

MINUTES OF THE DECEMBER 3, 2004 MEETING OF THE MJCSG PRINCIPALS

LOCATION: Pentagon, Room 2C554, 1500 -1730

Attending: LtGen Taylor – Chair; Mr. Chan – ASD (HA)/CP&P; CAPT Shimkus – Representing USN/SG; Mr. Yaglom – Representing USA/SG; BGen Hemminger – Representing J-4 Medical; CAPT Cullison – USMC/SG; Col Hamilton – Secretary; Col Harmon – J4-MRD; Dr Opsut – OSD/HA; Mr. Curry – USA/OTSG; Mr. Porth – OSD/BRAC; Mr. O’Connell – DoD/IG; Col Jacob – USAF/SG; CAPT Hight – BUMED; Lt Col Jones – USAF/SG; Maj Fristoe – HA/TMA; Maj Guerrero – AF/SG; Maj Harper – AF/SGSF; Dr. Christensen - CNA; CDR Bradley – Navy Analyst; Maj Coltman – Recorder.

Decisions:

- MTF Definitions (Approved)
- Data set from 19 Nov 04 model run approved as baseline based on previously model inputs/decisions (Approved)
- Model Excursions for 20 ADPL, 175K RWP, Penalty 10K (Approved)
- Follow up from 17 Nov 04: RDA infrastructure costing plan (Approved)

Action Items:

- GME Brief/Review: E&T scheduled to brief MJCSG Principals 9 Dec 04 meeting
- Legal review on medical/line services occupying/sharing same building
- Need TMA data for civilian market review
- 0-6 Lead Follow-up:
 - o Run Model Excursions
 - o Sub-groups continue working criteria 5-8 questions for remaining registered scenarios
 - o Continuous follow up on outstanding capacity/COBRA data calls

Meeting Overview:

- Chair turned meeting over to ASD (HA)/CP&P rep to provide information from latest ISG meeting. ISG meeting focused on scenario conflicts discussions. Scenario Recommendation due on 20 Dec 04 to ISG, IEC will start their review in Dec. Core structure in place and the MJCSG is way ahead on how we are doing business. Work to have recommendations to the ISG on suspense, at the latest completed by the 22 Dec 04.
- Chair discussed upcoming scheduled and process. Next three weeks expect higher priority. All Principals meetings will be deliberative; ultimately Chair decides what recommendations to send forward to the ISG. Scenario recommendations go to ISG then to the IEC and to the Sec Def. We have an opportunity to vet and fight conflicts and recommendations at each stage. Even though JCSGs votes for or against approval, the scenario recommendations are still considered recommendations and part of the phase 1 process. Recommendations can be pulled because of conflicts but there are an opportunities to provide additional recommendations. Chair encouraged group to think outside the box; consider, vote on and then record discussions on major force movements. IEC will begin meeting with MJCSG Chair and Sec Def to discuss overall process, development of the optimization model/runs, data analysis, and specifically how we arrived at our recommendations. It was stressed

MJCSG meetings during the rest of Dec will be deliberative and that attendance and representation a must. DCN: 11376

- **MTF Definitions** (See attachment 2): HCS rep reviewed the MTF definitions and re-categorized facility listing for insertion into the Capacity Report. Note one change, Corey Station for Pensacola. **(Approved)**
- Secretary briefed **Recommendation Development** (see attachment 3): The overall process was illustrated in graph using building blocks from strategies and principals, optimization model results, developing scenario proposals and data calls. Currently we still awaiting results from data calls, to include COBRA specific data calls. Once received and data validated scenario recommendations drafted as proposed action for MJCSG deliberation and final draft recommendations due by the 20 Dec 04. If the MCJSG votes no on a registered scenario recommendation that has been analyzed in the model and the BRAC criteria then a well written reply with rationale and detailed explanation needs to be provided to the ISG. In addition, a legal sufficiency review is required before approval for final candidate recommendation to ISG then to IEC. Decisions for Mil Val and Capacity scoring, requested excursions for model data runs using an ADPL Floor 5.9 with RWP target of 233K, Penalty 10K. Model domains were highlighted explaining the healthcare was heavily modeled for a comprehensive look of the entire healthcare system. E&T is moderately modeled and will rely heavily on the results of the HSC scenario recommendations and Service military judgment. RDA has less modeling because of function complexity and challenges in separating out specifically related data.
 - **Model:** All MCJSG optimization model decisions lead to the resulting **19 Nov data set proposed as a final baseline. (Approved)** Secretary discussed subsequent model runs with substituted data but no significant change in results. Noted also was that all data was certified which is what ISG legal stated as the requirement. Finally, capped “other” RWP growth at 10% system-wide.
 - The secretary described that the model provides system-wide options for considerations, a standardized way for the MJCSG to assess MIL VAL/capacity and an opportunity for the Services to evaluate inpatient, primary/specialty care data. Specifically, as stated by the Chair, break points on the graphs requiring further in-depth analysis. The model does not provide data to support complete MTF closures; those are strategy driven decisions. Also it doesn’t provide for “what we don’t know...” The final answer for what the model does not provide will be military judgment.
 - Data run results presented, highlighted in graphs, and discussed. No variation in PC/SC results (excludes Occupational Health function) with changing degrees of penalty factors. Inpatient RWPs ideal noted at 233K. Dental appears to be optimized. Results model runs presented in “Christmas Chart” (see attachment).
 - Model excursions were discussed using varying ADPL (5.9), RWP (233K), PC (11M)/SC (19M) constraints. Using ADPL of 20 identified as best, will probably take out community hospitals. Running ADPL at 30 will take out major platforms and may affect GME and create a population mismatch. Issue identified when closing inpatient functions but keeping associated outpatient clinics, what do you do with the excess infrastructure when the facility originally was built for both? Do you recommend a MILCON project for a new clinic facility, move the medical function out, and turn the building over to the line? Question sent to ISG legal on whether medical and line services can occupy/share the same building,

awaiting answer. Another excursion discussed was to look at expanding medical services at Fort Belvoir if realigning inpatient services at Walter Reed, Bethesda, or Andrews. Other excursions will validate if 233K RWPs is the right target number for inpatient. The data supports focusing on sites with community hospitals. Also keeping in mind two related constraints, isolated facilities and the civilian capacity to absorb. Need TMA data for civilian market review (Follow up).

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- Secretary recommends running optimization model **excursions** using the following: **20 ADPL, 175K RWPs, Penalty 10K**. MJCSG concurs; they want to see how scenarios change. **(Approved)**
- J-4 rep reviewed information/associated communication (see attachments) concerning the inclusion of Homeland Security in the BRAC process/recommendations. Overview of written communications between CJCS and USNORTHCOM was briefed. CJCS's response supports USNORTHCOM's request and further states that OSD, supported by the Joint Staff/J8, will meet with every combatant commander to discuss the BRAC process and potential scenarios that effect each command as well as provide periodic updates that include specific scenario information. The memo provides no further details, however, it documents that the OSD/Joint Staff team visited USNORTHCOM on 22 Nov 2004. J-4 rep follow up: NORTHCOM/9 COCOMs reviewing scenarios, J-8 Lead meet with DUSD/(Environmental Security) and there will be ongoing communication involving any identified conflicts. Rep will continue to provide periodic updates as they occur (info).
- Data Call review presented/status discussed, will continue to monitor progress:
 - Capacity Data: Total number outstanding 602 (see attachment). One major problem with RDA data is inability to separate out specific data and no central data source to use for validation. Chair requests notification on when to engage Service SGs for follow up and compliance for obtaining data. Chair reminded group the legal requires use of only certified data, critical for completing analysis.
 - COBRA Scenario Data Call Review: Total Scenarios in tracker 55, data calls 104, 35% fielded to Services. No data returned yet. Multi-Service Markets more complex, model does not handle running well. Principals may need to review data, discuss and deliberate on specific areas.
 - Follow up on **RDA infrastructure costing plan**: Chair requested RDA rep to check with Tech JCSG on RDA's square footage costing plan. Tech JCSG concurred with RDA plan of using **\$390 mean gross square footage**. **(Approved)**
- MJCSG Schedule: Secretary reviewed the suspense dates and proposed number of candidate recommendations that will be forwarded to the ISG: five recommendations on 15 Dec 04, ten projected on 20 Dec, and six projected for the 22 Dec. This is based on a 2-week turnaround for data call returns. Each scenario needs to be addressed and analyzed, and as data comes in, adjusted to reflect the correct information before candidate submission (Info).
- Secretary presented and discussed that "Enabling Scenarios" are developed in response to other JCSG scenarios and/or Services projected major force moves. If there is a plan to close a base, ISG may direct development of enabling scenarios to support projected moves. Civilian and contracting personnel become cost savings. Excess military personnel are moved to Base X as a holding strategy and then are diverted to areas being built up. In the end, Base X will be drawn down to zero either as a cost savings or realigning personnel with an identified need. These medical resources may be utilized in VA or civilian facilities in

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resource sharing agreements to treat DoD beneficiaries. Bottom line is that we need to ensure we have enough authorizations to meet military requirements and reconcile these assets in response to major force movements by the Services. Also, TRICARE costs appear to have a surprising increase during the BRAC moves. MILDEPs are quite concerned about this possible cost increase. Projected costs at present will hit participants at their losing and gaining bases. USA and USAF are working to offset the costs. USN are reluctant at present until the moves are cemented.

- Since the Principals are comfortable with the optimization model during the recommendation stage, new scenario data can be run based on major force movement and/or expansions. Current registered enabling scenarios were identified and discussed (MED-0033 Expansion of Hawaii Healthcare Market enabling DOD-0036 and MED-0034 Expand Healthcare Market in Guam). These were registered as instructed by the ISG in response to potential large realignments of Navy forces/facilities to Hawaii and Guam (info).
- Closing: Chair expressed appreciation for everyone's hard work. Plan to see new excursion data next week. Extremely important to continue to follow up on data calls in anticipation of 20 Dec scenario recommendation suspense.
- NEXT MEETING: 0-6 Lead Meeting, 7 Dec 2004, Pentagon Room 4E1071, 1200 -1400.
- NEXT PRINCIPAL MEETING: 9 Dec 2004, Pentagon Room 2C554, 1530 – 1730.



GEORGE P. TAYLOR, JR.
Lieutenant General, USAF, MC, CFS
Chair

Attachments:

1. Agenda with attachments (Appendix C, facility List, Recommendation Development brief, Data Comparison 19 Nov 04, HLS BRAC North Com Memo, NORTHCOM BRAC HLS CJCS Response Memo, OSD Report brief, Cobra Update brief, Atch 4 Status of Candidate Recommendation).
2. Medical Inpatient Treatment Facility Definition/Classification Handout, 12 Nov 04

MJCSG Principals Meeting

12/03/04
3:00 PM to 5:00 PM
Pentagon, Room 2C554 Rm 4/5

Meeting called by: Chair Type of meeting: Deliberative
Note taker: Maj Coltman

Agenda

Opening Comments	Lt Gen Taylor		
MTF Definitions	Dr. Opsut		
		"Appendix C Facility List.xls"	
Recommendation Process	Col Hamilton		
		"Recommendation Development.ppt"	"Comparison 10000 59 233K 19 Nov 04.x"
Homeland Defense Issues	Col Harmon		
		"HLS BRAC North Com.pdf"	"NORTHCOM BRAC HLS CJCS Response.ppt"
Data Call Review	Maj Guerrero/Maj Fristoe		
		"Hamilton OSD Report-1 Dec 04.xls"	"cobra update.ppt"
MJCSG Schedule	Col Hamilton		
		"Atch 4 Status of Candidate Recommer"	
Around the Table	All		
Closing	Chair		

Additional Information

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Medical Joint Cross Service Group



Deliberative Meeting

3 Dec 2004



Chair Comments

DCN: 16576



MTF Definitions

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Source	Fenceline	fac_type_cd
USA	FORT BLISS	Medical Center
USA	FORT BRAGG	Medical Center
USA	FORT GORDON	Medical Center
USA	FORT LEWIS	Medical Center
USA	FORT SAM HOUSTON	Medical Center
USAF	KEESLER AFB	Medical Center
USAF	LACKLAND AFB	Medical Center
USN	NMC PORTSMOUTH	Medical Center
USN	NMC SAN DIEGO	Medical Center
USN	NNMC BETHESDA	Medical Center
USAF	TRAVIS AFB	Medical Center
USA	TRIPLER ARMY MEDICAL CENTER	Medical Center
USA	WALTER REED ARMY MEDICAL CENTER	Medical Center
USAF	WRIGHT-PATTERSON AFB	Medical Center
USAF	ANDREWS AFB	Teaching Hospital
USN	CORRY STATION	Teaching Hospital
USAF	EGLIN AFB	Teaching Hospital
USA	FORT BELVOIR	Teaching Hospital
USA	FORT BENNING	Teaching Hospital
USA	FORT HOOD	Teaching Hospital
USN	MCB CAMP LEJEUNE	Teaching Hospital
USN	MCB CAMP PENDLETON	Teaching Hospital
USN	NAS JACKSONVILLE	Teaching Hospital
USN	NH BREMERTON	Teaching Hospital
USAF	OFFUTT AFB	Teaching Hospital
USA	WEST POINT MIL RESERVATION	Teaching Hospital
USAF	ELMENDORF AFB	Community Hospital
USA	FORT CAMPBELL	Community Hospital
USA	FORT CARSON	Community Hospital
USA	FORT EUSTIS	Community Hospital
USA	FORT JACKSON	Community Hospital
USA	FORT KNOX	Community Hospital
USA	FORT LEONARD WOOD	Community Hospital
USA	FORT POLK	Community Hospital
USA	FORT RILEY	Community Hospital
USA	FORT SILL	Community Hospital
USA	FORT STEWART	Community Hospital
USA	FORT WAINWRIGHT	Community Hospital
USAF	LANGLEY AFB	Community Hospital
USAF	LUKE AFB	Community Hospital
USAF	MACDILL AFB	Community Hospital
USN	MCAGCC TWENTYNINE PALMS	Community Hospital
USN	MCA S CHERRY POINT	Community Hospital
USAF	MOUNTAIN HOME AFB	Community Hospital
USN	NAS LEMOORE	Community Hospital
USN	NAS WHIDBEY ISLAND	Community Hospital
USN	NAVSTA GREAT LAKES	Community Hospital
USAF	NELLIS AFB	Community Hospital
USN	NH BEAUFORT	Community Hospital
USN	NH GUAM	Community Hospital
USA	NTC AND FORT IRWIN CA	Community Hospital
USAF	SCOTT AFB	Community Hospital
USAF	UNITED STATES AIR FORCE ACADEMY	Community Hospital

