

**BASE VISIT REPORT**

**Naval Air Depot,  
North Island, San Diego, Ca**

**June 8, 2005**

**LEAD COMMISSIONER:**

The Honorable Anthony J. Principi, Chairman

**ACCOMPANYING COMMISSIONER:**

None

**COMMISSION STAFF:**

Dave Van Saun, Team Leader,

Thomas A. Pantelides, Senior Analyst, Joint Issues Team

Lesia mandzia, Senior Analyst, Joint Issues Team

**LIST OF ATTENDEES:**

RADM Jose L. Betancourt, Commander, Navy Region Southwest, Phone: (619) 532-2925, E-Mail: [jose.betancourt@navy.mil](mailto:jose.betancourt@navy.mil)

Captain Tim Trainer, Commanding Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [william.t.trainer@navy.mil](mailto:william.t.trainer@navy.mil)

Captain Fred Cleveland, Executive Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [fred.cleveland@navy.mil](mailto:fred.cleveland@navy.mil)

Bill Reschke, Plant Manager, Naval Air Depot North Island, Phone: (619) 545-3101, E-Mail: [william.reschke@navy.mil](mailto:william.reschke@navy.mil)

CDR Mike Kelly, Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381, E-Mail: [mike.kelly@navy.mil](mailto:mike.kelly@navy.mil)

Frank Widick, Deputy Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381

Brian Frank, Research and Engineering, Naval Air Depot North Island, Phone: (619) 545-3954

Bill Reschke, Plant Manager, Naval Air Depot North Island, Phone: (619) 545-3101, E-Mail: [william.reschke@navy.mil](mailto:william.reschke@navy.mil)

Gene Severino, Comptroller, Naval Air Depot North Island, Phone: (619) 545-2366

Eva Escalante, Counsel, Naval Air Depot North Island, Phone: (619) 545-2929

Donna Russell Facilities Director, Naval Air Depot North Island, Phone: (619) 545-2917

Walt Palmer, Director, Industrial Business Operations Department, Naval Air Depot North Island, Phone: (619) 545-2933, E-Mail: [walter.w.palmer@navy.mil](mailto:walter.w.palmer@navy.mil)

Fernando Ramirez, Industrial Production Department Director, Naval Air Depot North Island, Phone: (619) 545-3722

Rene Trevino, Executive Director, Navy Region Southwest, Phone: (619) 532-4665, E-Mail: [rene.trevino@navy.mil](mailto:rene.trevino@navy.mil)

Bruce Helsing, Business Office (BRAC Coordinator), Naval Air Depot North Island, Phone: (619) 545-2443, E-Mail: [bruce.helsing@navy.mil](mailto:bruce.helsing@navy.mil)

George Werner, Business Office (BRAC Team) Naval Air Depot North Island, Phone: (619) 545-2370

Linda Garcia, Business Office, Naval Air Depot North Island, Phone: (619) 545-2705

CDR Jake Washington, Public Works Office (Naval Base Coronado), Phone: (619) 545-1113

LCDR Mike Tasker, BRAC Coordinator (Navy Region SW) Phone: (619) 556-0054

Diana Delgado, Deputy Comptroller, Naval Air Depot North Island, Phone: (619) 545-3520, E-Mail: [diana.delgado@navy.mil](mailto:diana.delgado@navy.mil)

Bill Cooper, Special Projects Assistant, for Congressman Duncan Hunter, 52<sup>nd</sup> District, California, Phone: (619) 5793001, E-Mail: [bill.cooper@mail.house.gov](mailto:bill.cooper@mail.house.gov)

Ricardo Terrazas, Deputy District Chief of Staff, for Congressman Duncan Hunter, 52<sup>nd</sup> District, California, Phone: (619) 5793001

D'Ann Lanning, Field Representative, for Senator Dianne Feinstein, Los Angeles California, Phone: (310) 914-7300 E-Mail: [dann\\_lanning@feinstein.senate.gov](mailto:dann_lanning@feinstein.senate.gov)

### **BASE'S PRESENT MISSION:**

The Naval Air Depot, North Island is a major tenant at Naval Base Coronado and is the west coast naval aircraft depot specializing in the support of aircraft and related systems. Through partnership with industry, other government agencies and supporting aerospace organizations, the Depot North Island repairs and overhauls aviation systems.

Naval Air Depot, North Island performs depot level repairs and modification on more than 250 aircraft per year. Performing repairs and overhauls on AH-1, CH-53, C-2, E-2, EA-6, F/A-18, S-3, SH/HH/MH-60 and UH/HH-1 aircraft

The Depot's, engineers and artisans conceived, designed and constructed a fixture and repair process that allows for the replacement of the center fuselage section of F/A-18 Hornets, a capability that has helped avoid millions of dollars in aircraft replacement costs while significantly extending the service life of the Navy's primary strike aircraft. The Depot is a leader in repairing and restoring aircraft surfaces and the only naval lab with aircraft tire engineering and laser tire testing capability.

Naval Air Depot North Island has 25 years experience in repair and calibration of Inertial Navigation systems with Field Service teams that deliver aircraft depot repair capabilities directly to squadron sites anytime, worldwide-ashore or afloat, including, overhaul and repair catapult and arresting gear systems on all Pacific Fleet aircraft carriers. Additionally, the Depot manufactures mobile vans in support of deploying Marines and Special Forces units. These vans have more than 150 configurations that include medical, command and control, communications, and storage facilities.

F/A-18 Hornets and Super Hornets, EA-6B Prowlers, E-2 Hawkeyes, S-3 Vikings, H-60 Seahawks, AH-1 Cobras, UH/HH-1 Hueys and CH-53 Sea Stallions of the Navy and Marine Corps undergo maintenance and repair under Naval Air's long-range fleet maintenance strategy, the Integrated Maintenance Concept (IMC). Performed by Depot artisans and squadron personnel at Marine Corps Air Stations Kaneohe Bay, Hawaii, Miramar, Calif., Camp Pendleton, Calif., and Naval Air Stations Whidbey Island, Wash., Fallon, Nev., and North Island, Calif., IMC processes bring to bear a multitude of aviation maintenance disciplines and advanced aviation technologies. For example, Naval Air Depot, North Island is home to the only West Coast tail boom fixture for Cobra and Huey maintenance, alignment and repair.

### **SECRETARY OF DEFENSE RECOMMENDATION:**

DOD is recommending a realignment of the Atlantic and Pacific Naval Air Depot (NADEP) and Intermediate Maintenance Activity (IMA) functions. The recommendation realigns bases by disestablishing Depots and establishing Fleet Readiness Centers (FRC)

with workload realignments. The major personnel reductions from this realignment coming from Cherry Point Marine Corps Air Station, NC (Atlantic Fleet) and North Island, Naval Air Station, Coronado, CA (Pacific Fleet). The Proposal creates six Fleet Readiness Centers (FRCs) with 13 affiliated FRC Sites at satellite locations.

This recommendation realigns and merges some personnel from depot into intermediate maintenance activities with some consolidation of IMA's with a projected reduction of personnel requirements across the naval air rework and repair enterprise.

Geographically the proposal can be viewed as an east (Atlantic Fleet) and west (Pacific Fleet) realignment. This portion of our review concentrated on the west coast realignment and with the NADEP at North Island, Naval Air Station, Coronado, CA.

#### *East Coast proposal*

FRC Mid-Atlantic will be located on NAS Oceana, VA, with affiliated FRC Sites at NAS Patuxent River, MD, NAS Norfolk, VA, and JRB New Orleans, LA. FRC East is located at Cherry Point, NC, with affiliated FRC Sites at MCAS Beaufort, SC, and MCAS New River, NC. The existing intermediate level activity associated with HMX-1 at MCB Quantico, VA, will also be affiliated with FRC East. FRC Southeast will be located on NAS Jacksonville, FL and will have an affiliated FRC Site at NAS Mayport, FL.

#### *West Coast Proposal*

FRC West will be located on NAS Lemoore, CA, and will have FRC affiliated sites at NAS JRB Fort Worth, TX, and NAS Fallon, NV. FRC Southwest will be located on Naval Station Coronado, CA, and will have affiliated sites at MCAS Miramar, CA, MCAS Pendleton, CA, MCAS Yuma, AZ, and NAS Point Mugu, CA. FRC Northwest will be located on NAS Whidbey, WA, with no affiliated FRC Sites.

In addition to the actions described in this recommendation, there are four additional actions involved in the comprehensive merger of depot and intermediate maintenance: Naval Air Station Joint Reserve Base Willow Grove, PA, Naval Air Station Corpus Christi, TX, Naval Air Station Brunswick, ME, and Naval Air Station Atlanta, GA. The actions at these installations are described in separate installation closure recommendations in the Department of the Navy section of the BRAC Report. The effect of these actions will be the absorption of the IMA's at these bases into the east and west coast FRC's. Details of this absorption could not be obtained at NADEP Cherry Point.

The attached reorganization chart depicts the west coast realignment proposal.

#### **SECRETARY OF DEFENSE JUSTIFICATION:**

This recommendation reduces the number of maintenance levels and proposes a streamlining of the way maintenance is accomplished. It also transforms and blends some Depot and intermediate level maintenance; and positions maintenance activities closer to

fleet concentrations. The recommendation is designed to enhanced effectiveness and efficiency, greater agility, and allows Naval Aviation to achieve the right readiness at the least cost. This transformation of NADEP's to FRC's are projected to produce significant reductions in the total cost of maintenance, repair and overhaul plus the associated Supply system PHS&T (Packaging, Handling, Storage and Transportation) as well as reparable inventory stocking levels as a result of reduced total repair turn-around times, reduced transportation, lower spares inventories, less manpower, and more highly utilized infrastructure.

**MAIN FACILITIES REVIEWED:**

Naval Air Depot, North Island, San Diego, Ca

**KEY ISSUES IDENTIFIED:**

The cost of operations (issue 4) and the manpower implications and the extent and timing of potential costs and savings (issue 5) were the two questionable issues identified in our visit.

*The cost of operations*

The DOD recommendation proposes a transformation and realignment of intermediate and Depot level maintenance facilities into a network of Fleet Readiness Centers (FRC)'s on both coasts. The West Coast sites have been identified as having a reduction of 653 direct and 579 indirect positions as a result of the realignment. The Depot at the North Island location has been identified as having a reduction of 587 positions, 97 from moves and 490 as personnel reductions.

Our review found that of the 587 positions identified as reductions for the Depot at North Island, 71 positions are reductions in military and 97 positions are moves to other locations within the proposed west coast FRC network. It seems that all estimated reductions are based on workload movements that would be apportioned through-out all of the FRC's and their respective sites on the West Coast. Given the workload transfers expected within the west cost FRC sites, we estimate a 368 reduction rather than the 653 estimated in the DOD proposal.

The assumption used in this proposal is that workload transferred to consolidated sites will result in a reduction of workload performed at the North Island Depot location. The reduction would be caused by increased efficiencies at intermediate maintenance sites as a result of the transfer of the 71 Depot level artisans into these facilities. Although this assumption may be valid the transfer of the workload inherently transfers corresponding manpower requirements. If the assumptions hold workload standards would need to be revised in order to actually reduce personnel requirements.

Additionally, the proposal estimates an \$85.7 million dollar major construction cost as a result of the reorganization. Based on discussions with Depot officials, it is not clear if

construction is actually required at the marine air stations identified. For example, the consolidation at Naval Air Station Yuma consolidates Marine Air Logistic Support (MALS) 13 and a Naval Air Depot, North Island detachment into an FRC site at the Marine Air Station, Yuma. The consolidation will also transfer 5 Depot level artisans into the new FRC site. The proposal projects a need for a \$30.3 million dollar in additional facilities to house the new FRC. Depot Officials could not explain the need for a new facility at Yuma. They agreed that the current facilities used by MALS 13 and the detachment should accommodate the proposed consolidation in Yuma.

Officials at North Island could not clarify specific numbers nor explain major constructions costs projected. They agreed that a meeting with officials of the joint service group who calculated the numbers and projected savings for the FRC realignment would be required to clarify any outstanding questions on the proposal.

*The manpower implications and the extent and timing of potential costs and savings*

The North Island Depot has made a number of improvements in the quality of work which has allowed the depot to reduce the turnaround time, this at a time of increased workload, given significant extra wear and tear incurred within overseas theaters of operation. Depot officials explained that the reduced turnaround time has resulted in about a 3% to 4% increase in cost of operations due to overtime, contractor workload, and material costs. Additionally, we were told that the standards have not been adjusted for the increased level of repair being performed.

Given the increased cost of operations and the over execution of workload it was surprising to find that North Island Depot currently was 166 positions not filled. In addition, 234 positions are contractor personnel which could be released without penalty to the government. Given that cost savings are calculated across all FRC's the effect of this variance could not be determined from our visit to North Island. However this variance would have the effect of reducing projected savings. We plan to follow-up at the joint service group who calculated the numbers and projected savings for the FRC realignment to assess the variance between authorized and actual personnel in order to assess the manpower implications and the extent and timing of potential costs and savings.

**INSTALLATION CONCERNS RAISED:**

Installation Officials agreed that the effect of the proposed realignment would be minimal given the 8% a year turnover rate and the flexibility of the contractor workforce. They did note that although the projected reductions would be minimal an effort would be required to "right size" the skills required.

**COMMUNITY CONCERNS RAISED:**

Comments by Base and Depot Officials indicate the San Diego community is not concerned over the proposed realignment to FRC's. This may be due to the assurance that reductions in positions as a result of realignment would be over time and be made with normal attrition of personnel.

**REQUESTS FOR STAFF AS A RESULT OF VISIT:**

Not at this time.

# Realignment Of Pacific Fleet Industrial Functions To Fleet Readiness Centers (FRC)

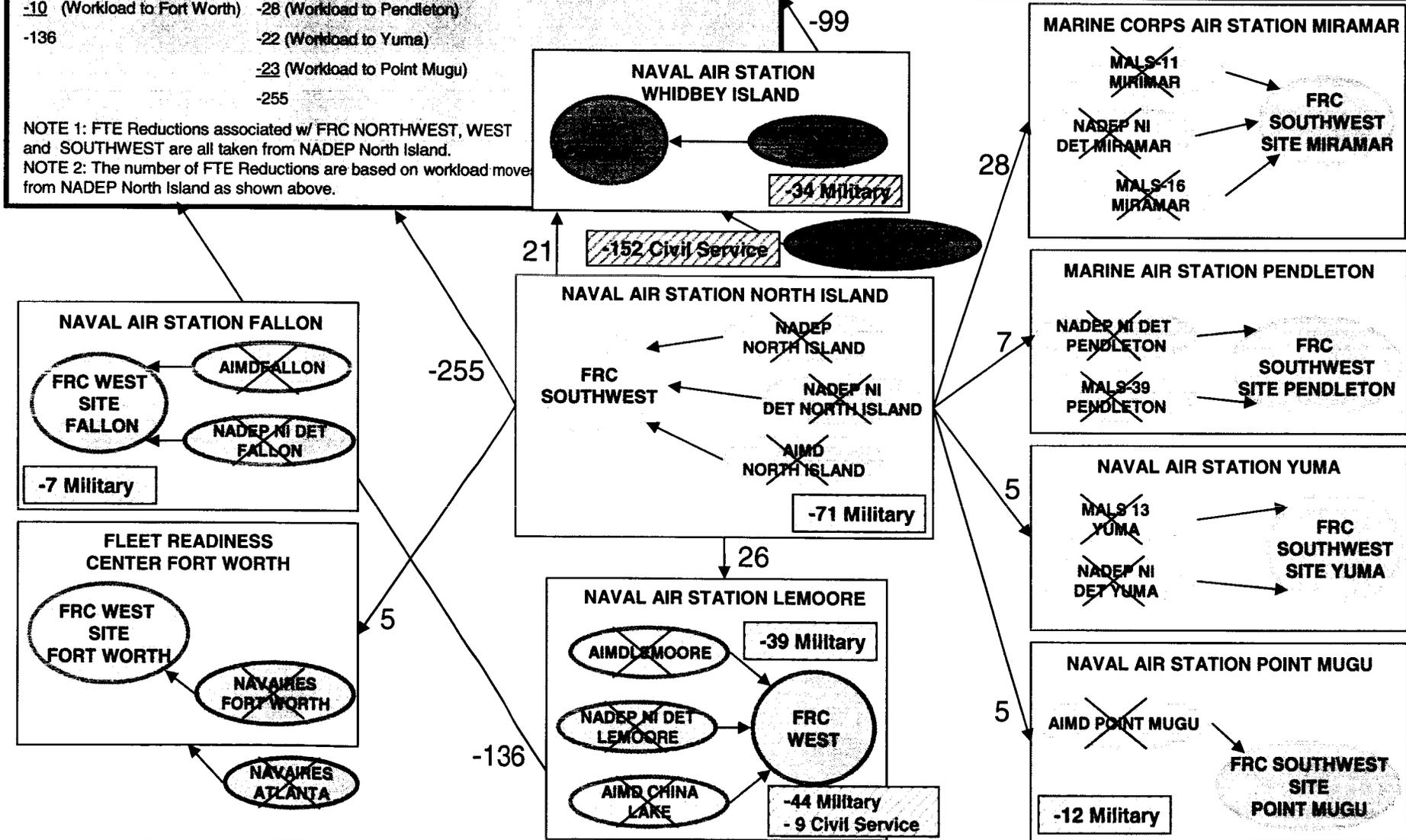
FTE REDUCTIONS (Full Time Equivalent)		
FRC WEST	FRC SOUTHWEST	FRC NORTHWEST
-114 (Workload to Lemoore)	-91 (Workload to AIMD North Island)	-99 (Workload to Whidbey Island)
-12 (Workload to Fallon)	-91 (Workload to Miramar)	-99
-10 (Workload to Fort Worth)	-28 (Workload to Pendleton)	
-136	-22 (Workload to Yuma)	
	-23 (Workload to Point Mugu)	
	-255	

NOTE 1: FTE Reductions associated w/ FRC NORTHWEST, WEST and SOUTHWEST are all taken from NADEP North Island.

NOTE 2: The number of FTE Reductions are based on workload move from NADEP North Island as shown above.

	Depot	Other
FTE Reductions	-490	
FTE Transfers	-97	-161 *
	Reductions	Transfers
Military	-163	-44 *

\* Includes AIMD China Lake & Crane transfers



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**ACCOMPANYING COMMISSIONER:**

None

**COMMISSION STAFF:**

Dave Van Saun, Team Leader,

Thomas A. Pantelides, Senior Analyst, Joint Issues Team

Lesia mandzia, Senior Analyst, Joint Issues Team

**LIST OF ATTENDEES:**

RADM Jose L. Betancourt, Commander, Navy Region Southwest, Phone: (619) 532-2925, E-Mail: [jose.betancourt@navy.mil](mailto:jose.betancourt@navy.mil)

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Captain Fred Cleveland, Executive Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [fred.cleveland@navy.mil](mailto:fred.cleveland@navy.mil)

Bill Reschke, Plant Manager, Naval Air Depot North Island, Phone: (619) 545-3101, E-Mail: [william.reschke@navy.mil](mailto:william.reschke@navy.mil)

CDR Mike Kelly, Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381, E-Mail: [mike.kelly@navy.mil](mailto:mike.kelly@navy.mil)

Frank Widick, Deputy Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381

## **BASE VISIT REPORT**

**Naval School of Health Sciences, San Diego, CA  
(Med – 10)**

**June 8, 2005**

**LEAD COMMISSIONER:** Anthony Principi, Chairman

**ACCOMPANYING COMMISSIONER:** not applicable

**COMMISSION STAFF:** Dave Van Saun, Director  
Tom Pantelides, Senior Analyst  
Lesia Mandzia, Senior Analyst

### **LIST OF ATTENDEES:**

**Navy Region Southwest:** RADM Jose L. Betancourt, Commander  
Rene Trevino, Executive Director  
LCDR Tasker

**Naval Medical Center San Diego:** RADM John Mateczun, Commander  
Capt. Charles Davis, Deputy Commander  
Capt. Tam

**Naval School of Health Sciences, San Diego:** Capt. William Nunns, Commander  
Capt. Robin McKenzie, Executive Officer  
Karen Natkin, Ph.D., Associate Dean

**Congressman Duncan Hunter (52<sup>nd</sup> District, CA):** V. Bill Cooper, Special Projects Assistant

### **BASE'S PRESENT MISSION:**

#### **Mission of the Naval School of Health Sciences, San Diego**

Note: the school is responsible for the basic and enlisted medical training being relocated to Fort Sam Houston, TX.

The Naval School of Health Sciences, San Diego is located on the campus of Naval Medical Center, San Diego whose mission is:

- To Deliver education and training in support of Force Health Protection

- To deliver quality health services in support of the Armed Forces.
- Maintain medical readiness.
- Advance medicine through education, training and research.

**SECRETARY OF DEFENSE RECOMMENDATION:**

- **Realign Naval Air Station Great Lakes, IL, Sheppard Air Force Base, TX, Naval Medical Center Portsmouth, VA, Naval Medical Center San Diego, CA by relocating basic and specialty enlisted medical training to Fort Sam Houston, TX.**

**SECRETARY OF DEFENSE JUSTIFICATION:**

- To transform legacy medical infrastructure into a modernized joint operational medicine platform. This recommendation reduces excess capacity within the San Antonio Multi-Service Market (MSM: two or more facilities co-located geographically with “shared” beneficiary population) while maintaining the level of care for the beneficiaries, enhancing opportunities for provider currency, and maintaining surge capacity.
- Co-locating all (except Aerospace Medicine) medical basic and specialty enlisted training at Fort Sam Houston, TX, with the potential of transitioning to a joint training effort, will result in reduced infrastructure and excess system capacity, while capitalizing on the synergy of the co-location of similar training conducted by each of the three Services.
- The development of a joint training center will result in standardized training for medical enlisted specialties enhancing interoperability and joint deployability.
- Co-location of medical enlisted training with related military clinical activities of the San Antonio Regional Medical Center at Brooke Army Medical Center, Fort Sam Houston, TX, provides synergistic opportunities to bring clinical insight into the training environment, real-time. As a result, both the healthcare delivery and training experiences are exponentially enhanced.

**MAIN FACILITIES REVIEWED:** Naval School of Health Sciences  
 34101 Farenholt Ave., Building 14  
 San Diego, CA 92134

**KEY ISSUES IDENTIFIED:**

- It is unclear whether this realignment is relocation or a consolidation.
- It is unclear whether Fort Sam Houston will be able to provide all the clinical training.
- Staff at NSHS San Diego are not sure what will happen to the: Drug and Alcohol Counselor training program, the Navy Trauma Center training provided in conjunction with USC and LA County Hospital, the Expanded Dental Functions program, and the Physician Assistant program.
- NSHS San Diego provides training in a simulation lab that the Naval Medical Center San Diego also uses for training purposes. Staff does not know if the simulation lab will also

move to Fort Sam Houston. If it does move, this could have an impact on the Medical Center's training.

- Navy corpsman scope of practice is broader than that of an Army medic. If the military is moving toward jointness, which of those training programs would be the more appropriate? The reason corpsman have a broader scope of practice is that they are trained to do many more things because they usually are, for example, the only medical provider on a ship. Whereas, a medic usually works with supervision.

#### **INSTALLATION CONCERNS RAISED:**

- Will this be a realignment, relocation or a consolidation?
- How will differences in programs' curriculum be handled? For example, Navy Corpsman have a broader scope of practice than do Army medics.
- Will there be adequate locations for completion of clinical training at Fort Sam Houston?
- What will happen to the NSHS San Diego's: simulation lab, Drug & Alcohol Treatment program, Navy Trauma Training Center, Independent Duty Corpsman, Physician Assistant program, Navy Nurse Corps Anesthesia program and Expanded Dental Functions program?
- How will a full student load be maintained as students transition to Fort San Houston?

#### **COMMUNITY CONCERNS RAISED:**

- Newspaper articles have noted that the Naval School of Health Sciences (NSHS) San Diego faces the deepest cuts of any installation in California with a projected loss of 1,630 people, most are the enlisted sailors enrolled in medical training courses. According to the San Diego Regional Economic Development Corp., 100 to 150 positions at NSHS involve full-time permanent staff.

#### **REQUESTS FOR STAFF AS A RESULT OF VISIT:**

Visit Fort Sam Houston to determine whether there will be sufficient capability at Brook Army Medical Center and other locations in the area to provide the clinical training that will be needed for all the enlisted medical training that is being moved to Fort Sam Houston.

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 CLARK STREET, SUITE 600**  
**ARLINGTON, VIRGINIA 22202**  
**(703) 699-2950**

**MEMORANDUM OF MEETING**

**DATE:** June 8, 2005

**TIME:** 1:00 PM – 3:30 PM

**MEETING WITH:**

RADM Jose L. Betancourt, Commander, Navy Region Southwest, Phone: (619) 532-2925, E-Mail: [jose.betancourt@navy.mil](mailto:jose.betancourt@navy.mil)

Captain Tim Trainer, Commanding Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [william.t.trainer@navy.mil](mailto:william.t.trainer@navy.mil)

**SUBJECT:** Briefing and tour of The Naval Air Depot, (NADEP), North Island

**PARTICIPANTS:**

The Honorable Anthony J. Principi , Chairman

Dave Van Saun, Team Leader, Joint Issues Team

Thomas A. Pantelides, Senior Analyst, Joint Issues Team\*

Lesia mandzia, Senior Analyst, Joint Issues Team

**LIST OF ATTENDEES:**

Captain Fred Cleveland, Executive Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [fred.cleveland@navy.mil](mailto:fred.cleveland@navy.mil)

Bill Reschke, Plant Manager, Naval Air Depot North Island, Phone: (619) 545-3101, E-Mail: [william.reschke@navy.mil](mailto:william.reschke@navy.mil)

CDR Mike Kelly, Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381, E-Mail: [mike.kelly@navy.mil](mailto:mike.kelly@navy.mil)

Frank Widick, Deputy Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381

Brian Frank, Research and Engineering, Naval Air Depot North Island, Phone: (619) 545-3954

Bill Reschke, Plant Manager, Naval Air Depot North Island, Phone: (619) 545-3101, E-Mail: [william.reschke@navy.mil](mailto:william.reschke@navy.mil)

Gene Severino, Comptroller, Naval Air Depot North Island, Phone: (619) 545-2366

Eva Escalante, Counsel, Naval Air Depot North Island, Phone: (619) 545-2929

Donna Russell Facilities Director, Naval Air Depot North Island, Phone: (619) 545-2917

Walt Palmer, Director, Industrial Business Operations Department, Naval Air Depot North Island, Phone: (619) 545-2933, E-Mail: [walter.w.palmer@navy.mil](mailto:walter.w.palmer@navy.mil)

Fernando Ramirez, Industrial Production Department Director, Naval Air Depot North Island, Phone: (619) 545-3722

Rene Trevino, Executive Director, Navy Region Southwest, Phone: (619) 532-4665, E-Mail: [rene.trevino@navy.mil](mailto:rene.trevino@navy.mil)

Bruce Helsing, Business Office (BRAC Coordinator), Naval Air Depot North Island, Phone: (619) 545-2443, E-Mail: [bruce.helsing@navy.mil](mailto:bruce.helsing@navy.mil)

George Werner, Business Office (BRAC Team) Naval Air Depot North Island, Phone: (619) 545-2370

Linda Garcia, Business Office, Naval Air Depot North Island, Phone: (619) 545-2705

CDR Jake Washington, Public Works Office (Naval Base Coronado), Phone: (619) 545-1113

LCDR Mike Tasker, BRAC Coordinator (Navy Region SW) Phone: (619) 556-0054

Diana Delgado, Deputy Comptroller, Naval Air Depot North Island, Phone: (619) 545-3520, E-Mail: [diana.delgado@navy.mil](mailto:diana.delgado@navy.mil)

Bill Cooper, Special Projects Assistant, for Congressman Duncan Hunter, 52<sup>nd</sup> District, California, Phone: (619) 5793001, E-Mail: [bill.cooper@mail.house.gov](mailto:bill.cooper@mail.house.gov)

Ricardo Terrazas, Deputy District Chief of Staff, for Congressman Duncan Hunter, 52<sup>nd</sup> District, California, Phone: (619) 5793001

D'Ann Lanning, Field Representative, for Senator Dianne Feinstein, Los Angeles California, Phone: (310) 914-7300 E-Mail: [dann.lanning@feinstein.senate.gov](mailto:dann.lanning@feinstein.senate.gov)

**MEETING SUMMARY:**

Captain Trainer and Rear Admiral Betancourt provided an extensive briefing of NADEP North Island (NI – 15). After the brief, Chairman Principi, participants and attendee's were given a tour of NADEP North Island and viewed many of the presentations shown in (NI – 4).

\* **Denotes** individual responsible for completing the memorandum

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 CLARK STREET, SUITE 600**  
**ARLINGTON, VIRGINIA 22202**  
**(703) 699-2950**

**MEMORANDUM OF MEETING**

**DATE:** June 8, 2005

**TIME:** 9:30 AM – 10:00 AM

**MEETING WITH:**

RADM Jose L. Betancourt, Commander, Navy Region Southwest, Phone: (619) 532-2925, E-Mail: [jose.betancourt@navy.mil](mailto:jose.betancourt@navy.mil)

Rene Trevino, Executive Director, Navy Region Southwest, Phone: (619) 532-4665, E-Mail: [rene.trevino@navy.mil](mailto:rene.trevino@navy.mil)

Mr. Scott Sutherland, Deputy, Public Affairs, Navy Region Southwest, Phone: (619) 532-1430, E-Mail: [scott.n.sutherland@navy.mil](mailto:scott.n.sutherland@navy.mil)

LCDR Mike Tasker, BRAC Coordinator (Navy Region SW) Phone: (619) 556-0054

Diana Delgado, Deputy Comptroller, Naval Air Depot North Island, Phone: (619) 545-3520, E-Mail: [diana.delgado@navy.mil](mailto:diana.delgado@navy.mil)

**SUBJECT:** Brief the Commander Navy Region Southwest

**PARTICIPANTS:**

Thomas A. Pantelides, Senior Analyst, Joint Issues Team\*

Lesia mandzia, Senior Analyst, Joint Issues Team

**MEETING SUMMARY:**

Rear Admiral Betancourt provided a briefing of the Navy Region Southwest and explained his involvement in the BRAC process for his region. (NI – 7). We provided the Admiral with an overview of the commission organization and the commission schedule. (NI – 8)

\* Denotes individual responsible for completing the memorandum

**DEFENSE BASE CLOSURE AND REALIGNMENT  
COMMISSION**

**2521 CLARK STREET, SUITE 600  
ARLINGTON, VIRGINIA 22202  
(703) 699-2950**

**MEMORANDUM OF MEETING**

**DATE: June7, 2005**

**TIME: 3:30 PM – 4:30 PM**

**MEETING WITH:**

Captain Tim Trainer, Commanding Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [william.t.trainer@navy.mil](mailto:william.t.trainer@navy.mil)

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Donna Russell Facilities Director, Naval Air Depot North Island, Phone: (619) 545-2917

Walt Palmer, Director, Industrial Business Operations Department, Naval Air Depot North Island, Phone: (619) 545-2933, E-Mail: [walter.w.palmer@navy.mil](mailto:walter.w.palmer@navy.mil)

Fernando Ramirez, Industrial Production Department Director, Naval Air Depot North Island, Phone: (619) 545-3722

Bruce Helsing, Business Office (BRAC Coordinator), Naval Air Depot North Island,  
Phone: (619) 545-2443, E-Mail: [bruce.helsing@navy.mil](mailto:bruce.helsing@navy.mil)

George Werner, Business Office (BRAC Team) Naval Air Depot North Island, Phone:  
(619) 545-2370

Linda Garcia, Business Office, Naval Air Depot North Island, Phone: (619) 545-2705

CDR Jake Washington, Public Works Office (Naval Base Coronado),  
Phone: (619) 545-1113

**SUBJECT:** Discuss financial data provided NADEP North Island

**PARTICIPANTS:**

Thomas A. Pantelides, Senior Analyst, Joint Issues Team\*

Lesia mandzia, Senior Analyst, Joint Issues Team

**MEETING SUMMARY:**

The cost of operations and the extent and timing of potential costs and savings were the issues Discussed.

