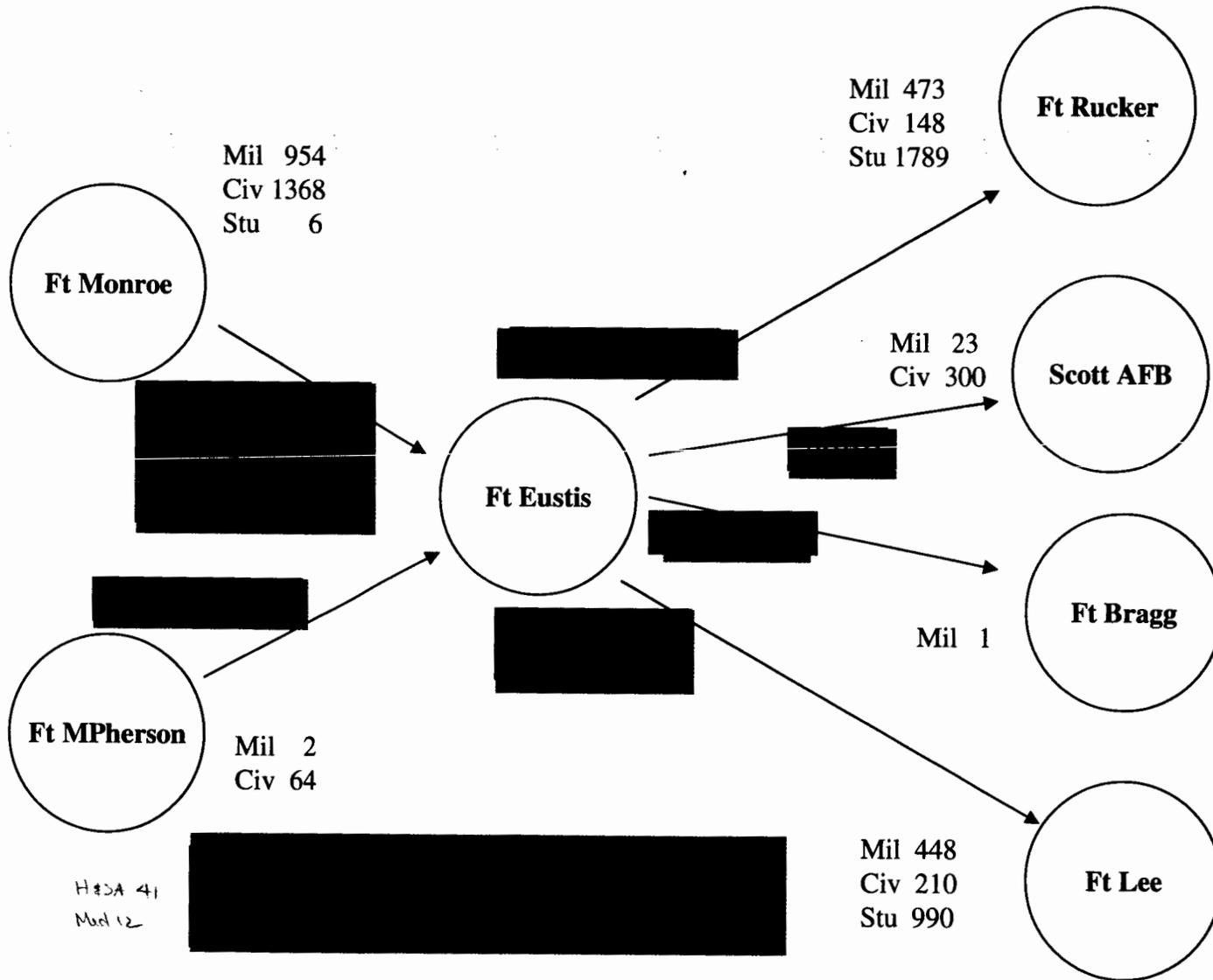


Ft Eustis Realignment Actions



**Base Visit Report
Fort Eustis, VA 23604
25 May, 2005**

Lead commissioner: Mr. Anthony J. Principi

Accompanying commissioner: GEN (Ret) Lloyd W. Newton

Commission staff: Dean Rhody (Lead -- Army Team)
Gary Dinsick (Army Team Chief)
James Durso (Joint Issues Team)

List of Attendees:

1. Patrice Harris - Hampton Roads Staffer, Senator Allen's Office
2. Mayor Joe Frank City of Newport News
3. Dave Dixon Executive Director, VA Commission on Military Bases
4. George Foresman, Assistant to the Governor for Commonwealth Preparedness
5. Cord Sterling, Senator Warner's Office
6. Neil Morgan, Assistant City Manager of Newport News
7. MG Brian Geehan, Commanding General, Fort Eustis
8. COL Curt Zargon, CG's Chief of Staff
9. COL Ronnie Ellis, Garrison Commander, Fort Eustis
10. COL Mike Dooley, Assistant Commandant, Transportation School
11. COL Conway Ellers, Assistant Commandant, USAALS
12. Mignon S. Moore, Deputy to Garrison Commander, Fort Eustis
13. Melody Hicks, RMO US Army Garrison, Fort Eustis
14. Cindy Your, PAO, US Army Garrison, Fort Eustis
15. Ken Gross, BRAC Implementation Team Leader, US Army Garrison, Fort Eustis
16. Mark Jones, Deputy to Assistant Commandant, USAALS
17. John Race, TEA, SDDC
18. Keith Morrow, SDDC Ops
19. COL Mallette, Chief of Staff, HQ SDDC
20. Mose McWhorter, CASCOM Rep

Installation mission: The U.S. Army Transportation Center, Fort Eustis, is the Transportation Corps Training Center, providing training in road, rail, marine, amphibian operations and other modes of transportation.

Fort Story, a major sub-installation of Fort Eustis, is located at Cape Henry, at the juncture of the Chesapeake Bay and the Atlantic Ocean. It is the prime location and training environment for both Army amphibious operations and Joint Logistics-Over-the-Shore (LOTS) training events. Special Operations forces make extensive use of the installation for training purposes, also.

Fort Eustis is home to the 7th Transportation Group (Composite).

Secretary of Defense Recommendations and justifications:

The Army intends to transform Fort Eustis by:

- Relocating TRADOC Headquarters, IMA Regional Headquarters, the Army Contracting Agency Northern Region, and NETCOM Regional Headquarters to Fort Eustis.
- Creating a Combat Service Support Center of Excellence (consolidation of the Ordnance, Quartermaster, Transportation Centers and Schools) at Fort Lee.
- Consolidating Aviation Logistics training (currently at Ft Eustis) with the Aviation Center and School at Fort Rucker.
- Consolidating Surface Deployment and Distribution Command (currently at Ft Eustis) with Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base.
- Executing several other realignments not involving unit transfer or disestablishment.

Installation gains

What: TRADOC HQs from Fort Monroe, VA.

Why: This move enables the closure of Fort Monroe -- this supports the Army objective of developing a portfolio of multi-functional installations matched to Army requirements, while eliminating excess capacity. It allows the Army to move administrative headquarters to multi-purpose, higher value installations that provide the Army more flexibility to accept new missions. This relocation maintains vital links between TRADOC HQs and Joint Forces Command (JFCOM) HQs by placing them within easy commuting distance of each other.

What: Installation Management Agency (IMA) NE Headquarters, US Army Network Enterprise Technology Command (NETCOM) NE Headquarters, and the Army Contracting Agency (ACA) Northern Region from Fort Monroe, VA.

Why: These moves enable the closure of Fort Monroe. The relocation of IMA and NETCOM HQ consolidates the Northeastern and Southeastern regions of these two commands into one Eastern Region at Fort Eustis. The ACA Northern Region is relocated from Fort Monroe to Fort Eustis with its two largest customers (TRADOC and IMA).

What: IMA Southeastern Region Headquarters and the NETCOM Southeastern Region Headquarters from Fort McPherson, GA.

Why: The IMA and NETCOM HQs are moved to Ft. Eustis because they consolidate the Northeastern and Southeastern regions of these two commands into one Eastern Region. These moves enable the closure of Fort McPherson.

Losing Activities

What: The Aviation Logistics School to Fort Rucker, AL.

Why: Consolidates Aviation logistics training with the Aviation Center and School at a single location; fosters consistency, standardization and training proficiency and reducing the total number of Military Occupational Skills (MOS) training locations (reducing the TRADOC footprint). This provides the same or a better level of training at reduced costs.

What: The Transportation Center and School to Fort Lee, VA.

Why: Enables the consolidation of Combat Service Support (CSS) training and doctrine development at a single installation, which promotes training effectiveness and functional efficiencies. This consolidation advances the Maneuver Support Center (MANSCEN) model, currently in place at Fort Leonard Wood, which consolidates the Military Police, Engineer, and Chemical Centers and Schools. This move improves the MANSCEN concept by consolidating functionally related Branch Centers & Schools. With the planned addition of the Air Force's Transportation Management training at Fort Lee, it creates opportunities for Joint curriculum development and training.

What: The Army Surface Deployment and Distribution Command (SDDC) to Scott Air Force Base, IL.

Why: This relocation consolidates SDDC with Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base. This consolidation of TRANSCOM and Service components will collocate activities with common functions and facilitates large-scale transformation, and reduces personnel to realize long-term savings.

What: 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.

Why: The Department of the Army will rely on the civilian medical network for inpatient services at this installation. This recommendation supports strategies of reducing excess capacity and locating military medical personnel to activities with a more diverse workload, providing them with enhanced opportunities to maintain their medical skills currency to meet COCOM requirements. Additionally, a robust network with available inpatient capacity of Joint Accreditation of Hospital Organizations and/or Medicare accredited civilian/VA hospitals is located within 40 miles.

What: Mobilization processing functions to Ft Bragg, NC.

Why: This relocation realigns a lower threshold mobilization site to an existing large capacity site and enables the transformation into Joint Pre-Deployment/Mobilization Platform at Fort Bragg. This action is expected to have the long term effect of creating a pre-deployment/ mobilization center of excellence, leveraging economies of scale, reducing costs, and improving service to mobilized service members.

Main facilities reviewed

Commissioners visited 3rd Port, Aviation Logistics School training facilities, Transportation School training facilities, and the Installation Headquarters Building. During the motor tour, the commissioners were shown, but did not visit, 7th Group

barracks, motor pools, and command facilities. Additionally, the commissioners were given a tour of the cantonment area to include housing, support facilities, and grounds.

Key issues identified:

- Relocation of watercraft, cargo specialist, and rail training to Ft Lee may not be possible. Watercraft training cannot be conducted at Ft Lee. Relocation of major training infrastructure does not appear to be costed in the COBRA model.
- Relocation of Surface Deployment and Distribution Command (SDDC) to Scott AFB. The co-location of the SDDC activities at Ft Eustis vs Scott AFB may score higher for maximizing military value.
- Definition of joint basing/installation management transfer to Air Force and Navy of Ft Eustis and Ft Story, respectively. Costs and savings associated with this proposal may be incorrect if the base concept is poorly defined.
- Capital investment calculations did not provide for transfer and leaseback option and may overstate investment costs. Local city government has committed to transfer and leaseback for TRADOC Headquarters and for other needed infrastructure.
- Capital investment may be incorrectly calculated by allowing for the availability of excess space to meet the needs of incoming activities.
- Capital investment requirements may be incorrect if the location of the TRADOC Headquarters building is Fort Story, not Ft Eustis.
- Manpower savings may be incorrectly calculated by leaving out manpower increases in base operations related to gaining actions.

Community concerns raised: Community concerns mirror the key issues for training relocation, investment costs, and the relocation of SDDC. Commissioner Regional hearing has not yet been held for Ft Eustis.

Requests for staff as a result of the visit: Staff will conduct analysis and assessments as a result of the visit. The Army Basing Study (TABS) comments will be requested.

C. Dean Rhody
Senior Analyst
Army Team, BRAC

FORT EUSTIS AND FORT STORY

VIRGINIA

LOCATION

Fort Eustis is located on the Virginia Peninsula on the bank of the James River, on the western border of the city of Newport News. It is approximately 165 miles from Washington D.C. and 25 miles from Headquarters, Training and Doctrine Command, Fort Monroe. Fort Eustis is surrounded by water on approximately 80 percent of its perimeter, limiting civilian encroachment and enabling 24 hour flight operations. Terrain is mostly level. The installation is host to the Army's only deep-water port with access to the Chesapeake Bay and Atlantic Ocean. Fort Eustis is subject to all four seasons, with moderate winters and warm summers typical of the mid Atlantic states. Annual mean rainfall is 44 inches.

Fort Story is located on Cape Henry, at the confluence of the Chesapeake Bay and the Atlantic Ocean. It is less than 20 miles from the Naval Operations Base, Norfolk, Virginia and its beaches serve as the perfect compliment for Joint Logistics-Over-The-Shore (JLOTS) exercises to Fort Eustis' ports. Fort Story's shoreline of natural sand beaches extends 3.6 miles which provide a variety of tides, currents, and shoreline ideal for Navy SEAL, Army Special Forces, and USMC Reconnaissance training. The bare beaches, open waters of the ocean and semi-protected waters in the bay, deepwater anchorages and natural sand and dune terrain features create unique opportunities for a variety of training to include JLOTS and special operations coastal operations. Climatologically, conditions are similar to Fort Eustis.

Combined, the two installations have access to approximately 58,000 square miles of waterways.

