
May 6, 2005



Defense Infrastructure

Defense Contract Management
Agency Data Call Submissions and
Internal Control Processes for Base
Realignment and Closure 2005
(D-2005-064)

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Acronyms

BRAC	Base Realignment and Closure
CMO	Contract Management Office
COBRA	Cost of Base Realignment Actions
DCMA	Defense Contract Management Agency
DCT	Data Collection Tool
DoD OIG	Department of Defense Office of Inspector General
HSA	Headquarters and Support Activities
ICP	Internal Control Plan
JCSG	Joint Cross Service Group
JPAT 7	Joint Process Action Team Criterion Number 7
OSD	Office of Secretary of the Defense



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May 6, 2005

MEMORANDUM FOR COMMANDER, DEFENSE CONTRACT MANAGEMENT
AGENCY

SUBJECT: Report on Defense Contract Management Agency Data Call Submissions and
Internal Control Processes for Base Realignment and Closure 2005 (Report
No. D2005-064)

We are providing this report for information and use. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form. We performed the audit in response to a request from the Under Secretary of Defense for Acquisition, Technology, and Logistics.

We appreciate the courtesies extended to the staff. Questions should be directed to Ms. Deborah Culp at (703) 604-9335 (DSN 664-9335) or Ms. Bobbie Sau Wan at (703) 604-9259 (DSN 664-9259). See Appendix E for the report distribution. The team members are listed inside the back cover.

By direction of the Deputy Inspector General for Auditing:

A handwritten signature in black ink, reading "Richard B. Jolliffe", is positioned above the printed name.

Richard B. Jolliffe
Director
Contract Management

Department of Defense Office of Inspector General

Report No. D2005-064

May 6, 2005

(Project No. D2004-D000CG-0065.000)

Defense Contract Management Agency Data Call Submissions and Internal Control Processes for Base Realignment and Closure 2005

Executive Summary

Who Should Read This Report and Why? Office of the Secretary of Defense personnel responsible for deciding the realignment or closure of military installations based on the Base Realignment and Closure (BRAC) data calls, and the Defense Contract Management Agency management personnel should read this report. The report discusses the adequacy, completeness, and integrity of the data provided by Defense Contract Management Agency to assist the Secretary of Defense in BRAC 2005 recommendations.

Background. BRAC 2005 is the formal process outlined in Public Law 101-510, “Defense Base Closure and Realignment Act of 1990,” as amended, under which the Secretary of Defense may realign or close military installations inside the United States and its territories. As part of BRAC 2005, the Under Secretary of Defense for Acquisition, Technology, and Logistics issued “Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One—Policy, Responsibilities, and Procedures,” April 16, 2003, that states the Department of Defense Office of Inspector General review the accuracy of BRAC data and the certification process.

The BRAC 2005 process was mandated for the United States and its territories and was divided into the following data calls—capacity analysis, supplemental capacity, military value, Cost of Base Realignment Actions, Joint Process Action Team Criterion Number 7, and scenario specific. The supplemental capacity, military value, Cost of Base Realignment Actions, and Joint Process Action Team Criterion Number 7 data calls were collectively known as the second data call. We issued 30 site memorandums for the capacity analysis data call and 26 site memorandums for the second data call. In addition, we reviewed one scenario specific data call. This report summarizes issues related to the Defense Contract Management Agency BRAC 2005 process for sites visited and applicable tertiary offices as of January 14, 2005.

Defense Contract Management Agency. With Headquarters at Alexandria, Virginia, the Defense Contract Management Agency provides “Customer Focused Acquisition Life Cycle and Combat Support to Ensure Warfighter Readiness” worldwide. The Defense Contract Management Agency performs operational management on a regional basis with three district offices at: Defense Contract Management Agency International, Alexandria, Virginia; Defense Contract Management Agency East, Boston, Massachusetts; and

Defense Contract Management Agency West, Carson, California. Currently, the three Defense Contract Management Agency District offices are composed of 125 Contract Management Offices.

Results. We evaluated the validity, integrity, and supporting documentation of BRAC 2005 data and compliance with the Office of the Secretary of Defense and Defense Contract Management Agency internal control plans at 29 sites for the capacity analysis data call, 26 sites for the second data call, and 1 site for the scenario specific data call. (See Appendixes B and C for a list of sites visited.) After our review, Defense Contract Management Agency BRAC 2005 data for the sites visited were generally supported, complete, and reasonable. However, 5 questions for the capacity analysis data call and 52 questions for the second data call remain unsupported. Subsequent to our site visits, changes could have been made to the Joint Process Action Team Criterion Number 7 data and were not verified. Despite these problems, we consider the data, responses, and sources to be generally reliable for use in the BRAC 2005 process.

In addition, the data collection processes for the sites visited generally complied with applicable internal control plans. The Defense Contract Management Agency Internal Control Plan properly incorporated and supplemented the Office of the Secretary of Defense Internal Control Plan. However, two of the sites visited during the audit did not fully comply with the Defense Contract Management Agency Internal Control Plan. Both sites were taking actions to correct the noncompliances with the Defense Contract Management Agency Internal Control Plan. These noncompliance issues will not affect the integrity of the BRAC 2005 process.

Management Comments. We provided a draft of this report on April 15, 2005. No written response to this report was required, and none was received. Therefore, we are publishing this report in final form.

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Background

Base Realignment and Closure 2005. Public Law 101-510, “Defense Base Closure and Realignment Act of 1990,” as amended, establishes the procedures under which the Secretary of Defense may realign or close military installations inside the United States and its territories. The law authorizes the establishment of an independent Commission to review the Secretary of Defense recommendations for realigning and closing military installations. The Secretary of Defense established and chartered the Infrastructure Executive Council and the Infrastructure Steering Group as the Base Realignment and Closure (BRAC) 2005 deliberative bodies responsible for leadership, direction, and guidance. The Secretary of Defense must submit recommendations to the independent Commission by May 16, 2005.

Joint Cross Service Groups. A primary objective of BRAC 2005, in addition to realigning base structure, is to examine and implement opportunities for greater joint activity. Office of the Secretary of Defense (OSD) established seven Joint Cross Service Groups (JCSG)—Education and Training, Headquarters and Support Activities (HSA), Industrial, Intelligence, Medical, Supply and Storage, and Technical. The JCSGs address issues that affect common business-oriented support functions, examine functions in the context of facilities, and develop closure and realignment recommendations based on force structure plans of the Armed Forces and on selection criteria. To analyze the issues, each JCSG developed data call questions to obtain information about the functions that they reviewed.

