

2017 AIRCRAFT SURVIVABILITY SYMPOSIUM

COMBAT OPERATIONS AND EMERGING TECHNOLOGIES



November 7-9, 2017

Naval Postgraduate School

Monterey, CA

NDIA.org/AircraftSurvivability

TABLE OF CONTENTS

2 WHO WE ARE

3 EVENT INFORMATION

5 TUTORIALS

6 AWARDS

7 AGENDA

14 BIOGRAPHIES

15 NPS MAP



NDIA

WHO WE ARE

The National Defense Industrial Association is the trusted leader in defense and national security associations. As a 501(c)(3) corporate and individual membership association, NDIA engages thoughtful and innovative leaders to exchange ideas, information, and capabilities that lead to the development of the best policies, practices, products, and technologies to ensure the safety and security of our nation. NDIA's membership embodies the full spectrum of corporate, government, academic, and individual stakeholders who form a vigorous, responsive, and collaborative community in support of defense and national security. For more information, visit **NDIA.org**



COMBAT SURVIVABILITY DIVISION

WHO WE ARE

NDIA's Combat Sur

LEADERSHIP AND COMMITTEES

BG Stephen Mundt, USA (Ret)

Division Chair

Robert Gierard

Awards Committee Chair

Gary Wollenweber

Education Committee Chair

Kendall Goodman

Planning Committee Chair

Amy Howell

Division Secretary

Jack Rau

Strategy Committee Chair

NDIA's Combat Survivability Division addresses all aspects of susceptibility reduction (probability of hit), vulnerability reduction (consequences of hit) and the overall survivability discipline, including countermeasures, signature reduction, tactics and training, camouflage, concealment and deception, as well as damage resistance, damage tolerance and combat damage repair. The division also focuses on the transfer of information and technology between the military survivability and civil aviation communities to improve flight safety and to mitigate the effects of terrorist acts.



EVENT INFORMATION

LOCATIONS

Naval Postgraduate School 1 University Circle Monterey, CA 93943 Hyatt Regency Monterey 1 Old Golf Course Rd. Monterey, CA 93940

SYMPOSIUM LOCATIONS

TUESDAY

Breakfast and Registration Glasgow Foyer

Tutorials Glasgow 102

Welcome Reception

Hyatt Regency Monterey,

Monterey Terrace

WEDNESDAY AND THURSDAY

Breakfast King Hall Patio

Registration
King Hall Foyer

General Session King Hall Networking Breaks King Hall Patio

Networking Lunches
Herrmann Hall

Posters

King Hall Lower Level

EVENT WEBSITE

NDIA.org/AircraftSurvivability

SYMPOSIUM CONTACT

Ms. Elizabeth Richards, CMP

Meeting Manager (703) 247-2588 erichards@ndia.org

SYMPOSIUM PLANNING COMMITTEE Kendall Goodman

Symposium Chair

Gary Wollenweber

Tutorials

Robert Gierard

Awards Session Chair Ron Dexter Poster Session

Bill Dooley

Symposium Planning

Chris Adams
Symposium Planning

Mark Couch Session Chair

Anthony Brindisi Session Chair

Amy Howell Session Chair

SYMPOSIUM THEME

The theme of the 2017 Aircraft Survivability Symposium is "combat operations and emerging technologies." The goal of this three-day, classified symposium is to foster technical dialogue and exchange of information on aircraft survivability topics such as design, operational experience, threats current and future, reliability and maintenance, and testing of aircraft survivability technologies. Additionally, the Aircraft Survivability Symposium offers a forum for learning through its presentation of relevant tutorials on survivability related subjects on the first day of the symposium. Using the Naval Postgraduate School as our venue and co-sponsor provides attendees with the unique experience of interacting with researchers, industry and government decision makers, and warfighters on a classified campus to discuss what is needed for the fight today and plan for the survivability challenges of tomorrow.

The 2017 Aircraft Survivability Symposium is a Navy co-sponsored event.

