DEPARTMENT OF THE NAVY
THE ASSISTANT SECRETARY OF THE NAVY
(INSTALLATIONS AND ENVIRONMENT)
1000 NAVY PENTAGON
WASHINGTON, D.C. 20350-1000

DCN:5499

MN-0079
IAT/REV
4 March 2004

MEMORANDUM

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 26 FEBRUARY 2004

Encl: (1) 26 February 2004 IEG Meeting Agenda
(2) Schedule for Review and Approval of JCSG Military Value Reports
(3) Proposed IEG Schedule for Military Value Way Ahead
(4) Recording Secretary's Report of IEG Deliberations on 26 February 2004 with two enclosures

1. The seventeenth meeting of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) was convened at 1000 on 26 February 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members of the IEG were present: Mr. H. T. Johnson, Assistant Secretary of the Navy, Installations and Environment (ASN(I&E)), Chair; Ms. Anne R. Davis, Deputy Assistant Secretary of the Navy for Infrastructure Strategy and Analysis (DASN(IS&A)), Vice Chair; VADM Charles W. Moore, Jr., USN, Deputy Chief of Naval Operations for Fleet Readiness and Logistics (N4), Member; Mr. Thomas R. Crabtree, Director, Fleet Training (N7), U.S. Fleet Forces Command, serving as alternate for VADM Albert H. Konetzni Jr., USN, Deputy and Chief of Staff, U.S. Fleet Forces Command, Member; Ms. Carla Liberatore, Assistant Deputy Commandant for Installations and Logistics (I&L), serving as alternate for LtGen Richard L. Kelly, USMC, Deputy Commandant for Installations and Logistics (I&L), Member; LtGen Michael A. Hough, USMC, Deputy Commandant for Aviation (AVN), Member; Mr. Michael F. McGrath, Deputy Assistant Secretary of the Navy for Research Development Test & Evaluation (DASN(RDT&E)), Member; Mr. Ron Shames, Director of Research, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment (DASN(MA&A)), serving as alternate for Dr. Russ Beland, Deputy Assistant Secretary of the Navy for Manpower Analysis and Assessment (DASN(MA&A)), Member; Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative; Mr. David W. LaCroix, Senior Counsel, Infrastructure Strategy and Analysis; CDR Robert E. Vincent II, JAGC, USN, Recorder; and, Capt James A. Noel, USMC, Recorder. Three members of the IAT, Mr. Dennis Biddick, Chief of Staff, CAPT Chris T. Nichols, USN and CDR Edward J. Fairbairn, USN were also in attendance.

Subj: MINUTES OF THE INFRASTRUCTURE EVALUATION GROUP (IEG) MEETING OF 26 FEBRUARY 2004

2. All attendees were provided enclosures (1) through (3). Ms. Davis presented the minutes from the 5 February 2004 IEG meeting for review and they were approved.

3. Ms. Davis provided updates on the following matters:

(a) DOD FY 2005 Budget Report. Director, OSD BRAC will commence formal coordination next week. DoN review will be conducted through SECNAV.

(b) ISG Military Value Briefings. Enclosure (2) contains the current ISG military value review schedule. Between 17 February and 12 March 2004, the seven JCSGs are scheduled to provide military value briefings to the ISG. The ISG will provide any comments to the OSD BRAC office, which will consolidate all comments and provide them to the respective JCSG Chair. The JCSGs will then submit final reports for coordination.

(c) Capacity Data Call and DoN-BITS Update. Mr. Biddick indicated that 540 of the 785 activities (69%) have completed the first level of data certification. The IAT anticipates receiving the certified data by 29 March 2004 and will forward the data to the JCSGs by 5 April 2004. The IAT will incorporate lessons learned from the capacity data call before issuing Data Call 2. Specifically, the IAT will increase the amount of time it has to review the data call before issuing it and improve its ability to address questions from activities answering the data call.

(d) SECNAVNOTE 11000 and Policy Imperatives. Ms. Davis stated that SECNAVNOTE 11000 was awaiting SECNAV signature. She indicated that the Navy and Marine Corps are developing policy imperatives. Moreover, she noted that the ISG discussed joint policy imperatives at their 24 February 2004 meeting.

4. The IEG approved enclosure (3). Upon approval of enclosure (3), at 1048, the IEG moved into deliberative session. See enclosure (4). The meeting adjourned at 1207.

H T Johnson

H. T. JOHNSON
Chairman, IEG

# TAB 1

# Infrastructure Evaluation Group

**26 Feb 2004**
**1000-1200**
**Crystal Plaza 6**

| **Meeting called by:** | Chairman | Recorder: | Capt Noel |
|---|---|---|---|

## ----- Agenda Topics -----

| | |
|---|---|
| Review and approve minutes of IEG Meeting of 5 Feb 04 | Ms. Davis |
| Status Updates:<br>• ISG/JCSGs<br>  o Way ahead for review and approval of Military Value Reports | Ms Davis |
| • DON Process<br>  o Capacity Data Call<br>  o SECNAV Notice<br>  o Policy Imperatives<br>  o DONBITs lessons learned | Ms Davis |
| DON Military Value Analysis – The Way Ahead | Ms Davis |
| Administrative<br>• Next meeting Thursday, 18 Mar 04, 1000-1200<br>• Meeting location Crystal Plaza 6, 9th Floor | |

## Other Information

Draft minutes of 5 Feb 04 IEG meeting provided.