BRAC Data Calls. The BRAC 2005 data collection process, mandated for the United States and its territories, was divided into the following data calls—capacity analysis, supplemental capacity, military value, Cost of Base Realignment Actions (COBRA), and Joint Process Action Team Criterion Number 7 (JPAT 7), and scenario specific. The supplemental capacity, military value, COBRA, and JPAT 7 data calls were collectively known as the second data call. The Services, Defense agencies, and Defense-Wide Organizations used either automated data collection tools or a manual process to collect data call responses. Each data call had a specific purpose as follows.

- The capacity analysis data call gathered data on infrastructure, current workload, surge requirements, and maximum capacity.
- The supplemental capacity data call clarified inconsistent data gathered with the initial capacity analysis data call.
- The military value data call gathered data on mission requirements, land and facilities, mobilization and contingency, and cost and manpower.
- The COBRA data call gathered data to develop costs, savings, and payback (formerly known as return on investments) of proposed realignment and closure actions.

-
- The JPAT 7 data call gathered data to assess the community’s ability to support additional forces, missions, and personnel associated with individual scenarios.¹
 - The scenario specific data call gathered data related to specific scenario conditions for realignment or closure.

Internal Control Plans. Before the BRAC data calls were released to the Services, Defense agencies, and Defense-Wide Organizations, OSD required the Services, Defense agencies, and Defense-Wide Organizations to prepare internal control plans (ICP) that incorporated and supplemented the OSD ICP. The OSD ICP was issued in the Under Secretary of Defense for Acquisition, Technology, and Logistics’ memorandum, “Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One—Policy, Responsibilities, and Procedures,” April 16, 2003. To comply with that requirement, the Defense Contract Management Agency (DCMA) prepared “DCMA 2005 BRAC Internal Control Plan,” on December 8, 2003, and then updated the plan on June 7, 2004. For the capacity analysis data call and for the second data call, DCMA used a modified version of the Army Online Data Collection Tool (DCT), a data collection tool developed for the Army Basing Study Group to collect BRAC data.

Department of Defense Office of Inspector General Responsibility. The “Transformation Through Base Realignment and Closure (BRAC 2005) Policy Memorandum One—Policy, Responsibilities, and Procedures,” April 16, 2003, requires the Department of Defense Office of Inspector General (DoD OIG) to provide ICP development and implementation advice, review the accuracy of BRAC data, and evaluate the data certification processes. In addition, the memorandum requires DoD OIG personnel to assist the JCSGs and DoD Components as needed. This resulting report summarizes issues related to the DCMA BRAC 2005 process.

DCMA. With Headquarters at Alexandria, Virginia, DCMA provides “Customer Focused Acquisition Life Cycle and Combat Support to Ensure Warfighter Readiness” worldwide. DCMA performs operational management on a regional basis with three district offices at: DCMA International, Alexandria, Virginia; DCMA East, Boston, Massachusetts; and DCMA West, Carson, California. Currently, the 3 DCMA District offices are composed of 125 Contract Management Offices (CMO). During the data validation period, DCMA reduced the number of CMOs from 129 to 125. Of the 125 current CMOs, 78 are tertiary offices that report up to the remaining 47 CMOs. See Appendixes B and C for a list of sites visited and question numbers reviewed for each data call.

¹ A description of one or more potential closure or realignment actions identified for formal analysis by either a JCSG or a Military Department.

Objectives

The overall objective of the audit was to evaluate the validity, integrity, and supporting documentation of data that DCMA collected and submitted for the BRAC 2005 process. In addition, we evaluated whether DCMA complied with the OSD and DCMA ICPs. This report is one in a series on data call submissions and internal control processes for BRAC 2005. See Appendix A for a discussion of the audit scope and methodology and our review of the management control programs related to the objectives. See Appendix D for prior coverage.

Defense Contract Management Agency BRAC 2005 Data Call Submissions and Internal Control Processes

After our review, the responses provided by DCMA sites visited for the BRAC 2005 data calls were generally supported, complete, and reasonable. However, DCMA did not adequately support all responses submitted to OSD.

- Five capacity analysis data call question responses at two Contract Management Office locations remain unsupported.
- Fifty-two second data call question responses at nine Contract Management Office locations remain unsupported.

In addition, the DCMA sites visited generally complied with the ICPs, and the DCMA ICPs properly incorporated and supplemented the OSD ICP. However, two of the sites visited did not fully comply with the DCMA ICP. These issues are considered immaterial and should not impact the reliability or integrity of the DCMA data for use in BRAC 2005 analysis.

DCMA BRAC 2005 Data Call Submissions

After our review, the BRAC 2005 data call responses provided by DCMA for the sites visited and the tertiary offices were generally supported, complete, and accurate. For each site, DCMA Headquarters targeted specific questions, and we evaluated the validity, integrity, and supporting documentation of the DCMA targeted questions. Specifically, we compared question responses to supporting documentation and reviewed “Not Applicable” question responses to determine whether the responses were reasonable and not default “Not Applicable” responses. We did not verify that the responses made it into the OSD Database.

Capacity Analysis Data Call. After our review, DCMA sites visited for the capacity analysis data call provided accurate and reasonable question responses, and adequate support for both answered and “Not Applicable” responses. For the capacity analysis data call, DCMA Headquarters received 753 questions from the OSD BRAC Office. DCMA established a data control board to determine the applicability of questions to DCMA. The DCMA BRAC 2005 Data Control Board (Data Control Board) reviewed the questions received and targeted questions to DCMA Headquarters, 3 district offices in the United States, 44 CMOs, and 65 tertiary offices located in the United States. We evaluated the question responses and support at 29 locations visited in the United States (see Appendixes B and C for a list of sites visited and questions reviewed). We reviewed the responses of the 55 tertiary offices, subordinate to the 25 CMO locations visited, at the CMO level. In addition, we also reviewed the reasonableness and support for “Not Applicable” responses to ensure the response submitted was not an erroneous default. At the sites, we identified question

responses with inadequate support and inaccurate responses. However, as a result of our site visits, DCMA sites revised responses and provided supporting documentation to correct the issues. We verified and concurred with the majority of changes. A small number of questions at DCMA Boston, DCMA Manchester, and DCMA Los Angeles² remain as outstanding issues. DCMA Boston question number 301, DCMA Manchester question numbers 301 and 311, and DCMA Los Angeles question numbers 311 and 691 are still considered unsupported. These issues are considered immaterial and will not affect the reliability of the DCMA BRAC 2005 data.