We summarized our observations of the DOD recommendation as a proposal to transform and realign the intermediate and Depot level maintenance facilities into a network of Fleet Readiness Centers (FRC)'s on both coasts. North Island was the East Coast site identified as having a reduction of 653 direct and 579 indirect positions as a result of the realignment to FRC's.

During our discussions North Island officials noted that based on the DOD recommendation North Island will be reducing by 587 positions, 97 positions being movements to other FRC's and 490 positions eliminated as a result of the consolidation. See (NI - 9) Additionally, this issue is discussed in follow up meetings in Washington (NI- 10).

Captain Trainer explained the proposal was in phase one of a three year plan with many questions remaining. For example, Captain Trainer said that many of the planned moves would be accomplished though normal attrition, currently attrition is at about 8% per year. Officials cautioned that although the attrition rate would cover the estimated positions being eliminated it does not address the problem of right sizing the force.

We agreed to talk to Mr. Stew Paul to clarify the numbers and have arranged a meeting with him to obtain an overview of how costs of operations were calculated and the assumptions used resulting in the estimates of savings in support of the DOD proposal.

*The manpower implications and the extent and timing of potential costs and savings*

We discussed the many improvements that have allowed the North Island facility to reduced turnaround time for its work, this at a time of increased workload given significant extra wear and tear incurred within overseas theaters of operation.

Ms. Diana Delgado provided accounting data and information on personnel actually on board. Based on the information provided we estimate North Island Depot currently has about 297 empty positions. (NI-11)

Another method of calculating positions not filled using the data provided by the Aviation Industrial Joint Cross Service Group (I-JSG), shows 164 positions not filled. (NI – 12). During our discussions we found it difficult to determine if the input data to the COBRA model was fiscal year 2003 actual or projected fiscal year 2005 at a point in time. We have asked for additional data to clarify this issue.

We also discussed the accuracy of current standards used in projecting future requirements and examined data showing direct and indirect execution of the standards. A review of the variance of the standards to actual hour's shows that direct hours are under-executed and indirect hours are over-executed however in total actual hours are under-executing standard. However, the cost of sales is over-executing standards. Captain Trainer attributes this variance on higher than expected material costs due to the aging fleet of aircraft. (NI – 13 & 14).

We discussed the accuracy of projected savings due to the variance in positions and actual personnel on board. We agreed that the variance would have the effect of reducing projected savings. We plan to follow-up at the headquarters to assess the variance between authorized and actual personnel in order to assess the manpower implications and the extent and timing of potential costs and savings proposed.

**INSTALLATION CONCERNS RAISED:**

Installation Officials did not raise any concerns and were eager to implement the proposed realignment.

**COMMUNITY CONCERNS RAISED:**

Captain Trainer is not concerned over the proposed realignment to FRC's. He explained that any reductions in positions would be over time and be made with normal attrition.

**ADDITIONAL INFORMATION REQUESTED**

We agreed to coordinate the information obtained through the Aviation Industrial Joint Cross Service Group.

**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 CLARK STREET, SUITE 600**  
**ARLINGTON, VIRGINIA 22202**  
**(703) 699-2950**

**MEMORANDUM OF MEETING**

**DATE:** June 6, 2005

**TIME:** 7:30 AM – 4:30 PM

**MEETING WITH:**

Captain Tim Trainer, Commanding Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [william.t.trainer@navy.mil](mailto:william.t.trainer@navy.mil)

Captain Fred Cleveland, Executive Officer, Naval Air Depot North Island, Phone: (619) 545-2200, E-Mail: [fred.cleveland@navy.mil](mailto:fred.cleveland@navy.mil)

Bill Reschke, Plant Manager, Naval Air Depot North Island, Phone: (619) 545-3101, E-Mail: [william.reschke@navy.mil](mailto:william.reschke@navy.mil)

CDR Mike Kelly, Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381, E-Mail: [mike.kelly@navy.mil](mailto:mike.kelly@navy.mil)

Frank Widick, Deputy Production Officer, Naval Air Depot North Island, Phone: (619) 545-2381

Brian Frank, Research and Engineering, Naval Air Depot North Island, Phone: (619) 545-3954

Bill Reschke, Plant Manager, Naval Air Depot North Island, Phone: (619) 545-3101, E-Mail: [william.reschke@navy.mil](mailto:william.reschke@navy.mil)

Gene Severino, Comptroller, Naval Air Depot North Island, Phone: (619) 545-2366

Eva Escalante, Counsel, Naval Air Depot North Island, Phone: (619) 545-2929

Donna Russell Facilities Director, Naval Air Depot North Island, Phone: (619) 545-2917

Walt Palmer, Director, Industrial Business Operations Department, Naval Air Depot North Island, Phone: (619) 545-2933, E-Mail: [walter.w.palmer@navy.mil](mailto:walter.w.palmer@navy.mil)

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Linda Garcia, Business Office, Naval Air Depot North Island, Phone: (619) 545-2705

CDR Jake Washington, Public Works Office (Naval Base Coronado),  
Phone: (619) 545-1113

**SUBJECT:** Briefing and tour of The Naval Air Depot, (NADEP), North Island

**PARTICIPANTS:**

Thomas A. Pantelides, Senior Analyst, Joint Issues Team\*

Lesia mandzia, Senior Analyst, Joint Issues Team

**MEETING SUMMARY:**

Captain Trainer provided an extensive briefing of NADEP North Island. The Naval Air Depot, North Island is a major tenant at Naval Base Coronado and is the west coast naval aircraft depot specializing in the support of aircraft and related systems. Through partnership with industry, other government agencies and supporting aerospace organizations, the Depot, North Island repairs and overhauls aviation systems.

Naval Air Depot, North Island performs depot level repairs and modification on more than 250 aircraft per year. Performing repairs and overhauls on AH-1, CH-53, C-2, E-2, EA-6, F/A-18, S-3, SH/HH/MH-60 and UH/HH-1 aircraft. (See Briefing materials used NI - 1).

The main points of the brief highlight the many improvements and efficiencies being made within the NADEP. In addition to the North Island NADEP brief Captain Trainer reviewed a Naval Air brief on the proposed Fleet Readiness Centers. (NI - 2) and (NI - 3).

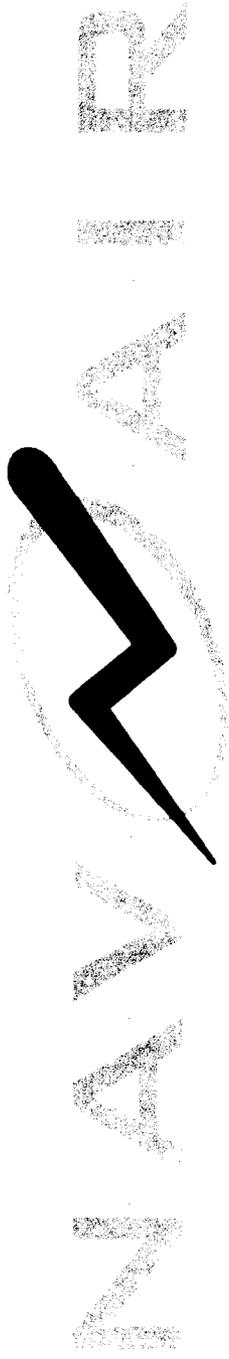
After our brief we took a tour of NADEP North Island and viewed many of the presentations shown in (NI - 4). For example as we toured we discussed the goal of reducing cycle time the theory of constraints, Lean/5S and Six Sigma contained within the Airspeed program. (NI-5). Building 250 Indirect and Direct work hours are below standard, overall workload is down. The E-2 program has a long rebuild (5-6 years) due to the extensive work indirect and direct labor hours are up turnaround time is down. The amount of work has increased by 34%. Many of the problems discussed were due to rust or metal cracks which require additional time above that provided within the standard.

Additionally, we discussed improvements within the maintenance of the F/A – 18 Hornets and the program at North Island for replacing the center support of the aircraft called the replacement of the Center Barrel of the aircraft. (See NI – 6 page 9)

We also visited an Aviation Intermediate Maintenance Department. (AIMD). The Facility had 2700 Square Feet of space and worked on electronic components gyro's etc. Chief Dooly explained the improvements that have allowed him to reduce turnaround time to one day increase quality and reduce the number of personnel needed to perform the work.

In discussing repair of T700 motors the improvements made have allowed for a reduction of from 74 days to 41 day turnaround with 6 -12 day's expected in the future. The facility has excess capacity and can handle more engines.

\* Denotes individual responsible for completing the memorandum



# Naval Air Depot North Island

## COMMAND OVERVIEW

**Capt. William T. Trainer, USN**

**Commanding Officer**



NI-1



# BRAC Commission NADEPNI Schedule & Agenda

## • Monday June 6, 2005

- 08:00 Mr. Pantelides and Ms. Mandzia arrive
- 08:05 - 08:30 Welcome Aboard and Command Overview
- 08:30 - 10:50 NADEPNI Facility Tour
- 10:50 - 12:30 Follow-On Discussions
- 12:30- 15:30 Comptroller Discussions
- 15:30 Visit Conclusion

## • Wednesday June 8, 2005 (Notional)

- 12:00 BRAC Chairman, RADM Betancourt, Staff Arrive
- 12:30-13:30 In-Brief/Command Presentation- Capt. Trainer
- 13:30-16:15 NADEPNI Facility Tour
- 16:15-16:30 Closing Discussions
- 16:30 Visit Conclusion



# NAVAIR Depots

*Providing*

## Worldwide Warfighter Support



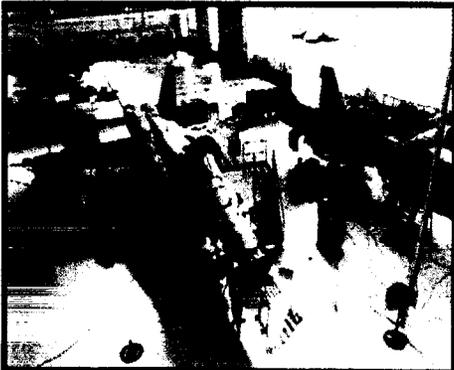
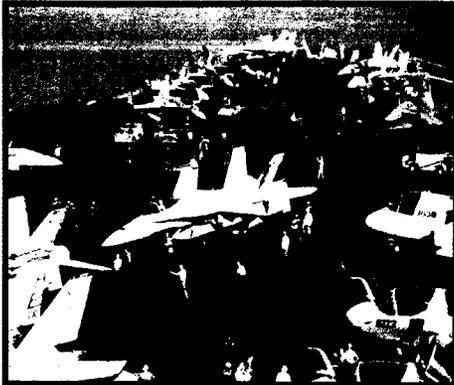
- **In Times of Conflict**
  - *Force-Multiplier*
  - *Operationally Ready*
  - *No Contract Required*



- **In Times of Peace**
  - *“Ready and Controlled” source*
  - *“Honest Broker” to Industry*
  - *Last Source of Repair*



# Present Naval Aircraft Maintenance Levels



- **Organizational (O-Level)**
  - Squadron level
  - Servicing
  - Replace parts

- **Intermediate Level (I-Level)**
  - Component repair
  - Afloat and ashore

- **Depot level (D-Level)**
  - Overhaul
  - Rework

**=FRC**

An aerial photograph of a typical airfield runway, overlaid with a white rectangular shape representing the deck of the USS Ronald Reagan (CVN-76). The runway is a long, straight strip of asphalt, and the carrier deck is shown as a smaller, rectangular area within the runway's length. The text "Naval Aviation is Unique!" is superimposed on the right side of the image.

*Naval Aviation*

*is Unique!*

**COMPARATIVE SCALING**

*USS RONALD REAGAN (CVN-76)*  
OVERLAID ON TYPICAL AIRFIELD RUNWAY  
(12,000 FT.X150 FT)

Top Speed:	30 kts
Length:	1092 ft
Flt Deck Area:	4.5 acres
4 Catapults:	0-150 kts in 3 Sec
3 Arresting cables:	150-0 kts in 400 ft
Crew:	Approx 6000
Life expectancy:	50 years



# NAVAIR Depot North Island

## *A Major Aerospace Complex*



- \$604 million annual revenue\*
- \$247 million annual payroll\*
- The largest aerospace employer in San Diego county
- High powered and high return synergies !

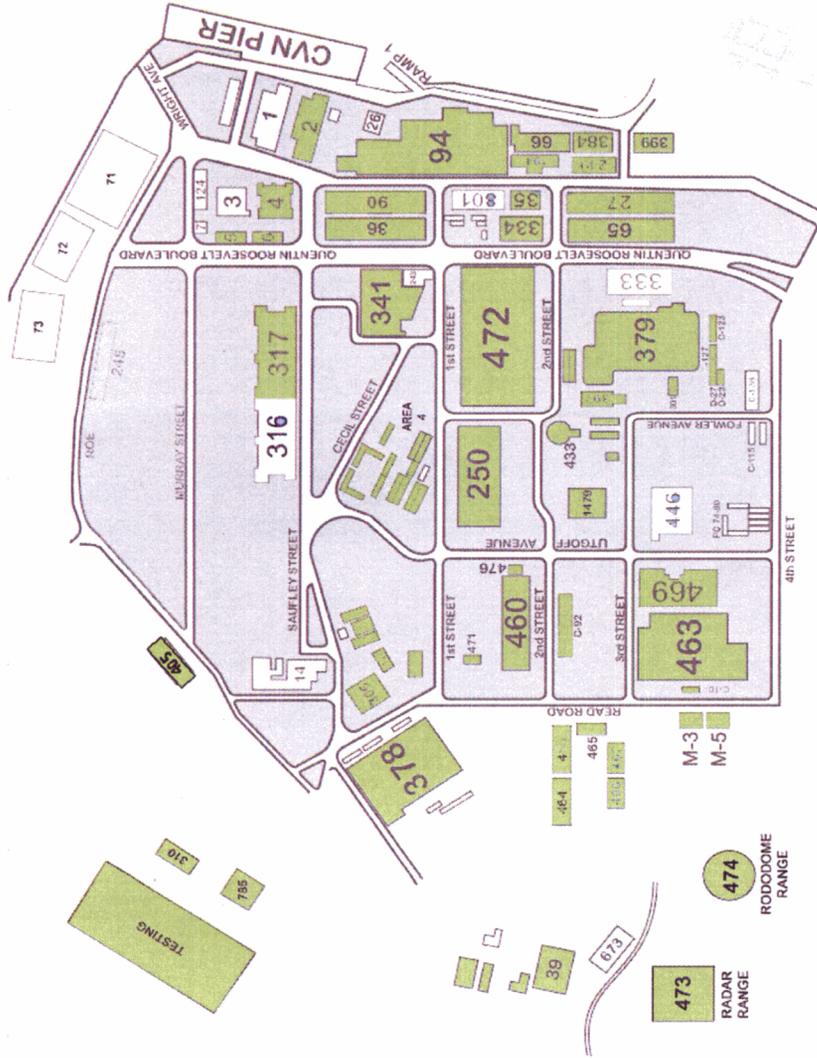
\* FY'04 Actuals



# NAVAIR Depot North Island

*By the numbers...*

- 71 Buildings
- 2.3M Square Feet
- 358 Acres
- 33K Equipment Items
- \$1.4 Billion Replacement Value of Facilities and Equipment



NADEP North Island

Facilities Map



# Team NADEP North Island

*Talented, dedicated, innovative, & educated*

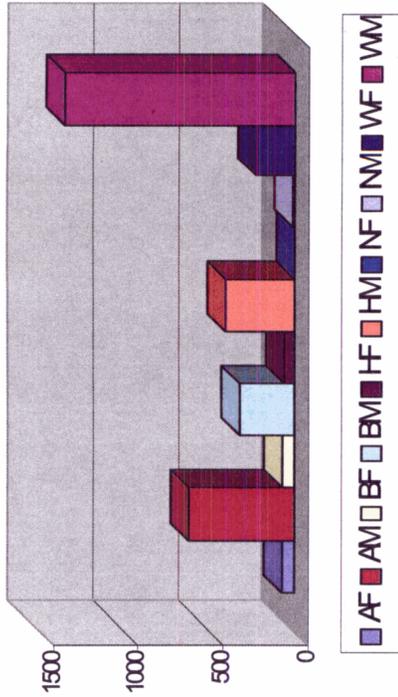


Our 3,279 civilian employees, 100 military, and 655 contractor personnel have an average of 20 years experience and are highly educated!

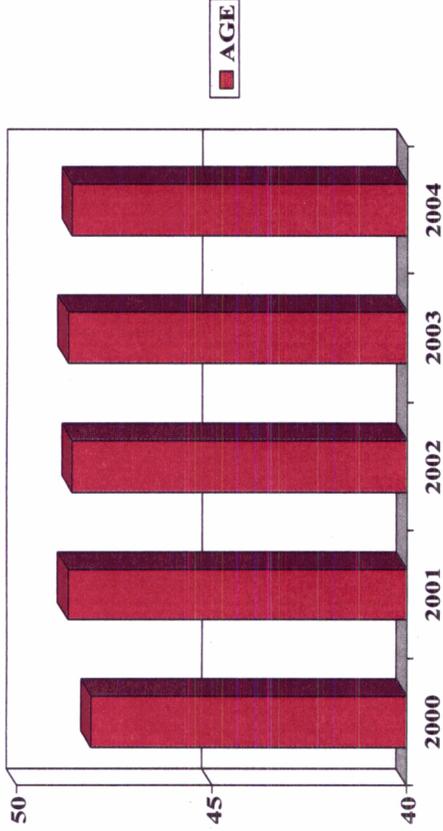
- **1,160 with trade certificates or college courses**
  - **293 Associate Degrees**
  - **517 Bachelors Degrees**
  - **72 Masters Degrees**
  - **6 Doctorates**
  - **1 Jurist Doctorate**
- **146 Apprentices now onboard.**

# Our Human Capital Approach

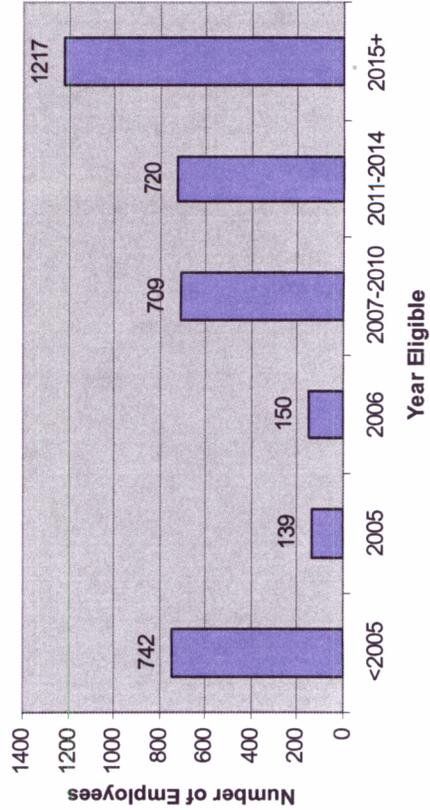
NADEPNI Demographic Representation



Average Age



FY'05 First Year Eligible for Optional Retirement



Sample Strategies

- Attrition Management (8% per year)
- Workforce Reshaping (reassignments/separation incentives)
- Retraining (classroom/OJT/certifications)

***Our Diversity Is Our Strength!***



# NAVAIR Depots

## Product & Service Areas



### North Island

**FIXED / ROTARY WING  
WEST COAST**

**AIRCRAFT  
REWORK**

- F/A-18
- E-2
- C-2
- AV-8

**ENGINE  
REWORK**

- LM2500

- H-60
- H-53
- AH-1W
- UH-1N

**COMPONENT REPAIR**

- CATE
- INSTRUMENTS
- COMM / IFF
- NAV / ELEC
- RADAR
- CSD / ROTATING ELEC

**TECHNOLOGY**

- COMPOSITE REPAIR
- BEARINGS
- CALIBRATION
- HYDRAULICS
- COMMON ATE

### Jacksonville

**FIXED WING  
EAST COAST**

**AIRCRAFT  
REWORK**

- P-3
- EA-6B
- F-14

**ENGINE  
REWORK**

- J-52
- F-404
- TF-34

**COMPONENT REPAIR**

- ELECTRO-OPTICS
- ASW SYSTEMS
- RACKS / LAUNCHERS
- AIR REFUELING STORES
- ELECTRONIC WARFARE

**TECHNOLOGY**

- EO / EW
- ENVIRONMENTAL

### Cherry Point

**ROTARY WING /  
VSTOL**

**AIRCRAFT  
REWORK**

- AV-8B
- H-46
- H-53
- H-1

**ENGINE  
REWORK**

- T-58
- T-76
- T-400
- F-402
- T-64
- J-79

**COMPONENT REPAIR**

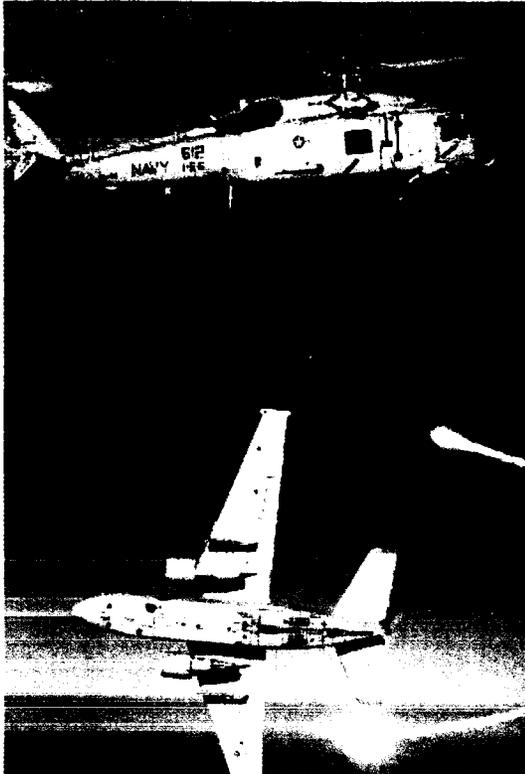
- DYNAMIC COMPONENTS
- ROTOR BLADES
- PROPS
- BLADES / VANES
- APU / GTC
- PNEUMATICS
- NON-AVIONICS SPT EQUIP

**TECHNOLOGY**

- VERTICAL FLIGHT
- FCIM
- UAV / RPV
- COMPOSITE REPAIR



# Aircraft Rework and Worldwide Warfighter Support

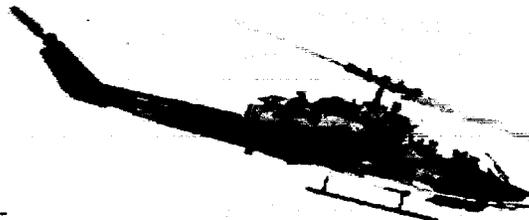
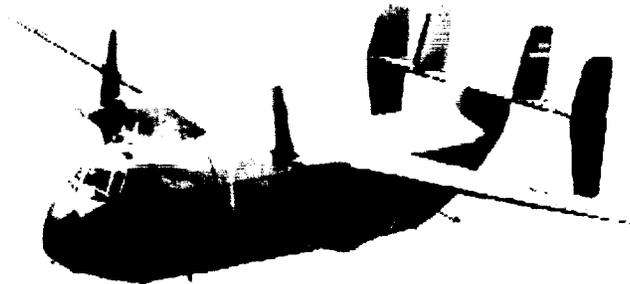


## ■ Industrial Capability

- Depot repair/modification
- In-service repair
- Crash/damage repair

## ■ In-Service Engineering

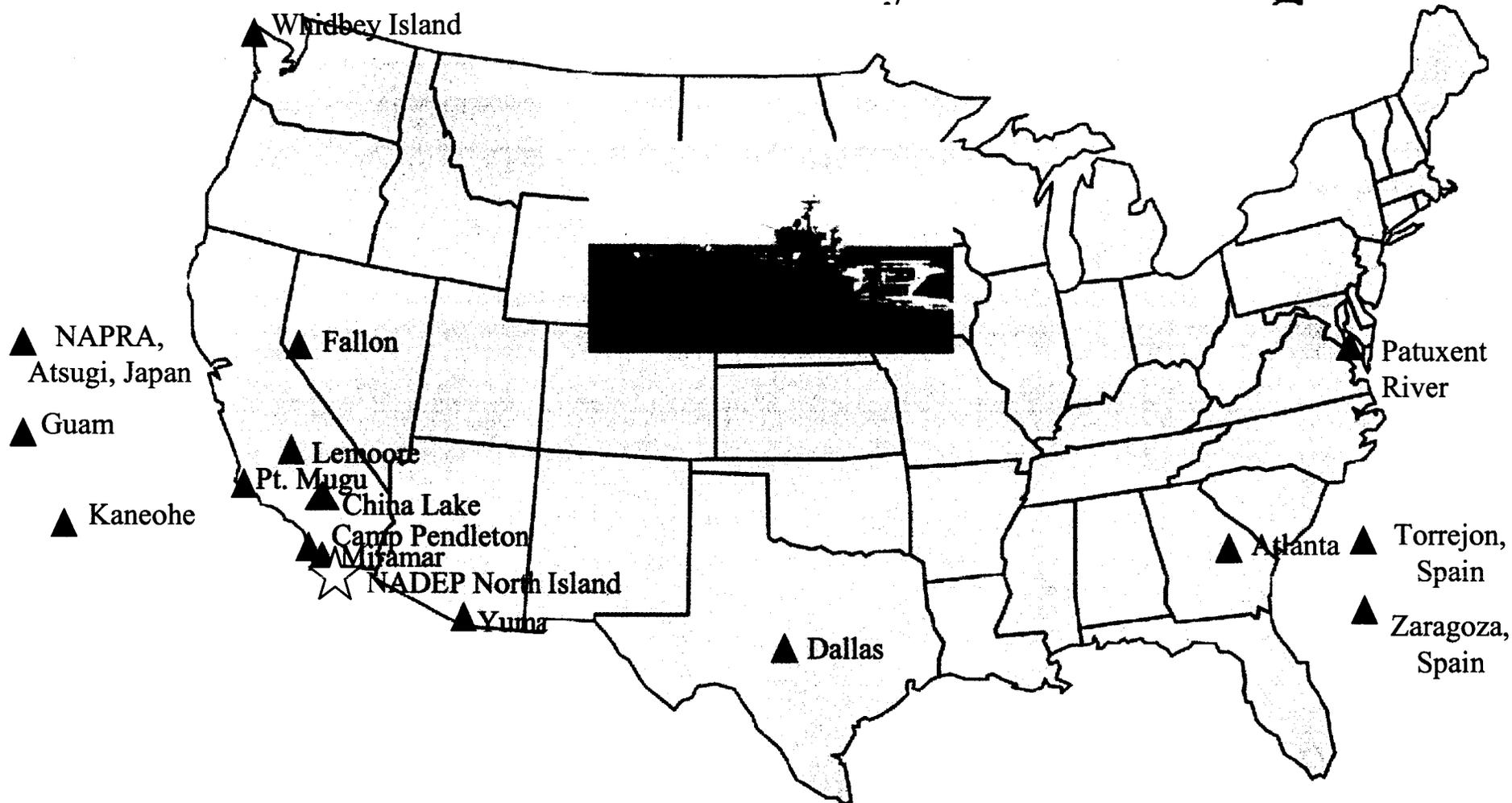
- Engineering failure/mishap analysis
- Structural design and analysis
- Reliability centered maintenance





# NADEP North Island

## A Presence Far Beyond San Diego



**NADEPNI regularly supports 6 pacific fleet Aircraft Carriers while in-port or at sea. We also resource numerous long and short-term detachments at many sites around the country and the globe. The NADEPNI team provides immediate worldwide Warfighter support wherever and whenever needed!**

What Makes NADEP North Island Unique ?

**INNOVATION!**

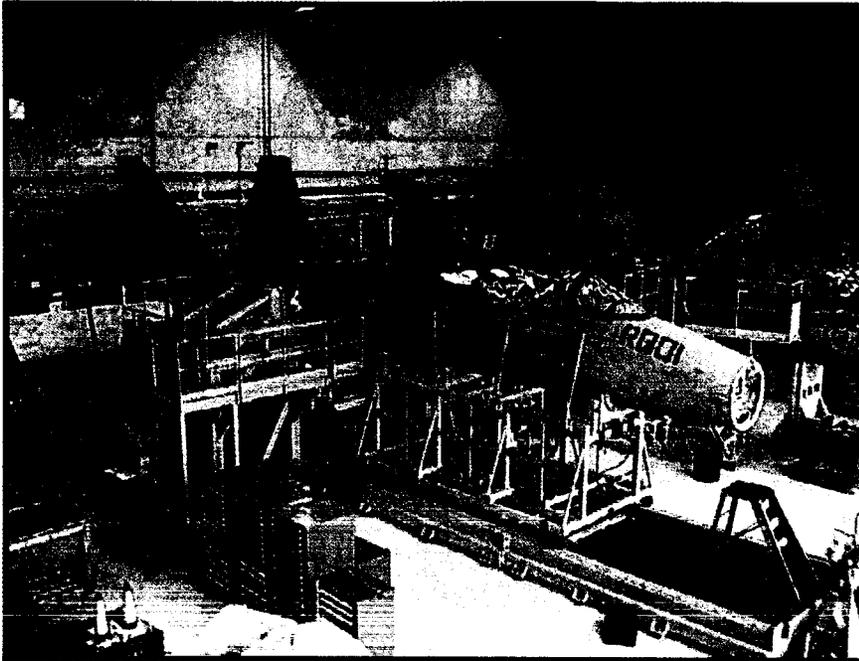
- NAVAIR North Island is *the* birthplace of Naval Aviation and...
  - Service Life Extension Program (SLEP)
  - F/A-18 Center Barrel Plus (CBR+)
  - Integrated Maintenance Concept (IMC)
  - Intermediate to Depot Level Maintenance Integration (I2D)





# F/A-18 Center Barrel Replacement Program

*Cutting Edge Innovation*

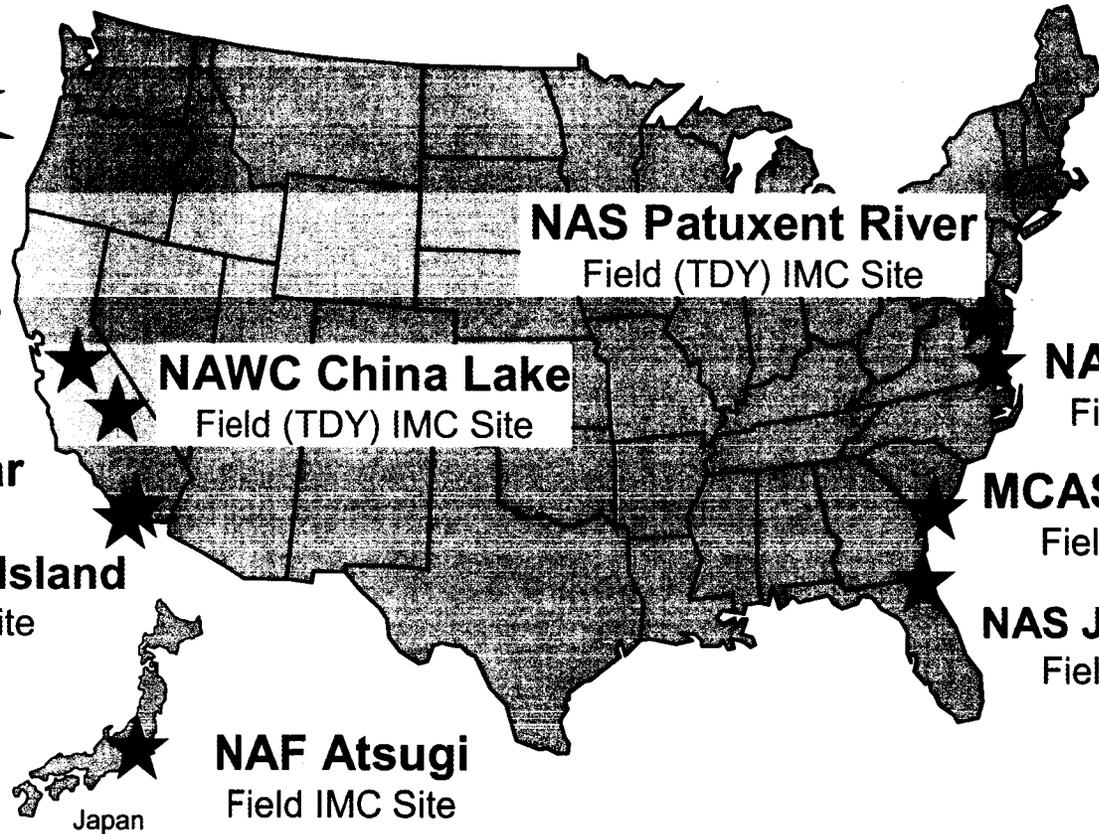


*A "new" jet at a fraction of the cost!*



One Example of IMC At Work...

