Department of the Navy
IAT

INFRASTRUCTURE ANALYSIS TEAM
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RP-0240
IAT/JAN
21 October 2004

MEMORANDUM FOR THE DON ANALYSIS GROUP (DAG)

Subj: REPORT OF DAG DELIBERATIONS OF 7 OCTOBER 2004

Encl: (1) 7 October 2004 DAG Agenda
(2) Regional Support Activities Brief of 7 October 2004
(3) IM Regions Military Value Scores
(4) Naval Aviation (Phase Two) Brief of 7 October 2004
(5) CSG Basing Brief of 7 October 2004
(6) SSN Basing Status Brief of 7 October 2004

1. The ninth deliberative session of the Department of the Navy (DON) Analysis Group (DAG) convened at 0907 on 7 October 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members and alternates of the DAG were present: Ms. Anne R. Davis, Chair; RADM Christopher E. Weaver, USN, Member; MajGen Emerson N. Gardner, Jr., USMC, Member; Mr. Thomas R. Crabtree, Member; Ms. Carla Liberatore, Member; RDML Mark T. Emerson, USN, Member; Mr. Paul Hubbell, Member; Dr. Michael F. McGrath, alternate for Mr. Michael Jaggard, Member; and, Ms. Debra Edmond, Member. Ms. Ariane Whittemore, Member was not in attendance. Additionally, Mr. Ronnie J. Booth, Navy Audit Service; Mr. Thomas N. Ledvina, Navy Office of General Counsel, Representative; and the following members of the IAT were also present: Mr. Dennis Biddick, Chief of Staff; Mr. David LaCroix, Senior Counsel; CAPT Jason A. Leaver, USN; CDR Robert E. Vincent II, JAGC, USN, Recorder; and, Capt James A. Noel, USMC, Recorder. Mr. Mark Anthony; Ms. Kathleen Reid, CNI; and, CAPT David W. Mathias, CEC, USN, also attended the deliberative session. All attendees were provided enclosures (1) through (6).

2. CAPT Beebe used slide 2 of enclosure (2) to provide an overview of the schedule for analysis of the DON HSA Regional Support Activities (RSA) Function. He explained that capacity analysis for this function differs from the traditional capacity analysis for other functions since there is no known capacity requirement. Capacity analysis will focus on a snapshot of current span of control and balance measurements for the various DON HSA RSA functions.

3. CAPT Beebe recapped that the scope of analysis for RSA will be to review the administrative management staff of regional activities for opportunities for alignment and integration. The service being provided by the activities they manage will not be examined here. Using slide 4 of enclosure (2), the DAG reviewed the basic analysis assumptions for the DON HSA RSA Function. They are as follows:

a. Capacity will not be traditional since the capacity requirement is undefined. Accordingly, capacity measurements will be utilized to identify changes in span and control for any potential scenarios.

b. Each activity type will be analyzed independently.

c. Opportunities for greater efficiency/synergy exist through alignment/location at Force Concentration Areas.

d. Force Concentration Areas will be defined by workforce population and plant value.

e. Opportunities for efficiency gain will be bounded by span of control limitations (i.e., gain balanced against level of effectiveness).

f. Workload balance is needed across regions within each activity type.

g. Geographic alignment will be maximized and cross boundary conflicts minimized.

h. Alignment with other agencies, including Federal Emergency Management Agency (FEMA), Environmental Protection Agency (EPA), United States Coast Guard, and Army Corps of Engineers, is preferred.

i. Alignment of Navy and Marine Corps will be pursued even where specific regional commands do not exist, e.g., United States Northern Command is not currently aligned on a regional basis.

4. The DAG agreed that capacity analysis will be displayed as measurements of current workload. Management capacity will be analyzed by measuring the number of supported customers, Plant Replacement Value (PRV), and the average distance between the management location and the customer. Span of control and balance measurements, along with military value, will be used to

determine optimal current solutions that will later need to be reconciled to future force laydown adjustments.

5. The initial focus in the DON HSA RSA Function is on the twelve Navy Installation Management (IM) Regions. CAPT Beebe noted that some alignment currently exists with FEMA and EPA, and other agencies to a lesser extent. The analysis is not sensitive to the 20-year Future Force Structure Plan (FSP) since the FSP does not contain a stated future requirement for this function. However, balance and alignment could be affected by force structure and/or BRAC changes. CAPT Beebe graphically provided the current scope of responsibility for 11 IM Regions on slide 7 of enclosure (2). He noted that COMNAVRESFORCOM is not depicted in the graph since the distance to worker measure is too large to be comparatively reflected. Management capacity, per the measurements listed above in paragraph 4, revealed a wide range in capability between the twelve regions. See slide 8 of enclosure (2).

6. CAPT Beebe informed the DAG that several scoring statements and roll-up questions, previously approved as part of the military value scoring plan, needed modification. Ms. Davis reminded the DAG that it approved similar changes for other functions at the 31 August 2004 deliberative session. The DAG reviewed the military value scoring plan and logic developed and approved by the IEG for IM regions. See slides 10-11 of enclosure (2). The DAG approved the following modifications to scoring statements and roll-up questions for the DON HSA RSA Function:

PS-3b/3c - Locality BAH. The roll-up questions were condensed into one question and modified to comport with the criterion 7 data call question evaluating BAH at the O-3 with dependents rate. The roll-up question will be apportioned to .5 of the scoring statement PS-3. See slide 12 of enclosure (2).

PS-3a - Community Rental Vacancy Rate. The roll-up question was modified to comport with the criterion 7 data call question requesting information concerning total rental vacancies. See slide 13 of enclosure (2).

PS-8b - Licensed/Accredited Child Care Centers. The roll-up question was modified to comport with the criterion 7 question requesting information concerning accredited child care centers only. See slide 14 of enclosure (2).

PS-8a - Relative Ability of Child Development Centers. The roll up question was deleted to comport with the Criterion 7 data call. The sole remaining roll up question in the scoring statement will now be apportioned 100%. The DAG noted that this roll-up question is only applicable to activities in the DON HSA RSA Function.

7. CAPT Beebe explained that the remaining scoring statements and roll-up question were scored and compared using both linear and non-linear functions, using scoring statement HRS-9a to display an example. See slides 16-17 of enclosure (2). The DAG approved the scoring methodology and the IAT HSA team's recommendations for all linear/non-linear functions.

8. CAPT Beebe noted that although the IAT was continuing with data clarification, the data was sufficient to proceed with analysis of Navy IM Regions. The DAG reviewed the military value scores for the twelve Navy IM Regions. See enclosure (3). Military value scores ranged from a maximum of 78.3 for COMNAVREG SouthWest to a minimum of 37.2 for COMNAVRESFORCOM.

9. CAPT Beebe presented the optimization model specifications and output for the Navy IM Regions in the DON HSA RSA Function. He noted that the model is not based on "excess" infrastructure capacity of regional staffs. Rather, the size of the customer base and PRV are the key factors. CAPT Beebe provided the optimization model data and noted that it contained fencelines managed or served, workforce by fenceline location, PRV by fenceline, distance to fenceline locations, fenceline location by State and FEMA Region, and military value by activity.

RDML(sel) Charles Martoglio, USN, Member, entered the session at 1000.

10. CAPT Beebe presented the proposed optimization model rules for the Navy IM Regions. He explained that the proposed optimization model rules sought to meet the objective of identifying the fewest number of sites, while maintaining the highest military value, and least amount of distance between regional headquarters and customers served, i.e., personnel and properties. The DAG initially approved the following constraints for the IM optimization model:

a. Regional boundaries correlate with State/FEMA/EPA boundaries.

b. Since there is no identified excess capacity target for this function, iterative model runs will examine balance and operational logic.

The model also includes the capability to force open or exclude a particular IM region. CAPT Beebe provided that future variation of force size did not impact the model and that the iterative model runs will also provide some sensitivity analysis to examine potential boundary alignments. The DAG directed the IAT to conduct a post-run review of the optimization model outputs to ensure that regions are appropriately balanced and do not conflict with existing Headquarters plans.

11. The DAG directed the IAT to run the optimization model for Navy IM Regions in the DON HSA RSA Function based on the approved rules. The IAT ran the optimization model and presented the results to the DAG. CAPT Beebe informed the DAG that iterative runs of the optimization model reduced the number of regions, and for each run, the capacity measures indicated the projected scope of management and balance. The DAG established an objective of selecting two to three options to generate scenario data calls that will seek to produce model alignment options for the Phase Two analysis of the DON HSA RSA function.

12. The DAG reviewed the results of iterative model runs that reduced the current twelve Navy IM regions from 11 to three Navy IM regions (see slides 25-46). The DAG also reviewed model runs that maintained the integrity of state boundaries, without consideration of FEMA boundaries (see, e.g., slide 33 and 34). The DAG directed the IAT to calculate the average capacity measure values for the twelve current Navy IM regions and for model runs that reduced the number of regions from 11 to 4 Navy IM regions. The DAG will use the average capacity measure values to compare the viability of model outputs. The model results generally indicated that large regions grew bigger and small regions remained the same, mainly as a result of the constraint that required regional boundaries to correlate with State/FEMA/EPA boundaries. The DAG discussed modifying the optimization model to produce outputs based on workforce and PRV, without being unduly constrained by geography and distance. The DAG further noted that when the number of IM regions is reduced to five, span of control and balance appear to become untenable.

13. The DAG decided to modify the optimization model rules and constraints to remove the correlation with FEMA boundaries as a

model constraint. Correlation with FEMA boundaries will be added as a post-run review by the IAT. The DAG discussed the use of distance as a driver in the model noting, as two apparent anomalies, that the distance measurement caused the IM Regions in Guam and Hawaii to remain unchanged during all iterative model runs. The DAG directed the IAT to conduct model runs that separate the Guam and Hawaii regions from CONUS regions (force open), and place the Alaska region in Seattle, Washington, to balance the model. Additionally, the DAG directed the IAT to analyze the Guam and Hawaii regions independent of the model.

14. The DAG recognized that the NDW IM Region provides common operating support and serves a ceremonial role in the National Capital Region (NCR). Additionally, the NDW IM Region may be included in a potential HSA JCSG scenario consolidating IM responsibilities in the NCR. Accordingly, the DAG directed the IAT to conduct model runs that alternately force the NDW IM region to remain distinct (not bound by State boundaries), or allow it to become part of the Mid-Atlantic or other IM region. The DAG directed the IAT to conduct model runs for between 9-5 regions (7-3 CONUS). The DAG further discussed the possibility of maintaining a relationship to Army regions, perhaps as an IAT post-run review, similar to the treatment of correlation with FEMA boundaries. The DAG directed the IAT to apply these new rules and return with the results at a future deliberative session.

15. The DAG recessed at 1055 and reconvened at 1105. All DAG members present when the deliberative session recessed were again present.

16. CAPT Nichols used enclosure (4) to review the status of the Aviation Operations functions scenario analysis. At the 28 September 2004 deliberative session, a 14-base solution was presented for 2009 requirements that requires building one Type I and 1.5 Type II hangar modules, and leaves 41.5 hangar modules unused. The model closes or realigns: Stewart ANGB, NY; Cambria Airport, Johnstown, PA; NAS Atlanta, GA; MCAF Quantico, VA; NAS JRB Ft. Worth, TX; NAS JRB Willow Grove, PA; NAF Washington, DC; NAS JRB New Orleans, LA; and NAVSTA Mayport, FL. The DAG then directed exclusion of NAVSTA Mayport and MCAF Quantico from closure or realignment consideration since NAVSTA Mayport is the low-cost portion of a multipurpose base and MCAF Quantico bases HMX-1 and is also the low cost portion of a multipurpose Marine base. The DAG then tasked the IAT with presenting scenario options for either closing or realigning the remaining bases and moving their squadrons to bases that currently base their

type/model aircraft. Additionally, the DAG directed the IAT to run another model with the 1.0 multiplier and include MCAS Yuma in the Aviation Operations Function universe. The DAG applied military judgment to allow select bases to accept certain type models that they do not currently base. These changes are reflected in the revised Aviation Universe (slide 7 of enclosure (4)) and the revised package laydowns (slide 8 of enclosure (4)).

17. CAPT Nichols reviewed the 14-base solution produced after input of the new parameters into the optimization model. This solution requires building three Type I and 1.5 Type II hangar modules, leaves 45 hangar modules unused, and closes or realigns the following activities: Stewart ANGB, NY; Cambria Airport, Johnstown, PA; NAS Atlanta, GA; MCAF Quantico, VA; NAS JRB Willow Grove, PA; NAF Washington, DC; NAS JRB New Orleans, LA; MCAS Pendleton, CA; MCAS Yuma, AZ; and, NAVSTA Mayport, FL. The DAG noted that the revised model keeps open NAS JRB Forth Worth, an activity with a lower military value score. Thus, the revised laydown model provides a less helpful starting point for generating scenarios. Accordingly, the DAG concurred with the IAT recommendation to revert to using the results from the original model run for generating scenario proposals. The DAG applied military judgment and directed excluding MCAF Quantico and NAVSTA Mayport from closure or realignment consideration. The IAT noted that the proposed Aviation Operations laydown is primarily based on where that type of aircraft is currently located. See slide 11 of enclosure (4).

18. CAPT Nichols presented proposed scenarios from the original optimization model run, noting that they comply with the Navy Objective/Consideration to integrate active and reserve forces. The DAG noted that the Marine Corps has concern with the integration of active and reserve forces as an Objective or Consideration because of the potential impact on reserve demographics. The DAG discussed the Aviation Operations Function proposed scenarios, recognizing that realignment applies to activities located on installations not owned by DON, and closure for activities on DON installations.

a. Realign Stewart ANGB, NY. MAG 49 Det B squadron relocates to available capacity at USMC installations since MAG 49 Det B has the lowest Military Value and no reported capacity, although the IAT noted that the activity's web site reports new construction for their 14 C-130s. MCAS Cherry Point, NC has the excess capacity to accept the VMGR squadron. The forces affected are the relocation of MAG 49 Det B to MCAS Cherry

Point. No associated base infrastructure was reported on the capacity data call.

b. Realign Cambria Airport, Johnstown, PA. HMLA 775 Det A squadron relocates to available capacity at USMC installations since HMLA Det A has low capacity (.5 Type II modules) and low military value (ranked 34 of 35). MCAS Camp Pendleton appears to have the capacity to accept the HMLA squadron. Additionally the other half of the unit is currently stationed aboard MCAS Camp Pendleton. The forces affected are the relocation of HMLA 775 Det A to Camp Pendleton. The associated base infrastructure includes 289 military and civilian personnel.

c. Close NAS Atlanta. Reserve forces at NAS Atlanta relocate to available capacity at activities with the same type/model aircraft since NAS Atlanta has low capacity (two Type I and three Type II modules), and low military value (ranked 33 out of 35). NAS Jacksonville and NAVSTA Norfolk have capacity to absorb the two reserve Navy air squadrons and the two USMC reserve squadrons have six or seven potential receiving sites with adequate capacity, based on USMC preference. The forces affected are the relocation of VAW 77 to NAVSTA Norfolk, VR 46 to NAS Jacksonville, HMLA 773 to MCAS New River, the VMFA 142 to MCAS Beaufort, and the single C-12 airplane to NAVSTA Mayport. The associated base infrastructure includes 3,677 military and civilian personnel, including the Reserve Center with 1,072 personnel. The DAG discussed the rationale of maintaining C-12 assets in the same geographic area to maintain the geographic balance of this asset for all scenario proposals that affect the disposition of C-12 airplanes.

d. Close NAS JRB Fort Worth. Reserve forces in Ft. Worth disestablish or relocate to available capacity with same Type/Model, since NAS JRB Ft. Worth has moderate capacity (nine Type I and four Type II modules) and low military value (ranked 30 out of 35). NAS Lemoore and NAS North Island have the capacity to absorb the two reserve Navy squadrons. The USMC reserve VMFA 112 has seven potential receiving sites and the VMGR has two potential receiving sites with adequate capacity, based on USMC preference. The forces affected are the relocation of VFA 201 to NAS Lemoore, the VR 59 (C-40) to NAS North Island, the VMGR 234 squadron to Pt Mugu, the VMFA 112 to MCAS Miramar and the C-12 airplane to NAS Meridian. The associated base infrastructure includes 5,761 military and civilian personnel, including 1,037 personnel at the Reserve Center.

e. Close NAS JRB Willow Grove. Reserve forces in JRB Willow Grove relocate to available capacity with same type/model since JRB Willow Grove has low capacity (four Type II modules) and low Military Value (ranked 29 out of 35). NAS Brunswick has the capacity to absorb the three reserve Navy squadrons. The USMC reserve component of MAG 49 has six potential sites with adequate capacity, based on USMC preference. This proposed scenario also comports with the DON Objective/Consideration to consolidate VP forces. The forces affected are the relocation of the VP 66, VR 64 (C-130), and VR 52 (C-40/C-9) squadrons to NAS Brunswick, the MAG 49 Det (H-53E), to MCAS New River, and the C-12 airplane to NAS Whidbey Island since NAS Whidbey Island has a high military value score and no current C-12 assets. The associated base infrastructure includes 5,099 military and civilian personnel. The DAG discussed consolidation of MAG 49 Det A at NAS JRB Willow Grove and the MAF 49 Det at Edwards AFB to an activity with adequate capacity, e.g., MCAS New River. The DAG decided to develop two scenarios to consolidate the H53E assets: Relocate MAG 49 Det A at NAS JRB Willow Grove and the MAF 49 Det at Edwards AFB to MCAS New River, and relocate MAG 49 Det A at NAS JRB Willow Grove to Edwards AFB and consolidate H53E assets at Edwards AFB.

f. Close NAF Washington. Relocate VAQ 209 to Whidbey Island and logistics squadrons to available capacity with same Type/Model or mission since NAF Washington has moderate capacity (10 Type I modules) and low military value (ranked 26 out of 35). NAS Whidbey Island and NAS Brunswick have the capacity to absorb the four reserve Navy squadrons. This proposed scenario also comports with a DON Objective/Consideration by single siting the VAQ squadrons at NAS Whidbey Island. The Navy C-12 and the Marine Corps C-12 at NAF Washington would remain as a tenant of Andrews AFB. The forces affected are the relocation of VAQ 209 to NAS Whidbey Island, VR 1 and VR 48 (C-20/C-37) to Andrews AFB, and VR 53 (C-130) to NAS Brunswick. The associated base infrastructure includes 2,752 military and civilian personnel.

g. Close NAS JRB New Orleans. Reserve forces at NAS JRB New Orleans disestablish or relocate to available capacity with same Type/Model or mission since NAS JRB New Orleans has low capacity (five Type I and two Type II modules) and low military value (ranked 25 out of 35). NAS Brunswick and NAS Pt. Mugu have the capacity to absorb the two reserve Navy squadrons. The USMC reserve HMLA (MAG 42) has six potential receiving sites with adequate capacity, based on USMC preference. This proposed scenario assumes that the VP 94 squadron is disestablished en

route to NAS Brunswick and the VFA 204 squadron is disestablished en route to NAS Oceana. The forces affected are the relocation of VR 54 (C-130) to NAS Brunswick, VR 5082 Det (two Navy C-12s) to NAS Pt Mugu, MAG 42 (HMLA) to MCAS New River. Similar to the NAS Atlanta scenario, two VC-35s relocate to MCAS Cherry Point and one C-12 relocates to MCAS Miramar since these assets support MARFORRES and COMNORTHCOM. The associated base infrastructure includes 5,495 military and civilian personnel, approximately 2,500 of which is Army National Guard. RDML Mark Hugel, DON Industrial JCSG representative, entered the deliberative session at 1200.

19. The summary of aviation asset moves based on the scenarios approved by the DAG is listed on slide 26 of enclosure (4). The laydown of assets for the Aviation Operations Function based on these scenarios is provided on slide 27 of enclosure (4). MajGen Gardner, Member, departed from the deliberative session at 1225.

20. CAPT Nichols used slide 28 of enclosure (4) to present options for the Aviation assets (HM 15 squadron) that support COMINEWARCOM currently stationed at NAS Corpus Christi. The squadron consists of ten helicopters and 550 active duty personnel. The DAG discussed potential receiver sites including NAVSTA Norfolk (home of the sister squadron HM 14), NAS North Island and MCAS Miramar. The DAG directed the IAT to develop a scenario to relocate the HM 15 squadron to NAS North Island since NAS North Island presents the most logical receiver site. This will allow for the co-location of Mine Warfare assets by placing them in proximity to the Surface/Subsurface Mine Warfare Force being relocated as part of the close NAVSTA Ingleside scenario. RDML Emerson and BGen Post departed from the deliberative session at 1300.

21. The DAG next discussed single siting possibilities for assets in the Aviation Operations Function. The optimization model produced options that moved Type/Models in packages. Some packages were conducive to single siting throughout the fleet, or on each coast, and some 2005 bases have the capacity to single site several 2024 Type/Models. After reviewing the model outputs, the DAG did not view any viable options to effect any closure actions. Therefore, the DAG decided not to explore any additional Aviation Operations scenarios at this time.

22. The DAG recessed at 1300 and reconvened at 1315. All DAG members present when the deliberative session recessed were again present.

23. CAPT Nichols used enclosure (5) to present CSG basing options that could respond to the IGPBS requirement for establishing a CSG forward in the Pacific command area of responsibility (AOR) through the BRAC 2005 process. Ms. Davis noted that the effect of other IGPBS directives on the DON is not known at the present time and will have to be monitored. The IAT noted that only two ports (NSA Guam and NAVSTA Pearl Harbor) meet the IGPBS requirement. The DAG reviewed the scenario developed to close NAVSTA Everett to examine its potential for meeting the IGPBS directive. The DAG discussed various options for NAVSTA Everett, including realignment of the assets at NAVSTA Everett and maintaining the deepwater port. The DAG discussed the operational necessity for available space for ranges and joint training at any potential receiver site. See slide 6 of enclosure (5). Noting that the IGPBS does not specify the source of forces that will comprise the CSG, the DAG discussed potential sources for the AOE, escort ships, and air wing and determined that the source of the required assets will be developed through the scenario data call. RADM Weaver returned to the session at 1328.

24. RDML Hugel indicated that the Industrial JCSG may be interpreting the IGPBS memo requirement of nuclear capability for the potential receiver as excluding NSA Guam since it was not presently nuclear capable. The DAG noted that NSA Guam could be a possible receiver site since the IGPBS requirement would be satisfied if the required facilities could be constructed at the receiver site. The DAG discussed the potential of NAVSTA Bremerton serving as a receiver site for CSG basing in response to the IGPBS directive and determined that it did not meet the CSG basing requirements. The DAG determined that NAVSTA Pearl Harbor and NSA Guam minimally meet the IGPBS requirement and directed the IAT to develop two additional scenarios to close NS Everett, with NSA Guam and NAVSTA Pearl Harbor as the identified potential receiver sites. The DAG will recommend two additional scenarios that address the IGPBS requirement to the IEG, subject to applying the feasibility and risk assessment.

25. CAPT Nichols used enclosure (6) to discuss an SSN basing scenario involving the proposed closure of SUBASE New London with the possibility of SUBASE Kings Bay and SUBASE Norfolk serving as receiver sites. The DAG noted that with the application of the in-port paradigm and one SSN always in drydock, SUBASE New London had enough capacity to accommodate the submarines from SUBASE Norfolk and SUBASE Norfolk had enough

capacity to single site the SSNs from SUBASE New London. The DAG decided to recommend expanding the SUBASE New London scenario to close the entire base since the waterfront closure was likely to be insufficient to realize significant BRAC savings. The SSNs will relocate to available capacity at SUBASE Kings Bay and NAVSTA Norfolk and CFFC will determine the appropriate distribution. The relocation of associated maintenance assets will require coordination with the Industrial JCSG. The relocation of the Naval Submarine School to NAVSTA Norfolk will require coordination with the Education and Training JCSG. The relocation of the NAVSECGROUP Activity to NAVSTA Norfolk as a follower of submarine forces will require coordination with the Intelligence JCSG. The DAG decided not to pursue any potential scenarios to align West coast SSNs at this time. The DAG noted that Phase Two analysis will include the application of the Scenario Alignment Assessment tool. RDML(sel) Martoglio and Dr. McGrath departed the session at 1330.

26. The DAG adjourned at 1500.

JAMES A. NOEL
CAPTAIN, U.S. Marine Corps
Recorder, IAT

TAB 1

DON Analysis Group

07 October 2004
0900-??
Crystal Plaza 6, 9th Floor

Meeting called by:	Chairman	Recorder:	CDR Vincent

----- Agenda Topics -----

Status Updates :	Ms. Davis
Deliberative Session:	
• Regional Support Phase One	Team Leads
• Aviation Phase Two	
o Reserve Aviation	
o Additional Alternatives	
• Surface/Subsurface Phase Two	
o CSG Basing	
o SSN Basing	
• DON-Specific E&T Phase Two	
• Reserve Centers Phase Two	
• Recruiting Phase Two	

Administrative

- Next meeting 12 Oct 2004, 1000-1400

Other Information

Read ahead for deliberative discussions.

TAB 2

Regional Support Activities

7 October 2004

Department of the Navy

Infrastructure Analysis Team

Regional Support Activities Way Ahead

IEG			9 SEP	16 SEP	23 SEP	30 SEP	7 OCT	14 OCT	21 OCT	28 OCT	4 NOV
DAG	31 AUG	1 SEP	7 SEP	14 S	21 SEP	28 SEP	5 OCT	12 O	19 OCT	26 OCT	2 NOV

PHASE ONE

- Capacity Analysis
  - Not standard
  - Snapshot presented
- Military Value Analysis – initial phase complete for IM Regions; scoring may need tweaking
- Optimization parameters
- Scenario discussion for IM Regions

PHASE TWO

- Capacity and Milval for remaining Reg Sup Activities
- Review existing HQ plans/strategies for potential conflicts
  - CNI IM Transformation Plan
  - NAVFAC/ NAVSUP/ Reserve/ Recruiting (active/ reserve) Plans
  - And others
- Look at alignment between IM Regions and other RSAs
- Develop additional scenarios

PHASE THREE

- Deconfliction with other Teams' Scenarios
- JCSG analysis/linkages
- Joint opportunities analysis

Capacity Analysis

Installation Management Regions

7 October 2004

Draft Deliberative Document For Discussion Purposes Only - Do Not Release Under FOIA

Regional Support Analysis Assumptions

- Scope of Analysis: Review administrative management staff of regional activities for opportunities of alignment and integration.

- Basic Assumptions:
  - Capacity will not be traditional, requirement not known
  - Each activity type will be analyzed independently
  - Opportunities for greater efficiency/synergy exist through alignment/locating at Force Concentration Areas
  - Force Concentration Areas to be defined by workforce population and plant value
  - Opportunities for efficiency gain will be bounded by span of control limitations (effectiveness)
  - Workload balance is needed across regions within each activity type
  - Geographic alignment will be maximized, cross boundary conflicts minimized
  - Alignment with other agencies (FEMA, EPA, USCG, Army Corps) preferred
  - Alignment of Navy and Marine Corps will be pursued even where specific regional commands do not exist

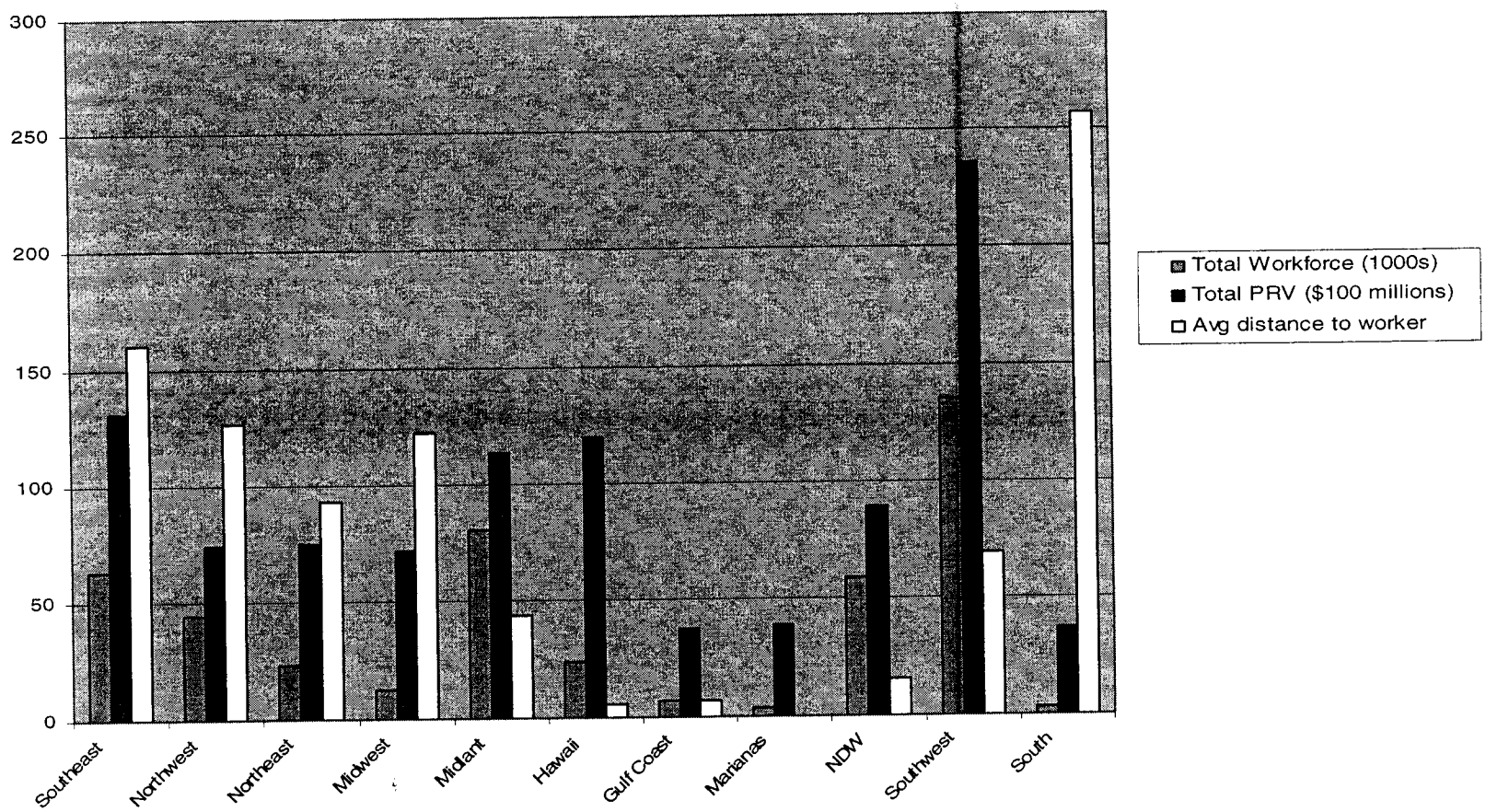
Recommendations for Regional Capacity Analysis

- Capacity Analysis will provide measurements of current workload.
  - Stated requirement doesn't exist
  - Input will allow for redistribution to balance work effort
- Analyze management capacity by measuring:
  - Supported Customers
  - Plant Replacement Value (PRV)
  - Distance
- Will use span of control and balance measurements to determine optimal current solution, with Military Value.
- Reconcile to future force lay down adjustments

Capacity

- Twelve Regions
- Capacity Analysis
  - Customers and PRV for each fenceline in each Region
  - Some alignment currently exists with FEMA & EPA, less for others
  - Future – Analysis is not sensitive to Twenty-year Future Force Structure Plans

IM Regions: Current Scope of Responsibility



COMNAVRESFORCOM is not shown – the distance to worker measure is so large (928 mi) it skewed the graph.