Enclosure (1)

# TAB 2

# Review and Approval of JCSG MilValue Reports

1. JCSG provides report and slides 7 days in advance of briefing for review and preparation.

2. JCSG Chair gives briefing to ISG, receives some input on needed improvements.
   a. Technical – 17 February
   b. Medical – 19 February
   c. Supply & Storage – 20 February
   d. Industrial – 23 February
   e. Headquarters & Support – 23 February
   f. Education & Training – 24 February
   g. Intelligence – March 12

3. After briefing, ISG members (themselves or through their DASs) have 7 calendar days to provide informal comments on report to OSD BRAC Office. OSD BRAC Office assumes no comments if comments not provided by deadline.
   a. Technical – 24 February
   b. Medical – 26 February
   c. Supply & Storage – 27 February
   d. Industrial – 1 March
   e. Headquarters & Support – 1 March
   f. Education & Training – 2 March
   g. Intelligence – March 19

4. OSD BRAC Office will consolidate meeting comments and any informal comments received from members and GC and provide to JCSG Chair within 14 calendar days of initial briefing. (We need to tell JCSG chairs this now so they do not submit a "final" report before they get this input).
   a. Technical – 2 March
   b. Medical – 4 March
   c. Supply & Storage – 5 March
   d. Industrial – 8 March
   e. Headquarters & Support – 8 March
   f. Education & Training – 9 March
   g. Intelligence – March 26

5. JCSG will submit final report for coordination no later than 16 days after receiving comments (30 days after their initial briefing).
   a. Technical – 18 March
   b. Medical – 22 March
   c. Supply & Storage – 22 March
   d. Industrial – 24 March
   e. Headquarters & Support – 24 March
   f. Education & Training – 25 March
   g. Intelligence – April 12

Enclosure (2)

6. ISG Chair will circulate final reports (as they are received) for comments/position with a deadline of 3 days before the Integration meeting (morning of 30 March). The comments/positions on each report will be the read-ahead for the Integration meeting.

7. Hold Integration meeting on all reports except Intellegence at 2 April ISG. JCSG Chairs are invited to attend. Meeting currently scheduled for 1030-1130, may ask scheduler to extend to two hours or arrange a second meeting for following week.

8. OSD BRAC Office will request formal coordination on each report after the integration meeting with a two-week deadline (16 April).

9. Data call target – Last week of April

# TAB 3

# IEG MILITARY VALUE (MV) WAY AHEAD

**Feb 26 - Military Value for Surface/Subsurface Operations - Scheduled**
- Criteria and Weighting

***Mar 4 - Military Value for Surface/Subsurface Operations (3 Hrs)**
- Assignment of weighting and attributes through questions
- Results of weighting – if time permits

**Mar 18 - Military Value for Ground Operations (3 Hrs) - Scheduled**
- Review Military Value for Surface/Subsurface Operations (30min)
- Develop structure and weighting for Ground Operations
  - Degree of difficulty is cross-over with E&T JCSG on maneuver ranges

***Mar 25 - Military Value for Air Operations (3 Hrs)**
- Finish review of MV for Ground Operations
- Develop structure and weighting for Air Operations
  - Degree of difficulty is cross-over with E&T JCSG – Graduate Flight Training/Ranges

***Apr 1 - Military Value for Air Operations (3 Hrs)**
- Complete MV for Air Operations and Ranges

**Apr 8 - Military Value for "Other" Service Unique Functions (3 Hrs) - Scheduled**
- Develop structure and weighting for Other Operations
  - Degree of difficulty is cross-over with HSA/Tech/Other JCSG

***Apr 15 - Military Value for "Other" Service Unique Functions (3 Hrs)**
- Finish review of MV for Other operations

***Apr 22 – Military Value Review/Summary (3Hrs)**
- Review MV approach

***proposed additional meetings Thursdays 0930-1230, we will bring in lunch**

Enclosure (3)

# TAB 4

RP-0080
IAT/REV
3 March 2004

MEMORANDUM FOR THE INFRASTRUTURE EVALUATION GROUP (IEG)

Subj: REPORT OF IEG DELIBERATIONS OF 26 FEBRUARY 2004

Encl: (1) IAT Military Value Analysis Introductory Brief
(2) List of Notional Targeted Activities for Operation's Functions

1. The first deliberative session of the Department of the Navy (DON) Infrastructure Evaluation Group (IEG) convened at 1048 on 26 February 2004 in the Infrastructure Analysis Team (IAT) conference room located at Crystal Plaza 6, 9th floor. The following members of the IEG were present: Mr. H. T. Johnson, Chair; Ms. Anne R. Davis, Vice Chair; VADM Charles W. Moore, Jr., USN, Member; Mr. Thomas R. Crabtree, alternate for VADM Albert H. Konetzni, USN, Member; Ms. Carla Liberatore, alternate for LtGen Richard L. Kelly, USMC, Member; LtGen Michael A. Hough, USMC, Member; Mr. Michael F. McGrath, Member; Mr. Ron Shames, alternate for Dr. Russ Beland, Member. Mr. Ronnie J. Booth, Navy Audit Service (NAVAUDSVC), Representative and the following members of the IAT were present: Mr. Dennis Biddick; Mr. David W. LaCroix; CAPT Chris T. Nichols, USN; CDR Edward J. Fairbairn, USN; CDR Robert E. Vincent II, JAGC, USN; and, Capt James A. Noel, USMC.

2. Ms. Davis provided a brief outline of the deliberative session process and highlighted the differences between an IEG meeting and deliberative session, noting that the IEG Chairman signs the minutes upon IEG approval and a Recorder signs all deliberative reports, which the IEG reviews and accepts. The IEG can modify the report only in a subsequent deliberative session.

3. Ms. Davis advised the IEG that the purpose of this deliberative session was to consider the military value analysis methodology for naval operational functions. She used enclosure (1) to provide an overview of the BRAC process. She explained that applicable law does not dictate a BRAC process. Rather, it requires data analyses and documented deliberations. Accordingly, DOD and the Services must implement BRAC processes designed to show compliance with applicable law. Ms. Davis highlighted the major changes in the BRAC 2005 process as outlined in slide 20 of enclosure (1). She noted these changes included the fact that the current process is based upon a "functional" view of activities, requires military value analysis regardless of the results of the capacity data call,



Enclosure (4)

provides an opportunity to explore trade-offs between reducing capacity and retaining high military value, and adds levels of complexity for analysis by weighting attributes under each applicable selection criteria and incorporating scaleable functions.

