



CARLISLE BARRACKS

DCN: 9787

Home of the U.S. ARMY WAR COLLEGE



RESPONSIVE

FLEXIBLE

SUSTAINABLE

Established
1757

Cavalry
1838

Civil War
1863

WWI
1918

WWII
1942

USAWC
1951

Centennial
2001

The
Future



247 Years of Responsive, Flexible, and Sustainable Service



U.S. Army War College Mission



RESPONSIVE

FLEXIBLE

SUSTAINABLE

*Military
Civilian
International*

*Joint
Interagency
Multi-National*

- To Prepare
- To Educate
 - To Research
 - To Publish
 - To Engage





U.S. Army War College Vision



RESPONSIVE

FLEXIBLE

SUSTAINABLE

The most prestigious institution for the education of strategic leaders and for the study of the development and employment of landpower in a joint, interagency, and multinational environment.





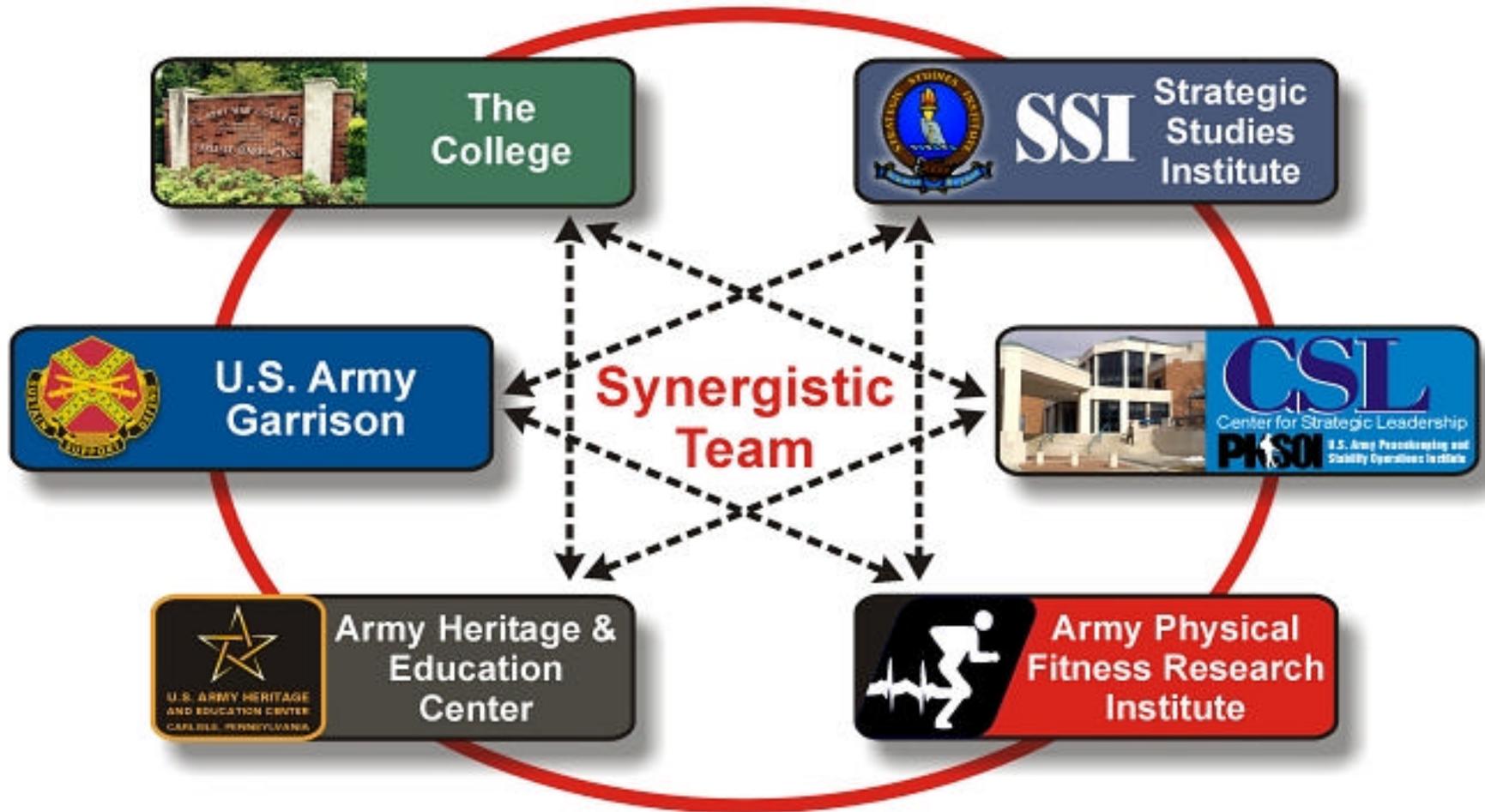
The U.S. Army War College Team



RESPONSIVE

FLEXIBLE

SUSTAINABLE





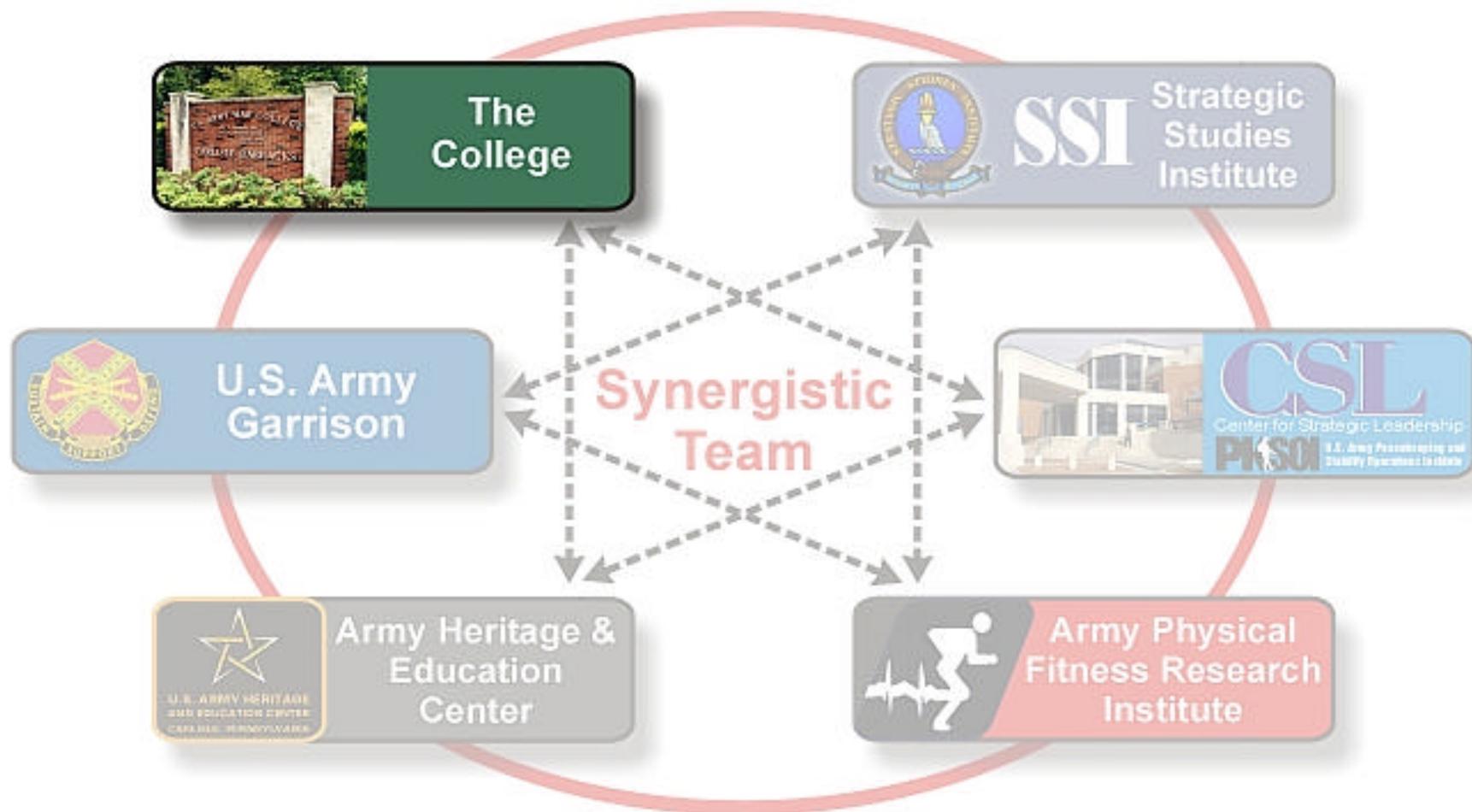
The U.S. Army War College Team



RESPONSIVE

FLEXIBLE

SUSTAINABLE





Historical Perspective



RESPONSIVE

FLEXIBLE

SUSTAINABLE

"Not to Promote War but to **Preserve Peace** by Intelligent and Adequate Preparation to Repel Aggression "

"To Study and Confer on the Great Problems of **National Defense**, of **Military Science**, and of **Responsible Command**"

- *Elihu Root, February 1903*





U.S. Army War College Present



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- *A unique institution that focuses on strategic issues for the Army, Joint, Interagency, and multinational communities:*
 - Strategic Leadership
 - National Policy
 - National Strategy
 - National Security Strategy
 - National Military Strategy
 - Theater Strategy
 - Joint, Interagency, and multinational operations
- Engage key national and international strategic actors



