

Durso, James, CIV, WSO-BRAC

From: Neil Morgan [nmorgan@nngov.com]
Sent: Monday, July 18, 2005 3:19 PM
To: James.durso@wso.whs.mil
Cc: Ted Figura; Florence Kingston
Subject: FW: SDDC Facility Cost Update

Attachments: sddccostupdate.xls



sddccostupdate.xls
(19 KB)

James, here is the updated cost info on SDDC that we just discussed. I will endeavor to provide you with some rent structure estimates within 48 hours.

-----Original Message-----

From: Ted Figura [mailto:tfigura@nngov.com]
Sent: Friday, July 15, 2005 4:36 PM
To: Neil Morgan
Cc: Florence Kingston; Florence Kingston; Carol Meredith; Sam J. Workman, Jr.
Subject: SDDC Facility Cost Update

Neil,

Florence asked that I update the cost estimate produced in November 2003 for an SDDC facility to be built on or near Fort Eustis. I have consulted with Ken Sechrest of Hansome Faithful & Gould, whom we have retained for cost estimation and construction management regarding City Center. This estimate does not include land. The cost of a 195,000 square foot class A office building, with a generator and with 965 parking spaces, ranges from about \$25.5 million to about \$36.9 million, depending on whether surface or structured parking is constructed.

Pricing for the building itself has gone up by 9% since the November 2003 estimate. The cost of surface parking has risen by 60% and the cost of garage parking has risen by more than 135%. These cost increases, particularly for parking, are the result of dramatic increases in the prices of oil (asphalt), steel and concrete during the past two years, as well as demand and supply forces currently operating in the construction market.

An Excel spreadsheet that details these calculations is attached and is also available on P:Dev05-06.

Ted Figura

Cost Update: SDDC 195,000 Sq. Ft. Office Building

7/15/2005

This cost estimate is modeled on the 195,000 square foot Downtown Engineering Center, constructed by the Economic Development Authority of the City of Newport News in 2000-2001. The estimated has been updated to reflect current increases in construction costs

<u>Item</u>	<u>Cost</u>		
Building @\$106.55/sf	\$20,777,250		
Engineering & Inspections	\$99,725		
Lender Inspections	\$16,400		
Telephone Switch & Trunk	\$467,600		
Utilities	\$254,400		
Insurance (title, etc.)	\$41,550		
Environmental	\$48,825		
Financing Fees	\$245,175		
Legal and Accounting	\$187,000		
Miscellaneous	\$207,775		
Total Building	\$22,345,700	Per sq. ft. Cost:	\$114.59
Parking = 965 spaces			
Surface Parking Estimate			
@\$3,200 per space	\$3,088,000		
Parking Garage Estimate			
@\$15,000 per space	\$14,475,000		
Generator	\$70,000		
Total Cost	\$25,503,700	-	\$36,890,700

All costs are estimates only

Source: Department of Development. City of Newport News, Virginia



BRAC 2005 - Query Response Manager



Response to 0249

Question:

What proportion of the civil service workforce at the following Army activities is eligible for civil service retirement, that is, at least 55 years old with 30 years of federal service? The activities are:

- Surface Deployment and Distribution Command (SDDC), Alexandria, VA
- Surface Deployment and Distribution Command (SDDC), Ft. Eustis, VA
- Transportation Engineering Agency, Newport News, VA

Thank you

James Durso
 Senior Analyst, Joint Cross-Service Team
 Defense Base Closure and Realignment Commission
 2521 South Clark Street, Suite 600
 Arlington, VA 22202
 (703) 699-2911 office
 (703) 699-2950 reception

Answer:

The following data are provided for Mr. Durso only. We do not want this posted for public view. This information should only be provided to decision makers who are planning for BRAC.

- Surface Deployment and Distribution Command (SDDC), Alexandria, VA
 Total Emp ----- Total Elig ----- Percentage
 414 Employed ---- 82 Eligible ---- 20%

Surface Deployment and Distribution Command (SDDC), Ft. Eustis, VA
 Total Emp -----Total Elig ----- Percentage
 327 -----67 ----- 21%

- Transportation Engineering Agency, Newport News, VA
 Total Emp ----- Total Elig -----Percentage
 109 ----- 16 -----15%

References:

Approved By: *J. Anna M. Bryan* Date: 22-Jun-05

Cost Update: SDDC 195,000 Sq. Ft. Office Building

7/15/2005

This cost estimate is modeled on the 195,000 square foot Downtown Engineering Center, constructed by the Economic Development Authority of the City of Newport News in 2000-2001. The estimated has been updated to reflect current increases in construction costs

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Generator	\$70,000		
Total Cost	\$25,503,700	-	\$36,890,700

All costs are estimates only

Source: Department of Development. City of Newport News, Virginia



BRAC 2005 - Query Response Manager



Response to 0351

Question:

- 1) What Reserve and National Guard units drill at the Surface Deployment and Distribution Command (SDDC), Ft. Eustis, VA?
- 2) In 2002-2003, the Army planned to move SDDC from Alexandria, VA to Ft. Eustis, VA. What detailed staff reductions and dollar savings were envisaged?

Answer:

- 1) The attachment provides the number of Reserve units stationed at Ft. Eustis. There are no National Guard units that drill at Ft. Eustis.
- 2) Information provided by SDDC is attached.

References:

Approved By:

Latiah W. McElynn

Date: 15-Jun-05

Question: In 2002 - 2003, the Army planned to move SDDC from Alexandria, VA to Ft. Eustis, VA. What detailed staff reductions and dollar savings were envisaged?

Answer: There were no manpower or dollar savings associated with the planned move of SDDC from Alexandria, VA to Fort Eustis, VA.

Rationale for consolidation and relocation to Fort Eustis.

The purpose and need for the proposed HQ consolidation and relocation were three-fold; consolidate the HQ onto a military installation to ensure adequate level of force protection; co-locate the Commander and Staff with the operational center of gravity; and transform SDDC as the Warfighter's single surface deployment/distribution provider.

(1) **Force Protection:** The primary operational concern was the inability to economically incorporate AT/FP security measures at the Alexandria leased site. SDDC's critical and highly-sensitive mission as the single-point provider of deployment/distribution services to the Joint Warfighter makes it a potentially inviting target for terrorist organizations. The immediate need for a secure location was a key driver of this proposal to relocate HQ SDDC to Fort Eustis.

(2) **Collocate Commander and Staff with Operations:** Position SDDC leadership team to manage and lead the command in the most efficient and effective manner. By collocating and consolidating the entire Headquarters' command, planning and communications would be improved and transform SDDC into a "boundary-less" organization improving problem solving and process improvements.

(3) **SDDC Transformation.** SDDC's mission responsibilities to the Joint Warfighter for surface deployment and distribution were increasing in scope and complexity, and required a transformed organization capable of delivering essential combat capabilities to the Warfighter. This command had undertaken several significant initiatives to transform SDDC into a more efficient organization, thus enabling the command to provide quality and cost effective support to the Warfighter. As a result of these initiatives, SDDC voluntarily returned a total of 542 civilian and 33 military authorizations to the Army (FY01-FY03). Our assessment was then based on a peacetime environment. With the Global War on Terrorism (GWOT) contingency, it had become painfully obvious that this command could not reduce its staffing any further without mission failure. With the center of operations located at Fort Eustis and the command headquarters in Alexandria, VA, operations are tremendously strained. The workforce is challenged beyond what should be expected, both physically and mentally, to ensure mission success. Several manpower shortfalls have been identified as a result of the war. By uniting the three elements we would be able to address some of our manpower shortages through redistribution of manpower. This was not a savings drill. It was driven by Force Protection requirements and effectiveness.

Military Surface Deployment & Distribution Command

Cost and Savings Summary

(\$ Thousands)

One-Time Costs	(\$ K)	<u>Source of Funds</u>
<i>Military Personnel Appropriation Costs</i>	199.9	Appropriation
Military PCS	199.9	
<i>Operations and Maintenance Appropriation Costs</i>	16,666.5	USTRANSCOM
Civilian Personnel Costs		
Civilian PCS	5,268.2	
Civilian Termination Costs	1,575.0	
Civilian Replacement/Rehire Costs	5,568.7	
Civilian Outplacement Costs	10.0	
Total Civilian Personnel Costs	12,421.9	
IT Equipment Relocation/Redundancy	3,515.1	
Environmental Assessment Updates	100.0	
Facility Modification	0.0	
Lease Termination Penalty	629.5	
Equipment Purchases (<\$100K Threshold)	0.0	
 <i>Military Construction Appropriation Costs</i>		
Facility Modification	0.0	
New Facilities	0.0	
 Total One-Time Costs	 16,866.4	
 Annual Recurring Costs/(Savings)	(\$ K)	Source of Funds
Current Location	73,492.1	
Mission (Facility Leases) (-)	7,380.7	
Civilian Pay	63,741.9	
Base Support (less civilian pay) - via support agreement	2,369.5	
BASOPS		
Family Programs		
Environment		
Audio Visual		
Base Communications		
Real Property Maintenance		
New Location	74,892.3	
Mission (Facility Leases) (-)	7,026.9	
Civilian Pay	63,056.4	
Base Support (less civilian pay) - via support agreement	4,746.1	
BASOPS		
Family Programs		
Environment		
Audio Visual		
Base Communications		
Real Property Maintenance		

(Cost)/Savings (Current - New)		(1,337.2) USTRANSCOM
Mission (-)	353.8	
Civilian Pay	685.5	
Base Support (less civilian pay) - via support agreement	(2,376.5)	

Figure 5-3. Cost and Savings Summary

Guard and Reserve Unit Facilities System Military Units Personnel

City	Installation Name	Unit Name	Address	Zip	Phone	Personnel				
						Service	Comp	Off	Enl	
<i>Virginia</i>										
<i>Army-Reserve</i>										
FORT EUSTIS	FORT EUSTIS	0002 BN MP OSUT 318TH REG	1034 24TH ST	23607	757-878-4417	Army	Reserve	15	90	
FORT EUSTIS	FORT EUSTIS	0010 TC HHC BN TERMINAL (MC)	BLDG 815 LUCAS PL	23604	757-878-3040	Army	Reserve	3	4	
FORT EUSTIS	FORT EUSTIS	0080 TRN7 BN (TC) 80 RGT	1034 24TH ST	23607	757-878-4417	Army	Reserve	3	82	
FORT EUSTIS	FORT EUSTIS	0088 MP CO CBT SPT	1034 24TH ST	23607	757-878-4417	Army	Reserve	5	175	
FORT EUSTIS	FORT EUSTIS	0091 TC TM TERM SUPER DET	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	8	
FORT EUSTIS	FORT EUSTIS	0097 TC CO HEAVY BOAT	1034 24TH ST	23607	757-878-4417	Army	Reserve	6	22	
FORT EUSTIS	FORT EUSTIS	0151 JA CMD LEGAL SPT ORG	1034 24TH ST	23607	757-878-4417	Army	Reserve	8	5	
FORT EUSTIS	FORT EUSTIS	0155 QM TM WATER PUR 12K	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	16	
FORT EUSTIS	FORT EUSTIS	0159 AV BN HVY HEL SWA THTR	BLDG 1448 FELKER AIRFIELD	23604	757-878-2865	Army	Reserve	58	254	
FORT EUSTIS	FORT EUSTIS	0300 TC HHC TRANS COMP GROUP	1034 24TH ST	23607	757-878-4417	Army	Reserve	11	14	
FORT EUSTIS	FORT EUSTIS	0302 TC CO CGO TRANSFER	1034 24TH ST	23607	757-878-4417	Army	Reserve	7	262	
FORT EUSTIS	FORT EUSTIS	0338 TC DET HARBORMASTER	1034 24TH ST	23607	757-878-4417	Army	Reserve	1	17	
FORT EUSTIS	FORT EUSTIS	0359 TC HHC BN TERMINAL	1034 24TH ST	23607	757-878-4417	Army	Reserve	19	59	
FORT EUSTIS	FORT EUSTIS	0629 TC DET AUTO CGO DOC	1034 24TH ST	23607	757-878-4417	Army	Reserve	1	24	
FORT EUSTIS	FORT EUSTIS	0678 TC DET FRT CONS/DISTR	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	10	
FORT EUSTIS	FORT EUSTIS	0679 TC DET FRT CONS/DISTR	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	10	
FORT EUSTIS	FORT EUSTIS	2174 HQ USAG SPT UNIT	1034 24TH ST	23607	757-878-4417	Army	Reserve	7	94	
FORT EUSTIS	FORT EUSTIS	W8L4 GRP USA FAC EN	1034 24TH ST	23607	757-878-4417	Army	Reserve	5	2	

Durso, James, CIV, WSO-BRAC

From: Rod Mallette [ramallette@msn.com]
Sent: Thursday, July 07, 2005 12:00 PM
To: Durso, James, CIV, WSO-BRAC
Subject: Re: OSD BRAC Clearing House Tasker # 0250 / Army BRAC # 351 (UNC LASSIFIED)
(UNCLASSIFIED)

Jim,

Thanks for asking me to clear this up. Though I will be out of town 8-11 July and 13-17 July, continue to contact me on any issue that you think I can help your understanding.

Army Reserve units that currently drill with SDDC are as follow:

0091 TC TM TERM SUPER DET
0629 TC DET AUTO CGO DOC
0678 TC DET FRT CONS/DISTR
0679 TC DET FRT CONS/DISTR

The Navy Reserve unit (not on list) that drills at the SDDC Operations Center is the 202nd SDDC Naval Reserve Unit based in Richmond, VA. It has twelve officers (O3-O5) with a stated mission to support the Operations Center. Some members of the unit drill at the Operations Center every weekend and SDDC has had at least two members of the unit mobilized since 9/11. While the mobilization can happen regardless of where the unit is located, drilling at the Operations Center will not happen if SDDC is moved to Scott AFB. This will mean a serious degradation of the unit's training. This unit's role is key to the success of the Operations Center and provides the Joint view necessary in today's world.

If SDDC is consolidated at Scott AFB, I imagine the USAR Command will redesignate units in the St. Louis area to cover SDDC. This will provide the coverage necessary -- at least on paper. As a practical matter, it will be at least four to five years before the "new" units will be trained and manned.

For example, the USAR decided two years ago to convert and shift 53 units -- cargo documentation and contract supervision with 8 and 16 soldiers each -- to 13 port management and 13 terminal supervision teams with 21 and 24 soldiers respectively. Currently, these units are below 40% readiness because they either aren't trained or don't have the people for their mission.

I'm sure this information is pretty accurate but would appreciate remaining anonymous if possible.

Rod

----- Original Message -----

From: Durso, James, CIV, WSO-BRAC
To: ramallette@msn.com
Sent: Wednesday, July 06, 2005 4:48 PM
Subject: FW: OSD BRAC Clearing House Tasker # 0250 / Army BRAC # 351 (UNC LASSIFIED)
(UNCLASSIFIED)

7/13/2005



City of Newport News
Department of Development
2400 Washington Avenue • Newport News, VA 23607
(757) 926-8428 • FAX (757) 926-3504



November 6, 2003

Col. Susan K. Wagner
200 Stovall Street
Hoffman 2, Room 11N09
Alexandria, Virginia 22332-5000

Dear Col. Wagner:

It was a pleasure meeting you last Monday when you visited Newport News to explore and discuss the potential consolidation and relocation of the Military Traffic Management Command (MTMC) to Fort Eustis. As Mayor Frank and City Manager Ed Maroney have consistently affirmed, Newport News is eager to attract MTMC to Fort Eustis. We believe that there are several strategic advantages for the U.S. Army to relocate the facility here and these have been discussed at various times with Pentagon officials. The City and its Economic Development Authority (NNEDA) are intent on doing everything possible to make Fort Eustis the most attractive alternative for the MTMC relocation.

Subject to the approval of the Newport News City Council and the NNEDA Board, the NNEDA would be willing to facilitate the construction of a new office building, built to MTMC's specifications, that the U.S. Army could lease or lease/purchase. Subject to an agreement to purchase the building or some other reasonable pledge of continued long-term tenancy within potential frameworks allowed by statute and DoD regulations, the NNEDA could construct this building and pass any cost savings on to MTMC in the form of lower rent. Under such an arrangement, the Army would be responsible for all building operating costs. The NNEDA could also be willing to enter into a modified capital lease whereby a portion of the rent paid by MTMC would be applied to the purchase price of the building. Alternatively, the NNEDA could provide financing to a private developer to build and own the MTMC facility. We are ready to work creatively to respond to the Army's needs in this matter.

You had asked me to provide you with construction cost data for the NNEDA's Downtown Engineering Center (DEC), which is representative of the building that the Army would construct, or have constructed, to house MTMC. Factoring out the cost of land, which would be provided to MTMC on base, the cost for the 195,000 square foot Downtown Engineering Center was \$20,492,066, or \$105.09 per square foot. This cost includes 10,000 square feet of shell retail space on the ground floor, for which a \$26 per square foot buildout allowance should be estimated. The cost also includes utilities and telecommunications infrastructure costs, as well as all soft costs, including financing and legal fees.

Col. Susan K. Wagner
Page Two
November 6, 2003

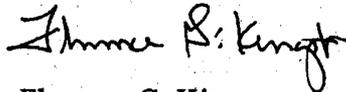
For your budgeting purposes, the cost of surface parking should be factored in at \$2,000 per space. At the Downtown Engineering Center, structured garage parking for 965 vehicles was constructed for \$6,153,038, or \$6,377 per space. The DEC was constructed in 2000 and inflation would apply to derive a current construction estimate.

Additionally, a turnstile type security system was installed in the DEC after construction was completed. This system was provided by Siemens. The system at the DEC is tied into a larger security system owned by Northrop Grumman Newport News (NGNN) and certain costs connected with this system are distributed throughout NGNN's combined turnstile security system. However, Siemens has provided us with an estimate of \$200,000 to provide a similar security system, including access controls for the turnstiles, external door security, CCTV, digital recording of CCTV data and a badging system. The actual turnstiles are a separate purchase, at about \$20,000 per double turnstile. For planning purposes, we have assumed two double turnstiles and another \$10,000 for installation.

With regard to the Evercel (former Phillip Morris) building that you toured as a potential temporary location for MTMC personnel, I have been assured by the building owner that the buzzing sound proceeding from the halide lighting in the production area can be corrected. I understand that the projected occupancy time frame for temporary quarters is eighteen months, beginning in the summer of 2004. The owner is amenable to a temporary office use for the building, with the building returned to its prior condition upon MTMC's exit, subject to the building's future availability.

As you develop your analysis, please feel free to contact me at any time if you need additional information. I will try my best to supply that information to you as expeditiously as possible. I look forward to continuing to work with you to bring MTMC to Fort Eustis.

Sincerely,



Florence G. Kingston
Secretary/Treasurer

FGK:tjf
P:\DEV03-04\MTMC\MTMC2.tjf.wpd

Enclosure
Copy to: City Manager
Assistant City Manager, NAM

**COST SUMMARY
DOWNTOWN ENGINEERING CENTER
195,000 SQ. FT. BLDG.
CONSTRUCTED IN 2000-2001**

\$19,061,338	building	
91,503	engineering (includes structural inspections)	
15,000	lender construction independent inspections	
414,000	telephone switch and trunk	
225,225	utilities	
40,000	insurance (title, etc.)	
45,000	environmental	
225,000	financing fees	
175,000	legal and accounting	
200,000	miscellaneous other project costs	
\$ 20,492,066	TOTAL	Per sq. ft. Cost: \$105.09

SURFACE PARKING ESTIMATE: \$2,000 per space

PARKING GARAGE ESTIMATE: \$6,153,038
965 spaces @ \$6,377 per space

Generator: \$60,000 at recently-constructed City building (trying to determine size)

Mark Schwartz (JCSG H&SA) 696-9448 x151

MSC staffing inputs to TRANSCOM scenarios

6/16/05

Scenario	Off	Enlist	Civil	Contr	Total	No. Cut	No. Move
HSA-0063	36	24	493	98	651	0	651
HSA-0114 (3/16/05)	2	1	75	4	82	15	67
HSA-0114 (5/25/05)	0	0	30	0	0	0	30
HSA-0114 (Final)	0	0	0	0	0	0	0

Notes:

Above data taken from pre-COBRA calculation sheets (at the analyst level)

HSA-0063 appears to have addressed entire MSC workforce (to the extent of available/known capacity data)

HSA-0114 data from 3/16/05: cuts were 14 civilians and 1 contractor

0063 - MSC to Ft. Enid. Pre Handy letter.
3/16/05 0114 - Response to Gen. Handy letter. Many people doing TC work.
5/25/05 Many negotiations w/ TC.
Final Many appeals to M. Wynn and MSC work removed from consideration

Pro-Forma COBRA Results - 251 MSC from.
- TC "Thought" 251 per @ ¹⁰⁷⁰ TC during TC business.

16 June 2005

MG Pair

- 82 bodies were PM-5
- LTC Dail spoke to VENO and was told any movement of MSE bodies would be DDA.
- Our impression was that if any one service balked the whole deal was off. Gen. Handy felt we should make best deal now; will "love to fight another day."

Me: Understood Navy may feel this is the thin end of the wedge and a precursor to Navy MSE eventually moving to SFB, but that is an issue for Navy-TC-OSD to resolve at a later date.

Durso, James, CIV, WSO-BRAC

From: Durso, James, CIV, WSO-BRAC
Sent: Friday, June 17, 2005 5:34 PM
To: 'Lloyd Newton (lloyd.newton@pw.utc.com)'
Cc: Van Saun, David, CIV, WSO-BRAC; Durso, James, CIV, WSO-BRAC
Subject: TRANSCOM Consolidation

Attachments: HSA-0014 Consolidate Transportation Command Components.doc; Gen Handy - Jan 2005.pdf; Gen Handy - Feb 2005.pdf; TRANSCOM Sealift Positions.ppt

General Newton,

I am soliciting your interest in an add recommendation to HSA-0114, TRANSCOM Consolidation (attached): to add/realign 48 Military Sealift Command positions to TRANSCOM. HSA-0114 recommends relocating the Army Surface Deployment and Distribution Command (SDDC, formerly known as MTMC) from locations in Alexandria, VA (leased space), Ft. Eustis, VA, and Newport News, VA (leased space) to Scott AFB and merging non-Title 10 staff elements into TRANSCOM. HSA-0114 had its genesis in Gen. Handy's January 2005 proposal and February 2005 follow-on letter (both attached) to relocate SDDC and the Military Sealift Command at the Washington Navy Yard to Scott AFB. (Previously, the issue was HSA-0063 and proposed co-locating MSC and SDDC at Ft. Eustis. After Gen. Handy's proposal was received, HSA-0063 was renumbered HSA-0114.)

Early MSC - JCSG staff-level contact identified 78 billets available for transfer to Scott. These billets were 32 people in the Strategic Sealift Program (PM-5), which is fully engaged in TRANSCOM work and funded by the Transportation Working Capital Fund (TWCF), and FTEs in ops, plans, etc, also TWCF-funded. The Navy leadership vigorously protested the initiative as it feels it would endanger MSC's Title 10 mission of day-to-day logistics support of the fleet and whittled the number from 78 to 30 to 19 to 0. (VADM Brewer told me MSC is a matrix organization and that removing any one person will hobble the organization.) Mr. Wynn finally directed that MSC be removed from the COBRA run and further consideration.

I have attached a chart of the MSC billets of interest. The 48 MSC billets I propose be realigned to TRANSCOM are in:

- N34 Force Protection
- N31 Current Ops
- N51 Joint Plans
- N52 Strategic Studies
- N9 Strategic Plans
- N00R Reserve Programs
- PM5 Sealift Program Office

I visited TRANSCOM this week and spoke to LTG Dail (TRANSCOM Deputy), MG Pair (TRANSCOM COS), and their staffs. During the discussions, I asked about MSC. They indicated their interest in the MSC positions and believe that they will be better able to coordinate deployment and sustainment efforts if the air, sea, and surface experts are interacting directly and learning from each other as they do. I asked LTG Dail that, since he pays for the billets via the TWCF, why don't they tell the Navy that as of 1 October the work shifts from the WNY to Scott AFB? I answered the question by saying "If you do, collegiality goes out the window."

The Navy no doubt feels that moving the PM-5 billets is just the start and that TRANSCOM will someday make a play for all of MSC and hurt MSC's Title 10 mission. TRANSCOM, on the other hand, wants BRAC to do what it hasn't - tell the Navy the TWCF-funded billets are moving to TRANSCOM. TRANSCOM may someday make a play for MSC but, in my opinion, that's something to be worked out in the future by TRANSCOM, Navy, and OSD. TRANSCOM may be limited in any future attempts as it will have to recreate specialist legal and contracting shops in ship leasing and the only ship leasing specialists in the DoD are at MSC.

Sir, Would you support this add? Do you think your fellow Commissioners would want to engage for a small realignment but one that will support TRANSCOM's warfighting role?

VR,
Jim Durso



HSA-0014
onsolidate Transport



Gen Handy - Jan
2005.pdf (50 K...



Gen Handy - Feb
2005.pdf (134 ...



TRANSCOM Sealift
Positions.ppt...

James D. Durso

Senior Analyst, Joint Cross-Service Team
Defense Base Closure and Realignment Commission
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DRAFT DELIBERATIVE DOCUMENT- FOR DISCUSSION PURPOSES ONLY - DO NOT RELEASE
UNDER FOIA

HSA-0014 Consolidate Transportation Command Components

Recommendation: Realign Fort Eustis, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.

Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, I

Justification: Collocation of TRANSCOM and Service components will (1) collocate activities with common functions and facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long-term savings. The realignment will also terminate leased space operations in the National Capital Region (143,540 GSF in Alexandria, VA) and near Norfolk, VA (40,013 GSF in Newport News, VA). The scenario will terminate a total of 183,553 GSF in both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$101.8M. The net of all costs and savings to the Department during the implementation period is a savings of \$339.3M. Annual recurring savings to the Department after implementation are \$99.3M, with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,278.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,472 jobs (857 direct jobs and 615 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment. Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,133 jobs (484 direct jobs and 649 indirect jobs) in the Virginia Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is 0.1 percent of economic area employment. The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates that although Scott AFB job growth rates have on occasion fallen just below the national

growth rates, there are no issues that affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Scott AFB. An air permit revision may be needed. Scott AFB has a 79 acre historic district that may be impacted by future development. Additional operations may further impact threatened and endangered species and/or critical habitats on Scott AFB and impact operations. Modification of the on-installation treatment works at Scott AFB may be necessary. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.



UNITED STATES TRANSPORTATION COMMAND

508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-3357

JAN 24 1995

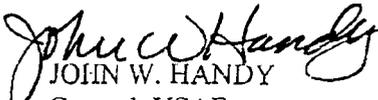
MEMORANDUM FOR VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

FROM: TCCC

SUBJECT: Base Realignment and Closure Scenarios and Logistics Transformation

1. We appreciate the opportunity SECDEF has provided the Combatant Commanders to review Base Realignment and Closure (BRAC) scenarios for potential mission impacts. Among the most recent set of scenarios received is an Air Staff proposal (USAF-0057) to close Scott AFB, IL, and relocate the United States Transportation Command (USTRANSCOM) and the Air Mobility Command (AMC) to Offutt AFB, NE. While closure of Scott AFB may be desirable, the proposed relocation of USTRANSCOM and AMC to Offutt AFB does not support the long-term USTRANSCOM vision for the future geographic alignment of the combatant command with its components.
2. USTRANSCOM therefore proposes that we now relocate our component headquarters, specifically AMC, the Military Sealift Command (MSC), and the Surface Deployment and Distribution Command (SDDC), with USTRANSCOM at Scott AFB. It has long been our view that those component headquarters and their respective operational centers should be co-located with USTRANSCOM to improve coordination, operational synergy, and combatant command oversight. In conjunction with such a move, we would also recommend co-location of SDDC's Transportation Engineering Agency (currently in leased facilities in Newport News, VA) with USTRANSCOM and SDDC. To effect these changes, it is not necessary that Scott AFB itself remain operational.
3. With the impetus for change that BRAC provides, now is the time to set the conditions for the future success of the strategic logistics enterprise. It is imperative that we capitalize on this significant opportunity.
4. Thank you for your continued support of our transformation initiatives.

Sincerely


JOHN W. HANDY
General, USAF
Commander



UNITED STATES TRANSPORTATION COMMAND
102 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5057

16 February 2005

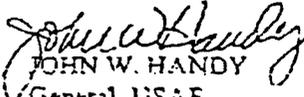
MEMORANDUM FOR VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

FROM: TCCC

SUBJECT: Base Realignment and Closure Scenarios and Logistics Transformation

1. The Headquarters and Support Activity Joint Cross Service Group (HSA JCSG) is assessing the fiscal implications of three substantially different Base Realignment and Closure (BRAC) scenarios affecting USTRANSCOM components. One of the scenarios under review supports our desire, as outlined in our 24 January 2005 memorandum, to co-locate our component headquarters at Scott AFB, specifically the Air Mobility Command (AMC), the Military Sealift Command (MSC), the Surface Deployment and Distribution Command (SDDC), and SDDC's Transportation Engineering Agency (TEA). This scenario, as presently modeled, is fiscally prohibitive based largely on the 1,511 personnel the HSA JCSG projects would be impacted by this realignment (a figure which does not include the 113 personnel assigned to SDDC TEA). We also understand the Navy has expressed some concern with the proposed relocation of MSC to Scott AFB.
2. With respect to MSC, we are primarily interested in those MSC functions that directly support USTRANSCOM, approximately one-fourth of MSC's total mission. The balance of MSC functions could remain in place without consequence to our long-range vision. This change alone reduces the number of MSC personnel impacted from 651 to 251, or a total of 1224 when SDDC TEA's staff is included. This modification enables DoD to reduce its footprint in the National Capital Region, keeps MSC's service-specific functions aligned to the Navy, and supports our desired end state. This modification should also make our proposed scenario fiscally viable.
3. Consolidation of all USTRANSCOM components at one location will enable us to provide more focused and responsive support to the warfighter. We will also achieve significantly greater efficiencies by eliminating duplicative operations centers, support staffs, contracted activities, and automated systems currently required to support the global distribution mission. If implemented, we conservatively estimate a 25 percent personnel reduction for USTRANSCOM and our component headquarters (an estimated savings of over 1,400 personnel). Phased implementation would allow us to significantly reduce the number of personnel who would ultimately relocate to Scott AFB. The same efficiencies cannot be attained via split-base operations.
4. We solicit your support for our preferred course of action. Thank you for your continued support of our transformation initiatives.

Sincerely


JOHN W. HANDY
General, USAF
Commander



SUBJECT: Combatant Command Headquarters Consolidation Initiative (Scenario HAS-0114)

ISSUE: This Scenario integrates the mission execution functions of USTRANSCOM and its three Service components, Air Mobility Command (AMC), Military Sealift Command (MSC), and Surface Deployment and Distribution Command (SDDC) at Scott AFB to establish a single, consolidated DoD focal point for the entire deployment and distribution enterprise, thereby saving an estimated 685 billets.

The consolidation scenario is absolutely the right thing to do for the DoD as it establishes a centralized command and control structure for the national assets of the Defense Transportation System by integrating disparate operations, eliminating duplication and redundancy, thereby saving 685 billets

Discussion

- Winning America's wars requires rapid, effective, and efficient projection of national power, sustained by the outputs of a national supply chain, synchronized and controlled by a central authority best offered by a centralized command structure as suggested in this scenario
 - The nucleus is an integrated Joint Deployment and Distribution Ops Center (JDDOC) able to direct, track, manage and report movement of forces and materiel to best serve the warfighter.
 - Best achieved by a single, consolidated JDDOC designed to ensure most efficient and effective deployment of troops and sustainment – an organization focused on razor sharp execution
 - End results a single COCOM synergistically focused on execution without the need for hand-offs
- Compelling Reasons for the Consolidation Scenario
 - Current organizational structure is not as effective and efficient as needed to support COCOMs
 - Redundant operations and overhead staffs and inefficient hand-offs to our components
 - Consider four ops centers, four support staffs, four contracting activities, and four IT staffs
 - Fragmented processes make it difficult to synchronize deployment and distribution efforts
 - Excessive time and resources consumed working Title 10 issues vice razor-sharp execution
 - Too costly – current structure has excessive overhead tied to our current geography
- Benefits of the Consolidation Scenario
 - Consolidation significantly transforms a functional – one of a kind – COCOM responsible for the integrated deployment and distribution process.
 - Yields rapid, effective, lower cost unity of effort the equates to improved customer support
 - Consolidates support staffs, eliminates redundancy, and creates leaner processes
 - Saves an estimated 685 government billets and 295 Contractor Manyear Equivalents
 - Freedom from Title 10 duties allows Command to focus all effort on mission execution
 - Eliminates a need for 2 leased facilities, improves force protection with one fenced location
 - Consolidates Defense Transportation System (DTS) responsibilities into one headquarters, leaving behind Service unique Title 10 activities resulting in laser, sharp focus on execution
 - Bottom line savings: This scenario generates a Net Present Value savings of \$1B.
- Contribution and Impact to the USTRANSCOM Component Commands
 - AMC and SDDC are key contributing a total of about 1,458 billets after the savings
 - MSC is least affected, realigning 30 TWCF funded billets out of 78 TWCF billets originally identified as support PM5 (Sealift) at the Washington Navy Yard
- In summary, this initiative is about transforming a functional combatant command that is singularly responsible and accountable for executing the DoD Transportation and Distribution System



Staff Element	MSC Authorized			Initial	Revised
	Off	Enl	Civ	Total	
MSC PAO, N00P and Admin Support Center, N00			2	2	
MSC N10 Contracting			12	12	
MSC N2 Counsel			2	2	
MSC N34 Force Protection			1	1	
MSC N31 Current Ops/CCC	2		2	4	
MSC N51, Joint Plans, N52 Strategic Studies/Wargaming and N9, Strategic Plans			12	12	
MSC N6, C4S		1	2	3	
MSC N8, Comptroller Directorate			9	9	
MSC N00R, Reserve Programs			1	1	
MSC PM5, Sealift Program Office			32	32	30
TOTALS	2	1	75	78	30

Initial Proposal (78 Billets)

- Transfer 2 officers, 1 enlisted, 75 civilians uniquely supporting Sealift Program Office (PM5)

Revised Scenario (30 billets)

- Transfer 30 MSC HQ TWCF billets to manage PM5 and provide a sealift cell ops ctr capability

Final Scenario

- During the ISG, Mr. Wynne directed the 30 MSC billets be removed from the scenario and the COBRA model re-run

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	COMMENT NUMBER	COMMENT	DATE RECEIVED	BASE/INSTALLATION
1	1400	<p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>With the release of COBRA and supporting data, original e-mail warrants a follow-up:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>MILITARY VALUE 43. Fort Eustis 78. Fort Lee 95. Scott AFB Fort Eustis' military value makes it a more vital military installation and center of gravity than Scott AFB or Fort Lee. After all, it is the home of U.S. Army Transportation. Keep the Transportation School and Center at Eustis.</p> <p>KNOWN COMPETING RECOMMENDATIONS In 2004, the city of Newport News had an agreement based upon military mission, to move SDDC Alexandria and TEA to a new building at Fort Eustis. The city would finance the construction of the building WITHOUT BRAC MONEY.</p> <p>BRAC COMMISSION DUPED AGAIN In 1995, the BRAC Commission concluded that MTMC (now known as SDDC) should relocate to Fort Eustis. The Commission DID NOT select Scott AFB, which was one of the multiple relocation sites.</p> <p>CAPACITY ANALYSIS/ COSTS Fort Eustis +39% Scott AFB -3% City of Newport News to pay for new building at Fort Eustis. TRANSCOM would like the BRAC Commission to use our taxpayer monies to finance a new "General Administrative Building" for \$ 24 million AND a new "Aviation Operations Building (JOC)" for \$18 million.</p> <p>ELIMINATION OF REDUNDANCIES/ EXCESS INFRASTRUCTURE Redundancies eliminated as SDDC</p>	6/13/2005 9:35:00 AM	Fort Eustis

		<p>Alexandria & TEA consolidate at Fort Eustis. TRANSCOM would not have any redundancies with SDDC to warrant consolidation at Scott AFB, right?</p> <p>INCOMPLETE JOINTNESS-PT. 2 The Military Sealift Command at the Washington Navy Yard was not considered for relocation to Scott AFB. Is it coincidence the Navy analyzed all HQ in the NCR for the Headquarters & Support Activities Joint Cross Service Group (HAS JCSG)?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p>		
2	1399	<p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>With the release of COBRA and supporting data, original e-mail warrants a follow-up:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>MILITARY VALUE 43. Fort Eustis 78. Fort Lee 95. Scott AFB Fort Eustis' military value makes it a more vital military installation and center of gravity than Scott AFB or Fort Lee. After all, it is the home of U.S. Army Transportation. Keep the Transportation School and Center at Eustis.</p> <p>KNOWN COMPETING RECOMMENDATIONS In 2004, the city of Newport News had an agreement based upon military mission, to move SDDC Alexandria and TEA to a new building at Fort Eustis. The city would finance the construction of the building WITHOUT BRAC MONEY.</p> <p>BRAC COMMISSION DUPED AGAIN In 1995, the BRAC Commission concluded that MTMC (now known as SDDC) should relocate to Fort Eustis. The Commission DID NOT select Scott AFB, which was one of the multiple relocation sites.</p> <p>CAPACITY ANALYSIS/ COSTS Fort Eustis +39% Scott AFB -3% City of Newport News to pay for new building at Fort Eustis. TRANSCOM would like the BRAC Commission to use our taxpayer monies to finance a new "General Administrative Building" for \$ 24 million AND a new "Aviation Operations Building (JOC)" for \$18 million.</p> <p>ELIMINATION OF REDUNDANCIES/ EXCESS INFRASTRUCTURE Redundancies eliminated as SDDC Alexandria & TEA consolidate at Fort Eustis. TRANSCOM would not have any redundancies with SDDC to warrant consolidation at Scott AFB, right?</p> <p>INCOMPLETE JOINTNESS-PT. 2 The Military Sealift Command at the Washington Navy Yard was not considered for relocation to</p>	6/13/2005 9:34:00 AM	Fort Eustis

		<p>Scott AFB. Is it coincidence the Navy analyzed all HQ in the NCR for the Headquarters & Support Activities Joint Cross Service Group (HAS JCSG)?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p>		
3	1362	<p>Realignment of Military Surface Deployment and Distribution Command (SDDC) to Scott AFB-Follow-Up</p> <p>With the release of COBRA and supporting data, original e-mail warrants a follow-up:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>MILITARY VALUE 43. Fort Eustis 78. Fort Lee 95. Scott AFB Fort Eustis' military value makes it a more vital military installation and center of gravity than Scott AFB or Fort Lee. After all, it is the home of U.S. Army Transportation. Keep the Transportation School and Center at Eustis.</p> <p>KNOWN COMPETING RECOMMENDATIONS In 2004, the city of Newport News had an agreement based upon military mission, to move SDDC Alexandria and TEA to a new building at Fort Eustis. The city would finance the construction of the building WITHOUT BRAC MONEY.</p> <p>BRAC COMMISSION DUPED AGAIN In 1995, the BRAC Commission concluded that MTMC (now known as SDDC) should relocate to Fort Eustis. The Commission DID NOT select Scott AFB, which was one of the multiple relocation sites.</p> <p>CAPACITY ANALYSIS/ COSTS Fort Eustis +39% Scott AFB -3% City of Newport News to pay for new building at Fort Eustis. TRANSCOM would like the BRAC Commission to use our taxpayer monies to finance a new "General Administrative Building" for \$ 24 million AND a new "Aviation Operations Building (JOC)" for \$18 million.</p> <p>ELIMINATION OF REDUNDANCIES/ EXCESS INFRASTRUCTURE Redundancies eliminated as SDDC Alexandria & TEA consolidate at Fort Eustis. TRANSCOM would not have any redundancies with SDDC to warrant consolidation at Scott AFB, right?</p> <p>INCOMPLETE JOINTNESS-PT. 2 The Military Sealift Command at the Washington Navy Yard was not considered for relocation to Scott AFB. Is it coincidence the Navy analyzed all HQ in the NCR for the Headquarters & Support Activities Joint Cross Service Group (HAS JCSG)?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully, Stephen Koval SDDC-Lead Traffic Management Specialist</p>	6/12/2005 1:59:00 PM	Fort Eustis

4	1225	<p>SDDC Fort Eustis realignment to Illinois.</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p> <p>Miguel</p>	6/10/2005 2:46:00 PM	Fort Eustis
5	534	<p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB</p> <p>This comment is in response to the following recommendation:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift</p>	6/1/2005 12:08:00 PM	Fort Eustis

		<p>Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>LACK OF CARE FOR THE WORKFORCE-This is unbelievable. I was asked to move my family in 1999 to Ft Eustis (from New Jersey) and will now be asked to move to Scott AFB less than ten years later. When will this end and why is there a lack of concern by the BRAC Commission in regard to the treatment of the SDDC work force? What happened to caring for people?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p> <p>Dave Waers Traffic Management Specialist</p>		
6	307	<p>Base Realignment</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully, Salvatore J. Battaglia Transportation Assistant</p>	5/26/2005 1:05:00 PM	Fort Eustis
7	301	<p>BRAC</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft.</p>	5/26/2005 11:51:00 AM	Fort Eustis

		<p>Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully, Ricardo Santamaria Computer Analyst</p>		
8	295	<p>BRAC FORT EUSTIS VA</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p>	5/26/2005 10:02:00 AM	Fort Eustis

		<p>Thank you for the opportunity to present my views.</p> <p>Respectively,</p> <p>MIKE HANEY GDI DOCUMENTATION haneym@sddc.army.mil TELE: 757) 878-8348 FAX: 757) 878-8625 DSN: 826 SUPPORTING THE WAR FIGHTER!</p>		
9	145	<p>Relocation of SDDC- Ft Eustis, Alexandria & TEA</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating other MACOM, Military Sealift Command, to Scott AFB.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. Relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA). A vast majority of Alexandria polled are not willing to locate to the Eustis area.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>Thank you for the opportunity to present my views to the BRAC Commission.</p> <p>Respectfully, Stephen Koval SDDC-Lead Traffic Management Specialist</p>	5/24/2005 4:18:00 AM	Fort Eustis

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Consolidate Transportation Command Components

Recommendation: Realign Fort Eustis, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.

Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment and Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Justification: Collocation of TRANSCOM and Service components will (1) collocate activities with common functions and facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long-term savings. The realignment will also terminate leased space operations in the National Capital Region (143,540 GSF in Alexandria, VA) and near Norfolk, VA (40,013 GSF in Newport News, VA). The scenario will terminate a total of 183,553 GSF in both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$101.8M. The net of all costs and savings to the Department during the implementation period is a savings of \$339.3M. Annual recurring savings to the Department after implementation are \$99.3M, with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,278.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,472 jobs (857 direct jobs and 615 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,133 jobs (484 direct jobs and 649 indirect jobs) in the VA Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates that although Scott AFB job growth rates have on occasion fallen just below the national growth rates, there are no issues that affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Scott AFB. An air permit revision may be needed. Scott AFB has a 79 acre historic district that may be impacted by future development. Additional operations may further impact threatened and endangered species and/or critical habitats on Scott AFB and impact operations. Modification of the on-installation treatment works at Scott AFB may be necessary. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Guard and Reserve Unit Facilities System

Military Units Personnel

City	Installation Name	Unit Name	Address	Zip	Phone	Personnel				
						Service	Comp	Off	Enl	
<i>Virginia</i>										
<i>Army-Reserve</i>										
FORT EUSTIS	FORT EUSTIS	0002 BN MP OSUT 318TH REG	1034 24TH ST	23607	757-878-4417	Army	Reserve	15	90	
FORT EUSTIS	FORT EUSTIS	0010 TC HHC BN TERMINAL (MC)	BLDG 815 LUCAS PL	23604	757-878-3040	Army	Reserve	3	4	
FORT EUSTIS	FORT EUSTIS	0080 TRN7 BN (TC) 80 RGT	1034 24TH ST	23607	757-878-4417	Army	Reserve	3	82	
FORT EUSTIS	FORT EUSTIS	0088 MP CO CBT SPT	1034 24TH ST	23607	757-878-4417	Army	Reserve	5	175	
FORT EUSTIS	FORT EUSTIS	0091 TC TM TERM SUPER DET	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	8	
FORT EUSTIS	FORT EUSTIS	0097 TC CO HEAVY BOAT	1034 24TH ST	23607	757-878-4417	Army	Reserve	6	22	
FORT EUSTIS	FORT EUSTIS	0151 JA CMD LEGAL SPT ORG	1034 24TH ST	23607	757-878-4417	Army	Reserve	8	5	
FORT EUSTIS	FORT EUSTIS	0155 QM TM WATER PUR 12K	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	16	
FORT EUSTIS	FORT EUSTIS	0159 AV BN HVY HEL SWA THTR	BLDG 1448 FELKER AIRFIELD	23604	757-878-2865	Army	Reserve	58	254	
FORT EUSTIS	FORT EUSTIS	0300 TC HHC TRANS COMP GROUP	1034 24TH ST	23607	757-878-4417	Army	Reserve	11	14	
FORT EUSTIS	FORT EUSTIS	0302 TC CO CGO TRANSFER	1034 24TH ST	23607	757-878-4417	Army	Reserve	7	262	
FORT EUSTIS	FORT EUSTIS	0338 TC DET HARBORMASTER	1034 24TH ST	23607	757-878-4417	Army	Reserve	1	17	
FORT EUSTIS	FORT EUSTIS	0359 TC HHC BN TERMINAL	1034 24TH ST	23607	757-878-4417	Army	Reserve	19	59	
FORT EUSTIS	FORT EUSTIS	0629 TC DET AUTO CGO DOC	1034 24TH ST	23607	757-878-4417	Army	Reserve	1	24	
FORT EUSTIS	FORT EUSTIS	0678 TC DET FRT CONS/DISTR	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	10	
FORT EUSTIS	FORT EUSTIS	0679 TC DET FRT CONS/DISTR	1034 24TH ST	23607	757-878-4417	Army	Reserve	0	10	
FORT EUSTIS	FORT EUSTIS	2174 HQ USAG SPT UNIT	1034 24TH ST	23607	757-878-4417	Army	Reserve	7	94	
FORT EUSTIS	FORT EUSTIS	W8L4 GRP USA FAC EN	1034 24TH ST	23607	757-878-4417	Army	Reserve	5	2	

COBRA NET PRESENT VALUES REPORT (COBRA v6.10)
 Data As Of 6/24/2005 11:43:56 AM, Report Created 6/24/2005 12:57:09 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Year	Cost (\$)	Adjusted Cost (\$)	NPV (\$)
----	-----	-----	-----
2006	18,208,833	17,959,141	17,959,141
2007	-16,363,799	-15,699,812	2,259,329
2008	-28,662,653	-26,750,605	-24,491,276
2009	-77,558,778	-70,413,358	-94,904,634
2010	-100,146,714	-88,443,860	-183,348,494
2011	-100,146,714	-86,034,883	-269,383,377
2012	-100,146,714	-83,691,521	-353,074,898
2013	-100,146,714	-81,411,985	-434,486,883
2014	-100,146,714	-79,194,538	-513,681,421
2015	-100,146,714	-77,037,488	-590,718,909
2016	-100,146,714	-74,939,191	-665,658,100
2017	-100,146,714	-72,898,046	-738,556,146
2018	-100,146,714	-70,912,496	-809,468,642
2019	-100,146,714	-68,981,027	-878,449,669
2020	-100,146,714	-67,102,166	-945,551,835
2021	-100,146,714	-65,274,481	-1,010,826,316
2022	-100,146,714	-63,496,577	-1,074,322,893
2023	-100,146,714	-61,767,098	-1,136,089,991
2024	-100,146,714	-60,084,726	-1,196,174,716
2025	-100,146,714	-58,448,177	-1,254,622,893

COBRA INPUT DATA REPORT (COBRA v6.10)

Data As Of 6/24/2005 11:43:56 AM, Report Created 6/24/2005 12:57:09 PM

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INPUT SCREEN ONE - GENERAL SCENARIO INFORMATION

Model Year One : FY 2006
 Model does Time-Phasing of Construction/Shutdown: Yes

Base Name, ST (Code)	Strategy:
-----	-----
Alexandria / I-395 A, VA (HSA001)	Realignment
EUSTIS, VA (51281)	Realignment
Norfolk VA, VA (HSA014)	Realignment
Scott AFB, IL (VDYD)	Realignment
COMNAVDIST WASH DC, DC (N00171)	Realignment

INPUT SCREEN TWO - DISTANCE TABLE

(Only shows distances where personnel or equipment are moving)

Point A:	Point B:	Distance:
-----	-----	-----
Alexandria / I-395 A, VA (HSA001)	Scott AFB, IL (VDYD)	688 mi*
EUSTIS, VA (51281)	Scott AFB, IL (VDYD)	873 mi
Norfolk VA, VA (HSA014)	Scott AFB, IL (VDYD)	753 mi*
Scott AFB, IL (VDYD)	COMNAVDIST WASH DC, DC (N00171)	824 mi

* Distance was calculated using Latitudes and Longitudes from Screen Four.

INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from Alexandria / I-395 A, VA (HSA001) to Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Officer Positions:	0	0	10	0	0	0
Enlisted Positions:	0	0	7	0	0	0
Civilian Positions:	0	0	384	0	0	0
Student Positions:	0	0	0	0	0	0
NonVeh Missn Eqpt(tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	0	93	0	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

Transfers from EUSTIS, VA (51281) to Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Officer Positions:	0	12	0	0	0	0
Enlisted Positions:	0	5	0	0	0	0
Civilian Positions:	0	248	0	0	0	0
Student Positions:	0	0	0	0	0	0
NonVeh Missn Eqpt(tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	13	0	0	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from Norfolk VA, VA (HSA014) to Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Officer Positions:	0	0	0	0	0	0
Enlisted Positions:	0	0	0	0	0	0
Civilian Positions:	0	0	0	85	0	0
Student Positions:	0	0	0	0	0	0
NonVeh Missn Eqpt (tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	0	0	2	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

Transfers from COMNAVDIST WASH DC, DC (N00171) to Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Officer Positions:	0	2	0	34	0	0
Enlisted Positions:	0	0	0	24	0	0
Civilian Positions:	0	48	0	445	0	0
Student Positions:	0	0	0	0	0	0
NonVeh Missn Eqpt (tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	0	0	35	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: Alexandria / I-395 A, VA (HSA001)

Total Officer Employees:	16	Base Service (for BOS/Sust):	Army
Total Enlisted Employees:	0	Total Sustainment (\$K/Year):	0
Total Student Employees:	0	Sustain Payroll (\$K/Year):	0
Total Civilian Employees:	508	BOS Non-Payroll (\$K/Year):	0
Accomp Mil not Receiving BAH:	0.0%	BOS Payroll (\$K/Year):	0
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	0
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	0
Starting Facilities(KSF):	0	Svc/Agcy Recap Rate (Years):	0
Officer BAH (\$/Month):	2,006	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	1,415		
Civ Locality Pay Factor:	1.147	TRICARE	In-Pat Out-Pat
Area Cost Factor:	1.02		Admits Visits Prescrip
Per Diem Rate (\$/Day):	201	CostFactor	0.00 0.00 0.00
Freight Cost (\$/Ton/Mile):	0.33	Actv MTF	0 0 0
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	0 0 0
Latitude:	38.760953	Retiree	0 0 0
Longitude:	-77.095861	Retiree65+	0 0 0

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: EUSTIS, VA (51281)

Total Officer Employees:	880	Base Service (for BOS/Sust):	Army
Total Enlisted Employees:	5,499	Total Sustainment(\$K/Year):	22,736
Total Student Employees:	2,937	Sustain Payroll (\$K/Year):	0
Total Civilian Employees:	2,569	BOS Non-Payroll (\$K/Year):	52,544
Accomp Mil not Receiving BAH:	0.0%	BOS Payroll (\$K/Year):	60,879
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	0
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	1,591,796
Starting Facilities(KSF):	12,508	Svc/Agcy Recap Rate (Years):	103
Officer BAH (\$/Month):	1,074	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	815		
Civ Locality Pay Factor:	1.109	TRICARE	In-Pat Out-Pat
Area Cost Factor:	0.94		Admits Visits Prescrip
Per Diem Rate (\$/Day):	142	CostFactor	5,140.92 65.00 46.84
Freight Cost (\$/Ton/Mile):	0.33	Actv MTF	291 171,996 175,045
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	491 13,801
Latitude:	37.150000	Retiree	116 48,147 124,072
Longitude:	-76.583334	Retiree65+	10 8,298 69,026

Name: Norfolk VA, VA (HSA014)

Total Officer Employees:	1	Base Service (for BOS/Sust):	Army
Total Enlisted Employees:	0	Total Sustainment(\$K/Year):	0
Total Student Employees:	0	Sustain Payroll (\$K/Year):	0
Total Civilian Employees:	104	BOS Non-Payroll (\$K/Year):	0
Accomp Mil not Receiving BAH:	0.0%	BOS Payroll (\$K/Year):	0
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	0
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	0
Starting Facilities(KSF):	0	Svc/Agcy Recap Rate (Years):	0
Officer BAH (\$/Month):	1,130	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	923		
Civ Locality Pay Factor:	1.109	TRICARE	In-Pat Out-Pat
Area Cost Factor:	0.94		Admits Visits Prescrip
Per Diem Rate (\$/Day):	98	CostFactor	0.00 0.00 0.00
Freight Cost (\$/Ton/Mile):	0.33	Actv MTF	0 0 0
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	0 0
Latitude:	36.895764	Retiree	0 0 0
Longitude:	-76.208861	Retiree65+	0 0 0

Department : Headquarters and Support JCSG
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 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: Scott AFB, IL (VDYD)

Total Officer Employees:	1,965	Base Service (for BOS/Sust):	Air Force
Total Enlisted Employees:	4,052	Total Sustainment (\$K/Year):	28,216
Total Student Employees:	7	Sustain Payroll (\$K/Year):	5,604
Total Civilian Employees:	4,227	BOS Non-Payroll (\$K/Year):	38,672
Accomp Mil not Receiving BAH:	33.9%	BOS Payroll (\$K/Year):	36,761
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	10,493
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	2,042,920
Starting Facilities(KSF):	3,615	Svc/Agcy Recap Rate (Years):	121
Officer BAH (\$/Month):	1,182	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	844		
Civ Locality Pay Factor:	1.113	TRICARE	In-Pat Out-Pat
Area Cost Factor:	1.19		Admits Visits Prescrip
Per Diem Rate (\$/Day):	86	CostFactor	7,663.46 107.32 21.19
Freight Cost (\$/Ton/Mile):	0.46	Actv MTF	534 132,504 107,229
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	1,114 33,269
Latitude:	38.544410	Retiree	638 63,029 168,641
Longitude:	-89.852540	Retiree65+	432 22,668 156,681

Name: COMNAVDIST WASH DC, DC (N00171)

Total Officer Employees:	648	Base Service (for BOS/Sust):	Navy
Total Enlisted Employees:	779	Total Sustainment (\$K/Year):	12,906
Total Student Employees:	0	Sustain Payroll (\$K/Year):	7,773
Total Civilian Employees:	5,849	BOS Non-Payroll (\$K/Year):	47,122
Accomp Mil not Receiving BAH:	12.3%	BOS Payroll (\$K/Year):	21,415
Officer Housing Units Avail:	42	Family Housing (\$K/Year):	22,135
Enlisted Housing Units Avail:	197	Installation PRV(\$K):	863,435
Starting Facilities(KSF):	4,185	Svc/Agcy Recap Rate (Years):	114
Officer BAH (\$/Month):	2,006	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	1,415		
Civ Locality Pay Factor:	1.147	TRICARE	In-Pat Out-Pat
Area Cost Factor:	1.02		Admits Visits Prescrip
Per Diem Rate (\$/Day):	201	CostFactor	7,030.00 96.00 48.49
Freight Cost (\$/Ton/Mile):	0.42	Actv MTF	0 10,379 13,788
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	92 10,899
Latitude:	38.900000	Retiree	0 164 745
Longitude:	-77.040000	Retiree65+	0 7 84

Department : Headquarters and Support JCSG
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INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
1-Time Unique Cost (\$K):	0	0	86	0	0	0
1-Time Unique Save (\$K):	0	0	4,059	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Reqd(\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	10,395	10,395	10,395	10,395
Misn Contract Start(\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	0	0	0	0	0	0
Misc Recurring Save(\$K):	0	0	5,353	5,353	5,353	5,353
One-Time IT Costs (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None Fac ShDn(KSF):			0	FH ShDn:	0.000%

Name: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
1-Time Unique Cost (\$K):	0	0	0	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Reqd(\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	1,485	1,485	1,485	1,485	1,485
Misn Contract Start(\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	0	0	0	0	0	0
Misc Recurring Save(\$K):	0	0	0	0	0	0
One-Time IT Costs (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None Fac ShDn(KSF):			212	FH ShDn:	0.000%

COBRA INPUT DATA REPORT (COBRA v6.10) - Page 6

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INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
1-Time Unique Cost (\$K):	0	0	0	24	0	0
1-Time Unique Save (\$K):	0	0	0	1,131	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Reqd(\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	0	330	330	330
Misn Contract Start(\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	0	0	0	0	0	0
Misc Recurring Save(\$K):	0	0	0	677	677	677
One-Time IT Costs (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None Fac ShDn(KSF):			0	FH ShDn:	0.000%

Name: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
1-Time Unique Cost (\$K):	0	4,015	20,460	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Reqd(\$K):	53	10	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	32,670	33,660	36,135	36,135	36,135
Misn Contract Start(\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	0	0	0	0	0	0
Misc Recurring Save(\$K):	0	0	0	0	0	0
One-Time IT Costs (\$K):	0	155	383	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None Fac ShDn(KSF):			0	FH ShDn:	0.000%

Department : Headquarters and Support JCSG
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 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: COMNAVDIST WASH DC, DC (N00171)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
1-Time Unique Cost (\$K):	0	0	0	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Reqd(\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	0	0	0	0
Misn Contract Start(\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	0	0	0	0	0	0
Misc Recurring Save(\$K):	0	0	0	0	0	0
One-Time IT Costs (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None Fac ShDn(KSF):			0	FH ShDn:	0.000%

INPUT SCREEN SIX - BASE PERSONNEL INFORMATION

Name: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Off Scenario Change:	0	0	-6	0	0	0
Enl Scenario Change:	0	0	-1	0	0	0
Civ Scenario Change:	0	0	-124	0	0	0
Off Prog nonBRAC Change:	0	0	0	0	0	0
Enl Prog nonBRAC Change:	0	0	0	0	0	0
Civ Prog nonBRAC Change:	0	0	0	0	0	0
Stu Prog nonBRAC Change:	0	0	0	0	0	0
Prog FH Privatization:	0%	0%	0%	0%	0%	0%

Name: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Off Scenario Change:	0	-4	0	0	0	0
Enl Scenario Change:	0	-2	0	0	0	0
Civ Scenario Change:	0	-52	0	0	0	0
Off Prog nonBRAC Change:	-28	8	0	0	0	0
Enl Prog nonBRAC Change:	-120	23	0	0	0	0
Civ Prog nonBRAC Change:	-1	0	0	0	0	0
Stu Prog nonBRAC Change:	-103	-33	0	0	0	0
Prog FH Privatization:	100%	0%	0%	0%	0%	0%

COBRA INPUT DATA REPORT (COBRA v6.10) - Page 8

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INPUT SCREEN SIX - BASE PERSONNEL INFORMATION

Name: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Off Scenario Change:	0	0	0	-1	0	0
Enl Scenario Change:	0	0	0	0	0	0
Civ Scenario Change:	0	0	0	-19	0	0
Off Prog nonBRAC Change:	0	0	0	0	0	0
Enl Prog nonBRAC Change:	0	0	0	0	0	0
Civ Prog nonBRAC Change:	0	0	0	0	0	0
Stu Prog nonBRAC Change:	0	0	0	0	0	0
Prog FH Privatization:	0%	0%	0%	0%	0%	0%

Name: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Off Scenario Change:	0	-78	1	-12	0	0
Enl Scenario Change:	0	-145	1	-10	0	0
Civ Scenario Change:	0	-81	21	-3	0	0
Off Prog nonBRAC Change:	0	0	0	0	0	0
Enl Prog nonBRAC Change:	0	0	0	0	0	0
Civ Prog nonBRAC Change:	0	0	0	0	0	0
Stu Prog nonBRAC Change:	0	0	0	0	0	0
Prog FH Privatization:	100%	0%	0%	0%	0%	0%

Name: COMNAVDIST WASH DC, DC (N00171)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Off Scenario Change:	0	0	0	0	0	0
Enl Scenario Change:	0	0	0	0	0	0
Civ Scenario Change:	0	0	0	0	0	0
Off Prog nonBRAC Change:	-12	-4	-10	-8	0	0
Enl Prog nonBRAC Change:	0	-6	-2	0	-1	0
Civ Prog nonBRAC Change:	-38	-40	-5	-5	-5	-5
Stu Prog nonBRAC Change:	0	0	0	0	0	0
Prog FH Privatization:	0%	0%	0%	0%	0%	0%

INPUT SCREEN SEVEN - BASE MILITARY CONSTRUCTION INFORMATION

Name: Scott AFB, IL (VDYD)

FAC	UM	New MilCon	Rehab MilCon	TotCost(\$K)	FPG Con CF	FPG Sust CF

6100	SF	159,007	0 Default	39,697	138.78	2.52
1412	SF	60,000	0 Default	16,406	152.30	3.26

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STANDARD FACTORS SCREEN ONE - PERSONNEL

SF File Descrip:

Perc Officers Accompanied:	72.00%	Priority Placement Program:	39.97%
Perc Enlisted Accompanied:	55.00%	PPP Actions Involving PCS:	50.70%
Officer Salary(\$/Year):	124,971.93	Civilian PCS Costs (\$):	35,496.00
Enlisted Salary(\$/Year):	82,399.09	Home Sale Reimburse Rate:	10.00%
Civilian Salary(\$/Year):	59,959.18	Max Home Sale Reimburs(\$):	50,000.00
Avg Unemploy Cost(\$/Week):	272.90	Home Purch Reimburse Rate:	5.00%
Unemployment Eligibility(Weeks):	16	Max Home Purch Reimburs(\$):	25,000.00
Civilians Not Willing To Move:	6.00%	Civilian Homeowning Rate:	68.40%
Civilian Turnover Rate:	9.16%	HAP Home Value Reimburse Rate:	13.46%
Civilian Early Retire Rate:	8.10%	HAP Homeowner Receiving Rate:	18.44%
Civilian Regular Retire Rate:	1.67%	RSE Home Value Reimburse Rate:	0.00%
Civilian RIF Pay Factor:	86.32%	RSE Homeowner Receiving Rate:	0.00%
Civ Early Retire Pay Factor:	18.03%		

STANDARD FACTORS SCREEN TWO - FACILITIES

	Army	Navy	Air Force	Marines
Service Sustainment Rate	87.00%	93.00%	92.00%	97.00%
Unit Cost Adjustment (BOS)	10332.00	8879.00	3032.00	3904.00
Program Management Factor:	10.00	MilCon Site Prep Cost (\$/SF):	0.74	
Mothball (Close) (\$/SF):	0.18	MilCon Contingency Plan Rate:	5.00%	
Mothball (Deac/Realn) (\$/SF):	0.45	MilCon Design Rate (Medical):	13.00%	
Rehab vs. MilCon (Default):	47.00%	MilCon Design Rate (Other):	9.00%	
Rehab vs. MilCon (Red):	64.00%	MilCon SIOH Rate:	6.00%	
Rehab vs. MilCon (Amber):	29.00%	Discount Rate for NPV/Payback:	2.80%	

STANDARD FACTORS SCREEN THREE - TRANSPORTATION

Material/Assigned Mil (Lb):	710	Storage-In-Transit (\$/Pers):	373.76
HHG Per Off Accomp (Lb):	15,290.00	POV Reimburse(\$/Mile):	0.20
HHG Per Enl Accomp (Lb):	9,204.00	Air Transport (\$/Pass Mile):	0.20
HHG Per Off Unaccomp (Lb):	13,712.00	IT Connect (\$/Person):	200.00
HHG Per Enl Unaccomp (Lb):	6,960.00	Misc Exp(\$/Direct Employee):	1,000.00
HHG Per Civilian (Lb):	18,000.00	Avg Mil Tour Length (Months):	30.02
Total HHG Cost (\$/100Lb):	8.78	One-Time Off PCS Cost(\$):	10,477.58
Equip Pack & Crate(\$/Ton):	180.67	One-Time Enl PCS Cost(\$):	3,998.52

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FOOTNOTES FOR SCREEN ONE
=====

Realign US TRANSCOM and associated Service components, by co-locating US Army SDDC (Alexandria and Ft. Eustis, VA), and US Army SDDC-TEA (Newport News, VA (Norfolk proxy)) to Scott AFB (consolidating them with USAF Air Mobility Command HQ and US TRANSCOM HQ).

Per 25 March 2005 ISG direction, Military Sealift Command (at Washington Navy Yard, DC) was removed from this scenario. ISG approved this scenario without Military Sealift Command on 15 April 2005 (expanded scenario description in Candidate Recommendation text and chart, Tab 1).

FOOTNOTES FOR SCREEN TWO
=====

Mileage from Alexandria, VA and to Scott AFB is based on DTOD Table of Distances.

Mileage from Newport News (TEA) to Scott AFB is based on DTOD Table of Distances.

FOOTNOTES FOR SCREEN THREE
=====

Moving to Scott AFB: US Army SDDC (Alexandria, Ft. Eustis); and US Army SDDC-TEA (Newport News, VA). (TRANSCOM HQ (AF) and Army TABS provided personnel numbers).

Number of personnel moving are based on TRANSCOM SDC Response Spreadsheet (30 March 05).

Support equipment tonnage (for contractors) is based on COBRA standard factor of 710 lbs/person. (ref Standard Factors Table 3 (page 52) of the COBRA manual):

SDDC Alexandria:	262 contractors	x	710 lbs/contractor	=	93.01 tons
SDDC Ft Eustis:	36 contractors	x	710 lbs/contractor	=	12.78 tons
SDDC TEA:	7 contractors	x	710 lbs/contractor	=	2.485 tons

FOOTNOTES FOR SCREEN FOUR
=====

Manually populated initial personnel numbers for leased space locations (SDDC-Alexandria, and SDDC-TEA-Newport News, VA). (Data was not provided in Installation static data.) (Personnel numbers are provided in the TRANSCOM SDC Response Spreadsheet (30 March 05).

FOOTNOTES FOR SCREEN FIVE
=====

Activity Mission Recurring Savings/Costs: based on reductions/increases in Contractor personnel (@\$165K per person per year).

Alexandria, VA Savings- \$10,395K in 2008 and beyond (63 contractor positions x \$165K/year).
Ft Eustis, VA Savings- \$ 1,485K in 2007 and beyond (9 contractor positions x \$165K/year).
TEA-N.News(Norfolk) Savings - \$330K in 2009 and beyond (2 contractor positions x \$165K/year).
Scott AFB: Savings- \$32,670K in 2007 (81 contractor positions x \$165K/year); \$33,660K in 2008 (4 additional contractor positions reduced in 2008; cumulative total of 85 contractor positions x \$165K/year); \$36,135K in 2009 and beyond (15 additional contractor positions reduced in 2009; cumulative total of 100 contractor positions x \$165K/year). Changes in recurring savings data are based on a different number of contractor job reductions taken in 2007 and 2008. Source: SDC personnel data on moving and job reductions -- Table 2.3 (Filename: "TRANSCOM SDC Response Spreadsheet 30 Mar 05 (AF-provided time-phased & summary data).xls")

Contractor personnel reductions are provided in the TRANSCOM SDC Response Spreadsheet (30 March 05), and the \$165K per person is based on TRANSCOM-provided certification memo.

Alexandria, VA One-time Unique costs (\$86K): Lease Restoration Costs
Alexandria, VA One-time Unique Savings (\$4059K): AT/FP Cost Avoidance.
Alexandria, VA Recurring Savings (\$5353K-beginning 2008): Lease avoidance savings.
Sources: Army SDC (file name:"Revised HSA0114 AF-SCOTT 16 Dec 04.xls"), and 28 Apr 05 Updated Memo (Calculation of TRANSCOM Leased Costs).

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AT/FP cost of \$28.28/sq. ft. authorized by D. Tison Memo to ISG Chairman, 22 Dec 2004 (Filename: "Req to Use At FP Premium-2004Dec22.pdf").

Use of CoSTAR commercial leasing rates authorized by D. Tison memo to ISG Chairman, 4 May 2005 (Filename: "Update to Previous Request for Use of Commercial Data Sources".pdf).
CoStar rate quotation for Washington DC area (filename: "The CoStar Office Report - National Office Market 3rd Quarter 2004.pdf").

Fort Eustis Facilities Shutdown: (212,000 SF) (provided by Army Allocation (Integration) data-18 April 2005, with attached certification cover memo).

AT/FP cost of \$28.28/sq. ft. authorized by D. Tison Memo to ISG Chairman, 22 Dec 2004 (Filename: Req to Use At FP Premium-2004Dec22.pdf).

Use of SIOR commercial leasing rates authorized by D. Tison memo to ISG Chairman, 22 Dec 2004 (Filename: "Req to Use Lease Market Data 2004Dec22.pdf")

SIOR rate quotation for Hampton Roads area [includes Newport News, VA] (Filename: "Hampton Roads Office Survey fm SIOR.pdf").

Scott AFB, One-time Unique Costs: \$4,015K for Infrastructure Upgrade (per AF Allocation Input)
Scott AFB, One-time Unique Costs: \$18,000K for Joint Operations Center (JOC) Command & Control Systems in 2008 (Source: TRANSCOM Email (dated 30 March 05)).
Scott AFB, One-time Unique Costs: \$2460K Furniture Costs in 2008 (AF Allocation Input).
Scott AFB, Environmental Costs: \$53K NEPA in 2006; \$10K in 2007 (\$ Air Costs). (AF Allocation input).
Scott AFB, One-Time IT Costs: In 2007, IT Infrastructure Costs: (\$155.0K). In 2008, Item costs (\$383K). (AF Allocation Input).

Construction schedule: Is COBRA generated (did not use AF Allocation input of 100% in 2007). (AF Allocation Input).

FOOTNOTES FOR SCREEN SIX

Reductions at SDDC Alexandria, SDDC-TEA (Norfolk proxy) are based on TRANSCOM SDC Response Spreadsheet (30 March 05).

Reductions at FT Eustis: -4 Off, -2 Enl, -52 Civ. (Based on SDDC reductions of 3 Off and 48 Civ's (provided by TRANSCOM SDC Response Spreadsheet 30 March 05.xls), and also based on BOS reductions (-1 Off, -2 Enl, -4 Civ's) from Army Allocation Data file (w/Army Certification Memo -18 April 2005).

Personnel changes at Scott AFB are based on TRANSCOM HQ and AMC HQ personnel reductions (section 2.3 of TRANSCOM SDC Spreadsheet, 30 March 05), personnel increases from SDDC locations (Section 2.2 of same TRANSCOM SDC Spreadsheet), and BOS personnel adjustments based on the net changes (filename: TRANSCOM SDC Response Spreadsheet 30Mar05.xls). [The BOS changes were computed using the AF standard of 8% (applied to net personnel changes (Off/Enl/Civ). Source: AF BOS certification memo; also Scott AFB Personnel Number & BOS Computations spreadsheet (updated 25Apr2005)].

FOOTNOTES FOR SCREEN SEVEN

MILCON required at Scott AFB:
General Admin space: 95,106 SF, cost = \$23,744K. (Source: AF Allocation input)
Joint Operations Center (Code 1412-Aviation Operations Center): 60,000 SF, cost = \$16,406K. (Source: AF Allocation Data).

COBRA REALIGNMENT SUMMARY REPORT (COBRA v6.10) - Page 1/2
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Starting Year : 2006
 Final Year : 2009
 Payback Year : Immediate

NPV in 2025(\$K): -1,254,623
 1-Time Cost(\$K): 139,242

Net Costs in 2005 Constant Dollars (\$K)

	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	----	-----
MilCon	16,850	16,446	22,807	0	0	0	56,103	0
Person	0	-12,015	-35,179	-41,851	-46,754	-46,754	-182,554	-46,754
Overhd	1,305	-77	-4,227	-4,840	-5,162	-5,162	-18,162	-5,162
Moving	0	9,350	16,929	18,470	0	0	44,749	0
Missio	0	-34,155	-45,540	-48,345	-48,345	-48,345	-224,730	-48,345
Other	53	4,087	16,549	-993	114	114	19,924	114
TOTAL	18,209	-16,364	-28,663	-77,559	-100,147	-100,147	-304,670	-100,147

	2006	2007	2008	2009	2010	2011	Total
	----	----	----	----	----	----	-----
POSITIONS ELIMINATED							
Off	0	82	6	13	0	0	101
Enl	0	147	1	10	0	0	158
Civ	0	133	124	22	0	0	279
TOT	0	362	131	45	0	0	538

	2006	2007	2008	2009	2010	2011	Total
	----	----	----	----	----	----	-----
POSITIONS REALIGNED							
Off	0	14	10	34	0	0	58
Enl	0	5	7	24	0	0	36
Stu	0	0	0	0	0	0	0
Civ	0	296	384	530	0	0	1,210
TOT	0	315	401	588	0	0	1,304

Summary:

Realign US TRANSCOM and associated Service components, by co-locating US Army SDDC (Alexandria and Ft. Eustis, VA), and US Army SDDC-TEA (Newport News, VA (Norfolk proxy)) to Scott AFB (consolidating them with USAF Air Mobility Command HQ and US TRANSCOM HQ).

