



DCN: 3738



BRAC SRG #7

4 May 2004

Transforming Through Base Realignment and Closure



Agenda

- Status Updates
 - TABS/JCSGs
 - ISG/IEC
 - SRG
- Input into POM 06-11
- Army Principles & Imperatives
- Army Capacity Analysis



TABS & JCSGs Status Update



MVA	<ul style="list-style-type: none"> • Intelligence JCSG briefed the ISG on MVA. • Other JCSGs finalized Military Value design.
Data Calls	<ul style="list-style-type: none"> • Army Data Call #1 results provided to DOD 5 April. • Service results were gathered by DOD and provided to JCSGs 21 April. • Army Data Call #2 released to the field 19 April. • JCSG Data Call #2 to be released mid to late May.
Way Ahead – Near Term	<ul style="list-style-type: none"> • COBRA training begins 20 May. • Capacity Analysis. • Military Value Analysis.
Way Ahead – Long Term	<ul style="list-style-type: none"> • Scenario development.

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ISG/IEC Status Update

<p>Oversight</p>	<ul style="list-style-type: none"> • Selection Criteria published in the Federal Register 12 February are considered final. (per USD (AT&L) memo, 7 April) • SECDEF memo expected in May to provide guidance on how to implement IGPBS.
<p>MAR/APR ISGs</p>	<ul style="list-style-type: none"> • JCSG MVA Reports presented to ISG, reviewed & integrated. • Principles and Imperatives discussion initiated. • Criteria 7 & 8 JPAT approach approved.
<p>Way Ahead – May 14 ISG</p>	<ul style="list-style-type: none"> • BRAC Principles and Imperatives discussion.



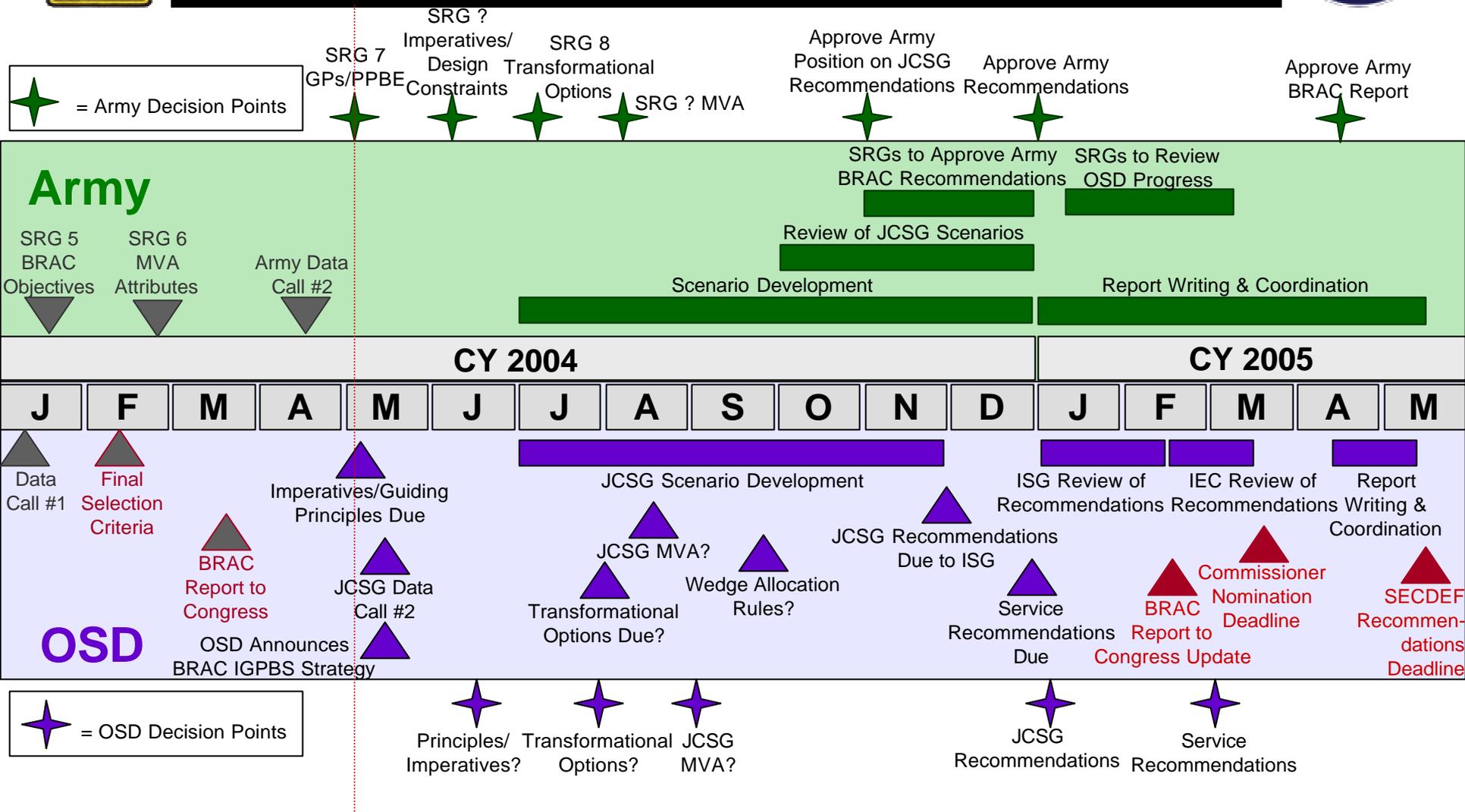
SRG Status Update



17 FEB SRG	<ul style="list-style-type: none"> • SRG approved Military Value Approach. • SRG requested clarification on POM FY06-11 input.
Way Ahead – Near Term	<ul style="list-style-type: none"> • Approve Imperatives & Design Constraints. • Approve Transformational Options. • Approve Army Military Value analysis.
Way Ahead – Long Term	<ul style="list-style-type: none"> • Review Reserve Component Process Action Team (RC PAT) Efforts. • Approve Scenarios. • Approve Army BRAC Recommendations.



BRAC Timeline



Transforming Through Base Realignment and Closure



Purpose

- Seek approval of BRAC requirements and funding for input into POM FY06-11.
- Present draft Army Principles and Imperatives for initial submission to OSD.
- Present an overview of Army Capacity insights.



POM FY06-11 Issue



How do we determine the right level of BRAC 2005 requirements and funding to populate the FY06-11 FYDP?

Why are we doing this?

- Following PPBE process to develop FY06-11 requirements and funding.
- Requirements and funding normally approved through the PPBE SRG.
- However, because this is sensitive data we need to make the decisions here in the BRAC SRG.



Modular UAs Requirements

- Based upon previous guidance we are showing Modularity of UAs as part of BRAC.
- Assumed 48 UAs – 9 in FY06-07.
- Assumed “green grass” construction.
- Based on ACSIM estimates of \$500M per UA with a maximum of \$300M per installation per year.