Medical Joint Cross Service Group



Recommendation Development

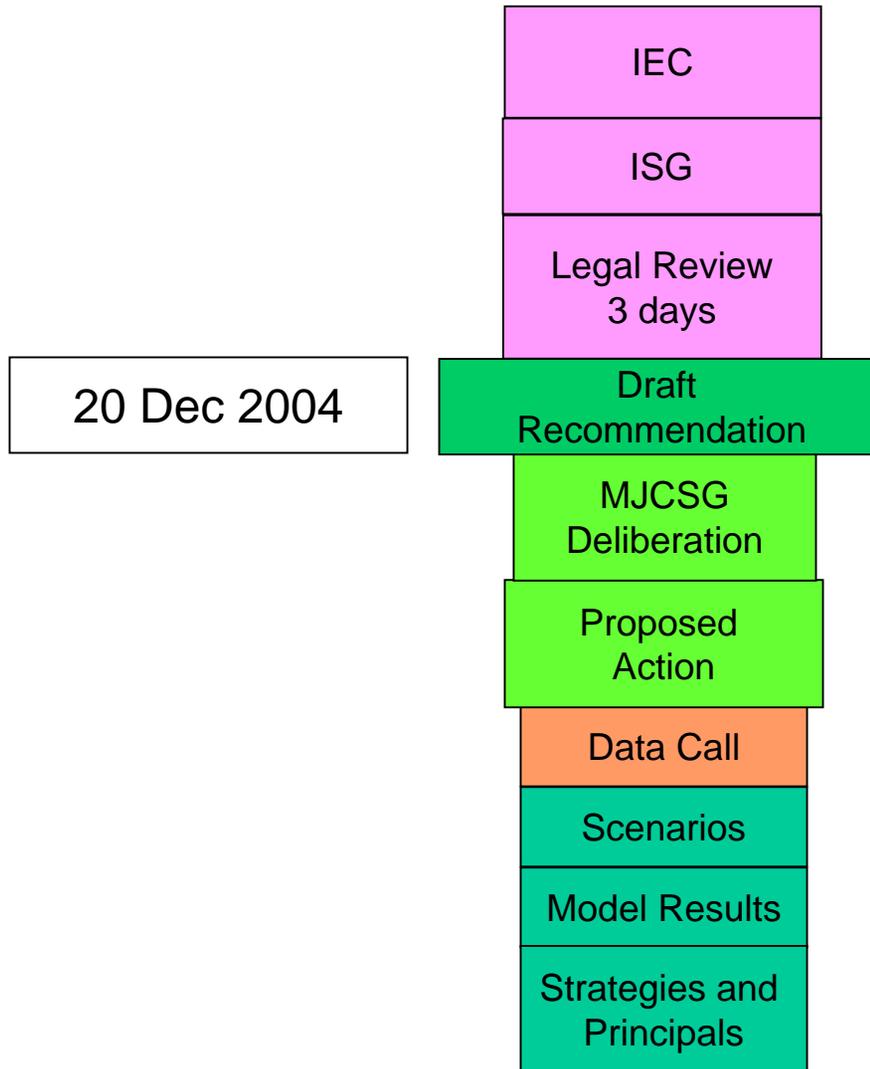
**MJCSG Briefing
3 Dec 2004**



- **Process**
- **Decisions**
- **Results**
- **Excursions**



Process





-
- **Mil Value and Capacity scoring plans**
 - **ADPL Floor = 5.9**
 - **RWP Target = 233K**
-
- **Penalty = 10,000**
-



-
- **MJCSG Domains**
 - **Healthcare: heavily modeled**
 - **E&T: moderately modeled**
 - **RD&A: less modeling**

 - **Runs completed**
 - **Different ADPL floors**
 - **Different RWP targets**
 - **Different penalties**



-
- **Used 19 Nov 2004 run**
 - **Only certified data**
 - **Capped “other” RWP growth at 10% system-wide**



What Model Provides

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-
- **System-wide options for consideration**
 - **Assessment of Mil Value and Capacity by MJCSG**
 - **Evaluation by Service (Healthcare)**
 - **Inpatient**
 - **Primary care**
 - **Specialty care**



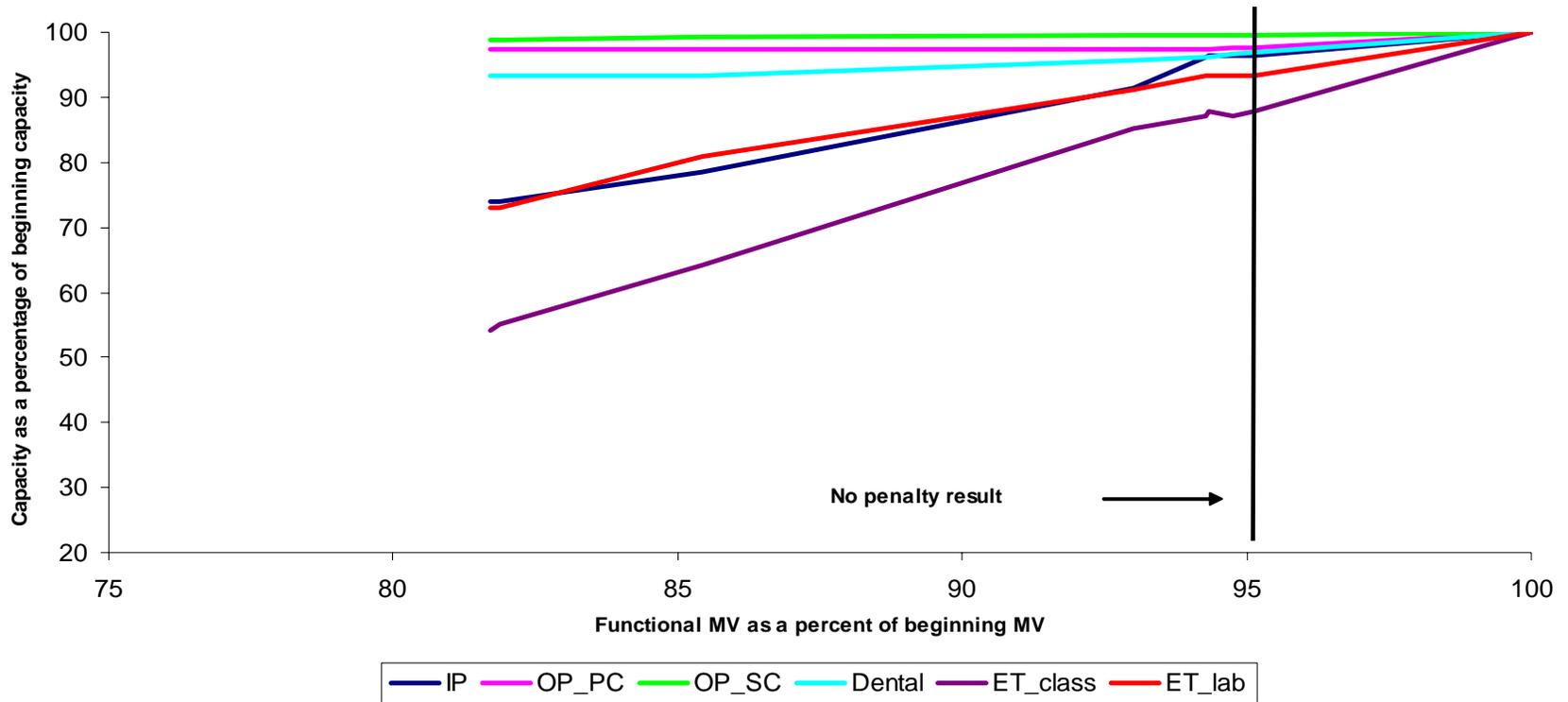
What Model Doesn't Provide

DCN: 11376

-
- **Complete closure of MTF**
 - **“What we don't know....”**
 - **Military judgment**
 - **Final Answer**



Capacity as a function of remaining functional MV





■ **“Christmas Chart”**
(see attached spreadsheet)



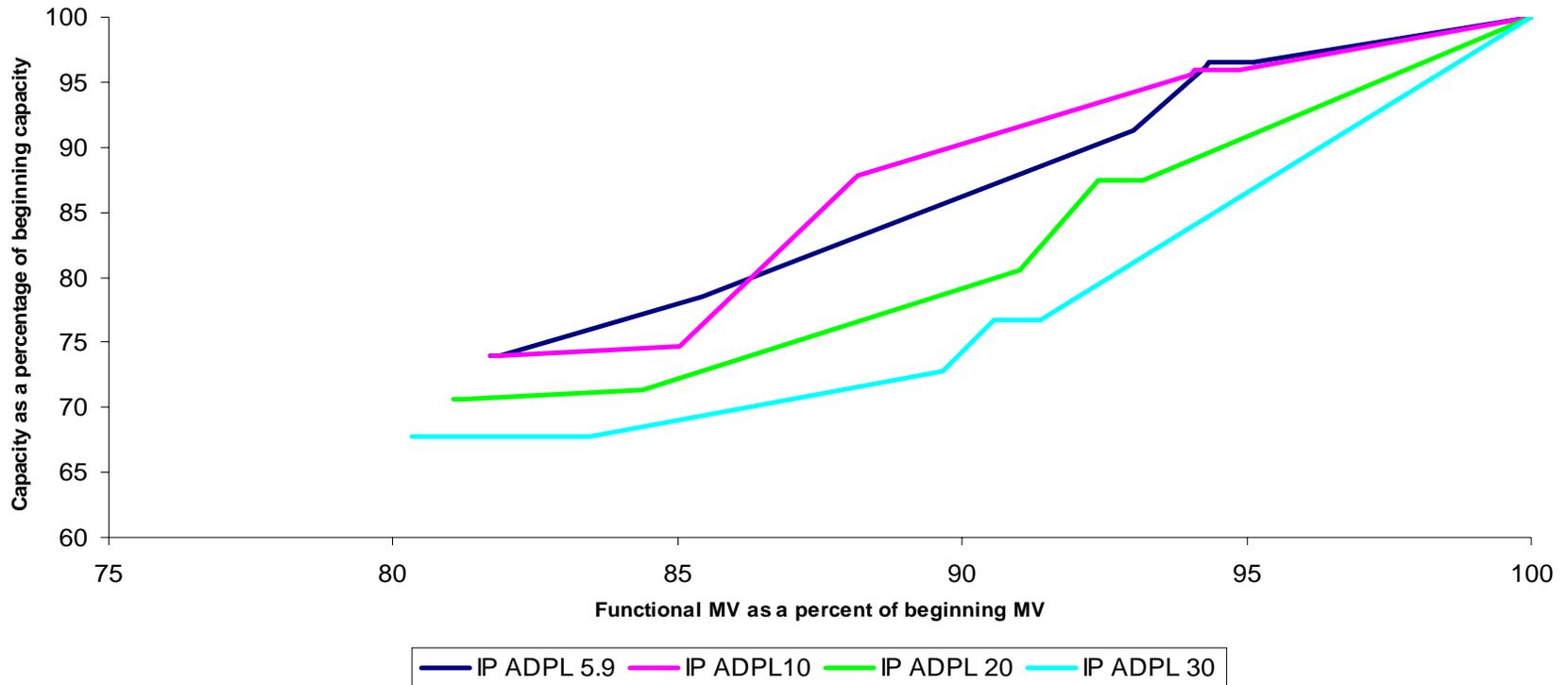
Microsoft Excel
Worksheet



- **Mentioned at ISG and MJCSG Meetings**
- **Vary ADPL floor – 5.9**
- **Vary RWP – 233K**
- **Vary PC Floor – 11M**
- **Vary SC Floor – 19M**

