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MEDICAL JOINT CROSS-SERVICE GROUP

MILTARY VALUE REPORT

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SECTION 1. INTRODUCTION

The Medical Joint Cross-Service Group (MJSCG) assembled this Military Value analysis to support the 2005 Department of Defense recommendations for base closures and realignments inside the United States.

The basic premise of the Medical Joint Cross-Service Group was to reduce excess capacity guided by military value, while preserving both the training platforms for military medics and ensuring adequate access to care for existing users of the military medical facilities. The TRICARE program of military treatment facilities and civilian contracts has matured greatly since its inception in 1993 and is serving the entire population effectively. In addition, training, as well as research, development and acquisition activities, are increasingly linked to both line and civilian capabilities. With a focus on the eight BRAC criteria, the overarching strategies of the Medical Joint Cross Service Group. The strategies should be the same} are:

- Maximizing military value while reducing infrastructure footprint
- Supporting warfighters and their families in peace and wartime
- Maintaining or improving access to care for all beneficiaries using combinations of the Direct Care and TRICARE systems
- Enhancing jointness by taking full advantage of commonalities in the Services' healthcare delivery methods; healthcare education and training; and medical/dental research, development and acquisition functions
- Identifying and Maximizing potential synergies gained from co-location or consolidation
- Examining DoD opportunities for out-sourcing, allowing the Department to better leverage the US health care system

1.1 STATEMENT OF APROACH

The MJCSG Military Value (MV) analysis included three sub functions: Healthcare Education and Training, Healthcare Services, and Medical/Dental Research, Development and Acquisition. The MJCSG scored these three sub functions individually and included an assessment of the facility's condition and ability to support the function. The three sub functions were then combined into a single military value score for each medical facility in accordance with Table 1. The weightings described in Table 1 where determined by the MJCSG principals as an appropriate measure of the relative scores for the military value sub functions. This weighting provides an avenue for assigning a relative military value for all medical activities that may be present at a location and is weighted towards the military Healthcare mission, Healthcare Services, without denying the significance of the other sub functional areas inherent to the medical mission.

Table 1 Composite Medical Military Value Score

Function	Weight
Healthcare Education & Training	20%
Healthcare Services	60%
Medical/Dental Research, Development & Acquisition	20%

1.2 MODIFICATION OF APPROVED APPROACH AND RATIONALE

The Campaign Plan depicted in the Medical JCSG's final Military Value Framework Report was followed with the following modifications:

1.21 EDUCATION AND TRAINING

Originally, the Education and Training function was parsed into four subordinate functions, Health Professions Education, Health Professions Entry-level Training, Health Professions Continuing Education, and Health Professions Management and Leadership Training. These subordinate functions, now three in number, are titled, Health Professions Entry-level Training, Health Professions Continuing Education, and Health Professions Graduate Training. The Medical JCSG determined these titles better represent the subordinate functions while maintaining the proper scope.

The Education and Training workgroup also identified a typographical error in the final Military Value Framework Report in the Final Selection Criteria. There are only seven metrics that describe the four attributes of Final Military Value Selection Criteria for Education and Training.

Upon review of the Education and Training scoring criteria, attributes, and metrics, the Medical JCSG eliminated the Information Technology metric associated with the Physical Capacity and Facility Condition attribute for Criterion 2. Although, an important aspect of a facility, the MJCSG determined that the existing cable plant would not be a decisive factor in the realignment and closure process. This decision was made before the release of the military value data call, and the corresponding question was not included. With the elimination of the Education and Training Information Technology metric, the weight of Facilities metric increased from 75% to 100%.

All other Education and Training Military Value data call questions were utilized in calculations.

The Education and Training workgroup, with concurrence of the Medical JCSG, modified values for Criterion 4. The attribute of Physical Capacity and Facility Condition weight was corrected to 70 with addition of a Military Unique Training attribute, weighted at 30. (This was mistakenly omitted from this table in the Military Value Framework document). Additionally the weight of *Sel Crit* decreased to 10 (Typo in Military Value Framework document).

The Education and Training workgroup identified improper terminology usage in the corresponding formula for use with DoD question # 2633. The correct terminology is Plant

Replacement Value rather than facility size. The corresponding table in the Military Value Framework has been modified to reflect this correction:

Question fielded replaced size with Plant Replacement Value (PRV)

Attribute 2: Metric 2: Facilities Condition Index (Facilities)
Attribute: Physical Capacity and Facility Condition
BRAC Selection Criterion: (1) Mission Requirements & Impacts (2) Availability & Condition of Land & Facilities (4) Cost/Manpower
Data Required: Facility Condition Index (FCI) for each medical facility >2,000 SF will be provided by installation. This data will be weighted by ~~facility size~~ Plant Replacement Value (PRV) to determine a cumulative score for the installation.
Formula: Installation FCI = Sum (Facility FCI X ~~Facility Size~~ PRV)/ Sum of Total ~~Installation Size~~ PRV Scoring:

Installation FCI	Score
0 - 0.050	1.0
0.051 - 0.100	.6
0.101 - 0.350	.3
> 0.350	0.0

Rationale/Comments: Facilities requiring significant dollar investment divert financial resources from the mission.

1.22 HEALTHCARE SERVICES

Healthcare Services modified the number of metrics, but not the type of attributes utilized in their Military Value Final Selection Criterion. The group eliminated a total of three Capacity data call questions, and one Military Value data call question from the Military Value scoring plan. The modifications were approved by the MJCSG. The questions eliminated were:

DoD Capacity question #536 regarding medical equipment and DoD Capacity questions #542 and #543, both addressing the potential military and military dependent population available for blood donation.

Military Value question #2618, addressing the potential DoD civilian population available for blood donation.

DoD question #536 was created to evaluate throughput and identify unique equipment resources. Reported results were so inconsistent as to be unusable. Issuance of a new question would have been required to resolve the extensive response discrepancies. The MJCSG evaluated the expected data range of the question and determined that it would not significantly alter results. With the elimination of the Equipment metric for criterion 2, Physical Capacity and Facility Condition attribute the weight of the Facility metric increased from 75% to 100%.

DoD questions #542 and #543 were to be used to determine the available military, and military dependent employee population as a potential blood donor pool. The questions resulted in a wide variety of responses. Upon reevaluation by the MJCSG, availability of a potential blood donor pool was found to not be a determining factor in the decision to realign or close a medical activity. The elimination of the question did not change the weight of the metric for Class VIII (Blood), Operation/Mission Responsiveness attribute for criterion 3.

DoD Military Value question # 2618 was to be used to determine the available DoD civilian employee population as a potential blood donor pool. The question resulted in a wide variety of responses. As the MJCSG found availability of a potential blood donor pool not to be a determining factor in the decision to realign or close a medical activity, the question was eliminated. The elimination of the question did not change the weight of the metric for Class VIII (Blood), Operation/Mission Responsiveness attribute for criterion 3.

The Healthcare Services working group corrected *Table 1: Healthcare Services Military Value Scoring Plan* and *Table 2, Healthcare Services Scoring Summary* in the Military Value Framework to reflect the above stated elimination the equipment metric and question from criterion 2 Facilities along with one population question from criterion 3, Contingency. In addition, *Appendix B, Table 2, Formulas for Calculation of Healthcare Services Military Value Metrics* was also updated.

The Healthcare Services working group corrected *Table 1: Healthcare Services Military Value Scoring Plan* in the Military Value Framework to accurately include the Dental Cost metric and related question.

The Healthcare Services workgroup requested change the title to the table named "*Relation of Attributes to Military Value Final Selection Criteria Medical Service Market Requirements*" to read, "*Relation of Attributes to Military Value Final Selection Criteria Healthcare Services*". In the early stages of MJCSG processes, the Healthcare Services function was named the Medical Service Market Requirement.

1.23 MEDICAL/DENTAL RESEARCH, DEVELOPMENT AND ACQUISITION

The RDA working group determined that the approved military value formula provided a score reflecting the overall military value of an activity with respect to the full breadth of activities encompassed by the medical/dental RDA function. This score did not differentiate values by sub-functions. Determining military value at the sub-function level is required for assessment of transformational alternatives, and the MJCSG computed a sub-function score from the overall score. The sub-function score for an activity is the overall score for the activity times the fraction of total full-time equivalents (FTEs) who worked in that sub-function during FY03. The sum of all sub-function scores for an activity equals the overall score for that activity. The underlying formula and metrics for determination of the overall score were not changed. The sub-functional MV scores and their basis were briefed to the Medical JCSG, along with the overall MV scores. Because the overall MV score depended on capability domains, the overall score was first calculated using the capability domain data, and then converted to the new sub functions based on FTE data that had been translated from capability domains into the new sub functions. This approach was approved b y the Medical JCSG.

All Medical/Dental Research Development and Acquisition Military Value data call questions were utilized in calculations.

SECTION 2. MILITARY VALUE SCORES

2.1 HEALTH CARE EDUCATION AND TRAINING

Installation/Location	Numerical Military Value
BROOKS_CITY-BASE	70.60
PENSACOLA	69.26
SHEPPARD_AFB	67.47
FORT_BRAGG	66.34
ANDREWS_AFB	63.56
NAVSTA_GREAT_LAKES	63.49
FORT_SAM_HOUSTON	62.95
NMC_PORTSMOUTH	61.62
NMC_SAN_DIEGO	60.35
KEESLER_AFB	57.42
LACKLAND_AFB	56.03
EGLIN_AFB	54.91
NWS_YORKTOWN	52.95
FORT_HOOD	48.10
OFFUTT_AFB	45.50
WALTER_REED_ARMY_MEDICAL_CENTER	44.25
TRAVIS_AFB	44.14
FORT_BELVOIR	43.80
FORT_CARSON	38.58
NNMC_BETHESDA	37.15
SCOTT_AFB	34.99
FORT_BENNING	33.18
FORT_LEWIS	31.34
FORT_JACKSON	31.31
WEST_POINT_MIL_RESERVATION	30.36
MACDILL_AFB	28.12
NELLIS_AFB	28.04
WRIGHT-PATTERSON_AFB	27.32
FORT_EUSTIS	27.20
LANGLEY_AFB	25.23
MCB_CAMP_LEJEUNE	24.73
TRIPLER_ARMY_MEDICAL_CENTER	24.71
FORT_GORDON	24.29
NAVSTA_NORFOLK	22.03
COLUMBUS_AFB	21.90
FORT_POLK	21.29
ELMENDORF_AFB	20.97
NAS_JACKSONVILLE	19.96
HOLLOMAN_AFB	19.00
MCB_CAMP_PENDLETON	17.67
NH_BREMERTON	17.27
NAVSTA_SAN_DIEGO	17.13
FORT_CAMPBELL	17.09
LITTLE_ROCK_AFB	17.00
BARKSDALE_AFB	16.86
BOLLING_AFB	16.02
CHARLESTON_AFB	15.55
FORT_BLISS	15.48
LAUGHLIN_AFB	14.00
VANCE_AFB	14.00
UNITED_STATES_AIR_FORCE_ACADEMY	13.20
FORT_RILEY	13.09
SCHOFIELD_BARRACKS	12.93
RANDOLPH_AFB	12.00
FORT_DETRICK	11.90
FORT_KNOX	11.90
MCB_QUANTICO	11.90
FORT_MEADE	11.20
NAVSTA_NEWPORT	11.04
SHAW_AFB	11.00
FORT_LEAVENWORTH	10.13

Installation/Location	Numerical Military Value
MCRD_PARRIS_ISLAND	10.13
NTC_AND_FORT_IRWIN_CA	9.92
FORT_SILL	9.53
LUKE_AFB	9.00
NH_GUAM	7.74
FORT_STEWART	7.48
ABERDEEN_PROVING_GROUND	6.00
FORT_LEONARD_WOOD	5.31
DUGWAY_PROVING_GROUND	5.06
KIRTLAND_AFB	4.00
HURLBURT_FIELD	2.38
MOODY_AFB	1.70
NH_BEAUFORT	1.70
MAXWELL_AFB	1.49
ELLSWORTH_AFB	0.92
NAVSTA_PEARL_HARBOR	0.79
ALTUS_AFB	0.00
ANDERSEN_AFB	0.00
ANNISTON_ARMY_DEPOT	0.00
BEALE_AFB	0.00
BUCKLEY_AFB	0.00
CANNON_AFB	0.00
CARLISLE_BARRACKS	0.00
CBC_GULFPORT	0.00
CBC_PORT_HUENEME	0.00
DAVIS-MONTHAN_AFB	0.00
DOVER_AFB	0.00
DYESS_AFB	0.00
EDWARDS_AFB	0.00
EIELSON_AFB	0.00
FAIRCHILD_AFB	0.00
FORT_BUCHANAN	0.00
FORT_DIX	0.00
FORT_DRUM	0.00
FORT_HUACHUCA	0.00
FORT_LEE	0.00
FORT_MCCOY	0.00
FORT_MCPHERSON	0.00
FORT_MONMOUTH	0.00
FORT_MONROE	0.00
FORT_MYER	0.00
FORT_RICHARDSON	0.00
FORT_RUCKER	0.00
FORT_WAINWRIGHT	0.00
FRANCIS_E__WARREN_AFB	0.00
GOODFELLOW_AFB	0.00
GRAND_FORKS_AFB	0.00
HANSCOM_AFB	0.00
HICKAM_AFB	0.00
HILL_AFB	0.00
JOINT_RESERVE_BASE_FORT_WORTH	0.00
JOINT_RESERVE_BASE_NEW_ORLEANS	0.00
JOINT_RESERVE_BASE_WILLOW_GROVE	0.00
LOS_ANGELES_AFB	0.00
MALMSTROM_AFB	0.00
MCAGCC_TWENTYNINE_PALMS	0.00
MCAS_CHERRY_POINT	0.00
MCAS_NEW_RIVER	0.00
MCAS_STATION_MIRAMAR	0.00
MCAS_YUMA	0.00
MCB_HAWAII_CAMP_SMITH	0.00

Installation/Location	Numerical Military Value
MCB_HAWAII_KANEOHE	0.00
MCCHORD_AFB	0.00
MCCONNELL_AFB	0.00
MCGUIRE_AFB	0.00
MCLB_ALBANY	0.00
MCLB_BARSTOW	0.00
MCRD_SAN_DIEGO	0.00
MINOT_AFB	0.00
MOUNTAIN_HOME_AFB	0.00
NAB_CORONADO	0.00
NAB_LITTLE_CREEK	0.00
NAES_LAKEHURST	0.00
NAF_EL_CENTRO	0.00
NAS_ATLANTA	0.00
NAS_BRUNSWICK	0.00
NAS_CORPUS_CHRISTI	0.00
NAS_FALLON	0.00
NAS_KEY_WEST	0.00
NAS_KINGSVILLE	0.00
NAS_LEMOORE	0.00
NAS_MERIDIAN	0.00
NAS_NORTH_ISLAND	0.00
NAS_OCEANA	0.00
NAS_OCEANA_DAM_NECK_ANNEX	0.00
NAS_PATUXENT_RIVER	0.00
NAS_POINT_MUGU	0.00
NAS_WHIDBEY_ISLAND	0.00
NAS_WHITING_FIELD	0.00
NAVAL_SUB_BASE_BANGOR	0.00
NAVAL_SUB_BASE_KINGS_BAY	0.00
NAVAL_SUB_BASE_NEW_LONDON	0.00
NAVSTA_ANNAPOLIS	0.00
NAVSTA_BREMERTON	0.00
NAVSTA_EVERETT	0.00
NAVSTA_INGLESIDE	0.00
NAVSTA_MAYPORT	0.00
NAVSTA_PASCAGOULA	0.00
NH_CHARLESTON	0.00
NSA_MECHANICSBURG	0.00
NSA_MILLINGTON	0.00
NSA_NEW_ORLEANS	0.00
NSA_PANAMA_CITY	0.00
NSCS_ATHENS	0.00
NSU_SARATOGA_SPRINGS	0.00
NSWC_DAHLGREN	0.00
NSWC_INDIAN_HEAD	0.00
NSY_NORFOLK	0.00
NSY_PORTSMOUTH	0.00
NWS_CHARLESTON	0.00
NWS_EARLE	0.00
NWS_SEAL_BEACH	0.00
PATRICK_AFB	0.00
PETERSON_AFB	0.00
POPE_AFB	0.00
PRESIDIO_OF_MONTEREY	0.00
RED_RIVER_ARMY_DEPOT	0.00
REDSTONE_ARSENAL	0.00
ROBINS_AFB	0.00
ROCK_ISLAND_ARSENAL	0.00
SCHRIEVER_AFB	0.00
SEYMOUR_JOHNSON_AFB	0.00

Installation/Location	Numerical Military Value
TINKER_AFB	0.00
TYNDALL_AFB	0.00
US_ARMY_GARRISON_SELFRIDGE	0.00
VANDENBERG_AFB	0.00
WASHINGTON_NAVY_YARD	0.00
WHITE_SANDS_MISSILE_RANGE	0.00
WHITEMAN_AFB	0.00
YUMA_PROVING_GROUND	0.00

