

BASE VISIT REPORT

**Naval Station Norfolk
Norfolk Naval Shipyard Portsmouth**

23 May 2005

LEAD COMMISSIONER: Chairman Principi

COMMISSION STAFF: Hal Tickle, Senior Navy/Marine Corps Analyst, Jim Durso and, Lesia Mandzia, Joint Cross-Service Analysts

LIST OF ATTENDEES:

RADM Turcott - Commander, Navy Region Mid-Atlantic
 RADM Bullard - N7 COMFLTFORCOM
 Captain Becker - Commanding Officer, Naval Station Norfolk
 Captain Campbell - Commanding Officer, Norfolk Naval Shipyard Portsmouth
 Captain Pyle - Executive Officer, Naval Station Norfolk
 Captain Bailey - Chief of Staff, Navy Region, Mid-Atlantic
 Captain Keeley - Commanding Officer, Naval Air Station, Oceana
 CDR Hamilton - Commanding Officer, Sub Support Center, Norfolk, VA
 Captain Eichert - Commanding Officer, Naval Facilities Engineering Command, Mid-Atlantic
 Captain Cox - Executive Officer, Space Warfare Systems Center, Norfolk, VA
 Ms. Watson - Department Head, Space Warfare Systems Center Charleston, Det Norfolk, VA
 CDR Coyle - Chief Staff Officer, Helicopter Sea Combat Wing Atlantic
 Captain Howard - Commander, Defense Depot Norfolk
 Captain Guthner - Commanding Officer, DFAS
 Mr. Zobel - Executive Director, Navy Region Mid-Atlantic
 Mr. Anthony - N44 COMFLTFORCOM
 Captain Bennett - Commander, Naval School of Health Sciences
 Captain Herron - Deputy Commander, Naval School of Health Sciences
 RADM Lescavage - Commander, Naval Medicine Education and Training Command, Bethesda (via VTC)

Mr. Cord Sterling - Senator Warner's Office

CNRMA MISSION:

- Support operating forces by promoting readiness through the efficient operation of shore installations and effective force protection and quality support to operational forces.
- Commands under CNRMA: NS Norfolk, Norfolk Naval Shipyard (Base Operating Support function), NSA Norfolk, NAS Oceana, WPNSUPPFAC Yorktown, NAB Little Creek, NSCS Wallops Island, NSA Mechanicsburg, NSA Philadelphia, NAS/JRB Willow Grove and NSGA Sugar Grove.

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NAVAL STATION NORFOLK MISSION:

- Support the operational readiness of the U. S. Atlantic Fleet, provide facilities and services required by Tenant commands to accomplish their missions, and strive to improve the quality of service and quality of life of military personnel and their families. We are committed to safety, security, integrity, and continuous improvement in the quality of our services and efficiency of our operations.
- Major tenants are: 70 Ships and 13 afloat staffs, 5 Carriers, 11 Amphibious (6 LHA/LHD), 12 Submarines, 31 Surface Combatants, 10 Military Sealift Command, 16 Air Squadrons with 134 Aircraft plus AMC airlift, 125 Tenant Commands Ashore, 50 with CO/OIC, 54K Military Assigned on Ships & Ashore and 11K Civilian Government Employees.

SECRETARY OF DEFENSE RECOMMENDATION:

- Close Naval Submarine Base New London, CT. Relocate its assigned submarines, Auxiliary Repair Dock 4 (ARDM-4), and Nuclear Research Submarine 1 (NR-1) along with their dedicated personnel, equipment and support to Submarine Base Kings Bay, GA, and Naval Station Norfolk, VA. Relocate the intermediate submarine repair function to Shore Intermediate Repair Activity Norfolk, at Naval Shipyard Norfolk, VA, and Trident Refit Facility Kings Bay, GA.
- Realign Naval Air Station Corpus Christi, TX. Relocate Helicopter Mine Countermeasures Squadron 15 (HM-15) and dedicated personnel, equipment and support to Naval Station Norfolk, VA. Disestablish Commander Helicopter Tactical Wing U.S. Atlantic Fleet Aviation Intermediate Maintenance Detachment Truax Field at Naval Air Station Corpus Christi, TX and relocate its intermediate maintenance function for Aircraft Components, Fabrication & Manufacturing, and Support Equipment to Fleet Readiness Center Mid-Atlantic Site Norfolk, VA.
- Realign Naval Station Newport, RI by relocating the Navy Warfare Development Command to Naval Station Norfolk, VA.
- Consolidate Navy Region Northeast, New London, CT, with Navy Region, Mid-Atlantic, Norfolk, VA.
- Consolidate the Naval Security Group Activity Groton, CT with Naval Security Group Activity Norfolk, VA at Naval Station Norfolk, VA.
- Close the Defense Finance and Accounting Service (DFAS) sites at Norfolk Naval Station, VA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, and the Buckley Air Force Base Annex, Denver, CO.

