diego
NAVMARCORESCEN_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVMARCORESCEN_SAN_DIEGO_CA	Marine Corps Air Station Miramar
NAVMARCORESCEN_WASHINGTON_DC	Anacostia Annex
NAVMEDCLINIC_ANNAPOLIS_MD	NAVSTA ANNAPOLIS
NAVMEDCLINIC_PAXTUXENT_RIVER_MD	Naval Air Station Patuxent River
NAVMEDCLINIC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVMEDCLINIC_QUANTICO_VA	Marine Corps Base Quantico
NAVMEDIACEN_WASHINGTON_DC	Anacostia Annex
NAVMEDINFOMGTCEN_BETHESDA_MD	National Naval Medical Center Bethesda
NAVMEDTRACOM_BETHESDA_MD	National Naval Medical Center Bethesda
NAVNUPWRTRACOM_CHARLESTON_SC	Naval Weapons Station Charleston

NAVNUPWRTRAU_CHARLESTON_SC	Naval Weapons Station Charleston
NAVOCEANPROCFAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVOPMEDINST_PENSACOLA_FL	Naval Air Station Pensacola
NAVORDSAFSECACT_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVOSHENVTRACEN_NORFOLK_VA	Naval Station Norfolk
NAVPACMETOCCEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVPACMETOCCEN_SAN_DIEGO_CA	Naval Air Station North Island
NAVPACMETOCFAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVPERSDEVCOM_NORFOLK_VA	Naval Station Norfolk
NAVRESCEN_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
NAVRESCEN_EVERETT_WA	Naval Station Everett
NAVRESCEN_FORT_WORTH_TX	Joint Reserve Base Fort Worth
NAVRESCEN_HONOLULU_HI	Naval Station Pearl Harbor
NAVRESCEN_NEW_ORLEANS_LA	Joint Reserve Base New Orleans
NAVRESCEN_PENSACOLA_FL	Naval Air Station Pensacola
NAVRESCRUITAREA_SOUTH_DALLAS_TX	Joint Reserve Base Fort Worth
NAVRESPERSCEN_NEW_ORLEANS	Joint Reserve Base New Orleans
NAVRESREDCOM_MIDATLANTIC	Washington Navy Yard
NAVRESREDCOM_NORTHEAST	Naval Station and Undersea Warfare Center Newport
NAVRESREDCOM_NORTHWEST	Naval Station Everett
NAVRESREDCOM_SOUTH	Joint Reserve Base Fort Worth
NAVRESREDCOM_SOUTHEAST	Naval Air Station Jacksonville
NAVSEALOGCEN_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVSECGRUACT_NORFOLK_VA	Naval Station Norfolk
NAVSECGRUACT_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSECGRUACT_SAN_DIEGO_CA	Naval Air Station North Island
NAVSECGRUACT_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVSHIPYD_AND_IMF_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSOC_PT_MUGU_CA	Naval Air Station Point Mugu
NAVSTA_EVERETT_WA	Naval Station Everett
NAVSTA_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVSTA_NORFOLK_VA	Naval Station Norfolk
NAVSTA_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSTA_SAN_DIEGO_CA	Naval Station San Diego
NAVSUBSUPPCEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSUBTRACENPAC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVSUPINFOSYSACT_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVSUPPACT_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg

NAVSUPPACT_NEW_ORLEANS_LA	Naval Support Activity New Orleans, LA
NAVSUPPACT_NORFOLK_VA	Naval Support Activity Norfolk
NAVSURFWARCENDIV_DAHLGREN_VA	NAVSUPPACT DAHLGREN
NAVSURFWARCENDIV_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVTECHTRACEN_MERIDIAN_MS	Naval Air Station Meridian
NAVTRAMETOCFAC_PENSACOLA_FL	Naval Air Station Pensacola
NAVUNSEAWARCENDIV_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVWARCOL_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NCTAMS_LANT_NORFOLK_VA	Naval Station Norfolk
NETC_PENSACOLA_FL	Naval Air Station Pensacola
NETPDTC_PENSACOLA_FL	Saufley Field
NINTH_MCD_KANSAS_CITY_MO	Marine Corps Support Activity Kansas City
NOLSC_NORFOLK_VA	Naval Station Norfolk
NRL_WASHINGTON_DC	Naval Research Laboratory
OCHR_WASHINGTON_DC	Washington Navy Yard
OTC_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
OTC_PENSACOLA_FL	Naval Air Station Pensacola
PATRON_THREE_ZERO	Naval Air Station Jacksonville
PERSUPPACT_NORFOLK_VA	Naval Station Norfolk
PWC_JACKSONVILLE_FL	Naval Air Station Jacksonville
PWC_NORFOLK_VA	Naval Station Norfolk
PWC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
PWC_SAN_DIEGO_CA	Naval Station San Diego
PWC_WASHINGTON_DC	Washington Navy Yard
RSO_SAN_DIEGO	Naval Station San Diego
SIMA_NORFOLK_VA	Naval Station Norfolk
SIMA_SAN_DIEGO_CA	Naval Station San Diego
SOUTHWEST_RMC_SAN_DIEGO_CA	Naval Station San Diego
SPAWARSYSCEN_CHARLESTON_SC	Naval Weapons Station Charleston
SPAWARSYSCEN_NORFOLK_VA	Naval Station Norfolk
SUBASE_BANGOR_WA	Naval Submarine Base Bangor
SUBASE_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay
SUBTRAFAC_NORFOLK_VA	Naval Station Norfolk
SUPSHIP_SAN_DIEGO_CA	Naval Station San Diego
SWFLANT_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay
SWFPAC_BANGOR_WA	Naval Submarine Base Bangor
SWOSCOLCOM_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
TRARON_EIGHTY_SIX_PENSACOLA_FL	Naval Air Station Pensacola
TRARON_FOUR_PENSACOLA_FL	Naval Air Station Pensacola
TRARON_NINE_MERIDIAN_MS	Naval Air Station Meridian
TRARON_SEVEN_MERIDIAN_MS	Naval Air Station Meridian
TRARON_SIX_MILTON_FL	Naval Air Station Whiting Field
TRARON_TEN_PENSACOLA_FL	Naval Air Station Pensacola
TRARON_THIRTY_FIVE_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi

TRARON_THIRTY_ONE_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
TRARON_THREE_MILTON_FL	Naval Air Station Whiting Field
TRARON_TWENTY_EIGHT_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
TRARON_TWENTY_SEVEN_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
TRARON_TWO_MILTON_FL	Naval Air Station Whiting Field
TRIREFFAC_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay
TRISVCOFF_EAST_NORFOLK_VA	Naval Station Norfolk

TRISVCOFF_NE_WASHINGTON_DC	Washington Navy Yard
TRISVCOFF_PAC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
TRISVCOFF_WEST_SAN_DIEGO_CA	Naval Station San Diego
TRITRAFAC_BANGOR_WA	Naval Submarine Base Bangor
TRITRAFAC_KINGS_BAY_GA	Naval Submarine Support Base Kings Bay
USNA_ANNAPOLIS_MD	NAVSTA ANNAPOLIS
USUHS_BETHESDA_MD	National Naval Medical Center Bethesda
WPNSTA_CHARLESTON_SC	Naval Weapons Station Charleston

That query should be supplemented with the Army's responses for Current Capacity, Current Usage, and Surge in the Non-Odin Question 303 Database. Like the responses for the DoD database, those entries can respectively be found under the field names of "GSF per Bldg per Occupant," "Grand Total Personnel by occupant," and "Additional SF needed per surge" using the following target list:

OrgCode	Location
24004	ABERDEEN PROVING GROUND
42116	CARLISLE BARRACKS
51389	FORT A P HILL
51062	FORT BELVOIR
13077	FORT BENNING
48083	FORT BLISS
21128	FORT CAMPBELL
08135	FORT CARSON
24226	FORT DETRICK
34201	FORT DIX
36216	FORT DRUM
51281	FORT EUSTIS
13048	FORT GILLEM
45404	FORT JACKSON
21478	FORT KNOX

20491	FORT LEAVENWORTH
51484	FORT LEE
29977	FORT LEONARD WOOD
53456	FORT LEWIS
55533	FORT MCCOY
11564	FORT MCNAIR
13049	FORT MCPHERSON
24571	FORT MEADE
34558	FORT MONMOUTH
02736	FORT RICHARDSON
20736	FORT RILEY
01767	FORT RUCKER
48399	FORT SAM HOUSTON
40801	FORT SILL
13834	FORT STEWART
01750	REDSTONE ARSENAL

Those two queries should complete the Army and Navy responses for Current Capacity, Current Usage, and Surge. *The following target list should be used on DoD questions 4076 and 4078 to obtain the USAF installation's capacity responses:*

OrgCode	Location
Altus AFB	Altus AFB
Andrews AFB	Andrews AFB
Barksdale AFB	Barksdale AFB
Beale AFB	Beale AFB
Bolling AFB	Bolling AFB
Brooks City-Base	Brooks City-Base
Buckley AFB	Buckley AFB
Cannon AFB	Cannon AFB
Charleston AFB	Charleston AFB
Columbus AFB	Columbus AFB
Davis-Monthan AFB	Davis-Monthan AFB
Dover AFB	Dover AFB
Dyess AFB	Dyess AFB
Eglin AFB	Eglin AFB
Eielson AFB	Eielson AFB
Ellsworth AFB	Ellsworth AFB
Elmendorf AFB	Elmendorf AFB
Fairchild AFB	Fairchild AFB
Francis E. Warren AFB	Francis E. Warren AFB
Grand Forks AFB	Grand Forks AFB
Hickam AFB	Hickam AFB
Hill AFB	Hill AFB
Homestead ARS	Homestead ARS
Hurlburt Field	Hurlburt Field
Keesler AFB	Keesler AFB
Kirtland AFB	Kirtland AFB
Lackland AFB	Lackland AFB
Langley AFB	Langley AFB
Little Rock AFB	Little Rock AFB
Luke AFB	Luke AFB
MacDill AFB	MacDill AFB
Malmstrom AFB	Malmstrom AFB
March ARB	March ARB
Maxwell AFB	Maxwell AFB
McChord AFB	McChord AFB
McConnell AFB	McConnell AFB
McGuire AFB	McGuire AFB
Minot AFB	Minot AFB
Mountain Home AFB	Mountain Home AFB
Nellis AFB	Nellis AFB
Offutt AFB	Offutt AFB
Peterson AFB	Peterson AFB
Pope AFB	Pope AFB
Randolph AFB	Randolph AFB
Robins AFB	Robins AFB
Scott AFB	Scott AFB
Seymour Johnson AFB	Seymour Johnson AFB
Shaw AFB	Shaw AFB
Sheppard AFB	Sheppard AFB
Tinker AFB	Tinker AFB
Travis AFB	Travis AFB
Tyndall AFB	Tyndall AFB
Vance AFB	Vance AFB
Vandenberg AFB	Vandenberg AFB
Whiteman AFB	Whiteman AFB
Wright-Patterson AFB	Wright-Patterson AFB

For Question 4076 the field heading "GSF of Admin Space by Activity" is the proper entry for Current Capacity, while the field headings of "Grand Total Assigned Personnel by Activity" and "Additional SF need per surge" in Question 4078 correspond to Current Usage (the database's personnel figure times 200 GSF/person) and Surge respectively.

It important to note that these five queries, when combined together and used in conjunction with the secondary data sources (see Appendix to Section 4), will yield the installation level capacity data used for capacity analysis. However, Defense Agencies (DA) residing on military installations are not included in this query. Neglecting to include the DA's presence on military installations would cause an installation to appear to have more excess than it actually has. Therefore, Questions 301 and 463 were used to supplement the personnel numbers for each installation. Those questions were directed at Defense Agencies currently occupying Owned Space both inside and outside of the

National Capital Region (NCR). However, the responses to those questions were formatted in such a manner that connecting a DoD Agency to a specific installation was not always apparent.

For instance, Fort Belvoir was listed as "Fort Belvoir," "Fort Belvoir, VA," and as "Fort Belvoir, Virginia DLA DSS". Therefore, in order to pull the data first query Question 301. Pull the field titled "Your DoD Host (i.e., Installation)" as well as the field "Total Personnel per Bldg." Use the following target list to match the DoD Host names with the installations in question:

Database Name	Installation Targets
Aberdeen Proving Ground	ABERDEEN PROVING GROUND
Anacostia Annex	Anacostia Annex
Andrews AFB	Andrews AFB
Buckley AFB	Buckley AFB
Camp H.M. Smith, HI	Marine Corps Base Hawaii Camp Smith
Camp Lejeune N. C.	Marine Corps Base Camp Lejeune
Carlisle Barracks	CARLISLE BARRACKS
Charleston AFB	Charleston AFB
COMNAVREG Hawaii, Pearl Harbor	Naval Station Pearl Harbor
DLA Fort Belvoir	FORT BELVOIR
DYESS AFB	Dyess AFB
EDWARDS AFB	Edwards AFB
"Edwards AFB	
"	Edwards AFB
ELGIN AFB	Eglin AFB
ELLSWORTH AFB	Ellsworth AFB
ELMENDORF AFB	Elmendorf AFB
FISC Pearl Harbor HI	Naval Station Pearl Harbor
Fort Belvoir	FORT BELVOIR
Fort Belvoir, VA	FORT BELVOIR
"Fort Belvoir, Virginia	
DLA DSS"	FORT BELVOIR
Fort Bliss	FORT BLISS
Fort Campbell	FORT CAMPBELL
Fort Detrick	FORT DETRICK
Fort Drum	FORT DRUM
FORT EUSTIS	FORT EUSTIS
Fort Hood	FORT HOOD
FORT HOOD, TEXAS	FORT HOOD
FORT IRWIN	FORT IRWIN
Fort Jackson, US Army Training and Doctrine Command, Installation # 45455	FORT JACKSON
Fort Knox	FORT KNOX
Fort Lee	FORT LEE
Fort McCoy	FORT MCCOY
Fort McPherson	FORT MCPHERSON
FORT MONMOUTH	FORT MONMOUTH
Fort Monroe	FORT MONROE
FORT RILEY, KS	FORT RILEY
Fort Sam Houston	FORT SAM HOUSTON
Ft Belvoir	FORT BELVOIR
Ft Benning	FORT BENNING
Ft Bliss	FORT BLISS
Ft Bragg	FORT BRAGG
Ft Campbell	FORT CAMPBELL
Ft Carson	FORT CARSON
Ft Dix NJ	FORT DIX
Ft Eustis	FORT EUSTIS
Ft Gordon	FORT GORDON
Ft Hood	FORT HOOD
Ft Huachuca	FORT HUACHUCA
Ft Jackson	FORT JACKSON
Ft Knox	FORT KNOX
Ft Leavenworth	FORT LEAVENWORTH
FT LEE	FORT LEE
FT LEONARD WOOD	FORT LEONARD WOOD
FT LEWIS	FORT LEWIS
FT MCCOY	FORT MCCOY
Ft Meade	FORT MEADE
Ft Monmouth	FORT MONMOUTH

FT MONROE	FORT MONROE
Ft Myer	FORT MYER
FT POLK	FORT POLK
FT RICHARDSON	FORT RICHARDSON
FT RILEY	FORT RILEY
FT RUCKER	FORT RUCKER
FT SAM HOUSTON	FORT SAM HOUSTON
FT SHAFTER	FORT SHAFTER
FT SILL	FORT SILL
FT STEWART	FORT STEWART
Ft. Bliss	FORT BLISS
Ft. Dix	FORT DIX
Ft. Meade	FORT MEADE
Grand Forks AFB	Grand Forks AFB
HICKAM AFB	Hickam AFB
HILL AFB	Hill AFB
Hill Air Force Base	Hill AFB
Homestead ARF	Homestead ARS
Keesler AFB	Keesler AFB
Kirtland AFB	Kirtland AFB
LACKLAND AFB	Lackland AFB
Langley AFB	Langley AFB
MACDILL AFB	MacDill AFB
MacDill, AFB	MacDill AFB
Maxwell AFB	Maxwell AFB
Maxwell AFB, Montgomery, Al	Maxwell AFB
MCAS Cherry Point NC	Marine Corps Air Station Cherry Point
McDill AFB	MacDill AFB
MEDCOM FORT SAM HOUSTON	FORT SAM HOUSTON
NAS CORPUS CHRISTI	Naval Air Station Corpus Christi
NAS Jacksonville	Naval Air Station Jacksonville
NAS North Island San Diego CA	Naval Air Station North Island
Naval Air Station Pensacola	Naval Air Station Pensacola
NAVAL AIR STATION,JACKSONVILLE	Naval Air Station Jacksonville
Naval Station Newport	Naval Station and Undersea Warfare Center Newport
Naval Station Newport RI	Naval Station and Undersea Warfare Center Newport
Naval Station Norfolk	Naval Station Norfolk
NAVAL STATION PEARL HARBOR	Naval Station Pearl Harbor
Naval Station Pearl Harbor Hawaii	Naval Station Pearl Harbor
Naval Weapons Station Charleston	Naval Weapons Station Charleston
NavalBase Coronado	Naval Amphibious Base Coronado
Office of Naval Research	Naval Research Laboratory
Offutt AFB	Offutt AFB
OFFUTT AFB, NE	Offutt AFB
Patrick	Patrick AFB
Patrick AFB	Patrick AFB
Pearl Harbor	Naval Station Pearl Harbor
Pearl Harbor Naval Base	Naval Station Pearl Harbor
Peterson Field Military Reservation	Peterson AFB
"Peterson Field Military Reservation	
"	Peterson AFB
Quantico Marine Corps Base	Marine Corps Base Quantico
Randolph AFB	Randolph AFB
REDSTONE ARSENAL	REDSTONE ARSENAL
Robins AFB	Robins AFB
Robins AFB, GA	Robins AFB
Robins Air Force Base	Robins AFB
Robins Air Force Base, Installation ID 3162, Installation # LUCK	Robins AFB
Saufley Field	Saufley Field
Schofield Barracks	SCHOFIELD BARRACKS
Scott AFB	Scott AFB
SCOTT AIR FORCE BASE	Scott AFB
Seymour Johnson Air Force Base	Seymour Johnson AFB
SPACE & NAVAL WARFARE SYSTEMS CENTER	Naval Station San Diego
SPACE & NAVAL WARFARE SYSTEMS COMMAND	Naval Station San Diego

Space and Naval Warfare Systems Center, San Diego (SSC San Diego)	Naval Station San Diego
Tinker AFB	Tinker AFB
Tinker AFB Oklahoma	Tinker AFB
Tinker Air Force Base	Tinker AFB
TYNDALL AFB	Tyndall AFB
US Army Garrison - Redstone	REDSTONE ARSENAL
"US Army Garrison,	
Fort Detrick, MD"	FORT DETRICK
US Army, Ft. Belvoir	FORT BELVOIR
USMC CAMP PENDLETON	Marine Corps Base Camp Pendleton
VAFB	Vandenberg AFB
VANDENBERG AFB	Vandenberg AFB
Walter Reed Army Hospital	WALTER REED AMC

WASHINGTON NAVY YARD/ (NDW)	WALTER REED AMC
Whiteman Air Force Base	Whiteman AFB
WPAFB	Wright-Patterson AFB
WRAFB	Robins AFB
Wright Patterson AFB	Wright-Patterson AFB
"Wright Patterson Air Force Base	
AF Plant 44"	Wright-Patterson AFB
Wright-Patterson AFB	Wright-Patterson AFB
Wright-Patterson AFB, Ohio	Wright-Patterson AFB
Wright-Patterson Air Force Base	Wright-Patterson AFB

Using the same target list, query Question 463 for the fields "Your DoD Host (Installation)" and "Grand Total # Personnel." Then use the target list to match to the appropriate installation. The personnel responses from each of those questions should be added together. For instance Fort Sam Houston has the following entries combined from Question 301 and 463. The total Defense Agency Personnel reported should be the sum of these records (53). These totals are also multiplied by the standard of 200 GSF/person and added to the already established Current Usage values.

DoD Host	Personnel
Fort Sam Houston	8
FT SAM HOUSTON	43
MEDCOM FORT SAM HOUSTON	2

These additions, while subjective, did not drastically affect the amount of reported excess but served to give a slightly more accurate picture for those installations where Defense Agencies reported a DoD Host in questions 301 and 463.

Once the data has been collected for Current Capacity, Maximum Potential Capacity, Current Usage, and Surge the calculation of the percent Excess is as follows:

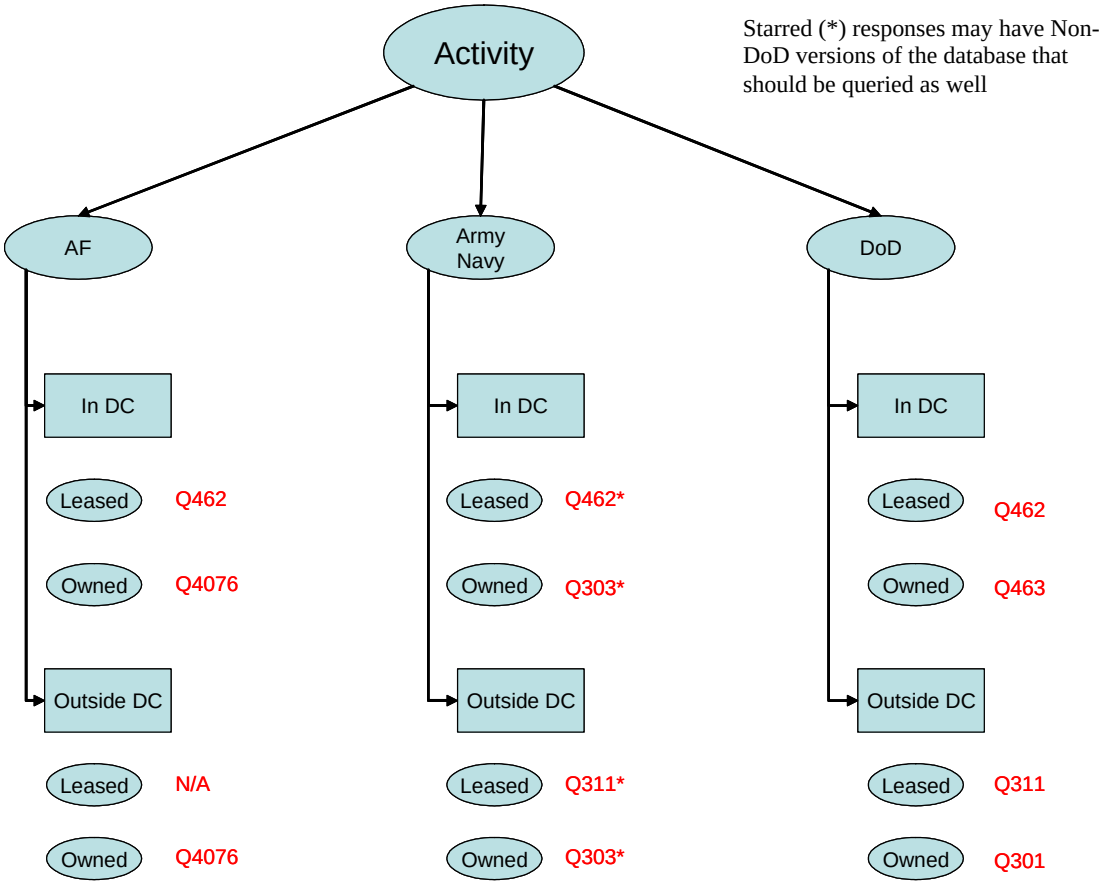
$$Excess = \frac{MaxCapacity - CurrentUsage - Surge}{MaxCapacity}$$

4.1.1.2 Major Administrative and Headquarters—Activities

In obtaining the MAH Activities data it was only necessary to look for three pieces of information: Current Capacity, Current Usage (as a product of the number of personnel and the space standard of 200 GSF/person), and Surge requirement. Since individual activities did not reply to Question 445, there was no source for Maximum Capacity; therefore, Current Capacity was used as the value for Maximum Capacity.

Since the activities listed for each of the three services and other DoD entities occupy both leased and owned space it is important to track in what kind of space an entity resides. If the entity is in owned space it answered in Usable Square Feet which must be converted to GSF for comparison. Each of the questions also has fields containing data on Personnel and Current Capacity. For those that do not respond to Question 303 (most notably DoD Agencies) there was not a reporting field for Surge. Therefore, if there was not a specific response for a surge it was assumed to be zero for analytic purposes.

The hierarchy included below outlines the Question numbers to be used in finding the current capacity and the current usage (personnel) values.



The following table summarizes the Question Number and the field used to answer the Capacity data requirements:

	Current Capacity	Current Usage (Personnel)	Surge
Q303	"GSF of Admin Space by Activity"	"Grand Total Personnel by occupant"	"Additional SF needed per surge"
Q303 NonOdin	"GSF of Admin Space by Activity"	"Grand Total Personnel by occupant"	"Additional SF needed per surge"
Q301	"GSF Assigned to you by Host"	"Total Personnel per Bldg"	N/A
Q311	"USF Assigned to you by DoD Host per Bldg"	"Total Personnel per Bldg"	N/A
Q462	"USF Assigned to you by Host"	"Grand Total # Personnel"	N/A
Q463	"GSF Assigned to you by Host"	"Grand Total # Personnel"	N/A
Q4076	"GSF of Admin Space by activity"	N/A	N/A
Q4078	N/A	"Grand Total Assigned Personnel by Activity"	"Additional SF needed per surge"

The methodology for querying the OSD and Non-OSD data sources for Activities data is detailed the in the military value capacity methodology. That methodology is attached in the Appendix to Section 4 and details how to walk from target list to capacity data. The appendix also contains the target lists for each of these queries.

In some instances Non-DoD database answers were used to fill in Activity values. Those instances are annotated in the spreadsheet also available in the Appendix to Section 5.

4.1.2 COCOMS, SCCs and Supporting Activities

The approach for analyzing the footprint data provided in response to the CDC questions posed by the COCOMS, SCCs and Supporting Activities team within the Major Administrative and Headquarters Activities subgroup of the HSA JCSG may be found in Enclosure 1, Tab J to the Final Capacity Analysis Report (FCAR) of November 2004. The general objective, attributes, metrics and surge for capacity analysis are consistent with Major Administrative and Headquarters, above.

4.1.3 Reserve and Recruiting Commands

The approach for analyzing the footprint data provided in response to the CDC questions posed by the Reserve and Recruiting Commands team within the Major Administrative

and Headquarters Activities subgroup of the HSA JCSG may be found in Enclosure 1, Tab I to the FCAR. The objective, attributes, metrics, and surge for capacity analysis are consistent with Major Administrative and Headquarters, above.

4.2 Geographic Clusters

The Geographic Clusters and Functional Subgroup (GCFS) conducted both footprint and functional analysis of DoD activities located in geographic clusters, to include installations with shared boundaries. Geo-Clusters under consideration were established by the following method:

Previously, the CAA cartographer identified the most *intuitive* groupings of installations in the 50 United States. From there, two major screening criteria that worked in tandem narrowed the cluster list:

1) A Geo-Cluster must contain 2 installations that have a combined population of at least 2,500 (military, civilian, and/or contractors).
2) A Geo-Cluster must represent at least two different Military Departments (MILDEP).

The two criteria were used to identify three expansions of Geo-Clusters: those within a 50-mile radius circle, those within a 25-mile radius circle, and those within a 10-mile radius circle. The 50-mile clusters were deemed to be too large (100 mile diameter meant too much distance between some installations). The 25-mile radius circles afforded the most possible savings without being too large. However, there were still too many 25-mile Geo-Clusters to analyze. Eventually, only those 25-mile clusters that ALSO included a 10-mile radius Geo-Cluster were considered. These clusters made up the list of the “Type I” Geo-Clusters. Then 11 “Type II” Geo-Clusters of shared-boundary, or co-located installations were created by drawing 25-mile radius circles around the relevant installations.

When the two types of Geo-clusters were considered together, there were a total of 22 clusters identified. The San-Diego Geo-cluster was eliminated because the Navy and Marine Corps were considered one MILDEP. The number was still excessive, so the functional subject matter experts used military judgment to eliminate distracters, and the list of Geo-Clusters was narrowed to 10. The process and results of this refinement were presented to and approved by the JCSG leadership. The cluster encompassing Charleston, SC was later added as a result of updated information. Validation of clusters was completed with certified capacity data from CDC #2.

GCFS also conducted footprint and functional inventory of military and civilian personnel centers, military corrections facilities and Defense agencies. In addition, the subgroup performed US-wide footprint and functional analyses of financial management

transactional services, which has been delineated into two review efforts entitled as Local Finance and Accounting (F&A) and a separate DFAS Central and Field Sites analysis. Four teams performed the analyses: Installation Management Team, Comm/IT Team, Personnel and Corrections Team, and Financial Management Team. The overall approach for analyzing the Geographic Clusters may be found in Enclosure 1, Tab N. of the FCAR

4.2.1 Local F&A

Local F&A was not updated for this Capacity Analysis Report. For those findings, please reference the Final Capacity Analysis Report of November 2004.

4.2.2 Installation Management (IM)

The approach for analyzing the data provided in response to the CDC questions posed by the IM team within the Geographic Clusters and Functional Subgroup of the HSA JCSG did not change from the previous FCAR. The values were simply updated within the previously establish methodology. An expanded methodology narrative maybe found in the attached Appendix to Section 4. The attributes used and the source of the metrics may be found in the tables below:

4.2.2.1 The Public Works function includes master planning, engineering services, facilities support contracts and administration, facility and infrastructure maintenance, environmental services, and utilities.

Attributes	**Metrics**
• Facility maintenance	• Total SF of facility space maintained Ref: ICAP Tab B p3
• Utilities (water, wastewater, electricity, natural gas, and coal-fired systems) consumption/production rate	• Average/maximum consumption/production rate Ref: ICAP Tab B pp 4-8

4.2.2.2 Resource Management includes coordination, management analysis, advice and assistance on use of financial and manpower resources. It also includes financial operations and support agreements. GCFS common attributes and metrics are applicable.

4.2.2.3 Contracting manages contracts for services and supplies in support of an installation. It includes acquisition pre-solicitation planning, acquisition solicitation, contract award, acquisition administration, small and disadvantaged business management, contingency contracting, and

government purchase card program management. GCFS common attributes and metrics are applicable.

4.2.2.4 The Logistics function manages and provides transportation services, retail supply, storage (general and special) and distribution, food services, personal property management and maintenance of non-tactical vehicles and equipment.

Attributes	**Metrics**
• Passengers processed through aerial port	• Pax/year processed through aerial port per person Ref: ICAP Tab B pp 14-15
• Passengers processed through deployment processing center	• Pax/year processed through deployment processing center per person Ref: ICAP Tab B pp 14-15
• General Purpose (GP) and Special Purpose (SP) vehicles and equipment	• Number of GP and SP vehicles and equipment maintained per person Ref: ICAP Tab B pp12-13
• Personal Property moves	• Average annual HHG moves per person Ref: ICAP Tab B p 14
• Food Services	• Max capacity/meal/dining facility Ref: ICAP Tab B pp 9-10 • Average headcount/meal/dining facility Ref: ICAP Tab B pp 9-10

4.2.2.5 Airfield Operations were determined to have an operational orientation; and therefore, **were not** collected for this JCSG's capacity analysis.

4.2.2.6 Family and Troop Support includes functions that provide direct support to military members and their families. These functions include Drug and Alcohol Rehabilitation; Family Counseling Services; Community Education and Awareness; Relocation Counseling; Education Services; Child Development Centers; Child and Youth Programs; Recreation Programs; Transient Billeting; and Morale, Welfare, and Recreation activities. It was determined during the DST process for CDC #1 that measuring usage of Youth Centers would be difficult, if not impossible.

Attributes	**Metrics**
•Child Development Center	• Maximum Capacity Ref: ICAP Tab B p 10 • Average % fill Ref: ICAP Tab B p 10
• Fitness Centers	• Maximum facility occupancy Ref: ICAP Tab B pp 11-12

	• Average number of patrons/day Ref: ICAP Tab B pp 11-12
• Transient billets	• Number of transient rooms Ref: ICAP Tab B p 10 • Occupancy rates for transient quarters Ref: ICAP Tab B p 10

4.2.2.7 Law Enforcement and Fire and Emergency Services includes crime prevention, structural fire prevention and protection, aviation crash and rescue, medical response, and hazardous material response. GCFS common attributes and metrics are applicable.

4.2.2.8 Plans, Training and Security include a variety of functions such as management of range and training areas, Reserve Component support, mobilization and contingency planning, and the overall direction, administration, planning, programming, supervision, and coordination of force protection operations.

Attributes	**Metrics**
• Restricted Areas	• Number/acres of restricted areas Ref: ICAP Tab B p 16
• Installation entry points	• Number of installation entry control points Ref: ICAP Tab B p 16

4.2.2.9 Installation Support Offices include other critical installation management functions commonly known as “special staffs”. These include Safety, Religious Support, Legal, Equal Employment Opportunity (EEO) and Internal Review.

Attributes	**Metrics**
• Chapels	• Capacity/Service/Chapel Ref: ICAP Tab pp 10-11 • Average attendance/service Ref: ICAP Tab pp 10-11

4.2.2.10 Military Exchanges and Commissaries provide a variety of retail services and shopping to include general merchandise, fuel, beverage and food.

Attributes	Metrics
• Retail Floor Space	• Total sales per SF of retail space Ref: ICAP Tab B p 12

4.3 DFAS Central and Field Operating Sites

The original approach for analyzing the data provided in response to the CDC questions posed by the Financial Management Team within the Geographic Clusters and Functional Subgroup for analysis of DFAS Central and Field Operating Sites may be found in Enclosure 1, Tab G to the FCAR. The original approach was modified to accommodate the column headings found in this report and is reflected in the table below, notes column. Both approaches included the space and personnel for all 30 functions performed by DFAS Central and Field Operating Sites. Throughput was collected for 10 of the 11 F&A functions (throughput not collected for Management/Oversight for F&A). Additionally, the assumption was made early on that any surge requirements would be handled in a manner (through overtime and/or additional shifts) that would not affect facility requirements. The following is a list of the 30 functions: 11 F&A functions: Management/Oversight for F&A; Accounting; Security Assistance Accounting; Non-appropriated Fund Accounting; Disbursing; Military Pay; Civilian Pay; Military Retired & Annuitant Pay; Travel Pay; Vendor Pay; Contract Pay; and 19 Corporate Functions – Acquisition & Contracting; Administrative Services; Internal Review/Audit; Information Technology; Systems Integration; Technology Services; Resource Management; Human Resources; Equal Employment Opportunity; General Counsel/Legal Services; Corporate Communications; Corporate Planning; Military Pay Systems Transition Program; Business Integration Executive Office; Finance (Policy & Oversight); Accounting (Policy & Oversight); Management/Oversight & Support of DFAS Business Functions; Storage; and Warehouse.

For this final update to the FCAR, workload and transactional requirements were not updated because they were not used in the development of any decisions. The footprint analysis was updated in terms of personnel, USF, GSF, and Specialized Equipment space (safes, vaults, and classified financial systems) as indicated in the table below. Transactional (workload) data summaries may be found in the FCAR of November 2004.

The following table summarizes the question mapping for each of the data requirements for the aforementioned target list:

Mapped Field	Question Number	Notes

Total Authorized Personnel (Includes Contractors)	371,373,374,376,377,379,380 382,383,385,389,390,391,392, 393,394,395,403,404,405,406 407,408,409,410,412,413,414	By location, sum personnel reported by function.
Current Capacity	357,358,359,360,361,362,363 364,386,387,388,396,397,415 416,417,418,419,420,421,422 423,424,425,426,427,428,429	By location, sum Usable Square Feet (USF) reported by function.
Maximum Capacity	N/A	Equal to Current Capacity
Current Usage	N/A	Equals Total Authorized Personnel, by location, multiplied by 160 USF (space standard for leased space).
Surge Capacity	N/A	Mission does not have a surge requirement that would affect the facilities required. Surge is managed by overtime/shifts.
Government Owned Storage/Warehouse (GSF)	401, 402	These questions were answered in Gross Square Feet (GSF). By location add the Government owned Storage and/or Warehouse space figures.
Leased Storage/Warehouse (USF)	401, 401	These questions were answered in USF. By location add the Leased Storage and/or Warehouse space figures.
Safes, Vaults, and Classified Financial Systems	365,366,367,368,369,370,372 375,378,381,384,398,399,430 431,432,433,434,435,436,437 438,439,440,441,442,443,444	These questions were answered in useable square feet (USF). By location add the space associated with safes, vaults, and/or classified financial systems.

FY03 civilian and military authorizations were not captured by grade/rank. Rather, military authorizations were captured by officer and enlisted. Percentage of authorizations tasked against wartime missions were not captured, because DFAS authorizations are not tasked against wartime missions.

4.4 Correctional Facilities

Corrections functions are defined as the operation and administration of correctional facilities and programs specifically designed and applicable to detainees and prisoners in confinement. Associated processes include: Pre-trial confinement; psychological

evaluations; post-trial confinement programs; treatment and rehabilitation programs; return to duty; parole processing.

For analysis purposes, a separate surge requirement was not explicitly established through DoD question responses for correctional facilities. Since the inmate population is not typically expanded through a deliberate surge process, it seemed inappropriate to ask the field. However, our collection of data, which identified maximum operational capacity, can be used to identify the capability of the DoD prison system to handle an increased number of inmates. Policy changes such as assignment to a particular level or location, or parole options, were considered but were not used to adjust inmate population.

The original approach for analyzing the correctional facilities data provided in response to the CDC questions posed by the Personnel and Corrections Team within the Geographic Clusters & Functional Subgroup of the HSA JCSG may be found in Enclosure 1, Tab M to the FCAR. The methodology that follows was used in this final update to capacity analysis.

Mapped Field	Question Number	Notes
Current Capacity	Q454	"General Population Current Operational Capacity" field
Maximum Capacity	Q454	"General Population Maximum Operational Capacity" field
Current Usage	Q452	"FY03 Male Inmates" plus "FY03 Female Inmates"
Surge Capacity	N/A	Maximum Capacity minus Current Capacity

Through the DoD Corrections Council process, it was decided that the number of beds was too subjective to determine the capacity of a facility – a better metric that will be used is inmate population. Therefore, the reported operational capacities were used to determine the Current and Maximum Capacities. The target list for querying the database was as follows:

Location Name as it appears in Spreadsheet	OrgCode as it appears in the Database	OrgName as it appears in the Database
Fort Leavenworth	20491	FORT LEAVENWORTH
Fort Knox	21478	FORT KNOX
Fort Sill	40801	FORT SILL
Fort Lewis	53456	FORT LEWIS
CG MCAS Miramar CA	CG_MCAS_MIRAMAR_CA	CG_MCAS_MIRAMAR_CA

CG MCB Camp Lejeune NC	CG_MCB_CAMP_LEJEUNE_NC	CG_MCB_CAMP_LEJEUNE_NC
CG MCB Camp Pendleton	CG_MCB_CAMPEN	CG_MCB_CAMPEN
CG MCB Quantico VA	CG_MCB_QUANTICO_VA	CG_MCB_QUANTICO_VA
Edwards AFB	Edwards AFB	Edwards AFB
Kirtland AFB	Kirtland AFB	Kirtland AFB
Lackland AFB	Lackland AFB	Lackland AFB
NAS Jacksonville FL	NAS_JACKSONVILLE_FL	NAS_JACKSONVILLE_FL
NAS Pensacola FL	NAS_PENSACOLA_FL	NAS_PENSACOLA_FL
NAVBRIG Norfolk VA	NAVBRIG_NORFOLK_VA	NAVBRIG_NORFOLK_VA
NAVSTA Pearl Harbor HI	NAVSTA_PEARL_HARBOR_HI	NAVSTA_PEARL_HARBOR_HI
SUBASE Bangor WA	SUBASE_BANGOR_WA	SUBASE_BANGOR_WA
WPNSTA Charleston SC	WPNSTA_CHARLESTON_SC	WPNSTA_CHARLESTON_SC

To determine Current Capacity the DoD Database was queried on Question 454 using this target list. The value for each target under the field name "General Population Current Operational Capacity" became the Current Capacity. Likewise, Question 454 was also used to determine the Maximum Capacity using the field name "General Population Maximum Operational Capacity." Each of the targets has three entries broken out by security level (Tiers). While each facility may have detainees in each of the Levels, military judgment was used for reporting purposes to characterize facilities as Level I, II, or III. In general this amounted to picking the Tier which reported the highest Maximum Operation Capacity. The following is an example of a query for one of the targeted facilities:

OrgCode	Facility Type	General Population Current Operational Capacity	General Population Maximum Operational Capacity
CG_MCAS_MIRAMAR_CA	Level I	165	145
CG_MCAS_MIRAMAR_CA	Level II	152	182
CG_MCAS_MIRAMAR_CA	Level III	57	87

In this example, CG MCAS Miramar--since its largest reported Maximum Operational Capacity is for Level II--would be classified as a Level II Facility. Its Current Capacity would be 165 + 152 + 57 = 374 and its Maximum Capacity would be 145 + 182 + 87 = 414.

In order to determine a facility's Current Usage it was necessary to query the DoD Question 452 for two fields: "FY03 Male Inmates" and "FY03 Female Inmates" The sum of these two fields across all Tier Levels became the Current Usage Value:

OrgCode	Facility Type	FY03 Male Population	FY03 Female Population
CG_MCAS_MIRAMAR_CA	Level I	120	19
CG_MCAS_MIRAMAR_CA	Level II	112	16

CG_MCAS_MIRAMAR_CA	Level III	45	8
	Total	277	43

Again using the facility reported CG MCAS Miramar as an example, it is clear that the Current Usage value is the sum of Male and Female inmates (277 + 43 = 320).

Assuming that during surge a facility is expected to house a number of inmates equal to its Maximum Operational Capacity, the Surge Requirement is then equal to its Current Capacity minus its Maximum Operational Capacity:

Excess then follows as it does for the rest of the Capacity Analysis:

$$Excess = \frac{MaxCapacity - CurrentUsage - Surge}{MaxCapacity}$$

This capacity analysis was supplemented in Candidate Recommendation development by an agreement with the Federal Bureau of Prisons (FBOP). The Department of the Army currently has an active Memorandum of Agreement (MOA) between itself and the Federal Bureau of Prisons governing the transfer of military prisoners. The FBOP will accept and permanently maintain 500 military prisoners (fully adjudicated and discharged from their respective military service). Currently, military prisoners in the custody of the FBOP will not exceed the following classifications of 70 high security prisoners, 100 medium security prisoners, 240 low security prisoners, and 90 minimum security prisoners.

As of December 31, 2004, 100 percent of the high and medium level prisoner beds had been allocated, 58 and 1 percent respectively had been allocated of the low and minimum security allocations.

Renegotiation of the MOA on February 18, 2005, between Department of the Army, Provost Marshall General, General Don Ryder and Deputy Assistant Secretary (Army Review Boards), Mr. Karl Schneider produced the reallocation of the 500 beds. Currently, there is a verbal agreement between the Department of the Army and the Federal Bureau of Prisons for a reallocation of 350 high/medium security prisoners, 150 low/minimum security prisoners. This reallocation essentially provided a gain of 180 high/medium security level prisoner allocations. This action will alleviate the burden on DOD Level II correctional facilities and the United States Disciplinary Barracks by facilitating the appropriate assignment of prisoners to a Level III correctional facility and transferring those prisoners that have exhausted all of their legal appeals, are fully adjudicated and discharged with more than one year remaining on their sentence of confinement to a FBOP correctional facility.

4.5 Civilian Personnel Centers

Civilian Personnel functions are defined as interrelated work processes with a primary goal to acquire, develop and retain qualified and valued employees to meet both current and future mission requirements. To this end, the Services maintain a civilian force which balances skill, experience, and specialty; ensures efficient use of personnel; provides career opportunities; and is self-sustaining. The following processes accomplish these objectives: Staffing; Classification; Compensation, Performance Evaluation Processing; Promotions; Recognition and Awards; Separation and Retirements; Personal Data, Customer Service/Call Center and Personnel Data Systems.

Surge was not separately accounted for as a data item. Surge characteristics are built into FY03 numbers since the personnel function has been operating in a "surge" mode since 9/11. Therefore, the surge capacity requirement is shown as zero.

The planned methodology for analyzing the data provided in response to the CDC questions posed by the Civilian Personnel team within the Geographic Clusters and Functional Subgroup of the HSA JCSG may be found in Enclosure 1, Tab C of the FCAR.

For this update to the FCAR the methodology that follows was the final process for conducting capacity analysis. The following chart summarizes the field and sources for CIVPER data:

Mapped Field	Question Number	Notes
Current Capacity	Q448	"Total Square Feet" field—Multiplied by 1.25 if reported in USF
Maximum Capacity	N/A	Equals Current Capacity
Current Usage	Q480	"Total Personnel" times 200 SqFt
Surge Capacity	N/A	Zero

The target list differs slightly from that which is contained in the spreadsheet offered as the appendix to Section 5. In order to reconstruct the data the following is the target list:

Name as it appears in the Spreadsheet	OrgCode in Database	OrgName in Database
Redstone Arsenal	01750	REDSTONE ARSENAL
Fort Richardson	02736	FORT RICHARDSON
Fort Huachuca	04289	FORT HUACHUCA
Rock Island Arsenal	17755	ROCK ISLAND ARSENAL
Fort Riley	20736	FORT RILEY

Aberdeen Proving Ground	24004	ABERDEEN PROVING GROUND
Pacific	HRSC_PEARL_HARBOR_HI	HRSC_PEARL_HARBOR_HI
Philadelphia	HRSC_PHILADELPHIA_PA	HRSC_PHILADELPHIA_PA
Portsmouth	HRSC_PORTSMOUTH_VA	HRSC_PORTSMOUTH_VA
San Diego	HRSC_SAN_DIEGO_CA	HRSC_SAN_DIEGO_CA
Silverdale	HRSC_SILVERDALE_WA	HRSC_SILVERDALE_WA
Stennis	HRSC_STENNIS_MS	HRSC_STENNIS_MS
Bolling AFB	Bolling AFB	Bolling AFB
Hill AFB	Hill AFB	Hill AFB
Randolph AFB	Randolph AFB	Randolph AFB
Tinker AFB	Tinker AFB	Tinker AFB
Wright-Patterson	Wright-Patterson AFB	Wright-Patterson AFB
Robins AFB	Robins AFB	Robins AFB
DeCA	DECA HQ FAC.	DECA HQ FAC.
WHS	WHS	Washington Headquarters Activity
DFAS	35CDZZ/35CDCRHR	DFAS Regional Civilian Personnel Center
DLA - Columbus	CSOC39225	CUSTOMER SUPPORT OFFICE COLUMBUS
DLA - New Cumberland	CSON42400	CUSTOMER SUPPORT OFFICE NEW CUMBERLAND
DISA	MPS1	Civilian Personnel Division
DoDEA	dodea	Department of Defenese Education activity

It is important to note that DFAS has two different OrgCodes listed. 35CDZZ is used when querying Question 448, while 35CRHR is used to query Question 480. Likewise, it is also important to note that querying on the OrgCode MPS1 for DISA will return several OrgNames. In this instance it is important to grab only the first of two records containing the word "Headquarters."

Current Capacity was determined by finding the total number of Gross Square Feet for each target from Question 448. For this analysis, we were only concerned with the database records where the targets were matched and the "Function Field" contains either Core Personnel Function or Administrative Support Function. Ultimately for each of the targets, the GSF calculated for both of these functions would be added together. The field name "Usable Square Feet" was multiplied by 1.25 and then added to the "Gross Square Feet" field for each of the applicable records. This calculated value was the Current Capacity. A sample calculation for Pacific is as follows:

OrgCode	Organization Name	Function	Usable Square Feet	Gross Square Feet
HRSC_PEARL_HARBOR_HI	HRSC_PEARL_HARBOR_HI	Core Personnel Function	9052	15205
HRSC_PEARL_HARBOR_HI	HRSC_PEARL_HARBOR_HI	Administrative Support Function	0	2096
			9052	17301

*Therefore, the calculation after adding together the Core and Administrative functions would be: Current Capacity = (USF*1.25)+GSF = (9052*1.25)+17301 = 28616 GSF.*

Additionally, when querying the database, Rock Island Arsenal, Aberdeen Proving Ground and DISA both had identical entries for Gross Square Feet and for Usable Square Feet. In these two instances, since it is known that those CIVPER centers reside on an installation, only the number reported under the "Gross Square Feet" field name was used. This was done in order to prevent the doubling of current capacity that would occur if the redundant answers were not accounted for. That is, for those to records only the GSF column was returned in our query. Similarly, the response to Question 448 for both DLA locations was entered as GSF. A clarification request was sent, and it was confirmed that the numbers reported should have been reported under the USF column heading. This is detailed in the certification letter reference in the email attached in the Section 4 Appendix.

In order to determine the Current Usage we first had to query the number of personnel reported in Question 480. Ultimately this personnel number is multiplied by the standard of 200 GSF/person to determine how much space is currently required.

Again we use the same target list as above (with the OrgCode modification for DFAS), this time on Question 478. Using only the database records where the targets were matched and the "Function Field" contain either "Core Personnel Function" or "Administrative Support Function," the numbers reported under the field of "Total Personnel" were added together for each target in the target list. For example:

OrgCode	Organization Name	Function	Sum of Total Personnel
HRSC_PEARL_HARBOR_HI	HRSC_PEARL_HARBOR_HI	Core Personnel Function	71
HRSC_PEARL_HARBOR_HI	HRSC_PEARL_HARBOR_HI	Administrative Support Function	9
[redacted]	[redacted]	[redacted]	80

This Personnel number is then multiplied by 200 GSF/per to arrive at the Current Usage.

Surge was not separately accounted for as a data item for the Civilian Personnel function, as previously stated.

Excess then follows as it does for the rest of the Capacity Analysis:

$$Excess = \frac{MaxCapacity - CurrentUsage - Surge}{MaxCapacity}$$

Workload standardization of transactions is not possible and thus not analyzed. Based on questions and responses received through the CDC Help Desk process, it is believed that the data received in response to transactions will not be usable for comparative analysis and scenario development. Once we received the data we found that some locations did not track this data and the data that was provided was questionable, so there is no analysis on transactional throughput.

4.6 Military Personnel Centers

Military Personnel functions are defined as interrelated work processes with a primary goal to acquire, develop and retain qualified and valued employees to meet both current and future mission requirements. T o this end, the Services maintain a military force which balances skill, experience, and specialty; ensures efficient use of personnel; provides career opportunities; and is self-sustaining. The following processes accomplish these objectives: Accessions and Staffing; Training and Education; Assignments; Compensation, Benefits and Entitlements; Performance Evaluation Processing; Promotions; Recognition and Awards; Separation and Retirements; Personal Data; Customer Service/Call Center and Personnel Data Systems.

The original approach for analyzing the data provided in response to the CDC questions posed by the Military Personnel team within the Geographic Clusters and Functional Subgroup of the HSA JCSG may be found in Enclosure 1, Tab D of the FCAR.

In this final analysis we used the following mapping between the Capacity column headings and DoD question numbers:

Mapped Field	Question Number	Notes
Current Capacity	Q447	"Usable Square Feet" field multiplied by 1.25 plus "Gross Square Feet" This includes both "Core" and "Administrative" personnel
Maximum Capacity	N/A	Equals Current Capacity
Current Usage	Q478	"Total Personnel" time 200 SqFt
Surge Capacity	N/A	There were no additional surge requirements for MILPER function, therefore all are set at zero

The actual target lists were revised slightly to accommodate name changes. As such the new target list is as follows:

Name as it appears in Spreadsheet	OrgCode in Database	OrgName in Database
HR Command, Alexandria	99028	National Capital Region
HR Command, Indianapolis	99030	HRC-INDIANAPOLIS
HR Command, St Louis	99029	HRC-ST.LOUIS
Enlisted Pers Mgt Center	EPMAC_NEW_ORLEANS_LA	EPMAC New Orleans, LA
Navy Reserve Pers Center	NAVRESPERSCEN_NEW_ORLEANS	Naval Reserve Personnel Center
Personnel Command (M&RA)	CG_MCB_QUANTICO_VA	M&RA
Mobilization Command	MARCORSUPACT_KANSAS_CITY_MO	Marine Corps Reserve Support Command
AF Personnel Center	Randolph AFB	AFPC
Air Reserve Personnel Center	Air Reserve Personnel Center (ARPC)	Air Reserve Personnel Center

The Navy Personnel Command (NAVPERSCOM) is not included in this database target list since the database contains multiple entries for what constitutes the broad functions of the organization. That is, there are several OrgNames that correspond to the respective NAVPERSCOM OrgCode. As specifically defined in the CDC question that was issued to the field, and for our analysis, we narrowed NAVPERSCOM functions to the following elements:

OrgCode	OrgName
COMNAVPERSCOM_MILLINGTON_TN	CNPC RESERVE SUPPORT (RPN
COMNAVPERSCOM_MILLINGTON_TN	CNPC RESERVE SUPPORT
COMNAVPERSCOM_MILLINGTON_TN	NPRST MILLINGTON TN
COMNAVPERSCOM_MILLINGTON_TN	TRANSITION ASSISTANCE
COMNAVPERSCOM_MILLINGTON_TN	COMNAVPERSCOM MILLINGTON TN
COMNAVPERSCOM_MILLINGTON_TN	COMNAVPERSCOM MILLINGTON TN

Since choosing these OrgNames was based on military judgment, it is was necessary to go outside of the DoD database to get clarification from the Navy as to the number of Square Feet and the number of Personnel at the Navy Personnel center. In addition, since there were non-personnel activities extracted from the total space, under the definition of gross versus useable space in the amplification of the question, the gross square feet data provided by the Navy was changed to be used as useable square feet for capacity analysis since they were now in shared space within the facility.

With the target list, the DoD database was queried on Question 447 (Square Feet) and Question 478 (Personnel).

Current Capacity was determined by finding the total number of Gross Square Feet for each target. For this analysis, we were only concerned with the database records where

the targets were matched and the "Function Field" contains either Core Personnel Function or Administrative Support Function. Ultimately for each of the targets, the GSF calculated for both of these functions would be added together. The field name "Usable Square Feet" was multiplied by 1.25 and then added to the "Gross Square Feet" field for each of the applicable records. This calculated value was the Current Capacity. A sample calculation is as follows:

OrgCode	Organization Name	Function	Gross Square Feet	Usable Square Feet
99028	National Capital Region	Core Personnel Function	32168	405724
99028	National Capital Region	Administrative Support Function	2515	31792
		Total	34683	437516

*Therefore, the calculation after adding together the Core and Administrative functions would be: Current Capacity = (USF*1.25)+GSF = (437516*1.25)+34683 = 581578 GSF.*

In order to determine the Current Usage we first had to query the number of personnel reported in Question 478. Ultimately this personnel number is multiplied by the standard of 200 GSF/person to determine how much space is currently used.

Again we use the same target list as above, this time on Question 478. Using only the database records where the targets were matched and the "Function Field" contain either "Core Personnel Function" or "Administrative Support Function," the numbers reported under the field of "Total Personnel" were added together for each target in the target list. For example:

OrgCode	Organization Name	Function	Total Personnel
99028	National Capital Region	Core Personnel Function	2462
99028	National Capital Region	Administrative Support Function	84
		Total	2546

This Personnel number is then multiplied by 200 GSF/per to arrive at the Current Usage.

Surge was not separately accounted for as a data item for the Military Personnel function. It was decided that surge characteristics are built into FY03 numbers since the personnel function has been operating in a "surge" mode of operation since mobilization commenced during FY02. In addition, most personnel centers do not have a statistically significant, if any, reserve force assigned as surge resources and so have no significant surge space requirements.

Excess then follows as it does for the rest of the Capacity Analysis:

$$Excess = \frac{MaxCapacity - CurrentUsage - Surge}{MaxCapacity}$$

Workload standardization was not possible and thus not analyzed. After the Capacity Data Call was issued to the field and during the query manager Help Desk clarification process, it was determined that personnel centers did not have sufficient ability to track throughput to provide accurate data on transactions. The clarification process also identified concerns over military population serviced by some of the centers due to the level of support provided to different types of customers, for example, multiple Reserve categories requiring different levels of support (participating versus Individual Ready Reserve, retirees, surviving dependents, etc.).

In two other instances, additional clarifications were needed. In the case of HRC Indianapolis, values were placed in the GSF column, while the HRC is known to be in leased space, which should have been reported in USF. The Army provided certification that our suspicion was fact. Additionally, the Navy Reserve Personnel Center had suspect data which was rectified through the LNO and document in an MFR. Both are attached in the Appendix to Section 4 to this report.

4.7 Mobilization

The original approach for analyzing the data provided in response to the CDC questions posed by the Mobilization Subgroup of the HSA JCSG may be found in Enclosure 1, Tab K. of the FCAR.

In order to identify the functions associated with mobilization it is necessary to "define" the scope of mobilization to be considered. The definition used involves at least OPLAN/CONOPS surges and up to Full Mobilization; however, it does NOT consider Total Mobilization expanding beyond current force structure to include conscription. For the purposes of analyzing the mobilization process, the functions appearing to have the most potential for analysis are those occurring during the period when a mobilized individual/unit goes to a common/central location to prepare for and await deployment. They include: processing and qualifying activities, training, and some components of staging and housing, and equipping.

The Mobilization capacity analysis was a unique process that depended heavily on each of the service's interpretation of the questions posed. Since the act of mobilization inherently implies the concept of surge, explicitly asking for surge requirements was not relevant. Due to the connotations of the act of mobilization, when reporting the

maximum potential capacity, installations often deferred to accounting for every possible place where transients could be held and processed. Therefore, the gross exaggeration of the amount of space *possible* to be used received in response to DoD questions often resulted in calculations that seem to show large amounts of excess. In addition, each service viewed the questions through the lens of their service specific standards. For example a USAF airman will likely mobilize in less than seven days, whereas an Army soldier may take up to 30. Responses were based on service unique standards, not on a joint standard. Therefore, it was necessary to view the results in context of how the question was answered. Thus, military judgment and transformational options were essential to deliberations resulting in candidate recommendations.

This update to the FCAR specifically addresses the methodology for determining footprint excess using responses to the CDCs. Previous versions of Capacity Analysis, while they may have addressed other functions and sub-functions, never reported on this methodology. It is the intent of the following section to describe how footprint analysis was conducted.

In conducting capacity analysis within the HSA JCSG two major variables were collected from the DoD Question Database: Current Capacity, and Maximum Capacity. Current Usage and Excess Capacity were calculated fields derived from additional question responses.

Surge Capacity Requirements, in the case of the Mobilization Subgroup, is set to zero, since full mobilization is equivalent to surging.

During the data standardization process for CDC#1, the metric for HAZMAT storage and disposal spaces was eliminated because it was beyond the scope of analysis for mobilization and could be readily contracted-out as necessary. It was determined that measuring the specifics for intermodal capabilities of aircraft capabilities for C-17 equivalents; length of available piers in linear feet; and rail volume/load capability; would require an extraordinary data collection task and would not yield valuable information for the analysis. However, data on intermodal capabilities (the number, types, and distance of intermodal facilities from the installation front gate) was collected for assessment under Military Value Analysis. The personnel support metric of contracting support capability was removed because the metric was deemed non-critical, having little effect on the mobilization analysis. During a time of mobilization contract employees could be added. Finally, it was decided that measuring equipment available and special handling or HAZMAT equipment was beyond the scope of usable analysis for this function. As such, these metrics were dropped from the analysis.

Three CDC questions were used in conducting capacity analysis for the Mobilization Subgroup: Q337, Q4097, and Q4098. The use of these questions in determining Excess capacity are described in the following table:

Mapped Field	Question Number	Notes
Current Capacity	Q337	Used to check Max Capacity and for reference. Value was the response to the "Total daily throughput of individuals being processed." Specifically it was the max value from the responses for IMAs, IRRs, DoD Civilians, and Non-DoD Civilians.
Maximum Potential Capacity	Q4098	Served as the denominator for Excess capacity. Value was the response to the "Max number of mobilized reservists."
FY04 People Mobilized	Q4097	Used to calculate Current Usage. Value was taken as reported.
FY04 People DeMobilized	Q4097	Used to calculate Current Usage. Value was taken as reported.
Avg # of days to Mobilize	Q4097	Used to calculate Current Usage. Value was taken as reported.
Avg # of days to DeMobilize	Q4097	Used to calculate Current Usage. Value was taken as reported.

To find Current Capacity DoD Question 337 was queried according to the following target list:

Name as it appear in the Spreadsheet	OrgCode in Database
ABERDEEN PROVING GRND	24004
FORT BENNING	13077
FORT BLISS	48083
FORT BRAGG	37099
FORT BUCHANAN	RQ137
FORT CAMPBELL	21128
FORT CARSON	08135
FORT DIX	34201
FORT DRUM	36216
FORT EUSTIS	51281
FORT HOOD	48396
FORT HUACHUCA	04289
FORT JACKSON	45404
FORT KNOX	21478
FORT LEE	51484
FORT LEONARD WOOD	29977
FORT LEWIS	53456
FORT MCCOY	55533
FORT POLK	22722
FORT RICHARDSON	02736
FORT RILEY	20736
FORT RUCKER	01767

FORT SAM HOUSTON	48399
FORT SILL	40801
FORT STEWART	13834
SCHOFIELD BARRACKS	15776
Barksdale AFB	Barksdale AFB
Carswell ARS, NAS Fort Worth Joint Reserve	Carswell ARS, NAS Fort Worth Joint Reserve
Davis-Monthan AFB	Davis-Monthan AFB
Eglin AFB	Eglin AFB
Elmendorf AFB	Elmendorf AFB
Grissom ARB	Grissom ARB
Hill AFB	Hill AFB
Holloman AFB	Holloman AFB
Homestead ARS	Homestead ARS
Jackson IAP AGS	Jackson IAP AGS
Kirtland AFB	Kirtland AFB
March ARB	March ARB
McGuire AFB	McGuire AFB
Minot AFB	Minot AFB
Niagara Falls IAP ARS	Niagara Falls IAP ARS
Robins AFB	Robins AFB
Scott AFB	Scott AFB
Seymour Johnson AFB	Seymour Johnson AFB
Tinker AFB	Tinker AFB
Travis AFB	Travis AFB
Westover ARB	Westover ARB
Whiteman AFB	Whiteman AFB
Wright-Patterson AFB	Wright-Patterson AFB
Youngstown-Warren Regional APT ARS	Youngstown-Warren Regional APT ARS
CBC GULFPORT MS	CBC_GULFPORT_MS
CG MCB CAMP LEJEUNE NC	CG_MCB_CAMP_LEJEUNE_NC
CG_MCB_CAMPEN	CG_MCB_CAMPEN
COMNAVDIST_WASHINGTON_DC	COMNAVDIST_WASHINGTON_DC
NAS_JACKSONVILLE_FL	COMNAVREG_SE_JACKSONVILLE_FL
NAS_JRB_FT_WORTH_TX	NAS_JRB_FT_WORTH_TX
NAS_JRB_NEW_ORLEANS_LA	NAS_JRB_NEW_ORLEANS_LA
NAS_JRB_WILLOW_GROVE_PA	NAS_JRB_WILLOW_GROVE_PA
NAS_PENSACOLA_FL	NAS_PENSACOLA_FL
NAVBASE_VENTURA_CTY_PT_MUGU_CA	THREE_ONE_SEABEE_READINESS_GROUP_PORT_HUENEME_CA
NAVSTA_GREAT_LAKES_IL	COMNAVREG_MW_GREAT_LAKES_IL
NAVSTA_INGLESIDE_TX	COMNAVREG_MIDLANT_NORFOLK_VA
NAVSTA_NORFOLK_VA	NAVSTA_INGLESIDE_TX
NAVSTA_PEARL_HARBOR_HI	NAVSTA_PEARL_HARBOR_HI
NAVSTA_SAN_DIEGO_CA	NAVSTA_SAN_DIEGO_CA
NAVSUPPACT_MID_SOUTH_MILLINTON_TN	NAVSUPPACT_MID_SOUTH_MILLINGTON_TN
SUBASE_BANGOR_WA	COMNAVREG_NW_SEATTLE_WA
SUBASE_NEW_LONDON_CT	COMNAVREG_NE_GROTON_CT

For each of these targets the database will have one to four entries. They are broken out by the field name "Category" and are named IMAs, IRRs, DoD Civilians, and Non-DoD

Civilians. The Mobilization methodology for determining Current Capacity was to take the maximum value under the field name "Total daily throughput of individuals being processed" of these four entries for each target: In this example for Elmendorf AFB the Current Capacity value would be 15.