2.2 HEALTH CARE SERVICES

Installation/Location	Numerical Military Value
FORT_BRAGG	87.21
NMC_PORTSMOUTH	79.89
NMC_SAN_DIEGO	77.76
FORT_HOOD	75.10
MCB_CAMP_LEJEUNE	75.01
FORT_CAMPBELL	73.85
MCB_CAMP_PENDLETON	73.75
FORT_LEWIS	73.30
SCHOFIELD_BARRACKS	73.18
LACKLAND_AFB	70.31
FORT_SAM_HOUSTON	67.85
FORT_DRUM	66.45
FORT_CARSON	66.28
FORT_STEWART	65.98
NAVSTA_PEARL_HARBOR	64.33
NAS_JACKSONVILLE	63.65
MCB_QUANTICO	63.55
NNMC_BETHESDA	63.19
NAVSTA_NORFOLK	62.98
FORT_BLISS	61.35
NELLIS_AFB	59.91
NAVSTA_SAN_DIEGO	58.63
FORT_RUCKER	58.14
FORT_BELVOIR	58.00
MAXWELL_AFB	57.93
EGLIN_AFB	57.88
NH_BREMERTON	57.77
FORT_LEE	57.62
FORT_SILL	57.32
LANGLEY_AFB	57.14
FORT_LEONARD_WOOD	57.13
TRAVIS_AFB	56.74
FORT_BENNING	56.68
HURLBURT_FIELD	56.42
ROBINS_AFB	55.67
TINKER_AFB	55.46
PENSACOLA	55.04
WALTER_REED_ARMY_MEDICAL_CENTER	54.46
HILL_AFB	54.20
FORT_JACKSON	54.03
TRIPLER_ARMY_MEDICAL_CENTER	53.48
UNITED_STATES_AIR_FORCE_ACADEMY	52.82
OFFUTT_AFB	52.79
FORT_GORDON	52.40
FORT_MONROE	52.33
NAVSTA_GREAT_LAKES	51.88
MCCHORD_AFB	51.45
FORT_MEADE	51.06
TYNDALL_AFB	50.83
FORT_HUACHUCA	50.78
PETERSON_AFB	50.66
WRIGHT-PATTERSON_AFB	49.81
MCGUIRE_AFB	49.50
NAS_LEMOORE	49.41
FORT_RILEY	49.09
MOODY_AFB	48.89
RANDOLPH_AFB	48.83
DAVIS-MONTHAN_AFB	48.63
NAS_WHIDBEY_ISLAND	48.43
LUKE_AFB	48.27
ANDREWS_AFB	48.14

Installation/Location	Numerical Military Value
FORT_POLK	48.09
SHAW_AFB	47.92
MCAGCC_TWENTYNINE_PALMS	47.90
MCAS_CHERRY_POINT	47.70
ELMENDORF_AFB	47.24
NAS_CORPUS_CHRISTI	47.01
FORT_EUSTIS	46.90
MCRD_PARRIS_ISLAND	46.82
SHEPPARD_AFB	46.80
WHITEMAN_AFB	45.66
HOLLOMAN_AFB	44.81
FORT_KNOX	44.50
PATRICK_AFB	44.42
MCCONNELL_AFB	43.79
CARLISLE_BARRACKS	43.73
MOUNTAIN_HOME_AFB	43.44
MALMSTROM_AFB	43.26
POPE_AFB	43.14
NAVSTA_NEWPORT	43.10
DOVER_AFB	42.24
PRESIDIO_OF_MONTEREY	42.24
DYESS_AFB	42.10
FORT_DETRICK	42.06
ALTUS_AFB	42.05
BOLLING_AFB	42.01
CANNON_AFB	41.97
LAUGHLIN_AFB	41.92
SEYMOUR_JOHNSON_AFB	41.80
LITTLE_ROCK_AFB	41.60
KIRTLAND_AFB	41.55
NAS_PATUXENT_RIVER	41.32
MINOT_AFB	41.16
CHARLESTON_AFB	40.84
FAIRCHILD_AFB	40.77
KEESLER_AFB	39.40
NH_CHARLESTON	39.34
HICKAM_AFB	39.30
REDSTONE_ARSENAL	38.30
BARKSDALE_AFB	37.94
VANDENBERG_AFB	37.91
BEALE_AFB	37.57
NAVSTA_MAYPORT	37.53
MACDILL_AFB	37.08
LOS_ANGELES_AFB	36.74
FORT_LEAVENWORTH	36.07
ELLSWORTH_AFB	35.78
EDWARDS_AFB	35.61
COLUMBUS_AFB	35.59
NTC_AND_FORT_IRWIN_CA	35.39
FRANCIS_E__WARREN_AFB	35.15
HANSCOM_AFB	34.68
NAVAL_SUB_BASE_NEW_LONDON	34.18
GOODFELLOW_AFB	33.40
EIELSON_AFB	33.12
NAS_NORTH_ISLAND	32.82
ABERDEEN_PROVING_GROUND	32.75
NAS_OCEANA	31.49
FORT_MCPHERSON	31.41
BUCKLEY_AFB	31.34
JOINT_RESERVE_BASE_FORT_WORTH	31.17
ROCK_ISLAND_ARSENAL	31.05

Installation/Location	Numerical Military Value
NAB_LITTLE_CREEK	31.04
CBC_GULFPORT	30.89
FORT_MONMOUTH	30.53
FORT_MYER	29.87
FORT_BUCHANAN	29.79
ANDERSEN_AFB	29.68
SCOTT_AFB	29.31
NAVSTA_ANNAPOLIS	28.68
NAS_WHITING_FIELD	28.27
GRAND_FORKS_AFB	28.24
MCAS_STATION_MIRAMAR	28.12
VANCE_AFB	28.04
WEST_POINT_MIL_RESERVATION	27.62
ANNISTON_ARMY_DEPOT	27.35
NSA_MILLINGTON	27.33
NAVAL_SUB_BASE_KINGS_BAY	27.30
FORT_MCCOY	27.18
NAVSTA_PASCAGOULA	26.68
BROOKS_CITY-BASE	26.14
RED_RIVER_ARMY_DEPOT	25.00
SCHRIEVER_AFB	25.00
FORT_DIX	24.36
WHITE_SANDS_MISSILE_RANGE	24.29
NSA_NEW_ORLEANS	24.25
FORT_WAINWRIGHT	24.21
NH_BEAUFORT	23.93
NAS_POINT_MUGU	23.90
NH_GUAM	23.83
NAVSTA_INGLESIDE	23.76
NWS_CHARLESTON	23.24
WASHINGTON_NAVY_YARD	22.95
NAVSTA_BREMERTON	22.81
NSY_NORFOLK	22.36
CBC_PORT_HUENEME	21.75
NAVAL_SUB_BASE_BANGOR	21.48
FORT_RICHARDSON	21.38
DUGWAY_PROVING_GROUND	20.95
MCAS_YUMA	20.87
NSA_PANAMA_CITY	20.34
MCRD_SAN_DIEGO	20.19
NAB_CORONADO	19.94
JOINT_RESERVE_BASE_NEW_ORLEANS	19.91
MCAS_NEW_RIVER	19.89
NAVSTA_EVERETT	19.65
US_ARMY_GARRISON_SELFRIDGE	19.11
YUMA_PROVING_GROUND	18.50
NAS_KEY_WEST	15.46
NAS_ATLANTA	15.02
NAS_BRUNSWICK	14.92
NWS_YORKTOWN	14.38
NAS_KINGSVILLE	13.83
NSWC_DAHLGREN	13.62
NAS_FALLON	13.24
MCB_HAWAII_KANEOHE	13.04
MCLB_ALBANY	12.68
NSCS_ATHENS	12.48
NSY_PORTSMOUTH	12.29
NSU_SARATOGA_SPRINGS	12.23
NAES_LAKEHURST	11.80
JOINT_RESERVE_BASE_WILLOW_GROVE	11.78
NAS_OCEANA_DAM_NECK_ANNEX	11.75

Installation/Location	Numerical Military Value
NSWC_INDIAN_HEAD	11.56
NAF_EL_CENTRO	11.00
MCLB_BARSTOW	10.19
NAS_MERIDIAN	7.60
MCB_HAWAII_CAMP_SMITH	6.15
NSA_MECHANICSBURG	6.14
NWS_EARLE	4.01
NWS_SEAL_BEACH	0.80

Grissom ARB	200	429	1.0	N/A	100%	428	10	40	5.00	5.00
Hill AFB	600	266	28.1	N/A	89%	238	176	181	6.00	32.00
Holloman AFB	0	823	0.0	N/A	100%	823	0	0	0.00	0.00
Homestead ARS	1600	402	2.5	N/A	99%	400	24	0	25.00	30.00
Jackson IAP AGS	0	0	0.0	N/A	0%	0	21	27	2.00	2.00
Kirtland AFB	180	0	0.0	N/A	0%	0	0	40	0.00	15.00
March ARB	0	2490	16.5	N/A	99%	2473	64	510	7.00	7.00
McGuire AFB	143	1311	70.2	N/A	95%	1241	4	458	2.50	37.30
Minot AFB	2	1139	0.0	N/A	100%	1139	0	0	0.00	0.00
Niagara Falls IAP ARS	150	550	52.0	N/A	91%	498	31	279	3.00	45.00
Robins AFB	1031	266	0.0	N/A	100%	266	1	0	7.00	7.00
Scott AFB	190	2148	24.0	N/A	99%	2124	5	194	2.00	30.00
Seymour Johnson AFB	99	1182	0.0	N/A	100%	1182	0	23	0.00	0.00
Tinker AFB	0	0	0.0	N/A	0%	0	110	219	5.00	3.00
Travis AFB	306	1271	13.1	N/A	99%	1258	128	700	3.00	4.00
Westover ARB	0	561	6.5	N/A	99%	555	92	695	2.00	2.00
Whiteman AFB	300	453	10.4	N/A	98%	443	17	298	26.00	7.00
Wright-Patterson AFB	1440	0	0.0	N/A	0%	0	0	141	1.00	1.00
Youngstown-Warren Regional APT ARS	1622	142	8.6	N/A	94%	133	308	26	3.00	45.00
Air Force Total	**9563**	**23206**	**215.3**	**N/A**	**99%**	**22991**	**996**	**3875**	**4.67**	**12.32**
NAVY	**Current Capacity (throughput)**	**Maximum Potential Capacity (Peak Capacity)**	**Current Usage (daily on-site average)**	**Surge Capacity Requirement**	**Excess (Shortfall)**		**FY04 People (MOB)**	**FY04 People (DMOB)**	**AVG DAY (MOB**	**AVG DAY (DMOB)**
CBC GULFPORT MS	100	3500	11.0	N/A	100%	3489	518	393	2.50	3.50
CG MCB CAMP LEJEUNE NC	200	1319	12.6	N/A	99%	1306	182	657	6.00	3.00
CG_MCB_CAMPEN	250	644	8.3	N/A	99%	636	0	288	6.00	7.00
COMNAVDIST_WASHINGTON_DC	50	100	2.5	N/A	97%	97	0	123	5.00	5.00
NAS_JACKSONVILLE_FL	200	170	3.8	N/A	98%	166	69	76	10.00	3.00
NAS_JRB_FT_WORTH_TX	13	509	94.3	N/A	81%	415	900	525	8.00	30.00
NAS_JRB_NEW_ORLEANS_LA	7	312	8.0	N/A	97%	304	131	84	4.00	17.00
NAS_JRB_WILLOW_GROVE_PA	45	1340	0.3	N/A	100%	1340	11	14	3.00	3.00
NAS_PENSACOLA_FL	100	750	0.2	N/A	100%	750	0	15	3.00	3.00
NAVBASE_VENTURA_CTY_PT_MUGU_CA	100	2000	0.7	N/A	100%	1999	19	21	5.00	4.00
NAVSTA_GREAT_LAKES_IL	400	400	1.4	N/A	100%	399	48	20	5.00	5.00
NAVSTA_INGLESIDE_TX	50	200	0.0	N/A	100%	200	0	0	8.00	8.00
NAVSTA_NORFOLK_VA	150	120	42.2	N/A	65%	78	926	926	4.30	6.78
NAVSTA_PEARL_HARBOR_HI	200	75	0.6	N/A	99%	74	0	47	3.00	3.00
NAVSTA_SAN_DIEGO_CA	200	1050	128.4	N/A	88%	922	277	655	30.00	35.00

NAVSUPPACT_MID_SOUTH_MILLINTON_TN	200	150	0.6	N/A	100%	149	0	23	6.14	5.87
SUBASE_BANGOR_WA	300	300	0.8	N/A	100%	299	83	37	2.00	1.00
SUBASE_NEW_LONDON_CT	100	400	0.4	N/A	100%	400	10	24	4.00	2.00
Navy/USMC Total	**2665**	**13339**	**213.5**	**N/A**	**98%**	**13126**	**3174**	**3928**	**6.39**	**8.06**

NAME	Buildable Acreage	Arceage available for Range Expansion	Existence of Ranges by Number and Type	Feeding Capacity	Lodging Capacity	Historical Processing Activity	Lodging Condition	Dining Facility Condition	Distance to Nearest Transportation Nodes	Number and Type of Transportation Ports	Number of bays @ installation	Per Diem Costs	Storage/Warehouse	Range Throughput
FT POLK	331.72	62263.80	6	5980.0	4428	1622.0000	C2	C3	50.0	4	0	86	160074	970
FT RICHARDSON	155.80	35538.30	7	194.0	0	11.0000	C2	C3	1.0	8	34	259	26800	201
FT RILEY	181.00	54720.00	9	1305.0	1842	2587.6667	C2	C3	0.0	5	101	86	45198	300
FT RUCKER	110.40	48.63	7	973.0	170	593.6667	C2	C3	0.0	7	0	86	13050	180
FT SAM HOUSTON	367.00	0.00	5	2048.0	3834	1366.6667	C3	C3	8.0	4	33	138	26733	410
FT SILL	245.00	27649.00	7	5427.0	6542	1576.6667	C2	C3	0.0	10	66	86	50801	280
FT STEWART	5237.00	24365.00	9	3734.0	7820	5616.3333	C3	C3	0.0	10	0	86	114741	474
Grissom ARB	33.30	13.00	1	0.0	75	256.0000	C2	C3	0.0	7	4	86	18600	15
Hill AFB	20.40	611061.80	4	533.0	0	106.0000	C2	C1	0.0	12	3	108	120823	23
Holloman AFB	31.00	200.00	2	486.0	0	0.0000	C2	C1	0.0	9	49	109	12812	37
Homestead ARS	27.00	0.00	2	0.0	350	45.3333	C2	C1	29.0	9	36	154	8000	21
Jackson IAP AGS	0.00	0.00	0	416.0	0	97.0000	C4	C2	1.0	5	14	86	6000	0
Kirtland AFB	685.00	0.00	2	343.0	0	14.6667	C2	C1	2.5	3	39	111	13925	21
March ARB	9.64	0.00	1	0.0	600	610.3333	C2	C1	0.0	22	31	176	22663	37
McGuire AFB	3.15	0.00	0	200.0	3160	653.3333	C2	C1	0.0	45	56	121	25000	0
Minot AFB	84.00	0.00	0	493.0	0	0.0000	C1	C1	0.0	4	16	86	3600	0
NAS_JACKSONVILLE_FL	42.60	86.60	3	447.0	2221	706.3333	C3	C2	0.0	46	14	116	0	1
NAS_JRB_FT_WORTH_TX	7.10	1.60	1	179.0	798	721.6667	C2	C2	0.0	22	24	139	0	20
NAS_JRB_NEW_ORLEANS_LA	30.00	0.00	0	224.0	312	1626.0000	C2	C2	0.0	17	65	193	0	0
NAS_JRB_WILLOW_GROVE_PA	4.00	0.00	0	200.0	411	60.6667	C3	C3	10.0	24	22	169	1200	0
NAS_PENSACOLA_FL	0.00	0.00	1	3757.0	730	579.3333	C2	C2	0.0	20	106	120	0	26
NAVBASE_VENTURA_CTY_PT_MUGU_CA	38.51	31.38	0	1007.0	867	413.0000	C2	C2	0.0	24	0	157	137676	0
NAVSTA_GREAT_LAKES_IL	4.88	4.17	0	8667.4	1600	0.0000	C2	C2	29.9	13	0	206	0	0
NAVSTA_NORFOLK_VA	26.39	0.00	1	650.0	545	906.0000	C2	C2	0.0	39	166	152	200	9
NAVSTA_PEARL_HARBOR_HI	0.00	0.00	0	667.0	1012	22.3333	C2	C3	0.0	8	31	220	0	0
NAVSTA_SAN_DIEGO_CA	0.00	0.00	0	411.0	2649	1173.3333	C2	C2	1.0	17	77	161	0	0

NAME	Buildable Acreage	Arceage available for Range Expansion	Existence of Ranges by Number and Type	Feeding Capacity	Lodging Capacity	Historical Processing Activity	Lodging Condition	Dining Facility Condition	Distance to Nearest Transportation Nodes	Number and Type of Transportation Ports	Number of bays @ installation	Per Diem Costs	Storage/Warehouse	Range Throughput
NAVSUPPACT_MID_SOUTH_MILLINGTON_TN	66.70	0.00	0	0.0	168	453.3333	C2	C3	0.0	13	5	124	0	0
Niagara Falls IAP ARS	2.29	0.00	0	681.0	161	390.3333	C2	C2	0.0	15	12	128	13441	0
Robins AFB	98.10	169.00	1	940.0	0	328.0000	C1	C2	0.0	32	95	86	20826	30
SCHOFIELD BARRACKS	12.90	17.40	6	1984.0	0	117.6667	C4	C3	15.0	10	0	220	50000	251
Scott AFB	132.93	0.00	2	330.0	0	115.3333	C1	C1	0.0	7	93	86	20709	18
Seymour Johnson AFB	22.73	0.00	3	589.0	200	96.0000	C1	C1	0.0	16	53	86	45604	14
SUBASE_BANGOR_WA	16.14	23.99	2	782.0	1445	471.0000	C2	C2	0.0	54	16	100	0	100
SUBASE_NEW_LONDON_CT	2.88	1.17	0	548.0	105	451.0000	C2	C3	5.2	16	11	146	42377	0
Tinker AFB	29.41	0.00	1	820.0	0	153.6667	C2	C2	0.0	25	39	110	0	31
Travis AFB	71.21	0.00	1	284.0	1370	467.6667	C1	C1	0.0	27	36	126	22584	28
Westover ARB	71.00	0.00	2	16.0	1300	714.6667	C2	C2	5.8	21	0	138	0	24
Whiteman AFB	8.40	0.00	1	414.0	0	145.6667	C1	C1	0.0	4	36	86	27895	20
Wright-Patterson AFB	120.40	0.00	1	303.0	0	47.0000	C1	C2	0.0	24	3	107	20160	16
Youngstown-Warren Regional APT ARS	0.00	43.00	1	645.0	200	183.0000	C2	C1	0.0	18	10	86	36431	25

