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DEPARTMENT OF DEFENSE

BASE STRUCTURE ANNEX

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fur FY 1980

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OFFICE OF THE ASSOCIANT SECRETARY OF DEFENSE MANPUMMER, RESERVE AFFAIRS AND LOGISTICS

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Prepared By

Office of the Assistant Secretary of Defense (Manpower, Reserve Affairs and Logistics)

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TABLE OF CONTENTS

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	CHAPTE	R		CONTENT	PAGE
	ONE			INTRODUCTION	
		Section	I.	Reporting Requirement	1
,		Section	ïi. `	Content and Organization	2
		Section	III.	Department of Defense Base Structure	3
		Section	IV.	Regional Classification	4
		Section	۷.	Categorization of Military Installations	4
		Section	VI.	Base Operations Costs	5
		Section	VII.	Conclusions	10

TWO		ARMY BASE STRUCTURE	
Se	ection I.	Introduction	18
Se	ection II.	Base Structure Overview	19
Se	ection III.	Relationships of Base Structure to Force Structure	28
Se	ection IV.	Base Operations Costs	37
Se	ection V.	Actions to Reduce Annual Base Operations Costs	40
Se	ection VI.	Army Base Structure	42

THREE	NAVY BASE STRUCTURE	
Section I.	Introduction	79
Section II.	Base Structure Overview	80
	2. an	CARCO UNITE CONTRACTOR

£

....

1.

ŭ# •					
,	CHAPTE	R		CONTENT	PAGE
		Sect:ion	III.	Relationship of Base Structure to Force Structure	82
•		Section	IV.	Base Operations Costs	85
I		Section	۷.	Actions to Reduce Base Operations Costs	87
		Section	VI.	Navy Base Structure	89
	FOUR			AIR FORCE BASE STRUCTURE	
		Section	I.	Introduction	119
		Section	II.	Base Structure Overview	120
		Section	III.	Relationship of Base Structure to Force Structure	129
•`		Section	IV.	Base Operations Costs	135
•		Section	v.	Actions to Reduce Annual Base Operations Costs	137
		Section	VI.	Air Force Base Structure	138
	FIVE			MARINE CORPS BASE STRUCTURE	
		Section	I.	Introduction	171
		Section	II.	Base Structure Overview	172
		Section	JII.	Relationship of Base Structure to Force Structure	177
		Section	IV.	Base Operations Costs	181
		Section	v.	Actions to Reduce Annual Base Operations Costs	183
		Section	VI.	Marine Corps Base Structure	184

WHALL PROFESSION AND AND AND

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ii

LIST OF TABLES

	TABLE	CONTENT	PAGE
	1.	Installation Defense Planning and Programming (IDPP) Category Classification System	11
•	II.	Installation Defense Planning and Programming (IDPPC) Categories	12
•	III.	Department of Defense Military Property Summary	13
	IV.	Department of Defense Real Property Holdings and Investment	14
	۷.	Department of Defense Summary of Announced Installations and Activity Realignment and Closure Actions (Excluding SVN and Thailand) 1969 to December 1978	15
	VI.	Major Defense Programs, Department of Defense Base Operations Costs	16
	VII.	Summary of Number of Department of Defense Installations, Activities and Properties	17
1	VIII.	Major Defense Programs, Army Base Operations Costs	38
	IX.	Summary of Number of Army Installations, Activities and Properties	43
	х.	Major Defense Programs, Navy Base Operations Costs	86
	XI.	Summary of Number of Navy Installations, Activities and Properties	90
•	XII.	Major Defense Programs, USAF Base Operations Costs	136
	XIII.	Summary of Number of Air Force Installations, Activities and Properties	139
-	XIV.	Major Defense Programs, Marine Corps Base Operations Costs	182
	xv.	Summary of Number of Marine Corps Installations, Activities and Properties	185

iii

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C

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CHAPTER ONE

INTRODUCTION

The Department of Defense is pleased to submit the third Base Structure Report to the Congress in compliance with Section 302, Public Law 94-361. This report is an Annex to the FY 1980 Defense Manpower Requirements Report (required to be submitted to the Congress each fiscal year under the provisions of Section 138(c) of Title 10, United States Code).

The report should be read and used in conjunction with the following related Department of Defense (DoD) FY 1980 reports which contain information on the DoD forces, personnel, funds, equipment and other resources needed for FY 1980 and beyond:

- Department of Defense Annual Report, Fiscal Year 1980 from the Secretary of Defense.
- The Defense Manpower Requirements Report for FY 1980.
- The Military Manpower Training Report for FY 1980.
- I. Reporting Requirement

CARGAN AND I REPORT FOR

This report on the DoD Base Structure is required to be submitted to the Congress under the provisions of Section 302, Public Law 94-361 which states as follows:

Paragraph (3) of Section 138(c) of Title 10, United States Code (requiring submission of the annual Defense Manpower Requirements Report), is amended by adding at the end thereof a new sentence as follows: "Such report will also identify, define, and group by mission and by region the types of military bases, installations and facilities and shall provide an explanation and justification of the relationship between this base structure and the proposed military force structure together with a comprehensive identification of base operating support costs and an evaluation of possible alternatives to reduce such costs."

In addition, the report includes information on the historical trends of the base structure and data on the size and population of the installations listed in Section VI of each of the Military Service Chapters as required by Senate Armed Services Committee Report Number 95-129.

II. Content and Organization

The surgery of the

This Annex contains a report on the DoD base structure associated with the forces and personnel levels included in the President's Budget for FY 1980. The Annex has been prepared with the intent of providing an understanding of the scope, size and purpose of the base structure as it exists at the present time. The base structure is identified in this report by Military Service and regionally, by bases in the Fifty States, U.S. Territories and Possessions and foreign overseas areas. Listed in the report are installations and activities which can be directly related to the force levels of the Military Services. Installations have been categorized and are discussed on the basis of their primary mission. The categorization of installations is based upon a classification system developed for this report and discussed in the FY 1978 Base Structure Annex. This classification system is depicted on Tables I and II at the end of Chapter One. For the most part, Reserve Centers, Reserve Component weekend training sites and other small properties are not separately identified. Also not included are separate properties used for housing sites, navigational aids, radar sites, etc. In addition to classification of the base structure, as part of the justification and explanation of the base structure, the major unit, activity or purpose of each separately identified installation is provided.

Base operations costs for each Service, as compiled from the DoD budget process, are also identified together with an explanation of actions being taken by the Defense Department to reduce such costs. Proposed actions which affect the base structure and base operations costs are also highlighted and discussed.

The report is organized into five chapters as follows:

Chapter One - INTRODUCTION

This chapter includes an introduction to the report, explanation of the DOD Installation Defense Planning and Programming (IDPP) Categories, the scope, size and real property investment of the entire DoD base structure, and the definition of base operations costs.

Chapters Two to Five - MILITARY SERVICE BASE STRUCTURES

These chapters discuss in detail the relationship of the base structure to the Service force structures; the composition of base operations costs and the programmed expenditures for this area; actions taken to reduce annual base operations costs and the identification of Service installations worldwide categorized by primary mission, function, or activity of the principal installation in accordance with the IDPP Category Classification System. Chapter Two provides the information on the Army base structure, Chapter Three the Navy base structure, Chapter Four the Air Force base structure and Chapter Five the Marine Corps base structure. Each chapter contains the following Sections.

Section	Title

T	Introduction

II	Base Structure Overview
III	Relationship of Base Structure to Force Structure
IV	Base Operations Costs
v	Actions to Reduce Annual Base Operations Costs

VI Service Base Structure Listing by IDPP Categories and Geographic Area

III. DOD Base Structure

The worldwide DoD base structure for FY 1980 will accommodate an active force of 2,050,000 military and 985,000 civilian personnel and, based upon the latest available data, will consist of 5,672 separate installations and properties. These installations and properties range from the small, one-half acre of land for a navigational aid to the Army's Fort Hood, Texas, one of the largest and most heavily populated installations in the DoD inventory. Table III at the end of this chapter depicts the total DoD properties and installations by Military Department and region (U.S., US Territories and Possessions and foreign overseas areas) at the end of FY 1978.

The worldwide installations and properties under the control of the DoD at the end of FY 1978 amount to 26,704,000 acres of land of varying interests with a total original

real property investment cost of \$47.2 billion. The total acreage and real property investment by Military Department and by region are shown in Table IV at the end of Chapter One.

IV. Regional Classification

The DoD base structure has also been classified by region, which together with the IDPP Category Classification System and the actual location of each military base enables identification of the purpose, region and location of each principal base. The regional classification for the military base structure is based upon the location of the military base in the Fifty States, U.S. Territories and Possessions or foreign overseas areas.

V. Categorization of Military Installations

The four Military Services, in the following chapters, have identified and grouped their principal installations and associated important properties using the IDPP Category and regional classification systems developed for this report. Each such installation is identified by name, location of nearest city, State, county or area, and its major unit, activity or function. Within each IDPP Category grouping, the installations are listed by regional location (Fifty States, U.S. Territories and Possessions, and foreign overseas areas). A narrative explanation and justification by IDPP Category of the base structure in relation to the force levels is also presented in each of the following four Military Services Chapters. The installation listings in the Military Service Chapters have been expanded from the original report to more accurately reflect the total Department of Defense base structure. The Senate Armed Services Committee requires that information on the size and population of the installations be included. Accordingly, to meet this requirement, a ranking column is included in the listings in Section VI of each of the Military Service Chapters for the "total personnel" and the land area which indicates the rank of the installation in descending order within each IDPP category for these data. Two categories of population data are depicted on the listings. The total authorized full time assigned (AFTA) military and civilian personnel represent the basic installation population. Added to this population are the appropriated fund financed contractor personnel assigned to the installation, the average daily student load, if applicable, and a daily equivalent Reserve Component training load, as appropriate, to result in the "total personnel" at the installation. This latter figure more accurately reflects the installation population workload. Both the population and land area data in the listings are for the end of the latest available fiscal year.

Table VII contains a summary, by IDPP category and by regional classification, of the number of installations, activities and properties listed in Section VI of each of the Military Service Chapters. This table, as do the similar tables in the Military Service Chapters, displays the installations based upon their individual IDPP categories and regional location and not necessarily as they are included in the listings in Section VI of the Military Service Chapters. For example, an associated installation or property may have a different I "P category from the principal installation with which it is associated and/or be in a different region (i.e., a principal installation in the U.S. may have associated properties located in a U.S. Territory or Possession). A list of the abbreviations used in the listings in Section VI of the Military Service Chapters is included at the end of the Marine Corps listing.

VI. Base Operations Costs

In 1977, the Senate Appropriations Committee directed that the DoD establish a uniform definition for base operating support functions and costs. This requirement was endorsed by the Senate and House Appropriations Conference Report on the FY 1978 Defense Appropriations Act. The uniform definition of BOS has been developed and the Military Services have used it to provide the information on base operating support costs required for this report. It should be noted that the Base Operations Costs included in the report are for zil installations and properties in the real property inveriory not just for those listed in Section VI of the Military Service Chapters. Table VI contains a summary of the Department of Defense base operations costs for this report reflecting the total of these costs included in each of the Military Service Chapters. The Uniform definition of BOS follows:

DEFINITION OF BASE OPERATING SUPPORT (BOS) COSTS

1. Purpose

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Case operating support (BOS) costs have been defined in such a way that all overhead functions which do not <u>directly</u> contribute to the mission accomplishment of combat units and tenants on Department of Defense (DoD) installations, activities and facilities are classed as BOS. It must be appreciated that all DoD resources ultimately contribute to the Defense mission. Nevertheless, in order to identify those functions which the Department considers to be the overhead costs of its base structure, it was necessary to make a distinction. A common definition of BOS enables the Military Departments and Agencies to report consistent data on base operating support costs to the Secretary of Defense, the Congress, and other organizations, as required.

The uniform definition of BOS differs from the program element structure upon which the Five Year Defense Plan (FYDP), the Defense Budget and other similar documents are based. Program elements reflect the way in which the DoD organizes and manages resources, and do not lend themselves to requirements of the Congress when reviewing BOS in total. The intent of establishing a uniform definition of BOS was not to change organizational arrangements to fit the definition, but the development of new functional categories within the current DoD financial system.

The uniform definition of BOS does not differentiate between fixed, semi-variable and variable costs. Therefore, financial reports based on the definition will not indicate potential savings, for example, from base realignments. Potential savings, therefore, can be determined only through case-by-case studies of specific base realignment proposals.

2. Definition

The term "base operating support costs" refers to resources used at DoD installations, activities and facilities to provide services so that operational units and tenants can pursue mission objectives free of unrelated. responsibilities. The services listed below are considered BOS regardless of whether they are incurred: by the installation commander; by an activity or an installation which is not part of the installation organization (medical, commissary, etc.); by a subinstallation; by a separate facility; or by activities controlled by a central authority. In addition, this definition of BOS applies regardless of whether or not the installation (or activity) commander is responsible for planning, programming, budgeting, expending and/or accounting for the costs involved in these services. In other words, these services are considered BOS regardless of what organizational entity is responsible for the funds, manpower, and equipment needed to perform the function.

The BOS services fall into four broad categories:

Facility services to maintain land plant and equipment.

Administrative services to accomp ish clerical functions and increase efficiency.

<u>Specific services</u> to consolidate common type functions, increase efficiency and to insure a safe and habitable work place.

<u>Community support services</u> to maintain morale, welfare, recreation and to provide programs associated with military life and required by law.

The resources include expenses for both military and civilian manpower and both direct and reimbursable appropriated funds (regardless of source), but exclude nonappropriated expenses which are not a cost to the Government Appropriations/funds which pay for recurring costs are operation and maintenance, military personnel (active, Reserve and Guard), RDT&E, family housing, industrial funds and installation schools. Nonrecurring costs for facilities and equipment to perform base operating support functions are generally funded by military construction and procurement appropriations. The definition includes all family housing costs but excludes BAQ payments. Future refinements of the definition may consider changes such as these payments.

3. BOS Functional Categories

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Each category of BOS service includes the following functional costs:

Facility Services:

Maintenance and Repair of <u>all</u> Real Property - Buildings

- Other Facilities
- Pavements (roads, parking areas, etc.)
- Land (grounds)
- R.F. Trackage

Minor Construction (with other than military construction funds).

Operation of Utilities for all Real Property.

Other Engineering Support (excludes rentals, fire protection).

- Custodial Services
- Entomology Services
- Refuse Collection and Disposal
- Snow Removal and Ice Alleviation

Rental of all Real Property except payments for GSA controlled space (includes cost of lease and all utilities and services).

Standard Level User Charges (SLUC) paid for GSA controlled space.

Special user service charges paid fo. GSA controlled space (includes annual recurring and one time costs for alterations of space).

Land Management.

Malater H. P. . .