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Costs in 2005 Constant Dollars (\$K)

	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	-----	-----
MilCon	16,850	16,446	22,807	0	0	0	56,103	0
Person	0	5,342	3,354	4,636	1,689	1,689	16,709	1,689
Overhd	1,305	1,480	2,682	4,214	3,892	3,892	17,467	3,892
Moving	0	9,417	16,982	18,651	0	0	45,050	0
Missio	0	0	0	0	0	0	0	0
Other	53	4,087	20,608	138	114	114	25,115	114
TOTAL	18,209	36,773	66,433	27,640	5,695	5,695	160,445	5,695

Savings in 2005 Constant Dollars (\$K)

	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	-----	-----
MilCon	0	0	0	0	0	0	0	0
Person	0	17,358	38,533	46,487	48,443	48,443	199,264	48,443
Overhd	0	1,557	6,910	9,054	9,054	9,054	35,630	9,054
Moving	0	67	53	181	0	0	300	0
Missio	0	34,155	45,540	48,345	48,345	48,345	224,730	48,345
Other	0	0	4,059	1,131	0	0	5,190	0
TOTAL	0	53,136	95,095	105,198	105,842	105,842	465,115	105,842

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(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	56,103,000	
Total - Construction		56,103,000
Personnel		
Civilian RIF	7,012,162	
Civilian Early Retirement	1,483,944	
Eliminated Military PCS	1,690,002	
Unemployment	534,120	
Total - Personnel		10,720,227
Overhead		
Program Management Cost	2,625,769	
Support Contract Termination	0	
Mothball / Shutdown	95,400	
Total - Overhead		2,721,169
Moving		
Civilian Moving	41,150,948	
Civilian PPP	2,023,272	
Military Moving	444,540	
Freight	678,819	
Information Technologies	752,200	
One-Time Moving Costs	0	
Total - Moving		45,049,780
Other		
HAP / RSE	0	
Environmental Mitigation Costs	63,000	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	24,585,000	
Total - Other		24,648,000

Total One-Time Costs		139,242,177

One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	300,458	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	5,190,570	

Total One-Time Savings		5,491,028

Total Net One-Time Costs		133,751,148

COBRA ONE-TIME COST REPORT (COBRA v6.10) - Page 2/6

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Base: Alexandria / I-395 A, VA (HSA001)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	0	
Total - Construction		0
Personnel		
Civilian RIF	1,780,950	
Civilian Early Retirement	508,392	
Eliminated Military PCS	66,864	
Unemployment	133,530	
Total - Personnel		2,489,736
Overhead		
Program Management Cost	0	
Support Contract Termination	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	15,330,391	
Civilian PPP	887,400	
Military Moving	72,854	
Freight	238,190	
Information Technologies	70,000	
One-Time Moving Costs	0	
Total - Moving		16,598,835
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	86,000	
Total - Other		86,000

Total One-Time Costs		19,174,571

One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	53,071	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	4,059,000	

Total One-Time Savings		4,112,071

Total Net One-Time Costs		15,062,501

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Base: EUSTIS, VA (51281)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	0	
Total - Construction		0
Personnel		
Civilian RIF	1,033,168	
Civilian Early Retirement	287,736	
Eliminated Military PCS	49,907	
Unemployment	80,118	
Total - Personnel		1,450,930
Overhead		
Program Management Cost	539,437	
Support Contract Termination	0	
Mothball / Shutdown	95,400	
Total - Overhead		634,837
Moving		
Civilian Moving	6,311,697	
Civilian PPP	390,456	
Military Moving	86,836	
Freight	135,308	
Information Technologies	44,200	
One-Time Moving Costs	0	
Total - Moving		6,968,497
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	0	
Total - Other		0
Total One-Time Costs		9,054,265
One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	58,250	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
Total One-Time Savings		58,250
Total Net One-Time Costs		8,996,014

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	0	
Total - Construction		0
Personnel		
Civilian RIF	344,389	
Civilian Early Retirement	107,901	
Eliminated Military PCS	10,477	
Unemployment	26,706	
Total - Personnel		489,474
Overhead		
Program Management Cost	0	
Support Contract Termination	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	2,185,964	
Civilian PPP	141,984	
Military Moving	0	
Freight	40,449	
Information Technologies	14,000	
One-Time Moving Costs	0	
Total - Moving		2,382,397
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	24,000	
Total - Other		24,000

Total One-Time Costs		2,895,871

One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	1,131,570	

Total One-Time Savings		1,131,570

Total Net One-Time Costs		1,764,301

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	56,103,000	
Total - Construction		56,103,000
Personnel		
Civilian RIF	2,073,790	
Civilian Early Retirement	84,226	
Eliminated Military PCS	1,562,753	
Unemployment	160,236	
Total - Personnel		3,881,004
Overhead		
Program Management Cost	661,985	
Support Contract Termination	0	
Mothball / Shutdown	0	
Total - Overhead		661,985
Moving		
Civilian Moving	0	
Civilian PPP	603,432	
Military Moving	0	
Freight	0	
Information Technologies	538,000	
One-Time Moving Costs	0	
Total - Moving		1,141,432
Other		
HAP / RSE	0	
Environmental Mitigation Costs	63,000	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	24,475,000	
Total - Other		24,538,000
-----		-----
Total One-Time Costs		86,325,421
-----		-----
One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
-----		-----
Total One-Time Savings		0
-----		-----
Total Net One-Time Costs		86,325,421

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: COMNAVDIST WASH DC, DC (N00171)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	0	
Total - Construction		0
Personnel		
Civilian RIF	1,779,863	
Civilian Early Retirement	495,689	
Eliminated Military PCS	0	
Unemployment	133,530	
Total - Personnel		2,409,083
Overhead		
Program Management Cost	1,424,347	
Support Contract Termination	0	
Mothball / Shutdown	0	
Total - Overhead		1,424,347
Moving		
Civilian Moving	17,322,896	
Civilian PPP	0	
Military Moving	284,850	
Freight	264,872	
Information Technologies	86,000	
One-Time Moving Costs	0	
Total - Moving		17,958,618
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	0	
Total - Other		0
-----		-----
Total One-Time Costs		21,792,048
-----		-----
One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	189,137	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	
-----		-----
Total One-Time Savings		189,137
-----		-----
Total Net One-Time Costs		21,602,911

TOTAL COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 1/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

ONE-TIME COSTS	2006	2007	2008	2009	2010	2011	Total
-----(\$K)-----	----	----	----	----	----	----	-----
CONSTRUCTION							
MILCON	16,850	16,446	22,807	0	0	0	56,103
O&M							
CIV SALARY							
Civ RIF	0	3,170	1,781	2,061	0	0	7,012
Civ Retire	0	421	508	554	0	0	1,484
CIV MOVING							
Per Diem	0	670	915	1,123	0	0	2,708
POV Miles	0	41	46	66	0	0	153
Home Purch	0	3,801	8,846	9,902	0	0	22,548
HHG	0	1,239	1,475	1,996	0	0	4,710
Misc	0	240	333	404	0	0	977
House Hunt	0	527	684	870	0	0	2,082
PPP	0	958	887	177	0	0	2,023
RITA	0	1,478	3,031	3,462	0	0	7,971
FREIGHT							
Packing	0	16	22	29	0	0	67
Freight	0	141	216	255	0	0	612
Vehicles	0	0	0	0	0	0	0
Unemployment	0	245	133	156	0	0	534
OTHER							
Info Tech	0	207	453	92	0	0	752
Prog Manage	1,071	803	429	322	0	0	2,626
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	95	0	0	0	0	95
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	4	3	12	0	0	19
POV Miles	0	3	2	9	0	0	15
HHG	0	71	51	194	0	0	317
Misc	0	19	17	58	0	0	94
OTHER							
Elim PCS	0	1,447	67	176	0	0	1,690
OTHER							
HAF / RSE	0	0	0	0	0	0	0
Environmental	53	10	0	0	0	0	63
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	4,015	20,546	24	0	0	24,585
TOTAL ONE-TIME	17,974	36,070	63,254	21,944	0	0	139,242

TOTAL COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 2/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	124	291	523	523	523	523	2,508	523
Recap	110	258	464	464	464	464	2,223	464
BOS	0	32	1,266	2,905	2,905	2,905	10,015	2,905
Civ Salary	0	59	760	1,481	1,481	1,481	5,263	1,481
TRICARE	0	62	62	114	114	114	467	114
MIL PERSONNEL								
Off Salary	0	0	62	125	125	125	437	125
Enl Salary	0	0	41	82	82	82	288	82
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	234	703	3,179	5,695	5,695	5,695	21,203	5,695
TOTAL COST	18,209	36,773	66,433	27,640	5,695	5,695	160,445	5,695
ONE-TIME SAVES								
-----(\$K)-----	----	----	----	----	----	----	-----	-----
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	67	53	181	0	0	300	0
OTHER								
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	4,059	1,131	0	0	5,190	0
TOTAL ONE-TIME	0	67	4,112	1,312	0	0	5,491	0
RECURRINGSAVES								
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	385	385	385	385	385	1,927	385
Recap	0	262	262	262	262	262	1,310	262
BOS	0	910	910	2,377	2,377	2,377	8,950	2,377
Civ Salary	0	4,527	14,006	19,890	20,622	20,622	79,667	20,622
MIL PERSONNEL								
Off Salary	0	5,124	10,623	11,810	12,622	12,622	52,801	12,622
Enl Salary	0	6,056	12,154	12,607	13,019	13,019	56,855	13,019
House Allow	0	1,650	1,751	2,180	2,180	2,180	9,941	2,180
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	34,155	45,540	48,345	48,345	48,345	224,730	48,345
Misc Recur	0	0	5,353	6,030	6,030	6,030	23,443	6,030
TOTAL RECUR	0	53,070	90,983	103,886	105,842	105,842	459,624	105,842
TOTAL SAVINGS	0	53,136	95,095	105,198	105,842	105,842	465,115	105,842

TOTAL COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 3/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
---- (\$K) ----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	16,850	16,446	22,807	0	0	0	56,103	
O&M								
Civ Retir/RIF	0	3,591	2,289	2,615	0	0	8,496	
Civ Moving	0	9,112	16,456	18,284	0	0	43,853	
Info Tech	0	207	453	92	0	0	752	
Other	1,071	1,144	563	478	0	0	3,255	
MIL PERSONNEL								
Mil Moving	0	1,478	87	269	0	0	1,834	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	53	10	0	0	0	0	63	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	4,015	16,487	-1,107	0	0	19,394	
TOTAL ONE-TIME	17,974	36,003	59,141	20,632	0	0	133,688	
RECURRING NET								
---- (\$K) ----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	124	-94	138	138	138	138	581	138
Recap	110	-4	202	202	202	202	913	202
BOS	0	-878	357	529	529	529	1,065	529
Civ Salary	0	-4,468	-13,246	-18,409	-19,140	-19,140	-74,403	-19,140
TRICARE	0	62	62	114	114	114	467	114
MIL PERSONNEL								
Mil Salary	0	-11,180	-22,673	-24,209	-25,434	-25,434	-108,930	-25,434
House Allow	0	-1,650	-1,751	-2,180	-2,180	-2,180	-9,941	-2,180
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	-34,155	-45,540	-48,345	-48,345	-48,345	-224,730	-48,345
Misc Recur	0	0	-5,353	-6,030	-6,030	-6,030	-23,443	-6,030
TOTAL RECUR	234	-52,367	-87,804	-98,190	-100,147	-100,147	-438,421	-100,147
TOTAL NET COST	18,209	-16,364	-28,663	-77,559	-100,147	-100,147	-304,670	-100,147

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 4/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)	2006	2007	2008	2009	2010	2011	Total
ONE-TIME COSTS	2006	2007	2008	2009	2010	2011	Total
-----(\$K)-----	----	----	----	----	----	----	-----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	1,781	0	0	0	1,781
Civ Retire	0	0	508	0	0	0	508
CIV MOVING							
Per Diem	0	0	915	0	0	0	915
POV Miles	0	0	46	0	0	0	46
Home Purch	0	0	8,846	0	0	0	8,846
HHG	0	0	1,475	0	0	0	1,475
Misc	0	0	333	0	0	0	333
House Hunt	0	0	684	0	0	0	684
PPP	0	0	887	0	0	0	887
RITA	0	0	3,031	0	0	0	3,031
FREIGHT							
Packing	0	0	22	0	0	0	22
Freight	0	0	216	0	0	0	216
Vehicles	0	0	0	0	0	0	0
Unemployment	0	0	133	0	0	0	133
OTHER							
Info Tech	0	0	70	0	0	0	70
Prog Manage	0	0	0	0	0	0	0
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	3	0	0	0	3
POV Miles	0	0	2	0	0	0	2
HHG	0	0	51	0	0	0	51
Misc	0	0	17	0	0	0	17
OTHER							
Elim PCS	0	0	67	0	0	0	67
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	86	0	0	0	86
TOTAL ONE-TIME	0	0	19,174	0	0	0	19,174

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 5/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)

RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	0	0	19,174	0	0	0	19,174	0
ONE-TIME SAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	53	0	0	0	53	
OTHER								
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	4,059	0	0	0	4,059	
TOTAL ONE-TIME	0	0	4,112	0	0	0	4,112	
RECURRINGSAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS								
	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	4,264	8,528	8,528	8,528	29,847	8,528
MIL PERSONNEL								
Off Salary	0	0	375	750	750	750	2,624	750
Enl Salary	0	0	41	82	82	82	288	82
House Allow	0	0	265	265	265	265	1,059	265
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	10,395	10,395	10,395	10,395	41,580	10,395
Misc Recur	0	0	5,353	5,353	5,353	5,353	21,412	5,353
TOTAL RECUR	0	0	20,693	25,373	25,373	25,373	96,811	25,373
TOTAL SAVINGS	0	0	24,805	25,373	25,373	25,373	100,924	25,373

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)

ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	2,289	0	0	0	2,289	
Civ Moving	0	0	16,456	0	0	0	16,456	
Info Tech	0	0	70	0	0	0	70	
Other	0	0	133	0	0	0	133	
MIL PERSONNEL								
Mil Moving	0	0	87	0	0	0	87	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	0	-3,973	0	0	0	-3,973	
TOTAL ONE-TIME	0	0	15,062	0	0	0	15,062	
RECURRING NET	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS								
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	-4,264	-8,528	-8,528	-8,528	-29,847	-8,528
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	-416	-832	-832	-832	-2,913	-832
House Allow	0	0	-265	-265	-265	-265	-1,059	-265
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	-10,395	-10,395	-10,395	-10,395	-41,580	-10,395
Misc Recur	0	0	-5,353	-5,353	-5,353	-5,353	-21,412	-5,353
TOTAL RECUR	0	0	-20,693	-25,373	-25,373	-25,373	-96,811	-25,373
TOTAL NET COST	0	0	-5,630	-25,373	-25,373	-25,373	-81,749	-25,373

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 7/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: EUSTIS, VA (51281)

ONE-TIME COSTS	2006	2007	2008	2009	2010	2011	Total
-----(\$K)-----	----	----	----	----	----	----	-----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	1,033	0	0	0	0	1,033
Civ Retire	0	288	0	0	0	0	288
CIV MOVING							
Per Diem	0	570	0	0	0	0	570
POV Miles	0	36	0	0	0	0	36
Home Purch	0	2,844	0	0	0	0	2,844
HHG	0	1,059	0	0	0	0	1,059
Misc	0	204	0	0	0	0	204
House Hunt	0	449	0	0	0	0	449
PPP	0	390	0	0	0	0	390
RITA	0	1,149	0	0	0	0	1,149
FREIGHT							
Packing	0	14	0	0	0	0	14
Freight	0	121	0	0	0	0	121
Vehicles	0	0	0	0	0	0	0
Unemployment	0	80	0	0	0	0	80
OTHER							
Info Tech	0	44	0	0	0	0	44
Prog Manage	308	231	0	0	0	0	539
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	95	0	0	0	0	95
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	4	0	0	0	0	4
POV Miles	0	3	0	0	0	0	3
HHG	0	63	0	0	0	0	63
Misc	0	17	0	0	0	0	17
OTHER							
Elim PCS	0	50	0	0	0	0	50
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	308	8,746	0	0	0	0	9,054

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 8/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: EUSTIS, VA (51281)

RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	308	8,746	0	0	0	0	9,054	0

ONE-TIME SAVES	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	58	0	0	0	0	58	0
OTHER								
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0	0
TOTAL ONE-TIME	0	58	0	0	0	0	58	0

RECURRINGSAVES	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS								
	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	385	385	385	385	385	1,927	385
Recap	0	262	262	262	262	262	1,310	262
BOS	0	764	764	764	764	764	3,819	764
Civ Salary	0	1,729	3,458	3,458	3,458	3,458	15,560	3,458
MIL PERSONNEL								
Off Salary	0	250	500	500	500	500	2,249	500
Enl Salary	0	82	165	165	165	165	741	165
House Allow	0	194	194	194	194	194	969	194
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	1,485	1,485	1,485	1,485	1,485	7,425	1,485
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	5,151	7,212	7,212	7,212	7,212	34,001	7,212
TOTAL SAVINGS	0	5,209	7,212	7,212	7,212	7,212	34,059	7,212

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: EUSTIS, VA (51281)

ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total
-----(\$K)-----	----	----	----	----	----	----	-----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
Civ Retir/RIF	0	1,321	0	0	0	0	1,321
Civ Moving	0	6,837	0	0	0	0	6,837
Info Tech	0	44	0	0	0	0	44
Other	308	407	0	0	0	0	715
MIL PERSONNEL							
Mil Moving	0	78	0	0	0	0	78
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	308	8,688	0	0	0	0	8,996

RECURRING NET	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS								
O&M								
Sustainment	0	-385	-385	-385	-385	-385	-1,927	-385
Recap	0	-262	-262	-262	-262	-262	-1,310	-262
BOS	0	-764	-764	-764	-764	-764	-3,819	-764
Civ Salary	0	-1,729	-3,458	-3,458	-3,458	-3,458	-15,560	-3,458
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	-332	-665	-665	-665	-665	-2,991	-665
House Allow	0	-194	-194	-194	-194	-194	-969	-194
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	-1,485	-1,485	-1,485	-1,485	-1,485	-7,425	-1,485
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	-5,151	-7,212	-7,212	-7,212	-7,212	-34,001	-7,212
TOTAL NET COST	308	3,536	-7,212	-7,212	-7,212	-7,212	-25,005	-7,212

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 10/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)							
ONE-TIME COSTS	2006	2007	2008	2009	2010	2011	Total
----(\$K)----	----	----	----	----	----	----	----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	344	0	0	344
Civ Retire	0	0	0	108	0	0	108
CIV MOVING							
Per Diem	0	0	0	193	0	0	193
POV Miles	0	0	0	10	0	0	10
Home Purch	0	0	0	1,029	0	0	1,029
HHG	0	0	0	329	0	0	329
Misc	0	0	0	70	0	0	70
House Hunt	0	0	0	147	0	0	147
PPP	0	0	0	142	0	0	142
RITA	0	0	0	406	0	0	406
FREIGHT							
Packing	0	0	0	4	0	0	4
Freight	0	0	0	36	0	0	36
Vehicles	0	0	0	0	0	0	0
Unemployment	0	0	0	27	0	0	27
OTHER							
Info Tech	0	0	0	14	0	0	14
Prog Manage	0	0	0	0	0	0	0
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	10	0	0	10
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	0	24	0	0	24
TOTAL ONE-TIME	0	0	0	2,896	0	0	2,896

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)

RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	0	0	0	2,896	0	0	2,896	0
ONE-TIME SAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	1,131	0	0	1,131	
TOTAL ONE-TIME	0	0	0	1,131	0	0	1,131	
RECURRINGSAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	632	1,263	1,263	3,158	1,263
MIL PERSONNEL								
Off Salary	0	0	0	62	125	125	312	125
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	13	13	13	41	13
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	330	330	330	990	330
Misc Recur	0	0	0	677	677	677	2,031	677
TOTAL RECUR	0	0	0	1,715	2,409	2,409	6,533	2,409
TOTAL SAVINGS	0	0	0	2,846	2,409	2,409	7,664	2,409

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 12/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)

ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	0	452	0	0	452	
Civ Moving	0	0	0	2,368	0	0	2,368	
Info Tech	0	0	0	14	0	0	14	
Other	0	0	0	27	0	0	27	
MIL PERSONNEL								
Mil Moving	0	0	0	10	0	0	10	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	0	0	-1,107	0	0	-1,107	
TOTAL ONE-TIME	0	0	0	1,764	0	0	1,764	
RECURRING NET	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS								
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-632	-1,263	-1,263	-3,158	-1,263
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	-62	-125	-125	-312	-125
House Allow	0	0	0	-13	-13	-13	-41	-13
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	-330	-330	-330	-990	-330
Misc Recur	0	0	0	-677	-677	-677	-2,031	-677
TOTAL RECUR	0	0	0	-1,715	-2,409	-2,409	-6,533	-2,409
TOTAL NET COST	0	0	0	49	-2,409	-2,409	-4,768	-2,409

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 13/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)							
ONE-TIME COSTS	2006	2007	2008	2009	2010	2011	Total
---- (\$K) ----	----	----	----	----	----	----	-----
CONSTRUCTION							
MILCON	16,850	16,446	22,807	0	0	0	56,103
O&M							
CIV SALARY							
Civ RIFs	0	1,958	0	115	0	0	2,074
Civ Retire	0	84	0	0	0	0	84
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPP	0	568	0	35	0	0	603
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Unemployment	0	151	0	9	0	0	160
OTHER							
Info Tech	0	155	383	0	0	0	538
Prog Manage	242	181	136	102	0	0	662
Supt Contract	0	0	0	0	0	0	0
Mothball	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	1,397	0	166	0	0	1,563
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	53	10	0	0	0	0	63
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	4,015	20,460	0	0	0	24,475
TOTAL ONE-TIME	17,145	24,966	43,786	427	0	0	86,325

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 14/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)

RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	124	291	523	523	523	523	2,508	523
Recap	110	258	464	464	464	464	2,223	464
BOS	0	32	1,266	2,905	2,905	2,905	10,015	2,905
Civ Salary	0	59	760	1,481	1,481	1,481	5,263	1,481
TRICARE	0	62	62	114	114	114	467	114
MIL PERSONNEL								
Off Salary	0	0	62	125	125	125	437	125
Enl Salary	0	0	41	82	82	82	288	82
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	234	703	3,179	5,695	5,695	5,695	21,203	5,695
TOTAL COSTS	17,380	25,669	46,965	6,123	5,695	5,695	107,528	5,695
ONE-TIME SAVES								
-----(\$K)-----	-----	-----	-----	-----	-----	-----	Total	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	0							
RECURRINGSAVES								
-----(\$K)-----	-----	-----	-----	-----	-----	-----	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	2,798	6,284	7,273	7,373	7,373	31,101	7,373
MIL PERSONNEL								
Off Salary	0	4,874	9,748	10,498	11,247	11,247	47,614	11,247
Enl Salary	0	5,974	11,948	12,360	12,772	12,772	55,825	12,772
House Allow	0	1,432	1,268	974	974	974	5,624	974
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	32,670	33,660	36,135	36,135	36,135	174,735	36,135
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	47,749	62,908	67,240	68,502	68,502	314,900	68,502
TOTAL SAVINGS	0	47,749	62,908	67,240	68,502	68,502	314,900	68,502

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 15/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)

ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
---- (\$K) ----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	16,850	16,446	22,807	0	0	0	56,103	
O&M								
Civ Retir/RIF	0	2,043	0	115	0	0	2,158	
Civ Moving	0	568	0	35	0	0	603	
Info Tech	0	155	383	0	0	0	538	
Other	242	333	136	111	0	0	822	
MIL PERSONNEL								
Mil Moving	0	1,397	0	166	0	0	1,563	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	53	10	0	0	0	0	63	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	4,015	20,460	0	0	0	24,475	
TOTAL ONE-TIME	17,145	24,966	43,786	427	0	0	86,325	
RECURRING NET								
----- (\$K) -----	-----	-----	-----	-----	-----	-----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	124	291	523	523	523	523	2,508	523
Recap	110	258	464	464	464	464	2,223	464
BOS	0	32	1,266	2,905	2,905	2,905	10,015	2,905
Civ Salary	0	-2,739	-5,524	-5,791	-5,891	-5,891	-25,838	-5,891
TRICARE	0	62	62	114	114	114	467	114
MIL PERSONNEL								
Mil Salary	0	-10,848	-21,592	-22,650	-23,812	-23,812	-102,714	-23,812
House Allow	0	-1,432	-1,268	-974	-974	-974	-5,624	-974
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	-32,670	-33,660	-36,135	-36,135	-36,135	-174,735	-36,135
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	234	-47,046	-59,729	-61,544	-62,806	-62,806	-293,697	-62,806
TOTAL NET COST	17,380	-22,079	-15,943	-61,117	-62,806	-62,806	-207,372	-62,806

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 16/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: COMNAVDIST WASH DC, DC (N00171)							
ONE-TIME COSTS	2006	2007	2008	2009	2010	2011	Total
-----(\$K)-----	----	----	----	----	----	----	-----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFS	0	178	0	1,602	0	0	1,780
Civ Retire	0	49	0	446	0	0	496
CIV MOVING							
Per Diem	0	100	0	929	0	0	1,029
POV Miles	0	6	0	55	0	0	61
Home Purch	0	956	0	8,873	0	0	9,829
HHG	0	180	0	1,667	0	0	1,847
Misc	0	36	0	334	0	0	370
House Hunt	0	78	0	723	0	0	801
PPP	0	0	0	0	0	0	0
RITA	0	329	0	3,056	0	0	3,385
FREIGHT							
Packing	0	2	0	24	0	0	27
Freight	0	19	0	219	0	0	238
Vehicles	0	0	0	0	0	0	0
Unemployment	0	13	0	120	0	0	133
OTHER							
Info Tech	0	8	0	78	0	0	86
Prog Manage	521	391	293	220	0	0	1,424
Supt Contract	0	0	0	0	0	0	0
Mothball	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	12	0	0	12
POV Miles	0	0	0	9	0	0	10
HHG	0	8	0	194	0	0	203
Misc	0	2	0	58	0	0	60
OTHER							
Elim PCS	0	0	0	0	0	0	0
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	521	2,357	293	18,621	0	0	21,792

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 17/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: COMNAVDIST WASH DC, DC (N00171)

RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	521	2,357	293	18,621	0	0	21,792	0

ONE-TIME SAVES	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	8	0	181	0	0	189	0
OTHER								
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0	0
TOTAL ONE-TIME	0	8	0	181	0	0	189	0

RECURRINGSAVES	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS								
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	146	146	1,613	1,613	1,613	5,131	1,613
Civ Salary	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	24	24	733	733	733	2,248	733
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	170	170	2,346	2,346	2,346	7,379	2,346
TOTAL SAVINGS	0	178	170	2,527	2,346	2,346	7,568	2,346

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 18/18
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: COMNAVDIST WASH DC, DC (N00171)

ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	227	0	2,048	0	0	2,275	
Civ Moving	0	1,707	0	15,881	0	0	17,588	
Info Tech	0	8	0	78	0	0	86	
Other	521	404	293	340	0	0	1,558	
MIL PERSONNEL								
Mil Moving	0	2	0	93	0	0	96	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	521	2,349	293	18,440	0	0	21,603	
RECURRING NET								
-----(\$K)-----	----	----	----	----	----	----	-----	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	-146	-146	-1,613	-1,613	-1,613	-5,131	-1,613
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	0	0	0	0	0
House Allow	0	-24	-24	-733	-733	-733	-2,248	-733
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	-170	-170	-2,346	-2,346	-2,346	-7,379	-2,346
TOTAL NET COST	521	2,179	123	16,094	-2,346	-2,346	14,224	-2,346

COBRA PERSONNEL/SF/SUSTAINMENT/RECAP/BOS DELTAS REPORT (COBRA v6.10)
 Data As Of 6/24/2005 11:43:56 AM, Report Created 6/24/2005 12:57:09 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Personnel				
Base	Start*	Finish*	Change	%Change
Alexandria / I-395 A	524	-8	-532	-102%
EUSTIS	11,631	11,308	-323	-3%
Norfolk VA	105	0	-105	-100%
Scott AFB	10,251	11,249	998	10%
COMNAVDIST WASH DC	7,135	6,582	-553	-8%
TOTAL	29,646	29,131	-515	-2%

Square Footage					
Base	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	12,508,000	12,296,000	-212,000	-2%	656
Norfolk VA	0	0	0	0%	0
Scott AFB	3,615,000	3,834,007	219,007	6%	219
COMNAVDIST WASH DC	4,185,353	4,185,353	0	0%	0
TOTAL	20,308,353	20,315,360	7,007	0%	-14

Base Operations Support (2005\$)					
Base	Start*	Finish*	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	51,942,889	51,178,989	-763,901	-1%	2,365
Norfolk VA	0	0	0	0%	0
Scott AFB	38,672,000	41,577,568	2,905,568	8%	2,911
COMNAVDIST WASH DC	46,710,718	45,097,690	-1,613,028	-3%	2,917
TOTAL	137,325,607	137,854,246	528,639	0%	-1,026

Sustainment (2005\$)					
Base	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	22,735,901	22,350,547	-385,354	-2%	1,193
Norfolk VA	0	0	0	0%	0
Scott AFB	22,611,496	23,134,658	523,162	2%	524
COMNAVDIST WASH DC	5,133,789	5,133,789	0	0%	0
TOTAL	50,481,186	50,618,994	137,808	0%	-267

Recapitalization (2005\$)					
Base	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	15,454,332	15,192,394	-261,938	-2%	811
Norfolk VA	0	0	0	0%	0
Scott AFB	16,883,634	17,347,296	463,661	3%	464
COMNAVDIST WASH DC	7,573,995	7,573,995	0	0%	0
TOTAL	39,911,961	40,113,685	201,723	1%	-392

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base	Sustain + Recap + BOS (2005\$)				
	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	90,133,123	88,721,930	-1,411,193	-2%	4,369
Norfolk VA	0	0	0	0%	0
Scott AFB	78,167,130	82,059,522	3,892,391	5%	3,900
COMNAVDIST WASH DC	59,418,501	57,805,473	-1,613,028	-3%	2,917
TOTAL	227,718,754	228,586,925	868,170	0%	-1,686

Base	Plant Replacement Value (2005\$)				
	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	1,591,796,220	1,564,816,623	-26,979,597	-2%	83,528
Norfolk VA	0	0	0	0%	0
Scott AFB	2,042,919,779	2,099,022,779	56,103,000	3%	56,215
COMNAVDIST WASH DC	863,435,395	863,435,395	0	0%	0
TOTAL	4,498,151,394	4,527,274,797	29,123,403	1%	-56,550

* "Start" and "Finish" values for Personnel and BOS both include the Programmed Installation Population (non-BRAC) Changes, so that only changes attributable to the BRAC action are reflected in the "Change" columns of this report.

TOTAL COBRA MILITARY CONSTRUCTION ASSETS REPORT (COBRA v6.10)
 Data As Of 6/24/2005 11:43:56 AM, Report Created 6/24/2005 12:57:09 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Alexandria / I-395 A	0	0	0
EUSTIS	0	0	0
Norfolk VA	0	0	0
Scott AFB	56,103,000	0	56,103,000
COMNAVDIST WASH DC	0	0	0
Totals:	56,103,000	0	56,103,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

MilCon for Base: Scott AFB, IL (VDYD)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
6100 General Administrative Building	SF	159,007	n/a**	0 Default	n/a**	39,697
1412 Aviation Operations Building	SF	60,000	n/a**	0 Default	n/a**	16,406
Total Construction Cost:						56,103
- Construction Cost Avoid:						0
Total Net Milcon Cost:						56,103

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

**No New Milcon / Rehabilitation Cost breakdown is available if Total Cost was entered by the user.

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott APB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	296	384	530	0	0	1,210
Early Retirement*	8.10%	0	24	31	43	0	0	98
Regular Retirement*	1.67%	0	5	6	8	0	0	19
Civilian Turnover*	9.16%	0	27	35	49	0	0	111
Civs Not Moving (RIFs)*	6.00%	0	18	23	32	0	0	73
Civilians Moving (the remainder)		0	222	289	398	0	0	909
Civilian Positions Available		0	74	95	132	0	0	301
CIVILIAN POSITIONS ELIMINATED		0	133	124	22	0	0	279
Early Retirement	8.10%	0	11	10	2	0	0	23
Regular Retirement	1.67%	0	2	2	0	0	0	4
Civilian Turnover	9.16%	0	12	11	2	0	0	25
Civs Not Moving (RIFs)*	6.00%	0	8	7	1	0	0	16
Priority Placement#	39.97%	0	53	50	9	0	0	112
Civilians Available to Move		0	47	44	8	0	0	99
Civilians Moving		0	18	44	6	0	0	68
Civilian RIFs (the remainder)		0	29	0	2	0	0	31
CIVILIAN POSITIONS REALIGNING IN		0	296	384	530	0	0	1,210
Civilians Moving		0	240	333	404	0	0	977
New Civilians Hired		0	56	51	126	0	0	233
Other Civilian Additions		0	0	21	0	0	0	21
TOTAL CIVILIAN EARLY RETIREMENTS		0	35	41	45	0	0	121
TOTAL CIVILIAN RIFs		0	55	30	35	0	0	120
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	53	50	9	0	0	112
TOTAL CIVILIAN NEW HIRES		0	56	72	126	0	0	254

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)Rate 2006 2007 2008 2009 2010 2011 Total

	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	384	0	0	0	384
Early Retirement*	8.10%	0	0	31	0	0	0	31
Regular Retirement*	1.67%	0	0	6	0	0	0	6
Civilian Turnover*	9.16%	0	0	35	0	0	0	35
Civs Not Moving (RIFs)*	6.00%	0	0	23	0	0	0	23
Civilians Moving (the remainder)		0	0	289	0	0	0	289
Civilian Positions Available		0	0	95	0	0	0	95
CIVILIAN POSITIONS ELIMINATED		0	0	124	0	0	0	124
Early Retirement	8.10%	0	0	10	0	0	0	10
Regular Retirement	1.67%	0	0	2	0	0	0	2
Civilian Turnover	9.16%	0	0	11	0	0	0	11
Civs Not Moving (RIFs)*	6.00%	0	0	7	0	0	0	7
Priority Placement#	39.97%	0	0	50	0	0	0	50
Civilians Available to Move		0	0	44	0	0	0	44
Civilians Moving		0	0	44	0	0	0	44
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	0	41	0	0	0	41
TOTAL CIVILIAN RIFs		0	0	30	0	0	0	30
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	50	0	0	0	50
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: EUSTIS, VA (51281)	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	248	0	0	0	0	248
Early Retirement*	8.10%	0	20	0	0	0	0	20
Regular Retirement*	1.67%	0	4	0	0	0	0	4
Civilian Turnover*	9.16%	0	23	0	0	0	0	23
Civs Not Moving (RIFs)*	6.00%	0	15	0	0	0	0	15
Civilians Moving (the remainder)		0	186	0	0	0	0	186
Civilian Positions Available		0	62	0	0	0	0	62
CIVILIAN POSITIONS ELIMINATED		0	52	0	0	0	0	52
Early Retirement	8.10%	0	4	0	0	0	0	4
Regular Retirement	1.67%	0	1	0	0	0	0	1
Civilian Turnover	9.16%	0	5	0	0	0	0	5
Civs Not Moving (RIFs)*	6.00%	0	3	0	0	0	0	3
Priority Placement#	39.97%	0	21	0	0	0	0	21
Civilians Available to Move		0	18	0	0	0	0	18
Civilians Moving		0	18	0	0	0	0	18
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	24	0	0	0	0	24
TOTAL CIVILIAN RIFs		0	18	0	0	0	0	18
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	21	0	0	0	0	21
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	85	0	0	85
Early Retirement*	8.10%	0	0	0	7	0	0	7
Regular Retirement*	1.67%	0	0	0	1	0	0	1
Civilian Turnover*	9.16%	0	0	0	8	0	0	8
Civs Not Moving (RIFs)*	6.00%	0	0	0	5	0	0	5
Civilians Moving (the remainder)		0	0	0	64	0	0	64
Civilian Positions Available		0	0	0	21	0	0	21
CIVILIAN POSITIONS ELIMINATED		0	0	0	19	0	0	19
Early Retirement	8.10%	0	0	0	2	0	0	2
Regular Retirement	1.67%	0	0	0	0	0	0	0
Civilian Turnover	9.16%	0	0	0	2	0	0	2
Civs Not Moving (RIFs)*	6.00%	0	0	0	1	0	0	1
Priority Placement#	39.97%	0	0	0	8	0	0	8
Civilians Available to Move		0	0	0	6	0	0	6
Civilians Moving		0	0	0	6	0	0	6
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIREMENTS		0	0	0	9	0	0	9
TOTAL CIVILIAN RIFs		0	0	0	6	0	0	6
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	0	8	0	0	8
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	0	0	0	0
Early Retirement*	8.10%	0	0	0	0	0	0	0
Regular Retirement*	1.67%	0	0	0	0	0	0	0
Civilian Turnover*	9.16%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	0	0	0	0	0	0
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	81	0	3	0	0	84
Early Retirement	8.10%	0	7	0	0	0	0	7
Regular Retirement	1.67%	0	1	0	0	0	0	1
Civilian Turnover	9.16%	0	7	0	0	0	0	7
Civs Not Moving (RIFs)*	6.00%	0	5	0	0	0	0	5
Priority Placement#	39.97%	0	32	0	1	0	0	33
Civilians Available to Move		0	29	0	2	0	0	31
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	29	0	2	0	0	31
CIVILIAN POSITIONS REALIGNING IN		0	296	384	530	0	0	1,210
Civilians Moving		0	240	333	404	0	0	977
New Civilians Hired		0	56	51	126	0	0	233
Other Civilian Additions		0	0	21	0	0	0	21
TOTAL CIVILIAN EARLY RETIRMENTS		0	7	0	0	0	0	7
TOTAL CIVILIAN RIFs		0	34	0	2	0	0	36
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	32	0	1	0	0	33
TOTAL CIVILIAN NEW HIRES		0	56	72	126	0	0	254

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: COMNAVDIST WASH DC, DC (N00171)Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT	0	48	0	445	0	0	493
Early Retirement*	8.10%	0	4	0	36	0	40
Regular Retirement*	1.67%	0	1	0	7	0	8
Civilian Turnover*	9.16%	0	4	0	41	0	45
Civs Not Moving (RIFs)*	6.00%	0	3	0	27	0	30
Civilians Moving (the remainder)		0	36	0	334	0	370
Civilian Positions Available		0	12	0	111	0	123
CIVILIAN POSITIONS ELIMINATED	0	0	0	0	0	0	0
Early Retirement	8.10%	0	0	0	0	0	0
Regular Retirement	1.67%	0	0	0	0	0	0
Civilian Turnover	9.16%	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0
Priority Placement#	39.97%	0	0	0	0	0	0
Civilians Available to Move		0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0
Civilian RIFs (the remainder)		0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN	0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	4	0	36	0	40
TOTAL CIVILIAN RIFs		0	3	0	27	0	30
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	0	0	0	0
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)

Year	Pers Moved In/Added		MilCon TimePhase	Pers Moved Out/Eliminated		ShutDn TimePhase
	Total	Percent		Total	Percent	
2006	0	0.00%	66.67%	0	0.00%	0.00%
2007	0	0.00%	33.33%	0	0.00%	0.00%
2008	0	0.00%	0.00%	532	100.00%	100.00%
2009	0	0.00%	0.00%	0	0.00%	0.00%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	532	100.00%	100.00%

Base: EUSTIS, VA (51281)

Year	Pers Moved In/Added		MilCon TimePhase	Pers Moved Out/Eliminated		ShutDn TimePhase
	Total	Percent		Total	Percent	
2006	0	0.00%	100.00%	0	0.00%	0.00%
2007	0	0.00%	0.00%	323	100.00%	100.00%
2008	0	0.00%	0.00%	0	0.00%	0.00%
2009	0	0.00%	0.00%	0	0.00%	0.00%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	323	100.00%	100.00%

Base: Norfolk VA, VA (HSA014)

Year	Pers Moved In/Added		MilCon TimePhase	Pers Moved Out/Eliminated		ShutDn TimePhase
	Total	Percent		Total	Percent	
2006	0	0.00%	50.00%	0	0.00%	0.00%
2007	0	0.00%	25.00%	0	0.00%	0.00%
2008	0	0.00%	25.00%	0	0.00%	0.00%
2009	0	0.00%	0.00%	105	100.00%	100.00%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	105	100.00%	100.00%

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)

Year	Pers Moved In/Added		MilCon	Pers Moved Out/Eliminated		ShutDn
	Total	Percent	TimePhase	Total	Percent	TimePhase
2006	0	0.00%	23.74%	0	0.00%	0.00%
2007	315	23.74%	31.95%	304	92.40%	92.40%
2008	424	31.95%	44.31%	0	0.00%	0.00%
2009	588	44.31%	0.00%	25	7.60%	7.60%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	1327	100.00%	100.00%	329	100.00%	100.00%

Base: COMNAVDIST WASH DC, DC (N00171)

Year	Pers Moved In/Added		MilCon	Pers Moved Out/Eliminated		ShutDn
	Total	Percent	TimePhase	Total	Percent	TimePhase
2006	0	0.00%	50.00%	0	0.00%	0.00%
2007	0	0.00%	25.00%	50	9.04%	9.04%
2008	0	0.00%	25.00%	0	0.00%	0.00%
2009	0	0.00%	0.00%	503	90.96%	90.96%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	553	100.00%	100.00%

COBRA TOTAL PERSONNEL SUMMARY REPORT (COBRA v6.10)

Data As Of 6/24/2005 11:43:56 AM, Report Created 6/24/2005 12:57:09 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

TOTAL SCENARIO POPULATION (FY 2005):

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
3,510	10,330	2,944	13,257

TOTAL PROGRAMMED INSTALLATION (NON-BRAC) CHANGES, ENTIRE SCENARIO:

	2006	2007	2008	2009	2010	2011	Total
Officers	-40	4	-10	-8	0	0	-54
Enlisted	-120	17	-2	0	-1	0	-106
Students	-103	-33	0	0	0	0	-136
Civilians	-39	-40	-5	-5	-5	-5	-99
TOTAL	-302	-52	-17	-13	-6	-5	-395

TOTAL SCENARIO POPULATION (FY 2005, Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
3,456	10,224	2,808	13,158

TOTAL PERSONNEL REALIGNMENTS, ENTIRE SCENARIO):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	14	10	34	0	0	58
Enlisted	0	5	7	24	0	0	36
Students	0	0	0	0	0	0	0
Civilians	0	296	384	530	0	0	1,210
TOTAL	0	315	401	588	0	0	1,304

TOTAL SCENARIO POSITION CHANGES, ENTIRE SCENARIO:

	2006	2007	2008	2009	2010	2011	Total
Officers	0	-82	-5	-13	0	0	-100
Enlisted	0	-147	0	-10	0	0	-157
Civilians	0	-133	-103	-22	0	0	-258
TOTAL	0	-362	-108	-45	0	0	-515

TOTAL SCENARIO POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
3,356	10,067	2,808	12,900

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

PERSONNEL SUMMARY FOR: Alexandria / I-395 A, VA (HSA001)

BASE POPULATION (FY 2005, Prior to BRAC Action) FOR: Alexandria / I-395 A, VA (HSA001)

Officers	Enlisted	Students	Civilians
16	0	0	508

PERSONNEL REALIGNMENTS:

To Base: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	10	0	0	0	10
Enlisted	0	0	7	0	0	0	7
Students	0	0	0	0	0	0	0
Civilians	0	0	384	0	0	0	384
TOTAL	0	0	401	0	0	0	401

TOTAL PERSONNEL REALIGNMENTS (Out of Alexandria / I-395 A, VA (HSA001)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	10	0	0	0	10
Enlisted	0	0	7	0	0	0	7
Students	0	0	0	0	0	0	0
Civilians	0	0	384	0	0	0	384
TOTAL	0	0	401	0	0	0	401

SCENARIO POSITION CHANGES FOR: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	-6	0	0	0	-6
Enlisted	0	0	-1	0	0	0	-1
Civilians	0	0	-124	0	0	0	-124
TOTAL	0	0	-131	0	0	0	-131

BASE POPULATION (After BRAC Action) FOR: Alexandria / I-395 A, VA (HSA001)

Officers	Enlisted	Students	Civilians
0	-8	0	0

PERSONNEL SUMMARY FOR: EUSTIS, VA (51281)

BASE POPULATION (FY 2005):

Officers	Enlisted	Students	Civilians
880	5,499	2,937	2,569

PROGRAMMED INSTALLATION (NON-BRAC) CHANGES FOR: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Officers	-28	8	0	0	0	0	-20
Enlisted	-120	23	0	0	0	0	-97
Students	-103	-33	0	0	0	0	-136
Civilians	-1	0	0	0	0	0	-1
TOTAL	-252	-2	0	0	0	0	-254

BASE POPULATION (Prior to BRAC Action) FOR: EUSTIS, VA (51281)

Officers	Enlisted	Students	Civilians
860	5,402	2,801	2,568

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

PERSONNEL REALIGNMENTS:

To Base: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	0	0	0	0	12
Enlisted	0	5	0	0	0	0	5
Students	0	0	0	0	0	0	0
Civilians	0	248	0	0	0	0	248
TOTAL	0	265	0	0	0	0	265

TOTAL PERSONNEL REALIGNMENTS (Out of EUSTIS, VA (51281)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	0	0	0	0	12
Enlisted	0	5	0	0	0	0	5
Students	0	0	0	0	0	0	0
Civilians	0	248	0	0	0	0	248
TOTAL	0	265	0	0	0	0	265

SCENARIO POSITION CHANGES FOR: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	-4	0	0	0	0	-4
Enlisted	0	-2	0	0	0	0	-2
Civilians	0	-52	0	0	0	0	-52
TOTAL	0	-58	0	0	0	0	-58

BASE POPULATION (After BRAC Action) FOR: EUSTIS, VA (51281)

Officers	Enlisted	Students	Civilians
844	5,395	2,801	2,268

PERSONNEL SUMMARY FOR: Norfolk VA, VA (HSA014)

BASE POPULATION (FY 2005, Prior to BRAC Action) FOR: Norfolk VA, VA (HSA014)

Officers	Enlisted	Students	Civilians
1	0	0	104

PERSONNEL REALIGNMENTS:

To Base: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	0	0	85	0	0	85
TOTAL	0	0	0	85	0	0	85

TOTAL PERSONNEL REALIGNMENTS (Out of Norfolk VA, VA (HSA014)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	0	0	85	0	0	85
TOTAL	0	0	0	85	0	0	85

SCENARIO POSITION CHANGES FOR: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	-1	0	0	-1
Enlisted	0	0	0	0	0	0	0
Civilians	0	0	0	-19	0	0	-19
TOTAL	0	0	0	-20	0	0	-20

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

BASE POPULATION (After BRAC Action) FOR: Norfolk VA, VA (HSA014)

Officers	Enlisted	Students	Civilians
0	0	0	0

PERSONNEL SUMMARY FOR: Scott AFB, IL (VDYD)

BASE POPULATION (FY 2005, Prior to BRAC Action) FOR: Scott AFB, IL (VDYD)

Officers	Enlisted	Students	Civilians
1,965	4,052	7	4,227

PERSONNEL REALIGNMENTS:

From Base: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	10	0	0	0	10
Enlisted	0	0	7	0	0	0	7
Students	0	0	0	0	0	0	0
Civilians	0	0	384	0	0	0	384
TOTAL	0	0	401	0	0	0	401

From Base: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	0	0	0	0	12
Enlisted	0	5	0	0	0	0	5
Students	0	0	0	0	0	0	0
Civilians	0	248	0	0	0	0	248
TOTAL	0	265	0	0	0	0	265

From Base: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	0	0	85	0	0	85
TOTAL	0	0	0	85	0	0	85

From Base: COMNAVDIST WASH DC, DC (N00171)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	2	0	34	0	0	36
Enlisted	0	0	0	24	0	0	24
Students	0	0	0	0	0	0	0
Civilians	0	48	0	445	0	0	493
TOTAL	0	50	0	503	0	0	553

TOTAL PERSONNEL REALIGNMENTS (Into Scott AFB, IL (VDYD)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	14	10	34	0	0	58
Enlisted	0	5	7	24	0	0	36
Students	0	0	0	0	0	0	0
Civilians	0	296	384	530	0	0	1,210
TOTAL	0	315	401	588	0	0	1,304

SCENARIO POSITION CHANGES FOR: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	-78	1	-12	0	0	-89
Enlisted	0	-145	1	-10	0	0	-154
Civilians	0	-81	21	-3	0	0	-63
TOTAL	0	-304	23	-25	0	0	-306

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

BASE POPULATION (After BRAC Action) FOR: Scott AFB, IL (VDYD)

Officers	Enlisted	Students	Civilians
1,934	3,934	7	5,374

PERSONNEL SUMMARY FOR: COMNAVDIST WASH DC, DC (N00171)

BASE POPULATION (FY 2005):

Officers	Enlisted	Students	Civilians
648	779	0	5,849

PROGRAMMED INSTALLATION (NON-BRAC) CHANGES FOR: COMNAVDIST WASH DC, DC (N00171)

	2006	2007	2008	2009	2010	2011	Total
Officers	-12	-4	-10	-8	0	0	-34
Enlisted	0	-6	-2	0	-1	0	-9
Students	0	0	0	0	0	0	0
Civilians	-38	-40	-5	-5	-5	-5	-98
TOTAL	-50	-50	-17	-13	-6	-5	-141

BASE POPULATION (Prior to BRAC Action) FOR: COMNAVDIST WASH DC, DC (N00171)

Officers	Enlisted	Students	Civilians
614	770	0	5,751

PERSONNEL REALIGNMENTS:

To Base: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	2	0	34	0	0	36
Enlisted	0	0	0	24	0	0	24
Students	0	0	0	0	0	0	0
Civilians	0	48	0	445	0	0	493
TOTAL	0	50	0	503	0	0	553

TOTAL PERSONNEL REALIGNMENTS (Out of COMNAVDIST WASH DC, DC (N00171)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	2	0	34	0	0	36
Enlisted	0	0	0	24	0	0	24
Students	0	0	0	0	0	0	0
Civilians	0	48	0	445	0	0	493
TOTAL	0	50	0	503	0	0	553

BASE POPULATION (After BRAC Action) FOR: COMNAVDIST WASH DC, DC (N00171)

Officers	Enlisted	Students	Civilians
578	746	0	5,258

COBRA SUSTAINMENT/RECAP/BOS/HOUSING CHANGE REPORT (COBRA v6.10)
 Data As Of 6/24/2005 11:43:56 AM, Report Created 6/24/2005 12:57:09 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	124	-94	138	138	138	138	581	138
Recap Change	110	-4	202	202	202	202	913	202
BOS Change	0	-878	357	529	529	529	1,065	529
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	234	-975	696	868	868	868	2,559	868

Alexandria / I-395 A, VA (HSA001)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	0	0	0	0	0	0	0	0
Recap Change	0	0	0	0	0	0	0	0
BOS Change	0	0	0	0	0	0	0	0
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	0							

EUSTIS, VA (51281)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	0	-385	-385	-385	-385	-385	-1,927	-385
Recap Change	0	-262	-262	-262	-262	-262	-1,310	-262
BOS Change	0	-764	-764	-764	-764	-764	-3,819	-764
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	0	-1,411	-1,411	-1,411	-1,411	-1,411	-7,056	-1,411

Norfolk VA, VA (HSA014)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	0	0	0	0	0	0	0	0
Recap Change	0	0	0	0	0	0	0	0
BOS Change	0	0	0	0	0	0	0	0
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	0							

Scott AFB, IL (VDYD)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	124	291	523	523	523	523	2,508	523
Recap Change	110	258	464	464	464	464	2,223	464
BOS Change	0	32	1,266	2,905	2,905	2,905	10,015	2,905
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	234	581	2,253	3,892	3,892	3,892	14,746	3,892

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

COMNAVDIST WASH DC, DC (N00171)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	0	0	0	0	0	0	0	0
Recap Change	0	0	0	0	0	0	0	0
BOS Change	0	-146	-146	-1,613	-1,613	-1,613	-5,131	-1,613
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	0	-146	-146	-1,613	-1,613	-1,613	-5,131	-1,613

COBRA ECONOMIC IMPACT REPORT (COBRA v6.10)

Data As Of 6/24/2005 11:43:56 AM, Report Created 6/24/2005 12:57:09 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	0	0	0	0	0	0
Jobs Lost-Mil	0	0	24	0	0	0	24
NET CHANGE-Mil	0	0	-24	0	0	0	-24
Jobs Gained-Civ	0	0	0	0	0	0	0
Jobs Lost-Civ	0	0	508	0	0	0	508
NET CHANGE-Civ	0	0	-508	0	0	0	-508
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	0	0	0	0	0	0
Jobs Lost-Mil	0	23	0	0	0	0	23
NET CHANGE-Mil	0	-23	0	0	0	0	-23
Jobs Gained-Civ	0	0	0	0	0	0	0
Jobs Lost-Civ	0	300	0	0	0	0	300
NET CHANGE-Civ	0	-300	0	0	0	0	-300
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	0	0	0	0	0	0
Jobs Lost-Mil	0	0	0	1	0	0	1
NET CHANGE-Mil	0	0	0	-1	0	0	-1
Jobs Gained-Civ	0	0	0	0	0	0	0
Jobs Lost-Civ	0	0	0	104	0	0	104
NET CHANGE-Civ	0	0	0	-104	0	0	-104
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	19	19	58	0	0	96
Jobs Lost-Mil	0	223	0	22	0	0	245
NET CHANGE-Mil	0	-204	19	36	0	0	-149
Jobs Gained-Civ	0	296	405	530	0	0	1,231
Jobs Lost-Civ	0	81	0	3	0	0	84
NET CHANGE-Civ	0	215	405	527	0	0	1,147
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

Department : Headquarters and Support JCSG
Scenario File : C:\Documents and Settings\dursoj\My Documents\TRANSCOM (MSC All)\HSA-0114RV4 TRANSCOM (MSC All).CBR
Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
Std Fctrs File : C:\Documents and Settings\dursoj\My Documents\COBRA 6.10 April 21 2005\BRAC2005.SFF

COMNAVDIST WASH DC, DC (N00171)

	2006	2007	2008	2009	2010	2011	Total
-----	----	----	----	----	----	----	-----
Jobs Gained-Mil	0	0	0	0	0	0	0
Jobs Lost-Mil	0	2	0	58	0	0	60
NET CHANGE-Mil	0	-2	0	-58	0	0	-60
Jobs Gained-Civ	0	0	0	0	0	0	0
Jobs Lost-Civ	0	48	0	445	0	0	493
NET CHANGE-Civ	0	-48	0	-445	0	0	-493
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

MSC staffing inputs to TRANSCOM scenarios

6/16/05

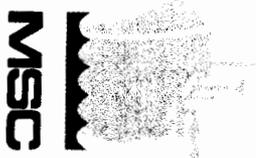
Scenario	Off	Enlist	Civil	Contr	Total	No. Cut	No. Move
HSA-0063	36	24	493	98	651	0	651
HSA-0114 (3/16/05)	2	1	75	4	82	15	67
HSA-0114 (5/25/05)	0	0	30	0	0	0	30
HSA-0114 (Final)	0	0	0	0	0	0	0

Notes:

Above data taken from pre-COBRA calculation sheets (at the analyst level)
 HSA-0063 appears to have addressed entire MSC workforce (to the extent of available/known capacity data)

HSA-0114 data from 3/16/05: cuts were 14 civilians and 1 contractor

	36	24	493	98	651
2007	2		48		
2010	34	24	445	98	



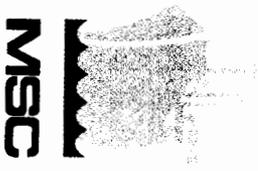
Military Sealift Command

Mr. James Durso

06 June 2005



MSC Missions



- **Sustained Forward Presence**: Naval Fleet Auxiliary Force (NFAF) Combat Logistics Support
- **Surveillance, Scientific Support, R&D**: Special Mission Ships
- **Deterrence**: Afloat Prepositioning (Prepo) Forces
- **Strategic Mobility**: Efficient Sealift in Peace & War

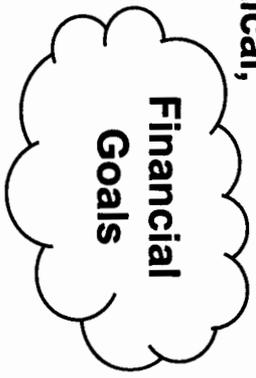


MSC Integrated Processes

MSC

Vertical Functional Processes:

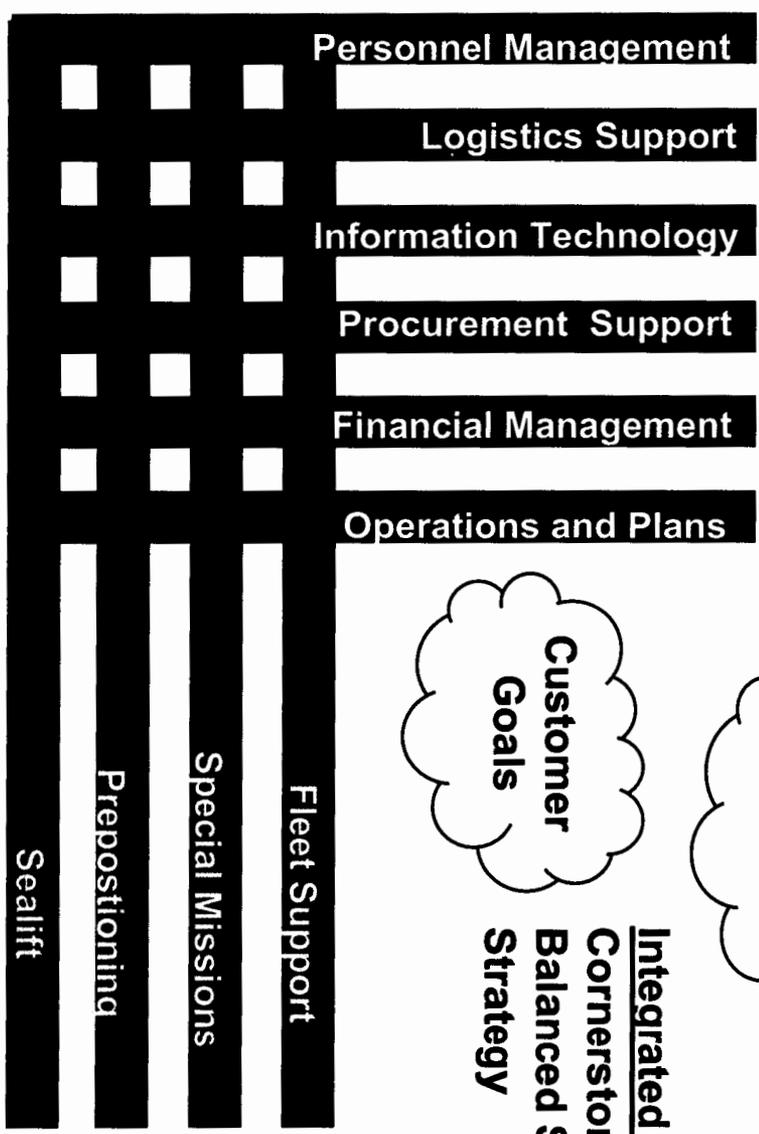
Personnel, Engineering, Financial, Logistical, Acquisition, Legal, Operational, & Planning



Integrated Support:

Cornerstone of MSC's
Balanced Scorecard
Strategy

Functional Processes



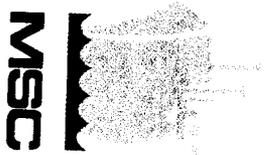
Horizontal

Program Processes:
Designed to Support
Specific Customers and
Missions

Program Processes



Command Relationships



Chairman of the
Joint Chiefs of
Staff

Chief of
Naval
Operations

Secretary of Defense

Unified
Commanders

Navy Component
Commands

US Transportation
Command
(TRANSCOM)

Secretary of
Defense

Assistant Secretary
of the Navy (RD&A)

Type Commander
for NFAF, Prepo
& Special Mission

Navy
Transportation
Component Commander

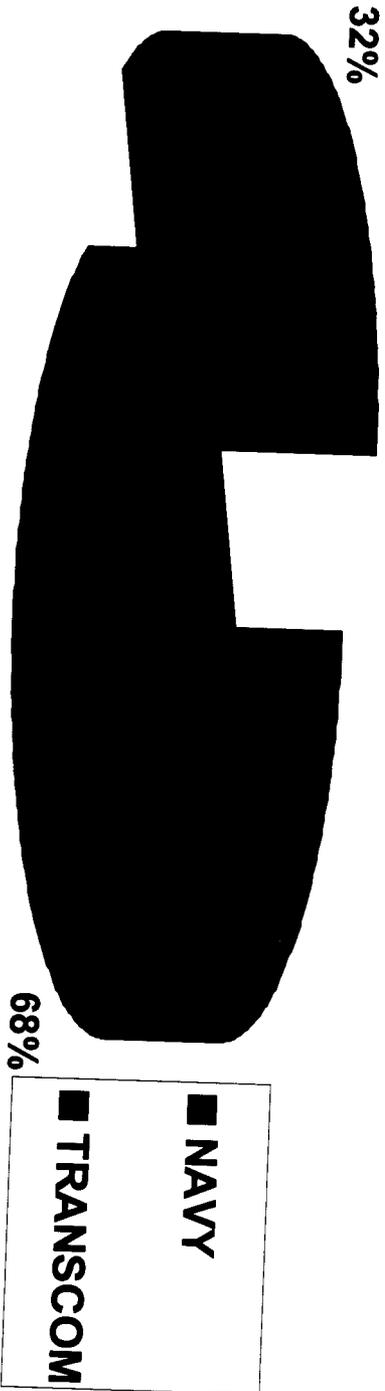
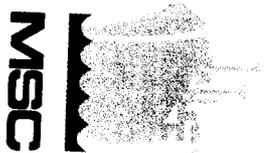
Head of
Contracting
Activity

Commander, MSC



Working Capital Funds

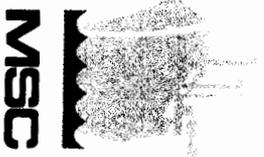
TOTAL EXPENSES - FY05 BUDGET



NAVY	\$1,950,720,000	68%
TRANSCOM	\$917,691,000	32%
TOTAL	\$2,868,411,000	100%



MSC Area Commands

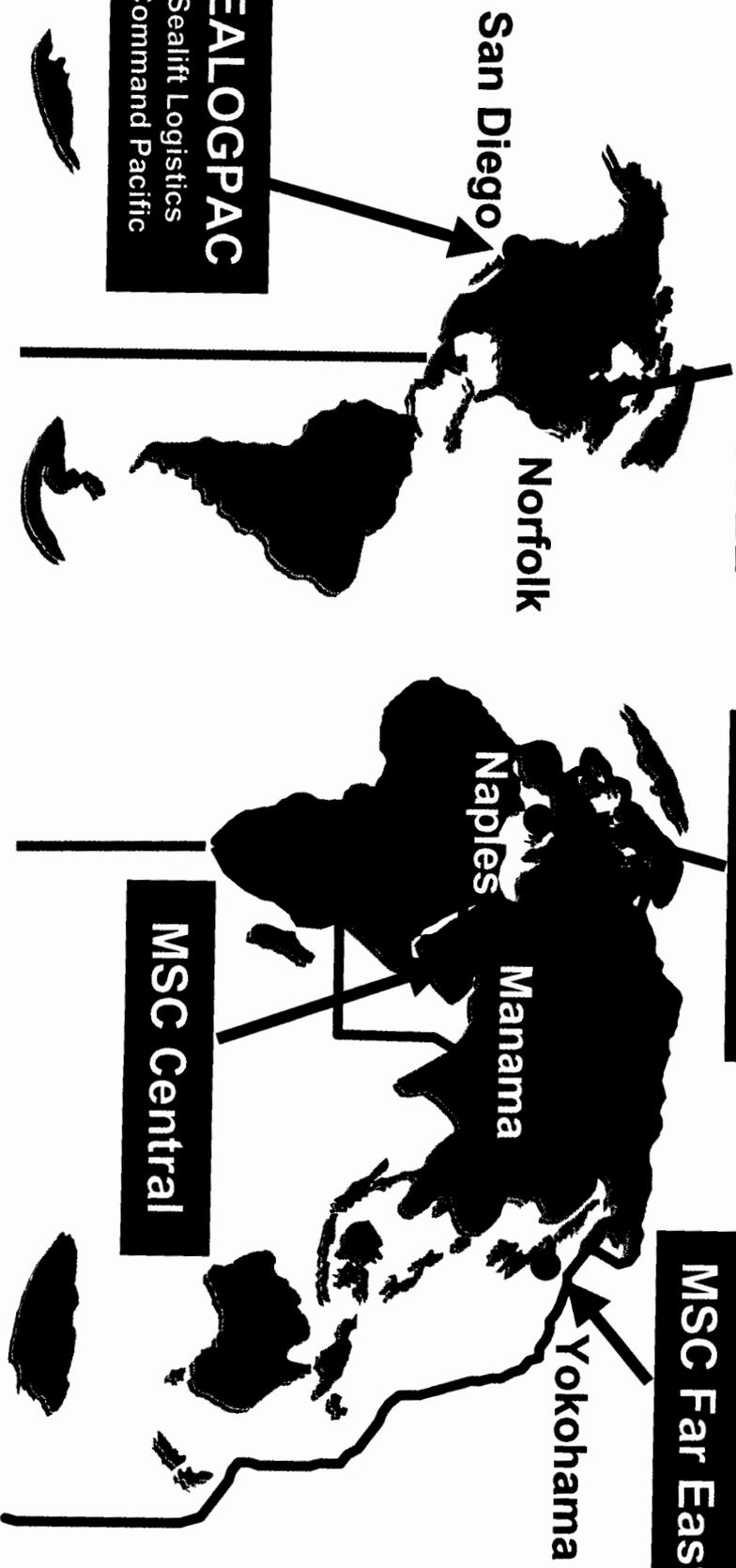


SEALOGLANT
Sealift Logistics
Command Atlantic

MSC Europe

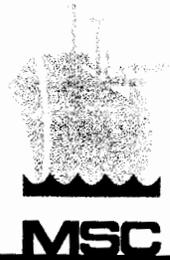
MSC Far East

SEALOGPAC
Sealift Logistics
Command Pacific





MSC's Global Workforce



<u>Active Force</u>		<u>Reserve Forces</u>	
Civil Service Ashore	1,007	HQ/Area Commands/ Expeditionary Port Units*	962
Civil Service Mariners	4,146	MMROCH	44
Contract Mariners	3,972	MMROCH: Merchant Marine Reserve Operational Command Headquarters	
Military Ashore	202	Cargo Afloat Rig Team	350
Military At Sea	366	On Modular Cargo Delivery System (MCDS) Equipped Ships	
		Reserve Cargo Billets	164
		For Reduced Operating Status (ROS) T-AE Ammo Ships	
Total	9,693	*Reflects Adjustment Per Latest Requirements Study	1,520

**More Than 80%
At-Sea Billets**

Total Force

11,000 +

**Largest U.S.
Merchant Mariner
Employer**

**Over 1,500
Reservists in
42 Units**



Ship Operating Arrangements



MSC Control Fleet

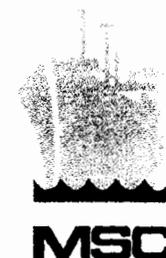
- **GOVERNMENT OWNED GOVERNMENT OPERATED (GOGO)**
 - USNS NAVAL FLEET AUXILIARY SHIPS (T-AO, T-AE, T-AFS)
- **GOVERNMENT OWNED CONTRACT OPERATED (GOCO)**
 - USNS SPECIAL MISSION SHIPS (T-AGOS, T-AGS)
 - USNS SURGE FLEET (LMSR)
 - USNS PREPO SHIPS (LMSR)
 - USNS INSTRUMENT RANGE SHIP (T-AGM)
 - RRF SHIPS MARAD control until Activated/chopped to MSC
- **TIME CHARTER (Privately owned U.S. FLAG) (COCO)**
 - PREPO SHIPS
 - MERCHANT SHIPS UNDER LONG TERM CHARTER (Special Mission, Sealift)

NO OPCON

- **VOYAGE CHARTER (U.S. FLAG OR FOREIGN) (COCO)**
 - Point to point charter vessels that operate under control of owner. Contract based on pick up and safe delivery of cargo



Charter Types



Time Charter

- **Commercial Owned/Commercial Operated (COCO) ship chartered for specific time period**
- **MSC Area Commands set ship schedules, issue sail orders**
- **Ship covered under Sovereign Immunity**
- **Used when recurring requirements exist that cannot be met by US commercial liner carriers**
- **Long-Term Time Charter Greater than 90 days, MSC controlled fleet**
 - **Force-sizing meeting held quarterly to size the fleet**
 - **MSC is to utilize the fleet to the maximum extent possible**
- **Short-Term Time Charter Generally less than 90 days**
 - **Used for missions where a voyage charter is not practical**

Voyage Charter

- **COCO contracted for one or multiple voyages**
- **US or foreign flag**
- **MSC does not exercise OPCON over these ships**
- **Terms & conditions for the lift are directed by contract**
- **Mission changes require contract modification**
- **The cargo, not the ship is covered by Sovereign Immunity**



Naval Fleet Auxiliary Force (PM-1)



Full Operating Status (FOS): 32

- 13 Oilers (T-AO)**
- 6 Stores Ships (T-AFS)**
- 4 Ammunition ships (T-AE)**
- 4 Fast Combat Support Ship (T-AOE)**
- 5 Ocean-going Tugs (T-ATF)**

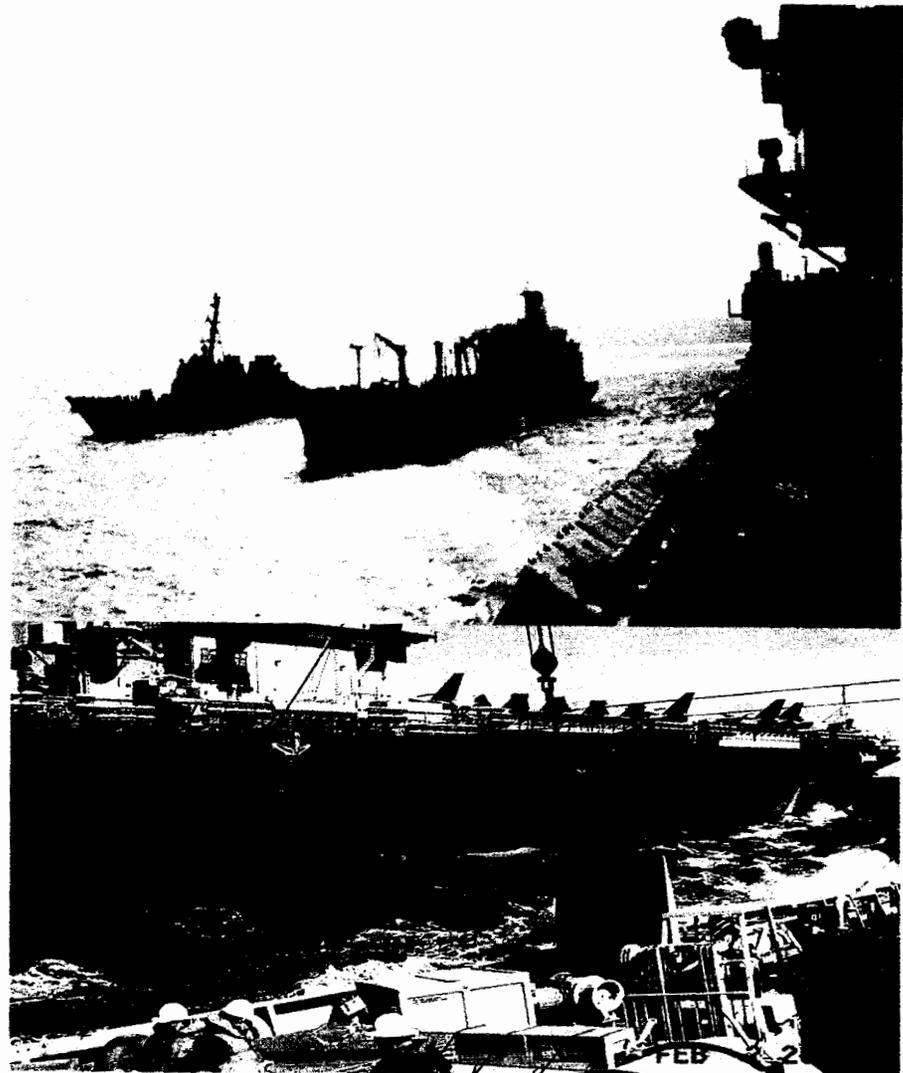
Reduced Operating Status (ROS): 5

- 2 Hospital Ships (T-AH) (ROS-5)**
- 2 Ammunition Ships (T-AE) (ROS-30/90)**
- 1 Oiler (T-AO)**

Ready Reserve Force (RRF): 7

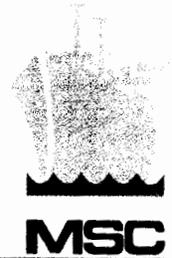
Equipped with MCDS = Capable of Underway Replenishment

- 3 Cape J Breakbulks + 1 in PM-3/Prepo**
- 2 Cape G Breakbulks**
- 1 Cape A Breakbulk**

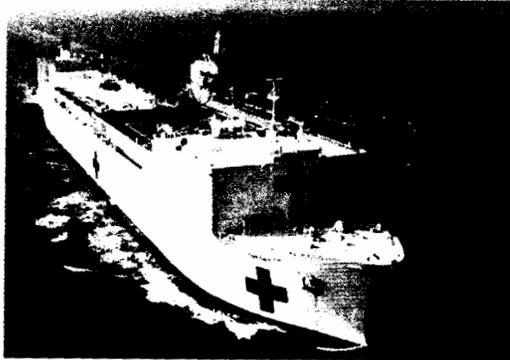




Hospital Ships



**ROS-5 =
5 Day
Activation
Timeline**



**Single Source
MTF Staffing –**

MTF: Medical Treatment Facility

**NNMC Bethesda
& NMC San Diego**

NMC: Navy Medical Center



**Continuous
Training -
Mariners and
MTF Staff as
Single Crew**



**Trauma Care and
Humanitarian
Support
Capability**



**USNS COMFORT
Layberth: Baltimore**

**USNS MERCY
Layberth: San Diego**

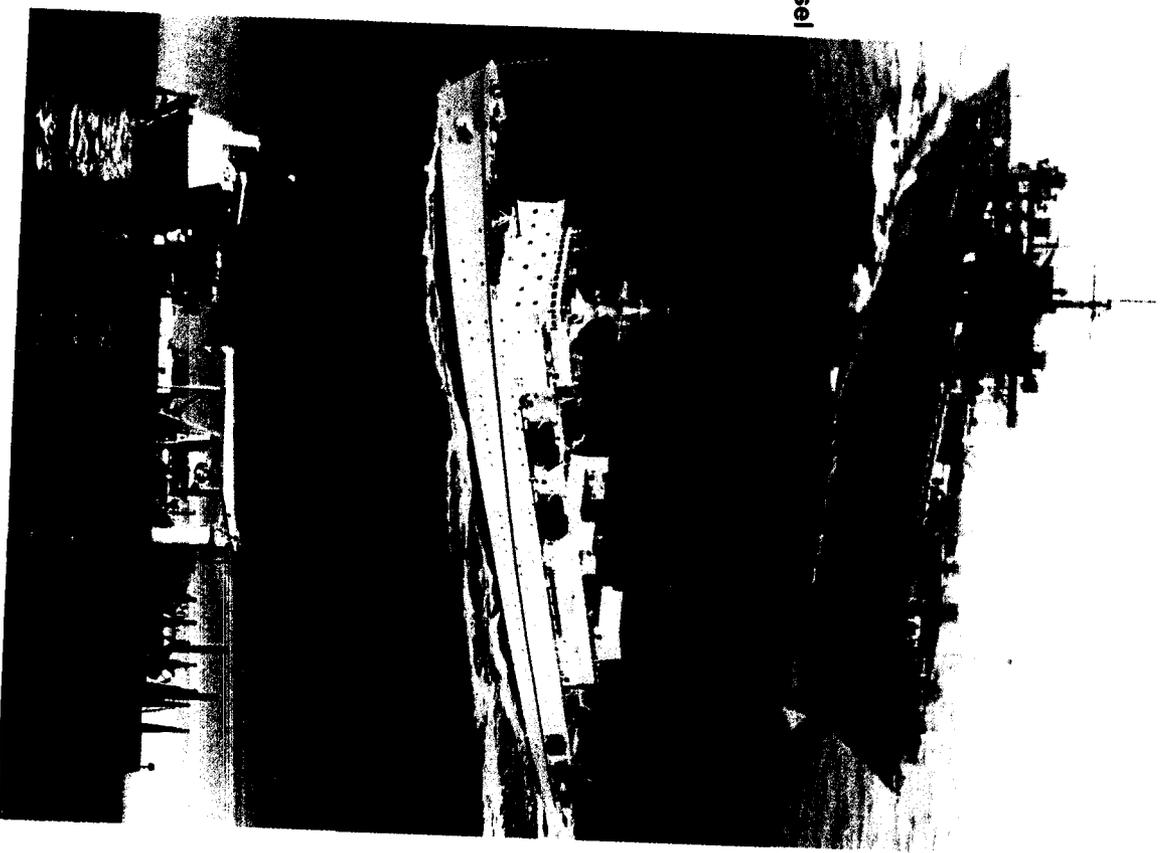


Special Mission Program (PM-2)

FOS: 24

MSC

- 7 Oceanographic Survey (T-AGS)**
- 5 Undersea Surveillance (T-AGOS)**
- 4 Submarine Support (DSESS & SSV)**
DSESS: Deep Submergence Elevator Support Ships; SSV: Submarine Support Vessel
- 1 Cable Laying & Repair (T-ARC)**
- 2 Missile Range Instrumentation (T-AGM)**
- 1 Acoustic research ship (T-AG)**
- 1 Navigation Test Platform (T-AGS)**
- 2 Command Ship (AGF & LCC)**
- 1 High Speed Vessel (HSV)**



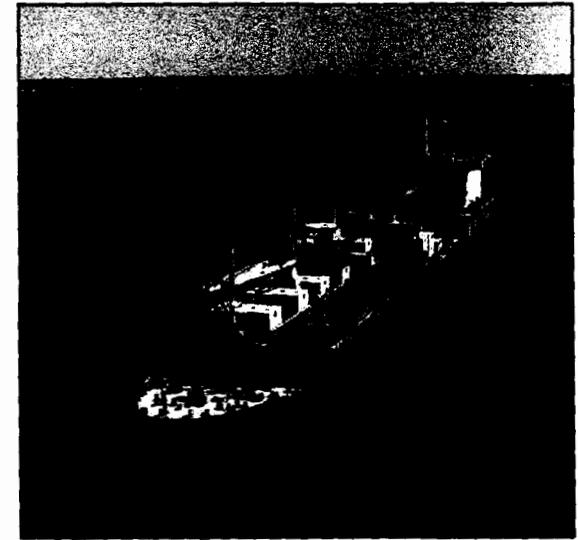


Prepositioning Program (PM-3)



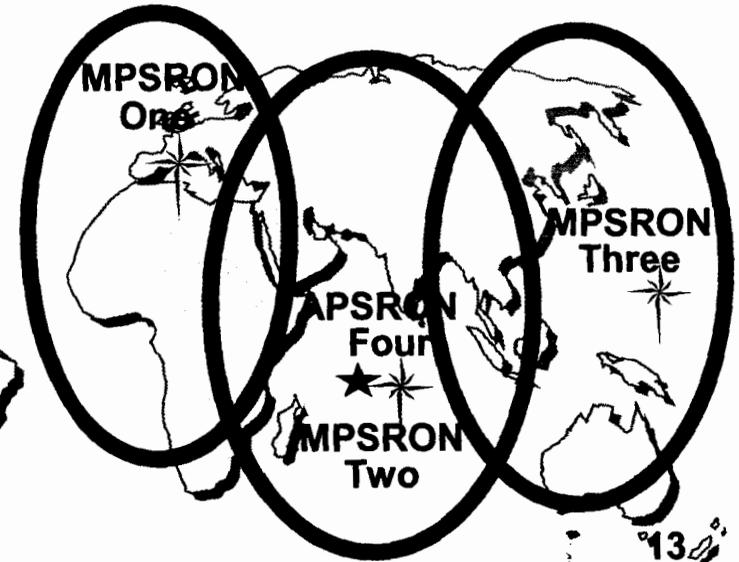
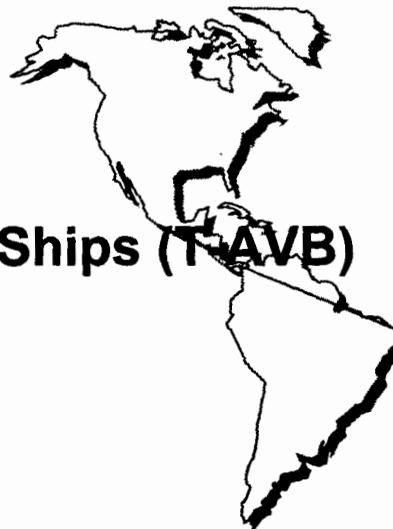
FOS: 34

- 16 USMC Maritime Prepositioning (MPS) Ships**
- 10 Army Prepositioned Stocks (APS) Ships**
- 1 Navy Ship - Munitions**
- 4 USAF Ships - Munitions**
- 2 Defense Logistics Agency (DLA) Ships - POL**
- 1 III Marine Expeditionary Force (MEF) High-Speed Vessel**



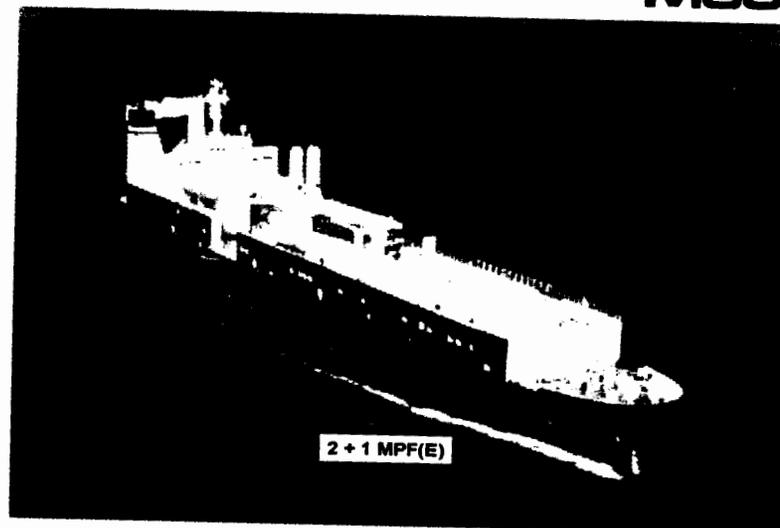
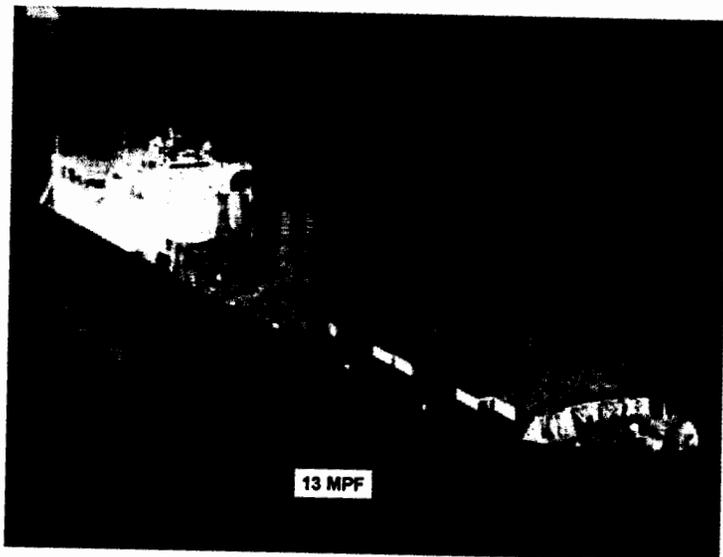
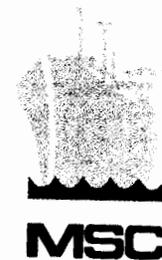
ROS: 2

- 2 Aviation Logistics Support Ships (T-AVB)**





Maritime Prepositioning Ships



Major End Items:

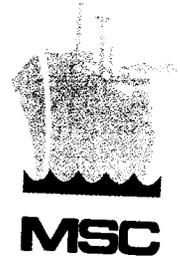
58	M1A1 Tanks
109	AAVs
30	155mm Howitzers
289	5 Ton trucks
530	HMMWVs
10	Landing craft
35	Causeway sections
2100	TEUs

MPF(Enhanced) adds:

Expeditionary Airfield (EAF)
Navy Construction Battalion (NCB)
Navy Fleet Hospital (500 bed)
More Equipment
Added AMMO



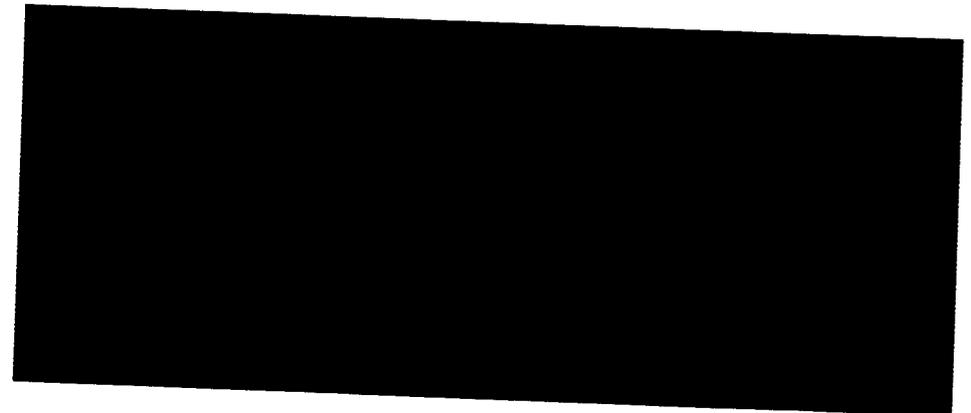
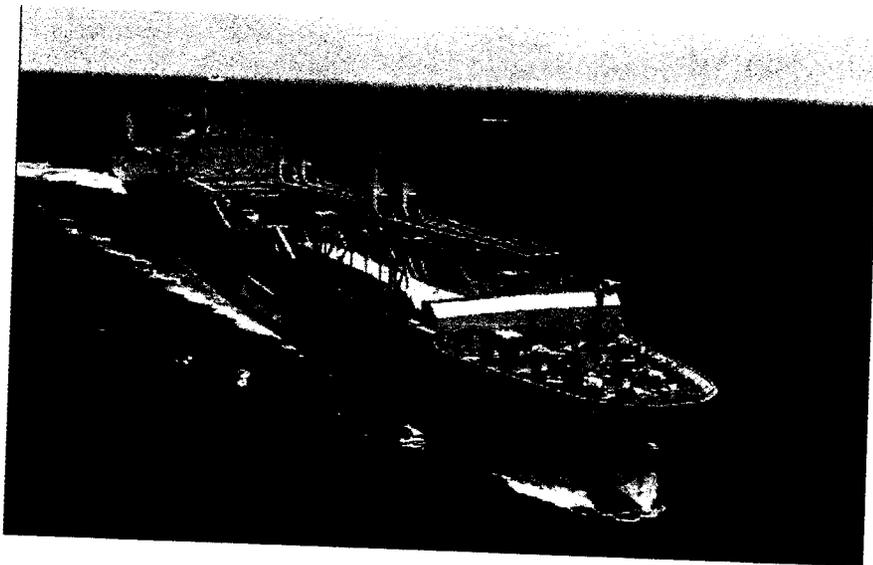
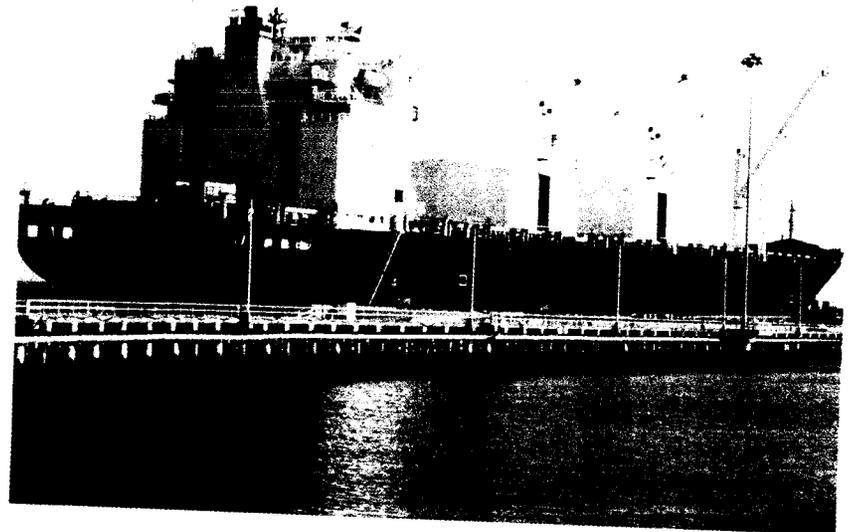
Army Prepositioned Stocks



8 LMSR's (2 Armor Task Forces)

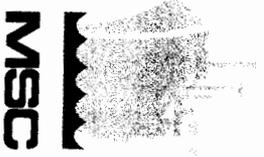
LMSR: Large, Medium-Speed Roll-On/Roll-Off (Ship)