CLASSIFIED REQUIREMENTS

This symposium will be conducted at the SECRET/NOFORN level. All attendees must be U.S. citizens and have a valid need-to-know certified by the appropriate security or contracting officer. Please see the event website for instructions on submitting clearance and gate access information.

Due to the classified nature of the symposium, the following items will not be permitted in the meeting rooms: briefcases, suitcases, backpacks, cameras, media, cell phones, Blackberries, laptops, tablets, Fitbits, Apple Watches, Android Wear, 2-way pagers and recording devices.

Staff will be on hand to check-in personal items at the start and of each day and check them out at the end of each day.

Proceedings from this symposium will NOT be available.

ATTIRE

Appropriate dress for this symposium is business coat and tie for civilians and Class A uniform or uniform of the day for military personnel.

REGISTRATION AND SECURITY

All attendees must check-in each day at the Naval Postgraduate School 10th Street Gate entrance, and then with NDIA staff prior to entering the meeting room.

At registration, each attendee will be issued an identification badge and security wrist band, which must be worn at all symposium functions.

Please be prepared to present a valid picture ID.

SURVEY AND PARTICIPANT LIST

A survey and list of attendees (name and organization only) will be e-mailed to you after the symposium. NDIA would appreciate your time in completing the survey to help make our event even more successful in the future.



TUTORIALS

TUTORIAL 1:

Vulnerability Fundamentals - Optimizing Vulnerability Reduction through Design, Analysis, and Test

Mr. John Manion

Survivability Assessment Branch Head Naval Air Systems Command Combat Survivability Division

Mr. Martin Krammer

Vulnerability Engineering Section Head Naval Air Systems Command Combat Survivability Division Mr. Ron Dexter
Sector Manager
SURVICE Engineering Company

Weapons employed against U.S. aircraft from enemy combatants range from unsophisticated point-and-shoot weapons (e.g. guns and rocket propelled grenades) to highly-tuned weapons with advanced tracking, targeting, and fuzing capabilities (e.g. MANPADS, SAMs). Tactics, intelligence information, and countermeasures combine to help mitigate successful engagements from these weapons, but combat history has shown that inevitably U.S. aircraft can be physically damaged when these techniques fail. Minimizing the detrimental effects of threat-induced combat damage is the primary objective of the aircraft vulnerability discipline. Understanding aircraft vulnerabilities and integrating vulnerability design practices and reduction features is critical for enhancing the outcome of threat

encounters with the goal of increasing overall survivability of an aircraft platform.

This tutorial will provide an overview of vulnerability analysis, test, and design as part of the survivability equation. It is oriented toward entry-level engineers who desire an overview of how vulnerability analysis, test and evaluation, and vulnerability reduction design contribute to enhance aircraft survivability. The presentation will be multifaceted, including photographs, combat and test videos, test items, and vulnerability reduction technology samples. Attendees will benefit from an overall understanding of modelling and simulation tools and analytical processes, approaches and experience for testing (to include Live Fire Test and Evaluation requirements and experiences), vulnerability reduction technologies, and

examples of vulnerability design. The tutorial will focus on kinetic energy threats but will provide information on assessing emerging technologies including High Energy Laser and other Directed Energy weapons.

The tutorial instructors are Aircraft Survivability Analysis and Test Engineers with many years of combined government and industry experience supporting research, development, and acquisition programs. Collectively the instructors have over 70 years cumulative experience in Aircraft Survivability, Vulnerability Analysis, Live Fire Testing, and Vulnerability Reduction Design. They develop aircraft vulnerability and test methods and perform analysis, ballistics testing, and vulnerability reduction research and development efforts for both Survivability and Lethality programs.

TUTORIAL 2:

Introduction to Airborne Radar Electronic Warfare

Mr. Martin Welch Technical Expert 412th Electronic Warfare Group

This tutorial is an introduction to airborne Electronic Warfare (EW) concepts, including radar, antennas, EW receivers, electronic countermeasures, support jamming, self-protection jamming, and expendable countermeasures. Different types of airborne EW systems will be introduced and their effects on hostile radar and air defense systems will

be explored. This tutorial is oriented toward the entry-level survivability engineer who has had limited exposure to electronic warfare systems, but all are welcome.

