

TABLE OF CONTENTS

Introduction	1
Domestic Resources of the Department of Defense	5
Estimate of the Situation: United States of America	16
Proposed Course of Action	21
Desired Results	34
Possible Initial Operations	36
Appendices	42

INTRODUCTION

- After a half-century of Cold War and considerable investment in national defense, the United States is reducing its military forces.
- Now domestic economic and social requirements are central to the nation's needs and require resources.
- At present, however, political and fiscal pressures to reduce federal expenditures apparently will preclude new investment for domestic economic and social programs.

EXAMINE AND RE-ALIGN RESOURCES

- Given the current situation, it would be prudent to examine closely the nation's existing public **resources** -- e.g., assets, capabilities, systems, and infrastructures -- and determine which of these resources meet the nation's immediate and projected **needs**.
- Then, available national resources should be **aligned** with national needs -- *regardless of the original reasons the resources came into being.*

HYPOTHESIS

- The Department of Defense possesses resources -- assets, capabilities, systems, and infrastructures -- that would have real value in addressing current and projected domestic needs.
- Some of these resources are **available** today or will be available soon.
- These "defense resources" may be among the **only "new" resources** available to meet pressing civilian domestic needs in the near future.

HYPOTHESIS

- If so, they should be re-directed selectively -- before they are **liquidated, underemployed, or atrophy.**
- Then later, when there is sustained economic expansion and less pressure to reduce expenditures, these resources can be replaced or expanded upon with new economic and social investment capital.

DOMESTIC RESOURCES OF THE DEPARTMENT OF DEFENSE

- 31,000 Recruiting Personnel.
- 68 Military Entrance Processing Operations.
- Substantial Inventory of U.S. based installations.
- The nation's largest training capability.
- 10,000 Reserve and Guard units.
- Army Corps of Engineer's Civil Works.

DOMESTIC RESOURCES

- **31,000 Recruiting Personnel:**
 - Distributed across the country according to national demographics.
 - Targeted particularly on youth (i.e., prospective high school grads).
 - Extensive decentralized sales/marketing infrastructures.
 - Pragmatic, proven operations -- thanks to necessities of raising all-volunteer military forces.
 - Extensive recruiting operations will be required as long as volunteer military (i.e, non-conscription) policy is retained.

ARMY RECRUITING HEADQUARTERS



DOMESTIC RESOURCES

- **68 Military Entrance Processing Operations:**
 - Located mostly in major metropolitan areas.
 - Spread across country according to national (youth) demographics.
 - Provide comprehensive aptitude testing (as well as medical screening).
 - Process more than 1/2 million youth a year.

MILITARY ENTRANCE PROCESSING OPERATIONS



DOMESTIC RESOURCES

- **Substantial Inventory of U.S. based installations:**
 - Hundreds of major installations and thousands of additional properties across the country.
 - 83 major installations earmarked for liquidation or significant reduction in U.S. (30 in the West; 25 in Central States; and 28 in the East.)
 - Most major installations have extensive on-post bachelor and family housing capabilities.
 - Many installations have extensive training facilities to include classrooms.

BASE CLOSURES & REALIGNMENTS

1988, 1991 & 1993



DOMESTIC RESOURCES

- **The Department of Defense possesses the Nation's largest training capability:**
 - Trained 4 million American youth in 1980's.
 - Teaches social skills, e.g., team work, group expectations.
 - Teaches job skills.
 - Is one of the most fully integrated American institutions.
- **Army Alone:**
 - Graduates 460,000 students a year from its training programs.
 - Has individual training complexes on 110 installations in 36 states.

DOMESTIC RESOURCES

- **Reserve and Guard:**

- 10,000 units across the country.
- One million personnel in these units and an additional 400,000 in individual status.
- Located in 5,000 Reserve Centers and Guard Armories.
- Possess certain inherent domestic/civil capabilities, such as:
 - The National Guard's state emergency capabilities.
 - Combat Service Support (CSS) and Combat Service (CS) capabilities, especially in Army Reserve units, such as medical, engineering, quartermaster, transportation, maintenance, civil affairs and police functions (all of which were used in Desert Shield/Desert Storm).

