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OUTGOING CORRESPONDENCE

From The

OFFICE OF THE SECRETARY

OF

DEFENSE

And The

MILITARY SERVICES

To The

DEFENSE BASE CLOSURE

AND

REALIGNMENT COMMISSION

Documents O-162 thru O-174

Office of the Assistant Secretary of Defense
Production and Logistics

#376

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-8000

PRODUCTION AND LOGISTICS

O-162

June 28, 1991

Honorable Jim Courter
Chairman, Defense Base Closure
and Realignment Commission
1625 K Street, NW, Suite 400
Washington, DC 20006

Dear Mr. Chairman:

At the Commission's June 28 hearing, you asked for a description of the Department's control mechanisms to ensure that only valid requirements are funded from the Base Closure Account.

First, I would note that it is against the law to obligate funds from the Base Closure Account unless they are directly related to the closing or realigning of bases.

Second, the Department provides the Congress with detailed budget justification for the Base Closure Account. With regard to the Department's justification for the 1988 Account, the Congress has praised the justification as a model, and commended the Department for "establishing a credible management structure for dealing with closures and realignments..."

This justification includes a project-by-project listing of requirements, and is prepared in accordance with detailed budget preparation guidance issued by the DoD Comptroller. I've enclosed the FY92/93 budget justifications for the 1988 Base Closure Account to show the level of detail provided the Congress.

Third, the Services annually conduct vigorous reviews of budget proposals and projects. The Services have already begun reviewing the planning estimates developed for this year's base closure costs and savings estimates. These reviews will validate base closure construction projects and appropriate sizing, and develop budget quality cost figures for submission to the DoD Comptroller, and eventually the Congress. This year, the Services will be preparing budget proposals for two base closure accounts: the 1988 Base Closure Account, and the new Base Closure Account established by Congress for your Commission's recommendations.

Fourth, the DoD Comptroller and ASD(P&L) will jointly review the Service budget proposals for both accounts. This review will also validate requirements, proper pricing and quality of justifications before recommending to the Secretary of Defense they be included in his budget submission to the President. The Office of Management and Budget participates in the DoD Comptroller review of the Services' budget proposals.

Fifth, after the Congress has authorized and appropriated funds for the Base Closure Account, the Department follows detailed management and accounting procedures for expending monies from the Account. I've enclosed copies of those procedures for your review.

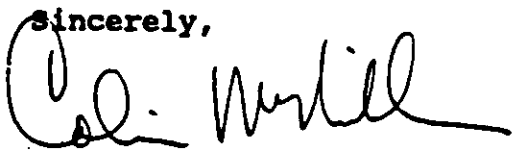
Sixth, the DoD Inspector General, the Service Audit Agencies and the General Accounting Office often conduct reviews of specific actions to ensure compliance with relevant laws and regulations.

Finally, the Department provides the Congress with an annual after-action report on funds expended from the Base Closure Account and revenues deposited into the Account.

In conclusion, the Department has strived to provide your Commission and the Congress with the best estimates we can for base closure costs and savings. Those estimates, however, are not budget quality. The Department will submit its first budget to the Congress for this round of closures early next year.

Please be assured that the DoD Comptroller and I will work closely to ensure that justification for the new Base Closure Account meets the same high standards Congress commended when they reviewed the 1988 Base Closure Account.

Sincerely,



Colin McMillan

Enclosures

O-163

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-8000

PRODUCTION AND LOGISTICS

June 28, 1991

Honorable Jim Courter
Chairman, Defense Base Closure and
Realignment Commission
1625 K Street, NW, Suite 400
Washington, DC 20006

Dear Mr. Chairman:

During the Commission's June 27, 1991, hearing you requested the Department's position on the U.S. Army Corps of Engineers Reorganization Study. I have enclosed copies of the Department's official transmittal letters to the Congress which forwarded and urged enactment of legislation to reorganize the Corps of Engineers.

Sincerely,

Colin McMillan

Enclosures

THE SECRETARY OF DEFENSE

WASHINGTON, THE DISTRICT OF COLUMBIA

23 MAY 1991

Honorable Dan Quayle
President of the Senate
Washington, D.C. 20510

Dear Mr. President:

I have the honor to transmit the enclosed legislation to streamline the facilities infrastructure of the United States Army Corps of Engineers, and for other purposes. Prompt enactment of the legislation will strengthen the ability of the United States Army Corps of Engineers to perform effectively its military and civil works functions, at the least cost to American taxpayers.

The Department of Defense recently completed an exhaustive review of the facilities infrastructure of the Corps of Engineers. We are transmitting the report of our review separately to appropriate committees of Congress. We concluded that the Corps can perform its military and civil works functions with substantially more efficiency if we streamline that infrastructure.

We considered transmitting our proposals for closure or realignment of Corps of Engineers facilities as part of our recommendations to the Defense Base closure and Realignment Commission under Title XXIX of the National Defense Authorization Act for Fiscal Year 1991 (Public Law 101-510). However, at the request of leaders of the Public Works and Transportation Committee of the House of Representatives, who exercise legislative responsibilities with respect to the civil works functions of the Corps, we agreed to submit the enclosed proposal relating to closure or realignment of Corps facilities separately for the prompt consideration of the Congress.

The enclosed legislation amends Section 2687 of Title 10 of the United States Code; which establishes certain procedures relating to closure or realignment of military installations, to make clear that it does not apply to facilities used primarily by the United States Army Corps of Engineers. The effect of this change is to make clear that the streamlining the Department of Defense proposes for the facilities infrastructure of the Corps can take place separately from the base closure and realignment

process going forward under Title XXIX of the National Defense Authorization Act for Fiscal Year 1991. The enclosed legislation also extends to closure or realignment of Corps facilities the same authorities available in the closure or realignment under Title XXIX of other Department of Defense facilities.

We urge prompt enactment of the enclosed legislation. The Director of the Office of Management and Budget advises that its prompt enactment is in accord with the President's program.

Sincerely,

Dick Cheney

Enclosure
Draft bill

A B I L L

To streamline the facilities infrastructure of the United States Army Corps of Engineers, and for other purposes.

Be it enacted by the Senate and House of Representatives of the United States of America in Congress assembled, That Section 2687 of Title 10 of the United States Code is amended by striking the period at the end of subsection (e)(1) and inserting in lieu thereof "and does not include any facility used primarily by the United States Army Corps of Engineers.".

SEC. 2. Section 2905 of the National Defense Authorization Act for Fiscal Year 1991 (Public Law 101-510) shall apply with respect to closure or realignment of any facility used primarily by the United States Army Corps of Engineers, in the same manner as it applies with respect to closure or realignment of a military facility under Part A of Title XXIX of that Act.

THE SECRETARY OF DEFENSE

WASHINGTON, THE DISTRICT OF COLUMBIA

23 MAY 1991

Honorable Thomas S. Foley
Speaker of the House of Representatives
Washington, D.C. 20515

Dear Mr. Speaker:

I have the honor to transmit the enclosed legislation to streamline the facilities infrastructure of the United States Army Corps of Engineers, and for other purposes. Prompt enactment of the legislation will strengthen the ability of the United States Army Corps of Engineers to perform effectively its military and civil works functions, at the least cost to American taxpayers.

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The enclosed legislation amends Section 2687 of Title 10 of the United States Code; which establishes certain procedures relating to closure or realignment of military installations, to make clear that it does not apply to facilities used primarily by the United States Army Corps of Engineers. The effect of this change is to make clear that the streamlining the Department of Defense proposes for the facilities infrastructure of the Corps can take place separately from the base closure and realignment

process going forward under Title XXIX of the National Defense Authorization Act for Fiscal Year 1991. The enclosed legislation also extends to closure or realignment of Corps facilities the same authorities available in the closure or realignment under Title XXIX of other Department of Defense facilities.

We urge prompt enactment of the enclosed legislation. The Director of the Office of Management and Budget advises that its prompt enactment is in accord with the President's program.

Sincerely,

Dick Cheney

Enclosure
Draft bill

A B I L L

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SEC. 2. Section 2905 of the National Defense Authorization Act for Fiscal Year 1991 (Public Law 101-510) shall apply with respect to closure or realignment of any facility used primarily by the United States Army Corps of Engineers, in the same manner as it applies with respect to closure or realignment of a military facility under Part A of Title XXIX of that Act.

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Quentin N. Burdick
Chairman, Committee on Environment
and Public Works
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Armed Services Committees, the Appropriations Committees, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable John H. Chafee
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Daniel P. Moynihan
Chairman, Subcommittee on Water Resources,
Transportation and Infrastructure
Committee on Environment and Public Works
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Armed Services Committees, the Appropriations Committees, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable Steve Symms
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Robert A. Roe
Chairman, Committee on Public Works
and Transportation
House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

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This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable John P. Hammerschmidt
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Henry J. Nowak
Chairman, Subcommittee on Water
Resources
Committee on Public Works
and Transportation
House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Armed Services Committees, the Appropriations Committees, and the Senate Committee on Environment and Public Works.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable Thomas E. Petri
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Sam Nunn
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the House Armed Services Committee, the Appropriations Committees, the Senate Committee on Environment and Public Works, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable John W. Warner
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Alan J. Dixon
Chairman, Subcommittee on Readiness,
Sustainability and Support
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the House Armed Services Committee, the Appropriations Committees, the Senate Committee on Environment and Public Works, the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable Trent Lott
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Les Aspin
Chairman, Committee on Armed Services
House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Senate Armed Services Committee, the Appropriations Committees, the Senate Committee on Environment and Public Works, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable William L. Dickinson
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Patricia Schroeder
Chairwoman, Military Installations
and Facilities Subcommittee
Committee on Armed Services
House of Representatives
Washington, DC 20515

Dear Madam Chairwoman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Senate Armed Services Committee, the Appropriations Committees, the Senate Committee on Environment and Public Works, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable David O'B. Martin
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Robert C. Byrd
Chairman, Committee on Appropriations
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Armed Services Committees, the House Appropriations Committee, the Senate Committee on Environment and Public Works, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable Mark O. Hatfield
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Jim Sasser
Chairman, Subcommittee on Military Construction
Committee on Appropriations
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the House Appropriations Committee, the Armed Services Committees, the Senate Committee on Environment and Public Works, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable Phil Gramm
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable Jamie L. Whitten
Chairman, Committee on Appropriations
House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Armed Services Committees, the Senate Appropriations Committee, the Senate Committee on Environment and Public Works, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable Joseph M. McDade
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

May 23, 1991

Honorable W.G. Hefner
Chairman, Subcommittee on Military Construction
Committee on Appropriations
House of Representatives
Washington, DC 20515

Dear Mr. Chairman:

Enclosed for your information is a copy of the United States Army Corps of Engineers Reorganization Study.

A similar letter and a copy of this study have been sent to the Senate Appropriations Committee, the Armed Services Committees, the Senate Committee on Environment and Public Works, and the House Committee on Public Works and Transportation.

This study will also be forwarded to the Defense Base Closure and Realignment Commission, at its request.

Sincerely,

David J. Berteau

David J. Berteau
Principal Deputy

Enclosure

cc: Honorable Bill Lowery
Ranking Republican

ASSISTANT SECRETARY OF DEFENSE
WASHINGTON, D.C. 20301-8000

PRODUCTION AND
LOGISTICS

D-164

June 28, 1991

Honorable James Courter
Chairman, Base Closure and
Realignment Commission
1625 K Street, Suite 400
Washington, DC 20046

Dear Chairman Courter:

I want to convey to the Commission the Department's thoughts on Senator Nunn's letter to you of June 18, 1991, and also provide our thoughts on how the Commission might handle the question of "receiving" bases in its deliberations. As we read Senator Nunn's letter, it raises issues of both substance and process with regard to base closures and particularly with regard to "receiving" bases.

As to the substance issue, the Department agrees that our nomination of installations for closure must indeed be based on the force structure plan and the criteria. We believe our recommendation to close Fort Devens is amply justified in that regard. The enclosed paper prepared by the Army highlights how force structure and overall reductions since 1988 impact directly on the Information Systems Command (ISC) and Fort Devens.

With regard to process, Ft. Devens was designated by the 1988 Commission as a "receiving" installation as to the ISC. The Department believes strongly that as the national defense threat and budget situation changes over time, there must be flexibility in the base closure process to accommodate changes in forces and stationing locations. We believe that the Defense Base Closure and Realignment Act of 1990 establishes a cooperative process between the Department, the Commission, the President, and the Congress to accommodate any major changes. This process allows the Department, through the Commission, the President, and the Congress to optimize its military installation infrastructure based on our best estimates of current and future force structure requirements on a 2-year cycle. If installations designated as receiving installations could never again be considered for closure, we would soon find ourselves --Department, Commission, the President, and Congress--sorely limited in our options for true optimization of our basing structure.

Change is inevitable, and we must have the flexibility to respond. The Department believes it should have authority to make minor adjustments in receiving

locations. An example is the proposed relocation of 45 manpower authorizations of the Air Force Audit Agency from March AFB to the National Capital region, the receiving location designated by the 1988 Commission. Because this altered a specified receiving location, we submitted this change with our April recommendations. To provide the needed flexibility with clarity, we suggest that the Commission "propose," rather than "recommend," receiving locations in its report, but go on to require that any major changes be submitted to the 1993 and 1995 Commission process. We believe the logical thresholds between major and minor changes would be the personnel thresholds for a realignment under the definition of 10 U.S.C. section 2687. If you agree, we would suggest the following wording:

> The Department of Defense, may make minor adjustments in the Commission's proposals of receiving locations for units, missions or other activities moved from military installations recommended for closure and realignment in this report. "Minor adjustment" means any alteration of location, force reduction, or unit elimination or similar action prior to 1996 which does not cause a closure, realignment that exceeds the statutory thresholds of section 2687, title 10. If the action exceeds the threshold and constitutes a closure or realignment, in accordance with section 2909 of Pub. L. 101-510, the closure or realignment must first be approved by the Defense Base Closure and Realignment Commission.

Sending major changes in the form of closures or realignments through the Base Closure Commission process provides the best balance between the executive and legislative branches of government and, most importantly, allows for a critical evaluation of the entire force structure and basing issue. It is also consistent with the division of authority between the Commission and the Secretary in section 2909(c) of Pub. L. 101-510. Through this type of balanced approach involving the Department, the Commission, the President, and the Congress, the Department believes we can ensure the integrity of process Senator Nunn desires.

Sincerely,

Colin McMillan

Enclosure

DoD's Fort Devens/Fort Huachuca Recommendation

The future decline in the Army's force has caused the Army to recommend reducing, to the extent practicable, the number of small, single purpose installations like Fort Devens. Fort Devens ranked 9th out of 11 command and control installations in the Army's analysis of military value. The recommended closure of Fort Devens, while retaining an enclave to support continued training of reserve components, is directly attributable to both the Army's force structure plan and declining budget.

Fort Devens was scheduled to receive the Headquarters, Information Systems Command (ISC), as directed by the 1988 Base Closure and Realignment Commission and P.L. 100-526. This Commission assumed that DoD's force structure would not change appreciably. At the time, the Army's active end-strength stood at approximately 781,000 with 18 active divisions.

However, the 1988 Commission report (Chapter 8) acknowledged the need for a continuing base structure review process to account for changes in force structure and national security strategy which, in turn, would be reflected as changes in DoD's budget. Change has occurred, and there is now an ongoing base closure process.

Since the 1988 Commission's recommendations were made, there have been dramatic and unforeseeable changes in the global environment. DoD is responding to these developments. The Army's force structure is declining by 33 percent and its active end-strength is falling to 535,000. The magnitude of this reduction has caused the Army to re-evaluate its base structure and reexamine how it should best organize and support its forces. All of the Army's headquarters, including Information Systems Command are affected by this reduction. Information Systems Command must reduce its size significantly and consolidate where it makes operational sense to do so. The size of the command is falling from 42,000 in FY88 to 30,000 by FY97, reflecting the reducing force structure changes to the Army at large. The headquarters itself drops from 741 to 610 personnel. Consolidation of the command at Fort Huachuca will eliminate a costly relocation, and prevent unnecessary turbulence at an important command during the Army's difficult transition to a smaller force.

In addition, training of the Special Forces Group currently stationed at Fort Devens is limited due to the insufficient maneuver space, small drop zone, limits on demolitions and limits on firing of weapons. Fort Carson has the climate, terrain and facilities to support the group fully and allow far more extensive training opportunities.

Finally, implementing the 1988 Commission decision would cost $210M and generate about $10M in annual savings. Retaining Informaton Systems Command at Fort Huachuca and moving the Special Forces Group and other units from Fort Devens will cost $126M and generate $55M in annual savings.

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-8000

PRODUCTION AND LOGISTICS

O-165

June 28, 1991

(L/MD)

Mr. James Courter, Chairman
Defense Base Closure and Realignment
Commission
1625 K Street, NW, Suite 400
Washington, DC 20006

Dear Chairman Courter:

I know you are well aware of the Department's opposition to the "Sacramento Plan", or modifications thereto, which would direct workloads to the Sacramento Air Logistics Center. I don't wish to repeat our position here on the plan itself.

I do want to clarify our position on the larger issue of directing workloads at depots.

The Department must have flexibility to assign workload to mission needs. Also, the Department has aggressively pursued cost savings through competition of workloads where possible. It is the Department's intent to conduct competitions of depot maintenance workloads which are above the Service's core requirements. We intend to compete workloads both between depots and with the private sector. These competitions will apply to above-core workloads at all Army, Navy, Air Force, and Marine Corps depots.

The flexibility to assign workloads at depots has long been recognized in the base closure process. Section 2687, of title 10, U.S. Code (which is incorporated into title XXIX of P.L. 101-510), specifically exempts reductions-in-force resulting from workload adjustments, reduced personnel or funding levels, skill imbalances, or other similar causes from the definition of "realignment." This section represents important flexibility for the Department to effectively deal with the variances in depot workloads over time.

If you support the competition concept, I urge you to include language in your report to the President that states that DoD should conduct public-public and public-private competitions of above-core depot maintenance workloads.

Sincerely,

Colin McMillan

Colin McMillan
Assistant Secretary of Defense
(Production and Logistics)

O-106

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

IN REPLY REFER TO
OP-44 Ser/76
28 JUN 91

MEMORANDUM FOR THE BASE CLOSURE COMMISSION

Subj: BASE CLOSURE AND REALIGNMENT

Ref: (a) Letter from Mr. Arthur E. Engel, President and CEO Southwest Marine Inc dated June 26, 1991

Encl: (1) Comments with regard to Southwest Marine Letter of 26 June 1991

1. Enclosure (1) is provided in to address issues and questions raised by reference (a).

P.W. Brennon
RADM, CEC, USN
Director, Shore
Activities Division

Copy to (without enclosures): OSD (P&L)

O-167

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

IN REPLY REFER TO
44B Ser/75
28 JUN 91

MEMORANDUM FOR THE BASE CLOSURE COMMISSION

Subj: REVISED COBRA ANALYSES FOR NAVAL TRAINING

Encl: (1) Revised COBRA Analysis for RTC San Diego
(2) Revised COBRA Analysis for NTC Orlando

1. Returns on investment for proposed base closures and realignments have been the subject of on-going discussion between our respective staffs for several weeks. We were, therefore, surprised by your staff's presentation of COBRAs regarding the Naval Training Center (NTC) Orlando and Recruit Training Center (RTC) San Diego at the hearing on 27 June 1991. Having now had the opportunity to review these two analyses, we must strongly disagree with their conclusions.

2. Regarding RTC San Diego, we believe the savings identified by your staff are grossly overstated, if non-existent. Family housing deficits at both NTC Great Lakes and NTC Orlando invalidate your staff's assumption that only half of the planned family housing units would have to be replaced, if RTC San Diego were closed. The cost of transporting of over 6000 recruits annually from the RTC Great Lakes to fleet billets in San Diego was omitted. We disagree with the seemingly arbitrary reduction of administrative and planning support costs from 10 to 5 percent. Moreover, your staff's recommendation does not appear to give consideration to military value and quality of life issues deriving from collocation of an RTC with a major Fleet concentration. After addressing all of the issues raised by your staff, our revised COBRA analysis for RTC San Diego shows one-time and recurring costs of closure exceeding any savings. Enclosure (1) provides details.

3. We believe your staff has erroneously assumed that, if NTC Orlando remains open, there will be no construction cost avoidances associated with relocation of the Electronic Technicians "A" School. In fact, the Navy will spend over $30 million for these facilities, if our proposal to close NTC Orlando is not accepted. Moreover, we have clearly determined that the funds indicated in our COBRA analysis are sufficient for the additional administration, storage and recreation facilities needed at NTC Great Lakes to close NTC Orlando. Taking these and other issues addressed in your staff's analysis into account, we now conclude that closure of NTC Orlando would have a 20-year return on investments, versus the 100 years projected by your staff. Enclosure (2) provides details.

Subj: REVISED COBRA ANALYSES FOR NAVAL TRAINING

4. Notwithstanding the foregoing, I must emphasize that the Navy's closure recommendations were premised on a base's relative military value to support the smaller projected force structure, while still reserving adequate surge capacity for possible contingencies and reconstitution, not on return on investment or possible cost savings. As the Secretary of the Navy recently advised, we remain completely confident that the recommendations submitted to the Commission are sound, completely consistent with the force structure plan, and in the best total interest of National defense.

P. W. BRENNON
RADM, SEC, USN
Director, Shore Activities
Division

Copy to:
OASD (P&L)
ASN (I&E)

D-163

DEPARTMENT OF THE NAVY
OFFICE OF THE CHIEF OF NAVAL OPERATIONS
WASHINGTON, DC 20350-2000

IN REPLY REFER TO
11000
Memo 441D1/ 76
29 June 1991

MEMORANDUM FOR THE BASE CLOSURE COMMISSION

Subj: BASE CLOSURE AND REALIGNMENT

Ref: (a) Questions arising from 28 June 1991 BCRC Hearings

Encl: (1) Questions and Answers with regard to Navy Shipyards

1. Enclosure (1) is provided in response to reference (a).

P.W. Drennon
RADM, CEC, USN
Director, Shore
Activities Division

Copy to (without enclosures): OSD (P&L)

DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(Research, Development and Acquisition)
WASHINGTON, D.C. 20350-1000

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28 June 1991

O-169

MEMORANDUM FOR THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Subj: NAVY LABORATORY CONSOLIDATION

Encl: (1) Response to Questions from 27 Jun 91 Testimony

Enclosure (1) provides response to questions for the record received during the Department of the Navy's Testimony on Laboratory Consolidation before the Base Closure and Realignment Commission on 27 June 1991.

Genie McBurnett

Genie McBurnett
Principal Deputy,
Assistant Secretary of
the Navy (RD&A)

Copy to:
ASN (I&E)
ASN (RD&A)
OSD (P&L)

Q. Provide a listing of significant accomplishments under the interservice Reliance project.

A. Significant accomplishments in the Science And Technology and Test and Evaluation areas of Project Reliance are listed below, with the lead service identified. These actions are planned for FY 93, with interservice agreement reached.

- Consolidate large air breathing engine T&E (Air Force).
- Collocate training devices and aircrew training S&T in Orlando (Navy).
- Consolidate survivability and protective structures S&T at a single site (Army).
- Collocate all fuels and lubricants S&T at Wright-Patterson AFB (Lead to be determined).
- Designate primary in-house performers for space based wide area surveillance for radar (Air Force) and IR (Navy).
- Perform all S&T in conventional guns within Army.
- Collocate Army combat dentistry S&T with Navy.
- Collocate directed energy bioeffects S&T (Air Force).
- Collocate all Army and Navy S&T in biodynamics research with the Air Force.
- Collocate health effects and toxicology programs (Air Force).
- Establish tri-service scientific planning group in 12 disciplines to plan and establish fully coordinated S&T programs. The 12 disciplines are mechanics, physics, electronics, materials, terrestrial science, ocean science, atmospheric and space sciences, chemistry, biological and medical sciences, cognitive and neural sciences, mathematics, and computer science.
- Collocate Army, Navy and Air Force 6.1 foreign field offices and develop coordinated science monitoring programs.

Q What is the breakdown of one time costs and annual savings for the Warfare Centers?

A The breakdowns by Warfare Center are:

ONE TIME COSTS

	NSWC	NUWC	NAWC	NCCOSC
MILCON	57.3M	38.5M	115.2M	31.9M
PERS/EQUIP MOVEMENT	33.8M	15.2M	51.8M	20.0M
OTHER	89.8M	17.7M	59.2M	12.9M
TOTALS	180.9M	71.4M	226.2M	64.8M

ANNUAL SAVINGS

MILCON	0	0	0	0
PERSONNEL	22.6M	8.9M	61.9M	11.6M
OP COSTS	6.7M	2.0M	0	1.3M
TOTALS	29.3M	10.9M	61.9M	12.9M

Q How many billets can be eliminated through consolidation? What percentage of the billets eliminated are administrative positions?

A A breakdown of billets eliminated by Warfare Center is provided below. 65% of the eliminated positions are overhead/administrative positions.

	NSWC	NUWC	NAWC	NCCOSC
OVERHEAD/ADMIN	460	170	875	170
TECHNICAL	140	80	563	59
TOTALS	600	250	1438	229

THE ASSISTANT SECRETARY OF DEFENSE

WASHINGTON, DC 20301-8000

PRODUCTION AND LOGISTICS

JUN 2 9 1991

Honorable Jim Courter
Chairman, Defense Base Closure and
Realignment Commission
1625 K Street, NW, Suite 400
Washington, DC 20006

Dear Mr. Chairman:

I am forwarding the enclosed memorandum from the Assistant Secretary of the Navy for Research, Development and Acquisition. It is a follow-up to Ms. McBurnett's testimony before the Commission regarding the Navy's laboratory consolidation recommendations.

Sincerely,

Colin McMillan

Enclosure

THE ASSISTANT SECRETARY OF THE NAVY
(Research, Development and Acquisition)
WASHINGTON, D.C. 20350-1000

JUN 28 1991

MEMORANDUM FOR ASSISTANT SECRETARY OF DEFENSE (PRODUCTION AND LOGISTICS)

Subj: RDT&E AND ENGINEERING ACTIVITY CONSOLIDATION PLANS

I am concerned about the potential omission of the Navy's RDT&E and Engineering Activity consolidation plans from the Base Closure and Realignment Commission's recommendations to the President. The Navy's plan is structured to deal with realities the Department will face in the next five years, specifically, mandated reductions in manpower and funding of 20 percent and 21.5 percent, respectively. Approval of our plan now will permit us to implement these reductions in a coherent manner that protects our critical RDT&E and Engineering assets while executing this mandated reduction. Delay of even two years in the current resource environment will erode essential capability. Not since the end of World War II have we had such an impetus to realign our Defense shore establishment into a more cohesive and efficient structure.

There are clearly challenges in consolidation and realignment. While recognizing this, we can not afford to finance indefinitely the organizational inefficiencies that will result if we downsize without implementing this plan. Budgets, priorities and even technologies are changing, and we, too, must change. The duplication of effort, the excessive overhead costs, the lack of functional and technical coupling inherent in a shore structure which has become overly dispersed must be eliminated. We have invested an extraordinary number of work years in examining the alternatives and developing a plan which will:

- o Functionally realign activities to eliminate duplication and overhead;
- o Preserve, consolidate and properly facilitate warfighting system engineering disciplines for efficient use as an integrated cadre of scientists and engineers;
- o Preserve leading edge engineering and technology centers and provide an orderly means to modernize retained activities; and
- o Provide management control and opportunities for affected people not available under less pro-active downsizing approaches.

Failure to proceed now will result in negative impacts on the technical infrastructure that we are trying to preserve. Specifically,

- o Retention of excess facilities will take scarce resources away from research and engineering vital to our future;
- o Redundant support personnel will absorb precious manpower billets which could otherwise be applied to technical staff requirements;
- o Unstructured work force reductions will result in an unbalanced talent distribution; and
- o Competing programmatic desires will drive technical capability and facility development without the benefit of a strategic plan based on current and future mission needs.

The Commission's burden in this matter is a heavy one. From the perspective of the many individuals affected, realignment is painful. In the end, the perspective that must prevail is one which addresses our national posture. From this perspective, approval to realign is imperative.

Gerald A. Cann

THE SECRETARY OF DEFENSE

WASHINGTON, THE DISTRICT OF COLUMBIA

P&L
(I)

8 JUL 91

The President
The White House
Washington, D.C. 20500

Dear Mr. President:

The Defense Base Closure and Realignment Commission has submitted its report to you as required by Title XXIX of the National Defense Authorization Act for Fiscal Year 1991, Public Law 101-510. Enclosed is a summary of the Commission's recommendations (TAB A).

In my opinion the Commission has conducted a thorough and independent review of my recommendations to close and realign military installations and has fully discharged its statutory obligations. While the Commission has recommended some changes to my list of proposed closures and realignments, the overwhelming majority of the Department's recommendations were accepted.