2.3 MEDICAL AND DENTAL RESEARCH DEVELOPMENT AND ACQUSITION

Activity	Numerical Military Value
Walter_Reed_Army_Institute_of_Research_-_WRAMC	53.66
Army_Medical_Research___Materiel_Command_-_HQ	38.05
Army_Medical_Research_Institute_of_Infectious_Diseases	33.78
Naval_Medical_Research_Center_-_Silver_Spring	30.22
Army_Medical_Research_Institute_of_Chemical_Defense	28.27
Air_Force_Institute_for_Operational_Health_-_Brooks_City_Base	27.81
Air_Force_School_of_Aerospace_Medicine	26.85
Naval_Experimental_Diving_Unit_-_Panama_City_FL	24.91
Naval_Submarine_Medical_Research_Laboratory	24.07
Armed_Forces_Radiobiological_Research_Institute	22.86
Naval_Health_Research_Center_-_San_Diego	22.15
Naval_Institute_for_Dental___Biomedical_Research	20.31
Naval_Health_Research_Center_Detachment_-_Wright-Patterson_AFB	19.94
Army_Aeromedical_Research_Laboratory	19.89
Program_Executive_Office__Joint_Medical_Information_Systems	17.98
Naval_Aerospace_Medical_Research_Laboratory	17.35
Army_Dental_Research_Detachment_-_Great_Lakes	17.17
Army_Medical_Materiel_Agency	17.08
Army_Institute_of_Surgical_Research	16.51
Army_Medical_Materiel_Development_Activity	16.47
Army_Research_Institute_of_Environmental_Medicine	14.07
Naval_Health_Research_Center_Detachment_-_Brooks_AFB	12.55
Army_Medical_Research_Detachment_-_Brooks_City_Base	12.32
311th_Human_Systems_Wing_-_Human_Systems_Program_Office	12.00
Army_Center_for_Environmental_Health_Research	11.53
Army_Medical_Information_Technology_Center	11.26
Navy_Bureau_of_Medicine___Surgery__Code_M2__-_Washington_DC	10.82
Air_Force_Dental_Investigative_Service_-_Great_Lakes	10.10
Armed_Forces_Institute_of_Pathology	9.28
Army_Medical_Research_Acquisition_Activity	7.57
Naval_Air_Warfare_Center_-_Pax_River	6.08
DTRA_CB_Directorate	2.08
Navy_Clothing___Textile_Laboratory_-_Natick_MA	1.23

2.4 COMBINED MILITARY VALUE SCORE

Installation/Location	Numerical Military Value
FORT_BRAGG	153.55
NMC_PORTSMOUTH	141.51
NMC_SAN_DIEGO	138.11
FORT_SAM_HOUSTON	130.80
LACKLAND_AFB	126.34
PENSACOLA	124.30
FORT_HOOD	123.20
NAVSTA_GREAT_LAKES	115.37
SHEPPARD_AFB	114.27
EGLIN_AFB	112.79
ANDREWS_AFB	111.70
FORT_CARSON	104.86
FORT_LEWIS	104.63
FORT_BELVOIR	101.80
TRAVIS_AFB	100.87
NNMC_BETHESDA	100.34
MCB_CAMP_LEJEUNE	99.73
WALTER_REED_ARMY_MEDICAL_CENTER	98.71
OFFUTT_AFB	98.29
KEESLER_AFB	96.82
BROOKS_CITY-BASE	96.74
MCB_CAMP_PENDLETON	91.42
FORT_CAMPBELL	90.94
FORT_BENNING	89.85
NELLIS_AFB	87.95
SCHOFIELD_BARRACKS	86.11
FORT_JACKSON	85.34
NAVSTA_NORFOLK	85.00
NAS_JACKSONVILLE	83.61
LANGLEY_AFB	82.37
TRIPLER_ARMY_MEDICAL_CENTER	78.19
WRIGHT-PATTERSON_AFB	77.13
FORT_BLISS	76.83
FORT_GORDON	76.68
NAVSTA_SAN_DIEGO	75.76
MCB_QUANTICO	75.45
NH_BREMERTON	75.04
FORT_EUSTIS	74.10
FORT_STEWART	73.46
FORT_POLK	69.37
ELMENDORF_AFB	68.21
NWS_YORKTOWN	67.33
FORT_SILL	66.85
FORT_DRUM	66.45
UNITED_STATES_AIR_FORCE_ACADEMY	66.02
MACDILL_AFB	65.20
NAVSTA_PEARL_HARBOR	65.12
SCOTT_AFB	64.30
HOLLOMAN_AFB	63.81
FORT_LEONARD_WOOD	62.44
FORT_MEADE	62.25
FORT_RILEY	62.18
RANDOLPH_AFB	60.83
MAXWELL_AFB	59.41
SHAW_AFB	58.92
HURLBURT_FIELD	58.80
LITTLE_ROCK_AFB	58.60
FORT_RUCKER	58.14
BOLLING_AFB	58.03
WEST_POINT_MIL_RESERVATION	57.97
FORT_LEE	57.62

Installation/Location	Numerical Military Value
COLUMBUS_AFB	57.49
LUKE_AFB	57.27
MCRD_PARRIS_ISLAND	56.95
FORT_KNOX	56.40
CHARLESTON_AFB	56.39
LAUGHLIN_AFB	55.92
ROBINS_AFB	55.67
TINKER_AFB	55.46
BARKSDALE_AFB	54.80
HILL_AFB	54.20
NAVSTA_NEWPORT	54.14
FORT_DETRICK	53.96
Walter_Reed_Army_Institute_of_Research_-_WRAMC	53.66
FORT_MONROE	52.33
MCCHORD_AFB	51.45
TYNDALL_AFB	50.83
FORT_HUACHUCA	50.78
PETERSON_AFB	50.66
MOODY_AFB	50.59
MCGUIRE_AFB	49.50
NAS_LEMOORE	49.41
DAVIS-MONTHAN_AFB	48.63
NAS_WHIDBEY_ISLAND	48.43
MCAGCC_TWENTYNINE_PALMS	47.90
MCAS_CHERRY_POINT	47.70
NAS_CORPUS_CHRISTI	47.01
FORT_LEAVENWORTH	46.19
WHITEMAN_AFB	45.66
KIRTLAND_AFB	45.55
NTC_AND_FORT_IRWIN_CA	45.30
PATRICK_AFB	44.42
MCCONNELL_AFB	43.79
CARLISLE_BARRACKS	43.73
MOUNTAIN_HOME_AFB	43.44
MALMSTROM_AFB	43.26
POPE_AFB	43.14
DOVER_AFB	42.24
PRESIDIO_OF_MONTEREY	42.24
DYESS_AFB	42.10
ALTUS_AFB	42.05
VANCE_AFB	42.04
CANNON_AFB	41.97
SEYMOUR_JOHNSON_AFB	41.80
NAS_PATUXENT_RIVER	41.32
MINOT_AFB	41.16
FAIRCHILD_AFB	40.77
NH_CHARLESTON	39.34
HICKAM_AFB	39.30
ABERDEEN_PROVING_GROUND	38.75
REDSTONE_ARSENAL	38.30
Army_Medical_Research___Materiel_Command_-_HQ	38.05
VANDENBERG_AFB	37.91
BEALE_AFB	37.57
NAVSTA_MAYPORT	37.53
LOS_ANGELES_AFB	36.74
ELLSWORTH_AFB	36.69
EDWARDS_AFB	35.61
FRANCIS_E__WARREN_AFB	35.15
HANSCOM_AFB	34.68
NAVAL_SUB_BASE_NEW_LONDON	34.18
Army_Medical_Research_Institute_of_Infectious_Diseases	33.78

Installation/Location	Numerical Military Value
GOODFELLOW_AFB	33.40
EIELSON_AFB	33.12
NAS_NORTH_ISLAND	32.82
NH_GUAM	31.56
NAS_OCEANA	31.49
FORT_MCPHERSON	31.41
BUCKLEY_AFB	31.34
JOINT_RESERVE_BASE_FORT_WORTH	31.17
ROCK_ISLAND_ARSENAL	31.05
NAB_LITTLE_CREEK	31.04
CBC_GULFPORT	30.89
FORT_MONMOUTH	30.53
Naval_Medical_Research_Center_-_Silver_Spring	30.22
FORT_MYER	29.87
FORT_BUCHANAN	29.79
ANDERSEN_AFB	29.68
NAVSTA_ANNAPOLIS	28.68
Army_Medical_Research_Institute_of_Chemical_Defense	28.27
NAS_WHITING_FIELD	28.27
GRAND_FORKS_AFB	28.24
MCAS_STATION_MIRAMAR	28.12
Air_Force_Institute_for_Operational_Health_-_Brooks_City_Base	27.81
ANNISTON_ARMY_DEPOT	27.35
NSA_MILLINGTON	27.33
NAVAL_SUB_BASE_KINGS_BAY	27.30
FORT_MCCOY	27.18
Air_Force_School_of_Aerospace_Medicine	26.85
NAVSTA_PASCAGOULA	26.68
DUGWAY_PROVING_GROUND	26.01
NH_BEAUFORT	25.63
RED_RIVER_ARMY_DEPOT	25.00
SCHRIEVER_AFB	25.00
Naval_Experimental_Diving_Unit_-_Panama_City_FL	24.91
FORT_DIX	24.36
WHITE_SANDS_MISSILE_RANGE	24.29
NSA_NEW_ORLEANS	24.25
FORT_WAINWRIGHT	24.21
Naval_Submarine_Medical_Research_Laboratory	24.07
NAS_POINT_MUGU	23.90
NAVSTA_INGLESIDE	23.76
NWS_CHARLESTON	23.24
WASHINGTON_NAVY_YARD	22.95
Armed_Forces_Radiobiological_Research_Institute	22.86
NAVSTA_BREMERTON	22.81
NSY_NORFOLK	22.36
Naval_Health_Research_Center_-_San_Diego	22.15
CBC_PORT_HUENEME	21.75
NAVAL_SUB_BASE_BANGOR	21.48
FORT_RICHARDSON	21.38
MCAS_YUMA	20.87
NSA_PANAMA_CITY	20.34
Naval_Institute_for_Dental___Biomedical_Research	20.31
MCRD_SAN_DIEGO	20.19
NAB_CORONADO	19.94
Naval_Health_Research_Center_Detachment_-_Wright-Patterson_AFB	19.94
JOINT_RESERVE_BASE_NEW_ORLEANS	19.91
MCAS_NEW_RIVER	19.89
Army_Aeromedical_Research_Laboratory	19.89
NAVSTA_EVERETT	19.65
US_ARMY_GARRISON_SELFRIDGE	19.11
YUMA_PROVING_GROUND	18.50

Installation/Location	Numerical Military Value
Program_Executive_Office__Joint_Medical_Information_Systems	17.98
Naval_Aerospace_Medical_Research_Laboratory	17.35
Army_Dental_Research_Detachment_-_Great_Lakes	17.17
Army_Medical_Materiel_Agency	17.08
Army_Institute_of_Surgical_Research	16.51
Army_Medical_Materiel_Development_Activity	16.47
NAS_KEY_WEST	15.46
NAS_ATLANTA	15.02
NAS_BRUNSWICK	14.92
Army_Research_Institute_of_Environmental_Medicine	14.07
NAS_KINGSVILLE	13.83
NSWC_DAHLGREN	13.62
NAS_FALLON	13.24
MCB_HAWAII_KANEOHE	13.04
MCLB_ALBANY	12.68
Naval_Health_Research_Center_Detachment_-_Brooks_AFB	12.55
NSCS_ATHENS	12.48
Army_Medical_Research_Detachment_-_Brooks_City_Base	12.32
NSY_PORTSMOUTH	12.29
NSU_SARATOGA_SPRINGS	12.23
311th_Human_Systems_Wing_-_Human_Systems_Program_Office	12.00
NAES_LAKEHURST	11.80
JOINT_RESERVE_BASE_WILLOW_GROVE	11.78
NAS_OCEANA_DAM_NECK_ANNEX	11.75
NSWC_INDIAN_HEAD	11.56
Army_Center_for_Environmental_Health_Research	11.53
Army_Medical_Information_Technology_Center	11.26
NAF_EL_CENTRO	11.00
Navy_Bureau_of_Medicine___Surgery__Code_M2__-_Washington_DC	10.82
MCLB_BARSTOW	10.19
Air_Force_Dental_Investigative_Service_-_Great_Lakes	10.10
Armed_Forces_Institute_of_Pathology	9.28
NAS_MERIDIAN	7.60
Army_Medical_Research_Acquisition_Activity	7.57
MCB_HAWAII_CAMP_SMITH	6.15
NSA_MECHANICSBURG	6.14
Naval_Air_Warfare_Center_-_Pax_River	6.08
NWS_EARLE	4.01
DTRA_CB_Directorate	2.08
Navy_Clothing___Textile_Laboratory_-_Natick_MA	1.23
NWS_SEAL_BEACH	0.80

2.5 COMPOSITE MILITARY VALUE SCORE

Installation/Location	Numerical Military Value
FORT_BRAGG	65.59
NMC_PORTSMOUTH	60.26
NMC_SAN_DIEGO	58.72
FORT_HOOD	54.68
LACKLAND_AFB	53.39
FORT_SAM_HOUSTON	53.30
FORT_LEWIS	50.24
MCB_CAMP_LEJEUNE	49.95
MCB_CAMP_PENDLETON	47.78
FORT_CAMPBELL	47.73
FORT_CARSON	47.49
PENSACOLA	46.87
SCHOFIELD_BARRACKS	46.49
EGLIN_AFB	45.71
NNMC_BETHESDA	45.34
NAVSTA_GREAT_LAKES	43.82
FORT_BELVOIR	43.56
TRAVIS_AFB	42.87
NAVSTA_NORFOLK	42.19
NAS_JACKSONVILLE	42.18
ANDREWS_AFB	41.59
SHEPPARD_AFB	41.57
NELLIS_AFB	41.56
WALTER_REED_ARMY_MEDICAL_CENTER	41.52
FORT_STEWART	41.08
OFFUTT_AFB	40.77
FORT_BENNING	40.64
MCB_QUANTICO	40.51
FORT_BLISS	39.91
FORT_DRUM	39.87
LANGLEY_AFB	39.33
NAVSTA_PEARL_HARBOR	38.76
FORT_JACKSON	38.68
NAVSTA_SAN_DIEGO	38.60
NH_BREMERTON	38.12
TRIPLER_ARMY_MEDICAL_CENTER	37.03
FORT_SILL	36.30
FORT_GORDON	36.30
WRIGHT-PATTERSON_AFB	35.35
FORT_LEONARD_WOOD	35.34
KEESLER_AFB	35.12
MAXWELL_AFB	35.05
FORT_RUCKER	34.89
FORT_LEE	34.57
UNITED_STATES_AIR_FORCE_ACADEMY	34.33
HURLBURT_FIELD	34.33
FORT_EUSTIS	33.58
ROBINS_AFB	33.40
TINKER_AFB	33.27
FORT_POLK	33.11
FORT_MEADE	32.87
ELMENDORF_AFB	32.54
HILL_AFB	32.52
FORT_RILEY	32.07
RANDOLPH_AFB	31.70
FORT_MONROE	31.40
SHAW_AFB	30.95
MCCHORD_AFB	30.87
LUKE_AFB	30.76
HOLLOMAN_AFB	30.69
TYNDALL_AFB	30.50

Installation/Location	Numerical Military Value
FORT_HUACHUCA	30.47
PETERSON_AFB	30.39
MCRD_PARRIS_ISLAND	30.12
BROOKS_CITY-BASE	29.80
MCGUIRE_AFB	29.70
MOODY_AFB	29.67
NAS_LEMOORE	29.64
DAVIS-MONTHAN_AFB	29.18
FORT_KNOX	29.08
NAS_WHIDBEY_ISLAND	29.06
MCAGCC_TWENTYNINE_PALMS	28.74
MCAS_CHERRY_POINT	28.62
BOLLING_AFB	28.41
LITTLE_ROCK_AFB	28.36
NAS_CORPUS_CHRISTI	28.21
NAVSTA_NEWPORT	28.07
LAUGHLIN_AFB	27.95
MACDILL_AFB	27.87
FORT_DETRICK	27.62
CHARLESTON_AFB	27.62
WHITEMAN_AFB	27.39
PATRICK_AFB	26.65
MCCONNELL_AFB	26.28
CARLISLE_BARRACKS	26.24
BARKSDALE_AFB	26.13
MOUNTAIN_HOME_AFB	26.06
MALMSTROM_AFB	25.95
POPE_AFB	25.88
COLUMBUS_AFB	25.73
KIRTLAND_AFB	25.73
DOVER_AFB	25.34
PRESIDIO_OF_MONTEREY	25.34
DYESS_AFB	25.26
ALTUS_AFB	25.23
CANNON_AFB	25.18
SEYMOUR_JOHNSON_AFB	25.08
NAS_PATUXENT_RIVER	24.79
MINOT_AFB	24.70
SCOTT_AFB	24.58
FAIRCHILD_AFB	24.46
FORT_LEAVENWORTH	23.67
NH_CHARLESTON	23.61
HICKAM_AFB	23.58
NTC_AND_FORT_IRWIN_CA	23.21
REDSTONE_ARSENAL	22.98
VANDENBERG_AFB	22.75
WEST_POINT_MIL_RESERVATION	22.64
BEALE_AFB	22.54
NAVSTA_MAYPORT	22.52
LOS_ANGELES_AFB	22.04
ELLSWORTH_AFB	21.65
EDWARDS_AFB	21.36
FRANCIS_E__WARREN_AFB	21.09
ABERDEEN_PROVING_GROUND	20.85
HANSCOM_AFB	20.81
NAVAL_SUB_BASE_NEW_LONDON	20.51
GOODFELLOW_AFB	20.04
EIELSON_AFB	19.87
NAS_NORTH_ISLAND	19.69
VANCE_AFB	19.62
NWS_YORKTOWN	19.22