OrgCode	Category	Total daily throughput of individuals being processed
Elmendorf AFB	IMAs	0
Elmendorf AFB	IRRs	0
Elmendorf AFB	DoD Civilians	15
Elmendorf AFB	Non-DoD Civilians	12

In order to find the Maximum Capacity, Question 4098 was queried to find the value under the field name "Max number of Mobilized Reservists." Due to the way the Navy reported their responses it was necessary to use a slightly modified target list:

Name as it appear in the Spreadsheet	OrgCode in Database
ABERDEEN PROVING GRND	24004
FORT BENNING	13077
FORT BLISS	48083
FORT BRAGG	37099
FORT BUCHANAN	RQ137
FORT CAMPBELL	21128
FORT CARSON	08135
FORT DIX	34201
FORT DRUM	36216
FORT EUSTIS	51281
FORT HOOD	48396
FORT HUACHUCA	04289
FORT JACKSON	45404
FORT KNOX	21478
FORT LEE	51484
FORT LEONARD WOOD	29977
FORT LEWIS	53456
FORT MCCOY	55533
FORT POLK	22722
FORT RICHARDSON	02736
FORT RILEY	20736
FORT RUCKER	01767
FORT SAM HOUSTON	48399
FORT SILL	40801
FORT STEWART	13834
SCHOFIELD BARRACKS	15776
Barksdale AFB	Barksdale AFB
Carswell ARS, NAS Fort Worth Joint Reserve	Carswell ARS, NAS Fort Worth Joint Reserve
Davis-Monthan AFB	Davis-Monthan AFB
Eglin AFB	Eglin AFB
Elmendorf AFB	Elmendorf AFB
Grissom ARB	Grissom ARB

Hill AFB	Hill AFB
Holloman AFB	Holloman AFB
Homestead ARS	Homestead ARS
Jackson IAP AGS	Jackson IAP AGS
Kirtland AFB	Kirtland AFB
March ARB	March ARB
McGuire AFB	McGuire AFB
Minot AFB	Minot AFB
Niagara Falls IAP ARS	Niagara Falls IAP ARS
Robins AFB	Robins AFB
Scott AFB	Scott AFB
Seymour Johnson AFB	Seymour Johnson AFB
Tinker AFB	Tinker AFB
Travis AFB	Travis AFB
Westover ARB	Westover ARB
Whiteman AFB	Whiteman AFB
Wright-Patterson AFB	Wright-Patterson AFB
Youngstown-Warren Regional APT ARS	Youngstown-Warren Regional APT ARS
CBC GULFPORT MS	CBC_GULFPORT_MS
CG MCB CAMP LEJEUNE NC	CG_MCB_CAMP_LEJEUNE_NC
CG_MCB_CAMPEN	CG_MCB_CAMPEN
COMNAVDIST_WASHINGTON_DC	COMNAVDIST_WASHINGTON_DC
NAS_JACKSONVILLE_FL	NAS_JACKSONVILLE_FL
NAS_JRB_FT_WORTH_TX	NAS_JRB_FT_WORTH_TX
NAS_JRB_NEW_ORLEANS_LA	NAS_JRB_NEW_ORLEANS_LA
NAS_JRB_WILLOW_GROVE_PA	NAS_JRB_WILLOW_GROVE_PA
NAS_PENSACOLA_FL	NAS_PENSACOLA_FL
NAVBASE_VENTURA_CTY_PT_MUGU_CA	NAVBASE_VENTURA_CTY_PT_MUGU_CA
NAVSTA_GREAT_LAKES_IL	NAVSTA_GREAT_LAKES_IL
NAVSTA_INGLESIDE_TX	NAVSTA_INGLESIDE_TX
NAVSTA_NORFOLK_VA	NAVSTA_NORFOLK_VA
NAVSTA_PEARL_HARBOR_HI	NAVSTA_PEARL_HARBOR_HI
NAVSTA_SAN_DIEGO_CA	NAVSTA_SAN_DIEGO_CA
NAVSUPPACT_MID_SOUTH_MILLINTON_TN	NAVSUPPACT_MID_SOUTH_MILLINGTON_TN
SUBASE_BANGOR_WA	SUBASE_BANGOR_WA
SUBASE_NEW_LONDON_CT	SUBASE_NEW_LONDON_CT

Current Usage was derived from the responses to Question 4097. *This calculated field aims to capture the daily average of the number of people on-site. Question 4097 was queried using the same target list that was used for Maximum Capacity. Values for the for the field "FY04 thru 31 May" were returned for each of the targets. Of concern were only those records whose value under the field name "Mobilization" was one of the following: "Unit Personnel Mobilized," "Total Demobilized," "Average number of days per person to mobilize, process and deploy," or "Average number of days per person to demobilize." The following is a sample of what this query would look like:*

OrgCode	OrgName	FY04 thru 31 May	Mobilization
Hill AFB	Hill AFB	6	Average number of days per person to mobilize, process and deploy

Hill AFB	Hill AFB	32	Average number of days per person to demobilize
Hill AFB	Hill AFB	176	Unit Personnel Mobilized
Hill AFB	Hill AFB	181	Total Demobilized

Therefore, for each target there are four data points of interest. These data points are differentiated by the value that is in the "Mobilization" column. For brevity in explaining the calculation for Current Usage, the following variable names will be used in this document. These variable names refer to the value under the FY04 thru 31 May field corresponding to each of the Mobilization field name values listed below.

Mobilization field name value	**Variable name use**
Average number of days per person to mobilize, process and deploy	*AvgDaysMob*
Average number of days per person to demobilize	*AvgDaysDemob*
Unit Personnel Mobilized	*#PersMobFY04*
Total Demobilized	*#PersDemobFY04*

The expected throughput is the total people mobilized and demobilized from Question 4097. *Since the reported number only covered 8 months of FY04 the value is multiplied by 1.5.to extrapolates the value for an entire year.*

$$ExpectedTotalThroughput = 1.5 * (\#PersMobFY04 + \#PersDemobFY04)$$

Man days spent mobilizing and demobilizing is then calculated by multiplying by the respective average days spent on those tasks.

$$ManDays = 1.5 \cdot [(\#PersMobFY04 * AvgDaysMob) + (\#PersDemobFY04 * AvgDaysDeMob)]$$

Therefore, the maximum number of people that could potentially be put through in a year, is the maximum potential capacity (Q4098) times the number of people processed in a year

$$MaxMobilizedYearly = MaximumPotentialCapacity \cdot \left[\frac{365 \cdot ExpectedTotalThroughput}{ManDays} \right]$$

Finally the Current Usage factor (a percentage) is generated by dividing the number of people expected per year by the maximum you could expect to put through in a year. This factor is then multiplied by the Maximum Capacity to find the Current Usage.

$$CurrentUsageFactor = \frac{ExpectedTotalThroughput}{MaxNumberMobilizedYearly}$$

$$CurrentUsage = MaximumCapacity * CurrentUsageFactor$$

Excess then follows as it does for the rest of the Capacity Analysis:

$$Excess = \frac{MaxCapacity - CurrentUsage - Surge}{MaxCapacity}$$

Section 5: Excess Capacity

In general, Excess Capacity is determined by the Maximum Potential Capacity less Current Usage and Surge Capacity Requirements. Where surge is not applicable, as explained in Section 4, the Surge Capacity Requirement is computationally zero.

5.1 Major Administrative and Headquarters (MAH) Activities

5.1.1 MAH Installations

The MAH team is approaching its Capacity Analysis of Footprint of Administrative Space from two directions. The first is an analysis of administrative space on a targeted group of military installations.

The tables presented in the appendix are the results of the analysis to date; some data remains unavailable. The majority of the data comes from Capacity Data Call Question #303.

The reported data indicate there is significant excess administrative space on military installations when compared against the space standards. This observation is dependent upon the correct reporting of personnel figures for the inventory of installations; and unless personnel information is obviously incorrect, we are using it as reported. See Appendix to Section 5.

5.1.2 MAH Activities

The second focus of the MAH capacity analysis is a target group of major users of administrative space and headquarters: activities that are located within the DC Area. For these Activities, total capacity and excess capacity are measured using the same methodology described to assess space on military installations. Targeted Activities can be located on military installations (i.e. owned space) or in leased space or in both types of space. Leased space is reported in Usable Square Feet (USF), but is converted to equivalent Gross Square Feet (GSF) by a factor of 1.25 to allow for comparison between the two types of space.

The attached appendix lists the targeted Activities and shows the capacity information available as of the publishing of this report. See Appendix to Section 5.

5.1.3 COCOMs, SCCs and Supporting Activities

Since the publishing of the FCAR, drastic changes have been made to improve the data quality for COCOM locations. In order to reinforce candidate recommendations, capacity data was sought and obtained with over 80% resolution. Since Maximum Potential Capacity was not asked of the COCOMs, the standard calculation for Excess cannot be used. Instead, the data is presented in terms of Current Capacity and Number of Personnel. Data for all locations involved in candidate recommendations was obtained and certified to be used in validating Joint Cross Service Group – Headquarters and Support Activities (HSA JCSG) actions. As such, the data for initially targeted COCOM activities is presented in as complete form as was necessary to verify deliberations based on transformational options and military judgment. The data is accessible in the Appendix to Section 5.

5.1.4 Reserve and Recruiting Commands

Reserve and Recruiting Command data was also updated since the last iteration of this report. Excess ranged for 87% to a shortfall of 38%. Across all Reserve and Recruiting Command targets 11% excess was identified. All findings maybe found in the Appendix to Section 5.

5.2 Geographic Clusters

5.2.1 Local F&A

The local F&A capacity analysis is was completed in FCAR it is not addressed in this update.

5.2.2 IM

The IM team's capacity analysis is intended to study DOD installations in specified geographic clusters to determine the amount, if any, of redundant/duplicative IM support functions and the facilities associated with those support functions. The analysis indicates an overall under utilization of IM support functions and facilities. There are some exceptions; most notably Child Development Centers and Lodging facilities that generally reflect demand exceeding capacity. Remaining analysis was completed during the deliberative process and focused on comparative analysis of capabilities and workload. Where possible, utilization rates was be used to compare select facilities. The tables in the appendix show overall excess capacity for 11 of 13 installation management functions. See Appendix to Section 5.

5.3 DFAS Central and Field Operating Sites

The capacity analysis for the DFAS Central and Field Operating Sites is complete and indicates some excess capacity. Data identified in the below tables is from the 30 DFAS Central and Field Operating Locations; including 11 F&A functions, and 19 corporate support functions. Specifically, data provided on the number of authorized personnel and on-board contractors, assigned useable square feet, number and amount of square feet of specialized equipment (safe(s), vault(s), and classified financial system(s)), storage and warehouse space was collected. Space associated with specialized equipment, storage and warehouse was collected as baseline information for potential scenario development. Transactional throughput was collected for the original FCAR and is available there. For this update only the aforementioned items are reported in the Appendix to Section 5.

5.4 Correctional Facilities

The capacity analysis results located in the appendix provide the inmate population functional analysis for correctional facilities, both in total by level and by targeted activity. The analysis also identifies all locations for the defined group of facilities tasked for review. The results reveal 9%-35% excess space in correctional facilities.

A separate surge requirement was not established, since the inmate population is not typically expanded through a deliberate surge process. However, data identifying maximum operational capacity can be used to identify the capability of the DoD prison system to handle an increased number of inmates. This surge capability is captured by taking maximum operational capacity and subtracting current operational capacity. In addition, policy changes such as assignment to a particular level or location, or parole options, can be used to adjust inmate population as needed. Maximum and current operational capacity data is derived from question 454. See Appendix to Section 5.

5.5 Civilian Personnel Centers

The following capacity analysis results provide the footprint of functional space for civilian personnel centers, both in total for the Service and Defense Agencies and by targeted activity. The analysis also identifies all civilian personnel locations of the defined civilian personnel function tasked for review. The results reveal excess space in civilian personnel centers using the standard square footage per authorized person.

Initially, data requested of Services and Defense Agencies from questions 448 and 480 revealed either no data or inadequate data for many of the desired civilian personnel centers/offices. Data Clarification Requests were forwarded to the Services and Defense

Agencies requesting data or corrections. The clarification requests were answered, analyzed and incorporated with the other data. At this time, all 25 locations have completed data.

Surge was not separately accounted for as a data item. Surge characteristics are built into FY03 numbers, since the personnel function has been operating in a "surge" mode since 9/11. Therefore, the surge capacity requirement is shown as zero.

The complete datasheet maybe found in the Appendix to Section 5.

5.6 Military Personnel Centers

The capacity analysis results provided in the appendix represent the footprint of functional space for military personnel centers, both in total for the Service and by targeted activity. The analysis also identifies all headquarters locations of the defined military personnel function tasked for review.

Surge was not separately accounted for. Surge characteristics are built into FY03 numbers, since the personnel function has been operating in a "surge" mode since mobilizations commenced in FY02. In addition, the military personnel centers do not have a statistically significant Reserve force assigned and no significant surge space requirements. Therefore, the surge requirement is shown as zero.

The results reveal excess capacity exists in military personnel centers using the standard square footage of 200 GSF per authorized person plus special promotion boardroom space.

5.7 Mobilization

The following mobilization capacity analysis captures the surge capabilities (up to Full Mobilization) of Army, Navy, Air Force and Marine installations that serve as Reserve Component (RC) mobilization platforms.

The analysis suggests that the Army has the greatest capability for expansion to meet surge requirements and capacity to support development of major joint-mobilization installations. It appears Army installations have the greatest amount of administrative/barracks space, diversity and size of training ranges, and buildable acreage and unconstrained acreage. These capacities offer the greatest opportunity for expanding infrastructure and serving as a multi-component joint-mobilization installation.

Currently the Marines have Camp Pendleton and Camp Lejeune supporting both Navy and Marine mobilizations and there is a possibility they could support joint-service mobilization requirements. Additionally, both the Navy and the Air Force installations appear to have a lesser capacity for supporting large numbers of mobilized personnel and associated equipment during mobilization.

The charts in the appendix reflect present excess mobilization capacities. The Maximum Potential Capacity is the reported peak loading capacity and is contrasted with the adjusted FY04 daily loading rate (Current Usage), demonstrating a present over/under usage of mobilization capacity. Current Capacity is the reported daily throughput which affects Current Usage. Surge is listed as N/A with respect to the analytics that mobilization is surge at its essence and would be duplicative to the usage.

HEADQUARTERS AND SUPPORT ACTIVITIES

JOINT CROSS SERVICE GROUP

CAPACITY ANALYSIS

RESULTS APPENDIX

20 April 2005

This document contains all the supporting spreadsheets for the HSA JCSG capacity analysis. In order to navigate to the appropriate subsections, use the bookmarks available to the left of the screen.

FINAL CAPACITY ANALYSIS REPORT
(Final Update, 05-04-04)

Target Activities - Inside DC Area: Footprint (GSF)	Current Capacity	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Surge Capacity Requirement	Excess (Shortfall)		Current Capacity - USF converted to GSF @ 1.25 Factor	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Surge Capacity Requirement	Excess (Shortfall)		Total Excess (Shortfall)	
	OWNED SPACE ON MILITARY INSTALLATIONS						LEASED SPACE							
11th Wing	243,741	243,741	247,800	0	-2%	(4,059)	0	0	0	0	0%	0	-2%	(4,059)
6MLMC	11,663	11,663	12,800	2,250	-29%	(3,387)	0	0	0	0	0%	0	-29%	(3,387)
Acquisition Support Center (AAESA)	45,764	45,764	52,200	0	-14%	(6,436)	0	0	0	0	0%	0	-14%	(6,436)
ACSIM	0	0	0	0	0%	0	93,280	93,280	87,000	0	7%	6,280	7%	6,280
AF Adjudication	0	0	0	0	0%	0	21,863	21,863	31,200	0	-43%	-9,338	-43%	(9,338)
AF Flight Standards Agency	38,190	38,190	27,200	0	29%	10,990	0	0	0	0	0%	0	29%	10,990
AF Legal Services Agency	9,640	9,640	43,000	0	-346%	(33,360)	0	0	0	0	0%	0	-346%	(33,360)
AF MSA - Medical Support Agency	14,802	14,802	25,800	0	-74%	(10,998)	0	0	0	0	0%	0	-74%	(10,998)
AF News Agency	36,374	36,374	35,600	0	2%	774	0	0	0	0	0%	0	2%	774
AF Office of Special Investigations	259,224	259,224	177,000	0	32%	82,224	0	0	0	0	0%	0	32%	82,224
AF Personnel Operations Agency	0	0	0	0	0%	0	7,581	7,581	8,400	0	-11%	-819	-11%	(819)
AF Review Boards Agency	12,626	12,626	11,000	600	8%	1,026	0	0	0	0	0%	0	8%	1,026
AF/DP - Personnel	0	0	0	0	0%	0	10,499	10,499	13,200	0	-26%	-2,701	-26%	(2,701)
AF/HC – Chaplain Service	47,500	47,500	5,200	0	89%	42,300	0	0	0	0	0%	0	89%	42,300
AF/HO - Historian	0	0	0	0	0%	0	750	750	800	0	-7%	-50	-7%	(50)
AF/IL – Installation and Logistics	0	0	0	0	0%	0	84,594	84,594	97,800	0	-16%	-13,206	-16%	(13,206)
AF/JA – Judge Advocate General	0	0	0	0	0%	0	36,469	36,469	22,400	0	39%	14,069	39%	14,069
AF/RE – Air Force Reserve	286,819	286,819	195,000	0	32%	91,819	0	0	0	0	0%	0	32%	91,819
AF/SG – Surgeon General	65,085	65,085	46,600	0	28%	18,485	0	0	0	0	0%	0	28%	18,485
AF/XI – Warfighting Integration	0	0	0	0	0%	0	21,400	21,400	23,600	0	-10%	-2,200	-10%	(2,200)
AF/XO – Air and Space Operations	0	0	0	0	0%	0	60,291	60,291	34,400	0	43%	25,891	43%	25,891
AFCEE	19,625	19,625	11,400	0	42%	8,225	116,768	116,768	118,800	0	-2%	-2,033	5%	6,193
AF-CIO – HAF Chief Information Officer	0	0	0	0	0%	0	4,260	4,260	3,200	0	25%	1,060	25%	1,060
AFIP	0	0	0	0	0%	0	2,625	2,625	4,400	0	-68%	-1,775	-68%	(1,775)
AFIS (American Forces Information Service)	0	0	0	0	0%	0	58,360	58,360	62,000	0	-6%	-3,640	-6%	(3,640)
AFSAA - AF Studies and Analysis Agency	0	0	0	0	0%	0	39,951	39,951	40,400	0	-1%	-449	-1%	(449)
AMC	231,119	231,119	211,000	0	9%	20,119	0	0	0	0	0%	0	9%	20,119
AMC (Air Mobility Command)	746,088	746,088	593,200	0	20%	152,888	0	0	0	0	0%	0	20%	152,888
Army Adjudication	30,260	30,260	22,000	0	27%	8,260	0	0	0	0	0%	0	27%	8,260
Army Audit Agency	0	0	0	0	0%	0	29,676	29,676	19,200	0	35%	10,476	35%	10,476
Army Contracting Agency	0	0	0	0	0%	0	55,600	55,600	33,800	0	39%	21,800	39%	21,800
Army CSA	0	0	0	0	0%	0	11,693	11,693	39,000	0	-234%	-27,307	-234%	(27,307)
Army Evaluation Center	58,521	58,521	45,200	0	23%	13,321	0	0	0	0	0%	0	23%	13,321
Army National Guard	0	0	0	0	0%	0	284,605	284,605	82,000	0	71%	202,605	71%	202,605
Army Research Office	0	0	0	0	0%	0	39,213	39,213	29,800	0	24%	9,413	24%	9,413
ASA (FM&C)	0	0	0	0	0%	0	18,723	18,723	7,600	0	59%	11,123	59%	11,123
ASA (I&E)	0	0	0	0	0%	0	11,419	11,419	10,400	0	9%	1,019	9%	1,019
ASA(M&RA)	0	0	0	0	0%	0	33,639	33,639	24,800	0	26%	8,839	26%	8,839
AUDSVC	36,371	36,371	67,800	0	-86%	(31,429)	0	0	0	0	0%	0	-86%	(31,429)
BD CPAC -MA, NE Region	14,897	14,897	6,800	0	54%	8,097	0	0	0	0	0%	0	54%	8,097
BUMED, WASH DC	173,900	173,900	93,200	0	46%	80,700	0	0	0	0	0%	0	46%	80,700
CAA	48,851	48,851	33,200	0	32%	15,651	0	0	0	0	0%	0	32%	15,651
CECOM (Acquisition Ctr)	0	0	0	0	0%	0	8,906	8,906	7,200	0	19%	1,706	19%	1,706
CID - Belvoir	107,455	107,455	111,000	0	-3%	(3,545)	0	0	0	0	0%	0	-3%	(3,545)
CIFA HQ	0	0	0	0	0%	0	285,912	285,912	196,800	0	31%	89,112	31%	89,112
CMC (FOB-2)	215,725	215,725	238,000	0	-10%	(22,275)	0	0	0	0	0%	0	-10%	(22,275)
CO HQBN HQMC (Henderson Hall)	62,838	62,838	48,400	0	23%	14,438	0	0	0	0	0%	0	23%	14,438
COMMANDER, NAVY INSTALLATIONS (CNI)	111	111	10,400	0	-9269%	(10,289)	53,913	53,913	42,400	0	21%	11,513	2%	1,224
Communications & Electronics Command (CECOM)	31,928	31,928	19,000	0	40%	12,928	0	0	0	0	0%	0	40%	12,928
COMNAVFACENGCOM	108,699	108,699	73,200	0	33%	35,499	0	0	0	0	0%	0	33%	35,499
COMSC WASHINGTON DC	143,540	143,540	85,400	0	41%	58,140	0	0	0	0	0%	0	41%	58,140
DARPA	0	0	0	0	0%	0	84,453	84,453	50,200	0	41%	34,253	41%	34,253
DCAA	49,793	49,793	3,000	0	94%	46,793	15,669	15,669	13,600	0	13%	2,069	75%	48,861
DCMA	51,038	51,038	38,000	0	26%	13,038	123,980	123,980	140,200	0	-13%	-16,220	-2%	(3,182)
DCMS	16,011	16,011	13,800	0	14%	2,211	0	0	0	0	0%	0	14%	2,211
DeCA	166,388	166,388	134,800	0	19%	31,588	67,049	67,049	68,400	0	-2%	-1,351	13%	30,237

Target Activities - Inside DC Area: Footprint (GSF)	Current Capacity	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Surge Capacity Requirement	Excess (Shortfall)		Current Capacity - USF converted to GSF @ 1.25 Factor	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Surge Capacity Requirement	Excess (Shortfall)		Total Excess (Shortfall)	
	OWNED SPACE ON MILITARY INSTALLATIONS						LEASED SPACE							
DECA Reg HQ	0	0	0	0	0%	0	62,554	62,554	38,400	0	39%	24,154	39%	24,154
Developmental Test Command	96,235	96,235	52,800	0	45%	43,435	0	0	0	0	0%	0	45%	43,435
DFAS	2,018,517	2,018,517	1,493,600	0	26%	524,917	2,555,991	2,555,991	1,730,000	0	32%	825,991	30%	1,350,908
DHRA	0	0	0	0	0%	0	151,313	151,313	98,600	0	35%	52,713	35%	52,713
DIA Adjudication	0	0	0	0	0%	0	0	0	0	0	0%	0	0%	0
DISA	720,792	720,792	524,200	0	27%	196,592	791,641	791,641	628,200	0	21%	163,441	24%	360,033
DISC4 JTRS JPO	0	0	0	0	0%	0	78,821	78,821	71,600	0	9%	7,221	9%	7,221
DLA	568,774	568,774	487,000	0	14%	81,774	56,894	56,894	78,000	0	-37%	-21,106	10%	60,667
DLSA	0	0	0	0	0%	0	23,605	23,605	17,600	0	25%	6,005	25%	6,005
DOD IG	0	0	0	0	0%	0	308,331	308,331	164,400	0	47%	143,931	47%	143,931
DODEA	0	0	0	0	0%	0	109,258	109,258	94,200	0	14%	15,058	14%	15,058
DOHA	250	250	200	0	20%	50	100,436	100,436	41,200	0	59%	59,236	59%	59,286
DPMO	0	0	0	0	0%	0	31,900	31,900	26,200	0	18%	5,700	18%	5,700
DSCA	0	0	0	0	0%	0	52,063	52,063	36,800	0	29%	15,263	29%	15,263
DSS DISCO(subset of DSS HQ)	0	0	0	0	0%	0	33,759	33,759	36,200	0	-7%	-2,441	-7%	(2,441)
DSS HQ	0	0	0	0	0%	0	137,850	137,850	99,400	0	28%	38,450	28%	38,450
DTRA	72,104	72,104	118,800	0	-65%	(46,696)	233,695	233,695	255,000	0	-9%	-21,305	-22%	(68,001)
DTSA	0	0	0	0	0%	0	50,528	50,528	40,400	0	20%	10,128	20%	10,128
DUSA	0	0	0	0	0%	0	1,394	1,394	2,200	0	-58%	-806	-58%	(806)
Edgewood Chemical & Biological Center	336,612	336,612	167,200	0	50%	169,412	0	0	0	0	0%	0	50%	169,412
G-1	0	0	0	0	0%	0	168,190	168,190	89,800	0	47%	78,390	47%	78,390
G-3	0	0	0	0	0%	0	8,295	8,295	11,800	0	-42%	-3,505	-42%	(3,505)
G-6	0	0	0	0	0%	0	563	563	1,600	0	-184%	-1,038	-184%	(1,038)
G-8	0	0	0	0	0%	0	27,183	27,183	23,800	0	12%	3,383	12%	3,383
HQ Air National Guard (ANG)	117,168	117,168	118,800	0	-1%	(1,632)	0	0	0	0	0%	0	-1%	(1,632)
HQ ATEC	0	0	0	0	0%	0	97,840	97,840	94,400	0	4%	3,440	4%	3,440
HQ IMA	159,614	159,614	86,200	0	46%	73,414	114,894	114,894	70,800	0	38%	44,094	43%	117,508
HQ SMDC	0	0	0	0	0%	0	34,421	34,421	32,200	0	6%	2,221	6%	2,221
HQS USA MRMC (and subordinate commands)	39,265	39,265	46,000	0	-17%	(6,735)	0	0	0	0	0%	0	-17%	(6,735)
HRC	0	0	0	0	0%	0	1,045,323	1,045,323	802,600	0	23%	242,723	23%	242,723
JAG School	0	0	0	0	0%	0	66,763	66,763	18,200	0	73%	48,563	73%	48,563
JCS Adjudication	1,607	1,607	1,200	0	25%	407	0	0	0	0	0%	0	25%	407
JMLFDC	19,407	19,407	30,600	0	-58%	(11,193)	0	0	0	0	0%	0	-58%	(11,193)
JSIMS	0	0	0	0	0%	0	40,008	40,008	12,800	0	68%	27,208	68%	27,208
MARINE CORPS INSTITUTE	79,483	79,483	37,600	0	53%	41,883	0	0	0	0	0%	0	53%	41,883
MDA	1,760,783	1,760,783	1,354,200	0	23%	406,583	1,266,693	1,266,693	792,400	0	37%	474,293	29%	880,876
MDW	103,062	103,062	114,200	0	-11%	(11,138)	0	0	0	0	0%	0	-11%	(11,138)
MEDIA CTR WASHINGTON DC	115,586	115,586	31,800	0	72%	83,786	0	0	0	0	0%	0	72%	83,786
National Guard Bureau (NGB)	0	0	0	0	0%	0	284,605	284,605	130,200	0	54%	154,405	54%	154,405
NAVAIR SYSCOM HQ	49,448	49,448	76,400	0	-55%	(26,952)	0	0	0	0	0%	0	-55%	(26,952)
NAVAL DISTRICT WASH DC	475,250	475,250	185,000	1,200	61%	289,050	0	0	0	0	0%	0	61%	289,050
NAVAL HISTORICAL CENTER	70,284	70,284	26,400	0	62%	43,884	0	0	0	0	0%	0	62%	43,884
NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL	10,033	10,033	4,800	0	52%	5,233	0	0	0	0	0%	0	52%	5,233
NAVAL LEGAL SERVICES COMMAND	24,994	24,994	11,200	0	55%	13,794	0	0	0	0	0%	0	55%	13,794
NAVIPO WASH DC	0	0	0	0	0%	0	38,422	38,422	38,200	0	1%	222	1%	222
NAVSEASYSCOM	638,643	638,643	720,200	0	-13%	(81,557)	0	0	0	0	0%	0	-13%	(81,557)
NAVSISA, MECHANICSBURG PA	12,338	12,338	9,200	0	25%	3,138	0	0	0	0	0%	0	25%	3,138
NAVSSP - new	0	0	0	0	0%	0	106,656	106,656	87,400	0	18%	19,256	18%	19,256
NAVSUPSYSCOM, MECHANICSBURG PA	79,416	79,416	62,400	0	21%	17,016	0	0	0	0	0%	0	21%	17,016
Navy Adjudication	28,951	28,951	29,600	0	-2%	(649)	0	0	0	0	0%	0	-2%	(649)
NAWC PATUXENT RIVER MD	344,543	344,543	442,200	0	-28%	(97,657)	115,494	115,494	124,000	0	-7%	-8,506	-23%	(106,163)
NCIS	159,274	159,274	171,800	0	-8%	(12,526)	0	0	0	0	0%	0	-8%	(12,526)
Netcom	14,092	14,092	22,000	0	-56%	(7,908)	39,666	39,666	23,000	0	42%	16,666	16%	8,758
NMCRS	0	0	0	0	0%	0	11,000	11,000	9,400	0	15%	1,600	15%	1,600
NSA Adjudication	0	0	0	0	0%	0	17,500	17,500	11,800	0	33%	5,700	33%	5,700
NSMA (Leased)	0	0	0	0	0%	0	182,241	182,241	132,800	0	27%	49,441	27%	49,441
NSWC HS (AT WNY)	10,689	10,689	14,600	0	-37%	(3,911)	0	0	0	0	0%	0	-37%	(3,911)
OASA (Alt)	0	0	0	0	0%	0	73,393	73,393	164,000	0	-123%	-90,608	-123%	(90,608)

Target Activities - Inside DC Area: Footprint (GSF)	Current Capacity	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Surge Capacity Requirement	Excess (Shortfall)		Current Capacity - USF converted to GSF @ 1.25 Factor	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Surge Capacity Requirement	Excess (Shortfall)		Total Excess (Shortfall)	
	OWNED SPACE ON MILITARY INSTALLATIONS						LEASED SPACE							
OCAR	0	0	0	0	0%	0	62,711	62,711	37,400	0	40%	25,311	40%	25,311
OCHR	15,407	15,407	28,000	0	-82%	(12,593)	0	0	0	0	0%	0	-82%	(12,593)
OCPA	0	0	0	0	0%	0	24,168	24,168	10,000	0	59%	14,168	59%	14,168
OEA	0	0	0	0	0%	0	11,361	11,361	6,400	0	44%	4,961	44%	4,961
Ofc of the JAG (OTJAG)	0	0	0	0	0%	0	120,981	120,981	95,600	0	21%	25,381	21%	25,381
OFFICE OF NAVAL RESEARCH (CNR)	1,548	1,548	400	0	74%	1,148	256,828	256,828	176,600	0	31%	80,228	31%	81,376
Office of the Admin Ass't to the Army (SAAA)	0	0	0	0	0%	0	256,110	256,110	314,000	0	-23%	-57,890	-23%	(57,890)
OPNAV	3,141	3,141	4,600	0	-46%	(1,459)	24,813	24,813	23,600	0	5%	1,213	-1%	(247)
OSD	0	0	0	0	0%	0	601,463	601,463	283,200	0	53%	318,263	53%	318,263
PEO Biological Defense	0	0	0	0	0%	0	25,379	25,379	29,000	0	-14%	-3,621	-14%	(3,621)
PEO EIS (STAMIS)	52,156	52,156	36,800	0	29%	15,356	0	0	0	0	0%	0	29%	15,356
PEO STRICOM	0	0	0	0	0%	0	125,115	125,115	118,600	0	5%	6,515	5%	6,515
PFPA	0	0	0	0	0%	0	11,394	11,394	20,000	0	-76%	-8,606	-76%	(8,606)
Program Mgr for Chemical Demilitarization	60,291	60,291	35,000	0	42%	25,291	0	0	0	0	0%	0	42%	25,291
PWC WASH DC	97,491	97,491	58,600	0	40%	38,891	0	0	0	0	0%	0	40%	38,891
RDECOM	105,083	105,083	52,600	0	50%	52,483	0	0	0	0	0%	0	50%	52,483
SAF/AA – Admin Asst to the Secretary	0	0	0	0	0%	0	18,156	18,156	21,800	0	-20%	-3,644	-20%	(3,644)
SAF/AG – Auditor General	0	0	0	0	0%	0	14,848	14,848	9,400	0	37%	5,448	37%	5,448
SAF/AQ - Acquisition	0	0	0	0	0%	0	156,269	156,269	100,800	0	35%	55,469	35%	55,469
SAF/FM – Financial Management and Comptroller	0	0	0	0	0%	0	14,808	14,808	17,200	0	-16%	-2,393	-16%	(2,393)
SAF/GC – General Counsel	0	0	0	0	0%	0	4,318	4,318	2,200	0	49%	2,118	49%	2,118
SAF/IA – International Affairs	0	0	0	0	0%	0	30,846	30,846	36,200	0	-17%	-5,354	-17%	(5,354)
SAF/IE – Installations Environment and Logistics	0	0	0	0	0%	0	20,546	20,546	14,200	0	31%	6,346	31%	6,346
SAF/PA – Public Affairs	0	0	0	0	0%	0	2,460	2,460	2,000	0	19%	460	19%	460
SAF/SB – Small & Disadvantaged Business	0	0	0	0	0%	0	2,918	2,918	3,000	0	-3%	-83	-3%	(83)
SAF/US – Under Secretary of the AF	0	0	0	0	0%	0	16,653	16,653	17,600	0	-6%	-948	-6%	(948)
SDDC (formerly MTMC)	0	0	0	0	0%	0	202,664	202,664	106,400	0	47%	96,264	47%	96,264
SECNAV WASH DC	116,292	116,292	40,000	0	66%	76,292	34,704	34,704	24,000	0	31%	10,704	58%	86,996
Soldier's Magazine	4,558	4,558	600	0	87%	3,958	0	0	0	0	0%	0	87%	3,958
SPAWAR	0	0	0	0	0%	0	15,200	15,200	6,200	0	59%	9,000	59%	9,000
SPAWARSYSCEN, Charleston - new	118,350	118,350	53,800	0	55%	64,550	0	0	0	0	0%	0	55%	64,550
The Surgeon General Office (OTSG)	0	0	0	0	0%	0	65,665	65,665	59,600	0	9%	6,065	9%	6,065
TMA	0	0	0	0	0%	0	270,036	270,036	198,600	0	26%	71,436	26%	71,436
TRANSCOM	226,089	226,089	335,600	0	-48%	(109,511)	0	0	0	0	0%	0	-48%	(109,511)
TRIAL SERVICE OFFICE NORTHEAST	10,048	10,048	2,000	0	80%	8,048	0	0	0	0	0%	0	80%	8,048
U.S. Army Research Laboratory HQ (+ Adelphi)	620,914	620,914	448,400	0	28%	172,514	0	0	0	0	0%	0	28%	172,514
US Army Aberdeen Test Center	139,743	139,743	99,800	0	29%	39,943	0	0	0	0	0%	0	29%	39,943
US Army Ctr for Health Promotion and Preventative Medicine	188,454	188,454	143,600	0	24%	44,854	0	0	0	0	0%	0	24%	44,854
US Army Environmental Center	60,463	60,463	53,400	0	12%	7,063	0	0	0	0	0%	0	12%	7,063
US ARMY INFO SYSTEMS ENGINEERING COMMAND	31,964	31,964	34,000	0	-6%	(2,036)	0	0	0	0	0%	0	-6%	(2,036)
US Army Materiel Systems Analysis Activity	98,878	98,878	58,800	0	41%	40,078	0	0	0	0	0%	0	41%	40,078
US Army Medical Research Institute for Chemical Defense	8,845	8,845	5,800	0	34%	3,045	0	0	0	0	0%	0	34%	3,045
US Army Research, Development & Engineering Command	105,083	105,083	52,600	0	50%	52,483	0	0	0	0	0%	0	50%	52,483
USA Force Mgmt Support Agency, HQ DA-GS	37,088	37,088	37,600	0	-1%	(512)	0	0	0	0	0%	0	-1%	(512)
USA MMA	33,831	33,831	43,000	0	-27%	(9,169)	0	0	0	0	0%	0	-27%	(9,169)
USA SAC	34,115	34,115	25,800	232	24%	8,083	0	0	0	0	0%	0	24%	8,083
USALSA (Army Legal Agency)	0	0	0	0	0%	0	98,026	98,026	71,000	0	28%	27,026	28%	27,026
USAMMDA	12,762	12,762	9,200	0	28%	3,562	0	0	0	0	0%	0	28%	3,562
USAMRAA	23,173	23,173	21,800	0	6%	1,373	0	0	0	0	0%	0	6%	1,373
USAMRIID	8,989	8,989	90,800	0	-910%	(81,811)	0	0	0	0	0%	0	-910%	(81,811)
WHS	0	0	0	0	0%	0	133,155	133,155	60,800	0	54%	72,355	54%	72,355
WHS Adjudication	0	0	0	0	0%	0	6,060	6,060	5,200	0	14%	860	14%	860

Installation	Current Capacity	Max Capacity (SF)	Current Usage @200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
ABERDEEN PROVING GROUND	2269456	2454648	1340400	1114248	2276	45%	1111972
CARLISLE BARRACKS	131768	131768	49200	82568	0	63%	82568
FORT A P HILL	98040	98040	34800	63240	14565	50%	48675
FORT BELVOIR	2076130	2775569	1649400	1126169	34447	39%	1091722
FORT BENNING	1350297	1464866	836200	628666	0	43%	628666
FORT BLISS	911905	1185159	373600	811559	0	68%	811559
FORT BRAGG	1867959	2049355	1273400	775955	0	38%	775955
FORT CAMPBELL	761151	751984	448400	303584	200	40%	303384
FORT CARSON	627728	775459	475600	299859	0	39%	299859
FORT DETRICK	432115	424911	484100	-59189	2750	-15%	-61939
FORT DIX	268075	276412	225100	51312	0	19%	51312
FORT DRUM	419350	433092	258400	174692	2120	40%	172572
FORT EUSTIS	786284	810224	490800	319424	0	39%	319424
FORT GILLEM	409042	422576	173600	248976	0	59%	248976
FORT GORDON	462000	501000	217600	283400	600	56%	282800
FORT HAMILTON	152000	177000	304800	-127800	0	-72%	-127800
FORT HOOD	978346	935623	756800	178823	90324	9%	88499
FORT HUACHUCA	725380	776292	632400	143892	0	19%	143892
FORT JACKSON	344202	354673	294500	60173	2000	16%	58173
FORT KNOX	1229834	1239098	611200	627898	0	51%	627898
FORT LEAVENWORTH	517382	547813	320800	227013	0	41%	227013
FORT LEE	579760	608418	542400	66018	1000	11%	65018
FORT LEONARD WOOD	1109387	927058	780800	146258	0	16%	146258
FORT LEWIS	2533747	2707224	1218000	1489224	0	55%	1489224
FORT MCCOY	318763	355072	187400	167672	0	47%	167672
FORT MCNAIR	143315	218152	159400	58752	0	27%	58752
FORT MCPHERSON	1035209	1064436	993000	71436	0	7%	71436
FORT MEADE	897361	930938	288600	642338	0	69%	642338
FORT MONMOUTH	1328543	1282835	864600	418235	675	33%	417560
FORT MONROE	545226	551609	619400	-67791	0	-12%	-67791
FORT MYER	98006	98006	68600	29406	0	30%	29406
FORT POLK	561000	462000	2200	459800	0	100%	459800
FORT RICHARDSON	279271	351046	146600	204446	1200	58%	203246
FORT RILEY	1387462	1387503	723200	664303	12800	47%	651503
FORT RUCKER	201000	487000	405200	81800	0	17%	81800
FORT SAM HOUSTON	1799267	1789545	834800	954745	9100	53%	945645
FORT SHAFTER	416284	664493	119500	544993	44874	75%	500119
FORT SILL	1108045	1106209	530400	575809	31814	49%	543995
FORT STEWART	519732	520574	399600	120974	5500	22%	115474
FORT WAINWRIGHT	185000	202000	1283600	-1081600	0	-535%	-1081600
REDSTONE ARSENAL	2239496	2366341	1701200	665141	13406	28%	651735
SCHOFIELD BARRACKS	676000	322000	4074200	-3752200	0	-1165%	-3752200

Installation	Current Capacity	Max Capacity (SF)	Current Usage @200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
WALTER REED AMC	366000	425000	146000	279000	0	66%	279000
ARMY NATIONAL GUARD READINESS CENTER (ARLINGTON HALL)	162785	162785	224600	-61815	0	-38%	-61815

Installation	Current Capacity	Maximum Potential Capacity	Current Usage @200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
Altus AFB							
Altus AFB							
Altus AFB	311211	223169	93400	129769	0	58%	129769
Andrews AFB							
Andrews AFB							
Andrews AFB	898975	900419	857400	43019	1000	5%	42019
Barksdale AFB							
Barksdale AFB							
Barksdale AFB	540603	547428	332800	214628	0	39%	214628
Beale AFB	278374	278374	201600	76774	0	28%	76774
Bolling AFB	396192	989649	253200	736449	0	74%	736449
Brooks City-Base	441352	441352	601600	-160248	0	-36%	-160248
Buckley AFB	134386	134386	436800	-302414	0	-225%	-302414
Cannon AFB	271112	271112	167800	103312	0	38%	103312
Charleston AFB	363452	365072	166114	198958	0	54%	198958
Columbus AFB	133797	151190	111000	40190	0	27%	40190
Davis-Monthan AFB	565482	567882	392000	175882	0	31%	175882
Dover AFB	354753	352497	180600	171897	0	49%	171897
Dyess AFB	359421	365176	255800	109376	0	30%	109376
Eglin AFB	930745	947186	668000	279186	0	29%	279186
Eielson AFB	406839	381778	93000	288778	0	76%	288778
Ellsworth AFB	365741	368511	178400	190111	0	52%	190111
Elmendorf AFB	862823	943214	381400	561814	6823	59%	554991
Fairchild AFB	387669	387669	117000	270669	0	70%	270669
Francis E. Warren AFB	386278	379184	176400	202784	0	53%	202784
Grand Forks AFB	251220	286025	114700	171325	0	60%	171325
Hickam AFB	901937	923137	563200	359937	1	39%	359936
Hill AFB	1316452	1387922	1326400	61522	0	4%	61522
Homestead ARS	138197	54535	103000	-48465	0	-89%	-48465
Hurlburt Field	507779	510645	636400	-125755	390	-25%	-126145
Keesler AFB	501339	551055	354800	196255	3808	35%	192447
Kirtland AFB	1168762	1291583	894600	396983	0	31%	396983
Lackland AFB	933046	955492	622000	333492	0	35%	333492
Langley AFB	1343905	1446500	1062600	383900	0	27%	383900
Little Rock AFB	341834	398706	180200	218506	0	55%	218506
Luke AFB	355540	409514	200200	209314	0	51%	209314

Installation	Current Capacity	Maximum Potential Capacity	Current Usage @200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
MacDill AFB	1032655	1043082	301604	741478	0	71%	741478
Malmstrom AFB	259814	254889	143200	111689	0	44%	111689
March ARB	230876	245353	204600	40753	0	17%	40753
Maxwell AFB	1458337	1627284	1001800	625484	0	38%	625484
McChord AFB	415046	435263	176000	259263	0	60%	259263
McConnell AFB	315068	321949	138600	183349	0	57%	183349
McGuire AFB	486530	529410	360000	169410	600	32%	168810
Minot AFB	353199	363507	165600	197907	0	54%	197907
Mountain Home AFB	243097	306776	117600	189176	0	62%	189176
Nellis AFB	481032	488387	271400	216987	0	44%	216987
Offutt AFB	1329773	1224687	1112200	112487	0	9%	112487
Peterson AFB	703305	930734	453200	477534	0	51%	477534
Pope AFB	246577	292518	103800	188718	0	65%	188718
Randolph AFB	1213608	1383333	1082800	300533	2500	22%	298033
Robins AFB	2059452	2085575	1471800	613775	0	29%	613775
Scott AFB	1473727	1583697	1630750	-47053	0	-3%	-47053
Seymour Johnson AFB	331461	296646	200600	96046	0	32%	96046
Shaw AFB	406457	427755	322000	105755	0	25%	105755
Sheppard AFB	388188	414785	341200	73585	10900	15%	62685
Tinker AFB	1240150	1470771	1596000	-125229	440	-9%	-125669
Travis AFB	591421	691825	243200	448625	0	65%	448625
Tyndall AFB	478485	491562	420000	71562	0	15%	71562
Vance AFB	135437	126898	38400	88498	0	70%	88498
Vandenberg AFB	852704	811776	461000	350776	0	43%	350776
Whiteman AFB	357520	354819	262800	92019	0	26%	92019
Wright-Patterson AFB	3324125	2859314	5103200	-2243886	7000	-79%	-2250886

Installation	Current Capacity	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
Anacostia Annex	500321	500321	191000	309321	0	62%	309321
Arlington Service Center	249646	251823	169800	82023	0	33%	82023
Henderson Hall	62838	62885	48400	14485	0	23%	14485
Joint Reserve Base Fort Worth	260781	262581	148800	113781	0	43%	113781
Joint Reserve Base New Orleans	117373.8	101162	174200	-73038	2644	-75%	-75682
Joint Reserve Base Willow Grove	80169	87469	50800	36669	0	42%	36669
Marine Corps Air Station Beaufort	171699	171699	174400	-2701	0	-2%	-2701
Marine Corps Air Station Cherry Point	717262	749631	831000	-81369	1200	-11%	-82569
Marine Corps Air Station Miramar	422384	422384	600000	-177616	0	-42%	-177616
Marine Corps Base Camp Lejeune	2334926.2	2360042.15	2245400	114642.15	10892	4%	103750.15
Marine Corps Base Camp Pendleton	1359444.67	1347952	1315600	32352	0	2%	32352
Marine Corps Base Hawaii Camp Smith	401547	401547	301000	100547	0	25%	100547
Marine Corps Base Hawaii Kaneohe	215375	219507	477800	-258293	0	-118%	-258293
Marine Corps Base Quantico	324791	1365798	1418000	-52202	4800	-4%	-57002
Marine Corps Support Activity Kansas City	120658	120658	91400	29258	0	24%	29258
National Naval Medical Center Bethesda	719238	718513	627400	91113	28	13%	91085
Naval Air Engineering Station Lakehurst	169617	232559	82400	150159	0	65%	150159
Naval Air Station Brunswick	125133	142914	66200	76714	0	54%	76714
Naval Air Station Corpus Christi	471794	483325	1159400	-676075	0	-140%	-676075
Naval Air Station Jacksonville	508240	598676	627400	-28724	504	-5%	-29228
Naval Air Station Key West	123182	129910	81600	48310	1	37%	48309
Naval Air Station Meridian	130679	130679	64400	66279	2000	49%	64279
Naval Air Station North Island	1738002.436	1579414	1611600	-32186	10066	-3%	-42252
Naval Air Station Patuxent River	1079485	1177520	1054600	122920	0	10%	122920
Naval Air Station Patuxent River Webster Field	57471	57471	35400	22071	0	38%	22071
Naval Air Station Pensacola	1203221.68	1204647	657800	546847	6800	45%	540047
Naval Air Station Point Mugu	943001	929523	715400	214123	90	23%	214033
Naval Air Station Whidbey Island	253813	287200	159200	128000	0	45%	128000
Naval Air Station Whiting Field	111106	125572	65800	59772	0	48%	59772
Naval Amphibious Base Coronado	17637	28172	97600	-69428	0	-246%	-69428

MAH Capacity Analysis USN Capacity Installations

Installation	Current Capacity	Maximum Potential Capacity	Current Usage @ 200 GSF/Person	Capacity Available to Surge	Capacity Required to Surge	%Excess (Shortfall)	
Naval Research Laboratory	198878	218654	101200	117454	0	54%	117454
Naval Station and Undersea Warfare Center Newport	373013	373013	288320	84693	0	23%	84693
Naval Station Everett	76502	89601	228400	-138799	0	-155%	-138799
Naval Station Norfolk	1074164	2160728	1806800	353928	3980	16%	349948
Naval Station Pearl Harbor	1675766	1905109	1277400	627709	1500	33%	626209
Naval Station San Diego	1265271	1364733	943800	420933	4500	31%	416433
Naval Submarine Base Bangor	447424	450900	922900	-472000	0	-105%	-472000
Naval Submarine Support Base Kings Bay	369149	369149	981800	-612651	2040	-167%	-614691
Naval Support Activity Mechanicsburg	1138015	2722911	1025600	1697311	0	62%	1697311
Naval Support Activity Millington	1295107	1454666	977400	477266	5000	32%	472266
Naval Support Activity New Orleans, LA	818577	818577	545800	272777	1700	33%	271077
Naval Support Activity Norfolk	724685	715700	1224200	-508500	302	-71%	-508802
Naval Weapons Station Charleston	297324	612030	396000	216030	400	35%	215630
NAVSTA ANNAPOLIS	431329	456485	175800	280685	0	61%	280685
NAVSUPPACT DAHLGREN	207255	208025	129200	78825	0	38%	78825
NAVSUPPACT INDIAN HEAD	24193	399953	232800	167153	0	42%	167153
Potomac Annex, Washington DC	173900	173600	93200	80400	0	46%	80400
Saufley Field	398467	403580	192200	211380	0	52%	211380
Washington Navy Yard	4973728	5008356	3270200	1738156	1200	35%	1736956

Reserve and Recruiting Command and Force Mgmt

Installation	Current Capacity	Maximum Potential Capacity	Current Usage @ 200 GSF	Surge Capacity Requirement	Excess (Shortfall)	
U.S. Army Reserve Command	203,142	203,142	161,200	0	21%	41,942
U.S. Army Resrve Command (Leased)	58,369	58,369	50,200	0	14%	8,169
U.S. Army Accessions Command Ft Monroe VA	24,747	24,747	3,200	0	87%	21,547
U.S. Army Cadet Command Ft Monroe VA	46,103	46,103	42,800	0	7%	3,303
U.S. Army Recruiting Command Ft Knox KY	213,231	213,231	142,600	0	33%	70,631
COMNAVRESFOR NSA NOLA	118,996	118,996	77,600	0	35%	41,396
COMNAVAIRRESFOR NSA NOLA	38,354	38,354	25,400	0	34%	12,954
COMNAVCRUITCOM Millington TN	69,930	69,930	70,600	0	-1%	-670
COMNAVCRUITCOM NSA NOLA	10,984	10,984	11,400	0	-4%	-416
U.S. Air Force Recruiting Service	47,802	47,802	50,000	0	-5%	-2,198
U.S. Air Force Reserve Command	286,097	286,097	195,000	0	32%	91,097
U.S. Air Force Reserve Command Reserve Recruiting Service	21,875	21,875	13,200	0	40%	8,675
COMMARFORRES NSA NOLA	130,251	130,251	164,800	0	-27%	-34,549
COMMARFORCRUITCMD Quantico	30,504	30,504	24,800	0	19%	5,704
Nat'l Guard Bureau	296,250	296,250	284,600	0	4%	11,650
ARNG Readiness Center	162,785	162,785	224,600	0	-38%	-61,815
ANG Readiness Center	116,698	116,698	118,800	0	-2%	-2,102
ANG	121,462	121,462	112,400	0	7%	9,062
Totals/Averages	**1,876,118**	**1,876,118**	**1,660,800**	**0**	**11%**	**215,318**

ActivityName	Location	Installation/City	State	Current Usage (GSF)	No. of Personnel
CENTCOM					
CENTCOM HQ	MacDill AFB, FL	MacDill AFB	FL	187,215	3,016
CENTCOM ARCENT	FT McPherson, GA	Fort McPherson	GA	155,302	1,194
CENTCOM CENTAF	Shaw AFB, SC	Shaw ARB	SC	342,517	4,210
CENTCOM MARCENT-MARFORPAC	Camp Smith, HI & MacDill AFB, FL	Camp Smith	HI	73,875	530
CENTCOM MARCENT-MARFORPAC	Camp Smith, HI & MacDill AFB, FL	MacDill AFB	FL	14,612	52
CENTCOM SOCCENT	MacDill AFB, FL	MacDill AFB	FL	27,304	-
JFCOM					
JFCOM HQ	Norfolk, VA	Norfolk	VA	133,125	880
JFCOM JCIET	Eglin AFB, FL	Eglin AFB	FL	19,799	107
JFCOM ACC	Langley AFB, VA	Langley AFB	VA	736,958	3,110
JFCOM FORSCOM	FT McPherson, GA	Fort McPherson	GA	369,697	1,634
JFCOM MARFORLANT	Norfolk, VA	Norfolk	VA	43,275	266
JFCOM USLANTFLT	Norfolk, VA	Norfolk	VA	198,131	758
JFCOM COMFLTFORCOM		Norfolk	VA	191,778	820
Joint JWC/C4ISR/JFL	Suffolk, VA	Suffolk	VA	619,030	2,028
Joint Communications Support Element	MacDill AFB, FL	MacDill AFB	FL	80,909	361
Joint Deployment Training Center		Fort Eustis	VA	-	-
Joint Personnel Recovery Agency	FT Belvoir, VA	Fort Belvoir	VA	26,769	150
Joint Targeting School	NAS Oceana, Dam Neck Annex, VA	NAS Oceana-Dam Neck	VA	-	-
Joint Warfare Analysis Ctr					
NORTHCOM/NORAD					
NORTHCOM HQ (incl NORAD HQ)	Peterson AFB, CO	Peterson AFB	CO	159,953	1,108
NORAD CONUS NORAD Region	Tyndall AFB, FL	Tyndall AFB	FL	46,084	211
NORTHCOM FORSCOM (USARSO)	FT McPherson, GA	Fort McPherson	GA	320,564	1,563
MARFORNORTH	Norfolk, VA	Norfolk	VA	43,275	266
NORTHCOM ACC	Langley AFB, VA	Langley AFB	VA	736,958	3,110
NORTHCOM JFHQ-NCR	Ft McNair, DC	Fort McNair	DC	-	-
NORTHCOM JTF Civil Support	FT Monroe, VA	Fort Monroe	VA	10,752	28
NORTHCOM JTF-6-Counter-drug support	Norfolk, VA	Fort Bliss	TX	43,288	178
NORTHCOM SJFHQ-North	Norfolk, VA	Norfolk	VA	-	-
NORTHCOM USLANTFLT	Norfolk, VA	Norfolk	VA	198,131	758
PACOM					

PACOM HQ	Camp Smith, HI	Camp Smith	HI	17,661	284
PACOM Asia Pacific Ctr-Security Studies (APCSS)	Honolulu, HI	Honolulu	HI	-	-
PACOM Center of Excellence for Disaster Mgt and Humanitarian Assistance (COE-DM/HA)	Tripler Army Medical Center, HI	Tripler Army Med Center	HI	-	-
PACOM COMALCOM	Elmendorf AFB	Elmendorf AFB	AK	36,047	397
PACOM JIATF-West	Coast Guard Island, Alameda, CA	Alameda	CA	18,750	115
PACOM Joint POW/MIA Accounting Command (JPAC)	Hickham AFB, HI	Hickham AFB	HI	23,056	157
PACOM MARFORPAC	Camp Smith, HI	Camp Smith	HI	73,875	530
PACOM PACAF	Hickham AFB, HI	Hickham AFB	HI	409,881	1,262
PACOM SJFHQ-PACOM	Camp Smith, HI ?	Camp Smith	HI	-	-
PACOM SOCPAC	Camp Smith, HI	Camp Smith	HI	12,250	124
PACOM USARPAC	FT Shafter, HI	Fort Shafter	HI	144,468	172
PACOM USPACFLT	Pearl Harbor, HI	Pearl Harbor	HI	168,387	802
SOCOM					
SOCOM HQ (co-located with CENTCOM)	MacDill AFB, FL	MacDill AFB	FL	235,045	2,005
SOCOM AFSOC	Hurlburt Field, FL	Hurlburt Field	FL	146,562	983
SOCOM JSOC	FT Bragg, NC	Fort Bragg	NC	-	-
SOCOM NAVSPECWARCOM	Nav Base Coronado, CA	Naval Base Coronado	CA	42,000	250
SOCOM USASOC	FT Bragg, NC	Fort Bragg	NC	141,257	876
SOUTHCOM					
SOUTHCOM HQ	Miami, FL	Miami	FL	239,714	1,619
SOUTHCOM AFSOUTH	Davis-Monthan AFB, AZ	Davis Monthan AFB	AZ	126,618	335
SOUTHCOM JIATF-South	Naval Air Station, Key West, FL	NAS Key West	FL	16,624	84
SOUTHCOM MARFORSOUTH	Norfolk, VA	Norfolk	VA	43,275	266
SOUTHCOM SOCSOUTH	Homestead AFB, FL	Homestead AFB	FL	-	-
SOUTHCOM USARSO	Ft Sam Houston, San Antonio, TX	Fort Sam Houston	TX	31,960	340
SOUTHCOM USNAVSO	Mayport Naval Station, Jacksonville, FL	Mayport Naval Station	FL	10,380	84
STRATCOM					
STRATCOM HQ	Offutt AFB, NE	Offutt AFB	NE	578,529	2,320
STRATCOM ACC	Langley AFB, VA	Langley AFB	VA	736,958	3,110
STRATCOM AFSPACE	Vandenberg AFB, CA	Vandenberg AFB	CA	9,200	26
STRATCOM ARSTRAT - SMDC		Huntsville	AL	53,730	149
STRATCOM ARSTRAT - SMDC	Peterson AFB, CO & Crystal City, VA	Crystal City	VA	5,367	27
STRATCOM ARSTRAT - SMDC	Peterson AFB, CO & Crystal City, VA	Colorado Springs	CO	14,668	33

STRATCOM JIOC	Lackland AFB, San Antonio, TX	Lackland AFB	TX	-	-
STRATCOM JTF-CNO	Wash DC	Washington	DC	-	-
STRATCOM MARFORSTRAT	Norfolk, VA	Norfolk	VA	43,275	266
STRATCOM NAVNETWARCOM	Norfolk, VA	Norfolk	VA	-	-
STRATCOM USLANTFLT	Norfolk, VA	Norfolk	VA	198,131	758
STRATCOM USPACFLT	Pearl Harbor, HI	Pearl Harbor	HI	168,387	802
TRANSCOM					
TRANSCOM HQ	Scott AFB, IL	Scott AFB	IL	226,089	1,368
TRANSCOM Air Mob Command (AMC)	Scott AFB, IL	Scott AFB	IL	669,331	2,463
TRANSCOM Mil Sealift Command (MSC)	Wash Navy Yard, DC	Washington Navy Yard	DC	143,540	427
TRANSCOM Surface Deployment & Dist Cmd (SDDC)	Alexandria, VA (HoffmanII) & Ft Eustis, VA	Alexandria	VA	202,664	532
TRANSCOM Surface Deployment & Dist Cmd (SDDC)	Alexandria, VA (HoffmanII) & Ft Eustis, VA	Fort Eustis	VA	100,938	350
TRANSCOM Trans Engineering Agency (TEA)	Newport News, VA	Newport News	VA	32,010	115
Doctrine Organizations					
Doctrine-AFDC	Maxwell AFB, AL	Maxwell AFB	AL	12,244	57
Doctrine-MCCDC	Quantico, VA	Quantico MCB	VA	69,564	283
Doctrine-NWDC	Newport, RI	Newport	RI	118,664	214
Doctrine-TRADOC	Ft Monroe, VA	Fort Monroe	VA	253,368	1,108

Civilian Personnel

Footprint (GSF)	Current Capacity	Maximum Potential Capacity	Current Personnel	Current Usage @200 GSF	Surge Capacity Requirement	Excess (Shortfall)	
Army (Total)	**319,475**	**319,475**	**1,444**	**288,800**	**0**	**10%**	**30,675**
Redstone Arsenal	40,751	40,751	289	57,800	0	-42%	(17,050)
Fort Richardson	44,804	44,804	55	11,000	0	75%	33,804
Fort Huachuca	49,664	49,664	248	49,600	0	0%	64
Rock Island Arsenal	47,278	47,278	250	50,000	0	-6%	(2,722)
Fort Riley	83,754	83,754	309	61,800	0	26%	21,954
Aberdeen Proving Ground	53,224	53,224	293	58,600	0	-10%	(5,376)
Navy (Total)	**385,240**	**385,240**	**1,067**	**213,400**	**0**	**45%**	**171,840**
Pacific	28,616	28,616	80	16,000	0	44%	12,616
Philadelphia	78,629	78,629	221	44,200	0	44%	34,429
Portsmouth	66,750	66,750	181	36,200	0	46%	30,550
San Diego	92,031	92,031	190	38,000	0	59%	54,031
Silverdale	48,251	48,251	212	42,400	0	12%	5,851
Stennis	70,963	70,963	183	36,600	0	48%	34,363
Air Force (Total)	**294,586**	**294,586**	**1,309**	**261,800**	**0**	**11%**	**32,786**
Bolling AFB	6,880	6,880	38	7,600	0	-10%	(720)
Hill AFB	39,101	39,101	86	17,200	0	56%	21,901
Randolph AFB	148,424	148,424	778	155,600	0	-5%	(7,176)
Tinker AFB	29,708	29,708	112	22,400	0	25%	7,308
Wright-Patterson AFB	36,134	36,134	202	40,400	0	-12%	(4,266)
Robins AFB	34,339	34,339	93	18,600	0	46%	15,739
Defense Agency (Total)	**278,740**	**278,740**	**1,025**	**205,000**	**0**	**26%**	**73,740**
DeCA	29,688	29,688	191	38,200	0	-29%	(8,513)
WHS	44,199	44,199	234	46,800	0	-6%	(2,601)
DFAS	102,300	102,300	124	24,800	0	76%	77,500
DLA -Columbus	44,713	44,713	205	41,000	0	8%	3,713
DLA - New Cumberland	18,500	18,500	82	16,400	0	11%	2,100
DISA	7,350	7,350	30	6,000	0	18%	1,350

DoDEA	31,991	31,991	159	31,800	0	1%	191

Military Personnel

Footprint (GSF)	Current Capacity	Maximum Potential Capacity	Total Personnel	Current Usage	Surge Capacity Requirement	Excess (Shortfall)	
Army (Total)	**1,106,049**	**1,106,049**	**4,289**	**857,800**	**0**	**22%**	**248,249**
HR Command, Alexandria	581,578	581,578	2,546	509,200	0	12%	72,378
HR Command, Indianapolis	95,925	95,925	160	32,000	0	67%	63,925
HR Command, St Louis	428,546	428,546	1,583	316,600	0	26%	111,946
Navy (Total)	**630,391**	**630,391**	**2,315**	**463,000**	**0**	**27%**	**167,391**
Navy Personnel Command	465,701	465,701	1,915	383,000	0	18%	82,701
Enlisted Pers Mgt Center	72,058	72,058	208	41,600	0	42%	30,458
Navy Reserve Pers Center	92,633	92,633	192	38,400	0	59%	54,233
Marine Corps (Total)	**147,068**	**147,068**	**591**	**118,200**	**0**	**20%**	**28,868**
Personnel Command (M&RA)	120,963	120,963	452	90,400	0	25%	30,563
Mobilization Command	26,105	26,105	139	27,800	0	-6%	(1,695)
Air Force (Total)	**409,986**	**409,986**	**1,547**	**309,400**	**0**	**25%**	**100,586**
AF Personnel Center	250,031	250,031	1,056	211,200	0	16%	38,831
Air Reserve Personnel Center	159,955	159,955	491	98,200	0	39%	61,755

