



DCN: 3781



BRAC SRG #20

18 November 2004

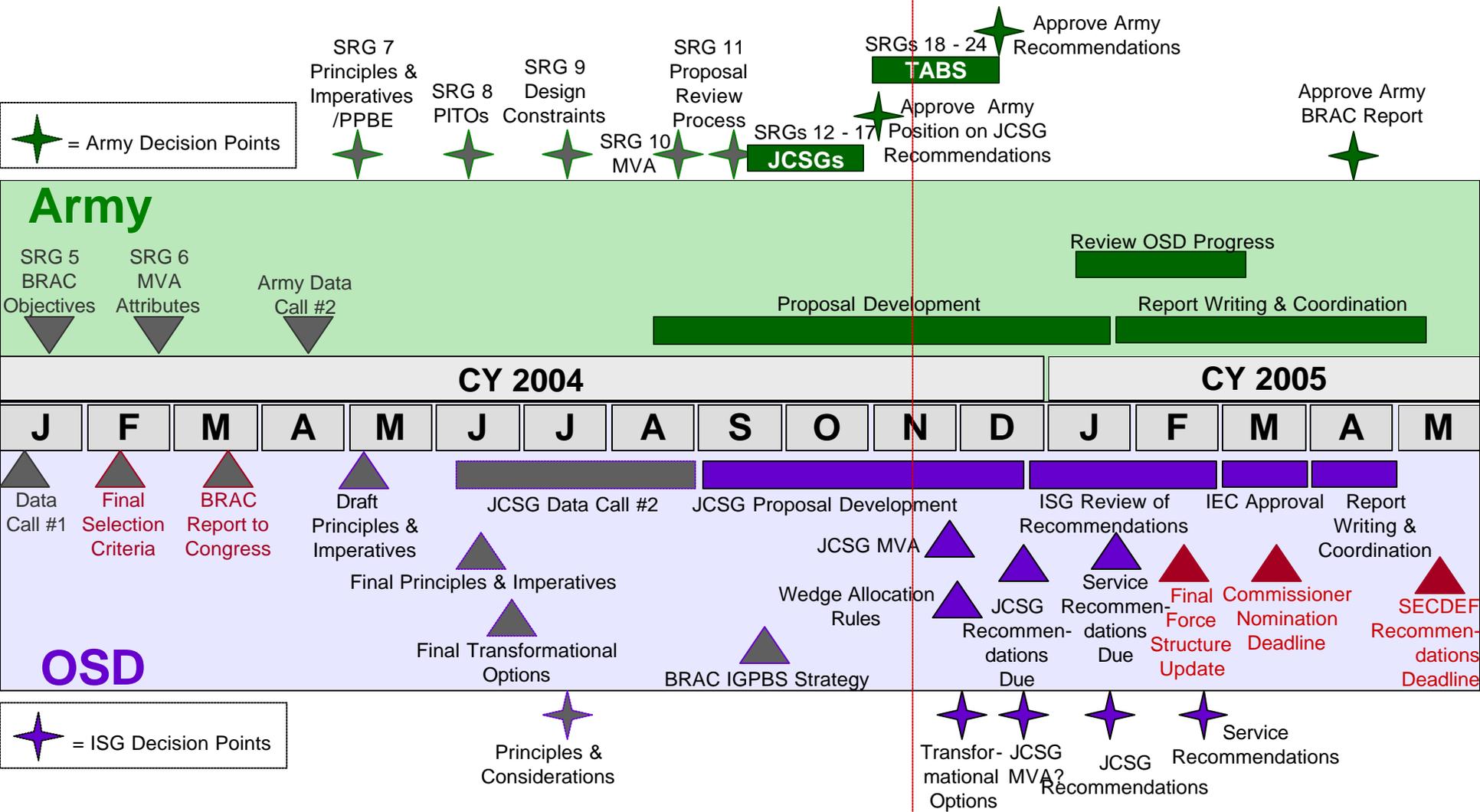


Purpose & Agenda

- Present for information:
 - Timeline Update
 - Criterion Seven Evaluation
- Present for initial approval:
 - TABS Institutional Army Proposals
- Recommendations
- Way Ahead



BRAC Timeline



Transforming Through Base Realignment and Closure



Criterion Seven Attributes



- **Child Care**: Total number of accredited around the installation
- **Cost of Living**: The basic allowance for housing
- **Education**: Determined by examining the state policy on in-state tuition for military dependents, the student-teacher ratio, and the number of post-secondary education institutions within the area
- **Employment**: The region's unemployment rate
- **Housing**: Determined based on the vacancies available and the median home price



Criterion Seven Attributes



- **Medical Health**: The number of hospital beds available
- **Population Center**: Distance to the nearest city with population that exceeds 100,000 persons
- **Safety**: The community Uniform Crime Reports Index per 100,000 persons
- **Transportation**: Distance to the nearest airport that provides regularly scheduled commercial airline service and the public transportation system to or near the installation
- **Utilities**: Local community's ability to provide water and sewage disposal for 1,000 additional people



Criterion Seven Evaluation



CRITERIA SEVEN EVALUATION TOOL

			Risk Evaluation	
			MEDIUM	
			Attribute Change	
Attribute	LOSING INSTALLATION FORT KNOX	GAINING INSTALLATION FORT BENNING		
Child Care	Green	Green	SUSTAIN	
Housing	Red	Red	SUSTAIN	
Cost of Living	Green	Red	DECLINE	
Education	Green	Yellow	DECLINE	
Employment	Red	Yellow	IMPROVE	
Medical Health	Red	Red	SUSTAIN	
Safety	Green	Red	DECLINE	
Population Center	Yellow	Green	IMPROVE	
Transportation	Yellow	Green	IMPROVE	
Utilities	Green	Green	SUSTAIN	

- Each installation has a score for each attribute
- Whether an attribute declines, sustains, or improves is based on the comparison of the installation scores
- Overall risk evaluation is based on the sum of the differences between installation scores



BRAC SRG Schedule



23 Nov	TABS Operational Army Proposals
30 Nov	Integration of TABS Proposals
7 Dec	Integration of TABS Proposals
14 Dec	Final Approval of Scenarios
4 Jan	Integration of Army Candidate Recommendations with JCSG Efforts
11 Jan	Integration of Army Candidate Recommendations with JCSG Efforts
18 Jan	Integration of Army Candidate Recommendations with JCSG Efforts



Process

- JCSGs are responsible for common business functions. Army is responsible for everything else including garrison, operational forces, other tenants, etc.
- Army proposals coordinated with JCSGs
- Scenarios that follow are a work in progress as we synchronize the Army and JCSG proposals
- Fully developed scenarios will reflect the integration of JCSG and Army BRAC responsibilities
 - This includes updates to COBRA runs



Decisions

- Approved for additional analysis
- Disapproved: TABS concludes an analytical effort or Army seeks to have JCSG drop



Today

- Focus on Institutional Training, Headquarters and Support Activities, Medical and Intelligence for information
- Institutional Training: TRADOC footprint reduction
 - Consolidate 11 Branch School and Center sites to 6; close 1 installation
 - Collocate CGSC and Army War College, close 2 installations
 - Consolidate 3 Drill Sergeant Schools to 1
 - Consolidate Aviation Log School with Aviation Center and School
 - Collocate USMA & USMA Prep School
- Education & Training: Joint Centers of Excellence
 - Logistics
 - Undergraduate Flight Training
 - Religious
 - Legal
 - Culinary
 - Intelligence



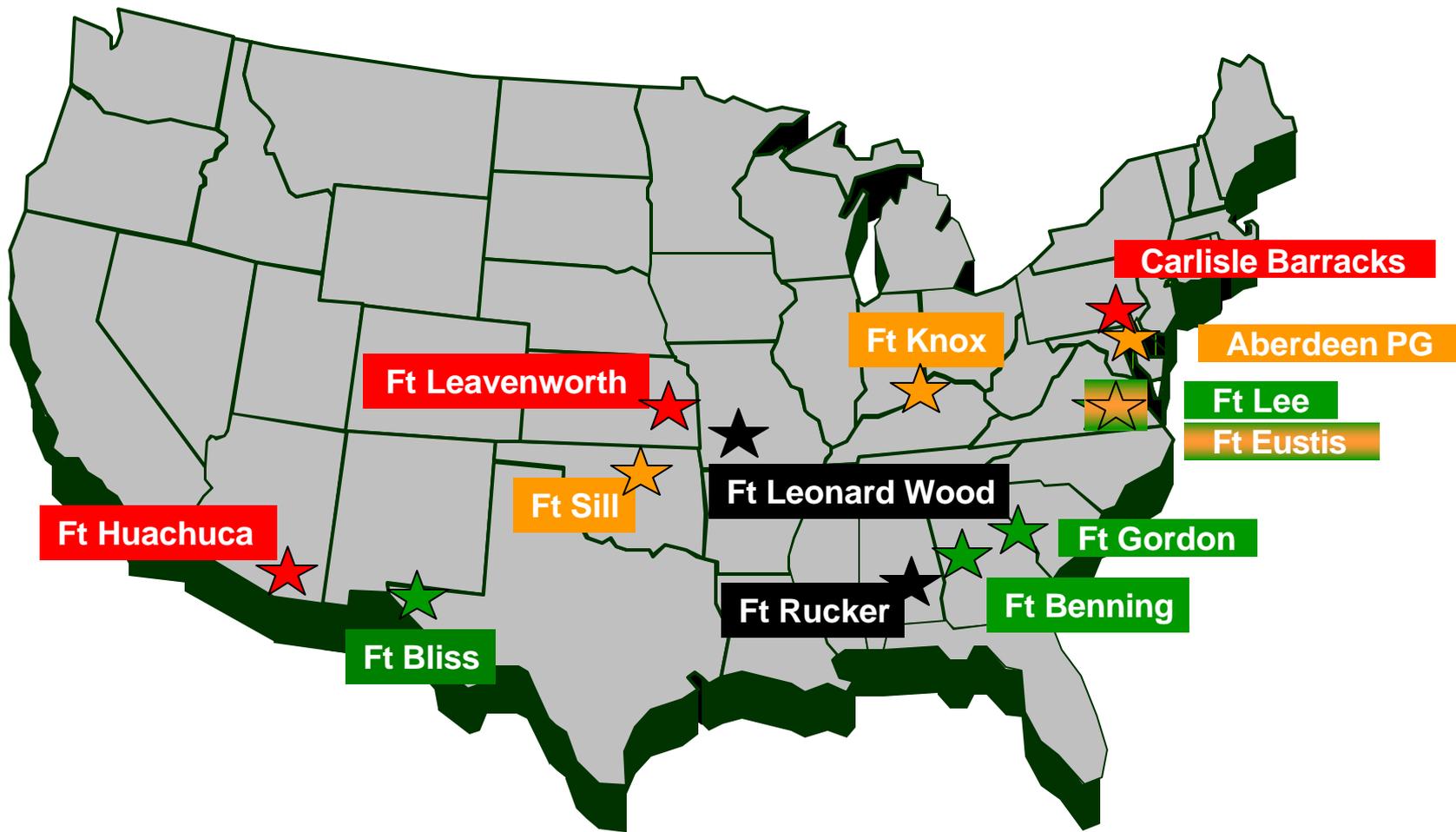
Today (Cont.)

