

BRAC Commission Base Visit Book



Charleston, SC

General James T. Hill, USA (Ret.)

7 June 2005

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**ITINERARY FOR NWS CHARLESTON, SC
June 6-7, 2005**

White = Commissioner Hill
Grey = Staff

TIME	EVENT	LOCATION	POC	ACTION
6-June 1007	Team arrives on Flight US Airways #1689	Charleston Airport	Ethan Saxon/Joe Barrett/CW Furlow	Arrive at Charleston
6-June 1300	Staff brief at DFAS	DFAS Charleston 1545 Truxtun Avenue	Ethan Saxon-202- 316-9084	Drive to DFAS dry run brief
6 June 1300- 1330	Meeting with NWS Commanding Officer Captain Gary Edwards	NWS CO's Office	C.W. Furlow 301-904-3487 & Joe Barrett 843- 452-4829	Command Brief
6-June 1500- 1615	Staff brief at NAVFAC	2155 Eagle Dr. Charleston, SC 29406	Ethan Saxon/Joe Barrett/CW Furlow	Research starting this earlier (1400)
1630- 1730	Meeting with Congressman Brown & Community leaders	4900 Lacross Rd. North Charleston 29406 (City Hall 5 th Floor)	Ethan Saxon/Joe Barrett/CW Furlow	Meeting with community leaders
7 June 1001	Commissioner arrives on US Airways 917	Charleston Airport	Ethan Saxon/Joe Barrett/CW Furlow	Meet at Airport
1100- 1230	Lunch	TBD	Ethan Saxon/Joe Barrett/CW Furlow	Review Base Visit Book
1300- 1315	Introduction to Rep. Brown	Naval Facilities Engineering Command	C.W. Furlow & Joe Barrett	Brief introduction with Rep. Brown
1315- 1515	Commissioner Brief	Naval Facilities Engineering Command	C.W. Furlow & Joe Barrett	Brief Chairman and inspect facility
1530- 1600	In Transit to DFAS		Ethan Saxon	Transporting Commissioner
1600- 1730	Commissioner Brief	DFAS Charleston	Ethan Saxon	Brief & facility tour
1730	Flight Delta from Charleston to Atlanta 331	Charleston Airport	Ethan Saxon/Joe Barrett/CW Furlow	Return Commissioner to the Airport

Table of Contents

Section	Tab Reference*
1. DFAS Charleston, SC	
DFAS Charleston Base Summary Sheet.....	M
DFAS Recommendations Analytical Process.....	N
DFAS Charleston Background.....	O
General DFAS Information	P
Maps.....	Q
2. NAVFAC South Engineering Field Division, SC	
NAVFAC South EFD Base Summary Sheet.....	R
NAVFAC Strategic Plan.....	S
Capt. Raines Bio.....	T
NAVFAC Recommendations Analytical Process.....	U
Maps.....	V
Press Clippings.....	W

*using recycled tabs



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Defense Finance and Accounting Service (DFAS) – Charleston, SC

INSTALLATION MISSION

- DFAS provides professional, responsive finance and accounting services to DoD and other federal agencies. It delivers mission essential payroll, contract and vendor pay, and accounting services to support America's national security. DFAS is a Working Capital Fund agency, which means rather than receiving direct appropriations, DFAS earns operating revenue for products and services provided to its customers.

DOD RECOMMENDATION

- **Close DFAS sites at Rock Island, IL; Pensacola Saufley Field, FL; Norfolk Naval Station, VA; Lawton, OK; Pensacola Naval Air Station, FL, Omaha, NE; Dayton, OH; St. Louis, MO; San Antonio, TX; San Diego, CA; Pacific Ford Island, HI; Patuxent River, MD; Limestone, ME; Charleston, SC; Orlando, FL; Rome, NY; Lexington, KY; Kansas City, MO; Seaside, CA; San Bernardino, CA; and Oakland, CA. Relocate and consolidate business, corporate and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN.**
- Realign DFAS Arlington, VA by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain a minimum essential DFAS liaison staff to support the Under Secretary of Defense (Comptroller)/Chief Financial Officer, Military Service Chief Financial Officers, and Congressional requirements.
- Realign DFAS Cleveland, OH, by relocating and consolidating business, corporate, and administrative functions to the Defense Supply Center-Columbus, OH, the Buckley Air Force Base Annex, Denver, CO, or the MG Emmett J. Bean Federal Center, Indianapolis, IN. Retain an enclave for the Military Retired and Annuitant Pay Services contract function and government oversight.
- Realign DFAS Columbus, OH, by relocating up to 55 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Denver, CO, or DFAS Indianapolis, IN, and up to 30 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
- Realign DFAS Denver, CO, by relocating up to 25 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH, or DFAS Indianapolis, IN, and up to 35 percent of the Military Pay function and associated corporate and administrative functions to DFAS Indianapolis, IN, for strategic redundancy.
- Realign DFAS Indianapolis, IN, by relocating up to 10 percent of the Accounting Operation functions and associated corporate and administrative functions to DFAS Columbus, OH or DFAS Denver, CO, and up to 20 percent of the Commercial Pay function and associated corporate and administrative functions to DFAS Columbus, OH, for strategic redundancy.

DOD JUSTIFICATION

- This action accomplishes a major facilities reduction and business line mission realignment, transforming the current DFAS organization into an optimum facilities configuration, which includes strategic redundancy to minimize risks associated with man-made or natural disasters/challenges. All three of the gaining sites meet DoD Antiterrorism/Force Protection (AT/FP) Standards. The current number of business line operating locations (26) inhibits the ability of DFAS to reduce unnecessary redundancy and leverage benefits from economies of scale and synergistic efficiencies. Overall excess facility capacity includes approximately 43 percent or 1,776,000 Gross Square Feet (GSF) in administrative space and 69 percent or 526,000 GSF in warehouse space with many locations lacking adequate threat protection as defined in DoD AT/FP Standards. Finally, the three locations have potential to evolve into separate Business Line Centers of Excellence and further enhance “unit cost” reductions beyond the BRAC facilities/personnel savings aspect.

The three gaining locations were identified through a process that used Capacity Analysis, Military Value, Optimization Modeling, and knowledge of the DFAS organization, and business line mission functions. The Military Value analysis, of 26 business operating locations, ranked the Buckley AFB Annex, CO, the Defense Supply Center-Columbus, OH, and the MG Emmett J. Bean Federal Center, Indianapolis, IN, as 3, 7, and 9 respectively. The Optimization analysis not only included the factors of available capacity and expansion capability, but also included business line process and business operational considerations in identifying the three-location combination as providing the optimal facilities approach to hosting DFAS business line missions/functions.

Subject matter knowledge of DFAS’s three business line missions and its operational components, along with business process review considerations and scenario basing strategy, was used to focus reduction of the 26 locations and identification of the three gaining locations. The scenario basing strategy included reducing the number of locations to the maximum extent possible, while balancing the requirements for an environment meeting DoD Antiterrorist and Force Protection standards, strategic business line redundancy, area workforce availability, and to include an anchor entity for each business line and thus retain necessary organizational integrity to support DoD customer needs while the DFAS organization relocation is executed.

COST CONSIDERATIONS DEVELOPED BY DOD

- One-Time Costs: \$282.1 M
- Net Savings (Cost) during Implementation: \$158.1 M
- Annual Recurring Savings: \$120.5 M
- Expected Payback: 0 years
- Net Present Value over 20 Years: \$1,313.8 M

Union Rep - Hersh
 Site remain open,
 eight N505. too much added
 with.

TOTAL MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

The total number of jobs affected by this action is **6239** civilian and **205** military. Due to force future force reduction projections and BRAC savings gained from combining locations it is anticipated that there will be a reduction of **1931** positions. This leaves a net of **4513** positions that will be moving to one of the three designated DFAS locations.

MANPOWER IMPLICATIONS FOR DFAS CHARLESTON, SC - CLOSE

	Out	
	<u>Military</u>	<u>Civilian</u>
Reductions	0	368*

The following table indicates the number of spaces DFAS Arlington will be losing and the number of spaces to the gaining locations. At this point in time the gaining location numbers are just estimated projections as DFAS has not developed its implementation plan.

LOSING LOCATION	GAINING	MILITARY	CIVILIAN	TOTAL*
DFAS Charleston, SC	DFAS Columbus OH	0	106	106
DFAS Charleston, SC	DFAS Denver CO	0	86	86
DFAS Charleston, SC	DFAS Indianapolis IN	7	157	157

20% moved

* Total relocated staff does not match total manpower at the location due to future program workload changes and savings from the BRAC process.

ENVIRONMENTAL CONSIDERATIONS

- No major issues. An air conformity analysis may be needed at Buckley AF Base Annex. This recommendation will require spending approximately \$0.01M for environmental compliance activities.

REPRESENTATION

Governor: Gov. Mark Sanford (R-SC)
 Senators: Sen. Jim DeMint (R-SC)
 Sen. Lindsey Graham (R-SC)
 Representative: Rep. James E. 'Jim' Clyburn District 6 - (D-SC)



ECONOMIC IMPACT

Charleston, SC

- Potential Employment Loss: 975 jobs
- (368 direct and 607 indirect)
- MSA Job Base: 331,580 jobs
- Percentage for this action -0.3 %
- Percentage for actions in MSA - 0.9% (Includes DFAS, NAVFAC, NWS)

MILITARY ISSUES

- None

COMMUNITY CONCERNS/ISSUES

- To be added.

ITEMS OF SPECIAL EMPHASIS

- 
- None at this time.

Ethan Saxon, Interagency, May 25, 2005



DFAS RECOMMENDATION
Analytical Process

Analytical Process: Although the analytical process did have components which could be separated into distinct reporting elements, there were elements of the analytical process such as the business process review which commenced during initial research and risk analysis and continued throughout the process evolving into input considerations for the scenario analysis and recommendation development. Included in the analytical process are the initial research and risk analysis; Capacity Analysis and early components of a Business Process Review, Military Value Model development and continued business process review, Scenario Analysis which included business process and facilities analysis, and resulted in the Candidate Recommendation development.

a. Initial Research/Risk Analysis:

- Identified 24 DFAS Central and Field Operating Sites.
- Identified five Central Sites (Denver, CO; Kansas City, MO; Cleveland, OH; Indianapolis, IN; and Columbus, OH) and one Headquarters Site (Arlington, VA).
- Identified Three Business Lines: Accounting Services, Military and Civilian Pay Services and Commercial Pay Services.
- Identified that each of the three business lines had a number of subordinate product lines.
- Identified that DFAS business line operations may be located where AT/FP standards are met, access to Defense Information System Network Point of Presence (DISN POP) is available, and an adequate workforce pool exists.
- Identified a minimum of two locations for each business line to ensure strategic redundancy, which will mitigate risk of man-made or natural disasters/challenges.
- Identified need to consider locations with sizeable business line representation to potentially function as anchor business line location.

b. Capacity Analysis/Business Process Review:

- Response to Capacity Data Call identified 30 DFAS locations.
- Of the 30 locations four locations were found to be performing functions that were not business line operations. The four locations are: Cleveland Bratenahl, OH; Mechanicsburg, PA; Red River, TX; and Southbridge, MA.

- Reduce number of DFAS Central and Field Operating Locations, by merging and combining business line operations to the maximum extent possible, while balancing requirements for an environment:
 - meeting DoD Antiterrorist and Force Protection standards,
 - strategic business line redundancy,
 - area workforce availability,
 - an anchor entity for each business line to retain necessary organizational integrity to support DoD customer needs,
 - and, available facility space or buildable acres.
- **Qualitative Selection Elements:** As a result of focused BP/facilities (Mil Value) analysis of the 26 locations, three locations (Denver, CO; Indianapolis, IN; and Columbus, OH) were identified as retained to host the realigned/collocated business line, corporate and administrative functions. Identification of gaining business operation locations resulted from using the below overarching business rules and facilities requirement criteria:
 - Must be a DoD installation or Leased space that meets DoD AT/FP standards.
 - Must have a minimum of two locations for each of the three business lines to create strategic redundancy and environment to minimize man-made or natural disasters/challenges: Accounting Services; Military & Civilian Pay Services; and Commercial Pay Services
 - Must maintain, for each business line, a business line anchor location to manage turbulence, facilitate business process efficiency and ensure proper accomplishment of each business line's critical missions.
 - Include consideration of business process co-location issues:
 - o Co-locate Accounting Business Line – Disbursing product line, at one of Military & Civilian Pay location (major or largest size), for mission accomplishment.
 - o Co-locate Accounting Business Line – Disbursing product line, along with Commercial Pay Business Line, for mission accomplishment.
 - Within the NCR – retain either a HQ element or a HQ liaison element.
- **Gaining Locations Identification Process:** Using the scenario basing strategy and the qualitative selection elements provided above, the basing Gaining locations identification process review facilities environment and expansion capability at the five Central locations (Cleveland, Columbus, Denver, Indianapolis, Kansas City) using the Scenario Basing Strategy and the Qualitative Selection Elements listed above; and then expand research as necessary to other locations. The gaining locations identification process included use of optimization modeling provided by the Center for Naval Analysis. Specifically data for the 5 Central sites/locations were analyzed with a focus on: DoD ATFP standards, business line functions performed for strategic redundancy/anchor considerations, size of current workforce,

size of area work force for future recruitment, and availability of additional administrative space and/or buildable acres.

f. Scenario Result Military Values: The average military value for the 3 locations is .7171. The following table provides an array of the military value scores for the three gaining DFAS facilities/locations.