# F/A-18 IMC Sites



NADEPNI also has active IMC programs involving the E2-C, C-2, AV-8, H-60, AH-1, UH-1, H-53 aircraft programs





# IMC = Model for FRC...

- Reduce Aircraft Out of Service Time
- Stabilize the Material Condition of the Aircraft
- Reduce Operation and Support Costs
- Stabilize Depot Loading
- Reduce Pipeline Aircraft
- Integrate Depot and O/I Level Maintenance Personnel

## NAVAIR'S IMC Mandate?

- Reliability-Centered Maintenance Analysis for Sustained Maintenance Planning
- Fixed Operational Service Periods



# I2D Vision and Objectives

- **Vision:**

- Leverage and integrate the Naval AIR Depot's professional skill, training and experience....  
with...  
youth and motivation of  
deploying Sailors and Marines at  
Intermediate Maintenance  
Activities



- **Objectives:**

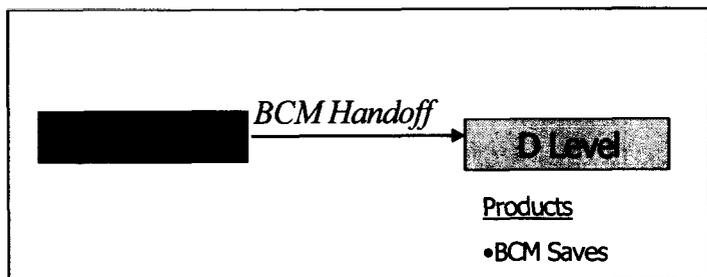
- *Operationalize AIRSpeed* with BCM "saves", increased repair velocity and component reliability...  
- through... training, repair, mix/match parts and continuous improvement
- Prototype I2D effort at MALS 11, AIMD NORIS & AIMD Lemoore
  - Develop Business Case Analysis to fund future I2D deployment



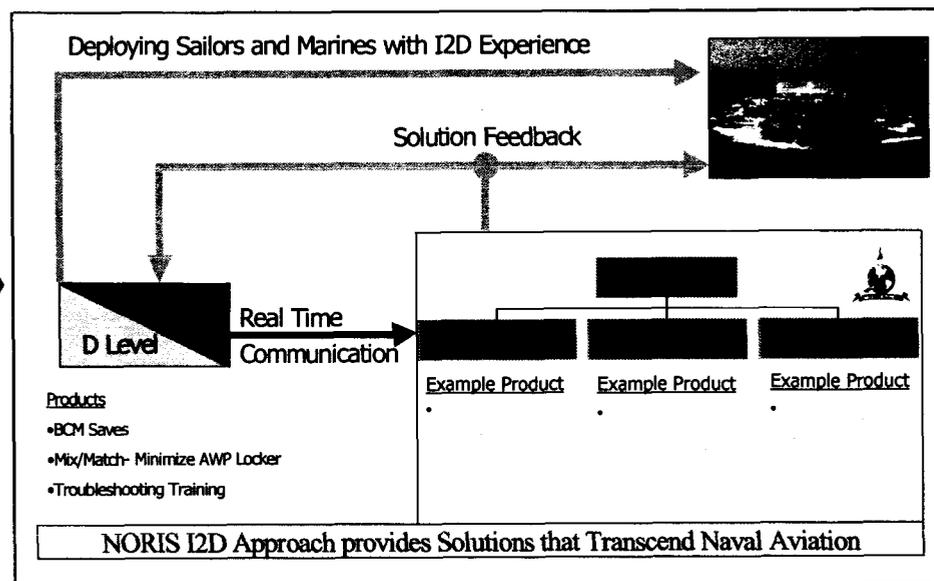


# Classic vs. NORIS I2D Integration Approach

Classic I2D Integration Approach



NORIS Prototype I2D Integration Approach



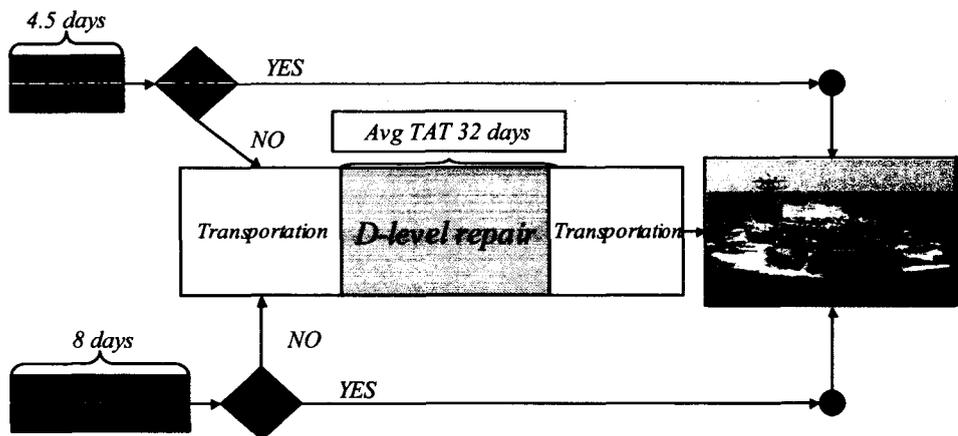
- Facilitates positive upstream impacts that transcend the NAE...More than just BCM avoidance.
- Synthesizes and integrates Depot overhaul capability with IMA "repair & return" philosophy.
- An opportunity to effect the way the O, I, & D levels interact and do business...



# NADEP NI/MALS-11 & AIMD LEMOORE PROTOTYPE I2D INTEGRATION SUMMARY



## Repair Velocity vs. NAE Cost-Wise Repair F/A 18 Stabilizer Example



*Longer TAT w/I2D, but RFI rate is up 200-300% & opportunity to reduce negative upstream impacts*

## I2D Prototype Cost

Site	Labor*	Material	Travel	Total
MALS 11	\$43,741	\$1,300	N/A	\$45,041
AIMD NORIS	\$11,298	N/A	N/A	\$11,298
AIMD Lemoore	\$35,312	\$2,000	\$15,000	\$52,312
			Grand Total	\$108,651

## The Bottom Line...

- Cost
  - Total cost of investment by Depot: \$108,651
- Tangible Benefits
  - Total NAE AVDLR Impact: \$2,848,764
- Intangible Benefits
  - Numerous upstream impacts that transcend the NAE (as previously discussed)



**Total ROI: \$2,740,113**





# AIRSpeed

## AIRSpeed for the Naval Aviation Enterprise: Using Cutting-edge Current Business Practices

### The Readiness Challenge...

- CNO has directed a new Fleet Response Plan (FRP) and the Integrated Readiness Capabilities Assessment (IRCA) to support Fleet Operations in the Global War on Terrorism
- Naval Aviation will provide concurrent support for current readiness needs and recapitalization

### Solution – Implement Best Business Practices To...

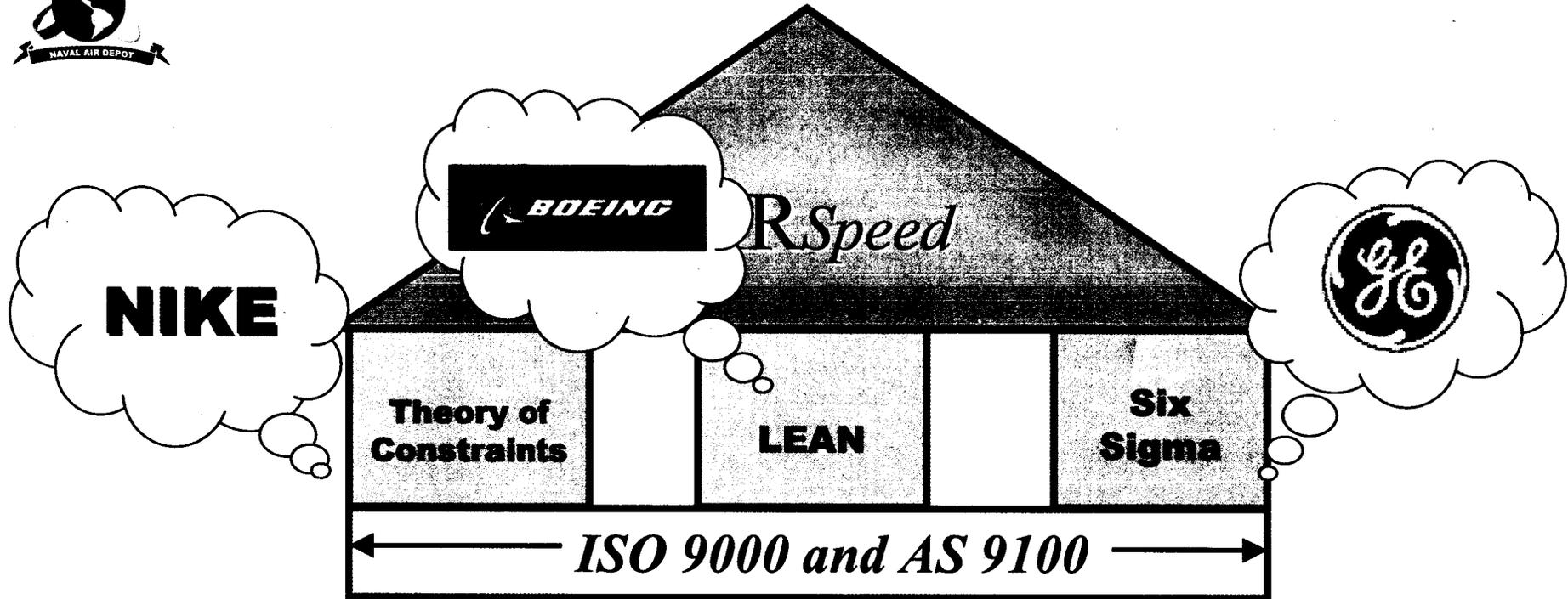
- Reduce Cycle Times
- Lower Costs
- Increase Reliability
- Better Material Management
- Better Working Conditions



*Navy and Marine Corps Unit Commanders must operate in a Cost-Wise  
Readiness Environment in order for this to occur!*



# AIRSpeed Tools



## The Focus:

### • TOC

- On-going improvement to resolve inherent conflicts found in the organization
- Manage Constraints to optimize system flow

### • Lean

- Identification and elimination of waste.
- Improve process speed and reduce invested capital.
- 6S

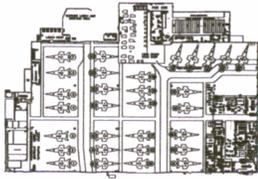
### • Six Sigma

- Near perfect products and services by driving out variation



# F-18 PMI-1 Pulse Line

Before



After

Disassembly E&E



Metal / Mod



Assembly



Wing



Hospital

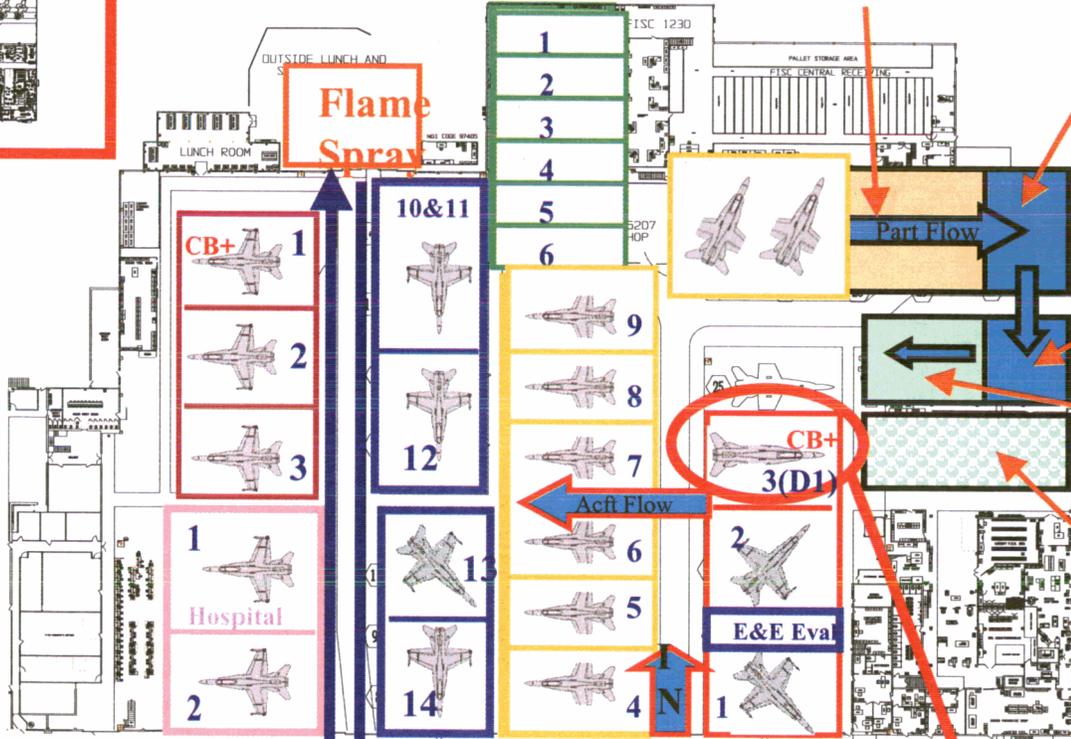


CB+ Assembly



PMI-1 from bldg 466 intake paint

Flame Spray



PC Kitting Cell  
Q Shop  
SISO Lines

Q Shop Cell

To Testline bldg. 785 when complete

CB+ to bldg. 378 when complete





# AIRSpeed

## IMPROVED F/A-18 THROUGHPUT USING LEAN

*Demonstrated improvement over the past 3-years in spite of significant work scope increases from 6,453 hrs to 8,133 standard hours!*

### F/A-18 PMI-1 Work In-Process *BEFORE*



- FY-02 TURN-AROUND TIME = 192 DAYS
- AIRCRAFT "WIP" = 31
- SIGNIFICANT WORK SCOPE INCREASES FY-02 thru FY04 (MODS AND O&As)

### F/A-18 PMI-1 Work In-Process *AFTER*

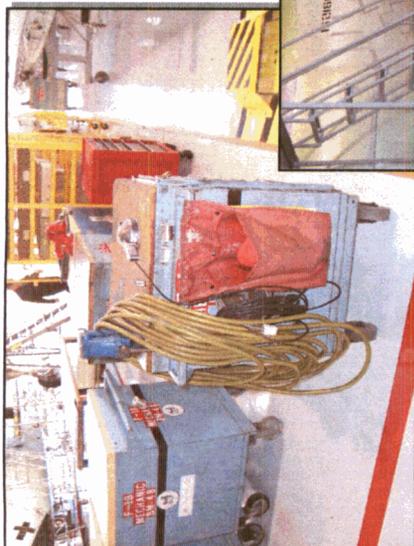


- CURRENT TURN-AROUND TIME = 136 CALENDAR-DAYS
- CURRENT AIRCRAFT "WIP" REDUCED BY (12) AIRCRAFT
- PRODUCTION LABOR-RATE MAINTAINED AT UNDER \$78.00/HR FOR THE PAST 4-YRS

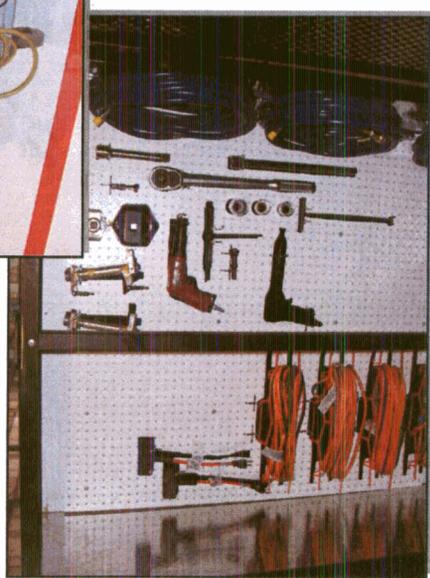
Reduced average "WIP" by (12) F/A-18 aircraft, increasing Fleet Flexibility and Readiness



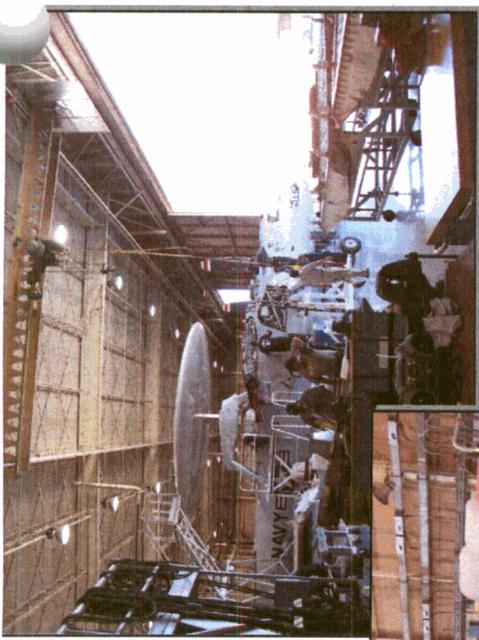
Before



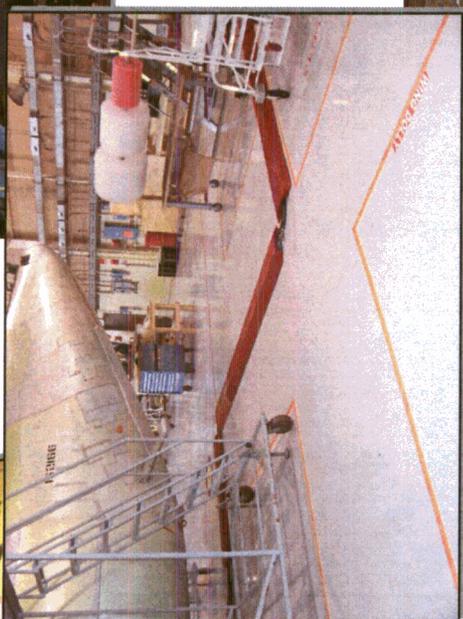
After



Before



After

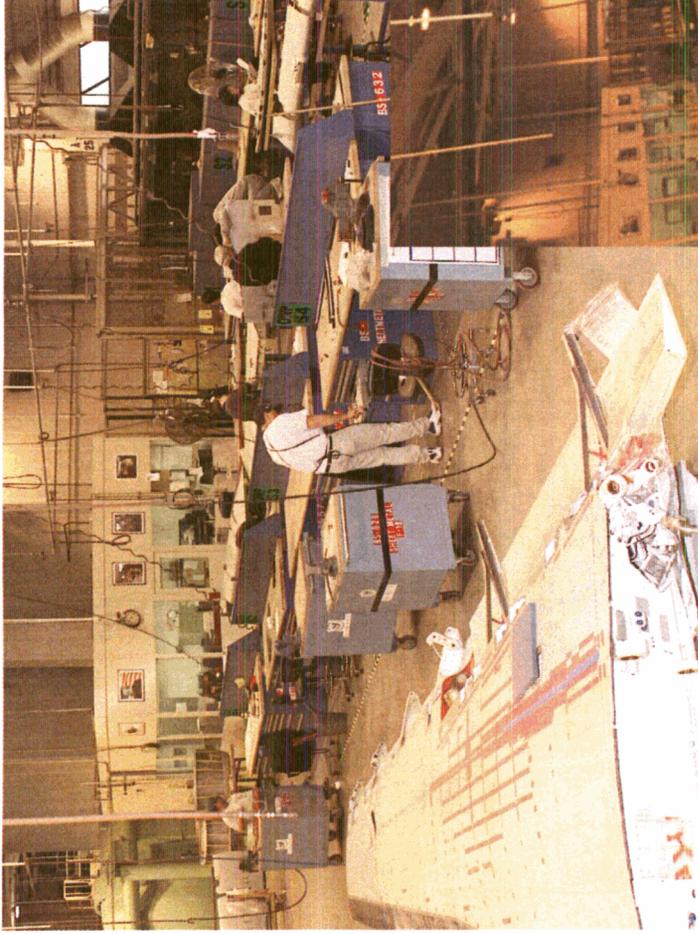






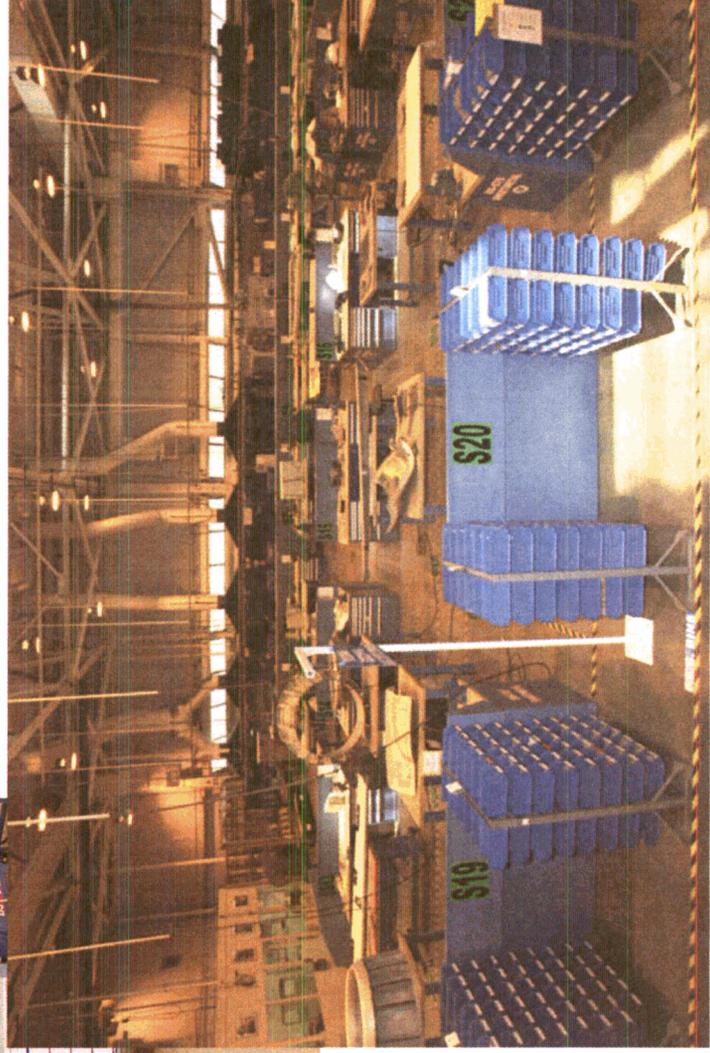
# Components Small Surfaces Shop

- 5 S
- Visual Factory
- Customer Pull
- Reduced WIP
- Accelerated Flow
- Standard Work

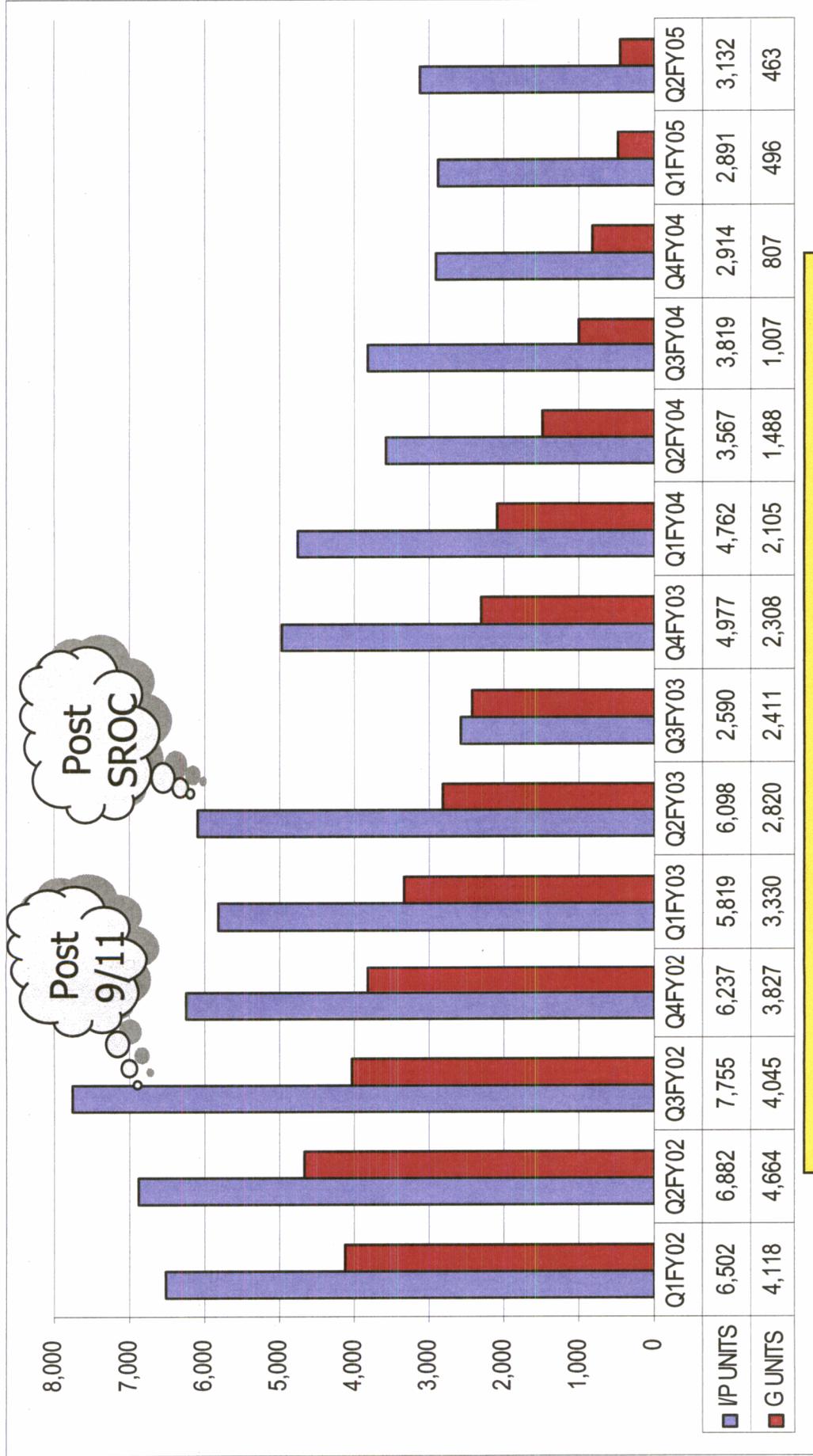


## Point of Use:

- Tooling
- Material
- Tech Manual
- HAZMAT



## NAVAIRDEPOT NORIS- QTR Ending WIP and G (Units)



**Q2FY05: Less WIP than G in Q1FY03**



# Doing the Math...

**1000** ~~1000~~ **1000** = **1000**



## **FRC Process Change = Less Cost Of Doing Maint** (a brief explanation of this additional drive to more Cost-Wise-Readiness)

### **Transforming To FRC Concept Accomplishes:**

- **Merges / Blends Depot Level & Intermediate Level Maint Organizations Across Entire Naval Aviation Enterprise** (6 FRCs w/ associated FRC Sites adjacent Fleet operating sites)
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- **Selectively Alters Where, How, Who, and When Selected AVDLR Repairables Are Accomplished.**
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### **FRC Concept Achieves Substantial Savings Through:**

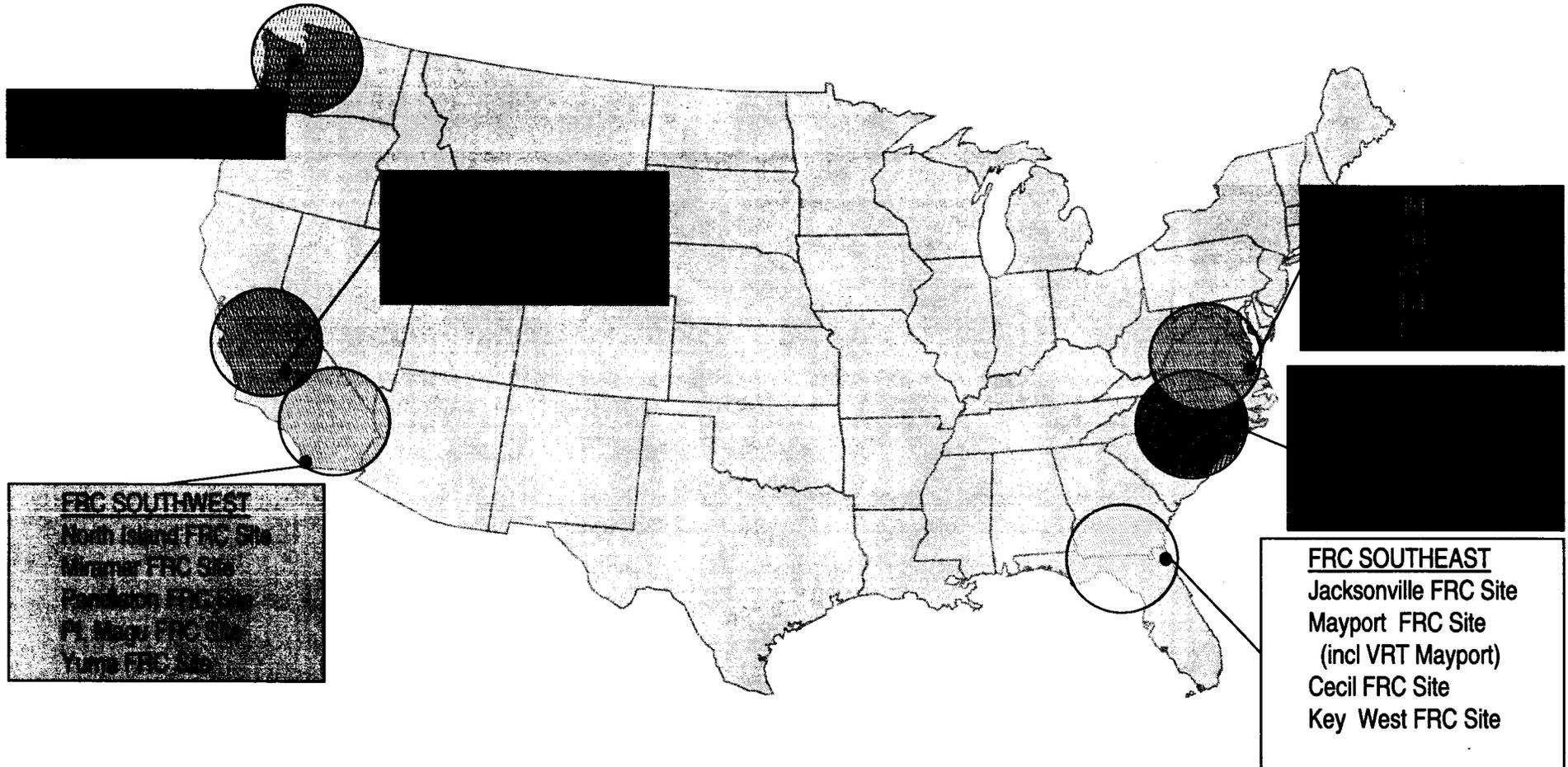
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  - Collaborative D with I Artisans Do Only True D-Level Piece Of The Work; They Don't Re-Do the Whole End-to-End Job
  - ~ 450 Less Military Personnel (From ~ 9,600);
- **Less Facility Total Square Feet Needed** (~ 568 K Sq-Ft = ~ \$12M saving per year @ \$22/sq-ft)
- **Less Total Direct Labor Hours (DLH's) To Do Work**
  - By Doing ~ 32,000 D-Level Repairs Concurrently With I-Level Sailors/Marines, Gain Reduction of But Still Accomplish Same Number of Repairs
- **Less Total RFI / A Condition Spare Parts Needed To Fill 'SHORCAL'S'**
  - Current Model Driven SHORCAL. FRC 'Total Repair Cycle-Time' Reductions Yield Reductions (Note: savings occur 'only' as items do not have to be replaced / re-procured)



The Future...