Second Data Call. After our review, the DCMA sites visited for the second data call generally provided complete, accurate, and reasonable question responses with adequate supporting documentation for both answered and “Not Applicable” responses. The second data call questions were targeted to DCMA. The Data Control Board reviewed the applicability of the questions and further targeted questions to DCMA Headquarters; the 3 district offices (DCMA International, DCMA East, DCMA West); 44 CMOs; and 64 tertiary offices located in the United States. We evaluated the responses and support at DCMA Headquarters, the 3 district offices, 22 CMOs, and 47 tertiary offices (see Appendixes B and C for a list of sites visited and questions reviewed). We reviewed the responses of the tertiary offices, subordinate to the 22 CMO locations visited, at the CMO level. Furthermore, we evaluated the “Not Applicable” responses for reasonableness and support to ensure responses submitted were not erroneous default responses. At the sites, we identified question responses with inadequate support and inaccurate responses.

As a result of our site visits, some responses were revised and supporting documentation was provided to correct the issues. We verified and concurred with most of the changes. The following question numbers are still considered unsupported:

- DCMA Headquarters JPAT 7 question numbers 1400, 1401, 1413, and 1414; and HSA JCSG military value question numbers 1905, 1914, and 1916;
- DCMA Boston HSA JCSG military value question number 1914;
- DCMA Manchester JPAT 7 question number 1407;
- DCMA Dallas JPAT 7 question number 1407;
- DCMA Denver JPAT 7 question numbers 1406, 1407, and HSA JSCG military value question number 1912;
- DCMA Salt Lake City JPAT 7 question numbers 1406, 1407, and HSA JCSG military value question number 1912;

² DCMA Los Angeles was formerly called DCMA Van Nuys.

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- DCMA Los Angeles JPAT 7 question numbers 1400, 1401, 1405, 1406, and 1410;
 - DCMA Phoenix JPAT 7 question numbers 1400, 1407, and COBRA question number 1505;
 - DCMA San Antonio JPAT 7 question numbers 1405 through 1407 and COBRA question number 1505;
 - DCMA Santa Ana JPAT 7 question numbers 1400, 1405 through 1407, 1414, and COBRA question number 1505;
 - DCMA Irvine JPAT 7 question numbers 1400, 1405 through 1407, 1414, and COBRA question number 1505;
 - DCMA Norwalk JPAT 7 question numbers 1400, 1405 through 1407, 1414, and COBRA question number 1501;
 - DCMA Ontario JPAT 7 question numbers 1400, 1405 through 1407, and 1414; and
 - DCMA Virginia JPAT 7 question number 1407.

We did not make a determination as to whether the support was reasonable or accurate for HSA JCSG military value question numbers 1907³ and 1908⁴ because we were unable to validate the steps taken to generate the response. Also, the JPAT 7 group replaced question numbers 1418 and 1419 with question numbers 1420 and 1421 subsequent to some of our site visits. Furthermore, the JPAT 7 group requested changes to DCMA data subsequent to our site visits.

Changes made after January 14, 2005, were not verified by the DoD OIG audit teams. These issues are considered immaterial and will not affect the reliability of the DCMA BRAC 2005 data.

Scenario Specific Data Call. DCMA Headquarters provided reasonable question responses and adequate support for the scenario data call. We evaluated the responses and support at DCMA Headquarters. DCMA Headquarters was asked to verify personnel and leased space information for only the HSA-0067 scenario specific data call as of January 14, 2005. In addition, DCMA provided a list of one-time moving costs and special space requirements associated with the scenario.

³ The question asked for the number of meetings between an organization's senior officials, including flag officers, and senior officials from another organization located in the Washington, D.C., area.

⁴ The question asked for the number of meetings between an organization's senior officials, including flag officers, and members of Congress or their staffs.

Internal Control Processes

The DCMA data collection processes for the sites visited generally complied with the applicable ICPs for the capacity analysis data call, second data call, and scenario specific data call. In addition, the DCMA ICPs properly incorporated and supplemented the OSD ICP.

We evaluated compliance with the DCMA ICP at 29 sites for the capacity analysis data call, 26 sites for the second data call, and 1 site for the scenario specific data call. During the data calls, we visited DCMA Headquarters, District offices, and CMO locations (see Appendixes B and C for a list of sites visited). At each site, we evaluated DCMA BRAC 2005 data collection processes to determine whether they complied with OSD and DCMA ICPs. The evaluation included reviewing whether the DCMA ICP incorporated and supplemented the OSD ICP and whether sites completed nondisclosure agreements, marked BRAC data, and safeguarded BRAC data. Specifically, we verified that all DCMA personnel participating in the BRAC process signed nondisclosure agreements; deliberative meeting minutes were documented; and that all data had been collected, marked, stored, transported, safeguarded, and maintained in compliance with OSD and DCMA ICPs.

Completeness of ICPs. The DCMA BRAC 2005 ICP provides a uniform set of management controls designed to provide accountability for each sub-element of information and analysis used in the BRAC 2005 process. The DCMA ICP established BRAC 2005 responsibilities for the DCMA organizations and control mechanisms to safeguard DCMA BRAC information. The OSD and DCMA ICPs outlined supporting document requirements, information and communication controls, public affairs guidance, and the DCMA data collection plan. Specifically, the DCMA ICP included direction on completing nondisclosure agreements, close-hold requirements of BRAC information, marking and transporting BRAC information, and data certification requirements.

Compliance with ICPs. DCMA sites visited were generally compliant with ICP procedures. For the sites visited, data collection processes for the capacity analysis data call, second data call, and scenario specific data call generally complied with the applicable ICPs. However, 10 of the 29 sites visited during the capacity analysis data call had minor ICP compliance deficiencies. These deficiencies included responses that were not properly certified, inadequate marking and storing of BRAC information, and not completing nondisclosure agreements. By the completion of the second data call, 24 of the 26 sites visited were in compliance with the applicable ICPs. The remaining two sites were taking actions to correct the ICP deficiencies. We consider any noncompliance with the ICP procedures to be corrected or immaterial and should not affect the integrity of the BRAC process.

Conclusion

After our review, DCMA BRAC 2005 data call responses for the sites visited were generally supported, complete, and reasonable. However, DCMA did not fully support all responses submitted to OSD. Five capacity analysis data call responses and 52 second data call responses remain unsupported. Forty-one of the 52 responses are JPAT 7. Subsequent to our site visits, the JPAT 7 group requested that DCMA change a number of the responses. We did not verify these changes; therefore, the issues related to these questions may no longer be valid. In addition, the data collection processes for the sites visited generally complied with applicable ICPs and the DCMA ICPs properly incorporated and supplemented the OSD ICP. However, two of the sites visited did not fully comply with the DCMA ICP, but were taking actions to correct the deficiencies.