- Headquarters & Support Activities
 - Close 8 of 11 Lease Sites
 - HQs consolidations and relocations; close 5 installations
 - MACOMS
 - IMA
 - MSCs
 - Army Contracting Agency
 - Others

Bottom-Line: One-Time Cost: \$3.9B; NPV: -\$8.8B; Steady State Savings: -\$1.0B, AC/CIV Reductions: 6160/3690, includes closure of 17 of 37 installations not in the Military Value Portfolio (30 of 37 with Material & Logistics and Reserve Component)



Centers & Schools





Maneuver Center





Reasoning

- Consolidates the Infantry (Fort Benning) and Armor (Fort Knox) Centers and Schools at one location creating a Maneuver Center.
- Both Centers & Schools:
 - Train soldiers, civilians, and members of other services & nations on proponency skills and functions
 - Develop doctrine, training, leader development, organizations, and materiel requirements for the current and future Army
- Promotes training effectiveness and functional efficiencies; allows for personnel reductions by combining like functions where possible
- Improves upon MANSCEN (MP, ENG, & Chem Centers & Schools) model at Fort Leonard Wood by collocating complementary branches
- Primary proposal (Supported by TRADOC) moves the Armor Center & School to Fort Benning. Alternative Proposals:
 - Armor Center & School to Fort Bliss
- MVI: Fort Bliss(1), Hood (3), Yuma (6), Benning (9), Knox (12)



Maneuver Center (Benning)



Scenario

- Moves the Armor Center and School (Fort Knox) to Fort Benning (Infantry Center and School) to create a Maneuver Center
- Realigns Fort Knox
- MVI: Fort Benning (9), and Fort Knox (12)

Drivers/Assumptions

- Principles: Recruit and Train
- Transformational Options:
 - Collocate or consolidate multiple branch schools and centers on single locations
 - Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training

Justification/Impact

- Consolidates ground maneuver training and doctrine development at a single location promoting training effectiveness and functional efficiencies
- Reduces the number of Basic Training locations from 5 to 4 by consolidating both infantry and armor One Station Unit Training
- Lowest One-Time Cost
- TRADOC Supported
- Supports Force Stabilization

Potential Conflicts

- Competes for space at Fort Benning with Operational Army proposals



Maneuver Center (Benning)



<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$603.7M 2. MILCON: \$451.1M 3. NPV / NPV-MiL Pay: -\$1,600.7M/ 256.0M 4. Payback Yrs/Break Even Yr: 4 / 2012 5. Steady State/ - Mil Pay -\$172.1M/-25.7M 6. Mil/Civ Reductions: 1,675 / 514 7. Mil/Civ/Stu Relocated: 2,856 / 371 / 7,877 	<p>Knox remains open</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Possible Air Quality impact <ul style="list-style-type: none"> • Projected NonAttainment for Particulate Matter (PM2.5) • Personnel & mission increase will require New Source Review permitting • Noise Mgt – currently bans .50 Cal or larger firing 2300-0600 hrs
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Medium ▪ 3 out of 10 evaluated attributes decline: Cost of Living, Education, & Safety 	



Armor Center (Bliss)

COBRA	Knox closes	Environmental
<ol style="list-style-type: none"> 1. One-Time Cost: \$742.9M 2. MILCON: \$494.5M 3. NPV/ NPV-MiL Pay: -\$2,525.2M/-1,322.1M 1. Payback Yrs/Break Even Yr: 3 / 2011 2. Steady State/ - Mil Pay: -\$243.7M/-148.9M 3. Mil/Civ Reductions: 1,050 / 1,424 7. Mil/Civ/Stu Relocated: 6554 / 1 571 / 7878 		<ul style="list-style-type: none"> • Air Quality <ul style="list-style-type: none"> • Nonattainment for Particulate Matter (PM10), Ozone, & Carbon Monoxide • Personnel & msn increase requires New Source Review & permit mods • Close Knox – <ul style="list-style-type: none"> • DERA restoration sires - \$12.3M CTC • 163 ranges (est) - \$182M - \$720M • Positive impacts to Air, Noise, Waste
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 		<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low

- Doesn't create a Maneuver Center
- Closes a high MV installation
- Multiple proposals adding activities to Bliss



Armor Center (Bliss)

<p>COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$642.7M 2. MILCON: \$494.5M 3. NPV/ NPV-MiL Pay: \$906.5M /906.5M 1. Payback Yrs/Break Even Yr: Never 2. Steady State/ - Mil Pay: \$90.0M/ 90.0M 3. Mil/Civ Reductions: 0 / 0 7. Mil/Civ/Stu Relocated: 3540 / 241 / 7878 	<p style="text-align: center;">Knox remains open</p>	<p>Environmental</p> <ul style="list-style-type: none"> • Air Quality <ul style="list-style-type: none"> • NonAttainment for Particulate Matter (PM10), Ozone, & Carbon Monoxide • Personnel & mission increase will require New Source Review & permit modifications
<p>Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p>Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low <div style="border: 1px solid black; border-radius: 50%; padding: 10px; background-color: #e0f2f1; margin-top: 20px;"> <ul style="list-style-type: none"> • High Cost and no payback • Doesn't create a Maneuver Center • Multiple proposals adding activities to Bliss </div>	



Net Fires Center





Reasoning

- Consolidates the Field Artillery (Fort Sill) and Air Defense Artillery (Fort Bliss) Centers and Schools at one location creating a Net Fires Center
- Both Centers & Schools:
 - Train soldiers, civilians, and members of other services & nations on proponency skills and functions
 - Develop doctrine, training, leader development, organizations, and materiel requirements for the current and future Army
- Promotes training effectiveness and functional efficiencies; allows for personnel reductions by combining like functions where possible
- Improves upon MANSCEN (MP, ENG, & Chem Centers & Schools) model at Fort Leonard Wood by collocating complementary branches
- Primary proposal (Supported by TRADOC) moves the Field Artillery Center & School to Fort Bliss – realigns Fort Sill – Alternative Proposals: Closure
 - MVI: Fort Bliss (1), White Sands MR (10), Fort Sill (20)



Net Fires Center (Bliss)

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ▪ Moves FA center and school (Sill) to Bliss (with the ADA center and school) ▪ Realigns Fort Sill ▪ MVI: Fort Bliss (1), Fort Sill (20), & White Sands MR (10) 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principles: <ul style="list-style-type: none"> ▪ Recruit and Train ▪ Transformational Options: <ul style="list-style-type: none"> ▪ Collocate or consolidate multiple branch schools and centers on single locations ▪ Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Consolidates Net Fires training and doctrine development at a single location, promoting training effectiveness and functional efficiencies ▪ TRADOC supported ▪ Best NPV ▪ Creates space at Fort Sill for additional activities 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Multiple proposals (Operational and Institutional Armies & JCSGs) adding activities to Ft. Bliss <ul style="list-style-type: none"> • Bliss Enhanced(3/4 HVY, 1 Fires, 1 Avn, 1 Sust, 1 ME UA)



Net Fires Center (Bliss)

<p style="text-align: center;">COBRA</p> <p style="text-align: center;">Sill remains open</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$217.1M 2. MILCON: \$145.1M 3. NPV / NPV-Mil Pay: -\$806.0M/ 50.3M 4. Payback Yrs/Break Even Yr: 3 / 2011 5. Steady State/ - Mil Pay: -\$179.6M/ -12.1M 6. Mil/Civ Reductions: 757 / 262 7. Mil/Civ/Stu Relocated: 1,756/290/7,688 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Air Quality <ul style="list-style-type: none"> • Nonattainment for Particulate Matter (PM10), Ozone, & Carbon Monoxide • Personnel & mission increase will require New Source Review & permit modifications
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



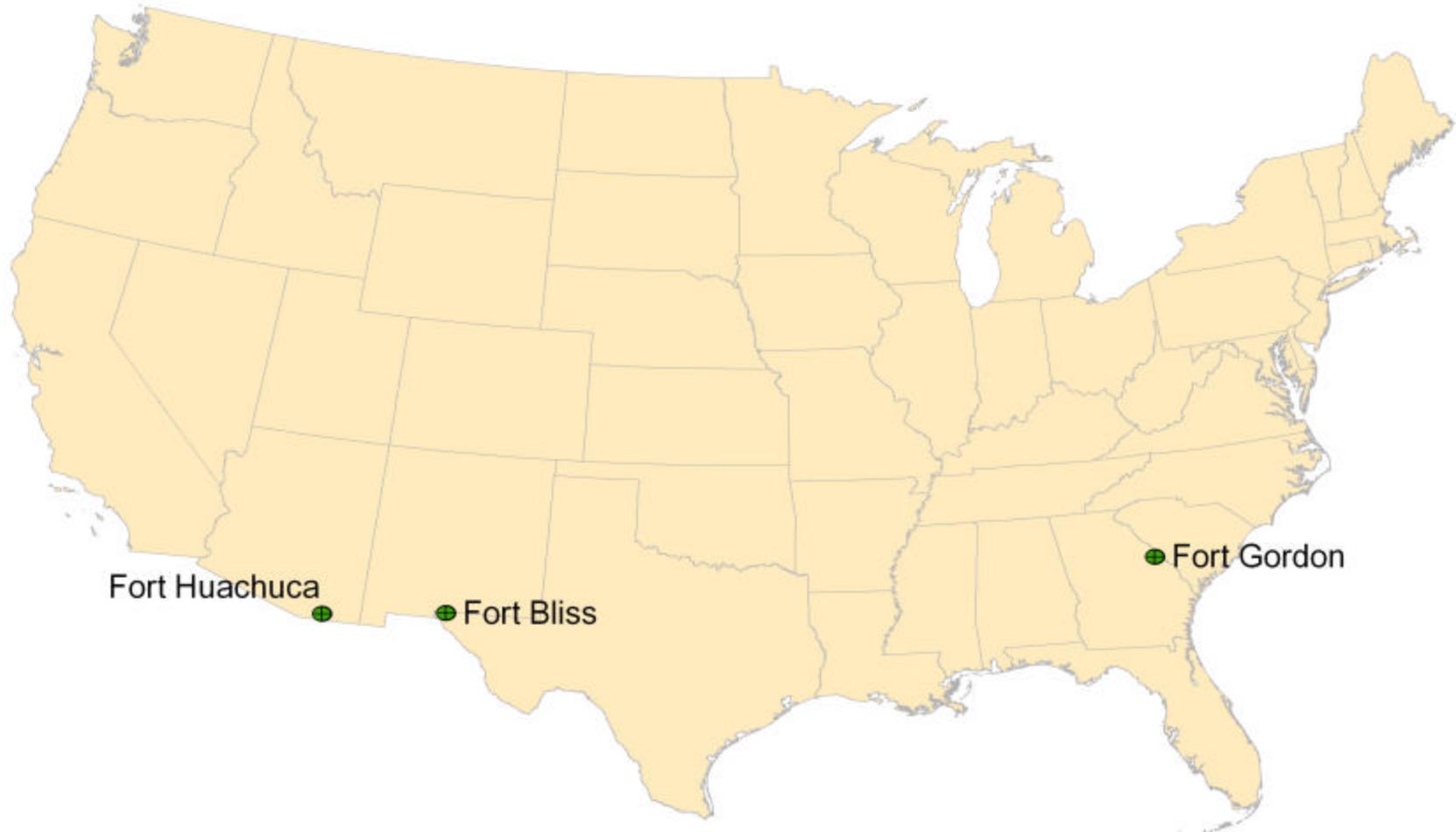
Net Fires Center (Bliss)

COBRA	Sill closes	Environmental
<ol style="list-style-type: none"> 1. One-Time Cost: 2. MILCON: 3. NPV / NPV-Mil Pay: -\$2,884.8M/ -662.2M 4. Payback Yrs/Break Even Yr: 3 / 2011 5. Steady State/ - Mil Pay: -\$288.5M/ -113.5M 6. Mil/Civ Reductions: 1,955 /1,222 7. Mil/Civ/Stu Relocated: 8,818/ 1,107/ 7,688 		<ul style="list-style-type: none"> • Air Quality <ul style="list-style-type: none"> • Nonattainment for Particulate Matter (PM10), Ozone, & Carbon Monoxide • Personnel & msn increase requires New Source Review & permit mods • Close Sill – <ul style="list-style-type: none"> • DERA restoration sites - \$2.1M CTC • 203 ranges (est) - \$189M - \$689M • Positive impacts to Air, Noise, Waste
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 		<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low