DOMESTIC RESOURCES

- **Reserve and Guard cont'd:**
 - Experience at providing Basic Training (Army Reserve Training Divisions).
 - Some experience at conducting youth training, e.g., California National Guard.
 - Infrastructure in every state, e.g., National Guard's U.S. Property and Fiscal Offices.
 - Reserve and Guard specialized Regional Training Sites.
 - Regional Maintenance Training Sites.
 - Regional Medical Training Sites.

DOMESTIC RESOURCES

- **Army Corps of Engineer's Civil Works:**
 - Funded from separate, non-defense appropriations.
 - Use reimbursable accounts.
 - Functions performed are Domestic and Civilian.
 - Excellent, well articulated precedent for other domestic/civilian applications of Department of Defense capabilities.

ESTIMATE OF THE SITUATION: UNITED STATES OF AMERICA

- **Economic Situation:**
 - Work Force has inadequate skills.
 - Productivity growth is low.
 - Level of investment is low.

ESTIMATE OF THE SITUATION: UNITED STATES OF AMERICA

- **Social Situation:**

- Cities have excessive crime, violence and other anti-social behavior.
- Human resources are underdeveloped.
 - High school grads are not competitive with their foreign counterparts.
 - In addition, 750,000 students drop out of school every year.
- In many cases, social institutions (e.g., the family and the community) have broken down, and there is often a lack of a sense of common purpose.

ESTIMATE OF THE SITUATION: UNITED STATES OF AMERICA

- **Military Situation:**

- Capabilities and Force Structure are being reduced.
- The Department of Defense budget is being cut.
- Defense Reductions are having economic and social repercussions:
 - Job losses
 - Dislocations
 - "Peace Deficit" effects

ESTIMATE OF THE SITUATION: UNITED STATES OF AMERICA

- "Peace Deficit"

- The reduction in the size of military forces is producing a "Peace Deficit" that is particularly distressing in regard to employment and training opportunities for American youth.
- To illustrate, in the 1980's the American military services hired and trained more than 4 million new members; for the 1990's this number is running below 3 million.
- The net effect is a "Peace Deficit" in the 1990's of more than **one million** American youth for whom these employment and training opportunities are not available.

*For whom
military
choices to
service
must be
forgone.*

ESTIMATE OF THE SITUATION: UNITED STATES OF AMERICA

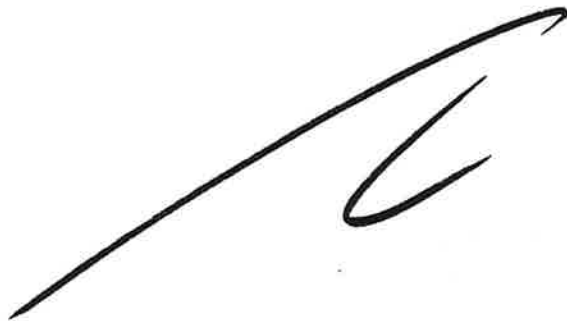
- **Fiscal Situation:**

- Considerable pressure is being exerted to reduce the federal deficit.
- Defense assets, such as bases, are being liquidated.
- Planned "new" social and economic investments are in jeopardy.

PROPOSED COURSE OF ACTION

Decide to use
Assets: loan
pay for it from
defense budget
Assets
Reach target.
Pay against
Do detail w/ costs

- Therefore, **re-direct selected domestic resources** of the Department of Defense to meet domestic civilian needs now:
 - ✓ - While "new" social and economic investments are unlikely.
 - ✓ - Before the defense resources atrophy or are liquidated at fire sale prices.



THE DOMESTIC SET-ASIDE ACCOUNT

- To program and budget the re-direction of selected Defense resources to domestic civilian purposes:
 - Establish a **Domestic Set-aside Account**. Build this account out of selected existing defense resources and dedicate it to domestic non-defense purposes. This account would increase gradually each year as defense comes down.
 - This account would be **above and beyond the Department of Defense resource ramp**. Functions accomplished via this account would be additive to normal DoD functions much like the Corps of Engineers Civil Works functions.

