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June 17, 2019

The Honorable James M. Inhofe
Chairman
The Honorable Jack Reed
Ranking Member
Committee on Armed Services
United States Senate

The Honorable Adam Smith
Chairman
The Honorable Mac Thornberry
Ranking Member
Committee on Armed Services
House of Representatives

Transitioning Servicemembers: Information on Military Employment Assistance Centers

Approximately 200,000 servicemembers transition from military service to civilian life each year, according to the Department of Defense (DOD). Some veterans may experience difficulty finding civilian employment after leaving the service. For example, a veteran may be unfamiliar with effective job search strategies, and may not know how their military experience and training could apply to jobs in the civilian workforce. Federal law requires DOD and the Department of Homeland Security (DHS) to establish permanent employment assistance centers at appropriate military and Coast Guard installations.¹ Under the law, DOD and DHS are also required to take additional steps that may help servicemembers apply their skills and experience to future civilian employment, including providing servicemembers with certification or verification of the job skills and experience acquired while on active duty relevant to employment in the civilian sector and developing procedures for sharing certain information with civilian entities, such as potential employers and state employment agencies.

The conference report accompanying the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (NDAA) included a provision for us to review the employment assistance programs authorized by 10 U.S.C. § 1143.² This report describes (1) the number and locations of employment assistance centers currently in operation, and what is known about how frequently servicemembers use them, and (2) how DOD and the Coast Guard record servicemembers' training that may be applicable to future civilian employment, and what procedures are in place to share such information with civilian entities.

¹ The law does not define what an “appropriate” installation is; therefore, DOD and DHS have discretion in determining where to establish such centers. For the purposes of this report, we refer to both military installations and Coast Guard installations as “military installations.”

² H.R. Rep. No. 115-874, at 867 (2018).

To address our objectives, we interviewed officials at DOD and DHS, including officials from the Armed Forces—the Army, Marine Corps, Navy, Air Force, and Coast Guard—and reviewed prior related GAO reports.³ For our first objective, we reviewed a list of military employment assistance centers from DOD and the Coast Guard, interviewed officials, and reviewed agency documents reporting data on the use of employment services at the centers. To assess the reliability of the data on military employment assistance centers, we interviewed officials and performed basic data quality checks to identify missing data and potential errors. We determined that the data were sufficiently reliable for the purpose of providing a listing of employment assistance centers within DOD and the Coast Guard. To assess the reliability of DOD data on the use of employment services at the centers, we interviewed agency officials and reviewed agency reports and determined the data were sufficiently reliable to report the number of participants in the Transition Assistance Program (TAP) for fiscal year 2018.

For our second objective, we reviewed agency documentation and interviewed officials about the various databases and documents used to record the applicable training servicemembers received. In addition, we interviewed officials at DOD and the Department of Labor to determine how servicemembers' information can be shared with state employment agencies and potential employers. We also reviewed relevant federal laws, regulations, and policies.

We conducted this performance audit from October 2018 to June 2019 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

Results in Brief

About 300 employment assistance centers have been established at military installations worldwide. These centers operate the mandatory Transition Assistance Program (TAP), which provides counseling, employment assistance, and information on veterans' benefits to help separating servicemembers transition to civilian life. Other employment and family support services are also available at the centers.

Complete and reliable data on the use of all of the support services administered by the centers are not available but efforts are under way to collect such data. DOD reported that 138,256 (90 percent) of eligible separating active duty servicemembers; 12,069 (57 percent) of National Guard members; and 13,630 (64 percent) of eligible Reserve service members participated in TAP in fiscal year 2018. Though not required, according to agency officials, the agency collected data for fiscal year 2017 from each military branch of service on the employment readiness and other family support services provided at the centers. However, DOD officials stated that the centers were reporting the information differently. As a result, DOD is planning to revise the reporting requirements and method of data collection to gather more accurate information. The Coast Guard also collects TAP participation data, but GAO's recent prior work found that the data were unreliable and the agency has not yet implemented GAO's

³ The term "Armed Forces" refers to the Army, Marine Corps, Navy, Air Force, and U.S. Coast Guard. The Coast Guard is a military service within DHS when not operating as a service in the Navy.

recommendation to establish policies and procedures to improve the reliability and completeness of the data. Coast Guard officials reported that they do not collect data on the other employment services provided at its centers beyond TAP, and the agency is not required to do so.