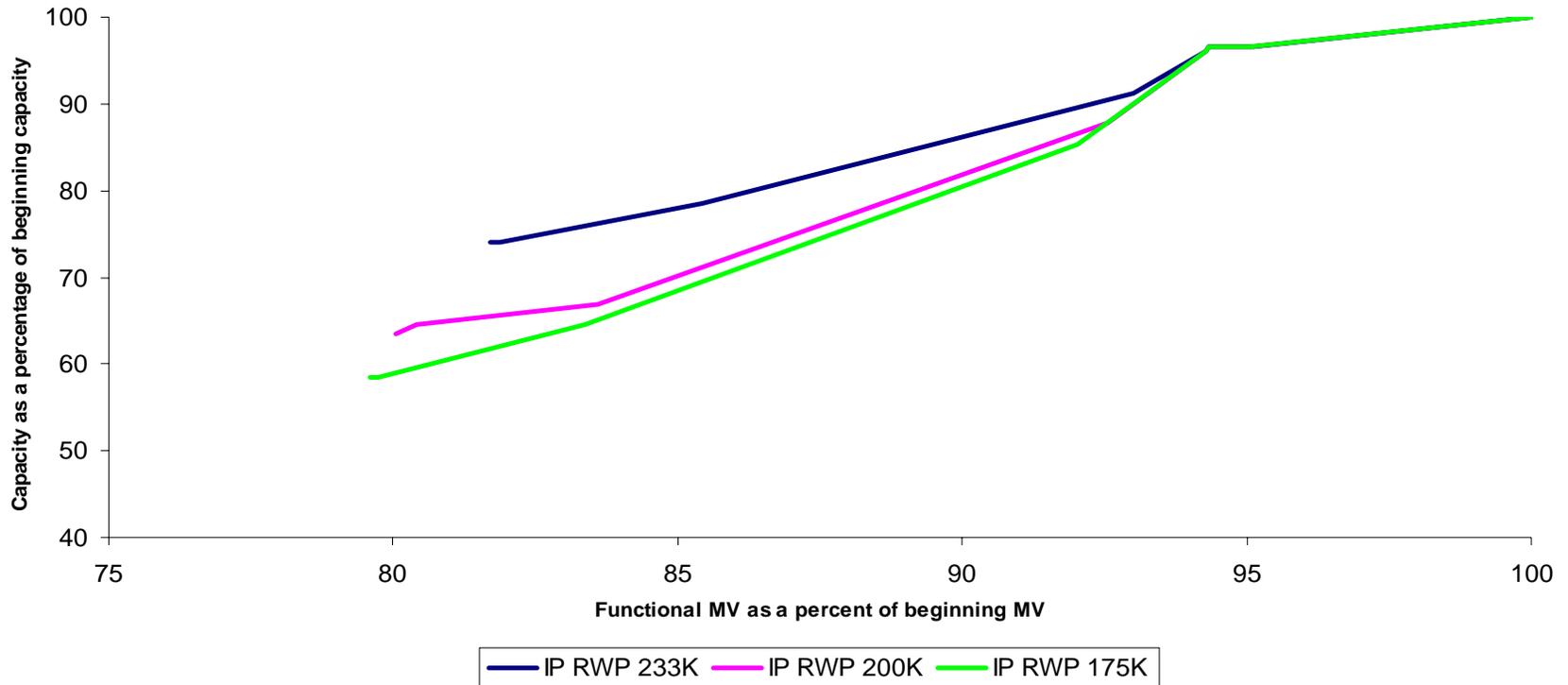


Capacity as a function of remaining functional MV



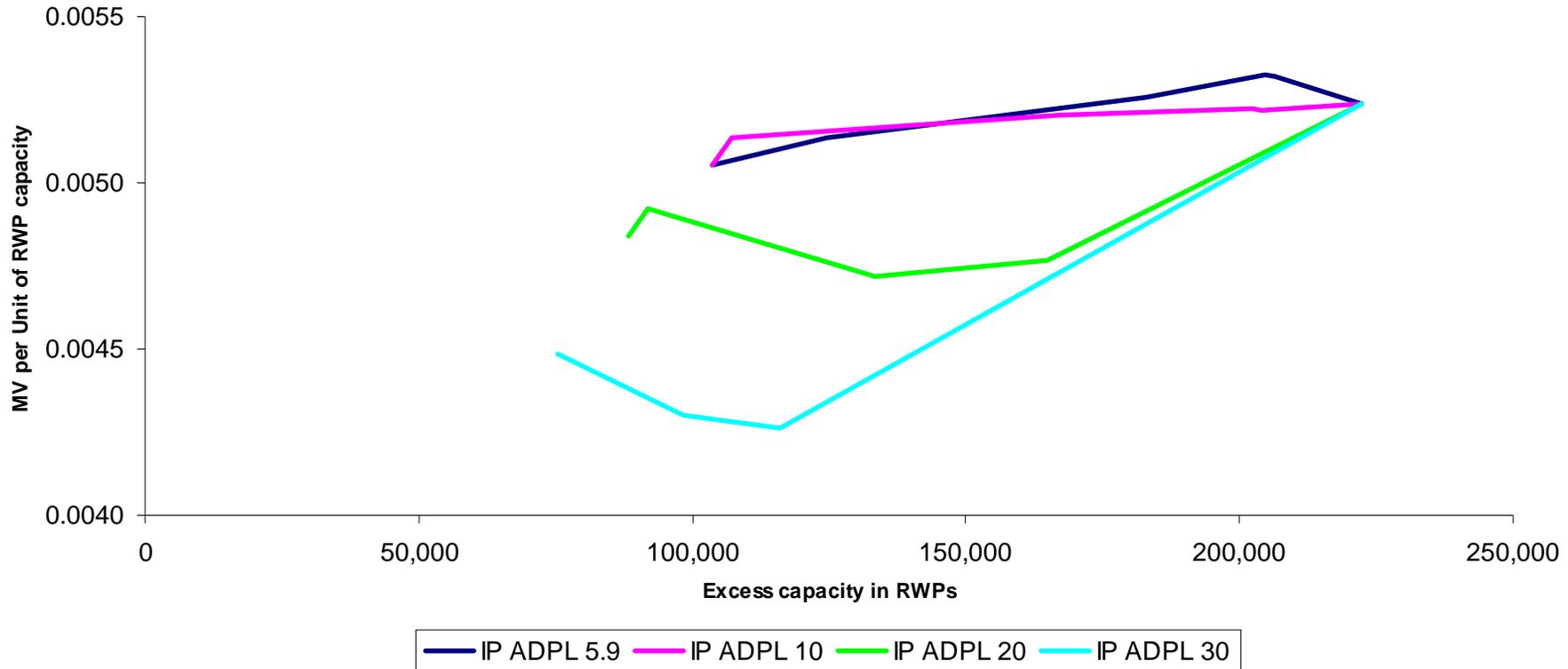


Capacity as a function of remaining functional MV





IP MV per unit of RWP capacity as a function of remaining IP MV





- **Recommendation**
 - **20 ADPL**
 - **175K RWPs**
 - **Penalty 10000**



Data Calls

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Capacity and Mil Value

DCN: 11376

JCSG	Material Capacity Data Issues (ques/sites)	Material Military Value Issues (ques/sites)
Medical	8/3	29/5
Capacity Status		
Number of Sites	Material Capacity Data Issues	# of Unresolved Questions
	Site Name	
1	Wright-Patterson AFB	5
2	FORT BELVOIR	2
3	WALTER REED MEDICAL CENTER	1
3	Total	8
Military Value Status		
Number of Sites	Material Military Value Data Issues	# of Unresolved Questions
	Site Name	
1	Wright-Patterson AFB	23
2	FORT BELVOIR	1
3	FORT BRAGG	3
4	NATNAVMEDCEN_BETHESDA_MD	1
5	NAVMEDCLINIC_PEARL_HARBOR_HI	1
5	Total	29
Total # of RFCs out: 602	Capacity	Mil Value
USA: 323	18	305
USAF: 146	12	134
USN: 133	19	112



MJCSG Scenario Data Call/COBRA

DCN: 11376

-
- Scenarios in tracker 54
 - Total Scenario Data Calls 104
 - Total Fielded to Services/4th Estate 36 (35%)



Schedule

DCN: 11376



Plan for Submission of Candidate Recommendations

DCM-0376

JCSG	Dates to ISG	# of Candidate Recommendations on each date
Army		
Navy		
Air Force		
E&T		
H&SA		
IND		
INT		
MED	15 Dec 2004 20 Dec 2004 22 Dec 2004	5 10 6
S&S		
TECH		

Total and average MV for each function before optimization

Function	Total	Average MV
IP	2385	42.59
OP_PC	5897	28.77
OP_SC	5263	31.14
Dental	5654	29.91
ET_class	1724	30.78
ET_lab	1186	38.26

Total capacity before optimization

Function	Capacity
IP	455528
OP_PC	18690115
OP_SC	22502503
Dental	1349760
ET_class	18587
ET_lab	15052

Total and average MV for each function after optimization

Function	Total	Average MV
IP	1703	50.09
OP_PC	5451	32.25
OP_SC	4963	33.09
Dental	5167	34.68
ET_class	464	66.3
ET_lab	464	66.3

Total capacity after optimization

Function	Capacity
IP	336845
OP_PC	18181666
OP_SC	22241975
Dental	1259520
ET_class	10066
ET_lab	10985

Function	Funct	Min. acti	Requirment
IP	3	675	233213
OP_PC	3	7950	1E+07
OP_SC	3	1800	2E+07
Dental	3	800	991200
ET_class	1	1	7414
ET_lab	1	1	3231

-  Function Closed
-  Function Open (Assigned Workload less than Current Usage)
-  Function Open (Assigned Workload higher than Current Usage)

Activity	Func	Func Open	Beds	Mil Val	Func MilVal	Max RWP Capacity	Max Market Demand	Assigned RWPs	Current Usage (RWPs)	Delta
WALTER REED ARMY M	IP	0	294	34.1	42.1	23047	55362	0	16,553	-16,553
KEESLER AFB	IP	0	154	32.7	35.3	12072	7262	0	6,190	-6,190
ANDREWS AFB	IP	0	70	28.5	26.2	4412	55362	0	3,247	-3,247
FORT BENNING	IP	0	152	33.2	44.3	9580	7478	0	2,911	-2,911
ELMENDORF AFB	IP	0	83	28	42.7	5015	4562	0	2,467	-2,467
SCOTT AFB	IP	0	69	24.1	28.9	4349	7633	0	1,547	-1,547
FORT KNOX	IP	0	35	25.6	38.7	2115	7920	0	1,534	-1,534
NH CHARLESTON	IP	0	0	5.6	9.4	0	7441	0	1,094	-1,094
WEST POINT MIL RESE	IP	0	34	22.3	27.1	2143	1666	0	1,023	-1,023
FORT POLK	IP	0	70	31.1	44.7	4230	3054	0	965	-965
NAVSTA GREAT LAKES	IP	0	69	33.9	38.5	4169	6068	0	943	-943
FORT WAINWRIGHT	IP	0	63	14.7	24.5	3807	1987	0	935	-935
MCAS CHERRY POINT	IP	0	28	9.8	16.3	1692	3115	0	897	-897
NAVSTA NEWPORT	IP	0	0	17.5	28.7	0	0	0	824	-824
NH BEAUFORT	IP	0	23	4.6	7.6	1390	2510	0	694	-694
MACDILL AFB	IP	0	16	26.1	34.1	967	12200	0	502	-502
NAS LEMOORE	IP	0	16	13.3	22.1	967	2786	0	427	-427
FORT EUSTIS	IP	0	45	32.6	45.3	2719	50711	0	345	-345
LUKE AFB	IP	0	19	27.6	43.1	1148	11454	0	211	-211
LANGLEY AFB	IP	0	41	28.7	39.5	2477	50711	0	0	0
NAS CORPUS CHRISTI	IP	0	0	4.9	8.1	0	0	0	0	0
OFFUTT AFB	IP	0	31	29.9	34.7	1954	5769	0	0	0
NNMC BETHESDA	IP	1	196	34.9	45.7	15365	55362	675	10,513	-9,838
NH GUAM	IP	1	34	3.6	6	2054	1845	675	1,501	-826
CORRY STATION	IP	1	60	28.9	45.8	3782	8093	2080	2,588	-508
LACKLAND AFB	IP	1	236	42	51.7	18500	30491	18500	18,931	-431
MCB CAMP LEJEUNE	IP	1	119	41.4	60.7	7500	6685	3653	3,937	-284
NAS WHIDBEY ISLAND	IP	1	25	13.5	22.5	1511	2638	675	786	-111
MCAGCC TWENTYNINE	IP	1	25	12.5	20.8	1511	1856	675	624	51
FORT LEONARD WOOD	IP	1	121	31.8	51.2	7311	2060	1990	1,817	173
NTC AND FORT IRWIN	IP	1	19	25.4	39.1	1148	1069	675	493	182
MOUNTAIN HOME AFB	IP	1	20	26.2	39	1208	1234	675	438	237
FORT RILEY	IP	1	44	30.7	46.8	2659	3151	1778	1,401	377
NAS JACKSONVILLE	IP	1	60	35.1	51	3782	16821	3782	3,185	597

FORT_SILL	IP	1	138	31.8	49.9	8338	4660	3019	2,256	763
UNITED_STATES_AIR_FO	IP	1	29	32	48.9	1752	15164	1752	983	769
EGLIN_AFB	IP	1	60	42.1	51.8	3782	9567	3782	2,888	894
NH_BREMERTON	IP	1	55	35.4	53.1	3466	6242	3134	2,018	1,116
FORT_CAMPBELL	IP	1	130	40.1	61.1	7855	8264	4373	3,140	1,233
FORT_BELVOIR	IP	1	51	39.5	51.8	3214	55362	3214	1,854	1,360
FORT_JACKSON	IP	1	60	33.8	46	3625	8998	2621	1,016	1,605
FORT_HOOD	IP	1	306	46.3	61.1	19286	13763	7540	5,831	1,709
MCB_CAMP_PENDLETON	IP	1	104	37.9	57.3	6555	12023	5802	3,437	2,365
FORT_CARSON	IP	1	82	43.3	59.2	4955	15164	4955	2,447	2,508
WRIGHT-PATTERSON_AF	IP	1	76	34	47.6	5958	6854	5958	3,299	2,659
FORT_GORDON	IP	1	139	33.3	47.4	10896	8816	10896	7,977	2,919
FORT_SAM_HOUSTON	IP	1	220	47.3	57.9	17246	30491	17246	14,059	3,187
NMC_SAN_DIEGO	IP	1	287	48.7	60.8	22498	24194	22498	19,268	3,230
FORT_STEWART	IP	1	97	36.5	58.4	5861	12911	3342	1	3,341
FORT_BRAGG	IP	1	159	56.5	72.1	12464	16418	12464	8,617	3,847
FORT_BLISS	IP	1	170	35.6	54.1	13326	8581	11155	7,190	3,965
NELLIS_AFB	IP	1	96	38.5	54.7	5801	9073	5801	1,600	4,201
FORT_LEWIS	IP	1	212	43.3	60	16619	15285	16619	12,191	4,428
NMC_PORTSOUTH	IP	1	273	50	62.8	21401	50711	21401	16,660	4,741
TRIPLER_ARMY_MEDICA	IP	1	418	38.2	55.4	32767	13769	17899	13,144	4,755
TRAVIS_AFB	IP	1	176	38.3	51	13797	9162	11910	5,587	6,323

Activity	Func	Func Open	PC ExRms	Mil Val	Func MilVal	Max PC RVU Capacity	Max Market Demand	Assigned PC RVUs	Current Usage	Delta
NSA_MECHANICSBURG	OP_P	0	3	3.5	5.8	5034	38854	0	140,796	-140,796
ANDERSEN_AFB	OP_P	0	13	13.3	22.2	21815	6124	0	34,780	-34,780
MCB_HAWAII_KANEOHE	OP_P	0	66	7.8	13	110751	0	0	30,850	-30,850
FORT_RICHARDSON	OP_P	0	27	9.7	16.2	45307	6420	0	13,648	-13,648
NSWC_DAHLGREN	OP_P	0	7	8.4	14	11746	25089	0	13,286	-13,286
WASHINGTON_NAVY_YA	OP_P	0	8	4.6	7.7	13424	106706	0	12,308	-12,308
YUMA_PROVING_GROUN	OP_P	0	2	10	16.6	3356	6438	0	8,579	-8,579
NAS_KINGSVILLE	OP_P	0	15	6.4	10.6	25171	9687	0	8,553	-8,553
RED_RIVER_ARMY_DEPC	OP_P	0	1	11.2	18.8	1678	0	0	8,105	-8,105
MCB_HAWAII_CAMP_SMI	OP_P	0	4	3.7	6.2	6712	1788	0	7,226	-7,226