# Notional Navy Fleet Readiness Center (FRC) Concept

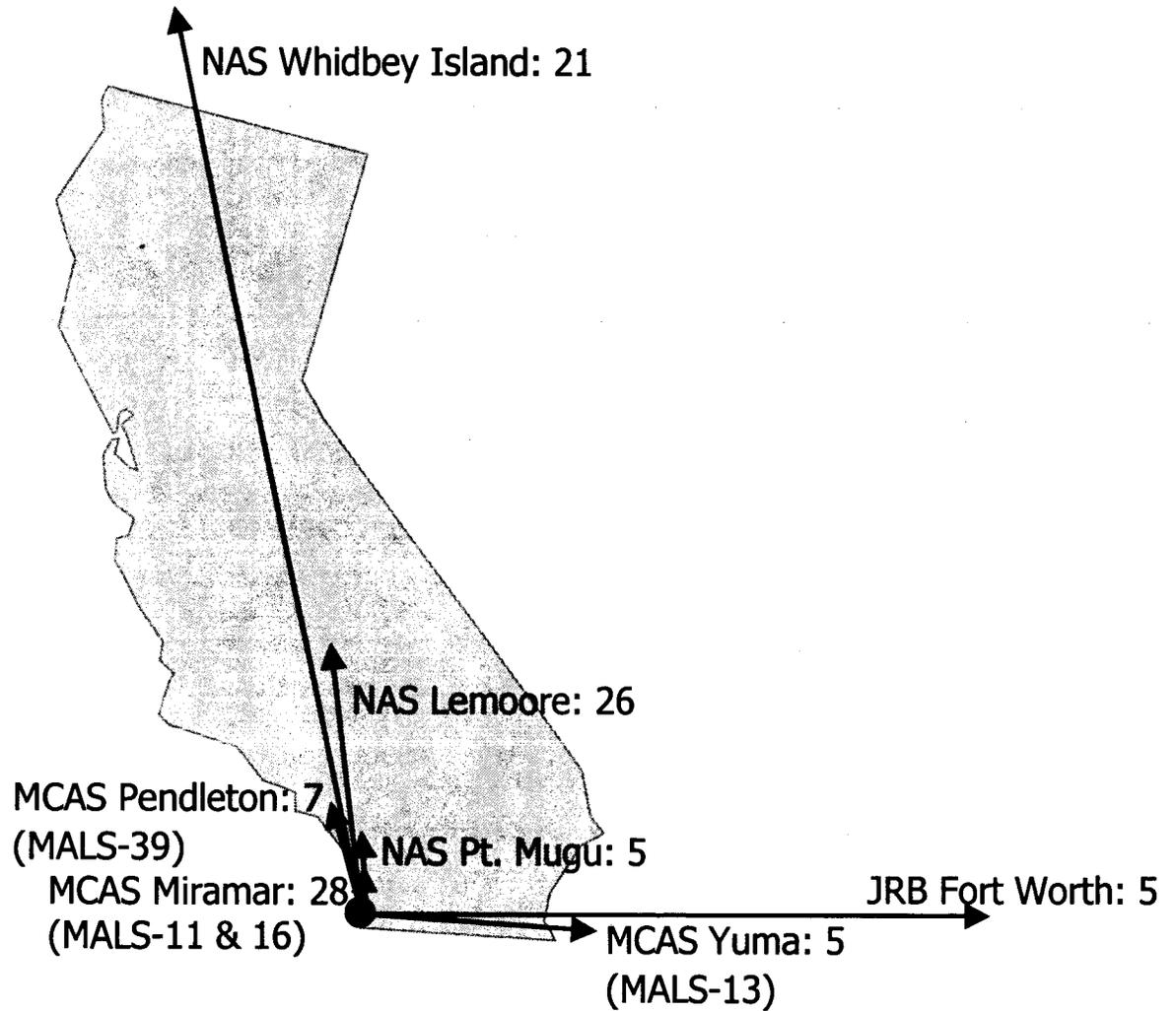
Reliability & Cycle Time Improvements Reduce Costs to the Enterprise!



*What the Navy is doing w/ FRC's represents major transformation!*



# NADEP North Island/FRC Southwest Personnel Moves



- Personnel moves are from NADEP North Island to various FRC sites.
- Personnel Reductions at the NADEP are as specified in COBRA.

Personnel Moves:	97
Personnel Reductions :	<u>490</u>
TOTAL:	587
Source:	BRAC COBRA Tool



# Pursuit of Excellence:

## Quality, Productivity, and Stewardship

### Local and National Awards



- 2004 California Award for Performance Excellence, U.S. Senate Productivity Award in Large Manufacturing (Silver Level)
- 2004 National Environmental Performance Track EPA Benchmark
- 2003 NAVAIR CDR's Award for Business Process Operations and Industrial/Logistics - *AIRSpeed*
- 2003 California Award for Performance Excellence, U.S. Senate Productivity Award in Large Manufacturing (Silver Level)
- 2002 CNO Environmental Quality Industrial Installation Award
- 2002 Secretary of the Navy award for Achievement in Safety Ashore
- 2002 White House Closing the Circle Team Award – Continuous Environmental Improvement
- 2001 California U.S. Senate Productivity Award for Manufacturing (Silver Medal)



# Providing Best Value

*Competitively Priced-Technical- High Value Skills*

*Involving some of our nations most expensive & technologically complex systems !*

- One Example...

- |                                     |                 |
|-------------------------------------|-----------------|
| – NADEP NI F/A-18 Depot Maintenance | <b>\$80/hr*</b> |
| – San Diego Mercedes Dealer         | \$110/hr        |
| – San Diego Ford Dealer             | \$87/hr         |
| – San Diego BMW Dealer              | \$95/hr         |
| – San Diego Volvo Dealer            | \$84/hr         |

**\* Includes Engineering Support**





# NAVAIR North Island

*Strategically Positioned  
to Support our Navy and USMC Warfighter's*



A National asset, providing flexible, responsive, integrated maintenance solutions and cost-wise readiness to our nation's Warfighter's



# Backup Slides



# Unique Component Capability

• **NADEPNI maintains Overhaul & Repair capability for over 900 unique inter/intra-service components**

**I.e.**

– AIRFORCE	358
– NAVSEA	477
– ARMY	58
– COAST GUARD	24



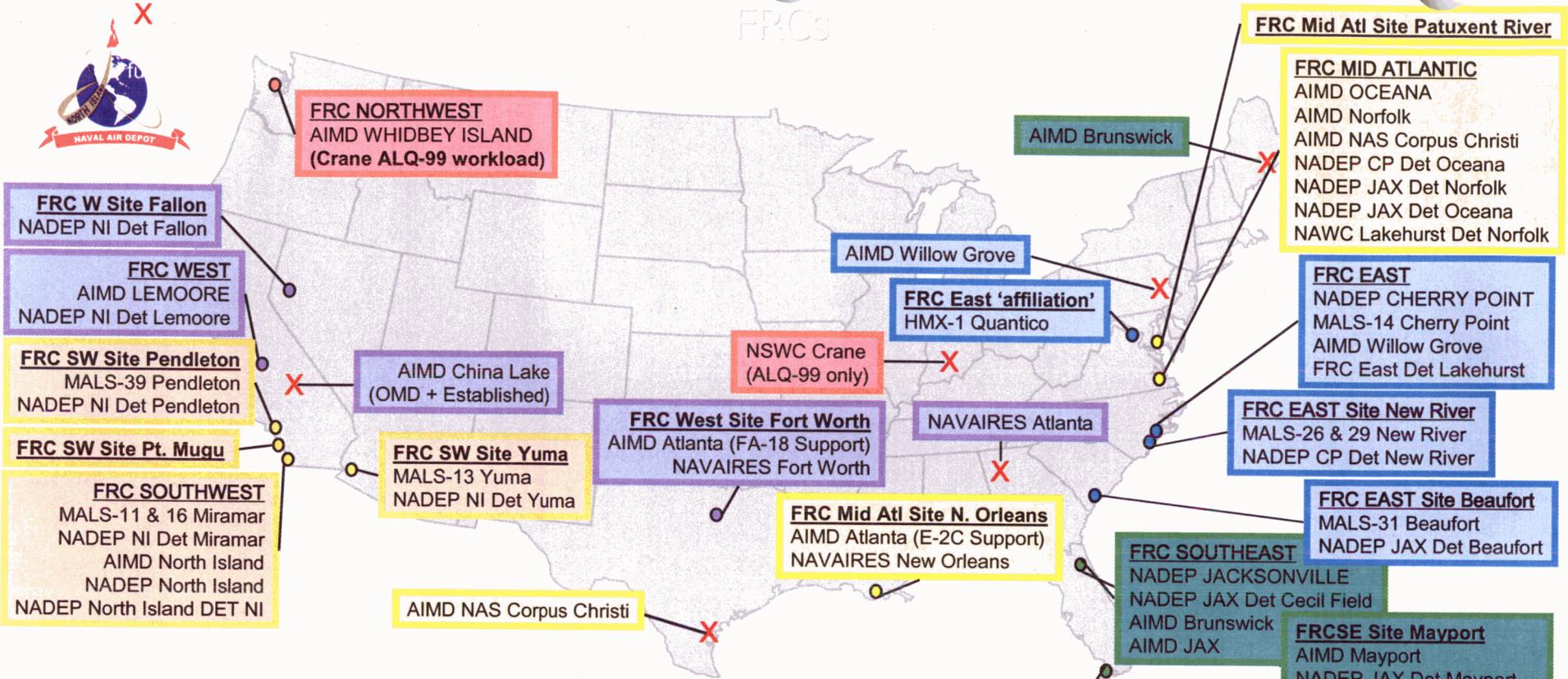
LM2500 Gas Turbine Engine

*\*Over 10,600 components repaired annually for other branches of the Department of Defense (DOD) !*

*\*NADEPNI Completed 813 major components during FY'04 for commercial PBL partners worth \$1.2 M*



FRCs



**FRC SOUTHWEST (NORTH ISLAND)**  
NADEP NORTH ISLAND (REALIGNS INTO FRC SOUTHWEST)  
NADEP NORTH ISLAND DET NORTH ISLAND (REALIGNS INTO FRC SOUTHWEST)  
AIMD NORTH ISLAND (REALIGNS INTO FRC SOUTHWEST)  
AIMD POINT MUGU (REALIGNS INTO FRC SOUTHWEST SITE POINT MUGU)  
MALS-11 MIRIMAR (REALIGNS INTO FRC SOUTHWEST SITE MIRIMAR)  
MALS-16 MIRIMAR (REALIGNS INTO FRC SOUTHWEST SITE MIRIMAR)  
NADEP NI DET MIRIMAR (REALIGNS INTO FRC SOUTHWEST SITE MIRIMAR)  
MALS-39 PENDLETON (REALIGNS INTO FRC SOUTHWEST SITE PENDLETON)  
NADEP NI DET PENDLETON (REALIGNS INTO FRC SOUTHWEST SITE PENDLETON)  
MALS-13 YUMA (REALIGNS INTO FRC SOUTHWEST SITE YUMA)  
NADEP NI DET YUMA (REALIGNS INTO FRC SOUTHWEST SITE YUMA)

**FRC WEST (LEMOORE)**  
AIMD LEMOORE (REALIGNS INTO FRC WEST)  
AIMD CHINA LAKE (REALIGNS TO FRC WEST)  
NADEP NI DET LEMOORE (REALIGNS INTO FRC WEST)  
NAVAIRES FORT WORTH (REALIGNS INTO FRC WEST SITE MIRIMAR)  
AIMD FALLON (REALIGNS INTO FRC WEST SITE FALLON)  
NADEP NI DET FALLON (REALIGNS INTO FRC WEST SITE FALLON)  
NAVAIRES ATLANTA (REALIGNS INTO FRC WEST SITE FORT WORTH)

**FRC NORTHWEST (WHIDBEY)**  
AIMD WHIDBEY ISLAND (REALIGNS INTO FRC NORTHWEST)  
NAVSURFWARREN CRANE (RELOCATE ALQ-99 ONLY WITH FRC NORTHWEST)

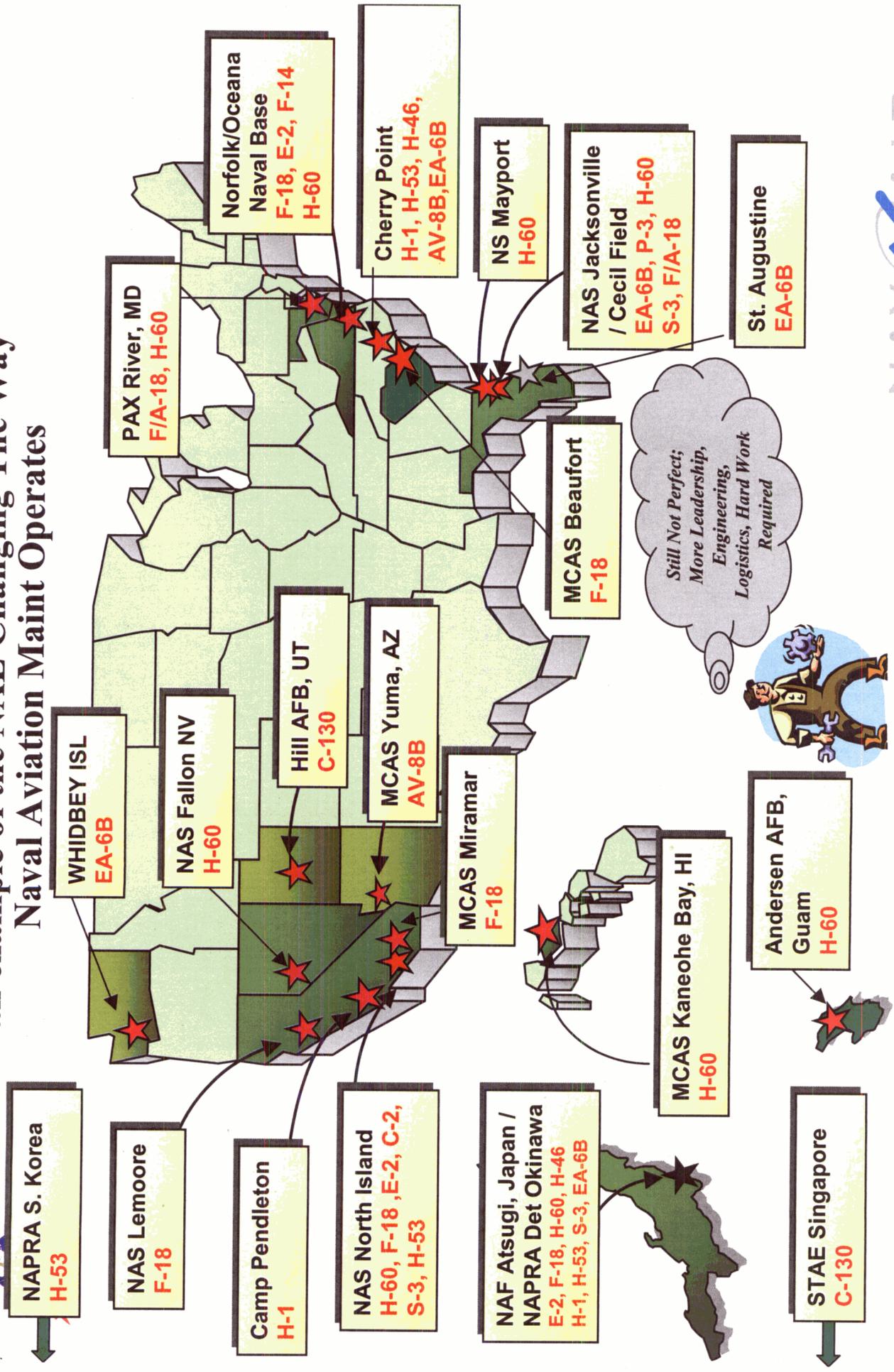
**FRC SOUTHEAST (JACKSONVILLE)**  
NADEP JACKSONVILLE (REALIGNS INTO FRC SOUTHEAST)  
NADEP JACKSONVILLE DET JACKSONVILLE (REALIGNS INTO FRC SOUTHEAST)  
AIMD JACKSONVILLE (REALIGNS INTO FRC SOUTHEAST)  
AIMD BRUNSWICK (REALIGNS INTO FRC SOUTHEAST)  
AIMD MAYPORT (REALIGNS INTO FRC SOUTHEAST SITE MAYPORT)  
NADEP JAX DET MAYPORT (REALIGNS INTO FRC SOUTHEAST SITE MAYPORT)  
NAWCAD LAKEHURST DET MAYPORT (REALIGNS INTO FRC SOUTHEAST SITE MAYPORT)  
AIMD KEY WEST (REALIGNS INTO FRC SOUTHEAST SITE KEY WEST)  
NADEP JAX DET CECIL FIELD (REALIGNS INTO FRC SOUTHEAST SITE CECIL FIELD)

**FRC EAST (CHERRY POINT)**  
NADEP CHERRY POINT (REALIGNS INTO FRC EAST)  
MALS-14 CHERRY POINT (REALIGNS INTO FRC EAST)  
MALS-31 BEAUFORT (REALIGNS INTO FRC EAST SITE BEAUFORT)  
NADEP JAX DET BEAUFORT (REALIGNS INTO FRC EAST SITE BEAUFORT)  
MALS-26 NEW RIVER (REALIGNS INTO FRC EAST SITE NEW RIVER)  
MALS-29 NEW RIVER (REALIGNS INTO FRC EAST SITE NEW RIVER)  
NADEP CHERRYPOINT DET NEWRIVER (REALIGNS INTO FRC EAST SITE NEWRIVER)  
HM-X-1 QUANTICO (REALIGNS INTO FRC EAST SITE QUANTICO)  
NAVAIRES WILLOW GROVE (REALIGNS INTO FRC EAST)

**FRC MID ATLANTIC (OCEANA)**  
AIMD OCEANA (REALIGNS INTO FRC MID ATLANTIC)  
NADEP CHERRY POINT DET OCEANA (REALIGNS INTO FRC MID ATLANTIC)  
NADEP JAX DET OCEANA (REALIGNS INTO FRC MID ATLANTIC)  
NAVAIRES NEW ORLEANS (REALIGNS INTO FRC MID ATLANTIC SITE NEW ORLEANS)  
AIMD ATLANTA (REALIGNS INTO FRC SITE NEW ORLEANS)  
AIMD NORFOLK (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
AIMD CORPUS CHRISTI (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
NADEP JAX DET NORFOLK (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
NAWCAD LAKEHURST DET NORFOLK (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
NAWCAD PAX RIVER (REALIGNS INTO FRC MID ATLANTIC SITE PAX RIVER)

# Naval Aviation MC/P Locations

an example of the NAE Changing The Way  
Naval Aviation Maint Operates



*Still Not Perfect,  
More Leadership,  
Enginering,  
Logistics, Hard Work  
Required*

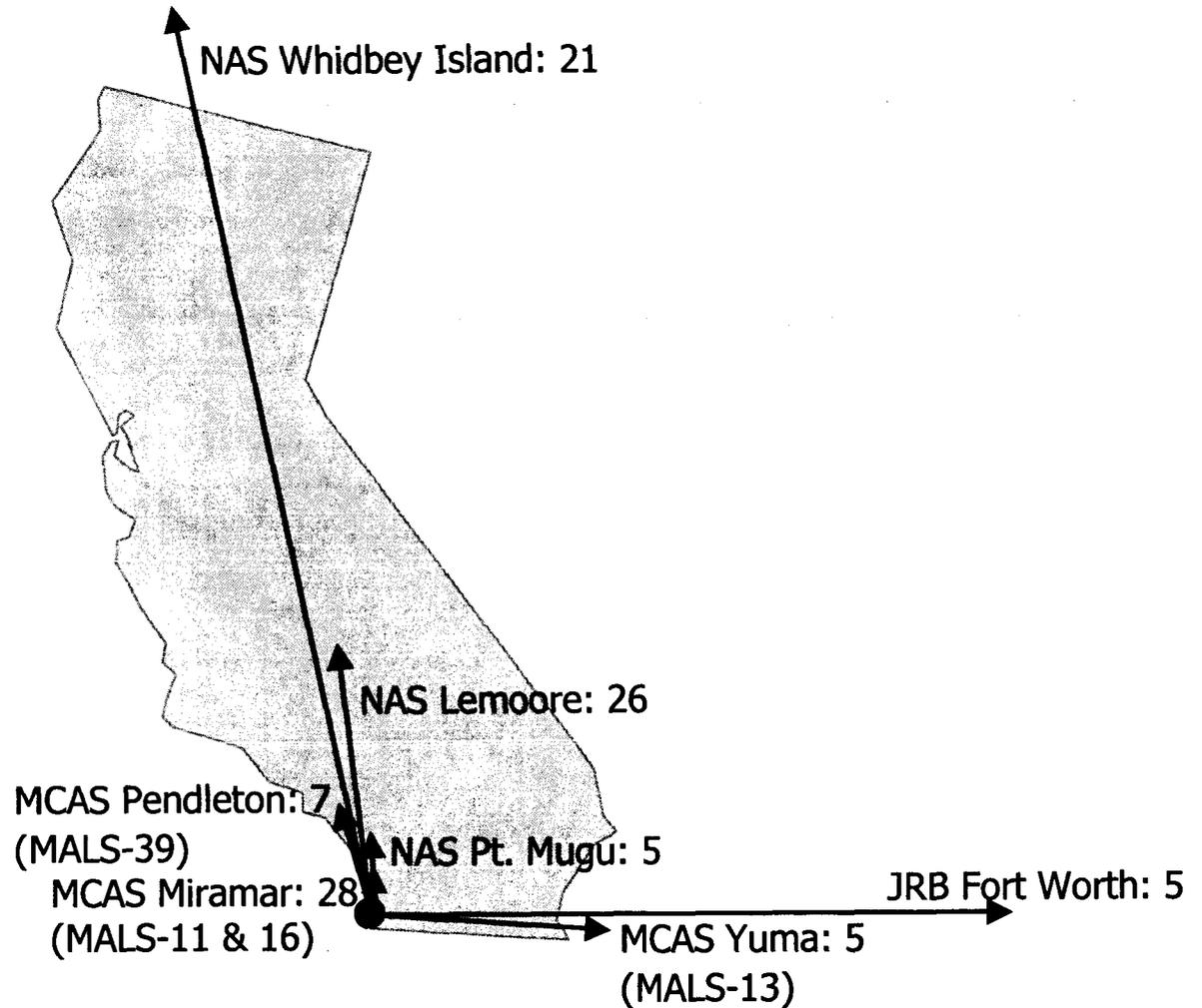


# Aviation Fleet Readiness Center Site Reductions & Moves

**24 May 2005**

N1-2

# NADEP North Island/FRC Southwest Personnel Moves



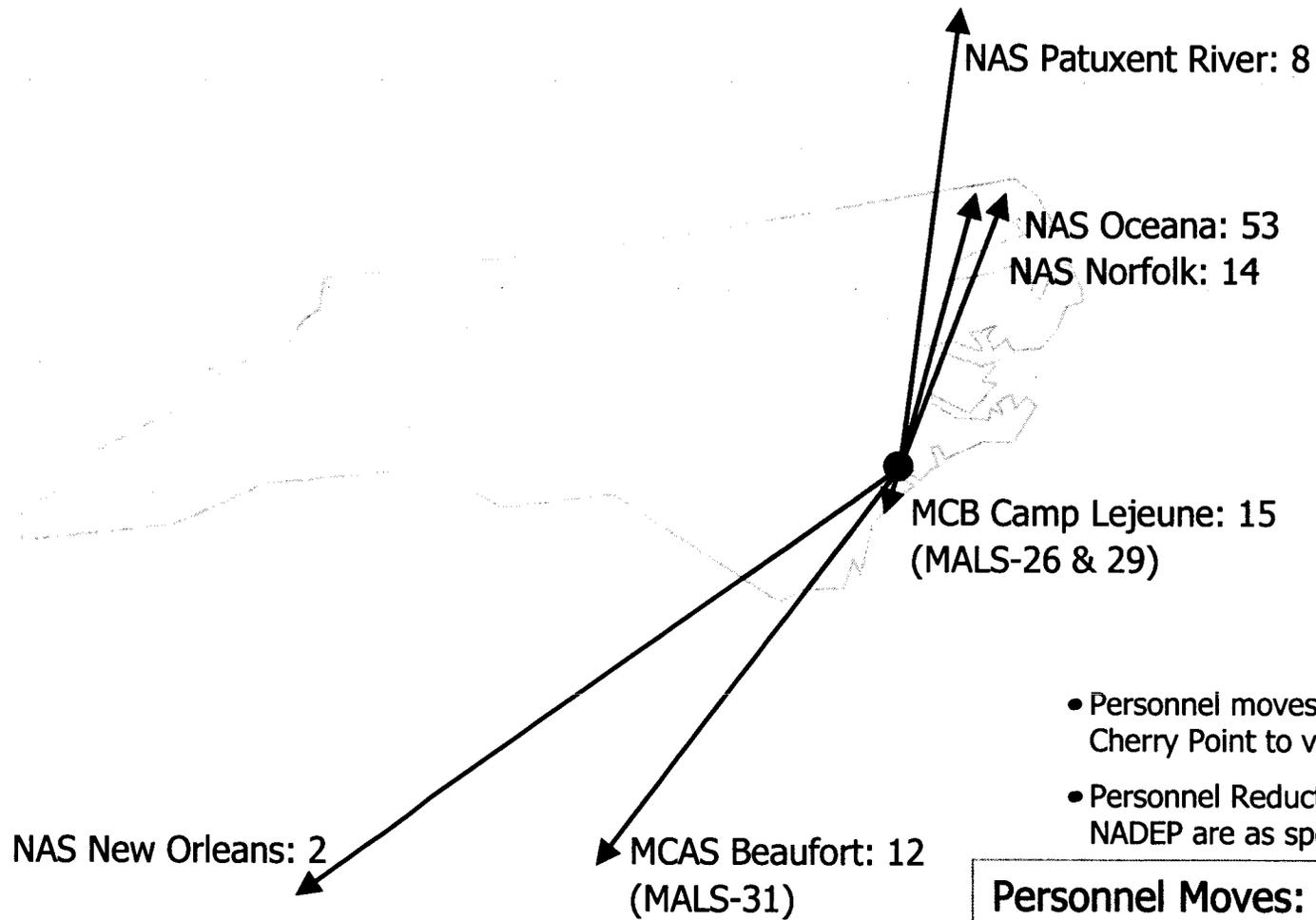
- Personnel moves are from NADEP North Island to various FRC sites.
- Personnel Reductions at the NADEP are as specified in COBRA.

Personnel Moves:	97
Personnel Reductions :	<u>490</u>
TOTAL:	587
Source: BRAC COBRA Tool	

## NADEP North Island/FRC Southwest Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP NORTH ISLAND, CA to NAS LEMOORE, CA <b>IND-0103, MX 1.40 (IND-0103A)</b>						
Civilian Positions:	0	26	0	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS JRB FT WORTH, TX <b>IND-0103, MX 1.40 (IND-0103A)</b>						
Civilian Positions:	0	5	0	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS WHIDBEY ISL, WA <b>IND-0104, MX 1.4P (IND-104A)</b>						
Civilian Positions:	0	0	21	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS PENDLETON, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	7	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS MIRAMAR, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	28	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS POINT MUGU, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	5	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS YUMA, AZ <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	5	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>31</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>

# NADEP Cherry Point/FRC East Personnel Moves



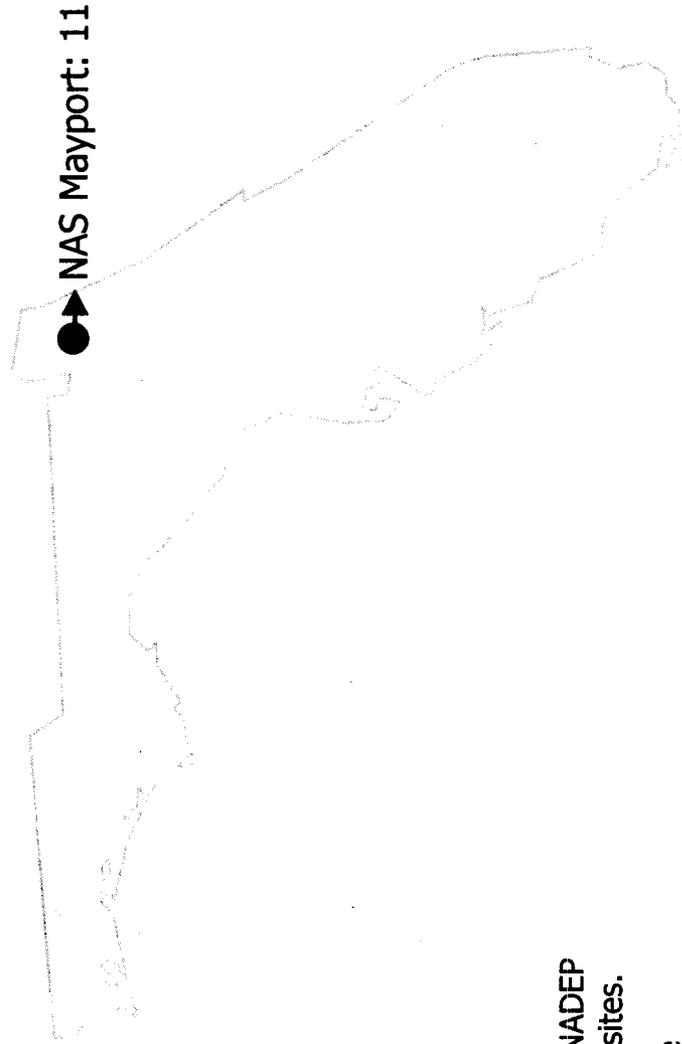
- Personnel moves are from NADEP Cherry Point to various FRC sites.
- Personnel Reductions at the NADEP are as specified in COBRA.

Personnel Moves:	104
Personnel Reductions :	<u>528</u>
<b>TOTAL:</b>	<b>632</b>
Source: BRAC COBRA Tool	

## NADEP Cherry Point/FRC East Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP CHERRY POINT, NC to MCAS BEAUFORT, SC <b>IND-0123, MX 1.4K (IND-0099A)</b>						
Civilian Positions:	0	0	12	0	0	0
Transfers from NADEP CHERRY POINT, NC to MCB CP LEJEUNE, NC <b>IND-0123, MX 1.4K (IND-0099A)</b>						
Civilian Positions:	0	0	15	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS NEW ORLEANS, LA <b>IND-0126, MX 1.4N (IND-102A)</b>						
Civilian Positions:	0	2	0	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS NORFOLK, VA <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	14	0	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS OCEANA, VA <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	53	0	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS PAX RIVER, MD <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	8	0	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>77</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>

# NADEP Jacksonville/FRC Southeast Personnel Moves



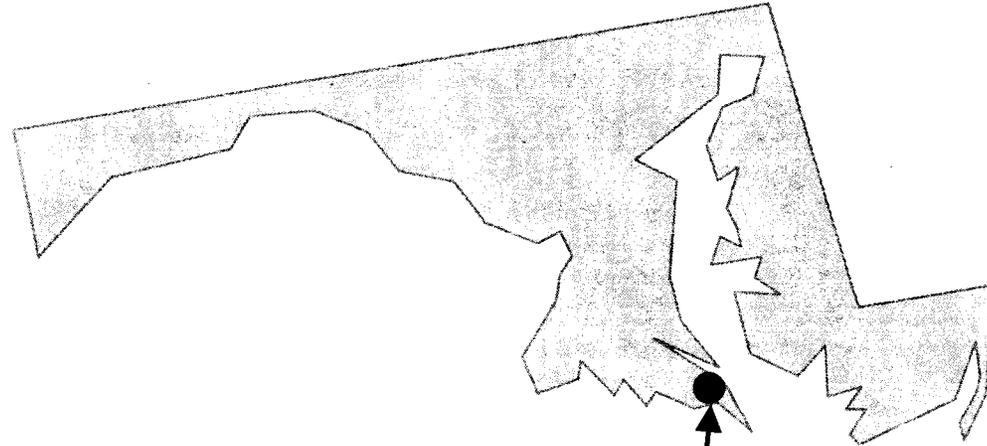
- Personnel moves are from NADEP Jacksonville to various FRC sites.
- Personnel Reductions at the NADEP are as specified in COBRA.