Unique Contribution to the Army

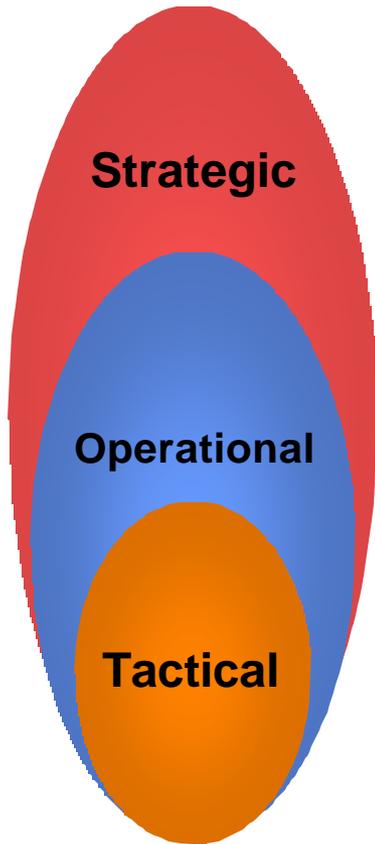


RESPONSIVE

FLEXIBLE

SUSTAINABLE

Levels of War



Focus

National Security Issues

Joint and Combined Operations

Military Force Employment

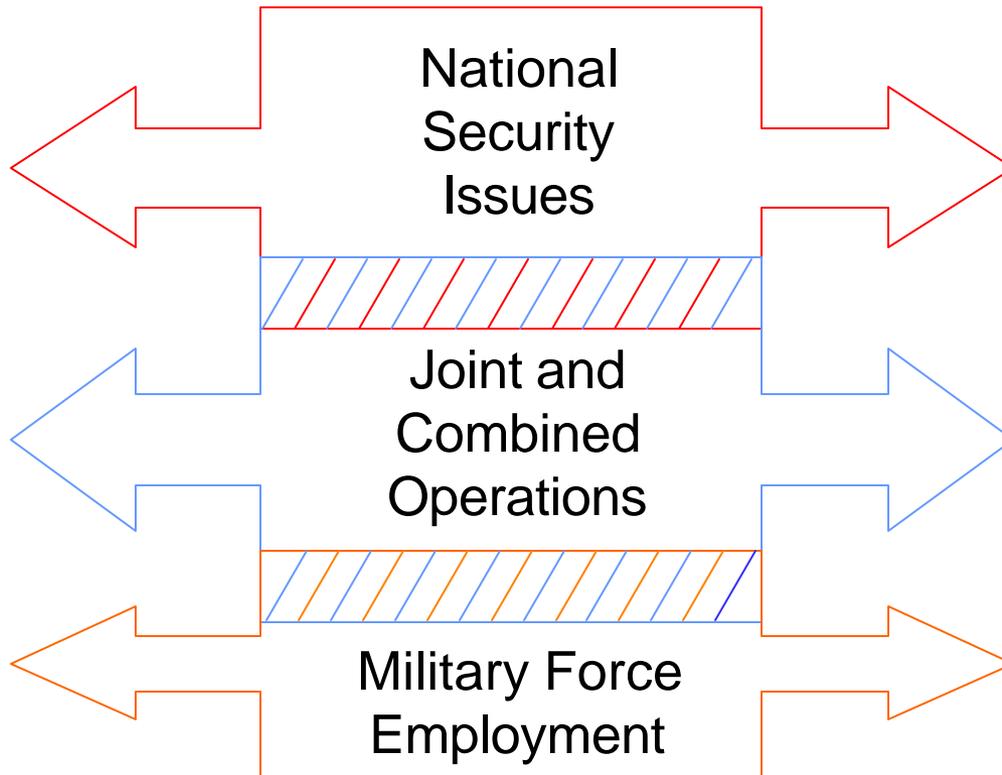
School

USAWC

CGSC

CAS3

Captain's course
Lieutenant's course





Unique Contribution: Joint Professional Military Education



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Senior Service College (SSC) focus on national military strategy
- USAWC:
 - Only SSC that addresses development and employment of land power
 - Emphasis on strategic leadership
 - Only Distance Education Program JPME I certified
 - ~650 MEL-1, JPME Phase I qualified graduates



Contributions to the Interagency



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Civilian students from:
 - Department of State
 - CIA, DIA, NSA, NGA (National Geospatial Intel Agency)
 - Defense Leadership and Management Program (all Services and DoD organizations)
 - Department of the Army
- Support to:
 - Department of State
 - Department of Homeland Security



Contribution to Multinational Environment



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- USAWC students:
 - Resident Education Program
 - Distance Education Program
- Combatant Command Support Visits
- Collaboration with international military educational institutions
- Collaboration with international think tanks and centers



Growing Leaders

A Growing Mission



RESPONSIVE

FLEXIBLE

SUSTAINABLE

EDUCATIONAL PROGRAMS (AY04)

NUMBER OF PARTICIPANTS

LENGTH OF CRS

Pre-MEL-1

| | | |
|---|-------|--------|
| • Defense Strategy Course (2x/yr) | ↑ 200 | 24 Wks |
| • FA 59 Basic Strategic Art Program (BSAP)* | 15 | 13 Wks |
| • Reserve Component National Security Issues Seminar (RCNSIS) | 50 | 1 Wk |

MEL-1

| | | |
|---|-------|---------|
| • Resident Education Program (REP) | ↑ 340 | 40 Wks |
| • Distance Education Program (DEP) | ↑ 750 | 140 Wks |
| • Senior Service College Fellows (SSCF) | ↑ 49 | 40 Wks |

Flag Officer

| | | |
|--|----|---------|
| • Senior Reserve Component Officers Course (SRCOC) | 40 | 1 Wk |
| • Adjutant General National Security Seminar (AGNSS) | 22 | 1 Wk |
| • Joint Flag Officer Warfighting Course (JFOWC) (2x/yr) | 36 | 13 Days |
| • Joint Force Land Component Commander Course (JFLCC) (3x/yr)* | 56 | 1 Wk |
| • Joint Force Air Component Commanders Course (JFACC) (2x/yr) | 4 | 1 Wk |

1595

↑ Indicates increasing trend

* Indicates new offering



Growing Leaders

A Growing Mission



RESPONSIVE

FLEXIBLE

SUSTAINABLE

| <u>OTHER PERFORMANCE MEASURES</u> (Avg. Per year) | <u>EVENTS</u> | <u>PEOPLE TOUCHED</u> |
|--|---------------|-----------------------|
| SECARMY/CSA/Senior Leader Directed Research Projects | 3 | |
| Eisenhower Program College Visits (Current Affairs Panel) | 28 ↑ | 2,400 |
| Staff Rides (Industry, Interagency, Academic) | 118 ↑ | 3,960 |
| <i>Parameters Published</i> | 51,767 | |
| <i>Parameters Website Hits</i> | 1,496,636 ↑ | 78,134* |
| National Security Seminar | 1wk | 170 |
| Military Family Program | 25 | 2,537 |

*Unique visitors who log on longer than 5 minutes



Resident Class Composition

Class of 2004



RESPONSIVE

FLEXIBLE

SUSTAINABLE



Army 215

19 National Guard
20 Reserve



Air Force 26

3 Air National Guard
4 US Air Force Reserve



Marine 11



Navy 15

1 US Navy Reserve



Coast Guard 1

Civilians 30

15 DLAMP
9 Department of the Army
1 Defense Intelligence Agency
1 National Security Agency
4 Department of State



International 42

TOTAL

340



International Fellows

Resident Class of 2004



RESPONSIVE

Argentina
Australia
Brazil
Canada
Chad
Chile
Colombia
Ecuador
Egypt
Georgia
Germany
Hungary
India
Israel

FLEXIBLE

Italy
Japan
Jordan
Korea
Kuwait
Latvia
Lithuania
Malaysia
Mexico
Moldova
New Zealand
Norway
Pakistan
Philippines

SUSTAINABLE

Poland
Qatar
Romania
Saudi Arabia
Singapore
Slovak Republic
Spain
Thailand
Tunisia
Turkey
Ukraine
United Arab Emirates
United Kingdom
Yemen



DDE Class Composition

Class of 2004



RESPONSIVE

FLEXIBLE

SUSTAINABLE



Army 272

102 National Guard
116 Reserve



Air Force 2



Marine 13

6 Reserve



Navy 7

7 Reserve



Coast Guard 0

**TOTAL
318**

DA Civilians 2

Comdt's Program 3

DLAMP 14



International 5



USAWC Resident Program



RESPONSIVE

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SUSTAINABLE

| COURSE 1 | | | | COURSE 2 | | COURSE 3 | | COURSE 4 | | | | |
|----------------------|--|-----------------------------------|--|---|--|---|--|--|-------------------------------|-------------------------------|-------------------|-------------------|
| STRATEGIC LEADERSHIP | | WAR, NATIONAL POLICY AND STRATEGY | | JOINT PROCESSES AND LANDPOWER DEVELOPMENT | | IMPLEMENTING NATIONAL MILITARY STRATEGY | | W I N T E R R E C E S S | REGIONAL STRATEGIC APPRAISALS | STRATEGIC CRISIS EX. | ELECTIVES PROGRAM | ELECTIVES PROGRAM |
| | | | | | | | | | ELECTIVES PROGRAM | NATIONAL AND THEATER STRATEGY | | |

SPECIAL PROGRAMS

Commandant's Lecture Series Warfighting Studies Program Advanced Strategic Art Program

COMPLEMENTARY PROGRAMS

Wellness Program Military History Program Military Family Program



An Email from Iraq

14 Jul 03



RESPONSIVE

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I am...using every bit of the strategy education I learned ... at the War College. We are fighting former regime-backed paramilitary groups, Iranian-based opposition, organized criminals, and street thugs. We have stood up governing councils from neighborhood to district to city level. We have conducted humanitarian action... to include repair of electricity, water, sewer, hospitals, and schools; created refuse collection systems; and built numerous recreational facilities ... con't





An Email from Iraq



14 Jul 03

RESPONSIVE

FLEXIBLE

SUSTAINABLE

... I have already hosted Fox News, ABC, ITN, UP, Reuters, the New Yorker, and an Indian news service. On any given day **I deal with** the **political realm** of the Coalition Provisional Authority, the **humanitarian realm** of the NGOs, and the **military realm of firefights/improved explosive devices/snipers/mortar attacks**. My BCT contains **active duty, reservists, and National Guardsmen**.



COL Pete Mansoor
Commander, 1st Brigade
1st Armored Division
Class of 2003



Why at Carlisle Barracks?



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Close to the National Capital Region (NCR)
- But – not too close
- Synergy of organizations and institutes



Why at Carlisle Barracks?

Operational Reasons



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- USAWC created to train staff officers and support the War Plans Division
- Originally located at (now) Ft. McNair
- Closed in 1940 for duration of World War II
- Reestablished temporarily at Ft. Leavenworth (1950)
- Moved to Carlisle Barracks in 1951 for operational reasons



Why at Carlisle Barracks? Initial Operational Reasons



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Proximity to National Capital Region
 - Close enough to influence Army staff, but far enough away not to be captured by the “in box”
 - Access to:
 - Key policy makers
 - Senior military leaders
 - Director level personnel from OSD, JS, ARSTAF
 - Interagency environment
 - Governmental, military, and private think tanks
 - Defense intellectual community in the “Northeast Corridor”
- Transportation hub
- Continuity of operations



Why at Carlisle Barracks? Operational Reasons



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Initial reasons still apply and are reinforced
- Support to organizations inside NCR has expanded to include:
 - SA/CSA
 - HQDA
 - Joint Staff
 - Army, Joint, and DoD agencies
 - Interagency community
 - Combatant Commanders



Why Not Elsewhere?



Adverse Effects on Operational Support

RESPONSIVE

FLEXIBLE

SUSTAINABLE

Loss of access and ability to support:

- HQDA
- SA/CSA
- ARSTAF
- Joint Staff
- JPME community
- Interagency
- United Nations
- Embassies
- International organizations
- NGOs/PVOs
- Reconstitution



Why at Carlisle Barracks?

Location Supports the Curriculum



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- IAW Congressional intent and JPME, curriculum focuses on national military strategy
- Curriculum:
 - Addresses nexus between national security strategy, national military strategy, theater strategy, and campaigning
 - Directly linked to the activities within the NCR
- Recent U.S. military interaction with interagency organizations reinforces the need for proximity to NCR



Why at Carlisle Barracks?

Location Supports the Curriculum



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Proximity to major urban environments
- Proximity to battlefields supports internal and external staff ride program impossible to duplicate
 - Over 120 staff rides annually
 - 10 senior leader staff rides annually
- Ready access for academic trips to interagency bodies, think tanks, and corporate locations



Why at Carlisle Barracks? Location Supports the Curriculum



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- The Army intentionally consolidated key intellectual and technical assets with USAWC:
 - Conference, war gaming, and simulation capabilities of Center for Strategic Leadership (CSL)
 - Army Heritage and Education Center (AHEC)
 - Army Physical Fitness Research Institute (APFRI)
 - Peacekeeping and Stability Operations Institute (PKSOI)
 - Strategic Studies Institute (SSI)
- Assets readily available to support Army and other organizations within the National Capital Region



Why at Carlisle Barracks?