1. Denver, CO	(.8030)
2. Columbus, OH	(.6882)
3. Indianapolis, IN	(.6510)

Personnel Position Changes:

a. Force Structure Changes: This is the programmed position (Officer, Enlisted and/or Civilian) changes identified to take place at an installation/organization location in each year due to workload, re-organization, funding or other program driven changes.

b. Scenario position changes: These are personnel positions (Officer, Enlisted and/or Civilian) being added or eliminated at the installation/organization location in each year as a result of the BRAC action. Eliminations are often called BRAC personnel savings.

Very good.
metric

Under Cleared network.
effort to standardize

STARS, HQ accounting

No other scenario.

Capacity



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DFAS Kansas City

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DFAS Charleston

Points of Contact

The Defense Finance and Accounting Service - Charleston Site (DFAS-CH) was activated February 23, 1995, as part of the consolidation of service finance and accounting operations.

Directed by [David M. Gates Jr.](#), the Charleston Site is located in Charleston, S.C.

DFAS Charleston provides the following services to the Department of the Navy:

- 3,048 financial/accounting reports
- 37,000 invoices
- 5,000 travel vouchers

The Site also pays 164,000 payroll accounts worldwide with bi-weekly gross earnings of more than \$250 million. The payroll office works three shifts a day to pay the worldwide base of DoD civilian employees.

Other customers serviced by the Site are:

- European Command
- Pacific Rim
- DODEA
- DAPS
- Office of Naval Intelligence
- Naval Computer and Telecommunications Center
- Naval Transportation Command
- Strategic Systems and Programs

Mailing address:

DFAS Charleston
1545 Truxtun Avenue
Building 198
Charleston SC 29405-1947

For Payroll: (Civ. & Retired Pay)

DFAS-CH Code P
PO Box 118056
Charleston SC 29423-8056

For Disbursing: (Invoicing)

DFAS-CH Code FP
PO Box 118054
Charleston SC 29423-8054

For all others: (Admin, Acctg)

DFAS-CH Codes E & A
PO Box 118055
Charleston SC 29423-8055



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DFAS Charleston

DSN 483

To Contact:	Telephone Number
Director	(843) 746-6000
Corporate Communications	(216) 522-5620
Managerial Accounting	(843) 746-6550
Field Accounting	(843) 746-6100
Finance	(843) 746-6101
Administration	(843) 746-6050
Civilian Pay	(843) 746-6500
Vendor Pay	(800) 755-3642

[E-Mail DFAS-Charleston](#)

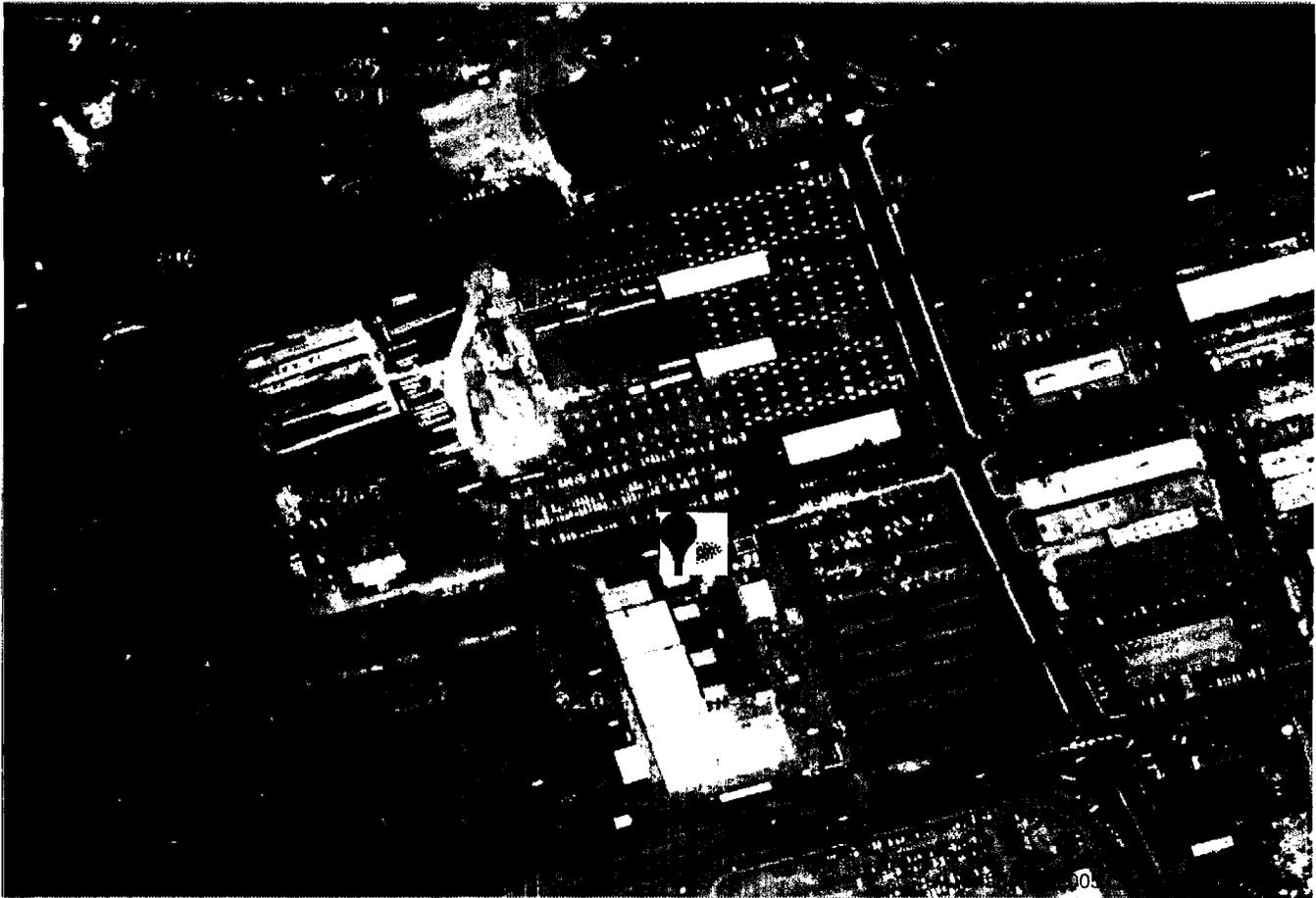
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1545 Truxtun Ave, North Charleston, SC 29405



1545 Truxtun Ave
North Charleston, SC 29405



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

BASE SUMMARY SHEET

Naval Facilities Engineering Field Division South Charleston, SC

INSTALLATION MISSION

The Naval Facilities Engineering Command (NAVFAC) is the Navy's facilities, installation, and contingency engineers. NAVFAC's business lines include environmental, real estate, base development, capital improvements and public works. Southern Division is an Engineering Field Division (EFD) of Naval Facilities Engineering Command (NAVFAC). The mission of the South EFD is to be consolidated through organizational realignment with the Southeast EFD.

DOD RECOMMENDATION

Close Naval Facilities Engineering Field Division South leased space in Charleston, SC. Consolidate Naval Facilities Engineering Field Division South, Charleston, SC with Naval Facilities Engineering Field Activity Southeast, Jacksonville, FL at Naval Air Station Jacksonville, FL; Naval Facilities Midwest, Great Lakes, IL at Naval Station Great Lakes, IL; and Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA. **Close Naval Facilities Engineering Field Activity Northeast leased space in Lester, PA. Consolidate Naval Facilities Engineering Field Activity Northeast, Philadelphia, PA, with Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA and relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, Norfolk, VA.**

DOD JUSTIFICATION

This recommendation enhances the Navy's long-standing initiative to accomplish common management and support on a regionalized basis by consolidating and collocating Naval Facilities commands with the installation management regions in Jacksonville, FL, Great Lakes, IL and Norfolk, VA. This collocation aligns management concepts and efficiencies and may allow for further consolidation in the future.

Naval Facilities Engineering Field Division South, Naval Facilities Engineering Field Activity Northeast and Navy Crane Center are located in leased space, and this recommendation will achieve savings by moving from leased space to government-owned space. Naval Facilities Engineering Command is undergoing organizational transformation, and this recommendation facilitates the evolution of organizational alignment. This recommendation will result in an increase in the average military value for the remaining Naval Facilities Engineering Field Division/Engineering Field Activity activities, and it relocates the Navy Crane Center to a site with functional synergy.

BRAC HISTORY

The property and the majority of the commands at the Charleston Naval Base were slated for closure by the Base Realignment and Closure (BRAC) commission in 1993, except for the FISC, which was closed by the BRAC commission in 1995. Four of the largest activities were listed for closure by the 1993 Base Realignment and Closure (BRAC) Commission: The Shipyard, Naval Station, Fleet and Industrial Supply Center, and the Fleet and Mine Warfare Training Center. Operations on the complex ceased on 01 April 1996. The closure resulted in the loss of 8,722 military and 6,272 civilian jobs. Southern Division of the Naval Facilities Engineering Command is the caretaker for the base.

COST CONSIDERATIONS DEVELOPED BY DOD

- One-Time Costs: \$37.85 million
- Net Savings (Cost) during Implementation: \$9.06 million
- Annual Recurring Savings: \$9.33 million
- Return on Investment Year: 4 years
- Net Present Value over 20 Years: \$81.81 million

MANPOWER IMPLICATIONS OF THIS RECOMMENDATION (EXCLUDES CONTRACTORS)

	<u>Military</u>	<u>Civilian</u>
Reductions	-6	-492
Realignments	0	0
Total	-6	-492

ENVIRONMENTAL CONSIDERATIONS

- Environmental restoration estimated at \$33.2 million. The relocation site, Naval Air Station Jacksonville, FL is in Maintenance for Ozone (1 Hour) and Attainment for all other criteria pollutants. No Air Conformity determination required.

REPRESENTATION

Governor: Gov. Mark Sanford (R-SC)
Senators: Sen. Jim DeMint (R-SC)
Sen. Lindsey Graham (R-SC)
Representative: Rep. James E. 'Jim' Clyburn District 6 - (D-SC)

ECONOMIC IMPACT

- Potential Employment Loss: 1433 jobs (543 direct and 890 indirect)
- MSA Job Base: 331,580 jobs
- Percentage: -.43% percent
- Percentage for actions in MSA - 0.9% (Includes DFAS, NAVFAC, NWS)

MILITARY ISSUES

- Military value analysis by the Department of the Navy ranked NAVFAC EFD SOUTH 7 out of 11 similar installations (MilVal Score 59.1%). This score is based upon capacity to support customers and workload balance.

COMMUNITY CONCERNS/ISSUES

- Reuse of leased space.

C.W. Furlow/Navy/May 27, 2005





Naval Facilities Engineering Command
STRATEGIC PLAN 2005-2011

INNOVATION LEADERSHIP PERFORMANCE





1322 Patterson Avenue SE, Suite 1000
Washington Navy Yard, DC 20374-5065
Innovation Leadership Performance

[HTTP://WWW.NAVFAC.NAVY.MIL](http://www.navfac.navy.mil)

BUILDING COMBAT READINESS NAVFAC SEABEE READINESS AND OSHKOSH TRUCK CORPORATION ANNOUNCED THE COMPANY WAS AWARDED A CONTRACT TO SUPPLY MEDIUM TACTICAL VEHICLE REPLACEMENT (MTVR) TRUCKS TO THE UNITED STATES NAVY SEABEES. THIS ORDER INCLUDED MTVR DUMP TRUCKS, MTVR WRECKERS AND THE NEW MTVR TRACTORS, SHOWN BELOW HAULING A TYPICAL SEABEE LOAD.



CONTENTS:

NAVFAC STRATEGIC PLAN 2005-2011

- 5. **Our Extraordinary Transformation:** We will evolve faster, better and responsibly
- 7. **NAVFAC's Mission:** We are the warfighter's engineering professionals
- 9. **Operating Principles:** We lead change and embrace innovation
- 11. **People:** We are a highly competent, Fleet-focused engineering team
- 13. **Process:** Our transformation initiatives are cost-effective, business-line driven
- 15. **Clients:** Our success is reflected by our clients' successes
- 17. **Operations:** We provide responsive facilities and contingency support
- 19. **Integrated Core Capabilities:** Our competencies are focused on the warfighter
- 21. **Transformation:** Business line management, interdependent Commands
- 22. **Functional Alignment:** Operating in a matrix
- 23. **Structural Alignment:** The essence of NAVFAC's transformation

NAVFAC is the Systems Command for the U.S. Navy Seabees, whose deep expertise in contingency construction is critical in peace and war.





Our Extraordinary Transformation:

Together, we are embarked on a fast-moving, historic transformation of the Naval Facilities Engineering Command (NAVFAC).

With our strategic partners, Commander, Navy Installations; Headquarters Marine Corps; and the Naval Supply Systems Command, we are realigning our organizational structure, revolutionizing Business Line leadership, improving our business processes worldwide, and integrating Navy Public Works Departments into the NAVFAC Command structure.

Within each Navy Region, we will establish Facilities Engineering Commands that will be the single touch-points for all NAVFAC public works, engineering, and acquisition support.

These organizational and functional alignments will enable and empower you — Our Superstars — to dramatically enhance your contributions to the Navy-Marine Corps Team and to significantly improve our productivity and accountability, eliminate duplication,

significantly reduce costs, and return savings to the Navy and Marine Corps.

The Navy and NAVFAC are truly blessed with the genius and quality of our people! Our organizational and functional alignments will position us to make our biggest transformation ... the creation and practice of genuine Community Management. Your leadership and I are totally committed to maximizing your personal and professional development, demolishing every barrier and roadblock in your way, and unlocking your creativity, energy, and enthusiasm. I especially want our Blue Collar Shops workers to be empowered, to be bold, and to drive dramatic improvements in our processes and way of doing business ... to help us achieve the true potential of the Regional Engineer concept. You are where the "rubber meets the road."