SIZE (COMBINED)

Acres: 9,679

Square Footage of Buildings: 8,046,928 SF

Plant Replacement Value: \$1,591,796,000

HISTORY

Fort Eustis was known in colonial times as Mulberry Island, serving as residence to John Rolfe, husband to Native American Princess Pocahontas. On March 17, 1918, the Army purchased Mulberry Island and the surrounding acreage for \$538,000. Camp Abraham Eustis was established as a coast artillery replacement for Fort Monroe and as a balloon observation school. "Camp" Eustis was renamed "Fort" Eustis in 1923. It was garrisoned by artillery and infantry units until 1931, when it became a federal prison, primarily for holding bootleggers until the repeal of prohibition led to a significant decline in the number of inmates. Fort Eustis was reopened as a military installation in 1940 as the Coast Artillery Replacement Training Center. In 1946, the newly- formed Transportation School relocated from New Orleans to Fort Eustis resulting in consolidation of training in rail, marine,

amphibious operations and other modes of transportation. Fort Eustis was renamed as the U.S. Army Transportation Center in 1950. In 1966, Fort Eustis was chosen to host the organization presently known as the 7th Transportation Group (Composite). And in 1995, Fort Eustis was designated as a Power Projection Platform. In that capacity, Fort Eustis has deployed over 8500 active and reserve component soldiers since November 2002 in support of the Global War on Terrorism.

Fort Story was founded as a Coast Artillery Installation and was transferred to the Transportation Corps in 1948. In 1962, Fort Story was designated as a permanent installation and Class I sub-installation of Fort Eustis when the Fort served as the home base to Nike Ajax missile sites protecting against strategic bombers at high altitudes. Today, Fort Story is the home of the 11th Transportation Battalion, 7th Transportation Group (Composite), Explosive Ordnance Disposal units 2 and 10, the USMC Reconnaissance School and a variety of Special Operations Forces (SOF) training facilities for the locally based Navy SEALs. Fort Story has become a Joint training area for SOF due to its unique training venues offering a full profile mission capability from infiltration, movement to target, target engagement and exfiltration from both the air and sea.

MISSIONS

Together, Forts Eustis and Story provide host support to 86 Army, Joint, and other Federal agencies. Annually, the installations train over 13000 Active Army, Reserve and National Guard, as well as DOD, and international military personnel in various modes of transportation, deployment, and in the maintenance of rotary aircraft. Transportation concepts, doctrine and material, are developed in coordination with the Combined Arms Support Command, Training and Doctrine Command, Department of the Army, and selected joint agencies. As one of the Army's 15 designated Power Projection Platforms, the installations are charged with deploying 41 Active Component units, and mobilizing and deploying 90 Reserve Component units with more than 9700 soldiers. Fort Eustis and Fort Story are also responsible for deploying the 7th Transportation Group (Composite), the Army's only active duty composite transportation group. Uniquely, Fort Story is the only Army facility to provide Logistics Over-the-Shore training and saltwater purification training. Located in Hampton Roads, Virginia, Forts Eustis and Story provide critical access to major rivers, the Chesapeake Bay and to the Atlantic Ocean. Hampton Roads is home to a joint military inter-service complex that is without equal. The area has one of the finest natural harbors in the world, two major airfields capable of handling any type of aircraft, and an efficient road and rail network. The synergy of these interrelationships significantly enhances the nations' capability to respond rapidly to emergencies and contingency deployments while reducing costs through mutual support and elimination of duplication of effort.

MAJOR UNITS/TENANTS

U.S. Army Garrison, Fort Eustis
 7th Transportation Group (Composite)
 U.S. Army Transportation School
 Noncommissioned Officers Academy
 U.S. Army Aviation Logistics School
 8th Transportation Brigade
 Surface Deployment and Distribution Command Operations Center
 Aviation Applied Technology Directorate
 Army Training Support Center
 U.S. Army Garrison, Fort Story
 U.S. Navy Explosive Ordnance Disposal Training and Evaluation Unit TEU TWO
 U.S. Navy Explosive Ordnance Disposal Training and Evaluation Unit TEN
 U.S. Marine Corps Expeditionary Warfare Training Group Atlantic, Amphibious
 Reconnaissance School
 11th Transportation Battalion, 7th Transportation Group (Composite)

POPULATION (COMBINED)

	Authorized
Military	6,991
Civilian	2,586
Contractor	1,322
Student	2,781
Other	973
TOTAL	14,653



Office of the Secretary of Defense, Base Realignment and Closure Office (w/encls)
Chief, Mission Team, The Army Basing Study Group (TABS)

CF:

Craig E. Colledge
Deputy Assistant Secretary of the Army
for Infrastructure Analysis

Encl as

1. TABS met with representatives of the E&T, HSA, MED and TECH JCSGs on 31 March to integrate the Candidate Recommendations (CRs) impacting Fort Eustis (E&T-0062, 0064, HSA-0033, 0034, 0114, 0077, MED-0004, TECH-0005b, USA-0113 and USA-0222). It is our understanding that the JCSG representatives had no issues with the requested changes or updates. The results of the integration effort are attached.
2. The information in the attached memorandum contains data inputs for Army installations. These inputs have been certified by the appropriate certification authority, in accordance with our Internal Control Plan. The Army does not certify JCSG provided unit space and personnel requirements that are used within these CRs.
3. TABS will provide an updated integration sheet when final COBRA, CBR files have been received and analyzed. Request you make the required changes as outlined in the attached and provide TABS final CRS NLT 6 April 2005. POC for this action is COL Bill Tarantino at (703) 696-9529 or William.Tarantino@us.army.mil.

SUBJECT: Integration of Fort Eustis

Chairman, Education and Training Joint Cross Service Group (E&T JCSG)
Chairman, Headquarters and Support Joint Cross Service Group (HSA JCSG)
Chairman, Medical Joint Cross Service Group (MED JCSG)
Chairman, Technical Joint Cross Service Group (TECH JCSG)

MEMORANDUM FOR

SAIE-1A

31 March 2005

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
INSTALLATIONS AND ENVIRONMENT
110 ARMY PENTAGON
WASHINGTON DC 20310-0110



3. Capacity Impact. The MILCON generated by these CRS requires 10 buildable acres. Ft. Eustis currently has 496 buildable acres available.

- 2. Cumulative MILCON Requirements:
 - MILCON: Due to the number of units that are leaving Ft. Eustis there is excess space available for the incoming units. However, because the units moving onto the post are all administrative and the units that move off the installation are school organizations, there is an imbalance in facility types and some MILCON is necessary. A total of 172,000 ft² of administrative space (FAC 6100) is required; 163,000 ft² under USA-0113 and 9,000 ft² under USA-0222. Also required under USA-0113 is a 16,000 ft² Band Training Facility (FAC1713).
 - Shut-down square footage. Since the net change to the installation is a reduction in personnel there is a large amount of facilities vacated. A total of 3,323,000 ft² is vacated. This amount is spread among the CRS that remove units from Ft. Eustis (see part 4).

CR	CR Description	OFF	ENL	CIV	STD	TOT	Description
HSA-0033	Joint Base Hampton North	-7	-43	-167	0	-217	BPR
HSA-0034	Joint Base Hampton South	-3	-15	-3	0	-21	BPR
HSA-0114	TRANSKOM (Scott AFB)	-12	-5	-248	0	-265	SDDC to Scott AFB
HSA-0114	TRANSKOM (Scott AFB)	-3	0	-48	0	-51	BPR
MED-0004	Close In-Patient (Eustis)	0	0	-34	0	-34	BPR
USA-0113	Close Ft. Monroe	538	417	1412	6	2373	TRADOC/MA
USA-0222	Close Ft. McPherson	1	2	132	0	135	IMA
TECH-0005b	Rotary Wing RDA	-15	-3	-184	0	-202	MOVEMENT
TECH-0005b	Rotary Wing RDA	-3	0	-32	0	-35	BPR
ET-0062	Avn Log School	0	-101	-142	-1789	-2032	Avn Log to Rucker
ET-0062	Avn Log School	-6	-83	-22	0	-111	BPR
HSA-0077	Army Service Providers	-1	-1	-112	0	-114	BPR
ET-0064	CSS Center	-70	-279	-135	-990	-1474	Trans to Ft. Lee
ET-0064	CSS Center	-28	-120	-51	0	-199	BPR
	Cumulative Population Change	391	-231	366	-2773	-2247	

1. Candidate recommendations that impact Ft. Eustis and the stationing actions involved:

SUBJECT: Integration Analysis of Ft. Eustis

31 March 2005

MEMORANDUM FOR RECORD

- Update one-time unique costs on screen 5 using the Utilities Support costs and RCI costs in part 4.
 - Update the one-time IT costs on screen 5 using the IT costs in part 4.
 - Update the Env non-MILCON costs on screen 5 using the Environmental costs in part 4.
 - Update the personnel additions/eliminations on screen 6 by including the BASOPS positions added or eliminated. Use the personnel change shown in part 4. Note that the personnel additions or reductions shown in part 4 pertain ONLY to BASOPS positions. Any other additions or reductions due to consolidations or business process reviews need to also be included in their entirety.
8. Integration Implementation Actions.

7. Candidate Recommendation Adjustments. Stationing actions in HSA-0077 overlapped both USA-0113 & USA-0222. This creates duplications in costs and savings so HSA-0077 was changed. In order to close an installation all of the personnel and equipment are included in the installation (or eliminated), so the movements of personnel and equipment are included in the two Army closures. The Business Process savings generated by the consolidations in HSA-0077 are included in that CR, but there are no movements to Ft. Eustis in that proposal. This allowed the two CRs to retain their integrity while dividing the costs and savings generated by each.

- Ft. Eustis. In order to employ vacated space from other CRs, the Aviation Logistics School or the Transportation School should move off the installation prior to new units moving onto Ft. Eustis.
- Other CRs. None.

6. Scheduling Issues.

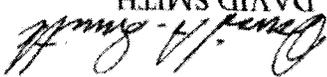
5. Medical Issues. None.

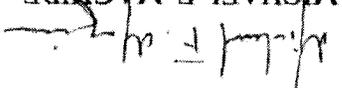
Note: The above listed CRs had a combined BASOPS personnel savings of 31 positions. Integrating of cumulative impacts shows a savings of 87 positions.

CR	CR Description	BASOPS	BASOPS ENL	BASOPS CIV	Utilities Support	IT Costs	RCI Costs	Environmental	Shutdown SR (000)
HSA-0033	Joint Base Hampton North	0	0	0	0	0	0	0	0
HSA-0034	Joint Base Hampton South	0	0	0	0	0	0	0	0
HSA-0114	TRANSCOM (Seon AFB)	0	0	0	0	0	0	0	0
MED-0004	Close In-Parent (Eustis)	0	0	0	0	0	0	0	0
USA-0113	Close Ft. Monroe	0	0	0	0	0	0	0	0
USA-0222	Close Ft. McPherson	0	0	0	0	0	0	0	0
TECH-0005b	Rotary Wing RDA	0	0	0	0	0	0	0	0
ET-0062	Avn Log School	0	0	0	0	0	0	0	0
HSA-0077	Army Service Providers	0	0	0	0	0	0	0	0
ET-0064	CSS Center	0	0	0	0	0	0	0	0
Total FT. LEE Requirements		-8	-22	-57	\$ 5,254,280	\$ -	\$ -	\$ 550,000	3250

4. Other Costs. The removal of 2,247 personnel from Ft. Eustis results in a decrease of 87 positions, as well as Utilities Support costs for the MILCON and Facilities shut-down are shown below.

DRAFT DELIBERATIVE DOCUMENT--FOR DISCUSSION PURPOSES ONLY--DO NOT RELEASE UNDER FOIA

Operations Research Analyst
MAJ, AR
DAVID SMITH


MICHAEL F. MAGUIRE
Operations Research Analyst


9. Outstanding Issues. None.
- Update the MILCON on screen 7 using the data shown in part 2.
 - Update the footnotes on screens 5, 6 & 7 to note that the values shown in those screens reflect the cumulative impacts at Ft. Eustis.