Mr. Welch is a technical expert for 412th Electronic Warfare Group. He has been involved in the test and evaluation (T&E) of electronic warfare systems and aircraft survivability technologies for 32 years. Since 2001 he has also served as the Director of the 412th EW Group's EW T&E University. He has worked directly on the MC-130H, AC-130U, F-16, B-2, and F-117 test programs and indirectly on many others.

COMBAT SURVIVABILITY DIVISION AWARDS

NDIA recognizes superior contributions to combat survivability through awards for leadership and technical achievement.

COMBAT SURVIVABILITY AWARD FOR LIFETIME ACHIEVEMENT

This award is presented to a person who has made significant technical and leadership contributions throughout their professional career, spanning many or most of the numerous facets of aircraft combat survivability.



KENNETH W. FOULKE

Kenneth Foulke is recognized for over fifty-four years of civil service and contract support to U.S. Naval Aviation programs and the air combat survivability community, providing leadership and expertise in combat survivability technology

development and integration. An acknowledged expert and leading force behind Navy Stealth technologies and designs, he has extensive experience in every aspect of low radar signature programs, from concept formulation and design, to specification and test, to production line quality assurance and maintainability.

COMBAT SURVIVABILITY AWARD FOR TECHNICAL ACHIEVEMENT

This award is presented to a person who has made a significant technical contribution to any aspect of survivability.



MARK A. MILLER

Mark Miller is recognized for his sustained technical leadership of the development of stealth technologies and their integration into survivable weapons systems, such as the first operational manned VLO aircraft, the F-117A, the pathfinding Darkstar (or Tier

3 Minus) unmanned air vehicle program, as well as numerous other manned and unmanned aircraft at both the Lockheed Martin Aero-Skunk Works® and the McDonnell Douglas Aircraft-Phantom Works that cannot be acknowledged.

RADM ROBERT H. GORMLEY COMBAT SURVIVABILITY AWARD FOR LEADERSHIP

This award is presented to a person who has made major leadership contributions to combat survivability.



CARL S. WOLF

Carl Wolf is recognized for his sustained leadership in the transition of the stealth technologies from developmental to operational status in weapons, manned and unmanned programs for both the U.S. Air Force and the Navy. He has contributed to

the combat survivability and effectiveness of numerous aircraft: the A-10A, F-16A, F-15C, Air Launched Cruise Missile, F-117A, B-2A, F-35, and the Presidential Helicopter. His 40 year military and civilian career included key leadership positions within SAF/AQL, Naval Air Systems Command, and the Air Force Rapid Capabilities Office.

YOUNG PROFESSIONAL AWARD FOR COMBAT SURVIVABILITY

This award is presented to an early-to-mid career person who has made a significant technical, analytic, or tactical contribution to any aspect of survivability.



EVA B. NICKELSON

Eva Nickelson is recognized as a technical staff member at MIT Lincoln Laboratory whose career has been devoted to analysis and testing of air vehicle survivability in support of the Air Force Red Team. She specializes in air-to-air systems modeling,

with expertise in modeling fighter/strike air vehicles, RF and IR sensors, electronic countermeasures, and weapons capabilities, and she has made major contributions in shaping the future of Air Force combat forces.



AGENDA

TUESDAY, NOVEMBER 7

7:00 am – 1:15 pm **REGISTRATION**

GLASGOW FOYER

7:00 – 8:00 am CONTINENTAL BREAKFAST

GLASGOW FOYER

8:00 – 8:15 am WELCOME REMARKS

GLASGOW 102

Mr. Gary Wollenweber

IR Consulting Engineer, GE Aviation

8:15 – 11:30 am TUTORIAL SESSION 1

GLASGOW 102

Vulnerability Fundamentals: Optimizing Vulnerability Reduction through Design, Analysis and Test

Mr. John Manion

Survivability Assessment Branch Head, Naval Air Systems Command, Combat Survivability Division