ANNISTON_ARMY_DEPO	OP_P	0	5	13.1	21.8	8390	0	0	5,534	-5,534
WHITE_SANDS_MISSILE	OP_P	0	9	12.3	20.5	15102	0	0	4,953	-4,953
NSCS_ATHENS	OP_P	0	6	7.7	12.9	10068	18613	0	4,792	-4,792
NAES_LAKEHURST	OP_P	0	6	7.6	12.6	10068	15466	0	4,569	-4,569
NCTAMS_WAIHEAWA	OP_P	0	2	7.2	11.9	3356	36714	0	4,436	-4,436
NWS_EARLE	OP_P	0	6	1.5	2.5	10068	21440	0	3,788	-3,788
NSA_PANAMA_CITY	OP_P	0	2	7.3	12.2	3356	26121	0	3,671	-3,671
NAVAL_SECURITY_GROU	OP_P	0	9	6.6	11	15102	3274	0	2,962	-2,962
MCALESTER_AAP	OP_P	0	3	6.2	10.4	5034	76397	0	2,874	-2,874
NAF_EL_CENTRO	OP_P	0	6	7.1	11.8	10068	8378	0	2,861	-2,861
DUGWAY_PROVING_GRC	OP_P	0	7	11.5	17.5	11746	0	0	2,519	-2,519
FORT_HAMILTON	OP_P	0	2	6.8	11.2	3356	0	0	2,309	-2,309
FORT_A_P_HILL	OP_P	0	3	9	15	5034	0	0	812	-812
PINE_BLUFF_ARSENAL	OP_P	0	4	12.1	20.2	6712	109028	0	754	-754
TOBYHANNA_ARMY_DEP	OP_P	0	4	6.2	10.3	6712	0	0	418	-418
FORT_MCNAIR	OP_P	0	2	5.6	9.4	3356	0	0	14	-14
ARNOLD_AFS	OP_P	0	1	6.8	11.4	1678	0	0	0	0
FORT_MCCOY	OP_P	0	34	14	23.2	57054	1669	0	0	0
MCSA_KANSAS_CITY	OP_P	0	3	0.7	1.2	5034	1188	0	0	0
MWTC_BRIDGEPORT	OP_P	0	4	0.7	1.2	6712	332	0	0	0
NAVAL_RESEARCH_LABO	OP_P	0	2	2.2	3.6	3356	0	0	0	0
NSWC_CARDEROCK	OP_P	0	2	1.9	3.2	3356	0	0	0	0
PHILADELPHIA_NAVAL_B	OP_P	0	5	0.5	0.8	8390	0	0	0	0
ROCK_ISLAND_ARSENAL	OP_P	0	4	15.3	25.4	6712	17405	0	0	0
TOOELE_ARMY_DEPOT	OP_P	0	10	11.7	19.5	16780	0	0	0	0
US_ARMY_GARRISON_SB	OP_P	0	5	8.7	14.5	8390	71656	0	0	0
NAVSTA_GREAT_LAKES	OP_P	1	242	33.9	38.5	406088	139932	104464	338,330	-233,866
FORT_BELVOIR	OP_P	1	30	39.5	51.8	50341	120103	50341	256,756	-206,415
CORRY_STATION	OP_P	1	42	28.9	45.8	70478	48567	48567	245,444	-196,877
NMC_SAN_DIEGO	OP_P	1	184	48.7	60.8	308761	170607	170607	327,762	-157,155
FORT_DETRICK	OP_P	1	11	26.7	40.5	18459	48205	18459	163,316	-144,857
FORT_SILL	OP_P	1	147	31.8	49.9	246673	88291	88291	229,591	-141,300
TRIPLER_ARMY_MEDICAL	OP_P	1	85	38.2	55.4	142634	75319	75319	206,719	-131,400
NAB_LITTLE_CREEK	OP_P	1	31	13	21.7	52020	91966	52020	122,701	-70,681
FORT_BENNING	OP_P	1	100	33.2	44.3	167805	233671	167805	231,870	-64,065
SCOTT_AFB	OP_P	1	18	24.1	28.9	30205	152696	30205	90,760	-60,555
FORT_STEWART	OP_P	1	130	36.5	58.4	218146	367246	149400	202,889	-53,489

FORT_LEONARD_WOOD	OP_P	1	86	31.8	51.2	144312	74810	74810	126,171	-51,361
NH_BREMERTON	OP_P	1	100	35.4	53.1	167805	35541	35541	83,281	-47,740
RANDOLPH_AFB	OP_P	1	84	27.6	42.1	140956	245042	48417	88,704	-40,287
NAS_CORPUS_CHRISTI	OP_P	1	29	4.9	8.1	48663	58566	24107	63,574	-39,467
MCRD_PARRIS_ISLAND	OP_P	1	5	19.7	29.4	8390	19871	8390	44,116	-35,726
FORT_LEE	OP_P	1	67	27.4	45.6	112429	110077	56042	91,298	-35,256
MCB_CAMP_LEJEUNE	OP_P	1	129	41.4	60.7	216468	168473	159377	194,491	-35,114
EIELSON_AFB	OP_P	1	15	14.9	24.8	25171	31407	25171	53,816	-28,645
NAVSTA_NORFOLK	OP_P	1	71	33.8	49	119142	188579	119142	147,187	-28,045
FORT_GORDON	OP_P	1	231	33.3	47.4	387629	230820	177210	202,720	-25,510
UNITED_STATES_AIR_FO	OP_P	1	34	32	48.9	57054	189535	57054	80,753	-23,699
NH_GUAM	OP_P	1	35	3.6	6	58732	37250	14308	37,723	-23,415
NAS_JACKSONVILLE	OP_P	1	202	35.1	51	338966	235382	150238	171,349	-21,111
NAS_PATUXENT_RIVER	OP_P	1	27	12	20	45307	75965	45307	65,151	-19,844
BOLLING_AFB	OP_P	1	21	17.3	23.4	35239	98723	35239	54,776	-19,537
CANNON_AFB	OP_P	1	54	24.1	40.1	90615	40484	32502	50,721	-18,219
FORT_MONMOUTH	OP_P	1	21	15.1	25.2	35239	35874	22506	39,472	-16,966
SHAW_AFB	OP_P	1	52	24.7	37.5	87259	79485	37920	54,326	-16,406
NTC_AND_FORT_IRWIN_C	OP_P	1	36	25.4	39.1	60410	27341	27341	43,329	-15,988
CHULA_VISTA_TRICARE	OP_P	1	22	15.1	25.1	36917	187625	36917	52,339	-15,422
FORT_BRAGG	OP_P	1	363	56.5	72.1	609132	471424	364382	379,238	-14,856
MCGUIRE_AFB	OP_P	1	35	25	41.7	58732	75824	50084	64,788	-14,704
ABERDEEN_PROVING_GP	OP_P	1	67	16.2	24.9	112429	70616	25857	40,175	-14,318
NAS_LEMOORE	OP_P	1	47	13.3	22.1	78868	64112	63012	76,362	-13,350
FAIRCHILD_AFB	OP_P	1	35	17.4	29	58732	77434	48867	60,936	-12,069
ANDREWS_AFB	OP_P	1	102	28.5	26.2	171161	105266	105266	116,627	-11,361
WALTER_REED_ARMY_M	OP_P	1	84	34.1	42.1	140956	76303	76303	86,977	-10,674
FORT_KNOX	OP_P	1	103	25.6	38.7	172839	177117	99359	109,975	-10,616
NAS_KEY_WEST	OP_P	1	20	8.4	13.9	33561	15653	15653	26,137	-10,484
NAVSTA_PEARL_HARBOR	OP_P	1	52	17.2	28.7	87259	147313	87259	97,592	-10,333
EGLIN_AFB	OP_P	1	88	42.1	51.8	147668	102913	102913	113,051	-10,138
FORT_EUSTIS	OP_P	1	46	32.6	45.3	77190	110588	77190	86,947	-9,757
GRAND_FORKS_AFB	OP_P	1	20	12.9	21.4	33561	31243	22719	31,900	-9,181
MCCONNELL_AFB	OP_P	1	57	23.7	39.5	95649	76075	42768	51,906	-9,138
COLUMBUS_AFB	OP_P	1	10	22	29.3	16780	30523	16780	24,902	-8,122
WEST_POINT_MIL_RESE	OP_P	1	33	22.3	27.1	55376	118018	47884	55,881	-7,997
CARLISLE_BARRACKS	OP_P	1	34	20.5	34.1	57054	48665	33204	40,827	-7,623

PATRICK_AFB	OP_P	1	36	24.1	40.1	60410	135858	60410	67,755	-7,345
NAS_WHIDBEY_ISLAND	OP_P	1	48	13.5	22.5	80546	92398	71199	78,374	-7,175
FORT_LEAVENWORTH	OP_P	1	31	22.6	34.2	52020	81765	52020	58,876	-6,856
CLAIRMONT_TRICARE_C	OP_P	1	20	9.2	15.3	33561	159147	33561	40,310	-6,749
POPE_AFB	OP_P	1	23	19.3	32.1	38595	64035	31616	38,323	-6,707
TINKER_AFB	OP_P	1	55	24.9	41.5	92293	189750	92293	98,441	-6,148
ELLSWORTH_AFB	OP_P	1	18	16.8	27.7	30205	55279	30205	36,314	-6,109
LAUGHLIN_AFB	OP_P	1	19	21.6	34.6	31883	17364	17360	23,402	-6,042
WRIGHT-PATTERSON_AF	OP_P	1	50	34	47.6	83902	173269	83902	89,765	-5,863
NAVAL_SUB_BASE_KING	OP_P	1	63	12.7	21.2	105717	75886	50603	56,451	-5,848
MINOT_AFB	OP_P	1	129	21.3	35.5	216468	44615	38023	43,833	-5,810
HOLLOMAN_AFB	OP_P	1	74	26.8	38.4	124176	48903	39846	45,639	-5,793
NH_BEAUFORT	OP_P	1	47	4.6	7.6	78868	58600	35755	41,514	-5,759
VANCE_AFB	OP_P	1	14	15.9	21.9	23493	20924	15169	20,879	-5,710
NAS_MERIDIAN	OP_P	1	16	3.6	6.1	26849	24673	10450	15,568	-5,118
ALTUS_AFB	OP_P	1	18	20.6	34.3	30205	32291	25759	30,853	-5,094
FORT_MCPHERSON	OP_P	1	34	15.7	26.1	57054	221255	57054	61,799	-4,745
NAS_NORTH_ISLAND	OP_P	1	83	11.5	19.1	139278	28938	28938	33,588	-4,650
WHITEMAN_AFB	OP_P	1	28	21.8	36.4	46985	49121	37790	42,296	-4,506
MCLB_ALBANY	OP_P	1	13	7.6	12.7	21815	26452	16124	20,483	-4,359
NAS_FALLON	OP_P	1	14	7.9	13.2	23493	15495	9775	13,508	-3,733
SHEPPARD_AFB	OP_P	1	68	35.8	37.2	114107	105184	79917	83,641	-3,724
TYNDALL_AFB	OP_P	1	42	25	41.6	70478	82299	58249	61,706	-3,457
NWS_CHARLESTON	OP_P	1	24	10.3	17.1	40273	28887	28887	32,192	-3,305
FORT_BLISS	OP_P	1	98	35.6	54.1	164449	259896	121252	123,840	-2,588
BUCKLEY_AFB	OP_P	1	10	13.5	22.5	16780	189060	16780	19,241	-2,461
FORT_JACKSON	OP_P	1	95	33.8	46	159415	228814	136517	138,929	-2,412
JOINT_RESERVE_BASE_V	OP_P	1	6	4.3	7.2	10068	104729	10068	11,368	-1,300
FORT_RUCKER	OP_P	1	174	30.2	50.4	291981	101534	76737	77,637	-900
NSA_MILLINGTON	OP_P	1	16	6.7	11.2	26849	93109	22401	23,088	-687
BROOKS_CITY-BASE	OP_P	1	7	28.6	24.1	11746	33080	10016	10,603	-587
NAS_ATLANTA	OP_P	1	9	4.3	7.1	15102	104857	15102	15,528	-426
NAVSTA_INGLESIDE	OP_P	1	10	8.5	14.1	16780	26193	16780	17,094	-314
HURLBURT_FIELD	OP_P	1	27	25.3	41.4	45307	78254	45307	44,946	361
FORT_DRUM	OP_P	1	144	32.1	53.6	241639	85251	69212	68,308	904
MOODY_AFB	OP_P	1	48	27.3	45	80546	58591	36852	35,216	1,636
NAS_BRUNSWICK	OP_P	1	30	5.3	8.8	50341	59876	27861	25,913	1,948

NSY_PORTSOUTH	OP_P	1	17	7.4	12.3	28527	34531	10942	8,853	2,089
FORT_WAINWRIGHT	OP_P	1	196	14.7	24.5	328898	50445	38015	35,496	2,519
MCLB_BARSTOW	OP_P	1	5	6.1	10.2	8390	13838	8191	5,618	2,573
MCRD_SAN_DIEGO	OP_P	1	40	7.6	12.6	67122	30733	30733	27,942	2,791
NAVSTA_PASCAGOULA	OP_P	1	8	6.5	10.8	13424	56599	13424	10,538	2,886
MOUNTAIN_HOME_AFB	OP_P	1	30	26.2	39	50341	44678	40044	37,115	2,929
REDSTONE_ARSENAL	OP_P	1	35	21	35	58732	93239	43579	40,064	3,515
MCAS_CHERRY_POINT	OP_P	1	75	9.8	16.3	125854	94966	59912	56,237	3,675
CBC_PORT_HUENEME	OP_P	1	59	9.4	15.7	99005	50479	38029	34,338	3,691
BARKSDALE_AFB	OP_P	1	37	21.7	30.6	62088	99000	62088	58,253	3,835
NAVSTA_NEWPORT	OP_P	1	62	17.5	28.7	104039	189235	55217	50,590	4,627
GOODFELLOW_AFB	OP_P	1	24	16	26.7	40273	38503	25416	20,066	5,350
OFFUTT_AFB	OP_P	1	100	29.9	34.7	167805	170619	102647	96,941	5,706
JOINT_RESERVE_BASE_P	OP_P	1	12	9.1	15.2	20137	146581	20137	13,971	6,166
NSWC_INDIAN_HEAD	OP_P	1	8	7.4	12.4	13424	25313	13424	7,050	6,374
FORT_RILEY	OP_P	1	70	30.7	46.8	117463	116021	86577	79,980	6,597
NAS_OCEANA_DAM_NEC	OP_P	1	24	4.9	8.2	40273	99650	39506	32,547	6,959
HILL_AFB	OP_P	1	52	28.4	47.3	87259	140886	65815	58,838	6,977
EDWARDS_AFB	OP_P	1	24	16.3	27.2	40273	59589	28839	21,842	6,997
CBC_GULFPORT	OP_P	1	19	9.1	15.1	31883	66291	30640	23,533	7,107
FORT_DIX	OP_P	1	12	14.9	24.8	20137	10286	10286	3,004	7,282
MCCHORD_AFB	OP_P	1	32	22.3	37.2	53698	147482	43378	35,742	7,636
FORT_MYER	OP_P	1	32	13.4	22.3	53698	43281	43281	35,460	7,821
MCAS_NEW_RIVER	OP_P	1	25	8.3	13.8	41951	23297	17908	9,457	8,451
NSU_SARATOGA_SPRING	OP_P	1	7	6.4	10.7	11746	25526	10845	2,307	8,538
JOINT_RESERVE_BASE_M	OP_P	1	8	8.2	13.6	13424	17280	13424	4,778	8,646
NWS_YORKTOWN	OP_P	1	8	15.6	8.3	13424	86456	13424	4,643	8,781
VANDENBERG_AFB	OP_P	1	39	18.3	30.5	65444	40966	30420	21,516	8,904
NAS_WHITING_FIELD	OP_P	1	16	9.2	15.3	26849	37279	26849	17,892	8,957
PRESIDIO_OF_MONTERE	OP_P	1	52	17.6	29.3	87259	73202	32647	22,518	10,129
FORT_POLK	OP_P	1	176	31.1	44.7	295337	96955	86519	76,357	10,162
DOVER_AFB	OP_P	1	91	24.1	40.2	152702	78889	52538	41,552	10,986
NSY_NORFOLK	OP_P	1	11	10.5	17.5	18459	46400	18459	7,197	11,262
NAVSTA_MAYPORT	OP_P	1	44	13.4	22.3	73834	180797	73834	62,445	11,389
FORT_BUCHANAN	OP_P	1	9	14.8	24.6	15102	64085	11480	0	11,480
NAVAL_SUB_BASE_BANG	OP_P	1	18	6.3	10.5	30205	52963	30205	18,484	11,721
HANSCOM_AFB	OP_P	1	19	16	26.7	31883	103024	31883	20,042	11,841