Capacity Analysis Results

Workforce/PRV

Workforce	CNRSE	CNRNW	CNRNE	CNRMW	CNRMA	CNRH	CNRGC	CNM	CNDW	CNRSW	CNRS	CNRFC
Customers within 50 miles	26,218	35,327	11,514	7,103	67,181	22,839	6,715	3,480	53,709	99,710	1,096	0
Customers within 50-100 miles	9,471	5,488	750	26	390	0	0	0	4,716	2,975	0	0
Customer beyond 100 miles	27,453	3,613	10,954	5,530	13,171	882	0	0	0	32,355	1,790	361
TOTAL	63,142	44,428	23,218	12,659	80,742	23,721	6,715	3,480	58,425	135,040	2,886	361

PRV	CNRSE	CNRNW	CNRNE	CNRMW	CNRMA	CNRH	CNRGC	CNM	CNDW	CNRSW	CNRS	CNRFC
within 50 miles	400	701	320	378	877	1,152	375	385	650	1,033	222	0
within 50-100 miles	230	36	34	0	8	0	0	0	249	173	0	0
beyond 100 miles	680	3	393	342	252	42	0	0	0	1,149	144	4
TOTAL PRV ($10M)	1,310	740	747	720	1,137	1,195	375	385	899	2,355	366	4

Proximity

Closest Other (miles)	CNRSE	CNRNW	CNRNE	CNRMW	CNRMA	CNRH	CNRGC	CNM	CNDW	CNRSW	CNRS	CNRFC
FEMA	296	25	85	35	217	2,402	302	5,671	124	460	376	423
EPA	291	46	86	35	220	2,396	290	5,694	125	463	350	412
Army Corps	291	153	110	278	286	0	251	3,801	204	477	350	170
US Coast Guard	321	46	85	320	6	0	168	3,801	141	457	468	13

Proximity to Concentration	CNRSE	CNRNW	CNRNE	CNRMW	CNRMA	CNRH	CNRGC	CNM	CNDW	CNRSW	CNRS	CNRFC
Personnel within 25 miles	26,218	25,534	6,016	7,034	67,181	22,920	6,015	3,480	40,070	69,728	693	823
PRV within 25 miles ($K)	3,999	5,301	1,504	3,784	8,766	11,253	2,750	9,848	2,942	6,429	1,633	702

PRELIMINARY

Military Value

Installation Management Regions

7 October 2004

Military Value

- **Regional Support Activities Categories**
  - IM Regions (12)
  - Large Service Providers (23)
  - Small Service Providers (36)
  - Virtual Service Providers (11)
- **Scoring Plan Attributes**
  - Effectiveness of Operation
  - Efficiency of Operation
  - Quality of Facilities
  - Personnel Support

MILVAL Logic

- **IM Regions more valuable when:**
  - **Effectiveness of Operation**
    - In relative proximity to properties and customers
    - Number of customers served is large
  - **Efficiency of Operation**
    - In relative proximity to fleet commands and force concentration
    - In relative proximity to Non- DoD Agencies
    - Low overhead to staff ratio
  - **Quality of Facilities**
    - Secure/guarded facility
    - Facility in good condition
  - **Personnel Support**
    - Medical access
    - Housing available
    - Base support services accessible

Military Value Question Issue Resolution

- **Personnel Support Attribute, Housing Component - Locality BAH question modified**
  - Approved question: What is the BAH (E-5 w/ & w/o dep) for the locality as of 1 Jan 2004?
  - Criterion 7 question changed to O-3 BAH w/dep
- **Recommendation:**
  - Use the O-3 w/dep data for consistency with Criteria 7; data certified and readily available
  - Question will be apportioned 50% of Housing component weight (previous 25% for E-5 w/ dep and 25% for E-5 w/o dep)

Note: This issue and resolution is common to all Regional Support Activities

Military Value Question Issue Resolution

- **Personnel Support Attribute, Housing Component, Community Rental Vacancy Rate question modified**
  - Approved question: What is the community rental vacancy rate?
  - Criteria 7 question changed to total rental vacancies as of Sep 2003.

- **Recommendation:**
  - Score total rental vacancies (houses and apartments) as reported in the data call.

Note: This issue and resolution is common to all Regional Support Activities

Military Value Question Issue Resolution

- **Personnel Support Attribute, MWR/Fleet and Family Services Attribute, Licensed/Accredited Child Care Centers question modified**
  - Approved question: How many licensed and/or accredited child care centers do you have in your community (MHA)?
  - Criteria 7 asked for only "accredited" child care centers
- **Recommended Resolution:**
  - Use the Criteria 7 question as written scoring the activities only on accredited child care centers

Note: This issue and resolution is common to all Regional Support Activities

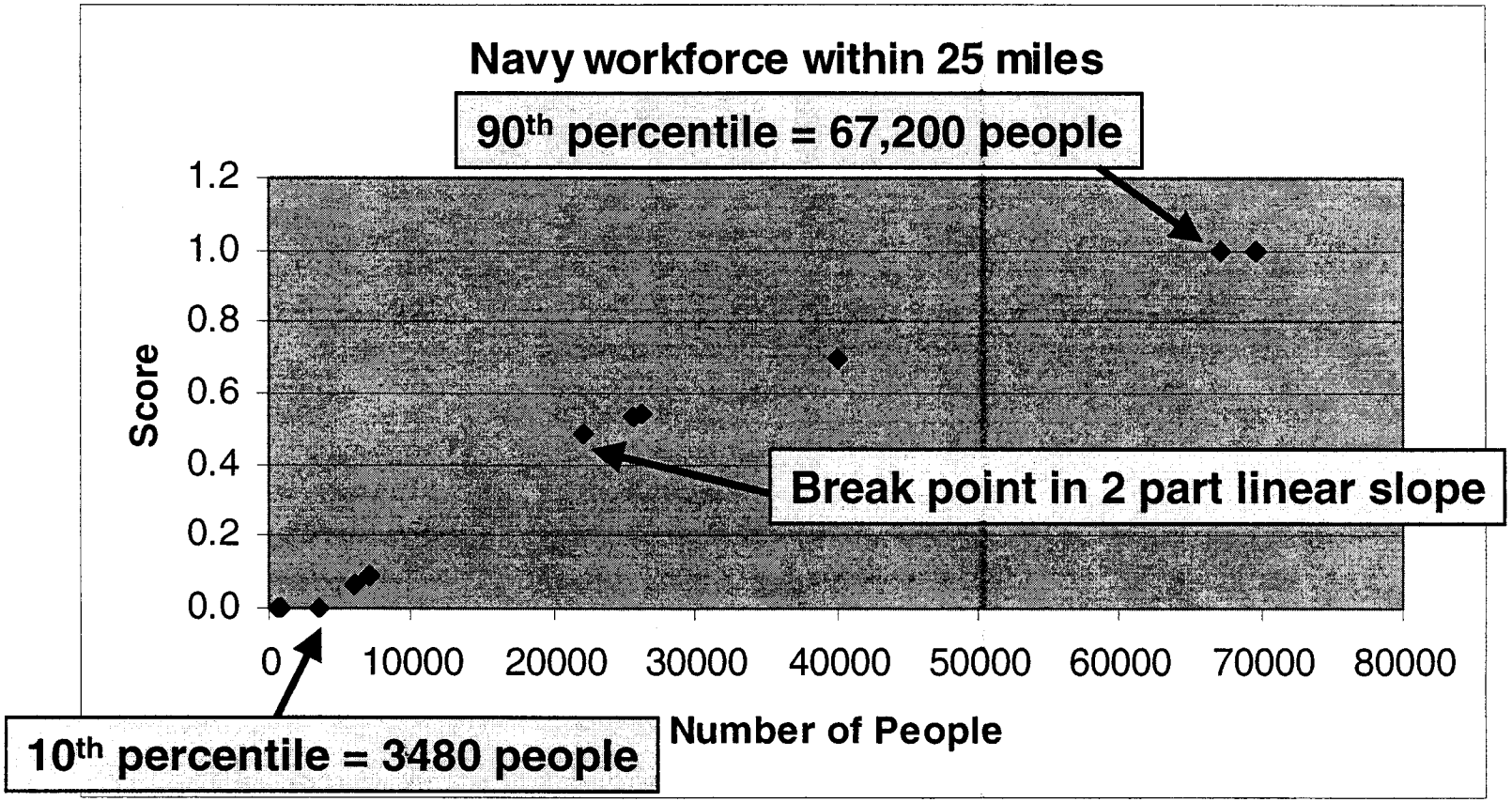
Military Value Question Issue Resolution

- Personnel Support Attribute, MWR/Fleet & Family Services component - incomplete data
  - Availability of base services statement (one question, 1.75% of total) - complete
  - Child Development Services Statement (two questions, 3.06% of total) – incomplete
    - # of Accredited childcare centers question - complete
    - Average childcare wait time data – incomplete (dropped from Criteria 7 data call)
- Recommendation:
  - Remove childcare wait time from scoring plan
  - Accredited centers question will now be apportioned to 100%, rather than 50%, of childcare statement

Note: This issue and resolution is common to all Regional Support Activities

Review Scoring Statements

- 43 of the Scoring Statements are scored by functions based upon activities' responses
  - Linear
  - Non-Linear
- Example: Navy Workforce within 25 miles
  - Responses ranged from 693 to 69,728 persons
  - Recommendation:
    - 0 to 3,480 = No credit
    - 3,480 to 67,200 = 2 Part Linear assignment of credit
    - > 67,200 = Full Credit
  - Displayed graphically on next slide
- Data tables and graphs for remaining scoring statements are available
- Recommendation:
  - Approve proposed scoring for 43 statements


Navy workforce within 25 miles
90th percentile = 67,200 people
Break point in 2 part linear slope
10th percentile = 3480 people
Score
1.2
1.0
0.8
0.6
0.4
0.2
0.0
0
10000
20000
30000
40000
50000
60000
70000
80000
Number of People

Follow-on Actions

- **Data Corrections:**
  - 9 data clarifications (480 data elements)
  - No incomplete data elements
- **Recommendation:**
  - Proceed with analysis

Scoring Plan

Remains unchanged- as approved by the IEG-

Components									
Operational Proximity Criticality of Current Location Current Scope of Responsibility	45	15.75	40	10.00	45	2.25	30	10.50	38.50
Co-location Regional Alignment Relative Productivity	35	12.25	40	10.00	55	2.75	35	12.25	37.25
Security Facility Condition Locality Cost	5	1.75	20	5.00	0	0.00	10	3.50	10.25
Medical Housing Employment MWR/MCCS/Fleet & Family Metropolitan Area Charact.	15	5.25	0	0.00	0	0.00	25	8.75	14.00
	100	**35.00**	100	**25.00**	100	**5.00**	100	**35.00**	100.00

Optimization Modeling Specifications and Output

Installation Management Regions

7 October 2004

Draft Deliberative Document For Discussion Purposes Only - Do Not Release Under FOIA

IM Regions

- **Meeting Objective: Present DAG with Optimization Model for IM Regions**
- **Model is not based on "excess" infrastructure capacity**
- **Model Data:**
  - **Fencelines managed/served**
  - **Workforce by fenceline location**
  - **Plant Replacement Value (PRV) by fenceline**
  - **Distance to fenceline locations**
  - **Fenceline location by State and FEMA Region**
  - **Military Value by activity**

IM Regions Initial Optimization Model Rules

- **Objective: Fewest sites, highest MILVAL, and least distance between Regional HQ and customers (personnel and properties)**
- **Constraints/Restrictions**
  - **Regional boundaries correlate with State/FEMA/EPA boundaries**
  - **No excess capacity target, iterative runs to examine balance and operational logic**
- **Post-run Staff Review**
  - **Examine Regional Balance**
  - **Look for conflicts with existing HQ plans**
- **Additional Model Capabilities**
  - **Force Open (Y/N)**
  - **Exclude (Y/N)**

Optimization Tool

- **Sensitivity Analysis**
  - No model impact for variation of force size
  - Iterative model runs examine alternative potential boundary alignments

Military Value
Configuration Model Rules

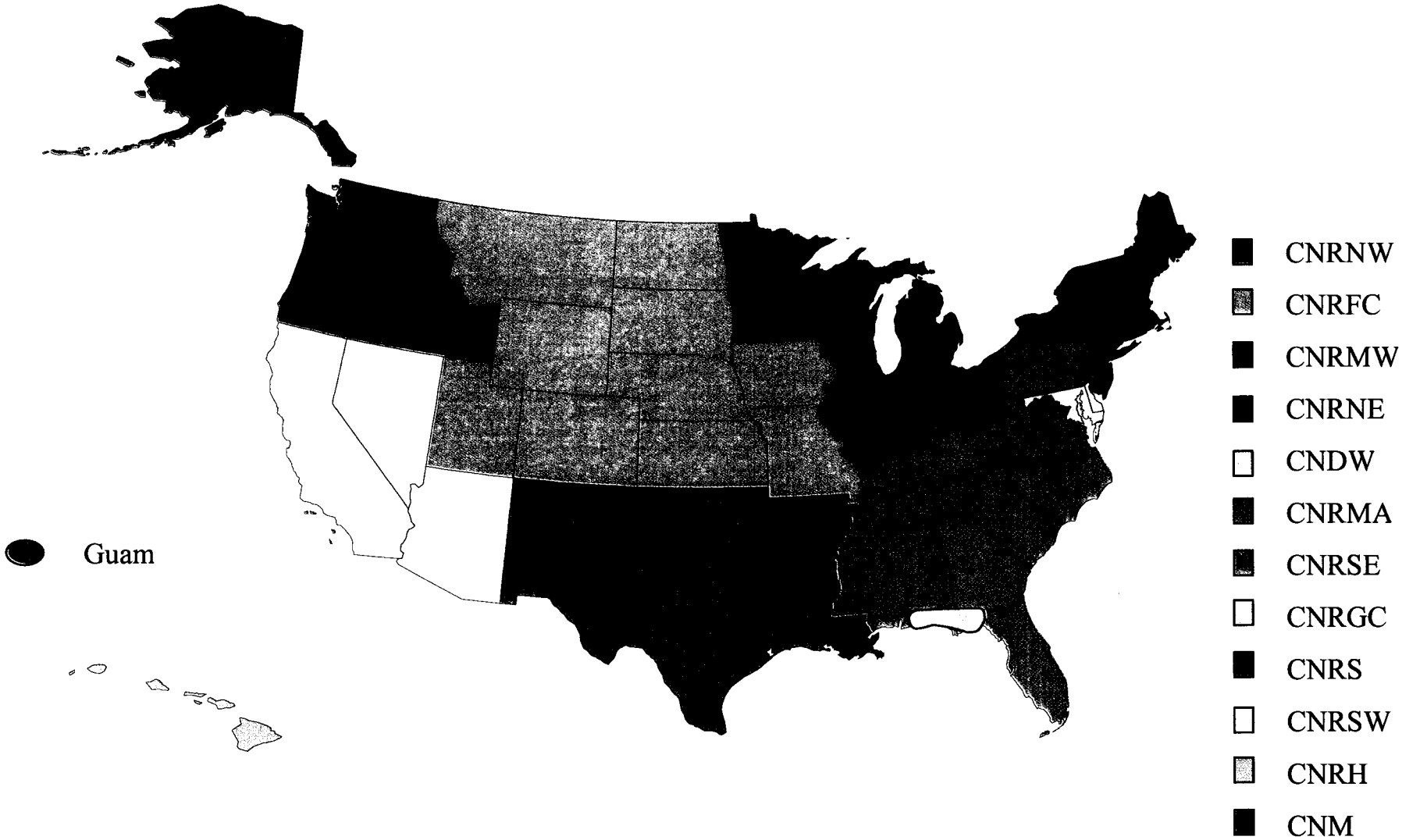
↓

Output

IM Regions Initial Optimization Model Output

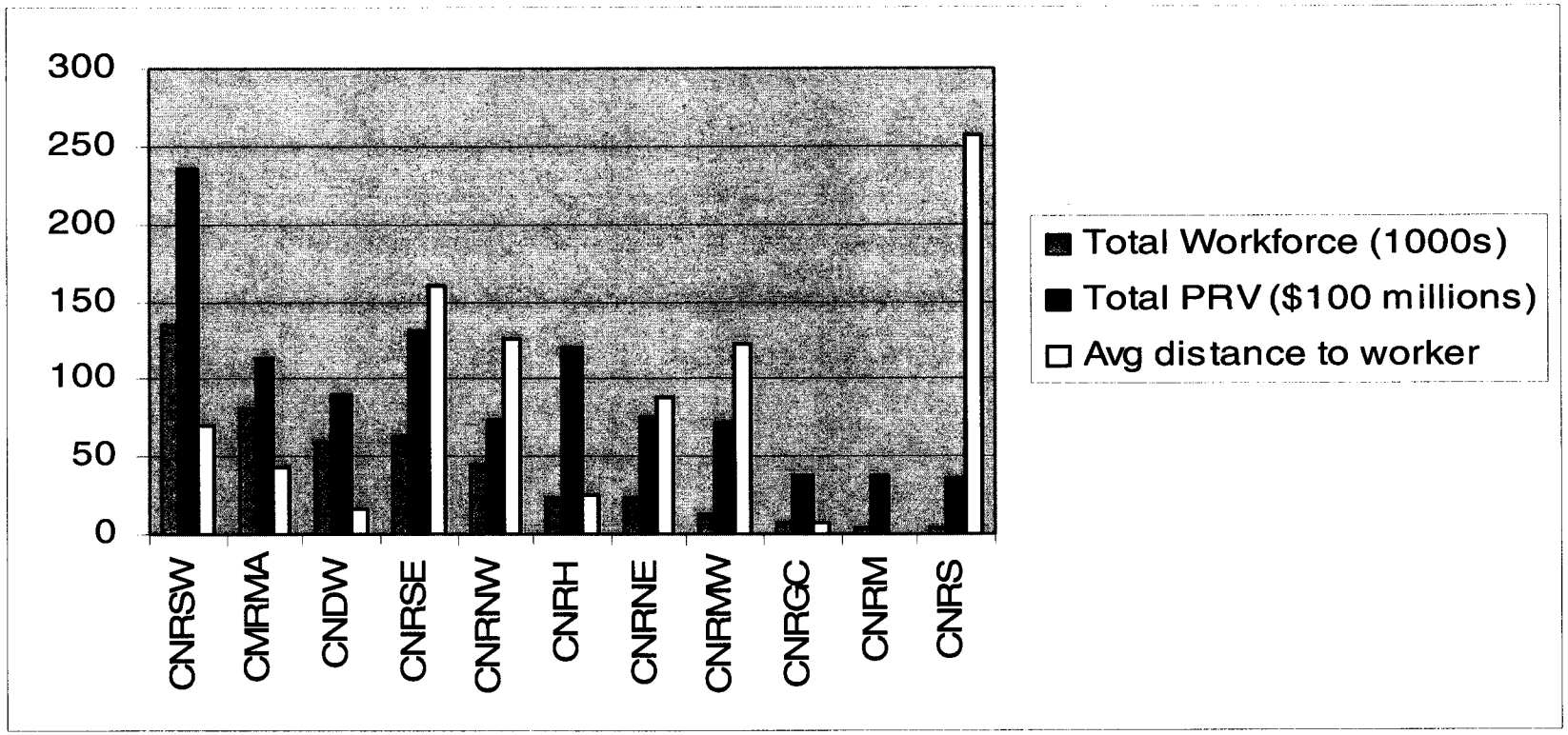
- Output
  - 12 current Regions – iterative runs to reduce number of Regions
- Capacity Measures for each run - shows projected scope of management and balance
- Objective: 2-3 Options
  - to generate scenario datacalls
  - to model alignment options for the phase II analysis of Regional Support Activities.

Twelve Navy Regions



Twelve Navy Regions

	CNRSW	CMRMA	CNDW	CNRSE	CNRNW	CNRH	CNRNE	CNRMW	CNRGC	CNRM	CNRS	CNRFC
Total Workforce (1000s)	135	81	58	63	44	24	23	13	7	3	3	0
Total PRV ($100 millions)	235	114	90	131	74	119	75	72	37	38	37	0
Avg distance to worker	69	44	16	160	126	26	89	122	7	0	257	928
Fencelines	38	33	28	55	20	6	35	32	6	3	27	20

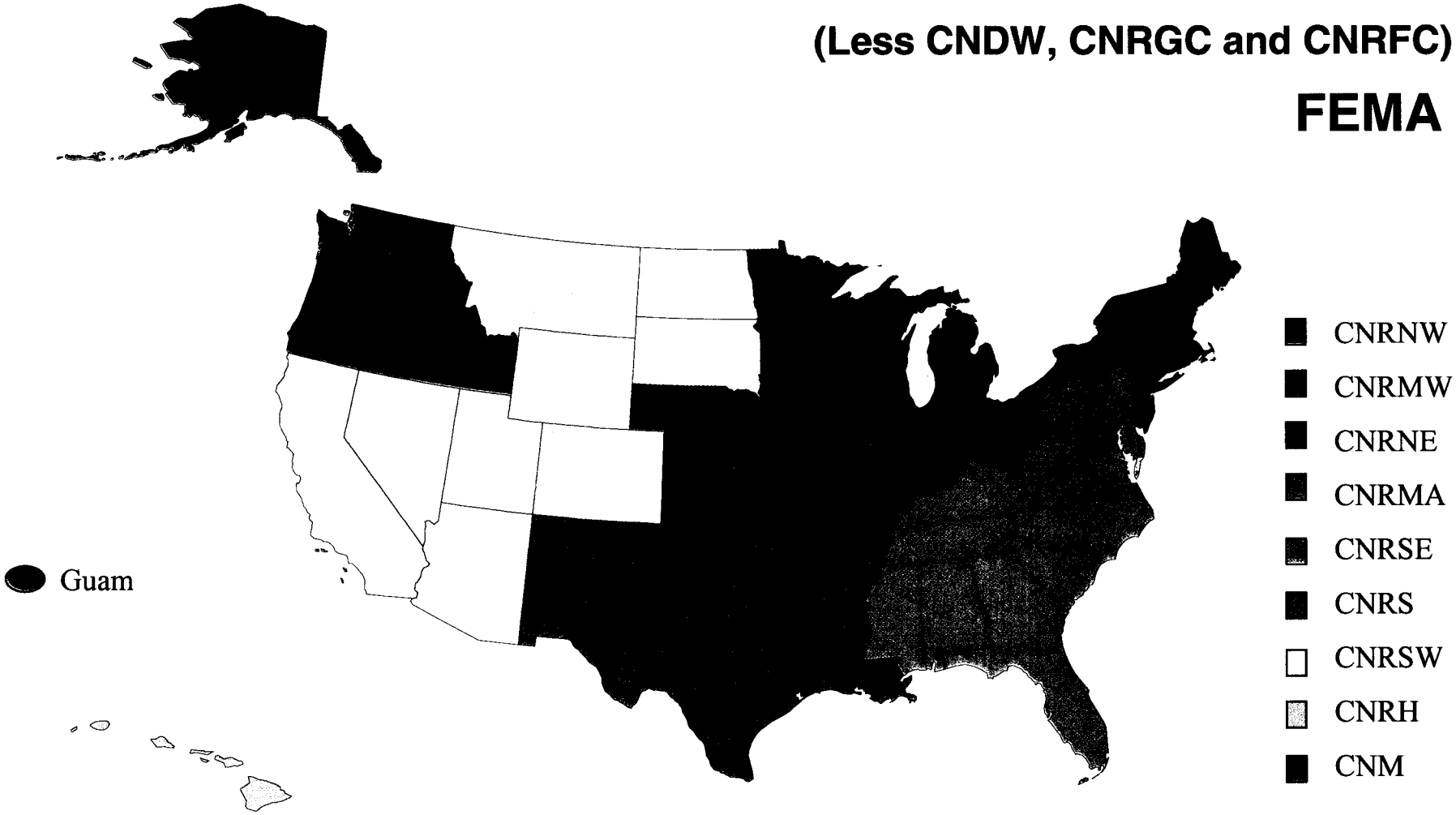


CNRFC is not shown on the graph due to distortion

Nine Navy Regions

(Less CNDW, CNRGC and CNRFC)

FEMA

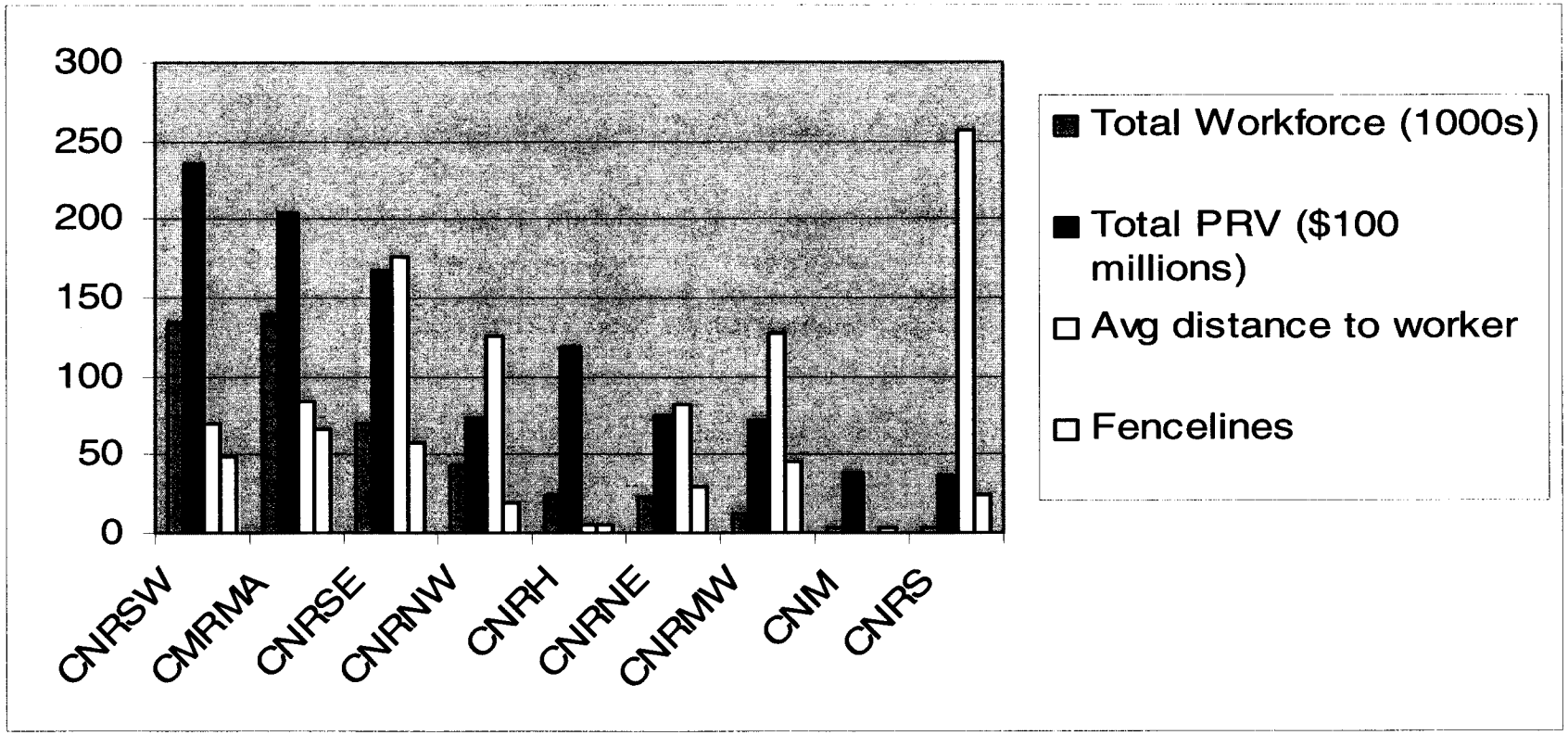


FEMA

Nine Navy Regions

FEMA

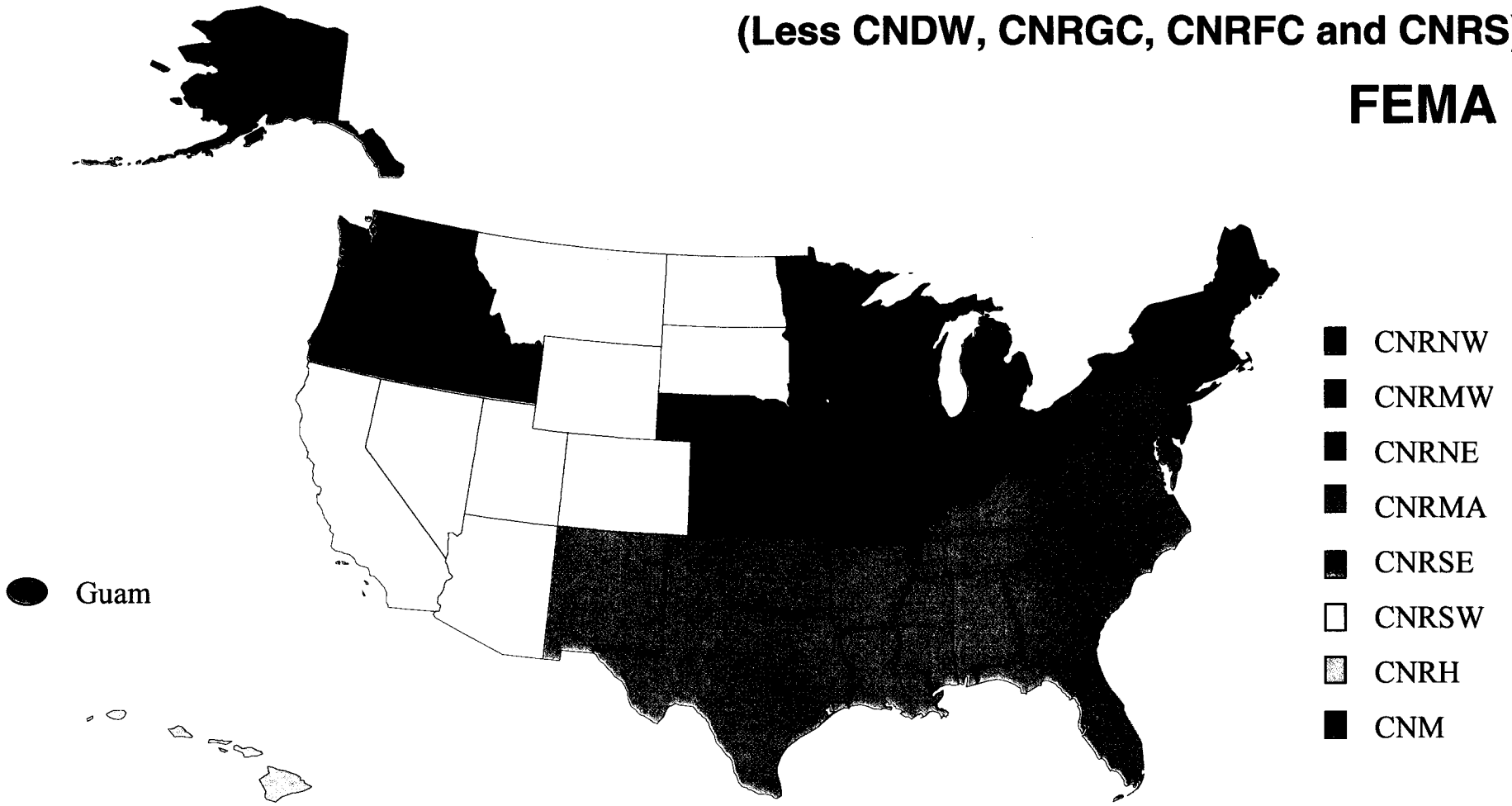
	CNRSW	CMRMA	CNRSE	CNRNW	CNRH	CNRNE	CNRMW	CNM	CNRS
Total Workforce (1000s)	135	140	70	44	24	22	13	3	3
Total PRV ($100 millions)	236	204	168	74	119	75	72	38	37
Avg distance to worker	70	84	176	126	5	82	128	0	257
Fencelines	48	66	57	20	6	30	45	3	24



Eight Navy Regions

(Less CNDW, CNRGC, CNRFC and CNRS)

FEMA

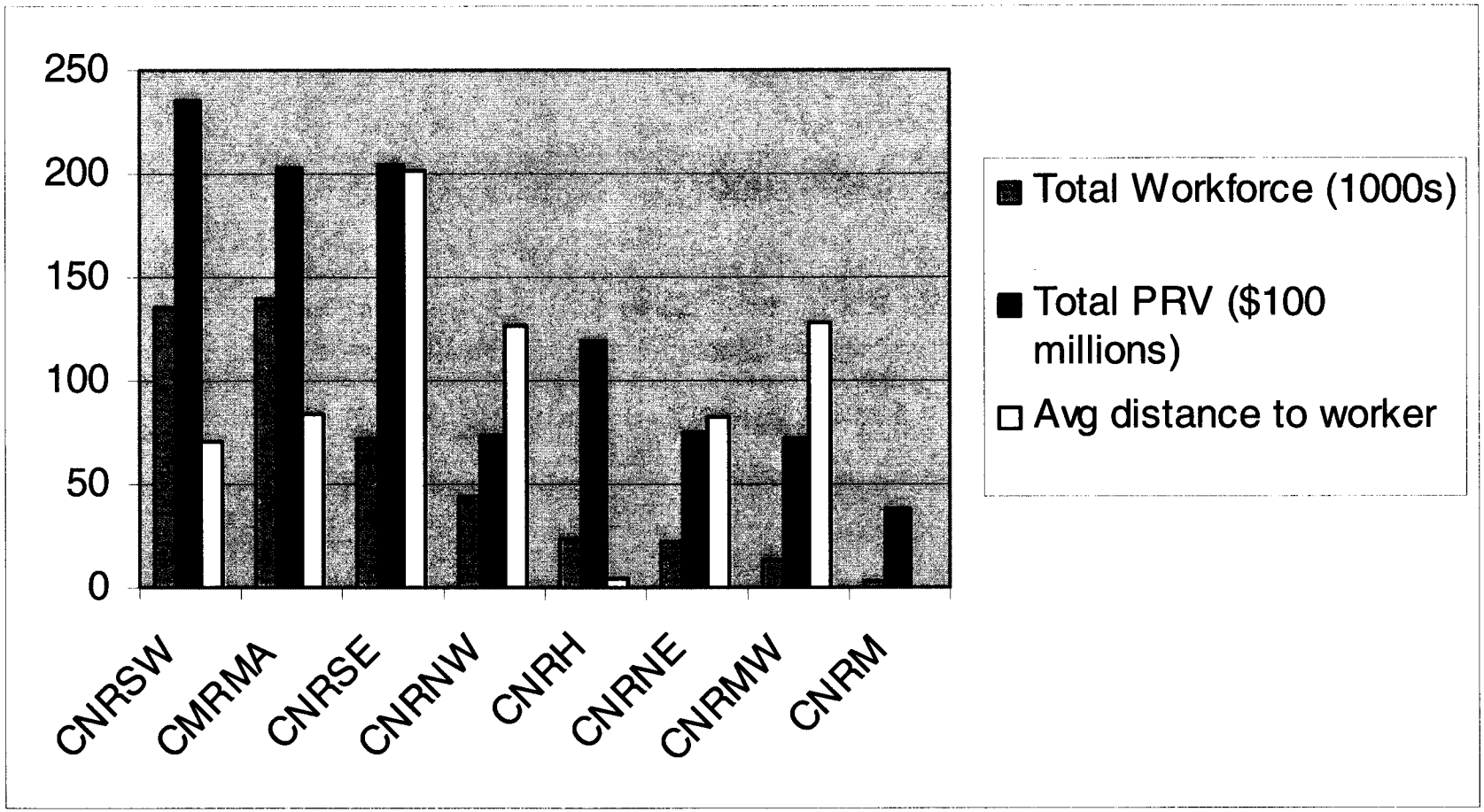


FEMA

Eight Navy Regions

	CNRSW	CMRMA	CNRSE	CNRNW	CNRH	CNRNE	CNRMW	CNRM
Total Workforce (1000s)	135	140	72	44	24	22	13	3
Total PRV ($100 millions)	236	203	205	74	119	75	72	38
Avg distance to worker	70	84	201	126	5	82	128	0
Fencelines	48	66	81	20	6	30	45	3