MOBILIZATION CAPACITY ANALYSIS

ARMY	Current Capacity (throughput)	Maximum Potential Capacity (Peak Capacity)	Current Usage (daily on-site average)	Surge Capacity Requirement	Excess (Shortfall)		FY04 People (MOB)	FY04 People (DMOB)	AVG DAY (MOB)	AVG DAY (DMOB)
ABERDEEN PROVING GRND	50	723	42.3	N/A	94%	679	28	946	30.00	10.00
FORT BENNING	300	2000	320.0	N/A	84%	1680	2693	4900	18.00	6.00
FORT BLISS	400	4768	2537.9	N/A	47%	2230	16077	7836	35.00	7.00
FORT BRAGG	300	2800	302.6	N/A	89%	2497	1891	7532	23.00	4.00
FORT BUCHANAN	124	2348	233.5	N/A	90%	2114	1144	1070	45.00	5.00
FORT CAMPBELL	600	5000	339.0	N/A	93%	4661	1524	4225	37.50	6.00
FORT CARSON	300	1542	593.0	N/A	62%	949	2510	4262	49.00	5.00
FORT DIX	200	6121	1758.2	N/A	71%	4363	8236	8182	44.00	8.00
FORT DRUM	300	2240	812.4	N/A	64%	1428	3683	1196	52.05	5.00
FORT EUSTIS	250	1000	283.4	N/A	72%	717	1431	1772	42.00	5.00
FORT HOOD	200	2160	3009.4	N/A	-39%	(849)	9690	3805	74.00	4.00
FORT HUACHUCA	350	382	1.2	N/A	100%	381	68	6	4.00	5.00
FORT JACKSON	100	400	46.0	N/A	88%	354	180	387	30.00	15.00
FORT KNOX	210	2053	141.9	N/A	93%	1911	856	1772	30.00	5.00
FORT LEE	100	1400	33.3	N/A	98%	1367	1	1351	3.00	6.00
FORT LEONARD WOOD	400	1700	342.7	N/A	80%	1357	1614	1452	47.80	4.30
FORT LEWIS	400	6500	838.8	N/A	87%	5661	6001	4817	30.00	5.00
FORT MCCOY	0	8200	988.1	N/A	88%	7212	4550	6226	46.00	5.00
FORT POLK	0	1200	249.0	N/A	79%	951	1444	2009	35.00	5.00
FORT RICHARDSON	26	596	2.0	N/A	100%	594	40	6	12.00	2.00
FORT RILEY	4	3097	703.8	N/A	77%	2393	3251	3041	48.00	5.00
FORT RUCKER	30	170	6.2	N/A	96%	164	1	374	1.00	4.00
FORT SAM HOUSTON	30	2973	68.1	N/A	98%	2905	402	31	41.00	3.00
FORT SILL	250	2391	547.9	N/A	77%	1843	2468	1419	50.00	7.00
FORT STEWART	19	7820	1101.0	N/A	86%	6719	6589	10096	33.00	5.00
SCHOFIELD BARRACKS	15	800	339.2	N/A	58%	461	1232	1232	60.00	7.00
Army Total	**4958**	**70384**	**13163.10**	**N/A**	**81%**	**57221**	**77604**	**79945**	**35.40**	**5.70**
AIR FORCE	Current Capacity (throughput)	Maximum Potential Capacity (Peak Capacity)	Current Usage (daily on-site average)	Surge Capacity Requirement	Excess (Shortfall)		FY04 People (MOB)	FY04 People (DMOB)	AVG DAY (MOB)	AVG DAY (DMOB)
Barksdale AFB	113	6509	0.0	N/A	100%	6509	0	0	0.00	0.00
Carswell ARS, NAS Fort Worth Joint Reserve	Included in NAS_JRB_FT_WORTH_TX									
Davis-Monthan AFB	132	2313	0.0	N/A	100%	2313	0	1	1.00	4.00
Eglin AFB	1440	951	1.4	N/A	100%	950	5	43	7.00	7.00
Elmendorf AFB	15	0	0.0	N/A	0%	0	0	0	0.00	0.00

Grissom ARB	200	429	1.0	N/A	100%	428	10	40	5.00	5.00
Hill AFB	600	266	28.1	N/A	89%	238	176	181	6.00	32.00
Holloman AFB	0	823	0.0	N/A	100%	823	0	0	0.00	0.00
Homestead ARS	1600	402	2.5	N/A	99%	400	24	0	25.00	30.00
Jackson IAP AGS	0	0	0.0	N/A	0%	0	21	27	2.00	2.00
Kirtland AFB	180	0	0.0	N/A	0%	0	0	40	0.00	15.00
March ARB	0	2490	16.5	N/A	99%	2473	64	510	7.00	7.00
McGuire AFB	143	1311	70.2	N/A	95%	1241	4	458	2.50	37.30
Minot AFB	2	1139	0.0	N/A	100%	1139	0	0	0.00	0.00
Niagara Falls IAP ARS	150	550	52.0	N/A	91%	498	31	279	3.00	45.00
Robins AFB	1031	266	0.0	N/A	100%	266	1	0	7.00	7.00
Scott AFB	190	2148	24.0	N/A	99%	2124	5	194	2.00	30.00
Seymour Johnson AFB	99	1182	0.0	N/A	100%	1182	0	23	0.00	0.00
Tinker AFB	0	0	0.0	N/A	0%	0	110	219	5.00	3.00
Travis AFB	306	1271	13.1	N/A	99%	1258	128	700	3.00	4.00
Westover ARB	0	561	6.5	N/A	99%	555	92	695	2.00	2.00
Whiteman AFB	300	453	10.4	N/A	98%	443	17	298	26.00	7.00
Wright-Patterson AFB	1440	0	0.0	N/A	0%	0	0	141	1.00	1.00
Youngstown-Warren Regional APT ARS	1622	142	8.6	N/A	94%	133	308	26	3.00	45.00
Air Force Total	**9563**	**23206**	**215.3**	**N/A**	**99%**	**22991**	**996**	**3875**	**4.67**	**12.32**
NAVY	Current Capacity (throughput)	Maximum Potential Capacity (Peak Capacity)	Current Usage (daily on-site average)	Surge Capacity Requirement	Excess (Shortfall)		FY04 People (MOB)	FY04 People (DMOB)	AVG DAY (MOB	AVG DAY (DMOB)
CBC GULFPORT MS	100	3500	11.0	N/A	100%	3489	518	393	2.50	3.50
CG MCB CAMP LEJEUNE NC	200	1319	12.6	N/A	99%	1306	182	657	6.00	3.00
CG_MCB_CAMPEN	250	644	8.3	N/A	99%	636	0	288	6.00	7.00
COMNAVDIST_WASHINGTON_DC	50	100	2.5	N/A	97%	97	0	123	5.00	5.00
NAS_JACKSONVILLE_FL	200	170	3.8	N/A	98%	166	69	76	10.00	3.00
NAS_JRB_FT_WORTH_TX	13	509	94.3	N/A	81%	415	900	525	8.00	30.00
NAS_JRB_NEW_ORLEANS_LA	7	312	8.0	N/A	97%	304	131	84	4.00	17.00
NAS_JRB_WILLOW_GROVE_PA	45	1340	0.3	N/A	100%	1340	11	14	3.00	3.00
NAS_PENSACOLA_FL	100	750	0.2	N/A	100%	750	0	15	3.00	3.00
NAVBASE_VENTURA_CTY_PT_MUGU_CA	100	2000	0.7	N/A	100%	1999	19	21	5.00	4.00
NAVSTA_GREAT_LAKES_IL	400	400	1.4	N/A	100%	399	48	20	5.00	5.00
NAVSTA_INGLESIDE_TX	50	200	0.0	N/A	100%	200	0	0	8.00	8.00
NAVSTA_NORFOLK_VA	150	120	42.2	N/A	65%	78	926	926	4.30	6.78
NAVSTA_PEARL_HARBOR_HI	200	75	0.6	N/A	99%	74	0	47	3.00	3.00
NAVSTA_SAN_DIEGO_CA	200	1050	128.4	N/A	88%	922	277	655	30.00	35.00

NAVSUPPACT_MID_SOUTH_MILLINTON_TN	200	150	0.6	N/A	100%	149	0	23	6.14	5.87
SUBASE_BANGOR_WA	300	300	0.8	N/A	100%	299	83	37	2.00	1.00
SUBASE_NEW_LONDON_CT	100	400	0.4	N/A	100%	400	10	24	4.00	2.00
Navy/USMC Total	**2665**	**13339**	**213.5**	**N/A**	**98%**	**13126**	**3174**	**3928**	**6.39**	**8.06**

Correction Facilities

Metric (Inmates)	Current Capacity	Maximum Potential Capacity	Current Usage	Surge Capacity Requirement	Excess (Shortfall)	
Level III (Total)	**534**	**534**	**450**	**0**	**16%**	**84**
Fort Leavenworth	534	534	450	0	16%	84
Level II (Total)	**1684**	**2004**	**1498**	**320**	**9%**	**186**
Fort Knox	137	246	148	109	-4%	(11)
Fort Sill	157	185	123	28	18%	34
Fort Lewis	176	212	206	36	-14%	(30)
CG MCB Camp Lejeune NC	232	280	186	48	16%	46
CG MCB Camp Pendleton	185	204	164	19	10%	21
CG MCAS Miramar CA	374	414	320	40	13%	54
NAVBRIG Norfolk VA	135	175	148	40	-7%	(13)
WPNSTA Charleston SC	288	288	203	0	30%	85
Level I (Total)'	**347**	**437**	**193**	**90**	**35%**	**154**
NAVSTA Pearl Harbor HI	100	100	43	0	57%	57
SUBASE Bangor WA	54	64	32	10	34%	22
NAS Jacksonville FL	50	60	17	10	55%	33
NAS Pensacola FL	40	44	21	4	43%	19
CG MCB Quantico VA	36	90	46	54	-11%	(10)
Edwards AFB	22	22	14	0	36%	8
Kirtland AFB	20	32	4	12	50%	16
Lackland AFB	25	25	16	0	36%	9

DFAS Central and Field Sites

Admin Footprint (USF)	Total Authorized Personnel (includes contractor)	Current Capacity	Maximum Potential Capacity	Current Usage	Surge Capacity Requirement	Excess (Shortage)	
Arlington	496	102,979	102,979	79,360	0	23%	23,619
Charleston	410	108,580	108,580	65,600	0	40%	42,980
Cleveland	1657	306,801	306,801	265,120	0	14%	41,681
Columbus	2328	558,542	558,542	372,480	0	33%	186,062
Dayton	313	81,605	81,605	50,080	0	39%	31,525
Denver	1746	292,991	292,991	279,360	0	5%	13,631
Indianapolis	2712	682,885	682885	433,920	0	36%	248,965
Kansas City	1064	219,203	219,203	170,240	0	22%	48,963
Lawton	276	64,725	64,725	44,160	0	32%	20,565
Lexington	60	20,056	20,056	9,600	0	52%	10,456
Limestone	279	68,428	68,428	44,640	0	35%	23,788
Norfolk Naval Station	351	73,144	73,144	56,160	0	23%	16,984
Oakland	58	14,620	14,620	9,280	0	37%	5,340
Omaha	370	63,375	63,375	59,200	0	7%	4,175
Orlando	364	53,211	53,211	58,240	0	-9%	(5,029)
Pacific (Ford Island)	250	40,461	40,461	40,000	0	1%	461
Patuxent River	77	9,553	9,553	12,320	0	-29%	(2,767)
Pensacola (N)	457	68,814	68,814	73,120	0	-6%	(4,306)
Pensacola (S)	278	48,142	48,142	44,480	0	8%	3,662
Rock Island	381	42,035	42,035	60,960	0	-45%	(18,925)
Rome	338	82,736	82,736	54,080	0	35%	28,656
San Antonio	468	64,417	64,417	74,880	0	-16%	(10,463)
San Bernardino	231	30,033	30,033	36,960	0	-23%	(6,927)
San Diego	352	46,448	46,448	56,320	0	-21%	(9,872)
Seaside	70	23,122	23,122	11,200	0	52%	11,922
St Louis	428	78,902	78,902	68,480	0	13%	10,422
TOTAL	**15814**	**3,245,808**	**3,245,808**	**2,530,240**		**22%**	**715,568**
* 160 USF Std							
16,503 Per							

DFAS Central and Field Sites

Storage, Warehouse and Specialized Equipment	Gov't Owned Storage/ Warehouse (GSF)	Leased Storage/ Warehouse (USF)	Safe, Vaults, Financial Systems (USF)
Arlington	0	2,252	34
Charleston	0	62,778	375
Cleveland	0	52,518	2,810
Columbus	101,199	0	1,024
Dayton	0	15,826	220
Denver	66,452	0	3,831
Indianapolis	0	52,468	18,804
Kansas City	33,933	0	542
Lawton	23,731	0	196
Lexington	0	940	64
Limestone	15,384	0	159
Norfolk	11,077	0	57
Oakland	0	2,448	16
Omaha	12,675	0	1,607
Orlando	0	10,329	10
Pacific (Ford Island)	5,576	0	443
Patuxent River	0	52	0
Pensacola (N)	7,013	0	612
Pensacola (S)	3,854	0	19
Rock Island	39,776	0	16
Rome	147,198	0	6
San Antonio	0	3,630	238
San Bernardino	8,608	0	23
San Diego	0	5,260	193
Seaside	3,889	0	4
St Louis	17,935	0	12
TOTAL	**498,300**	**208,501**	**31,315**

Installations/activities which have no entries do not have any storage, warehouse or specialized equipment to report.

Admin Space (Sq Feet)	Current Capacity	Maximum Potential Capacity	Current Usage @200 GSF	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	294238	294238	238400	55838	0	19%	55838
Pope AFB	105882	105882	174600	(68718)	0	-65%	(68718)
BP Totals	**400120**	**400120**	**413000**	**(12880)**	**0**	**-3%**	**(12880)**
Charleston GC							
Charleston AFB	222186	222186	256000	(33814)	0	-15%	(33814)
NAVWPNSTA Charleston	67530	67530	63400	4130	0	6%	4130
C Totals	**289716**	**289716**	**319400**	**(29684)**	**0**	**-10%**	**(29684)**
Colorado Springs GC							
Ft. Carson	332314	332314	211000	121314	0	37%	121314
Peterson AFB	101305	101305	150000	(48695)	0	-48%	(48695)
Schriever AFB	50106	50106	72400	(22294)	0	-44%	(22294)
Cheyenne Mountain AFS	7500	7500	13600	(6100)	0	-81%	(6100)
USAF Academy	116146	116146	76400	39746		34%	39746
CS Totals	**607371**	**607371**	**523400**	**83971**	**0**	**14%**	**83971**
DC Area GC							
Ft. Myer	85524	85524	93800	(8276)	0	-10%	(8276)
Ft. McNair							
Ft. Belvoir	142768	142768	92800	49968	0	35%	49968
Ft. A.P. Hill	11450	11450	8600	2850	0	25%	2850
Ft. Meade	132444	132444	144600	(12156)	0	-9%	(12156)
Ft. Detrick	71338	71338	35100	36238	0	51%	36238
Aberdeen Proving Ground	221733	221733	123400	98333	0	44%	98333
Adelphi Laboratory Center	16256	16256	22000	(5744)	0	-35%	(5744)
Carlisle Barracks	55931	55931	76600	(20669)	0	-37%	(20669)
Letterkenny Army Depot	71402	71402	38800	32602	0	46%	32602
Walter Reed Medical Center	1535	1535	1600	(65)	0	-4%	(65)
Andrews AFB	398983	398983	355200	43783	0	11%	43783

Bolling AFB	166205	166205	231800	(65595)	0	-39%	(65595)
Dover AFB	500206	500206	414400	85806	0	17%	85806
COMNAVDIST Washington D. C.	378768	378768	394400	(15632)	0	-4%	(15632)
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab							
NAS Patuxent River	88979	88979	87600	1379	0	2%	1379
Nat Naval Med Center Bethesda	22615	22615	182070	(159455)	0	-705%	(159455)
Naval Support Act Mechanicsburg	29200	29200	72200	(43000)	0	-147%	(43000)
MCB Quantico	352476	352476	181800	170676	0	48%	170676
CO HQBN HQMC Henderson Hall	28904	28904	29400	(496)	0	-2%	(496)
Marine Corps Barracks Washington D.C.	6029	6029	12200	(6171)	0	-102%	(6171)
DC Totals	**2782746**	**2782746**	**2598370**	**184376**	**0**	**7%**	**184376**
Dobbins-NAS Atlanta							
Dobbins ARB	329627	329627	135600	194027	0	59%	194027
NAS Atlanta	18591	18591	23200	(4609)	0	-25%	(4609)
DNAS Totals	**348218**	**348218**	**158800**	**189418**	**0**	**54%**	**189418**
Guam							
Anderson AFB	45805	45805	78400	(32595)	0	-71%	(32595)
COMNAVMARIANAS	108890	108890	82600	26290	0	24%	26290
G Totals	**154695**	**154695**	**161000**	**(6305)**	**0**	**-4%**	**(6305)**
Admin Space (Sq Feet)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage @200 GSF**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							
Ft. Eustis	75010	75010	115400	(40390)	0	-54%	(40390)

-Ft. Story							
Ft. Monroe	92268	92268	46200	46068	0	50%	46068
Langley AFB	237672	237672	160800	76872	0	32%	76872
NAVSHIPYD Norfolk	147736	147736	353000	(205264)	0	-139%	(205264)
NAVSTA Norfolk	20660	20660	23400	(2740)	0	-13%	(2740)
NAS Oceana	7040	7040	8400	(1360)	0	-19%	(1360)
NAVPHIBASE Little Creek	3280	3280	8200	(4920)	0	-150%	(4920)
WPNSTA Yorktown	13731	13731	3600	10131	0	74%	10131
Lafayette Annex	7363	7363	7400	(37)	0	-1%	(37)
NAVMEDCEN Portsmouth	42495	42495	134600	(92105)	0	-217%	(92105)
HR Totals	**647255**	**647255**	**861000**	**(213745)**	**0**	**-33%**	**(213745)**
Lewis-McChord GC							
Ft. Lewis	312201	312201	160200	152001	0	49%	152001
McChord AFB	596364	596364	386600	209764	0	35%	209764
LM Totals	**908565**	**908565**	**546800**	**361765**	**0**	**40%**	**361765**
McGuire-Dix-Lakehurst GC							
Ft. Dix	184133	184133	219000	(34867)	0	-19%	(34867)
Ft. Monmouth	102012	102012	83390	18622	0	18%	18622
McGuire AFB	250266	250266	199600	50666	0	20%	50666
NAVAIRENGSTA Lakehurst	29952	29952	50600	(20648)	0	-69%	(20648)
WPNSTA Earle Colt	32417	32417	21400	11017	0	34%	11017
MDL Totals	**598780**	**598780**	**573990**	**24790**	**0**	**4%**	**24790**
Mississippi Gulf Coast GC							
Keesler AFB	675376	675376	374000	301376	0	45%	301376
CBC Gulfport	85561	85561	33400	52161	0	61%	52161
NAVSTA Pascagoula	15430	15430	21400	(5970)	0	-39%	(5970)
MGC Totals	**776367**	**776367**	**428800**	**347567**	**0**	**45%**	**347567**
Oahu GC							
Schofield Barracks	66994	66994	142400	(75406)	0	-113%	(75406)
Ft. Shafter	14654	14654	40400	(25746)	0	-176%	(25746)

Tripler AMC	32110	32110	49400	(17290)	0	-54%	(17290)
Hickam AFB	53950	53950	166000	(112050)	0	-208%	(112050)
NAVSTA Pearl Harbor	227403	227403	81000	146403	0	64%	146403
NAVMAG Pearl Harbor	6260	6260	4800	1460	0	23%	1460
MCB Hawaii Kaneohe	166539	166539	152600	13939	0	8%	13939
O Totals	**567910**	**567910**	**636600**	**(68690)**	**0**	**-12%**	**(68690)**
Richardson-Elmendorf GC							
Ft. Richardson	9638	9638	18000	(8362)	0	-87%	(8362)
Elmendorf AFB	427459	427459	224800	202659	0	47%	202659
RE Totals	**437097**	**437097**	**196668**	**240429**	**0**	**55%**	**240429**
San Antonio GC							
Ft. Sam Houston	182623	182623	122000	60623	0	33%	60623
Lackland AFB	292008	292008	229800	62208	0	21%	62208
Randolph AFB	256244	256244	167800	88444	0	35%	88444
Brooks-City Base	131475	131475	71850	59625	0	45%	59625
SA Totals	**862350**	**862350**	**591450**	**270900**	**0**	**31%**	**270900**
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Installation Management Electric Units: KiloWatt Hours (KWH)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	98038	181579	98038	83541	0	46%	83541
Pope AFB	8603	11000	8603	2397	0	22%	2397
BP Totals	**106641**	**192579**	**106641**	**85938**	**0**	**45%**	**85938**
Charleston GC							
Charleston AFB	16675	20000	16675	3325	0	17%	3325
NAVWPNSTA Charleston	24000	65000	24000	41000	0	63%	41000
C Totals	**40675**	**85000**	**40675**	**44325**	**0**	**52%**	**44325**
Colorado Springs GC							
Ft. Carson	21500	23000	21500	1500	0	7%	1500
Peterson AFB	11605	633000	11605	621395	0	98%	621395
Schriever AFB	9926	34650	9926	24724	0	71%	24724
Cheyenne Mountain AFS	18150	34292	18150	16142	0	47%	16142
USAF Academy	16443	36000	16443	19557	0	54%	19557
CS Totals	**77624**	**760942**	**77624**	**683318**	**0**	**90%**	**683318**
DC Area GC							
Ft. Myer	6878	17499	6878	10621	0	61%	10621
Ft. McNair*	2716	2716	2716	2716	0	0%	0
Ft. Belvoir	35763	121000	35763	85237	0	70%	85237
Ft. A.P. Hill	33258	66516	33258	33258	0	50%	33258
Ft. Meade	19066	20000	19066	934	0	5%	934
Ft. Detrick	27979	149000	27979	121021	0	81%	121021
Aberdeen Proving Ground	47000	92000	47000	45000	0	49%	45000
Adelphi Laboratory Center	9000	28000	9000	19000	0	68%	19000
Carlisle Barracks	4980	9000	4980	4020	0	45%	4020
Letterkenny Army Depot	6772	50048	6772	43276	0	86%	43276
Walter Reed Medical Center	17101	513022	17101	495921	0	97%	495921
Andrews AFB	20709	138000	20709	117291	0	85%	117291

Bolling AFB	10389	23520	10389	13131	0	56%	13131
Dover AFB	16565	20000	16565	3435	0	17%	3435
COMNAVDIST Washington D. C.	96291	283553	96291	187262	0	66%	187262
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab	25035	106407	25035	81372	0	76%	81372
NAS Patuxent River	32526	61849	32526	29323	0	47%	29323
Nat Naval Med Center Bethesda	17407	36000	17407	18593	0	52%	18593
Naval Support Act Mechanicsburg	39779	52000	39779	12221	0	24%	12221
MCB Quantico	37935	61510	37935	23575	0	38%	23575
CO HQBN HQMC Henderson Hall	1575	2500	1575	925	0	37%	925
Marine Corps Barracks Washington D.C.	1696	1660	1696	(36)	0	-2%	(36)
DC Totals	**510420**	**1855800**	**510420**	**1345380**	**0**	**72%**	**1345380**
Dobbins-NAS Atlanta							
Dobbins ARB	3526	4000	3526	474	0	12%	474
NAS Atlanta	2812	13000	2812	10188	0	78%	10188
DNAS Total	**6338**	**17000**	**6338**	**10662**	**0**	**63%**	**10662**
Guam							
Anderson AFB	19500	25000	19500	5500	0	22%	5500
COMNAVMARIANAS	28000	291800	28000	263800	0	90%	263800
G Totals	**47500**	**316800**	**47500**	**269300**	**0**	**85%**	**269300**
Installation Management Electric Units: KiloWatt Hours (KWH)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							
Ft. Eustis	24499	53000	24499	28501	0	54%	28501

-Ft. Story							
Ft. Monroe	5950	4781533	5950	4775583	0	100%	4775583
Langley AFB	26621	30000	26621	3379	0	11%	3379
NAVSHIPYD Norfolk	42280	116200	42280	73920	0	64%	73920
NAVSTA Norfolk	147563	399000	147563	251437	0	63%	251437
NAS Oceana	32873	104200	32873	71327	0	68%	71327
NAVPHIBASE Little Creek	27490	70400	27490	42910	0	61%	42910
WPNSTA Yorktown	11652	48750	11652	37098	0	76%	37098
Lafayette Annex	13520	441875	13520	428355	0	97%	428355
NAVMEDCEN Portsmouth	11140	28000	11140	16860	0	60%	16860
HR Totals	**343588**	**6072958**	**343588**	**5729370**	**0**	**94%**	**5729370**
Lewis-McChord GC							
Ft. Lewis	34690	180000	34690	145310	0	81%	145310
McChord AFB	16480	40000	16480	23520	0	59%	23520
LM Totals	**51170**	**220000**	**51170**	**168830**	**0**	**77%**	**168830**
McGuire-Dix-Lakehurst GC							
Ft. Dix*	5265	5265	5265	0	0	0%	0
Ft. Monmouth	17068	83800	17068	66732	0	80%	66732
McGuire AFB	19290	21200	19290	1910	0	9%	1910
NAVAIRENGSTA Lakehurst	8969	62000	8969	53031	0	86%	53031
WPNSTA Earle Colt	210000	448800	210000	238800	0	53%	238800
MDL Totals	**260592**	**621065**	**260592**	**360473**	**0**	**58%**	**360473**
Mississippi Gulf Coast GC							
Keesler AFB	24044	98675	24044	74631	0	76%	74631
CBC Gulfport	7999	36681	7999	28682	0	78%	28682
NAVSTA Pascagoula	10108	15000	10108	4892	0	33%	4892
MGC Totals	**42151**	**150356**	**42151**	**108205**	**0**	**72%**	**108205**
Oahu GC							
Schofield Barracks	27320	916000	27320	888680	0	97%	888680
Ft. Shafter	15299	113000	15299	97701	0	86%	97701

Tripler AMC	7811	9000	7811	1189	0	13%	1189
Hickam AFB	24096	42000	24096	17904	0	43%	17904
NAVSTA Pearl Harbor	93000	202000	93000	109000	0	54%	109000
NAVMAG Pearl Harbor	2000	8000	2000	6000	0	75%	6000
MCB Hawaii Kaneohe	19405	56800	19405	37395	0	66%	37395
O Totals	**188931**	**1346800**	**188931**	**1157869**	**0**	**86%**	**1157869**
Richardson-Elmendorf GC							
Ft. Richardson	10300	35200	10300	24900	0	71%	24900
Elmendorf AFB	21100	57900	21100	36800	0	64%	36800
RE Totals	**31400**	**93100**	**31400**	**61700**	**0**	**66%**	**61700**
San Antonio GC							
Ft. Sam Houston	37195	68000	37195	30805	0	45%	30805
Lackland AFB	43625	63000	43625	19375	0	31%	19375
Randolph AFB	19353	30000	19353	10647	0	35%	10647
Brooks-City Base	10008	80000	10008	69992	0	87%	69992
SA Totals	**110181**	**241000**	**110181**	**130819**	**0**	**54%**	**130819**
*Max Capacity reported as zero assumed = to consumption							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Natural Gas Thousand Cubic Feet (MCF)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	8614	13504	8614	4890	0	36%	4890
Pope AFB	1091	3220	1091	2129	0	66%	2129
BP Totals	**9705**	**16724**	**9705**	**7019**	**0**	**42%**	**7019**
Charleston GC							
Charleston AFB	2386	6820	2386	4434	0	65%	4434
NAVWPNSTA Charleston	2393	9000	2393	6607	0	73%	6607
C Totals	**4779**	**15820**	**4779**	**11041**	**0**	**70%**	**11041**
Colorado Springs GC							
Ft. Carson	8773	10650	8773	1877	0	18%	1877
Peterson AFB	1700	25000	1700	23300	0	93%	23300
Schriever AFB	874	7920	874	7046	0	89%	7046
Cheyenne Mountain AFS	0	0	0	0	0	0%	0
USAF Academy	5297	3952	5297	(1345)	0	-34%	(1345)
CS Totals	**16644**	**47522**	**16644**	**30878**	**0**	**65%**	**30878**
DC Area GC							
Ft. Myer	557	10116	557	9559	0	94%	9559
Ft. McNair**	193	193	193	0	0	0%	0
Ft. Belvoir	3149	10000	3149	6851	0	69%	6851
Ft. A.P. Hill	0	0	0	0	0	0%	0
Ft. Meade	3850	6500	3850	2650	0	41%	2650
Ft. Detrick	19.96	200	19.96	180	0	90%	180
Aberdeen Proving Ground	300	1622	300	1322	0	82%	1322
Adelphi Laboratory Center	900	1900	900	1000	0	53%	1000
Carlisle Barracks	833	1632	833	799	0	49%	799
Letterkenny Army Depot	862	8352	862	7490	0	90%	7490
Walter Reed Medical Center***	29207	29207	29207	0	0	0%	0

Andrews AFB	4372	4800	4372	428	0	9%	428
Bolling AFB	963	3015	963	2052	0	68%	2052
Dover AFB	2185	4103	2185	1918	0	47%	1918
COMNAVDIST Washington D. C.	5618.6	9806	5618.6	4187	0	43%	4187
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab	2091	12038	2091	9947	0	83%	9947
NAS Patuxent River	6000	300000	6000	294000	0	98%	294000
Nat Naval Med Center Bethesda	2227	4112	2227	1885	0	46%	1885
Naval Support Act Mechanicsburg	210.78	225.78	210.78	15	0	7%	15
MCB Quantico	3308	3000	3308	(308)	0	-10%	(308)
CO HQBN HQMC Henderson Hall	1575	2500	1575	925	0	37%	925
Marine Corps Barracks Washington D.C.	1499	1499	1499	0	0	0%	0
DC Totals	**69920.34**	**414820.78**	**69920.34**	**344900**	**0**	**83%**	**344900**
Dobbins-NAS Atlanta							
Dobbins ARB	600	1000	600	400	0	40%	400
NAS Atlanta	187	1500	187	1313	0	88%	1313
DNAS Total	**787**	**2500**	**787**	**1713**	**0**	**69%**	**1713**
Guam							
Anderson AFB	0	0	0	0	0	0%	0
COMNAVMARIANAS	0	0	0	0	0	0%	0
G Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Natural Gas Thousand Cubic Feet (MCF)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							

Ft. Eustis	3356	9145	3356	5789	0	63%	5789
-Ft. Story							
Ft. Monroe	490	500	490	10	0	2%	10
Langley AFB	3322	7392	3322	4070	0	55%	4070
NAVSHIPYD Norfolk	44	66	44	22	0	33%	22
NAVSTA Norfolk	2117	3175	2117	1058	0	33%	1058
NAS Oceana	3891	7417	3891	3526	0	48%	3526
NAVPHIBASE Little Creek	16	240	16	224	0	93%	224
WPNSTA Yorktown	616	1164	616	548	0	47%	548
Lafayette Annex	960	1230	960	270	0	22%	270
NAVMEDCEN Portsmouth	886	1000	886	114	0	11%	114
HR Totals	**15698**	**31329**	**15698**	**15631**	**0**	**50%**	**15631**
Lewis-McChord GC							
Ft. Lewis***	5513	5513	5513	0	0	0%	0
McChord AFB	1503	2097	1503	594	0	28%	594
LM Totals	**7016**	**7610**	**7016**	**594**	**0**	**8%**	**594**
McGuire-Dix-Lakehurst GC							
Ft. Dix***	9800	9800	9800	0	0	0%	0
Ft. Monmouth	2616	7824	2616	5208	0	67%	5208
McGuire AFB	3742	4000	3742	258	0	6%	258
NAVAIRENGSTA Lakehurst	1140	24096	1140	22956	0	95%	22956
WPNSTA Earle Colt	3600	6100	3600	2500	0	41%	2500
MDL Totals	**20898**	**51820**	**20898**	**30922**	**0**	**60%**	**30922**
Mississippi Gulf Coast GC							
Keesler AFB	2690	20000	2690	17310	0	87%	17310
CBC Gulfport	504	2400	504	1896	0	79%	1896
NAVSTA Pascagoula	399	4000	399	3601	0	90%	3601
MGC Totals	**3593**	**26400**	**3593**	22807	**0**	**86%**	**22807**
Oahu GC							
Schofield Barracks	0	0	0	0	0	0%	0

Ft. Shafter	5.22	8500	5.22	8495	0	100%	8495
Tripler AMC	0	0	0	0	0	0%	0
Hickam AFB	0	0	0	0	0	0%	0
NAVSTA Pearl Harbor	0	0	0	0	0	0%	0
NAVMAG Pearl Harbor	0	0	0	0	0	0%	0
MCB Hawaii Kaneohe	0	0	0	0	0	0%	0
O Totals	**5.22**	**8500**	**5.22**	**8495**	**0**	**100%**	**8495**
Richardson-Elmendorf GC							
Ft. Richardson	5298	240000	5298	234702	0	98%	234702
Elmendorf AFB	12164	30000	12164	17836	0	59%	17836
RE Totals	**17462**	**270000**	**17462**	**252538**	**0**	**94%**	**252538**
San Antonio GC							
Ft. Sam Houston	3000	99000	3000	96000	0	97%	96000
Lackland AFB	4129	1500	4129	(2629)	0	-175%	(2629)
Randolph AFB	1366	4000	1366	2634	0	66%	2634
Brooks-City Base	1410	2640	1410	1230	0	47%	1230
SA Totals	**9905**	**107140**	**9905**	**97235**	**0**	**91%**	**97235**
Note: All zeros indicated no natural gass system							
**Max Capacity reported as zero assumed = to consumption							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Potable Water Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	7	16	7	9	0	56%	9
Pope AFB	1.4	13	1.4	12	0	89%	12
BP Totals	**8.4**	**29**	**8.4**	**21**	**0**	**71%**	**21**
Charleston GC							
Charleston AFB	1.1	27.1	1.1	26	0	96%	26
NAVWPNSTA Charleston	1.8	118	1.8	116	0	98%	116
C Totals	**2.9**	**145.1**	**2.9**	**142**	**0**	**98%**	**142**
Colorado Springs GC							
Ft. Carson	2.6	5	2.6	2	0	48%	2
Peterson AFB	4.2	34.6	4.2	30	0	88%	30
Schriever AFB	0.6	4.5	0.6	4	0	87%	4
Cheyenne Mountain AFS	0.1	182.4	0.1	182	0	100%	182
USAF Academy	3.9	6	3.9	2	0	35%	2
CS Totals	**11.4**	**232.5**	**11.4**	**221**	**0**	**95%**	**221**
DC Area GC							
Ft. Myer	1	3.5	1	3	0	71%	3
Ft. McNair	0.26	0.31	0.26	0	0	16%	0
Ft. Belvoir	2.6	14	2.6	11	0	81%	11
Ft. A.P. Hill	0.6	4.1	0.6	4	0	85%	4
Ft. Meade	3.4	8.3	3.4	5	0	59%	5
Ft. Detrick	1.7	4.3	1.7	3	0	60%	3
Aberdeen Proving Ground	3.3	10	3.3	7	0	67%	7
Adelphi Laboratory Center****	0.2	0.2	0.2	0	0	0%	0
Carlisle Barracks	0.5	0.9	0.5	0	0	44%	0
Letterkenny Army Depot	0.3	1.1	0.3	1	0	73%	1
Walter Reed Medical Center****	0.2	0.2	0.2	0	0	0%	0
Andrews AFB	2.4	341.1	2.4	339	0	99%	339

Bolling AFB	0.9	34	0.9	33	0	97%	33
Dover AFB	1.5	6	1.5	5	0	75%	5
COMNAVDIST Washington D. C.							
-Washington Navy Yard	2.7	34	2.7	31	0	92%	31
-NAVSURFWARCEN Dahlgren	0.5	1.2	0.5	1	0	58%	1
-NAVSURFWARCEN Indian Head	1.1	1.7	1.1	1	0	35%	1
-NAVSURFWARCEN Carderock	0.1	3	0.1	3	0	97%	3
-Anacostia Annex	3	59.6	3	57	0	95%	57
-Naval Air Facility Washington ***	0	0	0	0	0	0%	0
-NAVSTA Anapolis	0.9	2.5	0.9	2	0	64%	2
-Naval Research Lab	1	6.9	1	6	0	86%	6
NAS Patuxent River	1.1	4.6	1.1	4	0	76%	4
Nat Naval Med Center Bethesda	1	370	1	369	0	100%	369
Naval Support Act Mechanicsburg	1.5	25	1.5	24	0	94%	24
MCB Quantico	1.7	4.1	1.7	2	0	59%	2
CO HQBN HQMC Henderson Hall	0.1	2.2	0.1	2	0	95%	2
Marine Corps Barracks Washington D.C.* *	0	0	0	0	0	0%	0
DC Totals	**33.56**	**942.81**	**33.56**	**909**	**0**	**96%**	**909**
Dobbins-NAS Atlanta							
Dobbins ARB	0.1	3	0.1	3	0	97%	3
NAS Atlanta	67.9	125	67.9	57	0	46%	57
DNAS Total	**68**	**128**	**68**	**60**	**0**	**47%**	**60**
Guam							
Anderson AFB	2.6	5	2.6	2	0	48%	2
COMNAVMARIANAS	13.4	16.6	13.4	3	0	19%	3
G Totals	**16**	**21.6**	**16**	**6**	**0**	**26%**	**6**
Potable Water Million Gallons per Day (MGD)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							
Ft. Eustis	1.5	3.7	1.5	2	0	59%	2

-Ft. Story	0.2	7.6	0.2	7	0	97%	7
Ft. Monroe	0.4	6.1	0.4	6	0	93%	6
Langley AFB	1.9	9.5	1.9	8	0	80%	8
NAVSHIPYD Norfolk	2.3	33	2.3	31	0	93%	31
NAVSTA Norfolk	4.1	136	4.1	132	0	97%	132
NAS Oceana	1.3	10.5	1.3	9	0	88%	9
NAVPHIBASE Little Creek	2	136	2	134	0	99%	134
WPNSTA Yorktown	1.2	64	1.2	63	0	98%	63
Lafayette Annex	0.9	0.14	0.9	(1)	0	-543%	(1)
NAVMEDCEN Portsmouth	0.7	0.7	0.7	0	0	0%	0
HR Totals	**16.5**	**407.24**	**16.5**	**391**	**0**	**96%**	**391**
Lewis-McChord GC							
Ft. Lewis	10.8	17.9	10.8	7	0	40%	7
McChord AFB	3.4	8.5	3.4	5	0	60%	5
LM Totals	**14.2**	**26.4**	**14.2**	**12**	**0**	**46%**	**12**
McGuire-Dix-Lakehurst GC							
Ft. Dix	1.8	5	1.8	3	0	64%	3
Ft. Monmouth	0.6	115	0.6	114	0	0%	114
McGuire AFB	1.9	3.7	1.9	2	0	49%	2
NAVAIRENGSTA Lakehurst	0.4	1.8	0.4	1	0	78%	1
WPNSTA Earle Colt	0.4	3.5	0.4	3	0	89%	3
MDL Totals	**5.1**	**129**	**5.1**	**124**	**0**	**692%**	**124**
Mississippi Gulf Coast GC							
Keesler AFB	4.1	5.7	4.1	2	0	28%	2
CBC Gulfport	0.3	3.2	0.3	3	0	91%	3
NAVSTA Pascagoula	0.1	0.7	0.1	1	0	86%	1
MGC Totals	**4.5**	**9.6**	**4.5**	**5**	**0**	**53%**	**5**
Oahu GC							
Schofield Barracks	7.9	11.5	7.9	4	0	31%	4
Ft. Shafter	3.6	8	3.6	4	0	55%	4

Tripler AMC	0.5	3.7	0.5	3	0	86%	3
Hickam AFB*	9.5	0	9.5	(10)	0	0%	(10)
NAVSTA Pearl Harbor	31	51.8	31	21	0	40%	21
NAVMAG Pearl Harbor	0.46	0.56	0.46	0	0	18%	0
MCB Hawaii Kaneohe	3.1	33.1	3.1	30	0	91%	30
O Totals	**56.06**	**108.66**	**56.06**	**53**	**0**	**48%**	**53**
Richardson-Elmendorf GC							
Ft. Richardson	5.9	7	5.9	1	0	16%	1
Elmendorf AFB	2.7	2.7	2.7	0	0	0%	0
RE Totals	**8.6**	**9.7**	**8.6**	**1**	**0**	**11%**	**1**
San Antonio GC							
Ft. Sam Houston	4.1	15.6	4.1	12	0	74%	12
Lackland AFB	4.6	3.8	4.6	(1)	0	-21%	(1)
Randolph AFB	1.7	7.1	1.7	5	0	76%	5
Brooks-City Base	0.8	5	0.8	4	0	84%	4
SA Totals	**11.2**	**31.5**	**11.2**	**20**	**0**	**64%**	**20**
* Receives Water from Pearl Harbor							
** Receives from Washington Navy Yd(unmetered)							
*** Included in Andrews AFB							
****Max Capacity reported as zero assumed =to consumption							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Non-potable Water Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	0	0	0	0	0	0%	0
Pope AFB	0	0	0	0	0	0%	0
BP Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Charleston GC							
Charleston AFB	0.2	0.65	0.2	0	0	69%	0
NAVWPNSTA Charleston	0.02	527	0.02	527	0	100%	527
C Totals	**0.22**	**527.65**	**0.22**	**527**	**0**	**100%**	**527**
Colorado Springs GC							
Ft. Carson	0.67	1	0.67	0	0	33%	0
Peterson AFB	0	0	0	0	0	0%	0
Schriever AFB	0	0.001	0	0	0	100%	0
Cheyenne Mountain AFS	0	0	0	0	0	0%	0
USAF Academy	2.67	5.01	2.67	2	0	47%	2
CS Totals	**3.34**	**6.011**	**3.34**	**3**	**0**	**44%**	**3**
DC Area GC							
Ft. Myer	0	0	0	0	0	0%	0
Ft. McNair	0	0	0	0	0	0%	0
Ft. Belvoir	0.15	0.69	0.15	1	0	78%	1
Ft. A.P. Hill	0	0	0	0	0	0%	0
Ft. Meade	0.27	0.78	0.27	1	0	65%	1
Ft. Detrick	0	0	0	0	0	0%	0
Aberdeen Proving Ground	0	0	0	0	0	0%	0
Adelphi Laboratory Center	0	0	0	0	0	0%	0
Carlisle Barracks	0.2	1.3	0.2	1	0	85%	1
Letterkenny Army Depot	0	0	0	0	0	0%	0
Walter Reed Medical Center	0	0	0	0	0	0%	0
Andrews AFB	0.5	3.74	0.5	3	0	87%	3

Bolling AFB	0	0	0	0	0	0%	0
Dover AFB	0	0	0	0	0	0%	0
COMNAVDIST Washington D. C.	4.17	16.3	4.17	12	0	74%	12
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab							
NAS Patuxent River	0	0	0	0	0	0%	0
Nat Naval Med Center Bethesda	0	0	0	0	0	0%	0
Naval Support Act Mechanicsburg	0	22	0	22	0	100%	22
MCB Quantico	0	0	0	0	0	0%	0
CO HQBN HQMC Henderson Hall	0	0	0	0	0	0%	0
Marine Corps Barracks Washington D.C.	0	0	0	0	0	0%	0
DC Totals	**5.29**	**44.81**	**5.29**	**40**	**0**	**88%**	**40**
Dobbins-NAS Atlanta							
Dobbins ARB	0	0	0	0	0	0%	0
NAS Atlanta	0	0	0	0	0	0%	0
DNAS Total	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Guam							
Anderson AFB	0.03	0.29	0.03	0	0	0%	0
COMNAVMARIANAS	0	0	0	0	0	0%	0
G Totals	**0.03**	**0.29**	**0.03**	**0**	**0**	**90%**	**0**
Non-potable Water Million Gallons per Day (MGD)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							
Ft. Eustis	1	3	1	2	0	67%	2

-Ft. Story							
Ft. Monroe	0	0	0	0	0	0%	0
Langley AFB	0	0	0	0	0	0%	0
NAVSHIPYD Norfolk	18.7	31	18.7	12	0	0%	12
NAVSTA Norfolk	0.3	0	0.3	(0)	0	0%	(0)
NAS Oceana	0.38	10	0.38	10	0	96%	10
NAVPHIBASE Little Creek	0.22	0.35	0.22	0	0	37%	0
WPNSTA Yorktown	0	1.4	0	1	0	100%	1
Lafayette Annex	0	0	0	0	0	0%	0
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	**20.6**	**45.75**	**20.6**	**25**	**0**	**55%**	**25**
Lewis-McChord GC							
Ft. Lewis	3.5	4	3.5	1	0	13%	1
McChord AFB	0.25	1.3	0.25	1	0	81%	1
LM Totals	**3.75**	**5.3**	**3.75**	**2**	**0**	**29%**	**2**
McGuire-Dix-Lakehurst GC							
Ft. Dix	0.01	0	0.01	(0)	0	0%	(0)
Ft. Monmouth	0.16	0.09	0.16	(0)	0	-78%	(0)
McGuire AFB	0	0	0	0	0	0%	0
NAVAIRENGSTA Lakehurst	0.19	2	0.19	2	0	91%	2
WPNSTA Earle Colt	0	0	0	0	0	0%	0
MDL Totals	**0.36**	**2.09**	**0.36**	**2**	**0**	**83%**	**2**
Mississippi Gulf Coast GC							
Keesler AFB	0	0	0	0	0	0%	0
CBC Gulfport	0	0	0	0	0	0%	0
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Oahu GC							
Schofield Barracks	0	0	0	0	0	0%	0
Ft. Shafter	0	0	0	0	0	0%	0

Tripler AMC	0	0	0	0	0	0%	0
Hickam AFB	0	0	0	0	0	0%	0
NAVSTA Pearl Harbor	0.1	0.2	0.1	0	0	0%	0
NAVMAG Pearl Harbor	0	0	0	0	0	0%	0
MCB Hawaii Kaneohe	0.5	0.7	0.5	0	0	29%	0
O Totals	**0.6**	**0.9**	**0.6**	**0**	**0**	**33%**	**0**
Richardson-Elmendorf GC							
Ft. Richardson	0.76	2.02	0.76	1	0	0%	1
Elmendorf AFB	0.03	2.66	0.03	3	0	99%	3
RE Totals	**0.79**	**4.68**	**0.79**	**4**	**0**	**83%**	**4**
San Antonio GC							
Ft. Sam Houston	1	2.5	1	2	0	60%	2
Lackland AFB	0	1.2	0	1	0	100%	1
Randolph AFB	0.53	0.6	0.53	0	0	12%	0
Brooks-City Base	0.08	5	0.08	5	0	98%	5
SA Totals	**1.61**	**9.3**	**1.61**	**8**	**0**	**83%**	**8**
Note: All zeros indicate no non-potable system							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Industrial Waste Water Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	0	0	0	0	0	0%	0
Pope AFB	0	0	0	0	0	0%	0
BP Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Charleston GC							
Charleston AFB	0.15	7.45	0.15	7	0	98%	7
NAVWPNSTA Charleston	0	0	0	0	0	0%	0
C Totals	**0.15**	**7.45**	**0.15**	**7**	**0**	**98%**	**7**
Colorado Springs GC							
Ft. Carson	0.08	0.46	0.08	**0**	0	83%	0
Peterson AFB	0	0	0	0	0	0%	0
Schriever AFB	0	0	0	0	0	0%	0
Cheyenne Mountain AFS	0	0	0	0	0	0%	0
USAF Academy	0	0	0	0	0	0%	0
CS Totals	**0.08**	**0.46**	**0.08**	**0**	**0**	**83%**	**0**
DC Area GC							
Ft. Myer	0	0	0	0	0	0%	0
Ft. McNair	0	0	0	0	0	0%	0
Ft. Belvoir	0	0	0	0	0	0%	0
Ft. A.P. Hill	0	0	0	0	0	0%	0
Ft. Meade	0	0	0	0	0	0%	0
Ft. Detrick	0	0	0	0	0	0%	0
Aberdeen Proving Ground	1.19	3	1.19	2	0	60%	2
Adelphi Laboratory Center	0	0	0	0	0	0%	0
Carlisle Barracks	0	0	0	0	0	0%	0
Letterkenny Army Depot	0.07	0.22	0.07	0	0	68%	0
Walter Reed Medical Center	0	0	0	0	0	0%	0

Andrews AFB	0	0	0	0	0	0%	0
Bolling AFB	0	0	0	0	0	0%	0
Dover AFB	0	0	0	0	0	0%	0
COMNAVDIST Washington D. C.	0.2	1	0.2	1	0	80%	1
-Washington Navy Yard	0	0	0	0	0	0%	0
-NAVSURFWARCEN Dahlgren	0	0	0	0	0	0%	0
-NAVSURFWARCEN Indian Head	0	0	0	0	0	0%	0
-NAVSURFWARCEN Carderock	0	0	0	0	0	0%	0
-Anacostia Annex	0	0	0	0	0	0%	0
-Naval Air Facility Washington	0	0	0	0	0	0%	0
-NAVSTA Anapolis	0	0	0	0	0	0%	0
-Naval Research Lab	0	0	0	0	0	0%	0
NAS Patuxent River	0	0	0	0	0	0%	0
Nat Naval Med Center Bethesda	0	0	0	0	0	0%	0
Naval Support Act Mechanicsburg	0	0	0	0	0	0%	0
MCB Quantico	0	0	0	0	0	0%	0
CO HQBN HQMC Henderson Hall	0	0	0	0	0	0%	0
Marine Corps Barracks Washington D.C.	0	0	0	0	0	0%	0
DC Totals	**1.46**	**4.22**	**1.46**	**3**	**0**	**65%**	**3**
Dobbins-NAS Atlanta							
Dobbins ARB	0	0	0	0	0	0%	0
NAS Atlanta	0	0	0	0	0	0%	0
DNAS Total	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Guam							
Anderson AFB	0	0	0	0	0	0%	0
COMNAVMARIANAS	0	0	0	0	0	0%	0
G Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Industrial Waste Water Million Gallons per Day (MGD)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							

Ft. Eustis	0.07	3.9	0.07	4	0	98%	4
-Ft. Story	0.01	2.2	0.01	2	0	100%	2
Ft. Monroe	0	0	0	0	0	0%	0
Langley AFB	0	0	0	0	0	0%	0
NAVSHIPYD Norfolk	0.19	0.78	0.19	1	0	76%	1
NAVSTA Norfolk	0.34	0.75	0.34	0	0	0%	0
NAS Oceana	0	0	0	0	0	0%	0
NAVPHIBASE Little Creek	0	0	0	0	0	0%	0
WPNSTA Yorktown	0	0	0	0	0	0%	0
Lafayette Annex	0	0	0	0	0	0%	0
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	**0.61**	**7.63**	**0.61**	**7**	**0**	**92%**	**7**
Lewis-McChord GC							
Ft. Lewis	0	0	0	0	0	0%	0
McChord AFB	0	0	0	0	0	0%	0
LM Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
McGuire-Dix-Lakehurst GC							
Ft. Dix	0	0	0	0	0	0%	0
Ft. Monmouth	0	0	0	0	0	0%	0
McGuire AFB	0	0	0	0	0	0%	0
NAVAIRENGSTA Lakehurst	0.04	0.43	0.04	0	0	91%	0
MDL Totals	**0.04**	**0.43**	**0.04**	**0**	**0**	**0%**	**0**
Mississippi Gulf Coast GC							
Keesler AFB	0	0	0	0	0	0%	0
CBC Gulfport	0	0	0	0	0	0%	0
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Oahu GC							
Schofield Barracks	0	0	0	0	0	0%	0
Ft. Shafter	0	0	0	0	0	0%	0

Tripler AMC	0	0	0	0	0	0%	0
Hickam AFB	0	0	0	0	0	0%	0
NAVSTA Pearl Harbor	0.03	0.38	0.03	0	0	92%	0
NAVMAG Pearl Harbor	0	0	0	0	0	0%	0
MCB Hawaii Kaneohe	1.45	3	1.45	2	0	52%	2
O Totals	1.48	3.38	1.48	**2**	0	56%	2
Richardson-Elmendorf GC							
Ft. Richardson	0	0	0	0	0	0%	0
Elmendorf AFB	0	0	0	0	0	0%	0
RE Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
San Antonio GC							
Ft. Sam Houston	0	0	0	0	0	0%	0
Lackland AFB	0	0	0	0	0	0%	0
Randolph AFB	0	0	0	0	0	0%	0
Brooks-City Base	0	0	0	0	0	0%	0
SA Totals	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Note: All zeros indicate no industrial waste water system							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Sanitary Sewage Treatment Million Gallons per Day (MGD)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	6.3	10	6.3	4	0	37%	4
Pope AFB	0.62	8	0.62	7	0	92%	7
BP Totals	**6.92**	**18**	**6.92**	**11**	**0**	**62%**	**11**
Charleston GC							
Charleston AFB	1.2	7.5	1.2	6	0	84%	6
NAVWPNSTA Charleston	1.3	72	1.3	71	0	98%	71
C Totals	**2.5**	**79.5**	**2.5**	**77**	**0**	**97%**	**77**
Colorado Springs GC							
Ft. Carson	1.43	4.2	1.43	3	0	66%	3
Peterson AFB	0.55	4.7	0.55	4	0	88%	4
Schriever AFB	0.1	2	0.1	2	0	95%	2
Cheyenne Mountain AFS#	0.1	0	0.1	(0)	0	0%	(0)
USAF Academy	1	2.2	1	1	0	55%	1
CS Totals	**3.18**	**13.1**	**3.18**	**10**	**0**	**76%**	**10**
DC Area GC							
Ft. Myer	0.62	15.7	0.62	15	0	96%	15
Ft. McNair	0.27	0.31	0.27	0	0	13%	0
Ft. Belvoir	1.9	12	1.9	10	0	84%	10
Ft. A.P. Hill	0.16	0.6	0.16	0	0	73%	0
Ft. Meade	2.8	4.5	2.8	2	0	38%	2
Ft. Detrick	1.33	2	1.33	1	0	34%	1
Aberdeen Proving Ground	2.3	7.2	2.3	5	0	68%	5
Adelphi Laboratory Center	0.1	0.49	0.1	0	0	80%	0
Carlisle Barracks	3	6	3	3	0	50%	3
Letterkenny Army Depot	0.17	0.5	0.17	0	0	66%	0
Walter Reed Medical Center***	0.23	0.23	0.23	0	0	0%	0

Andrews AFB	2.1	60	2.1	58	0	97%	58
Bolling AFB***	0.34	0.34	0.34	0	0	0%	0
Dover AFB	0.97	14.9	0.97	14	0	93%	14
COMNAVDIST Washington D. C.							
-Washington Navy Yard	1.89	4	1.89	0	0	53%	2
-NAVSURFWARCEN Dahlgren	0.05	1.4	0.05	1	0	96%	1
-NAVSURFWARCEN Indian Head	0.05	0.5	0.05	0	0	90%	0
-NAVSURFWARCEN Carderock	0.04	2.3	0.04	2	0	98%	2
-Anacostia Annex	2.21	4.9	2.21	3	0	55%	3
-Naval Air Facility Washington##	0	0	0	0	0	0%	0
-NAVSTA Anapolis	1.01	1	1.01	(0)	0	-1%	(0)
-Naval Research Lab	0.03	0.06	0.03	0.06	0	0%	0
NAS Patuxent River	0.95	6	0.95	5	0	84%	5
Nat Naval Med Center Bethesda	0.84	0.84	0.84	0	0	0%	0
Naval Support Act Mechanicsburg	0.14	4	0.14	4	0	97%	4
MCB Quantico	2.11	3.6	2.11	1	0	41%	1
CO HQBN HQMC Henderson Hall	0.05	2.2	0.05	2	0	98%	2
Marine Corps Barracks Washington D.C.*	0	0	0	0	0	0%	0
DC Totals	**25.66**	**155.57**	**25.66**	**130**	**0**	**84%**	**130**
Dobbins-NAS Atlanta							
Dobbins ARB	0.08	0.9	0.08	1	0	91%	1
NAS Atlanta	48.6	216	48.6	167	0	78%	167
DNAS Total	**48.68**	**216.9**	**48.68**	**168**	**0**	**78%**	**168**
Guam							
Anderson AFB	0.92	1	0.92	0	0	0%	0
COMNAVMARIANAS	3.8	4.3	3.8	1	0	12%	1
G Totals	**4.72**	**5.3**	**4.72**	**1**	**0**	**11%**	**1**
Sanitary Sewage Treatment Million Gallons per Day (MGD)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							

Ft. Eustis	1.28	3.9	1.28	3	0	67%	3
-Ft. Story	0.18	2.2	0.18	2	0	92%	2
Ft. Monroe	0.42	5.4	0.42	5	0	92%	5
Langley AFB	1.43	6.5	1.43	5	0	78%	5
NAVSHIPYD Norfolk	0.96	5.8	0.96	5	0	0%	5
NAVSTA Norfolk**	2.77	0	2.77	(3)	0	0%	(3)
NAS Oceana	1.09	0.006	1.09	(1)	0	-18067%	(1)
NAVPHIBASE Little Creek***	1.33	1.33	1.33	0	0	0%	0
WPNSTA Yorktown	0.05	15	0.05	15	0	100%	15
Lafayette Annex***	0.33	0.33	0.33	0	0	0%	0
NAVMEDCEN Portsmouth***	0.73	0.73	0.73	0	0	0%	0
HR Totals	**10.57**	**41.196**	**10.57**	**31**	**0**	**74%**	**31**
Lewis-McChord GC							
Ft. Lewis	3.43	7.45	3.43	4	0	54%	4
McChord AFB***	0.8	0.8	0.8	0	0	0%	0
LM Totals	**4.23**	**8.25**	**4.23**	**4**	**0**	**49%**	**4**
McGuire-Dix-Lakehurst GC							
Ft. Dix	3.32	12.7	3.32	9	0	74%	9
Ft. Monmouth	0.73	2.8	0.73	2	0	74%	2
McGuire AFB	1.6	4	1.6	2	0	60%	2
NAVAIRENGSTA Lakehurst	0.08	0.325	0.08	0	0	70%	14
WPNSTA Earle Colt	0.27	0.37	0.27	0	0	0%	0
MDL Totals	**6**	**20.195**	**6**	**14**	**0**	**70%**	**14**
Mississippi Gulf Coast GC							
Keesler AFB***	2.87	2.87	2.87	0	0	0%	0
CBC Gulfport	0.23	40	0.23	40	0	99%	40
NAVSTA Pascagoula	0.08	0.93	0.08	1	0	91%	1
MGC Totals	**3.18**	**43.8**	**3.18**	**41**	**0**	**93%**	**41**
Oahu GC							
Schofield Barracks	2.37	4.2	2.37	2	0	44%	2

Ft. Shafter	1.65	1.4	1.65	(0)	0	-18%	(0)
Tripler AMC	0.4	1.18	0.4	1	0	0%	1
Hickam AFB####	2.53	0	2.53	(3)	0	0%	(3)
NAVSTA Pearl Harbor	6.6	13	6.6	6	0	49%	6
NAVMAG Pearl Harbor#*	0	0	0	0	0	0	0
MCB Hawaii Kaneohe	1.45	3	1.45	2	0	52%	2
O Totals	**15**	**22.78**	**15**	**8**	**0**	**34%**	**8**
Richardson-Elmendorf GC							
Ft. Richardson	1.35	46	1.35	45	0	97%	45
Elmendorf AFB***	2.37	2.37	2.37	0	0	0%	0
RE Totals	**3.72**	**48.37**	**3.72**	**45**	**0**	**92%**	**45**
San Antonio GC							
Ft. Sam Houston	2.82	210.76	2.62	208	0	99%	208
Lackland AFB	2.75	3.74	2.75	1	0	26%	1
Randolph AFB	0.76	6.2	0.76	5	0	88%	5
Brooks-City Base****	0	0	0	0	0	0%	0
SA Totals	**6.33**	**220.7**	**6.13**	**215**	**0**	**97%**	**215**
#Included in Ft. Carson							
##Included in Andrews AFB							
####Max capacity included in Pearl Harbor							
**Max Capacity included in NAVSHPYD							
***Max Capacity reported as zero assumed = to outflow							
**** City owned and operated no report							
#*Included in Pearl Harbor							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Dining Facilities (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	8565	12640	7229	5411	0	43%	5411
Pope AFB	500	500	290	210	0	42%	210
BP Totals	**9065**	**13140**	**7519**	**5621**	**0**	**43%**	**5621**
Charleston GC							
Charleston AFB	238	238	753	(515)	0	-216%	(515)
NAVWPNSTA Charleston	810	810	2462	(1652)	0	-204%	(1652)
C Totals	**1048**	**1048**	**3215**	**(2167)**	**0**	**-207%**	**(2167)**
Colorado Springs GC							
Ft. Carson	3400	4850	2347	2503	0	52%	2503
Peterson AFB	292	292	320	(28)	0	-10%	(28)
Schriever AFB	328	328	1136	(808)	0	-246%	(808)
Cheyenne Mountain AFS	96	96	380	(284)	0	-296%	(284)
USAF Academy	237	237	50	187	0	79%	187
CS Totals	**4353**	**5803**	**4233**	**1570**	**0**	**27%**	**1570**
DC Area GC							
Ft. Myer	519	519	650	(131)	0	-25%	(131)
Ft. McNair	321	321	400	(79)	0	-25%	(79)
Ft. Belvoir	804	804	414	390	0	49%	390
Ft. A.P. Hill	1135	1135	441	694	0	61%	694
Ft. Meade	300	300	391	(91)	0	-30%	(91)
Ft. Detrick	100	100	71	29	0	29%	29
Aberdeen Proving Ground	2500	2500	1855	645	0	26%	645
Adelphi Laboratory Center	360	360	260	100	0	28%	100
Carlisle Barracks	0	0	0	0	0	0%	0
Letterkenny Army Depot	0	0	0	0	0	0%	0
Walter Reed Medical Center	0	0	0	0	0	0%	0

Andrews AFB	496	496	252	244	0	49%	244
Bolling AFB	345	345	306	39	0	11%	39
Dover AFB	276	276	270	6	0	2%	6
COMNAVDIST Washington D.C.							
-Washington Navy Yard*	0	0	0	0	0	0%	0
-NAVSURFWARCEN Dahlgren	220	220	238	(18)	0	-8%	(18)
-NAVSURFWARCEN Indian Head	139	139	78	61	0	44%	61
-NAVSURFWARCEN Carderock	0	0	0	0	0	0%	0
-Anacostia Annex	385	385	525	(140)	0	-36%	(140)
-Naval Air Facility Washington	0	0	0	0	0	0%	0
-NAVSTA Annapolis	123	123	142	(19)	0	-15%	(19)
-US Naval Academy	4578	4578	2551	2027	0	44%	2027
-Naval Research Lab	0	0	0	0	0	0%	0
NAS Patuxent River	284	284	375	(91)	0	-32%	(91)
Nat Naval Med Center Bethesda	483	483	936	(453)	0	-94%	(453)
Naval Support Act Mechanicsburg	0	0	0	0	0	0%	0
MCB Quantico	1529	1529	1367	162	0	11%	162
CO HQBN HQMC Henderson Hall	113	113	62	51	0	45%	51
Marine Corps Barracks Washington D.C.	212	212	146	66	0	31%	66
DC Totals	**15222**	**15222**	**11730**	**3492**	**0**	**23%**	**3492**
Dobbins-NAS Atlanta							
Dobbins ARB	180	180	391	(211)	0	-117%	(211)
NAS Atlanta	210	210	3525	(3315)	0	-1579%	(3315)
DNAS Total	**390**	**390**	**3916**	**(3526)**	**0**	**-904%**	**(3526)**
Guam							
Anderson AFB	275	275	162	113	0	41%	113
COMNAVMARIANAS	549	2355	563	1792	0	76%	1792
G Totals	**824**	**2630**	**725**	**1905**	**0**	**72%**	**1905**
Dining Facilities (Patrons)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	

Hampton Roads GC							
Ft. Eustis	3250	3900	1953	1947	0	50%	1947
-Ft. Story							
Ft. Monroe	0	0	0	0	0	0%	0
Langley AFB	450	450	790	(340)	0	-76%	(340)
NAVSTA Norfolk	493	493	650	(157)	0	-32%	(157)
NAS Oceana	935	935	695	240	0	26%	240
NAVSHIPYD Norfolk	470	470	204	266	0	57%	266
NAVPHIBASE Little Creek	410	410	448	(38)	0	-9%	(38)
WPNSTA Yorktown	269	269	601	(332)	0	-123%	(332)
Lafayette Annex	330	330	375	(45)	0	-14%	(45)
NAVMEDCEN Portsmouth	472	472	489	(17)	0	-4%	(17)
HR Totals	**7079**	**7729**	**6205**	**1524**	**0**	**20%**	**1524**
Lewis-McChord GC							
Ft. Lewis	7760	12940	5915	7025	0	54%	7025
McChord AFB	298	298	468	(170)	0	-57%	(170)
LM Totals	**8058**	**13238**	**6383**	**6855**	**0**	**52%**	**6855**
McGuire-Dix-Lakehurst GC							
Ft. Dix	4550	7200	2664	4536	0	63%	4536
Ft. Monmouth	440	440	216	224	0	51%	224
McGuire AFB	335	335	200	135	0	40%	135
NAVAIRENGSTA Lakehurst	634	634	219	415	0	65%	415
WPNSTA Earle Colt	0	0	0	0	0	0%	0
MDL Totals	**5959**	**8609**	**3299**	**5310**	**0**	62%	5310
Mississippi Gulf Coast GC							
Keesler AFB	1476	1476	2658	(1182)	0	-80%	(1182)
CBC Gulfport	458	458	510	(52)	0	-11%	(52)
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	**1934**	**1934**	**3168**	**(1234)**	**0**	**-64%**	**(1234)**
Oahu GC							