FORT_MEADE	OP_P	1	63	26.9	41.1	105717	233738	105717	92,839	12,878
KIRTLAND_AFB	OP_P	1	39	19.6	31.3	65444	136604	65444	50,973	14,471
MCAS_YUMA	OP_P	1	35	9.8	16.3	58732	42305	29709	14,904	14,805
NAVSTA_BREMERTON	OP_P	1	9	9.6	16	15102	90257	15102	0	15,102
SEYMOUR_JOHNSON_AFB	OP_P	1	134	21.5	35.9	224859	78262	45472	30,156	15,316
MAXWELL_AFB	OP_P	1	114	28.4	46.8	191298	148492	66145	50,772	15,373
NSA_NEW_ORLEANS	OP_P	1	21	5	8.3	35239	69869	31481	15,920	15,561
LITTLE_ROCK_AFB	OP_P	1	49	21.4	29.9	82224	138688	60655	44,732	15,923
LOS_ANGELES_AFB	OP_P	1	25	19.2	32	41951	159440	41951	26,000	15,951
FORT_CAMPBELL	OP_P	1	163	40.1	61.1	273522	279823	205689	188,662	17,027
HICKAM_AFB	OP_P	1	29	17.5	29.1	48663	66188	48663	31,538	17,125
MCB_QUANTICO	OP_P	1	48	17.7	29.4	80546	174655	80546	63,041	17,505
PETERSON_AFB	OP_P	1	45	26	43.3	75512	66030	66030	47,612	18,418
FORT_MONROE	OP_P	1	11	17.1	28.6	18459	520309	18459	0	18,459
NAVSTA_SAN_DIEGO	OP_P	1	43	29.2	43	72156	167392	72156	52,966	19,190
MCAGCC_TWENTYNINE	OP_P	1	35	12.5	20.8	58732	61602	58732	39,116	19,616
NAVAL_SUB_BASE_NEW	OP_P	1	76	13.2	22	127532	103462	69370	48,695	20,675
BEALE_AFB	OP_P	1	19	22	36.7	31883	51835	29511	8,185	21,326
KEESLER_AFB	OP_P	1	213	32.7	35.3	357425	136821	110529	89,077	21,452
NAS_PENSACOLA	OP_P	1	38	37.2	38.1	63766	103405	63766	41,497	22,269
ROBINS_AFB	OP_P	1	91	27.3	45.5	152702	98143	67924	45,061	22,863
DAVIS-MONTHAN_AFB	OP_P	1	76	22	36.6	127532	130065	83147	59,494	23,653
FORT_HUACHUCA	OP_P	1	43	27.1	45.2	72156	104807	63118	39,372	23,746
MALMSTROM_AFB	OP_P	1	57	21.8	36.4	95649	48533	48533	24,586	23,947
CHARLESTON_AFB	OP_P	1	34	20.1	28.4	57054	98688	57054	32,134	24,920
LUKE_AFB	OP_P	1	69	27.6	43.1	115785	189660	101854	74,207	27,647
NH_CHARLESTON	OP_P	1	75	5.6	9.4	125854	107122	55737	27,714	28,023
NAVSTA_ANNAPOLIS	OP_P	1	45	9.6	16.1	75512	65894	65894	37,859	28,035
DYESS_AFB	OP_P	1	18	21.3	35.6	30205	68662	30205	0	30,205
NAB_CORONADO	OP_P	1	24	2.8	4.7	40273	69494	39689	6,699	32,990
FORT_HOOD	OP_P	1	273	46.3	61.1	458107	428355	318657	285,387	33,270
MCAS_STATION_MIRAMIA	OP_P	1	52	8.7	14.4	87259	166729	87259	53,880	33,379
TRAVIS_AFB	OP_P	1	123	38.3	51	206400	158793	146676	112,707	33,969
NAS_OCEANA	OP_P	1	69	12.2	20.4	115785	123728	115785	80,461	35,324
SCHOFIELD_BARRACKS	OP_P	1	140	36.6	56.7	234927	97338	97338	61,903	35,435
MCB_CAMP_PENDLETON	OP_P	1	109	37.9	57.3	182907	172437	172437	136,965	35,472
MACDILL_AFB	OP_P	1	50	26.1	34.1	83902	261444	83902	46,889	37,013

ELMENDORF_AFB	OP_P	1	101	28	42.7	169483	100564	85570	47,220	38,350
NAVSTA_EVERETT	OP_P	1	25	7.4	12.3	41951	97239	41951	0	41,951
NELLIS_AFB	OP_P	1	120	38.5	54.7	201366	265720	120732	59,143	61,589
NMC_PORTSMOUTH	OP_P	1	177	50	62.8	297015	201105	201105	136,926	64,179
FORT_CARSON	OP_P	1	165	43.3	59.2	276878	200987	200987	130,437	70,550
FORT_SAM_HOUSTON	OP_P	1	142	47.3	57.9	238283	306207	238283	162,339	75,944
FORT_LEWIS	OP_P	1	362	43.3	60	607454	314483	300380	219,239	81,141
LANGLEY_AFB	OP_P	1	135	28.7	39.5	226537	152111	152111	64,703	87,408
NNMC_BETHESDA	OP_P	1	166	34.9	45.7	278556	88421	88421	0	88,421
LACKLAND_AFB	OP_P	1	211	42	51.7	354068	282041	278285	173,915	104,370

Activity	Func	Func Open	SC Ex Rms	Mil Val	Func MilVal	Max SC RVU Capacity	Max Market Demand	Assigned SC RVUs	Current Usage	Delta
NAS_WHITING_FIELD	OP_S	0	3	9.2	15.3	7663	279778	0	69,830	-69,830
NAVSTA_ANNAPOLIS	OP_S	0	15	9.6	16.1	38313	1802196	0	58,839	-58,839
FORT_MYER	OP_S	0	24	13.4	22.3	61301	1802196	0	35,885	-35,885
WHITE_SANDS_MISSILE	OP_S	0	3	12.3	20.5	7663	0	0	7,665	-7,665
LETTERKENNY_ARMY_DEP	OP_S	0	6	13.9	23.2	15325	0	0	5,156	-5,156
TOBYHANNA_ARMY_DEP	OP_S	0	4	6.2	10.3	10217	0	0	2,580	-2,580
NAVAL_RESEARCH_LAB	OP_S	0	2	2.2	3.6	5108	1802196	0	2,317	-2,317
NAVAL_SECURITY_GROUP	OP_S	0	1	6.6	11	2554	4849	0	422	-422
NSA_PANAMA_CITY	OP_S	0	1	7.3	12.2	2554	153955	0	292	-292
WASHINGTON_NAVY_YAR	OP_S	0	3	4.6	7.7	7663	1802196	0	32	-32
ARNOLD_AFS	OP_S	0	1	6.8	11.4	2554	0	0	0	0
BOLLING_AFB	OP_S	0	7	17.3	23.4	17879	1802196	0	0	0
DUGWAY_PROVING_GROU	OP_S	0	5	11.5	17.5	12771	0	0	0	0
FORT_A_P_HILL	OP_S	0	1	9	15	2554	0	0	0	0
NAS_KINGSVILLE	OP_S	0	6	6.4	10.6	15325	14321	0	0	0
NCTAMS_WAIHEAWA	OP_S	0	1	7.2	11.9	2554	741214	0	0	0
POPE_AFB	OP_S	0	2	19.3	32.1	5108	888176	0	0	0
RED_RIVER_ARMY_DEPC	OP_S	0	3	11.2	18.8	7663	0	0	0	0
YUMA_PROVING_GROUND	OP_S	0	1	10	16.6	2554	78939	0	0	0
CORRY_STATION	OP_S	1	140	28.9	45.8	357588	279778	234445	2,525,323	#####
WALTER_REED_ARMY_M	OP_S	1	201	34.1	42.1	513394	1802196	513394	1,061,332	-547,938
LACKLAND_AFB	OP_S	1	491	42	51.7	1254112	1216308	623376	794,838	-171,462

EGLIN_AFB	OP_S	1	26	42.1	51.8	66409	296121	66409	223,850	-157,441
FORT_HOOD	OP_S	1	174	46.3	61.1	444431	727987	444431	599,665	-155,234
MCB_CAMP_PENDLETON	OP_S	1	78	37.9	57.3	199228	500322	199228	332,738	-133,510
FORT_CAMPBELL	OP_S	1	80	40.1	61.1	204336	471568	204336	325,453	-121,117
FORT_LEONARD_WOOD	OP_S	1	36	31.8	51.2	91951	142332	91951	197,198	-105,247
FORT_POLK	OP_S	1	30	31.1	44.7	76626	161807	76626	174,767	-98,141
FORT_BELVOIR	OP_S	1	84	39.5	51.8	214553	1802196	214553	311,547	-96,994
FORT_CARSON	OP_S	1	102	43.3	59.2	260528	694033	260528	355,448	-94,920
SCHOFIELD_BARRACKS	OP_S	1	3	36.6	56.7	7663	741214	7663	60,381	-52,718
SEYMOUR_JOHNSON_AFB	OP_S	1	2	21.5	35.9	5108	117724	5108	54,825	-49,717
HOLLOMAN_AFB	OP_S	1	5	26.8	38.4	12771	77749	12771	60,229	-47,458
NAVSTA_NORFOLK	OP_S	1	2	33.8	49	5108	2739063	5108	51,447	-46,339
FORT_BLISS	OP_S	1	96	35.6	54.1	245203	369263	245203	289,004	-43,801
FAIRCHILD_AFB	OP_S	1	5	17.4	29	12771	111295	12771	55,089	-42,318
MCAGCC_TWENTYNINE	OP_S	1	13	12.5	20.8	33205	122053	33205	73,045	-39,840
FORT_SILL	OP_S	1	122	31.8	49.9	311612	182275	182275	212,432	-30,157
NH_GUAM	OP_S	1	18	3.6	6	45976	65674	38537	65,518	-26,981
FORT_DRUM	OP_S	1	29	32.1	53.6	74072	156637	74072	99,943	-25,871
FORT_MEADE	OP_S	1	26	26.9	41.1	66409	1802196	66409	91,312	-24,903
NAB_LITTLE_CREEK	OP_S	1	2	13	21.7	5108	2739063	5108	27,474	-22,366
NAS_NORTH_ISLAND	OP_S	1	3	11.5	19.1	7663	1640759	7663	29,361	-21,698
NSY_NORFOLK	OP_S	1	2	10.5	17.5	5108	2739063	5108	25,882	-20,774
MCRD_PARRIS_ISLAND	OP_S	1	3	19.7	29.4	7663	141129	7663	28,087	-20,424
FORT_LEAVENWORTH	OP_S	1	19	22.6	34.2	48530	120781	48530	67,942	-19,412
NAVSTA_SAN_DIEGO	OP_S	1	15	29.2	43	38313	1640759	38313	55,643	-17,330
NAVSTA_MAYPORT	OP_S	1	9	13.4	22.3	22988	613478	22988	35,818	-12,830
NAVSTA_BREMERTON	OP_S	1	12	9.6	16	30650	442065	30650	42,621	-11,971
NH_BEAUFORT	OP_S	1	17	4.6	7.6	43421	141129	43421	55,122	-11,701
ELLSWORTH_AFB	OP_S	1	4	16.8	27.7	10217	85733	10217	19,171	-8,954
TYNDALL_AFB	OP_S	1	7	25	41.6	17879	153955	17879	25,730	-7,851
NAVSTA_PEARL_HARBOR	OP_S	1	19	17.2	28.7	48530	741214	48530	56,112	-7,582
MINOT_AFB	OP_S	1	4	21.3	35.5	10217	78414	10217	17,562	-7,345
FORT_LEE	OP_S	1	19	27.4	45.6	48530	155618	48530	55,672	-7,142
HILL_AFB	OP_S	1	17	28.4	47.3	43421	196815	43421	49,247	-5,826
HANSCOM_AFB	OP_S	1	2	16	26.7	5108	145853	5108	9,763	-4,655
MCB_HAWAII_KANEOHE	OP_S	1	6	7.8	13	15325	741214	15325	19,687	-4,362
FORT_KNOX	OP_S	1	69	25.6	38.7	176240	260922	176240	180,192	-3,952

NH_BREMERTON	OP_S	1	61	35.4	53.1	155806	442065	155806	158,180	-2,374
REDSTONE_ARSENAL	OP_S	1	7	21	35	17879	117316	17879	18,300	-421
BARKSDALE_AFB	OP_S	1	15	21.7	30.6	38313	153241	38313	38,015	298
NAS_FALLON	OP_S	1	2	7.9	13.2	5108	20418	5108	3,665	1,443
LAUGHLIN_AFB	OP_S	1	2	21.6	34.6	5108	27718	5108	3,431	1,677
NSA_NEW_ORLEANS	OP_S	1	5	5	8.3	12771	138966	12771	11,072	1,699
NAS_OCEANA	OP_S	1	8	12.2	20.4	20434	2739063	20434	18,487	1,947
NAVSTA_PASCAGOULA	OP_S	1	1	6.5	10.8	2554	389183	2554	431	2,123
CBC_GULFPORT	OP_S	1	2	9.1	15.1	5108	389183	5108	2,904	2,204
VANDENBERG_AFB	OP_S	1	16	18.3	30.5	40867	65712	40867	38,526	2,341
MCAS_YUMA	OP_S	1	6	9.8	16.3	15325	78939	15325	12,938	2,387
NAS_ATLANTA	OP_S	1	1	4.3	7.1	2554	138999	2554	23	2,531
JOINT_RESERVE_BASE_V	OP_S	1	1	4.3	7.2	2554	147261	2554	0	2,554
GRAND_FORKS_AFB	OP_S	1	10	12.9	21.4	25542	52097	25542	22,809	2,733
NAB_CORONADO	OP_S	1	2	2.8	4.7	5108	1640759	3632	682	2,950
NWS_YORKTOWN	OP_S	1	2	15.6	8.3	5108	2739063	5108	1,833	3,275
JOINT_RESERVE_BASE_M	OP_S	1	2	8.2	13.6	5108	138966	5108	1,554	3,554
CHARLESTON_AFB	OP_S	1	2	20.1	28.4	5108	351613	5108	1,495	3,613
OFFUTT_AFB	OP_S	1	49	29.9	34.7	125156	246018	125156	121,476	3,680
FORT_STEWART	OP_S	1	86	36.5	58.4	219661	506961	219661	214,688	4,973
CLAIRMONT_TRICARE_C	OP_S	1	2	9.2	15.3	5108	1640759	5108	0	5,108
NAS_MERIDIAN	OP_S	1	4	3.6	6.1	10217	37775	10217	4,985	5,232
ALTUS_AFB	OP_S	1	5	20.6	34.3	12771	48609	12771	6,856	5,915
HURLBURT_FIELD	OP_S	1	5	25.3	41.4	12771	296121	12771	6,836	5,935
MCLB_BARSTOW	OP_S	1	3	6.1	10.2	7663	19791	7663	1,512	6,151
NSA_MILLINGTON	OP_S	1	5	6.7	11.2	12771	122432	12771	6,510	6,261
NSY_PORTSOUTH	OP_S	1	12	7.4	12.3	30650	46164	30650	24,092	6,558
MCGUIRE_AFB	OP_S	1	25	25	41.7	63855	122163	63855	57,274	6,581
BEALE_AFB	OP_S	1	7	22	36.7	17879	79001	17879	11,285	6,594
PATRICK_AFB	OP_S	1	20	24.1	40.1	51084	173961	51084	44,086	6,998
FORT_RICHARDSON	OP_S	1	38	9.7	16.2	97060	177292	7148	0	7,148
CHULA_VISTA_TRICARE	OP_S	1	3	15.1	25.1	7663	1640759	7663	2	7,661
NAVSTA_INGLESIDE	OP_S	1	3	8.5	14.1	7663	43482	7663	1	7,662
EIELSON_AFB	OP_S	1	3	14.9	24.8	7663	137283	7663	0	7,663
FORT_DIX	OP_S	1	3	14.9	24.8	7663	21385	7663	0	7,663
VANCE_AFB	OP_S	1	3	15.9	21.9	7663	31528	7663	0	7,663
ROCK_ISLAND_ARSENAL	OP_S	1	5	15.3	25.4	12771	22894	8221	0	8,221