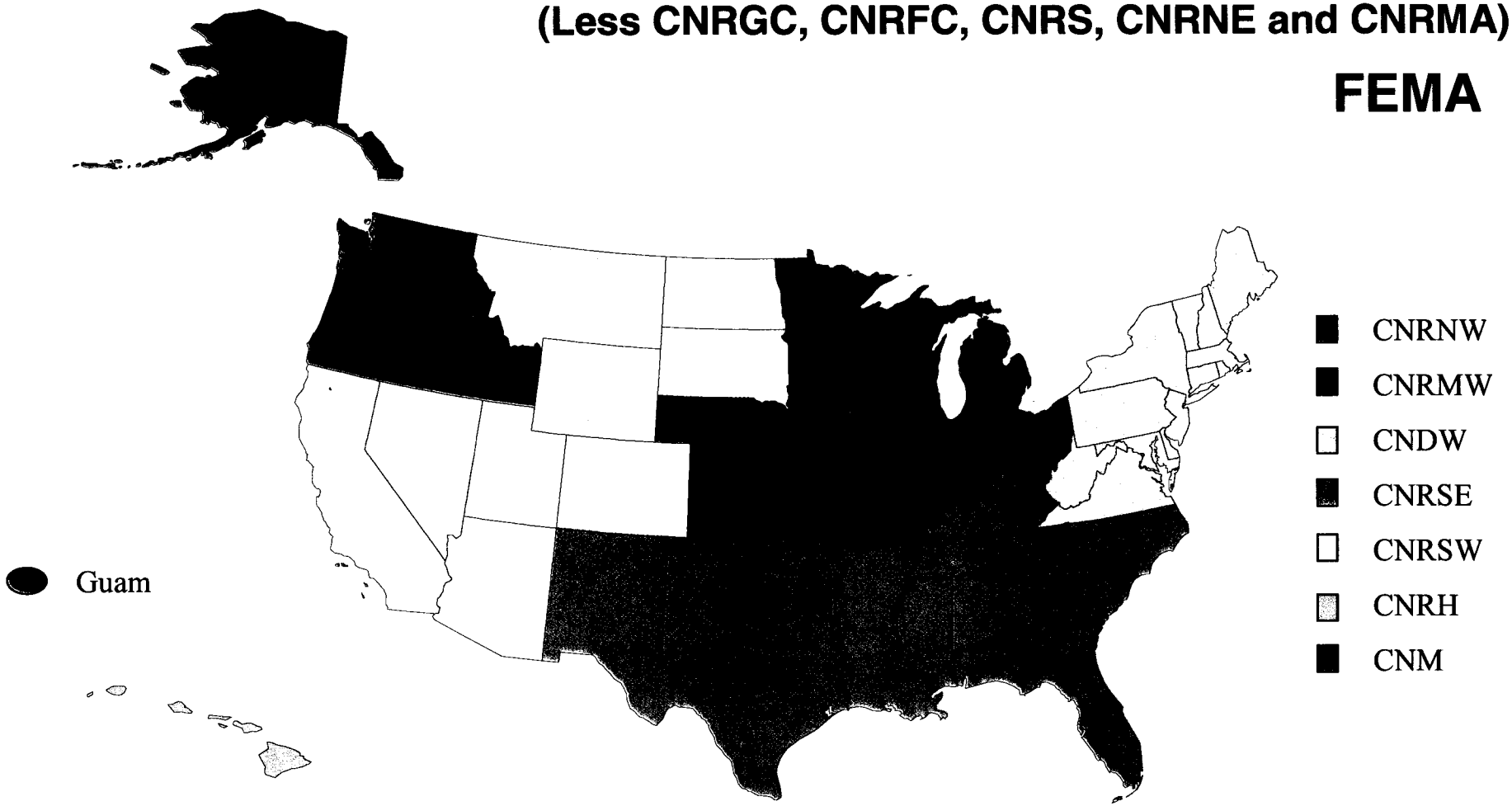
FEMA



Seven Navy Regions

(Less CNRGC, CNRFC, CNRS, CNRNE and CNRMA)

FEMA

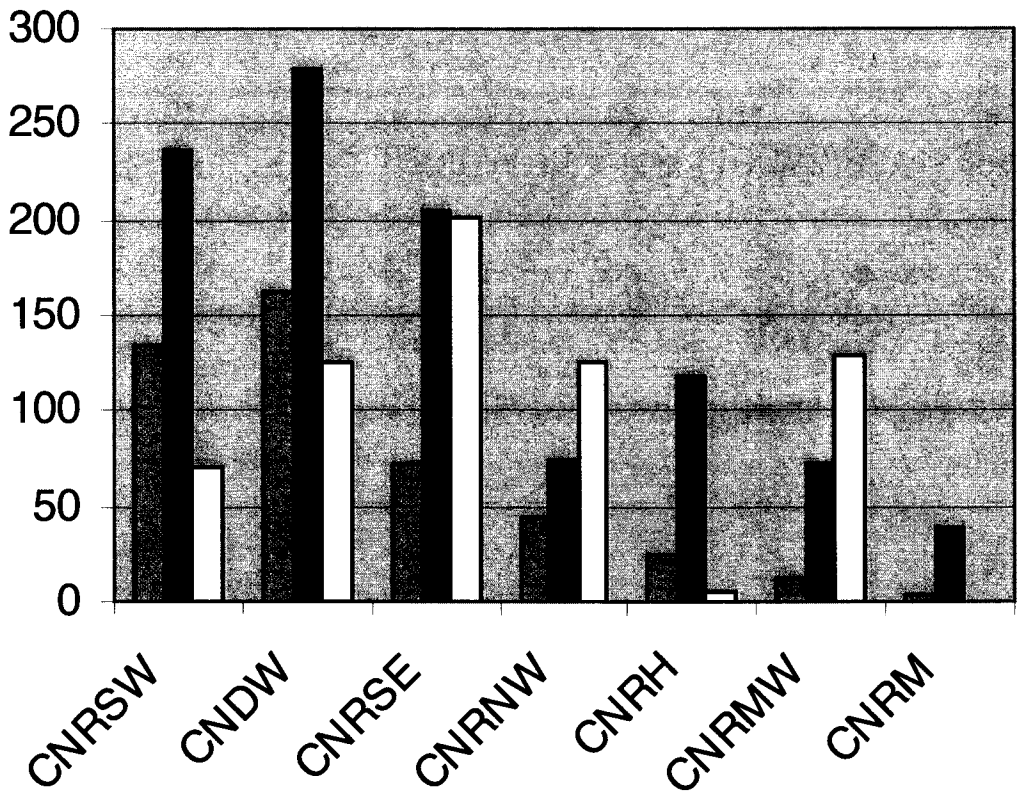


FEMA

Seven Navy Regions

FEMA

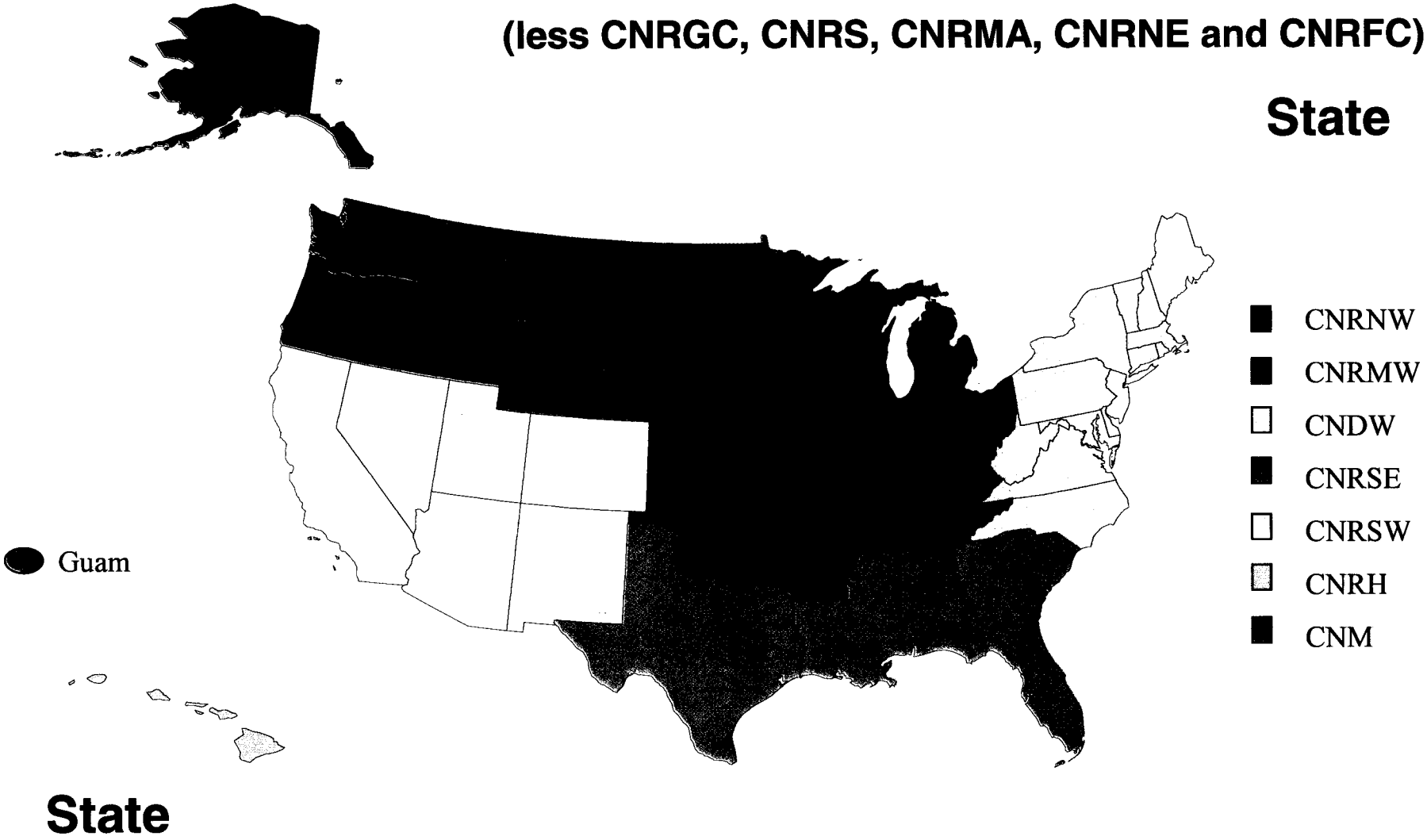
	CNRSW	CNDW	CNRSE	CNRNW	CNRH	CNRMW	CNRM
Total Workforce (1000s)	135	162	73	44	24	13	3
Total PRV ($100 millions)	236	278	205	74	119	72	38
Avg distance to worker	70	125	201	126	5	128	0
Fencelines	48	96	81	20	6	45	3



- Total Workforce (1000s)
- Total PRV ($100 millions)
- Avg distance to worker

Seven Navy Regions

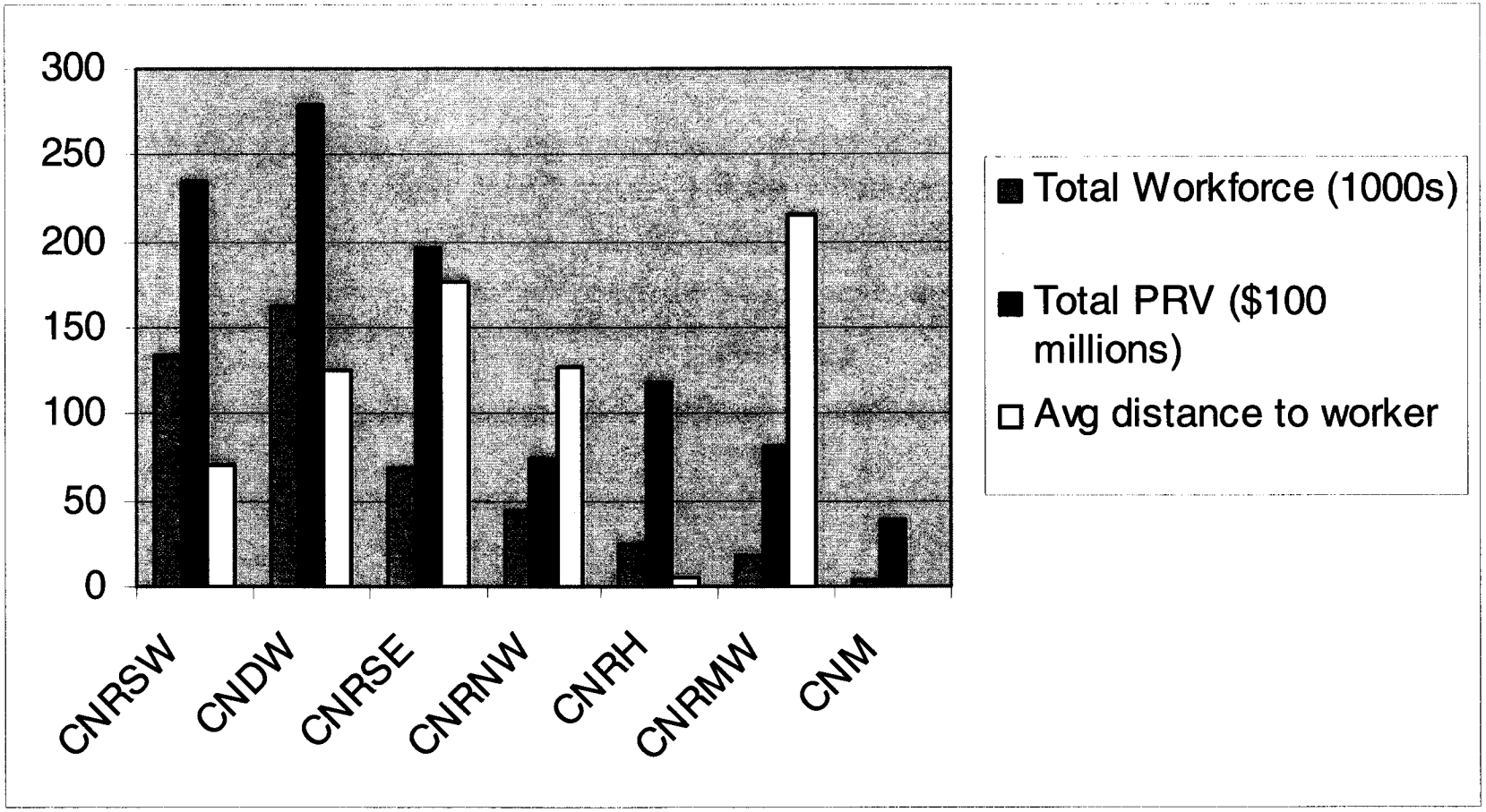
(less CNRGC, CNRS, CNRMA, CNRNE and CNRFC)



Seven Navy Regions

State

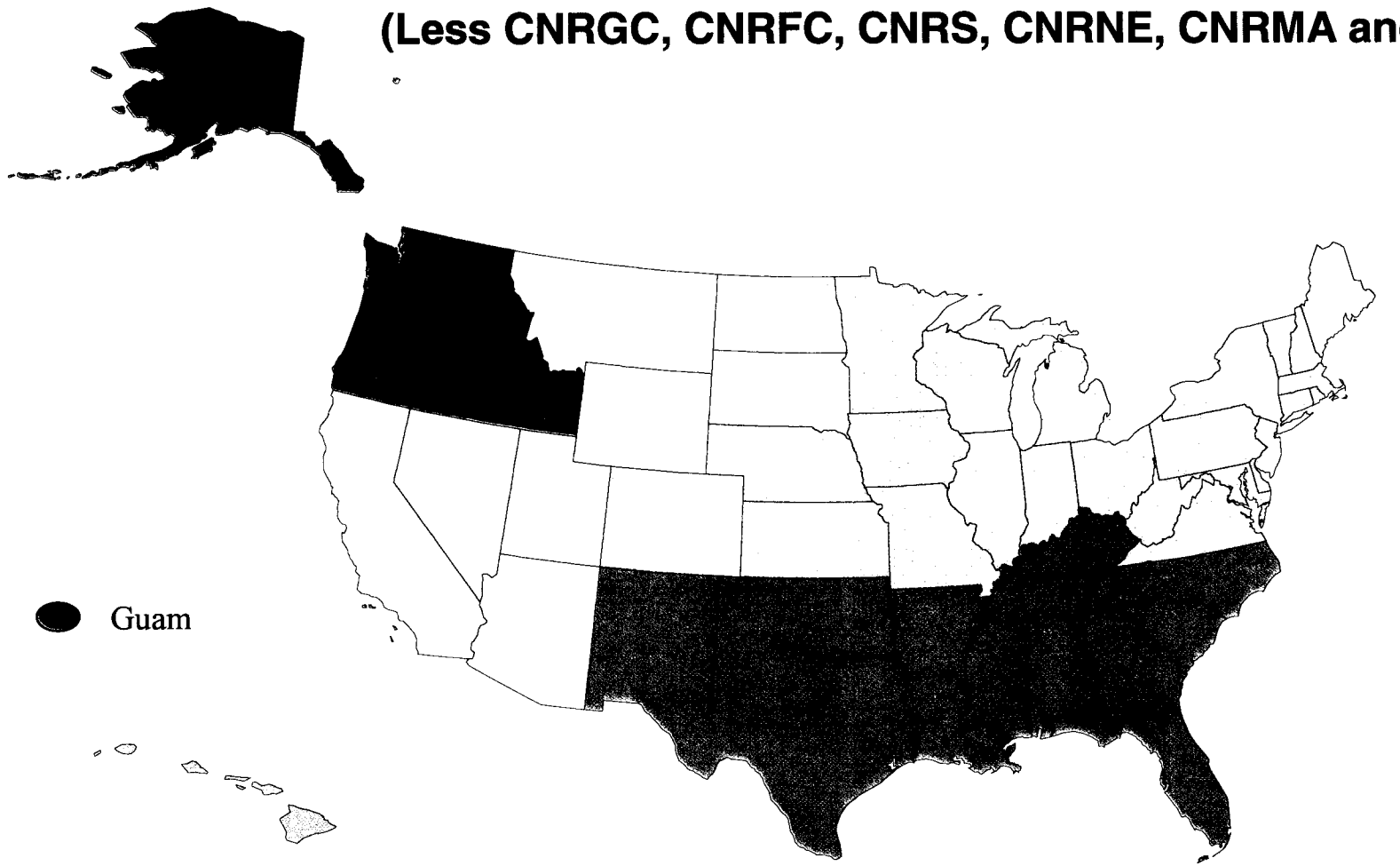
	CNRSW	CNDW	CNRSE	CNRNW	CNRH	CNRMW	CNM
Total Workforce (1000s)	135	163	68	44	24	17	3
Total PRV ($100 millions)	235	279	196	74	119	81	38
Avg distance to worker	70	125	177	127	5	216	0
Fencelines	44	102	64	22	6	58	3



Six Navy Regions

(Less CNRGC, CNRFC, CNRS, CNRNE, CNRMA and CNRMW)

FEMA

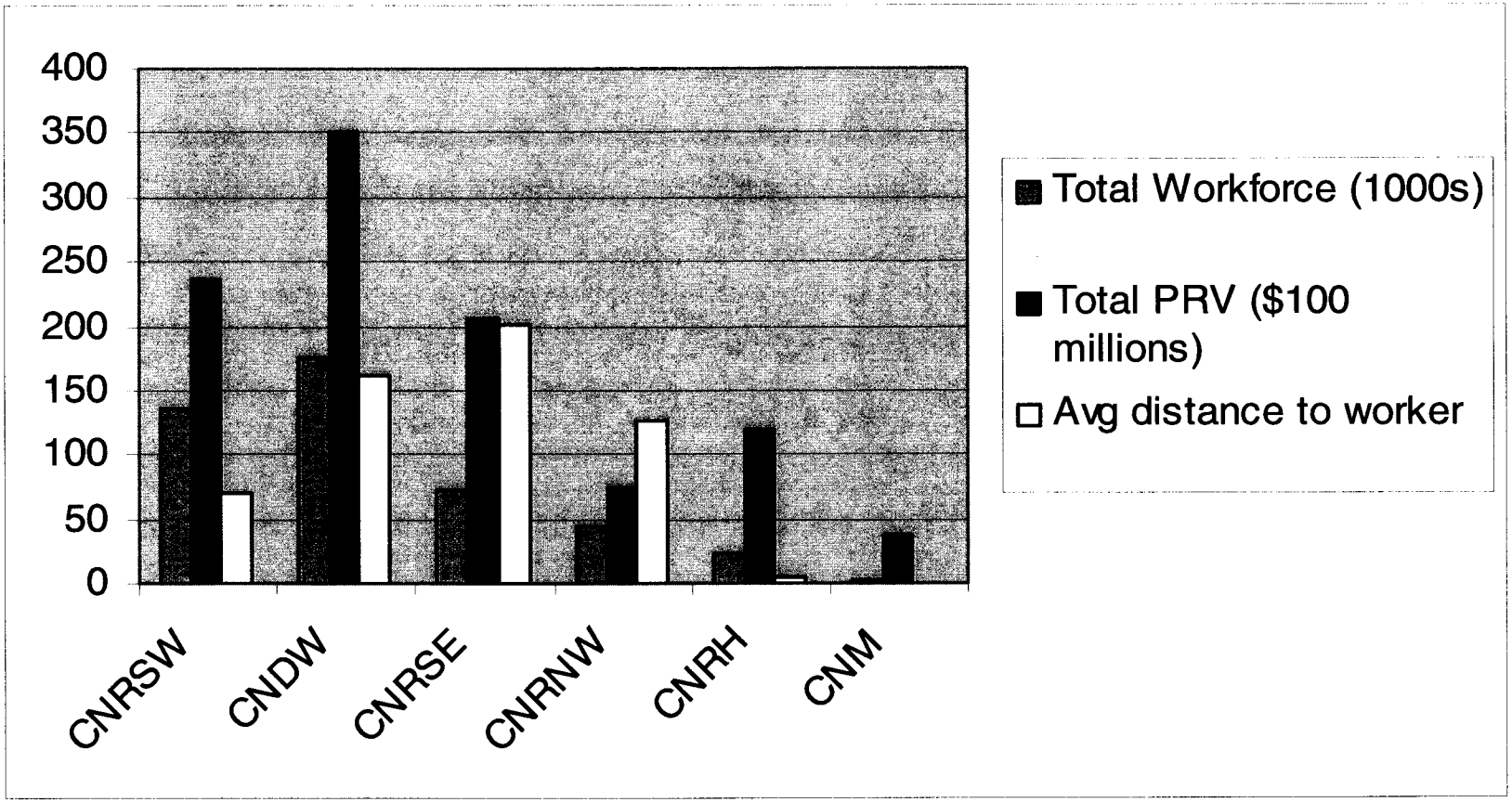


FEMA

Six Navy Regions

FEMA

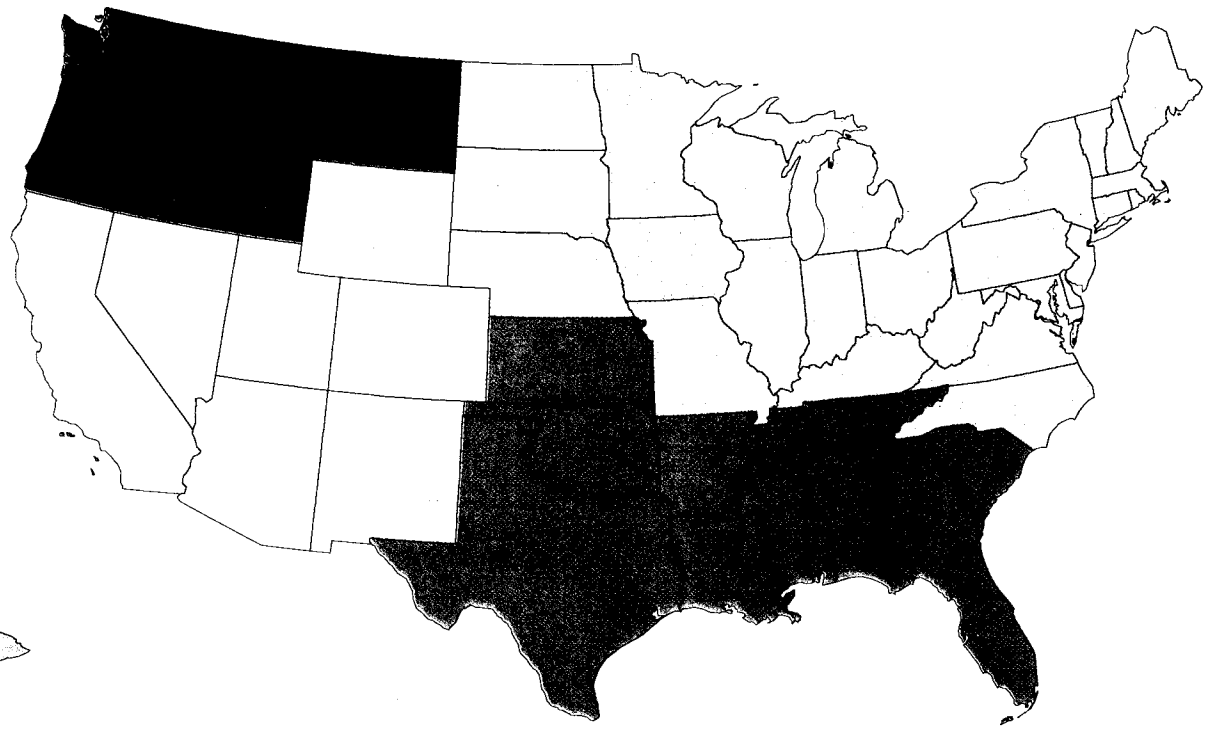
	CNRSW	CNDW	CNRSE	CNRNW	CNRH	CNM
Total Workforce (1000s)	135	175	73	44	24	3
Total PRV ($100 millions)	236	351	205	74	119	38
Avg distance to worker	70	161	201	126	5	0
Fencelines	48	141	81	20	6	3



Six Navy Regions

(less CNRGC, CNRS, CNRMA, CNRNE, CNRFC and CNRMW)

State



- CNRNW
- CNDW
- CNRSE
- CNRSW
- CNRH
- CNM

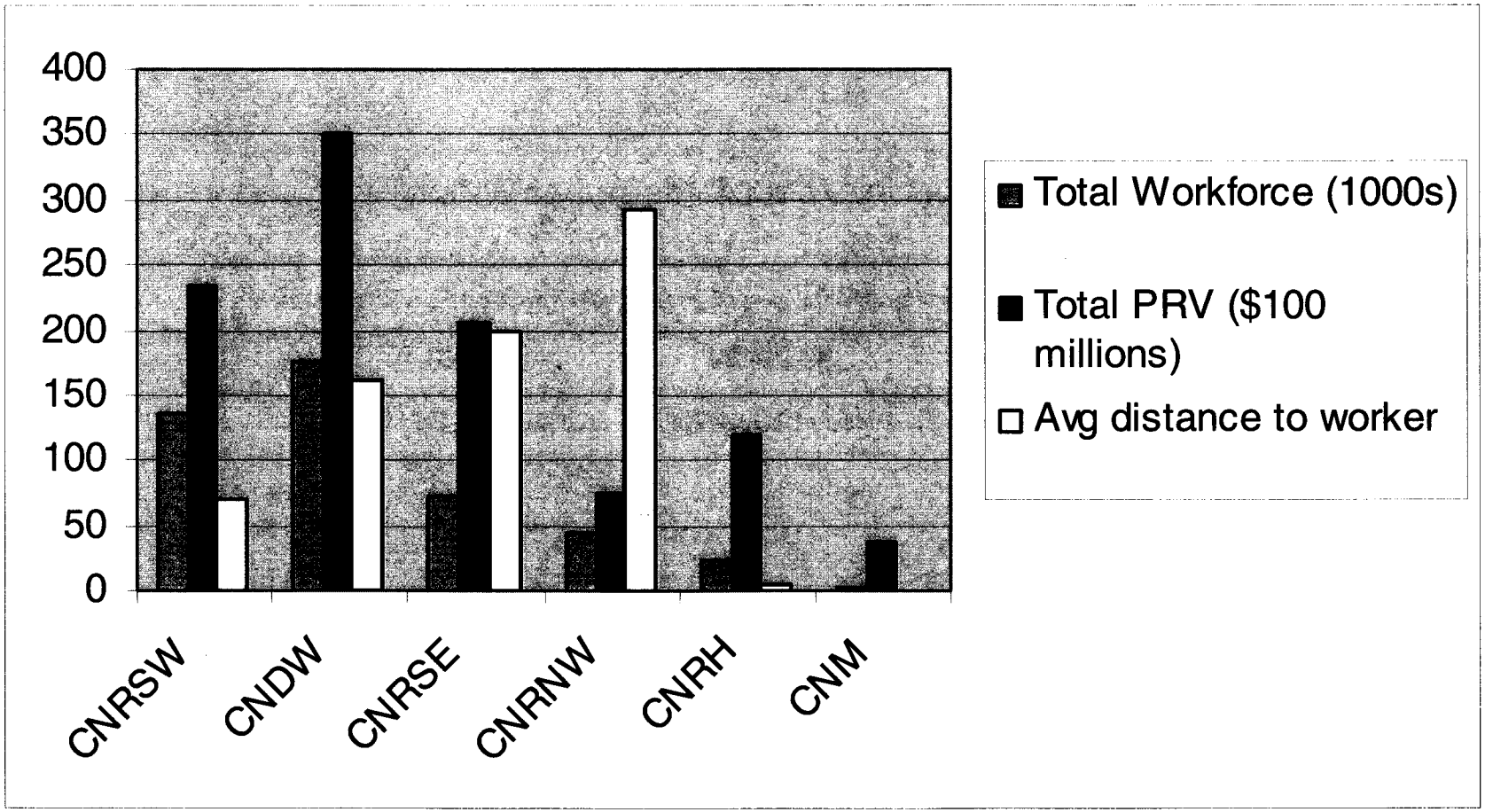
Guam

State

Six Navy Regions

State

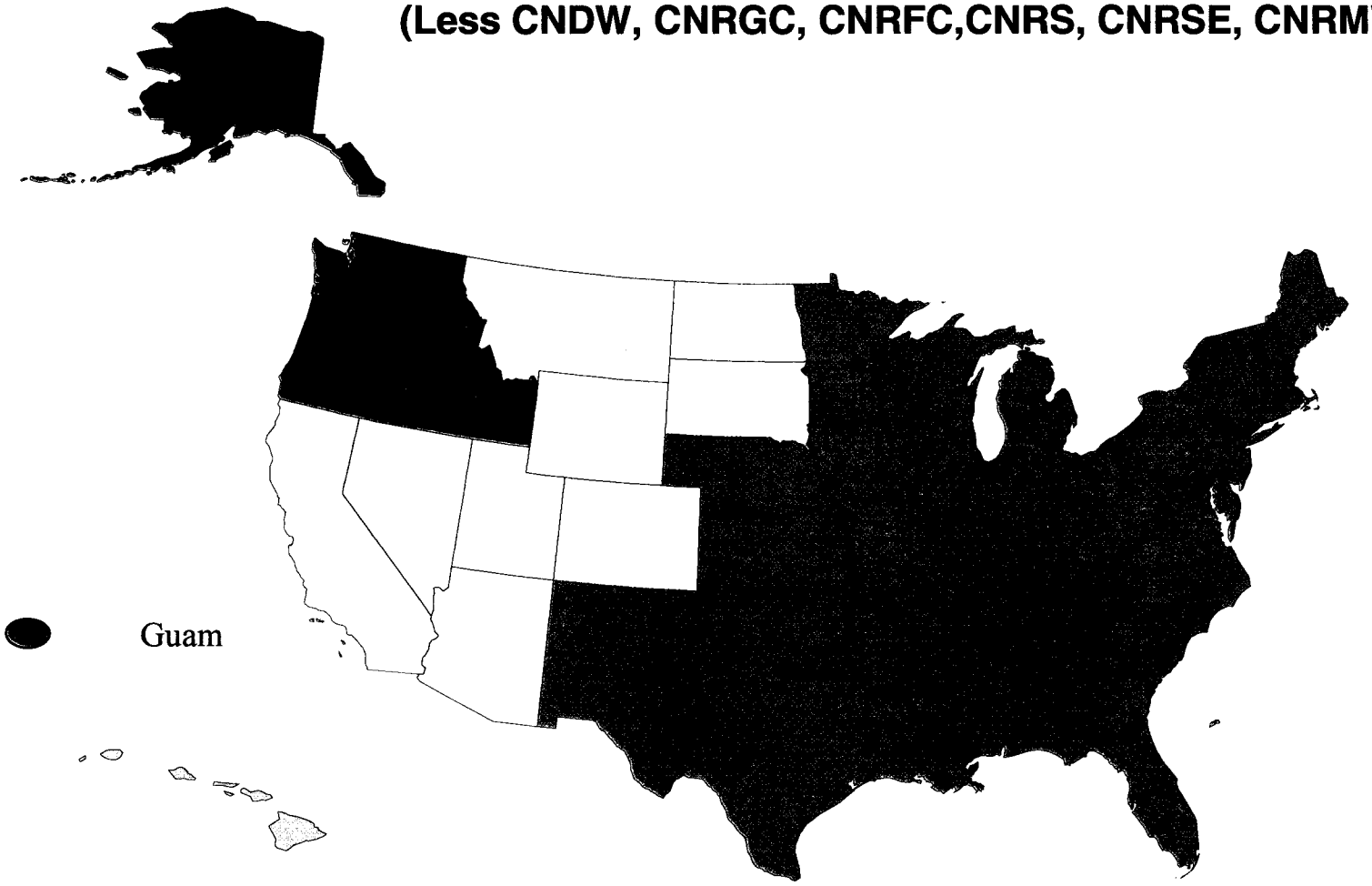
	CNRSW	CNDW	CNRSE	CNRNW	CNRH	CNM
Total Workforce (1000s)	135	176	72	44	24	3
Total PRV ($100 millions)	235	351	205	74	119	38
Avg distance to worker	70	161	200	293	5	0
Fencelines	45	150	73	22	6	3