\$B	FY06	FY07	FY08	FY09	FY10	FY11	FY06-11
MOD UA	1.2	2.3	1.0	0.0	0.0	0.0	4.5



IGPBS Requirements



- Includes only movements to CONUS.
- Costs include movement, MPA, PCS, MILCON, and training facilities.

\$B	FY06	FY07	FY08	FY09	FY10	FY11	FY06-11
IGPBS	0.42	1.40	0.60	0.25	0.20	0.00	2.9



Other BRAC Requirements



- First four rounds of BRAC generally did not touch major maneuver forces.
- Assumed that this round will equal or exceed all four previous rounds of BRAC combined (equals 25% reduction).
- Developed requirements based on the cost of the four previous rounds of BRAC and then normalized for inflation - \$5.7B across the POM.

\$B	FY06	FY07	FY08	FY09	FY10	FY11	*FY12+	FY06-11
BRAC	0.6	1.6	1.4	1.1	0.6	0.4	1.5	5.7

* Cost to Complete



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Total Requirements

\$B	FY06	FY07	FY08	FY09	FY10	FY11	FY06-11
MOD UA	1.20	2.30	1.00	0.00	0.00	0.00	4.50
IGPBS	0.42	1.40	0.60	0.25	0.20	0.00	2.87
BRAC	0.60	1.60	1.40	1.10	0.60	0.40	5.70
TOTAL	2.22	5.30	3.00	1.35	0.80	0.40	13.07

Omitted:

- RC-PAT
- UEx
- UEy
- Major headquarters realignment



Funding Sources

- **BRAC Wedge** – Must gain large share of OSD's \$10.5B.
- **BRAC Savings** – OSD will expect reasonable estimates.
- **IGPBS Wedge** – Handled by PAED in POM build.
- **Tax** – New dollars required to fund remaining BRAC actions.



Developing Army BRAC Funding



\$B	FY06	FY07	FY08	FY09	FY10	FY11	FY06-11
BRAC Wedge	1.00	1.70	1.50	0.00	0.00	0.00	4.20
BRAC Savings	0.00	0.20	0.20	0.60	0.60	0.40	2.00
IGBPS	0.42	1.40	0.60	0.25	0.20	0.00	2.87
TAX	0.80	2.00	0.70	0.50	0.00	0.00	4.00
TOTAL	2.22	5.30	3.00	1.35	0.80	0.40	13.07

Options:

- Fund 48 UAs this POM. \$4B
 - Fund only 43 UAs this POM and finish the 48 next year. \$1.5B
 - Fund only 43 UAs this POM in temporary facilities. \$0
-
- Assume greater piece of the BRAC wedge. \$?
 - Defer to budget cycle of the POM.

Transforming Through Base Realignment and Closure

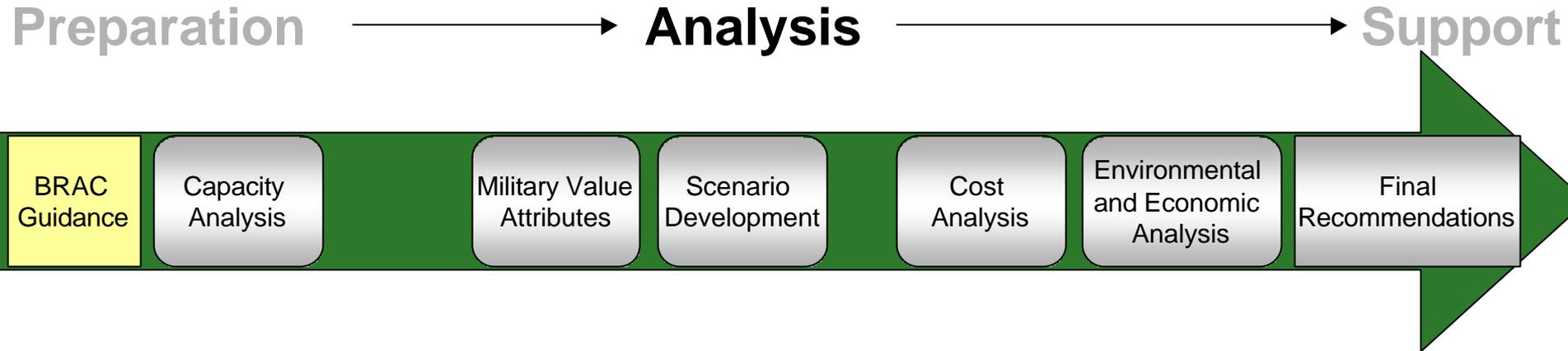


Recommendation

- Direct PAED to establish POM BRAC Wedge.
- POM for only 43 UAs.
 - Tax would then be \$1.5B in POM FY06-11.
 - Additional \$2.5B to be addressed in POM FY07-11 to pay for remaining 5 UAs.



Principles & Imperatives



- **Principles** – OSD – Strategic Concepts that foster Transformation.
 - **Objectives** – Army – Desirable end states resulting from BRAC activities.
 - **Imperatives** – OSD – What must happen; what cannot happen.
 - **Transformational Options** – OSD & Army – Specific COAs to be analyzed (priority).
- Today's Discussion

Transforming Through Base Realignment and Closure



Army BRAC Principles



A campaign quality Joint and Expeditionary Army positioned to provide relevant and ready combat power to Combatant Commanders from a portfolio of installations that:

- ***Projects Power***—The Army requires secure installations and facilities to plan for and execute mobilization and deployment of forces and reach-back operations.
- ***Trains***—Installations provide sustainable maneuver, live fire, and other training space in a wide variety of geographic, topographic, and climatic conditions in support of collective and institutional training and combat and doctrine development.
- ***Sustains***—Installation activities, in partnership with industry, provide Joint, responsive and flexible worldwide logistics support and provide critical reach-back capability to Combatant Commanders.
- ***Enhances Readiness***—The Army requires responsive Research, Development, Test, and Evaluation facilities to meet current and future threats opposing land forces.
- ***Enhances Well-Being***—Soldiers and their families deserve a quality of life at least equal to that of the citizens they defend.



Transforming Through Base Realignment and Closure



Draft Army BRAC Imperatives



Education and Training JCSG

- Retain capacity to receive, station, train, and sustain forces reassigned from overseas.
- The Army must retain the capability to produce land warfare leaders capable of decisive action.

Headquarters and Support Activities JCSG

- Limit the use of leased space by DoD organizations.
- Unite multi-location headquarters in single locations.



Draft Army BRAC Imperatives



Supply and Storage JCSG

- Retain the capability to safely store and eliminate chemical weapons.
- Retain the capability to store, maintain and deploy prepositioned stocks and equipment to support the expeditionary nature of Joint operations.

Industrial JCSG

- Retain a Product Center business model for life cycle support of materiel systems integral to the conduct of Joint expeditionary land warfare.
- Retain Joint maintenance and manufacturing capabilities, partnered with industry, to ensure the readiness of the Joint land warfare force and to provide redundancy.

