



**HEADQUARTERS AND SUPPORT ACTIVITIES  
JOINT CROSS SERVICE GROUP**

**FINAL  
CAPACITY ANALYSIS  
REPORT**

---

**(Final update to initial report)**

7/7/2005

## Table of Contents

Preamble .....	1
Section 1: Introduction.....	2
1.0 References.....	2
1.1 Review and Update of Approved Functions .....	3
1.1.1 History .....	3
1.1.2 Tiering .....	3
1.2 Scope Refinements – Synopsis.....	10
1.2.1 DeCA, DCAA, DLSA and DSCA .....	10
1.2.2 Communications/Information Technology (COMM/IT) .....	10
1.2.3 Local Military Personnel .....	10
1.2.4 Reserve Force Management Organizations (RFMOs) .....	10
1.2.5 Headquarters Support Activities – Common Support Functions.....	10
1.2.6 Local Finance & Accounting (F&A) .....	10
1.2.7 Computing Services .....	11
1.2.8 Further Refinements.....	11
1.3 Summary of Results.....	11
1.3.1 Major Administrative and Headquarters (MAH).....	12
1.3.2 Geographic Clusters .....	14
1.3.3 DFAS Central and Field Operating Sites .....	15
1.3.4 Correctional Facilities .....	16
1.3.5 Civilian Personnel Centers .....	17
1.3.6 Military Personnel Centers .....	18
1.3.7 Mobilization.....	19
1.3.8 Aggregate Results .....	19
Section 2: Functional Organization .....	20
Section 3: Inventory.....	21
3.1 Major Administrative and Headquarters Activities .....	21
3.1.1 Major Administrative and Headquarters Installations .....	21
3.1.2 Major Administrative and Headquarters Activities .....	23
3.1.3 COCOMs, SCCs, and Supporting Activities .....	25
3.1.4 Reserve and Recruiting Command.....	26
3.2 Geographic Clusters and Installation Management.....	27
3.3 DFAS Central and Field Operating Sites .....	28
3.4 Correctional Facilities .....	29
3.5 Civilian Personnel Centers .....	29
3.6 Military Personnel Centers .....	30
3.7 Mobilization .....	30
Section 4: Capacity Analyses for Assigned Functions .....	32
4.1 Major Administrative and Headquarters (MAH) Subgroup .....	33
4.1.1 Major Administrative and Headquarters .....	33
4.1.2 COCOMS, SCCs and Supporting Activities .....	58

4.1.3	Reserve and Recruiting Commands .....	58
4.2	Geographic Clusters .....	59
4.2.1	Local F&A .....	60
4.2.2	Installation Management (IM) .....	60
4.3	DFAS Central and Field Operating Sites .....	63
4.4	Correctional Facilities .....	64
4.5	Civilian Personnel Centers .....	68
4.6	Military Personnel Centers .....	71
4.7	Mobilization .....	74
Section 5:	Excess Capacity .....	82
5.1	Major Administrative and Headquarters (MAH) Activities.....	82
5.1.1	MAH Installations .....	82
5.1.2	MAH Activities.....	82
5.1.3	COCOMs, SCCs and Supporting Activities.....	83
5.1.4	Reserve and Recruiting Commands .....	83
5.2	Geographic Clusters .....	83
5.2.1	Local F&A .....	83
5.2.2	IM .....	83
5.3	DFAS Central and Field Operating Sites .....	84
5.4	Correctional Facilities .....	84
5.5	Civilian Personnel Centers .....	84
5.6	Military Personnel Centers .....	85
5.7	Mobilization .....	85

7/7/2005

## 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.

7/7/2005

## 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, 2<sup>nd</sup> 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.

7/7/2005

## 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

7/7/2005

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

7/7/2005

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.



7/7/2005

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

7/7/2005

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

7/7/2005

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 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 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

7/7/2005

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.

7/7/2005

## 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

7/7/2005

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

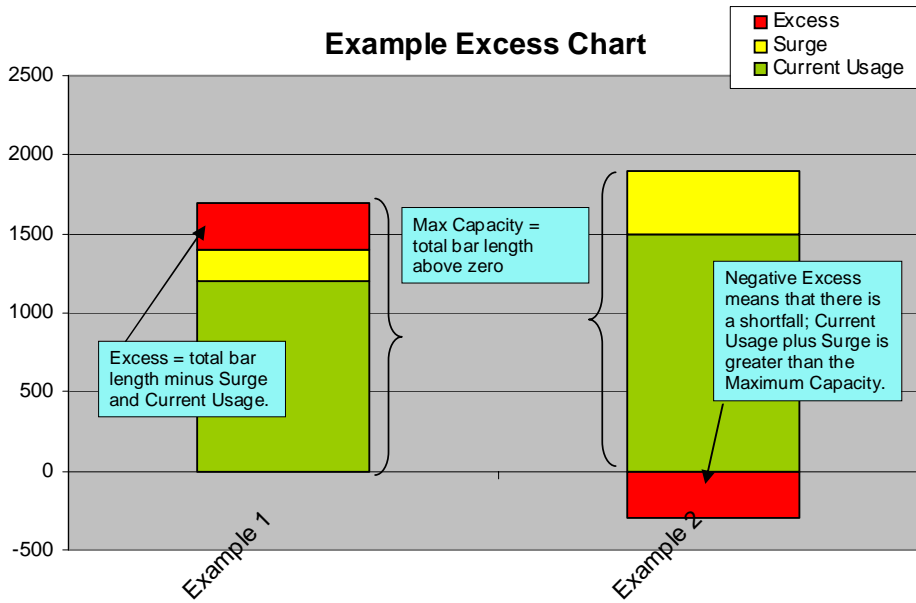
For this final report, physical capacity will be the primary metric addressed. However, in some instances, select subgroups may rely on measurement and analysis of operational capacity. In particular is the use of throughput analysis by the Mobilization and Corrections groups. Those departures from footprint 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:

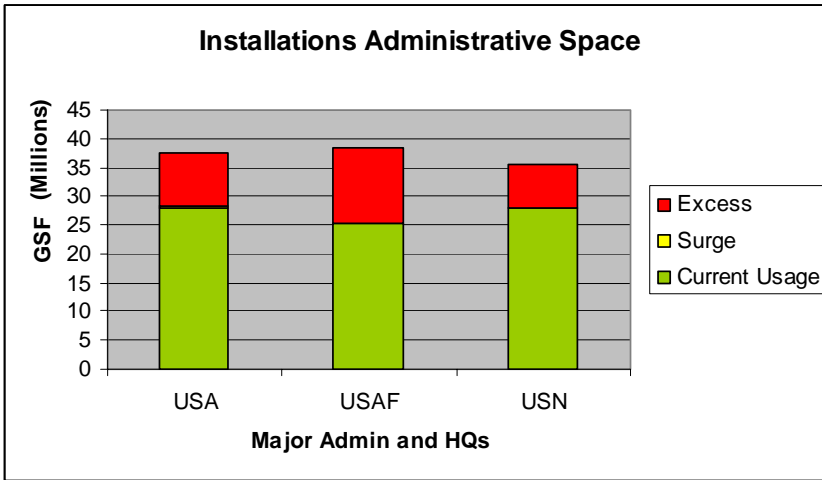


### 1.3.1 Major Administrative and Headquarters (MAH)

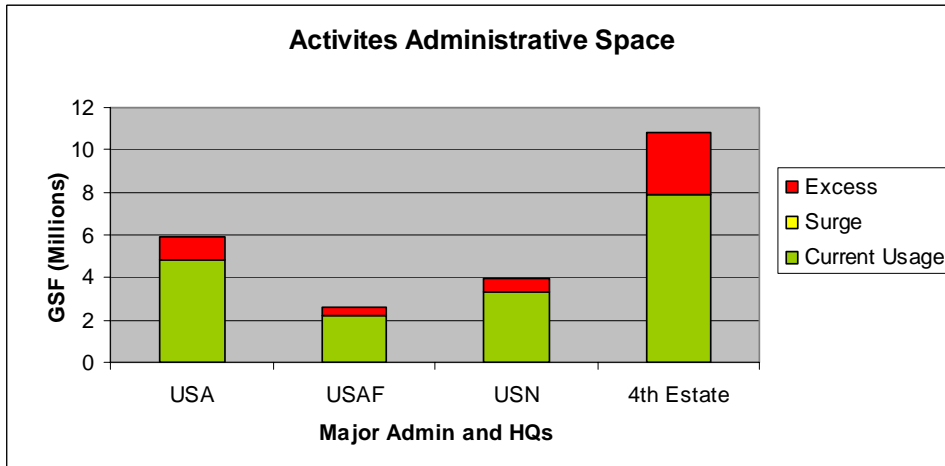
The analysis of Major Administrative and Headquarters includes both Installation and Activity level analysis, using separate analytical approaches due to their physical differences. Activities are a specified subset of the Installation level analysis. As such, there exists the possibility for “double 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.

7/7/2005

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 Agency and Field Activities. In total there is 24% Excess Capacity.