Schofield Barracks	3359	3359	1984	1375	0	41%	1375
Ft. Shafter	200	200	83	117	0	59%	117
Tripler AMC	356	356	1600	(1244)	0	-349%	(1244)
Hickam AFB	280	280	300	(20)	0	-7%	(20)
NAVSTA Pearl Harbor	652	652	667	(15)	0	-2%	(15)
MCB Hawaii Kaneohe	886	886	748	138	0	16%	138
O Totals	**5733**	**5733**	**5382**	**351**	**0**	**6%**	**351**
Richardson-Elmendorf GC							
Ft. Richardson	702	1352	194	1158	0	86%	1158
Elmendorf AFB	559	559	1505	(946)	0	-169%	(946)
RE Totals	1261	1911	1699	**212**	0	11%	212
San Antonio GC							
Ft. Sam Houston	3100	3100	2048	1052	0	34%	1052
Lackland AFB	353	353	639	(286)	0	-81%	(286)
Randolph AFB	189	189	375	(186)	0	-98%	(186)
Brooks-City Base	0	0	0	0	0	0%	0
SA Totals	**3642**	**3642**	**3062**	**580**	**0**	**16%**	**580**
Note: All zeros indicate no dining facility operations							
*Included in Anacostia							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Lodging (Rooms)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	1134	1219	1609	(390)	0	-32%	(390)
Pope AFB	173	188	321	(133)	0	-71%	(133)
BP Totals	**1307**	**1407**	**1930**	**(523)**	**0**	**-37%**	**(523)**
Charleston GC							
Charleston AFB	136	206	410	(204)	0	-99%	(204)
NAVWPNSTA Charleston	2	2	2	0	0	0%	0
C Totals	**138**	**208**	**412**	**(204)**	**0**	**-98%**	**(204)**
Colorado Springs GC							
Ft. Carson	301	342	438	(96)	0	-28%	(96)
Peterson AFB	194	228	386	(158)	0	-69%	(158)
Schriever AFB	0	0	0	0	0	0%	0
Cheyenne Mountain AFS	0	0	0	0	0	0%	0
USAF Academy	75	113	80	33	0	29%	33
CS Totals	**570**	**683**	**904**	**(221)**	**0**	**-32%**	**(221)**
DC Area GC							
Ft. Myer	23	30	58	(28)	0	-93%	(28)
Ft. McNair	0	0	0	0	0	0%	0
Ft. Belvoir	408	530	446	84	0	16%	84
Ft. A.P. Hill	201	268	224	44	0	16%	44
Ft. Meade	198	251	381	(130)	0	-52%	(130)
Ft. Detrick	15	24	29	(5)	0	-21%	(5)
Aberdeen Proving Ground	424	466	530	(64)	0	-14%	(64)
Adelphi Laboratory Center	0	0	0	0	0	0%	0
Carlisle Barracks	73	122	99	23	0	19%	23
Letterkenny Army Depot	0	0	0	0	0	0%	0
Walter Reed Medical Center	263	317	263	54	0	17%	54

Andrews AFB	332	426	706	(280)	0	-66%	(280)
Bolling AFB	385	448	387	61	0	14%	61
Dover AFB	295	355	558	(203)	0	-57%	(203)
COMNAVDIST Washington D. C.	133	155	171	(16)	0	-10%	(16)
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab							
NAS Patuxent River	48	50	57	(7)	0	-14%	(7)
Nat Naval Med Center Bethesda	412	634	618	16	0	3%	16
Naval Support Act Mechanicsburg	0	0	0	0	0	0%	0
MCB Quantico	108	129	195	(66)	0	-51%	(66)
CO HQBN HQMC Henderson Hall	0	0	0	0	0	0%	0
Marine Corps Barracks Washington D.C.	0	0	0	0	0	0%	0
DC Totals	**3318**	**4205**	**4722**	**(517)**	**0**	**-12%**	**(517)**
Dobbins-NAS Atlanta							
Dobbins ARB	173	222	233	(11)	0	-5%	(11)
NAS Atlanta	0	0	0	0	0	0%	0
DNAS Total	**173**	**222**	**233**	**(11)**	**0**	**-5%**	**(11)**
Guam							
Anderson AFB	587	587	639	(52)	0	-9%	(52)
COMNAVMARIANAS	479	551	506	45	0	8%	45
G Totals	**1066**	**1138**	**1145**	**(7)**	**0**	**-1%**	**(7)**
Lodging (Rooms)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							

Ft. Eustis	220	302	529	(227)	0	-75%	(227)
-Ft. Story							
Ft. Monroe	25	31	81	(50)	0	-161%	(50)
Langley AFB	262	328	503	(175)	0	-53%	(175)
NAVSHIPYD Norfolk	652	795	744	51		6%	51
NAVSTA Norfolk	1146	1381	1166	215	0	16%	215
NAS Oceana	564	672	666	6	0	1%	6
NAVPHIBASE Little Creek	479	599	512	87	0	15%	87
WPNSTA Yorktown	60	74	134	(60)	0	-81%	(60)
Lafayette Annex	21	52	21	31	0	60%	31
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	**3429**	**4234**	**4356**	**(122)**	**0**	**-3%**	**(122)**
Lewis-McChord GC							
Ft. Lewis	852	1738	944	794	0	46%	794
McChord AFB	276	325	377	(52)	0	-16%	(52)
LM Totals	**1128**	**2063**	**1321**	**742**	**0**	**36%**	**742**
McGuire-Dix-Lakehurst GC							
Ft. Dix	828	1104	873	231	0	21%	231
Ft. Monmouth	155	194	155	39	0	20%	39
McGuire AFB	562	632	845	(213)	0	-34%	(213)
NAVAIRENGSTA Lakehurst	50	173	54	119	0	69%	119
WPNSTA Earle Colt	4	6	4	2	0	33%	2
MDL Totals	**1599**	**2109**	**1931**	**178**	**0**	**8%**	**178**
Mississippi Gulf Coast GC							
Keesler AFB	1176	1307	2075	(768)	0	-59%	(768)
CBC Gulfport	32	39	116	(77)	0	-197%	(77)
NAVSTA Pascagoula	148	235	153	82	0	35%	82
MGC Totals	**1356**	**1581**	**2344**	**(763)**	**0**	**-48%**	**(763)**
Oahu GC							
Schofield Barracks	236	262	273	(11)	0	-4%	(11)

Ft. Shafter	76	103	76	27	0	26%	27
Tripler AMC	0	0	0	0	0	0%	0
Hickam AFB	401	446	487	(41)	0	-9%	(41)
NAVSTA Pearl Harbor	468	659	542	117	0	18%	117
NAVMAG Pearl Harbor	0	0	0	0	0	0%	0
MCB Hawaii Kaneohe	100	130	100	30	0	23%	30
O Totals	**1281**	**1600**	**1478**	**122**	**0**	**8%**	**122**
Richardson-Elmendorf GC							
Ft. Richardson	326	510	333	177	0	35%	177
Elmendorf AFB	261	544	271	273	0	50%	273
RE Totals	**587**	**1054**	**604**	**450**	**0**	**43%**	**450**
San Antonio GC							
Ft. Sam Houston	579	733	579	154	0	21%	154
Lackland AFB	2254	2504	2631	(127)	0	-5%	(127)
Randolph AFB	513	558	557	1	0	0%	1
Brooks-City Base	196	211	299	(88)	0	-42%	(88)
SA Totals	**3542**	**4006**	**4066**	**(60)**	**0**	**-1%**	**(60)**
Note: All zeros indicate no lodging activity							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Child Dev (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	782	782	712	70	0	9%	70
Pope AFB	141	141	271	(130)	0	-92%	(130)
BP Totals	**923**	**923**	**983**	**(60)**	**0**	**-7%**	**(60)**
Charleston GC							
Charleston AFB	116	116	203	(87)	0	-75%	(87)
NAVWPNSTA Charleston	183	183	301	(118)	0	-64%	(118)
C Totals	**299**	**299**	**504**	**(205)**	**0**	**-69%**	**(205)**
Colorado Springs GC							
Ft. Carson	588	588	563	25	0	4%	25
Peterson AFB	350	350	379	(29)	0	-8%	(29)
Schriever AFB	270	270	89	181	0	67%	181
Cheyenne Mountain AFS	0	0	0	0	0	0%	0
USAF Academy	216	216	286	(70)	0	-32%	(70)
CS Totals	**1424**	**1424**	**1317**	**107**	**0**	**8%**	**107**
DC Area GC							
Ft. Myer	264	264	430	(166)	0	-63%	(166)
Ft. McNair	0	0	0	0	0	0%	0
Ft. Belvoir	492	492	603	(111)	0	-23%	(111)
Ft. A.P. Hill	0	0	0	0	0	0%	0
Ft. Meade	790	790	1317	(527)	0	-67%	(527)
Ft. Detrick	134	134	247	(113)	0	-84%	(113)
Aberdeen Proving Ground	284	284	326	(42)	0	-15%	(42)
Adelphi Laboratory Center	0	0	0	0	0	0%	0
Carlisle Barracks	99	99	76	23	0	23%	23
Letterkenny Army Depot	0	0	0	0	0	0%	0
Walter Reed Medical Center	109	109	169	(60)	0	-55%	(60)

Andrews AFB	601	601	727	(126)	0	-21%	(126)
Bolling AFB	315	315	678	(363)	0	-115%	(363)
Dover AFB	224	224	293	(69)	0	-31%	(69)
COMNAVDIST Washington D. C.	569	569	689	(120)	0	-21%	(120)
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab							
NAS Patuxent River	209	209	349	(140)	0	-67%	(140)
Nat Naval Med Center Bethesda	290	290	313	(23)	0	-8%	(23)
Naval Support Act Mechanicsburg	216	216	195	21	0	10%	21
MCB Quantico	294	294	256	38	0	13%	38
CO HQBN HQMC Henderson Hall	0	0	0	0	0	0%	0
Marine Corps Barracks Washington D.C.	0	0	0	0	0	0%	0
DC Totals	**4890**	**4890**	**6668**	**(1778)**	**0**	**-36%**	**(1778)**
Dobbins-NAS Atlanta							
Dobbins ARB	0	0	0	0	0	0%	0
NAS Atlanta	72	72	82	(10)	0	-14%	(10)
DNAS Total	**72**	**72**	**82**	**(10)**	**0**	**-14%**	**(10)**
Guam							
Anderson AFB	147	147	106	41	0	28%	41
COMNAVMARIANAS	444	444	196	248	0	56%	248
G Totals	**591**	**591**	**302**	**289**	**0**	**49%**	**289**
Child Dev (Patrons)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							

Ft. Eustis	363	363	424	(61)	0	-17%	(61)
-Ft. Story							
Ft. Monroe	114	114	130	(16)	0	-14%	(16)
Langley AFB	314	314	439	(125)	0	-40%	(125)
NAVSHIPYD Norfolk	58	58	133	(75)	0	-129%	(75)
NAVSTA Norfolk*	0	0	0	0	0	0%	0
NAS Oceana	211	211	330	(119)	0	-56%	(119)
NAVPHIBASE Little Creek	202	202	346	(144)	0	-71%	(144)
WPNSTA Yorktown	109	109	114	(5)	0	-5%	(5)
Lafayette Annex	374	374	573	(199)	0	-53%	(199)
NAVMEDCEN Portsmouth	70	70	31	39	0	56%	39
HR Totals	**1815**	**1815**	**2520**	**(705)**	**0**	**-39%**	**(705)**
Lewis-McChord GC							
Ft. Lewis	692	692	1217	(525)	0	-76%	(525)
McChord AFB	438	438	435	3	0	1%	3
LM Totals	**1130**	**1130**	**1652**	**(522)**	**0**	**-46%**	**(522)**
McGuire-Dix-Lakehurst GC							
Ft. Dix	330	330	281	49	0	15%	49
Ft. Monmouth	196	196	275	(79)	0	-40%	(79)
McGuire AFB	321	321	373	(52)	0	-16%	(52)
NAVAIRENGSTA Lakehurst	130	130	98	32	0	25%	32
WPNSTA Earle Colt	104	104	97	7	0	7%	7
MDL Totals	**1081**	**1081**	**1124**	**(43)**	**0**	-4%	(43)
Mississippi Gulf Coast GC							
Keesler AFB	264	264	421	(157)	0	-59%	(157)
CBC Gulfport	232	232	207	25	0	11%	25
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	**496**	**496**	**628**	**(132)**	**0**	**-27%**	**(132)**
Oahu GC							
Schofield Barracks	493	493	760	(267)	0	-54%	(267)

Ft. Shafter	242	242	396	(154)	0	-64%	(154)
Tripler AMC	19	19	71	(52)	0	-274%	(52)
Hickam AFB	463	463	599	(136)	0	-29%	(136)
NAVSTA Pearl Harbor	256	256	507	(251)	0	-98%	(251)
NAVMAG Pearl Harbor	52	52	80	(28)	0	-54%	(28)
MCB Hawaii Kaneohe	254	254	633	(379)	0	-149%	(379)
O Totals	**1779**	**1779**	**3046**	**(1267)**	**0**	**-71%**	**(1267)**
Richardson-Elmendorf GC							
Ft. Richardson	230	230	308	(78)	0	-34%	(78)
Elmendorf AFB	419	419	471	(52)	0	-12%	(52)
RE Totals	**649**	**649**	**779**	**(130)**	**0**	**-20%**	**(130)**
San Antonio GC							
Ft. Sam Houston	402	402	502	(100)	0	-25%	(100)
Lackland AFB	550	550	671	(121)	0	-22%	(121)
Randolph AFB	353	353	627	(274)	0	-78%	(274)
Brooks-City Base	79	79	60	19	0	24%	19
SA Totals	**1384**	**1384**	**1860**	**(476)**	**0**	**-34%**	**(476)**
Note: All zeros indicate no Child Development Center							
*Supported by Lafayette Annex							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Chapels (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	2630	2630	2500	130	0	5%	130
Pope AFB	263	263	412	(149)	0	-57%	(149)
BP Totals	**2893**	**2893**	**2912**	**(19)**	**0**	**-1%**	**(19)**
Charleston GC							
Charleston AFB	250	250	506	(256)	0	-102%	(256)
NAVWPNSTA Charleston	550	550	456	94	0	17%	94
C Totals	**800**	**800**	**962**	**(162)**	**0**	**-20%**	**(162)**
Colorado Springs GC							
Ft. Carson	1175	1175	545	630	0	54%	630
Peterson AFB	428	428	157	271	0	63%	271
Schriever AFB	0	0	0	0	0	0%	0
Cheyenne Mountain AFS	20	20	0	20	0	100%	20
USAF Academy	2274	2274	2592	(318)	0	-14%	(318)
CS Totals	**3897**	**3897**	**3294**	**603**	**0**	**15%**	**603**
DC Area GC							
Ft. Myer	900	900	815	85	0	9%	85
Ft. McNair	0	0	0	0	0	0%	0
Ft. Belvoir	1350	1350	860	490	0	36%	490
Ft. A.P. Hill	160	160	0	160	0	100%	160
Ft. Meade	1254	1254	1756	(502)	0	-40%	(502)
Ft. Detrick	200	200	101	99	0	50%	99
Aberdeen Proving Ground	704	704	568	136	0	19%	136
Adelphi Laboratory Center	0	0	0	0	0	0%	0
Carlisle Barracks	330	330	244	86	0	26%	86
Letterkenny Army Depot	0	0	0	0	0	0%	0
Walter Reed Medical Center	300	300	564	(264)	0	-88%	(264)

Andrews AFB	930	930	916	14	0	2%	14
Bolling AFB	600	600	1261	(661)	0	-110%	(661)
Dover AFB	696	696	721	(25)	0	-4%	(25)
COMNAVDIST Washington D. C.	780	780	263	517	0	66%	517
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis	2800	2800	1592	1208	0	43%	1208
-Naval Research Lab							
NAS Patuxent River	290	290	218	72	0	25%	72
Nat Naval Med Center Bethesda	156	156	238	(82)	0	-53%	(82)
Naval Support Act Mechanicsburg	0	0	0	0	0	0%	0
MCB Quantico	500	500	1057	(557)	0	-111%	(557)
CO HQBN HQMC Henderson Hall	100	100	75	25	0	25%	25
Marine Corps Barracks Washington D.C.	0	0	0	0	0	0%	0
DC Totals	**12050**	**12050**	**11249**	**801**	**0**	**7%**	**801**
Dobbins-NAS Atlanta							
Dobbins ARB	220	220	39	181	0	82%	181
NAS Atlanta	120	120	51	69	0	58%	69
DNAS Total	**340**	**340**	**90**	**250**	**0**	**74%**	**250**
Guam							
Anderson AFB	790	790	1513	(723)	0	-92%	(723)
COMNAVMARIANAS	0	0	0	0	0	0%	0
G Totals	**790**	**790**	**1513**	**(723)**	**0**	**-92%**	**(723)**
Chapels (Patrons)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							

Ft. Eustis	2400	2400	1359	1041	0	43%	1041
-Ft. Story							
Ft. Monroe	425	425	491	(66)	0	-16%	(66)
Langley AFB	675	675	263	412	0	61%	412
NAVSHIPYD Norfolk	125	125	44	81	0	65%	81
NAVSTA Norfolk	283	283	82	201	0	71%	201
NAS Oceana	931	931	361	570	0	61%	570
NAVPHIBASE Little Creek	650	650	380	270	0	42%	270
WPNSTA Yorktown	210	210	53	157	0	75%	157
Lafayette Annex	143	143	83	60	0	42%	60
NAVMEDCEN Portsmouth	250	250	131	119	0	48%	119
HR Totals	**6092**	**6092**	**3247**	**2845**	**0**	**47%**	**2845**
Lewis-McChord GC							
Ft. Lewis	2662	2662	4176	(1514)	0	-57%	(1514)
McChord AFB	400	400	416	(16)	0	-4%	(16)
LM Totals	**3062**	**3062**	**4592**	**(1530)**	**0**	**-50%**	**(1530)**
McGuire-Dix-Lakehurst GC							
Ft. Dix	650	650	470	180	0	28%	180
Ft. Monmouth	600	600	132	468	0	78%	468
McGuire AFB	620	620	695	(75)	0	-12%	(75)
NAVAIRENGSTA Lakehurst	245	245	125	120	0	49%	120
WPNSTA Earle Colt	150	150	39	111	0	74%	111
MDL Totals	**2265**	**2265**	**1461**	**804**	**0**	**35%**	**804**
Mississippi Gulf Coast GC							
Keesler AFB	760	760	347	413	0	54%	413
CBC Gulfport	250	250	188	62	0	25%	62
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	**1010**	**1010**	**535**	**475**	**0**	**47%**	**475**
Oahu GC							
Schofield Barracks	1620	1620	1298	322	0	20%	322

Ft. Shafter	496	496	871	(375)	0	-76%	(375)
Tripler AMC	400	400	460	(60)	0	-15%	(60)
Hickam AFB	790	790	1513	(723)	0	-92%	(723)
NAVSTA Pearl Harbor	579	579	386	193	0	33%	193
NAVMAG Pearl Harbor	0	0	0	0	0	0	0
MCB Hawaii Kaneohe	547	547	123	424	0	78%	424
O Totals	**4432**	**4432**	**4651**	**(219)**	**0**	**-5%**	**(219)**
Richardson-Elmendorf GC							
Ft. Richardson	350	350	290	60	0	17%	60
Elmendorf AFB	550	550	237	313	0	57%	313
RE Totals	**900**	**900**	**527**	**373**	**0**	**41%**	**373**
San Antonio GC							
Ft. Sam Houston	1458	1458	1602	(144)	0	-10%	(144)
Lackland AFB	3090	3090	5875	(2785)	0	-90%	(2785)
Randolph AFB	722	722	398	324	0	45%	324
Brooks-City Base	125	125	82	43	0	34%	43
SA Totals	**5395**	**5395**	**7957**	**(2562)**	**0**	**-47%**	**(2562)**
Note: All zeros indicate no chapel services							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Libraries (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	771	771	263	508	0	66%	508
Pope AFB	51	51	200	(149)	0	-292%	(149)
BP Totals	**822**	**822**	**464**	**358**	**0**	**44%**	**358**
Charleston GC							
Charleston AFB	222	222	115	107	0	48%	107
NAVWPNSTA Charleston	70	70	132	(62)	0	-89%	(62)
C Totals	**292**	**292**	**247**	**45**	**0**	**15%**	**45**
Colorado Springs GC							
Ft. Carson	850	850	319	531	0	62%	531
Peterson AFB	169	169	232	(63)	0	-37%	(63)
Schriever AFB	0	0	0	0	0	0%	0
Cheyenne Mountain AFS	0	0	0	0	0	0%	0
USAF Academy	100	100	73	27	0	27%	27
CS Totals	**1119**	**1119**	**625**	**494**	**0**	**44%**	**494**
DC Area GC							
Ft. Myer	73	73	58	15	0	21%	15
Ft. McNair	0	0	0	0	0	0%	0
Ft. Belvoir	449	449	244	205	0	46%	205
Ft. A.P. Hill	0	0	0	0	0	0%	0
Ft. Meade	400	400	130	270	0	68%	270
Ft. Detrick	117	117	111	6	0	5%	6
Aberdeen Proving Ground	147	147	70	77	0	52%	77
Adelphi Laboratory Center	0	0	0	0	0	0%	0
Carlisle Barracks	0	0	0	0	0	0%	0
Letterkenny Army Depot	0	0	0	0	0	0%	0
Walter Reed Medical Center	150	150	37	113	0	75%	113

Andrews AFB	114	114	260	(146)	0	-128%	(146)
Bolling AFB	55	55	239	(184)	0	-335%	(184)
Dover AFB	133	133	108	25	0	19%	25
COMNAVDIST Washington D. C.	121	121	50	71	0	59%	71
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab							
NAS Patuxent River	425	425	303	122	0	29%	122
Nat Naval Med Center Bethesda	0	0	0	0	0	0%	0
Naval Support Act Mechanicsburg	0	0	0	0	0	0%	0
MCB Quantico	0	0	0	0	0	0%	0
CO HQBN HQMC Henderson Hall	0	0	0	0	0	0%	0
Marine Corps Barracks Washington D.C.	0	0	0	0	0	0%	0
DC Totals	**2184**	**2184**	**1613**	**571**	**0**	**26%**	**571**
Dobbins-NAS Atlanta							
Dobbins ARB	0	0	0	0	0	0%	0
NAS Atlanta	0	0	0	0	0	0%	0
DNAS Total	**0**	**0**	**0**	**0**	**0**	**0%**	**0**
Guam							
Anderson AFB	82	82	165	(83)	0	-101%	(83)
COMNAVMARIANAS	78	78	37	41	0	53%	41
G Totals	**160**	**160**	**202**	**(42)**	**0**	**-26%**	**(42)**
Libraries (Patrons)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Capacity Required to Surge**	**Excess (Shortfall)**	
Hampton Roads GC							

Ft. Eustis	798	798	137	661	0	83%	661
-Ft. Story							
Ft. Monroe	172	172	143	29	0	17%	29
Langley AFB	325	325	304	21	0	6%	21
NAVSHIPYD Norfolk	0	0	0	0	0	0%	0
NAVSTA Norfolk	0	0	0	0	0	0%	0
NAS Oceana	127	127	77	50	0	39%	50
NAVPHIBASE Little Creek	346	346	172	174	0	50%	174
WPNSTA Yorktown	0	0	0	0	0	0%	0
Lafayette Annex	0	0	0	0	0	0%	0
NAVMEDCEN Portsmouth	0	0	0	0	0	0%	0
HR Totals	**1768**	**1768**	**834**	**934**	**0**	**53%**	**934**
Lewis-McChord GC							
Ft. Lewis	2050	2050	984	1066	0	52%	1066
McChord AFB	130	130	189	(59)	0	-45%	(59)
LM Totals	**2180**	**2180**	**1173**	**1007**	**0**	**46%**	**1007**
McGuire-Dix-Lakehurst GC							
Ft. Dix	459	459	258	201	0	44%	201
Ft. Monmouth	116	116	83	33	0	28%	33
McGuire AFB	139	139	90	49	0	35%	49
NAVAIRENGSTA Lakehurst	0	0	0	0	0	0%	0
WPNSTA Earle Colt	12	12	3	9	0	75%	9
MDL Totals	**726**	**726**	**434**	**292**	**0**	40%	**292**
Mississippi Gulf Coast GC							
Keesler AFB	241	241	286	(45)	0	-19%	(45)
CBC Gulfport	150	150	68	82	0	55%	82
NAVSTA Pascagoula	0	0	0	0	0	0%	0
MGC Totals	**391**	**391**	**354**	**37**	**0**	**9%**	**37**
Oahu GC							
Schofield Barracks	874	874	411	463	0	53%	463

Ft. Shafter	531	531	191	340	0	64%	340
Tripler AMC	182	182	119	63	0	35%	63
Hickam AFB	350	350	332	18	0	5%	18
NAVSTA Pearl Harbor	0	0	0	0	0	0%	0
NAVMAG Pearl Harbor	0	0	0	0	0	0%	0
MCB Hawaii Kaneohe	519	519	232	287	0	55%	287
O Totals	**2456**	**2456**	**1286**	**1170**	**0**	**48%**	**1170**
Richardson-Elmendorf GC							
Ft. Richardson	173	173	120	53	0	31%	53
Elmendorf AFB	120	120	160	(40)	0	-33%	(40)
RE Totals	**293**	**293**	**280**	**13**	**0**	**4%**	**13**
San Antonio GC							
Ft. Sam Houston	280	280	351	(71)	0	-25%	(71)
Lackland AFB	556	556	859	(303)	0	-54%	(303)
Randolph AFB	135	135	415	(280)	0	-207%	(280)
Brooks-City Base	70	70	110	(40)	0	-57%	(40)
SA Totals	**1041**	**1041**	**1736**	**(695)**	**0**	**-67%**	**(695)**
Note: All zeros indicate no library service							
-- Deliverative Document -- For Discussion Purposes Only --							
Do Not Release Under FOIA							

Physical Fitness Centers (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Bragg-Pope GC							
Ft. Bragg	5810	5810	5896	(86)	0	-1%	(86)
Pope AFB	1049	1049	874	175	0	17%	175
BP Totals	**6859**	**6859**	**6770**	**89**	**0**	**1%**	**89**
Charleston GC							
Charleston AFB	1211	1211	743	468	0	39%	468
NAVWPNSTA Charleston	802	802	424	378	0	47%	378
C Totals	**2013**	**2013**	**1167**	**846**	**0**	**42%**	**846**
Colorado Springs GC							
Ft. Carson	3040	3040	2381	659	0	22%	659
Peterson AFB	1945	1945	1562	383	0	20%	383
Schriever AFB	591	591	173	418	0	71%	418
Cheyenne Mountain AFS	101	101	293	(192)	0	-190%	(192)
USAF Academy	1355	1355	639	716	0	53%	716
CS Totals	**7032**	**7032**	**5049**	**1983**	**0**	**28%**	**1983**
DC Area GC							
Ft. Myer	854	854	600	254	0	30%	254
Ft. McNair	224	224	133	91	0	41%	91
Ft. Belvoir	2156	2156	950	1206	0	56%	1206
Ft. A.P. Hill	203	203	4	199	0	98%	199
Ft. Meade	1548	1548	663	885	0	57%	885
Ft. Detrick	822	822	267	555	0	68%	555
Aberdeen Proving Ground	2097	2097	916	1181	0	56%	1181
Adelphi Laboratory Center	0	0	0	0	0	0%	0
Carlisle Barracks	885	885	400	485	0	55%	485
Letterkenny Army Depot	0	0	0	0	0	0%	0
Walter Reed Medical Center	1254	1254	600	654	0	52%	654

Physical Fitness Centers (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Andrews AFB	1208	1208	1717	(509)	0	-42%	(509)
Bolling AFB	700	700	712	(12)	0	-2%	(12)
Dover AFB	801	801	542	259	0	32%	259
COMNAVDIST Washington D. C.	3007	3007	1589	1418	0	47%	1418
-Washington Navy Yard							
-NAVSURFWARCEN Dahlgren							
-NAVSURFWARCEN Indian Head							
-NAVSURFWARCEN Carderock							
-Anacostia Annex							
-Naval Air Facility Washington							
-NAVSTA Anapolis							
-Naval Research Lab							
NAS Patuxent River	2197	2197	1573	624	0	28%	624
Nat Naval Med Center Bethesda	300	300	421	(121)	0	-40%	(121)
Naval Support Act Mechanicsburg	1833	1833	421	1412	0	77%	1412
MCB Quantico	4219	4219	695	3524	0	84%	3524
CO HQBN HQMC Henderson Hall	741	741	367	374	0	50%	374
Marine Corps Barracks Washington D.C.	958	958	148	810	0	85%	810
DC Totals	**26007**	**26007**	**12718**	**13289**	**0**	**51%**	**13289**
Dobbins-NAS Atlanta							
Dobbins ARB	279	279	58	221	0	79%	221
NAS Atlanta	454	454	167	287	0	63%	287
DNAS Total	**733**	**733**	**225**	**508**	**0**	**69%**	**508**
Guam							
Anderson AFB	1153	1153	457	696	0	60%	696
COMNAVMARIANAS	1460	1460	252	1208	0	83%	1208
G Totals	**2613**	**2613**	**709**	**1904**	**0**	**73%**	**1904**

Physical Fitness Centers (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Physical Fitness Centers (Patrons)	**Current Capacity**	**Maximum Potential Capacity**	**Current Usage**	**Capacity Available to Surge**	**Surge Capacity Requirement**	**Excess (Shortfall)**	
Hampton Roads GC							
Ft. Eustis	2628	2628	3746	(1118)	0	-43%	(1118)
-Ft. Story							
Ft. Monroe	1338	1338	328	1010	0	75%	1010
Langley AFB	1227	1227	2433	(1206)	0	-98%	(1206)
NAVSHIPYD Norfolk	951	951	456	495	0	52%	495
NAVSTA Norfolk	3878	3878	2635	1243	0	32%	1243
NAS Oceana	2297	2297	1959	338	0	15%	338
NAVPHIBASE Little Creek	1956	1956	1338	618	0	32%	618
WPNSTA Yorktown	338	338	260	78	0	23%	78
Lafayette Annex	322	322	201	121	0	38%	121
NAVMEDCEN Portsmouth	44	44	263	(219)	0	-498%	(219)
HR Totals	**14979**	**14979**	**14394**	**585**	**0**	**4%**	**585**
Lewis-McChord GC							
Ft. Lewis	3196	3196	4986	(1790)	0	-56%	(1790)
McChord AFB*	824	824	0	824	0	100%	824
LM Totals	**4020**	**4020**	**4986**	**(966)**	**0**	**-24%**	**(966)**
McGuire-Dix-Lakehurst GC							
Ft. Dix	1086	1086	487	599	0	55%	599
Ft. Monmouth	754	754	402	352	0	47%	352
McGuire AFB	610	610	633	(23)	0	-4%	(23)
NAVAIRENGSTA Lakehurst	762	762	125	637	0	84%	637
WPNSTA Earle Colt	982	982	79	903	0	92%	903
MDL Totals	**4194**	**4194**	**1726**	**2468**	**0**	**77%**	**2468**
Mississippi Gulf Coast GC							

Physical Fitness Centers (Patrons)	Current Capacity	Maximum Potential Capacity	Current Usage	Capacity Available to Surge	Capacity Required to Surge	Excess (Shortfall)	
Keesler AFB	1312	1312	1266	46	0	4%	46
CBC Gulfport	521	521	1311	(790)	0	-152%	(790)
NAVSTA Pascagoula	407	407	157	250	0	61%	250
MGC Totals	**2240**	**2240**	**2733**	**(493)**	**0**	**-22%**	**(493)**
Oahu GC							
Schofield Barracks	3295	3295	1118	2177	0	66%	2177
Ft. Shafter	292	292	403	(111)	0	-38%	(111)
Tripler AMC	582	582	151	431	0	74%	431
Hickam AFB	1323	1323	1036	287	0	22%	287
NAVSTA Pearl Harbor	2782	2782	710	2072	0	74%	2072
NAVMAG Pearl Harbor	282	282	40	242	0	86%	242
MCB Hawaii Kaneohe	883	883	957	(74)	0	-8%	(74)
O Totals	**9439**	**9439**	**4415**	**5024**	**0**	**53%**	**5024**
Richardson-Elmendorf GC							
Ft. Richardson	1535	1535	722	813	0	53%	813
Elmendorf AFB	1577	1577	840	737	0	47%	737
RE Totals	**3112**	**3112**	**1562**	**1550**	**0**	**50%**	**1550**
San Antonio GC							
Ft. Sam Houston	1860	1860	1188	672	0	36%	672
Lackland AFB	2226	2226	1974	252	0	11%	252
Randolph AFB	1312	1312	986	326	0	25%	326
Brooks-City Base	618	618	424	194	0	31%	194
SA Totals	**6016**	**6016**	**4572**	**1444**	**0**	**24%**	**1444**
Note: All zeros idicate no fitness center available							
*Utilization records not maintained.							
-- Deliverative Document -- For Discussion Purposes Only --							

HEADQUARTERS AND SUPPORT ACTIVITIES

JOINT CROSS SERVICE GROUP

MILITARY VALUE ANALYSIS RESULTS REPORT

Table of Contents

DOCUMENT SAVE DATE: 5/11/2005 11:26 AM
DOCUMENT PRINT DATE: Wednesday, May 11, 2005
DOCUMENT FILE NAME: HSA Vol, Appendices, MILITARY VALUE REPORT, 22 Apr 05 (merged)

Section 1: General

1. General. The following report is the culmination of the process by which the Headquarters and Support Activities Joint Cross Service Group (HSA JCSG) developed the quantitative assessment of military value. This military value forms the foundation as the primary consideration for development of recommendations, and it is the vehicle by which we apply military selection criteria one through four. The military value analysis phase of the Base Realignment and Closure (BRAC) process began with development of a quantitative method for assessing the military value of headquarters, organizations and activities performing HSA JCSG functions at current locations. This report includes an overview of the process used to develop military value models, delivers the final results of each of the military value models, provides the Infrastructure Steering Group (ISG)-approved scoring plans used for this analysis, and presents the data used to generate the military value results.

2. Approach. The Final Selection Criteria 1-4 guided the development process. For all HSA JCSG models, metrics supporting Criterion 1 measure the military value of a current location's readiness to support the particular function under review. For example, metrics supporting Criterion 1 of the Civilian Personnel model measure the military value of a location's ability to support performance of the personnel mission, rather than the military value of the function's contribution to operational readiness of the Department of Defense (DoD). Criteria 2-4 are viewed similarly in that they are functionally aligned.

The following overarching, guiding principles serve as a broad strategy and foundational guidance for model development: improve jointness; eliminate redundancy, duplication, and excess capacity; enhance force protection; exploit best business practices; increase effectiveness, efficiency, and interoperability; and reduce costs. Following assignment of functions to Subgroups, the HSA JCSG strategy provided the following foundational objectives:

- Rationalize single function admin installations
- Rationalize presence within a 100-mile radius of the Pentagon
- Eliminate leased space
- Consolidate Headquarters and back-shop functions
- Consolidate/regionalize installation management
- Consolidate the Defense Finance and Accounting Service
- Create a Joint corrections enterprise
- Consolidate military personnel functions
- Consolidate civilian personnel functions
- Establish Joint pre/re-deployment mobilization sites

In addition to the selection criteria and guiding principles, several assumptions apply to the joint review and analysis of all HSA JCSG activities/functions. Individual models may contain additional assumptions and are provided in detail in Appendices A-G of this

report.

- Reengineering of common business related processes to consolidate service and joint activities will achieve more efficient accomplishment of joint and common functions and should be considered for potential savings, as well as reduction in the real estate footprint.

- Analysis of functions may result in recommendations to eliminate duplicate services, reduce administrative, technical and supervisory overhead, and/or reduce facilities.

- Recommendations resulting from analyses could include installation realignments, and/or movement of organizations not presently on DoD installations to space that becomes available on DoD installations. (DoD installation defined as owned space with a controlled perimeter and access.)

- Leased space is less desirable than government owned space on DoD installations, and is devalued in scoring plans.

- Over time, changes in systems, processes, and technical advances in automation have created opportunities to adjust physical location and size of activities.

- Many and varied DoD activities perform common headquarters, administrative and business related functions.

- Continuity of government requires redundant capabilities within and between headquarters of some commands.

- The location of specific headquarters, commands, and functions may be strategically significant.

- Stand-alone military facilities/installations are less desirable than co-location.

- All DoD installations (as defined above) generally provide an equal level of force protection.

The understanding that this JCSG had no counterpart during previous BRAC actions and the realization that no Headquarters and Support Activities models existed, led the JCSG to establish a joint analysis team. The team was assembled in mid-September 2003 and is comprised of representatives from the Center for Army Analysis, the Center for Naval Analyses and the Air Force Studies and Analyses Agency. The analysis team employed decision science techniques to guide the formulation of the quantitative models as follows.

The analysis team conducted a series of non-attributional interviews that provided insight into the members' views of the military value process, as well as the BRAC process in general. In addition to identifying member intent, the interviews helped determine imperatives, objectives, and assumptions that guided the JCSG's military value process. The original intent was to interview JCSG members only, but as the process evolved, the interviews were expanded to include the service BRAC Chiefs, the Office of the Secretary of Defense (OSD) BRAC Chief, and the former Chairman of the HSA JCSG.

Throughout the model development process, JCSG teams consulted with various subject matter experts across the components of the Department of Defense. In addition, the JCSG established an open process, encouraging the participation of Military Department liaisons.

The JCSG used an iterative approach in building the military value models. The group determined the number of models desired by examining each function under review. The intent was to create sufficient detail for the military value process using a minimum number of models. Consideration of the JCSG's scope of analysis as defined in the Capacity Report, common metrics across the functions, and the nature of decisions desired in each function assisted the JCSG in determining the number of models needed, and helped define their respective scopes.

The analysis team used the decision science-based Multi-Attribute Value Theory (MAVT) approach for model development. MAVT uses a hierarchical representation of a decision-maker's objectives or criteria, and their supporting attributes and metrics, to assess value of a group of competing alternatives. The process started with definition of overarching goals of the study efforts; these goals were directly aligned to the military selection criteria. The goals were then used to develop attributes and metrics, which are mechanisms for measuring how well each activity or installation rates for each goal or criteria. The process of developing these hierarchical structures was iterative. The initial sessions were used to develop goals and attributes that supported each criterion. The next series of sessions revisited the goals and attributes and began developing metrics for each. The final round of sessions revisited the goals, attributes, and refined metrics to include detail on the units of measure of the data, the range, and the value function or scoring plan. This series of sessions also included the development of questions supporting each metric. The draft scoring plans were then presented to the JCSG members and representatives from OSD BRAC, and refined based on feedback. The implementation of the military value models uses the Logical Decisions software.

The specific process of determining weights began with asking each group member to assess weights across the selection criteria (at the top of the hierarchy). The group set these numbers aside and began the detailed process of weighting at the metric level. The groups were asked to rank from highest to lowest the metrics in importance to military value. Once the rankings were determined, the "Smarter Method" was used to determine weights. The results of this step were considered a starting point. The weights were rolled up through the hierarchical structure to the criteria level. The group determined

weights were then compared to the weights each member had individually thought were important.

If the two were close, the process stopped. If not, the group then discussed their differences, reached a negotiated common position, and the "Direct Entry Method" was used to adjust the weights. The weighing schemes have been updated and modified several times through the iterative development and review process due to the modification of the models (e.g., removal or addition of metrics).

Once the original scoring plans were complete, they were subjected to an iterative review process that also imposed improvements and updates. After the original coordination through the HSA JCSG Members and OSD representatives, the plan was also coordinated through Military Departments, the ISG, again through the Military Departments (specifically through the Deputy Assistant Secretaries (DASs)), the question review/Data Standardization Team (DST) process, and finally again through the Military Departments. The plans have also evolved as a function of the evolution of data. It is important to note, any significant changes to original scoring plans were resubmitted back through the chain of command to the ISG. The scoring plans reflected in this document provide the end result of this evolutionary process.

3. Challenges. Because the efforts of HSA JCSG represent a seminal Joint functional analysis, there were many challenges associated with the data and subsequent quantitative analyses. Since many of these functions currently operate independently and differently across the Military Departments (MILDEP) and DoD level entities, there is great potential for increased efficiency and effectiveness of these operations. However, the same current operational characteristics offer significant challenges in terms of data collection and comparison, as each entity currently reports different modus operandi. The result is entities that are difficult to inventory and data that is challenging both to obtain and to compare.

As the data arrived and changed, the analysis process evolved. Capacity analysis served as the mechanism guiding the scope refinements and composition of final target lists for military value. In addition, military value scoring plans were continually reviewed, and updated if necessary, to ensure the quantitative results were robust, fair, and able to differentiate the alternative entities within the scope. Each of these evolutions was briefed and approved through the appropriate levels of BRAC leadership. The list of entities shown in the military value results in Section 2 of this document represents the final scope, and the scoring plans provided in Appendices A-G represent the final scoring plans.

Section 2: Military Value Scores

This section details the results of each military value model or scoring plan. The scoring plans and data used to build each model and generate the results are shown in appendices that will be explicitly identified in each paragraph below.

1. Civilian Personnel Offices. The Civilian Personnel Offices' military value model is based the scoring plan presented at Appendix A. The specific data values used to run the model are shown in Appendix H. The results of the military value model are presented below in Table 1.

Alternative	Military Value Score	Rank
North Central CPOC (Rock Island)	0.843	1
88 MSG/DPC (Wright-Patterson AFB)	0.806	2
DLA Civilian Personnel Office- Columbus	0.794	3
West CPOC (Ft. Huachuca)	0.764	4
78 MSG/DPC (Robins AFB)	0.740	5
DLA Civilian Personnel Office-New Cumberland	0.737	6
AFPC (Randolph AFB)	0.726	7
South Central CPOC (Redstone Arsenal)	0.725	8
Northeast CPOC (Aberdeen)	0.679	9
HRSC Southeast (Stennis)	0.672	10
Southwest CPOC (Ft. Riley)	0.664	11
72 MSG/DPC (Tinker AFB)	0.654	12
OO-ALC/DPC (Hill AFB)	0.607	13
HRSC East (Norfolk)	0.578	14
11WG/DPC (Bolling AFB)	0.560	15
DISA Civilian Personnel Division (MPS1)	0.555	16
Pacific CPOC (Ft. Richardson)	0.435	17
HRSC Southwest (San Diego)	0.363	18
DFAS Human Resources	0.362	19
HRSC Northeast (Philadelphia)	0.358	20
DODEA Human Resources Center	0.323	21
HRSC Pacific (Pearl Harbor)	0.307	22
HRSC Northwest (Silverdale)	0.276	23
WHS Personnel Services Division	0.226	24
DeCA Human Resource Operations Division	0.191	25

Table 1. Civilian Personnel Offices Military Value Results.

2. Major Administrative and Headquarters Activities (MAH). The scoring plan used to build and execute the model is presented in Appendix B. Appendix I provides a copy of the data values used to run the military value model and generate the results shown below in Table 2. In this table, an (I) at the beginning of the entity description designates an installation, an (A) designates an activity, an (AB) designates an activity from the Reserve and Recruiting Command Headquarters, and an (AJ) designates an activity from the Service Component Commands and Supporting Activity functions.

Alternative	Military Value Score	Rank
(I)FORT BLISS	0.916106	1
(I)Hurlburt Field	0.904459	2
(I)Peterson AFB	0.898482	3
(I)Offutt AFB	0.897804	4
(I)FORT SILL	0.897530	5
(I)Cannon AFB	0.894840	6
(I)Robins AFB	0.894621	7
(I)Langley AFB	0.894364	8
(I)Fairchild AFB	0.891209	9
(I)Wright-Patterson AFB	0.890106	10
(I)Kirtland AFB	0.889335	11
(I)Charleston AFB	0.889139	12
(I)Eglin AFB	0.889118	13
(I)Davis-Monthan AFB	0.888693	14
(I)Ellsworth AFB	0.888462	15
(I)Francis E. Warren AFB	0.888071	16
(I)Tyndall AFB	0.888046	17
(I)Sheppard AFB	0.887698	18
(I)FORT SAM HOUSTON	0.887542	19
(I)Barksdale AFB	0.885399	20
(I)Naval Station Norfolk	0.884987	21
(I)MacDill AFB	0.884476	22
(I)Nellis AFB	0.884352	23
(I)Joint Reserve Base New Orleans	0.883714	24
(I)Lackland AFB	0.883065	25
(I)Hill AFB	0.882924	26
(I)Pope AFB	0.882312	27
(I)Naval Weapons Station Charleston	0.880734	28
(I)Little Rock AFB	0.880006	29
(I)FORT JACKSON	0.879598	30
(I)Minot AFB	0.879044	31
(I)FORT KNOX	0.878055	32
(I)McConnell AFB	0.877979	33
(I)Columbus AFB	0.877866	34
(I)Buckley AFB	0.877640	35
(I)Naval Station and Undersea Warfare Center Newport	0.877276	36
(I)McChord AFB	0.877039	37
(I)Malmstrom AFB	0.876998	38
(I)Grand Forks AFB	0.876953	39
(I)Naval Air Station Pensacola	0.875960	40
(I)Naval Support Activity New Orleans, LA	0.875943	41
(I)Keesler AFB	0.875409	42

(I)Maxwell AFB	0.874951	43
(I)Tinker AFB	0.874479	44
(I)Randolph AFB	0.873869	45
(I)FORT EUSTIS	0.873396	46
(I)Patrick AFB	0.872872	47
(I)REDSTONE ARSENAL	0.872540	48
(I)Naval Air Station Jacksonville	0.869268	49
(I)Marine Corps Base Camp Lejeune	0.868848	50
(I)Naval Air Station Brunswick	0.866599	51
(I)Andrews AFB	0.865739	52
(I)Bolling AFB	0.865074	53
(I)FORT RILEY	0.864942	54
(I)Dyess AFB	0.864754	55
(I)Naval Support Activity Mechanicsburg	0.864430	56
(I)FORT BELVOIR	0.864411	57
(I)FORT STEWART	0.863518	58
(I)FORT LEONARD WOOD	0.862508	59
(I)FORT BRAGG	0.861692	60
(I)FORT GORDON	0.861244	61
(I)Washington Navy Yard	0.861010	62
(I)Henderson Hall	0.860942	63
(I)FORT HOOD	0.860037	64
(I)Naval Air Station Meridian	0.859054	65
(I)FORT DRUM	0.857921	66
(I)Homestead ARS	0.857745	67
(I)Naval Support Activity Millington	0.857427	68
(I)FORT HUACHUCA	0.857220	69
(I)Naval Air Station Corpus Christi	0.856942	70
(I)FORT LEAVENWORTH	0.856342	71
(I)Seymour Johnson AFB	0.856158	72
(I)Scott AFB	0.855840	73
(I)Anacostia Annex	0.854954	74
(I)Naval Research Laboratory	0.854777	75
(I)Marine Corps Air Station Cherry Point	0.854704	76
(I)Naval Support Activity Norfolk	0.854401	77
(I)Marine Corps Base Quantico	0.854218	78
(I)Arlington Service Center	0.853531	79
(I)Hickam AFB	0.852121	80
(I)Elmendorf AFB	0.852067	81
(I)FORT MYER	0.850883	82
(I)NAVSUPPACT INDIAN HEAD	0.849596	83
(I)March ARB	0.849568	84
(I)FORT CARSON	0.849489	85
(I)Shaw AFB	0.849476	86
(I)Saufley Field	0.849031	87

(I)NAVSTA ANNAPOLIS	0.849000	88
(I)Brooks City-Base	0.848949	89
(I)FORT RUCKER	0.848640	90
(I)Marine Corps Air Station Miramar	0.846676	91
(I)FORT DETRICK	0.845373	92
(I)FORT WAINWRIGHT	0.845009	93
(I)FORT MEADE	0.844590	94
(I)Eielson AFB	0.843969	95
(I)FORT LEE	0.843201	96
(I)Naval Air Station North Island	0.842766	97
(I)FORT BENNING	0.842497	98
(I)Joint Reserve Base Fort Worth	0.842196	99
(I)Naval Air Station Whiting Field	0.841333	100
(I)Vandenberg AFB	0.840607	101
(I)Marine Corps Base Hawaii Kaneohe	0.839421	102
(I)Vance AFB	0.838288	103
(I)FORT MONROE	0.838263	104
(I)FORT MCNAIR	0.837711	105
(I)McGuire AFB	0.837355	106
(I)Naval Station San Diego	0.834858	107
(I)FORT MCPHERSON	0.834280	108
(I)National Naval Medical Center Bethesda	0.834077	109
(I)Naval Air Station Key West	0.834073	110
(I)Marine Corps Support Activity Kansas City	0.834021	111
(I)WALTER REED ARMY MEDICAL CENTER	0.833714	112
(I)Naval Submarine Support Base Kings Bay	0.833382	113
(I)FORT LEWIS	0.833013	114
(I)FORT RICHARDSON	0.832621	115
(I)Marine Corps Base Hawaii Camp Smith	0.831913	116
(I)Army National Guard Readiness Center	0.831220	117
(I)Naval Station Pearl Harbor	0.830818	118
(I)Luke AFB	0.828890	119
(I)CARLISLE BARRACKS	0.827509	120
(I)Beale AFB	0.827114	121
(I)FORT POLK	0.819481	122
(I)Marine Corps Air Station Beaufort	0.819057	123
(I)SCHOFIELD BARRACKS	0.816340	124
(I)Mountain Home AFB	0.816236	125
(I)Potomac Annex, Washington DC	0.816066	126
(I)FORT SHAFTER	0.814127	127
(I)ABERDEEN PROVING GROUND	0.811987	128
(I)FORT MCCOY	0.807143	129
(I)Travis AFB	0.799278	130
(I)Naval Amphibious Base Coronado	0.790840	131
(I)FORT GILLEM	0.786709	132

(I)FORT HAMILTON	0.783659	133
(I)NAVSUPPACT DAHLGREN	0.783487	134
(I)FORT MONMOUTH	0.781758	135
(I)FORT CAMPBELL	0.775120	136
(I)FORT DIX	0.769979	137
(I)Altus AFB	0.765887	138
(I)Naval Air Station Patuxent River Webster Field	0.765141	139
(I)Whiteman AFB	0.764781	140
(I)Naval Air Engineering Station Lakehurst	0.762298	141
(I)Joint Reserve Base Willow Grove	0.761900	142
(I)Naval Air Station Whidbey Island	0.761821	143
(I)Dover AFB	0.760977	144
(I)FORT A P HILL	0.759834	145
(I)Naval Air Station Patuxent River	0.758719	146
(I)Naval Station Everett	0.737483	147
(I)Marine Corps Base Camp Pendleton	0.727259	148
(I)Naval Submarine Base Bangor	0.717246	149
(I)Naval Air Station Point Mugu	0.690660	150
(A)CAA	0.573033	151
(A)DIA CAF	0.541384	152
(A)JCS CAF	0.541384	153
(A)Navy CAF	0.541384	154
(A)NETC	0.541384	155
(A)NETPDTC	0.541384	156
(A)AF Review Boards Agency	0.539325	157
(A)CO HQBN HQMC (Henderson Hall)	0.539325	158
(A)MEDIA CTR WASHINGTON DC	0.539325	159
(A)NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL	0.539325	160
(A)NAVAL LEGAL SERVICES COMMAND	0.539325	161
(A)OCHR	0.539325	162
(A)PEO Soldier	0.539325	163
(A)TRIAL SERVICE OFFICE NORTHEAST	0.539325	164
(AB)COMMARFORRES NSA NOLA, New Orleans LA	0.539325	165
(AB)COMNAVAIRRESFOR NSA NOLA (sub of above)	0.539325	166
(AB)COMNAVCRUITCMD	0.539325	167
(AB)COMNAVCRUITCMD NSA NOLA (sub of above)	0.539325	168
(AB)COMNAVRESFOR NSA NOLA	0.539325	169
(AB)US Army Accessions Command HQ (USAAC)	0.539325	170
(AB)USAF Recruiting Service (HQ AF Recruiting SVC)	0.539325	171
(AJ)PACOM PACAF	0.539325	172
(AJ)FORSCOM	0.535848	173
(A)AF Office of Special Investigations	0.533079	174
(A)6MLMC	0.526302	175
(A)COMNAVFACENGCOM	0.520917	176
(AB)USAF Reserve Command (USAFRES)	0.519156	177

(AB)US Army Recruiting Cmd	0.515376	178
(A)Acquisition Support Center (ASC)	0.497869	179
(A)NCIS	0.497809	180
(A)Program Mgr for Chemical Demilitarization	0.494558	181
(A)NAVAL HISTORICAL CENTER	0.492634	182
(AJ)PACOM USPACFLT	0.491693	183
(AJ)PACOM USARPAC	0.484799	184
(A)11th Wing	0.483401	185
(A)PWC WASH DC	0.483215	186
(A)NAVAL DISTRICT WASH DC	0.482047	187
(A)US Army Materiel Systems Analysis Activity	0.481124	188
(AJ)TRADOC	0.474208	189
(AB)US Army Reserve Command (USARC)	0.465001	190
(A)Wash HQ Services CAF	0.440260	191
(A)HQMC	0.438202	192
(A)MDW	0.438202	193
(A)DCAA	0.425281	194
(AB)US Army Cadet Cmd	0.410296	195
(A)Air Force CAF	0.406553	196
(A)Army CCF	0.406553	197
(A)DTRA	0.405251	198
(A)Soldiers Magazine-Belvoir	0.405180	199
(A)AF Flight Standards Agency	0.404494	200
(A)AF Legal Services Agency	0.404494	201
(A)AF Medical Support Agency	0.404494	202
(A)AF/HC – Chaplain Service	0.404494	203
(A)AF/SG – Surgeon General	0.404494	204
(A)AFIP	0.404494	205
(A)AUDSVC	0.404494	206
(A)BD CPAC -MA, NE Region	0.404494	207
(A)BUMED, WASH DC	0.404494	208
(A)COMSC WASHINGTON DC	0.404494	209
(A)NAVSISA MECHANICSBURG PA	0.404494	210
(A)NAVSUPSYSCOM MECHANICSBURG PA	0.404494	211
(A)PEO EIS(STAMIS)	0.404494	212
(A)US ARMY INFORMATION SYSTEMS ENGINEERING COMMAND	0.404494	213
(A)USAMMDA	0.404494	214
(AB)COMMARFORCRUITCMD, Quantico, VA	0.404494	215
(A)DeCA	0.403999	216
(A)Developmental Test Command	0.400653	217
(A)USAMRIID	0.397131	218
(A)ACSIM	0.393249	219
(A)CID-Belvoir	0.386276	220
(A)Army Evaluation Center	0.384469	221

(A)USA SAC	0.381946	222
(A)USA MMA	0.380582	223
(A)USA Force Mgmt Support Agency, HQ DA-GS	0.377575	224
(A)DLA	0.377205	225
(A)DISCO	0.373905	226
(A)SAF/US – Under Secretary of the AF	0.372448	227
(A)MARINE CORPS INSTITUTE (NEW)	0.372432	228
(A)Army Audit Agency	0.371990	229
(A)AF/JA – Judge Advocate General	0.371751	230
(A)USALSA	0.369586	231
(A)SPAWARSYSCEN, Charleston (NEW)	0.368049	232
(A)ASA(M&RA)	0.367484	233
(A)US Army Medical Research Institute for Chemical Defense	0.365510	234
(A)HQS USA MRMC (and subordinate commands)	0.365100	235
(A)NSWC HQ (AT WNY)	0.365040	236
(A)JMLFDC	0.364700	237
(AB)HQ ARNG (Army Natl Guard)	0.363228	238
(A)US Army Aberdeen Test Center	0.360723	239
(A)Communications & Electronics Command (CECOM)	0.359930	240
(A)US Army Research, Development and Engineering Command	0.359555	241
(A)USAMRAA	0.358069	242
(A)Edgewood Chemical & Biological Center	0.353246	243
(A)Army Contracting Agency	0.352701	244
(A)NAVSEASYSCOM WASHINGTON NAVY YARD, DC	0.351416	245
(A)US Army Environmental Center	0.350284	246
(A)US Army Ctr for Health Promotion and Preventative Medicine	0.343374	247
(A)U. S. Army Research Laboratory - HQ	0.340102	248
(A)The Surgeon General Office (OTSG)	0.329669	249
(A)SECNAV WASH DC	0.329566	250
(A)ASA (I&E)	0.327649	251
(A)OEA	0.325443	252
(AJ)JFCOM/C4ISR Battle Center/JFL/JWC	0.311502	253
(A)OCPA	0.305962	254
(A)NSA CAF	0.305429	255
(A)NAVAIR SYSCOM HQ	0.296075	256
(A)Navy Hometown News	0.293966	257
(A)SAF/GC – General Counsel	0.293345	258
(AJ)SDDC-TEA	0.293067	259
(A)G-6	0.292114	260
(A)DUSA	0.292038	261
(A)AF/XO – Air and Space Operations	0.292033	262
(A)AF-CIO – HAF Chief Information Officer	0.291984	263
(A)CECOM (Acquisition Ctr)	0.291821	264

(A)ASA (FM&C)	0.291476	265
(A)AF News Agency/Army & AF Hometown News	0.291462	266
(A)AFIS	0.291362	267
(A)Ofc of the JAG (OTJAG)	0.291328	268
(A)G-8	0.291178	269
(A)AFSAA - AF Studies and Analysis Agency	0.290729	270
(A)PFPA	0.290512	271
(A)DTSA	0.290357	272
(A)OCAR	0.289929	273
(A)JAG School	0.289786	274
(A)DARPA	0.289164	275
(A)DHRA	0.287253	276
(A)OASA (Alt)	0.276646	277
(A)AFCEE	0.274720	278
(A)CIFA	0.273153	279
(A)DOHA	0.271923	280
(A)NAWC PATUXENT RIVER MD	0.271219	281
(A)SAF/AA – Admin Asst to the Secretary	0.265571	282
(A)G-3	0.265290	283
(A)PEO STRICOM	0.260909	284
(AB)USAF Reserve Command Reserve Recruiting Service,	0.260669	285
(A)DCMS	0.257829	286
(A)G-1	0.256200	287
(A)AMC	0.254981	288
(A)Office of the Admin Ass't to the Army (aka SAAA)	0.253912	289
(A)HQ IMA	0.252089	290
(A)WHS	0.249914	291
(A)SAF/PA – Public Affairs	0.238116	292
(A)SAF/SB – Small & Disadvantaged Business	0.238100	293
(A)AF/XI – Warfighting Integration	0.237450	294
(A)SAF/IA – International Affairs	0.237118	295
(A)OSD	0.234229	296
(AB)HQ Air National Guard (ANG)	0.227358	297
(A)DCMA	0.219688	298
(A)HQ SMDC	0.218208	299
(A)HRC	0.216936	300
(A)OPNAV	0.209306	301
(A)SAF/IE – Installations Environment and Logistics	0.207539	302
(A)NETCOM	0.201310	303
(A)SAF/AQ - Acquisition	0.197521	304
(A)SAF/AG – Auditor General	0.197312	305
(A)DISA	0.196988	306
(A)DISC4 JTRS JPO	0.188239	307
(A)TMA	0.164090	308
(A)AF Personnel Operations Agency	0.158570	309

(A)PEO Biological Defense	0.157701	310
(A)NMCRS	0.157603	311
(A)AF/HO - Historian	0.157277	312
(A)SAF/FM – Financial Management and Comptroller	0.156783	313
(A)DLSA	0.156473	314
(A)DPMO	0.156181	315
(A)NAVIPO WASH DC	0.155633	316
(A)COMMANDER, NAVY INSTALLATIONS	0.155615	317
(A)DSCA	0.155472	318
(A)HQ ATEC	0.153650	319
(AB)HQ NGB (National Guard Bureau – overseeing Air Force and Army)	0.153333	320
(A)DODEA	0.153243	321
(A)Army Research Office	0.152528	322
(A)NAV SSP (NEW)	0.151736	323
(A)SDDC (formerly MTMC)	0.150176	324
(AJ)SOUTHCOM HQ	0.148419	325
(A)Navy Systems Management Activity (NSMA) - New	0.143747	326
(A)Army-CSA	0.143717	327
(A)DOD IG	0.142296	328
(A)MDA	0.142236	329
(A)AF/DP - Personnel	0.136565	330
(A)OFFICE OF NAVAL RESEARCH	0.124907	331
(A)DFAS	0.122673	332
(A)AF/IL – Installation and Logistics	0.113528	333
(A)DSS	0.112188	334

Table 2. MAH Military Value Results.

3. Mobilization. The scoring plan used for the Mobilization function is provided in Appendix C. Appendix J provides a copy of the data values used to run the military value model.

Alternative	Military Value Score	Rank
FT BENNING	0.552	1
FT LEWIS	0.545	2
FT BRAGG	0.497	3
FT HOOD	0.461	4
FT STEWART	0.457	5
FT MCCOY	0.439	6
FT DIX	0.435	7
FT KNOX	0.434	8
CG_MCB_CAMPEN	0.429	9
FT CARSON	0.369	10
FT BLISS	0.367	11

FT DRUM	0.361	12
CG_MCB_CAMP_LEJEUNE_NC	0.343	13
FT RILEY	0.339	14
FT SILL	0.338	15
FT POLK	0.333	16
FT CAMPBELL	0.323	17
Eglin AFB	0.322	18
FT JACKSON	0.310	19
ABERDEEN PROVING GROUND	0.300	20
FT LEE	0.293	21
SUBASE_BANGOR_WA	0.276	22
FT LEONARD WOOD	0.276	23
NAS_JACKSONVILLE_FL	0.259	24
McGuire AFB	0.250	25
FT SAM HOUSTON	0.248	26
Hill AFB	0.240	27
FT EUSTIS	0.239	28
NAVSTA_NORFOLK_VA	0.239	29
FT RUCKER	0.236	30
CBC_GULFPORT_MS	0.233	31
Robins AFB	0.233	32
Seymour Johnson AFB	0.219	33
Travis AFB	0.209	34
NAS_PENSACOLA_FL	0.202	35
NAVBASE_VENTURA_CTY_PT_MUGU_CA	0.195	36
FT RICHARDSON	0.194	37
Davis-Monthan AFB	0.191	38
March ARB	0.190	39
Scott AFB	0.190	40
FT HUACHUCA	0.188	41
Tinker AFB	0.186	42
Youngstown-Warren Regional APT ARS	0.185	43
Westover ARB	0.184	44
SCHOFIELD BARRACKS	0.182	45
Wright-Patterson AFB	0.181	46
NAS_JRB_FT_WORTH_TX	0.178	47
NAVSTA_SAN_DIEGO_CA	0.172	48
NAS_JRB_NEW_ORLEANS_LA	0.172	49
Holloman AFB	0.171	50
Whiteman AFB	0.160	51
Kirtland AFB	0.157	52
COMNAVDIST_WASHINGTON_DC	0.147	53
Niagara Falls IAP ARS	0.146	54
Grissom ARB	0.144	55
SUBASE_NEW_LONDON_CT	0.144	56

Barksdale AFB	0.143	57
Minot AFB	0.132	58
NAS_JRB_WILLOW_GROVE_PA	0.132	59
NAVSUPPACT_MID_SOUTH_MILLINGTON_TN	0.131	60
Elmendorf AFB	0.126	61
Homestead ARS	0.122	62
Jackson IAP AGS	0.120	63
NAVSTA_PEARL_HARBOR_HI	0.117	64
NAVSTA_GREAT_LAKES_IL	0.094	65
FT BUCHANAN	0.092	66

Table 3. Mobilization Military Value Results.

4. Military Personnel Centers. The military value model is based on the scoring plan presented in Appendix D. The data used to execute the military value model is shown at Appendix K. The results of the military value model are shown below in Table 4.

Alternative	Military Value Score	Rank
NAVPERSCOM	0.962	1
AFPC	0.754	2
MC PERSCOM	0.586	3
EPMAC	0.563	4
NAVRESPERCEN	0.563	5
ARPC	0.130	6
HRC INDIANAPOLIS	0.098	7
HRC ST LOUIS	0.097	8
MC MOBCOM	0.094	9
HRC ALEXANDRIA	0.068	10

Table 4. Military Personnel Centers Military Value Results.

5. Correctional Facilities. The corrections model scoring plan is at Appendix E. The data used to run the model is in Appendix L. The results of the military value model are shown below in Table 5.

Alternative	Military Value Score	Rank
FORT LEAVENWORTH	0.587	1
CG_MCAS_MIRAMAR_CA	0.563	2
WPNSTA_CHARLESTON_SC	0.433	3
Lackland AFB	0.432	4
FORT KNOX	0.402	5
SUBASE_BANGOR_WA	0.400	6

NAVBRIG_NORFOLK_VA	0.386	7
Edwards AFB	0.372	8
NAS_PENSACOLA_FL	0.356	9
CG_MCB_CAMP_LEJEUNE_NC	0.342	10
CG_MCB_CAMPEN	0.338	11
FORT SILL	0.337	12
FORT LEWIS	0.337	13
CG_MCB_QUANTICO_VA	0.293	14
Kirtland AFB	0.289	15
NAVSTA_PEARL_HARBOR_HI	0.230	16
NAS_JACKSONVILLE_FL	0.185	17

Table 5. Correctional Facilities Military Value Results.

6. DFAS. The DFAS scoring plan is in Appendix F. Appendix M provides details on values of the data elements. The results of the military value model are shown in Table 6 below.

Alternative	Military Value Score	Rank
Rock Island	0.846	1
Pensacola Saufley Field	0.805	2
Denver	0.803	3
Norfolk Naval Station	0.787	4
Lawton	0.787	5
Pensacola Naval Air Station	0.720	6
Columbus	0.688	7
Omaha	0.673	8
Indianapolis	0.651	9
Dayton	0.625	10
St Louis	0.612	11
Cleveland	0.587	12
San Antonio	0.586	13
San Diego	0.569	14
Pacific Ford Island	0.569	15
Patuxent River	0.565	16
Limestone	0.548	17
Charleston	0.546	18
Rome	0.542	19
Orlando	0.540	20
Lexington	0.532	21
Kansas City	0.451	22
Seaside	0.433	23
San Bernardino	0.429	24
Arlington	0.313	25

Oakland	0.243	26

Table 6. DFAS Military Value Results.