4. CAPT Nichols and CDR Fairbairn, members of the IAT's Operations Team, presented the proposed DON methodology for the military value analysis of naval operational functions using enclosure (1). They explained the military value process contains six stages with alternating IAT and IEG responsibilities. The IAT Operations Team identified three operations functions for military value analysis: Surface/Subsurface, Aviation, and Ground. CDR Fairbairn provided enclosure (2) to the IEG members. CAPT Nichols identified the proposed attributes and metrics for each of the three operational functions described in enclosure (1). CDR Fairbairn provided an overview of the weighting and banding process for evaluating the military value of a function.

5. The IEG approved the proposed methodology for conducting the military value analysis of naval operational functions. The IEG agreed that the approved methodology could be modified if necessary. Additionally, the IEG approved the three operational functions. The IEG agreed that the approved functions could be refined as needed.

6. The deliberative session adjourned at 1207.

ROBERT E. VINCENT II
Commander, JAGC, U.S. Navy
Recorder, IAT

*Department of the Navy*

*Infrastructure Analysis Team*

# Military Value Analysis

# Introductory Brief

## to Infrastructure Evaluation Group (IEG)

## 26 February 2004

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

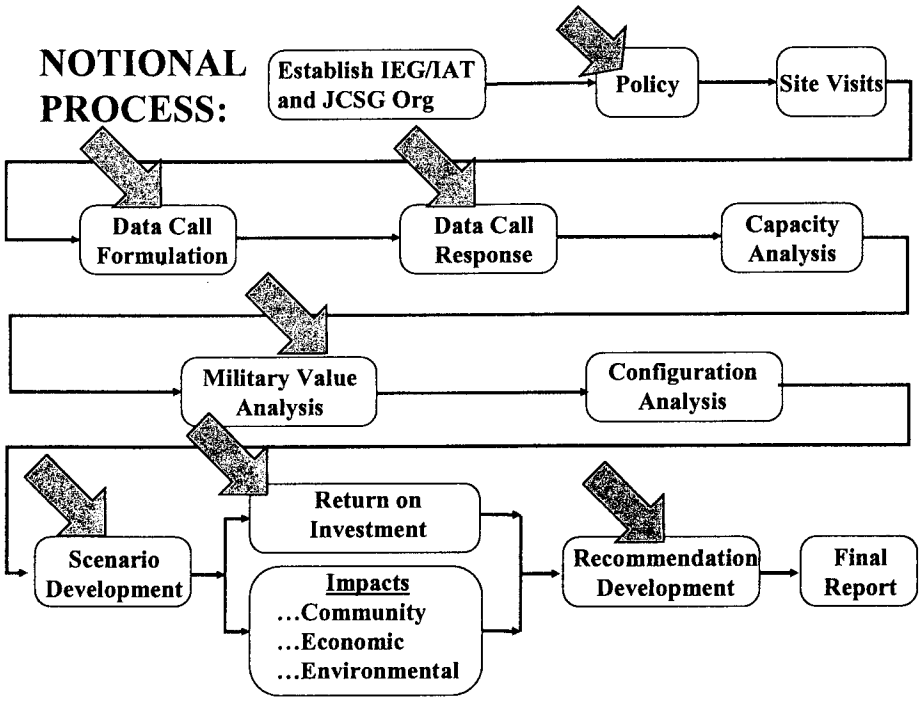
# BRAC Process

- **Designed to show compliance with the law**
  - **All bases treated equally**
  - **Certified data**
  - **Force structure plan**
  - **Selection criteria**
- **Process created – not dictated by law**
  - **Based on lessons learned, criticisms**
  - **Developed to undergo Commission, community scrutiny**
  - **Requires <u>both</u> data analysis & documented deliberations**

# BRAC Process

- **Process linkages**
  - All bases equally = like data/analyses for like bases
  - Certified data = analytical methods for capacity, military value & scenario development
  - Force structure plan = capacity analysis
  - Selection criteria = military value (1-4), COBRA (costs) (5), and impacts (6-8)
- **Each part has a distinct purpose**
  - Separately – to show it was done
  - Together – to produce solutions
  - Interwoven – can't pull threads & unravel

# BRAC Process




- **Building block approach**
- **Focus on doing it right, not on the answer**

# Military Value - What

- Score(s) for a particular base/activity
  - One score for each function
  - Relevant only in comparison to base with same function
  - Distinctions revealed by point-to-point comparison
- Based on selection criteria 1-4
  1. Mission capabilities & operational readiness
  2. Availability/condition of land, facilities, airspace
  3. Ability to accommodate contingency, mobilization and future total force requirements
  4. Cost of operations & manpower implications

# OSD Final Selection Criteria #1

- *"The current and future mission capabilities and the impact on operational readiness of thr Department of Defense's total force including impacts on joint warfighting, training and readiness."*
- **Referred to as "Readiness" with the abbreviation "R" in BRAC 1995 deliberative documents.**

# OSD Final Selection Criteria #2

- *"The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations."*
- **Referred to as "Facilities" with the abbreviation "F" in BRAC 1995 deliberative documents.**

# OSD Final Selection Criteria #3

- *"The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training."*
- **Referred to as "Mobilization and Capability" with the abbreviation "M" in BRAC 1995 deliberative documents.**

# OSD Final Selection Criteria #4

- *"The cost of operations and the manpower implications."*
- **Referred to as itself with the abbreviation "C" BRAC 1995 deliberative documents.**

# Military Value - Why

- **Make quantitative and objective what could be perceived as subjective**
  - Tie to military value selection criteria
  - Like comparison only to like
- **Display what is considered important for each subcategory**
  - Articulation of military judgment/operational needs
  - Articulation of what constitutes critical differences
  - Issues identified by outside commenters