Our transformation to dramatically empower you ... is aggressive and will never be fast enough. It is our mandate to you and to the Sailors, Marines, and their families that we serve. This Strategic Plan is the foundation of our transformation. Publishing the Plan is

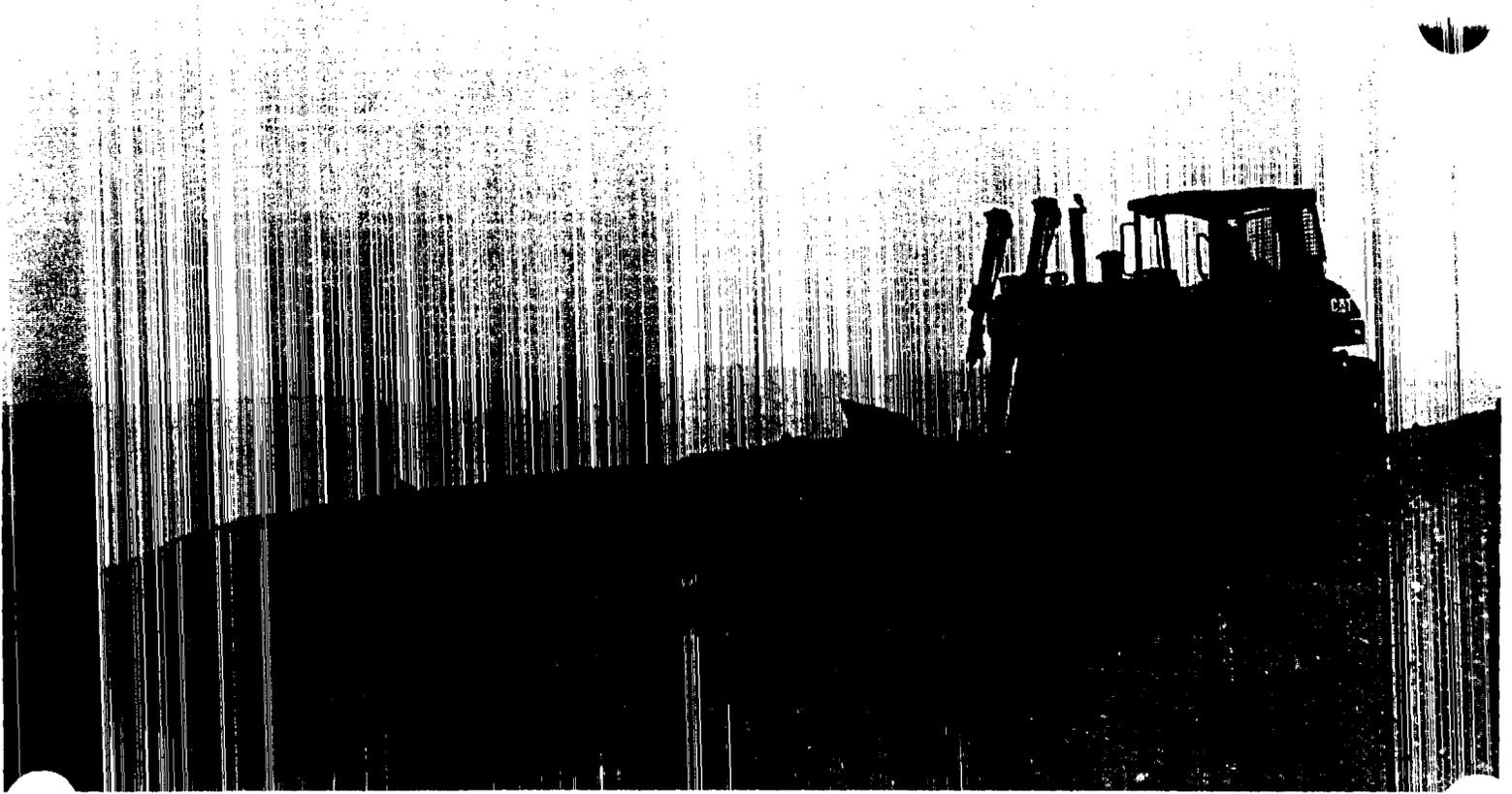
only the first step. Your Supervisors and their leadership will discuss with you how you personally fit into the Plan, how it relates to your position, and how it will be tied to your individual performance evaluation and our reward system.

In conclusion, I absolutely could not be prouder of you! We are laser-focused and totally committed to getting our organizational and functional foundation right and creating a Command climate and culture to maximize, leverage, and force-multiply your passion, strengths, and talents. Never lose sight of your great potential and the significant contributions you make to our Navy and Marine Corps. Success begins and ends with you. Let's make it happen.

Thank you very much!

Rear Adm. Michael K. Loose, CEC, USN
Commander, NAVFAC &
Chief of Civil Engineers

Focused core competencies bring additional
power and value to the nation's warfighters.



NAVFAC's Mission

We are the Navy's facilities engineering professionals,
committed to Navy and Marine Corps combat readiness.

We are:

Fleet focused

Innovative

Surge enabled

Ever faster

Committed to continuous cost reduction

We serve:

The Navy and Marine Corps combat team

Unified Commanders

Department of Defense agencies

We deliver:

Best-value Facilities Engineering and Acquisition through our business lines:

Capital Improvements

Public Works

Environmental

Base Development

Real Estate

Contingency Engineering

NAVFAC engineers conducted a careful, nine-phase renovation of the elegant Bancroft Hall at the historic U.S. Naval Academy at Annapolis.



*NAVFAC supports the warfighter ...
from Day One at Boot Camp.*



Operating Principles

Lead change with a sense of urgency.
Quickly embrace innovation and improvements.
Ensure the mission success of the Navy and Marine Corps team.

We come to work every day to:

Take acceptable risk to provide the right support for less cost

Demolish barriers to innovation

Unlock and energize our peoples' creativity

Generate creative solutions and new processes

Grow and develop personally and professionally



NAVFAC Engineering Service Center's Biobarrier Team won the Most Valuable Pollution Prevention Award for its important MTBE clean-up work.



People

Recruit, develop & lead a motivated, professional Global Team

Facilities Team Outcome

We are a highly competent, Fleet-focused facilities engineering team in direct support of Navy and Marine Corps combat readiness.

Strategies

- Workforce Shaping.* Embed a process that links the workforce to the Strategic Plan and Business Line Plans. Continually re-evaluate to ensure we recruit, develop and retain a diverse, competency-based workforce that is the right size and mix of military, civilians and contractors.
- Professional Development.* Incorporate Task Force Excel and continue to evolve Community Management to improve the growth and development of our people. Link the Strategic Plan, Community Management Plans, NAVFAC Employee Assessment and Development System (NEADS) and Individual Development Plans to align training and developmental opportunities. Increase professional registration, licensing, certifications and levels of education.
- Communications.* Enhance communications at all levels to ensure our military, civilian and contractor team have a constancy of purpose to achieve the outcomes defined in our Strategic Plan. Use the Facilities Team Survey (*FacTs*) to accelerate improvement.
- Integration.* As we continuously transform NAVFAC, fully integrate the team using consistent, comprehensive Human Resources policies.
- Outcome-Based Performance Appraisals.* Ensure performance evaluations for all personnel clearly link individual performance with command goals. Establish high expectations and appropriately reward personnel for their contributions.
- Quality Workplace.* Provide a safe and efficient work environment.

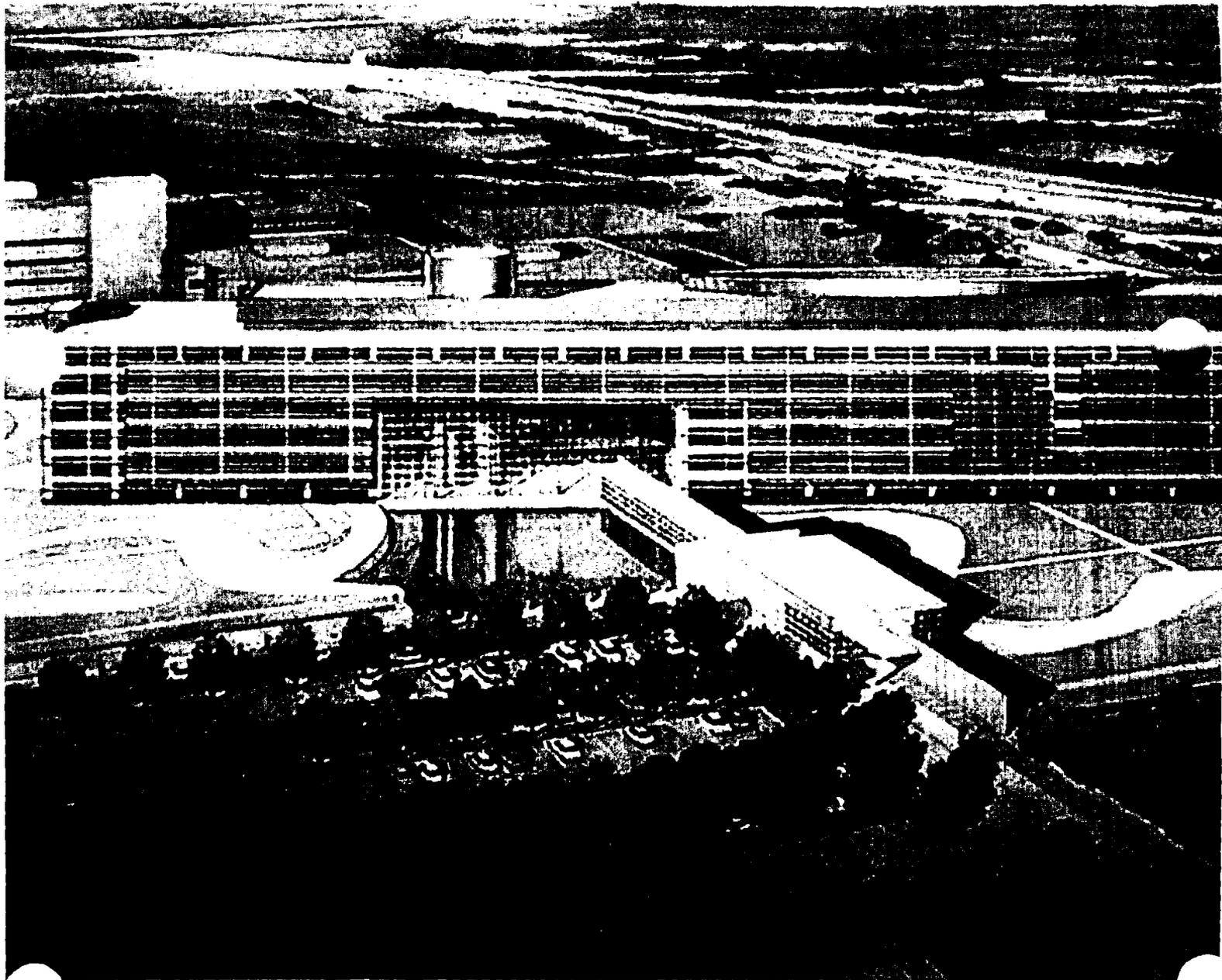
Categories of Metrics

- P-1 Properly sized and shaped workforce. Assess achievement of Community Management workforce shaping, career management and leadership goals.
- P-2 Career Development. Use NEADS and Community Management metrics to assess increased development and effectiveness.
- P-3 Qualifications. Measure and increase attainment of professional registrations, licenses, degrees and certifications goals.
- P-4 Workforce Satisfaction. Utilize the FacTs survey results to target changes that will increase workforce satisfaction.

NAVFAC's innovative Community Management program is recognized as "ground-breaking" by the senior leadership of the Navy.



*NAVFAC builds green-field projects for valued clients
such as the Defense Intelligence Agency in Washington, D.C.*



Process Cost-Effective, Business-Line Driven, Transformational and Client-Focused

Facilities Team Outcome

Our enterprise-wide Business Line Management ensures best-value support and generates innovations that are rapidly implemented globally, reducing costs and harvesting savings.

Strategies

Business-Line Management. Business and Support Lines will be the primary way we ensure functional alignment, managing processes, innovation and resources across the entire enterprise. Business and Support Lines use output-driven metrics to manage productivity, quality, cycle time and resources.

Program Management. Manage and execute programs on a cost vs. capability basis. Ensure we balance acceptable risk with program requirements and harvest the savings to enhance combat readiness.

Integration. Ensure Business Line Management extends across the entire enterprise. Integrate and restructure public works management to improve efficiency and effectiveness across the Navy.

Innovation. Business and Support Lines will generate transformational initiatives and rapidly implement improvements across NAVFAC.

Return on Investment (ROI). Analyze resources and total operating costs/investments within each Business and Support Line to achieve higher productivity and improved cycle time.

Divestiture. Analyze our products and services to ensure we are the best-value provider. If we are not, appropriately divest, out-source, realign or privatize products and services to achieve the best value for our clients.

Information Technology. Implement IT systems across the enterprise to reduce costs and enable common processes, including work induction and control and financial management. Improve client access and compatibility with NAVFAC IT systems.

Categories of Metrics

Pr-1 Productivity and Cycle Time. Utilize Business Line "dashboard metrics" to reduce cost and improve productivity and cycle time. Compare and motivate NAVFACHQ and Field Commands to improve efficiency and effectiveness.

Pr-2 Process. Monitor standardization, capture operating and program costs, assess improvement of processes and embed best practices in our Business Management System.

Pr-3 Information Technology. Monitor IT systems implementation and identify opportunities for improved efficiencies and ROI.

Pr-4 Privatization. Monitor savings, cost avoidance, financial leverage and ROI.