Mr. Martin Krammer

Vulnerability Engineering Section Head, Naval Air Systems Command, Combat Survivability Division

Mr. Ron Dexter

Sector Manager, SURVICE Engineering Company

11:30 am – 12:45 pm **LUNCH**

On your own, recommendations will be provided

12:45 – 1:00 pm WELCOME REMARKS

GLASGOW 102

Mr. Gary Wollenweber

IR Consulting Engineer, GE Aviation

1:00 – 5:15 pm TUTORIAL SESSION 2

GLASGOW 102

Introduction to Airborne Radar Electronic Warfare

Mr. Martin Welch

Technical Expert, 412th Electronic Warfare Group

6:00 – 7:30 pm HOSTED NETWORKING RECEPTION

HYATT REGENCY MONTEREY - MONTEREY TERRACE

WEDNESDAY, NOVEMBER 8

7:00 am – 4:00 pm **REGISTRATION**

KING HALL FOYER AND PATIO

7:00 – 8:00 am CONTINENTAL BREAKFAST

KING HALL FOYER AND PATIO

8:00 – 8:45 am WELCOME AND OPENING REMARKS

KING HALL

Mr. Kendall Goodman

Senior VP, Advanced Development, AVX Aircraft Company Symposium Chair, Combat Survivability Division, NDIA

BG Stephen Mundt, USA (Ret)

Chair, Combat Survivability Division, NDIA

VADM Ronald Route, USN (Ret)

President, Naval Postgraduate School

Gen Herbert "Hawk" Carlisle, USAF (Ret)

President & CEO, NDIA

8:45 – 9:30 am INDUSTRY KEYNOTE

KING HALL

Mr. James Dorrell

Vice President, Tactical Systems Advanced Development Programs – Skunk Works® Lockheed Martin Aeronautics Company



9:30 – 10:00 am NETWORKING BREAK AND POSTERS OPEN

KING HALL PATIO AND LOWER LEVEL

SESSION 1 – THREATS

KING HALL

Session Introduction

10:00 - 10:10 am Mr. Robert Gierard

Session Chair

Director, Operations Analysis, Raytheon Company

RADAR Guided SAM System Development Trends

10:10 - 10:35 am Mr. Scott Bigelow

Senior Intelligence Officer, DIA/MSIC

VHF AESA Surveillance Radar Analysis

10:35 – 11:00 am Dr. Doug Lipinski

Member Technical Staff, MIT Lincoln Lab

Aircraft Mission Assurance through Integrated Cyber Defense

11:00 – 11:50 am Col William Bryant, USAF

Air Force Deputy CISO

11:50 am – 12:55 pm **NETWORKING LUNCH**

HERRMANN HALL

12:55 – 1:05 pm **RECONVENE**

KING HALL

Requirements Evolving from Emerging Threats

1:05 - 1:30 pm CW5 Richard 'Scott' Brusuelas, USA

U.S. Army Aviation Center of Excellence

SESSION 2 - COMBAT OPERATIONS AND TESTING

KING HALL

Session Introduction

1:30 – 1:40 pm Dr. Mark Couch

Session Chair

Research Staff Member, Institute for Defense Analysis

1:40 – 2:05 pm	Future JSF Mission Effectiveness Testing and Emerging Future Blue Water CONOPS for Aircraft Survivability Mr. Colton Dixon F-35 Mission Effectiveness Deputy, Naval Air Systems Command
2:05 – 2:30 pm	Major Defense Acquisition Programs and Meeting Chemical, Biological, Radiological and Nuclear Survivability Requirements Mr. John Larzelere Engineer, NSWC Dahlgren
2:30 – 3:00 pm	NETWORKING BREAK AND POSTERS OPEN KING HALL PATIO AND LOWER LEVEL
3:00 – 3:25 pm	F-35 Chemical-Biological Survivability Live Fire Test & Evaluation: Impact to Air Vehicle & Results of Stimulant Decontamination Dr. Angela Theys Senior Scientist, METSS Corporation
3:25 – 3:50 pm	CH-53K Heavy Lift Replacement Helicopter; LFT&E Status Mr. Martin Krammer Vulnerability Engineering Section Head, Naval Air Systems Command, Combat Survivability Division
3:50 – 4:15 pm	Joint Combat Assessment Team: OIF/OEF Lessons Learned CAPT David Silldorff, USNR Naval Air Systems Command, Survivability Office Liaison, Naval Air Systems Command, Reserve Program
4:15 – 4:20 pm	CLOSING REMARKS, ADJOURN FOR THE DAY KING HALL
	Mr. Kendall Goodman Senior VP, Advanced Development, AVX Aircraft Company Symposium Chair, Combat Survivability Division, NDIA