Location Supports Quality Faculty



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Faculty recruitment and retention
- Army Well-Being and Quality of life: Carlisle area rated 2d least stressful metropolitan area in America. [Sperling's BestPlaces]
- Lower cost of living eases recruitment and retention
- Access to AHEC, APFRI, CSL, PKSOI, and SSI personnel for core and elective curricula faculty
- Quality facilities



Why at Carlisle Barracks? Location Supports Students



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- USAWC is a comprehensive professional and personal program
- Environment encourages students to study and confer
 - Not a commuter school
 - A “community of senior leaders” that fosters free exchange of ideas
 - Undistracted by other, competing activities
- Away from hectic, rush-hour environment of the beltway



Why at Carlisle Barracks? Location Supports Students



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- USAWC is a community experience:
 - Quality of life for students and family members
 - Nearly all students live on post or within 15 minutes; fosters interaction
 - Family programs provide a sense of close-knit community
 - Small installation and location provides a minimum of outside disruptions
 - International fellows integration into community



Why Not Inside the NCR?



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Increased operating costs
- Higher faculty salaries
- Loss of high quality, stable work force
- Higher staff and administrative support costs
- Continuity of operations and educational mission (Pentagon and NDU)



Conclusions



RESPONSIVE

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SUSTAINABLE

- USAWC organizations are a synergistic whole
- USAWC - an adaptive, learning organization
- USAWC needs to be close to the National Capital Region - but not too close - for maximum effectiveness



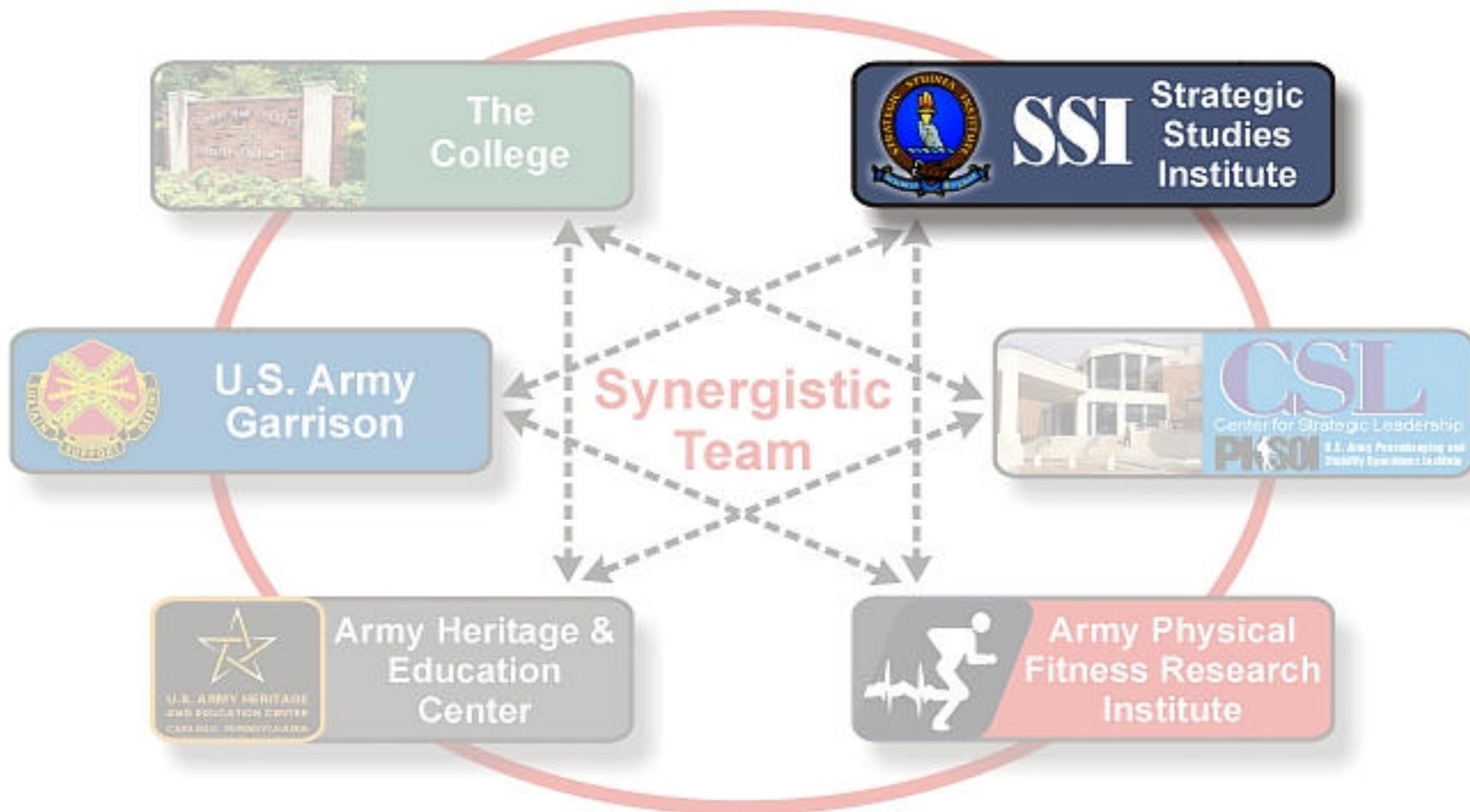
The U.S. Army War College Team



RESPONSIVE

FLEXIBLE

SUSTAINABLE





What We Do



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Publish Strategic Research and Analysis
- Develop and Present the Curriculum
- Engage Leading Academic Institutions
- Conduct Annual USAWC Strategy Conference
- Strategy and Defense Reviews
- Support Army Strategic Communications
- Support Army Transformation



SSI Audiences



RESPONSIVE

FLEXIBLE

SUSTAINABLE

**Core
Audience**

**Army,
Joint,
and OSD
Senior Leaders**

**Secondary
Audience**

**Other Service Leaders;
Influential Think Tanks;
PME Students and Faculty; NSC;
Congress; Influential Scholars**

**Tertiary
Audience**

**National Media; Informed Public;
Other Government Agencies;
College and University Students;
Global Strategic Community**



SSI Products



RESPONSIVE

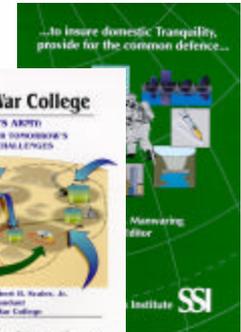
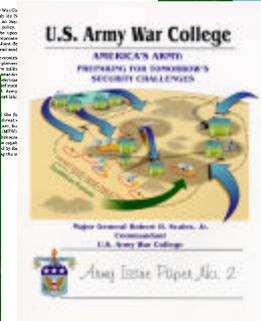
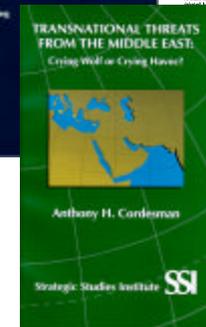
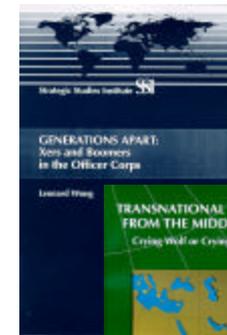
FLEXIBLE

SUSTAINABLE

- Books, monographs, and special reports on U.S. national security, Army, and Joint issues

- Conferences to define and debate critical national security, Army, and Joint issues

- Direct analysis for the Army Staff and Joint Staff





Recent Research for CSA and ARSTAF



RESPONSIVE

- Task Force Bench
- Task Force Turbulence
- Task Force Modularity
- Well-Being
- Task Force Leader Development
- Homeland Security
- OIF Conflict Strategic Analysis
- OIF Leadership and Cohesion Analysis
- Improving PCC

FLEXIBLE

- Utility of Land-Power in Crises
- Strategic Balance During GWOT
- Knowledge, Skills, Abilities of Future Leaders
- Requirements on Company Commanders
- Crisis Prediction and Management
- Future War and Future Battlespace
- OEF Strategic Analysis

SUSTAINABLE



Academic Engagement



RESPONSIVE

FLEXIBLE

SUSTAINABLE

Academic engagement conferences link the Army War College to the intellectual activity of leading universities

- **Duke, UNC, NC State:** "Strategic Deception in a Modern Democracy"
- **Harvard:** "Defense Transformation"
- **Stanford:** "Prospects for Peace in South Asia"
- **Univ. of Miami:** "Shaping The Latin American Security Environment"
- **Univ. of Washington:** "Caspian Sea Basin Security"
- **Princeton:** "African Security"
- **Georgetown:** "New Ideas For the Quadrennial Defense Review"
- **Columbia:** "U.S. Strategy in the Balkans"
- **Boston Univ:** "U.S. National Security Cooperation in an Era of Globalization"



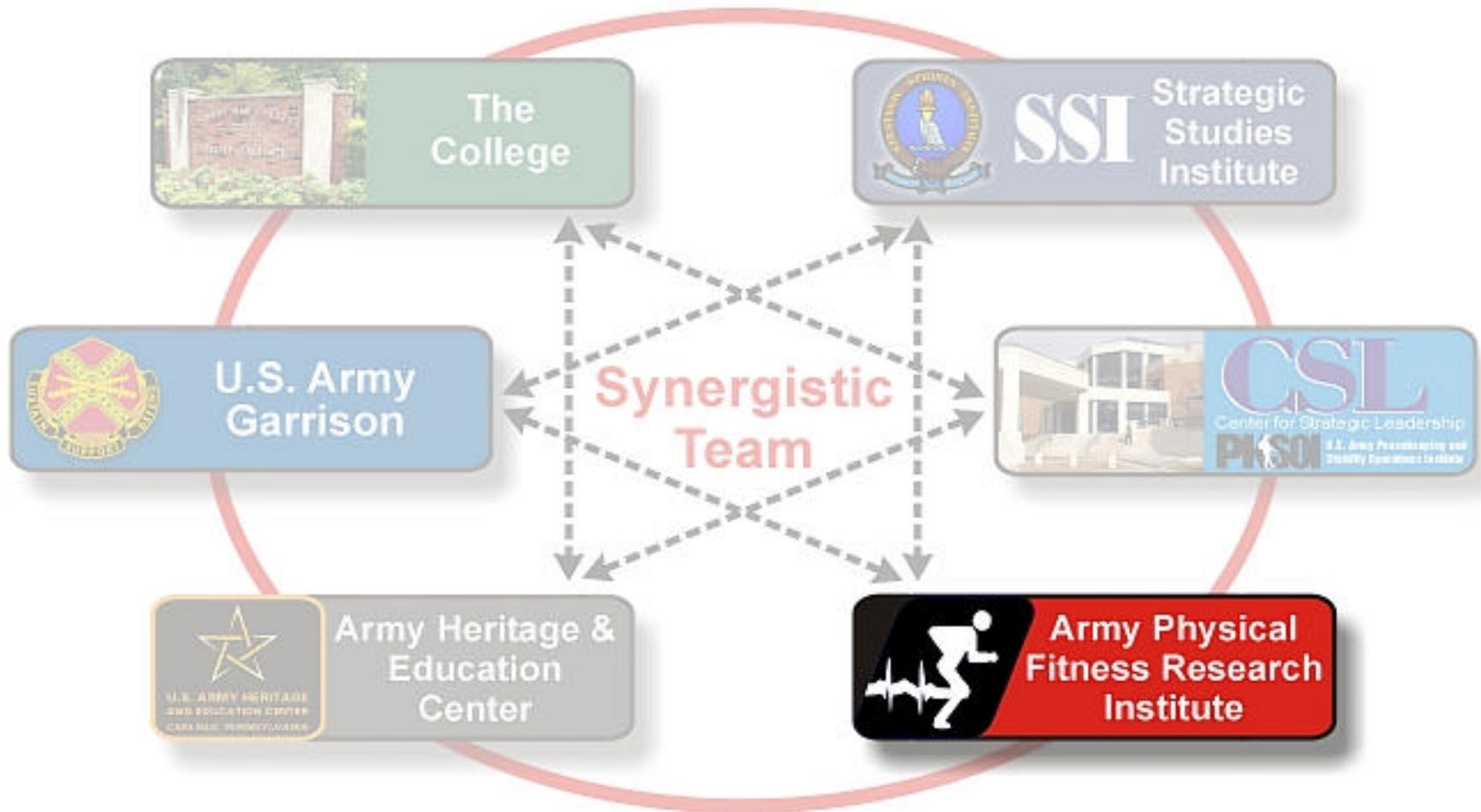
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RESPONSIVE