CARLISLE_BARRACKS	OP_S	1	22	20.5	34.1	56192	60522	29516	20,736	8,780
FORT_WAINWRIGHT	OP_S	1	43	14.7	24.5	109831	137283	109831	100,585	9,246
LITTLE_ROCK_AFB	OP_S	1	13	21.4	29.9	33205	197257	33205	23,683	9,522
ANDERSEN_AFB	OP_S	1	4	13.3	22.2	10217	65674	10217	0	10,217
NSU_SARATOGA_SPRING	OP_S	1	4	6.4	10.7	10217	38911	10217	0	10,217
MOUNTAIN_HOME_AFB	OP_S	1	18	26.2	39	45976	75382	45976	35,701	10,275
PINE_BLUFF_ARSENAL	OP_S	1	5	12.1	20.2	12771	129982	12771	1,283	11,488
FORT_EUSTIS	OP_S	1	53	32.6	45.3	135373	2739063	135373	121,882	13,491
CANNON_AFB	OP_S	1	6	24.1	40.1	15325	67103	15325	0	15,325
DYESS_AFB	OP_S	1	6	21.3	35.6	15325	110236	15325	0	15,325
ABERDEEN_PROVING_G	OP_S	1	25	16.2	24.9	63855	95210	42660	27,161	15,499
MOODY_AFB	OP_S	1	13	27.3	45	33205	90199	33205	17,601	15,604
DOVER_AFB	OP_S	1	17	24.1	40.2	43421	117923	43421	27,022	16,399
NAS_LEMOORE	OP_S	1	29	13.3	22.1	74072	108175	74072	57,430	16,642
NELLIS_AFB	OP_S	1	90	38.5	54.7	229878	356377	207226	190,150	17,076
NAVAL_SUB_BASE_KING	OP_S	1	11	12.7	21.2	28096	121069	28096	10,796	17,300
NTC_AND_FORT_IRWIN	OP_S	1	19	25.4	39.1	48530	56609	48530	31,075	17,455
COLUMBUS_AFB	OP_S	1	7	22	29.3	17879	44694	17879	0	17,879
MCLB_ALBANY	OP_S	1	7	7.6	12.7	17879	35933	17879	0	17,879
UNITED_STATES_AIR_FO	OP_S	1	63	32	48.9	160915	694033	160915	142,725	18,190
MCRD_SAN_DIEGO	OP_S	1	34	7.6	12.6	86843	1640759	86843	67,417	19,426
NAS_PENSACOLA	OP_S	1	21	37.2	38.1	53638	279778	45333	25,330	20,003
NAS_KEY_WEST	OP_S	1	9	8.4	13.9	22988	26501	22988	2,582	20,406
CBC_PORT_HUENEME	OP_S	1	18	9.4	15.7	45976	86363	45976	23,564	22,412
NMC_PORTSMOUTH	OP_S	1	345	50	62.8	881199	2739063	881199	858,024	23,175
ELMENDORF_AFB	OP_S	1	115	28	42.7	293733	177292	170144	146,371	23,773
FORT_MONMOUTH	OP_S	1	14	15.1	25.2	35759	45935	24248	0	24,248
SCOTT_AFB	OP_S	1	84	24.1	28.9	214553	223146	176340	150,697	25,643
DAVIS-MONTHAN_AFB	OP_S	1	35	22	36.6	89397	189915	89397	62,605	26,792
GOODFELLOW_AFB	OP_S	1	13	16	26.7	33205	61569	33205	5,548	27,657
WEST_POINT_MIL_RESE	OP_S	1	46	22.3	27.1	117493	169363	101007	70,596	30,411
FORT_BENNING	OP_S	1	102	33.2	44.3	260528	385150	260528	229,879	30,649
NAVSTA_EVERETT	OP_S	1	12	7.4	12.3	30650	442065	30650	0	30,650
NAS_CORPUS_CHRISTI	OP_S	1	34	4.9	8.1	86843	86624	62029	30,918	31,111
FORT_JACKSON	OP_S	1	76	33.8	46	194119	451486	194119	162,587	31,532
MALMSTROM_AFB	OP_S	1	22	21.8	36.4	56192	233584	56192	23,758	32,434
FORT_MONROE	OP_S	1	13	17.1	28.6	33205	2739063	33205	0	33,205

MCCONNELL_AFB	OP_S	1	13	23.7	39.5	33205	111356	33205	0	33,205
NAVSTA_NEWPORT	OP_S	1	49	17.5	28.7	125156	239368	90056	56,293	33,763
NAS_BRUNSWICK	OP_S	1	19	5.3	8.8	48530	95172	48530	10,630	37,900
SHEPPARD_AFB	OP_S	1	48	35.8	37.2	122602	170663	122602	84,169	38,433
NAVAL_SUB_BASE_NEW	OP_S	1	41	13.2	22	104722	169746	104722	64,556	40,166
MCAS_CHERRY_POINT	OP_S	1	47	9.8	16.3	120047	233584	120047	77,772	42,275
FORT_RUCKER	OP_S	1	121	30.2	50.4	309058	148344	105004	61,028	43,976
MCB_QUANTICO	OP_S	1	18	17.7	29.4	45976	1802196	45976	874	45,102
MCAS_STATION_MIRAMA	OP_S	1	24	8.7	14.4	61301	1640759	61301	15,644	45,657
KIRTLAND_AFB	OP_S	1	49	19.6	31.3	125156	185707	90631	41,817	48,814
FORT_LEWIS	OP_S	1	290	43.3	60	740718	689787	740718	691,711	49,007
WHITEMAN_AFB	OP_S	1	23	21.8	36.4	58747	79789	58648	8,395	50,253
FORT_HUACHUCA	OP_S	1	35	27.1	45.2	89397	151189	88883	36,308	52,575
WRIGHT-PATTERSON_AF	OP_S	1	170	34	47.6	434214	244035	317246	261,940	55,306
NAS_WHIDBEY_ISLAND	OP_S	1	24	13.5	22.5	61301	153519	61301	4,807	56,494
MAXWELL_AFB	OP_S	1	31	28.4	46.8	79180	208754	79180	22,252	56,928
SHAW_AFB	OP_S	1	31	24.7	37.5	79180	451486	79180	18,309	60,871
ROBINS_AFB	OP_S	1	70	27.3	45.5	178794	152300	120391	54,279	66,112
FORT_RILEY	OP_S	1	179	30.7	46.8	457202	195046	168579	100,985	67,594
NH_CHARLESTON	OP_S	1	47	5.6	9.4	120047	351613	120047	51,292	68,755
LUKE_AFB	OP_S	1	83	27.6	43.1	211999	260390	134822	65,519	69,303
KEESLER_AFB	OP_S	1	138	32.7	35.3	352480	389183	352480	281,655	70,825
MACDILL_AFB	OP_S	1	73	26.1	34.1	186457	351292	186457	113,445	73,012
MCB_CAMP_LEJEUNE	OP_S	1	112	41.4	60.7	286070	368497	286070	209,746	76,324
TINKER_AFB	OP_S	1	57	24.9	41.5	145589	278700	145589	67,479	78,110
TRAVIS_AFB	OP_S	1	165	38.3	51	421443	233178	303131	221,863	81,268
NAVSTA_GREAT_LAKES	OP_S	1	276	33.9	38.5	704959	257921	240616	141,280	99,336
NAS_JACKSONVILLE	OP_S	1	148	35.1	51	378022	613478	378022	264,289	113,733
FORT_GORDON	OP_S	1	214	33.3	47.4	546599	326107	423939	299,747	124,192
ANDREWS_AFB	OP_S	1	177	28.5	26.2	452093	1802196	399109	242,229	156,880
LANGLEY_AFB	OP_S	1	107	28.7	39.5	273299	2739063	273299	107,484	165,815
TRIPLER_ARMY_MEDICA	OP_S	1	242	38.2	55.4	618116	741214	618116	418,840	199,276
FORT_SAM_HOUSTON	OP_S	1	375	47.3	57.9	957825	1216308	957825	739,442	218,383
NMC_SAN_DIEGO	OP_S	1	457	48.7	60.8	1167269	1640759	1167269	806,311	360,958
NNMC_BETHESDA	OP_S	1	432	34.9	45.7	1103414	1802196	1103414	698,267	405,147
FORT_BRAGG	OP_S	1	457	56.5	72.1	1167269	888176	1154629	625,980	528,649

Activity	Func	Func Open	DTRs	Mil Val	Func MilVal	Max ADpop Capacity	Max ADpop Demand	Assigned ADpop	Current Usage	Delta
WASHINGTON NAVY YARD	Denta	0	34	4.6	7.7	10880	15246	0	16,042	-16,042
NAVAL_SUB_BASE_POINT	Denta	0	5	0.7	1.2	1600	649	0	7,724	-7,724
NAS_ATLANTA	Denta	0	6	4.3	7.1	1920	3142	0	6,190	-6,190
NAVAL_POSTGRAD_SCHOOL	Denta	0	2	1.2	2	640	4041	0	5,448	-5,448
NSA_NEW_ORLEANS	Denta	0	10	5	8.3	3200	4451	0	5,305	-5,305
CARLISLE_BARRACKS	Denta	0	10	20.5	34.1	3200	585	0	4,818	-4,818
NAB_CORONADO	Denta	0	11	2.8	4.7	3520	16807	0	4,510	-4,510
NAS_CORPUS_CHRISTI	Denta	0	22	4.9	8.1	7040	3079	0	4,509	-4,509
NAS_OCEANA_DAM_NEC	Denta	0	18	4.9	8.2	5760	3265	0	4,147	-4,147
NH_BREMERTON	Denta	0	17	35.4	53.1	5440	783	0	4,044	-4,044
NSY_NORFOLK	Denta	0	9	10.5	17.5	2880	224	0	3,888	-3,888
NWS_YORKTOWN	Denta	0	4	15.6	8.3	1280	5277	0	3,827	-3,827
FORT_MONMOUTH	Denta	0	3	15.1	25.2	960	730	0	3,152	-3,152
NAS_MERIDIAN	Denta	0	15	3.6	6.1	4800	1770	0	2,930	-2,930
NSWC_DAHLGREN	Denta	0	4	8.4	14	1280	894	0	2,457	-2,457
FORT_MCCOY	Denta	0	5	14	23.2	1600	674	0	2,000	-2,000
NAS_FALLON	Denta	0	5	7.9	13.2	1600	183	0	1,807	-1,807
JOINT_RESERVE_BASE_V	Denta	0	10	4.3	7.2	3200	4622	0	1,695	-1,695
NEWPORT_NEWS_SHIPY	Denta	0	3	0.7	1.2	960	362	0	1,599	-1,599
NSA_PANAMA_CITY	Denta	0	3	7.3	12.2	960	750	0	1,468	-1,468
NAS_KINGSVILLE	Denta	0	12	6.4	10.6	3840	559	0	1,330	-1,330
MCLB_ALBANY	Denta	0	4	7.6	12.7	1280	778	0	1,294	-1,294
NSCS_ATHENS	Denta	0	2	7.7	12.9	640	931	0	1,194	-1,194
ASW_CENTER_POINT_LO	Denta	0	5	0.7	1.2	1600	649	0	1,108	-1,108
NAS_POINT_MUGU	Denta	0	3	8.6	14.3	960	1581	0	1,029	-1,029
US_ARMY_GARRISON_SE	Denta	0	4	8.7	14.5	1280	2297	0	860	-860
NAWS_CHINA_LAKE	Denta	0	4	7.1	11.9	1280	831	0	807	-807
NSWC_INDIAN_HEAD	Denta	0	3	7.4	12.4	960	596	0	747	-747
NAF_EL_CENTRO	Denta	0	2	7.1	11.8	640	511	0	711	-711
NWS_EARLE	Denta	0	8	1.5	2.5	2560	1785	0	680	-680
MCLB_BARSTOW	Denta	0	2	6.1	10.2	640	472	0	545	-545
PINE_BLUFF_ARSENAL	Denta	0	2	12.1	20.2	640	110	0	477	-477
WHITE_SANDS_MISSILE	Denta	0	10	12.3	20.5	3200	0	0	460	-460