THE DOMESTIC SET-ASIDE ACCOUNT

- **Benefits**

- The Domestic Set-aside Account would take immediate advantage of assets, capabilities, systems and infrastructures **already in place**. Moreover, it would facilitate the smooth transition of military/defense based systems to domestic civilian requirements.
- In addition, the Domestic Set-aside would help **alleviate the severity of the dislocations** to the economy and American society caused by defense reductions. Such dislocations and related structural imbalances are already occurring and are particularly pronounced in areas that were most heavily defense dependent, such as California.
- Note: It might be politically helpful to select a point in time (e.g., 1998) at which the Domestic Set-aside Account and the operations funded by it would/could become a **separate non-defense agency**.

DOMESTIC NEEDS THAT COULD BE ADDRESSED BY SET-ASIDE RESOURCES

- **A Better Trained Work Force.**

3rd / election

- A major plank of the President's platform.
- Far-reaching economic implications:
 - Greater global competitiveness of products.
 - Increased national productivity.
- Significant social implications:
 - Improved development of human resources.
 - Counterbalances the deficiencies of K-12 education and the "Peace Deficit" effects of Defense reduction.

DOMESTIC NEEDS

- **Achieving A Better Trained Work Force**
 - Target non-college members of society
 - Improve Work Force Entrants' Basic Skills.
 - Develop Job-specific Skill Competencies

Number of 18 year olds in the U.S. who will
NOT go on to graduate from college.

1994 = 2.2 M



1995 = 2.3 M



1996 = 2.3 M



DOMESTIC NEEDS

- **Civilian Training Complexes**
 - Establish civilian training complexes on selected military installations scheduled for underutilization or liquidation. Ideally such sites should be in proximity to civilian population centers.
 - Candidates that meet many of the criteria for initial locations include Mather Air Force Base, near Sacramento in northern California; Ft. Benjamin Harrison in Indianapolis, Indiana; and Charleston Naval Base in South Carolina.

DOMESTIC NEEDS

Acculturation
socialization

- Offer two types of training:

- **Job-specific skills.** Provide job training and re-training for actual jobs committed by private and public employers. Curriculum should be tailored to prepare trainees for their specific projected employment. ✓
- **Basic work place skills.** Provide this training to youth, especially those who would have come into the military if it were not being reduced. Focus on preparing youth for the social and disciplinary dimensions of the work place and providing them with basic work place skills. Curriculum would include remedial math, English and computer skills. ✓

DOMESTIC NEEDS

- **The Practical First Step**

- During the next few years of defense reductions, focus initial efforts on re-training **individuals leaving the military**. With the help of the military services, connect individual service members with employment opportunities and provide for their training at the new civilian training complexes. ✓

DOMESTIC NEEDS

- **Subsequent Steps, in Chronological Order.**
 - Expand the capacities and numbers of training complexes to accommodate more separating service members.
 - Expand the trainee universe to include non-military defense personnel.
 - Start up youth basic work place training. Begin with high school graduates.
 - Channel selected youth program grad's to the job-specific training programs.
 - Expand the youth basic work place training to non-high school graduates.

DOMESTIC NEEDS

- **Maximize the Return on New Capital**
 - When there is sustained economic expansion and considerably less pressure to reduce federal expenditures (than is now the case), **build on the successes** that will have been achieved by the Set-aside resources.
 - Apply fresh capital to accelerate the growth of these programs. Expand them throughout the country and increase the annual capacity of each operation.
 - Use the expanding job base generated by the growing economy to dictate job-training curricula and to assure a continued high percentage of placement.

