

24 JUN 05

PLEASE SEE DOD RESPONSE TO YOUR MEDICAL QUESTIONS
RE FT KNOX. MIKE AVENICK

Query:

Commissioner Questions Related to the 26 May Commission Visit to Ft Knox

QUESTION 1: Ft Knox - Medical

Medical downsizing at Ft. Knox raised issues. Ft. Knox commented on issues with TriCare coverage for active duty/dependent obstetric care. The closest OB care is not nearby, and longer-distance car travel for a pregnant woman could be problematic, such as encountering a traffic jam. Army rules may indicate that OB deliveries would not be covered under the ambulatory care standard when inpatient services close. The addition of an IBCT to Ft Knox may increase the number of births, and the OB rate could increase from the present 40/month. The TriCare 40 mile radius could be an issue if young Ft Knox families live in the opposite direction from the civilian hospital.

Ft Knox was asked if it had considered a "Birthing Center" concept with their OB docs and midwives for normal pregnancies. Even though the usual OB stay is 2 days, a 23-hour stay might do (especially if the midwives did home visits) and might be allowable under the ambulatory care standard as it's less than a 24-hour inpatient day. Also, ERs are allowed to extend the 23 hr stay to a 48 hour stay for extreme/unusual circumstances. The thought had occurred to Ft Knox staff but they could not respond to this question. This answer may also relate to OB populations at other bases. What does downsizing the medical center or hospital to an ambulatory care clinic do to OB coverage?

Answer:

Attached is a copy of summarized data from the American Hospital Association with the number of bassinets and the number of births at each of the hospitals within 40 miles of Fort Knox. The highlighted hospitals are those that are in the TRICARE Network. Three of the Networked hospitals are in the Louisville area. Those three range from 40-45 miles from the Elizabethtown zip code. Hardin Memorial Hospital is within the 5 miles of Elizabethtown. Using the AHA data, the Medical JCSG calculated the Average Daily Census of eight using an average length of stay calculation of two days. From this data, it appears Hardin Memorial Hospital has the infrastructure to support the additional workload.

The Medical JCSG estimates with the change in active duty population at Ft Knox as 2,727 active duty (excluding the decrease in 7,700 students) and an increase of 3,143 active duty family members. Using these numbers, the Medical JCSG estimates the Ft Knox community would require an increase of 162 births per year or 13.5 per month. Therefore, the local community would require the ability to absorb approximately 50 births per month (current level 36 plus the 13.5) or 3.3 per day using a two-day average length of stay. From our analysis, the all of these births would be absorbed by Hardin Memorial Hospital. Concerns about availability of OB providers could be mitigated by credentialing military OB providers in the local hospitals.

QUESTION 2: Ft Knox - Medical Response

When Level I Trauma care is not nearby, planning for training health emergencies can become of concern. For example, while trainee deaths are uncommon, things like rapid responses to heat stroke, for example, must be taken seriously. Ft Knox indicated that "air ambulance choppers" are in large part deployed and not always readily available to transport to local hospitals (which are not all that close). For Ft Knox and similar Army bases that are reducing medical capabilities, what's the alternative for ER care? What does downsizing the medical center or hospital to an ambulatory care clinic do to ER coverage?

Answer: In May 2005, Ft Knox contracted for Medical Evacuation services because of the high OPSTEMPO of the MEDEVAC units. If the recommendation is approved, Ft Knox has the ability to decide what services and how much capability is needed for their installation. For example, after conducting a risk analysis they may determine the ambulatory surgery center requires 24 hour staffing with an urgent care clinic. Fort Knox will also have the opportunity to send providers to the local community to establish joint ventures if this is what the Army and installation decide is best for the community.

AHA ID	NAME	Total Beds	Total Admissions	Total In Patient Days	Bassinets	Births	Ave Daily Census	State
6420215	Harrison County Hospital	47	1,637	6,326	8	171	1	IN
6420750	Clark Memorial Hospital	241	11,003	64,980	17	1,623	9	IN
6421045	Floyd Mem Hosp & Hlth Servs	185	8,703	33,121	20	743	4	IN
6510048	Flaget Memorial Hospital	52	2,465	10,712	8	179	1	KY
6510165	Hardin Memorial Hospital	268	11,908	62,653	25	1,498	8	KY
6510365	Baptist Hospital East	407	23,534	120,161	38	3,145	17	KY
6510403	Twin Lakes Regional Med Center	75	2,331	9,600	10	269	1	KY
6510488	Norton Hospital	626	26,236	149,414	54	3,169	17	KY
6510550	Univ of Louisville Hospital	276	13,283	89,373	45	1,888	10	KY
6510615	Norton Suburban Hospital	240	16,039	74,367	40	4,484	25	KY



DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES AIR FORCE
WASHINGTON, DC

June 23, 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

FROM: AF/SGE
1420 Air Force Pentagon
Washington, DC 20330-1420

SUBJECT: OSD Clearing House Tasker C0192

Attached is the Medical Joint Cross Service Group response to the referenced query.

If you have any questions, please contact me at (703) 692-6990 or
mark.hamilton@pentagon.af.mil.

A handwritten signature in cursive script that reads "Mark A. Hamilton".

MARK A. HAMILTON, COL, USAF, BSC
Secretary
Medical Joint Cross Service Group

Attachments:

1. Response to Query

BG(RET) Turner: What is the standard for on-post housing?

COL Armstrong: The Army standard is 1+1. We are estimating that approximately 50% of our permanent party Soldiers will arrive married. We would hope that 30-40% of those choose to live on post. The rest would go out into the local community to live. The community is prepared to absorb these requirements. The unmarried Soldiers, based on rank, will be allowed to live off post or will be housed in billets that should meet the Army's 1+1 standard. Since most of our billets were designed and built from 1950-1963 to house trainees, they do not meet the Army's standard.

d. (Gain) – Relocate Army Reserve Regional Training Center to Fort Knox from Fort McCoy

Commissioner Skinner: How much more reserve training would you have compared to what you have now?

COL Armstrong: Our estimates are that the RC training requirement will increase significantly.

Commissioner Skinner: What you are saying is that timing and sequence are important. The only real crush for the new Brigade coming in is timing.

COL Armstrong: Exactly correct.

Commissioner Skinner: It does not make sense to build all new when you have excess space now. Can you renovate a lot of those buildings now?

COL Armstrong: We either have to build new or conduct major renovation projects to change basic training barracks into permanent party 1+1 standard.

e. (Loss) Convert Fort Knox hospital to clinic with ambulatory surgery center, disestablishing inpatient mission to be absorbed in other community hospitals

Commissioner Skinner: How many TRICARE referrals are sent off post?

COL Pierce: Only the "high risk" pregnancies are currently referred to Louisville for care. There are 46 OBGYN providers in the local TRICARE network. TRICARE standards are that patients should not have to travel more than 40 miles for medical care. For Soldiers who live south of Fort Knox, Louisville is not within that 40-mile radius. There is only one provider in the network from the Hardin County area.

Commissioner Skinner: Do you have enough doctors to handle 700 deliveries a year?

COL Pierce: I have the space and capability for 700 deliveries a year. With the addition of one family practitioner and one more nurse/midwife, I can handle the additional

deliveries. Another option could be to train/re-train some surgical nurses to become OBGYN nurses.

Commissioner Turner: How many days do new mothers remain in the hospital?

COL Pierce: Two days with uncomplicated birth, longer if there are complications.

Commissioner Turner: Do you have the space to renovate?

COL Pierce: Ireland Army Community Hospital is an old military hospital. We are one of the oldest hospitals not to be renovated. Yes, we have ample space to renovate and have been doing so in the OB clinics for the last few years.

Commissioner Skinner: Where would more serious cases go?

COL Pierce: We refer some patients to Hardin Memorial Hospital in Elizabethtown or to the Louisville Medical Center complex. Some also go to the VA Hospital in Louisville.

f. (Loss) – Relocate the RCF from Fort Knox to Fort Leavenworth

Commissioner Skinner: What is your average prisoner population?

COL Armstrong: 175

Commissioner Skinner: Is this [RCF renovation] in the MILCON now?

COL Armstrong: No.

Commissioner Skinner: Will the population go up when you get a new brigade?

COL Armstrong: Would not expect it to go up. The facility houses inmates from all over the nation, east of the Mississippi and including Europe. There are very few inmates in the RCF that were put there from Knox.

Commissioner Skinner: Do you have any Navy here?

COL Armstrong: No

g. (Loss) - Relocate ARI Human System Research from Fort Knox to APG

Commissioner Turner: Do you have people at other locations now?

Dr. Black: The Army Research Institute does but my office works primarily with the units assigned here to Knox.

Brig Gen Turner Clearinghouse Questions related to Homeland Security

July 14, 2005

Describe the coordination, communications, and approvals between the Department of Homeland Security (DHS) and any or all of the other organizations listed (DoD, Hq USAF, NORTHCOM, BCEG) concerning the Homeland Defense and Homeland Security aspects of the Air Force BRAC Recommendations.

What is the official relationship between the ANG and the Coast Guard from a homeland security perspective?

In the Grand Scheme of things, what are the DHS expectations of DoD regarding Air Superiority and Air Defense? Do the ANG BRAC recommendations help or hinder those expectations?"

*Frank circles?
Nat Sellen has the log*

Response to questions from Commissioner Turner

Question: Is there a strategy within the DFAS recommendations that makes deductive sense or was it preconceived?

Answer: In short, while DFAS OSD BRAC team collected all of the data to determine the military value of a DFAS site, a best business value decision was made that DFAS wanted to get down to the lowest number of sites that including the following criteria:

- Meet DoD antiterrorist and force protection standards,
- Strategic business line redundancy,
- Area workforce availability,
- An anchor entity for each of the business lines to retain necessary organizational integrity to support DoD customer needs, and
- Available facility space or buildable acres.

They placed this information in what they called their “optimization model”. The objective of the model was to maximize the military value of facilities retained while reducing excess capacity, discouraging (but allowing for) construction of new capacity, and encouraging concentration of business lines into centers of excellence. The model's parameters included: (1) military values of each facility, (2) existing capacity, (3) potential for expansion of capacity, and (3) future staff requirements by functional area.

As a result of this model, it was determined that between two and four primary sites is all that is needed to house the expected future DFAS workforce. Because of future plans for system(s) improvements and common pay systems, DFAS has determined that they will be able to downsize their current workforce of about 14,000 to about 10,000 by about 2011. It was felt that two sites would not be sufficient for strategic redundancy (see answer to question below for strategic redundancy issue) and if the mission can be accomplished with only three sites, why have four sites. So, three was the magic number. As such, the larger sites have to be the ones you are going to select. The three sites selected while not the top three on military value offer a higher than average military value and have sufficient capacity to support expected space requirements, plus meet DoD force protection standards. The COBRA model was only run on the three sites selected. No other options were run even though the optimization model showed a fourth site and their thought process in the beginning of the process was either 3, 6, or 9 sites.

Question: Where is the “strategic redundancy” supposed to develop and how do the recommendations support that need?

Answer: Strategic redundancy will reside in the three remaining sites—Columbus, Indianapolis, and Denver. What this means to DFAS is that they will be able to keep operations running at the other two locations should one of the locations be taken down by man made or natural disaster. This means that that functional expertise will reside at each location for each of their main business lines—accounting services, military and civilian pay services, and commercial pay services. When the 23 sites work functions are consolidated into the three locations work will be moved with intent that functions will be performed at two of the locations. In addition, DFAS will also have to relocate functions between the three major centers. Their current plan as proposed in the BRAC recommendation is to relocating at the Columbus center up to up 55 percent of its accounting operation functions and associated corporate and administrative functions to Denver or Indianapolis, and up to 30 percent of its commercial pay functions and associated corporate and administrative functions to Indianapolis. At Denver, up to 25 percent of its accounting operation functions and associated corporate and administrative functions will be relocated to Columbus or Indianapolis, and up to 35 percent of its military pay function and associated corporate and administrative functions relocated to Indianapolis. In Indianapolis, up to 10 percent of its accounting operation functions and associated corporate and administrative functions will be relocated to Columbus or Denver and up to 20 percent of its commercial pay and associated corporate and administrative functions will go to Columbus.

Cirillo, Frank, CIV, WSO-BRAC

From: Cirillo, Frank, CIV, WSO-BRAC
Sent: Wednesday, July 13, 2005 7:14 PM
To: Small, Kenneth, CIV, WSO-BRAC; Van Saun, David, CIV, WSO-BRAC; Cook, Robert, CIV, WSO-BRAC; 'Sue E. Turner'
Cc: McRee, Bradley, CIV, WSO-BRAC; Mandzia, Lesia, CIV, WSO-BRAC; Battaglia, Charles, CIV, WSO-BRAC; Wasleski, Marilyn, CIV, WSO-BRAC; Farrington, Lester, CIV, WSO-BRAC; Cirillo, Frank, CIV, WSO-BRAC
Subject: FW: Notes from Meeting with Commissioner Turner
Importance: High
Follow Up Flag: Follow up
Due By: Friday, July 15, 2005 2:00 PM
Flag Status: Flagged
Attachments: Memorandum of Meeting - Turner.doc

Thanks Ken for your notes - I embellished them with my own notes and hopefully between the two of us we captured the Commissioner's concerns.

Commissioner Turner - Please let us know if we missed or misstated something.

TLs (Dave, Ken, Bob): Please work with your lead analysts to assure these questions are asked and answered internally or to the appropriate DoD chain/Clearinghouse to get responses back to Commissioner Turner.

I would like to give her our initial feedback over this weekend so try to give a first cut on internal as well as sending out to CH as necessary by this Friday.

Ken Small is lead on gathering your replies:

Lesia - Medical Issues
Marilyn - DEFAS issues
Brad - Homeland Security ANG Issues
Ken - USAF data issues
Dave/Les - Centers of Excellence

Frank

From: Small, Kenneth, CIV, WSO-BRAC
Sent: Tuesday, July 12, 2005 5:06 PM
To: Cirillo, Frank, CIV, WSO-BRAC
Subject: Notes from Meeting with Commissioner Turner



Memorandum of Meeting - Turner...

DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 CLARK STREET, SUITE 600
ARLINGTON, VIRGINIA 22202
(703) 699-2950

MEMORANDUM OF MEETING

DATE: 7/8/05

TIME: 14:30

MEETING WITH: BGen Turner

SUBJECT: Various Updates

PARTICIPANTS: Commissioner Turner

Name/Title/Phone Number:

Commission Staff:

Frank Cirillo, Director of Review & Analysis

***Ken Small, Air Force Team Leader**

MEETING SUMMARY:

Purpose of the meeting was to update Commissioner Turner on Air Force Team Issues. Commissioner Turner asked several questions for R&A to pursue or forward to OSD – as follows:

- General discussion about Air Force Hospitals and Clinics
 - o “Given the trend to relegate installation medical service to “Ambulatory Care Facilities, where will medical professions receive training for real time in-patient care and possibly wartime support?”
 - o “Where are the resources for staffing expeditionary medical units? In the past such support has been embedded, trained for contingencies and had specific missions – where are we going now?”
 - o “As one example, at Wilford Hall the resources will be Army – how with USAF obtain formally USAF resources if needed?”
- Home Land Security
 - o “I would like to see evidence of any DoD coordination with DHS regarding several of the ANG issues. If not directly from Hq USAF was there any from Northern Command to DHS? How about between the BRAC process and Northern Command?”
 - o “What is the official relationship between the ANG and the Coast Guard from a homeland security perspective?”

- “In the Grand Scheme of things, what are the DHS expectations of DoD regarding Air Superiority and Air Defense? Do the ANG BRAC recommendations help or hinder those expectations?”
- DFAS –
 - “Is there a strategy within the DFAS recommendations that makes deductive sense or was it preconceived? “
 - “Where is the “strategic redundancy” supposed to develop and how do the recommendations support that need?”
- Statistics used by Air Force
 - “Are the many community claims regarding data gathering, metrics and actual scoring reflective of simple errors or potentially disingenuous prejudgment? Or is the data correct?”
 - “It appears there was at least a measurable level of misuse of the data – are some, all or most of these claims accurate?”
- Centers of Excellence
 - “What is a Center of Excellence? We hear it so much in this round that it appears the Commission needs to know a definition as it has been applied so many times.” What does such an arrangement do, not do, why?”