Five Navy Regions

(Less CNDW, CNRGC, CNRFC,CNRS, CNRSE, CNRMW, and CNRNE)

FEMA



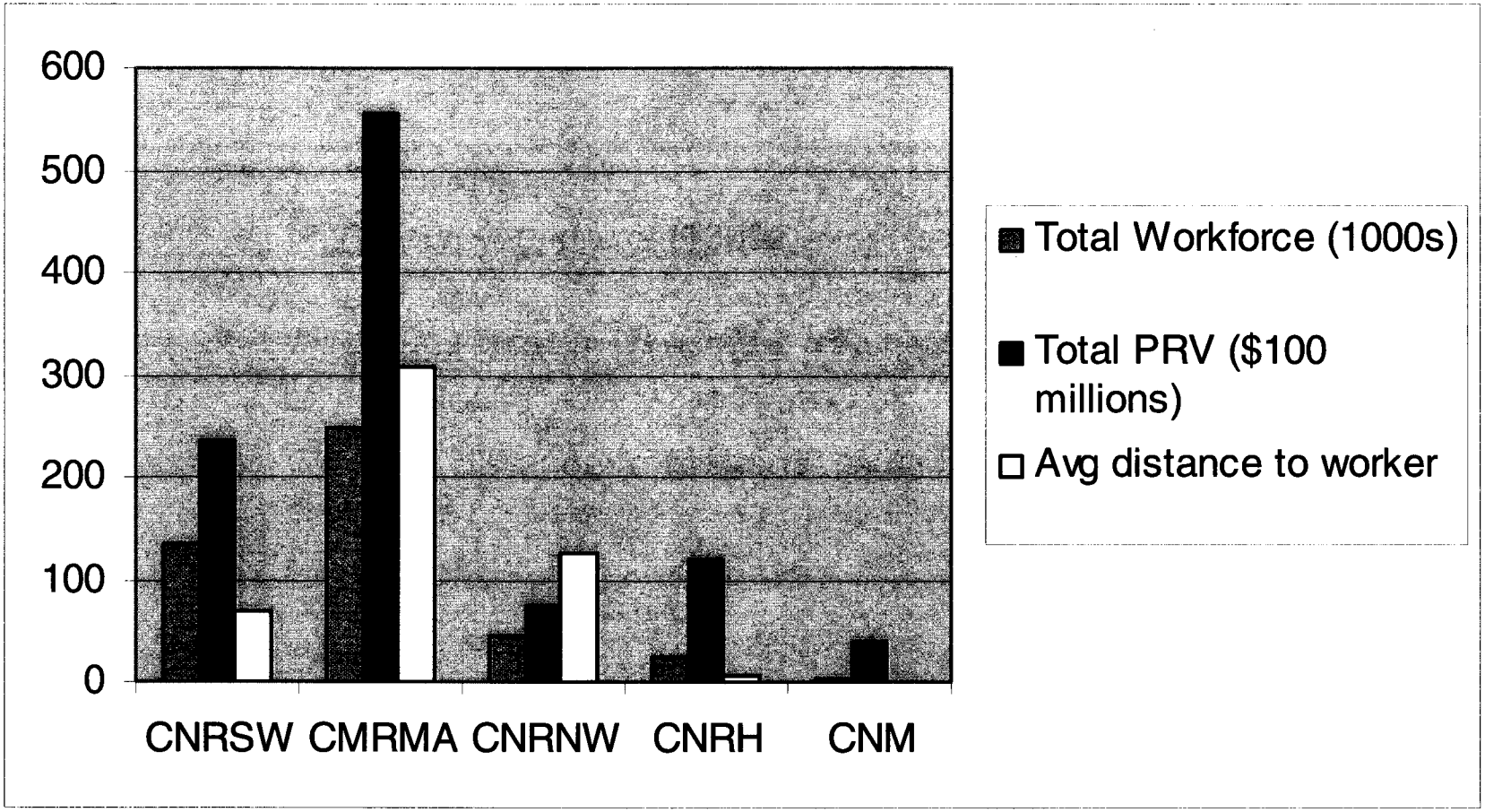
- CNRNW
- CNRMA
- CNRSW
- CNRH
- CNM

FEMA

Five Navy Regions

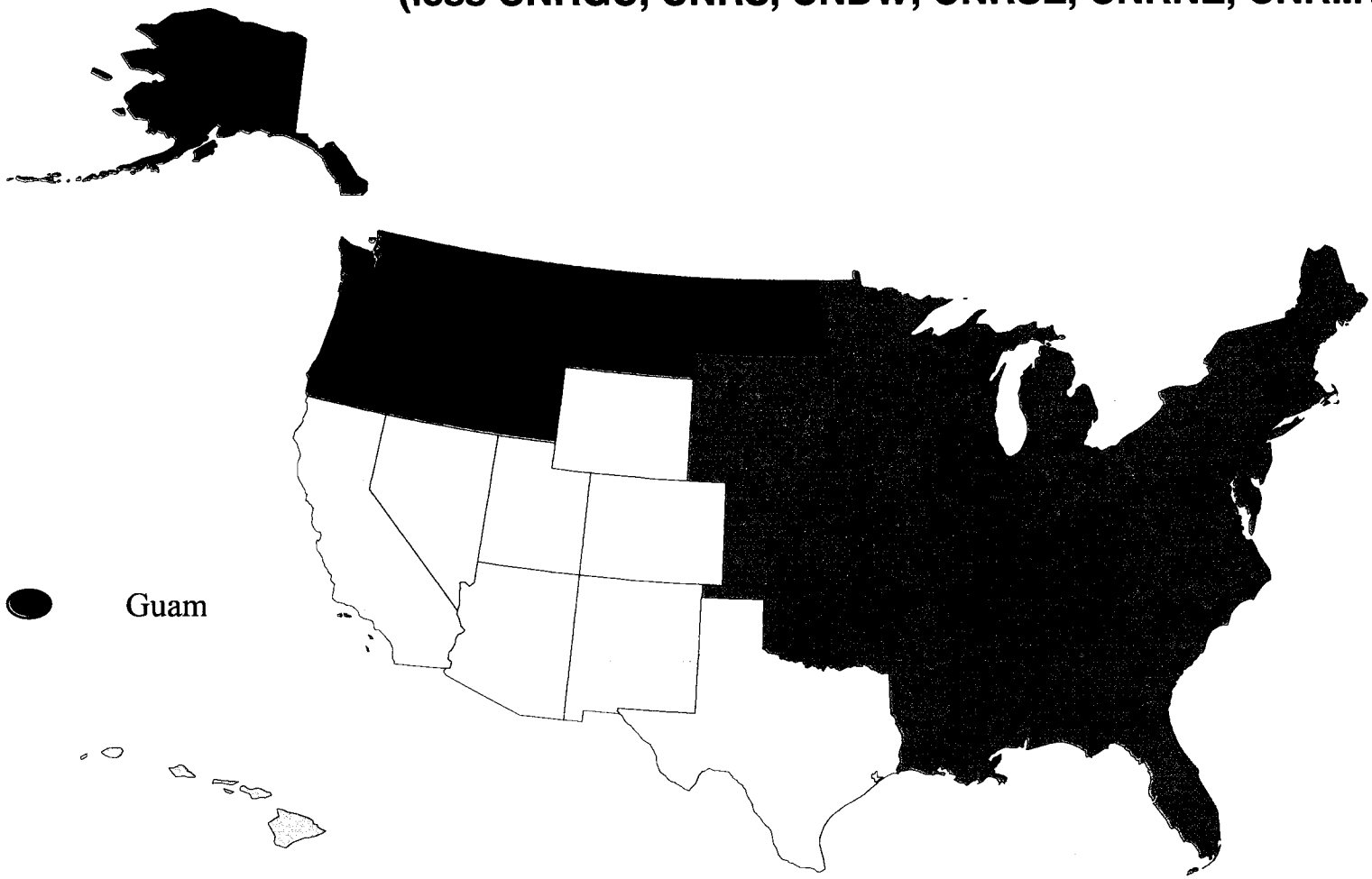
FEMA

	CNRSW	CMRMA	CNRNW	CNRH	CNM
Total Workforce (1000s)	135	248	44	24	3
Total PRV ($100 millions)	236	556	74	119	38
Avg distance to worker	70	308	126	5	0
Fencelines	48	222	20	6	3



Five Navy Regions

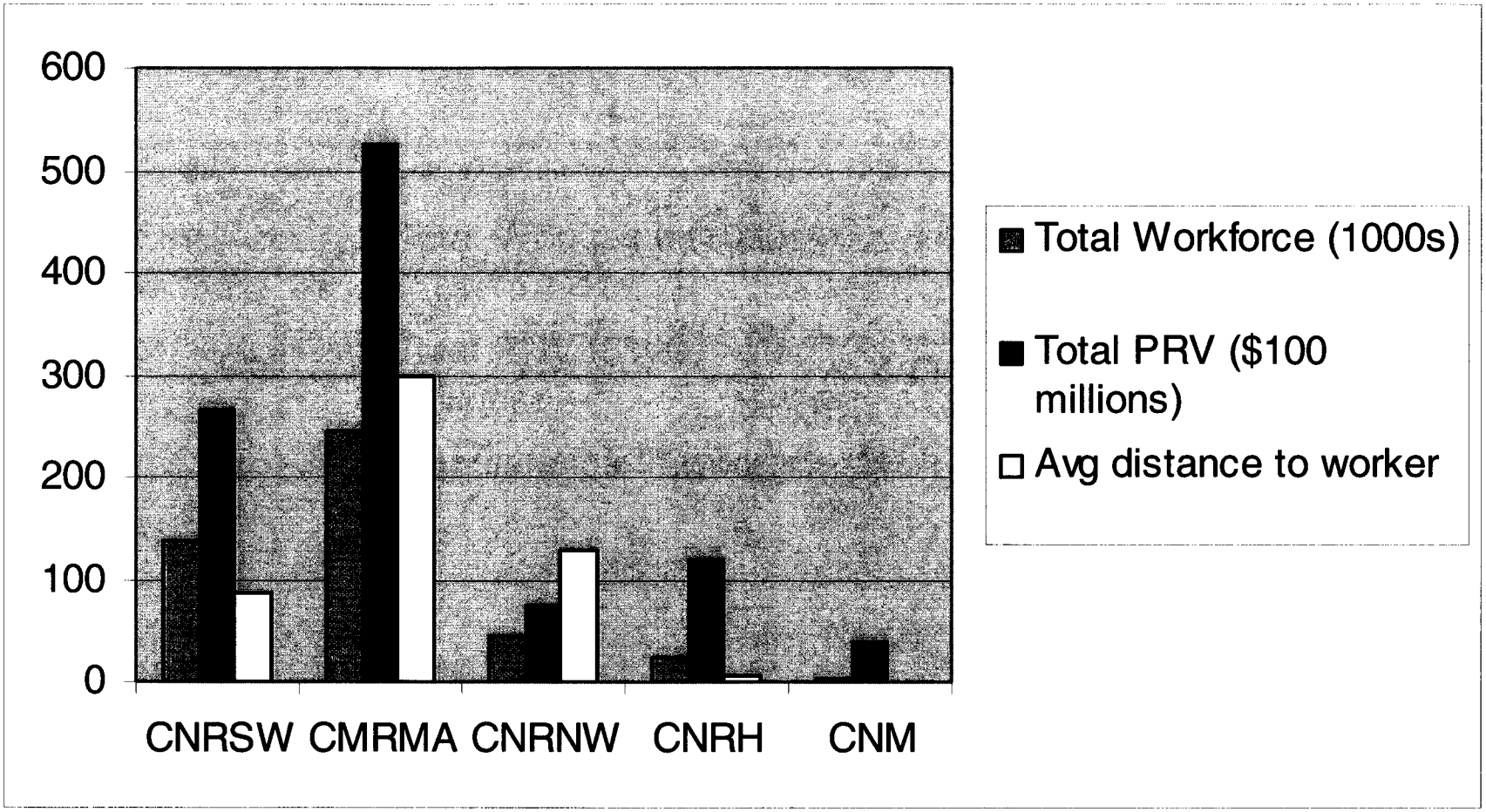
(less CNRGC, CNRS, CNDW, CNRSE, CNRNE, CNRMW and CNRFC)



Five Navy Regions

	CNRSW	CMRMA	CNRNW	CNRH	CNM
Total Workforce (1000s)	137	246	44	24	3
Total PRV ($100 millions)	265	526	74	119	38
Avg distance to worker	86	300	127	5	0
Fencelines	60	207	23	6	3

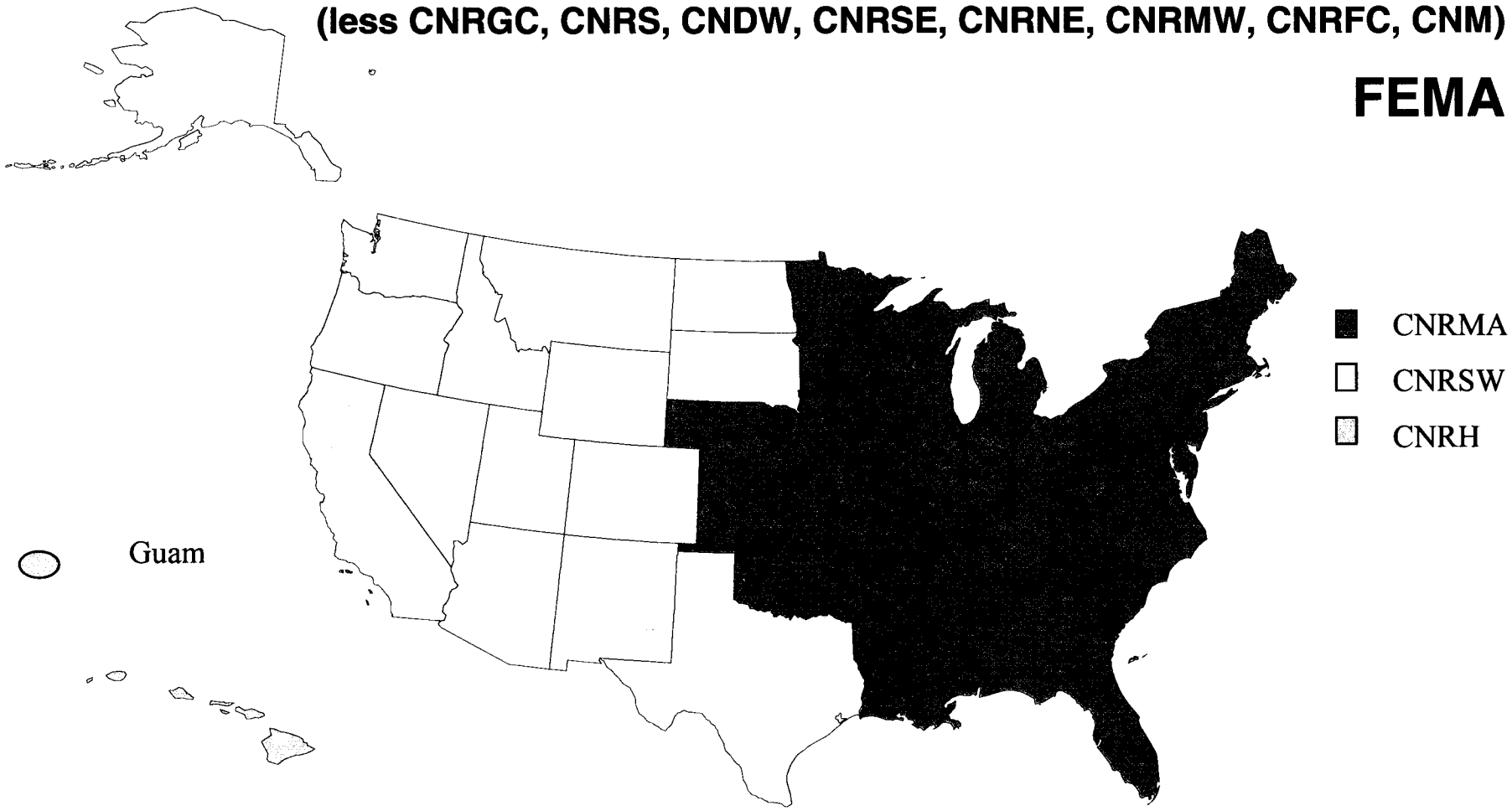
State



Three Navy Regions

(less CNRGC, CNRS, CNDW, CNRSE, CNRNE, CNRMW, CNRFC, CNM)

FEMA

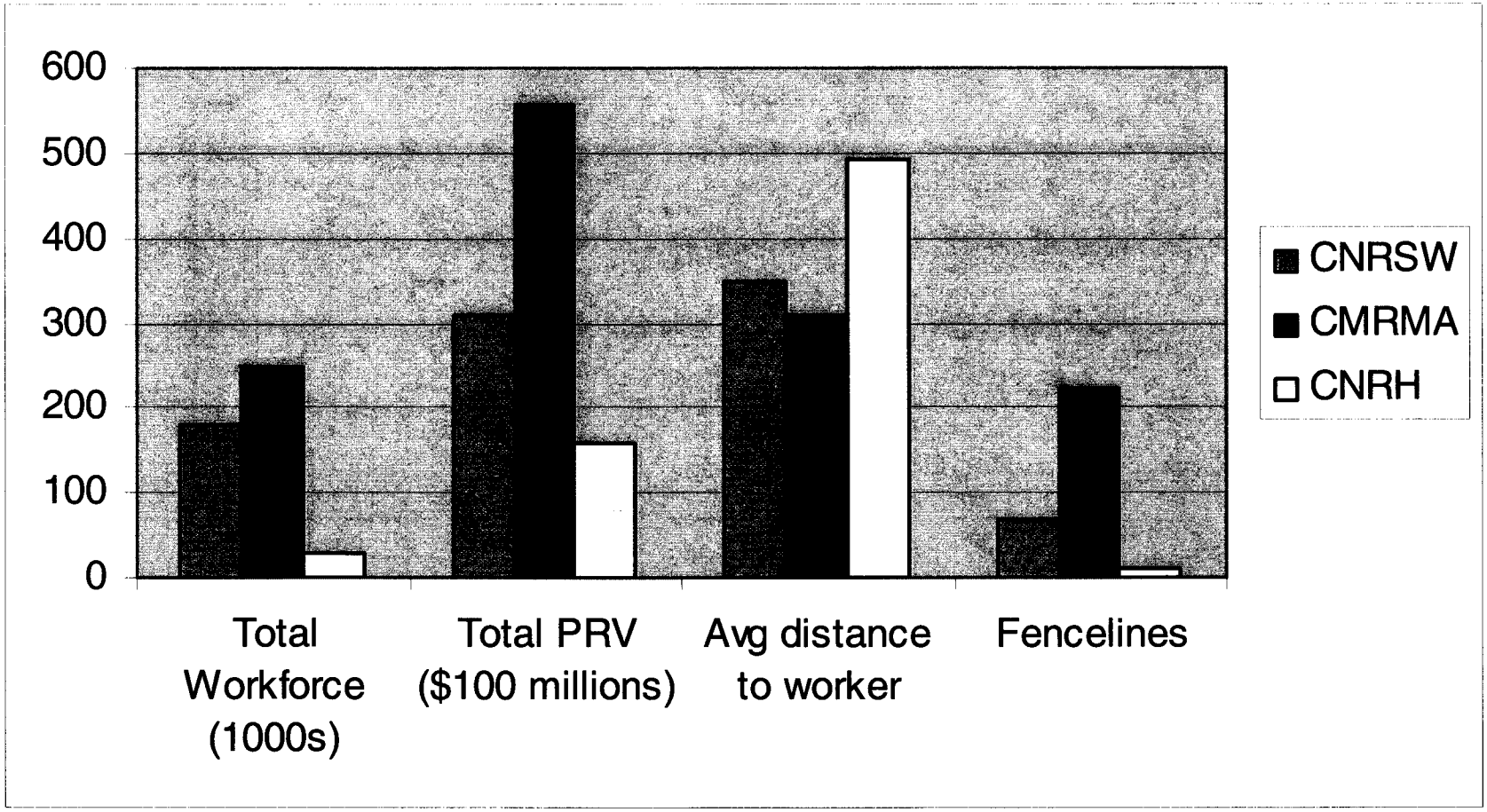


FEMA

Three Regions

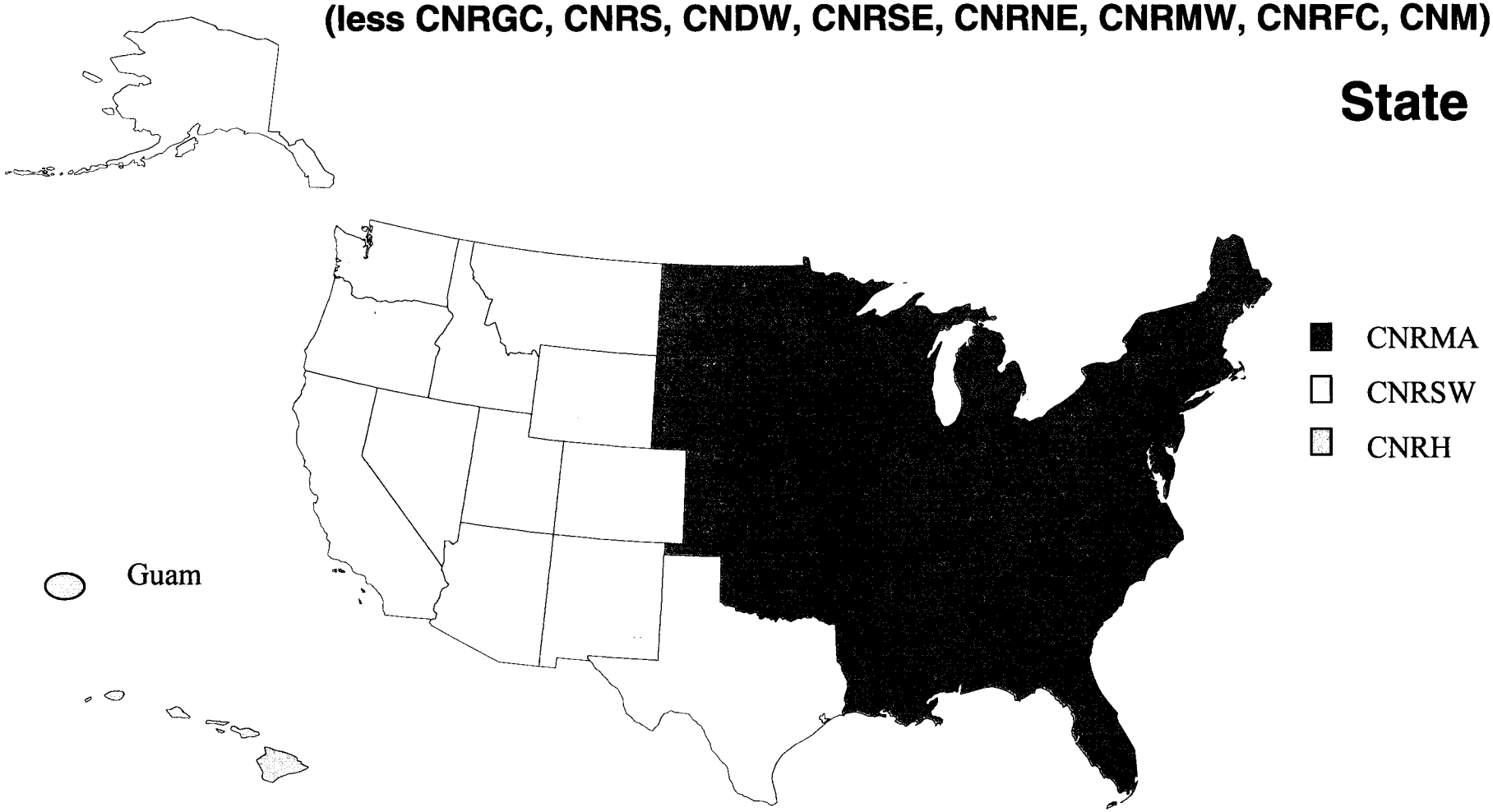
FEMA

	CNRSW	CMRMA	CNRH
Total Workforce (1000s)	180	248	27
Total PRV ($100 millions)	309	556	158
Avg distance to worker	347	308	491
Fencelines	68	222	9



Three Navy Regions

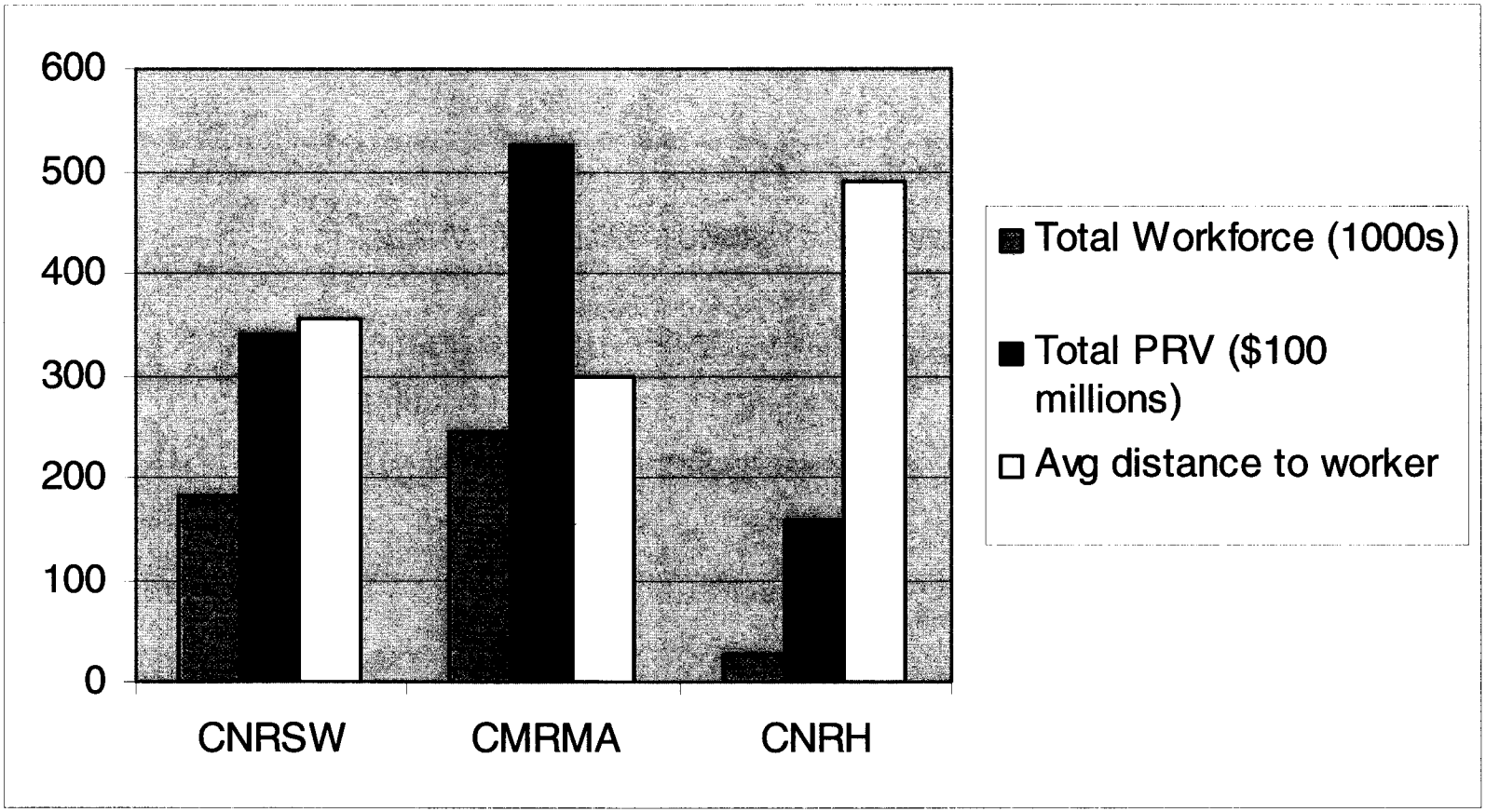
(less CNRGC, CNRS, CNDW, CNRSE, CNRNE, CNRMW, CNRFC, CNM)



Three Navy Regions

State

	CNRSW	CMRMA	CNRH
Total Workforce (1000s)	182	246	27
Total PRV ($100 millions)	339	526	158
Avg distance to worker	356	300	491
Fencelines	82	208	9



Backup Slides

Regional Support Activities (82)

- **Definition - Various geographic shore support activities not tied to a specific location or set of operational forces.**

– Navy Installation Management Regions	12	A
– Engineering Field Activities/Divisions/OICC	11	B
– Navy Public Works Centers	7	B
– *Fleet and Industrial Supply Centers* *	5	B
– Navy Reserve Readiness Commands	7	C
– Navy Legal Service Office	7	C
– Marine Corps Districts (Recruiting)	6	C
– Naval Reserve Recruiting Areas	6	C
– Navy Trial Service Offices	5	C
– Navy Recruiting Regions	4	C
– Marine Corps National Capital Region Command	1	C
– *Human Resource Service Centers* *	6	D
– *Health Care Support Organizations* *	3	D
– *Navy Personnel Support Activities* *	2	D

** Activities included in JCSG analysis for operational function*

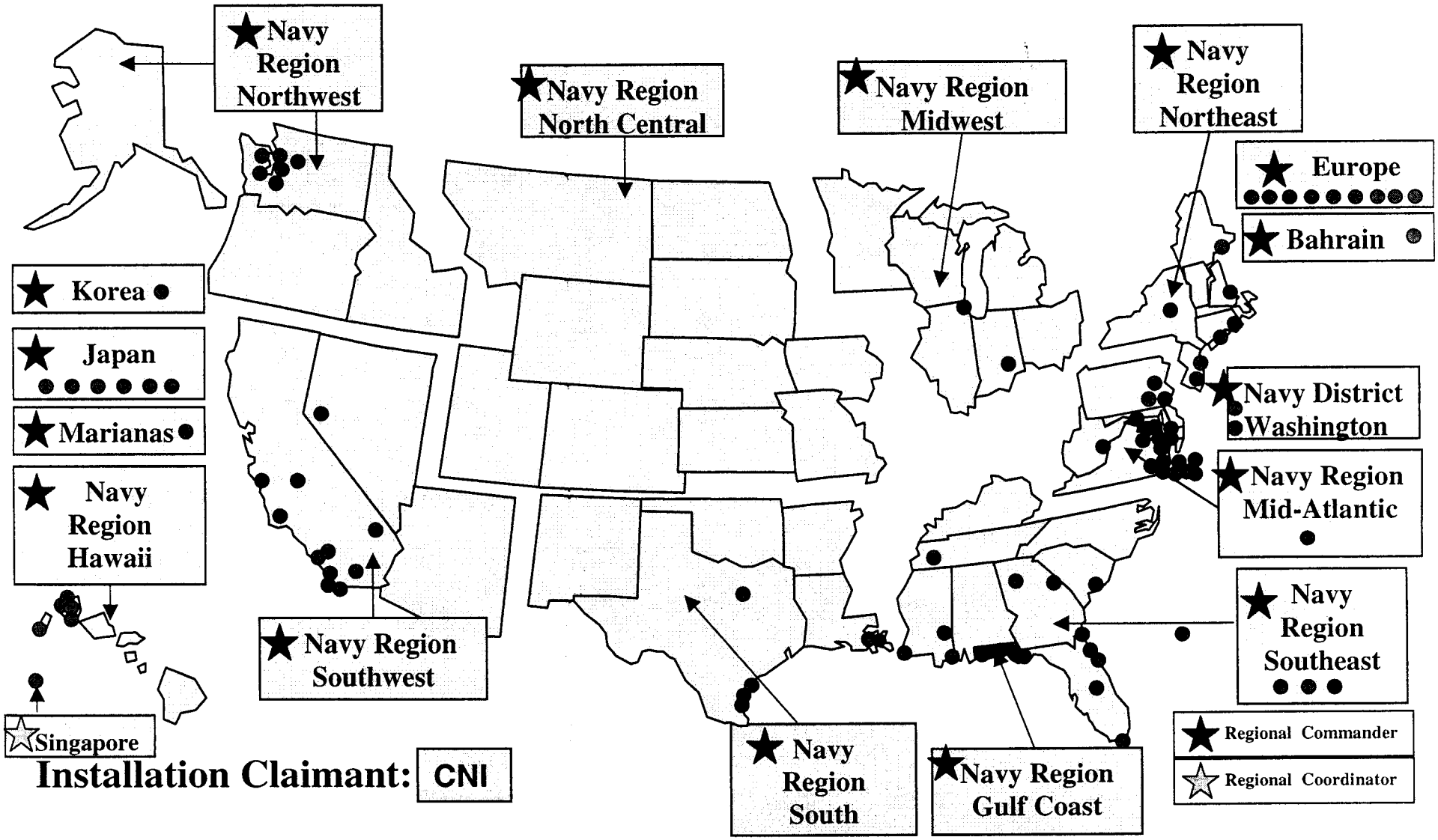
Headquarters and Support Activities – Regional Support