DOD and the Coast Guard use several databases and documents to record servicemembers' training that may be applicable to future civilian employment. For example, the Verification of Military Experience and Training is one key source, which compiles information from the military branches' databases and lists the training servicemembers received and their military occupations in civilian terms. DOD and Coast Guard officials said that TAP guidance helps to ensure that servicemembers have access to this document and similar documents, which the servicemember may then share with potential employers and state employment agencies. As part of completing TAP, according to DOD officials, servicemembers must confirm they either have hard copies of their documents or know how to access them online.

We are not making any recommendations in this report.

Background

In 1990, a law was enacted that required the establishment of permanent employment assistance centers at appropriate military installations and additional actions related to helping servicemembers obtain civilian employment.⁴ Under federal law, DOD and DHS are required to provide separating servicemembers a certification or verification of their job skills and experience acquired while on active duty. They are also required to establish procedures for releasing certain information to state employment agencies and other organizations to assist servicemembers with locating civilian employment and training opportunities. DOD has additional responsibilities related to tracking information about servicemembers' training and sharing information with civilian entities. Specifically, DOD is required to establish a database to record all training performed by military servicemembers that may have application to employment in the civilian sector. DOD is also required to respond to state requests for confirmation of a servicemember's job skills and experience within 5 business days. DOD and DHS are also generally required to ensure that separating servicemembers participate in TAP.⁵

Servicemembers and veterans can also access employment assistance—including job search assistance, job placement assistance, and referrals to employers—through their state employment agency and the American Job Center system, which is overseen by the Department of Labor (DOL).⁶ For example, veterans receiving unemployment benefits may participate in the Reemployment Services and Eligibility Assessment program, which involves attending an in-person orientation and meeting with a job center caseworker, who

⁴ Pub. L. No. 101-510, § 502(a)(1), 104 Stat. 1485, 1551, codified at 10 U.S.C. § 1143.

⁵ See 10 U.S.C. § 1144(c).

⁶ About 2,500 American Job Centers operate nationwide. These centers provide job seekers a range of employment-related services at no cost, including training referrals, career counseling, and job listings. According to DOL, veterans receive priority service at American Job Centers, meaning they go to the head of the line for most of the services and programs offered at the centers. In addition, post-9/11 era veterans are eligible to receive intensive assistance and 6 months of follow-up services at an American Job Center.

assesses veterans' eligibility for unemployment benefits and helps them develop an individualized reemployment plan.⁷

About 300 Employment Assistance Centers Operate Worldwide, but Complete and Reliable Usage Data Are Not Yet Available

DOD and Coast Guard Reported Operating Military Employment Assistance Centers Worldwide

According to information provided by DOD and Coast Guard, 307 employment assistance centers operate at military installations worldwide. Specifically, 228 employment assistance centers operate at DOD installations located in U.S. states or territories, 66 centers operate at overseas DOD installations, and 13 centers have been established at Coast Guard installations.⁸ Some installations have more than one employment assistance center. According to DOD officials, the centers are available at all full mission support bases, which have the facilities and resources (including information technology) to support 500 or more active duty members assigned to the installation. In addition, employment assistance is available to members of the Coast Guard at 13 installations across its nine districts, which span across multiple states. (See enclosure I for a list of DOD and Coast Guard employment assistance centers and their locations.)

DOD and Coast Guard officials reported that the following employment services were available at all of their centers:

- assistance through TAP,
- personal skills assessments and career exploration,
- assistance with resume writing, and
- instruction in interviewing skills and job search techniques.

According to DOD and Coast Guard officials, servicemembers can access the employment services by meeting with a staff member in person or via phone, or finding information about the services online. Additionally, DOD and Coast Guard officials stated that some installations may offer other employment services, depending on local resources and needs. For example, DOD officials said that some military installations may offer additional employment workshops on topics such as salary negotiation, or host job fairs.

⁷ For information on state reemployment programs, see GAO, *DOL Could Better Support States in Targeting Unemployment Insurance Claimants for Services*, [GAO-18-633](#) (Washington D.C.: Sept. 4, 2018). For an inventory of federal programs that provide servicemembers, veterans, and their families assistance with obtaining civilian jobs, see GAO, *Military and Veteran Support: Detailed Inventory of Federal Programs to Help Servicemembers Achieve Civilian Employment*, [GAO-19-97R](#) (Washington, D.C.: Jan. 17, 2019).