* Denotes individual responsible for completing the memorandum

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BASE VISIT REPORT

RED RIVER ARMY DEPOT, TEXARKANA, TEXAS

JUNE 21, 2005

LEAD COMMISSIONER:

General James T. Hill (USA, Ret)

ACCOMPANYING COMMISSIONER:

Brigadier General Sue E. Turner (USAF, Ret)

COMMISSION STAFF:

Elizabeth C. Bieri (Army Analyst)
George M. Delgado (Joint Cross Service Analyst)
Aaron S. Butler (Army Associate Analyst)

LIST OF ATTENDEES:

COL Michael Cervone	Commander, Red River Army Depot (RRAD), 903-334-3111
Mr. George Montgomery	Deputy to the Commander, RRAD, 903-334-2102
LTC Hugh Talley	Commander, DDRT (DLA), 903-334-3167
Mr. Kirk Zachry	Deputy to the Commander, DDRT (DLA), 903 334-3167
Mr. Harrell Hignight	Director for Red River Munitions Center (RRMC), 903 334-2437
SGM Kilianski	Command Sergeant Major, RRAD, 903-334-2118
SGM Dennis Miller	Command Sergeant Major (select), RRAD, 903-334-2116
Mr. Dennis Lewis	Chief, Integrated Business Management Office, RRAD, 903-334-5046
Mr. Cleophus Yarber	Director for Operations, RRAD, 903-334-2104
Mr. Patton Tidwell	Deputy Director for Operations, RRAD, 903-334-5033
Ms. Brenda Crow	Office of Commander, RRAD, 903-334-2445
Ms. Norma Smith	Protocol Officer, RRAD, 903-334-2316
Mr. Jimmy Shull	Chief of Staff, RRAD, 903-334-3985
CPT Howard Matthews	JAG, RRAD, 903-334-3258
Mr. Joe Martin	Chief, Legal Office, RRAD, 903-334-3258
Mr. Myron Robinson	Director for Plans, Training, Mobilization, and Security, RRAD 903-334-3151
Ms. Belinda Lee	Public Affairs Officer, RRAD, 903-334-3143
Ms. Theresa Weaver	Director for Resource Management, RRAD, 903-334-3145
Mr. Boyd Sartin	Transformation Coordinator, RRAD, 903-334-2823
Ms. Susan Smith	Directorate for Resource Management, RRAD, 903 334-2647
Mr. James Heard	Director for Quality Assurance, RRAD, 903-334-2151
Mr. Paul Addington	Director, Public Works, RRAD, 903-334-3115

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Mr. Cecil Johnson	Director for Information Management, RRAD, 903-334-3107
Mr. Robert McDonald	Director for Contracting, RRAD, 903-334-3989
Mr. Paul Ronan	Chief, Community and Family Activity Office, RRAD, 903-334-4019
Ms. Charlean Carroll	Chief, EEO Office, RRAD, 903-334-3444
Ms. Rita Wiggins	Director for MWR, RRAD, 903-334-3036
Mr. Johnnie High	CPAC, RRAD, 903-334-3617
Mr. John Hansen	Director for Theater Readiness Monitoring, RRAD, 903-334-3202
Ms. Donna Morris	Analyst, Red River Munitions Center, 903-334-2333
Ms. Sandra Moilaner	President, National Federation of Federal Employees, RRAD, 903-334-2240
Mr. Robert Tyson	President, Plumbers and Pipe Fitters, RRAD, 903-334-3543
Mr. Ron Starkey	National Federation of Federal Employees, RRAD, 903-334-5066
Ms. Donna Westby	BRAC Office, TACOM, 586-574-5088
LTC Joseph Tirone	Commander, Lone Star Army Ammunition Plant, 903-334-1207
HON Stephen J. Frost	TX State Representative, Texas House District 1, 903-628-8466
Mr. Russell Thomasson	US Senator John Cornyn's Office, Texas, 202-224-7847
Mr. T. J. Stapleton	US Senator Kay Bailey Hutchison's Office, Texas, 202-224-1689
Mr. Ed French	US Senator Blanche Lincoln's Office, Arkansas, 870-774-3106
Mr. Randy Massanelli	US Senator Mark Pryor's Office, Arkansas, 501-324-6336
Mr. Hammond Fender	US Representative Ralph Hall's Office, Texas, 4th, 202-225-6673
Mr. Marc McGough	US Representative Mike Ross's Office, Arkansas 4th, 870-887-6787
Mr. Bob Rasmussen	Analyst, Texas Secretary of State's Office, 512-463-5770
HON James Carlow	Judge, Bowie County TX, 903-628-6718
Dr. Ronald Higgins	Director, AMC Logistics Leadership Center, 903-334-2168
Mr. Ronald Henson	TX Military Affairs Preparedness Commission, 903-278-6359
GEN (ret) Michael Smith	TX Military Affairs Preparedness Commission, 512-463-8880
Mr. Jerry Sparks	Texarkana Chamber of Commerce, 903-792-7191
Mr. John Jarvis	Texarkana Chamber of Commerce, 903-277-8364
Mr. Tim Rupli	Consultant, Texarkana Chamber of Commerce, 202-669-2774

BASE'S PRESENT MISSION:

Red River Army Depot -- located 18 miles west of Texarkana, Texas, in the northeast corner of Texas -- is one of our nation's largest defense depots in terms of people and workload with a combined population of almost 2,822 employees including tenants. The workforce on the Red River complex is drawn from throughout the Four States region -- Texas, Arkansas, Oklahoma and Louisiana.

The depot's maintenance mission includes the repair, rebuild, overhaul and conversion of tactical wheeled vehicles, as well as the Army's light tracked combat vehicle fleet, including the Bradley Fighting Vehicle System, the Multiple Launch Rocket System, and their associated secondary items. Vehicles depart the depot's modernized maintenance facility in "like new" condition. Among their technical resources are the capability to design, fabricate and manufacture a wide

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range of intricate items, ranging from specialty parts to unique prototype vehicles needed by customers.

The depot also serves as a vital ammunition storage center, with approximately 174,000 tons of ammunition valued at over \$5.3 billion in a 9,000 acre area. In this secured area, the primary activities are ammunition storage, renovation and demolition of conventional munitions, repair and storage of missile systems and receipts and shipment of stock to customers throughout the world.

Red River Army Depot is also the home of the Missile Recertification Directorate, a separate specialized activity that monitors and certifies the readiness of Hawk and Patriot missiles. The Army's only road wheel and track shoe rebuild and manufacture facility is located at Red River. The depot is host to ten tenant organizations, with the largest being the Defense Logistics Agency's Distribution Depot with about 1,000 employees that stores approximately 180,000 line items valued at over \$6 billion.

In recent years, Red River Army Depot has been recognized as a leader in developing and implementing quality-based processes into daily activities, as encouraged by the National Performance Review for all Federal activities. With its largely blue-collar workforce, the depot was a recipient of the National Partnership Award for 1996, reflecting the growth and involvement of the union-management partnership in effect at the base. Red River was also named one of 13 winners of the Army Communities of Excellence Award in 1996, and ACOE Runner-Up in 1998. RRAD earned a Quality Improvement Prototype Award from the National Performance Review in 1995. The awards are part of an on-going quality journey at Red River, intended to maintain the depot's position as a competitive industrial complex excelling in quality products and services to our customers.

Red River Army Depot was identified for realignment during the Base Realignment and Closure (BRAC) process in 1995. In its final action, as approved by the President and Congress, the BRAC Commissioners voted to maintain workload pertaining to the Bradley Fighting Vehicle System and Multiple Launch Rocket System at Red River. Other work scheduled to remain at the depot as a result of the BRAC decisions will include the ammunition storage and maintenance mission, the missile recertification mission, and the Rubber Products facility, which produces road wheels and trackshoes for armored vehicles.

SECRETARY OF DEFENSE RECOMMENDATION:

Close Red River Army Depot, TX.

1. Relocate the storage and demilitarization functions of the Munitions Center to McAlester Army Ammunition Plant, OK.
2. Relocate the munitions maintenance functions of the Munitions Center to McAlester Army Ammunition Plant, OK, and Blue Grass Army Depot, KY.
3. Relocate the depot maintenance of Armament and Structural Components, Combat Vehicles, Depot Fleet/Field Support, Engines and Transmissions, Fabrication and Manufacturing, Fire Control Systems and Components, and Other to Anniston Army Depot, AL.

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4. Relocate the depot maintenance of Powertrain Components, and Starters/Generators to Marine Corps Logistics Base Albany, GA.
5. Relocate the depot maintenance of Construction Equipment to Anniston Army Depot, AL, and Marine Corps Logistics Base Albany, GA.
6. Relocate the depot maintenance of Tactical Vehicles to Tobyhanna Army Depot, PA and Letterkenny Depot, PA.
7. Relocate the depot maintenance of Tactical Missiles to Letterkenny Army Depot, PA.
8. Disestablish the supply, storage, and distribution functions for tires, packaged Petroleum, Oil, and Lubricants, and compressed gases.
9. Relocate the storage and distribution functions and associated inventories of the Defense Distribution Depot to the Defense Distribution Depot, Oklahoma City, OK.

SECRETARY OF DEFENSE JUSTIFICATION:

This recommendation supports the strategy of minimizing the number of industrial base sites performing depot maintenance for ground and missile systems. The receiving depots have greater maintenance capability, higher facility utilization and greater opportunities for inter-service workloading. This recommendation reinforces Anniston's and Letterkenny's roles as Centers of Industrial and Technical Excellence for Combat Vehicles (Anniston) and Missile Systems (Letterkenny).

This recommendation decreases the cost of depot maintenance operations by consolidation and elimination of 30 percent of duplicate overhead structures required to operate multiple depot maintenance activities. This recommendation also increases opportunities for inter-service workloading by transferring maintenance workload to the Marine Corps.

This recommendation relocates storage, demilitarization, and munitions maintenance functions to McAlester Army Ammunition Plant, and thereby reduces redundancy and removes excess from Red River Munitions Center.

This recommendation allows DoD to create centers of excellence, generate efficiencies, and create deployment networks servicing all Services.

This recommendation relocates the storage and distribution functions and associated inventories to the Defense Distribution Depot Oklahoma City at Tinker Air Force Base. It also contributes to the elimination of unnecessary redundancies and duplication, and streamlines supply and storage processes.

The disestablishment of the wholesale supply, storage, and distribution functions for all packaged POL, tires, and compressed gas products supports transformation by privatizing these functions. Privatization of packaged POL, tires, and compressed gas products will eliminate inventories, infrastructure and personnel associated with these functions and products.

MAIN FACILITIES REVIEWED:

- Building 345, Tactical and Combat Production Lines

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- Building 493, Rubber Products
- Building 499, Defense Distribution Depot Red River Texas (DDRT) Distribution Operations Center
- Building 1174, Theater Readiness Monitoring Directorate (Missile Certification)

KEY ISSUES IDENTIFIED

1. If approved, the timing and implementation of this recommendation will be critical given the MILCON projects at several gaining installations and the time required to establish and prove out those facilities at each new location.
2. With the expectation that most personnel will not relocate to any of the gaining installations, there will be a significant loss of intellectual capital related to those weapon systems and capabilities.

INSTALLATION CONCERNS RAISED

A copy of the installation briefings will be included with this report.

1. With the recommendation to move the DLA facility there is a cost of about \$14M in COBRA to move supplies from Red River to Tinker AFB. Is that just for the Class IX supplies? Is that all associated inventories? Where will all of the DLA Class VII stocks go?
2. The timeline for the DLA move is planned mostly for 2009 with MILCON dollars in COBRA in 2009. What is the planned timing and integration for this move? There are currently 4 million square feet of covered storage at Red River DDRT and it appears that the building to be built in Oklahoma will only be about 60% of that size. Where will all the assets go that are currently stored at RRAD?
3. The COBRA data erroneously lists the number of doors at the DDRT as 34 instead of the actual 52 doors. Does this have any impact to the planned COBRA MILCON at Tinker AFB? Does this impact military value?
4. Supply and Storage scenarios in August 2004 planned for four Strategic Distribution Platforms (SDP) - San Joaquin, Warner Robbins, Red River and Susquehanna. In February 2005 Scenario 48 disestablished the Red River location with the closure of Red River Army Depot. It was stated that 80% of the DDRT mission is not related to the Red River Army Depot, and the two remaining SDP of San Joaquin and Susquehanna are not collocated with any maintenance facility. Why did the S&S group decide to close the Red River DLA operations? Could it not have remained a viable operation even without the maintenance depot?
5. What is the genesis of the recommendation to privatize tires, POL and compressed gasses? Does this impact just the storage, receipt, and issue of tires? Does it take into consideration the Red River DLA mission to kit tires for shipment to Theater? Will Tinker AFB assume the mission to kit and ship kitted tires, or is the intent for the Army to no longer ship kitted tires to the Theater?
6. The DDRT is actually the last step in the road wheel and track process with their application of the preservative and bundling missions as was directed by Defense Reform Initiative Directive (DRID) 1992, but there does not appear to be any cost in COBRA to recreate this mission at Anniston Army Depot. How will Anniston execute and finalize this portion of the rubber mission? Is this cost included with the MILCON for the rubber facility? Will the Supply and

Storage DLA recommended moves impact the ability of the Anniston DLA facility to execute this mission? Does this conflict at all with DRID 1992 that pushed this mission to DLA?

7. Within the COBRA there is no discussion of the type of munitions storage that will need to be built at McAlester, i.e. Category 1 and 2 storage igloos for missiles. How is this mission integrated into the existing McAlester infrastructure?

8. Beginning in FY06 Stinger stockpile reliability workload is scheduled to begin at the Red River Munitions Center (RRMC). Where would this workload now be performed?

9. The projected FMS support for Hawk, Patriot, and Chaparral is approximately a 10-year workload. How was U.S. support to Foreign Military Sales (FMS) workload considered in the evaluation of workload? Does this mission transfer to one of the gaining installations?

10. How were the RRMC facilities in Weilerbach, Germany, Korea, Kuwait and Israel incorporated into the evaluation of the installation? If they were not considered, why not?

11. Does the recommendation assume demilitarization of assets in place? The depot reports that the demilitarization of all assets could not be completed within the BRAC implementation timeframe. Does some of this demilitarization workload move? Where?

12. How was Red River Army Depot given credit for the relationship between the Army Depot, Munitions Center, and Distribution Depot? Was this considered as one location, or three separate stand alone activities? If these relationships were not considered, why were they not considered? How was the Lear Siegler facility taken into consideration?

13. The standard factor in COBRA is that 75% of the personnel will relocate, however, the installation quotes that only 16% of previous personnel relocated with BRAC 1995. Was any consideration given to changing this standard factor for this recommendation based on previous Red River history? If not, why not?

14. It appears that other installations were given credit in military value for unique one-of-a-kind capabilities - Rock Island's foundry and Watervliet's gun tubes capabilities. How was the rubber facility uniqueness within the DoD incorporated into the Red River military value? If not, why was it not considered?

15. How was the upcoming Bradley partnership workload incorporated into the evaluation? If not, why was it not incorporated? What is the funded Bradley workload in dollars and quantities that is planned for Red River Army Depot for FY05-11?

16. There should have been more military value assigned to Red River in criteria 23 for having more partnerships. On what basis was the RRAD value determined for this criteria?

17. Within the Census Bureau database Red River is classified as an urban area which lowered the military value for this criteria, however, the installation claims this should be a rural area. How was the determination made that the area is urban?

18. Criteria #37 in the military value relates to brigade training space. For this element, all the maintenance depots forwarded a "0" input, yet there is a numerical answer for each installation. How was this value determined?

19. Criteria #6 relates to restricted airspace. What was the intended interpretation of this element? Was it airspace for training? Both Anniston and Letterkenny received credit for restricted airspace because they have airspace which cannot be flown into. How was airspace treated, scored and interpreted?

20. Red River did not get credit for the jointness which is there - they are the producer of M1 road wheels for all services. How was this factored in to the Red River value?

21. The recommendation builds 2.2 million direct labor hours of capacity at Anniston and .4 million direct labor hours of capacity at Letterkenny factored at a one shift operation, however,

DRAFT

- the scenario states that work is calculated at one and a half shifts. How does this recommendation eliminate excess capacity if it is being rebuilt at two separate locations?
22. How does this recommendation decrease the cost of depot maintenance operations by consolidation and elimination of 30 percent of duplicate overhead structures?
23. Why is there no MILCON at McAlester for the Patriot program Category 1 and 2 storage igloos, and for other munitions?
24. Was any consideration given within the military value criteria to installations with Title 10 U.S. Code 2474 Center for Industrial Technical Excellence (CITE) designations? If not, why not?
25. Were any scenarios explored that migrated Army or other service workload to existing CITEs?

COMMUNITY CONCERNS RAISED:

1. Military value is the primary consideration to support the Combatant Commander; ignoring this constitutes a substantial deviation.
2. The Army must retain all depots to support the Warfighter.
3. The Industrial Joint Cross Service Group deviated from DoD parameters for capacity and "created" 2.6 million direct labor hours in Anniston and Letterkenny to permit closure over Army objections.
4. There is insufficient ammunition storage capacity within the Army to accommodate the Red River Munitions Center and Lone Star Ammunition Plant's current stored ammunition.
5. The top ranked Red River DDRT was slated for disestablishment due only to potential RRAD closure.
6. The economic impact from this closure would be devastating with a projected unemployment rate that exceeds 14%.

REQUESTS FOR STAFF AS A RESULT OF VISIT:

The installation will provide the following:

- Details of the estimated costs of \$150M to move the missile facility and \$50M to move the Rubber facility
- A list of all the tenants and the current staffing levels at each organization
- A complete package of all information provided to the Government Accountability Office as a result of their site visit in relation to BRAC 2005
- A breakout of Red River Munitions Center workload by Service and the equivalent percentages
- An updated number of partnerships and a brief description and dollar value of each partnership

Elizabeth Bieri/Army/25 June 2005
George Delgado/Joint Cross Service/25 June 2005

Cirillo, Frank, CIV, WSO-BRAC

From: Cirillo, Frank, CIV, WSO-BRAC
Sent: Thursday, July 14, 2005 4:21 PM
To: 'BG Sue Turner'
Cc: Cirillo, Frank, CIV, WSO-BRAC; Battaglia, Charles, CIV, WSO-BRAC; Mandzia, Lesia, CIV, WSO-BRAC; Heigh, Martin, COL, WSO-BRAC; Cook, Robert, CIV, WSO-BRAC; Carroll, Ray, CIV, WSO-BRAC; Baxter, Kristen, CIV, WSO-BRAC
Subject: RE: More areas of interest

Commissioner Turner:

- On the first item, you have since discussed this 'drive-by' to WRAMC and Bethesda with Lesia and are trying to set that up for Friday afternoon.
- Jim Hanna and Marty Heigh will work with Kristin to try to couple a Portsmouth trip for you with a Brunswick trip, should the latter be added for further consideration. If Brunswick not added, a separate trip to Portsmouth will be arranged.
- Marty is working with Kristin and Lesia as well as Syd Carroll to reschedule the Sheppard trip, this time with you as lead since Commissioner Hill is having difficulty rescheduling after two attempts.
- I passed your note to general Newton. It turns out that he is only hear for today but will return on Sunday and if you two have not chatted before then can do so at that time.

We will see you Friday.

Frank

-----Original Message-----

From: BG Sue Turner [<mailto:BGTurner@satx.rr.com>]
Sent: Thursday, July 14, 2005 9:34 AM
To: Frank Cirillo; Charlie Battaglia
Subject: More areas of interest

Frank and Charlie:

Couple more things I would find helpful.

1. Maybe this weekend, I'd like to do a drive around existing WRAMC and then Bethesda campus to see what WR looks like today(not seen in 10+ yr) and then how/where it fits in new location.

2. The Chm commented last week about hoping more of us getting to Portsmouth, etc. Frankly, I agree and would like to find time to do so before I have to vote.

3. Is a commissioner going to visit Sheppard? Gen Hill said he'd been unable to reschedule. If that doesn't work out, or even if it does, I would like to go.

4. Sen Conrad called me again yesterday to see if I'd talked to Fig after the AF meetings. This has to do with Predator, Hawk, and new tanker mission. He talked w/Gen Heckman earlier. Told him I'd get caught up in that loop shortly.

See you tomorrow some time.

Also, were we able to get on DHS schedule for us? Saw Sec C on news last night and he seems focused on his mission.