Transforming Through Base Realignment and Closure



Draft Army BRAC Imperatives



Medical JCSG

- Provide quality and accessible medical care to Soldiers and their families.
- Preserve the capability to conduct graduate medical/dental education (GME/GDE), practical clinical training, and research.

Technical JCSG

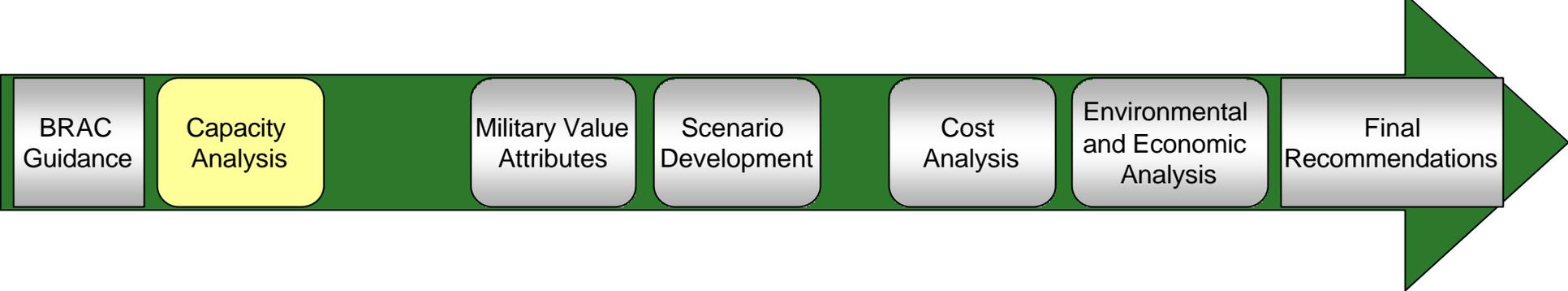
- Retain critical Army RDT&E infrastructure to provide required technological capabilities and capacity in support of the Army, DoD Transformation, and Joint operations.
- Maintain unity of command for Army developmental testing, operational testing, and evaluation, in support of the Army, DoD Transformation, and Joint operations.



BRAC Capacity Analysis



Preparation → Analysis → Support



- Capacity metrics highlight stationing opportunities.
- Stationing opportunities inform scenario development



Capacity

Overview

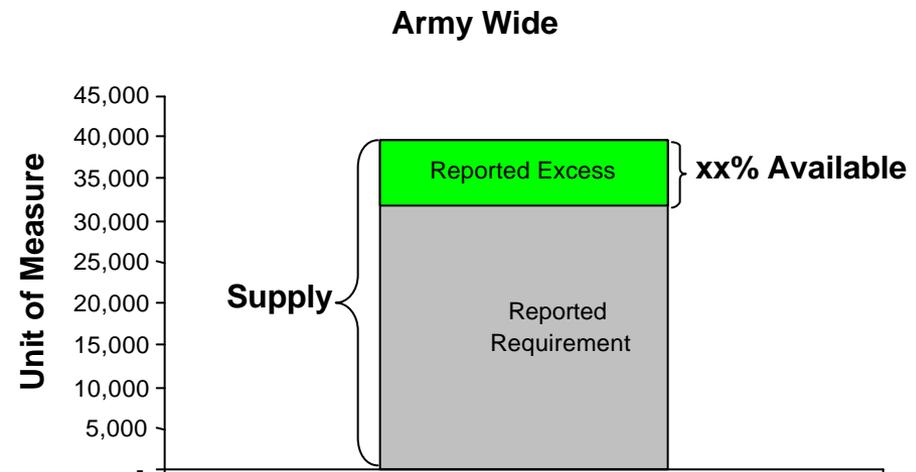
- Identifies installation capacity to support Army requirements.
- Provides potential for BRAC action.
- Air Force and Navy assets considered potential capacity.
- Surge requirements considered.
- A continuously reviewed process.

Limitations

- Availability ? useable
- Aggregate ? installation level
- Requirement definition

Approach

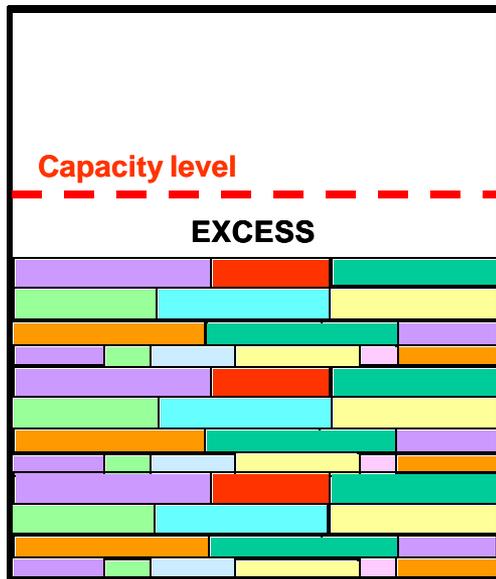
- Determine supply (assets).
- Determine demand (requirements).
- Determine excess and shortage (supply-demand).



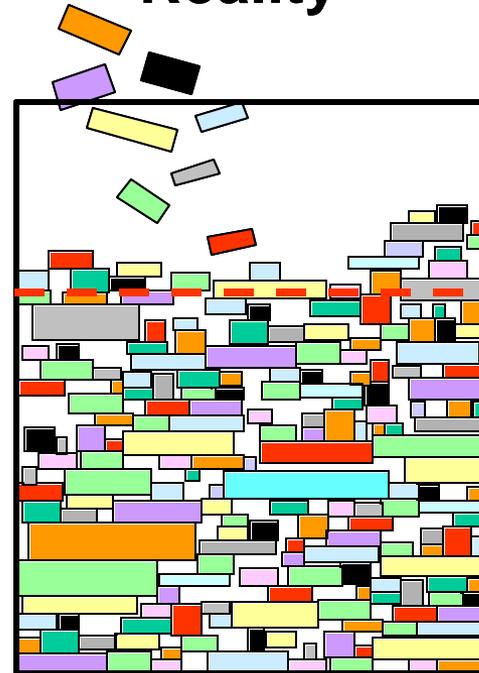


Linear Assumption/Limitation

Analytical View (Land, Ranges, and facilities)