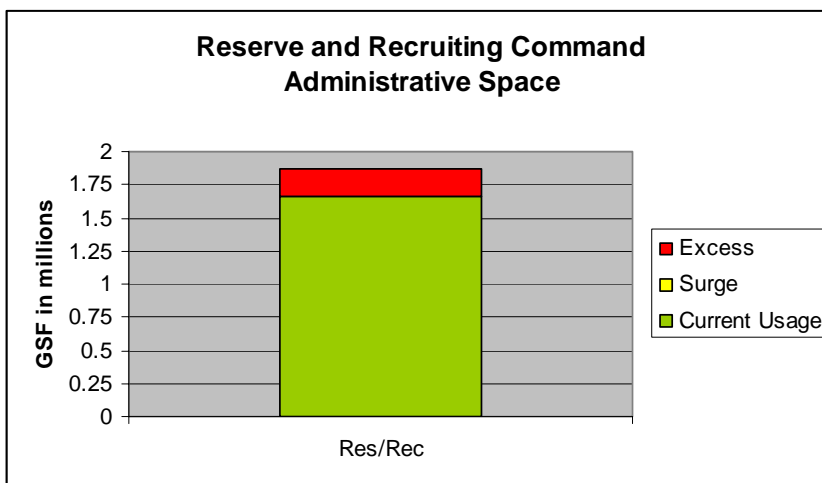
1.3.1.3 Combatant Commands (COCOMs), Service Component Commands (SCCs) and Supporting Activities. Scenarios for COCOM elements were generated largely through a strategy driven approach—based on the



7/7/2005

JCSG's strategy 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.

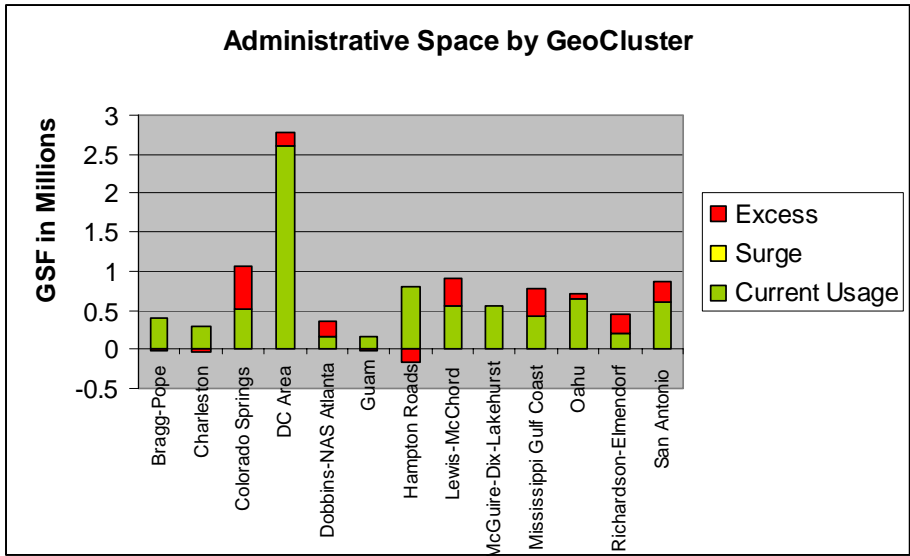


### 1.3.2 Geographic Clusters

- 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

7/7/2005

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

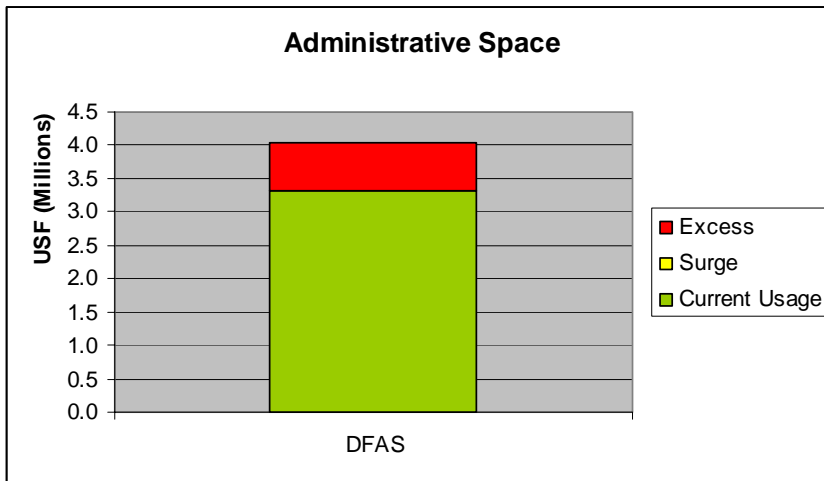


### 1.3.3 DFAS Central and Field Operating Sites

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

7/7/2005

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

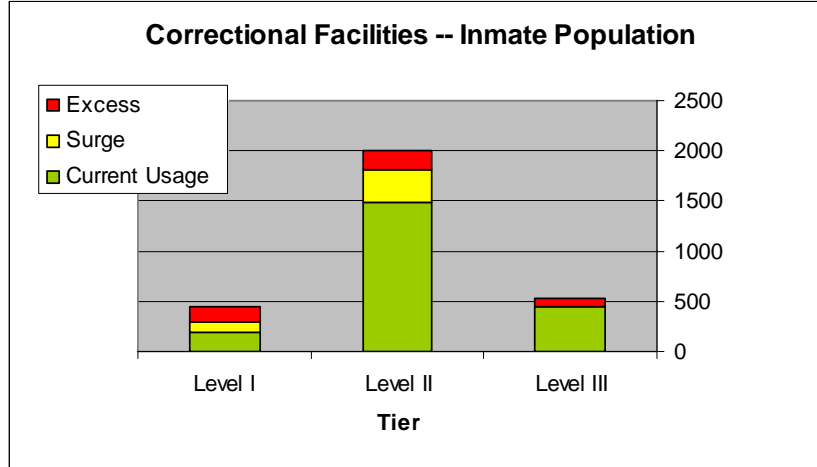


### 1.3.4 Correctional Facilities

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

7/7/2005

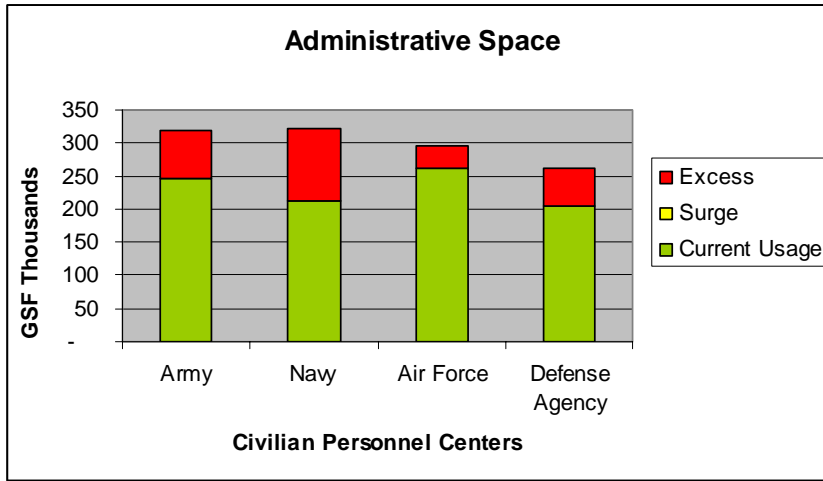
one year but less than five years, Level III confinement greater than five years). The capacity analysis results reveal Excess Capacity for correctional facilities from 9% to 35% between detention security levels. This analysis is presented as an aggregate across the services.



1.3.5 Civilian Personnel Centers

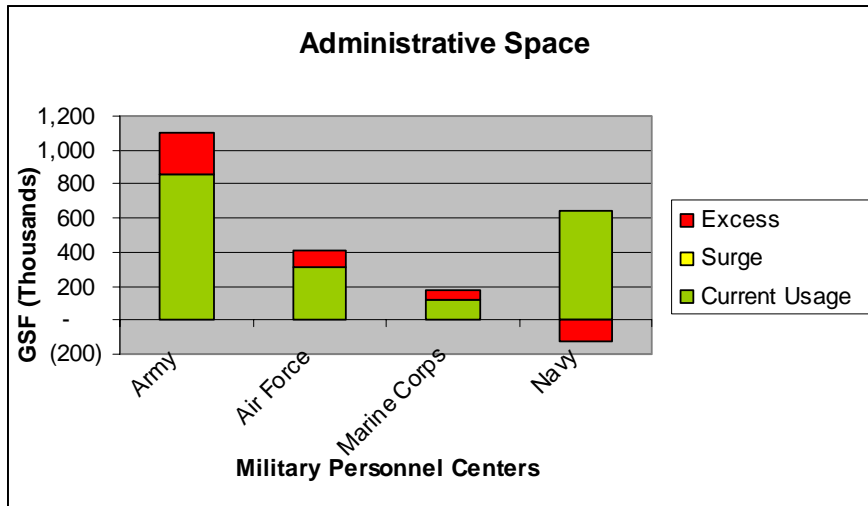
7/7/2005

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

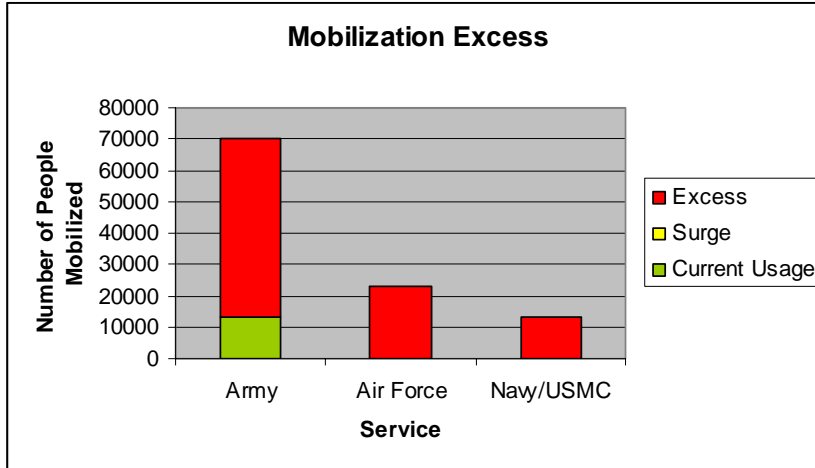
Excess Capacity exists in military personnel centers from a 10% shortfall to a 33% excess among the MILDEPs. In total there is a 24% Excess Capacity.