NAVFAC has led from the front of field engineering for the Naval warfighter since its earliest days.



Our experts provide warfighter support from the ground up.



Clients

Client Success is Our Success

Facility Team Outcome

We are an aligned, integrated and valued member of the Navy and Marine Corps Combat Team.
We have a Client-focused culture throughout NAVFAC.

Strategies

Alignment. With Commander, Navy Installations (CNI), Naval Supply Systems Command (NAVSUP) and Headquarters Marine Corps (HQMC), anticipate and execute facility and installation requirements. Effectively meet all Clients' needs through best-value, integrated solutions.

One-Touch Facilities Support. Ensure "one touch" with any NAVFAC activity is all that is required to meet Client needs.

Client Communications. Ensure easy Client access to work status and cost information. Establish convenient methods for Clients to provide feedback at each phase of the work process.

Client Focus. Commands and Business Line Leaders will use Client feedback to continuously improve alignment, delivery processes, communications, timeliness and quality, and reduce cost.

Categories of Metrics

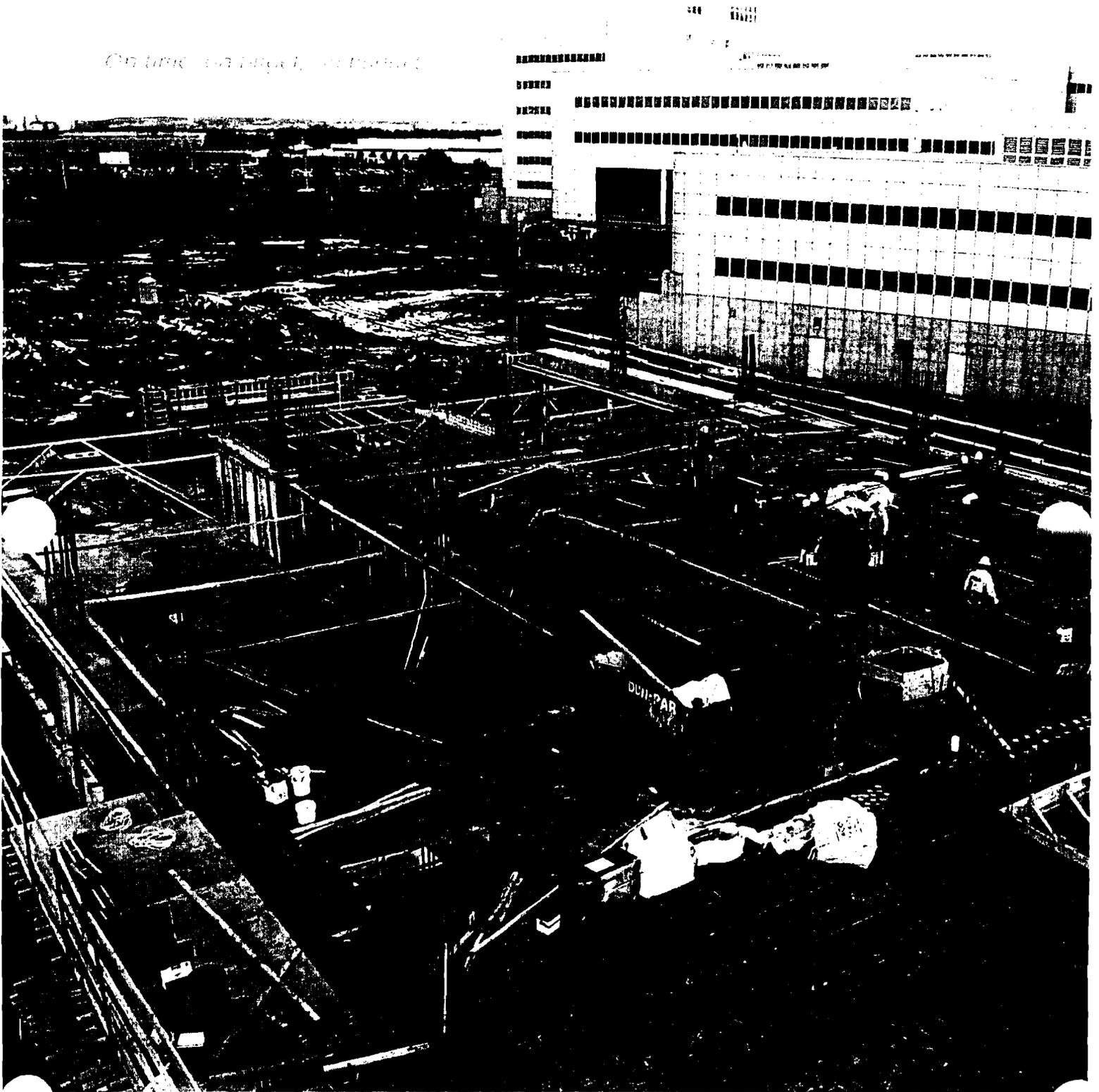
C-1 Alignment. Monitor alignment with CNI, NAVSUP and HQMC through the innovative use of survey tools, interviews and other effective means to track our performance against their expectations.

C-2 Client Satisfaction. Assess Client satisfaction at all phases of the work process, using tools such as the Client Facilities Team Survey (FACTS), point-of-delivery and post-delivery feedback mechanisms, and Client interviews.

NAVFAC's success is measured by the success of its diverse client base, with a portfolio ranging from military services to government agencies.



On time, on budget, on target



Operations

Cost-Effective, Professional, Responsive Facilities Support

Facility Team Outcome

We provide best-value, totally integrated, technology-leveraged facilities engineering and public works support. We provide effective war-fighting equipment and logistics for the Naval Construction Force.

Strategies

Integrated Facilities Engineering Support. Establish integrated commands that combine all public works and facilities engineering support for Navy Regions and other clients. Establish one model for public works support across the Navy.

Execution. Deliver quality products and services in a cost-effective and timely manner. Accomplish work through integrated and empowered teams that provide best value to our clients.

Surge Support. Be a leader in Navy's transformation to a more surge-capable Navy. Ensure our processes, products and services are flexible and interoperable to provide best-value support whenever and wherever required.

Safety. Fully implement Operational Risk Management principles to reduce injuries and ensure a safe work environment. Institutionalize methods to identify causes of accidents and globally communicate lessons learned.

Professional Alliances. Work closely with our industry and government partners to streamline processes, reduce unnecessary and redundant criteria and eliminate non-value-added requirements.

Seabee Support. Ensure that Seabee logistics fully support warfighter requirements. Enhance speed and quality of Seabee reachback engineering support for in-theater operations.

Contingency Engineering. Ensure our Contingency Engineering support is responsive, cost-effective, and available on a moment's notice. Fully integrate our Naval Reserve to improve operational effectiveness.

Categories of Metrics

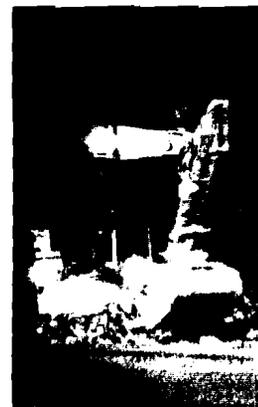
O-1 Execution. Assess program, project and service execution against plan. Assess transformational progress against plan.

O-2 Safety. Monitor military, civilian and contractor accident rates and associated costs.

O-3 Acquisition Performance. Assess acquisition processes, including expanded electronic ordering, paperless procurement and an overall reduction of transactions.

O-4 Seabee Support. Assess the continued improvement of Seabee Logistics systems and effectiveness of Tables of Allowance.

NAVFAC's diverse and dynamic workforce produces high-quality work with high regard for safety issues. Conscientious work habits promote lower cost.





Integrated Core Capabilities

Integrated expertise saves time, saves money, saves resources

Quality of Service Across a Spectrum of Capability

We accomplish our mission by exercising diverse capabilities in times of peace and of war, and in military operations other than war. These core capabilities form a broad and stable base of products and services delivered to clients through our business lines. The vital integration of core capabilities is an essential contribution to the Navy. Each person and organization within the transformed NAVFAC advances the skills, tools and streamlined processes for extraordinary service to our clients.

Command Business Lines

Public Works

Environmental

Capital Improvements

Real Estate

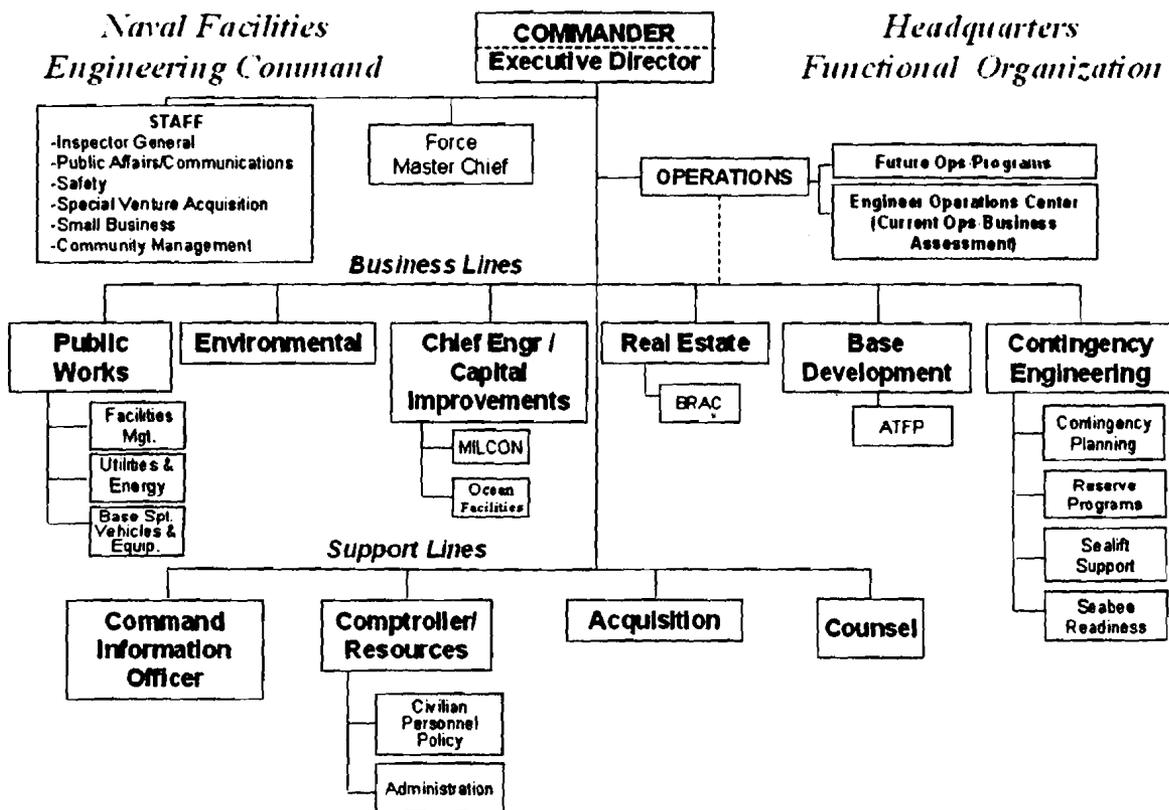
Base Development

Contingency Engineering



Transformation

NAVFAC's operational culture is focused on horizontal integration of Business and Support Lines across all of its field commands. The alignment of NAVFAC Headquarters to fully support our Business and Support Line structure is an essential element of our transformation.

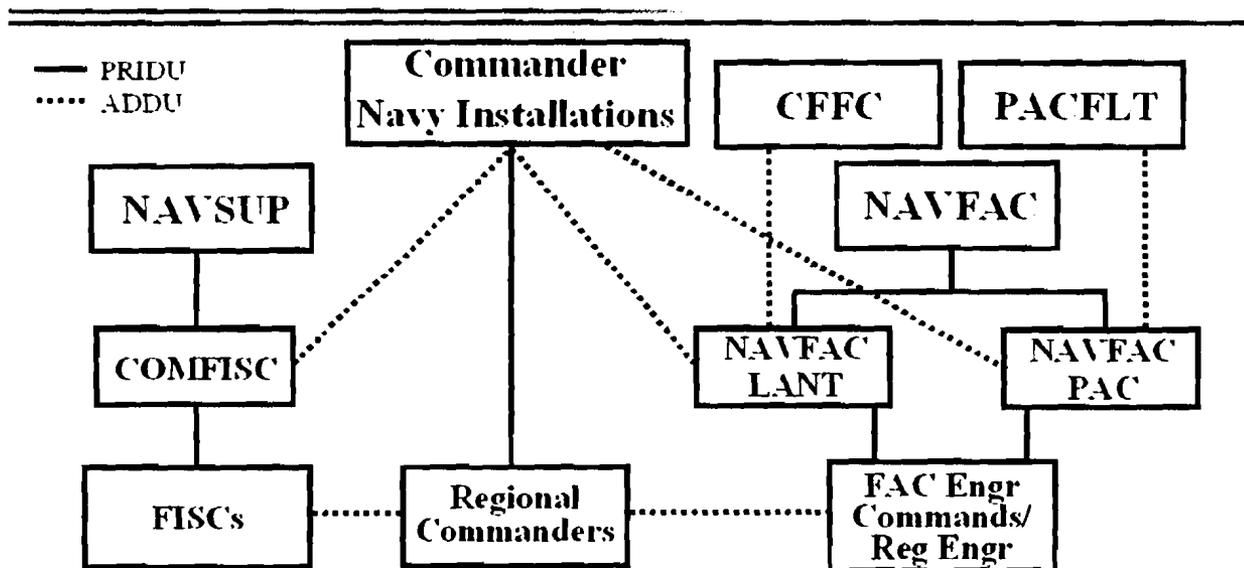


Structural Alignment

NAVFAC's transformation involves a bold structural alignment that will improve command relationships internal and external to NAVFAC, and significantly enhance support to CNI in managing shore installations. Our transformation further involves combining and aligning NAVFAC component commands, except Specialty Centers, into Facilities Engineering Commands (FECs) under two Echelon III commands to improve accountability and responsiveness to Regional Commanders. This alignment improves NAVFAC's efficiency, effectiveness and delivery of products and services, and creates savings that can be reinvested by Navy and Marine Corps senior leadership. The FECs are being phased in from

FY04 through FY06. FEC commanding officers report for primary duty to NAVFAC Atlantic or NAVFAC Pacific, with additional duty to their respective regional commanders. Public Works Centers and Engineering Field Divisions/Activities within the same geographic region become a FEC, eliminating flagpoles and providing a single touch point for all NAVFAC engineering products and services. FECs enable NAVFAC to better focus on Navy and Marine Corps regional requirements; on surge support across regional boundaries; on global implementation of common business processes; and on elimination of redundancy. FECs position the Navy to create one public works delivery model.