2 Container Ships (Ammo/Sustainment)

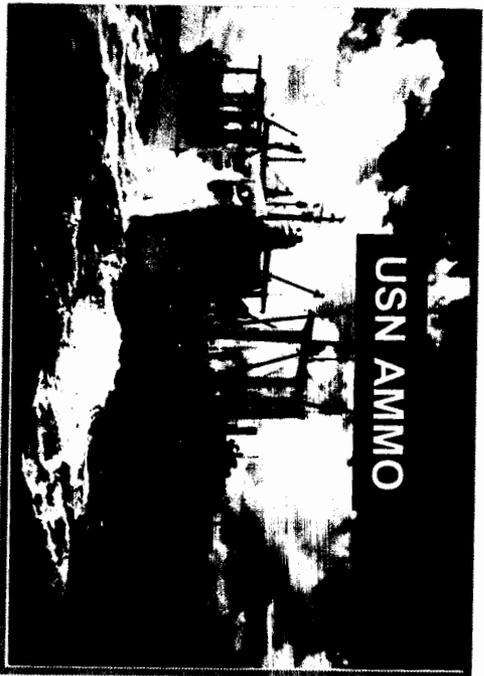




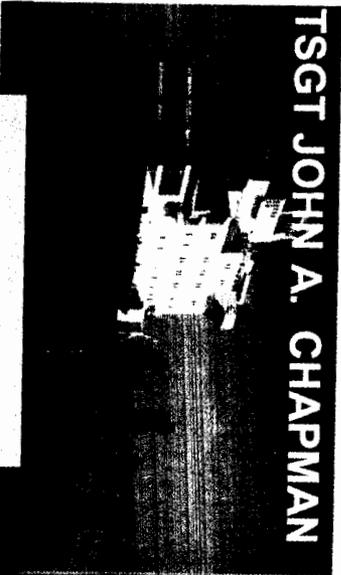
Navy, DLA, Air Force Prepo



MSC



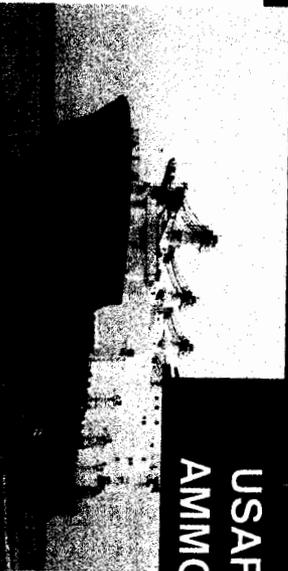
USN AMMO



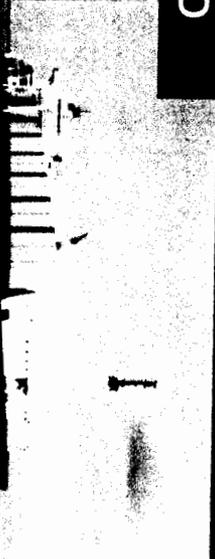
TSGT JOHN A. CHAPMAN



MV CAPT STEVEN L. BENNETT



**USAF
AMMO**



MV PITSENBARGER

MV MAJ BERNARD FISHER



DLA Tankers

OPDS



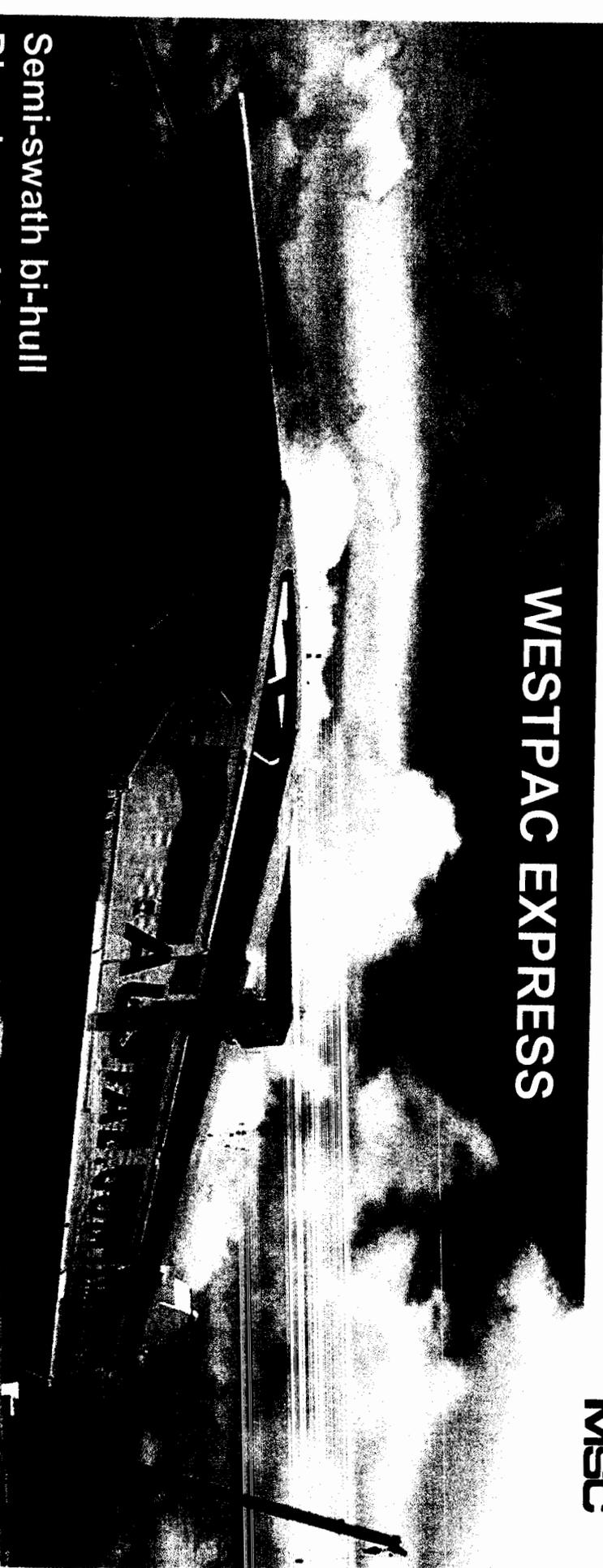
Theatre Support Vessel



WESTPAC EXPRESS

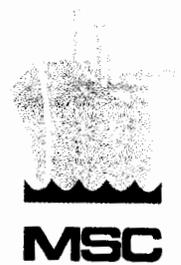
**Semi-swath bi-hull
Diesel propulsion
Cruising speed: 37 knots
Max speed: 42 knots**

- Hybrid RO/RO, cargo & passenger ship.
- Carries up to 968 Marines and 350 tons of cargo.
- Max range is 1,250 nm @ full load @ 37 knots





Sealift Program (PM-5)



SS CAPE ISABEL

Controlled Fleet: 9

- 5 Tanker
- 1 Time Charter Tanker
- 3 Time Charter Cargo



USNS REGULUS

Surge: 19

- 8 Fast Sealift Ships (FSS)
- 11 LMSR



Ready Reserve Force: 60

Voyage Charters:

Varies by requirements

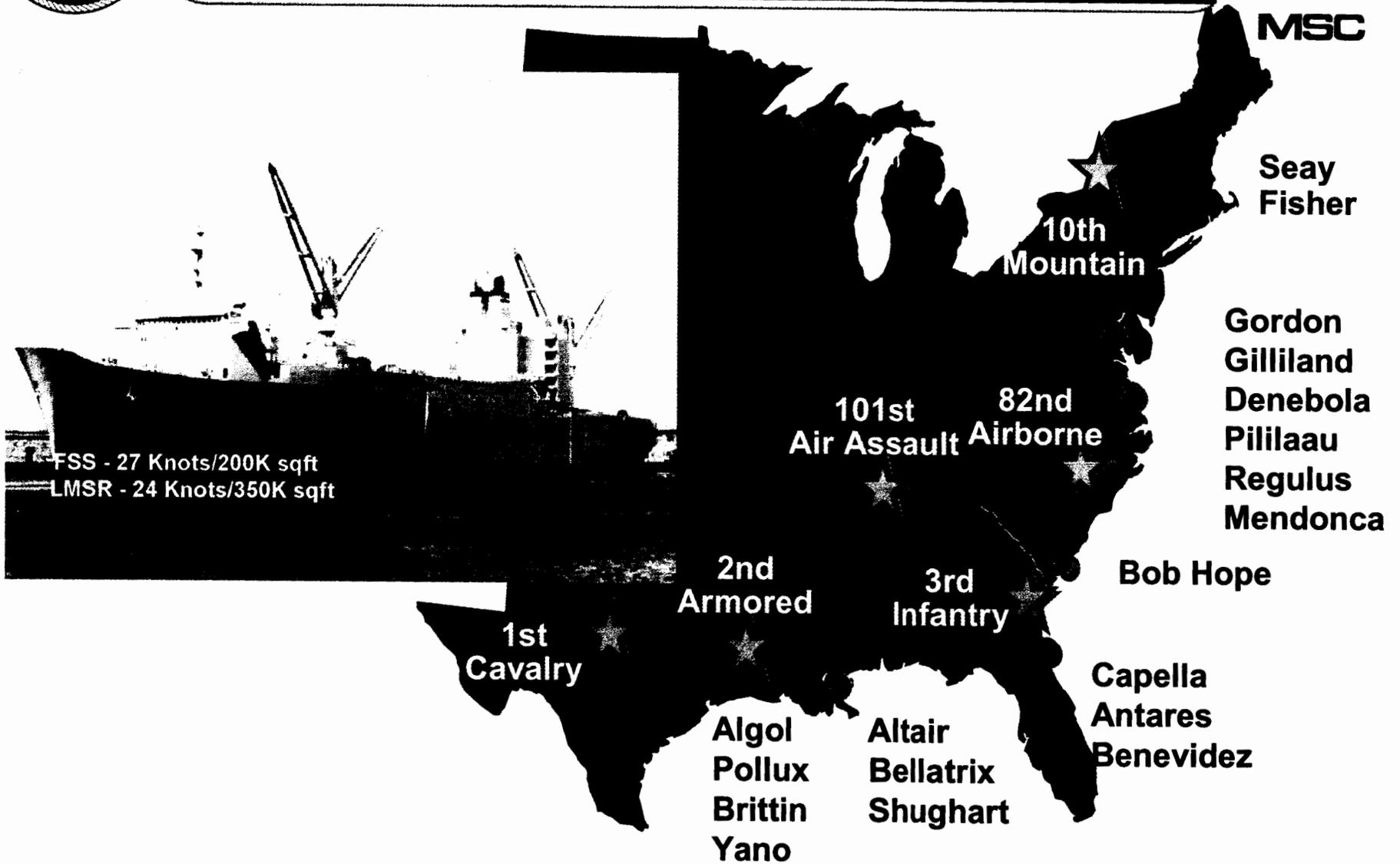
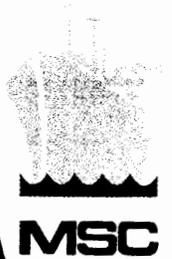
USNS SHUGHART



RED = MSC Controlled Fleet
GREEN = Maritime Administration (MARAD) Maintained
BLACK = Contractor Controlled



Surge Layberths- FSS & LMSR





Ready Reserve Force



Inactive Units:

- 5 ships in ROS - 4
- 39 ships in ROS - 5
- 15 ships in RRF - 10
- 5 ships in RRF - 20

PREPO Units:

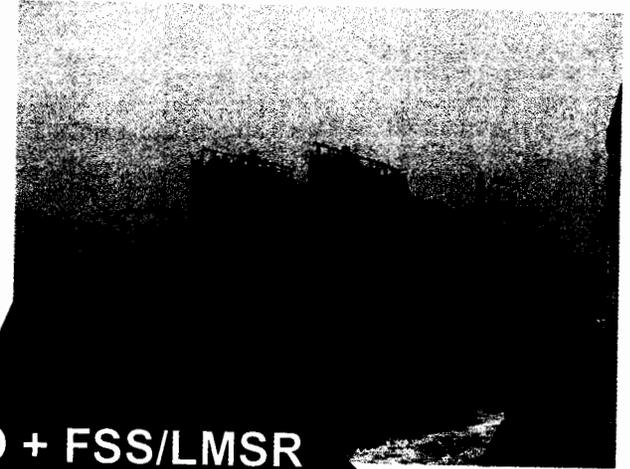
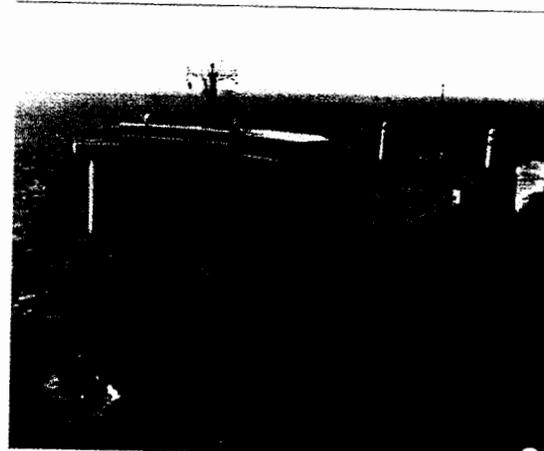
1 TACS (ROS-5)

TACS: Tactical Auxiliary Crane Ship

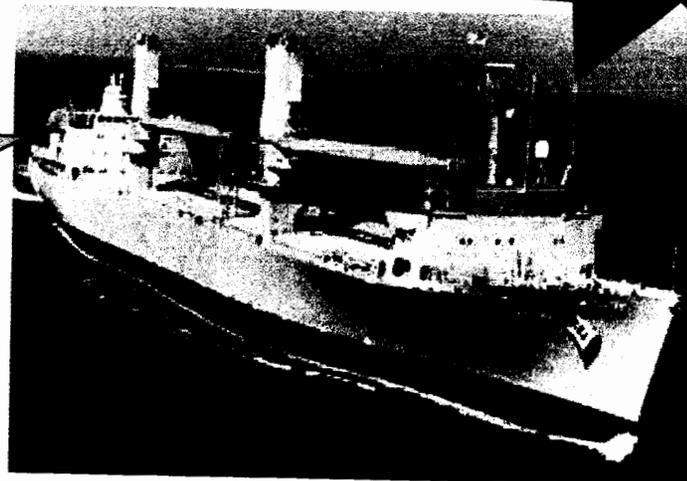
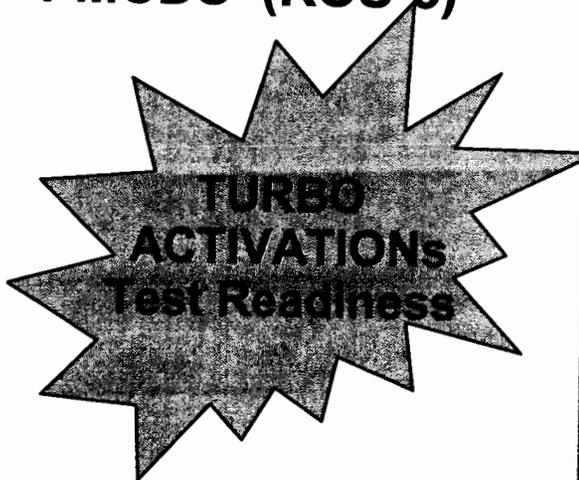
2 OPDS (ROS-5)

OPDS: Oil Petroleum Distribution System

1 MCDS (ROS-5)



31 RO/RO + FSS/LMSR
= Initial Combat Surge





Surge Layberths



Bremerton, WA
 T - Beaver State 4
 T - Green Mountain State 4

Tacoma, WA
 R - Cape Intrepid 5
 R - Cape Island 5

Vallejo, CA
 TP - Golden Bear 10

Suisun Bay, CA RF

San Francisco
 R - Cape Henry 5
 R - Cape Horn 5
 R - Cape Hudson 5
 OP - Mount Washington 5

Alameda, CA
 B - Cape Gibson 5 MCDS
 B - Cape Girardeau 5 MCDS
 T - Gem State 5
 T - Grand Canyon State 4
 T - Keystone State 5
 S - Cape Mohican 5
 R - Adm Callaghan 5
 R - Cape Orlando 5
 L - Cape Fear 10
 R - Comet 10
 R - Meteor 10

Long Beach
 R - Cape Inscription 5
 R - Cape Isabel 5

San Diego
 A - Curtiss 5

B - Cape Jacob 5 MCDS
 OP - Chesapeake 5
 OP - Petersburg 5

Tsunetshi, Japan
 O - Akama 10
 O - Chatahooshee 10
 O - Nodaway 10

Ship	West	Gulf	East	Prize	Total
B-Breakbulk	2	1	3	1	7
L-Lash	1	3	0	0	4
S-Seabee	1	0	2	0	3
O-Tanker	3	2	0	0	5
OP-OPDS	1	1	0	2	4
R-Ro/Ro	11	13	7	0	31
T-Tacs	5	2	3	0	10
TP-Troopship	1	0	1	0	2
A-T-AVB	1	0	1	0	2
FSS	0	4	4	0	8
LM-LMSR	0	5	6	0	11
Total	26	31	27	3	87

Houston, TX
 R - Cape Taylor 5
 R - Cape Texas 5
 R - Cape Trinity 5
 T - Diamond State 4
 T - Equality State 4

New Orleans
 R - Cape Kennedy 5
 R - Cape Knox 5
 FSS - Bellatrix 4
 FSS - Altair 4

Charleston, SC
 R - Cape Decision 5
 R - Cape Diamond 5
 R - Cape Domingo 5
 R - Cape Douglas 5
 R - Cape Ducato 5
 R - Cape Edmund 5

Buzzards Bay, MA
 B - Cape Bon - NORF
 T - Enterprise 10

Fort Schuyler, NY
 TP - Empire State 10

Phila, PA
 LM - Mendocino 4
 LM - Seay 4

Baltimore, MD
 R - Cape Washington 5
 R - Cape Wrath 5
 A - Wright 5
 LM - Shughart 4
 LM - Yano 4

James River, VA
 B - Cape Nome 10
 S - Cape Mendocino 10
 B - Cape Juvv 20 MCDS

Norfolk, VA
 FSS - Regulus 4
 FSS - Denebola 4
 S - Cape May 5

Cheatham Annex, VA
 B - Cape Johnson 20
 MCDS

Newport News, VA
 LM - Gilliland 4
 LM - Gordon 4
 T - Flickertail State 5
 T - Cornhusker State 5
 T - Gopher State 10

Portsmouth, VA
 R - Cape Race 5
 R - Cape Ray 5
 R - Cape Rise 5

Jacksonville, FL Wilmington, NC
 FSS - Capella 4
 R - Cape Lambert 10
 FSS - Antares 4
 R - Cape Lobos 10

FSS/LMSR are under MSC OPCON
RRF vessels are under MARAD control
until activated for MSC OPCON



Map of the UNITED STATES

Beaumont, TX
 L - Cape Farwell 10
 L - Cape Flattery 10
 L - Cape Florida 5
 O - Mission Buenaventura 20
 O - Mission Capistrano 20
 OP - Potomac 10
 B - Cape John 20 MCDS

Port of Beaumont
 R - Cape Victory 5
 R - Cape Vincent 5

Corpus Christi
 LM - Benavidez 4

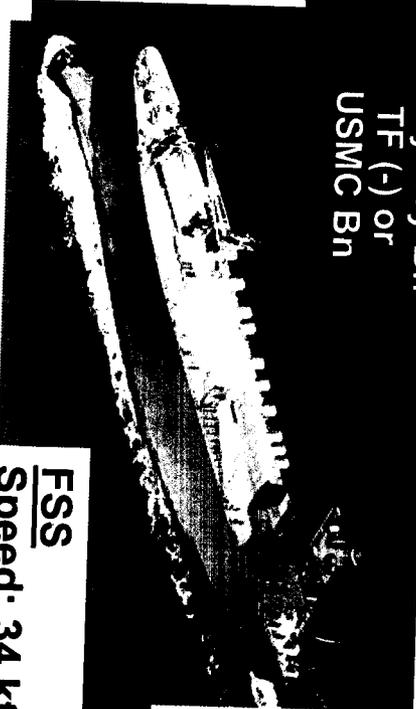
Violet, LA
 FSS - Algol 4
 FSS - Pollux 4
 LM - Piliiauu 4
 LM - Fisher 4
 LM - Brittin 4
 LM - Bob Hope 4



Strategic Sealift Forces

MSC

Army Hvy Bn
TF (-) or
USMC Bn



"AVG" RRF RO/RO
Speed: 18 kts
Length: 655 ft
Sq Ft: 110,000
64 C-5 Equiv(sq ft)
187 C-5 Equiv (weight)

FSS
Speed: 34 kts
(27 kts for 12K nm)
Length: 946 ft
Sq Ft: 160,000
93 C-5 Equiv (sq ft)
245 C-5 Equiv (weight)



Army Hvy
Bn TF

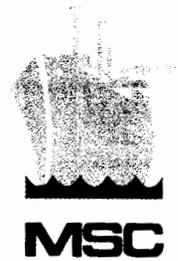
LMSR
Speed: 24 kts
Length: 950 ft
Sq Ft: 297,000
220 C-5 Equiv (sq ft)
243 C-5 Equiv (weight)

Army Hvy
Bn TF (+)





Cost of Sealift vs. Airlift



HDR (2.4M)
HDR: Humanitarian Disaster Relief
Air: \$17.6M

1 x LMSR = 300 C-17 Loads
= 220 C-5 Loads



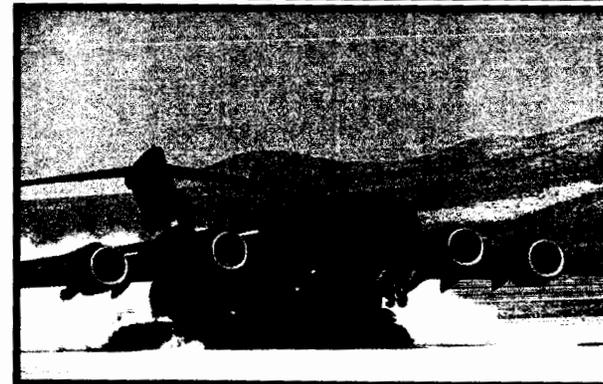
Wheat (4M lbs)
Air: \$2.9M
Sea: \$60K



Corn (964 lbs)
Air: \$120K
Sea: \$5.5K



Air: \$235M
Sea: \$10.7M





MSC Today

(as of 2 June 2005)



FOS 114

AT SEA: (20%)

PM1 NFAF	32
PM2 SPEC MSN	23
PM3 PREPO	29
PM5 SEALIFT	30

ROS - 75

PM1 NFAF	5 (2 T-AE, 1 T-AH, 1 T-AO, 1 T-AFS)
PM1 RRF	2 MCDS
PM2 SPEC MSN	1 AGF
PM3 PREPO	2 (2 MPF/E, 0 LMSR)
PM3 RRF	2 (2 T-AVB)
PM5 SURGE	17 (8 FSS, 9 LMSR)
PM5 RRF	46 (MARAD)

SEALOGLANT - 28

PM 1 - 11
PM 2 - 5
PM 3 - 6
PM 5 - 6

MSCEUR - 16

PM 1 - 1
PM 2 - 3
PM 3 - 5
PM 5 - 7

MSCCENT - 8

PM 1 - 3
PM 2 - 1
PM 3 - 0
PM 5 - 4

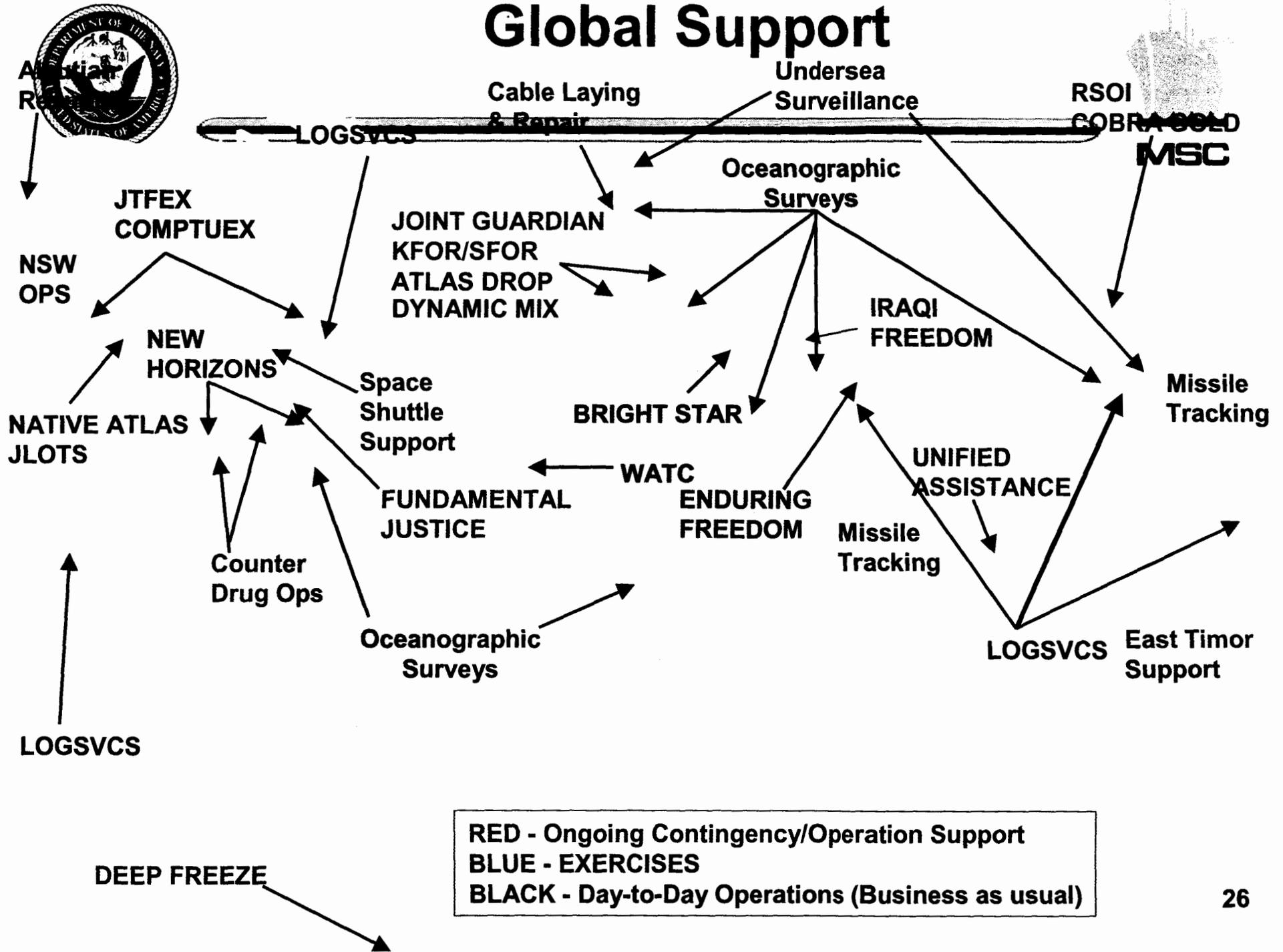
MSCFE - 48

PM 1 - 11
PM 2 - 10
PM 3 - 18
PM 5 - 9

MSCPAC - 14

PM 1 - 6
PM 2 - 4
PM 3 - 0
PM 5 - 4

Global Support

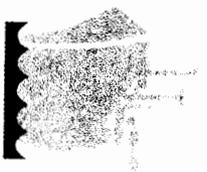




Sealift Movement OIF I

A/O 250001Z MAR 03

MSC



LE BIKAS

USNS YANCO REPUBLIC D ...

STOCKHOLM

1 T 1 0PFZ SGT BUTTON

MOR LIGHT
MV TOLLY &
MV ISTANBU
SAFETY REY

PHILAUU

IMEEF

ANMIO 4 DIV Enablers 3 ACR V CORPS

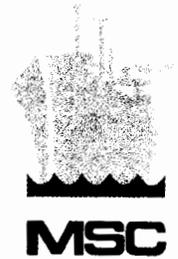
MID DIV

OTHER

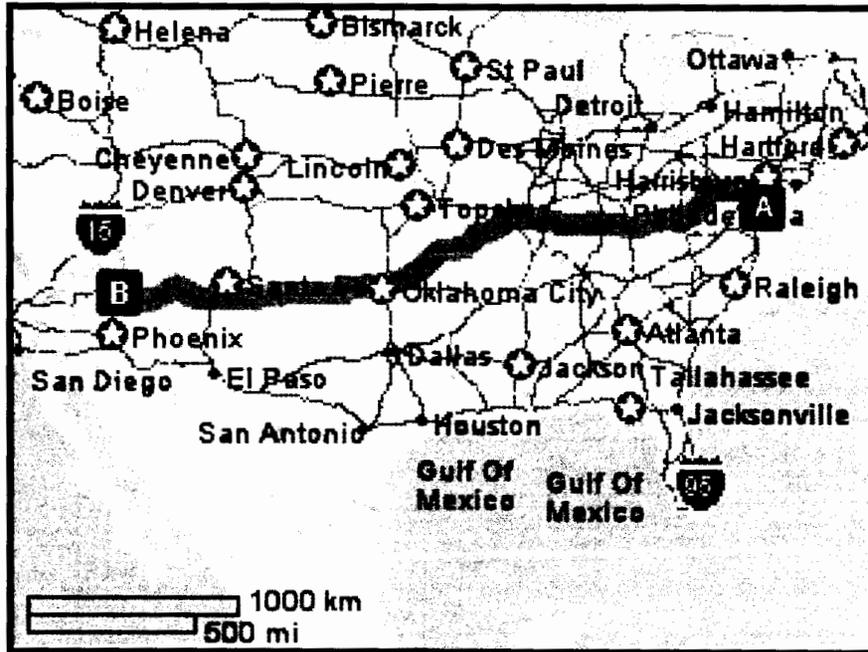
RETRO



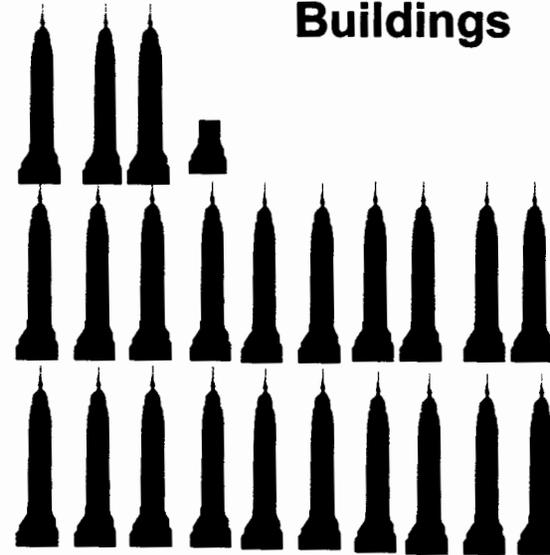
Total MSC Support Global War on Terrorism



(Sept. 12, 2001 – May 31, 2005)



7.53 Billion Gallons of Fuel
Enough to Fill 23.3 Empire State Buildings



73.2 Million Sq. Ft. Dry Cargo

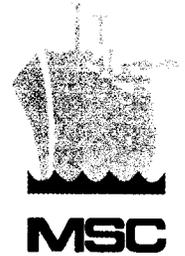
700,442 SUVs

**Extending 2,056 Miles -
DC to Salt Lake City**

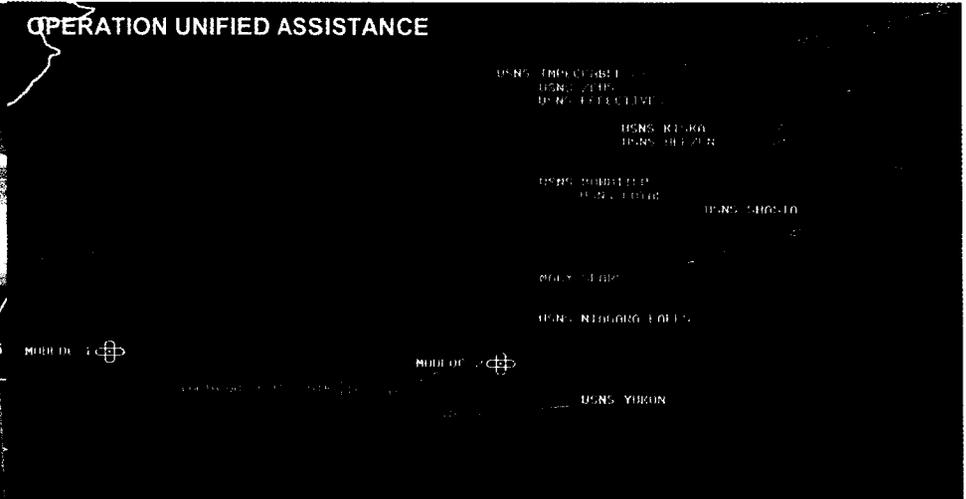
73.2 Million Square Feet
7.5 Billion Gallons



MSC Participation in Operation UNIFIED ASSISTANCE (OUA)

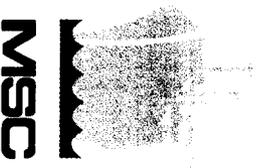


- 18 MSC Ships Participated in OUA
- NFAF Ships Provided Logistics Services to US Fleet
- USNS MERCY provided hospital and berthing for aid workers
- PREPO vessels (MPSRON 3) download equipment, water and supplies
- Special Mission vessels surveyed ports and choke points





Military Sealift Command



50 Years Strong

WWW.MSC.NAVY.MIL

WWW.MSC.NAVY.SMIL.MIL

DEFENSE TABLE OF OFFICIAL DISTANCES TRIP MAP AND DIRECTIONS

The Defense Table of Official Distances (DTOD) is the official source for worldwide distance information used by the Department of Defense (DoD). DTOD provides distances for all DoD household goods, all DoD freight, and PCS/TDY travel needs. DTOD generates point-to-point distances and routes for origin/destination pairs of locations.

1. DISTANCE SOURCE

DtodWeb 3.4.2 - <https://dtod.eddc.army.mil>

2. VERSION

18.1

3. DATE (MM/DD/YYYY)

7/13/2005

PART I - ROUTE CALCULATIONS

4. ORIGIN

22332 Alexandria, VA, Alexandria

5. DESTINATION

Fort Eustis W26DDJ, VA, Newport News

6. ROUTE TYPE

PCS / TDY Travel (NA)

7. OFFICIAL DISTANCE

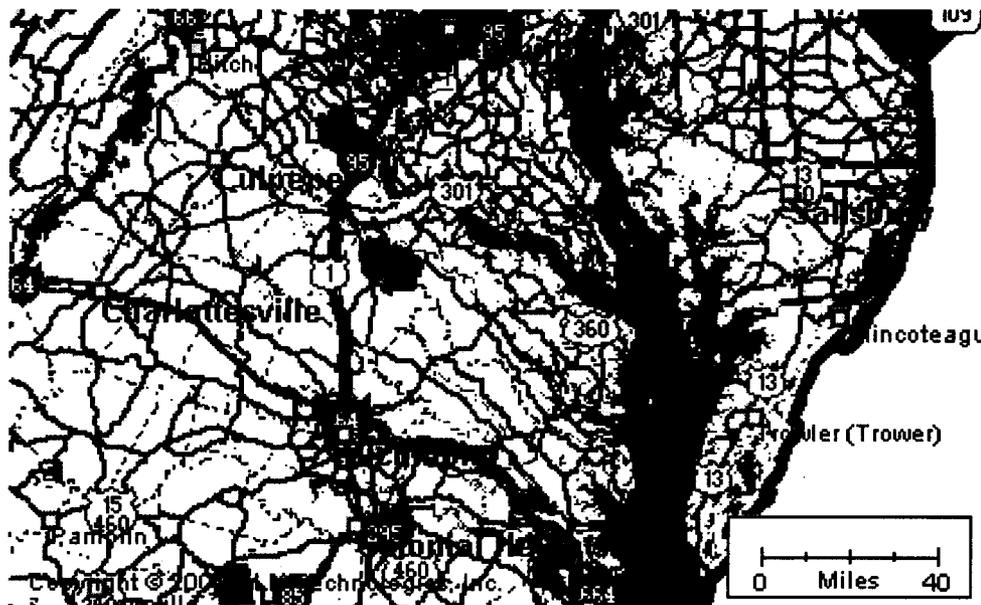
160.4 Miles

VALIDATION

eY+Z5ZvsW2a0xUOd25hhE6O5OQ0F1ln7j3JfKbPjEGalW2O2LydCjOSZmkrzHUHCy+6U9tp437HRJ9/TQINNjYaAM/Gzq+9eTJ8DAH3E811nU+J1gxgnApqpT7MqNDv6GDe6XziA7wRw==

PART II - ROUTE MAP

8. MAP



PART III - ROUTE DIRECTIONS

9. DIRECTIONS

1. Head SOUTH in VA on LOCAL for 0.2 Miles to I 95
2. Head SOUTH in VA on I 95 for 6 Miles to RAMP
3. Head SOUTH in VA on RAMP for 0.6 Miles to I 95
4. Head SOUTH in VA on I 95 for 84.6 Miles to ROADEXIT 84A
5. Head SOUTH in VA on ROADEXIT 84A for 1.5 Miles to I 295
6. Head SOUTH in VA on I 295 for 13.1 Miles to ROADEXIT 28
7. Head SOUTH in VA on ROADEXIT 28 for 1.1 Miles to I 64
8. Head EAST in VA on I 64 for 48.6 Miles to ROADEXIT 250A
9. Head SOUTH in VA on ROADEXIT 250A for 0.3 Miles to VA-105
10. Head WEST in VA on VA-105 for 0.8 Miles to RAMP
11. Head NORTH in VA on RAMP for 0.2 Miles to US-60
12. Head EAST in VA on US-60 for 1.9 Miles to LOCAL
13. Head WEST in VA on LOCAL for 1.5 Miles to FORT EUSTIS W26DDJ, VA

Form continues to next page.

COBRA NET PRESENT VALUES REPORT (COBRA v6.10)
 Data As Of 5/4/2005 2:23:10 PM, Report Created 5/4/2005 2:23:23 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Year	Cost (\$)	Adjusted Cost (\$)	NPV (\$)
----	-----	-----	-----
2006	16,774,259	16,544,239	16,544,239
2007	-14,790,298	-14,190,159	2,354,080
2008	-47,641,968	-44,463,834	-42,109,754
2009	-95,087,328	-86,327,018	-128,436,773
2010	-99,286,455	-87,684,128	-216,120,901
2011	-99,286,455	-85,295,845	-301,416,746
2012	-99,286,455	-82,972,612	-384,389,358
2013	-99,286,455	-80,712,657	-465,102,015
2014	-99,286,455	-78,514,258	-543,616,273
2015	-99,286,455	-76,375,737	-619,992,011
2016	-99,286,455	-74,295,464	-694,287,475
2017	-99,286,455	-72,271,852	-766,559,328
2018	-99,286,455	-70,303,358	-836,862,686
2019	-99,286,455	-68,388,481	-905,251,167
2020	-99,286,455	-66,525,760	-971,776,927
2021	-99,286,455	-64,713,774	-1,036,490,701
2022	-99,286,455	-62,951,142	-1,099,441,843
2023	-99,286,455	-61,236,519	-1,160,678,363
2024	-99,286,455	-59,568,599	-1,220,246,962
2025	-99,286,455	-57,946,108	-1,278,193,069

COBRA TOTAL PERSONNEL SUMMARY REPORT (COBRA v6.10)
 Data As Of 5/4/2005 2:23:10 PM, Report Created 5/4/2005 2:23:23 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

TOTAL SCENARIO POPULATION (FY 2005):

Officers	Enlisted	Students	Civilians
2,862	9,559	2,944	7,408

TOTAL PROGRAMMED INSTALLATION (NON-BRAC) CHANGES, ENTIRE SCENARIO:

	2006	2007	2008	2009	2010	2011	Total
Officers	-28	8	0	0	0	0	-20
Enlisted	-120	23	0	0	0	0	-97
Students	-103	-33	0	0	0	0	-136
Civilians	-1	0	0	0	0	0	-1
TOTAL	-252	-2	0	0	0	0	-254

TOTAL SCENARIO POPULATION (FY 2005, Prior to BRAC Action):

Officers	Enlisted	Students	Civilians
2,842	9,462	2,808	7,407

TOTAL PERSONNEL REALIGNMENTS, ENTIRE SCENARIO):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	10	0	0	0	22
Enlisted	0	5	7	0	0	0	12
Students	0	0	0	0	0	0	0
Civilians	0	248	384	85	0	0	717
TOTAL	0	265	401	85	0	0	751

TOTAL SCENARIO POSITION CHANGES, ENTIRE SCENARIO:

	2006	2007	2008	2009	2010	2011	Total
Officers	0	-82	-5	-13	0	0	-100
Enlisted	0	-147	0	-10	0	0	-157
Civilians	0	-133	-103	-22	0	0	-258
TOTAL	0	-362	-108	-45	0	0	-515

TOTAL SCENARIO POPULATION (After BRAC Action):

Officers	Enlisted	Students	Civilians
2,742	9,305	2,808	7,149

COBRA PERSONNEL SUMMARY REPORT (COBRA v6.10) - Page 2
 Data As Of 5/4/2005 2:23:10 PM, Report Created 5/4/2005 2:23:23 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

PERSONNEL SUMMARY FOR: Alexandria / I-395 A, VA (HSA001)

BASE POPULATION (FY 2005, Prior to BRAC Action) FOR: Alexandria / I-395 A, VA (HSA001)

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
16	8	0	508

PERSONNEL REALIGNMENTS:

To Base: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	10	0	0	0	10
Enlisted	0	0	7	0	0	0	7
Students	0	0	0	0	0	0	0
Civilians	0	0	384	0	0	0	384
TOTAL	0	0	401	0	0	0	401

TOTAL PERSONNEL REALIGNMENTS (Out of Alexandria / I-395 A, VA (HSA001)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	10	0	0	0	10
Enlisted	0	0	7	0	0	0	7
Students	0	0	0	0	0	0	0
Civilians	0	0	384	0	0	0	384
TOTAL	0	0	401	0	0	0	401

SCENARIO POSITION CHANGES FOR: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	-6	0	0	0	-6
Enlisted	0	0	-1	0	0	0	-1
Students	0	0	-124	0	0	0	-124
TOTAL	0	0	-131	0	0	0	-131

BASE POPULATION (After BRAC Action) FOR: Alexandria / I-395 A, VA (HSA001)

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
0	0	0	0

PERSONNEL SUMMARY FOR: EUSTIS, VA (51281)

BASE POPULATION (FY 2005):

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
880	5,499	2,937	2,569

PROGRAMMED INSTALLATION (NON-BRAC) CHANGES FOR: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Officers	-28	8	0	0	0	0	-20
Enlisted	-120	23	0	0	0	0	-97
Students	-103	-33	0	0	0	0	-136
Civilians	-1	0	0	0	0	0	-1
TOTAL	-252	-2	0	0	0	0	-254

BASE POPULATION (Prior to BRAC Action) FOR: EUSTIS, VA (51281)

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
860	5,402	2,801	2,568

COBRA PERSONNEL SUMMARY REPORT (COBRA v6.10) - Page 3
 Data As Of 5/4/2005 2:23:10 PM, Report Created 5/4/2005 2:23:23 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

PERSONNEL REALIGNMENTS:

To Base: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	0	0	0	0	12
Enlisted	0	5	0	0	0	0	5
Students	0	0	0	0	0	0	0
Civilians	0	248	0	0	0	0	248
TOTAL	0	265	0	0	0	0	265

TOTAL PERSONNEL REALIGNMENTS (Out of EUSTIS, VA (51281)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	0	0	0	0	12
Enlisted	0	5	0	0	0	0	5
Students	0	0	0	0	0	0	0
Civilians	0	248	0	0	0	0	248
TOTAL	0	265	0	0	0	0	265

SCENARIO POSITION CHANGES FOR: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	-4	0	0	0	0	-4
Enlisted	0	-2	0	0	0	0	-2
Civilians	0	-52	0	0	0	0	-52
TOTAL	0	-58	0	0	0	0	-58

BASE POPULATION (After BRAC Action) FOR: EUSTIS, VA (51281)

Officers	Enlisted	Students	Civilians
844	5,395	2,801	2,268

PERSONNEL SUMMARY FOR: Norfolk VA, VA (HSA014)

BASE POPULATION (FY 2005, Prior to BRAC Action) FOR: Norfolk VA, VA (HSA014)

Officers	Enlisted	Students	Civilians
1	0	0	104

PERSONNEL REALIGNMENTS:

To Base: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	0	0	85	0	0	85
TOTAL	0	0	0	85	0	0	85

TOTAL PERSONNEL REALIGNMENTS (Out of Norfolk VA, VA (HSA014)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	0	0	85	0	0	85
TOTAL	0	0	0	85	0	0	85

SCENARIO POSITION CHANGES FOR: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	-1	0	0	-1
Enlisted	0	0	0	0	0	0	0
Civilians	0	0	0	-19	0	0	-19
TOTAL	0	0	0	-20	0	0	-20

COBRA PERSONNEL SUMMARY REPORT (COBRA v6.10) - Page 4
 Data As Of 5/4/2005 2:23:10 PM, Report Created 5/4/2005 2:23:23 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

BASE POPULATION (After BRAC Action) FOR: Norfolk VA, VA (HSA014)

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
0	0	0	0

PERSONNEL SUMMARY FOR: Scott AFB, IL (VDYD)

BASE POPULATION (FY 2005, Prior to BRAC Action) FOR: Scott AFB, IL (VDYD)

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
1,965	4,052	7	4,227

PERSONNEL REALIGNMENTS:

From Base: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	10	0	0	0	10
Enlisted	0	0	7	0	0	0	7
Students	0	0	0	0	0	0	0
Civilians	0	0	384	0	0	0	384
TOTAL	0	0	401	0	0	0	401

From Base: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	0	0	0	0	12
Enlisted	0	5	0	0	0	0	5
Students	0	0	0	0	0	0	0
Civilians	0	248	0	0	0	0	248
TOTAL	0	265	0	0	0	0	265

From Base: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	0	0	0	0	0	0
Enlisted	0	0	0	0	0	0	0
Students	0	0	0	0	0	0	0
Civilians	0	0	0	85	0	0	85
TOTAL	0	0	0	85	0	0	85

TOTAL PERSONNEL REALIGNMENTS (Into Scott AFB, IL (VDYD)):

	2006	2007	2008	2009	2010	2011	Total
Officers	0	12	10	0	0	0	22
Enlisted	0	5	7	0	0	0	12
Students	0	0	0	0	0	0	0
Civilians	0	248	384	85	0	0	717
TOTAL	0	265	401	85	0	0	751

SCENARIO POSITION CHANGES FOR: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Officers	0	-78	1	-12	0	0	-89
Enlisted	0	-145	1	-10	0	0	-154
Civilians	0	-81	21	-3	0	0	-63
TOTAL	0	-304	23	-25	0	0	-306

BASE POPULATION (After BRAC Action) FOR: Scott AFB, IL (VDYD)

Officers	Enlisted	Students	Civilians
-----	-----	-----	-----
1,898	3,910	7	4,881

TOTAL COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 1/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

ONE-TIME COSTS -----(\$K)-----	2006 ----	2007 ----	2008 ----	2009 ----	2010 ----	2011 ----	Total -----
CONSTRUCTION							
MILCON	15,926	20,178	4,045	0	0	0	40,150
O&M							
CIV SALARY							
Civ RIF	0	2,992	1,780	460	0	0	5,231
Civ Retire	0	372	508	108	0	0	988
CIV MOVING							
Per Diem	0	570	927	196	0	0	1,693
POV Miles	0	36	55	12	0	0	103
Home Purch	0	2,844	8,846	1,029	0	0	12,719
HHG	0	1,059	1,672	365	0	0	3,096
Misc	0	204	333	70	0	0	607
House Hunt	0	449	722	154	0	0	1,326
PPP	0	958	887	177	0	0	2,023
RITA	0	1,149	3,047	409	0	0	4,606
FREIGHT							
Packing	0	14	22	4	0	0	40
Freight	0	121	231	38	0	0	390
Vehicles	0	0	0	0	0	0	0
Unemployment	0	231	133	36	0	0	400
OTHER							
Info Tech	0	199	453	14	0	0	666
Prog Manage	550	413	136	102	0	0	1,201
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	95	0	0	0	0	95
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	4	3	0	0	0	7
POV Miles	0	3	3	0	0	0	6
HHG	0	63	57	0	0	0	121
Misc	0	17	17	0	0	0	34
OTHER							
Elim PCS	0	1,447	67	176	0	0	1,690
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	53	10	0	0	0	0	63
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	4,015	20,546	24	0	0	24,585
TOTAL ONE-TIME	16,530	37,445	44,492	3,374	0	0	101,842

TOTAL COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 2/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	131	340	382	382	382	382	1,998	382
Recap	114	295	332	332	332	332	1,736	332
BOS	0	-113	1,121	1,295	1,295	1,295	4,894	1,295
Civ Salary	0	59	760	1,481	1,481	1,481	5,263	1,481
TRICARE	0	60	60	60	60	60	300	60
MIL PERSONNEL								
Off Salary	0	0	62	125	125	125	437	125
Enl Salary	0	0	41	82	82	82	288	82
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	244	641	2,758	3,758	3,758	3,758	14,918	3,758
TOTAL COST	16,774	38,086	47,251	7,132	3,758	3,758	116,760	3,758
ONE-TIME SAVES	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	58	53	0	0	0	111	
OTHER								
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	4,059	1,131	0	0	5,190	
TOTAL ONE-TIME	0	58	4,112	1,131	0	0	5,302	
RECURRINGSAVES	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	385	385	385	385	385	1,927	385
Recap	0	262	262	262	262	262	1,310	262
BOS	0	764	764	764	764	764	3,819	764
Civ Salary	0	4,432	13,891	18,884	19,616	19,616	76,440	19,616
MIL PERSONNEL								
Off Salary	0	5,124	10,623	11,810	12,622	12,622	52,801	12,622
Enl Salary	0	6,056	12,154	12,607	13,019	13,019	56,855	13,019
House Allow	0	1,640	1,809	2,001	2,001	2,001	9,451	2,001
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	34,155	45,540	48,345	48,345	48,345	224,730	48,345
Misc Recur	0	0	5,353	6,030	6,030	6,030	23,443	6,030
TOTAL RECUR	0	52,818	90,781	101,088	103,044	103,044	450,776	103,044
TOTAL SAVINGS	0	52,876	94,893	102,220	103,044	103,044	456,078	103,044

Screen 5 - Contractor cost

TOTAL COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 3/15
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Department : Headquarters and Support JCSG
Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

ONE-TIME NET -----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	
CONSTRUCTION								
MILCON	15,926	20,178	4,045	0	0	0	40,150	
O&M								
Civ Retir/RIF	0	3,364	2,288	567	0	0	6,219	
Civ Moving	0	7,405	16,743	2,455	0	0	26,604	
Info Tech	0	199	453	14	0	0	666	
Other	550	740	270	138	0	0	1,697	
MIL PERSONNEL								
Mil Moving	0	1,475	94	176	0	0	1,746	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	53	10	0	0	0	0	63	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	4,015	16,487	-1,107	0	0	19,394	
TOTAL ONE-TIME	16,530	37,387	40,380	2,243	0	0	96,477	
RECURRING NET -----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	131	-45	-3	-3	-3	-3	71	-3
Recap	114	33	70	70	70	70	426	70
BOS	0	-877	357	532	532	532	1,074	532
Civ Salary	0	-4,372	-13,131	-17,403	-18,135	-18,135	-71,176	-18,135
TRICARE	0	60	60	60	60	60	300	60
MIL PERSONNEL								
Mil Salary	0	-11,180	-22,673	-24,209	-25,434	-25,434	-108,930	-25,434
House Allow	0	-1,640	-1,809	-2,001	-2,001	-2,001	-9,451	-2,001
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	-34,155	-45,540	-48,345	-48,345	-48,345	-224,730	-48,345
Misc Recur	0	0	-5,353	-6,030	-6,030	-6,030	-23,443	-6,030
TOTAL RECUR	244	-52,177	-88,022	-97,330	-99,286	-99,286	-435,858	-99,286
TOTAL NET COST	16,774	-14,790	-47,642	-95,087	-99,286	-99,286	-339,318	-99,286

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Net Present Value Report

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)	2006	2007	2008	2009	2010	2011	Total
ONE-TIME COSTS	----	----	----	----	----	----	-----
----(\$K)----							
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	1,780	0	0	0	1,780
Civ Retire	0	0	508	0	0	0	508
CIV MOVING							
Per Diem	0	0	927	0	0	0	927
POV Miles	0	0	55	0	0	0	55
Home Purch	0	0	8,846	0	0	0	8,846
HHG	0	0	1,672	0	0	0	1,672
Misc	0	0	333	0	0	0	333
House Hunt	0	0	722	0	0	0	722
PPP	0	0	887	0	0	0	887
RITA	0	0	3,047	0	0	0	3,047
FREIGHT							
Packing	0	0	22	0	0	0	22
Freight	0	0	231	0	0	0	231
Vehicles	0	0	0	0	0	0	0
Unemployment	0	0	133	0	0	0	133
OTHER							
Info Tech	0	0	70	0	0	0	70
Prog Manage	0	0	0	0	0	0	0
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	3	0	0	0	3
POV Miles	0	0	3	0	0	0	3
HHG	0	0	57	0	0	0	57
Misc	0	0	17	0	0	0	17
OTHER							
Elim PCS	0	0	67	0	0	0	67
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misc Contract	0	0	0	0	0	0	0
1-Time Other	0	0	86	0	0	0	86
TOTAL ONE-TIME	0	0	19,468	0	0	0	19,468

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)								
RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	0	0	19,468	0	0	0	19,468	0
ONE-TIME SAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	
-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	53	0	0	0	53	
OTHER								
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	4,059	0	0	0	4,059	
TOTAL ONE-TIME	0	0	4,112	0	0	0	4,112	
RECURRINGSAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	Beyond
-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	4,261	8,523	8,523	8,523	29,829	8,523
MIL PERSONNEL								
Off Salary	0	0	375	750	750	750	2,624	750
Enl Salary	0	0	41	82	82	82	288	82
House Allow	0	0	333	333	333	333	1,331	333
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	10,395	10,395	10,395	10,395	41,580	10,395
Misc Recur	0	0	5,353	5,353	5,353	5,353	21,412	5,353
TOTAL RECUR	0	0	20,758	25,436	25,436	25,436	97,065	25,436
TOTAL SAVINGS	0	0	24,870	25,436	25,436	25,436	101,177	25,436

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)

ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	-----
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	0	2,288	0	0	0	2,288	
Civ Moving	0	0	16,743	0	0	0	16,743	
Info Tech	0	0	70	0	0	0	70	
Other	0	0	133	0	0	0	133	
MIL PERSONNEL								
Mil Moving	0	0	94	0	0	0	94	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	0	-3,973	0	0	0	-3,973	
TOTAL ONE-TIME	0	0	15,356	0	0	0	15,356	
RECURRING NET								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS								
O&M	0	0	0	0	0	0	0	0
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	-4,261	-8,523	-8,523	-8,523	-29,829	-8,523
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	-416	-832	-832	-832	-2,913	-832
House Allow	0	0	-333	-333	-333	-333	-1,331	-333
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	-10,395	-10,395	-10,395	-10,395	-41,580	-10,395
Misc Recur	0	0	-5,353	-5,353	-5,353	-5,353	-21,412	-5,353
TOTAL RECUR	0	0	-20,758	-25,436	-25,436	-25,436	-97,065	-25,436
TOTAL NET COST	0	0	-5,402	-25,436	-25,436	-25,436	-81,709	-25,436

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: EUSTIS, VA (51281)	2006	2007	2008	2009	2010	2011	Total
ONE-TIME COSTS	----	----	----	----	----	----	----
-----(\$K)-----							
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	1,033	0	0	0	0	1,033
Civ Retire	0	288	0	0	0	0	288
CIV MOVING							
Per Diem	0	570	0	0	0	0	570
POV Miles	0	36	0	0	0	0	36
Home Purch	0	2,844	0	0	0	0	2,844
HHG	0	1,059	0	0	0	0	1,059
Misc	0	204	0	0	0	0	204
House Hunt	0	449	0	0	0	0	449
PPP	0	390	0	0	0	0	390
RITA	0	1,149	0	0	0	0	1,149
FREIGHT							
Packing	0	14	0	0	0	0	14
Freight	0	121	0	0	0	0	121
Vehicles	0	0	0	0	0	0	0
Unemployment	0	80	0	0	0	0	80
OTHER							
Info Tech	0	44	0	0	0	0	44
Prog Manage	308	231	0	0	0	0	539
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	95	0	0	0	0	95
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	4	0	0	0	0	4
POV Miles	0	3	0	0	0	0	3
HHG	0	63	0	0	0	0	63
Misc	0	17	0	0	0	0	17
OTHER							
Elim PCS	0	50	0	0	0	0	50
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0
TOTAL ONE-TIME	308	8,746	0	0	0	0	9,054

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: EUSTIS, VA (51281)								
RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	308	8,746	0	0	0	0	9,054	0
ONE-TIME SAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	58	0	0	0	0	58	
OTHER								
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	0	58	0	0	0	0	58	
RECURRINGSAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	385	385	385	385	385	1,927	385
Recap	0	262	262	262	262	262	1,310	262
BOS	0	764	764	764	764	764	3,819	764
Civ Salary	0	1,729	3,458	3,458	3,458	3,458	15,560	3,458
MIL PERSONNEL								
Off Salary	0	250	500	500	500	500	2,249	500
Enl Salary	0	82	165	165	165	165	741	165
House Allow	0	194	194	194	194	194	969	194
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	1,485	1,485	1,485	1,485	1,485	7,425	1,485
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	5,151	7,212	7,212	7,212	7,212	34,001	7,212
TOTAL SAVINGS	0	5,209	7,212	7,212	7,212	7,212	34,059	7,212

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 9/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: EUSTIS, VA (51281)								
ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
----- (\$K) -----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
Civ Retir/RIF	0	1,321	0	0	0	0	1,321	
Civ Moving	0	6,837	0	0	0	0	6,837	
Info Tech	0	44	0	0	0	0	44	
Other	308	407	0	0	0	0	715	
MIL PERSONNEL								
Mil Moving	0	78	0	0	0	0	78	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	0	0	0	0	0	0	0	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	0	0	0	0	0	0	
TOTAL ONE-TIME	308	8,688	0	0	0	0	8,996	
RECURRING NET								
----- (\$K) -----	-----	-----	-----	-----	-----	-----	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	-385	-385	-385	-385	-385	-1,927	-385
Recap	0	-262	-262	-262	-262	-262	-1,310	-262
BOS	0	-764	-764	-764	-764	-764	-3,819	-764
Civ Salary	0	-1,729	-3,458	-3,458	-3,458	-3,458	-15,560	-3,458
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	-332	-665	-665	-665	-665	-2,991	-665
House Allow	0	-194	-194	-194	-194	-194	-969	-194
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	-1,485	-1,485	-1,485	-1,485	-1,485	-7,425	-1,485
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	-5,151	-7,212	-7,212	-7,212	-7,212	-34,001	-7,212
TOTAL NET COST	308	3,536	-7,212	-7,212	-7,212	-7,212	-25,005	-7,212

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 10/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)	2006	2007	2008	2009	2010	2011	Total
ONE-TIME COSTS	----	----	----	----	----	----	----
----(\$K)----	----	----	----	----	----	----	----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
CIV SALARY							
Civ RIFs	0	0	0	344	0	0	344
Civ Retire	0	0	0	108	0	0	108
CIV MOVING							
Per Diem	0	0	0	196	0	0	196
POV Miles	0	0	0	12	0	0	12
Home Purch	0	0	0	1,029	0	0	1,029
HHG	0	0	0	365	0	0	365
Misc	0	0	0	70	0	0	70
House Hunt	0	0	0	154	0	0	154
PPP	0	0	0	142	0	0	142
RITA	0	0	0	409	0	0	409
FREIGHT							
Packing	0	0	0	4	0	0	4
Freight	0	0	0	38	0	0	38
Vehicles	0	0	0	0	0	0	0
Unemployment	0	0	0	27	0	0	27
OTHER							
Info Tech	0	0	0	14	0	0	14
Prog Manage	0	0	0	0	0	0	0
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	0	0	10	0	0	10
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	0	24	0	0	24
TOTAL ONE-TIME	0	0	0	2,947	0	0	2,947

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 11/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)								
RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
-----(\$K)-----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	0	0	0	0	0
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Off Salary	0	0	0	0	0	0	0	0
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	0	0	0	0	0	0	0
TOTAL COSTS	0	0	0	2,947	0	0	2,947	0
ONE-TIME SAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	
-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	
O&M								
1-Time Move	0	0	0	0	0	0	0	
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	
OTHER								
Environmental	0	0	0	0	0	0	0	
1-Time Other	0	0	0	1,131	0	0	1,131	
TOTAL ONE-TIME	0	0	0	1,131	0	0	1,131	
RECURRINGSAVES								
-----(\$K)-----	2006	2007	2008	2009	2010	2011	Total	Beyond
-----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	632	1,263	1,263	3,158	1,263
MIL PERSONNEL								
Off Salary	0	0	0	62	125	125	312	125
Enl Salary	0	0	0	0	0	0	0	0
House Allow	0	0	0	13	13	13	41	13
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	330	330	330	990	330
Misc Recur	0	0	0	677	677	677	2,031	677
TOTAL RECUR	0	0	0	1,715	2,409	2,409	6,533	2,409
TOTAL SAVINGS	0	0	0	2,846	2,409	2,409	7,664	2,409

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 12/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)

ONE-TIME NET -----(\$K)-----	2006 ----	2007 ----	2008 ----	2009 ----	2010 ----	2011 ----	Total -----
CONSTRUCTION							
MILCON	0	0	0	0	0	0	0
O&M							
Civ Retir/RIF	0	0	0	452	0	0	452
Civ Moving	0	0	0	2,420	0	0	2,420
Info Tech	0	0	0	14	0	0	14
Other	0	0	0	27	0	0	27
MIL PERSONNEL							
Mil Moving	0	0	0	10	0	0	10
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	0	0	0	0	0	0	0
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	0	0	-1,107	0	0	-1,107
TOTAL ONE-TIME	0	0	0	1,815	0	0	1,815

RECURRING NET -----(\$K)-----	2006 ----	2007 ----	2008 ----	2009 ----	2010 ----	2011 ----	Total -----	Beyond -----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	0	0	-632	-1,263	-1,263	-3,158	-1,263
TRICARE	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Salary	0	0	0	-62	-125	-125	-312	-125
House Allow	0	0	0	-13	-13	-13	-41	-13
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	0	0	-330	-330	-330	-990	-330
Misc Recur	0	0	0	-677	-677	-677	-2,031	-677
TOTAL RECUR	0	0	0	-1,715	-2,409	-2,409	-6,533	-2,409
TOTAL NET COST	0	0	0	101	-2,409	-2,409	-4,717	-2,409

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 13/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)	2006	2007	2008	2009	2010	2011	Total
ONE-TIME COSTS	2006	2007	2008	2009	2010	2011	Total
----(\$K)-----	----	----	----	----	----	----	-----
CONSTRUCTION							
MILCON	15,926	20,178	4,045	0	0	0	40,150
O&M							
CIV SALARY							
Civ RIFs	0	1,958	0	115	0	0	2,074
Civ Retire	0	84	0	0	0	0	84
CIV MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
Home Purch	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
House Hunt	0	0	0	0	0	0	0
PPP	0	568	0	35	0	0	603
RITA	0	0	0	0	0	0	0
FREIGHT							
Packing	0	0	0	0	0	0	0
Freight	0	0	0	0	0	0	0
Vehicles	0	0	0	0	0	0	0
Unemployment	0	151	0	9	0	0	160
OTHER							
Info Tech	0	155	383	0	0	0	538
Prog Manage	242	181	136	102	0	0	662
Supt Contrac	0	0	0	0	0	0	0
Mothball	0	0	0	0	0	0	0
1-Time Move	0	0	0	0	0	0	0
MIL PERSONNEL							
MIL MOVING							
Per Diem	0	0	0	0	0	0	0
POV Miles	0	0	0	0	0	0	0
HHG	0	0	0	0	0	0	0
Misc	0	0	0	0	0	0	0
OTHER							
Elim PCS	0	1,397	0	166	0	0	1,563
OTHER							
HAP / RSE	0	0	0	0	0	0	0
Environmental	53	10	0	0	0	0	63
Misn Contract	0	0	0	0	0	0	0
1-Time Other	0	4,015	20,460	0	0	0	24,475
TOTAL ONE-TIME	16,222	28,699	25,024	427	0	0	70,372

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 14/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)								
RECURRINGCOSTS	2006	2007	2008	2009	2010	2011	Total	Beyond
----- (\$K) -----	----	----	----	----	----	----	-----	-----
O&M								
Sustainment	131	340	382	382	382	382	1,998	382
Recap	114	295	332	332	332	332	1,736	332
BOS	0	-113	1,121	1,295	1,295	1,295	4,894	1,295
Civ Salary	0	59	760	1,481	1,481	1,481	5,263	1,481
TRICARE	0	60	60	60	60	60	300	60
MIL PERSONNEL								
Off Salary	0	0	62	125	125	125	437	125
Enl Salary	0	0	41	82	82	82	288	82
House Allow	0	0	0	0	0	0	0	0
OTHER								
Mission Activ	0	0	0	0	0	0	0	0
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	244	641	2,758	3,758	3,758	3,758	14,918	3,758
TOTAL COSTS	16,466	29,340	27,783	4,185	3,758	3,758	85,290	3,758
ONE-TIME SAVES								
----- (\$K) -----	----	----	----	----	----	----	-----	-----
CONSTRUCTION								
MILCON	0	0	0	0	0	0	0	0
O&M								
1-Time Move	0	0	0	0	0	0	0	0
MIL PERSONNEL								
Mil Moving	0	0	0	0	0	0	0	0
OTHER								
Environmental	0	0	0	0	0	0	0	0
1-Time Other	0	0	0	0	0	0	0	0
TOTAL ONE-TIME	0	0	0	0	0	0	0	0
RECURRINGSAVES								
----- (\$K) -----	----	----	----	----	----	----	-----	-----
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	0	0	0	0	0	0	0	0
Recap	0	0	0	0	0	0	0	0
BOS	0	0	0	0	0	0	0	0
Civ Salary	0	2,703	6,172	6,272	6,372	6,372	27,892	6,372
MIL PERSONNEL								
Off Salary	0	4,874	9,748	10,498	11,247	11,247	47,614	11,247
Enl Salary	0	5,974	11,948	12,360	12,772	12,772	55,825	12,772
House Allow	0	1,446	1,282	1,461	1,461	1,461	7,111	1,461
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	32,670	33,660	36,135	36,135	36,135	174,735	36,135
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	0	47,667	62,810	66,725	67,987	67,987	313,178	67,987
TOTAL SAVINGS	0	47,667	62,810	66,725	67,987	67,987	313,178	67,987

COBRA REALIGNMENT DETAIL REPORT (COBRA v6.10) - Page 15/15
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)								
ONE-TIME NET	2006	2007	2008	2009	2010	2011	Total	
-----(\$K)-----	----	----	----	----	----	----	-----	
CONSTRUCTION								
MILCON	15,926	20,178	4,045	0	0	0	40,150	
O&M								
Civ Retir/RIF	0	2,043	0	115	0	0	2,158	
Civ Moving	0	568	0	35	0	0	603	
Info Tech	0	155	383	0	0	0	538	
Other	242	333	136	111	0	0	822	
MIL PERSONNEL								
Mil Moving	0	1,397	0	166	0	0	1,563	
OTHER								
HAP / RSE	0	0	0	0	0	0	0	
Environmental	53	10	0	0	0	0	63	
Misn Contract	0	0	0	0	0	0	0	
1-Time Other	0	4,015	20,460	0	0	0	24,475	
TOTAL ONE-TIME	16,222	28,699	25,024	427	0	0	70,372	
RECURRING NET								
-----(\$K)-----	-----	-----	-----	-----	-----	-----	Total	Beyond
FAM HOUSE OPS	0	0	0	0	0	0	0	0
O&M								
Sustainment	131	340	382	382	382	382	1,998	382
Recap	114	295	332	332	332	332	1,736	332
BOS	0	-113	1,121	1,295	1,295	1,295	4,894	1,295
Civ Salary	0	-2,643	-5,412	-4,791	-4,891	-4,891	-22,628	-4,891
TRICARE	0	60	60	60	60	60	300	60
MIL PERSONNEL								
Mil Salary	0	-10,848	-21,592	-22,650	-23,812	-23,812	-102,714	-23,812
House Allow	0	-1,446	-1,282	-1,461	-1,461	-1,461	-7,111	-1,461
OTHER								
Procurement	0	0	0	0	0	0	0	0
Mission Activ	0	-32,670	-33,660	-36,135	-36,135	-36,135	-174,735	-36,135
Misc Recur	0	0	0	0	0	0	0	0
TOTAL RECUR	244	-47,026	-60,052	-62,967	-64,229	-64,229	-298,260	-64,229
TOTAL NET COST	16,466	-18,327	-35,027	-62,540	-64,229	-64,229	-227,887	-64,229

TOTAL COBRA PERSONNEL IMPACT REPORT (COBRA v6.10) - Page 1/5
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	248	384	85	0	0	717
Early Retirement*	8.10%	0	20	31	7	0	0	58
Regular Retirement*	1.67%	0	4	6	1	0	0	11
Civilian Turnover*	9.16%	0	23	35	8	0	0	66
Civs Not Moving (RIFs)*	6.00%	0	15	23	5	0	0	43
Civilians Moving (the remainder)		0	186	289	64	0	0	539
Civilian Positions Available		0	62	95	21	0	0	178
CIVILIAN POSITIONS ELIMINATED		0	133	124	22	0	0	279
Early Retirement	8.10%	0	11	10	2	0	0	23
Regular Retirement	1.67%	0	2	2	0	0	0	4
Civilian Turnover	9.16%	0	12	11	2	0	0	25
Civs Not Moving (RIFs)*	6.00%	0	8	7	1	0	0	16
Priority Placement#	39.97%	0	53	50	9	0	0	112
Civilians Available to Move		0	47	44	8	0	0	99
Civilians Moving		0	18	44	6	0	0	68
Civilian RIFs (the remainder)		0	29	0	2	0	0	31
CIVILIAN POSITIONS REALIGNING IN		0	248	384	85	0	0	717
Civilians Moving		0	204	333	70	0	0	607
New Civilians Hired		0	44	51	15	0	0	110
Other Civilian Additions		0	0	21	0	0	0	21
TOTAL CIVILIAN EARLY RETIREMENTS		0	31	41	9	0	0	81
TOTAL CIVILIAN RIFs		0	52	30	8	0	0	90
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	53	50	9	0	0	112
TOTAL CIVILIAN NEW HIRES		0	44	72	15	0	0	131

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%



- difference between realigning out moving?

21 = BOS support to Base C.O.

- no BOS support if in leased space and move

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Alexandria / I-395 A, VA (HSA001)Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT	0	0	384	0	0	0	384
Early Retirement*	8.10%	0	31	0	0	0	31
Regular Retirement*	1.67%	0	6	0	0	0	6
Civilian Turnover*	9.16%	0	35	0	0	0	35
Civs Not Moving (RIFs)*	6.00%	0	23	0	0	0	23
Civilians Moving (the remainder)		0	289	0	0	0	289
Civilian Positions Available		0	95	0	0	0	95
CIVILIAN POSITIONS ELIMINATED	0	0	124	0	0	0	124
Early Retirement	8.10%	0	10	0	0	0	10
Regular Retirement	1.67%	0	2	0	0	0	2
Civilian Turnover	9.16%	0	11	0	0	0	11
Civs Not Moving (RIFs)*	6.00%	0	7	0	0	0	7
Priority Placement#	39.97%	0	50	0	0	0	50
Civilians Available to Move		0	44	0	0	0	44
Civilians Moving		0	44	0	0	0	44
Civilian RIFs (the remainder)		0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN	0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	41	0	0	0	41
TOTAL CIVILIAN RIFs		0	30	0	0	0	30
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	50	0	0	0	50
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

COBRA PERSONNEL IMPACT REPORT (COBRA v6.10) - Page 3/5
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Department : Headquarters and Support JCSG
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 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: EUSTIS, VA (51281)	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	248	0	0	0	0	248
Early Retirement*	8.10%	0	20	0	0	0	0	20
Regular Retirement*	1.67%	0	4	0	0	0	0	4
Civilian Turnover*	9.16%	0	23	0	0	0	0	23
Civs Not Moving (RIFs)*	6.00%	0	15	0	0	0	0	15
Civilians Moving (the remainder)		0	186	0	0	0	0	186
Civilian Positions Available		0	62	0	0	0	0	62
CIVILIAN POSITIONS ELIMINATED		0	52	0	0	0	0	52
Early Retirement	8.10%	0	4	0	0	0	0	4
Regular Retirement	1.67%	0	1	0	0	0	0	1
Civilian Turnover	9.16%	0	5	0	0	0	0	5
Civs Not Moving (RIFs)*	6.00%	0	3	0	0	0	0	3
Priority Placement#	39.97%	0	21	0	0	0	0	21
Civilians Available to Move		0	18	0	0	0	0	18
Civilians Moving		0	18	0	0	0	0	18
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	24	0	0	0	0	24
TOTAL CIVILIAN RIFS		0	18	0	0	0	0	18
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	21	0	0	0	0	21
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Norfolk VA, VA (HSA014)	Rate	2006	2007	2008	2009	2010	2011	Total
	----	----	----	----	----	----	----	-----
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	85	0	0	85
Early Retirement*	8.10%	0	0	0	7	0	0	7
Regular Retirement*	1.67%	0	0	0	1	0	0	1
Civilian Turnover*	9.16%	0	0	0	8	0	0	8
Civs Not Moving (RIFs)*	6.00%	0	0	0	5	0	0	5
Civilians Moving (the remainder)		0	0	0	64	0	0	64
Civilian Positions Available		0	0	0	21	0	0	21
CIVILIAN POSITIONS ELIMINATED		0	0	0	19	0	0	19
Early Retirement	8.10%	0	0	0	2	0	0	2
Regular Retirement	1.67%	0	0	0	0	0	0	0
Civilian Turnover	9.16%	0	0	0	2	0	0	2
Civs Not Moving (RIFs)*	6.00%	0	0	0	1	0	0	1
Priority Placement#	39.97%	0	0	0	8	0	0	8
Civilians Available to Move		0	0	0	6	0	0	6
Civilians Moving		0	0	0	6	0	0	6
Civilian RIFs (the remainder)		0	0	0	0	0	0	0
CIVILIAN POSITIONS REALIGNING IN		0	0	0	0	0	0	0
Civilians Moving		0	0	0	0	0	0	0
New Civilians Hired		0	0	0	0	0	0	0
Other Civilian Additions		0	0	0	0	0	0	0
TOTAL CIVILIAN EARLY RETIRMENTS		0	0	0	9	0	0	9
TOTAL CIVILIAN RIFs		0	0	0	6	0	0	6
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	0	0	8	0	0	8
TOTAL CIVILIAN NEW HIRES		0	0	0	0	0	0	0

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

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 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Base: Scott AFB, IL (VDYD)	Rate	2006	2007	2008	2009	2010	2011	Total
CIVILIAN POSITIONS REALIGNING OUT		0	0	0	0	0	0	0
Early Retirement*	8.10%	0	0	0	0	0	0	0
Regular Retirement*	1.67%	0	0	0	0	0	0	0
Civilian Turnover*	9.16%	0	0	0	0	0	0	0
Civs Not Moving (RIFs)*	6.00%	0	0	0	0	0	0	0
Civilians Moving (the remainder)		0	0	0	0	0	0	0
Civilian Positions Available		0	0	0	0	0	0	0
CIVILIAN POSITIONS ELIMINATED		0	81	0	3	0	0	84
Early Retirement	8.10%	0	7	0	0	0	0	7
Regular Retirement	1.67%	0	1	0	0	0	0	1
Civilian Turnover	9.16%	0	7	0	0	0	0	7
Civs Not Moving (RIFs)*	6.00%	0	5	0	0	0	0	5
Priority Placement#	39.97%	0	32	0	1	0	0	33
Civilians Available to Move		0	29	0	2	0	0	31
Civilians Moving		0	0	0	0	0	0	0
Civilian RIFs (the remainder)		0	29	0	2	0	0	31
CIVILIAN POSITIONS REALIGNING IN		0	248	384	85	0	0	717
Civilians Moving		0	204	333	70	0	0	607
New Civilians Hired		0	44	51	15	0	0	110
Other Civilian Additions		0	0	21	0	0	0	21
TOTAL CIVILIAN EARLY RETIRMENTS		0	7	0	0	0	0	7
TOTAL CIVILIAN RIFS		0	34	0	2	0	0	36
TOTAL CIVILIAN PRIORITY PLACEMENTS#		0	32	0	1	0	0	33
TOTAL CIVILIAN NEW HIRES		0	44	72	15	0	0	131

* Early Retirements, Regular Retirements, Civilian Turnover, and Civilians Not Willing to Move are not applicable for moves under fifty miles.