Therefore, I recommend that you transmit to the Congress not later than July 15, 1991, as required by Section 2903(e) of Public Law 101-510, the report of the Defense Base Closure and Realignment Commission, together with your certification of approval of the Commission's recommendations (TAB B). I further recommend you notify the Commission of your approval pursuant to Section 2903 (TAB C).

Respectfully yours,

Dick Cheney

Enclosures

W31788

DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(Research, Development and Acquisition)
WASHINGTON, D.C. 20350-1000

D-192

JUL 09 1991

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (RESEARCH, DEVELOPMENT AND ACQUISITION)
ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS AND ENVIRONMENT)
OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (PRODUCTION AND LOGISTICS), DIRECTOR FOR BASE CLOSURE AND UTILIZATION

Subj: REQUESTS FOR INFORMATION FROM THE DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

Encl: (1) Synopsis of Verbal Responses Provided to BCRC Staff on 29 and 30 Jun 91
(2) BCRC Staff Questions and Responses of 29 Jun 91
(3) Draft Responses to BCRC Staff requests of 25 Jun 91
(4) Briefing before the Base Closure Commission on 27 Jun 91

Attached is a consolidated package of requests and responses provided to the Defense Base Closure Commission during the final week of their deliberations, and a copy of the briefing prepared for my appearance for the Commission's public hearing. We were unable to route advance copies due to the last minute nature of the requests and the short fused response time.

Genie McBurnett

Genie McBurnett
Principal Deputy, Assistant
Secretary of the Navy (RD&A)

SYNOPSIS OF VERBAL RESPONSES PROVIDED TO BCRC STAFF
(6/29-6/30)

Q. GAO statistics indicate a very small percentage of personnel affected in a transfer will actually move. What is the projection for the percentage that will move, and what is the justification for this number?

A. The COBRA model uses 52.9% as a projection for transfers. This figure is based on historical data, and we are confident that we can improve on this percentage for the consolidation plan. New legislation allowing more flexibility to retain and move employees, the general downturn in the defense contracting business base, and the formation of Warfare Centers dedicated to a team approach should all contribute to a higher percentage of employees electing to transfer.

Q. Of the total billets involved in the consolidation plan, what percent are currently vacant?

A. 3-5%.

Q. Provide an estimate, by Warfare Center, for the percentage of transfers and eliminations that will occur in each year of the plan.

A.	FY91	FY92	FY93	FY94	FY95
NSWC	0	5	15	20	60
NUWC	0	5	15	40	40
NAWC	0	5	10	15	70
NCCOSC	0	5	15	30	50

The information below is in response to verbal requests from Mr. Casterline on 29 June 91.

1. A breakdown of billets eliminated by Warfare Center is provided below. This data is further subdivided into military and civilian positions. (Format is Military/Civilian in table below.)

	NSWC	NUWC	NAWC	NCCOSC
OVERHEAD/ADMIN	11/458	16/170	54/821	53/170
TECHNICAL	138	80	175/388	59
TOTALS	607	266	1438	282

2. For the transfer of billets from NADC to St. Inigoes, the breakdown of how many people and what function will be sited at St. Inigoes and how many will be sited at NATC is still being planned. The distribution of people between the two physical locations in the Pax River area has not been determined.

3. In determining how many billets were eliminated and how many were in the category of workload reduction, a position by position analysis was done to determine what billets could be eliminated by consolidation. The difference between this number and the congressionally mandated personnel reduction resulted in the workload reduction number.

Q NWEF Albuquerque does nuclear weapons evaluation. In Albuquerque, it is in the middle of the nuclear weapons community. Why does the Navy not believe that movement of the facility to Pt. Mugu will affect the synergism that exists with DOE personnel in the Albuquerque area?

A The Navy agrees that a continuous presence in the Albuquerque area for liaison with the nuclear community is important and has planned to establish a small office in Albuquerque for this purpose. The synergism that such an office will generate with the nuclear community is important to the Navy. The Test and Evaluation and publications responsibility presently assigned to NWEF will transfer to the Naval Air Weapons Center ((Weapons Division) at China Lake and Pt. Mugu.

Q Most, if not all, of the Navy RDT&E, engineering and fleet support activities are industrial funded. However, in the COBRA analysis, the Navy entered them as if they were not industrial funded. Why was this done? What impact does it have on the COBRA projections?

A At the time COBRA analysis was being performed, input screens for industrially funded activities had not been developed. It was felt that the budget data input screen that was developed for O&MN activities was adequate for the ROI analysis. One adjustment that was made for industrially funded activities is that the civilian salary cost was changed from $37,575 (Navy average O&MN salary) to $41,429 (Navy average NIF salary). This was done to better reflect payroll costs.

Q Has the impact of disassembly and reassembly of all equipment being moved been studied to ensure there will be no impact on the equipment? To what extent has this been studied? What were the findings? Please provide documented support.

A For the Air Warfare Center, a review of all equipment, both technical and non-technical, was performed and the feasibility of moving was examined. Past experience has shown that even for major, unique technical equipment, moving can be accomplished without major problems. During the period 1968-1973, a number of functions were moved from the Philadelphia Naval Shipyard, Naval Air Engineering Center. The structures move included the full scale structural test facility, and laboratories for flight loads, fatigue. Salt spray, metallurgy, mechanical testing, plating, paint and chemical labs were moved with the materials function. Additionally, some crew systems were moved. The moves were made using Public Works to manage the process. Our experience is that facilities can be moved without major problems.

For the Surface and Undersea Warfare Centers, the impact of equipment disassembly/reassembly was thoroughly studied. Unique facilities with unusual relocation risk or prohibitive costs were not scheduled for moves. Supporting data is attached.

The information for the NCCOSC has been previously provided.

EXCERPT FROM DATA FORMS OF 9 FEB '91

Laboratory/Facility	Replacement Cost ($M)	Relocation Cost ($M)	Maint Staff	Tech Staff	Reloc Time
David Taylor Research Center					Years
Adv Elec Prop Machinery Development	31.1	4.0	6	15	3-5
Adv Shipboard Machinery Development	41.7	12.0	10	30	3-5
Deep Ocean Pressure Simulation	55.2	Not Movable	3	3	5-7
Environmental Protection	4.0	2.8	5	35	2-3
Machinery Acoustic Silencing	19.0	Not Movable	5	28	5-7
Ralph K James Magnetic Fields	7.3	Not Movable	3	4	5-7
Small-Scale Fire Research	6.3	Not Less	10	40	3-5
Submarine Fluid Dynamics	8.2	Not Movable	4	9	5-7
Welding/Non-Destructive Evaluation	17.2	7.5	10	45	3-5
Naval Surface Warfare Center					Months
Explosives Test	7.0	Not Less	6	50	24-36
Explosives/Underwater Warheads	32.0	Not Less	35	245	40-48
Hydroballistics Tank	30.0	Not Less	6	65	36-42
Hypervelocity Tunnel	40.0	Not Less	45	20	36-48
Long Pulse Accelerator/Range	12.0	Not Less	0	6	20-24
Magnetic Silencing	11.0	Not Less	2	10	18-28
Nuclear Weapons Effects	30.0	Not Less	12	15	36-40
Undersea Weapons Tank	12.0	Not Less	1	15	18-20
Naval Coastal Systems Center					Years
Coastal T&E (Open Ocean)	5.0	Not Movable	9	28	N/A
Countermeasures Eval/Integ SONAR	30.0	9.0	38	15	1-1.5
Gas Analaysis	2.0	3.0	5	5	UNKN
Hydrospace (50' diving Tower)	3.3	Not Less	6	5	UNKN
Nine Exploitation	8.5	2.0	2	3	UNKN
Ocean Simulation (Man/Unman Press)	100.0	Not Less	9	30	UNKN
Superconducting Gradiometer Test	4.0	Not Less	2	5	UNKN

Laboratory/Facility	Utilization	Typical Staff	
David Taylor Research Center			
	Percent		
Adv Elec Prop Machinery Development	50	10	
Adv Shipboard Machinery Development	50	10	
Deep Ocean Pressure Simulation	25	3	
Environmental Protection	100	15	
Machinery Acoustic Silencing	100	12	
Ralph K James Magnetic Fields	50	3	
Small-Scale Fire Research	100	10	
Submarine Fluid Dynamics	100	6	
Welding/Non-Destructive Evaluation	100	15	
	40 Hr Week		
Naval Surface Warfare Center			
	Days/Year		
Explosives Test	200	4	
Explosives/Underwater Warheads	220	150	
Hydroballistics Tank	185	7	
Hypervelocity Tunnel	160	2	
Long Pulse Accelerator/Range	50	6	
Magnetic Silencing	235	7	
Nuclear Weapons Effects	130	6	
Undersea Weapons Tank	95	6	
	8 Hr/Day		
Naval Coastal Systems Center			
	Percent		
Coastal T&E (Open Ocean)	80	4	
Countermeasures Eval/Integ SONAR	100	15	5 Days/Wk, 3 Sh
Gas Analaysis	100	4	
Hydrospace (50' diving Tower)	100	6	
Mine Exploitation	90	17	
Ocean Simulation (Man/Unman Press)	75	11	7 Days/Wk Opera
Superconducting Gradiometer Test	100	5	
	40 Hr Week		

savings. The situation regarding P-172 was more complex. As can be noted in Enclosure 6, DTRC felt very strongly that the building was a true "requirement". As can also be noted in Enclosure 6, the requirement was first identified by DTRC in 1983 and had been periodically resubmitted by them without success in getting the project funded. It was, and remains clear that the requirement could be met with space which would be vacated at Annapolis as a result of realignment. This is why it was identified as a cost savings in our FAX of 11 June. Initially, the issue was how to translate an "unprogrammed requirement" into a one time cost savings for purposes of COBRA analysis. The decision was to take 1/3 of the $10.3M (i.e.:$3.4M) as the "fairest" estimate; as the fact situation has not materially changed this remains our best estimate.

The circumstances regarding one time Milcon cost savings at NSWC White Oak were even more complex. One issue was whether or not a sewage treatment plant at Dahlgren (approximately $30M) would be required as a result of consolidation there. An independent review of the fact situation was made and summarized 3/91 (Enclosure 7). Navy is programming for the sewage treatment plant but it was, and remains, uncertain as to whether it will require a new plant or simply an upgrade to the existing plant at an estimated cost of $5M. In addition, there were two previously programmed MILCONs P-083, Ventilation for Toxic Materials at $1.5M and P-088, Insensitive Propellant and Explosive R & D facility at $14.6M. These are described in Enclosures 8 and 9. Both projects had been taken as cost avoidance in analyzing an earlier subsequently rejected White Oak option which involved closing the site almost completely and therefore the elimination of any future Milcon. It was decided to leave these as cost avoidances in the analysis even though the related explosives work was not being transferred from White Oak in the selected realignment option. This was for several reasons. First, because these buildings were actually programmed and it was decided that in the event of re-alignment these investments would certainly not be made; thus there would be some real cost avoidance (see footnote 2). Second, because we did not know and would not know until future permit and possibly court hearings were complete, whether sewage plant costs would be $5M or $30M, it was felt that an analysis including both the full $30M cost and approximately one-half that as one time savings gave the fairest "expected value". As the fact situation has not materially changed this continues to represent our best estimate.

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(2) Note that the "requirement" for these facilities date back to 1983 & 1985 respectively. Although both Milcons finally "made the cut" in the POM'90 review as FY'94 & FY'96 projects the currently planned realignments would create considerable space at

RESPONSES TO BCRC QUESTIONS #4 OF 6/19/91 & #9 OF 6/18/91

Question #4 RESPONSE Please see response to Question #9, paragraph 3.

Question #9 RESPONSE Relative to NUSC New London there were two building projects planned before realignment. One was a Submarine Electromagnetic Systems Lab (P-105) for $12.6M and the second was a submarine Towed Array Facility (P-152) also for $12.6M but associated with a $1.7M land acquisition bringing the total project request to $14.3M.* P-105 was authorized in FY'90 & P-152 was programmed for FY'94. Building descriptions are included here as enclosures 1 & 2. As each of the two buildings involved a mix of general and unique facilities, it was initially estimated that one of the two buildings could be eliminated. Furthermore, because it was estimated that there would be some cost associated with adapting vacated space at New London in lieu of a new building it was decided to take only the lower cost project value of $12.6M as a cost savings (see footnote 1).

Subsequent events have shown that the actual cost savings is at least the $12.6M previously estimated. P-105 is being site adapted to Newport R.I. and will be used in part to accept functional transfers from NCSC Panama City and NOSC San Diego. Thus, much of this cost is a savings (not previously considered) against the cost of those realignments. In addition, P-152 has been canceled in its entirety. The unique laboratories originally contained in P-105 and P-152 are being sited in existing New London spaces which will become available as realignment progresses. The overall pre-realignment and post-realignment site plan for New London is provided as enclosure 4. Estimated cost for both site adaptations is approximately $2M.

In the case of DTRC Annapolis there were also two buildings planned. One was a $3,450M PIF Project (P-172) Composite Materials Laboratory, see enclosure 5 and the other a $10.3M Project (P-143) Shipboard Integrated Machinery Systems (SIMS) Laboratory (enclosure 6). P-172 was, and remains, programmed for FY'92. It is being re-sited to DTRC Carderock and should not be taken as a realignment cost

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(1)More precisely, the initial estimate was a one-time cost savings of $12.0M for the building plus $290,000 for salvage value of excess class 3 property. [see COBRA work sheet (enclosure B) item 9] This was later estimated as too conservative and was changed to a total of $12.6M.

* COSTS ON ENCLOSED PROJECT DESCRIPTIONS ARE "THEN YEAR" & MAY NOT REFLECT CURRENT ESTIMATES

4/28

White Oak in both NAVY operated buildings & Army's Diamond Ordinance Laboratory building. Therefore, while some building adaption might be required the cost would be very small compared to the programmed MILCON. In point of fact P-083 has been deleted from the FY'94 budget and P-088 will be dropped when the FY'96 reviews are held.

1. COMPONENT	FY 19 90 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		

3. INSTALLATION AND LOCATION	4. PROJECT TITLE
NAVAL UNDERWATER SYSTEMS CENTER, NEW LONDON, CONNECTICUT	ELECTROMAGNETIC SYSTEMS LABORATORY

5. PROGRAM ELEMENT	6. CATEGORY CODE	7. PROJECT NUMBER	8. PROJECT COST ($000)
0605896N	317.10	P-105	12,600

9. COST ESTIMATES

ITEM	U/M	QUANTITY	UNIT COST	COST ($000)
ELECTROMAGNETIC SYSTEMS LABORATORY	SF	91,250	-	10,980
BUILDING	SF	91,250	114.00	(10,400)
BUILT-IN EQUIPMENT	LS	-	-	(580)
SUPPORTING FACILITIES	-	-	-	390
ELECTRICAL UTILITIES	LS	-	-	(140)
MECHANICAL UTILITIES	LS	-	-	(90)
PAVING AND SITE IMPROVEMENT	LS	-	-	(160)
SUBTOTAL	-	-	-	11,370
CONTINGENCY (5%)	-	-	-	570
TOTAL CONTRACT COST	-	-	-	11,940
SUPERVISION, INSPECTION & OVERHEAD (5.5%)	-	-	-	660
TOTAL REQUEST	-	-	-	12,600
EQUIPMENT PROVIDED FROM OTHER APPROPRIATIONS	-	-	(NON-ADD)	(35,750)

AS ENACTED

AUTH	APPRO
PL 101-189	101-148
11-29-89	11-10-89

10. DESCRIPTION OF PROPOSED CONSTRUCTION

Multi-story steel frame building, reinforced concrete spread footings and floors, precast concrete and brick faced exterior walls, built-up roofing, elevators, anechoic chambers, secure compartmented information area, secure space for submarine communications and electronic warfare systems, technical laboratories for research and systems integration, unique laboratory support spaces, fire protection system, air conditioning, utilities.

11. REQUIREMENT: 91,250 SF. ADEQUATE: 0 SF. SUBSTANDARD: 0 SF.
PROJECT: Provides a secure research, development, test and evaluation (RDT&E) laboratory for shore-based testing of communications and electronic warfare systems, including its life-cycle support, for all submarines. (Current mission.)
REQUIREMENT: Adequate and unique shore-based RDT&E facilities for essential integration of submarine communications and electronic warfare systems for all submarine (SSBN, SSN) missions, including anti-submarine warfare (ASW), anti-surface ship warfare (ASSW), surveillance, strike warfare, and strategic deterrance. Submarine operations require substantial improvement in connectivity to National Command Authorities for targeting data, as well as command and control. Improved speed and depth performance of submarine sensor systems to reduce the vulnerability to detection is a further necessity. The Soviet naval expansion is significantly increasing the vulnerability of U.S. submarines to detection

(Continued on DD 1391c)

1. COMPONENT	FY 19 90 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		

3. INSTALLATION AND LOCATION

NAVAL UNDERWATER SYSTEMS CENTER, NEW LONDON, CONNECTICUT

4. PROJECT TITLE	5. PROJECT NUMBER
ELECTROMAGNETIC SYSTEMS LABORATORY	P-105

12. SUPPLEMENTAL DATA:

a. Estimated design status: (Project design conforms to Part II of Military Handbook 1190, "Facility Planning and Design Guide.")

(1) Status:

(a) Date Design Started	6-88
(b) Percent Complete as of January 1989	35
(c) Date Design 35% Complete	11-88
(d) Date Design Complete	6-89

(2) Basis:

(a) Standard or Definitive Design:	Yes ____ No X
(b) Where Design Was Most Recently Used:	N/A

(3) Total cost (c) = (a) + (b) or (d) + (e):

	($000)
(a) Production of Plans and Specifications	(515)
(b) All Other Design Costs	(200)
(c) Total	715
(d) Contract	(630)
(e) In-house	(85)

(4) Construction start: 1-90 (month and year)

b. Equipment associated with this project which will be provided from other appropriations:

Equipment Nomenclature	Procuring Appropriation	Fiscal Year Appropriated or Requested	Cost ($000)
Various and related equipment including computer system, communication control suites, anechoic chamber, periscope bouys, antennas, optics laboratory, miscellaneous instruments	RDT&E/ACP	1988 - 1991	35,750

AS ENACTED

AUTH	APPRO
PL 101-189	101-148
11-29-89	11-10-89

DD FORM 1 DEC 76 1391c

PREVIOUS EDITIONS MAY BE USED INTERNALLY UNTIL EXHAUSTED

PAGE NO. 14

S/N 0102-LF-001-3916

Enclosure L-2

SATISFY [illegible] AND FUNCTIONS. UTILITIES CERTIFIED AS BEING ADEQUATE TO SUPPORT THE PROJECT.

AUG 9 1989

DATE

J.C. [illegible] ID. ACTING

1. COMPONENT	FY 19 93 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		JULY 1989

3. INSTALLATION AND LOCATION	4. PROJECT TITLE
NAVAL UNDERWATER SYSTEMS CENTER NEW LONDON LABORATORY, NEW LONDON, CT	SUBMARINE TOWED ARRAY FACILITY WITH LAND ACQUISITION

5. PROGRAM ELEMENT	6. CATEGORY CODE	7. PROJECT NUMBER	8. PROJECT COST ($000)
	313-20	P-152	13,600

9. COST ESTIMATES

ITEM	U/M	QUANTITY	UNIT COST	COST ($000)
SUBMARINE TOWED ARRAY FACILITY	SF	93,808	97.90	9,184
SUPPORTING FACILITIES	LS	-	-	1,428
Electrical Utilities	LS	-	-	(220)
Mechanical Utilities	LS	-	-	(174)
Telephone Distribution	LS	-	-	(18)
Roads & Parking	LS	-	-	(40)
Site Improvements	LS	-	-	(438)
Landscaping	LS	-	-	(108)
Demolition	LS	-	-	(430)
SUBTOTAL	-	-	-	10,612
CONTINGENCY (5%)	-	-	-	531
TOTAL PROJECT COST	-	-	-	11,143
SUPERVISION, INSPECTION & OVERHEAD (5.5%)	-	-	-	613
TOTAL BUILDING COST	-	-	-	11,756
LAND ACQUISITION	AC	6.27	298,086	1,869
TOTAL REQUEST	-	-	-	13,625
TOTAL REQUEST (ROUNDED)	-	-	-	13,600
EQUIPMENT FROM OTHER APPROPRIATIONS	-	-	-	276

10. DESCRIPTION OF PROPOSED CONSTRUCTION

This project is for the acquisition of a 6.27 acre parcel of land that has an abandoned oil tank farm on about half of the site which is adjacent to the northern boundary of NUSC, New London Laboratory, also two small parcels of AMTRAK property and the construction of a 93,808 SF Submarine Towed Array Facility with surrounding access roads and parking. This facility will be a two-story reinforced concrete building designed with a structural steel frame on pile foundation, concrete floor slabs on permanent steel spans, insulated precast concrete or brick exterior faced walls including building columns and spandrel panels, coated steel energy efficient windows with tinted insulated glazing units, and complete environmental control systems. The fire protection system will be a wet pipe sprinkler system for most areas and a CO2 system in all laboratory and computer areas; fire pumps and suction tanks will be required. The building will include laboratory, research support, computer support and laboratory staging areas.

11. REQUIREMENT: 323,450 SF. ADEQUATE: 167,269 SF.
SUBSTANDARD: 40,000 SF. INADEQUATE: 43,346 SF.

Enclosure 2-1

DD FORM 1 DEC 78 1391 PREVIOUS EDITIONS MAY BE USED INTERNALLY UNTIL EXHAUSTED PAGE NO.

S/N 0102 LF-001-3910 U.S. GOVERNMENT PRINTING OFFICE 1978 - 703-172 [illegible]

5

1. COMPONENT	FY 19 93 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		JULY 1989

3. INSTALLATION AND LOCATION
NAVAL UNDERWATER SYSTEMS CENTER
NEW LONDON LABORATORY, NEW LONDON, CT

4. PROJECT TITLE	5. PROJECT NUMBER
SUBMARINE TOWED ARRAY FACILITY WITH LAND ACQUISITION	P-152

PROJECT: This project provides additional site area for and the construction of unique secure research and testing facilities for the design, fabrication, controlled land-based testing and evaluation of prototype submarine towed array systems vital for the successful completion of all submarine missions. These missions include anti-submarine warfare (ASW), strategic deterrence, surveillance, anti-surface unit warfare (ASUW), and strike warfare (ST).

REQUIREMENT: Land acquisition is required to site the uniquely shaped 650 foot long submarine towed array facility. The continued evolution of a faster, quieter, and thus harder to detect Soviet submarine threat dictates the continued expansion of the Navy's existing tactical towed array research and development activities and the initiation of new programs to support its ASW mission. Tactical towed array systems are the Navy's primary passive, long-range sensors for the detection, localization, and classification of Soviet submarines. Ballistic submarines (SSBN's) utilize towed arrays for reliable, accurate fire control solutions. Not only do these programs require additional space for increased levels of RDT&E activity, but there is a clear trend toward longer array modules and multiple line (multiline) arrays, requiring significantly longer test facilities. Without the 650 foot long, unrestricted work spaces provided by this project, acoustic module lengths will be limited and the technological enhancements required to optimize array sensitivity, reliability, and survivability will not be realized.

Technical areas currently under study which will yield enhanced threat detection capability include: advanced sensor technology, which includes Project EEL and EEL Hybrids, ESP (Extended Sensor Program), and AOTA (All Optic Towed Array), self-noise reduction, improved reliability and survivability, low-cost array technology and array fabrication techniques, hose material development and characterization, improved strength member technology, improved vibration isolation module (VIM) design, enhanced low frequency performance and localization capabilities, innovative handling systems technology and array/handling system capability testing, improved real-time data acquisition systems and specialized data analysis systems.

CURRENT SITUATION: The Naval Underwater Systems Center (NUSC) staffs and operates the Navy's only facility dedicated to the RDT&E of submarine towed array systems. Presently eighty percent of the integrated towed array RDT&E efforts are being performed in an off-base leased facility, and the remaining twenty percent are performed in substandard, technically restrictive basement space in an on-base building.

1 COMPONENT	FY 1991 MILITARY CONSTRUCTION PROJECT DATA	2 DATE
NAVY		JULY 1989

3 INSTALLATION AND LOCATION
NAVAL UNDERWATER SYSTEMS CENTER
NEW LONDON LABORATORY, NEW LONDON, CT

4 PROJECT TITLE	5. PROJECT NUMBER
SUBMARINE TOWED ARRAY FACILITY WITH LAND ACQUISITION	P-152

The constantly evolving enemy threat demands improved towed array performance; this necessitates longer modules and arrays, the overall length of which can exceed a mile, as well as multiple line towed array configurations (multilines) which place overwhelming requirements on the already inadequate facilities. The Navy leased building has insufficient working area to support existing towed arrays RDT&E programs and limits module lengths to 150 feet because the fabrication and testing area is only 300 feet long (module construction requires module internals to be drawn straight into their protective hoses, thus the table length must be twice the module length).

The U.S. Navy's recognized technological lead in the area of towed array development has made this area one of the ten top targets for Soviet espionage. The exposed, off-base location of the leased building increases the risk of security compromises involving new, highly sensitive technologies and necessitates the use of secure basement space that is technically restrictive for secret projects.

IMPACT IF NOT PROVIDED: This project provides the uniquely configured space required for successful completion of current towed sonar array RDT&E programs while allowing the flexibility necessary to accommodate projected programs. Without this project, state-of-the-art array research will be severely restricted, array development will be impeded, and the U.S. Navy's acoustic advantage will be eroded rapidly. Without significant improvements in towed array technology, the effectiveness of the submarine's combat system will be compromised and the capability of the U.S. Navy's submarines to carry out their ASW mission placed in jeopardy.

1. COMPONENT	FY 19 93 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		JULY 1989

3. INSTALLATION AND LOCATION
NAVAL UNDERWATER SYSTEMS CENTER
NEW LONDON LABORATORY, NEW LONDON, CT

4. PROJECT TITLE	5. PROJECT NUMBER
SUBMARINE TOWED ARRAY FACILITY WITH LAND ACQUISITION	P-152

If new facilities are built and leased off base, recurring costs will exceed $1 million annually and productivity and management will be adversely affected as up to 150 NUSC employees routinely would be working at a remote location. Furthermore, the risk of compromising the security of the Navy's towed array technology base will continue. The compromise of this technology would not only negate the acoustic advantage of the U.S. Navy's submarine fleet, but potentially place the security of the entire submarine fleet in jeopardy.

NUSC is faced with the responsibility of expanding submarine threat detection capability by increasing towed array sensitivity and survivability in spite of increasingly stringent operating scenarios and hostile operating environments. Currently leased facilities cannot be expanded or upgraded to meet existing and anticipated towed array RDT&E requirements; if new facilities are not provided NUSC will be unable to build, test, and evaluate modules of the optimum length and the Navy will be unable to develop the technology to properly support its ASW mission.

ADDITIONAL:

Economic Analysis: This project is based solely upon the operational requirement to satisfy the Laboratory's RDT&E and support missions and cannot be justified on the basis of dollar savings. No facilities off-station or on-station are either available for lease or convertible to the extent that mission requirements and equipment security can be met. Expansion of existing facilities to meet future towed array RDT&E needs is not possible. Therefore, construction of this project is the only feasible alternative.

"New Start" Criteria for Commercial or Industrial Activities Program: The requirements of Office of Management and Budget Circular A-76 are not applicable.

Fallout Shelter Construction: Fallout shelter requirements excluded since adequate facilities exist on base.

International Balance of Payments Procedure: International Balance of Payments Procedures are not applicable to this project.

Environmental Impact: A Preliminary Environmental Assessment (PEA) has been made and it has been determined that an Environmental Assessment (EA) will be required because the building is sited on a 6.27 acre parcel of land, a quarter of which contains an abandoned oil tank farm. The PEA is included as Attachment 5.

Enclosure 3

COBRA INPUT DATA (Continued)

7. Additional Information on Gaining Bases (Continued):

Item	Gaining Bases 1 NEWPORT	2 DAHLGREN	3	4	5	6
f. Cost to Purchase Additional Land at Gaining Base (If Applicable) Exclude Family Housing Requirements:	0	0				
g. Number of Acres to be Purchased at Gaining Base (If Applicable) Exclude Family Housing Rqmts.:	0	0				

8. Other One Time Costs. Identify any costs associated with the movement of oversized Industrial Plant Equipment or other unique considerations not reflected elsewhere. Use additional sheets of paper if necessary

INSTALL NL FACILITIES AT NEWPORT	$7.5 m
ASSOC. SOWAR SIMULATION EQT @ DAHLGREN	1.6
PERSONNEL OFFICE EQPT MOVING	.3
CLOSING COSTS AT NEW LONDON FOR INTEGRATED OPS	.5
	$9.9 m

9. Other One Time Cost Avoidances. Identify the value of excess Class 3 property (that will not be transferred to gaining activities. Use additional sheets of paper if necessary.