DRAFT DELIBERATIVE DOCUMENT--FOR DISCUSSION PURPOSES ONLY--DO NOT RELEASE UNDER FOIA

2005 Base Closure & Realignment Commission



BASE VISIT SIGN IN SHEET

Name	Title	Organization	Contact	Email
JOE S. FRANK	MAYOR	CITY OF NEWPORT NEWS		
FLORENCE KINGSTON	Dir. of Deelop.	" "	757-926-3789	F.Kingston@nngov.com
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TOM PAWLIKOWSKI	SENIOR ANALYST	BRAC	703-699-2950	thomas.pawlikowski@usdo.dhs.mil

**BRAC Commissioner Visit
Mr. Anthony Principi
Wed, 25 May 2005**

Draft #3	Actual Visit: Wed, 25 May 2005				
Time	Activity	Location	Agenda/Key Points	POC(Name)	POC Phone #
1200-1300	Mr. Principi, GEN(R) Newton en route to Fort Eustis via Ground Transportation- arrival (TBD)	Washington DC to Welcome Center (Bldg 2) then to Command Group	Met by COL Zargan, escorts entourage to Command Group	Executive Services MAJ Utley CPL McFerrin	879-4380 878-4802 218-1741
			Vehicle #1: MP Escort, Executive Service, Vehicle #2: CPL McFerrin, COL Zargan, Mr. Principi, GEN Newton, Mr. Rhody, Mr. Dinsick		
1300-1310	Command Group	Bldg 210/CG Office	Met by MG Geehan escorts Mr. Principi and entourage to his office, conducts Office Call.	MAJ Utley	878-4802
10 min			Note: after completion of Office Call, CG will escort entourage to the Command Conference Room to receive briefings		
1310-1320			COL Ellis, presents BRAC Recommendations	COL Ellis	878-2908
1320-1410	US Army Transportation School Relocation Briefing	Command Conference Rm	COL Dooley, presents Challenge of Maritime and Rail Training	COL Dooley	878-0400
50 min			Note: all personnel remain in the CCR for additional briefings		
1410-1455	US Army Aviation Logistic School Relocation Briefing	Command Conference Rm	Greeted by Mr. Jones, presents Magnitude of USAALS Relocation	Mr. Jones	878-6650
45 min			Note: all personnel remain in the CCR for additional briefings		
1455-1520	US Army Garrison Command BRAC Is	Command Conference Rm	COL Ellis presents, Realignment of Installation Management Functions, BASOPS Funding Stream Integration Issues, Mobilization/PPP Impact, RCI Housing Impact and MILCON Impact	COL Ellis	878-2908
25 min			Note: all personnel remain in the CCR for additional briefings		
1520-1530	Watercraft Proponency	Command Conference Rm	COL Dooley presents Watercraft Proponency Issues???	COL Dooley	878-0400
10 min					
1530-1700	Windshield Tour of Key Installation Facilities	Tour of Fort Eustis	Tour: DTF, Maritime Campus, Landship, 3rd Port Pier, Rail Yard, Airlod Mockups, SDDC, Rail Tng Facility, Rail Tng Yard, Apache FAAF, USAALS Bunker Tng, New Transient Facility, Elementary School, 2nd Access Road, TSCH and Headquarter-210	COL Dooley	878-0400
90 min			Vehicle #1: MP Escort, Executive Service, Vehicle #2: CPL McFerrin, COL Zargan, Mr. Principi, GEN Newton, Mr. Rhody, Mr. Dinsick, COL Ellis, Ms. Moore, COL Dooley, Mr. Jones		
1700-1710	En route to Welcome Center to prepare for departure	Bldg 2	COL Zargan escorts Mr. Principi, GEN Newton and entourage to the Welcome Center to prepare for departure, END OF TOUR.	COL Zargan Executive Services	878-4803 879-4803
10 min			Vehicle #1: MP Escort, Executive Service, Vehicle #2: CPL McFerrin, COL Zargan, Mr. Principi, GEN Newton, Mr. Rhody, Mr. Dinsick		



NEIL A. MORGAN
ASSISTANT CITY MANAGER

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E-mail nmorgan@nngov.com

Dean,
I got this @ yesterday's hearing -
Jim Durso

DCN: 1855



Ft Eustis Base Realignment and Closure (BRAC) Recommendations and Issues

Mr. Principi
Chairman, BRAC Commission
&
GEN(R) Newton
BRAC Commission

25 May 2005



PURPOSE



To provide BRAC Commission information regarding the impact of BRAC report recommendations on Fort Eustis, Virginia.



AGENDA



- BRAC Report Recommendations
- Transportation School impacts
- U.S. Army Aviation Logistics School impacts
- Ft Eustis and Ft Story Installation impacts
- Questions



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 1, Part 2 of 2:
Detailed Recommendations



BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS

DCN: 1855



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



BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS



DCN: 1855

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:
Detailed Recommendations



BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS

DCN: 1855



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:
Detailed Recommendations



BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS



DCN: 1855

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:
Detailed Recommendations



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 1, Part 2 of 2:
Detailed Recommendations

*No major impacts.
Eustis is a PPP?*



BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS



DCN: 1855

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



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



BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS



DCN: 1855

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



BASE REALIGNMENT AND CLOSURE REPORT RECOMMENDATIONS



DCN: 1855

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



Key Issues



DCN: 1855

- Transportation Center and School
 - Relocation of watercraft, cargo specialist, and rail training to Ft Lee
 - Watercraft Program Management
- Surface Deployment and Distribution Command (SDDC) Relocations
- Installation Management
 - Fort Eustis
 - Fort Story
 - McDonald Army Community Hospital

Military
 Seal &
 Core
 DDC
 ↓
 ODF

Army PM will collocate w/ Navy to insure coverage. No longer a major issue.

NOT
 Army funded
 Army PM

DDC
 ↓
 ODF



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

- wants to keep cargo training - also bring back for exercise phase.

*Col Dooley briefing
Asst Cmdr.*

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.



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.

*my @ Flw & BRS, AIT.
- commented on 88M*

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/OFF.

**37 Classes - 19 MOSS
2489 Students FY 07**





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) (16 students)
 - Mobility (882A) (35 students)
- Maritime Safety Courses (1141 students)

1/3 of school & overhead would remain.

Bull Run = intermodal exercise for Officers.

1349 Warrant Officer, Civilian, & Enlisted Maritime, Rail, & Cargo Specialists at Ft Eustis / Year

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)

*Red-courses that should remain @ Eustis.
Principi? : How show this effect savings?
A: working but probably overstate
Note CG use of facilities for - damage control*



Who Do We Train at the USATC & FE? (2 of 2)



1/4/05
Lee → Eustis

Should entire school stay here?
A: possibility

How would they be doing if refer per BBT?

7th Grp support included for the 7th is major customer for the 7th area try facilities

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
1002
1002

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

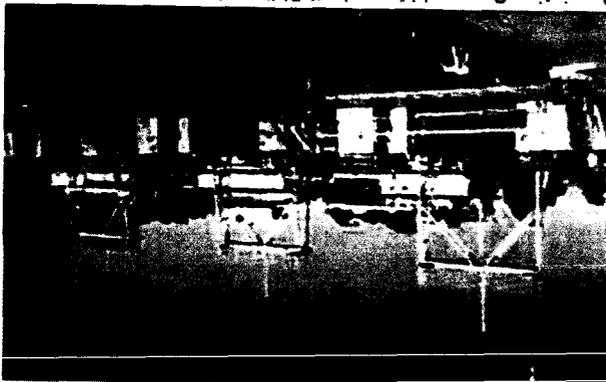
Enables Unrestricted Littoral Vessel Crew Training

- Logistics Support Vessels (LSVs)
- Landing Craft Utility (LCU 2000s)
- Heavy Support Vehicles (HSV)

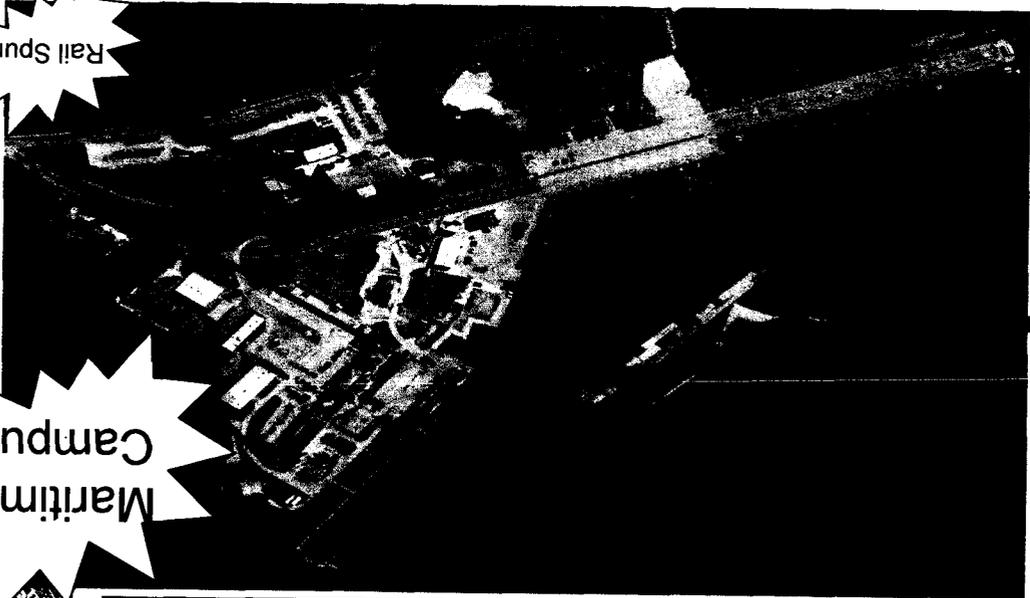
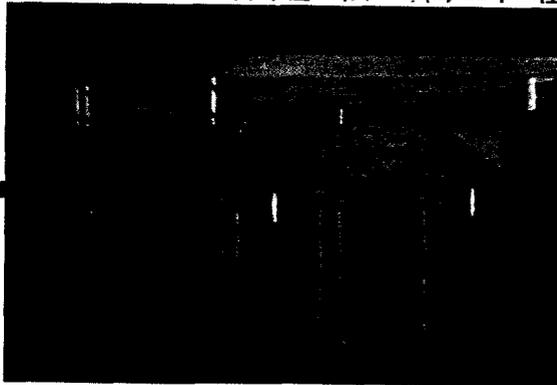
watercraft, including:

- Berths nearly 80 percent of active Army's large fleet of
- Supports 7th Transportation Group Power Projection Platform mission; has supported critical deployments for the past 20 years
- Transportation School's Maritime Campus
- Unique operational and training facility
- Army's only deep water port

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



The Landship at the Third Port allows Fort Eustis to train stevedores without the cost of a real vessel



Rail Spur

Maritime Campus



Third Port, Fort Eustis





Landship, Fort Eustis

DCN: 1855



Vissering Landship Training Facility:

Estimated Cost to Replicate: \$31.59M

Transportation School Courses Supported:

88H10/30/40 Cargo Specialist

Transportation Officer Basic

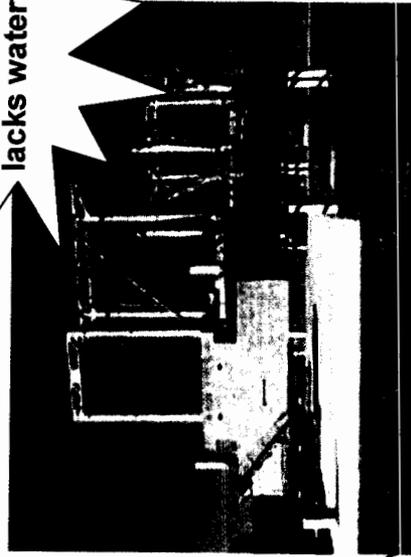
In total, USATSCH trains more than 1100 officers and enlisted soldiers aboard the Landship annually.

NOTE: The Landship also provides training for Navy stevedores, Reserve Component Cargo Terminal Units, and 7th Transportation Group Terminal Operations Companies.

as this ship is being purchased by the Navy how many hours here?

is this ship for our use? Navy train here?

Clear indicators? (is there any capacity?)





Air Load Training Facility, Fort Eustis



DCN: 1855



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

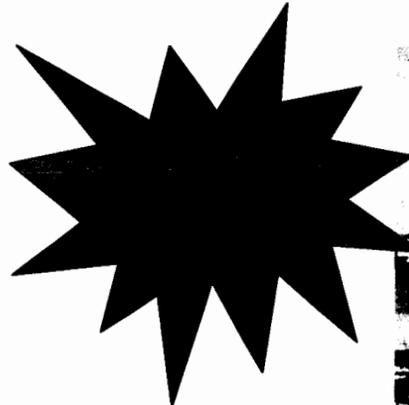
NOTE: The facility also supports air deployment training by the 7th Transportation Group, reserve component units and other units mobilizing through Fort Eustis.



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 IOCOM 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, ANCOC and Officer training