NH_BEAUFORT	Denta	0	2	4.6	7.6	640	3967	0	438	-438
NAES_LAKEHURST	Denta	0	8	7.6	12.6	2560	443	0	344	-344
MWTC_BRIDGEPORT	Denta	0	3	0.7	1.2	960	134	0	193	-193
DUGWAY_PROVING_GRC	Denta	0	3	11.5	17.5	960	0	0	136	-136
FORT_MCNAIR	Denta	0	3	5.6	9.4	960	0	0	0	0
MCSA_KANSAS_CITY	Denta	0	3	0.7	1.2	960	480	0	0	0
SCHRIEVER_AFB	Denta	0	3	11.2	18.8	960	0	0	0	0
FORT_RILEY	Denta	1	56	30.7	46.8	17920	10564	10564	116,343	-105,779
NAVSTA_NORFOLK	Denta	1	127	33.8	49	40640	25277	25277	74,036	-48,759
FORT_STEWART	Denta	1	35	36.5	58.4	11200	15965	11200	54,240	-43,040
MCB_CAMP_PENDLETON	Denta	1	58	37.9	57.3	18560	38335	18560	60,562	-42,002
FORT_JACKSON	Denta	1	40	33.8	46	12800	13310	12800	51,439	-38,639
WALTER_REED_ARMY_M	Denta	1	19	34.1	42.1	6080	3698	3698	33,412	-29,714
NAS_PENSACOLA	Denta	1	31	37.2	38.1	9920	9777	9777	39,291	-29,514
FORT_LEONARD_WOOD	Denta	1	47	31.8	51.2	15040	10886	10886	40,021	-29,135
FORT_DRUM	Denta	1	46	32.1	53.6	14720	11078	11078	39,580	-28,502
NAVSTA_NEWPORT	Denta	1	5	17.5	28.7	1600	4453	1600	28,411	-26,811
TRIPLER_ARMY_MEDICA	Denta	1	4	38.2	55.4	1280	2534	1280	26,902	-25,622
FORT_DIX	Denta	1	7	14.9	24.8	2240	1709	1709	26,888	-25,179
NAVSTA_GREAT_LAKES	Denta	1	115	33.9	38.5	36800	22106	22106	46,674	-24,568
MCRD_SAN_DIEGO	Denta	1	26	7.6	12.6	8320	7086	7086	30,535	-23,449
MCB_CAMP_LEJEUNE	Denta	1	99	41.4	60.7	31680	24893	24893	48,339	-23,446
FORT_HUACHUCA	Denta	1	25	27.1	45.2	8000	5462	5462	28,314	-22,852
SCHOFIELD_BARRACKS	Denta	1	22	36.6	56.7	7040	14910	7040	26,902	-19,862
MCB_QUANTICO	Denta	1	27	17.7	29.4	8640	8280	8280	27,398	-19,118
MCAGCC_TWENTYNINE_	Denta	1	8	12.5	20.8	2560	10808	2560	20,126	-17,566
NAVSTA_SAN_DIEGO	Denta	1	72	29.2	43	23040	25357	23040	40,496	-17,456
FORT_LEWIS	Denta	1	66	43.3	60	21120	20414	20414	37,467	-17,053
NAS_NORTH_ISLAND	Denta	1	17	11.5	19.1	5440	10981	5440	21,717	-16,277
MCGUIRE_AFB	Denta	1	24	25	41.7	7680	6297	6297	21,610	-15,313
FORT_SAM_HOUSTON	Denta	1	35	47.3	57.9	11200	11266	11200	25,985	-14,785
NMC_SAN_DIEGO	Denta	1	4	48.7	60.8	1280	25895	1280	15,015	-13,735
NWS_CHARLESTON	Denta	1	10	10.3	17.1	3200	5117	3200	16,430	-13,230
FORT_CAMPBELL	Denta	1	70	40.1	61.1	22400	25278	22400	33,473	-11,073
NAS_WHIDBEY_ISLAND	Denta	1	20	13.5	22.5	6400	8440	6400	17,243	-10,843
NAS_BRUNSWICK	Denta	1	10	5.3	8.8	3200	5180	1019	11,708	-10,689
NNMC_BETHESDA	Denta	1	108	34.9	45.7	34560	4738	4738	14,030	-9,292

REDSTONE_ARSENAL	Denta	1	6	21	35	1920	1518	1518	10,560	-9,042
MCAS_STATION_MIRAMA	Denta	1	9	8.7	14.4	2880	11363	2880	11,755	-8,875
NAVSTA_PEARL_HARBOR	Denta	1	26	17.2	28.7	8320	20741	8320	16,945	-8,625
NAVAL_SUB_BASE_NEW	Denta	1	8	13.2	22	2560	9718	2560	10,196	-7,636
NAS_LEMOORE	Denta	1	13	13.3	22.1	4160	5854	4160	11,318	-7,158
NAB_LITTLE_CREEK	Denta	1	34	13	21.7	10880	5701	5701	12,684	-6,983
NAVSTA_MAYPORT	Denta	1	29	13.4	22.3	9280	13268	9280	15,840	-6,560
NMC_PORTSOUTH	Denta	1	9	50	62.8	2880	45487	2880	9,299	-6,419
FORT_RUCKER	Denta	1	19	30.2	50.4	6080	4879	4879	11,261	-6,382
NAS_OCEANA	Denta	1	26	12.2	20.4	8320	8840	8320	14,565	-6,245
FORT_GORDON	Denta	1	27	33.3	47.4	8640	11068	8640	14,152	-5,512
NAVSTA_ANNAPOLIS	Denta	1	24	9.6	16.1	7680	6390	6390	11,828	-5,438
ABERDEEN_PROVING_G	Denta	1	19	16.2	24.9	6080	2642	2642	7,653	-5,011
NAS_JACKSONVILLE	Denta	1	44	35.1	51	14080	10256	10256	14,956	-4,700
FORT_KNOX	Denta	1	38	25.6	38.7	12160	10656	10656	15,229	-4,573
FORT_LEE	Denta	1	14	27.4	45.6	4480	5439	4480	8,905	-4,425
FORT_BELVOIR	Denta	1	26	39.5	51.8	8320	3835	3835	8,123	-4,288
SHEPPARD_AFB	Denta	1	29	35.8	37.2	9280	10383	9280	13,184	-3,904
NSA_MILLINGTON	Denta	1	12	6.7	11.2	3840	2301	2301	5,961	-3,660
ANDREWS_AFB	Denta	1	19	28.5	26.2	6080	5549	5549	9,115	-3,566
NSU_SARATOGA_SPRING	Denta	1	5	6.4	10.7	1600	1756	1600	5,158	-3,558
FORT_LEAVENWORTH	Denta	1	21	22.6	34.2	6720	4025	4025	7,485	-3,460
FORT_WAINWRIGHT	Denta	1	25	14.7	24.5	8000	4402	4402	7,773	-3,371
MCRD_PARRIS_ISLAND	Denta	1	56	19.7	29.4	17920	6061	6061	9,404	-3,343
NAS_PATUXENT_RIVER	Denta	1	10	12	20	3200	3081	3081	6,193	-3,112
FORT_MEADE	Denta	1	27	26.9	41.1	8640	10377	8640	11,745	-3,105
OFFUTT_AFB	Denta	1	15	29.9	34.7	4800	8031	4800	7,789	-2,989
FORT_BENNING	Denta	1	126	33.2	44.3	40320	22563	22563	25,537	-2,974
CBC_PORT_HUENEME	Denta	1	13	9.4	15.7	4160	5327	4160	7,117	-2,957
PRESIDIO_OF_MONTERE	Denta	1	10	17.6	29.3	3200	5559	3200	5,956	-2,756
SCOTT_AFB	Denta	1	37	24.1	28.9	11840	7562	7562	10,164	-2,602
PETERSON_AFB	Denta	1	13	26	43.3	4160	5882	4160	6,667	-2,507
FORT_EUSTIS	Denta	1	47	32.6	45.3	15040	6314	6314	8,778	-2,464
JOINT_RESERVE_BASE_F	Denta	1	16	9.1	15.2	5120	3488	3488	5,682	-2,194
FORT_MCPHERSON	Denta	1	14	15.7	26.1	4480	6374	4480	6,642	-2,162
NAS_WHITING_FIELD	Denta	1	9	9.2	15.3	2880	1185	1185	3,347	-2,162
CBC_GULFPORT	Denta	1	10	9.1	15.1	3200	5264	3200	5,339	-2,139

TINKER_AFB	Denta	1	21	24.9	41.5	6720	10319	6720	8,854	-2,134
DAVIS-MONTHAN_AFB	Denta	1	18	22	36.6	5760	6890	5760	7,790	-2,030
HURLBURT_FIELD	Denta	1	18	25.3	41.4	5760	7267	5760	7,788	-2,028
WRIGHT-PATTERSON_AF	Denta	1	38	34	47.6	12160	7213	7213	9,228	-2,015
JOINT_RESERVE_BASE_I	Denta	1	4	8.2	13.6	1280	3048	1280	3,032	-1,752
ROBINS_AFB	Denta	1	26	27.3	45.5	8320	6392	6392	8,133	-1,741
WEST_POINT_MIL_RESE	Denta	1	16	22.3	27.1	5120	7599	5120	6,855	-1,735
NH_GUAM	Denta	1	3	3.6	6	960	920	800	2,445	-1,645
MAXWELL_AFB	Denta	1	14	28.4	46.8	4480	6479	4480	6,043	-1,563
NAS_KEY_WEST	Denta	1	7	8.4	13.9	2240	1546	1546	3,092	-1,546
FORT_BUCHANAN	Denta	1	3	14.8	24.6	960	1005	960	2,500	-1,540
CORRY_STATION	Denta	1	15	28.9	45.8	4800	2038	2038	3,554	-1,516
NAVSTA_INGLESIDE	Denta	1	16	8.5	14.1	5120	2125	2125	3,291	-1,166
FORT_POLK	Denta	1	24	31.1	44.7	7680	8865	7680	8,766	-1,086
TRAVIS_AFB	Denta	1	32	38.3	51	10240	9146	9146	10,228	-1,082
NSY_PORTSMOUTH	Denta	1	4	7.4	12.3	1280	1080	1080	2,154	-1,074
ANDERSEN_AFB	Denta	1	11	13.3	22.2	3520	1682	1682	2,717	-1,035
MCAS_YUMA	Denta	1	9	9.8	16.3	2880	3794	2880	3,882	-1,002
EGLIN_AFB	Denta	1	28	42.1	51.8	8960	8928	8928	9,910	-982
MOODY_AFB	Denta	1	11	27.3	45	3520	3951	3520	4,310	-790
HICKAM_AFB	Denta	1	18	17.5	29.1	5760	4475	4475	5,184	-709
EDWARDS_AFB	Denta	1	18	16.3	27.2	5760	3117	3117	3,807	-690
LANGLEY_AFB	Denta	1	26	28.7	39.5	8320	8582	8320	8,966	-646
NTC_AND_FORT_IRWIN_C	Denta	1	16	25.4	39.1	5120	4443	4443	4,980	-537
ALTUS_AFB	Denta	1	12	20.6	34.3	3840	1919	1919	2,430	-511
LUKE_AFB	Denta	1	20	27.6	43.1	6400	7220	6400	6,875	-475
VANDENBERG_AFB	Denta	1	15	18.3	30.5	4800	3179	3179	3,642	-463
HANSCOM_AFB	Denta	1	9	16	26.7	2880	5345	2880	3,301	-421
DOVER_AFB	Denta	1	23	24.1	40.2	7360	4763	4763	5,115	-352
MALMSTROM_AFB	Denta	1	16	21.8	36.4	5120	3590	3590	3,817	-227
HILL_AFB	Denta	1	17	28.4	47.3	5440	5814	5440	5,650	-210
GRAND_FORKS_AFB	Denta	1	12	12.9	21.4	3840	2783	2783	2,991	-208
FAIRCHILD_AFB	Denta	1	14	17.4	29	4480	3797	3797	3,994	-197
BEALE_AFB	Denta	1	13	22	36.7	4160	3336	3336	3,486	-150
NAVSTA_PASCAGOULA	Denta	1	8	6.5	10.8	2560	4680	2560	2,709	-149
MINOT_AFB	Denta	1	20	21.3	35.5	6400	4773	4773	4,854	-81
MCAS_CHERRY_POINT	Denta	1	42	9.8	16.3	13440	8778	8778	8,798	-20

VANCE_AFB	Denta	1	4	15.9	21.9	1280	1325	1280	1,293	-13
LAUGHLIN_AFB	Denta	1	8	21.6	34.6	2560	1448	1448	1,446	2
EIELSON_AFB	Denta	1	14	14.9	24.8	4480	3143	3143	3,130	13
SHAW_AFB	Denta	1	29	24.7	37.5	9280	5858	5858	5,821	37
BUCKLEY_AFB	Denta	1	10	13.5	22.5	3200	5409	3200	3,156	44
FORT_HOOD	Denta	1	140	46.3	61.1	44800	42226	42226	42,160	66
FORT_BLISS	Denta	1	31	35.6	54.1	9920	12699	9920	9,849	71
PATRICK_AFB	Denta	1	20	24.1	40.1	6400	3014	3014	2,929	85
COLUMBUS_AFB	Denta	1	9	22	29.3	2880	1670	1670	1,548	122
ELMENDORF_AFB	Denta	1	25	28	42.7	8000	7368	7368	7,222	146
MOUNTAIN_HOME_AFB	Denta	1	14	26.2	39	4480	4200	4200	4,016	184
FORT_DETTRICK	Denta	1	7	26.7	40.5	2240	1699	1699	1,510	189
DYESS_AFB	Denta	1	17	21.3	35.6	5440	5369	5369	5,163	206
SEYMOUR_JOHNSON_AF	Denta	1	30	21.5	35.9	9600	4796	4796	4,590	206
TYNDALL_AFB	Denta	1	14	25	41.6	4480	4313	4313	4,096	217
CANNON_AFB	Denta	1	14	24.1	40.1	4480	3532	3532	3,296	236
POPE_AFB	Denta	1	18	19.3	32.1	5760	5305	5305	5,067	238
ELLSWORTH_AFB	Denta	1	19	16.8	27.7	6080	3744	3744	3,443	301
HOLLOMAN_AFB	Denta	1	16	26.8	38.4	5120	3759	3759	3,442	317
FORT_MYER	Denta	1	12	13.4	22.3	3840	5247	3840	3,520	320
KIRTLAND_AFB	Denta	1	17	19.6	31.3	5440	4678	4678	4,358	320
WHITEMAN_AFB	Denta	1	16	21.8	36.4	5120	4060	4060	3,727	333
FORT_RICHARDSON	Denta	1	20	9.7	16.2	6400	2593	2593	2,241	352
BROOKS_CITY-BASE	Denta	1	6	28.6	24.1	1920	1835	1835	1,428	407
MACDILL_AFB	Denta	1	23	26.1	34.1	7360	8495	7360	6,893	467
LOS_ANGELES_AFB	Denta	1	10	19.2	32	3200	4695	3200	2,726	474
MCCONNELL_AFB	Denta	1	15	23.7	39.5	4800	3925	3925	3,357	568
CHARLESTON_AFB	Denta	1	21	20.1	28.4	6720	5313	5313	4,711	602
FORT_BRAGG	Denta	1	137	56.5	72.1	43840	42374	42374	41,765	609
RANDOLPH_AFB	Denta	1	21	27.6	42.1	6720	4654	4654	4,035	619
UNITED_STATES_AIR_FO	Denta	1	22	32	48.9	7040	7545	7040	6,414	626
GOODFELLOW_AFB	Denta	1	12	16	26.7	3840	3297	3297	2,582	715
FORT_SILL	Denta	1	65	31.8	49.9	20800	14123	14123	13,244	879
FORT_MONROE	Denta	1	6	17.1	28.6	1920	1753	1753	800	953
LITTLE_ROCK_AFB	Denta	1	28	21.4	29.9	8960	6706	6706	5,728	978
BARKSDALE_AFB	Denta	1	29	21.7	30.6	9280	6920	6920	5,931	989
NELLIS_AFB	Denta	1	26	38.5	54.7	8320	8374	8320	7,063	1,257