• Closes a high MV installation
 • Relocation of 4 Artillery Brigades
 • High One-Time Cost



Information Support Center





Reasoning

- Consolidates the Military Intelligence (Fort Huachuca) and Signal (Fort Gordon) Centers and Schools at one location creating an Information Support Center
- Both Centers & Schools:
 - Train soldiers, civilians, and members of other services & nations on proponency skills and functions
 - Develop doctrine, training, leader development, organizations, and materiel requirements for the current and future Army
- Promotes training effectiveness and functional efficiencies; allows for personnel reductions by combining like functions where possible
- Improves upon MANSCEN (MP, ENG, & Chem Centers & Schools) model at Fort Leonard Wood by collocating complementary branches
- The primary proposal (supported by TRADOC) moves the MI Center & School to Fort Gordon – deactivates Fort Huachuca
- MVI: Fort Bliss (1), Fort Huachuca (21), & Fort Gordon (35)



Information Support Center (Gordon)



Scenario

- Moves the Military Intelligence Center & School to Gordon (with Signal)
- Deactivates Fort Huachuca and enclaves the electronic test range
- MVI: Fort Bliss (1), Fort Huachuca (21), & Fort Gordon (35)

Drivers/Assumptions

- Principles:
 - Recruit and Train
- Transformational Options:
 - Collocate or consolidate multiple branch schools and centers on single locations
 - Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training

Justification/Impact

- Consolidates Information Support training and doctrine development at a single location promoting training effectiveness and functional efficiencies
- Lowest One-Time Cost
- RDTE testing range at Huachuca may require enclaving
- TRADOC Supported

Potential Conflicts

- Multiple JCSG proposals adding activities at Fort Huachuca
 - Establish Western T&E OAR Complex (E&T)



Information Support Center (Gordon)



COBRA

Deactivates Huachuca

Environmental

1. One-Time Cost: \$507.4M
2. MILCON: \$421.0M
3. NPV / NPV-MiL Pay: -\$1,591.2M/ -474.0M
4. Payback Yrs/Break Even Yr: 3 / 2011
5. Steady State/ - Mil Pay: -\$166.8M/ -78.7M
6. Mil/Civ Reductions: 990 / 739
7. Mil/Civ/Stu Relocated: 1,776 / 1,239 / 2,712

- Air Quality - NonAttainment for Particulate Matter (PM2.5); New Source Review req'd
- Close Huachuca (if req'd) –
 - DERA restoration sites - \$104.7M CTC
 - 70 ranges (est) - \$103M - \$456M
 - Positive impacts to Air, Noise, Waste

Economic

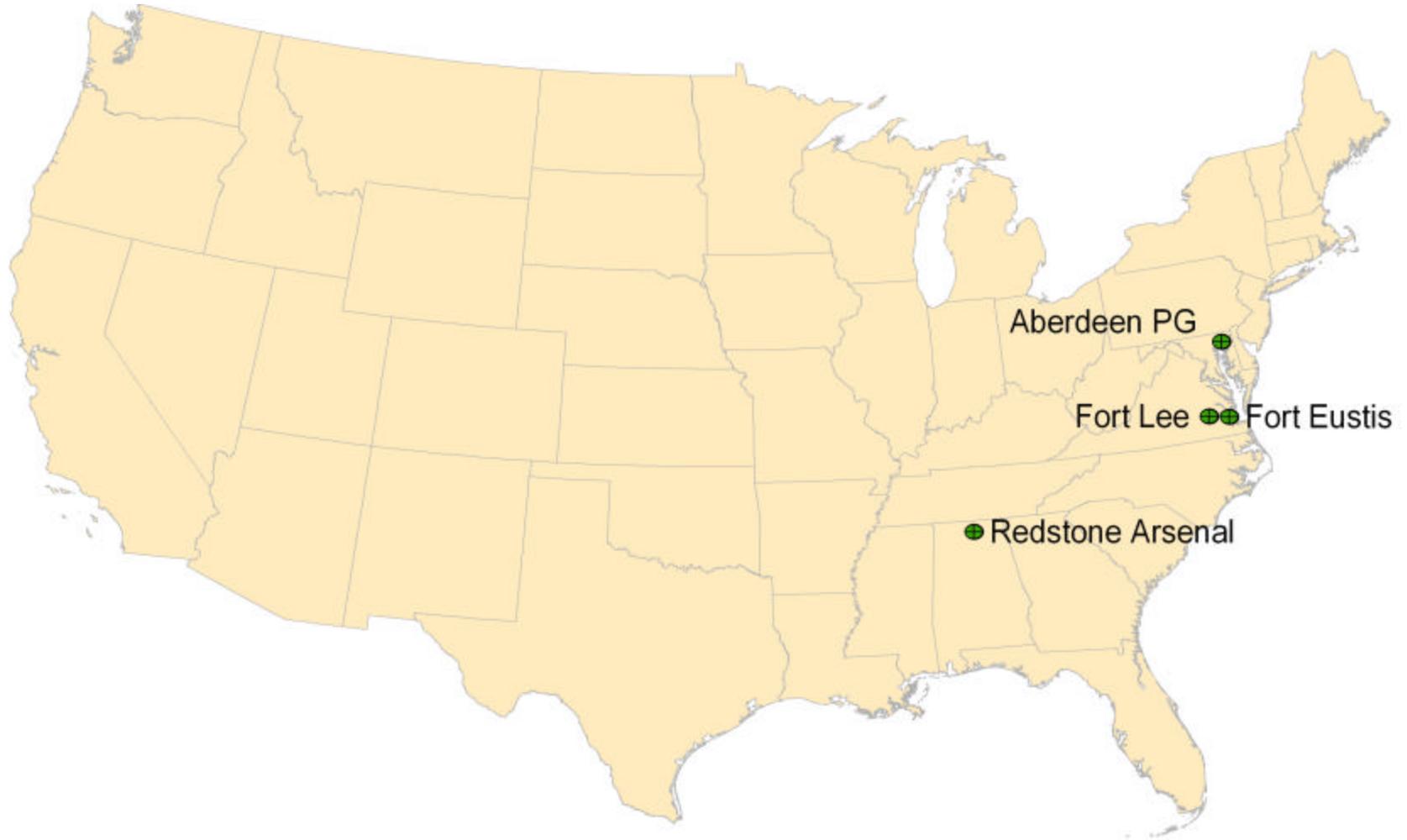
- Direct/Indirect:
- Employment Base:

Community

- Overall risk evaluation: Low



CSS Center





Reasoning

- Consolidates the Quartermaster (Fort Lee), Ordnance (Aberdeen & Redstone), and Transportation (Fort Eustis) Centers and Schools at one location creating a CSS Center.
- The three Centers & Schools train soldiers, civilians, and members of other services & nations on proponency skills and functions and develop doctrine, training, leader development, organizations, and materiel requirements for the current and future Army
- Promotes training effectiveness and functional efficiencies; allows for personnel reductions by combining like functions where possible
- Improves upon MANSCEN (MP, ENG, & Chem Centers & Schools) model at Fort Leonard Wood by collocating complementary branches
- Primary proposal (supported by TRADOC) moves the Ordnance and Transportation Centers & Schools to Fort Lee. Alternative Proposal:
 - Quartermaster, Transportation, & Ordnance Centers & Schools to Redstone – deactivates Fort Lee
- MVI: Aberdeen (18), Redstone (30), Fort Eustis (31), & Fort Lee (34)



CSS Center (Lee)

Scenario

- Moves the Transportation Center & School (Eustis), and the Ordnance Center & School (Aberdeen/Redstone) to Lee (with the QM Center & School, the Army Logistic Management College, and CASCOM) creating a CSS Center
- Realigns Aberdeen, Eustis, & Redstone
- MVI: Aberdeen (18), Redstone (30), Fort Eustis (31), & Fort Lee (34)

Drivers/Assumptions

- Principles:
 - Recruit and Train
- Transformational Options:
 - Collocate or consolidate multiple branch schools and centers on single locations
 - Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training.

Justification/Impact

- Consolidates CSS training and doctrine development at a single installation promoting training effectiveness and functional efficiencies
- Lowest One-Time Cost/ Best NPV-Mil Pay
- TRADOC Supported (Convoy live fire concern)
- Creates space at Eustis for other activities

Potential Conflicts

- Multiple JCSG proposals adding activities at Fort Lee
 - Joint Center of Excellence for Logistics/Supply Training (E&T)



CSS Center (Lee)

Realigns Aberdeen, Eustis, & Redstone

<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$840.7M 2. MILCON: \$605.4M 3. NPV / NPV-MiL Pay: -\$1,286.0M/ -111.5M 4. Payback Yrs/Break Even Yr: 5 / 2013 5. Steady State/ - Mil Pay: -\$163.8M/-71.3M 6. Mil/Civ Reductions: 1,018 / 496 7. Mil/Civ/Stu Relocated: 1,480 / 2,369 / 4,697 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Air Quality – air permit modifications required
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Medium ▪ 3 out of 10 evaluated attributes decline: child care, population center, & transportation



CSS Center (Redstone)



Deactivates Ft. Lee
Enclaves the Strategic
Petroleum Reserve

COBRA

1. One-Time Cost: \$1,537.6M
2. MILCON: \$1,123.1M
3. NPV / NPV-Mil Pay: -\$1,544.9M/ 20.9M
4. Payback Yrs/Break Even Yr: 7 / 2015
5. Steady State/ - Mil Pay: -\$236.4M/-113.0M
6. Mil/Civ Reductions: 1,357 / 1,220
7. Mil/Civ/Stu Relocated: 3,709 / 3,599 / 9,336

Environmental

- No noise, air quality or water issues
- Close Lee (if req'd) –
 - DERA restoration sites - \$6.9M CTC
 - Munitions response program – \$10.2M CTC
 - 20 ranges (est) - \$15.4M - \$48.2M
 - Positive impacts to Air, Noise, Waste

Economic

- Direct/Indirect:
- Employment Base:

• High One-Time Cost
• Less Payback (NPV-Mil pay)

Community

- Overall risk evaluation: Medium
- 3 out of 10 evaluated attributes decline: child care, medical health, & transportation



Land Warfare University





Reasoning

- Consolidates the Command and General Staff College (Fort Leavenworth) and the War College (Carlisle Barracks) at one location
- Places officer operational and strategic education at one location promoting training effectiveness and functional efficiencies; allows for personnel reductions by combining like functions where possible
- Primary proposal (supported by TRADOC) moves the Command and General Staff College and the War College to Fort Eustis – closes Carlisle Barracks and Fort Leavenworth. Alternative Proposals:
 - Command and General Staff College and the War College to Fort Knox – close Carlisle Barracks and Fort Leavenworth
 - War College to Fort Leavenworth – close Carlisle Barracks
- MVI: Bliss(1), Knox (12), Eustis (31), West Point (61), Leavenworth (64), Carlisle Barracks (76)



Land Warfare University (Fort Eustis)



Scenario

- Move the War College (Carlisle barracks) and CGSC (Fort Leavenworth) to Fort Eustis
- Closes Carlisle and Leavenworth
- MVI: Bliss(1), Knox (12), Eustis (31), West Point (61), Leavenworth (64), Carlisle Barracks (76)

Drivers/Assumptions

- Transformational Options:
 - Collocate Army War College and Command and General Staff College at a single location