FLEXIBLE

SUSTAINABLE





APFRI Military Value



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Impacts operational readiness by providing state of the art comprehensive health and fitness assessments to reduce the risk of cardiovascular disease in senior leaders
- DoD's only continuous (22 years) applied health and fitness research protocol focused on senior leader (over-40) population



APFRI Mission



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Applied research to improve and sustain Senior Leader readiness:
 - Physical
 - Health
 - Mental
- Health and fitness education/training:
 - Resident students
 - DDE students
 - Staff and faculty
 - Spouses
 - Flag officers



APFRI Mission



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Long-term research on over-40 population:
 - Physical health and fitness
 - Medical screening and risk factor assessment
 - Exercise tolerance testing (treadmill)
 - Reduction of cardiovascular disease
 - Appropriate interventions and education



APFRI Value-Added



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Over 8,000 assessments conducted since 1982
- Increased readiness (health and/or fitness) of 83% of current resident class
- 977 heart scans since 1998 with an average 17% identified with early-stage heart disease
- 40-50% of “high risk” health and fitness cases improve by end of academic year



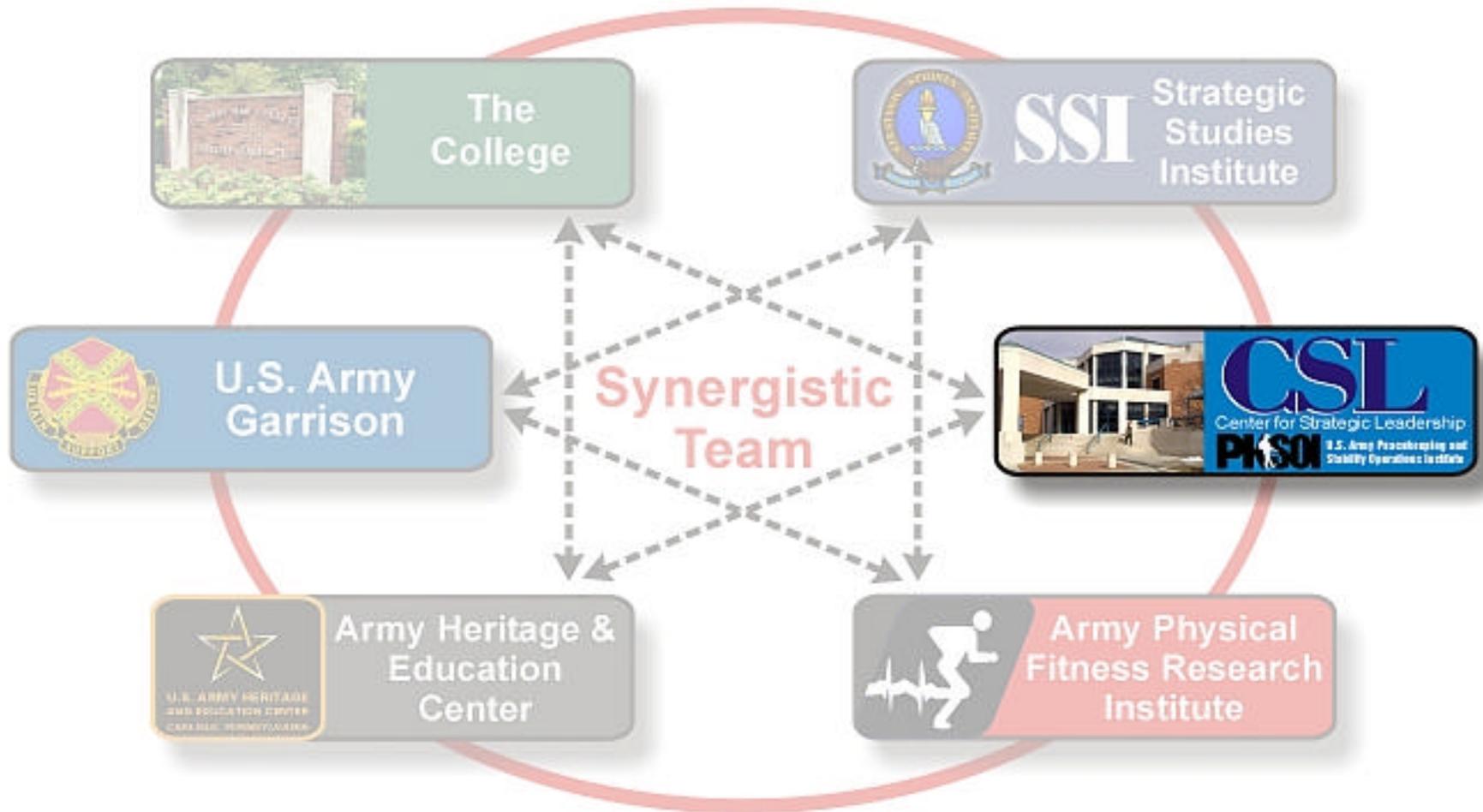
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RESPONSIVE

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The CSA Vision for the Collins Center



RESPONSIVE

FLEXIBLE

SUSTAINABLE

CSL and Collins Hall represent a vision by General Vuono, General Sullivan and General Reimer



"The Army could gain the same kind of benefit from information age technology at the strategic level that it has achieved at the NTC and the BCTP programs"

Participation in exercises with Combatant Commanders and senior Army and Interagency leaders would benefit the College and the Army



The Collins Center



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- The Center Mission:
 - Education and technology laboratory
 - Support senior leader education
 - Support research
 - Support strategic communications:
 - Interagency, strategic issues, and the operational level of war





What We Do



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Strategic Level political - military simulations
- Support Army staff exercises, analysis and research
- Support Joint Staff and Combatant/Army Component Commander exercise and engagement programs
- Conduct interagency education, training, and development
- Host governmental/military research and analysis and management activities
- Support CSA's strategic communications program



Support for USAWC

The Strategic Crisis Exercise (SCE)



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- **340 Students and 120 Staff and Faculty**

- **Interagency participants:**

- Department of State
 - Bureaus
 - OFDA
 - USAID
 - Foreign Service Institute
- Department of Homeland Security
 - HQ
 - FEMA
 - USCG
- Department of Energy
- Department of Justice
 - FBI

- **Service participants:**

- Army Staff
- Navy Staff

- **Joint participants:**

- CENTCOM
- EUCOM
- NORTHCOM
- PACOM
- SOUTHCOM
- SOCOM
- STRATCOM

- **DOD:**

- DLA
- DTRA
- NGB

- **Others:**

- Congress
- PEMA
- 50+ Business, Military and government leaders



Support for USAWC



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Teach 38 elective courses (resident) and 3 elective course (non-resident) annually
- Advisors for 28 – 30 student research papers annually
- Conduct International Fellow's exercise, support two resident and three non-resident exercises
- Provide subject matter experts to support core curriculum development
- Participate in academic forums and development



Support Army Leaders/Staff



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Conduct or Support: 12 – 14 senior leader events:
 - CSA senior leader conferences
 - Army Warfighter exercises
 - G-4 US/UK bilateral exchanges
 - CSA's "We are an Army/Nation at War" study
 - Army staff planning exercises
 - Army "Global War on Terrorism" exercise
- 1,200 personnel attend annually:
 - 420 General Officers and senior civilian executives
 - 45 four star General or equivalent visits
 - 70 three star General or equivalent visits





Joint Exercises



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Support Joint Staff and Combatant/Army Component Commander exercise and cooperation programs:
 - Unified Quest; JFCOM/TRADOC exercise
 - MDA exercise - Missile Defense Activation Rehearsal Training (MDART)
 - STRATCOM exercise Global Guardian - distributed and on-site exercise
 - Theater Security Cooperation Exercises for CENTCOM, PACOM, and SOUTHCOM
 - J-4 Focused Logistics Wargame
- Approximately 15 – 20 events. Those at the Collins Center involve approximately 1,800 personnel to include 400 General Officers and senior civilian executives



Interagency

Education, Training and Development



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Department of Homeland Security:
 - Two sessions of three days each involving Secretary Ridge and all DHS leadership
 - Spiral development of key HLS initiatives
- Department of State:
 - Two sessions of three days each involving Deputy Secretary Armitage and Assistant Secretary level personnel
 - Support State Department Foreign Service Institute (FSI) exercises -- “Nuclear Iran” and “Afghan Elections”
- 5 – 7 events annually attended by 300 to 500 personnel



Research Activities



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Host governmental/military research, analysis, and management activities; 30 - 35 events annually:
 - Reserve Component workshop
 - Robotics Conference
 - Army Models and Simulation Conference
 - Embedded Media Workshop
- Attended by approximately 3,000 personnel



Strategic Communications



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Host senior business and industry leaders in support of the CSA's Strategic Communications goals and objectives:
 - Senate Republican Conference
 - Boston Consulting Group
 - Columbia Business School w/key CEOs
 - Time, Inc.
 - Junior Achievement
 - American Standard Inc.
 - Rotary International
 - Deloitte and Touche
 - MetLife
- Eight to ten events of 15 to 20 participants annually





Information Networks

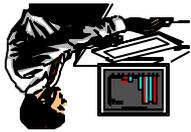


RESPONSIVE

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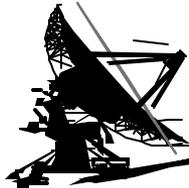
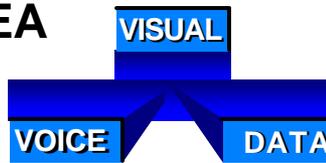
Collins Hall Systems



3 UNCLASSIFIED LOCAL AREA GAMING NETWORKS



2 CLASSIFIED LOCAL AREA GAMING NETWORKS



DEFENSE DATA NETWORK



GLOBAL COMMAND and CONTROL SYSTEM (GCCS)