Installation/Location	Numerical Military Value
NAS_OCEANA	18.89
FORT_MCPHERSON	18.84
BUCKLEY_AFB	18.80
JOINT_RESERVE_BASE_FORT_WORTH	18.70
ROCK_ISLAND_ARSENAL	18.63
NAB_LITTLE_CREEK	18.62
CBC_GULFPORT	18.54
FORT_MONMOUTH	18.32
FORT_MYER	17.92
FORT_BUCHANAN	17.87
ANDERSEN_AFB	17.81
NAVSTA_ANNAPOLIS	17.21
NAS_WHITING_FIELD	16.96
GRAND_FORKS_AFB	16.94
MCAS_STATION_MIRAMAR	16.87
ANNISTON_ARMY_DEPOT	16.41
NSA_MILLINGTON	16.40
NAVAL_SUB_BASE_KINGS_BAY	16.38
FORT_MCCOY	16.31
NAVSTA_PASCAGOULA	16.01
NH_GUAM	15.84
RED_RIVER_ARMY_DEPOT	15.00
SCHRIEVER_AFB	15.00
NH_BEAUFORT	14.70
FORT_DIX	14.62
WHITE_SANDS_MISSILE_RANGE	14.57
NSA_NEW_ORLEANS	14.55
FORT_WAINWRIGHT	14.52
NAS_POINT_MUGU	14.34
NAVSTA_INGLESIDE	14.25
NWS_CHARLESTON	13.94
WASHINGTON_NAVY_YARD	13.77
NAVSTA_BREMERTON	13.68
DUGWAY_PROVING_GROUND	13.58
NSY_NORFOLK	13.42
CBC_PORT_HUENEME	13.05
NAVAL_SUB_BASE_BANGOR	12.89
FORT_RICHARDSON	12.83
MCAS_YUMA	12.52
NSA_PANAMA_CITY	12.20
MCRD_SAN_DIEGO	12.12
NAB_CORONADO	11.96
JOINT_RESERVE_BASE_NEW_ORLEANS	11.95
MCAS_NEW_RIVER	11.94
NAVSTA_EVERETT	11.79
US_ARMY_GARRISON_SELFRIDGE	11.46
YUMA_PROVING_GROUND	11.10
Walter_Reed_Army_Institute_of_Research_-_WRAMC	10.73
NAS_KEY_WEST	9.28
NAS_ATLANTA	9.01
NAS_BRUNSWICK	8.95
NAS_KINGSVILLE	8.30
NSWC_DAHLGREN	8.17
NAS_FALLON	7.94
MCB_HAWAII_KANEOHE	7.82
Army_Medical_Research___Materiel_Command_-_HQ	7.61
MCLB_ALBANY	7.61
NSCS_ATHENS	7.49
NSY_PORTSMOUTH	7.37
NSU_SARATOGA_SPRINGS	7.34
NAES_LAKEHURST	7.08

Installation/Location	Numerical Military Value
JOINT_RESERVE_BASE_WILLOW_GROVE	7.07
NAS_OCEANA_DAM_NECK_ANNEX	7.05
NSWC_INDIAN_HEAD	6.94
Army_Medical_Research_Institute_of_Infectious_Diseases	6.76
NAF_EL_CENTRO	6.60
MCLB_BARSTOW	6.11
Naval_Medical_Research_Center_-_Silver_Spring	6.04
Army_Medical_Research_Institute_of_Chemical_Defense	5.65
Air_Force_Institute_for_Operational_Health_-_Brooks_City_Base	5.56
Air_Force_School_of_Aerospace_Medicine	5.37
Naval_Experimental_Diving_Unit_-_Panama_City_FL	4.98
Naval_Submarine_Medical_Research_Laboratory	4.81
Armed_Forces_Radiobiological_Research_Institute	4.57
NAS_MERIDIAN	4.56
Naval_Health_Research_Center_-_San_Diego	4.43
Naval_Institute_for_Dental___Biomedical_Research	4.06
Naval_Health_Research_Center_Detachment_-_Wright-Patterson_AFB	3.99
Army_Aeromedical_Research_Laboratory	3.98
MCB_HAWAII_CAMP_SMITH	3.69
NSA_MECHANICSBURG	3.68
Program_Executive_Office__Joint_Medical_Information_Systems	3.60
Naval_Aerospace_Medical_Research_Laboratory	3.47
Army_Dental_Research_Detachment_-_Great_Lakes	3.43
Army_Medical_Materiel_Agency	3.42
Army_Institute_of_Surgical_Research	3.30
Army_Medical_Materiel_Development_Activity	3.29
Army_Research_Institute_of_Environmental_Medicine	2.81
Naval_Health_Research_Center_Detachment_-_Brooks_AFB	2.51
Army_Medical_Research_Detachment_-_Brooks_City_Base	2.46
NWS_EARLE	2.40
311th_Human_Systems_Wing_-_Human_Systems_Program_Office	2.40
Army_Center_for_Environmental_Health_Research	2.31
Army_Medical_Information_Technology_Center	2.25
Navy_Bureau_of_Medicine___Surgery__Code_M2__-_Washington_DC	2.16
Air_Force_Dental_Investigative_Service_-_Great_Lakes	2.02
Armed_Forces_Institute_of_Pathology	1.86
Army_Medical_Research_Acquisition_Activity	1.51
Naval_Air_Warfare_Center_-_Pax_River	1.22
NWS_SEAL_BEACH	0.48
DTRA_CB_Directorate	0.42
Navy_Clothing___Textile_Laboratory_-_Natick_MA	0.25

APPENDIX D

BRAC 2005: Optimization Model for the Medical Joint-Cross Service Group

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Introduction

The legislation for Base Realignment and Closure (BRAC) 2005 establishes an objective process for realignment and closure of military installations. As part of this, the Department of the Navy (DON) was tasked with providing the Department of Defense (DOD) Joint Cross-Service Groups (JCSGs) an optimization methodology to support their analyses.

The *BRAC 2005: Analysis Handbook* details the general optimization methodology we developed to support the JCSGs [1]. We have tailored this general methodology to support each JCSG's specific needs and requirements. This report details the optimization model we developed to support the Medical JCSG (MJCSG).

Model purpose

The purpose of the optimization model is to provide an equitable and analytical means of generating scenario alternatives for realignment and/or closure. The alternatives the model generates are inputs from which BRAC decision makers can create scenarios for further analysis. This means that the results of the optimization model are not by default "the answer." Furthermore, the optimization model is only one source not the only source for scenario alternatives.

General model

The general optimization model maximizes retained military value subject to having the capacity necessary to meet workload requirements. In this model, the way to maximize military value is to do nothing because closing or realigning any activity will reduce the sum of military value across the activities. Consequently, the model includes a penalty for retaining resources (i.e., capacity). The penalty facilitates the tradeoff between retaining military value and eliminating capacity to reduce infrastructure. The higher the penalty the more capacity the model will eliminate.

Capacity and military value are inputs to the optimization model. The MJCSG capacity and military value reports document how they defined and computed capacity and military value [2-3]. Note that military value is static. If an activity or function remains open, the military value of the activity remains unchanged regardless of changes in the workload performed at the activity.

The remainder of this report documents the model we used to support the MJCSG process. We give particular emphasis on the ways we have modified the objective function and constraints of the general optimization model to support the MJCSG's unique requirements.

Medical optimization model

In this section, we describe the medical optimization model and how we've adapted it to meet the specific needs of the MJCSG. This report defines and discusses variables, the objective function, and constraints of this model.

We used the software AMPL (A Mathematical Programming Language) to describe the optimization model.[1] Appendix A contains the specific AMPL code we developed for the MJCSG optimization model. This section discusses the model in conceptual terms and discusses modeling assumptions but does not present the mathematical details of the model. For these, see appendix A and the *BRAC 2005: Analysis Handbook* [1].

Level of analysis

The medical optimization model has locations, activities, and functions, which the model closes or retains. Locations correspond to the installation. At each installation, there may be multiple activities—industrial, supply and storage, technical, education and training, headquarters and support, medical, and intelligence as well as line activities. Within activities, there are functions. For medical these are healthcare services, medical education and training, and medical research, development and acquisition (RDA).

Generally, there is only one medical activity at a location. In these cases, the location and activity are the same. However, this is not the case at locations with RDA functions in addition to healthcare services and/or education and training functions. The reason for this is that the MJCSG kept the RDA functions in separate activities rather than rolling them into the

[1] AMPL calls the CPLEX solve to find an optimal solution.

activities consisting of healthcare services and education and training functions.[2]

The MJCSG broke down its three functions into sub-functions, which we used in the optimization model.[3] These sub-functions are:

- Healthcare services
  - Inpatient care (IP)
  - Outpatient primary care (PC)
  - Outpatient specialty care (SC)
  - Dental
- Education and training
  - Classroom-based education and training (classroom E&T)
  - Laboratory-based education and training (lab E&T)
- RDA
  - Information management and information technology (IM/IT) acquisition
  - Medical systems acquisition
  - Aerospace and operational medicine research
  - Environmental medicine and physiological research
  - Hyperbaric and undersea medicine research
  - Occupational health and medical informatics research
  - Medical biological defense research
  - Combat casualty care research
  - Medical chemical defense research
  - Infectious diseases research

[2] Note that if the model closes a location, it is not closing the entire installation but it is closing all medical activities at the installation.

[3] For the analysis, we analyzed at the sub-function level hereafter referred to as functions.

Variables

The optimization model determines the values of the decision variables that maximize the model's objective function given the data and constraints we impose on it. The medical optimization model has five sets of decision variables as follows:

- Whether each location should be open or closed.
- Whether each activity should be open or closed.
- Whether each function should be open or closed.
- The amount of workload for each function to be performed at each activity.
- The amount of each resource type we add to each activity.

Objective function

The goal or objective function of the optimization model is to maximize the sum of retained military value across all activities. To suit the needs of the various JCSGs, the optimization methodology can focus on activity or functional military value. The MJCSG methodology focuses on functional military value. Because all activities have military value, the way to maximize functional military value is to do nothing—maintain all activities and all functions.

However, because maintaining infrastructure is costly, the objective function facilitates the tradeoff between retaining functional military value and eliminating resources by imposing penalties on resources retained. Specifically, the objective function imposes penalties in the following ways.

- Penalize the number of open locations.
- Penalize the amount of resources at open locations.
- Penalize the amount of resources at open activities.
- Penalize the amount of resources added to activities.

The level of the penalties reflects different tradeoffs between the competing goals of retaining military value and reducing infrastructure. If we set

the penalties for the number of locations (ρ^N) and the amount of resources (ρ^R) to 0, the model will close nothing because it does not reduce the value of the objective function to do so.[4] As ρ^N and ρ^R increase, the model will close functions, activities, and locations when the penalty for maintaining the infrastructure is more that the functional military value that it would retain from keeping them open. Similarly, the model will not expand capacity (add resources) at any activity if the penalty (ρ^E) on expanding resources is very high. Hence, the penalty parameters are tools the MJCSG can use to examine an array of possible configurations.

Constraints

Constraints are necessary to ensure that the solution to the objective function is reasonable in that it reflects the conditions and constraints of providing medical functions. Some of these constraints are generic to the optimization model that all JCSGs use while we have tailored or designed others specifically for the MJCSG to reflect its unique issues and requirements.

Basic constraints

The most basic and fundamental constraint is to ensure that the model assigns enough workload for each function across retained activities to meet functional workload requirements. That is, the optimal solution must retain enough capacity (infrastructure) to meet the mission. The units we use to measure requirements are the following:

- Inpatient care—Relative Weighted Products (RWPs)
- Outpatient primary care—Relative Value Units (RVUs)
- Outpatient specialty care—RVUs
- Dental care—active duty (AD) population
- Education and training functions—full time equivalents (FTEs)
- RDA functions—FTEs

[4] It will close nothing as along as there are not constraints in the model that force it to close something regardless of the penalty.

Table 1 shows the workload requirements for each function. Generally, the MJCSG set these requirements equal to current workload. For example, inpatient and outpatient care requirements equal FY 2002 workload.[5]

Table 1. Functional requirements

Function (units)	Requirement
Healthcare services functions	
Inpatient care (RWPs)	233,213
Outpatient primary care (RVUs)	11,021,026
Outpatient specialty care (RVUs)	19,375,535
Dental (AD population)	991,200
Education and training functions	
Classroom-based education (FTEs)	7,414
Laboratory-based education (FTEs)	3,231
RDA functions	
IM/IT acquisition (FTEs)	140
Medical systems acquisition (FTEs)	401
Aerospace & operational medicine research (FTEs)	748
Environmental med. & physiological research (FTEs)	260
Hyperbaric & undersea medicine research (FTEs)	39
Occup. health & medical informatics research (FTEs)	72
Medical biological defense research (FTEs)	1,076
Combat casualty care research (FTEs)	627
Medical chemical defense research (FTEs)	613
Infectious diseases research (FTEs)	783

We also constrained the model to ensure that it closes or retains locations and activities in a rational manner. Specifically, we constrain the model in the following ways:

- If a location is closed, ensure that no activities are retained at that location.
- If a location is retained, ensure that at least one activity is retained at that location.

[5] The MJCSG based the dental requirement on the active duty population necessary to provide fulltime workload for 1,239 dental FTEs. Assuming a fulltime panel is 800 active duty personnel, the dental requirement is 991,200 AD population.

- If an activity is closed, ensure that no functions are performed at that activity.
- If an activity is retained, ensure that at least one function is performed at that activity.
- For each function, ensure that functional workload is only assigned to activities that are allowed to perform a particular function.

Isolated activities

The MJCSG included a constraint to ensure that military treatment facilities (MTFs) in medically "isolated" locations remain open. The activities it designated as isolated are the following:

- Altus AFB
- Laughlin AFB
- MCAGCC Twentynine Palms
- Mountain Home AFB
- NAS Whidbey Island
- NH Guam
- Fort Irwin

Minimum assignment

The MJCSG also wanted to ensure that for non-isolated activities, that the model assigns some minimum amount of workload for each function that remains open. Table 2 shows the minimum workload amount by function.[6]

[6] The minimum assignment of 1 FTE for education and training functions reflects the fact that medical education and training covers more than "schoolhouse" training. Many locations perform some education and training functions such as continuing education.

Table 2. Minimum workload assignments

Function (units)	Minimum assignment
Inpatient care (RWPs)	675
Outpatient primary care (RVUs)	7,950
Outpatient specialty care (RVUs)	1,800
Dental (AD population)	800
E&T functions (FTEs)	1
RDA functions (FTEs)	5

Capacity

Another general constraint of the optimization model is that the functional workload the model assigns to an activity cannot exceed each activity's capacity (including potential capacity expansion). With the exception of the inpatient function, this constraint is straightforward—assigned workload multiplied by the production rate cannot exceed the activity's resources.

The inpatient function complicates this because the production rate for inpatient care differs by facility type—medical center, teaching hospital, and community hospital. Table 3 lists the activities in these three groups. The production rates for each function correspond to capacity formulas from the MJCSG Capacity Report [2]. These production rates for inpatient care differ by facility type because the capacity formulas differ by occupancy rate and RWPs per bed day.

Demand constraints

In addition to constraints on resources or physical capacity, we must constrain the medical model by healthcare demand to ensure that we have realistic workload assignments for healthcare services functions. For example, an activity may have the infrastructure capacity to provide 20,000 RWPs of inpatient workload. If this activity has a high military value, the model may try and assign 20,000 RWPs. However, doing so would not be reasonable if the healthcare demand of the beneficiary population around the facility is only 10,000 RWPs.

Table 3. Facility type

Medical centers	Teaching hospitals	Community hospitals	
Fort Bliss	Andrews AFB	Elmendorf AFB	MacDill AFB
Fort Bragg	Eglin AFB	Fort Campbell	MCAGCC Twentynine Palms
Fort Gordon	Fort Belvoir	Fort Carson	MCAS Cherry Point
Fort Lewis	Fort Benning	Fort Eustis	Mountain Home AFB
Fort Sam Houston	Fort Hood	Fort Irwin	NAS Corpus Christi
Keesler AFB	MCB Camp Lejeune	Fort Jackson	NAS Lemoore
Lackland AFB	MCB Camp Pendleton	Fort Knox	NAS Whidbey Island
NMC Portsmouth	NAS Jacksonville	Fort Leonard Wood	NAVSTA Great Lakes
NMC San Diego	NH Bremerton	Fort Polk	NAVSTA Newport
NNMC Bethesda	Offutt AFB	Fort Riley	Nellis AFB
Travis AFB	NAS Pensacola	Fort Sill	NH Beaufort
Tripler AMC	Scott AFB	Fort Stewart	NH Charleston
Walter Reed AMC	West Point	Fort Wainwright	NH Guam
Wright-Patterson AFB		Langley AFB	U.S. Air Force Academy
		Luke AFB	

The MJCSG collected data on the catchment and PRISM[7] populations for each activity. The catachment population is the beneficiary population within a 40-mile radius of the military treatment facility and it is the population base for inpatient care. Similarly, the PRISM population is the beneficiary population within a 20-mile radius and it is the population base for outpatient and dental care. More specifically, the MJCSG collected these data for three population subgroups—active duty, active duty family members, and other beneficiaries.

The critical issue when using demand to limit the assignment of workload is: how much workload do we expect on average per beneficiary? Table 4 shows the demand rates for healthcare functions by beneficiary group that we used in the optimization model.

Table 4. Demand rates per beneficiary

	Catchment population			PRISM population		
Function (units)	AD	ADFM	Other	AD	ADFM	Other
Inpatient care (RWPs)	0.0450	0.0670	0.2336			
Outpatient primary care (RVUs)				2.48	3.18	6.11
Outpatient specialty care (RVUs)				6.54	5.37	6.86
Dental (AD population)				1		

[7] Provider Requirements Integrated Specialty Model (PRISM).