$290,000	
≈$12 M	NEW LONDON COST AVOIDANCE (MAJOR MILCON)
$12.3 M	

6-24-91

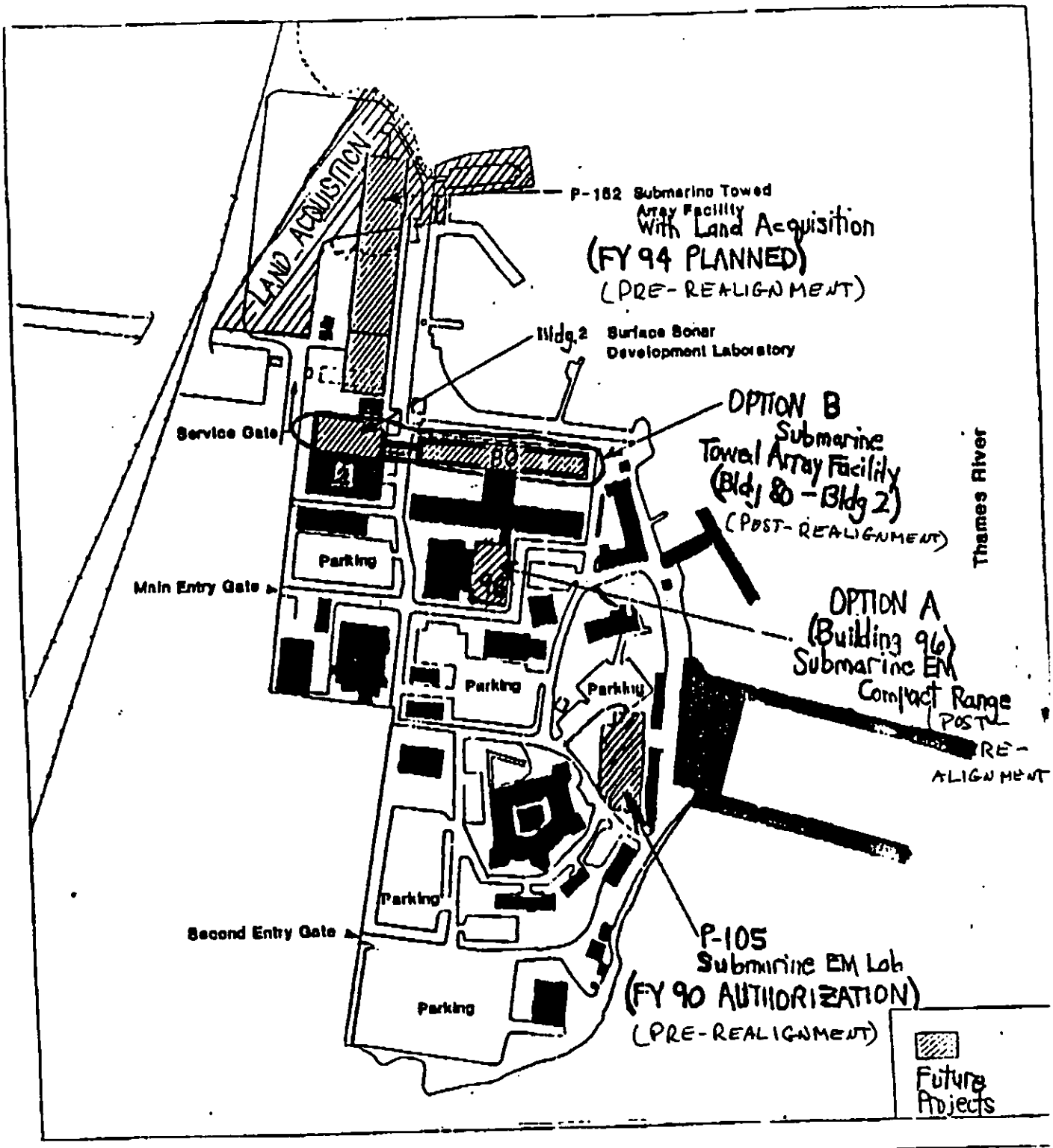

Figure 1: NUSC NEW LONDON MILCON PROJECTS

NUSC New London Lab
Site Analysis

Enclosure 4

1. COMPONENT	FY 1992 MILITARY CONSTRUCTION PROGRAM	2. DATE
NAVY		

3. INSTALLATION AND LOCATION

D.W. TAYLOR NAVAL SHIP RESEARCH & DEV CEN, ANNAPOLIS, MARYLAND

4. PROJECT TITLE	5. PROJECT NUMBER
COMPOSITE MATERIALS LABORATORY	P-172

11. REQUIREMENT: (CONTINUED)

REQUIREMENT: (CONTINUED)
repair training space is required to capitalize on industrial expertise and to provide industry with guidance on specific Navy needs.

CURRENT SITUATION:
Facilities do not exist to adequately perform research, develop materials, and adapt composites to shipboard use. Layout and work spaces are inadequate for present programs. No space is available to accommodate the rapidly expanding marine composite technology and new equipment required to capitalize on the potential available for shipboard applications.

IMPACT IF NOT PROVIDED:
Without this project, the Navy will not be able to take advantage of advancing technology and substantial savings associated with the development and use of composites on surface ships and submarines. Prototyping of new machinery and structural concepts will be restricted, transmitting composite hardware to the fleet will be impeded, and the applications of new composite materials will be delayed. The Navy will not be able to keep pace with the rapid expansion in marine composite technology and will be relegated to providing routine service work and continue to make unnecessary repairs and costly over-designs. The Navy will not experience the cost savings, stealth capabilities, weight reductions, and reductions in ship acquisition and maintenance costs that are available through research and development and the application of advanced marine composite materials.

ADDITIONAL:
An economic analysis has been prepared that indicates a payback of 2.7 years.

12. SUPPLEMENTAL DATA:

A. ESTIMATED DESIGN DATA: (PROJECT DESIGN CONFORMS TO PART II OF MILITARY HANDBOOK 1190, "FACILITY PLANNING AND DESIGN GUIDE.")

(1) STATUS:

(A) DATE DESIGN STARTED	03-91
(B) PERCENT COMPLETE AS OF JANUARY 1991	60
(C) DATE DESIGN 35% COMPLETE	08-91
(D) DATE DESIGN COMPLETE	03-92

(2) BASIS:

(A) STANDARD OR DEFINITIVE DESIGN:	YES ___ NO X
(B) WHERE DESIGN WAS MOST RECENTLY USED:	

(3) TOTAL COST (C) = (A) + (B) OR (D) + (E):

	($000)
(A) PRODUCTION OF PLANS AND SPECIFICATIONS	(175)
(B) ALL OTHER DESIGN COSTS	(120)
(C) TOTAL	295
(D) CONTRACT	(265)
(E) IN-HOUSE	(30)

(4) CONSTRUCTION START: 06-92 (MONTH AND YEAR)

B. EQUIPMENT ASSOCIATED WITH THIS PROJECT WHICH WILL BE PROVIDED FROM OTHER APPROPRIATIONS:
NONE

06/27/91 10:31 ☎301 227 2138

JUN 27 '91 10:24 DTRC ANNAPOLIS

Post-it™ brand fax transmittal memo 7671 | # of pages ▸

To Larry Freeman	From Barney Chaplin
Co.	Co.
Dept.	Phone #
Fax # 602-7407	Fax #

DTRC MILCON PROJECT P - 143 - $10.3M
Compelling Reasons
Shipboard Integrated Machinery Systems (SIMS) Laboratory

• This is a combination modernization and state-of-the-art facility tailored for space to do mechanical and electrical ships integrated systems. The improved technological capabilities of potential enemies has increased, mandating that U.S. ships and submarines be less detectable, more survivable, and more capable offensively. At the same time, both budget constraints and ship and submarine acquisition costs are reducing the Navy's ability to procure and operate sufficient forces to counter the threat.

• Driving the need is individual technologies under development that provide major improvements in the areas of superconductivity, advanced composites, contra-rotating drive trains, high-power solid state electronics, high power pulse forming and energy storage equipment, and active vibration cancellation. The Project will provide the necessary facility for integrating these technologies into integrated machinery systems for surface ships and submarines. Only through the synergistic effects of integrated advanced Hull, Mechanical, and Electrical (HM&E) systems can the Navy affordably meet future ship and submarine performance goals.

The Shipboard Integrated Machinery Systems (SIMS) Laboratory will provide the facility for testing developmental model and prototype full-scale components integrated into complete HM&E systems prior to the development of ship and submarine design specifications. This will allow the optimization of the complete HM&E system in the context of the total ship design rather than just the individual components.

Developments in advanced gas turbines, superconducting electric drive, high energy storage and transfer techniques, propulsion derived ship service power, machinery monitoring and control, elimination of propeller cavitation and reduction of overall machinery systems noise are being accelerated as the result of the congressionally-initiated Advanced Submarine Technology Program and OP03's Integrated Electric Drive Program, which is funded under PE63573N at $1.3B over the next 10 years. In the SIMS Laboratory, HM&E systems will be optimized in ship and submarine designs for minimum space, weight and cost, minimum IR and EM signatures, minimum radiated noise and acoustic target strength, combat systems support, and maximum survivability.

No facility currently exists in government or private industry (nor is there any incentive for private industry to invest in a facility) to develop integrated advanced HM&E technologies. Without an operational SIMS Laboratory the [illegible] integrated ship and submarine

Enclosure

1. COMPONENT	FY 19~~85~~ 90 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		1 Dec 1987 ~~10 Jan 1985~~

3. INSTALLATION AND LOCATION	4. PROJECT TITLE
DAVID TAYLOR NAVAL SHIP R&D CENTER ANNAPOLIS LABORATORY	INTEGRATED SHIP MACHINERY SYSTEMS LABORATORY

5. PROGRAM ELEMENT	6. CATEGORY CODE	7. PROJECT NUMBER	8. PROJECT COST ($000)
	318-10	P-143	~~8600~~ ~~8,400~~ 10,300

9. COST ESTIMATES

ITEM	U/M	QUANTITY	UNIT COST	COST ($000)	
INTEGRATED SHIP MACHINERY SYSTEMS LABORATORY	SF	50,600	~~126~~ 125.06	~~6291~~	755
BUILDING	SF	50,600	~~107~~ 120.48	~~(5414)~~	(62
ADP AIR CONDITION	TN	40	2,675	(~~107~~)	
3000 psi HYDRAULIC FLUID SYSTEM	LS			(~~254~~)	(12
SPRINKLERS	HD	300	163	(~~49~~)	
RAISED FLOOR	SF	2,500	17	(~~43~~)	
ELEVATORS	EA	2	66K	(~~132~~)	
BRIDGE CRANE	EA	1	292K	(~~292~~)	
SUPPORTING FACILITIES				~~1429~~	174
SPECIAL FOUNDATION	SF	30,800	37	(~~1125~~)	(55
ELECTRICAL UTILITIES	LS			(~~203~~)	(93
WATER DISTRIBUTION	LS			(~~18~~)	
SEWER	LS			(~~21~~)	(38
STEAM/CONDENSATE	LS			(~~43~~)	
DEMOLITION/SITE	LS			(~~19~~)	(2
SUBTOTAL				~~7720~~	924
CONTINGENCY (5%)				~~886~~	46
TOTAL CONSTRUCTION				~~8106~~	973
SION 5.5%				~~446~~	5
TOTAL REQUEST				~~8552~~	10,2
TOTAL REQUEST ROUNDED				~~8600~~	10
EQUIPMENT PROVIDED FROM OTHER APPROPRIATION				(2881)	

10. DESCRIPTION OF PROPOSED CONSTRUCTION
A three story steel frame and masonry curtain wall building housing offices and computer space on upper floors alongside a related large open high bay laboratory work area. Floors will be of concrete and metal decking. Foundation will consist of piling and certain floor areas will be isolated to prevent transmission of vibrations. Roof construction will be built up over insulation panels. A 60 ton bridge crane will serve the high bay work area and a 10 monorail hoist will run through shop and storage areas. Building environment will be conditioned with special temperature and humidity controls. Computer spaces shall have raised floors. A fire protection system with alarms will be installed as will conventional utilities and provision for 3000 psi hydraulic fluid supply. Mufflers will be installed to deaden sound from machinery exhaust. Personnel and freight elevators will be provided.

11. REQUIREMENT: ~~[illegible]~~ 124,[illegible] SF. ADEQUATE: ~~[illegible]~~ 65,[illegible] SF. SUBSTANDARD: ~~[illegible]~~ 8688 SF.
PROJECT: A facility is required for the Navy to Assess integrated ship machinery systems for development of improved specifications. Ship machinery system components must be completely assembled and operated close to their intended ship environment because of their interdependent relation ships. It is necessary to accomplish this effort at a land based site under [illegible]

"Project scope and description certified adequate to satisfy mission and functions. Utilities certified as being adequate to support the project."
Capt. B. F. Tibbetts, USA/Commander, DTNSRDC

[illegible] & FACILITY DATA CERTIFIED AS TO ADEQUACY & CONFORMANCE TO SHIPPS
C. Lone DATE APR 13 1982
[illegible] direction

READY FOR DESIGN

1. COMPONENT	FY 1986 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		P-143

3. INSTALLATION AND LOCATION
DAVID TAYLOR NAVAL SHIP R&D CENTER
ANNAPOLIS LABORATORY

4. PROJECT TITLE	5. PROJECT NUMBER
INTEGRATED SHIP MACHINERY SYSTEMS LABORATORY	P-143

physical integrated characteristics of interfacing units. In addition, the total system approach will permit "hands-on" access for improvements in the state-of-the-art, and verification by Navy personnel charged with that responsibility. There is no other way to assure the attainment of the projected benefits; such as approximately a 20 percent reduction in ship acquisition and operating costs, more reliable and maintainable machinery systems, and submarines that are less detectable.

CURRENT SITUATION: Fragmented laboratory spaces are now being used at the David Taylor Naval Ship Research and Development Center -- Annapolis Laboratory for the development of naval machinery components. For example, nineteen separate areas are currently devoted to experimental work on machinery. Management of the dispersed activities is not efficient and utilization of common support equipment is difficult. More importantly, there is no separate facility to put the components together as a system to demonstrate the full benefits to the Navy.

IMPACT IF NOT PROVIDED: The continued lack of an integrated ship machinery systems laboratory for the assembling and assessment of developmental integrated ship machinery systems under controlled conditions denies the Navy highly reliable knowledge for the development of improved specifications for naval ship machinery. Fragmented laboratory spaces now being used for developing and assessing individual naval propulsion components makes it difficult to identify and correct interface problems. Continued development, particularly of new systems such as advanced electric drives and propulsion derived ship service power, under these conditions will result in continued impairment of the Navy's ability to reduce either inherent maintenance problems or the life-cycle cost of principal components.

ADDITIONAL: A secondary economic analysis has been performed because the real benefits are in reduced costs in ship acquisition, operations, and maintenance, not in cost savings at the laboratory.

POLLUTION PREVENTION, ABATEMENT AND CONTROL: This project will not cause additional air or water pollution.

ENVIRONMENTAL IMPACT: An environmental impact assessment has been made and it has been determined that the proposed project will have neither a significant impact on the environment nor is it highly controversial.

1. COMPONENT	FY 1986 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		10 Jan 1985

3. INSTALLATION AND LOCATION
DAVID TAYLOR NAVAL SHIP R&D CENTER
ANNAPOLIS LABORATORY

4. PROJECT TITLE	5. PROJECT NUMBER
INTEGRATED SHIP MACHINERY SYSTEMS LABORATORY	P-143

FALLOUT PROTECTION: Fallout shelter provisions excluded. Sufficient space is available.

PRESERVATION OF HISTORICAL SITES AND STRUCTURES: The project facilities do not directly or indirectly affect a district, site, building, structure, object or setting which is listed in the National Register or otherwise possesses a significant quality of American history.

DESIGN FOR PHYSICALLY HANDICAPPED PERSONNEL: Provisions for physically handicapped personnel are provided to the extent possible by the nature of this project. Elevators to the project second and third floors are included.

FLOODPLAIN MANAGEMENT AND WETLANDS PROTECTIONS: Requirements of Executive Order 11988 and 11990 have been reviewed and are not applicable.

"NEW START" CRITERIA FOR COMMERCIAL OR INDUSTRIAL ACTIVITIES PROGRAM: The requirements of OMB Circular A-76 are not applicable.

INTER-GOVERNMENTAL COORDINATION: Inter-Governmental coordination of the project in accordance with OMB Circular A-95 is not required.

SEWAGE TREATMENT PLANT

Several years ago Dahlgren had a plating shop which drained into the base sewer system. The waste water from the plating shop was clean enough so that it was permitted to be directly drained into the river. However, the rules are that if a plating shop drained into the drain system which was in turn processed by the sewage treatment plant, the sewage treatment plant is considered contaminated.

NSWC is going to a final hearing in about a month to argue their case and if they lose they will have to go to court. If they lose there, they will request an emergency MILCON and are assuming that they will continue to be permitted to operate until the new plant is built. If they win, the existing plant has enough capacity to handle the entire consolidation. However, everything they have been told is that when they go to the state to request permission to increase the flow through the existing sewage treatment plant, permission will be denied. Thus, the best judgement (at NSWC) is that a FY 94 MILCON will be required.

i:\centers\NSWCplan

Enclosure 7

DEPARTMENT OF THE NAVY

NAVAL SURFACE WEAPONS CENTER
DAHLGREN, VIRGINIA 22448

WHITE OAK
SILVER SPRING, MD. 20910
(202) 394- 2746

DAHLGREN, VA. 22448
(703) 663-

IN REPLY REFER TO:

W042:JW:lwb
11010

OCT 2 4 1983

From: Commander, Naval Surface Weapons Center
To: Commander, Naval Facilities Engineering Command (Code 20)
Via: (1) Commanding Officer, Chesapeake Division,
Naval Facilities Engineering Command (Code 20)
(2) Chief of Naval Material (MAT 053)

Subj: MCON Project P-083, Ventilation for Toxic Materials,
NSWC White Oak Site; 11000/4 submission

Ref: (a) NAVFACINST 11010.44D
(b) NAVFACINST 5100.14

Encl: (1) OPNAV 11000/4 Form
(2) Site Plan
(3) Cost Estimate
(4) Preliminary Environmental Assessment
(5) OCR Document

1. Due to a large cost overrun on Military Construction Project P-063, Ventilation for Toxic Materials, many of the fume hoods originally included in the scope of work were deleted for lack of funds. Project P-083 is submitted to reprogram these deficient fume hoods for funding in a later year. Improvements to laboratory fume hoods in various buildings on Station are required to meet OSHA requirements for ventilation of toxic materials. Presently, these fume hoods do not have sufficient venting capacity to adequately remove toxic fumes and contaminants from laboratory work areas.

2. Enclosures (1) through (5) were prepared in accordance with references (a) and (b) and are submitted for inclusion in the Navy's Occupational Safety and Health Deficiency Abatement Program.

W. E. BONDERMAN
By direction

Copy to: w/encl
NAVFAC (Code 20)
CNM (MAT 053)

Enclosure 8-1

~~Encl (3)~~

1. COMPONENT	FY 1989 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		24 Oct 198

3. INSTALLATION AND LOCATION	4. PROJECT TITLE
Naval Surface Weapons Center Silver Spring, MD	Insensitive Propellant and Explosive Research and Development Facility

5. PROGRAM ELEMENT	6. CATEGORY CODE	7. PROJECT NUMBER	8. PROJECT COST ($000)
	310-13	P-088	13,500

9. COST ESTIMATES

ITEM	U/M	QUANTITY	UNIT COST	COST ($000)
PRIMARY FACILITIES	SF	29,810	315.63	9,409.1
Laboratory Building	SF	29,810	217.45	(6,482.0
Built-in Furniture	LS	-	-	(746.1
Fume Hoods	LS	-	-	(1,416.4
Explosive Safety Features (static grounding lightning arrestors, non-sparking floors, etc.)	LS			(754.6
SUPPORTING FACILITIES	-	-	-	2,745.7
Utilities	LS	-	-	(344.8
Paving & Retaining Walls	LS	-	-	(1,067.0
Fire Protection	LS	-	-	(1,020.2
Site Improvements	LS	-	-	(313.7
SUBTOTAL				12,154.8
Contingency (5%)				607.7
Total Contract Cost				12,762.5
SUPERVISION, INSPECTION & OVERHEAD (5.5%)				701.9
Total Request				13,464.4
Total Request Rounded				13,500.0
Equipment Provided from other Appropriations				1,769.3

10. DESCRIPTION OF PROPOSED CONSTRUCTION

Concrete framed and pre-cast concrete faced chemistry building with 13 two-person office/laboratory modules with built-in base cabinets, sinks, wall cabinets, and armored fume hoods, 5 instrumentation rooms, 3 scale-up test and evaluation rooms, and various other shop and support facilities. Building to contain explosive safety features such as interior barricades, static grounding system, conductive flooring, explosion-proof light fixtures, lightning protection, and emergency showers and eyebaths.

---

11. REQUIREMENT 74,298 SF; Adequate 11,783 SF; Substandard 11232 SF

PROJECT: The Insensitive Propellant and Explosive Research and Development Facility (IPERDF) provides a facility for the synthesis, characterization, and analysis of insensitive propellant and explosives ingredients designed to satisfy the CNO requirements that munitions incorporate insensitive energetic materials which meet or improve upon published insensitivity standards by 1995. The laboratories and instrumentation rooms with built-in furniture, sinks, and hoods will meet the required Explosive Safety and OSHA Standards.

REQUIREMENT: OPNAV Instruction 8010.13 entitled U.S. Navy Policy on Insensitive Munitions (dated 18 May 1984) requires the use of propellants and explosives which reliably fulfill their performance, readiness and operational requirements on demand, but minimize the violence of reaction and subsequent collateral damage when subjected to unplanned heat, shock, electromagnetic energy or radiation. Our munitions present a major threat to the survivability of our own

1. COMPONENT	FY 19_89_MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		

3 INSTALLATION AND LOCATION
Naval Surface Weapons Center
Silver Spring, MD

4. PROJECT TITLE	5. PROJECT NUMBER
Insensitive Propellant and Explosive Research and Development Facility	P-088

ships and aircraft in the event of an accidental reaction, explosion, or detonation. The IPERDF is conceived as the integrated complex of facilities required to provide the propellants and explosives for Naval Weapons which will prevent accidents such as occurred on the USS Forrestal.

Construction is divided into two phases for fiscal planning purposes. When complete, IPERDF will house all of the activities associated with development of explosive or propellant compositions from recognition of the need for new compounds through synthesis, characterization, formulation, charge fabrication and quality control to the tests required for interim qualification for use in Navy weapons. Charges will also be prepared for performance testing and evaluation.

CURRENT SITUATION: The initial work force of the IPERDF are Center employees who presently occupy scattered locations at the White Oak site or are part of the NSWC tenant activity at the Naval Ordnance Station, Indian Head, Maryland. Some of these facilities are over 35 years old and now substandard; others are inappropriate for their current use; and the nature of chemistry research has changed since the facilities were built. The invention of specialized instruments for chemical analysis and detection has altered the spatial configuration needed in a chemistry laboratory. The physical scattering of equipment requires the unfortunate duplication of specialized instruments or the absence of such instruments because they cannot be made available for enough projects or people to justify their cost. The separation of scientists in the scattered facilities hinders effective interaction among scientists having different disciplinary interests. Such collaboration is critical to a timely achievement of the overall CNO goal.

IMPACT IF NOT PROVIDED: The personnel of NSWC working on insensitive propellants and explosives will continue to work in scattered and inappropriate facilities which will jeopardize our ability to develop insensitive energetic materials on the schedule established by CNO. Research directed toward the development of insensitive propellants and explosives will be restricted. Failure to build the facility now could compromise the Center's ability to meet the CNO time schedule.

ADDITIONAL: The project is not justified on an economic basis; new facilities are needed to meet mission requirements. However, it is estimated that a 20% increase in work force efficiency will be realized. The salaries, material, and overhead costs for the workers to be housed in Phase I of IPERDF are about $4M/year. In addition, the existing space made available by this construction will be utilized to effectively house up to 50 new personnel that will be added to various aspects of our energetic materials efforts during the next 4 to 5 years as the insensitive energetic materials programs intensify. This added available space will effectively provide an equivalent increase in productivity for these new personnel. An overall total of as much as $9M/year in salaries will result in potential savings of $1,800,000 per year.

Enclosure 9-2

REPORT OPNAV 11C

PROJECT FOR CORRECTION OF FACILITY DEFICIENCY

PROJECT NO. P-083

ACTIVITY NAME AND LOCATION: Naval Surface Weapons Center, White Oak, Maryland

ACTIVITY UIC: 60921 | MAJOR CLAIM: K6

HOST UIC | AREA COORD: 21

ACTIVITY

COMPONENT NAME | COMPONENT UIC

EST. YEAR	USEABLE COMPL. MOS.	USEABLE COMPL. CODE	INVESTMENT PROGRAM	ECONOMIC ANALYSIS	PSA	SITE	RELATED PROJECTS	%W	%WO	MAJOR CLAIMANT PRIORITY
1	3	3	4	6	6	7	8	9	10	11
86	8		58	NR	A	X	P-063			

	CATEGORY CODE	PROJECT TITLE	AM/BU UIC	SA	SCOPE QUANTITY	U/M	ESTIMATED COST ($000)	CONST/ MISSION CODE
	12	13	14	15	16	17	18	19
e	310-15	Vent for Toxic Matls	60921		------	LS	$1,300	2B
K								
L								
M								
N								
O								
P								

21. PROJECT DESCRIPTION/JUSTIFICATION

Project: This project provides funds for improving existing fume hoods to adequately remove toxic fumes and contaminants from the work areas of laboratory employees.

Requirement: Improvements are needed to meet the requirements of the Occupational Safety and Health Standards and Interpretations, Section 1910.1000 Toxic and Hazardous Substances.

Current Situation: Many of the fume hoods have an average air velocity of linear feet per minute across the front of the hood. The recommended velocity is 100 LFM for moderate toxicity materials and 150 LFM for high toxicity materials.

Impact if not Provided: Exposure of laboratory employees to toxic material exceeding maximum levels established by OSHA.

ACTIVITY CERTIFICATION: This project is required to support Activity Mission functions

W. E. BONDERMAN
By direction
Activity Commanding Officer — Date: 10/24/83

MAJOR CLAIMANT CERTIFICATION: I certify that this project is required to support Activity Mission functions

Major Claimant Representative — Date

EFD CERTIFICATION: This project is supported on SFPS

R.C. Lose
By direction
EFD Commander Commanding Officer — Date: 14 NOV 1983

DO NOT WRITE IN THIS SPACE FOR NAVFAC USE ONLY:
This project is authorized for entry into the MILCON P/L

NAVFAC Authorizing Signature — Date

Enclosure 8-2

CLASSIFICATION

1. COMPONENT	FY 19 89 MILITARY CONSTRUCTION PROJECT DATA	2. DATE
NAVY		

3 INSTALLATION AND LOCATION
Naval Surface Weapons Center
Silver Spring, MD

4 PROJECT TITLE
Insensitive Propellant and Explosive
Research & Development Facility

5. PROJECT NUMBER
P-088

IMPACT STATEMENT: The insensitive Propellants & Explosives Research & Development Facility is required for the development of insensitive, high energy propellants and explosives which are less vulnerable than existing compositions to detonation by bullet/fragment impact, fires, and other accidental or attack threats. In NAVSEA Instruction 8010, entitled "Technical Requirements for Insensitive Munitions," the CNO requires that all future Navy conventional weapons meet insensitive munitions requirements prior to acceptance. All existing weapon systems must be modified as needed to meet insensitive munition requirements before 1995. It is anticipated that the synthesis and formulation of less sensitive propellants and explosives are essential to meeting the CNO goal. Failure to build this facility in FY89 could compromise the Center's ability to meet the CNO time schedule. Since all but one of the new explosive ingredients put into DOD service use since World War II have been developed in Synthesis and Formulations Branch at NSWC; it is reasonable to expect that new explosives and propellants to make weapons insensitive will be forthcoming from the White Oak group.

The new facility is needed to replace current facilities which are outdated (constructed in 1948). The nature of chemistry research has changed since the facilities were built. The invention of specialized instruments for chemical analysis and detection has altered the spatial configuration needed in a chemistry laboratory. Current chemistry research is conducted in facilities scattered over several miles at White Oak, some of which impose unacceptable small explosive limits. The physical separation of facilities requires the unfortunate duplication of specialized instruments or the absence of such instruments because the instruments cannot be made available for enough projects or people to justify their cost. The separation of people in the scattered facilities hinders effective interation between chemists having different disciplinary interests. Such interaction and collaboration is critical to achievement of the overall goal.