# Military Value - Why

- **Process compliance**
  - Use of certified data
  - Defined analytical methodologies
  - Documented deliberations
- **Outputs used to generate scenarios**
  - Combined with capacity measures
  - Where is best place to do what
- **Translates mature military judgment into useful "quantifier"**

# Military Value OSD Construct

- **Function/Sub-function**
  - **Attribute**
    - **Metrics**
    - ⇒ **Question(s)**
- **Each attribute identified as supporting one or more selection criteria (1-4).**
- **Activities will have scores for each function, as appropriate.**
- **Some metrics/questions will be used for multiple functions. However, weighting will be determined as appropriate to the function.**
- **Many questions will be answered from the capacity data call.**

# Military Value
# OSD Construct

## "Functional" Military Value

- Joint Cross-Service Groups
  - Industrial
  - Supply & Storage
  - Technical
  - Education & Training
  - Headquarters & Support
  - Medical
  - Intelligence
- Department of the Navy
  - Surface/Subsurface Operations
  - Aviation Operations
  - Ground Operations

# Military Value Analysis Process

## Six stages with alternating IAT and IEG tasking

- Stage 1 (IAT Tasks)
  - Identify functions
  - Identify attributes and metrics for each function
  - Generate list of questions (yes/no and scalable)
  - Rank each question from 1 to 3 based on relative importance
  - Suggest the criteria and attribute to which each question applies
  - Track each question to a data call request (data call # and page)

(Note: Red indicates changes from the BRAC 1995 Process)

# Military Value Analysis Process

- Stage 2 (IEG Tasks)
  - Approve all Navy-Specific functions for Military Value Analysis
  - Assign weights to the four military value criteria
  - Review/modify/approve list of attributes and metrics
  - Assign weights to attributes under each selection criteria
  - Review/modify/approve list of questions
  - Review/modify/approve criteria and attribute assignments of each question
  - Assign a score (between 1 and 10) to each question
- Stage 3 (IAT Tasks)
  - Calculate military value weight of each question Weighting Slides
- Stage 4 (IEG Tasks)
  - Review/modify/approve question weights

(Note: Weights are determined before any questions are answered)

# Military Value Analysis Process

- **Stage 5 (IAT Tasks)**
  - Answer questions for each installation using certified data
    - Yes/no and scalable functions
  - Calculate military value scores for each function at each installation
    - Total score
    - Score for each question group
  - Prepare bar charts showing scores
- **Stage 6 (IEG Tasks)**
  - Review/modify/approve question answers
  - Review military value scores for consistency and counter-intuitive results
  - Approve scores

# Question Weighting Issues

- Question Weight depends heavily on
  - The number of criteria to which it is assigned
  - The number of other questions assigned to those criteria
  - The score assigned by the IEG
- A question that received an IEG score of 10 could end up with a lower MV weight than a question that received a score of 1
- Guard against having only a few questions for any one Selection Criteria/attribute combination

# Meaning of the "Score"

- Relative measure of military value
  - Function at Installation A is more valuable than same function at Installation B
  - How much more valuable -- don't know
  - A 10% difference does not mean one installation is 10% more valuable
- Relative differences are consistent
- Highest possible score may not be 100 (due to cascading questions)

# Examples of results

## BRAC 1995:

- **Operational Air Stations**
  - Key operational assets (training ranges, airspace, facilities, OLFs)
  - Near term readiness more important than mobilization
  - Score range for 20 bases: 30.82 – 82.90
- **Naval Air Depots**
  - DoN & DoD unique facilities, equipment, skills (production, strategic concerns, customers)
  - Facilities & cost/manpower of equal importance
  - Score range for 3 bases: 61.1 – 67.5

# BRAC 2005 Changes

- Functional view
  - A base will have a "set of scores" for each function it does or could do, not just one score
- Will analyze military value regardless of capacity results
- Explore trade-offs between reducing capacity and retaining high military value
- Added levels of complexity for analysis
  - Attributes weighted under each applicable selection criteria
  - Using scalable (fuzzy) functions where appropriate for some questions

# Summary

- Iterative review of questions
- Each review for different reason
- Consistency of intellectual construct
- Documentation of specific judgments and guidance
- Answers revealed only after each step approved
- Analysts analyze; decision makers decide

Complexity guards against "single point of failure"

# Military Value Potential Issues

- Start from selection criteria <u>or</u> from what's important about function/type of base
- Right number of questions/metrics
- Consistency of methodology & thought process
- Rationale for relative weights
- Documentation of deliberations
- Multiple scores due to multiple functions performed by individual activities/installations

# Military Value Analysis of Naval Operational Functions

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

# Operations Functions

- Surface / Subsurface Operations
- Aviation Operations
- Ground Operations (Marine Corps, Seabees & Spec Ops)

Sub-functions not recommended for Military Value analysis

Sub-functions (Fixed wing vs. Helo; Sub vs Carrier; Marine vs. Const. Bn) can be captured within function attributes and metrics

JCSG interest identified

Collect data on functional capabilities at "other" bases

- Army / Air Force Air bases
- Training Air Bases
- Technical / Test sites (with runways and helo pads)
- Shipyards (Ship berthing capability)
- Weapons Stations (Ship berthing capability)

– Will facilitate analysis of "opportunities" as a result of JCSG and MilDep scenarios.

# 2005 Attributes

- 1995 Attributes and weights evaluated as a starting point for 2005.
- Focused on
  - Naval Bases
  - Naval Air Stations
- In 1995, ground bases (Marine Corps and Constructions Battalions) were not analyzed for military value because there was no excess identified.
  - "Clean Sheet" required for ground function.