Personnel Moves:	11
Personnel Reductions :	<u>169</u>
TOTAL:	180
Source:	BRAC COBRA Tool

## NADEP Jacksonville/FRC Southeast Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP JACKSONVILLE, FL to NAS MAYPORT, FL <b>IND-0124, MX 1.4L (IND-0100A)</b>						
Civilian Positions:	0	0	11	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>

# AIMD Patuxent River/FRC Mid-Atlantic Personnel Moves



- Personnel moves are from NADEP Cherry Point to NAS Patuxent River.
- Personnel Reductions at NAS Patuxent River are as specified in COBRA.

Personnel Moves:	8
Personnel Reductions (Military):	<u>8</u>
TOTAL:	0
Source: BRAC COBRA Tool	

NADEP Cherry Point: 8

## AIMD Patuxent River/FRC Mid-Atlantic Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP CHERRY POINT, NC to NAS PATUXENT RIVER, MD <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	8	0	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Fleet Readiness Centers A NADEP N. Island Perspective

- Relentless Pursuit of ‘Cost-Wise-Readiness’
- In Synch With DoD, Navy, CNAF, and NAVAIR  
Leadership with focus on CNO’s “Navy Big 5”
  - Current Readiness
  - Future Readiness
  - Cost
  - Alignment
  - Manpower
- Support The War Fighters – “Whatever It Takes”
- Wholeheartedly Support America’s BRAC Initiatives

6-17

# Naval Aviation Enterprise GOALS

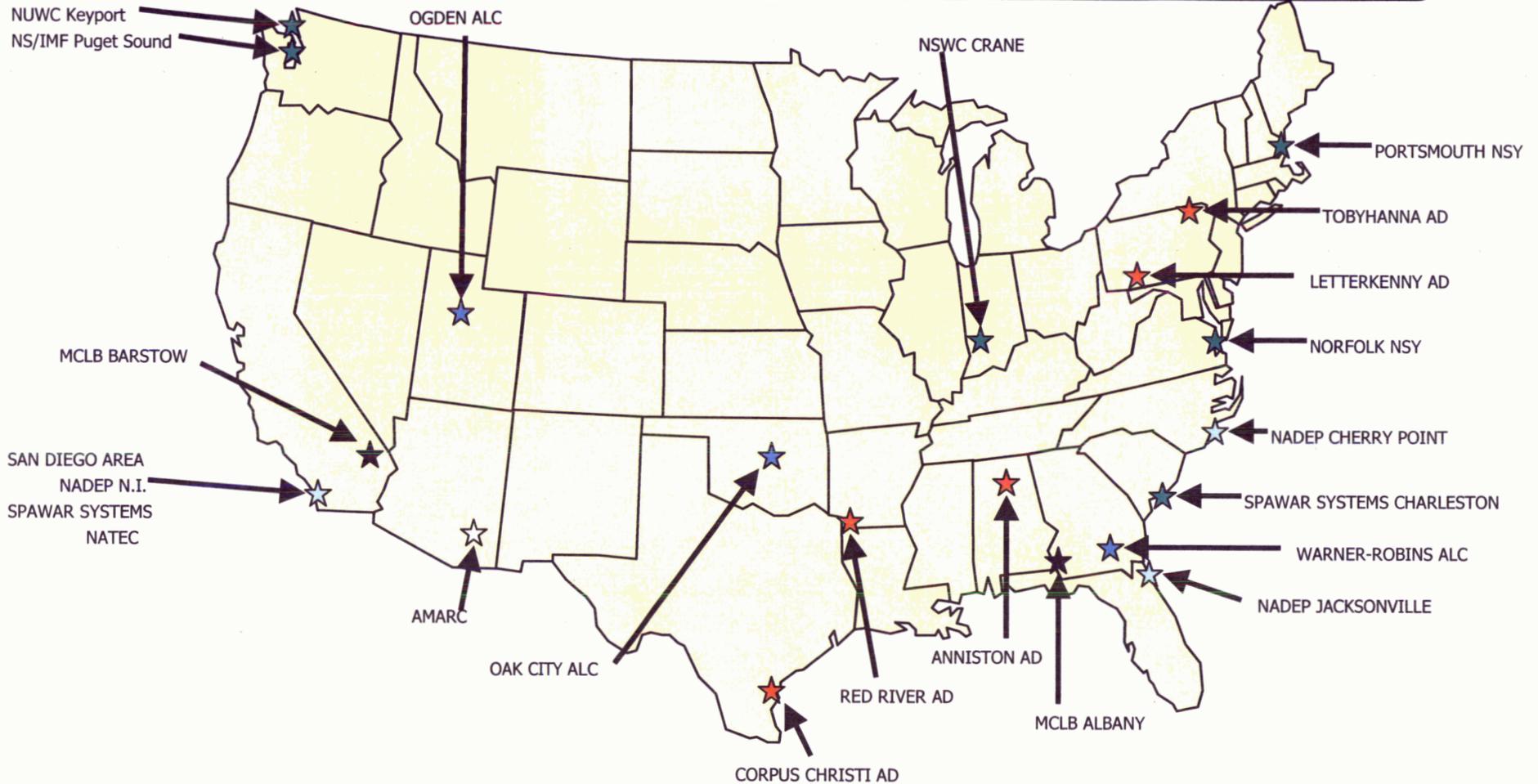
## VADM MASSENBURG 4 DECEMBER 2003

### Our Goals are:

- **To balance current and future readiness.** We need to ensure that we provide our Naval Aviators with the right products to fight the Global War On Terrorism and other potential future conflicts.
- **To reduce our costs of doing business.** We need to pursue actual cost reductions, not so-called 'savings' or 'avoidance.' We need to return resources to recapitalize our Fleet for tomorrow. We must continue to introduce best business practices and remove barriers to getting our job done with greater efficiencies.
- **To improve agility.** Our ability to make rapid decisions in support of emerging Fleet requirements is essential if we are to continue to provide value to the nation. We must reinvigorate a solid chain of command that values responsibility and accountability in its leadership.
- **To ensure alignment.** We have come a long way aligning ourselves internally, now it is time to ensure that we are fully aligned, internally and externally, with CNO's transformation initiatives.
- **To implement Fleet-driven metrics.** Single Fleet-driven metrics will ensure we directly contribute to the Naval Aviation Enterprise.

18May05

# Air Force, Army, Marine Corps, & Naval Industrial Maint Activities ( w/o I-levels)



NAVSEA



Joint use



Air Force



Army



Marine Corps



NAVAIR



# 57 DoD Commodity Groups Partitions the Industrial Maint Workloads

Aircraft Rotary	APUs/GTEs/ATS/SPS/GTCs	Crypto
Aircraft VSTOL	Other Engines (e.g., Tactical Missile)	Computers
Aircraft Cargo/Tanker	Tactical Vehicles (e.g., trucks, trailer, bridge)	Electronic Components (non-airborne)
Aircraft Fighter/Attack	Combat Vehicles (e.g., tanks, APC, propelled/tow artillery)	Ground Support Equipment
Aircraft Bomber	Amphibious Vehicles	Generators
Aircraft Other	Construction Equipment	TMDE
Aircraft Dynamic Components	Material Handling	Calibration
Aircraft Hydraulic Components	Other Vehicles	Other Equipment (ROWPUs, kitchens, showers, troops support equip)
Aircraft Pneumatic Components	Engines/Transmissions	Conventional Weapons (torpedoes, mines, etc.)
Aircraft Instruments Components	Powertrain Components	Small Arms/Personal Weapons
Aircraft Landing Gear (include wheels/brakes) Components	Starters/Alternators/Generators	Strategic Missiles
Aircraft Ordnance Equipment (e.g., racks and rails) Comp	Armament and Structural Components	Tactical Missiles (e.g., TOWS, MLRS, Patriots)
Aircraft Avionics/Electronics Components	Fire Control Systems and Components	Software Weapon System
Aircraft Structure Components (e.g., flaps and seats)	Other Components (e.g., hydraulics, pneumatic, electrical)	Software Support Equipment
Aircraft Other Components	Radar	Fabrication and Manufacturing
Aircraft Engine Turboprop/Turboshaft	Radio	Industrial Plant Equipment (IPE)
Aircraft Engine Turbofan Bypass	Wire	Depot Fleet/Field Support (e.g., training and field teams)
Aircraft Engine Turbofan/Turbojet Augmented	Electronic Warfare	Other
Engine Exchangeable/Components (e.g. bearings, blades and vanes)	Navigational Aids	
	Electro-Optics/Night Vision/FLIR	

# NADEP N. Island and BRAC 05

- Participated in BRAC 05 Capacity and Military Value Data Calls
  - NADEP N. Island Operating at ~ 90.33% Capacity
- Responded To Scenario Data Calls
  - Responded to questions concerning total realignments (closure) of depot; partial realignments of workloads; and FRC transformation
  - FRC was Best “Effectiveness and Efficiency” solution, although that was determined up at I-JCSG level

# Fleet Readiness Centers - FRCs

- **Improved utilization of capabilities: (Across NAE)**
  - Integrating D & I to take advantage of collaboration between Civil Service Artisans and Sailors / Marines.
  - "Right Capability" in the "Right Place".
  
- **Reduced Total Repair Cycle-Time: (Across NAE)**
  - Lower "Total Repair Cycle-Time" by less routing to off-site repair locations.
  - Maintenance performed where it makes best sense (next to Operating Forces or centrally).
  - Reduced Steps In Supply Chain.
    - Reduced # Of Assets Req'd In Pipelines (reduced TAT and smaller spares pool).
    - Reduced Cycle-times for Acft, Engs, and AVDLR's Less PHS&T Steps/Costs.
  
- **Less Total System Cost: (Across NAE)**
  - Reductions of ~1200 Civil Service and ~450 Military.
  - Reductions of half a million square feet of facility space.
  - Spare parts total requirements reductions of ~15%.
  
- **Effectiveness Optimized: (Across NAE)**
  - Naval Aviation Enterprise "Value Stream Optimized".
    - Cost-Wise-Readiness Complaint.
    - Fleet Response Plan, FRP (6 + 2) Supportive.
  - Better Alignment = Better Effectiveness and Efficiency.

06Jun05

# FRC Process Change = Less Cost Of Doing Maint

(a brief explanation of this additional drive to more Cost-Wise-Readiness)

## Transforming To FRC Concept Accomplishes:

- **Merges / Blends Depot Level & Intermediate Level Maint Organizations Across Entire Naval Aviation Enterprise** (6 FRCs w/ associated FRC Sites adjacent Fleet operating sites)
  - Enables More "Collaboration" Between D level Civilians and I-level Military (281 D Artisans PCS to FRC/FRC Sites)
- **Selectively Alters Where, How, Who, and When Selected AVDLR Repairables Are Accomplished.**
- **Lowers Enterprise Wide "Total System Repair Cycle-Time"**, Including Associated Supply System Movement Which Facilitates A Lower Total Requirement For RFI and Pipeline Spare Parts.

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- **Less Personnel Required To Accomplish Depot Maint Workload;** ~ 1241 Less Total Civil Service Personnel (~ 614 Direct & ~ 627 In-Direct) from a base of ~ 10,800 Because of Collaborative Depot & I-level Work On Repairables
  - Collaborative D with I Artisans Do Only True D-Level Piece Of The Work; They Don't Re-Do the Whole End-to-End Job
  - ~ 450 Less Military Personnel (From ~ 9,600);
- **Less Facility Total Square Feet Needed** (~ 568 K Sq-Ft = ~ \$12M saving per year @ \$22/sq-ft)
- **Less Total Direct Labor Hours (DLH's) To Do Work**
  - By Doing ~ 50,508 D-Level Repairs Concurrently With I-Level Sailors/Marines, Gain Reduction of But Still Accomplish Same Number of Repairs (out of ~ 191,848 total BCM's)
- **Less Total RFI / A Condition Spare Parts Needed To Fill 'SHORCAL'S'**
  - Current Model Driven SHORCAL. FRC 'Total Repair Cycle-Time' Reductions Yield Reductions (Note: savings occur 'only' as items do not have to be replaced / re-procured)

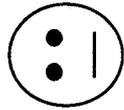
06Jun05

# FRC Concept We're Already Started

*This idea is not revolutionary.....*



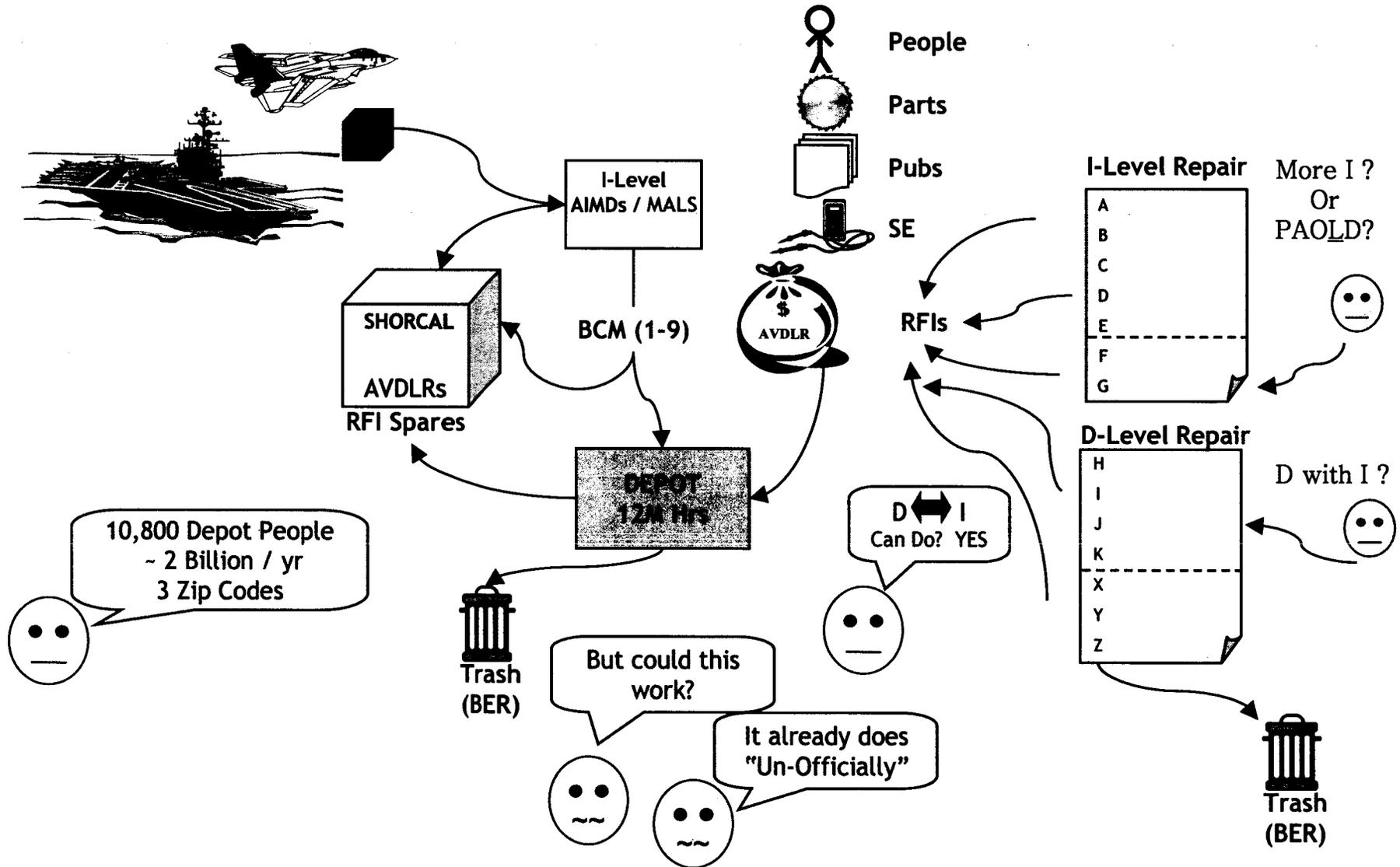
*Civilian Artisans + Military = Effectiveness and Efficiency*



06Jun05

# What Goes On Now; And Will Be Done Differently?

## Looking At What Gets Done Where and Challenging That Construct



# Fleet Readiness Centers

## IMA / MALS / DEPOT CONSOLIDATION

Reliability & Cycle Time improvements reduce costs to the Enterprise

**FY2006-2011**

**CUMULATIVE AVDLR SAVINGS:**  
\$ substantial

**TOTAL FTE REDUCTIONS:**  
DEPOT: ~ 1241 INTERMEDIATE: ~ 459

**TOTAL MANPOWER REASSIGNED:**  
From D's to former distant I-levels: ~ 280

**FRC WEST**  
Lemoore FRC Site  
Fallon FRC Site

**FRC SOUTHWEST**  
North Island FRC Site  
Miramar FRC Site  
Pascagoula FRC Site  
Yuma FRC Site

**FRC SOUTHEAST**  
Jacksonville FRC Site  
Mayport FRC Site  
(incl VRT Mayport)  
Cecil FRC Site  
Key West FRC Site  
Brunswick FRC Site

**DRAFT**

03May05

What the Navy is doing represents transformation

# FRCs

## Naval Aviation's Enterprise BRAC 05 Recommendation

18May05

### FRC Mid Atl Site Patuxent River

**FRC MID ATLANTIC**  
 AIMD OCEANA  
 AIMD Norfolk  
 AIMD NAS Corpus Christi  
 NADEP CP Det Oceana  
 NADEP JAX Det Norfolk  
 NADEP JAX Det Oceana  
 NAWC Lakehurst Det Norfolk

**FRC EAST**  
 NADEP CHERRY POINT  
 MALS-14 Cherry Point  
 AIMD Willow Grove  
 FRC East Det Lakehurst

**FRC EAST Site New River**  
 MALS-26 & 29 New River  
 NADEP CP Det New River

**FRC EAST Site Beaufort**  
 MALS-31 Beaufort  
 NADEP JAX Det Beaufort

**FRC Mid Atl Site N. Orleans**  
 AIMD Atlanta (E-2C Support)  
 NAVAIRES New Orleans

**NAVAIRES Atlanta**

**AIMD Willow Grove**

**FRC East 'affiliation'**  
 HMX-1 Quantico

**FRC West Site Fort Worth**  
 AIMD Atlanta (FA-18 Support)  
 NAVAIRES Fort Worth

**AIMD China Lake**  
 (OMD + Established)

**FRC SW Site Yuma**  
 MALS-13 Yuma  
 NADEP NI Det Yuma

**FRC SW Site Pendleton**  
 MALS-39 Pendleton  
 NADEP NI Det Pendleton

**FRC SW Site Pt. Mugu**

**FRC SOUTHWEST**  
 MALS-11 & 16 Miramar  
 NADEP NI Det Miramar  
 AIMD North Island  
 NADEP North Island  
 NADEP North Island DET NI

**FRC SOUTHWEST (NORTH ISLAND)**  
 NADEP NORTH ISLAND (REALIGNS INTO FRC SOUTHWEST)  
 NADEP NORTH ISLAND DET NORTH ISLAND (REALIGNS INTO FRC SOUTHWEST)  
 AIMD NORTH ISLAND (REALIGNS INTO FRC SOUTHWEST)  
 AIMD POINT MUGU (REALIGNS INTO FRC SOUTHWEST SITE POINT MUGU)  
 MALS-11 MIRIMAR (REALIGNS INTO FRC SOUTHWEST SITE MIRIMAR)  
 MALS-16 MIRIMAR (REALIGNS INTO FRC SOUTHWEST SITE MIRIMAR)  
 NADEP NI DET MIRIMAR (REALIGNS INTO FRC SOUTHWEST SITE MIRIMAR)  
 MALS-39 PENDLETON (REALIGNS INTO FRC SOUTHWEST SITE PENDLETON)  
 NADEP NI DET PENDLETON (REALIGNS INTO FRC SOUTHWEST SITE PENDLETON)  
 MALS-13 YUMA (REALIGNS INTO FRC SOUTHWEST SITE YUMA)  
 NADEP NI DET YUMA (REALIGNS INTO FRC SOUTHWEST SITE YUMA)

**FRC WEST (LEMOORE)**  
 AIMD LEMOORE (REALIGNS INTO FRC WEST)  
 AIMD CHINA LAKE (REALIGNS TO FRC WEST)  
 NADEP NI DET LEMOORE (REALIGNS INTO FRC WEST)  
 NAVAIRES FORT WORTH (REALIGNS INTO FRC WEST SITE FORT WORTH)  
 AIMD FALLON (REALIGNS INTO FRC WEST SITE FALLON)  
 NADEP NI DET FALLON (REALIGNS INTO FRC WEST SITE FALLON)  
 NAVAIRES ATLANTA (REALIGNS INTO FRC WEST SITE FORT WORTH)

**FRC EAST (CHERRY POINT)**  
 NADEP CHERRY POINT (REALIGNS INTO FRC EAST)  
 MALS-14 CHERRY POINT (REALIGNS INTO FRC EAST)  
 MALS-31 BEAUFORT (REALIGNS INTO FRC EAST SITE BEAUFORT)  
 NADEP JAX DET BEAUFORT (REALIGNS INTO FRC EAST SITE BEAUFORT)  
 MALS-26 NEW RIVER (REALIGNS INTO FRC EAST SITE NEW RIVER)  
 MALS-29 NEW RIVER (REALIGNS INTO FRC EAST SITE NEW RIVER)  
 NADEP CHERRYPOINT DET NEWRIVER (REALIGNS INTO FRC EAST SITE NEWRIVER)  
 HMX-1 QUANTICO (REALIGNS INTO FRC EAST SITE QUANTICO)  
 NAVAIRES WILLOW GROVE (REALIGNS INTO FRC EAST)

**FRC MID ATLANTIC (OCEANA)**  
 AIMD OCEANA (REALIGNS INTO FRC MID ATLANTIC)  
 NADEP CHERRY POINT DET OCEANA (REALIGNS INTO FRC MID ATLANTIC)  
 NADEP JAX DET OCEANA (REALIGNS INTO FRC MID ATLANTIC)  
 NAVAIRES NEW ORLEANS (REALIGNS INTO FRC MID ATLANTIC SITE NEW ORLEANS)  
 AIMD ATLANTA (REALIGNS INTO FRC SITE NEW ORLEANS)  
 AIMD NORFOLK (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
 AIMD CORPUS CHRISTI (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
 NADEP JAX DET NORFOLK (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
 NAWCAD LAKEHURST DET NORFOLK (REALIGNS INTO FRC MID ATLANTIC SITE NORFOLK)  
 NAWCAD PAX RIVER (REALIGNS INTO FRC MID ATLANTIC SITE PAX RIVER)

= Industrial Maintenance function close

**FRC NORTHWEST**  
 AIMD WHIDBEY ISLAND  
 (Grants ALG-02) (Closed)

AIMD NAS Corpus Christi

# Fleet Readiness Centers (FRC)

## I-Levels

1. AIMD North Island
2. AIMD Point Mugu
3. MALS-11
4. MALS-16
5. MALS-39
6. MALS-13
7. AIMD Lemoore
8. AIMD China Lake
9. AIMD Fallon
10. AIMD Atlanta
11. AIMD Fort Worth
12. AIMD Whidbey Island
13. AIMD Jacksonville
14. AIMD Brunswick
15. AIMD Mayport
16. AIMD Key West
17. MALS-14
18. MALS-31
19. MALS-26
20. MALS-29
21. HMX-1 Quantico
22. AIMD Willow Grove
23. AIMD Oceana
24. AIMD Norfolk
25. AIMD Corpus Christi
26. AIMD Patuxent River
27. AIMD New Orleans

## D-Levels

1. NADEP North Island
2. NADEP Jacksonville
3. NADEP Cherry Point
4. NSWC Crane (ALQ-99 Only)

TO  
  
**6**  
**FRC's**

## 1. FRC SOUTHWEST

- NADEP North Island
- AIMD North Island
- AIMD Point Mugu
- MALS-11 & 16
- MALS-13
- MALS-39

## 2. FRC WEST

- AIMD Lemoore
- AIMD Fallon
- AIMD Fort Worth

## 3. FRC NORTHWEST

- AIMD Whidbey Island

## 4. FRC SOUTHEAST

- NADEP Jacksonville
- AIMD Mayport
- AIMD Jacksonville
- AIMD Key West

## 5. FRC EAST

- NADEP Cherry Point
- MALS-14
- MALS-31
- MALS-26 & 29
- HMX-1 Quantico

## 6. FRC MIDATLANTIC

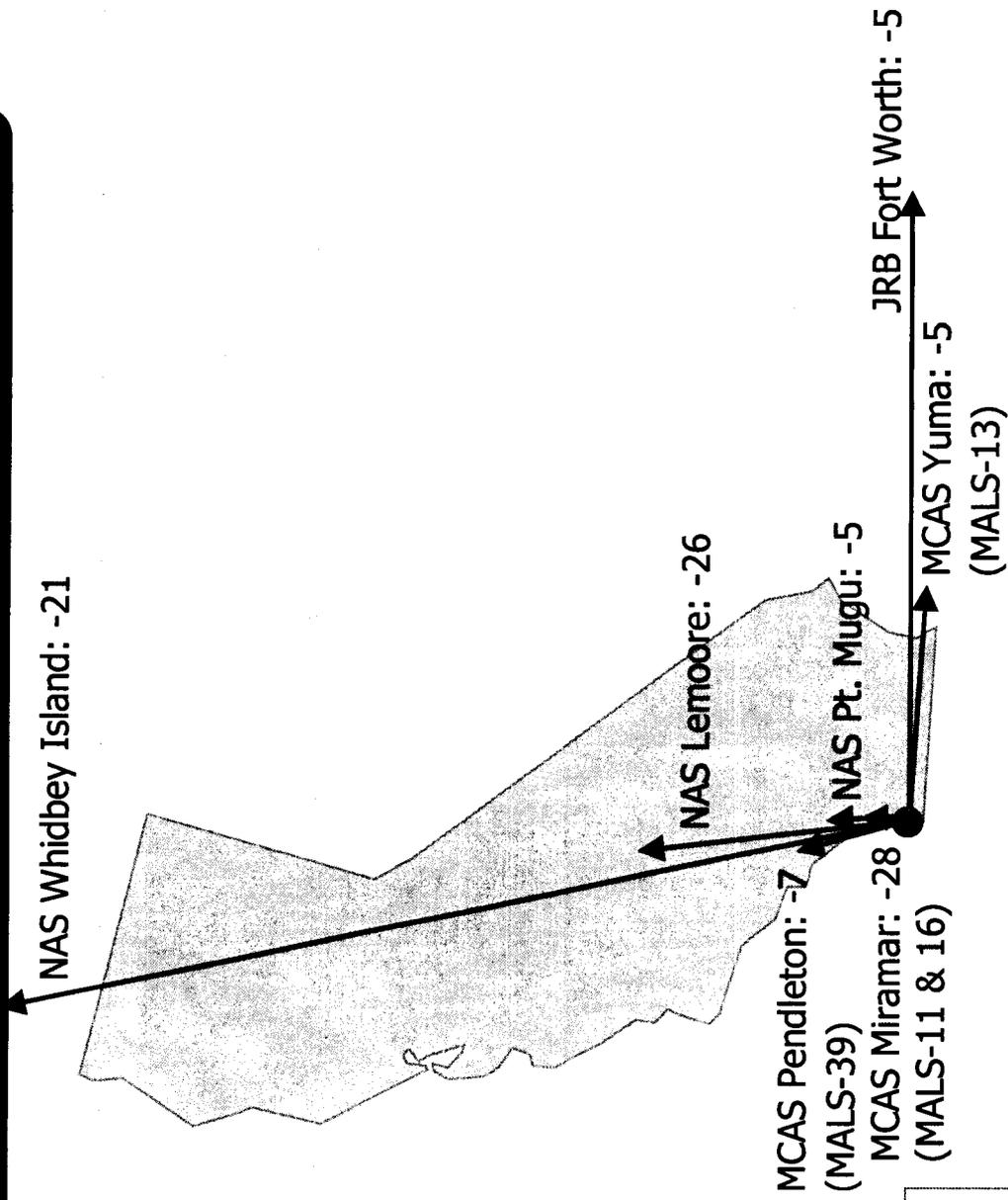
- AIMD Oceana
- AIMD Norfolk
- AIMD New Orleans
- AIMD Patuxent River

Activities/Functions colored RED indicate closures that will realign to an FRC.



# NADEP North Island/FRC Southwest FTE

## Moves



- FTE (Full Time Equivalent) moves are from NADEP North Island to various FRC sites.
- FTE Reductions at the NADEP are as specified in COBRA.