DOMESTIC NEEDS

- **How to put the Domestic Defense Resources to Use for Civilian Training Complexes**
 - **Recruiting Assets:** Channel youth into the training programs. Take advantage of extensive sales/marketing infrastructures that reach into the local communities.
 - **Entrant Processing:** Test and screen individuals so they can be trained and employed in areas for which they have their greatest potential -- thereby, maximizing human resource development.
 - **Installations:** Use selected portions of available installations. Concentrate on locations in proximity to population centers. Take advantage of training facilities, maintenance bays, classrooms, etc. Use bachelor and family housing when appropriate.

DOMESTIC NEEDS

- **How to put the Domestic Defense Resources to use for Civilian Training Complexes:**
 - **Training Capabilities:** Wide range of possibilities for both skill and basic training. Example of skill training opportunity: Army's wheeled vehicle maintenance training is done at Ft. Jackson, SC. Army's trainers could prepare Navy separatees from Charleston Naval Base for jobs as mechanics.
 - **Reserve and Guard Units:** Well suited for youth training. For example, USAR Training Divisions are experienced at conducting Basic Training; Guard has run civilian youth camps. Also, Reserve Components have specialized Regional Training Sites and Armory/Center training capabilities.
 - **Corps of Engineers Civil Works:** Precedent for reimbursing Department of Defense for civilian, domestic services -- from non-defense appropriations.
 - **DOD/DOL Transition Assistance Programs on Installations:** Ideal placement linkage. Counsel all service members regarding civilian employment up to 6 months before separation. Could hand pick best candidates to maximize early success of program.

DESIRED RESULTS

- **Economic Objectives:**

- A better trained, higher skilled civilian work force.
- Greater national productivity; higher GNP.
- Lower trade deficits -- through globally competitive work force and high quality products.

- **Social Objectives:**

- A socially healthier society.
- Development of human resources. (Counter the "peace deficit" effects of having a smaller military force and the sub-optimization effects of having a voluntary military.)
- Increased commitment to community at large and a greater sense of team.

DESIRED RESULTS

Maintain
higher
readiness

- **Military Objectives:**

- Retention of capabilities that would otherwise be diminished or atrophy, e.g., the training base.
- Access to resources that would otherwise not be made available.
- Opportunity to provide leadership for priority national needs.

- **Fiscal Objectives:**

- Increased return on existing public resources.
- Achievement of social and economic objectives by re-directing resources -- assets, infrastructures, systems, and capabilities -- to meet pressing domestic needs.

POSSIBLE INITIAL OPERATIONS



LOCATION	INSTALLATION	DOMESTIC MILITARY CAPABILITIES	VOCATIONAL EDUCATION LINKAGE	EMPLOYMENT LINKAGE
Sacramento, CA	Mather Air Force Base & portion of Sacramento Army Depot	<ul style="list-style-type: none"> • Sacramento Recruiting Battalion (Army) • 293 Recruiting Personnel in 51 Recruiting Stations • Sales Management type infrastructure that includes local advertising capability. • Oakland Military Entrance Processing Station • 91st Training Division, Army Reserve <ul style="list-style-type: none"> • Experienced at providing Basic Training • State Adjutant General (National Guard) <ul style="list-style-type: none"> • Experienced in conducting Youth training programs. • Regional Maintenance Training Site - Army Reserve (Sacramento Army Depot) • Training Facilities & Housing (Mather AFB; also at McClellan AFB) 	<ul style="list-style-type: none"> • California Community College System • Sacramento City College (Apprenticeship program with Army Depot.) • State Chancellor is located in Sacramento 	<ul style="list-style-type: none"> • Mayor of Sacramento. • Sacramento Employment and Training Agency (SETA). • California Jobs Journal (Sacramento) • Governor's Office.