BOLLING_AFB	Denta	1	20	17.3	23.4	6400	8953	6400	5,051	1,349
FORT_CARSON	Denta	1	51	43.3	59.2	16320	16544	16320	14,720	1,600
KEESLER_AFB	Denta	1	48	32.7	35.3	15360	7611	7611	5,629	1,982
MCAS_NEW_RIVER	Denta	1	7	8.3	13.8	2240	5983	2240	141	2,099
MCCHORD_AFB	Denta	1	19	22.3	37.2	6080	6488	6080	3,497	2,583
NAVAL_SUB_BASE_KING	Denta	1	18	12.7	21.2	5760	5392	5392	208	5,184
LACKLAND_AFB	Denta	1	93	42	51.7	29760	25094	25094	19,276	5,818
NAVAL_SUB_BASE_BANG	Denta	1	20	6.3	10.5	6400	5833	5833	0	5,833

Activity	Func	Func Open	Mil Val	Func MilVal	Max Classroom FTE Cap	Max Classroom FTE Capacity with Expansion	Assigned Classroom FTEs	Current Usage	Delta
NAVSTA_GREAT_LAKES	ET_cl	0	33.9	54.2	784	784	0	469	-469
NNMC_BETHESDA	ET_cl	0	34.9	37.1	1072	1072	0	347	-347
LACKLAND_AFB	ET_cl	0	42	55	142	142	0	254	-254
NMC_SAN_DIEGO	ET_cl	0	48.7	60.9	155	155	0	253	-253
WALTER_REED_ARMY_M	ET_cl	0	34.1	44.2	400	400	0	177	-177
TRAVIS_AFB	ET_cl	0	38.3	38.3	220	220	0	130	-130
FORT_GORDON	ET_cl	0	33.3	24.3	270	270	0	106	-106
WRIGHT-PATTERSON_AF	ET_cl	0	34	27.3	111	111	0	86	-86
FORT_LEWIS	ET_cl	0	43.3	36.3	290	290	0	82	-82
LANGLEY_AFB	ET_cl	0	28.7	25.2	86	86	0	62	-62
FORT_BLISS	ET_cl	0	35.6	15.5	296	296	0	53	-53
TRIPLER_ARMY_MEDICAL	ET_cl	0	38.2	24.7	105	105	0	50	-50
KEESLER_AFB	ET_cl	0	32.7	57.8	43	43	0	46	-46
NAVSTA_NORFOLK	ET_cl	0	33.8	22	65	65	0	33	-33
NAVSTA_SAN_DIEGO	ET_cl	0	29.2	17.1	90	90	0	33	-33
FORT_CAMPBELL	ET_cl	0	40.1	17.1	96	96	0	32	-32
OFFUTT_AFB	ET_cl	0	29.9	45.5	131	131	0	27	-27
MCB_CAMP_PENDLETON	ET_cl	0	37.9	17.7	243	243	0	24	-24
EGLIN_AFB	ET_cl	0	42.1	54.9	57	57	0	23	-23
NWS_YORKTOWN	ET_cl	0	15.6	52.9	68	68	0	23	-23
FORT_HOOD	ET_cl	0	46.3	48.1	97	97	0	17	-17
FORT_RILEY	ET_cl	0	30.7	13.1	13	13	0	16	-16

NAS JACKSONVILLE	ET_cl	0	35.1	22.5	128	128	0	15	-15
SCOTT_AFB	ET_cl	0	24.1	33.4	92	92	0	14	-14
UNITED_STATES_AIR_FO	ET_cl	0	32	13.2	11	11	0	6	-6
NH BREMERTON	ET_cl	0	35.4	17.5	66	66	0	5	-5
FORT_CARSON	ET_cl	0	43.3	38.6	45	45	0	4	-4
FORT_LEONARD_WOOD	ET_cl	0	31.8	5.3	56	56	0	4	-4
CORRY_STATION	ET_cl	0	28.9	6.9	215	215	0	3	-3
NELLIS_AFB	ET_cl	0	38.5	28	64	64	0	3	-3
SCHOFIELD_BARRACKS	ET_cl	0	36.6	12.9	116	116	0	3	-3
ELMENDORF_AFB	ET_cl	0	28	12	84	84	0	2	-2
FORT_BELVOIR	ET_cl	0	39.5	41.8	48	48	0	2	-2
MACDILL_AFB	ET_cl	0	26.1	28.1	27	27	0	2	-2
COLUMBUS_AFB	ET_cl	0	22	21.9	18	18	0	1	-1
FORT_EUSTIS	ET_cl	0	32.6	27.2	11	11	0	1	-1
FORT_MEADE	ET_cl	0	26.9	11.2	45	45	0	1	-1
MCB_CAMP_LEJEUNE	ET_cl	0	41.4	24.7	24	24	0	1	-1
WEST_POINT_MIL_RESEF	ET_cl	0	22.3	30.4	23	23	0	1	-1
BARKSDALE_AFB	ET_cl	0	21.7	16.9	61	61	0	0	0
DUGWAY_PROVING_GRC	ET_cl	0	11.5	5.1	16	16	0	0	0
ELLSWORTH_AFB	ET_cl	0	16.8	0.9	22	22	0	0	0
FORT_KNOX	ET_cl	0	25.6	11.9	64	64	0	0	0
FORT_LEAVENWORTH	ET_cl	0	22.6	10.1	16	16	0	0	0
FORT_POLK	ET_cl	0	31.1	21.3	56	56	0	0	0
LITTLE_ROCK_AFB	ET_cl	0	21.4	17	9	9	0	0	0
LUKE_AFB	ET_cl	0	27.6	9	11	11	0	0	0
MAXWELL_AFB	ET_cl	0	28.4	1.5	24	24	0	0	0
NAVSTA_NEWPORT	ET_cl	0	17.5	1.2	84	84	0	0	0
BROOKS_CITY-BASE	ET_cl	1	28.6	70.6	814	814	814	1,513	-699
NMC_PORTSOUTH	ET_cl	1	50	61.6	412	412	1	280	-279
ANDREWS_AFB	ET_cl	1	28.5	63.5	13	13	13	0	13
FORT_BRAGG	ET_cl	1	56.5	66.3	55	55	55	24	31
NAS_PENSACOLA	ET_cl	1	37.2	71.6	328	328	328	82	246
SHEPPARD_AFB	ET_cl	1	35.8	67.5	2257	2257	2257	717	1540
FORT_SAM_HOUSTON	ET_cl	1	47.3	63	6187	6187	3946	2,204	1742

Activity	Func	Func Open	Mil Val	Func MilVal	Max Lab FTE Cap	Max Lab FTE Capacity with Expansion	Assigned Lab FTEs	Current Usage	Delta
NAVSTA_GREAT_LAKES	ET_la	0	33.9	54.2	700	700	0	271	-271
NNMC_BETHESDA	ET_la	0	34.9	37.1	741	741	0	210	-210
OFFUTT_AFB	ET_la	0	29.9	45.5	8	8	0	52	-52
LACKLAND_AFB	ET_la	0	42	55	35	35	0	50	-50
KEESLER_AFB	ET_la	0	32.7	57.8	22	22	0	34	-34
WALTER_REED_ARMY_M	ET_la	0	34.1	44.2	20	20	0	28	-28
NWS_YORKTOWN	ET_la	0	15.6	52.9	445	445	0	23	-23
FORT_BLISS	ET_la	0	35.6	15.5	276	276	0	5	-5
FORT_CARSON	ET_la	0	43.3	38.6	112	112	0	5	-5
FORT_LEWIS	ET_la	0	43.3	36.3	262	262	0	5	-5
FORT_RILEY	ET_la	0	30.7	13.1	25	25	0	5	-5
TRAVIS_AFB	ET_la	0	38.3	38.3	135	135	0	5	-5
FORT_GORDON	ET_la	0	33.3	24.3	134	134	0	4	-4
FORT_CAMPBELL	ET_la	0	40.1	17.1	0	0	0	3	-3
NAS JACKSONVILLE	ET_la	0	35.1	22.5	32	32	0	2	-2
SCOTT_AFB	ET_la	0	24.1	33.4	13	13	0	2	-2
WEST_POINT_MIL_RESE	ET_la	0	22.3	30.4	7	7	0	2	-2
FORT_LEONARD_WOOD	ET_la	0	31.8	5.3	19	19	0	1	-1
ELLSWORTH_AFB	ET_la	0	16.8	0.9	16	16	0	0	0
FORT_BENNING	ET_la	0	33.2	33.2	41	41	0	0	0
FORT_KNOX	ET_la	0	25.6	11.9	3	3	0	0	0
LUKE_AFB	ET_la	0	27.6	9	13	13	0	0	0
MACDILL_AFB	ET_la	0	26.1	28.1	5	5	0	0	0
NH_BREMERTON	ET_la	0	35.4	17.5	12	12	0	0	0
FORT_SAM_HOUSTON	ET_la	1	47.3	63	7680	7680	132	958	-826
NMC_PORTSOUTH	ET_la	1	50	61.6	207	207	1	182	-181
ANDREWS_AFB	ET_la	1	28.5	63.5	8	8	8	1	7
FORT_BRAGG	ET_la	1	56.5	66.3	27	27	27	15	12
NAS_PENSACOLA	ET_la	1	37.2	71.6	46	46	46	25	21
BROOKS_CITY-BASE	ET_la	1	28.6	70.6	152	152	152	90	62
SHEPPARD_AFB	ET_la	1	35.8	67.5	2865	2865	2865	647	2218



**NORTH AMERICAN AEROSPACE DEFENSE COMMAND
AND
UNITED STATES NORTHERN COMMAND**



General Ralph E. Eberhart
Commander, NORAD and USNORTHCOM
250 Vandenberg Street, Suite B016
Peterson AFB CO 80914-3801

OCT 29 2004

General Richard B. Myers
Chairman, Joint Chiefs of Staff
9999 Joint Chiefs of Staff Pentagon
Washington DC 20318-9999

Dear Dick

We believe that DoD BRAC recommendations should consider homeland defense and homeland security requirements identified in the emerging DoD Strategy for Homeland Defense and Civil Support. We want to ensure that impacts to our missions and possible unintended consequences to our capabilities are taken into account in any BRAC adjustments. An initial list of NORAD-USNORTHCOM considerations is attached in order to help identify BRAC changes that may be problematic.

We request the opportunity to work with the DoD BRAC team to ensure that homeland defense and homeland security missions receive appropriate attention in BRAC-recommended adjustments and scenario development. We would also like to provide a Commander's assessment of the final BRAC proposal prior to SECDEF decision.

Thank you for your consideration of these requests. We look forward to working with you and the Services to reconfigure our current infrastructure in order to maximize warfighting capability and efficiency without generating undue risk to our operations in defense of the homeland.

Sincerely

RALPH E. EBERHART
General, USAF

Attachment:
Point Paper, BRAC Considerations for NORAD and USNORTHCOM

DCN: 11376

POINT PAPER**ON****BRAC CONSIDERATIONS FOR NORAD AND USNORTHCOM**

- The following considerations reflect an initial analysis of NORAD and USNORTHCOM critical capabilities to assist the BRAC process in making informed recommendations.
- NORAD and USNORTHCOM are prepared to work with the appropriate BRAC teams to develop more defined metrics
- NORAD and USNORTHCOM require installations that support:
 - Air patrols in support of Operation Noble Eagle (N/J3)
 - Ground-based midcourse missile defense, to include missile interceptor assets and associated radar locations (NC/J3)
 - Maritime homeland defense to include maritime patrol aircraft--affects on collocated US Coast Guard Stations must be considered (NC/J3 and NC/J5)
 - Aerospace warning, aerospace control, aerospace defense, Integrated Tactical Warning/Attack Assessment (ITW/AA), and integrated air defense of the National Capital Region (N/J3 and N-NC/J6)
 - CBRNE consequence management response forces, including the deployment of the Joint Task Force Civil Support (JTF-CS) initial entry force (NC/J3, N-NC/J4 and JTF-CS)
 - Homeland defense-related intelligence, surveillance, and reconnaissance, to include over the horizon radar sites (N-NC/J2)
 - Quick reaction force, rapid reaction force, and JTF-CS responses (NC/J3 and N-NC/J4)
 - The deployment of Standing Joint Forces Headquarters-North for operations in the USNORTHCOM AOR (N-NC/J4 and SJFHQ-N)
 - Continuity of operations, and support provision of homeland defense command and control functions (N-NC/J2, NC/J3 and N-NC/J6)
 - Key C4ISR communications nodes, gateways, teleport/step sites (N-NC/J6)
 - Sites which are part of the Global Information Group-Bandwidth Expansion program or which provide redundant communications connectivity (N-NC/J6)

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- Joint national training capability aligned with OSD's training transformation Initiative (N-NC/J1 and N-NC/J7)
- Department of Homeland Security's provision of homeland security (NC/J3)
- Future basing for an epidemiological analysis and event detection center for the purpose of integrated early warning (N-NC/SG)
- CBRN detection, identification, analysis, and health risk mitigation capabilities to include medical and environmental surveillance, clinical diagnosis, psychological preparedness, and mass prophylaxis distribution (N-NC/SG)
- Providing definitive medical treatment, medical command and control on a regional basis, proximity to ground and air evacuation assets, proximity to strategically capable air and sea ports, and a federal coordinating center (N-NC/SG)
- Designated defense health sector critical infrastructure (N-NC/SG)
- Providing a secure operating environment for focused strategic, asymmetric, counterterrorism, counterintelligence and law enforcement sensitive intelligence and information fusion efforts in support of homeland defense, maritime analysis, and civil support operations (N-NC/J2)
- Civil support, to include responsive effective logistics to support Federal Emergency Management Agency (FEMA) Territory Logistics Centers and FEMA mobilization centers (N-NC/J4)



DCN: 11376

CHAIRMAN OF THE JOINT CHIEFS OF STAFF

WASHINGTON, D.C. 20318-9999
24 November 2004

Admiral Timothy J. Keating, USN
Commander, North American
Aerospace Defense Command
and US Northern Command
Peterson AFB, CO 80914-3801

Jim
Dear Admiral Keating,

General Eberhart's enclosed letter requests that NORAD and USNORTHCOM have the opportunity to provide input into the base realignment and closure (BRAC) process.

I agree combatant commanders must be involved in BRAC to ensure the best outcomes for defense infrastructure within the defense strategy. To meet this challenge, the Office of Secretary of Defense (OSD), supported by the Joint Staff/J-8, will meet with every combatant commander to discuss the BRAC process and potential scenarios that may affect each command. In addition, you will receive periodic updates to include specific scenario information.

The OSD/Joint Staff team recently visited USNORTHCOM on 22 November 2004 to discuss your concerns and to clearly describe the process that may be used to engage and provide input. I trust the meetings were informative to the USNORTHCOM leadership.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard B. Myers", is written over the typed name.

RICHARD B. MYERS
Chairman
of the Joint Chiefs of Staff

Enclosure