FTE Moves:	97
FTE Reductions :	<u>490</u>
TOTAL:	587
Source: BRAC COBRA Tool	

## NADEP North Island/FRC Southwest FTE Moves

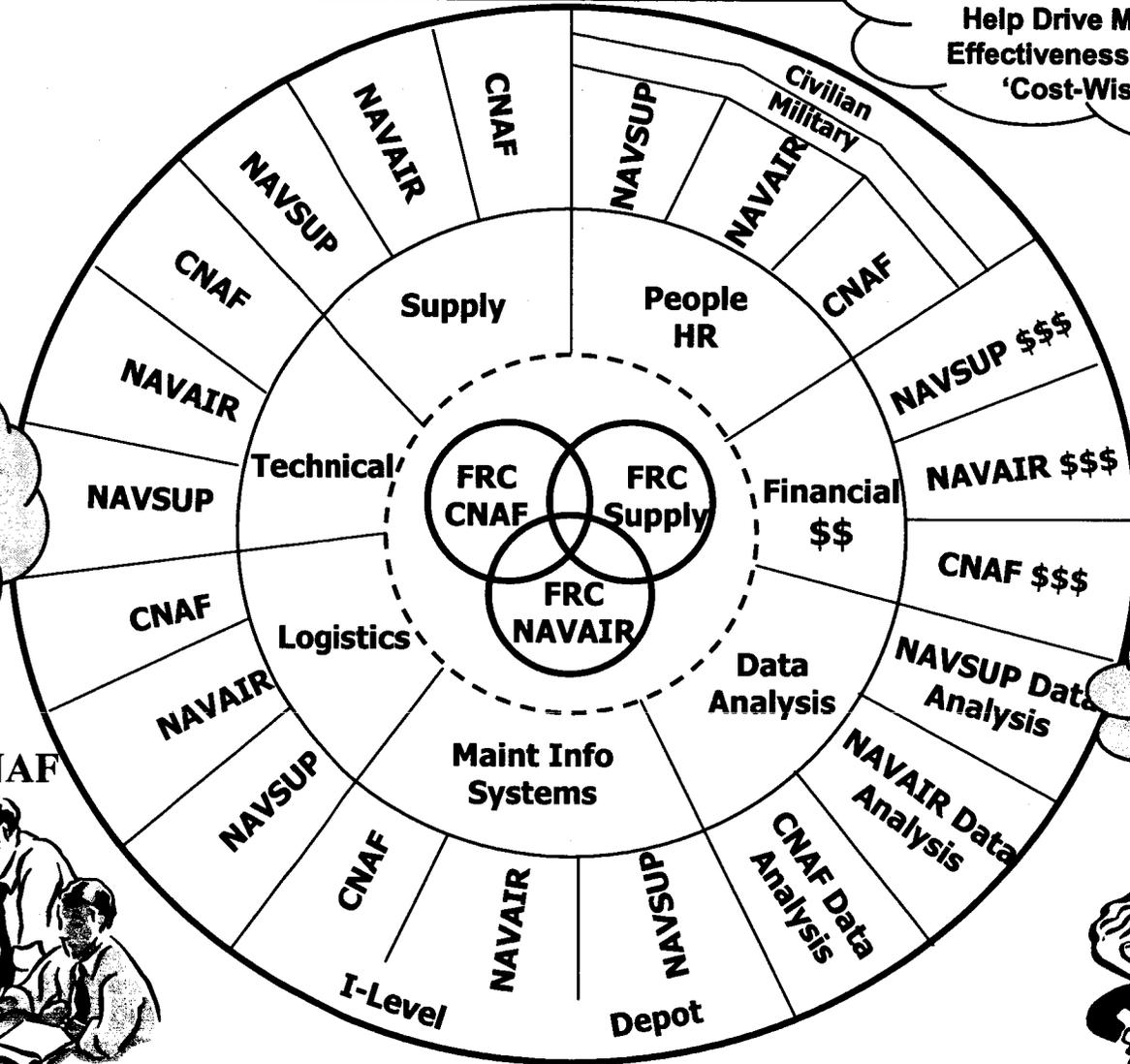
FTE Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP NORTH ISLAND, CA to NAS LEMOORE, CA <b>IND-0103, MX 1.40 (IND-0103A)</b>						
FTE's:	0	26	0	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS JRB FT WORTH, TX <b>IND-0103, MX 1.40 (IND-0103A)</b>						
FTE's:	0	5	0	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS WHIDBEY ISL, WA <b>IND-0104, MX 1.4P (IND-104A)</b>						
FTE's:	0	0	21	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS PENDLETON, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
FTE's:	0	0	7	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS MIRAMAR, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
FTE's:	0	0	28	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS POINT MUGU, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
FTE's:	0	0	5	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS YUMA, AZ <b>IND-0125, MX 1.4M (IND-0101A)</b>						
FTE's:	0	0	5	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>31</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>

# FRC Circle Triad Team Developing A Plan

The FRC Concept With The Collaboration It Brings Across The Whole NAE Team Can Help Drive More Efficiency & Effectiveness And Get us More 'Cost-Wise-Readiness'



One Team, Made Up Of Key Stakeholders, All Operating In Unison



Data Driven, Metric Based, Complete Enterprise View

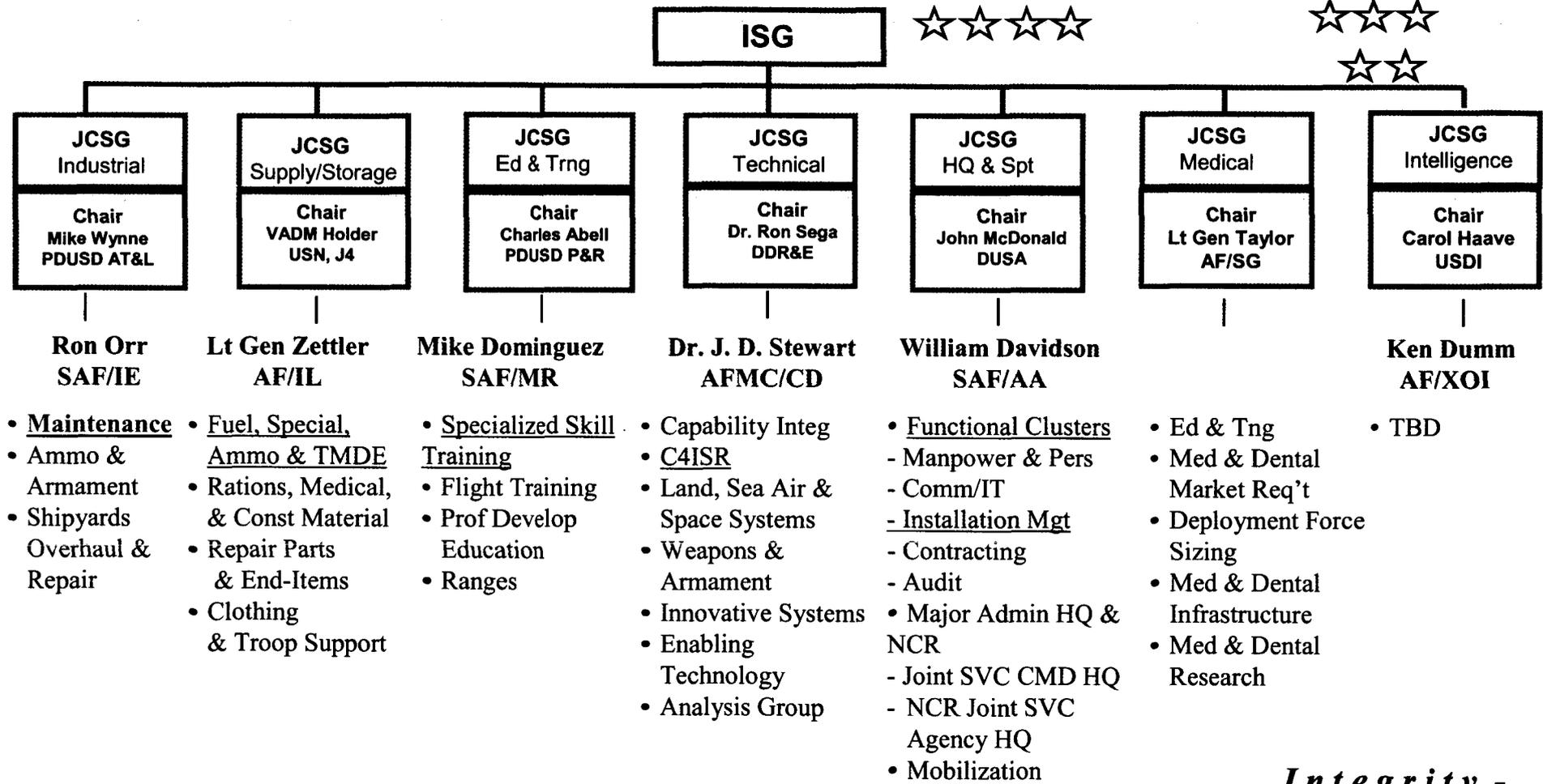


NAVSUP/ICP

NAVAIR

# Back Up

# Joint Cross Service Groups (JCSG)



**AF Led Groups in Blue ... Summary: 7 Joint Cross Service Groups; 55+ subgroups and working groups**

*Integrity -  
Service -  
Excellence*



Depot North Island

NAVY AIR

UH-1N Huey



## NAVAIR = ADVANCED WARFARE TECHNOLOGIES

Mission: Airborne command and control, combat assault, medical evacuation, maritime special operations, supporting arms control and coordination, fire support and security for forward and rear area forces.

Primary Function: Utility Helicopter  
Manufacturer: Bell Helicopter Textron  
Crew: Four: two officers and two enlisted  
Unit Cost: N/A  
Powerplant: Two Pratt & Whitney T400-CP-400 engines  
Power: Burst: 1290 shaft hp (transmission limited)  
Continuous: 1134 shaft hp (transmission limited)

### Dimensions

Length:	57'3"	17.46 m
Rotor Diameter:	48'	14.62 m
Height:	14'9"	4.54 m

### Weights

Empty:	N/A	
Maximum Tow:	10,500 lb	4,767 kg

### Performance

Speed:	139.15 mph	121 knots
Ceiling:	14,200 ft, 4331 m	Limited to 10,000 ft (3,050 m by oxygen requirements)
Range:	More than 172 nautical miles	197.8 miles
Armament:	M-240 7.62mm machine gun or the GAU-16 .50 caliber machine gun or the GAU-17 7.62mm automatic gun. All three weapons systems are crew-served, and the GAU-2B/A can also be controlled by the pilot in the fixed forward firing mode. The helicopter can also carry two 7-shot or 19-shot 2.75" rocket pods.	



S-3B Viking

NAVY AIR

Depot North Island



## NAVAIR = ADVANCED WARFARE TECHNOLOGIES

Description: The “Viking” is an all weather, carrier-based jet aircraft, providing protection against hostile surface combatants while also functioning as the Carrier Battle Groups’ primary overhead/mission tanker. Extremely versatile, the aircraft is equipped for many missions, including day/night surveillance, electronic countermeasures, command/control/communications warfare, and search and rescue (SAR).

<u>Primary Function:</u>	Force Protection, Organic overhead/mission tanking
<u>Manufacturer:</u>	Lockheed-California Company
<u>Crew:</u>	Two officers, four enlisted
<u>Unit Cost:</u>	N/A
<u>Power:</u>	Two General Electric TF-34-GE-400B turbofan engines 9,275 lb thrust each

### Dimensions

Length:	53'4"	16 m
Wingspan:	68'8"	20.6 m
Height:	22'9"	6.9 m

### Weights

Empty:	N/A	
Maximum Tow:	52,539 lb	23,643 kg

### Performance

Speed:	518 mph	450 knots, 828.8 kph
Ceiling:	40,000 ft	
Range:	More than 2,300 nautical miles	2,645 miles, 4,232 km
Armament:	Up to 3,958 lb (1,781 of AGM-84 Harpoon, AGM-65 Maverick and AGM-84 SLAM missile, torpedoes, rockets and bombs.	



F/A-18E Super Hornet

NAV  AIR

Depot North Island



## **NAVAIR = ADVANCED WARFARE TECHNOLOGIES**

The F/A-18E/F Super Hornet is a next-generation strike fighter with all the capability, flexibility and performance necessary to modernize the air or naval aviation forces of any country.

Two versions of the Super Hornet are currently in production for the U.S. Navy: the single-seat E model and the two-seat F model. Both will perform a variety of missions including air superiority, day/night strike with precision-guided weapons, fighter escort, close air support, suppression of enemy air defense, maritime, reconnaissance, forward air control and tanker. Converting from one mission to another can be done quickly and simply by flipping a switch.

With a total of 11 weapon stations, the Super Hornet also provides warfighters with increased payload flexibility by mixing and matching air-to-air and air-to-ground ordnance. A typical loadout for a self-escort mission might start with an advanced infrared targeting pod, one AIM-120 AMRAAM and two AIM-9 Sidewinder missiles, and an external fuel tank. This leaves six underwing weapon stations available to carry a variety of weapons and other payloads. The F/A-18E/F also carries a complete complement of "smart" weapons, including laser-guided bombs.

A comprehensive upgrade strategy for the future — including the addition of an active electronically scanned array, or AESA, radar — will improve overall supportability. Other planned upgrades include an advanced targeting forward looking infrared, or ATFLIR; joint-helmet mounted cueing system, or JHMCS; multifunctional information distribution system, or MIDS; and an advanced aft crew station. These and other enhancements will ensure that the Super Hornet remains combat relevant well into the 21st century.

The Super Hornet program remains on time, on weight and on cost. Improved aerodynamic design gives the F/A-18E/F exceptional combat maneuverability, an unlimited angle of attack and increased resistance to spins and departures. Two General Electric F414-GE-400 engines power the Super Hornet. The F414 produces a combined 44,000 pounds of thrust. Its nine-to-one thrust-to-weight ratio is one of the highest of any modern fighter engine. Increased airflow to the engine is provided through the Super Hornet's distinctive caret inlets.

The Super Hornet is a versatile, durable and survivable strike fighter designed to meet the stringent requirements of today's air and naval aviation forces. The aircraft has successfully demonstrated its unsurpassed flying qualities during a flawless development program. The F/A-18E/F has proven itself departure resistant and has a reconfigurable flight control system that detects and corrects for battle damage.

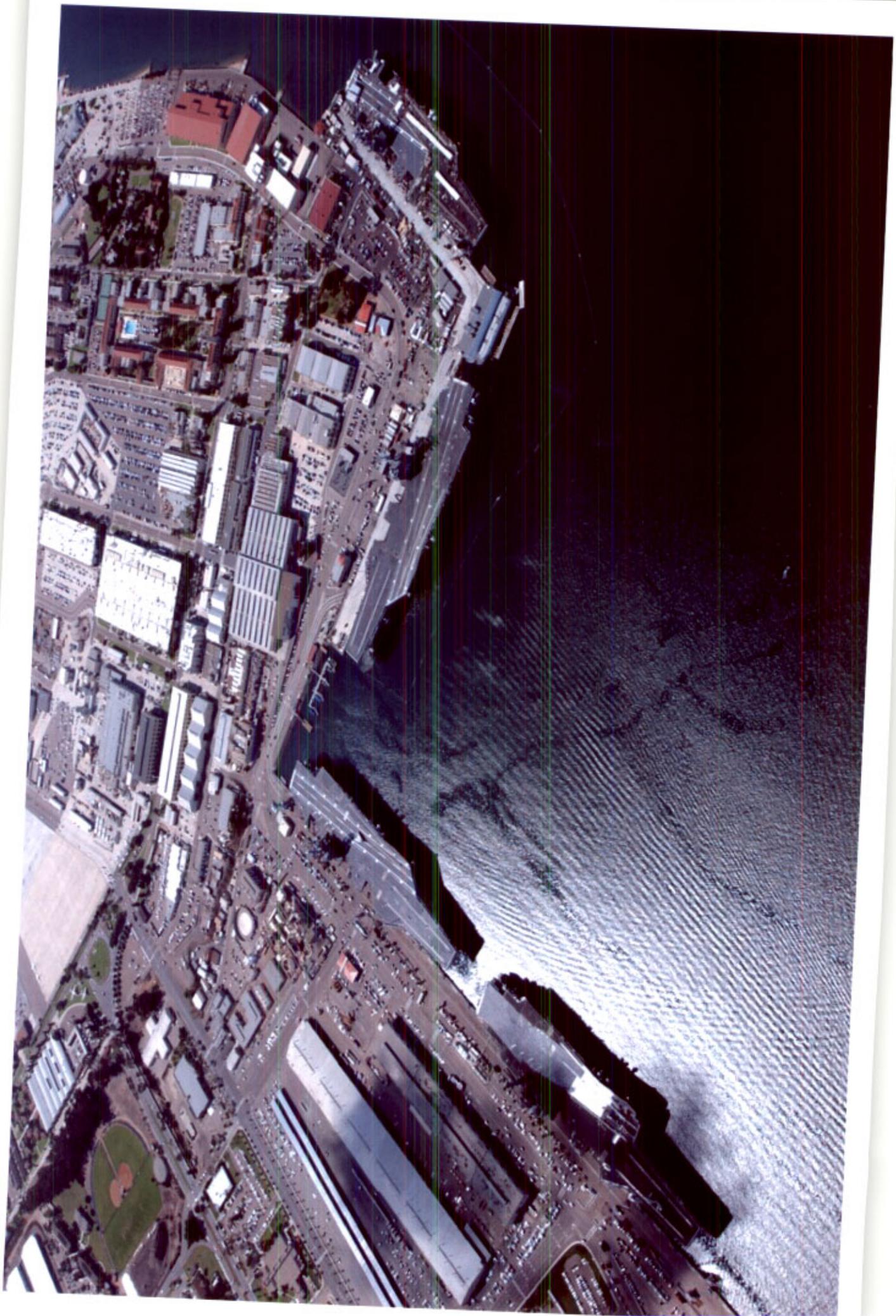












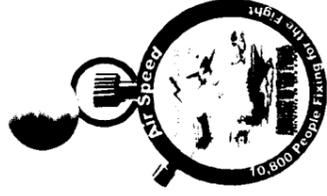












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# NADEP NORIS

## Airspeed Successes

### BRAC Visit

6/6/2005

NI-5



# AIRSpeed Training



## World-Class Course

- Home-grown--derived from multiple sources
- Over 550 trained in 4 months
- Blends Lean/TOC/6 $\Sigma$



AIRSpeed

NAV AIR



# F-18 PMI-1 AIRSPeet Results



*Demonstrated improvement over the past 3-years in spite of significant work scope increases from 6,453 hrs to 8,335 standard hours!*

## F/A-18 PMI-1 Work In-Process *BEFORE*



- FY-04 TURN-AROUND TIME = 192 DAYS
- AIRCRAFT "WIP" = 31 ACFT
- WORK SCOPE = 7428 HRS
- METAL-MODIFICATION CYCLE TIME- 64 DAYS

## F/A-18 PMI-1 Work In-Process *AFTER*



- CURRENT TURN-AROUND TIME = 136 CALENDAR-DAYS
- CURRENT AIRCRAFT "WIP" = 16 ACFT
- WORK SCOPE = 8335 HRS (**INCREASE IN WORK CONTENT**)
- METAL-MODIFICATION CYCLE TIME- 32 DAYS

Reduced average "WIP" by (15) F/A-18 aircraft, increasing Fleet Flexibility and Readiness

AIRSPeet

NAV AIR



# F-18 PMI-1 AIRSpeed Results



## FY-04

- Turnaround Time = 196 days
- Aircraft "WIP" = 31
- Overtime Hrs/Week = 10.3%
- Direct Personnel = 231
- Indirect Personnel = 96
- Prod Floor Space = 192,296 sq ft
- Throughput = 33 A/C

Reduced average "WIP"  
by (15) F18, increasing  
Fleet available assets

## FY-05

- Turnaround Time = 134 days
- Aircraft "WIP" = 16
- Overtime Hrs/Week = 6.7%
- Direct Personnel = 231
- Indirect Personnel = 91
- Prod Floor Space = 193,212 sq ft
- Throughput = 39 A/C

### OCCURRENCE FACTORS:

- Demonstrated improvement over the past 2-years in spite of significant work scope increases from 7428 hrs to 8335 standard hours.
- The F18 line currently works 4 variations of the work package.
- First 7 FY-05 aircraft were completed 62 days under the Pre-AIRSpeed scheduled TAT (196 days)
- Actual reductions in direct/indirect manpower and overtime will result in lower cost on future deliveries.
- Savings are being accrued on aircraft in work today.

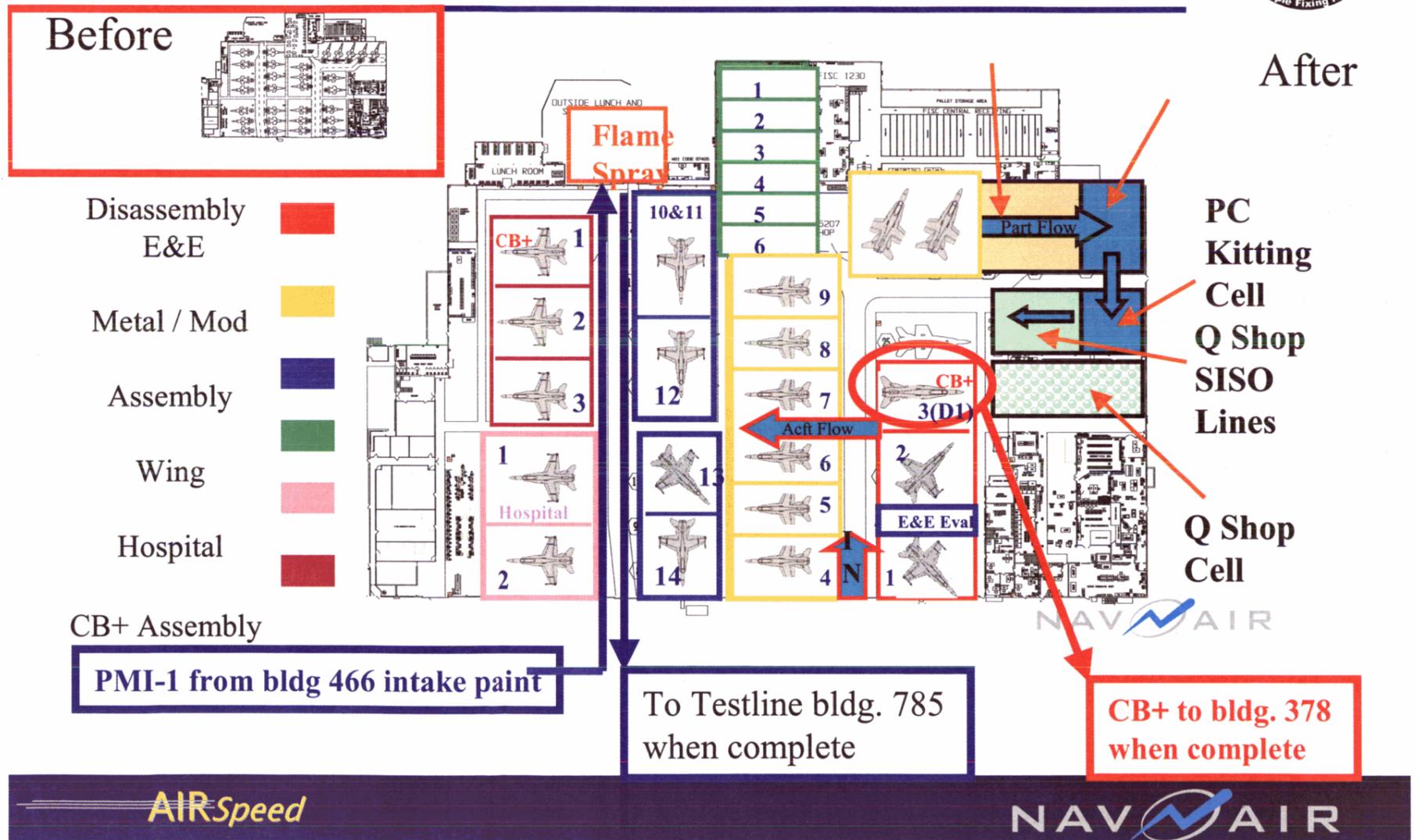
AIRSpeed

NAV AIR





# F-18 PMI-1 Pulse Line





# F-18 PMI-1 AIRSPeed Results



- Lean “Best in Class” Success Story
  - Before Lean, the F18 PMI-1 average cycle time increased between FY03 and FY04 by 14%. As a result of Lean deployment, which started in August 2003, the basic foundation for material organization and kitting, day by day visual management and scheduling, and operations flow have been streamlined. This process flow improvement has enabled cycle reduction while reducing or removing unnecessary support process waste were possible and set the stage for phase two of the continuous improvement process.
  - F18 PMI-1 WLS has changed from 7,428 hours to 8,335 hours average across the TM
  - Despite an increased workload due to increasing airframe age and increased CV cruise experienced by fleet operations, the overall average TAT for PMI-1 has been reduced by 46% to 134 c/days keeping us on target for our goal of 120 c/days in mid FY06.
  - Material kitting efforts freed up the equivalent of 916 sq ft (1 aircraft work space)
  - The process Cycle Time Reductions have also been gained in the following PMI-1 process phases:
    - Metal/Modification phase TAT reduced by 47%
    - Wing Phase TAT reduced by 37%
    - Assembly Phase TAT reduced by 39%
    - Disassembly Phase TAT reduced by 29%
    - EE Phase TAT reduced by 29%
    - Test Line TAT reduced by 43%
    - Induction TAT reduced by 29%
    - Log Sell TAT by 50%

AIRSpeed

NAV AIR



# F-18 Wing Shop



TAT:

Before 49 w/days    After 31 w/days

WIP:

Before 10    After 6

Before



After



- 6 Station operation
- Wings index every five w/days

*AIRSpeed*

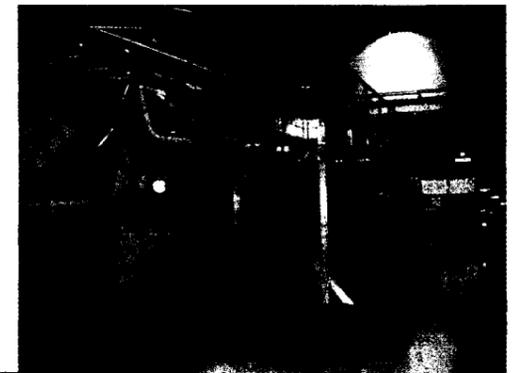
NAV AIR



# H-53 Helicopter Program



- Currently undergoing AIRSpeed implementation
  - Four cells “leaned” for process flow
  - TAT reduction goals: 300+ to 220 in FY06 to 180 calendar days for FY07
- Workload: **50% of the Fleet’s assets (72)**
  - 9 aircraft in FY05/06, 13-15 in FY07
  - 1 IMC event- PMI-D



AIRSpeed

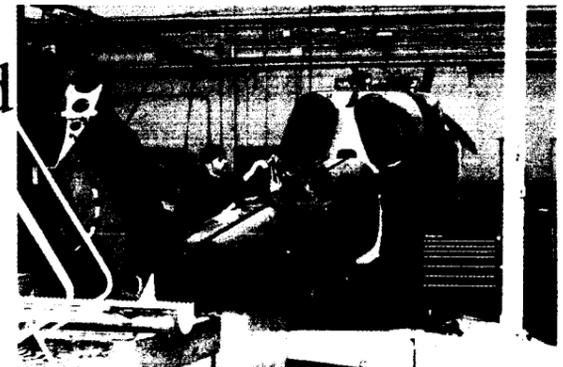
NAV AIR



# H-1 Helicopter Program



- Undergoing first AIRSpeed event 24 June
- Four PMI events co-located with MALS 39 @ Pendleton
- Workload: **55% of the Fleet's assets**
  - 56 in FY05
  - IMC and ISR workload integratedIn Fleet spaces



AIRSpeed

NAV AIR



# H-60 Helicopter Program

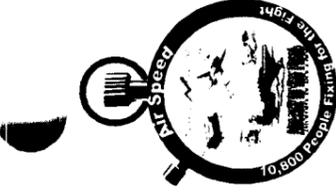


- Four IMC events performed in bldg 306 and 4 squadron hangars (integrated work environment)
- Workload: **43% of the Fleet's assets**
  - 63 in FY05
  - “O” level work performed in Depot spaces
- AIRSpeed efforts coming in July



*AIRSpeed*

NAV AIR



## E-2/C-2

# Transformation Successes

Prior to Airspeed

Current

### FY-05 (2<sup>nd</sup> Qtr)

- Aircraft "WIP" = 11
- Overtime % = 21%
- Distance Traveled = 9531 miles/yr (794 miles/mo)
- Floor Space = sized to 9 acft

### FY-05 (3<sup>rd</sup> Qtr)

- Aircraft "WIP" = 9
- Overtime % = 16%
- Distance Traveled = 396 miles /yr (33 miles/mo)
- Floor Space = sized to 8 aircraft

•3<sup>rd</sup> Iteration Transformation complete

•New Pulse Line - (One-piece moving aircraft line established)

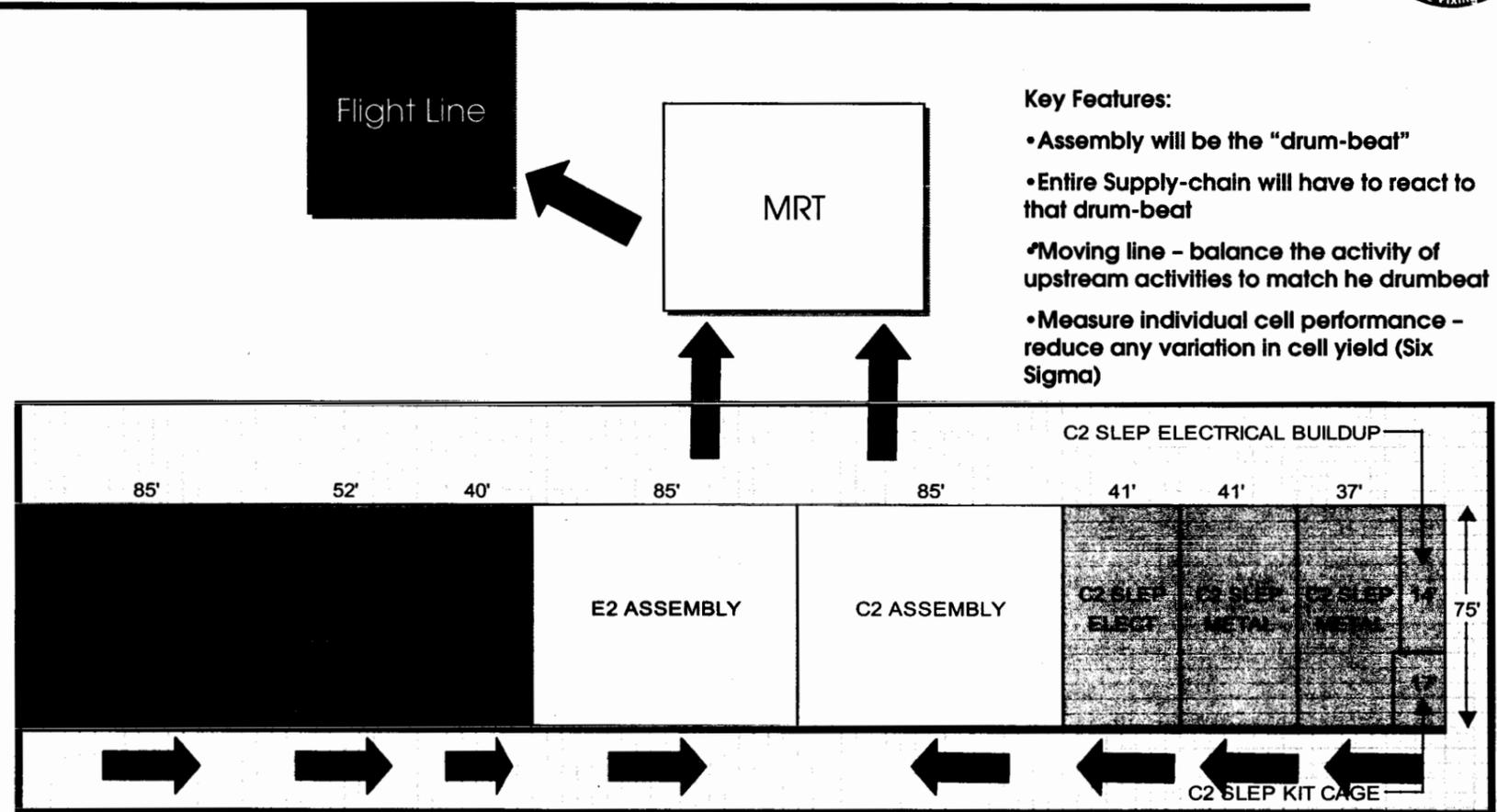
•Kaizen Event launch - 6 June 2005

AIRSpeed

NAV AIR



# E2/C2 Production Line Transformation



### Key Features:

- Assembly will be the "drum-beat"
- Entire Supply-chain will have to react to that drum-beat
- Moving line - balance the activity of upstream activities to match the drumbeat
- Measure individual cell performance - reduce any variation in cell yield (Six Sigma)

Takt = 30 CD's?

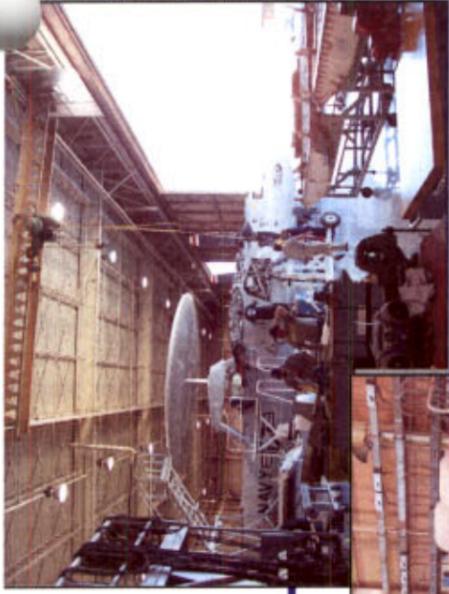
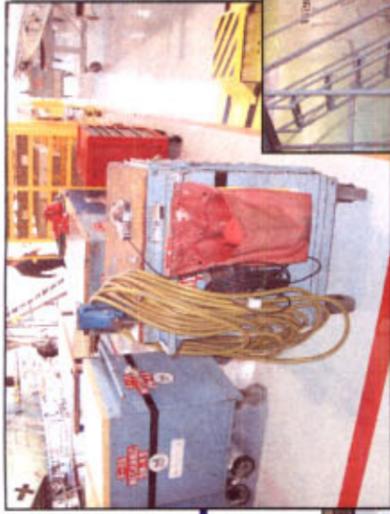
Takt = 60 CD's?