Support Groups/Units Assigned to these functions.*

Related Investment.**

Administrative Services:

Installation Headquarters Administration and Command (including squadron level responsible for Base Operations)

Installation Comptroller

- Accounting and finance

- Budget
- Management analysis/engineering
- Internal review

Installation ADP services

Installation Public Information Activities Installation Legal Installation Civilian Personnel Administration Installation Military Personnel Administration Installation Printing and Reproduction Installation Safety Installation Engineering Service Related Investment** Support Groups/Units assigned to these functions*

Specific Services:

Installation Audio/Visual Installation Supply Operations (retail only) Installation Transportation Activities Installation Procurement Operations Installation Training (excludes troop training and tactical exercises) Fire Protection and Prevention Installation Physical Security and Police Activities Installation Communications

Laundry and Dry Cleaning (for troop support and other appropriated fund activities)

Installation Airfield/Air Base Operations (control tower, weather, flight services, etc.)

Installation Storage Activities

Maintenance of Installation Materiel (includes maintenance of administrative aircraft, vehicles and equipment but excludes maintenance of tactical equipment, combat vehicles and mission aircraft) Support Group/Units Assigned to these functions* Related Investment**

<u>Community Support Services</u> (includes only appropriated fund support)

Operation of Medical Clinics and Dispensaries (excludes regional hospitals)

Operation of Dental Clinics (excludes regional clinics)

Bachelor Housing Operations and Furnishings (management; housing assignment; care of quarters; provision, care, preservation and maintenance of furnishings, etc.)

Retail Commissary Operations

Operations of Troop Issue Commissary for Subsistence Installation Food Services

Family Housing (FHMA account less reimbursables
for other services/facilities already included,
i.e., utilities, maintenance and repair of
facilities, etc.)

Appropriated Fund Support for Installation Dependent School Operations in U.S.

Morale, Welfare and Recreation Activities

- Clubs

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- Messes

- Libraries

- Sports Activities and Operation of Recreational Facilities
- Craft Shops

- Radio

- Television

- Newspapers

Social Action Programs

Community Service Activities

Chaplain Activities

Bands

Support Groups/Units assigned to these functions* Related Investment** *Also includes resources used by groups/units assigned to specific BOS tasks on an <u>ad hoc</u> basis such as engineer/Red Horse/SeaBee units assigned to repair/construction facilities, roads, parking areas; etc., even if the work is classified a military unit training project.

**Investment costs include the total authorized construction program for each fiscal year, as well as expansion, extension, and renovation of facilities with military construction funds. Investment also includes the costs to procure equipment needed to perform the functions in each category of service.

VII. Conclusion

In conclusion, the base structure is a dynamic element of the DoD force posture and has evolved over time to its present composition and size. Changing forces, wartime scenarios, resource availability, technology and many other factors influence its size and composition. In addition, the DoD constantly undertakes reviews to improve the management and efficiency of the base structure. In all these actions, DoD has the objective of establishing the most effective, efficient and economic base structure to meet current and projected peacetime, contingency and mobilization requirements. Table V at the end of this chapter depicts the summary of the announced base realignment actions taken by the DoD since 1969 towards this objective. TABLE I

A. -

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DEPARTMENT OF DEFENSE BASE STRUCTURE ANNEX INSTALLATION DEFENSE PLANNING AND PROGRAMMING (IDPP) CATEGORY CLASSIFICATION

N.N.N				CLAJOR DAFLER	CAJOR DIFUELI PROGRAMS				
	Jan Marti		1 Call	01 Burns Maint	61 MULACI MULLO	O I CENTRAL LUNDALT B MARST	OB TRANNING INFORCAL D BITN PEAK	O B ADMIR ALEOCATES	H BPT DF ATHER ATHORE
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TABLE II

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IDPP

INSTALLATION DEFENSE PLANNING AND PROGRAMMING (IDPP) CATEGORIES

CATEGORY

Strategic Forces - Strategic 101 Strategic Forces - Intelligence and Communications 103 Strategic Forces - Guard and Reserve 105 Strategic Forces - Research and Development 106 General Purpose Forces - General Purpose 202 General Purpose Forces - Intelligence and Communications 203 General Purpose Forces - Airlift/Sealift Forces 204 General Purpose Forces - Guard and Reserve 205 General Purpose Forces - Research and Development 206 Auxiliary Forces - Intelligence and Communications 303 Auxiliary Forces - Guard and Reserve 305 Auxiliary Forces - Research and Development Auxiliary Forces - Central Supply and Maintenance 306 307 (Eastern Test Range) Mission Support Forces - Strategic 401 Mission Support Forces - General Purpose 402 Mission Support Forces - Intelligence and Communications 403 Mission Support Forces - Airlift/Sealift Forces 404 Mission Support Forces - Guard and Reserve 405 Central Support Forces - General Purpose 502 Central Support Forces - Intelligence and Communications 503 Central Support Forces - Reserve and Guard 505 Central Support Forces - Research and Development 506 Central Support Forces - Central Supply and Maintenance 507 Central Support Forces - Training, Medical and Other 508 Personnel) Central Support Forces - Administration and Associated 509 Activities Individuals - Strategic 601 Individuais - General Purpose 602 Individuals - Intelligence and Communications 603 Individuals - Airlift/Sealift Forces 604 Individuals - Guard and Reserves 605 Individuals - Training, Medical and Other Personnel 608

TABLE III

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DEPARTMENT OF DEFENSE MILITARY PROPERTY SUMMARY 30 SEPTEMBER 1978

TOTAL	2,254	669	2,719	5,672
FOREIGN OVERSEAS AREAS	922	60	557	1,539
U.S. TERRITOFIES AND POSSESSIONS	31	23	26	80
FIFTY STATES	1,301 2/	616	2,136	4,053
	ARMY	NAVY <u>1</u> /	AIR FORCE	TOTAL

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Includes Marine Corps

Includes those properties in the inventory declared excess. でに

		N AREAS TOTAL	12.295	3.657	10.752	26.704			\$14,727	14,081	18,367	\$47,175	
		FOREIG	.430	. 252	1.476	2.158			\$ 679	1,456	2,377	\$4,512	
REAL PROPERTY HOLDINGS 30 September 1976	(MILLIONS OF ACRES)	U.S. TERRITORIES AND POSSESSIONS	.162	.075	.042	.279	REAL PROPERTY INVESTMENT 30 September 1976	(\$ WILLIOUS)	\$ 436	826	473	\$1,735	
REAL 5	(HIH)	FIFTY STATES	11.703	3.330	9.234	24.267	REAL PR 30		\$13,612	11,799	15,517	\$40,928	
			ARMY	ИАVY <u>1</u> /	FTR FORCE	TOTAL			ARMY	NAVY <u>1</u> /	AIR FORCE	TOTAL	

<u>1</u>/ Includes Marine Corps

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TABLE 21

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DEPARTMENT OF DEFENSE REAL PROPERTY HOLDINGS

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			DF ANNOL CLOSURE JANUARY	FIFTY STATES	TIW	75.652	146,997	93,786 2,065	318,500	51	29,220	29,489		63,911	Ĕ	104,872	152,137	2,12,21	382,411
TOTAL TOTAL TOTAL	-		SUMMAR) Ealignment ar		NO. OF ACTIONS	017	1,316	873 180	3,286		151	98 7	10			1,068	1,462	190	TOTAL 3,679

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TABLE VI

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SUMMARY CF MAJOR DEFENSE PROGRAMS BASE OPERATIONS COSTS (\$ Millions) DEPARTMENT OF DEFENSE

:rategic (01) 1,416.8 37.0 80.0 1,533.8 ineral Purpose (02) 3,433.7 147.4 3,238.5 5,819.6 ineral Purpose (02) 3,433.7 147.4 3,238.5 5,819.6 itelligence & Communications (03) 230.5 12.7 137.9 381.1 r/Sealift (04) 506.0 - 51.0 557.0 ard & Reserve (05) 547.9 - 51.0 557.0 ard & Reserve (05) 598.1 - 2.4 600.5 search & Developient (06) 598.1 - 2.4 600.5 intral Supply & Maintenance (07) 1,500.6 6.6 47.3 1,554.5 aining, Medical & Other 2,914.2 24.1 348.3 3,286.6 aining, Medical & Other 2,914.2 24.1 348.3 3,286.6 ministration & Association (09) 296.2 - 30.0 326.2	1, (02) 3, Communications (03)				
3,433.7 147.4 3,238.5 ions (03) 230.5 12.7 137.9 506.0 - 51.0 506.1 - 51.0 547.9 - 51.0 598.1 - 2.4 6) 598.1 - 2.4 6) 598.1 - 2.4 6) 598.1 - 2.4 6) 598.1 - 2.4 7 598.1 - 3.43.3 6) 598.1 - 3.48.3 7 2.914.2 2.4.1 3.48.3 7 2.914.2 2.91.1 3.48.3 7 2.96.2 - 3.0.0 7 - - - 3.0.0 101 - - - - -	(02) 3, ommunications (03)		37.0	80.0	1,533.8
<pre>ions (03) 230.5 12.7 137.9 506.0 - 506.0 - 51.0 547.9 - 547.9</pre>	communications (03)	33.7	147.4	3,238.5	6,819.6
506.0 - 51.0 547.9 - - 547.9 - - 6) 598.1 - 2.4 6) 598.1 - 2.4 6) 598.1 - 2.4 7 598.1 - 2.4 7 598.1 - 2.4 7 598.1 - 2.4 7 598.1 - 2.4 7 2.9 6.6 47.3 7 2.914.2 24.1 348.3 100 (09) 296.2 - - 30.0 100 - - - - - - -		30.5	12.7	137.9	381.1
547.9 - <td></td> <td>06.0</td> <td>ı</td> <td>51.0</td> <td>557.0</td>		06.0	ı	51.0	557.0
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nce (07) 1,500.6 6.6 47.3 2,914.2 24.1 348.3 ion (09) 296.2 - 30.0 (10)	Research & Developiert (06)	9 8. 1	t	2.4	600.5
248.3 24.1 248.3 296.2 - 30.0 (10)	Maintenance (07)	9. 00	6.6	47.3	1,551.5
Association (09) 296.2 - 30.0 Nations (10)	Training, Medical & Other Personnel (08)	14.2	24.1	348.3	3,286.6
Nations (10)	(60)	96.2	1	30.0	326.2
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15,607.2

3,935.4

227.8

11,444.0

TOTALS

TABLE VII

SUMMARY OF NUMBER OF DEPARTMENT OF DEFENSE INSTALLATIONS, ACTIVITIZS AND PROPERTIES

	Mission Category (JDPPC)	Fifty States	N.S. Territories and Possessions	Forcign Areas	<u>rotal</u>
	STRATEGIC FORCES - Strategic (101) - Thtell, & Comm. (103)	67 1	г		68 1
	ро ().	3	y		в 13
	GENERAL PURPOSE FORCES - General Purpose (202) - Divlift/Sealift (204)	130 22	13	198 6	341 26
17	3	148	2		150
	AUXILIARY FORCES - Intell. & Comm. (303) - Research & Develop. (306) - Central Supply & Maint. (307)	31 74 7) 2	1	21	57 76 2
	MISSION SUPPORT FORCES - Strategic (401) - General Furpose (402)	2 45	ŝ	22	2 72
	<pre>CENTRAL SUPPORT FORCES - Central Supply & Maint. (507) - Training, Medical & Other Fersonnel (508) - Administration (509)</pre>	7) 166 146 	5 1	26 1.4	197 161 1
	TOTAL DOD	850	39	288	1177

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CHAPTER TWO

ARMY BASE STRUCTURE

I. INTRODUCTION

The Army Base Structure Chapter to the Manpower Requirements Report for FY 1980 is submitted in compliance with Section 302, PL 94-361, as amended by Senate Armed Services Committee Report No. 95-129. This chapter is comprised of five basic sections. Section I, Introduction. Section II, Base Structure Overview, discusses historical data on the base structure and related manpower trends, outlines the factors which have influenced the Army's base structure from World War II to the current date, and details the criteria expected to apply to installation planning for the next 20 years. Section III relates the needs of the major activities within each Installation Defense Planning and Programming Category (IDPPC) to the current base structure. Major changes to the FY 1980 base structure are also described. Section IV gives a breakdown of projected Army Base Operations Costs (BOC) for FY 1980. Section V summarizes recent major actions taken to reduce BOC and outlines criteria which would apply to such actions in the future.

It should be noted that many large installations have multiple missions and that primary missions shown in Section VI are not necessarily all-inclusive. For instance, Fort Belvoir, Virginia, in addition to being the site of the US Army Engineer Center and School, also has the Defense Systems Management College, US Army Mobility Equipment Research and Development Command, US Army Night Vision Laboratory, and US Army Topographic Laboratory as major tenants. Similarly, Fort Knox, Kentucky, supports the Armor School, an Army Training Center, and a major combat unit.

Section VI consists of the listing of the installations, activities and properties comprising the base structure. The listing is arranged by TDPP category by geographical area (U.S., U.S. Territories and Possessions, and Foreign areas). In addition, a ranking column is included for the "total personnel" and the land area which indicates the rank of the installation in descending order within each IDPP category for these data.

II. BASE STRUCTURE OVERVIEW

Army missions involve the accomplishment of a wide variety of functions requiring both general and specialized accommodations. The facilities required to support the Army vary from administrative office space to laborataories, to production plants, to proving grounds, to supply and maintenance depots, to troop installations with tens of thousands of acres of firing ranges, impact areas, and training/maneuver areas.

The Army's base structure since the end of World War II has undergone constant change as the force structure has expanded and contracted and technological advances have created longer-ranged, more powerful weapons, with their concomitant changes in organization and tactics. The logistics base structure has also undergone change as improvements in storage, distribution, maintenance, and transportation systems have permitted reduction in the total number of depot activities; while greater reliance on the private sector for supplies and equipment has resulted in a reduction of the number of industrial type facilities.

At the end of FY 1968, the Army had a total of 1,499 real property holdings in the United States ranging from small radio transmitter sites and US Army Reserve Centers with less than 5 acres of land area to large multimission installations with several hundred thousand acres of land area. These holdings were required to be maintained for support of an active Army military strength of about 1.6 million (of which about 1.0 million were stationed in the United States) and a Reserve Component military strength of about 0.7 million. At the end of FY 1978 the downward trend in base structure had decreased to 1,249 real property holdings (excluding those holdings still on Army property books that have been reported as excess to military requirements). Military strength had decreased to about 0.8 million active Army personnel (of which about 0.5 million were stationed in the United States) and a Reserve Component military strength of about 0.6 million.

This downward trend in base structure has been characterized by a relatively constant reduction in Army installations over the years and a balanced decrease in training and headquarters, depot and industrial type installations. Some installation requirements are relatively fixed because they support more stable missions such as service schools, research and development activities, materiel testing, and specialized depot activities. Missions at these installations may be modified due to technological changes; however, the need for the installations and the continuing modernization of their physical plants remains. On the other hand, the Army has other missions which are subject to larger variations and which, at one time, may generate additional requirements, and, at another time, reduce requirements for active installations. Examples are training centers for initial entry training, aviation training facilities, production facilities, administrative space to support specialized activities, and troop unit installations.

The installation structure today is considerably smaller than that which existed prior to the Vietnam War. For the most part, the Vietnam build-up was supported by expansion of facilities at existing active installations, use of the same installation by more than one deploying unit, backfill of installations vacated by deploying units with other activities, and two shift operations.