7. Installation Management. The installation management scoring plan is presented in Appendix G. Appendix N provides a copy of the data used to execute the military value model. The military value results are shown below in Table 7.

Alternative	Military Value Score	Rank
Walter Reed Medical Center	0.556	1
Ft. Bragg	0.530	2
NAVSTA Pearl Harbor	0.410	3
NAVSTA Norfolk	0.402	4
COMNAVDIST Washington D.C.	0.378	5
Bolling AFB	0.357	6
Lackland AFB	0.355	7
Ft. Lewis	0.350	8
Schofield Barracks	0.340	9
Ft. Eustis	0.304	10
MCB Quantico	0.291	11
Peterson AFB	0.290	12
Keesler AFB	0.285	13
MCB Hawaii Kaneohe	0.262	14
Ft. Carson	0.262	15
Ft. Belvoir	0.261	16
Ft. Shafter	0.260	17
Aberdeen Proving Ground	0.251	18
Ft. Meade	0.248	19
Langley AFB	0.235	20
Schriever AFB	0.234	21
NAS Patuxent River	0.233	22
Naval Support Act Mechanicsburg	0.230	23
Ft. Sam Houston	0.230	24
USAF Academy	0.228	25
CBC Gulfport	0.224	26
Elmendorf AFB	0.222	27
Hickam AFB	0.220	28
Randolph AFB	0.218	29
Nat Naval Med Center Bethesda	0.217	30
Andrews AFB	0.214	31
Ft. Dix	0.211	32
Dover AFB	0.208	33
Ft. Richardson	0.208	34
DOBBINS ARB	0.206	35

McGuire AFB	0.205	36
NAVWPNSTA Charleston	0.198	37
Charleston AFB	0.197	38
McChord AFB	0.196	39
Ft. Monmouth	0.193	40
Pope AFB	0.192	41
NAVMEDCEN PORTSMOUTH	0.191	42
Brooks-City Base	0.191	43
Ft. McNair/Fort Myer	0.188	44
NAS Oceana	0.186	45
COMNAVMARIANAS_GU	0.178	46
Cheyenne Mountain AFS	0.177	47
NAVSHIPYD Norfolk	0.174	48
NAVSUPPACT Norfolk	0.170	49
Andersen AFB	0.166	50
NAVPHIBASE Little Creek	0.165	51
Letterkenny Army Depot	0.165	52
NAS ATLANTA	0.164	53
Ft. Detrick	0.16	54
NAVAIRENGSTA Lakehurst	0.153	55
COMDR Camp Allen Norfolk	0.144	56
CO HQBN HQMC Henderson Hall	0.142	57
Adelphi Laboratory Center	0.141	58
Marine Corps Barracks 8th & I	0.138	59
Carlisle Barracks	0.131	60
WPNSTA Yorktown	0.13	61
NAVSTA Pascagoula	0.125	62
Ft. Monroe	0.123	63
WPNSTA Earle Colts Neck	0.116	64
Ft. A.P. Hill	0.112	65

Table 7. Installation Management Military Value Results.

Section 3: Application of Military Value

The results from military value as presented above represent our best efforts at a quantitative assessment reflected by the data at the time of publication of this report. As mentioned in the previous section, we encountered data challenges. When resolving the data issues, we always strove for accurate and certified data. When achieving that standard was not possible, we treated data reported form the field, whose certification had not caught up in the process, as more accurate than any judgment based data we could develop. We continued to follow-up on certification of data that has not yet been certified. Despite our best efforts, we were not able to obtain data from the field for all of our model needs; however, the vast majority of our data was certified. In cases where we

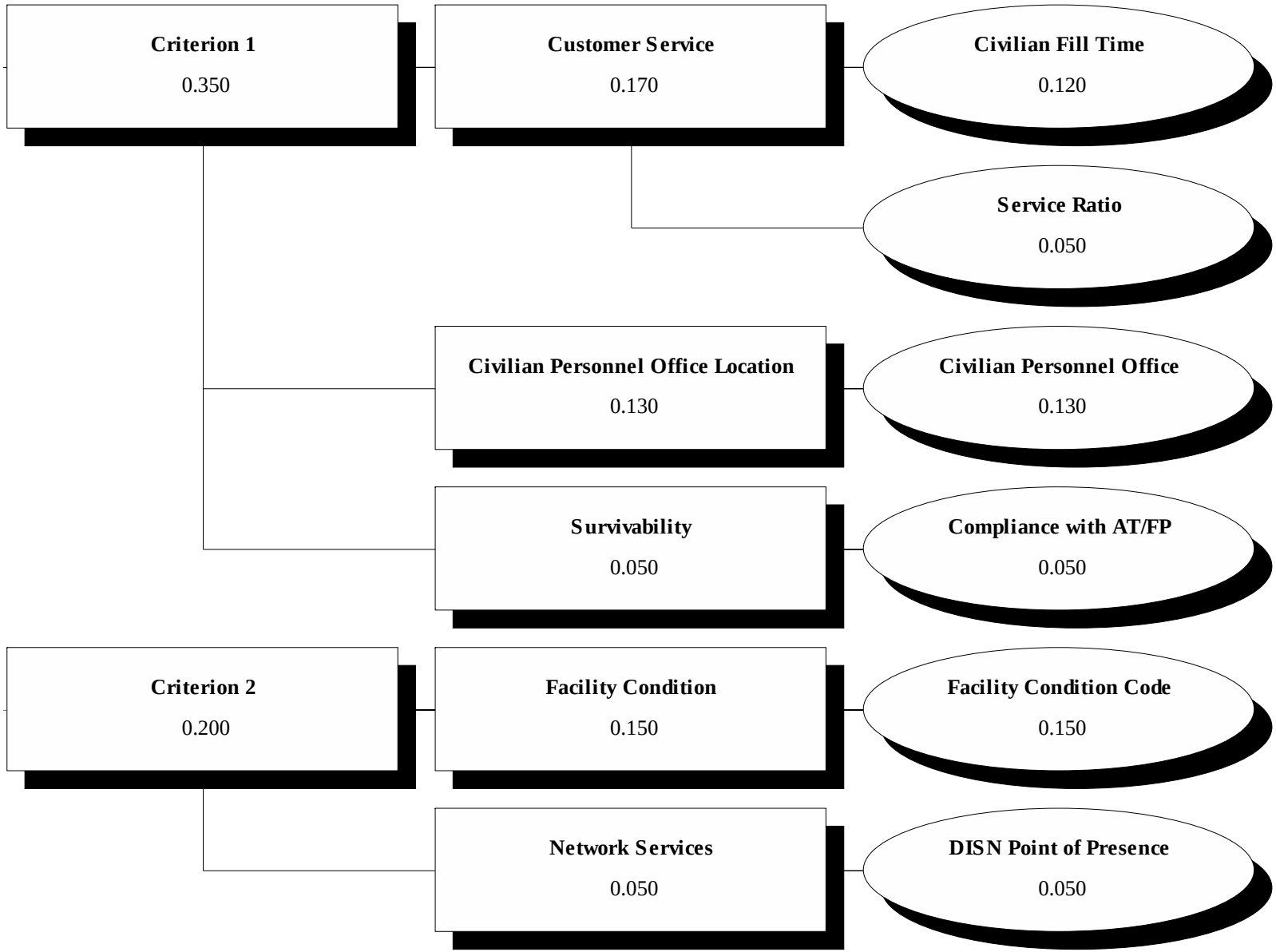
were not able to obtain data, we used military judgment to ensure that we represented the entities with the fairest assessment that is possible—neither rewarding nor penalizing a non-response. We have done our best to ensure these judgments are reflected in our methodological documentation. The results shown in this report reflect the best data available at the time of publication, and the data used to run our models is the most accurate available to the best of our belief.

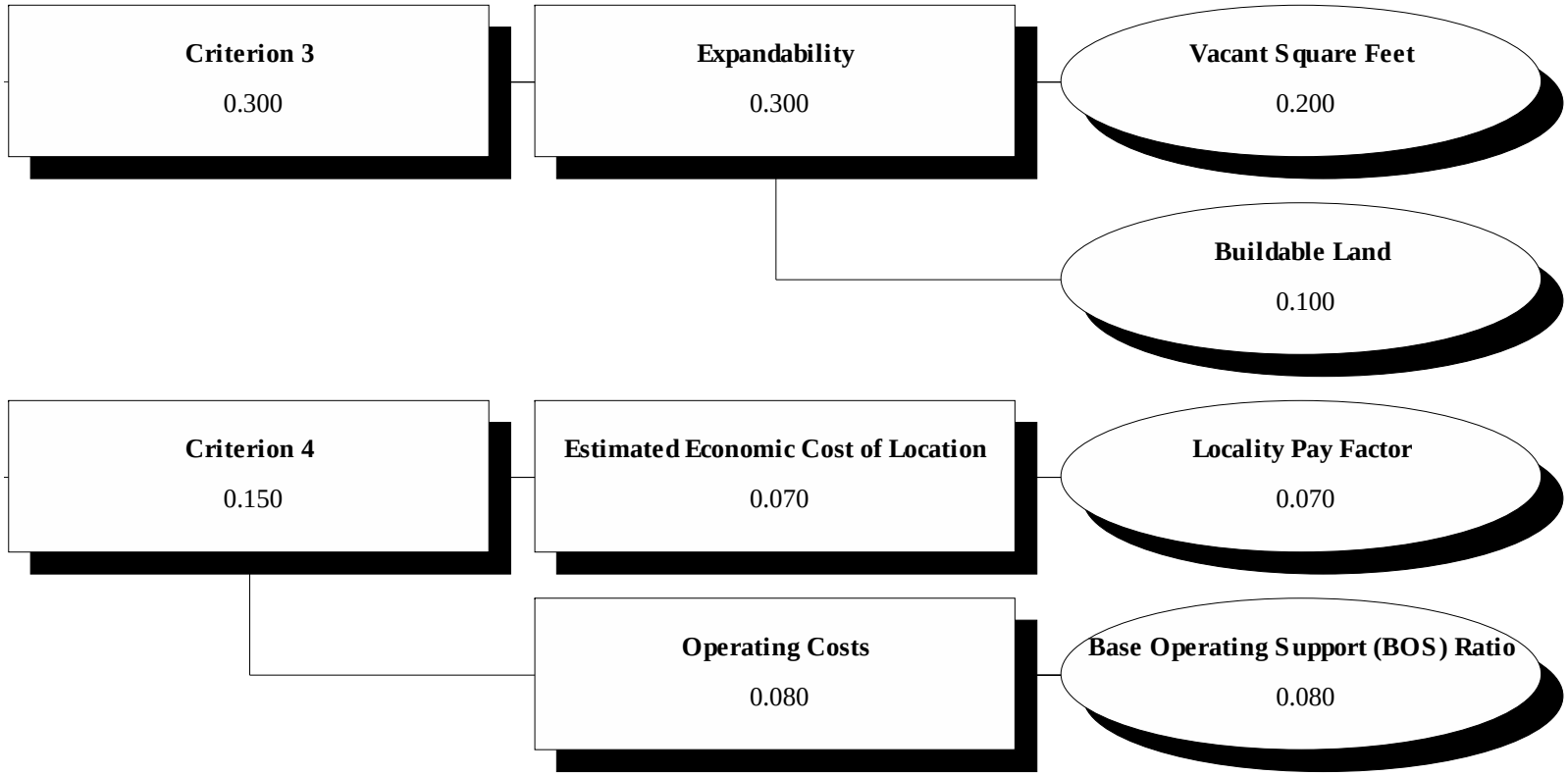
Because of the unique data related issues within the HSA JCSG, the analytical team conducted an extensive sensitivity analysis to ensure robust and stable military value results and associated Candidate Recommendations. Sensitivity analysis for the final Military Value results was performed on three levels. First, it was essential to account for significant deviations in military value due to evolving data. Any such deviations were investigated to ensure they were due to valid data changes. Second, because data continued to evolve after the initial set of Candidate Recommendations was submitted, it was necessary to assess any effect the evolving military value results could have made on the deliberations that led to Candidate Recommendations. Changes in Military Value that significantly affected the rankings were brought before the HSA-JCSG members for consideration. Third, it was important to test the sensitivity of the weightings for each of the driving metrics. The most significant metrics driving the military value results were swung up and down by 20% of the local weight. Changes in rank were investigated to ensure the model was producing effective results. Each aspect of the results of sensitivity analysis was presented to the JCSG leadership for their consideration and resolution. The result of this process is stronger and more robust recommendations.

The military value modeling process links directly to other BRAC processes. Capacity analysis defines where functions are performed and provides an estimate of physical and operational excess capacity. Capacity and military value data are a starting point for scenario development. Additional functional analysis, not embodied in a particular BRAC process, helps determine constraints that influenced scenario development processes. Functional analysis also helps the analyst develop an organization's candidate reconfiguration based on changes or modifications to the way the organization approaches its core functions and/or business lines

The intent of military value analysis was to develop a quantitative method for assessing the military value of performing the functions under consideration by HSA JCSG at current and/or potential locations. The rankings that result from the model are not absolute; rather, they are a starting point for scenario development. Scenarios were constructed with military value as a primary consideration, but the process also included results of functional analysis and application of military judgment. An overall construct for the development of our recommendations has been one that is strategy driven and data verified. Military value has been the primary consideration throughout our process of development of Candidate Recommendations.

CIVILIAN PERSONNEL OFFICES




Criterion 3
0.300
Expandability
0.300
Vacant Square Feet
0.200
Buildable Land
0.100
Criterion 4
0.150
Estimated Economic Cost of Location
0.070
Locality Pay Factor
0.070
Operating Costs
0.080
Base Operating Support (BOS) Ratio
0.080

CIVILIAN PERSONNEL OFFICES

1. **Scope.** The civilian personnel function military value (MV) modeling effort includes Regional Civilian Personnel Offices and Defense Agency Personnel Offices. The universe of potential receiving locations is limited to current locations of Personnel Offices.

2. **Assumptions.**

   a. Analysis will provide military value of performing the function at current locations.
   b. Analysis will reveal opportunities for organizational grouping.
   c. Analysis may reveal transformational opportunities.
   d. Communities where the function is currently performed embody a beneficial quality of life that will be sustained.

3. **Military Value Scoring Plan.**

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.</td><td>This criterion was weighted the highest for civilian personnel because customer service and Anti-Terrorism/Force Protection (AT/FP) standards are important to truly succeed in their current and future mission capabilities as a total force.</td><td>35%</td></tr>
<tr><td>Attribute 1 Customer Service</td><td>Where possible we wanted to determine efficiency of an organization. We selected civilian fill time of jobs and service ratio for the civilian personnel offices. Both measures should be easily available and will provide us with a metric to base efficiency of an organization.</td><td>17%</td></tr>
<tr><td>Metric 1 Civilian Fill Time. Measured in days, where less is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min-max</td><td>Lowest value from data call = 1.0 – Highest value from data call = 0.0</td><td>Linear decreasing</td></tr></table>Civilian personnel offices are service organizations that are concerned with supporting their customers in an efficient manner. Measuring the amount of time (in days) that it takes to fill a civilian job is critical to measuring the success of an organization. There is a possibility that we may co-locate or consolidate organizations and, if that is the case, then we need a measure to determine which civilian personnel offices are more efficient than others.</td><td>12%</td></tr>
<tr><td colspan="2">Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including WHS): What is your organization’s civilian position fill-time for fiscal year (FY) 03? (DOD#: 1900).</td><td></td></tr>
</table>

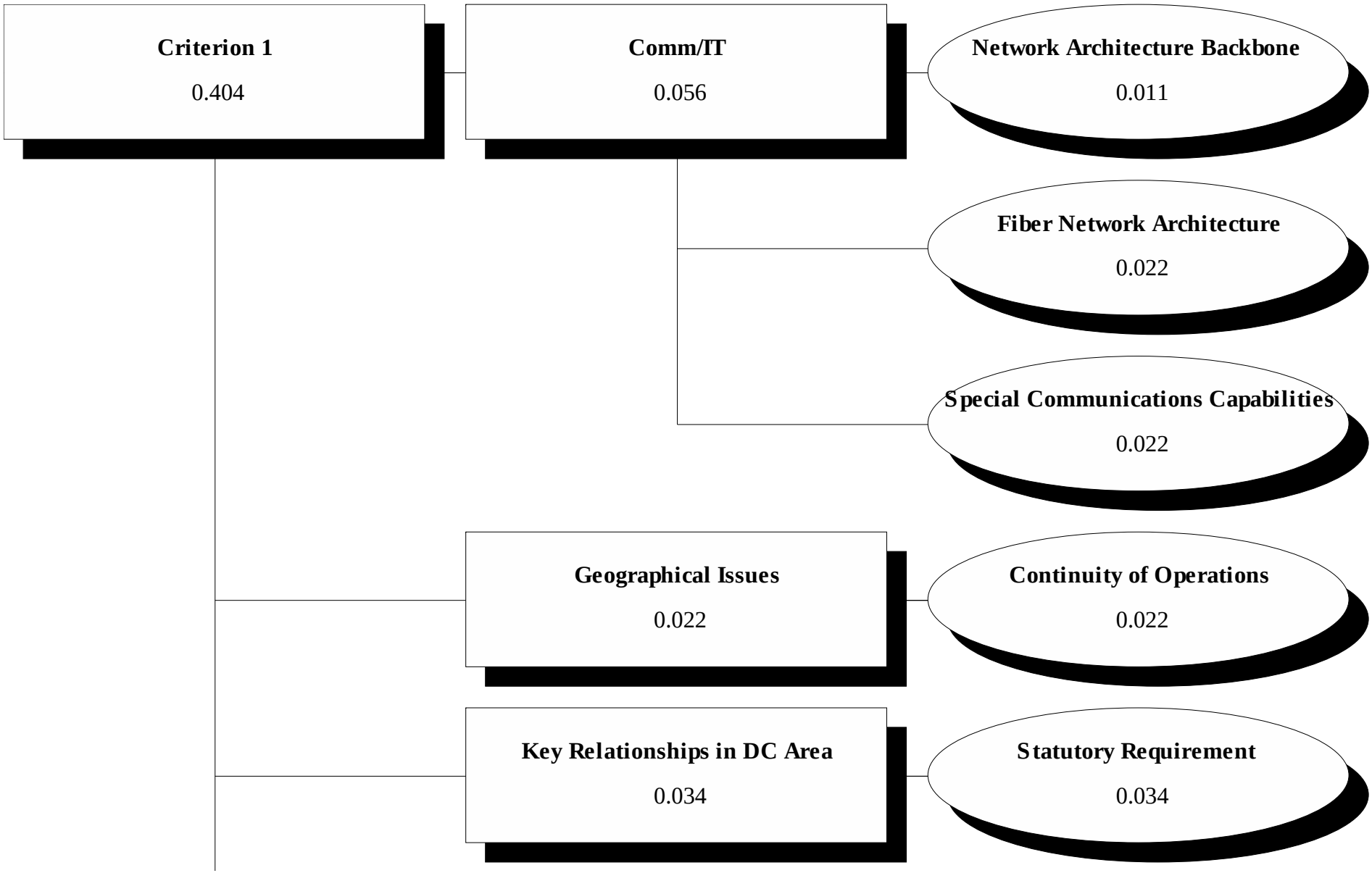
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 2 Service Ratio. Number of Customers per Worker. Ratio of number of customers from FY 03 (DOD#: 482) to personnelists (DOD#: 480).</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min-max</td><td>Lowest value from data call = 0.0 – Highest value from data = 1.0</td><td>Linear increasing</td></tr></table>DoD has a standard for the number of personnel employees to the number of population served. In fiscal year (FY) 04 that standard is 1 to 88. All Services should be tracking their progress in reaching this goal. We feel this is a good measure of organizational effectiveness.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 What is the size of the population serviced per personnelist? (DOD#: 480, 482).</td><td></td></tr>
<tr><td>Attribute 2 Civilian Personnel Office Location</td><td></td><td>13%</td></tr>
<tr><td>Metric 1 Civilian Personnel Office. Function is binary. If a civilian personnel office currently exists on an installation, then a 1 or Yes is received; 0 or No, otherwise.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>1=Yes – 0=No</td><td>Binary</td></tr></table>A civilian personnel office that is currently on an installation should receive considerably more credit than one that is currently in leased space.</td><td>13%</td></tr>
<tr><td colspan="2">Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including Washington Headquarters Services [WHS]): For each location, identify if the site is on a DoD Owned Installation within a controlled perimeter. (DOD#: 1918).</td><td></td></tr>
<tr><td>Attribute 3 Survivability – Compliance with DoD Minimum Antiterrorist Standards for Buildings (UFC 4-010-01)</td><td></td><td>5%</td></tr>
<tr><td>Metric 1 Compliance with DoD Minimum Antiterrorist Standards for Buildings. Scoring: For each building in which an Activity is located, a series of questions will be asked to determine the extent to which that building does or does not meet the standards, leading to one compliance ranking for each building. An overall compliance ranking for the Activity will be determined by adjusting the scores to the proportion of total square feet. Questions will only be asked of leased installations; military installations are assumed to comply due to presence of controlled perimeters.

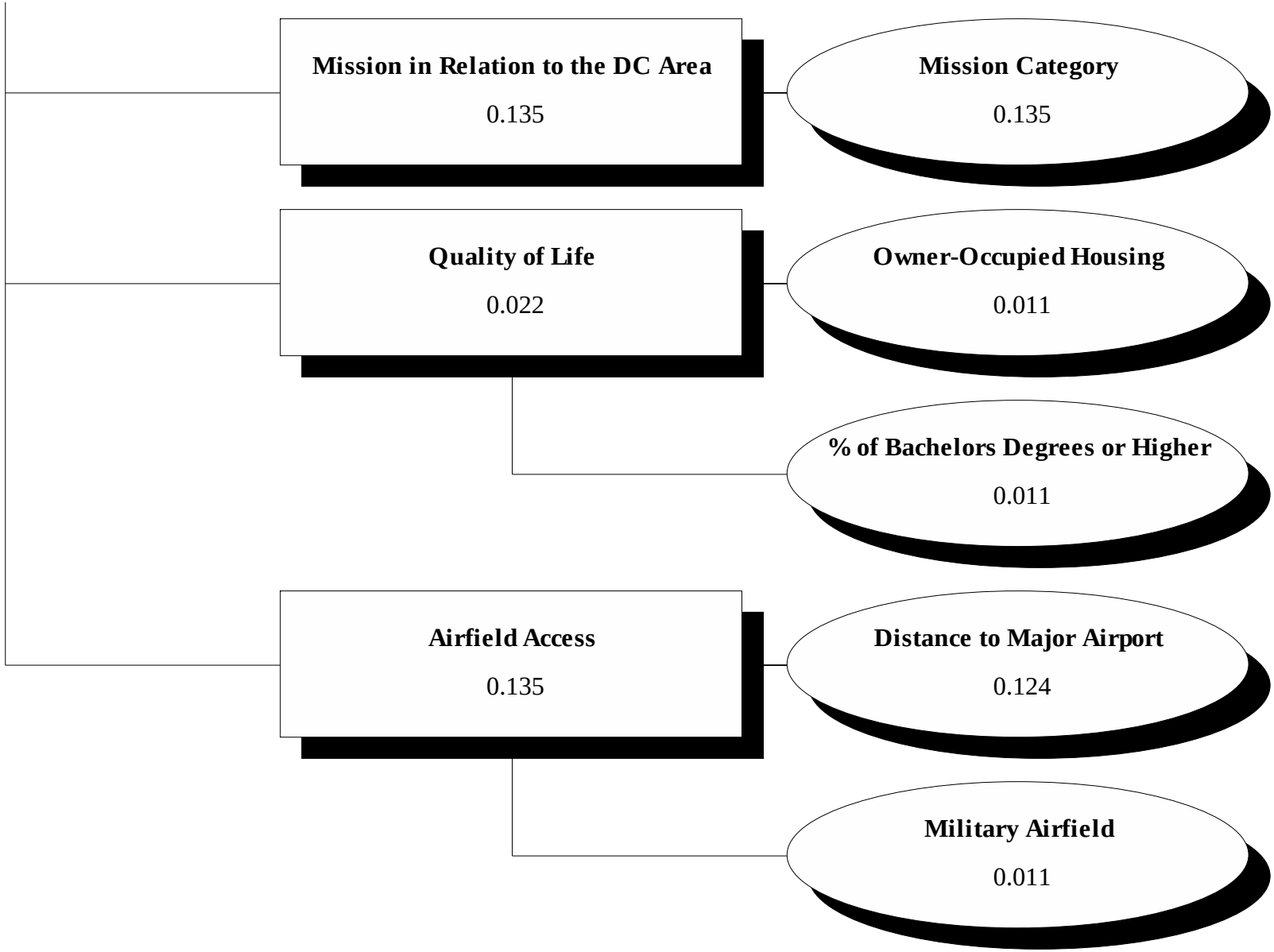
<table><tr><th>AT/FP Scoring Plan:</th><th>Value</th></tr><tr><td>Military Installation</td><td>1.0</td></tr><tr><td>Occupies less than (<) 25% of Building</td><td>0.8</td></tr><tr><td>Otherwise</td><td>0.0</td></tr></table></td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>See Table</td><td>Non-linear</td></tr></table>This attribute is important in determining the survivability of each location that houses a civilian personnel office. We wanted a way to weight the AT/FP standards particularly for people in leased space. Measuring a secure operational environment becomes more critical to ensure uninterrupted servicing if civilian personnel offices are consolidated into fewer locations. Each location occupied by an activity will be assessed for compliance with UFC 4-010-01; locations that do not meet the current standard will be given a lower MV. All questions weighted equally.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 What percentage of the building’s total square feet is leased to and/or occupied by DoD entities? (DOD#: 1912).</td><td></td></tr>
<tr><td>Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.</td><td>This criterion was ranked third to ensure adequate facilities exist to house a personnel office within each service that is capable of ensuring uninterrupted mission execution.</td><td>20%</td></tr>
<tr><td>Attribute 1 Facility Condition</td><td></td><td>15%</td></tr>
</table>

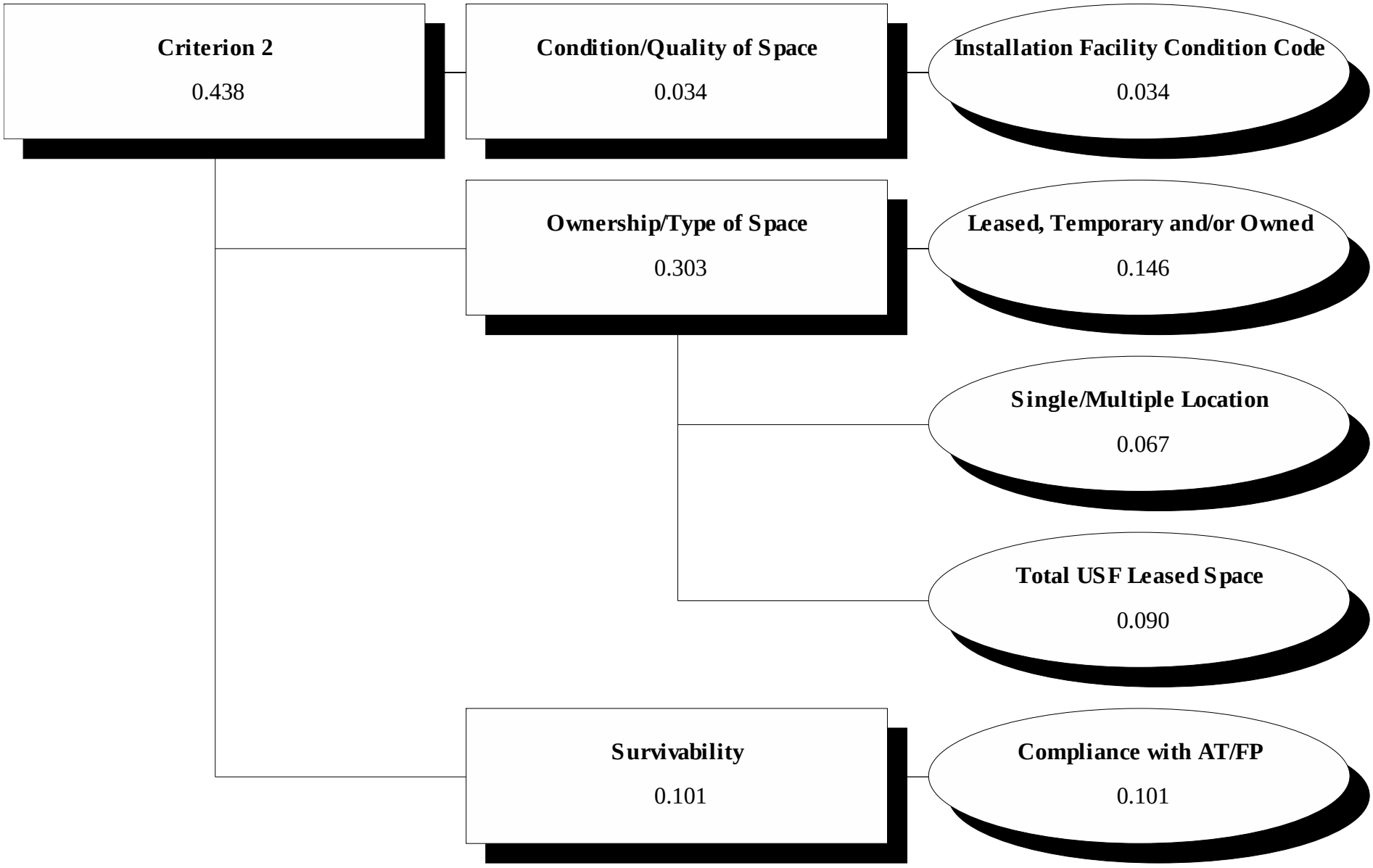
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 1 Facility Condition Code. Measured using the Average Facility Condition Code for Administrative Buildings.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>C1-C4</td><td>C1 = 1.0
C2 = 0.75
C3 = 0.25
C4 = 0.0</td><td>Non-linear</td></tr></table>This metric is important to determine which buildings are in the best condition. While this is an important factor in deciding the best locations, facilities can always be improved. Assume lease space = 0.</td><td>15%</td></tr>
<tr><td colspan="2">Question 1 What is the installation’s facility condition code (C1-C4) for Administrative-type buildings? (DOD#: 11).</td><td></td></tr>
<tr><td>Attribute 2 Network Services</td><td></td><td>5%</td></tr>
<tr><td>Metric 1 DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = 1.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>1=Yes
0=No</td><td>Binary</td></tr></table>Location on a DISN Point of Presence (POP) is an important consideration with regard to DoD IT enterprise architecture. Installations with POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including WHS): Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).</td><td></td></tr>
<tr><td>Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.</td><td>Criterion 3 has the second greatest weight to account for personnel office expansion capability for co-location or consolidation to establish a foundation for future requirements in support of DoD.</td><td>30%</td></tr>
<tr><td>Attribute 1 Expandability</td><td>Expandability is an important factor when looking at future force requirements. It is critical that we access all finished square feet and buildable land at current locations of all of the civilian personnel offices.</td><td>30%</td></tr>
<tr><td>Metric 1 Vacant Square Feet. Blocks of contiguous vacant Administrative-type space over 10K GSF at an installation. Measured in blocks and more is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Min = 0; Max = 1</td><td>Linear increasing</td></tr></table>This is to assess if a current office has space in its existing Admin buildings to expand or if they are at capacity. This metric was weighted higher than buildable land since there may be less cost with moving to an existing facility rather than requiring new military construction (MILCON). If a location has expansion space, it will receive more credit since it has the ability to receive additional personnel. Lease space will not receive any credit.</td><td>20%</td></tr>
<tr><td colspan="2">Question 1 How many blocks of contiguous vacant Administrative-type space over 10K GSF are located on the installation? (DOD#: 305).</td><td></td></tr>
<tr><td>Metric 2 Buildable Land. At least one parcel greater than 5 acres.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 - 1</td><td>1= Yes; 0 = No</td><td>Binary</td></tr></table>Based on the assumption that a personnel facility could be built on a parcel of 5 or more acres and only one such office would be needed on the installation. This would give the opportunity to build a new building to possibly house a regional personnel office. To us this was a metric which was important, but also a potentially expensive undertaking. Lease space will not receive any credit</td><td>10%</td></tr>
<tr><td colspan="2">Question 1 Does the installation have at least one parcel of buildable land greater than 5 acres? (DOD#: 31).</td><td></td></tr>
</table>

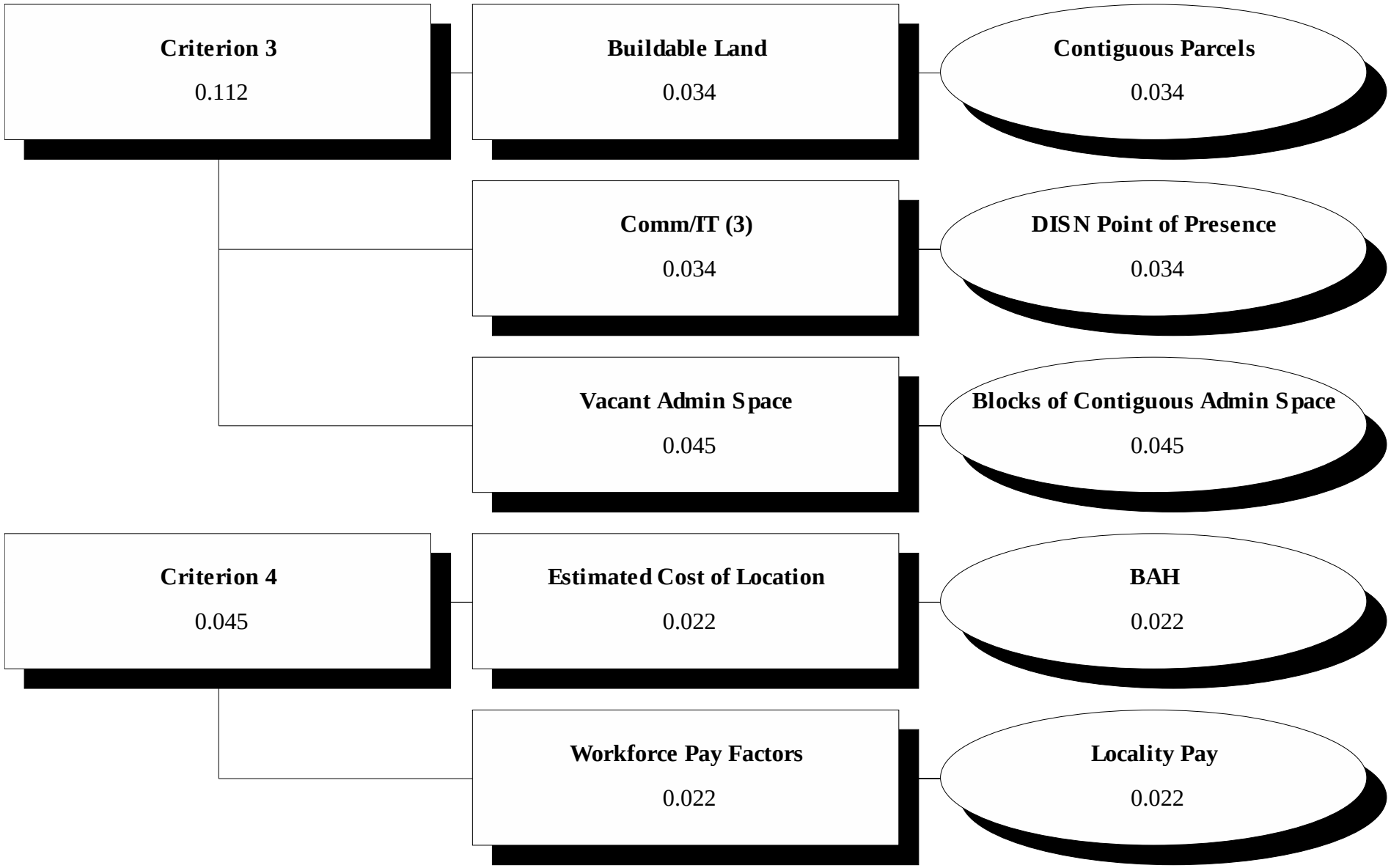
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 4 The cost of operations and the manpower implications.</td><td>This criterion was given the lowest weight because other factors in ensuring adequate personnel servicing to support DoD are more important for mission accomplishment. Locality and facility operation costs enable an initial look at cost-effective potential receiving locations for scenario development.</td><td>15%</td></tr>
<tr><td>Attribute 1 Estimated Economic Cost of Location</td><td></td><td>7%</td></tr>
<tr><td>Metric 1 Locality Pay Factor – percentage. Less is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Min = 1; Max = 0</td><td>Linear Decreasing</td></tr></table>We needed a way of measuring the cost of doing business at one location versus another. The civilian locality rate seemed to be the best since the majority of personnel working at the personnel offices are civilian employees. This unit of measure is obtainable from the Office of Personnel Management’s web site. This is a metric we feel is important but should not be the determining factor about a location unless everything else is equal.</td><td>7%</td></tr>
<tr><td colspan="2">Question 1 For each Regional Civilian Personnel Office, Agency Personnel Office (including WHS): What is the 2004 locality pay rate for the GS pay schedule? (DOD#: 1403).</td><td></td></tr>
<tr><td>Attribute 2 Operating Costs</td><td></td><td>8%</td></tr>
<tr><td>Metric 1 Base Operating Support (BOS) Ratio. Amount of BOS non-payroll obligations per population supported.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Min = 1; Max = 0 Less is better.</td><td>Linear Decreasing</td></tr></table>We want to capture the cost of doing business at a particular location. We felt that the base operating cost to supported population would be a good way to capture the utilities, and other operating costs of the installation and match it to manpower implications. This metric should play a role on which facility locations are more cost efficient and thus have greater military value. Activities not on a DoD installation will be assigned the worst score from the DoD installation locations reported.</td><td>8%</td></tr>
<tr><td colspan="2">Question 1 What are your BOS non-payroll obligations for your installation and the number of personnel authorized to this function? What is the total number of authorized personnel supported by the installation, to include military members (active duty, full time guard and reserve) and DoD civilians? Use current authorization documents. What is the current total number of on-board, Full-time Equivalent (FTE) contractors, other civilians, and family members supported by the installation? (DOD#: 1504, 4096).</td><td></td></tr>
</table>

MAJOR ADMINISTRATIVE AND HEADQUARTERS ACTIVITIES




Mission in Relation to the DC Area
0.135
Mission Category
0.135
Quality of Life
0.022
Owner-Occupied Housing
0.011
% of Bachelors Degrees or Higher
0.011
Airfield Access
0.135
Distance to Major Airport
0.124
Military Airfield
0.011


Criterion 2
0.438
Condition/Quality of Space
0.034
Installation Facility Condition Code
0.034
Ownership/Type of Space
0.303
Leased, Temporary and/or Owned
0.146
Single/Multiple Location
0.067
Total USF Leased Space
0.090
Survivability
0.101
Compliance with AT/FP
0.101


Criterion 3
0.112
Buildable Land
0.034
Contiguous Parcels
0.034
Comm/IT (3)
0.034
DISN Point of Presence
0.034
Vacant Admin Space
0.045
Blocks of Contiguous Admin Space
0.045
Criterion 4
0.045
Estimated Cost of Location
0.022
BAH
0.022
Workforce Pay Factors
0.022
Locality Pay
0.022

MAJOR ADMINISTRATIVE AND HEADQUARTERS ACTIVITIES

1. **Scope.** This modeling effort will result in a priority ranking of activities that will be considered for realignment both within and outside of the District of Columbia (DC) area. The focus inside the DC Area will be on the total Department of Defense (DoD) real estate footprint of administrative space within a 100 mile radius of the Pentagon (leased and owned). Outside the DC Area, the focus will be on specified administrative and command and control (C2) headquarters including the combatant commands, their service component commands and supporting activities, reserve component commands, recruiting commands, and reserve force management organizations (leased and owned).

2. **Assumptions.** The assumptions for this analysis are as follows.

   a. All leased locations and temporary locations are ranked as less desirable than owned space.
   b. The concentration of a large quantity of activities within the DC Area is viewed as a negative. As such, realignment outside of the DC Area for appropriately identified activities is a positive outcome.
   c. Anti-Terrorism/Force Protection (AT/FP) standards for security – Each leased building will be analyzed for compliance with AT/FP standards for buildings. A series of questions will yield one conclusion for each building that will be aggregated by Activity and used in this model. Buildings on installations are assumed to be contained within controlled perimeters and deemed to meet AT/FP standards.
   d. Higher military value scores indicate more suitable locations.
   e. Headquarters and administrative space for DoD activities can be located in multiple buildings and in both leased and owned space. This is often the case within the DC Area. This modeling effort will capture an aggregated view of an Activity's locations, where applicable.
   f. Metrics in the MV model that are not suitable for both activities and Installations are assigned a weight to account for these differences.
   g. Communications and Information Technology (COMM/IT) services are available to every installation in sufficient quantity in order to satisfy operational requirements.

3. **Military Value Scoring Plan.**

Criterion/Attribute/Metric/Question	Rationale	Weight
Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.	This criterion is assigned the highest weighting in the model. For administrative space, the ability to meet mission requirements and maintain operational readiness is crucial to the performance of DoD activities and is weighted accordingly.	40.4%
Attribute 1 Comm/IT	Information dominance is a critical element of the DoD's transformation effort. Adequate COMM/IT services at an installation are required to support the transformation. A ubiquitous network that provides the ability to command and control resources, analyze and disseminate intelligence, and implement appropriate actions from any defense facility in the world is required.	5.6%

Criterion/Attribute/Metric/Question	Rationale			Weight
Metric 1 Network Architecture Backbone. At the end of FY04, what percentage of your installation's network backbone will be fiber optic cable? This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.	**Range**	**Scoring Plan**	**Function**	1.1%
	Min – Max	Lowest value = 0.0 – Highest value = 1.0	Linear Increasing	
	Fiber optic cable backbone networks provide installations with greater capability than copper wire based networks. The higher percentage of fiber in these network architectures, the more valuable they are, as they more readily lend themselves to meeting current and future operational requirements and support DoD transition to network centric enterprise services (NCES).			
Question 1 What percentage of your Installation's network backbone will be fiber optic cable by the end of FY04 (based on planned spending in the FY04 President's Budget)? (DOD#: 1959).				
Metric 2 Fiber Network Architecture. Percentage of your installation's buildings that will be connected to the network via fiber optic cable by the end of FY04. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.	**Range**	**Scoring Plan**	**Function**	2.2%
	Min – Max	Lowest value = 0.0 – Highest value = 1.0	Linear Increasing	
	Buildings serviced by fiber optic cable networks provide Installations with greater capability than copper wire based networks. The more fiber these network architectures have, the more valuable they are, as they more readily lend themselves to meeting current and future operational requirements and support DoD transition to NCES.			
Question 1 What percentage of your installation's buildings will be connected to the network backbone via fiber optic cable by the end of FY04 (based on planned spending in the FY04 President's budget)? (DOD#: 1901).				
Metric 3 Special Communications Capabilities. Does your installation/facility have the following communications capabilities: Yes/No. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.	**Range**	**Scoring Plan**	**Function**	2.2%
	0 – 10	1 = Yes; 0 = No for each question. Number of "Yes" answers will be aggregated to determine score for this metric.	Linear increasing	
	Installations that have more means of communications readily available to them are more valuable than others.			
Question 1 Does your Installation have Defense Red Switch Network (DRSN) capability? (DOD#: 25).				
Question 2 Does your Installation have Land Mobile Radio (LMR) capability? (DOD#: 28).				
Question 3 Does your Installation have NIPRNET capability? (DOD#: 319).				
Question 4 Does your Installation have SIPRNET capability? (DOD#: 319).				
Question 5 Does your Installation provide any of the following commercial wireless services: cellular, pagers, messaging e.g., Blackberry)? (DOD#: 1960).				
Question 6 Does your Installation provide Video Teleconferencing (VTC) services – e.g.,. DISN Video Global Service (DVGS)? (DOD#: 1960).				
Question 7 Does your Installation provide diverse routing of NIPRNET? (DOD#: 1960).				
Question 8 Does your Installation provide diverse routing of SIPRNET? (DOD#: 1960).				
Question 9 Does your Installation have a Satellite Earth Terminal? (DOD#: 1960).				
Question 10 Does your Installation have a Voice over Internet Protocol (VOIP) Telephone Switch? (DOD#: 1960).				

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Attribute 2 Geographical Issues</td><td>This attribute takes into account the risk to an installation from potential natural disasters. The concern is that an installation's operating capacity could be severely impacted for a long period of time, or permanently, in the wake of a major catastrophic event.</td><td>2.2%</td></tr>
<tr><td>Metric 1 Continuity of Operations. Number of times the county or other governmental jurisdiction (e.g., City of Alexandria, VA) in which the installation is located has received a Presidential Declaration of Disaster since 1965 due to hurricane, flooding, tornado, wild fire, and/or earthquake. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value = 1.0 –
Highest value = 0.0</td><td>Linear decreasing</td></tr></table>Installations with lower historic occurrence of the noted natural disasters will be viewed as having higher MV. This metric receives a relatively low weighting because it should affect a small number of locations and is not viewed as being as important as other measurements in ranking the MV of installations with regard to Criteria 1.</td><td>2.2%</td></tr>
<tr><td colspan="2">Question 1 How many times has the county (or other governmental jurisdiction) in which your installation is located received a Presidential Declaration of Disaster since 1965 due to hurricane, flooding, tornado, wild fire, and/or earthquake? Source: FEMA database. (Authoritative Source).</td><td></td></tr>
<tr><td>Attribute 3 Location Requirement</td><td>This attribute is designed to determine whether an activity is required to be located in a specific location: geographic or building specific. This attribute is used to identify activities which should remain in their current areas.</td><td>3.4%</td></tr>
<tr><td>Metric 1 Statutory Requirement for Location. This question is designed for activities only. Military installations will not be asked to respond and will be assigned a score of "1".</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>1.0 = Yes; 0.0 = No</td><td>Binary</td></tr></table>This metric measures whether an activity has a written statutory requirement for a specific location—either near the DC area or elsewhere. A "Yes" response to either or both questions receives a score of 1.0.</td><td>3.4%</td></tr>
<tr><td colspan="2">Question 1 Does your activity have a statutory requirement to be located within 100 miles of the Pentagon? Identify the nature of the requirement. (DOD#: 1909).</td><td></td></tr>
<tr><td colspan="2">Question 2 Does your activity have a statutory requirement specifying that you remain in your current location? Identify the nature of the requirement. (DOD#: 1910).</td><td></td></tr>
<tr><td>Attribute 4 Mission in relation to the DC Area</td><td>See Metric 1 below</td><td>13.5%</td></tr>
<tr><td>Metric 1 Mission Category. This metric relates an overall categorization of mission to location, with emphasis on the mission's relationship to a location within the DC Area. There are four categories: (1) Security & Defense of DC Area; (2) Direct DC Area Administrative Support; (3) Other Mission; and, (4) Outside the DC Area. This question is designed for activities only. Military installations will not be asked to respond and will be assigned a score of "1".</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>0.0 = Other; 1.0 = Security & Def of DC Area, Direct Admin Spt of DC Area, and Outside of DC.</td><td>Binary</td></tr></table>activities will be asked to classify their mission into one of four categories. The categories that provide local security/defense, support to local DoD and government entities, and have locations outside of the DC Area will be assigned maximum MV whereas all other activities will receive no MV.</td><td>13.5%</td></tr>
<tr><td colspan="2">Question 1 Indicate the type of mission/location characteristic that best describes your activity (choose from the four choices noted above). Choose only one answer. (DOD#: 1911).</td><td></td></tr>
<tr><td>Attribute 5 Quality of Life</td><td>The quality of life of personnel and employees has a direct impact on morale and ability to accomplish the mission.</td><td>2.2%</td></tr>
</table>

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 1 Owner-Occupied Housing – will use cost of housing metric as a measure of quality of life. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Highest value = 0.0 –
Lowest value = 1.0</td><td>Linear Decreasing</td></tr></table>Lower housing costs are correlated with a higher quality of life for military families.</td><td>1.1%</td></tr>
<tr><td colspan="2">Question 1 What is the median value of an owner-occupied housing unit in the local community? (Authoritative Source).</td><td></td></tr>
<tr><td>Metric 2 Percent of Bachelor’s degree or higher. The US Census Bureau provides data on the percentage of Bachelor’s degrees or higher for counties. The unit of measure is a percentage. This question is designed for military installations only. activities will not be asked to respond and will be assigned a score equal to the worst military installation.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Min =0, Max=1</td><td>Linear Increasing</td></tr></table>The percentage of Bachelor’s degrees or higher is a metric that serves as a quality of life proxy from multiple dynamics. The first is an indication of the importance that the local community places on postsecondary education. The other dynamic is a general indication of educational level of the local population with respect to hiring pool.</td><td>1.1%</td></tr>
<tr><td colspan="2">Question 1 What is the weighted average (by population) percentage of holders of Bachelor’s degrees or higher in the county in which the installation is located and those counties contiguous to it? (Source: U.S. Census 2000 Data) (Authoritative Source).</td><td></td></tr>
<tr><td>Attribute 6 Airfield Access</td><td>Access to air transportation (especially to the DC Area for activities on installations that are not located there) is a key factor in meeting mission requirements and maintaining readiness. This attribute is given a high weight for Criteria 1 since this model will be used to recommend relocation options for activities that may need to maintain a significant level of in-person contacts with other DoD entities with which they are not co-located.</td><td>13.5%</td></tr>
<tr><td>Metric 1 Distance to Major Airport. Closer to an airport is better. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value = 1.0; values decrease after 25 miles, little value after 75 miles; Highest value = 0.0</td><td>Inverted S-Shape</td></tr></table>Access to a major commercial airport facilitates periodic travel to/from Washington DC and other locations. (Note: This metric also serves as a proxy for location relative to metropolitan areas, indicating better access to workforce and a higher quality of life measure.)</td><td>12.4%</td></tr>
<tr><td colspan="2">Question 1 What is the distance in miles to the nearest commercial airport that offers scheduled operations by a major/regional commercial airline? (DOD#: 1416).</td><td></td></tr>
<tr><td>Metric 2 Military Airfield. Having an active military airfield for fixed wing aircraft is preferable. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score of “0”.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>1.0 = Yes; 0.0 = No</td><td>Binary</td></tr></table>An active military airfield may be the best alternative for rapid and/or routine military travel to wherever personnel may be required.</td><td>1.1%</td></tr>
<tr><td colspan="2">Question 1 Does your installation have an active military airfield for fixed wing aircraft? (DOD#: 558).</td><td></td></tr>
<tr><td>Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.</td><td>The attributes in this criterion will be used, primarily, to assess priority to relocate an activity from its existing location(s). For each activity, the type of space(s) it occupies along with the condition/quality of that space (including compliance with AT/FP) have a significant impact on the ability of the activity to perform its mission and functions. This criterion is assigned the second highest weight overall in this model due to the high level of impact that good quality and well-located facilities have on operations.</td><td>43.8%</td></tr>
</table>

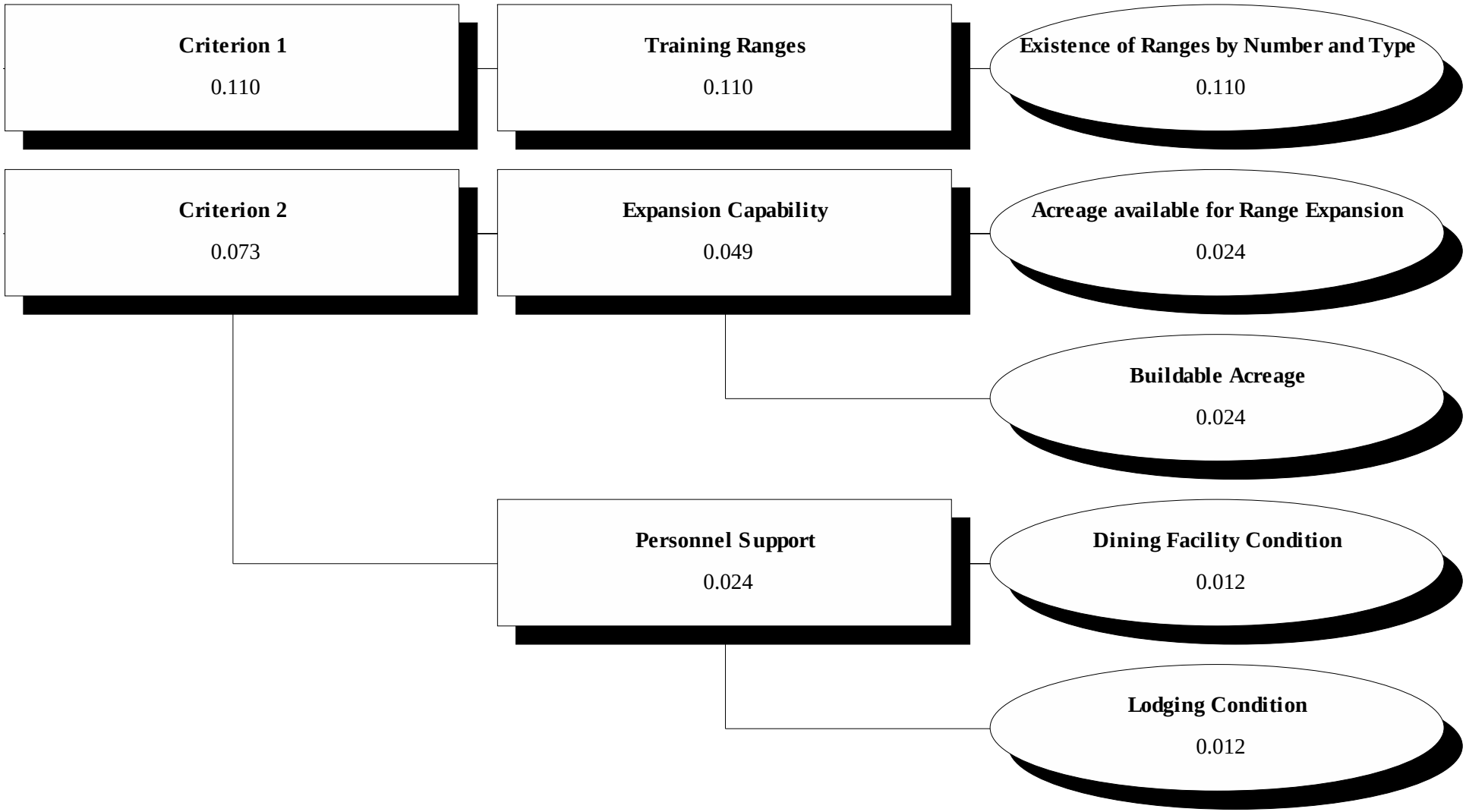
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Attribute 1 Condition/Quality of Space</td><td>The quality and condition of existing space on an installation is also an important factor in ranking installations for MV, but is given a relatively low weighting in this model because lower quality space can generally be renovated or upgraded to improve building conditions. Installations with poor conditions in administrative space are given lower MV.</td><td>3.4%</td></tr>
<tr><td>Metric 1 Installation Facility Condition Code for all administrative space on military installations. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score of “C4”.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>C1 = 1.0; C2 = .75; C3 = .25; C4 = 0.0</td><td>Non-linear</td></tr></table>See above.</td><td>3.4%</td></tr>
<tr><td colspan="2">Question 1 What is the overall Facility Condition Code for administrative space (Fac 6100 and 6200) on your Installation? (DOD#: 11).</td><td></td></tr>
<tr><td>Attribute 2 Ownership/Type of Space</td><td>The HSA JCSG’s Capacity Analysis Report states the assumption that “Security will be a prime driver for realignments within the DC Area with realignments from leased space to military installations contributing to enhanced security for DoD activities.” Further, existing leased space is generally more expensive in the long run. Therefore, the most important attribute in this model is to identify the type of space – leased, temporary, or owned – that an activity occupies.</td><td>30.3%</td></tr>
<tr><td>Metric 1 Leased, Temporary and/or Owned. Temporary space will be defined as any owned space which has limited remaining useful life, e.g., Federal Office Building 2 (a.k.a., Navy Annex) which is scheduled to be closed, non-permanent buildings such as trailers or modular buildings, etc. An overall score for each activity will be determined by valuing the proportion of total space by type. The higher the value, the higher the MV. This question is designed for activities only. Military installations will not be asked to respond and will be assigned a score of “1”.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>0.0 = leased; 0.25 = temporary; 1.0 = owned.</td><td>Linear Increasing</td></tr></table>The type of space – leased, temporary, or owned – is accorded the highest weight of any metric in Criterion 2. Locations in leased space are viewed as having a very high need for realignment. Temporary space is viewed as only slightly better than leased space and given a relatively high priority for realignment – presumably to permanent space.</td><td>14.6%</td></tr>
<tr><td colspan="2">Question 1 For each building of administrative space occupied by your Activity, is the building owned or leased? (DoD CDC Question #303 identifies the inventory of owned facilities and the activities (except Defense Agencies) that occupy the space. Questions #311 and #462 identify the inventory of leased space occupied by specific activities. Questions #301 and #463 identify the inventory of owned space occupied by specified Defense Agencies.) (DOD#: 301, 303, 311, 462, 463).</td><td></td></tr>
<tr><td colspan="2">Question 2 Identify buildings of administrative space occupied by your activity that are temporary buildings? (DOD#: 4069, 4070, 4071, 4072, 4073, 4074, 4075, 4076, 4077, 4078).</td><td></td></tr>
<tr><td>Metric 2 Single/Multiple Location. Activities with a single location will have higher MV. Measured as a percentage of total space located in an activity’s largest single location.. This question is designed for activities only. Military installations will not be asked to respond and will be assigned a score of “1”.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – 100%</td><td>Lowest value = 0.0; Highest value = 1.0</td><td>Linear increasing</td></tr></table>It is likely than an activity that is currently located in one facility or has the majority of its space in one facility has appropriate administrative space to meet its current needs. As such, activities with multiple locations will receive lower MV.</td><td>6.7%</td></tr>
<tr><td colspan="2">Question 1 What is the percentage of your total administrative space in your largest single location? (DoD CDC Question #303 identifies the inventory of owned facilities and the activities (except Defense Agencies) that occupy the space. Questions #311 and #462 identify the inventory of leased space occupied by specific activities. Questions #301 and #463 identify the inventory of owned space occupied by specified Defense Agencies. Total space occupied by an activity will be computed from this information and the largest location identified.) (DOD#: 301, 303, 311, 462, 463).</td><td></td></tr>
</table>

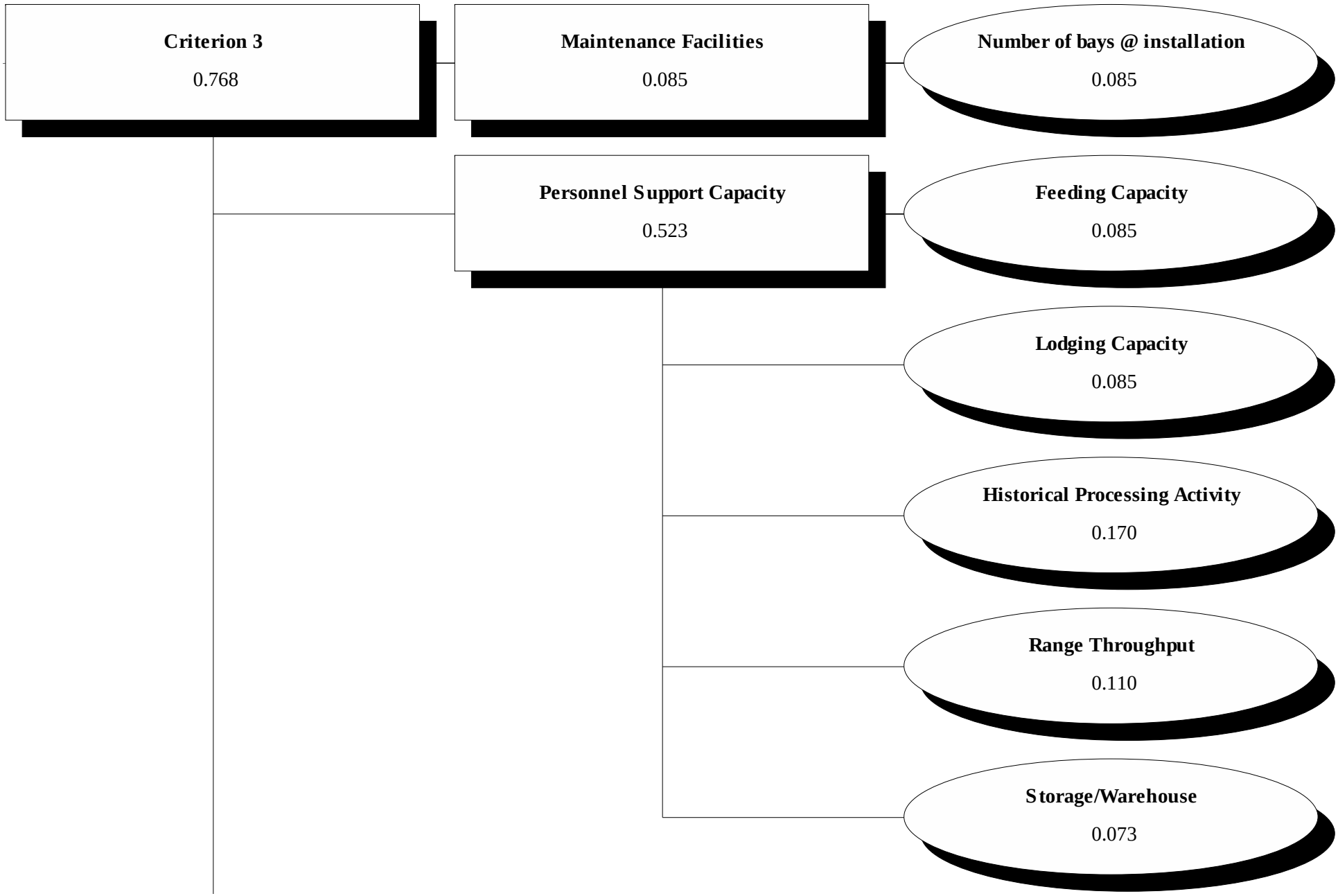
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 3 Total Square Feet of Leased Space and/or Temporary Space. Larger amounts of total leased and/or temporary space occupied by an activity receives lower MV. This question is designed for activities only. Military Installations will not be asked to respond and will be assigned a score of “1”.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value = 1.0 –
Highest value = 0.0</td><td>Linear Decreasing</td></tr></table>This measure will be used to give higher realignment priority to activities with larger absolute amounts of leased and temporary space.</td><td>9%</td></tr>
<tr><td colspan="2">Question 1 How much leased and temporary space does your activity occupy? (Multiple questions will provide information about the amounts of leased and temporary space that will be aggregated by activity.) (DOD#: 311, 462, 4069, 4070, 4071, 4072, 4073, 4074, 4075, 4076, 4077, 4078).</td><td></td></tr>
<tr><td>Attribute 3 Survivability– Compliance with DoD Minimum Antiterrorist Standards for Buildings (UFC 4-010-01)</td><td>Each location occupied by an activity will be assessed for compliance with UFC 4-010-01; locations that do not meet the current standard will be given a lower MV.</td><td>10.1%</td></tr>
<tr><td>Metric 1 Compliance with DoD Minimum Antiterrorist Standards for Buildings. Scoring: For each building in which an activity is located, a series of questions will be asked to determine the extent to which that building does or does not meet the DoD Minimum Antiterrorist Standards, leading to one compliance ranking for each building. An overall compliance ranking for the activity will be determined by adjusting the scores to the proportion of total square feet. This question is designed for activities only. Military installations will not be asked to respond and will be assigned a score of “1”.<table><tr><th>AT/FP Scoring Plan:</th><th>Value</th></tr><tr><td>Military Installation</td><td>1.0</td></tr><tr><td>Occupies less than (<) 25% of Building</td><td>0.8</td></tr><tr><td>Otherwise</td><td>0.0</td></tr></table></td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>See Table</td><td>Non-Linear</td></tr></table>See above.</td><td>10.1%</td></tr>
<tr><td colspan="2">Question 1 What percentage of the building’s total square feet is leased to and/or occupied by DoD entities? Questions #311 and #462 identify the inventory of leased space occupied by specific activities. (DOD#: 311, 462, 1912).</td><td></td></tr>
<tr><td>Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.</td><td>The availability of vacant administrative space and buildable land provides measures of an installation’s ability to accommodate future DoD needs. Further, existing Comm/IT capabilities provide an indication of an installation’s ability to accommodate growth.</td><td>11.2%</td></tr>
<tr><td>Attribute 1 Buildable Land</td><td>Buildable land can be used for development of new buildings and facilities to accommodate realignment of activities onto installations. This attribute is given less weight than vacant administrative space because it generally takes more time and more funds to develop new space.</td><td>3.4%</td></tr>
<tr><td>Metric 1 Contiguous parcels of land. More, larger blocks are best. Number of parcels will be multiplied by the following weighting scheme: <5 acres = .083; 5-10 acres =.167; 10-20 acres =.333; > 20 acres = .4167. The number of blocks multiplied by weights will be added. The Installation with the lowest score in the sample will receive value of 0.0; the highest will receive 1.0. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value = 0.0 –
Highest value = 1.0</td><td>Linear increasing</td></tr></table>The amount and size of contiguous parcels on an installation is an important factor in assessing the quality of the reported vacant land as it provides an indication of the size of activities that can be accommodated.</td><td>3.4%</td></tr>
</table>

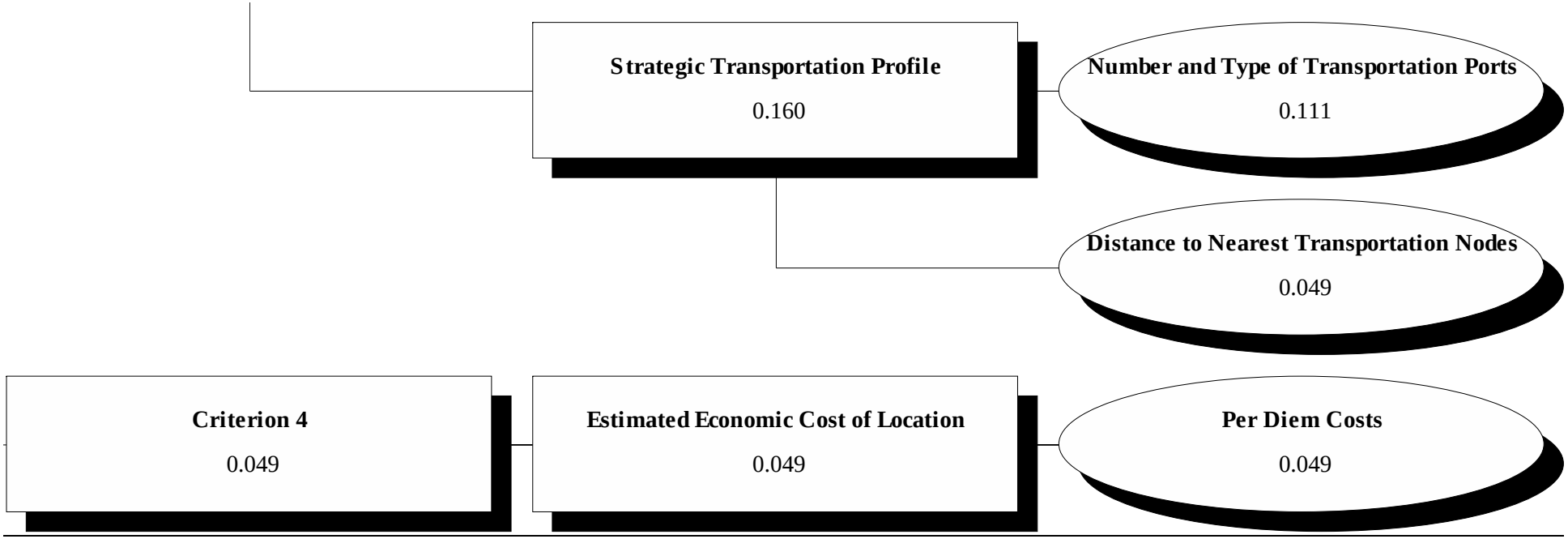
Criterion/Attribute/Metric/Question	Rationale	Weight
Question 1 How many blocks of buildable acres in defined size ranges for Administrative uses are located on your Installation? (DOD#: 31).		
Attribute 2 Comm/IT	The future COMM/IT requirements for force projection installations will be more easily met by the presence of a major Defense Information Systems Network (DISN) node. These nodes provide greater access to bandwidth at lower cost because they comprise the backbone of the network.	3.4%
Metric 1 DISN Point of Presence (POP). Measure whether Installation has a POP –Yes/No, where Yes is Good. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score of "No".	**Range**: 0 – 1 | **Scoring Plan**: 1= Yes, 0 = No | **Function**: Binary DISN Points of Presence (POP) are critical to the DoD IT enterprise architecture. Installations hosting these POPs gain the benefit of their potential network throughput and play heavily in meeting future IT requirements.	3.4%
Question 1 Are there Defense Information Systems Network (DISN) backbone nodes located at the installations and activities identified in the amplification? (DOD#: 1964).		
Attribute 3 Vacant Administrative Space	Existing vacant administrative space that is available for occupancy is an important indicator of the ability of an Installation to accommodate realigning activities. In general, vacant space can be occupied more quickly and for less cost than new facilities and is given a slightly higher weight than buildable land.	4.5%
Metric 1 Blocks of contiguous vacant space measured in gross square feet (gsf). More, larger blocks of contiguous space are best; Number of blocks will be multiplied by the following weighting scheme: 25,000-49,999 = 0.1; 50,000-99,999 = 0.4; 100,000 and higher = 0.5. The number of blocks multiplied by weights will be added. The Installation with the lowest score in the sample will receive value of 0.0; the highest will receive 1.0. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst Military Installation.	**Range**: Min – Max | **Scoring Plan**: Lowest value = 0.0 – Highest value = 1.0 | **Function**: Linear increasing Existing vacant administrative space that is available for occupancy is an important indicator of the ability of an installation to accommodate realigning activities. In general, vacant space can be occupied more quickly and for less cost than new facilities and is given a slightly higher weight than buildable land.	4.5%
Question 1 How many blocks of contiguous, vacant, administrative space in defined size ranges are located on your installation? (DOD#: 305).		
Criterion 4 The cost of operations and the manpower implications.	This criterion is assigned a low weight in this model since, while operating costs are never unimportant, it will have less impact on determining installations suitable to accept relocations than more distinguishing factors.	4.5%
Attribute 1 Estimated Cost of Location	Lower overall operating costs for an installation are assigned a higher MV.	2.2%
Metric 1 BAH: Using the comparative value of an O-3 with dependents. The unit of measure is dollar cost value. The lower the BAH the better. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst Military Installation.	**Range**: Min – Max | **Scoring Plan**: Highest value = 0.0 – Lowest value = 1.0 | **Function**: Linear Decreasing This metric is a way to measure the cost of living in one location versus another. This will capture costs associated with military personnel.	2.2%
Question 1 What is your installation's Basic Allowance for Housing (BAH) for an O-3 with dependents? (Authoritative Source).		
Attribute 2 Workforce Pay Factors	Lower costs for locality pay will suggest lower costs of doing business and, thus, a higher MV.	2.2%

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 1 Locality Pay (Percentage). Measured as a percentage, where less is better. This question is designed for military installations only. Activities will not be asked to respond and will be assigned a score equal to the worst military installation.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Highest value = 0.0 –
Lowest value = 1.0</td><td>Linear Decreasing</td></tr></table>This metric is a second way to measure the cost of doing business at one location versus another. This will capture costs associated with personnel.</td><td>2.2%</td></tr>
<tr><td colspan="2">Question 1 For each installation, what is the 2004 locality pay rate for the GS pay schedule? (Authoritative Source).</td><td></td></tr>
</table>

MOBILIZATION




Criterion 3
0.768
Maintenance Facilities
0.085
Number of bays @ installation
0.085
Personnel Support Capacity
0.523
Feeding Capacity
0.085
Lodging Capacity
0.085
Historical Processing Activity
0.170
Range Throughput
0.110
Storage/Warehouse
0.073


Strategic Transportation Profile
0.160
Number and Type of Transportation Ports
0.111
Distance to Nearest Transportation Nodes
0.049
Criterion 4
0.049
Estimated Economic Cost of Location
0.049
Per Diem Costs
0.049

MOBILIZATION

1. **Scope.** This military value (MV) modeling effort focuses upon Reserve Component (RC) mobilization functions and locations. The MV model assigns scores to shared RC mobilization requirements. It is intended to assist in the evaluation of existing mobilization sites and provide an analytical framework to identify potential regional joint-service mobilization sites.