We discussed the outstanding issues concerning unsupported responses with DCMA management. DCMA concurred with our findings. We determined that these issues are immaterial and will not impact the overall reliability or integrity of the DCMA BRAC 2005 data.

Appendix A. Scope and Methodology

We evaluated the validity, integrity, and supporting documentation of DCMA BRAC 2005 data. The evaluation included comparing question responses to supporting documentation and reviewing “Not Applicable” question responses to determine whether responses were reasonable and not default “Not Applicable” responses. Questions had either an answer or a “Not Applicable” response; a “Not Applicable” response was for questions determined not to apply to a site. The supporting documentations reviewed were dated from September 1, 1988 through January 25, 2005. We ensured that the DCMA ICPs incorporated and supplemented the OSD ICP. We evaluated site data collection procedures to determine whether they were in compliance with DCMA ICP procedures to include reviewing the completion of nondisclosure agreements and the collection, marking, safeguarding, and maintenance of BRAC data. In addition, we interviewed the personnel responsible for preparing and certifying the responses to the data calls.

Scope Limitations. We did not validate contractor CMO locations for any data call. During the second data call, we validated the same CMOs as for the capacity analysis data call with the exception of three CMOs: Chicago, Illinois; San Diego, California; Seattle, Washington; and their tertiary offices. We did not verify that the responses made it into the OSD Database.

Capacity Analysis Data Call. DCMA received 753 capacity analysis data call questions from the OSD BRAC Office. DCMA Headquarters established a Data Control Board to determine the applicability of questions to DCMA. The Data Control Board reviewed the questions received and forwarded specific questions to each DCMA site. Specifically, the Data Control Board targeted 75 questions and sent the targeted questions to DCMA Headquarters, 3 District offices, 44 CMOs, and 65 tertiary offices. We did not validate the Data Control Board selection process.

We evaluated the DCMA targeted data call questions at each DCMA site visited. In addition, we evaluated the “Not Applicable” responses and support for reasonableness to ensure responses were not erroneous default answers. We judgmentally selected to visit 25 CMOs not located at contractor facilities. In addition, we reviewed the tertiary office responses under the jurisdiction of the 25 CMOs visited. We issued 30 site memorandums to summarize the results of these 29 site visits. One site memorandum was provided to each site visited and DCMA Headquarters received an additional memorandum to summarize the results of the responses to Information Technology questions. For a listing of questions reviewed for each location see Appendix B.

Second Data Call. DCMA Headquarters received targeted questions from the JCSGs. Specifically, DCMA received HSA JCSG military value question numbers (1900 through 1982), HSA JCSG supplemental capacity question numbers (4072 through 4074, 4079 through 4081, 4096, and 4099 through 4103), Education and Training JCSG supplemental capacity question number (4000), Medical JCSG supplemental capacity question numbers (4242 through 4246), COBRA question numbers (1500 through 1507), and JPAT 7 question numbers (1400 through 1417, 1420, and 1421.¹) The Data Control Board reviewed the targeted data call questions and further targeted those questions to DCMA sites. We did not validate the Data Control Board selection process. However, DCMA complied with the requirement to have all stand-alone facilities and host installations including leased facilities answer JPAT 7 and COBRA data call questions.

The targeted data call questions were sent to DCMA Headquarters, 3 district offices, 44 CMOs, and 64 tertiary offices. Specifically, DCMA Headquarters received 55 questions. Based on geographic location and Government-owned facilities, 3 district offices received between 16 and 48 questions; and 44 CMOs as well as 64 tertiary offices received between 16 and 45 questions. Due to time and funding constraints, we judgmentally selected not to visit San Diego, California; Chicago, Illinois; and Seattle, Washington. We audited the second data call responses for DCMA during the period from July 2004 through September 2004, and reviewed any changes through January 2005. Subsequent to our visit, the JPAT 7 group requested responding activities to update some of their responses based upon new guidance. We did not review the supporting documentation for the changed responses. We did not make a determination as to whether support was reasonable or accurate for HSA JCSG military value question numbers 1907² and 1908.³

Furthermore, we evaluated the “Not Applicable” responses and support for reasonableness to ensure responses were not erroneous defaults. In addition to reviewing the second data call responses, we followed up on outstanding issues from the capacity analysis data call. Specifically, we evaluated the following initial capacity analysis questions at the following sites:

- **Headquarters:** question numbers 23, 27, 314, 316, 317, 319, 321, 322, 324, 326 through 329, 462, and 478;
- **District International:** question numbers 301, 302, 304, 305, 311, 313, 345, 446, 447, 460, 461, 463 through 468, 471, 479, 481, 690 through 692, and 732;

¹ The JPAT 7 group made the decision to replace JPAT 7 questions 1418 and 1419 with JPAT 7 questions 1420 and 1421.

² The question asked for the number of meetings between an organization’s senior officials, including flag officers, and senior officials from another organization located in the Washington, D.C., area.

³ The question asked for the number of meetings between an organization’s senior officials, including flag officers, and members of Congress or their staffs.

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- **District East:** question numbers 301, 446, 447, and 690 through 692;
 - **Atlanta:** question number 301;
 - **Boston:** question numbers 301, 311, and 690 through 692;
 - **Hartford:** question numbers 301, 311, and 691;
 - **Huntsville:** question number 301;
 - **Long Island:** question numbers 690 through 692;
 - **Springfield:** question numbers 301 and 304;
 - **District West:** question numbers 301, 481, 691, and 692;
 - **Denver:** question numbers 301, 302, and 311;
 - **Los Angeles:** question numbers 301, 311, and 690 through 692;
 - **Northern California:**⁴ question numbers 301, 302, 305, 311, 313, 446, 447, 460 through 463, 467, 468, 479, 481, 690 through 692, and 732; and
 - **Phoenix:** question numbers 301, 311, 690, and 691.

We issued 26 site memorandums to summarize the results of the second data call site visits. For a list of question numbers reviewed per location see Appendix C.

⁴DCMA Northern California was formerly called DCMA San Francisco.

Scenario Specific Data Call. DCMA Headquarters received one scenario specific data call from one JCSG as of January 14, 2005. We validated the response and support associated with the HSA-0067 scenario specific data call.

We performed this audit from January 2004 through February 2005 in accordance with generally accepted government auditing standards.

Use of Computer-Processed Data. We did not test the accuracy of the computer-processed data used to support answers to data call questions because of time constraints. Potential inaccuracies in the data could impact the results. However, the BRAC data were certified as accurate and complete to the best of the certifiers' knowledge and belief. We did not review the DCT used. The Army Audit Agency evaluated the Army Online DCT and suggested that the Army review all data submitted before certification to ensure that responses were in the appropriate format. The corrections suggested by the Army Audit Agency for the Online DCT were implemented during the capacity analysis data call. DCMA used a modified version of this tool for the BRAC 2005 capacity analysis and second data calls. DCMA did not use a data collection tool for the scenario specific data call.