COMNAVDIST WASHINGTON DC
COMNAVMARIANAS GU
COMNAVREG GULF COAST PENSACOLA FL
COMNAVREG HAWAII PEARL HARBOR HI
COMNAVREG MIDLANT NORFOLK VA
COMNAVREG MW GREAT LAKES IL
COMNAVREG NE GROTON CT
COMNAVREG NW SEATTLE WA
COMNAVREG SE JACKSONVILLE FL
COMNAVREG SOUTH CORPUS CHRISTI TX
COMNAVREG SW SAN DIEGO CA
ENGFLDACT MW GREAT LAKES IL
ENGFLDACT WEST SAN BRUNO CA
NAVFAC EFA CHESAPEAKE WASHINGTON DC
NAVFAC EFA NORTHEAST PHILADELPHIA PA
NAVFAC EFA NORTHWEST POULSBO WA
NAVFAC EFA SOUTHEAST JACKSONVILLE FL
NAVFAC EFD ATLANTIC NORFOLK VA
NAVFAC EFD PACIFIC PEARL HARBOR HI
NAVFAC EFD SOUTH CHARLESTON SC
NAVFAC EFD SOUTHWEST SAN DIEGO CA
NAVFAC OICC MARIANAS GU
PWC GREAT LAKES IL
PWC GU
PWC JACKSONVILLE FL
PWC NORFOLK VA
PWC PEARL HARBOR HI
PWC SAN DIEGO CA
PWC WASHINGTON DC

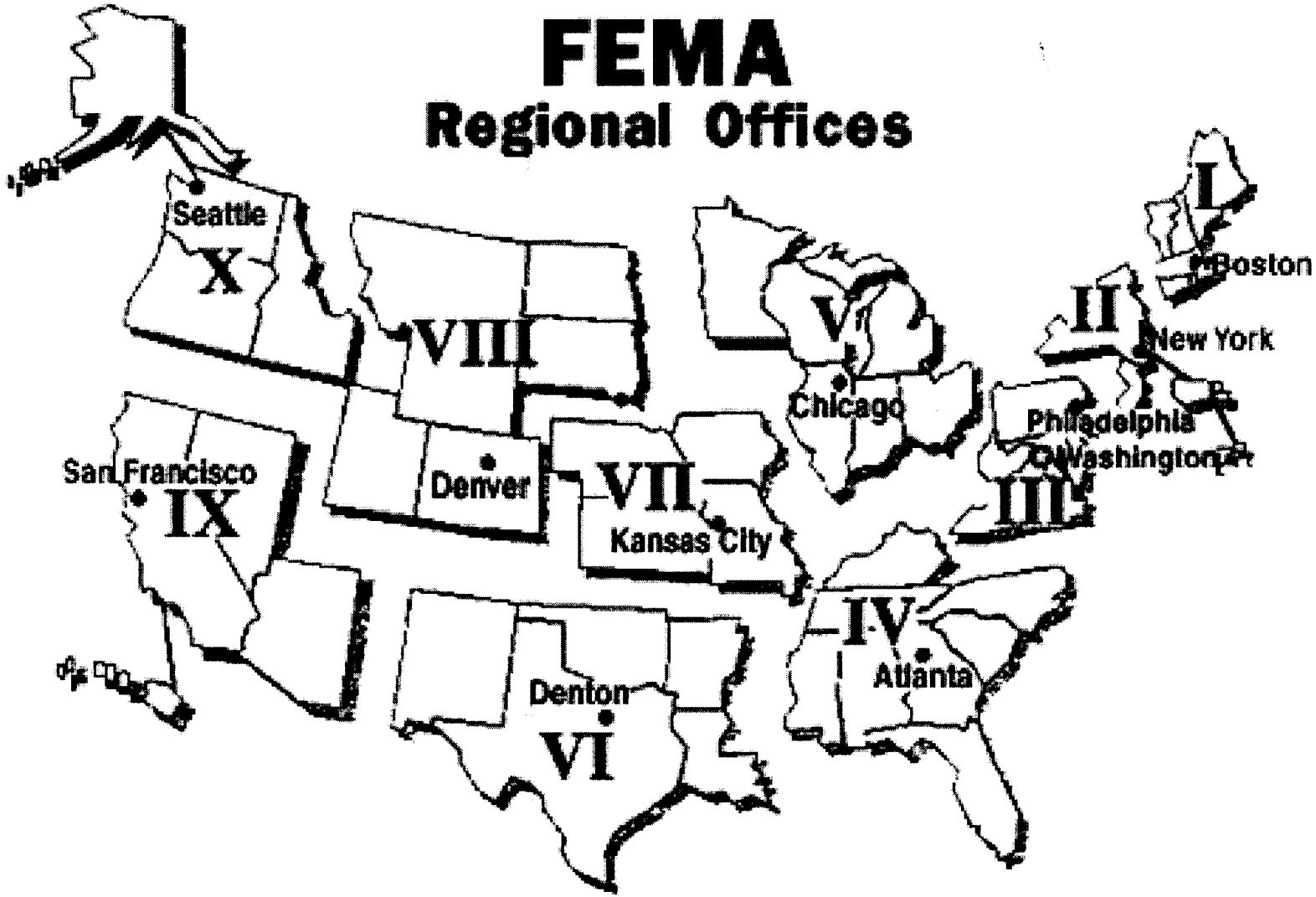
FISC SAN DIEGO CA*
FISC JACKSONVILLE FL*
FISC PEARL HARBOR HI*
FISC NORFOLK VA*
FISC PUGET SOUND WA*
NAVRESREDCOM MIDATLANTIC
NAVRESREDCOM MIDWEST
NAVRESREDCOM NORTHEAST
NAVRESREDCOM NORTHWEST
NAVRESREDCOM SOUTH
NAVRESREDCOM SOUTHEAST
NAVRESREDCOM SOUTHWEST
NAVLEGSVCOFF NORTHCENT WASHINGTON DC
NAVLEGSVCOFF NORTHWEST BREMERTON WA
NAVLEGSVCOFF PAC DET PEARL HARBOR HI
NAVLEGSVCOFF SE JACKSONVILLE FL
NAVLEGSVCOFF SOUTHWEST SAN DIEGO CA
NAVLEGSVCOFF CENTRAL PENSACOLA FL
NAVLEGSVCOFF MIDLANT NORFOLK VA
EIGHTH MCD NEW ORLEANS LA
FIRST MCD GARDEN CITY LI NY
FOURTH MCD CUMBERLAND PA
NINTH MCD KANSAS CITY MO
SIXTH MCD PARRIS ISLAND SC
TWELTH MCD SAN DIEGO CA
NAVRESCRUITAREA CENTRAL GREAT LAKESIL
NAVRESCRUITAREA NORTHEAST WASH DC
NAVRESCRUITAREA PACIFIC SAN DIEGO CA
NAVRESCRUITAREA SOUTH DALLAS TX

NAVRESCRUITAREA SOUTHEAST ORLANDO FL
NAVRESCRUITAREA WEST AURORA CO
TRISVCOFF EAST NORFOLK VA
TRISVCOFF NE WASHINGTON DC
TRISVCOFF PAC PEARL HARBOR HI
TRISVCOFF SE MAYPORT FL
TRISVCOFF WEST SAN DIEGO CA
NAVCRUITREG CENTRAL GREAT LAKES IL
NAVCRUITREG NORTH SCOTIA NY
NAVCRUITREG SOUTH MACON GA
NAVCRUITREG WEST OAKLAND CA
CG MCNCRC WASHINGTON DC
HRSC PEARL HARBOR HI*
HRSC PHILADELPHIA PA*
HRSC PORTSMOUTH VA*
HRSC SAN DIEGO CA*
HRSC SILVERDALE WA*
HRSC STENNIS, MS*
HLTHCARE SUPPO JACKSONVILLE FL*
HLTHCARE SUPPO NORFOLK VA*
HLTHCARE SUPPO SAN DIEGO CA*
PERSUPPACT LANT*
PERSUPPACT WEST*

*** Being looked at functionally by other teams/ JCSGs**



Installation Claimant: CNI


FEMA
Regional Offices
Seattle
X
VIII
V
Chicago
I
Boston
II
New York
Philadelphia
Washington
III
San Francisco
IX
Denver
VII
Kansas City
IV
Atlanta
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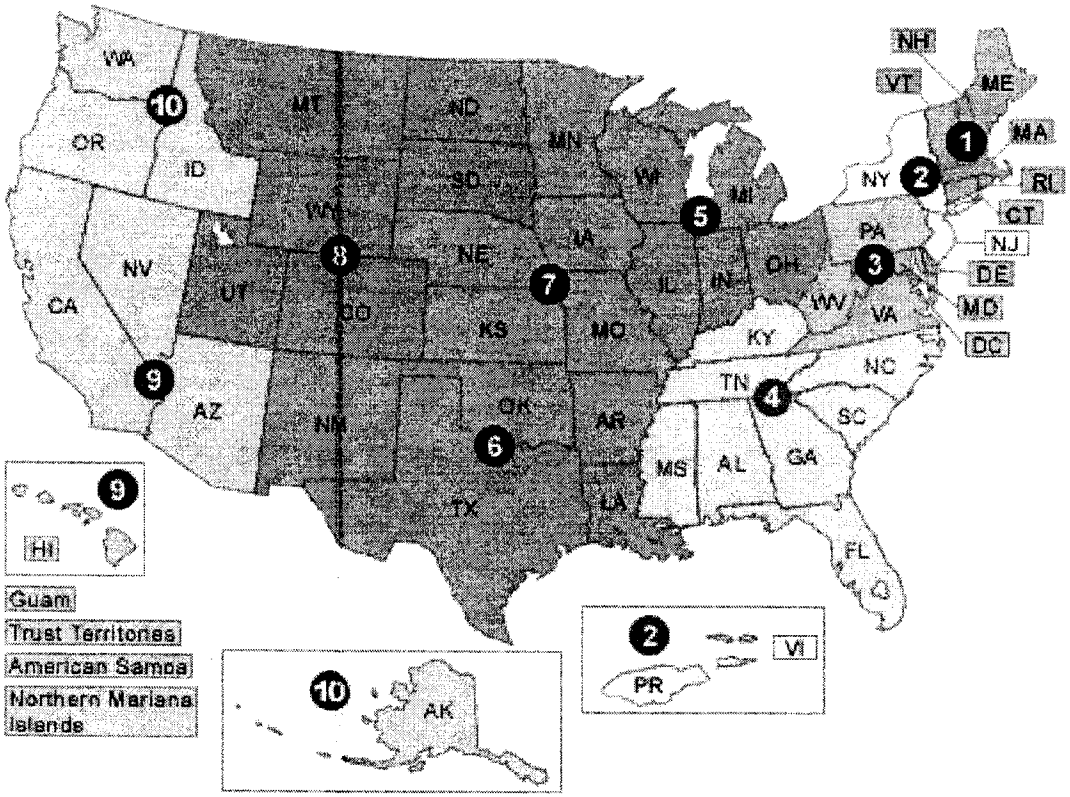
EPA Regions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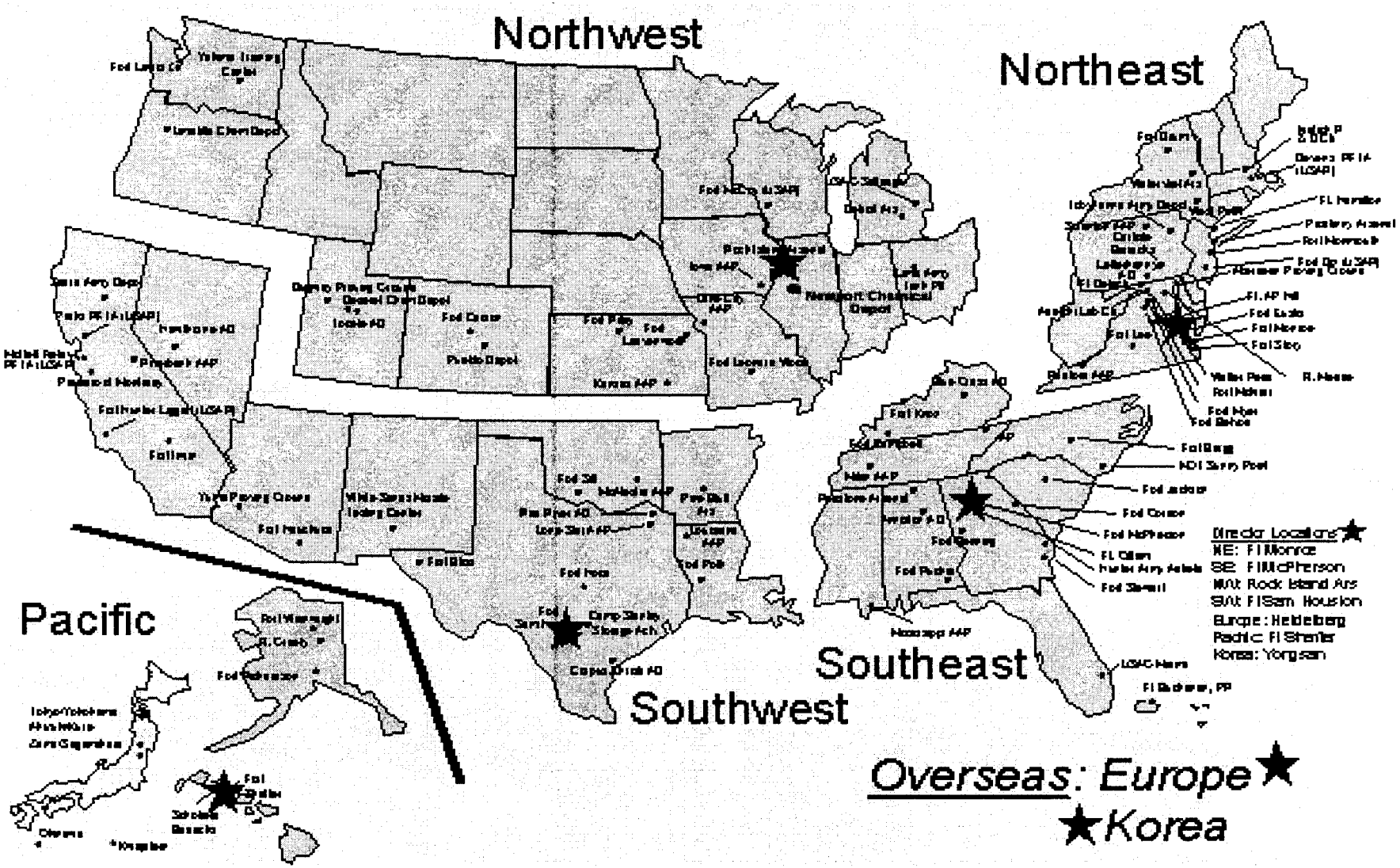
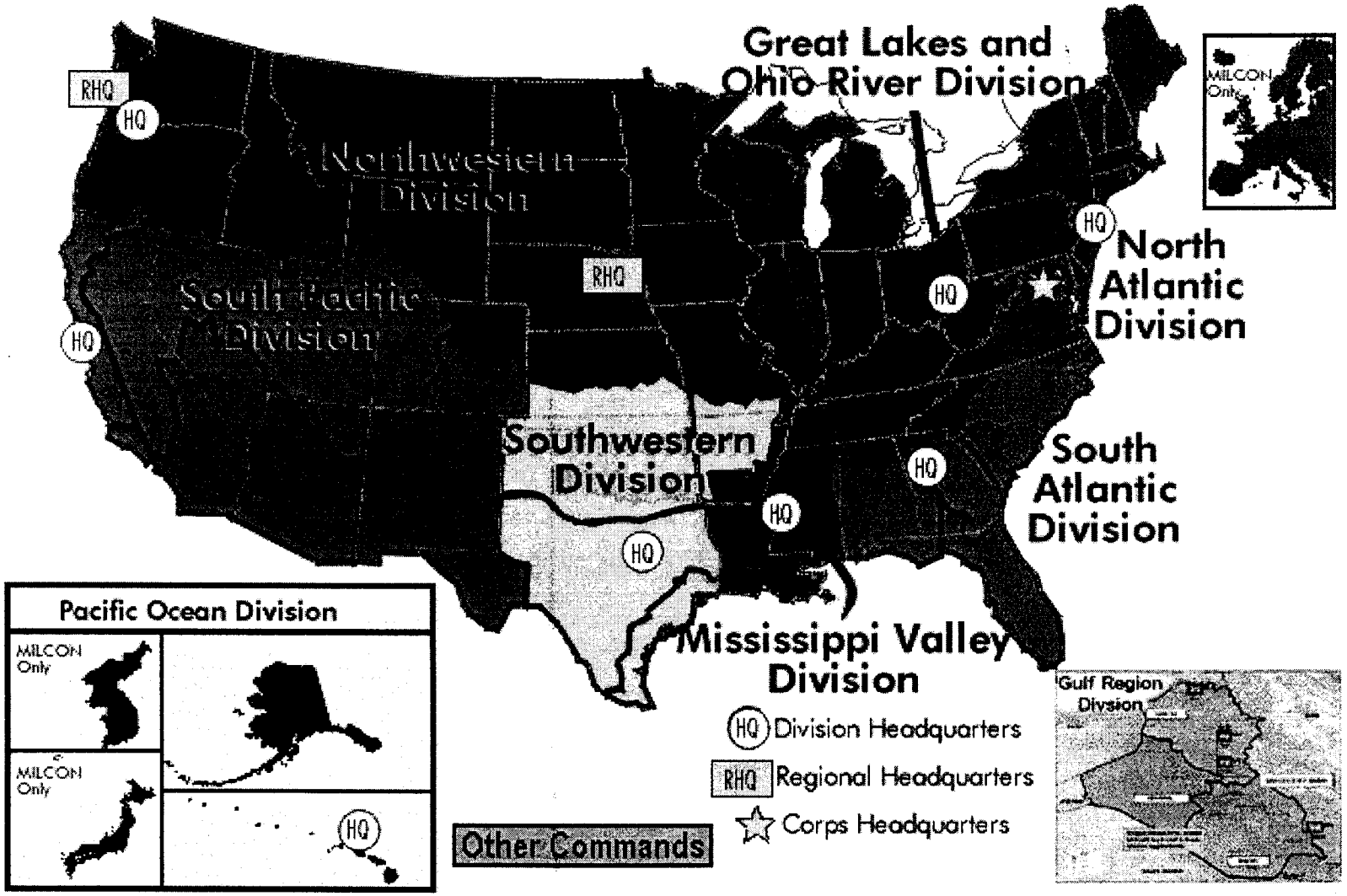
US Army IMA Regions

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Northwestern Division
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South Pacific Division
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North Atlantic Division
Southwestern Division
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South Atlantic Division
Mississippi Valley Division
Gulf Region Divsion
Pacific Ocean Division
MILCON Only
MILCON Only
HQ
Other Commands
HQ Division Headquarters
RHQ Regional Headquarters
Corps Headquarters

Region	Installation Fenceline	state	ZIP	PRV	MILPERS	CIVPERS	TOT POP
CG MCNCRC WASHINGTON DC	Henderson Hall	VA	22214	82737	227	49	276
CG MCNCRC WASHINGTON DC	Marine Corps Base Quantico	VA	22134	2E+06	6458	2547	9005
COMNAVDIST WASHINGTON DC	Anacostia Annex	DC	20373	82737	1875	374	2249
COMNAVDIST WASHINGTON DC	Andrews Air Force Base	MD	20762	402312	876	64	940
COMNAVDIST WASHINGTON DC	Arlington Service Center	VA	22217	56472	1920	5900	7820
COMNAVDIST WASHINGTON DC	Commander Navy Installations	DC	22211		56	213	269
COMNAVDIST WASHINGTON DC	DCMS Washington	DC	20393		42	26	68
COMNAVDIST WASHINGTON DC	DIRSSP Washington	DC	20393		74	280	354
COMNAVDIST WASHINGTON DC	Fort Belvoir	VA	22060		29	54	83
COMNAVDIST WASHINGTON DC	Fort Detrick	MD	21702		43	101	144
COMNAVDIST WASHINGTON DC	Fort Meade	MD	20755		1481	192	1673
COMNAVDIST WASHINGTON DC	National Maritime Intelligence Center Suitlan	MD	20746	113916	1047	1132	2179
COMNAVDIST WASHINGTON DC	National Naval Medical Center Bethesda	MD	20889	40485	2339	2116	4455
COMNAVDIST WASHINGTON DC	National Reconnaissance Office	VA	20151		181	51	232
COMNAVDIST WASHINGTON DC	Naval Air Station Patuxent River	MD	20670	2E+06	2266	2306	4572
COMNAVDIST WASHINGTON DC	Naval Observatory	DC	20392	47172	222	199	421
COMNAVDIST WASHINGTON DC	Naval Research Laboratory	DC	20375	837827	364	2724	3088
COMNAVDIST WASHINGTON DC	Naval Station Annapolis	MD	21402	2E+06	5244	2240	7484
COMNAVDIST WASHINGTON DC	Naval Surface Warfare Center Carderock	MD	20817	402175	20	2057	2077
COMNAVDIST WASHINGTON DC	Naval Surface Warfare Center Dahlgren	VA	22448	804984	581	1044	1625
COMNAVDIST WASHINGTON DC	Naval Surface Warfare Center Indian Head	MD	20640	1E+06	656	2381	3037
COMNAVDIST WASHINGTON DC	Navy IPO Washington	DC	20393		40	103	143
COMNAVDIST WASHINGTON DC	Office of Naval Research	DC	20375		35	449	484
COMNAVDIST WASHINGTON DC	Pentagon Reservation	VA	22211		996	631	1627
COMNAVDIST WASHINGTON DC	Potomac Annex	VA	20372	49361	267	242	509
COMNAVDIST WASHINGTON DC	Sea Sparrow Project Support Office	VA	22202		5	33	38
COMNAVDIST WASHINGTON DC	Solomons Island	MD	20688	79577	1	113	114
COMNAVDIST WASHINGTON DC	Suitland Federal Complex	MD	20746		42	11	53
COMNAVDIST WASHINGTON DC	Walter Reed Army Medical Center	DC	20910		120	93	213
COMNAVDIST WASHINGTON DC	Washington Navy Yard	DC	20388	723559	2074	10400	12474

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG GULF COAST PENSACOLA FL	Corry Station	FL	32511	392888.7	453	424	877
COMNAVREG GULF COAST PENSACOLA FL	Eglin Air Force Base	FL	32542				0
COMNAVREG GULF COAST PENSACOLA FL	Naval Air Station Pensacola	FL	32508	2085487	279	4083	4362
COMNAVREG GULF COAST PENSACOLA FL	Naval Air Station Whiting Field	FL	32570	998346.7	267	433	700
COMNAVREG GULF COAST PENSACOLA FL	NETSAFA Pensacola	FL	32502				0
COMNAVREG GULF COAST PENSACOLA FL	Saufley Field	FL	32509	271643.3	141	635	776

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG HAWAII PEARL HARBOR HI	Fort Derussy	HI	96815		34	93	127
COMNAVREG HAWAII PEARL HARBOR HI	Naval Computer and Telecommunications Area M	HI	96786	331235	337	230	567
COMNAVREG HAWAII PEARL HARBOR HI	Naval Magazine Pearl Harbor	HI	96706	297924	102	227	329
COMNAVREG HAWAII PEARL HARBOR HI	Naval Station Pearl Harbor	HI	96860	10894303	11088	10706	21794
COMNAVREG HAWAII PEARL HARBOR HI	Pacific Missile Range Facility Barking Sands	HI	96752	422906	110	772	882
COMNAVREG HAWAII PEARL HARBOR HI	Schofield Barracks	HI	96857		0	22	22
COMNAVREG HAWAII PEARL HARBOR HI	Marine Corps Base Hawaii Kaneohe		96863		78	3	81

GUAM

Region	Installation Fenceline	State	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVMARIANAS GU	Naval Base Guam	GU	96915	3354959	1497	1168	2665
COMNAVMARIANAS GU	Naval Computer and Telecommunications Station	GU	96915	258504	91	102	193
COMNAVMARIANAS GU	Naval Hospital Guam	GU	96915	234445	525	97	622

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG MIDLANT NORFOLK VA	Joint Reserve Base Willow Grove	PA	19090	379329	1294	283	1577
COMNAVREG MIDLANT NORFOLK VA	Lafayette River Annex Norfolk	VA	23508	40912	13	781	794
COMNAVREG MIDLANT NORFOLK VA	Naval Air Station Oceana	VA	23460	1096513	9194	1439	10633
COMNAVREG MIDLANT NORFOLK VA	Naval Air Station Oceana Dam Neck Annex	VA	23461	560318	3728	842	4570
COMNAVREG MIDLANT NORFOLK VA	Naval Amphibious Base Little Creek	VA	23521	975663	5724	2090	7814
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Ebensburg	PA	15931	4603	9	0	9
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Erie	PA	16504	8051	9	0	9
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Harrisburg	PA	17110		13	0	13
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Lehigh Valley	PA	18109	4992	9	0	9
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Moundsville	WV	26041	5895	8	0	8
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Pittsburgh	PA	15137	13882	14	0	14
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Reading	PA	19611	6138	8	0	8
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Richmond	VA	23234	5327	14	0	14
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Roanoke	VA	24019	5050	9	0	9
COMNAVREG MIDLANT NORFOLK VA	Naval Marine Corps Reserve Center Wilmington	DE	19808	5298	9	0	9
COMNAVREG MIDLANT NORFOLK VA	Naval Medical Center Portsmouth	VA	23708	654408	2997	2585	5582
COMNAVREG MIDLANT NORFOLK VA	Naval Recruiting District Richmond	VA	23219		164	12	176
COMNAVREG MIDLANT NORFOLK VA	Naval Reserve Center Adelphi	MD	20783	3727	18	0	18
COMNAVREG MIDLANT NORFOLK VA	Naval Reserve Center Avoca	PA	18641	6067	10	0	10
COMNAVREG MIDLANT NORFOLK VA	Naval Reserve Center Baltimore	MD	21230	12037	21	0	21
COMNAVREG MIDLANT NORFOLK VA	Naval Reserve Center Huntington	WV	25704	5628	8	0	8
COMNAVREG MIDLANT NORFOLK VA	Naval Security Group Activity Sugar Grove	WV	26815	115327	210	108	318
COMNAVREG MIDLANT NORFOLK VA	Naval Shipyard Norfolk	VA	23709	965178	1015	9786	10801
COMNAVREG MIDLANT NORFOLK VA	Naval Station Norfolk	VA	23511	3192678	12987	6024	19011
COMNAVREG MIDLANT NORFOLK VA	Naval Support Activity Mechanicsburg	PA	17055	954348	171	4239	4410
COMNAVREG MIDLANT NORFOLK VA	Naval Support Activity Norfolk	VA	23551	378933	2823	1139	3962
COMNAVREG MIDLANT NORFOLK VA	Naval Support Activity Philadelphia	PA	19111	492552	192	4896	5088
COMNAVREG MIDLANT NORFOLK VA	Naval Weapons Station Yorktown	VA	23691	712062	1394	1066	2460
COMNAVREG MIDLANT NORFOLK VA	Newport News Shipyard	VA	23607		53	427	480
COMNAVREG MIDLANT NORFOLK VA	NEXCOM Headquarters	VA	23452	14333	7	654	661
COMNAVREG MIDLANT NORFOLK VA	Northwest Annex Norfolk	VA	23322	175347	357	56	413
COMNAVREG MIDLANT NORFOLK VA	Philadelphia Naval Business Complex	PA	19112	499845	9	1624	1633
COMNAVREG MIDLANT NORFOLK VA	Wallops Island	VA	23337	72141	137	63	200

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG MW GREAT LAKES IL	Armed Forces Reserve Center Forest Park	IL	60130		38	3	41
COMNAVREG MW GREAT LAKES IL	Fort Sheridan	IL	60088		27	20	47
COMNAVREG MW GREAT LAKES IL	Grissom Air Force Base	IN	46971		9	0	9
COMNAVREG MW GREAT LAKES IL	Indiana National Guard Base Indianapolis	IN	46208		40	1	41
COMNAVREG MW GREAT LAKES IL	Michigan Air National Guard Base Selfridge	MI	48214		4	0	4
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Akron	OH	44310	4887	16	0	16
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Battle Creek	MI	49015	9246	22	0	22
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Cincinnati	OH	45207		49	0	49
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Columbus	OH	43217	8924	46	0	46
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Grand Rapid	MI	49505	5729	26	0	26
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Green Bay	WI	54304	6147	41	0	41
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Lansing MI	MI	48912		21	0	21
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Milwaukee W	WI	53201		28	0	28
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Minneapolis	MN	55450	29066	115	0	115
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Peoria	IL	61604	4991	22	0	22
COMNAVREG MW GREAT LAKES IL	Naval Marine Corps Reserve Center Toledo	OH	43551		42	0	42
COMNAVREG MW GREAT LAKES IL	Naval Recruiting District Columbus OH	OH	43215		161	15	176
COMNAVREG MW GREAT LAKES IL	Naval Recruiting District Michigan	MI	48207		148	14	162
COMNAVREG MW GREAT LAKES IL	Naval Recruiting District Minneapolis MN	MN	55450		122	11	133
COMNAVREG MW GREAT LAKES IL	Naval Recruiting District Omaha NE	NE	68106		106	14	120
COMNAVREG MW GREAT LAKES IL	Naval Reserve Center Cleveland	OH	44114	5191	25	0	25
COMNAVREG MW GREAT LAKES IL	Naval Reserve Center Decatur	IL	62526	3227	9	0	9
COMNAVREG MW GREAT LAKES IL	Naval Reserve Center Duluth	MN	55811	2105	9	0	9
COMNAVREG MW GREAT LAKES IL	Naval Reserve Center Evansville	IN	47711		7	0	7
COMNAVREG MW GREAT LAKES IL	Naval Reserve Center La Crosse WI	WI	54601		119	0	119
COMNAVREG MW GREAT LAKES IL	Naval Reserve Center Marquette	WI	49841		9	0	9
COMNAVREG MW GREAT LAKES IL	Naval Reserve Center Saginaw MI	MI	48601		28	0	28
COMNAVREG MW GREAT LAKES IL	Naval Station Great Lakes	IL	60088	3783625	4221	2766	6987
COMNAVREG MW GREAT LAKES IL	Naval Support Activity Crane	IN	47522	3337206	58	4168	4226
COMNAVREG MW GREAT LAKES IL	Rock Island Arsenal	IL	61299		32	0	32
COMNAVREG MW GREAT LAKES IL	Wisconsin National Guard Base Madison	WI	53704		25	1	26
COMNAVREG MW GREAT LAKES IL	Youngstown-Warren Regional Air Reserve Station	OH	44473		21	0	21

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG NE GROTON	Army Soldier Systems Center	MA	01760			0	0
COMNAVREG NE GROTON	Boston Planning Complex	MA	02210		198	0	198
COMNAVREG NE GROTON	EFA Northeast	PA	19113		30	282	312
COMNAVREG NE GROTON	Fort Dix	NJ	08640		28	0	28
COMNAVREG NE GROTON	Fort Drum	NY	13602		7	0	7
COMNAVREG NE GROTON	Hanscom Air Force Base	MA	02169		31	0	31
COMNAVREG NE GROTON	HRSC Northeast	PA	19106		0	213	213
COMNAVREG NE GROTON	Maine Air National Guard Base Bangor	ME	04401		7	0	7
COMNAVREG NE GROTON	Naval Air Engineering Station Lakehurst	NJ	08733	921095	303	315	618
COMNAVREG NE GROTON	Naval Air Station Brunswick	ME	04011	725699	2719	449	3168
COMNAVREG NE GROTON	Naval Marine Corps Reserve Center Albany	NY	12203	5409	16	0	16
COMNAVREG NE GROTON	Naval Marine Corps Reserve Center Amityville	NY	11701		13	0	13
COMNAVREG NE GROTON	Naval Marine Corps Reserve Center Manchester	NH	03053		9	0	9
COMNAVREG NE GROTON	Naval Marine Corps Reserve Center Plainville	CT	06062	5939	9	0	9
COMNAVREG NE GROTON	Naval Marine Corps Reserve Center Providence	RI	02905	12338	19	0	19
COMNAVREG NE GROTON	Naval Marine Corps Reserve Center Rochester	NY	14624	6426	10	0	10
COMNAVREG NE GROTON	Naval Recruiting District Buffalo NY	NY	14202		142	15	157
COMNAVREG NE GROTON	Naval Recruiting District East Meadow NY	NY	11554		273	16	289
COMNAVREG NE GROTON	Naval Recruiting District New England	MA	02210		155	11	166
COMNAVREG NE GROTON	Naval Recruiting District Philadelphia PA	PA	19111		238	13	251
COMNAVREG NE GROTON	Naval Recruiting District Pittsburgh PA	PA	15222		149	15	164
COMNAVREG NE GROTON	Naval Reserve Center Bronx	NY	10465	17842	24	0	24
COMNAVREG NE GROTON	Naval Reserve Center Glenn Falls NY	NY	12801		7	0	7
COMNAVREG NE GROTON	Naval Reserve Center Horseheads	NY	14845		9	0	9
COMNAVREG NE GROTON	Naval Reserve Center Syracuse	NY	13211	6315	8	0	8
COMNAVREG NE GROTON	Naval Reserve Center White River	NH	05001		8	0	8
COMNAVREG NE GROTON	Naval Shipyard Portsmouth	NH	03804	1070671	536	4729	5265
COMNAVREG NE GROTON	Naval Station Newport	RI	02841	1259733	1440	1247	2687
COMNAVREG NE GROTON	Naval Submarine Base New London	CT	06439	1503658	5088	928	6016
COMNAVREG NE GROTON	Naval Support Unit Saratoga Springs	NY	12866	59390	33	24	57
COMNAVREG NE GROTON	Naval Weapons Station Earle	NJ	07722	1136230	224	256	480
COMNAVREG NE GROTON	Navy Crane Center	PA	19113		53	86	139
COMNAVREG NE GROTON	New York National Guard Base Buffalo	NY	14201		21	0	21
COMNAVREG NE GROTON	NUWC Newport	RI	02841	415271	27	2756	2783
COMNAVREG NE GROTON	PMOSS Pittsfield MA	MA	01201	319507	6	23	29