Accordingly, on average for each active duty beneficiary, we expect their demand for inpatient care will be 0.0450 RWPs, 2.48 RVUs for primary care, 6.54 RVUs for specialty care, and one for dental care. Another way to think about these numbers is that for every 1,000 active duty beneficiaries, we expect 45 RWPs or approximately 45 weighted inpatient admissions. Similarly, for outpatient care, we expect 2.48 and 6.54 weighted visits per active duty beneficiary for primary and specialty care, respectively. The demand for dental care is one because the MJCSG measured capacity based on the size of the active duty population that each activity could support.[8]

The demand constraints for inpatient care and outpatient specialty care are different than they are for outpatient primary care and dental care in that they pull from a larger population group. These differences are necessary so that the solution more accurately reflects the way the Military Health System (MHS) provides care. The key difference is that for inpatient care and outpatient specialty care, we allow the model to assign workload based on the market population. For example, if two hospitals with overlapping catchment areas are in the same market, each beneficiary is assigned to the catchment population of one of the hospitals but not both. Consequently, if the MJCSG were to close one of these hospitals, they would want the remaining hospital to be able to treat beneficiaries previously treated at the closed hospital.

Additionally, experience has shown that medical centers act as referral centers—they treat beneficiaries from outside their markets. Hence, the model allows medical centers to provide inpatient and specialty care workload up to some percentage of the demand generated by the local market, thus allowing medical centers to draw workload from outside their markets.

Other workload constraints

While demand constraints limit the assigned workload in relation to the to workload generated by beneficiaries, it does not place limits on the

[8] Note that because dental care is specific to active duty, the MJCSG does not have demand rates for active duty family members or other beneficiaries.

amount of workload the model can draw from the various beneficiary groups. While it is not unreasonable to assume that the system can channel essentially all of the active duty and active duty family member workload to a military treatment facility (if the physical capacity is sufficient to provide the care), it may not be reasonable to assume this for the other beneficiary group. They may not want to come to a military treatment facility and the system cannot force them to do so. Hence, the MJCSG constrained the model to place limits on the amount of workload the model can draw from the other beneficiary group.

The MJCSG imposed these constraints at the market level (locally) and across the system (globally). Because medical centers act as referral centers for inpatient care and outpatient specialty care, the MJCSG did not impose the local workload constraint on markets with a medical center.

Education and training constraints

The modeling effort for education and training encompassed all classroom- and laboratory-based education and training.[9] Because of this broad scope, many activities with relatively small education and training programs were included. Many activities provided a small amount of continuing education while just a few activities are "schoolhouses" providing substantial amounts of classroom- and laboratory-based education and training. As a result, the MJCSG made an effort to constrain the system to force closures in some of its major medical education and training platforms to consolidate its programs into as few activities as possible. Specifically, the MJCSG constrained the system to do the following:

- Consolidate initial enlisted medical education and training at a single activity.
- Consolidate initial enlisted specialty education and training at a single activity.[10]

[9] The clinical-based education and training was excluded from the optimization model because it is not an infrastructure driver.

[10] Given recent guidance from the MJCSG, we have also constrained the model to require that initial enlisted medical education and training and initial enlisted specialty education and training be done at the same activity.

- Consolidate aeromedical enlisted education and training at a single activity.

To facilitate these constraints, it was necessary to (1) specify the activities that can perform the programs and (2) define the requirements for each program. The activities that can perform these programs are as follows:

- Initial enlisted medical education and training—Fort Sam Houston, NAVSTA Great Lakes, and Sheppard AFB.
- Initial enlisted medical specialty education and training—Andrews AFB, Brooks City-Base, Eglin AFB, Elmendorf AFB, Fort Benning, Fort Bliss, Fort Bragg, Fort Campbell, Fort Carson, Fort Eustis, Fort Gordon, Fort Hood, Fort Jackson, Fort Leavenworth, Fort Lewis, Fort Meade, Fort Polk, Fort Riley, Fort Sam Houston, Fort Stewart, Keesler AFB, Kirtland AFB, Lackland AFB, Langley AFB, MacDill AFB, NAVSTA Great Lakes, Nellis AFB, NMC Portsmouth, NMC San Diego, NNMC Bethesda, NWS Yorktown, Offutt AFB, Pensacola, Sheppard AFB, Travis AFB, U.S. Air Force Academy, Walter Reed AMC, West Point, and Wright-Patterson AFB.
- Aeromedical enlisted education and training—Brooks City-Base, Fort Rucker, Pensacola, and Wright-Patterson AFB.

Table 5 shows the requirements for these programs. Note that these requirements are subsets of the classroom- and laboratory-based education and training function requirements listed in table 1.

Table 5. Education and training functional requirements

Function (units)	Requirement
Initial enlisted medical E&T	
Classroom-based education (FTEs)	1,372
Laboratory-based education (FTEs)	954
Initial enlisted specialty medical E&T	
Classroom-based education (FTEs)	2,285
Laboratory-based education (FTEs)	1,637
Aeromedical enlisted E&T	
Classroom-based education (FTEs)	1,557
Laboratory-based education (FTEs)	108

RDA constraints

We set up the model to allow the MJCSG the potential to constrain RDA solutions in two ways.

First, for each RDA function, constrain the model so that it assigns the workload for each function to no more that a certain number of activities rather than allowing it to spread the workload for a given function over many activities.

Second, the workload within an RDA function is not all the same due to the nature of the research. Furthermore, some activities that do research for a function are better able to conduct different segments of this research than other activities doing the same RDA function. Consequently, we constructed a constraint to allow the MJCSG to require that a certain amount of workload in a certain RDA function be done at a certain set of activities.

Other constraints considered, but not used

In addition to all of the constraints we detailed thus far, we programmed several other constraints to allow the MJCSG the option to explore different solutions if they deemed it necessary to impose these constraints.

The first of these was a constraint requiring that the solution retain some minimum number of activities with graduate medical education (GME). Because the MJCSG did not explicitly model GME requirements (because it is not an infrastructure driver), they determined that they would look at the viability of GME programs in the retained activities and make a determination if these activities could provide the necessary GME. The minimum number of activities with GME required in the solution was set at 0 meaning that this constraint was not imposed.

Second, we designed a constraint requiring some minimum level of workload by service. For example, if the MJCSG determined that it was necessary to impose this constraint, it would prevent each service from going below some minimum level of inpatient care workload. This constraint was effectively not imposed as the workload minimum requirement for each function-service combination was set at 0.

Third, we designed a constraint that would force the model to retain any primary care function that had an active duty and active duty family member population large enough to generate 7,950 primary care RVUs. The MJCSG never imposed this constraint.

Finally, we designed constraints to allow the MJSCG the possibility to set workload requirements by multi-service market (MSM). The MJCSG never set multi-service market requirements above 0 meaning that these constraints were not imposed.

References

[1] Don Infrastructure and Analysis Team (DON IAT), *BRAC 2005: Analysis Handbook* (draft), March 2005

[2] Medical Joint Cross-Service Group Capacity Report

[3] Medical Joint Cross-Service Group Military Value Report

A.3.1 Clinical - Healthcare Education & Training

	Current Usage (Hrs per week)	Current Capacity (Hrs per week)	Surge Rqmnt (Hrs per week)	Max Capacity (Hrs per week)	Excess Capacity (Hrs per week)	Capacity Avail to Surge (Hrs per week)
USA						
ABERDEEN PROVING GROUND	0	0	0	0	0	0
ANNISTON ARMY DEPOT	0	0	0	0	0	0
CARLISLE BARRACKS	0	0	0	0	0	0
DUGWAY PROVING GROUND	0	0	0	0	0	0
FORT BELVOIR	360	360	360	1,200	840	840
FORT BENNING	11,855	11,855	11,855	18,060	6,206	6,206
FORT BLISS	46,942	46,942	46,942	46,942	0	0
FORT BRAGG	39,997	39,997	39,997	41,274	1,277	1,277
FORT BUCHANAN	0	0	0	0	0	0
FORT CAMPBELL	72,287	72,287	72,287	73,359	1,073	1,073
FORT CARSON	1,023	1,023	1,023	1,395	372	372
FORT DETRICK	0	0	0	0	0	0
FORT DIX	0	0	0	0	0	0
FORT DRUM	72	72	72	120	48	48
FORT EUSTIS	1,120	1,120	1,120	1,200	80	80
FORT GORDON	267,456	267,456	267,456	435,412	167,956	167,956
FORT HOOD	26,780	26,780	26,780	32,500	5,720	5,720
FORT HUACHUCA	0	0	0	0	0	0
FORT JACKSON	0	0	0	0	0	0
FORT KNOX	0	0	0	0	0	0
FORT LEAVENWORTH	40	40	40	40	0	0
FORT LEE	0	0	0	0	0	0
FORT LEONARD WOOD	0	0	0	0	0	0
FORT LEWIS	218,225	218,225	218,225	261,870	43,645	43,645
FORT MCCOY	0	0	0	0	0	0
FORT MCPHERSON	0	0	0	0	0	0
FORT MEADE	720	720	720	720	0	0
FORT MONMOUTH	0	0	0	0	0	0
FORT MONROE	0	0	0	0	0	0
FORT MYER	0	0	0	0	0	0
FORT POLK	720	720	720	1,170	450	450
FORT RICHARDSON	0	0	0	0	0	0
FORT RILEY	12,539	12,539	12,539	25,078	12,539	12,539
FORT RUCKER	0	0	0	0	0	0
FORT SAM HOUSTON	150,143	150,143	150,143	205,920	55,777	55,777
FORT SILL	0	0	0	0	0	0
FORT STEWART	1,200	1,200	1,200	1,320	120	120
FORT WAINWRIGHT	0	0	0	0	0	0
NTC AND FORT IRWIN CA	0	0	0	0	0	0
PRESIDIO OF MONTEREY	0	0	0	0	0	0
RED RIVER ARMY DEPOT	0	0	0	0	0	0
REDSTONE ARSENAL	0	0	0	0	0	0
ROCK ISLAND ARSENAL	0	0	0	0	0	0
SCHOFIELD BARRACKS	104	104	104	104	0	0
TRIPLER ARMY MEDICAL	68,224	68,224	68,224	83,200	14,976	14,976
US ARMY GARRISON SELFRIDGE	0	0	0	0	0	0
WALTER REED ARMY MEDICAL	944,680	944,680	944,680	973,940	29,260	29,260
WEST POINT MIL RESERVATION	3,859	3,859	3,859	6,129	2,270	2,270
WHITE SANDS MISSILE RANGE	0	0	0	0	0	0
YUMA PROVING GROUND	0	0	0	0	0	0
USAF						
ALTUS AFB	0	0	0	0	0	0
ANDERSEN AFB	0	0	0	0	0	0
ANDREWS AFB	48,729	48,729	48,729	63,655	14,926	14,926
BARKSDALE AFB	96	96	96	128	32	32

	Current Usage (Hrs per week)	Current Capacity (Hrs per week)	Surge Rqmnt (Hrs per week)	Max Capacity (Hrs per week)	Excess Capacity (Hrs per week)	Capacity Avail to Surge (Hrs per week)
USAF						
BEALE AFB	0	0	0	0	0	0
BOLLING AFB	165	165	165	198	33	33
BROOKS CITY-BASE	45,117	45,117	45,117	60,285	15,168	15,168
BUCKLEY AFB	0	0	0	0	0	0
CANNON AFB	0	0	0	0	0	0
CHARLESTON AFB	0	0	0	0	0	0
COLUMBUS AFB	0	0	0	0	0	0
DAVIS-MONTHAN AFB	0	0	0	0	0	0
DOVER AFB	0	0	0	0	0	0
DYESS AFB	0	0	0	0	0	0
EDWARDS AFB	0	0	0	0	0	0
EGLIN AFB	16,245	16,245	16,245	18,810	2,565	2,565
EIELSON AFB	0	0	0	0	0	0
ELLSWORTH AFB	0	0	0	0	0	0
ELMENDORF AFB	560	560	560	700	140	140
FAIRCHILD AFB	0	0	0	0	0	0
FRANCIS E. WARREN AFB	0	0	0	0	0	0
GOODFELLOW AFB	0	0	0	0	0	0
GRAND FORKS AFB	0	0	0	0	0	0
HANSCOM AFB	0	0	0	0	0	0
HICKAM AFB	0	0	0	0	0	0
HILL AFB	0	0	0	0	0	0
HOLLOMAN AFB	0	0	0	0	0	0
HURLBURT FIELD	0	0	0	0	0	0
KEESLER AFB	145,123	145,123	145,123	161,634	16,511	16,511
KIRTLAND AFB	4,453	4,453	4,453	5,256	803	803
LACKLAND AFB	1,482,502	1,482,502	1,482,502	1,666,880	184,378	184,378
LANGLEY AFB	5,226	5,226	5,226	5,829	603	603
LAUGHLIN AFB	0	0	0	0	0	0
LITTLE ROCK AFB	0	0	0	0	0	0
LOS ANGELES AFB	0	0	0	0	0	0
LUKE AFB	0	0	0	0	0	0
MACDILL AFB	3,191	3,191	3,191	5,273	2,081	2,081
MALMSTROM AFB	0	0	0	0	0	0
MAXWELL AFB	0	0	0	0	0	0
MCCHORD AFB	245	245	245	392	147	147
MCCONNELL AFB	0	0	0	0	0	0
MCGUIRE AFB	0	0	0	0	0	0
MINOT AFB	0	0	0	0	0	0
MOODY AFB	374	374	374	544	170	170
MOUNTAIN HOME AFB	0	0	0	0	0	0
NELLIS AFB	2,662	2,662	2,662	4,826	2,163	2,163
OFFUTT AFB	12,341	12,341	12,341	22,876	10,535	10,535
PATRICK AFB	0	0	0	0	0	0
PETERSON AFB	0	0	0	0	0	0
POPE AFB	0	0	0	0	0	0
RANDOLPH AFB	0	0	0	0	0	0
ROBINS AFB	0	0	0	0	0	0
SCHRIEVER AFB	0	0	0	0	0	0
SCOTT AFB	17,248	17,248	17,248	32,032	14,784	14,784
SEYMOUR JOHNSON AFB	0	0	0	0	0	0
SHAW AFB	0	0	0	0	0	0
SHEPPARD AFB	39,479	39,479	39,479	52,710	13,231	13,231
TINKER AFB	0	0	0	0	0	0
TRAVIS AFB	133,834	133,834	133,834	171,428	37,594	37,594
TYNDALL AFB	0	0	0	0	0	0
UNITED STATES AIR FORCE	5,480	5,480	5,480	8,049	2,569	2,569
VANCE AFB	0	0	0	0	0	0

	Current Usage (Hrs per week)	Current Capacity (Hrs per week)	Surge Rqmnt (Hrs per week)	Max Capacity (Hrs per week)	Excess Capacity (Hrs per week)	Capacity Avail to Surge (Hrs per week)
USAF						
VANDENBERG AFB	0	0	0	0	0	0
WHITEMAN AFB	0	0	0	0	0	0
WRIGHT-PATTERSON AFB	131,624	131,624	131,624	160,562	28,939	28,939
USN						
CBC GULFPORT	0	0	0	0	0	0
CBC PORT HUENEME	0	0	0	0	0	0
JOINT RESERVE BASE FORT	0	0	0	0	0	0
JOINT RESERVE BASE NEW	0	0	0	0	0	0
JOINT RESERVE BASE WILLOW	0	0	0	0	0	0
MCAGCC TWENTYNINE PALMS	558	558	558	786	228	228
MCAS CHERRY POINT	0	0	0	0	0	0
MCAS NEW RIVER	0	0	0	0	0	0
MCAS STATION MIRAMAR	0	0	0	0	0	0
MCAS YUMA	0	0	0	0	0	0
MCB CAMP LEJEUNE	750	750	750	1,350	600	600
MCB CAMP PENDLETON	57,876	57,876	57,876	64,792	6,916	6,916
MCB HAWAII CAMP SMITH	0	0	0	0	0	0
MCB HAWAII KANEOHE	0	0	0	0	0	0
MCB QUANTICO	0	0	0	0	0	0
MCLB ALBANY	0	0	0	0	0	0
MCLB BARSTOW	0	0	0	0	0	0
MCRD PARRIS ISLAND	0	0	0	0	0	0
MCRD SAN DIEGO	0	0	0	0	0	0
NAB CORONADO	0	0	0	0	0	0
NAB LITTLE CREEK	0	0	0	0	0	0
NAES LAKEHURST	0	0	0	0	0	0
NAF EL CENTRO	0	0	0	0	0	0
NAS ATLANTA	0	0	0	0	0	0
NAS BRUNSWICK	31	31	31	33	2	2
NAS CORPUS CHRISTI	770	770	770	966	196	196
NAS FALLON	0	0	0	0	0	0
NAS JACKSONVILLE	30,371	30,371	30,371	38,220	7,849	7,849
NAS KEY WEST	0	0	0	0	0	0
NAS KINGSVILLE	0	0	0	0	0	0
NAS LEMOORE	204	204	204	252	48	48
NAS MERIDIAN	0	0	0	0	0	0
NAS NORTH ISLAND	0	0	0	0	0	0
NAS OCEANA	0	0	0	0	0	0
NAS OCEANA DAM NECK ANNEX	0	0	0	0	0	0
NAS PATUXENT RIVER	0	0	0	0	0	0
NAS POINT MUGU	0	0	0	0	0	0
NAS WHIDBEY ISLAND	66	66	66	66	0	0
NAS WHITING FIELD	0	0	0	0	0	0
NAVAL SUB BASE BANGOR	0	0	0	0	0	0
NAVAL SUB BASE KINGS BAY	0	0	0	0	0	0
NAVAL SUB BASE NEW LONDON	0	0	0	0	0	0
NAVSTA ANNAPOLIS	24	24	24	48	24	24
NAVSTA BREMERTON	0	0	0	0	0	0
NAVSTA EVERETT	0	0	0	0	0	0
NAVSTA GREAT LAKES	2,982	2,982	2,982	3,360	378	378
NAVSTA INGLESIDE	0	0	0	0	0	0
NAVSTA MAYPORT	0	0	0	0	0	0
NAVSTA NEWPORT	108	108	108	144	36	36
NAVSTA NORFOLK	26,944	26,944	26,944	33,152	6,208	6,208
NAVSTA PASCAGOULA	0	0	0	0	0	0
NAVSTA PEARL HARBOR	21,792	21,792	21,792	26,400	4,608	4,608
NAVSTA SAN DIEGO	27,064	27,064	27,064	31,824	4,760	4,760