⁸ Employment assistance is provided through centers where a variety of family support services are provided. The name of the center varies by branch of service. The centers are called Health, Safety, and Work-Life Service Centers (Coast Guard), Soldier for Life – Transition Assistance Centers and Army Community Services (Army), Fleet and Family Support Centers (Navy), Airman and Family Readiness Centers (Airforce), and Marine Corps Community Services (Marines). In addition, the Army can provide transition services virtually 24/7 through technology-supported face-to-face and telephone service to soldiers who are geographically dispersed, deployed, or otherwise unable to access traditional transition service centers. For more information about the types of services offered at the centers, see DOD's Military Family Readiness Instruction 1342.22, revised April 11, 2017.

Complete and Reliable Data on the Use of All of the Support Services Administered by the Centers Are Not Available, but Efforts Are Under Way to Collect Such Data

DOD officials collect data on participation in the TAP program, which is one of the programs administered by the centers. For fiscal year 2018, DOD reported that 138,256 (90 percent) of eligible separating active duty servicemembers; 12,069 (57 percent) of National Guard members; and 13,630 (64 percent) of eligible reserve servicemembers participated in TAP.⁹ In addition to the TAP participation data, DOD's Military Community and Family Policy office annually collects data from each military branch of service on employment readiness engagements and interactions conducted through family support centers, which may or may not include the TAP program. While there is no statutory requirement to collect this data according to DOD officials, DOD's Military Community and Family Policy office determined that it should collect meaningful data on all aspects of their family support programs. The data collected in 2017 included the number of contacts related to employment readiness, the number of workshops and briefings that included employment readiness topics, and the number of attendees at those events.¹⁰ However, DOD officials found that the data were reported differently by branch of service and did not specify whether the audience member was a servicemember or a family member. As a result, the agency is planning to revise the reporting requirements and method of collection to allow for better data when making future decisions on programs and resources.

Coast Guard officials also collect data on participation in the TAP program, which is administered by the centers, but we previously found that the data were unreliable. In our April 2018 report on the Coast Guard's TAP program, we found that the Coast Guard's TAP participation data were updated on an as-needed basis and may not be timely or complete.¹¹ We recommended that the agency issue an updated Commandant Instruction that establishes policies and procedures to improve the reliability and completeness of TAP data by including when and by whom data should be recorded and updated. The agency agreed with this recommendation and reported that a new Commandant Instruction had been drafted that will include a policy on the duties and requirements for recording TAP data. Coast Guard officials reported that the revised Commandant Instruction is expected to be issued by the end of fiscal year 2019. According to Coast Guard officials, the primary source of information on the use of employment assistance at the centers is the TAP participation data. Coast Guard officials reported that they do not collect additional employment services data from the centers because they are not required to do so.

⁹ TAP participation includes attending pre-separation counseling, a DOL employment workshop, and VA benefits briefings. DOD posted TAP participation data on its public website for all TAP-eligible servicemembers and members of the National Guard and Reserve, rather than excluding those for whom data were missing following a recommendation in our November 2017 report on DOD's TAP program. See GAO, *Transitioning Veterans: DOD Needs to Improve Performance Reporting and Monitoring for the Transition Assistance Program*, [GAO-18-23](#) (Washington, D.C.: Nov. 8, 2017).

¹⁰ Attendees could include servicemembers or their spouses.

¹¹ GAO, *Transitioning Veterans: Coast Guard Needs to Improve Data Quality and Monitoring of Its Transition Assistance Program*, [GAO-18-135](#) (Washington, D.C.: Apr. 19, 2018).