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O-173

DEPARTMENT OF THE NAVY
OFFICE OF THE ASSISTANT SECRETARY
(Research, Development and Acquisition)
WASHINGTON, D.C. 20350-1000

10 July 1991

MEMORANDUM FOR ASSISTANT SECRETARY OF THE NAVY (RESEARCH, DEVELOPMENT AND ACQUISITION)
ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS AND ENVIRONMENT)
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING
OFFICE OF THE ASSISTANT SECRETARY OF DEFENSE (PRODUCTION AND LOGISTICS), DIRECTOR FOR BASE CLOSURE AND REALIGNMENT

Subj: LABORATORY CONSOLIDATION BRIEFING FOR BASE CLOSURE AND REALIGNMENT COMMISSIONER WILLIAM BALL

At Mr. Ball's request, I provided him a briefing on the Navy Laboratory Consolidation process, background and organization on 12 June 1991. Attached are a synopsis of the meeting and a copy of the handouts delivered to Mr. Ball.

Additional briefings for the Commission were given on 25 and 27 June 1991. Copies of both briefs are also attached.

Genie McBurnett
Principal Deputy, Assistant
Secretary of the Navy (RD&A)

6

12 June 1991

MEMORANDUM FOR THE RECORD

Subj: Laboratory Consolidation Briefing for BRAC Commissioner William Ball

Encl: (1) Handouts Given to Commissioner Ball

1. Commissioner Ball was briefed on 12 June by Ms. Gene McBurnett, PD ASN RD&A, on the Navy's Laboratory Consolidation Plan as submitted to the BRAC. The key issues discussed are summarized as follows:

-- Navy Laboratory Consolidation process and historical reference.
-- Laboratory Warfare Center organization and discussion of consolidation by facility for each Warfare Center.
-- Discussion of membership of the Working Group.

2. During the discussion it was evident that Commissioner Ball did not have a detailed working knowledge of the Navy's Laboratory Consolidation Plan. He viewed the plan as the most complex portion of DOD's BRAC submission. He voiced a personal concern that the plan appeared to protect the SYSCOMs and in fact might strengthen their bureaucracy at the expense of the integrity of Navy laboratory system. At the end of the session it was clear that he understood the process and plan but wanted to examine the plan in more detail and would most likely need another meeting to answer additional questions.

Scott Van Buskirk
Lieutenant Commander, USN
Navy Legislative Affairs

DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D C 20350-1000

13 AUG 1990

MEMORANDUM FOR THE ASSISTANT SECRETARY OF THE NAVY (RESEARCH, DEVELOPMENT AND ACQUISITION)

Subj: RESEARCH, DEVELOPMENT, TEST AND EVALUATION FACILITY CONSOLIDATION

The Under Secretary of Defense for Acquisition has instructed the services to investigate two alternatives for consolidation of defense RDT&E facilities. Regardless of which alternative is selected, the result will be a streamlining and restructuring of facilities within the Navy. We must be prepared to deal with the internal Navy implementation of this initiative and so must begin the planning now. You are requested to develop a plan for internal Navy consolidation of RDT&E facilities by the 19th of October. In preparing this plan consider all Navy field activities that execute RDT&E funding in any form. Identify any actions that will facilitate increased interservice cooperation in all areas of Science and Technology and for test and evaluation facilities.

I recognize that this effort will identify areas outside your purview that may be impacted. Please work with the Vice Chief of Naval Operations to resolve any issues in order to present me with a complete plan.

H. Lawrence Garrett, III
Secretary of the Navy

Copy to:
CNO
ASN (FM)
ASN(MR&A)
ASN(I&E)
COMNAVSEASYSCOM
COMNAVAIRSYSCOM
COMSPAWARSYSCOM

DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20350-1000

14 December 1990

MEMORANDUM FOR THE CHIEF OF NAVAL OPERATIONS
COMMANDANT OF THE MARINE CORPS
ASSISTANT SECRETARY OF THE NAVY (RESEARCH, DEVELOPMENT AND ACQUISITION)
COMMANDER, NAVAL SEA SYSTEMS COMMAND
COMMANDER, NAVAL AIR SYSTEMS COMMAND
COMMANDER, SPACE AND NAVAL WARFARE SYSTEMS COMMAND
CHIEF OF NAVAL RESEARCH

Subj: RESEARCH, DEVELOPMENT, TEST AND EVALUATION CONSOLIDATION

Ref: (a) ASN(RD&A) Briefing; same subject
(b) Title XXIX of the National Defense Authorization Act for Fiscal Year 1991

Encl: (1) Plan of Actions and Milestones for RDT&E Consolidation Planning

I asked the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)), working with the Vice Chief of Naval Operations (VCNO), to develop a concept for internal Navy consolidation of RDT&E facilities. The resulting concept strengthens the management of the RDT&E structure, takes advantage of efficiencies, eliminates unwarranted duplication and provides for increased horizontal and vertical integration including consideration of functions which may be better performed as a Tri-Service effort. In general, the concept calls for consolidation of separate R&D, T&E and Engineering organizations into four Warfare Centers and streamlining the Navy's corporate laboratory structure. The planned Air Warfare Center will report to the Commander, Naval Air Systems Command; the Undersea and Surface Warfare Centers to the Commander, Naval Sea Systems Command; and the Command, Communications and Ocean Surveillance Center to the Commander, Space and Naval Warfare Systems Command. The Chief of Naval Research (CNR) will continue to exercise command authority over the Department of the Navy (DON) Corporate Laboratory. I have reviewed the concept and I support it.

Using reference (a) as a baseline, the three Systems Commanders, who will become responsible for the four new warfare centers, and the CNR are to prepare within 120 days detailed plans for overall downsizing and consolidating the activities that will be assigned to them. The enclosed plan of actions is provided to guide their deliberations. Additionally, recommendations, rationale, and substantiation for actions that are required to be submitted to the Defense Base Closure and Realignment Commission shall be submitted in accordance with reference (b) to the DON Base Structure Committee.

04020846

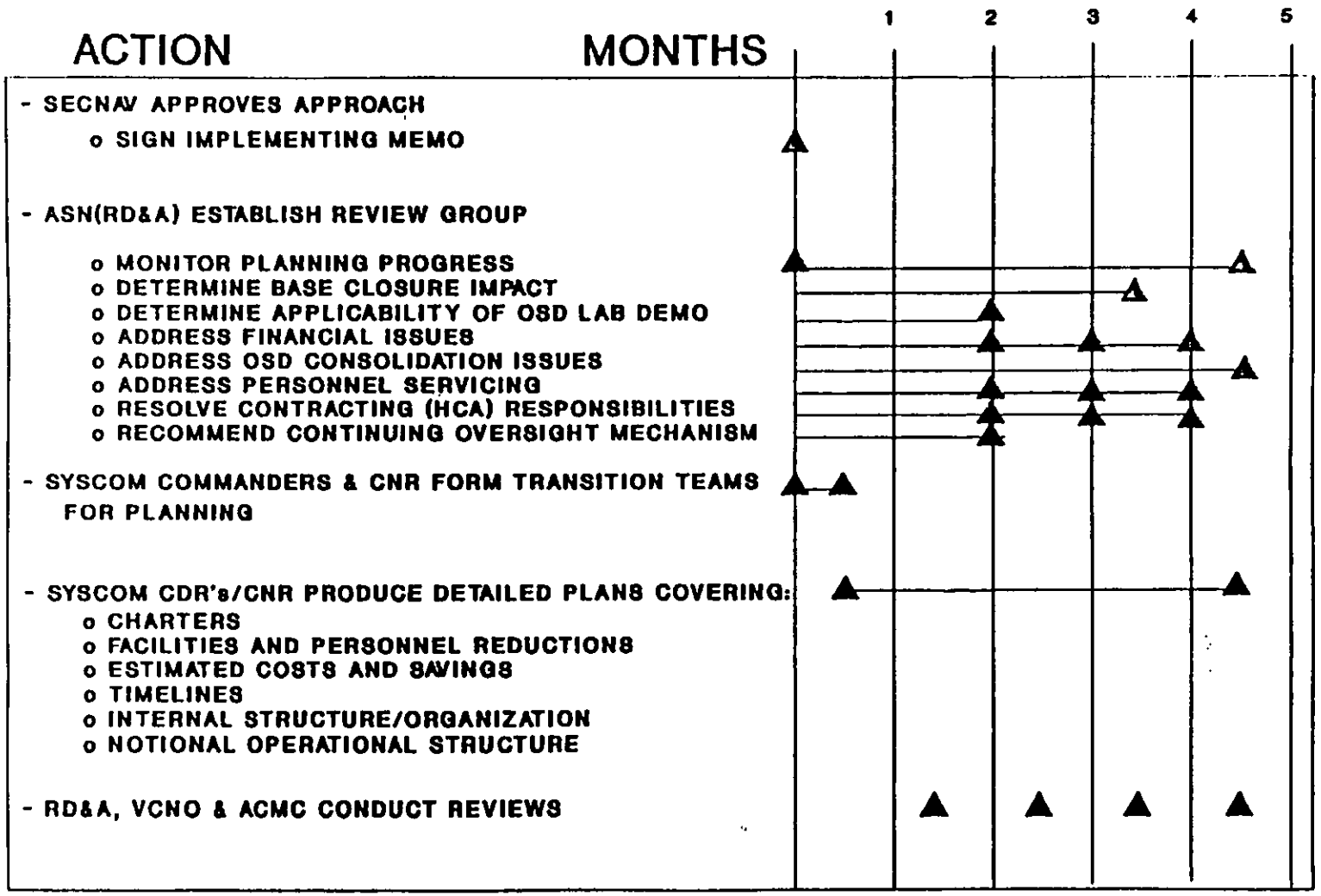
The ASN(RD&A) is responsible for ensuring the detailed planning is accomplished and to review the consolidation plans periodically with the VCNO and the Assistant Commandant of the Marine Corps before they are presented to me. Although I totally support the consolidation, I am deferring my final decision on approval until after these detailed implementation plans are complete.

The ASN(RD&A) will establish an Executive Review Group to address broad policy issues regarding RDT&E consolidation; this group's tasks are also outlined in the enclosure.

H. Lawrence Garrett, III
Secretary of the Navy

Copy to:
ASN(FM)
ASN(M&RA)
ASN(I&E)
OGC
DONMRICO
OLA
OPA
CHINFO

POA&M FOR RDT&E CONSOLIDATION PLANNING



Enclosure (1)

DEPARTMENT OF THE NAVY
OFFICE OF THE SECRETARY
WASHINGTON, D.C. 20350-1000

12 April 1991

MEMORANDUM FOR THE CHIEF OF NAVAL OPERATIONS
COMMANDANT OF THE MARINE CORPS
ASSISTANT SECRETARY OF THE NAVY (RESEARCH, DEVELOPMENT AND ACQUISITION)
ASSISTANT SECRETARY OF THE NAVY (FINANCIAL MANAGEMENT)
ASSISTANT SECRETARY OF THE NAVY (INSTALLATIONS AND ENVIRONMENT)
ASSISTANT SECRETARY OF THE NAVY (MANPOWER AND RESERVE AFFAIRS)
GENERAL COUNSEL
COMMANDER, NAVAL SEA SYSTEMS COMMAND
COMMANDER, NAVAL AIR SYSTEMS COMMAND
COMMANDER, SPACE AND NAVAL WARFARE SYSTEMS COMMAND
CHIEF OF NAVAL RESEARCH
COMMANDING GENERAL, MARINE CORPS RESEARCH, DEVELOPMENT AND ACQUISITION COMMAND

Subj: RESEARCH, DEVELOPMENT, TEST AND EVALUATION, ENGINEERING AND FLEET SUPPORT ACTIVITIES CONSOLIDATION

Ref: (a) SECNAV Memo 14 Dec 90; same subject

Encl: (1) RDT&E, Engineering and Fleet Suport Activities Consolidation Plan

By reference (a), I supported a concept to consolidate Navy Research, Development, Test and Evaluation (RDT&E), Engineering and Fleet Support facilities. This concept was developed by the Assistant Secretary of the Navy (Research, Development and Acquisition) (ASN(RD&A)). At that time, I tasked the ASN(RD&A), the Systems Command (SYSCOM) Commanders and the Chief of Naval Research (CNR) to develop, in conjunction with the Vice Chief of Naval Operations (VCNO) and the Assistant Commandant of the Marine Corps (ACMC), a detailed consolidation implementation plan and to establish an Executive Review Group to address broad consolidation policy issues. I have reviewed that implementation plan, provided as enclosure (1), and I approve it.

Recent Congressional actions not only reduce the overall Navy budget but also mandate a substantial reduction in the Acquisition Workforce. These actions have expanded the nature of this consolidation from an effort to streamline our infrastructure, to an effort to preserve core mission capability in the face of these reductions.

The Secretary of Defense has forwarded base closure and realignment actions associated with the consolidation plan to the Defense Base Closure and Realignment Commission. We cannot implement any base closure or realignment actions at these installations until they become final under the 1991 base closure and realignment process.

Using enclosure (1) as guidance, I direct that, subject to the provisions of the Base Closure and Realignment Act, the following actions be taken to consolidate Navy RDT&E, Engineering and Fleet Support activities:

- Streamline the Navy Corporate Laboratory structure to a single field activity entitled Naval Research Laboratory reporting to the CNR by 1 October 1991.

- Establish the following Centers by 1 October 1991:

  - o Naval Air Warfare Center reporting to the Commander, Naval Air Systems Command.

  - o Naval Surface Warfare Center reporting to the Commander, Naval Sea Systems Command

  - o Naval Undersea Warfare Center reporting to the Commander, Naval Sea Systems Command

  - o Naval Command, Control and Ocean Surveillance Center reporting to the Commander, Space and Naval Warfare Systems Command

- SYSCOM Commanders, CNR, and the Comptroller of the Navy take all administrative steps required to transfer the claimancy for activities comprising the Corporate Laboratory and those Centers listed in enclosure (1), to the appropriate parent command as soon as possible.

- Effective on the date claimancy transfers are complete, the Office of the Director of Navy Laboratories, to which the seven existing Research and Development (R&D) centers presently report, will be disestablished.

- Effective 1 October 1991, program managers tasking in-house Navy activities with new work or additional work as part of an ongoing effort will direct all such work to the cognizant activity assigned that leadership area as shown in enclosure (1). When Center and Corporate Laboratory assigned leadership areas present conflicts for placement of work, the SYSCOM Commanders and the CNR together will work to resolve the placement issue. Recognizing that there will be a period of time when some cognizant activities will not be capable of performing work in one or more of their specific leadership areas, the SYSCOM Commanders and CNR are to review all such work and develop a plan for the orderly transition of functions from their existing sites to the cognizant activity, as well as addressing a process for assigning such work in the interim.

- SYSCOM Commanders and CNR develop charters for each of the Centers and the Corporate Laboratory for coordination by the RDT&E Facilities Consolidation Working Group and concurrence by ASN(RD&A).

- ASN(RD&A), working with the Chief of Naval Operations (CNO), will select, subject to my approval, qualified Flag Officers to command the four Centers prior to their establishment.

- ASN (RD&A), working with the Assistant Secretary of the Navy (Manpower and Reserve Affairs) (ASN(M&RA)) and the appropriate SYSCOM commander will approve Technical Directors for each of the Centers.

- SYSCOM Commanders jointly develop a plan to disestablish the existing affected activities and execute their orderly transfer to the newly formed Centers.

- ASN(M&RA), working with ASN(RD&A), the SYSCOM Commanders and CNR, develop a comprehensive plan for personnel transfers and downsizing.

- The Comptroller of the Navy, working with ASN(RD&A), the SYSCOM Commanders and CNR, establish a financial system for the Centers and Corporate Laboratory.

- The RDT&E Facilities Consolidation Working Group develop the charters for the Navy Laboratory/Center Commander's Group and the Navy Laboratory/ Center Oversight Council provide it to ASN(RD&A) for approval.

- The Office of the Chief of Naval Operations (OPNAV) and the Commander, Naval Air Systems Command coordinate with the U.S. Army and the Commander in Chief, Pacific Fleet regarding the potential transfer of flight operations at NAS Lakehurst and the transfer of custody of the Pacific Missile Range Facility, respectively.

The RDT&E, Engineering and Fleet Support Activities Consolidation Plan has far reaching, significant implications. The overriding concern in the development of this plan was to preserve the Department of the Navy's core mission capability to perform research, development, test and evaluation, as well as in-service engineering support for our operating forces. The magnitude of change represented in the plan was required in order to accommodate the mandated reductions within the Navy's budget and to the Acquisition Workforce. Implementing this plan is a challenge that we must meet together. I authorize and encourage you to share the consolidation plan with your personnel so that they may understand the full breadth of the effort.

Dan Howard for

H. Lawrence Garrett, III

DEPARTMENT OF THE NAVY

RDT&E, ENGINEERING AND FLEET SUPPORT ACTIVITIES CONSOLIDATION PLAN

RDT&E, ENGINEERING AND FLEET SUPPORT ACTIVITIES
CONSOLIDATION PLAN

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I. INTRODUCTION

The consolidation of Research, Development, Test and Evaluation (RDT&E), Engineering and Fleet Support activities initiative began in October of 1989 as a result of the Defense Management Report (DMR). At that time, the draft version of DMR Decision (DMRD) 922, entitled "Consolidation of (R&D) Laboratories and T&E Facilities", was released. Throughout the following year, under the guidance of the Director, Defense Research and Engineering (DDR&E), the Services worked to develop a plan to achieve the required consolidation.

The Secretary of the Navy recognized the need to do preliminary planning for internal Navy consolidation regardless of the final form that DMRD 922 would take. As a result, in August of 1990, the Secretary formed the RDT&E Facilities Consolidation Working Group. He tasked the working group to develop the initial plans for internal Navy consolidation. In this tasking, the Secretary directed the group to include in its review all activities that executed RDT&E funds.

In October 1990, the Congress passed the Budget Enforcement Act of 1990. The effect of this Act was to decrease the Navy's Total Obligation Authority (TOA) by more than 21 percent from Fiscal Year 1990 to Fiscal Year 1995. The overall reduction in TOA was expected and was, to some degree, the driving force behind the consolidation of RDT&E, engineering and fleet support activities, as well as the consolidation of virtually all aspects of the Navy's infrastructure.

After consolidation planning was well underway the Defense Authorization Act of 1990 was signed into law in November 1990. This law mandates a twenty percent reduction in the Acquisition Workforce over a five year period beginning in Fiscal Year 1991. As defined, this provision of the law applies directly to the civilian personnel at the Navy's RDT&E, engineering and fleet support activities. The effect of this legislation is to drive the downsizing of the RDT&E, engineering and fleet support activities to a level significantly below that which was initially envisioned. The severity of the reduction made it imperative that the Navy find ways to make the most efficient use of its limited resources. As a consequence, the consolidation effort, which began as an effort to streamline and become more efficient, became an effort to preserve the Navy's core mission capability in spite of the mandated personnel and funding reductions.

In November 1990, the Deputy Secretary of Defense signed DMRD 922. Under the decision each of the Services are directed to consolidate their RDT&E facilities internally while pursuing inter-service reliance in Science and Technology and Test and Evaluation.

In December of 1990, the working group presented a consolidation concept to the Secretary of the Navy which envisioned the formation of four Warfare Centers and a streamlined Department of the Navy (DON) Corporate Laboratory. Under the concept, the missions of each of the Centers and the Laboratory would be purified. Each center would be responsible for a unique set of functions or leadership areas. This purification of mission serves two purposes. The first is to eliminate unwarranted duplication of effort. The second purpose is to develop centers of technical excellence and a critical mass of capability by concentrating all of the work and talent associated with one technical area at one activity. The Secretary supported the concept and directed that the Systems Command (SYSCOM) Commanders and the Chief of Naval Research (CNR) develop detailed plans for implementing the concept. This plan, which the Secretary has approved, is the result of that effort. This plan is a phased plan which is to be completed by the end of Fiscal Year 1995 governed by the availability of resources to execute the plan.

II. CONSOLIDATED STRUCTURE

The resulting structure of the RDT&E, engineering and fleet support activities consists of four full spectrum warfare centers, consciously aligned by mission, and a single DON corporate laboratory assigned broad responsibility for scientific research and advanced technological development including Space and Space Systems technology. Each of the Warfare Centers are uniquely assigned functional leadership areas. Through this assignment process, unwarranted duplication of effort will be reduced and a critical mass of capability will be created at each of the centers.

A. NAVAL AIR WARFARE CENTER (NAWC). The Naval Air Warfare Center is the full spectrum center for air platforms and air warfare combat and weapons systems. The NAWC reports directly to the Commander, Naval Air Systems Command. The mission, unique leadership areas and a list of those activities which were, either in total or in part, consolidated into the Center are shown in Figure 1. The Naval Air Warfare Center is organized into two major divisions; the Aircraft Division on the East Coast and the Weapons Division on the West Coast.

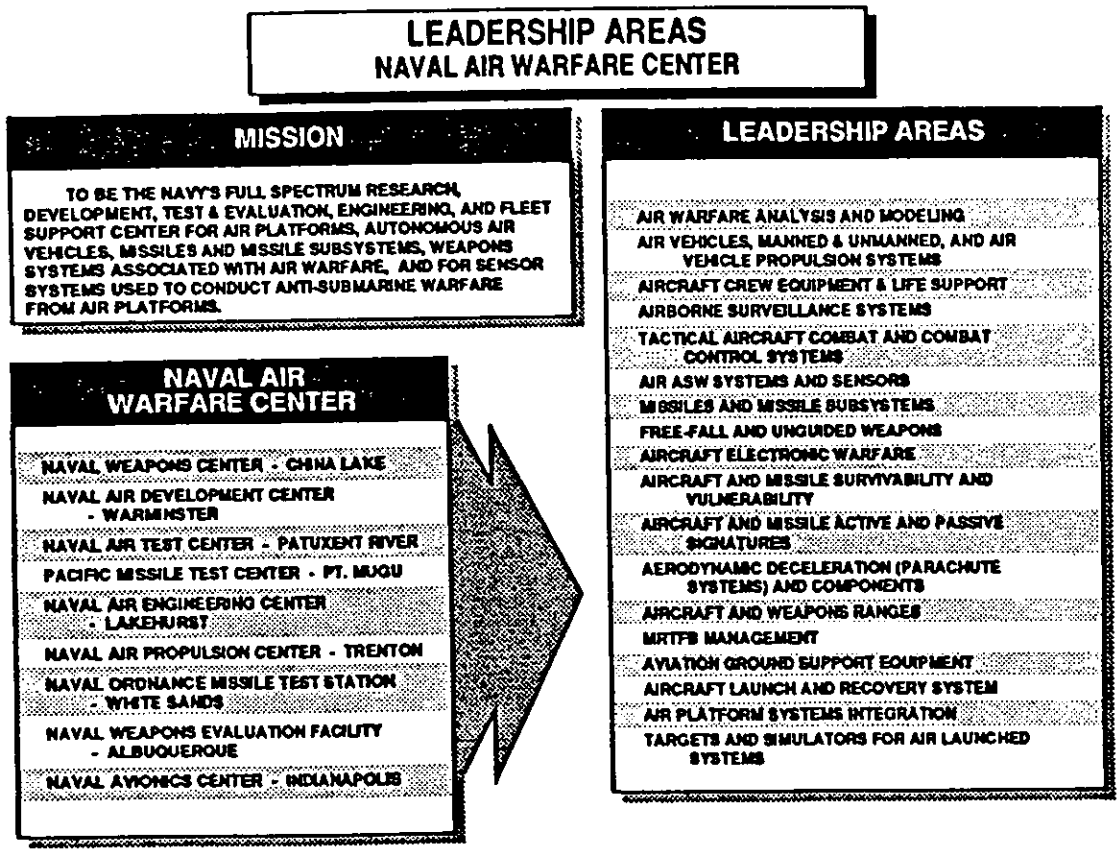


FIGURE 1

1. Aircraft Division. The Aircraft Division, centered at Patuxent River, MD, is primarily responsible for aircraft, engines, avionics and aircraft support. Specific leadership areas are delineated by location in Figure 2. The division will also have activities located at Indianapolis, IN and Lakehurst, NJ, and facilities at Trenton, NJ.

2. Weapons Division. The Weapons Division, centered at Point Mugu, CA and China Lake, CA, is primarily responsible for the development of aircraft weapons and weapons systems, simulators and targets. Specific leadership areas are delineated by location in Figure 2. The division will also have a facility at White Sands, NM.

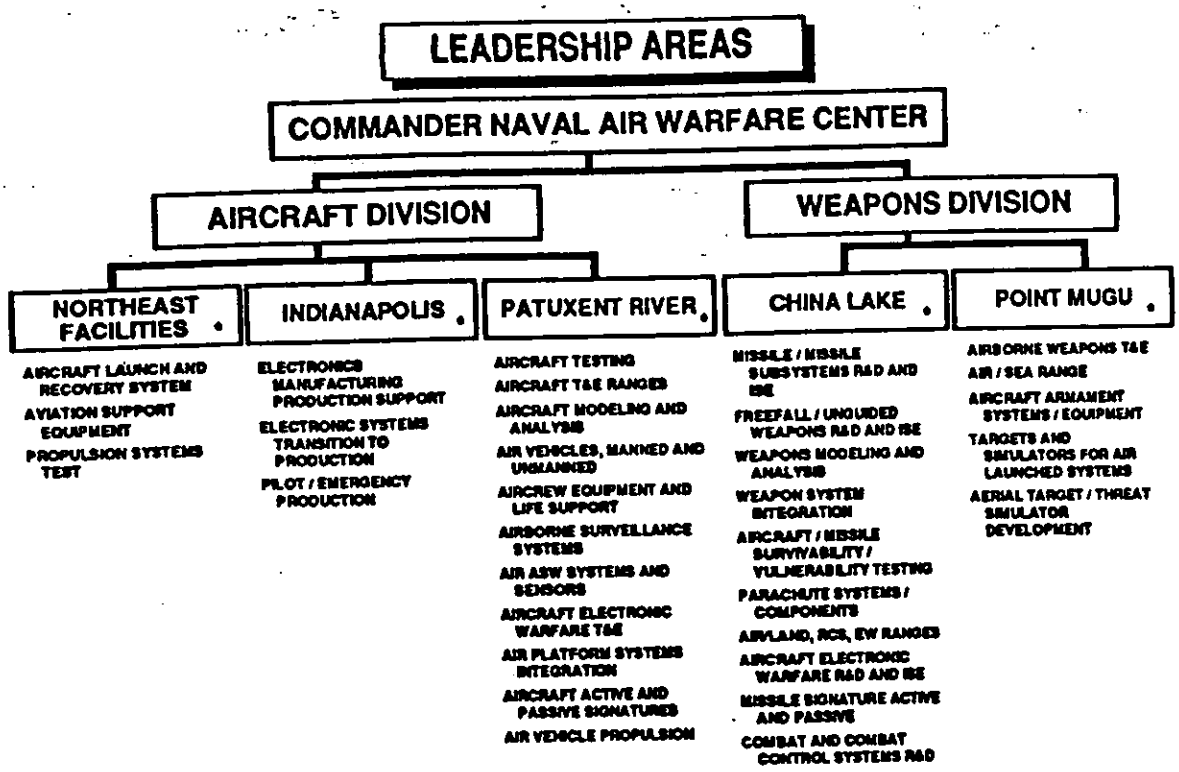


FIGURE 2

B. **NAVAL SURFACE WARFARE CENTER (NSWC).** The Naval Surface Warfare Center is the full spectrum center for surface platforms and surface warfare combat and weapons systems. It is also the focal point for all ship and submarine hull, mechanical and electrical programs. The NSWC reports directly to the Commander, Naval Sea Systems Command. The mission; unique leadership areas, and a list of those activities which were, either in total or in part, consolidated into the Center are shown in Figure 3. The NSWC is organized into four functional divisions: the Combat and Weapon Systems Research and Development (R&D) Division, the Combat and Weapon Systems In-Service Engineering (ISE) Division, the Combat and Weapon System Engineering and Industrial Base Division, and the Hull, Mechanical and Electrical (HM&E) R&D and ISE Division.