Not all Priority Placements involve a Permanent Change of Station. The rate of PPP placements involving a PCS is 50.70%

TOTAL COBRA ONE-TIME COST REPORT (COBRA v6.10) - Page 1/5
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Department : Headquarters and Support JCSG
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Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	40,150,000	
Total - Construction		40,150,000
Personnel		
Civilian RIF	5,231,211	
Civilian Early Retirement	987,944	
Eliminated Military PCS	1,690,002	
Unemployment	400,590	
Total - Personnel		8,309,747
Overhead		
Program Management Cost	1,201,422	
Support Contract Termination	0	
Mothball / Shutdown	95,400	
Total - Overhead		1,296,822
Moving		
Civilian Moving	24,150,567	
Civilian PPP	2,023,272	
Military Moving	167,537	
Freight	429,782	
Information Technologies	666,200	
One-Time Moving Costs	0	
Total - Moving		27,437,357
Other		
HAP / RSE	0	
Environmental Mitigation Costs	63,000	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	24,585,000	
Total - Other		24,648,000
Total One-Time Costs		101,841,927
One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	111,321	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	5,190,570	
Total One-Time Savings		5,301,891
Total Net One-Time Costs		96,540,036

C3 gear @ Joint Ops. Center

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Base: Alexandria / I-395 A, VA (HSA001)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	-----	-----
Construction		
Military Construction	0	
Total - Construction		0
Personnel		
Civilian RIF	1,779,863	
Civilian Early Retirement	508,082	
Eliminated Military PCS	66,864	
Unemployment	133,530	
Total - Personnel		2,488,339
Overhead		
Program Management Cost	0	
Support Contract Termination	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	15,603,210	
Civilian PPP	887,400	
Military Moving	80,701	
Freight	252,468	
Information Technologies	70,000	
One-Time Moving Costs	0	
Total - Moving		16,893,779
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	86,000	
Total - Other		86,000

Total One-Time Costs		19,468,118

One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	53,071	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	4,059,000	

Total One-Time Savings		4,112,071

Total Net One-Time Costs		15,356,047

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Base: EUSTIS, VA (51281)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	0	
Total - Construction		0
Personnel		
Civilian RIF	1,033,168	
Civilian Early Retirement	287,736	
Eliminated Military PCS	49,907	
Unemployment	80,118	
Total - Personnel		1,450,930
Overhead		
Program Management Cost	539,437	
Support Contract Termination	0	
Mothball / Shutdown	95,400	
Total - Overhead		634,837
Moving		
Civilian Moving	6,311,697	
Civilian PPP	390,456	
Military Moving	86,836	
Freight	135,308	
Information Technologies	44,200	
One-Time Moving Costs	0	
Total - Moving		6,968,497
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	0	
Total - Other		0

Total One-Time Costs		9,054,265

One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	58,250	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	

Total One-Time Savings		58,250

Total Net One-Time Costs		8,996,014

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Base: Norfolk VA, VA (HSA014)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	0	
Total - Construction		0
Personnel		
Civilian RIF	344,389	
Civilian Early Retirement	107,901	
Eliminated Military PCS	10,477	
Unemployment	26,706	
Total - Personnel		489,474
Overhead		
Program Management Cost	0	
Support Contract Termination	0	
Mothball / Shutdown	0	
Total - Overhead		0
Moving		
Civilian Moving	2,235,660	
Civilian PPP	141,984	
Military Moving	0	
Freight	42,005	
Information Technologies	14,000	
One-Time Moving Costs	0	
Total - Moving		2,433,649
Other		
HAP / RSE	0	
Environmental Mitigation Costs	0	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	24,000	
Total - Other		24,000
-----		-----
Total One-Time Costs		2,947,123
-----		-----
One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	1,131,570	
-----		-----
Total One-Time Savings		1,131,570
-----		-----
Total Net One-Time Costs		1,815,553

COBRA ONE-TIME COST REPORT (COBRA v6.10) - Page 5/5
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Base: Scott AFB, IL (VDYD)
 (All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	40,150,000	
Total - Construction		40,150,000
Personnel		
Civilian RIF	2,073,790	
Civilian Early Retirement	84,226	
Eliminated Military PCS	1,562,753	
Unemployment	160,236	
Total - Personnel		3,881,004
Overhead		
Program Management Cost	661,985	
Support Contract Termination	0	
Mothball / Shutdown	0	
Total - Overhead		661,985
Moving		
Civilian Moving	0	
Civilian PPP	603,432	
Military Moving	0	
Freight	0	
Information Technologies	538,000	
One-Time Moving Costs	0	
Total - Moving		1,141,432
Other		
HAP / RSE	0	
Environmental Mitigation Costs	63,000	
Mission Contract Startup and Termination	0	
One-Time Unique Costs	24,475,000	
Total - Other		24,538,000

Total One-Time Costs		70,372,421

One-Time Savings		
Military Construction Cost Avoidances	0	
Military Moving	0	
One-Time Moving Savings	0	
Environmental Mitigation Savings	0	
One-Time Unique Savings	0	

Total One-Time Savings		0

Total Net One-Time Costs		70,372,421

COBRA ECONOMIC IMPACT REPORT (COBRA v6.10)

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Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB

Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	0	0	0	0	0	0
Jobs Lost-Mil	0	0	24	0	0	0	24
NET CHANGE-Mil	0	0	-24	0	0	0	-24
Jobs Gained-Civ	0	0	0	0	0	0	0
Jobs Lost-Civ	0	0	508	0	0	0	508
NET CHANGE-Civ	0	0	-508	0	0	0	-508
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	0	0	0	0	0	0
Jobs Lost-Mil	0	23	0	0	0	0	23
NET CHANGE-Mil	0	-23	0	0	0	0	-23
Jobs Gained-Civ	0	0	0	0	0	0	0
Jobs Lost-Civ	0	300	0	0	0	0	300
NET CHANGE-Civ	0	-300	0	0	0	0	-300
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	0	0	0	0	0	0
Jobs Lost-Mil	0	0	0	1	0	0	1
NET CHANGE-Mil	0	0	0	-1	0	0	-1
Jobs Gained-Civ	0	0	0	0	0	0	0
Jobs Lost-Civ	0	0	0	104	0	0	104
NET CHANGE-Civ	0	0	0	-104	0	0	-104
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011	Total
Jobs Gained-Mil	0	17	19	0	0	0	36
Jobs Lost-Mil	0	223	0	22	0	0	245
NET CHANGE-Mil	0	-206	19	-22	0	0	-209
Jobs Gained-Civ	0	248	405	85	0	0	738
Jobs Lost-Civ	0	81	0	3	0	0	84
NET CHANGE-Civ	0	167	405	82	0	0	654
Jobs Gained-Stu	0	0	0	0	0	0	0
Jobs Lost-Stu	0	0	0	0	0	0	0
NET CHANGE-Stu	0	0	0	0	0	0	0

COBRA PERSONNEL/SF/SUSTAINMENT/RECAP/BOS DELTAS REPORT (COBRA v6.10)
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Base	Personnel			
	Start*	Finish*	Change	%Change
Alexandria / I-395 A	532	0	-532	-100%
EUSTIS	11,631	11,308	-323	-3%
Norfolk VA	105	0	-105	-100%
Scott AFB	10,251	10,696	445	4%
TOTAL	22,519	22,004	-515	-2%

Base	Square Footage				
	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	12,508,000	12,296,000	-212,000	-2%	656
Norfolk VA	0	0	0	0%	0
Scott AFB	3,615,000	3,770,106	155,106	4%	348
TOTAL	16,123,000	16,066,106	-56,894	0%	110

Base	Base Operations Support (2005\$)				
	Start*	Finish*	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	51,942,889	51,178,989	-763,901	-1%	2,365
Norfolk VA	0	0	0	0%	0
Scott AFB	38,672,000	39,967,569	1,295,569	3%	2,911
TOTAL	90,614,889	91,146,557	531,668	1%	-1,032

Base	Sustainment (2005\$)				
	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	22,735,901	22,350,547	-385,354	-2%	1,193
Norfolk VA	0	0	0	0%	0
Scott AFB	22,611,496	22,993,378	381,882	2%	858
TOTAL	45,347,397	45,343,925	-3,472	0%	7

Base	Recapitalization (2005\$)				
	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	15,454,332	15,192,394	-261,938	-2%	811
Norfolk VA	0	0	0	0%	0
Scott AFB	16,883,634	17,215,453	331,818	2%	746
TOTAL	32,337,967	32,407,847	69,880	0%	-136

COBRA PERSONNEL/SF/SUSTAINMENT/RECAP/BOS DELTAS REPORT (COBRA v6.10) - Page 2
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Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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Base	Sustain + Recap + BOS (2005\$)				
	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	90,133,123	88,721,930	-1,411,193	-2%	4,369
Norfolk VA	0	0	0	0%	0
Scott AFB	78,167,130	80,176,399	2,009,269	3%	4,515
TOTAL	168,300,253	168,898,329	598,076	0%	-1,161

Base	Plant Replacement Value (2005\$)				
	Start	Finish	Change	%Change	Chg/Per
Alexandria / I-395 A	0	0	0	0%	0
EUSTIS	1,591,796,220	1,564,816,623	-26,979,597	-2%	83,528
Norfolk VA	0	0	0	0%	0
Scott AFB	2,042,919,779	2,083,069,779	40,150,000	2%	90,225
TOTAL	3,634,715,999	3,647,886,402	13,170,403	0%	-25,573

* "Start" and "Finish" values for Personnel and BOS both include the Programmed Installation Population (non-BRAC) Changes, so that only changes attributable to the BRAC action are reflected in the "Change" columns of this report.

ste notes?

COBRA PERSONNEL YEARLY PERCENTAGES REPORT (COBRA v6.10) - Page 1/2
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Department : Headquarters and Support JCSG
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Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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Base: Alexandria / I-395 A, VA (HSA001)

Year	Pers Moved In/Added		MilCon TimePhase	Pers Moved Out/Eliminated		ShutDn TimePhase
	Total	Percent		Total	Percent	
2006	0	0.00%	66.67%	0	0.00%	0.00%
2007	0	0.00%	33.33%	0	0.00%	0.00%
2008	0	0.00%	0.00%	532	100.00%	100.00%
2009	0	0.00%	0.00%	0	0.00%	0.00%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	532	100.00%	100.00%

Base: EUSTIS, VA (51281)

Year	Pers Moved In/Added		MilCon TimePhase	Pers Moved Out/Eliminated		ShutDn TimePhase
	Total	Percent		Total	Percent	
2006	0	0.00%	100.00%	0	0.00%	0.00%
2007	0	0.00%	0.00%	323	100.00%	100.00%
2008	0	0.00%	0.00%	0	0.00%	0.00%
2009	0	0.00%	0.00%	0	0.00%	0.00%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	323	100.00%	100.00%

Base: Norfolk VA, VA (HSA014)

Year	Pers Moved In/Added		MilCon TimePhase	Pers Moved Out/Eliminated		ShutDn TimePhase
	Total	Percent		Total	Percent	
2006	0	0.00%	50.00%	0	0.00%	0.00%
2007	0	0.00%	25.00%	0	0.00%	0.00%
2008	0	0.00%	25.00%	0	0.00%	0.00%
2009	0	0.00%	0.00%	105	100.00%	100.00%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	0	0.00%	100.00%	105	100.00%	100.00%

COBRA PERSONNEL YEARLY PERCENTAGES REPORT (COBRA v6.10) - Page 2/2
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 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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Base: Scott AFB, IL (VDYD)

Year	Pers Moved In/Added		MilCon TimePhase	Pers Moved Out/Eliminated		ShutDn TimePhase
	Total	Percent		Total	Percent	
2006	0	0.00%	34.24%	0	0.00%	0.00%
2007	265	34.24%	54.78%	304	92.40%	92.40%
2008	424	54.78%	10.98%	0	0.00%	0.00%
2009	85	10.98%	0.00%	25	7.60%	7.60%
2010	0	0.00%	0.00%	0	0.00%	0.00%
2011	0	0.00%	0.00%	0	0.00%	0.00%
TOTALS	774	100.00%	100.00%	329	100.00%	100.00%

COBRA SUSTAINMENT/RECAP/BOS/HOUSING CHANGE REPORT (COBRA v6.10)
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Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	131	-45	-3	-3	-3	-3	71	-3
Recap Change	114	33	70	70	70	70	426	70
BOS Change	0	-877	357	532	532	532	1,074	532
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	244	-889	423	598	598	598	1,572	598

Alexandria / I-395 A, VA (HSA001)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	0	0	0	0	0	0	0	0
Recap Change	0	0	0	0	0	0	0	0
BOS Change	0	0	0	0	0	0	0	0
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	0							

EUSTIS, VA (51281)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	0	-385	-385	-385	-385	-385	-1,927	-385
Recap Change	0	-262	-262	-262	-262	-262	-1,310	-262
BOS Change	0	-764	-764	-764	-764	-764	-3,819	-764
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	0	-1,411	-1,411	-1,411	-1,411	-1,411	-7,056	-1,411

Norfolk VA, VA (HSA014)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	0	0	0	0	0	0	0	0
Recap Change	0	0	0	0	0	0	0	0
BOS Change	0	0	0	0	0	0	0	0
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	0							

Scott AFB, IL (VDYD)

Net Change(\$K)	2006	2007	2008	2009	2010	2011	Total	Beyond
Sustain Change	131	340	382	382	382	382	1,998	382
Recap Change	114	295	332	332	332	332	1,736	332
BOS Change	0	-113	1,121	1,295	1,295	1,295	4,894	1,295
Housing Change	0	0	0	0	0	0	0	0
TOTAL CHANGES	244	522	1,834	2,009	2,009	2,009	8,628	2,009

COBRA REALIGNMENT SUMMARY REPORT (COBRA v6.10) - Page 1/2
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Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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Starting Year : 2006
Final Year : 2009
Payback Year : Immediate

NPV in 2025(\$K): -1,278,193
1-Time Cost(\$K): 101,842

Net Costs in 2005 Constant Dollars (\$K)								
	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	-----	-----
MilCon	15,926	20,178	4,045	0	0	0	40,150	0
Person	0	-12,150	-35,124	-42,834	-45,569	-45,569	-181,248	-45,569
Overhd	795	-381	-4,793	-5,330	-5,432	-5,432	-20,574	-5,432
Moving	0	7,633	17,224	2,469	0	0	27,326	0
Missio	0	-34,155	-45,540	-48,345	-48,345	-48,345	-224,730	-48,345
Other	53	4,085	16,547	-1,047	60	60	19,757	60
TOTAL	16,774	-14,790	-47,642	-95,087	-99,286	-99,286	-339,318	-99,286

	2006	2007	2008	2009	2010	2011	Total
	----	----	----	----	----	----	-----
POSITIONS ELIMINATED							
Off	0	82	6	13	0	0	101
Enl	0	147	1	10	0	0	158
Civ	0	133	124	22	0	0	279
TOT	0	362	131	45	0	0	538

POSITIONS REALIGNED							
Off	0	12	10	0	0	0	22
Enl	0	5	7	0	0	0	12
Stu	0	0	0	0	0	0	0
Civ	0	248	384	85	0	0	717
TOT	0	265	401	85	0	0	751

Summary:

Realign US TRANSCOM and associated Service components, by co-locating US Army SDDC (Alexandria and Ft. Eustis, VA), and US Army SDDC-TEA (Newport News, VA (Norfolk proxy)) to Scott AFB (consolidating them with USAF Air Mobility Command HQ and US TRANSCOM HQ).

Per 25 March 2005 ISG direction, Military Sealift Command (at Washington Navy Yard, DC) was removed from this scenario. ISG approved this scenario without Military Sealift Command on 15 April 2005 (expanded scenario description in Candidate Recommendation text and chart, Tab 1).

COBRA REALIGNMENT SUMMARY REPORT (COBRA v6.10) - Page 2/2
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Costs in 2005 Constant Dollars (\$K)

	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	----	----
MilCon	15,926	20,178	4,045	0	0	0	40,150	0
Person	0	5,101	3,352	2,468	1,689	1,689	14,299	1,689
Overhd	795	1,030	1,971	2,111	2,009	2,009	9,925	2,009
Moving	0	7,691	17,277	2,469	0	0	27,437	0
Missio	0	0	0	0	0	0	0	0
Other	53	4,085	20,606	84	60	60	24,948	60
TOTAL	16,774	38,086	47,251	7,132	3,758	3,758	116,760	3,758

Savings in 2005 Constant Dollars (\$K)

	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	----	----
MilCon	0	0	0	0	0	0	0	0
Person	0	17,252	38,477	45,302	47,258	47,258	195,547	47,258
Overhd	0	1,411	6,764	7,441	7,441	7,441	30,499	7,441
Moving	0	58	53	0	0	0	111	0
Missio	0	34,155	45,540	48,345	48,345	48,345	224,730	48,345
Other	0	0	4,059	1,131	0	0	5,190	0
TOTAL	0	52,876	94,893	102,220	103,044	103,044	456,078	103,044

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INPUT SCREEN ONE - GENERAL SCENARIO INFORMATION

Model Year One : FY 2006
 Model does Time-Phasing of Construction/Shutdown: Yes

Base Name, ST (Code)	Strategy:
Alexandria / I-395 A, VA (HSA001)	Realignment
EUSTIS, VA (51281)	Realignment
Norfolk VA, VA (HSA014)	Realignment
Scott AFB, IL (VDYD)	Realignment

INPUT SCREEN TWO - DISTANCE TABLE

(Only shows distances where personnel or equipment are moving)

Point A:	Point B:	Distance:
Alexandria / I-395 A, VA (HSA001)	Scott AFB, IL (VDYD)	831 mi
EUSTIS, VA (51281)	Scott AFB, IL (VDYD)	873 mi
Norfolk VA, VA (HSA014)	Scott AFB, IL (VDYD)	877 mi

INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from Alexandria / I-395 A, VA (HSA001) to Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
Officer Positions:	0	0	10	0	0	0
Enlisted Positions:	0	0	7	0	0	0
Civilian Positions:	0	0	384	0	0	0
Student Positions:	0	0	0	0	0	0
NonVeh Missn Eqpt(tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	0	93	0	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

*After to Eustis
 - update e/s*

→ Contractor support

Transfers from EUSTIS, VA (51281) to Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
Officer Positions:	0	12	0	0	0	0
Enlisted Positions:	0	5	0	0	0	0
Civilian Positions:	0	248	0	0	0	0
Student Positions:	0	0	0	0	0	0
NonVeh Missn Eqpt(tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	13	0	0	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

Stay at Eustis

Department : Headquarters and Support JCSG
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Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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INPUT SCREEN THREE - MOVEMENT TABLE

Transfers from Norfolk VA, VA (HSA014) to Scott AFB, IL (VDYD)

Stay at Norfolk

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
Officer Positions:	0	0	0	0	0	0
Enlisted Positions:	0	0	0	0	0	0
Civilian Positions:	0	0	0	85	0	0
Student Positions:	0	0	0	0	0	0
NonVeh Missn Eqpt(tons):	0	0	0	0	0	0
Suppt Eqpt (tons):	0	0	0	2	0	0
Military Light Vehicles:	0	0	0	0	0	0
Heavy/Special Vehicles:	0	0	0	0	0	0

INPUT SCREEN FOUR - STATIC BASE INFORMATION

"garrison" not SOC, TEA

Name: Alexandria / I-395 A, VA (HSA001)

Total Officer Employees:	16	Base Service (for BOS/Sust):	Army
Total Enlisted Employees:	8	Total Sustainment (\$K/Year):	0
Total Student Employees:	0	Sustain Payroll (\$K/Year):	0
Total Civilian Employees:	508	BOS Non-Payroll (\$K/Year):	0
Accomp Mil not Receiving BAH:	0.0%	BOS Payroll (\$K/Year):	0
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	0
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	0
Starting Facilities(KSF):	0	Svc/Agcy Recap Rate (Years):	0
Officer BAH (\$/Month):	2,006	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	1,415		
Civ Locality Pay Factor:	1.147	TRICARE	In-Pat Out-Pat
Area Cost Factor:	1.02		Admits Visits Prescrip
Per Diem Rate (\$/Day):	201	CostFactor	0.00 0.00 0.00
Freight Cost (\$/Ton/Mile):	0.33	Actv MTF	0 0 0
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	0 0 0
Latitude:	38.760953	Retiree	0 0 0
Longitude:	-77.095861	Retiree65+	0 0 0

Name: EUSTIS, VA (51281)

Total Officer Employees:	880	Base Service (for BOS/Sust):	Army
Total Enlisted Employees:	5,499	Total Sustainment (\$K/Year):	22,736
Total Student Employees:	2,937	Sustain Payroll (\$K/Year):	0
Total Civilian Employees:	2,569	BOS Non-Payroll (\$K/Year):	52,544
Accomp Mil not Receiving BAH:	0.0%	BOS Payroll (\$K/Year):	60,879
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	0
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	1,591,796
Starting Facilities(KSF):	12,508	Svc/Agcy Recap Rate (Years):	103
Officer BAH (\$/Month):	1,074	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	815		
Civ Locality Pay Factor:	1.109	TRICARE	In-Pat Out-Pat
Area Cost Factor:	0.94		Admits Visits Prescrip
Per Diem Rate (\$/Day):	142	CostFactor	5,140.92 65.00 46.84
Freight Cost (\$/Ton/Mile):	0.33	Actv MTF	291 171,996 175,045
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	491 13,801
Latitude:	37.150000	Retiree	116 48,147 124,072
Longitude:	-76.583334	Retiree65+	10 8,298 69,026

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INPUT SCREEN FOUR - STATIC BASE INFORMATION

Name: Norfolk VA, VA (HSA014)

Total Officer Employees:	1	Base Service (for BOS/Sust):	Army
Total Enlisted Employees:	0	Total Sustainment (\$K/Year):	0
Total Student Employees:	0	Sustain Payroll (\$K/Year):	0
Total Civilian Employees:	104	BOS Non-Payroll (\$K/Year):	0
Accomp Mil not Receiving BAH:	0.0%	BOS Payroll (\$K/Year):	0
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	0
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	0
Starting Facilities(KSF):	0	Svc/Agcy Recap Rate (Years):	0
Officer BAH (\$/Month):	1,130	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	923		
Civ Locality Pay Factor:	1.109	TRICARE	In-Pat Out-Pat
Area Cost Factor:	0.94		Admits Visits Prescrip
Per Diem Rate (\$/Day):	98	CostFactor	0.00 0.00 0.00
Freight Cost (\$/Ton/Mile):	0.33	Actv MTF	0 0 0
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	0 0
Latitude:	36.895764	Retiree	0 0 0
Longitude:	-76.208861	Retiree65+	0 0 0

Name: Scott AFB, IL (VDYD)

Total Officer Employees:	1,965	Base Service (for BOS/Sust):	Air Force
Total Enlisted Employees:	4,052	Total Sustainment (\$K/Year):	28,216
Total Student Employees:	7	Sustain Payroll (\$K/Year):	5,604
Total Civilian Employees:	4,227	BOS Non-Payroll (\$K/Year):	38,672
Accomp Mil not Receiving BAH:	33.9%	BOS Payroll (\$K/Year):	36,761
Officer Housing Units Avail:	0	Family Housing (\$K/Year):	10,493
Enlisted Housing Units Avail:	0	Installation PRV(\$K):	2,042,920
Starting Facilities(KSF):	3,615	Svc/Agcy Recap Rate (Years):	121
Officer BAH (\$/Month):	1,182	Homeowner Assistance Program:	No
Enlisted BAH (\$/Month):	844		
Civ Locality Pay Factor:	1.113	TRICARE	In-Pat Out-Pat
Area Cost Factor:	1.19		Admits Visits Prescrip
Per Diem Rate (\$/Day):	86	CostFactor	7,663.46 107.32 21.19
Freight Cost (\$/Ton/Mile):	0.46	Actv MTF	534 132,504 107,229
Vehicle Cost (\$/Lift/Mile):	4.84	Actv Purch	1,114 33,269
Latitude:	38.544410	Retiree	638 63,029 168,641
Longitude:	-89.852540	Retiree65+	432 22,668 156,681

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INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011	
1-Time Unique Cost (\$K):	0	0	86	0	0	0	- lease redistribution
1-Time Unique Save (\$K):	0	0	4,059	0	0	0	- IT-FP cost avoidance
1-Time Moving Cost (\$K):	0	0	0	0	0	0	
1-Time Moving Save (\$K):	0	0	0	0	0	0	
Env Non-MilCon Reqd(\$K):	0	0	0	0	0	0	
Activ Mission Cost (\$K):	0	0	0	0	0	0	
Activ Mission Save (\$K):	0	0	10,395	10,395	10,395	10,395	- contractors
Misn Contract Start(\$K):	0	0	0	0	0	0	
Misn Contract Term (\$K):	0	0	0	0	0	0	
Supt Contract Term (\$K):	0	0	0	0	0	0	
Misc Recurring Cost(\$K):	0	0	0	0	0	0	
Misc Recurring Save(\$K):	0	0	5,353	5,353	5,353	5,353	- lease avoidance savings
One-Time IT Costs (\$K):	0	0	0	0	0	0	
Construction Schedule(%):	0%	0%	0%	0%	0%	0%	
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%	
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0	
Procurement Avoidnc(\$K):	0	0	0	0	0	0	
MTF Closure Action:	None Fac ShDn(KSF):			0	FH ShDn:	0.000%	

Name: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011	
1-Time Unique Cost (\$K):	0	0	0	0	0	0	
1-Time Unique Save (\$K):	0	0	0	0	0	0	
1-Time Moving Cost (\$K):	0	0	0	0	0	0	
1-Time Moving Save (\$K):	0	0	0	0	0	0	
Env Non-MilCon Reqd(\$K):	0	0	0	0	0	0	
Activ Mission Cost (\$K):	0	0	0	0	0	0	
Activ Mission Save (\$K):	0	1,485	1,485	1,485	1,485	1,485	- contractors
Misn Contract Start(\$K):	0	0	0	0	0	0	
Misn Contract Term (\$K):	0	0	0	0	0	0	
Supt Contract Term (\$K):	0	0	0	0	0	0	
Misc Recurring Cost(\$K):	0	0	0	0	0	0	
Misc Recurring Save(\$K):	0	0	0	0	0	0	
One-Time IT Costs (\$K):	0	0	0	0	0	0	
Construction Schedule(%):	0%	0%	0%	0%	0%	0%	
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%	
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0	
Procurement Avoidnc(\$K):	0	0	0	0	0	0	
MTF Closure Action:	None Fac ShDn(KSF):			212	FH ShDn:	0.000%	

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 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
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INPUT SCREEN FIVE - DYNAMIC BASE INFORMATION

Name: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
1-Time Unique Cost (\$K):	0	0	0	24	0	0
1-Time Unique Save (\$K):	0	0	0	1,131	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Reqd(\$K):	0	0	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	0	0	330	330	330
Misn Contract Start(\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	0	0	0	0	0	0
Misc Recurring Save(\$K):	0	0	0	677	677	677
One-Time IT Costs (\$K):	0	0	0	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None	Fac	ShDn(KSF):	0	FH	ShDn: 0.000%

Name: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
	----	----	----	----	----	----
1-Time Unique Cost (\$K):	0	4,015	20,460	0	0	0
1-Time Unique Save (\$K):	0	0	0	0	0	0
1-Time Moving Cost (\$K):	0	0	0	0	0	0
1-Time Moving Save (\$K):	0	0	0	0	0	0
Env Non-MilCon Reqd(\$K):	53	10	0	0	0	0
Activ Mission Cost (\$K):	0	0	0	0	0	0
Activ Mission Save (\$K):	0	32,670	33,660	36,135	36,135	36,135
Misn Contract Start(\$K):	0	0	0	0	0	0
Misn Contract Term (\$K):	0	0	0	0	0	0
Supt Contract Term (\$K):	0	0	0	0	0	0
Misc Recurring Cost(\$K):	0	0	0	0	0	0
Misc Recurring Save(\$K):	0	0	0	0	0	0
One-Time IT Costs (\$K):	0	155	383	0	0	0
Construction Schedule(%):	0%	0%	0%	0%	0%	0%
Shutdown Schedule (%):	0%	0%	0%	0%	0%	0%
Misn Milcon Avoidnc(\$K):	0	0	0	0	0	0
Procurement Avoidnc(\$K):	0	0	0	0	0	0
MTF Closure Action:	None	Fac	ShDn(KSF):	0	FH	ShDn: 0.000%

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 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

INPUT SCREEN SIX - BASE PERSONNEL INFORMATION

Name: Alexandria / I-395 A, VA (HSA001)

	2006	2007	2008	2009	2010	2011
Off Scenario Change:	0	0	-6	0	0	0
Enl Scenario Change:	0	0	-1	0	0	0
Civ Scenario Change:	0	0	-124	0	0	0
Off Prog nonBRAC Change:	0	0	0	0	0	0
Enl Prog nonBRAC Change:	0	0	0	0	0	0
Civ Prog nonBRAC Change:	0	0	0	0	0	0
Stu Prog nonBRAC Change:	0	0	0	0	0	0
Prog FH Privatization:	0%	0%	0%	0%	0%	0%

INPUT SCREEN SIX - BASE PERSONNEL INFORMATION

Name: EUSTIS, VA (51281)

	2006	2007	2008	2009	2010	2011
Off Scenario Change:	0	-4	0	0	0	0
Enl Scenario Change:	0	-2	0	0	0	0
Civ Scenario Change:	0	-52	0	0	0	0
Off Prog nonBRAC Change:	-28	8	0	0	0	0
Enl Prog nonBRAC Change:	-120	23	0	0	0	0
Civ Prog nonBRAC Change:	-1	0	0	0	0	0
Stu Prog nonBRAC Change:	-103	-33	0	0	0	0
Prog FH Privatization:	100%	0%	0%	0%	0%	0%

Name: Norfolk VA, VA (HSA014)

	2006	2007	2008	2009	2010	2011
Off Scenario Change:	0	0	0	-1	0	0
Enl Scenario Change:	0	0	0	0	0	0
Civ Scenario Change:	0	0	0	-19	0	0
Off Prog nonBRAC Change:	0	0	0	0	0	0
Enl Prog nonBRAC Change:	0	0	0	0	0	0
Civ Prog nonBRAC Change:	0	0	0	0	0	0
Stu Prog nonBRAC Change:	0	0	0	0	0	0
Prog FH Privatization:	0%	0%	0%	0%	0%	0%

Name: Scott AFB, IL (VDYD)

	2006	2007	2008	2009	2010	2011
Off Scenario Change:	0	-78	1	-12	0	0
Enl Scenario Change:	0	-145	1	-10	0	0
Civ Scenario Change:	0	-81	21	-3	0	0
Off Prog nonBRAC Change:	0	0	0	0	0	0
Enl Prog nonBRAC Change:	0	0	0	0	0	0
Civ Prog nonBRAC Change:	0	0	0	0	0	0
Stu Prog nonBRAC Change:	0	0	0	0	0	0
Prog FH Privatization:	100%	0%	0%	0%	0%	0%

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 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

INPUT SCREEN SEVEN - BASE MILITARY CONSTRUCTION INFORMATION

Name: Scott AFB, IL (VDYD)

FAC	UM	New MilCon	Rehab MilCon	TotCost(\$K)	FPG Con CF	FPG Sust CF
6100	SF	95,106	0 Default	23,744	138.78	2.52
1412	SF	60,000	0 Default	16,406	152.30	3.26

STANDARD FACTORS SCREEN ONE - PERSONNEL

SF File Descrip:

Perc Officers Accompanied:	72.00%	Priority Placement Program:	39.97%
Perc Enlisted Accompanied:	55.00%	PPP Actions Involving PCS:	50.70%
Officer Salary(\$/Year):	124,971.93	Civilian PCS Costs (\$):	35,496.00
Enlisted Salary(\$/Year):	82,399.09	Home Sale Reimburse Rate:	10.00%
Civilian Salary(\$/Year):	59,959.18	Max Home Sale Reimburs(\$):	50,000.00
Avg Unemploy Cost(\$/Week):	272.90	Home Purch Reimburse Rate:	5.00%
Unemployment Eligibility(Weeks):	16	Max Home Purch Reimburs(\$):	25,000.00
Civilians Not Willing To Move:	6.00%	Civilian Homeowning Rate:	68.40%
Civilian Turnover Rate:	9.16%	HAP Home Value Reimburse Rate:	13.46%
Civilian Early Retire Rate:	8.10%	HAP Homeowner Receiving Rate:	18.44%
Civilian Regular Retire Rate:	1.67%	RSE Home Value Reimburse Rate:	0.00%
Civilian RIF Pay Factor:	86.32%	RSE Homeowner Receiving Rate:	0.00%
Civ Early Retire Pay Factor:	18.03%		

STANDARD FACTORS SCREEN TWO - FACILITIES

	Army	Navy	Air Force	Marines
Service Sustainment Rate	87.00%	93.00%	92.00%	97.00%
Unit Cost Adjustment (BOS)	10332.00	8879.00	3032.00	3904.00
Program Management Factor:	10.00	MilCon Site Prep Cost (\$/SF):	0.74	
Mothball (Close) (\$/SF):	0.18	MilCon Contingency Plan Rate:	5.00%	
Mothball (Deac/Realn) (\$/SF):	0.45	MilCon Design Rate (Medical):	13.00%	
Rehab vs. MilCon (Default):	47.00%	MilCon Design Rate (Other):	9.00%	
Rehab vs. MilCon (Red):	64.00%	MilCon SIOH Rate:	6.00%	
Rehab vs. MilCon (Amber):	29.00%	Discount Rate for NPV/Payback:	2.80%	

STANDARD FACTORS SCREEN THREE - TRANSPORTATION

Material/Assigned Mil (Lb):	710	Storage-In-Transit (\$/Pers):	373.76
HHG Per Off Accomp (Lb):	15,290.00	POV Reimburse(\$/Mile):	0.20
HHG Per Enl Accomp (Lb):	9,204.00	Air Transport (\$/Pass Mile):	0.20
HHG Per Off Unaccomp (Lb):	13,712.00	IT Connect (\$/Person):	200.00
HHG Per Enl Unaccomp (Lb):	6,960.00	Misc Exp(\$/Direct Employee):	1,000.00
HHG Per Civilian (Lb):	18,000.00	Avg Mil Tour Length (Months):	30.02
Total HHG Cost (\$/100Lb):	8.78	One-Time Off PCS Cost(\$):	10,477.58
Equip Pack & Crate(\$/Ton):	180.67	One-Time Enl PCS Cost(\$):	3,998.52

Department : Headquarters and Support JCSG
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FOOTNOTES FOR SCREEN ONE

Realign US TRANSCOM and associated Service components, by co-locating US Army SDDC (Alexandria and Ft. Eustis, VA), and US Army SDDC-TEA (Newport News, VA (Norfolk proxy)) to Scott AFB (consolidating them with USAF Air Mobility Command HQ and US TRANSCOM HQ).

Per 25 March 2005 ISG direction, Military Sealift Command (at Washington Navy Yard, DC) was removed from this scenario. ISG approved this scenario without Military Sealift Command on 15 April 2005 (expanded scenario description in Candidate Recommendation text and chart, Tab 1).

FOOTNOTES FOR SCREEN TWO

Mileage from Alexandria, VA and to Scott AFB is based on DTOD Table of Distances.
Mileage from Newport News (TEA) to Scott AFB is based on DTOD Table of Distances.

FOOTNOTES FOR SCREEN THREE

Moving to Scott AFB: US Army SDDC (Alexandria, Ft. Eustis); and US Army SDDC-TEA (Newport News, VA). (TRANSCOM HQ (AF) and Army TABS provided personnel numbers).

Number of personnel moving are based on TRANSCOM SDC Response Spreadsheet (30 March 05).

Support equipment tonnage (for contractors) is based on COBRA standard factor of 710 lbs/person. (ref Standard Factors Table 3 (page 52) of the COBRA manual):
SDDC Alexandria: 262 contractors x 710 lbs/contractor = 93.01 tons
SDDC Ft Eustis: 36 contractors x 710 lbs/contractor = 12.78 tons
SDDC TEA: 7 contractors x 710 lbs/contractor = 2.485 tons

noted?

*Function?
JCSG don't know.*

FOOTNOTES FOR SCREEN FOUR

Manually populated initial personnel numbers for leased space locations (SDDC-Alexandria, and SDDC-TEA-Newport News, VA). (Data was not provided in Installation static data.) (Personnel numbers are provided in the TRANSCOM SDC Response Spreadsheet (30 March 05).

FOOTNOTES FOR SCREEN FIVE

Activity Mission Recurring Savings/Costs: based on reductions/increases in Contractor personnel (@\$165K per person per year).
Alexandria, VA Savings- \$10,395K in 2008 and beyond (63 contractor positions x \$165K/year).
Ft Eustis, VA Savings- \$ 1,485K in 2007 and beyond (9 contractor positions x \$165K/year).
TEA-N.News(Norfolk) Savings - \$330K in 2009 and beyond (2 contractor positions x \$165K/year).
Scott AFB: Savings- \$32,670K in 2007 (81 contractor positions x \$165K/year); \$33,660K in 2008 (4 additional contractor positions reduced in 2008; cumulative total of 85 contractor positions x \$165K/year); \$36,135K in 2009 and beyond (15 additional contractor positions reduced in 2009; cumulative total of 100 contractor positions x \$165K/year). Changes in recurring savings data are based on a different number of contractor job reductions taken in 2007 and 2008. Source: SDC personnel data on moving and job reductions -- Table 2.3 (Filename: "TRANSCOM SDC Response Spreadsheet 30 Mar 05 (AF-provided time-phased & summary data).xls")
Contractor personnel reductions are provided in the TRANSCOM SDC Response Spreadsheet (30 March 05), and the \$165K per person is based on TRANSCOM-provided certification memo.

Alexandria, VA One-time Unique costs (\$86K): Lease Restoration Costs *OK*
Alexandria, VA One-time Unique Savings (\$4059K): AT/FP Cost Avoidance. *OK*
Alexandria, VA Recurring Savings (\$5353K-beginning 2008): Lease avoidance savings. *OK*
Sources: Army SDC (file name:"Revised HSA0114 AF-SCOTT 16 Dec 04.xls"), and 28 Apr 05 Updated Memo (Calculation of TRANSCOM Leased Costs).

→ 198 VA 71 contractors (81@ TE; 117@ AMC)

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AT/FP cost of \$28.28/sq. ft. authorized by D. Tison Memo to ISG Chairman, 22 Dec 2004 (Filename: "Req to Use At FP Premium-2004Dec22.pdf").

Use of CoSTAR commercial leasing rates authorized by D. Tison memo to ISG Chairman, 4 May 2005 (Filename: "Update to Previous Request for Use of Commercial Data Sources".pdf).
CoStar rate quotation for Washington DC area (filename: "The CoStar Office Report - National Office Market 3rd Quarter 2004.pdf").

Fort Eustis Facilities Shutdown: (212,000 SF) (provided by Army Allocation (Integration) data-18 April 2005, with attached certification cover memo).

AT/FP cost of \$28.28/sq. ft. authorized by D. Tison Memo to ISG Chairman, 22 Dec 2004 (Filename: Req to Use At FP Premium-2004Dec22.pdf).

Use of SIOR commercial leasing rates authorized by D. Tison memo to ISG Chairman, 22 Dec 2004 (Filename: "Req to Use Lease Market Data 2004Dec22.pdf")

SIOR rate quotation for Hampton Roads area [includes Newport News, VA] (Filename: "Hampton Roads Office Survey fm SIOR.pdf").

Scott AFB, One-time Unique Costs: \$4,015K for Infrastructure Upgrade (per AF Allocation Input) *AF input to CSG.*
Scott AFB, One-time Unique Costs: \$18,000K for Joint Operations Center (JOC) Command & Control Systems in 2008 (Source: TRANSCOM Email (dated 30 March 05)).
Scott AFB, One-time Unique Costs: \$2460K Furniture Costs in 2008 (AF Allocation Input).
Scott AFB, Environmental Costs: \$53K NEPA in 2006; \$10K in 2007 (\$ Air Costs). (AF Allocation input).
Scott AFB, One-Time IT Costs: In 2007, IT Infrastructure Costs: (\$155.0K). In 2008, Item costs (\$383K). (AF Allocation Input).

Construction schedule: Is COBRA generated (did not use AF Allocation input of 100% in 2007). (AF Allocation Input).

FOOTNOTES FOR SCREEN SIX

Reductions at SDDC Alexandria, SDDC-TEA (Norfolk proxy) are based on TRANSCOM SDC Response Spreadsheet (30 March 05).

Reductions at FT Eustis: -4 Off, -2 Enl, -52 Civ. (Based on SDDC reductions of 3 Off and 48 Civ's (provided by TRANSCOM SDC Response Spreadsheet 30 March 05.xls), and also based on BOS reductions (-1 Off, -2 Enl, -4 Civ's) from Army Allocation Data file (w/Army Certification Memo -18 April 2005).

Personnel changes at Scott AFB are based on TRANSCOM HQ and AMC HQ personnel reductions (section 2.3 of TRANSCOM SDC Spreadsheet, 30 March 05), personnel increases from SDDC locations (Section 2.2 of same TRANSCOM SDC Spreadsheet), and BOS personnel adjustments based on the net changes (filename: TRANSCOM SDC Response Spreadsheet 30Mar05.xls). [The BOS changes were computed using the AF standard of 8% (applied to net personnel changes (Off/Enl/Civ). Source: AF BOS certification memo; also Scott AFB Personnel Number & BOS Computations spreadsheet (updated 25Apr2005)].

FOOTNOTES FOR SCREEN SEVEN

MILCON required at Scott AFB:

General Admin space: 95,106 SF, cost = \$23,744K. (Source: AF Allocation input)
Joint Operations Center (Code 1412-Aviation Operations Center): 60,000 SF, cost = \$16,406K. (Source: AF Allocation Data).

- \$ required to create virtual ops center

TOTAL COBRA MILITARY CONSTRUCTION ASSETS REPORT (COBRA v6.10)
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All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
-----	-----	-----	-----
Alexandria / I-395 A	0	0	0
EUSTIS	0	0	0
Norfolk VA	0	0	0
Scott AFB	40,150,000	0	40,150,000
-----	-----	-----	-----
Totals:	40,150,000	0	40,150,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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MilCon for Base: Scott AFB, IL (VDYD)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
6100 General Administrative Building	SF	95,106	n/a**	0 Default	n/a**	23,744
1412 Aviation Operations Building	SF	60,000	n/a**	0 Default	n/a**	16,406
Total Construction Cost:						40,150
- Construction Cost Avoid:						0
Total Net Milcon Cost:						40,150

→ Command Center

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

**No New Milcon / Rehabilitation Cost breakdown is available if Total Cost was entered by the user.

- MILCON @ Ft. Eustis?
- no ops center needed. ←
- can mod. existing space, but will need admin bldg.
- TEA to E; allocate land space.
- 2/3 cut (IT staff/admin) if co-located w/ SDC

COBRA REALIGNMENT SUMMARY REPORT (COBRA v6.10) - Page 1/2
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Starting Year : 2006
Final Year : 2009
Payback Year : Immediate

NPV in 2025(\$K): -1,278,193
1-Time Cost(\$K): 101,842

Net Costs in 2005 Constant Dollars (\$K)								
	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	----	----
MilCon	15,926	20,178	4,045	0	0	0	40,150	0
Person	0	-12,150	-35,124	-42,834	-45,569	-45,569	-181,248	-45,569
Overhd	795	-381	-4,793	-5,330	-5,432	-5,432	-20,574	-5,432
Moving	0	7,633	17,224	2,469	0	0	27,326	0
Missio	0	-34,155	-45,540	-48,345	-48,345	-48,345	-224,730	-48,345
Other	53	4,085	16,547	-1,047	60	60	19,757	60
TOTAL	16,774	-14,790	-47,642	-95,087	-99,286	-99,286	-339,318	-99,286

	2006	2007	2008	2009	2010	2011	Total	
	----	----	----	----	----	----	----	
POSITIONS ELIMINATED								
Off	0	82	6	13	0	0	101	>259
Enl	0	147	1	10	0	0	158	
Civ	0	133	124	22	0	0	279	-279
TOT	0	362	131	45	0	0	538	

	2006	2007	2008	2009	2010	2011	Total	
	----	----	----	----	----	----	----	
POSITIONS REALIGNED								
Off	0	12	10	0	0	0	22	>34
Enl	0	5	7	0	0	0	12	
Stu	0	0	0	0	0	0	0	
Civ	0	248	384	85	0	0	717	-717
TOT	0	265	401	85	0	0	751	

Summary:

Realign US TRANSCOM and associated Service components, by co-locating US Army SDDC (Alexandria and Ft. Eustis, VA), and US Army SDDC-TEA (Newport News, VA (Norfolk proxy)) to Scott AFB (consolidating them with USAF Air Mobility Command HQ and US TRANSCOM HQ).

Per 25 March 2005 ISG direction, Military Sealift Command (at Washington Navy Yard, DC) was removed from this scenario. ISG approved this scenario without Military Sealift Command on 15 April 2005 (expanded scenario description in Candidate Recommendation text and chart, Tab 1).

COBRA REALIGNMENT SUMMARY REPORT (COBRA v6.10) - Page 2/2
 Data As Of 5/4/2005 2:23:10 PM, Report Created 5/4/2005 2:23:23 PM

Department : Headquarters and Support JCSG
 Scenario File : C:\Documents and Settings\-----\HSA-0114RV4 COBRA, 4 May 2005\HSA-0114RV4 TRANSCOM Components to Scott AFB.CBR
 Option Pkg Name: HSA-0114 TRANSCOM Components to Scott AFB
 Std Fctrs File : S:\COBRA Workspace\COBRA 6.10 - 20 April 05\BRAC2005.SFF

Costs in 2005 Constant Dollars (\$K)

	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	----	----
MilCon	15,926	20,178	4,045	0	0	0	40,150	0
Person	0	5,101	3,352	2,468	1,689	1,689	14,299	1,689
Overhd	795	1,030	1,971	2,111	2,009	2,009	9,925	2,009
Moving	0	7,691	17,277	2,469	0	0	27,437	0
Missio	0	0	0	0	0	0	0	0
Other	53	4,085	20,606	84	60	60	24,948	60
TOTAL	16,774	38,086	47,251	7,132	3,758	3,758	116,760	3,758

Savings in 2005 Constant Dollars (\$K)

	2006	2007	2008	2009	2010	2011	Total	Beyond
	----	----	----	----	----	----	----	----
MilCon	0	0	0	0	0	0	0	0
Person	0	17,252	38,477	45,302	47,258	47,258	195,547	47,258
Overhd	0	1,411	6,764	7,441	7,441	7,441	30,499	7,441
Moving	0	58	53	0	0	0	111	0
Missio	0	34,155	45,540	48,345	48,345	48,345	224,730	48,345
Other	0	0	4,059	1,131	0	0	5,190	0
TOTAL	0	52,876	94,893	102,220	103,044	103,044	456,078	103,044

6 July

Mr. Ed. Masady, City Manager, NNews
757-926-8411 abayne@nn.gov.com

- Cost to lease facility from NNews?
- Local area office lease rates?

Dave Hogue

- "certified data" or "community support"
- Jurisdiction of the property? State vs. local vs. fed.
- we can consider it but may not be used same as "certified data".



City of Newport News
Department of Development
2400 Washington Avenue • Newport News, VA 23607
(757) 926-8428 • FAX (757) 926-3504



November 6, 2003

Col. Susan K. Wagner
200 Stovall Street
Hoffman 2, Room 11N09
Alexandria, Virginia 22332-5000

Dear Col. Wagner:

It was a pleasure meeting you last Monday when you visited Newport News to explore and discuss the potential consolidation and relocation of the Military Traffic Management Command (MTMC) to Fort Eustis. As Mayor Frank and City Manager Ed Maroney have consistently affirmed, Newport News is eager to attract MTMC to Fort Eustis. We believe that there are several strategic advantages for the U.S. Army to relocate the facility here and these have been discussed at various times with Pentagon officials. The City and its Economic Development Authority (NNEDA) are intent on doing everything possible to make Fort Eustis the most attractive alternative for the MTMC relocation.

Subject to the approval of the Newport News City Council and the NNEDA Board, the NNEDA would be willing to facilitate the construction of a new office building, built to MTMC's specifications, that the U.S. Army could lease or lease/purchase. Subject to an agreement to purchase the building or some other reasonable pledge of continued long-term tenancy within potential frameworks allowed by statute and DoD regulations, the NNEDA could construct this building and pass any cost savings on to MTMC in the form of lower rent. Under such an arrangement, the Army would be responsible for all building operating costs. The NNEDA could also be willing to enter into a modified capital lease whereby a portion of the rent paid by MTMC would be applied to the purchase price of the building. Alternatively, the NNEDA could provide financing to a private developer to build and own the MTMC facility. We are ready to work creatively to respond to the Army's needs in this matter.

You had asked me to provide you with construction cost data for the NNEDA's Downtown Engineering Center (DEC), which is representative of the building that the Army would construct, or have constructed, to house MTMC. Factoring out the cost of land, which would be provided to MTMC on base, the cost for the 195,000 square foot Downtown Engineering Center was \$20,492,066, or \$105.09 per square foot. This cost includes 10,000 square feet of shell retail space on the ground floor, for which a \$26 per square foot buildout allowance should be estimated. The cost also includes utilities and telecommunications infrastructure costs, as well as all soft costs, including financing and legal fees.

Col. Susan K. Wagner
Page Two
November 6, 2003

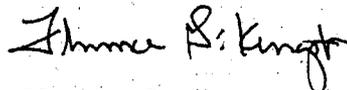
For your budgeting purposes, the cost of surface parking should be factored in at \$2,000 per space. At the Downtown Engineering Center, structured garage parking for 965 vehicles was constructed for \$6,153,038, or \$6,377 per space. The DEC was constructed in 2000 and inflation would apply to derive a current construction estimate.

Additionally, a turnstile type security system was installed in the DEC after construction was completed. This system was provided by Siemens. The system at the DEC is tied into a larger security system owned by Northrop Grumman Newport News (NGNN) and certain costs connected with this system are distributed throughout NGNN's combined turnstile security system. However, Siemens has provided us with an estimate of \$200,000 to provide a similar security system, including access controls for the turnstiles, external door security, CCTV, digital recording of CCTV data and a badging system. The actual turnstiles are a separate purchase, at about \$20,000 per double turnstile. For planning purposes, we have assumed two double turnstiles and another \$10,000 for installation.

With regard to the Evercel (former Phillip Morris) building that you toured as a potential temporary location for MTMC personnel, I have been assured by the building owner that the buzzing sound proceeding from the halide lighting in the production area can be corrected. I understand that the projected occupancy time frame for temporary quarters is eighteen months, beginning in the summer of 2004. The owner is amenable to a temporary office use for the building, with the building returned to its prior condition upon MTMC's exit, subject to the building's future availability.

As you develop your analysis, please feel free to contact me at any time if you need additional information. I will try my best to supply that information to you as expeditiously as possible. I look forward to continuing to work with you to bring MTMC to Fort Eustis.

Sincerely,



Florence G. Kingston
Secretary/Treasurer

FGK:tjf
PADEV03-04MTMCMTMC2.tjf.wpd

Enclosure
Copy to: City Manager
Assistant City Manager, NAM

**COST SUMMARY
DOWNTOWN ENGINEERING CENTER
195,000 SQ. FT. BLDG.
CONSTRUCTED IN 2000-2001**

\$19,061,338	building
91,503	engineering (includes structural inspections)
15,000	lender construction independent inspections
414,000	telephone switch and trunk
225,225	utilities
40,000	insurance (title, etc.)
45,000	environmental
225,000	financing fees
175,000	legal and accounting
<u>200,000</u>	miscellaneous other project costs
\$ 20,492,066	TOTAL Per sq. ft. Cost: \$105.09

SURFACE PARKING ESTIMATE: \$2,000 per space X 965 = \$1,930,000.00

PARKING GARAGE ESTIMATE: \$6,153,038
965 spaces @ \$6,377 per space = \$6,153,705.00

Generator: \$60,000 at recently-constructed City building (trying to determine size)

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

December 2, 2004

Dr. Craig E. College
Deputy Assistant Secretary, Infrastructure and Analysis
Office of the Assistant Secretary of the Army for
Installations and Environment
110 Army Pentagon, Room 3D453
Washington D.C. 20350-1000

Dear Dr. College:

The City of Newport News, Virginia strongly supports retaining Ft. Monroe in Hampton, Virginia, which houses the United States Army Training and Doctrine Command (TRADOC) Headquarters. Not only is this facility critically important to the mission of the U.S. Army, but to the jointness doctrine. Being in the heart of Hampton Roads where there are many other U.S. Military Commands and centralized services, TRADOC's ability to coordinate, cooperate and facilitate its mission with parallel commands of the various services in the region is critically important. Beyond that, Ft. Monroe, to my knowledge, is the oldest active military facility in the United States: having a long and historically significant tradition of serving a critical role in the Nation's defense. From a local perspective, its economic impact is significant.

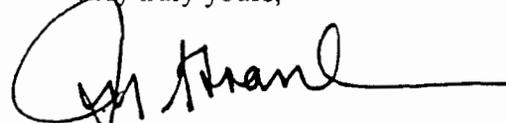
Should the Base Realignment and Closure (BRAC) process result in a decision to close Ft. Monroe and relocate TRADOC, we believe that we would be remiss in our responsibility to the citizens of the Virginia Peninsula to not propose an alternative site where TRADOC could be accommodated without losing jobs in the local economy, and without forcing mass transfers, relocations and dislocations of individuals and businesses. Our proposal is contained in the enclosure in detail.

Again, it is our sincere hope that you will do all that you can to retain and maintain Ft. Monroe and its TRADOC component at its current or an improved force level. However, if that is not possible then we would hope that every consideration will be given to the enclosed proposal so that the Department of Defense can ensure continuity, cohesiveness and coordination in meeting mission needs while taking advantage of the jointness opportunities available in the Hampton Roads area.

Dr. Craig E. College
December 2, 2004
Page 2 of 2

If there would be an opportunity to discuss this with us personally, or if there is anything I can do to be of help in keeping Ft. Monroe open, or in the absence of that, facilitating the enclosed proposal, please feel free to contact me.

Very truly yours,

A handwritten signature in black ink, appearing to read "Joe S. Frank", with a long horizontal line extending to the right.

Joe S. Frank
Mayor

Enclosure

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

December 3, 2003

SENSITIVE

Brigadier General Brian I. Geehan
Commanding General
U.S. Army Transportation Center
210 Dillon Circle
Fort Eustis, VA 23604

Dear General Geehan:

This letter is to confirm the conversation we had during our meeting of November 25, 2003 concerning the consolidation and relocation of the Military Traffic Management Command (MTMC) to Fort Eustis. We are very pleased that the Army is considering bringing all of MTMC to Fort Eustis and that the Army is in the process of developing a base stationing plan to accomplish this move. Contingent with MTMC's ability to enter into a financeable lease arrangement, I will strongly support the concept that the Economic Development Authority of the City of Newport News, Virginia (NNEDA) construct and own a facility to be leased to MTMC.

We understand that MTMC would occupy a 195,000 square foot new office building, built entirely to MTMC's specifications. This building is most likely to be located on Fort Eustis although, if necessary, it may be possible to locate the building just off the base along Dozier Road. I think everyone agrees, however, that an on-base location is preferable, particularly with regard to the issue of force protection. I also understand that, even though full occupancy of the building may be phased, MTMC would begin leasing the entire building once it is completed.

The NNEDA's willingness to facilitate the construction of a new office building for MTMC is, of course, subject to the approval of the Newport News City Council and the NNEDA Board. We do not see these approvals posing any difficulty as long as certain

Brigadier General Brian I. Geehan
December 3, 2003
Page Two

conditions occur that will minimize the NNEDA's financial risk and allow it to obtain financing for the project under reasonable terms. These conditions are:

- ▶ MTMC is able to enter into a five or six year lease of the building, with a five or six year renewal option, subject to appropriation;
- ▶ the bond financing the building is matched to the term of the lease, plus renewal;
- ▶ there are no obstacles to the transaction posed by DoD or other federal regulations or policies;
- ▶ the Army is willing and able to provide the NNEDA with a ground lease of the building site (assuming the building is located on Fort Eustis) for a significantly longer term than MTMC's lease term, but which would terminate when and if MTMC purchased the building from the NNEDA;
- ▶ a lender is found that is willing to fully finance all construction and development costs and provide terms that are reasonable and acceptable to all parties;
- ▶ Fort Eustis can offer some reasonable assurance that an alternative use for the new building could exist should MTMC be relocated from Fort Eustis or otherwise abandon the building, recognizing that this assurance may not be binding; and
- ▶ MTMC and the NNEDA are in agreement on all other provisions of the lease.

Subject to fulfilling all of the above conditions and obtaining all of the necessary approvals, the NNEDA would obtain a contractor to design/build MTMC's facility. The facility is now expected to cost between \$40 million and \$45 million, which includes the building, all site work and surface parking, telecommunications infrastructure, security system, furnishings and equipment, and all other development costs. The rent charged to MTMC by the NNEDA would equal the cost of the NNEDA's debt service, any land rent charged to the NNEDA by the U.S. Army, a \$0.25 per square foot lease administration fee in order for the NNEDA to recover a portion of its administrative costs, and any other costs that may be borne by the NNEDA. Thus, the amount of rent paid by MTMC for the facility would be directly related to the ultimate cost of the facility.

The proposed lease would be a total net lease. MTMC would be responsible for all building and grounds operating costs. These include, but are not limited to, utilities, insurance, fees, maintenance, repair and replacement.

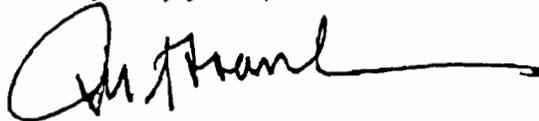
We realize that there are some procedural issues that need to be resolved before MTMC can move forward with this project, and stand ready to assist MTMC in facilitating the requisite approvals. Upon resolution of outstanding issues, the City Manager will

Brigadier General Brian I. Geehan
December 3, 2003
Page Three

instruct staff to begin drafting and negotiating the necessary agreements. Staff has already held some preliminary discussions with potential lenders and will have briefed the City Council and the NNEDA Board in closed session prior to beginning lease negotiations. Staff will then obtain formal approval and seek any public action required from the NNEDA Board and/or the Newport News City Council.

Please do not hesitate to call me if I can be of any further help. Otherwise, I am confident that your staff and Colonel Wagner, working with Ms. Florence Kingston (Director of Development and Secretary/Treasurer of the NNEDA) and her staff, can successfully move this project forward to a mutually beneficial conclusion.

Very truly yours,



Joe S. Frank
Mayor

JSF:tjf

P:\DEV03-04\MTMC3.tjf.wpd

Copy to: Colonel Daniel D. Imholte
Colonel Ron Ellis
Colonel Susan K. Wagner, MTMC
Chairman, NNEDA
Vice-Chairman, NNEDA
City Manager
Assistant City Manager, NAM
Director of Development

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

June 16, 2005

#062216

The Honorable Anthony J. Principi
Chairman
BRAC Commission
2521 South Clark Street
Suite 600
Arlington, Virginia 22202



06222005

Dear Chairman Principi:

I appreciate being given the opportunity to participate in your Fort Eustis briefing on May 25, 2005 and your willingness to consider information presented by the City of Newport News that relates to the Secretary of Defense's Base Realignment and Closure (BRAC) recommendations. This letter and its enclosures are pursuant to that suggestion. Recognizing the large quantities of data and arguments the Commission and its staff must absorb, I have endeavored to make this submittal as succinct as possible. Accordingly, the following documents are enclosed:

1. A narrative discussion of the initial BRAC recommendations impacting Fort Eustis, which we believe are most consistent with the goals of the BRAC process, and a discussion of those recommendations to which we believe further analysis and data would support a different conclusion.
2. A previously submitted proposal from the City and its Economic Development Authority to assist in the construction and financing of a new SDDC Headquarters facility.
3. A previously submitted proposal from the City and its Economic Development Authority to assist in the construction and financing of new TRADOC facilities at Fort Eustis.

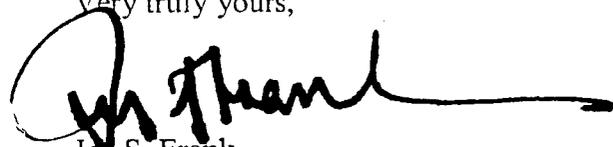
Our City is proud of its long history as a military-friendly community, and we fully understand the requirement of our military services to create a more efficient base infrastructure with greater inter-service operational capability. We have a well-

The Honorable Anthony J. Principi
Page Two
June 16, 2005

established track record as a City that stands ready to work with our military services to increase the military value of Fort Eustis.

Please contact me or the City Manager, Mr. Ed Maroney, if you desire any additional information concerning Fort Eustis and its relationship to the City of Newport News.

Very truly yours,

A handwritten signature in black ink, appearing to read "Joe S. Frank", with a long horizontal flourish extending to the right.

Joe S. Frank
Mayor

JSF:rsw

Enclosures

Copy to: General Lloyd W. Newton (USAF, Ret.)
The Honorable City Council
City Manager

FORT EUSTIS AND ISSUES ASSOCIATED WITH THE INITIAL DEPARTMENT OF DEFENSE BRAC RECOMMENDATIONS

Introduction

The amount of proposed realignment is very significant at Fort Eustis. Many of the challenges in understanding the initial recommendations relate to the timing, sequencing and management of the disparate units and commands that would be coming and going in the recommended BRAC scenario. Generally, the arguments in favor of those major missions that would be brought to Fort Eustis are easier to understand and articulate than some of the unit relocation recommendations.

Missions to be Relocated to Fort Eustis

Headquarters, TRADOC, the IMA NETCOM, and NE Region Army Contract Agency (ACA) functions would move to Fort Eustis as Fort Monroe is closed. Related operations from Fort McPherson, Georgia would be consolidated at Fort Eustis, as Fort McPherson also would close. These operations are generally office-type activities with a high concentration of civilians and officers.

The high military value and regional compatibility for military missions make Fort Eustis an excellent fit for these operations. The recommendations are logical. Fort Eustis has land for new facilities in any imaginable configuration, and it also has the roads, utilities and fiber optic capabilities needed for a modern office environment. The nearby Oakland Industrial Park, home of the East Coast's Army and Air Force Exchange Service Distribution Center, has an outstanding record of utility reliability. The completion of the Fort Eustis "Second Access Road" later this year will ensure safe and convenient access for a larger commuting work force. The base is more than sufficient in size (8,300 acres in total and 475 of buildable acres) to offer a very secure environment from a force protection perspective. In the context of other bases being closed, Fort Eustis provides proximity to nearby Air Force and Navy commands as well as the Joint Forces Command (JFCOM) encouraging the continued enhancement of joint operations critical to these particular missions. The synergy that the Peninsula and Hampton Roads provides the Department of Defense is not surpassed by any other area of the nation with the exception of Washington, D.C.

In terms of military personnel and quality-of-life issues, the concentration of medical, education, morale, welfare and recreation (MWR), and exchange facilities throughout Hampton Roads makes Fort Eustis a family-friendly location for both the active duty component and the retired military element of the work force. From a labor market standpoint, highly skilled civilian workers currently at Fort Monroe can continue their careers without disruption, thereby minimizing work force turnover, which has always been a concern of the previous BRAC Commissions. Disruption of the workforce

equates to a degradation of the mission and the ability to provide support to troops in the field. Because Hampton Roads has the largest federal civilian work force outside of the National Capital Region (NCR) of any community in America, the recruitment and retention of new civilian workers is optimal for the new missions coming to Fort Eustis. Additionally, over 15,000 military personnel retire in Hampton Roads each year with critical mission skills.

Missions Proposed to be Relocated Away from Fort Eustis

Three major activities are proposed to be relocated from Fort Eustis. These include the Surface Deployment and Distribution Command (SDDC) Operations Center and its related Transportation Engineering Agency (TEA), proposed for Scott Air Force Base, Illinois. Further, the Transportation Training School is recommended for relocation to Fort Lee, Virginia, and the U.S. Army Aviation Logistics School (USAALS) would be sent to Fort Rucker, Alabama. Each of these moves is questionable from the standpoint of BRAC's core purpose of enhancing military operations through mission synergy and cost reductions.

SDDC

The recommendation to relocate SDDC operations and TEA is shocking. These facilities were consolidated at Fort Eustis and in Newport News as a result of BRAC 95 at substantial expense and work force disruption. BRAC 1995 recommended the consolidation of SDDC (formerly known as the Military Transportation Management Command) operations from California and New Jersey and directed the Army to select a consolidated site. After careful consideration and an intense study, the Army selected Fort Eustis. The SDDC Operations Center routinely coordinates the work of joint service activities whose commands are already concentrated within Hampton Roads, Virginia. A critical organization of USTRANSCOM, the Military Sealift Command is proposed to be realigned and moved to the Hampton Roads area from the Washington, D.C. Navy Yard as part of the current BRAC recommendations. Maintaining SDDC in close proximity to Military Sealift Command enhances the ability of these two organizations to create successful joint operations.

Recognizing the advantages of Fort Eustis' SDDC operations location, the highest levels of the Army had previously authorized consolidating SDDC headquarters from Northern Virginia to Fort Eustis. In fact, in 2004 the former Commander of SDDC, Major General Ann E. Dunwoody, publicly stated that it was the intent of SDDC to consolidate its headquarters at Fort Eustis. ¹ This decision, reversed by the BRAC recommendation coming from the Headquarters and Support Agency Joint Cross Service Group (JCSG), was based on both force protection and mission consolidation considerations. The complete reversal of policy related to the realignment of SDDC

¹ Major General Ann E. Dunwoody, Public Speech Given at Change of Command Ceremony, 2004

seems to be based more on the need to “consolidate headquarters personnel” at Scott Air Force Base than it does on any military mission or operational cost considerations. Additionally, if the desire were to create a synergistic environment for all three-service elements of USTRANSCOM, then why would you only have two of those elements (Air Mobility Command and SDDC) locate at Scott Air Force Base (an installation with a lower military value score than Fort Eustis²) and relocate the third (Military Sealift Command) from Washington, D.C. to Norfolk, Virginia? The reason to relocate Military Sealift Command (MSC) is to place it in the operational environment and joint arena that benefits it most in mission accomplishment. That is the same reason that the operational elements of SDDC should be consolidated at Fort Eustis. Similar reasoning is why SDDC Headquarters was originally slated to be moved to Fort Eustis and would also suggest that the Military Sealift Command should be located at Fort Eustis as well.

The package of recommendations related to SDDC should be carefully examined and overturned. As mentioned, it is our understanding that the consolidation of SDDC was agreed to within the highest levels of the Army prior to BRAC 2005, but was reversed by the JCSG. The consolidation at Fort Eustis of SDDC Headquarters with the Operations Center meets the operational needs of the Army and USTRANSCOM and is the least costly alternative. Consolidating SDDC (Ops Center, TEA, and the HQ) at Fort Eustis would eliminate the need for \$40 million³ in new construction at Scott Air Force Base, an installation with zero available capacity⁴. Fort Eustis has available capacity approaching 39 percent. Some renovations would need to be accomplished at Fort Eustis to provide for consolidation but not to the degree of new construction needed at Scott Air Force Base. The consolidation at Fort Eustis would achieve the reduction of leased space (183,553 GSF) that the DoD and the Joint Cross Group was looking to accomplish but it would only impact those personnel in Alexandria, Virginia (SDDC HQ) and not those located in Newport News (SDDC TEA).

This consolidation, as mentioned, would include the movement of the SDDC TEA from leased space in Newport News to Fort Eustis to reduce government overhead as well as provide force protection. The City is very supportive of this move. Included in this submission, are copies of the City of Newport News’ offer to construct at favorable financial terms to the government the needed facilities to accommodate all elements of SDDC on Fort Eustis.

It is clear that Fort Eustis will have vacant space that could accommodate Headquarters SDDC if the Commission were to recognize the value in locating the Alexandria location in Hampton Roads rather than Scott Air Force Base, as the Army had indicated it wanted to do prior to BRAC 2005. Locating on Fort Eustis would eliminate concerns

² COBRA Analysis, Fort Eustis Military Value Score:0.875799221, Scott Air Force Base Military Value Score:0.846726271

³ HSA 0114RV4 Report

⁴ COBRA Analysis, Fort Eustis Available Capacity: 39%, Scott Air Force Base Available Capacity: -3%

of force protection, reduce military construction costs, and still provide the ability to institute personnel reductions, thus saving the Department resources it was seeking in the consolidation at Scott Air Force Base.

Transportation School

As was objectively described to Chairman Principi and General Newton (Ret.) during the May 25, 2005 Fort Eustis site visit, the calculations resulting in the realignment recommendation regarding the Transportation School are clearly flawed. Because of the unique multi-modal facilities including an airfield, a deep-water port, and an active Army railroad network, approximately one-third of the current Transportation School training (watercraft, cargo specialists and rail training) must stay at Fort Eustis even if this recommendation is instituted. Otherwise, the Department of Defense would need to invest hundreds of millions of dollars in new facilities at Fort Lee, which have not been calculated in the BRAC Recommendations or the COBRA analysis.

It is the City's understanding that the Army has already been made aware of these oversights in the initial recommendation and is preparing to send a supplemental letter of intent to the BRAC Commission. If one accepts the premise that a major portion of the training school must stay at Fort Eustis, a legitimate question for the Commission is what savings or efficiencies are achieved by moving elements of the school to Fort Lee while leaving significant training facilities and missions at Fort Eustis?

U.S. Army Aviation Logistics School

The final major realignment recommendation that should be carefully re-evaluated involves the U.S. Army Aviation Logistics School (USAALS). Superficially, the idea of consolidating helicopter repair training with other Army aviation assets at Fort Rucker seems rational. However, thoughtful analysis of this proposal raised serious cost and operational questions.

The helicopter repair school and training center is housed in expensive and recently renovated facilities at Fort Eustis. The simple cost of relocation is estimated to be \$492.3 million. In fact, the SECDEF's own recommendation states that the Return on Investment (ROI) has a payback of 13 years⁵. A 13-year payback on an investment such as this is not financially sound. Secondly, as a training activity of high importance, the availability of a skilled civilian and uniform work force is critical. As previously mentioned, Fort Eustis is located optimally to tap into a retiring military labor market that includes skilled Army, Navy and Air Force personnel who muster out and stay in the Hampton Roads area. USAALS at Fort Eustis is ideally located for joint service helicopter repair training as part of one of the largest concentrations of national military assets in America. The joint training that already occurs there, including Army, Air Force, Navy and Coast Guard, has great potential for inter-service expansion.

⁵ Department of Defense BRAC Recommendations, Volume 1, Part 2)

Conversely, the Dothan, Alabama area is an exclusively Army environment, and such realignment defeats the goals of jointness as outlined by the Secretary of Defense, the Congress, and the BRAC criteria.

Finally, the Army has examined realignment of USAALS to Fort Rucker before and found it too expensive to undertake within their normal budget and MILCON programs. Only through BRAC can they recommend such an action since the high MILCON costs (ROI of 13 years) can be absorbed within the BRAC account. Surely the BRAC account is not intended as a substitute for or a way around projects that would otherwise require MILCON funding.⁶

Conclusion

The BRAC 2005 initial recommendations recognize the tremendous value of Fort Eustis. With a military value rated within the top 15% of all Major Administrative Headquarters⁷, Fort Eustis' size, location, available land, excellent infrastructure, and unique capabilities allow it to accept new missions with great flexibility and minimal disruption. The ability of the communities on the Peninsula to support existing and enhanced missions and to meet the needs of the military is among the highest in the nation, which is a BRAC criterion.

Those same assets suggest some of the realignments away from Eustis are not in the national security interest of the United States. Combined with its host City's willingness to invest in and support the base's military missions, Fort Eustis is a national asset that should be optimized as part of the final BRAC recommendations.

⁶ City officials were told that the decision to postpone the relocation of SDDC Headquarters to Fort Eustis was based on a desire to access the BRAC accounts rather than MILCON funds.

⁷ COBRA Analysis, Fort Eustis ranked 43rd amongst 337 Major Administrative Headquarters

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

December 3, 2003

SENSITIVE

Brigadier General Brian I. Geehan
Commanding General
U.S. Army Transportation Center
210 Dillon Circle
Fort Eustis, VA 23604

Dear General Geehan:

This letter is to confirm the conversation we had during our meeting of November 25, 2003 concerning the consolidation and relocation of the Military Traffic Management Command (MTMC) to Fort Eustis. We are very pleased that the Army is considering bringing all of MTMC to Fort Eustis and that the Army is in the process of developing a base stationing plan to accomplish this move. Contingent with MTMC's ability to enter into a financeable lease arrangement, I will strongly support the concept that the Economic Development Authority of the City of Newport News, Virginia (NNEDA) construct and own a facility to be leased to MTMC.

We understand that MTMC would occupy a 195,000 square foot new office building, built entirely to MTMC's specifications. This building is most likely to be located on Fort Eustis although, if necessary, it may be possible to locate the building just off the base along Dozier Road. I think everyone agrees, however, that an on-base location is preferable, particularly with regard to the issue of force protection. I also understand that, even though full occupancy of the building may be phased, MTMC would begin leasing the entire building once it is completed.

The NNEDA's willingness to facilitate the construction of a new office building for MTMC is, of course, subject to the approval of the Newport News City Council and the NNEDA Board. We do not see these approvals posing any difficulty as long as certain

Brigadier General Brian I. Geehan
December 3, 2003
Page Two

conditions occur that will minimize the NNEDA's financial risk and allow it to obtain financing for the project under reasonable terms. These conditions are:

- ▶ MTMC is able to enter into a five or six year lease of the building, with a five or six year renewal option, subject to appropriation;
- ▶ the bond financing the building is matched to the term of the lease, plus renewal;
- ▶ there are no obstacles to the transaction posed by DoD or other federal regulations or policies;
- ▶ the Army is willing and able to provide the NNEDA with a ground lease of the building site (assuming the building is located on Fort Eustis) for a significantly longer term than MTMC's lease term, but which would terminate when and if MTMC purchased the building from the NNEDA;
- ▶ a lender is found that is willing to fully finance all construction and development costs and provide terms that are reasonable and acceptable to all parties;
- ▶ Fort Eustis can offer some reasonable assurance that an alternative use for the new building could exist should MTMC be relocated from Fort Eustis or otherwise abandon the building, recognizing that this assurance may not be binding; and
- ▶ MTMC and the NNEDA are in agreement on all other provisions of the lease.

Subject to fulfilling all of the above conditions and obtaining all of the necessary approvals, the NNEDA would obtain a contractor to design/build MTMC's facility. The facility is now expected to cost between \$40 million and \$45 million, which includes the building, all site work and surface parking, telecommunications infrastructure, security system, furnishings and equipment, and all other development costs. The rent charged to MTMC by the NNEDA would equal the cost of the NNEDA's debt service, any land rent charged to the NNEDA by the U.S. Army, a \$0.25 per square foot lease administration fee in order for the NNEDA to recover a portion of its administrative costs, and any other costs that may be borne by the NNEDA. Thus, the amount of rent paid by MTMC for the facility would be directly related to the ultimate cost of the facility.

The proposed lease would be a total net lease. MTMC would be responsible for all building and grounds operating costs. These include, but are not limited to, utilities, insurance, fees, maintenance, repair and replacement.

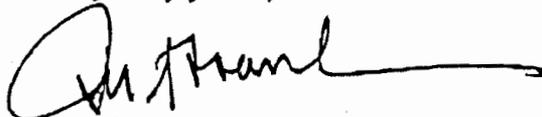
We realize that there are some procedural issues that need to be resolved before MTMC can move forward with this project, and stand ready to assist MTMC in facilitating the requisite approvals. Upon resolution of outstanding issues, the City Manager will

Brigadier General Brian I. Geehan
December 3, 2003
Page Three

instruct staff to begin drafting and negotiating the necessary agreements. Staff has already held some preliminary discussions with potential lenders and will have briefed the City Council and the NNEDA Board in closed session prior to beginning lease negotiations. Staff will then obtain formal approval and seek any public action required from the NNEDA Board and/or the Newport News City Council.

Please do not hesitate to call me if I can be of any further help. Otherwise, I am confident that your staff and Colonel Wagner, working with Ms. Florence Kingston (Director of Development and Secretary/Treasurer of the NNEDA) and her staff, can successfully move this project forward to a mutually beneficial conclusion.

Very truly yours,



Joe S. Frank
Mayor

JSF:tjf

P:\DEV03-04\MTMC3.tjf.wpd

Copy to: Colonel Daniel D. Imholte
Colonel Ron Ellis
Colonel Susan K. Wagner, MTMC
Chairman, NNEDA
Vice-Chairman, NNEDA
City Manager
Assistant City Manager, NAM
Director of Development

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

December 2, 2004

Dr. Craig E. College
Deputy Assistant Secretary, Infrastructure and Analysis
Office of the Assistant Secretary of the Army for
Installations and Environment
110 Army Pentagon, Room 3D453
Washington D.C. 20350-1000

Dear Dr. College:

The City of Newport News, Virginia strongly supports retaining Ft. Monroe in Hampton, Virginia, which houses the United States Army Training and Doctrine Command (TRADOC) Headquarters. Not only is this facility critically important to the mission of the U.S. Army, but to the jointness doctrine. Being in the heart of Hampton Roads where there are many other U.S. Military Commands and centralized services, TRADOC's ability to coordinate, cooperate and facilitate its mission with parallel commands of the various services in the region is critically important. Beyond that, Ft. Monroe, to my knowledge, is the oldest active military facility in the United States: having a long and historically significant tradition of serving a critical role in the Nation's defense. From a local perspective, its economic impact is significant.

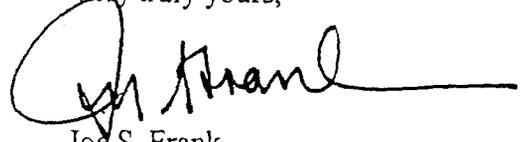
Should the Base Realignment and Closure (BRAC) process result in a decision to close Ft. Monroe and relocate TRADOC, we believe that we would be remiss in our responsibility to the citizens of the Virginia Peninsula to not propose an alternative site where TRADOC could be accommodated without losing jobs in the local economy, and without forcing mass transfers, relocations and dislocations of individuals and businesses. Our proposal is contained in the enclosure in detail.

Again, it is our sincere hope that you will do all that you can to retain and maintain Ft. Monroe and its TRADOC component at its current or an improved force level. However, if that is not possible then we would hope that every consideration will be given to the enclosed proposal so that the Department of Defense can ensure continuity, cohesiveness and coordination in meeting mission needs while taking advantage of the jointness opportunities available in the Hampton Roads area.

Dr. Craig E. College
December 2, 2004
Page 2 of 2

If there would be an opportunity to discuss this with us personally, or if there is anything I can do to be of help in keeping Ft. Monroe open, or in the absence of that, facilitating the enclosed proposal, please feel free to contact me.

Very truly yours,

A handwritten signature in black ink, appearing to read "Joe S. Frank", with a long horizontal line extending to the right.

Joe S. Frank
Mayor

Enclosure

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

June 16, 2005

#062216



The Honorable Anthony J. Principi
Chairman
BRAC Commission
2521 South Clark Street
Suite 600
Arlington, Virginia 22202

06222005

Dear Chairman Principi:

I appreciate being given the opportunity to participate in your Fort Eustis briefing on May 25, 2005 and your willingness to consider information presented by the City of Newport News that relates to the Secretary of Defense's Base Realignment and Closure (BRAC) recommendations. This letter and its enclosures are pursuant to that suggestion.

Recognizing the large quantities of data and arguments the Commission and its staff must absorb, I have endeavored to make this submittal as succinct as possible. Accordingly, the following documents are enclosed:

1. A narrative discussion of the initial BRAC recommendations impacting Fort Eustis, which we believe are most consistent with the goals of the BRAC process, and a discussion of those recommendations to which we believe further analysis and data would support a different conclusion.
2. A previously submitted proposal from the City and its Economic Development Authority to assist in the construction and financing of a new SDDC Headquarters facility.
3. A previously submitted proposal from the City and its Economic Development Authority to assist in the construction and financing of new TRADOC facilities at Fort Eustis.

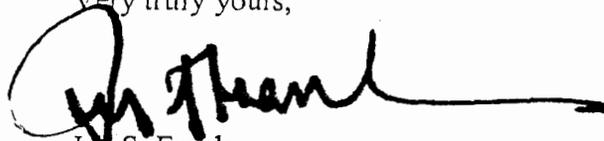
Our City is proud of its long history as a military-friendly community, and we fully understand the requirement of our military services to create a more efficient base infrastructure with greater inter-service operational capability. We have a well-

The Honorable Anthony J. Principi
Page Two
June 16, 2005

established track record as a City that stands ready to work with our military services to increase the military value of Fort Eustis.

Please contact me or the City Manager, Mr. Ed Maroney, if you desire any additional information concerning Fort Eustis and its relationship to the City of Newport News.

Very truly yours,

A handwritten signature in black ink, appearing to read "Joe S. Frank", with a long horizontal flourish extending to the right.

Joe S. Frank
Mayor

JSF:rsw

Enclosures

Copy to: General Lloyd W. Newton (USAF, Ret.)
The Honorable City Council
City Manager

FORT EUSTIS AND ISSUES ASSOCIATED WITH THE INITIAL DEPARTMENT OF DEFENSE BRAC RECOMMENDATIONS

Introduction

The amount of proposed realignment is very significant at Fort Eustis. Many of the challenges in understanding the initial recommendations relate to the timing, sequencing and management of the disparate units and commands that would be coming and going in the recommended BRAC scenario. Generally, the arguments in favor of those major missions that would be brought to Fort Eustis are easier to understand and articulate than some of the unit relocation recommendations.

Missions to be Relocated to Fort Eustis

Headquarters, TRADOC, the IMA NETCOM, and NE Region Army Contract Agency (ACA) functions would move to Fort Eustis as Fort Monroe is closed. Related operations from Fort McPherson, Georgia would be consolidated at Fort Eustis, as Fort McPherson also would close. These operations are generally office-type activities with a high concentration of civilians and officers.

The high military value and regional compatibility for military missions make Fort Eustis an excellent fit for these operations. The recommendations are logical. Fort Eustis has land for new facilities in any imaginable configuration, and it also has the roads, utilities and fiber optic capabilities needed for a modern office environment. The nearby Oakland Industrial Park, home of the East Coast's Army and Air Force Exchange Service Distribution Center, has an outstanding record of utility reliability. The completion of the Fort Eustis "Second Access Road" later this year will ensure safe and convenient access for a larger commuting work force. The base is more than sufficient in size (8,300 acres in total and 475 of buildable acres) to offer a very secure environment from a force protection perspective. In the context of other bases being closed, Fort Eustis provides proximity to nearby Air Force and Navy commands as well as the Joint Forces Command (JFCOM) encouraging the continued enhancement of joint operations critical to these particular missions. The synergy that the Peninsula and Hampton Roads provides the Department of Defense is not surpassed by any other area of the nation with the exception of Washington, D.C.

In terms of military personnel and quality-of-life issues, the concentration of medical, education, morale, welfare and recreation (MWR), and exchange facilities throughout Hampton Roads makes Fort Eustis a family-friendly location for both the active duty component and the retired military element of the work force. From a labor market standpoint, highly skilled civilian workers currently at Fort Monroe can continue their careers without disruption, thereby minimizing work force turnover, which has always been a concern of the previous BRAC Commissions. Disruption of the workforce

equates to a degradation of the mission and the ability to provide support to troops in the field. Because Hampton Roads has the largest federal civilian work force outside of the National Capital Region (NCR) of any community in America, the recruitment and retention of new civilian workers is optimal for the new missions coming to Fort Eustis. Additionally, over 15,000 military personnel retire in Hampton Roads each year with critical mission skills.

Missions Proposed to be Relocated Away from Fort Eustis

Three major activities are proposed to be relocated from Fort Eustis. These include the Surface Deployment and Distribution Command (SDDC) Operations Center and its related Transportation Engineering Agency (TEA), proposed for Scott Air Force Base, Illinois. Further, the Transportation Training School is recommended for relocation to Fort Lee, Virginia, and the U.S. Army Aviation Logistics School (USAALS) would be sent to Fort Rucker, Alabama. Each of these moves is questionable from the standpoint of BRAC's core purpose of enhancing military operations through mission synergy and cost reductions.

SDDC

The recommendation to relocate SDDC operations and TEA is shocking. These facilities were consolidated at Fort Eustis and in Newport News as a result of BRAC 95 at substantial expense and work force disruption. BRAC 1995 recommended the consolidation of SDDC (formerly known as the Military Transportation Management Command) operations from California and New Jersey and directed the Army to select a consolidated site. After careful consideration and an intense study, the Army selected Fort Eustis. The SDDC Operations Center routinely coordinates the work of joint service activities whose commands are already concentrated within Hampton Roads, Virginia. A critical organization of USTRANSCOM, the Military Sealift Command is proposed to be realigned and moved to the Hampton Roads area from the Washington, D.C. Navy Yard as part of the current BRAC recommendations. Maintaining SDDC in close proximity to Military Sealift Command enhances the ability of these two organizations to create successful joint operations.

Recognizing the advantages of Fort Eustis' SDDC operations location, the highest levels of the Army had previously authorized consolidating SDDC headquarters from Northern Virginia to Fort Eustis. In fact, in 2004 the former Commander of SDDC, Major General Ann E. Dunwoody, publicly stated that it was the intent of SDDC to consolidate its headquarters at Fort Eustis. ¹ This decision, reversed by the BRAC recommendation coming from the Headquarters and Support Agency Joint Cross Service Group (JCSG), was based on both force protection and mission consolidation considerations. The complete reversal of policy related to the realignment of SDDC

¹ Major General Ann E. Dunwoody, Public Speech Given at Change of Command Ceremony, 2004

seems to be based more on the need to “consolidate headquarters personnel” at Scott Air Force Base than it does on any military mission or operational cost considerations. Additionally, if the desire were to create a synergistic environment for all three-service elements of USTRANSCOM, then why would you only have two of those elements (Air Mobility Command and SDDC) locate at Scott Air Force Base (an installation with a lower military value score than Fort Eustis²) and relocate the third (Military Sealift Command) from Washington, D.C. to Norfolk, Virginia? The reason to relocate Military Sealift Command (MSC) is to place it in the operational environment and joint arena that benefits it most in mission accomplishment. That is the same reason that the operational elements of SDDC should be consolidated at Fort Eustis. Similar reasoning is why SDDC Headquarters was originally slated to be moved to Fort Eustis and would also suggest that the Military Sealift Command should be located at Fort Eustis as well.