# Surface/Subsurface Operations Attributes

| | Selection Criteria |
|---|---|
| • Operational Infrastructure | |
| – Ship Berthing | – 1, 2, 3 |
| – Intermediate / Emergent Maintenance Capability | – 1, 2, 4 (IND) |
| – Weapons Handling Capability | – 1, 2, 3 (IND) |
| – Operational Staff Facilities | – 1, 2, 3 (H&SA) |
| – Security / Fire & Rescue | – 1, 3 (H&SA) |
| – Unique Capabilities / Missions (e. g. IUSS, MIW) | – 1, 2 (TECH) |

NOTIONAL

# Surface/Subsurface Operations Attributes

| | Selection Criteria |
|---|---|
| • Operational Training | |
| – Training Facilities | |
| • Shiphandling | 1, 2, 3, 4 (E&T) |
| • Firefighting | |
| • Damage Control | |
| • "C" / "F" Schools | |
| – Small Arms Training | – 1, 2, 3 (E&T) |
| – OPAREAS / Ranges | – 1, 2, 3, 4 (E&T) |

NOTIONAL

# Surface/Subsurface Operations Attributes

| | Selection Criteria |
|---|---|
| • Port Characteristics | |
| – Operational Location | – 1, 3 |
| – Locality Cost | – 4 |
| – Port Restrictions | – 2, 4 |
| – Supply and Storage | – 1, 3, 4 (S&S) |
| – Force Protection liabilities capabilities | – 1, 2, 4 |
| • Environment and Encroachment | – 3, 4 (E&E) |

NOTIONAL

# Surface/Subsurface Operations Attributes

| • Personnel Support | Selection Criteria |
|---|---|
| – Administration | – 2, 4 (H&SA) |
| – Medical | – 1, 2, 3, 4 (Med) |
| – Dental | – 1, 2, 3, 4 (Med) |
| – Housing | – 2, 4 (H&SA) |
| – Messing | – 2, 4 (H&SA) |
| – Spouse Employment | – 4 (H&SA) |
| – MWR | – 2, 4 (H&SA) |
| – NEX/Commissary | – 2, 4 (H&SA) |
| – Non-Military Education | – 4 (H&SA) |
| – Fleet & Family Services | – 4 (H&SA) |
| – Follow-on Tour Opportunities | – 4 (H&SA) |
| – Local Crime Rate | – 4 (H&SA) |

NOTIONAL

# Aviation Operations Attributes

NOTIONAL

| Operational Infrastructure | Selection Criteria |
|---|---|
| – Runways / Arresting Gear | – 1, 2, 3 |
| – Hangars / Ramps / Taxiways | – 1, 2, 3 |
| – Navaids/Lighting/ACLS | – 1, 2, 3 |
| – Terminal | – 1, 2, 3 |
| – OLF/Diverts | – 1, 2, 3 |
| – Operational Staff Facilities | – 1, 2 ,3 |
| – Security / Fire & Rescue | – 1, 2, 3 (H&SA) |
| – Intermediate Maintenance | – 1, 2 |
| – Unique Capabilities | – 1, 2, 3 (IND) |
| – Weapons Handing | – 1, 2 (TECH) |
| | – 1, 2, 3, 4 |

# Aviation Operations Attributes

| | Selection Criteria |
|---|---|
| • **Operational Training** | |
| – Warning Areas | – 1, 2, 3 (E&T) |
| – MOAs | – 1, 2, 3 (E&T) |
| – Restricted Areas | – 1, 2, 3 (E&T) |
| – Ranges (Bombing, Acoustic, Laser, EW, Supersonic) | – 1, 2, 3 (E&T) |
| – Small Arms Ranges | – 1, 2, 3 |
| – Physiological / Flight Deck Training Facilities | – 1, 2, 3, 4 (E&T) |
| – Simulator Facilities | – 1, 2 |

NOTIONAL

# Aviation Operations Attributes

| | Selection Criteria |
|---|---|
| • **Airfield Characteristics** | |
| – Av Ship Berths | – 1, 2, 3 |
| – Weather | – 1, 3 |
| – Operational Location | – 1, 3 |
| – Airfield Restrictions | – 2, 4 |
| – Supply and Storage | – 1, 3, 4 (S&S) |
| – Locality Cost | – 4 |
| • **Environment and Encroachment** | – 1, 3, 4 (E&E) |

NOTIONAL

# Aviation Operations Attributes

| | Selection Criteria |
|---|---|
| • **Personnel Support** | |
| – Administration | – 2, 4 (H&SA) |
| – Medical | – 1, 2, 3, 4 (Med) |
| – Dental | – 1, 2, 3, 4 (Med) |
| – Housing | – 2, 4 (H&SA) |
| – Messing | – 2, 4 (H&SA) |
| – Spouse Employment | – 4 (H&SA) |
| – MWR | – 2, 4 (H&SA) |
| – NEX/Commissary | – 2, 4 (H&SA) |
| – Non-Military Education | – 4 (H&SA) |
| – Meet & Family Services | – 4 (H&SA) |
| – Follow-on Tour Opportunities | – 4 (H&SA) |
| – Local Crime Rate | – 4 (H&SA) |

NOTIONAL

# Ground Operations Attributes

NOTIONAL

| | Selection Criteria |
|---|---|
| • Operational Infrastructure | |
| – Receiving and Staging Areas | – 1, 3 |
| – Operational Staff Facilities | – 1, 2, 3 |
| – Ordnance Handling | – 1, 2, 3 (IND) |
| – Intermediate Maintenance | – 1, 2, 3 (IND) |
| – Security / Fire & Rescue | – 1, 3 (H&SA) |
| – Unique Capabilities / Missions (armored, engineer/EOD, recon, etc) | – 1, 2 (TECH) |

