



TABS Military Value Analysis Training

23 April 2004



Agenda

- Introduction
- BRAC 95 Overview
- Other Considerations
- BRAC 2005 Process
- Practical Exercise

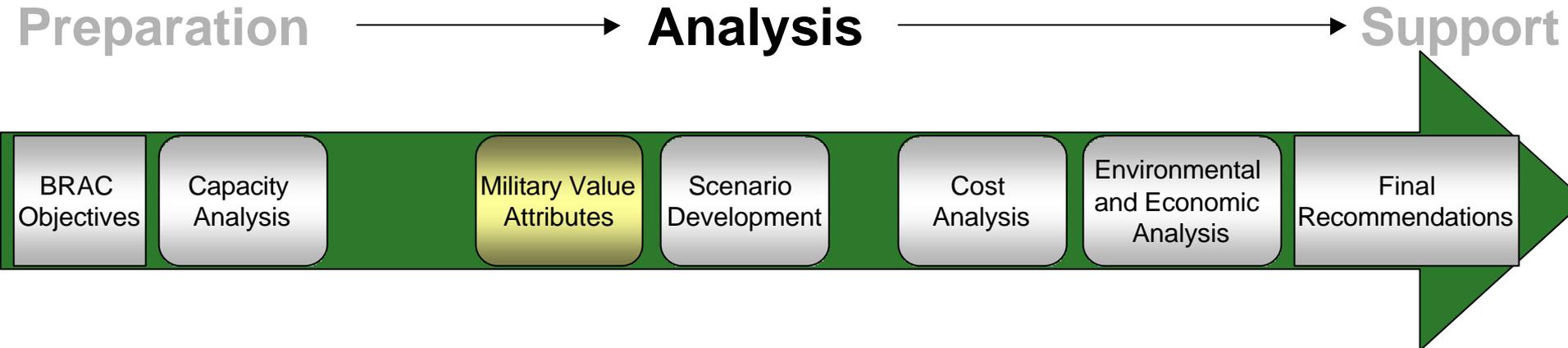


Purpose & Learning Objectives

- Purpose:
 - Familiarize TABS Personnel with the BRAC 2005 Military Value Analysis process.
 - Conduct PE combining BRAC Objectives with military value.
- TABS personnel learning objectives:
 - Be familiar with the BRAC 95 selection process
 - Understand the BRAC 05 military value process to include:
 - Major steps in process
 - What MVA does and does not do
 - How you will use military value