The Army is basically tied to its existing installations to support its current and projected force structure levels. The land area acquired prior to, during, and after World War II, coupled with the substantial investment in permanent facilities over the past 30 years, has resulted in a considerable physical plant.

The base structure of the Army today is constantly being reviewed with the objective of optimizing it. Section V lists several installations under consideration for reduction or closure. At the same time, the possibility exists of future redeployment of overseas forces back to the continental United States (CONUS). Accordingly, some flexibility must be maintained to accommodate this possibility.

Under present conditions, there is an apparent shortage of training/maneuver area at several of our Army division installations to satisfy present-day training requirements. There are installations where firing of the main tank guns, artillery weapons, and aircraft flight corridors have caused communities to complain because of noise and air pollution. There are installations where the cantonment areas are bounded on two and three sides by developing communities and perimeters are exposed to residential and/or commercial/industrial

encroachment. There will be population growth and shift over the next 20 years which could hamper installation major expansion programs. Based on these factors, realignment or expansion of the present training/maneuver area may be impaired or precluded in the future.

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The following factors will govern Army installation planning for the next 20 years:

1. The concentration of US population is projected to shift toward the southern and western states. Army bases in these areas generally offer the largest areas for training, are most suited for rapid expansion by temporary facilities, and up to now were in the less populated areas of CONUS. The presence and particularly the expansion of Army bases spawn corresponding increases in civilian communities immediately adjacent to the installations. Modern military weapons systems are characterized by longer range, greater lethality, increased support requirements, and higher mobility. These characteristics require larger areas or training/maneuver and firing ranges which, in turn, lead to the following general conclusions:

a. The establishment of a military installation is usually in a relatively open area; but the act of establishing attracts people, building, business, and this, in time, restricts expansion.

b. The smaller bases, constrained in growth, will become increasingly less usable for testing, training, and firing purposes, and hence probably relegated to administrative, logistical, headquarters-type activities and less demanding functions in terms of space requirements.

c. Current Army bases in the southern states, as compared with those in the northern states, will become relatively more valuable and more restricted in expansion with time.

d. In light of land scarcity and real estate values, future land requirements must be identified and the rights acquired as soon as possible.

2. Commercial pressures on military installations are varied. As values of land increase, commercial interests increase pressures for acquisition of installation property. On the other hand, as installatic.s seek to reduce or close operations, various pressures argue for the status quo. Commercial interests seek advantages from the post in construction, grazing rights, consessions' operating rights, employment and off-post business; at the same time, many oppose traditional military services and facilities which may compete with private business.

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3. While a form of national consensus exists in favor of Defense economy and efficiency, a concrete Army proposal for a base reduction or closure in the interest of economy and efficiency is almost certain to meet considerable protest from local interests expressed through their elected representatives at all levels. This is primarily inspired by fears of adverse impact on the local economy, although other issues are also raised. A significant issue raised during these exchanges in recent years is the concept of a regional entitlement to at least some Defense presence. While proponents of this concept have some good points, Defense is not a regionally oriented activity and cannot be considered as such.

4. In addition to environmental related pressures, such as encroachment on wildlife sanctuaries and meeting the same water and air pollution standards as other activities, military installations by their activity have peculiar environmental related pressures. By virtue of normal training, noise, air pollution, water pollution, and wildlife concerns are common to Army bases. Massive vehicles, gun fire, cross-country and round-the-clock maneuvers, and dangerous materials all contribute to these problems.

5. Our major installations are experiencing severe encroachment pressures because of the ever-increasing need for land by the surrounding communities. These pressures are not new but their frequency and momentum are on the rise. The demand for land for residential and industrial purposes is resulting in military installations, originally constructed in rural areas, now finding themselves completely surrounded by civilian activities, which are in some cases incompatible with ongoing military operations. When this happens, the installation, although desirable because of the income it provides, frequently becomes of secondary importance to the community. The income received from the installation also becomes less important as the land values increase to the point where more revenues are realized by civilian development than from the installations. Foreseen in the future is an increasing demand for land in the urban and suburban areas to support civilian needs, thus causing

land values to appreciate. This demand will further increase encroachment problems for the military and increase the demand for private use of Federal land under military control.

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Emphasis must be placed on continued improvement of planning toward the future organization, physical structure, modernization, and location of Army installations and activities. These considerations will undoubtedly entail significantly increased costs in both the planning and implementation phases of these actions. Because of various types of contamination at a number of Army installations, such as unexploded ammunition and the exceptionally high cost of cleanup, the Army is in large measure compelled to retain these installations for the foreseeable future. The continuing decrease of undeveloped land demands sophisticated planning both for acquisition and release of Army property.

The preceding broad factors are, in the main, oriented toward retention and/or expansion of the existing Army base structure overall. In the event adjustments are required within the existing structure, due to major force structure changes, mission changes, budget limitations, or other factors, the following specific criteria would, in varying degrees, be applied to future realignment actions.

1. MISSION REQUIREMENTS. The stated or postulated mission requirements of specific activities within the context of the entire force structure should be the principal factors which drive choices between stationing alternatives. They are the baseline against which all other factors must be weighed.

2. BUDGET/MANPOWER CONSTRAINTS. These inseparably related factors are the principal limitation to attaining and maintaining a particular base structure at all levels. They can influence decisions on retention of individual structures or retention of entire installations.

3. COST SAVINGS. A major objective of the Army is to accomplish the assigned mission at the least cost. Where otherwise comparable alternatives exist, the true "least cost," both in terms of dollars and manpower, must be selected. Typically, an installation closure will not produce total savings of its annual base operations costs, as continuing activities will have to be accommodated elsewhere, in-house, or by other means, such as by contract.

4. PERSONNEL TURBULENCE. The adverse impact of military and civilian personnel turbulence must be given consideration because of both the high costs and the adverse effect on morale and productivity.

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5. CIVILIAN LABOR MARKET. Many Army missions involve utilization of a highly specialized and unique civilian work force. Many of these people establish deep roots in the local community and are reluctant to dislocate with the transfer of the functions they perform. The lack of an appropriate labor market thus becomes a factor in evaluating proposed realignment actions.

6. FACILITIES/HOUSING AVAILABILITY. Maximum utilization of existing facilities with minimum expenditures for new facilities is a major goal in all realignment actions. This includes both mission-related facilities and support facilities on post, and housing both on post and off post. Large capital investments for replacement facilities militate against relocation of activities which require highly specialized, high-cost facilities, or, in the case of major combat units, large land areas.

7. CAPITAL INVESTED. This factor is the converse of the preceding factor. Having made a large capital investment in facilities at a particular installation, the Army tends to be tied to that installation for the duration of the useful life of the facilities.

8. GEOGRAPHICAL LOCATION. The geographic location influences the ability of assigned forces to execute their mission. Weather, terrain, proximity to air and surface transportation, etc., all contribute to retention of installations which enhance operational effectiveness. Likewise, selection of new installations for stationing must take all of these geographically related factors into account.

9. LAND AREA. The need for adequate and suitable land area to support major combat units and their supporting forces is a major consideration. Bases must be capable of supporting the readiness and deployment of the assigned forces as envisioned in the United States strategy. This requirement often determines which bases will be retained in the active inventory. Where mission compatability can be achieved, the consolidation of activities at large, multi-mission bases takes precedence over utilization of small, single-mission bases. 10. IMPACT ON OTHER SERVICES/AGENCIES. The Army provides support to many units and a livities of the Department of Defense, the other Services, and other Federal agencies. Inherent in any base realignment action is consideration of the impact on those agencies. The personnel turbulence and costs associated with relocating or supporting these type act lities are an integral part of any analysis condu ed.

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11. COMMUNITY IMPACT. Civilian support resources (e.g., community housing, medical, schools, and recreational facilities) are a consideration in developing base realignment actions. Of particular importance is family housing. Areas which have residual capability to adequately house families negate the cost of providing government housing and facilitate rapid completion of the proposed action. Adequate support should exist on or off a gaining installation to avoid a realignment action being counter-productive in terms of morale. Since personnel support capability on our installations is limited, the contribution of the civilian community in this area is important. Conversely, realignment actions, which reduce the Army presence in an area, seriously impact on communities, particularly those in which the major source of economic base is the military installation. When possible, realignment actions are designed to minimize the impact on local communities Where appropriate, assistance will be provided to local community leaders in their negotiations with the Office of Economic Adjustment, Department of Defense, whose function is to assist communities in reestablishment of an economic base where reduction in Defense expenditures has been severe.

12. ENVIRONMENTAL IMPACT. All actions must be assessed to determine their impact on the environment. Base realignment options must have an initial assessment during the preliminary planning. If significant environmental impact is indicated at either a gaining or losing base, then an environmental impact statement must be prepared in accordance with the National Environmental Policy Act of 1969.

13. RESERVE COMPONENTS SUPPORT. The increased emphasis on utilization of Reserve Component forces to meet future contingency requirements must be considered. Reserve units are generally constituted in areas where there are population resources. Their readiness depends upon availability of adequate local ranges and local training areas. This requires that the range facilities

and training areas not only be of the proper size and configuration, but also that they be within reasonable commuting distance. Readiness is adversely affected by increased commuting time and corresponding decreased training time availability. Concomitantly, personnel job satisfaction is lowered and personnel recruiting and retention rates decreased. Many of our bases, both active and inactive, are used extensively for support of these units, both for weekend training and annual summer training. The impact on these type units is an integral part of any analysis conducted.

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14. MOBILIZATION AND CONTINGENCY REQUIREMENTS. The type and number of bases required are determined by the need to be capable of supporting the strategy directed by national policy, the operational and training requirements of the Army, and the retention of sufficient flexibility to support unprogramed increases in troop strengths. Coupled with this is the uncertainty as to when a base might be needed again. The costs of inactivating and reactivating a base can offset savings derived from its closure.

15. ENCROACHMENT. Urban and airspace encroachment into vital areas surrounding installations is of continuing concern. Some installations which were originally remote have attracted major population growth and, as a result, continued operations have been threatened through urban expansion. Civilian aviation activity has served to restrict the airspace available for military operations. Encroachment, therefore, is an element in determining the future viability of an installation. is also possible that major weapons changes may bring about encroachment "from within." For example, ranges now adequate for artillery firing may become too small for artillery weapons which may be introduced in the future. However, where encroachment has become a problem, its impact is considered during development of base realignment actions.

16. LONG-RANGE PLANS. Since the future forces cannot be predicted with certainty and are subject to unprogramed changes, flexibility to accommodate these changes within the base structure should be preserved when possible and economical. This entails developing reasonable assumptions on what unprogramed force changes might occur and determining how the various options could support the assumed force changes. However, flexibility is difficult to quantify and, as a result, tends to be a

subjective consideration. Realignment alternatives will be weighed in terms of their potential to meet unprogramed force changes.

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The overseas base structure is driven by Army forward deployments and these forward deployments are, in turn, driven by National policy. For these reasons, the above discussion is limited to the base structure in the United States.

III. RELATIONSHIP OF BASE STRUCTURE TO FORCE STRUCTURE

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In common with the Marines, but differing from the Air Force, the Army's major combat mission elements use their portion of the base structure only for training, quartering of personnel, and maintenance of equipment in preparation for the combat mission. They do not normally fight the war from fixed installations as would units of the Strategic Air Command.

Overseas deployed units should be located in close proximity to the area of their anticipated wartime mission. The precise locations, however, are determined by what the host government can and will make available.

The stationing of divisions and other major tactical units is given priority consideration based on such critical factors as the presence of adequate maneuver space and ranges, the availability of housing and support, and restricting environmental impacts. Since stationing choices were of necessity made from existing installations originally acquired to meet less demanding conditions, these stations involve in all cases some compromise of ideal conditions. As noted in Section II, divisions are presently "outgrowing" their installation confines. For those divisions having prepositioned unit equipment in overseas theaters, precise location in CONUS vis-a-vis the primary wartime mission is no longer a major consideration. Strategic airlift can move personnel and their individual equipment east or west with minimal significant time differential. For units scheduled to move by surface transport with full equipment later in a particular deployment scenario, location within the CONUS is still a consideration.

The CONUS logistics base structure, to include installations with research and development as primary missions, is also largely evolutionary. It is what remains of World War II mobilization, created at widely dispersed locations with considerable redundancy, in anticipation of enemy attack against the homeland. Much rationalized and modernized, it is serviceable and capable of performing its mission of supporting deployed forces.

STRATEGIC FORCES (100)

Base Requirements.

The basing of strategic forces is confined primarily to communiations type activities which are normally satellited on installations for logistical support.

Major Force Structure Changes and Their Impact on Base Structure:

No major changes in force structure are forecast during FY 1980.

GFNERAL PURPOSE FORCES (200)

Base Requirements:

The Army must train the way it will fight. The battalion task force, the minimum training module, must regularly practice offensive and defensive tactics deployed on frontages and depths comparable to those expected in wartime. When battalions have demonstrated critical task proficiency, brigade exercises should be conducted so as to bring into play the full range of fire support, operations, and logistical contingencies. Brigade exercises should occur as often as deemed necessary and include conduct of live-fire exercises in which the full range of fire support, mobility, and electronic warfare is brought to bear. Division commanders should deploy critical elements of their commands within a realistic battlefield environment in order to exercise an appropriate range of combined arms operations in a joint setting over reasonable frontages and depths.

Each division/brigade installation should have access to an area capable of supporting at least brigade exercises, battalion-level Army Training and Evaluation Programs (ARTEP), and live fire for at least battalionsized elements. Since some installations do not have access to such training areas, the Army is considering expanding certain bases with critical training area shortfalls. Equally important, the area should permit opposing force exercises in which ground forces would be pitted against an "enemy."

Units without prepositioned equipment overseas should be located at intallations in proximity of the port of embarkation (sea and air) from which they are most likely to deploy in order that they can respond quickly to early deployment requirements. Units should also be stationed in proximity to the coasts and borders of the Nation to be in a position to counter threats to CONUS yet they must have sufficient land to train and

fire their weapons. They should not be stationed near heavily populated areas, industrial complexes, or other strategic targets. The surrounding area should offer sufficient space for dispersal to ensure that the unit itself does not present a lucrative military target and is afforded a resonable degree of survivability, and training areas should provide the force with a wide array of climatological and topographical features in which to train and which represent a cross-section of the world's environments.

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Active installations should be located so as to readily accommodate Reserve Component (RC) units in the event of mobilization without necessitating excessive movement and delay from home station to mobilization station. Implicit also in the mobilization stationing requirement is the necessity for providing RC units with annual training and inactive duty training sites.

In the Continental United States, the major active combat units are: 10 divisions (includes three divisions with two active brigades and one ARNG roundout brigade), two separate brigades, an air cavalry combat brigade, and an armored cavalry regiment. The units are structured for a variety of environments and missions. The goal is to maintain a force which is available for rapid commitment.

In Europe, four divisions, four brigades, and two armored cavalry regiments retain the high level of readiness necessary to permit an immediate response to any aggression against the NATO alliance.

In the Pacific, the division in Hawaii and elements of the division remaining in the Republic of Korea (with its Korean augmentation) are ready to perform their assigned combat mission. Withdrawal of a portion of the division in Korea, which started in FY 79, continues in FY 80 and subsequent years.