Justification/Impact

- This consolidation promotes the concept of an Army Land Warfare University by placing officer operational and strategic education at one location
- Keeps War College readily accessible to Senior Leadership
- TRADOC Supported
- The USDB at Fort Leavenworth may require enclaving

Potential Conflicts

- Multiple JCSG proposals adding activities at Fort Eustis, Carlisle Barracks, & Fort Leavenworth
- Joint Center of Excellence for Transportation Training at Eustis (E&T)
- Consolidate DISA Components in DC Area at Carlisle (HSA)
- Regionalize Correctional Facilities MW at Leavenworth (HSA)



Land Warfare University (Fort Eustis)



<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$270.9M</p> <p>2. MILCON: \$154.6M</p> <p>3. NPV / NPV-MiL Pay: -\$1,251.4M/ -606.3M</p> <p>4. Payback Yrs/Break Even Yr: 2 / 2010</p> <p>5. Steady State/ - Mil Pay: -\$109.9M/ -59.1M</p> <p>6. Mil/Civ Reductions: 493 /868</p> <p>7. Mil/Civ/Stu Relocated: 1,607 / 1,008 / 2,250</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Air Quality - Nonattainment for Ozone - New Source Review req'd ▪ Close Carlisle – <ul style="list-style-type: none"> • DERA munitions response program – \$2.56 M CTC ▪ Close Leavenworth – <ul style="list-style-type: none"> • DERA restoration – \$11.5M CTC • 7 ranges (est) - \$7.4M - \$33.9M
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



Land Warfare University (Knox)



<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$216.1M 2. MILCON: \$115.0M 3. NPV / NPV-MiL Pay: -\$1,257.4M/ -612.3M 4. Payback Yrs/Break Even Yr: 1 / 2009 5. Steady State/ - Mil Pay: -\$106.3M/ -55.5M 6. Mil/Civ Reductions: 493 /868 7. Mil/Civ/Stu Relocated: 1,607 / 1,008 / 2,250 	<p>Closes Carlisle & Leavenworth</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Knox – no issues ▪ Close Carlisle – <ul style="list-style-type: none"> • DERA munitions response program – \$2.56 M CTC ▪ Close Leavenworth – <ul style="list-style-type: none"> • DERA restoration – \$11.5M CTC • 7 ranges (est) - \$7.4M - \$33.9M
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <div style="border: 1px solid black; border-radius: 50%; padding: 10px; width: fit-content; margin: 20px auto;"> <ul style="list-style-type: none"> • Similar pay back • Less accessible </div>		<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



Land Warfare University (Leavenworth)



COBRA	Closes Carlisle	Environmental
<ol style="list-style-type: none"> 1. One-Time Cost: \$69.4M 2. MILCON: \$36.7M 3. NPV / NPV-MiL Pay: -\$571.0M/ -214.0M 4. Payback Yrs/Break Even Yr: 1 / 2009 5. Steady State/ - Mil Pay: -\$49.9M/ -21.8M 6. Mil/Civ Reductions: 255 /230 7. Mil/Civ/Stu Relocated: 287 / 341 / 508 		<ul style="list-style-type: none"> ▪ Air Quality – Nonattainment for Carbon Monoxide - New Source Review req'd ▪ Close Carlisle – <ul style="list-style-type: none"> • DERA munitions response program – \$2.56 M CTC
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <ul style="list-style-type: none"> • Leaves a low MV installation open • Less payback • Also less accessible 		<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Medium ▪ 3 out of 10 evaluated attributes decline: cost of living, employment, & safety



Drill SGT School





Reasoning

- Reduces the number of Drill Sergeants Schools from three locations (Fort Jackson, Fort Benning, & Fort Leonard Wood) to one location
- Fosters consistency, standardization and training proficiency; allows personnel efficiencies by combining like functions where possible
- Primary proposal moves the Drill SGT Schools from Fort Benning & Fort Leonard Wood to Fort Jackson. Alternative Proposals:
 - Drill SGT Schools from Fort Jackson & Fort Leonard Wood to Fort Benning
 - Drill SGT Schools from Fort Benning & Fort Jackson to Fort Leonard Wood
- MVI: Benning (9), Leonard Wood (30), Jackson (36)



Drill SGT School (Jackson)



Scenario

- Reduces Drill SGT's School from three locations to one. Moves schools from Fort Benning and Fort Leonard Wood to Fort Jackson
- MVI: Benning (9), Jackson (36), Leonard Wood (30)

Drivers/Assumptions

- Principles:
 - Recruit and Train
- Transformational Options:
 - Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training

Justification/Impact

- Consolidates Drill SGT's school to one location which fosters consistency, standardization and training proficiency
- Approximately 50% of the Army's Basic Training is conducted at Fort Jackson
- Best NPV
- TRADOC Supported (weak support)
- Creates space at Fort Benning and Fort Leonard Wood for additional activities

Potential Conflicts

- Multiple JCSG proposals adding activities at Fort Jackson
 - Establish Joint Center of Excellence for Religious SST/PDE Functions (E&T)



Drill SGT School (Jackson)



<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$19.3M</p> <p>2. MILCON: \$15.9M</p> <p>3. NPV / NPV-MiL Pay: -\$23.7M/ 18.1M</p> <p>4. Payback Yrs/Break Even Yr: 6 / 2014</p> <p>5. Steady State/ - Mil Pay: -\$3.3M/ -.03M</p> <p>6. Mil/Civ Reductions: 39 / 9</p> <p>7. Mil/Civ/Stu Relocated: 33 / 0 / 1,181</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Air Quality - Nonattainment for Ozone - New Source Review req'd
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



Aviation Log School Reasoning



- Moves the Aviation Logistics School from Fort Eustis to gain training or functional efficiencies
- Fosters consistency, standardization and training proficiency; allows personnel efficiencies by combining like functions where possible
- Primary proposal moves the Aviation Logistics School from Fort Eustis to Fort Rucker
- MVI: Eustis (31), Rucker (32), Corpus Christi (77)



Aviation Log School (Rucker)



Scenario

- Moves the Aviation Log School from Fort Eustis to Fort Rucker
- Realigns Fort Eustis
- MVI: Eustis (31), Rucker (32), Corpus Christi (77).

Drivers/Assumptions

- Principles:
 - Recruit and Train
- Transformational Options:
 - Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training

Justification/Impact

- Consolidates the Aviation Log school with the Aviation Center and School, which fosters consistency, standardization and training proficiency
- Best NPV and lowest cost
- TRADOC Supported
- Creates space at Fort Eustis for additional activities

Potential Conflicts

- Multiple JCSG proposals adding activities at Fort Rucker
 - Consolidate Rotary Wing Flight Training at Rucker (E&T)
 - Aerospace Medical Training Consolidation at Rucker (Med)



Aviation Log (Rucker)

<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$485.1M</p> <p>2. MILCON: \$387.4M</p> <p>3. NPV / NPV-MiL Pay: -\$499.9M/- 209.7M</p> <p>4. Payback Yrs/Break Even Yr: 7 / 2015</p> <p>5. Steady State/ - Mil Pay: -\$76.6M/ -20.6M</p> <p>6. Mil/Civ Reductions: 568/247</p> <p>7. Mil/Civ/Stu Relocated: 372 / 300/ 2461</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ No issues
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: High ▪ 5 out of 10 evaluated attributes decline: child care, employment, medical health, population center, & Transportation



Academy Prep School





Reasoning

- Moves the U.S. Military Academy's Prep school from Fort Monmouth to West Point
- Consolidates all Academy training at one location, which fosters consistency, standardization and training proficiency
- Allows personnel efficiencies by combining like functions where possible. No alternative proposals
- MVI: Monmouth (47), West Point (61)



Prep School (West Point)

Scenario

- Moves the Academy Prep school from Fort Monmouth to West Point
- MVI: Monmouth (47), West Point (61)

Drivers/Assumptions

- Principles:
 - Recruit and Train
- Transformational Options:
 - Collocate institutional training, MTOE units, RDTE organizations and other TDA units in large numbers on single installations to support force stabilization and enhance training

Justification/Impact

- Consolidates the Prep school and West Point at one location which fosters consistency, standardization and training proficiency
- West Point Supported
- Supports closure of Fort Monmouth in conjunction with the Tech JCSG's move of C4ISR functions

Potential Conflicts



Prep School (West Point)



<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$43.2M</p> <p>2. MILCON: \$37.5M</p> <p>3. NPV / NPV-MiL Pay: \$39.7M/ TBD</p> <p>4. Payback Yrs/Break Even Yr: 100+</p> <p>5. Steady State/ - Mil Pay: -\$.3M/ -.3M</p> <p>6. Mil/Civ Reductions: 0 /0</p> <p>7. Mil/Civ/Stu Relocated: 37 / 29 / 202</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Air Quality - Nonattainment for Ozone - New Source Review req'd
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



Education & Training JCSG Proposal Update



E&T JCSG Proposals

- Establish Joint Center of Excellence for Supply (Logistics) Training at Ft. Lee VA.
- Consolidate Rotary Wing Phase of Undergraduate Flight Training at Fort Rucker
- Consolidate Rotary Wing Phase of Undergraduate Flight Training at NAS Whiting Field.
- Realign Defense Resource Management Institute (DRMI) with the Defense Acquisition University (DAU) at Ft. Belvoir
- Re-locate Defense Contract and Audit Institute (DCAI) to Ft. Belvoir, VA
- Establish Joint Center of Excellence for Religious SST/PDE Functions.



E&T JCSG Proposals (Cont.)

- Establish Joint Center of Excellence for Legal SST/PDE Functions
- Establish Joint Center of Excellence for Culinary Training
- Establish Joint Center of Excellence for Administration, Personnel, and Finance Training
- Establish Joint Center of Excellence for Intelligence Training
- Realign Service ILC and SSC with Service Academies



Headquarters Proposals



HSA Scenarios that Facilitate Installation Closures



Activity	From	To	Army Implications
USARPAC & IMA HQs Pacific	Ft Shafter	Naval Station Pearl	Close Ft Shafter
HQs TRADOC	Ft Monroe	Ft Eustis	Close Ft Monroe
ACC/Cadet Cmd	Ft Monroe	Ft Knox	
IMA/NETCOM/ACA Regional HQs	Ft Monroe	Ft Lee or APG	
HQs FORSCOM	Ft McPherson	Ft Eustis, Peterson AFB, or Ft Carson	Close Ft McPherson
USARC	Ft McPherson	Ft Eustis or Ft Detrick	
IMA/NETCOM/ACA Regional HQs	Ft McPherson	Ft Lee or APG and Ft Sam Houston	



U.S. ARMY

Close Ft. Shafter

Scenario

- Close Ft Shafter
- Enabled by HSA scenario to co-locate USARPAC with PACFLT and PACAF and Army IMA HQs Pacific with Navy Region HI at Naval Station Pearl Harbor
- MVI Losing Fort Shafter (83)

Drivers/Assumptions

- Transformational Options: Eliminate stand-alone HQs; Reduce excess capacity by 5%. Co-locate functions and headquarters in “Joint Campuses” to enhance interoperability and reduce costs

Justification/Impact

- Improves Joint interoperability
- Generates savings from base closure

Potential Conflicts

- Competition for existing excess admin space at Naval Station Pearl Harbor. Naval Station Pearl Harbor reported no buildable acres.
- Disposition of Army MI units dependent on Intel JCSG.