# Ground Operations Attributes

- Operational Training
  - Training Facilities
  - Maneuver / Ranges to support MAGTF (Ground, Air & Littoral)
    - Indirect Fire-Mortar/Artillery
    - Direct Fire
      - Small Arms (<.50)
      - Tank/Anti Tank
      - EOD/Engineer
    - Laser
    - FAC (Close Air Support)
    - Ground to Air (Stinger)

Selection Criteria

- 1, 2, 3, 4 (I&T)
- 1, 2, 3, 4 (E&T)

NOTIONAL

# Ground Operations Attributes

| | Selection Criteria |
|---|---|
| • Ground Base Characteristics | |
| – Operational Location | – 1, 3 |
| – Locality Cost | – 4 |
| – Throughput Restrictions | – 2, 4 |
| – Supply and Storage | – 1, 3, 4 (S&S) |
| • Environment and Encroachment | – 3, 4 (E&E) |

NOTIONAL

# Ground Operations Attributes

| • Personnel Support | Selection Criteria |
|---|---|
| – Administration | – 2, 4 (H&SA) |
| – Medical | – 1, 2, 3, 4 (Med) |
| – Dental | – 2, 3, 4 (Med) |
| – Housing | – 2, 4 (H&SA) |
| – Messing | – 2, 4 (H&SA) |
| – Spouse Employment | – 4 (H&SA) |
| – MWR | – 2, 4 (H&SA) |
| – MCCS/PX/Commissary | – 2, 4 (H&SA) |
| – Non-Military Education | – 4 (H&SA) |
| – Fleet & Family Services | – 4 (H&SA) |
| – Follow-on Tour Opportunities | – 4 (H&SA) |
| – Local Crime Rate | – 4 (H&SA) |

NOTIONAL

# The Way Ahead

- Detailed development of metrics and questions (Stage 1 – IAT)
- Briefing to to establish weighting scheme (Stage 2 – IEG)
- Develop checklist to assess impact on Operations functions as a result of JCSG scenarios and decisions
- Ensure small, unique but important capabilities should receive some "credit" in Military Value.
  - Address in scenario generation
  - Raise awareness of unintended consequences

# Backup

| Criteria | Readiness | | | Facility | | Mobilize | | Cost | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Attribute | Equipment capability | Distance | Skills | Equipment condition | Security | Distance | Skills | Quality of life | Cost | | | | |
| Criteria/attribute weight | 25.0 | 15.0 | 10.0 | 9.0 | 6.0 | 11.0 | 9.0 | 7.5 | 7.5 | | | Miltary Value | |
| Activity characteristics | Characteristic applies to criteria/attribute | | | | | | | | | Score | Weight | Depot 1 | Depot 2 |
| Equipped machine shops | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 6.034 | 0.691 | 0.837 |
| Equipped bench facilities | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 6.034 | 0.653 | 0.875 |
| Foundry | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 8.621 | 0.778 | 1.000 |
| Secure outdoor storage | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 7 | 2.800 | 0.944 | 0.944 |
| Water | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 6 | 9.865 | 1.000 | 1.000 |
| Number of shipping and receiving docks | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 5 | 7.772 | 1.000 | 1.000 |
| Annual maintenance budget | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 2 | 2.538 | 0.031 | 0.211 |
| Size of local mfg labor market | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 1 | 5 | 12.385 | 0.969 | 0.719 |
| Local labor skills | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 5 | 9.500 | 0.400 | 0.150 |
| Distance to nearest commercial air trans terminal | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 7 | 6.067 | 0.500 | 0.778 |
| Distance to nearest railhead | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 5 | 4.333 | 0.944 | 0.778 |
| Distance to nearest interstate highway | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 6 | 5.200 | 0.745 | 1.000 |
| Distance to nearest sea water trans dock | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 4 | 3.467 | 0.000 | 0.255 |
| Local crime rate | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 6 | 2.250 | 0.139 | 0.080 |
| Average one-way rush-hour commuting time | 0 | 1 | 0 | 0 | 1 | 1 | 0 | 1 | 0 | 8 | 13.133 | 0.056 | 0.755 |
| | 0.86 | 0.50 | 1.00 | 0.69 | 0.40 | 0.37 | 0.90 | 0.38 | 0.58 | | **100.00** | **63.015** | **74.363** |
| | | | | | | | | | | | **Rank** | **2** | **1** |

# Weighting Military Value for a Function

| Selection Criteria (SC) | Readiness | Facilities | Mobilization | Cost | TOTAL |
|---|---|---|---|---|---|
| *Weighting* | 50 | 25 | 10 | 15 | 100 |
| Attribute | | | | | |
| Operational Infrastructure | | | | | |
| Operational Training | | | | | |
| Port Characteristics | | | | | |
| Personnel Support | | | | | |

IEG Determines Selection Criteria Weights for the function

# Weighting Military Value for a Function

| Selection Criteria (SC) | Readiness | Facilities | Mobilization | Cost | TOTAL |
|---|---|---|---|---|---|
| *Weighting* | 50 | 25 | 10 | 15 | 100 |
| Attribute | | | | | |
| Operational Infrastructure | 50 | 35 | 20 | 20 | |
| Operational Training | 25 | 35 | 20 | 20 | |
| Port Characteristics | 20 | 10 | 35 | 30 | |
| Personnel Support | 5 | 20 | 25 | 30 | |
| | 100 | 100 | 100 | 100 | |

IEG Determines Attribute weights for each Selection Criteria

# Weighting Military Value for a Function

| Selection Criteria (SC) | Readiness | | Facilities | | Mobilization | | Cost | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| *Weighting* | 50 | | 25 | | 10 | | 15 | | 100 |
| Attribute | | | | | | | | | |
| Operational Infrastructure | 50 | 25 | 35 | | 20 | | 20 | | |
| Operational Training | 25 | 12.5 | 35 | | 20 | | 20 | | |
| Port Characteristics | 20 | 10 | 10 | | 35 | | 30 | | |
| Personnel Support | 5 | 2.5 | 20 | | 25 | | 30 | | |
| | 100 | 50 | 100 | | 100 | | 100 | | |