	Current Usage (Hrs per week)	Current Capacity (Hrs per week)	Surge Rqmnt (Hrs per week)	Max Capacity (Hrs per week)	Excess Capacity (Hrs per week)	Capacity Avail to Surge (Hrs per week)
USN						
NH BEAUFORT	0	0	0	0	0	0
NH BREMERTON	800	800	800	800	0	0
NH CHARLESTON	0	0	0	0	0	0
NH GUAM	0	0	0	0	0	0
NMC PORTSMOUTH	646,246	646,246	646,246	692,282	46,036	46,036
NMC SAN DIEGO	1,085,364	1,085,364	1,085,364	1,435,588	350,224	350,224
NNMC BETHESDA	2,075,733	2,075,733	2,075,733	2,388,150	312,417	312,417
NSA MECHANICSBURG	0	0	0	0	0	0
NSA MILLINGTON	0	0	0	0	0	0
NSA NEW ORLEANS	0	0	0	0	0	0
NSA PANAMA CITY	0	0	0	0	0	0
NSCS ATHENS	0	0	0	0	0	0
NSU SARATOGA SPRINGS	0	0	0	0	0	0
NSWC DAHLGREN	0	0	0	0	0	0
NSWC INDIAN HEAD	0	0	0	0	0	0
NSY NORFOLK	0	0	0	0	0	0
NSY PORTSMOUTH	0	0	0	0	0	0
NWS CHARLESTON	0	0	0	0	0	0
NWS EARLE	0	0	0	0	0	0
NWS SEAL BEACH	0	0	0	0	0	0
NWS YORKTOWN	52	52	52	60	8	8
PENSACOLA	17,380	17,380	17,380	18,150	770	770
WASHINGTON NAVY YARD	0	0	0	0	0	0

Assumptions	
Hours per Week	40
Scheduling Inefficiency Factor	1.25
Square Ft per Student	30
Weeks per Year	52

A.2 Healthcare Services

A.3.2.1 Ambulatory Care - Primary

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USA						
ABERDEEN PROVING GROUND	40,175	90,609	90,609	112,422	72,247	72,247
ANNISTON ARMY DEPOT	5,534	8,390	8,390	8,390	2,856	2,856
CARLISLE BARRACKS	40,827	57,050	57,050	57,050	16,223	16,223
DUGWAY PROVING GROUND	2,519	10,068	10,068	11,746	9,227	9,227
FORT BELVOIR	256,756	112,422	112,422	130,879	-125,877	-125,877
FORT BENNING	231,870	162,760	162,760	167,794	-64,076	-64,076
FORT BLISS	102,965	211,420	211,420	125,845	22,880	22,880
FORT BRAGG	379,238	609,091	609,091	609,091	229,853	229,853
FORT BUCHANAN	0	15,101	15,101	15,101	15,101	15,101
FORT CAMPBELL	188,662	239,945	239,945	273,504	84,842	84,842
FORT CARSON	130,437	276,860	276,860	276,860	146,423	146,423
FORT DETRICK	163,316	18,457	18,457	18,457	-144,859	-144,859
FORT DIX	3,004	16,779	16,779	20,135	17,131	17,131
FORT DRUM	68,308	241,623	241,623	241,623	173,315	173,315
FORT EUSTIS	86,947	72,151	72,151	77,185	-9,762	-9,762
FORT GORDON	202,720	350,689	350,689	387,604	184,884	184,884
FORT HOOD	285,387	458,077	458,077	458,077	172,690	172,690
FORT HUACHUCA	39,372	72,151	72,151	72,151	32,779	32,779
FORT JACKSON	138,929	134,235	134,235	159,404	20,475	20,475
FORT KNOX	98,470	172,828	172,828	172,828	74,358	74,358
FORT LEAVENWORTH	58,876	52,016	52,016	52,016	-6,860	-6,860
FORT LEE	91,298	112,422	112,422	112,422	21,124	21,124
FORT LEONARD WOOD	126,171	144,303	144,303	144,303	18,132	18,132
FORT LEWIS	219,239	607,413	607,413	607,413	388,174	388,174
FORT MCCOY	3,772	16,779	16,779	57,050	53,278	53,278
FORT MCPHERSON	61,799	55,372	55,372	57,050	-4,749	-4,749
FORT MEADE	75,616	97,320	97,320	97,320	21,705	21,705
FORT MONMOUTH	39,472	31,881	31,881	35,237	-4,236	-4,236
FORT MONROE	0	18,457	18,457	18,457	18,457	18,457
FORT MYER	35,460	38,593	38,593	53,694	18,234	18,234
FORT POLK	76,357	147,659	147,659	295,317	218,960	218,960
FORT RICHARDSON	13,648	35,237	35,237	45,304	31,656	31,656
FORT RILEY	79,980	82,219	82,219	117,456	37,475	37,475
FORT RUCKER	77,637	107,388	107,388	291,961	214,324	214,324
FORT SAM HOUSTON	162,339	238,267	238,267	238,267	75,928	75,928
FORT SILL	229,506	179,539	179,539	246,657	17,151	17,151
FORT STEWART	202,889	211,420	211,420	218,132	15,243	15,243
FORT WAINWRIGHT	35,496	134,235	134,235	328,876	293,380	293,380
NTC AND FORT IRWIN CA	43,329	48,660	48,660	60,406	17,077	17,077
PRESIDIO OF MONTEREY	22,518	70,473	70,473	87,253	64,735	64,735
RED RIVER ARMY DEPOT	8,105	1,678	1,678	1,678	-6,427	-6,427
REDSTONE ARSENAL	40,064	53,694	53,694	58,728	18,664	18,664
ROCK ISLAND ARSENAL	1,766	6,712	6,712	6,712	4,946	4,946
SCHOFIELD BARRACKS	61,903	93,965	93,965	95,642	33,740	33,740
TRIPLER ARMY MEDICAL	206,719	104,032	104,032	112,422	-94,297	-94,297
US ARMY GARRISON SELFRIDGE	5,968	8,390	8,390	8,390	2,422	2,422
WALTER REED ARMY MEDICAL	86,977	137,591	137,591	140,947	53,970	53,970
WEST POINT MIL RESERVATION	55,881	55,372	55,372	55,372	-509	-509
WHITE SANDS MISSILE RANGE	10,340	15,101	15,101	15,101	4,762	4,762
YUMA PROVING GROUND	8,579	3,356	3,356	3,356	-5,223	-5,223
USAF						
ALTUS AFB	30,853	30,203	30,203	30,203	-650	-650
ANDERSEN AFB	34,780	21,813	21,813	21,813	-12,967	-12,967
ANDREWS AFB	116,627	171,150	171,150	171,150	54,523	54,523
BARKSDALE AFB	58,253	62,084	62,084	62,084	3,831	3,831
BEALE AFB	8,185	31,881	31,881	31,881	23,696	23,696

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USAF						
BOLLING AFB	54,776	35,237	35,237	35,237	-19,540	-19,540
BROOKS CITY-BASE	10,603	10,068	10,068	11,746	1,143	1,143
BUCKLEY AFB	19,241	16,779	16,779	16,779	-2,462	-2,462
CANNON AFB	50,721	31,881	31,881	90,609	39,887	39,887
CHARLESTON AFB	32,134	57,050	57,050	57,050	24,916	24,916
COLUMBUS AFB	24,902	16,779	16,779	16,779	-8,122	-8,122
DAVIS-MONTHAN AFB	59,494	114,100	114,100	127,523	68,029	68,029
DOVER AFB	41,552	93,965	93,965	152,692	111,141	111,141
DYESS AFB	0	30,203	30,203	30,203	30,203	30,203
EDWARDS AFB	21,842	40,271	40,271	40,271	18,429	18,429
EGLIN AFB	113,051	147,659	147,659	147,659	34,608	34,608
EIELSON AFB	53,816	25,169	25,169	25,169	-28,647	-28,647
ELLSWORTH AFB	36,314	26,847	26,847	30,203	-6,111	-6,111
ELMENDORF AFB	47,220	152,692	152,692	169,472	122,252	122,252
FAIRCHILD AFB	60,936	53,694	53,694	58,728	-2,208	-2,208
FRANCIS E. WARREN AFB	0	43,626	43,626	46,982	46,982	46,982
GOODFELLOW AFB	20,066	31,881	31,881	40,271	20,205	20,205
GRAND FORKS AFB	31,900	26,847	26,847	33,559	1,659	1,659
HANSCOM AFB	20,042	31,881	31,881	31,881	11,839	11,839
HICKAM AFB	31,538	48,660	48,660	48,660	17,122	17,122
HILL AFB	58,838	83,897	83,897	87,253	28,415	28,415
HOLLOMAN AFB	45,639	124,167	124,167	124,167	78,528	78,528
HURLBURT FIELD	44,946	45,304	45,304	45,304	358	358
KEESLER AFB	89,077	355,723	355,723	355,723	266,646	266,646
KIRTLAND AFB	50,973	65,440	65,440	65,440	14,467	14,467
LACKLAND AFB	173,915	243,301	243,301	354,045	180,130	180,130
LANGLEY AFB	64,703	226,522	226,522	226,522	161,819	161,819
LAUGHLIN AFB	23,402	31,881	31,881	31,881	8,479	8,479
LITTLE ROCK AFB	44,732	60,406	60,406	67,118	22,386	22,386
LOS ANGELES AFB	26,000	41,948	41,948	41,948	15,948	15,948
LUKE AFB	74,207	97,320	97,320	115,778	41,571	41,571
MACDILL AFB	46,889	88,931	88,931	88,931	42,042	42,042
MALMSTROM AFB	24,586	63,762	63,762	95,642	71,056	71,056
MAXWELL AFB	50,772	77,185	77,185	191,285	140,513	140,513
MCCHORD AFB	35,742	48,660	48,660	53,694	17,952	17,952
MCCONNELL AFB	51,906	40,271	40,271	95,642	43,736	43,736
MCGUIRE AFB	64,788	50,338	50,338	58,728	-6,060	-6,060
MINOT AFB	43,833	142,625	142,625	216,454	172,621	172,621
MOODY AFB	35,216	62,084	62,084	80,541	45,325	45,325
MOUNTAIN HOME AFB	37,115	36,915	36,915	50,338	13,223	13,223
NELLIS AFB	59,143	192,963	192,963	201,353	142,210	142,210
OFFUTT AFB	96,941	152,692	152,692	167,794	70,853	70,853
PATRICK AFB	67,755	60,406	60,406	60,406	-7,350	-7,350
PETERSON AFB	47,612	75,507	75,507	75,507	27,895	27,895
POPE AFB	38,323	41,948	41,948	41,948	3,625	3,625
RANDOLPH AFB	88,704	137,591	137,591	140,947	52,243	52,243
ROBINS AFB	45,061	129,201	129,201	152,692	107,631	107,631
SCHRIEVER AFB	0	0	0	0	0	0
SCOTT AFB	90,760	169,472	169,472	171,150	80,390	80,390
SEYMOUR JOHNSON AFB	30,156	68,795	68,795	224,844	194,688	194,688
SHAW AFB	54,326	68,795	68,795	87,253	32,927	32,927
SHEPPARD AFB	83,641	114,100	114,100	114,100	30,459	30,459
TINKER AFB	98,441	87,253	87,253	92,287	-6,154	-6,154
TRAVIS AFB	112,707	184,573	184,573	406,061	293,354	293,354
TYNDALL AFB	61,706	62,084	62,084	70,473	8,767	8,767
UNITED STATES AIR FORCE	80,753	57,050	57,050	57,050	-23,703	-23,703
VANCE AFB	20,879	21,813	21,813	23,491	2,613	2,613
VANDENBERG AFB	21,516	65,440	65,440	65,440	43,924	43,924
WHITEMAN AFB	42,296	46,982	46,982	46,982	4,686	4,686

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USAF						
WRIGHT-PATTERSON AFB	89,765	82,219	82,219	83,897	-5,868	-5,868
USN						
CBC GULFPORT	23,533	31,881	31,881	31,881	8,348	8,348
CBC PORT HUENEME	34,338	78,863	78,863	98,998	64,661	64,661
JOINT RESERVE BASE FORT	13,971	20,135	20,135	20,135	6,164	6,164
JOINT RESERVE BASE NEW	4,778	13,424	13,424	13,424	8,646	8,646
JOINT RESERVE BASE WILLOW	11,368	10,068	10,068	10,068	-1,301	-1,301
MCAGCC TWENTYNINE PALMS	39,116	58,728	58,728	58,728	19,612	19,612
MCAS CHERRY POINT	56,237	125,845	125,845	125,845	69,608	69,608
MCAS NEW RIVER	9,457	36,915	36,915	41,948	32,491	32,491
MCAS STATION MIRAMAR	53,880	83,897	83,897	87,253	33,373	33,373
MCAS YUMA	14,904	36,915	36,915	58,728	43,824	43,824
MCB CAMP LEJEUNE	194,491	216,454	216,454	216,454	21,962	21,962
MCB CAMP PENDLETON	136,965	197,997	197,997	228,200	91,235	91,235
MCB HAWAII CAMP SMITH	7,226	5,034	5,034	6,712	-514	-514
MCB HAWAII KANEOHE	30,850	63,762	63,762	63,762	32,912	32,912
MCB QUANTICO	63,041	80,541	80,541	80,541	17,500	17,500
MCLB ALBANY	20,483	21,813	21,813	21,813	1,330	1,330
MCLB BARSTOW	5,618	8,390	8,390	8,390	2,771	2,771
MCRD PARRIS ISLAND	44,116	8,390	8,390	8,390	-35,726	-35,726
MCRD SAN DIEGO	27,942	67,118	67,118	67,118	39,176	39,176
NAB CORONADO	6,699	13,424	13,424	40,271	33,571	33,571
NAB LITTLE CREEK	122,701	52,016	52,016	52,016	-70,685	-70,685
NAES LAKEHURST	4,569	10,068	10,068	10,068	5,499	5,499
NAF EL CENTRO	2,861	10,068	10,068	10,068	7,206	7,206
NAS ATLANTA	15,528	15,101	15,101	15,101	-427	-427
NAS BRUNSWICK	25,913	43,626	43,626	50,338	24,425	24,425
NAS CORPUS CHRISTI	63,574	48,660	48,660	48,660	-14,914	-14,914
NAS FALLON	13,508	23,491	23,491	23,491	9,983	9,983
NAS JACKSONVILLE	171,349	199,675	199,675	338,943	167,594	167,594
NAS KEY WEST	26,137	33,559	33,559	33,559	7,422	7,422
NAS KINGSVILLE	8,553	21,813	21,813	25,169	16,616	16,616
NAS LEMOORE	76,362	78,863	78,863	78,863	2,501	2,501
NAS MERIDIAN	15,568	26,847	26,847	26,847	11,279	11,279
NAS NORTH ISLAND	33,588	127,523	127,523	139,269	105,681	105,681
NAS OCEANA	80,461	109,066	109,066	115,778	35,317	35,317
NAS OCEANA DAM NECK ANNEX	32,547	35,237	35,237	40,271	7,724	7,724
NAS PATUXENT RIVER	65,151	45,304	45,304	45,304	-19,847	-19,847
NAS POINT MUGU	7,495	0	0	0	-7,495	-7,495
NAS WHIDBEY ISLAND	78,374	93,965	93,965	93,965	15,590	15,590
NAS WHITING FIELD	17,892	26,847	26,847	26,847	8,955	8,955
NAVAL SUB BASE BANGOR	18,484	28,525	28,525	30,203	11,719	11,719
NAVAL SUB BASE KINGS BAY	56,451	62,084	62,084	105,710	49,259	49,259
NAVAL SUB BASE NEW LONDON	48,695	83,897	83,897	127,523	78,828	78,828
NAVSTA ANNAPOLIS	37,859	52,016	52,016	75,507	37,648	37,648
NAVSTA BREMERTON	0	15,101	15,101	15,101	15,101	15,101
NAVSTA EVERETT	0	41,948	41,948	41,948	41,948	41,948
NAVSTA GREAT LAKES	338,330	402,705	402,705	406,061	67,731	67,731
NAVSTA INGLESIDE	17,094	16,779	16,779	16,779	-314	-314
NAVSTA MAYPORT	62,445	70,473	70,473	73,829	11,384	11,384
NAVSTA NEWPORT	50,590	75,507	75,507	104,032	53,442	53,442
NAVSTA NORFOLK	147,187	119,134	119,134	119,134	-28,053	-28,053
NAVSTA PASCAGOULA	10,538	13,424	13,424	13,424	2,886	2,886
NAVSTA PEARL HARBOR	97,592	78,863	78,863	78,863	-18,729	-18,729
NAVSTA SAN DIEGO	52,966	53,694	53,694	72,151	19,185	19,185
NH BEAUFORT	41,514	78,863	78,863	78,863	37,349	37,349
NH BREMERTON	83,281	167,794	167,794	167,794	84,513	84,513
NH CHARLESTON	27,714	119,134	119,134	125,845	98,131	98,131