THURSDAY, NOVEMBER 9

7:00 am – 4:00 pm	REGISTRATION KING HALL FOYER AND PATIO
7:00 – 7:30 am	CONTINENTAL BREAKFAST KING HALL FOYER AND PATIO



7:30 – 7:40 am WELCOME AND ADMINISTRATIVE REMARKS

KING HALL

7:40 – 8:25 am **GOVERNMENT KEYNOTE**

KING HALL

Brig Gen Brian Robinson, USAF

Assistant Deputy Chief of Staff, Operations, Headquarters U.S. Air Force

SESSION 3 - COUNTERMEASURES AND TACTICS

KING HALL

Session Introduction

8:25 – 8:35 am Mr. Anthony Brindisi

Session Chair

Manager, Survivability Integration, Northrop Grumman Integrated Systems

PEO Aviation Overview

Mr. Kent Smith

Programs Manager, Advanced Technologies, U.S. Army, PEO Aviation

Impact of Speed and Altitude on IRST-Enabled Fighter Engagements

8:35 – 9:00 am Ms. Caroline Aust

Assistant Staff, MIT Lincoln Lab

Degraded Visual Environment

9:00 – 9:25 am Mr. Sean Gresham

DVE Program Manager, U.S. Army, PEO Aviation

F-15 Passive Active Warning Survivability System (EPAWSS)

9:25 – 9:50 am Mr. David Black

Chief Engineer, F-15 EPAWSS Program

9:50 – 10:15 am NETWORKING BREAK AND POSTERS OPEN

KING HALL PATIO AND LOWER LEVEL

Navy Countermeasure Systems Update

10:15 – 10:40 am CDR Beau Massenburg, USN

Assault ASE Military Lead, PMA-272

IR Sensors for Missile Warning

10:40 – 11:05 am Dr. Sarah Willis

Member Technical Staff, MIT Lincoln Lab

Threat Modeling for Enhanced Helicopter Mission Planning
--

11:05 – 11:30 am Ms. Christina Willis

Senior Operations Analyst, Boeing Phantom Works

11:30 am – 12:00 pm AWARDS PRESENTATION CEREMONY

KING HALL

Mr. Robert Gierard

Director, Operations Analysis, Raytheon Company Awards Chair, Combat Survivability Division, NDIA

12:00 – 12:55 pm NETWORKING LUNCH

HERRMANN HALL

12:55 – 1:05 pm **RECONVENE**

KING HALL

SESSION 4 - NEXT GENERATION CONCEPTS

KING HALL

Session Introduction

1:05 – 1:15 pm Mrs. Amy Howell

Session Chair

Deputy Director, Operations Analysis, Lockheed Martin Aeronautics, ADP

Combat Rescue Helicopter: The Next Step in Rescue

1:15 – 1:40 pm Mrs. Samantha Block

Combat Rescue Helicopter LFT&E Lead, USAF Combat Rescue Helicopter

U.S. Navy Next Generation Air Dominance

1:40 – 2:05 pm Mr. Kevin McCarthy

Head, Advanced Concepts Assessments Branch, Naval Air Systems Command, Warfare Center Aircraft Division