ACCESS TO WORLDWIDE COMMERCIAL DATABASES



VIDEO-TELECONFERENCE CONTROL CENTER

Full NIPRNET and SIPRNET Capability
JWICS capability in SCIF



Alternate Command Site Capability



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Collins Hall:
 - 157,500 square feet
 - Accommodate 700 relocated personnel
 - Computer system and telephone structure can support 350 - 400 personnel
- Secure facility with open storage capability:
 - SIPRNET and NIPRNET connectivity available throughout facility
 - SCIF with JWICS capability
 - Multi-level security to TS/SCI high
- Backup generator capability; Key systems on UPS



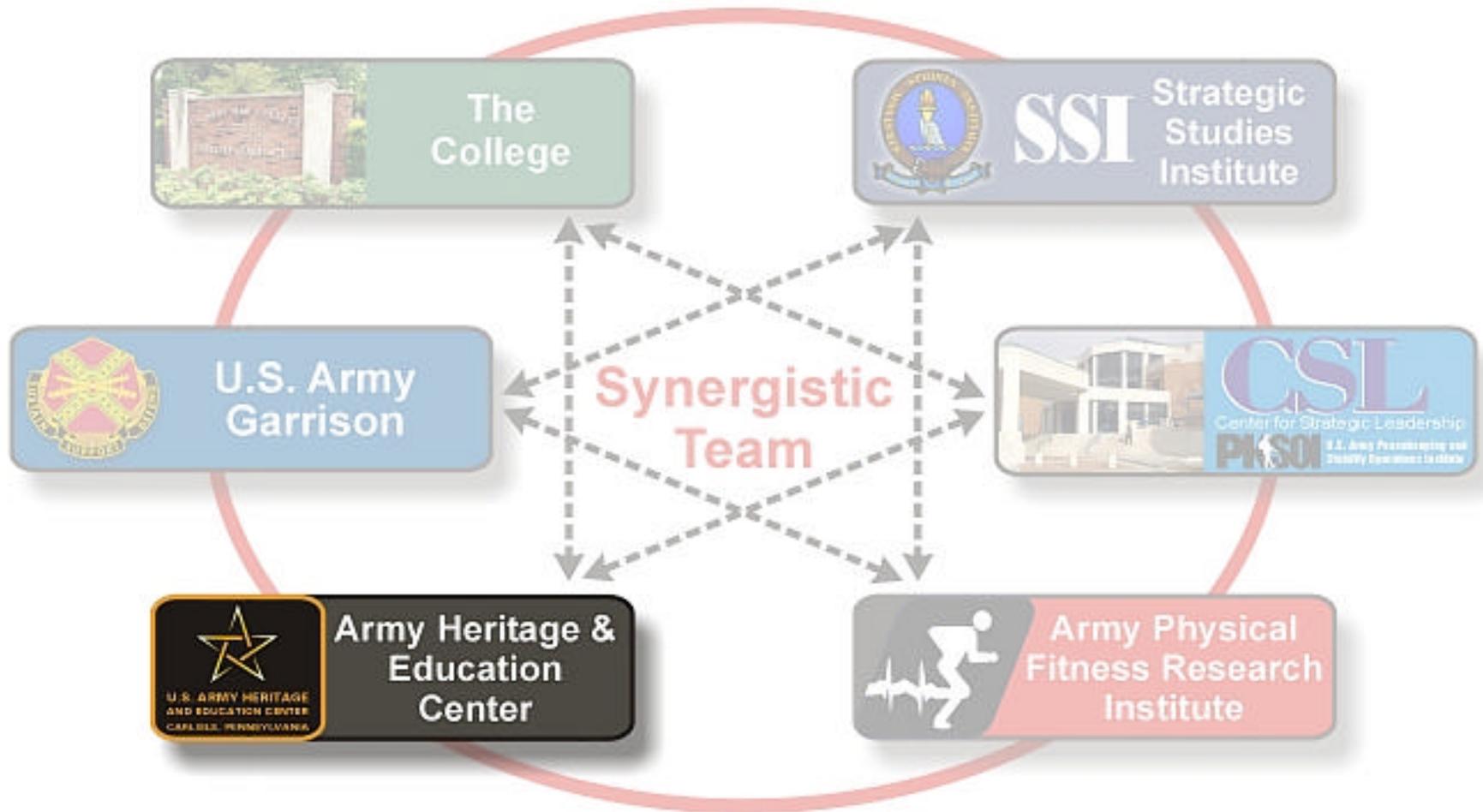
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RESPONSIVE

FLEXIBLE

SUSTAINABLE





What We Have

RESPONSIVE

FLEXIBLE

SUSTAINABLE

14 Million Items: The Premier Army History Collection

- 11,000,000 Manuscript Pages
- 500 Collections of GO Papers
 - Shinseki, Reimer, Sullivan, Vuono
 - Bradley, Ridgway, Gavin, Abrams
- 600 Oral Histories
- 29,000 Veterans Survey Items
- 1,250,000 Photographs
- 1,200,000 Classified Documents
- 325,000 Books
- 250,000 Military Publications
- 60,000 Periodicals
- 39,000 Artifacts
- 16,000 Maps





What We Do

"We tell the Army's story one soldier at a time"

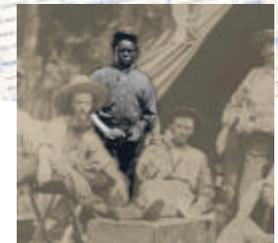
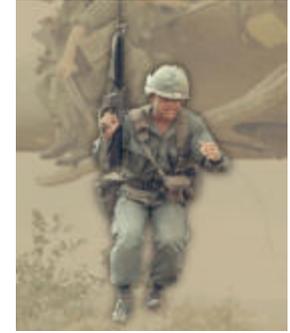


RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Acquire and Preserve Documents and Artifacts
- Support USAWC, DA, DOD Official Research
- Support Scholar, Student, Public Research
- Answer Media Inquiries
- Serve as the Public Face of Army History
- Conduct Oral History Program: Senior Leaders and Division Commander Lessons Learned
- Support Educational Outreach
- Provide History Faculty to USAWC
- Maintain the Omar N. Bradley Museum
- Focus is on Personal Papers and Artifacts





Site Plan

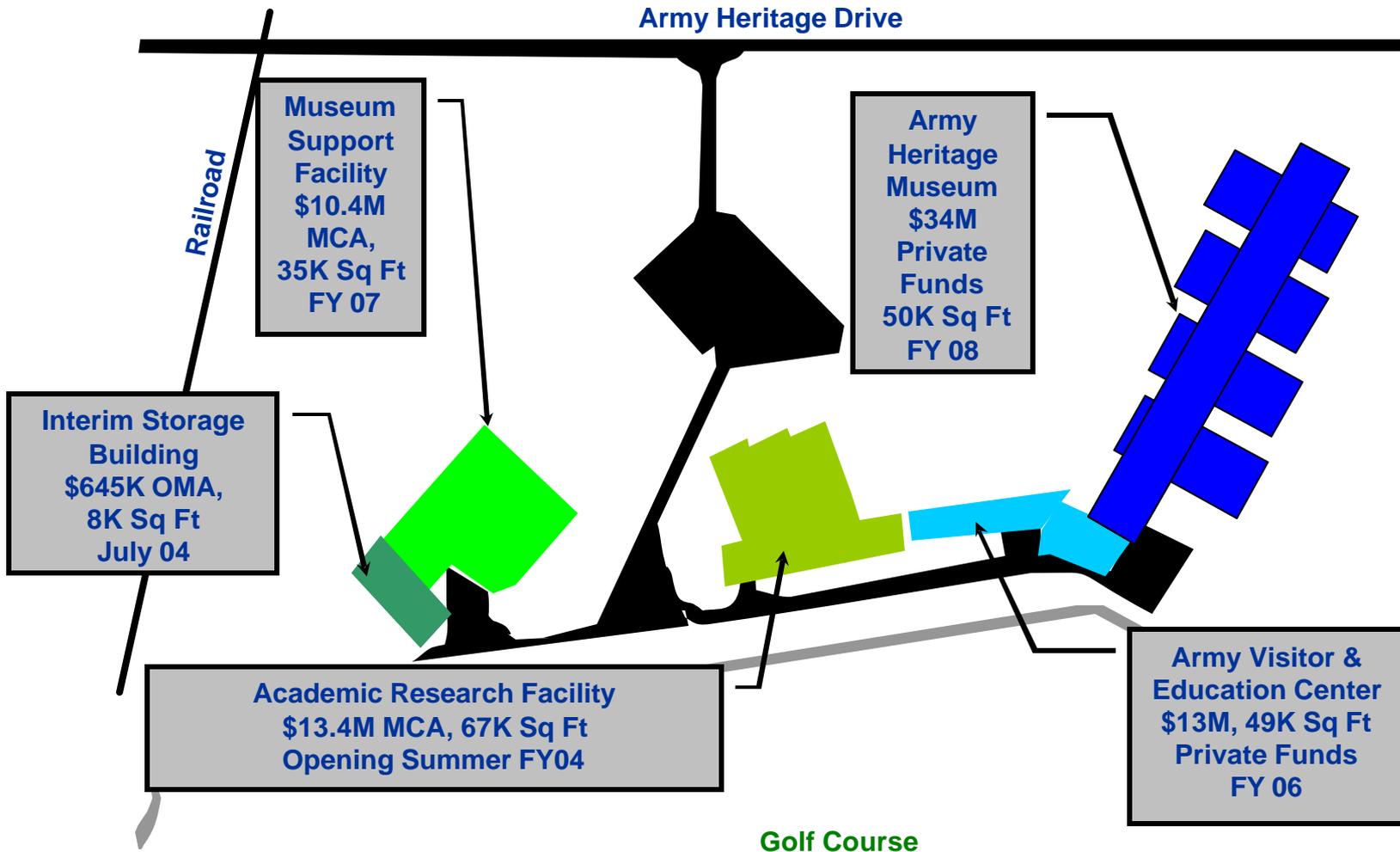


Army Heritage and Education Center

RESPONSIVE

FLEXIBLE

SUSTAINABLE





Public/Private Partnership



RESPONSIVE

FLEXIBLE

SUSTAINABLE

| | |
|--|--|
| Federal | * Three Buildings: \$24.5M |
| State | * Capital Funds for Visitors and Education Center: \$10M * Traffic Studies/ Local road improvements: \$1M * Utilities Grants: \$575K (AHCF): Sewer/Water; \$200K (County): Electric * Other Grants: \$275K (AHCF): Master Plan, Fundraising Study, Cost Model, Renderings |
| County | * Land donation: \$2M * Hotel Tax: \$260K per year for 10 years for AHCF operating funds |
| Township | * Collaborated in planning, design, and construction of utilities and road network. * Renamed road "Army Heritage Drive" |
| Army Heritage Center Foundation | * Fundraising for Visitor and Education Center and Museum * Educational Outreach (\$750K Federal Educational Grants to date) * Staff: \$55K (Museum Script Writer); \$35K (Vet Survey Coordinator) * Utilities Installation: \$70K (Gas) |