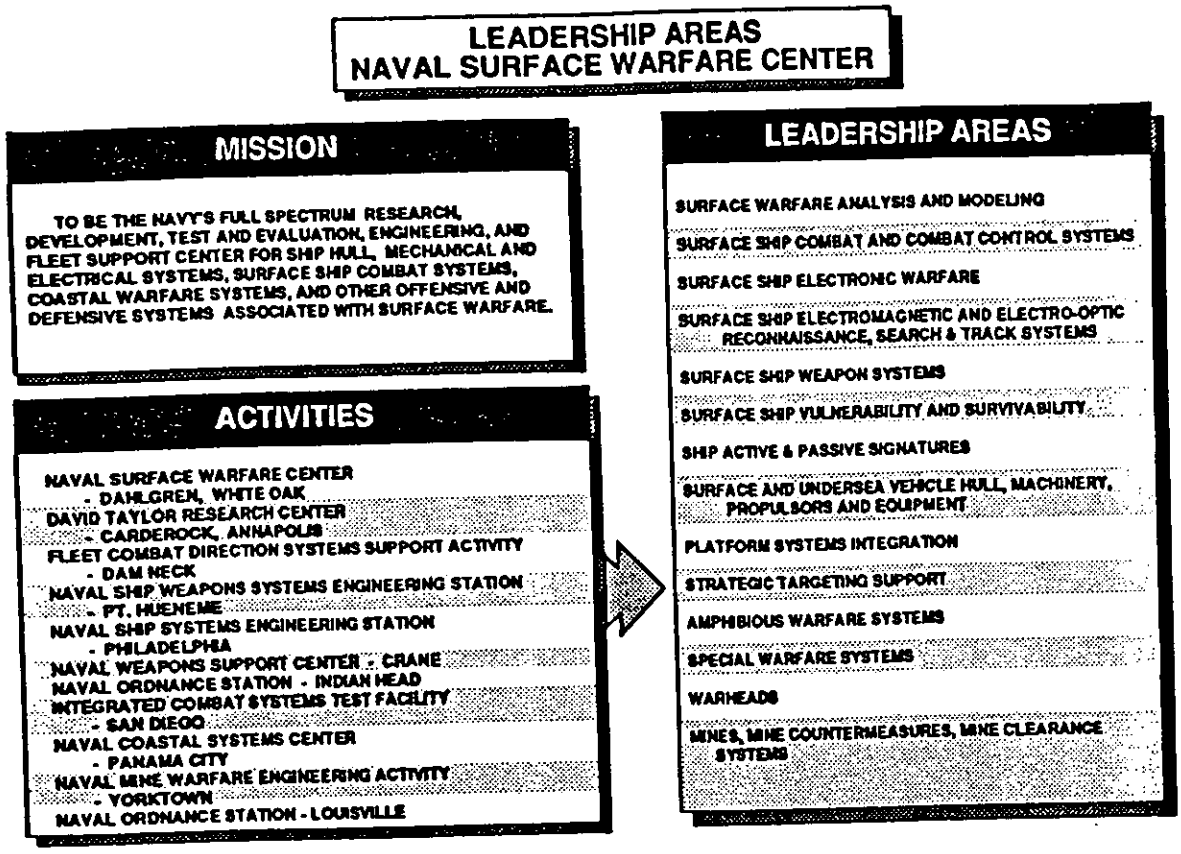


FIGURE 3

1. **Combat and Weapons Systems R&D Division.** The Combat and Weapons System R&D Division is primarily responsible for Surface Combat and Weapons Systems, Mine and Amphibious Warfare and Mine Countermeasures. Specific leadership areas are delineated by location in Figure 4. The Division is centered at Dahlgren, VA with an operating site at Panama City, FL and facilities at White Oak, MD.

2. Combat and Weapon System In-Service Engineering Division. The Combat and Weapon System In-Service Engineering (ISE) Division is primarily responsible for in-service engineering to surface ships and mines, underway replenishment and combat systems software. Specific leadership areas are delineated by location in Figure 4. The Division is centered at Port Hueneme, CA with an operating site at Dam Neck, VA.

3. Combat and Weapon System Engineering and Industrial Base Division. The Combat and Weapon System Engineering and Industrial Base Division is primarily responsible for gun systems, ordnance and explosives. Specific leadership areas are delineated by location in Figure 4. The Division is centered at Crane, IN with operating sites at Louisville, KY and Indian Head, MD.

4. HM&E R&D and ISE Division. The HM&E R&D and ISE Division is primarily responsible for ship and submarine HM&E and propulsion. Specific leadership areas are delineated by location in Figure 4. The Division is centered at Carderock, MD with an operating site at Philadelphia and facilities at Annapolis, MD.

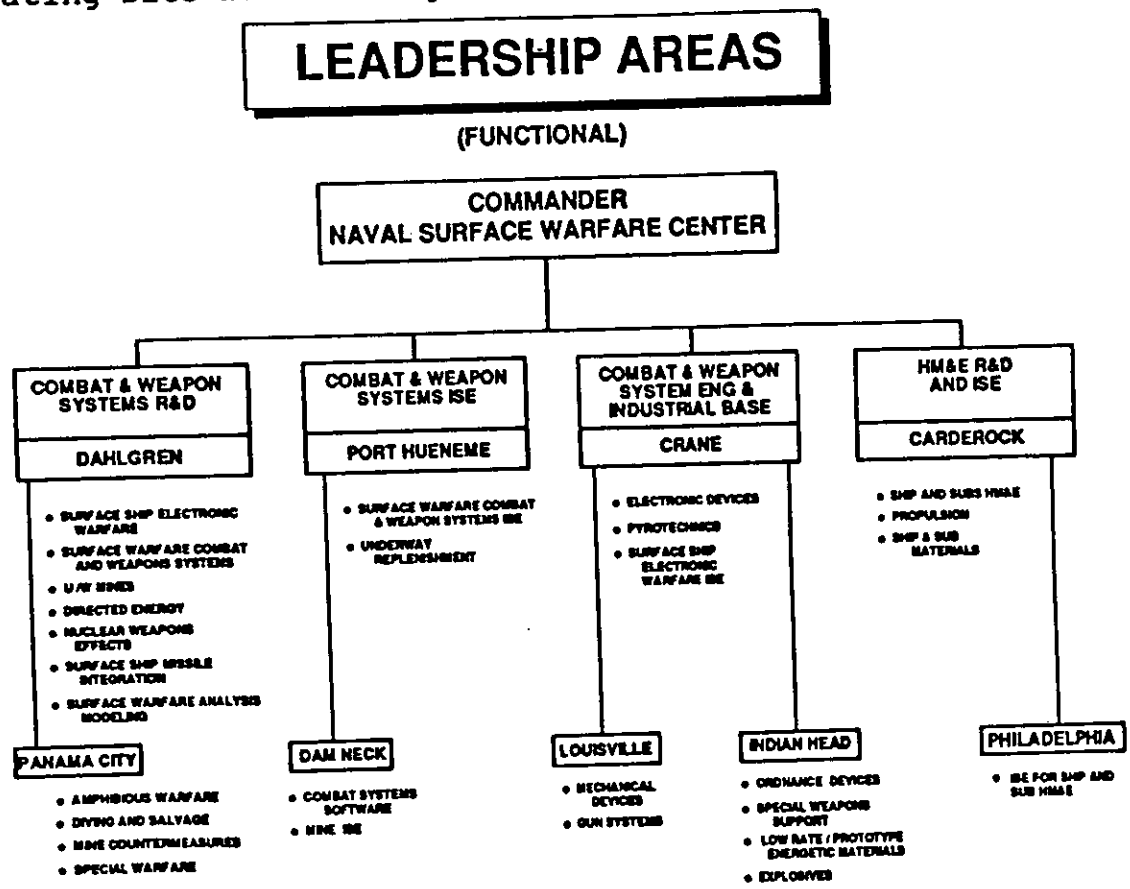


FIGURE 4

C. **NAVAL UNDERSEA WARFARE CENTER (NUWC).** The Naval Undersea Warfare Center is the full spectrum center for submarine sensors and submarine combat and weapon systems. The NUWC reports directly to the Commander, Naval Sea Systems Command. The mission, unique leadership areas, and a list of those activities which were, either in total or in part, consolidated into the Center are shown in Figure 5. The NUWC is organized into two divisions, the Weapons and Combat Systems Division and the Weapons System ISE Division.

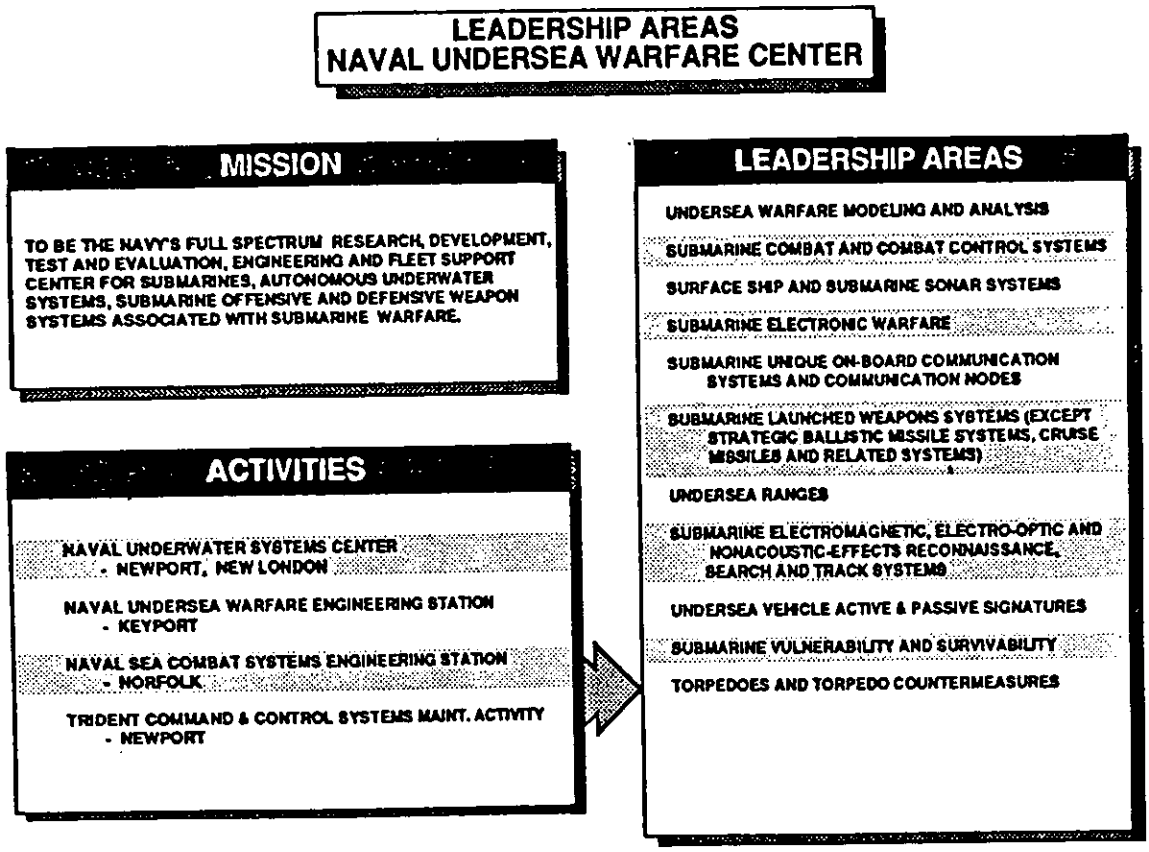


FIGURE 5

1. Combat and Weapon Systems Division. The Combat and Weapon Systems Division, centered at Newport, RI, is primarily responsible for submarine combat and weapon systems and combat systems ISE. Specific leadership areas are delineated by location in Figure 6. The Division will have an operating site at Norfolk,VA and facilities at New London, CT.

2. Weapons Systems ISE Division. The Weapons Systems ISE Division is comprised solely of the operating site at Keyport, WA. Specific leadership areas are delineated by location in Figure 6.

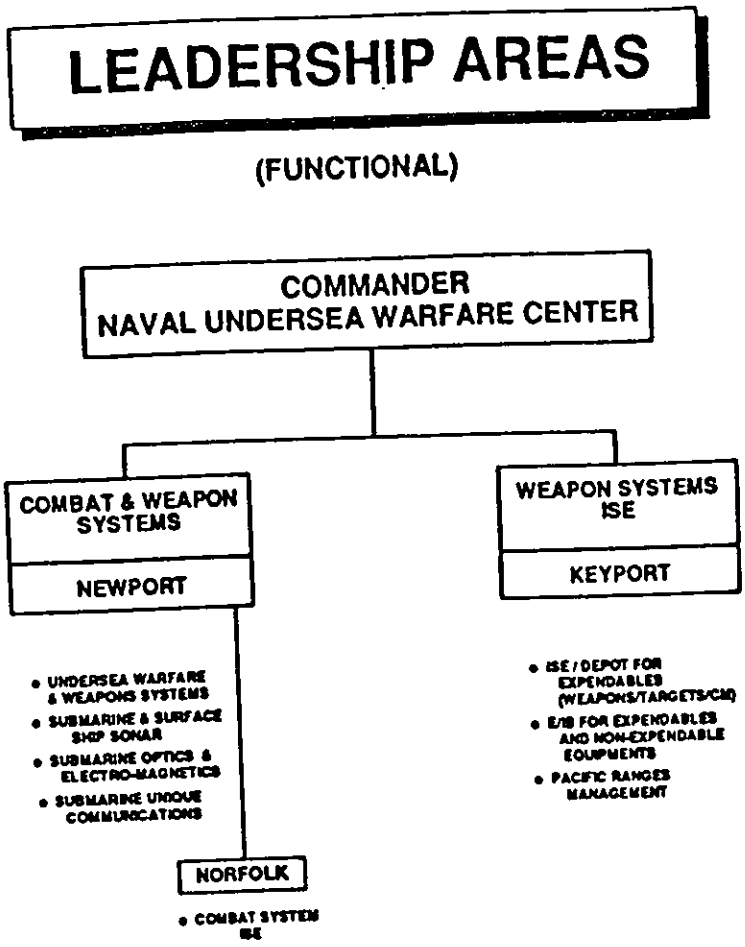


FIGURE 6

D. NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER (NCCOSC). The Naval Command, Control and Ocean Surveillance Center is the full spectrum center for maritime Command, Control and Communications and Intelligence (C3I), ocean surveillance technology and fleet and shore support. The NCCOSC reports directly to the Commander, Space and Naval Warfare Command. The mission, unique leadership areas, and a list of those activities which were, either in total or in part, consolidated into the center are shown in Figure 7. The NCCOSC is organized into three major directorates, the RDT&E Directorate, the West Coast ISE Directorate and the East Coast ISE Directorate. The West Coast ISE Directorate is collocated with the RDT&E Directorate.

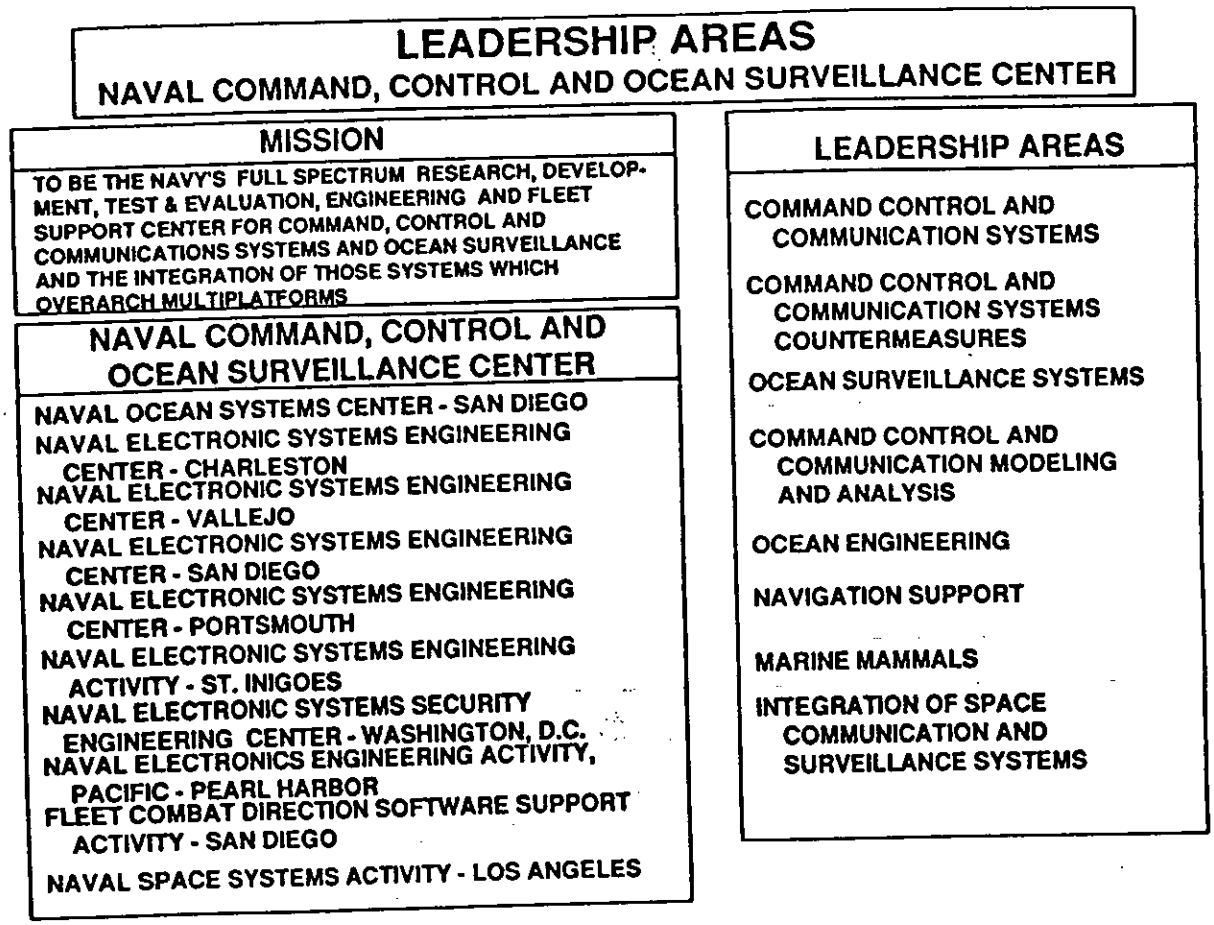


FIGURE 7

1. RDT&E Directorate. The RDT&E Directorate is primarily responsible for the development of C3I systems, ocean surveillance systems and navigation support. Specific leadership areas are delineated by location in Figure 8. The Directorate will be located at San Diego, CA and will have facilities at Warminster, PA.

2. West Coast ISE Directorate. The West Coast ISE Directorate is primarily responsible for shipboard satellite communications, navigation and Pacific ISE support. Specific leadership areas are delineated by location in Figure 8. The Directorate will be collocated with the RDT&E Directorate at San Diego and have an operating site at Pearl Harbor, HI.

3. East Coast ISE Directorate. The East Coast ISE Directorate is primarily responsible for shore communications, air traffic control and Atlantic ISE support. Specific leadership areas are delineated by location in Figure 8. The Directorate is solely located at Portsmouth, VA.

LEADERSHIP AREAS

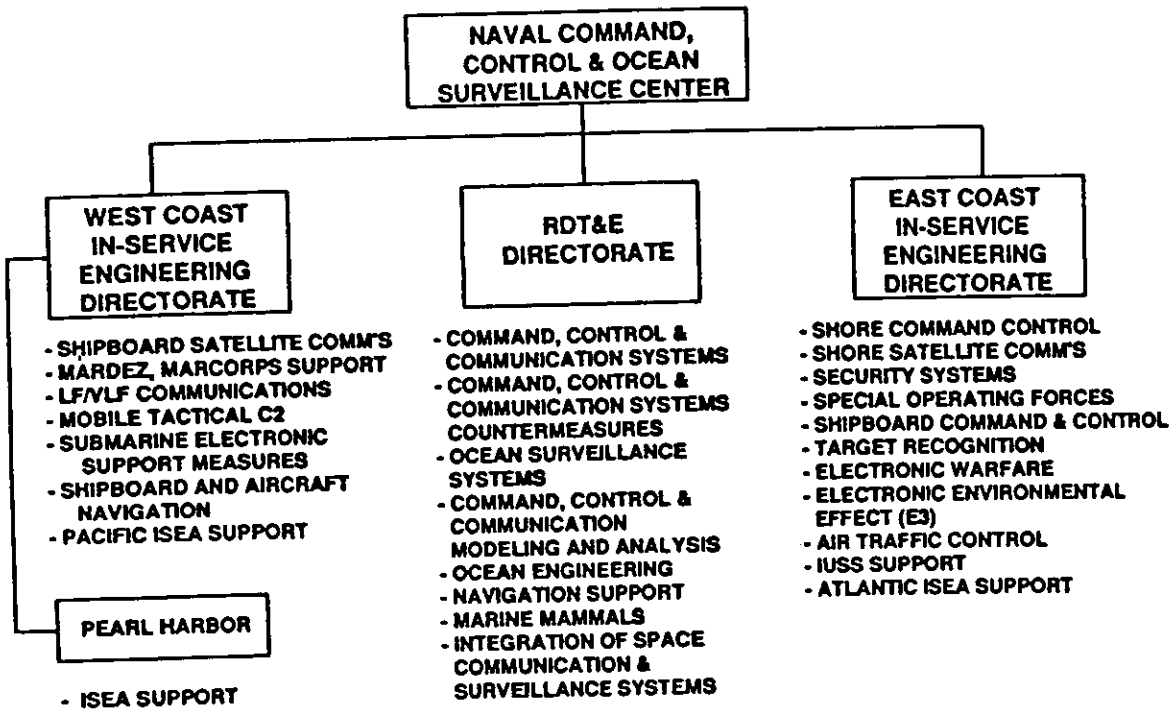


FIGURE 8

E. NAVAL RESEARCH LABORATORY. The Naval Research Laboratory (NRL) is the Navy's single, integrated corporate laboratory and is assigned broad responsibility for scientific research and advanced technology development. The NRL reports directly to the Chief of Naval Research. The mission, unique leadership areas, and a list of those activities which were, either in total or in part, consolidated into the Laboratory are shown in Figure 9. NRL is centered in Washington, D.C. with major operating sites at Stennis Space Center, MS; Monterey, CA; and Orlando, FL.

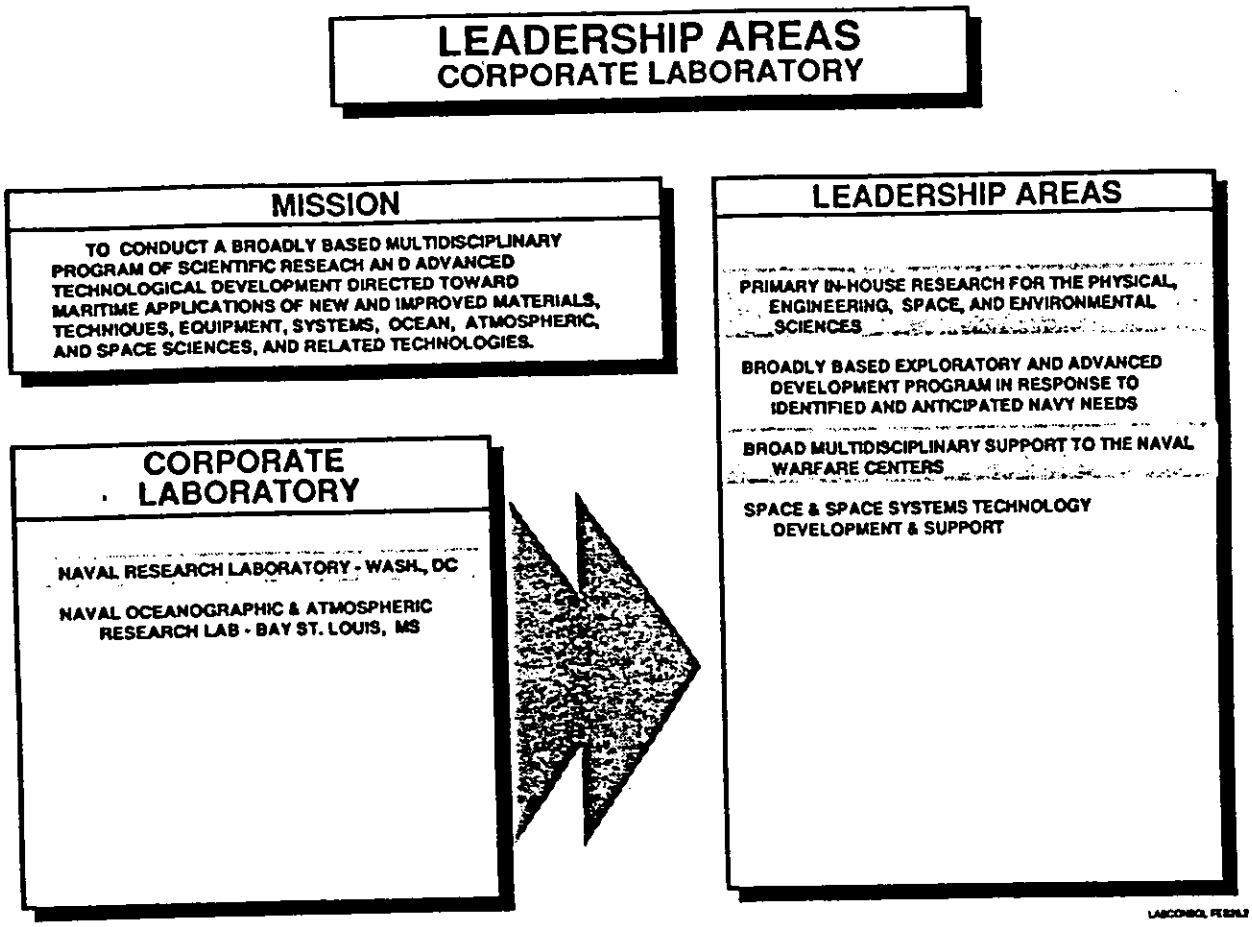


FIGURE 9

1. Naval Research Laboratory (NRL), Washington. NRL Washington conducts a broad program of research and advanced technology development with specific leadership areas as delineated in Figure 10.

2. NRL, Stennis Space Center, MS. NRL, Stennis Space Center is responsible for Navy research in Oceanography and Mapping, Charting and Geodesy (MC&G). It is collocated with its major customer, the Naval Oceanographic Office.

3. NRL, Monterey, CA. NRL, Monterey is responsible for Navy research in Meteorology. It is collocated with its major customer, the Fleet Numerical Oceanography Center.

4. NRL, Orlando, FL. NRL, Orlando is the Navy center of expertise for acoustic transducer resarch, calibration, test, measurement and standards.

LEADERSHIP AREAS

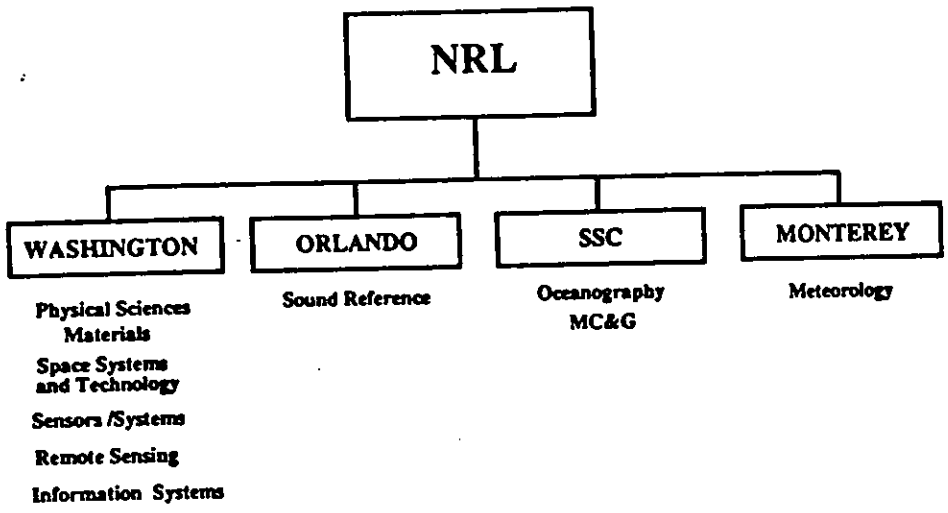


FIGURE 10

III. IMPLEMENTATION ACTIONS

Implementation of this consolidation plan requires a wide variety of actions to occur, ranging from the disestablishment and establishment of commands to the development of appropriate financial systems. A number of these actions have been outlined in detail while others are still being defined.

A. MISSION PURIFICATION. One of the primary purposes of the consolidation effort is to prevent unwarranted duplication of effort. This is achieved through purifying the missions of the Centers and the Corporate Laboratory. Through this process, technical expertise and associated work will be centered at one location. In addition to reducing unwarranted duplication, this action, over time, will create centers of excellence in specific technical areas. A representative set of the major functional transfers that will take place between the Centers to purify their missions is shown in Figure 11.