Servicemembers' Training Is Recorded in Several Information Sources and Agency Procedures Help Ensure That Separating Servicemembers Can Share Information with Civilian Entities

Servicemembers' Training Applicable to Civilian Employment Is Recorded in Several Information Sources

DOD and the Coast Guard record servicemembers' training applicable to future civilian employment in several databases and documents, and agency procedures, through TAP, help ensure that servicemembers have access to their records that they can share with civilian entities. Key sources used by DOD include the following:

- **Verification of Military Experience and Training (VMET).** DOD developed VMET to provide separating servicemembers with verification of job skills and experience acquired while on active duty that may be applicable to civilian employment, which as previously discussed is required by federal law. VMET compiles information from the military branches' databases and lists the training servicemembers received and their military occupations in civilian terms. Separating servicemembers and veterans from each military branch can download their VMET document from a DOD website and use the document to prepare resumes and job applications.¹² According to DOD officials, VMET is not accessible by third parties, such as potential employers or state employment agencies.
- **Joint Services Transcript.** DOD's Joint Services Transcript can be used to validate a servicemember's military occupational experience and training and provide college credit recommendations.¹³ This transcript is also available to servicemembers online and is automatically compiled through the military branches' personnel records databases. Servicemembers and veterans can use the transcript's database to send their transcript, including information about their job training and experience and licenses, to an educational institution. According to DOD officials, this database is not directly accessible by third parties, such as potential employers or state employment agencies. The Coast Guard also uses the Joint Services Transcript.
- **Defense Personnel Records Information Retrieval System (DPRIS).** DPRIS stores a wide range of personnel information on servicemembers, including military and civilian certificates; transcripts, diplomas, and licenses; as well as civilian occupations matching military training. This system compiles information from personnel records databases used by each military branch of service. It may be accessed online by servicemembers, veterans, and authorized federal and state agencies.
- **Other service-specific databases.** DOD officials also identified service-specific databases that record servicemembers' technical training, such as the Navy's Electronic Service Record and the Community College of the Air Force system. Servicemembers may access their training information in these databases online.

¹² Members of the Coast Guard cannot use the system because the Coast Guard has not submitted data since the VMET system was implemented.

¹³ The Joint Services Transcript is approved by the American Council on Education, a higher education association representing accredited, degree-granting institutions that provides credit recommendations to civilian institutions for military courses that servicemembers complete.

In addition to the Joint Services Transcript mentioned earlier, Coast Guard officials reported that they used the agency's Direct Access database to record the training received by its servicemembers that may be applicable to civilian employment. Direct Access records Coast Guard servicemembers' formal training, although not all of the training is applicable to civilian employment. It does not record informal training, such as training provided by local units. Servicemembers can obtain their records from the database online.

TAP Procedures Help Ensure Servicemembers Receive Their Military Experience and Training Information to Share with Civilian Entities

According to DOD and Coast Guard officials, through the TAP program, they ensure that servicemembers have access to their own military experience and training information.¹⁴ According to TAP guidance, servicemembers should receive help with acquiring their VMET and other military and college transcripts during pre-separation counseling at the beginning of the TAP program.¹⁵ TAP guidance directs the agencies to use a pre-separation counseling checklist to confirm servicemembers received all their required employment and training information before transitioning out of the service. To complete the program, the TAP counselor reviews the checklist with the servicemember to confirm that the servicemember received TAP counseling and all of his or her documentation. According to DOD officials, servicemembers must confirm that they have hard copies of their VMET, Joint Services Transcript, and other licensing and credentialing forms, or demonstrate that they know how to access their information online when needed.

According to DOD officials, state employment agencies do not contact them to verify a servicemembers' military experience and training information because servicemembers can provide this documentation directly. While federal law authorizes states to ask DOD to confirm or deny within 5 business days the accuracy of a certification or verification of a servicemember's job skills and experience, DOD officials said that the agency does not receive such requests.¹⁶ Department of Labor officials explained that American Job Center staff rely on documents and other information provided by the veteran, as they do for non-veteran jobseekers, and typically would not take steps to verify this information.

DOD's DPRIS system is used to share servicemembers' military experience and training information with some authorized government agencies, but no state employment agencies are currently authorized to access it, according to DOD officials.¹⁷ According to officials from DOD's

¹⁴ Formerly, DOD had procedures for releasing servicemembers' information to civilian employers as part of a job placement data system called the Defense Outplacement and Referral System (DORS), which allowed employers to request servicemembers' resumes by phone or through the program's website. In 1999, a congressional commission recommended consolidating DORS and similar automated systems of other agencies, including the Department of Labor. According to a DOD official, DORS is currently used to manage information for a limited number of internal agency employees and will eventually be fully phased out.