FVL Aircraft Survivability - Phase 1

2:05 – 2:30 pm Mr. Shawn Melhorn

JMR/FVL Technology Manager, The Boeing Company

2:30 – 2:50 pm NETWORKING BREAK AND POSTERS OPEN

KING HALL PATIO AND LOWER LEVEL



HARP - Helicopter Active RPG Protection

Mr. Richard Gardner

Rotorcraft Survivability Lead, Naval Air Systems Command

Mr. Gary Mechtel

System Architect, Northrop Grumman Corporation

F/A-18E/F Block 3

3:15 – 3:40 pm Mr. Bill Dooley

2:50 - 3:15 pm

Naval Air Systems Command, National Director, Combat Survivability Division

3:40 – 3:55 pm CLOSING REMARKS

KING HALL

BG Stephen Mundt, USA (Ret)

Chair, Combat Survivability Division, NDIA

Mr. Kendall Goodman

Senior VP, Advanced Development, AVX Aircraft Company Symposium Chair, Combat Survivability Division, NDIA



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BIOGRAPHIES



MR. JAMES DORRELL

Vice President, Tactical Systems, Advanced Development Programs – Skunk Works® Lockheed Martin Aeronautics

James Dorrell is the Vice President of Tactical Systems,

Advanced Development Programs (ADP), also known as the Skunk Works®, for Lockheed Martin Aeronautics Company. In this capacity he is responsible for all Fighter New Start programs including Next Generation Air Dominance for USAF and USN, and the modernization of F-35, F-22, and F-16. He is also responsible for all Hypersonic Programs including both Weapon and Reusable Hypersonic Systems.

Previously James was the Vice President of ADP Technology and Product Innovation. In this capacity he was responsible for leading technology maturation, demonstration and transition in order to improve lethality, survivability and affordability. He managed approximately \$300M annually in IRAD and CRAD. He was also responsible for the generation/maturation of technology roadmaps and for developing improvements and derivatives for F-35, F-22, F-16, C-130, C-5, and U-2 platforms. In addition he led the Operations Analysis and Signature Management teams.

He was also the Director of Enterprise Technology Roadmaps in ADP, responsible for maturing and transitioning critical technologies/capabilities; the Director of Improvements & Derivatives (I&D) at Lockheed Martin Aeronautics, responsible for leading the execution of capture strategies, new configuration/ concept development and the transition of captured programs to execution for the F-35, F-16, F-22, C-130, C-5, and P-3 platforms; and Senior Manager of the F-16 I&D Campaign Integration team, where he played a key leadership role in pursuing and capturing \$30B+ worth of F-16 aircraft campaigns over five years, including campaign wins in Korea, UAE, Greece, Israel, Singapore, Oman, Chile, Poland, and Turkey.

James graduated with a Bachelor of Science in Electrical Engineering from Lamar University in 1984.



BRIGADIER GENERAL BRIAN S. ROBINSON, USAF

Assistant Deputy Chief of Staff, Operations Headquarters U.S. Air Force

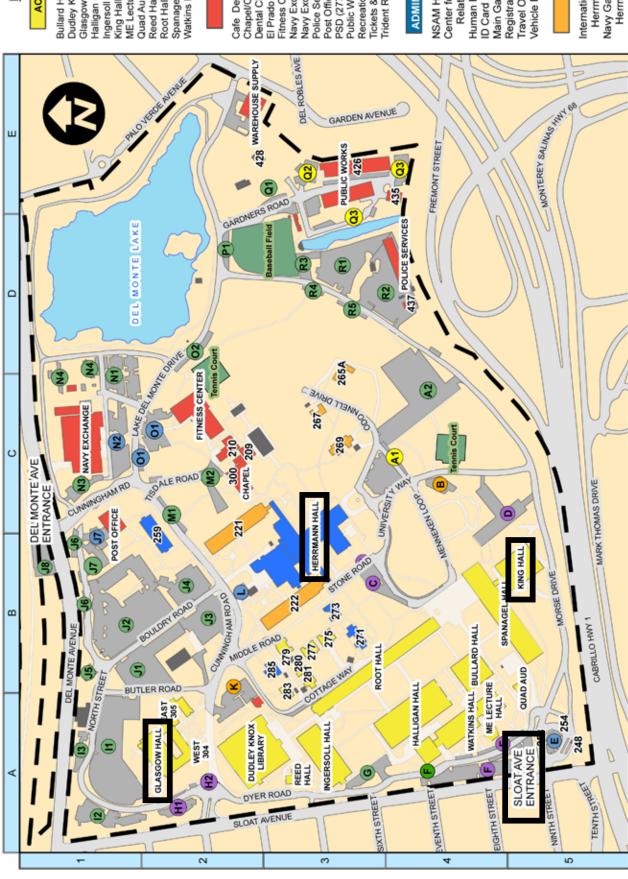
Brig. Gen. Brian S. Robinson is the Assistant Deputy