//Sent from Palm TRE0 650//

SUE E. TURNER
Brig Gen, USAF, NC, (Retired)
H: 210.497.3883
C: 210.410.5416

Commissioner Turner

Small, Kenneth, CIV, WSO-BRAC

From: Battaglia, Charles, CIV, WSO-BRAC
Sent: Friday, July 15, 2005 4:23 PM
To: Small, Kenneth, CIV, WSO-BRAC; Hill, Christine, CIV, WSO-BRAC; Hague, David, CIV, WSO-BRAC; McRee, Bradley, CIV, WSO-BRAC
Cc: Cirillo, Frank, CIV, WSO-BRAC; Cook, Robert, CIV, WSO-BRAC; Sillin, Nathaniel, CIV, WSO-BRAC; Flinn, Michael, CIV, WSO-BRAC
Subject: RE: letter on Morgantown Air Force Reserve facility

*We skipped over this
item this morning - Kendall
7/16/05*

Ken, make it a point to raise this with Commissioners over the weekend.

-----Original Message-----

From: Small, Kenneth, CIV, WSO-BRAC
Sent: Friday, July 15, 2005 3:52 PM
To: Hill, Christine, CIV, WSO-BRAC; Hague, David, CIV, WSO-BRAC; Battaglia, Charles, CIV, WSO-BRAC; McRee, Bradley, CIV, WSO-BRAC
Cc: Cirillo, Frank, CIV, WSO-BRAC; Cook, Robert, CIV, WSO-BRAC; Sillin, Nathaniel, CIV, WSO-BRAC; Flinn, Michael, CIV, WSO-BRAC
Subject: FW: letter on Morgantown Air Force Reserve facility

Frank

This question has been out for several weeks. OSD and AF came back today with our clearinghouse question. AF implies, in thier answer, that they meant to close the affected Civil Engineering unit in Morgantown but did not so enumerate in the OSD Report to the Commission. I have not taken any action to include an ADD for the CE unit in Morgantown (a detachment of the Air Force Reserve C-130 operation in Pittsburgh). I recommend that we don't address units not in the OSD report, 13 May 05, particularly the smaller units. The AF or AF Reserve will just have to clean up the mess after the Commission completes its work.

Brad - do you and Dave Van Saun agree?

Ken

-----Original Message-----

From: Hill, Christine, CIV, WSO-BRAC
Sent: Friday, July 15, 2005 1:30 PM
To: Cirillo, Frank, CIV, WSO-BRAC; Small, Kenneth, CIV, WSO-BRAC; Battaglia, Charles, CIV, WSO-BRAC; Hague, David, CIV, WSO-BRAC
Subject: FW: letter on Morgantown Air Force Reserve facility

FYI -

Christine
Christine O. Hill
Director, Legislative Affairs
BRAC Commission
703-699-2950

-----Original Message-----

From: Meyer, Jennifer, CIV, WSO-BRAC

Cirillo, Frank, CIV, WSO-BRAC

From: Wasleski, Marilyn, CIV, WSO-BRAC
Sent: Thursday, July 14, 2005 6:24 PM
To: Cirillo, Frank, CIV, WSO-BRAC; Cook, Robert, CIV, WSO-BRAC
Cc: Wasleski, Marilyn, CIV, WSO-BRAC; Saxon, Ethan, CIV, WSO-BRAC
Subject: Response to questions from Commissioner Turner

Attachments: Response to questions from Commissioner Turner.doc



Response to
questions from Com.

Frank,

Attached is the response to the DFAS questions Commissioner Turner had in your meeting.

Marilyn

Robert Turner

DFAS Reply

From

Marilyn

P

Response to questions from Commissioner Turner

Question: Is there a strategy within the DFAS recommendations that makes deductive sense or was it preconceived?

Answer: In short, while DFAS OSD BRAC team collected all of the data to determine the military value of a DFAS site, a best business value decision was made that DFAS wanted to get down to the lowest number of sites that including the following criteria:

- Meet DoD antiterrorist and force protection standards,
- Strategic business line redundancy,
- Area workforce availability,
- An anchor entity for each of the business lines to retain necessary organizational integrity to support DoD customer needs, and
- Available facility space or buildable acres.

They placed this information in what they called their “optimization model”. The objective of the model was to maximize the military value of facilities retained while reducing excess capacity, discouraging (but allowing for) construction of new capacity, and encouraging concentration of business lines into centers of excellence. The model's parameters included: (1) military values of each facility, (2) existing capacity, (3) potential for expansion of capacity, and (3) future staff requirements by functional area.

As a result of this model, it was determined that between two and four primary sites is all that is needed to house the expected future DFAS workforce. Because of future plans for system(s) improvements and common pay systems, DFAS has determined that they will be able to downsize their current workforce of about 14,000 to about 10,000 by about 2011. It was felt that two sites would not be sufficient for strategic redundancy (see answer to question below for strategic redundancy issue) and if the mission can be accomplished with only three sites, why have four sites. So, three was the magic number. As such, the larger sites have to be the ones you are going to select. The three sites selected while not the top three on military value offer a higher than average military value and have sufficient capacity to support expected space requirements, plus meet DoD force protection standards. The COBRA model was only run on the three sites selected. No other options were run even though the optimization model showed a fourth site and their thought process in the beginning of the process was either 3, 6, or 9 sites.

Question: Where is the “strategic redundancy” supposed to develop and how do the recommendations support that need?

Answer: Strategic redundancy will reside in the three remaining sites—Columbus, Indianapolis, and Denver. What this means to DFAS is that they will be able to keep operations running at the other two locations should one of the locations be taken down by man made or natural disaster. This means that that functional expertise will reside at each location for each of their main business lines—accounting services, military and civilian pay services, and commercial pay services. In order to do this DFAS will have to relocate functions between the three major centers. Their current plan as proposed in the BRAC recommendation is to relocating at the Columbus center up to up 55 percent of its accounting operation functions and associated corporate and administrative functions to Denver or Indianapolis, and up to 30 percent of its commercial pay functions and associated corporate and administrative functions to Indianapolis. At Denver, up to 25 percent of its accounting operation functions and associated corporate and administrative functions will be relocated to Columbus or Indianapolis, and up to 35 percent of its military pay function and associated corporate and administrative functions relocated to Indianapolis. In Indianapolis, up to 10 percent of its accounting operation functions and associated corporate and administrative functions will be relocated to Columbus or Denver and up to 20 percent of its commercial pay and associated corporate and administrative functions will go to Columbus.

AGENDA

Joint Cross Service Team Meeting with Commissioner Turner

July 16, 2005, 1200 – 1330, Conference Room B/Room 625

Commissioner Turner	Comments/Guidance
Syd Carroll	Education and Training Add: Realignment of Navy's Post-graduate School, Defense Language Institute (both in Monterey CA) and Air Force Institute of Technology at WPAFB, OH at Monterey
Brad McRee	Air National Guard
Carol Schmidt	Headquarter and Support Activities Consolidation of Like Functions/Leased Activities Navy Education and Training Command & NETPDTC Correctional Facilities Joint Basing Media Organizations
Tom Pantelides	Defense Commissary Agency, H&SA 26 – Fort Lee Lackland AFB (Cryptological Support Group, IND -15, Tech – 6 and S&S-7 Fleet Readiness Center, IND - 19 multiple locations Cherry Point and Coronado
Jim Durso	Trans Com Consolidation of Functions/Leased Space Missiles and Space Defense Agencies
Micahel Delany	Intelligence
Lesia Mandzia	Walter Reed Army medical Center, Med – 4 San Antonio Regional Medical Center and Medical Enlisted Training, Med – 10 Convert Inpatient Services to Outpatient Clinics, Med – 12 Brooks City Base, Med - 6
Team Members on Travel -	
Dave Van Saun	Team Lead
Colleen Turner	Joint Mobilization Sites Reserve/Recruiting Centers
Tim Abrell	Army Guard and Army leased Space
Les Farrington	Technical
George Delgado	Industrial

AGENDA

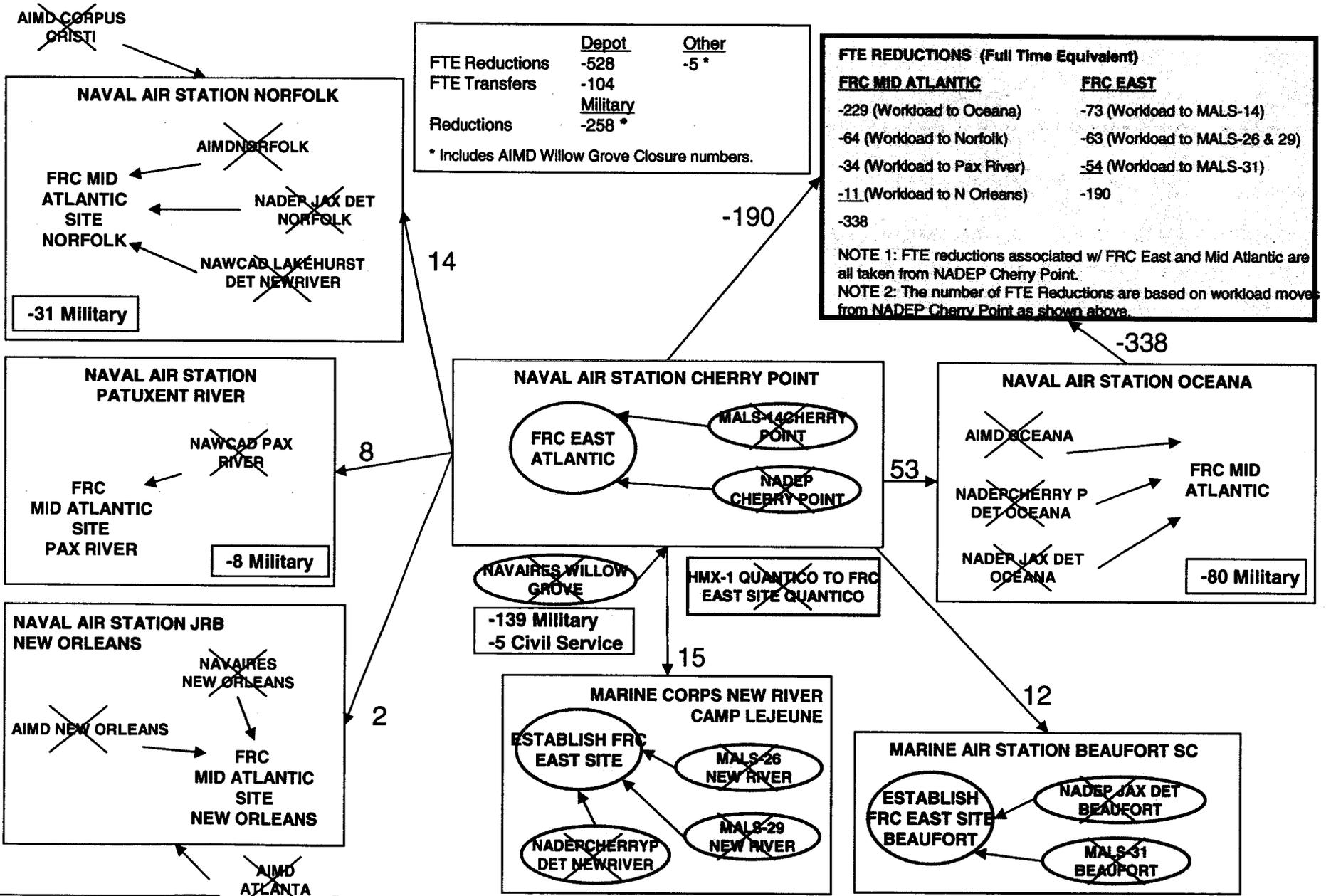
Joint Cross Service Team Meeting with Commissioner Turner

July 16, 2005, 1200 – 1330, Conference Room B/Room 625

Commissioner Turner Comments/Guidance

- ✓ Syd Carroll Education and Training
Add: Realignment of Navy's Post-graduate School, Defense Language Institute
(both in Monterey CA) and Air Force Institute of Technology at WPAFB, OH at
Monterey
- ✓ Brad McRee Air National Guard
- ✓ Carol Schmidt Headquarter and Support Activities
Consolidation of Like Functions/Leased Activities
Navy Education and Training Command & NETPDTC
Correctional Facilities *Level II - 5 locations*
Joint Basing
✗ Media Organizations
- ✓ Tom Pantelides Defense Commissary Agency, H&SA 26 – Fort Lee *SA + Norfolk*
Lackland AFB (Cryptological Support Group, IND -15, Tech – 6 and S&S-7
Fleet Readiness Center, IND - 19 multiple locations Cherry Point and Coronado
- ✓ Jim Durso Trans Com *USAF + USA only Sealift remains separate*
Consolidation of Functions/Leased Space
Missiles and Space Defense Agencies
- ✓ Micahel Delany Intelligence
- Lesia Mandzia Walter Reed Army medical Center, Med – 4
San Antonio Regional Medical Center and Medical Enlisted Training, Med – 10
Convert Inpatient Services to Outpatient Clinics, Med – 12
Brooks City Base, Med - 6
- Team Members on Travel -
- Dave Van Saun Team Lead
- Colleen Turner Joint Mobilization Sites
Reserve/Recruiting Centers
- Tim Abrell Army Guard and Army leased Space
- Les Farrington Technical
- George Delgado Industrial
- Valerie Mills Supply and Storage

Realignment of Atlantic Fleet Industrial Functions to Fleet Readiness Centers (FRC)

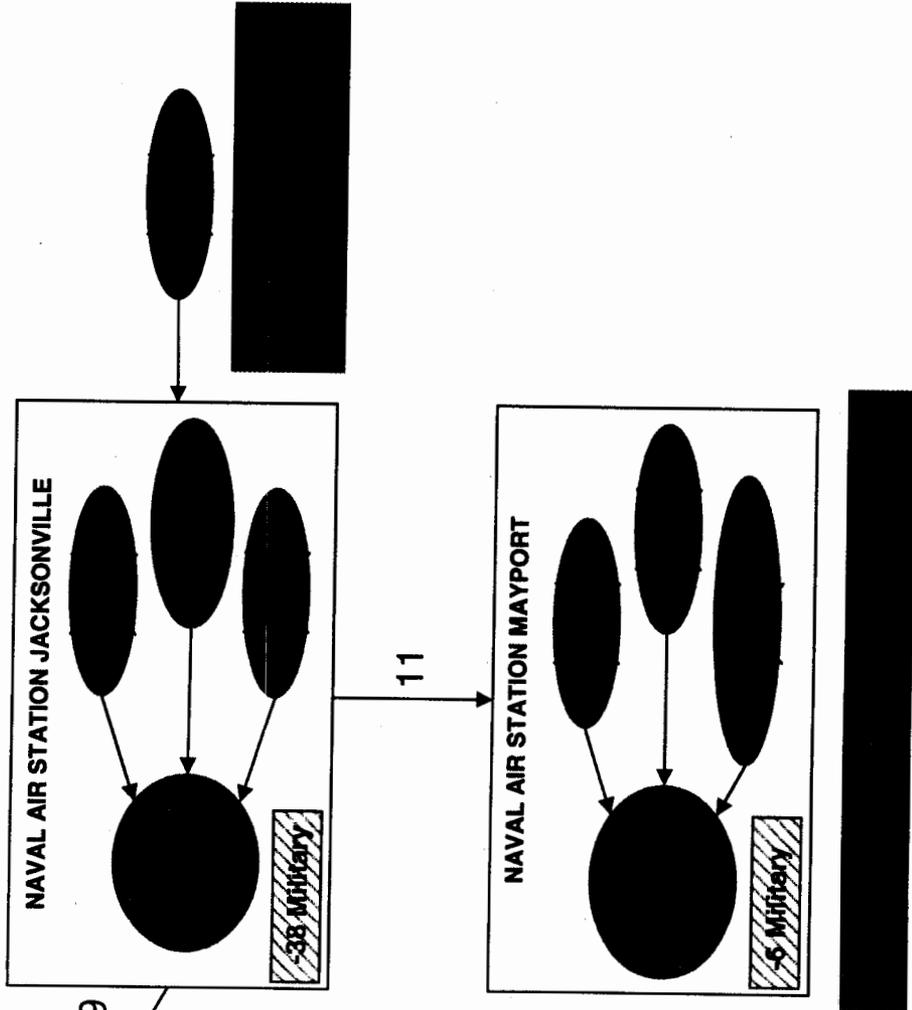


Realignment of Atlantic Fleet Industrial Functions to Fleet Readiness Centers (FRC)

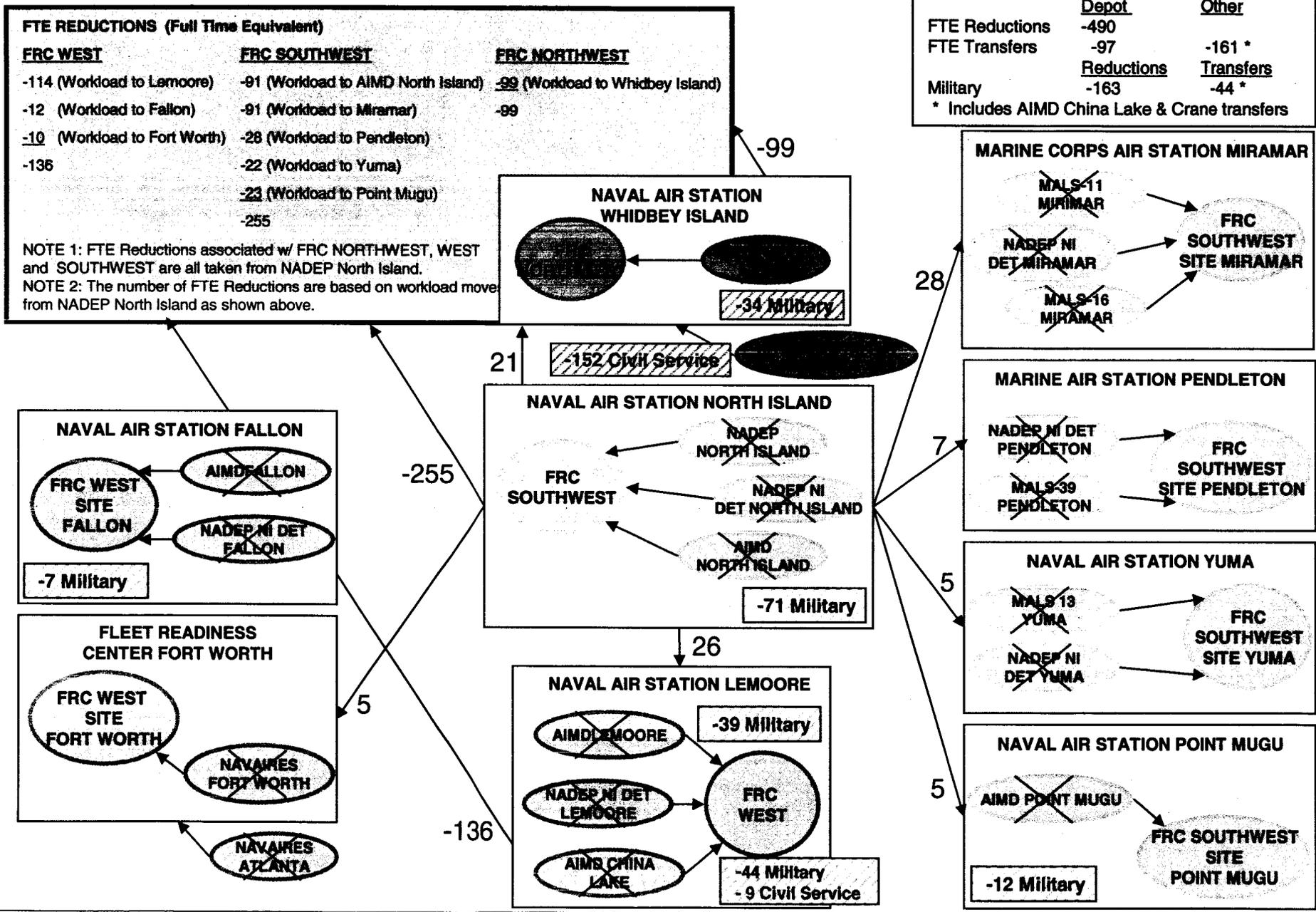
FTE REDUCTIONS (Full Time Equivalent)
FRC SOUTHEAST
 -45 (Workload to Mayport)
 -28 (Workload to Brunswick (NOTE 3))
 -96 (Workload to Jacksonville)
 -169