Reality



Analyst must be aware and address this limitation



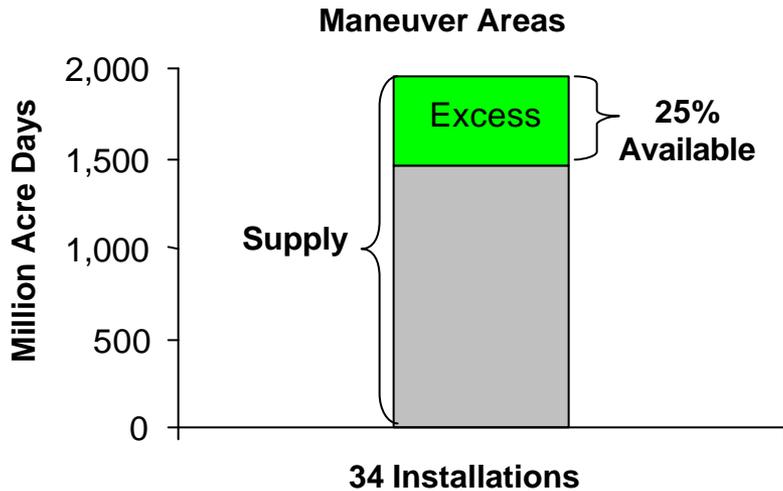
Metric Results

Metrics	Army - Wide		Comments
	Assets	Excess/ Shortage	
Maneuver (HVY and LIGHT)		+27%	18 Installations have doctrinal shortages. 
General Instructional		+11%	
Administrative		+13%	
Depot Maintenance		+14%	
Armament Production		+69%	
Ammunition Storage		+43%	
Mobilization	13,502		Soldiers per day 
Training/Testing Acres	6.9 M		6.9 million acres 
Mission Expansion	6.0 M		6.0 million unconstrained acres 

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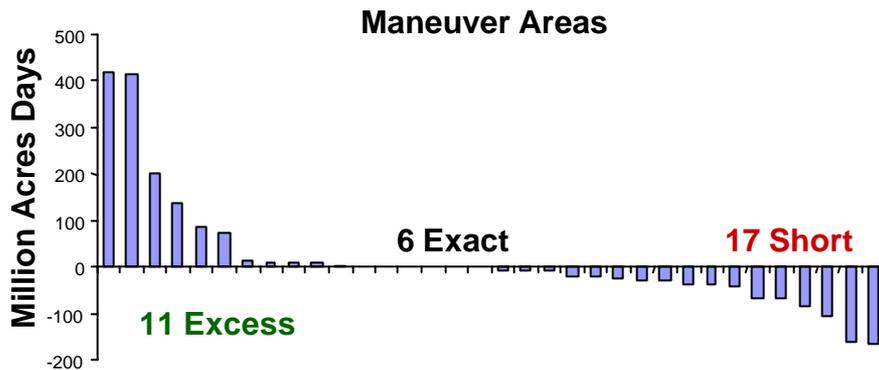


Maneuver Areas (HVY and LIGHT)



Stationing Implications

- Traditional maneuver installations at or exceeding capacity.
- Maneuver area requirements are growing:
 - Stryker BCT Requirement:
 - 25.7 million light acre days
 - 2.5 million heavy acre days
- Potential excess capacity at RDT&E installations.



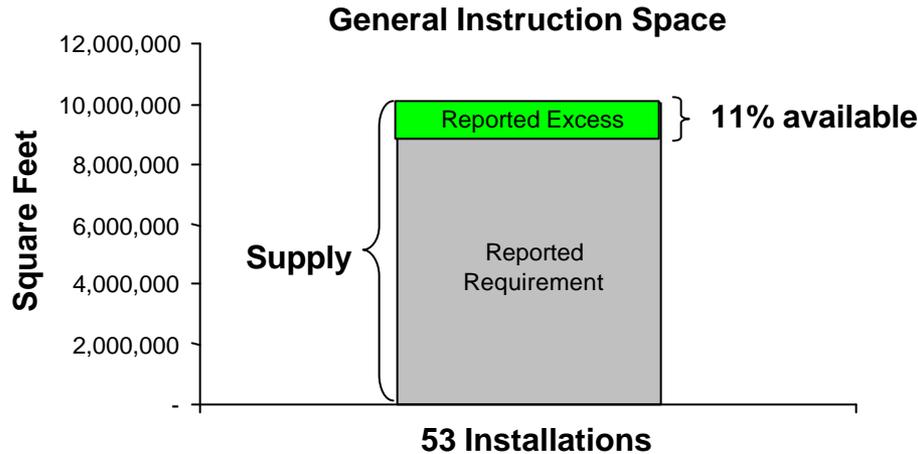
Installation	Maneuver Capacity	Maneuver Requirement	Excess/Shortage Million Acre Days
WAINWRIGHT/GREELY	34	453	419
WHITE SANDS	415	0	415
BLISS	243	41	202
YUMA	89	0	89
DUGWAY	77	1	76
LEWIS/YAKIMA	84	149	-65
CAMPBELL	16	100	-83
DRUM	19	122	-104
HOOD	28	188	-160
BRAGG	26	188	-162

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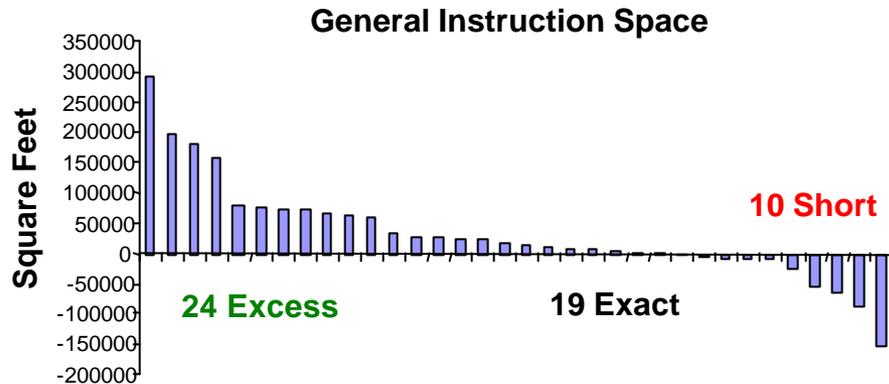


General Instructional Space



Stationing Implications

- Stationing efficiency of institutional training can improve.
- Collocation may improve efficiency.



Installation	Excess/Shortage
FORT LEAVENWORTH	294,029
FORT SILL	198,575
FORT JACKSON	179,402
REDSTONE ARSENAL	155,674
FORT LEE	78,152
FORT GORDON	-23,502
FORT RUCKER	-55,566
PICATINNY ARSENAL	-64,754
FORT BENNING	-86,100
FORT EUSTIS	-151,076

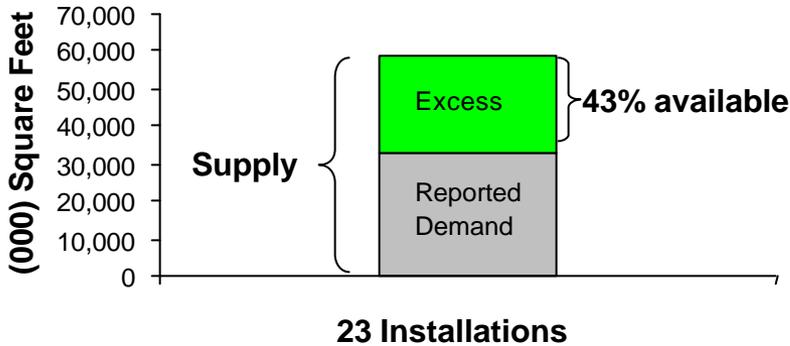
Transforming Through Base Realignment and Closure