Government Accountability Office High-Risk Areas. The Government Accountability Office has identified several high-risk areas in DoD. This report provides coverage of the Federal Real Property and the DoD Approach to Business Transformation, DoD Support Infrastructure Management high-risk areas.

Management Control Program Review

We evaluated the DCMA management controls for preparing, submitting, documenting, and safeguarding information associated with the BRAC 2005 data calls, as directed by the applicable ICPs. Specifically, we reviewed nondisclosure agreements, deliberative meeting minutes, storage of BRAC data, and the supporting documentation for DCMA BRAC responses. Management controls were adequate as they applied to the audit objectives (see finding for specific details). We did not review the DCMA management control program because its provisions were not deemed applicable to the one-time data collection process.

Appendix B. Capacity Analysis Data Call Questions Reviewed

Table 1. Capacity Analysis Data Call Questions Reviewed at DCMA Sites Visited

DCMA Site	Question Number	
	Answered	Not Applicable
DCMA Headquarters, Alexandria, Virginia	23-25, 27, 301, 313, 314, 316-322, 325-329, 345, 446, 447, 462, 464, 466, 471, 478, 481, 582, and 690-692	26, 97, 98, 302-305, 310, 311, 315, 323, 324, 330, 445, 448, 460, 461, 463, 465, 467, 468, 474, 479, 480, 482, 627, 732, and 751
District International, Alexandria, Virginia	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
District East, Boston, Massachusetts	301, 345, 446, 447, 479, 481, 690-692, and 732	23-27, 97, 98, 302-305, 310, 311, 313-330, 347-349, 365-367, 371, 373, 386-388, 393, 445, 448, 455-457, 460-468, 471, 474, 478, 480, 482, 582, 627, and 751
CMO Atlanta, Georgia	301, 311, and 690-692	302-305, 310, 330, 345, 468, 471, 479, and 732

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Boston, Massachusetts	301 and 690-692	23-27, 97, 98, 302-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
CMO Dayton, Ohio	301, 311, and 690-692	302-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
CMO Detroit, Michigan	301, 302, 304, 305, 311, 313, and 690-692	23-27, 97, 98, 303, 310, 314-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
CMO Hartford, Connecticut	301, 311, and 690-692	23-27, 97, 98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
CMO Huntsville, Alabama	301, 311, 345, and 690-692	23-27, 97, 98, 302-305, 310, 313-330, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478, 480-482, 582, 627, 732, and 751

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Indianapolis, Indiana	310, 311, 690-692, and 732	301-305, 313, 330, 345, 445-447, 460-468, 471, 479, and 481
CMO Long Island, New York	311 and 690-692	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
CMO Maryland, Baltimore, Maryland	462, 463, 466, and 690-692	23-27, 97-98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460, 461, 464, 465, 467, 468, 471, 474, 478-482, 582, 627, 732, and 751
CMO Orlando, Florida	311 and 690-692	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
CMO Philadelphia, Pennsylvania	301, 302, 345, and 690-692	23-27, 303-305, 310, 311, 313, 315-330, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 754
CMO Springfield, Picatinny Arsenal, New Jersey	301, 303, 304, and 690-692	302, 305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
CMO Syracuse, New York	310, 311, 690-692, and 732	23-27, 301-305, 313-330, 345, 445-448, 455-457, 460, 461, 465, 466, 468, 471, 474, 478-482, 582, and 627

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Virginia-Northern, Manassas, Virginia	462, 464, 466, and 690-692	23-27, 97, 98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460, 461, 463, 465, 467, 468, 471, 474, 478-482, 582, 627, 732, and 751
District West, Carson, California	301, 446, 447, 479, 481, and 690-692	23-27, 97, 98, 302-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445, 448, 455-457, 460-468, 471, 474, 478, 480, 482, 582, 627, 732, and 751
CMO Chicago, Illinois	301, 311, and 690-692	23-27, 97-98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
CMO Dallas, Texas	311, 313, 330, 345, 690, and 691	301-305, 310, 445, 456, 457, 692, and 732
CMO Denver, Colorado	302, 311, 330, 445, and 690-692	23-27, 97, 98, 301, 304, 305, 313-327, 329, 347-349, 365-367, 373, 386-388, 393, 446-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Los Angeles, ¹ California	301, 311, 479, and 690-692	23-27, 97, 98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478, 480-482, 582, 627, 732, and 751
CMO Northern California, ² French Camp, California	311	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, 690-692, and 732
CMO Phoenix, Arizona	310, 311, 313, and 690-692	23-27, 97-98, 301-305, 314-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
CMO San Antonio, Texas	311, 330, and 690-692	23-27, 97-98, 301-305, 310, 313-329, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
CMO San Diego, California	311, 313, and 690-692	301-305, 310, 330, 345, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 754

¹ DCMA Los Angeles was formerly called DCMA Van Nuys.

² DCMA Northern California was formerly called DCMA San Francisco.

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Santa Ana, California	311, 313, and 690-692	301-305, 310, 330, 345, 445-447, 460-468, 471, 479, 482, and 732
CMO Seattle, Washington	301, 311, and 690-692	302-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
CMO Twin Cities, Minneapolis, Minnesota	301, 311, and 690-692	302-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732

Table 2. Capacity Analysis Data Call Questions Reviewed for DCMA Tertiary Offices

DCMA Site	Question Number	
	Answered	Not Applicable
St. Petersburg (CMO Atlanta, Georgia)	311, 313, 479, and 690-692	301-305, 310, 330, 345, 468, 471, and 732
BAE Systems (CMO Boston, Massachusetts)	690 and 692	23-27, 97, 98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
General Dynamics Governmental Systems (CMO Boston, Massachusetts)	690 and 692	23-27, 97, 98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Manchester (CMO Boston, Massachusetts)	301, 311, and 690	23-27, 97, 98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
Milwaukee (CMO Chicago, Illinois)	311 and 690-692	23-27, 97-98, 301-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Northrop Grumman, Rolling Meadows (CMO Chicago, Illinois)	311 and 690-692	23-27, 97-98, 301-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Rockford (CMO Chicago, Illinois)	301, 311, and 690-692	23-27, 97-98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
St. Louis (CMO Chicago, Illinois)	301, 311, and 690-692	23-27, 97-98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Ft. Worth (CMO Dallas, Texas)	301, 311, and 690-692	302, 303, 305, 310, 330, 345, 456, 457, and 732
Arlington (CMO Dallas, Texas)	301, 302, 311, 313, and 690-692	303, 305, 310, 330, 345, 445, 456, 457, and 732