NOTE 1: FTE reductions associated w/ FRC SOUTHEAST are all taken from NADEP Jacksonville.
 NOTE 2: The number of FTE Reductions are based on workload moves from NADEP Jacksonville as shown above.
 NOTE 3: Workload will move to FRC SOUTHEAST

	<u>Depot</u>	<u>Other</u>
FTE Reductions	-169	0
FTE Transfers	-11	
Reductions	<u>Military</u>	<u>Military</u>
	-44	



Realignment Of Pacific Fleet Industrial Functions To Fleet Readiness Centers (FRC)



DRAFT

JCS Position on ANG Issue (as of 1200 hrs, 16 July 2005)

As you all have heard consistently throughout the country, there are problems. The major issues are:

- * Legal – Many states have filed legal challenges. Our own General Counsel will brief this weekend. BRAC is about excess capacity, not programmatic airplane moves.
- * Consultation with the Governors, TAGs, DHS and other base tenants – Little to none. There will not be a counterproposal from the TAGs.
- * Military Value Calculations and the Mission Capability Index – Flaws in the design, data used, and interpretation of this instrument. Examples:
 - ** Design: One tool for all bases. Questions not all relevant. Questions not designed for discriminating smaller bases. Personnel issue a minor factor.
 - ** Data Used: Some data wrong. Some data obsolete.
 - ** Interpretation: Results not always followed when trumped by “Military Judgment”
- * Economics: Although Military Value should dominate, Economics key as well. Considerations:
 - Many candidate recommendations were “bundled” because on their own they were actually costs.
 - Training costs are believed to be underestimated. *new pilot 3M*
 - 60% of the overall savings are related to personnel; yet net end strength is to remain the same *no end strength reduction*

Recommendation: Motion to remove any aspect involving ANG out of the Air Force plan with the proviso that the Air Force, NGB, TAGs, and other affected departments or agencies work out any changes affecting the ANG outside of BRAC.

Logic: Why all actions involving the ANG? The current plan was assembled with flawed methods qualifying for substantial deviation of the law. In order to provide for optimal success in creating a new plan, the stakeholders need all of the pieces to work with.

Risk: If a complete sweep of the ANG issues is not performed, there is the risk that Congress could overturn all of BRAC.

Talking Points
For
Discussion with Commissioners

General issues:

- Air Force report
 - o Force deployment/beddown imbedded in recommendations
 - o BRAC Commission should remain a real estate activity, not a force beddown activity
 - Leave to the Air Force staff flexibility to put airplanes where they desire
- Air Force approach to ranking bases
 - o Quantitative and complex
 - o Data collection/consistency has variation
 - o AF would like to directly discuss with Commissioners their approach
 - o Cost savings for personnel do not validate as total force end strength has only small, < 5% decline.
- Air National Guard
 - o OSD Recommendations strip many locations of airplanes
 - Expect recruiting to decline
 - Equipment realignment his readiness for two years or more

Potential Adds:

- Moody for Navy MJB – Navy team lead but this would be a joint piece of work AF/Navy.
 - o Asked for COBRA run for a “clean out Moody”
 - Air Force discretion where to put air forces
 - o Asked for COBRA run for a “clean out Seymour-Johnson” for comparison is required
 - o Base visit by Tim MacGregor and Syd Carroll indicates that considerable MILCON would be required
 - Navy opinion is the same on the MILCON
- Galena Airport AK
 - o FOL for Elmendorf under Cold War scenerios.
 - o Last use of the FOL was 2002
 - o There are alert barns at Eielson AFB, 15 minutes flying time from Galena
 - Alert based at Eielson AFB would require NORAD to “pull the trigger” about 15 minutes earlier than if alert F-15s were at Galena
 - o Alert facilities at Galena are contractor maintained now
 - o Airport serves the local small community, owned by state of AK.
 - o Save \$8 – 9.5 Mil/yr
- Pope *to close - explore e staff work.*
 - o Add for a complete closure
 - Kevin Felix expresses Army desire to have C-130s on the base

All AF leaves

*Req 130 out
Per 130 in*

- AF/ILEB (MGen Heckman) said that Army expressed desire after Air Force sent its recommendations to OSD
- Air Force air/ground control parties would remain at Ft Bragg
- Air Force centrally manages airlift so scheduling should go through the usual scheduling shops
- C-130s at Pope provide no strategic lift. Local jump qualification and currency requirements exceed capability of a 16 UE C-130 squadron
- Currency training and strategic lift via airplanes not based at Pope
- Pope going to the Army

*- so when moving there
C-17s for long
& currency*

- Grand Forks

- Add for complete Closure *to do staff work*
 - AF was proposing complete closure until April 05
- New missions started to be announced after OSD Recommendation delivered to Commission on May 13
- Gen Handy (*Trans Cmdr - Scott*)
 - Good base
 - No flight restrictions
 - Good industrial complex
 - Good quality of life and community support
 - In the decision of the future KC-767 was going to Grand Forks.
 - Would like to have Grand Forks stay around.

Other actions

- Eielson AFB warm basing

- Warm basing concept may not save much money
 - If we can't save money in closing, why the cost and effort
- The PARC range complex is biggest in AF
 - Full capable live fire, electronic warfare, supersonic, varied terrain and conditions
 - Adjacent to Eielson AFB
- Army adding to forces in Alaska (BCT and Airborne Brigade)
- Need Eielson for northern air bridge to Asia (alternative is southern route by Hawaii)

*Unofficial
If Galeana closes
leave F16
move A105*

- Cannon close

- If A-10s come out of Moody to make way for Oceania, AF would put them elsewhere

- Ellsworth

- Initially suggested Dyess as an add to be able to compare the two bases
- Current OSD recommendation puts all the B-1s at one location, is this smart
 - Risk Assessment to Clearinghouse came back with answer of no concern, AF doing single base for B-2 (Whiteman), F-117 (Holloman)
- Ellsworth probably can handle all the B-1s

*Gen Loh - 2 bases
better*

- AF convergence of aging fleet, skilled mechanics in Reserve Component that will leave if A/C are moved, loss of combat capability, lack of replacement aircraft
 - o Establish heavy maintenance teams at several Guard/Reserve units
 - Provide challenging work for mechanics, increase skill set
 - Refurbish A/C while maintaining personnel strength
 - Put a few tails back on line
 - Buy time for units until aircraft buy of tankers, C-130s, and fighters repopulate the force.

Mandzia, Lesia, CIV, WSO-BRAC

From: Pantelides, Thomas, CIV, WSO-BRAC
Sent: Thursday, July 14, 2005 11:02 AM
To: Mandzia, Lesia, CIV, WSO-BRAC
Subject: FW: Tried to send these last night

Attachments: WR1.ppt; WR2.ppt

Thomas A. Pantelides
Senior Analyst, Review and Analysis
Base Closure and Realignment Commission
Phone: 703-699-2950
E-mail: thomas.pantelides@wso.whs.mil

From: Pantelides, Thomas, CIV, WSO-BRAC
Sent: Thursday, July 14, 2005 11:01 AM
To: 'BGTurner@satx.rr.com'
Cc: Cook, Robert, CIV, WSO-BRAC; Battaglia, Charles, CIV, WSO-BRAC; Van Saun, David, CIV, WSO-BRAC
Subject: FW: Tried to send these last night

Commissioner Turner

I am trying to resend this message for Lesia without one of the large attachments

Thomas A. Pantelides
Senior Analyst, Review and Analysis
Base Closure and Realignment Commission
Phone: 703-699-2950
E-mail: thomas.pantelides@wso.whs.mil

From: Pantelides, Thomas, CIV, WSO-BRAC
Sent: Thursday, July 14, 2005 10:49 AM
To: 'BGTurner@satx.rr.com'
Cc: Cook, Robert, CIV, WSO-BRAC; Battaglia, Charles, CIV, WSO-BRAC; Van Saun, David, CIV, WSO-BRAC
Subject: Tried to send these last night

Commissioner Turner:

I sent this last night but found out this morning it was not delivered. We are trying again from a different computer.



WR1.ppt (1 MB) WR2.ppt (498 KB)

Commissioner Turner:

We received your questions about Walter Reed, Wilford Hall MILCON and the movement of medical enlisted training to Fort Sam Houston. Not sure what level of detail you needed, please let us know if we can expand our response.

Walter Reed

Current Facilities information:

Building 1 was completed in 1908 with subsequent wings completed in 1914 and 1928. Extensive renovations have taken

place since 1990 to upgrade this building. Building 1 presently functions as an administrative building with some space for training and meeting rooms.

Building 2 was completed in 1978; it is the main hospital facility. Multiple renovations have taken place in the clinical areas:

- a. New ceiling and energy efficient lighting installed throughout bldg 2 in 2003; Cost \$9M
- b. Refurbishment of Nutrition Care in bldg 2 in 2004; Cost \$7.2M
- c. Upgrade of Medical Gas System in bldg 2 in 2005; Cost \$6,500,000.
- D. Upgrade Air Handlers through out bldg 2. On going, Cost \$5M
- e. Interim Emergency Generator – Cost \$6.9M
- f. Renovate Physical Therapy Brace and Limb – 2004 – Cost \$2M
- g. Renovation OR suites – 2002 – Cost \$7M.

The GYN upgrade is taking place right now and it is a \$1M program.

Additional upgrades on the Walter Reed campus in the last several years include:

Rumbaugh Parking Garage - Built in 1992 – 1135 parking spaces – Cost \$10M;
Patient Parking Garage – Built 1977 - Completely renovated in 2002 – Cost \$14M with 1072 parking spaces;
Magnetic Resonance Imaging – Built 1992 – 8,693 gross sq ft;
Behavioral Health Building - Built in 1992 as part of a previous BRAC – 65,549 GSF

All congressional programs at Walter Reed were refurbished in the late 90's. This includes:

comprehensive breast center 5,100 gross sq ft;
prostate disease center 22, 015 gross sq ft;
GYN disease center 5,500 gross sq ft;
liver disease center 1,3,16 gross sq ft;
coronary artery disease center 10, 012 gross sq ft; and
the deployment health center 6,996 gross sq ft).

Walter Reed also offers the following housing for soldiers and their families (304 beds):

275 beds in the Mologne House, Delano Hall and Guest House;
3 Fisher house (2 on the main campus and a third that recently opened at the Forest Glen Annex totaling 27 beds); and
New barracks (267 beds).

Walter Reed was also planning on building a new Military Amputee Training Center (for \$12m) but that has been put on hold.

[Note: there are 2 attachments below regarding Walter Reed.]

Affect of BRAC Recommendation Information

Attached are 2 sets of briefing slides. One set identifies how the Multi-Service Market is planning to realign WRAMC with respect to the BRAC recommendations (Note: south being Fort Belvoir and north being Bethesda). According to the slides the amputee center will be located at Bethesda. Additionally, the plan calls for:

- a 300 bed medical center at the 'new' Walter Reed National Military Medical Center at Bethesda with a full range of intensive, complex specialty and subspecialty medical services;
- Constructing a new 165 bed community hospital at Fort Belvoir (they currently have a 25 bed facility that they were planning on replacing at an estimated cost of \$178m).

The second set estimates that it would cost \$734m to refurbish Walter Reed and some associated functions on the campus. Slide 4 outlines the projected plan.

There is a one time cost for the implementation of this recommendation of \$988 m, which includes all the aspects of the recommendations such as disestablishing AFIP and relocating the Medical Chemical Defense Research to Aberdeen proving Ground.

Wilford Hall

The BRAC scenario calls for new military construction at Lackland to create an outpatient facility. It is estimated that the facility will have 462,438 sq ft at an estimated cost of \$165.1 million.

During our discussions with officials at Lackland and Fort Sam they estimate the facility at Lackland will require 615,971 sq ft and we estimate the cost at about \$210.6 million.

Additionally, officials estimate that the southern campus will continue to provide the ability for GME rotations. For example

pre-BRAC they southern campus recoded 62,200 enrollees and post-BRAC they estimate 52,000 enrollees. We have requested updates of sq footage requirements and costs.

[Note: the BRAC Sceneria Brief below is the briefing on Wilford Hall and BAMC.]

Medical Enlisted Training Move to Fort Sam Houston

As you know, we have a number of concerns dealing with the proposed re-location of Phase I training to Fort Sam Houston. The main concern deals with the different training philosophies of the Navy versus Air Force and Army--namely the Navy's requirement for clinical experience in Phase I training.

Another area of concern deals with the intent of the recommendation and the timing of this intent, namely whether the move to Fort Sam will be one of jointness or co-location, and if jointness is the ultimate goal, what is the timeline expected of true jointness at Fort Sam. In this regard we question whether jointness has been incorporated in the COBRA cost projections.

Finally, we question whether the COBRA model has captured all of the major construction costs required for classrooms and billeting at Fort Sam. Based on our visit at Fort Sam there seems to be a robust plan for increasing classroom and housing capacity.

We are pursuing answers to these issues and will keep you informed as to the status of responses received.

Thomas A. Pantelides
Senior Analyst, Review and Analysis
Base Closure and Realignment Commission
Phone: 703-699-2950
E-mail: thomas.pantelides@wso.whs.mil

Mandzia, Lesia, CIV, WSO-BRAC

From: BG Sue Turner [BGTurner@satx.rr.com]
Sent: Thursday, July 14, 2005 3:49 PM
To: Lesia Mandzia
Subject: Med tech basic trng

Hi:
Easier to write than call at the moment.
At Sheppard, the "close proximity to large hospital" got maybe 60 per cent. The Q is irrelevant because phase I AF med techs never go to a hospital. In phase II they transfer to a hospital elsewhere still in student status which Sheppard manages. They could remain there when completed.
My point: dumb to make this move. Also may be dumb to move other enlisted trng out (Civ Eng, engine mech) as they new new facilities. I want to go for a look soon.
Can you check if Navy also got a low "proximity to lg hosp" rating?
Thanks
See you tomorrow afternoon.

//Sent from Palm TRE0 650//

SUE E. TURNER
Brig Gen, USAF, NC, (Retired)
H: 210.497.3883
C: 210.410.5416

Mandzia, Lesia, CIV, WSO-BRAC

From: Mandzia, Lesia, CIV, WSO-BRAC
Sent: Thursday, July 14, 2005 6:05 PM
To: 'BG Sue Turner'
Cc: Cook, Robert, CIV, WSO-BRAC; Van Saun, David, CIV, WSO-BRAC
Subject: RE: Med tech basic trng

Commissioner Turner:

You are right, however as we noted the Navy has a different requirement for phase I training than the Air Force and Army. Navy Officials state that all Corpsman have a requirement for two weeks clinical rotation in a Hospital. Additionally, these students need to complete this training before being deployed or going on to more advanced schooling. We have not addressed the possibility with Navy of obtaining required skills via classroom simulation using virtual training aids rather than Hospital rotation.

We are reviewing the package of information provided by Sheppard (during the San Antonio Regional Hearing) especially the inference that Sheppard would be a better location for joint phase I medical training. We are also submitting questions to the clearinghouse on these training issues.

In light of what we know now it's important to visit Sheppard and know what is available. Given the different training philosophy's in the Navy and the other services it may be beneficial for you to meet with Rear Admiral Carol L Turner, Commander, Naval Medical Education and Training Center (located at National Naval Medical Center, Bethesda). If you agree, I can try to see if the Admiral is available tomorrow afternoon.