Close Ft. Shafter

<p style="text-align: center;">COBRA</p> <p>1. One Time Cost: \$247.2M</p> <p>2. MILCON: \$ 76.1M</p> <p>3. NPV/ NPV-MiL Pay -\$775.7M/- \$760.2M</p> <p>4. Payback Yrs/Break Even Yr: 3/2011</p> <p>5. Steady State/-Mil Pay: -\$76.6M/- \$75.4M</p> <p>6. Mil/Civ Reductions: 13/79</p> <p>7. Mil/Civ/Stu Relocated: 2726/3049</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Positive impact to Air, Noise, Waste ▪ Restoration/cleanup: <ul style="list-style-type: none"> • DERA restoration sites - \$5.3M • Munitions response sites - \$4.2M ▪ No operational ranges
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base 	<p style="text-align: center;">Issues</p>



Close Ft. Monroe

Scenario

- Close Ft Monroe
- Enabled by HSA scenarios:
 - HQs TRADOC to Ft. Eustis/Ft. Story; ACC/Cadet Cmd to Ft. Knox; IMA/NETCOM/ACA Regional HQs to Ft. Lee or APG
- MVI Losing Ft. Monroe (66)
- MVI Gaining Ft. Eustis (31) Ft. Knox (12)
- Ft. Lee (34) APG (18)

Drivers/Assumptions

- Transformational Options: Eliminate stand-alone HQ; Consolidate HQs at a single location; Reduce excess capacity by 5%

Justification/Impact

- Moves HQs TRADOC near JFCOM.
- Improves Joint interoperability
- Savings generated from base closures/personnel reductions
- MILCON required at Ft. Lee/Ft. Eustis/Ft. Story/buildable acres available.
- APG has existing excess facilities

Potential Conflicts

- Movement of HQs TRADOC to Ft. Eustis competes with E&T, Army, and other HSA scenarios for space
- Movement of regional HQs to Ft. Lee competes with E&T, Army, and other HSA scenarios for space



Close Ft. Monroe

<p style="text-align: center;">COBRA</p> <p>1. One Time Cost: \$123.1M</p> <p>2. MILCON: \$ 66.4M</p> <p>3. NPV/ NPV-MiL Pay: -\$443.0M/- \$132.4M</p> <p>4. Payback Yrs/Break Even Yr: 3/2011</p> <p>5. Steady State/-Mil Pay: -\$ 43.7M/-8.8M</p> <p>6. Mil/Civ Reductions: 256/257</p> <p>7. Mil/Civ/Stu Relocated: 1117/1691/20</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ UXO contamination in several sites including moat – cleanup costs TBP in DERA 2004 Report
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p>



U.S. ARMY

Close Ft. McPherson

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ▪ Close Ft McPherson, GA ▪ Enabled by HSA scenarios HQs FORSCOM to Ft. Eustis, Peterson AFB or Ft. Carson; USARC to Ft. Eustis or Ft. Detrick; IMA/NETCOM/ACA Regional HQs to Ft. Lee or APG (Eastern Region) and Ft Sam Houston (Western Region); Army proposal to move 3rd Army to Ft. Dix. ▪ MVI Losing Ft. McPherson (50) ▪ MVI Gaining Ft. Eustis (31) Ft. Carson (8) Ft. Detrick (56) Ft. Lee (34) APG (18) Ft. Sam (43) ▪ Ft. Dix (230) 	<ul style="list-style-type: none"> ▪ Transformational Options: Consolidate HQs at a single location; eliminate stand-alone HQs; Reduce excess capacity by 5%
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ▪ Savings from base closure and personnel reductions ▪ Aligns HQs FORSCOM with NORTHCOM or JFCOM ▪ Improves Joint interoperability 	<ul style="list-style-type: none"> ▪ Movement of HQs FORSCOM to Ft. Eustis competes with E&T, Army, and other HSA scenarios for space ▪ Movement of regional HQs to Ft. Lee competes with E&T, Army, and other HSA scenarios for space



Close Ft. McPherson

<p style="text-align: center;">COBRA</p> <p>1. One Time Costs: \$234.4M</p> <p>2. MILCON: \$124.5M</p> <p>3. NPV/ NPV-MiL Pay: -\$813.9M/-462.6M</p> <p>4. Payback Yrs/Break Even Yr: 3/2011</p> <p>5. Steady State/-Mil Pay : -\$80M/-54.7M</p> <p>6. Mil/Civ Reductions: 285/583</p> <p>7. Mil/Civ/Stu Relocated: 1453/1395/0</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Positive impact to Air, Noise, Waste ▪ Restoration/cleanup: <ul style="list-style-type: none"> • DERA restoration sites - \$80M • 4 operational ranges (est) - \$2.8M - \$7.5M
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ NOTE: This costing relocates FORSCOM to Ft. Eustis and USARC to Ft. Detrick



HSA Scenarios that Facilitate Lease Space Closures



Activity	From	To	Army Implications
Human Resources Command	Hoffman & ARPERSCOM Sites	Ft Knox, Ft Sam Houston, Ft Leavenworth or Randolph AFB	Close Hoffman and ARPERSCOM lease space and eliminate lease space Indianapolis
Misc Army Lease Space	Hoffman Lease Site	Ft Belvoir, Arlington Hall and APG	
Misc Army Lease Space	Ballston and Rosslyn Lease Sites	Ft Belvoir, Arlington Hall and APG	Close Ballston & Rosslyn Lease Space
OTSG & DC Area MEDCOM	Bailey's Crossroads Lease Site	WRAMC	Close Bailey's Crossroads Lease Space
Misc Army Lease Space	Crystal City Sites	Ft Belvoir, Arlington Hall and APG	Close Crystal City Lease Space
HQs IMA & NETCOM	Crystal City Sites	Ft Lee or APG	
HQs SMDC	Crystal City Sites	Redstone	
HQs ATEC	ATEC Lease Site	APG or Ft Belvoir	Close ATEC Lease Space
Misc Army Lease Space	ATEC Lease Site	Ft Belvoir, Arlington Hall and APG	



Close NCR Lease Sites (-HRC)

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ■ HSA Scenarios: <ul style="list-style-type: none"> • HQDA elements & FOAs • HQs ATEC • HQs SMDC • HQs SDDC ■ MVI Gaining Ft. Belvoir (40) APG (18) Ft. Eustis (31) Redstone (30) 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Transformational Option: Eliminate leased space US-wide ; Consolidate Multi location HQs
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ MV: Improves AT/FP ■ Reduces leased space ■ Consolidates ATEC, SMDC and SDDC HQs resulting in personnel reductions. 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Dependent on NGB move from Arlington Hall to Andrews AFB for those HQDA elements moving to Arlington Hall



Close NCR Lease sites (-HRC)

<p style="text-align: center;">COBRA</p> <p>1. One Time Cost: \$ 178.5M</p> <p>2. MILCON: \$113.9M</p> <p>3. NPV/ NPV-MiL Pay -\$95.4M/-63.7M</p> <p>4. Payback Yrs/Break Even Yr: 10/2018</p> <p>5. Steady State/-Mil Pay -\$20.9M/-18.3M</p> <p>6. Mil/Civ Reductions: 25/145</p> <p>7. Mil/Civ/Stu Relocated: 883/3013/0</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • No impact
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p>



Army Closures



Close Ft. Gillem

Scenario

- Re-locate 1st Army to Ft. Dix
- Transfer and lease back sufficient space to accommodate AFFES, RC Units and MEPCOM
- MVI Losing: Ft. Gillem (52)
- MVI Gaining: Ft. Dix (23)

Drivers/Assumptions

- Transformational Options: Reduce excess capacity by 5%

Justification/Impact

- Generates savings from base closure
- Supports Mobilization
- Recommend Ft. Gillem closure be run in conjunction with Ft. McPherson closure

Potential Conflicts



Close Ft. Hamilton

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ▪ Close Ft. Hamilton. Transfer and lease back sufficient space to support Recruiting Battalion and the NY MEPS station. Privatize housing ▪ MVI Ft. Hamilton (72) 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Transformational Options: Reduce excess capacity by 5%
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Generates savings from base closure 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ None



Close Ft. Hamilton

<p style="text-align: center;">COBRA</p> <p>1. One Time Cost: \$21.2M</p> <p>2. MILCON: \$0M</p> <p>3. NPV/ NPV-MiL Pay -\$ 380.8M/- \$335.5M</p> <p>4. Payback Yrs/Break Even Yr: Immed/ 2008</p> <p>5. Steady State/-Mil Pay: -\$31.2M/- \$27.6M</p> <p>6. Mil/Civ Reductions: 42/254</p> <p>7. Mil/Civ/Stu Relocated: 585/266/0</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ No environmental issues ▪ Neutral impact with transfer and leaseback
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p>



HSA Scenarios without Installation Closures



Activity	From	To	Army Implications
Army National Guard	Arlington Hall	Andrews AFB	Enables Army Misc leased space scenario
ARNG HQs Elements	NCR Lease Space	Andrews AFB	
HQs AMC & HQs USASAC	Ft Belvoir	APG or Redstone	Provides for permanent facilities for HQs AMC
USA Criminal Investigation Command	Ft Belvoir	Ft Meade	Promote “jointness” and create opportunities for synergy
Army Broadcasting Service, Soldiers Radio & TV, Soldiers Magazine, Army /Air Force Hometown News Service	Ft Belvoir	Ft Meade	Promote “jointness” and create opportunities for synergy



Relocate HQs AMC & USASAC

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ▪ Realign Ft. Belvoir by relocating HQs AMC and HQs USASAC to Aberdeen Proving Ground or Redstone Arsenal 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principles: Organize; Quality of Life. ▪ Transformational Option: Rationalize presence in the DC area
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Provides for permanent facilities for HQs AMC ▪ Space required for 1,411 personnel is 282,200 GSF at 200 GSF/person ▪ Redstone will require MILCON ▪ APG indicates existing facilities 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Would compete with other JSCG and Army scenarios for space at Redstone



Relocate HQs AMC & USASAC - APG

<p style="text-align: center;">COBRA</p> <table border="0"> <tr> <td>1. One Time Costs:</td> <td style="text-align: right;">\$62.1M</td> </tr> <tr> <td>2. MILCON:</td> <td style="text-align: right;">\$7.6M</td> </tr> <tr> <td>3. NPV</td> <td style="text-align: right;">\$88.9M</td> </tr> <tr> <td>4. Payback Yrs/Break Even Yr:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>5. Steady State/+Mil Pay:</td> <td style="text-align: right;">+ \$7.5M</td> </tr> <tr> <td>6. Mil/Civ Reductions:</td> <td style="text-align: right;">0/0</td> </tr> <tr> <td>7. Mil/Civ/Stu Relocated:</td> <td style="text-align: right;">91/1212/0</td> </tr> </table>	1. One Time Costs:	\$62.1M	2. MILCON:	\$7.6M	3. NPV	\$88.9M	4. Payback Yrs/Break Even Yr:	Never	5. Steady State/+Mil Pay:	+ \$7.5M	6. Mil/Civ Reductions:	0/0	7. Mil/Civ/Stu Relocated:	91/1212/0	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Air Quality <ul style="list-style-type: none"> • Severe Nonattainment for Ozone • Requires Air Conformity Analysis, New Source review & permit modifications ▪ Water Quality <ul style="list-style-type: none"> • APG discharges to impaired waterway • Msn increase may result in operational restrictions
1. One Time Costs:	\$62.1M														
2. MILCON:	\$7.6M														
3. NPV	\$88.9M														
4. Payback Yrs/Break Even Yr:	Never														
5. Steady State/+Mil Pay:	+ \$7.5M														
6. Mil/Civ Reductions:	0/0														
7. Mil/Civ/Stu Relocated:	91/1212/0														
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p>														