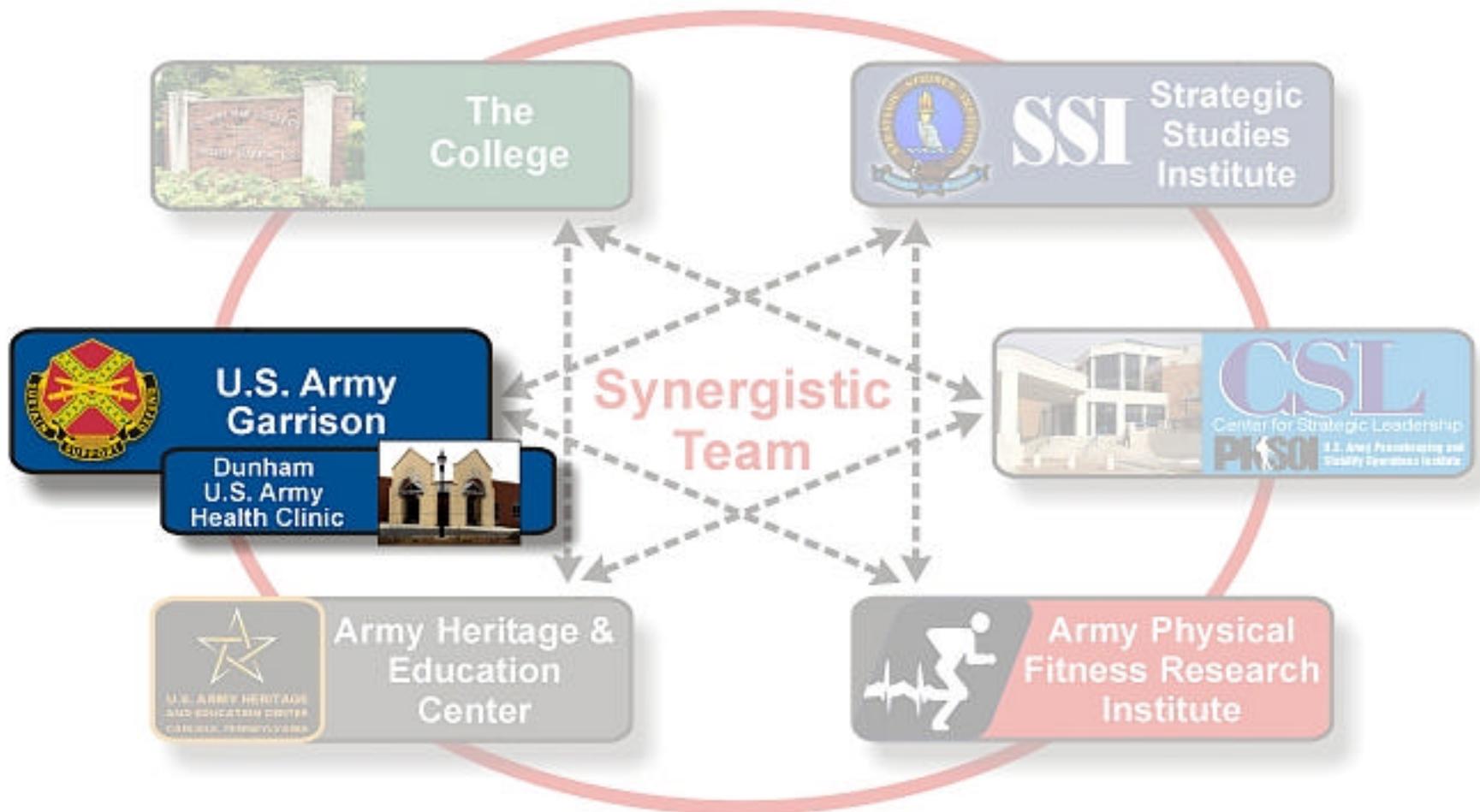
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RESPONSIVE

FLEXIBLE

SUSTAINABLE





Dunham U.S. Army Health Clinic

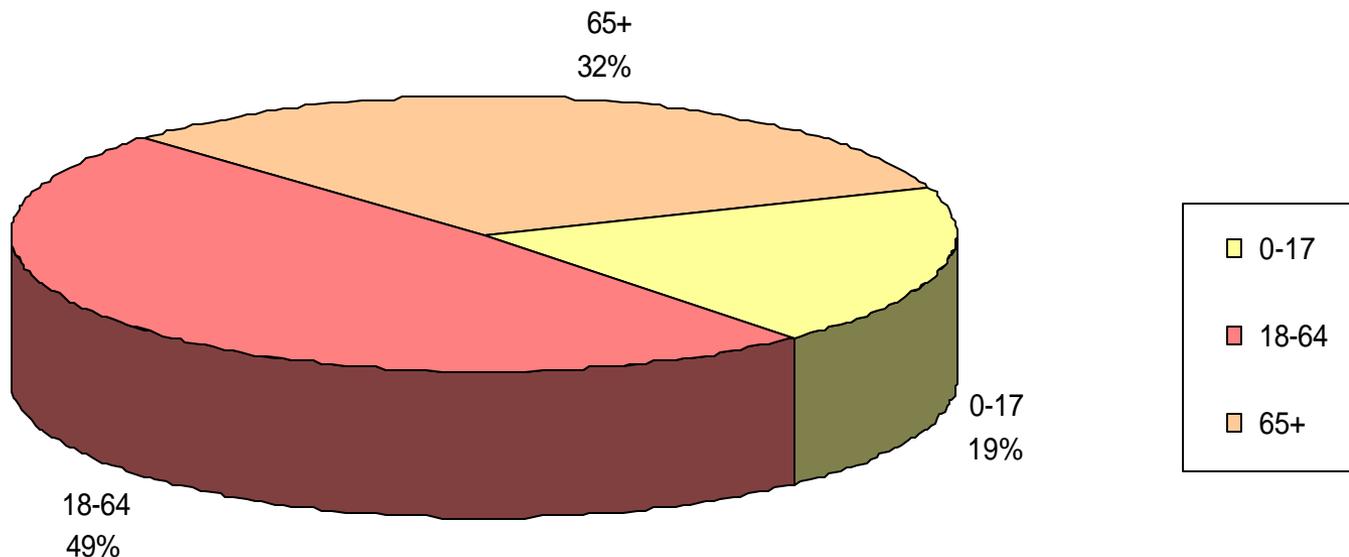


RESPONSIVE

FLEXIBLE

SUSTAINABLE

Eligible Beneficiaries



20 MILE RADIUS = **14,414** Beneficiaries

40 MILE RADIUS = **28,108** Beneficiaries

- **Carlisle Barracks last remaining MTF in PA providing non-active duty care**



Dunham U.S. Army Health Clinic



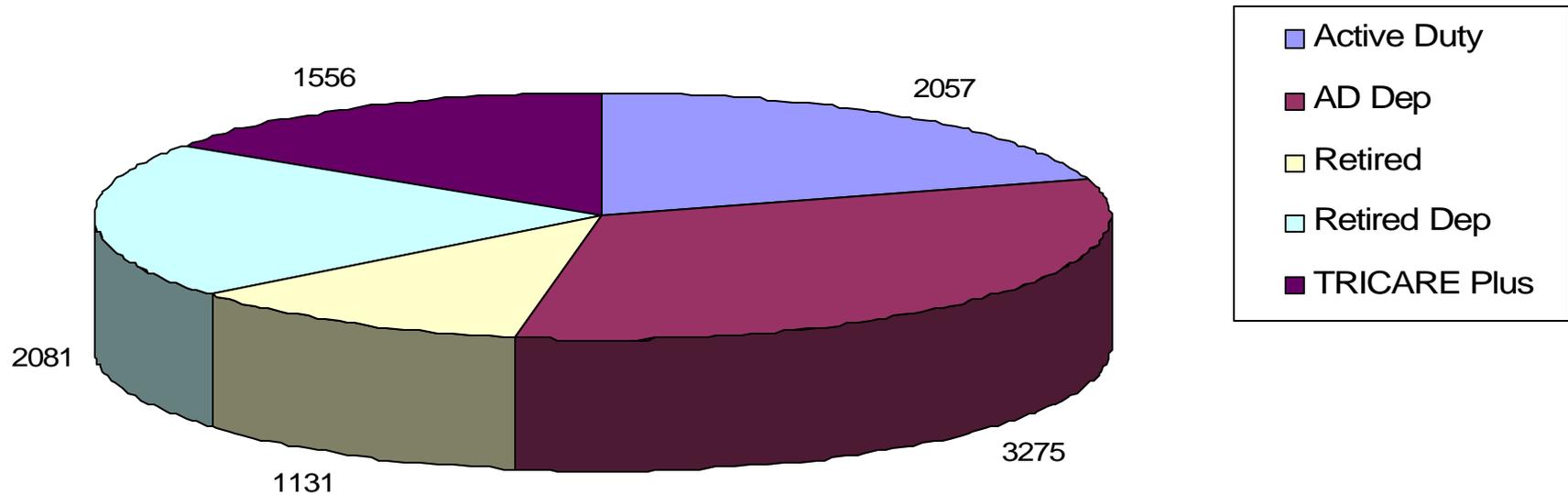
RESPONSIVE

FLEXIBLE

SUSTAINABLE

TRICARE Enrolled Population

10,100





Dunham U.S. Army Health Clinic



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Combined renovation and new construction project completed in 2002
- Near civilian health care facilities:
 - Carlisle Regional Medical Center
 - Penn State Milton S. Hershey Medical Center
 - Children's Hospital of Philadelphia
 - Walter Reed Army Medical Center



Dunham U.S. Army Health Clinic



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Outlying Clinics and FY03 Workload:
 - Ft. Indiantown Gap Troop Medical Clinic (3,315)
 - Defense Distribution Center Occupational Health Clinic (6,650)
 - Letterkenny Army Depot Occupational Health Clinic (3,694)
- Pharmacy Expenditures for FY 03:
 - 176,160 prescriptions
 - \$5,575,000 in value



Carlisle Barracks Dental Clinic



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Active Duty - More than 50% come from other installations:

| | | |
|----------------------------------|---|-----|
| – Tobyhanna Depot | } | 510 |
| – Defense Distribution Center | | |
| – Letterkenny Army Depot | | |
| – Mechanicsburg Naval Depot | | 175 |
| – PA Air National Guard | | 294 |
| – 193rd Special Operations Group | | 200 |
| – Ft. Indiantown Gap | | 100 |
| – Recruiters and ROTC personnel | | 100 |

- Value of Dental Workload for FY 03:
 - \$1,407,600



Allegheny District Veterinary Command



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Mission:
 - Food safety and quality assurance
 - Support ration assembly point at Mechanicsburg Depot
 - Monitor prime vendor Troop Feeding and Delivery System
 - Military and commercial sanitary audits
 - Provide veterinary care to government owned animals