Structural Alignment

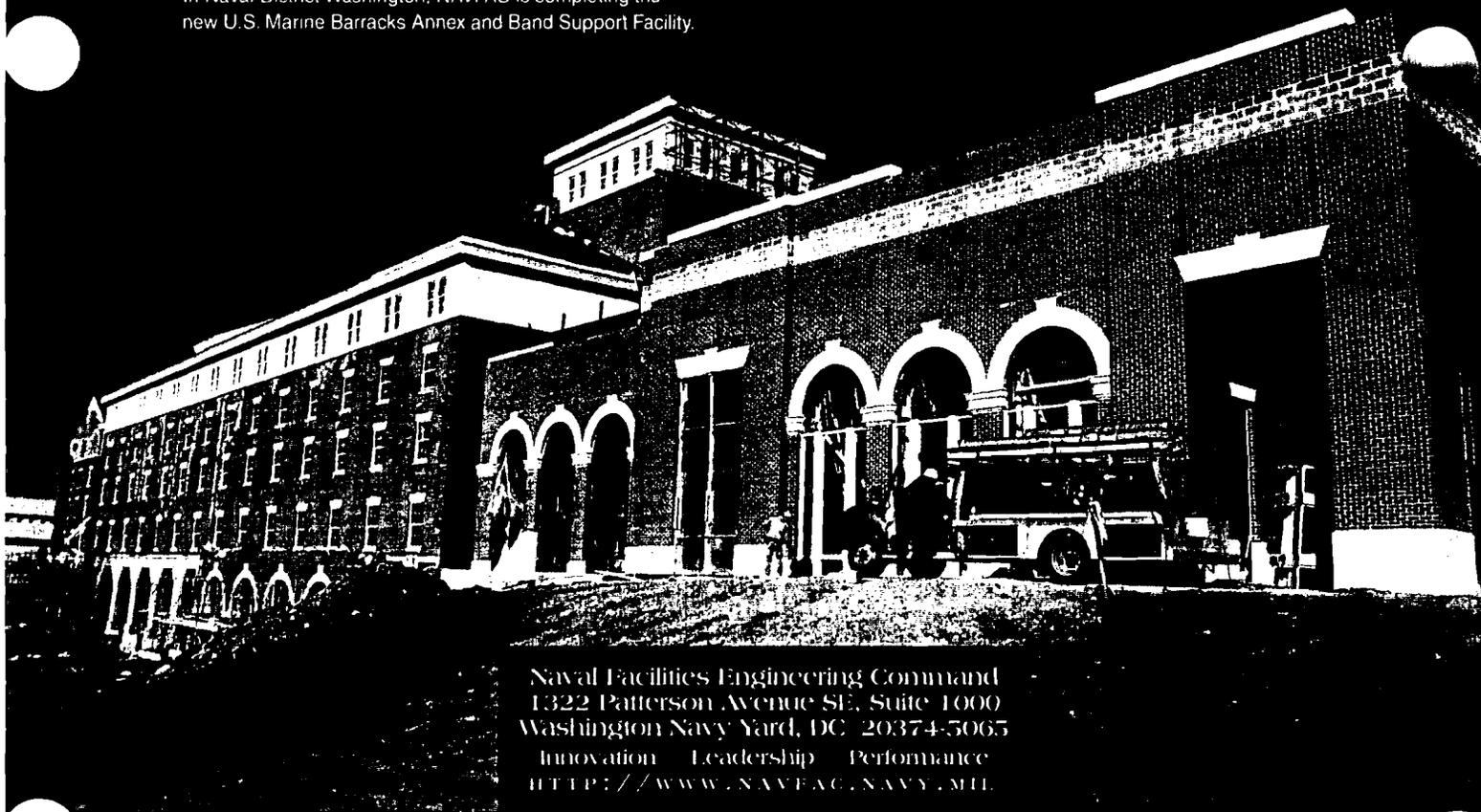




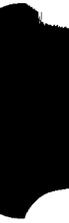
"The real problem, then, is not our strength today; it is rather the vital necessity of action today to ensure our strength tomorrow."

— Dwight D. Eisenhower, 34th President of the United States

In Naval District Washington, NAVFAC is completing the new U.S. Marine Barracks Annex and Band Support Facility.



Naval Facilities Engineering Command
1322 Patterson Avenue SE, Suite 1000
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Innovation Leadership Performance
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Robert B. Raines
Captain, Civil Engineer Corps, USN

CAPT Raines, a native of the Bronx, NY received his degree in civil engineering from the Virginia Military Institute, and was commissioned through the Navy ROTC program in 1979. He received his Master of Science in Civil Engineering (Construction Management) from Stanford University in 1987, and is a 2001 graduate of the University of Michigan Executive program.

CAPT Raines graduated with distinction from the Civil Engineer Corps Officers' School and reported for first tour of duty with Naval Mobile Construction Battalion (NMCB) 74 where he served as Assistant Alpha Company Commander in Rota, Spain, and as Officer in Charge of Seabee Team 7415 in Yap, Western Caroline Islands.

He was next assigned as the Shops Engineer and Planning and Programming Officer at the Public Works Department, Naval Submarine Base New London, CT. His next assignment was the Assistant Resident Officer in Charge of Construction at the Submarine Base where he was responsible for all waterfront military construction projects.

He was then assigned to Chesapeake Division, where he served as the Assistant Acquisition Officer, and as the Resident Officer in Charge of Construction for the \$45 million Air Force One Maintenance and Support Complex, and the \$114 million Naval Intelligence Center projects. He had a follow on tour in Washington with the Deputy Chief of Naval Operations (Logistics) Shore Activities Division as the Assistant for Military Construction.

CAPT Raines was next stationed at the Naval Public Works Center, Pensacola, FL as the Acquisition and Programming Officer, where he coordinated the design and construction of the \$300 million Naval Air Technical Training Center relocation from NAS Memphis to NAS Pensacola. He was given additional duty as the ROICC for this construction program for the last eighteen months of this tour.

CAPT Raines next served on the staff of the Assistant Secretary of the Navy (Financial Management and Comptroller) as the Congressional Liaison Officer for Appropriations matters. Next, he was assigned as the Executive Officer of PWC Washington. He was the Public Works Officer and OICC at NAS Sigonella, Sicily responsible for the bases \$650 Million recapitalization program. CAPT Raines was the Commanding Officer of Engineering Field Activity, Northeast from June 2002 through July 2004. He currently serves as Commander, Southern Division, Naval Facilities Engineering Command in Charleston, S.C.

CAPT Raines' decorations include: A Legion of Merit, four Meritorious Service Medals, Joint Service Commendation Medal, Navy Commendation Medal, Air Force Commendation Medal, Navy Achievement Medal, and various service medals. He is authorized to wear the Seabee Combat Warfare Specialist pin. He is a registered professional engineer in CT, a member of the Phi Kappa Phi Honor Society and is an Acquisition Professional.

CAPT Raines is a past National Vice President, Young Members Affairs, for the Society of American Military Engineers (SAME).

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Directions

Directions to Southern Division Headquarters - Charleston, SC. Southern Division is located in beautiful Charleston, South Carolina. We have included a [map](#) and directions to help you locate our facilities.

If you are arriving via the Charleston International Airport: Take the Airport Road to Interstate 526 East. You will pass under I-526. Take a left to enter I-526 East. Stay in the right hand lane. Take Interstate 26 West toward Columbia. Proceed West on I-26 for about 1/2 mile. Take Exit 211B to East Aviation Avenue. Proceed to the traffic light. Take a left on Rivers Avenue heading West. Continue on Rivers Avenue for about 1 mile. You will pass the U.S. Post Office on the left. After going through the traffic light, take the left turning lane onto Eagle Drive. The entrance into Southern Division's parking lot is on the first left.

If you are arriving via SC Route 17 North: Take Interstate 526 East. Take Interstate 26 toward Columbia. Proceed West on I-26 for about 1/2 mile. Take Exit 211B to East Aviation Avenue. Proceed to the traffic light. Take a left on Rivers Avenue heading West. Continue on Rivers Avenue for about 1 mile. You will pass the U.S. Post Office on the left. After going through the traffic light, take the left turning lane onto Eagle Drive. The entrance into Southern Division's parking lot is on the first left.

If arriving via Interstate 26 East: Take Exit 211B to East Aviation Avenue. Proceed to the traffic light. Take a left on Rivers Avenue heading West. Stay in the left hand lane for about 1 mile. You will pass the U.S. Post Office on the left. After going through the traffic light, take the left turning lane onto Eagle Drive. The entrance into Southern Division's parking lot is on the first left.

Visitor and Parking

Information Hours of operation: 0745-1615 (except federal holidays)

Visitor check-in/out procedures: All visitors must check in through the receptionist located in the main lobby. All visitors must sign in and out of the visitors log and obtain a visitor's badge from the receptionist. Visitors must wear the badge while visiting Southern Division and they must be escorted by a Southern Division associate. Visitor badges should be turned into the receptionist upon departure. If a visitor forgets to turn in their badge, they can drop the badge in any U. S. Post Office mailbox and the badge will be returned to us via the mail.

Parking: Visitors may park in the spaces marked "Visitor" or in any other space that is not marked. Note: Bachelor Quarters are not available in Charleston area.

Visitor Information Sources for Charleston Area: Charleston Convention and Visitor's Bureau at 81 Mary Street, Charleston (843)853-8000. Visitor

Counsel (843) 820-5706 Information Service via Fax 1 (800) 853-4FAX extension 430 (24 hours a day).
Visitor's Information Center at 375 Meeting Street, Charleston.

Security Officer (843) 820-5844

Command Duty Officer (843) 820-5699

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RECOMMENDATION FOR CLOSURE

ENGINEERING FIELD DIVISION/ACTIVITY

Recommendation: Close Naval Facilities Engineering Field Division South leased space in Charleston, SC. Consolidate Naval Facilities Engineering Field Division South, Charleston, SC with Naval Facilities Engineering Field Activity Southeast, Jacksonville, FL at Naval Air Station Jacksonville, FL; Naval Facilities Midwest, Great Lakes, IL at Naval Station Great Lakes, IL; and Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA. Close Naval Facilities Engineering Field Activity Northeast leased space in Lester, PA. Consolidate Naval Facilities Engineering Field Activity Northeast, Philadelphia, PA, with Naval Facilities Atlantic, Norfolk, VA at Naval Station Norfolk, VA and relocate Navy Crane Center Lester, PA to Norfolk Naval Shipyard, Norfolk, VA.

Justification: This recommendation enhances the Navy's long-standing initiative to accomplish common management and support on a regionalized basis by consolidating and collocating Naval Facilities commands with the installation management Regions in Jacksonville, FL, Great Lakes, IL and Norfolk, VA. This collocation aligns management concepts and efficiencies and may allow for further consolidation in the future.

Naval Facilities Engineering Field Division South, Naval Facilities Engineering Field Activity Northeast and Navy Crane Center are located in leased space, and this recommendation will achieve savings by moving from leased space to government-owned space. Naval Facilities Engineering Command is undergoing organizational transformation, and this recommendation facilitates the evolution of organizational alignment. This recommendation will result in an increase in the average military value for the remaining Naval Facilities Engineering Field Division/Engineering Field Activity activities, and it relocates the Navy Crane Center to a site with functional synergy.

Payback: The total estimated one-time cost to the Department of Defense to implement this recommendation is \$37.85 million. The net of all costs and savings during the implementation period is a cost of \$9.06 million. Annual recurring savings to the Department after implementation are \$9.33 million with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$81.81 million.

Economic Impact on Communities: Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 1,433 jobs (543 direct jobs and 890 indirect jobs) over the 2006-2011 period in the Charleston-North Charleston, SC Metropolitan Statistical Area, which is 0.43 percent of economic area employment.

Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 447 jobs (247 direct jobs and 200 indirect jobs) over the 2006-2011 period in the Philadelphia, PA Metropolitan Division, which is less than 0.1 percent of economic area employment.