¹⁵ Department of Defense, Instruction 1332.35, Transition Assistance Program (TAP) for Military Personnel (Nov. 9, 2018); U.S. Coast Guard, Commandant Instruction 1900.2A, Transition Assistance Program (April 17, 2003).

¹⁶ See 10 U.S.C. § 1143(c)(2). If requested by a servicemember, DOD officials said that they would share the VMET document with a civilian entity, such as an employer or state employment agency, if the servicemember could not access their documents.

¹⁷ According to DOD officials, while state employment entities, as well as private employers, are not formally excluded from access to DPRIS, third parties must meet DOD cybersecurity standards in order to safeguard personally identifiable information; and some state agencies do not operate using an approved network required by those standards.

Defense Manpower Data Center, which maintains the system, DPRIS is available to approved state and federal agencies with a signed Memorandum of Agreement and explicit approval from the Military Service Branch Records Management Chiefs. Approved agencies include many state veterans' affairs agencies, the Department of Labor, and Department of Veterans Affairs Regional Offices. DOD officials said that state employment agencies may need to work through the state veterans' affairs agency or the appropriate Veterans Affairs Regional Office to access the information.

Coast Guard officials said that they also do not receive any requests from employers or state employment agencies to verify servicemembers' employment and training information. DHS and Coast Guard officials were unaware of any agency procedures for releasing servicemembers' information for the purpose of helping them locate civilian employment and training opportunities.¹⁸ However, Coast Guard officials said that the Joint Service Transcript system can be used by servicemembers to share their information with civilian entities.

Agency Comments

We provided a draft of this product to DHS and DOD for comment. DHS reviewed the draft and had no comments. DOD reviewed the draft and provided technical comments, which we incorporated as appropriate.

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We are sending copies of this report to the Acting Secretaries of Defense and Homeland Security and appropriate congressional committees. In addition, the report is available at no charge on the GAO website at <http://www.gao.gov>.

If you or your staff have any questions about this report, please contact me at (202) 512-7215 or gurkinc@gao.gov. Contact points for our Offices of Congressional Relations and Public Affairs may be found on the last page of this report. GAO staff who made key contributions to this report are listed in enclosure II.



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Enclosures – 2

¹⁸ According to DHS officials, DHS is not involved in the operation or oversight of the Coast Guard's employment assistance centers.

Enclosure I: List of Military Installations with Employment Assistance Centers, by Branch of Service

This enclosure provides a list of the military employment assistance centers in operation as of February 13, 2019, by branch of service. About 300 employment assistance centers operate at military installations worldwide. Specifically, 228 employment assistance centers operate at DOD installations located in U.S. states or territories, 66 centers operate at overseas DOD installations, and 13 centers have been established at Coast Guard installations. Some installations have more than one employment assistance center.

Table 1: Air Force – Airman and Family Readiness Centers	
Installation	U.S. State or Territory
Maxwell Air Force Base	Alabama
Eielson Air Force Base	Alaska
Elmendorf Air Force Base	Alaska
Davis-Monthan Air Force Base	Arizona
Luke Air Force Base	Arizona
Little Rock Air Force Base	Arkansas
Beale Air Force Base	California
Edwards Air Force Base	California
Los Angeles Air Force Base	California
March Air Force Base	California
Travis Air Force Base	California
Vandenberg Air Force Base	California
Buckley Air Force Base	Colorado
Peterson Air Force Base	Colorado
Schriever Air Force Base	Colorado
U.S. Air Force Academy	Colorado
Dover Air Force Base	Delaware
Joint Base Anacostia-Bolling	District of Columbia
Pentagon	District of Columbia
Duke Field	Florida
Eglin Air Force Base	Florida
Homestead Air Force Base	Florida
Hurlburt Field	Florida
MacDill Air Force Base	Florida
Patrick Air Force Base	Florida
Tyndall Air Force Base	Florida
Dobbins Air Force Base	Georgia
Moody Air Force Base	Georgia
Robins Air Force Base	Georgia
Andersen Air Force Base	Guam
Mountain Home Air Force Base	Idaho