7/7/2005

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

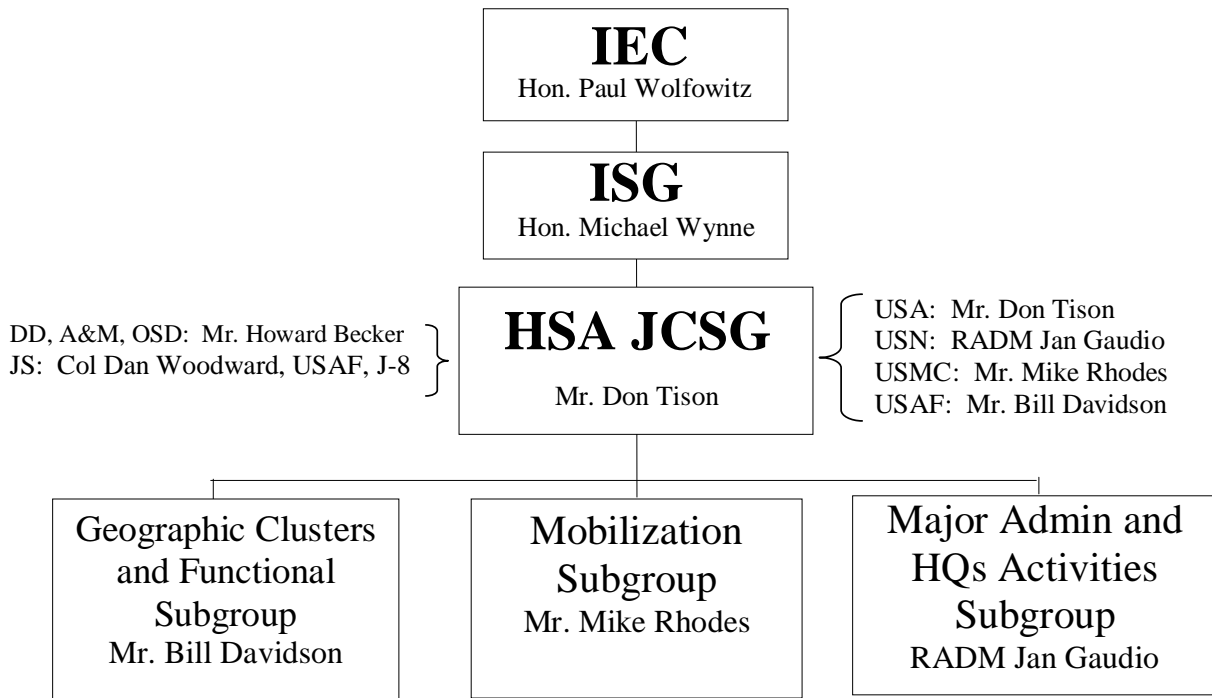
The aggregate results of capacity analysis are as shown.

		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%

7/7/2005

## 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

7/7/2005

### 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	DYESS AFB
ALTUS AFB	EGLIN AFB
ANACOSTIA ANNEX	EIELSON AFB
ANDREWS AFB	ELLSWORTH AFB
ARLINGTON SERVICE CENTER	ELMENDORF AFB
ARMY NATIONAL GUARD READINESS CENTER (ARLINGTON HALL)	FAIRCHILD AFB
BARKSDALE AFB	FORT A P HILL
BEALE AFB	FORT BELVOIR
BOLLING AFB	FORT BENNING
BROOKS CITY-BASE	FORT BLISS
BUCKLEY AFB	FORT BRAGG
CANNON AFB	FORT CAMPBELL
CARLISLE BARRACKS	FORT CARSON
CHARLESTON AFB	FORT DETRICK
COLUMBUS AFB	FORT DIX
DAVIS-MONTHAN AFB	FORT DRUM
DOVER AFB	FORT EUSTIS
	FORT GILLEM
	FORT GORDON



HSA-JCSG-D-05-292

7/7/2005

FORT HAMILTON	MARCH ARB
FORT HOOD	MARINE CORPS AIR STATION BEAUFORT
FORT HUACHUCA	MARINE CORPS AIR STATION CHERRY POINT
FORT JACKSON	MARINE CORPS AIR STATION MIRAMAR
FORT KNOX	MARINE CORPS BASE CAMP LEJEUNE
FORT LEAVENWORTH	MARINE CORPS BASE CAMP PENDLETON
FORT LEE	MARINE CORPS BASE HAWAII CAMP SMITH
FORT LEONARD WOOD	MARINE CORPS BASE HAWAII KANEOHE
FORT LEWIS	MARINE CORPS BASE QUANTICO
FORT MCCOY	MARINE CORPS SUPPORT ACTIVITY KANSAS CITY
FORT MCNAIR	MAXWELL AFB
FORT MCPHERSON	MCCHORD AFB
FORT MEADE	MCCONNELL AFB
FORT MONMOUTH	MCGUIRE AFB
FORT MONROE	MINOT AFB
FORT MYER	MOUNTAIN HOME AFB
FORT POLK	NATIONAL NAVAL MEDICAL CENTER BETHESDA
FORT RICHARDSON	NAVAL AIR ENGINEERING STATION LAKEHURST
FORT RILEY	NAVAL AIR STATION BRUNSWICK
FORT RUCKER	NAVAL AIR STATION CORPUS CHRISTI
FORT SAM HOUSTON	NAVAL AIR STATION JACKSONVILLE
FORT SHAFTER	NAVAL AIR STATION KEY WEST
FORT SILL	NAVAL AIR STATION MERIDIAN
FORT STEWART	NAVAL AIR STATION NORTH ISLAND
FORT WAINWRIGHT	NAVAL AIR STATION PATUXENT RIVER
FRANCIS E. WARREN AFB	NAVAL AIR STATION PATUXENT RIVER WEBSTER FIELD
GRAND FORKS AFB	NAVAL AIR STATION PENSACOLA
HENDERSON HALL	NAVAL AIR STATION POINT MUGU
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	NAVAL AIR STATION WHIDBEY ISLAND

7/7/2005

NAVAL AIR STATION WHITING FIELD	OFFUTT AFB
NAVAL AMPHIBIOUS BASE CORONADO	PETERSON AFB
NAVAL RESEARCH LABORATORY	POPE AFB
NAVAL STATION AND UNDERSEA WARFARE CENTER NEWPORT	POTOMAC ANNEX, WASHINGTON DC
NAVAL STATION EVERETT	RANDOLPH AFB
NAVAL STATION NORFOLK	REDSTONE ARSENAL
NAVAL STATION PEARL HARBOR	ROBINS AFB
NAVAL STATION SAN DIEGO	SAUFLEY FIELD
NAVAL SUBMARINE BASE BANGOR	SCHOFIELD BARRACKS
NAVAL SUBMARINE SUPPORT BASE KINGS BAY	SCOTT AFB
NAVAL SUPPORT ACTIVITY MECHANICSBURG	SEYMOUR JOHNSON AFB
NAVAL SUPPORT ACTIVITY MILLINGTON	SHAW AFB
NAVAL SUPPORT ACTIVITY NEW ORLEANS, LA	SHEPPARD AFB
NAVAL SUPPORT ACTIVITY NORFOLK	TINKER AFB
NAVAL WEAPONS STATION CHARLESTON	TRAVIS AFB
NAVSTA ANNAPOLIS	TYNDALL AFB
NAVSUPPACT DAHLGREN	VANCE AFB
NAVSUPPACT INDIAN HEAD	VANDENBERG AFB
NELLIS AFB	WALTER REED AMC
	WASHINGTON NAVY YARD
	WHITEMAN AFB
	WRIGHT-PATTERSON AFB

### 3.1.2 Major Administrative and Headquarters Activities

11TH WING	AF/DP - PERSONNEL
6MLMC	AF/HC – CHAPLAIN SERVICE
ACQUISITION SUPPORT CENTER (AAESA)	AF/HO - HISTORIAN
ACSIM	AF/IL – INSTALLATION AND LOGISTICS
AF ADJUDICATION	AF/JA – JUDGE ADVOCATE GENERAL
AF FLIGHT STANDARDS AGENCY	AF/RE – AIR FORCE RESERVE
AF LEGAL SERVICES AGENCY	AF/SG – SURGEON GENERAL
AF MEDICAL OPERATIONS AGENCY	AF/XI – WARFIGHTING INTEGRATION
AF MSA - MEDICAL SUPPORT AGENCY	AF/XO – AIR AND SPACE OPERATIONS
AF NEWS AGENCY	AF-CIO – HAF CHIEF INFORMATION OFFICER
AF OFFICE OF SPECIAL INVESTIGATIONS	AFCEE
AF PERSONNEL OPERATIONS AGENCY	
AF REVIEW BOARDS AGENCY	AFIP