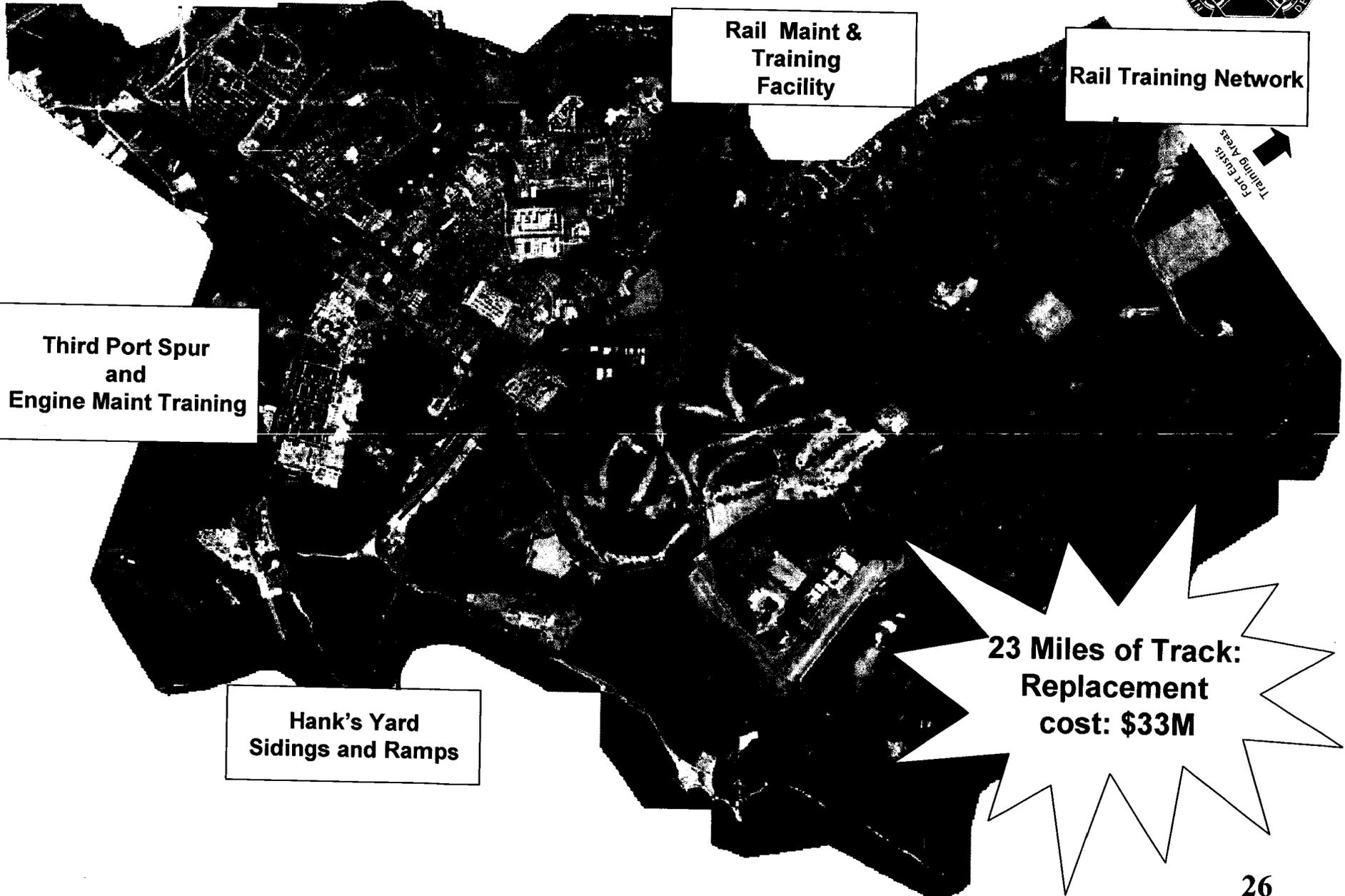
*- Most instructors
Kd.*



*Includes 40 switches, doesn't include any tree clearing, trestles or bridges



Rail Training Resources, Fort Eustis



Rail Maint & Training Facility

Rail Training Network

Third Port Spur and Engine Maint Training

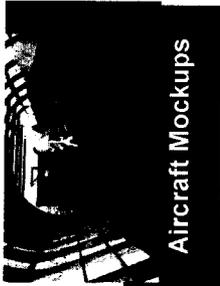
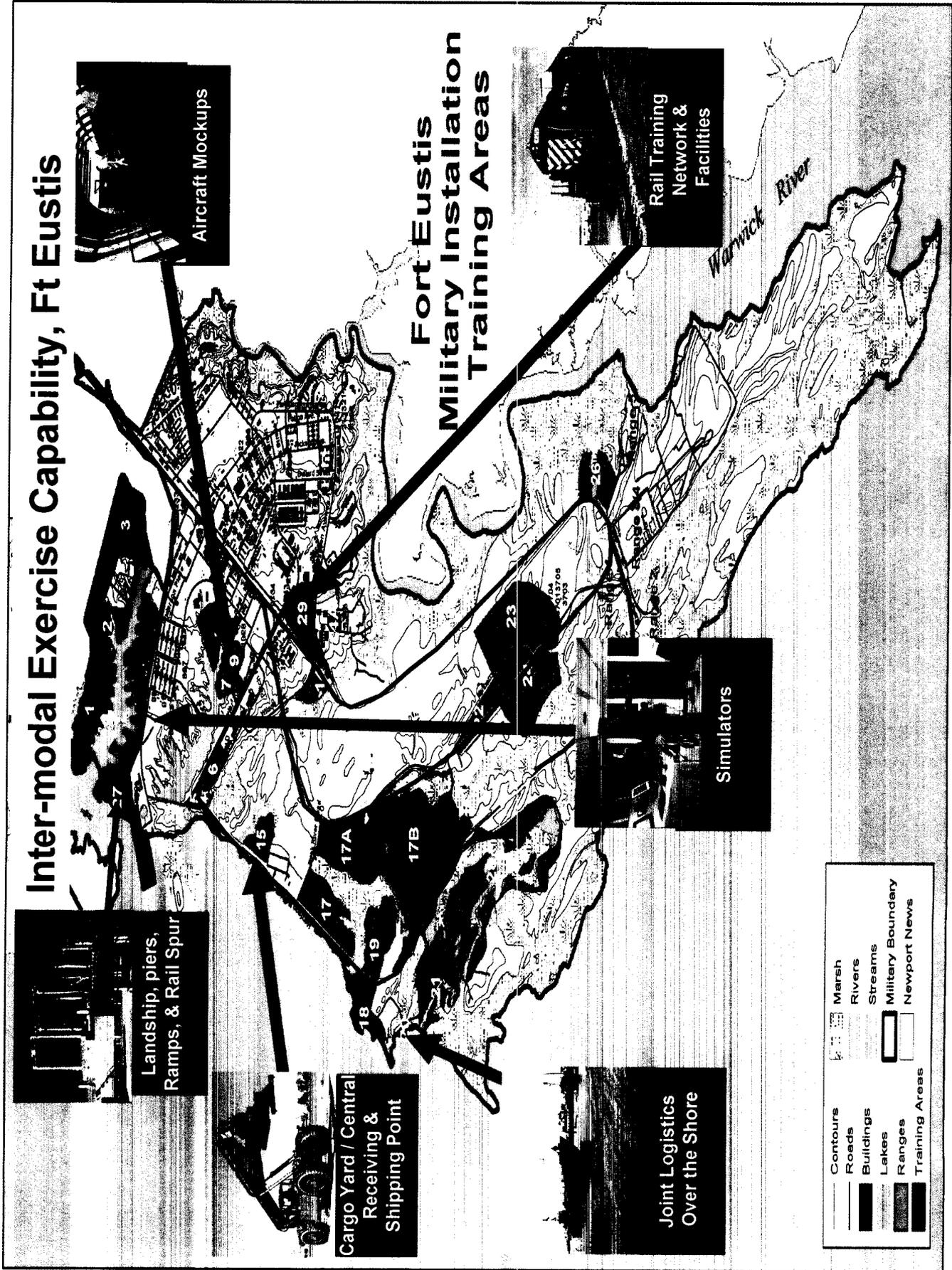
Hank's Yard Sidings and Ramps

23 Miles of Track: Replacement cost: \$33M

Fort Eustis Training Area

Inter-modal Exercise Capability, Ft Eustis

Fort Eustis Military Installation Training Areas



Contours	Marsh
Roads	Rivers
Buildings	Streams
Lakes	Military Boundary
Ranges	Newport News
Training Areas	



What Can We Move to Fort Lee?



5453 Students
at Ft Lee
in FY 07

- **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**

42 - \$2.7M classroom exercise fig.

P: How about senior leadership next to this? Believe they'll support. P: Important that we know to include in motion. Issue appears to be @ TABS grp. supports split fig.

NOTE: 88M10 training will not be moved to Ft Lee



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

Ad: Not mag base for issue but for support

Recommendation: Leave the museum at Fort Eustis



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.

will not be discussed in watercraft

KEY POINTS: We need to fully understand the long-term implications of this proposal to consolidate Army watercraft development and acquisition under the Navy.



U.S. Army Aviation Logistics School Impacts



U.S. Army Aviation Logistics School Fort Eustis, Virginia

USAALS MISSION

USAALS executes aviation maintenance training and develops training products for active Army, National Guard and Army Reserve enlisted and select officer military occupational specialties

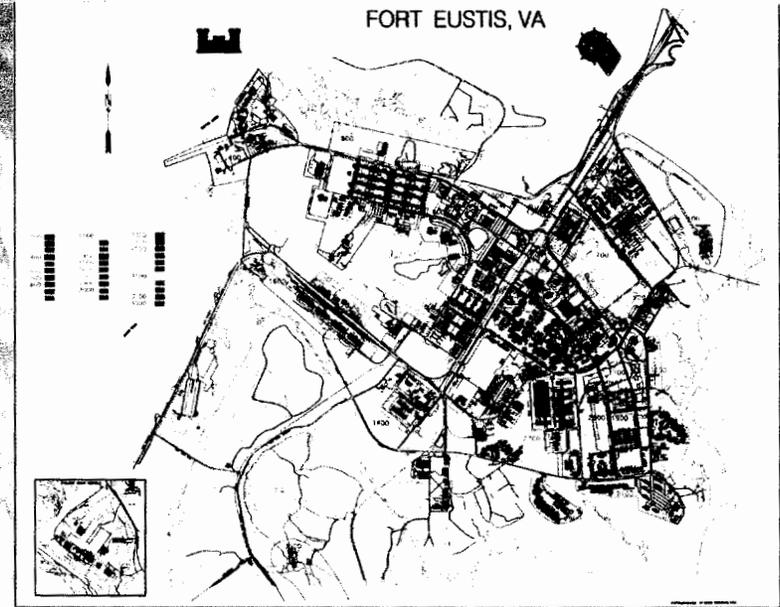
Capabilities: Provide training development and certification for:
(FY07 SMDR Programmed Load)

- 16 Advanced Individual Training (AIT) courses
 - ✓ 3,527 students
- 16 Basic Noncommissioned Officer Courses (BNCOC)
 - ✓ 794 students
- 7 Advanced Noncommissioned Officer Courses (ANCOC)
 - ✓ 287 students
- 5 Warrant Officer Courses
 - ✓ 121 students
- 4 MOS Transition Courses
 - ✓ 75 students
- 1 Additional Skill Identifier (ASI) Courses
 - ✓ 48 students
- 10 Latin American Training Division (LATD) Courses
 - ✓ 165 students

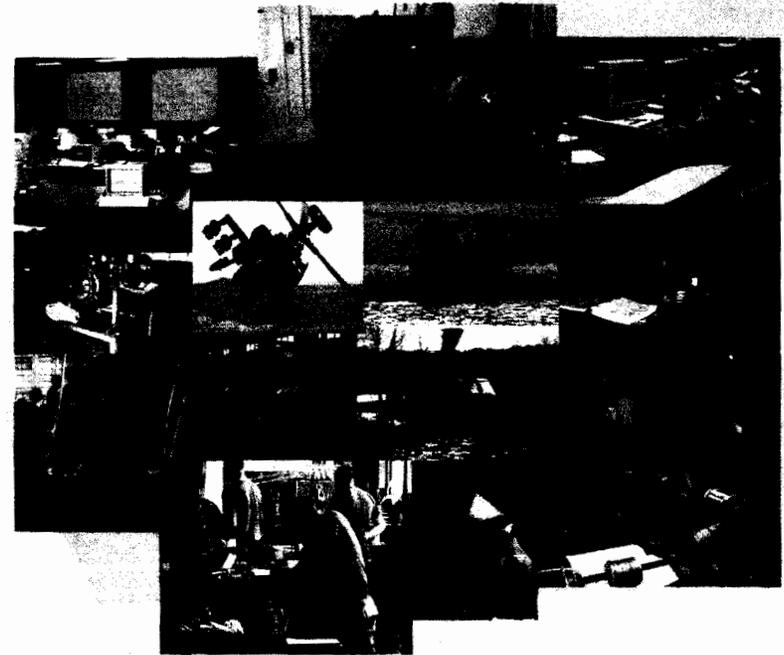
*does not include
65 students from AF
for SAAIC*

Current Priorities:

- Support War
- Train the load
- Training development



Col Conway Ellis





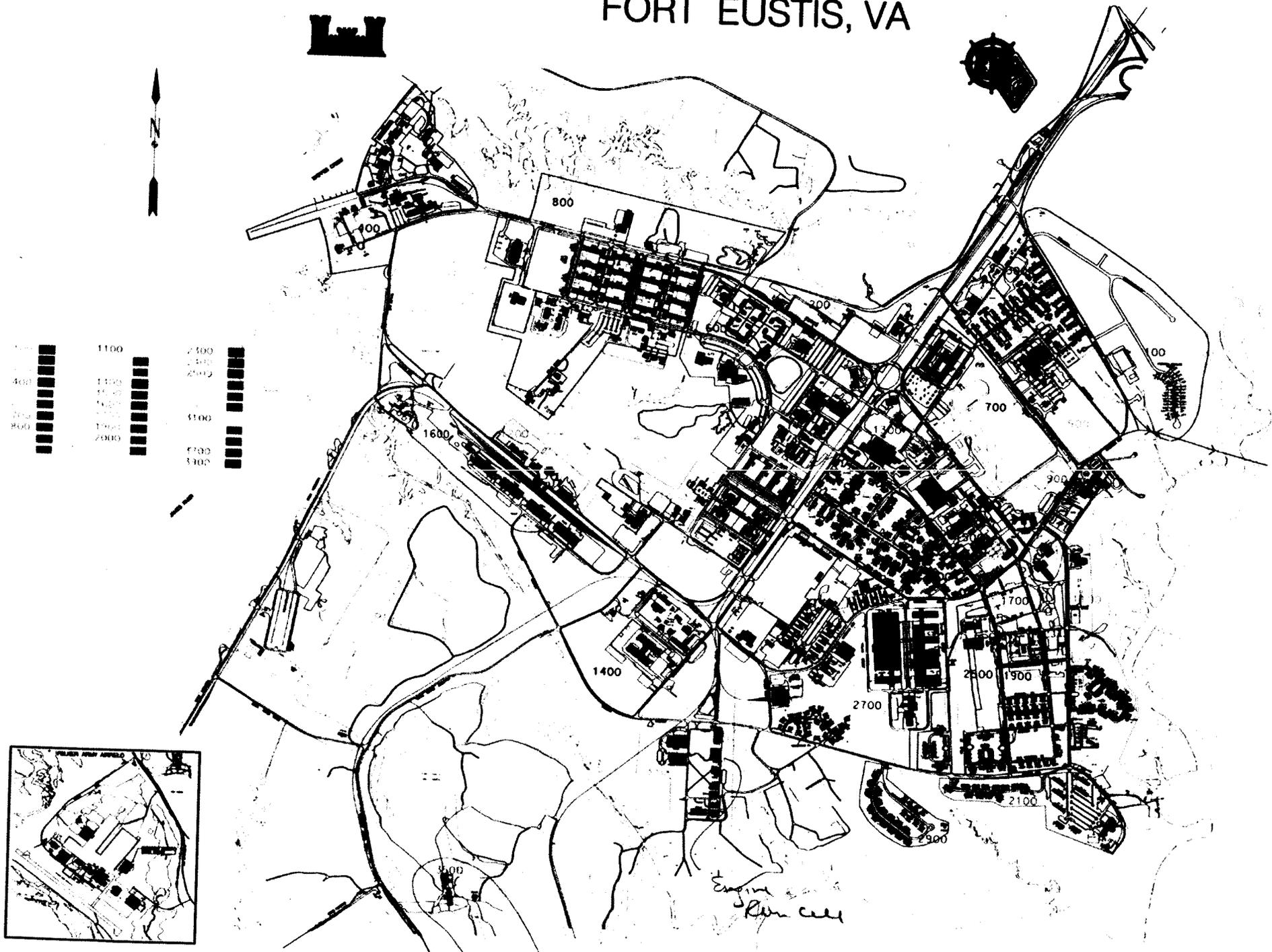
USAALS GENERAL INFORMATION



- **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**

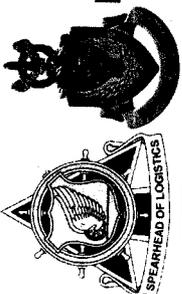
671
(218 CIV)
(453 Mil)