Relocate HQs AMC & USASAC HQs -Redstone

<p style="text-align: center;">COBRA</p> <p>1. One Time Costs: \$97.9.1M</p> <p>2. MILCON: \$42.9M</p> <p>3. NPV: -4.2M</p> <p>4. Payback Yrs/Break Even Yr: 100+</p> <p>5. Steady State: -\$2.4M</p> <p>6. Mil/Civ Reductions: 0/0</p> <p>7. Mil/Civ/Stu Relocated: 91/1212</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ No Issues
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: 	<p style="text-align: center;">Community</p>



Collocate National Guard Bureau HQs

<p style="text-align: center;">Scenario</p> <ul style="list-style-type: none"> ▪ Realign Arlington Army National Guard from Arlington Hall and ARNG HQs elements in NCR leased collocate with NGB and Air National Guard Readiness Center at Andrews AFB ▪ Enables Army Misc leased space scenario 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Transformational Option: <ul style="list-style-type: none"> • Consolidate Reserve Component Commands • Consolidate HQs at a single location • Eliminate leased space US-wide • Eliminate stand-alone HQs <p>HSA TO RUN ANALYSIS</p>
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Enhances interoperability ▪ Reduces leased space cost 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Possible space issue at Andrews AFB



Close Hoffman & ARPERSCOM Lease Sites

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ▪ Close Hoffman and ARPERSCOM (HRC St. Louis) lease sites and eliminate lease space Indianapolis ▪ Enabled by: HSA scenario consolidating three components of HRC at Ft. Knox, Ft. Sam Houston, Ft. Leavenworth, or Randolph AFB and HSA's Army Misc Leased Space scenario (Ft. Belvoir, Arlington Hall, APG) ▪ MVI Losing: 94/95 ▪ MVI Gaining: Ft. Knox (12) Ft. Sam Houston (43) ▪ Ft. Leavenworth (64) ▪ Ft. Belvoir (40) APG (18) 	<ul style="list-style-type: none"> ▪ Transformational Options: Consolidate HQs at a single location; Eliminate stand-alone HQs; Eliminate lease space. <p>HSA TO RUN ANALYSIS</p>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ▪ Eliminates 930K USF of leased space ▪ Lease space cost avoidance of \$30M ▪ Personnel savings due to consolidation of three HRC components ▪ MV: Improves AT/FP and decreases locality pay 	<ul style="list-style-type: none"> ▪ Availability of civilian workforce with personnel experience scenario requires ~2,925 civilians in primarily personnel-related GS-Series (GS-201/203)



Co-locate MILDEP Investigation Agencies – Ft. Meade

<h2 style="text-align: center;">Scenario</h2>	<h2 style="text-align: center;">Drivers/Assumptions</h2>
<h2 style="text-align: center;">Justification/Impact</h2> <ul style="list-style-type: none"> ▪ Realign Washington Navy Yard, Andrews AFB, and Ft. Belvoir by co-locating Navy Criminal Investigation Service, AF Office of Special Investigation, and <u>USA Criminal Investigation Command at Ft. Meade</u> 	<ul style="list-style-type: none"> ▪ Transformational Option: Co-locate functions and headquarters in “Joint Campuses” to enhance interoperability and reduce costs <p style="text-align: center;">HSA TO RUN ANALYSIS</p>
<ul style="list-style-type: none"> ▪ Ft. Meade can accommodate 7.4 million GSF of new administrative space ▪ Co-location of organizations with like missions promotes “jointness” and creates opportunities for synergy ▪ Navy NCIS needs upgraded HQ facility 	<h2 style="text-align: center;">Potential Conflicts</h2> <ul style="list-style-type: none"> ▪ Relocation of large users may conflict with planned usage of space/land on the target installation ▪ Army issue – CIDC currently located on Army installation in facilities recently built to satisfy CIDC mission requirements



Create New Agency for Media and Publications

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ▪ Realign <u>Fort Belvoir</u>, Anacostia Annex, 2 leased locations in Alexandria, VA, 1 leased location in Norfolk, VA, and 1 leased location in San Antonio, TX by consolidating <u>Army Broadcasting Service</u>, <u>Soldiers Radio & TV</u>; <u>Soldiers Magazine</u>, Air Force News Agency, Army/Air Force Hometown News Service; Naval Media Center; and Navy's Fleet Hometown News into a newly created DoD Media Activity at <u>Ft. Meade</u> ▪ Close 1 leased location in Alexandria, VA by co-locating the American Forces Information Service with the Defense Information School and the new DoD Media Activity at Ft. Meade 	<ul style="list-style-type: none"> ▪ Transformational Option: Eliminate leased space US-wide <p>HSA TO RUN ANALYSIS</p>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ▪ Eliminates lease space/Enhances AT/FP. ▪ Consolidation and co-location of organizations with like missions promotes “jointness” and creates opportunities for synergy ▪ Ft. Meade reports 28,755 GSF of vacant administrative space & sufficient building acres 	<ul style="list-style-type: none"> ▪ The noted Activities may object to co-location and may not want to share support functions ▪ Relocation of large users may conflict with planned usage of space/land on the target installation



Centers & Schools





Decisions

Institutional Training (Army)

- Collocation of Centers & Schools
 - + Maneuver Center (Armor & Infantry) **at Fort Benning**
 - Net Fires Center (Field Artillery & Air Defense Artillery) **at Fort Bliss**
 - + Information Support Center (Military Intelligence & Signal) **at Fort Gordon**
 - + CSS Center (Quartermaster, Ordnance, & Transportation) **at Fort Lee**
- + Collocation of War College & CGSC **at Fort Eustis**
- Consolidation of Drill Sergeants School (three to one) **at Fort Jackson**
- + Consolidate Aviation Log School with Aviation Center and School **at Fort Rucker**
- + Collocation of the Academy Prep School with West Point **at West Point**



Medical JCSG Proposal Update



Medical JCSG Proposal Update

Proposals briefed at 12 October SRG:

- Disestablish Hickam AFB Clinic
- Close Walter Reed Army Medical Center
- Close Bethesda Naval Medical Center
- Realign Inefficient Inpatient Functions
- Consolidate Initial Enlisted Medical Tech Training at Ft Sam Houston
- Consolidate Aerospace Medical Training at Pensacola NAS



Medical JCSG Proposal Update

Proposals briefed at 12 October SRG:

- Consolidate Aerospace Medical Training at Brooks City Base
- Consolidate Aerospace Medical Training at Ft Rucker
- Consolidate Preventive Medical Functions at Portsmouth, VA
- Consolidate Preventive Medical Functions at Brooks City Base
- Consolidate Preventive Medical Functions at Aberdeen



Medical JCSG Proposal Update

New Medical JCSG Proposals:

- Consolidate Aerospace Medical Training at Wright-Patterson AFB
- Disestablish Langley AFB Medical Facility
- Disestablish Ft Eustis Army Hospital
- Realign Langley AFB and Ft Eustis Inpatient Care to Veterans Affairs Hospital
- Disestablish 59th Medical Wing Inpatient Facility
- Disestablish Pope AFB Clinic
- Realign Andrews AFB Inpatient Services
- Co-locate Medical Professional Contracting Services at Ft Sam Houston
- Co-locate Medical Professional Contracting Services at Ft Detrick, MD



Medical JCSG Proposal Update

New Medical JCSG Proposals:

- Realign Medical Care at McChord AFB
- Create Tri-Service Biomedical Research Centers of Excellence – Alternative 1a
- Create Tri-Service Biomedical Research Centers of Excellence – Alternative 1b
- Create Center of Excellence for Aerospace Medicine (Alternative 2a – Wright-Pat AFB)
- Create Center of Excellence for Aerospace Medicine (Alternative 2b – Brooks City Base TX)
- Create Center of Excellence for Aerospace Medicine (Alternative 2c – NAS Pensacola)
- Tri-Service Biomedical Research, Development and Acquisition Management Center (TBRDAMC)



Intelligence JCSG Proposal Update



Intelligence JCSG Status Update

- DCS, G-2 BRAC team has submitted two scenarios to the Intelligence JCSG impacting MI Forces (Coordination: HSA JCSG)
 - Realign 500th MI Group (INSCOM MSC) in Hawaii based on closure scenarios for Ft Shafter
 - Realign 470th MI Group (INSCOM MSC) for better support to USARSO in San Antonio, TX
- DCS, G-2 BRAC is tracking
 - Consolidation Defense Geospatial-Intelligence School from Ft Belvoir to Ft Leonard Wood – Move only the Army element of the school (Coordination TABS, E&T JCSG)
 - Move USAIC&FH from Ft Huachuca to Ft Gordon to create an Information Support Center – Move need to address UAV training (Coordination: TABS; E&T JCSG)
 - Establish Joint Center of Excellence for Intelligence Training at Goodfellow AFB, TX – Move cryptologic training from Ft Huachuca (Coordination: E&T JCSGG)



Today

- Focus on Institutional Training, Headquarters and Support Activities, Medical and Intelligence for information
- Institutional Training: TRADOC footprint reduction
 - Consolidate 11 Branch Schools and Centers sites to 6; close 1 installation
 - Collocate CGSC and Army War College, close 2 installations
 - Consolidate 3 Drill Sergeant Schools to 1
 - Consolidate Aviation Log School with Aviation Center and School
 - Collocate USMA & USMA Prep School
- Education & Training: Joint Centers of Excellence
 - Logistics
 - Undergraduate Flight Training
 - Religious
 - Legal
 - Culinary
 - Intelligence



Today (Cont.)

- Headquarters & Support Activities
 - Close 8 of 11 Lease Sites
 - HQs consolidations and relocations; close 5 installations
 - MACOMS
 - IMA
 - MSCs
 - Army Contracting Agency
 - Others

Bottom-Line: One-Time Cost: \$3.7B; NPV: -\$8.7B; Steady State Savings: -\$3.2B, AC/CIV Reductions: 5369/3675, includes closure of 17 of 37 installations not in the Military Value Portfolio (30 of 37 with Material & Logistics and Reserve Component)



Summary

	1 Time Cost (\$B)	NPV (\$B)	NPV Less Mil Pay (\$B)	Steady State Savings (\$B)	Steady State Savings Less Mil Pay (\$B)	Military Reductions			Closures Outside the Portfolio
						AC	RC	CIV	
RC PAT	\$2.64	-\$1.39	\$1.56	\$0.30	\$0.75	143	16669	44	1
MAT & LOG	\$1.72	-\$5.40	-\$4.61	-\$0.53	-\$0.47	38	744	1677	12
INST ARMY	\$3.93	-\$8.83	-\$2.83	-\$1.03	-\$0.46	6161	0	3690	17
TOTAL	\$8.29	-\$15.62	-\$5.88	-\$1.26	-\$0.17	6342	17413	5411	30

Negative Numbers = Savings



Recommendations

- Carry primary proposals forward
 - Except per SRG guidance
- Provide guidance to JCSG Reps



Way Ahead

Date	Topic
23 Nov	TABS Operational Army Proposals
30 Nov	Integration of TABS Proposals
Dec	TABS Proposal Integration, Final Approval for EOH, submit to OSD
Jan	Integration of Army Candidate Recommendations with JCSG Efforts



Backups



Maneuver Center (Knox)

<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$1,300.1M 2. MILCON: \$1,026.4M 3. NPV / NPV-Mil Pay: -\$ 909.4M / 902.2M 4. Payback Yrs/Break Even Yr: 9 / 2017 5. Steady State/ - Mil Pay: -\$289.2M/-149.5M 6. Mil/Civ Reductions: 1,594 / 631 7. Mil/Civ/Stu Relocated: 3,057 / 469 / 15,003 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Air permit modifications required • No current noise restrictions • Water adequate
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <div data-bbox="517 1011 1414 1239" style="background-color: #00b050; color: black; padding: 10px; border-radius: 50%; margin-top: 20px;"> <ul style="list-style-type: none"> • TRADOC doesn't support • High costs </div>	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



Maneuver Center (Hood)

<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$2,058.8M 2. MILCON: \$1,595.2M 3. NPV / NPV-MiL Pay: -\$1,125.9M/1,019.5M 4. Payback Yrs/Break Even Yr: 10 / 2018 5. Steady State/ - Mil Pay: -\$423.6M/-254.5M 6. Mil/Civ Reductions: 1,912 / 1,145 7. Mil/Civ/Stu Relocated: 5,953 / 840 / 22,821 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • No current Air Quality issues • No current noise issues • Addition of 29K personnel represents 60% increase in duty population (expect pushback)
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <div style="background-color: #00FF99; border-radius: 50%; padding: 10px; margin-top: 20px;"> <ul style="list-style-type: none"> • TRADOC doesn't support • High costs </div>	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Medium ▪ 3 out of 10 evaluated attributes decline: cost of living, education, & safety.