## HSA-JCSG-D-05-292

7/7/2005

AFIS (AMERICAN FORCES INFORMATION SERVICE)	DLSA (DOHA) ADJUDICATION
AFSAA - AF STUDIES AND ANALYSIS AGENCY	DOD IG
AMC (ARMY MATERIEL COMMAND)	DODEA
AMC (AIR MOBILITY COMMAND)	DPMO
ARMY ADJUDICATION	DSCA
ARMY AUDIT AGENCY	DSS
ARMY CONTRACTING AGENCY	DSS DISCO (SUBSET OF DSS HQ)
ARMY CSA	DSS HQ
ARMY EVALUATION CENTER	DTRA
ARMY NATIONAL GUARD	DTSA
ARMY RESEARCH OFFICE	DUSA
ASA (FM&C)	EDGEWOOD CHEMICAL & BIOLOGICAL CENTER
ASA (I&E)	G-1
ASA(M&RA)	G-3
AUDSVC	G-6
BD CPAC -MA, NE REGION	G-8
BUMED, WASH DC	HQ AIR NATIONAL GUARD (ANG)
CAA	HQ ATEC
CECOM (ACQUISITION CTR)	HQ IMA
CID - BELVOIR	HQ SMDC
CIFA HQ	HQS USA MRMC (AND SUBORDINATE COMMANDS)
CMC (FOB-2)	HRC
CO HQBN HQMC (HENDERSON HALL)	JAG SCHOOL
COMMANDER, NAVY INSTALLATIONS (CNI)	JCS ADJUDICATION
COMMUNICATIONS & ELECTRONICS COMMAND (CECOM)	JMLFDC
COMNAVFACENGCOM	JSIMS
COMSC WASHINGTON DC	MARINE CORPS INSTITUTE
DARPA	MDA
DCAA	MDW
DCMA	MEDIA CTR WASHINGTON DC
DCMS	NATIONAL GUARD BUREAU (NGB)
DECA	NAVAIR SYSCOM HQ
DECA REG HQ	NAVAL DISTRICT WASH DC
DEVELOPMENTAL TEST COMMAND	NAVAL HISTORICAL CENTER
DFAS	NAVAL LEGAL SERVICE OFFICE NORTH CENTRAL
DHRA	NAVAL LEGAL SERVICES COMMAND
DIA ADJUDICATION	NAVIPO WASH DC
DISA	NAVSEASCOM
DISC4 JTRS JPO	NAVSISA, MECHANICSBURG PA
DLA	NAVSSP - NEW
DLSA	

7/7/2005

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

## 3.1.3 COCOMs, SCCs, and Supporting Activities

<b>CENTCOM</b>
CENTCOM HQ
CENTCOM ARCENT
CENTCOM CENTAF
CENTCOM MARCENT-MARFORPAC

CENTCOM MARCENT-MARFORPAC
CENTCOM SOCCENT
<b>JFCOM</b>
JFCOM HQ
JFCOM JCIET

7/7/2005

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
<b>NORTHCOM/NORAD</b>
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
<b>PACOM</b>
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

<b>SOCOM</b>
SOCOM HQ
SOCOM AFSOC
SOCOM JSOC
SOCOM NAVSPECWARCOM
SOCOM USASOC
<b>SOUTHCOM</b>
SOUTHCOM HQ
SOUTHCOM AFSOUTH
SOUTHCOM JIATF-SOUTH
SOUTHCOM MARFORSOUTH
SOUTHCOM SOCSOUTH
SOUTHCOM USARSO
SOUTHCOM USNAVSO
<b>STRATCOM</b>
STRATCOM HQ
STRATCOM ACC
STRATCOM AFSPACE
STRATCOM ARSTRAT - SMDC
STRATCOM JIOC
STRATCOM MARFORSTRAT
STRATCOM NAVNETWARCOM
STRATCOM USLANTFLT
STRATCOM USPACFLT
<b>TRANSCOM</b>
TRANSCOM HQ
TRANSCOM AIR MOB COMMAND (AMC)
TRANSCOM MIL SEALIFT COMMAND (MSC)
TRANSCOM SURFACE DEPLOYMENT & DIST CMD (SDDC)
TRANSCOM TRANS ENGINEERING AGENCY (TEA)
<b>DOCTRINE ORGANIZATIONS</b>
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
COMNAVRESFOR NSA NOLA
COMNAVCRUITCOM MILLINGTON TN

7/7/2005

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 Management

<b>BRAGG-POPE</b>
<b>CHARLESTON</b>
<b>COLORADO SPRINGS</b>
<b>DC AREA</b>
<b>DOBBINS-NAS ATLANTA</b>
<b>GUAM</b>
<b>HAMPTON ROADS</b>

<b>LEWIS-MCCHORD</b>
<b>MCGUIRE-DIX-LAKEHURST</b>
<b>MISSISSIPPI GULF COAST</b>
<b>OAHU</b>
<b>RICHARDSON-ELMENDORF</b>
<b>SAN ANTONIO</b>

<b>BRAGG-POPE GC</b>
FT. BRAGG
POPE AFB
<b>CHARLESTON GC</b>
CHARLESTON AFB
NAVWPNSTA CHARLESTON
<b>COLORADO SPRINGS GC</b>
FT. CARSON
PETERSON AFB
SCHRIEVER AFB
CHEYENNE MOUNTAIN AFS
USAF ACADEMY
<b>DC AREA GC</b>
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.
<b>DOBBINS-NAS ATLANTA</b>

7/7/2005

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

MCGUIRE AFB
NAVAIRENGSTA LAKEHURST
<b>MISSISSIPPI GULF COAST GC</b>
KEESLER AFB
CBC GULFPORT
NAVSTA PASCAGOULA
<b>OAHU GC</b>
SCHOFIELD BARRACKS
FT. SHAFTER
TRIPLER AMC
HICKAM AFB
NAVSTA PEARL HARBOR
NAVMAG PEARL HARBOR
MCB HAWAII KANEOHE
<b>RICHARDSON-ELMENDORF GC</b>
FT. RICHARDSON
ELMENDORF AFB
<b>SAN ANTONIO GC</b>
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

7/7/2005

## 3.4 Correctional Facilities

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

<b>LEVEL I</b>
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

<b>ARMY</b>
REDSTONE ARSENAL
FORT RICHARDSON
FORT HUACHUCA
ROCK ISLAND ARSENAL
FORT RILEY
ABERDEEN PROVING GROUND
<b>NAVY</b>
PACIFIC
PHILADELPHIA

PORTSMOUTH
SAN DIEGO
SILVERDALE
STENNIS
<b>AIR FORCE</b>
BOLLING AFB
HILL AFB
RANDOLPH AFB
TINKER AFB
WRIGHT-PATTERSON AFB

ROBINS AFB
<b>DOD</b>
DECA
WHS
DFAS
DLA -COLUMBUS
DLA - NEW CUMBERLAND
DISA
DODEA



7/7/2005

## 3.6 Military Personnel Centers

<b>ARMY</b>
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)
<b>AIR FORCE</b>
AIR FORCE PERSONNEL CENTER (AFPC)
AIR RESERVE PERSONNEL CENTER (ARPC)

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

## 3.7 Mobilization

<b>ARMY</b>
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
<b>AIR FORCE</b>
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

## HSA-JCSG-D-05-292

7/7/2005

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
<b>NAVY</b>
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.

7/7/2005

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

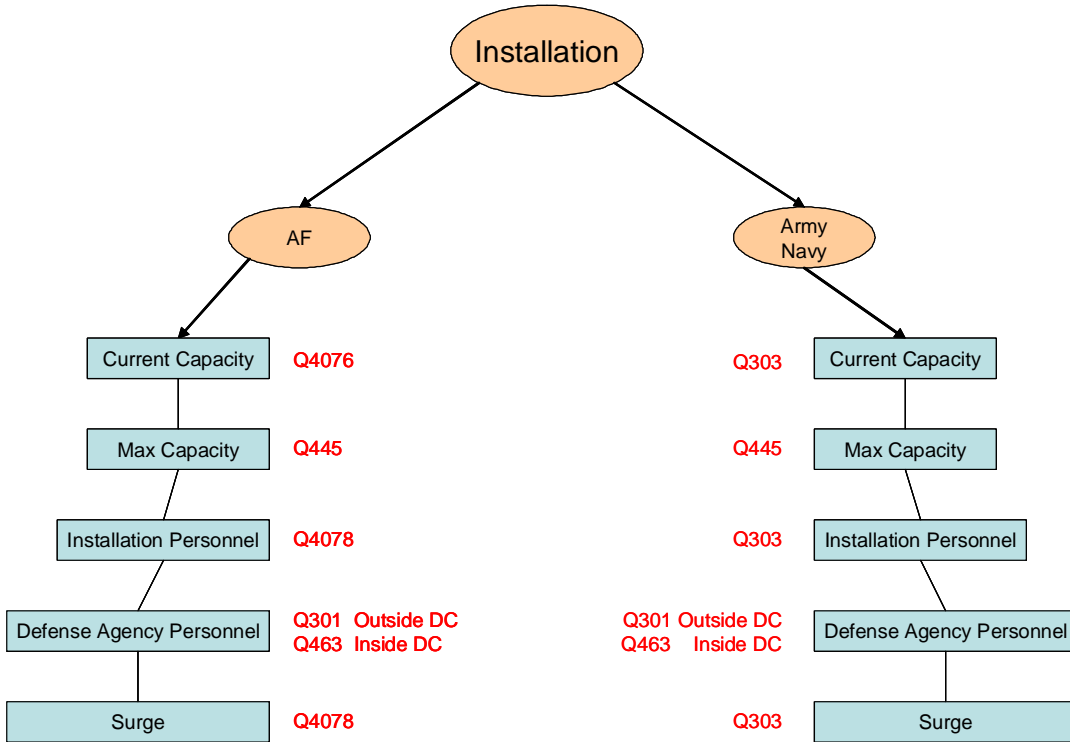
##### 4.1.1 Major Administrative and Headquarters