AIRSpeed

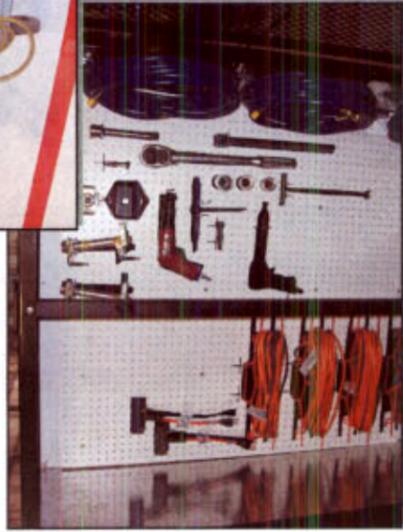
NAV AIR



Before



After

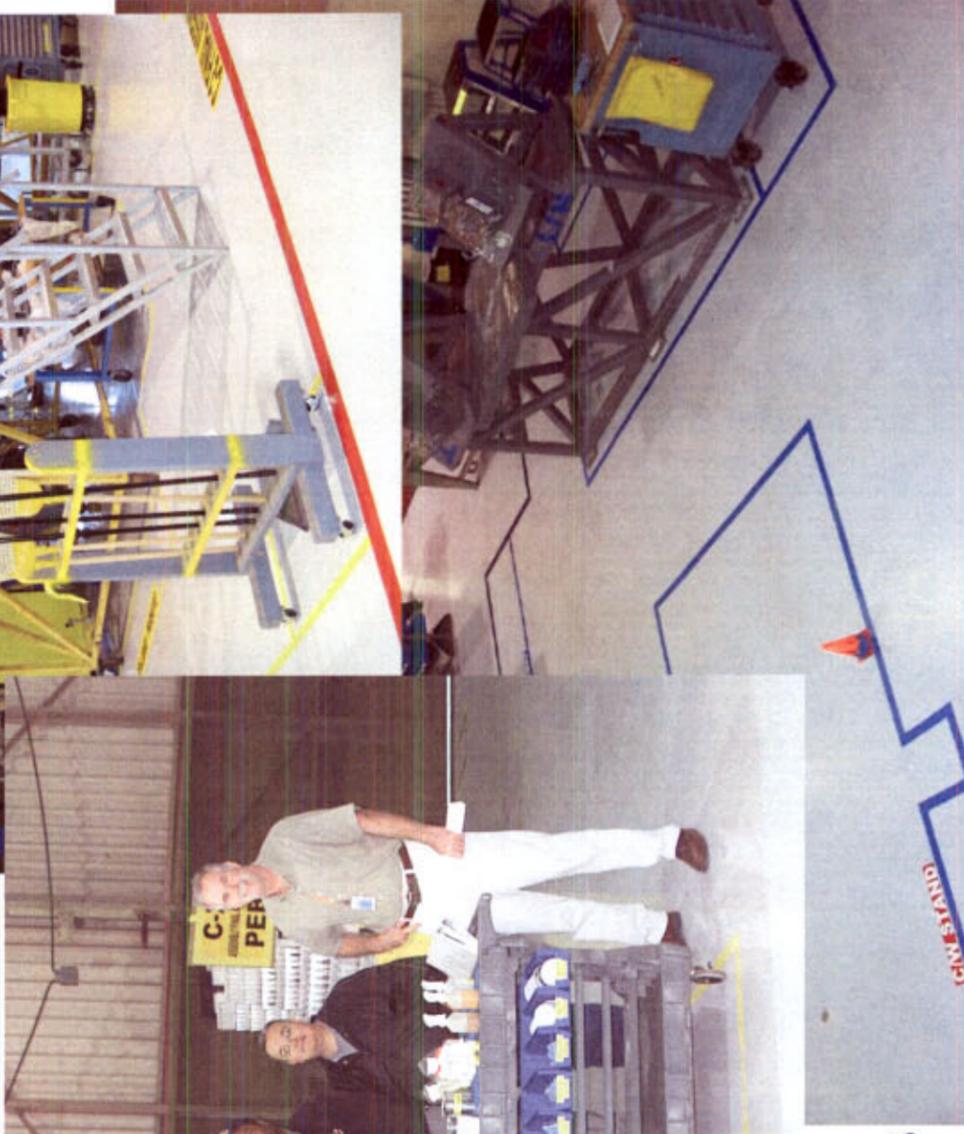


After





# People Drive Success



E2/C2 Airspeed Leaders

*AIRSpeed*

NAVAIR

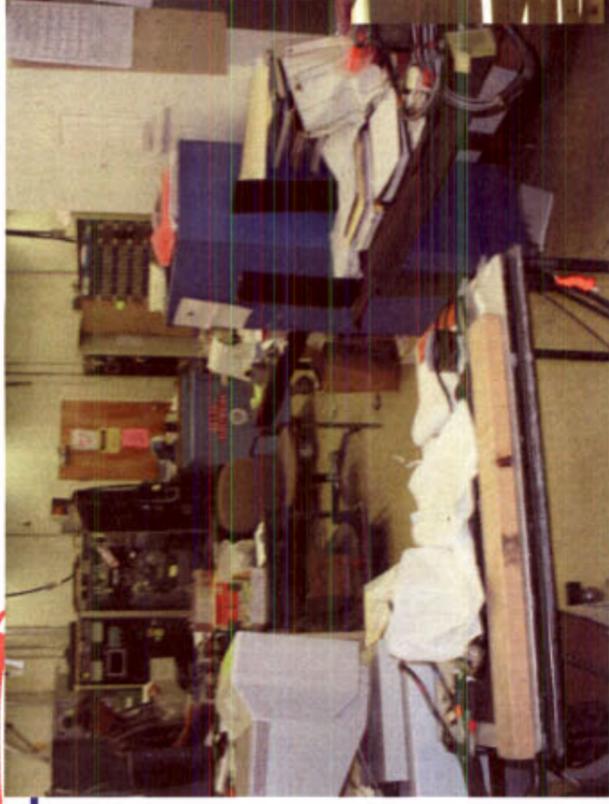


# Components Ordnance Shop



AIRSpeed

NAV AIR



# Avionics DITMCO



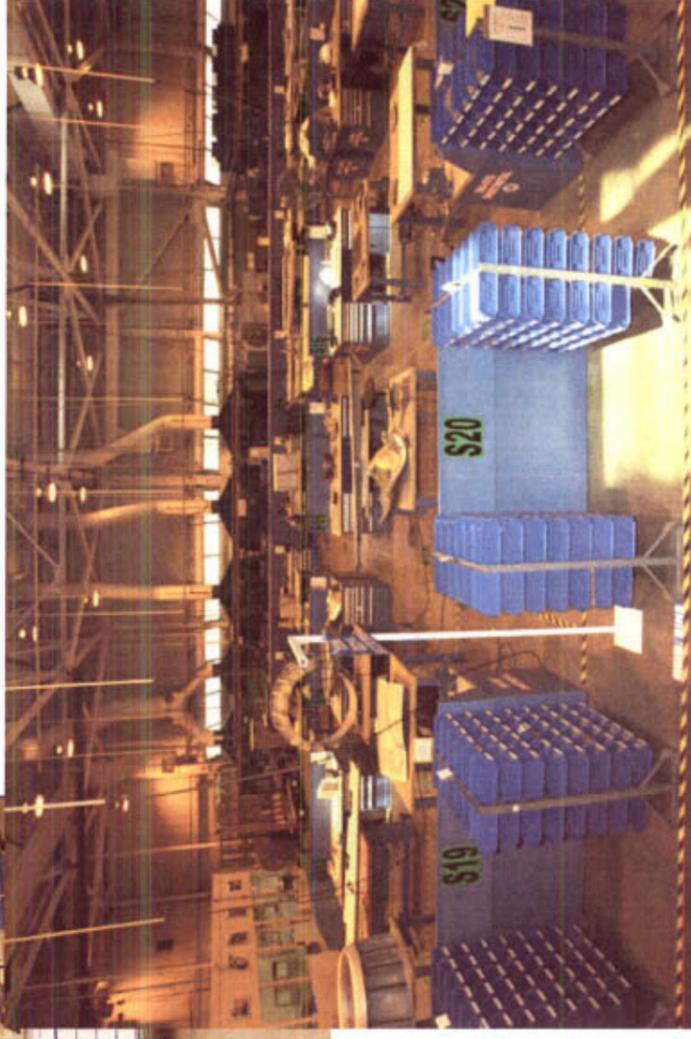
AIRSpeed

NAVY AIR



# Components Small Surfaces

## Shop



AIRSpeed

NAV AIR



# AirSpeed=Artisan Success



AIRSpeed

NAV AIR

N1-5

# NAV AIR



## Naval Air Depot North Island

NAVAL AVIATION TECHNOLOGIES

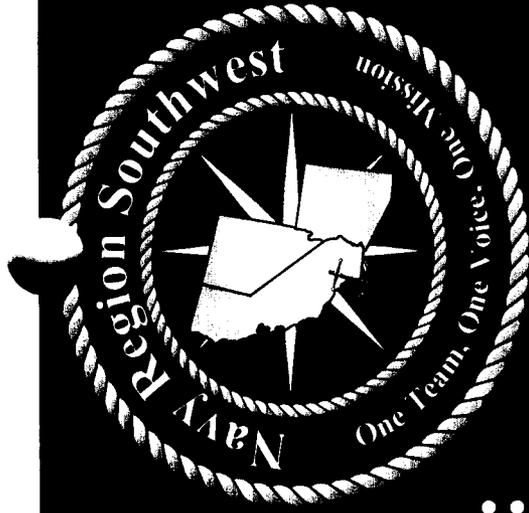


COMMANDER NAVY REGION  
SOUTHWEST



07 June 2005

N1-7



## **Mission:**

We are a regional team dedicated to providing the highest level of support and quality of service for all operating forces and shore activities in the Southwest Region

## **Vision:**

We will be recognized as the leader in shore installation management. One Team, One Voice, One Mission



# Navy Shore installations CONUS Navy Regions March 2005

- CNR Northwest (4)**
- Naval Base Kitsap  
(SUBASE Bangor, NUWC Keyport, NAVSTA Bremerton, NSY Puget Sound)
  - NAS Whidbey Island
  - NAVSTA Everett
  - NAVMAG Indian Island

- CNR Northeast (7)**
- NAS Brunswick
  - NAVWPNSTA Earle
  - SUBASE New London
  - NSY BOS Portsmouth  
NSY Portsmouth
  - NAVSTA Newport
  - NAVAIRENGSTA  
Lakehurst (NAWC Lakehurst)
  - NSU Saratoga Springs

- CNR Midwest (2)**
- NAVSTA Great Lakes
  - NSA Crane (NSWC Crane)

- CNR Mid-Atlantic (9)**
- NSA Norfolk  
(NAVADMINCMD Norfolk)
  - NSA Norfolk Naval Shipyard  
(NSY Norfolk)
  - NAVSTA Norfolk
  - NAS Oceana
  - WPNSUPPFAC Yorktown
  - NAB Little Creek (NSCS  
Wallops Island (FY07))
  - NSA Mechanicsburg (FY03) (NSWC  
Philadelphia)
  - NAS/JRB Willow Grove
  - NSGA Sugar Grove

- CNR Naval District  
Wash (2)**
- NSA Washington  
(NSF Thurmont, NSWC Indian  
Head, NAVSTA Annapolis USNA  
NSWC Carderock  
NSWC Dahlgren,  
Naval Research Laboratory)
  - NAS Patuxent River  
(NAF Washington)

- CNR Southwest (11)**
- SUBASE San Diego
  - NAVSTA San Diego
  - NAVBASE Ventura Co.
  - NAF El Centro
  - NAS Lemoore
  - NAS Fallon
  - NAVWPNSTA Seal Beach
  - NAS North Island
  - NAWS China Lake
  - NPS Monterey
  - NSA Corona

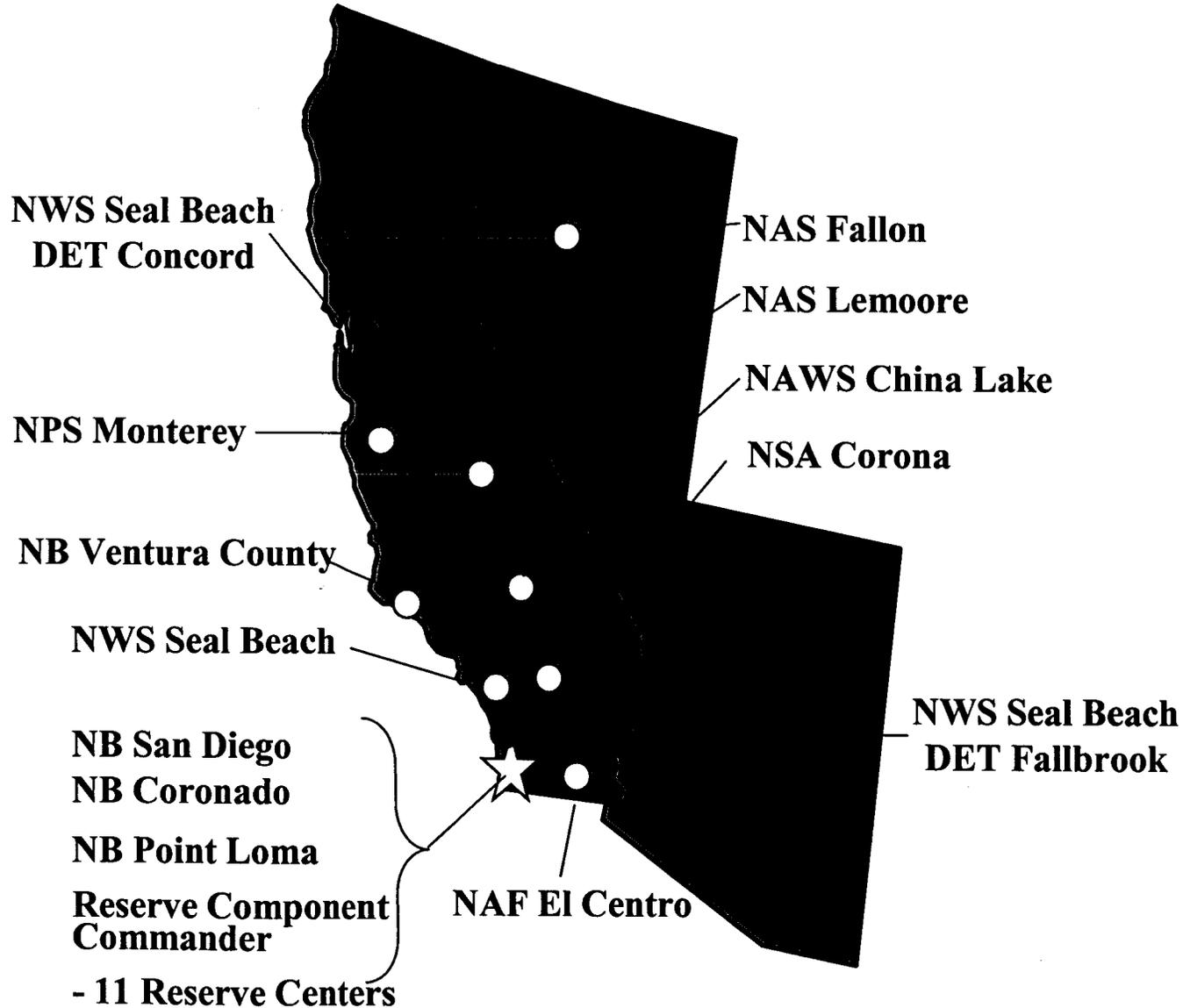
- CNR South (6)**
- NAVSTA Ingleside
  - NAS Corpus Christi
  - NAS Kingsville
  - NAS/JRB Fort Worth
  - NAS/JRB New Orleans
  - NSA New Orleans

- CNR Gulf Coast (2)**
- NAS Pensacola
  - NAS Whiting Field

- CNR Southeast (16)**
- NAS Jacksonville
  - NAVSTA Mayport
  - SUBASE Kings Bay
  - NAVWPNSTA Charleston
  - NAS Key West
  - CBC Gulfport
  - NAVSTA Guantanamo Bay
  - NSA Panama City
  - NSA Athens
  - NAS Atlanta
  - NAS Meridian
  - NSA Orlando
  - NSA Mid South, Millington
  - NAVSTA Pascagoula
  - NSA Puerto Rico
  - NUWC Det Autec Andros



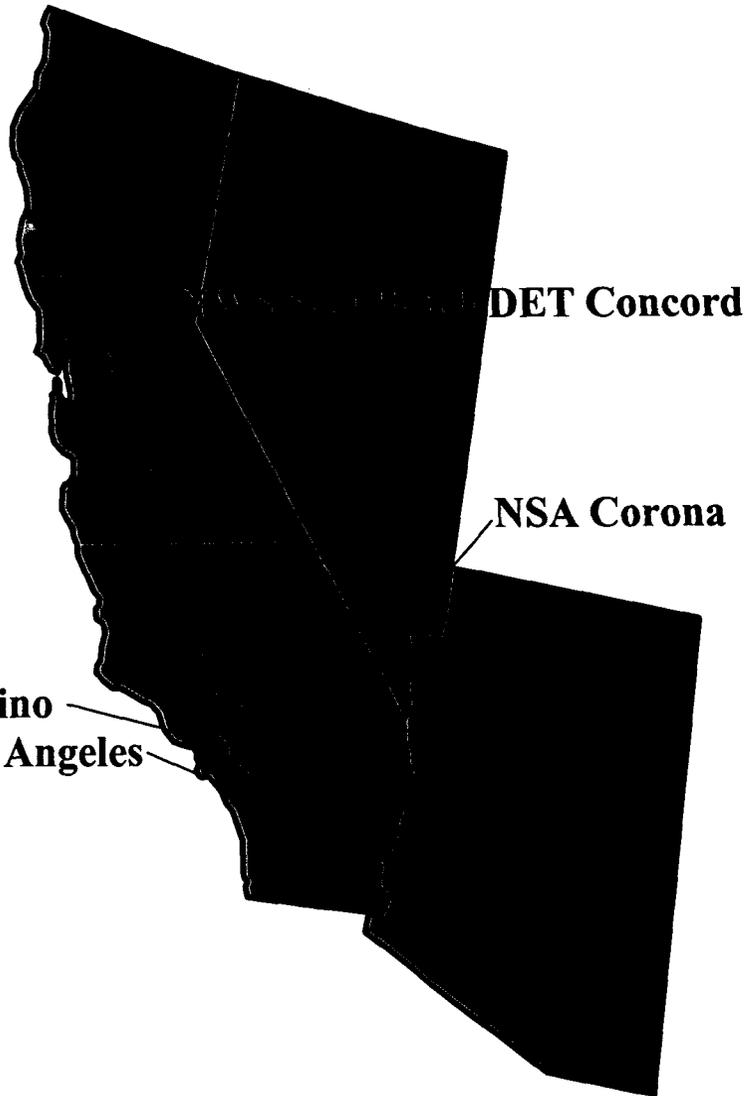
# Navy Region Southwest





# Navy Region Southwest

## Closure Recommendations:



### BRAC RECOMMENDATIONS:

**DON: Recommendation for Closure of Naval Support Activity Corona, CA**

**DON: Recommendation for Closure Naval Weapons Station Seal Beach Detachment, Concord, CA**

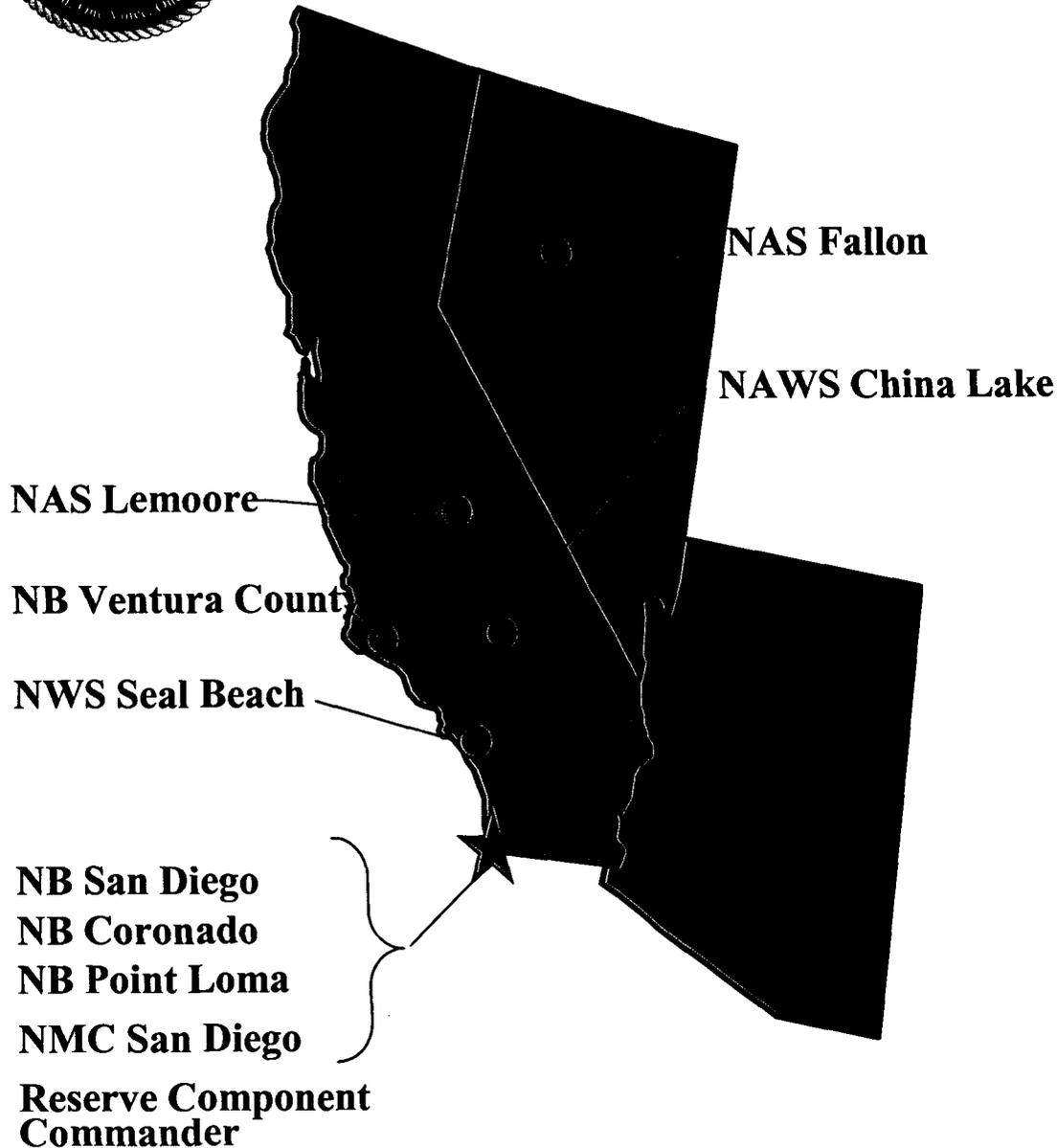
**DON: Recommendation for Closure of Navy and Marine Corps Reserve Centers**

- Close NMCRC, Los Angeles, CA
- Close NMCRC Encino, CA



# Navy Region Southwest

## Realignment Recommendations:



### BRAC RECOMMENDATIONS:

**DON: Recommendation for Closure and Realignment Naval Station Ingleside, TX and Naval Air Station Corpus Christi, TX (NS San Diego, NB Point Loma)**

**DON: Recommendation for Closure of Naval Support Activity New Orleans, LA (CNRSW)**

**H&SA: Consolidate Civilian Personnel Offices within each Military Department and Defense Agencies. (NB Coronado)**

**H&SA: Consolidate Correctional Facilities into Joint Regional Correctional Facilities (NB Point Loma)**

**IND: Naval Weapons Station Seal Beach. (NWS Seal Beach)**

**IND: Fleet Readiness Centers. (NB Coronado, NAWS China Lake, NAS Lemoore, NAS Fallon, NB Ventura County)**

**MED: Realign NSHS San Diego to San Antonio Regional Medical Center (NMC San Diego)**

**S&S: Commodity Management Privatization (NB San Diego)**

**S&S: Supply Storage and Distribution Management Reconfiguration. (NB San Diego, NB Coronado)**

**TECH: Consolidate Maritime C4ISR Research, Development & Acquisition, Test & Evaluation (NB Ventura County, NB Point Loma)**

**TECH: Create a Naval Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center (NAWS China Lake, NB Ventura County, NWS Seal Beach, NB Point Loma)**

**TECH: Create an Integrated Weapons & Armaments Specialty Site for Guns and Ammunition (NAWS China Lake, NWS Seal Beach)**

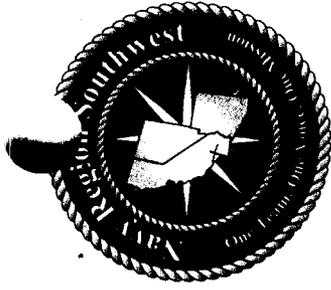
**TECH: Establish Centers for Fixed Wing Air Platform Research Development & Acquisition, Test & Evaluation (NAWS China Lake)**

**TECH: Navy Sensors, Electronic Warfare, and Electronics Research, Development & Acquisition, Test & Evaluation (NAWS China Lake, NB Ventura County)**



# Region Southwest Direct Impacts of Recommendations:

Activity	<u>Gain</u>	<u>Loss</u>
NAVSTA San Diego	1170	
NAS North Island		460
NB Point Loma	309	
Naval Medical Center San Diego/ Naval School of Health Sciences		1630
NB Ventura County		1534
NAWS China Lake	2469	
NAS Fallon		7
NAS Lemoore	40	
NWS Seal Beach/ DET Fallbrook		118
NWS Seal Beach/DET Concord		71
NSA Corona		892
NMCRC Encino		33
NMCRC Los Angeles		48



## Way Ahead

- Process
  - Refine Requirements/ Prioritize
  - Fleet and Region lockstep
  
- Personnel
  - Communicate
  - Assist
  
- Execution
  - Timeline
  - Budget

N1-8





## **2005 COMMISSION CHARTER**

- The Commission shall review the recommendations of the Secretary of Defense, and provide the President its recommendations on September 8<sup>th</sup>
- The Commission shall meet at the call of the Chairman -30 estimated Commission Meetings
- The Commission shall terminate on April 15, 2006. May extend its operations for an additional 60 days
- The Department of Defense and Federal Agencies, shall provide support as deemed necessary
- Estimated operating costs, to include travel costs and contract support, shall be \$10,000,000.00



## MILITARY VALUE CRITERIA:

1. The current and future mission capabilities and the impact on operational readiness of the total force of the Department of Defense, including the impact on joint warfighting, training, and readiness.
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.
3. The ability to accommodate contingency, mobilization, surge, and future total force requirements at both existing and potential receiving locations to support operations and training.
4. The cost of operations and the manpower implications.

## OTHER CRITERIA:

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.



# Organization



**Chairman  
and  
Commissioners**

**Executive Assistant to the  
Chairman and Commissioners**

**Executive Director**

**Executive Secretary**

**Military Assistant**

**Director of  
Administration**

**General Counsel**

**Director of  
Communications**

**Director of  
Legislative &  
Intergovernmental Affairs**

**Director of  
Review & Analysis**

**Exec Secretary**

**Travel**

**Personnel/  
Finance**

**Receptionists**

**Secretary**

**Information  
Management**

**Deputy  
General Counsel**

**Deputy  
General Counsel**

**Assistant  
Director**

**Assistant  
Director**

**Senate**

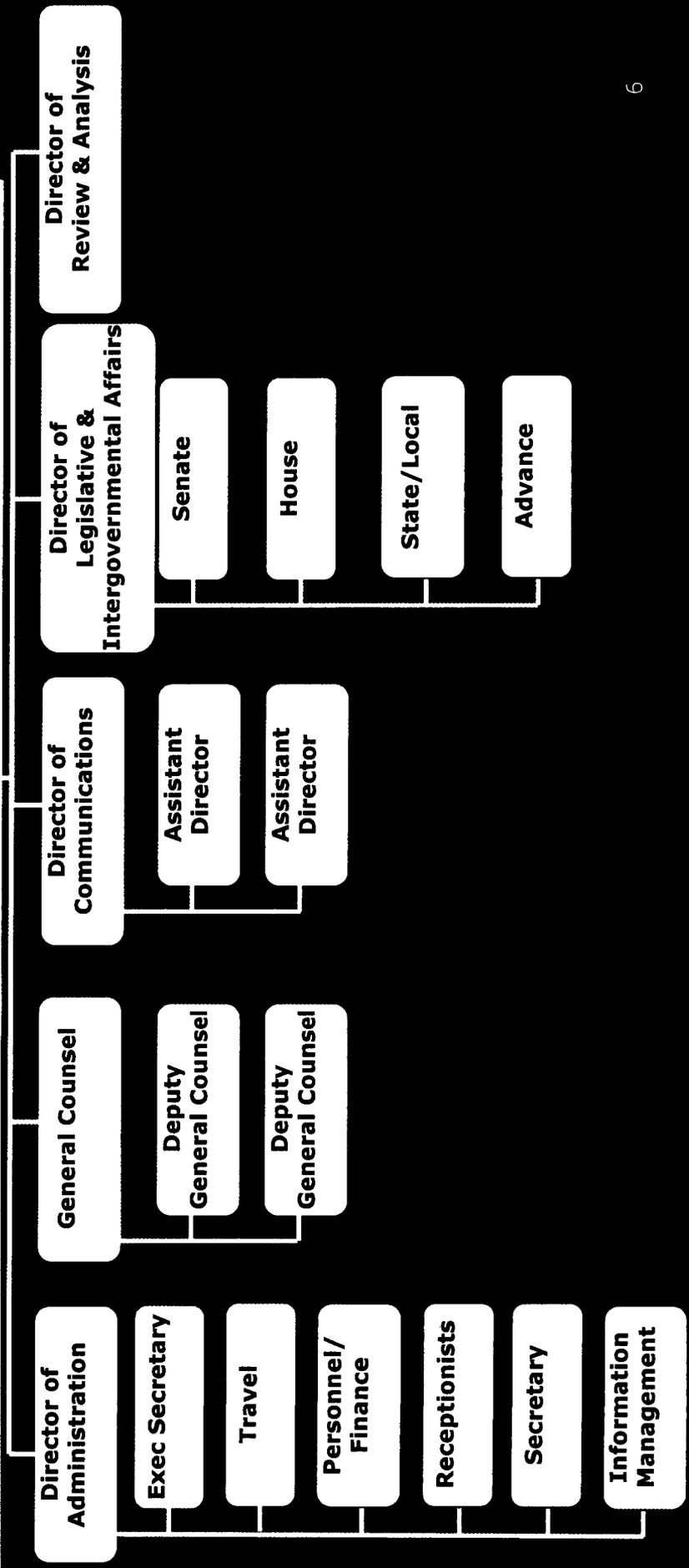
**House**

**State/Local**

**Advance**



**The Honorable Anthony J. Principi (Chairman)**  
**The Honorable James H. Bilbray**  
**The Honorable Philip E. Coyle, III**  
**Admiral Harold W. Gehman Jr., USN (Ret)**  
**The Honorable James V. Hansen**  
**General James T. Hill, USA (Ret)**  
**General Lloyd W. Newton, USAF (Ret)**  
**The Honorable Samuel K. Skinner**  
**Brigadier General Sue Ellen Turner, USAF (Ret)**





**Director of Review & Analysis**  
Deputy Director of Review & Analysis

**Administrative Support**  
1

**Interagency Issues Team**  
8

**Army Team**  
8

**Navy Team**  
8

**Air Force Team**  
8

**Cross-Service Team**  
16

**NOTE: Each Service Team will have two Service detailees, one GAO detailee, and four direct hire analysts**

- COBRA
- Economic Analysis
- Environmental Analysis
- Air Space Issues
- Cartographer

- |                          |                        |
|--------------------------|------------------------|
| Industrial               | Guard & Reserve        |
| Medical                  | Education & Training   |
| Supply/Storage           | Headquarters & Support |
| Technical Test/Eval/Labs | Intel                  |