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

Community Infrastructure: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

Environmental Impact: Naval Air Station Jacksonville, FL is in Maintenance for Ozone (1-Hour) and Attainment for all other criteria pollutants. No Air Conformity determination will be required. There are potential impacts for cultural, archeological and tribal resources; and wetlands. Naval Station Great Lakes, IL is in Severe Non-Attainment for Ozone (1-Hour) and Moderate Non-Attainment for Ozone (8-Hour). An Air Conformity Determination is not required. Naval Shipyard Norfolk, VA is in Maintenance for Ozone (1-Hour) and Marginal Non-Attainment for Ozone (8-Hour). An Air Conformity Determination is not required. Water Resources will be impacted. There are no anticipated impacts for air quality; dredging; land use constraints or sensitive resource areas; marine mammals, resources or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; or water resources. This recommendation indicates impacts of costs at the installations involved, which reported \$8 thousand in costs for environmental compliance. These costs were included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management or environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the installations in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

Attachments:

Supporting Information
COBRA Report
Economic Impact Report(s)
Community Infrastructure Report(s)
Summary of Scenario Environmental Impacts

Supporting Information:

Military Value Analysis Results:

Ranking	DoN Installation	MilVal Score
1	NAVFAC EFD SOUTHWEST SAN DIEGO	85.1
2	NAVFAC EFD ATLANTIC NORFOLK VA	84.7
3	NAVFAC EFA CHESAPEAKE WASHINGTON DC	79.4
4	NAVFAC EFD PACIFIC PEARL HARBOR	76.1
5	NAVFAC EFA SOUTHEAST JAX	62.2
6	NAVFAC EFA GREAT LAKES	62
7	NAVFAC EFD SOUTH CHARLESTON SC	59.1
8	NAVFAC EFA NORTHWEST POULSBO	58.8
9	NAVFAC EFA NORTHEAST PHILADELPHIA	58.6
10	NAVFAC OICC GU	51.9
11	NAVFAC EFA WEST SAN BRUNO	45.2

Capacity Analysis Results: Management capacity to support customers was analyzed. Span of control and workload balance measures were utilized in conjunction with Military Value in order to determine closure alternatives. Since there is no stated capacity of Regional Support Activities, there was no measurement of excess capacity.

Summary of Scenario Environmental Impacts

DON scenario, DON-0074R

General Environmental Impacts

(Actions taken from DON-0074A)

Action 1: Disestablish NAVFAC EFD South Charleston, SC by consolidating with NAVFAC EFA Southeast Jacksonville, FL

Action 2: Disestablish NAVFAC EFD South Charleston, SC by consolidating with ENGFLDACT MW Great Lakes, IL

Action 3: Disestablish NAVFAC EFD South Charleston, SC by consolidating with NAVFAC EFD Mid-Atlantic.

Environmental Resource Area	Weapons Station Charleston SC (Installation Realigned)	Naval Air Station Jacksonville FL (Installation Gaining Function)	Naval Station Great Lakes IL (Installation Gaining Function)
Air Quality	No impact.	Installation is in Maintenance for Ozone (1 hr) and in attainment for all other criteria pollutants. However, no impacts are anticipated from this scenario. No Conformity determination required.	Installation is in Severe non-attainment for 1-Hour Ozone and in Moderate non-attainment for 8-hour Ozone. However, no impacts are anticipated from this scenario. No Conformity determination required.
Cultural/Archeological/ Tribal Resources	No impact.	Historic property has been identified on installation. May impact new MILCON.	Historic property has been identified on installation, however no impacts are anticipated from this scenario.

Dredging	No impact.	No impact.	No impact.
Land Use Constraints/Sensitive Resource Areas	No impact.	559 unconstrained acres available for development out of 24,587 acres total.	46 unconstrained acres available for development out of 2033 acres total.
Marine Mammals/Marine Resources/ Marine Sanctuaries	No impact.	No impact.	No impact.
Noise	No impact.	No impact.	No impact.
Threatened& Endangered Species/Critical Habitat	No impact.	TES present but no impact anticipated from this scenario.	TES present but no impact anticipated from this scenario.
Waste Management	Reduces waste disposals associated with lost assets.	Solid waste may increase, however amount expected is minor.	Solid waste may increase, however amount expected is minor.
Water Resources	Reduces water usage associated with lost assets.	Additional water consumption is expected, however no constraints are anticipated for this scenario.	Additional water consumption is expected, however no constraints are anticipated for this scenario.
Wetlands	No impact	17% wetlands will be a consideration in location of new MILCON.	No Impact.

Impacts of Costs

Selection Criterion 8 Environmental Points	Weapons Station Charleston SC (Installation Realigned)	Naval Air Station Jacksonville FL (Installation Gaining Function)	Naval Station Great Lakes IL (Installation Gaining Function)
Environmental Restoration	DERA costs \$22.5M thru FY 03; \$33.2M CTC	DERA costs \$82.2M thru FY 03; \$19.0M CTC	DERA costs \$6.0M thru FY03; \$25.1M CTC
Waste Management	None	None	None
Environmental Compliance	None	None	\$8K NEPA documentation (EA)

Summary of Scenario Environmental Impacts

(Action taken from DON-0075R)

Action 1: Relocate NAVFAC EFA Northeast Philadelphia PA, by consolidating with NAVFAC EFD Atlantic Norfolk, VA

General Environmental Impacts

Environmental Resource Area	NSA Philadelphia (EFA Northeast) (Installation Realigned)	Naval Station Norfolk (Installation Gaining Function)
Air Quality	No impact to Philadelphia region air quality status.	Maintenance for Ozone (1hr); Marginal Non-attainment for Ozone (8hr). No Conformity Determination required. No impact.
Cultural/Archeological/Tribal Resources	No impact.	No impact.
Dredging	No impact.	No impact.
Land Use Constraints/Sensitive Resource Areas	No impact.	No impact.
Marine Mammals/Marine	No impact.	No impact.

Resources/ Marine Sanctuaries		
Noise	No impact.	No impact.
Threatened& Endangered Species/Critical Habitat	No impact.	No impact.
Waste Management	Reduces waste disposals associated with lost assets.	Solid waste may increase, however amount expected is minor.
Water Resources	Reduces water usage associated with lost assets.	Additional water consumption is expected, however no constraints are anticipated for this scenario.
Wetlands	No impact	No impact.

Impacts of Costs

Selection Criterion 8 Environmental Points	NSA Philadelphia (EFA Northeast) (Installation Realigned)	Naval Station Norfolk (Installation Gaining Function)
Environmental Restoration	DERA costs \$7.8 M thru FY 03; \$4.8 M CTC	DERA costs \$85.9 M thru FY 03; \$24.3 M CTC
Waste Management	None	None
Environmental Compliance	None	None

Summary of Scenario Environmental Impacts

(Actions taken from DON-0154)

Action 1: Relocate Navy Crane Center from leased space in Lester, PA to Naval Shipyard Norfolk, VA.

Action 2: Close GSA leased space.

General Environmental Impacts

Environmental Resource Area	NAVCRANECEN Lester, PA (Activity Closed)	NAVSHIPYD Norfolk, VA (Installation Gaining Functions)
Air Quality	No impact.	Maintenance for Ozone (1hr); Marginal Non-attainment for Ozone (8hr). No Conformity Determination required.
Cultural/Archeological/Tribal Resources	No impact.	No impact.
Dredging	No impact.	No impact.
Land Use Constraints/Sensitive Resource Areas	No impact.	No impact.
Marine Mammals/Marine Resources/ Marine Sanctuaries	No impact.	No impact.
Noise	No impact.	No impact.
Threatened& Endangered Species/Critical Habitat	No impact.	No impact.
Waste Management	Reduces waste disposals associated with the lost assets.	No impact.
Water Resources	Reduces water requirements.	Impact Possible. Increased usage of water resources.
Wetlands	No impact.	No impact

Impacts of Costs

Selection Criterion 8 Environmental Points	NAVCRANECEN Lester, PA (Activity Closed)	NAVSHIPYD Norfolk, VA (Installation Gaining Functions)
Environmental Restoration	No DERA costs at this activity.	DERA costs \$1.4 M spent through FY 03; \$3.7 M CTC.
Waste Management	None	None
Environmental Compliance	None	None

NAVFAC_EFD_SOUTH_CHARLESTON_SC, SC

Demographics

The following tables provide a short description of the area near the installation/activity. NAVFAC_EFD_SOUTH_CHARLESTON_SC is 106.2 miles from Columbia, SC, the nearest city with a population of 100,000 or more. The nearest metropolitan statistical area (MSA) is

MSA	Population
Charleston-North Charleston, SC MSA	549,033

The following entities comprise the military housing area (MHA):

County/City	Population
Berkeley	142651
Charleston	309969
Dorchester	96413
Total	549,033

Child Care

This attribute captures the number of nationally accredited child-care centers within the local community: 7

Cost of Living

Cost of Living provides a relative measure of cost of living in the local community. General Schedule (GS) Locality pay provides a relative scale to compare local salaries with government salaries and Basic Allowance for Housing (BAH) is an indicator of the local rental market. In-state tuition is an indicator of the support provided by the state for active duty family members to participate in higher-level education opportunities. For median household income and house value, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Median Household Income	(US Avg \$41,994)	\$39,491	Basis: MSA
Median House Value	(US Avg \$119,600)	\$111,500	
GS Locality Pay	("Rest of US" 10.9%)	10.9%	
O-3 with Dependents BAH Rate		\$1,154	
In-state Tuition for Family Member		Yes	
In-state Tuition Continues if Member PCSs Out of State		No	

Education

This attribute defines the population in local school districts and identifies capacity. The pupil/teacher ratio, graduation rate, and composite SAT I/ACT scores provide a relative quality indicator of education. This attribute also attempts to give communities credit for the potential intellectual capital they provide.

NOTE: "MFR"--means a Memorandum For Record is on file at the installation/activity/agency to document problems in obtaining the required information. Reasons for not being able to obtain information may be that the

This document may contain information protected from disclosure by public law, regulations or orders.

school district refused to provide the information or the school district does not use or track the information. For each entry, the number of school districts for which data are available of the total number of school districts reported, and the number of MFRs is indicated.

		Basis
School District(s) Capacity	96,414	3 of 3 districts
Students Enrolled	84,683	3 of 3 districts
Average Pupil/Teacher Ratio	21.3:1	3 of 3 districts
High School Students Enrolled	25,733	3 of 3 districts
Average High School Graduation Rate (US Avg 67.3%)	68.8%	3 of 3 districts
Average Composite SAT I Score (US Avg 1026)	992	3 of 3 districts
Average ACT Score (US Avg 20.8)	19	3 of 3 districts
Available Graduate/PhD Programs	6	
Available Colleges and/or Universities	8	
Available Vocational and/or Technical Schools	1	

Employment

Unemployment and job growth rates provide an indicator of job availability in the local community. National rates from the Bureau of Labor Statistics are also provided. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

The unemployment rates for the last five years:

	1999	2000	2001	2002	2003
Local Data	3.4%	3.0%	3.7%	3.9%	4.6%
National	4.2%	4.0%	4.7%	5.8%	6.0%
Basis:	MSA	MSA	MSA	MSA	MSA

The annual job growth rate for the last five-years:

	1999	2000	2001	2002	2003
Local Data	.8%	2.3%	-2.5%	3.7%	3.0%
National	1.5%	2.4%	.03%	-.31%	.86%
Basis:	MSA	MSA	MSA	MSA	MSA

Housing

This attribute provides an indication of availability of housing, both sales and rental, in the local community.

Note: According to the 2000 Census, Vacant Sale and Vacant Rental Units do not equal total Vacant Housing Units. Vacant housing units may also include units that are vacant but not on the market for sale or rent. For each entry, the basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

Total Vacant Housing Units	25,028	Basis: MSA
Vacant Sale Units	2,573	

Vacant Rental Units	7,621	
---------------------	-------	--

Medical Providers

This attribute provides an indicator of availability of medical care for military and DoD civilians in the local community. The table reflects the raw number of physicians/beds and ratio of physicians/beds to population. The basis of the data (either MSA or number of counties in the MHA or the county of the installation) is indicated.

	# Physicians	# Beds	Population	
Local Community	2,058	1,441	549,033	Basis: MSA
Ratio	1:267	1:381		
National Ratio (2003)	1:421.2	1:373.7		

Safety/Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people and the national UCR based on information from the Federal Bureau of Investigation (FBI) for 2002 is provided. The basis of the data (either MSA or state) is indicated.

Local UCR	5,803.1	Basis: MSA
National UCR	4,118.8	

Transportation

Distance to an airport shows convenience and availability of airline transportation. Public transportation shows potential for members and DoD civilians to use it to commute to/from work under normal circumstances and for leisure.

Distance from NAVFAC_EFD_SOUTH_CHARLESTON_SC to nearest commercial airport: 5.5 miles
 Is NAVFAC_EFD_SOUTH_CHARLESTON_SC served by regularly scheduled public transportation? Yes

Utilities

This attribute identifies a local community's water and sewer systems' ability to receive 1,000 additional people.