FORT EUSTIS, VA

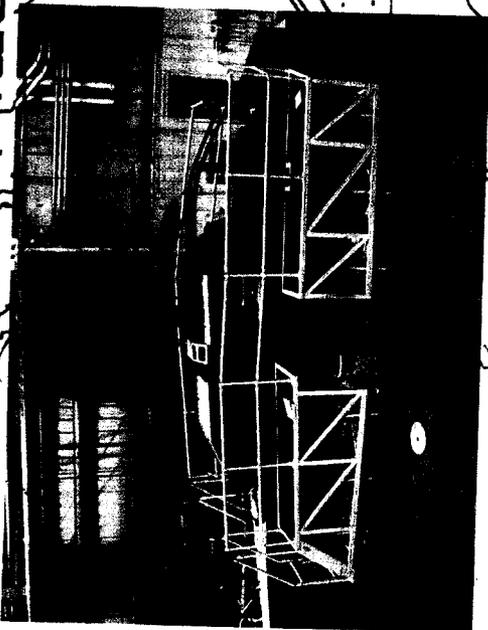




FELKER ARMY AIRFIELD TRAINING SITES



U.S. FELKER ARMY AIRFIELD



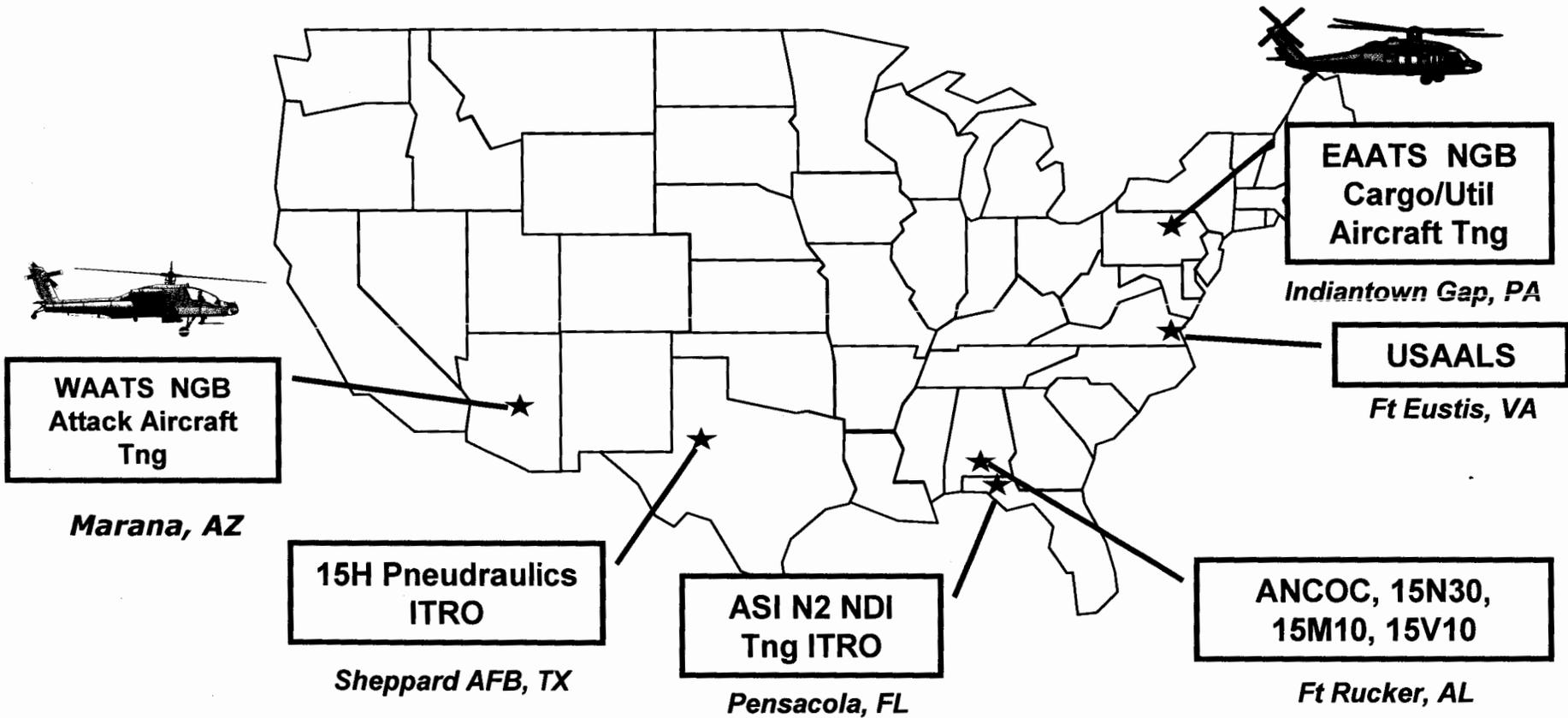
As of 1900



TOTAL ARMY AVIATION LOGISTICS SCHOOL SYSTEM



All AVN Tng





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

Not load

As of 23 May 05



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**



TRAINING AIDS / DEVICES



Not a device

diff. used for training

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

ISSUES / CONCERNS



- Training Degradation During Move
- Facilities / Infrastructure
 - Power requirements
 - Fiber optic backbone
- Training Device Movement
- Civilian Instructor Workforce

2 availability of skills

#492M to replicate

N: K maintenance?
Yes.
N: physical asset?
None



Ft Eustis and Ft Story Installation Impacts



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 Military Civilian Contractor Total Students					
Transportation School & 8th BDE	(459)	(175)	(13)	(647)	(725)
Transportation Center	(43)	(47)		(90)	
Aviation School	(439)	(212)	(14)	(665)	(1750)
SDDC OPS (Mil: 96 Permanent Party, 68 Reserves)	(164)	(316)	(44)	(524)	
SDDC TEA	(1)	(102)	(10)	(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.) Total Students					
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)

*N.B. -
 # Trans Gup
 # A based on
 mon - BRAC decision.
 483 mil. increase*



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.?

*** Rationalize BASOPS by region.
N: What's value added?*

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.



REALIGNMENT OF INSTALLATION MANAGEMENT



BASOPS FUNDING CHALLENGES

Fort Eustis – Langley AFB

NR: equality of will be funding if done, very

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.



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.



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?

*No. And we
me means to
next.
w/lets their
prespective?
for complete
for guidance*

*Army
transfer
* 145M*

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.



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 .



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



FORT EUSTIS MISSION PRIORITIES



BASED ON FY07-LR PRIORITY SUBMISSION (SEP 2004)

PRESBU
D '06
FYDP
(Feb 05)

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	-

11.5
89.9
5.5
27.0
12.8
7.2

\$153.9
in FYDP

Red Font Projects are BRAC impacted

Amber Font Projects Potentially impacted by BRAC



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



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



CONCLUSION



Questions?



Surface Deployment And Distribution Command Operations Center And Transportation Engineering Agency



Military Surface Deployment and Distribution Command Operations Center, Fort Eustis, VA



Mission: Provide Global Surface Deployment Command and Control and Distribution Operations to Meet National Security Objectives in Peace and War.

Capabilities:

- ✓ In FY03 (a banner year) SDDC moved:
 - 25.3 million measurement tons of cargo
 - 432,000 personal property shipments
 - 74,000 privately owned vehicles
 - 161,000 containers
- ✓ SDDC maintains a daily presence at 9 CONUS and 15 OCONUS seaports with expansion capabilities to 17 CONUS and 24 OCONUS seaports.
- ✓ Utilizing all of our CONUS strategic seaports, SDDC can out load approximately 20 vessels daily.
- ✓ SDDC manages 2,216 railcars in the Defense Freight Rail Interchange Fleet for the Department of Defense.
- ✓ SDDC's Port Security Companies can provide security at two ammunition and three other strategic seaports simultaneously.
- ✓ SDDC can provide 39 Deployment Support Brigade teams simultaneously at deploying unit installations, enhancing Intransit Visibility, documentation and HAZMAT certification.

Current Missions

- ✓ Operations Iraqi and Enduring Freedom Unit Rotations
- ✓ Sustainment routes in support of OEF/OIF
- ✓ Safe movement of munitions
- ✓ Container Management
- ✓ Deployment Support Brigade support to units in support of Operations Iraqi and Enduring Freedom



**Single Face to the Combatant Commanders
for Surface Deployment and Distribution**



TEA Mission and Functions

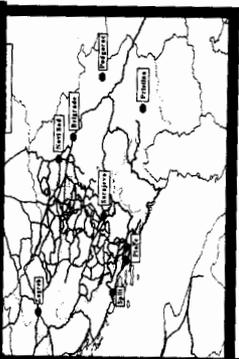
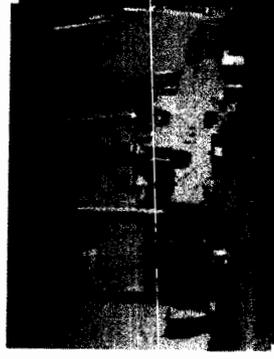


MISSION

TO IMPROVE THE GLOBAL DEPLOYABILITY OF US ARMED FORCE BY PROVIDING THE DOD WITH TRANSPORTATION ENGINEERING, POLICY GUIDANCE, RESEARCH, AND ANALYTICAL EXPERTISE TO SUPPORT THE NATIONAL MILITARY STRATEGY.

FUNCTIONS

- Special Assistant for Transportation Engineering
 - Programs for National Defense (Highway, Rail & Ports)
 - Defense Access Roads
- Transportability Engineering and Analysis
- Deployability Engineering and Analysis
- Transportation Modeling and Simulation
- Transportation Infrastructure Analysis



Rhody, Dean, CIV, WSO-BRAC

From: Moore, Mignon [mignon.moore@us.army.mil]
Sent: Tuesday, May 31, 2005 5:46 PM
To: 'Rhody, Dean, CIV, WSO-BRAC'
Subject: RE: Meeting Attendees
Importance: High
Attachments: Moore, Mignon.vcf

Dean, sorry I am just now getting to my emails. I was on leave on Fri. Here is the info you requested:

1. Patrice Harris - Hampton Roads Staffer, Senator Allen's Office
2. Mayor Joe Frank City of Newport News
3. Dave Dixon Executive Director, VA Commission on Military Bases
4. George Foresman, Assistant to the Governor for Commonwealth Preparedness
5. Cord Sterling, Senator Warner's Office
6. Neil Morgan, Assistant City Manager of Newport News
7. MG Brian Geehan, Commanding General, Fort Eustis
8. COL Curt Zargon, CG's Chief of Staff
9. COL Ronnie Ellis, Garrison Commander, Fort Eustis
10. COL Mike Dooley, Assistant Commandant, Transportation School
11. COL Conway Ellers, Assistant Commandant, USAALS
12. Mignon S. Moore, Deputy to Garrison Commander, Fort Eustis
13. Melody Hicks, RMO US Army Garrison, Fort Eustis
14. Cindy Your, PAO, US Army Garrison, Fort Eustis
15. Ken Gross, BRAC Implementation Team Leader, US Army Garrison, Fort Eustis
16. Mark Jones, Deputy to Assistant Commandant, USAALS
17. John Race, TEA, SDDC
18. Keith Morrow, SDDC OPs

19. COL Mallette, Chief of Staff, HQ SDDC

20. ~~Mose~~ McWhorter, CASCOM Rep
Tony, per e-mail Mignon Moore, 1 June '05, subj: Meeting Attendees

Mignon S. Moore

Deputy to the Garrison Commander
Email: mignon.moore@eustis.army.mil
Commercial #: (757) 878-2908
DSN #: 826-2908
Fax #: (757) 878-5722

From: Rhody, Dean, CIV, WSO-BRAC [mailto:dean.rhody@wso.whs.mil]
Sent: Friday, May 27, 2005 8:13 AM
To: 'mignon.moore@eustis.army.mil'
Subject: Meeting Attendees

Scotty - First, thanks for the effort on the part of MG Geehan, COL Ellis, you and the Ft Eustis staff. Even with the short notice it was a first-rate show. We'll follow up with something more formal by way of thanks but I wanted to say it informally first.