In the Panama Canal Zone and Alaska, the Army has deployed one brigade in each area to provide a ready response to any contingency which might arise in those areas.

All eight Army National Guard divisions, 18 combat brigades (three of which round out the three active divisions), one training brigade, and four armored cavalry regiments are located in the Continental United States. Additionally, one combat brigade is located in Hawaii (roundout for the Hawaiian active division) and one combat brigade is located in Puerto Rico. The Army Reserve
has three combat brigades in the United States. Both the Army National Guard and the Army Reserve major combat units provide the Total Army a substantial combat force. The following depicts stationing of Active and Reserve Component divisions:

Active Divisions

26th Infantry

29th Infantry

39th Infantry

42d Infantry

49th Armored

50th Armored

47th Infantry

Location

lst Infantry (Mechanized) 2/ 2d Infantry 1/ 3rd Infantry (Mechanized)	Fort Riley, Kansas Camp Casey, Korea Wurzburg, Germany
4th Infantry (Mechanized)	Fort Carson, Colorado
5th Infantry (Mechanized) 3/	Fort Polk, Louisiana
7th Infantry 3/	Fort Ord, California
8th Infantry (Mechanized)	Bad Kreuznach, Germany
9th Infantry	Fort Lewis, Washington
24th Infantry (Mechanized) 3/	Fort Stewart, Georgia
25th Infantry 3/	Schofield Barracks, Hawaii
lst Cavalry 2/	Fort Hood, Texas
lst Armored	Ansbach, Germany
2d Armored 2/	Fort Hood, Texas
3rd Armored	Frankfurt, Germany
82d Airborne	Fort Bragg, North Carolina
101st Airborne (Air Assault)	

Army National Guard Divisions Location 4/

40th Infantry (Mechanized)

Massachusetts/Connecticut Pennsylvania Indiana/Michigan California New York Minnesota/Iowa/Illinois Texas New Jersey/Vermont

Nondivisional combat general purpose forces are distributed throughout the base structure with emphasis on providing balanced forces at the major combat unit installations.

The Army must also maintain semi-active installations, which are required primarily for the support of training of Reserve Components and for mobilization. In addition, there are state-owned/leased installations which are required for support of weekend and annual

- 1/ One brigade located in CONUS.
- $\overline{2}$ One brigade deployed forward.
- 8/ Roundout division.

4/ First state listed is division headquarters.

training and mobilization. Active component installations also perform these functions but are not adequate to satisfy the total requirement. The Army cannot fulfill full mobilization requirements in the timeframe envisioned under current strategy unless these installations are maintained. Access to additional acreage for maneuver purposes will be essential to the extensive training required to make the mobilized force fully combat ready.

Terminal and outport facilities function under the Military Traffic Management Command (MTMC), which has area command headquarters at Bayonne, New Jersey and Oakland, California. The area command headquarters each commands a military ocean terminal for general cargo at their respective locations and military outports at various commercial ports. The DoD transportation mission is accomplished almost exclusively by utilizing commercial resources. The military ocean terminals, which are shared with industry during peacetime, will be returned to military use when needed. Hazards involved in moving ammunition require that separate government-owned terminals be maintained.

Major Force Stucture Changes and Their Impact on Base Structure:

The withdrawal of the division from Korea, which started in FY 1979, will reduce the foreign base structure requirements. Stationing of the division in the United States is not expected to increase the overall domestic base structure. In addition, plans to convert to heavy divisions and to activate additional mechanized and armor maneuver elements, when approved, will require expansion of facilities at installations in the US but are not expected to increase the base structure overall.

Ongoing realignment studies could impact on Fort MacArthur, California; Fort Indiantown Gap, Pennsylvania; Oakland Army Base, California; and Bayonne Military Ocean Terminal, New Jersey. In addition, while still shown under the Army in this report, the Military Ocean Terminal, King's Bay, Georgia, will be transferred in the future to the Navy for use as a submarine base.

Implementation of the provisions of the Panama Canal Treaty will result in dislocation of some Army activities from their present locations to other sites within Panama. This will require renovation of existing facilities and/or new construction but will not significantly impact on the base structure overall during FY 1980. If announced plan for the establishment of a National Training Center is approved, Fort Irwin has been selected as the Army's preferred site. Fort Irwin is now a semi-active installation under control of California National Guard; if approved as the location for the NTC, it will revert to Active Army control and become a fully active installation.

AUXILIARY FORCES (300)

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Basing Requirements:

Research, development, testing, and evaluation of Army materiel, weapons, and support systems are accomplished primarily by the US Army Materiel Development and Readiness Command (DARCOM). To accomplish its mission, DARCOM requires extensive complexes of test facilities for ammunition and missiles; laboratories and other research facilities; as well as facilities for other materiel and administration of test programs.

The US Army Communications Command (USACC) provides Army-wide non-tactical communications and air traffic control support. To provide base communications support, USACC requires tenant facilities at most installations. Additionally, installations are used by USACC to accomplish support of the Defense Communications System and Army Command and Control requirements.

Major Force Structure Changes and Their Impact on Base Structure:

Ongoing realignment studies could impact on Arlington Hall Station, Virginia; Vint Hill Farms Station, Virginia; Dugway Proving Ground, Utah; and possibly Letterman Army Institute of Research (located at Presidio of San Francisco) as the result of other studies affecting the Presidio of San Francisco and Letterman Army Medical Center.

MISSION SUPPORT FORCES (400)

Basing Requirements:

To provide adequate command, control, and management of Army resources, it is essential that necessary administrative space be available. These installations serve as homes for major command headquarters, for units engaged in supervising Reserve Component training and readiness, and for unique specialized functions. They require a highly sophisticated work force, not normally found at remote locations, and rapid modes of close-in transportation. While not contributing directly to the "tooth" side of the Army, they are an integral part of the "tail" and significantly contribute to the attainment of a combat-ready Army.

Hajor Force Structure Changes and Their Impact on Base Structures:

An ongoing realignment study which could impact on the Presidio of San Francisco, California.

CENTRAL SUPPORT FORCES (500)

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Basing Requirements:

Since 1813, arsenals have been the continuing centers for the preservation of unique skills required for the defense of the United States. Their role has evolved from one of manufacturing, storage, and maintenance of weapons to one of serving as the nuclei from which private industry obtained "know-how" to mass produce a multitude of products used in war. More recently, their manufacturing accivities have been limited to production of very small quantities of items where a producer in private industry could not be found. Their primary mission is to support the research and development program by providing the capability to build prototype research and development items and to provide a production base in the event of mobilization. A second major area of production type bases is the Government-Owned Contractor-Operated (GOCO) plants used in the production of munitions. A number of these are presently in standby status with others active. The fact that these plants are contractor-operated provides the Army the flexibility to more readily expand or contract our capability consistent with requirements. Continued modernization of these plants is essential to assure a viable capability attuned to prospective needs. In addition, this report reflects the transfer from the Navy to the Army of the logistic facilities at Hawthorne, Nevada, and McAlester, Oklahoma, as part of the Army's role as single manager for conventional ammunition.

Depot storage and maintenance requirements consist of:

1. General depots having responsibility for the storage, maintenance, and distribution of major items. These may also have the additional requirement for safe

storage, maintenance, and distribution of explosives, special weapons, toxic and chemical materiel.

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2. Distribution depots having responsibility for supporting assigned geographic areas, both CONUS and overseas, for storage and distribution of secondary items. In some instances, they have maintenance activities and may continue to have this mission in the future.

3. Depot activities which store major items and act as an extension of the storage capability of the depots. In some cases, they too have the additional requirement discussed under general depots.

Long-range planning for depot maintenance facilities is a dynamic effort, affected by several variables. These include realignment within the DoD to establish "single service managers" (e.g., assign to a given service a new item entering the inventory), the use of contractor-owned/operated facilities in lieu of organic (in-house) Army-owned/operated facilities to perform depot maintenance of equipment, and the expanded efforts to "maximize" interservicing of material. At the same time, studies are being conducted to determine the minimum CONUS base required to sustain the mission essential workload authorized for organic depot level accomplishment.

Service schools have the primary mission of replenishing forces with trained personnel in peacetime and maintaining a wartime expansion capability to support mobilization. Driven by improvements in communicative technology and by the need to conduct training relevant to new organizations, tactics and weapons systems, these schools will aim at establishing centers of excellence for the training and doctrine of all branches.

The initial entry training centers will develop and administer programs of instruction driven by the same factors discussed above on service schools.

Medical bases exist primarily for the support of active Army forces; consequently, geographical distribution is directly related to the overall Army structure. Hospitals provide medical support while medical centers are locited to also provide consultative and referral services within specific regions to both Army and other Services' hospitals. Medical support has become highly area oriented during the past years and coordination among Federal health care providers to preclude duplication of effort and to provide cross utilization of resources has greatly increased. The Army supports this concept and feels that development of requirements cannot be accomplished in isolation of the other services.

Major Force Structure Changes and Their Impact on Base Structure:

Reduced accessions, combined with reductions to the training base, may result in some changes to the base structure associated with individual training.

Ongoing realignment studies which could impact on Forts Hamilton/Totten/Wadsworth, New York; Fort Sheridan, Illinois; Fort Monroe, Virginia; Letterman Army Medical Center (located on the Presidio of San Francisco); Letterkenny and New Cumberland Army Depots, Pennsylvania; and several Army Training Centers.

Lim: Army Modification Center will be reactivated during FY 1980 for XML Tank production.

INDIVIDUALS (600)

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The Army has no major installations falling into this IDPPC.

IV. BASE OPERATIONS COSTS (BOC) FOR FY 1980

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A summary of the FY 1980 Estimated Base Operations Costs as defined in the introduction follows: TABLE VIII

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MAJUR DEFENSE PROCRAMS

ARMY BASE OPERATIONS COSTS (\$ MILLION.

Major Fefence ProgramsStrategic (01) 2/Strategic (01) 2/General Purpose (02)Intell. à Comm. (03) 3/Intell. à Comm. (03) 2/Airlift Seallft (04) 2/Guard & Reserve (05)Ressarch & Develop. (06) 2/Ressarch & Develop. (06) 2/Central Supply & Maint. (07) 3/Trng, Wed & Other Pers (08) 3/	Fifty States - 1,105.8 132.8 - 163.0 337.3 1,190.4	US Territories and Possessions 1/	Foreign Overseas Areas 1,508.2 38.7 - 32.8 89.2	Total - 2,614.C 171.5 - 163.0 163.0 153.0
Admin. & Assoc. (09) $\underline{3}/$	93.0		:	03 C12(1
Support of Other Nations (10) 2/	93.0 -	ı	I	93.0 -
TOTAL ARMY <u>4</u> /	3,022.3		1.568.9	4,691.2

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TABLE VIII (Cont'd)

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MAJOR DEFENSE PROCRAMS

ARMY BASE OPERATIONS COSTS (\$ MILLIONS)

- Army does not have separate program elements for base operations of installations in territories or possessions. These costs are included in the base operations program element of the major command that operates the installation. ı ۲
- $\frac{2}{3}$ Army does not budget for base operations in Programs 1, 4, 6 or 10.
- Army budgets for all base communication costs in Program 3, all commissary store costs in Program 7, all medical costs in Program 8 and all standard level user charges in Program 9. ر اب
- Total consist of Operation & Maintenance, Military Pay and Family Housing appropriations allocated to base support. 1

V. ACTIONS TO REDUCE ANNUAL BASE OPERATIONS COSTS

The Army continues an active program to promote management efficiencies and consolidate or eliminate functions in order to reduce base operations costs. A number of these will impact the FY 1980 budget:

1. Continued efforts will be made to convert inhouse commercial-type functions to contract, if cost effective and not specifically prohibited by statute or regulation, including regulations of the Office of Personnel Management (formerly Civil Service Commission) or other appropriate authority. Conversions are designed to reduce the cost of operations and to free military spaces for transfer to activities with critical military requirements.

2. The Army has also installed automated systems, such as the Standard Army Intermediate Level Supply System (SAILS), which has resulted in reduced manpower requirements in the supply operations area.

3. The centralization of management of commissary stores has also enabled the Army to reduce the number of personnel utilized in that area. In order to effectively utilize existing personnel in commissary stores, the Army has converted full-time personnel to part-time personnel where such action was feasible and did not degrade the level of service to customers.

4. In order to preclude the growth of the number of personnel employed in base operations functions, the Army will utilize contractors to perform certain new functions, such as compliance with Occupational Safety and Health Act (OSHA) standards and the environmental standards.

5. Similarly, consolidation of real property maintenance activities with other military services is designed to reduce overall base support costs.

6. The Army's continued scrutiny of its installations and activities is expected to reduce nonessential overhead and support personnel and associated costs. Following examples are cited:

a. In order to reduce the number of high-cost, single-mission installations, the Army is studying potential realignments at Forts Hamilton, Totten, and Wadsworth, New York; Fort MacArthur, California; Arlington Hall Station, Vint Hill Farms, and Fort Monroe, Virginia; Fort Sheridan, Illinois; and the Presidio of San Francisco, California.

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b. As part of a continuing program to streamline depot operations, the Army is studying the feasibility of realigning some functions now performed at New Cumberland Army Depot, Pennsylvania, with another depot.

c. A number of other actions are being studied to reduce overhead support costs, to consolidate schools within the Army, and to consolidate Army schools with other military service schools. Included is the concept of conversion to contract to reduce the base support costs related to the Army training mission. SECTION VI

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ARMY BASE STRUCTURE

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(Population data for Army installations in Europe not available for inclusion in the FY 1980 Base Structure Annex.)

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TABLE IX

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SUMMARY OF NUMBER OF ARMY INSTALLATIONS, ACTIVITIES AND PROPERTIES

Mission Category (IDPPC)	Fifty States	U.S. Territories and Possessions	Foreign Areas	Total
STRATEGIC FORCES - Intell. & Comm. (103)	1			1
GENERAL PURPOSE FORCES				
	30	7	163	200
- Airlift Sealift (204)	5		7	7
- Guard & Reserve (205)	36	7		38
AJXILIARY FORCES				
•	6		4	10
•	28	1		29
MISSION SUPPORT FORCES				,
- 20	10	1	10	21
CENTRAL SUPPORT FORCES				
- Central Supply &	68		19	87
	44		11	55
Other Personnel (508)				
TOTAL ARMY	220	11	209	448

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CHAPTER THREE

NAVY BASE STRUCTURE

I. INTRODUCTION

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The Navy Base Structure Annex to the Manpower Requirements Report for FY 1980 is submitted in compliance with Section 302, PL 94-361. The Annex consists of five sections in addition to the introduction. Section I1, Base Structure Overview, discusses factors affecting the structure of the Navy Shore Establishment. Section III relates major Navy activities to the forces supported within the framework of the Installation Defense Planning and Programming (IDPP) categories. Section IV, Base Operations Costs, provides a summary table by major defense programs of those costs included in this category. Section V discusses the Navy's continuing appraisal of base operations costs. Section VI consists of the listing of the installations, activities and properties comprising the base structure. The listing is arranged by IDPP category by geographical area (U.S., U.S. Territories and Possessions, and Foreign areas). In addition, a ranking column is included for the "total personnel" and the land area which indicates the rank of the installation in descending order within each IDPP category for these data.