Joint Logistics – Ammunition Storage

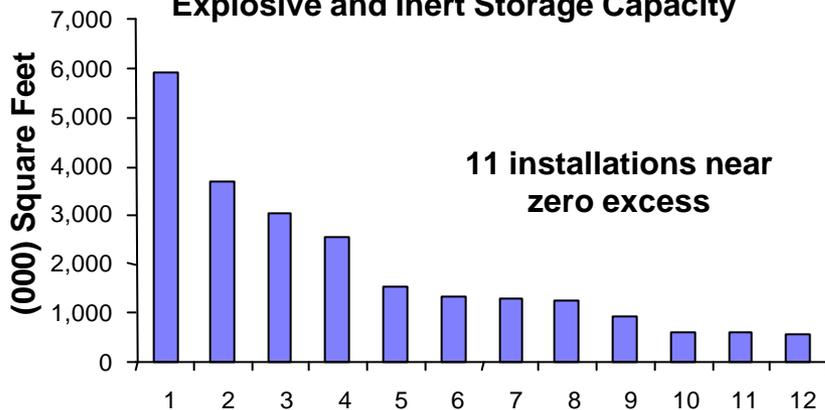
Ammunition Storage



Stationing Implications

- Installations with larger storage capacity can absorb installations with lesser utilized storage capacity.
- Chemical demilitarization sites storage areas will go away once mission is completed (4 sites).
- End state is a Joint distribution network that will enhance strategic responsiveness.

Explosive and Inert Storage Capacity



Installation	Excess/Shortage
Iowa	5,907
Sierra	3,691
Mcalester	3,050
Hawthorne	2,591
Milan	1,579
Crane	1,377
Pueblo Chem Depot	1,314
Tooele Army Depot	1,273
Letterkenny Army Depot	941
Red River	597
Anniston	587
Rock Island Arsenal	550
Total	23,456

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Mission Expansion (unconstrained acres)



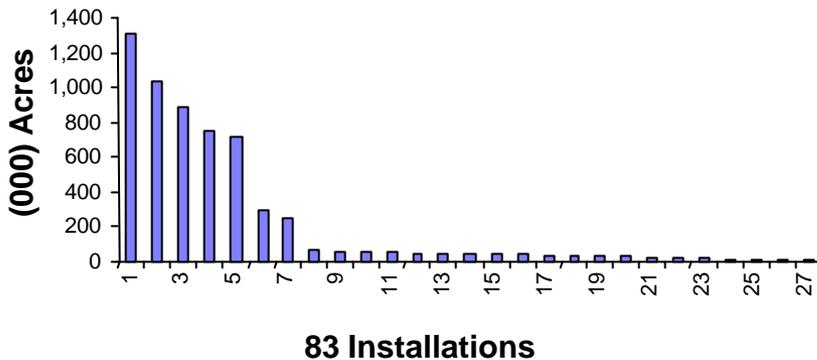
Macro Capacity Evaluation

- Total unconstrained Acres.
- Army Wide:
 - Over 6.0 million acres
- Installation wide:
 - 7 report > 250,000 acres
 - 52 report < 1,000 acres

Stationing Implications

- Reviewing footprint requirements for various standard units and functions.
- Installation’s unconstrained acreage indicates its ability to accept additional units/mission.

Mission Expansion



Installation	Capacity (Thousand Acres)
WHITE SANDS MISSILE RANGE	1,304
FORT WAINWRIGHT	1,034
FORT BLISS	883
DUGWAY PROVING GROUND	747
YUMA PROVING GROUND	721
FORT LEWIS	294
FORT CARSON	256
Others	1,369
Total	6,058





Recommendations

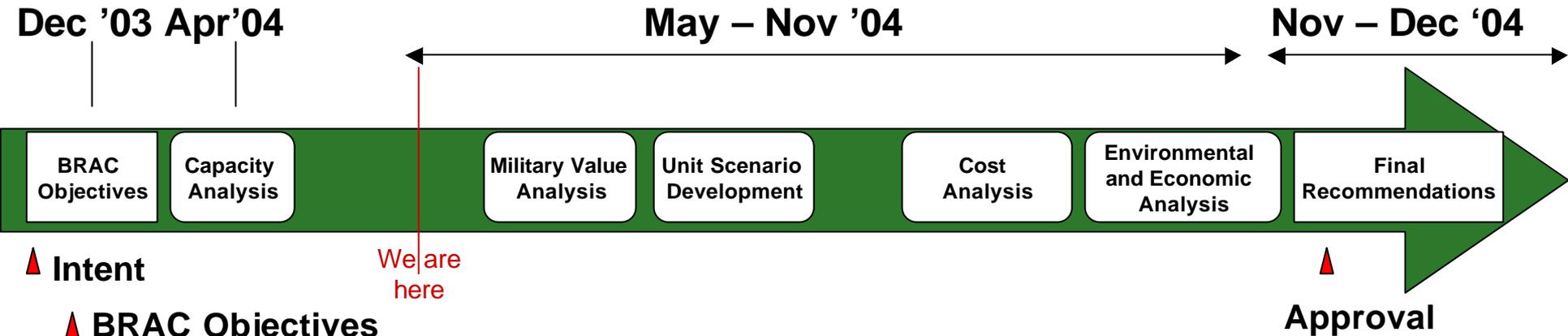
- Approve BRAC requirements and funding for input into the POM FY06-11.
- Direct initial submission of draft Army BRAC Principles and Imperatives to OSD.



BACKUPS



Analytical Process

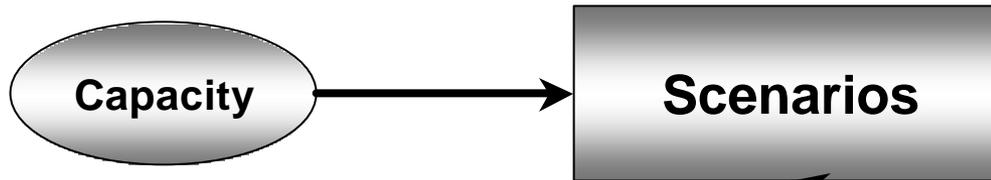


- BRAC objectives drive the search for scenarios.
- Capacity measures highlight opportunities.
- Military value attributes permit rank-ordering of installations.