The package of recommendations related to SDDC should be carefully examined and overturned. As mentioned, it is our understanding that the consolidation of SDDC was agreed to within the highest levels of the Army prior to BRAC 2005, but was reversed by the JCSG. The consolidation at Fort Eustis of SDDC Headquarters with the Operations Center meets the operational needs of the Army and USTRANSCOM and is the least costly alternative. Consolidating SDDC (Ops Center, TEA, and the HQ) at Fort Eustis would eliminate the need for \$40 million³ in new construction at Scott Air Force Base, an installation with zero available capacity⁴. Fort Eustis has available capacity approaching 39 percent. Some renovations would need to be accomplished at Fort Eustis to provide for consolidation but not to the degree of new construction needed at Scott Air Force Base. The consolidation at Fort Eustis would achieve the reduction of leased space (183,553 GSF) that the DoD and the Joint Cross Group was looking to accomplish but it would only impact those personnel in Alexandria, Virginia (SDDC HQ) and not those located in Newport News (SDDC TEA).

This consolidation, as mentioned, would include the movement of the SDDC TEA from leased space in Newport News to Fort Eustis to reduce government overhead as well as provide force protection. The City is very supportive of this move. Included in this submission, are copies of the City of Newport News’ offer to construct at favorable financial terms to the government the needed facilities to accommodate all elements of SDDC on Fort Eustis.

It is clear that Fort Eustis will have vacant space that could accommodate Headquarters SDDC if the Commission were to recognize the value in locating the Alexandria location in Hampton Roads rather than Scott Air Force Base, as the Army had indicated it wanted to do prior to BRAC 2005. Locating on Fort Eustis would eliminate concerns

² COBRA Analysis, Fort Eustis Military Value Score:0.875799221, Scott Air Force Base Military Value Score:0.846726271

³ HSA 0114RV4 Report

⁴ COBRA Analysis, Fort Eustis Available Capacity: 39%, Scott Air Force Base Available Capacity: -3%

of force protection, reduce military construction costs, and still provide the ability to institute personnel reductions, thus saving the Department resources it was seeking in the consolidation at Scott Air Force Base.

Transportation School

As was objectively described to Chairman Principi and General Newton (Ret.) during the May 25, 2005 Fort Eustis site visit, the calculations resulting in the realignment recommendation regarding the Transportation School are clearly flawed. Because of the unique multi-modal facilities including an airfield, a deep-water port, and an active Army railroad network, approximately one-third of the current Transportation School training (watercraft, cargo specialists and rail training) must stay at Fort Eustis even if this recommendation is instituted. Otherwise, the Department of Defense would need to invest hundreds of millions of dollars in new facilities at Fort Lee, which have not been calculated in the BRAC Recommendations or the COBRA analysis.

It is the City's understanding that the Army has already been made aware of these oversights in the initial recommendation and is preparing to send a supplemental letter of intent to the BRAC Commission. If one accepts the premise that a major portion of the training school must stay at Fort Eustis, a legitimate question for the Commission is what savings or efficiencies are achieved by moving elements of the school to Fort Lee while leaving significant training facilities and missions at Fort Eustis?

U.S. Army Aviation Logistics School

The final major realignment recommendation that should be carefully re-evaluated involves the U.S. Army Aviation Logistics School (USAALS). Superficially, the idea of consolidating helicopter repair training with other Army aviation assets at Fort Rucker seems rational. However, thoughtful analysis of this proposal raised serious cost and operational questions.

The helicopter repair school and training center is housed in expensive and recently renovated facilities at Fort Eustis. The simple cost of relocation is estimated to be \$492.3 million. In fact, the SECDEF's own recommendation states that the Return on Investment (ROI) has a payback of 13 years⁵. A 13-year payback on an investment such as this is not financially sound. Secondly, as a training activity of high importance, the availability of a skilled civilian and uniform work force is critical. As previously mentioned, Fort Eustis is located optimally to tap into a retiring military labor market that includes skilled Army, Navy and Air Force personnel who muster out and stay in the Hampton Roads area. USAALS at Fort Eustis is ideally located for joint service helicopter repair training as part of one of the largest concentrations of national military assets in America. The joint training that already occurs there, including Army, Air Force, Navy and Coast Guard, has great potential for inter-service expansion.

⁵ Department of Defense BRAC Recommendations, Volume 1, Part 2)

Conversely, the Dothan, Alabama area is an exclusively Army environment, and such realignment defeats the goals of jointness as outlined by the Secretary of Defense, the Congress, and the BRAC criteria.

Finally, the Army has examined realignment of USAALS to Fort Rucker before and found it too expensive to undertake within their normal budget and MILCON programs. Only through BRAC can they recommend such an action since the high MILCON costs (ROI of 13 years) can be absorbed within the BRAC account. Surely the BRAC account is not intended as a substitute for or a way around projects that would otherwise require MILCON funding.⁶

Conclusion

The BRAC 2005 initial recommendations recognize the tremendous value of Fort Eustis. With a military value rated within the top 15% of all Major Administrative Headquarters⁷, Fort Eustis' size, location, available land, excellent infrastructure, and unique capabilities allow it to accept new missions with great flexibility and minimal disruption. The ability of the communities on the Peninsula to support existing and enhanced missions and to meet the needs of the military is among the highest in the nation, which is a BRAC criterion.

Those same assets suggest some of the realignments away from Eustis are not in the national security interest of the United States. Combined with its host City's willingness to invest in and support the base's military missions, Fort Eustis is a national asset that should be optimized as part of the final BRAC recommendations.

⁶ City officials were told that the decision to postpone the relocation of SDDC Headquarters to Fort Eustis was based on a desire to access the BRAC accounts rather than MILCON funds.

⁷ COBRA Analysis, Fort Eustis ranked 43rd amongst 337 Major Administrative Headquarters



 **COMMAND OVERVIEW** 

MISSION
Provide Global Surface Deployment Command and Control and Distribution Operations to Meet National Security Objectives in Peace and War.

VISION
The Warfighter's Single Surface Deployment/Distribution Provider for Adaptive and Flexible Solutions that Deliver Capability and Sustainment on time.

 **DELIVER CAPABILITY AND SUSTAINMENT ON TIME** 



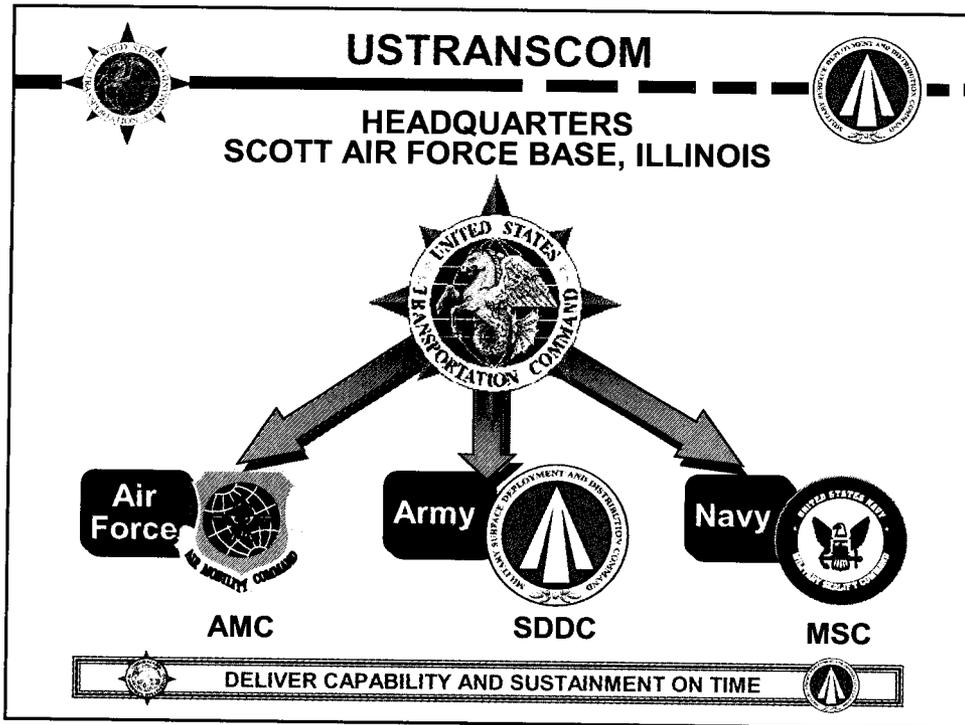
OPERATIONAL FOCUS

**SDDC OPERATIONS CENTER.....
WORLD - CLASS DEPLOYMENT & DISTRIBUTION PROFESSIONALS,
FOCUSED ON GLOBAL
END-TO-END OPERATIONS.**

**TRANSLATING COMMANDERS' INTENT INTO: EFFECTIVE,
TAILORED SURFACE
DISTRIBUTION SOLUTIONS.**

**SUPPORTING STRATEGIC MANEUVER
FROM THE FORT TO THE FIGHT**

DELIVER CAPABILITY AND SUSTAINMENT ON TIME

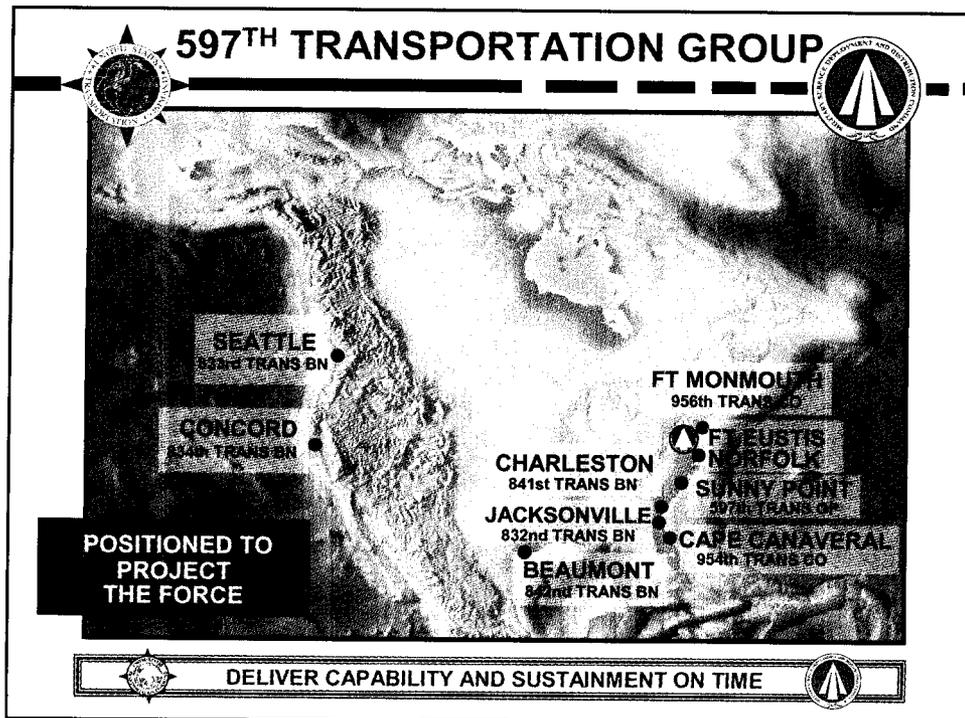
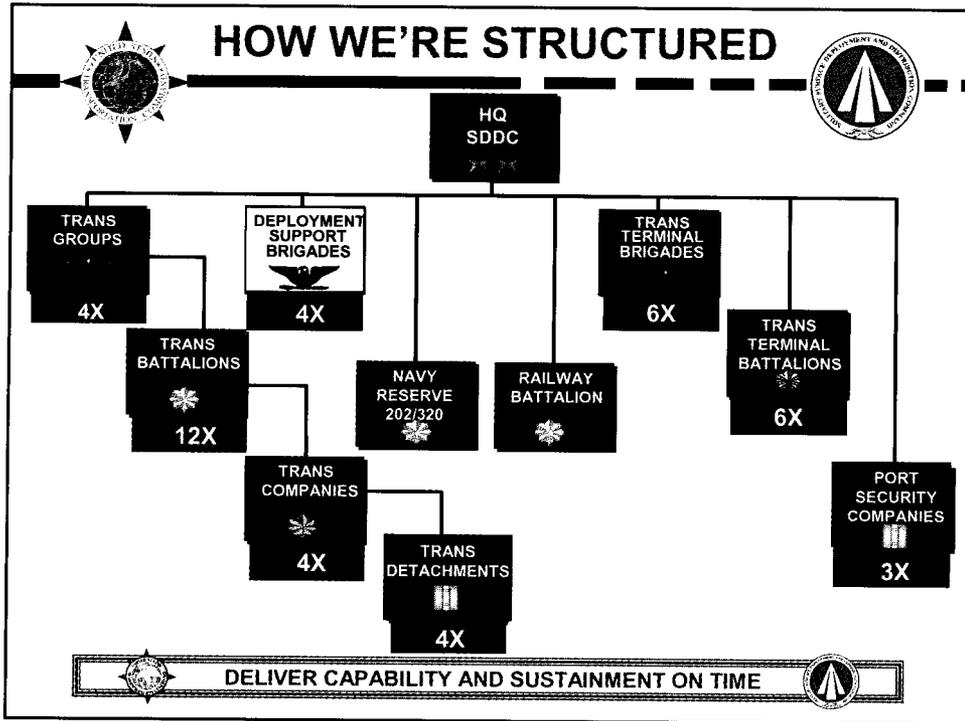


SDDC COMBATANT COMMAND SUPPORT

- HQ, 598th Trans Group, Suffolk, England
- HQ, 597th Trans Group, Southport, NC
 - North, Central, South America and Caribbean
- HQ, 598th Trans Group Rotterdam, NL
 - Europe, and Africa
- HQ, 599th Trans Group Hawaii
 - Pacific, Australia and Asia
- SDDCTEA Newport News, VA
- Port Presence at 24 Locations

- Europe and Pacific
- 39 Vehicle Processing Center's CONUS/OCONUS
- 4 Regional Storage Management Offices - Non-Temporary Storage & Direct Procurement Movement

2022 Authorized Personnel
Civilians, Soldiers, Sailors, Airmen, and Marines
Plus 2,800 Reservists



598TH TRANSPORTATION GROUP

A map showing the area of operations for the 598th Transportation Group. A star indicates the group's location at Rotterdam, The Netherlands. Other locations marked include Ipswich, United Kingdom; Bremerhaven, Germany; Rhine River Det; Livorno, Italy; Izmir, Turkey; and Piraeus, Greece.

**598TH TRANS GROUP
ROTTERDAM, THE NETHERLANDS**

DELIVER CAPABILITY AND SUSTAINMENT ON TIME

595TH TRANSPORTATION GROUP

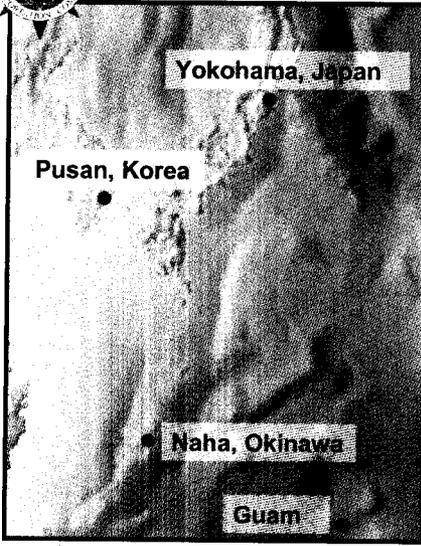
A map showing the area of operations for the 595th Transportation Group. A star indicates the group's location in Kuwait. Other locations marked include Saudi Arabia Det, Bahrain, and Qatar Det.

**595TH TRANS GROUP
KUWAIT**

DELIVER CAPABILITY AND SUSTAINMENT ON TIME

599TH TRANSPORTATION GROUP



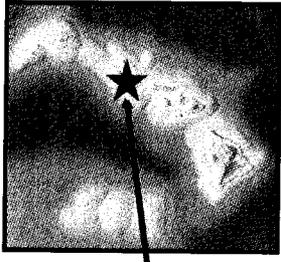



Yokohama, Japan

Pusan, Korea

Naha, Okinawa

Guam



599TH
TRANSPORTATION GROUP
WHEELER ARMY AIR FIELD
OAHU, HAWAII



DELIVER CAPABILITY AND SUSTAINMENT ON TIME



ARMY POWER PROJECTION PLATFORMS 15 INSTALLATIONS






FT LEWIS

FT MCCOY

FT DRUM

FT DIX

FT CARSON

FT RILEY

FT CAMPBELL

FT EUSTIS

FT SILL

FT BRAGG

FT BLISS

FT BENNING

FT STEWART

FT HOOD

FT POLK

PUERTO RICO



CORE PROCESSES



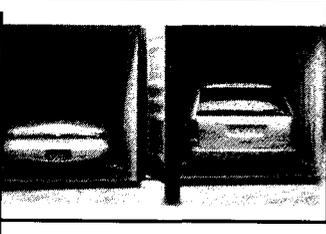
SURFACE DISTRIBUTION MANAGEMENT

- SURFACE MOVEMENTS
 - PORT MANAGEMENT
 - CARGO MANAGEMENT
- PERSONAL PROPERTY AND PASSENGER MOVEMENTS
- DEPLOYABILITY ENGINEERING

ENABLERS

- IM
- SJA
- PARC





DELIVER CAPABILITY AND SUSTAINMENT ON TIME



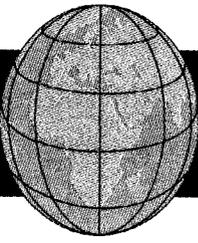
SURFACE DISTRIBUTION MANAGEMENT



Personal Property & Passenger Movements

Household Goods

- 500,000 worldwide moves each year
- “Families First” – DoD’s Future Personal Property Program - Fiscal Year 2005


End result: Service on par with corporate moves



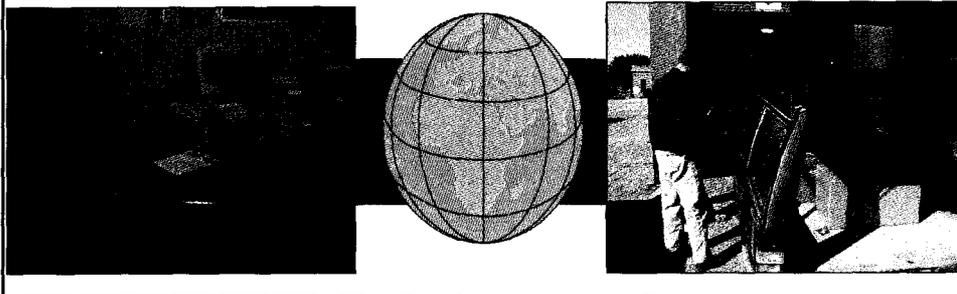
SURFACE DISTRIBUTION MANAGEMENT

Personal Property Movements



Global Privately Owned Vehicle (POV) Contract

- 72,000 vehicle moves each year
- 39 Full Service Centers around the world
- 99 percent satisfaction rate
- 2002: POV storage began



SURFACE DISTRIBUTION MANAGEMENT

Passenger Movements



- **Surface Transportation**
 - DoD Approved Buses
 - Government Rental Car Program
- **Recruit Movements**
- **Travel Services**

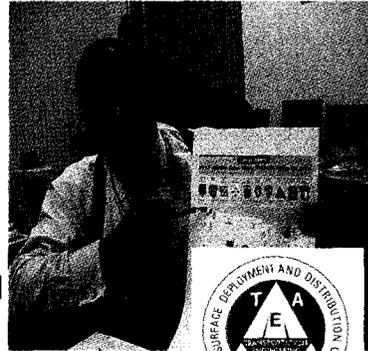




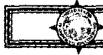
SURFACE DISTRIBUTION MANAGEMENT Deployability Engineering



- Develops cargo movement procedures
- Analyzes port, installation, and network capabilities
- Analyzes port, installation, and network capabilities



Transportation Engineering Agency -- a Subordinate Command



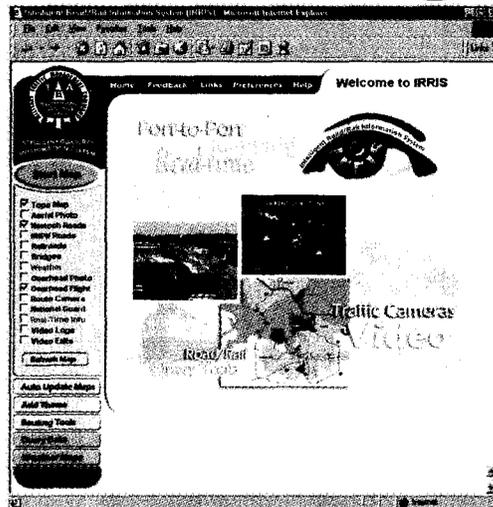
DELIVER CAPABILITY AND SUSTAINMENT ON TIME



IRRIS Leading the way !

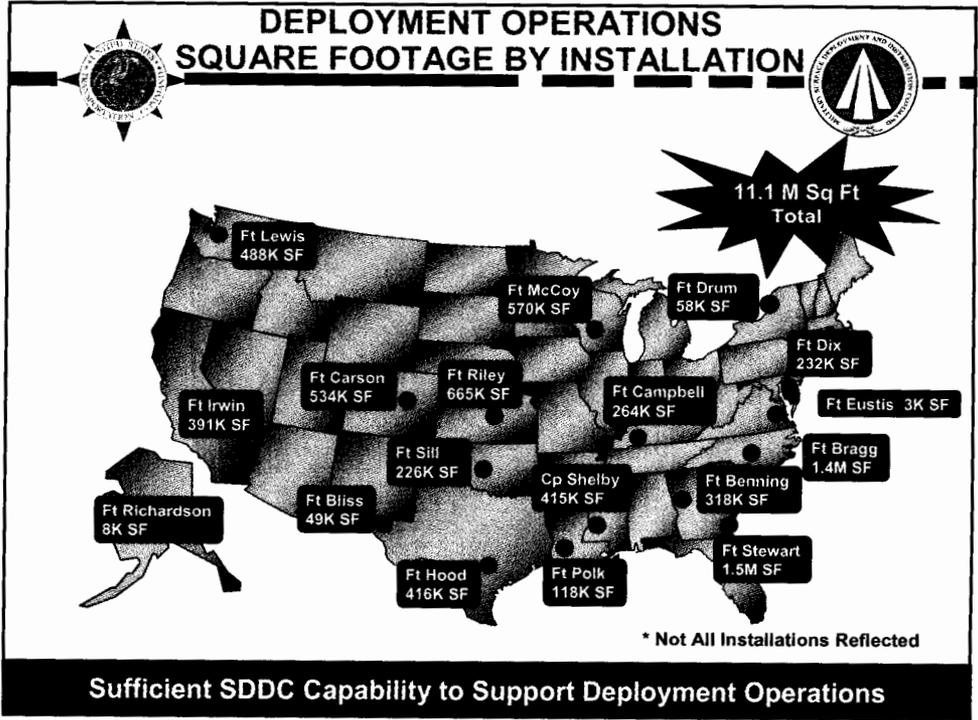


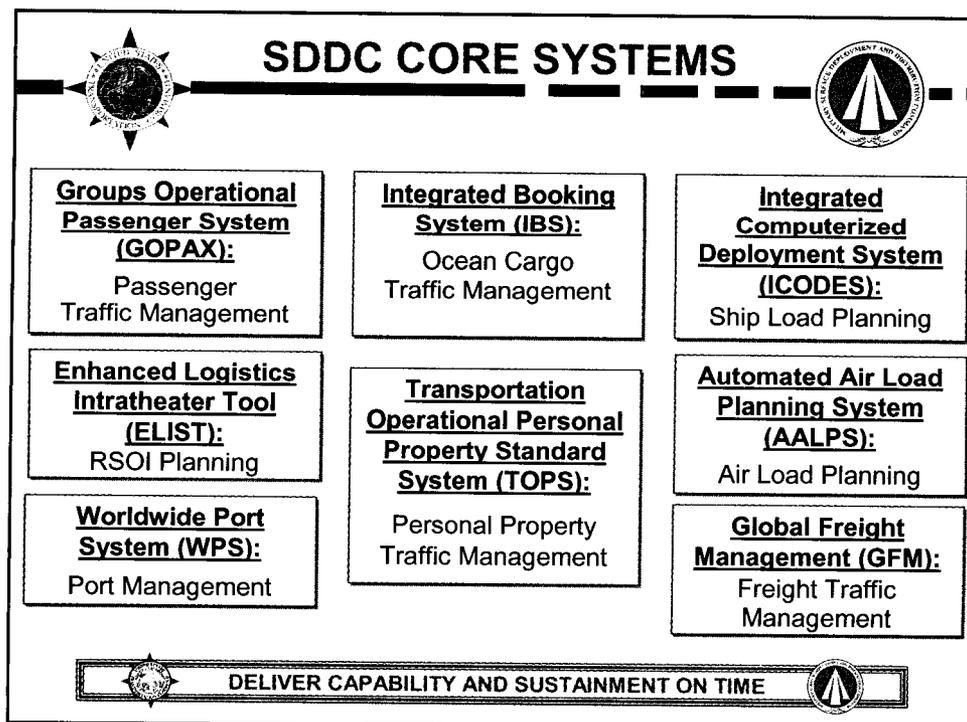
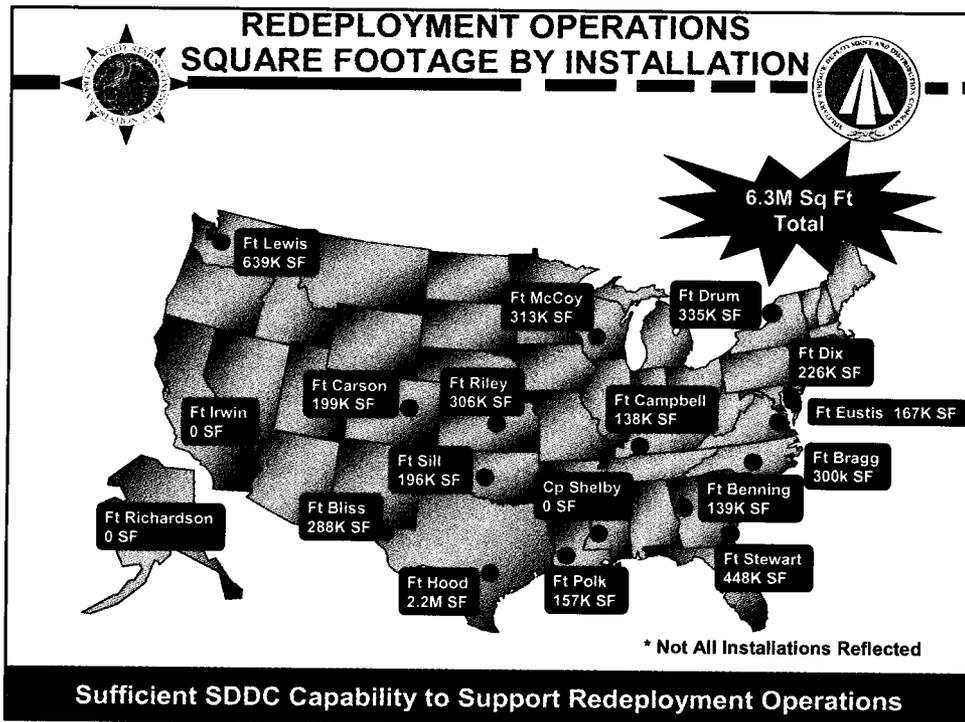
- Web-Based Intelligent Road-Rail Information Server, leads the way in timely transportation Infrastructure Data
- Contains the most complete and accurate road system available.
- Contains Safe Haven, Carrier Terminal, National Guard, and Army Reserve Locations
- Contains boundary information for over 400 installations and 90 port terminals.
- In use: SDDC Operations Center - March 2002

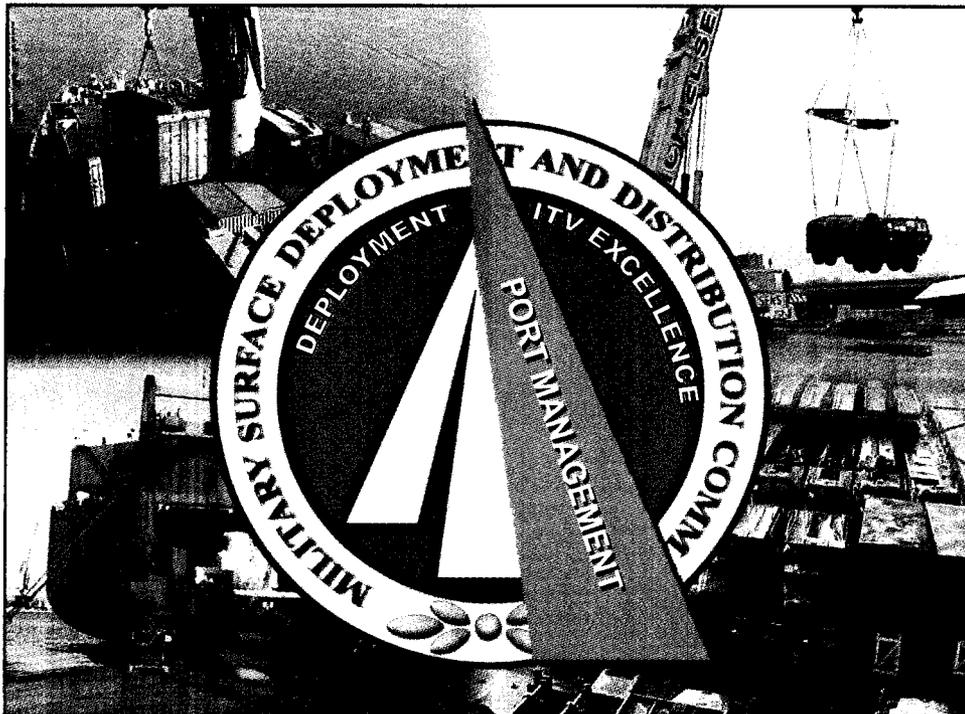
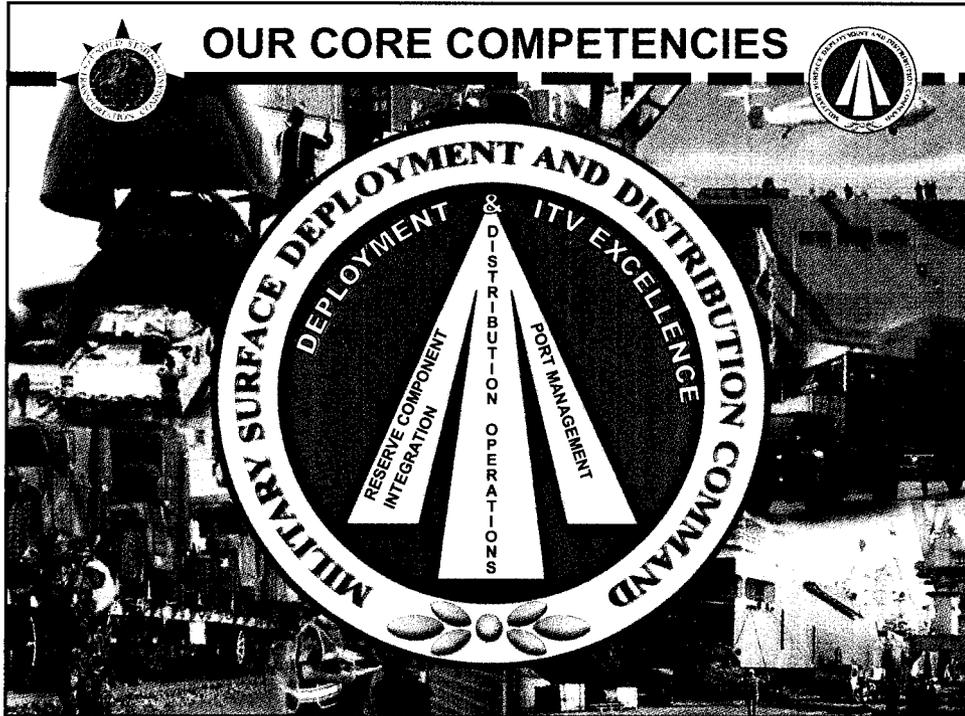


DELIVER CAPABILITY AND SUSTAINMENT ON TIME







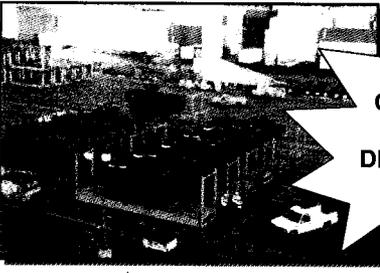




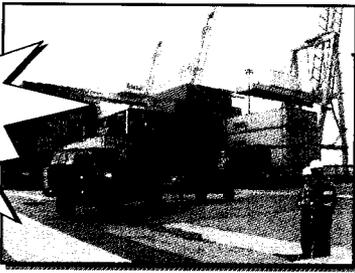
SURFACE MOVEMENT PORT MANAGEMENT



- SINGLE PORT MANAGER FOR DOD
- DAILY PRESENCE AT 24 SEAPORTS WORLDWIDE
- STRATEGIC EXPANSION CAPABILITY
- \$60M OF STEVEDORING AND RELATED TERMINAL SERVICES CONTRACTS



92 % OF ALL
CONTINGENCY
UNIT / CARGO
DEPLOYED THRU
SPOE's



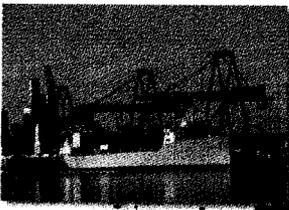

DELIVER CAPABILITY AND SUSTAINMENT ON TIME




SURFACE MOVEMENT PORT MANAGEMENT



- PARTNERSHIPS WITH:
 - TRANSPORTATION SECURITY ADMINISTRATION (TSA)
 - WARFIGHTING CUSTOMERS
 - TRANSPORTATION INDUSTRY
 - PORT AUTHORITIES
 - STEVEDORING CONTRACTORS
 - USCG MARINE SAFETY OFFICE
 - MILITARY SEALIFT COMMAND (MSC)
 - MARITIME ADMINISTRATION (MARAD)
 - U.S. CUSTOMS/AGRICULTURE
 - HOMELAND SECURITY
 - FEDERAL BUREAU OF INVESTIGATION (FBI)






DELIVER CAPABILITY AND SUSTAINMENT ON TIME




PARTNERSHIPS WITH INDUSTRY, ASSOCIATIONS, AND CARRIERS



- AMERICAN TRUCKING ASSOC.
- ASSOCIATION OF AMERICAN RAILROADS
- MARITIME ADMINISTRATION
- AMERICAN MOVING/STORAGE ASSOC.
- SOCIETY OF GOVERNMENT TRAVEL PROFESSIONALS
- NATIONAL DEFENSE TRANSPORTATION ASSOC.
 - SURFACE COMMITTEE
 - SEALIFT COMMITTEE
 - PASSENGER COMMITTEE
 - BUSINESS PRACTICES COMMITTEE
- MAERSK SEALAND
- CSX
- LANDSTAR
- UNION PACIFIC RAILROAD
- AVIS, HERTZ, NATIONAL AND THRIFTY
- NORTHWEST AIRLINES
- FEDERAL EXPRESS
- U.S. BANK
- SOUTHWEST AIRLINES
- REMAX RELOCATION SERVICE
- HOUSEHOLD GOODS FREIGHT FORWARDERS ASSOCIATION

SDDC PARTICIPATES ON COMMITTEES WITH ALL TRANSPORTATION NATIONAL ASSOCIATIONS



DELIVER CAPABILITY AND SUSTAINMENT ON TIME



CARRIER REVENUE BY MODE

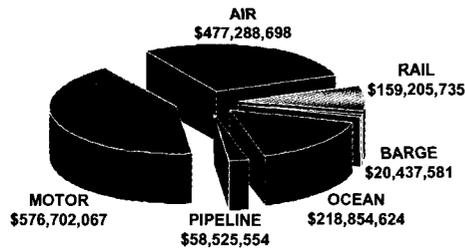
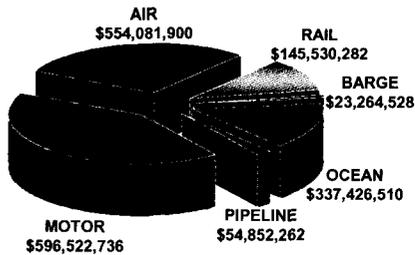


FY2004

FY2003

\$1,711,678,198

\$1,510,964,259

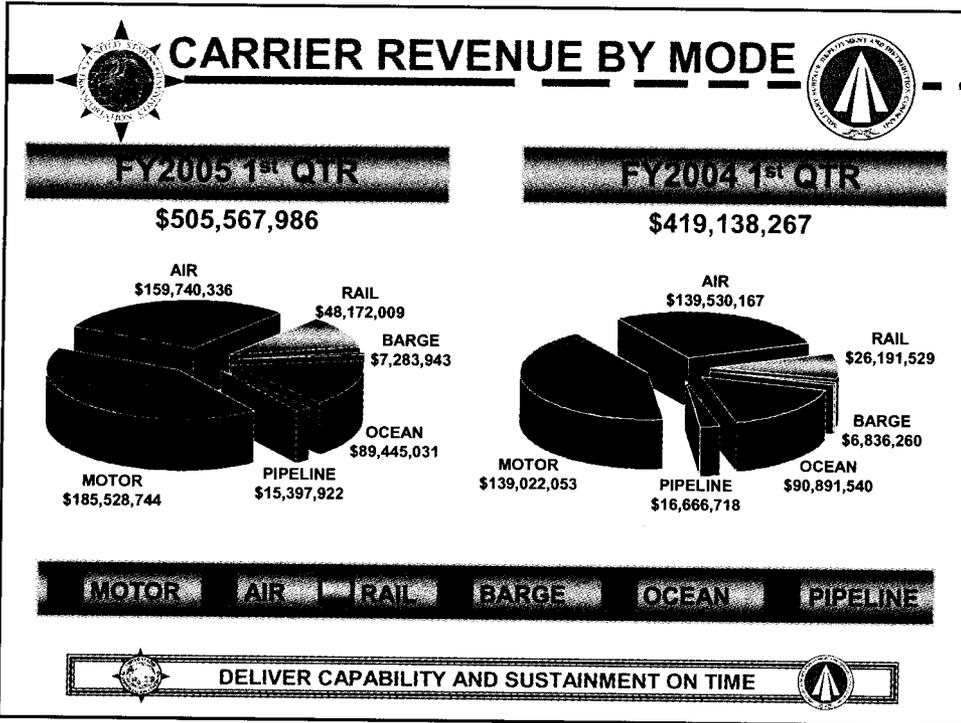


MOTOR AIR RAIL BARGE OCEAN PIPELINE



DELIVER CAPABILITY AND SUSTAINMENT ON TIME







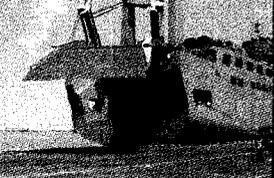
STRENGTHENING READINESS



RESERVE COMPONENT CAPABILITIES

Provides Essential Force Projection Expansion

- 55% of SDDC's worldwide contingency structure (Army and Navy)
 - 60% on current SDDC Active capability is mobilized RC units, IMA and NR 202/320
- Fort to Fight
 - DSBs
 - TTBdes/TTBns
 - TROBs
- 36 IMAs mobilized as well as IRR Soldiers
- RC mobilization essential for major contingency operations
- 13 TSTs, 13 PMTs and 7 ACDs augment SDDC OCONUS Operations

MOA w/Chief Army Reserves establishes SDDC as RRC for its WARTRACED UNITS



FY05	MISSIONS	MANDAYS
TTBde/Bn	18*	4,211
DSB	26**	2,347
TROB	3	373
PSCo	3***	1,193
Trans Dets	13****	1,642
TOTAL	63	9,766

EQUATES TO 45 MANYEARS (AT/ADT)
 *4 units mob'd, **1 unit mob'd, ***1 unit mob'd,
 ****3 units mob'd

EQUATES TO 842 MANYEARS (MOBILIZED)


DELIVER CAPABILITY AND SUSTAINMENT ON TIME

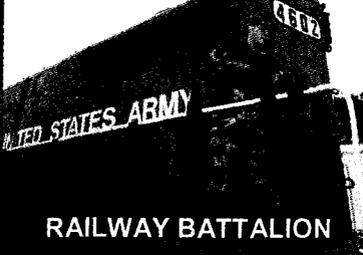



RESERVE COMPONENT INTEGRATION





**TRANS TERMINAL
BRIGADE/BATTALION**



RAILWAY BATTALION



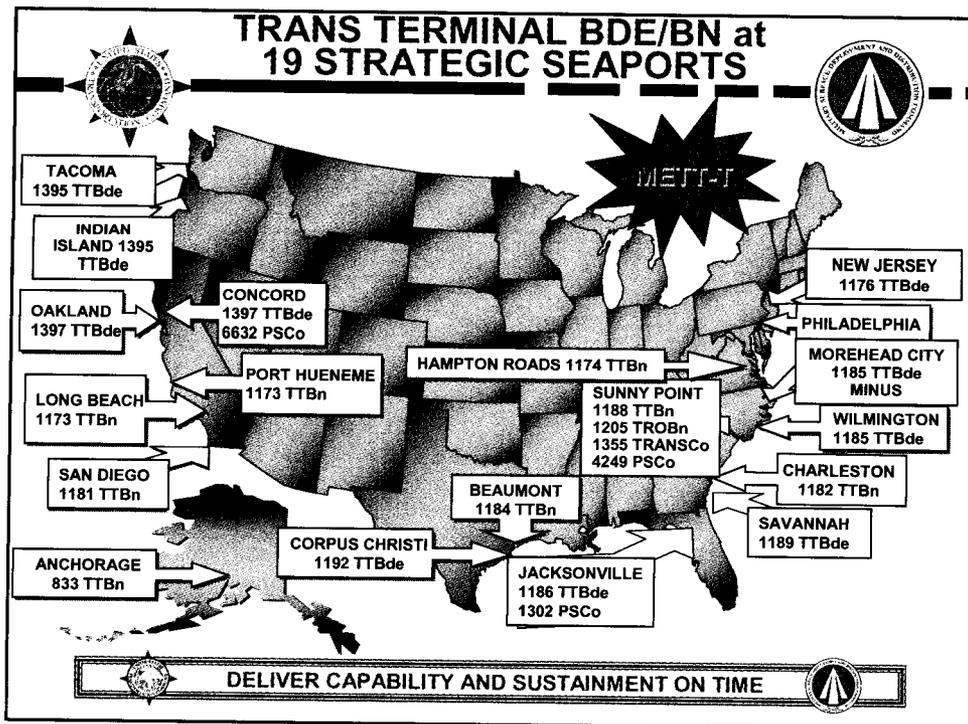
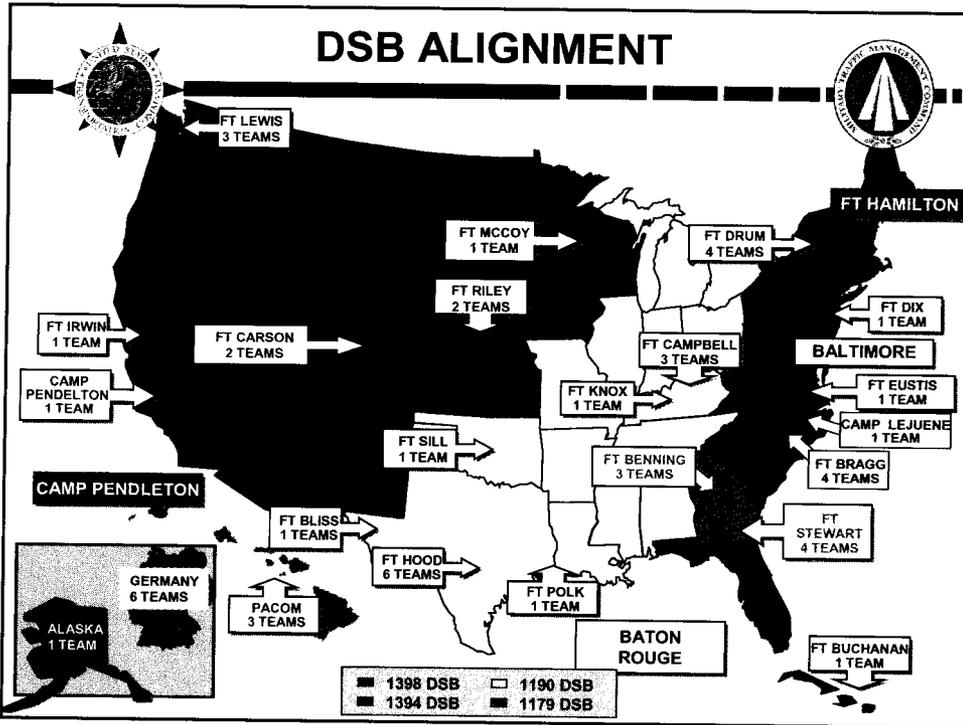
**DEPLOYMENT
SUPPORT BRIGADE**

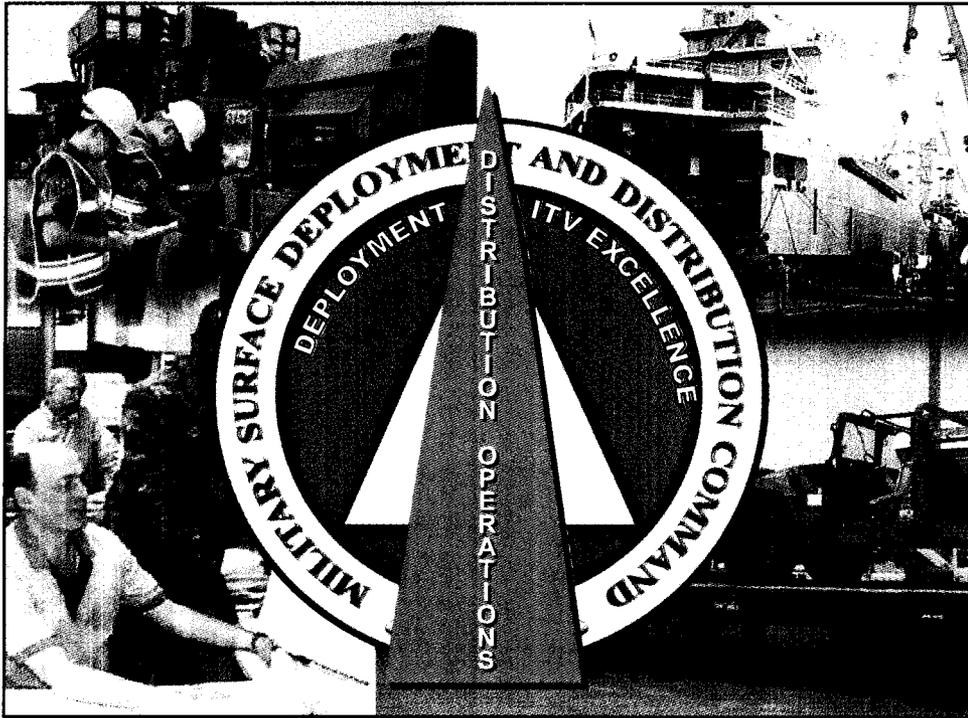
- FLEXIBLE, MODULAR & READY
- HIGH PRIORITY USAR UNITS
- WARTRACED TO SDDC
- COORDINATE ANNUAL TRAINING OPPORTUNITIES



**PORT SECURITY
COMPANY**


DELIVER CAPABILITY AND SUSTAINMENT ON TIME





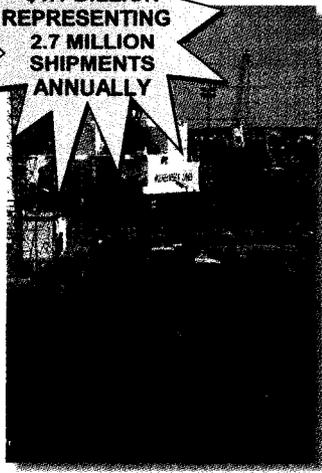
SURFACE MOVEMENT DISTRIBUTION MANAGEMENT



- GLOBAL CONTAINER MANAGEMENT
- MANAGE CONUS DOD SHIPMENTS
- NEGOTIATE RATES & SERVICES FOR CONUS TRUCK, RAIL, AND BARGE SHIPMENTS
- BOOK DOD CARGO ON COMMERCIAL OCEAN LIFT CARRIERS
- APPROVE COMMERCIAL TRUCK COMPANIES THAT HAUL DOD CARGO
- MANAGE DOD RAIL CAR FLEET AND CONTAINERS



**\$1.1 BILLION
REPRESENTING
2.7 MILLION
SHIPMENTS
ANNUALLY**





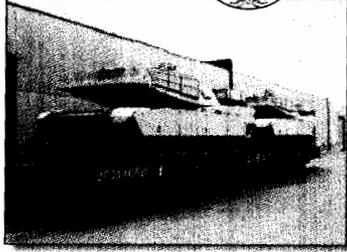
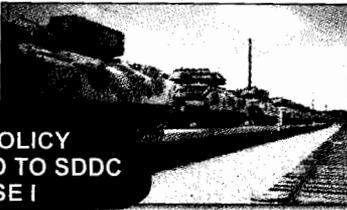
DELIVER CAPABILITY AND SUSTAINMENT ON TIME



**DEFENSE FREIGHT RAILWAY
INTERCHANGE FLEET**




- **2246 DODX RAIL CARS**
 - 1678 HEAVY LIFT CHAIN TIE DOWN FLAT CARS
 - 128 SPECIAL PURPOSE FLAT CARS
 - 393 TANK CARS
 - 47 MISC CARS
- **FLEET MANAGEMENT (INTELLITRANS)**
 - SUPPLY EMPTY CARS FOR LOADING
 - MOVEMENT TRACKING
 - INVENTORY CONTROL
 - REVENUE AUDITING

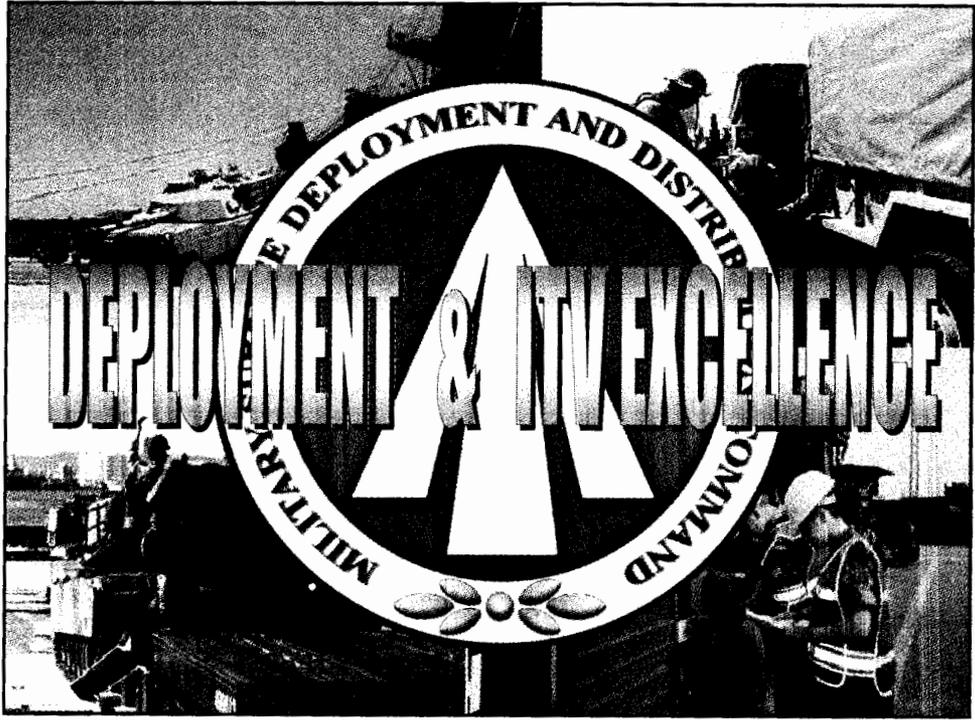



**DA RAIL POLICY
TRANSFERRED TO SDDC
IN PHASE I**



DELIVER CAPABILITY AND SUSTAINMENT ON TIME





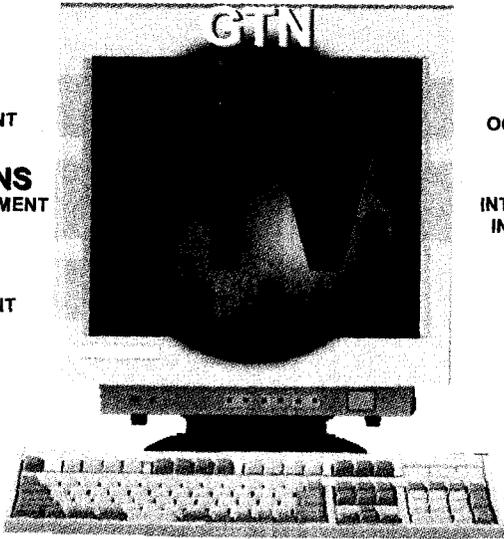
DEPLOYMENT AND INTRANSIT VISIBILITY SYSTEMS




WPS
PORT MANAGEMENT

INTELLITRANS
RAIL FLEET MANAGEMENT SYSTEM

GFM
FREIGHT MOVEMENT



IBS
OCEAN CARGO BOOKING

IRRIS
INTELLIGENT ROAD/RAIL INFORMATION SERVER

TCAIMS II
UNIT MOVEMENT

TCACCIS
UNIT MOVEMENT

ICODES
SHIP STOW PLANNING



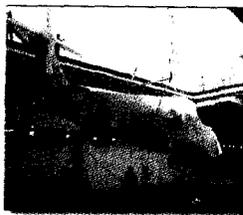
DELIVER CAPABILITY AND SUSTAINMENT ON TIME

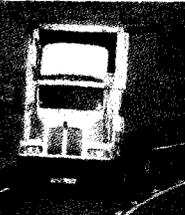


HOW WE ADD VALUE ...

IN PEACE AND WAR






- **PROVIDE:**
 - RAPID CRISIS RESPONSE TO FORTS AND PORTS
 - SURGE EXPANSION CAPABILITY
 - CUSTOMER SERVICE 24/7
 - PRECISE AND TIMELY IN-TRANSIT VISIBILITY
 - CONDUIT TO COMMERCIAL INDUSTRY



DELIVER CAPABILITY AND SUSTAINMENT ON TIME





BOTTOM LINE



- WARFIGHTER FOCUSED.
- SUSTAINMENT PIPELINE IS THE WAREHOUSE....
HOW WE MANAGE IT MAKES A DIFFERENCE.
- SYNCHRONIZATION OF SUSTAINMENT WITH
DEPLOYMENT CRITICAL TO A FORCE PROJECTION
ARMY.
- TRANSFORMING WHILE AT WAR.

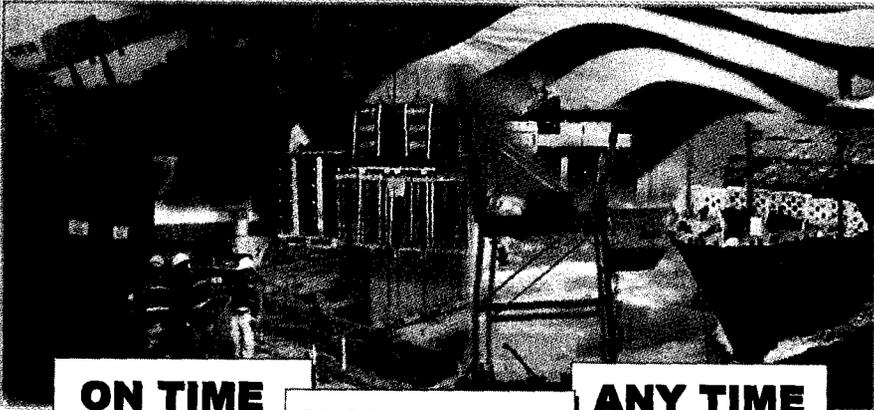

DELIVER CAPABILITY AND SUSTAINMENT ON TIME




SDDC



PROVIDER OF THE BEST VALUE, END-TO-END
SURFACE DISTRIBUTION SOLUTIONS



ON TIME

EVERY TIME

ANY TIME

<http://dsc.mtmc.army.mil>

Calculation of TRANSCOM Leased Costs for COBRA
(HSA-0114, TRANSCOM to Scott AFB) Update, 28 April 2005

Explanation of fee/cost derivations

Source: Memorandum from WHS Director to ISG Chairman, "Leased Space Measurement and Cost Assumptions", 27 December 2004

Metrics Provided:

1. USF x 1.25 = GSF
2. RSF x 1.10 = GSF

Fees listed (as they apply to in-NCR or outside-NCR leased properties):

1. Administrative fee (8%); applies to all leases
2. Security Fee (\$0.34/USF); applies only to outside-NCR leases
3. Operations & Maintenance fee (6.8%); applies to all leases
4. Leased Space Restoration fee (\$0.75/USF); applies to all leases
5. Pentagon Force Protection Anti-Terrorist fee (15% of lease cost corrected to GSF); applies only to NCR leases

Conversions from USF fees to GSF fees:

1. Security fee for outside NCR = \$0.34/USF; convert to GSF = 0.34 divided by 1.25 = \$0.27/GSF
2. Lease restoration cost (all areas) = \$0.75/USF; convert to GSF = 0.75 divided by 1.25 = \$0.60/GSF

Other OSD or HSA source documents used or cited herein:

- Memorandum from HSA JCSG Chairman to ISG Chairman, "Request for Use of Commercial Data Sources", 2 November 2004
- Memorandum from HSA JCSG Chairman to ISG, "Request for Approval to Use Lease Market Data", 2 November 2004
- Memorandum from HSA JCSG Chairman to ISG, "Request for Approval of Use of Anti-Terrorism/Force (AT/FP) Protection Premium", 22 December 2004
- Memo from Helen Poorman to HSA-JCSG Staff, "New Leased Space Guidance for COBRA", 14 December 2004
- Memo from HSA JCSG Chairman to ISG Chairman, "Update to Previous Request for Use of Commercial Data Sources", 4 May 2005

SDDC Relocating Out of Leased Facility in Alexandria, VA

Source #1: Table 462 Non-ODIN data (10-19-04)

Source #2: CoStar Source data file: "CoStar National Office Market, 3rd Quarter 2004", page 11. (Filename: "The CoStar Office Report – National Office Market 3rd Quarter 2004.pdf")

Calculations:

- Assumption: lease terminates in year scenario moves SDDC employees to Scott AFB (2008) – source #1
- Annual lease avoidance savings: \$5.353M – source #1: 143,540 GSF x \$37.29/sq. ft. (agg. Lease cost rate in NCR) = \$5,352,607 per year
 - CoStar data for Washington DC (pg. 11, far right column) – Source #2

Weighted Average Class A rate for Washington (RSF)	\$31.47
Conversion to GSF (divide RSF by 1.10)	28.61
Add GSA Fee (multiply by 1.08)	30.90
Add WHS Fee (multiply by 1.068)	33.00
Add PFFA Security Fee (add 15% of \$28.61)	37.29
Projected commercial lease rate/GSF	\$37.29

- One-time savings: \$4.059M (AT/FP cost avoidance) – source #1: 143,540 GSF x \$28.28/sq. ft. = \$4,059,311
- Lease Restoration cost: \$86K – source #1: 143,540 GSF x 0.6 = \$86,124

SDDC-TEA Relocating Out of Leased Facility in Newport News, VA

TEA data gathered separately from SDDC/Alexandria information:

Source #3. MAH_SDDC-21 Mar 05 (update).xls (with Army cover certification memo dated 22 March 2005)

Source #4. Q311 – TEA.xls (with Army cover certification memo dated 28 February 2005)

Source #5. SIOR Market Lease Rates for Hampton Roads Office (Filename: "Hampton Roads Office Survey fm SIOR.pdf")

Assumption for TEA: lease expires in same year scenario starts.

Weighted Average Class A rate for Hampton Roads (RSF)	\$16.96
Conversion to GSF (divide RSF by 1.10)	15.42
Add GSA Fee (multiply by 1.08)	16.65
Add GSA Security Fee (add 0.27 per GSF)	16.92
Projected commercial lease rate/GSF	\$16.92

Annual Lease Avoidance	USF / GSF	Annual
<u>Location</u>	<u>(GSF = USF x 1.25)</u>	<u>Lease Cost</u>
Thimble Shoals Business Center 720 Thimble Shoals Blvd. Newport News, VA 23606	32,010 USF 40,013 GSF	 \$677,020
<ul style="list-style-type: none"> • Capacity data from source #4 		

AT/FP (One-Time) Savings

Assume 100% of \$28.28/square foot x 40,013 = \$1,131,568

- Commercial space; building does not meet any of the AT/FP criteria (0% compliance)
- Source #4 for capacity data

Lease Restoration (One-Time) Cost

GSF x \$0.6/square foot; 40,013 x 0.6 = \$24,008

- Calculation = standard formula; source #4 for capacity data

Calculation of TRANSCOM Leased Costs for COBRA
(HSA-0114, TRANSCOM to Scott AFB) Update, 28 April 2005

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HSA-0114RV4: Co-Locate TRANSCOM and Service Component HQs

Candidate Recommendation (Summary): Realign Fort Eustis, VA, Hoffman 2, and TEA leased space in Newport News, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with AF Air Mobility Command and TRANSCOM.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Meets T.O. to consolidate or co-locate Service Component HQs w/COCOM HQs ✓ Reduces NCR footprint and eliminates 146,832 USF of leased space within DC Area ✓ Headquarters-level personnel reduction estimated at more than 19% (834 job positions) 	<ul style="list-style-type: none"> ✓ Quantitative Military Value: <ul style="list-style-type: none"> ✓ Ft. Eustis: 0.8758 ✓ TEA-Newport News: 0.305 ✓ SDDC-Alexandria: 0.1620 ✓ Scott AFB: 0.8467 ✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 101.8M ✓ Net Implementation Savings: \$ 339.3M ✓ Annual Recurring Savings: \$ 99.3M ✓ Payback Period: Immediate ✓ NPV Savings: \$ 1,278.2M 	<ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> ✓ DC area: -1472 jobs (857 direct, 615 indirect); <0.1% ✓ Norfolk area: -1133 jobs (484 direct, 649 indirect); 0.12% ✓ Criterion 7: No Issues ✓ Criterion 8: No Impediments

✓ Strategy
✓ COBRA

✓ Capacity Analysis / Data Verification
✓ Military Value Analysis / Data Verification

✓ JCSG/MilDep Recommended
✓ Criteria 6-8 Analysis

✓ De-conflicted w/JCSGs
✓ De-conflicted w/MilDeps

From: Switts Shannon Lt Col USTC [Shannon.Switts@hq.transcom.mil]
Sent: Wednesday, March 30, 2005 2:56 PM
To: Musser, David, CTR, WSO-HSAJCSG; Schwartz, Mark, CTR, WSO-HSAJCSG
Cc: Lathroum, John, CDR, WSO-HSAJCSG; Spurlin Ruth GS13 USTC; Leclair Margaret SES USTC; Pair Butch MG USTC; Parker Thomas GS14 USTC
Subject: Close Hold: Revised Scenario HSA-0114

Importance: High

Mark and David,

We have updated USTRANSCOM Scenario Responses Data spreadsheet to reflect the overall adjusted baseline, the proposed number of billets to move, and the projected manpower savings. In addition, we are providing an updated BRAC scenario spreadsheet depicting the time phasing of the realignments and reductions. Lastly, we have attached the original briefing along with two slides designed to highlight the key functions to be realigned and consolidated under this scenario along with the areas we expect to gain the most significant savings and benefit the warfighter/customer. The key changes to the baseline and savings are highlighted below.

- The consolidation scenario adjusted the SDDC and TEA numbers to reflect the Army FY03 baseline along with the Army's projected moves and savings. We updated the SDDC numbers to reflect the USTC/SDDC/Army agreed upon position. Used Army's mil and civ numbers (for baseline, projected moves, and projected savings); used our contractor numbers (baseline, projected moves, projected savings).
- Corrected the AMC contractor savings number to reflect 119 vs 34 to consistently reflect 20% contractor savings across organizations.

For the consolidation Joint Operations Center (JOC) we are estimating a need for approximately **60,000 square feet for a total cost of \$18 million**. One option under consideration is to house this Joint Operations Center in the Joint building already planned for construction and as such the MILCON costs are not a part of this BRAC scenario. The other option being considered is to refurbish the existing AMC Ops Center to accommodate the additional personnel which may help to reduce the overall cost.

VR

Shannon W Switts

SHANNON W. SWITTS, Lt Col, USAF
Chief, TCJ1 Manpower Management Division
Phone: (618) 229-7786 DSN: 229-7786

CLOSE HOLD

Material contained herein is sensitive. Release of data or analysis pertaining to evaluation of military bases for closure or realignment is restricted until the Secretary of Defense forwards recommendations to the Defense Base Closure and Realignment Commission in May 2005. All individuals handling this information should take steps to protect the material herein from disclosure.

HSA-0114R: Consolidate TRANSCOM & Service Components at Scott AFB
ISSUES & TALKING POINTS 30 May 2005

Scenario Assumption(s) and rationale

- Similar to all other COCOM-related scenarios – does not close any military installations; closes two leased-space activities in two separate locations (over 180,000 GSF)
- Gen Handy's concept: consolidate duplicative activities (4 x Ops centers, 4 x IT/financial management staffs, 4 x contracting staffs, etc.); cut military/civilian personnel 25%; cut contractor personnel 15%
- Addresses only TRANSCOM personnel billets (not Service/Title 10 billets)

Late start for TRANSCOM-to-Scott scenario

- Earlier scenario for SDDC consolidation at Ft. Eustis scrapped (no airfield)
- Gen Handy's letter for consolidation at Scott AFB (16 Feb 05)

Notional Concept Driving Gen Handy's Staff Consolidation/Reduction

Activity/Function	Type of Consolidation	Personnel Drawdown
Operations Centers	Single Center; collaborative/focused execution (no hand-offs/seams)	1164 down to 895
Financial Management	Centralized, automated, re-engineer process	183 down to 149
Acquisition/Contracting	Eliminate redundancies; synergy from transportation focus vs. modal procurement	99 down to 79
IT Systems	Streamline operations; close 3 of 5 sites	364 down to 280
Staff Support	Flatten organization	106 down to 87
Logistics/Facilities Support	Streamline operations; reduce workload	48 down to 32

- JCSG-TRANSCOM VTC on Friday, 25 February
 - Maj Gen Pair and Mr. Tison agree to ground rules
 - USAF indicates interest in McGuire AFB and Wright-Patterson AFB (close Scott AFB)
- TRANSCOM J-5 drafts a staff-reduction plan for COCOM and components, with sequence and timing of job relocations at Scott AFB
 - No previous plan or functional model on hand for this purpose -- H&SA team phone briefs J-5 team on data issues & COBRA
 - J-5 team works through weekend to draft plan; ~ 20% cuts for all groups – unable to verify functional goodness of proposal & timetable
- TRANSCOM/HSA teams race to meet March-April JCSG and ISG meetings; overcome bad or missing capacity data, generate new MILVALUE data, etc.

Personnel Reduction/Relocation Proposed for TRANSCOM & Components

Activity/Location, Employee Type	Personnel (start)	Personnel Reductions	Personnel Relocated	Contractors Start/ Remaining
TRANSCOM (Scott AFB)				500 / 400
- Military Officers	278	40	N/A	
- Military Enlisted	227	74	N/A	
- Civilians	363	47	N/A	
Air Mobility Command (Scott AFB)				594/475
- Military Officers	271	44	N/A	
- Military Enlisted	369	70	N/A	
- Civilians	365	64	N/A	
SDDC (Alexandria, VA)				325/262
- Military Officers	16	6	10	
- Military Enlisted	8	1	7	
- Civilians	508	124	384	
SDDC (Ft. Eustis, VA)				45/36
- Military Officers	15	3	12	
- Military Enlisted	5	0	5	
- Civilians	296	48	248	
SDDC-TEA (Newport News, VA)				9/7
- Military Officers	1	1	0	
- Military Enlisted	0	0	0	
- Civilians	104	19	85	
TOTALS	2826	541	751	1473/1180

- Recommendation cuts 541 military and civilian positions, 293 contractor positions (total reduction of 834)
- 558 positions eliminated at Scott AFB; influx to Scott AFB is 1056
- 165,000 GSF new MILCON required for 498 additional positions at Scott AFB and Joint Operations Center -- \$40.1M new MILCON required
- Jobs lost in DC area: 1472 (857 direct + 615 indirect); < 0.1%
- Jobs lost in Norfolk area: 1133 (484 direct + 649 indirect); 0.12%

Alternative scenario directed for McGuire AFB (USAF request)

- McGuire scenario (-0136) deleted at 15 March JCSG
 - McGuire MILCON almost 6 times comparable figure for Scott
 - Payback in 7 years (vice immediate); \$\$ savings roughly 1/3 of Scott

US Navy decision not to participate in scenario -0114 or any consolidation

- Initial Navy capacity related to scenario: 82 MSC employees
- Initial proposal: move 67 PM-5 billets from Washington Navy Yard to Scott (15 positions to be eliminated)
- Modified proposal: move 30 PM-5 billets to Scott; cover PM-5 tasks and MSC portion of Joint Operations Center

- Navy provided SDC data on 30 billets, but rejected scenario (XX date, ISG meeting); Mr. Wynne directed consolidation without MSC involvement
- All Navy/MSI inputs removed from scenario and COBRA

Correlation Between H&SA Overarching Strategy and TRANSCOM scenario

- H&SA overarching strategy as the top-level driver
 - Improve jointness
 - Eliminate redundancy, duplication and excess physical capacity
 - Enhance force protection
 - Exploit best business practices
 - Increase effectiveness, efficiency and interoperability
 - Reduce costs
- COCOM subgroup further developed the strategy as:
 - Rationalize headquarters presence within 100 miles of the Pentagon
 - Eliminate leased space
 - Consolidate headquarters

Inverted Military Value in the move from Ft. Eustis to Scott AFB

- Scott AFB rated slightly lower than Ft. Eustis
- SDDC relocation with TRANSCOM & AMC offers qualitative benefits not measured in JCSG's MILVALUE calculations
- Relocation facilitates roughly 20% personnel reductions and vastly improved operating efficiency
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Key Take-away Information (Bottom Line)

- 1. Scenario captures Gen Handy's vision to restructure TRANSCOM and Service components for military effectiveness and efficiency**
- 2. Consolidation at Scott AFB realizes nearly \$1.3B in savings, reduces headcount by 834, and closes leased-space facilities**
- 3. TRANSCOM re-focused on integrated transportation management (vs. separate modal approaches)**



HSA-0114RV4: Co-Locate TRANSCOM and Service Component HQs

Candidate Recommendation (Summary): Realign Fort Eustis, VA, Hoffman 2, and TEA leased space in Newport News, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with AF Air Mobility Command and TRANSCOM.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ✓ Meets T.O. to consolidate or co-locate Service Component HQs w/COCOM HQs ✓ Reduces NCR footprint and eliminates 146,832 USF of leased space within DC Area ✓ Headquarters-level personnel reduction estimated at more than 19% (834 job positions) 	<ul style="list-style-type: none"> ✓ Quantitative Military Value: <ul style="list-style-type: none"> ✓ Ft. Eustis: 0.8758 ✓ TEA-Newport News: 0.305 ✓ SDDC-Alexandria: 0.1620 ✓ Scott AFB: 0.8467 ✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ✓ One Time Cost: \$ 101.8M ✓ Net Implementation Savings: \$ 339.3M ✓ Annual Recurring Savings: \$ 99.3M ✓ Payback Period: Immediate ✓ NPV Savings: \$ 1,278.2M 	<ul style="list-style-type: none"> ✓ Criterion 6: <ul style="list-style-type: none"> ✓ DC area: -1472 jobs (857 direct, 615 indirect); <0.1% ✓ Norfolk area: -1133 jobs (484 direct, 649 indirect); 0.12% ✓ Criterion 7: No Issues ✓ Criterion 8: No Impediments

- ✓ Strategy
- ✓ COBRA
- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification
- ✓ JCSG/MILDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps

From: Switts Shannon Lt Col USTC [Shannon.Switts@hq.transcom.mil]
Sent: Wednesday, March 30, 2005 2:56 PM
To: Musser, David, CTR, WSO-HSAJCSG; Schwartz, Mark, CTR, WSO-HSAJCSG
Cc: Lathroum, John, CDR, WSO-HSAJCSG; Spurlin Ruth GS13 USTC; Leclaire Margaret SES USTC; Pair Butch MG USTC; Parker Thomas GS14 USTC
Subject: Close Hold: Revised Scenario HSA-0114

Importance: High

Mark and David,

We have updated USTRANSCOM Scenario Responses Data spreadsheet to reflect the overall adjusted baseline, the proposed number of billets to move, and the projected manpower savings. In addition, we are providing an updated BRAC scenario spreadsheet depicting the time phasing of the realignments and reductions. Lastly, we have attached the original briefing along with two slides designed to highlight the key functions to be realigned and consolidated under this scenario along with the areas we expect to gain the most significant savings and benefit the warfighter/customer. The key changes to the baseline and savings are highlighted below.

- The consolidation scenario adjusted the SDDC and TEA numbers to reflect the Army FY03 baseline along with the Army's projected moves and savings. We updated the SDDC numbers to reflect the USTC/SDDC/Army agreed upon position. Used Army's mil and civ numbers (for baseline, projected moves, and projected savings); used our contractor numbers (baseline, projected moves, projected savings).
- Corrected the AMC contractor savings number to reflect 119 vs 34 to consistently reflect 20% contractor savings across organizations.

For the consolidation Joint Operations Center (JOC) we are estimating a need for approximately **60,000 square feet for a total cost of \$18 million**. One option under consideration is to house this Joint Operations Center in the Joint building already planned for construction and as such the MILCON costs are not a part of this BRAC scenario. The other option being considered is to refurbish the existing AMC Ops Center to accommodate the additional personnel which may help to reduce the overall cost.

VR

Shannon W Switts

SHANNON W. SWITTS, Lt Col, USAF
Chief, TCJ1 Manpower Management Division
Phone: (618) 229-7786 DSN: 229-7786

CLOSE HOLD

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HSA-0114R: Consolidate TRANSCOM & Service Components at Scott AFB
ISSUES & TALKING POINTS 30 May 2005

Scenario Assumption(s) and rationale

- Similar to all other COCOM-related scenarios – does not close any military installations; closes two leased-space activities in two separate locations (over 180,000 GSF)
- Gen Handy's concept: consolidate duplicative activities (4 x Ops centers, 4 x IT/financial management staffs, 4 x contracting staffs, etc.); cut military/civilian personnel 25%; cut contractor personnel 15%
- Addresses only TRANSCOM personnel billets (not Service/Title 10 billets)

Late start for TRANSCOM-to-Scott scenario

- Earlier scenario for SDDC consolidation at Ft. Eustis scrapped (no airfield)
- Gen Handy's letter for consolidation at Scott AFB (16 Feb 05)

Notional Concept Driving Gen Handy's Staff Consolidation/Reduction

Activity/Function	Type of Consolidation	Personnel Drawdown
Operations Centers	Single Center; collaborative/focused execution (no hand-offs/seams)	1164 down to 895
Financial Management	Centralized, automated, re-engineer process	183 down to 149
Acquisition/Contracting	Eliminate redundancies; synergy from transportation focus vs. modal procurement	99 down to 79
IT Systems	Streamline operations; close 3 of 5 sites	364 down to 280
Staff Support	Flatten organization	106 down to 87
Logistics/Facilities Support	Streamline operations; reduce workload	48 down to 32

- JCSG-TRANSCOM VTC on Friday, 25 February
 - Maj Gen Pair and Mr. Tison agree to ground rules
 - USAF indicates interest in McGuire AFB and Wright-Patterson AFB (close Scott AFB)
- TRANSCOM J-5 drafts a staff-reduction plan for COCOM and components, with sequence and timing of job relocations at Scott AFB
 - No previous plan or functional model on hand for this purpose -- H&SA team phone briefs J-5 team on data issues & COBRA
 - J-5 team works through weekend to draft plan; ~ 20% cuts for all groups – unable to verify functional goodness of proposal & timetable
- TRANSCOM/HSA teams race to meet March-April JCSG and ISG meetings; overcome bad or missing capacity data, generate new MILVALUE data, etc.

Personnel Reduction/Relocation Proposed for TRANSCOM & Components

Activity/Location, Employee Type	Personnel (start)	Personnel Reductions	Personnel Relocated	Contractors Start/ Remaining
TRANSCOM (Scott AFB)				500 / 400
- Military Officers	278	40	N/A	
- Military Enlisted	227	74	N/A	
- Civilians	363	47	N/A	
Air Mobility Command (Scott AFB)				594/475
- Military Officers	271	44	N/A	
- Military Enlisted	369	70	N/A	
- Civilians	365	64	N/A	
SDDC (Alexandria, VA)				325/262
- Military Officers	16	6	10	
- Military Enlisted	8	1	7	
- Civilians	508	124	384	
SDDC (Ft. Eustis, VA)				45/36
- Military Officers	15	3	12	
- Military Enlisted	5	0	5	
- Civilians	296	48	248	
SDDC-TEA (Newport News, VA)				9/7
- Military Officers	1	1	0	
- Military Enlisted	0	0	0	
- Civilians	104	19	85	
TOTALS	2826	541	751	1473/1180

- Recommendation cuts 541 military and civilian positions, 293 contractor positions (total reduction of 834)
- 558 positions eliminated at Scott AFB; influx to Scott AFB is 1056
- 165,000 GSF new MILCON required for 498 additional positions at Scott AFB and Joint Operations Center -- \$40.1M new MILCON required
- Jobs lost in DC area: 1472 (857 direct + 615 indirect); < 0.1%
- Jobs lost in Norfolk area: 1133 (484 direct + 649 indirect); 0.12%

Alternative scenario directed for McGuire AFB (USAF request)

- McGuire scenario (-0136) deleted at 15 March JCSG
 - McGuire MILCON almost 6 times comparable figure for Scott
 - Payback in 7 years (vice immediate); \$\$ savings roughly 1/3 of Scott

US Navy decision not to participate in scenario -0114 or any consolidation

- Initial Navy capacity related to scenario: 82 MSC employees
- Initial proposal: move 67 PM-5 billets from Washington Navy Yard to Scott (15 positions to be eliminated)
- Modified proposal: move 30 PM-5 billets to Scott; cover PM-5 tasks and MSC portion of Joint Operations Center

- Navy provided SDC data on 30 billets, but rejected scenario (XX date, ISG meeting); Mr. Wynne directed consolidation without MSC involvement
- All Navy/MSA inputs removed from scenario and COBRA

Correlation Between H&SA Overarching Strategy and TRANSCOM scenario

- H&SA overarching strategy as the top-level driver
 - Improve jointness
 - Eliminate redundancy, duplication and excess physical capacity
 - Enhance force protection
 - Exploit best business practices
 - Increase effectiveness, efficiency and interoperability
 - Reduce costs
- COCOM subgroup further developed the strategy as:
 - Rationalize headquarters presence within 100 miles of the Pentagon
 - Eliminate leased space
 - Consolidate headquarters

Inverted Military Value in the move from Ft. Eustis to Scott AFB

- Scott AFB rated slightly lower than Ft. Eustis
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Key Take-away Information (Bottom Line)

- 1. Scenario captures Gen Handy's vision to restructure TRANSCOM and Service components for military effectiveness and efficiency**
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- 3. TRANSCOM re-focused on integrated transportation management (vs. separate modal approaches)**



HSA-0136:

Realign TRANSCOM HQ and Service Component HQs

Candidate Recommendation (Summary): Realign TRANSCOM HQ and Service Component Headquarters by (1) Relocating TRANSCOM HQ and Air Mobility Command (AMC) HQ to McGuire AFB, (2) Relocating TRANSCOM-related elements at MSC (Washington Navy Yard) to McGuire AFB, (3) Relocating SDDC from Alexandria, VA and Ft. Eustis to McGuire AFB, (4) Relocating SDDC TEA from leased space in Newport News, VA to McGuire AFB, and (5) reducing staff of the consolidated organization at McGuire AFB, NJ.