- Consolidate Naval Facilities Engineering Field Division Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA. Consolidate Naval Facilities Engineering Field Activity Northeast, Philadelphia, PA, with Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA and relocate Navy Crane Center Lester, PA, to Norfolk Naval Shipyard, Norfolk, VA.
- Realign Naval Station Newport, RI, and the Washington Navy Yard, Washington, DC, by consolidating Naval Reserve Readiness Command Northeast with Naval Reserve Readiness Command Mid-Atlantic and relocating the consolidated commands to Naval Station, Norfolk, VA.
- Realign Fort Story, VA, by relocating the installation management functions to Commander Naval Mid-Atlantic Region at Naval Station Norfolk, VA.
- Realign Defense Supply Center Naval Station Norfolk, VA, by disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at each location.

SECRETARY OF DEFENSE JUSTIFICATION:

- The existing berthing capacity at surface/subsurface installations exceeds the capacity required to support the Force Structure Plan. The closure of Submarine Base New London materially contributes to the maximum reduction of excess capacity while increasing the average military value of the remaining bases in this functional area. Sufficient capacity and fleet dispersal is maintained with the East Coast submarine fleet homeports of Naval Station Norfolk and Submarine Base Kings Bay, without affecting operational capability. The intermediate submarine repair function is relocated to Shore Intermediate Maintenance Activity Norfolk at Norfolk Naval Shipyard, and the Trident Refit Facility Kings Bay, GA, in support of the relocating submarines. Consolidating the Naval Submarine Medical Research Laboratory with assets at the Walter Reed Army Medical Center Forest Glenn Annex will create a DoD Center of Hyperbaric and Undersea Medicine that will increase synergy by consolidating previously separate animal and human research capabilities at a single location.
- This recommendation moves mine warfare surface and aviation assets to major fleet concentration areas and reduces excess capacity. Gulf Coast presence can be achieved as needed with available Navy ports at Naval Air Station Key West, FL, and Naval Air Station Pensacola, FL. This recommendation also supports mission elimination at Aviation Intermediate Maintenance Detachment Truax Field at Naval Air Station Corpus Christi and reduces excess repair capacity. The relocation of Helicopter Mine Countermeasures Squadron 15 (HM-15) to Naval Station Norfolk single sites all Mine Warfare Aircraft in a fleet concentration area. This location better supports the HM-15 mission by locating them closer to the C-5 transport Air Port of Embarkation for overseas employment and mine countermeasures ship and helicopter coordinated exercises.