LOCATION	INSTALLATION	DOMESTIC MILITARY CAPABILITIES	VOCATIONAL EDUCATION LINKAGE	EMPLOYMENT LINKAGE
Indianapolis, IN	Ft. Benjamin Harrison	<ul style="list-style-type: none"> • Indianapolis Recruiting Battalion (Army) • 225 Recruiting Personnel in 35 Recruiting Stations • Sales Management type infrastructure that includes local advertising capability • Indianapolis Military Entrance Processing Station • Training Brigade of 70th Training Division (Army Reserve) • State Adjutant General (National Guard) • 123rd Army Reserve Command • Camp Attebury Regional Training Complex (Army National Guard) • Recreational and Physical Training Facilities constructed for 1987 Pan American Games (Ft. Ben. Harrison) • Training Facilities & Housing for 3 Army-wide schools(Ft. Ben. Harrison) • Additional Housing completed prior to 1987 Pan American Games (Ft. Ben Harrison) 	<ul style="list-style-type: none"> • Limited capability, e.g., only one community college in the state. • Substantial employment opportunities -- with associated training requirements -- projected in following areas: <ul style="list-style-type: none"> • Aircraft Maintenance • Bio-tech Lab Assistants • Truck Drivers • Rural Medical specialists • Initiatives needed to provide training linked to these requirements. 	<ul style="list-style-type: none"> • Mayor of Indianapolis <ul style="list-style-type: none"> • Aggressive social and economic agendas. • Mayor's Office indicates: <ul style="list-style-type: none"> • New national aircraft maintenance facility being constructed. Projected employment: 13,000 - 20,000. • Four national trucking lines. (Note: Strongly favor hiring military separatees.) • Eli Lilly: Headquarters in Indianapolis. Large charitable foundation as well. Major commitment to community. • National parcel delivery hub (Federal Express and U.S. Postal Service).

LOCATION	INSTALLATION	DOMESTIC MILITARY CAPABILITIES	VOCATIONAL EDUCATION LINKAGE	EMPLOYMENT LINKAGE
Charleston, SC	Charleston Naval Base	<ul style="list-style-type: none"> • Columbia, SC Recruiting Battalion (Army) • 204 Recruiting Personnel in 37 Recruiting Stations • Sales Management type infrastructure that includes local advertising capability. • Military Entrance Processing Station (Ft. Jackson) • Army's main facility for training wheeled vehicle mechanics (Ft. Jackson) • Transition Assistance Offices for separating service members and spouses (Charleston Naval Base, Charleston Air Force Base, Shaw Air Force Base and Ft. Jackson) • Training Division (Army Reserve) • State Adjutant General (National Guard) • Reserve Commands • Regional Maintenance Training Site - Army National Guard (Ft. Jackson) • Training Facilities & Housing (Charleston Naval Base; also at Charleston Air Force Base) 	<ul style="list-style-type: none"> • South Carolina Vo-Tech System <ul style="list-style-type: none"> • Extensive, well-subsidized. • Tailors curriculum -- and trains instructors -- to fit actual employment requirements. • Current example: BMW is opening plant in western S. Carolina in 1995. S. Carolina Vo-Tech System sent personnel to <u>Germany</u> to build appropriate training. 	<ul style="list-style-type: none"> • Division of Economic Development (Governor's Office) • South Carolina Employment Security Commission. • South Carolina Vo-Tech

ADDITIONAL POSSIBILITIES



LOCATION	INSTALLATION	DOMESTIC MILITARY CAPABILITIES	VOCATIONAL EDUCATION LINKAGE	EMPLOYMENT LINKAGE
Orlando, FL	Orlando Naval Training Center	<ul style="list-style-type: none"> • Transition Assistance Program Office, Orlando Naval Training Center • Jacksonville Recruiting Battalion (Army) • Tampa Recruiting Battalion (Army) • Jacksonville Military Entrance Processing Station • Tampa Military Entrance Processing Station • State Adjutant General (National Guard) • Reserve Units • Training Facilities & Housing (Orlando Naval Training Center) 	<ul style="list-style-type: none"> • Florida Community College System 	<ul style="list-style-type: none"> • Mayor of Orlando • Florida Economic Development Office • Governor's Office
Boston, MA	Ft. Devens	<ul style="list-style-type: none"> • Recruiting Stations • Boston Military Entrance Processing Station • Reserve Units (e.g., 76th Training Div & 94th Army Reserve Command) • State Adjutant General (National Guard) • Training Facilities & Housing (Ft. Devens) 	<ul style="list-style-type: none"> • Massachusetts Community College System 	<ul style="list-style-type: none"> • Mayor of Boston • Massachusetts Economic Development Office • Governor's Office
Southern California	Norton Air Force Base	<ul style="list-style-type: none"> • Los Angeles Recruiting Battalion • Santa Ana Recruiting Battalion • Los Angeles Military Entrance Processing Station. • San Diego Military Entrance Processing Station. • Reserve Commands • California National Guard Units • Training Facilities & Housing (Norton Air Force Base) 	<ul style="list-style-type: none"> • California Community College System 	<ul style="list-style-type: none"> • Mayor of Los Angeles • Mayor of San Diego • California Economic Development Office • Governor's Office