FUNCTION	FROM	TO
Missiles & Missile Subsystems	SURFACE	AIR
Navigation & Navigation Support	AIR	NCCOSC
Communications	AIR	NCCOSC
C3 Software	SURFACE	NCCOSC
Warheads	AIR	SURFACE
Surface ASW	UNDERSEA	SURFACE
SURFACE ASW Control	NCCOSC	SURFACE
VLA/ASROC Integration	NCCOSC	SURFACE
Surface Radar	UNDERSEA	SURFACE
Small Boat/Combat Craft Design	UNDERSEA	SURFACE
Torpedo & SONAR CM	SURFACE	UNDERSEA
Submarine ASW CM	SURFACE	UNDERSEA
Miscellaneous Submarine Systems	SURFACE	UNDERSEA
Lightweight Torpedoes	NCCOSC	UNDERSEA
Torpedo Simulation	NCCOSC	UNDERSEA
Mobile Sonar Simulators	NCCOSC	UNDERSEA
Autonomous Underwater Systems	NCCOSC	UNDERSEA
Arctic Warfare	NCCOSC	UNDERSEA

FIGURE 11

Beginning on 1 October 1991, a Center or one of its components may accept customer work only in a leadership area assigned to them. Program managers will still have the authority to work directly with the activities performing their work, but they will no longer have the freedom to direct their work to any Navy RDT&E activity willing to perform that work. The Corporate Laboratory will continue to maintain and execute a broad multi-disciplinary technical program for the Navy working directly with program managers and Centers as appropriate.

B. PERSONNEL TRANSFERS

The purification of the missions of the Centers and the Corporate Laboratory will result in the transfer of some functions from one location to another. These functional transfers will, in turn, result in personnel relocations. The detailed plans to effect these relocations will part of the overall plan being developed to address personnel issues as identified later.

C. MANDATED PERSONNEL REDUCTIONS

The consolidation of functions and overhead described in this plan, as well as the streamlining of operations, will create significant billet reductions. However, the Congressionally mandated Acquisition Workforce billet reductions exceed those expected to be gained through consolidation. The starting point for determining the level of legislated personnel reduction for a particular Center is the actual on-board manning level as of 30 September 1990 assuming the inter-Center functional transfers had taken place. From that figure, the 20 percent reduction is calculated. In developing the billet reductions, reductions in overhead should be the first priority and should be a large as possible in order to protect the Navy's technical capability. Nevertheless, Congress has mandated a reduction of approximately 13,000 personnel from the activities involved in this consolidation, and some reduction in direct labor beyond that saved through the consolidation process will be required. All reductions must be taken across the entire grade structure. The remaining reductions should be tied to programmatic decreases to the extent feasible.

D. SPECIFIC ACTIONS

1. NAVAL AIR WARFARE CENTER

The Naval Air Warfare Center will be formed in four stages. On or before 1 October 1991, NAWC will be established under the command of a Flag Officer assisted by a Senior Executive Technical Director who are collocated with the Naval Air Systems Command in Washington, D.C. This action will result in no increase in the overall size of the Washington, D.C. staff. At the same time, the Aircraft Division and Weapons Division will be established and the nine technical activities that are consolidated into the NAWC will be disestablished as separate reporting activities and restructured as integral components of the Aircraft and Weapons Divisions of the NAWC with the goal of minimizing overhead and infrastructure.

a. Aircraft Division. Establish the Aircraft Division under the command of a Flag Officer headquartered at Patuxent River, MD. The Aircraft Division will utilize the facilities at St. Inigoes, MD received from NCCOSC. The components formed from the activities listed below are subordinate to the Commander,

Aircraft Division until their mergers with the division. In addition the following actions are required to complete the consolidation.

Naval Air Development Center (NADC)	
- Commence inter-center functional transfers	OCT 91
- Commence transfer of technical functions	OCT 91
- Functional realignment complete	OCT 93
- Complete transfer of NAWC functions / NCCOSC maintains and operates facilities at Warminster	OCT 95
Naval Air Propulsion Center (NAPC)	
- Commence transfer of large, high altitude engine testing to Air Force	OCT 91
- Functional realignment complete	OCT 93
- Commence transfer of Engineering personnel to Aircraft Division, Pax River	OCT 94
- Maintain and operate unique engine test cells	JAN 94
Naval Air Engineering Center (NAEC)	
- Functional realignment complete	OCT 93
- Establish Naval Air Engineering Station which reports to Commander, Aircraft Division	OCT 93
- Maintain as an operating site	
Naval Avionics Center (NAC)	
- Commence inter-center functional transfers	OCT 91
- Functional realignment complete	OCT 94
- Establish Naval Avionics Facility, Indianapolis reporting to Commander, Aircraft Division	OCT 94
- Maintain as an operating site	
Naval Air Test Center (NATC)	
- Disestablish as a separate technical command merge with Aircraft Division	OCT 91
- Become central site of Aircraft Division	OCT 91
- NAS Pax River reports to Commander, Aircraft Division	OCT 91
- Maintain as an operating site	

b. Weapons Division. Establish the Weapons Division under the command of a Flag Officer. In addition the following actions are required to complete the consolidation.

Naval Weapons Center (NWC)	
- Disestablish as a separate technical command merge with Weapons Division, retain base support functions	OCT 91
- Commence inter-center functional transfers	OCT 91
- Functional realignment complete	OCT 92
- Establish Naval Air Weapons Station, China Lake reporting to Commander, Weapons Division	OCT 92
- Retain as an operating site	

Pacific Missile Test Center (PMTC)	
- Disestablish as a separate technical command merge with Weapons Division	OCT 91
- C.O. NAS Pt. Mugu reports to Commander, Weapons Division	OCT 91
- C.O. Pacific Missile Range Facility reports to Commander, Weapons Division	OCT 91
- Retain as an operating site	
Naval Ordnance Missile Test Station (NOMTS)	
- Commence downsizing and operate as a facility reporting to Commander, Weapons Division	OCT 91
Naval Weapons Evaluation Facility (NWEF)	
- Commence transfer functions Weapons Division	OCT 91
- Close NWEF	OCT 93

2. NAVAL SURFACE WARFARE CENTER

The Naval Surface Warfare Center will be established on or before 1 October 1991 under the command of a Flag Officer assisted by a Senior Executive Technical Director who are collocated with the Naval Sea Systems Command in Washington, D.C. This action will result in no increase to the overall size of the Washington, D.C. staff. At the same time, the thirteen technical activities that are consolidated into NSWC will be disestablished as separate reporting activities and restructured as integral components of NSWC with the goal of minimizing overhead and infrastructure. The components of NSWC will be organized into divisions of like functions (RDT&E, ISE and production engineering/industrial base).

a. Combat and Weapon System R&D Division. The Combat and Weapon System R&D Division is centered at Dahlgren, VA. The following actions are required to complete the consolidation.

Naval Coastal Systems Center (NCSC)	
- Organizationally align with Dahlgren	OCT 91
- Commence transfer of functions	OCT 91
- Maintain as an operating site	
Naval Surface Warfare Center Detachment White Oak (NSWC)	
- Initiate downsizing	OCT 91
- Commence transfer of functions	OCT 91
- Operate as a facility	OCT 95
- Continue to downsize as feasible	ONGOING
Naval Surface Warfare Center (NSWC)	
- Become center for Combat & Weapon System RDT&E Division	OCT 91

b. Combat and Weapon Systems ISE Division. The Combat and Weapon System ISE Division is centered at Port Hueneme, CA. The following actions are required to complete the consolidation.

Integrated Combat Systems Test Facility (ICSTF)	
- Organizationally align with Port Hueneme	OCT 91
- Commence transfer of functions	OCT 91
- Close ICSTF	OCT 95
Naval Mine Warfare Engineering Activity (NMWEA)	
- Commence transfer of functions	OCT 91
- Transfer remaining functions to Dam Neck	MAR 93
- Close NMWEA	MAR 94
Fleet Combat Direction Systems Support Activity (FCDSSA)	
- Organizationally align with Port Hueneme	OCT 91
- Become East Coast ISE site	OCT 91
Naval Ship Weapon Systems Engineering Station (NSWSES)	
- Become center for Combat & Weapons Systems ISE Division	OCT 91

c. Combat and Weapon System Engineering and Industrial Base Division. The Combat and Weapon System Engineering and Industrial Base Division efforts are performed at Crane, IN, Louisville, KY and Indian Head, MD. Minor functional transfers will be effected between the activities within the NSWC. The site at Crane as well as the sites at Louisville, KY and Indian Head, MD all remain as operating sites.

d. HM&E R&D and ISE Division. The HM&E R&D and ISE Division is organizationally centered at Carderock, MD. The following actions are required to complete the consolidation.

David Taylor Research Center (DTRC) Detachment Annapolis	
- Initiate downsizing	OCT 91
- Commence transfer of functions	OCT 91
- Operate as a facility	OCT 94
- Continue to downsize as feasible	ONGOING
Naval Ship Systems Engineering Station (NAVSSES)	
- Remains as operating site	OCT 91
David Taylor Research Center (DTRC)	
- Become center of Division	OCT 91

3. NAVAL UNDERSEA WARFARE CENTER

The Naval Undersea Warfare Center will be established on or before 1 October 1991 under the command of a Flag Officer assisted by a Senior Executive Technical Director who are collocated with the Naval Sea Systems Command in Washington, D.C. This action will result in no increase to the overall size of the

Washington, D.C. staff. At the same time, the five technical activities that are consolidated into NUWC will be disestablished as separate reporting activities and restructured as integral components of NUWC with the goal of minimizing overhead and infrastructure. The components of NUWC will be organized into two divisions.

a. Combat and Weapon Systems Division. Combat and Weapon Systems Division efforts are centered at Newport, RI. The following actions are required to complete the consolidation.

Trident Command & Control Systems Maintenance Activity (TRICCSMA)	
- Transfer functions to Newport	OCT 91
- Merge with NUWC Newport	OCT 91
Naval Underwater Systems Center (NUSC) Det New London	
- Commence transfer of functions to Newport	OCT 91
- Operate as a facility	JAN 94
- Continue to downsize as feasible	ONGOING
Naval Sea Combat Systems Engineering Station (NSCSES)	
- Organizationally align with NUWC Newport	OCT 91
- Commence transfer of functions	OCT 91
- Downsize to match decreasing workload	OCT 91
- Remain as an operating site	
Naval Underwater Systems Center (NUSC)	
- Become center for Combat and Weapon Systems Division	OCT 91

b. Weapon Systems ISE Division. The Weapon System ISE Division and Industrial Base efforts are centered at Keyport, WA.

Naval Undersea Warfare Engineering Station (NUWES)	
- Become center for Weapons Systems ISE Division	OCT 91

4. NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER

The Naval Command, Control and Ocean Surveillance Center will be established on or before 1 October 1991 under the command of a Flag Officer assisted by a Senior Executive Technical Director who are located at Pt. Loma, San Diego, CA. At the same time, the the eleven technical activities that are consolidated into the NCCOSC will be disestablished as separate reporting activities and restructured as integral components of NCCOSC with the goal of minimizing overhead and infrastructure. NCCOSC is organized into three major directorates.

a. RDT&E Directorate. The RDT&E Directorate, centered at Pt. Loma, San Diego, CA, is collocated with NCCOSC and has facilities at Warminster, PA. The following actions are required to complete the consolidation.

Fleet Combat Direction Systems Support Activity (FCDSSA)	
- Commence transfer of functions	OCT 91
- Merge FCDSSA with NCCOSC San Diego	JAN 92
Naval Space Systems Activity (NSSA)	
- Commence transfer of functions	OCT 91
- Close NSSA	APR 92
Naval Ocean Systems Center (NOSC) Detachment Hawaii	
- Commence Transfer of functions	JAN 92
- Close NOSC Det HI	OCT 93
Naval Ocean Systems Center (NOSC)	
- Commence transfer of functions to other centers	OCT 91
- Become the core of the RDT&E Directorate	
- Become the core of the West Coast ISE Directorate	
Navigation Facilities, Warminster, PA	
- Accept custody from NAWC	OCT 92

b. West Coast ISE Directorate. The West Coast ISE Directorate, centered at Pt. Loma, San Diego, CA, is collocated with the RDT&E Directorate and NCCOSC, and has an operating site at Pearl Harbor, HI. The following actions are required to complete consolidation.

Naval Electronic Systems Engineering Center (NESEC), San Diego	
- Commence transfer of functions	OCT 91
- Transfer remaining functions	OCT 92
- Close NESEC, San Diego	OCT 94
Naval Electronic Systems Engineering Center (NESEC), Vallejo	
- Commence transfer of functions	OCT 91
- Transfer remaining functions	OCT 92
- Close NESEC, Vallejo	MAR 95
Naval Electronics Engineering Activity, Pacific (NEEACT PAC)	
- Retain as operating site	

c. East Coast ISE Directorate. The East Coast ISE Directorate is solely located at Portsmouth, VA. The following actions are required to complete consolidation.

Naval Electronic Systems Engineering Center (NESEC), Charleston	
- Commence transfer of functions	OCT 91
- Transfer remaining functions	OCT 92
- Close NESEC, Charleston	OCT 94

Naval Electronic Systems Engineering Activity (NESEA)

- Commence transfer of functions	OCT 91
- Transfer remaining functions	OCT 92
- Close NESEA / transfer custody to NAWC	JAN 95

Naval Electronic Systems Security Engineering Center (NESSEC)

- Commence transfer of functions	OCT 91
- Transfer remaining functions	OCT 92
- Close NESSEC	JAN 94

Naval Electronic Systems Engineering Center (NESEC), Portsmouth
- Become center for East Coast ISE Directorate

5. NAVAL RESEARCH LABORATORY

The Naval Oceanographic and Atmospheric Research Laboratory (NOARL) will be disestablished and consolidated into the Naval Research Laboratory on or before 1 October 1991. The NRL will continue to be commanded by a Captain assisted by a Senior Executive Director of Research, both of whom are located at the Laboratory's main site in Washington, D.C. With this merger, the four existing directorates at NOARL and the five directorates at NRL will be integrated into five restructured corporate directorates. The plan achieves overhead reductions associated with the former NOARL, and includes some deliberate functional moves among the operating sites to facilitate the establishment of technical centers of excellence. Nevertheless, the net employment change at any one location resulting from this consolidation will be small.

D. OVERSIGHT STRUCTURE.

There are two levels of oversight of the DON's RDT&E facilities. They are the Navy Laboratory/Center Oversight Council and the Navy Laboratory/Center Commanders Group.

1. NAVY LABORATORY/CENTER OVERSIGHT COUNCIL (NLCOC). A Navy Laboratory/Center Oversight Council will be established to provide the corporate, Department of the Navy oversight of the entire RDT&E facility structure. The membership is as follows:

CORE MEMBERS	MEMBERS AT LARGE
ASN(RD&A)	COMNAVSEA, COMNAVAIR, COMSPAWAR, CNR
VCNO	ASN(FM), ASN(M&RA), ASN(I&E)
ACMC	OGC
	CG,MCRDAC
	OP-091

The NLCOC will be chartered to:

- Preclude mission and investment duplication within the Center/Corporate Laboratory structure.
- Establish a single, strategic corporate vision for the Centers and Corporate Laboratory.
- Resolve issues among the Centers/Corporate Laboratory.

2. NAVY LABORATORY/CENTER COMMANDERS GROUP (NLCCG)

The Navy Laboratory/Center Commanders Group will be established and formally chartered to review and coordinate the functioning of the Centers/Corporate Laboratory. The chair and support staff to the group will rotate annually among the members. The membership is as follows:

MEMBERS

Commanders and Technical Directors of
Naval Air Warfare Center
Naval Undersea Warfare Center
Naval Surface Warfare Center
Naval Command, Control and Ocean Surveillance Center

Commanding Officer and Director of Research of
Naval Research Laboratory

The NLCCG will be chartered to:

- Identify and prevent unwarranted duplication across laboratory/center boundaries
- Integrate MILCON and Capital Investment Plans
- Review annual business plans for all Centers/Lab
- Serve as a forum to air and resolve issues
- Ensure technical quality and preserve balance
- Facilitate Interservice Reliance and Laboratory Demonstration Program participation

E. PENDING ISSUES.

There are a number of issues that are still under study and development by the RDT&E Facilities Consolidation Working Group. These issues deal primarily with the fine details of implementing the consolidation plan. More information will be provided as it becomes available.

1. FINANCIAL SYSTEM. The RDT&E and ISE facilities are currently managed under a variety of financial systems. A special working group under the Comptroller of the Navy is devising a financial system or systems for the Centers and Corporate Laboratory that will meet their needs while providing an appropriate level of compatibility.

2. PERSONNEL ACTIONS. The consolidation will require a number of personnel relocations and the Congressionally mandated personnel reductions may result in Reduction-in-Force (RIF) actions at some locations. A special working group under ASN (Manpower and Reserve Affairs) is developing guidelines and plans for managing these relocations and reductions. This working group is also addressing a number of other personnel issues, including the impact of the current Department of Defense hiring freeze and the Ethics Bill.

3. PROCUREMENT ISSUES. The consolidation combines a number of commands under centralized management. As a result, the designation of the Head of Contracting Authority (HCA), the identification of procurement channels, and supporting procurement infrastructure must be clarified. A special working group under ASN(RD&A) Acquisition Policy, Integrity and Accountability (API&A) is identifying and reviewing alternative solutions for these issues.

DON INTERNAL CONSOLIDATION

CONCEPT

- FORMATION OF FOUR MAJOR WARFARE CENTERS REPORTING TO THE SYSCOM COMMANDERS
  - NAVAL AIR WARFARE CENTER
  - NAVAL SURFACE WARFARE CENTER
  - NAVAL UNDERSEA WARFARE CENTER
  - NAVAL COMMAND,CONTROL & OCEAN SURVEILLANCE CENTER
- STREAMLINING NAVY'S CORPORATE LABORATORY STRUCTURE REPORTING TO CNR

SCOPE

36 ACTIVITIES

$9.2 B BUSINESS BASE

36% RDT&E (4% S&T)
33% PROCUREMENT
31% SUPPORT & OTHER

APPROX. 65,000 PEOPLE

CONSOLIDATION IS THE MEANS TO PRESERVE CORE MISSION CAPABILITY UNDER MANDATED FUNDING AND PERSONNEL REDUCTIONS

10.C. Information on the incentive program being formlated toencourage scientists and engineers to relocate.

The Navy is currently developing plans to carefully manage the personnel actions associated with the consolidation. On a Navy-wide level, we are assuring that all of the benefits individuals are entitled to are properly offered and funded. The costs of these incentives are reflected in the COBRA model because they are, in fact, entitlements. These costs will be budgeted as part of the Base Closure process. The incentives are:

- House Hunting trip
- Travel to new duty station
- Household goods shipment
- Household good temporary storage
- Temporary quarters subsistence allowance
- Real Estate expenses (both selling and buying)
- Relocation income tax allowance
- Estimated average cost is $34,000 per person
  (This cost estimate is site independent and was developed separately from the COBRA model)

Specific, monetary incentives are available on a case by case basis and thus are being planned, controlled and funded at the activity level. Because the bulk of the personnel transfers are several years in the future, accurate estimates of how much additional monetary incentive, if any, will be needed to persuade our personnel to move are not available. Additional incentives which can be offered are:

- Relocation Bonus of up to 25% of a year's basic pay
  * Cost averages about $10,000 per person
  * Is targeted to individuals
- Relocation services contract
  * Guaranteed home purchase
  * Property management
  * Mortgage finding assistance
  * Spouse counselling and job search
  * Cost averages $28,000 per person

There is a final incentive that can be provided if deemed appropriate by the Secretary of Defense.

- DoD Homeowners Assistance Program (HAP)
  * Must be approved by Secretary of Defense
  * For areas where the real estate market has collapsed
  * Funding is provided to DoD from a special fund in the Treasury Department

DEPARTMENT OF THE NAVY RDT&E, ENGINEERING AND FLEET SUPPORT ACTIVITIES CONSOLIDATION

BRIEF TO
BASE CLOSURE & REALIGNMENT COMMISSION

25 JUNE 1991

BACKGROUND

OCT 89: DRAFT DMRD 922 TO INCREASE EFFICIENCY AND DECREASE COST THROUGH RDT&E CONSOLIDATION.

AUG 90:SECNAV REQUESTED PLAN FOR INTERNAL NAVY CONSOLIDATION
- CONSIDER ALL ACTIVITIES EXPENDING RDT&E FUNDS

OCT 90: BUDGET ENFORCEMENT ACT DECREASE NAVY TOA 21.5% FROM FY 1990 TO FY 1995

NOV 90: DEFENSE AUTHORIZATION ACT
- MANDATED 20% REDUCTION IN ACQUISITION WORKFORCE
- ESTABLISHED THE BASE CLOSURE AND REALIGNMENT COMMISSION
- ESTABLISHED ADVISORY COMMISSION ON CONSOLIDATION AND CONVERSION OF DEFENSE RESEARCH & DEVELOPMENT LABORATORIES

NOV 90: DMRD 922 SIGNED
- INTER-DEPARTMENT RELIANCE IN TECHNOLOGY
- INTER-DEPARTMENT CONSOLIDATIONS/TRANSFERS
- INTER-DEPARTMENT COMPETITION FOR S&T TASK EXECUTION
- IMPLEMENTATION OF RDT&E FACILITY CONSOLIDATION ACTIONS

DEC 90: SECNAV APPROVED INTERNAL CONSOLIDATION CONCEPT FOR PLANNING
- SYSCOM COMMANDERS & CHIEF OF NAVAL RESEARCH TO FORM PLANS
- ACTIONS SUBJECT OF BASE CLOSURE AND REALIGNMENT

NAVY LAB CONSOLIDATION
WORKING GROUP MEMBERSHIP

CHAIR — PRINCIPAL DEPUTY ASSISTANT SECRETARY (RD&A)

MEMBERS
- PRINCIPAL DEPUTY ASSISTANT SECRETARY (I&E)
- DEPUTY ASSISTANT SECRETARY, CIV PERS POLICY
- ASSOCIATE DIR, BUDGETS & REPORTS, COMPTROLLER
- DIR, GEN'L PLANNING & PRGM, OPNAV
- DEP'TY DIR, RDT&E RQMTS, OPNAV
- VICE COMMANDER, NAVAL SEA SYSTEMS CMD
- VICE COMMANDER, NAVAL AIR SYSTEMS CMD
- DIRECTOR OF NAVY LABS
- CHIEF OF NAVAL RESEARCH

REPRESENTATIVES
- OFFICE OF LEGISLATIVE AFFAIRS
- CHIEF OF NAVAL INFORMATION
- DON MGMT REVIEW INFORMATION OFFICE
- MARINE CORPS RD&A COMMAND

LABORATORY CONSOLIDATION SCOPE

- 76 ACTIVITIES ORIGINALLY CONSIDERED
  - ALL ACTIVITIES EXECUTING RDT&E(N) WORK
- 26 ACTIVITIES REMOVED FROM CONSIDERATION
  - PRINCIPALLY EDUCATION, TRAINING AND DEPOT CENTERS
- 14 ACTIVITIES CANDIDATES FOR INTER-SERVICE CONSOLIDATION
- 36 ACTIVITIES CANDIDATES FOR NAVY CONSOLIDATION

ACTIVITIES DELETED FROM THIS CONSOLIDATION

TRAINING ACTIVITIES

FLEET WEAPONS TRAINING FACILITY
NAVAL POST GRADUATE SCHOOL
NAVAL WAR COLLEGE
NAVAL ACADEMY

AVIATION DEPOTS

CHERRY POINT
JACKSONVILLE
NORFOLK
NORTH ISLAND
PENSACOLA

OTHER

EXPERIMENTAL DIVING UNIT
MANAGEMENT SYSTEMS SUPPORT OFFICE

SHIPYARDS

LONG BEACH, NORFOLK
PORTSMOUTH, MARE ISLAND
PUGET SOUND, PHILADELPHIA

SUPSHIPS

NEWPORT NEWS, BATH
GROTON, CHARLESTON
PASCAGOULA, SEATTLE

WEAPONS STATIONS

CONCORD
YORKTOWN
EARLE

CANDIDATES FOR INTER-SERVICE CONSOLIDATION

PERSONNEL/TRAINING

TRAINING SYSTEMS COMMAND

PERSONNEL R&D CENTER

OTHER

CLOTHING AND TEXTILE RESEARCH FACILITY

CIVIL ENGINEERING LAB

EOD TECH CENTER

MEDICAL

AEROSPACE MED RESEARCH LAB

BIODYNAMICS LAB

DENTAL RESEARCH INSTITUTE

HEALTH RESEARCH CENTER

MEDICAL RESEARCH INSTITUTE

SUBMARINE MED RESEARCH LAB

MEDICAL RESEARCH UNITS

- MANILA
- CAIRO
- JAKARTA

FINAL SCOPE

36 ACTIVITIES

$9.2B BUSINESS BASE APPROX. 65,000 PEOPLE

36% RDT&E (4% SCIENCE & TECHNOLOGY)
33% PROCUREMENT
31% SUPPORT & OTHER

CONSOLIDATION PROCESS

GATHER DETAILED DATA ON EACH ACTIVITY

AGGREGATE ACTIVITIES WITH LIKE FUNCTIONS

- INDEPENDENT OF EXISTING ORGANIZATIONAL ALIGNMENT
- POSITION FOR CHANGING BUSINESS BASE

CONSOLIDATE & REDUCE

ASSIGN UNIQUELY TECHNICAL LEADERSHIP AREAS

CALCULATE COST & ROI

REPEAT

DOD BASE CLOSURE & REALIGNMENT CRITERIA

MILITARY VALUE

- Current/Future mission requirements, impact on total force operational readiness
- Availability/Condition of land, facilities, and airspace at existing/potential receiving sites
- Contingency/mobilization/future total force requirements at existing/potential receiving sites
- Cost and manpower implications

RETURN ON INVESTMENT

- Extent/Timing of potential costs/savings

IMPACTS

- Community impact
- Community infrastructure
- Environmental impact

DON CONSOLIDATION CONCEPT

FOUR MAJOR WARFARE CENTERS

- NAVAL AIR WARFARE CENTER
- NAVAL SURFACE WARFARE CENTER
- NAVAL UNDERSEA WARFARE CENTER
- NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER

STREAMLINED CORPORATE LABORATORY

FULL SPECTRUM CENTERS

CUSTOMER-ORIENTED ORGANIZATION

CRITICAL MASS OF TECHNICAL TALENT IN KEY NAVY INTEREST AREAS

SEAMLESS TRANSITION OF PRODUCTS
FROM DEVELOPMENT THRU PRODUCTION INTO IN-SERVICE SUPPORT

UNIQUELY ASSIGNED TECHNICAL LEADERSHIP AREAS

MOST EFFICIENT UTILIZATION OF FACILITY INVESTMENTS

MINIMAL OVERHEAD THRU INTEGRATED COMMAND STRUCTURE

SENIOR MILITARY (FLAG) AND CIVILIAN (SES) LEADERSHIP

LEADERSHIP AREAS
NAVAL UNDERSEA WARFARE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST AND EVALUATION, ENGINEERING AND FLEET SUPPORT CENTER FOR SUBMARINES, AUTONOMOUS UNDERWATER SYSTEMS, SUBMARINE OFFENSIVE AND DEFENSIVE WEAPON SYSTEMS ASSOCIATED WITH SUBMARINE WARFARE.