Multiplying the Selection Criteria Weight by the Attribute weight /100 yields the weight for each "Attribute/Selection Criteria Pair"

# Weighting Military Value for a Function

| Selection Criteria (SC) | Readiness | | Facilities | | Mobilization | | Cost | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| *Weighting* | 50 | | 25 | | 10 | | 15 | | 100 |
| Attribute | | | | | | | | | |
| Operational Infrastructure | 50 | 25 | 35 | 8.75 | 20 | | 20 | | |
| Operational Training | 25 | 12.5 | 35 | 8.75 | 20 | | 20 | | |
| Port Characteristics | 20 | 10 | 10 | 2.5 | 35 | | 30 | | |
| Personnel Support | 5 | 2.5 | 20 | 5 | 25 | | 30 | | |
| | 100 | 50 | 100 | 25 | 100 | | 100 | | |

Total for each "pair" under the selection criteria is equal the weight of the selection criteria

# Weighting Military Value for a Function

| Selection Criteria (SC) | Readiness | | Facilities | | Mobilization | | Cost | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| *Weighting* | 50 | | 25 | | 10 | | 15 | | 100 |
| Attribute | | | | | | | | | |
| Operational Infrastructure | 50 | 25 | 35 | 8.75 | 20 | 2 | 20 | 3 | 38.75 |
| Operational Training | 25 | 12.5 | 35 | 8.75 | 20 | | 20 | | |
| Port Characteristics | 20 | 10 | 10 | 2.5 | 35 | | 30 | | |
| Personnel Support | 5 | 2.5 | 20 | 5 | 25 | | 30 | | |
| | 100 | 50 | 100 | 25 | 100 | | 100 | | |

Attribute Total across all Selection Criteria

# Weighting Military Value for a Function

| Selection Criteria (SC) | Readiness | | Facilities | | Mobilization | | Cost | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| *Weighting* | 50 | | 25 | | 10 | | 15 | | 100 |
| Attribute | | | | | | | | | |
| Operational Infrastructure | 50 | 25 | 35 | 8.75 | 20 | 2 | 20 | 3 | 38.75 |
| Operational Training | 25 | 12.5 | 35 | 8.75 | 20 | 2 | 20 | 3 | 26.25 |
| Port Characteristics | 20 | 10 | 10 | 2.5 | 35 | 3.5 | 30 | 4.5 | 20.5 |
| Personnel Support | 5 | 2.5 | 20 | 5 | 25 | 2.5 | 30 | 4.5 | 14.5 |
| | 100 | 50 | 100 | 25 | 100 | 10 | 100 | 15 | 100 |

Sum of all attribute totals must equal 100

# Weighting Military Value for a Function

| Selection Criteria (SC) | Readiness | | Facilities | | Mobilization | | Cost | | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| *Weighting* | 50 | | 25 | | 10 | | 15 | | 100 |
| Attribute | | | | | | | | | |
| Operational Infrastructure | 50 | 25 | 35 | 8.75 | 20 | 2 | 20 | 3 | 38.75 |
| Operational Training | 25 | 12.5 | 35 | 8.75 | 20 | 2 | 20 | 3 | 26.25 |
| Port Characteristics | 20 | 10 | 10 | 2.5 | 35 | 3.5 | 30 | 4.5 | 20.5 |
| Personnel Support | 5 | 2.5 | 20 | 5 | 25 | 2.5 | 30 | 4.5 | 14.5 |
| | 100 | 50 | 100 | 25 | 100 | 10 | 100 | 15 | 100 |

IEG will map questions to "Attribute/Selection Criteria Pairs" (ASP)

ASP weights used to determine the weight of each question

# Question Weighting

| Selection Criteria | | Readiness | | | | Facilities | | | | Mobilization | | | | Cost | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ASP | | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | | |
| Weight | | 25 | 12.5 | 10 | 2.5 | 8.75 | 8.75 | 2.5 | 5 | 2 | 2 | 3.5 | 2.5 | 3 | 3 | 4.5 | 4.5 | | |
| Question | BAND | | | | | | | | | | | | | | | | | Score | Weight |
| $Q_1$ | | | | | | | | | | | | | | | | | | | |
| $Q_2$ | | | | | | | | | | | | | | | | | | | |
| $Q_3$ | | | | | | | | | | | | | | | | | | | |
| $Q_4$ | | | | | | | | | | | | | | | | | | | |
| $Q_5$ | | | | | | | | | | | | | | | | | | | |
| $Q_6$ | | | | | | | | | | | | | | | | | | | |
| $Q_7$ | | | | | | | | | | | | | | | | | | | |
| $Q_8$ | | | | | | | | | | | | | | | | | | | |
| $Q_9$ | | | | | | | | | | | | | | | | | | | |
| $Q_{10}$ | | | | | | | | | | | | | | | | | | | |
| $Q_{11}$ | | | | | | | | | | | | | | | | | | | |
| $Q_{12}$ | | | | | | | | | | | | | | | | | | | |
| $Q_{13}$ | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | 100 |