-----Original Message-----

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Subject: Med tech basic trng

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C: 210.410.5416

Mandzia, Lesia, CIV, WSO-BRAC

From: BG Sue Turner [BGTurner@satx.rr.com]
Sent: Thursday, July 14, 2005 7:50 PM
To: Mandzia, Lesia, CIV, WSO-BRAC
Subject: RE: Med tech basic trng

Ok re navy trng

//Sent from Palm TRE0 650//

SUE E. TURNER
Brig Gen, USAF, NC, (Retired)
H: 210.497.3883
C: 210.410.5416



Executive Medicine (Ward 72)



Provides in/outpatient care to Executive-level DOD and US Government leadership

- Over 3,000 eligible (Presidential Cabinet/Appointees, Members of Senate/Congress, Secretarial Designees, Foreign Dignitaries, AD General Officers (2-star and above), and Retired 3&4-star Generals and spouses)
- 4-bed ward averages 2-3 inpatients/day
- 15-18 Outpatient visits/day
- Outpatient workload has double workload since FY03
- Services provided for nearly 30 years
- Provides same outstanding care along with increased convenience, security and privacy



Building #2 Renewal



- Heaton Pavilion (Building#2): 1.3 million square foot hospital completed in 1977 (2.4 million square feet including interstitial floors)
- Facility is over 30 year old
- Unfunded cost of hospital renovation/renewal estimated at \$563M /
- \$734M when considering total package and installation upgrades
- Renewal/Renovation would require 12-15 years to execute construction while maintaining operability of hospital
- Periodic disruptions to service throughout project lifecycle as medical functions rotate through transitional locations required to vacate space during phased construction



Complexities & Issues:

Graduate Medical Education Training



- Army/Navy issues
 - Training differentials
 - Differing emphasis on GME
- Accreditation/ACCGME
- Complexity of programs
- Resident recruitment
- Army-wide impact



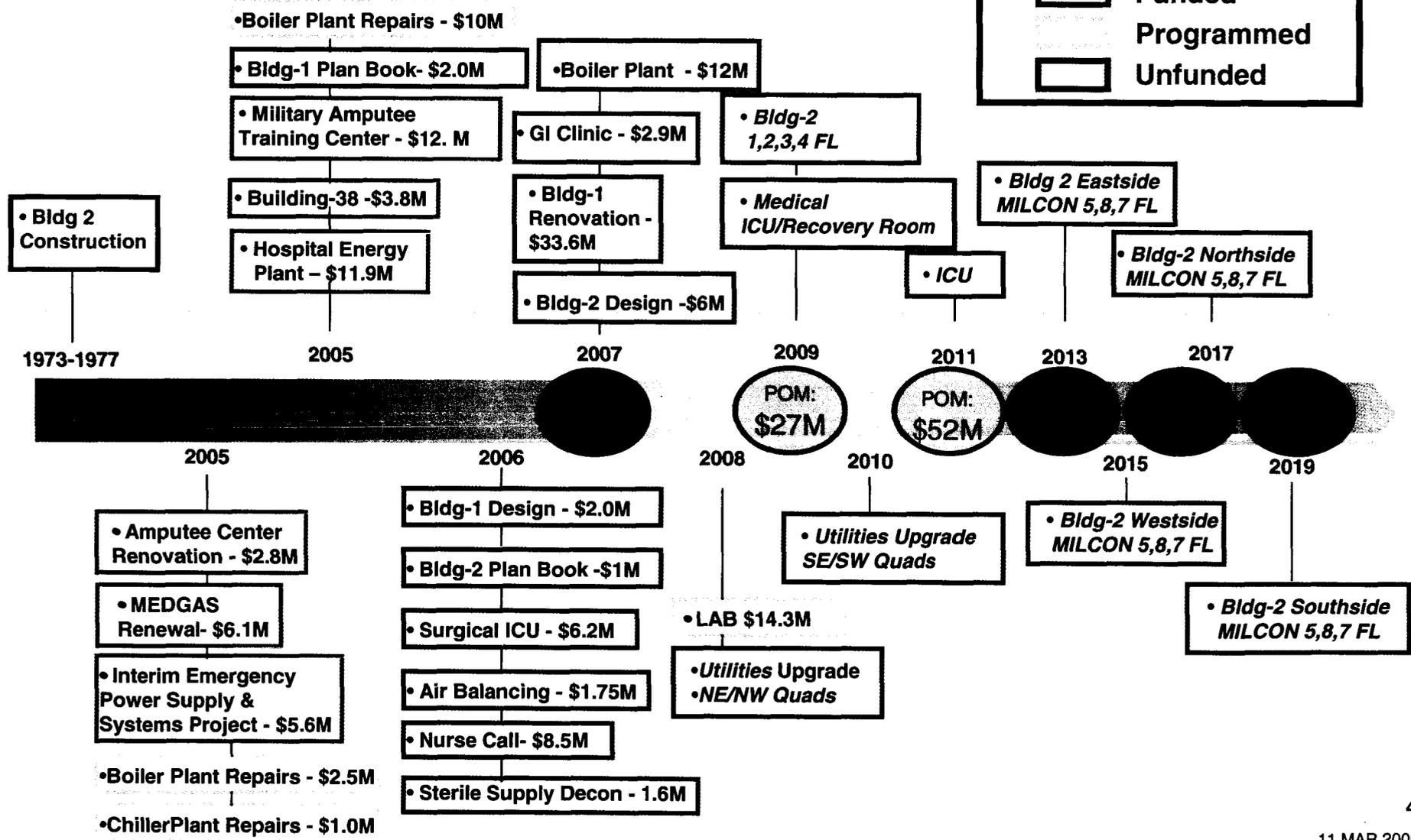
WRAMC Hospital Revitalization



Estimated Unfunded Cost \$ 734M

Project Funding Status

- Funded
- Programmed
- Unfunded





Congressionally Directed Research Programs



- Comprehensive Breast Care Center – 5,100 GSF
- Prostate Disease Center – 22,015 GSF
- GYN Disease Center – 5,500 GSF
- Liver Disease Center – 1,316 GSF
- Coronary Artery Disease Center – 10,012 GSF
- Deployment Health Center – 6,996 GSF



MULTI-SERVICE MARKET NCA BRAC Progress Report

13 JULY 2005



South Market (Belvoir): Program Elements (Draft)

- Inpatient Beds and Operative Spaces
- Main OR, PACU, Central Sterilization
- Medical & Surgical Beds with Telemetry capability
- Pediatric Beds?
- ICU/Step-down
- OB and Nursery (Level 2?)
- Behavioral Health, Adult
 - Residential Substance Abuse (Adult?)
- Ambulatory Care
 - Emergency Services
 - Decontamination capability
 - Short Stay (all ages) Unit (23:59 Observation)
 - Primary Care
 - Family practice, Internal Med, Peds, Optometry
 - Specialty Care
 - Medical-Surgical, Pediatrics
 - Behavioral Health
 - Adult, Child & Adolescent, Substance Abuse, Family Advocacy, Social Work
 - Case Management
 - Women's Health
 - Preventative Medical / Occupational Health
 - Dental (In support of acute care; oral surgery)
 - Oral Surgery (in hospital)
 - Ambulatory Surgery / Procedures
 - Endoscopies
 - Pre admission unit
 - Same-day-surgeries
 - Readiness Center
 - Immunization Center
 - Deployment / Operational Med Center
 - Pre- and post-deployment
- Rehab/Therapy Services
- Support Functions, non-clinical
 - Logistics and Bio Medical Maintenance
 - Food Service/Nutritional Support
 - Facilities Management
 - Safety, Industrial Hygiene, Health Physics
 - Transport (Air and Ground)
 - Video Teleconferencing/Telemedicine
- Diagnostic and Treatment/Ancillary
 - Imaging
 - Nuclear Medicine
 - PET CT
 - Diagnostic Radiology
 - CT, MRI, Virtual Colonoscopy, Ultrasound
 - Radiation Therapy
 - Linear accelerator?
 - Laboratory
 - Clinical and Anatomic Pathology
 - BSL-2 Laboratory
 - Blood Donor / Transfusion Center
 - Pharmacy
 - Inpatient, Outpatient, Nuclear and Oncology
 - Special Diagnostics/Procedures
 - Interventional Radiology with Cardiac capability
 - Non-invasive Cardiac Diagnostic Center
 - Advanced Urologic Procedures/ Lithotripsy
 - Laser Optical Center?
 - Education and Training
 - Graduate Medical Education
 - (FP in South only plus rotations from North)
 - Medical Education
 - USU and HPS student rotations
 - Continuing Medical Education
 - Nursing Education
 - Other Non-GME Educational Programs
 - Administrative
 - Command/ Leadership
 - HR/ Military Personnel
 - Financial Management
 - Information Management/Information Technology
 - Patient Administration/Records
 - TRICARE Administrative (Managed Care) Functions
 - Performance Improvement/Patient Safety



North Market (Bethesda): Program Elements (Draft)



- **Inpatient Beds and Operative Spaces**
 - Main OR, PACU, Central Sterilization
 - Medical & Surgical Beds with Telemetry capability
 - Pediatric Beds (NICU, PICU, Step-down and Ward)
 - Adult ICU/Step-down
 - OB and Nursery
 - Behavioral Health (Adult, Special Adult and Adolescent?)
 - Executive Medicine
- **Ambulatory Care**
 - **Emergency Services**
 - Decontamination capability
 - Short Stay (all ages) Unit (23:59 Observation)
 - **Primary Care**
 - Internal Med, Peds, Optometry, Family Practice (limited)
 - **Specialty and Sub-specialty Care**
 - Full-scope of Medical-Surgical, Pediatrics, and OB/GYN Services
 - Prostate Disease Center (Congressional Research)
 - Liver Disease Center (Congressional Research)
 - Behavioral Health (Adult and Adult Partial Hosp, Child and Adolescent, Substance Abuse, Consult Liaison, Family Advocacy, Social Work)
 - Case Management
 - **Women's Health and Reproductive Services**
 - Integrated Breast Cancer Research Center (Congressional Research)
 - Gynecological Disease Center (Congressional Research)
 - Preventative Medical / Occupational Health
 - Dental, Dental Sub-specialties and Naval Post-graduate School, Oral and Maxillofacial Surgery
- **Ambulatory Surgery / Procedures**
 - Endoscopes
 - Pre admission unit
 - Same-day-surgeries
- **Readiness Center**
 - Vaccine Health Center
 - Travel Center
 - Immunization Center
 - Deployment / Operational Med Center
 - Pre- and post-deployment
- **Rehab/Therapy Services**
 - Amputee Center w/ pool & gymnasium
 - Cardiac Rehabilitation (CADRe) (Congressional Research)
 - US Army Audiology & Speech Pathology Center Diagnostic and Treatment/Ancillary
- **Imaging**
 - **Nuclear Medicine**
 - Cardiac
 - Radioimmunoassay Lab
 - 2 SPECT CT
 - Triad Scanner
 - Thyroid Scanner
 - 2 PET CT
 - **Diagnostic Radiology**
 - Electrophysiology Lab
 - EBCT
 - Digital Mammography
 - **CT,MRI, Virtual Colonoscopy,**
 - Breast MRI
 - Ultrasound
 - **Radiation Therapy**
 - 3D Modeling
 - Linear accelerator – single & dual
 - CT & Fluoro Simulators
 - Brain Lab w/ortho voltage



North Market (Bethesda): Program Elements (Draft)



- **Laboratory**
 - **Anatomic Pathology**
 - Program Management Office for DoD
 - Second opinion Consults
 - Tissue Bank
 - Histology/ Cytology /Immunohistochemistry
 - **Clinical Pathology**
 - Microbiology
 - Molecular Diagnostics
 - BSL-3
 - Blood Donor / Transfusion Center
 - Flow Cytometry
 - Reference Testing
- **Pharmacy**
 - Inpatient, Outpatient, Nuclear and Oncology
- **Special Diagnostics/Procedures**
 - Interventional Radiology with Cardiac capability
 - Cardiac Diagnostic & Therapeutic Center
 - Advanced Urologic Procedures/ Lithotripter
 - ? Laser Optical Center
 - Invitro Fertilization Unit
- **Education and Training**
 - **Graduate Medical Education**
 - > 60 Programs & associated admin and conference space
 - Medical Education
 - USU and HPSP student rotations
 - Conference Center
 - Continuing Medical Education
 - Nursing Education
 - Other Non-GME Training Programs - >12
- **Support Functions, non-clinical**
 - Logistics and Bio Medical Maintenance
 - Food Service/Nutritional Support
 - Facilities Management
 - Safety, Industrial Hygiene, Health Physics
 - Transport (Air and Ground)
 - Video Conferencing/Telemedicine
- **Research**
 - Clinical Investigation (Army)
 - Graduate Education And Research (Navy)
 - Simulation center
 - Institutional Review Board
 - Nursing Research Center
- **Administrative**
 - **Command/ Leadership**
 - Headquarters
 - NARMC (Army)
 - Regional Intermediate Command (Navy)
 - MSMO (joint)
 - HR/ Military Personnel
 - Financial Management
 - Information Management/Information Technology
 - Legal Medicine
 - Patient Administration/Records
 - TRICARE Administrative (Managed Care) Functions
 - Performance Improvement/Patient Safety

BRAC
BASE REALIGNMENT AND CLOSURE

WALTER REED ARMY MEDICAL CENTER
Base Realignment and Closure
Frequently Asked Questions

Q1. How will this realignment/closure impact wounded Soldiers returning from Operations Enduring Freedom and Iraqi Freedom?

A1. There will be no immediate impact on any of the Soldier patients treated at Walter Reed Army Medical Center (WRAMC). We Provide Warrior Care, and we will continue to Provide Warrior Care throughout the transition and realignment process.

Q2. How will this affect the nation's military retirees who receive medical care at Walter Reed? Will they continue to receive their care there or will they be referred elsewhere?

A2. There will be no immediate impact on the military members or their families who receive medical care at Walter Reed Army Medical Center. The Army recognizes we have a responsibility to provide medical care for our military community. While the physical location of the medical facility at which retirees now receive healthcare may change in the future, our military community members will continue to receive quality medical treatment within the National Capital Area.

Q3. Will this decision impact TRICARE? If so, how and when?

A3. We do not anticipate any changes in the TRICARE benefits; TRICARE is regionally-administered Department of Defense managed-care health program. Walter Reed Army Medical Center will work with the appropriate government and military healthcare officials to ensure continuity of care for military members, retirees and beneficiaries. For more information on BRAC impacts to TRICARE, please contact OSD/PA at (703) 695-6294 or email glenn.food@osd.mil.

Q4. Will the majority of wounded Soldiers returning from Iraq and Afghanistan continue to be treated at Walter Reed? If not, will they now be treated at the National Naval Medical Center in Bethesda?

A4. The casualty flow will not change; severely wounded Soldiers will continue to be treated at Walter Reed for the foreseeable future. Collaborative, cohesive and centralized care is and always will be the cornerstone of service to our Soldier patients and our joint service community. In military medicine, we are individually and collectively committed to efficient, compassionate and quality patient care – both in wartime and peacetime.

Q5. Will Walter Reed and the Army lobby to keep Walter Reed Army Medical Center open?

A5. Walter Reed Army Medical Center and Walter Reed Army Installation will continue our missions of quality care to patients, medical readiness training and research, and working with our partners inside and outside the military healthcare system to reach shared goals. As the BRAC approval process continues, our goals are to be responsive to the needs of the decision-makers, to ensure our workforce and medical partners have timely information when BRAC decisions that affect us are made, and to prepare for a future medical force that is ready, responsive, delivering care to those we serve. Walter Reed and the Army Medical Department will work to

insure that the missions currently accomplished at Walter Reed are effectively and efficiently accomplished under the new base alignments of roles and missions. BRAC 2005 has allowed the Department of Defense to reconfigure its current infrastructure to meet 21st Century needs.

Q6. Did you have any input into the decision-making process? If so, what kind of information did you provide to DoD? If not, who in Army medicine did?

A6. Walter Reed, as other Army and Defense Department installations, has been involved in the BRAC process by providing detailed information and data on hospital and installation operations and activities. The information and data provided for the process will be made publicly available by the BRAC Commission during their review of the DoD recommendations. For further information on Army medicine, please contact the Public Affairs Officer at Army Medical Command at (210) 221-7105 or 6213.

Q7. Does this recommendation impact the entire installation? If not, what entities will remain, and what will be closed or realigned?

A7. The recommendation submitted to the BRAC Commission impacts the entire installation. We do not yet have details on all the discretionary moves. However, Walter Reed Army Medical Center will merge with National Naval Medical Center in Bethesda to create a new Walter Reed National Military Medical Center in Bethesda, MD. For more information on this realignment, please go to the DoD BRAC website at: www.dod.mil/brac, and the Army BRAC website at: <http://www.hqda.army.mil/acsim/brac/braco.htm>.

Q8. Can you provide a list of all the organizations located on Walter Reed and their affiliation (service branch/executive agency)?

A8. The following units/agencies are located on Walter Reed Army Installation:

- North Atlantic Regional Medical Command
- Walter Reed Army Medical Center
- Armed Forces Institute of Pathology
- National Capital Area Multi-Service Market Office
- Army Physical Disability Agency (Army)
- 2290 Army Reserve Center (Army)
- Army Medical Surveillance Activity (Army)
- Borden Institute (DoD)
- Defense Finance Agency (DoD)
- North Atlantic Regional Veterinary Command (Army)
- North Atlantic Regional Dental Command (Army)
- Criminal Investigation Command (Army)
- Health Facility Planning Agency (Army)
- Defense and Veterans Brain Injury Center (DoD)
- Deployment Health Clinical Center (DoD)
- Naval Medical Research Center (Navy)
- U.S. Military Cancer Institute (DoD)
- Armed Forces Exchange Services (Army and Air Force)
- Pentagon Federal Credit Union
- Henry M. Jackson Foundation for the Advancement of Military Medicine
- U.S. Post Office Branch (Federal)

Q9. Did officials at Walter Reed have advance knowledge that Walter Reed's realignment/closure was under consideration? If so, when were you made aware you were under scrutiny?

A9. The National Defense Authorization Act for fiscal year 2002 authorized the

Department of Defense to pursue a BRAC round in 2005, a complex analysis and decision process that would involve virtually all levels of DoD management, from installation through major command and component/agency headquarters to the Office of the Secretary of Defense. All bases, posts and installations were being considered.

Q10. Have senior officials at Walter Reed been in contact with senior officials at National Naval Medical Center about a possible realignment/merging of the two medical centers? If so, when did these meetings begin? If not, when will you meet with your counterparts at National Naval to discuss the impact of the Secretary's recommendations to the commission?

A10. Walter Reed Army Medical Center and the National Naval Medical Center have been collaborating for the better part of a decade to improve joint capabilities. As a result of this long-term partnership between the two medical centers, senior officials from both entities work together on a regular basis. Both facilities are a part of the integrated National Capital Area's Military Healthcare System. We are "One Military Medicine" team committed to caring for the healthcare needs of our Active, Reserve and Retired service members, their families and our nation's leaders.

Q11. What will the short-term impacts of these recommendations mean to Walter Reed in terms of patient care? Are reductions in force planned for the Walter Reed Army Medical Center staff in the short-term?

A11. We don't anticipate any short-term impacts to patient care. We will continue to provide the same quality care to all patients treated at Walter Reed for the foreseeable future. It is important to note that the Secretary's recommendation for Walter Reed Army Medical Center is for realignment, not closure. Walter Reed Army Medical Center and Walter Reed Army Installation remain committed to taking care of their people. Our goal is to do everything possible to ensure a smooth transition for all affected personnel and their families. There are no RIFs planned.

Q12. It's been very well documented in previous rounds of BRAC that there is significant immediate impact to employee morale once an installation is recommended for realignment/closure. What are Walter Reed officials doing for workforce morale? How will you assist your civilian workforce in dealing with work-related stress caused by BRAC?

A12. Walter Reed remains committed to taking care of its people. Walter Reed's Commanding General, and senior leaders are fully committed to open, honest and rapid communication with the installation's workforce throughout the BRAC process to reduce potential workforce turbulence. Information on the Secretary of Defense's recommendations, the BRAC process, public hearings, and the final outcome will be disseminated to all Walter Reed personnel through a number of internal communication vehicles including the Town Hall meetings, the intranet, Army Command Information channels, the post newspaper, and the Walter Reed Army Medical Center television channel, among others.