<u>Justification</u>	<u>Military Value</u>
<p><u>Payback</u></p> <ul style="list-style-type: none"> ✓ One Time Cost: \$ 355M ✓ Net Implementation <u>Savings</u>: \$ 368M ✓ Annual Recurring <u>Savings</u>: \$ 169M ✓ Payback Period: 2009 ✓ NPV : \$ 1.9B 	<p><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: TBD ✓ Criterion 7: TBD ✓ Criterion 8: TBD

- ✓ Greater consolidation of COCOM and Service Component headquarters at McGuire AFB
- ✓ Reduction of NCR footprint;
- ✓ Eliminates 162,000 USF of leased space within DC Area.
- ✓ Overall personnel reduction estimated 25% (1568 job positions)

- ✓ Quantitative Military Value:
 - Ft. Eustis: .8758
 - WNY: .8634
 - McGuire AFB: .8500
- ✓ Scenario meets Transformational Option to consolidate HQs and co-locate Service Component HQs with COCOM HQs
- ✓ Eliminates Leased Space (SDDC & SDDC/TEA)

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps

	Realign TRANSCOM at Scott AFB	Realign TRANSCOM at McGuire AFB		COBRA Report
One-Time Costs	\$ 53.1M	\$ 406.9M		Summary Report
<i>MILCON</i>	\$ 11.1M	\$ 238.6M		Summary Report
<i>Civilian(&Mil) Moving</i>	\$30.1M	\$ 94.9M		Detailed Report (page 3)
<i>Civilian RIF/early ret.</i>	\$7.5M	\$16.6M		
<i>Program Mgt Costs</i>	\$1.5M	\$10.9M		One-Time Cost Report (page 1)
<i>One-Time Unique Costs</i>	\$0.1M	\$39.3M		One-Time Cost Report (page 1)
Net Implementation	\$ - 330.6M (savings)	\$ 210.6M (cost)		
Annual Recurring Savings	\$ - 87.4M (savings)	\$ - 63.5M (savings)		Summary Report
Payback Yrs / Breakeven	Immediate	7 yrs		Summary Report
NPV Savings	\$ - 1,116.2 M (savings)	\$ - 393.4 M (savings)		Summary Report
Mil / Civ Reductions	296 / 343	508 / 433		Summary Report
Mil / Civ Relocated	37 / 778	2642 / 2368		Summary Report
Annual Recurring (Net)	\$ - 87.4M	\$ - 63.5M		Summary Report (Beyond 2001)
<i>Personnel</i>	\$ - 81.5M	\$ - 65.6M		Summary Report (Beyond 2001)
<i>Military Salaries</i>	-30.0	-30.1		Detail Report (page 3)
<i>Civilian Salaries</i>	-23.7	-17.7		Detail Report (page 3)
<i>Contractor Salaries (input)</i>	-25.4	-25.4		Summary Report (Mission-Beyond)
<i>Housing Allowance</i>	-2.4	7.7		
<i>BOS</i>	0.2	5.1		
<i>TRICARE</i>	\$ <0.1M	\$ 9.7M		Summary Report (Beyond 2001)(Other)
<i>Lease Savings</i>	\$ - 6.0M	\$ - 6.0M		Summary Report (Beyond 2001)
<i>Sustainment & Recap</i>	\$ -1.7M	\$ - 6.7M		Detail Report (page 3)
				Detail Report (page 3)
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NOTE: Data current as of 14 May 2005; shown to illustrate why the McGuire scenario was dropped; the Scott AFB numbers changed slightly due to scenario modifications directed by OSD and the integration process.				



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Realign TRANSCOM HQ and Service Component HQs

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**Combatant Command
Headquarters
Consolidation Initiative
(Scenario HSA-0114)**

CLOSE HOLD

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Scenario HSA-0114

Execution DTS Functions Are Consolidated into COCOM HQs
 Title 10 Functions Remain with Services

Title 10 Functions:
 Organize, Train,
 & Equip
 Stay with Services



**Consolidated
 COCOM HQs**



Consolidated:

- Joint Ops Ctr
- DTS Operations
- Contracting/Acq
- Intelligence/FP
- Financial Mgt
- Legal
- Support Staff



Scott AFB, IL

- Operations Ctr-TACC
- 18 AF Cmd Support
- Contract Airlift
- Pax/Traffic Mgt
- Intelligence
- Acquisition
- TWCF Billing/Acctng
- Cmd Support
- Weather



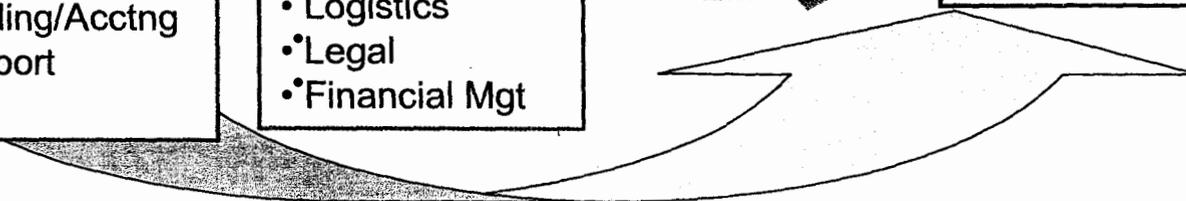
**Alexandria &
 Ft. Eustis, VA**

- Operations Ctr
- Cmd Support
- Passenger PP
- Intelligence
- Acquisition
- Logistics
- Legal
- Financial Mgt



**Washington
 Navy Yard**

- Selected Ops
- Reach Back Capability



Scenario Efficiencies and Operational Benefits

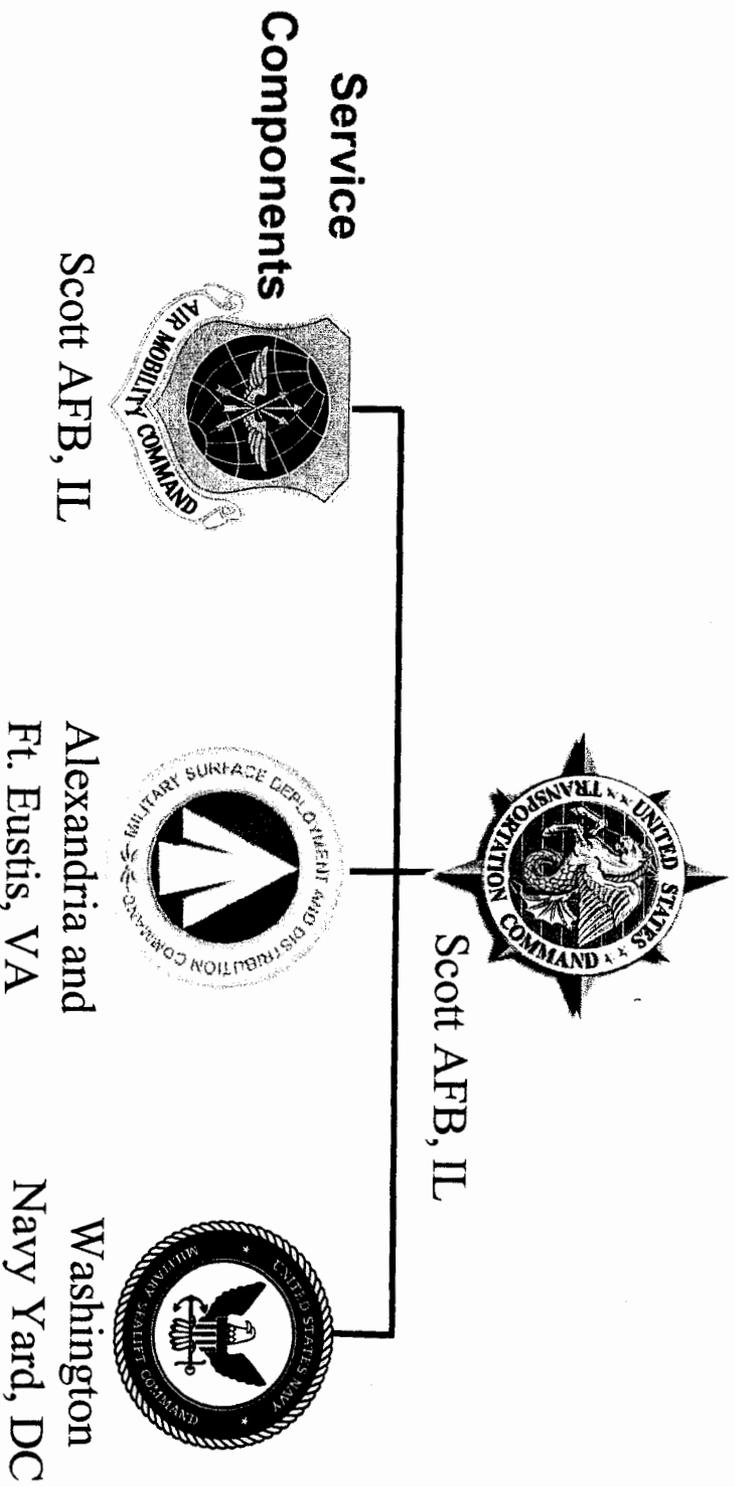
Achieving Key Savings

- Combined Ops/Joint Ops Ctrs (1164 → 895)
 - Single, consolidated Joint ops center
 - Less duplication, no hand-offs/seams
 - Collaborative, Focused execution
- Financial Mgt (183 → 149 billets)
 - Centralize, consolidate, automate
 - Reengineer processes
- Acquisition/Contracting (99 → 79 billets)
 - Consolidate/Eliminate redundancies
 - Synergy from transportation focused acquisitions (vs modal procurement)
- IT Systems (364 → 280 billets)
 - System consolidation/streamlining
 - From 5 sites down to 2 sites
- Staff Support (106 → 87 billets)
 - Consolidate/flatten organization
- Logistics/Facilities Support (48 → 32)
 - Consolidate/streamline/less workload

Benefits to Warfighter

- Single Face to Customer
- Focused, Unity of Effort
- Synchronized intermodal solutions
- Agile, ready deployment teams
- Ability to keep pace with rapid operations
- Increased In-Transit Visibility
- Improved tooth-to-tail ratio
- Single item billing
- Accurate, timely, reliable financial information

Scenario HSA-0114



Scenario consolidates the Defense Transportation System (DTS) mission and resources of USTRANSCOM and our three Service components into one COCOM at Scott AFB, leaving behind the Title 10 responsibilities for the Services. The initiative establishes USTRANSCOM as the single DoD focal point for the deployment and distribution enterprise to best oversee and manage execution.

Compelling Reasons for This Scenario

- **Current organizational structure not as effective and efficient as it should be to support COCOM customers**
- **Entirely too much redundancy: 4 Ops Centers, 4 Support Staffs, 4 Contracting Activities, 4 IT Support Staffs, 4 Sets of Automated Systems**
- **Excess process steps in execution and inefficient handoffs**
- **Fragmented processes make it difficult to effectively synchronize deployment and distribution enterprise**
- **Excessive time and resources consumed to work Title 10 issues vice razor-sharp execution**
- **Too costly – current structure has excessive overhead tied to our current geography**

Benefits of This Consolidation

- **Yields, rapid, more effective agile support**
- **Provides responsive joint effects and solutions**
- **Lowers support cost**
- **Consolidates support staffs, generates manpower savings and leaner processes**
- **Focuses on unity of effort that translates to better customer support**
- **Freedom from Title 10 responsibilities allows Command to focus 100% of its effort on mission execution**
- **Eliminates need for 2 leased facilities, improves force protection by realigning mission to one fenced location**
- **Scenario generates a Net Present Value savings of \$1B.**

SDDC Organization Worldwide

SDDC Headquarters, Alexandria, Va.

200 Stovall St.
Alexandria, VA 22332

SDDC Headquarters, Ft. Eustis, Va.

661 Sheppard Place
Fort Eustis, Va. 23604

Transportation Engineering Agency

720 Thimble Shoals Blvd.
Newport News, Va. 23606

595th Transportation Group, Camp Spearhead, Ash Shuaiba, Kuwait

831st Transportation Battalion, Manama, Bahrain
840th Transportation Battalion, LSA Anaconda, Iraq

597th Transportation Group, Southport, NC

832rd Transportation Battalion, Jacksonville, Fla.

Detachment in Puerto Rico

~~833rd Transportation Battalion, Seattle, Wash.~~

834th Transportation Battalion, Concord, Calif.

841st Transportation Battalion, Charleston, S.C.

842nd Transportation Battalion, Beaumont, Texas

954th Transportation Co., Cape Canaveral, Fla.

956th Transportation Co., Fort Monmouth, N.J.

598th Transportation Group, Rotterdam, the Netherlands

838th Transportation Battalion, Rotterdam, the Netherlands

Detachment in Rhine River

839th Transportation Battalion, Livorno, Italy

Detachment in Greece and Azores

840th Transportation Battalion, Izmir, Turkey

950th Transportation Co., Bremerhaven, Germany

951st Transportation Co., United Kingdom

599th Transportation Group, Wheeler Army Airfield, Wahiawa, HI

835th Transportation Battalion, Okinawa, Japan

836th Transportation Battalion, Yokohama, Japan

837th Transportation Battalion, Pusan, Korea

Distribution

Surface Deployment and Distribution Command (SDDC) provides global surface distribution management and services to meet National Security objectives in peace and war. SDDC is a joint-service, major Army command, and the surface transportation component of the U. S. Transportation Command.

Its mission "To provide global surface distribution management and services to meet National Security objectives in peace and war" positions SDDC as the link between DOD shippers, commercial carriers and the warfighters in providing safe, responsive, efficient distribution solutions for our military.

The focus of the Command can be summed up as follows:

SDDC's number one priority is support to the warfighter.

SDDC is fully engaged in transformation, right now, to meet the objective force of 2015.

SDDC is a change agent for the move from supply-based to distribution-based logistics.

SDDC remains focused on its customers. Our distribution expertise touches every soldier, sailor, airman and Marine in the U.S. military whether it is in their deployment and sustainment or the movement of their POV's and household goods. For nearly four decades, SDDC has supported every war, every major contingency, and every humanitarian relief operation where U.S. Military forces have been deployed.

The Deputy Commanding General/Director of Operations commands the SDDC Operations Center at Fort Eustis, Va., which is the hub for SDDC operations worldwide and which is transforming to become the global surface distribution center for USTRANSCOM.

SDDC has four subordinate units, three of which manage seaports. More specifically, the 597th Transportation Terminal Group, Sunny Point, NC, is the major subordinate headquarters, responsible for the command's port terminal units in the United States and Puerto Rico. The 598th Transportation Group, Rotterdam, The Netherlands, and the 599th Transportation Group, Wheeler Army Air Field, Hawaii, manage the command's remaining worldwide terminal units. The fourth subordinate unit, the Transportation Engineering Agency, Newport News, Va., conducts global deployability engineering and analysis to support national security requirements and influences transportation engineering policies.

Transformation

SDDC is transforming itself from a traffic management-focused organization to one that highlights surface distribution solutions. The command serves as the face to the field for surface distribution. Its mission meets DOD's need to link supply and transportation into a seamless, agile system that coordinates surface movements from the source of supply to the end user. Core elements of the command's work in the management, documentation and synchronization of cargo moving by land and sea, on a global basis, are being reviewed to incorporate new business processes and technological innovations that assure customers in-transit visibility and total asset visibility (ITV/TAV). Additional benefits of these initiatives are a reduced logistics footprint in the operational theater and the ability to divert or redirect materiel while it is in transit. The end state will be a fused distribution process that is seamless, flexible, and responsive, delivering the power and the force to the theater of operation.



**Surface Deployment
and Distribution
Command (SDDC)**



Doing Business with SDDC
Families First
Contact the Webmaster
Access ETA System

Global Cargo Distribution
Passenger
Personal Property / POV
Deployment Engineering

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Title: SDDC Worldwide (761)

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SDDC Organization Worldwide

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842nd Transportation Battalion, Beaumont, Texas
954th Transportation Co., Cape Canaveral, Fla.
956th Transportation Co., Fort Monmouth, N.J.

598th Transportation Group, Rotterdam, the Netherlands
838th Transportation Battalion, Rotterdam, the Netherlands
Detachment in Rhine River
839th Transportation Battalion, Livorno, Italy
Detachment in Greece and Azores
840th Transportation Battalion, Izmir, Turkey
950th Transportation Co., Bremerhaven, Germany
951st Transportation Co., United Kingdom

Scott AFB

**599th Transportation Group, Wheeler Army Airfield,
Wahiawa, HI**

835th Transportation Battalion, Okinawa, Japan

836th Transportation Battalion, Yokohama, Japan

837th Transportation Battalion, Pusan, Korea

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Our Mission:

To improve the global deployability and sustainment of U.S. Armed Forces by providing the Department of Defense (DoD) with transportation engineering, policy guidance, research, and analytical expertise to support the National Military Strategy.

Director's Message

As the premier Department of Defense deployment engineering and analysis center, SDDCTEA (formerly MTMCTEA) employs state-of-the-art computational and analytical tools as well as the most advanced information system technologies to satisfy the war fighter's total force projection needs. Today's National Military Strategy is built on our ability to rapidly deploy, project and sustain armed forces anywhere in the world. These force projection goals are constantly evolving and becoming ever more demanding. SDDCTEA supports these requirements with timely and accurate deployment and surface distribution-related analyses and transportation engineering solutions.

Our highly motivated team includes civil, mechanical and computer engineers, operations research analysts, transportation specialists, computer specialists, engineering and computer technicians, and a diverse and highly skilled support staff. For us, customer satisfaction is the number one priority.

We are proud to play a key role in ensuring that our military forces can respond successfully to any requirement anywhere in the world.

Mr. William Cooper - Director



Mr. Cooper is the Director of the Military Surface Distribution Command Transportation Engineering Agency (SDDCTEA), and Deputy to the Commander, Policy and Strategy (SDDC) Newport News, responsible for providing the Department of Defense with technology application, research, engineering to improve the deployability and sustainment of U.S. Armed Forces.

Mr. Cooper was born in Detroit, MI, in June 1947. He received a Bachelor of Science Degree in Civil Engineering from Boston University in 1973 and a Master of Science Degree in Management Administration from Boston University in 1975. His education includes the Armed Forces Staff College (1978), the Executive Institute (1992), and the United States Army War College (1994).

In 1973, Mr. Cooper was commissioned as a Second Lieutenant in the United States Army and Transportation Corps Officer until 1979 in various locations in the United States. During his Army tour, he achieved the rank of Captain and received the Army Commendation Medal and the Expert Infantry Badge. Additional training includes Basic Course, Airborne School, and the Transportation Officer Advanced Course.

From 1979-1990, Mr. Cooper held several positions as a Department of the Army civilian (formerly MTMCTEA). He was a senior engineer and project officer before becoming Chief of the Transportation Analysis Branch in the Operations Analysis Division. In these positions he conducted deployability studies, exercise evaluations, developing and fielding deployment-related investigations of highway, sea, pipeline, ports, and rail transportation facilities, as well as in both CONUS and OCONUS. From 1990-1999, Mr. Cooper, GS-15, served as the Chief of the Analysis and Systems Integration Division (SDDCTEA). He was responsible for coordinating joint analytical studies; developing computer simulation models involving equipment, units, and supplies throughout the worldwide defense transportation system evaluations.

In January 2000, Mr. Cooper was selected to the Army Senior Executive Service and assigned to SDDCTEA (formerly MTMCTEA).

Mr. Cooper's honors and awards include the Meritorious Executive Presidential Rank Award, Secretary of the Army Decoration for Exceptional Civilian Service, 1986; MTMCTEA MTMC Employee of the Year Award, 1980 and 1984; and the Outstanding Young Man Award, 1983.

He has been active in both his military and civilian community as a former President of the National Defense Transportation Association, Fort Eustis, VA; and member of the International Maritime, Port, and Logistics Management Institute and the Virginia and Analysis Center. In addition, he is affiliated with the United States Army War College Executive Institute Alumni Associations.

Durso, James, CIV, WSO-BRAC

From: Theresa Hitchens [thitchens@cdi.org]
Sent: Friday, June 03, 2005 1:33 PM
To: Durso, James, CIV, WSO-BRAC
Subject: RE: Satellite ops centers

*"Satellite Task Force Report,
Feb-2004"*

Not directly. It's one of the recommendations of the President's National Security Telecommunications Advisory Committee that looked into commercial sat vulnerabilities. Published in March 2004 but not widely circulated. I know from talking to guys at SIA that it is something they are advising their members to do: beef up physical security and consider adding command/control nodes so as to have redundant sites. Homeland Security is looking into it too, critical infrastructure issue.

th

Theresa Hitchens
Vice President, CDI
1779 Massachusetts Ave., NW
Washington, DC 20036
tel: 202-797-5269
fax: 202-462-4559
email: thitchens@cdi.org

-----Original Message-----

From: Durso, James, CIV, WSO-BRAC [mailto:james.durso@wso.whs.mil]
Sent: Friday, June 03, 2005 11:38 AM
To: Theresa Hitchens
Subject: Satellite ops centers

Theresa,

You mentioned satellite companies were building redundant capability into their ops centers. Can you point me at some data on this? Thanks.

Jim

James D. Durso
Senior Analyst, Joint Cross-Service Team
Defense Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, VA 22202
(703) 699-2911 office
(703) 699-2950 reception
<http://brac.gov/>

GAO - "Critical Infrastructure Protection: Commercial Satellite Security Should Be More Fully Addressed" GAO-02-781

Table 4: Security Techniques Available to Address Unintentional and Intentional Threats

Satellite system components	Security techniques available	Type of threat addressed
TT&C and data links	Encryption	Cyber attacks
	High-power radio frequency (RF) uplink	Jamming
	Spread spectrum	Jamming
	Unique digital interface	Cyber attacks, jamming
Satellites	Hardening	Space environment, interceptors, directed-energy weapons
	Redundancy	Sabotage, space objects, interceptors, directed-energy weapons
Ground stations	Physical and logical security controls	Physical destruction, sabotage, cyber attacks, jamming, power outages
	Hardening	Natural occurrences, physical destruction, cyber attacks, jamming
	Redundancy	Natural occurrences, physical destruction, sabotage, power outages

Source: GAO analysis.

Various Techniques Can Protect TT&C and Data Links

Techniques to protect satellite links include the use of encryption, high-power radio frequency (RF) uplinks, spread spectrum communications, and a digital interface unique to each satellite. Commercial satellite service providers, federal satellite owners and operators, and customers stated that they typically use at least one of these techniques. Usually, only the military uses spread spectrum techniques.

Both TT&C and data links can be protected by encryption: generally, for TT&C links, the tracking and control uplink is encrypted, while the telemetry downlink is not. Encryption is the transformation of ordinary

B. Military Value Results.

Consolidating SDDC and SDDC-TEA at Scott AFB with TRANSCOM and AMC realizes more than a 19% headquarters-level personnel reduction (834 personnel) across the US military transportation organizations, and resulting efficiencies in military transportation capabilities. Concentrating US military transportation organizations is vital to realizing the full value of the total US Defense Transportation System (DTS). While Scott AFB has a slightly lower quantitative military value score (.8467) than Ft. Eustis (.8758), the numerical difference is really very small (0.029 on a scale of 0 to 1.000).

Consolidation of these commands at Scott AFB eliminates stand alone headquarters, eliminates two leased activities (one within the NCR), and consolidates Service Component Commands with the Combatant Command Headquarters – providing synergy and reduction of personnel. This offers qualitative military value benefits that overcome the slight difference in Military Value quantitative scores, and gives military decision-makers in one location full and integrated control of all military transportation modes and assets. Co-location of all these common and integrating activities will enhance the value of SDDC and SDDC-TEA, and creates greater military value via the concentration of all military transportation management in one location. Realignment of TRANSCOM and Service component commands will (1) eliminate personnel redundancies and excess infrastructure capacity, (2) increase military effectiveness by improved transportation efficiency, and (3) reduce the cost of military transportation operations.

*realizes
military
value*

Realignment of SDDC and SDDC-TEA creates military value that is not measured by the Major Administrative & Headquarters Joint Cross Service Group's existing military value model. The Military Value Model is a general tool that scores a limited number of background factors -- general measures of merit -- and does not attempt to measure specific issues like co-location and critical mass of defense transportation capability. Scott AFB is a better military location and center of gravity than Ft. Eustis, Alexandria, VA, or Newport, VA because of the synergy with defense transportation entities already located there, a fact not accounted for in the Military Value model and installation scores. It is the military judgment of the H&SA JCSG that SDDC and SDDC-TEA realignment to Scott AFB, IL delivers highest overall military value to the Department through increased management effectiveness of integrated defense transportation activities, the resulting military effectiveness of the total Defense Transportation System, and reduced cost of operations.

Question: In 2002 - 2003, the Army planned to move SDDC from Alexandria, VA to Ft. Eustis, VA. What detailed staff reductions and dollar savings were envisaged?

Answer: There were no manpower or dollar savings associated with the planned move of SDDC from Alexandria, VA to Fort Eustis, VA.

Rationale for consolidation and relocation to Fort Eustis.

The purpose and need for the proposed HQ consolidation and relocation were three-fold; consolidate the HQ onto a military installation to ensure adequate level of force protection; co-locate the Commander and Staff with the operational center of gravity; and transform SDDC as the Warfighter's single surface deployment/distribution provider.

(1) Force Protection: The primary operational concern was the inability to economically incorporate AT/FP security measures at the Alexandria leased site. SDDC's critical and highly-sensitive mission as the single-point provider of deployment/distribution services to the Joint Warfighter makes it a potentially inviting target for terrorist organizations. The immediate need for a secure location was a key driver of this proposal to relocate HQ SDDC to Fort Eustis.

(2) Collocate Commander and Staff with Operations: Position SDDC leadership team to manage and lead the command in the most efficient and effective manner. By collocating and consolidating the entire Headquarters' command, planning and communications would be improved and transform SDDC into a "boundary-less" organization improving problem solving and process improvements.

(3) SDDC Transformation. SDDC's mission responsibilities to the Joint Warfighter for surface deployment and distribution were increasing in scope and complexity, and required a transformed organization capable of delivering essential combat capabilities to the Warfighter. This command had undertaken several significant initiatives to transform SDDC into a more efficient organization, thus enabling the command to provide quality and cost effective support to the Warfighter. As a result of these initiatives, SDDC voluntarily returned a total of 542 civilian and 33 military authorizations to the Army (FY01-FY03). Our assessment was then based on a peacetime environment. With the Global War on Terrorism (GWOT) contingency, it had become painfully obvious that this command could not reduce its staffing any further without mission failure. With the center of operations located at Fort Eustis and the command headquarters in Alexandria, VA, operations are tremendously strained. The workforce is challenged beyond what should be expected, both physically and mentally, to ensure mission success. Several manpower shortfalls have been identified as a result of the war. By uniting the three elements we would be able to address some of our manpower shortages through redistribution of manpower. This was not a savings drill. It was driven by Force Protection requirements and effectiveness.

Military Surface Deployment & Distribution Command

Cost and Savings Summary

(\$ Thousands)

One-Time Costs	(\$ K)	Source of Funds
<i>Military Personnel Appropriation Costs</i>	199.9	Appropriation
Military PCS	199.9	
<i>Operations and Maintenance Appropriation Costs</i>	16,666.5	USTRANSCOM
Civilian Personnel Costs		
Civilian PCS	5,268.2	
Civilian Termination Costs	1,575.0	
Civilian Replacement/Rehire Costs	5,568.7	
Civilian Outplacement Costs	10.0	
Total Civilian Personnel Costs	12,421.9	
IT Equipment Relocation/Redundancy	3,515.1	
Environmental Assessment Updates	100.0	
Facility Modification	0.0	
Lease Termination Penalty	629.5	
Equipment Purchases (<\$100K Threshold)	0.0	
 <i>Military Construction Appropriation Costs</i>		
Facility Modification	0.0	
New Facilities	0.0	
 Total One-Time Costs	 16,866.4	
 Annual Recurring Costs/(Savings)	(\$ K)	Source of Funds
Current Location	73,492.1	
Mission (Facility Leases) (-)	7,380.7	
Civilian Pay	63,741.9	
Base Support (less civilian pay) - via support agreement	2,369.5	
BASOPS		
Family Programs		
Environment		
Audio Visual		
Base Communications		
Real Property Maintenance		
 New Location		74,892.3
Mission (Facility Leases) (-)	7,026.9	
Civilian Pay	63,056.4	
Base Support (less civilian pay) - via support agreement	4,746.1	
BASOPS		
Family Programs		
Environment		
Audio Visual		
Base Communications		
Real Property Maintenance		

(Cost)/Savings (Current - New)		(1,337.2) USTRANSCOM
Mission (-)	353.8	
Civilian Pay	685.5	
Base Support (less civilian pay) - via support agreement	(2,376.5)	

Figure 5-3. Cost and Savings Summary

Consolidate Transportation Command Components

Recommendation: Realign Fort Eustis, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.

Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment and Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Justification: Collocation of TRANSCOM and Service components will (1) collocate activities with common functions and facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long-term savings. The realignment will also terminate leased space operations in the National Capital Region (143,540 GSF in Alexandria, VA) and near Norfolk, VA (40,013 GSF in Newport News, VA). The scenario will terminate a total of 183,553 GSF in both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$101.8M. The net of all costs and savings to the Department during the implementation period is a savings of \$339.3M. Annual recurring savings to the Department after implementation are \$99.3M, with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,278.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,472 jobs (857 direct jobs and 615 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,133 jobs (484 direct jobs and 649 indirect jobs) in the VA Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates that although Scott AFB job growth rates have on occasion fallen just below the national growth rates, there are no issues that affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Scott AFB. An air permit revision may be needed. Scott AFB has a 79 acre historic district that may be impacted by future development. Additional operations may further impact threatened and endangered species and/or critical habitats on Scott AFB and impact operations. Modification of the on-installation treatment works at Scott AFB may be necessary. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Community Input

Proposed for the BRAC 2005 Report to the President Consolidate Transportation Command Components

Category: Headquarters and Support Activities Joint Cross-Service Group

Mission: Army Surface Deployment and Distribution Command

One Time Cost: \$101.8M

Savings: \$1,278.2M

Return on Investment: Immediate

Annual Recurring Savings: \$99.3M

Final Action: Realign

Secretary of Defense Recommendation

Realign Fort Eustis, VA by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.

Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign US Army Surface Deployment and Distribution Command - Transportation Engineering Agency facility in Newport News, VA by relocating US Army Surface Deployment and Distribution Command- Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Secretary of Defense Justification

Collocation of TRANSCOM and Service components will (1) collocate activities with common functions and facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long term savings. The realignment will also terminate leased space operations in the National Capital Region (143,540 GSF in Alexandria, VA) and near Norfolk, VA (40,013 GSF in Newport News, VA). The scenario will terminate a total of 183,553 GSF in both locations.

Community Concerns

Community feels that the realignment of SDDC to Scott Air Force Base, Illinois does not correctly accomplish the BRAC criteria goals. The community notes that BRAC 1995 recommended the consolidation of SDDC operations from California and New Jersey and directed the Army to select a consolidated site.

After careful consideration and an intense study, the Army selected Fort Eustis. The SDDC Operations Center, located at Fort Eustis, routinely coordinates the work of joint service activities whose commands are already concentrated within Hampton Roads, Virginia.

The community further notes that after recognizing the advantages of Fort Eustis' SDDC operations location, the highest levels of the Army had authorized further consolidating SDDC headquarters from leased space in Northern Virginia to Fort Eustis. As part of the intended relocation of SDDC to Fort Eustis, the City of Newport News had agreed to construct, at their actual cost, the needed facilities to accommodate all elements of SDDC on Fort Eustis. The City of Newport News had offered to build and maintain a Headquarters Complex to Army specifications either on base or contiguous to Fort Eustis. The community points out that the city was lead to believe that the Army elected to wait for BRAC 2005 in lieu of proceeding since the cost of this realignment could be absorbed within the BRAC account rather than in their annual appropriations accounts.

The community believes that the consolidation at Fort Eustis of SDDC Headquarters with the Operations Center meets the operational needs of the Army and USTRANSCOM by locating the mission within a region well known for joint military activities. The community feels that consolidating SDDC at Fort Eustis would create minimal workforce disruption, as a large portion of SDDC is already located at the Fort. The community notes that historic evidence shows that 40% or less of the current SDDC workforce would be willing to move to Scott AFB, a substantial workforce disruption. Recruiting and retraining for these positions is costly and it would be difficult to replace the operations research and engineering positions.

Additionally, the community feels that consolidating SDDC at Fort Eustis, as was originally planned, enhances an important synergy that currently exists. The community notes that the Secretary did not recommend the movement of Military Sealift Command from Washington, D.C. to Scott AFB, nullifying the argument that optimal synergy was a product of this realignment.

Commission Findings

The Commission finds that in the process of recommending the realignment of the Surface Deployment and Distribution Command from Fort Eustis, Virginia and Northern Virginia the Secretary did not take into account the optimal operational synergy and jointness that Fort Eustis and the Hampton Roads areas provide to SDDC. Furthermore the Commission finds that the cost of relocating and potentially recruiting new SDDC personnel to Scott Air Force Base, Illinois overlooks the cost savings associated with consolidating SDDC at Fort Eustis.

Fort Eustis provides the more viable consolidation option as a large percentage of SDDC personnel are already based at Fort Eustis. Fort Eustis was graded with a higher military value rating than Scott Air Force Base, which has no available capacity. The Commission also finds that the historical advantages for consolidating SDDC at Fort Eustis have not changed and that the better military value option for SDDC and the force structure plan is Fort Eustis.

Commission Recommendation

The Secretary of Defense deviated substantially from the force structure plan and the final BRAC Criteria 1 and 4. Therefore, the Commission makes the following recommendation: The Surface Deployment and Distribution Command Operations Center shall remain at Fort Eustis; The Transportation Engineering Activity should move from leased space in Newport News to Fort Eustis; and the SDDC Headquarters should relocate from leased space in Alexandria, Virginia to Fort Eustis. The Commission finds that this recommendation is consistent with the force structure plan and final criteria.

Durso, James, CIV, WSO-BRAC

From: Switts Shannon Lt Col USTC [Shannon.Switts@hq.transcom.mil]
Sent: Thursday, June 16, 2005 6:41 PM
To: james.durso@wso.whs.mil
Subject: BRAC TRANSCOM Draft Deliberative Document - For Discussion Purposes Only
Attachments: HSA 0114A.doc; TWCF Mgmt HQs Analysis.ppt

Mr. Durso,

Attached is the draft write-up prepared by the MSC action officer stating that 78 of the 122 MSC TWCF positions at the Washington Navy Yard should be realigned to USTRANSCOM as part of the consolidation scenario. I've also attached a few PowerPoint slides showing the breakout of all the TWCF positions in USTRANSCOM and our component commands along with the break-out of the 78 MSC billets initially proposed for realignment to USTRANSCOM. The revised scenario to realign 30 billets from MSC to USTRANSCOM was a senior leader compromise that I do not have all the details on would probably need to go to MG Pair for additionally information. Mr. Tom Parker and myself modified the scenario to transfer 30 of the PM5 positions to USTRANSCOM with the remaining 2 billets staying at MSC to provide reach back capability. Since the Navy did not agree to this scenario, we never had a chance to work the details and verify our assumptions. The final adjustment came when Mr. Wynne during an Infrastructure Steering Group (ISG) meeting directed the JCSG remove the 30 Navy billets being contested from the scenario and the COBRA model re-run.

VR

Shannon

SHANNON W. SWITTS, Lt Col, USAF
Chief, TCJ1 Manpower Management Division
Phone: (618) 229-7786 / DSN: 779-7786

DRAFT DELIBERATIVE DOCUMENT- FOR DISCUSSION PURPOSES ONLY - DO NOT RELEASE UNDER FOIA

*- Move Strat Sealift Cog. to TC, Stay @ Navy
Yard?*

DoD55902 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, provide, by year, the number of OFFICER billets being RELOCATED to each Receiving Activity. Utilize the "Rationale" column to give a brief explanation for your rationale for both numbers and FY on which relocation occurs. Ensure you consider space available and/or MilCon completion timing at the receiving site when providing personnel movement information by FY. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

FY 2007 2 Officers

Rationale: The Scenario calls for the relocation of all MSC personnel with TRANSCOM-related duties from the WNY to Scott AFB, IL. From the population of all MSC Transportation Working Capital Funded (TWCF) billets, only those Sealift Program (PM5) personnel are considered to have TRANSCOM-related duties and will be affected by this Scenario. The remaining TWCF personnel fall into either of two categories which are not considered to be personnel with exclusive TRANSCOM-related duties and therefore not affected by this Scenario: those that provide support to all four MSC lines of business, including the Sealift Program, and those that directly support the PREPO ships which, while managed under TWCF, are funded by the Services and assigned as forces to the geographic commanders, not COMUSTRANSCOM. Based on this, of the 8 TWCF officer billets authorized by the FY05 PB at MSCHQ (the Scenario Personnel Summary incorrectly shows 14 authorized billets), 2 are uniquely Sealift Program (PM5) personnel and will be re-located to support the PM5 mission at USTRANSCOM HQ in Scott AFB, IL. The balance of 6 officer billets provide support to all four of the MSC primary lines of business - NFAF, Special Mission ships PREPO ships and Sealift - and, as such, cannot be reduced or realigned and must remain at MSCHQ.

DoD55903 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, provide, by year, the number of ENLISTED billets being RELOCATED to each Receiving Activity. Utilize the "Rationale" column to give a brief explanation of your rationale for both numbers and FY on which relocation occurs. Ensure you consider space available and/or MilCon completion timing at the receiving site when providing personnel movement information by FY. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

FY 2007 1 Enlisted

Rationale: The Scenario calls for the relocation of all MSC personnel with TRANSCOM-related duties from the WNY to Scott AFB, IL. From the population of all MSC Transportation Working Capital Funded (TWCF) billets, only those Sealift Program (PM5) personnel are considered to have TRANSCOM-related duties and will be affected by this Scenario. The remaining TWCF personnel fall into either of two categories which are not considered to be personnel with exclusive TRANSCOM-related duties and therefore not affected by this Scenario: those that provide support to all four MSC lines of business, including the Sealift Program, and those that directly support the PREPO ships which, while managed under TWCF, are funded by the Services and assigned as forces to the geographic commanders, not COMUSTRANSCOM. Based on this, of the 7 TWCF enlisted billets authorized by the FY05 PB at MSCHQ (the Scenario Personnel Summary incorrectly shows 9 authorized billets), 1 is uniquely Sealift Program (PM5) personnel and will be re-located to support the PM5 mission at USTRANSCOM HQ in Scott AFB, IL. The balance of 6 enlisted billets provide support to all four of the MSC primary lines of business - NFAF, Special Mission ships PREPO ships and Sealift - and, as such, cannot be reduced or realigned and must remain at MSCHQ.

DoD55904 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, provide, by year, the number of DoD CIVILIAN positions being RELOCATED to each Receiving Activity. Utilize the "Rationale" column to give a brief explanation of your rationale for both numbers and FY on which relocation occurs. Ensure you consider space available and/or MilCon completion timing at the receiving site when providing personnel movement information by FY. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

FY 2007 75 Civilians

Rationale: The Scenario calls for the relocation of all MSC personnel with TRANSCOM-related duties from the WNY to Scott AFB, IL. From the population of all MSC Transportation Working Capital Funded (TWCF) billets, only those Sealift Program (PM5) personnel are considered to have TRANSCOM-related duties and will be affected by this Scenario. The remaining TWCF personnel fall into either of two categories which are not considered to be personnel with exclusive TRANSCOM-related duties and therefore not affected by this Scenario: those that provide support to all four MSC lines of business, including the Sealift Program, and those that directly support the PREPO ships which, while managed under TWCF, are funded by the Services and assigned as forces to the geographic commanders, not COMUSTRANSCOM. Based on this, of the 107 TWCF DoD civilian positions authorized by the FY05 PB at MSCHQ (the Scenario Personnel Summary incorrectly shows 190 authorized positions), 75 are uniquely Sealift Program (PM5) personnel and will be re-located to support the PM5 mission at USTRANSCOM HQ in Scott AFB, IL. The balance of 32 DoD civilian positions provide support to all four of the MSC primary lines of business - NFAF, Special Mission ships PREPO ships and Sealift - and, as such, cannot be reduced or realigned and must remain at MSCHQ.

DoD55905 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, provide, by year, the number of MILITARY STUDENT SCHOOL SEATS being RELOCATED to each Receiving Activity. Utilize the "Rationale" column to give a brief explanation of your rationale for both numbers and FY on which relocation occurs. Ensure you consider space available and/or MilCon completion timing at the receiving site when providing personnel movement information by FY. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity

Not Applicable

DoD55906 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, provide, by year, the number of OFFICER billets which would be ELIMINATED. Utilize the "Rationale" column to give a brief explanation of your rationale, to include the FY chosen for elimination . Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55907 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, provide, by year, the number of ENLISTED billets which would be ELIMINATED. Utilize the "Rationale" column to give a brief explanation of your rationale, to include the FY chosen for elimination . Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55908 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, provide, by year, the number of DoD Civilian positions which would be ELIMINATED. Utilize the "Rationale" column to give a brief explanation of your rationale, to include the FY chosen for elimination. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55909 For each closure/realignment action applicable to your activity identified in the SCENARIO DESCRIPTION, provide, by year, the tonnage of Mission Equipment being RELOCATED to each Receiving Activity. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55910 For each closure/realignment action applicable to your activity identified in the SCENARIO DESCRIPTION, list the Mission Equipment to be RELOCATED and the rationale for relocating this equipment, to include the FY chosen for relocation.

Not Applicable

DoD55911 For each closure/realignment action applicable to your activity identified in the SCENARIO DESCRIPTION, provide, by year, the number of Military Light Vehicles being RELOCATED to each Receiving Activity. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55912 For each closure/realignment action applicable to your activity identified in the SCENARIO DESCRIPTION, list the Military Light Vehicles to be RELOCATED and the rationale for relocating this equipment. This list should directly correlate to the Military Light Vehicles previously reported. Provide a complete answer row for each Action in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55913 For each closure/realignment action applicable to your activity identified in the SCENARIO DESCRIPTION, provide, by year, the number of Military Heavy Vehicles being RELOCATED to each Receiving Activity. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55914 For each closure/realignment action applicable to your activity identified in the SCENARIO DESCRIPTION, list the Military Heavy Vehicles to be RELOCATED and the rationale for relocating this equipment. This list should directly correlate to the Military Heavy Vehicles previously reported. Provide a complete answer row for each Action listed in the SCENARIO DESCRIPTION as it applies to your activity.

Not Applicable

DoD55915 For each closure/realignment action applicable to your activity identified in the **SCENARIO DESCRIPTION**, provide, by year, the tonnage of Support Equipment being **RELOCATED** to each Receiving Activity. Provide a complete answer row for each Action listed in the **SCENARIO DESCRIPTION** as it applies to your activity.

FY 2007 3.1 Tons

DoD55916 For each closure/realignment action applicable to your activity identified in the **SCENARIO DESCRIPTION**, list the Support Equipment to be **RELOCATED** and the rationale for relocating this equipment, to include the FY chosen for relocation.

10 safes and 11 Lateral Storage Filing Cabinets

DoD55917 For each closure/realignment action applicable to your activity as identified in the **SCENARIO DESCRIPTION**, complete the table below to identify aggregate costs and savings with regards to **RELOCATION** (losing activity). Provide a complete answer row for each Cost/Savings category for each Action listed in the **SCENARIO DESCRIPTION** as it applies to your activity. **SEE AMPLIFICATION FOR CATEGORY CLARIFICATION**

Not Applicable

DoD55918 Based on the aggregate information provided for **One-Time Unique Costs**, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55919 Based on the aggregate information provided for **One-Time Unique Savings**, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55920 Based on the aggregate information provided for **One Time Moving Costs**, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55921 Based on the aggregate information provided for **One-Time Moving Savings**, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55922 Based on the aggregate information provided for **Mission Costs**, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Response is pending. Adm Brewer is reviewing question 47. His decision on this question will determine whether or not there is costing data to provide in this question.

DoD55923 Based on the aggregate information provided for **Mission Savings**, provide the list of items considered, individual savings, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DRAFT DELIBERATIVE DOCUMENT- FOR DISCUSSION PURPOSES ONLY - DO NOT RELEASE UNDER FOIA

DoD55924 Based on the aggregate information provided for Mission Contract Termination Costs, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Mission Contract Termination Costs - Zero

DoD55925 Based on the aggregate information provided for Support Contract Termination Costs, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Support Contract Termination Costs – Zero

DoD55926 Based on the aggregate information provided for Miscellaneous Recurring Costs, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55927 Based on the aggregate information provided for Miscellaneous Recurring Savings, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55928 Based on the aggregate information provided for Procurement Avoidances, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55929 Based on the aggregate information provided for Military Construction Cost Avoidances, provide the list of items considered, individual costs, and rationale for both numbers and FY on which relocation occurs.

Not Applicable

DoD55930 For each closure/realignment action applicable to your activity identified in the SCENARIO DESCRIPTION, complete the table below to identify the number of square feet (in thousands) of space vacated in the Action, as applicable. If the Action you are addressing is a closure, leave Facility Shutdown blank (total square footage data for entire installations is already maintained at the IAT).

**Additionally, provide the Percentage of Family Housing Shutdown which would result from the individual Action (as applicable). Determine the Percentage of Family Housing Shutdown by:
 $\%FHS = \# \text{ of Units Shutdown} / \text{Total \# of Units}$**

Not Applicable

DoD55931 For each closure/realignment action applicable to your activity identified as relocating in the SCENARIO DESCRIPTION, provide enclave requirement (if any) information in the table below for each applicable FAC code. Ensure you provide an answer row for each individual facility (in the case of multiple facilities for same FAC code).

Not Applicable

DoD55932 For each closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION, identify Tenant Commands affected by the action and give a brief description of the effect. For affected Tenant Commands with greater than 100 personnel (aggregate military and DoD civilian) that are not SPECIFICALLY identified in any Action of this Scenario Data Call, provide a recommended disposition for that tenant ("closure"/disestablishment or Receiving Activity).

Not Applicable

Questions 33 – 41 are for receiving activities only and thus Not Applicable

DoD55942 Identify any environmental impacts at either the losing or receiving activity which may result from this scenario that warrant further consideration or haven't been included in the costs associated with this response as it applies to your activity

Not Applicable

DoD55943 Identify any infrastructure impact on the community at the losing or receiving activity that may result from this scenario that warrant further consideration or haven't been included in the costs associated with this response as it applies to your activity.

Not Applicable

DoD55944 Identify all non-DoD Federal Agencies affected by closure/realignment action applicable to your activity as identified in the SCENARIO DESCRIPTION. Provide an estimate of the economic impact of each non-DoD Federal Agency and a description of the impact in the table provided.

Not Applicable

DoD55945 The Lead Major Claimant (Primary Quarterback) may submit a separate additional Scenario Data Call response, which, while not changing the activities identified as being closed or realigned, does identify alternative receiving activities. (Data for alternate sites may not be provided in lieu of the original proposed sites.) The template available for providing alternate receiving sites is located in the Scenario Reference Library under "Alternate Receiving Site Template". Refer to this template for instructions.

No

DoD55946 Report the net number of contractor mission support employees that would be directly affected by the proposed BRAC action. Use positive numbers (+) for net gains and negative numbers (-) for net losses.

FY 2007 – (4)

Question 47: Other Issues

This action will not result in the elimination or reduction of any infrastructure in the Washington Navy Yard since approximately 85 percent of the MSC headquarters organization is unaffected by this transfer.

MSC is a global matrix organization with four distinct missions (Naval Fleet Auxiliary (37 ships); Special Mission (26 ships); Prepositioning (34 ships) and Sealift (28 ships)). Only the Sealift program is directly related to USTRANSCOM.

It is unclear whether the scenario data call envisions integrating the Sealift program directly into TRANSCOM staff elements or if the Sealift program would remain a component of MSC. In either case, moving the Sealift program to Scott AFB would require the creation at Scott a group of maritime subject matter expertise (e.g. ship repair/maintenance, ship chartering and operating contracts, integrated logistics support, admiralty law) that would duplicate the same competencies that would remain at MSC HQ to support MSC's non-TRANSCOM missions.

DRAFT DELIBERATIVE DOCUMENT- FOR DISCUSSION PURPOSES ONLY - DO NOT RELEASE UNDER FOIA



	<u>AMC*</u>	<u>MSC</u>	<u>SDDC</u>	<u>DCS</u>	<u>USTC</u>	<u>TOTAL</u>
Officer	1,496	32	54	17	207	1,806
Enlisted	12,326	22	27	234	82	12,691
Civilain	2,061	197	1,792	10	264	4,324
	15,883	251	1,873	261	553	18,821

* Includes TWCF manpower (460 enlisted and 3 civilians) authorized to two other AF MAJCOMs that is budget by AMC.



Staff Element	MSC Authorized			Initial	Revised
	Off	Enl	Civ	Total	
MSC PAO, N00P and Admin Support Center, N00			2	2	
MSC N10 Contracting			12	12	
MSC N2 Counsel			2	2	
MSC N34 Force Protection			1	1	
MSC N31 Current Ops/CCC	2		2	4	
MSC N51, Joint Plans, N52 Strategic Studies/Wargaming and N9, Strategic Plans			12	12	
MSC N6, C4S		1	2	3	
MSC N8, Comptroller Directorate			9	9	
MSC N00R, Reserve Programs			1	1	
MSC PM5, Sealift Program Office			32	32	30
TOTALS	2	1	75	78	30

Initial Proposal (78 Billets)

- Transfer 2 officers, 1 enlisted, 75 civilians uniquely supporting Sealift Program Office (PM5)

Revised Scenario (30 billets)

- Transfer 30 MSC HQ TWCF billets to manage PM5 and provide a sealift cell ops ctr capability

Final Scenario

- During the ISG, Mr. Wynne directed the 30 MSC billets be removed from the scenario and the COBRA model re-run



**DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY OF THE ARMY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110**



03 February 03

REPLY TO
ATTENTION OF

MEMORANDUM FOR Chief of Staff, Headquarters Military Traffic Management
Command, Hoffman BLDG II, 200 Stovall Street, Alexandria, VA 22332-5000

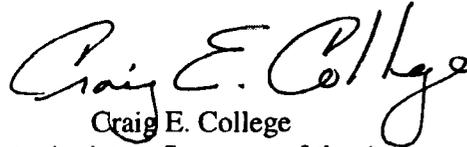
SUBJECT: Consolidation of Military Traffic Management Command (MTMC)

Thank you for your letter of 8 January 2003 concerning the Consolidation of Military Traffic Management Command (MTMC). I understand that MTMC has contracted with LMI to analyze, assess, and provide strategic alternatives to streamline MTMC's dual-headquartered operations (Fort Eustis and Alexandria, VA) into a single location. I also understand that you are seeking access to members of my staff to assist in this effort.

I understand and support your desire to explore innovative ways to streamline business processes. However, you should take the following into consideration as you receive the results of the analysis and evaluate any proposed course of action. The law has certain requirements relating to realignments and closures. Those requirements differ based upon whether the action is considered a realignment or closure and whether the proposed action is above or below the threshold for the number of personnel that are authorized to be employed at the installation. If the proposed closure or realignment exceeds those statutory thresholds, the Base Realignment and Closure (BRAC) process is the exclusive authority to implement a closure or realignment. However, if the proposed closure or realignment action is below the statutory thresholds, the Army in accordance with the SECDEF memo of 15 November 2002, may accomplish the action if the USD (ATL) approves it.

As part of the BRAC 2005 process, my office is responsible for conducting a comprehensive, detailed military value assessment of all Army installations; evaluating base closure or realignment alternatives; and developing, documenting, and publishing base closure and realignment recommendations to be submitted as part of the DOD BRAC process. The data gathered by my office to support the BRAC analysis will not be available to those outside The Army Basing Study (TABS) Group until after the SECDEF submits BRAC proposals to the BRAC Commission on 16 May 2005. Additionally, to preserve the credibility of our analytical effort from both a process and data perspective, our analysis will only use data developed by this office pursuant to the TABS process.

I welcome the opportunity to further discuss your consolidation analysis effort and its relation to the BRAC process. If you have additional questions do not hesitate to contact me.



Craig E. College
Deputy Assistant Secretary of the Army
(Infrastructure Analysis)
OASA (IA)

cf:
DAIM-ZA (MG Larry J. Lust)
SAGC (Earl Stockdale)
OSD (Pete Potochney)
SAIE-IH (Joe Whitaker)



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
HEADQUARTERS, MILITARY TRAFFIC MANAGEMENT COMMAND
HOFFMAN II, 200 STOVALL STREET
ALEXANDRIA, VA 22332-5000

MTCS

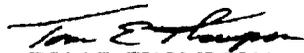
JAN 08 2003

MEMORANDUM FOR Deputy Assistant to Secretary of the Army (Infrastructure and Analysis), 700 Army Pentagon (Rm 3E406), Washington DC 20310-0700

SUBJECT: Consolidation of Military Traffic Management Command (MTMC)

1. MTMC is a U.S. Army major command and sub-component to U.S. Transportation Command responsible for providing the Department of Defense with worldwide single ocean port management, transportation and traffic management services for personal property shipments, surface deployment and sustainment cargo, contingency planning, and various rail and highway transportation engineering services.
2. Currently MTMC has a single headquarters, but operates from two locations: Alexandria, VA and Ft. Eustis, VA. Both effectiveness and efficiencies will be obtained from consolidating the headquarters at a single location. We have contracted with the Logistics Management Institute (LMI) to analyze, assess and provide strategic alternatives for MTMC to streamline its operations at a single location within the Continental United States. U.S. Army installations under consideration are Ft. Belvoir and Ft. Eustis, VA. Scott Air Force Base, IL, home of US Transportation Command, is also under consideration. LMI will make a fourth recommendation based on the results of their analysis.
3. As part of the Business Case Analysis, LMI may need to access members of your staff. We understand that sensitive and classified information may not be releasable. However, all support is most appreciative and will assist greatly in our stewardship of limited resources. The project has a compressed timeline.
4. POCs are Mr. Frank Galluzzo, (703) 428-2327, or email: galluzzof@mtmc.army.mil, and Lt Col Jay Schaeufele, (703) 428-2235, or email: schaeufelej@mtmc.army.mil. LMI POC is Mr. Don Prettol, (703) 917-7326, or email: DPrettol@LMI.org.
5. We request you provide a point of contact to facilitate the gathering of pertinent information.

FOR THE COMMANDER:


TOM E. THOMPSON
COL, GS
Chief of Staff

CF:
MTDAC
LMI

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

June 16, 2005

#062216

The Honorable Anthony J. Principi
Chairman
BRAC Commission
2521 South Clark Street
Suite 600
Arlington, Virginia 22202



06222005

Dear Chairman Principi:

I appreciate being given the opportunity to participate in your Fort Eustis briefing on May 25, 2005 and your willingness to consider information presented by the City of Newport News that relates to the Secretary of Defense's Base Realignment and Closure (BRAC) recommendations. This letter and its enclosures are pursuant to that suggestion. Recognizing the large quantities of data and arguments the Commission and its staff must absorb, I have endeavored to make this submittal as succinct as possible. Accordingly, the following documents are enclosed:

1. A narrative discussion of the initial BRAC recommendations impacting Fort Eustis, which we believe are most consistent with the goals of the BRAC process, and a discussion of those recommendations to which we believe further analysis and data would support a different conclusion.
2. A previously submitted proposal from the City and its Economic Development Authority to assist in the construction and financing of a new SDDC Headquarters facility.
3. A previously submitted proposal from the City and its Economic Development Authority to assist in the construction and financing of new TRADOC facilities at Fort Eustis.

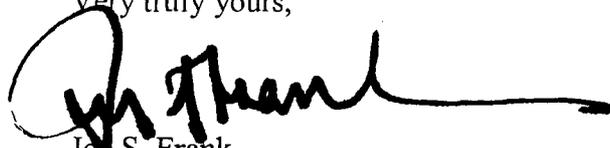
Our City is proud of its long history as a military-friendly community, and we fully understand the requirement of our military services to create a more efficient base infrastructure with greater inter-service operational capability. We have a well-

The Honorable Anthony J. Principi
Page Two
June 16, 2005

established track record as a City that stands ready to work with our military services to increase the military value of Fort Eustis.

Please contact me or the City Manager, Mr. Ed Maroney, if you desire any additional information concerning Fort Eustis and its relationship to the City of Newport News.

Very truly yours,

A handwritten signature in black ink, appearing to read "Joe Frank", with a long horizontal flourish extending to the right.

Joe S. Frank
Mayor

JSF:rsw

Enclosures

Copy to: General Lloyd W. Newton (USAF, Ret.)
 The Honorable City Council
 City Manager

FORT EUSTIS AND ISSUES ASSOCIATED WITH THE INITIAL DEPARTMENT OF DEFENSE BRAC RECOMMENDATIONS

Introduction

The amount of proposed realignment is very significant at Fort Eustis. Many of the challenges in understanding the initial recommendations relate to the timing, sequencing and management of the disparate units and commands that would be coming and going in the recommended BRAC scenario. Generally, the arguments in favor of those major missions that would be brought to Fort Eustis are easier to understand and articulate than some of the unit relocation recommendations.

Missions to be Relocated to Fort Eustis

Headquarters, TRADOC, the IMA NETCOM, and NE Region Army Contract Agency (ACA) functions would move to Fort Eustis as Fort Monroe is closed. Related operations from Fort McPherson, Georgia would be consolidated at Fort Eustis, as Fort McPherson also would close. These operations are generally office-type activities with a high concentration of civilians and officers.

The high military value and regional compatibility for military missions make Fort Eustis an excellent fit for these operations. The recommendations are logical. Fort Eustis has land for new facilities in any imaginable configuration, and it also has the roads, utilities and fiber optic capabilities needed for a modern office environment. The nearby Oakland Industrial Park, home of the East Coast's Army and Air Force Exchange Service Distribution Center, has an outstanding record of utility reliability. The completion of the Fort Eustis "Second Access Road" later this year will ensure safe and convenient access for a larger commuting work force. The base is more than sufficient in size (8,300 acres in total and 475 of buildable acres) to offer a very secure environment from a force protection perspective. In the context of other bases being closed, Fort Eustis provides proximity to nearby Air Force and Navy commands as well as the Joint Forces Command (JFCOM) encouraging the continued enhancement of joint operations critical to these particular missions. The synergy that the Peninsula and Hampton Roads provides the Department of Defense is not surpassed by any other area of the nation with the exception of Washington, D.C.

In terms of military personnel and quality-of-life issues, the concentration of medical, education, morale, welfare and recreation (MWR), and exchange facilities throughout Hampton Roads makes Fort Eustis a family-friendly location for both the active duty component and the retired military element of the work force. From a labor market standpoint, highly skilled civilian workers currently at Fort Monroe can continue their careers without disruption, thereby minimizing work force turnover, which has always been a concern of the previous BRAC Commissions. Disruption of the workforce

equates to a degradation of the mission and the ability to provide support to troops in the field. Because Hampton Roads has the largest federal civilian work force outside of the National Capital Region (NCR) of any community in America, the recruitment and retention of new civilian workers is optimal for the new missions coming to Fort Eustis. Additionally, over 15,000 military personnel retire in Hampton Roads each year with critical mission skills.

Missions Proposed to be Relocated Away from Fort Eustis

Three major activities are proposed to be relocated from Fort Eustis. These include the Surface Deployment and Distribution Command (SDDC) Operations Center and its related Transportation Engineering Agency (TEA), proposed for Scott Air Force Base, Illinois. Further, the Transportation Training School is recommended for relocation to Fort Lee, Virginia, and the U.S. Army Aviation Logistics School (USAALS) would be sent to Fort Rucker, Alabama. Each of these moves is questionable from the standpoint of BRAC's core purpose of enhancing military operations through mission synergy and cost reductions.

SDDC

The recommendation to relocate SDDC operations and TEA is shocking. These facilities were consolidated at Fort Eustis and in Newport News as a result of BRAC 95 at substantial expense and work force disruption. BRAC 1995 recommended the consolidation of SDDC (formerly known as the Military Transportation Management Command) operations from California and New Jersey and directed the Army to select a consolidated site. After careful consideration and an intense study, the Army selected Fort Eustis. The SDDC Operations Center routinely coordinates the work of joint service activities whose commands are already concentrated within Hampton Roads, Virginia. A critical organization of USTRANSCOM, the Military Sealift Command is proposed to be realigned and moved to the Hampton Roads area from the Washington , D.C. Navy Yard as part of the current BRAC recommendations. Maintaining SDDC in close proximity to Military Sealift Command enhances the ability of these two organizations to create successful joint operations.

Recognizing the advantages of Fort Eustis' SDDC operations location, the highest levels of the Army had previously authorized consolidating SDDC headquarters from Northern Virginia to Fort Eustis. In fact, in 2004 the former Commander of SDDC, Major General Ann E. Dunwoody, publicly stated that it was the intent of SDDC to consolidate its headquarters at Fort Eustis. ¹ This decision, reversed by the BRAC recommendation coming from the Headquarters and Support Agency Joint Cross Service Group (JCSG), was based on both force protection and mission consolidation considerations. The complete reversal of policy related to the realignment of SDDC

¹ Major General Ann E. Dunwoody, Public Speech Given at Change of Command Ceremony, 2004

seems to be based more on the need to “consolidate headquarters personnel” at Scott Air Force Base than it does on any military mission or operational cost considerations. Additionally, if the desire were to create a synergistic environment for all three-service elements of USTRANSCOM, then why would you only have two of those elements (Air Mobility Command and SDDC) locate at Scott Air Force Base (an installation with a lower military value score than Fort Eustis²) and relocate the third (Military Sealift Command) from Washington, D.C. to Norfolk, Virginia? The reason to relocate Military Sealift Command (MSC) is to place it in the operational environment and joint arena that benefits it most in mission accomplishment. That is the same reason that the operational elements of SDDC should be consolidated at Fort Eustis. Similar reasoning is why SDDC Headquarters was originally slated to be moved to Fort Eustis and would also suggest that the Military Sealift Command should be located at Fort Eustis as well.

The package of recommendations related to SDDC should be carefully examined and overturned. As mentioned, it is our understanding that the consolidation of SDDC was agreed to within the highest levels of the Army prior to BRAC 2005, but was reversed by the JCSG. The consolidation at Fort Eustis of SDDC Headquarters with the Operations Center meets the operational needs of the Army and USTRANSCOM and is the least costly alternative. Consolidating SDDC (Ops Center, TEA, and the HQ) at Fort Eustis would eliminate the need for \$40 million³ in new construction at Scott Air Force Base, an installation with zero available capacity⁴. Fort Eustis has available capacity approaching 39 percent. Some renovations would need to be accomplished at Fort Eustis to provide for consolidation but not to the degree of new construction needed at Scott Air Force Base. The consolidation at Fort Eustis would achieve the reduction of leased spaced (183,553 GSF) that the DoD and the Joint Cross Group was looking to accomplish but it would only impact those personnel in Alexandria, Virginia (SDDC HQ) and not those located in Newport News (SDDC TEA).

This consolidation, as mentioned, would include the movement of the SDDC TEA from leased space in Newport News to Fort Eustis to reduce government overhead as well as provide force protection. The City is very supportive of this move. Included in this submission, are copies of the City of Newport News’ offer to construct at favorable financial terms to the government the needed facilities to accommodate all elements of SDDC on Fort Eustis.

It is clear that Fort Eustis will have vacant space that could accommodate Headquarters SDDC if the Commission were to recognize the value in locating the Alexandria location in Hampton Roads rather than Scott Air Force Base, as the Army had indicated it wanted to do prior to BRAC 2005. Locating on Fort Eustis would eliminate concerns

² COBRA Analysis, Fort Eustis Military Value Score:0.875799221, Scott Air Force Base Military Value Score:0.846726271

³ HSA 0114RV4 Report

⁴ COBRA Analysis, Fort Eustis Available Capacity: 39%, Scott Air Force Base Available Capacity: -3%

of force protection, reduce military construction costs, and still provide the ability to institute personnel reductions, thus saving the Department resources it was seeking in the consolidation at Scott Air Force Base.

Transportation School

As was objectively described to Chairman Principi and General Newton (Ret.) during the May 25, 2005 Fort Eustis site visit, the calculations resulting in the realignment recommendation regarding the Transportation School are clearly flawed. Because of the unique multi-modal facilities including an airfield, a deep-water port, and an active Army railroad network, approximately one-third of the current Transportation School training (watercraft, cargo specialists and rail training) must stay at Fort Eustis even if this recommendation is instituted. Otherwise, the Department of Defense would need to invest hundreds of millions of dollars in new facilities at Fort Lee, which have not been calculated in the BRAC Recommendations or the COBRA analysis.

It is the City's understanding that the Army has already been made aware of these oversights in the initial recommendation and is preparing to send a supplemental letter of intent to the BRAC Commission. If one accepts the premise that a major portion of the training school must stay at Fort Eustis, a legitimate question for the Commission is what savings or efficiencies are achieved by moving elements of the school to Fort Lee while leaving significant training facilities and missions at Fort Eustis?

U.S. Army Aviation Logistics School

The final major realignment recommendation that should be carefully re-evaluated involves the U.S Army Aviation Logistics School (USAALS). Superficially, the idea of consolidating helicopter repair training with other Army aviation assets at Fort Rucker seems rational. However, thoughtful analysis of this proposal raised serious cost and operational questions.

The helicopter repair school and training center is housed in expensive and recently renovated facilities at Fort Eustis. The simple cost of relocation is estimated to be \$492.3 million. In fact, the SECDEF's own recommendation states that the Return on Investment (ROI) has a payback of 13 years⁵. A 13-year payback on an investment such as this is not financially sound. Secondly, as a training activity of high importance, the availability of a skilled civilian and uniform work force is critical. As previously mentioned, Fort Eustis is located optimally to tap into a retiring military labor market that includes skilled Army, Navy and Air Force personnel who muster out and stay in the Hampton Roads area. USAALS at Fort Eustis is ideally located for joint service helicopter repair training as part of one of the largest concentrations of national military assets in America. The joint training that already occurs there, including Army, Air Force, Navy and Coast Guard, has great potential for inter-service expansion.

⁵ Department of Defense BRAC Recommendations, Volume 1, Part 2)

Conversely, the Dothan, Alabama area is an exclusively Army environment, and such realignment defeats the goals of jointness as outlined by the Secretary of Defense, the Congress, and the BRAC criteria.

Finally, the Army has examined realignment of USAALS to Fort Rucker before and found it too expensive to undertake within their normal budget and MILCON programs. Only through BRAC can they recommend such an action since the high MILCON costs (ROI of 13 years) can be absorbed within the BRAC account. Surely the BRAC account is not intended as a substitute for or a way around projects that would otherwise require MILCON funding.⁶

Conclusion

The BRAC 2005 initial recommendations recognize the tremendous value of Fort Eustis. With a military value rated within the top 15% of all Major Administrative Headquarters⁷, Fort Eustis' size, location, available land, excellent infrastructure, and unique capabilities allow it to accept new missions with great flexibility and minimal disruption. The ability of the communities on the Peninsula to support existing and enhanced missions and to meet the needs of the military is among the highest in the nation, which is a BRAC criterion.

Those same assets suggest some of the realignments away from Eustis are not in the national security interest of the United States. Combined with its host City's willingness to invest in and support the base's military missions, Fort Eustis is a national asset that should be optimized as part of the final BRAC recommendations.

⁶ City officials were told that the decision to postpone the relocation of SDDC Headquarters to Fort Eustis was based on a desire to access the BRAC accounts rather than MILCON funds.

⁷ COBRA Analysis, Fort Eustis ranked 43rd amongst 337 Major Administrative Headquarters

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

December 3, 2003

SENSITIVE

Brigadier General Brian I. Gechan
Commanding General
U.S. Army Transportation Center
210 Dillon Circle
Fort Eustis, VA 23604

Dear General Gechan:

This letter is to confirm the conversation we had during our meeting of November 25, 2003 concerning the consolidation and relocation of the Military Traffic Management Command (MTMC) to Fort Eustis. We are very pleased that the Army is considering bringing all of MTMC to Fort Eustis and that the Army is in the process of developing a base stationing plan to accomplish this move. Contingent with MTMC's ability to enter into a financeable lease arrangement, I will strongly support the concept that the Economic Development Authority of the City of Newport News, Virginia (NNEDA) construct and own a facility to be leased to MTMC.

We understand that MTMC would occupy a 195,000 square foot new office building, built entirely to MTMC's specifications. This building is most likely to be located on Fort Eustis although, if necessary, it may be possible to locate the building just off the base along Dozier Road. I think everyone agrees, however, that an on-base location is preferable, particularly with regard to the issue of force protection. I also understand that, even though full occupancy of the building may be phased, MTMC would begin leasing the entire building once it is completed.

The NNEDA's willingness to facilitate the construction of a new office building for MTMC is, of course, subject to the approval of the Newport News City Council and the NNEDA Board. We do not see these approvals posing any difficulty as long as certain

Brigadier General Brian I. Geehan
December 3, 2003
Page Two

conditions occur that will minimize the NNEDA's financial risk and allow it to obtain financing for the project under reasonable terms. These conditions are:

- ▶ MTMC is able to enter into a five or six year lease of the building, with a five or six year renewal option, subject to appropriation;
- ▶ the bond financing the building is matched to the term of the lease, plus renewal;
- ▶ there are no obstacles to the transaction posed by DoD or other federal regulations or policies;
- ▶ the Army is willing and able to provide the NNEDA with a ground lease of the building site (assuming the building is located on Fort Eustis) for a significantly longer term than MTMC's lease term, but which would terminate when and if MTMC purchased the building from the NNEDA;
- ▶ a lender is found that is willing to fully finance all construction and development costs and provide terms that are reasonable and acceptable to all parties;
- ▶ Fort Eustis can offer some reasonable assurance that an alternative use for the new building could exist should MTMC be relocated from Fort Eustis or otherwise abandon the building, recognizing that this assurance may not be binding; and
- ▶ MTMC and the NNEDA are in agreement on all other provisions of the lease.

Subject to fulfilling all of the above conditions and obtaining all of the necessary approvals, the NNEDA would obtain a contractor to design/build MTMC's facility. The facility is now expected to cost between \$40 million and \$45 million, which includes the building, all site work and surface parking, telecommunications infrastructure, security system, furnishings and equipment, and all other development costs. The rent charged to MTMC by the NNEDA would equal the cost of the NNEDA's debt service, any land rent charged to the NNEDA by the U.S. Army, a \$0.25 per square foot lease administration fee in order for the NNEDA to recover a portion of its administrative costs, and any other costs that may be borne by the NNEDA. Thus, the amount of rent paid by MTMC for the facility would be directly related to the ultimate cost of the facility.

The proposed lease would be a total net lease. MTMC would be responsible for all building and grounds operating costs. These include, but are not limited to, utilities, insurance, fees, maintenance, repair and replacement.

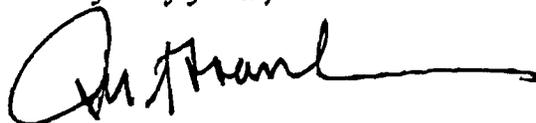
We realize that there are some procedural issues that need to be resolved before MTMC can move forward with this project, and stand ready to assist MTMC in facilitating the requisite approvals. Upon resolution of outstanding issues, the City Manager will

Brigadier General Brian I. Geehan
December 3, 2003
Page Three

instruct staff to begin drafting and negotiating the necessary agreements. Staff has already held some preliminary discussions with potential lenders and will have briefed the City Council and the NNEDA Board in closed session prior to beginning lease negotiations. Staff will then obtain formal approval and seek any public action required from the NNEDA Board and/or the Newport News City Council.

Please do not hesitate to call me if I can be of any further help. Otherwise, I am confident that your staff and Colonel Wagner, working with Ms. Florence Kingston (Director of Development and Secretary/Treasurer of the NNEDA) and her staff, can successfully move this project forward to a mutually beneficial conclusion.

Very truly yours,



Joe S. Frank
Mayor

JSF:tjf

P:\DEV03-04\MTMC3.tjf.wpd

Copy to: Colonel Daniel D. Imholte
Colonel Ron Ellis
Colonel Susan K. Wagner, MTMC
Chairman, NNEDA
Vice-Chairman, NNEDA
City Manager
Assistant City Manager, NAM
Director of Development

CITY OF NEWPORT NEWS



JOE S. FRANK
MAYOR

December 2, 2004

Dr. Craig E. College
Deputy Assistant Secretary, Infrastructure and Analysis
Office of the Assistant Secretary of the Army for
Installations and Environment
110 Army Pentagon, Room 3D453
Washington D.C. 20350-1000

Dear Dr. College:

The City of Newport News, Virginia strongly supports retaining Ft. Monroe in Hampton, Virginia, which houses the United States Army Training and Doctrine Command (TRADOC) Headquarters. Not only is this facility critically important to the mission of the U.S. Army, but to the jointness doctrine. Being in the heart of Hampton Roads where there are many other U.S. Military Commands and centralized services, TRADOC's ability to coordinate, cooperate and facilitate its mission with parallel commands of the various services in the region is critically important. Beyond that, Ft. Monroe, to my knowledge, is the oldest active military facility in the United States: having a long and historically significant tradition of serving a critical role in the Nation's defense. From a local perspective, its economic impact is significant.

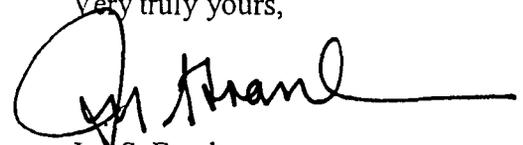
Should the Base Realignment and Closure (BRAC) process result in a decision to close Ft. Monroe and relocate TRADOC, we believe that we would be remiss in our responsibility to the citizens of the Virginia Peninsula to not propose an alternative site where TRADOC could be accommodated without losing jobs in the local economy, and without forcing mass transfers, relocations and dislocations of individuals and businesses. Our proposal is contained in the enclosure in detail.

Again, it is our sincere hope that you will do all that you can to retain and maintain Ft. Monroe and its TRADOC component at its current or an improved force level. However, if that is not possible then we would hope that every consideration will be given to the enclosed proposal so that the Department of Defense can ensure continuity, cohesiveness and coordination in meeting mission needs while taking advantage of the jointness opportunities available in the Hampton Roads area.

Dr. Craig E. College
December 2, 2004
Page 2 of 2

If there would be an opportunity to discuss this with us personally, or if there is anything I can do to be of help in keeping Ft. Monroe open, or in the absence of that, facilitating the enclosed proposal, please feel free to contact me.

Very truly yours,

A handwritten signature in black ink, appearing to read "Joe S. Frank", with a long horizontal line extending to the right.

Joe S. Frank
Mayor

Enclosure

HIGHLY CONFIDENTIAL

PROPOSAL TO RETAIN THE U.S. ARMY TRAINING AND DOCTRINE COMMAND (TRADOC) IN HAMPTON ROADS, VIRGINIA

Introduction

The possibility has been recognized that the upcoming Base Realignment and Closure (BRAC) process may result in a decision to close Fort Monroe in Hampton, Virginia. This proposal does not advocate the closure of Fort Monroe. In fact, the City of Newport News, working regionally in cooperation with other local governments and organizations, as well as the Commonwealth of Virginia, will do everything possible to ensure that Fort Monroe remains open and operating at its current force level.

There are many reasons why it is in the interests of all concerned, including the U.S. military, to keep Fort Monroe operational. The Fort has great historic significance that could be compromised should it cease to function as a military base. Fort Monroe is strategically positioned within Hampton Roads to provide easy access to the many other existing military commands in the region. Finally, the cost of closing Fort Monroe is likely to be high and the taxpayer's payback for incurring this cost is likely to occur many years into the future.

Given this, there is a clear likelihood given the SECDEF guidance that Fort Monroe will be targeted in the BRAC process. Therefore, a plan to retain the critical functions currently performed at Fort Monroe within the Hampton Roads/Virginia Peninsula area is crucial. It is particularly important that these functions remain on or next to a military base. The following outlines a viable plan for retaining the U.S. Army Training and Doctrine Command on the Virginia Peninsula with a minimum of disruption to its current operations. However, it is important to remember that this proposal should be entertained only if a decision were to be made through BRAC to close Fort Monroe. Unquestionably, the best outcome is for no BRAC recommendation to occur with respect to Fort Monroe.

Problems Generated for the Armed Forces by the Relocation of the U.S. Army Training and Doctrine Command (TRADOC)

A careful analysis will show that it is not in the best interest of the U.S. military, from both a cost and a force readiness perspective, to relocate TRADOC beyond the current commuting shed of Fort Monroe in Hampton, Virginia. Likely problems of such a relocation can be summarized as:

- Degradation of Joint Forces Coordination Capacity
- Transfer of Function Personnel Costs
- Transfer of Function Loss of Coordination and Efficiency

Degradation of Joint Forces Coordination Capacity

Hampton Roads contains the highest concentration of military commands and represents the most diverse collection of military forces of anywhere in the nation, with the possible exception of the Pentagon. Thus, the opportunity for Joint Forces mission coordination in Hampton Roads is unparalleled. TRADOC is intimately involved through its core mission in Joint Forces cooperation and preparedness. To remove TRADOC from the command-rich and diverse environment present in Hampton Roads would seriously degrade TRADOC's ability to effectively and efficiently participate in Joint Forces mission activities. In particular, a relocation of TRADOC to a remote community hosting only a single force command would inhibit TRADOC's ability to initiate and participate in transformational change mission activities that are essential to the reinventing and streamlining of the Army, as well as the transformation of the U.S. military.

Besides TRADOC, U.S. military commands and centralized services that are located in Hampton Roads include:

- U.S. Joint Forces Command
- U.S. Joint Forces Staff College
- Aviation and Missile Command - Army
- Combined Arms Support Command - Army
- Surface Deployment and Distribution Command (formerly Military Traffic Management Command) - Army
- Commander, U.S. Atlantic Fleet - Navy
- Air Combat Command - Air Force
- Commander Atlantic Area - Coast Guard
- Integrated Support Command - Coast Guard
- Maintenance and Logistics Command Atlantic - Coast Guard

Additionally, the region is home to NATO's Allied Command Transformation.

There are also several training facilities located in Hampton Roads. These include:

- Armed Forces Experimental Training Activity, Camp Peary
- Joint Deployment Training Center
- U.S. Army Training Support Center
- U.S. Army Aviation Logistics School
- Fleet Combat Training Center, Atlantic Fleet
- Coast Guard Training Center at Yorktown

Besides Fort Monroe, there are two other Army bases in Hampton Roads--Fort Eustis in Newport News and Fort Story in Virginia Beach. The Navy has five naval bases in Hampton Roads--Naval Station Norfolk, Naval Amphibious Base Little Creek, Naval Air Station Oceana, Naval Weapons Station Yorktown and Fleet Industrial Supply Center Cheatham Annex. Additionally, Langley Air Force Base and the Coast Guard's Integrated Support Command Facility are located in Hampton Roads. Altogether, nearly 100,000 active duty military personnel are stationed in Hampton Roads.

If TRADOC relocated outside of the Hampton Roads/Virginia Peninsula area, communication and coordination between TRADOC and the resident commands, training centers, bases and their operational functions would be much more difficult. Notwithstanding the advances in telecommunication that have occurred over the past decade, there is still no substitute for face-to-face communication in many critical situations and meetings that involve several people from different organizations are still more effective and efficient if conducted around a table. TRADOC's ability to interact with so many command and training centers within a fifty mile radius would be irreplaceable if this command were relocated outside of Hampton Roads/Virginia Peninsula.

Transfer of Function Personnel Costs

Approximately 3,400 military and civilian personnel are currently stationed at Fort Monroe. A relocation of TRADOC outside of Hampton Roads/Virginia Peninsula would generate costs in three areas: personnel relocation, recruitment and training and loss of knowledge-base. Barring a reduction in force at TRADOC, virtually all TRADOC military and civilian positions would generate either relocation or recruitment and training costs if this function is transferred outside of the Fort Monroe commuting shed. If TRADOC were relocated to another location within the commuting shed of Fort Monroe, the Army would avoid relocating these personnel and achieve a significant cost savings.

Relocation costs for personnel transfers average \$50,000 to \$75,000 for U.S. Army military personnel and \$50,000 to \$85,000 for civilian employees. Assuming, for the sake of example, a 95% retention of military personnel and 60% retention of civilian employees (which is on the historic high side), and using the more conservative cost estimate, the likely relocation cost associated with the closure of Fort Monroe and the transfer of its functions to a base located outside Fort Monroe's commuting shed is estimated to be \$123 million. However, these costs could be as high as \$195 million. While this cost is normally assumed as a cost of base closure and realignment, the existence of alternatives within the base's commuting shed offers the Defense Department a unique opportunity to reduce the cost of a BRAC decision and almost totally mitigate civilian personnel complaints.

Those military and civilian personnel that do not relocate will cause the Army to incur additional recruitment and training costs. Although relatively few military vacancies are expected relative to civilian vacancies, these would have to be filled through transfers from within the Army. Refilling military vacancies, while not generating traditional recruiting costs, would result in the payment of personnel transfer costs. Ultimately, these military vacancies would result in additional recruitment costs and could result in even further personnel transfer cost as position vacancies filter down the ranks.

Although all GS and WG schedule civilian employees would be offered employment in a new location, it is assumed that only higher level civil servants would be offered transfers if TRADOC were transferred to a base in another region and that civil servants doing general support work would be recruited from the local area. Assuming a non-transfer rate of 40%, this would generate a cost that could be considerable. Furthermore, depending upon where TRADOC is relocated, additional costs could be borne due either to access to an inadequate labor pool or to a more highly priced labor pool.

Hampton Roads is unique in terms of its concentration of military bases and civil service employees. More than 42,000 civil servants currently work in the Hampton Roads region. Additionally, the region has a total civilian workforce of more than 800,000. Few metropolitan areas with existing military bases or commands can match the size and quality of the workforce available for recruitment in Hampton Roads.

It is most likely that if TRADOC is relocated outside of Hampton Roads/Virginia Peninsula, it would exist on a base in a much smaller and more isolated metropolitan (or nonmetropolitan) area and that the demand for civil servants and support workers created by the TRADOC move would strain the labor force of that area. Lacking enough highly qualified workers would also increase training costs for the Army. Alternatively, if TRADOC is transferred to a metropolitan area of comparable or larger size, civil service pay scales are likely to be higher than in Hampton Roads. Hampton Roads consistently ranks in the bottom quintile of the thirty-five largest metropolitan areas in the nation in terms of cost of living.