Region	Installation Fenceline	State	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG NW SEATTLE WA	EFA Northwest	WA	98370		4	162	166
COMNAVREG NW SEATTLE WA	Fort Richardson	AK	99505		2408	856	3264
COMNAVREG NW SEATTLE WA	HRSC Northwest	WA	98383		0	227	227
COMNAVREG NW SEATTLE WA	Mountain Home Air Force Base	ID	83705		8	0	8
COMNAVREG NW SEATTLE WA	Naval Air Station Whidbey Island	WA	98278	1693699	8377	1232	9609
COMNAVREG NW SEATTLE WA	Naval Hospital Bremerton	WA	98312	304127	753	450	1203
COMNAVREG NW SEATTLE WA	Naval Magazine Indian Island	WA	98339	206152	27	69	96
COMNAVREG NW SEATTLE WA	Naval Marine Corps Reserve Center Eugene	OR	97402		19	0	19
COMNAVREG NW SEATTLE WA	Naval Marine Corps Reserve Center Portland	OR	97217	14756	65	0	65
COMNAVREG NW SEATTLE WA	Naval Marine Corps Reserve Center Spokane	WA	99205	12977	34	0	34
COMNAVREG NW SEATTLE WA	Naval Marine Corps Reserve Center Tacoma	WA	98421	12127	25	0	25
COMNAVREG NW SEATTLE WA	Naval Recruiting District Portland OR	OR	97218		147	15	162
COMNAVREG NW SEATTLE WA	Naval Recruiting District Seattle WA	WA	98121		148	11	159
COMNAVREG NW SEATTLE WA	Naval Reserve Center Central Point OR	OR	97502		8	0	8
COMNAVREG NW SEATTLE WA	Naval Station Bremerton	WA	98314	2481867	5473	9386	14859
COMNAVREG NW SEATTLE WA	Naval Station Everett	WA	98207	360668	5031	457	5488
COMNAVREG NW SEATTLE WA	Naval Submarine Base Bangor	WA	98315	2102151	5923	1667	7590
COMNAVREG NW SEATTLE WA	NUWC Annex Keyport	WA	98345	207196	42	1351	1393
COMNAVREG NW SEATTLE WA	Sgt James E. Johnson Army Reserve Center	ID	83202		6	0	6
COMNAVREG NW SEATTLE WA	United States Coast Guard Base Juneau	AK	99801		47	0	47

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG SE JACKSONVILLE FL	Armed Forces Reserve Center Lexington	KY	40511		7	0	7
COMNAVREG SE JACKSONVILLE FL	Armed Forces Reserve Center Orlando	FL	32803		113	33	146
COMNAVREG SE JACKSONVILLE FL	Armed Forces Reserve Center Tuscaloosa	AL	35401		7	0	7
COMNAVREG SE JACKSONVILLE FL	Armed Forces Reserve Center Wilmington	NC	28401		7	0	7
COMNAVREG SE JACKSONVILLE FL	Cape Canaveral	FL	32920		100	83	183
COMNAVREG SE JACKSONVILLE FL	Cecil Field	FL	32221	648512	0	83	83
COMNAVREG SE JACKSONVILLE FL	Construction Battalion Center Gulfport	MS	39501	819270	3239	557	3796
COMNAVREG SE JACKSONVILLE FL	Dobbins AFB	GA	30069			0	0
COMNAVREG SE JACKSONVILLE FL	EFD South	SC	29419		9	537	546
COMNAVREG SE JACKSONVILLE FL	Fort Gordon	GA	30905		441	14	455
COMNAVREG SE JACKSONVILLE FL	Fort Jackson	SC	29207			0	0
COMNAVREG SE JACKSONVILLE FL	Keesler Air Force Base	MS	39534		103	7	110
COMNAVREG SE JACKSONVILLE FL	MacDill Air Force Base	FL	33621		395	20	415
COMNAVREG SE JACKSONVILLE FL	Naval Air Station Atlanta	GA	30060	187902	1191	149	1340
COMNAVREG SE JACKSONVILLE FL	Naval Air Station Jacksonville	FL	32212	2267114	6590	6408	12998
COMNAVREG SE JACKSONVILLE FL	Naval Air Station Key West	FL	33040	1757756	1023	715	1738
COMNAVREG SE JACKSONVILLE FL	Naval Air Station Meridian	MS	39309	645687	568	300	868
COMNAVREG SE JACKSONVILLE FL	Naval Hospital Beaufort	SC	29902	146276	326	212	538
COMNAVREG SE JACKSONVILLE FL	Naval Hospital Charleston	SC	29405	96930	343	291	634
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Augusta	GA	30909	4461	16	0	16
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Bessemer Al	AL	35022		74	0	74
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Charleston	SC	29406		17	0	17
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Charlotte	NC	28213	8584	39	0	39
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Greensboro	NC	27409	10394	50	0	50
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Greenville	SC	29605	7470	16	0	16
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Knoxville	TN	37920	8206	20	0	20
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Miami	FL	33015	10203	39	0	39
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Mobile AL	AL	36608		27	0	27
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Raleigh	NC	27606	6207	22	0	22
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center Tallahassee	FL	32310	4316	21	0	21
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Center West Palm B	FL	33409	7241	26	0	26
COMNAVREG SE JACKSONVILLE FL	Naval Marine Corps Reserve Chattanooga TN	TN	37406		20	0	20
COMNAVREG SE JACKSONVILLE FL	Naval Recruiting District Atlanta	GA	30080		208	0	208
COMNAVREG SE JACKSONVILLE FL	Naval Recruiting District Jacksonville FL	FL	32207		182	11	193
COMNAVREG SE JACKSONVILLE FL	Naval Recruiting District Miami	FL	33325		207	12	219
COMNAVREG SE JACKSONVILLE FL	Naval Recruiting District Montgomery AL	AL	36116		162	12	174
COMNAVREG SE JACKSONVILLE FL	Naval Recruiting District Nashville TN	TN	37211		159	13	172
COMNAVREG SE JACKSONVILLE FL	Naval Recruiting District Raleigh NC	NC	27605		161	12	173
COMNAVREG SE JACKSONVILLE FL	Naval Recruiting District ST Louis MO	MO	63104		163	15	178
COMNAVREG SE JACKSONVILLE FL	Naval Reserve Center Asheville NC	NC	28804		7	0	7
COMNAVREG SE JACKSONVILLE FL	Naval Reserve Center Columbus	GA	31901	3040	8	0	8
COMNAVREG SE JACKSONVILLE FL	Naval Reserve Center Louisville	KY	40214	6526	10	0	10
COMNAVREG SE JACKSONVILLE FL	Naval Reserve Center Nashville TN	TN	37206		13	0	13
COMNAVREG SE JACKSONVILLE FL	Naval Reserve Center St Petersburg	FL	33762	5167	12	0	12
COMNAVREG SE JACKSONVILLE FL	Naval Reserve Center Tampa	FL	33602		14	0	14
COMNAVREG SE JACKSONVILLE FL	Naval Reserve Recruiting Area Southeast	FL	32822		178	3	181
COMNAVREG SE JACKSONVILLE FL	Naval Station Mayport	FL	32228	1083067	12111	833	12944
COMNAVREG SE JACKSONVILLE FL	Naval Station Pascagoula	MS	39595	96077	1547	110	1657
COMNAVREG SE JACKSONVILLE FL	Naval Submarine Base Kings Bay	GA	31574	2304526	6402	3069	9471
COMNAVREG SE JACKSONVILLE FL	Naval Supply Corps School	GA	30606	69237	121	106	227
COMNAVREG SE JACKSONVILLE FL	Naval Support Activity Millington	TN	38054	861904	2229	1507	3736
COMNAVREG SE JACKSONVILLE FL	Naval Support Activity Orlando	FL	32826	82161	129	1322	1451
COMNAVREG SE JACKSONVILLE FL	Naval Support Activity Panama City	FL	32407	277855	740	2696	3436
COMNAVREG SE JACKSONVILLE FL	Naval Weapons Station Charleston	SC	29445	1674305	2063	2062	4125
COMNAVREG SE JACKSONVILLE FL	Navy Recruiting Region South GA	GA	31210		17	3	20
COMNAVREG SE JACKSONVILLE FL	Stennis Space Center	MS	39529		63	192	255

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG SOUTH CORPUS CHRISTITX	Armed Forces Reserve Center Albuqurque	NM	87123		13		13
COMNAVREG SOUTH CORPUS CHRISTITX	Armed Forces Reserve Center Tulsa	OK	74012		28		28
COMNAVREG SOUTH CORPUS CHRISTITX	Armed Forces Reserve Training Center Harlingen	TX	78550		16		16
COMNAVREG SOUTH CORPUS CHRISTITX	Camp Mabry Army National Guard Base	TX	78731		11		11
COMNAVREG SOUTH CORPUS CHRISTITX	Camp Robinson Army National Guard Base/Camp	AR	72118		13		13
COMNAVREG SOUTH CORPUS CHRISTITX	Fort Sam Houston	TX	78234		64	19	83
COMNAVREG SOUTH CORPUS CHRISTITX	Ft. Bliss	TX	79930		15		15
COMNAVREG SOUTH CORPUS CHRISTITX	Joint Reserve Base Fort Worth	TX	76127	742093	327	205	532
COMNAVREG SOUTH CORPUS CHRISTITX	Joint Reserve Base New Orleans	LA	70142	388115	359	200	559
COMNAVREG SOUTH CORPUS CHRISTITX	Lackland Air Force Base	TX	78256				0
COMNAVREG SOUTH CORPUS CHRISTITX	McAlester AAP	OK	74501				0
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Air Station Corpus Christi	TX	78419	1421812	239	256	495
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Air Station Kingsville	TX	78363	584169	245	158	403
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Marine Corps Reserve Center Amarillo	TX	79104		15		15
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Marine Corps Reserve Center Baton Rouge	LA	70807		10		10
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Marine Corps Reserve Center Houston	TX	77054		58		58
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Marine Corps Reserve Center Shreveport	LA	71111		4		4
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Marine Corps Reserve Center Waco	TX	76707		7		7
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Recruiting District Houston TX	TX	77042		20	19	39
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Recruiting District Irving TX	TX	76053		29	20	49
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Reserve Center Orange	TX	77631		14		14
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Station Ingleside	TX	78362	210874	101	97	198
COMNAVREG SOUTH CORPUS CHRISTITX	SPAWAR Information Technology New Orleans LA	LA	70145				0
COMNAVREG SOUTH CORPUS CHRISTITX	Texas National Guard Base Lubbock	TX	79413		9		9
COMNAVREG SOUTH CORPUS CHRISTITX	Tinker Air Force Base	OK	73145				0
COMNAVREG SOUTH CORPUS CHRISTITX	Twaddle Air Reserve Center	OK	73150		51		51
COMNAVREG SOUTH CORPUS CHRISTITX	Naval Support Activity New Orleans	LA	70142	314084	142	122	264

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVREG SW SAN DIEGO CA	ASW Center Point Loma	CA	92147	284364	193	255	448
COMNAVREG SW SAN DIEGO CA	Broadway Complex	CA	92132	200436	51	146	197
COMNAVREG SW SAN DIEGO CA	Construction Battalion Center Port Hueneme	CA	93043	1545828	5808	3522	9330
COMNAVREG SW SAN DIEGO CA	EFA West	CA	94014		0	123	123
COMNAVREG SW SAN DIEGO CA	Fleet Combat Training Center Pacific	CA	92101	101289	0	32	32
COMNAVREG SW SAN DIEGO CA	MCAGCC Twentynine Palms	CA	922787		562		562
COMNAVREG SW SAN DIEGO CA	Monthan Air Force Base	AZ	85730		10		10
COMNAVREG SW SAN DIEGO CA	Naval Air Facility El Centro	CA	92243	692814	282	189	471
COMNAVREG SW SAN DIEGO CA	Naval Air Station Fallon	CA	89496	1424280	1799	419	2218
COMNAVREG SW SAN DIEGO CA	Naval Air Station Lemoore	CA	93246	2248803	7401	1174	8575
COMNAVREG SW SAN DIEGO CA	Naval Air Station North Island	CA	92135	3615010	22168	7366	29534
COMNAVREG SW SAN DIEGO CA	Naval Air Station Point Mugu	CA	93042	1515847	1934	1891	3825
COMNAVREG SW SAN DIEGO CA	Naval Air Weapons Station China Lake	CA	93555	2851905	825	3338	4163
COMNAVREG SW SAN DIEGO CA	Naval Amphibious Base Coronado	CA	92155	670883	5893	385	6278
COMNAVREG SW SAN DIEGO CA	Naval Marine Corps Reserve Center Alameda	CA	94501	20561	26		26
COMNAVREG SW SAN DIEGO CA	Naval Marine Corps Reserve Center Encino	CA	91316	15215	11		11
COMNAVREG SW SAN DIEGO CA	Naval Marine Corps Reserve Center Los Angeles	CA	90731		26		26
COMNAVREG SW SAN DIEGO CA	Naval Marine Corps Reserve Center Moreno	CA	92518		20		20
COMNAVREG SW SAN DIEGO CA	Naval Marine Corps Reserve Center Phoenix	AZ	85009	9973	36		36
COMNAVREG SW SAN DIEGO CA	Naval Marine Corps Reserve Center Sacramento	CA	95828	10872	18		18
COMNAVREG SW SAN DIEGO CA	Naval Medical Center San Diego	CA	92134	585675	3704	2764	6468
COMNAVREG SW SAN DIEGO CA	Naval Postgraduate School	CA	93943	633426	1636	1238	2874
COMNAVREG SW SAN DIEGO CA	Naval Postgraduate School Navy Annex	CA	93943	43023	30	112	142
COMNAVREG SW SAN DIEGO CA	Naval Recruiting District Denver	CO	80203		24	17	41
COMNAVREG SW SAN DIEGO CA	Naval Recruiting District Los Angeles CA	CA	90016		34	23	57
COMNAVREG SW SAN DIEGO CA	Naval Recruiting District Phoenix AZ	AZ	85004		14	13	27
COMNAVREG SW SAN DIEGO CA	Naval Recruiting District San Francisco	CA	94043		31	22	53
COMNAVREG SW SAN DIEGO CA	Naval Recruiting Region West	CA	94612		17	3	20
COMNAVREG SW SAN DIEGO CA	Naval Reserve Center San Jose	CA	95112	9067	27		27
COMNAVREG SW SAN DIEGO CA	Naval Reserve Recruiting Area West Aurora CO	CO	80011		25	2	27
COMNAVREG SW SAN DIEGO CA	Naval Station San Diego	CA	92136	3001558	28142	5855	33997
COMNAVREG SW SAN DIEGO CA	Naval Submarine Base Point Loma	CA	92106	1469752	17152	5467	22619
COMNAVREG SW SAN DIEGO CA	Naval Surface Warfare Center Corona	CA	92878	210647	6	996	1002
COMNAVREG SW SAN DIEGO CA	Naval Weapons Station Seal Beach	CA	90740	830447	564	918	1482
COMNAVREG SW SAN DIEGO CA	Nellis Air Force Base	NV	89115		16	6	22
COMNAVREG SW SAN DIEGO CA	PMOSS Sunnyvale CA	CA	94039	33342	0	82	82
COMNAVREG SW SAN DIEGO CA	Reno State University	NV	89506		8		8
COMNAVREG SW SAN DIEGO CA	Weapons Station Concord	CA	94520	1124051	0	52	52
COMNAVREG SW SAN DIEGO CA	Weapons Station Fallbrook	CA	92106	398946	68	69	137

Region	Installation Fenceline	state	ZIP	PRV	MPERS	CPERS	TOT POP
COMNAVRESFORCOM NEW ORLEANS LA	Armed Forces Reserve Center Sioux City	IA	51106	1600	7	0	7
COMNAVRESFORCOM NEW ORLEANS LA	Armed Forces Reserve Center, Cedar Rapids	IA	52402	0	9		9
COMNAVRESFORCOM NEW ORLEANS LA	Armed Forces Reserve Center, Springfield	MO	65802	0	11		11
COMNAVRESFORCOM NEW ORLEANS LA	Buckley Air Force Base	CO	80011		64	3	67
COMNAVRESFORCOM NEW ORLEANS LA	Cheyenne, WY	WY	82005		7		7
COMNAVRESFORCOM NEW ORLEANS LA	Fort Carson	CO	80913		10		10
COMNAVRESFORCOM NEW ORLEANS LA	Fort Douglas	UT	84113		26		26
COMNAVRESFORCOM NEW ORLEANS LA	Fort Harrison	MT	59636		9		9
COMNAVRESFORCOM NEW ORLEANS LA	Missouri Air National Guard Base	MO	63044		50		50
COMNAVRESFORCOM NEW ORLEANS LA	Naval Marine Corps Reserve Center Des Moines	IA	50315	5300	8		8
COMNAVRESFORCOM NEW ORLEANS LA	Naval Marine Corps Reserve Center Kansas City M	MO	64147	6000	20	1	21
COMNAVRESFORCOM NEW ORLEANS LA	Naval Marine Corps Reserve Center Omaha	NE	68111	5000	14		14
COMNAVRESFORCOM NEW ORLEANS LA	Naval Recruiting District Kansas City MO	MO	64153		20	21	41
COMNAVRESFORCOM NEW ORLEANS LA	Naval Reserve Center Billings MT	MT	59101	3100	6		6
COMNAVRESFORCOM NEW ORLEANS LA	Naval Reserve Center Cape Girardeau MO	MO	63701	3700	11		11
COMNAVRESFORCOM NEW ORLEANS LA	Naval Reserve Center Dubuque IA	IA	52002	6500	7		7
COMNAVRESFORCOM NEW ORLEANS LA	Naval Reserve Center Lincoln NE	NE	68524	2400	8		8
COMNAVRESFORCOM NEW ORLEANS LA	Naval Reserve Center Wichita	KS	67210	4800	12		12
COMNAVRESFORCOM NEW ORLEANS LA	North Dakota National Guard Base Fargo	ND	58102	0	8		8
COMNAVRESFORCOM NEW ORLEANS LA	PMOSS Magna UT	UT	84044		1	15	16
COMNAVRESFORCOM NEW ORLEANS LA	Sioux Falls, SD	SD	57104	66	13		13

TAB 3

IM REGIONS MILVAL

1	COMNAVREG SW	78.3
2	COMNAVREG MIDLANT	78.0
3	COMNAVDIST WASHINGTON	66.4
4	COMNAVREG SE	62.6
5	COMNAVREG NW	60.4
6	COMNAVREG HI	58.0
7	COMNAVREG NE	55.4
8	COMNAVREG MW	53.3
9	COMNAVREG GULF COAST	46.0
10	COMNAVMARIANAS	40.0
11	COMNAVREG SOUTH	37.7
12	COMNAVRESFORCOM	37.2

Max	78.3
Min	37.2
Range	41.1
Mean	56.1
Median	56.7

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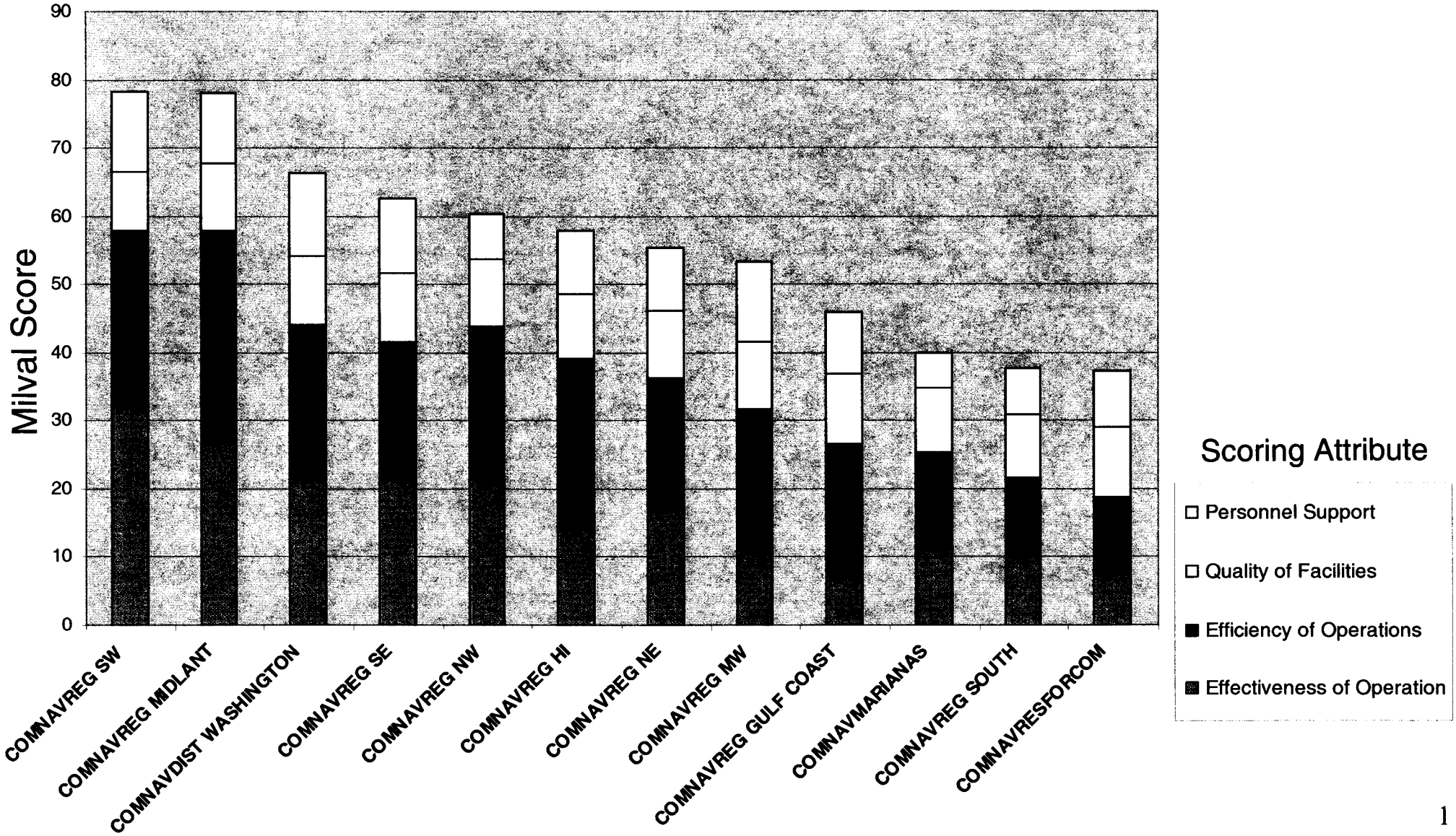
Installation Management Regions Military Value



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IM REGIONS MILVAL

MV Matrix #	Matrix Scoring Statements	IEG Score	Weight	COMNAVREG SE	COMNAVREG NW	COMNAVREG NE	COMNAVREG MW	COMNAVREG MIDLANT	COMNAVREG HI	COMNAVREG GULF COAST	COMNAVMARIANAS	COMNAVDIST WASHINGTON	COMNAVREG SW	COMNAVREG SOUTH	COMNAVRESFORCOM
	Effectiveness of Operation														
HRS-1a-c	Relative proximity to supported customers organizations or subsidiary organizations managed	8	11.5	6.2	6.1	2.1	0.8	6.0	1.5	0.2	-	7.1	10.2	0.2	0.0
HRS-2	Significant mission-related functions	8	9.3	6.3	8.9	9.0	4.6	8.7	8.1	4.6	8.9	8.7	9.2	5.0	4.6
HRS-3	Assessment of current location's statutory status	6	5.1	-	-	-	-	-	-	-	-	-	-	-	-
HRS-4	Number of customers and/or subsidiary organizations currently served	7	4.9	3.8	2.6	1.3	0.6	4.9	1.3	0.2	-	3.5	4.9	-	-
HRS-5	Customers and/or subsidiary organizations currently supported beyond 100 miles	4	2.8	2.8	1.6	2.8	2.8	2.2	1.0	-	-	-	2.7	2.8	2.8
HRS-6	Service provided to customers outside DoN	3	2.1	-	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	2.1	-
HRS-7	Singular focus on regional management mission	4	2.8	2.8	-	-	-	2.8	-	-	-	-	2.8	-	-
	Attribute Total		38.5	21.9	21.3	17.2	10.9	26.7	14.0	7.2	11.0	21.3	32.0	10.1	7.5
	Efficiency of Operation														
HRS-8a-d	Proximity to regional headquarters and fleet commands	9	10.7	6.9	3.8	5.8	4.9	7.3	3.8	5.3	3.8	7.3	7.5	3.8	4.7
HRS-9a-b	Proximity to Naval force concentration	9	13.5	7.2	8.0	0.4	4.0	13.5	10.0	2.2	3.4	6.8	11.9	-	-
HRS-10a-e	Proximity to significant non-DoD regional organizations	5	3.9	2.2	3.9	3.7	2.9	3.3	2.4	2.8	-	3.3	1.1	1.4	2.8
HRS-11	Share overhead support functions	5	3.8	-	3.8	3.8	3.8	3.8	3.8	3.8	3.8	-	-	3.8	3.8
HRS-12	Ratio of workload managed to overhead staff	7	5.3	3.3	3.2	5.3	5.3	3.2	5.3	5.3	3.3	5.3	5.3	2.7	-
	Attribute Total		37.3	19.5	22.6	19.0	20.9	31.1	25.2	19.4	14.3	22.7	25.8	11.7	11.3
	Quality of Facilities														
HRS-13a-b	Relative security posture of the activity	4	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1	4.1
HRS-14	Facility condition code	4	2.4	2.4	2.2	2.4	2.4	2.2	2.3	2.4	2.4	2.4	1.2	1.2	2.4
HRS-15a-b	Relative value of locality cost factors	4	0.8	0.8	0.5	0.5	0.4	0.8	-	0.8	-	0.7	0.5	0.8	0.8
HRS-16a-b	Relative value of leased versus owned facilities	5	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
	Attribute Total		10.3	10.2	9.7	9.9	9.8	10.0	9.3	10.3	9.4	10.1	8.8	9.1	10.2
	Personnel Support														
PS-1	Located within the medical catchment area of an in-patient military medical treatment facility.	3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	1.3	-
PS-3a-b	Relative value of community housing availability, affordability and proximity.	7	3.1	2.6	1.4	1.0	1.8	2.5	1.4	2.3	0.7	1.5	1.5	1.9	1.9
PS-6a-b	Relative opportunity for dependent / off-duty employment.	7	3.1	1.8	1.0	1.6	2.6	2.1	1.7	1.5	-	3.1	2.5	1.0	1.6
PS-7a-e	Relative availability of base services.	4	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8	1.8
PS-8a-b	Relative availability of child development services	7	3.1	2.7	0.4	1.9	3.1	1.1	2.3	1.0	-	3.1	3.0	0.3	1.8
PS-12	Relative proximity to a nearest commercial airport	4	1.0	0.5	0.2	1.0	0.5	0.9	1.0	0.8	0.8	1.0	1.0	0.7	0.7
PS-13	Relative local crime rate.	3	0.8	0.2	0.6	0.8	0.6	0.5	0.0	0.5	0.8	0.6	0.6	-	0.4
	Attribute Total		14.0	10.8	6.7	9.3	11.6	10.1	9.4	9.1	5.3	12.3	11.7	6.9	8.2
	All Questions Total		100	62.6	60.4	55.4	53.3	78.0	58.0	46.0	40.0	66.4	78.3	37.7	37.2

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TAB 4

Naval Aviation Phase II

07 October 2004

Agenda

- Review Model Results
- DAG Revisions
- Revised Results
- Recommendations
- Initial Reserve Scenarios
- HM 15
- Single Siting Options
- CSG Options

Aviation Recap Summary

- 14-base solution presented for 2009
- Requires building 1 type I and 1.5 type II hangar modules
- Leaves 41.5 hangar modules unused
- Closes or realigns:
  - Stewart
  - Johnstown
  - Atlanta
  - Quantico
  - Ft. Worth
  - Willow Grove
  - Washington
  - New Orleans
  - Mayport

Recap Continued

- **DAG satisfied with the results with two exceptions**
  - **Closing Mayport deemed impractical because the air station is the low-cost portion of a multipurpose base.**
  - **Closing Quantico deemed impractical because it bases HMX-1, and is also the low cost portion of a multipurpose Marine base.**

Recap Continued

- **DAG tasked IAT with presenting scenario options for either closing or realigning the following bases, and moving their squadrons to bases that currently base their type/model aircraft:**
  - **Stewart, NY**
  - **Johnstown, PA**
  - **NAS Atlanta**
  - **NAS JRB Ft. Worth**
  - **NAS JRB Willow Grove**
  - **NAF Washington**
  - **NAS JRB New Orleans**

DAG Revised Laydown Model

- **Additionally, DAG tasked IAT to run another model with**
  - **1.0 multiplier**
  - **MCAS Yuma included in the operational bases**
    - **Reflected in next "Revised Aviation Universe" slide**
  - **Revised Package Laydowns**
    - **Applied military judgment to allow select bases to accept certain type models that they do not currently base**
    - **Reflected in "Package Laydown Requirement" slide**

Revised Aviation Universe

- **Active**
  - MCAS Beaufort
  - MCAS Cherry Point
  - MCB Hawaii (Kaneohe Bay)
  - MCAS Camp Pendleton
  - MCAS Miramar
  - MCAS Yuma
  - MCAF Quantico
  - MCAS New River
  - NAS Brunswick
  - NAS Jacksonville
  - NAS Lemoore
  - NAS North Island
  - NAS Oceana
  - NAS Whidbey Island
  - NAS Pt. Mugu
  - NS Mayport
  - NS Norfolk

Note: MCAS Yuma moved to Active

- **Reserve**
  - NAS JRB Willow Grove
  - NAS JRB New Orleans
  - NAS JRB Ft. Worth
  - NAS Atlanta
  - NAF Washington
  - HMLA 775 Det A, Johnstown, PA
  - MAG 49 Det B, Stewart, NY
- **Training**
  - NAS Fallon
  - NAF El Centro
  - NAS Key West
  - NAS Pensacola
  - NAS Whiting Field
  - NAS Corpus Christi
  - NAS Meridian
  - NAS Kingsville
- **RDT&E**
  - NAES Lakehurst
  - NAS Patuxent River
  - NAWC (WD) China Lake

Department of the Navy

Infrastructure Analysis Team

Package Lay Down

Air station	Service	E/W	Hangar modules I	Hangar modules II	MV	Fixed/rotary/both	Package type allowed: USN Helo	USN JSF	USMC JSF	FA-18/EF	VAW	USN VAQ	USMC VAQ	Slide	Med. Lift	Heavy lift	VMGR	USN LOG	MMA	Sig Int
JAX	N	E	0.0	20.5	72.60	B	Y											Y	Y	
CherryPnt	M	E	10.0	7.0	68.84	F		Y	Y	Y		Y	Y				Y	Y		
Oceana	N	E	17.5	4.0	65.52	F		Y	Y	Y		Y						Y		
Norfolk	N	E	10.0	2.0	61.97	B	Y				Y			Y	Y	Y		Y		
NewRiver	M	E	11.0	3.0	57.60	R								Y	Y	Y				
Beaufort	M	E	10.0	0.0	59.68	F		Y	Y	Y		Y								
Mayport	N	E	7.0	0.0	57.95	R	Y													
NewOrleans	N	E	5.0	2.0	53.79	B		Y	Y	Y		Y		Y				Y	Y	
Washington	N	E	10.0	0.0	52.26	F						Y	Y					Y		
Brunswick	N	E	0.0	20.0	50.41	F												Y	Y	
Quantico	M	E	6.5	1.8	44.30	R								Y	Y	Y				
WillowGrv	N	E	0.0	4.0	45.30	B								Y	Y	Y		Y	Y	
FtWorth	N	E	9.0	4.0	44.68	F		Y	Y	Y		Y					Y	Y		
Atlanta	N	E	2.0	3.0	44.11	B		Y	Y	Y	Y	Y		Y				Y		
Whidbey	N	W	18.0	6.0	67.96	F		Y	Y	Y		Y	Y					Y	Y	Y
NorthIs	N	W	12.0	8.0	65.25	B	Y				Y				Y	Y		Y		
Miramar	M	W	19.0	1.0	66.63	B		Y	Y	Y		Y		Y	Y	Y	Y			
Lemoore	N	W	24.0	1.0	61.77	F		Y	Y	Y		Y								
Mugu	N	W	22.0	9.0	58.39	F					Y						Y	Y	Y	
Yuma	M	W	7.0	0.0	56.66	F		Y	Y	Y		Y								
Hawaii	M	W	0.0	14.0	52.14	B	Y							Y	Y	Y		Y	Y	
Pendleton	M	W	9.0	0.0	55.71	R								Y	Y					
Johnstown	M	E	0.0	0.5	29.63	R								Y						
Stewart	M	E	0.0	0.0	27.51	F											Y			