Chief of Staff, Operations, Headquarters U.S. Air Force, the Pentagon, Arlington, VA. He is responsible to the Secretary of the Air Force and the Chief of Staff for formulating policy supporting air, space, irregular warfare, counterproliferation, homeland security, weather, and cyber operations. General Robinson determines operational requirements, capabilities, and training necessary to support national security objectives and military strategy.

General Robinson is a native of Philadelphia, Pennsylvania, and earned his Bachelor of Science degree in computer science from Philadelphia University in 1987. Later that year, he received his commission from Air Force Officer Training School. He attended undergraduate pilot training and later served as a T-38B First Assignment Instructor Pilot before moving on to a series of operational assignments in the C-130E/H/J and the C-17A, representing the full range of tactical and strategic airlift and aerial delivery. He commanded a C-17A airlift squadron and a deployed expeditionary airlift squadron. He has also held staff assignments at Joint Staff, Air Mobility Command and the U.S. Air Forces Central 609th Combined Air

Operations Center. General Robinson served as Vice Commander, 437th Airlift Wing, Charleston Air Force Base, South Carolina, as the Commander, 19th Airlift Wing, Little Rock AFB, Arkansas and as the commander, 618th Air Operations Center (TACC).

Most recently, he served as the Director of Operations, Headquarters Air Mobility Command, Scott AFB, Illinois, and was responsible for policy and procedures for rapid mobility air operations and transportation functions assigned to the command. General Robinson is a U.S. Air Force Weapons Officer and command pilot with more than 4,400 hours in airlift and trainer aircraft.



BUILDING KEY

ACADEMIC BUILDINGS

Glasgow Hall (302/304/305) Dudley Knox Library (339) Watkins Hall (245/246) Quad Auditorium (247) ME Lecture Hall (255) Spanagel Hall (232) Ingersoll Hall (330) Halligan Hall (234). Bullard Hall (233). Reed Hall (310). Root Hall (235) King Hall (237)

BASE SERVICES

D3/E3 822222228 SSC2/C4/D3 Navy Exchange Autoport (345). Chapel/Chaplains Office (300) Tickets & Tours (MWR, 220). Navy Exchange (NEX, 303) Trident Room Dining (220) Recreation Fields/Courts Public Works (426/427) Cafe Del Monte (290) El Prado Dining (220) Police Services (436) Fitness Center (208) Dental Clinic (220) Post Office (260) PSD (277

ADMINISTRATIVE SERVICES

B3 NSAM Headquarters (271). Human Resources (220) Center for Civil-Military Relations (259) ID Card Lab (280)

82388328 Vehicle Registration (254). Travel Office (300). Main Gate (258) Registrar (220).

LODGING

83 Herrmann Hall (221/222)..B3/C3 Navy Gateway Inns & Suites International Student BOQ Herrmann Hall (220).

PARKING KEY

ALL EMERGENCIES DIAL 9-911

POLICE SERVICES.

Open Parking O Carpool/HOV Permit

TimedRestricted

"Some lots have mixed parking "Motorcycle Parking is located near Lot F, Lot C, and Lot K Heed signage.

"ALL AREA CODE PREFIXES (831)"

& SUITES

8-1734 3-224 8-244 8-247

POST OFFICE CHAPEL OFFICE NPS QUARTERDECK VEHICLE PASSID.

372-6133 656-323 656-3506 373-7277 656-2279 656-2060

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