Q13. Will the new National Capital Area Medical Center retain any part of the Walter Reed name?

A13. Yes. The language in the recommendations reads "Establish the Walter Reed National Military Medical Center at Bethesda."

Q14. Who will be in charge of the new National Capital Area Medical Center? Specifically, will the Navy retain command? Will command of this facility be shared? Will the Air Force play any major role in this new joint venture?

A14. These are command and control questions that are best answered at the OASD

level. The OASD point of contact on BRAC issues can be reached at (703) 695-6294.

Q15. How many civilians does Walter Reed employ? How many military work there? Can you provide us a breakdown of your employment demographics, specifically, the total number of military, civilian and contractors that work at Walter Reed?

A15. There are approximately 2,830 military, 4,050 civilians and 1,810 contract employees working on the main campus of the Walter Reed Army Installation.

This page was last updated on 14 June 2005

Recommendations and Justifications

Walter Reed National Military Medical Center, Bethesda, MD

Recommendation: Realign Walter Reed Army Medical Center, Washington, DC, as follows: relocate all tertiary (sub-specialty and complex care) medical services to National Naval Medical Center, Bethesda, MD, establishing it as the Walter Reed National Military Medical Center Bethesda, MD; relocate Legal Medicine to the new Walter Reed National Military Medical Center Bethesda, MD; relocate sufficient personnel to the new Walter Reed National Military Medical Center Bethesda, MD, to establish a Program Management Office that will coordinate pathology results, contract administration, and quality assurance and control of DoD second opinion consults worldwide; relocate all non-tertiary (primary and specialty) patient care functions to a new community hospital at Ft Belvoir, VA; relocate the Office of the Secretary of Defense supporting unit to Fort Belvoir, VA; disestablish all elements of the Armed Forces Institute of Pathology except the National Medical Museum and the Tissue Repository; relocate the Armed Forces Medical Examiner, DNA Registry, and Accident Investigation to Dover Air Force Base, DE; relocate enlisted histology technician training to Fort Sam Houston, TX; relocate the Combat Casualty Care Research sub-function (with the exception of those organizational elements performing neuroprotection research) of the Walter Reed Army Institute of Research (Forest Glen Annex) and the Combat Casualty Care Research sub-function of the Naval Medical Research Center (Forest Glen Annex) to the Army Institute of Surgical Research, Fort Sam Houston, TX; relocate Medical Biological Defense Research of the Walter Reed Army Institute of Research (Forest Glen Annex) and Naval Medical Research Center (Forest Glen Annex) to Fort Detrick, MD, and consolidate it with US Army Medical Research Institute of Infectious Diseases; relocate Medical Chemical Defense Research of the Walter Reed Army Institute of Research (Forest Glen Annex) to Aberdeen Proving Ground, MD, and consolidate it with the US Army Medical Research Institute of Chemical Defense; and close the main post.

Justification: This recommendation will transform legacy medical infrastructure into a premier, modernized joint operational medicine platform. This recommendation reduces excess capacity within the National Capital Region (NCR) Multi-Service Market (MSM: two or more facilities co-located geographically with "shared" beneficiary population) while maintaining the same level of care for the beneficiaries. Walter Reed Army Medical Center (AMC) has a military value of 54.46 in contrast to the higher military values of National Naval Medical Center (NNMC) Bethesda (63.19) and DeWitt Hospital (58). This action relocates medical care into facilities of higher military value and capacity. By making use of the design capacity inherent in NNMC Bethesda (18K RWP) and an expansion of the inpatient care at DeWitt Hospital (13K RWPs), the entire inpatient care produced at Walter Reed AMC (17K RWPs) can be relocated into these facilities along with their current workload (11K RWPs and 1.9K RWPs, respectively). This strategically relocates healthcare in better proximity to the beneficiary base, which census data indicates is concentrating in the southern area of the region. As a part of this action, approximately 2,069 authorizations (military and civilian) will be realigned to DeWitt Hospital and 797 authorizations will be realigned to NNMC Bethesda in order to maintain the current level of effort in providing care to the NCR beneficiary population. DeWitt Hospital will assume all patient care missions with the exception of the specific tertiary care missions that will go to the newly established Walter Reed National Military Medical

Center at Bethesda. Specialty units, such as the Amputee Center at WRAMC will be relocated within the National Capitol Region. Casualty care is not impacted. Development of a premier National Military Medical Center will provide enhanced visibility, as well as recruiting and retention advantages to the Military Health System. The remaining civilian authorizations and contractors at Walter Reed AMC that represent unnecessary overhead will be eliminated. Military personnel filling similar "overhead positions" are available to be redistributed by the Service to replace civilian and contract medical personnel elsewhere in Military Healthcare System activities of higher military value.

Co-location of combat casualty care research activities with related military clinical activities of the trauma center currently located at Brooke Army Medical Center, Fort Sam Houston, TX, promotes translational research that fosters rapid application of research findings to health care delivery, and provides synergistic opportunities to bring clinical insight into bench research through sharing of staff across the research and health care delivery functions.

This action will co-locate Army, Navy, Air Force and Defense Agency program management expertise for non-medical chemical and biological defense research, development and acquisition (each at Aberdeen Proving Ground, MD) and two separate aspects of medical chemical and biological research: medical biological defense research (at Ft. Detrick, MD) and medical chemical defense research (at Aberdeen Proving Ground, MD). It will:

- promote beneficial technical interaction in planning and headquarters-level oversight of all defense biomedical R&D, fostering a joint perspective and sharing of expertise and work in areas of joint interest;
- create opportunities for synergies and efficiencies by facilitating integrated program planning to build joint economies and eliminate undesired redundancy, and by optimizing use of a limited pool of critical professional personnel with expertise in medical product development and acquisition;
- foster the development of common practices for DoD regulatory interactions with the U.S. Food and Drug Administration; and
- facilitate coordinated medical systems lifecycle management with the medical logistics organizations of the Military Departments, already co-located at Fort Detrick.

The Armed Forces Institute of Pathology (AFIP) was originally established as the Army Medical Museum in 1862 as a public and professional repository for injuries and disease specimens of Civil War soldiers. In 1888, educational facilities of the Museum were made available to civilian medical professions on a cooperative basis. In 1976, Congress established AFIP as a joint entity of the Military Departments subject to the authority, control, and direction of the Secretary of Defense. As a result of this recommendation, in the future the Department will rely on the civilian market for second opinion pathology consults and initial diagnosis when the local pathology labs capabilities are exceeded.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$988.8M. The net of all costs and savings to the Department during the implementation period is a cost of \$724.2M. Annual recurring savings to the Department after

*civ consults
& 2nd opinions*

implementation are \$99.6M with a payback expected in 10 years. The net present value (NPV) of the costs and savings to the Department over 20 years is a savings of \$301.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 6,011 (3,567 direct jobs and 2,444 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is 0.2 percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

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

Environmental Impact: This recommendation has a potential impact on air quality at NNMCC Bethesda, MD, Fort Belvoir, VA, Dover AFB, DE, Aberdeen Proving Ground, MD and Fort Detrick, MD. New source review permitting and air conformity analyses may be required. Additional operations at Dover may impact archaeological resources and historic properties. New construction could impact historic resources at Fort Sam Houston, Fort Belvoir, and Aberdeen Resources must be evaluated on a case-by-case basis at Fort Belvoir, Aberdeen Proving Ground, and Fort Detrick. Consultation with SHPO will be required to ensure protection of cultural resources at Walter Reed. Additional operations may impact sensitive resources at Dover and constrain operations. Additional operations at Aberdeen may further impact threatened/endangered species leading to additional restrictions on training or operations. Modification to the hazardous waste program at Dover may be required. Significant mitigation measures to limit releases may be required at Aberdeen to reduce impacts to water quality and achieve US EPA water quality standards. Additional operations may impact wetlands at Dover, which may restrict operations. This recommendation has no impact on dredging; marine mammals, resources, or sanctuaries; noise; or wetlands. This recommendation will require spending approximately \$2.8M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Brooks City Base, TX

Recommendation: Close Brooks City Base, San Antonio, TX. Relocate the Air Force Audit Agency and 341st Recruiting Squadron to Randolph AFB. Relocate the United States Air Force School of Aerospace Medicine, the Air Force Institute of Occupational Health, the Naval Health Research Center Electro-Magnetic Energy Detachment, the Human Systems Development and Acquisition function, and the Human Effectiveness Directorate of the Air Force Research

CENTERS OF EXCELLENCE

The Technical Joint Cross-Service Group used a strategic framework to establish Centers of Excellence to provide scientific and technical advances to enable DOD to develop capabilities and weapons technologies superior to those of potential adversaries. The Centers are intended to allow more rapid transition of technology and enhance integration of multiple technologies.

Centers were established in 3 areas: (1) Defense Labs, (2) Integrated Research, Development and Acquisition, and Test and Evaluation Centers (RDA&T&E). These include Ground, Maritime, Air, and Space Platforms; Weapons and Armaments; and Chemical-Biological Defense Systems, and (3) Integrated Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Centers for land, maritime, air and space.

In reality, the large existing centers consolidated like technical tasks from smaller activities. Usually, tasks from 2 services were involved but true "purple" (all Services like functions incorporated into mega centers) was not achieved. The Cross-Service Group believes BRAC 2005 was a "first step" toward true jointness.

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
1. Real property management						
a. General engineering services	DPW	CES	PWD	BS/FS/FM	G-4/S-4 Fac. Eng	USA: Eng supply including warehousing is provided by DOL
b. Real property planning	DPW	CES	PWD	BS/FS/FM	G-4/S-4 Fac. Eng	
c. Real estate/facility management	DPW	CES	PWD	BS/FS/FM	G-4/S-4 Fac. Eng	
d. Construction administration	DPW	CES	ROICC	BS/FS/BS	NAVFAC/ROICC	AF: CoE and NAVFAC administers MILCON projects. CES provides oversight of this administration.
f. Forest and range land management	DPW	CES	ENV & NR		See remarks	USMC: Natural resources, Trg & Ed., Fac. Maintenance
g. Master planning	DPW	CES	PWD	BS/FS/FM	G-4/S-4/Fac Maint.	
2. Real property maintenance						
a. Facility repair and maintenance	DPW	CES	PWD	BS/FS/SRM	G-4/S-4/Fac Maint.	AF: Both in-house and contract
b. Minor construction	DPW	CES	PWD	BS/FS/SRM	ROICC	AF: Both in-house and contract
c. Engineer shop operations	DPW	CES	PWD	BS/FS/FM	Ops Units, Fac Maint	
d. Custodial support	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: By contract
e. Grounds maintenance	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: By contract
f. Refuse handling	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: By contract
g. Entomological service	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: Both in-house & contract
h. Snow removal	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	AF: Both in-house & contract
i. Landfill and waste storage	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	USA: DOL handles all used POL; MEDCOM handles all medical waste, DMWR is involved only if recycling is treated as a business waste, DMWR is involved only if recycling is treated as a business waste storage managed by CES with assistance from org. who generate waste.
j. Recycling	DPW	CES	PWD	BS/FS/FS	G-4/S-4/Fac Maint.	USA: See note above. AF: By contract.
3. Utilities						
a. Water treatment and usage	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Typically accomplished by utility provider
b. Sewage treatment	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Typically accomplished by utility provider
c. Solid waste disposal	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Typically accomplished by utility provider
d. Power generation & distribution	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Both in-house and contract
e. Boiler and heating systems	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	AF: Both in-house and contract
f. Air-conditioning and cold storage	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	
g. Utility purchasing	DPW	CES	PWD	BS/FS/U	G-4/S-4/Fac Maint/Eng	
h. Engineering Services	DPW	CES	PWD	BS/FS/FM	G-4/S-4/Fac Maint/Eng	
4. Housing						
a. Batchelor	DPW	CES	HOUSING	CS/H/BQO	G-4/S-4/Housing	
b. Transient billeting	DMWR	SVS	HOUSING	CS/H/BQO	G-4/S-4/Housing	
c. Family housing	DPW	CES	HOUSING	CS/H/FH	G-4/S-4/Housing	
d. Housing furnishings	DPW	CES	HOUSING	CS/H/FH	G-4/S-4/Housing	
e. House leases	DPW	CES	HOUSING	CS/H/FH	G-4/S-4/Housing	
f. Housing referrals	DPW	CES	HOUSING	CS/H/FH	G-4/S-4/Housing	
g. Housing self-help	DPW	CES	PWD	CS/H/FH	G-4/S-4/Housing	
5. Emergency services						
a. Fire prevention and protection	DPS	CES	FIRE	BS/PS/FF	G-4/S-4	
b. Emergency medical response	DPS	MDG	FIRE	BS/PS/FF	BUMED/G-4	
c. Emergency hazardous material response	DPS	Multi	FIRE	BS/PS/FF	G-4/S-4	
d. Aviation crash and rescue	DPS	CES	AIR OPS	BS/PS/FF	Air Ops	
e. Weather emergency response	DPS	Multi	SECURITY	BS/PS/DP	G-4/S-4	

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
6. Environmental services						
Safety administration	DPS	SE	ENV & NR	BS/E	G-4/S-4/Environ/Fac/Eng	
Environmental compliance	DPW	CES	ENV & NR	BS/E/COM	G-4/S-4/Environ/Fac/Eng	
Environmental restoration	DPW	CES	ENV & NR	BS/E	G-4/S-4/Environ/Fac/Eng	
Pollution prevention	DPW	CES	ENV & NR	BS/E/PP	G-4/S-4/Environ/Fac/Eng	
Environmental impact/compliance	DPW	CES	ENV & NR	BS/E/COM	G-4/S-4/Environ/Fac/Eng	
Toxic waste control	DPW	CES	ENV & NR	BS/E	G-4/S-4/Environ/Fac/Eng	
Natural resource management	DPW	CES	ENV & NR	BS/E	Natural Resources	
HAZMAT operations	DPW/DOL	Multi	ENV & NR	BS/PS/FF	G-4/S-4/Environ/Fac/Eng	USA: DPW has policy; DOL usually executes in those areas where they have responsibility. DOL does all HAZMAT transportation.
Historical and archeological resources mgt	DPW		ENV & NR		Natural/Cultural Resources	
7. Base security						
a. Traffic control	DPS	SFS	PS	BS/PS/S	PMO	
b. Vehicle and firearms registration	DPS	SFS	PS		PMO	
c. Crime prevention	DPS	SFS	PS	BS/PS/FP	PMO	
d. criminal investigation	DPS	SFS/OSI	NCIS		PMO	
e. Security services	DPTMS/DPS	SFS	PS	BS/PS/FP	PMO	
f. Dog operations	DPS	SFS	PS		PMO	
g. Counterintelligence activities	DPTMS	OSI	PS		NCIS	
8. Reserve component support						
a. Reserve component support	DPTMS			BS/C&S/MS	G3,G4,Reserve Spt Unit	
b. Guard component support	DPTMS		N/A	N/A	G3,G4,Reserve Spt Unit	
c. Mobilization support	DPTMS			BS/C&S/MS	G-3	
9. Resource management						
a. Program and budget formulation	RMO	FM/XP	ADMIN/COMP	BS/C&S/RM	G-1/S-1	
b. Budget execution	RMO	FM/XP	ADMIN/COMP	BS/C&S/RM	G-1/S-1	
c. Management analysis	OPA&I	MO	ADMIN/COMP	BS/C&S/RM	G-1/S-1	
d. Manpower requirements	RMO	MO/MSS	ADMIN	BS/C&S/RM	G-1/S-1	
e. Support agreements	RMO	LRS	ADMIN/COMP		G-1/S-1	
10. Procurement						
a. Contracting	ACA/COE/MWR	CONS	PWD	BS/FS/FS	NAVFAC, Regional Contr.	USA: All three agencies do contracting for the Garrison. ACA is an outside agency.
b. Contract cost and analysis	ACA/COE/MWR	CONS/FM	PWD	BS/FS/FS	NAVFAC, Regional Contr.	
c. Quality assurance	ACA/COE/MWR	CONS/User	PWD	BS/FS/FS	NAVFAC, Regional Contr.	
d. Contract administration	ACA/COE/MWR	CON/User	PWD	BS/FS/FS	NAVFAC, Regional Contr.	
11. Personal property management						
a. Property accountability	DOL		PPO	CS/H/FH	G-4/S-4	
b. Materiel storage	DOL		PPO	CS/H/FH	G-4/S-4	
c. Materiel handling	DOL		PPO	CS/H/FH	G-4/S-4	
d. Materiel receipt and issue	DOL		PPO	CS/H/FH	G-4/S-4	
12. Transportation services						
a. Transportation motor services	DOL	LRS	PWD		G-4/S-4	
b. Transportation office operations	DOL	LRS	PWD		G-4/S-4	
c. Local materiel and household goods movement	DOL/JPPSO	LRS	PPO/JPPSO	CS/H/FH	G-4/S-4	