The recruitment and training costs that would be experienced if the TRADOC function was transferred to an area outside Fort Monroe's commuting shed would be exacerbated by a heightened tendency for such a relocation to prompt early retirement or early exit decisions by both military and civilian personnel. Besides the normal considerations of spousal employment and aversion to change, there is the factor that Hampton Roads is seen as a highly desirable place to live and work. Recognitions of this include *Child Magazine's* ranking of Hampton Roads as the #2 best place in the nation to raise a family and *Places Rated Almanac's* ranking of Hampton Roads as the 17th most livable metropolitan area in the nation. The region's high quality of life is made even more attractive by its moderate cost of living.

Thus, faced with a relocation to most other areas in the nation, a person must often choose between remaining in Hampton Roads and retaining a "best value" lifestyle or accepting either an inferior quality of life; more limited social, recreational and economic choices; and/or a more expensive cost of living. A higher proportion of potential transferees will likely choose to remain behind than would be the case for the average transfer of function. In fact, it is well known locally that many officers and senior enlisted personnel select Hampton Roads as their final assignment because they have decided to live here after retirement from the military. A transfer of TRADOC's function to another region is, thus, likely to prompt a series of early retirement decisions.

Keeping TRADOC within Fort Monroe's commuting shed would avoid all of the costs cited above.

Transfer of Function Loss of Coordination and Efficiency

While difficult to quantify, costs due to lost efficiencies are real. If the TRADOC functions are transferred to another military base, existing relationships, both within and external to TRADOC will be disrupted. In particular, TRADOC personnel and operations will need to integrate into the operational structure of the new host base. This would include forming new interpersonal relationships between TRADOC and host base personnel.

While there would still be some degree of disruption if TRADOC were transferred to a military base within Hampton Roads/Virginia Peninsula, this disruption would be significantly minimized. TRADOC personnel already have relationships with operational units on other bases. This is especially true of Fort Eustis, which already hosts the TRADOC Acquisition Center.

Another type of cost due to lost efficiency would occur due to the relocation of TRADOC personnel outside of the Fort Monroe commuting shed. Moving is one of the most stressful life events and, although military personnel have more experience with this than the general population, there is still stress and loss of productivity involved. The loss of productivity is amplified when entire units are relocated, as opposed to single individuals. If TRADOC functions were transferred within the Fort Monroe commuting shed, there would be no such productivity loss due to the stresses of relocation.

Still another cost that would be a result of the expected accelerated rate of retirements and civilian decisions not to transfer with TRADOC's move to another area would be the loss of institutional memory and acquired expertise. TRADOC's vital operations would experience a loss of continuity to the extent that senior personnel refuse to relocate. It is difficult to place a monetary value on the loss of institutional knowledge, established working relationships and other human factors, but the cost of such losses would be magnified because they would occur suddenly and all at one time.

Finally, any transfer of TRADOC function will engender efficiency costs as TRADOC ramps up operation in its new location. However, these ramp up costs are likely to be minimized if the TRADOC function is transferred to a nearby military base with which it already has established relationships. Systems can be transferred in a more staged and orderly manner and ramp up costs associated with accommodating to a totally new environment would be minimized if the TRADOC function remains in Hampton Roads/Virginia Peninsula.

Fort Eustis as a Host Base Solution for a TRADOC Transfer of Function

A transfer of the TRADOC function to Fort Eustis in Newport News, Virginia is a logical solution to avoid those transfer of function problems and costs outlined above, if Fort Monroe should be selected for closure during the upcoming BRAC process. Fort Eustis is only a half hour away by Interstate from Fort Monroe. For many of those currently stationed at or employed by TRADOC at Fort Monroe, a commute to Fort Eustis would be no longer than the commute to Fort Monroe. Transferring the TRADOC function to Fort Eustis resolves every one of the negatives involved in a transfer of TRADOC to a military base outside of the Hampton Roads/Virginia Peninsula area.

- ▶ There would be no disruption of working relationships with the other commands and forces resident in Hampton Roads.
- ▶ Costs associated with relocating and/or recruiting military and civilian personnel are avoided.
- ▶ Costs associated with coordination and efficiency losses are avoided.

Besides the avoidance of negative costs associated with a TRADOC transfer of function, there are a number of positive factors that would be retained if TRADOC were transferred to Fort Eustis.

- ▶ TRADOC personnel would continue to enjoy the high quality of life/high value living environment available in Hampton Roads. The intangible merits of this are that TRADOC employees are more satisfied and, as a result, more productive than they would be in a less livable and/or higher cost of living environment.
- ▶ Travel between Fort Eustis and the Pentagon remains convenient and affordable. Pentagon and TRADOC officials are faced with a two and a half hour drive rather than the burdens and expense of air travel. Fort Eustis is located just one mile from Interstate 64 via Fort Eustis Boulevard (VA 105), a four-lane highway.
- ▶ TRADOC can enjoy cost savings through facility and services sharing at Fort Eustis. Additionally, TRADOC personnel will be able to continue to enjoy the vast military personnel support framework that exists in Hampton Roads with respect to commissaries and PX facilities, health care, recreation, etc.
- ▶ Finally, as will be explained below, the Industrial Development Authority of the City of Newport News, Virginia (NNIDA) is prepared to facilitate a solution that avoids the implementation of OMB scoring criteria and enhances force protection.

A Viable Plan for a Seamless Transfer of the TRADOC Function to Fort Eustis

The NNIDA is prepared to assist a transfer of the TRADOC function to a location immediately adjacent to Fort Eustis and accessible from the base. This assumes that such a beyond-the-gate solution is more desirable than a transfer of TRADOC onto the base. Of course, if TRADOC being on the existing base at Fort Eustis is the best solution, all of the advantages to keeping TRADOC within the Fort Monroe commuting shed apply.

To implement a beyond-the-gate transfer of the TRADOC function, the NNIDA would undertake the following, subject to its Board's approval with the concurrence of City Council:

- ▶ Purchase approximately 65 acres of privately-owned land along Dozier Road for the development of a 270,000 square foot TRADOC office building and a 400,000 square foot Civilian Support office building.
- ▶ Make available approximately 6 acres of publicly-owned land to the project, if needed.
- ▶ Make improvements to Dozier Road and coordinate with Fort Eustis to provide dual access to the new TRADOC facility.
- ▶ Select a private developer to construct and own the proposed office buildings and other property for lease to the Department of Defense for TRADOC and its civilian support services.
- ▶ Make the remaining 11 to 17 acres of Publicly-owned land along Dozier Road available for private development of retail, services and contractor offices to serve TRADOC and the Fort Eustis military base.

The proposed new TRADOC site along Dozier Road is strategically located to maximize force protection. (See the enclosed geographic reference and site maps showing: 1) the proposed site in relation to Fort Eustis; 2) an aerial map of the proposed site; and 3) two building layout maps showing structured and surface parking options). Although located on privately-owned land, the property is surrounded on three sides by Fort Eustis. The remaining boundary is formed by land now publicly owned whose development would be coordinated with the TRADOC development. A controlled gate could easily be erected between Fort Eustis and the new TRADOC center. This fortuitous geographic circumstance could obviate the additional security costs and concerns that would otherwise be present in an outside-the-gate solution.

Engaging a private developer to construct and own the proposed new TRADOC facilities would take advantage of new avenues encouraging privatization that the Defense Department has recently begun to explore. Privatization of a facility for TRADOC is one way to avoid the budgetary constraints imposed by the MilCon regulations.

Preliminary estimates are that the TRADOC military and civilian functions can be housed in approximately 670,000 square feet of office space. It may be desirable to separate those functions that demand a higher level of classification and are more exclusively military in nature from TRADOC's civil service support functions. Preliminarily, therefore, two buildings have been specified on the proposed site. One is a 270,000 square foot TRADOC central command building, located deepest within the site. The other is a 400,000 square foot TRADOC civilian support center, located closer to Washington Boulevard and closer to Warwick Boulevard (U.S. 60).

One major decision point to consider in developing a new TRADOC campus is whether parking should be provided in surface lots or through parking garages. Assuming a need for 3,400 parking spaces, surface parking is the more land-intensive solution. Currently, because TRADOC is scattered throughout several small buildings at Fort Monroe, surface parking is distributed and does not significantly impact land use. If TRADOC is consolidated into two or three large buildings, surface parking surrounding those buildings is expected to consume more than 30 acres of land. While the proposed site can accommodate this surface parking need, a structured parking solution may be more environmentally suitable.

With structured parking, TRADOC's parking needs could be accommodated in two parking garages, consistent with the height of their respective office buildings. These parking garages have been specified at 1,200 and 2,000 spaces, respectively. Together, they would consume less than four acres of land area, leaving a higher proportion of the proposed site in its natural setting. A surface parking solution would necessitate the creation of a large detention pond to handle storm water runoff, whereas this could be avoided by placing parking in garages. Garages, however, are a more expensive parking solution.

Both solutions are sketched out in the enclosed preliminary site plans. Under the surface parking plan, the all-in facility development cost is estimated to range from \$110 to \$115 million. This very preliminary estimate includes the cost of land, site work and utilities, construction and development costs. Assuming that the TRADOC command center building is more expensive to build, initial lease rates can be expected to be in the \$24 to \$25 per square foot range for the command center and in the \$20 to \$21 per square foot range for the civilian support center. Substituting parking garages would bring the estimated cost of the facility to between \$140 and \$145 million and increase initial lease rates to between \$29 and \$30 per square foot for the command center building and between \$26 and \$27 per square foot for the civilian support center. Of course, the actual costs and lease rates may vary depending upon construction specifications and financing available at the time of construction.

The development described above is, of course, only one of several possible solutions for transferring TRADOC's function to Fort Eustis. Fort Eustis is currently undertaking an active building program on base and it may be possible that the TRADOC functions could be housed in existing Fort Eustis facilities. A new facility could be constructed on base at Fort Eustis, either by the Department of Defense or by a private developer (with appropriate guarantees of compensation and future access should the Defense Department terminate the lease). Still another option is for a portion of a new TRADOC campus to be constructed and owned by the military just inside the base and for a privately-owned facility to be built and leased to the General Services Administration for TRADOC's civilian component on property to be acquired by the NNIDA along Dozier Road. Yet another option is for the federal government to construct a new TRADOC facility on the Dozier Road properties, either incorporating the property into Fort Eustis or keeping the facility outside the base. The NNIDA would assist with whatever solution is best for transferring the TRADOC function to Fort Eustis.

In summary, there are three essential conditions that exist in support of a transfer of the TRADOC function to Fort Eustis, if the BRAC process determines that Fort Monroe is to be closed. First, relocating TRADOC outside of Fort Monroe's commuting shed will generate significant costs to the military. Secondly, these costs can be avoided if the TRADOC function is transferred to Fort Eustis. Thirdly, mechanisms exist for the development of a new TRADOC campus on or near Fort Eustis and local government is ready to assist in implementing these mechanisms.

The NNIDA's first priority is to support the efforts to keep Fort Monroe open and TRADOC in its present location. However, if closing is inevitable, they stand ready to retain the TRADOC function in Hampton Roads on the Peninsula.

Contact information: Florence G. Kingston
Secretary/Treasurer
Industrial Development Authority of the City of Newport News, Virginia
2400 Washington Avenue
Newport News, Virginia 23607
757-926-8428
Fax: 757-926-3504
Email: fkingston@nngov.com

C:\MyFiles\secretproject.tjf.wpd
December 2, 2004
Department of Development

OSD Comments of 15 Aug 2005.

Consolidate Transportation Command (TRANSCOM) Components

Issue: DoD recommended consolidating three locations of the Army Surface Deployment & Distribution Commands (SDDC), a TRANSCOM component, into Scott AFB, IL. The Commission is concerned about possible Continuity of Operations (COOP) issues and is considering consolidating SDDC activities at Ft. Eustis, VA, vice Scott AFB, IL, based on:

- Placing all TRANSCOM headquarters functions on a single installation puts them at excessive risk to terrorist attack or natural disasters.
- Cost savings are still possible when Army components are relocated and consolidated at Ft. Eustis, VA (vice Scott AFB).
- Effective consolidation and integration of TRANSCOM management functions is possible even when organizations are not co-located.

Key Point:

- Consolidation of SDDC at Scott AFB, IL offers cost savings through personnel reductions and streamlined business processes
- Consolidation achieves BRAC objectives establishing Joint operations

DoD Position: Over the last 15 years, the Department has taken actions to integrate TRANSCOM and Air Mobility Command (AMC) headquarters elements and to reduce personnel levels appropriately and created more efficient Joint operations. Without the SDDC consolidation at Scott AFB, we believe there are no further independent actions that would garner additional efficiencies. The Department's strategy with respect to this recommendation is to integrate TRANSCOM's management structure to address inter-modal/multi-modal transportation issues that the current management configuration does not support. This consolidation would enable streamlined business processes for greater transportation system efficiency and increased effectiveness of Joint interoperability. The cost savings identified in DoD's recommendation result from consolidating numerous functions across the various headquarters staffs at a single location, which contributes to substantial personnel reductions.

TRANSCOM and AMC have developed contingency plans and responses for potential terrorist and natural threats and will continue to develop these capabilities with the integration of SDDC components at Scott AFB.

Bringing SDDC to Scott AFB will realize the greatest savings and foster effective management and protection of the Defense Transportation System. This recommendation is supported fully by the TRANSCOM Commander.

Impact on DoD: The proposed change maintains the status quo and permits few if any manpower savings. Consolidation of SDDC at Ft. Eustis is a marginal strategy that fails

to provide functional integration and efficiencies for the desired inter-modal/multi-modal transportation management system and would require additional resources to maintain separate facilities. The 20-year Net Present Value of this recommendation is a savings of \$1,278M.

Durso, James, CIV, WSO-BRAC

From: Neil Morgan [nmorgan@nngov.com]
Sent: Wednesday, July 20, 2005 1:28 PM
To: James.durso@wso.whs.mil
Cc: Florence Kingston; Athena Bayne
Subject: FW: SDDC Office Building Rent Estimates

James,

The e-mail that follows represents our attempt at the City of Newport News and its Economic Development Authority to respond to your request to provide a rent estimate for the SDDC project were it to be developed at or near Fort Eustis. This good faith estimate is based on the updated construction costs that I provided to you earlier this week. Please let me know what other information you need. Thanks.

Neil Morgan Assistant City Manager

Cc: City Manager
 EDA, Secretary- Treasurer

-----Original Message-----

From: Ted Figura [mailto:tfigura@nngov.com]
Sent: Wednesday, July 20, 2005 11:08 AM
To: Neil Morgan
Cc: Florence Kingston; Florence Kingston; Sam J. Workman, Jr.; Carol Meredith; Doug Winstead
Subject: SDDC Office Building Rent Estimates

Neil,

Based upon the construction cost estimates that we previously provided for an SDDC office building, we have calculated rent estimates for four scenarios: garage parking with a 20-year lease; garage parking with a 30-year lease; surface parking with a 20-year lease; and surface parking with a 30-year lease. Of course, we realize that "subject to appropriation" applies to all lease terms. Nevertheless, we would seek some early termination provision that would provide compensation and allow for remarketing of the property should DoD fail to occupy the building to full term.

Since both the construction costs and the financing parameters are at this time rough estimates, the rental rates should be considered indicative only. There are a host of parameters that could change as the project develops, but we consider these rental rates to be "in the ball park."

The estimated rental rates are for a capital lease that is total net. This means that at the end of the lease and financing term, the building transfers to DoD for the sum of \$1.00. It also means that DoD will bear all operating costs during the lease term, including all utilities, taxes and fees, insurance, janitorial, maintenance, repair and replacement. Any changes to these conditions would increase the estimated rent by a considerable amount.

Besides the above conditions, the following assumptions apply to the rental rate estimates:

Building and parking construction costs, including all design, permitting and construction management fees, are \$36,890,700 for the garage parking option and \$25,503,700 for the surface parking option for a 195,000 square foot class-A office building and 965 parking spaces.

Land is free. This assumes the building is located on base. If an off-base solution is determined, land would be provided at our cost, with that cost added to the amount to be financed.

Site work (excluding parking) is \$100,000

Other soft costs (legal and financing fees, bond fees, builder's risk insurance, special inspections and fees and construction period interest) are \$3,016,900 for the garage parking option and \$2,117,300 for the surface parking option, bringing the all-in cost to be financed to \$39,907,600 for the garage parking option and \$27,621,000 for the surface parking option.

There are no real estate commissions involved.

The building and parking are developed and owned by the Economic Development Authority of the City of Newport News, Virginia (NNEDA). No private developer is involved.

The interest rate on the bond is 7%. This rate is expected to be changed periodically, as banks will typically only guarantee financing at a fixed rate for a period ranging from 5 to 10 years. As the interest rate on the bond changes, the rental rate would be recomputed to reflect any change in debt service payments. Prior to issuance of the bond, the NNEDA would confer with DoD to select a preferred financing option (low-floater, fixed-rate, swap, etc.), which could affect the actual rental rate.

Thirty-year lease rates are predicated on the NNEDA's ability to obtain financing of a 30-year bond.

Changes to these assumptions would affect the rental rate and the actual rental rate would be based upon the actual amount financed and actual financing terms.

Besides coverage of the debt service, the NNEDA will recover a portion of its administrative and lease management costs through the lease payments. It is anticipated that the rental rate will increase by \$0.05 per square foot every five years to cover increases in these costs.

Estimated rental rates for the four scenarios or a capital, total net lease are as follows:

Garage Parking, 20-year lease - \$19.50 per square foot Garage Parking, 30-year lease - \$16.75 per square foot Surface Parking, 20-year lease - \$13.75 per square foot Surface Parking, 30-year lease - \$11.75 per square foot

The specifics of any lease are subject to the approval of the NNEDA Board with the concurrence of the Newport News City Council.

Ted

Durso, James, CIV, WSO-BRAC

From: Neil Morgan [nmorgan@nngov.com]
Sent: Monday, July 18, 2005 3:19 PM
To: James.durso@wso.whs.mil
Cc: Ted Figura; Florence Kingston
Subject: FW: SDDC Facility Cost Update

Attachments: sddccostupdate.xls



sddccostupdate.xls
(19 KB)

James, here is the updated cost info on SDDC that we just discussed. I will endeavor to provide you with some rent structure estimates within 48 hours.

-----Original Message-----

From: Ted Figura [mailto:tfigura@nngov.com]
Sent: Friday, July 15, 2005 4:36 PM
To: Neil Morgan
Cc: Florence Kingston; Florence Kingston; Carol Meredith; Sam J. Workman, Jr.
Subject: SDDC Facility Cost Update

Neil,

Florence asked that I update the cost estimate produced in November 2003 for an SDDC facility to be built on or near Fort Eustis. I have consulted with Ken Sechrest of Hansome Faithful & Gould, whom we have retained for cost estimation and construction management regarding City Center. This estimate does not include land. The cost of a 195,000 square foot class A office building, with a generator and with 965 parking spaces, ranges from about \$25.5 million to about \$36.9 million, depending on whether surface or structured parking is constructed.

Pricing for the building itself has gone up by 9% since the November 2003 estimate. The cost of surface parking has risen by 60% and the cost of garage parking has risen by more than 135%. These cost increases, particularly for parking, are the result of dramatic increases in the prices of oil (asphalt), steel and concrete during the past two years, as well as demand and supply forces currently operating in the construction market.

An Excel spreadsheet that details these calculations is attached and is also available on P:Dev05-06.

Ted Figura

Cost Update: SDDC 195,000 Sq. Ft. Office Building

7/15/2005

This cost estimate is modeled on the 195,000 square foot Downtown Engineering Center, constructed by the Economic Development Authority of the City of Newport News in 2000-2001. The estimated has been updated to reflect current increases in construction costs

<u>Item</u>	<u>Cost</u>		
Building @\$106.55/sf	\$20,777,250		
Engineering & Inspections	\$99,725		
Lender Inspections	\$16,400		
Telephone Switch & Trunk	\$467,600		
Utilities	\$254,400		
Insurance (title, etc.)	\$41,550		
Environmental	\$48,825		
Financing Fees	\$245,175		
Legal and Accounting	\$187,000		
Miscellaneous	\$207,775		
Total Building	\$22,345,700	Per sq. ft. Cost:	\$114.59
Parking = 965 spaces			
Surface Parking Estimate			
@\$3,200 per space	\$3,088,000		
Parking Garage Estimate			
@\$15,000 per space	\$14,475,000		
Generator	\$70,000		
Total Cost	\$25,503,700	-	\$36,890,700

All costs are estimates only

Source: Department of Development. City of Newport News, Virginia

Durso, James, CIV, WSO-BRAC

From: Coulson, Carla, COL, WSO-HSAJCSG
Sent: Friday, August 05, 2005 10:52 AM
To: Durso, James, CIV, WSO-BRAC
Cc: McAndrew, Michael, Mr, OSD-ATL; Langohr, Michael, CAPT, WSO-HSAJCSG
Subject: FW: OSD BRAC Clearinghouse Tasker C0677/JCS #24
Attachments: Durso-SDDC and TEA Request1.doc; Tasker 0677 Response Final 050728.pdf; Tasker 0677 Encl 1 to Final Response 050728.pdf; Tasker C0677 Encl 2 TCCS Response.ppt; Tasker 0677 Encl 3 16 Feb 05 TCCC.pdf

Jim: I am sending a cy of the TRANSCOM tasker to you directly. I know these things often take a couple of days to get through the clearing house. I want to draw your attention to encl 2....the TRANSCOM position. Clearly they feel very strongly, as we do, that the Secretary's recommendation should go forward without change. My guess is that any potential change will likely evoke strong sentiment from the Department. Please call if you have any questions.

Best regards, Carla

COL Carla Coulson
 Deputy Director
 Headquarters & Support Activities
 Joint Cross Service Group BRAC 05
 (703) 696-9448 (Ex 136)
Carla.Coulson@wso.whs.mil

-----Original Message-----

From: Zander, Susan, CTR, WSO-HSAJCSG
Sent: Friday, August 05, 2005 10:44 AM
To: RSS dd - WSO BRAC Clearinghouse
Cc: Coulson, Carla, COL, HSAJCSG; Langohr, Michael, CAPT, WSO-HSAJCSG; Fletcher, Dave, CTR, WSO-HSAJCSG; Brown, Tyrone, COL, WSO-HSAJCSG; Schwartz, Mark, CTR, WSO-HSAJCSG; Zander, Susan, CTR, WSO-HSAJCSG
Subject: FW: OSD BRAC Clearinghouse Tasker C0677/JCS #24

The final response to tasker C0677 is attached.

V/r,
 Susan

Susan Zander
 HSA JCSG
 1401 Wilson Blvd, Suite 400
 Arlington, VA 22209
 Phone 703.696.9448 x161 (DSN 426)
 Fax 703.696.9478
susan.zander.ctr@wso.whs.mil

-----Original Message-----

From: RSS dd - WSO BRAC Clearinghouse
Sent: Monday, July 25, 2005 3:00 PM
To: Fletcher, Dave, CTR, WSO-HSAJCSG; Brown, Tyrone, LTC (P), WSO-HSAJCSG; Coulson, Carla, COL, WSO-HSAJCSG

8/5/2005

Cc: Dean, Ryan, CIV, WSO-BRAC; Sillin, Nathaniel, CIV, WSO-BRAC; Cirillo, Frank, CIV, WSO-BRAC; Cook, Robert, CIV, WSO-BRAC

Subject: OSD BRAC Clearinghouse Tasker C0677/JCS #24

Please provide a response to the inquiry below and return to OSD BRAC Clearinghouse NLT noon **Wednesday, 27 July, 2005**, with the designated signature authority, in PDF format.

When contacting the Clearinghouse, please refer to OSD BRAC Clearinghouse Tasker **C0677**.

Thank you for your cooperation and timeliness in this matter.

OSD BRAC Clearinghouse



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 SOUTH CLARK STREET, SUITE 600
ARLINGTON, VA 22202
TELEPHONE: 703-699-2950
FAX: 703-699-2735

July 25, 2005
JCS # 24

Chairman:
The Honorable Anthony J. Principi

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

Executive Director:
Charles Battaglia

Mr. Bob Meyer
Director
BRAC Clearinghouse
1401 Oak St.
Roslyn VA 22209

Dear Mr. Meyer:

I respectfully request a written response from the Department of Defense concerning the following request:

Assume that the Surface Deployment and Distribution Command and the Transportation Engineering Agency do not to move to Scott Air Force Base. What would be the manpower savings gained by consolidating non-Title 10 DTS functions of Air Mobility Command and TRANSCOM?

I would appreciate your response by July 29, 2005. Please provide a control number for this request and do not hesitate to contact me if I can provide further information concerning this request.

Yours sincerely,

Frank Cirillo
Director
Review & Analysis



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-487

DAPR-ZB

5 August 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker C0677 - JCS #24 - Request for Information, US Army SDDC Consolidation at Ft. Eustis

1. References:

- a. HSA JCSG interim response letter, 28 July 2005, subject as above (Enclosure 1).
- b. Memorandum from MG Carlos Pair, USTRANSCOM to HSA JCSG, 3 August 2005, subject as above (Enclosure 2).
- c. TRANSCOM Commander Memorandum to the Vice Chairman of the Joint Chiefs of Staff, 16 February 2005, subject: Base Realignment and Closure Scenarios and Logistics Transformation (Enclosure 3).

2. Issue/Question: Assume that the Surface Deployment and Distribution Command and the Transportation Engineering Agency do not move to Scott Air Force Base. What would be the manpower savings gained by consolidating non-Title 10 DTS functions of Air Mobility Command and TRANSCOM?

3. Response: As reported in reference 1.a., this inquiry was referred to HQ USTRANSCOM, the appropriate source for computing integrated COCOM and component command staffing levels for this BRAC recommendation.

The reference 1.b. response from MG Carlos Pair, USTRANSCOM Chief of Staff, clearly states that no manpower savings can be realized at AMC HQ and TRANSCOM HQ with your proposal to retain SDDC and TEA at Ft. Eustis, VA. Any status-quo or otherwise less integrated initiative, such as the alternative recommendation, will not provide the "significantly greater efficiencies" outlined in Gen Handy's vision of consolidation at one location (see reference 1.c.). Per Gen Handy's direction, a "more focused and responsive" TRANSCOM operation cannot be attained via split-base operations."

4. HSA JCSG strongly supports the TRANSCOM response and stands behind the original recommendation forwarded by the Secretary of Defense.

3 Enclosures
As Stated

CARLA K. COULSON
COL, GS
Deputy Director, Headquarters and
Support Activities JCSG



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-465

DAPR-ZB

28 July 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker C0677 –Request for Information Interim Response

1. Reference response to information request, 25 July 2005, from Mr. James Durso, BRAC Commission Staff, subject as above.

2. Request/Question

Assume that the Surface Deployment and Distribution Command and the Transportation Engineering Agency do not move to Scott Air Force Base. What would be the manpower savings gained by consolidating non-Title 10 DTS functions of Air Mobility Command and TRANSCOM?

3. Response:

- a. This request for a revised scenario differs greatly from the original recommendation in that Army SDDC and SDDC-TEA activities would relocate at Ft. Eustis rather than Scott AFB. The information requested is the number of in-place job reductions possible at Scott AFB (AMC and US TRANSCOM) assuming the Army TRANSCOM component locates to Fort Eustis.
- b. Job reductions proposed in the original recommendation were determined by the TRANSCOM J-5, and included elimination of redundant functions and systems through consolidation of all TRANSCOM components except Military Sealift Command (MSC) at Scott AFB.
- c. Per phone discussion between Mr. Durso, MAH team members and TRANSCOM staff, this inquiry is currently under evaluation by TRANSCOM. TRANSCOM staff indicates they should be able to provide the requested response on or about 3 August.

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker C0677 –Request for Information Interim Response

4. Coordination. MAH staff in touch with Mr. Tom Parker, USTRANSCOM J-5 to coordinate the inquiry.



CARLA K. COULSON

COL, GS

Deputy Director, Headquarters and
Support Activities JCSG



UNITED STATES TRANSPORTATION COMMAND

508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5357

3 August 2005

MEMORANDUM FOR HEADQUARTERS & SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

FROM: TCCS

SUBJECT: OSD BRAC Clearinghouse Tasker C0677/JCS #24

1. USTRANSCOM was requested to assess the manpower savings that might be realized by consolidating the non-Title 10 Defense Transportation System (DTS) functions of Air Mobility Command (AMC) and USTRANSCOM, assuming the Surface Deployment and Distribution Command (SDDC) and the Transportation Engineering Agency (TEA) do not move to Scott Air Force Base. The BRAC Commission's request is provided for reference at Attachment 1.
2. This alternate scenario maintains the status quo, and as a consequence produces no manpower savings. It is important to understand that AMC and USTRANSCOM have been co-located on Scott AFB and have shared the same Commander since USTRANSCOM was first established. Over that 15+ year span, efficiencies and economies that could have been achieved between USTRANSCOM and its air component command have already been realized. The data we provided in the original Section 2.2 of the scenario data call for HSA-0114 remains unchanged, and no headcount reduction will be taken from these numbers.
3. SECDEF's recommendation would enable USTRANSCOM to co-locate, consolidate, and more fully integrate the air, land, and sea component commands to better support intermodal and multi-modal moves via streamlined business practices and processes. Maintaining the status quo prevents us from pursuing the organizational changes and process reengineering needed to improve support to the warfighter and achieve the savings envisioned. For example:
 - The proposed J3-Operations savings were predicated on having all command and control functions "under one roof." Even if we were able to combine USTRANSCOM and AMC command centers, there would be no savings to SDDC (they would be functioning much the same as today), and USTRANSCOM would still have to provide supervision, direction, coordination, and synchronization of global intermodal transportation and distribution missions from at least three geographically dispersed locations (Scott AFB, Ft. Eustis, and the Washington Navy Yard).
 - Command Acquisition savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC acquisition functions.
 - Legal (JA) savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC legal functions.
 - Force Protection (FP) savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC FP functions.
 - Manpower & Personnel (J1) savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC J1 functions.
 - Plans & Policy (J5) savings were based on the synergies resulting from consolidating USTRANSCOM, SDDC and TEA planning and policy functions.

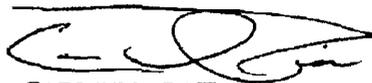


- C4S (J6) savings were based on the synergies resulting not only from consolidating USTRANSCOM, AMC, SDDC, and TEA J6 functions, but also through streamlining automated systems, eliminating duplication resulting from split-base operations and consequent manpower reductions across the in-house/contractor teams that support those systems.
- Financial Management (J8) savings were based on the synergies resulting from consolidating USTRANSCOM, AMC, and SDDC and standardizing financial processes.

4. Although SECDEF's recommendation is expected to yield over \$1B in savings over a 20-year period, the manpower and cost savings are actually secondary benefits. The primary benefit is the improved ability to respond quickly and effectively to the warfighter by simplifying internal processes and structures. That is the real payoff to the Department of Defense and the nation.

5. There appears to be some concern within the BRAC Commission staff that SECDEF's recommendation could present risk by putting all command and control (C2) functions in the same facility. The inference is that any one of our geographically-separated components could provide coverage should C2 capabilities be disrupted at USTRANSCOM or another component. That is not the case. However, USTRANSCOM and each of the components have detailed plans to ensure continuity of their respective operations in the event of a natural or man-made event. The ability to survive and operate is a fundamental responsibility of command, and we take that responsibility very seriously. We are constantly exploring ways to assure our ability to survive and operate, and will continue to do so as we plan the transition from geographically-separated operations to a single operations center.

6. Thank you for the opportunity to comment on this important initiative. Please let us know if you have any questions or concerns.



CARLOS D. PAIR
Major General, U.S. Army
Chief of Staff

Attachment:
OSD Tasker C0677/JCS #24



UNITED STATES TRANSPORTATION COMMAND
108 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-5157

16 February 2005

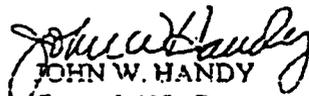
MEMORANDUM FOR VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

FROM: TCCC

SUBJECT: Base Realignment and Closure Scenarios and Logistics Transformation

1. The Headquarters and Support Activity Joint Cross Service Group (HSA JCSG) is assessing the fiscal implications of three substantially different Base Realignment and Closure (BRAC) scenarios affecting USTRANSCOM components. One of the scenarios under review supports our desire, as outlined in our 24 January 2005 memorandum, to co-locate our component headquarters at Scott AFB, specifically the Air Mobility Command (AMC), the Military Sealift Command (MSC), the Surface Deployment and Distribution Command (SDDC), and SDDC's Transportation Engineering Agency (TEA). This scenario, as presently modeled, is fiscally prohibitive based largely on the 1,511 personnel the HSA JCSG projects would be impacted by this realignment (a figure which does not include the 113 personnel assigned to SDDC TEA). We also understand the Navy has expressed some concern with the proposed relocation of MSC to Scott AFB.
2. With respect to MSC, we are primarily interested in those MSC functions that directly support USTRANSCOM, approximately one-fourth of MSC's total mission. The balance of MSC functions could remain in place without consequence to our long-range vision. This change alone reduces the number of MSC personnel impacted from 651 to 251, or a total of 1224 when SDDC TEA's staff is included. This modification enables DoD to reduce its footprint in the National Capital Region, keeps MSC's service-specific functions aligned to the Navy, and supports our desired end state. This modification should also make our proposed scenario fiscally viable.
3. Consolidation of all USTRANSCOM components at one location will enable us to provide more focused and responsive support to the warfighter. We will also achieve significantly greater efficiencies by eliminating duplicative operations centers, support staffs, contracted activities, and automated systems currently required to support the global distribution mission. If implemented, we conservatively estimate a 25 percent personnel reduction for USTRANSCOM and our component headquarters (an estimated savings of over 1,400 personnel). Phased implementation would allow us to significantly reduce the number of personnel who would ultimately relocate to Scott AFB. The same efficiencies cannot be attained via split-base operations.
4. We solicit your support for our preferred course of action. Thank you for your continued support of our transformation initiatives.

Sincerely


JOHN W. HANDY
General, USAF
Commander

FORM 100

RECYCLED PAPER



HSA-0114R, TRANSCOM Components to Scott AFB

Activities/Locations Affected

(Source: Tab 1 Summary, and "Quint" chart)

Activity	Location	Notes
US TRANSCOM (Joint)	Scott AFB, IL	N/A
Air Mobility Command (USAF)	Scott AFB, IL	N/A
SDDC HQ (US Army)	Ft. Eustis, VA	Scott AFB
SDDC (US Army)	Alexandria, VA (I-395)	Scott AFB
SDDC-TEA (US Army)	Newport News, VA	Scott AFB

Justification Issues/Facts/Assumptions

(Source: Tab 1 Summary & "Quint" chart)

- Meets US TRANSCOM commander's vision and strategic objectives to consolidate or co-locate Service component headquarters with Combatant Command headquarters
- Reduces NCR footprint and eliminates 146,832 USF of leased space within the Washington DC area (balance is in Newport News, VA)
- Headquarters-level personnel reduction estimated at more than 19% (834 job positions)

Scenario Financial Results

(Source: Tab 1 Summary & "Quint" chart; Annual Lease Costs [savings] from COBRA Screen #5)

One-time costs	\$101.8M
Net implementation savings	339.3M
Annual recurring savings	99.3M
NPV for 2025	1,278.2M
Payback period and year	Immediate
Annual lease avoidance savings	\$6.0M

Initial headcount (Starting Number of Direct Jobs)

(Source: Tab 2 Summary)

Activity	Officers	Enlisted	Civilian	Contractor	Total
TRANSCOM	278	227	363	500	1368

AMC	271	369	365	594	1599
SDDC HQ	15	5	296	45	361
SDDC	16	8	508	325	857
SDDC-TEA	1	0	104	9	114

Number of Direct Job Reductions

(Source: Tab 2 Summary)

Activity	Officers	Enlisted	Civilian	Contractor	TOTAL
TRANSCOM	40/14.4%	74/32.6%	47/12.9%	100/20%	261/19.0%
2007	29	65	36	81	211
2008	0	0	2	4	6
2009	11	9	9	15	44
AMC	44/16.2%	70/18.9%	64/17.5%	119/20%	297/18.6%
2007	44	70	57	117	288
2008	0	0	7	2	9
SDDC HQ	3/20%	0/0%	48/16.2%	9/20%	60/16.6%
SDDC (Alex)	6/37.5%	1/12.5%	124/24.4%	63/19.4%	194/22.6%
SDDC-TEA	1/100%	0/0%	19/18.3%	2/22%	22/19.3%

- SDDC HQ headcount reduction occurs in FY 2007
- SDDC (Alexandria) headcount reduction occurs in FY 2008
- SDDC-TEA headcount reduction occurs in FY 2009
- Reduction of 541 military & civilian positions; reduction of 293 contractor positions (834 total positions)

Number of Direct Jobs Lost or Gained in Moving

(Source: Tab 2 Summary)

Activity	Officers	Enlisted	Civilian	Contractor	TOTAL
Scott AFB	22	12	717	305	1056
2007	12	5	248	36	301
2008	10	7	384	262	663
2009	0	0	85	7	92
SDDC HQ	(12)	(5)	(248)	(36)	(301)
SDDC	(10)	(7)	(384)	(262)	(663)
SDDC-TEA	(0)	(0)	(85)	(7)	(92)

- SDDC HQ personnel movement to Scott AFB occurs in FY 2007
- SDDC personnel movement to Scott AFB occurs in FY 2008
- SDDC-TEA personnel movement to Scott AFB occurs in FY 2009
- Reduction of 558 positions at Scott AFB (TRANSCOM + AMC); influx of 1056 positions to Scott AFB (498 overall increase at Scott AFB)

Aggregate Total Direct and Indirect Jobs Gained or Lost

(Source: Criterion 6/EIT)

Location/Area	Direct Jobs	Indirect Jobs	Total/Percentage
Washington DC Metro Area	- 857	- 615	- 1472/ < 0.1%
Norfolk, VA Area	- 484	- 649	- 1133/ 0.12%
Scott AFB, IL Area	507*	609	1116/ 0.07%

- (*) Difference between Criterion 6 figures and movement tables is the BOS positions added at Scott AFB (not shown in COBRA personnel movements)

Amount Spent on Construction

(Source: COBRA Screen 7)

Location	MILCOM	Type Building	Cost
Scott AFB, IL	\$23.744M	Administrative	95,106
Scott AFB, IL	\$16.406M	Operations	60,000

Amount of Existing Floor Space Closed/Disposed Of

(Source: COBRA Screen 5 and HSA-0114R Lease Calculations Document [in Commission Staffer Briefing])

Location	Address	Ownership	Area (GSF)
SDDC/Alex	Hoffman 2 Bldg., 200 Stovall Ave., Alexandria, VA	Leased**	143,540
SDDC/TEA	720 Thimble Shoals Road Newport News, VA 23606	Leased**	40,013
SDDC/HQ	Ft. Eustis, VA	Owned	212,000

- (**) Note: closure of leased space is given credit as a recurring savings in Screen 5, but gets no credit in COBRA model calculations for GSF closed
- TRANSCOM & AMC free up available space as they reduce on-base headcount, but this is more than made up for by 498 additional positions relocating to Scott AFB. As such, Scott AFB gets no credit for closing administrative work space in this scenario.

Affect on NCR

(Source: COBRA Screen 5)

NCR military space closed (not realigned in NCR)	None
NCR leased space closed (not realigned in NCR)	143,540 GSF
NCR leased space closed (was realigned in NCR, on-installation space)	None

Military Judgment Issues

- Inverted MV justification: Scott AFB MV score is less than Ft. Eustis MV score (Source: Tab 2 Summary)
 - Realizing efficiencies in the Defense Transportation System is vital to Transformation and achieving the Combat Commander's vision.
 - Consolidation offers qualitative military benefits greater than the difference in MV scores.
 - Scenario creates Military Value not measured in MAH MV model; MV value model is a collection of background factors (general measures of merit) that do not measure the resulting synergy of co-locating SDDC with AMC and TRANSCOM.
 - Military judgment of H&SA JCSG: realignment delivers highest Military Value by co-locating Service components with TRANSCOM and managing the Defense Transportation System as an integrated system rather than separate transportation modes.

Criterion 7 & 8 Issues

- Criterion 7: no issues.
- Criterion 8: no impediments.

Alternate Scenarios Considered, But Cancelled...

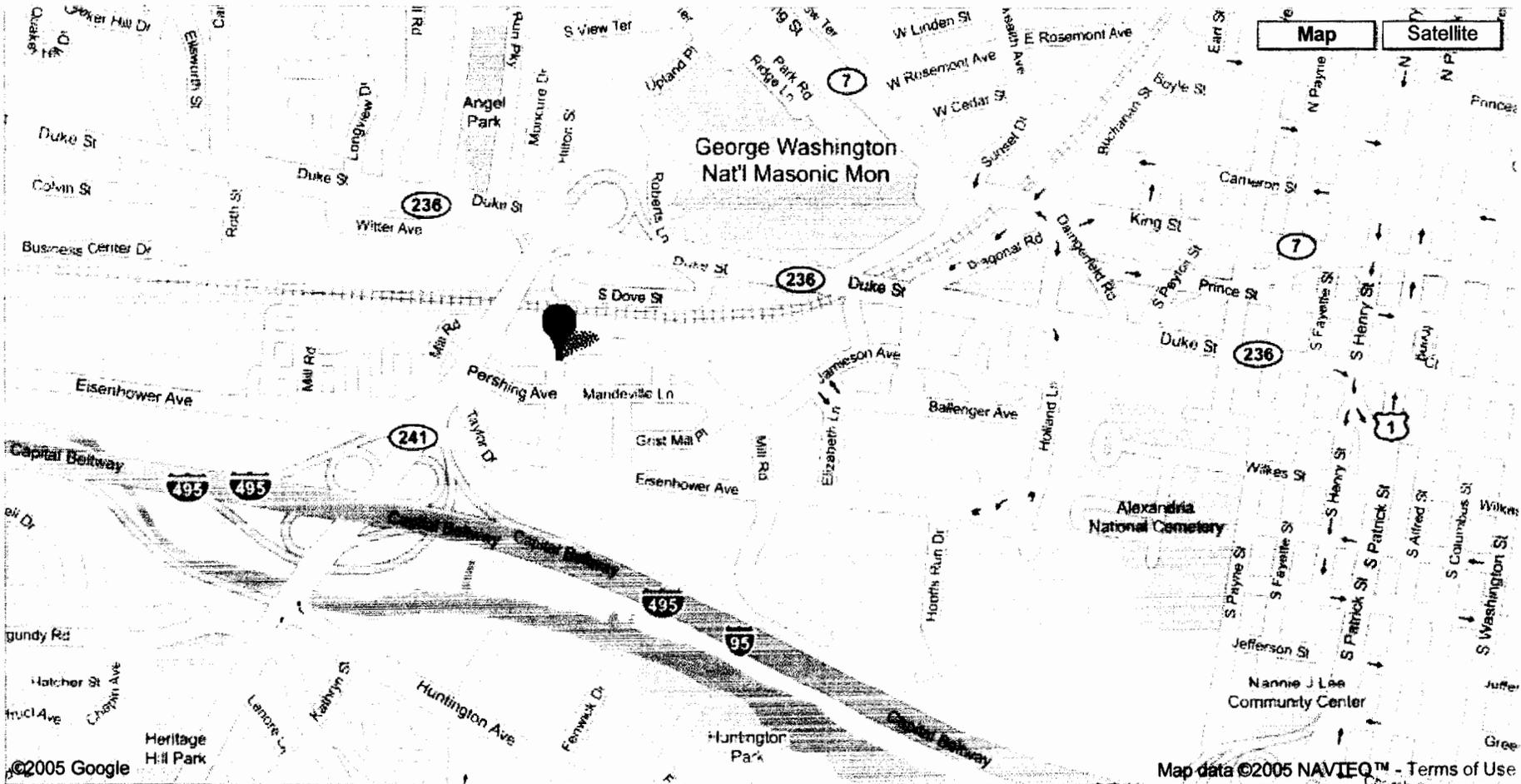
- HSA-0136, TRANSCOM to McGuire AFB; "Quint" chart provided with previous HSA-0114R Commission Staffer Briefing
- Comparison briefing chart between HSA-0136 and HSA-0114R provided with previous HSA-0114R Commission Staffer Briefing
- McGuire scenario problems that led to ISG cancellation:
 - MILCON cost = \$407M for new buildings before Joint Operations Center and scenario integration costs assessed (most construction cost at Scott was existing facility rehabilitation)
 - 7-year payback period (vs. immediate for Scott AFB)
 - \$400M cumulative NPV savings cap at McGuire (vs. \$1.3B at Scott)

Additional Information

- CAA Scenario Roadmap (charts): provided with previous HSA-0114R Commission Staffer Briefing
- Overhead photo/roadmap data for leased locations (attached)



Google Maps
200 Stovall Street, Alexandria, VA



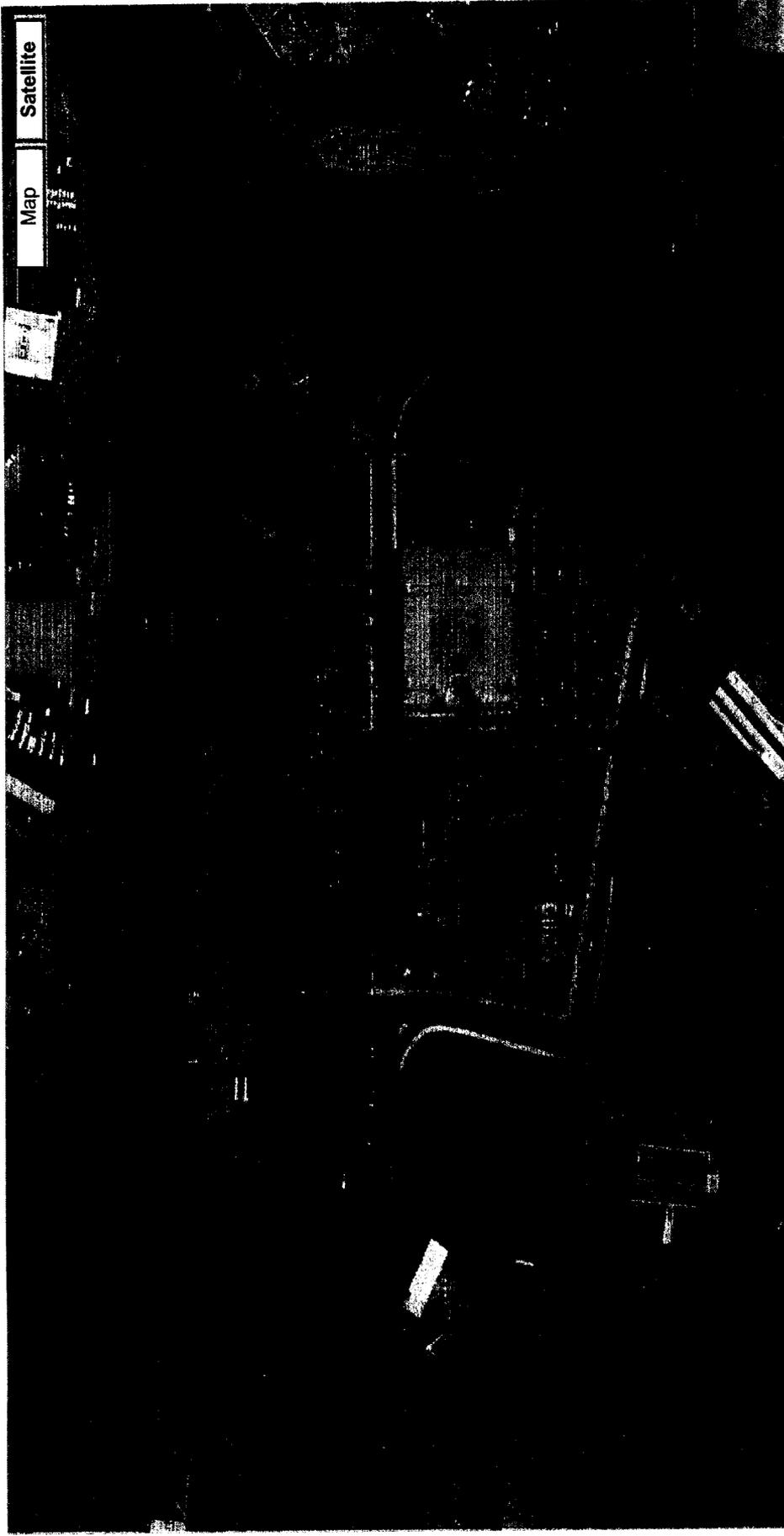
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200 Stovall St
Alexandria, VA 22314

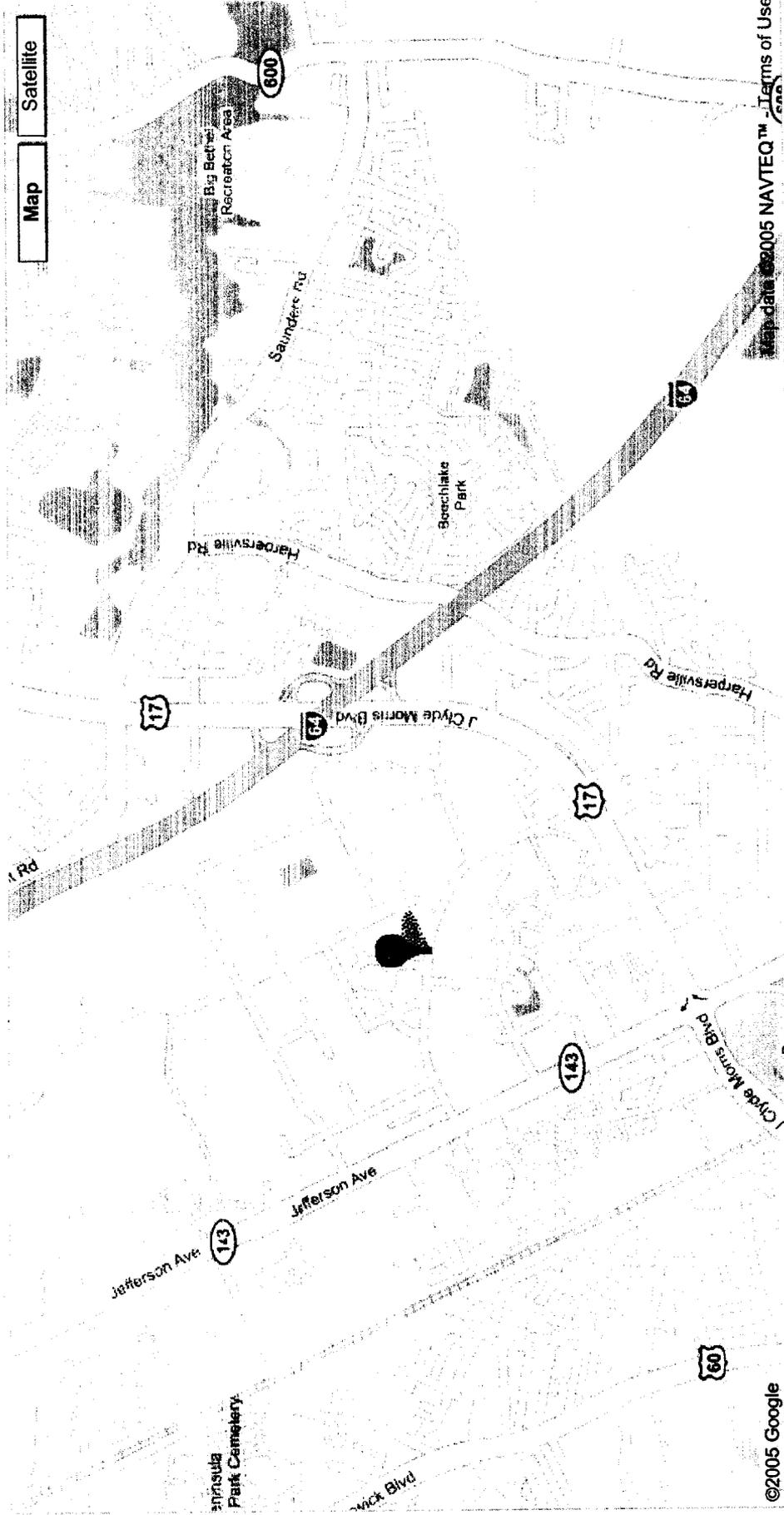
Google Maps BETA
Google Maps
200 Stovall Street, Alexandria, VA



200 Stovall St
Alexandria, VA 22314



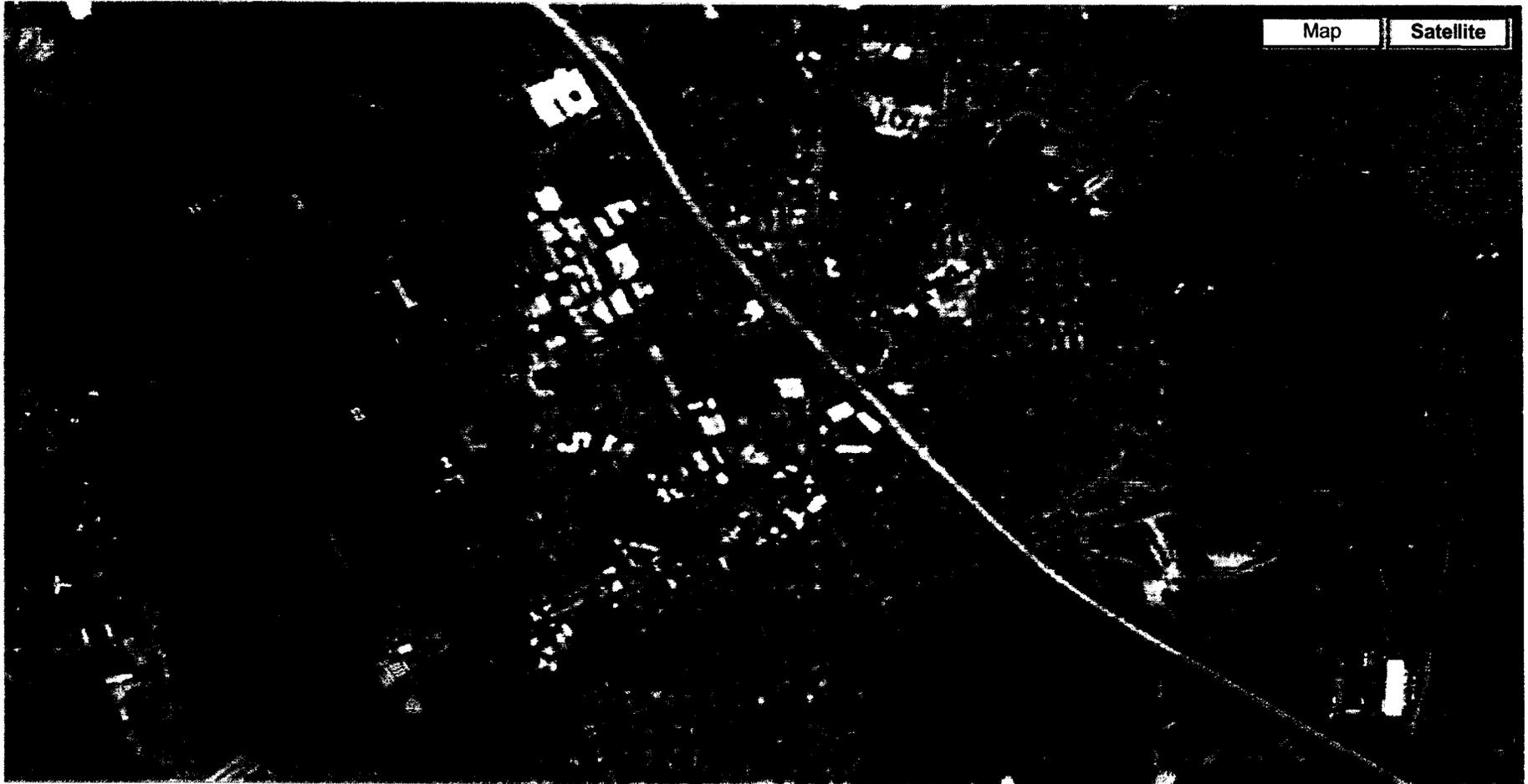
720 Thimble Shoals Boulevard, Newport News, VA



720 Thimble Shoals Blvd
Newport News, VA 23606



Google Maps
720 Thimble Shoals Boulevard, Newport News, VA



720 Thimble Shoals Blvd
Newport News, VA 23606



HSA-0114: Realign TRANSCOM HQ and Service Component HQs (PRO-FORMA COBRA RESULTS)

Candidate Recommendation (Summary): Realign TRANSCOM HQ and Service Component Headquarters by (1) Reducing staff at TRANSCOM HQ and AMC HQ (Scott AFB), (2) Relocating 251 people from MSC at Washington Navy Yard to Scott AFB, (3) Relocating SDDC from Alexandria, VA and Ft. Eustis to Scott AFB, and (4) Relocating SDDC TEA from leased space in Newport News, VA to Scott AFB.

Justification

- ✓ Greater consolidation of COCOM and Service Component headquarters at Scott AFB
- ✓ Reduction of NCR footprint
- ✓ Overall personnel reduction estimated at nearly 25% (approximately 1411 job positions)
- ✓ No MILCON or Rehab at Scott; execute in 2007

Military Value

- ✓ Scott AFB MV: 89th (vs. 43rd Fort Eustis and 52nd Washington Navy Yard)
- ✓ Scenario meets Transformational Option to consolidate HQs and co-locate Service Component HQs with COCOM HQs
- ✓ Eliminates Leased Space (SDDC & SDDC/TEA)

Payback

- ✓ One Time Cost: \$ 69.5M
- ✓ Net Implementation Savings: \$ 478M
- ✓ Annual Recurring Savings: \$ 126.3M
- ✓ Payback Period: 1 Year
- ✓ NPV (cost): \$ - 1,631.2M

Impacts

- ✓ Criterion 6: No data at this time
- ✓ Criterion 7: No data at this time
- ✓ Criterion 8: No data at this time

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



HSA-0114: Scenario Pro-Forma Assumptions

- **Initial guidance from US TRANSCOM HQ letter (Gen Handy, 16 Feb 2005)**
- **TRANSCOM HQ and All Service Component HQs reduce headcount 25%**
- **MSC sends 251 people to Scott AFB (those performing TRANSCOM duties); no further impact on MSC mission**
- **SDDC (Alexandria, VA and Ft. Eustis) relocate to Scott AFB**
- **SDDC TEA (leased location in Newport News, VA) relocates to Scott AFB**
- **No MILCON or rehab of administrative space: personnel reductions at TRANSCOM and AMC exceed number of people relocating to Scott AFB**
- **BOS reductions (3% savings) levied in all locations except SDDC leased facilities**
- **Scenario assumes realignment occurs in FY 2007**
- **Termination of all leased facilities; savings of almost \$6M/year for SDDC**



HSA-0114: Scenario Road Ahead to Completion

- Pro-forma COBRA run from current TRANSCOM and MILDEP component capacity data (portions of the data are not yet certified)
- Remaining steps before COBRA data is “finalized”:
 - SDC to TRANSCOM, AMC, SDDC, SDDC/TEA, and MSC
 - Realignment plan framework and details from TRANSCOM HQ (J-5)
 - Special requirements from TRANSCOM or component activities (pro-forma scenario assumes 200 GSF/person – HSA JCSG standard)
 - One-time costs accruing from special or non-standard requirements
 - Re-run COBRA for final results
 - Criterion 6, 7, 8 results
- Prepare scenario packages, pending approval by JCSG
 - Prepare scenario book
 - OSD legal review and approval
 - Initial review and approval by Commander, US TRANSCOM
 - Submit to ISG



HSA-0114:

Realign TRANSCOM HQ and Service Component HQs

Candidate Recommendation (Summary): Realign Fort Eustis, VA, Hoffman 2 and TEA leased space by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with AF Air Mobility Command and TRANSCOM (Military Sealift Command will retain 30 employees at WNY, DC as virtual members of TRANSCOM)

Justification

- ✓ Meets T.O. to consolidate or co-locate Service Component HQs w/COCOM HQs
- ✓ Reduces NCR footprint and eliminates 162,000 USF of leased space within DC Area
- ✓ Headquarters-level personnel reduction estimated at more than 19% (834 job positions)

Military Value

- ✓ Quantitative Military Value:
 - Ft. Eustis: .8758 TEA-Newport News: TBD
 - SDDC-Alexandria: .1620 Scott AFB: .8467
- ✓ Military Judgment: Small Quantitative difference and less disruption to TRANSCOM favored Scott over others

Payback

- ✓ One Time Cost: \$ 77.6M
- ✓ Net Implementation Savings: \$ 417.8M
- ✓ Annual Recurring Savings: \$ 111.3M
- ✓ Payback Period: Immediate
- ✓ NPV Savings: \$ 1,468.8M

Impacts

- ✓ Criterion 6:
 - DC area: -1472 jobs (857 direct, 615 indirect); <0.1%
 - Norfolk area: - 1133 jobs (484 direct, 649 indirect); 0.12%
- ✓ Criterion 7: No Issues
- ✓ Criterion 8: No Impediments

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDeps

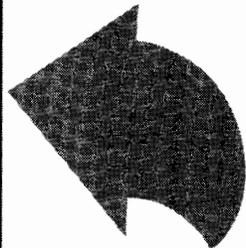


Scenario HSA-0114

Execution DTS Functions Are Consolidated into COCOM HQs
Title 10 Functions Remain with Services

Title 10 Functions:

**Organize, Train,
& Equip**
Stay with Services



**Consolidated
COCOM HQs**



Consolidated:

- Joint Ops Ctr
- DTS Operations
- Contracting/Acq
- Intelligence/FP
- Financial Mgt
- Legal
- Support Staff

Scott AFB, IL

- Operations Ctr-TACC
- 18 AF Cmd Support
- Contract Airlift
- Pax/Traffic Mgt
- Intelligence
- Acquisition
- TWCF Billing/Acctng
- Cmd Support
- Weather

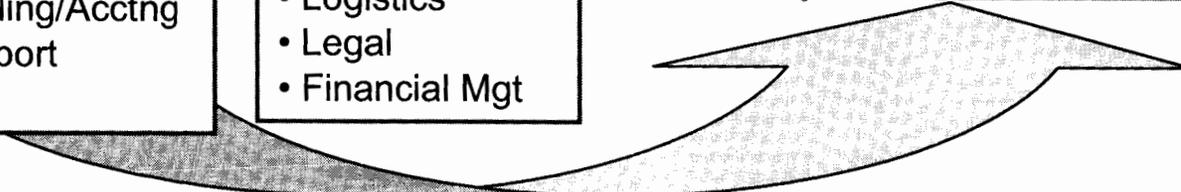


**Alexandria &
Ft. Eustis, VA**

- Operations Ctr
- Cmd Support
- Passenger PP
- Intelligence
- Acquisition
- Logistics
- Legal
- Financial Mgt

**Washington
Navy Yard**

- Selected Ops
- Reach Back
Capability





Operational Efficiencies and Operational Benefits

Achieving Key Savings

- Combined Ops/Joint Ops Ctrs (1164 → 895)
 - Single, consolidated Joint ops center
 - Less duplication, no hand-offs/seams
 - Collaborative, Focused execution
- Financial Mgt (183 → 149 billets)
 - Centralize, consolidate, automate
 - Reengineer processes
- Acquisition/Contracting (99 → 79 billets)
 - Consolidate/Eliminate redundancies
 - Synergy from transportation focused acquisitions (vs modal procurement)
- IT Systems (364 → 280 billets)
 - System consolidation/streamlining
 - From 5 sites down to 2 sites
- Staff Support 106 → 87 billets
 - Consolidate/flatten organization
- Logistics/Facilities Support (48 → 32)
 - Consolidate/streamline/less workload

Benefits to Warfighter

- Single Face to Customer
- Focused, Unity of Effort
- Synchronized intermodal solutions
- Agile, ready deployment teams
- Ability to keep pace with rapid operations
- Increased In-Transit Visibility
- Improved tooth-to-tail ratio
- Single item billing
- Accurate, timely, reliable financial information



Estimated Manpower Savings

Adjusted to reflect the Army baseline along with their projected moves and savings

	Officers	Enlisted	Civilian	Total	Estimated Savings	Contractor Manyears	Estimated Contractor Savings
USTRANSCOM	278	227	363	868	161	500	100
AMC (TACC & Non-Title 10)	271	369	365	1005	178	594	119
SDDC (HQs+FOAs)	32	13	908	953	202	379	74
MSC (TWCFC USTC Specific)			30	30	0	0	0
Total Consolidation	581	609	1666	2856	541	1473	293

- Projected manpower savings based on streamlined ops, reduced overhead/duplication, and key process improvements resulting from a centralized transportation and logistics organization
- Estimated approx a 20% savings in Contractor Manyear Equivalents (CMEs) based on consolidating contractor provided infrastructure requirements and bundling of contract efforts



#HSA-0063: Co-locate TRANSCOM Components

Candidate Recommendation: Realign the Hoffman 2 Building, a leased installation in Alexandria, VA, by relocating the USA Surface Deployment and Distribution Command to Ft. Eustis, VA and consolidating with other SDDC offices at Fort Eustis. Realign Washington Navy Yard by relocating the USN Military Sealift Command to Ft. Eustis, VA.

Justification

- ✓ Eliminates approximately 162,000 USF of leased space within the NCR.
- ✓ Frees up over 200,000 GSF at WNY for reuse for other Activities which need to remain in the NCR.
- ✓ Consolidates SDDC and co-locates related Activity; eliminates redundancy and enhances efficiency.
- ✓ Moves SDDC to an AT/FP compliant location.

Military Value

- ✓ COMSC: 193rd of 314
- ✓ SDDC: 306th of 314
- ✓ Ft. Eustis: 43rd of 314

Payback

- ✓ One Time Cost: \$87.7M
- ✓ Net Implementation Cost: \$74.3M
- ✓ Annual Recurring Savings: \$ 4.2M
- ✓ Payback Period: 32 Years
- ✓ NPV (cost): \$28.4M

Impacts

- ✓ Criterion 6: -2,059 jobs (1,183 direct, 876 indirect); less than 0.1%.
- ✓ Criterion 7: No issues.
- ✓ Criterion 8: Air quality and T&E species issues. No impediments.

- ✓ Strategy
- ✓ COBRA

- ✓ Capacity Analysis / Data Verification
- ✓ Military Value Analysis / Data Verification

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis

- ✓ De-conflicted w/JCSGs
- ✓ De-conflicted w/MilDepts



TRANSCOM – Proforma Scenario Alternatives

	Candidate Recommendation HSA-0063 - Ft. Eustis	NAVY Proforma: Proportionate BOS Delta Cut	Proforma Revised HSA-0063; SDDC Only	Alternate HSA-0114 - Scott AFB
Military Value-Receiver	43	43	43	90
Included	SDDC-Hoffman Lease; COMSC-WNY	SDDC-Hoffman Lease; COMSC-WNY	SDDC-Hoffman Lease	SDDC-Hoffman Lease and Ft. Eustis; COMSC-WNY
NPV Savings/Cost	\$27.8	\$12.5	\$8.9	\$155.9
One Time Cost	\$87.1	\$87.7	\$40.4	\$132.5
Payback/Years	32	21	12	Never
Break Even	2041	2030	2021	Never
Annual Savings/Cost	\$4.2	\$5.6	\$3.8	\$3.9
Details:				
New GSF	236,600	236,600	106,400	302,200
Activity Personnel Total	1,183	1,183	532	1,511
7% Proforma Personnel Reduction-NOT TAKEN	83	83	37	106
BOS Plus-Up-Personnel	37	37	18	83
Navy BOS Reduction	0	19	N/A	0
Furniture/Infrastructure/IT	\$6.9	\$6.9	\$2.8	\$20.0

XCOM**Durso, James, CIV, WSO-BRAC**

From: Coulson, Carla, COL, WSO-HSAJCSG
Sent: Friday, August 05, 2005 10:52 AM
To: Durso, James, CIV, WSO-BRAC
Cc: McAndrew, Michael, Mr, OSD-ATL; Langohr, Michael, CAPT, WSO-HSAJCSG
Subject: FW: OSD BRAC Clearinghouse Tasker C0677/JCS #24
Attachments: Durso-SDDC and TEA Request1.doc; Tasker 0677 Response Final 050728.pdf; Tasker 0677 Encl 1 to Final Response 050728.pdf; Tasker C0677 Encl 2 TCCS Response.ppt; Tasker 0677 Encl 3 16 Feb 05 TCCC.pdf

Jim: I am sending a cy of the TRANSCOM tasker to you directly. I know these things often take a couple of days to get through the clearing house. I want to draw your attention to encl 2....the TRANSCOM position. Clearly they feel very strongly, as we do, that the Secretary's recommendation should go forward without change. My guess is that any potential change will likely evoke strong sentiment from the Department. Please call if you have any questions.

Best regards, Carla

COL Carla Coulson
 Deputy Director
 Headquarters & Support Activities
 Joint Cross Service Group BRAC 05
 (703) 696-9448 (Ex 136)
Carla.Coulson@wso.whs.mil

-----Original Message-----

From: Zander, Susan, CTR, WSO-HSAJCSG
Sent: Friday, August 05, 2005 10:44 AM
To: RSS dd - WSO BRAC Clearinghouse
Cc: Coulson, Carla, COL, HSAJCSG; Langohr, Michael, CAPT, WSO-HSAJCSG; Fletcher, Dave, CTR, WSO-HSAJCSG; Brown, Tyrone, COL, WSO-HSAJCSG; Schwartz, Mark, CTR, WSO-HSAJCSG; Zander, Susan, CTR, WSO-HSAJCSG
Subject: FW: OSD BRAC Clearinghouse Tasker C0677/JCS #24

The final response to tasker C0677 is attached.

V/r,
 Susan

Susan Zander
 HSA JCSG
 1401 Wilson Blvd, Suite 400
 Arlington, VA 22209
 Phone 703.696.9448 x161 (DSN 426)
 Fax 703.696.9478
susan.zander.ctr@wso.whs.mil

-----Original Message-----

From: RSS dd - WSO BRAC Clearinghouse
Sent: Monday, July 25, 2005 3:00 PM
To: Fletcher, Dave, CTR, WSO-HSAJCSG; Brown, Tyrone, LTC (P), WSO-HSAJCSG; Coulson, Carla, COL, WSO-HSAJCSG

8/8/2005

Cc: Dean, Ryan, CIV, WSO-BRAC; Sillin, Nathaniel, CIV, WSO-BRAC; Cirillo, Frank, CIV, WSO-BRAC; Cook, Robert, CIV, WSO-BRAC

Subject: OSD BRAC Clearinghouse Tasker C0677/JCS #24

Please provide a response to the inquiry below and return to OSD BRAC Clearinghouse NLT noon **Wednesday, 27 July, 2005**, with the designated signature authority, in PDF format.

When contacting the Clearinghouse, please refer to OSD BRAC Clearinghouse Tasker **C0677**.

Thank you for your cooperation and timeliness in this matter.

OSD BRAC Clearinghouse



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION
2521 SOUTH CLARK STREET, SUITE 600
ARLINGTON, VA 22202
TELEPHONE: 703-699-2950
FAX: 703-699-2735

July 25, 2005
JCS # 24

Chairman:
The Honorable Anthony J. Principi

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

Executive Director:
Charles Battaglia

Mr. Bob Meyer
Director
BRAC Clearinghouse
1401 Oak St.
Roslyn VA 22209

Dear Mr. Meyer:

I respectfully request a written response from the Department of Defense concerning the following request:

Assume that the Surface Deployment and Distribution Command and the Transportation Engineering Agency do not to move to Scott Air Force Base. What would be the manpower savings gained by consolidating non-Title 10 DTS functions of Air Mobility Command and TRANSCOM?

I would appreciate your response by July 29, 2005. Please provide a control number for this request and do not hesitate to contact me if I can provide further information concerning this request.

Yours sincerely,

Frank Cirillo
Director
Review & Analysis



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-487

DAPR-ZB

5 August 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker C0677 - JCS #24 – Request for Information, US Army SDDC Consolidation at Ft. Eustis

1. References:

- a. HSA JCSG interim response letter, 28 July 2005, subject as above (Enclosure 1).
- b. Memorandum from MG Carlos Pair, USTRANSCOM to HSA JCSG, 3 August 2005, subject as above (Enclosure 2).
- c. TRANSCOM Commander Memorandum to the Vice Chairman of the Joint Chiefs of Staff, 16 February 2005, subject: Base Realignment and Closure Scenarios and Logistics Transformation (Enclosure 3).

2. Issue/Question: Assume that the Surface Deployment and Distribution Command and the Transportation Engineering Agency do not move to Scott Air Force Base. What would be the manpower savings gained by consolidating non-Title 10 DTS functions of Air Mobility Command and TRANSCOM?

3. Response: As reported in reference 1.a., this inquiry was referred to HQ USTRANSCOM, the appropriate source for computing integrated COCOM and component command staffing levels for this BRAC recommendation.

The reference 1.b. response from MG Carlos Pair, USTRANSCOM Chief of Staff, clearly states that no manpower savings can be realized at AMC HQ and TRANSCOM HQ with your proposal to retain SDDC and TEA at Ft. Eustis, VA. Any status-quo or otherwise less integrated initiative, such as the alternative recommendation, will not provide the "significantly greater efficiencies" outlined in Gen Handy's vision of consolidation at one location (see reference 1.c.). Per Gen Handy's direction, a "more focused and responsive" TRANSCOM operation cannot be attained via split-base operations."

4. HSA JCSG strongly supports the TRANSCOM response and stands behind the original recommendation forwarded by the Secretary of Defense.

3 Enclosures
As Stated

CARLA K. COULSON
COL, GS
Deputy Director, Headquarters and
Support Activities JCSG



REPLY TO
ATTENTION OF

DEPARTMENT OF THE ARMY
DEPUTY CHIEF OF STAFF, G-8
700 ARMY PENTAGON
WASHINGTON DC 20310-0700
HSA-JCSG-D-05-465

DAPR-ZB

28 July 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker C0677 –Request for Information Interim Response

1. Reference response to information request, 25 July 2005, from Mr. James Durso, BRAC Commission Staff, subject as above.

2. Request/Question

Assume that the Surface Deployment and Distribution Command and the Transportation Engineering Agency do not move to Scott Air Force Base. What would be the manpower savings gained by consolidating non-Title 10 DTS functions of Air Mobility Command and TRANSCOM?

3. Response:

- a. This request for a revised scenario differs greatly from the original recommendation in that Army SDDC and SDDC-TEA activities would relocate at Ft. Eustis rather than Scott AFB. The information requested is the number of in-place job reductions possible at Scott AFB (AMC and US TRANSCOM) assuming the Army TRANSCOM component locates to Fort Eustis.
- b. Job reductions proposed in the original recommendation were determined by the TRANSCOM J-5, and included elimination of redundant functions and systems through consolidation of all TRANSCOM components except Military Sealift Command (MSC) at Scott AFB.
- c. Per phone discussion between Mr. Durso, MAH team members and TRANSCOM staff, this inquiry is currently under evaluation by TRANSCOM. TRANSCOM staff indicates they should be able to provide the requested response on or about 3 August.

DAPR-ZB

SUBJECT: OSD BRAC Clearinghouse Tasker C0677 -Request for Information Interim Response

4. Coordination: MAH staff in touch with Mr. Tom Parker, USTRANSCOM J-5 to coordinate the inquiry.



CARLA K. COULSON
COL, GS

Deputy Director, Headquarters and
Support Activities JCSG



UNITED STATES TRANSPORTATION COMMAND

508 SCOTT DRIVE
SCOTT AIR FORCE BASE, ILLINOIS 62225-6357

3 August 2005

MEMORANDUM FOR HEADQUARTERS & SUPPORT ACTIVITIES JOINT CROSS-SERVICE GROUP

FROM: TCCS

SUBJECT: OSD BRAC Clearinghouse Tasker C0677/JCS #24

1. USTRANSCOM was requested to assess the manpower savings that might be realized by consolidating the non-Title 10 Defense Transportation System (DTS) functions of Air Mobility Command (AMC) and USTRANSCOM, assuming the Surface Deployment and Distribution Command (SDDC) and the Transportation Engineering Agency (TEA) do not move to Scott Air Force Base. The BRAC Commission's request is provided for reference at Attachment 1.

2. This alternate scenario maintains the status quo, and as a consequence produces no manpower savings. It is important to understand that AMC and USTRANSCOM have been co-located on Scott AFB and have shared the same Commander since USTRANSCOM was first established. Over that 15+ year span, efficiencies and economies that could have been achieved between USTRANSCOM and its air component command have already been realized. The data we provided in the original Section 2.2 of the scenario data call for HSA-0114 remains unchanged, and no headcount reduction will be taken from these numbers.

3. SECDEF's recommendation would enable USTRANSCOM to co-locate, consolidate, and more fully integrate the air, land, and sea component commands to better support intermodal and multi-modal moves via streamlined business practices and processes. Maintaining the status quo prevents us from pursuing the organizational changes and process reengineering needed to improve support to the warfighter and achieve the savings envisioned. For example:

- The proposed J3-Operations savings were predicated on having all command and control functions "under one roof." Even if we were able to combine USTRANSCOM and AMC command centers, there would be no savings to SDDC (they would be functioning much the same as today), and USTRANSCOM would still have to provide supervision, direction, coordination, and synchronization of global intermodal transportation and distribution missions from at least three geographically dispersed locations (Scott AFB, Ft. Eustis, and the Washington Navy Yard).
- Command Acquisition savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC acquisition functions.
- Legal (JA) savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC legal functions.
- Force Protection (FP) savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC FP functions.
- Manpower & Personnel (J1) savings were based on the synergies resulting from consolidating USTRANSCOM and SDDC J1 functions.
- Plans & Policy (J5) savings were based on the synergies resulting from consolidating USTRANSCOM, SDDC and TEA planning and policy functions.



- C4S (J6) savings were based on the synergies resulting not only from consolidating USTRANSCOM, AMC, SDDC, and TEA J6 functions, but also through streamlining automated systems, eliminating duplication resulting from split-base operations and consequent manpower reductions across the in-house/contractor teams that support those systems.
- Financial Management (J8) savings were based on the synergies resulting from consolidating USTRANSCOM, AMC, and SDDC and standardizing financial processes.

4. Although SECDEF's recommendation is expected to yield over \$1B in savings over a 20-year period, the manpower and cost savings are actually secondary benefits. The primary benefit is the improved ability to respond quickly and effectively to the warfighter by simplifying internal processes and structures. That is the real payoff to the Department of Defense and the nation.

5. There appears to be some concern within the BRAC Commission staff that SECDEF's recommendation could present risk by putting all command and control (C2) functions in the same facility. The inference is that any one of our geographically-separated components could provide coverage should C2 capabilities be disrupted at USTRANSCOM or another component. That is not the case. However, USTRANSCOM and each of the components have detailed plans to ensure continuity of their respective operations in the event of a natural or man-made event. The ability to survive and operate is a fundamental responsibility of command, and we take that responsibility very seriously. We are constantly exploring ways to assure our ability to survive and operate, and will continue to do so as we plan the transition from geographically-separated operations to a single operations center.

6. Thank you for the opportunity to comment on this important initiative. Please let us know if you have any questions or concerns.



CARLOS D. PAIR
Major General, U.S. Army
Chief of Staff

Attachment:
OSD Tasker C0677/JCS #24



UNITED STATES TRANSPORTATION COMMAND
108 SCOTT DRIVE
SCOTT AFB, ILLINOIS 62225-5357

16 February 2005

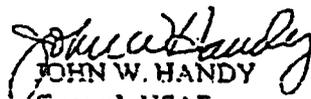
MEMORANDUM FOR VICE CHAIRMAN OF THE JOINT CHIEFS OF STAFF

FROM: TCCC

SUBJECT: Base Realignment and Closure Scenarios and Logistics Transformation

1. The Headquarters and Support Activity Joint Cross Service Group (HSA JCSG) is assessing the fiscal implications of three substantially different Base Realignment and Closure (BRAC) scenarios affecting USTRANSCOM components. One of the scenarios under review supports our desire, as outlined in our 24 January 2005 memorandum, to co-locate our component headquarters at Scott AFB, specifically the Air Mobility Command (AMC), the Military Sealift Command (MSC), the Surface Deployment and Distribution Command (SDDC), and SDDC's Transportation Engineering Agency (TEA). This scenario, as presently modeled, is fiscally prohibitive based largely on the 1,511 personnel the HSA JCSG projects would be impacted by this realignment (a figure which does not include the 113 personnel assigned to SDDC TEA). We also understand the Navy has expressed some concern with the proposed relocation of MSC to Scott AFB.
2. With respect to MSC, we are primarily interested in those MSC functions that directly support USTRANSCOM, approximately one-fourth of MSC's total mission. The balance of MSC functions could remain in place without consequence to our long-range vision. This change alone reduces the number of MSC personnel impacted from 651 to 251, or a total of 1224 when SDDC TEA's staff is included. This modification enables DoD to reduce its footprint in the National Capital Region, keeps MSC's service-specific functions aligned to the Navy, and supports our desired end state. This modification should also make our proposed scenario fiscally viable.
3. Consolidation of all USTRANSCOM components at one location will enable us to provide more focused and responsive support to the warfighter. We will also achieve significantly greater efficiencies by eliminating duplicative operations centers, support staffs, contracted activities, and automated systems currently required to support the global distribution mission. If implemented, we conservatively estimate a 25 percent personnel reduction for USTRANSCOM and our component headquarters (an estimated savings of over 1,400 personnel). Phased implementation would allow us to significantly reduce the number of personnel who would ultimately relocate to Scott AFB. The same efficiencies cannot be attained via split-base operations.
4. We solicit your support for our preferred course of action. Thank you for your continued support of our transformation initiatives.