APPENDIX A: RECRUITING DATA

- Army Recruiting Headquarters by Region
- DoD Recruiting Resources (1990 -1993)

ARMY RECRUITING HEADQUARTERS

Western

Regional HQ:

Denver, CO

District HQ's:

Denver, CO
Los Angeles, CA
Phoenix, AZ
Portland, OR
Sacramento, CA
Salt Lake City, UT
Santa Ana, CA
Seattle, Wa

West Central

Regional HQ:

San Antonio, TX

District HQ's:

Albuquerque, NM
Chicago, IL
Dallas, TX
Des Moines, IA
Houston, TX
Kansas City, MO
Milwaukee, WI
Minneapolis, MN
Oklahoma City, OK
San Antonio, TX
St. Louis, MO

East Central

Regional HQ:

Atlanta, GA

District HQ's:

Atlanta, GA
Beckley, WV
Columbus, OH
Cleveland, OH
Indianapolis, IN
Jackson, MS
Jacksonville, FL
Lansing, MI
Miami, FL
Montgomery, AL
Nashville, TN
New Orleans, LA
Tampa, FL

Eastern

Regional HQ:

Baltimore, MD

District HQ's:

Albany, NY
Baltimore, MD
Brunswick, ME
Columbia, SC
Harrisburg, PA
New York, NY
Philadelphia, PA
Pittsburgh, PA
Raleigh, NC
Syracuse, NY

**APPENDIX B: MILITARY ENTRANCE
PROCESSING OPERATIONS BY SECTOR**

MILITARY ENTRANCE PROCESSING OPERATIONS

Western Sector

Albuquerque, NM
Amarillo, TX
Anchorage, AK
Boise, ID
Butte, MT
Dallas, TX
Denver, CO
El Paso, TX
Fresno, CA
Honolulu, HI
Houston, TX
Los Angeles, CA
Oakland, CA
Oklahoma City, OK
Phoenix, AZ
Portland, OR
Salt Lake City, UT
San Antonio, TX
San Diego, CA
Seattle, WA
Spokane, WA

Central Sector

Chicago, IL
Cincinnati, OH
Cleveland, OH
Columbus, OH
Des Moines, IA
Detroit, MI
Fargo, ND
Indianapolis, IN
Jackson, MS
Kansas City, MO
Knoxville, TN
Lansing, MI
Little Rock, AR
Louisville, KY
Memphis, TN
Milwaukee, WI
Minneapolis, MN
Montgomery, AL
Nashville, TN
New Orleans, LA
Omaha, NE
Shreveport, LA
Sioux Falls, SD
St. Louis, MO

Eastern Sector

Albany, NY
Atlanta, GA
Baltimore, MD
Beckley, WV
Boston, MA
Buffalo, NY
Charlotte, NC
Fort Jackson, SC
Harrisburg, PA
Jacksonville, FL
Miami, FL
New York, NY
Newark, NJ
Philadelphia, PA
Pittsburgh, PA
Portland, ME
Raleigh, NC
Richmond, VA
San Juan, PR
Springfield, MA
Syracuse, NY
Tampa, FL
Wilkes-Barre, PA