ACTIVITIES

NAVAL UNDERWATER SYSTEMS CENTER
- NEWPORT, NEW LONDON

NAVAL UNDERSEA WARFARE ENGINEERING STATION
- KEYPORT

NAVAL SEA COMBAT SYSTEMS ENGINEERING STATION
- NORFOLK

TRIDENT COMMAND & CONTROL SYSTEMS MAINT. ACTIVITY
- NEWPORT

LEADERSHIP AREAS

UNDERSEA WARFARE MODELING AND ANALYSIS

SUBMARINE COMBAT AND COMBAT CONTROL SYSTEMS

SURFACE SHIP AND SUBMARINE SONAR SYSTEMS

SUBMARINE ELECTRONIC WARFARE

SUBMARINE UNIQUE ON-BOARD COMMUNICATION SYSTEMS AND COMMUNICATION NODES

SUBMARINE LAUNCHED WEAPONS SYSTEMS (EXCEPT STRATEGIC BALLISTIC MISSILE SYSTEMS, CRUISE MISSILES AND RELATED SYSTEMS)

UNDERSEA RANGES

SUBMARINE ELECTROMAGNETIC, ELECTRO-OPTIC AND NONACOUSTIC-EFFECTS RECONNAISSANCE, SEARCH AND TRACK SYSTEMS

UNDERSEA VEHICLE ACTIVE & PASSIVE SIGNATURES

SUBMARINE VULNERABILITY AND SURVIVABILITY

TORPEDOES AND TORPEDO COUNTERMEASURES

NAVAL UNDERSEA WARFARE CENTER (NUWC)

ALIGNMENT:

Forms Center composed of two Divisions:
Combat and Weapons Systems (Newport/Norfolk)
Weapons Systems ISE (Keyport)

IMPACT:

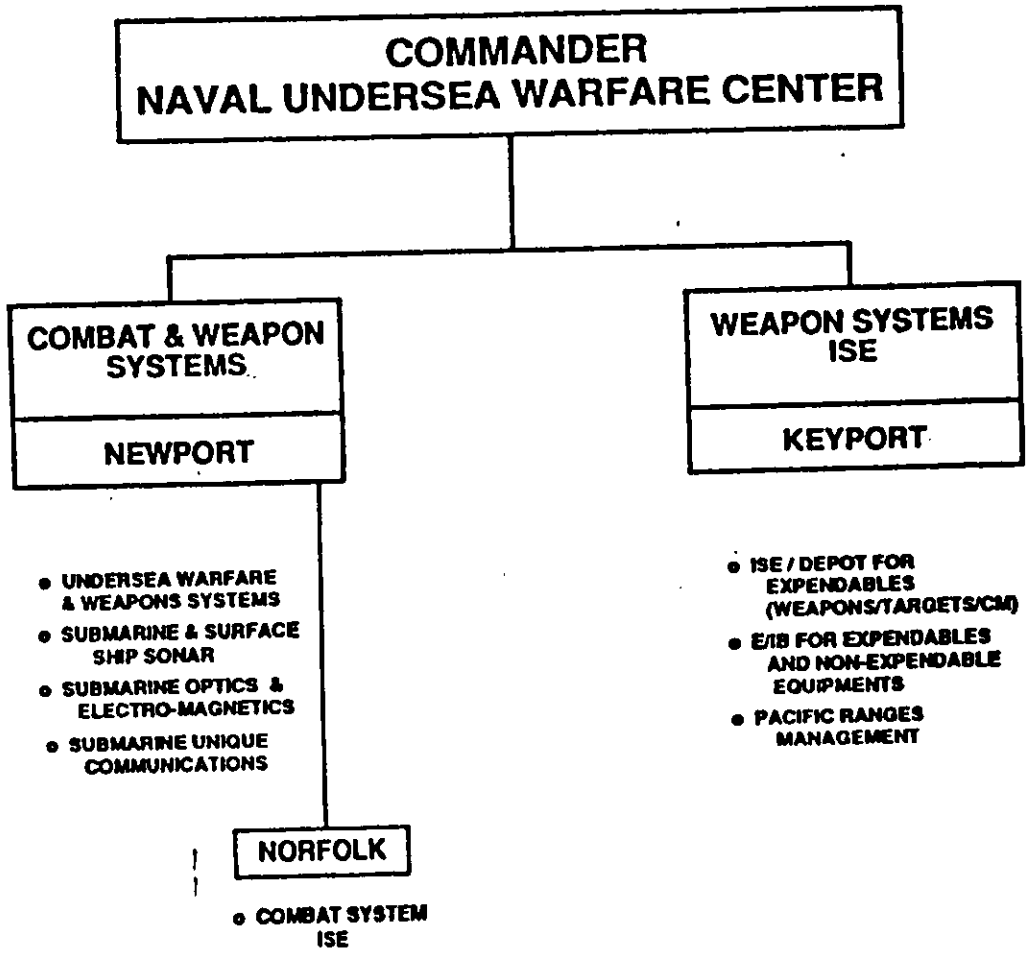
Close: None

Significantly Changed:

NUSC, New London	NSCSES, Norfolk
TRICCSMA, Newport	NUWES, Keyport
+NUSC, Newport	

LEADERSHIP AREAS

(FUNCTIONAL)



LEADERSHIP AREAS
NAVAL SURFACE WARFARE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST AND EVALUATION, ENGINEERING, AND FLEET SUPPORT CENTER FOR SHIP HULL, MECHANICAL AND ELECTRICAL SYSTEMS, SURFACE SHIP COMBAT SYSTEMS, COASTAL WARFARE SYSTEMS, AND OTHER OFFENSIVE AND DEFENSIVE SYSTEMS ASSOCIATED WITH SURFACE WARFARE.

ACTIVITIES

NAVAL SURFACE WARFARE CENTER
- DAHLGREN, WHITE OAK

DAVID TAYLOR RESEARCH CENTER
- CARDEROCK, ANNAPOLIS

FLEET COMBAT DIRECTION SYSTEMS SUPPORT ACTIVITY
- DAM NECK

NAVAL SHIP WEAPONS SYSTEMS ENGINEERING STATION
- PT. HUENEME

NAVAL SHIP SYSTEMS ENGINEERING STATION
- PHILADELPHIA

NAVAL WEAPONS SUPPORT CENTER - CRANE

NAVAL ORDNANCE STATION - INDIAN HEAD

INTEGRATED COMBAT SYSTEMS TEST FACILITY
- SAN DIEGO

NAVAL COASTAL SYSTEMS CENTER
- PANAMA CITY

NAVAL MINE WARFARE ENGINEERING ACTIVITY
- YORKTOWN

NAVAL ORDNANCE STATION - LOUISVILLE

LEADERSHIP AREAS

SURFACE WARFARE ANALYSIS AND MODELING

SURFACE SHIP COMBAT AND COMBAT CONTROL SYSTEMS

SURFACE SHIP ELECTRONIC WARFARE

SURFACE SHIP ELECTROMAGNETIC AND ELECTRO-OPTIC RECONNAISSANCE, SEARCH & TRACK SYSTEMS

SURFACE SHIP WEAPON SYSTEMS

SURFACE SHIP VULNERABILITY AND SURVIVABILITY

SHIP ACTIVE & PASSIVE SIGNATURES

SURFACE AND UNDERSEA VEHICLE HULL, MACHINERY, PROPULSORS AND EQUIPMENT

PLATFORM SYSTEMS INTEGRATION

STRATEGIC TARGETING SUPPORT

AMPHIBIOUS WARFARE SYSTEMS

SPECIAL WARFARE SYSTEMS

WARHEADS

MINES, MINE COUNTERMEASURES, MINE CLEARANCE SYSTEMS

NAVAL SURFACE WARFARE CENTER (NSWC)

ALIGNMENT:

Forms Center composed of four Divisions: Combat & Weapons Systems R&D (Dahlgren/Panama City), ISE (Port Hueneme/Dam Neck), Engineering &Industrial Base (Crane/Louisville/Indian Head), Hull, Mechanical & Electrical (HM&E) R&D and ISE (Carderock/Philadelphia)

IMPACT:

Close: ICSTF, San Diego

Significantly Changed:

NSWC, White Oak	DTRC, Annapolis
NOS, Indian Head	NOS, Louisville
NCSC, Panama City	NWSC, Crane
NAVSESS, Philadelphia	+FCDSSA, Dam Neck
+NSWC, Dahlgren	+DTRC, Carderock

NMWEA, Yorktown

LEADERSHIP AREAS

(FUNCTIONAL)

COMMANDER
NAVAL SURFACE WARFARE CENTER

COMBAT & WEAPON SYSTEMS R&D — DAHLGREN

- SURFACE SHIP ELECTRONIC WARFARE
- SURFACE WARFARE COMBAT AND WEAPONS SYSTEMS
- U/W MINES
- DIRECTED ENERGY
- NUCLEAR WEAPONS EFFECTS
- SURFACE SHIP MISSILE INTEGRATION
- SURFACE WARFARE ANALYSIS MODELING

PANAMA CITY

- AMPHIBIOUS WARFARE
- DIVING AND SALVAGE
- MINE COUNTERMEASURES
- SPECIAL WARFARE

COMBAT & WEAPON SYSTEMS ISE — PORT HUENEME

- SURFACE WARFARE COMBAT & WEAPON SYSTEMS ISE
- UNDERWAY REPLENISHMENT

DAM NECK

- COMBAT SYSTEMS SOFTWARE
- MINE ISE

COMBAT & WEAPON SYSTEM ENG & INDUSTRIAL BASE — CRANE

- ELECTRONIC DEVICES
- PYROTECHNICS
- SURFACE SHIP ELECTRONIC WARFARE ISE

LOUISVILLE

- MECHANICAL DEVICES
- GUN SYSTEMS

INDIAN HEAD

- ORDNANCE DEVICES
- SPECIAL WEAPONS SUPPORT
- LOW RATE / PROTOTYPE ENERGETIC MATERIALS
- EXPLOSIVES

HM&E R&D AND ISE — CARDEROCK

- SHIP AND SUBS HM&E
- PROPULSION
- SHIP & SUB MATERIALS

PHILADELPHIA

- ISE FOR SHIP AND SUB HM&E

DRAFT WORKING PAPERS

LEADERSHIP AREAS
NAVAL AIR WARFARE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST & EVALUATION, ENGINEERING, AND FLEET SUPPORT CENTER FOR AIR PLATFORMS, AUTONOMOUS AIR VEHICLES, MISSILES AND MISSILE SUBSYSTEMS, WEAPONS SYSTEMS ASSOCIATED WITH AIR WARFARE, AND FOR SENSOR SYSTEMS USED TO CONDUCT ANTI-SUBMARINE WARFARE FROM AIR PLATFORMS.

NAVAL AIR WARFARE CENTER

- NAVAL WEAPONS CENTER - CHINA LAKE
- NAVAL AIR DEVELOPMENT CENTER - WARMINSTER
- NAVAL AIR TEST CENTER - PATUXENT RIVER
- PACIFIC MISSILE TEST CENTER - PT. MUGU
- NAVAL AIR ENGINEERING CENTER - LAKEHURST
- NAVAL AIR PROPULSION CENTER - TRENTON
- NAVAL ORDNANCE MISSILE TEST STATION - WHITE SANDS
- NAVAL WEAPONS EVALUATION FACILITY - ALBUQUERQUE
- NAVAL AVIONICS CENTER - INDIANAPOLIS

LEADERSHIP AREAS

- AIR WARFARE ANALYSIS AND MODELING
- AIR VEHICLES, MANNED & UNMANNED, AND AIR VEHICLE PROPULSION SYSTEMS
- AIRCRAFT CREW EQUIPMENT & LIFE SUPPORT
- AIRBORNE SURVEILLANCE SYSTEMS
- TACTICAL AIRCRAFT COMBAT AND COMBAT CONTROL SYSTEMS
- AIR ASW SYSTEMS AND SENSORS
- MISSILES AND MISSILE SUBSYSTEMS
- FREE-FALL AND UNGUIDED WEAPONS
- AIRCRAFT ELECTRONIC WARFARE
- AIRCRAFT AND MISSILE SURVIVABILITY AND VULNERABILITY
- AIRCRAFT AND MISSILE ACTIVE AND PASSIVE SIGNATURES
- AERODYNAMIC DECELERATION (PARACHUTE SYSTEMS) AND COMPONENTS
- AIRCRAFT AND WEAPONS RANGES
- MRTFB MANAGEMENT
- AVIATION GROUND SUPPORT EQUIPMENT
- AIRCRAFT LAUNCH AND RECOVERY SYSTEM
- AIR PLATFORM SYSTEMS INTEGRATION
- TARGETS AND SIMULATORS FOR AIR LAUNCHED SYSTEMS

NAVAL AIR WARFARE CENTER (NAWC)

ALIGNMENT:

Forms Center comprised of Weapons (West Coast) and Aircraft (East Coast) Divisions at China Lake/Point Mugu and Patuxent River

IMPACT:

Close: NADC, Warminster (Nav facilities to NCCOSC)
NAPC, Trenton (Except unique engine test cells)
NWEF, Albequerque

Significantly Changed:
NAEC, Lakehurst
NAC, Indianapolis
NOMTS, White Sands

LEADERSHIP AREAS

COMMANDER NAVAL AIR WARFARE CENTER

AIRCRAFT DIVISION

NORTHEAST FACILITIES *

- AIRCRAFT LAUNCH AND RECOVERY SYSTEM
- AVIATION SUPPORT EQUIPMENT
- PROPULSION SYSTEMS TEST

INDIANAPOLIS *

- ELECTRONICS MANUFACTURING PRODUCTION SUPPORT
- ELECTRONIC SYSTEMS TRANSITION TO PRODUCTION
- PILOT / EMERGENCY PRODUCTION

PATUXENT RIVER *

- AIRCRAFT TESTING
- AIRCRAFT T&E RANGES
- AIRCRAFT MODELING AND ANALYSIS
- AIR VEHICLES, MANNED AND UNMANNED
- AIRCREW EQUIPMENT AND LIFE SUPPORT
- AIRBORNE SURVEILLANCE SYSTEMS
- AIR ASW SYSTEMS AND SENSORS
- AIRCRAFT ELECTRONIC WARFARE T&E
- AIR PLATFORM SYSTEMS INTEGRATION
- AIRCRAFT ACTIVE AND PASSIVE SIGNATURES
- AIR VEHICLE PROPULSION

WEAPONS DIVISION

CHINA LAKE *

- MISSILE / MISSILE SUBSYSTEMS R&D AND ISE
- FREEFALL / UNGUIDED WEAPONS R&D AND ISE
- WEAPONS MODELING AND ANALYSIS
- WEAPON SYSTEM INTEGRATION
- AIRCRAFT / MISSILE SURVIVABILITY / VULNERABILITY TESTING
- PARACHUTE SYSTEMS / COMPONENTS
- AIR/LAND, RCS, EW RANGES
- AIRCRAFT ELECTRONIC WARFARE R&D AND ISE
- MISSILE SIGNATURE ACTIVE AND PASSIVE
- COMBAT AND COMBAT CONTROL SYSTEMS R&D

POINT MUGU *

- AIRBORNE WEAPONS T&E
- AIR / SEA RANGE
- AIRCRAFT ARMAMENT SYSTEMS / EQUIPMENT
- TARGETS AND SIMULATORS FOR AIR LAUNCHED SYSTEMS
- AERIAL TARGET / THREAT SIMULATOR DEVELOPMENT

*BASE COMMANDER SUBORDINATE TO THE TECHNICAL DIVISIONS

NOTE: MRTFB MANAGEMENT AT HEADQUARTERS

LEADERSHIP AREAS

NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST & EVALUATION, ENGINEERING AND FLEET SUPPORT CENTER FOR COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS AND OCEAN SURVEILLANCE AND THE INTEGRATION OF THOSE SYSTEMS WHICH OVERARCH MULTIPLATFORMS

NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER

NAVAL OCEAN SYSTEMS CENTER - SAN DIEGO
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - CHARLESTON
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - VALLEJO
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - SAN DIEGO
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - PORTSMOUTH
NAVAL ELECTRONIC SYSTEMS ENGINEERING ACTIVITY - ST. INIGOES
NAVAL ELECTRONIC SYSTEMS SECURITY ENGINEERING CENTER - WASHINGTON, D.C.
NAVAL ELECTRONICS ENGINEERING ACTIVITY, PACIFIC - PEARL HARBOR
FLEET COMBAT DIRECTION SOFTWARE SUPPORT ACTIVITY - SAN DIEGO
NAVAL SPACE SYSTEMS ACTIVITY - LOS ANGELES

LEADERSHIP AREAS

COMMAND CONTROL AND COMMUNICATION SYSTEMS

COMMAND CONTROL AND COMMUNICATION SYSTEMS COUNTERMEASURES

OCEAN SURVEILLANCE SYSTEMS

COMMAND CONTROL AND COMMUNICATION MODELING AND ANALYSIS

OCEAN ENGINEERING

NAVIGATION SUPPORT

MARINE MAMMALS

INTEGRATION OF SPACE COMMUNICATION AND SURVEILLANCE SYSTEMS

NAVAL COMMAND, CONTROL, AND OCEAN SURVEILLANCE CENTER (NCCOSC)

ALIGNMENT:

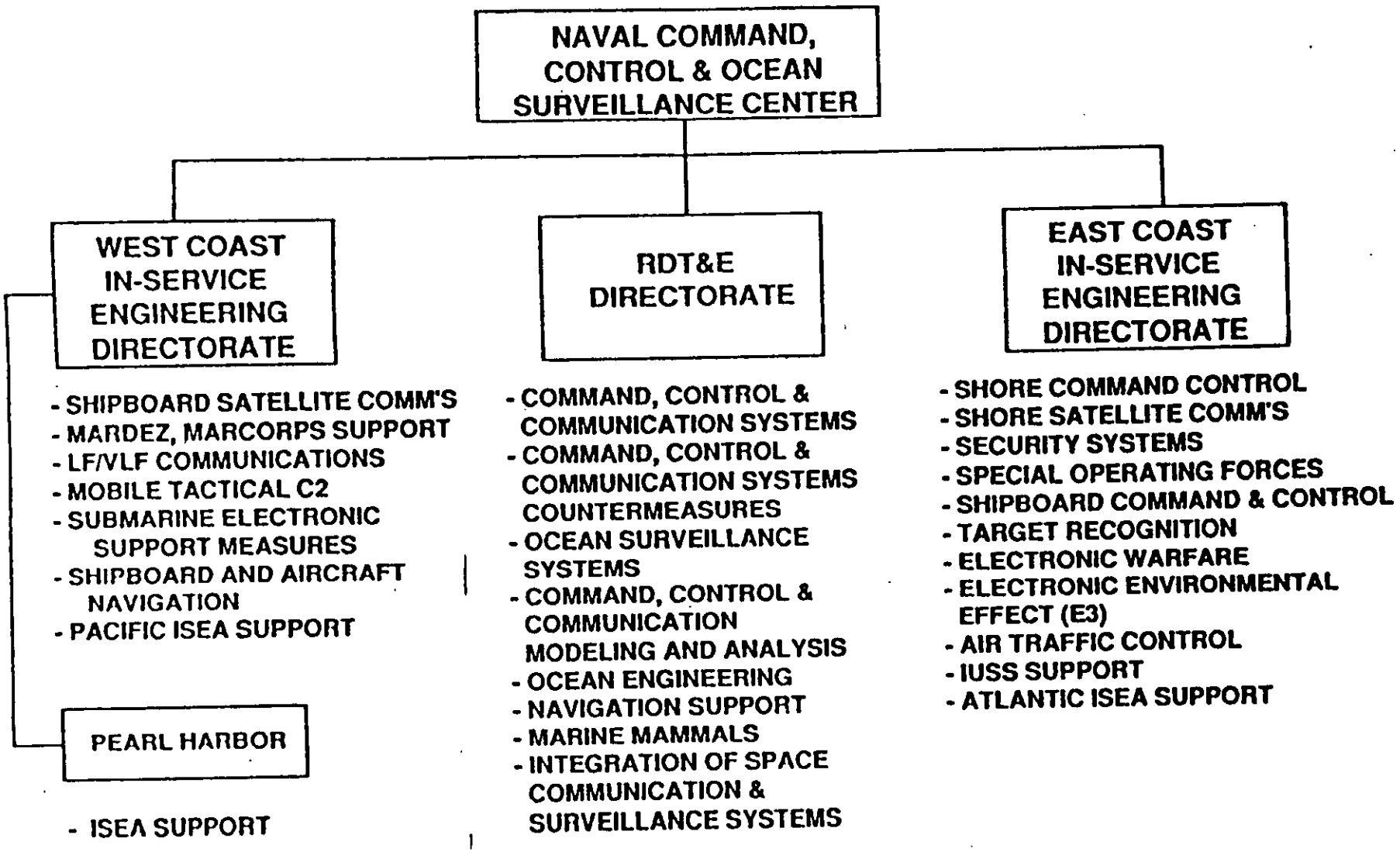
Concentrates activities in San Diego & Portsmouth, VA

IMPACT:

Close: NOSC Det Kaneohe, HI
NSSA Los Angeles, CA
NESEC Vallejo, CA
NESEC Charleston, SC
NESEA St. Inigoes, MD
NESEA San Diego, CA
NESSEC, Washington, DC

Significantly Changed:
NOSC San Diego, CA
NESEC Portsmouth, VA
NEEACTPAC, Pearl Harbor, HI

LEADERSHIP AREAS



LEADERSHIP AREAS
CORPORATE RESEARCH LABORATORY

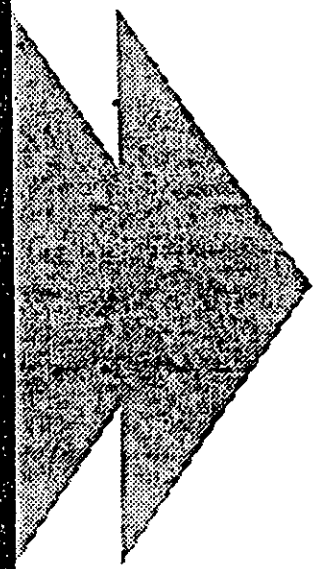
MISSION

TO CONDUCT A BROADLY BASED MULTIDISCIPLINARY PROGRAM OF SCIENTIFIC RESEACH AND ADVANCED TECHNOLOGICAL DEVELOPMENT DIRECTED TOWARD MARITIME APPLICATIONS OF NEW AND IMPROVED MATERIALS, TECHNIQUES, EQUIPMENT, SYSTEMS, OCEAN, ATMOSPHERIC, AND SPACE SCIENCES, AND RELATED TECHNOLOGIES.

CORPORATE RESEARCH LABORATORY

NAVAL RESEARCH LABORATORY - WASH., DC

NAVAL OCEANOGRAPHIC & ATMOSPHERIC RESEARCH LAB - BAY ST. LOUIS, MS



LEADERSHIP AREAS

PRIMARY IN-HOUSE RESEARCH FOR THE PHYSICAL, ENGINEERING, SPACE, AND ENVIRONMENTAL SCIENCES

BROADLY BASED EXPLORATORY AND ADVANCED DEVELOPMENT PROGRAM IN RESPONSE TO IDENTIFIED AND ANTICIPATED NAVY NEEDS

BROAD MULTIDISCIPLINARY SUPPORT TO THE NAVAL WARFARE CENTERS

SPACE & SPACE SYSTEMS TECHNOLOGY DEVELOPMENT & SUPPORT

LABCONSOL MAR28.2

NAVAL RESEARCH LABORATORY (NRL)

ALIGNMENT:

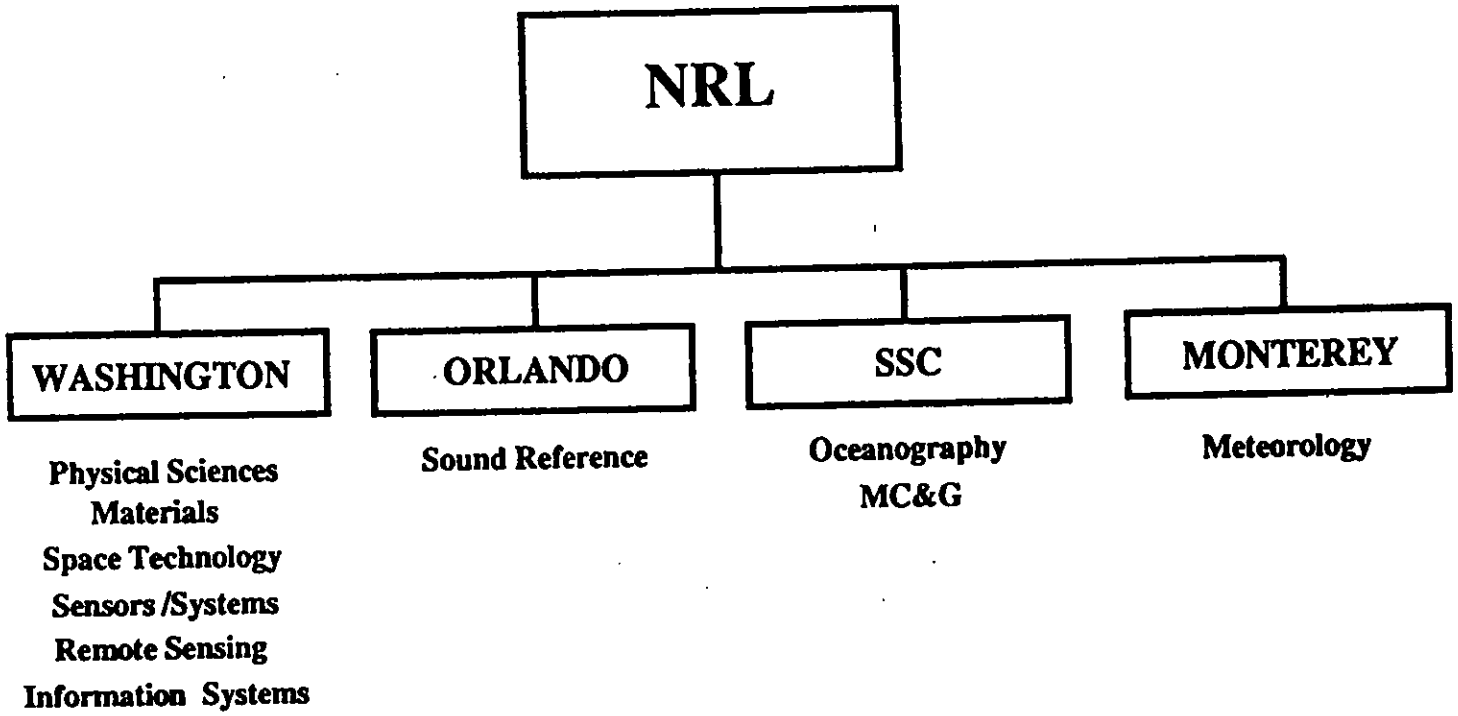
Combines current NRL and Naval Oceanographic and Atmospheric Laboratory (NOARL) to form one Corporate Lab for the Navy.

IMPACT:

Close: None

Significantly Changed: NOARL disestablished

LEADERSHIP AREAS



Directorate leadership centralized in Washington

COST AND SAVINGS

TOTAL ONE-TIME COST $543M (*359 / 184) ANNUAL SAVINGS $115M (90 / 25)

MOST SIGNIFICANT ACTIONS PLANNED:

	COST($M)	SAV.($M)	ROI(yrs)
CLOSE NADC WARMINSTER	184	25	9
REDUCE NSWC DETACHMENT WHITE OAK	89	11	12
REDUCE DTRC DETACHMENT ANNAPOLIS	48	6	10
REDUCE NUSC DETACHMENT NEW LONDON	60	7	7

MISSED OPPORTUNITY

BUSINESS PERSPECTIVE

EXISTING NAVY RDT&E INFRASTRUCTURE

- RESULTS FROM EXPANDING DEFENSE BUSINESS ENVIRONMENT
- SUCCESSFUL ENTREPRENEURSHIP PRODUCED MULTIPLICATIVE CAPABILITY
- CONSISTENT WITH DEFENSE NEEDS OF THE 80'S

RESOURCE CHANGES PREDICTED THROUGH FY-95

- 21% BUSINESS BASE REDUCTION
- 20% ACQUISITION WORK FORCE REDUCTION

IMPERATIVES LEADING TO CONSOLIDATION

- MAINTAIN "CRITICAL MASS" IN KEY TECHNICAL AREAS
- ACHIEVE MAXIMUM SAVINGS THRU "OVERHEAD" REDUCTIONS
- REPOSITION OURSELVES TO RESPOND TO DECLINING RESOURCES

DEPARTMENT OF THE NAVY RDT&E, ENGINEERING AND FLEET SUPPORT ACTIVITIES CONSOLIDATION

BRIEF TO
BASE CLOSURE & REALIGNMENT COMMISSION

27 JUNE 1991

BACKGROUND

OCT 89: OSD INITIATED ACTION TO INCREASE LAB EFFICIENCY AND DECREASE COST THROUGH CONSOLIDATION

AUG 90: SECNAV REQUESTED PLAN FOR NAVY "LAB" CONSOLIDATION
- CONSIDER ALL ACTIVITIES EXPENDING RDT&E FUNDS

OCT 90: BUDGET ENFORCEMENT ACT DECREASED NAVY TOA 21.5% FROM FY 1990 TO FY 1995

NOV 90: DEFENSE AUTHORIZATION ACT
- MANDATED 20% REDUCTION IN ACQUISITION WORKFORCE
- ESTABLISHED BASE CLOSURE AND REALIGNMENT COMMISSION
- ESTABLISHED ADVISORY COMMISSION ON CONSOLIDATION AND CONVERSION OF DEFENSE RESEARCH & DEVELOPMENT LABORATORIES

DEC 90: SECNAV APPROVED NAVY "LAB" CONSOLIDATION CONCEPT FOR PLANNING. DIRECTED IMPLEMENTATION PLANNING

FINAL SCOPE

36 ACTIVITIES

$9.2B BUSINESS BASE APPROX. 65,000 PEOPLE

36% RDT&E (4% SCIENCE & TECHNOLOGY)
33% PROCUREMENT
31% SUPPORT & OTHER

DON CONSOLIDATION CONCEPT

FOUR MAJOR WARFARE CENTERS

- NAVAL AIR WARFARE CENTER
- NAVAL SURFACE WARFARE CENTER
- NAVAL UNDERSEA WARFARE CENTER
- NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER

STREAMLINED CORPORATE LABORATORY

LEADERSHIP AREAS
NAVAL AIR WARFARE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST & EVALUATION, ENGINEERING, AND FLEET SUPPORT CENTER FOR AIR PLATFORMS, AUTONOMOUS AIR VEHICLES, MISSILES AND MISSILE SUBSYSTEMS, WEAPONS SYSTEMS ASSOCIATED WITH AIR WARFARE, AND FOR SENSOR SYSTEMS USED TO CONDUCT ANTI-SUBMARINE WARFARE FROM AIR PLATFORMS.