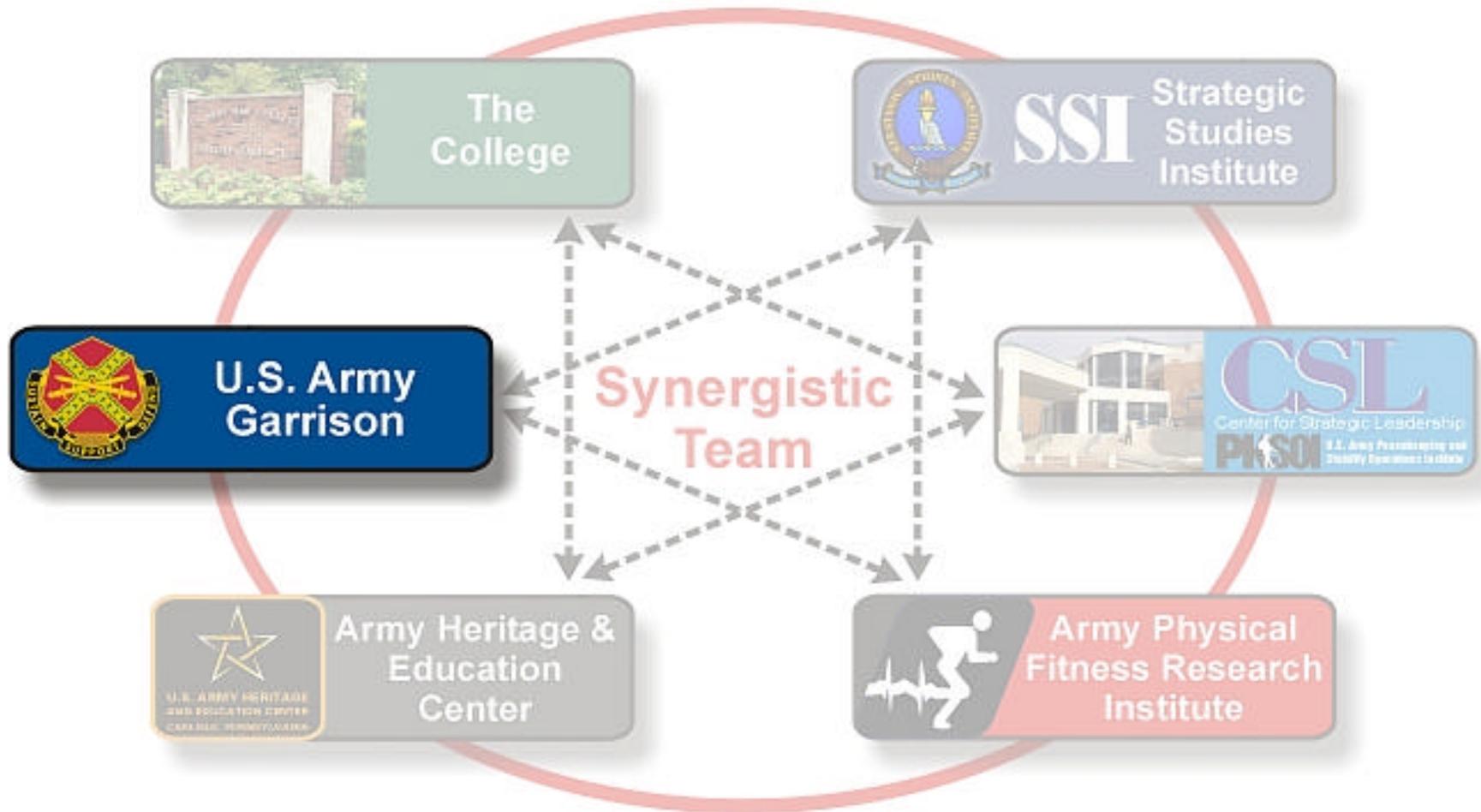
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RESPONSIVE

FLEXIBLE

SUSTAINABLE





The Garrison at Carlisle Barracks



RESPONSIVE

FLEXIBLE

SUSTAINABLE



- **Established 1757**
- **458 Acres**
- **Supporting Army education since 1778**
- **Supports five tenants**
- **Birthplace of Army Well-Being**



Demographics



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Military (active):
 - Officer 723
 - Enlisted 235
 - Dependents 2,604

- Military (retired):
 - Members 51,000
 - Dependents 53,000

- Civilian:
 - APF 596
 - NAF 206



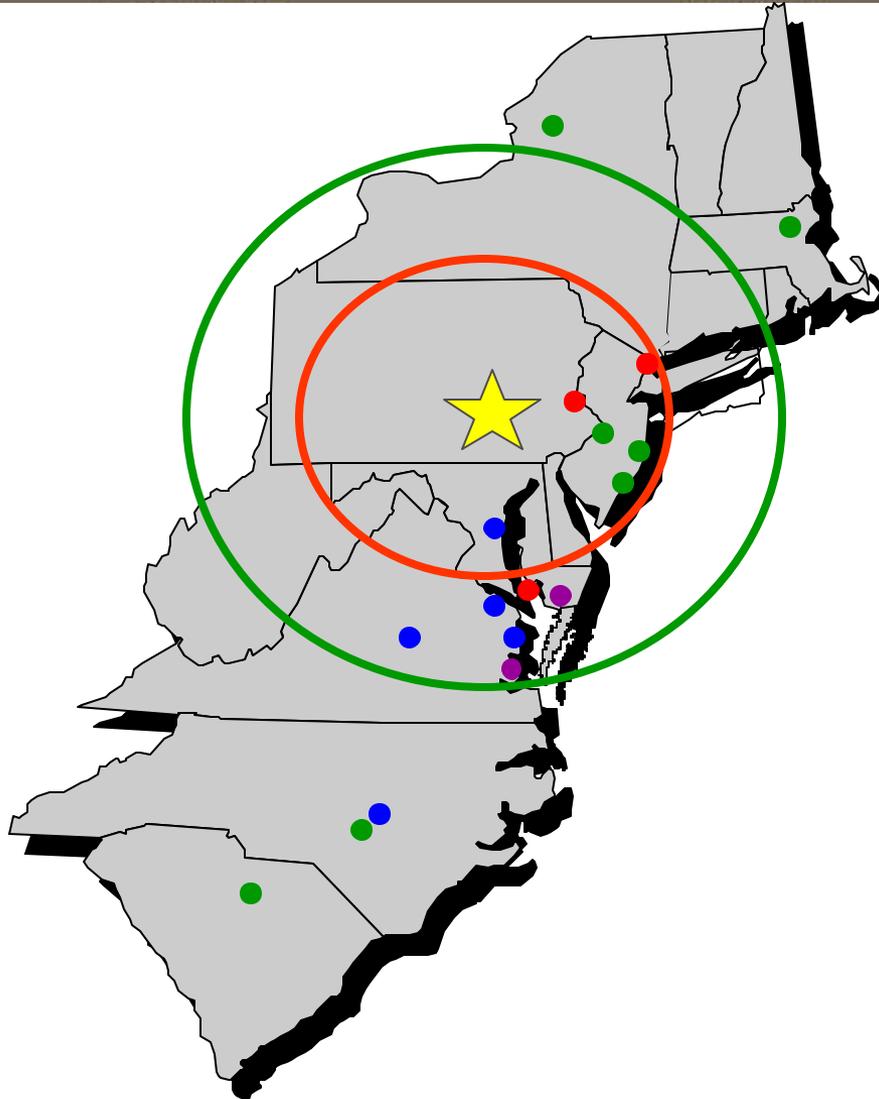


Location

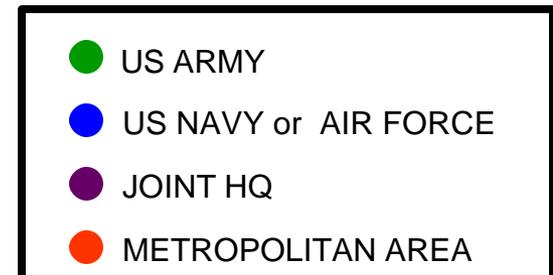
RESPONSIVE

FLEXIBLE

SUSTAINABLE



- Transportation Nexus
- 45 minute UH60 from NCR
- 2.5 hours drive from NCR
- Helipad
- Business Airport w/in 10 min
- Commercial Airport w/in 30 min





Carlisle Barracks

Post Map, Available land and AHEC



RESPONSIVE

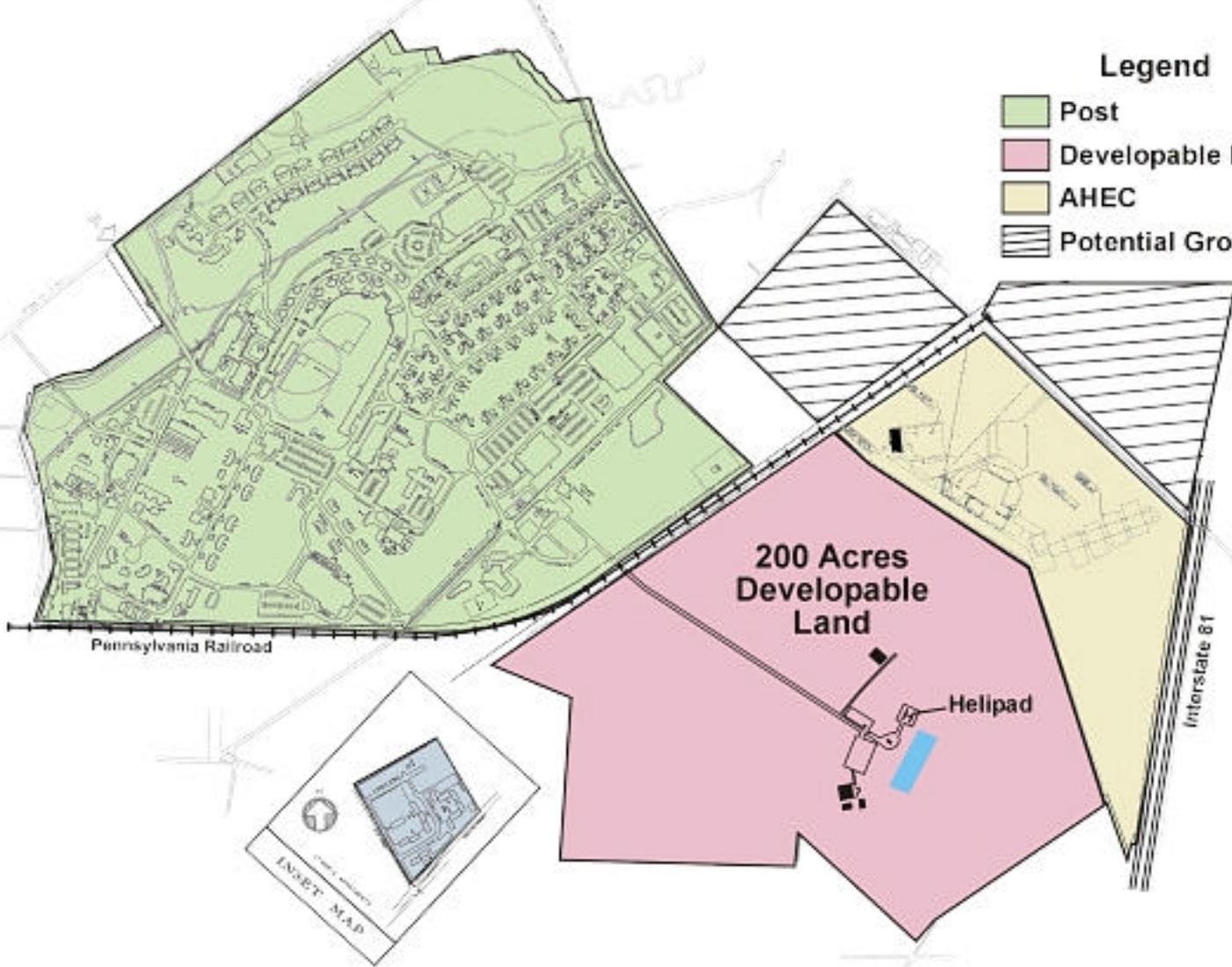
FLEXIBLE

SUSTAINABLE



Legend

-  Post
-  Developable Land
-  AHEC
-  Potential Growth





Tenant Organizations



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- US Army War College:
 - The College
 - Strategic Studies Institute
 - Center for Strategic Leadership
 - Peacekeeping and Stability Operations Institute
 - Army Physical Fitness Research Institute
 - Army Heritage and Education Center
- Dunham Army Health Clinic
- Army Dental Clinic
- Allegheny District Veterinary Command
- Army Criminal Investigation Division Resident Office