- Navy Warfare Development Command performs the functions of warfare innovation, concept development, fleet and joint experimentation, and the synchronization and dissemination of doctrine. Relocating the Navy Warfare Development Command to Norfolk better aligns the Navy's warfare development organization with those of the other joint force components and Joint Forces Command, as well as places Navy Warfare Development Command in better proximity to Fleet Forces Command and the Second Fleet Battle Lab it supports, resulting in substantial travel cost savings to conduct experimentation events. Location of Navy Warfare Development Command in Hampton Roads area places it in proximity to Army Training and Doctrine Command, Fort Monroe, VA and Marine Corps Combat Development Command, Quantico, VA, as well as in closer proximity to the Air Force Doctrine Center at Maxwell Air Force Base, AL, which furthers joint interoperability concepts.
- The consolidation of Navy Region, Northeast with Navy Region, Mid-Atlantic is one element of the Department of the Navy efforts to reduce the number of Installation Management Regions from twelve to eight.
- Consolidation of the Regions rationalizes regional management structure and allows for opportunities to collocate regional entities to align management concepts and efficiencies (consolidate the Naval Security Group Activity Groton, CT with Naval Security Group Activity Norfolk, VA at Naval Station Norfolk, VA.).
- This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorist and Force Protection standards, strategic business line redundancy, area workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.
- This recommendation enhances the Navy's long-standing initiative to accomplish common management and support on a regionalized basis by consolidating and collocating Naval Facilities commands with the installation management Regions in Norfolk, VA. This collocation aligns management concepts and efficiencies and may allow for further consolidation in the future.
- This recommendation enhances the Navy's long-standing initiative to accomplish common management and support on a regionalized basis, by consolidating and collocating reserve readiness commands with the installation management Regions. This collocation aligns management concepts and efficiencies and ensures a reserve

voice at each region as well as enabling future savings through consolidation of like functions. This recommendation will result in an increase in the average military value for the remaining Naval Reserve Readiness Commands and ensures that each of the installation management Regions has an organization to manage reserve matters within the region.

- All installations employ military, civilian, and contractor personnel to perform common functions in support of installation facilities and personnel. All installations execute these functions using similar or near similar processes. Because these installations share a common boundary with minimal distance between the major facilities or are in near proximity, there is significant opportunity to reduce duplication of efforts with resulting reduction of overall manpower and facilities requirements capable of generating savings, which will be realized by paring unnecessary management personnel and achieving greater efficiencies through economies of scale. Intangible savings are expected to result from opportunities to consolidate and optimize existing and future service contract requirements. Additional opportunities for savings are also expected to result from establishment of a single space management authority capable of generating greater overall utilization of facilities and infrastructure. Further savings are expected to result from opportunities to reduce and correctly size both owned and contracted commercial fleets of base support vehicles and equipment consistent with the size of the combined facilities and supported populations.
- This recommendation achieves economies and efficiencies that enhance the effectiveness of logistics support to forces as they transition to more joint and expeditionary operations. This recommendation disestablishes the wholesale supply, storage, and distribution functions for all tires; packaged petroleum, oils and lubricants; and compressed gases used by the Department of Defense, retaining only the supply contracting function for each commodity. The Department will privatize these functions and will rely on private industry for the performance of supply, storage, and distribution of these commodities. By doing so, the Department can divest itself of inventories and can eliminate infrastructure and personnel associated with these functions. This recommendation results in more responsive supply support to user organizations and thus adds to capabilities of the future force. The recommendation provides improved support during mobilization and deployment, and the sustainment of forces when deployed worldwide. Privatization enables the Department to take advantage of the latest technologies, expertise, and business practices, which translates to improved support to customers at less cost. It centralizes management of tires; packaged petroleum, oils, and lubricants; and compressed gases and eliminates unnecessary duplication of functions within the Department. Finally, this recommendation supports transformation by privatizing the wholesale storage and distribution processes from DoD activities.

MAIN FACILITIES REVIEWED:

- Navy Region Mid-Atlantic
- Naval Station Norfolk
- Norfolk Naval Shipyard, Portsmouth, VA
- NAS Oceana (not visited)
- Naval School of Health Sciences Portsmouth

KEY ISSUES IDENTIFIED

- NNSY capacity to accommodate additional work/personnel/equipment from the closure of PNSY
- Naval Station capacity to accommodate additional work/personnel/equipment from the closure of Submarine Base New London
- Naval Station capacity to accommodate additional equipment/personnel from the realignment of NAS Corpus Christi (HM-15)
- Encroachment concerns with NAS Oceana
- Consolidation vice collocation of Health Science Schools to Ft Sam Huston with no loss of service to the Navy
- DFAS loss of service quality by not being on site with customers

INSTALLATION CONCERNS RAISED

- Execution of recommendations

COMMUNITY CONCERNS RAISED:

- None

REQUESTS FOR STAFF AS A RESULT OF VISIT:

- A staff visit was conducted prior to Commissioners' visit with appropriate contact information exchanged. There were no requests for additional visits.