Scott Air Force Base	Illinois
Grissom Air Force Base	Indiana
McConnell Air Force Base	Kansas
Barksdale Air Force Base	Louisiana
Joint Base Andrews	Maryland
Hanscom Air Force Base	Massachusetts
Columbus Air Force Base	Mississippi
Keesler Air Force Base	Mississippi
Whiteman Air Force Base	Missouri
Malmstrom Air Force Base	Montana
Offutt Air Force Base	Nebraska
Creech Air Force Base	Nevada
Nellis Air Force Base	Nevada
McGuire Air Force Base	New Jersey
Cannon Air Force Base	New Mexico
Holloman Air Force Base	New Mexico
Kirtland Air Force Base	New Mexico
Niagara Falls Air Reserve Station	New York
Seymour Johnson Air Force Base	North Carolina
Grand Forks Air Force Base	North Dakota
Minot Air Force Base	North Dakota
Wright-Patterson Air Force Base	Ohio
Altus Air Force Base	Oklahoma
Tinker Air Force Base	Oklahoma
Vance Air Force Base	Oklahoma
Pittsburgh Air Reserve Station	Pennsylvania
Joint Base Charleston-Air Base	South Carolina
Joint Base Charleston-Weapons Station	South Carolina
Shaw Air Force Base	South Carolina
Ellsworth Air Force Base	South Dakota
Carswell	Texas
Dyess Air Force Base	Texas
Goodfellow Air Force Base	Texas
Lackland Air Force Base	Texas
Laughlin Air Force Base	Texas
Randolph Air Force Base	Texas
Sheppard Air Force Base	Texas
Hill Air Force Base	Utah
Langley Air Force Base	Virginia
Fairchild Air Force Base	Washington
McChord Air Force Base	Washington
F.E. Warren Air Force Base	Wyoming
Total	73
Installation	Overseas Country

Royal Air Force Alconbury	England
Royal Air Force Croughton	England
Royal Air Force Lakenheath	England
Royal Air Force Menwith Hill	England
Royal Air Force Mildenhall	England
Royal Air Force Molesworth	England
Geilenkirchen Air Base	Germany
Kleine Brogel Air Station	Germany
Ramstein Air Base	Germany
Spangdahlem Air Base	Germany
Aviano Air Base	Italy
Kadena Air Base	Japan
Yokota Air Base	Japan
Al Udeid Air Base	Qatar
Kunsan Air Base	South Korea
Misawa Air Base	South Korea
Osan Air Base	South Korea
Incirlik Air Base	Turkey
Total	18

Source: Information provided by DOD. | GAO-19-438R

Table 2: Army Community Service Centers and Soldier for Life – Transition Assistance Program Centers	
Army Community Service Centers	
Installation	U.S. State or Territory
Anniston Army Depot	Alabama
Fort Rucker	Alabama
Redstone Arsenal	Alabama
U.S. Army Garrison Alaska	Alaska
Fort Huachuca	Arizona
Yuma Proving Ground	Arizona
Pine Bluff Arsenal	Arkansas
Fort Hunter Liggett	California
Fort Irwin	California
Presidio of Monterey	California
Sierra Army Depot	California
Fort Carson	Colorado
U.S. Army Garrison Miami	Florida
Fort Benning	Georgia
Fort Gordon	Georgia
Fort Stewart	Georgia
U.S. Army Garrison Hawaii	Hawaii
Rock Island Arsenal	Illinois

Fort Leavenworth	Kansas
Fort Riley	Kansas
Fort Campbell	Kentucky
Fort Knox	Kentucky
Fort Polk	Louisiana
Aberdeen Proving Ground	Maryland
Fort Detrick	Maryland
Fort George G. Meade	Maryland
Fort Devens	Massachusetts
Natick Soldiers Systems Command	Massachusetts
U.S. Army Garrison Detroit Arsenal	Michigan
Fort Leonard Wood	Missouri
U.S. Army Garrison White Sands Missile Range	New Mexico
Fort Drum	New York
Fort Hamilton	New York
United States Military Academy - West Point	New York
Fort Bragg	North Carolina
Fort Sill	Oklahoma
McAlester Army Ammunition Plant	Oklahoma
Carlisle Barracks	Pennsylvania
Tobyhanna Army Depot	Pennsylvania
Fort Buchanan	Puerto Rico
Fort Jackson	South Carolina
Fort Bliss	Texas
Fort Hood	Texas
Joint Base San Antonio, Fort Sam Houston	Texas
Red River Army Depot	Texas
Dugway Proving Ground	Utah
Fort Belvoir	Virginia
Fort Lee	Virginia
Joint Base Langley-Eustis	Virginia
Joint Base Myer-Henderson Hall	Virginia
Joint Base Lewis-McChord	Washington
Fort McCoy	Wisconsin
Total	52
Installation	Overseas Country
U.S. Army Garrison Benelux	Belgium
U.S. Army Garrison Ansbach	Germany
U.S. Army Garrison Bavaria	Germany
U.S. Army Garrison Rheinland -Pfalz	Germany
U.S. Army Garrison Stuttgart	Germany
U.S. Army Garrison Wiesbaden	Germany