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:*

## HSA-JCSG-D-05-292

7/7/2005

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_MID PAC	Naval Station Pearl Harbor
AFLOATRAGRU_PAC NORWEST	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_NO RFOLK_VA	Naval Support Activity Norfolk
CDR_USPACOM_HO NOLULU_HI_J44_J44 1_J445	Marine Corps Base Hawaii Camp Smith
CDU_SAN_DIEGO_C A	Naval Station San Diego
CENCRYPTOLOGY_CORRY_STATION_P ENSACOLA_FL	Naval Air Station Pensacola
CENNAVAVNTECHT RA_PENSACOLA_FL	Naval Air Station Pensacola

## HSA-JCSG-D-05-292

7/7/2005

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

## HSA-JCSG-D-05-292

7/7/2005

COMNAVREG_NW_S EATTLE_WA	Naval Submarine Base Bangor
COMNAVREG_SE_JA CKSONVILLE_FL	Naval Air Station Jacksonville
COMNAVREG_SOUTH CORPUS_CHRISTI TX	Naval Air Station Corpus Christi
COMNAVRESCUITC OM_NEW_ORLEANS LA	Joint Reserve Base New Orleans
COMNAVRESFOR_N EW_ORLEANS_LA	Joint Reserve Base New Orleans
COMNAVRESFORCO M_NEW_ORLEANS_L A	Joint Reserve Base New Orleans
COMNAVSAFECEN_ NORFOLK_VA	Naval Station Norfolk
COMNAVSEASYS COM_WNY_DC	Washington Navy Yard
COMNAVSPECWAR CEN	Naval Amphibious Base Coronado
COMNAVSPECWAR COM	Naval Amphibious Base Coronado
COMNAVSPECWAR GRU_ONE	Naval Amphibious Base Coronado
COMNAVSPECWAR GRU_THREE	Naval Amphibious Base Coronado
COMNAVSUPSYSC OM_MECHANICSBUR G_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
COMNAVSURFWAR CEN_WASHINGTON_D C	Washington Navy Yard
COMNAVUNSEAWAR CEN_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
COMNAVWARDEV C	Naval Station and

OM_NEWPORT_RI	Undersea Warfare Center Newport
COMNCWGRU_ONE_ SAN_DIEGO_CA	Naval Amphibious Base Coronado
COMOMAG	Naval Air Station Corpus Christi
COMOPTEVFOR_NO RFOLK_VA	Naval Support Activity Norfolk
COMPACFLT_PEARL HARBOR_HI	Naval Station Pearl Harbor
COMPATRECONGRU NORFOLK_VA	Naval Support Activity Norfolk
COMPATRECONWIN G_ELEVEN_JACKSO NVILLE_FL	Naval Air Station Jacksonville
COMPATRECONWIN G_FIVE_BRUNSWICK ME	Naval Air Station Brunswick
COMPATRECONWIN G_TEN_WHIDBEY_IS LAND_WA	Naval Air Station Whidbey Island
COMPHIBGRU_THRE E	Naval Station San Diego
COMREGSUPPGRU_ NORFOLK_VA	Naval Station Norfolk
COMSC_WASHINGT ON_DC	Washington Navy Yard
COMSCLANT_NORF OLK_VA	Naval Station Norfolk
COMSEACONWINGL ANT_JACKSONVILLE FL	Naval Air Station Jacksonville
COMSEACONWINGP AC_SAN_DIEGO_CA	Naval Air Station North Island
COMSUBFORPAC_P EARL_HARBOR_HI	Naval Station Pearl Harbor
COMSUBGRU_9	Naval Submarine Base Bangor
COMSUBGRU_TEN	Naval Submarine Support Base Kings Bay
COMSUBLANT_NOR FOLK_VA	Naval Support Activity Norfolk
COMTRAWING_FIVE MILTON_FL	Naval Air Station Whiting Field
COMTRAWING_FOU R_CORPUS_CHRISTI TX	Naval Air Station Corpus Christi
COMTRAWING_ONE MERIDIAN_MS	Naval Air Station Meridian



## HSA-JCSG-D-05-292

7/7/2005

COMDRAWINGSIX_P ENSACOLA_FL	Naval Air Station Pensacola
COMVAQWINGPAC_ WHIDBEY_ISLAND_ WA	Naval Air Station Whidbey Island
DANTES_PENSACOL A_FL	Saufley Field
Davis-Monthan AFB	Davis-Monthan AFB
DIRNAV/CRIMINVSER V_WASHINGTON_DC _0000	Washington Navy Yard
DIRNCPBWASHINGTON ONDC	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_ORLE ANS_LA	Joint Reserve Base New Orleans
EWTPAC_SAN_DIE GO_CA	Naval Amphibious Base Coronado
FACSFAC_JACKSON VILLE_FL	Naval Air Station Jacksonville
FACSFAC_SAN_DIE GO_CA	Naval Air Station North Island
Fairchild AFB	Fairchild AFB
FASOTRAGRULANT_ NORFOLK_VA	Naval Station Norfolk
FASOTRAGRUPAC_S AN_DIEGO_CA	Naval Air Station North Island
FISC_JACKSONVILL E_FL	Naval Air Station Jacksonville
FISC_NORFOLK_VA	Naval Station Norfolk
FISC_PEARL_HARBO R_HI	Naval Station Pearl Harbor
FLDSUPPACT_WASH INGTON_DC	Anacostia Annex
FLETRACEN_NORFO LK_VA	Naval Station Norfolk
FLETRACEN_SAN_DI EGO_CA	Naval Station San Diego
FLTIMAGCOMPAC	Naval Air Station North Island

Francis E. Warren AFB	Francis E. Warren AFB
FTSCLANT_NORFOL K_VA	Naval Station Norfolk
FTSCPAC_SAN_DIE GO_CA	Naval Station San Diego
Grand Forks AFB	Grand Forks AFB
HELTRARON_EIGHT _MILTON_FL	Naval Air Station Whiting Field
HELTRARON_EIGHT EEN_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_HEND ERSON_HALL_VA	Henderson Hall
HRSC_PEARL_HARB OR_HI	Naval Station Pearl Harbor
Hurlburt Field	Hurlburt Field
JICPAC_HONOLULU_ HI	Naval Station Pearl Harbor
JWAC_DAHLGREN_V A	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_K ANSAS_CITY_MO	Marine Corps Support Activity Kansas City
Maxwell AFB	Maxwell AFB
MCAF_QUANTICO_V A	Marine Corps Base Quantico
MCAS_BEAUFORT_S C	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

## HSA-JCSG-D-05-292

7/7/2005

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
NATNAVMECEN_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
NAVAIRWARCENAC_DIV_LAKEHURST_NJ	Naval Air Engineering Station Lakehurst
NAVAIRWARCENWP_NDIV_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
NAVCIWLAWSUPPACT_WASHINGTON_DC	Washington Navy Yard
NAVCOMTELSTATION_JACKSONVILLE_FL	Naval Air Station Jacksonville
NAVCOMTELSTATION_PUGET_SOUND_WA	Naval Submarine Base Bangor

## HSA-JCSG-D-05-292

7/7/2005

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
NAVCUITCOM_ORIENT_UNIT_PENSACOLA_FL	Naval Air Station Pensacola
NAVCUITDIST_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_CHEAPEAKE_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
NAVLANTMETOCCEAN_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_PACIFIC_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

## HSA-JCSG-D-05-292

7/7/2005

NAVMECLINIC_ANNAPOLIS_MD	NAVSTA ANNAPOLIS
NAVMECLINIC_PAXTUXENT_RIVER_MD	Naval Air Station Patuxent River
NAVMECLINIC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVMECLINIC_QUANTICO_VA	Marine Corps Base Quantico
NAVMECLINIC_WASHINGTON_DC	Anacostia Annex
NAVMECLINIC_BETHESDA_MD	National Naval Medical Center Bethesda
NAVMECLINIC_BETHESDA_MD	National Naval Medical Center Bethesda
NAVMECLINIC_CHARLESTON_SC	Naval Weapons Station Charleston
NAVMECLINIC_CHARLESTON_SC	Naval Weapons Station Charleston
NAVMECLINIC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVMECLINIC_PENSACOLA_FL	Naval Air Station Pensacola
NAVMECLINIC_INDIAN_HEAD_MD	NAVSUPACT INDIAN HEAD
NAVMECLINIC_NORFOLK_VA	Naval Station Norfolk
NAVMECLINIC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVMECLINIC_SAN_DIEGO_CA	Naval Air Station North Island
NAVMECLINIC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVMECLINIC_NORFOLK_VA	Naval Station Norfolk
NAVMECLINIC_CORPUS_CHRISTI_TX	Naval Air Station Corpus Christi
NAVMECLINIC_EVERETT_WA	Naval Station Everett
NAVMECLINIC_FORT_WORTH_TX	Joint Reserve Base Fort Worth
NAVMECLINIC_HONOLULU_HI	Naval Station Pearl Harbor
NAVMECLINIC_NEW_ORLEANS_LA	Joint Reserve Base New Orleans