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USN						
NH GUAM	37,723	72,151	72,151	72,151	34,428	34,428
NMC PORTSMOUTH	136,926	296,995	296,995	296,995	160,069	160,069
NMC SAN DIEGO	327,762	293,639	293,639	308,741	-19,021	-19,021
NNMC BETHESDA	140,796	226,522	226,522	278,538	137,741	137,741
NSA MECHANICSBURG	1,941	5,034	5,034	5,034	3,093	3,093
NSA MILLINGTON	23,088	26,847	26,847	26,847	3,759	3,759
NSA NEW ORLEANS	15,920	35,237	35,237	35,237	19,317	19,317
NSA PANAMA CITY	3,671	3,356	3,356	3,356	-315	-315
NSCS ATHENS	4,792	10,068	10,068	10,068	5,276	5,276
NSU SARATOGA SPRINGS	2,307	11,746	11,746	11,746	9,439	9,439
NSWC DAHLGREN	13,286	11,746	11,746	11,746	-1,541	-1,541
NSWC INDIAN HEAD	7,050	13,424	13,424	13,424	6,373	6,373
NSY NORFOLK	7,197	18,457	18,457	18,457	11,260	11,260
NSY PORTSMOUTH	8,853	28,525	28,525	28,525	19,672	19,672
NWS CHARLESTON	32,192	36,915	36,915	40,271	8,079	8,079
NWS EARLE	3,788	8,390	8,390	10,068	6,280	6,280
NWS SEAL BEACH	497	3,356	3,356	3,356	2,859	2,859
NWS YORKTOWN	4,643	13,424	13,424	13,424	8,781	8,781
PENSACOLA	286,941	134,235	134,235	134,235	-152,706	-152,706
WASHINGTON NAVY YARD	12,308	13,424	13,424	13,424	1,116	1,116

Assumptions		
AMGA RVUs per Provider	Primary Care	3728.75
ERs per Provider	Primary Care	2
Non-availability Factor	Primary Care	0.9

A.3.2.1 Ambulatory Care - Specialty

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmnt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USA						
ABERDEEN PROVING GROUND	27,161	61,302	61,302	63,856	36,695	36,695
ANNISTON ARMY DEPOT	0	0	0	0	0	0
CARLISLE BARRACKS	20,736	51,085	51,085	56,193	35,457	35,457
DUGWAY PROVING GROUND	0	5,108	5,108	12,771	12,771	12,771
FORT BELVOIR	311,547	53,639	53,639	74,073	-237,474	-237,474
FORT BENNING	229,879	227,326	227,326	260,531	30,652	30,652
FORT BLISS	296,852	427,834	427,834	476,364	179,512	179,512
FORT BRAGG	625,980	1,167,283	1,167,283	1,167,283	541,304	541,304
FORT BUCHANAN	0	0	0	0	0	0
FORT CAMPBELL	325,453	178,796	178,796	204,338	-121,114	-121,114
FORT CARSON	355,448	260,531	260,531	260,531	-94,917	-94,917
FORT DETRICK	0	0	0	0	0	0
FORT DIX	0	5,108	5,108	7,663	7,663	7,663
FORT DRUM	99,943	74,073	74,073	74,073	-25,870	-25,870
FORT EUSTIS	121,882	107,278	107,278	135,374	13,493	13,493
FORT GORDON	299,747	426,556	426,556	546,605	246,858	246,858
FORT HOOD	599,665	444,436	444,436	444,436	-155,229	-155,229
FORT HUACHUCA	36,308	89,398	89,398	89,398	53,090	53,090
FORT JACKSON	162,587	183,905	183,905	194,121	31,534	31,534
FORT KNOX	180,192	176,242	176,242	176,242	-3,950	-3,950
FORT LEAVENWORTH	67,942	48,530	48,530	48,530	-19,412	-19,412
FORT LEE	55,672	48,530	48,530	48,530	-7,142	-7,142
FORT LEONARD WOOD	197,198	91,952	91,952	91,952	-105,246	-105,246
FORT LEWIS	691,711	740,727	740,727	740,727	49,016	49,016
FORT MCCOY	0	0	0	0	0	0
FORT MCPHERSON	0	0	0	0	0	0
FORT MEADE	91,312	66,410	66,410	66,410	-24,902	-24,902
FORT MONMOUTH	0	10,217	10,217	35,759	35,759	35,759
FORT MONROE	0	33,205	33,205	33,205	33,205	33,205
FORT MYER	35,885	53,639	53,639	61,302	25,416	25,416
FORT POLK	174,767	43,422	43,422	76,627	-98,140	-98,140
FORT RICHARDSON	0	71,518	71,518	97,061	97,061	97,061
FORT RILEY	100,985	265,640	265,640	457,207	356,222	356,222
FORT RUCKER	61,028	140,483	140,483	309,062	248,034	248,034
FORT SAM HOUSTON	739,442	957,836	957,836	957,836	218,394	218,394
FORT SILL	212,432	260,531	260,531	311,616	99,184	99,184
FORT STEWART	214,688	206,893	206,893	219,664	4,976	4,976
FORT WAINWRIGHT	100,585	109,832	109,832	109,832	9,247	9,247
NTC AND FORT IRWIN CA	31,075	35,759	35,759	48,530	17,455	17,455
PRESIDIO OF MONTEREY	19,263	0	0	0	-19,263	-19,263
RED RIVER ARMY DEPOT	0	7,663	7,663	7,663	7,663	7,663
REDSTONE ARSENAL	18,300	15,325	15,325	17,880	-420	-420
ROCK ISLAND ARSENAL	0	12,771	12,771	12,771	12,771	12,771
SCHOFIELD BARRACKS	60,381	102,169	102,169	107,278	46,896	46,896
TRIPLER ARMY MEDICAL	418,840	618,124	618,124	618,124	199,284	199,284
US ARMY GARRISON SELFRIDGE	0	0	0	0	0	0
WALTER REED ARMY MEDICAL	1,061,332	513,400	513,400	513,400	-547,932	-547,932
WEST POINT MIL RESERVATION	70,596	117,495	117,495	117,495	46,899	46,899
WHITE SANDS MISSILE RANGE	15,437	7,663	7,663	7,663	-7,774	-7,774
YUMA PROVING GROUND	0	2,554	2,554	2,554	2,554	2,554
USAF						
ALTUS AFB	6,856	10,217	10,217	12,771	5,915	5,915
ANDERSEN AFB	0	10,217	10,217	10,217	10,217	10,217
ANDREWS AFB	242,229	411,231	411,231	452,099	209,870	209,870
BARKSDALE AFB	38,015	38,313	38,313	38,313	299	299
BEALE AFB	11,285	17,880	17,880	17,880	6,594	6,594

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmnt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USAF						
BOLLING AFB	0	17,880	17,880	17,880	17,880	17,880
BROOKS CITY-BASE	5,382	0	0	0	-5,382	-5,382
BUCKLEY AFB	0	0	0	0	0	0
CANNON AFB	0	10,217	10,217	15,325	15,325	15,325
CHARLESTON AFB	1,495	5,108	5,108	5,108	3,614	3,614
COLUMBUS AFB	0	17,880	17,880	17,880	17,880	17,880
DAVIS-MONTHAN AFB	62,605	53,639	53,639	89,398	26,793	26,793
DOVER AFB	27,022	33,205	33,205	43,422	16,400	16,400
DYESS AFB	0	15,325	15,325	15,325	15,325	15,325
EDWARDS AFB	13,806	0	0	0	-13,806	-13,806
EGLIN AFB	223,850	66,410	66,410	66,410	-157,440	-157,440
EIELSON AFB	0	7,663	7,663	7,663	7,663	7,663
ELLSWORTH AFB	19,171	10,217	10,217	10,217	-8,954	-8,954
ELMENDORF AFB	146,371	293,736	293,736	293,736	147,365	147,365
FAIRCHILD AFB	55,089	12,771	12,771	12,771	-42,317	-42,317
FRANCIS E. WARREN AFB	0	2,554	2,554	2,554	2,554	2,554
GOODFELLOW AFB	5,548	33,205	33,205	33,205	27,657	27,657
GRAND FORKS AFB	22,809	25,542	25,542	25,542	2,733	2,733
HANSCOM AFB	9,763	5,108	5,108	5,108	-4,655	-4,655
HICKAM AFB	24,305	0	0	0	-24,305	-24,305
HILL AFB	49,247	30,651	30,651	43,422	-5,825	-5,825
HOLLOMAN AFB	60,229	12,771	12,771	12,771	-47,458	-47,458
HURLBURT FIELD	6,836	12,771	12,771	12,771	5,935	5,935
KEESLER AFB	281,655	352,484	352,484	352,484	70,829	70,829
KIRTLAND AFB	41,817	120,049	120,049	125,157	83,341	83,341
LACKLAND AFB	794,838	980,824	980,824	1,254,127	459,289	459,289
LANGLEY AFB	107,484	273,303	273,303	273,303	165,819	165,819
LAUGHLIN AFB	3,431	5,108	5,108	5,108	1,677	1,677
LITTLE ROCK AFB	23,683	17,880	17,880	17,880	-5,803	-5,803
LOS ANGELES AFB	0	0	0	0	0	0
LUKE AFB	65,519	204,338	204,338	212,001	146,482	146,482
MACDILL AFB	113,445	104,723	104,723	104,723	-8,722	-8,722
MALMSTROM AFB	23,758	45,976	45,976	56,193	32,435	32,435
MAXWELL AFB	22,252	17,880	17,880	79,181	56,929	56,929
MCCHORD AFB	8,541	0	0	0	-8,541	-8,541
MCCONNELL AFB	0	25,542	25,542	33,205	33,205	33,205
MCGUIRE AFB	57,274	51,085	51,085	63,856	6,581	6,581
MINOT AFB	17,562	0	0	10,217	-7,345	-7,345
MOODY AFB	17,601	25,542	25,542	33,205	15,604	15,604
MOUNTAIN HOME AFB	35,701	40,868	40,868	45,976	10,275	10,275
NELLIS AFB	190,150	206,893	206,893	229,881	39,731	39,731
OFFUTT AFB	121,476	102,169	102,169	125,157	3,681	3,681
PATRICK AFB	44,086	51,085	51,085	51,085	6,998	6,998
PETERSON AFB	0	0	0	0	0	0
POPE AFB	0	0	0	0	0	0
RANDOLPH AFB	0	0	0	0	0	0
ROBINS AFB	54,279	107,278	107,278	178,796	124,517	124,517
SCHRIEVER AFB	0	0	0	0	0	0
SCOTT AFB	150,697	109,832	109,832	109,832	-40,865	-40,865
SEYMOUR JOHNSON AFB	54,825	5,108	5,108	5,108	-49,716	-49,716
SHAW AFB	18,309	74,073	74,073	79,181	60,872	60,872
SHEPPARD AFB	84,169	122,603	122,603	122,603	38,434	38,434
TINKER AFB	67,479	143,037	143,037	145,591	78,112	78,112
TRAVIS AFB	221,863	355,038	355,038	651,329	429,466	429,466
TYNDALL AFB	25,730	15,325	15,325	17,880	-7,850	-7,850
UNITED STATES AIR FORCE	142,725	160,916	160,916	160,916	18,191	18,191
VANCE AFB	0	5,108	5,108	7,663	7,663	7,663
VANDENBERG AFB	38,526	40,868	40,868	40,868	2,342	2,342
WHITEMAN AFB	8,395	58,747	58,747	58,747	50,352	50,352

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmnt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USAF						
WRIGHT-PATTERSON AFB	261,940	403,568	403,568	434,219	172,279	172,279
USN						
CBC GULFPORT	2,904	5,108	5,108	5,108	2,204	2,204
CBC PORT HUENEME	23,564	45,976	45,976	45,976	22,412	22,412
JOINT RESERVE BASE FORT	1	0	0	0	-1	-1
JOINT RESERVE BASE NEW	1,554	5,108	5,108	5,108	3,554	3,554
JOINT RESERVE BASE WILLOW	0	2,554	2,554	2,554	2,554	2,554
MCAGCC TWENTYNINE PALMS	73,045	33,205	33,205	33,205	-39,840	-39,840
MCAS CHERRY POINT	77,772	120,049	120,049	120,049	42,277	42,277
MCAS NEW RIVER	7,140	0	0	0	-7,140	-7,140
MCAS STATION MIRAMAR	15,644	51,085	51,085	61,302	45,657	45,657
MCAS YUMA	12,938	5,108	5,108	15,325	2,388	2,388
MCB CAMP LEJEUNE	209,746	288,628	288,628	286,074	76,328	76,328
MCB CAMP PENDLETON	332,738	212,001	212,001	214,555	-118,182	-118,182
MCB HAWAII CAMP SMITH	0	0	0	0	0	0
MCB HAWAII KANEOHE	19,687	15,325	15,325	15,325	-4,362	-4,362
MCB QUANTICO	874	45,976	45,976	45,976	45,102	45,102
MCLB ALBANY	0	17,880	17,880	17,880	17,880	17,880
MCLB BARSTOW	1,512	7,663	7,663	7,663	6,150	6,150
MCRD PARRIS ISLAND	28,087	7,663	7,663	7,663	-20,424	-20,424
MCRD SAN DIEGO	67,417	86,844	86,844	86,844	19,427	19,427
NAB CORONADO	682	5,108	5,108	5,108	4,427	4,427
NAB LITTLE CREEK	27,474	5,108	5,108	5,108	-22,366	-22,366
NAES LAKEHURST	4,096	0	0	0	-4,096	-4,096
NAF EL CENTRO	60	0	0	0	-60	-60
NAS ATLANTA	23	2,554	2,554	2,554	2,531	2,531
NAS BRUNSWICK	10,630	20,434	20,434	48,530	37,900	37,900
NAS CORPUS CHRISTI	30,918	68,964	68,964	86,844	55,926	55,926
NAS FALLON	3,665	5,108	5,108	5,108	1,444	1,444
NAS JACKSONVILLE	264,289	275,857	275,857	378,026	113,737	113,737
NAS KEY WEST	2,582	22,988	22,988	22,988	20,406	20,406
NAS KINGSVILLE	0	15,325	15,325	15,325	15,325	15,325
NAS LEMOORE	57,430	74,073	74,073	74,073	16,643	16,643
NAS MERIDIAN	4,985	10,217	10,217	10,217	5,232	5,232
NAS NORTH ISLAND	29,361	7,663	7,663	7,663	-21,699	-21,699
NAS OCEANA	18,487	20,434	20,434	20,434	1,947	1,947
NAS OCEANA DAM NECK ANNEX	8,572	0	0	0	-8,572	-8,572
NAS PATUXENT RIVER	0	0	0	0	0	0
NAS POINT MUGU	4,807	0	0	0	-4,807	-4,807
NAS WHIDBEY ISLAND	69,830	61,302	61,302	61,302	-8,529	-8,529
NAS WHITING FIELD	1,162	7,663	7,663	7,663	6,501	6,501
NAVAL SUB BASE BANGOR	9,244	0	0	0	-9,244	-9,244
NAVAL SUB BASE KINGS BAY	10,796	17,880	17,880	28,097	17,301	17,301
NAVAL SUB BASE NEW LONDON	64,556	81,735	81,735	104,723	40,167	40,167
NAVSTA ANNAPOLIS	58,839	38,313	38,313	38,313	-20,526	-20,526
NAVSTA BREMERTON	42,621	30,651	30,651	30,651	-11,970	-11,970
NAVSTA EVERETT	0	30,651	30,651	30,651	30,651	30,651
NAVSTA GREAT LAKES	141,280	692,196	692,196	704,967	563,688	563,688
NAVSTA INGLESIDE	1	7,663	7,663	7,663	7,662	7,662
NAVSTA MAYPORT	35,818	22,988	22,988	22,988	-12,830	-12,830
NAVSTA NEWPORT	56,293	109,832	109,832	125,157	68,864	68,864
NAVSTA NORFOLK	51,447	5,108	5,108	5,108	-46,339	-46,339
NAVSTA PASCAGOULA	431	2,554	2,554	2,554	2,123	2,123
NAVSTA PEARL HARBOR	56,112	66,410	66,410	66,410	10,298	10,298
NAVSTA SAN DIEGO	55,643	33,205	33,205	38,313	-17,329	-17,329
NH BEAUFORT	55,122	43,422	43,422	43,422	-11,700	-11,700
NH BREMERTON	158,180	155,808	155,808	155,808	-2,372	-2,372
NH CHARLESTON	51,292	120,049	120,049	120,049	68,757	68,757

	Current Usage (RVUs)	Current Capacity (RVUs)	Surge Rqmnt (RVUs)	Max Capacity (RVUs)	Excess Capacity (RVUs)	Capacity Avail to Surge (RVUs)
USN						
NH GUAM	65,518	45,976	45,976	45,976	-19,542	-19,542
NMC PORTSMOUTH	858,024	881,209	881,209	881,209	23,185	23,185
NMC SAN DIEGO	806,311	978,270	978,270	1,167,283	360,972	360,972
NNMC BETHESDA	698,267	819,908	819,908	1,103,427	405,161	405,161
NSA MECHANICSBURG	2,832	0	0	0	-2,832	-2,832
NSA MILLINGTON	6,510	12,771	12,771	12,771	6,261	6,261
NSA NEW ORLEANS	11,072	12,771	12,771	12,771	1,699	1,699
NSA PANAMA CITY	292	2,554	2,554	2,554	2,262	2,262
NSCS ATHENS	0	0	0	0	0	0
NSU SARATOGA SPRINGS	0	10,217	10,217	10,217	10,217	10,217
NSWC DAHLGREN	4,747	0	0	0	-4,747	-4,747
NSWC INDIAN HEAD	2,370	0	0	0	-2,370	-2,370
NSY NORFOLK	25,882	5,108	5,108	5,108	-20,774	-20,774
NSY PORTSMOUTH	24,092	30,651	30,651	30,651	6,559	6,559
NWS CHARLESTON	0	0	0	0	0	0
NWS EARLE	4,995	0	0	0	-4,995	-4,995
NWS SEAL BEACH	326	7,663	7,663	7,663	7,337	7,337
NWS YORKTOWN	1,833	5,108	5,108	5,108	3,275	3,275
PENSACOLA	2,550,653	388,243	388,243	411,231	-2,139,422	-2,139,422
WASHINGTON NAVY YARD	32	5,108	5,108	7,663	7,631	7,631

Assumptions

AMGA RVUs per Provider	Specialty Care	4257.05
ERs per Provider	Specialty Care	1.5
Non-availability Factor	Specialty Care	0.9