U.S. Army Garrison Italy	Italy
Camp Zama	Japan
Torii Station	Japan
U.S. Army Garrison Deagu	South Korea
U.S. Army Garrison Humphreys	South Korea
U.S. Army Garrison Yongsan-Casey	South Korea
Total	12
Army Soldier for Life – Transition Assistance Program Centers	
Installation	U.S. State or Territory
Fort Rucker	Alabama
Fort Richardson	Alaska
Fort Wainwright	Alaska
Fort Huachuca	Arizona
Fort Irwin	California
Fort Carson	Colorado
Fort Benning	Georgia
Fort Gordon	Georgia
Fort Stewart	Georgia
Hunter Army Airfield	Georgia
Fort Shafter	Hawaii
Schofield Bks Military Reservation	Hawaii
Fort Leavenworth	Kansas
Fort Riley	Kansas
Fort Campbell	Kentucky
Fort Knox	Kentucky
Fort Polk	Louisiana
Aberdeen Proving Ground	Maryland
Fort George G. Meade	Maryland
Walter Reed National Military Medical Center	Maryland
Fort Leonard Wood	Missouri
Fort Dix	New Jersey
Air National Guard Niagara Falls IAP	New York
Fort Drum	New York
Fort Bragg	North Carolina
Fort Sill	Oklahoma
Fort Bliss	Texas
Fort Hood	Texas
Fort Sam Houston	Texas
Fort Belvoir	Virginia
Fort Eustis	Virginia
Fort Myer	Virginia
Pentagon	Virginia
Fort Lewis-McChord	Washington

Total	34
Installation	Overseas Country
U.S. Army Garrison Benelux	Belgium
Baumholder	Germany
Hohenfels Grafenwoehr	Germany
Kaiserslautern	Germany
U.S. Army Garrison Ansbach	Germany
U.S. Army Garrison Bavaria	Germany
U.S. Army Garrison Stuttgart	Germany
U.S. Army Garrison Wiesbaden	Germany
Vilseck	Germany
Vicenza	Italy
Camp Zama	Japan
Camp Arifjan	Kuwait
Camp Casey	South Korea
Camp Henry	South Korea
U.S. Army Garrison Humphreys	South Korea
U.S. Army Garrison Yongsan	South Korea
Total	16

Source: Information provided by DOD. | GAO-19-438R

Table 3: Marine Corps – Marine Corps Community Services

Installation	U.S. State or Territory
Marine Corps Air Station Yuma	Arizona
Bridgeport Mountain Warfare Training Center	California
Marine Air Ground Task Force Training Command Twentynine Palms	California
Marine Corps Air Station Miramar	California
Marine Corps Base Camp Pendleton	California
Marine Corps Logistics Base Barstow	California
Marine Corps Recruit Depot San Diego	California
Marine Corps Logistics Base Albany	Georgia
Marine Corps Base Hawaii	Hawaii
Marine Corps Air Station Cherry Point	North Carolina
Marine Corps Air Station New River	North Carolina
Marine Corps Base Camp Lejeune	North Carolina
Marine Corps Air Station Beaufort	South Carolina
Marine Corps Recruit Depot Parris Island	South Carolina
Henderson Hall	Virginia
Marine Corps Base Quantico	Virginia
Total	16

Installation	Overseas Country
Camp Foster	Japan
Camp Hansen	Japan
Camp Kinser	Japan
Camp Schwab	Japan
Marine Corps Air Station Iwakuni	Japan
Marine Corps Base Camp S.D. Butler	Japan
Total	6