Does the local community's water system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

Does the local community's sewer system have the ability to meet an expanded need of an additional 1,000 people moving in the local community? Yes

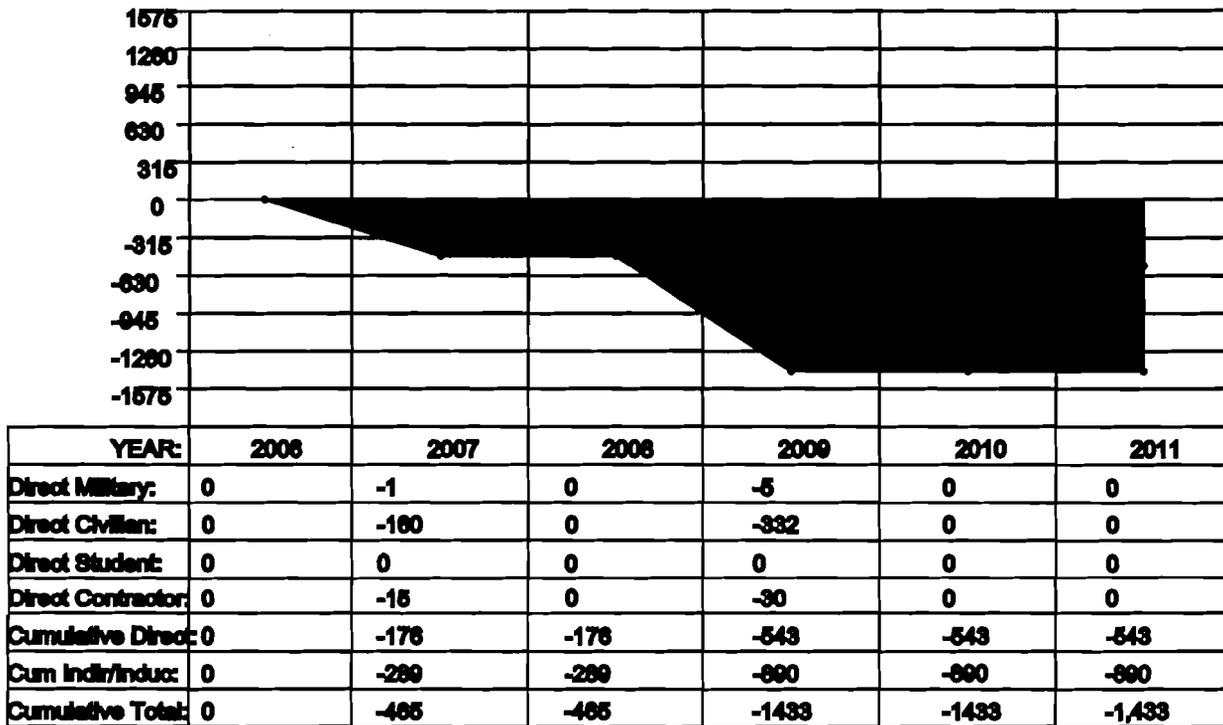
ECONOMIC IMPACT DATA

Scenario: All Selected (see title page)
Economic Region of Influence(ROI): Charleston-North Charleston, SC Metropolitan Statistical Area
Base: All Bases
Action: All Actions

Overall Economic Impact of Proposed BRAC-05 Action:

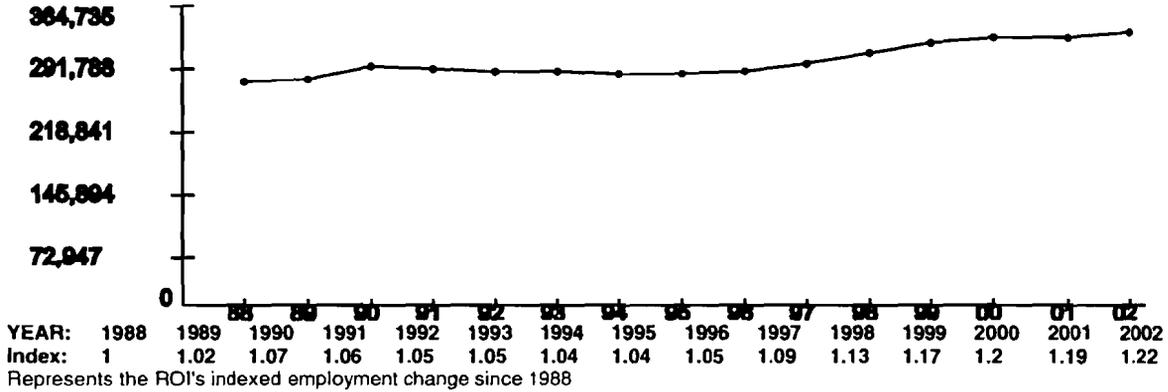
ROI Population (2002): 562,799
ROI Employment (2002): 331,580
Authorized Manpower (2005): 546
Authorized Manpower(2005) / ROI Employment(2002): 0.16%
Total Estimated Job Change: -1,433
Total Estimated Job Change / ROI Employment(2002): -0.43%

Cumulative Job Change (Gain/Loss) Over Time:

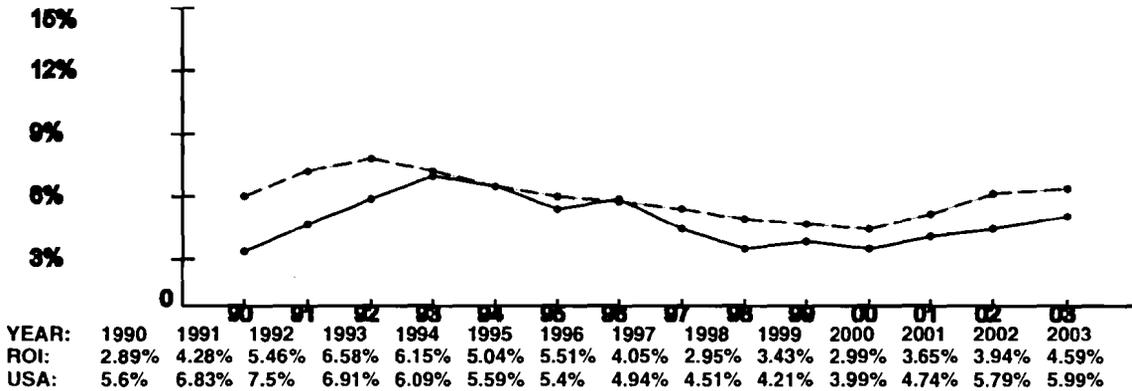


Charleston-North Charleston, SC Metropolitan Statistical Area Trend Data

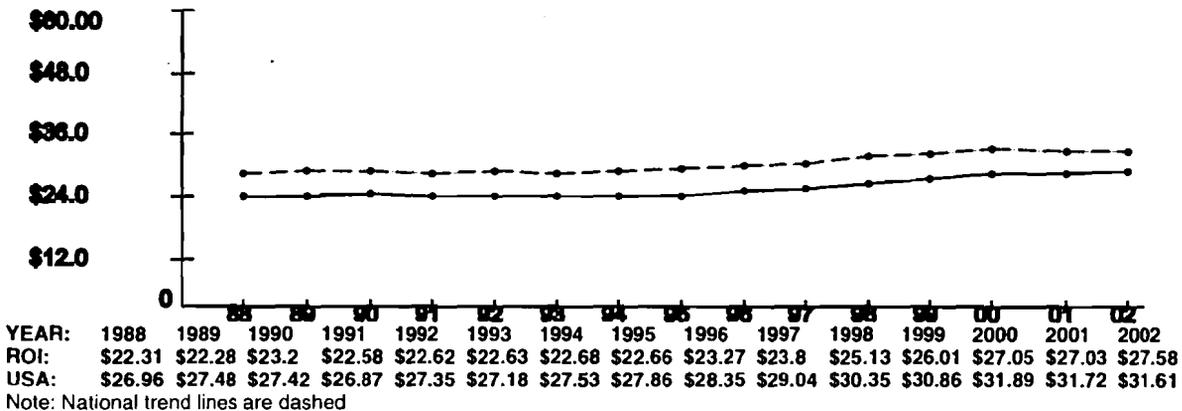
Employment Trend (1988-2002)



Unemployment Percentage Trend (1990-2003)



Per Capita Income x \$1,000 (1988-2002)



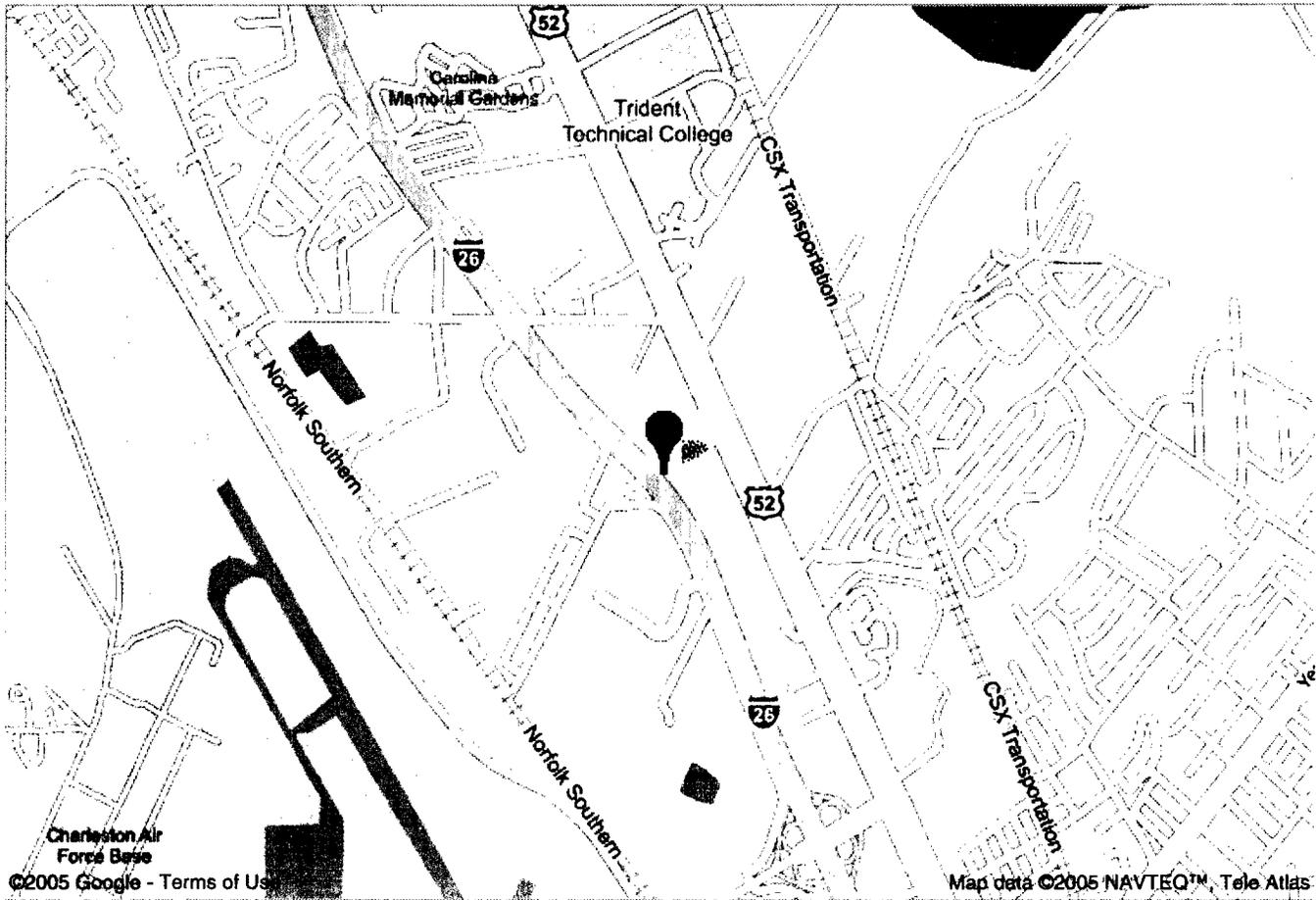
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'Bruised' not battered by BRAC OPINION

Published on 05/14/05

POST AND COURIER EDITORIAL

Twelve years ago, devastating news of a Pentagon proposal to close the Charleston Naval Base and Shipyard sent shock waves through our community. Friday's news of more proposed closings from the Pentagon, though not without significant cause for local concern, was much better by comparison, thanks in large part to those who have worked so hard to minimize those losses.

As Retired Air Force Brig. Gen. Tom Mik-olajcik, a key figure in both the local and state efforts to minimize base closures and job losses, put it Tuesday: "Charleston was just slightly bruised in the process, but the future is much brighter than what we've seen in the past."

The Base Realignment and Closure Commission won't make its final recommendations to President George Bush until September, when he and Congress are expected to approve the panel's plan. But the public officials and private citizens who made our installations' case have achieved some significant victories despite Charleston's bruises — so far. South Carolina gained more than 700 net jobs even as the Pentagon proposed closing roughly 180 military installations, including 33 major bases, in the United States. Unfortunately, the Charleston area didn't fare as well as the rest of the state, losing more than 1,100 jobs.

Yet even if the Pentagon plan stands, it does not mean more than 1,100 local residents would be out of work. Some of those positions would be transferred. And Charleston would hardly be alone in losing a large number of jobs in the sweeping consolidation of the Defense Accounting and Finance Service.

Our job losses would still hurt, of course. But on Friday, that pain was much sharper elsewhere. Sen. Olympia Snowe, R-Maine, decried proposed base closings in her state as "nothing short of stunning, devastating, and above all, outrageous." Sen. Joe Lieberman, D-Conn., used the terms "irrational and irresponsible" for the plan to close the submarine base in Groton.

Certainly we're better off than they are now, or than we were in 1993. Gen. Mikolajcik stressed that the continuing effort for Charleston would keep emphasizing the "joint-use advantages" we offer. A former wing commander at Charleston Air Force Base, the general explained: "What we have done is articulate the military value of the Charleston military complex, and we think we've been very successful."

First District Rep. Henry Brown praised Gen. Mikolajcik as "the greatest salesman I've ever seen" and vowed to press "cost justification" arguments in trying to regain some of the local jobs. Gen. Mikolajcik had — and has — an impressive product to "sell." He sounded ready to keep selling Friday, explaining: "We're not sure there's an economic efficiency in moving 250 engineers [from Charleston] to Jacksonville."

He added, however, that a thorough analysis of the report was needed before challenging the Pentagon plan during BRAC commission hearings that will run into August.

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If the Pentagon's proposals are approved, the negative economic impact on our community, while personally immense for those who lose their jobs, would be collectively miniscule in comparison to the fallout from the 1993 BRAC process. The Charleston area now has only slightly more jobs (27,000) in active-duty military and civilians working directly for the military than were lost (22,000) when the Naval Base and Shipyard closed. And Charleston Southern University economist Al Parrish calculates that Friday's proposed cuts would reduce the current \$4.4 billion annual economic impact of the military here by \$105 million — slightly more than 2 percent.