2. **Assumptions.** Analysis will provide military value related to conducting RC mobilization activities at current mobilization locations.

   a. Analysis will reveal efficiencies of current mobilization sites.
   b. Analysis may reveal opportunities to create regional joint-mobilization sites.
   c. Analysis may reveal transformational opportunities to reorganize existing mobilization sites.
   d. Analysis will offer insight to transformational opportunities and new mobilization efficiencies.

3. **Military Value Scoring Plan.**

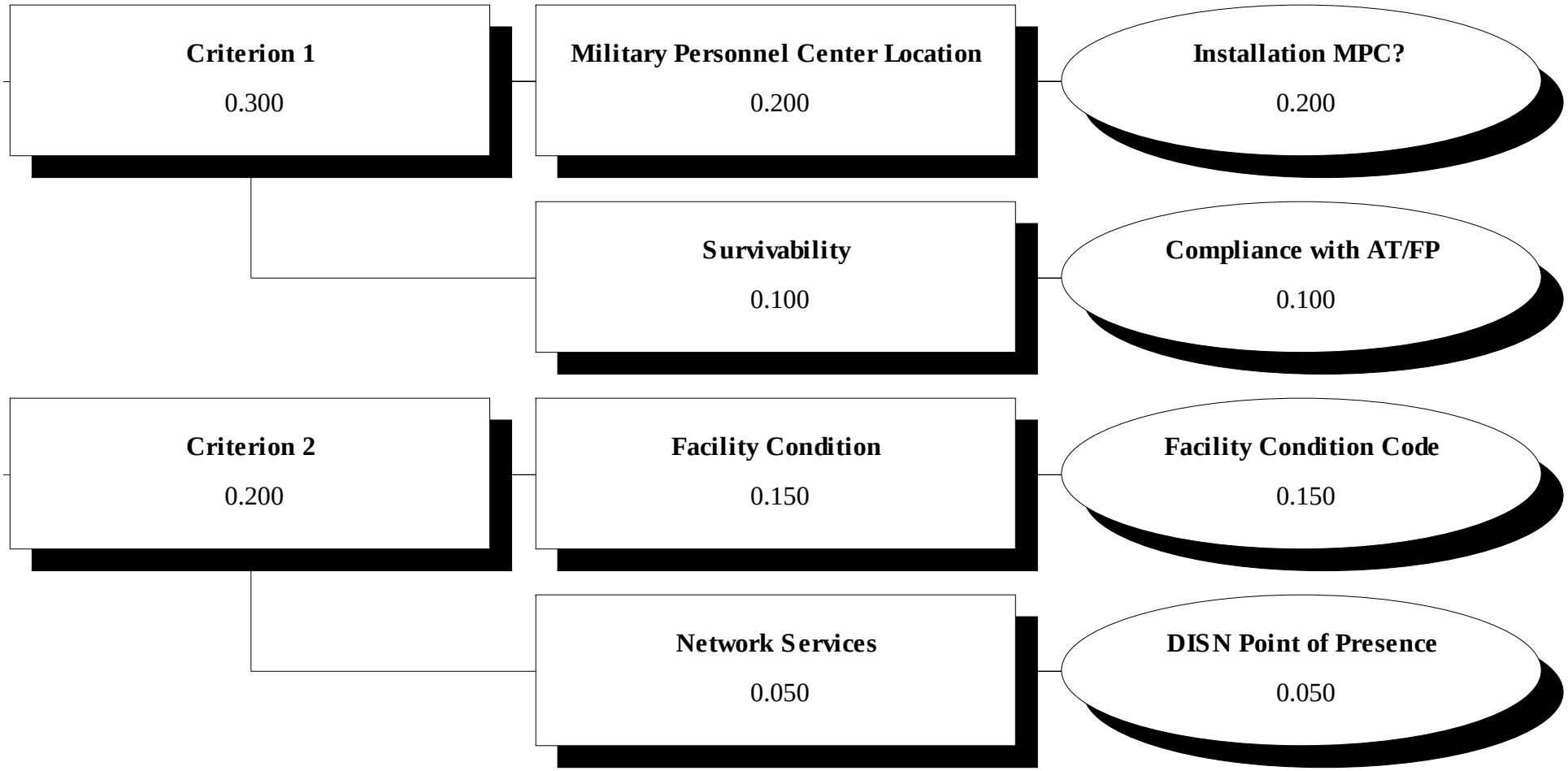
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.</td><td>Criterion 1 is the second most important because ranges have a significant impact on war fighting, training, and readiness. Critical to mobilization preparedness and mobilization processing.</td><td>11%</td></tr>
<tr><td>Attribute 1 Training Ranges</td><td></td><td>11%</td></tr>
<tr><td>Metric 1 Existence of ranges by number and type. Installations need to indicate if they have any of the types of training ranges from the list of range types provided by the Training Joint Cross Service Group (JCSG). Metric number one will assign one point for each type training range located on an installation</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Lowest=0.0 Highest=1.0</td><td>Linear Increasing</td></tr></table>IAW service mobilization policies and procedures, there are numerous range requirements critical to mobilization preparedness and mobilization processing. Also, there are numerous policies and stringent environmental laws controlling use and development of military ranges. Therefore, military ranges are difficult to replace or recreate and available land is a critically diminishing resource. Range availability is very important.</td><td>11%</td></tr>
<tr><td colspan="2">Question 1 Requests information about each installation training ranges to include: number of ranges, types of ranges, capacity of ranges. (DOD#: 153).</td><td></td></tr>
<tr><td>Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.</td><td>Criterion 2 is the third in ranking because it is important to Reserve Component mobilization. It addresses the capacity to expand in size of ranges for training and expansion of dining and lodging facilities for mobilized reserve component members. Quality of existing facilities could have an effect on quality of life.</td><td>7.3%</td></tr>
<tr><td>Attribute 1 Expansion Capability</td><td></td><td>4.9%</td></tr>
</table>

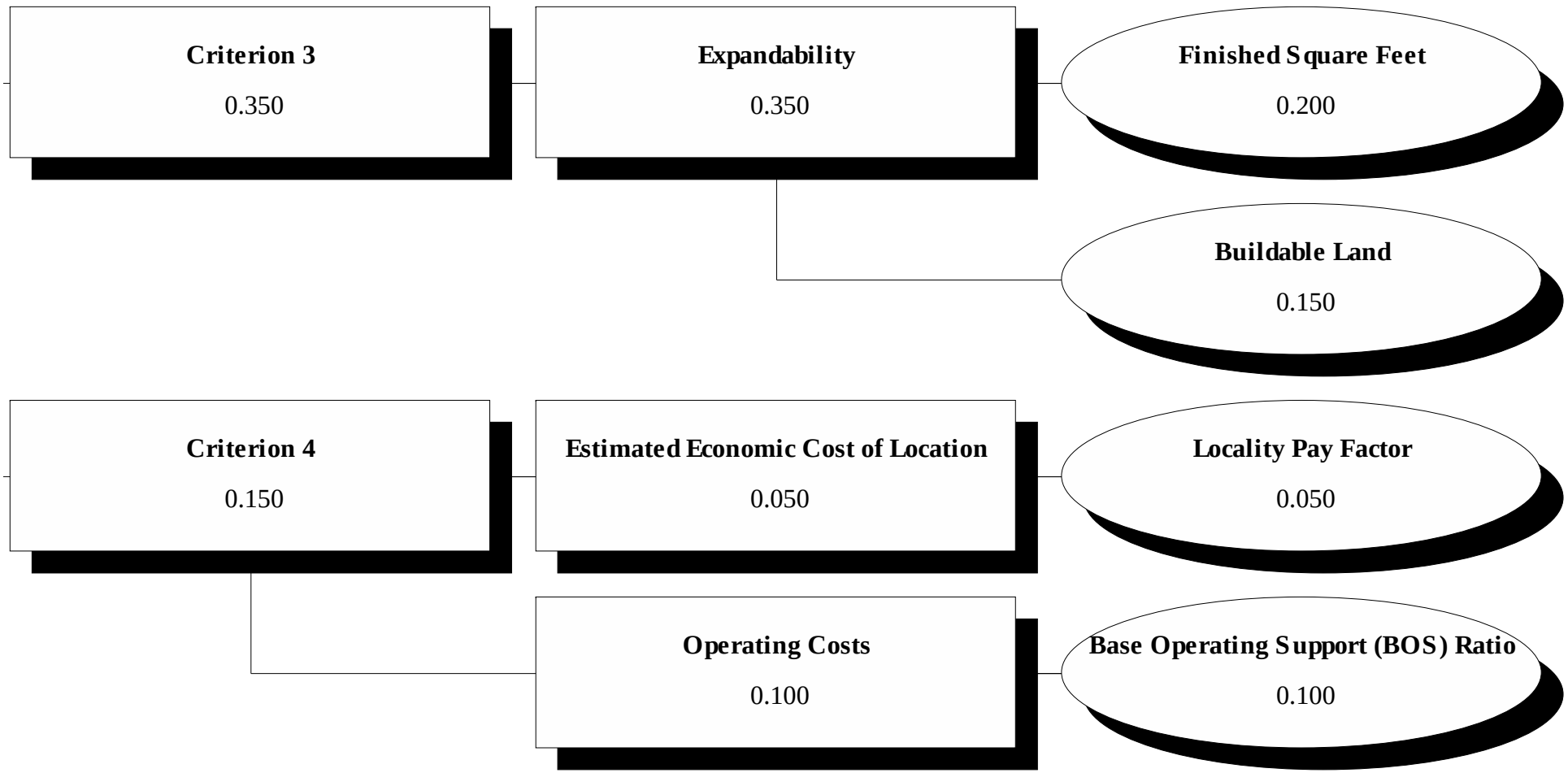
Criterion/Attribute/Metric/Question	Rationale	Weight
Metric 1 Acreage Available for Range Expansion. Unit of measure is acres.	**Range**: Min - Max; **Scoring Plan**: Lowest=0.0 Highest=1.0; **Function**: Linear Increasing. Without available acreage, it will be impossible to build and expand military ranges when/if necessary. It was determined that land is a critically diminishing resource and cannot be replaced without great cost. It is therefore very important.	2.4%
Question 1 Requests identification of acreage available to accommodate expansion of numerous types of ranges. (DOD#: 30).		
Metric 2 Buildable Acreage. Unit of measure in acres.	**Range**: Min - Max; **Scoring Plan**: Lowest=0.0 Highest=1.0; **Function**: Linear Increasing. Available building acreage is very important. Expansion of mobilization site capacity may require more buildings (i.e., processing centers, additional housing, etc.). Building space is a diminishing resource and important.	2.4%
Question 1 Requests buildable acreage from installations. Installations will list each acre with its primary land use only. They will not include constrained land. (DOD#: 30).		
Attribute 2 Personnel Support		2.4%
Metric 1 Dining Facility Condition. Average Facility Condition code (C1, C2, C3, and C4) of dining facilities.	**Range**: C1 – C4; **Scoring Plan**: C1=1.0;C2=.75;C3=.25;C4 =0.0; **Function**: Non Linear. Feeding condition is important to estimate quality of facility and its long-term capabilities. Good condition is important for morale.	1.2%
Question 1 List each military support dining facility on installation and indicate each building's overall condition using Facility Condition Codes C1 through C4. C1 is a high mark and C4 is a low. (DOD#: 11).		
Metric 2 Lodging Condition. Average Facility Condition code (C1, C2, C3, and C4) of lodging facilities.	**Range**: C1 – C4; **Scoring Plan**: C1=1.0;C2=.75;C3=.25;C4 =0.0; **Function**: Non Linear. Lodging condition is important to estimate quality of facility and its long-term capabilities. Good condition is very important for morale.	1.2%
Question 1 Asks for complete table of all installation lodging facilities as of 30 Sep 03 to include "Facility #," "Facility Category Code," "Facility Type," and "Facility Condition Code. (DOD#: 307).		
Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.	Criterion 3 is the number one in priority because it is directly related to mobilization and force deployment capabilities and flexibility. Capacity is an important consideration in contingency operations.	76.8%
Attribute 1 Maintenance Facilities		8.5%
Metric 1 Number of Bays at Installation. Total number of maintenance bays on the installation.	**Range**: Min - Max; **Scoring Plan**: Lowest=0.0 Highest=1.0; **Function**: Linear Increasing. During mobilization many units that have a variety of unit equipment and crew served equipment need facilities to check, make ready, and enhance their equipment.	8.5%
Question 1 Requests installations to identify all mobilization maintenance facilities by facility type and number of maintenance bays. (DOD#: 343).		
Attribute 2 Personnel Support Capacity		52.3%

Criterion/Attribute/Metric/Question	Rationale			Weight
Metric 1 Feeding Capacity. Maximum feeding capacity during contingency operations. Unit of measure in servings per dining period for FY 03.	**Range**	**Scoring Plan**	**Function**	8.5%
	Min to Max	Lowest=0.0 Highest=1.0	Linear Increasing	
	Mobilization centers need the capability to feed a heavy surge of service members. Dining is a critical element necessary for good morale.			
Question 1 Requests installations to identify all dining facilities which are currently operational or could be put into operational status if required by name, status, square footage, seating capacity, and average noon meals served during fiscal year 2003 (FY 03). (DOD#: 340).				
Metric 2 Lodging Capacity. Maximum number of beds for contingency operations.	**Range**	**Scoring Plan**	**Function**	8.5%
	Min - Max	Lowest=0.0 Highest=1.0	Linear Increasing	
	Mobilizations centers need the capability to feed and lodge a heavy surge of service members. Adequate lodging is a critical element necessary for good morale.			
Question 1 Requests the installation to identify designated billeting facilities for mobilized reserve component service members (RCSM) on the installation. To include the number of buildings, total square footage, and number of bedrooms. (DOD#: 339).				
Metric 3 Historical Processing Activity. Three year (FY 01-03) average of the total number of IMA's and IRR's mobilized by each installation.	**Range**	**Scoring Plan**	**Function**	17%
	Min - Max	Lowest=0.0 Highest=1.0	Linear Increasing	
	Personnel processing is vital. Mobilization sites must have the capability to process a major influx of service members.			
Question 1 Requests the number of IMA's and IRR's mobilized by selected installations throughout FY 01-03. (DOD#: 4097).				
Metric 4 Range Through-put. Number of firing points for small arms up to 7.62mm.	**Range**	**Scoring Plan**	**Function**	11%
	Min - Max	Lowest=0.0 Highest=1.0	Linear Increasing	
	Pre-deployment processing requires all personnel to be current and qualified.			
Question 1 Requests installations to identify available ranges and range availability, firing points available and largest units that can be trained. (DOD#: 153).				
Metric 5 Storage/Warehouse. Measured in Square feet.	**Range**	**Scoring Plan**	**Function**	7.3%
	Min - Max	Lowest=0.0 Highest=1.0	Linear Increasing	
	Capability to store individual equipment is vital. (Chemical suits, uniforms, etc.)			
Question 1 Requests the installations to identify supply or central issue facilities used for mobilization processing. (DOD#: 342).				
Attribute 3 Strategic Transportation Profile				16%
Metric 1 Number and type of Transportation Ports. Number and type of transportation ports within a 100-mile radius of the installation. Emphasis on importance of seaports and airports.	**Range**	**Scoring Plan**	**Function**	11.1%
	Min - Max	Lowest=0.0 Highest=1.0	Linear Increasing	
	Many mobilized units require the movement of their associated unit and crew served equipment to the area of operations. Ports (air and sea) are key elements to the deployment phase. Transportation nodes will each be given a weighting factor based on their type: 2 for each seaport; 2 for each airport; 1 for each rail head.			
Question 1 List all major transportation nodes within 100 miles of the installation (deep water ports, military/civilian national/international airports, and rail stations, will be defined in amplification of the question). (DOD#: 1965).				

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 2 Distance to Nearest Transportation Nodes. Distance to nearest strategic transportation nodes. Distance to nearest strategic transportation node by type: seaport, airport, and rail head. Measured in miles. Emphasis on importance of seaports and airports.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Lowest=1.0 Highest=0.0</td><td>Inverted S-Shape</td></tr></table>Easy access to strategic transportation nodes to provide access to service members, associated equipment, and installation staff for rapid and efficient deployment. High value for low distances, after 20 miles the value drops, and little value after 75 miles. Seaports and Airports have their distances discounted by a factor of 0.5 and Rail Head distances are not discounted.</td><td>4.9%</td></tr>
<tr><td colspan="2">Question 1 List major transportation nodes, (i.e., deep water ports, military/civilian national/international airports, and rail stations) and distance from the installation NTE 100 miles. (DOD#: 1965).</td><td></td></tr>
<tr><td>Criterion 4 The cost of operations and the manpower implications.</td><td>Criterion 4 is fourth in priority because cost of operations falls second to supporting the combatant commander.</td><td>4.9%</td></tr>
<tr><td>Attribute 1 Estimated Economic Cost of Location</td><td></td><td>4.9%</td></tr>
<tr><td>Metric 1 Per Diem Costs. Dollars/Day. HSA-JCSG MOB will gather per diem costs from Joint Travel Regulation.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Lowest=1.0 Highest=0.0</td><td>Linear Decreasing</td></tr></table>Per diem is a factor in the deployment and transportation cost. With many personnel converging on one location some may be placed off installation on the local economy. Per diem serves as an accurate tool for relative geographic costs.</td><td>4.9%</td></tr>
<tr><td colspan="2">Question 1 What is the per diem rate for the installation as indicated in the most current Joint Travel Regulation (37 USC 411 &1001). For those installations having a high season rate and a low rate, an average rate will be calculated and used. (Authoritative Source).</td><td></td></tr>
</table>

MILITARY PERSONNEL CENTERS




Criterion 3
0.350
Expandability
0.350
Finished Square Feet
0.200
Buildable Land
0.150
Criterion 4
0.150
Estimated Economic Cost of Location
0.050
Locality Pay Factor
0.050
Operating Costs
0.100
Base Operating Support (BOS) Ratio
0.100

MILITARY PERSONNEL CENTERS

1. **Scope.** The personnel function military value (MV) modeling effort includes active and reserve military personnel centers. The universe of potential receiving locations is limited to the current locations of military personnel centers.

2. **Assumptions.**

   a. Analysis will provide military value of performing the function at the current location.
   b. Analysis will reveal opportunities for organizational grouping.
   c. Analysis may reveal transformational opportunities.
   d. Co-locating or consolidating Active and Reserve personnel centers is desirable to support Total Force criteria.
   e. Communities where function is currently performed embody a beneficial quality of life that will be sustained.

3. **Military Value Scoring Plan.**

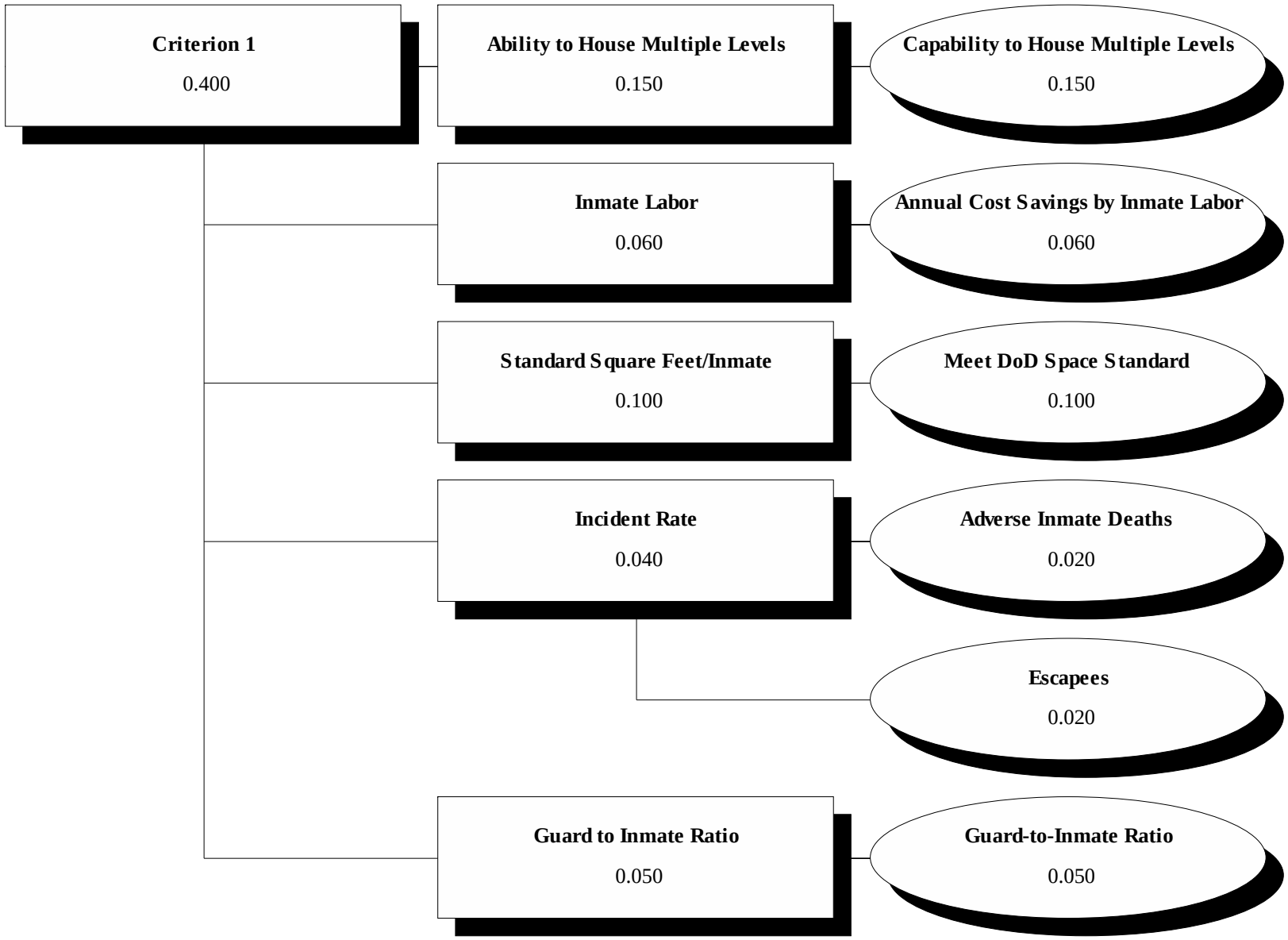
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.</td><td>This criterion was given the second highest weight, because of the overall goal to consolidate DoD activities on DoD installations, ensure the new standards for personnel force protection Anti-Terrorism/Force Protection (AT/FP), while maintaining a quality environment.</td><td>30%</td></tr>
<tr><td>Attribute 1 Military Personnel Center Location</td><td></td><td>20%</td></tr>
<tr><td>Metric 1 Installation Military Personnel Center (MPC). Is this Center located on an installation? Function is binary. If a military personnel center currently exists within the perimeter of the main/host installation, then a 1 or Yes is given; otherwise 0 or No. Leased space is given 0.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 - 1</td><td>1= Yes; 0 = No</td><td>Binary</td></tr></table>With the goal of placing facilities on installations, a military personnel center that is currently on an installation will receive credit and one currently in leased space, annex space away from the main/host installation, previously BRAC’d locations, and stand-alone locations will not receive credit.</td><td>20%</td></tr>
<tr><td colspan="2">Question 1 For the military personnel centers listed in the Amplification: Is your Primary Military Personnel Center facility within the perimeter of the main/host DoD installation? (DOD#: 1966).</td><td></td></tr>
<tr><td>Attribute 2 Survivability – Compliance with DoD Minimum Antiterrorist Standards for Buildings (UFC 4-010-01)</td><td></td><td>10%</td></tr>
</table>

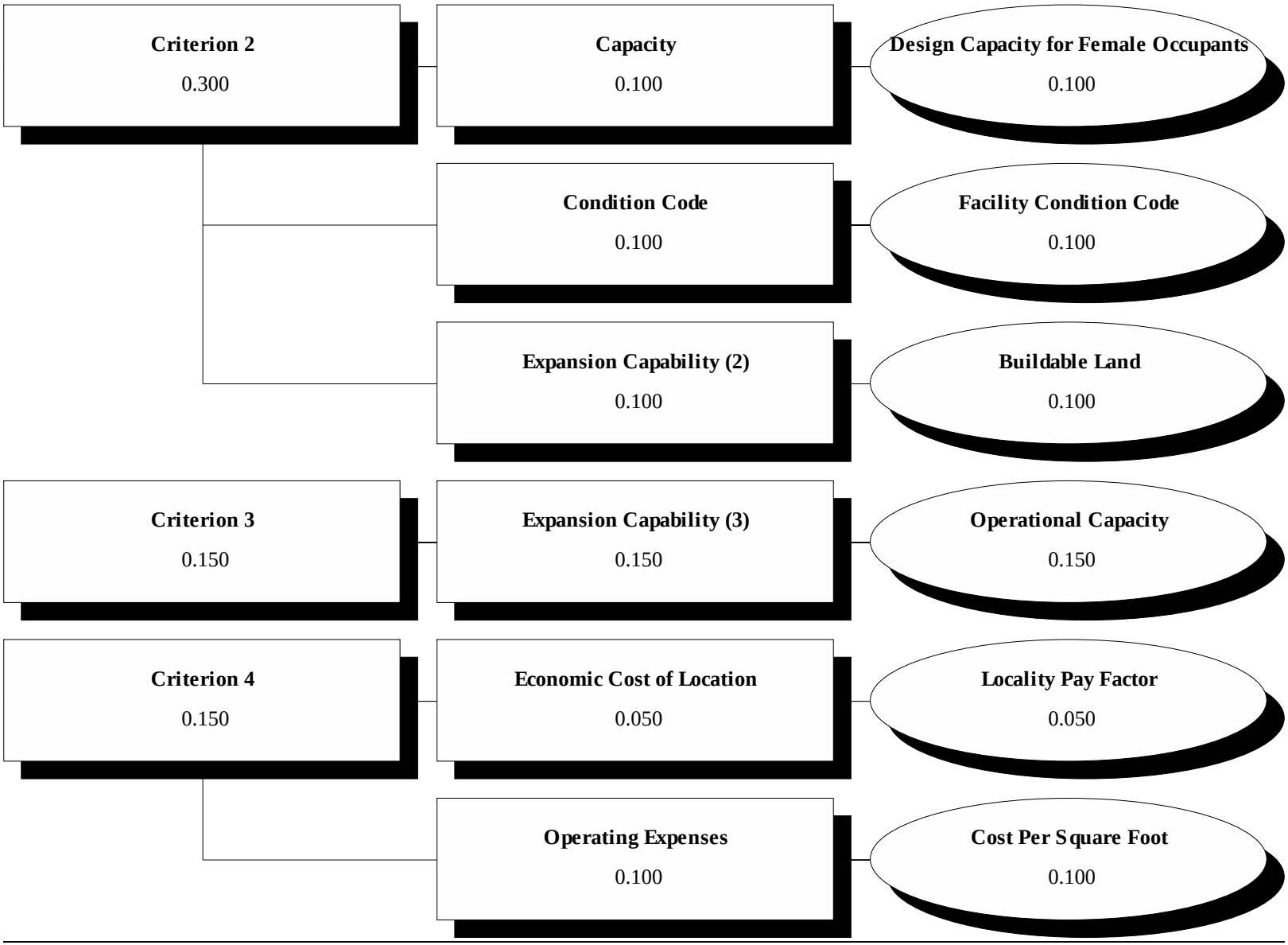
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 1 Compliance with DoD Minimum Antiterrorist Standards for Buildings. Scoring: For each building in which an Activity is located, a series of questions will be asked to determine the extent to which that building does or does not meet the standards, leading to one compliance ranking for each building. An overall compliance ranking for the Activity will be determined by adjusting the scores to the proportion of total square feet. Questions will only be asked of leased installations; military installations are assumed to comply due to presence of controlled perimeters.
<table>
<tr><th>AT/FP Scoring Plan:</th><th>Value</th></tr>
<tr><td>Military Installation</td><td>1.0</td></tr>
<tr><td>Occupies less than (<) 25% of Building</td><td>0.8</td></tr>
<tr><td>Otherwise</td><td>0.0</td></tr>
</table></td><td>
<table>
<tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr>
<tr><td>0 - 1</td><td>See Table</td><td>Non-Linear</td></tr>
</table>
Together with Attribute 1 above, this is considered an important AT/FP standard which gives credit to activities on DoD installations, but also allows some credit to activities that may be occupying leased space. Measuring a secure operational environment becomes more critical to ensure uninterrupted servicing if personnel centers are consolidated into a single location for each service. Each location occupied by an activity will be assessed for compliance with UFC 4-010-01; locations that do not meet the current standard will be given a lower MV. All questions are weighted equally.
</td><td>10%</td></tr>
<tr><td colspan="2">Question 1 What percentage of the building’s total square feet is leased to and/or occupied by DoD entities? (DOD#: 1912).</td><td></td></tr>
<tr><td>Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.</td><td>This criterion was ranked third to ensure adequate facilities existed to house a centralized, single facility within each service that is capable of ensuring uninterrupted mission execution.</td><td>20%</td></tr>
<tr><td>Attribute 1 Facility Condition</td><td></td><td>15%</td></tr>
<tr><td>Metric 1 Facility Condition Code. Measured using the Average Facility Condition Code for Administrative Buildings. C-1 is better. Leased space is given 0.</td><td>
<table>
<tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr>
<tr><td>C1 – C4</td><td>C1 = 1.00; C2 = 0.75;
C3 = 0.25; C4 = 0.00</td><td>Non-Linear</td></tr>
</table>
This metric is important to determine which installation’s buildings are in the best condition. While an important factor in deciding best locations, facilities can always be improved.
</td><td>15%</td></tr>
<tr><td colspan="2">Question 1 What is the installation’s facility condition code (C1-C4) for Administrative-type buildings? (DOD#: 11).</td><td></td></tr>
<tr><td>Attribute 2 Network Services</td><td></td><td>5%</td></tr>
<tr><td>Metric 1 DISN Point of Presence (POP). Function is Binary. If a military personnel center currently exists on a DISN POP, then a 1 or Yes is given; otherwise 0 or No.</td><td>
<table>
<tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr>
<tr><td>0 – 1</td><td>1 = Yes; 0 = No</td><td>Binary</td></tr>
</table>
Location on a DISN Point of Presence (POP) is an important consideration with regard to DoD IT enterprise architecture. Installations with POP gain the benefit of its potential network throughput and play heavily in meeting future IT requirements. If scenario development results in fewer Military Personnel Centers, DISN POP and band with are critical for DoD’s efforts to establish a single personnel and pay system via DIMHRS.
</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 For each military personnel center as identified in the Amplification: Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).</td><td></td></tr>
</table>

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.</td><td>Criterion 3 has the greatest weight to account for personnel center expansion capability for co-location to establish a foundation for future total force requirements in support of DoD “continuum of service” transformation efforts. This is weighted more than Criterion 1 because it is anticipated that new policies and automated systems such as DIMHRS will impact future mobilization and total force capabilities.</td><td>35%</td></tr>
<tr><td>Attribute 1 Expandability</td><td>Important factor when looking at future force requirements. It is critical to assess potentially available finished square feet and buildable land at current center locations.</td><td>35%</td></tr>
<tr><td>Metric 1 Finished Square Feet. Blocks of contiguous vacant Administrative-type space over 10K GSF at an installation. Measured in blocks and more is better. Leased space is given 0.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Min = 0; Max = 1</td><td>Linear Increasing</td></tr></table>This is to assess if a current center location has space in its existing Admin buildings to expand or if they are at capacity. This metric was weighted higher than buildable land since there may be less cost with moving to an existing facility rather than requiring new military construction (MILCON). If a location has expansion space, they will receive more credit since they have the ability to receive additional personnel.</td><td>20%</td></tr>
<tr><td colspan="2">Question 1 How many blocks of contiguous vacant Administrative-type space over 10K GSF are located on the installation? (DOD#: 305).</td><td></td></tr>
<tr><td>Metric 2 Buildable Land. At least one parcel greater than 5 acres. Function is Binary. If a military personnel center currently has at least one parcel of buildable land greater than 5 acres, then a 1 or Yes is given; otherwise 0 or No. Leased space is given 0.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 - 1</td><td>1= Yes; 0 = No</td><td>Binary</td></tr></table>Based on the assumption that a personnel facility could be built on a parcel of 5 or more acres and only one such center would be needed on the installation. This would provide the opportunity to build a new building to possibly house an entire military personnel center or house a second facility for a personnel “complex.” This metric is important, but also a potentially expensive undertaking, so received less weight than available finished space.</td><td>15%</td></tr>
<tr><td colspan="2">Question 1 Does the installation have at least one parcel of buildable land greater than 5 acres? (DOD#: 31).</td><td></td></tr>
<tr><td>Criterion 4 The cost of operations and the manpower implications.</td><td>This criterion was given the lowest weight because other factors in ensuring adequate personnel servicing to support DoD are more important for mission accomplishment. Locality and facility operation costs enable an initial look at cost-effective potential receiving locations for scenario development.</td><td>15%</td></tr>
<tr><td>Attribute 1 Estimated Economic Cost of Location</td><td></td><td>5%</td></tr>
<tr><td>Metric 1 Locality Pay. Lower is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Min = 1; Max = 0</td><td>Linear Decreasing</td></tr></table>This is one measure of the cost of doing business at one location versus another. The civilian locality rate was selected since the majority of personnel working at most Military Personnel Centers are civilian employees. While this metric is important, it should not be the determining factor about a location unless everything else is equal.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 For each military personnel center as identified in the Amplification: What is the 2004 locality pay rate for the GS pay schedule? (DOD#: 1403).</td><td></td></tr>
<tr><td>Attribute 2 Operating Costs</td><td></td><td>10%</td></tr>
</table>

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 1 Base Operating Support (BOS) Ratio. Amount of BOS non-payroll obligations per population supported. More is better. Leased space is given 0.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Min = 0; Max = 1</td><td>Linear Increasing</td></tr></table>This is one measure of the cost of doing business at a particular location. However, it is also a measure of how much money is spent per supported person, making it a potential measure of quality of life expenditures. For this model, the metric is being used as a quality of life measure, therefore, more is better.</td><td>10%</td></tr>
<tr><td colspan="2">Question 1 For each military personnel center as identified in the Amplification: What are your BOS non-payroll obligations for your installation and the number of personnel authorized to this function? What is the total number of authorized personnel supported by the installation, to include military members (active duty, full time guard and reserve) and DoD civilians? Use current authorization documents. What is the current total number of on-board, Full-time Equivalent (FTE) contractors, other civilians, and family members supported by the installation? (DOD#: 1504, 4096).</td><td></td></tr>
</table>

CORRECTIONAL FACILITIES




Criterion 2
0.300
Capacity
0.100
Design Capacity for Female Occupants
0.100
Condition Code
0.100
Facility Condition Code
0.100
Expansion Capability (2)
0.100
Buildable Land
0.100
Criterion 3
0.150
Expansion Capability (3)
0.150
Operational Capacity
0.150
Criterion 4
0.150
Economic Cost of Location
0.050
Locality Pay Factor
0.050
Operating Expenses
0.100
Cost Per Square Foot
0.100

CORRECTIONAL FACILITIES

1. **Scope.** The corrections function military value (MV) modeling effort includes Level I – III correctional facilities within the Department of Defense (DoD).

2. **Assumptions.**

   a. Analysis will provide military value of performing the function at current location.
   b. Analysis may reveal transformational opportunities.
   c. Communities where function is currently performed embody a beneficial quality of life that will be sustained.

3. **Military Value Scoring Plan.**

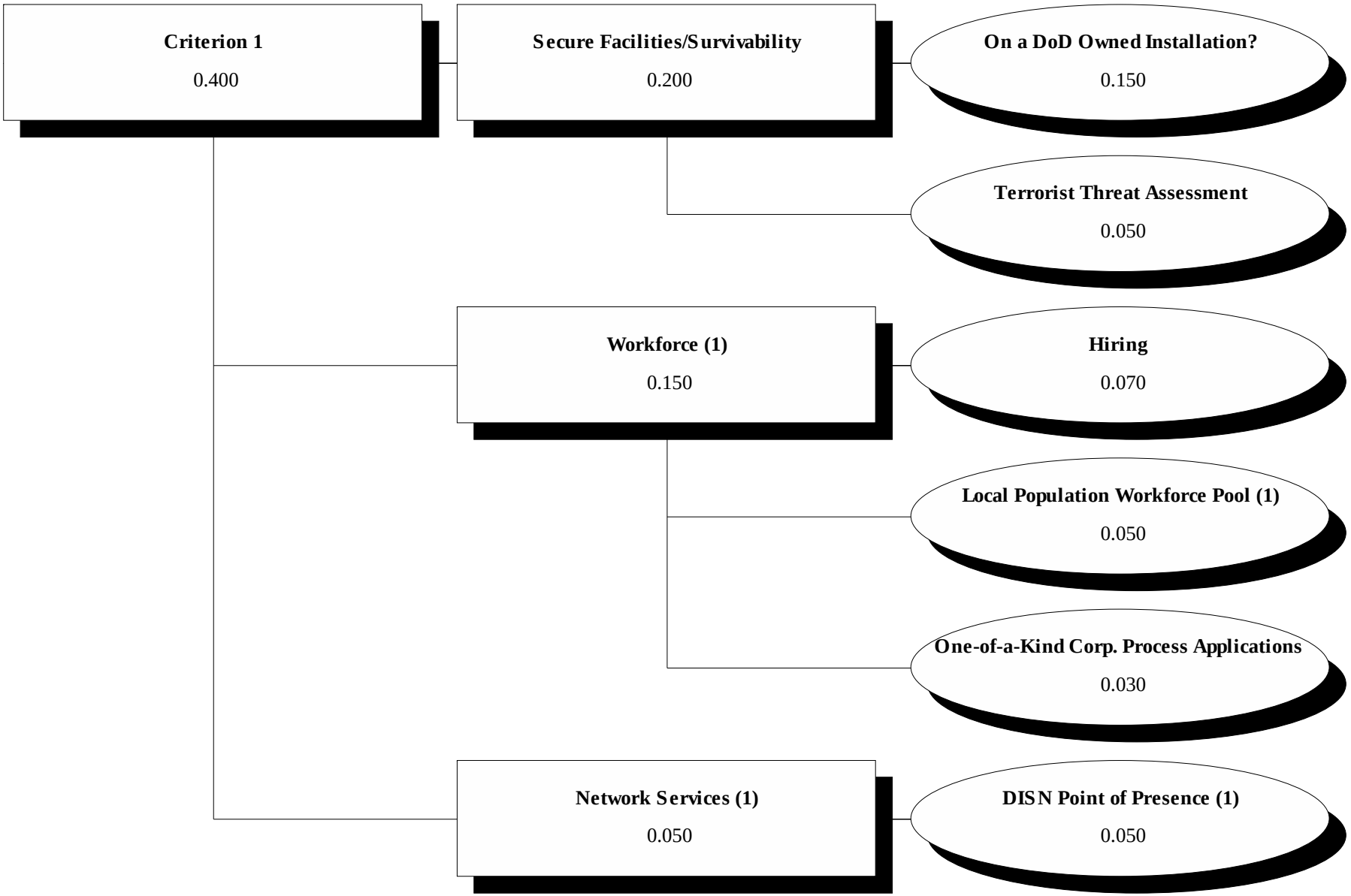
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.</td><td>This criterion provides the best measure for the efficient and effective execution of the corrections mission; therefore, it holds the highest weight. Correctional facilities are an integral component of the military justice system; therefore, the capability to house multiple classification levels and meet DoD space standards is prudent. The utilization of inmate labor enhances and incident rate adversely affects operational readiness. Guard-to-inmate ratio provides a measure of manpower utilization and effectiveness. Although these metrics alone will not be the determining factor on a recommendation for correctional facilities, they impact the mission capabilities of correctional facilities and are considered.</td><td>40%</td></tr>
<tr><td>Attribute 1 Ability to house multiple levels</td><td></td><td>15%</td></tr>
<tr><td>Metric 1 Capability to house multiple Levels. Measured by Classification Level I, II, or III, where Level III can house all levels of prisoners.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Level I - III</td><td>Level III = 1.0
Level II = 0.5
Level I = 0.0</td><td>Non-linear</td></tr></table>The ability of a correctional facility to house different levels of inmates provides greater flexibility for a facility. This was weighted highest since this would provide the flexibility required to move and/or consolidate prisons.</td><td>15%</td></tr>
<tr><td colspan="2">Question 1 What is the corrections facility’s ability to house multiple levels? (DOD#: 454).</td><td></td></tr>
<tr><td>Attribute 2 Inmate Labor</td><td></td><td>6%</td></tr>
</table>

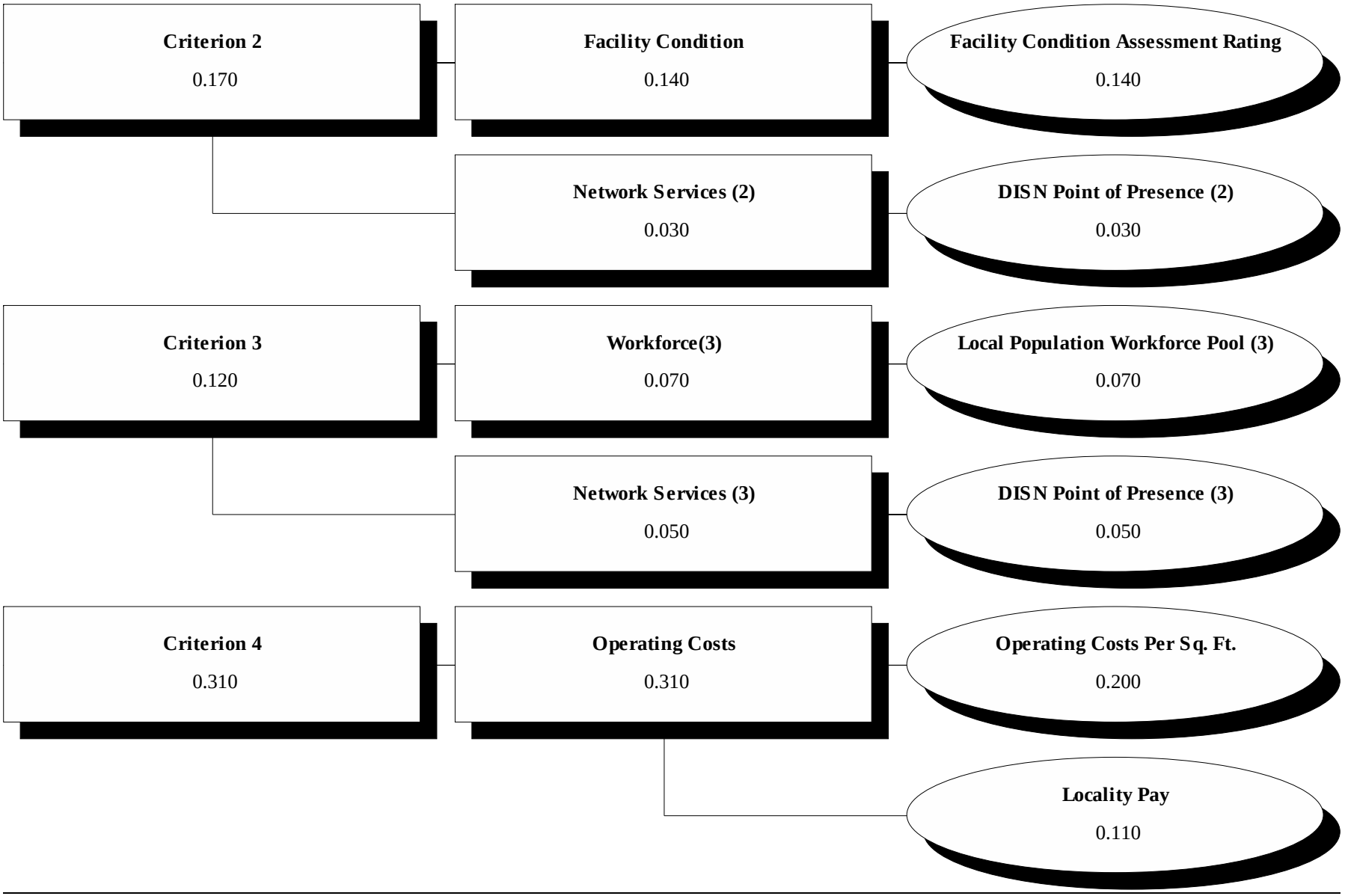
Criterion/Attribute/Metric/Question	Rationale			Weight
Metric 1 Annual Cost Savings by Inmate Labor. Measured in dollars, where more is better.	**Range**	**Scoring Plan**	**Function**	6%
	Min - Max	Max = 1.0; Min = 0.0	Linear Increasing	
	Several correctional facilities use inmate labor to augment support functions on the installation/base, i.e. snow shoveling, grass mowing, etc. There is military value in installations reducing BOS costs. Inmate labor also supports operational readiness for the DoD Force allowing military members to complete mission essential work. We weighted this less than 10% to be used as a deciding factor in the event all else is equal.			
Question 1 What are the annual cost savings for the installation achieved by utilizing inmate labor? (DOD#: 1967).				
Attribute 3 Standard of Square Feet (SF)/Inmate				10%
Metric 1 Meet DoD Space Standard. Function is Binary. If the facility meets the standards, then a 1 or Yes is received; 0 or No, otherwise.	**Range**	**Scoring Plan**	**Function**	10%
	0 - 1	1= Yes; 0 = No	Binary	
	DoD dictates that national accreditation standards issued by the American Correctional Association be followed to the greatest extent possible in administering correctional facilities. It is important to know which facilities are meeting this standard.			
Question 1 Does the facility meet all American Correctional Association standards for SF per inmate? (DOD#: 1968).				
Attribute 4 Incident Rate				4%
Metric 1 Adverse Inmate deaths. Measured in number of personnel. Metric will be the sum of Question 1 + Question 2 + Question 3.	**Range**	**Scoring Plan**	**Function**	2%
	Max - Min	Max = 0.0; Min = 1.0	Linear Decreasing	
	Incident rate impacts operational readiness of the Force by affecting the effectiveness of the prison system. This metric looks at the specific deaths for military value equally. Collectively we called it "Adverse Inmate Deaths." A death is a death no matter how it occurs, (accident, suicide, or by another person). Deaths at a correctional facility, except "natural causes," are unacceptable. For military value and BRAC purposes this metric didn't weigh high. The decision to close/move a correctional facility would not be decided on the number of deaths; however, it may be a deciding factor in the event all else is equal. All questions are rated equally.			
Question 1 What is the total number of inmate deaths by suicide as reported on the Annual Confinement Report, DD Form 2720, item 17.e.(4) for CY01-03? (DOD#: 1969).				
Question 2 What is the total number of inmate deaths by accidents as reported on the Annual Confinement Report, DD Form 2720, item 17.e.(5), for CY01 – 03? (DOD#: 1969).				
Question 3 What is the total number of inmate deaths by another person as reported on the Annual Confinement Report, DD Form 2720, item 17.e.(6), for CY01 – 03? (DOD#: 1969).				
Metric 2 Escapees. Measured in number of personnel escapes.	**Range**	**Scoring Plan**	**Function**	2%
	Max - Min	Max = 0.0; Min = 1.0	Linear Decreasing	
	Escapes from a correctional facility may indicate a problem with security in the facility. The number of escapes per correctional facility will provide us with a measure of security at the facility. This metric was given a low weight because it was determined it isn't a critical factor in mission accomplishment and operational readiness.			
Question 1 What is the total number of inmate escapees as reported on the Annual Confinement Report, DD Form 2720, item 17.f.(1), for CY01 – 03? (DOD#: 1970).				

Criterion/Attribute/Metric/Question	Rationale	Weight
Attribute 5 Guard-to- Inmate Ratio		5%
Metric 1 Guard-to-Inmate Ratio. Measured as a percentage, where lower is better. The equation used for this metric divides the # of guards (at the time of data collection) by the average # inmates (all sexes & all levels of confinement) for FYs 01-03.	**Range**: Min - Max; **Scoring Plan**: Max = 0.0; Min = 1.0; **Function**: Linear Decreasing This metric will indicate the manpower cost of operating a safe, secure and efficient correctional system. The effective utilization of correctional/security staff is necessary for the safety of both the staff and inmates. Continued movement towards state of the art technology may reduce manpower requirements. A more complete security posture of the facility is feasible when taken in conjunction with the incident rate metrics. The ratio will be determined based on Capacity Data Call Question DoD #452)	5%
Question 1 What is the number of correctional/security personnel (guards) in your correctional facility? (DOD#: 1971).		
Question 2 What is the number of inmates for each classification level by gender at the end of Fys 2001, 2002, and 2003 (DOD#: 452).		
Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.	Correctional facilities are an integral component of the military justice system; therefore, the capability to accommodate female inmates and house all inmates in facilities that meet acceptable condition codes determines the capability of ensuring uninterrupted mission execution.	30%
Attribute 1 Capacity		10%
Metric 1 Design capacity for female occupants. Measured in number of female occupants, where more is better.	**Range**: Min - Max; **Scoring Plan**: Max = 1.0; Min = 0.0; **Function**: Linear Increasing A correctional facility designed to house female occupants is important and provides the flexibility required to move and/or consolidate. It was not weighted as high as design capacity for the different classification levels; however, it provides us flexibility.	10%
Question 1 If your facility was required to house female inmates, what is the maximum number of females your facility could house based on design capacity? (DOD#: 1972).		
Attribute 2 Condition Code		10%
Metric 1 Facility Condition Code. Measured by C-Code, where C1 is best. Average Facility Condition Code for Correctional Facilities (C1, C2, C3, or C4). Note C1 is better than C2 is better than C3 is better than C4.	**Range**: C1 – C4; **Scoring Plan**: C1 = 1.0; C2 = .75 C3 = .25; C4 = 0.0; **Function**: Non-linear One metric was developed for Facility Condition, using current DoD facility condition codes. All services rate their buildings utilizing this standard. This metric is important to determine which correctional facilities are in the best condition.	10%
Question 1 What is the installation's facility condition code (C1-C4) for the correctional facility (DoD FAC 7312)? (DOD#: 11).		
Attribute 3 Expansion Capability		10%
Metric 1 Buildable Land. This metric is measured in acres by corrections facilities' code (FAC 7312), where more is better.	**Range**: Min - Max; **Scoring Plan**: Max = 1.0; Min = 0.0; **Function**: Linear Increasing Is land available adjacent to the existing facility to expand or build a new correctional facility? The assumption is that more land available is better. This provides an opportunity to expand or build a new correctional facility. Due to the higher costs involved in expanding or building a new facility this metric was weighted less than operational capacity expansion.	10%

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td colspan="2">Question 1 Does the installation have buildable land for expansion of corrections facilities (DoD FAC 7312) adjacent to the existing facility? If yes, how many acres? (DOD#: 1973).</td><td></td></tr>
<tr><td>Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.</td><td>Future force requirements may require expansion of the current DoD correctional program. The availability of excess capacity and land will provide justification to consolidate facilities, centralizing or streamlining operations which may generate overall cost savings for the DoD.</td><td>15%</td></tr>
<tr><td>Attribute 1 Expansion Capability</td><td></td><td>15%</td></tr>
<tr><td>Metric 1 Operational Capacity. Available square footage of unused operational capacity. Measured in square feet.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Max =1.0; Min = 0.0</td><td>Linear Increasing</td></tr></table>It’s desirable to know if a current correctional facility has existing space in its facility to house additional prisoners. Capacity question DoD #4104 asks for unused correctional facility space. From this we can ascertain unused capacity for expansion. This metric is weighted higher than buildable land. There may be less cost associated with expanding an existing facilities operation vice new military construction. (MILCON).</td><td>15%</td></tr>
<tr><td colspan="2">Question 1 How much space (GSF) is at your facility, if any, that was unused and not designated for surge requirements as of 30 Sep 03? (DOD#: 4104).</td><td></td></tr>
<tr><td>Criterion 4 The cost of operations and the manpower implications.</td><td>Cost will be incurred based on recommendations to consolidate, relocate, or build new. The current cost of operations is an indicator of facility effectiveness and efficiency. Locality pay and cost per square foot to operate are the metrics to discriminate facilities. The recommendation of remaining “status quo” is the only option that will not incur a cost.</td><td>15%</td></tr>
<tr><td>Attribute 1 Economic Cost of Location</td><td></td><td>5%</td></tr>
<tr><td>Metric 1 Locality Pay. Measured as a percentage, where less is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>1.0 – 0.0</td><td>Highest value = 0.0
Lowest value = 1.0</td><td>Linear Decreasing</td></tr></table>A measurement to determine the economic cost of doing business was desired. Civilian locality rate was determined to be the best factor. This unit of measure will be provided by each correctional facility. This is an important metric; however, it isn’t weighted very high as to not become a determining factor concerning the cost of operations unless all other factors are equal.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 What is the 2004 locality pay rate for GS pay schedule? (DOD#: 1403).</td><td></td></tr>
<tr><td>Attribute 2 Operating Expenses</td><td></td><td>10%</td></tr>
<tr><td>Metric 1 Cost per Square Foot. Operating costs (DOD#: 1974) divided by Square footage (DOD#:450)</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>Max = 0.0; Min = 1.0</td><td>Linear Decreasing</td></tr></table>This metric captures the cost of doing business at a specific location. The cost per square foot of a correctional facility is an indicator that will capture operating cost, maintenance, utilities, etc. This metric may be a discriminator in determining which facility to maintain, consolidate or relocate. It measures fiscal efficiency</td><td>10%</td></tr>
<tr><td colspan="2">Question 1 Provide the correctional facility’s operating cost for FY03. (DOD#: 1974).</td><td></td></tr>
<tr><td colspan="2">Question 2 How much space (GSF) is used to conduct administrative mission support and core corrections functions? (DOD#: 450).</td><td></td></tr>
</table>

DFAS


Criterion 1
0.400
Secure Facilities/Survivability
0.200
On a DoD Owned Installation?
0.150
Terrorist Threat Assessment
0.050
Workforce (1)
0.150
Hiring
0.070
Local Population Workforce Pool (1)
0.050
One-of-a-Kind Corp. Process Applications
0.030
Network Services (1)
0.050
DISN Point of Presence (1)
0.050


Criterion 2
0.170
Facility Condition
0.140
Facility Condition Assessment Rating
0.140
Network Services (2)
0.030
DISN Point of Presence (2)
0.030
Criterion 3
0.120
Workforce(3)
0.070
Local Population Workforce Pool (3)
0.070
Network Services (3)
0.050
DISN Point of Presence (3)
0.050
Criterion 4
0.310
Operating Costs
0.310
Operating Costs Per Sq. Ft.
0.200
Locality Pay
0.110

DFAS

1. **Scope.** This model will cover the Defense Finance and Accounting Service (DFAS) organization encompassing its 24 central and field sites, at 30 locations, performing finance and accounting (F&A) functions within the United States. The DFAS sites in Europe and Japan are not included in this effort. However, consideration will be given to workload realignments from Europe or Japan to the United States. As appropriate, this effort also includes F&A functions performed by Washington Headquarters Services (WHS) that are being transferred to DFAS and Defense Intelligence Agency (DIA) F&A functions under consideration for transfer to DFAS. Note: DFAS activities providing local finance and accounting (F&A) support to DoD organizations will be included in the Local F&A military value model.

2. **Assumptions.**

   a. Analysis will identify closure/realignment candidates. Major Administrative & HQ models may identify other candidates.
   b. Analysis will identify which functions (business lines) and corporate activities could combine.
   c. Analysis may reveal transformational opportunities.
   d. Locations with direct access to high-capacity Defense Information Systems Network (DISN) network services are more desirable than those without.
   e. Surrounding communities embody a beneficial quality of life that will be sustained.