It should be noted that most activities listed have multiple missions and that primary missions shown are not all inclusive. The personnel assigned to ships and aircraft squadrons which are homeported or assigned at a given activity have been included in personnel data provided in Section VI.

II. BASE STRUCTURE OVERVIEW

The national military strategy of the United States is a forward strategy, driven by geographical considerations. The United States is the relation its insular position on the North American contlands, and only two international borders, neither of which is thread by a hostile force, and communicates with the rest of the world to the east, west, and south by way of two major oceans. One of the states and all of the territories for which the U.S. is responsible lie overseas. Additionally, the interdependent free-world economy depends increasingly upon the use of ocean shipping and access to the resources of the seas and sea bottoms. This forward strategy of the United States utilizes the oceans as barriers for the defense of the country, as military lines of communication with overseas allies, and as avenues of world trade.

The mission of the U.S. Navy, as set forth in Title 10, U.S. Code, is to be prepared to conduct prompt and sustained combat operations at sea in support of the U.S. national interests; in effect, to assure continued maritime superiority for the United States. This means that the U.S. Navy must be able to defeat, in the aggregate, potential threats to continued free use of the high seas by the United States.

The Navy carries out its mission within the framework of a national strategy, in joint coordination with the other Services and in combined planning with U.S. allies. This mission requires not only deployable forces capable of sustained operations at sea, but also a shore establishment capable of providing essential logistics support, including training and maintenance. The Navy bases ashore (operating bases, supply centers, shipyards, aircraft rework facilities, weapons stations, etc.), which support the fleet, must be located to ensure flexibility and responsiveness.

Based on the composition of the fleet, criteria have been established for homeporting specific units. These criteria define the number of bases and support capabilities required on each coast. An operational consideration of great importance is that as many ships as possible be overhauled in proximity to their homeports. This consideration, coupled with the types of ships to be maintained, results in criteria for maintenance facilities. Criteria utilized for fleet aircraft basing are to retain the minimum number of bases for programmed aircraft and to collocate carrier-based tactical and carrierbased ASW aircraft. Similarly, the size and composition of the fleet determine the types, numbers, and location of aircraft rework facilities, ordnance activities, weapons ranges, and other support facilities. Selected fleet training is provided at fleet operating bases while other specialized education and training complexes support recruit training, specialized skill training, officer acquisition training, undergraduate flight training, etc. Whenever possible, initial skill training is provided in close proximity to acquisition training.

Operating bases are the heart of the Navy's shore facilities, providing deep water harbors with pier space and anchorages, cargo staging and loading areas, ship and aircraft depot mainte ance and other support facilities. These operating bases provide aviation, supply, maintenance, medical and training support direct to the fleet. These bases are key distribution centers for both material and maintenance support. While they differ in size, all have the essential quality of being integrated and providing synergistic support to operating forces, i.e., ships and aircraft.

Since 1968, the fleet experienced significant reductions in both ships and aircraft. Consequently, the Shore Establishment has been realigned through a series of planned management actions to more appropriately support this reduced fleet. These actions have reduced the number of Active Ship Homeport complexes; aircraft basing complexes; Naval Shipyards; and Air Rework Facilities. Over the next few years as the mix and type of ships continue to change, fleet force levels are expected to increase over today's numbers. The changes in the number of ships, and to a lesser extent aircraft, coupled with the increase in physical size of the ships will again impact shore facilities which must reflect these changes. MILCON projects will be required to meet the additional demands imposed on the shore establishment by a changing fleet.

III. RELATIONSHIP OF BASE STRUCTURE TO FORCE STRUCTURE

The function of the Navy's Shore Establishment is to provide effective, economical support to the fleet. Variations in the structure, composition or weaponry of the fleet affect the structure of the Shore Establishment as do technological advances or changes in training doctrine. Changes in deployment policy, political considerations in host countries, and resource availability are also included in the numerous factors affecting the Shore Establishment. In order to assess the impact of these variables, a continuing review of the structure and effectiveness of the Shore Establishment is required.

A brief discussion of the missions by Installation Defense Planning and Frogramming Category follows. A listing of the major activities within these categories is provided in Section VI.

STRATEGIC CES (100)

The Submarine Base, Bangor, Washington, is in a developmental status and is scheduled to be fully operational in August 1981. The Submarine Support Base, Kings Bay, Georgia, is in a developmental status with initial operational capability expected in July 1979.

GENERAL PURPOSE FORCES (200)

The two primary functions of the Navy are sea control and power projection. The forces fulfilling these functions are submarines, carriers with their assigned aircraft, other surface combatants and maritime patrol air forces. The high degree of logicit c support required by these forces is provided by these "General Purpose" installations. Homeporting facilities for hips and aircraft, maintenance, logistic support and specialized training are representatives of the fleet support requirements met by these installations or activities which are their tenants.

The Reserve Air Stations support the Ready Reserve Air Squadrons.

AUXILIARY FORCES (300)

The Navy Command and Control System provides the means to effectively exercise the operational direction of naval forces in peace and war. Its objectives are to ensure that the National Command Authorities, unified commanders, naval component commanders, and subordinate naval commanders are able to discharge their responsibilities by receiving sufficient, accurate and timely information on which to base their decisions and by having available the means to communicate these decisions to the forces involved. Effective control over its forces allows the Navy to operate on a coordinated basis in fulfilling its world-wide operational responsibilities.

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Under the Chief of Naval Material, the Navy's RDT&E Community is organized on a center of excellence concept under which each activity is responsible for a given technological area. Technology will have an ever increasing impact on the development of a balanced force structure. The accelerating rate of technological improvements impacts on the nature of the future threat as well as the capabilities of naval forces.

MISSION SUPPORT FORCES (400)

The primary functions of the Navy are sea control and power projection. These functions are performed by surface combatants with associated aircraft, submarines, maritime patrol air forces and amphibious forces. Navy amphibious task forces and Marine amphibious forces are a major, specialized element in the execution of the power projection function. All these forces require a high degree of logistic support ranging from homeporting facilities for ships and aircraft to weapons, maintenance and supply support. A broad range of fleet support requirements is provided by these installations. In addition, these activities provide logistic support to activities of the Naval Shore Establishment located in the same geographic complex.

The Reserve Training Centers support the Ready Reserve Forces.

CENTRAL SUPPORT FORCES (500)

The Navy Medical Department, through a network of regional medical centers and associated hospitals and dispensaries, provides medical care in support of the fleet and to other qualified beneficiaries.

The Naval Education and Training Command is responsible for providing trained personnel to man and support the fleet. Included in this mission are recruit training, officer acquisition training, specialized skill training, flight training and professional development education. Additional data is available in the Military Manpower Training Report.

Ingistics activities such as inventory control points and construction battalion centers provide specialized support to the fleet.

INDIVIDUAL (600)

None.

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IV. BASE OPERATIONS COSTS (BOC) FOR FY 1980

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A summary of the estimated FY 1980 Base Operating Costs as defined in the Introduction follows.

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TABLE X Major defense programs Navy base operations costs (\$ Millions)

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Strategic (01)	\$ 170.8	۱ ۲	1 SA	\$ 170.8
General Purpose(02)	1,343.7	147.4	564.1	2,055.2
Intell. & Comm. (03)	\$50.7	12.7	42.2	105.6
Air/Sealift (04)	1	ļ	I	I
Guard & Reserve (05)	194.7	ı	I	194.7
Research & Develop. (U6)	333.1	J	2.4	335.5
Cent. Supply & Maint. (07)	629.9	6.6	14.0	650.5
Trng. Med. & Other Pers. (08)	773.4	13.1	56.1	842.6
Admin. & Assoc. (09)	142.9	I	ı	142.9
Spt. of Other Nations (10)	I	I	ı	i
Total	\$3,639.2	\$179.8	\$678.8	\$4,497.8

V. ACTIONS TO REDUCE BASE OPERATIONS SUPPORT (BOS) COSTS

The architecture of the Navy places the responsibility for executing Base Operations under the mission of each individual shore activity. To assist in this responsibility, major claimants perform a strong management role, and the staff of the Navy Department provides guidance and long term objectives. Consistent with the new standard definition for Base Operations, the Navy has established a central program manager for Base Operating Support (BOS). A framework to manage this program is being established consistent with the management system of the existing maintenance of real property (MRP) program to be responsive to the needs of the ; operating forces, and the requirements of OSD, OMB and Congress.

The MRP program involves a management technique which relates the condition of the Naval Shore Establishment to fleet readiness. Shore activities conduct a continuous inspection program which forms the basis for an annual assessment by major claimants of the Backlog of Maintenance and Repair (BMAR) and the significance of the BMAR with regard to readiness. In order to evaluate significance, facilities are divided into 18 discrete investment categories (IC), each with a different relation to readiness. The annual process further includes MRP program objectives by IC which are approved personnally by the CNO and which form the basis for the funding levels contained in the programming and budgeting process. Analysis of the MRP requirements includes a statement of the funding levels required to perform the "minimum cost of ownership" and funding necessary to reduce the BMAR. This method is open, comprehensive, readiness sensitive, minimum funding oriented, understood b_{1} all levels, and responsive to the guidance of OSD.

It is around this MRP framework that a management system for the remaining portions of Base Operations is being developed.

LONG-RANGE GOALS OF BASE OPERATIONS MANAGEMENT

To provide an adequate level of support at shore activities, with the minimum commitment of resources, to permit operating forces to perform their missions at a high level of readiness.

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Within the context of the parameters defined by the new standard definition for base operations and considering the initial stages of the Navy's overall total management of this area, the following major objectives have been identified.

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- To determine and provide funding alternatives for Base Operations program deficiencies at the shore activity level that detract from the Navy's ability to support the operating forces.

- To determine and provide funding alternatives for Base Operations program deficiencies in personnel support areas that directly impact the Navy's ability to retain guality personnel and that detract from the quality of life for all naval personnel.

- To recover from a long-term trend of depressed funding in the MRP which has resulted in marginal to poor facility conditions with potential for impact on readiness and adverse life cycle economics.

- To conform to the direction of Executive Order 12003 and reflect a reduction in energy consumption in the naval Shore Establishment.

The Base Operations of the Navy are directly related to the shape and size of the naval Shore Establishment which is directly related to the shape and size of the operating forces. The method of accomplishing the objectives in Base Operations is directed toward identifying the minimum resources required to adequately support the operating forces. Considering this direct overhead relationship, the objective of establishing a "minimum cost of ownership", and the unilinear architecture of the Navy, there are no alternative methods for accomplishing management improvement.

Shore Establishment Realignment (SER) studies are presently underway or have been recently concluded at 27 activities. When complete, the detailed studies will have evaluated two Recruit Training Commands, six Naval Hospitals, seven Naval Air Reserve Detachments, supply functions at three Naval Air Stations and nine other Naval activities. Approval of realignment recommendations from SER studies would result in a change of BOS at host activities, with an overall reduction of BOS costs anticipated.

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SUMMARY OF NUMBER OF NAVY INSTALLATIONS, ACTIVITIES AND PROPERTIES

Mission Category (IDPPC)	Pifty States	U. S. Territories and Possessions	Foreign Àreas	Total
STRATEGIC FORCES - Strategic (101)	l			Ч
GENERAL PURPOSE FORCES - General Purpose (202) - Guard & Reserve (205)	35 6	4	۲	46 6
AUXILIARY FORCES - Intell. & Comm. (303) - Research & Develop. (306)	21 30	ŝ	1 4 1	40 31
MISSION SUPPORT FORCES - Strategic (401) - General Purpose (402)	1 27	m	ω	1 38
CENTRAL SUPPORT FORCES - Central Supply & Maint. (507) - Training, Medical, & Other Personnel (508)	69	1	ь w	70 73
TOTAL NAVY	248	18	0 <i>†</i>	306

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CHAPTER FOUR

AIR FORCE BASE STRUCTURE

I. INTRODUCTION

The Air Force Base Structure Chapter to the Manpower Requirements Report for FY 1980 is submitted in accordance with Section 302, PL 94-361. Section II, Base Structure Overview, describes the criteria used by the Air Force in determining the Air Force base structure. It also includes historical data on the base structure and related manpower trends since FY 1968. Section III relates the needs of the major activities within each Installation Defense Planning and Programming Category (IDPP) to the current base structure. Major changes to the FY 1980 force structure and their impact on the base structure are also described. Section IV gives a breakdown of projected Air Force base operations costs for FY 1980. Section V summarizes recent major actions taken to reduce base operations costs. T+ also describes some alternatives that the Air Force is pursuing in this area. Finally, Section VI consists of the listing of the installations, activities and properties comprising the base structure. The listing is arranged by IDPP category by geographical area (U.S., U.S. Territories and Possessions, and Foreign areas). In addition, a ranking column is included for the "total personnel" and the land area which indicates the rank of the installation in descending order within each IDPP category for these data.

It is emphasized that the IDPPC classification system considers only the "primary" mission at multimission installations. At installations where more than one significant mission exists, a subjective determination of the "primary" mission of that installation was made.

II. BASE STRUCTURE OVERVIEW

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The base posture of the Air Force exists to support the assigned forces. Since forces are a dynamic element, the base posture is also dynamic. As forces change, base requirements change, and as a result realignments in the base posture are required. The major considerations and criteria used to determine base realignments must insure that the action selected from the available alternatives best meets the various operational, geographic, facility, environmental and economic parameters and is the most consistent with the overall mission requirements of the Air Force.

The Air Force has sought to maintain an optimum base structure to support the currently assigned and projected forces. As force levels and overseas deployments have reduced during the last several years, the number of Air Force bases has also reduced. This trend can be readily seen in the table below.

FISCAL YEAR	CONUS LOCATIONS	FOREIGN LOCATIONS	TOTAL LOCATIONS	PERSONNEL
1968	2760	734	3494	1,260,313
1969	2661	756	3417	1,211,325
1970	2546	719	3265	1,118,744
1971	2381	690	3071	1,067,678
1972	2308	662	2970	1,025,187
1973	2293	635	2928	978,539
1974	2246	601	2847	933,207
1975	2231	597	2828	890,529
1976	2191	574	2765	846,899
1977	2154	579	2733	825,800

AIR FORCE REAL PROPERTY* & PERSONNEL STRENGTH

For example, during the past several years the Strategic Defensive forces of the Aerospace Defense Command have undergone extensive realignment and reorganization. This was the result of a phased modernization of the air defense system which incorporated numerous technological advances and improved operational concepts. The reorganization also integrated Air Force command/control facilities with those of the Federal Aviation Administration's National Aerospace System.

(*) Real property includes land and interests therein, leaseholds, buildings, structures, improvements and appurtenances thereto, warehouses, rights of way, and easements whether temporary or permanent, and permanently attached improvements. There may or may not be personnel assigned to these locations.

A significant reduction in the number of strategic defensive aircraft has also occurred, thereby reducing the overall basing requirements. The number of strategic offensive aircraft has been reduced and some Strategic Air Command KC-135 tankers have been transferred to the Air Reserve Forces.

In recent years the need for pilot training has decreased permitting the closure of two pilot training bases and conversion of another base to tactical use. This more closely aligned training capacity with requiremen ...