Providing regional multi-service support throughout Pennsylvania and surrounding states



Environmental Sustainability



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Organic Water Production and Distribution:
 - Current use: 300K gallons/day
 - Maximum production capacity: 860K gallons/day
 - Privatization study underway
- Electrical Distribution: 12 KV, 3 Phase
 - Current use: 4,972 kilowatts
 - Maximum capacity: 8,500 kilowatts
 - Privatization study underway
- Natural Gas Distribution: 15 psi
 - Current use: 278 MCF average/668 MCF peak
 - Maximum capacity: 1,632 MCF



Environmental Sustainability



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Environmental Management System in place June 2004:
 - In phase II of EMS project with ACOE
 - Self-study completed and command environmental policy in place
 - Member of Pennsylvania Environmental Partnership since November 2003
- Energy Savings Performance Contract (ESPC):
 - First year savings of \$900,000
 - 10 year savings calculated in excess of \$9M
 - Virtual elimination of ambient air pollutants



Infrastructure and Facilities



RESPONSIVE

FLEXIBLE

SUSTAINABLE

Occupied Square Feet

840,002

Available Square Feet

28,516

Historic Buildings

10 Commercial/Admin
23 Family Housing

Housing Facilities

| | |
|-----|------------|
| AFH | 314 units* |
| UPH | 60 units |

* NOTE: under RCI will reduce to 277 units

Lodging Facilities

| | |
|--------------|----------|
| 3 Facilities | 42 units |
|--------------|----------|



Supported Facilities



RESPONSIVE

FLEXIBLE

SUSTAINABLE





Master Plan



RESPONSIVE

FLEXIBLE

SUSTAINABLE

| PN | FY | PROJECT | COST (MILLION) |
|-----------|-----------|---|---------------------------|
| | 2004 | Residential Communities Initiative | \$22.0 |
| 51354 | 2004 | Renovation of administrative facilities | \$ 2.9 |
| 60707 | 2005 | Construct new fire station | \$ 2.5 |
| 55644 | 2009 | Construct new Child/Youth Services facility | \$ 4.0 |
| 38070 | 2010 | Construct new educational facility | \$59.0 |



Information Technology



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- **Distributed Simulation Cluster:**
 - Supports Strategic planning and exercise
 - Primary support for Center for Army leadership
- **Enterprise Systems Management (ESM):**
 - Automated Information Technology management tool
 - Cutting edge technology to manage diverse multiple networks
- **Robust Optical Fiber throughout:**
 - 100% backup capability w/completion of new construction
 - Enhanced continuity of operations (COO) capability
 - Room for growth managed by ESM
- **Highly evolved information security and assurance program:**
 - Cited as 'one of the best in TRADOC'



Economic Sustainability



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Military Payroll:
 - \$ 31.5 million (active)
 - \$190.6 million (retired and annuitants)
- Civilian Payroll:
 - \$41.2 million
- Contracts:
 - \$54.8 million recurring
 - \$12.2 million locally



Community



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- **Government:**
 - Mutual support agreements to formalize relationships
 - County seat for Cumberland County, PA
 - Strong ties between local government and Carlisle Barracks
- **Interagency Working Group (IAWG) for Force Protection:**
 - Established post-9/11; County 911 services supported
 - “A model of interagency cooperation” - HQ TRADOC assessment
 - Federal, state, and local agencies fully integrated
- **Commercial Business:**
 - Robust retail industry
 - Transportation network and infrastructure (rail and road) well established



Community



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Schools (public and private thru high school):
 - 97% accredited faculty and staff (PA Department of Education)
 - Partners in Military Child Education Coalition
 - Rated in Top 100 in the Nation (Money Magazine)
 - Schools have capacity for growth and expansion
- Schools (post secondary undergraduate and graduate):
 - Dickinson College and Penn State University's Dickinson School of Law co-located in Carlisle
 - Six colleges or universities within 45 minutes of the Post
- Vibrant and Safe Community



Anti-Terrorism and Force Protection



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- Identified as “best in TRADOC” Feb 2004
Assessment:
 - Strengths noted in interagency cooperation and planning
- Maintain 24/7 force protection operations:
 - Expandable/contractible based on situation and intelligence
 - Composite force of Military Police, DA guard force, and contractors
- Key integrator for local law enforcement and Homeland Security:
 - Established Interagency Working Group in 2001
 - Communications expansion site for Homeland Defense Agencies
 - Provide monthly force protection summaries



Supporting the Force



RESPONSIVE

FLEXIBLE

SUSTAINABLE



TO GROW



TO CONNECT



TO LIVE



TO SERVE



“The Army’s **readiness** is inextricably linked to the **well-being** of its people . . .



CSA



Supporting the Force



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- **Multi-component Army Support:**
 - 28th Infantry Division (M), PA National Guard
 - Family support through ACS
 - Primary provider for final honors for our Soldiers, Sailors, Airmen, and Marines
- **Multi-service Support:**
 - Medical and Dental
 - Legal Support
- **Support for “other activities”:**
 - US Naval Supply Activity - Mechanicsburg, PA
 - US AROTC, NROTC, and AFROTC programs
 - US Army, Navy, Air Force, and Marine Recruitment programs



Strengths



RESPONSIVE

FLEXIBLE

SUSTAINABLE

- **Historic connection with community and Nation:**
 - Interagency working group for AT/FP
 - Pennsylvania is highly supportive of our Army
 - Donation of 56 acres for AHEC is evidence of commitment
 - Cultural linkage is strong
- **Well developed infrastructure:**
 - Utilities
 - Information technologies
- **Proximity to key Reserve Component units:**
 - 28 ID(M)
 - Stryker Brigade (IBCT #6)
 - Programmed National Guard Armory for Carlisle, PA



Growth Opportunities



RESPONSIVE

FLEXIBLE

SUSTAINABLE

250 ACRES

- **Operational and Strategic Level Education Facilities**
- **Senior Homeland Security Education**
- **Headquarters**
- **DOD/Federal Government Conferencing**
- **Northeast Information Technology Hub**
- **Expanded C2 Node**



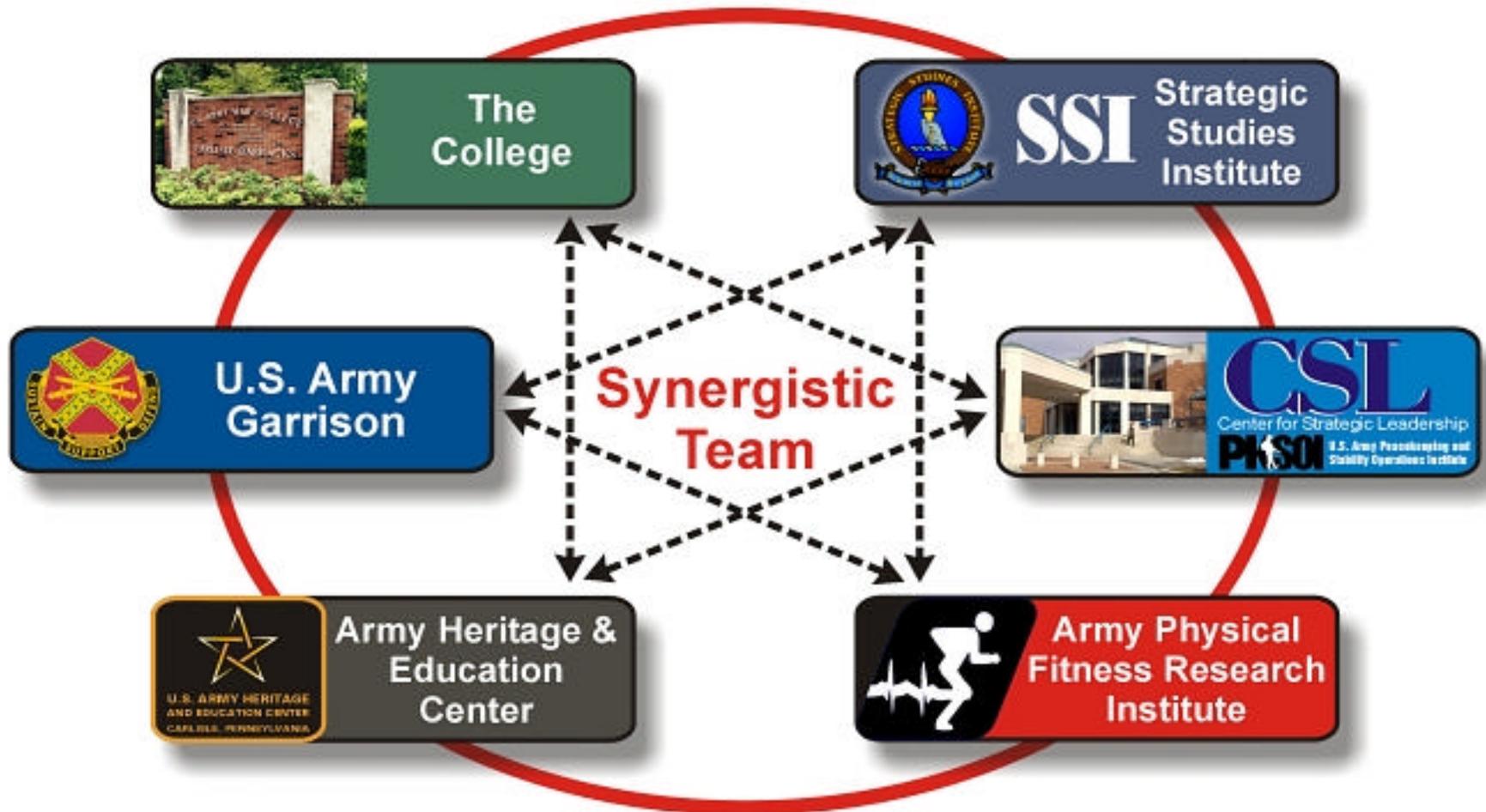
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RESPONSIVE

FLEXIBLE

SUSTAINABLE





Commandant's Summary

RESPONSIVE

FLEXIBLE

SUSTAINABLE

- USAWC – **Responsive** to the needs of the Army, the Nation and the joint environment
 - Synergistically linked organizations – **Flexible** and dynamic
 - Carlisle Barracks – **Sustainable** and the optimal location for the USAWC: culturally, economically, and geographically significant