Could you get me a list of the attendees at the briefing of Mr Principi and GEN Newton? Also the folks who attended from the congressional offices and local government. You can provide as an attachment to e-mail at this address. I need it for my final report. At this point, I will coordinate the first draft of the trip report with you and Col Ellis (and whomever you wish to bring in). Intent is accuracy since it is a matter of public record. Also to insure we heard you clearly. Since the turn-around is very short, I would appreciate whatever you can do as early as possible today.

Best wishes, Dean

C. Dean Rhody
Army Senior Analyst
BRAC Commission
(703) 699-2950

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P4

Fort Eustis

The Army intends to transform Fort Eustis by relocating TRADOC Headquarters, IMA Regional Headquarters, the Army Contracting Agency Northern Region, and NETCOM Regional Headquarters to Fort Eustis. It additionally intends to create a Combat Service Support Center of Excellence (consolidation of the Ordnance, Quartermaster, Transportation Centers and Schools) at Fort Lee. It also consolidates Aviation Logistics training with the Aviation Center and School at Fort Rucker, and the Surface Deployment and Distribution Command with Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base.

Gaining Activities

What: TRADOC HQs from Fort Monroe, VA.

Why: In conjunction with other relocation actions, this move enables the closure of Fort Monroe -- this supports the Army objective of developing a portfolio of multi-functional installations matched to Army requirements, while eliminating excess capacity. It allows the Army to move administrative headquarters to multi-purpose, higher value installations that provide the Army more flexibility to accept new missions. This relocation maintains vital links between TRADOC HQs and Joint Forces Command (JFCOM) HQs by placing them within easy commuting distance of each other.

What: Installation Management Agency (IMA) NE Headquarters, US Army Network Enterprise Technology Command (NETCOM) NE Headquarters, and the Army Contracting Agency (ACA) Northern Region from Fort Monroe, VA.

Why: In conjunction with other relocation actions, these moves enable the closure of Fort Monroe -- this supports the Army objective of developing a portfolio of multi-functional installations matched to Army requirements, while eliminating excess capacity. The relocation of IMA and NETCOM HQ consolidates the Northeastern and Southeastern regions of these two commands into one Eastern Region at Fort Eustis. The ACA Northern Region is relocated from Fort Monroe to Fort Eustis with its two largest customers (TRADOC and IMA). It allows the Army to move administrative headquarters to multi-purpose, higher value installations that provide the Army more flexibility to accept new missions.

What: IMA Southeastern Region Headquarters and the NETCOM Southeastern Region Headquarters from Fort McPherson, GA.

Why: The IMA and NETCOM HQs are moved to Ft. Eustis because they consolidate the Northeastern and Southeastern regions of these two commands into one Eastern Region. The ACA Southern Region HQs is moved to Ft. Sam Houston where it is recommended to consolidate with the ACA Southern Hemisphere Region HQs, and where it will co-locate with other Army service providing organizations. In conjunction with other relocation actions, these moves enable the closure of Fort McPherson -- this supports the Army objective of developing a

portfolio of multi-functional installations matched to Army requirements, while eliminating excess capacity. It allows the Army to move administrative headquarters to multi-purpose, higher value installations that provide the Army more flexibility to accept new missions.

Losing Activities

What: The Aviation Logistics School to Fort Rucker, AL.

Why: Consolidates Aviation logistics training with the Aviation Center and School at a single location; fosters consistency, standardization and training proficiency and reducing the total number of Military Occupational Skills (MOS) training locations (reducing the TRADOC footprint). This provides the same or a better level of training at reduced costs.

What: The Transportation Center and School to Fort Lee, VA.

Why: Enables the consolidation of Combat Service Support (CSS) training and doctrine development at a single installation, which promotes training effectiveness and functional efficiencies. This consolidation advances the Maneuver Support Center (MANSCEN) model, currently in place at Fort Leonard Wood, which consolidates the Military Police, Engineer, and Chemical Centers and Schools. This move improves the MANSCEN concept by consolidating functionally related Branch Centers & Schools. With the planed addition of the Air Force's Transportation Management training at Fort Lee, it creates opportunities for Joint curriculum development and training.

What: The Army Surface Deployment and Distribution Command (SDDC) to Scott Air Force Base, IL.

Why: This relocation consolidates SDDC with Air Force Air Mobility Command Headquarters and Transportation Command Headquarters at Scott Air Force Base. This consolidation of TRANSCOM and Service components will collocate activities with common functions and facilitates large-scale transformation, and reduces personnel to realize long-term savings.

What: 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.

Why: The Department of the Army will rely on the civilian medical network for inpatient services at this installation. This recommendation supports strategies of reducing excess capacity and locating military medical personnel to activities with a more diverse workload, providing them with enhanced opportunities to maintain their medical skills currency to meet COCOM requirements. Additionally, a robust network with available inpatient capacity of Joint Accreditation of Hospital Organizations and/or Medicare accredited civilian/VA hospitals is located within 40 miles.

What: Mobilization processing functions to Ft Bragg, NC.

Why: This relocation realigns a lower threshold mobilization site to an existing large capacity site and enables the transformation into Joint Pre-Deployment/Mobilization Platform at Fort Bragg. This action is expected to have the long term effect of creating a pre-deployment/mobilization center of excellence, leveraging economies of scale, reducing costs, and improving service to mobilized service members.

Quantitative Results

Net Personnel Impacts ¹			MILCON
Military	Civilian	Student	Cost Estimate
-67	+580	-2,773	\$ 30M

Implementation Timeline: According to BRAC law, these actions must be initiated within two years and completed within six years from the date the President transmits the report to Congress.

Internal Communications: (Fort Eustis Work Force)

- Ft. Eustis has played a long and storied role in the history of the US Army and it will continue to do so.
- The Army intends to transform Fort Eustis from an institutional training installation to a multi-functional installation that will be the home to critical Army Headquarters and a nexus for joint training coordination.
- The relocation of the Transportation Center and School is balanced by the gain of TRADOC and IMA Region Headquarters.
- The transformation objectives of the US Army seek to retain installations that are capable of accepting multiple missions.

External Communications: (Civilian community)

- The Secretary of Defense’s BRAC 2005 recommendations demonstrate that Fort Eustis is a valuable installation to the Army and DoD.
- It is a part of plan to transform our Armed Services.
- While Fort Eustis will lose a part of its historical mission, it will gain a new importance. Some may view this as a net reduction in the number of Soldiers who work on Fort Eustis, every day. However, we view this transformation as an increase in the number of critical Army Headquarters, government civilians and family members.
- We do not expect significant changes in the demands on the community and the benefits to the community from the transformation taking place at Ft Eustis.

¹ Based on FY03 ASIP data. Does not reflect any personnel changes resulting from standard programming and Command Plan actions since FY03.

Approving BRAC Recommendations - Statutory Steps:

- 16 May 05 SECDEF forwards Recommendations to BRAC Commission
- 08 Sept 05 BRAC Commission recommendations due to President
- 23 Sept 05 President approves/disapproves Commission recommendations
- 20 Oct 05 Commission resubmits recommendations (if initially rejected by President)
- 07 Nov 05 President submits final recommendations to Congress. Once submitted, the plan, becomes final within 45 legislative days, unless Congress passes a joint resolution to block the entire package.

BRAC Recommendations that impact Fort Eustis:

- Close Ft Monroe, VA
- Close Ft McPherson, GA
- Aviation Log to Ft Rucker
- CSS Center Lee
- Establish Joint Bases
- TRANSCOM Components to Scott AFB
- Joint Mobilization Sites
- Convert Inpatient Services to Clinics

**Proposal to Revise DOD BRAC Recommendation
Regarding Navy Supply Corps School, Athens, Georgia**

Original Recommendation: Close the naval installation at Athens, GA. Relocate the Navy Supply Corps School and the Center for Service Support to Naval Station Newport, R.I. Disestablish the Supply Corps Museum.

Revised Recommendation: Close the naval installation at Athens, GA. Relocate the Navy Supply Corps School and the Center for Service Support to *Fort Eustis, VA*. Disestablish the Supply Corps Museum.

The Defense Department on May 13 proposed to close the naval installation in Athens, Ga., and move the Navy Supply Corps School and Center for Service Support to Naval Station Newport. The closure would be completed in FY09. We argue that it makes greater military and financial sense to move the school and center to Fort Eustis instead.

About the Navy Supply Corps School Athens

The Navy Supply Corps School (NSCS) has an average of 356 students on board. The school requires 16,020 square feet of classroom space. More than 4,000 students attend each year, in addition to those who train through the school's distance learning facility.

NSCS is a logistics training base for Department of Defense and international personnel. NSCS teaches and supports more than 30 different courses in addition to the Supply Officer Basic Qualification Course. In 2003, the Navy designated NSCS as its Center for Service Support, making it responsible for the training of all logistics, media and administrative personnel in the Navy. More than 84,000 men and women have been trained at the school to be Naval business managers.

Military Value

By DOD's own measures, Fort Eustis is better suited to receive the Athens missions. Fort Eustis ranked higher than NAVSTA Newport and NSCS Athens in all three categories — initial training, skills progression training and functional training — in a military value analysis of the 70 installations that conduct specialized skills training.

Military Value Analysis of Installations Conducting Specialized Skills Training			
	Initial Training Ranking (1-70)	Skills Progression Ranking (1-70)	Functional Training Ranking (1-70)
Fort Eustis	14	24	26
NAVSTA Newport	48	32	30
NSCS Athens	47	54	62

(Initial skills training is instruction in a specific skill leading to the award of a military occupational specialty or rating/classification at the lowest level. Skills progression training is instruction that follows initial training, and usually some experience working in a specialty, or to increase job knowledge and proficiency and to qualify individuals for more advanced job duties. Functional training is instruction for personnel in various military occupational specialties who require specific, additional skills or qualifications without changing their primary specialty or skill level.)

Fort Eustis is an exemplary training installation. At Fort Eustis and its satellite installation, Fort Story, officers and enlisted soldiers receive education and on-the-job training in all modes of transportation, aviation maintenance, logistics and deployment doctrine and research. DOD cited the "operations and training capabilities" of Fort Eustis in making a recommendation to close nearby Fort Monroe and move most of its missions, including the Army Training & Doctrine Command headquarters, to Fort Eustis.

Fort Eustis already has nearly four times more available classroom space than NAVSTA Newport, not taking into account any other BRAC recommendations. The proposed move from NSCS Athens to NAVSTA Newport would shift 445 personnel to Rhode Island. The Cost of Base Realignment Action (COBRA) analysis for the proposed move from Athens to Newport showed that the Navy would have to spend more than \$9.2 million on MILCON to renovate instructional space and another \$4.8 million on administrative space at Newport to accommodate the Athens missions. These personnel more easily would be accommodated at Fort Eustis than at NAVSTA Newport, and without the need for new MILCON spending. Fort Eustis also could handle this increase and still maintain adequate surge capacity.

Classroom Data for Specialized Skills Training						
	Max Potential Capacity	Current Capacity	Current Usage	Capacity Required for Surge	Capacity Available to Surge	Excess Capacity
Fort Eustis	26,029	5,800	2,261	452	23,768	3,087
NAVSTA Newport	9,947	2,217	1,174	235	8,773	808
NSCS Athens	4,277	953	356	71	3,921	526

Berthing Data for Specialized Skills Training						
	Max Potential Capacity	Current Capacity	Current Usage	Capacity Required for Surge	Capacity Available to Surge	Excess Capacity
Fort Eustis	1,718	1,718	2,136	427	0	-845
NAVSTA Newport	1,568	1,568	677	135	891	756
NSCS Athens	217	217	312	62	0	-157

Messing Data for Specialized Skills Training						
	Max Potential Capacity	Current Capacity	Current Usage	Capacity Required for Surge	Capacity Available to Surge	Excess Capacity
Fort Eustis	1,550	1,550	1,286	257	264	7
NAVSTA Newport	550	550	600	120	0	-170
NSCS Athens	0	0	0	0	0	0

Located on the western flank of the City of Newport News in the Hampton Roads region, Fort Eustis is approximately 460 miles from Athens. This is about 525 miles closer to Athens than is Newport. Hampton Roads also has the largest Navy support system of any city in the world. The Navy owns 36,000 acres and more than 6,750 buildings in the area. There are some 108,000 Navy and Marine Corps personnel stationed in the area, and the Navy employs more than 41,000 civilians. There are more than 23,000 retired Navy men and women living in Hampton Roads, and approximately 118,300 dependents of active duty, and civilian personnel.

Since many attendees of the Naval Supply Corps School come from Navy bases in the Hampton Roads region, it makes both military and economic sense to house the school in the same area. Moving the school to Fort Eustis would eliminate about the same number of PCS moves as would Newport and significantly more TDY travel and per diem than would Newport. Locating the school at Fort Eustis also would facilitate training through easy access to the fleet and its resources. Fewer PCS moves and less TDY travel would equate to less stress on the forces, thus improving morale and quality of life for service members and their families. This has an unquantifiable benefit to military operations.

For these additional reasons, moving the Athens missions to Fort Eustis is a more sound decision over moving them to Newport.

Economics

Supplementing the military value argument for Fort Eustis over NAVSTA Newport is the significantly lower costs of operations and living at Fort Eustis. The base allowance for housing (BAH) at Fort Eustis is 45 percent below NAVSTA Newport, while the enlisted BAH is nearly 43 percent lower at Fort Eustis.

In addition, the civilian locality pay factor, the area cost factor and the per diem rate all are lower at Fort Eustis than at NAVSTA Newport.