# Commission Schedule



- (MAY 13) SECRETARY OF DEFENSE DELIVERED RECOMMENDATIONS TO THE COMMISSION
- 
- (JULY 1) COMPTROLLER GENERAL SUBMITS REPORT ANALYZING SECDEF RECOMMENDATIONS AND THE SELECTION PROCESS TO THE CONGRESSIONAL DEFENSE COMMITTEES
- (JULY 4) COMMISSION PROVIDES LIST OF INSTALLATIONS TO BE CONSIDERED FOR ADDITION TO SECRETARY OF DEFENSE FOR COMMENT
- (JULY 19) SECRETARY OF DEFENSE SUBMITS REASONS WHY INSTALLATIONS CONSIDERED FOR ADDITION WERE NOT INCLUDED IN INITIAL RECOMMENDATIONS
- (JULY 21) COMMISSION CONDUCTS ADDS HEARING
- (JULY 22) COMMISSION SUBMITS LIST OF ADDED INSTALLATIONS TO FEDERAL REGISTER
- (JULY 22 - AUGUST 12) COMMISSION CONDUCTS BASE VISITS AND REGIONAL HEARINGS FOR ADDED INSTALLATIONS



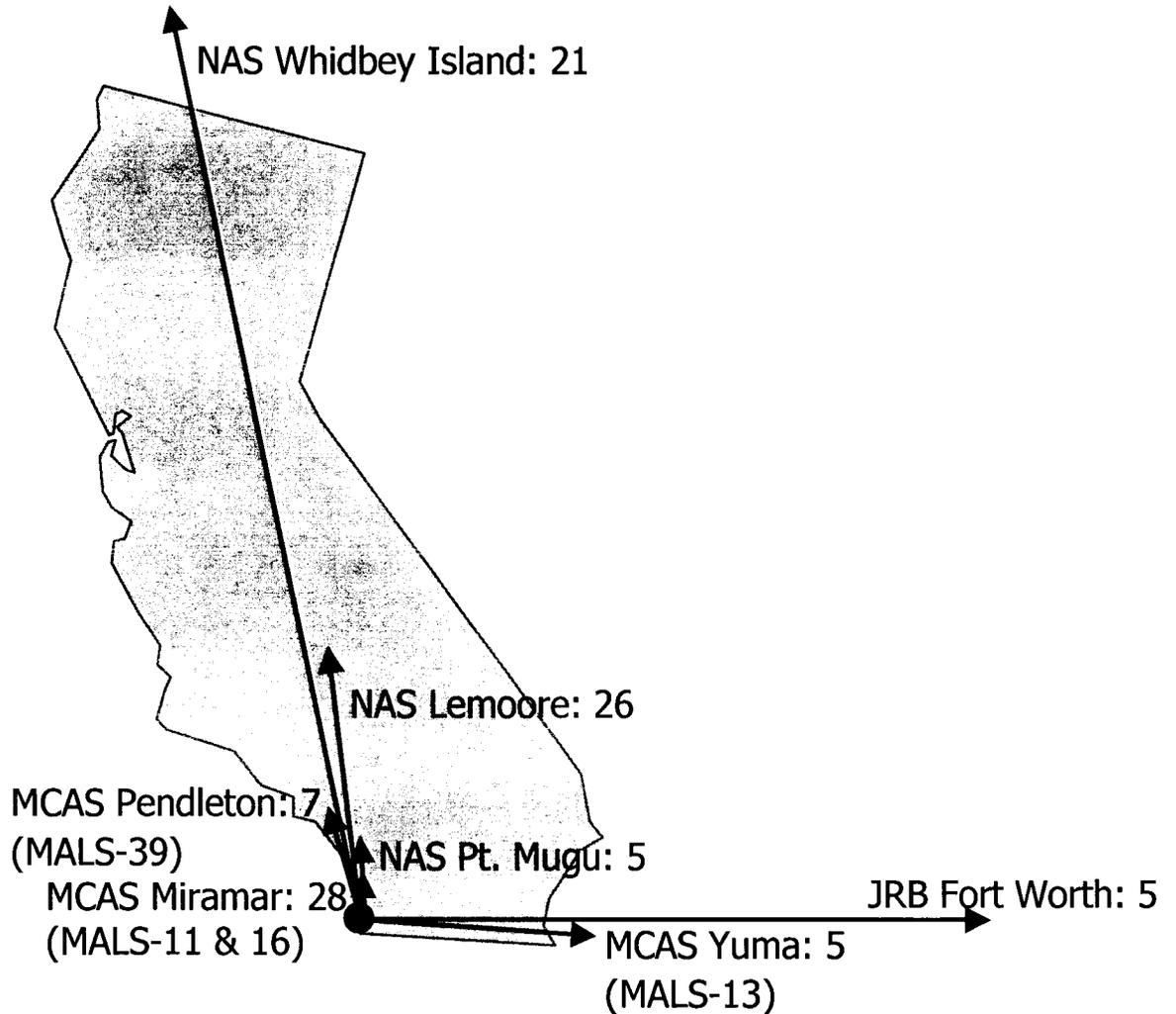
- **(JULY 28 – JULY 29) CONGRESSIONAL TESTIMONY ON RECOMMENDED CLOSURES AND REALIGNMENTS**
- **(AUGUST 15-17 OR AS LATE AS AUGUST 22) SECDEF/ CHAIRMAN JCS AND SERVICE SECRETARIES TESTIFY IN RECLAMA TO PUBLIC TESTIMONY ON RECOMMENDED CLOSURES AND REALIGNMENTS**
- **(AUGUST 23 – AUGUST 24) COMMISSION CONDUCTS FINAL DELIBERATIONS HEARINGS**
- **(SEPTEMBER 2) COMMISSION REPORT SENT TO PRINTER**
- **(SEPTEMBER 8) COMMISSION DELIVERS FINAL REPORT TO THE PRESIDENT**
- **(SEPTEMBER 8 – SEPTEMBER 23) PRESIDENT CONSIDERS AND FORWARDS HIS CERTIFICATION OF COMMISSION'S REPORT TO CONGRESS OR RETURNS THE REPORT TO THE COMMISSION FOR FURTHER CONSIDERATION**
- **(OCTOBER 20) COMMISSION CONSIDERS COMMENTS AND RESUBMITS REPORT TO THE PRESIDENT**
- **(NOVEMBER 7) PRESIDENT TRANSMITS APPROVAL AND CERTIFICATION OF RESUBMITTED REPORT TO CONGRESS**
- **(NOVEMBER 7 OR DECEMBER 22 EXCLUDING RECESSES) CONGRESS HAS 45 DAYS (EXCLUDING RECESSES) TO ENACT A RESOLUTION OF DISAPPROVAL**

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# Aviation Fleet Readiness Center Site Reductions & Moves

**24 May 2005**

# NADEP North Island/FRC Southwest Personnel Moves



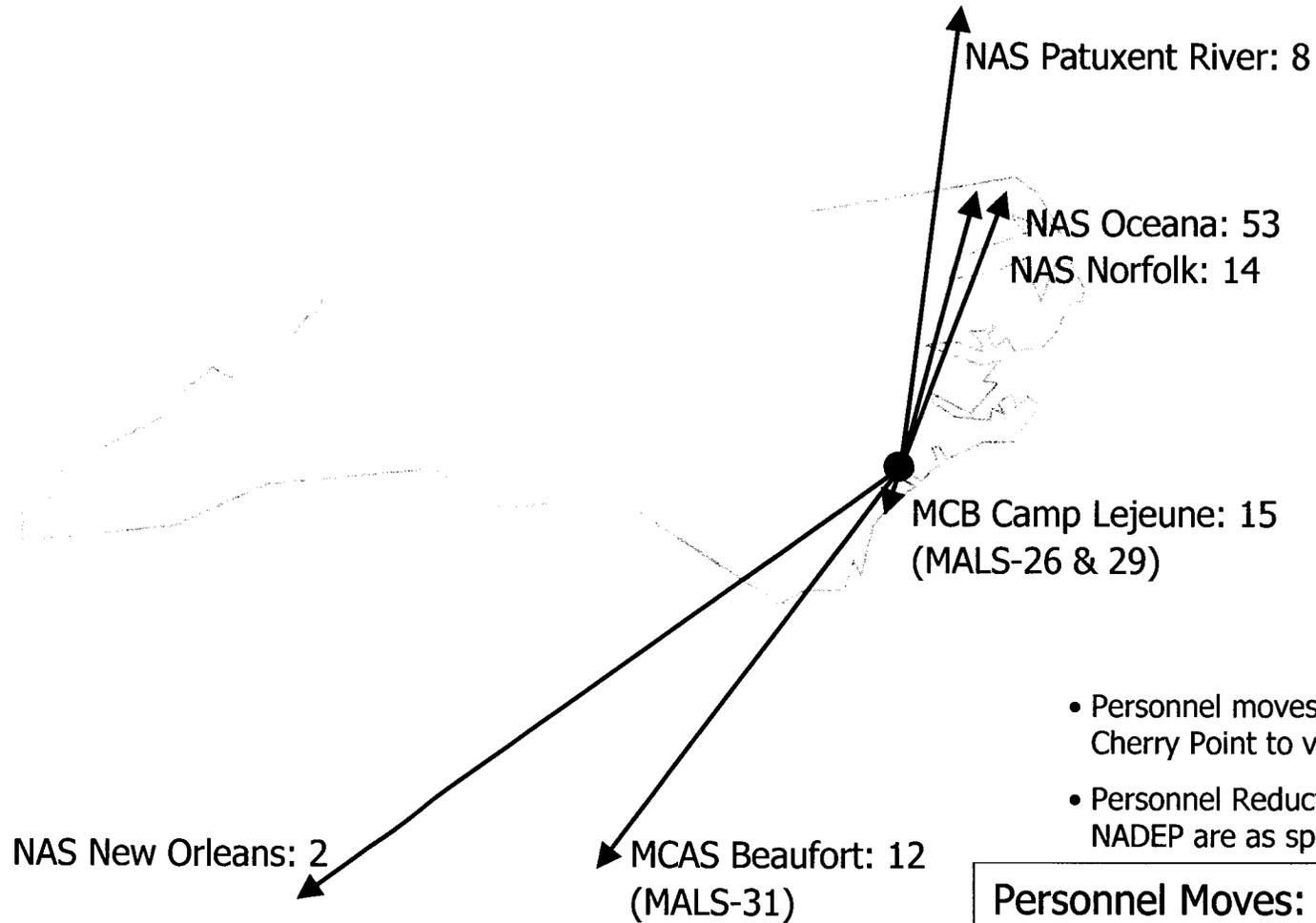
- Personnel moves are from NADEP North Island to various FRC sites.
- Personnel Reductions at the NADEP are as specified in COBRA.

Personnel Moves:	97
Personnel Reductions :	<u>490</u>
TOTAL:	587
Source: BRAC COBRA Tool	

## NADEP North Island/FRC Southwest Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP NORTH ISLAND, CA to NAS LEMOORE, CA <b>IND-0103, MX 1.4O (IND-0103A)</b>						
Civilian Positions:	0	26	0	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS JRB FT WORTH, TX <b>IND-0103, MX 1.4O (IND-0103A)</b>						
Civilian Positions:	0	5	0	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS WHIDBEY ISL, WA <b>IND-0104, MX 1.4P (IND-104A)</b>						
Civilian Positions:	0	0	21	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS PENDLETON, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	7	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS MIRAMAR, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	28	0	0	0
Transfers from NADEP NORTH ISLAND, CA to NAS POINT MUGU, CA <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	5	0	0	0
Transfers from NADEP NORTH ISLAND, CA to MCAS YUMA, AZ <b>IND-0125, MX 1.4M (IND-0101A)</b>						
Civilian Positions:	0	0	5	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>31</b>	<b>66</b>	<b>0</b>	<b>0</b>	<b>0</b>

# NADEP Cherry Point/FRC East Personnel Moves



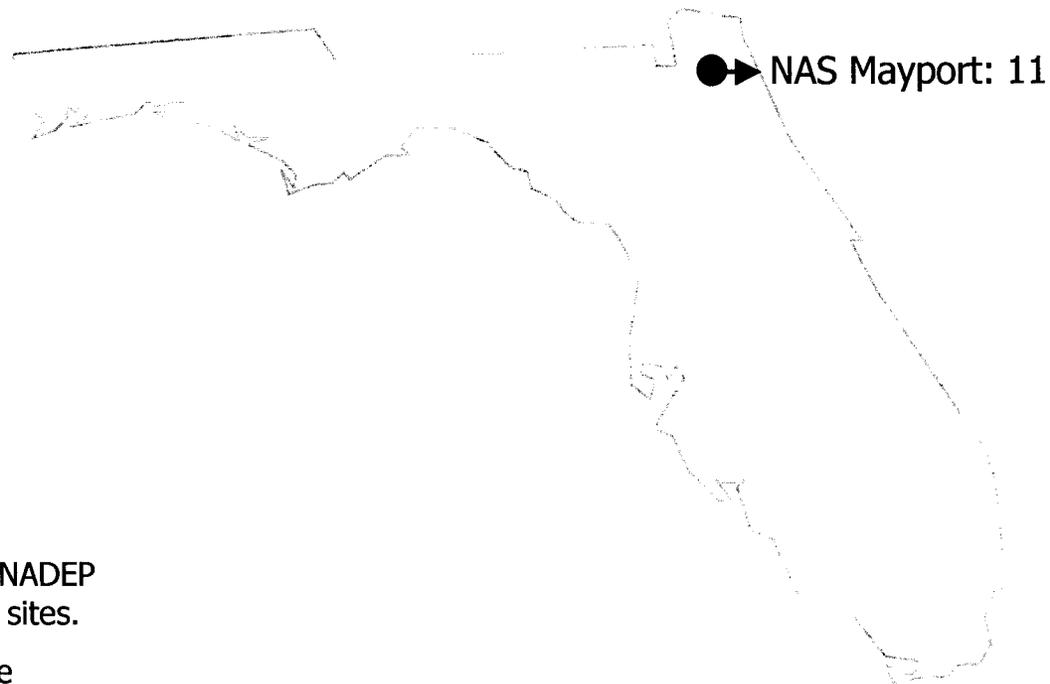
- Personnel moves are from NADEP Cherry Point to various FRC sites.
- Personnel Reductions at the NADEP are as specified in COBRA.

Personnel Moves:	104
Personnel Reductions :	<u>528</u>
<b>TOTAL:</b>	<b>632</b>
Source: BRAC COBRA Tool	

## NADEP Cherry Point/FRC East Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP CHERRY POINT, NC to MCAS BEAUFORT, SC <b>IND-0123, MX 1.4K (IND-0099A)</b>						
Civilian Positions:	0	0	12	0	0	0
Transfers from NADEP CHERRY POINT, NC to MCB CP LEJEUNE, NC <b>IND-0123, MX 1.4K (IND-0099A)</b>						
Civilian Positions:	0	0	15	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS NEW ORLEANS, LA <b>IND-0126, MX 1.4N (IND-102A)</b>						
Civilian Positions:	0	2	0	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS NORFOLK, VA <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	14	0	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS OCEANA, VA <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	53	0	0	0	0
Transfers from NADEP CHERRY POINT, NC to NAS PAX RIVER, MD <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	8	0	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>77</b>	<b>27</b>	<b>0</b>	<b>0</b>	<b>0</b>

# NADEP Jacksonville/FRC Southeast Personnel Moves



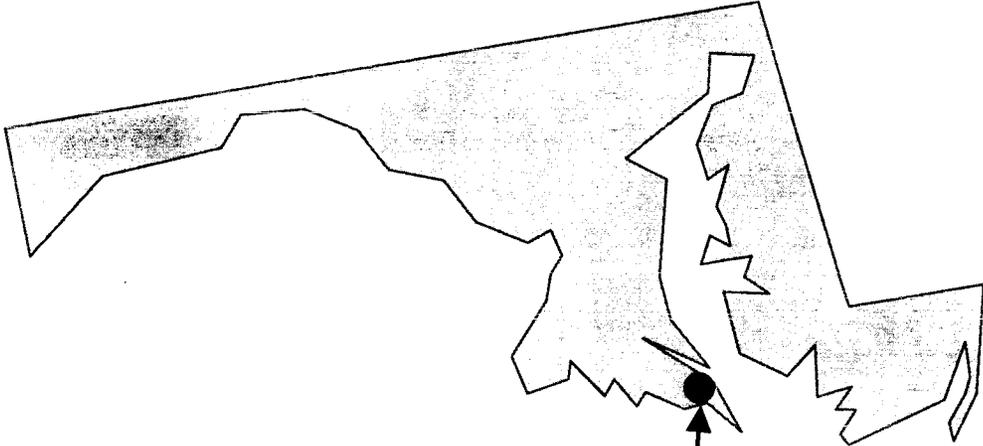
- Personnel moves are from NADEP Jacksonville to various FRC sites.
- Personnel Reductions at the NADEP are as specified in COBRA.

Personnel Moves:	11
Personnel Reductions :	<u>169</u>
TOTAL:	180
Source: BRAC COBRA Tool	

## NADEP Jacksonville/FRC Southeast Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP JACKSONVILLE, FL to NAS MAYPORT, FL <b>IND-0124, MX 1.4L (IND-0100A)</b>						
Civilian Positions:	0	0	11	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>

# AIMD Patuxent River/FRC Mid-Atlantic Personnel Moves



- Personnel moves are from NADEP Cherry Point to NAS Patuxent River.
- Personnel Reductions at NAS Patuxent River are as specified in COBRA.

Personnel Moves:	8
Personnel Reductions (Military):	<u>8</u>
TOTAL:	0
Source: BRAC COBRA Tool	

NADEP Cherry Point: 8

## AIMD Patuxent River/FRC Mid-Atlantic Personnel Moves

Personnel Moves	2006	2007	2008	2009	2010	2011
Transfers from NADEP CHERRY POINT, NC to NAS PATUXENT RIVER, MD <b>IND-0126, MX 1.4N (IND-0102A)</b>						
Civilian Positions:	0	8	0	0	0	0
<b>TOTAL:</b>	<b>0</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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**DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION**  
**2521 CLARK STREET, SUITE 600**  
**ARLINGTON, VIRGINIA 22202**  
**(703) 699-2950**

**MEMORANDUM OF MEETING**

**DATE: June 15, 2005**

**TIME: 9:00 AM – 12:00PM PLACE: 2301 Gallows rd.**

**MEETING WITH: Naval Aviation Industrial Joint Cross Service Group (I-JSG),**

**SUBJECT: Industrial group's proposal (IND 19)**

**PARTICIPANTS:**

**Stu Paul** Navy I-JCSG Rep Pax: 301-757-3067  
Gallows: 703-560-2791  
Cell: 301-440-3313

**Don Fathke** Navy I-JCSG Rep Pax: 301-757-6772  
Gallows: 703-560-4723  
Cell: 240-925-3326

***Commission Staff:***

**Tom Pantelides, Senior Analyst**

**MEETING SUMMARY:**

We continued our discussion of the concepts used to develop the Navy Fleet Readiness Center (FRC) proposal and discussed issues identified during our visits to Cherry Point and North Island Naval Air Depot's (NADEP).

Using the Naval Air (Attached) spider charts I pointed out that of the 587 positions identified as reductions at the North Island Depot, 71 positions are reductions in military and 97 positions are moves to other locations within the proposed west coast FRC network. The 255 Full Time Equivalents (FTE) that are shown as reductions at North Island are actually movements of FTE's to other FRC sites. Consequently, if you consider the total number of FTE's moved rather than eliminated the projected reduction as a result of the FRC proposal are based on the assumption that full time equivalent workload will be reduced as a result of the consolidation.

In addition, the projected cost savings would further be reduced because not all of the positions are filled, therefore the cost associated with eliminating a person needs to be re-estimated. In the

case of Cherry Point, no one should be in fear of losing their job because the large number of positions not manned. Mr. Stu Paul agreed that costs would be reduced if people rather than spaces were considered. He also agreed to provide authorized versus personnel on board with contractor manning positions identified for all the locations within the FRC proposal.

We also agreed that if the assumptions hold workload standards need to be revised which would further reduce current personnel requirements. We agreed that standards may not have kept pace with improvements made because both Depots are operating effectively, at near war time tempo, and are still beating required turn around time. This performance is being accomplished without all of the required personnel on board.

I briefed my observations of the tours taken at both Depots and discussed in particular the facilities at the Marine Air Logistic Support (MALS) visited. At both locations the MALS were housed in large buildings with plenty of room for expansion. For example, I described the consolidation proposed at Naval Air Station Yuma of the MALS 13 and a Naval Air Depot, North Island detachment into an FRC site. The proposal projects a need for \$11.8 million dollar in additional facilities to house the new FRC.

I also explained that due to the nature of the consolidation, (component part repair rather than Depot level work) the need for a hanger did not seem reasonable. Additionally, I noted that neither Cherry Point nor North Island Depots Officials could explanation the major construction cost in the proposal. Both Officials agreed that much of the major construction proposed is not required. They explained that the need for new construction was input data from the individual installations.

We agreed to review each construction proposal and based on their knowledge of the facilities at the installation determine if the proposed construction was required. The following is a summary of our review:

- Naval Air Station Whidbey Island Proposal of \$33,956,000 should be about \$16,978,000 or a reduction of \$16,978,000
- Marine Corps Base Camp Lejeune Proposal of \$21,642,000 should be about \$4,642,000 or a reduction of \$17,000,000
- Marine Corps Base Camp Pendleton Proposal of \$16,885,000 should be about \$0 or a reduction of \$16,885,000
- Marine Corps Air Station Miramar Proposal of \$1,550,000 should be about \$0 or a reduction of \$1,550,000
- Marine Corps Air Station Yuma Proposal of \$11,870,000 should be about \$61,920 or a reduction of \$11,808,080

Totals Proposal \$85,903,000 should be about \$21,681,920 or a reduction of \$64,221,080

Mr. Paul said the original estimates from the installations were accepted without review as need given the nature of the FRC consolidation which consolidated component parts rather than depot functions. Mr. Paul noted that some costs associated with the component aspect of the consolidation should be considered and agreed to provide those estimates.

We agreed to have follow-up visits after I have had a chance to review the COBRA data.

# Realignment Of Pacific Fleet Industrial Functions To Fleet Readiness Centers (FRC)

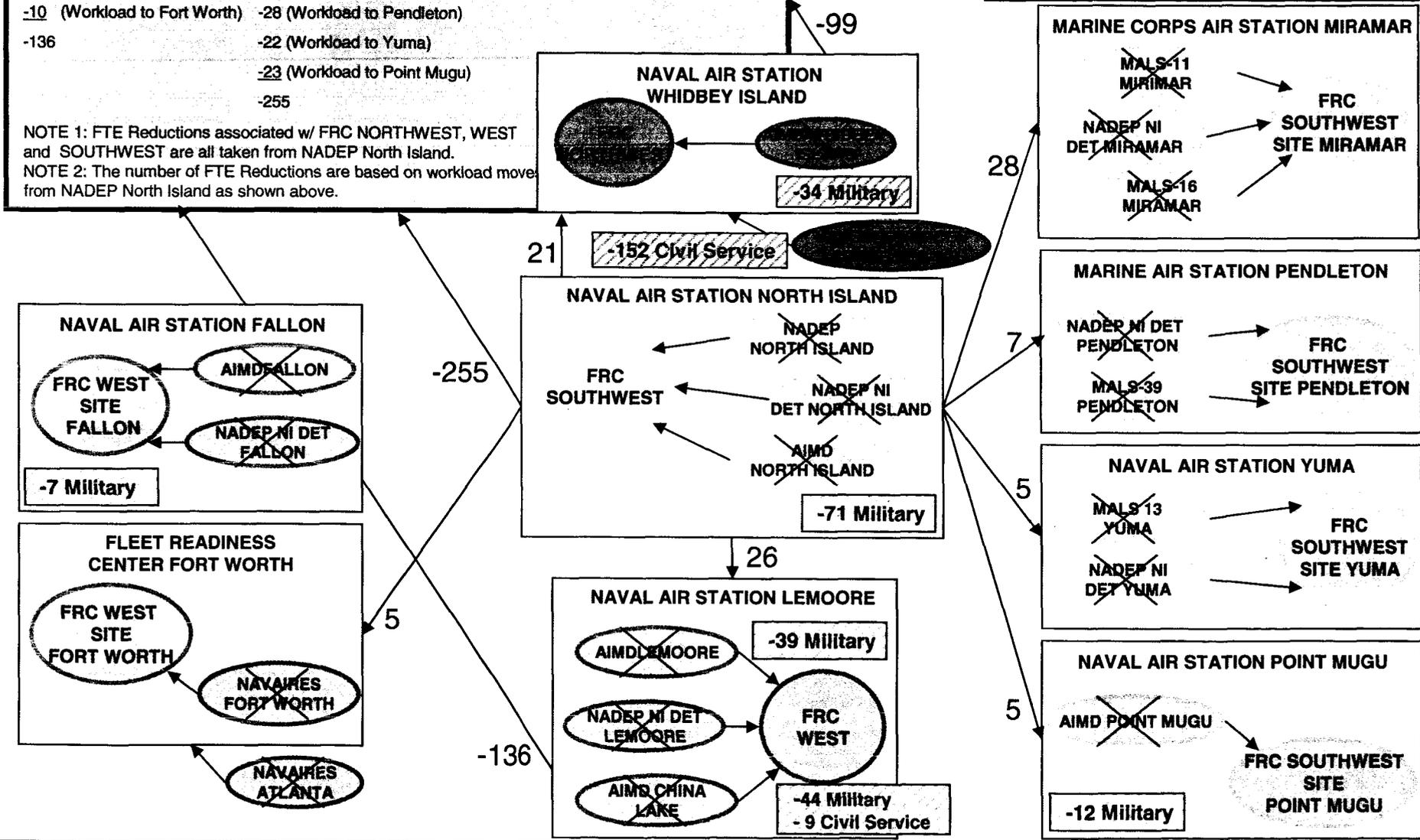
FTE REDUCTIONS (Full Time Equivalent)		
<u>FRC WEST</u>	<u>FRC SOUTHWEST</u>	<u>FRC NORTHWEST</u>
-114 (Workload to Lemoore)	-91 (Workload to AIMD North Island)	-99 (Workload to Whidbey Island)
-12 (Workload to Fallon)	-91 (Workload to Miramar)	-99
-10 (Workload to Fort Worth)	-28 (Workload to Pendleton)	
-136	-22 (Workload to Yuma)	
	-23 (Workload to Point Mugu)	
	-255	

NOTE 1: FTE Reductions associated w/ FRC NORTHWEST, WEST and SOUTHWEST are all taken from NADEP North Island.

NOTE 2: The number of FTE Reductions are based on workload move from NADEP North Island as shown above.

	<u>Depot</u>	<u>Other</u>
FTE Reductions	-490	
FTE Transfers	-97	-161 *
	<u>Reductions</u>	<u>Transfers</u>
Military	-163	-44 *

\* Includes AIMD China Lake & Crane transfers



NORTH ISLAND 10/20/05

WAS  
↓  
10/20/05

	FY01 ACTUALS	FY02 ACTUALS	FY03 PLAN PRES	FY03 ACTUALS	FY04 PLAN PRES	FY04 ACTUALS	FY05 PLAN PRES	FY05 EXECUTION MAR '05	FY06 PLAN PRES	FY07 PLAN PRES
DLHs (CIV & CTRS)	3,974,649	4,342,292	4,002,463	4,310,090	4,341,184	4,301,138	4,369,204	4,042,081	4,672,774	4,660,138
FTE (CIV & CTRS)	3,435	3,461	3,458	3,643	3,740	3,755	3,796	3,606	4,017	4,000
COST	\$ 477,031,177	\$ 531,953,563	\$ 493,221,000	\$ 549,730,528	\$ 518,763,000	\$ 518,762,459	\$ 618,236,000	\$ 523,499,000	\$ 627,897,000	\$ 660,486,000
UNIT COST RATE	\$ 120.02	\$ 122.51	\$ 123.23	\$ 127.55	\$ 119.50	\$ 120.61	\$ 141.50	\$ 129.51	\$ 134.37	\$ 141.73

↑

AS OF JANUARY 1-1-05

CALCULATION FOR EMPTY  
 BILGETS  
 FY05 PLAN 3,796  
 ON BOARD 3499  
 EMPTY BILGETS 297

1584

N1-11

NORTH ISLAND 2 of 4

DONIBIS ACTUALS CIVILIAN	2001 A-11 PLAN FOR FY03 SUBMIT	2002 A-11 PLAN FOR FY03 SUBMIT	FY03 PLAN PRES	FY03 ACTUALS	FY04 PLAN PRES	FY04 ACTUALS	FY05 PLAN PRES	FY05 PLAN EXEC	FY05 ACTUALS thru 4-30-05	2005 PLAN FOR FY06 SUBMIT	FY06 PLAN PRES	2005 PLAN FOR FY07 SUBMIT	FY07 PLAN PRES
	DONIBIS				DONIBIS		SEP	SEP	DONIBIS				
TOTAL CIV ES	3395	3300	3252	3284	3281	3269	3359	3260	3151	3255	3444	3169	3459
CONTRACTOR	209	216	253	448	360	445	419	405	348	382	619	386	599
CIV & CONTR	3604	3516	3505	3732	3641	3714	3778	3665	3499	3637	4063	3555	4058

↑  
ON BOARD

2  
4

3f #

	FY01 ACTUALS	FY02 ACTUALS	FY03 PLAN PRES	FY03 ACTUALS	FY04 PLAN PRES	FY04 ACTUALS	FY05 PLAN PRES	FY05 EXECUTION MAR '05	FY06 PLAN PRES	FY07 PLAN PRES
<b>DIRECT</b>										
CIV ST	3,054,816	3,114,228	3,046,389	3,107,542	3,387,611	3,218,344	3,284,027	3,034,786	3,231,821	3,253,218
CIV OT	637,771	779,873	689,346	601,639	440,996	382,284	463,371	413,000	448,629	451,897
TOTAL CIV	3,692,587	3,894,101	3,735,735	3,709,181	3,828,607	3,600,628	3,747,398	3,447,786	3,680,450	3,705,115
CTR ST	282,062	448,191	266,728	600,909	512,577	700,510	621,806	594,295	992,324	955,023
TOTAL HRS (CIV & CTRS)	3,974,649	4,342,292	4,002,463	4,310,090	4,341,184	4,301,138	4,369,204	4,042,081	4,672,774	4,660,138
<b>INDIRECT</b>										
CIV ST	2,289,505	2,180,755	2,383,398	2,305,571	2,355,663	2,359,188	2,453,880	2,403,572	2,514,622	2,501,505
CIV OT	108,352	122,989	118,838	111,022	110,357	82,235	113,766	80,652	91,837	91,165
TOTAL CIV	2,397,857	2,303,744	2,502,236	2,416,593	2,466,020	2,441,423	2,567,646	2,484,224	2,606,459	2,592,670
CTR ST	162,030	154,451	200,556	226,149	152,000	121,930	152,000	154,700	152,000	152,000
TOTAL S/T (CIV & CTRS)	2,559,887	2,458,195	2,702,792	2,642,742	2,618,020	2,563,353	2,719,646	2,638,924	2,758,459	2,744,670
<b>TOTAL DIR/INDIR ST</b>	<b>6,534,536</b>	<b>6,800,487</b>	<b>6,705,255</b>	<b>6,952,832</b>	<b>6,959,204</b>	<b>6,864,491</b>	<b>7,088,850</b>	<b>6,681,005</b>	<b>7,431,233</b>	<b>7,404,808</b>
CIV FTE	3,194	3,135	3,205	3,195	3,380	3,310	3,377	3,201	3,398	3,401
CTR FTE	240	326	253	448	360	445	419	405	619	599
TOTAL FTEs (CIV & CTRS)	3,435	3,461	3,458	3,643	3,740	3,755	3,796	3,606	4,017	4,000
Note: 1. FY-03 Actuals, FY04 Plan Pres, FY05 Plan Pres & FY09 Plan Capacity are the numbers that were submitted when we had the initial brac data call. 2. Indirect hrs were not part of the original brac worksheet submit, the hours reflected above are depot submit. 3. Overtime hours are based on the original A-11 submit for all Pres plan.										

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