NAVRESRECEN_PENSACOLA_FL	Naval Air Station Pensacola
NAVRESRECEN_SOUTH_DALLAS_TX	Joint Reserve Base Fort Worth
NAVRESRECEN_NEW_ORLEANS	Joint Reserve Base New Orleans
NAVRESRECEN_WASHINGTON_DC	Washington Navy Yard
NAVRESRECEN_ORTHEAST	Naval Station and Undersea Warfare Center Newport
NAVRESRECEN_ORTHWEST	Naval Station Everett
NAVRESRECEN_SOUTH	Joint Reserve Base Fort Worth
NAVRESRECEN_SOUTHEAST	Naval Air Station Jacksonville
NAVRESRECEN_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVRESRECEN_NORFOLK_VA	Naval Station Norfolk
NAVRESRECEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVRESRECEN_NORTH_ISLAND_CA	Naval Air Station North Island
NAVRESRECEN_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVRESRECEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVRESRECEN_PT_MUGU_CA	Naval Air Station Point Mugu
NAVRESRECEN_EVERETT_WA	Naval Station Everett
NAVRESRECEN_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVRESRECEN_NORFOLK_VA	Naval Station Norfolk
NAVRESRECEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVRESRECEN_SAN_DIEGO_CA	Naval Station San Diego
NAVRESRECEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor

## HSA-JCSG-D-05-292

7/7/2005

NAVSUBTRACENPA C_PEARL_HARBOR_ HI	Naval Station Pearl Harbor
NAVSUPINFOSYSAC T_MECHANICSBURG _PA	Naval Support Activity Mechanicsburg
NAVSUPPACT_MEC HANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVSUPPACT_NEW_ ORLEANS_LA	Naval Support Activity New Orleans, LA
NAVSUPPACT_NORF OLK_VA	Naval Support Activity Norfolk
NAVSURFWARCENDI V_DAHLGREN_VA	NAVSUPPACT DAHLGREN
NAVSURFWARCENDI V_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVTECHTRACEN_ MERIDIAN_MS	Naval Air Station Meridian
NAVTRAMETOCFAC_ PENSACOLA_FL	Naval Air Station Pensacola
NAVUNSEAWARCEN DIV_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVWARCOL_NEWP ORT_RI	Naval Station and Undersea Warfare Center Newport
NCTAMS_LANT_NOR FOLK_VA	Naval Station Norfolk
Nellis AFB	Nellis AFB
NETC_PENSACOLA_ FL	Naval Air Station Pensacola
NETPDTC_PENSACO LA_FL	Saufley Field
NINTH_MCD_KANSA S_CITY_MO	Marine Corps Support Activity Kansas City
NOLSC_NORFOLK_V A	Naval Station Norfolk
NRL_WASHINGTON_ DC	Naval Research Laboratory
OCHR_WASHINGTO N_DC	Washington Navy Yard
Offutt AFB	Offutt AFB
OTC_NEWPORT_R	Naval Station and Undersea Warfare Center Newport

OTC_PENSACOLA_F L	Naval Air Station Pensacola
PATRON_THREE_ZE RO	Naval Air Station Jacksonville
PERSUPPACT_NORF OLK_VA	Naval Station Norfolk
Peterson AFB	Peterson AFB
Pope AFB	Pope AFB
PWC_JACKSONVILL E_FL	Naval Air Station Jacksonville
PWC_NORFOLK_VA	Naval Station Norfolk
PWC_PEARL_HARB OR_HI	Naval Station Pearl Harbor
PWC_SAN_DIEGO_C A	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_C A	Naval Station San Diego
SOUTHWEST_RMC_ SAN_DIEGO_CA	Naval Station San Diego
SPAWARSSYSCEN_C HARLESTON_SC	Naval Weapons Station Charleston
SPAWARSSYSCEN_N ORFOLK_VA	Naval Station Norfolk
SUBASE_BANGOR_ WA	Naval Submarine Base Bangor
SUBASE_KINGS_BA Y_GA	Naval Submarine Support Base Kings Bay
SUBTRAFAC_NORFO LK_VA	Naval Station Norfolk
SUPSHIP_SAN_DIEG O_CA	Naval Station San Diego
SWFLANT_KINGS_B AY_GA	Naval Submarine Support Base Kings Bay

7/7/2005

SWFPAC_BANGOR_WA	Naval Submarine Base Bangor
SWOSCOLCOM_NE WPORT_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.*

7/7/2005

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

## HSA-JCSG-D-05-292

7/7/2005

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



## HSA-JCSG-D-05-292

7/7/2005

COMNAVSUPSY SCOM_MECHAN ICSBURG_PA	Naval Support Activity Mechanicsburg
COMNAVSURFG RU_MIDPAC	Naval Station Pearl Harbor
COMNAVSURFG RU_PACNORWE ST	Naval Station Everett
COMNAVSURFL ANT_NORFOLK _VA	Naval Support Activity Norfolk
COMNAVSURFP AC_SAN_DIEGO _CA	Naval Amphibious Base Coronado
COMNAVSURF WARCEN_WAS HINGTON_DC	Washington Navy Yard
COMNAVUNSEA WARCEN_NEW PORT_RI	Naval Station and Undersea Warfare Center Newport
COMNAVWARD EVCOM_NEWP ORT_RI	Naval Station and Undersea Warfare Center Newport
COMNCWGRU_ ONE_SAN_DIEG O_CA	Naval Amphibious Base Coronado
COMOMAG	Naval Air Station Corpus Christi
COMOPTEVFOR _NORFOLK_VA	Naval Support Activity Norfolk
COMPACFLT_P EARL_HARBOR _HI	Naval Station Pearl Harbor
COMPATRECON GRU_NORFOLK _VA	Naval Support Activity Norfolk
COMPATRECON WING_ELEVEN_ JACKSONVILLE _FL	Naval Air Station Jacksonville
COMPATRECON WING_FIVE_BR UNSWICK_ME	Naval Air Station Brunswick
COMPATRECON WING_TEN_WHI DBEY_ISLAND_ WA	Naval Air Station Whidbey Island
COMPHIBGRU_ THREE	Naval Station San Diego
COMREGSUPP GRU_NORFOLK _VA	Naval Station Norfolk

COMSC_WASHI NGTON_DC	Washington Navy Yard
COMSCLANT_N ORFOLK_VA	Naval Station Norfolk
COMSEACONWI NGLANT_JACKS ONVILLE_FL	Naval Air Station Jacksonville
COMSEACONWI NGPAC_SAN_DI EGO_CA	Naval Air Station North Island
COMSUBFORPA C_PEARL_HARB OR_HI	Naval Station Pearl Harbor
COMSUBGRU_9	Naval Submarine Base Bangor
COMSUBGRU_T EN	Naval Submarine Support Base Kings Bay
COMSUBLANT_ NORFOLK_VA	Naval Support Activity Norfolk
COMTRAWING_ FIVE_MILTON_F L	Naval Air Station Whiting Field
COMTRAWING_ FOUR_CORPUS _CHRISTI_TX	Naval Air Station Corpus Christi
COMTRAWING_ ONE_MERIDIAN _MS	Naval Air Station Meridian
COMTRAWINGS IX_PENSACOLA _FL	Naval Air Station Pensacola
COMVAQWINGP AC_WHIDBEY_I SLAND_WA	Naval Air Station Whidbey Island
DANTES_PENS ACOLA_FL	Saufley Field
DIRNAVCRIMIN VSERV_WASHI NGTON_DC_000 0	Washington Navy Yard
DIRNCPBWASHI NGTONDC	Washington Navy Yard
EIGHTH_MCD_N EW_ORLEANS_ LA	Naval Support Activity New Orleans, LA
EPMAC_NEW_O RLEANS_LA	Joint Reserve Base New Orleans
EWTGPAC_SAN _DIEGO_CA	Naval Amphibious Base Coronado
FACSFAC_JACK SONVILLE_FL	Naval Air Station Jacksonville

## HSA-JCSG-D-05-292

7/7/2005

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_CAMPDEN	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_FORT_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
NATNAVDENCE_N_BETHESDA_MD	National Naval Medical Center Bethesda