▲ EOH Decision Points



Scenario Development



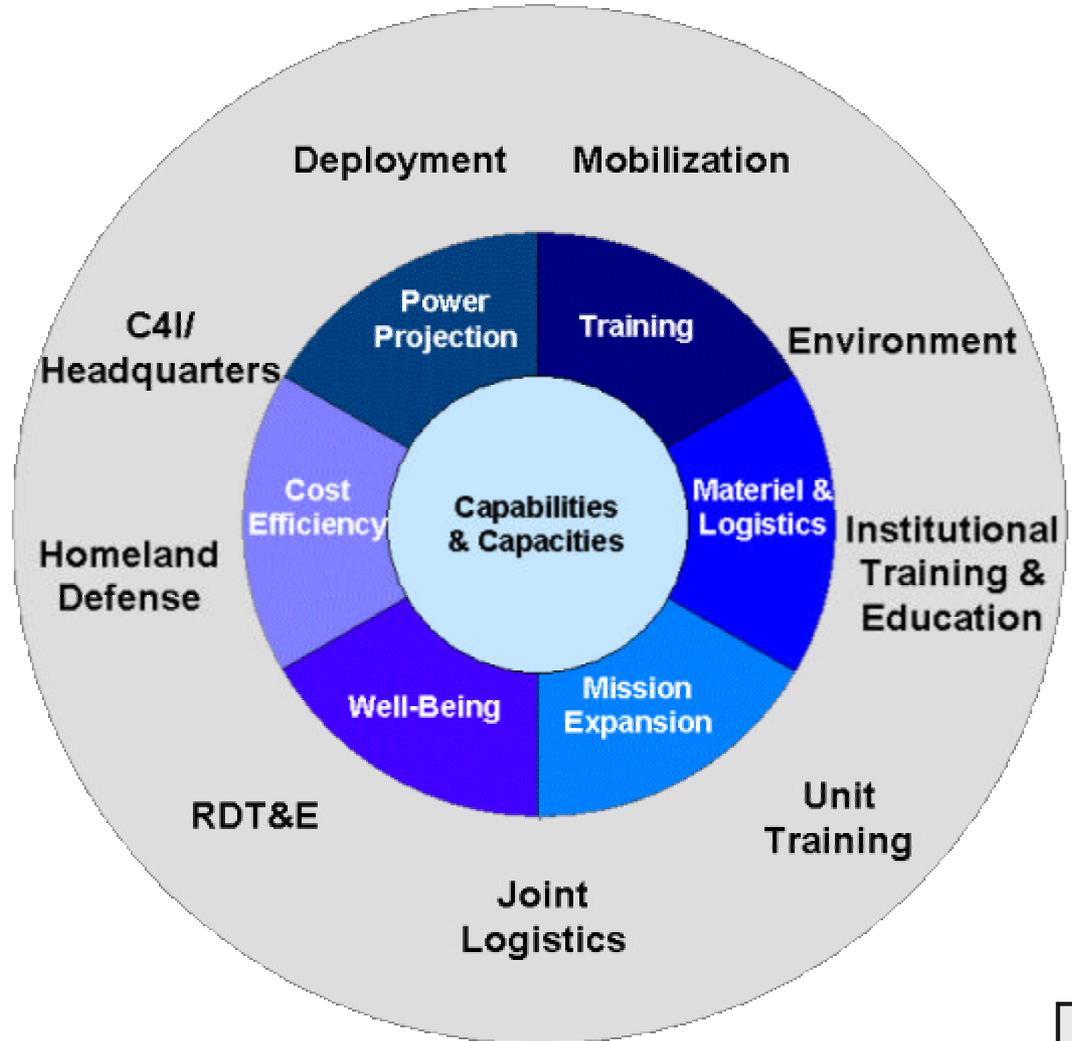
C O N C E P T				
	<p>“Ensure that military value is the primary consideration in the making of recommendations for the closure...” (S. 1438-331)</p>	<p>Key capabilities that the future installation <i>portfolio</i> will provide the Current and Future Armies as part of the Joint Team.</p>	<p>Objectives for transforming the current portfolio of Army installations into a portfolio that best supports the Joint Team.</p>	<p>Installation characteristics that permit us to score how well an <i>installation</i> can help achieve the BRAC objectives.</p>
D E F I N I T I O N				



BRAC Capabilities

SOURCES

- DOD Selection Criteria
- Title X Responsibilities
- DOD Strategic Planning Guidance
- Army Strategic Planning Guidance
- 13 Categories from BRAC 95
- Army's 16 Focus Areas
- Senior Leadership Interviews
- Strategic Readiness System
- MACOM Transformation Documents



Transforming Through Base Realignment and Closure



Developing Army BRAC Requirements



	YR 1	YR 2	YR 3	YR 4	YR 5	YR 6	*YR 7+	TOTAL
BRAC 88	164,774	393,611	366,930	253,571	12,830	84,890		1,276,606
BRAC 91	59,300	358,821	391,467	178,039	358,073	233		1,345,933
BRAC 93	36,407	129,008	68,284	25,956	18,717	5,782		284,154
BRAC 95	230,636	438,994	391,399	475,539	147,617	287,905	1,431,451	3,403,541
TOTAL	491,117	1,320,434	1,218,080	933,105	537,237	378,810	1,431,451	6,310,234
	FY06	FY07	FY08	FY09	FY10	FY11		
Adjusted for inflation	608,471	1,579,402	1,446,838	1,076,160	606,030	416,599	1,476,033	7,209,479

* Cost to Complete computations



Army Installations- Post BRAC



2004 DOD Report to Congress

Installation Category	Approx. Excess Capacity
Maneuver	19%
Major Training, AC	22%
Major Training, RC	50%
Administrative	14%
Industrial	43%
Schools	36%
Test & Evaluation/Labs	62%
Aggregate % - Army Excess Capacity	29%



Previous BRACs



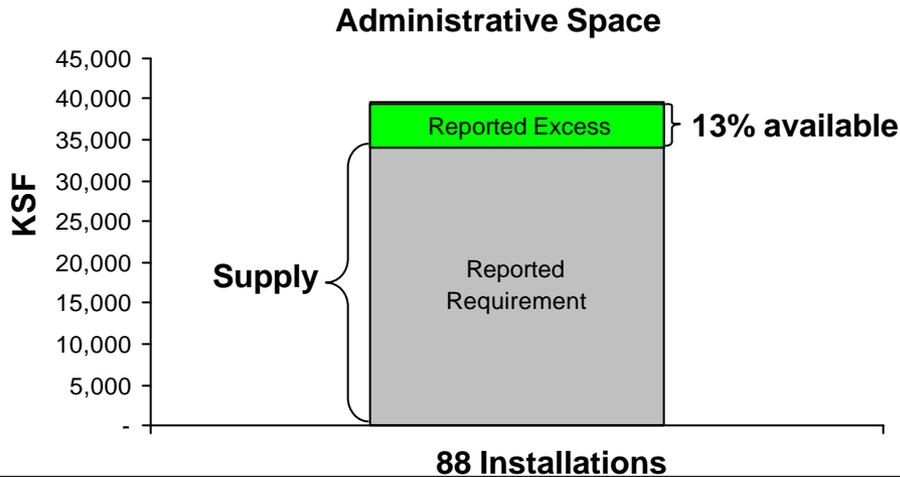
Breakout of Type Installations Closed/Realigned

Admin	- 25	Total Cost \$1.4B
Industrial	- 29	Total Cost \$2B
Schools	- 4	Total Cost \$800M
T&E Labs	- 6	Total Cost \$600M
Training	- 8	Total Cost \$350M
Training, RC	- 10	Total Cost \$100M
Maneuver	- 1	Total Cost \$800M
		Total \$6.1B