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
13. Equipment maintenance						
a. Nontactical equipment maintenance	DOL	LRS	PWD	BS/FS/BSV&E	G-4/S-4	USA: This is maintenance on base support equip. only. Maintenance on tactical equip. is reimbursable.
b. Vehicle maintenance	DOL	LRS	PWD	BS/FS/BSV&E	G-4/S-4	
14. Retail supply services						
a. Stock fund activities	DOL/DLA/AMC	LRS	SUPPLY		G-4/S-4	
b. Materiel requisitioning	DOL	LRS	SUPPLY	OFS/OS/S	G-4/S-4	
c. Petroleum, oil, and lubricants distribution	DOL/DLA	LRS	SUPPLY	OFS/OS/S	DLA	
d. Clothing/central issue facilities	DOL/DLA	LRS	SUPPLY	OFS/OS/S	G-4/S-4	
e. Clothing alterations	AAFES	AAFES	NEX	NEX	G-4/S-4	
f. Ammunitions supply operations	DOL	MUNS	SUPPLY	OFS/OS/OOS	G-4/S-4	
g. Self-service supply operations	DOL/Unit	Contract	SUPPLY		G-4/S-4	
15. Base communications						
a. Telephone service	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
b. Teleconference facility	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
c. Radio operations	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
d. Communications infrastructure maintenance	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-6	
16. Information and audio/visual services						
a. Automated information systems operations/mx	DOIM/NETCOM	CS/Users	COMM/ADP	BS/C&S/ITS	G-1, G-2	
b. Information mgt equipment repair/mx	DOIM/NETCOM	CS/Users	COMM/ADP	BS/C&S/ITS	G-1, G-2	
c. software support service	DOIM/NETCOM		COMM/ADP	BS/C&S/ITS	G-1, G-2	
d. Records mgt	DOIM/NETCOM	CS	ADMIN	BS/C&S/ITS	G-1, G-2	
e. Mail and distribution center operations	DOIM/DHR	Contract	ADMIN	BS/C&S/ITS	G-1, G-2	
f. Film and video production services	DOIM/NETCOM	CS	ADMIN/PAO	BS/C&S/ITS	G-1, G-2	
g. Sound production services	DOIM/NETCOM	CS	ADMIN/PAO	BS/C&S/ITS	G-1, G-2	
h. Radio and cable TV systems	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-1, G-2	
i. Visual information library services	DOIM/NETCOM	CS	COMM/ADP	BS/C&S/ITS	G-1, G-2	
j. Audio/visual equipment loan and repair	DPTMS	CS	COMM/ADP	BS/C&S/ITS	G-1, G-2	
k. Graphic training aids	DPTMS	CS	TRAINING	BS/C&S/ITS	G-1, G-2	
17. Personnel and professional support						
a. Legal services	SMC's SJA	JA	ADMIN/LEGAL	BS/C&S/C	CO/CG staff	
b. Public affairs support	PAO	PA	ADMIN/PAO	BS/C&S/C	CO/CG staff	
18. Personnel services						
a. Personnel records maintenance	DHR	MSS	PSD	BS/C&S/MS	G-1	
b. Personnel actions	DHR	MSS	PSD	BS/C&S/MS	G-1	
c. Orders publications	DHR	MSS	PSD	BS/C&S/MS	G-1	
d. Civilian personnel office	DHR	MSS	HRO	BS/C&S/RM	G-1	
e. Equal employment opportunity services	DHR	MSS	HRO	BS/C&S/RM	G-1	
f. Transition point operations	DHR	MSS	TPU	BS/C&S/RM	G-1	
g. Retiree affairs	DHR	MSS	HRO	BS/C&S/RM	G-1	
h. Survivor assistance	DHR	MSS	F&FSC	BS/C&S/RM	G-1	
19. Food Services						
a. Dining facilities	DOL	SVS	SUPPLY	CS/PS/G	G-4, Contract	
b. Ration distribution	DOL	SVS	SUPPLY	CS/PS/G	G-4, Contract	
20. Laundry services	DOL	SVS	N/A		G-4, Contract	

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
21. Education services						
a. Education center	DHR	MSS	NAVY COLLEGE	CS/PS/FFS	MCCS	
b. Education testing	DHR	MSS	NAVY COLLEGE	CS/PS/FFS	MCCS	
c. Learning center	DHR	MSS	NAVY COLLEGE	CS/PS/FFS	MCCS	
22. Personal and family services						
a. Drug and alcohol	DHR/DPS/DMWR	MIDG	F&FSC	CS/PS/FFS	MCCS	
b. Exceptional family member program	DHR	MIDG	F&FSC	CS/PS/FFS	MCCS	
c. Family counseling services	DMWR	MSS	F&FSC	CS/PS/FFS	MCCS	
d. Community education and awareness	DMWR	MSS	F&FSC	CS/PS/FFS	MCCS	
e. Relocation counseling	DMWR	MSS	F&FSC	CS/PS/FFS	MCCS	
f. Child care center	DMWR	SVS	F&FSC	CS/PS/FFS	MCCS	
g. Youth center	DMWR	SVS	F&FSC	CS/PS/FFS	MCCS	
h. Chapel operations and religious services	OCHAP	HC	CHAPLAIN	BS/C&S/C	MCCS	
i. Chaplain counseling	OCHAP	HC	CHAPLAIN	BS/C&S/C	MCCS	
j. Cemetery operations	DHR	HC	CHAPLAIN	BS/C&S/C	MCCS	
23. Recreation services						
a. Installation and unit sports program	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
b. Bowling alleys	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
c. Information travel and transportation offices	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
d. Arts and crafts facilities	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
e. Golf courses	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
f. Theaters	DMWR	AAFES	MWR	CS/PS/MWR	MCCS	
g. Equipment rental	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
h. Swimming pool	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
i. Gyms	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
j. Community and recreation centers	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
k. Base libraries	DMWR	SVS	MWR	CS/PS/MWR	MCCS	
24. Military Exchange Operations						
a. Base Operations	DMWR	AAFES	MWR	CS/PS/MWR	MCCS	
b. Weather	DMWR	AAFES	NEX	CS/PS/MWR	MCCS	
c. Air traffic tower	DMWR	AAFES	NEX	CS/PS/MWR	MCCS	
25. DOD dependent schools						
a. Base Operations	DPTMS/SMC	DODEA	DODEA	OFS/AO/AO	Air Ops, G-3	
b. Weather	DPTMS/SMC	OSS	AIR OPS	OFS/AO/AO	Air Ops, G-3	
c. Air traffic tower	DPTMS/SMC	OSS	AIR OPS	OFS/AO/AO	Air Ops, G-3	
27. Garrison Operations						
a. Force Protection	DPTMS	OSS	AIR OPS	BS/PS/FP	PMO, G3	
b. Contingency planning	DPTMS	OSS	AIR OPS	BS/PS/FP	G3, G4	
c. Installation Operations Center	DPTMS	OSS	AIR OPS	BS/PS/FP	G3, G4	
d. Consequence Management	DPTMS	OSS	AIR OPS	BS/PS/FP	G3, G4	
e. Training support	DPTMS	OSS	AIR OPS	BS/PS/FP	G3, G4	
f. Range operations	DPTMS	OSS	AIR OPS	BS/PS/FP	G2, T&E	
g. Training ammunition	DPTMS	OSS	AIR OPS	BS/PS/FP	G2, T&E	
h. Training management	DPTMS	OSS	AIR OPS	BS/PS/FP	G2, T&E	
28. Internal Review						
a. Internal Review	IRACO			BS/C&S/MS	Ammo	
29. Inspector General						
a. Inspector General	SMC's IG			BS/C&S/MS	G2, T&E	
30. Strategic Planning						
a. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
b. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
c. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
d. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
e. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
f. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
g. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
h. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
i. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
j. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
k. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
l. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
m. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
n. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
o. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
p. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
q. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
r. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
s. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
t. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
u. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
v. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
w. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
x. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
y. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
z. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
aa. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ab. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ac. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ad. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ae. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
af. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ag. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ah. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ai. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
aj. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ak. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
al. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
am. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
an. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ao. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ap. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
aq. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ar. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
as. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
at. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
au. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
av. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
aw. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ax. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ay. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
az. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ba. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bb. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bc. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bd. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
be. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bf. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bg. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bh. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bi. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bj. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bk. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bl. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bm. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bn. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bo. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bp. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bq. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
br. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bs. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bt. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bu. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bv. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bw. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bx. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
by. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
bz. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ca. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cb. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cc. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cd. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ce. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cf. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cg. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ch. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ci. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cj. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ck. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cl. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cm. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cn. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
co. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cp. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cq. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cr. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cs. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ct. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cu. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cv. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cw. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cx. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cy. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cz. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ca. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cb. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cc. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cd. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ce. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cf. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cg. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ch. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ci. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cj. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ck. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cl. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cm. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cn. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
co. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cp. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cq. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cr. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cs. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ct. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cu. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cv. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cw. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cx. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cy. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cz. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ca. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cb. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cc. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cd. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ce. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cf. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cg. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ch. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
ci. Strategic Planning	OPA&I		NAVY IG	BS/C&S/MS	IG	
cj. Strategic Planning						

Common Business Functions, Processes or Activities	USA	USAF	USN	IMAP	USMC	Remarks
NOTES:						
LEGEND of TERMS						
USA:						
Directorate of Human Resources	DHR					
Directorate of Morale, Welfare & Recreation	DMWR					
Directorate of Logistics	DOL					
Directorate of Plans, Training, Mobilizations & Se	DPTMS					
Directorate of Public Works	DPW					
Directorate of Public Safety	DPS					
Office of Plans, Analysis & Integration	OPA&I					
Internal Review & Sudit Control Office	IRACO					
Inspector General	IG					
Army, Air Force Exchange Service	AAFES					
Dept. of Defense Educations Agency	DODEA					
Medical Command	MEDCOM					
Network Command	NETCOM					
Army Contracting Agency	ACA					
Corps of Engineers	COE					
Public Affairs Office	PAO					
Defense Logistics Agency	DLA					
Army Material Command	AMC					
Office of the Chaplain	OCHAP					
Joint Personnel Property Shipping Office	JPPSO					
Senior Mission Commander	SMC					
USN:						
Administration Department	ADMIN					
Airfield Operations	AIR OPS					
Base Housing	HOUSING					
Base Supply Department	SUPPLY					
Chaplain's Office	CHAPLAIN					
Communications/Auto Data Processing Equip	COMM/ADP					
Comptroller Shop	ADMIN/COMP					
Environmental and Natural Resources	ENV & NR					
Fire Department	FIRE					
Fleet & Family Support Center	F&FSC					
Human Resource Office	HRO					
Inspector General	NAVY IG					
Legal Services	ADMIN/LEGAL					
Navy College	NAVY COLLEGE					
Navy Criminal Investigative Service	NCIS					
Navy Exchange Services	NEX					
Personal Property Office	PPO					
Public Affairs Office	ADMIN/PAO					

Common Business Functions, Processes or	Activities	USA	USAF	USN	IMAP	USMC	Remarks
Public Safety		PS					
Public Works Department		PWD					
Resident officer in charge of construction		ROICC					
Training Department		TRAINING					
Transient Personnel Unit		TPU					

Run ID	Base Name	ST	Page	Action	Lead T	Lead Analyst	MV#1	MV#2	MV#3	MV#4	Savings#5	Econ#6	Inf#7	Envl#8	Remarks
57	Marine Corps Logistics Base, Barstow, CA					Joe Barrett									
	Anniston Army Depot	AL	DoN - 6	Gainer	JC-S	George Delgado									
	Letterkenny Army Depot	PA	DoN - 6	Gainer	JC-S	George Delgado									
	Marine Corps Logistics Base Albany	GA	DoN - 6	Gainer	JC-S	George Delgado									
	Marine Corps Logistics Base Barstow	CA-Coyle	DoN - 6	Realign	JC-S	George Delgado									
	Tobyhanna Army Depot	PA	DoN - 6	Gainer	JC-S	George Delgado									
58	Naval Support Activity Corona, CA														
	Naval Base Ventura County	CA-Coyle	DoN - 7	Gainer	Navy	David Epstein									Base Visit July 7-8; high cost area
	Naval Support Activity Corona	CA-Coyle	DoN - 7	Closure	Navy	David Epstein									Base visits in July; savings over 20 yrs only \$400K; puts independent oversight at risk
59	Naval Weapons Station Seal Beach Detachment, Concord, CA														
	Naval Weapons Station Seal Beach Det. Concord	CA-Coyle	DoN - 9	Closure	Navy	David Epstein									Community supports closure; no visit planned
60	Submarine Base New London, CT														
	Fort Sam Houston	TX	DoN - 10	Gainer	Navy	Hal Tickle									Sixteen students per year
	Naval Air Station Pensacola	FL	DoN - 10	Gainer	Navy	Hal Tickle									Eight Officers, 20 Enlisted, three Civilian and an average of 32 Students daily on board for radiation health and Undersea Medical training courses
	Naval Medical Center Portsmouth	VA-Gehman	DoN - 10	Gainer	Navy	Hal Tickle									36 independent Duty Corpsman per year (3 classes per year), 20 Undersea Medical Officer per year (2 classes per year), 12 Radiation Health Officer per year (4 classes per year), 80 Radiation Health Inspector per year (4 classes per year), 30 Radiation Health Tech per year (3 classes per year). Average daily onboard as reported in STASS is 48.
	Naval Shipyard Norfolk	VA-Gehman	DoN - 10	Gainer	Navy	Hal Tickle									SSN maintenance support
	Naval Station Newport	RI	DoN - 10	Gainer	Navy	Hal Tickle									Medical support
	Naval Station Norfolk	VA-Gehman	DoN - 10	Gainer	Navy	Hal Tickle									Pier space, surge capabilities under review; cleanup at N.L. may be issue
	Naval Weapons Station Earle	NJ	DoN - 10	Gainer	Navy	Hal Tickle									Two dog handlers
	Submarine Base Kings Bay	GA	DoN - 10	Gainer	Navy	Hal Tickle									Support/activities for 1500 additional students; sufficient school and child care; cleanup at N.L. may be an issue
	Submarine Base New London	CT	DoN - 10	Closure	Navy	Hal Tickle									
	Walter Reed Army Medical Center	DC	DoN - 10	Gainer	Navy	Hal Tickle									Evaluating Walter Reed MILCON estimate
	Westover Air Force Base	MA	DoN - 10	Gainer	Navy	Hal Tickle									Two dog handlers
61	Officer Training Command, Pensacola, FL														
	Naval Air Station Pensacola	FL	DoN - 12	Realign	Navy	Joe Barrett									
	Naval Station Newport	RI	DoN - 12	Gainer	Navy	Joe Barrett									
62	Naval Air Station Atlanta, GA														
	Dobbins Air Reserve Base	GA	DoN - 13	Gainer	Navy	Bill Fetzter									Staff to support SELRES at NMC Reserve Center
	Fort Gillem	GA	DoN - 13	Gainer	Navy	Bill Fetzter									Six Intel personnel
	Naval Air Station Atlanta	GA	DoN - 13	Closure	Navy	Bill Fetzter									NAS is recalculating and resubmitting pers data to BRAC
	Naval Air Station Joint Reserve Base Ft. Worth	TX	DoN - 13	Gainer	Navy	Bill Fetzter									CAG-20, VMFA-142 (12 F-18's), VR-46 (4 C-9's), AIMD Support
	Naval Air Station New Orleans	LA	DoN - 13	Gainer	Navy	Bill Fetzter									VAW-77 (6 E-2C's) AIMD Support
	Robins Air Force Base	GA	DoN - 13	Gainer	Navy	Bill Fetzter									MAG-42 HQ staff, HMLA-773 (Hueys and Cobras)
63	Navy Supply Corps School Athens, GA														
	Naval Station Newport	RI	DoN - 14	Gainer	Navy	David Epstein									
	Naval Supply Corps School Athens	GA	DoN - 14	Closure	Navy	David Epstein									
	Undistributed or Overseas Reductions	US	DoN - 14	Realign	Navy	David Epstein									
64	Naval Support Activity New Orleans, LA														
	Naval Air Station Joint Reserve Base Ft. Worth	TX	DoN - 15	Gainer	Navy	Joe Barrett									
	Naval Air Station New Orleans	LA	DoN - 15	Gainer	Navy	Joe Barrett									
	Naval Support Activity Mid South	TN	DoN - 15	Gainer	Navy	Joe Barrett									
	Naval Support Activity New Orleans	LA	DoN - 15	Closure	Navy	Joe Barrett									
	Naval Support Activity Norfolk	VA-Gehman	DoN - 15	Gainer	Navy	Joe Barrett									
65	Naval Air Station Brunswick, ME														
	Naval Air Station Brunswick	ME	DoN - 18	Realign	Navy	Hal Tickle									Strategic value; increase in infrastructure; receiving base capacity
	Naval Air Station Jacksonville	FL	DoN - 18	Gainer	Navy	Hal Tickle									No excess hangar/ramp space to accommodate P-3/MMA; surge capacity in question; some concerns with child care/schools
66	Marine Corps Support Activity Kansas City, MO														
	Marine Corps Support Center Kansas City	MO	DoN - 19	Closure	Navy	Joe Barrett									
	Naval Air Station New Orleans	LA	DoN - 19	Gainer	Navy	Joe Barrett									
67	Naval Station Pascagoula, MS														
	Naval Station Mayport	FL	DoN - 20	Gainer	Navy	Brian McDaniel									
	Naval Station Pascagoula	MS	DoN - 20	Closure	Navy	Brian McDaniel									Base Site Visit 16 Jun 05 Gehman

Activity/Station	State	Donor	Position	Service	Officer	Notes
Undistributed or Overseas Reductions	US	DON - 20	Realign	Navy	Brian McDaniel	
68 Naval Air Station Joint Reserve Base Willow Grove, PA, and Cambria Regional Airport, PA						
Fort Dix	NJ	DON - 21	Gainer	JCS	Michael Delaney	
Marine Corps Air Station Cherry Point	NC	DON - 21	Gainer	JCS	Michael Delaney	
Marine Corps Reserve Center Johnston	PA	DON - 21	Realign	JCS	Michael Delaney	
McGuire Air Force Base	NJ	DON - 21	Gainer	JCS	Michael Delaney	
Naval Air Station Willow Grove	PA	DON - 21	Closure	JCS	Michael Delaney	
69 Naval Shipyard Portsmouth, Kittery, ME						
Naval Shipyard Norfolk	VA-Gahman	DON - 23	Gainer	Navy	CW Furlow	
Naval Shipyard Portsmouth						
Naval Station Barignton	ME	DON - 23	Closure	Navy	CW Furlow	
Naval Station Pearl Harbor	HI	DON - 23	Gainer	Navy	CW Furlow	
Naval Station Newport, RI						
Naval Station Newport	RI	DON - 25	Realign	Navy	David Epstein	
Naval Station Norfolk	VA-Gahman	DON - 26	Gainer	Navy	David Epstein	
Naval Station Ingleside, Texas and Naval Air Station Corpus Christi, TX						
Naval Air Station Corpus Christi	TX	DON - 26	Realign	Navy	Bill Felzer	
Naval Base Point Loma	CA-Coyle	DON - 26	Gainer	Navy	Bill Felzer	
Naval Station Ingleside	TX	DON - 26	Closure	Navy	Bill Felzer	
Naval Station Norfolk	VA-Gahman	DON - 26	Gainer	Navy	Bill Felzer	
Naval Station San Diego	CA-Coyle	DON - 26	Gainer	Navy	Bill Felzer	
72 Engineering Field Division/Activity						
Engineering Field Activity Northeast	PA	DON - 28	Closure	Navy	CW Furlow	
Naval Air Station Jacksonville	FL	DON - 28	Gainer	Navy	CW Furlow	
Naval Station Norfolk	VA-Gahman	DON - 28	Gainer	Navy	CW Furlow	
Naval Station Great Lakes						
Naval Station Norfolk	IL	DON - 28	Gainer	Navy	CW Furlow	
Naval Support Activity Norfolk	VA-Gahman	DON - 28	Gainer	Navy	CW Furlow	
Navy Crane Center Lester	VA-Gahman	DON - 28	Gainer	Navy	CW Furlow	
South Naval Facilities Engineering Command						
73 Armed and Marine Corps Reserve Centers ** (Rollup)						
Armed Forces Reserve Center Akron	OH	DON - 29	Gainer	JCS	Michael Delaney	
Armed Forces Reserve Center Bell	CA-Coyle	DON - 29	Gainer	JCS	Michael Delaney	
Armed Forces Reserve Center Broken Arrow	OK	DON - 29	Gainer	JCS	Michael Delaney	
Armed Forces Reserve Center Madison	WI	DON - 29	Gainer	JCS	Michael Delaney	
Baton Rouge Army National Guard Reserve Center	LA	DON - 29	Gainer	JCS	Michael Delaney	
Dobbins Air Reserve Base	GA	DON - 29	Gainer	JCS	Michael Delaney	
Fort Dix	NJ	DON - 29	Gainer	JCS	Michael Delaney	
Inspector/Instructor Center West Trenton	GA	DON - 29	Closure	JCS	Michael Delaney	
Inspector/Instructor Rome GA	GA	DON - 29	Closure	JCS	Michael Delaney	
Marine Corps Reserve Center Pasadena CA	CA-Coyle	DON - 29	Gainer	JCS	Michael Delaney	
Marine Corps Reserve Center La Crosse	WI	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Akron	OH	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Baton Rouge	LA	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Cleveland	OH	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Dubuque	IA	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Lehigh	PA	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Madison	WI	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Moundsville	WV	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Pittsburgh	PA	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Reading	PA	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Tulsa	OK	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Encino	CA-Coyle	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center Los Angeles	CA-Coyle	DON - 29	Closure	JCS	Michael Delaney	
Naval-Marine Corps Reserve Center, Mobile AL	AL	DON - 29	Closure	JCS	Michael Delaney	
Undistributed or Overseas Reductions	NJ	DON - 29	Realign	JCS	Michael Delaney	
Undistributed or Overseas Reductions	US	DON - 29	Realign	JCS	Michael Delaney	
74 Navy Recruiting Districts						
Naval Recruiting District Headquarters Omaha	NE	DON - 34	Closure	Navy	Joe Barrett	
Naval Recruiting District Headquarters Buffalo	NY	DON - 34	Closure	Navy	Joe Barrett	
Naval Recruiting District Headquarters Indianapolis	IN	DON - 34	Closure	Navy	Joe Barrett	
Naval Recruiting District Headquarters Kansas	MO	DON - 34	Closure	Navy	Joe Barrett	
Naval Recruiting District Headquarters Montgomery	AL	DON - 34	Closure	Navy	Joe Barrett	
75 Navy Regions						
Naval Air Station Corpus Christi	TX	DON - 35	Realign	Navy	Bill Felzer	