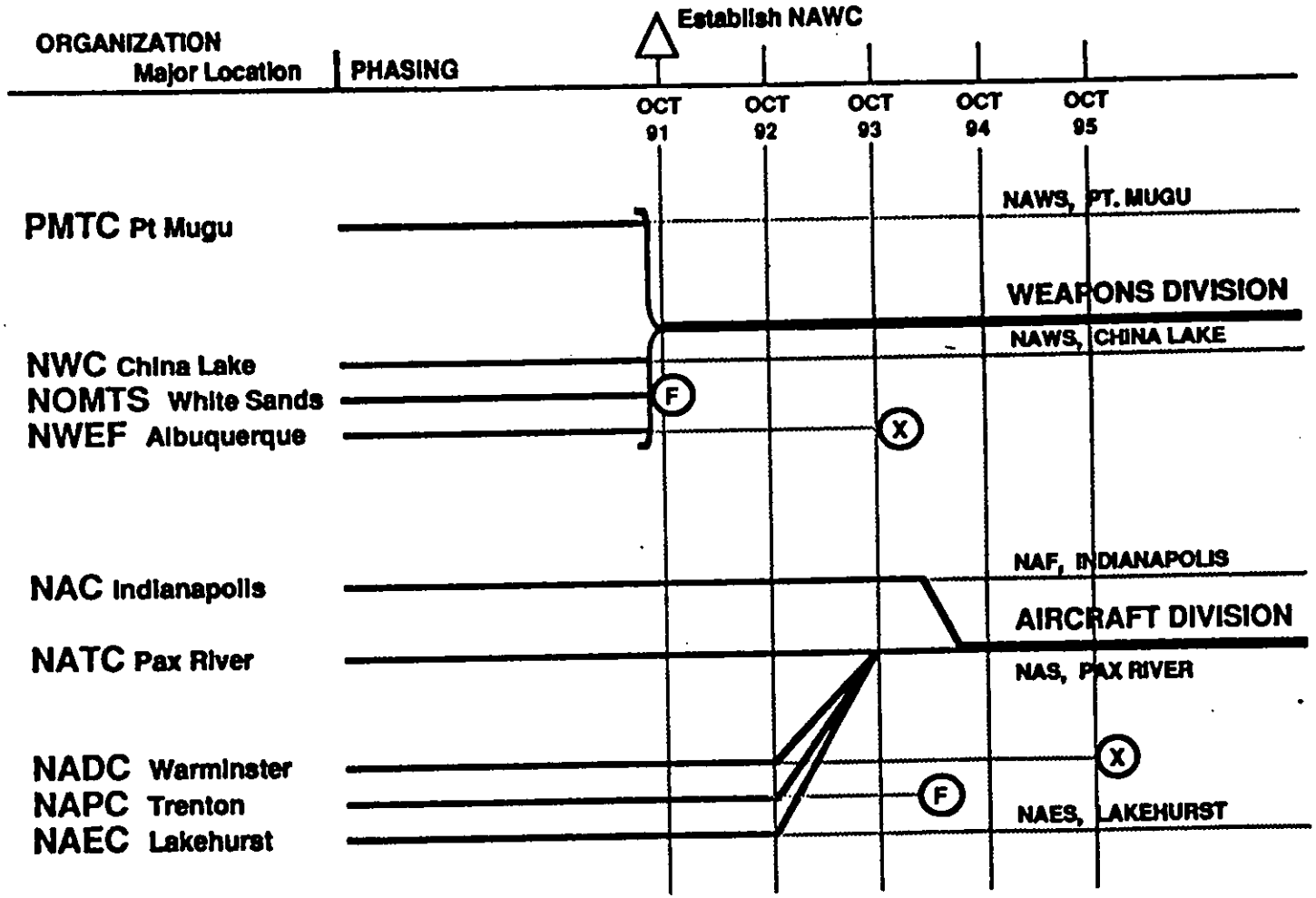
NAVAL AIR WARFARE CENTER

- NAVAL WEAPONS CENTER - CHINA LAKE
- NAVAL AIR DEVELOPMENT CENTER - WARMINSTER
- NAVAL AIR TEST CENTER - PATUXENT RIVER
- PACIFIC MISSILE TEST CENTER - PT. MUGU
- NAVAL AIR ENGINEERING CENTER - LAKEHURST
- NAVAL AIR PROPULSION CENTER - TRENTON
- NAVAL ORDNANCE MISSILE TEST STATION - WHITE SANDS
- NAVAL WEAPONS EVALUATION FACILITY - ALBUQUERQUE
- NAVAL AVIONICS CENTER - INDIANAPOLIS

LEADERSHIP AREAS

- AIR WARFARE ANALYSIS AND MODELING
- AIR VEHICLES, MANNED & UNMANNED, AND AIR VEHICLE PROPULSION SYSTEMS
- AIRCRAFT CREW EQUIPMENT & LIFE SUPPORT
- AIRBORNE SURVEILLANCE SYSTEMS
- TACTICAL AIRCRAFT COMBAT AND COMBAT CONTROL SYSTEMS
- AIR ASW SYSTEMS AND SENSORS
- MISSILES AND MISSILE SUBSYSTEMS
- FREE-FALL AND UNGUIDED WEAPONS
- AIRCRAFT ELECTRONIC WARFARE
- AIRCRAFT AND MISSILE SURVIVABILITY AND VULNERABILITY
- AIRCRAFT AND MISSILE ACTIVE AND PASSIVE SIGNATURES
- AERODYNAMIC DECELERATION (PARACHUTE SYSTEMS) AND COMPONENTS
- AIRCRAFT AND WEAPONS RANGES
- MRTFB MANAGEMENT
- AVIATION GROUND SUPPORT EQUIPMENT
- AIRCRAFT LAUNCH AND RECOVERY SYSTEM
- AIR PLATFORM SYSTEMS INTEGRATION
- TARGETS AND SIMULATORS FOR AIR LAUNCHED SYSTEMS

PROPOSED
NAVAL AIR WARFARE CENTER (FY 91-95)



(F) = UNIQUE FACILITIES ONLY
(X) = CLOSE FACILITY

LEADERSHIP AREAS
NAVAL SURFACE WARFARE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST AND EVALUATION, ENGINEERING, AND FLEET SUPPORT CENTER FOR SHIP HULL, MECHANICAL AND ELECTRICAL SYSTEMS, SURFACE SHIP COMBAT SYSTEMS, COASTAL WARFARE SYSTEMS, AND OTHER OFFENSIVE AND DEFENSIVE SYSTEMS ASSOCIATED WITH SURFACE WARFARE.

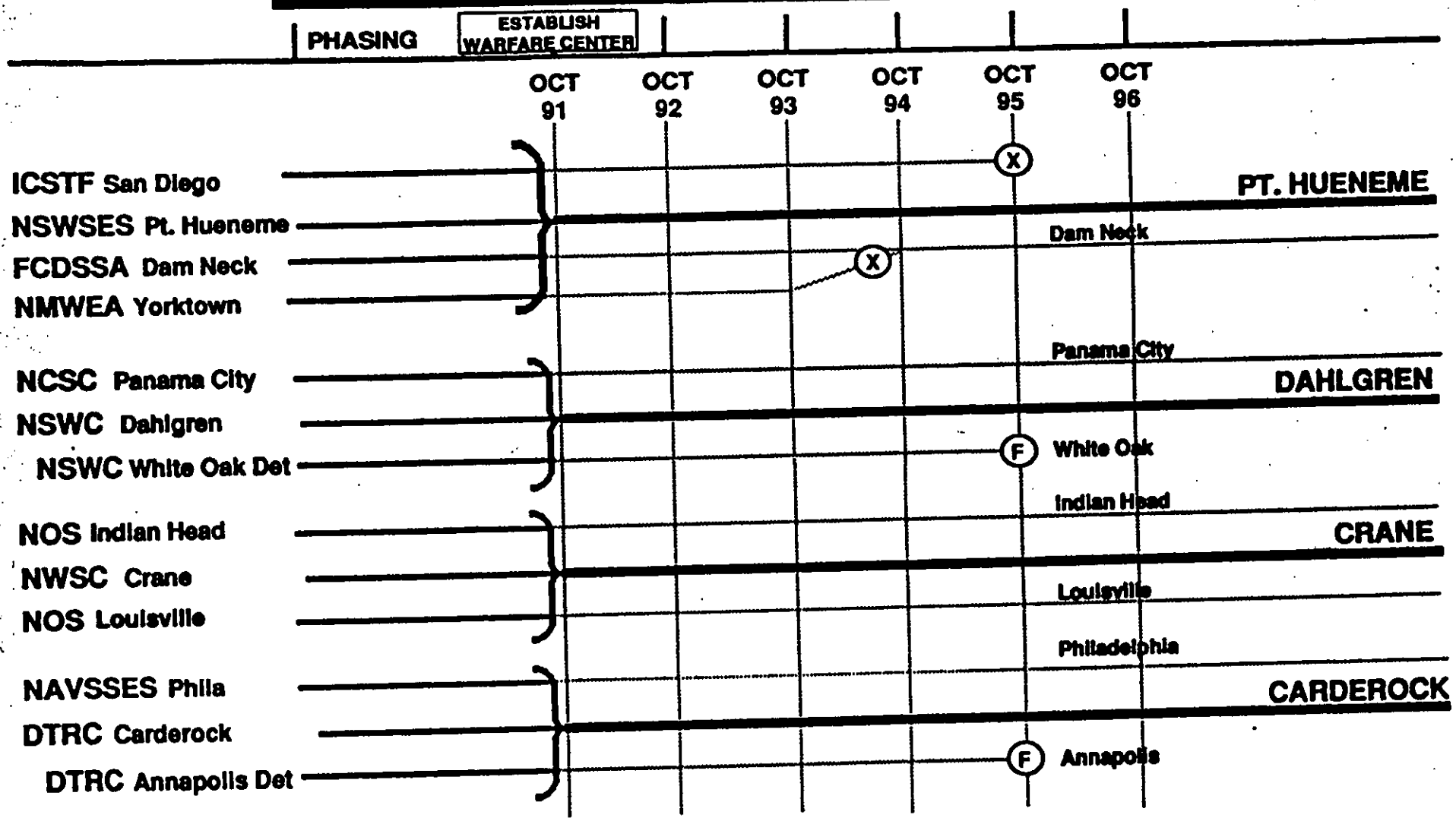
ACTIVITIES

- NAVAL SURFACE WARFARE CENTER
  - DAHLGREN, WHITE OAK
- DAVID TAYLOR RESEARCH CENTER
  - CARDEROCK, ANNAPOLIS
- FLEET COMBAT DIRECTION SYSTEMS SUPPORT ACTIVITY
  - DAM NECK
- NAVAL SHIP WEAPONS SYSTEMS ENGINEERING STATION
  - PT. HUENEME
- NAVAL SHIP SYSTEMS ENGINEERING STATION
  - PHILADELPHIA
- NAVAL WEAPONS SUPPORT CENTER - CRANE
- NAVAL ORDNANCE STATION - INDIAN HEAD
- INTEGRATED COMBAT SYSTEMS TEST FACILITY
  - SAN DIEGO
- NAVAL COASTAL SYSTEMS CENTER
  - PANAMA CITY
- NAVAL MINE WARFARE ENGINEERING ACTIVITY
  - YORKTOWN
- NAVAL ORDNANCE STATION - LOUISVILLE

LEADERSHIP AREAS

- SURFACE WARFARE ANALYSIS AND MODELING
- SURFACE SHIP COMBAT AND COMBAT CONTROL SYSTEMS
- SURFACE SHIP ELECTRONIC WARFARE
- SURFACE SHIP ELECTRONIC DETECTION AND RECONNAISSANCE/SEARCH/TRACK
- SURFACE SHIP WEAPON SYSTEMS
- SURFACE SHIP VULNERABILITY AND SURVIVABILITY
- SHIP ACTIVE & PASSIVE SIGNATURES
- SURFACE AND UNDERWATER VEHICLES, PROPULSORS AND EQUIPMENT
- PLATFORM SYSTEMS INTEGRATION
- STRATEGIC TARGETING SUPPORT
- AMPHIBIOUS WARFARE SYSTEMS
- SPECIAL WARFARE SYSTEMS
- WARHEADS
- MINES, MINE COUNTERMEASURES, MINE CLEARANCE SYSTEMS

NAVAL SURFACE WARFARE CENTER (FY 91-95)



(F) = OPERATE UNIQUE FACILITIES ONLY
(X) = CLOSE

LEADERSHIP AREAS
NAVAL UNDERSEA WARFARE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST AND EVALUATION, ENGINEERING AND FLEET SUPPORT CENTER FOR SUBMARINES, AUTONOMOUS UNDERWATER SYSTEMS; SUBMARINE OFFENSIVE AND DEFENSIVE WEAPON SYSTEMS ASSOCIATED WITH SUBMARINE WARFARE.

ACTIVITIES

NAVAL UNDERWATER SYSTEMS CENTER
- NEWPORT, NEW LONDON

NAVAL UNDERSEA WARFARE ENGINEERING STATION
- KEYPORT

NAVAL SEA COMBAT SYSTEMS ENGINEERING STATION
- NORFOLK

TRIDENT COMMAND & CONTROL SYSTEMS MAINT. ACTIVITY
- NEWPORT

LEADERSHIP AREAS

UNDERSEA WARFARE MODELING AND ANALYSIS

SUBMARINE COMBAT AND COMBAT CONTROL SYSTEMS

SURFACE SHIP AND SUBMARINE SONAR SYSTEMS

SUBMARINE ELECTRONIC WARFARE

SUBMARINE UNIQUE ON-BOARD COMMUNICATION SYSTEMS AND COMMUNICATION NODES

SUBMARINE LAUNCHED WEAPON SYSTEMS (EXCEPT STRATEGIC BALLISTIC MISSILE SYSTEMS, CRUISE MISSILES AND RELATED SYSTEMS)

UNDERSEA RANGES

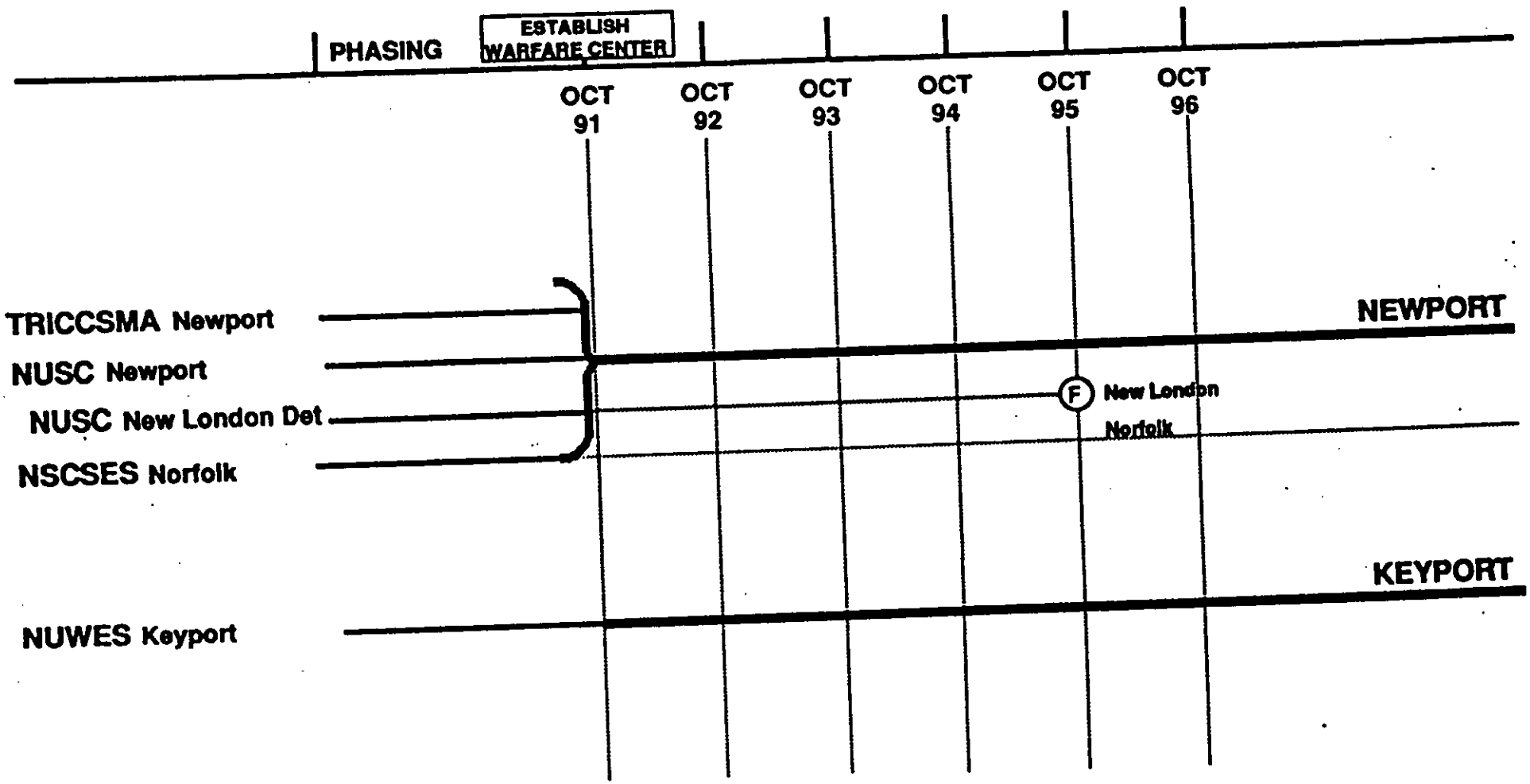
SUBMARINE ELECTROMAGNETIC, ELECTRO-OPTIC AND NONACOUSTIC EFFECTS, RECONNAISSANCE, SEARCH AND TRACK SYSTEMS

UNDERSEA VEHICLE ACTIVE & PASSIVE SIGNATURES

SUBMARINE VULNERABILITY AND SURVIVABILITY

TORPEDOES AND TORPEDO COUNTERMEASURES

NAVAL UNDERSEA WARFARE CENTER (FY 91-95)



(F) = OPERATE UNIQUE FACILITIES ONLY

LEADERSHIP AREAS
NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER

MISSION

TO BE THE NAVY'S FULL SPECTRUM RESEARCH, DEVELOPMENT, TEST & EVALUATION, ENGINEERING AND FLEET SUPPORT CENTER FOR COMMAND, CONTROL AND COMMUNICATIONS SYSTEMS AND OCEAN SURVEILLANCE AND THE INTEGRATION OF THOSE SYSTEMS WHICH OVERARCH MULTIPLATFORMS

NAVAL COMMAND, CONTROL AND OCEAN SURVEILLANCE CENTER

NAVAL OCEAN SYSTEMS CENTER - SAN DIEGO
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - CHARLESTON
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - VALLEJO
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - SAN DIEGO
NAVAL ELECTRONIC SYSTEMS ENGINEERING CENTER - PORTSMOUTH
NAVAL ELECTRONIC SYSTEMS ENGINEERING ACTIVITY - ST. INIGOES
NAVAL ELECTRONIC SYSTEMS SECURITY ENGINEERING CENTER - WASHINGTON, D.C.
NAVAL ELECTRONICS ENGINEERING ACTIVITY, PACIFIC - PEARL HARBOR
FLEET COMBAT DIRECTION SOFTWARE SUPPORT ACTIVITY - SAN DIEGO
NAVAL SPACE SYSTEMS ACTIVITY - LOS ANGELES

LEADERSHIP AREAS

COMMAND CONTROL AND COMMUNICATION SYSTEMS

COMMAND CONTROL AND COMMUNICATION SYSTEMS COUNTERMEASURES

OCEAN SURVEILLANCE SYSTEMS

COMMAND CONTROL AND COMMUNICATION MODELING AND ANALYSIS

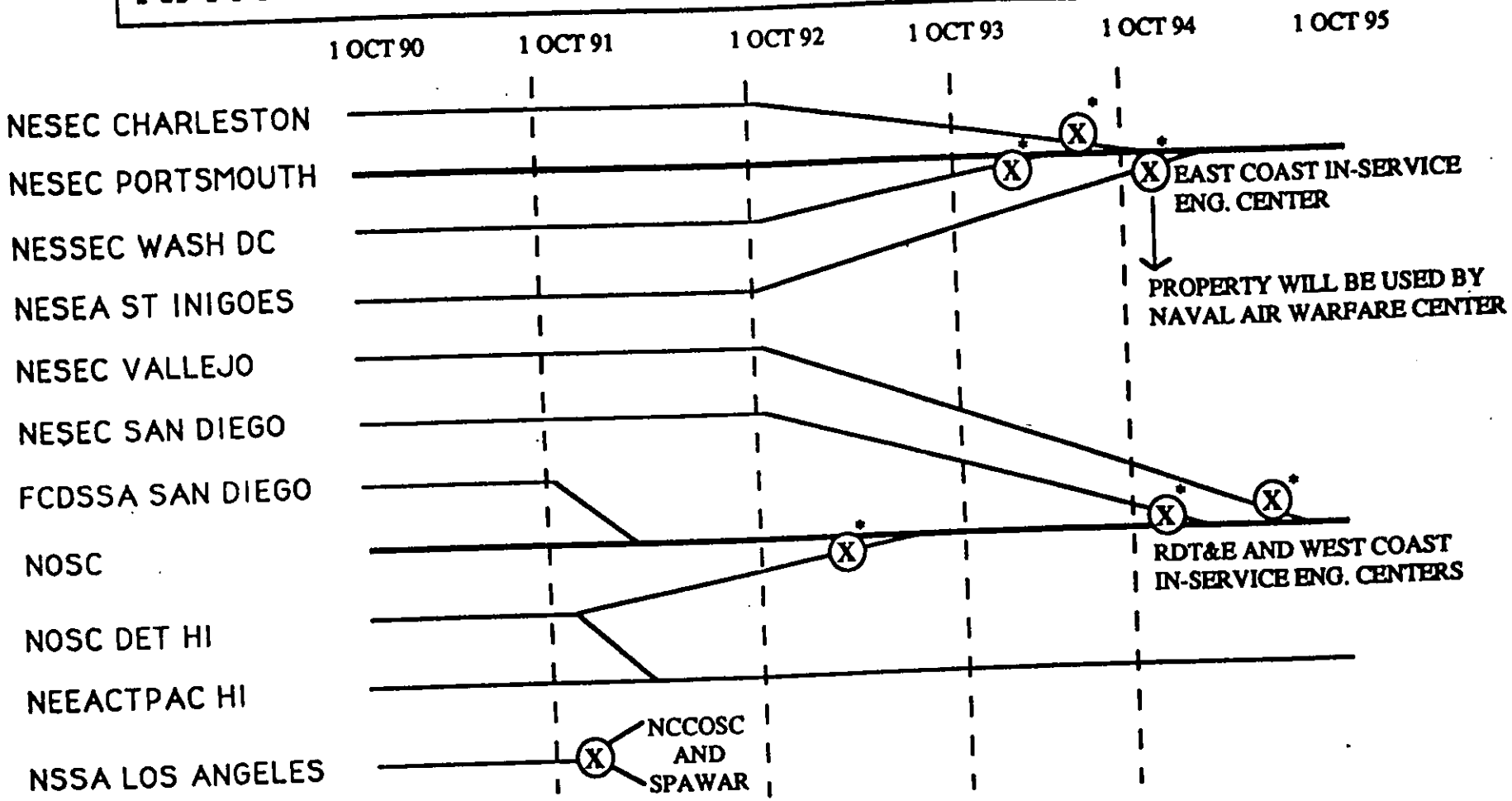
OCEAN ENGINEERING

NAVIGATION SUPPORT

MARINE MAMMALS

INTEGRATION OF SPACE COMMUNICATION AND SURVEILLANCE SYSTEMS

NAVAL C2/OCEAN SURVEILLANCE CENTER



*: REQUIRES MILCON

(X) = CLOSURE

SUMMARY

WE HAVE:
- DIFFUSE TECHNICAL INFRASTRUCTURE
- DECLINING BUSINESS BASE

THEREFORE:
- CORPORATE RESTRUCTURING REQUIRED
  - STRENGTHEN TECHNICAL CAPABILITY
  - MINIMIZE DUPLICATION
    - KEEPS RIGHT PEOPLE - RIGHT SKILLS
  - POSITION FOR FUTURE

CONCLUSION:
- WARFARE CENTER STRUCTURE PROVIDES BEST MEANS TO MEET FUTURE NAVY TECHNICAL REQUIREMENTS
- MUST BEGIN NOW

THE SECRETARY OF DEFENSE
WASHINGTON, DC 20301-1000

→ (I)
cf: ASD

12 JUL 1991

O-174

The Honorable William L. Ball, III
Commissioner
Defense Base Closure and
Realignment Commission
1625 K Street, Northwest
Suite 400
Washington, D.C. 20006-1604

Dear Commissioner:

On behalf of the Department of Defense, I want to express my appreciation for your dedicated service to the Nation in the formulation of the Commission's recommendations for closure and realignment of military installations in the United States. The professionalism, integrity, and openness of the Commission's proceedings was a model of good governance.

There is a general consensus that we must close and realign bases. To provide armed forces capable of meeting future challenges within the limits that American taxpayers can afford, we must spend funds available for national defense with maximum efficiency. We cannot afford to waste funds on unneeded bases. Moreover, the size of the armed forces will decrease in the coming years. Smaller forces need fewer bases.

The Commission's difficult task was to take the general consensus and, with my recommendations and consistent with the base closure statute, translate it into specific Commission recommendations for closure and realignment. You performed that difficult task with excellence.

You have our deepest appreciation and respect for a job well done.

Sincerely,

41018

THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

12 JUL 1991

The Honorable Howard H. Callaway
Commissioner
Defense Base Closure and
Realignment Commission
1625 K Street, Northwest
Suite 400
Washington, D.C. 20006-1604

Dear Commissioner:

On behalf of the Department of Defense, I want to express my appreciation for your dedicated service to the Nation in the formulation of the Commission's recommendations for closure and realignment of military installations in the United States. The professionalism, integrity, and openness of the Commission's proceedings was a model of good governance.

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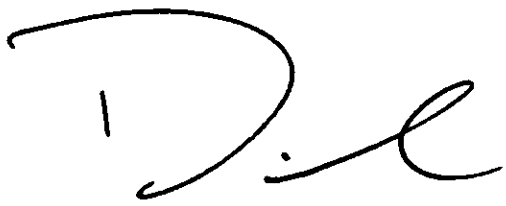

THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

12 JUL 1991

The Honorable Duane H. Cassidy
Commissioner
Defense Base Closure and
Realignment Commission
1625 K Street, Northwest
Suite 400
Washington, D.C. 20006-1604

Dear Commissioner:

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You have our deepest appreciation and respect for a job well done.

Sincerely,

THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

12 JUL 1991

The Honorable Jim Courter
Chairman
Defense Base Closure and
Realignment Commission
1625 K Street, Northwest
Suite 400
Washington, D.C. 20006-1604

Dear Mr. Chairman:

On behalf of the Department of Defense, I want to express my appreciation for your dedicated service to the Nation in the formulation of the Commission's recommendations for closure and realignment of military installations in the United States. The professionalism, integrity, and openness of the Commission's proceedings was a model of good governance.

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You have our deepest appreciation and respect for a job well done.

Sincerely,

Dick

Jim - many thanks for your outstanding effort!

D.

14

THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

12 JUL 1991

The Honorable Arthur Levitt, Jr.
Commissioner
Defense Base Closure and
Realignment Commission
1625 K Street, Northwest
Suite 400
Washington, D.C. 20006-1604

Dear Commissioner:

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You have our deepest appreciation and respect for a job well done.

Sincerely,

THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

12 JUL 1991

The Honorable James C. Smith II, P.E.
Commissioner
Defense Base Closure and
Realignment Commission
1625 K Street, Northwest
Suite 400
Washington, D.C. 20006-1604

Dear Commissioner:

On behalf of the Department of Defense, I want to express my appreciation for your dedicated service to the Nation in the formulation of the Commission's recommendations for closure and realignment of military installations in the United States. The professionalism, integrity, and openness of the Commission's proceedings was a model of good governance.

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Sincerely,

Dick Cheney

THE SECRETARY OF DEFENSE

WASHINGTON, DC 20301-1000

12 JUL 1991

The Honorable Robert D. Stuart, Jr.
Commissioner
Defense Base Closure and
Realignment Commission
1625 K Street, Northwest
Suite 400
Washington, D.C. 20006-1604

Dear Commissioner:

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