3. **Military Value Scoring Plan.**

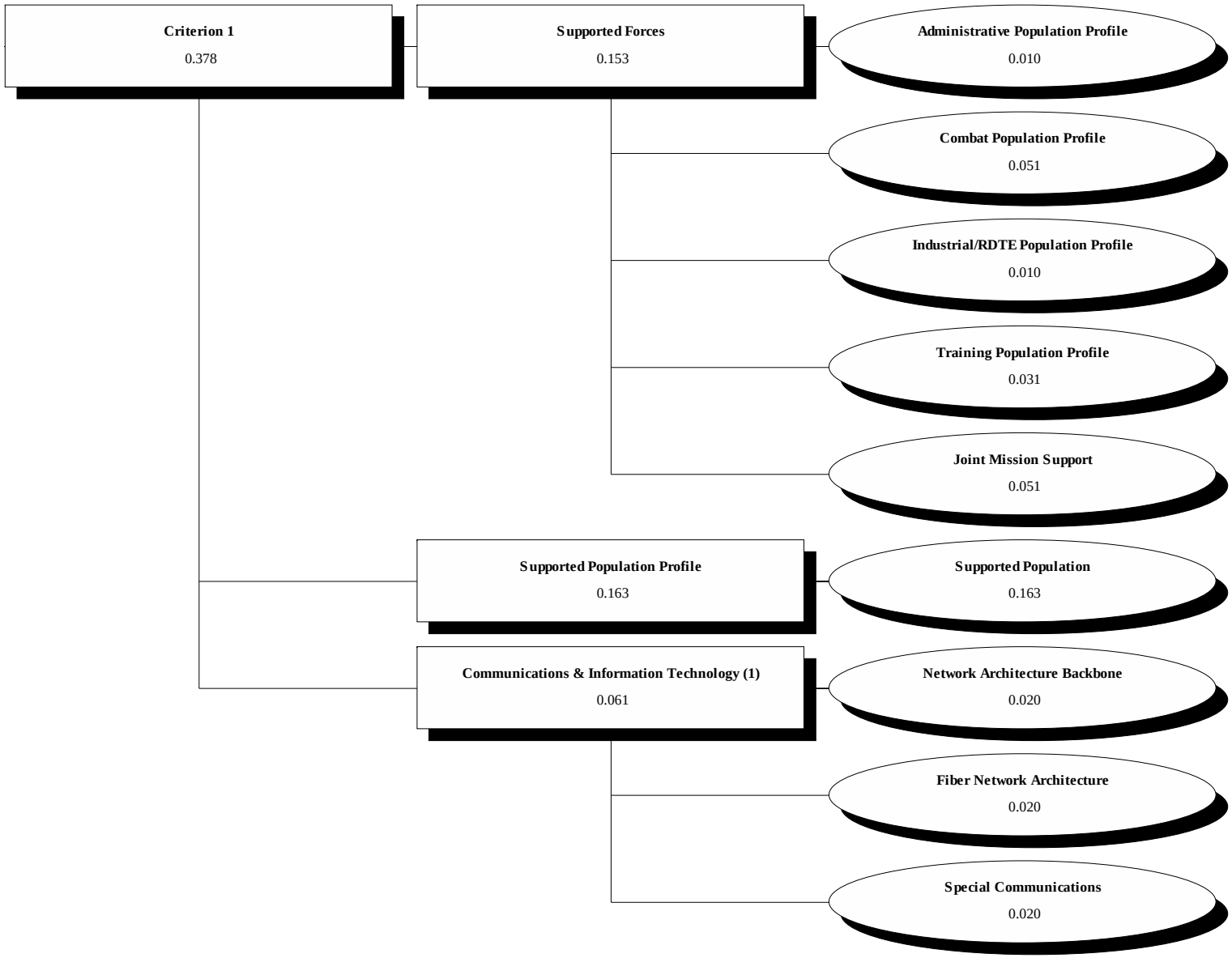
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.</td><td>This criterion was given the highest weight, because a secure AT/FP environment and a skilled workforce are deemed most important in ensuring uninterrupted service to the DoD.</td><td>40%</td></tr>
<tr><td>Attribute 1 Secure Facilities/Survivability</td><td>Attribute 1, given the highest ranking, relative to Attribute 2, because a secure facility is key to ensuring that DFAS work can be accomplished under any circumstance.</td><td>20%</td></tr>
<tr><td>Metric 1 On a DoD owned installation? Yes/No. On a DoD owned installation is preferable</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 - 1</td><td>1= Yes 0 = No</td><td>Binary</td></tr></table>Metric 1 is ranked higher than Metric 2 because a facility located on an actively protected DoD installation is expected to provide the safest environment to accomplish the DFAS mission.</td><td>15%</td></tr>
<tr><td colspan="2">Question 1 For DFAS central and field sites only. For each location, identify if the site is on a DoD owned installation with a controlled perimeter. (See Amplification.) (DOD#: 1918).</td><td></td></tr>
</table>

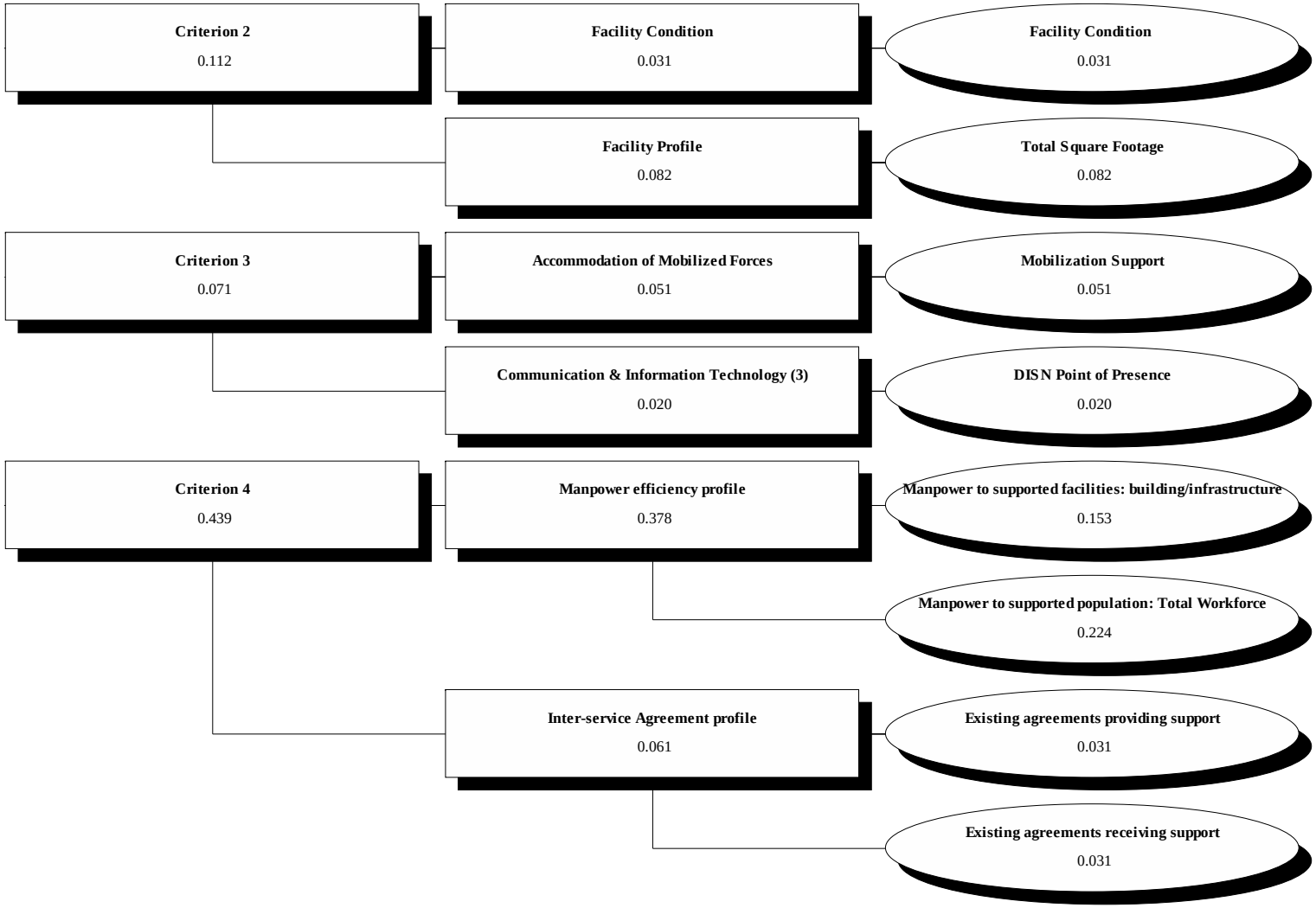
<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 2 Terrorist Threat Assessment Rating (Low, Low/Moderate, Moderate, High). Rating has seven separate assessments. Each assessment will be assigned a point value (Low=1 point; Low/Moderate=2 points; Moderate=3 points; High=4 points). From this, total point values for each location were determined. If the total points added to:
Less than 11 - Overall Rating was Low
11 to 17 - Overall Rating was Low/Moderate
18 to 24 - Overall Rating was Moderate
25 and Above - Overall Rating was High</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>1-4</td><td>Low = 1; Low/Moderate = 2; Moderate = 3; High = 4.</td><td>Linear</td></tr></table>Metric 2 is weighted less than Metric 1, because differentiating between on or off a DoD installation (Metric 1) is deemed the first and the more important step in defining a site’s survivability. Metric 2 is used to further delineate the threat assessment of each DFAS facility.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 For DFAS central and field sites only. For each location, identify the terrorist threat assessment rating (See Amplification) based on threat assessment intelligence and DSHARPP analysis for (a) personnel attacks, (b) conventional explosive attack, (c) arson, (d) hostage situation, (e) weapons of mass destruction, (f) theft, and (g) other. (DOD#: 1902).</td><td></td></tr>
<tr><td>Attribute 2 Workforce</td><td>Attribute 2 is ranked second in weight because an adequate/skilled workforce pool is necessary to ensure DFAS’s overall success in meeting DoD requirements.</td><td>15%</td></tr>
<tr><td>Metric 1 Hiring. Measured in days, average amount of time to fill vacancies from outside of DFAS. Less time to fill vacancy is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>min - max</td><td>Highest value = 0.0 – Lowest value = 1.0</td><td>Linear decreasing</td></tr></table>Metric 1 is weighted higher than Metric 2, because a basic element in accomplishing mission/workload is the availability of the correct mix of employees/skills to fill vacancies.</td><td>7%</td></tr>
<tr><td colspan="2">Question 1 For DFAS Central and Field Sites Only. For each location, identify the average hiring time (number of days – See Amplification) for external fill actions as of FY03, for the GS 500 series positions. (DOD#: 1903).</td><td></td></tr>
<tr><td>Metric 2 Local Population Workforce Pool. A larger available workforce pool is preferable; Range = If not listed on Dept. of Labor MSA/PMSA workforce listing – site receives a zero, after that sites will be ranked based on min to max.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>min – max</td><td>Lowest value or non-listing = 0.0 – Highest value = 1.0</td><td>Linear increasing</td></tr></table>Metric 2 is weighted lower than Metric 1 because this metric is intended to identify the local geographical area’s ability to support employment requirements.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 For DFAS Central and Field Sites Only. For each location, identify the total workforce pool as indicated in Dept of Labor Workforce Listing (See amplification). (Authoritative Source).</td><td></td></tr>
<tr><td>Metric 3 One-of-a-Kind Corporate Process Application(s). Credit will be given for one or more one-of-a-kind corporate process applications; Yes = 1; No= 0. Note: One-of-a-kind Corporate Process Application is defined as a corporate process application, which resides at one and only one place. It is not a locally developed stand-alone support system.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 – 1</td><td>1= Yes 0 = No</td><td>Binary</td></tr></table>Metric 3 ranked below Metric 1 and 2 respectively, because this metric focuses on workforce considerations associated with one-of-a-kind corporate process applications. The specialized/ skilled workforce issue needs to be recognized in the ranking process and appropriately considered in any relocation decisions.</td><td>3%</td></tr>
<tr><td colspan="2">Question 1 For DFAS Central and Field Sites Only. For each location and function as of FY03, identify any one-of-a-kind corporate process applications. (DOD#: 1904, 1906, 1919, 1920, 1921, 1922, 1923, 1924, 1925, 1926, 1927, 1928, 1929, 1930, 1931, 1932, 1933, 1934, 1935, 1936, 1937, 1938, 1939, 1940, 1941, 1942, 1943, 1944).</td><td></td></tr>
</table>

Criterion/Attribute/Metric/Question	Rationale	Weight
Attribute 3 Network Services	Attribute 3 is ranked third in priority order, because current Communications/Information Technology (COMM/IT) is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and application benefits.	5%
Metric 1 DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	**Range**: 0 – 1 | **Scoring Plan**: 1= Yes 0 = No | **Function**: Binary Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.	5%
Question 1 For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).		
Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.	This criterion is weighed third after Criteria 1 and 4. The focus of this weight is the condition of facilities and a locations' ability to support DoD IT enterprise architecture.	17%
Attribute 1 Facility Condition	Attribute 1 is given the highest rating to recognize the importance of a facility's condition.	14%
Metric 1 Facility Condition Assessment Rating (Red, Amber, Green). A Green rating is preferable; Green=1; Amber=.6; Red=0.	**Range**: Green, Amber, Red | **Scoring Plan**: Green=1, Amber=.6, Red=0 | **Function**: Non-linear See above. (Note: DFAS uses three levels – Red, Yellow, and Green – which are tied to estimated cost ranges.)	14%
Question 1 For DFAS Central and Field Sites Only. For each location as of FY03, identify the Facility Condition Assessment Rating based on DFAS FAC Codes – Red, Amber, and Green (See Amplification). (DOD#: 1945).		
Attribute 2 Network Services	Attribute 2 is ranked slightly lower in priority order, because current COMM/IT is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and future application benefits.	3%
Metric 1 DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.	**Range**: 0 – 1 | **Scoring Plan**: 1= Yes 0 = No | **Function**: Binary Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct POP access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.	3%
Question 1 For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).		
Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.	Criterion 3 is given the least weight, because inherently DFAS has the basic capability to support DoD mobilization and contingency requirements. Thus the greatest weight has been placed on criteria 1, 4 and 2 respectively. Criterion 3 is weighted slightly less than 2 because it is anticipated that an adequate/skilled workforce pool and new/improved automated systems and other IT tools under the auspices of the Business Modernization Management Program (BMMP) will positively affect the future state of DFAS in regard to their support of mobilization, contingency and future force requirements	12%

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Attribute 1 Workforce</td><td>Attribute 1 is ranked highest in weight because an adequate/skilled workforce pool is necessary to ensure DFAS's overall success in meeting DoD requirements.</td><td>7%</td></tr>
<tr><td>Metric 1 Local Population Workforce Pool. A larger available workforce pool is preferable; Range = If not listed on Dept. of Labor MSA/PMSA workforce listing – site receives a zero, after that sites will be ranked based on min to max.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>min –max</td><td>Lowest value or non-listing = 0.0 – Highest value = 1.0</td><td>Linear increasing</td></tr></table>This metric is intended to identify the surrounding areas ability to provide a workforce with basic skills necessary to accomplish DFAS mission. It is ranked slightly higher than Network Services because Network Services is duplicated under Criteria 1 and 2.</td><td>7%</td></tr>
<tr><td colspan="2">Question 1 For DFAS Central and Field Sites Only. For each location, identify the total workforce pool as indicated in Dept of Labor Workforce Listing (See amplification). (Authoritative Source).</td><td></td></tr>
<tr><td>Attribute 2 Network Services</td><td>Attribute 2 is ranked slightly lower in weight than Attribute 1, Workforce, because current COMM/IT is presumed adequate for DFAS mission requirements. However, location on a Defense Information Systems Network (DISN) Point of Presence (POP) provides additional cost and application benefits.</td><td>5%</td></tr>
<tr><td>Metric 1 DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 – 1</td><td>1= Yes 0 = No</td><td>Binary</td></tr></table>Location on a DISN POP is an important consideration with regard to DoD IT enterprise architecture. Installations with direct backbone access gain the benefit of its potential network throughput and play heavily in meeting future IT requirements.</td><td>5%</td></tr>
<tr><td colspan="2">Question 1 For DFAS Central and Field Sites Only. Are there Defense Information Systems Network (DISN) Backbone Nodes located at the installations and activities identified in the amplification? (DOD#: 1964).</td><td></td></tr>
<tr><td>Criterion 4 The cost of operations and the manpower implications.</td><td>This criterion was given the second highest weight because one of the elements for DFAS's continued success is their ability to provide support to DoD at reasonable rates</td><td>31%</td></tr>
<tr><td>Attribute 1 Operating Costs</td><td>The weighting scheme for this attribute is designed with emphasis on operating costs.</td><td>31%</td></tr>
<tr><td>Metric 1 Operating Cost per square foot. A lower cost per square foot is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>min –max</td><td>Highest value = 0.0 – Lowest value call = 1.0</td><td>Linear decreasing</td></tr></table>Metric 1 is ranked higher than Metric 2 because it is felt that the most important cost driver, of the two, is the operating cost per square foot.</td><td>20%</td></tr>
<tr><td colspan="2">Question 1 For DFAS Central and Field Sites Only. For each location as of FY03, identify the operating cost per square foot for each DFAS Central and Field Site and identify source of information (See Amplification). (DOD#: 1946).</td><td></td></tr>
<tr><td>Metric 2 Locality Pay. A lower percentage is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>1.0 – 0.0</td><td>Highest value = 0.0 – Lowest value call = 1.0</td><td>Linear decreasing</td></tr></table>Metric 2 is ranked lower than Metric 1 because it is felt that the most important cost driver of the two is the operating cost per square foot – followed by the local cost of living as provided by targeted locations.</td><td>11%</td></tr>
<tr><td colspan="2">Question 1 For DFAS Central and Field Sites Only. What is the 2004 locality pay rate for the GS pay schedule? (DOD#: 1403).</td><td></td></tr>
</table>

GEOGRAPHIC CLUSTERS(Installation Management (IM))




Criterion 2
0.112
Facility Condition
0.031
Facility Condition
0.031
Facility Profile
0.082
Total Square Footage
0.082
Criterion 3
0.071
Accommodation of Mobilized Forces
0.051
Mobilization Support
0.051
Communication & Information Technology (3)
0.020
DISN Point of Presence
0.020
Criterion 4
0.439
Manpower efficiency profile
0.378
Manpower to supported facilities: building/infrastructure
0.153
Manpower to supported population: Total Workforce
0.224
Inter-service Agreement profile
0.061
Existing agreements providing support
0.031
Existing agreements receiving support
0.031

GEOGRAPHIC CLUSTERS(Installation Management (IM))

1. **Scope.** The Installation Management modeling effort includes installations within designated geographic clusters as determined by capacity analysis. The military value model will be a critical part of the process for developing recommendations/scenarios for consolidating management and support functions; consolidating excess installation management facilities; and designating overall Military Department responsibility for installation management. Attributes and metrics are designed to establish which installations are the best candidates to accept additional installation management responsibilities and/or accept additional installation management personnel and facility related functions. Greatest efficiency, geographical predominance, capability, and expertise, in that order, are the primary factors for establishing the attributes and metrics to support this assessment.

2. **Assumptions.**

   a. Analysis will provide military value of performing functions at current locations.
   b. Analysis will reveal opportunities for organizational grouping.
   c. Analysis may reveal transformational opportunities.
   d. The installation support mission for operational forces is the most complex and important followed by training, industrial/research, development, test, and evaluation (RDTE) and last, host to administrative activities.
   e. Communities where functions are performed embody a beneficial quality of life.

3. **Military Value Scoring Plan.**

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Criterion 1 The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including the impact on joint warfighting, training, and readiness.</td><td>This criterion focuses on capabilities, expertise and geographical predominance with respect to providing installation support functions. This criterion received the second highest weighting based on factors of predominance, capabilities and expertise.</td><td>37.8%</td></tr>
<tr><td>Attribute 1 Supported Forces</td><td>Assess current missions with respect to capacity and importance. This attribute makes an assumption that support of a warfighting mission is most important, followed by training, industrial/RDTE and last, host to administrative activities.</td><td>15.3%</td></tr>
<tr><td>Metric 1 Administrative Activities Population Profile. Number of administrative personnel on installation. More is better.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min - Max</td><td>0 = Min
1 = Max</td><td>Linear increasing</td></tr></table>Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated.</td><td>1%</td></tr>
<tr><td colspan="2">Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all Administrative activities hosted by the installation? (DOD#: 1976).</td><td></td></tr>
</table>

Criterion/Attribute/Metric/Question	Rationale			Weight
Metric 2 Combat Unit Population Profile. Number of tactical/combat personnel on installation. More is better.	**Range**	**Scoring Plan**	**Function**	5.1%
	Min - Max	0 = Min 1 = Max	Linear increasing	
	Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated.			
Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all operational activities hosted by the installation? (DOD#: 1976).				
Metric 3 Industrial/RDTE Activities Population Profile. Number of industrial/RDTE personnel on installation. More is better.	**Range**	**Scoring Plan**	**Function**	1%
	Min - Max	0 = Min 1 = Max	Linear increasing	
	Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated			
Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all Industrial and RDTE activities hosted by the installation? (DOD#: 1976).				
Metric 4 Training Activities Population Profile. Number of institutional training personnel on installation. More is better.	**Range**	**Scoring Plan**	**Function**	3.1%
	Min - Max	0.0 = Min 1.0 = Max	Linear increasing	
	Assesses the primary mission support role of the installation based on type and size of activities supported as measured by personnel assigned to the various types of organizations indicated.			
Question 1 What is the number of active duty (to include active RC/NG), civilian and contractor personnel assigned to all institutional training activities hosted by the installation? (DOD#: 1976).				
Metric 5 Joint Mission Support. Number of authorized personnel assigned to the installation from all joint/other service organizations/activities hosted by the installation. More is better. Function is S-shaped increasing. Positive increase begins at 100 and begins to decrease at 1,500. Additional value is negligible after 1,500 to max (3,000).	**Range**	**Scoring Plan**	**Function**	5.1%
	0-3000	0.0 = Min 1.0 = Max	S-Shaped	
	Assess the extent of Base Support provided to other services and joint organizations on a fulltime basis. The more extensive the support provided the greater the value based on existing capabilities and experience to support other services and joint organizations.			
Question 1 How many authorized personnel, to include active duty (including active RC/NG), civilian and contractor, are assigned to joint organizations and other services (not Joint) activities which are hosted by your installation? (DOD#: 1977).				
Attribute 2 Supported Population Profile				16.3%
Metric 1 Supported Population. Number of personnel supported by the installation. More is better.	**Range**	**Scoring Plan**	**Function**	16.3%
	Min – Max	Lowest value from data call = 0.0; Highest value from data call = 1.0	Linear increasing	
	Assesses the support requirement for the installation programs and services based on overall active duty, civilian, contractor, and dependent population. The greater the population, the greater the value based on predominance and capability of the service.			

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td colspan="2">Question 1 Provide the total number of personnel supported by the installation, to include military members (active duty, full time guard, and reserves), civilians, contractors, and family members assigned to the installation. (DOD#: 4096).</td><td></td></tr>
<tr><td>Attribute 3 Communications & Information Technology (COMM//IT)</td><td>Information dominance is a critical element of the DoD’s transformation effort. Adequate COMM/IT services at an Installation are required to support the transformation. A ubiquitous network that provides the ability to command and control resources, analyze and disseminate intelligence, and implement appropriate actions from any defense facility in the world is required.</td><td>6.1%</td></tr>
<tr><td>Metric 1 Network Architecture Backbone. Percentage of your installation network backbone that is fiber. Linear function, range is 0 to 1.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value from data call = 0.0; Highest value from data call = 1.0</td><td>Linear increasing</td></tr></table>Fiber optic cable backbone networks provide Installations with greater capability than copper wire based networks. The more fiber these network architectures are comprised of the more valuable they are, as they more readily lend themselves to meeting current and future operational requirements and support DoD transition to Network Centric Enterprise Services (NCES).</td><td>2%</td></tr>
<tr><td colspan="2">Question 1 What percentage of your Installation’s network backbone will be fiber optic cable by the end of FY04 (based on planned spending in the FY04 President’s budget)? (DOD#: 1959).</td><td></td></tr>
<tr><td>Metric 2 Fiber Network Architecture. Percentage of Installation’s buildings that require network connection that will be connected to the network via Fiber Optic Cable by end of FY04. Divide response to Question 1 below by response to Question 2 to compute.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value from data call = 0.0; Highest value from data call = 1.0</td><td>Linear increasing</td></tr></table>Buildings serviced by fiber optic cable networks provide Installations with greater capability than copper wire based networks. The more fiber these network architectures are comprised of the more valuable they are, as they more readily lend themselves to meeting current and future operational requirements and support DoD transition to Network Centric Enterprise Services (NCES).</td><td>2%</td></tr>
<tr><td colspan="2">Question 1 What percentage of your buildings will be connected to the network backbone via Fiber Optic Cable at the end of FY04? (based on planned spending in the FY04 President’s budget). (DOD#: 1901).</td><td></td></tr>
<tr><td>Metric 3 Special Communications Capabilities. Measures selected special communications capabilities of the installation. More is better. Yes/No.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 – 10</td><td>1 = Yes
0 = No; for each question. Number of “Yes” answers will be aggregated to determine score for this metric.</td><td>Binary</td></tr></table>Installations that have more means of communications readily available to them are more valuable.</td><td>2%</td></tr>
<tr><td colspan="2">Question 1 Does your Installation have Defense Red Switch Network (DRSN) capability? (DOD#: 25).</td><td></td></tr>
<tr><td colspan="2">Question 2 Does your Installation have Land Mobile Radio (LMR) capability? (DOD#: 28).</td><td></td></tr>
<tr><td colspan="2">Question 3 Does your Installation have NIPRNET capability? (DOD#: 319).</td><td></td></tr>
</table>

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td colspan="2">Question 4 Does your Installation have SIPRNET capability? (DOD#: 319).</td><td></td></tr>
<tr><td colspan="2">Question 5 Does your Installation provide any of the following commercial wireless services: cellular, pagers, messaging e.g., Blackberry)? (DOD#: 1960).</td><td></td></tr>
<tr><td colspan="2">Question 6 Does your Installation provide Video Teleconferencing (VTC) services – e.g.,. DISN Video Global Service (DVGS)? (DOD#: 1960).</td><td></td></tr>
<tr><td colspan="2">Question 7 Does your Installation provide diverse routing of NIPRNET? (DOD#: 1960).</td><td></td></tr>
<tr><td colspan="2">Question 8 Does your Installation provide diverse routing of SIPRNET? (DOD#: 1960).</td><td></td></tr>
<tr><td colspan="2">Question 9 Does your Installation have a Satellite Earth Terminal? (DOD#: 1960).</td><td></td></tr>
<tr><td colspan="2">Question 10 Does your Installation have a Voice over Internet Protocol (VOIP) Telephone Switch? (DOD#: 1960).</td><td></td></tr>
<tr><td>Criterion 2 The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.</td><td>This criterion received the third highest weighting. Unlike the other criteria, the metrics used in this criterion focus on capacity and condition which are considered lesser factors in the military value model.</td><td>11.2%</td></tr>
<tr><td>Attribute 1 Facility Condition</td><td></td><td>3.1%</td></tr>
<tr><td>Metric 1 Facility Condition. Overall installation facility status based on condition code.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0-1</td><td>C1=1.0, C2=.75, C3=.25, C4=0.0</td><td>Non-linear</td></tr></table>This metric assesses overall installation facility condition.</td><td>3.1%</td></tr>
<tr><td colspan="2">Question 1 What is the installation’s overall facility condition code rating? (DOD#: 1978, 1981, 1982).</td><td></td></tr>
<tr><td>Attribute 2 Facility Profile</td><td></td><td>8.2%</td></tr>
<tr><td>Metric 1 Total Square Footage. Total gross Square Footage of all installation facilities.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value from data call = 0.0 – Highest value from data call = 1.0</td><td>Linear increasing</td></tr></table>Assesses total square footage of installation facilities as a means to determine service predominance in a geographical cluster.</td><td>8.2%</td></tr>
<tr><td colspan="2">Question 1 What is the square footage of all space on the installation? (DOD#: 1979).</td><td></td></tr>
<tr><td>Criterion 3 The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.</td><td>The availability of vacant administrative space and buildable land provides measures of an Installation’s ability to accommodate future DoD needs. While viewed as important measures of an installation’s capability to handle future expansion, this criterion is given relatively low weight in order not to overweight available space issues in the optimization phase.</td><td>7.1%</td></tr>
<tr><td>Attribute 1 Accommodation of Mobilized Forces</td><td></td><td>5.1%</td></tr>
<tr><td>Metric 1 Mobilization Support. Mobilization Requirement. Does the installation currently have a mobilization requirement? (Yes/No) Function is Binary (Yes = 1; No = 0).</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 - 1</td><td>0 = No;
1.0 = Yes</td><td>Binary</td></tr></table>Assesses the installation management staff’s experience in supporting mobilization. Greater mobilization experience would support expanding responsibilities based on existing capabilities.</td><td>5.1%</td></tr>
</table>

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td colspan="2">Question 1 Does the installation currently have a mobilization requirement? If answer is yes, then obtain military value from Mobilization Group model. (DOD#: 336).</td><td></td></tr>
<tr><td>Attribute 2 Communications & Information Technology (COMM/IT)</td><td>The future COMM/IT requirements will be more easily met by the presence of a major Defense Information Systems Network (DISN) Node. These nodes provide greater access to bandwidth at lower cost because they comprise the backbone of the network.</td><td>2%</td></tr>
<tr><td>Metric 1 DISN Point of Presence (POP). Measure is Binary (Yes and No), where Yes = Good.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>0 – 1</td><td>1= Yes
0 = No</td><td>Binary</td></tr></table>DISN Points of Presence (POP) are critical to the DoD IT enterprise architecture. Installations hosting these POP gain the benefit of their potential network throughput and play heavily in meeting future IT requirements.</td><td>2%</td></tr>
<tr><td colspan="2">Question 1 Does the installation have a DISN point of presence (POP)? (Military Value Question - Derived from CDC Question #326.) This CDC question identifies various types of DISN POPs that may reside within a facility. The type of POP is to be determined by HSA JCSG COMM/IT and its utility addressed during optimization by scoring plan owners. (DOD#: 1964).</td><td></td></tr>
<tr><td>Criterion 4 The cost of operations and the manpower implications.</td><td>This criterion was given the greatest weighting. Demonstrated ability to provide programs and services for the installation with greatest efficiency is the major factor in recommendations/decisions to add responsibilities to the installation management mission.</td><td>43.9%</td></tr>
<tr><td>Attribute 1 Manpower efficiency profile</td><td>This establishes a general comparison of workforce efficiency within geographic clusters to assist in targeting potential savings through centralization/consolidation.</td><td>37.8%</td></tr>
<tr><td>Metric 1 Manpower to supported facilities: Total building/infrastructure. Measured in Square Feet. Ratio of square feet/person.</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value from data call = 0.0; Highest value from data call = 1.0</td><td>Linear increasing</td></tr></table>Assesses the efficiency of the installation’s major functional support mission. The higher the ratio of supported facilities to personnel, the greater the value.</td><td>15.3%</td></tr>
<tr><td colspan="2">Question 1 What is the ratio of the total amount of space in square feet in all buildings maintained by the Public Works Directorate (government and contractor support) at this installation compared to the size of the Public Works staff? (Military Value Question derived from Military Value Question from Criterion 2, Attribute 2, Metric 1 and CDC Question #330) This CDC question collects the size of the Public Works Staff. (DOD#: 330, 1979).</td><td></td></tr>
<tr><td>Metric 2 Manpower to supported population: Ratio of supported (total workforce) to supporters (IM personnel support).</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min – Max</td><td>Lowest value from data call = 0.0; Highest value from data call = 1.0</td><td>Linear increasing</td></tr></table>Assesses the efficiency of the collective missions of the installation workforce compared to the supported population. The greater the ratio of personnel supported, the greater the value.</td><td>22.4%</td></tr>
<tr><td colspan="2">Question 1 What is the ratio of the installations total workforce of military, civilian and contractor compared to the size of the installation management support staff of military, civilian, and contractor? (Military Value Question derived from Military Value Question from Criterion 1, Attribute 3, Metric 1 and CDC Question #330) This CDC question collects the size of the installation management staff. (DOD#: 330, 4096).</td><td></td></tr>
<tr><td>Attribute 2 Inter-service Support Agreement (ISSA) Profile</td><td>This establishes a value for both the support an installation provides to other services/agencies and receives from other services/agencies.</td><td>6.1%</td></tr>
</table>

<table>
<tr><th>Criterion/Attribute/Metric/Question</th><th>Rationale</th><th>Weight</th></tr>
<tr><td>Metric 1 Existing Agreements Providing Support. Measured in dollars. What is the value (in dollars) for services provided through ISSAs?</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min –Max</td><td>Lowest value from data call = 0.0; Highest value from data call = 1.0</td><td>Linear increasing</td></tr></table>Assesses the value of support provided by the installation to other services/agencies. The greater the value of service being provided supports expanding responsibilities.</td><td>3.1%</td></tr>
<tr><td colspan="2">Question 1 What is the value (in dollars) for services provided through ISSAs for the functional areas listed: Public Works, Resource Management, Contracting, Transportation, Supply, Maintenance, Airfield Operations, Personal & Family Services and MWR, Law Enforcement, Fire and Emergency Services, Communications, Plans, Training and Security, Installation Support Offices (Public Affairs Office (PAO), Safety, Internal Review (IR), Legal, etc)? (DOD#: 1980).</td><td></td></tr>
<tr><td>Metric 2 Existing Agreements Receiving Support. Measured in dollars. What is the value (dollars) for services received through ISSAs?</td><td><table><tr><th>Range</th><th>Scoring Plan</th><th>Function</th></tr><tr><td>Min –Max</td><td>Lowest value from data call = 1.0 – Highest value from data call = 0.0</td><td>Linear decreasing</td></tr></table>This metric assesses the value of support being received from others services. Greater outside support currently being received does not indicate ability to take on expanded responsibilities; therefore, less support being received has greater value.</td><td>3.1%</td></tr>
<tr><td colspan="2">Question 1 What is the value (dollars) for services received through ISSAs for the functional areas listed: Public Works, Resource Management, Contracting, Transportation, Supply, Maintenance, Airfield Operations, Personal & Family Services and MWR, Law Enforcement, Fire and Emergency Services, Communications, Plans, Training and Security, Installation Support Offices (Public Affairs Office (PAO), Safety, Internal Review (IR), Legal, etc)? (DOD#: 1980).</td><td></td></tr>
</table>

NAME	Civ Fill Time	Service Ratio	Civ Pers Off	AT/FP	FCC	Vacant SF	Build Land	VBOS	DISN	Locality Pay %
11WG/DPCBolling AFB	99.00	129.68421	YES	Level 1	C1	0	NO	1.05774	Y	14.63
72 MSG/DPC (Tinker AFB)	115.00	123.92857	YES	Level 1	C1	0	YES	2.70933	Y	10.90
78 MSG/DPC (Robins AFB)	54.41	127.37634	YES	Level 1	C1	0	YES	1.86842	Y	10.90
88 MSG/DPC (Wright-Patterson AFB)	90.00	73.88889	YES	Level 1	C2	7	YES	3.69424	Y	12.03
AFPC (Randolph AFB)	48.40	176.17481	YES	Level 1	C2	0	YES	2.65103	Y	10.90
DeCA Human Resource Operations Division	115.00	73.94241	NO	Level 3	C4	0	NO	11.67393	Y	14.63
DFAS Human Resources	34.30	208.96774	NO	Level 3	C4	0	NO	11.67393	Y	11.11
DISA Civilian Personnel Division (MPS1)	67.00	87.00000	YES	Level 1	C2	0	NO	1.05776	Y	14.63
DLA Civilian Personnel Office- Columbus	54.70	52.17561	YES	Level 1	C2	5	YES	2.51985	Y	13.14
DLA Civilian Personnel Office-New Cumberland	30.00	128.36585	YES	Level 1	C2	0	YES	5.24978	Y	10.90
DODEA Human Resources Center	29.28	115.32075	NO	Level 3	C4	0	NO	11.67393	Y	14.63
HRSC East (Norfolk)	50.60	194.51934	YES	Level 1	C3	1	NO	0.97166	Y	10.90
HRSC Northeast (Philadelphia)	44.00	178.59276	NO	Level 2	C4	0	NO	11.67393	Y	15.32
HRSC Northwest (Silverdale)	34.30	156.99057	NO	Level 3	C4	0	NO	11.67393	N	15.12
HRSC Pacific (Pearl Harbor)	39.10	144.87500	NO	Level 2	C4	0	NO	11.67393	Y	25.00
HRSC Southeast (Stennis)	38.40	159.80328	YES	Level 1	C1	0	NO	1.07093	Y	10.90
HRSC Southwest (San Diego)	38.80	183.80423	NO	Level 2	C4	0	NO	11.67393	Y	16.16
North Central CPOC (Rock Island)	47.16	144.28800	YES	Level 1	C3	8	YES	0.17195	Y	10.90
Northeast CPOC (Aberdeen)	45.72	153.84615	YES	Level 1	C3	2	YES	7.69897	Y	14.63
OO-ALC/DPC (Hill AFB)	70.00	131.40698	YES	Level 1	C3	0	YES	2.02926	Y	10.90
Pacific CPOC (Ft. Richardson)	71.35	130.50909	YES	Level 1	C3	0	NO	11.67393	Y	25.00
South Central CPOC (Redstone Arsenal)	55.85	135.74048	YES	Level 1	C3	4	YES	0.94341	Y	11.49
Southwest CPOC (Ft. Riley)	43.07	112.06472	YES	Level 1	C3	1	YES	1.21979	Y	10.90
West CPOC (Ft. Huachuca)	51.07	148.45249	YES	Level 1	C2	2	YES	3.70487	Y	10.90
WHS Personnel Services Division	83.00	42.52991	NO	Level 3	C4	0	NO	11.67393	Y	14.63

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)ABERDEEN PROVING GROUND	0.63303	1.00000	9	3	149800	0.27301	46.40	Yes	C3	1.8328	Yes	0.1	1264	0.1463
(I)Altus AFB	0.47291	0.55814	4	6	59600	0.18466	61.00	Yes	C1	0.0000	Yes	0	801	0.1090
(I)Anacostia Annex	0.85000	0.85000	7	5	157200	0.39070	3.70	No	C2	0.9980	Yes	0	2006	0.1463
(I)Andrews AFB	1.00000	0.81404	6	4	145600	0.27157	19.00	Yes	C2	9.4079	Yes	0	2006	0.1463
(I)Arlington Service Center	0.85000	0.85000	4	3	262400	0.60221	3.70	No	C2	0.0000	Yes	0	2006	0.1463
(I)Army National Guard Readiness Center	1.00000	1.00000	7	3	262400	0.60221	7.00	No	C2	0.0000	No	0	2006	0.1463
(I)Barksdale AFB	1.00000	0.37945	6	6	87600	0.18121	14.60	Yes	C1	16.8206	Yes	0	1109	0.1090
(I)Beale AFB	0.61359	0.30822	7	10	89700	0.10327	41.10	Yes	C2	16.6548	Yes	0	1460	0.1090
(I)Bolling AFB	1.00000	0.91011	7	5	157200	0.39070	9.34	No	C1	0.1660	Yes	0	2006	0.1463
(I)Brooks City-Base	0.00000	0.00000	6	5	74100	0.22668	15.90	No	C1	6.4929	Yes	0	1138	0.1090
(I)Buckley AFB	0.68971	0.98113	6	4	171700	0.37033	11.60	Yes	C1	1.8338	Yes	0	1464	0.1666
(I)Cannon AFB	1.00000	0.97183	4	0	64700	0.15271	14.40	Yes	C1	3.4145	Yes	0	915	0.1090
(I)CARLISLE BARRACKS	1.00000	0.36842	7	6	120500	0.27919	32.00	No	C3	0.0000	Yes	0	1169	0.1090
(I)Charleston AFB	1.00000	1.00000	3	3	130200	0.30725	4.60	Yes	C1	1.0817	Yes	0	1154	0.1090
(I)Columbus AFB	0.42134	0.98387	5	11	74700	0.20498	18.00	Yes	C1	3.6621	Yes	0	861	0.1090
(I)Davis-Monthan AFB	1.00000	1.00000	7	8	114600	0.26750	9.18	Yes	C2	10.1469	Yes	0	1127	0.1090
(I)Dover AFB	1.00000	0.86441	5	2	114100	0.18636	73.90	Yes	C2	0.3330	Yes	0	1164	0.1090
(I)Dyess AFB	1.00000	0.92667	7	5	61700	0.22453	10.24	Yes	C1	6.5820	No	0	964	0.1090
(I)Eglin AFB	1.00000	0.69243	7	12	101200	0.24238	3.50	Yes	C1	12.8100	Yes	0	1001	0.1090
(I)Eielson AFB	0.36500	0.85714	6	3	132700	0.27031	23.00	Yes	C2	1.6600	Yes	0	1492	0.2500
(I)Ellsworth AFB	1.00000	0.69697	6	7	90900	0.24981	10.40	Yes	C1	6.8228	Yes	0	997	0.1090
(I)Elmendorf AFB	0.90182	0.83854	6	3	160700	0.28912	7.90	Yes	C2	3.2499	Yes	0	1775	0.2500
(I)Fairchild AFB	1.00000	0.75630	7	6	113200	0.25021	6.30	Yes	C1	2.5818	Yes	0	966	0.1090
(I)FORT A P HILL	0.23507	0.62500	6	5	88900	0.12074	53.00	No	C2	0.7487	Yes	0	1362	0.1090
(I)FORT BELVOIR	0.76466	0.67686	9	6	252800	0.54301	19.86	Yes	C2	3.1655	Yes	0	2006	0.1463

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)FORT BENNING	0.67544	0.42735	7	3	84000	0.20325	10.80	No	C3	1.2494	Yes	0	1152	0.1090
(I)FORT BLISS	0.99000	1.00000	5	2	69600	0.16608	4.30	Yes	C3	15.5222	Yes	0.5	1031	0.1090
(I)FORT BRAGG	1.00000	0.30109	9	4	88800	0.19109	13.10	Yes	C3	2.9162	Yes	0	887	0.1090
(I)FORT CAMPBELL	1.00000	1.00000	5	6	82100	0.13397	62.30	Yes	C3	28.1345	Yes	0	775	0.1090
(I)FORT CARSON	0.44714	0.46417	5	6	147100	0.31759	10.00	Yes	C3	6.9986	Yes	0	1166	0.1090
(I)FORT DETRICK	1.00000	1.00000	5	8	160200	0.29999	28.00	No	C2	0.4997	Yes	0	1579	0.1463
(I)FORT DIX	1.00000	0.76398	5	2	137400	0.28390	40.50	No	C3	1.2501	No	0	1707	0.1532
(I)FORT DRUM	0.46895	0.48677	7	3	68200	0.16036	20.67	Yes	C3	12.9068	Yes	0	1060	0.1090
(I)FORT EUSTIS	1.00000	0.85149	8	4	96400	0.19885	8.00	Yes	C3	7.3288	Yes	0	1074	0.1090
(I)FORT GILLEM	0.01799	0.03571	8	4	92700	0.16633	8.60	No	C3	0.5820	No	0	1385	0.1261
(I)FORT GORDON	1.00000	0.89236	7	2	76800	0.18687	10.00	No	C3	3.7499	Yes	0	1019	0.1090
(I)FORT HAMILTON	1.00000	0.90476	5	5	1000001	0.49396	17.60	No	C3	0.0000	No	0	2030	0.1929
(I)FORT HOOD	0.46774	0.74074	6	4	78100	0.19798	6.70	Yes	C3	2.7495	Yes	0	901	0.1090
(I)FORT HUACHUCA	1.00000	0.56701	6	5	88200	0.18802	2.00	Yes	C3	0.4167	Yes	0	1064	0.1090
(I)FORT JACKSON	1.00000	0.56000	5	3	98700	0.32487	16.20	No	C3	49.1165	Yes	0	1080	0.1090
(I)FORT KNOX	0.76897	0.74570	6	7	88300	0.15366	30.70	Yes	C3	3.9162	Yes	0.4	811	0.1090
(I)FORT LEAVENWORTH	1.00000	0.97590	5	9	96900	0.23080	16.90	Yes	C3	1.6668	Yes	0	1111	0.1154
(I)FORT LEE	0.47536	0.81959	6	4	68600	0.14797	30.00	No	C3	14.1608	Yes	0	946	0.1213
(I)FORT LEONARD WOOD	0.57941	0.78339	7	8	78300	0.18780	4.00	Yes	C3	7.7414	Yes	0	939	0.1090
(I)FORT LEWIS	0.03517	0.70000	8	13	149600	0.20594	29.90	Yes	C3	17.6453	Yes	0	1323	0.1512
(I)FORT MCCOY	0.52009	0.67742	6	5	77500	0.13186	35.20	Yes	C3	9.2454	No	0	903	0.1090
(I)FORT MCNAIR	1.00000	1.00000	5	5	157200	0.39070	6.00	No	C3	0.0000	Yes	0	2006	0.1463
(I)FORT MCPHERSON	0.30189	0.47059	8	6	180700	0.41385	13.00	No	C3	0.2490	Yes	0	1385	0.1261
(I)FORT MEADE	1.00000	0.73684	6	5	127300	0.30569	9.00	No	C3	1.6668	Yes	0	1169	0.1463
(I)FORT MONMOUTH	1.00000	1.00000	6	6	203100	0.34582	47.00	No	C2	1.2490	Yes	0	2122	0.1929

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)FORT MONROE	0.03513	0.78667	5	5	91100	0.21776	10.80	No	C3	2.0827	Yes	0	1074	0.1090
(I)FORT MYER	1.00000	1.00000	6	3	262400	0.60221	7.00	No	C3	0.0000	Yes	0	1635	0.1463
(I)FORT POLK	0.35284	1.00000	8	5	66900	0.13519	50.00	Yes	C3	47.7394	Yes	0	842	0.1090
(I)FORT RICHARDSON	1.00000	0.72727	7	3	160700	0.28912	14.60	Yes	C3	0.3330	Yes	0	1775	0.2500
(I)FORT RILEY	1.00000	0.84524	5	2	69400	0.17137	5.00	No	C3	2.6665	Yes	0.1	871	0.1090
(I)FORT RUCKER	0.72101	0.68473	6	10	69000	0.14011	20.00	Yes	C3	1.9161	Yes	0	906	0.1090
(I)FORT SAM HOUSTON	1.00000	0.60215	9	5	74100	0.22668	8.00	No	C3	7.3318	Yes	0.4	1138	0.1090
(I)FORT SHAFTER	0.09387	1.00000	8	4	309000	0.27870	2.00	No	C3	0.2500	Yes	0	2089	0.2500
(I)FORT SILL	0.39367	1.00000	8	7	71600	0.19110	5.00	Yes	C3	3.1662	Yes	0.4	801	0.1090
(I)FORT STEWART	0.83457	0.74350	5	1	79800	0.14511	13.69	Yes	C3	4.7415	Yes	0	974	0.1090
(I)FORT WAINWRIGHT	0.68277	0.76429	7	3	132700	0.27031	3.50	Yes	C3	13.9699	Yes	0	1492	0.2500
(I)Francis E. Warren AFB	1.00000	0.54225	6	2	106400	0.23450	2.00	Yes	C1	4.5843	Yes	0	1160	0.1090
(I)Grand Forks AFB	0.85645	0.84211	7	18	92800	0.27846	10.00	Yes	C1	2.8321	Yes	0	970	0.1090
(I)Henderson Hall	1.00000	1.00000	5	4	149600	0.31462	2.00	No	C2	0.0000	Yes	0	1542	0.1463
(I)Hickam AFB	1.00000	1.00000	8	4	309000	0.27870	3.70	Yes	C2	0.0830	Yes	0	2089	0.2500
(I)Hill AFB	0.90621	1.00000	6	2	156400	0.28783	27.00	Yes	C2	3.1652	Yes	0	911	0.1090
(I)Homestead ARS	1.00000	1.00000	9	7	124000	0.21679	35.00	Yes	C1	0.6670	Yes	0	1912	0.1554
(I)Hurlburt Field	1.00000	0.89005	8	12	101200	0.24238	14.43	Yes	C1	28.2538	Yes	0	1001	0.1090
(I)Joint Reserve Base Fort Worth	1.00000	0.26596	8	7	90300	0.26621	35.70	Yes	C2	0.1660	Yes	0	1237	0.1385
(I)Joint Reserve Base New Orleans	1.00000	1.00000	8	4	87300	0.25754	25.00	Yes	C2	1.5834	Yes	0	1133	0.1090
(I)Joint Reserve Base Willow Grove	1.00000	1.00000	4	8	160700	0.38728	39.00	No	C4	0.0830	No	0	1792	0.1532
(I)Keesler AFB	1.00000	0.87069	4	13	87200	0.18388	12.10	Yes	C1	0.4150	Yes	0	907	0.1090
(I)Kirtland AFB	0.57173	0.95946	6	1	128300	0.30511	2.50	Yes	C2	9.4982	Yes	0	1217	0.1090
(I)Lackland AFB	0.75852	0.56500	8	5	74100	0.22668	17.60	Yes	C1	3.2447	Yes	0	1138	0.1090
(I)Langley AFB	1.00000	1.00000	7	5	91100	0.21776	12.00	Yes	C1	1.6634	Yes	0	1074	0.1090

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)Little Rock AFB	0.99225	0.80892	5	12	85300	0.28113	19.99	Yes	C1	4.9167	Yes	0	910	0.1090
(I)Luke AFB	1.00000	0.41667	5	10	129200	0.25886	28.00	Yes	C1	4.2486	No	0	1197	0.1090
(I)MacDill AFB	1.00000	0.90400	7	10	97700	0.25099	11.20	Yes	C1	1.1630	Yes	0	1220	0.1090
(I)Malmstrom AFB	1.00000	0.73148	5	3	92500	0.21476	10.00	No	C1	1.7497	Yes	0	963	0.1090
(I)March ARB	1.00000	0.97727	7	18	146500	0.16632	24.00	Yes	C1	0.4980	Yes	0	1499	0.2005
(I)Marine Corps Air Station Beaufort	0.63200	0.92045	6	1	213900	0.33226	46.00	Yes	C3	15.8775	Yes	0	1106	0.1090
(I)Marine Corps Air Station Cherry Point	1.00000	0.99435	6	5	96600	0.19266	18.00	Yes	C2	11.9998	No	0	1058	0.1090
(I)Marine Corps Air Station Miramar	1.00000	0.85928	6	14	227200	0.29521	20.00	Yes	C2	0.7470	Yes	0	1882	0.1616
(I)Marine Corps Base Camp Lejeune	0.55854	0.55305	8	4	85900	0.14772	25.99	Yes	C2	3.4991	Yes	0	980	0.1090
(I)Marine Corps Base Camp Pendleton	0.21815	0.61806	8	14	227200	0.29521	55.76	Yes	C3	0.0000	Yes	0	1764	0.1616
(I)Marine Corps Base Hawaii Camp Smith	1.00000	0.62500	8	4	309000	0.27870	7.60	No	C2	0.0000	Yes	0	2089	0.2500
(I)Marine Corps Base Hawaii Kaneohe	1.00000	0.75839	7	4	309000	0.27870	21.80	Yes	C2	0.0000	Yes	0	2089	0.2500
(I)Marine Corps Base Quantico	0.97734	0.92611	9	4	149600	0.31462	29.00	Yes	C3	4.1644	Yes	0	1542	0.1463
(I)Marine Corps Support Activity Kansas City	1.00000	0.94737	7	12	85000	0.23446	39.10	No	C2	0.4160	Yes	0	1121	0.1154
(I)Maxwell AFB	1.00000	0.59917	6	5	87700	0.28508	9.62	Yes	C2	0.3320	Yes	0	1137	0.1090
(I)McChord AFB	1.00000	0.59387	5	13	149600	0.20594	29.90	Yes	C2	0.1670	Yes	0.5	1323	0.1512
(I)McConnell AFB	1.00000	0.93684	5	7	83600	0.25415	14.02	Yes	C2	0.5820	Yes	0	1016	0.1090
(I)McGuire AFB	0.32873	0.41176	8	2	137400	0.28390	36.00	Yes	C2	4.1638	Yes	0	1707	0.1532
(I)Minot AFB	1.00000	0.60465	6	12	79500	0.22126	12.00	Yes	C1	2.4161	Yes	0	794	0.1090
(I)Mountain Home AFB	1.00000	0.93130	7	3	93200	0.17336	50.60	Yes	C1	1.7490	Yes	0	916	0.1090
(I)National Naval Medical Center Bethesda	1.00000	0.89474	5	5	221800	0.54556	20.47	No	C3	0.0000	Yes	0	2006	0.1463
(I)Naval Air Engineering Station Lakehurst	1.00000	1.00000	6	6	131300	0.19488	55.00	Yes	C1	24.0405	No	0.1	1707	0.1929
(I)Naval Air Station Brunswick	1.00000	1.00000	7	14	131200	0.34240	26.00	Yes	C2	0.7497	Yes	0	1308	0.1090

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)Naval Air Station Corpus Christi	1.00000	0.92932	7	12	70100	0.18781	17.90	Yes	C3	3.4996	Yes	0	1137	0.1090
(I)Naval Air Station Jacksonville	1.00000	0.80000	5	7	89600	0.21912	24.00	Yes	C2	1.4150	Yes	0	1074	0.1090
(I)Naval Air Station Key West	1.00000	0.60000	5	10	241200	0.25479	5.00	Yes	C3	5.3257	Yes	0	2395	0.1090
(I)Naval Air Station Meridian	0.73457	0.62500	4	8	67600	0.16176	22.70	Yes	C2	2.9162	Yes	0	1123	0.1090
(I)Naval Air Station North Island	1.00000	1.00000	9	14	227200	0.29521	7.82	Yes	C3	0.0830	Yes	0	1882	0.1616
(I)Naval Air Station Patuxent River	0.56425	0.75433	8	2	150000	0.22551	64.20	Yes	C2	2.9151	Yes	0	1528	0.1463
(I)Naval Air Station Patuxent River Webster Field	1.00000	1.00000	8	5	221800	0.54556	75.00	Yes	C2	4.2472	Yes	0	1528	0.1463
(I)Naval Air Station Pensacola	1.00000	0.81046	7	9	85700	0.20974	13.50	Yes	C3	12.4126	Yes	0.1	946	0.1090
(I)Naval Air Station Point Mugu	0.85000	0.85000	5	16	248700	0.26950	62.70	Yes	C2	0.1660	No	0	2010	0.2005
(I)Naval Air Station Whidbey Island	0.63998	0.82443	5	5	174800	0.27033	52.00	Yes	C3	0.9994	Yes	0	1239	0.1512
(I)Naval Air Station Whiting Field	0.76596	1.00000	8	10	106000	0.22876	25.00	Yes	C2	1.2484	No	0	946	0.1090
(I)Naval Amphibious Base Coronado	1.00000	1.00000	6	14	227200	0.29521	9.29	No	C3	0.0830	No	0	1882	0.1616
(I)Naval Research Laboratory	1.00000	1.00000	5	5	157200	0.39070	9.15	No	C2	0.9980	Yes	0	2006	0.1463
(I)Naval Station and Undersea Warfare Center Newport	0.90811	1.00000	6	2	164100	0.38320	27.00	No	C3	2.1641	Yes	0.6	1952	0.1699
(I)Naval Station Everett	1.00000	1.00000	5	14	196500	0.24449	49.40	No	C2	0.0000	No	0	1374	0.1512
(I)Naval Station Norfolk	0.85000	0.85000	8	3	88400	0.19596	8.00	Yes	C2	1.4130	Yes	0	1130	0.1090
(I)Naval Station Pearl Harbor	1.00000	0.41520	6	4	309000	0.27870	2.30	No	C2	0.0000	Yes	0.1	2089	0.2500
(I)Naval Station San Diego	0.17283	1.00000	7	14	227200	0.29521	5.49	No	C2	0.0000	Yes	0	1882	0.1616
(I)Naval Submarine Base Bangor	1.00000	1.00000	7	9	152100	0.25330	64.00	No	C2	1.7491	No	0	1176	0.1512
(I)Naval Submarine Support Base Kings Bay	1.00000	0.98955	6	1	85300	0.15976	30.00	No	C2	0.4167	No	0	874	0.1090
(I)Naval Support Activity Mechanicsburg	0.76015	0.89091	6	6	120500	0.27919	13.40	No	C2	0.1660	Yes	0	1169	0.1090
(I)Naval Support Activity Millington	1.00000	0.17241	6	6	92200	0.25266	25.00	No	C2	1.6650	No	0.6	1176	0.1090

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)Naval Support Activity New Orleans, LA	1.00000	0.85000	6	4	87300	0.25754	16.00	No	C2	0.3320	Yes	0.1	1133	0.1090
(I)Naval Support Activity Norfolk	0.85000	0.85000	7	3	88400	0.19596	5.70	No	C3	0.5820	Yes	0	1130	0.1090
(I)Naval Weapons Station Charleston	1.00000	1.00000	8	3	130200	0.30725	5.40	No	C2	1.2497	Yes	0	1154	0.1090
(I)NAVSTA ANNAPOLIS	0.85000	0.85000	7	6	159300	0.30605	23.90	No	C2	1.6637	Yes	0	1781	0.1463
(I)NAVSUPPACT DAHLGREN	0.85000	0.85000	6	5	123200	0.23614	52.10	Yes	C2	2.4998	Yes	0	1362	0.1463
(I)NAVSUPPACT INDIAN HEAD	0.85000	0.85000	9	5	153000	0.20011	29.30	No	C2	2.9950	Yes	0	1695	0.1463
(I)Nellis AFB	1.00000	0.80534	5	3	139500	0.17335	17.64	Yes	C1	5.7473	Yes	0	1307	0.1090
(I)Offutt AFB	1.00000	0.97753	7	8	112100	0.30249	15.00	Yes	C1	1.4994	Yes	0.1	1115	0.1090
(I)Patrick AFB	0.54066	1.00000	7	7	94400	0.23553	14.00	Yes	C2	0.0830	Yes	0	1381	0.1090
(I)Peterson AFB	1.00000	1.00000	9	6	147100	0.31759	4.40	Yes	C1	0.6660	Yes	0	1166	0.1090
(I)Pope AFB	1.00000	0.63514	4	4	88800	0.19109	19.79	Yes	C1	4.9810	Yes	0	887	0.1090
(I)Potomac Annex, Washington DC	0.85000	0.85000	5	5	157200	0.39070	3.70	No	C2	0.0000	No	0	2006	0.1463
(I)Randolph AFB	1.00000	0.55970	7	5	74100	0.22668	16.10	Yes	C2	0.8334	Yes	0	1138	0.1090
(I)REDSTONE ARSENAL	0.99605	0.99142	7	8	86400	0.16911	9.10	Yes	C3	11.7494	Yes	0	933	0.1149
(I)Robins AFB	1.00000	1.00000	6	3	88900	0.19753	8.26	Yes	C1	0.5827	Yes	0	1040	0.1090
(I)Saufley Field	0.27559	0.68182	6	9	85700	0.20974	8.50	Yes	C3	1.9161	Yes	0	946	0.1090
(I)SCHOFIELD BARRACKS	0.96235	0.75281	9	4	309000	0.27870	20.00	No	C3	0.1670	Yes	0	2089	0.2500
(I)Scott AFB	1.00000	1.00000	7	11	77700	0.19274	39.00	Yes	C1	1.4157	Yes	0	1182	0.1127
(I)Seymour Johnson AFB	1.00000	0.76293	5	5	87600	0.14988	38.00	Yes	C1	0.4990	Yes	0	1109	0.1090
(I)Shaw AFB	1.00000	0.81034	8	4	78700	0.15819	43.00	Yes	C1	0.8300	Yes	0	1060	0.1090
(I)Sheppard AFB	0.77273	0.81250	6	5	61500	0.19968	0.00	Yes	C1	1.4987	Yes	0	1009	0.1090
(I)Tinker AFB	0.58755	0.70792	5	11	75800	0.25374	12.00	Yes	C1	0.8320	Yes	0	863	0.1090
(I)Travis AFB	0.46197	0.76623	8	12	178300	0.21386	46.00	Yes	C1	17.9410	Yes	0	1723	0.2421
(I)Tyndall AFB	0.97473	0.92486	8	13	93500	0.17676	25.00	Yes	C1	15.8153	Yes	0	1042	0.1090
(I)Vance AFB	0.20966	0.38235	5	5	58800	0.19552	4.00	Yes	C1	0.5820	No	0	746	0.1090

NAME	Network Architecture Backbone	Fiber Network Architecture	Special Communications Capabilities	Continuity of Operations	Owner-Occupied Housing	% of Bachelors Degrees or Higher	Distance to Major Airport	Military Airfield	Installation Facility Condition Code	Contiguous Parcels	DISN Point of Presence	Blocks of Contiguous Admin Space	BAH	Locality Pay
(I)Vandenberg AFB	0.88450	0.10606	10	12	293000	0.29423	15.00	Yes	C2	2.9127	Yes	0	1569	0.2005
(I)WALTER REED ARMY MEDICAL CENTER	0.30000	1.00000	7	5	157200	0.39070	10.00	No	C3	0.0000	Yes	0	2006	0.1463
(I)Washington Navy Yard	0.85000	0.85000	10	5	157200	0.39070	3.70	No	C2	0.0000	Yes	0	2006	0.1463
(I)Whiteman AFB	1.00000	0.78226	6	8	86500	0.23221	93.00	Yes	C1	0.7497	Yes	0	816	0.1090
(I)Wright-Patterson AFB	0.01038	0.61111	7	5	121200	0.31096	18.60	Yes	C1	5.8234	Yes	0.2	1081	0.1203

NAME	Statutory Requirement	Mission Category	Leased, Temporary and/or Owned	Single/Multiple Location	Total USF Leased Space	Compliance with AT/FP
(A)11th Wing	No	Category 2	1.00000	0.27000	0.00	1.00000
(A)6MLMC	No	Category 4	1.00000	0.83000	0.00	1.00000
(A)Acquisition Support Center (ASC)	No	Category 2	1.00000	0.45886	0.00	1.00000
(A)ACSIM	Yes	Category 2	0.00000	0.86854	97300.00	0.80000
(A)AF Flight Standards Agency	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)AF Legal Services Agency	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)AF Medical Support Agency	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)AF News Agency/Army & AF Hometown News	No	Category 4	0.00000	1.00000	38640.00	0.00000
(A)AF Office of Special Investigations	No	Category 1	1.00000	0.91846	0.00	1.00000
(A)AF Personnel Operations Agency	No	Category 3	0.00000	0.70322	7581.00	0.24000
(A)AF Review Boards Agency	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)AF/DP - Personnel	No	Category 3	0.00000	0.50780	10498.75	0.17145
(A)AF/HC – Chaplain Service	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)AF/HO - Historian	No	Category 3	0.00000	1.00000	750.00	0.00000
(A)AF/IL – Installation and Logistics	No	Category 3	0.00000	0.33262	84593.75	0.10212
(A)AF/JA – Judge Advocate General	No	Category 2	0.00000	1.00000	36468.75	0.80000
(A)AF/SG – Surgeon General	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)AF/XI – Warfighting Integration	No	Category 3	0.00000	1.00000	21400.00	0.80000
(A)AF/XO – Air and Space Operations	No	Category 2	0.00000	0.28715	60291.25	0.56000
(A)AFCEE	No	Category 4	0.00000	0.65608	111100.00	0.10661
(A)AF-CIO – HAF Chief Information Officer	No	Category 2	0.00000	1.00000	4260.00	0.00000
(A)AFIP	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)AFIS	No	Category 2	0.00000	0.70155	58360.00	0.23876
(A)AFSAA - AF Studies and Analysis Agency	No	Category 2	0.00000	1.00000	39951.25	0.00000
(A)Air Force CAF	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)AMC	No	Category 3	0.26449	0.55477	226654.00	1.00000
(A)Army Audit Agency	No	Category 2	0.00000	1.00000	29676.00	0.80000
(A)Army CCF	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)Army Contracting Agency	No	Category 2	0.44000	0.39639	55600.00	0.44000

NAME	Statutory Requirement	Mission Category	Leased, Temporary and/or Owned	Single/Multiple Location	Total USF Leased Space	Compliance with AT/FP
(A)Army Evaluation Center	No	Category 3	1.00000	0.73861	0.00	1.00000
(A)Army Research Office	No	Category 3	0.00000	0.95486	37442.50	0.00000
(A)Army-CSA	No	Category 3	0.00000	0.81927	12131.00	0.00000
(A)ASA (FM&C)	No	Category 2	0.00000	1.00000	18723.00	0.00000
(A)ASA (I&E)	Yes	Category 2	0.00000	0.50082	11419.00	0.40000
(A)ASA(M&RA)	No	Category 2	0.00000	0.94300	33639.00	0.80000
(A)AUDSVC	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)BD CPAC -MA, NE Region	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)BUMED, WASH DC	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)CAA	Yes	Category 2	1.00000	1.00000	0.00	1.00000
(A)CECOM (Acquisition Ctr)	No	Category 2	0.00000	1.00000	8906.00	0.00000
(A)CID-Belvoir	No	Category 3	1.00000	0.75323	0.00	1.00000
(A)CIFA	No	Category 1	0.00000	0.65928	305868.00	0.17000
(A)CO HQBN HQMC (Henderson Hall)	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)COMMANDER, NAVY INSTALLATIONS	No	Category 3	0.00000	1.00000	53912.50	0.00205
(A)Communications & Electronics Command (CECOM)	No	Category 3	1.00000	0.41828	0.00	1.00000
(A)COMNAVFACENGCOM	No	Category 2	1.00000	0.75971	0.00	1.00000
(A)COMSC WASHINGTON DC	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)DARPA	No	Category 2	0.00000	1.00000	84452.50	0.00000
(A)DCAA	No	Category 2	0.60102	0.60102	33054.00	0.76228
(A)DCMA	No	Category 3	0.69689	0.54766	135207.00	0.00000
(A)DCMS	No	Category 3	0.00000	1.00000	17000.00	1.00000
(A)DeCA	No	Category 4	0.56000	0.71278	129602.50	0.56000
(A)Developmental Test Command	No	Category 3	1.00000	0.94986	0.00	1.00000
(A)DFAS	No	Category 3	0.44125	0.20300	2555991.25	0.51286
(A)DHRA	No	Category 2	0.00000	0.35894	151312.50	0.49000
(A)DIA CAF	No	Category 1	1.00000	1.00000	0.00	1.00000
(A)DISA	No	Category 3	0.49000	0.29174	791641.25	0.49653
(A)DISC4 JTRS JPO	Yes	Category 3	0.00000	1.00000	78821.00	0.00000