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
Richardson (CMO Dallas, Texas)	302, 313, 690, and 691	303-305, 310, 311, 330, 345, 445, 456, 457, and 732
L3 (CMO Dallas, Texas)	690 and 691	301-303, 305, 310, 311, 313, 330, 345, 445, 456, 457, 692, and 732
Lockheed Martin (CMO Dallas, Texas)	690 and 691	301-305, 310, 311, 313, 330, 345, 445, 456, 457, and 732
Cleveland (CMO Dayton, Ohio)	301, 456, and 690-692	302-305, 310, 311, 313, 330, 345, 445-447, 457, 460-468, 471, 479, 481, and 732
Newark (CMO Dayton, Ohio)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
General Electric Aircraft, Cincinnati (CMO Dayton, Ohio)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Pittsburgh (CMO Dayton, Ohio)	301, 311, and 690-692	302-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Lockheed Martin, Akron (CMO Dayton, Ohio)	690 and 691	301, 303-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, 692, and 732

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
Salt Lake City (CMO Denver, Colorado)	301, 311, and 690-692	23-27, 97, 98, 302, 304, 305, 313-327, 329, 330, 347-349, 365-367, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
ATK Thiokol (CMO Denver, Colorado)	690-692	23-27, 97, 98, 301, 302, 304, 305, 311, 313-327, 329, 330, 347-349, 365-367, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Grand Rapids (CMO Detroit, Michigan)	311, 313, and 690-692	23-27, 97, 98, 303, 310, 314-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
General Dynamics Land Systems-Lima (CMO Detroit, Michigan)	301, 302, 304, 305, and 690-692	23-27, 97-98, 303, 310, 314-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
General Dynamics, Burlington (CMO Hartford, Connecticut)	690-692	23-27, 97-98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445- 448, 455-457, 460-468, 471, 474, 479-482, 582, 627, 732, and 751
General Dynamics, Pittsfield (CMO Hartford, Connecticut)	301 and 690-692	23-27, 97-98, 302-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445- 448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Hamilton Sundstrand (CMO Hartford, Connecticut)	690-692	23-27, 97-98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445- 448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Stratford (CMO Hartford, Connecticut)	301 and 690-692	23-27, 97-98, 302-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445- 448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
Birmingham (CMO Huntsville, Alabama)	301, 311, 313, 479, 690, and 691	23-27, 97, 98, 302-305, 310, 314-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478, 480-482, 582, 627, 692, 732, and 751
South Bend (CMO Indianapolis, Indiana)	311, 690-692, and 732	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, and 481
Rolls Royce (CMO Indianapolis, Indiana)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Raytheon-Fort Wayne (CMO Indianapolis, Indiana)	690 and 691	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, 692, and 732
Raytheon Technical Services Company (CMO Indianapolis, Indiana)	690 and 691	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, 692, and 732
New York (CMO Long Island, New York)	311 and 690-692	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
Boeing-Canoga Park (CMO Los Angeles, California)	690-692	23-27, 97, 98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478, 480-482, 582, 627, 732, and 751
Carson (CMO Los Angeles, California)	301, 311, 479, and 690-692	23-27, 97, 98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478, 480-482, 582, 627, 732, and 751
Oxnard (Port Hueneme Naval Base) (CMO Los Angeles, California)	301, 311, and 690-692	23-27, 97, 98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478, 480-482, 582, 627, 732, and 751
Northrop Grumman (CMO Maryland, Baltimore, Maryland)	690-692	23-27, 97-98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Silicon Valley (CMO Northern California, San Francisco, California)	311	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, 690-692, and 732

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
South Florida (CMO Orlando, Florida)	311 and 690-692	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Lockheed Martin (CMO Orlando, Florida)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Northrop Grumman (CMO Orlando, Florida)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Harris (CMO Orlando, Florida)	690 and 691	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, 692, and 732
Central Pennsylvania Reading (CMO Philadelphia, Pennsylvania)	301, 302, 311, 313, 345, 462-467, 690, and 691	23-27, 303-305, 310, 315-330, 445-448, 455-457, 460, 461, 468, 471, 474, 478-482, 582, 627, 692, 732, and 754
Central Pennsylvania York (CMO Philadelphia, Pennsylvania)	345 and 690-692	23-27, 301-305, 310, 311, 313, 315-330, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 754
Albuquerque (CMO Phoenix, Arizona)	301, 310, 311, 313, and 690-692	23-27, 97, 98, 302-305, 314-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
Boeing Mesa (CMO Phoenix, Arizona)	690-692	23-27, 97, 98, 301-305, 310, 311, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
NASA Programs (CMO San Antonio, Texas)	330 and 690-692	23-27, 97, 98, 301-305, 310, 311, 313-329, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Kelly (CMO San Antonio, Texas)	330 and 690-692	23-27, 97, 98, 301-305, 310, 311, 313-329, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751
Irvine (CMO Santa Ana, California)	311, 313, and 690-692	301-305, 310, 330, 345, 445-447, 460-468, 471, 479, 482, and 732
Norwalk (CMO Santa Ana, California)	311, 313, 690, and 691	301-305, 310, 330, 345, 445-447, 460-468, 471, 479, 482, 692, and 732
Ontario (CMO Santa Ana, California)	311, 313, 690, and 691	301-305, 310, 330, 345, 445-447, 460-468, 471, 479, 482, 692, and 732

Table 2. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
Raytheon (CMO Santa Ana, California)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 482, and 732
Northrop Grumman (CMO Santa Ana, California)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 482, and 732
Rockwell-Cedar Rapids (CMO Twin Cities, Minneapolis, Minnesota)	690-692	301-305, 310, 311, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Wichita (CMO Twin Cities, Minneapolis, Minnesota)	311 and 690-692	301-305, 310, 313, 330, 345, 445-447, 460-468, 471, 479, 481, and 732
Virginia-Southern (CMO Virginia-Northern, Manassas, Virginia)	301, 311, and 690-692	23-27, 97, 98, 302-305, 310, 313-330, 345, 347-349, 365-367, 371, 373, 386-388, 393, 445-448, 455-457, 460-468, 471, 474, 478-482, 582, 627, 732, and 751