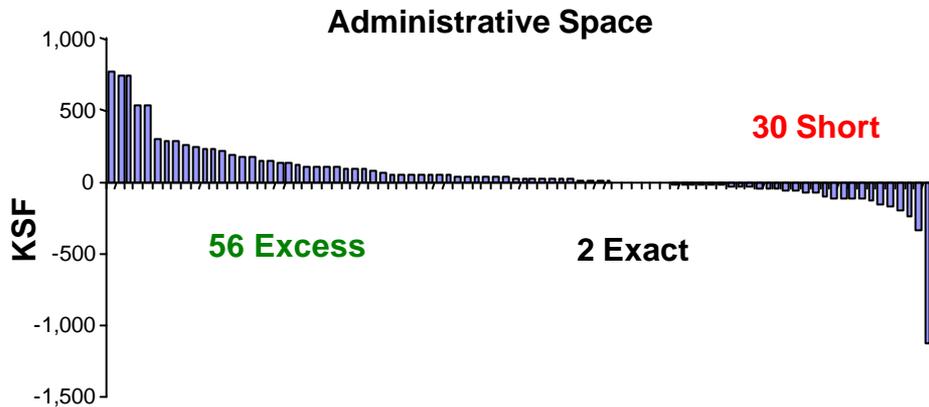


Administrative Space



Stationing Implications

- Re-stationing can improve the efficiency of admin space.
- Opportunities exist to:
 - Bring in lease activities.
 - Unite multi-location headquarters.



Installation	Excess/Shortage
SAM HOUSTO	769
KNOX	746
WEST POINT	746
ROCK ISLAN	547
ABERDEEN	542
STEWART	-176
HOOD	-197
SHAFTER	-239
SCHOFIELD	-344
BRAGG	-1,117

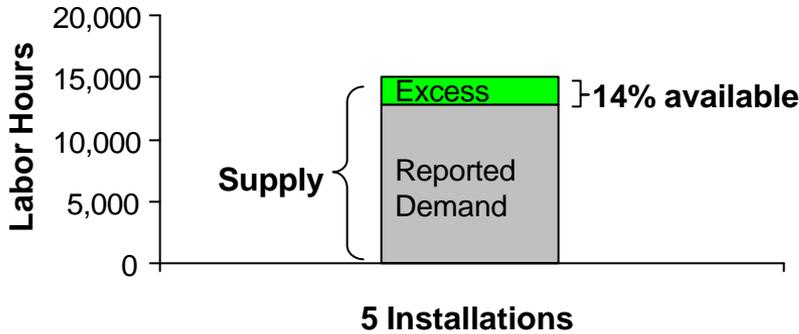
Transforming Through Base Realignment and Closure





Joint Logistics - Depot Maintenance

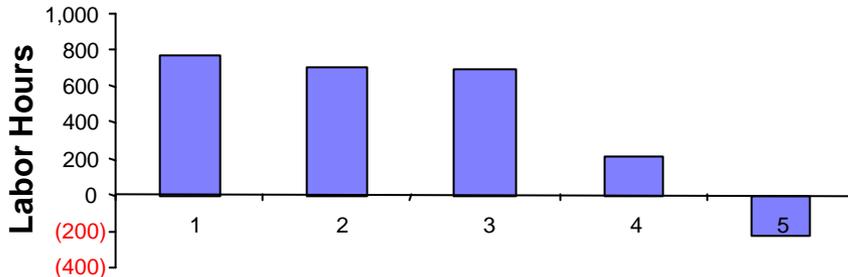
Depot Maintenance



Stationing Implications

- Larger depots may have the capacity to absorb the workload of smaller depots and other DOD depots
- Consolidation may improve efficiency.

Depot Maintenance



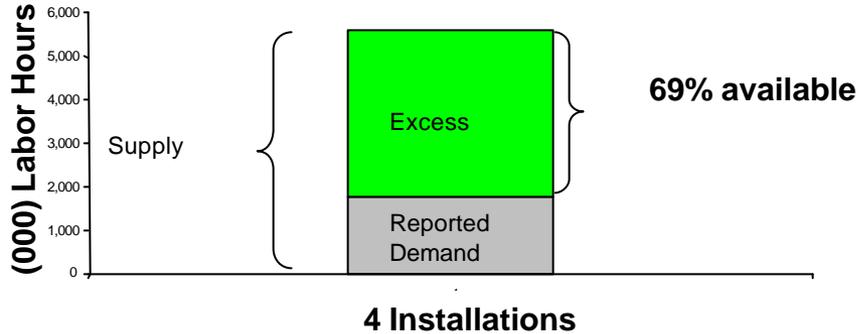
Installation	Excess/Shortage
ANNISTON	768
TOBYHANNA	706
CORPUS CHRISTI	697
LETTERKENNY	213
RED RIVER	-223





Joint Logistics – Armament Production

Armament Production

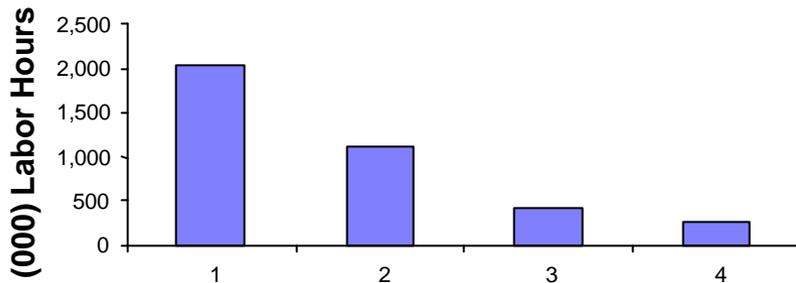


Stationing Implications

- Consolidation may improve efficiency.
- However, each arsenal has unique capabilities for DOD
 - PBA – White phosphorous
 - RIA - Foundry
 - WVA – Rotary Forge
 - Lima- Only US tank facility*

* Full spectrum manufacturing from raw materials to finish product

Armament Production



Installation	Excess/Shortage
PINE BLUFF ARSENAL	2,036
ROCK ISLAND ARSENAL	1,117
WATERVLIET ARSENAL	421
LIMA ARMY TANK PLANT	281
Total	3,855





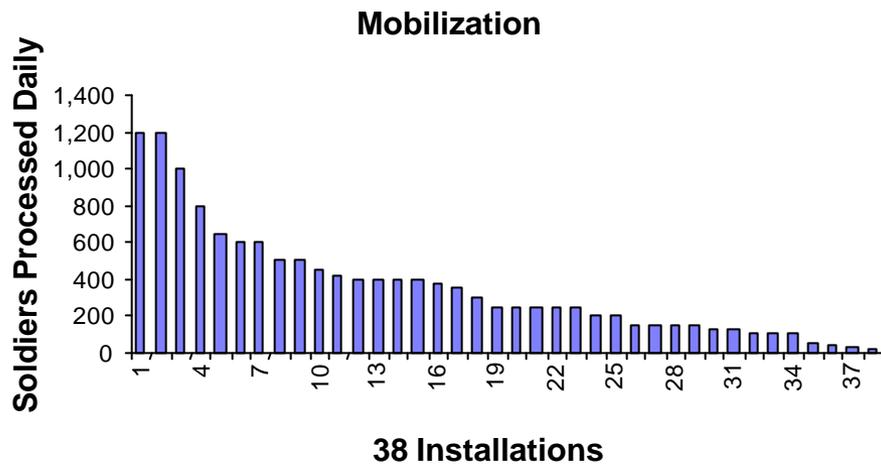
Mobilization

Macro Capacity Evaluation

- Applies to 38 Installations
- Army Wide:
 - Can process 13,502 soldiers daily.
 - Takes 10 days to process 135,000 soldiers.
 - 148, 460 RC troops mobilized (RC&NG).