A.3.2.2 Inpatient Care

	Current Usage (RWPs)	Current Capacity (RWPs)	Surge Rqmnt (RWPs)	Max Capacity (RWPs)	Excess Capacity (RWPs)	Capacity Avail to Surge (RWPs)
USA						
FORT BELVOIR	1,854	2,920	2,648	3,115	1,261	1,261
FORT BENNING	2,911	4,867	4,158	9,863	6,953	6,953
FORT BLISS	7,190	7,290	8,987	11,012	3,822	3,822
FORT BRAGG	8,617	12,175	10,772	12,330	3,713	3,713
FORT CAMPBELL	3,140	4,133	4,486	8,266	5,127	5,127
FORT CARSON	2,447	3,879	3,495	5,214	2,768	2,768
FORT EUSTIS	345	954	493	2,861	2,516	2,516
FORT GORDON	7,977	8,608	9,971	10,779	2,802	2,802
FORT HOOD	5,831	9,669	8,330	19,857	14,026	14,026
FORT JACKSON	1,016	3,561	1,451	3,815	2,799	2,799
FORT KNOX	1,534	1,908	2,191	2,226	692	692
FORT LEONARD WOOD	1,817	2,925	2,596	7,694	5,877	5,877
FORT LEWIS	12,191	14,192	15,239	16,441	4,249	4,249
FORT POLK	965	2,226	1,378	4,451	3,487	3,487
FORT RILEY	1,401	1,780	2,002	2,798	1,397	1,397
FORT SAM HOUSTON	14,059	16,286	17,574	17,061	3,002	3,002
FORT SILL	2,256	3,434	3,223	8,775	6,519	6,519
FORT STEWART	1	6,168	1	12,336	12,336	12,336
FORT WAINWRIGHT	935	1,272	1,336	4,006	3,071	3,071
NTC AND FORT IRWIN CA	493	1,208	705	1,208	715	715
TRIPLER ARMY MEDICAL	13,144	15,045	16,429	32,416	19,272	19,272
WALTER REED ARMY MEDICAL	16,553	20,241	20,691	20,241	3,688	3,688
WEST POINT MIL RESERVATION	1,023	2,206	1,462	2,206	1,183	1,183
USAF						
ANDREWS AFB	3,247	4,413	4,639	8,955	5,708	5,708
EGLIN AFB	2,888	3,893	4,125	8,176	5,289	5,289
ELMENDORF AFB	2,467	5,278	3,524	10,556	8,089	8,089
KEESLER AFB	6,190	10,469	7,737	11,943	5,753	5,753
LACKLAND AFB	18,931	17,992	23,664	18,302	-629	-629
LANGLEY AFB	1,235	1,844	1,764	2,607	1,372	1,372
LUKE AFB	211	1,081	301	1,208	997	997
MACDILL AFB	502	509	717	509	7	7
MOUNTAIN HOME AFB	438	890	625	1,272	834	834
NELLIS AFB	1,600	6,104	2,285	6,104	4,505	4,505
SCOTT AFB	1,547	1,882	2,210	1,882	335	335
TRAVIS AFB	5,587	4,963	6,984	13,184	7,597	7,597
UNITED STATES AIR FORCE	983	954	1,404	1,844	861	861
WRIGHT-PATTERSON AFB	3,299	5,273	4,124	5,894	2,595	2,595
USN						
MCAGCC TWENTYNINE PALMS	624	1,399	891	1,590	966	966
MCAS CHERRY POINT	897	1,463	1,282	1,780	883	883
MCB CAMP LEJEUNE	3,937	7,722	5,624	7,722	3,785	3,785
MCB CAMP PENDLETON	3,437	5,646	4,910	6,749	3,312	3,312
NAS JACKSONVILLE	3,185	3,893	4,549	3,893	709	709
NAS LEMOORE	427	1,017	610	1,017	590	590
NAS WHIDBEY ISLAND	786	1,335	1,123	1,590	804	804
NAVSTA GREAT LAKES	943	2,289	1,347	4,388	3,445	3,445
NH BEAUFORT	694	1,463	991	1,463	769	769
NH BREMERTON	2,018	2,271	2,882	3,569	1,551	1,551
NH GUAM	1,501	2,162	2,145	2,162	661	661
NMC PORTSMOUTH	16,660	16,673	20,825	37,844	21,184	21,184
NMC SAN DIEGO	19,268	20,783	24,085	22,257	2,989	2,989
NNMC BETHESDA	10,513	13,028	13,141	15,200	4,687	4,687
PENSACOLA	2,588	3,893	3,697	7,787	5,199	5,199

		Current Usage (RWPs)	Current Capacity (RWPs)	Surge Rqmnt (RWPs)	Max Capacity (RWPs)	Excess Capacity (RWPs)	Capacity Avail to Surge (RWPs)
Assumptions							
Days per Year				365			
Occupancy Rate - Comm	Community Hospitals			0.7			
Occupancy Rate - MC	Medical Centers			0.8			
Occupancy Rate - Teach	Teaching Hospitals			0.7			

A.3 Research Development and Acquisition

A.3.3 RDA - Personnel FTEs

	Current Usage (FTEs)	Current Capacity (FTEs)	Surge Rqmnt (FTEs)	Max Capacity (FTEs)	Excess Capacity (FTEs)	Capacity Avail to Surge (FTEs)
Aerospace and Operational Medicine Research						
BROOKS CITY-BASE						
311th Human Systems Wing - Human Systems Program	4.00	4.00	4.40	4.00	-0.40	0.00
Air Force School of Aerospace Medicine	112.66	112.66	123.93	222.66	98.73	110.00
Army Medical Research Detachment - Brooks City Base	24.00	24.00	26.40	30.00	3.60	6.00
Naval Health Research Center Detachment - Brooks AFB	14.00	14.00	15.40	14.00	-1.40	0.00
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	2.00	2.00	2.20	2.00	-0.20	0.00
FORT RUCKER						
Army Aeromedical Research Laboratory	116.00	116.00	127.60	164.00	36.40	48.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	4.90	4.90	5.39	12.60	7.21	7.70
PENSACOLA						
Naval Aerospace Medical Research Laboratory	15.00	15.00	16.50	13.00	-3.50	-2.00
WALTER REED ARMY MEDICAL CENTER						
Walter Reed Army Institute of Research - WRAMC	61.01	61.01	67.11	64.66	-2.45	3.65
Aerospace and Operational Medicine Research Total	353.57	353.57	388.93	526.92	137.99	173.35
Combat Casualty Care Research						
BROOKS CITY-BASE						
Army Medical Research Detachment - Brooks City Base	6.00	6.00	6.60	8.00	1.40	2.00
Naval Health Research Center Detachment - Brooks AFB	0.00	0.00	0.00	0.00	0.00	0.00
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	2.00	2.00	2.20	2.00	-0.20	0.00
FORT DETRICK						
Army Medical Materiel Development Activity	1.00	1.00	1.10	1.00	-0.10	0.00
Army Medical Research & Materiel Command - HQ	22.41	22.50	24.66	23.34	-1.32	0.92
FORT SAM HOUSTON						
Army Institute of Surgical Research	123.00	123.00	135.30	130.00	-5.30	7.00
NAVSTA GREAT LAKES						
Air Force Dental Investigative Service - Great Lakes	10.00	10.00	11.00	10.00	-1.00	0.00
Army Dental Research Detachment - Great Lakes	42.00	42.00	46.20	49.00	2.80	7.00
Naval Institute for Dental & Biomedical Research	17.00	17.00	18.70	22.00	3.30	5.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	0.00	0.00	0.00	0.00	0.00	0.00
WALTER REED ARMY MEDICAL CENTER						
Armed Forces Institute of Pathology	41.60	41.60	45.76	44.00	-1.76	2.40
Naval Medical Research Center - Silver Spring	58.14	58.14	63.96	59.00	-4.96	0.86
Walter Reed Army Institute of Research - WRAMC	202.00	202.00	222.20	209.00	-13.20	7.00
WRIGHT-PATTERSON AFB						
Naval Health Research Center Detachment - Wright-Patterson AFB	0.00	0.00	0.00	0.00	0.00	0.00
Combat Casualty Care Research Total	525.16	525.24	577.68	557.34	-20.34	32.18
Environmental Medicine and Physiological Research						
FORT DETRICK						
Army Medical Research & Materiel Command - HQ	21.15	22.10	23.26	23.94	0.68	2.80
SOLDIER SYSTEMS CENTER						
Army Research Institute of Environmental Medicine	147.00	147.00	161.70	176.00	14.30	29.00
Environmental Medicine and Physiological Research Total	168.15	169.10	184.96	199.94	14.98	31.80
Hyperbaric and Undersea Medicine Research						
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	2.00	2.00	2.20	2.00	-0.20	0.00
NAVAL SUB BASE NEW LONDON						
Naval Submarine Medical Research Laboratory	26.00	26.00	28.60	32.00	3.40	6.00

	Current Usage (FTEs)	Current Capacity (FTEs)	Surge Rqmnt (FTEs)	Max Capacity (FTEs)	Excess Capacity (FTEs)	Capacity Avail to Surge (FTEs)
Hyperbaric and Undersea Medicine Research						
NSA PANAMA CITY						
Naval Experimental Diving Unit - Panama City FL	112.00	112.00	123.20	116.00	-7.20	4.00
WALTER REED ARMY MEDICAL CENTER						
Naval Medical Research Center - Silver Spring	9.86	9.86	10.84	10.00	-0.84	0.14
Hyperbaric and Undersea Medicine Research Total	149.86	149.86	164.84	160.00	-4.84	10.14
Infectious Diseases Research						
BROOKS CITY-BASE						
Naval Health Research Center Detachment - Brooks AFB	0.00	0.00	0.00	0.00	0.00	0.00
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	2.00	2.00	2.20	2.00	-0.20	0.00
FORT DETRICK						
Army Medical Materiel Development Activity	2.00	2.00	2.20	2.00	-0.20	0.00
Army Medical Research & Materiel Command - HQ	20.52	22.34	22.57	25.18	2.61	4.66
Army Medical Research Institute of Infectious Diseases	15.00	15.00	16.50	16.00	-0.50	1.00
NAVSTA GREAT LAKES						
Naval Institute for Dental & Biomedical Research	1.00	1.00	1.10	3.00	1.90	2.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	8.00	8.00	8.80	15.00	6.20	7.00
WALTER REED ARMY MEDICAL CENTER						
Armed Forces Institute of Pathology	31.20	31.20	34.32	33.00	-1.32	1.80
Naval Medical Research Center - Silver Spring	121.00	121.00	133.10	121.00	-12.10	0.00
Walter Reed Army Institute of Research - WRAMC	434.00	434.00	477.40	440.00	-37.40	6.00
WRIGHT-PATTERSON AFB						
Naval Health Research Center Detachment - Wright-Patterson AFB	0.00	0.00	0.00	0.00	0.00	0.00
Infectious Diseases Research Total	634.72	636.54	698.19	657.18	-41.01	22.46
Medical Biological Defense Research						
ABERDEEN PROVING GROUND						
Army Medical Research Institute of Chemical Defense	13.00	13.00	14.30	17.00	2.70	4.00
BROOKS CITY-BASE						
Air Force School of Aerospace Medicine	9.33	9.33	10.26	21.33	11.07	12.00
Naval Health Research Center Detachment - Brooks AFB	0.00	0.00	0.00	0.00	0.00	0.00
DEFENSE THREAT REDUCTION AGENCY						
DTRA CB Directorate	0.00	0.00	0.00	3.00	3.00	3.00
FORT DETRICK						
Army Medical Research & Materiel Command - HQ	11.99	12.36	13.19	13.19	-0.01	1.19
Army Medical Research Institute of Infectious Diseases	556.00	556.00	611.60	576.00	-35.60	20.00
NAVSTA GREAT LAKES						
Naval Institute for Dental & Biomedical Research	2.00	2.00	2.20	6.00	3.80	4.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	0.00	0.00	0.00	0.00	0.00	0.00
WALTER REED ARMY MEDICAL CENTER						
Armed Forces Institute of Pathology	20.80	20.80	22.88	22.00	-0.88	1.20
Naval Medical Research Center - Silver Spring	48.00	48.00	52.80	63.00	10.20	15.00
Walter Reed Army Institute of Research - WRAMC	116.00	116.00	127.60	122.00	-5.60	6.00
WRIGHT-PATTERSON AFB						
Naval Health Research Center Detachment - Wright-Patterson AFB	0.00	0.00	0.00	0.00	0.00	0.00
Medical Biological Defense Research Total	777.12	777.49	854.84	843.52	-11.32	66.39
Medical Chemical Defense Research						
ABERDEEN PROVING GROUND						
Army Medical Research Institute of Chemical Defense	195.00	195.00	214.50	249.00	34.50	54.00
DEFENSE THREAT REDUCTION AGENCY						
DTRA CB Directorate	1.00	1.00	1.10	6.00	4.90	5.00

	Current Usage (FTEs)	Current Capacity (FTEs)	Surge Rqmnt (FTEs)	Max Capacity (FTEs)	Excess Capacity (FTEs)	Capacity Avail to Surge (FTEs)
Medical Chemical Defense Research						
FORT DETRICK						
Army Center for Environmental Health Research	24.00	24.00	26.40	28.00	1.60	4.00
Army Medical Research & Materiel Command - HQ	23.36	24.25	25.70	26.08	0.38	2.72
NMC SAN DIEGO						
Naval Health Research Center - San Diego	0.00	0.00	0.00	0.00	0.00	0.00
WALTER REED ARMY MEDICAL CENTER						
Armed Forces Institute of Pathology	10.40	10.40	11.44	11.00	-0.44	0.60
Walter Reed Army Institute of Research - WRAMC	135.00	135.00	148.50	140.00	-8.50	5.00
WRIGHT-PATTERSON AFB						
Naval Health Research Center Detachment - Wright-Patterson AFB	10.00	10.00	11.00	24.00	13.00	14.00
Medical Chemical Defense Research Total	398.76	399.65	438.64	484.08	45.44	85.32
Medical Radiological Defense Research						
BROOKS CITY-BASE						
Naval Health Research Center Detachment - Brooks AFB	0.00	0.00	0.00	0.00	0.00	0.00
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	2.00	2.00	2.20	2.00	-0.20	0.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	0.00	0.00	0.00	0.00	0.00	0.00
WRIGHT-PATTERSON AFB						
Naval Health Research Center Detachment - Wright-Patterson AFB	0.00	0.00	0.00	0.00	0.00	0.00
Medical Radiological Defense Research Total	2.00	2.00	2.20	2.00	-0.20	0.00
Occupational Health and Medical Informatics Research						
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	2.00	2.00	2.20	2.00	-0.20	0.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	2.10	2.10	2.31	5.40	3.09	3.30
WALTER REED ARMY MEDICAL CENTER						
Walter Reed Army Institute of Research - WRAMC	55.99	55.99	61.59	59.34	-2.25	3.35
Occupational Health and Medical Informatics Research Total	60.09	60.09	66.10	66.74	0.64	6.65
Information Management and Information Technology Acquisition						
BROOKS CITY-BASE						
311th Human Systems Wing - Human Systems Program	7.00	7.00	7.70	7.00	-0.70	0.00
Naval Health Research Center Detachment - Brooks AFB	0.00	0.00	0.00	0.00	0.00	0.00
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	2.00	2.00	2.20	2.00	-0.20	0.00
FORT DETRICK						
Army Medical Research & Materiel Command - HQ	12.32	18.92	13.55	27.17	13.62	14.85
FORT SAM HOUSTON						
Army Medical Information Technology Center	108.00	108.00	118.80	115.00	-3.80	7.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	0.00	0.00	0.00	0.00	0.00	0.00
PENTAGON						
Program Executive Office, Joint Medical Information	408.00	408.00	448.80	479.00	30.20	71.00
WRIGHT-PATTERSON AFB						
Naval Health Research Center Detachment - Wright-Patterson AFB	0.00	0.00	0.00	0.00	0.00	0.00
Information Management and Information Technology	537.32	543.92	591.05	630.17	39.12	92.85
Medical Systems Acquisition						
BROOKS CITY-BASE						
311th Human Systems Wing - Human Systems Program	33.00	33.00	36.30	33.00	-3.30	0.00
Naval Health Research Center Detachment - Brooks AFB	0.00	0.00	0.00	0.00	0.00	0.00

	Current Usage (FTEs)	Current Capacity (FTEs)	Surge Rqmnt (FTEs)	Max Capacity (FTEs)	Excess Capacity (FTEs)	Capacity Avail to Surge (FTEs)
Medical Systems Acquisition						
BUMED WASHINGTON DC						
Navy Bureau of Medicine & Surgery (Code M2) - Washington DC	4.00	4.00	4.40	4.00	-0.40	0.00
FORT DETRICK						
Army Medical Materiel Agency	34.86	34.86	38.35	35.86	-2.49	1.00
Army Medical Materiel Development Activity	57.00	57.00	62.70	57.00	-5.70	0.00
Army Medical Research & Materiel Command - HQ	18.00	21.50	19.80	26.25	6.45	8.25
Army Medical Research Acquisition Activity	95.00	95.00	104.50	97.00	-7.50	2.00
FORT RUCKER						
Army Aeromedical Research Laboratory	5.00	5.00	5.50	8.00	2.50	3.00
FORT SAM HOUSTON						
Army Institute of Surgical Research	8.00	8.00	8.80	14.00	5.20	6.00
NMC SAN DIEGO						
Naval Health Research Center - San Diego	0.00	0.00	0.00	0.00	0.00	0.00
WALTER REED ARMY MEDICAL CENTER						
Walter Reed Army Institute of Research - WRAMC	111.00	111.00	122.10	113.00	-9.10	2.00
WRIGHT-PATTERSON AFB						
Naval Health Research Center Detachment - Wright-Patterson AFB	3.00	3.00	3.30	8.00	4.70	5.00
Medical Systems Acquisition Total	368.86	372.36	405.75	396.11	-9.64	27.25
Grand Total	3,975.60	3,989.81	4,373.16	4,523.99	150.83	548.39

Assumptions

Adjustment Factor	FTEs	0.1