Source: Information provided by DOD. | GAO-19-438R

Installation	U.S. State or Territory
Naval Air Station Lemoore	California
Naval Air Weapons Station China Lake	California
Naval Base Coronado	California
Naval Base Point Loma	California
Naval Base San Diego	California
Naval Base Ventura County	California
Naval Support Activity Monterey	California
Presidio of Monterey	California
Naval Submarine Base New London Trident Park	Connecticut
Joint Base Anacostia-Bolling	District of Columbia
Naval Air Systems Command, Washington Liaison Office	District of Columbia
Naval Air Station Jacksonville	Florida
Naval Air Station Key West	Florida
Naval Air Station Pensacola	Florida
Naval Air Station Whiting Field	Florida
Naval Station Mayport	Florida
Naval Submarine Base Kings Bay	Georgia
Andersen Air Force Base	Guam
Naval Base Guam Barrigada	Guam
Joint Base Pearl Harbor - Hickam	Hawaii
Naval Station Great Lakes	Illinois
Naval Air Station Joint Reserve Base New Orleans	Louisiana
Fort George G. Meade	Maryland
Naval Air Station Patuxent River	Maryland
Naval Support Activity Annapolis	Maryland
Naval Support Activity Bethesda	Maryland
Naval Air Station Meridian	Mississippi
Naval Construction Battalion Center Gulfport	Mississippi

Naval Air Station Fallon	Nevada
Naval Shipyard Portsmouth	New Hampshire
Naval Station Lakehurst	New Jersey
Naval Weapons Station Earle	New Jersey
Naval Support Activity Saratoga Springs	New York
Stewart Air National Guard Base	New York
Naval Station Newport Melville	Rhode Island
Naval Weapons Station Charleston	South Carolina
Naval Support Activity Midsouth Memphis	Tennessee
Naval Air Station 136th Air National Guard Fort Worth	Texas
Naval Air Station Corpus Christi	Texas
Naval Air Station Joint Reserve Base Fort Worth	Texas
Naval Air Station Kingsville	Texas
Joint Expeditionary Base Little Creek-Fort Story	Virginia
Naval Air Station Oceana	Virginia
Naval Support Activity Hampton Roads, Northwest Annex	Virginia
Naval Support Activity Hampton Roads, Portsmouth	Virginia
Naval Support Activity Norfolk	Virginia
Naval Support Facility Dahlgren	Virginia
Naval Weapons Station Yorktown	Virginia
Newport News Shipyard	Virginia
Naval Air Station Whidbey Island	Washington
Naval Base Kitsap-Bangor	Washington
Naval Base Kitsap-Bremerton	Washington
Naval Station Everett	Washington
Total	53
Installation	Overseas Country
Benelux	Belgium
Guantanamo Bay	Cuba
Naval Support Activity Souda Bay	Greece
Joint Force Command Naples	Italy
Naples	Italy
Sigonella	Italy
Vicenza	Italy
Atsugi	Japan
Sasebo	Japan
Yokosuka	Japan
Lajes Field	Portugal
Naval Support Facility Deveselu	Romania
Commander Fleet Activities Chinhae	South Korea

Rota	Spain
Total	14

Source: Information provided by DOD. | GAO-19-438R

Table 5: Coast Guard – Health, Safety, and Work-Life Service Centers	
Installation	U.S. State or Territory
Coast Guard Base Ketchikan	Alaska
Coast Guard Base Kodiak	Alaska
Coast Guard Base Alameda	California
Coast Guard Base San Diego	California
Coast Guard Base National Capitol Region	Washington, D.C.
Coast Guard Base Miami Beach	Florida
Coast Guard Base Honolulu	Hawaii
Coast Guard Base New Orleans	Louisiana
Coast Guard Base Boston	Massachusetts
Coast Guard Base Cleveland	Ohio
Coast Guard Base Houston/Galveston	Texas
Coast Guard Base Portsmouth	Virginia
Coast Guard Base Seattle	Washington
Total	13

Source: Information provided by the Coast Guard. | GAO-19-438R

Enclosure II: GAO Contact and Staff Acknowledgments

GAO Contact

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Staff Acknowledgments

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