In the late 1960s, the Air Force reduced logistics support bases when the number of major depots were reduced from nine to five.

A number of actions have occurred in the Air Force research and development support structure since FY 1968. These consist primarily of realignment of certain mission functions, consolidating test and evaluation support activities, and the restructuring of Air Force Systems Command technology base laboratories. The disestablishment in 1976 of the Air Force Special Weapons Center at Kirtland AFB, NM, is one example of these actions.

Air Force functions have also been consolidated under other agencies. For example, in 1972 the Air Force Aeronautical Chart and Information Center was consolidated with similar functions from other military departments under the Defense Mapping Agency.

Since FY 1968 a significant reduction in the overseas base structure has also occurred. The majority of these base reductions were the result of withdrawals from Southeast Asia; however, reduction of forces in Korea, Japan, and other locations also reduced the overseas base requirements. When Air Force base requirements are evaluated, the most effective installations are selected for retention based upon specific considerations and criteria. The reduction in the Air Force real property inventory has been the result of a continual evaluation of the forces' base requirements.

MOTER CONSIDERATIONS AND CRITERIA: In determining the enfactiveness of an installation, several major considerations are germane. First is the need to provide installations which meet the various operational and training requirements of assigned forces. Second, there is the need to provide bases to support the force deployments envisioned in the United States strategy. Third is the policy that use the mission bases, i.e., those at which more than one

major type of force (strategic, logistical, airlift, etc.) are stationed, will be used to the maximum extent possible. Fourth, the base posture should retain the flexibility to beddown the force when unprogrammed changes occur.

The above considerations have evolved into broad criteria which are used by the Air Force in developing and evaluating base realignment actions. These are: geographic location; facility availability and condition; community support available for Air Force activities/ population: potential to accommodate future force requirements; existing or future encroachment which might impact Air Force operations; budgeting considerations inherent in the proposed realignment action; possible adverse environmental impact; and mission degradation as a result of force turbulence.

In developing realignment actions, the major considerations and criteria have to be evaluated for each proposal in total, as opposed to handling each as an independent action, with the goal of achieving an optimum balance. A discussion of the four major considerations and the resultant criteria is provided below.

MAJOR CONSIDERATIONS:

Operational and Training Requirements: Since the Air Force hase posture exists to support the mission of the assigned forces, the ability of each base to meet the unique operational and training requirements of the assigned force is of paramount importance. Each force element, such as strategic offense, tactical fighter, strategic airlift, etc., has its own peculiarities in terms of mission and training which manifests itself in terms of airspace, range requirements, deployment and employment routes, availability of lines of communications, survivability, facility requirements, etc.

The current base posture reflects a force beddown in which the forces' operational and training requirements are best supported. Realignment of forces can make alterations of the base posture necessary; however, the resulting beddown must, to the extent possible, enhance the ability of the force to meet its unique operational and training requirements. These requirements will be summarized in Section III under the appropriate Installation Defense Planning and Programming Category (IDPPC). Force Deployment: The force structure of the Air Force is based on the national strategy. This strategy determines potential areas in which forces would be used and determines which forces would be deployed or employed from the CONUS. This strategy then serves to determine how many and what kind of bases are needed overs@as and in the CONUS.

Use of Multi-Mission Bases: A major expense of each installation is the cost of resources required to "open the door," i.e., the fixed Base Operating Support resources such as facilities, manpower, and materiel required because of the mere existence of the installation. The resources associated with "open the door" costs are relatively insensitive to changes in the assigned mission. Road repair is an example. Variable base operating support resources are added commensurate with the support requirements of assigned Therefore, when missions are compatible and missions. facilities available or obtainable, it is cost-advantageous to develop multi-mission bases. This is particularly true when one of the missions is of a support nature such as research and development and the other is operational such as tactical fighter, strategic bomber, etc. Additionally, missions which have a relatively small number of personnel or equipment are most economically accommodated on bases which have other major missions.

Although multi-mission bases are economical, the compatibility of missions must be given prime consideration. Some missions, such as pilot training, do not lend themselves to certain multi-mission installations. Additionally, the more missions assigned to an installation the greater the difficulty in closing the installation if a major mission at the base is reduced. In this sense, multi-mission bases may inhibit future flexibility in restructuring the overall base posture.

Future Flexibility: Base realignment actions which result in base closures or contribute to the maximum utilization of an installation, especially Air Force bases which contain a relatively small amount of land, can result in a limiting of future flexibility to meet various programmed and unprogrammed force adjustments. Therefore, the selection of bases to be closed should, to the extent possible, result in closure of the least flexible bases. If flexibility were the sole determinant, bases which have constraints in the nature of airspace, encroachment of civilian activities, single missions, limited real estate, Į

poor community support facilities, poor physical facilities, etc., should logically be considered for closure prior to bases which have the potential to accommodate additional or new missions.

CRITERIA:

<u>Geographic Location</u>: The geographic location of an installation influences the ability of assigned forces to execute their mission. These geographic factors include weather, availability of training areas, proximity to employment/deployment routes, survivability, airspace availability, transportation networks, etc. For each mission there are optimum geographic locations which provide maximum operational effectiveness. These locations should be used in selecting bases to beddown missions and will be discussed further in Section III.

Facility Availability: Maximum practical utilization of existing government facilities with minimum expenditures for new facilities should be a primary goal in realignment This includes mission related facilities as well actions. as support facilities. For example, if the unit is an operational flying activity, the runway complex (number, width, length, load bearing capacity), capacity of the ircraft parking ramp, and a maintenance complex capable of supporting the assigned aircraft (e.g., proper size docks and hangars, sufficient communications-electronics ar ? avionics maintenance space, etc.) are of major concern in evaluating the proposed action. Conversely, for administrative and headquarters activities, the proper ount of administrative space is essential. For training activities, classroom and student housing are key factors. For all actions availability of housing (bachelor and family) for any increase in population is a significant element.

Certain unique facility requirements are generated by intelligence, communications, logistical, and research and development activities. Relocation to installations which do not have facilities available to accommodate these functions may not be feasible due to the cost of new facilities. Also, due to mission requirements, these facilities must often be duplicated and in being prior to shutting down the current activity. This can often be expensive in terms of delay in savings to be realized as well as redundance in equipment and facilities. Similar circumstances exist in relocating other missions 3

such as strategic airlift which requires large terminal complexes to receive and process cargo.

Requirements for small missions may generally be provided with only minor modification. This is particularly true if the unit's equipment consists of small aircraft or if no aircraft are assigned. Requirements for administrative space can be met in various ways such as conversion of excess space in other functional areas. Additionally, the overall condition of the real property facilities at the base is an important element in the selection process. Often, if an activity is housed on an installation which has a great deal of substandard deteriorated facilities - both prime mission as well as support - then relocation to a base with permanent facilities may be most effective even if certain facility criteria cannot be initially met. Over a period of time, provision of a few additional facilities would prove economically beneficial as opposed to providing a large number of expensive replacement facilities at the previous base, as well as continuing the base operating support costs for both bases.

An additional facility consideration is the extent a base's facilities support other installations in the area. For example, if a base provides hospital, housing, and other support facilities for surrounding installations, then it may not be possible to completely close the base. As a result, savings from the realignment may be significantly less than at a base where all activities can be shut down and facilities declared excess.

<u>Community Support</u>: Civilian support resources (e.g., community housing, medical, schools, and recreational facilities) are a consideration in developing base realignment actions. When possible, base realignment actions should take maximum advantage of already developed civilian resources which can be used to support the assigned personnel. Of particular importance is family housing. Areas which have residual capability to adequately house Air Force families will negate the cost of providing government housing and facilitate rapid completion of the proposed action. Conversely, areas in which community support facilities are limited place an increasing degree of importance on the base facilities. Adequate support should exist on or off a gaining base to avoid a realignment action being counter productive in terms of personnel morale. Since personnel support capability on our installations is limited, the contribution of the civilian community in this area is very important.

Potential: Since the future forces cannot be predicted with certainty and are subject to unprogrammed changes, flexibility to accommodate these changes within the base posture should be preserved when possible and economical. This entails developing reasonable assumptions on what unprogrammed force changes might occur and determining how the various basing options could support the assumed force changes. However, flexibility is difficult to quantify and, as a result, tends to be a subjective consideration. There are some instances though which do lend themselves to objective analysis. For example, pilot production capacity at each Undergraduate Pilot Training base can be determined. Based on the required levels of pilot production, the degree of flexibility (unused production capacity) within the system can be determined and the degree that the system can meet increases can be calculated. As a result, the degree of flexibility in the system can be predicted and controlled. Similarly, workload versus base capacity can be determined for other training activities and depot activities.

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Unfortunately, the degree of flexibility of the base systems to meet other program changes not the result of clear cut workloads is difficult to determine. For example, the flexibility of the base system to accommodate tactical units in the CONUS currently deployed overseas depends on many variables such as type of unit, activity levels of the unit, if they are to be retained as active duty forces or as reserve forces, etc. In these instances the underlying assumptions are subjective and the requirement for flexibility is also subjective. Notwithstanding the subjectivity, it is important that base realignment alternatives be weighed in terms of their potential to meet unprogrammed force changes.

Encroachment: Urban and airspace encroachment into vital areas surrounding installations is of continuing concern. Some installations which were originally remote have attracted major population growth and, as a result, continued air operations have been threatened through urban expansion. The potential for midair collisions must be considered for basing programs. To the extent possible, basing actions must avoid aggravating potential midair collision conditions. The increased civil and private air activity has served to restrict the airspace available for military operations. Encroachment, therefore, is an element in determining the future viability of an installation and is a consideration in determining base realign-

A program (Air Installation Compatible Use Zone -AICUZ) to protect installations from encroachment is in progress. This program inputs planning data into the intergovernmental/interagency forum for implementation through various means including comprehensive planning, zoning, real property rights, acquisitions, construction practices, etc. Encroachment has been stopped or slowed at a number of installations under this program. However, where encroachment has become a major problem, its impact must be considered during development of base realignment actions.

Budget: High-cost, single-mission installations with limited real estate and outmoded, old, functionally inefficient facilities are prime candidates for closure. Significant annual savings result from the closure of such bases. However, the relative cost effectiveness of retaining installations is also a major factor in determining base realignments. Consolidation of missions on a single multi-mission installation which allows a base closure generally results in significant annual savings. These savings are offset in some instances by the required investment, particularly in facilities needed to consolidate. In evaluating the budget implication of base realignments, it is necessary that initial and annual savings be weighed against the one-time construction and movement costs of the various options. Consideration should be given to consolidations which minimize the investment in new facilities while maximizing the annual savings. In general, large outlays in construction or equipment funds are not feasible and options which depend on such outlays should be avoided unless no other viable alternative exists.

Environment: All proposed major federal actions must be analyzed to determine if any of the activities associated with the action will cause a significant impact on the human environment or precipitate public controversy on environmental issues. Based upon this analysis a "negative determination" is made or an environmental impact statement is prepared, filed with the President's Council on Environmental Quality, and circulated for government agency and public comment. These comments are incorporated into a final Environmental Impact Statement which is used as an aid in decision making.

Mission Degradation: Realignment actions, by their very nature, result in turbulence both in personnel and in mission output. The degree of turbulence is a consideration if the resulting mission degradation is of such a

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proportion as to be significant. Certain activities cannot be allowed to "stand down" and, as a result, realignments of these activities require in being capability at the new location. Also, work force composition is a consideration in that a highly specialized or unique work force of civilians may not facilitate relocation. These factors should be considered in evaluating realignment actions.

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III. RELATIONSHIP OF BASE STRUCTURE TO FORCE STRUCTURE

Base programming is dynamic and subject to many variables and revisions. Changes occur in response to altered assessments of the existing threat, force level and composition changes, revised deployment concepts and policies, the continuing impact of resource management efforts, and from national political adjustments. Each change reverberates through the force and causes additional base adjustments in training and logistical support areas. Any attempt to define the base structure can proceed only with an understanding that the structure may be defined solely within the context of existing circumstances. A substantial change in these circumstances, e.g., a decision to reduce overseas forces, will require adjustments in the existing base structure. Timing of the introduction or expansion of a weapon system also influences base selection, as do changes in force size and deployment concepts. Base requirements for USAF weapon and support systems vary greatly due to differing weapon characteristics and operational, support, and training requirements.

The attainment and maintenance of an operational posture which will insure national security and the support of international commitments has been and remains the prime objective of Air Force deployments. The development and utilization of bases which optimize weapon employment and combat support capabilities, provide for training requirements, enable related test and development activities and provide for adequate personnel, logistical and communications support represent corollary goals. A further objective of considerable emphasis within the USAF is the attainment of maximum economies in the base support area, thereby enabling a greater proportion of the defense dollar to be expended for direct combat capability.

Since each mission category has its own unique operational and training requirements which dictate the Air Force base structure, they will be discussed separately. The specific bases falling into each mission category, generally referred to as the Installation Defense Planning and Programming Category (IDPPC), are listed in Section VI.

STRATEGIC FORCES (100)

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Basing Requirements

In the basing of strategic offensive forces, careful consideration is given to geographic locations which maximize the survivability of the force. For example, ICBM's require a sufficient area for adequate dispersal of launch sites. If submarine launched missiles are postulated to be the most critical threat against bombers and tankers, inland bases provide the greatest survivability due to the longer flight time of the missiles. However, this does not imply only inland bases should be considered for strategic offensive forces. Consideration of factors such as the inability of the runway complex to support strategic operations, lack of needed large maintenance facilities to house strategic bombers and tankers, poor quantity and quality of personnel support facilities, and lack of munitions storage capability may negate the use of an existing inland base for a strategic force main operating base and dictate continual use of coastal bases where these facilities are available. In this case, survivability can be achieved through reposturing and dispersal to achieve the needed time to safely launch the force.

Other operational requirements such as targeting, ranging, and mating must be considered when determining force beddown locations. Lateral support supplied to other commands, e.g., tactical aircraft contingency and overseas deployment refueling requirements, is also a necessary consideration. In addition, the availability of a small portion of overseas bases is desirable to optimize strategic operational effectiveness.

For strategic defensive systems, factors such as enemy weapon system performance, likely targets, and routes of attack are considered in basing decisions. Related to these, there must be an assessment of warning time available, speed of reaction, and the probable time to intercept, identify, and destroy the enemy vehicle. After consideration of all factors involved, a determination is made of the most effective deployment areas. Generally, this analysis will dictate a peripheral coverage of the Continental United States.

- Announced Major Force Structure Changes and Their Impact on Base Structure

During FY 79/80 the USAF intends to upgrade its Sealaunched Ballistic Missile Warning capabilities with the activation of Pave Paws site at Otis AFB, MA, and Beale AFB, CA, in FY 79 and FY 80, respectively. The USAF will inactivate obsolete system (FSS7) at Ft Fisher, NC, and Charleston, ME, in FY 79 and Mill Valley, CA, Mt Laguna, CA, and Mt Hebo, OR, in FY 80.