## HSA-JCSG-D-05-292

7/7/2005

NATNAVMEDCE N_BETHESDA_ MD	National Naval Medical Center Bethesda	NAVBASE_VEN TURA_CTY_PT_ MUGU_CA	Naval Air Station Point Mugu
NATTC_PENSA COLA_FL	Naval Air Station Pensacola	NAVBRIG_NORF OLK_VA	Naval Support Activity Norfolk
NAVAEROMEDR SCH_PENSACO LA_FL	Naval Air Station Pensacola	NAVCIWLAWSU PPACT_WASHIN GTON_DC	Washington Navy Yard
NAVAIRDEPOT_ CHERRY_PT_N C	Marine Corps Air Station Cherry Point	NAVCOMTELST A_JACKSONVIL LE_FL	Naval Air Station Jacksonville
NAVAIRDEPOT_ JACKSONVILLE _FL	Naval Air Station Jacksonville	NAVCOMTELST A_PUGET_SOU ND_WA	Naval Submarine Base Bangor
NAVAIRDEPOT_ NORTH_ISLAND _CA	Naval Air Station North Island	NAVCOMTELST A_SAN_DIEGO_ CA	Naval Amphibious Base Coronado
NAVAIRENGSTA _LAKEHURST_N J	Naval Air Engineering Station Lakehurst	NAVCOMTELST A_WASHINGTO N_DC	Washington Navy Yard
NAVAIRES_BRU NSWICK_ME	Naval Air Station Brunswick	NAVCONBRIG_ CHARLESTON_ SC	Naval Weapons Station Charleston
NAVAIRES_FOR T_WORTH_TX	Joint Reserve Base Fort Worth	NAVCONBRIG_ MIRAMAR_CA	Marine Corps Air Station Miramar
NAVAIRES_JAC KSONVILLE_FL	Naval Air Station Jacksonville	NAVCRUITCOM _ORIENT_UNIT_ PENSACOLA_FL	Naval Air Station Pensacola
NAVAIRES_NE W_ORLEANS_L A	Joint Reserve Base New Orleans	NAVCRUITDIST _NEW_ORLEAN S_LA	Joint Reserve Base New Orleans
NAVAIRES_NOR FOLK_VA	Naval Station Norfolk	NAVDENCEN_C AMP_LEJEUNE_ NC	Marine Corps Base Camp Lejeune
NAVAIRES_POI NT_MUGU_CA	Naval Air Station Point Mugu	NAVDENCEN_C AMP_PENDLET ON_CA	Marine Corps Base Camp Pendleton
NAVAIRES_SAN _DIEGO_CA	Naval Air Station North Island	NAVDENCEN_G ULF_COAST_PE NSACOLA_FL	Naval Air Station Pensacola
NAVAIRES_WHI DBEY_ISLAND_ WA	Naval Air Station Whidbey Island	NAVDENCEN_M IDLANT_NORFO LK_VA	Naval Station Norfolk
NAVAIRES_WIL LOW_GROVE_P A	Joint Reserve Base Willow Grove	NAVDENCEN_N ORTHEAST_NE WPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVAIRWARCE NACDIV_LAKEH URST_NJ	Naval Air Engineering Station Lakehurst	NAVDENCEN_P EARL_HARBOR _HI	Naval Station Pearl Harbor
NAVAIRWARCE NWPNDIV_PT_ MUGU_CA	Naval Air Station Point Mugu	NAVDENCEN_S OUTHEAST_JAC KSONVILLE_FL	Naval Air Station Jacksonville
NAVAVSCOLSC OM_PENSACOL A_FL	Naval Air Station Pensacola		

## HSA-JCSG-D-05-292

7/7/2005

NAVDENCEN_S OUTHWEST_SA N_DIEGO_CA	Naval Station San Diego	NAVLEGSVCOF F_MIDLANT_NO RFOLK_VA	Naval Station Norfolk
NAVEODTECHD IV_INDIAN_HEA D_MD	NAVSUPPACT INDIAN HEAD	NAVLEGSVCOF F_NORTHCENT WASHINGTON _DC	Washington Navy Yard
NAVFAC_EFA_C HESAPEAKE_W ASHINGTON_D C	Washington Navy Yard	NAVLEGSVCOF F_PAC_DET_PE ARL_HARBOR_ HI	Naval Station Pearl Harbor
NAVFAC_EFA_S OUTHEAST_JAC KSONVILLE_FL	Naval Air Station Jacksonville	NAVLEGSVCOF F_SE_JACKSON VILLE_FL	Naval Air Station Jacksonville
NAVFAC_EFD_P ACIFIC_PEARL_ HARBOR_HI	Naval Station Pearl Harbor	NAVLEGSVCOF F_SOUTHWEST _SAN_DIEGO_C A	Naval Station San Diego
NAVFLTDEMRO N	Naval Air Station Pensacola	NAVMARCORES CEN_JACKSON VILLE_FL	Naval Air Station Jacksonville
NAVHISTCEN_ WASHINGTON_ DC	Washington Navy Yard	NAVMARCORES CEN_SAN_DIEG O_CA	Marine Corps Air Station Miramar
NAVHLTHCARE _NEW_ENGLAN D_NEWPORT_R I	Naval Station and Undersea Warfare Center Newport	NAVMARCORES CEN_WASHING TON_DC	Anacostia Annex
NAVHOSP_CAM P_LEJUENE_NC	Marine Corps Base Camp Lejeune	NAVSTADCLINIC _ANNAPOLIS_M D	NAVSTA ANNAPOLIS
NAVHOSP_CAM P_PENDLETON_ CA	Marine Corps Base Camp Pendleton	NAVSTADCLINIC _PAXTUXENT_R IVER_MD	Naval Air Station Patuxent River
NAVHOSP_CHE RRY_PT_NC	Marine Corps Air Station Cherry Point	NAVSTADCLINIC _PEARL_HARB OR_HI	Naval Station Pearl Harbor
NAVHOSP_COR PUS_CHRISTI_T X	Naval Air Station Corpus Christi	NAVSTADCLINIC _QUANTICO_VA	Marine Corps Base Quantico
NAVHOSP_JAC KSONVILLE_FL	Naval Air Station Jacksonville	NAVSTADCLINIC WASHINGTON_ DC	Anacostia Annex
NAVHOSP_OAK _HARBOR_WA	Naval Air Station Whidbey Island	NAVSTADINFOM GTCEN_BETHE SDA_MD	National Naval Medical Center Bethesda
NAVJUSTSCOL_ NEWPORT_RI	Naval Station and Undersea Warfare Center Newport	NAVSTADTRACO M_BETHESDA_ MD	National Naval Medical Center Bethesda
NAVLANTMETO CCEN_NORFOL K_VA	Naval Station Norfolk	NAVSTADWRTRA COM_CHARLES TON_SC	Naval Weapons Station Charleston
NAVLANTMETO CFAC_JACKSO NVILLE_FL	Naval Air Station Jacksonville		
NAVLEGSVCOF F_CENTRAL_PE NSACOLA_FL	Naval Air Station Pensacola		

## HSA-JCSG-D-05-292

7/7/2005

NAVNUPWRT U_CHARLESTON_SC	Naval Weapons Station Charleston	NAVRESREDCO M_NORTHEAST	Naval Station and Undersea Warfare Center Newport
NAVOCEANPRO CFAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island	NAVRESREDCO M_NORTHWEST	Naval Station Everett
NAVOPMEDINT T_PENSACOLA_FL	Naval Air Station Pensacola	NAVRESREDCO M_SOUTH	Joint Reserve Base Fort Worth
NAVORDSAFSE CACT_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD	NAVRESREDCO M_SOUTHEAST	Naval Air Station Jacksonville
NAVOSHENVTR ACEN_NORFOLK_VA	Naval Station Norfolk	NAVSEALOGCE N_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
NAVACMETOC CEN_PEARL_HARBOR_HI	Naval Station Pearl Harbor	NAVSECGRUAC T_NORFOLK_VA	Naval Station Norfolk
NAVACMETOC CEN_SAN_DIEGO_CA	Naval Air Station North Island	NAVSECGRUAC T_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVACMETOC FAC_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island	NAVSECGRUAC T_SAN_DIEGO_CA	Naval Air Station North Island
NAVPERSEVCOM OM_NORFOLK_VA	Naval Station Norfolk	NAVSECGRUAC T_WHIDBEY_ISLAND_WA	Naval Air Station Whidbey Island
NAVRESCEN_C ORPUS_CHRISTI_TX	Naval Air Station Corpus Christi	NAVSHIPYD_AND IMF_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVRESCEN_E VERETT_WA	Naval Station Everett	NAVSOC_PT_MUGU_CA	Naval Air Station Point Mugu
NAVRESCEN_F ORT_WORTH_TX	Joint Reserve Base Fort Worth	NAVSTA_everett_WA	Naval Station Everett
NAVRESCEN_H ONOLULU_HI	Naval Station Pearl Harbor	NAVSTA_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVRESCEN_N EW_ORLEANS_LA	Joint Reserve Base New Orleans	NAVSTA_NORFOLK_VA	Naval Station Norfolk
NAVRESCEN_P ENSACOLA_FL	Naval Air Station Pensacola	NAVSTA_PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVRESCRUITA REA_SOUTH_DALLAS_TX	Joint Reserve Base Fort Worth	NAVSTA_SAN_DIEGO_CA	Naval Station San Diego
NAVRESPERSCEN NEW_ORLEANS	Joint Reserve Base New Orleans	NAVSUBSUPPCEN PEARL_HARBOR_HI	Naval Station Pearl Harbor
NAVRESREDCO M_MIDATLANTIC	Washington Navy Yard	NAVSUBTRACE NPAC_PEARL_HARBOR_HI	Naval Station Pearl Harbor
		NAVSUPINFOSY SACT_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg
		NAVSUPPACT_MECHANICSBURG_PA	Naval Support Activity Mechanicsburg