NAME	Statutory Requirement	Mission Category	Leased, Temporary and/or Owned	Single/Multiple Location	Total USF Leased Space	Compliance with AT/FP
(A)DISCO	No	Category 4	0.00000	1.00000	33759.00	0.80000
(A)DLA	No	Category 3	0.93752	0.90907	56893.75	0.90907
(A)DLSA	No	Category 3	0.00000	1.00000	23605.00	0.00000
(A)DOD IG	No	Category 3	0.00000	0.73444	308331.25	0.16000
(A)DODEA	No	Category 3	0.00000	0.74570	136575.00	0.20000
(A)DOHA	No	Category 2	0.00248	0.74489	100686.00	0.00447
(A)DPMO	No	Category 3	0.00000	1.00000	31900.00	0.00000
(A)DSCA	No	Category 3	0.00000	1.00000	52062.50	0.00000
(A)DSS	No	Category 3	0.00000	0.31597	137850.00	0.12000
(A)DTRA	No	Category 1	0.64000	0.40860	108745.00	0.68000
(A)DTSA	No	Category 2	0.00000	1.00000	50528.00	0.00000
(A)DUSA	No	Category 2	0.00000	1.00000	2738.00	0.00000
(A)Edgewood Chemical & Biological Center	No	Category 3	1.00000	0.33104	0.00	1.00000
(A)G-1	No	Category 2	0.00000	0.51574	168190.00	0.07000
(A)G-3	No	Category 2	0.00000	0.65341	8295.00	0.00000
(A)G-6	No	Category 2	0.00000	1.00000	563.00	0.00000
(A)G-8	No	Category 2	0.00000	1.00000	27183.00	0.00000
(A)HQ Air National Guard (ANG)	No	Category 3	0.44127	0.55873	148358.00	0.44127
(A)HQ ATEC	No	Category 3	0.00000	1.00000	103878.75	0.00000
(A)HQ IMA	No	Category 3	0.58000	0.41854	114894.00	0.58000
(A)HQ SMDC	No	Category 3	0.00000	0.75480	34421.00	0.80000
(A)HQMC	Yes	Category 3	1.00000	1.00000	0.00	1.00000
(A)HQS USA MRMC (and subordinate commands)	No	Category 3	1.00000	0.48578	0.00	1.00000
(A)HRC	No	Category 2	0.00000	0.49827	1045323.00	0.00000
(A)JAG School	No	Category 4	0.00000	1.00000	66762.50	0.00000
(A)JCS CAF	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)JMLFDC	No	Category 3	1.00000	0.48055	0.00	1.00000
(A)MARINE CORPS INSTITUTE (NEW)	No	Category 3	1.00000	0.58148	0.00	1.00000
(A)MDA	No	Category 3	0.29167	0.24423	868780.00	0.30438

NAME	Statutory Requirement	Mission Category	Leased, Temporary and/or Owned	Single/Multiple Location	Total USF Leased Space	Compliance with AT/FP
(A)MDW	Yes	Category 3	1.00000	1.00000	0.00	1.00000
(A)MEDIA CTR WASHINGTON DC	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)NAV SSP (NEW)	No	Category 3	0.00000	0.97902	160875.00	0.01678
(A)NAVAIR SYSCOM HQ	No	Category 3	0.74000	0.23351	17000.00	0.89000
(A)NAVAL DISTRICT WASH DC	No	Category 2	1.00000	0.25233	0.00	1.00000
(A)NAVAL HISTORICAL CENTER	No	Category 2	1.00000	0.39053	0.00	1.00000
(A)NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)NAVAL LEGAL SERVICES COMMAND	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)NAVIPO WASH DC	No	Category 3	0.00000	1.00000	47500.00	0.00000
(A)NAVSEASYSCOM WASHINGTON NAVY YARD, DC	No	Category 3	1.00000	0.30715	0.00	1.00000
(A)NAVSISA MECHANICSBURG PA	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)NAVSUPSYSCOM MECHANICSBURG PA	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)Navy CAF	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)Navy Hometown News	No	Category 4	0.00000	1.00000	6458.00	0.00000
(A)Navy Systems Management Activity (NSMA) - New	No	Category 3	0.00000	0.27310	182241.25	0.48000
(A)NAWC PATUXENT RIVER MD	No	Category 3	0.75000	0.12000	115494.00	0.75000
(A)NCIS	No	Category 2	1.00000	0.45807	0.00	1.00000
(A)NETC	No	Category 4	1.00000	1.00000	0.00	1.00000
(A)NETCOM	No	Category 3	0.26214	0.73786	39666.00	0.26214
(A)NETPDTC	No	Category 4	1.00000	1.00000	0.00	1.00000
(A)NMCRS	No	Category 3	0.00000	1.00000	11000.00	0.00000
(A)NSA CAF	No	Category 3	1.00000	1.00000	0.00	0.00000
(A)NSWC HQ (AT WNY)	No	Category 3	1.00000	0.48499	0.00	1.00000
(A)OASA (Alt)	No	Category 2	0.00000	0.83144	73231.00	0.00000
(A)OCAR	No	Category 2	0.00000	1.00000	62711.00	0.00000
(A)OCHR	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)OCPA	Yes	Category 2	0.00000	0.67239	24168.00	0.06000
(A)OEA	Yes	Category 2	0.00000	1.00000	11361.25	0.00000
(A)Ofc of the JAG (OTJAG)	No	Category 2	0.00000	1.00000	22933.00	0.00000

NAME	Statutory Requirement	Mission Category	Leased, Temporary and/or Owned	Single/Multiple Location	Total USF Leased Space	Compliance with AT/FP
(A)OFFICE OF NAVAL RESEARCH	No	Category 3	0.00599	0.63861	256827.50	0.03408
(A)Office of the Admin Ass't to the Army (aka SAAA)	No	Category 2	0.00000	0.56070	302412.50	0.06000
(A)OPNAV	Yes	Category 3	0.11237	0.88764	24812.50	0.11237
(A)OSD	No	Category 2	0.00000	0.24049	567165.00	0.20000
(A)PEO Biological Defense	No	Category 3	0.00000	0.63404	25379.00	0.29000
(A)PEO EIS(STAMIS)	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)PEO Soldier	No	Category 2	1.00000	1.00000	0.00	1.00000
(A)PEO STRICOM	No	Category 4	0.00000	0.64984	125115.00	0.00000
(A)PFPA	No	Category 1	0.00000	0.84922	5206.25	0.10000
(A)Program Mgr for Chemical Demilitarization	No	Category 2	1.00000	0.41563	0.00	1.00000
(A)PWC WASH DC	No	Category 2	1.00000	0.26757	0.00	1.00000
(A)SAF/AA – Admin Asst to the Secretary	No	Category 1	0.00000	0.32179	18156.25	0.25743
(A)SAF/AG – Auditor General	No	Category 3	0.00000	0.47306	14847.50	0.80000
(A)SAF/AQ - Acquisition	No	Category 3	0.00000	0.77533	158808.75	0.62314
(A)SAF/FM – Financial Management and Comptroller	No	Category 3	0.00000	1.00000	14807.50	0.00000
(A)SAF/GC – General Counsel	No	Category 2	0.00000	0.68240	4317.50	0.25408
(A)SAF/IA – International Affairs	No	Category 3	0.00000	1.00000	30846.25	0.80000
(A)SAF/IE – Installations Environment and Logistics	No	Category 3	0.00000	0.60917	20546.25	0.80000
(A)SAF/PA – Public Affairs	No	Category 3	0.00000	1.00000	2460.00	0.80000
(A)SAF/SB – Small & Disadvantaged Business	No	Category 3	0.00000	1.00000	2917.50	0.80000
(A)SAF/US – Under Secretary of the AF	No	Category 2	0.00000	1.00000	16652.50	0.80000
(A)SDDC (formerly MTMC)	No	Category 3	0.00000	1.00000	202664.00	0.00000
(A)SDDC-TEA	No	Category 4	0.00000	1.00000	32010.00	0.00000
(A)SECNAV WASH DC	Yes	Category 3	0.77000	0.34000	34703.75	0.77000
(A)Soldiers Magazine-Belvoir	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)SPAWARSYSCEN, Charleston (NEW)	No	Category 3	0.89000	0.88619	15200.00	0.89000
(A)The Surgeon General Office (OTSG)	Yes	Category 2	0.03844	0.95607	65665.00	0.03844
(A)TMA	No	Category 3	0.00000	0.47679	270036.25	0.55739
(A)TRIAL SERVICE OFFICE NORTHEAST	No	Category 2	1.00000	1.00000	0.00	1.00000

NAME	Statutory Requirement	Mission Category	Leased, Temporary and/or Owned	Single/Multiple Location	Total USF Leased Space	Compliance with AT/FP
(A)U. S. Army Research Laboratory - HQ	No	Category 3	1.00000	0.15946	0.00	1.00000
(A)US Army Aberdeen Test Center	No	Category 3	1.00000	0.42864	0.00	1.00000
(A)US Army Ctr for Health Promotion and Preventative Medicine	No	Category 3	1.00000	0.20218	0.00	1.00000
(A)US Army Environmental Center	No	Category 3	1.00000	0.29238	0.00	1.00000
(A)US ARMY INFORMATION SYSTEMS ENGINEERING COMMAND	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)US Army Materiel Systems Analysis Activity	No	Category 2	1.00000	0.24028	0.00	1.00000
(A)US Army Medical Research Institute for Chemical Defense	No	Category 3	1.00000	0.49112	0.00	1.00000
(A)US Army Research, Development and Engineering Command	No	Category 3	1.00000	0.41339	0.00	1.00000
(A)USA Force Mgmt Support Agency, HQ DA-GS	No	Category 3	1.00000	0.64862	0.00	1.00000
(A)USA MMA	No	Category 3	1.00000	0.68786	0.00	1.00000
(A)USA SAC	No	Category 3	1.00000	0.70567	0.00	1.00000
(A)USALSA	No	Category 2	0.00000	1.00000	98026.00	0.80000
(A)USAMMDA	No	Category 3	1.00000	1.00000	0.00	1.00000
(A)USAMRAA	No	Category 3	1.00000	0.39399	0.00	1.00000
(A)USAMRIID	No	Category 3	1.00000	0.90388	0.00	1.00000
(A)Wash HQ Services CAF	No	Category 2	1.00000	1.00000	0.00	0.00000
(A)WHS	No	Category 2	0.00000	0.32698	133155.00	0.13866
(AB)COMMARFORCRUITCMD, Quantico, VA	No	Category 3	1.00000	1.00000	0.00	1.00000
(AB)COMMARFORRES NSA NOLA, New Orleans LA	No	Category 4	1.00000	1.00000	0.00	1.00000
(AB)COMNAVAIRRESFOR NSA NOLA (sub of above)	No	Category 4	1.00000	1.00000	0.00	1.00000
(AB)COMNAVCRUITCMD	No	Category 4	1.00000	1.00000	0.00	1.00000
(AB)COMNAVCRUITCMD NSA NOLA (sub of above)	No	Category 4	1.00000	1.00000	0.00	1.00000
(AB)COMNAVRESFOR NSA NOLA	No	Category 4	1.00000	1.00000	0.00	1.00000
(AB)HQ ARNG (Army Natl Guard)	No	Category 3	0.87636	0.87636	34990.00	0.87636
(AB)HQ NGB (National Guard Bureau – overseeing Air Force and Army)	No	Category 3	0.00000	1.00000	112902.00	0.00000
(AB)US Army Accessions Command HQ (USAAC)	No	Category 4	1.00000	1.00000	0.00	1.00000
(AB)US Army Cadet Cmd	No	Category 4	0.42084	0.42000	0.00	1.00000
(AB)US Army Recruiting Cmd	No	Category 4	1.00000	0.68738	0.00	1.00000
(AB)US Army Reserve Command (USARC)	No	Category 4	0.77680	0.77680	58368.75	0.77680

NAME	Statutory Requirement	Mission Category	Leased, Temporary and/or Owned	Single/Multiple Location	Total USF Leased Space	Compliance with AT/FP
(AB)USAF Recruiting Service (HQ AF Recruiting SVC)	No	Category 4	1.00000	1.00000	0.00	1.00000
(AB)USAF Reserve Command (USAFRES)	No	Category 4	1.00000	0.73672	0.00	1.00000
(AB)USAF Reserve Command Reserve Recruiting Service,	No	Category 4	0.00000	0.61538	56875.00	0.00000
(AJ)FORSCOM	No	Category 4	1.00000	0.95461	0.00	1.00000
(AJ)JFCOM/C4ISR Battle Center/JFL/JWC	No	Category 4	0.00000	0.58251	619030.00	0.72308
(AJ)PACOM PACAF	No	Category 4	1.00000	1.00000	0.00	1.00000
(AJ)PACOM USARPAC	No	Category 4	1.00000	0.28826	0.00	1.00000
(AJ)PACOM USPACFLT	No	Category 4	1.00000	0.37824	0.00	1.00000
(AJ)SOUTHCOM HQ	No	Category 3	0.00000	0.74208	239712.50	0.19090
(AJ)TRADOC	No	Category 4	1.00000	0.15000	0.00	1.00000

NAME	Buildable Acreage	Arceage available for Range Expansion	Existence of Ranges by Number and Type	Feeding Capacity	Lodging Capacity	Historical Processing Activity	Lodging Condition	Dining Facility Condition	Distance to Nearest Transportation Nodes	Number and Type of Transportation Ports	Number of bays @ installation	Per Diem Costs	Storage/Warehouse	Range Throughput
ABERDEEN PROVING GROUND	684.00	831.00	9	1855.0	723	535.3333	C3	C3	0.0	31	24	127	13747	108
Barksdale AFB	6.71	0.00	0	413.0	0	207.0000	C2	C2	0.0	2	65	103	44185	0
CBC_GULFPORT_MS	6.76	9.70	0	510.0	2309	448.6667	C3	C2	0.5	30	60	105	114451	0
CG_MCB_CAMP_LEJEUNE_NC	321.60	367.10	9	7437.0	1327	1230.3333	C2	C3	0.0	19	5	86	26000	491
CG_MCB_CAMPEN	0.00	779.80	7	16030.0	1301	601.3333	C3	C3	0.0	40	351	161	20000	585
COMNAVDIST_WASHINGTON_DC	211.50	0.20	0	956.0	1260	506.6667	C2	C2	6.0	25	0	201	0	0
Davis-Monthan AFB	29.07	0.00	2	742.0	0	55.6667	C1	C2	0.0	11	48	101	35291	98
Eglin AFB	958.39	376719.87	9	537.0	0	266.0000	C1	C2	3.0	27	98	153	57210	0
Elmendorf AFB	80.00	32.00	2	1505.0	3569	0.0000	C2	C2	4.5	5	15	259	5000	0
FT BENNING	596.41	52183.62	9	8838.0	2671	12932.6667	C3	C3	0.0	10	59	102	98563	931
FT BLISS	460.80	871440.80	9	1964.0	2727	4485.3333	C4	C3	0.0	6	34	113	70799	259
FT BRAGG	395.00	0.00	9	7229.0	3700	6394.6667	C2	C3	1.0	9	111	102	39409	1284
FT BUCHANAN	42.09	0.00	0	0.0	0	897.0000	C2	C3	3.0	6	4	270	3800	0
FT CAMPBELL	389.99	739.32	9	3153.0	1841	2674.3333	C2	C3	3.1	3	0	86	70838	331
FT CARSON	371.20	22354.60	9	2347.0	2519	4596.3333	C3	C3	0.0	7	0	122	75873	595
FT DIX	208.00	2085.00	7	2664.0	6489	7982.0000	C3	C3	20.1	9	33	121	45456	1104
FT DRUM	431.80	45480.60	9	5197.0	6873	2774.3333	C2	C2	0.0	8	20	86	46521	170
FT EUSTIS	0.00	0.00	3	1953.0	1000	1141.6667	C3	C2	0.0	32	20	142	25155	102
FT HOOD	1255.00	0.00	9	13754.0	4316	2951.3333	C2	C3	6.3	3	125	94	251434	582
FT HUACHUCA	255.00	46871.20	4	2129.0	0	116.6667	C3	C3	2.1	7	12	86	11370	139
FT JACKSON	735.69	9413.33	8	6453.0	0	514.6667	C3	C3	4.0	8	24	100	9000	852
FT KNOX	501.00	4204.00	9	7972.0	3123	1803.6667	C3	C3	0.0	16	18	86	68758	1276
FT LEE	226.70	571.20	1	60186.0	2246	631.0000	C3	C4	1.0	19	94	104	37800	81
FT LEONARD WOOD	413.80	5416.40	6	9417.0	0	1473.0000	C2	C4	0.0	5	0	109	55602	529
FT LEWIS	1140.30	0.00	9	6155.0	7532	4051.3333	C3	C3	0.0	18	263	114	120000	1085
FT MCCOY	202.37	33315.95	9	2492.0	13687	4179.0000	C3	C3	0.0	7	92	86	45000	397

NAME	Buildable Acreage	Arceage available for Range Expansion	Existence of Ranges by Number and Type	Feeding Capacity	Lodging Capacity	Historical Processing Activity	Lodging Condition	Dining Facility Condition	Distance to Nearest Transportation Nodes	Number and Type of Transportation Ports	Number of bays @ installation	Per Diem Costs	Storage/Warehouse	Range Throughput
FT POLK	331.72	62263.80	6	5980.0	4428	1622.0000	C2	C3	50.0	4	0	86	160074	970
FT RICHARDSON	155.80	35538.30	7	194.0	0	11.0000	C2	C3	1.0	8	34	259	26800	201
FT RILEY	181.00	54720.00	9	1305.0	1842	2587.6667	C2	C3	0.0	5	101	86	45198	300
FT RUCKER	110.40	48.63	7	973.0	170	593.6667	C2	C3	0.0	7	0	86	13050	180
FT SAM HOUSTON	367.00	0.00	5	2048.0	3834	1366.6667	C3	C3	8.0	4	33	138	26733	410
FT SILL	245.00	27649.00	7	5427.0	6542	1576.6667	C2	C3	0.0	10	66	86	50801	280
FT STEWART	5237.00	24365.00	9	3734.0	7820	5616.3333	C3	C3	0.0	10	0	86	114741	474
Grissom ARB	33.30	13.00	1	0.0	75	256.0000	C2	C3	0.0	7	4	86	18600	15
Hill AFB	20.40	611061.80	4	533.0	0	106.0000	C2	C1	0.0	12	3	108	120823	23
Holloman AFB	31.00	200.00	2	486.0	0	0.0000	C2	C1	0.0	9	49	109	12812	37
Homestead ARS	27.00	0.00	2	0.0	350	45.3333	C2	C1	29.0	9	36	154	8000	21
Jackson IAP AGS	0.00	0.00	0	416.0	0	97.0000	C4	C2	1.0	5	14	86	6000	0
Kirtland AFB	685.00	0.00	2	343.0	0	14.6667	C2	C1	2.5	3	39	111	13925	21
March ARB	9.64	0.00	1	0.0	600	610.3333	C2	C1	0.0	22	31	176	22663	37
McGuire AFB	3.15	0.00	0	200.0	3160	653.3333	C2	C1	0.0	45	56	121	25000	0
Minot AFB	84.00	0.00	0	493.0	0	0.0000	C1	C1	0.0	4	16	86	3600	0
NAS_JACKSONVILLE_FL	42.60	86.60	3	447.0	2221	706.3333	C3	C2	0.0	46	14	116	0	1
NAS_JRB_FT_WORTH_TX	7.10	1.60	1	179.0	798	721.6667	C2	C2	0.0	22	24	139	0	20
NAS_JRB_NEW_ORLEANS_LA	30.00	0.00	0	224.0	312	1626.0000	C2	C2	0.0	17	65	193	0	0
NAS_JRB_WILLOW_GROVE_PA	4.00	0.00	0	200.0	411	60.6667	C3	C3	10.0	24	22	169	1200	0
NAS_PENSACOLA_FL	0.00	0.00	1	3757.0	730	579.3333	C2	C2	0.0	20	106	120	0	26
NAVBASE_VENTURA_CTY_PT_MUGU_CA	38.51	31.38	0	1007.0	867	413.0000	C2	C2	0.0	24	0	157	137676	0
NAVSTA_GREAT_LAKES_IL	4.88	4.17	0	8667.4	1600	0.0000	C2	C2	29.9	13	0	206	0	0
NAVSTA_NORFOLK_VA	26.39	0.00	1	650.0	545	906.0000	C2	C2	0.0	39	166	152	200	9
NAVSTA_PEARL_HARBOR_HI	0.00	0.00	0	667.0	1012	22.3333	C2	C3	0.0	8	31	220	0	0
NAVSTA_SAN_DIEGO_CA	0.00	0.00	0	411.0	2649	1173.3333	C2	C2	1.0	17	77	161	0	0

NAME	Buildable Acreage	Arceage available for Range Expansion	Existence of Ranges by Number and Type	Feeding Capacity	Lodging Capacity	Historical Processing Activity	Lodging Condition	Dining Facility Condition	Distance to Nearest Transportation Nodes	Number and Type of Transportation Ports	Number of bays @ installation	Per Diem Costs	Storage/Warehouse	Range Throughput
NAVSUPPACT_MID_SOUTH_MILLINGTON_TN	66.70	0.00	0	0.0	168	453.3333	C2	C3	0.0	13	5	124	0	0
Niagara Falls IAP ARS	2.29	0.00	0	681.0	161	390.3333	C2	C2	0.0	15	12	128	13441	0
Robins AFB	98.10	169.00	1	940.0	0	328.0000	C1	C2	0.0	32	95	86	20826	30
SCHOFIELD BARRACKS	12.90	17.40	6	1984.0	0	117.6667	C4	C3	15.0	10	0	220	50000	251
Scott AFB	132.93	0.00	2	330.0	0	115.3333	C1	C1	0.0	7	93	86	20709	18
Seymour Johnson AFB	22.73	0.00	3	589.0	200	96.0000	C1	C1	0.0	16	53	86	45604	14
SUBASE_BANGOR_WA	16.14	23.99	2	782.0	1445	471.0000	C2	C2	0.0	54	16	100	0	100
SUBASE_NEW_LONDON_CT	2.88	1.17	0	548.0	105	451.0000	C2	C3	5.2	16	11	146	42377	0
Tinker AFB	29.41	0.00	1	820.0	0	153.6667	C2	C2	0.0	25	39	110	0	31
Travis AFB	71.21	0.00	1	284.0	1370	467.6667	C1	C1	0.0	27	36	126	22584	28
Westover ARB	71.00	0.00	2	16.0	1300	714.6667	C2	C2	5.8	21	0	138	0	24
Whiteman AFB	8.40	0.00	1	414.0	0	145.6667	C1	C1	0.0	4	36	86	27895	20
Wright-Patterson AFB	120.40	0.00	1	303.0	0	47.0000	C1	C2	0.0	24	3	107	20160	16
Youngstown-Warren Regional APT ARS	0.00	43.00	1	645.0	200	183.0000	C2	C1	0.0	18	10	86	36431	25

NAME	Facility Condition Code	Base Operating Support (BOS) Ratio	Locality Pay Factor	Installation MPC?	Finished Square Feet	Buildable Land	Compliance with AT/FP	DISN Point of Presence
AFPC	C2	2.651034	10.9	YES	0	YES	Level 1	YES
ARPC	C4	0	16.66	NO	0	NO	Level 2	YES
EPMAC	C2	0.000304	10.9	YES	1	NO	Level 1	YES
HRC ALEXANDRIA	C4	0	14.63	NO	0	NO	Level 3	YES
HRC INDIANAPOLIS	C4	0	11.11	NO	0	NO	Level 3	YES
HRC ST LOUIS	C4	0	11.27	NO	0	NO	Level 3	YES
MC MOBCOM	C4	0	11.54	NO	0	NO	Level 3	YES
MC PERSCOM	C3	0.889767	14.63	YES	0	YES	Level 1	YES
NAVPERSCOM	C2	2.907478	10.9	YES	4	YES	Level 1	YES
NAVRESPERCEN	C2	0.000304	10.9	YES	1	NO	Level 1	YES

NAME	Escapees	Adverse Inmate Deaths	Annual Cost Savings by Inmate Labor	Facility Condition Code	Design Capacity for Female Occupants	Locality Pay Factor	Cost Per Square Foot	Operational Capacity	Capability to House Multiple Levels	Meet DoD Space Standard	Guard-to-Inmate Ratio	Buildable Land
CG_MCAS_MIRAMAR_CA	0	0	1267000	C2	70	16.16	15.59015	0	Level III	Yes	0.652452	10
CG_MCB_CAMP_LEJEUNE_NC	0	0	1712335	C3	0	10.9	4.187419	0	Level II	No	1.123386	15
CG_MCB_CAMPEN	0	1	580890	C2	0	16.16	3.32266	5665	Level II	No	0.927273	4.63
CG_MCB_QUANTICO_VA	0	0	19298.72	C2	18	14.63	0.343281	0	Level I	No	1.180328	6.148
Edwards AFB	0	0	57024	C2	4	20.05	3.900709	0	Level I	No	0.342857	413
FORT KNOX	0	0	1199994	C3	0	10.9	16.84105	1972	Level II	Yes	0.691304	88.4
FORT LEAVENWORTH	0	1	2059300	C4	0	11.54	20.83091	180000	Level III	Yes	0.918919	150
FORT LEWIS	2	0	1914448	C4	23	10.9	12.42244	0	Level II	No	0.881041	200
FORT SILL	0	0	856223.1	C3	0	10.9	4.293794	0	Level II	No	0.639769	18
Kirtland AFB	0	0	17107.2	C2	6	10.9	1.46497	0	Level I	No	1.16129	2.3
Lackland AFB	0	0	242352	C1	6	10.9	1.329543	0	Level I	Yes	0.818182	0
NAS_JACKSONVILLE_FL	0	0	20592	C2	5	10.9	18.03129	0	Level I	No	1.84375	3.2
NAS_PENSACOLA_FL	1	0	2378375	C2	5	10.9	15.59442	0	Level I	Yes	1.5	0
NAVBRIG_NORFOLK_VA	0	0	654378	C4	105	10.9	5.383548	0	Level II	No	0.970183	0
NAVSTA_PEARL_HARBOR_HI	0	0	0	C3	0	25	7.98009	0	Level I	Yes	1.762887	0
SUBASE_BANGOR_WA	0	0	0	C2	72	15.12	8.397903	0	Level I	Yes	1.266055	3.24
WPNSTA_CHARLESTON_SC	0	0	406669	C2	0	10.9	10.59686	0	Level II	Yes	0.974665	14

NAME	Facility Condition Assessment Rating	Locality Pay	Operating Costs Per Sq. Ft.	Hiring	One-of-a-Kind Corp. Process Applications	Local Population Workforce Pool (1)	Local Population Workforce Pool (3)	Terrorist Threat Assessment	On a DoD Owned Installation?	DISN Point of Presence (1)	DISN Point of Presence (2)	DISN Point of Presence (3)
Arlington	Red	14.63	44.76	44.2	NO	2901.1	2901.1	Low	N	Y	Y	Y
Charleston	Red	10.9	3.8	23.7	NO	310.5	310.5	Low	N	Y	Y	Y
Cleveland	Green	13.14	29.21	9.8	YES	1115.8	1115.8	Low	N	Y	Y	Y
Columbus	Red	13.14	8.27	22.1	YES	882.6	882.6	Low	Y	Y	Y	Y
Dayton	Amber	12.03	2.91	23.9	NO	464.3	464.3	Low	N	Y	Y	Y
Denver	Green	16.66	9.15	10.8	YES	1268.6	1268.6	Low	Y	Y	Y	Y
Indianapolis	Green	11.11	14.96	13.2	YES	904.9	904.9	Low/Moderate	N	Y	Y	Y
Kansas City	Red	11.54	16.21	132.5	YES	1017.1	1017.1	Low	N	Y	Y	Y
Lawton	Amber	10.9	2.52	21.7	NO	42.8	42.8	Low	Y	Y	Y	Y
Lexington	Green	10.9	8.74	24.3	NO	261.6	261.6	Low	N	N	N	N
Limestone	Red	10.9	4.98	9.2	NO	0	0	Low	N	Y	Y	Y
Norfolk Naval Station	Amber	10.9	7.47	33.2	YES	809.5	809.5	Low	Y	Y	Y	Y
Oakland	Green	24.21	45.12	21.4	NO	1258.5	1258.5	Low/Moderate	N	N	N	N
Omaha	Red	10.9	4.45	28.7	NO	413	413	Low/Moderate	Y	Y	Y	Y
Orlando	Red	10.93	5.75	17.9	NO	992.9	992.9	Low	N	Y	Y	Y
Pacific Ford Island	Red	25	7.72	20.8	NO	443.1	443.1	Low	Y	Y	Y	Y
Patuxent River	Green	14.63	23.66	21.4	NO	0	0	Low	N	Y	Y	Y
Pensacola Naval Air Station	Red	10.9	5.7	18.8	YES	185.3	185.3	Low	Y	Y	Y	Y
Pensacola Saufley Field	Green	10.9	7.38	18.8	NO	185.3	185.3	Low/Moderate	Y	Y	Y	Y
Rock Island	Green	10.9	9.03	16	YES	187.2	187.2	Low	Y	Y	Y	Y
Rome	Red	10.9	4.26	27.4	NO	142	142	Low	N	Y	Y	Y
San Antonio	Green	10.9	18.2	21.4	NO	833.9	833.9	Moderate	N	Y	Y	Y
San Bernardino	Red	20.05	10.61	48.2	NO	1725.9	1725.9	Low	N	Y	Y	Y
San Diego	Green	16.16	21.2	12.8	NO	1504.1	1504.1	Low	N	Y	Y	Y
Seaside	Green	24.21	8.23	21	NO	201.8	201.8	Low	N	N	N	N
St Louis	Green	11.27	15.93	19.5	NO	1399.6	1399.6	Low/Moderate	N	Y	Y	Y

NAME	Supported Population	Combat Population Profile	Joint Mission Support	Manpower to supported population: Total Workforce	Manpower to supported facilities: building/infrastructure	Existing agreements providing support	Existing agreements receiving support	Mobilization Support	Training Population Profile	Industrial/RDTE Population Profile
Aberdeen Proving Ground	16851	1350	649	8.892348	38301.66	121	20136.5	Y	3244	5345
Adelphi Laboratory Center	1242	0	0	7.961538	19877.19	0	433.8	N	0	995
Andersen AFB	6283	1412	0	5.645103	13.82703	14372.6	3114.7	Y	0	0
Andrews AFB	17684	2722	569	5.880944	10462.89	100.4	6933.5	Y	62	116
Bolling AFB	27138	930	138	23.41501	125485.2	0	0	Y	0	0
Brooks-City Base	3501	2306	56	10.4742	74750	981	26	Y	698	415
Carlisle Barracks	2444	0	0	7.27381	10950.44	0	497.7	N	863	0
CBC Gulfport	9672	2676	128	30.90096	56733.33	83	1259	Y	828	0
Charleston AFB	11701	5691	0	5.93	12929.65	658	658	Y	39	0
Cheyenne Mountain AFS	752	259	259	2.754579	3494.949	0	0	Y	0	0
CO HQBN HQMC Henderson Hall	6339	0	0	18.75444	0	99.5	0	N	0	0
COMDR Camp Allen Norfolk	2139	0	0	57.81081	0	0	0	N	0	0
COMNAVDIST Washington D.C.	60803	1704	3184	17.96779	41149.06	2134	5838	Y	6984	14046
COMNAVMARIANAS_GU	10352	3852	917	18.28975	98717.39	1324	1627	N	0	0
DOBBINS ARB	6642	167	61	9.79646	28594.12	0	380	Y	409	0
Dover AFB	11947	1648	0	5.40833	9974.684	8817.5	6555.9	Y	25	0
Elmendorf AFB	21347	1607	665	9.033855	13350.28	2450	5545	Y	17	0
Ft. A.P. Hill	858	19	2	3.830357	11190.77	0	1580	N	0	17
Ft. Belvoir	26168	3414	5733	15.84019	25346.22	0	30602	N	1793	2123
Ft. Bragg	112300	30537	39405	73.4467	62705.2	33891.2	33891.2	Y	2721	84
Ft. Carson	43633	15456	27	22.20509	20915.65	0	4049.7	Y	216	0
Ft. Detrick	7998	745	610.5	14.83859	13999.35	4336.5	20050.8	N	0	865
Ft. Dix	8683	0	602	14.1187	43670.47	0	13841.2	Y	2879	0
Ft. Eustis	19359	3128	1999	18.1264	41833.26	5713.5	6718.8	Y	5488	277
Ft. Lewis	60116	17189	36	27.20181	59998.71	10214.72	578.3	Y	338	0
Ft. McNair/Fort Myer	14046	433	663	29.94883	62926.36	0	1.97	N	936	0

NAME	Supported Population	Combat Population Profile	Joint Mission Support	Manpower to supported population: Total Workforce	Manpower to supported facilities: building/infrastructure	Existing agreements providing support	Existing agreements receiving support	Mobilization Support	Training Population Profile	Industrial/RDTE Population Profile
Ft. Meade	35522	868	21538	49.1314	48616.17	0	17964682	N	854	0
Ft. Monmouth	8852	164	35	8.36673	15623.76	0	1602.9	Y	280	3423
Ft. Monroe	5689	112	237	24.62771	27101.4	2361.1	14.8	N	15	0
Ft. Richardson	8489	2093	0	10.92535	33410.79	1126.5	4099.4	Y	41	0
Ft. Sam Houston	29509	340	530	28.29243	50718.96	0	20980.8	N	6382	252
Ft. Shafter	13618	1441	289	50.43704	203637.2	2170.418	605.501	N	85	0
Hickam AFB	18271	3139	0	9.601156	10323.87	2068.9	23884.5	Y	9	0
Keesler AFB	12842	2649	1902	4.652899	19133.6	1021	425	Y	6339	0
Lackland AFB	38534	7612	5277	11.50956	15578.28	559	1151	Y	13009	0
Langley AFB	24388	7062	138	15.38675	13614.64	888	1336	Y	0	0
Letterkenny Army Depot	1866	0	311	1.482129	42658	9086.2	391.4	N	0	1479
Marine Corps Barracks 8th & I	1360	0	0	7.046632	0	521595.8	485927.3	N	0	0
MCB Hawaii Kaneohe	20945	10376	4421	19.92864	55475.64	3629	1094	N	0	0
MCB Quantico	28095	0	37	18.76754	56362.32	64	9788	Y	8418	1325
McChord AFB	12752	5189	0	6.801067	14458.97	0	1932	Y	44	1
McGuire AFB	12618	4385	18	6.872549	21081.01	3382.7	4959.1	Y	155	0
NAS ATLANTA	6088	856	0	16.81768	44812.5	456	522	N	0	0
NAS Oceana	36579	4271	442	33.58953	49241.9	0	0	N	3605	1916
NAS Patuxent River	22180	561	324	17.44808	58860.88	0	305	N	10381	8095
Nat Naval Med Center Bethesda	10723.9	1345	1295	15.87903	53356.16	38	933	N	2071	0
NAVAIRENGSTA Lakehurst	3356	21	188	6.821138	62142.86	2814.5	2762.7	N	708	1574
Naval Support Act Mechanicsburg	13980	63	4390	16.08746	54103.59	0	0	N	25	2418
NAVMEDCEN PORTSMOUTH	9283	1360	0	13.79346	56491.53	113618.5	2041225	N	637	0
NAVPHIBASE Little Creek	13742	8508	612	33.59902	17125.05	0	0	N	1125	172
NAVSHIPYD Norfolk	15703	436	61	33.62527	17099.14	0	1000	N	138	9697
NAVSTA Norfolk	108949	36799	400	33.60549	17108.87	0	0	Y	1575	2957

NAME	Supported Population	Combat Population Profile	Joint Mission Support	Manpower to supported population: Total Workforce	Manpower to supported facilities: building/infrastructure	Existing agreements providing support	Existing agreements receiving support	Mobilization Support	Training Population Profile	Industrial/RDTE Population Profile
NAVSTA Pascagoula	7648	1486	0	30.11024	17769.23	47.8	0	N	0	195
NAVSTA Pearl Harbor	26798	3103	1687	9.314564	188361.7	0	0	Y	3595	6330
NAVSUPPACT Norfolk	9681	1538	7424	33.61458	17081.63	715.3	37.8	N	934	340
NAVWPNSTA Charleston	15631.5	1224	602	11.3026	25028.65	308	1283.2	N	4148	2490
Peterson AFB	17165	2280	8914	10.41566	12572.85	448197	930258	Y	0	0
Pope AFB	12769	5368	160	8.389619	12495.97	3388	181	Y	100	0
Randolph AFB	17357	189	0	12.43338	9745.614	0	2046.4	Y	947	2
Schofield Barracks	37782	13360	3816	23.39443	28463.99	0	0	Y	689	0
Schriever AFB	7233	0	1299	8.996269	6338.71	1120	1320	Y	0	0
USAF Academy	7233	2800	0	6.691027	29779.31	213	331	Y	5716	0
Walter Reed Medical Center	11790	0	1643	535.9091	307934.7	900	3686	N	71	1512
WPNSTA Earle Colts Neck	2750	98	15	5.371094	24031.11	0	1026	N	2	92
WPNSTA Yorktown	4751	1061	648	32.5411	17291.71	0	48	N	45	1028

NAME	Administrative Population Profile	Facility_Condition	Total Square Footage	Network Architecture Backbone	Fiber Network Architecture	DISN Point of Presence	Special Communications
Aberdeen Proving Ground	2232	C3	14784440	0.63303	1	Y	9
Adelphi Laboratory Center	0	C2	1133000	1	1	Y	5
Andersen AFB	48	C2	6042.41	0.381188	0.320988	Y	7
Andrews AFB	4339	C3	8318000	1	0.814035	Y	6
Bolling AFB	1218	C3	50947000	1	0.910112	Y	7
Brooks-City Base	0	C2	1794000	0	0	Y	6
Carlisle Barracks	590	C2	1664467	1	0.368421	Y	7
CBC Gulfport	244	C1	4255000	1	1	N	2
Charleston AFB	0	C3	5146000	1	1	Y	3
Cheyenne Mountain AFS	588	C2	346000	0.49513	1	Y	8
CO HQBN HQMC Henderson Hall	528	C2	704000	1	1	Y	5
COMDR Camp Allen Norfolk	704	C1	279000	0.988669	1	N	8
COMNAVDIST Washington D.C.	17994	C2	24154500	0	0	Y	7
COMNAVMARIANAS_GU	107	C3	9082000	0.274621	0.116162	Y	4
DOBBINS ARB	784	C2	972200	1	1	Y	5
Dover AFB	1478	C2	5516000	1	0.864407	Y	5
Elmendorf AFB	234	C3	9612200	0.901818	0.838542	Y	6
Ft. A.P. Hill	59	C2	1018360	0.235071	0.625	Y	6
Ft. Belvoir	12878	C2	11228376	0.764663	0.676856	Y	9
Ft. Bragg	2534	C3	30349319	1	0.301087	Y	9
Ft. Carson	2400	C3	11817343	0.447141	0.464174	Y	5
Ft. Detrick	1391.5	C2	2141900	1	1	Y	5
Ft. Dix	0	C2	6070195	1	0.763975	N	5
Ft. Eustis	4953	C3	9328818	1	0.851485	Y	8
Ft. Lewis	7660	C2	23879486	0.035171	0.7	Y	8
Ft. McNair/Fort Myer	569	C3	3460950	1	1	Y	5

NAME	Administrative Population Profile	Facility_Condition	Total Square Footage	Network Architecture Backbone	Fiber Network Architecture	DISN Point of Presence	Special Communications
Ft. Meade	27210	C3	9480153	1	0.736842	Y	6
Ft. Monmouth	2631	C2	5136311	1	0	Y	6
Ft. Monroe	3438	C3	2493329	0.035128	0.786667	Y	5
Ft. Richardson	2767	C3	7985179	1	0.727273	Y	7
Ft. Sam Houston	6874	C3	12324708	1	0.602151	Y	9
Ft. Shafter	2437	C3	10589134	0.093867	1	Y	8
Hickam AFB	1492	C3	8692700	1	1	Y	8
Keesler AFB	2182	C2	9452000	1	0.87069	Y	4
Lackland AFB	7653	C2	15921000	0.758519	0.565	Y	8
Langley AFB	4909	C3	7066000	1	1	Y	7
Letterkenny Army Depot	286	C2	5886804	1	1	Y	7
Marine Corps Barracks 8th & I	1261	C2	357000	0.666667	0.2	Y	6
MCB Hawaii Kaneohe	500	C3	9930140	1	1	Y	8
MCB Quantico	1630	C2	7778000	0.977341	0.926108	Y	9
McChord AFB	417	C3	5639000	1	0.59387	Y	5
McGuire AFB	9	C2	7547000	0.328733	0.411765	Y	8
NAS ATLANTA	99	C2	717000	1	1	Y	5
NAS Oceana	7251	C3	8469606	0	0	Y	1
NAS Patuxent River	11034	C2	8952740	0.599642	0.797143	Y	6
Nat Naval Med Center Bethesda	4433.9	C2	4674000	1	0.894737	Y	3
NAVAIRENGSTA Lakehurst	87	C2	3045000	1	1	N	6
Naval Support Act Mechanicsburg	10343	C3	13580000	0.76015	0.890909	Y	4
NAVMEDCEN PORTSMOUTH	4005	C1	3333000	1	1	Y	5
NAVPHIBASE Little Creek	344	C3	3219509	1	0.868852	Y	1
NAVSHIPYD Norfolk	507	C2	6446375	1	0.646018	Y	2
NAVSTA Norfolk	36966	C3	18700000	0	0	Y	6

NAME	Administrative Population Profile	Facility_Condition	Total Square Footage	Network Architecture Backbone	Fiber Network Architecture	DISN Point of Presence	Special Communications
NAVSTA Pascagoula	57	C1	462000	0.616438	0.571429	N	3
NAVSTA Pearl Harbor	5560	C2	26559000	1	0.415205	Y	5
NAVSUPPACT Norfolk	5300	C3	5859000	0	0	Y	5
NAVWPNSTA Charleston	521	C2	8735000	1	1	Y	6
Peterson AFB	5976	C3	3797000	1	1	Y	9
Pope AFB	0	C3	3348921	1	0.635135	Y	4
Randolph AFB	5505	C2	5555000	1	0.559701	Y	7
Schofield Barracks	3485	C3	16993000	0.962351	0.752809	Y	9
Schriever AFB	1084	C2	1572000	1	1	Y	7
USAF Academy	281	C2	8636000	1	0.731343	Y	5
Walter Reed Medical Center	5582	C3	6774563	0.3	1	Y	7
WPNSTA Earle Colts Neck	161	C2	2162800	0.895349	0.875	N	3
WPNSTA Yorktown	529	C3	7885020	1	1	N	1

APPENDIX C
ACRONYMS

AAP: Army Ammunition Plant

AC: Active Component

ACA: Army Contracting Agency or American Corrections Association

ACF: Area Cost Factor

AD: Active Duty

ADM: Admiral

ADMIN: Administration

AF: Air Force

AFB: Air Force Base

AFIS: American Forces Information Service

AFSC: Air Force Specialty Code

AMC: Army Materiel Command or Air Mobility Command

AMPL: A Mathematical Programming Language

ANG: Air National Guard

APG: Aberdeen Proving Ground

ARNG: Army National Guard

ASW: Antisubmarine Warfare

AT&L: Acquisition, Technology and Logistics

ATEC: Army Test and Evaluation Command

AT/FP: Antiterrorism/Force Protection

BAH: Basic Allowance for Housing

BOS: Base Operations Support

BRAC: Base Realignment and Closure.

C4ISR: Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance

CAD: Capacity Analysis Database

CBC: Construction Battalion Center (Navy)

CECOM: Communications - Electronics Command

CHEM: Chemical

CIFA: Counterintelligence Field Activity

CMC: Commandant of the Marine Corps

CMD: Command

CMDR: Commander

CNR: Center of Naval Research

COBRA: Cost of Base Realignment Actions

COCOM: Combatant Command

COL or Col: Colonel

CONUS: Continental United States

COTS: Commercial-off-the-shelf

CPO: Civilian Personnel Office

CPT or Capt: Captain

CR: Candidate recommendation

CRI: Crime Rate Index

DA: Department of the Army

DARPA: Defense Advanced Research Projects Agency

DAS: Deputy Assistant Secretaries

DC: District of Columbia

DCAA: Defense Contract Audit Agency

DCMA: Defense Contract Management Agency

DeCA or DECA: Defense Commissary Agency

DFAS: Defense Finance and Accounting Service

DHRA: Department of Defense Human Resources Activity

DIA: Defense Intelligence Agency

DIMHRS: Defense Integrated Military Human Resource System

DISA: Defense Information Systems Agency

DJC2: Deployable Joint Command and Control

DLA: Defense Logistics Agency

DLSA: Defense Legal Services Agency

DoD: Department of Defense

DoDEA: Department of Defense Education Activity

DoN: Department of the Navy

DPAS: Defense Property Accountability System

DSCA: Defense Security Cooperation Agency

DSS: Defense Security Service

DTRA: Defense Threat Reduction Agency

DTSA: Defense Technology Security Administration

DUSD: Deputy Under Secretary of Defense

E&T: Education and Training (JCSG)

EPA: Environmental Protection Agency or Environment Policy Act

FAC: Facility or Facility Analysis Category

FCC: Facility Condition Code

FCS: Future Combat Systems

FH: Family Housing

FM: Financial Management Subgroup (of HSA JCSG)

FOB: Federal Office Building

FOIA: Freedom of Information Act

F&IC: Force and Infrastructure Category

4th Estate: Defense Agencies and Field Activities, other than MilDeps within DoD

FPG: Facility Pricing Guide

FSM: Facility Sustainment Model

FSP: Force Structure Plan

FTE: Full Time Equivalent

FY: Fiscal Year

FYDP: Future Years Defense Plan or Future Year Development Program

GAO: Government Accountability Office

GCCS: Global Command and Control System

GC&F: Geographic Clusters and Functional subgroup (of HSA JCSG)

GIG-BE: Global Information Grid-Bandwidth Expansion

GS: Government Service

GSF: Gross Square Feet

HAP: Homeowner Assistance Program

HHG: Household Goods

HQ: Headquarters

HSA JCSG: Headquarters & Support Activity Joint Cross-Service Group

IAW: In Accordance With

ICP: Internal Control Process, or Internal Control Plan

I&E: Installations and Environment

IEC: Infrastructure Executive Council

IG: Inspector General

IM: Information Management, or Installation Management subgroup (of HSA JCSG)

IMA: Individual Mobilization Augmentee

IND: Industrial (JCSG)

INT or INTEL: Intelligence (JCSG)

ISG: Infrastructure Steering Group

IT: Information Technology

ITSB: Integrated Tactical (or Technical) Support Battalions

JCS: Joint Chiefs of Staff

JCSG: Joint Cross-Service Groups

JNMS: Joint Network Management System

JTF-GNO: Joint Task Force-Global Network Operation

JTRS: Joint Tactical Radio System

KSF: Thousands (K) of square feet

K$ or $K: Thousands (K) of dollars

MAD: Military Value Analysis Database

MAVT: Multi-Attribute Value Theory

MAH: Major Administration and Headquarters subgroup (of HSA JCSG)

MCAS: Marine Corps Air Station

MCB: Marine Corps Base

MCLB: Marine Corps Logistics Base

MCRD: Marine Corps Recruit Depot

MCSA: Marine Corps Supply Activity

MDA: Missile Defense Agency

MED: Medical (JCSG)

MDW: Military District of Washington

MFR: Memorandum for Record

MG: Major General

MILCON: Military Construction

MILDEP: Military Department

MilVal: Military Value

MOB: Mobilization Subgroup (of HSA JCSG)

MOS: Military Occupational Specialty (Army)

MTF: Medical Treatment Facility

MV: Military Value

MWTC: Mountain Warfare Training Center (USMC)

NAB: Naval Air/Amphibious Base

NAD: Non-Active Duty

NADD: Non-Active Duty Dependent

NAF: Naval Air Facility or Numbered Air Force

NAS: Naval Air Station

NAVSTA: Naval Station

NAVWS: Naval Air Weapons Station

NCES: Network Centric Enterprise Services

NCIS: Naval Criminal Investigative Service

NCR: National Capital Region

NDW: Naval District of Washington

NEPA: National Environmental Policy Act

NETC: Navy Education and Training Center

NETPDTC: Navy Education and Training Professional Development & Technology Center

NGB: National Guard Bureau

NPV: Net Present Value

NRL: Naval Research Laboratory

NSA: Naval Support Activity

NSF: Net Square Feet

NSPS: National Security Personnel System

NTC: Naval Training Center

NUWC: Naval Undersea Warfare Center

NWS: Naval Weapons Station

OCONUS: Outside Continental United States

OEA: Office of Economic Adjustment

OGC: Office of the General Counsel

OIG: Office of the Inspector General

OMB: Office of Management and Budget

OPNAV: Naval Operations

OSD: Office of the Secretary of Defense

OSA (P&R): Office of the Secretary of Defense, Personnel and Readiness

PAC: Pacific

PC or P&C: Personnel and Corrections subgroup (of HSA JCSG)

PCS: Permanent Change of Station

PDTS: Performance Reporting System

PFPA: Pentagon Force Protection Agency

POC: Point of Contact

POM: Program Objective Memorandum

POV: Privately Owned Vehicle

PPP: Priority Placement Program

PRV: Plant Replacement Value

RC: Reserve Component

RDML: Rear Admiral (Lower Half)

RD&A: Research, Development and Acquisition

RFC: Request for Clarification

RIF: Reduction in Force

RITA: Relocation Income Tax Allowance

ROI (COBRA): Return on Investment

ROI (Criterion 6): Region of Influence

RSE: Relocation Services Entitlement

RTD&E: Research, Development, Training and Evaluation

RSE: Relocation Service Entitlement

SAAA: Administrative Assistant to the Secretary of the Army

SECDEF: Secretary of Defense

SF: Square Feet

SIOH: Supervision, Inspection, Overhead Rate

SMDC: Space and Missile Defense Command

SME: Subject Matter Expert

SOP: Standing Operating Procedures

SRM: Sustainment, Restoration and Modernization

S&S: Supply and Storage (JCSG)

SSEI: Scenario Environmental Impacts (SSEI)

SSR: Service Sustainment Rate

TABS: The Army Basing Study

T&E: Test and Evaluation

TDY: Temporary Duty

TECH: Technology (JCSG)

TMA: TRICARE Management Activity

TO: Transformational Options

TOC: Table of Contents

TO&E: Table of Organization and Equipment

TRANSCOM: U.S. Transportation Command

UCA: Unit Cost Adjustment

UCMJ: Uniform Code of Military Justice

UCR: Uniform Crime Report

UIC: Unit Identification Code

UM: Unit of Measure

USAF: United States Air Force

USD: Under Secretary of Defense

USD/AT&L: Under Secretary of Defense/Acquisition Technology & Logistics

USG: United States Government

USF: Usable Square Feet

USMA: United States Military Academy

USN: United States Navy

VA: Veterans Affairs

VADM: Vice Admiral

VOC: Volatile Organic Compound

WHS: Washington Headquarters Services

WRAIR: Walter Reed Army Institute of Research

WRAMC: Walter Reed Army Medical Center

APPENDIX D
GLOSSARY

Administrative Space: All space in DoD FAC Code Series 6100 and 6200 (i.e., general office space whether or not personnel occupied)

Annual Recurring Savings: Annual recurring savings includes, but is not limited to, rent savings from terminating a lease even if the lease has expired. The recurring savings after the lease expiration will be determined using the market rate for the rental of the leased facility.

Base Closure Law: The provisions of Title II of the Defense Authorization Amendments and Base Closure and Realignment Act (Pub. L. 100-526, 102 Stat. 2623, 10 U.S.C. S 2687 note), or the Defense Base Closure and Realignment Act of 1990 (Pub. L. 100- 526, Part A of Title XXIX of 104 Stat. 1808, 10 U.S.C. S 2687 note).

BRAC: "BRAC" Base Realignment and Closure. The process DoD has previously used to reorganize its installation infrastructure to more efficiently and effectively support its forces, increase operational readiness and facilitate new ways of doing business. DoD anticipates that BRAC 2005 will build upon processes used in previous BRAC efforts.

Candidate Recommendation: A scenario that a JCSG or Military Department has formally analyzed against all eight selection criteria and recommends to the ISG and IEC for Secretary of Defense approval. A JCSG Candidate Recommendation must be approved by the ISG, IEC, and Secretary of Defense before it becomes a Recommendation. A Military Department Candidate Recommendation must be approved by the IEC and Secretary of Defense before it becomes a Recommendation.

Close: Any action that ceases or relocates all current missions of an installation and eliminates or relocates all current personnel positions (military, civilian and contractor), except for personnel required for caretaking, conducting any ongoing environmental cleanup, or property disposal. Retention of a small enclave, not associated with the main mission of the base, is still a closure.

Closure: All missions of the installation have ceased or have been relocated. All personnel positions (military, civilian and contractor) have either been eliminated or relocated, except for personnel required for caretaking, conducting any ongoing environmental cleanup, and disposal of the base, or personnel remaining in authorized enclaves.

COBRA: Cost of Base Realignment Actions. An analytical tool used to calculate the costs, savings, and return on investment of proposed realignment and closure actions.

Co-locate: An action that implements a closure or realignment action that stations functions and/or activities at the same site where they will share existing assets.

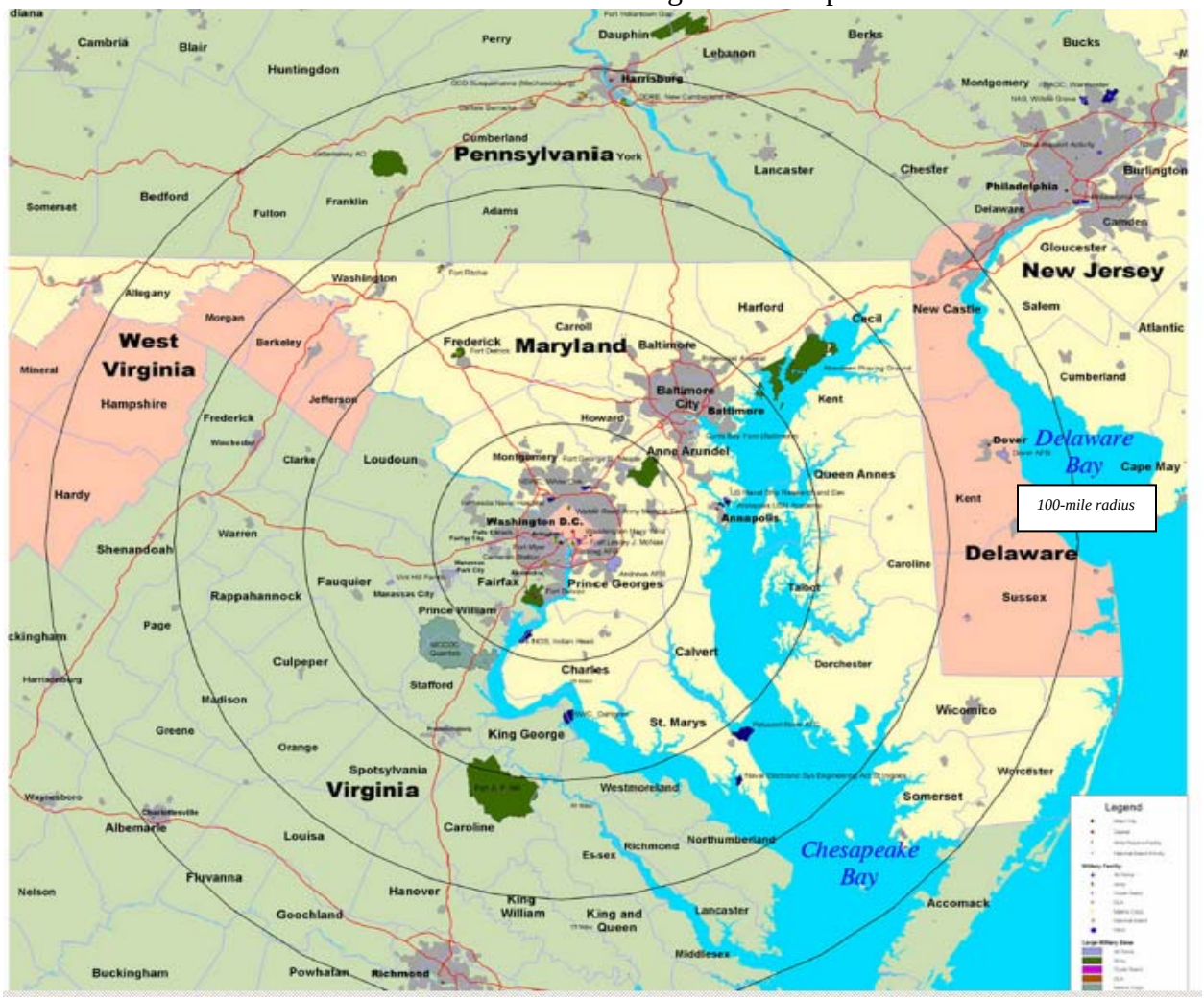
Commission: The commission, established by section 2902 of the Defense Base Closure and Realignment Act of 1990, as amended.

Community Preference: Section 2914(b)(2) of BRAC requires the Secretary of Defense to consider any notice received from a local government in the vicinity of a military installation that the government would approve of the closure or realignment of the installation.

Consolidate: An action that implements a closure or realignment action that combines one or more functions or activities. Normally includes a decrease of civilian or military personnel.

Data Certification: Section 2903(c)(5) of BRAC requires specified DoD personnel to certify to the best of their knowledge and belief that information provided to the Secretary of Defense or the 2005 Commission concerning the realignment or closure of a military installation is accurate and complete.

DC Area: Within a 100 mile radius of the Pentagon. See map below:



Establish: Any action that creates a mission, function, or activity on an installation

Force Structure: Numbers, size and composition of the units that comprise U.S. defense forces; e.g., divisions, ships, air wings, etc.

4th Estate: Defense Agencies and Field Activities, other than a Military Department within DoD. An unofficial term used as shorthand within certain elements of DoD.

Gross Square Feet (GSF): All floor area in a building measured to the outer surfaces of exterior or enclosing walls. This measure should be used when responding to questions about owned space (by the federal government) that is controlled by the DoD (except the Pentagon Reservation). Tenants on military installations should confirm assignments of GSF with their host entity. (See also, Usable Square Feet (USF).)

Idea: A concept for stationing and supporting forces and functions that lacks the specificity of a proposal. A transformational option is an idea.

Infrastructure Executive Council (IEC): One of the two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The IEC, chaired by the Deputy Secretary of Defense, and composed of the secretaries of the Military Departments and their chiefs of services, the Chairman of the Joint Chiefs of Staff and the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), is the policy making and oversight body for the entire BRAC 2005 process.

Infrastructure Steering Group (ISG): The subordinate of two senior groups established by the Secretary of Defense to oversee and operate the BRAC 2005 process. The ISG, chaired by the Under Secretary of Defense (Acquisition, Technology and Logistics) (USD(AT&L)), and composed of the Vice Chairman of the Joint Chiefs of Staff, the Military Department assistant secretaries for installations and environment, the service vice chiefs, and the Deputy Under Secretary of Defense (Installations & Environment) (DUSD(I&E)), will oversee joint cross-service analyses and ensure the integration of that process with the Military Department and Defense Agency specific analyses.

Installation: As defined in the Defense Base Closure and Realignment Act of 1990 (Public Law 101-510, as amended through the National Defense Authorization Act of Fiscal Year 2003), the term "military installation" means a base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

Leaseback: A property conveyance authority under which the Department of Defense may transfer non-surplus BRAC property, by deed or through a lease in furtherance of

conveyance, to a local redevelopment authority which then leases the property back to the Federal Department or Agency for its continued use. The property conveyed may be entire parcels and/or individual buildings or structures. The transfer requires that the leaseback must be for no rent to satisfy a Federal need for the property. Leaseback may be used in conjunction with a closure or realignment.

Leased Space: All space secured from the private market or from non-DoD federal government entities.

Losing Installation: An installation from which missions, units or activities have ceased or been relocated pursuant to a closure or realignment recommendation. An installation can be a losing installation for one recommendation and a receiving installation for a different recommendation.

Military Installation: A base, camp, post, station, yard, center, homeport facility for any ship, or other activity under the jurisdiction of the Department of Defense, including any leased facility. Such term does not include any facility used primarily for civil works, rivers and harbors projects, flood control, or other projects not under the primary jurisdiction or control of the Department of Defense.

Mothball (Closure) Cost: The average costs to mothball facilities at a closing base where the facilities will not have a future re-use. (This is a minimum cost to close-up a facility in preparation for disposal/demolition.)

Mothball (Inactivation/Realignment) Cost: The average costs to mothball facilities at a base where the facilities will have a future re-use. (This is a minimum cost to close-up a facility in preparation for future re-use.)

Multi-Attribute Value Theory (MAVT): A Military Value approach to model development. MAVT uses a hierarchical representation of a decision-maker's objectives or criteria, and their supporting attributes and metrics, to assess value of a group of competing alternatives.

NEPA Analysis: National Environmental Policy Act analysis conducted to evaluate an installation's disposal decisions in terms of the environmental impact. The NEPA analysis is useful to the community's planning efforts and the installation's property disposal decisions. It is used to support DoD decisions on transferring property for community reuse.

Net Implementation Cost: The net cost to conduct the closure or realignment of a location.

Net Present Value: The value of an investment calculated by adding the present value of expected future cash flows to the initial cost of the investment; the difference between the cost of an investment and the discounted present value of all future earnings from that investment.

One-Time Costs: One-time costs include the unique costs of moving during each year as well as the unique non-recurring expenditures during each year that cannot be portrayed properly elsewhere. For example, Reserve Component impact costs, land purchase costs, lease termination costs, meeting force protection standards at leased facilities, restoration costs (cost to restore facility to its original condition) when leaving a leased facility, and impacts on non-DoD activities.

Owned Space: Space owned by the federal government and controlled by the DoD.

Payback Period: The length of time needed for the net (costs) cash receipts to cover completely the initial outlay expended in the closure/realignment.

Privatize: A method of closure or realignment that ceases government performance of a mission in favor of reliance on the private sector to perform that mission. When privatizing, the government disposes of associated assets and resources independent of the privatization action. Privatization does not include outsourcing.

Privatize-in-place: A method of closure or realignment that ceases government performance of a mission in favor of reliance on the private sector to perform that mission at the former military installation. When privatizing-in-place, the government disposes of associated assets and resources to the private sector entity that agrees to perform the mission at the privatized location.

Proposal: A description of one or more potential closure or realignment actions that have not been declared as a scenario for formal analysis by either a JCSG or a Military Department. Normally includes detail on the transfer of units, missions or other work activity; facilities or locations that would close or lose such effort; facilities or locations that would gain from the losing locations; tenants or other missions or functions that would be affected by the action. A proposal can come from Ideas or options derived from optimization tools. Proposals must be catalogued at the JCSG or Military Department level for tracking

Realignment: Any action that both reduces and relocates functions and civilian personnel positions, but does not include a reduction in force resulting from workload adjustments, reduced personnel or funding levels, or skill imbalances.

Receiving Installation: An installation to which missions, units or activities have been relocated pursuant to a closure or realignment recommendation. An installation can be a receiving installation for one recommendation and a losing installation for a different recommendation.

Recommendation: A Candidate Recommendation approved by the Secretary of Defense.

Relocate: A description of an action that moves functions, missions, units, activities, or personnel positions from one location to another.

Scenario: A proposal that has been declared for formal analysis by a Military Department or JCSG deliberative body. The content of a scenario is the same as the content of a proposal. The only difference is that it has been declared for analysis by a deliberative body. Once declared, a scenario is registered at the ISG by entering it into the ISG BRAC Scenario Tracking Tool.

Scenario Analysis: The process to formally evaluate a scenario against all eight selection criteria.

Secretary: Secretary of Defense (SecDef).

Selection Criteria:

> **Criterion 1 (MV):** Mission capabilities and impact on operational readiness of DoD
>
> **Criterion 2 (MV):** Availability of land, facilities and airspace
>
> **Criterion 3 (MV):** Ability to accommodate contingency, MOB and future total force
>
> **Criterion 4 (MV):** Cost of operations and manpower implications
>
> **Criterion 5 (COBRA):** Cost of Base Realignment Actions
>
> **Criterion 6:** Economic Impact
>
> **Criterion 7:** Community Infrastructure
>
> **Criterion 8:** Environmental Impact

Shared Boundary: Installations that reside on land contiguous with another DoD installation have a shared a boundary. Activities that share an off-post/base building are not considered to have a shared boundary.

Surge requirement: Documented (OPLAN, MOU, MOA or other agreement) contingency, mobilization, or other operational requirements beyond normal operating parameters (e.g., for temporary vacancies, emergencies, seasonal or special event staffing).

Transformation: "A process that shapes the changing nature of military competition and cooperation through new combinations of concepts, capabilities, people and organizations that exploit our nation's advantages and protect against our asymmetric

vulnerabilities to sustain our strategic position, which helps underpin peace and stability in the world." (DoD Transformation Planning Guidance document, April 2003.)

Usable Square Feet (USF): Space on a building floor(s) that a tenant can occupy with personnel, furniture and equipment (including an internal circulation factor). This measure should be used when responding to questions about leased space (inclusive of space that is owned by the Federal Government but controlled by a non-DoD entity such as GSA) and when responding to questions about the amount of space used by a specific function within larger amount of assigned space (whether measured in USF or GSF). . (See also, Gross Square Feet (GSF).)