Sincerely


JOHN W. HANDY
General, USAF
Commander



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	COMMENT NUMBER	COMMENT	DATE RECEIVED	BASE/INSTALLATION
1	8024	<p>Don,t close Oceana, Ft. Monroe, or size down Ft. Eustis</p> <p>Please reconsider the attempt to realign the staff at Ft.Eustis, Our area has depended on the economic impact for such a long time and to close it down seems ludicrous, considering the fact that all of the jobs will be done from somewhere , they might as well stay here.</p>	8/5/2005 7:38:00 PM	Fort Eustis
2	5657	<p>BRAC closings</p> <p>Fort Eustis is located on a river where training using army boats occurs. To move the transportation center from Ft. Eustis to Ft. Lee which is not on a river complicates the training.</p>	7/28/2005 5:40:00 PM	Fort Eustis
3	3197	<p>Consolidation of Transportation Command Components: SDDCDDCTEA</p> <p>Dear BRAC Commission:</p> <p>I write this on behalf of many Surface Deployment and Distribution Command (SDDC) and Surface Deployment and Distribution Command Transportation Engineering Agency (SDDCTEA) employees here in the Hampton Roads and Northern Virginia area, to ask that the commission please reconsider and reverse any decision to consolidate the command, SDDC and its components, with USTRANSCOM and AMC at Scott Air Force Base, IL., per Vol 7, BRAC report 2005.</p> <p>I submit the following reasons and hope that the commission may look deeper into these issues and agree that SDDC should remain at Ft. Eustis and be consolidated at Ft. Eustis as previously planned. The following details are provided:</p> <p>1) SDDC has already spent over \$1 million in financing, researching and designing facilities and infrastructure to consolidate the command, in its entirety, at Ft. Eustis, VA, over the last five years under the direction of the Command's senior leadership and with the support of the Army in order to pull all of SDDC's components, ie., Headquarters from Alexandria, VA (Hoffman Building), Transportation Engineering Agency from leased building in Newport News, VA together with the Operations section now currently occupying a new building (built specifically for SDDC Ops) at Ft. Eustis.</p> <p>2) In recent years, the Command and its employees have already undergone a major consolidation, as we've closed operations in Bayonne, NJ, and Oakland, CA., and down-sized the command into what is now 571 employees assigned at Alexandria and</p>	7/6/2005 2:10:00 PM	Fort Eustis

Newport New, VA (as described above). Furthermore, in the last three to four years, the Command once again conducted another reorganization to move the majority of its headquarters, the Operations Center, to Ft. Eustis. To say the least, the employees of SDDC that have stood alongside this Command over these times have suffered enough shuffling and reorganization for one decade. Asking employees to leave for Scott AFB, IL, would be asking many folks to lose much more than a small amount of equity in a home, but a long-term relationship the Command works with in the National Capital Region, the Pentagon, Congress, and local Army, Navy, Air Force and Marine installations along the east coast.

3) The Transportation Engineering Agency in Newport News, VA has a prestigious and unparalleled function serving the Army and sister services, providing in-depth transportability and deployability analyses. To be centered at Ft. Eustis, will permit the Agency to continue its mission and be in close proximity to other installations and facilities to allow the following as we have in the past, e.g.:

- a. Assist and redesign new convert old ship hull builds and conduct equipment load tests at nearby Newport News, Northrop-Grumman, and Norfolk Naval Base Ship Yards.
- b. Assist and redesign new convert old military aircraft and conduct equipment load tests at nearby Langley Air Force Base.
- c. Assist and design military equipment tie-down lift-on lift-off procedural operations to deploy equipment and conduct rail-impact tests at Ft. Eustis, VA.
- d. Assist and conduct major programmatic studies in concert with the Office of the Secretary of Defense, Joint Staff, and Service Staffs, while providing responsive and efficient use of time and money. SDDCTEA and SDDC employees, as required, can be in the National Capital Region Pentagon in 2-hours (either by military "hop" out of Langley or rental vehicle OV).

As a point, Scott Air Force Base has no immediate access to seaports, nor is there nearby infrastructure to conduct rail-impact test, nor is the base a home station for military cargo aircraft base to adequately conduct load testing and MILAIR certifications.

4) SDDC is a major ARMY command, not a Joint Command billet. Consolidating SDDC with USTRANSCOMMC will foretell the Army's loss of the Command functions and missions. USTRANSCOM will overshadow and consume the Command and once again serve purpose to conduct yet another reorganization.

5) It appears SDDC has been unfairly targeted in BRAC, if one compares the dollar figures saved associated with moving SDDC to Scott AFB to those saved moving Army positions in leased building around the Capital Region onto Ft. Belvoir, VA. Consider how does the COBRA model data assess that by the year 2025, reassigning aligning & down-sizing 571 SDDC employees to Scott, delivers a 1.2 billion dollar savings, while reassigning aligning & down-sizing some 2,197 employees in leased building around the National Capital Region to Ft. Belvoir, VA only saves 322 million? (References: HAS-0114RV4 TRANSCOM Components to Scott AFB and HAS-0069V2 Army NCR Leased (Belvoir), Department of Defense Justification Data, Vol #7, BRAC Report) The figures do not sensibly and rationally add up. I can not imagine how 751 positions and the respective square-footage of infrastructure requirements would ever come close to those for over 2000 employees, especially in the Washington, D.C. Northern Virginia area.

With all due respect, I request that the BRAC Commission

		<p>consider these facts and look into these issues I have addressed and reject the decision to consolidate SDDC with USTRANSCOMMC to Scott AFB. In the Army's and the Command's best interest, our mission is here, at Ft. Eustis, and our employees deserve better.</p> <p>Respectfully, Dave Cannella, GS-13 OpsResysAnalyst SDDCTEA-SDTE-DPA</p>		
4	1925	<p>\$25,000 buyout</p> <p>The \$25,000 Max buyout (before taxes) was established in 1993-- This is now 2005 and this amount never has been increased. The cost of living has greatly increased in the past 12 years. Who do I write to that can increase this amount offered? Why should people being brac'd now be offered the same as people years ago. I realize that nothing has been offered yet--but if we wait-- then it is too late for voices to be heard to possibly increase this amount.</p>	6/20/2005 9:32:00 AM	Fort Eustis
5	1400	<p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>With the release of COBRA and supporting data, original e-mail warrants a follow-up:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>MILITARY VALUE 43. Fort Eustis 78. Fort Lee 95. Scott AFB Fort Eustis' military value makes it a more vital military installation and center of gravity than Scott AFB or Fort Lee. After all, it is the home of U.S. Army Transportation. Keep the Transportation School and Center at Eustis.</p> <p>KNOWN COMPETING RECOMMENDATIONS In 2004, the city of Newport News had an agreement based upon military mission, to move SDDC Alexandria and TEA to a new building at Fort Eustis. The city would finance the construction of the building WITHOUT BRAC MONEY.</p> <p>BRAC COMMISSION DUPED AGAIN In 1995, the BRAC Commission concluded that MTMC (now known as SDDC) should relocate to Fort Eustis. The Commission DID NOT select Scott AFB, which was one of the multiple relocation sites.</p> <p>CAPACITY ANALYSIS/ COSTS Fort Eustis +39% Scott AFB -3% City of Newport News to pay for new building at Fort Eustis. TRANSCOM would like the BRAC Commission to use our taxpayer monies to finance a new "General Administrative Building" for \$ 24 million AND a new "Aviation Operations Building (JOC)" for \$18 million.</p>	6/13/2005 9:35:00 AM	Fort Eustis

		<p>ELIMINATION OF REDUNDANCIES/ EXCESS INFRASTRUCTURE Redundancies eliminated as SDDC Alexandria & TEA consolidate at Fort Eustis. TRANSCOM would not have any redundancies with SDDC to warrant consolidation at Scott AFB, right?</p> <p>INCOMPLETE JOINTNESS-PT. 2 The Military Sealift Command at the Washington Navy Yard was not considered for relocation to Scott AFB. Is it coincidence the Navy analyzed all HQ in the NCR for the Headquarters & Support Activities Joint Cross Service Group (HAS JCSG)?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p>		
6	1399	<p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>Realignment of Military Surface Deployment and Distribution Command to Scott AFB-Follow-Up</p> <p>With the release of COBRA and supporting data, original e-mail warrants a follow-up:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>MILITARY VALUE 43. Fort Eustis 78. Fort Lee 95. Scott AFB Fort Eustis' military value makes it a more vital military installation and center of gravity than Scott AFB or Fort Lee. After all, it is the home of U.S. Army Transportation. Keep the Transportation School and Center at Eustis.</p> <p>KNOWN COMPETING RECOMMENDATIONS In 2004, the city of Newport News had an agreement based upon military mission, to move SDDC Alexandria and TEA to a new building at Fort Eustis. The city would finance the construction of the building WITHOUT BRAC MONEY.</p> <p>BRAC COMMISSION DUPED AGAIN In 1995, the BRAC Commission concluded that MTMC (now known as SDDC) should relocate to Fort Eustis. The Commission DID NOT select Scott AFB, which was one of the multiple relocation sites.</p> <p>CAPACITY ANALYSIS/ COSTS Fort Eustis +39% Scott AFB -3% City of Newport News to pay for new building at Fort Eustis. TRANSCOM would like the BRAC Commission to use our taxpayer monies to finance a new "General Administrative Building" for \$ 24 million AND a new "Aviation Operations Building (JOC)" for \$18 million.</p> <p>ELIMINATION OF REDUNDANCIES/ EXCESS INFRASTRUCTURE Redundancies eliminated as SDDC Alexandria & TEA consolidate at Fort Eustis. TRANSCOM would not have any redundancies with SDDC to warrant consolidation at Scott AFB, right?</p>	6/13/2005 9:34:00 AM	Fort Eustis

		<p>INCOMPLETE JOINTNESS-PT. 2 The Military Sealift Command at the Washington Navy Yard was not considered for relocation to Scott AFB. Is it coincidence the Navy analyzed all HQ in the NCR for the Headquarters & Support Activities Joint Cross Service Group (HAS JCSG)?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p>		
7	1362	<p>Realignment of Military Surface Deployment and Distribution Command (SDDC) to Scott AFB-Follow-Up</p> <p>With the release of COBRA and supporting data, original e-mail warrants a follow-up:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>MILITARY VALUE 43. Fort Eustis 78. Fort Lee 95. Scott AFB Fort Eustis' military value makes it a more vital military installation and center of gravity than Scott AFB or Fort Lee. After all, it is the home of U.S. Army Transportation. Keep the Transportation School and Center at Eustis.</p> <p>KNOWN COMPETING RECOMMENDATIONS In 2004, the city of Newport News had an agreement based upon military mission, to move SDDC Alexandria and TEA to a new building at Fort Eustis. The city would finance the construction of the building WITHOUT BRAC MONEY.</p> <p>BRAC COMMISSION DUPED AGAIN In 1995, the BRAC Commission concluded that MTMC (now known as SDDC) should relocate to Fort Eustis. The Commission DID NOT select Scott AFB, which was one of the multiple relocation sites.</p> <p>CAPACITY ANALYSIS/ COSTS Fort Eustis +39% Scott AFB -3% City of Newport News to pay for new building at Fort Eustis. TRANSCOM would like the BRAC Commission to use our taxpayer monies to finance a new "General Administrative Building" for \$ 24 million AND a new "Aviation Operations Building (JOC)" for \$18 million.</p> <p>ELIMINATION OF REDUNDANCIES/ EXCESS INFRASTRUCTURE Redundancies eliminated as SDDC Alexandria & TEA consolidate at Fort Eustis. TRANSCOM would not have any redundancies with SDDC to warrant consolidation at Scott AFB, right?</p> <p>INCOMPLETE JOINTNESS-PT. 2 The Military Sealift Command at the Washington Navy Yard was not considered for relocation to Scott AFB. Is it coincidence the Navy analyzed all HQ in the NCR for the Headquarters & Support Activities Joint Cross Service Group (HAS JCSG)?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p>	6/12/2005 1:59:00 PM	Fort Eustis

		Stephen Koval SDDC-Lead Traffic Management Specialist		
8	1225	<p>SDDC Fort Eustis realignment to Illinois.</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p> <p>Miguel</p>	6/10/2005 2:46:00 PM	Fort Eustis
9	865	<p>defense/military</p> <p>Please help us keep C-130s at Yeager Airpot Charleston, WV.</p> <p>Thank you, Kay and Roger Statts 509 Mountview Dr. Elkview, WV. 25071</p>	6/8/2005 5:01:00 PM	Fort Eustis
10	767	<p>Consolidation of Transportation Center and School at Ft. Lee</p> <p>Gentlemen,</p> <p>I am told that recently Mssrs. Principi and Newton asked if it made sense to move the Transportation Center and School at Ft. Lee, with the object in mind of creating a consolidated Combat Service Support Command. Their question came during a visit to Ft. Eustis as part of the BRAC fact finding visits. I am also told that the answer they received was the "party line". I find it amusing that the BRAC Commission can naively ask a question in honesty, and expect to get an honest reply. Anything other than agreement with the Secretary of Defense Plan is viewed as disloyal-how can they ever expect to get a straight answer? I fear the Commission members may not be asking quite so honestly,</p>	6/7/2005 10:26:00 AM	Fort Eustis

	<p>since they should fully realize the responses will be skewed. At least the record will reflect that they asked, right?</p> <p>The simple answer is that it makes absolutely no sense to move the TC Center and School to Ft. Lee. Ft. Eustis has the only Water Terminal Operations training facilities in the Army--and probably in the Department of Defense. So water training will stay at Eustis, along with Rail training, Intermodal training, and 88H Stevedore enlisted training. Truck driver 88M training is already conducted at Fts. Bliss and Leonard Wood. Additionally, Eustis has some state of the art deployment training facilities to complement it's unique strategic deployment training mission.</p> <p>So what, then, will move to Ft. Lee? 88M movements control training, Mobility Warrant Officer Training, functional and non-technical basic officer and enlisted training, and, of course, the Transportation Center--the flag. In short, Transportation training will not be consolidated at Ft. Lee--a small classroom-only portion of Transportation training will be fragmented to Ft. Lee. Does that make sense??</p> <p>The training must be classroom only, because Ft. Lee does not have the physical area to conduct field training. Consolidating Ordnance, Missiles and Munitions and Transportation onto a post that hardly has room to conduct realistic Quartermaster training has every senior combat service support officer I have asked, both retired and active, scatching their heads. Again, does that make sense?</p> <p>Additionally, the 7th Transportation Group is scheduled to remain at Ft. Eustis and Ft. Story, because of the beaches at Story and the 3rd Port wharfing facilities at Ft. Eustis, along with the previously mentioned water operations training facilities. The 7th Group has unique Title 10 Over-The-Shore port missions, and no other base in the Army can provide them the necessary facilities to sustain their mission.</p> <p>TRADOC, meanwhile, is looking very closely at Ft. Story as a possible relocation site. Since new construction will be necessary wherever they move, Ft. Story appears to be just as appealing to TRADOC as a move to Ft. Eustis.</p> <p>Let me propose another solution. Leave the TC Center and School right where it is.</p> <p>If this suggestion upsets someone's "consolidated Combat Service Support" applecart, the easy solution would be to redesignate the Transportation Corps as a Combat Support Branch, vice Combat Service Support. I think a compelling argument could be made for such a redesignation. HQ, TRADOC could move to Ft. Story, or to Ft. Eustis--there is room enough at either post that such a move would not infringe on the training areas.</p> <p>I am a retired Transportation Corps Colonel with 30 years of active duty. My last position in the Army was to serve as the Chief of Staff of the Transportation Center and School, so it's not like I'm new at this.</p> <p>I've also seen the results of other BRAC actions from 1995. I know that if the BRAC recommendations are accepted unchanged, the outstanding people in our military will make them work. The changes will create a more cumbersome and non-sensical CSS training structure, but the folks in the services will grin and bear it. In time, it will become part of the routine. Wh</p>		
11	534	Realignment of Military Surface Deployment and Distribution	6/1/2005 Fort Eustis

		<p>Command to Scott AFB</p> <p>This comment is in response to the following recommendation:</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>LACK OF CARE FOR THE WORKFORCE-This is unbelievable. I was asked to move my family in 1999 to Ft Eustis (from New Jersey) and will now be asked to move to Scott AFB less than ten years later. When will this end and why is there a lack of concern by the BRAC Commission in regard to the treatment of the SDDC work force? What happened to caring for people?</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully,</p> <p>Dave Waers Traffic Management Specialist</p>	12:08:00 PM	
12	307	<p>Base Realignment</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building</p>	5/26/2005 1:05:00 PM	Fort Eustis

		<p>in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully, Salvatore J. Battaglia Transportation Assistant</p>		
13	301	<p>BRAC</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectfully, Ricardo Santamaria Computer Analyst</p>	5/26/2005 11:51:00 AM	Fort Eustis
14	295	<p>BRAC FORT EUSTIS VA</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency</p>	5/26/2005 10:02:00 AM	Fort Eustis

		<p>(TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. As early as 2004, the City of Newport News was willing to pay for building costs. In this scenario, relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA).</p> <p>SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating the other subordinate command of TRANSCOM, the Military Sealift Command, to Scott AFB.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p> <p>Thank you for the opportunity to present my views.</p> <p>Respectively,</p> <p>MIKE HANEY GDI DOCUMENTATION haneym@sddc.army.mil TELE: (757) 878-8348 FAX: (757) 878-8625 DSN: 826 SUPPORTING THE WAR FIGHTER!</p>		
15	145	<p>Relocation of SDDC- Ft Eustis, Alexandria & TEA</p> <p>RECOMMENDATION: The offices of HQ SDDC at Hoffman Building (Alexandria, VA), the SDDC Operations Center (Ft. Eustis, VA) and the SDDC Transportation Engineering Agency (TEA) will relocate to Scott Air Force Base, IL and consolidate with the Air Force Air Mobility Command HQs and co-locate with TRANSCOM.</p> <p>Recommendation is flawed in numerous ways.</p> <p>INCOMPLETE JOINTNESS-This does not consider relocating other MACOM, Military Sealift Command, to Scott AFB.</p> <p>COSTS-Original internal recommendation was to consolidate SDDC-Alexandria, SDDC-Fort Eustis and TEA AT FORT EUSTIS. Relocation costs only apply to Alexandria personnel (TEA is located in a leased building in Newport News, VA). A vast majority of Alexandria polled are not willing to locate to the Eustis area.</p> <p>ELIMINATION OF REDUNDANCY-Downsize at Eustis eliminating Alexandria overlap; study TRANSCOM redundancies.</p> <p>LOSS OF SKILLED WORKFORCE-I must emphasize your surface transportation specialists are located at Ft Eustis. A vast majority will not relocate to Scott AFB, IL.</p>	5/24/2005 4:18:00 AM	Fort Eustis

SAME MISTAKE TWICE- 1995 BRAC monies built the current SDDC building at Eustis. TRANSCOM is now requesting additional BRAC finances to build a new building at Scott AFB.

Thank you for the opportunity to present my views to the BRAC Commission.

Respectfully,
Stephen Koval
SDDC-Lead Traffic Management Specialist

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	COMMENT NUMBER	COMMENT	DATE RECEIVED	BASE/INSTALLATION
1	4567	<p>Surface Deployment and Distribution Command</p> <p>I sincerely believe that the commission should really consider keeping the SDDC - and Transportation Engineering Agency (TEA) in the State of Virginia, verses moving to Scott Air Force Base, IL.</p> <p>SDDC is currently located in 2 locations. Alexandria - leased building, and Fort Eustis, VA. I sure you agree that it makes economic growth not to mention common sense to move the Alexandria location 200 miles south to Fort Eustis, VA to join our co-horts already on a base to include TEA, that's not on the BRAC list, than to move the 3 locations 1000+ miles to a Air Force base that only has 2 planes landake off per week, and was on several previous BRAC lists.</p> <p>Think about it...</p> <p>v Born Virginian</p>	7/19/2005 12:10:00 PM	Scott Air Force Base
2	2980	<p>Consolidation of assetsommand structure</p> <p>With the current situation in the world does it really make sense to not have 1 central point where the US Army can call to get global support for movement by airlift. I mean one of the problems that has come out from recent aircraft incidents is the lack of interaction between AFSOC and AMC airlift forces. I mean they are literally having to jockey around for position during flights. I remember when we had to rearrange mission because someone else was on the ground where and when we wanted to be there. But because of lack of coordination (the whole AFSOC has a secret)and in the combined Air Operations center the Special Ops cell was just a liazon who had no knowledge of what the Special Ops forces were doing, we had to rearrange missions spending time redoing something when we could have moved on to something else. Also this would allow AFSOC to specialize in the hard to do mission and not do standard trash hauling missions with units that are supposed to be the deep penetrators. Instead for fear of the army Spec ops might call someone else during the "good" missions (not saying to them call AMC it is just a trash hauling mission)they spread themselves thin and give up needed training for their forces so the Army Spec forces won't even realize that it could be done safer and without risking lives. With Consolidation of the Special Ops airlift, Refueling aircraft under AMC it would allow them to refocus on the "special" missions and limit there time doing those special missions to the times when</p>	7/2/2005 8:00:00 PM	Scott Air Force Base

	<p>they are justified and not just because of the we are Special ops we can do it this way no matter if it needs to be done this way or not. Also it would allow use of a proven airlifefueling mission global tracking system (GDSS). with little to no overhead costs. Giving the commanders in the field One POC for all USAF airlift assets and one centralized location for all of the airlifefueling knowledge in the Airforce sort of a "brain trust" .</p>		
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Contact Us	Phone	Mission/Functions
SDDC Voice Mail System Directory	1-800-843-8755	24 X 7 SDDC Customer Assistance
Attendant Commercial	(703) 428-3333	
DSN	328-3333	
COMMAND AFFAIRS		Advise and Counsel the Commander
		Conduct Public Affairs Planning
Legislative Liaison	(703) 428-3207	Execute Information Strategies
		Facilitate Media Operations
		Conduct Public Affairs Training
TRANSLOG Magazine		Enhance Community Relations
		Liaison for Congressional Actions
		Manage the Command Symposium
ACQUISITION		To provide global surface transportation and traffic management services to meet National Security objectives in peace and war.
SDDC Contracting Center	(703) 428-3300	
Domestic Transportation Services Division	(703) 428-3204	
Global Intermodal Distribution Division	(703) 428-3304	
Personal Property & Passenger Services Division	(703) 428-3305	
Small Business Office	(703) 428-2037	
Transportation Information Management &	(703) 428-3306	
Terminal Services Division		
DEPLOYABILITY ENGINEERING		Executing the Highway, Railroads, and Ports for National Defense Programs
		Conducting force deployability, transportation infrastructure, and operations/exercise analyses.
Transportation Engineering Agency	(757) 878-4855	Ensuring transportability design influence, criteria, and critical movement considerations are integrated into DoD's acquisition process.

		Formulating movement procedures for existing and future materiel.
		Developing deployability analysis techniques and transportation models and simulations.
		Managing the acquisition and distribution of authoritative transportation data in support of deployment requirements
G5 (DISTRIBUTION ANALYSIS CENTER)		Performs Cargo Optimization Studies
Traffic Management Team Customer Satisfaction Survey	(703) 428-2319	Conducts Trend Analysis and Forecasting
Industry Partnership Survey	(703) 428-2297	Measures Customer Satisfaction Through Surveys
		Benchmarks with the Commercial Sector
G3 (GLOBAL CARGO DISTRIBUTION)		Synchronize Responsive Deployment and Sustainment Surface Transportation for DOD in Peace and Crisis.
Operations Center Help Desk	(757) 878-8005 Fax 1-800-526-1465	Cargo distribution and port management are the two critical process components of the surface distribution mission
Deployment Directorate	(757) 878-8400	
Command Operations Division	(757) 878-6155 Fax (757) 878-8400	
Force Protection Division	(757) 878-8890 Fax (757) 878-8136	
Terminal Management Division	(757) 878-7518	
Global Distribution Directorate	(757) 878-8008	
International Surface Distribution Division	(757) 878-8005 Fax (757) 878-8131	
International Business Process Branch	(757) 878-8147	
International Carrier Services Branch	(757) 878-8422	
International Customer Services Branch	(757) 878-5348	
International Documentation Branch	(757) 878-8621	
Domestic Distribution Division	(757) 878-8641	
Domestic Asset Management Branch	(757) 878-7473	

Domestic Business Process Branch	(757) 878-8641	
Domestic Carrier Services Branch	(757) 878-8724	
Domestic Customer Services Branch	(757) 878-8840	
Plans, Readiness and Mobilization Directorate	(757) 878-8723	
Program and Policy Directorate	(703) 428-3233	
G6 (INFORMATION MANAGEMENT)		Plan, program, and budget for information systems.
SDDC Systems Response Center (SRC) Cargo and Billing System (CAB)	(866) 794-8708	Approve and acquire information system products and services.
Defense Table of Official Distances (DTOD)	(800) 331-7348	Develop and sustain SDDC standard systems.
Electronic Transportation Acquisition (ETA)	(703) 428-3222	Operate DPCs, TCCs and networks.
Global Freight Management (GFM)	DSN 328-xxxx (800) 336-4906	Direct SDDC's GCCS and MCCN programs.
Groups Operational Passenger System (GOPAX)	(703) 428-3268	MACOM/HQ Director of Training.
Integrated Booking System (IBS)	DSN 328-xxxx (800) 851-8449	
SDDC Operations Center	(757) 878-8324	
Pilot TOPS (PTOPS)	(800) 331-7348	
Transportation Operational Personal Property Standard System (TOPS)	(703) 428-3335	
Worldwide Port System (WPS)	(888) 832-6211	
INSPECTOR GENERAL	(703) 428-3330	Assistance
		Inspections
		Investigations
LEGAL		Administrative
		Labor and Personnel Law
		Contracting Law
Staff Judge Advocate General	(703) 428-3206	Military Justice

		Passenger Traffic and Household Goods Law
PASSENGER		
Passenger Information & Business Integration Division	(703) 428-3901	Provides passenger support to USTRANSCOM, the military services, OSD, other DOD agencies, and other Federal agencies when appropriate. Coordinates issues and provide subject matter expertise to other SDDC offices and other agencies to promote maximum efficiency and effectiveness for DOD
Customer Information Support Branch	(703) 428-3048	
Passenger Data Systems Team	(703) 428-3286	
Personal Property Data Systems Team	(703) 428-2258	
Integration Services Branch	(703) 428-2691	
Analysis & Budget Team Policy & Business Process Team	(703) 428-2691	
Passenger Programs Branch Surface	(703) 428-3273	
Transportation Team Carrier Qualification & Performance	(703) 428-3015	
Recruit Movements	(703) 428-2994	
Rental Cars	(703) 428-3008	
Travel Services Team	(703) 428-3273	
PERSONAL PROPERTY		
Acquisition & Services Branch	(703) 428-3278	Provides personal property support to USTRANSCOM, the military services, OSD, other DOD agencies, and other Federal agencies when appropriate. Coordinates issues and provide subject matter expertise to other SDDC offices and other agencies to promote maximum efficiency and effectiveness for DOD
Storage & POV Team	(703) 428-3277/78	
Central RSMO, Topeka, KS	(785) 861-4524	
Northeast RSMO, Fort Monmouth, NJ	(732) 532-0630	
Southeast RSMO, Forest Park, GA	(404) 469-5997	
Western RSMO, Concord, CA	(925) 246-4240	
Personal Property Programs Branch	(703) 428-3495	
Carrier Qualification	(703) 428-3279	
Performance Team	(703) 428-3280	
Operations Team	(703) 428-3495	
Rates Team		
Domestic Rates	(703) 428-3281	

International Rates	(703) 428-3282	
One-Time-Only Rates	(703) 428-3283	
Program Development Branch	(703) 428-3285	
Families First PP Program	(703) 428-3285	
PERSONNEL		MACOM Personnel Chief, Military and Civilian.
		MACOM Manpower Chief, Military and Civilian.
		MACOM Engineer.
		MACOM/HQ Logistician
		MACOM Chief, Morale, Welfare, and Recreation
		MACOM/HQ Director of Training.
G8 (RESOURCE MANAGEMENT)	(703) 428-3287	The DCSRM provides financial, budgeting, and programming services to SDDC, while imparting professional managerial and staff support to various elements.
	DSN 328-xxxx	
Customer Service and Invoice Division	(703) 428-3377 Fax (703) 428-3294	
	DSN 328-xxxx	
Program and Budget Division	(703) 428-3375 Fax (703) 428-3289	
	DSN 328-xxxx	
	(703) 428-3374 Fax	
SAFETY AND SECURITY		
Safety Team	(757) 878-7518	
Security Team	(757) 878-8445	
STRIKE COORDINATORS		
Headquarters SDDC Alexandria	(703) 428-2435	
Headquarters SDDC Customer Service	DSN 328-2435 (703) 428-3200	

598th Transportation Group, Europe	DSN 328-3200 31-10-459-2318	
599th Transportation Group, Pacific	DSN 314-362-2318 (808) 656-5430, DSN 315-456-6430	
595th TRANSPORTATION GROUP		Development of the Group capability as a future Command and Control (C2) HQs for SDDC CONUS Battalion-level units.
Camp Spearhead, Kuwait		Planning and developing a 5-year equipment recapitalization plan for container and material handling equipment (CHE-MHE) and installation support equipment. The research and development of a terminal management hardware and software system designed to enhance productivity, efficiency, and the operational capability of MOTSU for ammunition handling.
597th TRANSPORTATION GROUP		
Southport, North Carolina	(910) 457-8556 DSN 488-8556	
598th TRANSPORTATION GROUP		Manages water terminal operations within the U.S. EUCOM, and U.S. CENTCOM and sustain combat power to the war-fighting Commanders.
Rotterdam, The Netherlands, Europe	010-459-2460/2423	
599th TRANSPORTATION GROUP		Provide global surface transportation to meet national security objectives in peace and war.
Wheeler Army Airfield, Oahu, Hawaii, Pacific	(808) 656-0530 (808) 656-0730 Fax	Single Port Manager for the Pacific Command (PACOM) Area of Responsibility (AOR). Command and control SDDC common user ocean ports in the Pacific and Indian Oceans.

o. Consolidate Transportation Command Components

Recommendation: Realign Fort Eustis, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.

Realign Hoffman 2, a leased installation in Alexandria, VA, by relocating the US Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment and Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Justification: Collocation of TRANSCOM and Service components will (1) collocate activities with common functions and facilitate large-scale transformation proposed by the TRANSCOM Commander, and (2) reduce personnel to realize long-term savings. The realignment will also terminate leased space operations in the National Capital Region (143,540 GSF in Alexandria, VA) and near Norfolk, VA (40,013 GSF in Newport News, VA). The scenario will terminate a total of 183,553 GSF in both locations.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$101.8M. The net of all costs and savings to the Department during the implementation period is a savings of \$339.3M. Annual recurring savings to the Department after implementation are \$99.3M, with an immediate payback expected. The net present value of the costs and savings to the Department over 20 years is a savings of \$1,278.2M.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,472 jobs (857 direct jobs and 615 indirect jobs) in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division, which is less than 0.1 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,133 jobs (484 direct jobs and 649 indirect jobs) in the VA Beach-Norfolk-Newport News, VA-NC Metropolitan Statistical Area, which is 0.1 percent of economic area employment.

The aggregate economic impact of all recommended actions on these economic regions of influence was considered and is at Appendix B of Volume I.

Community Infrastructure Assessment: A review of community attributes indicates that although Scott AFB job growth rates have on occasion fallen just below the national growth rates, there are no issues that affect the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: This recommendation has the potential to impact air quality at Scott AFB. An air permit revision may be needed. Scott AFB has a 79 acre historic district that may be impacted by future development. Additional operations may further impact threatened and endangered species and/or critical habitats on Scott AFB and impact operations. Modification of the on-installation treatment works at Scott AFB may be necessary. This recommendation has no impact on dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.



**Ft Eustis Base Realignment and Closure
(BRAC) Recommendations and Issues**

**Mr. Principi
Chairman, BRAC Commission
&
GEN(R) Newton
BRAC Commission**

25 May 2005

As of 1900/24 May 2005

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PURPOSE



**To provide BRAC Commission
information regarding the impact of
BRAC report recommendations on Fort
Eustis, Virginia.**

As of 1900/24 May 2005

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MG Mehan



AGENDA



- BRAC Report Recommendations
- Transportation School impacts
- U.S. Army Aviation Logistics School impacts
- Ft Eustis and Ft Story Installation impacts
- Questions

As of 1900/24 May 2005

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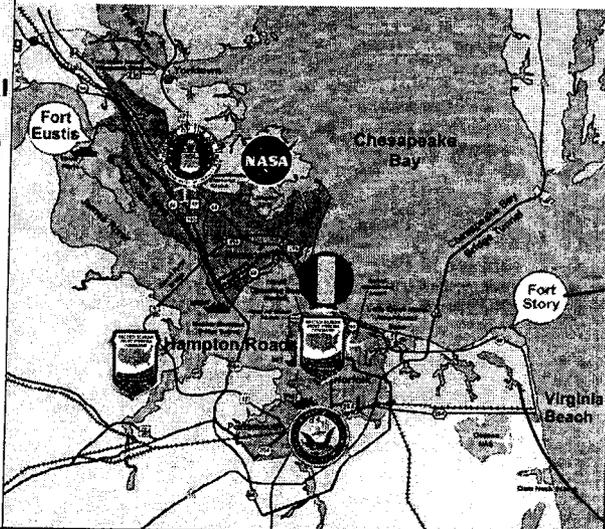


FT EUSTIS AND FT STORY JOINT REGIONAL SYNERGY



Key Points:

- ✓ Joint and Multifunctional
- ✓ Regional and Functional Synergy
- ✓ Training and Operations
- ✓ Unique transportation facilities and irreplaceable maritime areas
- ✓ Capable of expansion



→ 3 types of H₂O:
 Upland Trng.
 Aquatics - JLOTS,
 Ocean, ocean / bay.

→ state funds -
 no emmendment

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**BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS**



Issue 1: Relocate the Transportation School to Fort Lee, Va.

Recommendation: Realign Fort Eustis, VA by relocating the Transportation Center and School to Fort Lee, VA. Realign Aberdeen Proving Ground, MD by relocating the Ordnance Center and School to Fort Lee, VA. Realign Redstone Arsenal, AL by relocating the Missile and Munitions Center to Fort Lee, VA. Consolidate the Transportation Center and School and the Ordnance Center and School with the Quartermaster Center and School, the Army Logistic Management College, and Combined Arms Support Command, to establish a Combat Service Support Center at Fort Lee, VA.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
Detailed Recommendations

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**BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS**



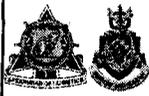
Issue 2: Relocate Aviation Logistics School to FT Rucker AL

Recommendation: Realign Fort Eustis by relocating the Aviation Logistics School and consolidating it with the Aviation Center and School at Fort Rucker.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
Detailed Recommendations

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**BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS**



*—move Army VA
Office to Eustis*

**Issue 3: Relocate the Surface Deployment and Distribution
Command Operations Center to Scott AFB, IL**

Recommendation: Realign Fort Eustis, VA, by relocating the Army Surface Deployment and Distribution Command to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command (TRANSCOM) Headquarters at Scott Air Force Base, IL.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
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**BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS**



**Issue 4: Relocate the Surface Deployment and Distribution
Command Transportation Engineering Agency to
Scott AFB, IL**

Recommendation: Realign US Army Surface Deployment and Distribution Command -Transportation Engineering Agency facility in Newport News, VA, by relocating US Army Surface Deployment and Distribution Command – Transportation Engineering Agency to Scott Air Force Base, IL, and consolidating it with the Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base, IL.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
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BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS



Issue 5: Realign installation management functions

- Realign Fort Eustis, VA, by relocating the installation management functions to Langley AFB, VA.
- Realign Fort Story, VA, by relocating the installation management functions to Commander Naval Mid-Atlantic Region at Naval Station Norfolk, VA.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
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BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS



Issue 6: Realign mobilization mission to Fort Bragg, NC

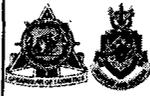
Realign Ft Eustis, VA, Ft Jackson, SC, and Ft Lee, VA, by relocating all mobilization processing functions to Ft Bragg, NC, designating it as Joint Pre-Deployment/Mobilization Site Bragg/Pope.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
Detailed Recommendations

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- mob/de-mob 9000 to/from Iraq, Afghanistan
- need to maintain power projection capability for 7th Group.



**BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS**



Issue 7: Realign Army Watercraft Proponency to Navy

Realign Detroit Arsenal, MI, by relocating Sea Vehicle Development and Acquisition to Naval Surface Warfare Center Carderock Division, Bethesda, MD, and Program Management and Direction of Sea Vehicle Development and Acquisition to Naval Sea Systems Command, Washington Navy Yard, DC.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
Detailed Recommendations

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**BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS**



Issue 8: Convert hospital to clinic with ambulatory surgery

Realign Fort Eustis, VA, by disestablishing the inpatient mission at the Fort Eustis Medical Facility; converting the hospital to a clinic with an ambulatory surgery center.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
Detailed Recommendations

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Hospital impact?

  **BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS** 

Issue 9: Relocate Fort Monroe activities to Fort Eustis

Close Fort Monroe, VA. Relocate the US Army Training & Doctrine Command (TRADOC) Headquarters, the Installation Management Agency (IMA) Northeast Region Headquarters, the US Army Network Enterprise Technology Command (NETCOM) Northeast Region Headquarters and the Army Contracting Agency Northern Region Office to Fort Eustis, VA.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
Detailed Recommendations

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  **BASE REALIGNMENT AND CLOSURE
REPORT RECOMMENDATIONS** 

Issue 10: Relocate Fort McPherson activities to Fort Eustis

Close Fort McPherson, GA. Relocate the Headquarters US Army Forces Command (FORSCOM), and the Headquarters US Army Reserve Command (USARC) to Pope Air Force Base, NC. Relocate the Headquarters 3rd US Army to Shaw Air Force Base, SC. Relocate the Installation Management Agency Southeastern Region Headquarters and the US Army Network Enterprise Technology Command (NETCOM) Southeastern Region Headquarters to Fort Eustis, VA.

Base Closure and Realignment Report, Volume I, Part 2 of 2:
Detailed Recommendations

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Key Issues



- Transportation Center and School
 - Relocation of watercraft, cargo specialist, and rail training to Ft Lee
 - Watercraft Program Management — *CG: Army OK if Army Mgr. Shop not established.*
- Surface Deployment and Distribution Command (SDDC) Relocations
- Installation Management — *maintain, maintain #. standards.*
 - Fort Eustis
 - Fort Story
 - McDonald Army Community Hospital — *losing important care. - what to do if TRADOC arrives?*

Have been moving from Alex VA to Eustis. Govt. avail. space. MSC moving to Norfolk. Work closely w/ TRADOC, DLA.



U.S. Army Transportation Center & School Impacts



Issue #1: Relocation of the Transportation Center & School to Fort Lee



ISSUES: The BRAC report recommends relocation of the Transportation Center & School to Ft Lee, VA

KEY POINTS:

•The Army Basing Study (TABS) Group intent was to leave water training at Ft Eustis- but this was not documented in the report

•TABS Group did not consider rail training or the relationship of inter-modal training resources to other courses (i.e. cargo specialists)

•The Transportation School cannot train without:

- 7th Transportation Group vessels
- Third Port training facilities, including the Landship
- Rail infrastructure and assets
- Inter-modal exercise capability:

JLOTS site, rail network and assets, air mockups, watercraft, Landship, an exercise Radio Frequency/Automated Information Technology network, simulators, etc.

RECOMMENDATION: That watercraft, rail, cargo specialist training and inter-modal course exercise phases ("Bull Run" exercises) continue to be conducted at Fort Eustis.

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Transportation School Mission, Capabilities, & Priorities



Mission: Train the Army Transportation Corps soldiers and civilians and develop its leaders, support training in units, develop deployment and movements doctrine, establish applicable standards, and build the future Army transportation capability.

Capabilities: Training & Certification for:

- ✓ 7 Advanced Individual Training Courses (1,513 students)
- ✓ 11 Advanced and Basic NCO Courses (1,151 students)
- ✓ 7 Warrant Officer Courses (175 students per year)
- ✓ 6 Commissioned Officer Courses (1016 students per year)
- ✓ 28 Functional Courses (3,780 students per year)



Current Priorities:

- Supporting the GWOT
 - Mobile Training Teams (MTTs)
 - Training Air Force and Navy for OEF/OIF
 - Mission rehearsal for deploying units
- Individual training and leader development
 - Convoy Survivability Training
 - Movement Control and In-transit Visibility
- Deployment and Distribution Training and Exercises
- Maritime Training
 - Army Watercraft Operator/Maintenance Training
 - High Speed Vessel Operations

48 Courses - 7 MOSs -
7025 Students in FY 07



POINT: Council on Occupational Education Accredited Institute Since 1977



NCO Academy



Mission, Capabilities, & Priorities

Mission: Develop Platoon Sergeants and Squad Leaders in the Noncommissioned Officer Corps with those professional attributes, personal characteristics and leadership traits which will ensure the necessary competence, self-confidence and sense of responsibility required of military leaders.

Capabilities: Conducts Advanced Noncommissioned Officer Course (ANCOC) and Basic Noncommissioned Officer (BNCOC) Courses for Transportation and Aviation. Conducts 23 classes / year for BNCOC stand-alone common core. Teaches 88M Phase 2 for BNCOC and ANCOC. Is the only NCO Academy with a U.S. Army Operator Driving Simulator for use in 88M courses.

Current Priorities: Develop, conduct, and qualify NCOs to perform in squad leader and platoon sergeant duty positions with warfighting as the primary basis of all instruction. Planning and training the surge of NCOs returning from OIF/OEF



**37 Classes - 19 MOSS
2489 Students FY 07**

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CG: Inter Training A.

~~One Training A~~

- Kusula can't make up James River to Ft. Lee.
- Use 7th Trans. Group assets to train; not TRADOC owned.

P: # staff to remain?
~ 43.

Who Do We Train at the USATC & FE? (1 of 2)

- **Officers:**
 - Transportation Basic Officer's Leadership Course (TBOLC) (538 students)
 - Transportation Officer's Basic Qualification Course (TOBQC) (14 students)
 - Reserve Component Transportation Officer's Advanced Course (213 students)
 - Combined Logistics Officer Captain's Career Course (CLC3) (211 students)
- **Warrant Officers:**
 - Maritime Warrant Officer Advance Course (43 students)
 - Mobility Warrant Officer Advance Course (17 students)
 - Maritime Warrant Officer A2 Certification Course (Deck) (27 students)
 - Maritime Warrant Officer A2 Certification Course (Engineer) (23 students)
 - **Warrant Officer Basic Courses**
 - Deck (880A) (14 students)
 - Engineer (881A) (18 students)
 - Mobility (882A) (35 students)
 - Maritime Safety Courses (1141 students)
- **Civilians:**
 - DA Interns (290 students)
 - DoD Civilian Locomotive Engineers (85 students)
- **Combined Military & DoD Civilian Functional Courses (non-watercraft) (3144 students)**
- **Other Services:**
 - Navy (125 students (est.) (High Speed Vessel crews, damage control trainer)
 - Coast Guard (including interservice Training Review Org (ITRO) courses for engine training; MOU for firefighting, damage control, and simulator support)(350 students (est.))
 - USAF (122 students) (OIF Support & functional courses)

1349 Warrant Officer, Civilian, & Enlisted Maritime, Rail, & Cargo Specialists at Ft Eustis / Year

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Who Do We Train at the USATC & FE? (2 of 2)

- **Advanced Individual Training (AIT) and NCO Education System (NCOES) Military Occupational Specialties (MOS):**
 - **88H Cargo Specialist (568 students)**
 - **88K Watercraft Operator (227 students)**
 - **88L Watercraft Engineer (181 students)**
 - **88M Motor Transport Operator (419 students)**
 - NOTE: *NCO only - see note below
 - **88N Transportation Management Specialist (862 students)**
 - **88P Railway Equipment Repairer (6 students)**
 - **88T Railway Section Repairer (8 students)**
 - **88U Railway Operations Crewmembers (12 students)**

1002 Enlisted Maritime, Rail, and Cargo Specialists at Ft Eustis / Year

NOTE: 88M10 Motor Transport Operator's Course is not trained at Fort Eustis. This course is conducted at Fort Bliss and Fort Leonard Wood and should not be moved to Fort Lee due to insufficient training areas and civilian traffic.

2351 Total Maritime, Rail, and Cargo Students at Ft Eustis in FY 07

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*Navy cargo handling group @ Cheatham Army.
P: Why not make joint?*




Third Port, Fort Eustis





The Leadership of the Third Port allows Fort Eustis to train stevedores without the cost of a real vessel



Logistics Support Vessels (LSV) at the Third Port. The Third Port has been used in the deployment of 7th Group LSVs in every operation in the past two decades



Maritime Campus

Rail Spur

- Army's only deep water port
- Unique operational and training facility
- Transportation School's Maritime Campus
- Supports 7th Transportation Group Power Projection Platform mission; has supported critical deployments for the past 20 years
- Berths nearly 80 percent of active Army's large fleet of watercraft, including:
 - Logistics Support Vessels (LSVs)
 - Landing Craft Utility (LCU 2000s)
 - Heavy Support Vehicles (HSV)

Enables Unrestricted Littoral Vessel Crew Training

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Landship, Fort Eustis



Vissering Landship Training Facility:
Estimated Cost to Replicate: \$31.59M

Transportation School Courses Supported:
88H10/30/40 Cargo Specialist
Transportation Officer Basic

In total, USATSCH trains more than 1100 officers and enlisted soldiers aboard the Landship annually.

NOTE: The Landship also provides training for Navy stevedores, Reserve Component Cargo Terminal Units, and 7th Transportation Group Terminal Operations Companies.



Fort Lee lacks waterfront



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*Need to build @ Ft. Lee. Will still be needed at
Bn. for deployment prep.*



Air Load Training Facility, Fort Eustis





Air Load Training Facility:
Estimated Cost to Replicate: \$1.635M

Transportation School Courses Supported:
Air Deployment Planning Course
Unit Movement Officer Planning
Transportation Officer Basic
Mobility Warrant Officer
88H10/30/40 Cargo Specialist
88N10/30/40 Transportation Management Specialist

NOTE: The facility also supports air deployment training by the 7th Transportation Group, reserve component units and other units mobilizing through Fort Eustis.

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Rail Training Resources, Fort Eustis



- Traction & Rolling Stock
 - Two GP-9 120-Ton Locomotives
 - One T-1 Passenger Coach Car
 - One Caboose
 - Two 100-Ton flatcars
 - Two 70-Ton flatcars
 - One Tank Car
 - One Hopper Car
 - Four 50 ft. Box Cars
 - 25 - 29,000 series boxcars (on loan from ICOM for Rail certifications and 88U AIT).
- 23 miles of track, specifically engineered to support training with an estimated cost to replicate of \$33M*
 - Sidings
 - Loading ramps
- Rail maintenance facility
- Classrooms with rail training aids
- Locomotive Simulator
- Supports AIT, BNCOC, ANCOG and Officer training





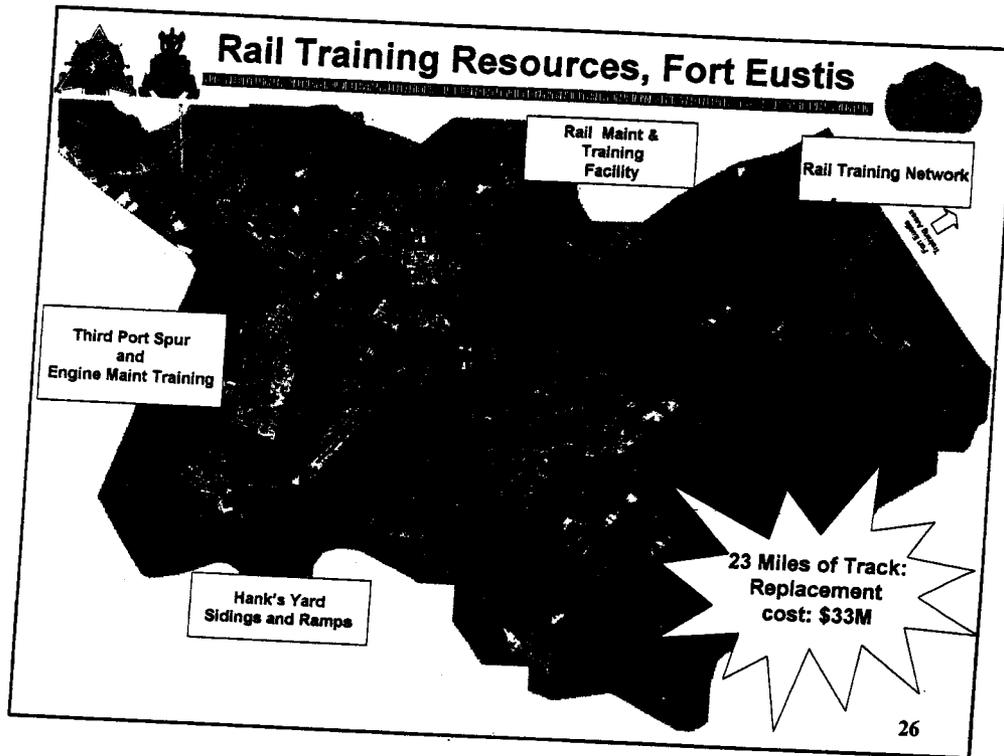


*Includes 40 switches, doesn't include any tree clearing, trestles or bridges

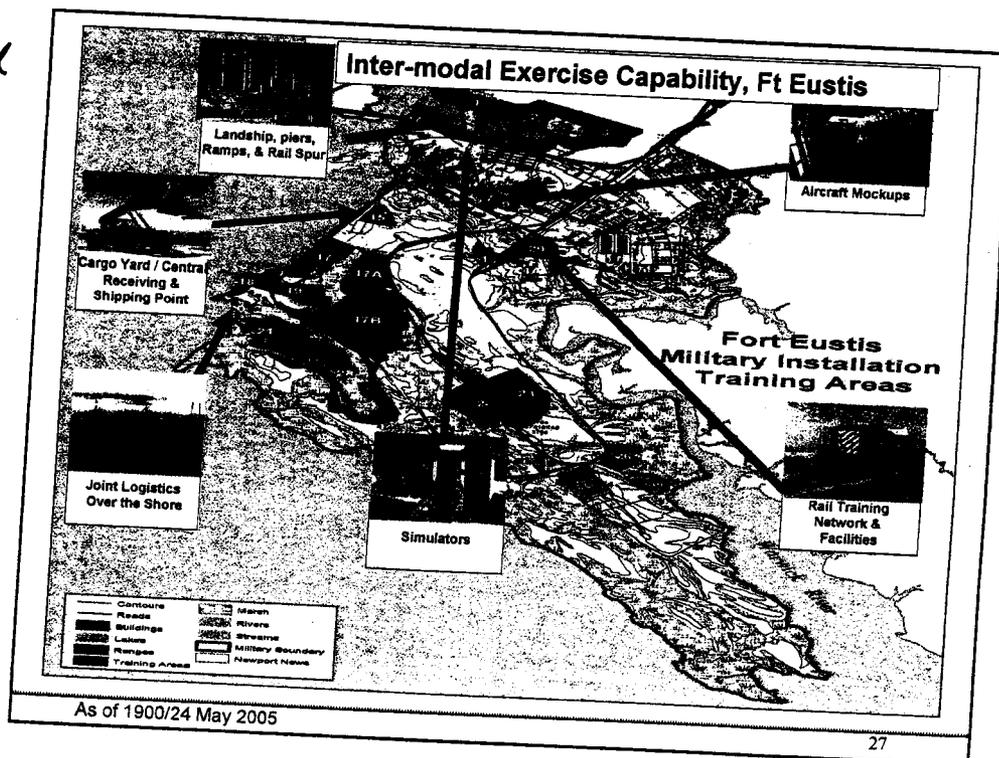
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Contract instructors.

*One rail Bn. in Reserve
To deploy Bn. Staff to Iraq.
Comm'l rail wants to use. Will pay!*



USN/USCG NMC Simulators



P: What is impact on organizations due-in to Eustis?
 Beehan: Won't be using any of things facilities.
 Won't impact Army Union to 1st. Combat →
 Service Support CDE at Ft. Lee.

What Should We Keep at Fort Eustis?






- All maritime training (MOS 88K, 88L, 880A, 881A)
 - Maritime Campus with all shops, labs, simulators, and classrooms
- Vessel Live Fire Training at Dam Neck, VA
- All Cargo Specialist training (MOS 88H) and Landship
- All Rail training (MOS 88P, 88T, 88U), rail training facilities (Bldg 2750) and track network
- All inter-modal exercises (tactical and technical training - "Bull Run")
- Training Battalion
 - Command and Control, Staff and Faculty
 - Barracks, arms room
 - Two training companies (1x Staff & Faculty, 1-2 x Student)
 - Support platoon from 508th Transportation Company, motor pool
- Museum

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Classroom
 bldg not in
 area can be
 removed or
 torn down.

What Can We Move to Fort Lee?






- Transportation Center and School
- Classroom-based courses:
 - Transportation Basic Officer Leadership Course (TBOLC) (538 students)
 - Transportation Officer's Basic Qualification Course (TOBQC) (14 students)
 - Technical / inter-modal training exercises at Ft Eustis
 - Tactical training exercises at Fort AP Hill
 - Captain's Career Course / Advanced Course (424 students / year)
 - 882A Mobility Warrant Officer Basic and Advanced Courses (52 students / year)
 - NCO Academy
 - Common Core
 - 88M30/40 (419 students - see note)
 - 88N30/40 (158 students)
 - 88N10 Transportation Management Specialist (704 students / year)
 - 15 Functional Courses (3144 students / year)
- Non-watercraft / rail-related facilities
 - Deployment and Distribution Exercise Center
 - Movement Tracking System classroom
 - Library
- Warrior Ethos Training for all MOS
 - All other Warrior Tasks and Battle Drills trained in conjunction with other schools

5453 Students
at Ft Lee
In FY 07

NOTE: 88M10 training will not be moved to Ft Lee

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Transportation Corps Museum



Issue: Museum artifacts slated to move with the Transportation School

- Difficulty and expense of moving large vehicles, vessels, & aircraft
- Storage space requirements (excluding exhibit items such as rail lines, museum facility, etc.) for large exhibits: approximately 400,000 cubic feet.
- Breaks link with 7th Trans Group
- Breaks links with water, rail, and cargo MOS trained at FEVA which are majority of TC soldiers using museum for training
- Breaks link with Museum Foundation & violates ATMF building donation agreement with DOA per AR 1-100
- Expensive new facilities required

Recommendation: Leave the museum at Fort Eustis

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Sea Vehicle Development



ISSUE: The BRAC report recommends realignment of:

- Sea Vehicle Development and Acquisition to Naval Surface Warfare Center Carderock Division, Bethesda, MD
- Program Management and Direction of Sea Vehicle Development and Acquisition to Naval Sea Systems Command, Washington Navy Yard, DC.

KEY POINTS: We need to fully understand the long-term implications of this proposal to consolidate Army watercraft development and acquisition under the Navy.

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Meckam: OK, as Army PM will not be dismantled, Army has focused on brown-water boats. Some growing points w/ HSV.

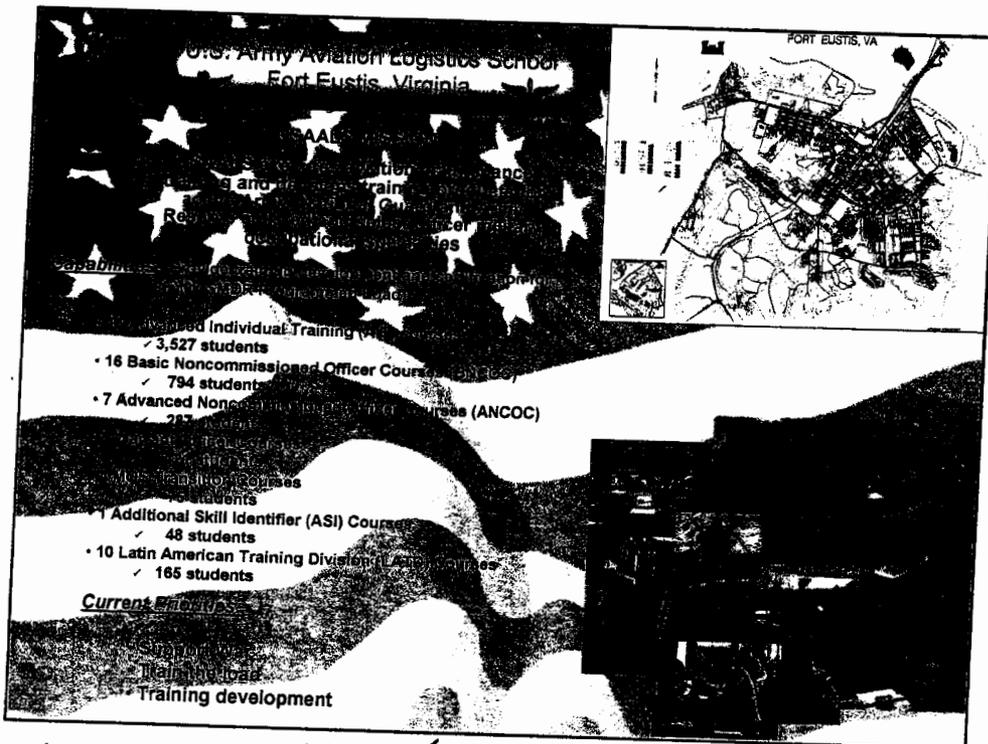



U.S. Army Aviation Logistics School Impacts

Col. Conway Eilers

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**U.S. Army Aviation Logistics School
Fort Eustis, Virginia**

AAAL

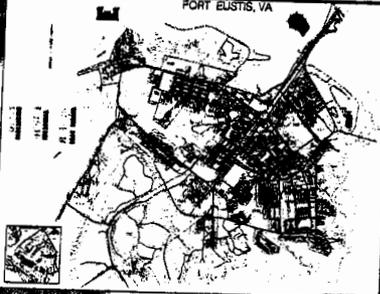
Training and development and
Reserve Component Center
Reserve Component Center
Reserve Component Center

Individual Training

- ✓ 3,527 students
- 16 Basic Noncommissioned Officer Courses (BNOC) ✓ 794 students
- 7 Advanced Noncommissioned Officer Courses (ANCOC) ✓ 287 students
- 10 Latin American Training Division (LATD) Courses ✓ 165 students

Current Efforts

- Training development




65 USAF Students on MH-60 SAR a/c.



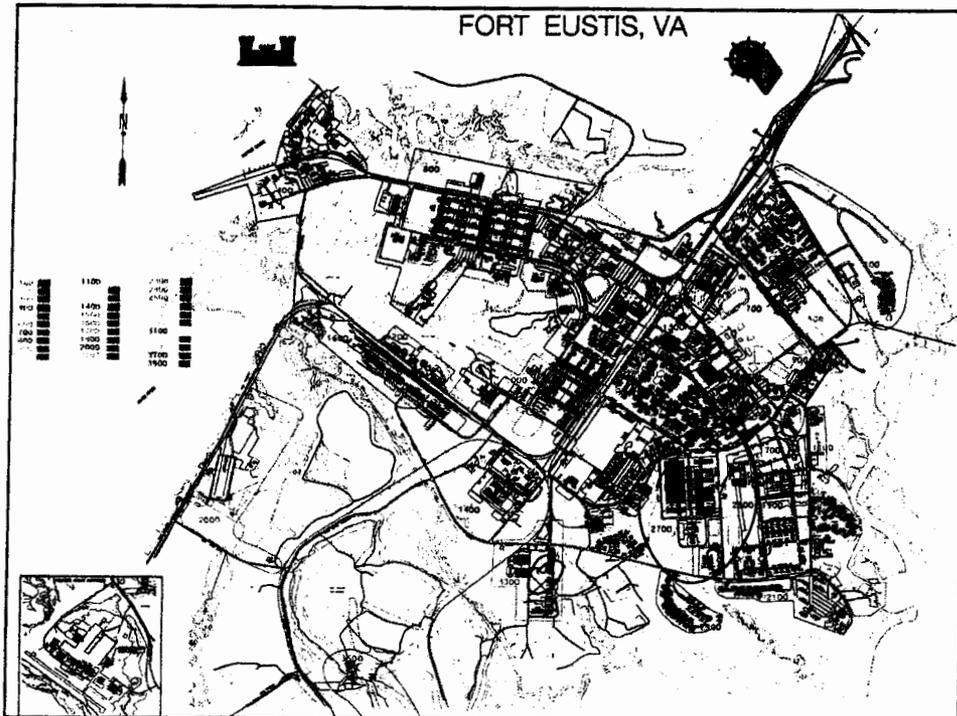
USAALS GENERAL INFORMATION

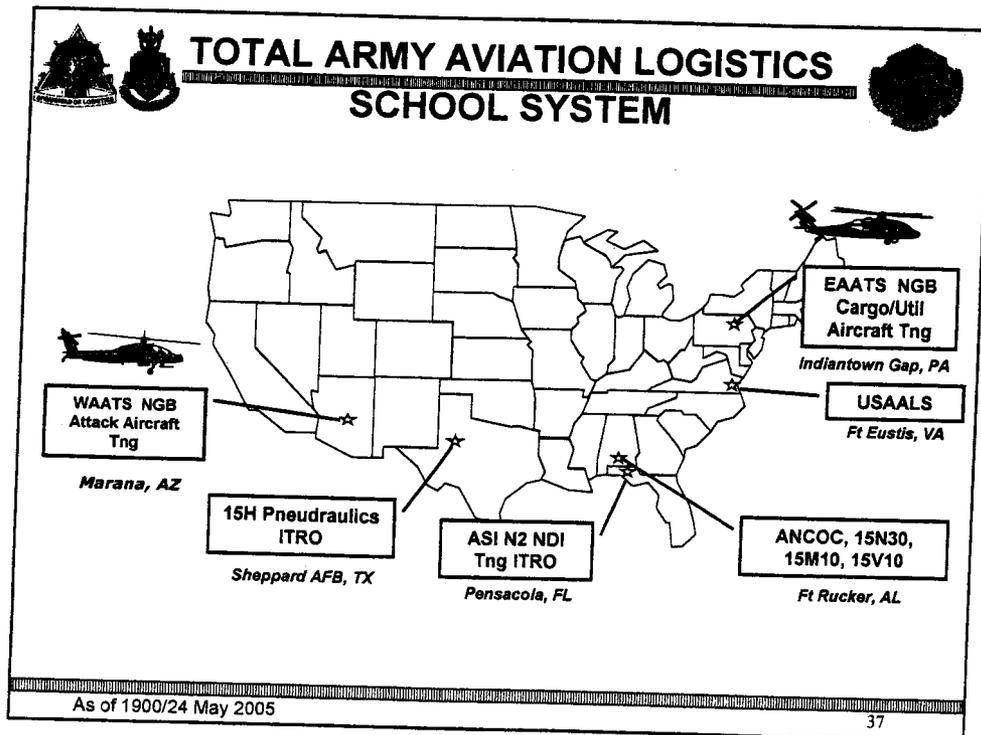
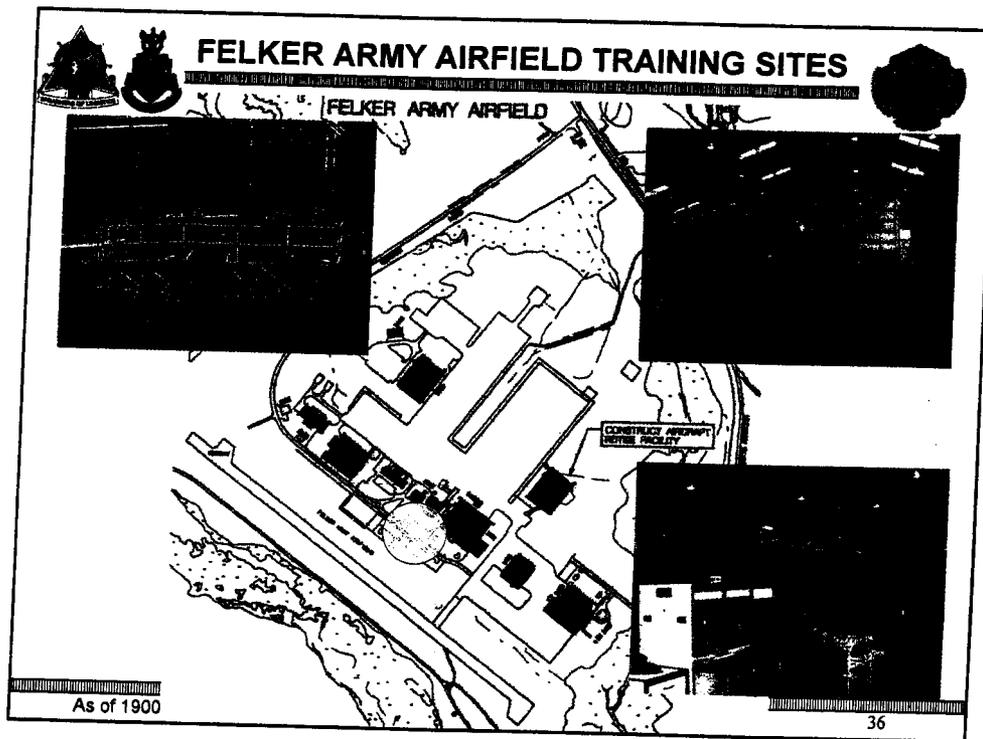


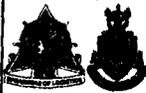
- Daily Student Density - 1200+
- Staff & Faculty Population - 600+
- 92 POIs
- Existing Facilities In Excess of 750,000 sq ft
 - DPW Facilities Survey Requirement 1.1 mil sq ft
- Approximate Equipment Value - \$850 M
- Fully accredited by Council on Occupational Education and TRADOC

As of 1900/24 May 2005

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USAALS FY 07 TRAINING LOAD



Course	Input
AIT	3,527
Transition / ASI	123
NCO	794
Latin Am	165
Warrant Off Technician	121
Total	4,730

As of 23 May 05

As of 1900/24 May 2005

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TRAINING HIGHLIGHTS



- 70% hands-on
- 1:4 - 1:6 instructor to student ratio
- Class size = 4 - 14
- Course lengths - 12 - 25 weeks
- ~600 class starts per year
- Fiber optic web-based classrooms

As of 1900/24 May 2005

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win howl of name



TRAINING AIDS / DEVICES

need dep't rebuild

Acft Type	Cat B Acft	Training Device
AH-64A / D	9	34
OH-58D	9	15
CH-47D	9	9
UH-60	24	11
OH-58A / C	2	0
TOTAL	53	69

→ contractor maintain

As of 1900/24 May 2005

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ISSUES / CONCERNS

- Training Degradation During Move
- Facilities / Infrastructure
 - Power requirements
 - Fiber optic backbone
- Training Device Movement
- Civilian Instructor Workforce

- mostly ret's military

As of 1900/24 May 2005

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Ft Eustis and Ft Story Installation Impacts

As of 1900/24 May 2005

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POTENTIAL GAINS AND LOSSES AT FT EUSTIS & FT STORY

Potential Incoming to Fort Eustis:	Military	Civilian	Contractor	Total	Students
HQ TRADOC, NER, SER, NETCOM NE & SE, ACA NRCC	1393	1948	223	3564	0
Potential Losses:					
Transportation School & 8th BDE	(459)	(175)	(13)	(647)	(725)
Transportation Center	(43)	(47)	(14)	(104)	(90)
Aviation School	(439)	(212)	(14)	(665)	(1750)
SDDC OPS (Mil: 96 Permanent Party, 68 Reserves)	(84)	(316)	(44)	(444)	(524)
SDDC TEA	(1)	(102)	(10)	(113)	(113)
Total	(1106)	(852)	(81)	(2039)	(2475)
Subtotal Net Gain (Loss)					
	287	1096	142	1525	(2475)
Additional Potential Losses (Breakdown of losses by Mil and Civ unknown at this time.)					
McDonald Army Community Hospital				(34)	(3)
Garrison Fort Eustis & Fort Story-Transfer of Installation Management				(238)	0
Total				(272)	(3)
Overall Net Gain (Loss)					
				1253	(2478)
Per BRAC Report					
	(67)	580	0	513	(2773)

As of 1900/24 May 2005

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JCSG

N: What's the value added?

Geelan: Who does contracting? \$ flow? Standards? →

 **REALIGNMENT OF INSTALLATION MANAGEMENT** 

BASOPS FUNDING CHALLENGES
Fort Eustis – Langley AFB

ISSUE 1: WHAT IS THE INTENT OF THIS MISSION CHANGE?
Purpose/defined roles/etc.?

RECOMMENDATION:
Installation be provided detailed information on realignment action in order to make recommendation on impact to Ft Eustis. Current statement "Realignment Installation Management" to Langley AFB is unclear.

ISSUE 2: INTERACTION BETWEEN ARMY & AIR FORCE Will there be a Resource Management Shop in place to support Ft Eustis and its tenants? Who will negotiate/implement Inter Service Support Agreements with tenants on Post (Ft Eustis)? Will Langley assume all these responsibilities?

RECOMMENDATION :
Support offices remain in place at Ft Eustis to provide required support to both the remaining Garrison Functions and proposed realignments.

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 **REALIGNMENT OF INSTALLATION MANAGEMENT** 

BASOPS FUNDING CHALLENGES
Fort Eustis – Langley AFB

ISSUE 3: FUNDING STREAMS :
How will support functions be funded to service Ft Eustis and tenants? Who will be reimbursable to who? Who will collect and pay installation bills for utilities, services, etc? What happens to Common Level of Support which is scheduled to be implemented FY06 – does Air Force have same program to identify services commonly provided?
Which Contracting Office will service the Installation Management Activities – North East Contracting Center (NRCC) or Langley Contracting Office – will all contracts be Regional if Langley takes on mission?
With all the funding challenges in place today to execute critical mission and associated funding shortfalls – how will this process be accommodated under Air Force Programming and Execution? Will we go to an Air Force System or will there be a DOD Financial System Deployed to perform finance & accounting and budgeting?

RECOMMENDATION:
Information on detail realignments and functions be provided to obtain full impact/understanding to installation and customers. Working Groups be formed with both Army and Air Force to discuss these issues.

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*Different \$
Trail @ Langley;
Same mission.*

REALIGNMENT OF INSTALLATION MANAGEMENT
BASOPS FUNDING CHALLENGES
 Fort Eustis – Langley AFB (cont.)

ISSUE 4: ANTI-TERRORISM/FORCE PROTECTION:
 Currently we have both DAC Guards and Police, along with Contract Guards servicing Ft Eustis and Ft Story. Current policy is IMA funds but Senior Mission Commander has mission. How will mission of Anti-Terrorism/Force Protection be managed/funded? Will services become a joint mission or will funding continue through Army Channels?

RECOMMENDATION:
 Recommend status quo.

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REALIGNMENT OF INSTALLATION MANAGEMENT
BASOPS FUNDING CHALLENGES
 Fort Eustis – Langley AFB (cont.)

ISSUE 5: ARMY FAMILY HOUSING AND RCI: How will conversion to RCI Program be affected? Will oversight and quality assurance still be performed at Ft Eustis or will funding and staff transfer to Langley? Same general concern as in previous – who will perform billing and collection of utilities and other services from GMH (RCI Contractor) at Ft Eustis?

RECOMMENDATION: RCI program remain under Ft Eustis as Langley is still in the beginning stages of privatization.

ISSUE 6: FAP/RELO Programs: Will these services continue to be funded and supported at Ft Eustis or will this also be a consolidated program administered through Langley AFB?

RECOMMENDATION:
 With the presence of the 7th Group and a Cadre of Training soldiers, recommendation is this program remain aligned at Ft Eustis for support.

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*to Rhody ← Cochran: Has to be hammered out @ MILDEP level.
 Newton: Is there a situation like this somewhere else in the world?*

Meahan: Can do, so long as we have access to Trng. facilities.

 **REALIGNMENT OF INSTALLATION MANAGEMENT**
BASOPS FUNDING CHALLENGES
Fort Story - Navy

ISSUE 1: OPERATIONS AND FUNDING:
Will Navy assume full responsibility for both the Operation and Funding of Ft Story?

RECOMMENDATION:
Per discussions with Navy, they will assume full responsibility for Ft Story.

ISSUE 2: PERSONNEL STATUS:
Will Ft Story Army Personnel (government and contractors) convert to Navy employees/contractors? Most Garrison support is from indirect services out of Ft Eustis – how will these services now be handled (i.e., Education Center, AG-MILPO, Chaplain Services, Engineering, Logistics, resource management, etc.)

RECOMMENDATION:
Initial stages of work group development are in place to work solutions to our issues.

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*Meahan:
Family housing
critical. Very
outside the
fence.*

 **REALIGNMENT OF INSTALLATION MANAGEMENT**
BASOPS FUNDING CHALLENGES
Fort Story - Navy

ISSUE 3: 11th TRANSPORTATION BATTALION SUPPORT: How will 11th Transportation Battalion support be structured:
- Barracks / DFACs / Training / Training Areas / Mission supplies / etc.?
- Will Forces Command reimburse Navy for support or will this be included in the Navy's baseline to support?

RECOMMENDATION: Working Groups will address these issues, especially Contract DFAC Attendants

ISSUE 4: CAPE HENRY INN: Determine disposition of the Cape Henry Inn

RECOMMENDATION: Army MWR retains management of the Cape Henry Inn

ISSUE 5: RESIDENTIAL COMMUNITIES INITIATIVE: How will RCI be impacted with transition to Navy? Contract oversight, footprint of house, etc?

RECOMMENDATION: Navy, in addition to Post, assume full responsibility

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*Proximity down,
not mission.*

*No capability to
move 11th to Eustis.*

MWR cash cow.

165 → 250 homes

Leehan: Mayor-Frank (City of N.Minn) offered to build SDDC Bldg. USA to pay back over 20 years.

 FORT EUSTIS MISSION PRIORITIES 				
BASED ON FY07-LR PRIORITY SUBMISSION (SEP 2004)				
Priority	Project Number	Description	PA (\$000)	PRESBU D'06 FYDP (Feb 05)
1	2348	Adv Tng Tech Facility, PH I (ATSC)	11,500	09
2	53583	AIT Training Complex	89,900	11
3	51990	AIT Dining Facility	14,000	-
4	53663	Upgrade Marshalling Area (AP3)	5,500	08
5	53585	Transportation School Modernization	27,000	09
6	59005	Aviation Training Facility (USAALS)	12,800	11
7	53666	Deployment Processing Facility (AP3)	5,100	08
8	53665	Vehicle/Equipment Processing Fac (AP3)	3,000	09
9	58837	Aircraft RDT&E Facility (AATD)	12,600	-
10	60452	Renovate/Expand Ranges 3 & 4	8,000	-
11	57303	Tac Veh Maint Facility (7TG)	7,200	11
12	59582	Adv Tng Tech Facility, PH 2 (ATSC)	12,600	-
13	61335	Dental Clinic	5,300	-
14	60055	Tac Veh Maint Facility (Bde)	5,600	-
15	59583	Adv Tng Tech Facility, PH 3 (ATSC)	8,600	-
16	61824	Range Control Facility	920	-
17	61791	SDDC Headquarters Building	86,000	-

Red Font Projects are BRAC impacted
 Amber Font Projects Potentially impacted by BRAC

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 FORT EUSTIS BASOPS PRIORITIES 				
BASED ON FY07-LR PRIORITY SUBMISSION (SEP 2004)				
Priority	Project Number	Description	PA (\$000)	PRESBUD '06 FYDP (FEB 05)
1	46663	Barracks Complex Phase 4	50,000	08
2	53582	Soldier One-Stop Facility	12,600	11
3	54909	School-Age Services Center	5,800	11
4	45917	Vehicle Paint Facility	3,050	-
5	58471	Family Life Center	3,500	-
6	57950	Bldg 661 Security Upgrades	3,250	10
7	57371	Road Improvements, Madison/Lee	4,500	-
8	53601	AIT Chapel	4,250	-

Red Font Projects are BRAC impacted

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Ellis: Our best estimate is \$100M.



FORT EUSTIS BRAC ACTIONS

\$30 Million MILCON BRAC Recommendation

ISSUE: Without access to the COBRA data, planned \$30 million dollar MILCON appears insufficient to meet HQ TRADOC, NETCOM, IMA (NERO and SERO), and ACA (NRO) construction / renovation requirements

RECOMMENDATION: Manage new construction and renovation projects per COBRA guidance

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CONCLUSION

Questions?

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6 June 2005

MSC - VADM Brewer

- Command Center - ER5?
- JCSC - MSC #4
- ✓ - # sources?
 - DON - ~72% in practice.
 - TRANSCOM - # in % during wartime
- SETLOG - Fleet Combs Hq. Duties → ongoing log. duties

~~Are TC funded bullets~~

Do TC funded bullets belong to TC?

Day-to-day operational work of TC?

~~Prep work~~
% of effort?

MP3/MP5

OPD5 - can we any fuel as opp. to OPD5.

TSV

Large logbooks - driven by real heads.

- SDC moves to parts, then handed to MSC.

"Electronic presence"

- MSC of Center - to connected to TC of Center
- MSC Personnel etc

M3C Op Center connected to SDDC?

- m3c rep c SDDC
- ~~no~~ network connection.

- TransCom Dev keyboard - assign task to m3c; report progress.

- BRS → ① NDA, ② SD

⊗ - also notify SDDC

- data contents in SD, PCMA.

~~FE~~ Competition between TE and m3c for same services (\$14,000).

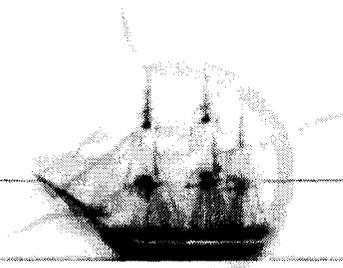
- 4000 work for m3c

3900 contract to m3c

MSC

PAD - Marge Heltz, 202-685-5055
CDR Tom McDonnell, 5004

NAVY BRAC - CDR Tom Newell, 703-602-6755



NAVAL VESSEL REGISTER

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Fleet Size

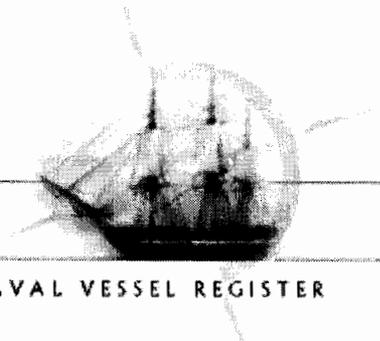
	<u>Ship Battle Forces</u>	<u>Local Defense & Misc. Support Forces</u>	<u>Active In Commission</u>
Totals	287	135	246
Aircraft Carriers	12		12
Ballistic Missile Submarines	14		14
Guided Missile Submarines	4		4
Surface Combatants	93		94
Nuclear Attack Submarines	54		54
Amphibious Warfare Ships	37		37
Combat Logistics Ships	32	<i>PM-1</i>	1
Support/Mine Warfare Ships	27	<i>PM-2</i>	30
Active Reserves	14	9	
Strategic Sealift		72	<i>PM-5</i>

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N·V·R

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Ship Battle Forces - 287

Aircraft Carriers

Class	No. of Hulls
CV 63	1
CV 67	1
CVN 65	1
CVN 68	9

Ballistic Missile Submarines

Class	No. of Hulls
SSBN 726	14

Guided Missile Submarines

Class	No. of Hulls
SSGN 726	4

Surface Combatants

Class	No. of Hulls
CG 47	24
DD 963	2
DDG 51	45
FFG 7	22

Nuclear Attack Submarines

Class	No. of Hulls
SSN 21	3
SSN 688	50

SSN 774	1
---------	---

Amphibious Warfare Ships

Class	No. of Hulls
LCC 19	2
LHA 1	5
LHD 1	7
LPD 4	11
LSD 41	8
LSD 49	4

Combat Logistics Ships

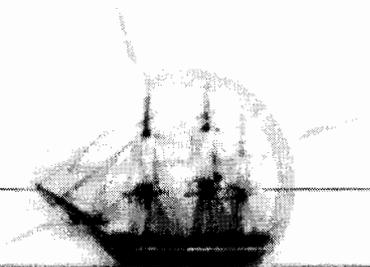
Class	No. of Hulls
AE 26	6
AFS 1	3
AFS 8	3
AO 187	15
AOE 1	1
AOE 6	4

Support/Mine Warfare Ships

Class	No. of Hulls
AGF 3	1
AGOS 19	3
AGOS 23	1
ARS 50	4
AS 39	2
ATF 166	5
MCM 1	9
MHC 51	2

Naval Reserve Force, Active (NRFA) Ships

Class	No. of Hulls
FFG 7	8
MCM 1	5
MHC 51	1

N·V·R

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Local Defense & Misc. Support Forces - 135

Auxiliary

Class	No. of Hulls
ACS 1	3
ACS 4	2
ACS 7	2
ACS 9	2
AGS 39	1
AGSS 555	1
AK 575	2
AK 881	2
AK 882	2
AK 981	2
AKR 10	2
AKR 1001	1
AKR 5051	20
AKR 7	1
AKR 9	1
AOT 181	1
PC 1	9

Naval Reserve Force, Active (NRFA) Ships

Class	No. of Hulls
MHC 51	9

Strategic Sealift Forces

--	--

Class	No. of Hulls
ACS 4	1
AH 19	2
AK 2062	1
AK 3000	5
AK 3005	3
AK 3008	5
AK 3015	3
AK 4296	1
AK 4396	1
AK 4496	2
AK 451	1
AK 4638	1
AKR 287	8
AKR 295	4
AKR 300	7
AKR 310	8
AKR 5051	6
AKR 9205	1
AOG 77	1
AOG 81	2
AOT 1121	4
AOT 181	3
AVB 3	2

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