Cost of Operations and Living Factors							
	Officer BAH (per month)	Enlisted BAH (per month)	Civ Locality Pay Factor	Area Cost Factor	Per Diem Rate	Freight Cost (\$/ton/mile)	Vehicle Cost (\$/lift/mile)
Fort Eustis	\$1,074	\$815	1.109	0.94	\$142	0.33	4.84
NAVSTA Newport	\$1,952	\$1,420	1.170	1.04	\$158	0.39	4.84
NSCS Athens	\$1,202	\$861	1.109	0.81	\$108	0.48	4.84

Environment

Neither Fort Eustis nor Newport has any significant environmental hurdles. NAVSTA Newport is in serious non-attainment for ozone (1-hour). The base does not require an Air Conformity Determination. Fort Eustis has no environmental issues.

Fort Eustis BRAC Recommendations

The DOD BRAC recommendations would significantly impact Fort Eustis. Should all of the recommendations be approved, the cumulative effect would be the loss of 2,901 military personnel and the gain of 580 civilians and 169 contractors, or a net loss of 2,152 positions.

DOD has proposed closing Fort Monroe and relocating the Army Training & Doctrine Command headquarters, the Installation Management Agency Northeast Region Headquarters, the Army Network Enterprise Technology Command Northeast Region Headquarters and the Army Contracting Agency Northern Region Office to Fort Eustis. DOD cited Fort Eustis's "operations and training capabilities" in making this recommendation.

The proposed closure of Fort McPherson in Georgia would mean the relocation of Installation Management Agency Southeast Region Headquarters and Army Network Enterprise Technology Command Southeast Region Headquarters to Fort Eustis.

DOD also recommended the following realignments of Fort Eustis:

- Relocating the Aviation Logistics School and consolidating it with the Aviation Center & School at Fort Rucker
- Relocating the Transportation Center & School to Fort Lee.
- Relocating the Army Surface Deployment & Distribution Command to Scott Air Force Base.
- Relocating its mobilization processing functions to Fort Bragg.
- Relocating the installation management functions to Langley Air Force Base.
- Disestablishing the inpatient mission at the Fort Eustis Medical Facility and converting the hospital to a clinic with an ambulatory surgery center.

Conclusion

Moving the Naval Supply Corps School and the Center for Service Support from Athens, Ga., to Fort Eustis is a sound decision on the basis of military value and economics. This decision would accomplish the Defense Department's stated goal of relocating activities from a single-mission base to a multi-functional installation with higher military value. Fort Eustis has a higher military value than NSCS Athens and NAVSTA Newport. In addition, it would further the Department's objective of creating joint missions, by moving a Navy school to an Army training base. Our recommendation would keep whole the DOD proposal to move the Center for Service Support, thus creating at Fort Eustis a center for officer training, thereby capitalizing on existing resource and personnel efficiencies.

When you take into account the lower cost of operations and living in and around the installation, Fort Eustis is the obvious choice for accepting the missions from NSCS Athens.

Sources

Commissioner's Base Visit Book: Naval Supply Corps School (NSCS) Athens, GA, Admiral Harold W. Gehman, Jr., USN (Ret), June 25, 2005

Department of the Navy Analysis Group, minutes of deliberative session, February 1, 2005

Recommendation for Closure: Navy Supply Corps School, Athens, Georgia, U.S. Department of Defense, May 13, 2005

Recommendation for Realignment: Aviation Logistics School, U.S. Department of Defense, May 13, 2005

Recommendation for Realignment: Naval Station, Newport, Rhode Island, U.S. Department of Defense, May 13, 2005

DCN: 1855

Recommendation for Realignment: Transportation Center and School, U.S. Department of Defense, May 13, 2005

DCN: 1855



JOE S. FRANK
MAYOR

#062216

June 16, 2005



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-

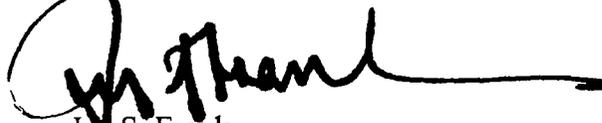
DCN: 1855

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

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

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

The recommendation to relocate SDDC operations and TFA 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.

SDDC

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.

Missions Proposed to be Relocated Away from Fort Eustis

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.

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

DCN: 1855

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

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Brigadier General Brian I. Geehan
December 3, 2003
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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

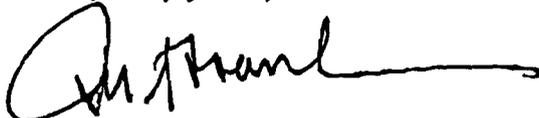
DCN: 1855

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



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:

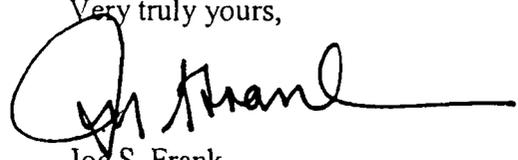
The City of Newport News, Virginia strongly supports retaining Ft. Monroe in Hampton, Virginia, which houses the United States Army Training and Doctrine Command (TRADOC) Headquarters. Not only is this facility critically important to the mission of the U.S. Army, but to the jointness doctrine. Being 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.

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 flourish 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
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DCN: 1855

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

TRADOC HQ Bldg

DCN: 1855

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

7/9/2005

Proposed for the BRAC 2005 Report to the President
Combat Service Support Center

Category: Education and Training Joint Cross-Service Group

Mission: Transportation Center and School

One Time Cost: \$754M

Savings: \$934.2M

Return on Investment: 6 Years

Annual Recurring Savings: \$131.8M

Final Action:

Secretary of Defense 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.

Secretary of Defense Justification

This recommendation consolidates Combat Service Support (CSS) training and doctrine development at a single installation, which promotes training effectiveness and functional efficiencies. The moves advance the Maneuver Support Center (MANSCEN) model, currently in place at Fort Leonard Wood, MO, which consolidates the Military Police, Engineer, and Chemical Centers and Schools. This recommendation improves the MANSCEN concept by consolidating functionally related Branch Centers and Schools. It enhances military value, supports the Army's force structure plan, and maintains sufficient surge capability to address future unforeseen requirements. It improves training capabilities while eliminating excess capacity at institutional training installations. This provides the same or better level of service at a reduced cost. This recommendation supports Army Transformation by collocating institutional training, MTOE units, RDT&E organizations, and other TDA units in large numbers on single installations to support force stabilization and engage training.

Community Concerns

Community feels that the cost calculations resulting in the realignment recommendation regarding the Transportation School are flawed. Because of the unique multi-modal facilities located at Fort Eustis, including an airfield, a deep-water port, and an active Army railroad network, approximately 1/3 of the

current Transportation School training must stay at Fort Eustis even if this recommendation is instituted. Otherwise, the community notes that the Department of Defense would need to invest approximately \$70 to \$100 million in new facilities at Fort Lee, which have not been calculated in the BRAC Recommendations or the COBRA analysis. The community believes that these investments, in addition to being costly, are highly infeasible. They would include having to construct a man-made river and multi-million dollar rail line at the new location. Again, these costs were not calculated in the BRAC recommendation or the COBRA.

It is the community's understanding that the Department of 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. The community believes that the Transportation School should be maintained at Fort Lee since personnel would have to be bused 90 minutes to Fort Eustis to be able to utilize the training facilities. The community also notes that from a force protection standpoint Fort Lee also poses challenges as a major highway separates the installation. At 9,000 acres with no similar encroachment, Fort Eustis does not face the same concerns.

Commission Findings

The Commission finds that in the process of recommending the realignment of the US Army Transportation School to Fort Lee, Virginia, the Department overlooked a significant cost associated with the realignment. The Commission finds that recreating a number of critical transportation training facilities at Fort Lee would be cost prohibitive and geographically infeasible. The Commission finds that in light of this additional cost and force structure information, the US Transportation School can be better maintained at Fort Eustis, Virginia.

Commission Recommendation

The Secretary of Defense deviated substantially from the force structure plan and the final BRAC 2005 Criteria 1 and 4. Therefore, the Commission makes the following recommendation: The US Transportation School shall be retained at Fort Eustis, Virginia. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Proposed for the BRAC 2005 Report to the President

Aviation Logistics School

Category: Education and Training Joint Cross-Service Group

Mission: US Army Aviation Logistics School

One Time Cost: \$492.3M

Savings: \$77.4

Return on Investment: 13 Years

Annual Recurring Savings: \$42.9M

Final Action:

Secretary of Defense Recommendation

Realign Fort Eustis by relocating the Aviation Logistics School and consolidating it with the Aviation Center and School at Fort Rucker

Secretary of Defense Justification

This recommendation consolidates Aviation training and doctrine development at a single location. Consolidating Aviation Logistics training with the Aviation Center and School fosters consistency, standardization and training proficiency. It consolidates both Aviation skill level I producing courses at one location, which allows the Army to reduce the total number of Military Occupational Skills (MOS) Training locations (lessening the TRADOC footprint). Additionally, it enhances military value, supports the Army's force structure plan, and maintains sufficient surge capability to address future unforeseen requirements. It improves training capabilities while eliminating excess capacity at institutional training installations. This provides the same or better level of service at a reduced cost. This recommendation supports Army transformation by collocating institutional training, MTOE units, RDT&E organizations and other TDA units in large numbers on single installations to support force stabilization and engage training.

Community Concerns

Community believes that moving helicopter repair training to Fort Rucker provides no additional operational synergy for the Army's aviation training programs. The community notes that collocation does not create jointness and that those who learn to repair aircraft and those who learn to fly aircraft are learning two different missions. The community believes that USAALS is currently ideally located for joint service helicopter repair training as part of one of the largest concentrations of national military assets in America and that the joint training that already occurs there has great potential for inter-service expansion. The community also believes that there is not a joint environment in

the Dothan, Alabama region because the Air Force helicopter pilot training at Fort Rucker is not integrated into the Army training syllabus.

The community strongly feels that the enormous cost of the move makes the Department's decision irrational. USAALS is housed in expensive and renovated facilities at Fort Eustis. The cost of relocation of this mission to Fort Rucker is estimated to be \$492.3 million. The Secretary's recommendation states that the Return on Investment (ROI) has a payback of 13 years. Moreover, the net present value over 20 years is only \$77 million. The community notes that further analysis done by base officials shows that the reduction in personnel sought by the Department would not be as great as expected and that the overall effect would be a significant negative payback.

Commission Findings

The Commission finds that in the process of recommending the realignment of the US Army Aviation Logistics School to Fort Rucker, the Department did not adequately meet the goal of creating a joint military environment. The Commission further finds that the \$492.3 million initial cost for realignment is cost prohibitive and has historically been denied due to this fact. The Commission finds that exceptional military value and jointness can be maintained by retaining USAALS at 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 US Army Aviation Logistics School shall be retained at Fort Eustis, Virginia. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

Proposed for the BRAC 2005 Report to the President
Relocate Army Headquarters and Field Operating Agencies

Category: Headquarters and Support Activities Joint Cross Services Group
Mission: Army Installation Management Agency, Army Network Enterprise Technology Command, Army HR XXI, Army Center for Substance Abuse, Army Family Liaison Office, Army Contracting Agency, Army Contracting Agency E-Commerce Region, Army Contracting Agency, Army Environmental Center, Army Material Command
One Time Cost: \$199.9M
Savings: \$122.9M
Return on Investment: 10
Annual Recurring Savings: \$23.9
Final Action: Realign

Secretary of Defense Recommendation

Realign the Zachary Taylor Building, a leased installation in Arlington, VA, by relocating the Army Installation Management Agency headquarters to Fort Sam Houston, TX.

Realign Rock Island Arsenal, IL, as follows: relocate the Army Installation Management Agency Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Installation Management Agency Southwest Region headquarters to form the Army Installation Management Agency Western Region; and relocate the Army Network Enterprise Technology Command Northwest Region headquarters to Fort Sam Houston, TX, and consolidate it with the Army Network Enterprise Technology Command Southwest Region headquarters to form the Army Network Enterprise Technology Command Western Region.

Realign Crystal Square 2, a leased installation in Arlington, VA, by relocating the Army HR XXI office to Fort Knox, KY.

Realign the Park Center IV Building, a leased installation in Falls Church, VA, by relocating the Army Center for Substance Abuse to Fort Knox, KY.

Realign Seven Corners Corporate Center, a leased installation in Falls Church, VA, and 4700 King Street, a leased installation in Alexandria, VA, by relocating the Army Community and Family Support Center to Fort Sam Houston, TX.

Realign Roslyn Metro Center, a leased installation in Arlington, VA, by relocating the Army Family Liaison Office to Fort Sam Houston, TX.

Realign Skyline Six, a leased installation in Falls Church, VA, by relocating the Army Contracting Agency headquarters in Fort Sam Houston, TX.

Realign the Hoffman 1 Building, a leased installation in Alexandria, VA, by relocating the Army Contracting Agency E-Commerce Region headquarters to Fort Sam Houston, TX.

Realign Fort Buchanan, Puerto Rico, by relocating the Army Contracting Agency Southern Hemisphere Region headquarters to Fort Sam Houston, TX.

Realign Aberdeen Proving Ground, MD, by relocating the Army Environmental Center to Fort Sam Houston, TX.

Realign Fort Belvoir, VA by relocating Army Materiel Command (AMC) and the Security Assistance Command (USASAC, an AMC major subordinate command) to Redstone Arsenal, AL.

Secretary of Defense Justification

This recommendation relocates several Army Service Provider headquarters and regional offices in order to create operating efficiencies via collocation and/or consolidation. A new Installation Management Agency (IMA) Western Region office is created at Fort Sam Houston by relocating the IMA Northwest Region headquarters from Rock Island Arsenal; it collocates the IMA Headquarters with the IMA Western Region. Separate Army recommendations relocate other IMA regional offices to create the IMA Eastern Region at Fort Eustis.