But Friday's economic losses and gains shouldn't obscure the primary purpose of U.S. military bases at home or abroad, and the primary consideration in decisions about when and where to close them. The overriding role of our armed forces is to assure national security. Maximizing our military's efficiency demands periodic re-evaluations of which bases should remain open, and which should not.

The Pentagon clearly recognizes the need to maintain most military installations in South Carolina. Those who have worked so long and hard to make our case — and will continue to do so — clearly deserve our thanks.



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Better plan, good economy makes BRAC less of a threat this time

Published on 04/17/05

BY JOHN P. MCDERMOTT
Of The Post and Courier Staff

Rewind to February 1993: The Defense Department, deeply immersed in a covert cost-cutting exercise, was a month away from releasing a list of military installations it aimed to close, including the Charleston Naval Base and Shipyard.

But rather than anxiety, the mood in the Lowcountry was one of oblivious complacency.

In Charleston, the overwhelming feeling was that Pentagon bean counters wouldn't dare lay a hand on South Carolina's bases, at least not so long as Fritz Hollings and Strom Thurmond, both big shots with the Senate's Armed Services Committee, were in office.

In fact, there was plenty of cause for alarm.

A retired admiral living in the area had warned months earlier that Charleston's shipyard was in danger of being shuttered. Little did he know that the Navy base also was on the hit list. The state's congressional delegation had roundly ignored the warning, dismissing the former flag officer as "Dr. Doom." — a move it soon came to regret.

As the din of base-closing rumors grew louder, the region finally scrambled to organize a response. The Charleston Trident Chamber of Commerce, as it was called then, launched a 100,000-signature petition drive to urge the Pentagon to leave Lowcountry installations alone. An entourage of local civic boosters scheduled a trip to Washington to state their case in person.

It was too late.

In the midst of all the last-minute chaos, Hollings hastily called a news conference on Feb. 26, 1993, to confirm the region's worst fears: The Navy base and shipyard were, indeed, targeted for closure. Charleston Mayor Joe Riley likened it to Hurricane Hugo in 1989.

In the end, 22,000 jobs were lost.

Today, 12 years later, the circumstances are familiar, though the response is dramatically different.

The Pentagon, well into another round of base closings and restructurings, is again a month away from releasing its list of doomed installations.

The similarities end there.

Local officials say if Charleston takes a big hit May 16, when Defense Secretary Donald

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Rumsfeld turns over his recommendations to the Base Realignment and Closure Commission, it won't be because of lack of planning and preparation.

"It's like apples and oranges in the way the community approached it this time," said Tom Mikolajcik, a retired Air Force brigadier general who has been advising the Charleston Metro Chamber of Commerce on its BRAC strategy.

The chamber started laying the groundwork for BRAC 2005 nearly three years ago, when rumors about the fate of the Space and Naval Warfare Systems Center began to surface. The group has retained a base-closing consultant in Washington, D.C., to keep it up to date on new base-closing developments, to refine its pitch to Pentagon heavyweights and to set up meetings with decision-makers.

The chamber also has arranged for visiting generals and admirals to tour the Charleston Naval Weapons Station, Charleston Air Force Base and other installations to promote what Mikolajcik called their "military value."

"We've worked very hard on bringing the senior leadership from all the services and the Department of Defense and anyone else we could get down here," he said. "We felt we could be a player in process, so they would go back to Washington and say, 'Do you know all the stuff that goes on down in Charleston?'"

Another difference is that the region's economy is much better prepared to withstand a big hit, said Frank Hefner, a College of Charleston research economist who studied the effect of the Navy base and shipyard closings.

"The part that made the '93 BRAC particularly hard for Charleston was the loss of the Navy shipyard," Hefner said. "That had to be treated like an industrial shutdown. That was the mill in a one-mill town ... Our area is certainly not like that anymore. Look at how much economic development was opened up with the shutdown of the Navy base."

Hefner said the region has improved its ability to withstand the blow of a military installation closing by attracting a broader base of private-sector employers, a trend that started in the mid-1990s.

"The economy is so diffuse now, which is a very good thing," he said.

Also, he said, base closings "tend to accelerate whatever pattern exists" in the surrounding area. "If you're already in a declining economy ... you're in trouble. If you're in a growing economy, you're not in trouble. ... If you're looking at this from the sideline and your firm is in Connecticut, what does this mean about relocating a plant to Charleston? It means you might be able to find some skilled, qualified workers you couldn't find otherwise."

That's part of the thinking behind studies that are now under way in Charleston and other military communities, including Beaufort, Columbia and Sumter. Funded mostly by a Defense Department grant, the Berkeley-Charleston-Dorchester Council of Governments recently began work on a "diversification strategy, so we can decrease our dependence on defense spending in the region," said Becky Ford, the group's economic development manager.

Part of the council's \$200,000 study will involve determining how defense-related jobs in the region can be transferred to other industries so that state and local business recruiters can target those sectors. Researchers also will take an inventory of all the military facilities in the region and analyze ways to redevelop and reuse the properties.



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1,161 AREA BASE JOBS TARGETED

Charleston only region in state on Pentagon hit list

Published on 05/14/05

BY JOHN P. MCDERMOTT
Of The Post and Courier Staff

The Pentagon on Friday proposed shedding nearly 1,200 Defense Department jobs in the Charleston region, in part by closing two area operations, under a nationwide restructuring that would heighten the military's presence elsewhere in the state.

In all, the state would gain about 1,870 uniformed and civilian positions — mostly at Fort Jackson, McEntire Air National Guard Station and Shaw Air Force Base — under the recommendations released Friday.

But the statewide increase will be offset by 1,161 cuts in the Charleston area, which was the only region in South Carolina to take a hit under the so-called Base Realignment and Closure process.

"It looks like Charleston has the brunt of the losses again," said North Charleston Mayor Keith Summey.

In all, the Pentagon's proposed changes, the most sweeping to its network of military bases in modern history, would close 33 major facilities in 22 states and reconfigure hundreds of others to achieve savings and promote cooperation among the armed services.

More than two years in the making, Friday's recommendations by Defense Secretary Donald H. Rumsfeld represented his attempt to balance a whirl of competing forces. They include the changing threats facing the nation, massive federal deficits, wars in Iraq and Afghanistan, the economies of local communities and political pressures.

Nationally, the closures would include Maine's Portsmouth naval shipyard, Ellsworth Air Force Base in South Dakota, the New London submarine base in Connecticut, Fort Monmouth in New Jersey and Fort Monroe, Va.

The Army would move the 7th Special Forces Group from Fort Bragg, N.C., to the Air Force's Eglin, Fla., base, so both services' elite troops could train together more easily. An airfield next to Eglin is the headquarters of Air Force Special Operations Command.

Part of the shifts appeared to reflect a Pentagon effort to move military resources from costlier locations in the Northeast and upper Midwest to the South and West. Another trend — a shrinking Navy and a decline in shipbuilding — was reflected in the closure of Naval installations such as the Connecticut submarine base, the Portsmouth shipyard and Naval stations in Texas and Mississippi.

Connecticut faces the biggest loss of jobs, with 8,586, followed by Maine, with 6,938.

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The crown jewel of the Army hospital system, the venerable Walter Reed hospital in Washington, would move staff and services to the National Naval Medical Center in Bethesda, Md., to create a new, expanded facility carrying the Walter Reed name.

Summey and other local officials said their next step will be to decide whether to challenge any of the recommendations in hopes of preserving some of those jobs.

Specifically, the Pentagon proposed closing the Naval Facilities Engineering Command's Southern Division in North Charleston and transferring its 543 positions, most of them held by civilian workers, to Florida, Illinois and Virginia.

Also on the chopping block is the Defense Accounting and Finance Service, which employs 368 civilian workers on the former Navy base. The federal payroll center was opened in February 1995, in part to ease the sting of a 1993 round of base closings that eliminated 22,000 shipyard and military jobs in the Charleston region.

Employment at the Charleston Naval Weapons Station is expected to decline by 250 jobs as part of a complicated "realignment" of that installation, the Pentagon said Friday. Under the plan, Charleston Air Force Base would manage utilities, maintenance and other infrastructure needs at the Weapons Station, a move that would reduce 264 jobs. "It allows us to combine services and save taxpayers money," said Capt. Gary Edwards, commanding officer of the Weapons Station.

One of the highest-profile tenants at the Weapons Station, the Space and Naval Warfare Systems Command, better known as SPAWAR, also would move several units to bases in Rhode Island and Virginia, for a loss of 28 jobs. But another tenant, the Naval Consolidated Brig, would gain more responsibilities with the closure of smaller brigs in Jacksonville and Pensacola, Fla.

Some of the workers whose jobs will be affected will be offered transfers, but specifics on that score were not available Friday.

The precise timing of the suggested closings, expansions and restructurings also has not been established, though some of the changes may be under way by next year.

While the potential loss of 1,200 local jobs is significant and will disrupt families, it won't be nearly as devastating as the defense cuts of 1993, when the Pentagon decided to shutter the Charleston Naval Base and Shipyard. That unexpected closing sent shockwaves through the region's economy, affecting everything from real estate values to retail sales.

Retired Air Force Brig. Gen. Tom Mikolajcik, a top adviser to state and local officials on base-closing matters, said the Lowcountry came away "slightly bruised" but not broken.

"I wouldn't call it a setback. I'd call it an adjustment," Mikolajcik said, noting that the growing area has added about 20,000 jobs in the past four years.

"You hate to see any name on a list, but what is there is small," said retired Navy Vice Admiral Albert Baciocco, Jr., a member of Gov. Mark Sanford's Military Base Task Force, which helped Charleston with its base-defense efforts. "I was pleased and relieved because what was on the list is understandable."

Over the past decade, Charleston's defense industry has steadily regained much of the ground it lost to the shipyard closing. The military now accounts for more than 27,000 active-duty and civilian jobs and pumps \$4.4 billion a year into the regional economy, according to the Charleston Metro Chamber of Commerce's Center for Business Research and Charleston Southern University economist Al Parish.

If the Pentagon's latest recommendations are approved and implemented, Parish said, the loss to the local economy would be around \$105 million, or about 2 percent of the total impact of military spending in the area.

"It's fairly minimal," he said. "The other thing is that our job growth is about two-and-a-half times the national average. We'll pull up the slack of these lost jobs pretty quickly."

But the human cost is more difficult to quantify, Parish added. Of the proposed job cuts, about 1,000 would affect civilian workers, many of whom might have settled in the region but now face the prospect of selling their homes or changing careers.

"For people who are losing their jobs or being forced to move, that's the only job they care about," he said. "As far as they're concerned, it's a major upheaval."

Now that the Pentagon has released its anxiously awaited report, the focus shifts to the Base Realignment and Closure Commission, which will review the Pentagon's recommendations.

As part of that work, the independent nine-member panel will embark on a series of politically charged hearings and site visits this summer and consider changes to the Pentagon's proposal.

Sen. Jim DeMint said Friday that talks are under way to hold one of those hearings in Charleston. The base commission is expected to submit its list of base closures to President Bush in September.

Once a base lands on the hit list, history shows it has just a 15 percent chance of survival. Mikolajcik estimated that the odds of overturning a recommendation this time around could be as small as 5 percent, largely because the Pentagon based its decisions mostly on hard data as opposed to politics, as had been the case in the past.

Even so, he and other officials said they plan to crunch the numbers in the Pentagon report and challenge any of the job cuts in Charleston if the benefits to the military don't outweigh the costs. "But we will not get into an argument we don't think we can win," Mikolajcik said.

Charleston Mayor Joe Riley and others said they think the region has a good shot at prying the Naval Facilities Engineering Command off the Pentagon list.

"It is a bureaucratic decision," Riley said. "It makes no economic or organizational sense."

The mayor said the Navy risks losing "a huge amount of intellectual capital" by uprooting the Eagle Drive unit, which has been based in North Charleston since the 1960s. "These are highly qualified and experienced people, and many of them will not move. Their roots are here and their families are here. Their churches and synagogues and Little Leagues are here.

"We are going to fight that very hard. I think a really strong case can be made."

Another part of that lobbying effort will be to ensure no other local installations are added to the list.

"Over the next three and a half months, every state on that list is going to be working overtime to get off that list and get us on," said state Comptroller Richard Eckstrom, who co-chaired the state's efforts to save the bases.

Also, U.S. Rep. Henry Brown, who represents the region, said there's no reason the 21 accounting and payroll centers the Pentagon wants to close, including the North Charleston location, can't be consolidated in the Lowcountry.

"Charleston is as good a place as anyplace else in the world," Brown said.

The Charleston Air Force Base was spared Friday, but Mikolajcik said he was not surprised by that.

"It's the crown jewel of Air Mobility Command and it's the most efficient airlift base in the world," he said. "Charleston Air Force Base is the busiest Military Airlift Command base in the nation."

The base's C-17s have played a key role in ferrying troops and supplies to southwest Asia in support of operations in Iraq.

Rumsfeld said he knows some communities will struggle to cope with job losses, but he made clear that the nation's security can be assured only if the military gets stronger.

It's a theme Rumsfeld has sounded throughout his tenure at the Pentagon, and he alluded to it in a cover letter to the report to Anthony J. Principi, chairman of the base-closing commission.

"Increasing combat effectiveness and transforming U.S. forces are critical if our country is to be able to meet tomorrow's national defense challenges," he wrote. He recommended that a similar base-use review be done every five to 10 years. His was the first since 1995.

Staff reporters David Slade and Tony Bartelme and the Associated Press contributed to this report. Connecticut faces the biggest loss of jobs, with 8,586, followed by Maine, with 6,938.

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