Unit	Base Name	St	Page	Action	Lead	MV#1	MV#2	MV#3	MV#4	S#5	EI#6	I#7	EN#8	Sp	COBRA	CH Q	Com	Remarks
1	Fort Wainwright, AK													Wainwright	COBRA Wainwright			No issues, cost \$50K
	Fort Greely	AK	Army - 5	Realign	Rhody									Wainwright	COBRA Wainwright			
	Fort Wainwright	AK	Army - 5	Realign	Rhody									Wainwright	COBRA Wainwright			
2	Fort Gillem, GA													Gillem Sp	COBRA Gillem			Enclaving issues remain
	Fort Benning	GA	Army - 6	Gainer	Manuel									Gillem Sp	COBRA Gillem			
	Fort Campbell	KY	Army - 6	Gainer	Manuel									Gillem Sp	COBRA Gillem			
	Fort Gillem	GA	Army - 6	Closure	Manuel									Gillem Sp	COBRA Gillem			FEMA equipment needs home
	Pope Air Force Base	NC	Army - 6	Gainer	Manuel									Gillem Sp	COBRA Gillem			Remaining issue: Siting of FORSCOM HQ's
	Redstone Arsenal	AL	Army - 6	Gainer	Manuel									Gillem Sp	COBRA Gillem			2d Recruiting CMD -no issues
	Rock Island Arsenal	IL	Army - 6	Gainer	Manuel									Gillem Sp	COBRA Gillem	St. Louis		1st Army HQ-no issues
	Shaw Air Force Base	SC	Army - 6	Gainer	Manuel									Gillem Sp	COBRA Gillem			No visit scheduled
	Undistributed or Overseas	RtUS	Army - 6	Realign	Manuel													
3	Fort McPherson, GA													McPherso	COBRA McPherson			Issues remain
	Fort Eustis	VA	Army - 8	Gainer	Manuel									McPherso	COBRA McPherson			IMA Consolidation-no issues
	Fort McPherson	GA	Army - 8	Closure	Manuel									McPherso	COBRA McPherson			DISA Hub in FORSCOM Bldg, cost to relocate
	Fort Sam Houston	TX	Army - 8	Gainer	Manuel									McPherso	COBRA McPherson			
	Peachtree Leases Atlanta	GA	Army - 8	Closure	Manuel									McPherso	COBRA McPherson			Siting of FORSCOM HQ
	Pope Air Force Base	NC	Army - 8	Gainer	Manuel									McPherso	COBRA McPherson			No issues
	Shaw Air Force Base	SC	Army - 8	Gainer	Manuel									McPherso	COBRA McPherson			
	Undistributed or Overseas	RtUS	Army - 8	Realign	Manuel													Base X-enclave to be established
4	Fort Bragg, NC													Bragg Sp	COBRA Bragg			
	Eglin Air Force Base	FL	Army - 10	Gainer	Felix									Bragg Sp	COBRA Bragg			Base Visit Completed 5 July
	Fort Bragg	NC	Army - 10	Gainer	Felix									Bragg Sp	COBRA Bragg			No Issues, Decision Build FORSCOM HQ on Bragg
	Undistributed or Overseas	RtGE	Army - 10	Realign	Felix													
5	Fort Monmouth, NJ													Monmouth	RA Monmouth			Clearinghouse Questions - Ft Monmouth.doc
	Aberdeen Proving Ground	MD	Army - 11	Gainer	Hood									Monmouth	RA Monmouth			AMCOM to Rucker
	Defense Supply Center	ColOH	Army - 11	Gainer	Hood									Monmouth	RA Monmouth			No issues
	Fort Belvoir	VA	Army - 11	Realign	Hood									Monmouth	RA Monmouth			Feared loss of intellectual capital, already joint, ability to perform image intensity mission at Aberdeen
	Fort Knox	KY	Army - 11	Realign	Hood									Monmouth	RA Monmouth	St. Louis		Knox-DOD CirHse-RFI 31May (2).doc
	Fort Meade	MD	Army - 11	Gainer	Hood									Monmouth	RA Monmouth			No issues
	Fort Monmouth	NJ	Army - 11	Closure	Hood									Monmouth	RA Monmouth			Feared loss of intellectual capital. \$1B cost DHS COOP mission?
	Leased Space - VA	VA	Army - 11	Realign	Hood									Monmouth	RA Monmouth			No issues
	Redstone Arsenal	AL	Army - 11	Realign	Hood									Monmouth	RA Monmouth			No issues
	Undistributed or Overseas	RtUS	Army - 11	Realign	Hood													No issues
	United States Military Academy	NY	Army - 11	Gainer	Hood									Monmouth	RA Monmouth			COBRA \$ 21M, WPMA est \$129M
6	Fort Hood, TX													Hood Sp	COBRA Hood			No issues
	Fort Carson	CO	Army - 15	Gainer	Felix									Hood Sp	COBRA Hood			Base visit 27 Jun/Pynon Canyon overview, possible environmental issues
	Fort Hood	TX	Army - 15	Gainer	Felix									Hood Sp	COBRA Hood			No new issues from Commissioner Visit
	Undistributed or Overseas	RtGE	Army - 15	Realign	Felix													
7	Red River Army Depot													RRAD Sp	COBRA RRAD	RRAD And RRAD Co		Series issues on workload
	Anniston Army Depot	AL	Army - 16	Gainer	Bieri									RRAD Sp	COBRA RRAD			Highest ranked depot for MV
	Latterkenny Army Depot	PA	Army - 16	Gainer	Bieri									RRAD Sp	COBRA RRAD			No issues
	Marine Corps Logistics Base	GA	Army - 16	Gainer	Bieri									RRAD Sp	COBRA RRAD			no known issues
	Red River Army Depot	TX	Army - 16	Closure	Bieri									RRAD Sp	COBRA RRAD			Commissioner Base Visit-21 Jun & 10 Jul 05 - concerns with rubber facility, DLA move, tactical and comb
	Tinker Air Force Base	OK	Army - 16	Gainer	Bieri									RRAD Sp	COBRA RRAD			concerns have been noted regarding the size of facilities to be built and capacity to absorb RRAD DLA wo
	Toboyhanna Army Depot	PA	Army - 16	Gainer	Bieri									RRAD Sp	COBRA RRAD			No issues
	Undistributed or Overseas	RtUS	Army - 16	Realign	Bieri													
8	Fort Monroe, VA													Monroe Sp	COBRA Monroe			Remaining issue: Siting of TRADOC HQ's
	Fort Eustis	VA	Army - 19	Gainer	Manuel									Monroe Sp	COBRA Monroe			
	Fort Knox	KY	Army - 19	Gainer	Manuel									Monroe Sp	COBRA Monroe	St. Louis		No issues
	Fort Monroe	VA	Army - 19	Closure	Manuel									Monroe Sp	COBRA Monroe			Issues are BRAC Implementation
	Undistributed or Overseas	RtUS	Army - 19	Realign	Manuel													
9	Maneuver Training													Maneuver	COBRA Maneuver			No issues
	Fort Benning	GA	Army - 20	Gainer	Avenick									Maneuver	COBRA M Ft Benning Answers			Transition planning ongoing
	Fort Knox	KY	Army - 20	Realign	Avenick									Maneuver	COBRA Maneuver	St. Louis		Knox-DOD CirHse-RFI 31May (2).doc
	Fort McCoy	WI	Army - 20	Realign	Avenick									Maneuver	COBRA Maneuver			
	Undistributed or Overseas	RtGE	Army - 20	Realign	Avenick									Maneuver	COBRA Maneuver			

Activity	Location	Start Date	End Date	Phase	Notes
Undistributed or Overseas R/KO	Army - 20	Realign	Avencok		
10 Operational Army (IGPBS)					
Fort Bliss	TX	Army - 22	Gainr	Falk	
Fort Campbell	KY	Army - 22	Realign	Falk	
Fort Hood	TX	Army - 22	Realign	Falk	
Fort Riley	KS	Army - 22	Gainr	Falk	
Fort Sill	OK	Army - 22	Gainr	Falk	
Undistributed or Overseas R/KO	Army - 22	Realign	Falk		
Undistributed or Overseas R/KO	Army - 22	Realign	Falk		
11 RC Transformation, AL					
Abbot U.S. Army Reserve C/AL	Army - 25	Closure	Abvell		
Anderson U.S. Army Reserve AL	Army - 25	Closure	Abvell		
BG William P. Screws U.S. #AL	Army - 25	Closure	Abvell		
Fort Gandy Army National G/AL	Army - 25	Closure	Abvell		
Fort Herra Army National G/AL	Army - 25	Closure	Abvell		
Gary U.S. Army Reserve Cer AL	Army - 25	Closure	Abvell		
The Adjutant General Bldg, AAL	Army - 25	Closure	Abvell		
U.S. Army Reserve Center VIMS	Army - 25	Closure	Abvell		
Wright U.S. Army Reserve C AL	Army - 25	Closure	Abvell		
12 RC Transformation, AZ					
Alton Hall Armed Forces Res AZ	Army - 28	Closure	Abvell		
13 RC Transformation, AR					
El Dorado Armed Forces Res AR	Army - 30	Closure	Abvell		
Stone U.S. Army Reserve Ce AR	Army - 30	Closure	Abvell		
14 RC Transformation, CA					
Army National Guard Reserv Ck4 Army	- 33	Closure	Abvell		
U.S. Army Reserve Center, KCK4 Army	- 33	Closure	Abvell		
15 RC Transformation, CT					
SGT Libby U.S. Army Reser CT	Army - 36	Closure	Abvell		
Turner U.S. Army Reserve C/CT	Army - 36	Closure	Abvell		
U.S. Army Reserve Center A/CT	Army - 36	Closure	Abvell		
16 RC Transformation, DE					
Kilwood U.S. Army Reserwe DE	Army - 37	Closure	Abvell		
17 RC Transformation, GA					
Fort Benning Bldg 19	GA	Army - 39	Closure	Abvell	
U.S. Army Reserve Center C/GA	Army - 39	Closure	Abvell		
18 RC Transformation, HI					
Army National Guard Reser HI	Army - 40	Closure	Abvell		
19 RC Transformation, IL					
Army National Guard Reserv IL	Army - 42	Closure	Abvell		
20 RC Transformation, IN					
U.S. Army Reserve Center L/IN	Army - 44	Closure	Abvell		
U.S. Army Reserve Center S/IN	Army - 44	Closure	Abvell		
21 RC Transformation, IA					
Army National Guard Reserv IA	Army - 46	Realign	Abvell		
22 RC Transformation, KY					
Army National Guard Reserv KY	Army - 48	Closure	Abvell		
U.S. Army Reserve Center M/KY	Army - 48	Closure	Abvell		
23 RC Transformation, LA					
Baton Rouge Army National LA	Army - 50	Closure	Abvell		
Roberts U.S. Army Reserve LA	Army - 50	Closure	Abvell		
24 RC Transformation, MD					
PPG Fleir U.S. Army Reserw MD	Army - 52	Closure	Abvell		
25 RC Transformation, MA					
323rd Maintenance Facility, F MA	Army - 54	Closure	Abvell		
Armed Forces Reserve Cent MA	Army - 54	Realign	Abvell		
Army National Guard Comb MA	Army - 54	Closure	Abvell		
Army National Guard Reserv MA	Army - 54	Closure	Abvell		
Regional Training Site Malint MA	Army - 54	Closure	Abvell		
U.S. Army Reserve Ayr Aeri MA	Army - 54	Closure	Abvell		
U.S. Army Reserve ECS 65 J/MA	Army - 54	Closure	Abvell		
26 RC Transformation, MI					
Parsons U.S. Army Reserve MI	Army - 55	Closure	Abvell		
27 RC Transformation, MN					
Armed Forces Reserve Cent MN	Army - 57	Realign	Abvell		
Armed Forces Reserve Cent MN	Army - 57	Closure	Abvell		
Army National Guard Camtn MN	Army - 57	Closure	Abvell		
Army National Guard Farbn MN	Army - 57	Closure	Abvell		
U.S. Army Reserve Cambd MN	Army - 57	Closure	Abvell		
U.S. Army Reserve Fairbairt MN	Army - 57	Closure	Abvell		
28 RC Transformation, MO					
Army National Guard Reserv MO	Army - 58	Closure	Abvell		
29 RC Transformation, MT					
Galt Hall U.S. Army Reserve MT	Army - 60	Closure	Abvell		

Army Analysis Matrix

Facility Name	State	Category	Action	Responsible	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	Notes
Fort Belvoir	VA	H&SA - 46	Realign	Bieri																		
Fort Buchanan	PR	H&SA - 46	Realign	Hood																		AMC - no issues
Fort Knox	KY	H&SA - 46	Gainer	Hood																		
Fort Sam Houston	TX	H&SA - 46	Gainer	Hood																		
Leased Space - VA	VA	H&SA - 46	Realign	Hood																		IMA, CFSC & AEC, ACA
Redstone Arsenal	AL	H&SA - 46	Gainer	Rhody																		Cost and Savings Issues
Rock Island Arsenal	IL	H&SA - 46	Realign	Rhody																		Redstone CFR
																						IMA & NETCOM to San Antonio-no issues
151 Riverbank Army Ammunition Plant, CA																						
Riverbank Army Ammunition CA-1	Ind - 5		Closure	Delgado																		Community provide study and cost data
152 Sierra Army Depot, CA																						
Crane Army Ammunition Plant	IN Ind - 6		Realign	Delgado																		
McAlester Army Ammunition	OK Ind - 6		Realign	Delgado																		
Sierra Army Depot	CA-1 Ind - 6		Realign	Delgado																		
Tooele Army Depot	UT-1 Ind - 6		Realign	Delgado																		
153 Rock Island Arsenal, IL																						
Anniston Army Depot	AL Ind - 7		Gainer	Delgado																		
Letterkenny Army Depot	PA Ind - 7		Gainer	Delgado																		
Rock Island Arsenal	IL Ind - 7		Realign	Delgado																		No issues w/IMA and NETCOM
154 Newport Chemical Depot, IN																						
Newport Chemical Depot	IN Ind - 8		Closure	Delgado																		No issues
Undistributed or Overseas Rt US	Ind - 8		Realign	Delgado																		No issues
155 Kansas Army Ammunition Plant, KS																						
Kansas Army Ammunition Plant	KS Ind - 9		Closure	Delgado																		
156 Lima Tank Plant, OH																						
Fort Lewis	OH Ind - 10		Realign	Delgado																		
157 Mississippi Army Ammunition Plant, MS																						
Mississippi Army Ammunition Plant	MS Ind - 11		Closure	Delgado																		No issues
Undistributed or Overseas Rt US	Ind - 11		Realign	Delgado																		
158 Hawthorne Army Depot, NV																						
Hawthorne Army Depot	NV-1 Ind - 12		Closure	Delgado																		Demil can be done there. Largest of facilities
Undistributed or Overseas Rt US	Ind - 12		Realign	Delgado																		
159 Watervliet Arsenal, NY																						
Watervliet Arsenal	NY Ind - 13		Realign	Delgado																		
160 Umatilla Chemical Depot, OR																						
Umatilla Army Depot	OR Ind - 14		Closure	Delgado																		Workload issue
161 Lackland Air Force Base, TX																						
Lackland Air Force Base	TX Ind - 15		Realign	Delgado																		
Tobyhanna Army Depot	PA Ind - 15		Gainer	Delgado																		
162 Lone Star Army Ammunition Plant																						
Lone Star Army Ammunition Plant	TX Ind - 16		Closure	Delgado																		
163 Desert Chemical Depot, UT																						
Deseret Chemical Depot	UT-1 Ind - 17		Closure	Delgado																		

No Issues
 Minor working Issues
 Major working issues

CRITERIA

- MV The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint war fighting, training, and readiness.
- MV The availability and condition of land, facilities, and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense mission) at both existing and potential receiving locations.
- MV The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.
- MV The cost of operations and the manpower implications.
- S-5: The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
- EL-6: The economic impact on existing communities in the vicinity of military installations.
- I-7: The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.
- EN- The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.