This recommendation creates a new Network Enterprise Technology Command (NETCOM) Western Region at Fort Sam Houston by relocating the NETCOM Northwest Region headquarters from Rock Island Arsenal. Separate Army recommendations relocate other NETCOM Region headquarters to create NETCOM Eastern Region at Fort Eustis.

The Army Contracting Agency (ACA) is relocating the ACA Southern Region office to Fort Sam Houston where it will consolidate with the ACA Southern Hemisphere Region office that is relocating from Fort Buchanan. The ACA Headquarters and ACA E-Commerce Region will collocate with the ACA Southern Region at Fort Sam Houston. By a separate Army recommendation, the ACA Northern Region headquarters will relocate from Fort Monroe to Fort Eustis in order to collocate with the ACA Northern Contracting Center.

Several other Army entities will relocate in order to collocate with the aforementioned organizations at Fort Sam Houston: the Army Community and Family Support Center, the Army Family Liaison Office, and the Army

Environmental Center. The Army Center for Substance Abuse and the Army HR XXI office are relocating to Fort Knox. Finally, the Army Materiel Command (AMC) and the Security Assistance Command will relocate to Redstone Arsenal in order to collocate with one of AMC's major subordinate commands, the USA Aviation and Missile Command.

This recommendation meets several important Department of Defense objectives with regard to future use of leased space, rationalization of the Department's presence within 100 miles of the Pentagon, consolidation of Headquarters operations at single locations, and enhanced security for DoD Activities. It collocates the Headquarters of the Army's regional service providers that typically interact daily. It results in improvement in military value due to the shift from leased space to locations on military installations and from relocation of organizations from installations lying outside the Army's portfolio of installations they intend to keep to installations with higher military value. The military value of the affected Army Activities range from 219th to 303rd of 334 entities evaluated by the Major Administration and Headquarters (MAH) military value model. Fort Sam Houston is ranked 19th out of 334; Fort Knox is ranked 32nd, and Redstone Arsenal is ranked 48th.

Implementation will reduce the Department's reliance on leased space, which has historically higher overall costs than government-owned space and generally does not meet Anti-terrorism Force Protection standards as prescribed in UFC 04-010-01. The recommendation eliminates approximately 234,000 Usable Square Feet (USF) of leased administrative space within the National Capital Region (NCR) by relocating 8 organizations to military installations that are farther than 100 miles from the Pentagon thereby providing dispersion of DoD Activities away from a dense concentration within the NCR. This, plus the immediate benefit of enhanced Force Protection afforded by locating service providers within a military installation fence-line, will provide immediate compliance with Force Protection Standards. Operational synergies and efficiencies gained by co-locating Headquarters and newly consolidated Regional office will likely result in additional operational efficiency and/or personnel reductions in the future.

The relocation of AMC and USASAC to Redstone Arsenal will result in the avoidance of future military construction costs; this future cost avoidance is not reflected in the payback calculation because it is planned for post-FY05. This military construction would provide for a new headquarters building for AMC and USASAC on Fort Belvoir; the majority of the AMC's current space on Fort Belvoir is currently in temporary structures.

Community Concerns

Community feels that Fort Eustis could accommodate AMC while providing cost savings and creating better military value. With transportation training facilities, available capacity and a relative close proximity to Service and Joint Commands within the National Capital Region and Hampton Roads (TRADOC, JFCOM, ACC), the community believes that the mission of AMC could be sustained in Virginia at an acceptable cost while also enhancing military value. Having AMC and TRADOC in close proximity will allow for the Army acquisition and logistics command to be directly linked to the training and requirements command. That type of synergy should be beneficial to the warfighter and will enhance the military value of both operations.

The community notes that there would be less workforce disruption associated with moving AMC to Fort Eustis. The community believes the costs of recruiting and retraining a new workforce at Redstone Arsenal will impact operational readiness.

The savings of this move are difficult to isolate because the recommendation to move AMC is only one of nine recommendations under the relocation of Army Headquarters and Field Operating Agencies. In moving a host of Army activities to Redstone Arsenal, Fort Sam Houston, and Fort Knox, the DoD expects an initial cost of almost \$200 million with a payback expected in 10 years. However, the community believes the actual cost to move AMC is masked by the other recommendation savings and notes that the actual payback period could be upwards of 32 years, as expressed by the Government Accountability Office.

The community is also concerned that that the Department of Defense is focused on moving missions and commands from the NCR, from leased office space (both of which are not one of the eight BRAC 2005 Criteria), and using force protection as a justification for such moves. AMC is located at Fort Belvoir and is not in leased space.

Commission Findings

The Commission found that in the process of recommending the realignment of AMC to Redstone Arsenal, Alabama, the Department used non-BRAC criteria to justify the realignment. Additionally, the Department overlooked the opportunity to move the Command to a location that presents a better relocation option. The Commission believes that moving AMC to Fort Eustis, Virginia would correctly accomplish the goal of creating joint military environments. Realigning AMC to Fort Eustis would create this environment by relocating the Command in close proximity to other joint commands and at a base already known for joint military operations. Additionally, the Commission found that the overall costs of moving AMC to Redstone Arsenal were cost prohibitive but

were made to seem feasible due to its pairing with nine other realignment recommendations. The Commission also finds that moving AMC to Fort Eustis provides better cost savings and will create less workforce disruption.

Commission Recommendation

The Secretary of Defense deviated substantially from the force structure plan and the final BRAC 2005 Criteria 1 and utilized non-BRAC criteria as his primary criteria and therefore did not properly justify the realignment recommendation relative to AMC. Therefore, the Commission makes the following recommendation: The Army Materiel Command shall be relocated to Fort Eustis, Virginia instead of Redstone Arsenal, Alabama. The Commission finds this recommendation is consistent with the force structure plan and final criteria.

FY 07 SMDR-FORT LEE Student Input: US Army Transportation School				FY 07 SMDR	DAILY AVG
Data Prepared by USATSCH, Ms Janet Kroskey: 757 878-6621 as of 13 Jun 05 from ATRRS.				Relook	STRUC
Number	School Code	Course No.	Course Title	PROGRAM	LOAD
1	551	553-88N10	Transportation Management Coordinator	704	87.296
2	651	600-BNCOC	BNCOC Common Core Phase I	457**	25
3	651	811-88M30	Motor Transport Operator BNCOC	295	25.96
4	651	811-88M40	Motor Transport Operator ANCOC	124	8.928
5	651	553-88N30	Transportation Management Coordinator BNCOC Phase II	94	9.7
6	651	553-88N40	Transportation Management Coordinator ANCOC Phase II	64	6.6
7	551	2G-SI6M/500-ASI6M	Mobilization/Deployment Planning	334	13.36
8	551	8C-F11/542-F6	Passenger Travel Specialist	143	5.72
9	551	8C-F12/553-F1	Basic Freight Traffic	107	4.28
10	551	8C-F16/553-F3	Strategic Deployment Planning	114	4.56
11	551	8C-F17/553-F5	Unit Movement Officer Deployment Planning	852	34.08
12	551	8C-F25/553-F9	Division Transportation Officer	17	0.68
13	551	8C-F31/553-F12	Worldwide Port System	279	11.16
14	551	8C-F33/553-F15	TC-AIMS II Functional User	600	24
15	551	8C-F35/553-F17	TC- AIMS II System Administrator	26	0.52
16	551	8C-F4/553-F10	Installation Traffic Management	65	2.6
17	551	8C-F9/811-F1	Military Stand Trans & Movement Procedures (MILSTAMP)	183	3.66
18	551	8C-SI3S/553-F4	Air Deployment Planning	120	4.8
19	551	8C-SI3V/553-F13	Joint Personal Property	212	8.48
20	551	8C-SI5K/SQI8/811-SQIH	Instructor Training	0	0
21	551	2G-F47	Transportation Pre-Command	23	0.46
22	551	8-55-C20-88A/C/D (BQ)	Transportation Officer (Branch Qualification)	14	1.12
23	551	8-55-C20-88A/C/D (P)	Transportation Basic Officer Leader	538	135.576
24	551	8-55-C22 (LOG)	Combined Logistics Captains Career	211	25.32
25	551	8-55-C23-88C	Transportation Officer Advanced-RC (Marine) Phase 2	63	2.5
26	551	8-55-C23	Transportation Officer Advanced -RC Phase 2	150	6
27	551	8-55-C32-882A	Mobility Officer Warrant Officer Advanced	17	4.4
28	551	8A-F40	Logistics Pre-Command	0	0
29	551	8C-F3	Defense Advanced Traffic Management	69	2.76
30	551	8C-882A	Mobility Officer Warrant Officer Basic	35	13.3
Fort Lee TOTAL				5910	472.82
31	551	822-88H10	Cargo Specialist	516*	n/a @ Ft Lee (Warrior W
32	551	690-88P10-RC	Railway Equipment Repairer-RC	6*	n/a @ Ft Lee (Warrior W
33	551	850-88T10-RC	Railway Section Repairer-RC	8*	n/a @ Ft Lee (Warrior W
34	551	812-88U10-RC	Railway Operations Crewmember-RC	12*	n/a @ Ft Lee (Warrior W
Warrior Week from Fort Eustis TOTAL				542	
Combined Fort Lee TOTAL				6452	

*Soldiers from Fort Eustis that will join Fort Lee students for Warrior Week Training Only

** Transportation Portion of BNCOC Common Core; SMDR figure of 1050 in ATRRS includes USAALS.

14-Jun-05

	AIT		AIT Plus		NCOA		Others	Permanent Party Authorizations						
	Annual Load	Ave Daily Load	Annual Load	Ave Daily Load	Annual Load	Ave Daily Load		Annual Load	Ave Daily Load	Officers	Warrant Officers	Enlisted	Civilians	Contractors
QMC&S														
Lee	17436	3426			3939	427	5619	508	83	22	706	176	175	
Missile & Munitions														
RSA	1073	327			913	85	717	486	21	20	209	122	40	
Ordnance														
Aberdeen	4789	1192			2241	218	3762	537	57	29	526	168	111	
Transportation														
Eustis	704	87			1034	77	4172	309	67	5	143	403	40	
SMPT														
Aberdeen	906	32			0	0	0	0	0	0	0	21	0	
63B & 187th OD BN														
Jackson *FY08	4885	1182			0	0	384	18	17	5	180	83	0	
USAF Culinary Tng														
Lackland	1832	217			0	0	0	0	0	0	23	0	0	
USN Culinary Tng														
Lackland/Great Lakes	1373	122			0	0	0	0	0	0	23	0	0	
USAF Transportation Tng														
Lackland	612	97			0	0	0	0	0	0	11	1	0	
72nd MP Co														
Bliss	n/a	0			0	0	0	0	1	0	69	0	0	
DECA														
Multiple Locations	n/a	0			0	0	0	0	1	0	0	337	0	
DCMA														
Alexandria	n/a	0			0	0	0	0	32	0	0	523	65	
Total	33610	6682	0	0	8127	807	14654	1858	279	81	1890	1834	431	
Total Annual Load														
Total Average Daily Load								56391	Permanent Party				4515	
								9347						

$$\frac{Eustis}{Eustis (work \& avail load)} = \frac{87 + 77 + 309}{9347}$$

School in ATRRS.	FY 07 SMDR DAILY AVG		
	Relook PROGRAM	STRUC LOAD	
for Certification	38	6.5	
Stress and Safety System	20	0.8	
for	156	18.7	
Engineering	112	4.4	
Integrated Bridge Crew	126	2.5	
Officer A2 Certification	23	5.5	
ing Officer WO	16	12.7	
er Certification	38	12.6	
er	111	20.8	
nt Repairer	6	0.4	
fficer Advanced Course	43	5.1	
server	26	1	
tificate Renewal	4	0	
Management	115	2.3	
eer Certification	24	0.9	See Note
Safety	224	8.9	
Deck Systems	112	4.4	
urveillance, & Recon	50	3	
Plotting Aid Course	26	0.5	
er A2 Certification Course	27	9.1	
er	14	8.9	
rs Crewmember-RC	12 ✓	1.2	
	516 ✓	82.5	
repairer-RC	8 ✓	0.8	
tor BNCOC	17	2.5	
tor ANCOC	16	4.6	
er BNCOC	21	5.7	
er ANCOC	11	3	
BNCOC	30	3.4	
ANCOC	22	1.8	
BNCOC (DL)	33	0.1	
Fort Eustis ATRRS Sub-total	1997	234.6	
tional students in FY 07	85	3.18	
eed vessel crews, damage control)	125	n/a	
(Engine training; firefighting, damage control)	350	n/a	
Fort Eustis TOTAL	2557	237.78	



JOE S. FRANK
MAYOR

August 9, 2005

COPY

Mr. Dean Rhody
Senior Army Analyst
Base Closure and Realignment Commission
2521 South Clark Street, Suite 600
Arlington, VA 22202

Dear Mr. Rhody:

I am writing to thank you for meeting with me and our city team during our recent trip to Washington. I very much appreciate having the opportunity to discuss the military value of Fort Eustis with you and your colleagues as we proceed through this Base Realignment and Closure (BRAC) round.

As we discussed, the community of Newport News supports enhancing our force structure and creating an efficient and cost effective military. Our goal is to provide the best analysis possible regarding Fort Eustis' role in this structure and to provide suggestions on how we think regional military value can be even further improved in support of the overall military mission.

We appreciate your review of the materials we provided to you and hope that we were able to present logical alternatives for your evaluation. Should you have any questions or require any additional information about the points we discussed or about other issues relating to Fort Eustis, please do not hesitate to contact me.

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