Appendix C. Second Data Call Questions Reviewed

Table 1. Second Data Call Questions Reviewed at DCMA Sites Visited

DCMA Site	Question Number	
	Answered	Not Applicable
Headquarters, Alexandria, Virginia	1400-1417, 1420, 1421, 1501, 1504, 1505, 1905, 1907-1911, 1913-1916, and 4099-4103	1500, 1502, 1503, 1506, 1507, 1901, 1912, 1917, 1959-1964, 4000, 4072-4074, 4079-4081, and 4096
District International, Alexandria, Virginia	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, and 4099-4103
District East, Boston,* Massachusetts	1905, 1911, 1914, 1916, and 4000	1400-1417, 1500-1507, 1901, 1907-1910, 1912, 1913, 1915, 1917, 1959-1964, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Atlanta, Georgia	1400-1417, 1420, 1421, 1505, and 1911	1500-1504, 1506, 1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246

* JPAT 7 question numbers 1420 and 1421 were issued after the completion of the site visits at DCMA District East, DCMA Boston, DCMA Denver, DCMA Hartford, DCMA Los Angeles, DCMA Northern California, and DCMA Phoenix; therefore, the responses were not validated.

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Boston, Massachusetts	1905, 1910, 1911, 1913, 1914, 1962, and 4080	1400-1417, 1500-1507, 1901, 1907-1909, 1912, 1915-1917, 1959-1961, 1963, 1964, 4000, 4072-4074, 4079, 4081, 4096, 4099-4103, and 4242-4246
CMO Dayton, Ohio	1911 and 1914	1900-1910, 1912, 1913, 1915-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Detroit, Michigan	1909-1911	1905, 1912-1917, 1962, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Hartford, Connecticut	1400-1417, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1917, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Huntsville, Alabama	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Indianapolis, Indiana	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Long Island, New York	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Maryland, Baltimore, Maryland	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Orlando, Florida	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Philadelphia, Pennsylvania	1911 and 1914	1900-1910, 1912, 1913, 1915-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
CMO Springfield, Picatinny Arsenal, New Jersey	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Syracuse, New York	1400-1417, 1420, 1421, 1501, 1504, 1505, and 1911	1500, 1502, 1503, 1506, 1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079, 4080, and 4096
CMO Virginia-Northern, Manassas, Virginia	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
District West, Carson, California	1905, 1911, 1913-1917, and 4081	1400-1418, 1420, 1421, 1500-1507, 1907-1910, 1912, 4000, 4072-4074, 4079, and 4080
CMO Dallas, Texas	1400-1417, 1420, 1421, 1501, 1504, 1505, and 1911	1500, 1502, 1503, 1506, 1507, 1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
CMO Denver, Colorado	1400-1417, 1501, 1504, 1505, 1911, and 1912	1500, 1502, 1503, 1506, 1507, 1900-1910, 1913-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
CMO Los Angeles, California	1400-1417, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081

Table 1. (cont'd)

DCMA Site	Question Number	
	Answered	Not Applicable
CMO Northern California, French Camp, California	1911 and 1914	1400-1417, 1500-1507, 1905, 1907-1910, 1912, 1913, 1915-1917, 4000, 4072-4074, 4080, and 4096
CMO Phoenix, Arizona	1400-1417, 1501, 1504, 1505, 1911, and 1912	1500, 1502, 1503, 1506, 1507, 1914, 4000, 4072-4074, 4079-4081, 4096, 4099, and 4100
CMO San Antonio, Texas	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
CMO Santa Ana, California	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081
CMO Twin Cities, Minneapolis, Minnesota	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 2. Second Data Call Questions Reviewed for DCMA Tertiary Offices

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
St. Petersburg (CMO Atlanta, Georgia)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
Manchester (CMO Boston, Massachusetts)	1400-1417, 1501, 1505, 1905, and 1911	1500, 1502-1504, 1506, 1507, 1901, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
BAE Systems (CMO Boston, Massachusetts)	1905 and 1911	1400-1417, 1500-1507, 1901, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
General Dynamics Government Systems (CMO Boston, Massachusetts)	1905 and 1911	1400-1417, 1500-1507, 1901, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Cleveland (CMO Dayton, Ohio)	1911 and 4000	1900-1910, 1912-1981, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 2. (cont'd)

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
General Electric Aircraft Engines Cincinnati (CMO Dayton, Ohio)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Lockheed Martin Akron (CMO Dayton, Ohio)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Newark (CMO Dayton, Ohio)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Pittsburgh (CMO Dayton, Ohio)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
General Dynamics Land Systems-Lima (CMO Detroit, Michigan)	1909-1911	1905, 1912-1917, 1962, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Grand Rapids (CMO Detroit, Michigan)	1400-1417, 1501, 1505, and 1909-1911	1500, 1502-1504, 1506, 1507, 1905, 1912-1917, 1962, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Stratford (CMO Hartford, Connecticut)	1911	1400-1417, 1500-1507, 1900-1910, 1912-1917, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 2. (cont'd)

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
General Dynamics Armament (CMO Hartford, Connecticut)	1911	1400-1417, 1500-1507, 1900-1910, 1912-1917, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
General Dynamics Pittsfield (CMO Hartford, Connecticut)	1911	1400-1417, 1500-1507, 1900-1910, 1912-1917, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Hamilton Sunstrand (CMO Hartford, Connecticut)	1911	1400-1417, 1500-1507, 1900-1910, 1912-1917, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Birmingham (CMO Huntsville, Alabama)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Raytheon Fort Wayne (CMO Indianapolis, Indiana)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Rolls Royce (CMO Indianapolis, Indiana)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 2. (cont'd)

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
New York (CMO Long Island, New York)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Northrop Grumman Bethpage (CMO Long Island, New York)	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Northrop Grumman (CMO Maryland, Baltimore, Maryland)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
South Florida (CMO Orlando, Florida)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Lockheed Martin (CMO Orlando, Florida)	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 2. (cont'd)

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
Northrop Grumman (CMO Orlando, Florida)	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Harris (CMO Orlando, Florida)	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Central Pennsylvania Reading (CMO Philadelphia, Pennsylvania)	1400-1410, 1412-1415, 1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Central Pennsylvania York (CMO Philadelphia, Pennsylvania)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Honeywell (CMO Springfield, New Jersey)	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Table 2. (cont'd)

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
BAE Systems Kearfott (CMO Springfield, New Jersey)	1911	1400-1417, 1420, 1421, 1500-1507, 1901, 1905, 1907-1910, 1912-1917, 1959-1964, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Virginia–Southern (CMO Virginia–Northern, Manassas, Virginia)	1911	1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Lockheed Martin Dallas (CMO Dallas, Texas)	1911	1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
Salt Lake City (CMO Denver, Colorado)	1400-1417, 1501, 1504, 1505, 1911, and 1912	1500, 1502, 1503, 1506, 1507, 1900-1910, 1913-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
ATK Thiokol (CMO Denver, Colorado)	1911	1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
Boeing Canoga Park (CMO Los Angeles, California)	1911	1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081
Carson (CMO Los Angeles, California)	1911	1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081