The implementation of the Joint Surveillance System began in FY 76. During FY 79/80, this involves the phasing out of 28 Air Force radars and the transfer of 14 radars to the FAA for joint use (FAA/USAF) operations. To maintain peacetime surveillance and control of U.S. airspace, the Air Force will rely on surveillance data from the combination of 36 joint use radars and a 9 military only radars.

GENERAL PURPOSE FORCES (200)

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- Basing Requirements

The operational and training requirements for the general purpose forces are also unique. Accessibility of weapons rarges (air-to-air and air-to-ground) and supersonic airspace for certain types of missions; plus sufficient airspace to allow for extensive operational training flight maneuvers such as formation flying, are essential to tactical fighter aircraft. The maximum possible "good weather" days to facilitate operational flight training under visual conditions are necessary. Training facility requirements in the CONUS are extensive due to mission and equipment complexities and the requirement to provide individual training for both CONUS and overseas tactical forces. For tactical reconnaissance missions, peacetime tasks (e.g., training support of other forces) are considered in defining base locations. Airlift forces should be located adjacent to transportation and supply terminals to the maximum extent possible. East and west coast terminals within the CONUS are essential to maximize transoceanic payload capabilities. A consideration of tactical airlift basing is to locate some tactical airlift forces with or in proximity to Army airborne units to enable their efficient support. Proximity to assault landing strips and drop zones is also essential for training of tactical airlift forces. For Air Reserve Force basing an area which can provide an adequate recruitment base is also considered in the determination of the location.

General purpose forces overseas are based according to strategic, tactical, and security policy considerations in addition to customary CONUS basing criteria. Each base must be capable of efficient peacetime operation as well as accommodation of the mission requirements it must support in a combat or contingency situation. Each type of mission has its own particular basing requirements according to current strategies and contingency plans, and the need for combat dispersal must be considered as well. The overseas base structure must be capable of responding to changing tactical and strategic situations, and a certain degree of flexibility and standby base expansion capability must be maintained. The high dependence of the overseas base structure on the cooperation of host governments requires continued awareness of basing requirements in the context of overall international security policy.

 Announced Major Structure Changes and Their Impact on Base Structure

The continuing acquisition of F-15 and A-10 aircraft coupled with the introduction of the F-16 will enable the USAF to continue modernization of the tactical fighter force during FY 79 and FY 80. George AFB will continue conversion from F-105Gs to F-4Gs and Hill AFB will convert from F-4s to F-16s in FY 79/80. During FY 79, the following assets will modernize the Air Reserve Forces: A-7s to Selfridge ABG, MI, and Toledo, OH; A-10s to Barnes MPT, MA, and Bradley IAP, CT; F-4s to Lambert Fld, MO, Ft Wayne, IN, New Orleans, LA, Kelly AFB, TX, Ft Smith, AR; Hulman Fli, IN, and Homestead AFB (APR), FL; RF-4s to Key Field, MS, and F-105Gs to Dobbins AFB (ANG), GA. Eglin AFB, FL, will convert from F-4s to F-15s in FY 79 and RAF Bentwaters/Woodbridge, UK, will convert from F-4s to A-10s beginning in FY 79. The beddown of E-3A aircraft at Tinker AFB, OK, will continue through FY 79.

AUXILIARY FORCES (300)

- Basing Requirements

The Air Force Systems Command (AFSC) is responsible for the research, development, production, and procurement actions required to acquire complete aerospace weapons and support systems needed to accomplish the Air Force mission. The command delivers complete, timely, and operable systems to using commands such as Strategic Air Command, Tactical Air Command, and Military Airlift Command. To accomplish its mission, AFSC requires extensive complexes of test facilities for aircraft, missiles, and associated hardware, to include runways, large areas of restricted airspace, numerous range and tracking facilities, and access to environmental testing facilities. Facilities for the administration of test programs and the correlation of basic and applied research during weapons development are also required.

The mission of Air Force Communications Service (AFCS) is to provide Air Force and Department of Defense service in communications, electronic and engineering installation, and air traffic control. For this tasking, the Air Force Communications Service requires facilities which permit ready access and interconnection with related commercial facilities. Other locations in relatively remote areas act as communications links and as intelligence gathering sites.

- Announced Major Force Changes and Their Impact on Base Structure

There are no major force changes.

MISSION SUPPORT FORCES (400)

- Basing Requirements

Extensive administrative facilities are required to enable administrative functions to properly manage Air Force equipment and personnel. Other locations are required by medium range aircraft to be used as refueling stops on transoceanic flights. These installations require runways of sufficient length and weight bearing capacities to support the transient aircraft and must have adequate housing available for transient personnel.

- Announced Major Force Changes and Their Impact on Base Structure

There are no major force changes.

CENTRAL SUPPORT FORCES (500)

- Basing Requirements

Air Force Logistics Command (AFLC) is to provide responsive, effective, and economical logistic support to meet the wide variety of missions assigned to the United States Air Force. To accomplish these tasks effectively, supply installations must be adjacent to transportation network terminals and facilities to enable rapid logistic support. Extensive warehousing and open storage areas, plus facilities for automated requisitioning, procurement, and associated data storage activities are essential.

Air Training Command requires the availability of extensive classroom, library, and study facilities. Secure training facilities are required where a principal mission is security training. Extensive medical facilities are required at bases where a primary function is medical support.

The location of flying activities within areas of favorable flying weather and adjacent to unrestricted areas of airspace is essential for undergraduate pilot training (UPT) bases. Three parallel runways are also required at main training P tess, with auxiliary fields within a short distance from the main base.

- Announced Major Force Changes and Their Impact on Base Structure

Air Training Command has assumed responsibility for cryptologic training as well as base host responsibilities at Goodfellow AFB, TX.

INDIVIDUAL (600)

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The Air Force has no major installations falling into this IDPPC.

IV. · BASE OPERATIONS COSTS FOR FY 80

ARTICLE CONTINUES

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% summary of the estimated FY 1980 cost (\$ million) for Ai Force Base Operating Support follows.

Base operations costs identified in this section are not limited to those major installations described in Section VI, but include all Air Force property included in the real property inventory.

Base operating costs as defined here include military family housing and military construction costs as well as the recurring operating costs such as utilities, facility maintenanch, and other support activities. Users are cautioned, that military family housing and military construction costs vary among bases for different reasons than do the recurring costs included here. Therefore, base operations costs defined as these are, would not be suitable for comparisons among bases.

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TABLE XIJ

MAJOR DEFENSE PROGRAMS

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FY 80 USAF BASE OPERATIONS COSTS (\$ MILLIOUS)

Major Defense Programa	Fifry States	US Territories <u>&</u> Possessione	Foreign Overseas Areas	Total
Strategic (01)	1,246	37	80	1,363
General Purposes (02)	613	ł	1,064	1,677
Intell & Comma (03)	÷7	I	57	104
Air/Sealift (04)	506	ı	51	557
Guard & Reserve (05)	183	•	ı	183
Research & Devalop (06)	265	ı	ı	265
Cent Supply & Maint. (07)	674	I	ı	473
Trng, Med & Other Pers (08)	842	11	203	1,056
Admin & Assoc. (09)	55	ı	30	85
Spt of Other Nations (10)	ı	ı	ı	1
TOTAL AF	4,230	48	1,485	5,763

Program 8 includes military family housing costs.

All Air Porce military construction costs are included.

V. ACTIONS TO REDUCE ANNUAL BASE OPERATIONS COSTS

Reductions in pilot training requirements resulted in the closure of Craig AFB, AL, and Webb AFB, TX, in FY 1977. These bases are presently in caretaker status awaiting completion of excessing actions.

Headquarters AFCS moved from Richards-Gebaur AFB, MO, to Scott AFB, IL, in FY 1977. This action resulted in better utilization of available facilities at Scott AFB and reduced Base Operating Support (BOS) costs at Richards-Gebaur. The Air Force is examining the possibility of providing significant support for residual activities at Richards-Gebaur with contract services. In this report, Richards-Gebaur AFB is still categorized under IDPP 300, but will be changed in future reports to reflect its residual mission.

The Air Force recently adjusted the B-52 force and transferred 128 KC-135 aircraft to the Air Reserve Forces by end FY 1978. As a result of these actions and the direction to reduce base operating support costs in the near term, Kincheloe AFB, MI, was closed in FY 1977.

Several alternatives exist for reduction of BOS costs. Closing or reducing operations at installations reduce BOS costs. Reductions in BOS costs can be made through contracting for certain functions where cost effective. Increased productivity realized through automation, other technological advancements, and management initiatives may also reduce costs.

The Air Force is continually making efforts to reduce BOS costs at USAF installations worldwide. On April 26, 1978, the Secretary of the Air Force announced proposals to study closure of Chanute AFB, IL; Goodfellow AFB, TX; Kingsley Field, OR; and Los Angeles AFS, CA, and, on August 3, 1978, Lowry AFB, CO, was designated as an alternative to the proposed closure of Chanute. In addition, the removal of active Air Force units from Rickenbacker AFB, OH, will be examined. These studies are expected to be completed during FY 1979 and could affect the base structure in FY 1980.

The Air Force is continually searching for means to reduce BOS costs without degrading mission effectiveness. SECTION VI

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AIR FORCE BASE STRUCTURE
TABLE XIII

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SUMMARY OF NUMBER OF AIR FORCE INSTALLATIONS, ACTIVITIES AND PROPERTIES

Mission Category		U.S. Territories	Foreign	
(IDPPC)	Fifty States	and Possessions	Areas	Total
STRATEGIC FORCES				
- Strategic (101)	66	- -1		۲.
- Guard & Reserve (105)	80	I		, 8
- Research & Develop. (106)	7	6		13
GENERAL PURPOSE FORCES				
- General Purpose (202)	49	2	25	76
- Airlift/Sealift (204)	17	I) - 4	2.5
- Guard & Reserve (205)	106		•	106
AUXILIARY FORCES				
- Intell. & Comm. (303)	4		~	٢
- Research & Develop. (206)	16)	16
) 2			5
MISSION SUPPORT FORCES				
- Strategic (401)				~
- General Purpose (402)	4	1	4	4 D
CENTRAL SUPPORT PORCZS				
- Central Supply & Maint. (507)) 38			38
- Training, Medical, & Other				9 O E
Personnel (508)				
- Administration (509)	1			1
TOTAL AIR FORCE	249	10	36	395
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CHAPTER FIVE

MARINE COPPS BASE STRUCTURE

I. INTRODUCTION

This Chapter presents the Marine Corps' approach to a basing structure and the relationship of this structure to the Marine Corps' tactical force structure. In addition, base operating costs are identified.

The National Security Act of 1947, as amended, prescribes the organization of the Marine Corps.

Based upon this directive, today's Marine Corps is organized into three active and one Reserve Division-Wing Teams, security forces for Naval installations, combatant vessels and embassies, plus a support establishment of operating bases, air stations, training centers, logistic and support bases and headquarters elements.

The Marine Corps has identified no future force programs which will change the basic organization of the Marine Corps or its installation alignment.

II. BASE STRUCTURE OVERVIEW

Marine Corps installations are geographically situated to support its tactical forces and are positioned for maximum responsiveness to contingency operations.

Marine Copps operational commitments are projected to remain unchanged from the FY 1978 projections. Specifically, the Marine Corps will maintain one Marine Amphibious Force (MAF) on the East Coast of the U.S. available to CINCLANT for commitment anywhere in the Atlantic or Caribbean. This East Coast based MAF will also continue to provide up to two Marine Amphibious Units (MAU's) at all times for afloat deployments in the Atlantic, Caribbean, and Mediterranean, as necessary. This MAF will also continue to be earmarked as our primary force for Allied Command Europe (ACE) in event of NATO/Warsaw Pact hostilities.

One MAF will remain forward deployed in the western Pacific, one BDF of that MAF will remain in Hawaii and one MAF will remain on the West Coast of the U. S. The West Coast and Hawaii based units will rotate BLT's to the western Pacific Two MAU's will be available at all times for afloat of the Western Pacific based units.

One MAF will remain ded on the West Coast of the U. S., earmarked as a strong force for ACE in the event of a NATO conflict, or a strong follow-on force for a conflict in Asia.

The Reserve Division Wing/ will be prepared on short notice to augment the accive structure with additional capabilities for a major war.

The general force plans for Fleet Marine Forces (FMF) are to maintain three active MAF's and one Reserve Division Wing Team at the maximum state of read ess and deployment so as to assure a capability for rapid ind effective response anywhere in the world to support the National strategy. The basic concept that links operating forces with the base structure is the essential requirement to maintain a base and logistics structure capable of:

> supporting peacetime force levels and operational commitments;

- accommodating rapid expansion to wartime force levels ' event of mobilization; and,
- maintaining a training and logistics support posture that will provide sustained support for forces committed overseas under full mobilization conditions.

Rationale for the Location of Major Activities:

1. Operational bases Camp Lejeune, Camp Pendleton, Camp Butler and Air Station Kaneohe Bay supporting the FMF have the following specific requirements:

a. Adequate training areas for both vertical and over-the-beach amphibious assault training.

b. Direct rail and highway access to mount-out port5 (with one way transit time not exceeding four hcurs), and across-the-beach out-load capability for all amphibious shipping.

c. Helicopter shore facility located to afford direct mount-out and on-load of amphibious shipping at sea from shore based facility.

d. Light fixed-wing aircraft facilities, helicopter landing sites, and fixed-wing VTC sites within the Division area to support air-grous team training and operations.

e. Adequate facilities for combined arms training to include impact areas for live firing of organic weapons.

f. Remote areas with suitable beaches and undeveloped airfield sites for advance deployment training of air-ground teams.

g. Ready access to established logistical supporting bases.

h. See, air, and beach areas with suitable adjacent maneuver areas inland for the accomplishment of integrated Navy/Marine amphibious training and charcises. 2. Aviation Combat Elements have the following requirements:

a. Fighter and Attack Squadrons (VMFA/VMA), located at Marine Corps Air Station, Beaufort, Cherry Point, El Toro, Iwakuni, Kaneohe Bay, and Yuma.

(1) A tactical jet air base within 100-200 miles of the Division base.

(2) Capability to conduct aircraft carrier qualifications within 100 miles of a suitable air installation aviation use in emergency situations such as low fuel state or fouled deck.

(3) Field Mirror Landing Practice at the field and other suitable outlying airfield within 100 miles of home base.

(4) High performance air combat maneuvering air space free from other activity and within 100 miles of home base.

(5) Sea and air space free from other activity for safe firing of Sidewinder, Sparrow, or other air-to-air missiles currently in the inventory or those which will be introduced or tested in the foreseeable future.

(6) Instrumented weapons range, targets and control facilities, free from other activity for safe firing of missile weapons systems and for Special Weapons Delivery Training.

(7) Targets and control facilities for delivery of air-to-air-surface or inance in ground, sea and air space free from other activity and installations for accomplishment of necessary training with conventional ordnance. Targets within 100 nautical miles of home base. If located greater than 100 miles from home base, a support field with appropriate facilities will be required to support aviation unit deployments.

(8) Fixed and moving shore and seaborne targets for accomplishment of necessary all-weather training with conventional ordnance and guided standoff weapons which are currently available or will be introduced.
(9) Ground Controlled Intercept/Marine Tactical Data System (GCI/MTDS) units located so as to promote air-to-air intercept training.