Maneuver Center (Yuma)

<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$2,730.6M 2. MILCON: \$2,088.5M 3. NPV / NPV-MiL Pay: \$845.2M 4. Payback Yrs/Break Even Yr: 31 / 2039 5. Steady State/ - Mil Pay: -\$426.8M/-254.7M 6. Mil/Civ Reductions: 1,912 / 1,145 7. Mil/Civ/Stu Relocated: 5,953 / 840 / 22,821 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Air Quality <ul style="list-style-type: none"> • NonAttainment for Particulate Matter • Personnel & mission increase will require New Source Review & permit modifications • Noise Mgt - noise increase mitigated by low encroachment • Water – requires 10-fold increase in withdrawal permit
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <div style="background-color: #00FF99; border: 1px solid black; border-radius: 50%; padding: 10px; margin-top: 20px;"> <ul style="list-style-type: none"> • TRADOC doesn't support • High costs </div>	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: High ▪ 6 out of 10 evaluated attributes decline: child care, cost of living, education, safety, population center, & Transportation.



Maneuver Center (Bliss)

COBRA

1. One-Time Cost: \$2,113.5M
2. MILCON: \$1,594.6M
3. NPV / NPV-MiL Pay: -\$3,269.1M/ -284.9M
4. Payback Yrs/Break Even Yr: 5 / 2013
5. Steady State/ - Mil Pay: -\$682.4M/-439.6M
6. Mil/Civ Reductions: 2,644 / 2,138
7. Mil/Civ/Stu Relocated: 8964 / 1957 / 22821

Environmental

- Air Quality
 - NonAttainment for Particulate Matter (PM10), Ozone, & Carbon Monoxide
 - Personnel & mission increase will require New Source Review & permit modifications
- Noise Mgt - noise increase mitigated by low encroachment
- Possible water constraints

Economic

- Direct/Indirect:
- Employment Base:

- TRADOC doesn't support
- High costs

Community

- Overall risk evaluation: Low



Net Fires Center (Sill)

<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$193.6M 2. MILCON: \$144.9M 3. NPV / NPV-Mil Pay: -\$505.3M/ 65.3M 4. Payback Yrs/Break Even Yr: 4 / 2012 5. Steady State/ - Mil Pay: -\$79.4M/-34.4M 6. Mil/Civ Reductions: 507 / 112 7. Mil/Civ/Stu Relocated: 1,421 / 221 / 1,354 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • No current Air Quality issues • No current noise issues
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <p style="text-align: center; background-color: #00FF99; border-radius: 50%; padding: 10px; display: inline-block;">No range capability for Patriot</p>	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Medium ▪ 5 out of 10 evaluated attributes decline: housing, medical health, safety, population center, and utilities.



Net Fires Center (White Sands MR)

<p style="text-align: center;">COBRA</p> <ol style="list-style-type: none"> 1. One-Time Cost: \$560.2M 2. MILCON: \$409.7M 3. NPV / NPV-Mil Pay: -\$128.2M / 774.4M 4. Payback Yrs/Break Even Yr: 13 / 2021 5. Steady State/ - Mil Pay: -\$173.3M/-102.2M 6. Mil/Civ Reductions: 798 / 375 7. Mil/Civ/Stu Relocated: 3,177/513/9,042 	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • No current Air Quality issues • No current noise issues
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <div style="border: 1px solid black; background-color: #00FF99; border-radius: 50%; padding: 10px; width: fit-content; margin: 20px auto;"> <ul style="list-style-type: none"> • Highest Cost • Worst pay back </div>	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: High ▪ 8 out of 10 evaluated attributes decline: child care, housing, cost of living, employment, medical health, safety, population center, & Transportation



Information Support Center (Bliss)

COBRA

- 1. One-Time Cost: \$1,512.0M
- 2. MILCON: \$1,087.3M
- 3. NPV / NPV-Mil Pay: -\$3,117.9M/ -599.0M
- 4. Payback Yrs/Break Even Yr: 4 / 2012
- 5. Steady State/ - Mil Pay: -\$603.0M/-404.5M
- 6. Mil/Civ Reductions: 2,079 / 2,007
- 7. Mil/Civ/Stu Relocated: 8,946 / 2,439 / 8,739

Environmental

- Air Quality - NonAtt for Particulate Matter (PM10), Ozone, CO – New Source Review req'd
- Close Gordon –
 - DERA restoration – \$10.4M CTC
 - 72 ranges (est) - \$83M - \$351M
- Close Huachuca –
 - DERA restoration – \$104.7M CTC
 - 70 ranges (est) - \$103M - \$456M

Economic

- Direct/Indirect:
- Employment Base:

Community

- Overall risk evaluation: Low

- High Cost
- Multiple proposals adding activities to Bliss



Information Support Center (Huachuca)

COBRA

1. One-Time Cost: \$ 1,095.9M
2. MILCON: \$803.4M
3. NPV / NPV-MiL Pay: -\$2,460.4M/ -349.9M
4. Payback Yrs/Break Even Yr: 4 / 2012
5. Steady State/ - Mil Pay: -\$ 437.1M/-270.8M
6. Mil/Civ Reductions: 1,724 / 1,287
7. Mil/Civ/Stu Relocated: 5,380 / 723 / 6,027

Environmental

- No Air issues
- Possible water issue
 - Adequate available – but expect litigation over increased withdrawals
- Close Gordon –
 - DERA restoration – \$10.4M CTC
 - 72 ranges (est) - \$83M - \$351M

Economic

- Direct/Indirect:
- Employment Base:

-
- High Cost
 - Less Payback

Community

- Overall risk evaluation: High
- 5 out of 10 evaluated attributes decline: child care, housing, employment, medical health, & population center.



Land Warfare University (Bliss)

<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$221.8M</p> <p>2. MILCON: \$112.9M</p> <p>3. NPV / NPV-MiL Pay: -\$1,198.7M/ -553.5M</p> <p>4. Payback Yrs/Break Even Yr: 1 / 2009</p> <p>5. Steady State/ - Mil Pay: -\$160.4M/-109.6M</p> <p>6. Mil/Civ Reductions: 493 /868</p> <p>7. Mil/Civ/Stu Relocated: 1,607 / 1,008 / 2,250</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Air Quality - NonAtt for Particulate Matter (PM10), Ozone, CO – New Source Review req'd • Close Carlisle – <ul style="list-style-type: none"> • DERA munitions response program – \$2.56 M CTC • Close Leavenworth – <ul style="list-style-type: none"> • DERA restoration – \$11.5M CTC • 7 ranges (est) - \$7.4M - \$33.9M
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <div style="background-color: #00FF99; border: 1px solid black; border-radius: 50%; padding: 10px; margin-top: 20px;"> <ul style="list-style-type: none"> • Less Payback • Multiple proposals adding activities to Bliss </div>	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



Land Warfare University (West Point)

<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$223.6M</p> <p>2. MILCON: \$107.1M</p> <p>3. NPV / NPV-MiL Pay: -\$770.3M/ -125.2M</p> <p>4. Payback Yrs/Break Even Yr: 2 / 2010</p> <p>5. Steady State/ - Mil Pay: -\$160.1M/-109.3M</p> <p>6. Mil/Civ Reductions: 493 /868</p> <p>7. Mil/Civ/Stu Relocated: 1,607 / 1,008 / 2,250</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • Air Quality - NonAtt for Ozone - New Source Review req'd • Buildable Acres – 100 req'd; only 24 available w/out using training land • Close Carlisle – <ul style="list-style-type: none"> • DERA munitions response program – \$2.56 M CTC • Close Leavenworth – <ul style="list-style-type: none"> • DERA restoration – \$11.5M CTC • 7 ranges (est) - \$7.4M - \$33.9M
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <ul style="list-style-type: none"> • Worst Payback • Moving to low MV installation 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Low



Drill SGT School (Benning)

COBRA

- 1. One-Time Cost: \$27.6M
- 2. MILCON: \$20.5M
- 3. NPV / NPV-Mil Pay: \$21.0M/ 65.3M
- 4. Payback Yrs/Break Even Yr: 100+
- 5. Steady State/ - Mil Pay: -\$7.5M/ -4.1M
- 6. Mil/Civ Reductions: 40 /20
- 7. Mil/Civ/Stu Relocated: 41 / 0 / 1,446

Environmental

- Air Quality - NonAtt for Particulate Matter - New Source Review req'd

Economic

- Direct/Indirect:
- Employment Base:

• No payback

Community

- Overall risk evaluation: Medium
- 3 out of 10 evaluated attributes decline: cost of living, employment, & medical health.



Drill SGT School (Leonard Wood)

<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$70.6M</p> <p>2. MILCON: \$57.5M</p> <p>3. NPV / NPV-MiL Pay: \$42.1M</p> <p>4. Payback Yrs/Break Even Yr: 100+</p> <p>5. Steady State/ - Mil Pay: -\$7.2M/ -3.4M</p> <p>6. Mil/Civ Reductions: 40 / 18</p> <p>7. Mil/Civ/Stu Relocated: 38 / 0 / 1,065</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> • No issues
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <div style="border: 1px solid black; background-color: #00FF99; border-radius: 50%; padding: 10px; display: inline-block; margin-top: 20px;"> <ul style="list-style-type: none"> • No payback </div>	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: Medium ▪ 4 out of 10 evaluated attributes decline: child care, employment, medical health, & population center



Realign Service ILC & SSC with Service Academies

Proposal	Drivers/Assumptions
<ul style="list-style-type: none"> ▪ Realign USAWC & USCGSS with USMA at West Point, NY; AWC & ACSC with USAFA at Colorado Springs, CO; CNW & NCSC with USNA at Annapolis, MD ▪ Gaining Installations: USMA, NY; USNA, MD; USAFA, CO ▪ Losing Installations: Carlisle Barracks, PA; Ft. Leavenworth, KS; Maxwell AFB, AL; Naval Station Newport, RI 	<ul style="list-style-type: none"> ▪ Principle: Organize ▪ TO 69: Co-locate service professional military education at the intermediate & senior level ▪ Considerations <ul style="list-style-type: none"> • R&T #7 & 12
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ▪ Maximize academic synergies by combining similar education programs under one administration ▪ Merges common support function & reduces resource requirements ▪ Reinforces Service Centers of Excellence for officer development 	<ul style="list-style-type: none"> ▪ Capacity at gaining installation



Establish Joint Center of Excellence for Religious SST/PDE functions

<p style="text-align: center;">Proposal</p> <ul style="list-style-type: none"> ▪ Establish Joint Center of Excellence for Religious SST/PDE functions at Ft Jackson, SC, while preserving Service unique culture. ▪ Gaining Installations: Ft Jackson, SC ▪ Losing Installations: Maxwell AFB, AL; Naval Station Newport, RI; Naval TTC Meridian, MS 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principle: Recruit and Train ▪ Principle: Organize ▪ TO 36: Establish Centers of Excellence for Joint education by combining or co-locating like schools
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Eliminates redundancy for similar programs of study (officer and enlisted) ▪ Merges common support functions and Integrates enlisted religious support training. ▪ Proximity to operational forces of all services (Ft Jackson, Shaw AFB, MCAS Beaufort, NWS Charleston) ▪ Availability of field training facilities 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Cultural: Different Service standards ▪ Dorm capacity at gaining installation.