**ASP Weights determined from previous slide**

Department of the Navy

Infrastructure Analysis Team

# Question Weighting

| Selection Criteria | | Readiness | | | | Facilities | | | | Mobilization | | | | Cost | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ASP | | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | | |
| Weight | | 25 | 12.5 | 10 | 2.5 | 8.75 | 8.75 | 2.5 | 5 | 2 | 2 | 3.5 | 2.5 | 3 | 3 | 4.5 | 4.5 | | |
| Question | BAND | | | | | | | | | | | | | | | | | Score | Weight |
| $Q_1$ | 1 | | | | | | | | | | | | | | | | | | |
| $Q_2$ | 1 | | | | | | | | | | | | | | | | | | |
| $Q_3$ | 2 | | | | | | | | | | | | | | | | | | |
| $Q_4$ | 3 | | | | | | | | | | | | | | | | | | |
| $Q_5$ | 2 | | | | | | | | | | | | | | | | | | |
| $Q_6$ | 1 | | | | | | | | | | | | | | | | | | |
| $Q_7$ | 1 | | | | | | | | | | | | | | | | | | |
| $Q_8$ | 2 | | | | | | | | | | | | | | | | | | |
| $Q_9$ | 3 | | | | | | | | | | | | | | | | | | |
| $Q_{10}$ | 3 | | | | | | | | | | | | | | | | | | |
| $Q_{11}$ | 2 | | | | | | | | | | | | | | | | | | |
| $Q_{12}$ | 1 | | | | | | | | | | | | | | | | | | |
| $Q_{13}$ | 3 | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | 100 |

List of IEG Approved Questions

IAT Recommends Band indicating importance of question with 1 being most important.

Department of the Navy

Infrastructure Analysis Team

# Question Weighting

| Selection Criteria | | Readiness | | | | Facilities | | | | Mobilization | | | | Cost | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ASP | | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | | |
| Weight | | 25 | 12.5 | 10 | 2.5 | 8.75 | 8.75 | 2.5 | 5 | 2 | 2 | 3.5 | 2.5 | 3 | 3 | 4.5 | 4.5 | | |
| Question | BAND | | | | | | | | | | | | | | | | | Score | Weight |
| $Q_1$ | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | |
| $Q_2$ | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | |
| $Q_3$ | 2 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | |
| $Q_4$ | 3 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 4 | |
| $Q_5$ | 2 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | |
| $Q_6$ | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 9 | |
| $Q_7$ | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 9 | |
| $Q_8$ | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 6 | |
| $Q_9$ | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 3 | |
| $Q_{10}$ | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 3 | |
| $Q_{11}$ | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 5 | |
| $Q_{12}$ | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 8 | |
| $Q_{13}$ | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 4 | |
| | | | | | | | | | | | | | | | | | | | 100 |

IEG "assigns" each question to 1 or more ASP

IEG, after reviewing IAT "band" scores each question 1 – 10, with 10 being most important

Department of the Navy

Infrastructure Analysis Team

# Question Weighting

| Selection Criteria | | Readiness | | | | Facilities | | | | Mobilization | | | | Cost | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| ASP | | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | OI | OT | PC | PS | | |
| Weight | | 25 | 12.5 | 10 | 2.5 | 8.75 | 8.75 | 2.5 | 5 | 2 | 2 | 3.5 | 2.5 | 3 | 3 | 4.5 | 4.5 | | |
| Question | BAND | | | | | | | | | | | | | | | | | Score | Weight |
| $Q_1$ | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 10 | 14.2 |
| $Q_2$ | 1 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 8 | 11.35 |
| $Q_3$ | 2 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 9.93 |
| $Q_4$ | 3 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 4 | 5.6 |
| $Q_5$ | 2 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 7 | 8.14 |
| $Q_6$ | 1 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 9 | 11.64 |
| $Q_7$ | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 9 | 11.4 |
| $Q_8$ | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 6 | 1.29 |
| $Q_9$ | 3 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 3 | 5.64 |
| $Q_{10}$ | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 3 | 1.3 |
| $Q_{11}$ | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 5 | 1.323 |
| $Q_{12}$ | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 8 | 12.12 |
| $Q_{13}$ | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 4 | 2.2 |
| | | | | | | | | | | | | | | | | | | | 100 |

Question weights are mathematically determined

$$\text{Question Weight} = \sum_{\text{All ASPs}} \frac{\text{ASP Weight} \times \text{Question Score}}{\sum \text{Question Scores Applicable to Specific ASP}} \times 100$$

Summed for Questions Applicable to Specific ASP

back

**back**

# Notional Targeted Activities for Operation's Functions

## Surface/Subsurface Function Targeted Activities

Naval Base Coronado*
Naval Base Pt Loma
Naval Station Agana, Guam
Naval Amphib Base Little Creek*
Naval Shipyard Norfolk
Naval Shipyard Pearl Harbor
Naval Shipyard Portsmouth
Naval Shipyard Puget Sound
Naval Weapon Station Charleston
Naval Weapon Station Concord
Naval Weapon Station Earl
Naval Weapon Station Seal Beach
Naval Weapon Station Yorktown
Naval Station Bremerton
Naval Station Everett
Naval Station Ingleside
Naval Station Mayport*
Naval Station Newport
Naval Station Norfolk*
Naval Station Pascagoula
Naval Station Pearl Harbor
Naval Station San Diego
Subase Bangor
Subase Kings Bay
Subase New London
Subase San Diego

## Ground Function Targeted Activities

Naval Base Coronado* (SEAL)
Naval Amphib Base Little Creek* (SEAL)
CBC Gulfport
Naval Station Ventura County*
Camp Lejeune
Camp Pendleton*
MCB Hawaii*
MCB Quantico*

Naval Air Function Targeted Activities

MCAS Beaufort
MCAS Cherry Point
MCB Hawaii (Kaneohe Bay)
MCB Camp Pendleton*
MCAS Miramar
MCB Quantico*
MCAS New River
MCAS Yuma
NAF El Centro
NAF Key West
NAF Washington
NAS Atlanta
NAS Brunswick
NAS Corpus Christi
NAS Fallon
NAS Jacksonville
NAS JRB Ft Worth
NAS JRB New Orleans
NAS JRB Willow Grove
NAS Lemoore
NAS North Island
NAS Oceana
NAS Whidbey Island
Naval Station Mayport*
Naval Station Norfolk*
Naval Station Ventura County* (Pt Mugu)
NAWC Patuxent River
NAWC China Lake
29 Palms

*Indicates multiple functions at an installation