DAG Revised with 1.0 Multiplier

- **14-base solution presented**
- **Requires building 3 type I and 1.5 type II hangar modules**
- **Leaves 45 hangar modules unused**
- **Closes or realigns:**
  - Stewart
  - Johnstown
  - Atlanta
  - Quantico
  - Willow Grove
  - Washington
  - New Orleans
  - Pendleton
  - Yuma
  - Mayport
- **As a result, keeps much lower military valued NAS JRB Ft Worth open.**

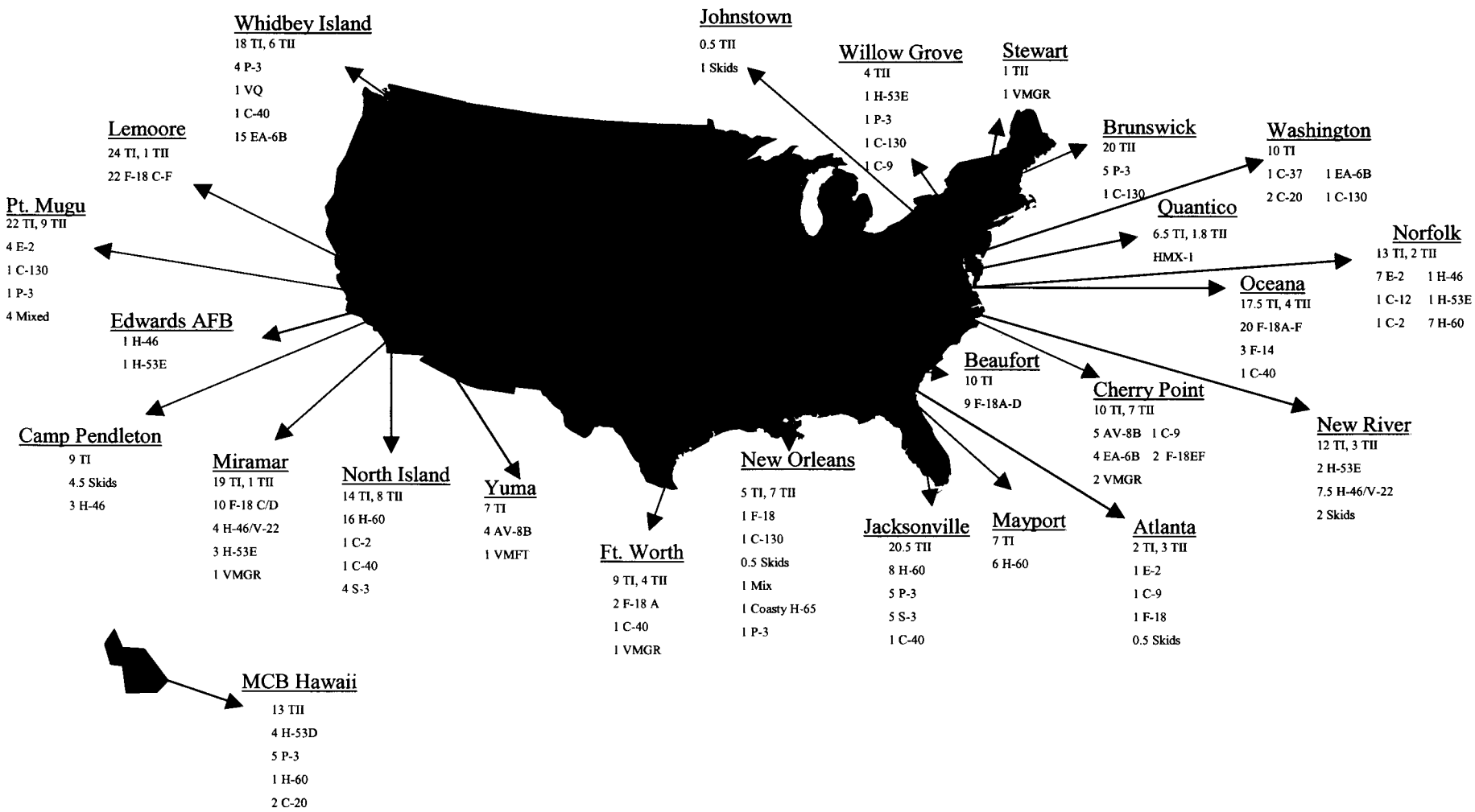
The Way Forward

- DAG was satisfied with results of original 1.0 model run, excluding Mayport and Quantico.
- Revised laydown model provides a less helpful starting point for generating scenarios.
- Recommend using original 1.0 model results for generating scenario proposals.

Department of the Navy

Infrastructure Analysis Team

Air Ops Laydown



Initial DON Scenarios: Aviation

- **Realign Stewart, NY**
  - Squadron relocates to available capacity within USMC.
- **Realign Johnstown, PA**
  - Squadron relocates to available capacity within USMC.
- **Close NAS Atlanta**
  - Reserve forces in Atlanta relocate to available capacity with same type/model.
- **Close NAS JRB Fort Worth**
  - Reserve forces in Ft. Worth disestablish or relocate to available capacity with same type/model.

Initial DON Scenarios: Aviation

- **Close NAS JRB Willow Grove**
  - Reserve forces in Willow Grove relocate to available capacity with same type/model.
- **Close NAF Washington**
  - Relocate VAQ 209 to Whidbey Island and logistics squadrons to available capacity with same type/model or mission.
- **Close NAS JRB New Orleans**
  - Reserve forces in New Orleans disestablish or relocate to available capacity with same type/model or mission.

Aviation
Realign Stewart, NY

- MAG 49 Det B has the lowest Military Value and no reported capacity (though their web site reports new construction for their 14 C-130s).
- Cherry Point has the excess capacity to accept the VMGR squadron.
- Objectives/Considerations:
  - Integrate active and reserve forces.
- Forces Affected:
  - MAG 49 Det B to Cherry Point
- Associated base infrastructure (none reported on data call)

Aviation
Realign Johnstown, PA

- HMLA 775 Det A has low capacity (.5 type II mods) and low Military Value (ranked 34 of 35).
- Camp Pendleton may have the capacity to accept the HMLA squadron.
- Objectives/Considerations:
  - Integrate active and reserve forces.
- Forces Affected:
  - HMLA 775 Det A to Camp Pendleton
- Associated base infrastructure totaling 289 military and civilian personnel.

Aviation
Close NAS Atlanta

- Atlanta has low capacity (2 type I and 3 type II modules), and low Military Value (ranked 33 out of 35).
- Jacksonville and Norfolk have capacity to absorb the two reserve Atlanta squadrons. Two USMC reserve squadrons have six or seven potential receiving sites, based on USMC preference.
- Objectives/Considerations:
  - Integrate active and reserve forces.

Aviation
Close NAS Atlanta

- **Forces Affected:**
  - **VAW 77 to Norfolk**
  - **VR 46 to Jacksonville**
  - **2 reserve Marine squadrons**
    - **HMLA 773 (Camp Pendleton)**
    - **VMFA 142 (Beaufort)**
- **Associated base infrastructure totaling 3,677 military/civilian, including Reserve Center (1,072 personnel)**
- **Move the C-12 to NS Mayport**

Aviation
Close NAS JRB Fort Worth

- **Ft. Worth has moderate capacity (9 type I and 4 type II modules), and low Military Value (ranked 30 out of 35).**
- **Lemoore and North Island have the capacity to absorb the two reserve Navy squadrons. The USMC reserve VMFA has seven potential receiving sites, and the VMGR has two potential sites, based on USMC preference.**
- **Objectives/Considerations:**
  - **Integrate active and reserve forces**

Aviation
Close NAS JRB Fort Worth

- **Forces Affected:**
  - **VFA 201 to Lemoore**
  - **VR 59 (C-40) to in North Island**
  - **2 reserve Marine squadrons**
    - **VMGR 234 (Pt Mugu)**
    - **VMFA 112 (Miramar)**
    - **Miramar will be a tough fit unless west coast Marine aircraft are realigned between Pendleton, Miramar, and Yuma**
  - **Associated base infrastructure totaling 5,761 military/civilian, including Reserve Center (1,037 personnel)**
  - **Move the C-12 to NAS Meridian**

Aviation
Close NAS JRB Willow Grove

- Willow Grove has low capacity (4 type II modules), and low Military Value (ranked 29 out of 35).
- Brunswick has the capacity to absorb the three reserve Navy squadrons. The USMC reserve component of MAG 49 has six potential sites, based on USMC preference.
- Objectives/Considerations:
  - Integrate active and reserve forces
  - Consolidate VP forces

Aviation
Close NAS JRB Willow Grove

- **Forces Affected:**
  - **VP 66 to Brunswick**
  - **VR 64 (C-130) to Brunswick**
  - **VR 52 (C-40/C-9) to Brunswick**
  - **MAG 49 Det (H-53E, Edwards AFB, or MCAS New River)**
- **Associated base infrastructure totaling 5,099 military/civilian.**
- **Move the C-12 to NAS Whidbey Island**

Aviation
Close NAF Washington

- Washington has moderate capacity (10 type I modules), and low Military Value (ranked 26 out of 35).
- Whidbey Island and Brunswick have the capacity to absorb the four reserve Navy squadrons.
- Objectives/Considerations:
  - Integrate active and reserve forces
  - Single site VAQ at Whidbey Island

Aviation
Close NAF Washington

- **Forces Affected:**
  - **VAQ 209 to Whidbey Island**
  - **VR 1 and VR 48 (C-20/C-37) to Andrews AFB.**
  - **VR 53 (C-130) to Brunswick**
- **Associated base infrastructure totaling 2,752 military/civilian.**
- **Maintain the C-12 at Washington as a tenant of Andrews AFB.**

Aviation
Close NAS JRB New Orleans

- New Orleans has low capacity (5 type I and two type II modules), and low Military Value (ranked 25 out of 35).
- Brunswick and Pt. Mugu have the capacity to absorb the two reserve Navy squadrons. The USMC reserve HMLA (MAG 42) has six potential receiving sites, based on USMC preference.
- Objectives/Considerations:
  - Integrate active and reserve forces

Aviation
NAS JRB New Orleans

- **Forces Affected:**
  - **VP 94 disestablished**
  - **VFA 204 disestablished**
  - **VR 54 (C-130) to Brunswick**
  - **VR 5082 Det (2 C-12s) to MCAS Miramar**
  - **MAG 42 (HMLA) to MCAS New River**
- **Associated base infrastructure totaling 5,495, approximately 2,500 of which is ANG.**

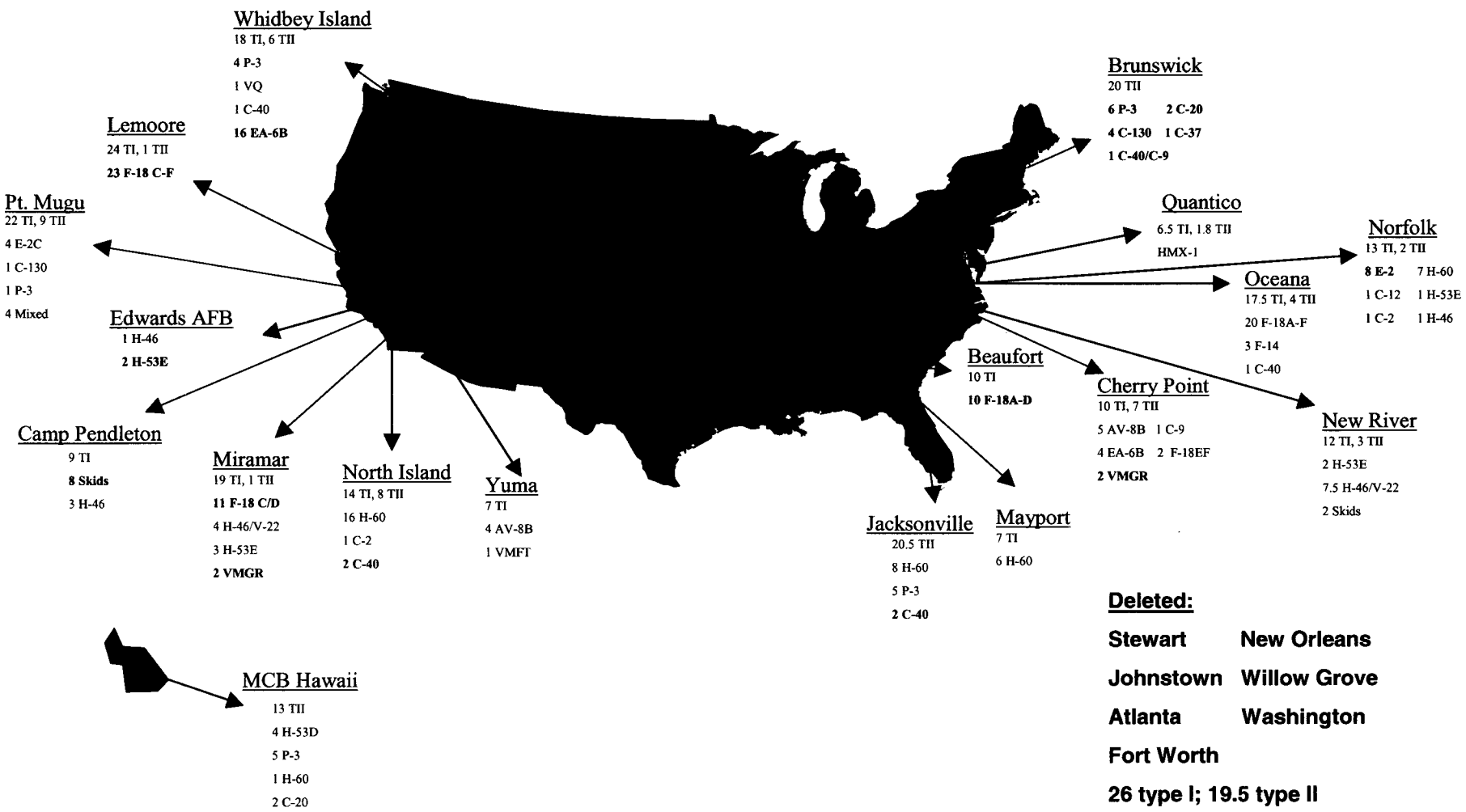
Summary of Moves

Losing Activity	Unit	Receiving Activity
Stewart, NY	VMGR 452	MCAS Cherry Point
Johnstown, PA	HMLA 775 A	Camp Pendleton
Atlanta	VAW 77	NAS Norfolk
Atlanta	VR 46	NAS Jacksonville
Atlanta	HMLA 773	MCAS New River
Atlanta	VMFA 142	MCAS Beaufort
Atlanta	C-12	NAS Mayport
Ft. Worth	VFA 201	NAS Lemoore
Ft. Worth	VR 59	NAS North Island
Ft. Worth	VMGR 234	NAS Pt. Mugu
Ft. Worth	VMFA 112	MCAS Miramar
Ft. Worth	C-12	NAS Meridian
Willow Grove	VP 66	NAS Brunswick
Willow Grove	VR 64	NAS Brunswick
Willow Grove	VR 52	NAS Brunswick
Willow Grove	HMH 772	Edwards/New River
Willow Grove	C-12	NAS Whidbey Island

Losing Activity	Unit	Receiving Activity
NAF Washington	VAQ 209	NAS Whidbey Island
NAF Washington	VR 1	Andrews AFB
NAF Washington	VR 48	Andrews AFB
NAF Washington	VR 53	NAS Brunswick
NAF Washington	MASD	Andrews AFB
NAS New Orleans	VP 94	disestablish
NAS New Orleans	VFA 204	disestablish
NAS New Orleans	VR 54	NAS Brunswick
NAS New Orleans	VR 5082	NAS Pt. Mugu
NAS New Orleans	HMLA 773	MCAS New River
NAS New Orleans	MASD C-12	MCAS Miramar
NAS New Orleans	MASD C-35	MCAS Cherry Point
NAS Corpus Christi	HM 15	NAS North Island

Note: This chart reflects the changes as they happened in the DAG, 07 October 2004

Air Ops Laydown After Scenarios



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Stewart	**New Orleans**
Johnstown	**Willow Grove**
Atlanta	**Washington**
Fort Worth	

26 type I; 19.5 type II

HM 15
Corpus Christi

- **Single H-53E squadron**
  - **10 helicopters**
  - **550 active duty personnel**
- **Likely receiver sites**
  - **None: Keep at NAS Corpus Christi**
  - **NS Norfolk**
    - **Home of sister squadron HM-14**
    - **Significant H-53E support**
  - **NAS North Island**
    - **No H-53E support**
  - **MCAS Miramar**
    - **Significant H-53E support**
    - **No excess type II capacity**

Single Site Possibilities

- Model moved type/models in packages
- Some packages conducive to single siting throughout the fleet, or on each coast
- Some 2005 bases have the capacity to single site several 2024 type/models.

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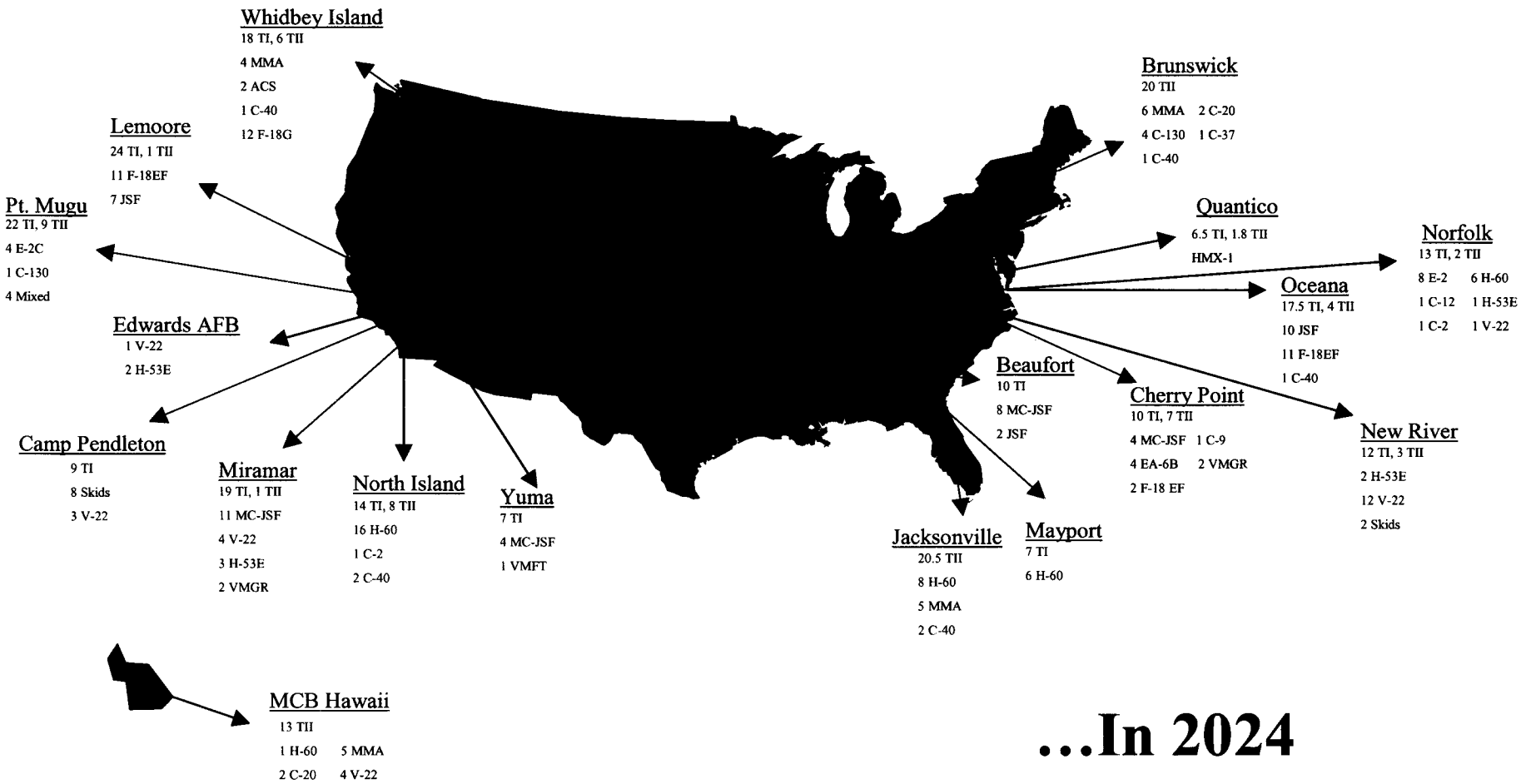
Air Ops 2024 Laydown



...In 2024

Single Site Possibilities

- **MMA east and west**

MMA 2024 Laydown

Whidbey Island
18 TI, 6 TII
4 MMA
2 ACS
1 C-40
12 F-18G

Brunswick
20 TII
6 MMA 2 C-20
4 C-130 1 C-37
1 C-40

Pt. Mugu
22 TI, 9 TII
4 E-2C
1 C-130
4 Mixed

Jacksonville
20.5 TII
8 H-60
5 MMA
2 C-40

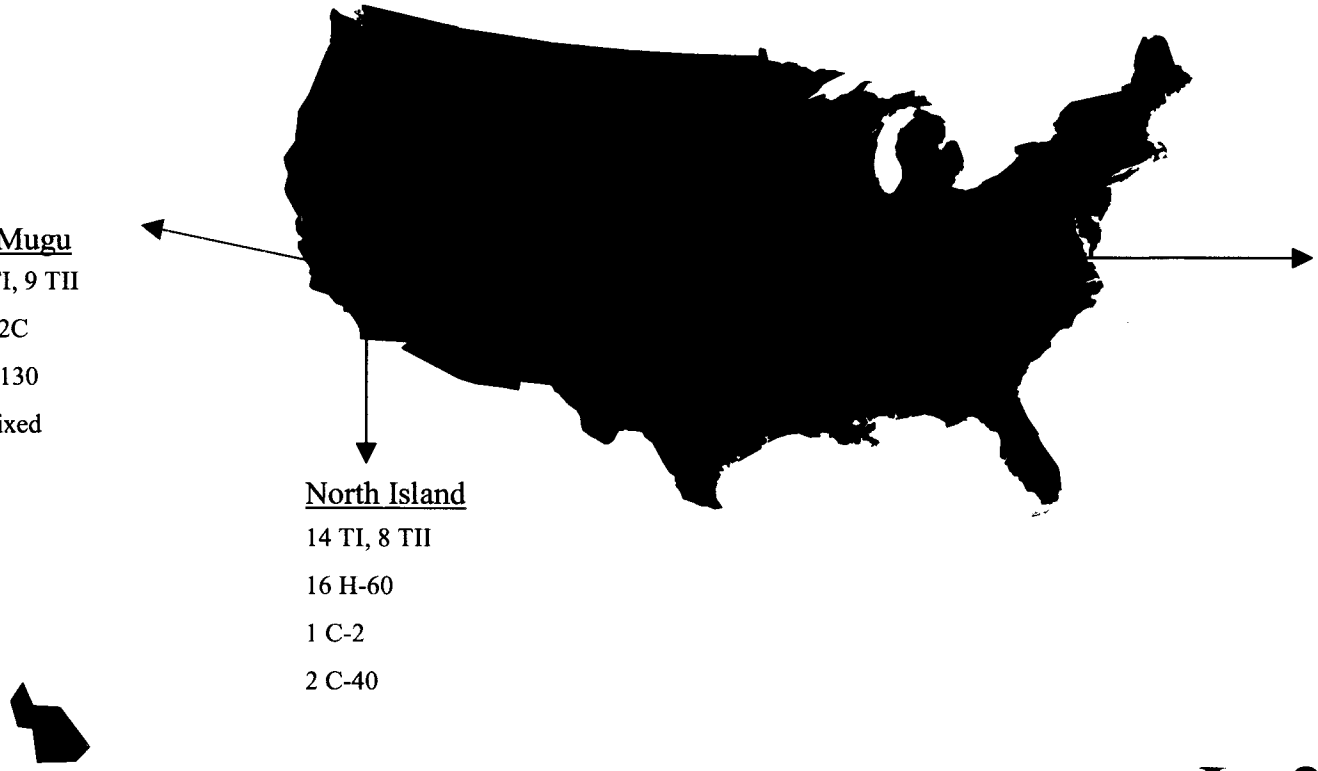
MCB Hawaii
13 TII
1 H-60 5 MMA
2 C-20 4 V-22

...In 2024

Single Site Possibilities

- MMA east and west
- E-2C

E-2C 2024 Laydown



Pt. Mugu
22 TI, 9 TII
4 E-2C
1 C-130
4 Mixed

North Island
14 TI, 8 TII
16 H-60
1 C-2
2 C-40

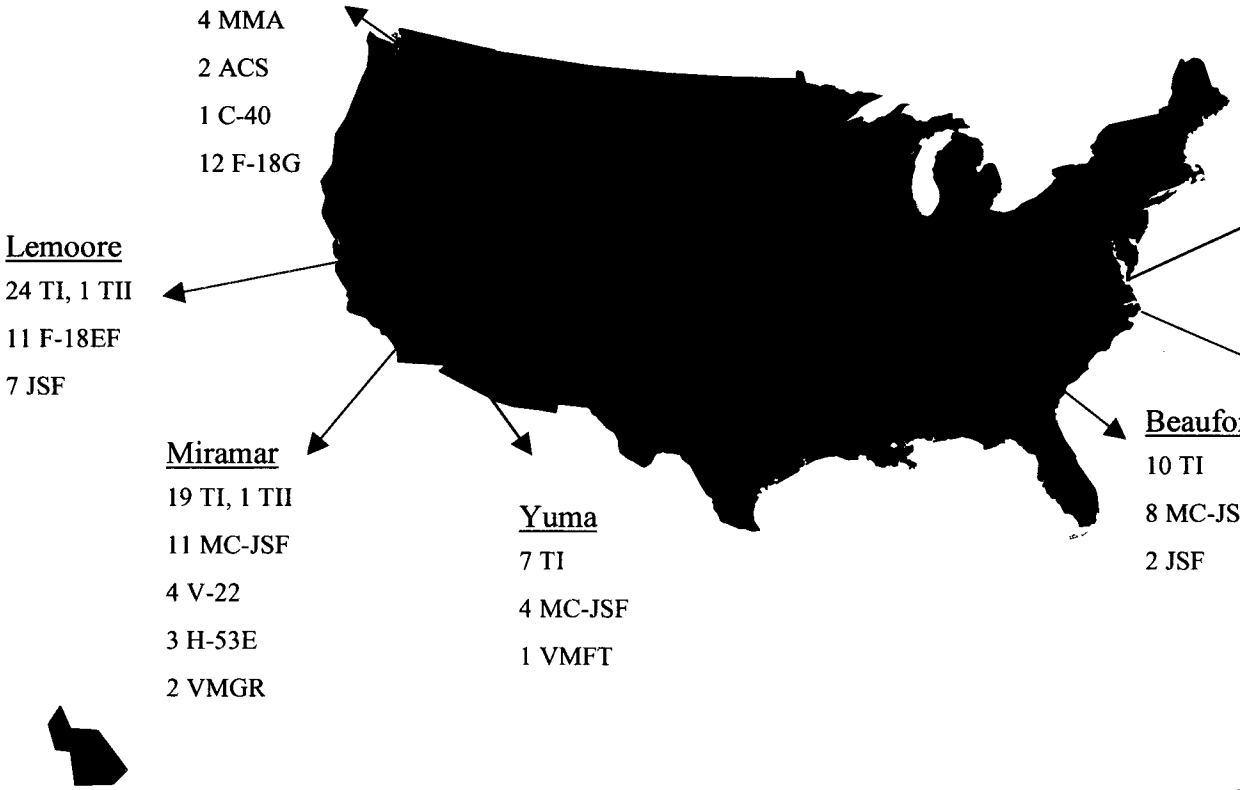
Norfolk
13 TI, 2 TII
8 E-2 6 H-60
1 C-12 1 H-53E
1 C-2 1 V-22

...In 2024

Single Site Possibilities

- MMA east and west
- E-2C
- F-18 EF

F-18EF 2024 Laydown

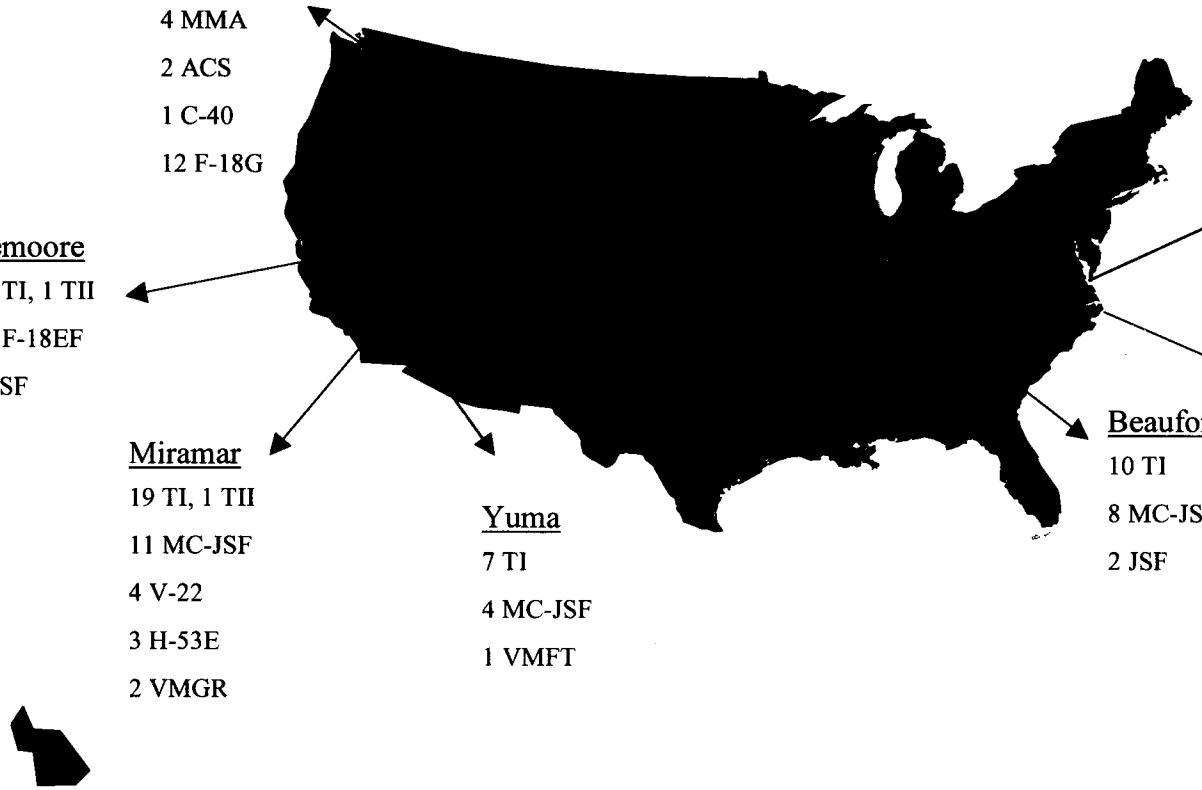


...In 2024

Single Site Possibilities

- MMA east and west
- E-2C
- F-18 EF
- Navy JSF

Navy JSF 2024 Laydown



Whidbey Island
18 TI, 6 TII
4 MMA
2 ACS
1 C-40
12 F-18G

Lemoore
24 TI, 1 TII
11 F-18EF
7 JSF

Miramar
19 TI, 1 TII
11 MC-JSF
4 V-22
3 H-53E
2 VMGR

Yuma
7 TI
4 MC-JSF
1 VMFT

Oceana
17.5 TI, 4 TII
10 JSF
11 F-18EF
1 C-40

Beaufort
10 TI
8 MC-JSF
2 JSF

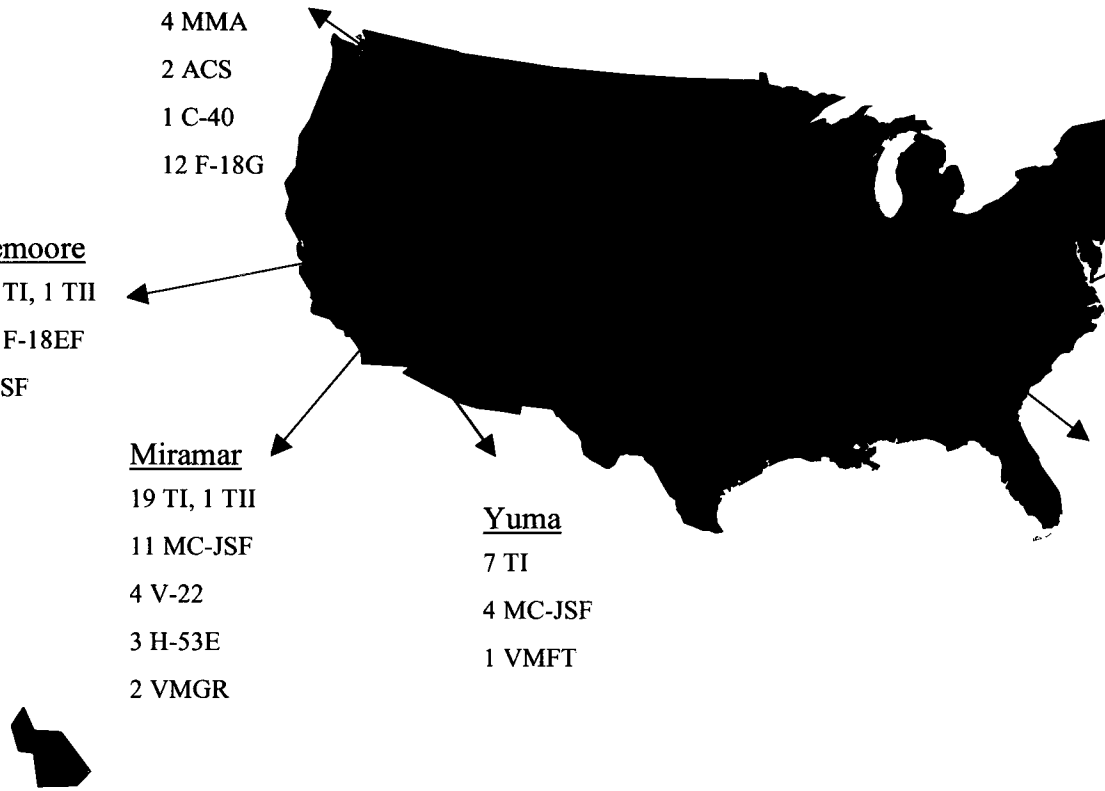
Cherry Point
10 TI, 7 TII
4 MC-JSF 1 C-9
4 EA-6B 2 VMGR
2 F-18 EF