Table 2. (cont'd)

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
Oxnard (CMO Los Angeles, California)	1911	1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081
Albuquerque (CMO Phoenix, Arizona)	1911, 1912, and 1914	1900-1910, 1913, 1915-1981, 4000, 4072-4074, 4079-4081, 4096, 4099, and 4100
Boeing Mesa (CMO Phoenix, Arizona)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099, and 4100
Kelly (CMO San Antonio, Texas)	1911	1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
NASA Programs (CMO San Antonio, Texas)	1911	1900-1910, 1912-1982, 4000, 4072-4074, 4079-4081, 4096, 4099, 4101-4103, and 4242-4246
Irvine (CMO Santa Ana, California)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081
Northrop Grumman Redondo Beach (CMO Santa Ana, California)	1911	1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081
Norwalk (CMO Santa Ana, California)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081

Table 2. (cont'd)

DCMA Tertiary Site	Question Number	
	Answered	Not Applicable
Ontario (CMO Santa Ana, California)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081
Raytheon (CMO Santa Ana, California)	1911	1905, 1907-1910, 1912-1917, 4000, 4072-4074, and 4079-4081
Rockwell Cedar Rapids (CMO Twin Cities, Minneapolis, Minnesota)	1911	1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246
Wichita (CMO Twin Cities, Minneapolis, Minnesota)	1400-1417, 1420, 1421, 1501, 1505, and 1911	1500, 1502-1504, 1506, 1507, 1900-1910, 1912-1981, 4000, 4072-4074, 4079-4081, 4096, 4099-4103, and 4242-4246

Appendix D. Prior Coverage

The following DoD Inspector General site memorandums have been issued related to DCMA BRAC 2005 along with the Army Audit Agency audit report related to the Army Online Data Collection Tool for BRAC 2005.

DoD Inspector General

Site Memorandums

DoD IG Memorandum, "Audit on the Second Data Call Submissions from Defense Contract Management Agency Los Angeles, formerly Van Nuys, to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," January 19, 2005

DoD IG Memorandum, "Audit on the Second Data Call Submissions from the Defense Contract Management Agency Santa Ana to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," January 6, 2005

DoD IG Memorandum, "Audit on the Second Data Call Submission from the Defense Contract Management Agency Dayton to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," December 15, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Virginia Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," December 9, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission For Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," December 7, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from the Defense Contract Management Agency Twin Cities to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," December 6, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from the Defense Contract Management Agency Maryland to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," December 3, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from the Defense Contract Management Agency Philadelphia to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 24, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Phoenix Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 23, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Dallas Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 22, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from Defense Contract Management Agency Springfield Contract Management Office to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 19, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Atlanta Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 18, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from the Defense Contract Management Agency District West to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 18, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from the Defense Contract Management Agency Indianapolis to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 18, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency, Orlando Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 18, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency San Antonio Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 18, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Denver Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 17, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency District International to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 17, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency, Huntsville Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 17, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Syracuse Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 17, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from Defense Contract Management Agency Long Island Contract Management Office to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 16, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Detroit Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 5, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from Defense Contract Management Agency Northern California, Contract Management Office, to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 5, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission from Defense Contract Management Agency Boston Contract Management Office to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," November 4, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency District East to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," October 27, 2004

DoD IG Memorandum, "Audit on the Second Data Call Submission From Defense Contract Management Agency Hartford Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005," October 27, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Information Technology Directorate to the Defense Contract Management Headquarters for Base Realignment and Closure 2005,” June 14, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” June 2, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Twin Cities to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” June 2, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Indianapolis to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 27, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Maryland to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 27, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Dayton to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 26, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency District International to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 26, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency San Francisco Contract Management Office to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 26, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Virginia to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 26, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Long Island to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 20, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from the Defense Contract Management Agency Van Nuys Contract Management

Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 20, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission From Defense Contract Management Agency Boston Contract Management Office to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 19, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Denver to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 19, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Detroit to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 19, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission From Defense Contract Management Agency District East to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 18, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency District West to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 18, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission From Defense Contract Management Agency Hartford to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 18, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Seattle to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 18, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Springfield to Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 18, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission from Defense Contract Management Agency Syracuse to the Defense Contract Management Agency Headquarters for Base Realignment and Closure 2005,” May 18, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission From Defense Contract Management Agency, Chicago to the Defense Contract

Management Agency Headquarters for Base Realignment and Closure 2005,”
May 11, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
from Defense Contract Management Agency, Phoenix to Defense Contract
Management Agency Headquarters for Base Realignment and Closure 2005,”
May 10, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
From Defense Contract Management Agency Huntsville to Defense Contract
Management Agency Headquarters for Base Realignment and Closure 2005,”
May 7, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
from Defense Contract Management Agency Orlando to Defense Contract
Management Agency Headquarters for Base Realignment and Closure 2005,”
May 7, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
from the Defense Contract Management Agency San Diego to the Defense
Contract Management Agency Headquarters for Base Realignment and Closure
2005,” May 6, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
from Defense Contract Management Agency Santa Ana Contract Management
Office to the Defense Contract Management Agency Headquarters for Base
Realignment and Closure 2005,” May 6, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
From Defense Contract Management Agency Atlanta to Defense Contract
Management Agency Headquarters for Base Realignment and Closure 2005,”
May 5, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
From Defense Contract Management Agency Dallas to Defense Contract
Management Agency Headquarters for Base Realignment and Closure 2005,”
May 5, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
From Defense Contract Management Agency San Antonio to Defense Contract
Management Agency Headquarters for Base Realignment and Closure 2005,”
May 5, 2004

DoD IG Memorandum, “Audit on the Capacity Analysis Data Call Submission
from Defense Contract Management Agency Philadelphia to the Defense Contract
Management Agency Headquarters for Base Realignment and Closure 2005,”
April 29, 2004

Army Audit Agency

Army Audit Agency Memorandum No. A-2004-0184-IMT, "Review of Online Data Collection Tool: Process Controls," February 20, 2004

Appendix E. Report Distribution

Office of the Secretary of Defense

Director, Base Realignment and Closure (Installations and Environment)

Commander, Defense Contract Management Agency

Non-Defense Federal Organizations

Government Accountability Office*

* Only Government Accountability Office personnel involved in the BRAC process are to receive the report.

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