## HSA-JCSG-D-05-292

7/7/2005

NAVSUPPACT_NEW_ORLEANS_LA	Naval Support Activity New Orleans, LA
NAVSUPPACT_NORFOLK_VA	Naval Support Activity Norfolk
NAVSURFWARC_ENDIV_DAHLGREN_VA	NAVSUPPACT DAHLGREN
NAVSURFWARC_ENDIV_INDIAN_HEAD_MD	NAVSUPPACT INDIAN HEAD
NAVTECHTRAC_EN_MERIDIAN_MS	Naval Air Station Meridian
NAVTRAMETOC_FAC_PENSACOLA_FL	Naval Air Station Pensacola
NAVUNSEAWARC_ENDIV_NEWPORT_RI	Naval Station and Undersea Warfare Center Newport
NAVWARCOLN_EWPORT_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
SPAWARSYSCE_N_CHARLESTON_SC	Naval Weapons Station Charleston
SPAWARSYSCE_N_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

7/7/2005

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:*

## HSA-JCSG-D-05-292

7/7/2005

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



7/7/2005

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

## HSA-JCSG-D-05-292

7/7/2005

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

7/7/2005

Space and Naval Warfare Systems Center, San Diego (SSC San Diego)	Naval Station San Diego	WASHINGTON NAVY YARD/ (NDW)	WALTER REED AMC
Tinker AFB	Tinker AFB	Whiteman Air Force Base	Whiteman AFB
Tinker AFB Oklahoma	Tinker AFB	WPAFB	Wright-Patterson AFB
Tinker Air Force Base	Tinker AFB	WRAFB	Robins AFB
TYNDALL AFB	Tyndall AFB	Wright Patterson AFB	Wright-Patterson AFB
US Army Garrison - Redstone	REDSTONE ARSENAL	"Wright Patterson Air Force Base	
"US Army Garrison, Fort Detrick, MD"	FORT DETRICK	AF Plant 44"	Wright-Patterson AFB
US Army, Ft. Belvoir	FORT BELVOIR	Wright-Patterson AFB	Wright-Patterson AFB
USMC CAMP PENDLETON	Marine Corps Base Camp Pendleton	Wright-Patterson AFB, Ohio	Wright-Patterson AFB
VAFB	Vandenberg AFB	Wright-Patterson Air Force Base	Wright-Patterson AFB
VANDENBERG AFB	Vandenberg AFB		
Walter Reed Army Hospital	WALTER REED AMC		

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:

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

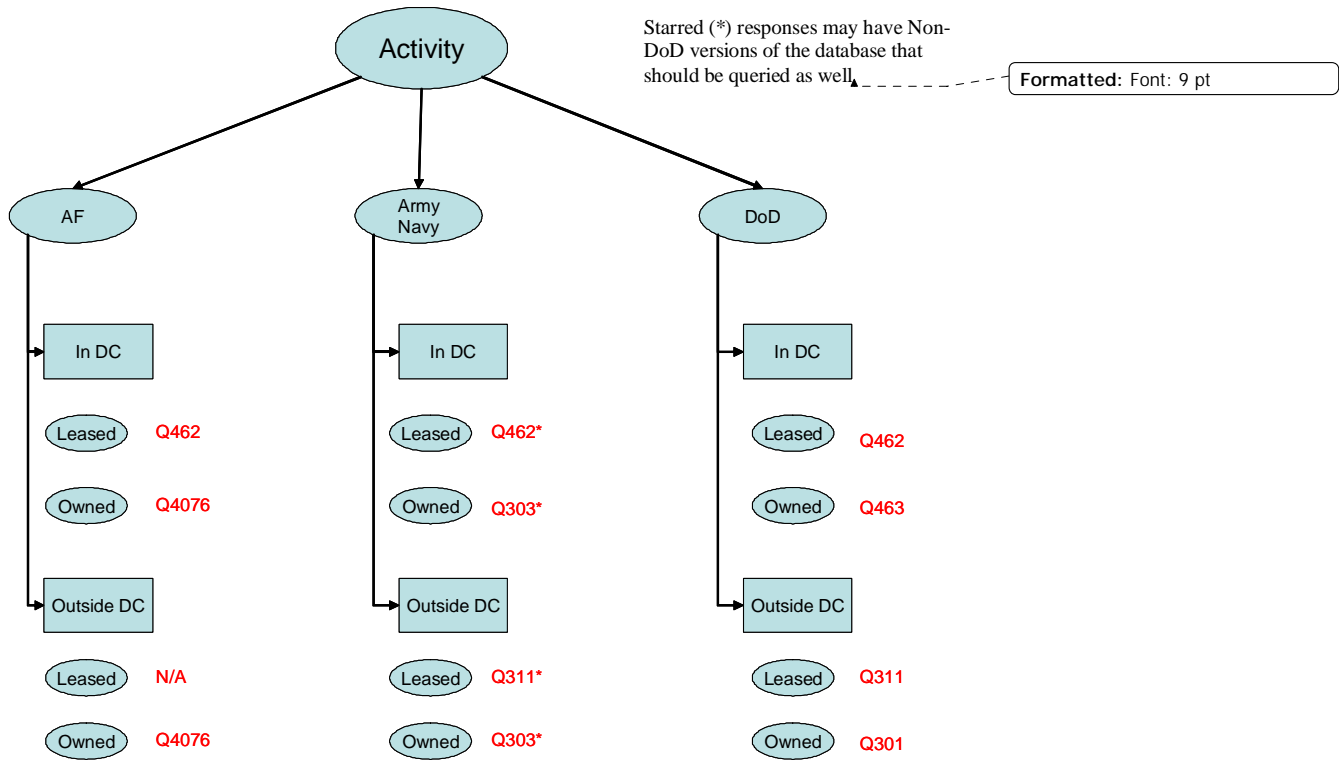
7/7/2005

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.



7/7/2005

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

	<b>Current Capacity</b>	<b>Current Usage (Personnel)</b>	<b>Surge</b>
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 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

7/7/2005

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

7/7/2005

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

7/7/2005

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



7/7/2005

	<ul style="list-style-type: none"> <li>• Average number of patrons/day Ref: ICAP Tab B pp 11-12</li> </ul>
<ul style="list-style-type: none"> <li>• Transient billets</li> </ul>	<ul style="list-style-type: none"> <li>• Number of transient rooms Ref: ICAP Tab B p 10</li> <li>• Occupancy rates for transient quarters Ref: ICAP Tab B p 10</li> </ul>

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.

<b>Attributes</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>• Restricted Areas</li> </ul>	<ul style="list-style-type: none"> <li>• Number/acres of restricted areas Ref: ICAP Tab B p 16</li> </ul>
<ul style="list-style-type: none"> <li>• Installation entry points</li> </ul>	<ul style="list-style-type: none"> <li>• Number of installation entry control points Ref: ICAP Tab B p 16</li> </ul>

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.

<b>Attributes</b>	<b>Metrics</b>
<ul style="list-style-type: none"> <li>• Chapels</li> </ul>	<ul style="list-style-type: none"> <li>• Capacity/Service/Chapel Ref: ICAP Tab pp 10-11</li> <li>• Average attendance/service Ref: ICAP Tab pp 10-11</li> </ul>

7/7/2005

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
--------------	-----------------	-------

7/7/2005

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

7/7/2005

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.

<b>Mapped Field</b>	<b>Question Number</b>	<b>Notes</b>
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:

<b>Location Name as it appears in Spreadsheet</b>	<b>OrgCode as it appears in the Database</b>	<b>OrgName as it appears in the Database</b>
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

## HSA-JCSG-D-05-292

7/7/2005

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

7/7/2005

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:

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

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.

7/7/2005

#### 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:

<b>Mapped Field</b>	<b>Question Number</b>	<b>Notes</b>
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:

<b>Name as it appears in the Spreadsheet</b>	<b>OrgCode in Database</b>	<b>OrgName in Database</b>
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

## HSA-JCSG-D-05-292

7/7/2005

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 Defense 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



7/7/2005

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 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
			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:

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

7/7/2005

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. To 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:

<b>Mapped Field</b>	<b>Question Number</b>	<b>Notes</b>
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:*

7/7/2005

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*

7/7/2005

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
<b>Total</b>			<b>34683</b>	<b>437516</b>

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
<b>Total</b>			<b>2546</b>

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.

7/7/2005

*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

7/7/2005

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:

7/7/2005

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

## HSA-JCSG-D-05-292

7/7/2005

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_P ORT_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
NAVSUPACT_MID_SOUTH_MILLINTON_TN	NAVSUPACT_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*



## HSA-JCSG-D-05-292

7/7/2005

*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

## HSA-JCSG-D-05-292

7/7/2005

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_MILLINGTON_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

## HSA-JCSG-D-05-292

7/7/2005

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	<i>AvgDaysMob</i>
Average number of days per person to demobilize	<i>AvgDaysDemob</i>
Unit Personnel Mobilized	<i>#PersMobFY04</i>
Total Demobilized	<i>#PersDemobFY04</i>

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.

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

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

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

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

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

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.

7/7/2005

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

$$\text{CurrentUsage} = \text{MaximumCapacity} * \text{CurrentUsageFactor}$$

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

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

## 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.

7/7/2005

### 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.

7/7/2005

### 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

7/7/2005

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.



HSA-JCSG-D-05-292

7/7/2005

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.