(10) Suitable air space for conduct of aerial refueling practice.

b. Marine Attack Helicopter/Marine Light Helicopter/Marine Medium Helicopter/Marine Heavy Helicopter/Marine Observation Squadrons (HMA/HML/HMM/HMH/ VMO), located Marine Corps Air Stations, Tustin, New River, and Futenma.

(1) A helicopter air station located within 40 miles of a Marine division.

(2) High elevation confined area landing sites for training rotary wing pilots.

(3) Protected air space and ordnance target complexes within 50 miles of home port for training pilots and gunners.

(4) Outlying landing sites within 50 miles of home port for the conduct of syllabus training including Field Carrier Landing Practice.

(5) Facilities for all-weather training.

(6) Ready access to division training areas for combined arms and assault helicopter joint vertical training.

(7) Ready access to helicopter capable amphibious shipping (LHA/LPH) for the conduct of shipbased training and operations.

3. Marine Corps operating bases for forward deployed units in Japan and Hawaii, generally meet the requirements as stated previously.

4. Twentynine Palms was originally established as an artillery training base and aviation gunnery range. However, the recently established Marine Corps Air Ground Combat Training Center increases the overall use of this facility because of the year round use by all elements of the Marine combined arms team. Twentynine Palms' size and location permits unrestricted firing in almost any direction of both artillery and air delivered ordnance. Additionally, this base provides ample space for the maneuver of mobile-mechanized task forces. The Marine Corps Communications-Electronics School is also located at Twentynine Palms. This school was moved from San Diego to Twentynine Palms because of the absence of electromagnetic interference and conflicting electromagnetic transmissions in the San Diego area.

5. The Marine Corps has two logistics support activities, one at Albany, Georgia, and the other at Barstow, California. The Marine Corps Logistics Bases are geographically located to provide the required direct support to individual FMF's at near minimum operating and transportation costs. Both are located in areas of relatively stable labor markets where there is little or no competition from either government or civilian sectors for required labor skills.

6. The Marine Corps maintains two recruit depots, one at Parris Island in South Carolina, and the other at San Diego in California. The Marine Corps trained 41,370 male regular and Reserve recruits and 2,120 female regular and Reserve recruits during Fiscal Year 1978. Neither Recruit Depot at Parris Island nor the one at San Diego can handle the recruit load alone. Generally, recruits from the Western half of the nation are trained at San Diego and those from the East are trained at Parris Island. Women are trained only at Parris Island. The geographical location of the present depots reduces the travel costs of arriving recruits and of graduating Marines. The Marine Corps finds the present two depots and their location a satisfactory arrangement.

III. RELATIONSHIP OF BASE STRUCTURE TO FORCE STRUCTURE

The Marine Corps base structure is reflective of the mission to support its current and projected force structure levels. It is continually under review for potential mission changes, economy measures and other relevant developments. Currently under study is the base closure/realignment of the two recruit depots, the conclusion of which has yet to be determined.

STRATEGIC FORCES (100)

Not applicable

GENERAL PURPOSE FORCES (200)

The Marine Corps has three active Marine Amphibious Forces (MAF's). Two MAF's and a portion of the third MAF are based in the United States.

I MAF is based on the West Coast with its Headquarters and the 1st Marine Division (MARDIV) located at Camp Pendleton, California. The 3d Marine Aircraft Wing (MAW), the aviation component of I MAF has its fixed wing aviation elements located at Marine Corps Air Station (MCAS), El Toro, California and MCAS, Yuma, Arizona. The helicopter elements of 3d MAW are located at MCAS (Helicopter) (MCAS (H)), Tustin, California and at the auxiliary field at Camp Pendleton. The 1st Force Service Support Group (FSSG), I MAF's logistical component is also located at Camp Pendleton. A tank battalion and long range artillery are located at Marine Corps Base (MCB), Twentynine Palms, California. An expeditionary airfield has been established to support the Marine Corps Air Ground Combat Training Center (MCAGCTC) at Twentynine Palms. The addition of a reinforced infantry battalion and the remaining two companies of the tank battalion during FY 1978 has significantly increased activity and facility requirements at MCB Twentynine Palms. The West Coast based I MAF is the follow-on force in the event of a NATC/Warsaw Pact war or a conflict in the Western Pacific area.

The 2d MARDIV, the ground combat component of II MAF, is located at Camp Lejeune, as is the logistic component, the 2d FSSG. The 2d MAW, the MAF's aviation component, has its fixed wing aviation units located at MCAS Cherry Point, North Carolina and MCAS Beaufort, South Carolina. The helicopter units are located at MCAS (H), New River, adjacent to Camp Lejeune. The East Coast based MAF is the Marine Corps' primary force in the event of a NATO/Warsaw Pact war.

The 1st Marine Brigade (MARBDE) is stationed at MCAS Kaneohe Bay, Hawaii. The ground component of the Brigade consists of the 3d Marine Regiment of the 3d MARDIV, and associated support units. The aviation component of tactical fixed wing aviation and helicopters is also located at MCAS Kaneohe Bay. As of November 1978, one of the three infantry battalions and a portion of the aviation assets assigned to the Brigade will be continuously deployed. Dependents of the deployed personnel will be home-based at MCAS Kaneohe Bay and the requirement for facilities to support dependents will remain unchanged. The 1st Marine Brigade is immediately available for contingency operations in Asia.

III MAF, consisting of ground, aviation, and logistic components is headquartered in Okinawa, Japan. The ground combat component consists of vo regiments of the 3d MARDIV reinforced and is loc d at several installations on Okinawa collectively know as Camp Butler, 1st Marine Brigade is located at MCAS Kaneohe Bay, Hawaii. The logistic component, 3d FSSG, is also located at Camp Butler. The Helicopter component is located at MCAS(H) Futenma, Okinawa while a portion of the tactical fixed wing aviation component is based at MCAS Iwakuni, Japan and the remainder on Okinawa. The forward based III MAF is immediately available for contingency operations in Asia.

AUXILIARY FORCES (300)

Not applicable

MISSION SUPPORT FORCES (400)

The two FMF Headquarters, F et Marine Force, Atlantic at Camp Elmore, Norfolk, Virginia and Fleet Marine Force, Pacific at Camp Smith, Honolulu, Hawaii are collocated Force, Pacific at Camp Smith, Honolulu, Hawaii are collocated with Headquarters, Commander-in-Chief, Atlantic, and Commander-in-Chief, Pacific respectively, for command, control, and communications efficiency. The Mountain Warfare Training Center (MWTC) is located in Bridgeport, California. The Center is necessary to support unit training requirements under terrain and climate conditions not available elsewhere in the Western United States. The Marine Corps mission in support of contingency plans requires Marines to be trained and equipped for amphibious operations in the full range of climate and geographical situations. The peculiar skills required to operate in cold weather and mountainous terrain can be attained only by training in such a climate and terrain. These conditions are available at the MWTC. The MWTC also provides the Marine Corps with a ready-made training environment to place individuals and units under certain physical and mental demands paralleling those found in combat.

Marine Corps Auxiliary Landing Field (MCALF) Bogue is located in North Carolina between Camp Lejeune and MCAS Cherry Point. The installation has been altered to accommodate the Expeditionary Airfield (EAF) program which is the present mission of the airfield. The installation is divided into two geographical areas; a garrison area and an expeditionary area. The garrison area provides support and services for those personnel in EAF training and for EAF equipment evaluation. The expeditionary area includes the airfield pavements and is operated only within the capability of the installed EAF equipment to retain as realistic combat environment as possible. MCALF Bogue is the only installation on the East Coast that provides training for flight and ground crews, Marine Corps engineer, and Naval Construction Battalion personnel in the installation, maintenance, use, and operation of EAF equipment.

CENTRAL SUPPORT FORCES (500)

The Marine Corps has two logistic support bases, one at Albany, Georgia, and the other at Barstow, California.

The Marine Corps maintains two recruit depots, one at Parris Island, South Carolina, and the other at San Diego, California.

The Marine Corps Development and Education Command (MCDEC) is located at Quantico, Virginia. MCDEC provides the professional development training for Marine Corps officers at the basic, intermediate, and senior level as well as providing precommissioning training for all

Marine Corps officer candidates. Professional development training for Marine Staff Nor-Commissioned Officers is conducted at the Marine Staff NCO Academy. Courses are also provided in communications and computer sciences for officers and enlisted. In addition, MCDEC develops the doctrine, tactics, techniques and equipment employed by landing forces in amphibious operations.

Henderson Hall is located adjacent to Headquarters Marine Corps in Arlington, Virginia. Henderson Hall provides services and support to Headquarters Marine Corps, including but not limited to enlisted member's billeting and messing, enlisted and Staff Non-commissioned Officer clubs, post exchange services, and recreational facilities. Henderson Hall's collocation with Headquarters Marine Corps increases the efficiency of the support services it provides.

Marine Corps Air Facility (MCAF), Quantico provides maintenance and support facilities for HMX-1. HMX-1 provides helicopter support for the President of the United States, the Vice President, members of the Cabinet, and foreign dignitaries. MCAF Quantico is situated within easy supporting distance of the Capital.

INDIVIDUALS (600)

Not applicable

A summary of the estimated FY 1980 Base Operating Costs as defined in the Introduction follows:

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TABLE XIV

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MAJOR DEFENSE PROGRAMS

MARINE CORPS BASE OPERATIONS COSTS (\$ MILLIONS) $\underline{1}$

Major DefenseFProgramsStrategic (01)Strategic (01)3General Purpose (02)3Intell. & Comm. (03)Air/Sealift (04)Guard & Reserve (05)	Fifty States - 371.2 - 7.2	U.S. Territories and Possessions - - -	Poreign Overseas Areas - 102.2 -	<u>Total</u> - 473.4 - 7.2
Research 🛯 Develop. (06) Cent. Supply & Maint. (07)	- 60.4	1 1	- 0.5	- 60,9
Trng. Med. & Other Pers. (08) 1 Admin. & Assoc. (09)	108.4 5.3	1 1	i i	108.4 5.3
(10)	1	I	ı	1
ŝ	552.5	I	102.7	655.2

1/ Includes reimbursable amounts.

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V. ACTIONS TO REDUCE ANNUAL BASE OPERATIONS COSTS

The Marine Corps continues to pursue all possible means to reduce base operations costs, including:

and the mature of the participation of the statement of the second statement of th

1. The investigation of potential base closure/ realignment actions for Recruit Depots, Parris Island, South Carolina and San Diego, California.

2. The construction of nine projects under the Energy Conservation Investment Program (ECIP).

3. The implementation of the Navy Automated Civilian Manpower Information System (NACMIS), a central source of data for all Department of Navy civilian personnel.

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SECTION VI

MARINE CORPS BASE STRUCTURE

TABLE XV

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SUMMARY OF NUMBER OF USMC INSTALLATIONS, ACTIVITIES AND PROPERTIES

Mission Category (IDPPC)	Fifty States	U.S. Territories and Possessions	Foreign Areas	Total
STRATEGIC FORCE - None				
GENERAL PURPOSE FORCES - General Purpose (202)	16		Ŵ	19
AUXILIARY FORCES - None				
MISSION SUPPORT FORCES - General Purpose (402)	4			4
CENTRAL SUPPORT FORCES - Central Supply and	2			9
Maintenance (507) - Training, Medical and Other Personnel (508)	m			m
INDIVIDUALS - None				
TOTAL USMC	25		e	28

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DEFARITENT OF DEFENSE Marime Corps base Structure Ueneran. Univose Fonces United States Fy 1960 AFTA AFTA AFTA Totel Lend City Mil. Civ. Tot. Purs Rank Acres Rank Major Unit-Activity-Function

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UENERAI PURPOSE (202)

7 MAG-31/JET THG/OPN SUPPORT

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DEPARTMENT OF DEFENSE

BASE STRUCTURE STUDY

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List of Abbreviations

(C) Contractor Operated (1) Inactive . Anti Aircraft Artillery AAF Auxiliary Air Field ACT Activity -AD Air Defense ADMIN Administration AF Air Force AFB Air Force Base AFP Air Force Plant -AFR Air Force Reserve AFRC Armed Forces Reserve Center AFS Air Force Station . AFSC Air Force Systems Command • AIRCFT Aircraft -ALF Auxillary Land Field AMMO Ammunition AMPHIB Amphibious • ANG Air National Guard ANX Annex . ASH Anti Submarine Warfare -BN Battalion BOMB Bombardment . CDEC (Army) Combat Development Experimentation Command 12 CINCPAC • Commandar in Chief, Pacific CHD Commend -COMM Communications CONST Construction CTR Center DEF Defense DET Detachment DEV Development DIA Defense Intelligence Agency DIV Division • DLA Defense Logistics Agency • Defense Mapping Agency DHA . E. PAC . Eastern Pecific EÓ Education 67 FAC Facility FIG Fighter Interceptor Group FLD Field FMP Fleet Marine Force -FORSCOM (Army) Forces Command FORTRPS Force Troops • GP Group • HELO Helicopter . HD Headquarters .

DEPARTHENT OF DEFENSE

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BASE STRUCTURE STUDY

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List of Abbreviations

IAP	-	International Airport
IND	•	Industrial
INST	۲	Institute
LANT	•	Atlantic
MAG	۰	Marine Air Group
MAINT		Maintenance
HARBDE	-	Marine Brigade
MARDIV		Harine Division
MAW		Merine Air Wing
MC		Marine Corps
MCAGTC		Merine Corps Air/Ground Training Center
MCAS	-	Merine Corps Air Station
HEGES	-	Marine Corps Communications and Electronics School
· -	-	
MECH	٠	Mechanized
MED	•	Hedicel
MIL	•	Hillary
MISC		Hiscellaneous
MSL	•	Missile
NARF	•	Naval Air Rework Facility
NAS	•	Novel Air Station
NAV	•	Neval
NAVCAMS	•	Nevel Communications Area Master Station
NSA	•	National Security Agency
NSHC		Naval Surface Weapons Center
OFF	•	Officer
OLF.		Outlying Landing Field
OPER		Operational
OPNS	-	Operations
DRG	-	Organization
PAC	-	Pacific
PLT		Plant
-	٠	
PRO		Program
PROC	٠	Procurement
PROF	•	Professional
Pt		Point
PUB	•	Public
RED	•	Research and Development
RAF	۲	Royal Air Force
RĈ	٠	Reserve Component
RDTSE	•	Research, Development, Test and Evaluation
RECON		Reconnelssence
REG	9	Regional
RES		Reservation
SCH		School
STA		Station
STRAT		Strategic
SUB		Submapine
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191

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DEPARTMENT OF DEFENSE

BASE STRUCTURE STUDY

List of Abbreviations

5 Y S	- Systems
TRE	Test and Evaluation
TAC	 (Air Force) Tactical Air Command
TAG	 Tectical Airlift Group
TAW	- Tectical Airlift Wing
TECH	 Technical
TFG	 Tactical Fighter Group
TNG	• Treining
TRADOC	- (Army) Training and Doctrine Command
TRP	
USMA	- U. S. Military Academy
USMC	• U. S. Marine Corps
WG	 Wing
WKS	· Works
WRG	- Weapons Range