BASE CLOSURES & REALIGNMENTS

1988 & 1991

Western States

Arizona

Williams Air Force Base (Phoenix)

California

Beale Air Force Base (Marysville)

Castle Air Force Base (Merced)

Fort Ord (Monterey)

George Air Force Base (Victorville)

Hamilton Army Air Field (Novato)

Long Beach Naval Station

March Air Force Base (Riverside)

Mather Air Force Base (Sacramento)

Moffett Field Naval Air Station (Palo Alto)

Norton Air Force Base (San Bernardino)

Presidio of San Francisco

Sacramento Army Depot

Treasure Island Naval Station

(Hunters Point Annex)

Tustin Marine Corps Air Station

Colorado

Lowry Air Force Base (Denver)

Idaho

Mountain Home Air Force Base (Boise)

Utah

Ft. Douglas (Salt Lake City)

Washington

Puget Sound Naval Station (Sand Point)

Central States

Arkansas

Eaker Air Force Base (Blytheville)

Fort Chaffee (Ft. Smith)

Illinois

Ft. Sheridan (Chicago)

Rock Island Arsenal

Indiana

Fort Benjamin Harrison (Indianapolis)

Grissom Air Force Base (Kokomo)

Louisiana

England Air Force Base (Alexandria)

Fort Polk (Leesville)

Michigan

Wurtsmith Air Force Base (Saganaw)

Missouri

ACS/Troop Support Command (St. Louis)

Richards-Gebaur Air Reserve Station
(Kansas City)

Ohio

Rickenbacker Air Guard (Columbus)

Texas

Bergstrom Air Force Base (Austin)

Carswell Air Force Base (Dallas)

Chase Field Naval Air Station (Beeville)

Goodfellow Air Force Base (San Angelo)

Randolph Air Force Base (San Antonio)

Eastern States

Florida

MacDill Air Force Base (Tampa)

Maine

Loring Air Force Base (Limestone)

Massachusetts

Fort Devens (Boston)

New Hampshire

Pease Air Force Base (Portsmouth)

New Jersey

Fort Dix (Trenton)

New York

Brooklyn Naval Station

Pennsylvania

Letterkenny Army Depot (Chambersburg)

Philadelphia Naval Station

Philadelphia Naval Shipyard

Rhode Island

Construction Battalion Center (Davisville)

South Carolina

Myrtle Beach Air Force Base

Virginia

Cameron Station (Alexandria)

BASE CLOSURES 1993 PROPOSALS

Western States

California

Alameda Naval Air Station
Alameda Naval Depot
El Toro Marine Corps Air Station
Marc Island Naval Shipyard (Vallejo)
Oakland Naval Hospital
Port Hueneme Naval Civil Engineering Lab
San Diego Naval Training Center
San Francisco Public Works Center
Treasure Island Naval Station
(San Francisco)

Guam

Agana Naval Air Station

Hawaii

Barbers Point Naval Air Station

Central States

Alabama

Mobil Naval Station

Illinois

Glenview Naval Air Station (Chicago)
O'Hare Int'l Airport Air Force
Reserve Station (Chicago)

Michigan

Detroit Naval Air Facility
Sawyer Air Force Base (Marquette)

Ohio

Dayton Defense Electronics Supply Center
Newark Air Force Base

Texas

Dallas Naval Air Station

Eastern States

Florida

Cecil Field Naval Air Station (Jacksonville)
Orlando Naval Hospital
Orlando Naval Training Center
Pensacola Naval Aviation Depot
Pensacola Naval Supply Center

New Jersey

Trenton Naval Air Warfare Center--
Aircraft Division

New York

Plattsburgh Air Force Base
Staten Island Naval Station

Pennsylvania

DLA Clothing Factory &
Defense Personnel Support Center
(Philadelphia)

South Carolina

Charleston Naval Shipyard
Charleston Naval Station

Virginia

Norfolk Naval Aviation Depot
Portsmouth Naval Electronic Systems
Engineering Center
Vint Hill Farms

Washington, DC

Naval Electronic Security Systems
Engineering Center