...In 2024

Single Site Possibilities

- MMA east and west
- E-2C
- F-18 EF
- Navy JSF
- USMC JSF east and west

USMC JSF 2024 Laydown



Whidbey Island
18 TI, 6 TII
4 MMA
2 ACS
1 C-40
12 F-18G

Lemoore
24 TI, 1 TII
11 F-18EF
7 JSF

Miramar
19 TI, 1 TII
11 MC-JSF
4 V-22
3 H-53E
2 VMGR

Yuma
7 TI
4 MC-JSF
1 VMFT

Beaufort
10 TI
8 MC-JSF
2 JSF

Oceana
17.5 TI, 4 TII
10 JSF
11 F-18EF
1 C-40

Cherry Point
10 TI, 7 TII
4 MC-JSF 1 C-9
4 EA-6B 2 VMGR
2 F-18 EF

...In 2024

Aviation

- **BACKUP SLIDES**

Fort Worth Alternative

- **Realign NAS JRB Fort Worth**
  - **Consolidate two USMC VMFA squadrons and one VMGR squadron without stressing active bases**
    - **VMFA 112 remains**
    - **VFA 201 moves to locate with active forces at Lemoore**
    - **VMFA 142 from Atlanta comes to Ft. Worth vice Beaufort**
  - **Maintain a strong Navy logistics package**
    - **Keep the C-40 squadron on Fort Worth**
    - **Consider moving one of the C-130 squadrons tagged for Brunswick to Fort Worth**
  - **Maintain significant USMC reserve investments**

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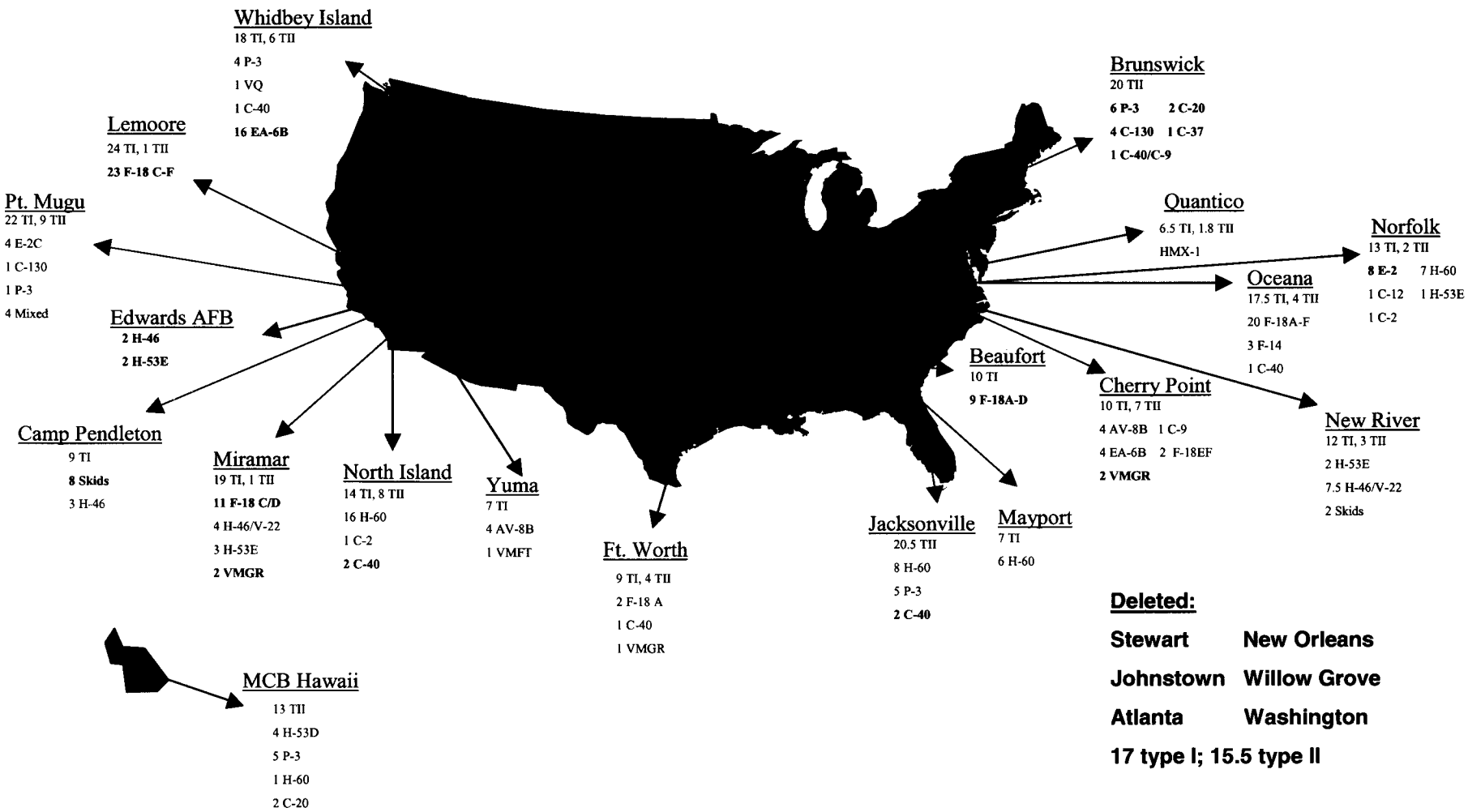
Air Ops Laydown After Ft. Worth Alternative



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Stewart	**New Orleans**
Johnstown	**Willow Grove**
Atlanta	**Washington**

17 type I; 15.5 type II

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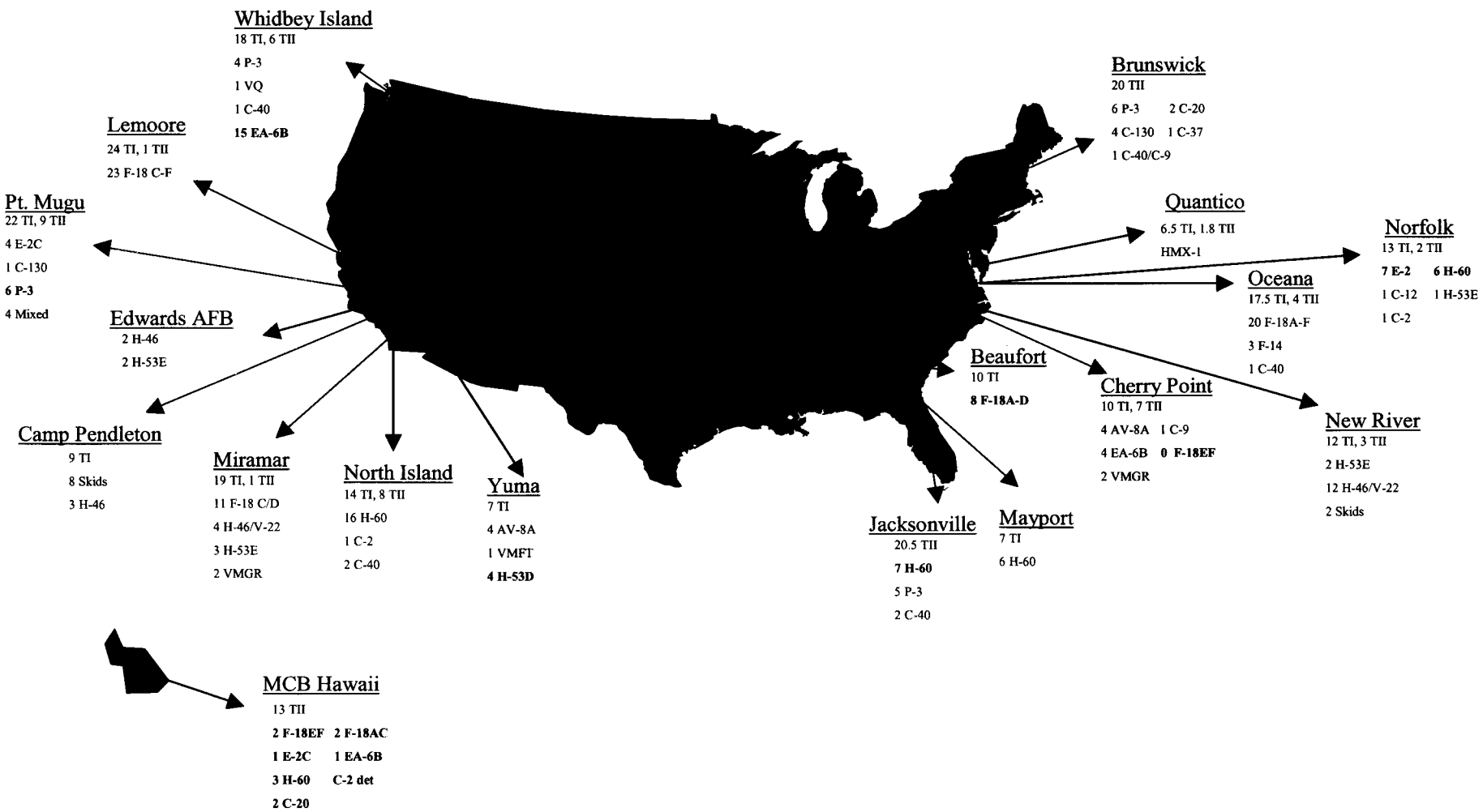
Air Ops Laydown After CSG Scenario



Carrier Strike Group

- **Air Wing Requirements**
  - **Four TACAIR squadrons (Oceana, Cherry Point, Beaufort, Lemoore, Miramar)**
  - **Two helo squadrons**
    - **MH-60S (Norfolk, North Island)**
    - **MH-60R (Jacksonville, North Island)**
  - **One E-2C squadron (Pt. Mugu/North Island, Norfolk)**
  - **One EA-6B squadron (Whidbey Island)**
  - **Two C-2 aircraft (North Island, Norfolk)**

Carrier Strike Group

- **CSG Options**
  - **Guam (Andersen AFB)**
    - **No loss at Andersen**
    - **Has capacity for CVW**
  - **MCB Hawaii (Kaneohe Bay)**
    - **Relocate 5 P-3 Squadrons**
    - **Relocate MAG-24**
    - **Will have capacity for CVW**

Department of the Navy

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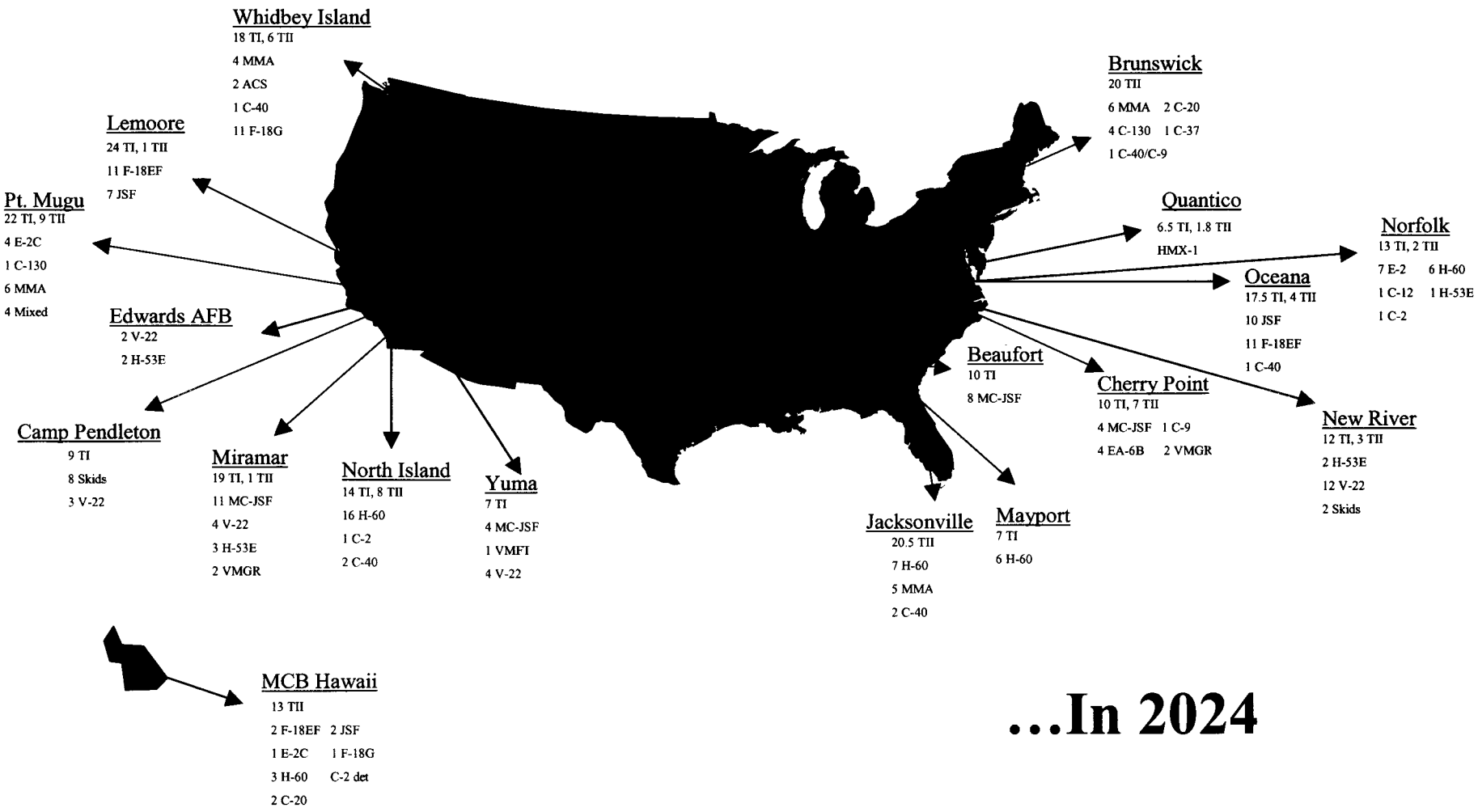
Air Ops 2024 Laydown After CSG Scenario



...In 2024

TAB 5

CSG BASING

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IGPBS CSG BASING Forces

- IGPBS requires homeporting an additional Carrier Strike Group (CSG) forward in the PACIFIC Theater
- Two Ports meet this requirement
  - Pearl Harbor
  - Guam
- IGPBS does not specify the source of the forces to comprise this CSG:
  - CVN
  - AOE
  - CVW
  - ESCORTS and SSNs

How do we determine the source of forces?

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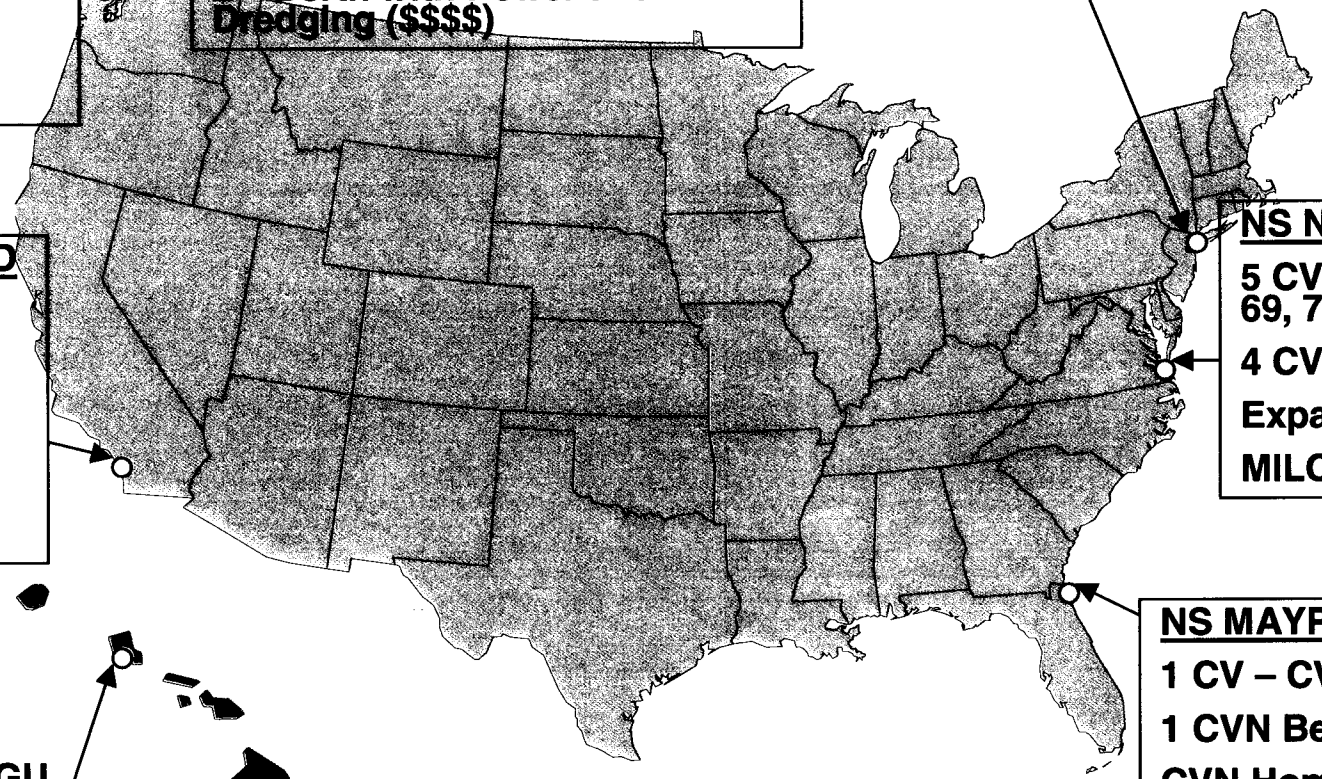
DoN Analysis Group

CVN Berthing Status

NS BREMERTON
- 1 CVN – 70 (repl by 74)
- 1 "homeport" berth
- 2nd berth for $1.5M
- 2 AOE 6 CL
- 1 AOE 1 CL

NS EVERETT
- 1 CVN – 72
- 1 Berth
- 2nd Berth with Power and Dredging ($$$$)

NWS EARLE
- 2- AOE 6 CL



NAS NORTH ISLAND
- 2 CVNs – 68 and 76
- (74 to Bremerton)
- 2 CVN Berths
- 3rd CVN Berth possible with MILCON (Est $5M)

NS NORFOLK
- 5 CVNs – 65, 69, 71, 73, 75
- 4 CVN Berths
- Expansion with MILCON($$$$)

NS MAYPORT
- 1 CV – CV 67
- 1 CVN Berth
- CVN Homeport with MILCON ($$$$)

COMNAVMARIANAS GU

NS PEARL HARBOR

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Current CVN BERTHS and LAYDOWN

Station / Pier	CV/ CVN Homeport	NIMITZ CI Berth	Pier Condition	4160V Power	Dredge Depth	Pier Width	Remarks
NORFOLK (NS)	CVN 65, 69, 71, 73, 75	**4**					CVN 65 requires 480 V power
Pier 12 S		Y	Adequate	Y	50'	150'	
Pier 12 N		Y	Adequate	Y	50'	150'	
Pier 14 S		Y	Adequate	Y	50'	150'	
Pier 14N		Y	Adequate	Y	50'	150'	
MAYPORT	CV 67	**1**					No Nuclear Maintenance Capability
Pier C-1/2 (wharf)		Y	Adequate	Y	42'	125'	
NORTH ISLAND	CVN 68, 74, 76	**2**					CVN 74 to shift to Bremerton
Pier K (wharf)		Y	Adequate	Y	42'	90'	
Pier J (wharf)		Y	Inadequate	Y	45'	163'	
Pier LM (wharf)			Inadequate	N	42'	90'	
EVERETT	CVN 72	**1**					Can add 2nd pier with 4160V PWR and Dredging
Pier A		Y	Adequate	Y	65'	125'	
BREMERTON	CVN 70	**4**					***INCLUDES PSNSY Berthing*** CVN 70 next to refuel and to be replaced by 74
Pier 3	***Inside CIA***	Y	Substandard	Y	49'	120'	
Drydock	***Inside CIA***	Y	Substandard	Y	45'	100'	
Pier B		Y	Inadequate	Y	49'	60'	Typically used by NSY for in-water CVN Availabilities
Pier D (West)		Y	Adequate	Y	49'	150'	***Homeport Berth***
Pier D (East)		N	Adequate	N	49'	150'	Needs $1.5M for 4160V pwr

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CSG BASING Location

- **Where are they going?**
  - Two ports meet the the requirement of IGPBS
  - Multiple scenarios possible for CSG forces
- **Issues**
  - Cost
  - Impact on community to absorb forces
  - Environmental
  - Escort Basing
  - CVW Basing options
  - AOE – Explosive ARC concerns
  - West Coast and Pacific Industrial Capacity

IGPBS Possibilities

REQUIREMENTS	Pearl Harbor	Guam
Location meets requirement	✓	✓
Turning Basin and Berth water depth	43' - 45'	Wharves: 100' - 150'
Pier Size	Pier F5 (FORD IS) - 80' Pier K10/11 - 50'	
Berth Utilities	LACKING 4160V	LACKING 4160V
Transient Warehouse	?	?
Co-Located with Depot Maintenance Facility	PEARL HARBOR NSY & IMF	USS FRANK CABLE (AS)
Parking	?	?
Assets support CVW in same location	MCB HAWAII HICKAM AFB WHEELER FIELD	ANDERSEN AFB
AOE Berthing	Limiting Explosive ARCS	Curr Berth AO

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Air Wing Requirements

- Four TACAIR squadrons (Oceana, Cherry Point, Beaufort, Lemoore, Miramar)
- Two helo squadrons
  - MH-60S (Norfolk, North Island)
  - MH-60R (Jacksonville, North Island)
- One E-2C squadron (Pt. Mugu/North Island, Norfolk)
- One EA-6B squadron (Whidbey Island)
- Two C-2 aircraft (North Island, Norfolk)

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Carrier Air Wing Options

- **Guam (Andersen AFB)**
  - **No loss at Andersen**
  - **Has capacity for CVW**
- **MCB Hawaii (Kaneohe Bay)**
  - **Relocate 5 P-3 Squadrons**
  - **Relocate III MEF Hawaii forces (5800 personnel)**
  - **Will have capacity for CVW**

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BACK-UP

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East Coast CVN Homeports

- **NAVSTA Norfolk –**
  - **Homeport to 5 CVNs**
    - **4 NIMITZ Class and USS ENTERPRISE (480V power)**
  - **4 NIMITZ Class Berths**
    - **Adequate / 50' dredge depth / 150' pier width**
- **NAVSTA Mayport**
  - **Homeport to CV (USS JOHN F. KENNEDY)**
  - **Able to Berth 1 NIMITZ Class cold iron, but modifications required to become "homeport"**
    - **Dredge to 50' depth**
    - **Pier Structural Repairs**
    - **High wind mooring and carrier camels**
    - **Nuclear Maintenance Capability**

West Coast CVN homeports

- **NAS North Island –**
  - Homeport to 2 NIMITZ Class
  - 2 NIMITZ Class Berths
    - 1 adequate / 1 inadequate
    - Dredged to 42' and 45' respectively / 90' wharf width
    - Additional inadequate condition pier at 42' dredge depth which would require 4160V power to accept a NIMITZ Class
- **NAVSTA Everett**
  - Homeport to 1 NIMITZ Class Ship
  - 1 NIMITZ Class Berth
    - Adequate condition / 65' dredge depth / 125' pier width

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West Coast CVN Homeports (cont.)

- NAVSTA Bremerton / NAVSHIPYD Puget Sound
  - Homeport to 1 NIMITZ Class
  - 2 NIMITZ Class Berths Inside Shipyard/Controlled Industrial Area (CIA)
    - Pier 3 –
      - Substandard condition / 49' dredge depth / 120' wide
    - Pier 6 (Drydock)
  - 2 NIMITZ Class Berths Outside Shipyard/CIA
    - Pier D – CVN "Homeport" Berth –
      - Adequate condition / 50' dredge depth / 150' wide
      - To berth a 2nd CVN at pier D would require additional 4160V Stations and dredging
    - Pier B – CVN Capable Berth – used for homeport berth prior to completion of pier D
      - Inadequate condition / 49' dredge depth / 60' wide
      - Although outside CIA typically used by NSY for CVN in-water availabilities

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CSG to Pearl Harbor

- **Capacity**
  - **71.8 CGE (includes 9.25 CGE in Naval Shipyard/CIA)**
- **2009 Laydown –**
  - **32.5 CGE / (inport paradigm 22.8 CGE)**
- **CVN Berthing**
  - + **Min Channel Depth 43'**
  - + **Nuclear Maintenance Capable**
  - + **DoD Managed Channel**
  - – **Min Channel Width 200'**
  - **Pier K10/11**
    - - **40' Dredge Depth**
    - - **50' Pier Width**
    - **Will need modernization and Power modification**
  - **Pier F5 (Ford Island)**
    - + **45' Dredge Depth**
    - + **80' Pier Width**
    - - **USS Missouri Museum at pier**
    - **Will need power modifications**

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CSG to Guam

- **Capacity**
  - **11 CGE – (capacity low due to no power on many of its piers)**
- **2009 Laydown**
  - **18.3 CGE / (inport paradigm 13.3 CGE)**
- **CVN Berthing**
  - **Min Channel Depth 33'**
    - **Dredging required**
  - **+ / - Nuclear Maintenance Capable (Submarine Tender)**
    - **Additional capability will be required to support CVN**
  - **+ DoD Managed Channel**
  - **– Min Channel Width 300'**
  - **Larger piers T, V, R, S**
    - **- Max Dredge Depth 36'**
    - **+ Pier (wharf) Widths 100' to 150'**
    - **Power Installation / Modifications and significant dredging required**

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TAB 6

SSN Basing Status

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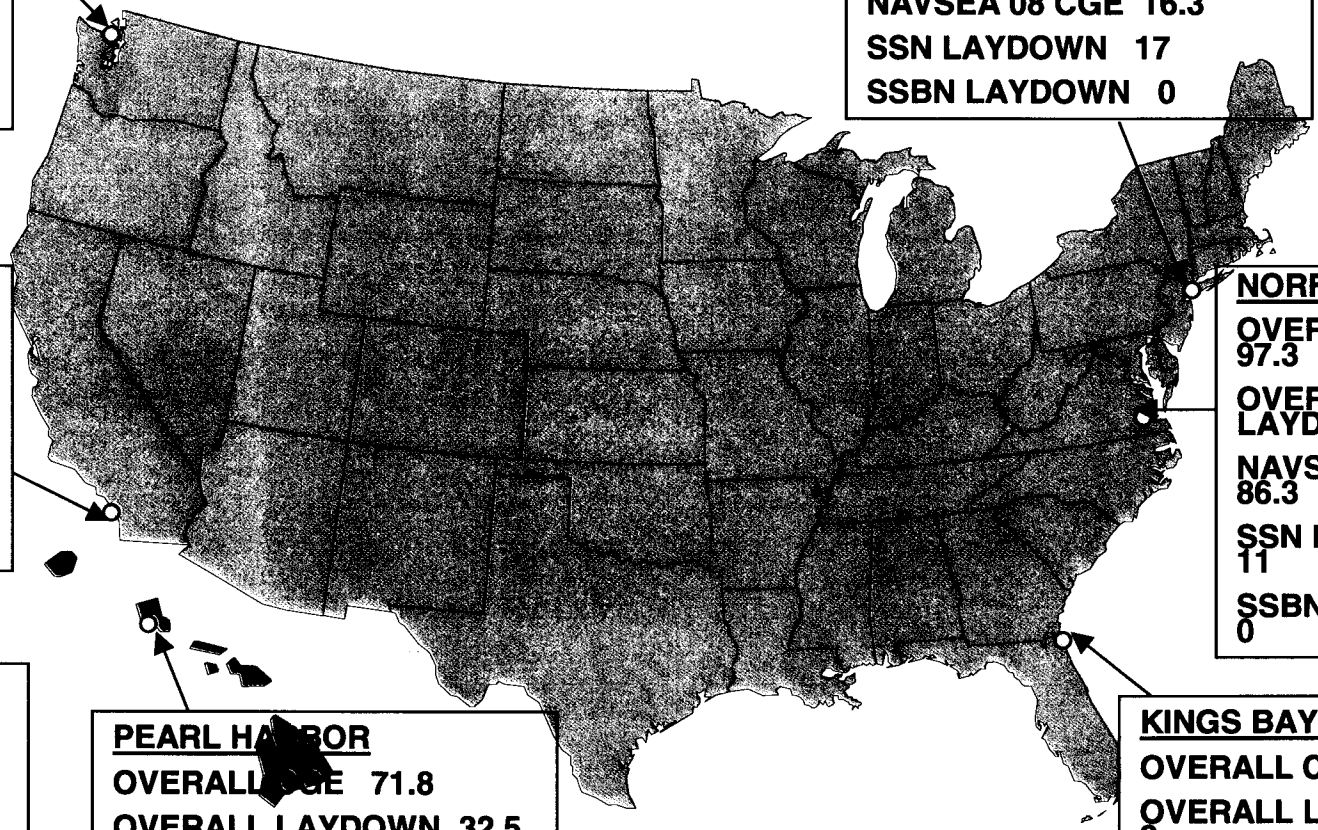
DoN Analysis Group

Submarine Berthing Status

BANGOR
OVERALL CGE 7.8
OVERALL LAYDOWN 10.8
NAVSEA 08 CGE 7.8
SSN LAYDOWN 1
SSBN LAYDOWN 10

NEW LONDON
OVERALL CGE 16.3
OVERALL LAYDOWN 12.8
NAVSEA 08 CGE 16.3
SSN LAYDOWN 17
SSBN LAYDOWN 0



POINT LOMA
OVERALL CGE 10.5
OVERALL LAYDOWN 8.5
NAVSEA 08 CGE 10.5
SSN LAYDOWN 6
SSBN LAYDOWN 0

NORFOLK
OVERALL CGE 97.3
OVERALL LAYDOWN 107
NAVSEA 08 CGE 86.3
SSN LAYDOWN 11
SSBN LAYDOWN 0

GUAM
OVERALL CGE 11
OVERALL LAYDOWN 18.3
NAVSEA 08 CGE 11
SSN LAYDOWN 3
SSBN LAYDOWN 0

PEARL HARBOR
OVERALL CGE 71.8
OVERALL LAYDOWN 32.5
NAVSEA 08 CGE 63.3
SSN LAYDOWN 18
SSBN LAYDOWN 0

KINGS BAY
OVERALL CGE 15
OVERALL LAYDOWN 8
NAVSEA 08 CGE 11.5
SSN LAYDOWN 0
SSBN LAYDOWN 8

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Submarine Berth Considerations

- **New London**
  - MILCON plan to widen piers through FY17
  - Current home of SUBSCHOOL
- **Norfolk**
  - Possible receiving site for SUBSCHOOL(?)
- **Kings Bay**
  - 3 out of 15 CGE associated with Explosive Handling Wharf (TRIDENT specific)
  - Potential at Site 6 Berth for SSNs
- **Point Loma**
  - Separate waterfront area for Marine Mammals and USS Dolphin
- **Bangor**
  - 1 out of 7.8 CGE associated with Explosive Handling Wharf (TRIDENT specific)
  - Current Laydown (no inport paradigm applied) exceeds capacity
- **Pearl Harbor**
  - 21.5 out of 71.8 CGE are inside Controlled Industrial Area (PHSY)
- **Guam**
  - Overall Laydown greater than reported capacity
    - 13.5 additional CGE without services

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