h1

approved and to be combined with SST's proposal in Scenario Tracking Tool

howlettr, 10/08/2004



Establish Joint Center of Excellence for Legal SST/PDE functions

Proposal	Drivers/Assumptions
<ul style="list-style-type: none"> ▪ Establish Joint Center of Excellence for legal/JAG functions at Maxwell AFB, AL, while preserving Service-unique culture. ▪ Gaining Installations: Maxwell AFB, AL ▪ Losing Installations: Ft Jackson, SC; Naval Station Newport, RI; Marine Corps Base Camp Lejeune; Charlottesville, VA (leased space) 	<ul style="list-style-type: none"> ▪ Principle: Recruit and Train ▪ Principle: Organize ▪ TO 14: Minimize leased space across the US and movement of organizations residing in leased space to DoD owned space ▪ TO 36: Establish Centers of Excellence for Joint education by combining or co-locating like schools
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ▪ Eliminates redundancy for similar programs of study (officer and enlisted). ▪ Merges common support functions. ▪ Supports SST subgroup ▪ recommendation to consolidate enlisted legal training at Maxwell 	<ul style="list-style-type: none"> ▪ Cultural: Different service standards ▪ Dorm capacity at gaining installation. ▪ H&SA proposals concerning consolidation of legal activities

h2

Approved and to be combined with SST in Scenario Tracking Tool as edited.

howlettr, 10/08/2004



Realign DRMI with DAU at Ft. Belvoir, VA

<p style="text-align: center;">Proposal</p> <ul style="list-style-type: none"> ▪ Realign Defense Resource Management Institute with Defense Acquisition University at Ft. Belvoir, VA. ▪ Gaining Installations: Ft. Belvoir, VA ▪ Losing Installations: NPS, Monterey CA 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principle: Organize ▪ TO 35: Integrate military and DoD civilian full-time PDE programs ▪ TO 36: Establish Centers of Excellence for inter-service education by combining or co-locating like schools.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Aligns similar education activities. ▪ Merges common support function. 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Need to create organization in order to provide administrative support. ▪ Capacity at gaining installation. ▪ TO 13: Rationalize presence in the DC area

h3

Approved - similar activities; assumes cost savings and no requirement for MilCon.

howletr, 10/08/2004



Re-locate DCAI to Ft. Belvoir, VA

<p style="text-align: center;">Proposal</p> <ul style="list-style-type: none"> ▪ Re-locate Defense Contract Audit Institute to Ft. Belvoir, VA. ▪ Gaining Installations: Ft. Belvoir, VA ▪ Losing Installations: Memphis, TN (leased space) 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principle: Organize ▪ TO 14: Minimize leased space across the US and move organizations residing in leased space to DoD-owned space. ▪ TO 35: Integrate military and DoD civilian full-time PDE ▪ TO 36: Establish Centers of Excellence for Joint education by combining or co-locating like schools.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Aligns similar education activities. ▪ Merges common support function. ▪ Allows co-location of DCAI with parent organization (DCAA) already located at Ft. Belvoir. 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Capacity at gaining installation. ▪ TO 13: Rationalize presence in the DC area



Establish Joint Center of Excellence for Culinary Training

Scenario	Drivers/Assumptions
<p>Justification/Impact</p> <ul style="list-style-type: none"> ▪ Establish Joint Center for Excellence for Culinary; Consolidate like courses and schools while preserving Service unique culture. ▪ Gaining installation: Fort Lee, VA ▪ Losing installations: Lackland AFB, TX; Great Lakes, IL 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish “joint” officer and enlisted specialized skill training (initial skill, skill progression & functional)



Establish Joint Center of Excellence for Administration, Personnel, and Finance Training

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ▪ Establish Joint Center of Excellence for Administration, Personnel, and Finance; Consolidate like courses and similar schools while preserving Service-unique culture. ▪ Gaining installation: Keesler AFB, MS ▪ Losing installations: NAS Meridian, MS; Fort Jackson, SC; Camp Lejeune, N.C. 	<ul style="list-style-type: none"> ▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish “joint” officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ▪ Uses Inter-service Training Review Organization as the baseline ▪ Eliminates redundancy and cost ▪ Train as we fight “jointly” 	<ul style="list-style-type: none"> ▪ Unique service training standards and culture



U.S. ARMY

Establish Joint Center of Excellence for Intelligence Training

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> ▪ Establish Joint Center of Excellence for Intelligence; Consolidate like courses and schools while preserving Service unique culture. ▪ Gaining installation: Goodfellow AFB, TX ▪ Losing installations: NAVSTA Dam Neck, Corry Station, FL, San Diego, CA; Fort Huachuca, AZ 	<ul style="list-style-type: none"> ▪ Principles: Organize and Train ▪ Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training by combining or co-locating like schools ▪ Establish “joint” officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> ▪ Uses Inter-service Training Review Organization as the baseline ▪ Eliminates redundancy and cost ▪ Train as we fight “jointly” 	<ul style="list-style-type: none"> ▪ Unique service training standards and culture

h4

Army issue re Ft Huachuca - their center of excellence. If some of it must move to Goodfellow - talke all of it (includes Army UAV)
howlettr, 10/08/2004



Establish Joint Center of Excellence for Logistics/Supply Training

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> • Establish Joint Center of Excellence for Logistics/Supply; Consolidate like courses and collocate similar schools • Gaining installation: Fort Lee, VA • Losing installations: Lackland AFB, TX; Athens, GA, NTTC Meridian, MS; Camp Lejeune, N.C. 	<ul style="list-style-type: none"> • Principles: Organize and Train • Transformational Options: Establish Centers of Excellence for Joint or Inter-service education and training • Establish “joint” officer and enlisted specialized skill training (initial skill, skill progression & functional)
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> • Uses Inter-service Training Review Organization as the baseline • Eliminates redundancy, leased space/cost • Train as we fight “jointly” • Army Logistics Mgmt College, and Combined Arms Support Command are located at Fort Lee 	<ul style="list-style-type: none"> • Unique service training standards and culture



Aviation Log (Corpus Christi)

<p style="text-align: center;">COBRA</p> <p>1. One-Time Cost: \$611.7M</p> <p>2. MILCON: \$508.5M</p> <p>3. NPV / NPV-MiL Pay: \$627.6M/637.9M</p> <p>4. Payback Yrs/Break Even Yr: Never</p> <p>5. Steady State/ - Mil Pay: \$2.4M/3.0M</p> <p>6. Mil/Civ Reductions: 7 / 14</p> <p>7. Mil/Civ/Stu Relocated: 454 / 115 / 1791</p>	<p style="text-align: center;">Environmental</p> <ul style="list-style-type: none"> ▪ Buildable Acres <ul style="list-style-type: none"> • 70 acres required, 11 available • Possible release of acreage from NAS Corpus Christi
<p style="text-align: center;">Economic</p> <ul style="list-style-type: none"> ▪ Direct/Indirect: ▪ Employment Base: <ul style="list-style-type: none"> • No payback • Low MV installation • Locate school with depot maintenance activity 	<p style="text-align: center;">Community</p> <ul style="list-style-type: none"> ▪ Overall risk evaluation: High ▪ 5 out of 10 evaluated attributes decline: child care, employment, medical health, safety, & Transportation

18 November 2004
BRAC 2005 SRG # 20
SECRETARY OF THE ARMY CONF ROOM, 3D572

PURPOSE:

- To provide updates
- To present:
 - Criterion Seven Evaluation Methodology
 - TABS Institutional Army Proposals
 - Review status of Intelligence and Medical JCSG proposals
- To present the BRAC 05 SRG meetings schedule

ACTIONS:

Dr. College opened the meeting by welcoming the group and immediately began the briefing. He reviewed the timeline, noting that this makeup SRG puts deliberations back on track to meet deadlines.

VCSA directed that the primary SRG members not in attendance be briefed, and any concerns they may have brought back to him.

Dr. College then briefed the Criterion Seven attributes and analytical methodology. VCSA had several questions, focused on how the impact of personnel and family member increases at a gaining installation would be factored into analysis. Dr. College explained that well being capacity measures involved both on and off post facilities and capabilities, and are the subject of capacity and military value data calls.

VCSA noted that the new Secretary of the Army, Dr. Harvey will need to be briefed on BRAC quickly, and asked for an executive session with himself, Mr. Prosch and Dr. College to review the brief. Dr. College acknowledged the requirement and noted that a BRAC orientation briefing was scheduled for 1 December.

Dr. College then briefed Institutional Army proposals, beginning with those affecting the TRADOC footprint. When briefing the Maneuver Center at Fort Benning, VCSA noted that conceptually this plan of action made sense; however he had some concerns about capacity, as Benning already has Ranger and Airborne schools, a Ranger Regiment, and possibly two UAs.

Dr. College noted that today's objective was not to gain approval of specific moves, but to brief current thinking and seek guidance on show stoppers. In

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continued analysis, the Maneuver Center proposal would have to be meshed with JCSG and operational scenarios, potentially competing for the same space.

When reviewing the Net Fires concept, the VCSA also noted that two fires brigades are likely to be stationed at Fort Bliss, to take advantage of nearby range capabilities. VCSA also noted that the changes wrought by modularity in the Army generate change in Military Intelligence personnel and organization, which may impact the type of MI training done and its intended training area requirements.

When discussing CSS Centers, VCSA noted the requirement for live fire convoy training, and noted that we may consider using another port like Fort A.P. Hill to address this requirement.

When addressing the Land Warfare University, VCSA challenged the one-time costs for Fort Eustis, and directed that a side-by-side comparison of Leavenworth and Eustis be made, once the numbers are scrubbed, to see which facility best supports this function. Both the VCSA and the DAS indicated that accessibility to the NCR is not a major factor for locating the War College or CGSC.

In discussion, the question was asked whether TABS was working with the Marines to make this a joint Land Warfare University. Dr. College replied that the Education and Training JCSG was working a Joint University concept, and that the analysis for the Army's Land Warfare University would factor in current joint student load.

VCSA noted that analysis must not only count the number of students, but factor in their ranks, as field grade students have different housing requirements and family support requirements than single enlisted soldiers. There would be a commensurate impact on the schools and local housing in the area selected.

Dr. College then reviewed the JCSG proposals potentially affecting the Institutional Army.

In discussion of a proposal to move FORSCOM Headquarters, VCSA asked whether HSA had considered moving it to Fort Belvoir. COL Coulson responded that a move to Belvoir contradicted the SECDEF's priority to restrain moves into the NCR.

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In discussion of relocating AMC, VCSA asked if we have considered collocating AMC with one of our large depots. Dr. College agreed to present this idea to the HSA JCSG.

VCSA recapped the guidance provided in the briefing, i.e., to continue analysis on all proposals presented, with the exception of the Land Warfare University at Leavenworth vice Eustis. In this instance, VCSA directed closer scrutiny of the costs and well-being factors.

VCSA directed that TABS ensures we look at where the Army will be in FY 07, particularly the impact of IGPBS and 30K plus-up on the communities' ability to support the soldiers and their families. He noted we don't want to violate Installations as Flagships, and cannot afford a negative impact on the Army's Center of Gravity – its All Volunteer Force.

SECRETARY, DR Craig College
RECORDER, MS Stephanie Hoehne