Stationing Implications

- Currently Army uses half of its active posts for mobilization.
- BRAC analysis should integrate capacity data with home stationing mobilization decisions.



Installation	Capacity
FORT HOOD	1,200
FORT KNOX	1,200
SCHOFIELD BARRACKS	1,000
FORT CAMPBELL	800
FORT DRUM	650
Others	8,652
Total	13,502





Testing/Training Acres

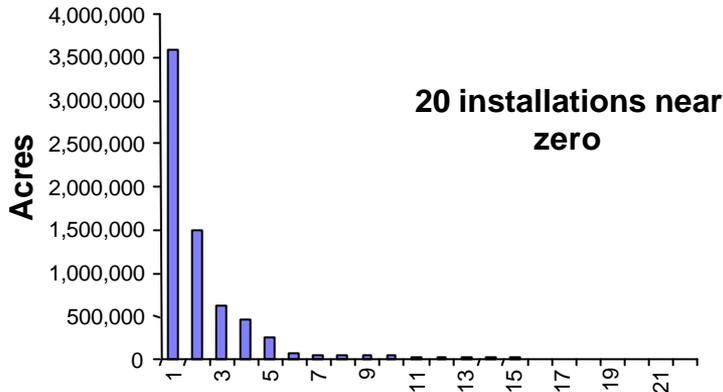
Macro Capacity Evaluation

- Applies to 35 Installations
- Army Wide
 - Over 6.9 million acres
- Installation wide
 - 5 report > 100,000 Acres
 - 9 report < 100 Acres

Stationing Implications

- Sustain unique Joint-use test range capabilities and linkages to test facilities:
 - White Sand: fully controlled airspace
 - Yuma: tropical and cold weather test regions
 - Dugway: Joint chem-bio testing & training
- Integrate testing and training ranges virtually and physically.

Test Ranges



Installation	Acres
WHITE SANDS MISSILE RANGE	3,589,509
YUMA PROVING GROUND	1,509,089
DUGWAY PROVING GROUND	626,477
NTC AND FORT IRWIN CA	460,000
FORT STEWART	263,686
FORT A P HILL	73,972
FORT RICHARDSON	50,144
FORT SILL	48,449
FORT HUACHUCA	47,682
FORT POLK	47,472
ABERDEEN PROVING GROUND	33,775



THE ARMY BASING STUDY (TABS) GROUP

04 May 2004
BRAC 2005 SRG #7
SECRETARY OF THE ARMY CONF ROOM, 3D572

ATTENDEES:

BRAC 05 SRG MEMBERS		
POSITION	NAME	REPRESENTATED BY
USA	HON Brownlee, CO-Chair	
VCSA	GEN Casey, CO-Chair	
ASA (ALT)	HON Bolton	MR Pybus
ASA (I&E)	MR Prosch	
ASA (FMC)	HON Pack	MR Gregory
CG	HON Morello	MR Williams
DUSA	Vacant	
DAS	LTG Lovelace	
G-3	LTG Cody	MS Condon
G-4	LTG Christianson	
G-8	LTG Griffin	MR Tison
ACSIM	MG Lust	
CAR	LTG Helmly	BG Profit
D, ARNG	LTG Schultz	
TSG	LTG Peake	MG Farmer

SECRETARY, DR Craig College
RECORDER, MS Rose Lilly

PURPOSE:

- To seek SRG approval of BRAC 05 requirements and funding for input into POM FY06-11.
- To present draft Army Principles and Imperatives for initial submission to OSD.
- To present an overview of Army Capacity insights.

THE ARMY BASING STUDY (TABS) GROUP

04 May 2004
BRAC 2005 SRG #7
(CONTD)

Dr. College opened the meeting by welcoming the group and immediately began the briefing.

SRG members gave the head nod to monthly meetings:

June: Principles and Imperatives
July: Transformational Options
August: MVA

Dates to be determined to stay ahead of OSD ISG sessions.

Members reviewed the current estimates of BRAC requirements and acknowledged that they are still uncertain and may be incomplete as UEs, RC, SUAs, and other activities are not yet included in the estimate. Agreed to fund full construction of the 43 UAs or the additional costs of the last 5 UAs--nothing to go into POM for BRAC at this time.

VCSA announced the creation of the core group to help him examine BRAC issues. SecA reiterated need for tightened security as the group of people involved grows in number.

SecA reminded us all to include surge in our analyses as appropriate. Can't pair down to a routine level and not have capacity to handle unexpected large operational demands.

Members reviewed and gave guidance to pair down imperatives so that they are narrowly defined (only those things that must occur) and Army specific. Principles were accepted without comment. Mention that they are based on previously approved BRAC Objectives.

Current capacity analyses reviewed for information.

THE ARMY BASING STUDY (TABS) GROUP

04 May 2004
BRAC 2005 SRG #7
SECRETARY OF THE ARMY CONF ROOM, 3D572

ATTENDEES:

BRAC 05 SRG MEMBERS		
POSITION	NAME	REPRESENTATED BY
USA	HON Brownlee, CO-Chair	
VCSA	GEN Casey, CO-Chair	
ASA (ALT)	HON Bolton	MR Pybus
ASA (I&E)	MR Prosch	
ASA (FMC)	HON Pack	MR Gregory
CG	HON Morello	MR Williams
DUSA	Vacant	
DAS	LTG Lovelace	
G-3	LTG Cody	MS Condon
G-4	LTG Christianson	
G-8	LTG Griffin	MR Tison
ACSIM	MG Lust	
CAR	LTG Helmly	BG Profit
D, ARNG	LTG Schultz	
TSG	LTG Peake	MG Farmer

SECRETARY, DR Craig College
RECORDER, MS Rose Lilly

PURPOSE:

- To seek SRG approval of BRAC 05 requirements and funding for input into POM FY06-11.
- To present draft Army Principles and Imperatives for initial submission to OSD.
- To present an overview of Army Capacity insights.

THE ARMY BASING STUDY (TABS) GROUP

04 May 2004
BRAC 2005 SRG #7
(CONTD)

Dr. College opened the meeting by welcoming the group and immediately began the briefing.

SRG members gave the head nod to monthly meetings:

June: Principles and Imperatives
July: Transformational Options
August: MVA

Dates to be determined to stay ahead of OSD ISG sessions.

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