BRAC Analytical Process

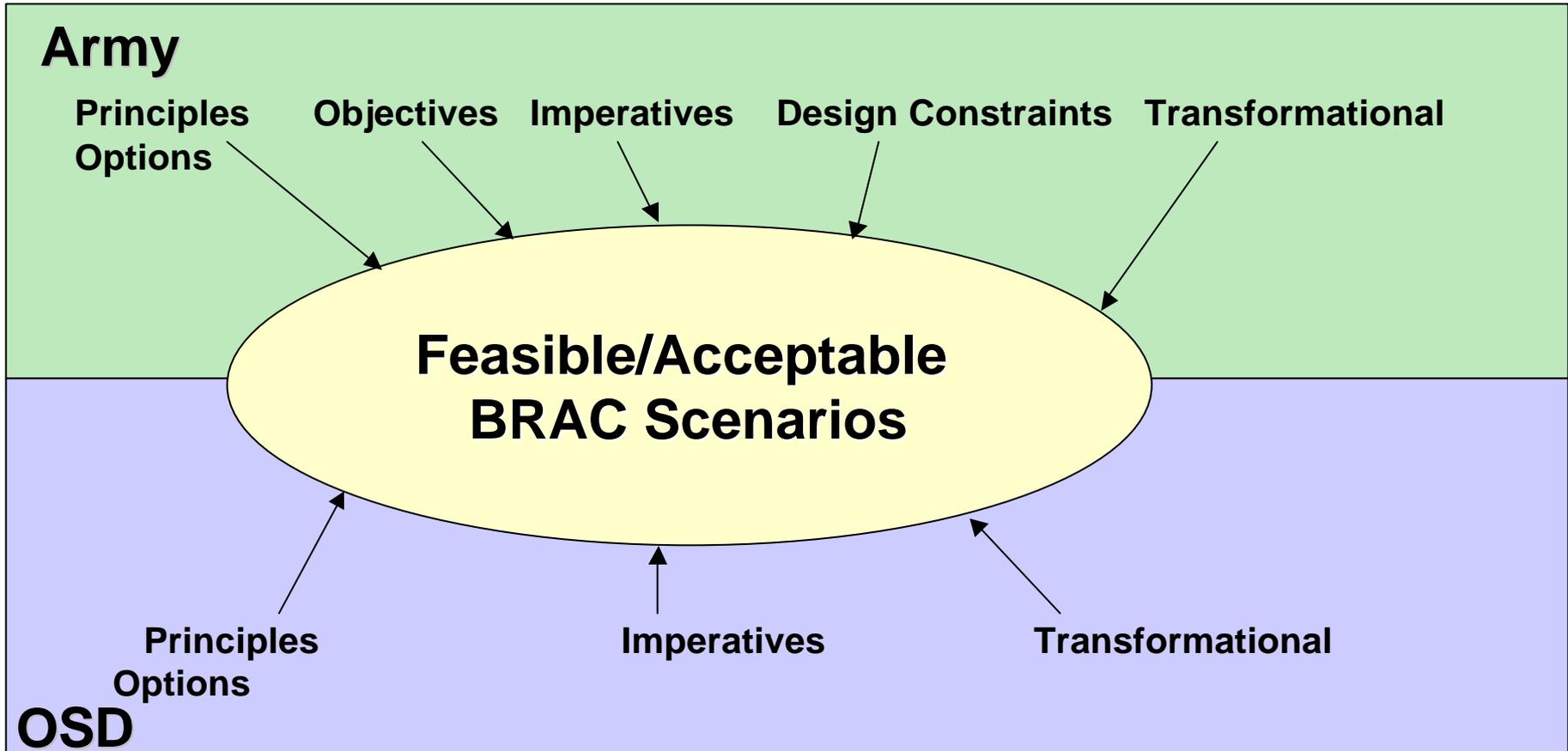


- “military judgment built upon a quantitative analytical foundation is the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations.”
- “In exercising the military judgment component of Military Value, the BRAC deliberative process will develop and approve overarching principles from which specific imperatives flow.”

Source: USD (AT&L) Memo to ISG, Subject: Principles and Imperatives, dated 20 April 2004

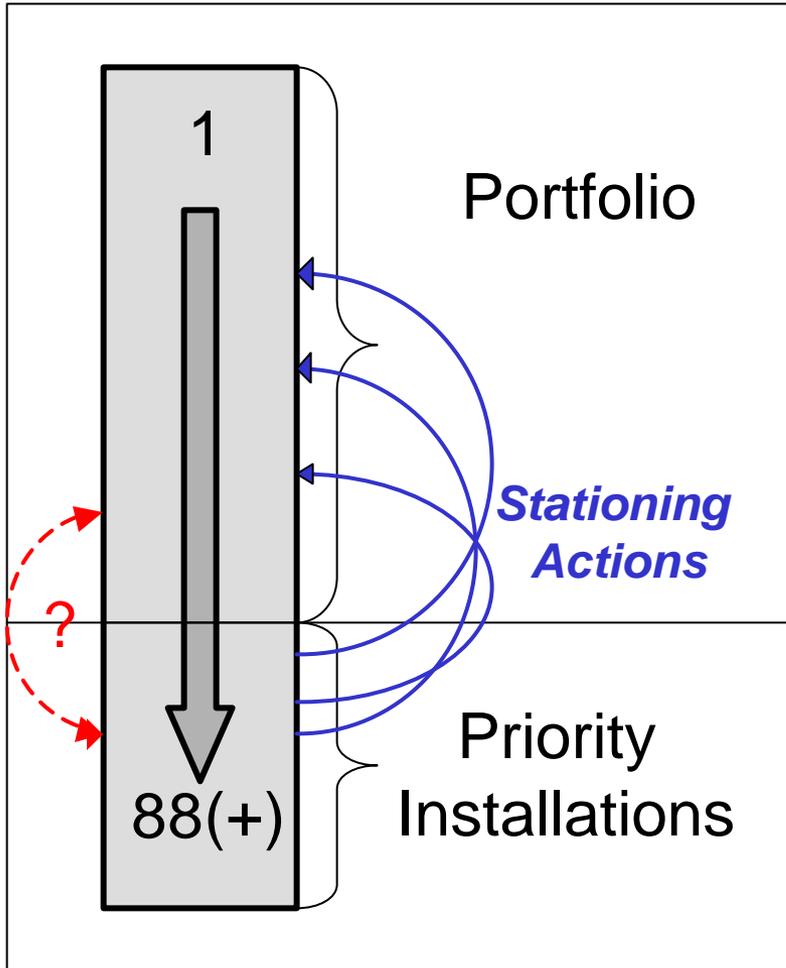


Determining Scenarios





Bottom line -- MVI and MVP



- MVI – Ranking of installations from 1 to 88(+)
- MVP – Portfolio of installations that satisfies modeled imperatives/ design constraints
- What installation(or lease) should I review?
- What objective can I support?
- What installation with a higher value can I move a unit to?
 - Military value
 - Excess capacity
- Are there installations that need to move in/out of the portfolio?



Why are Military Value Criteria Important?

- The BRAC 05 law, Section 2913(b)(1-5), specifies that “the selection criteria prepared by the Secretary [of Defense] shall ensure that military value is the *primary consideration* in the making of recommendations for closure or realignment”.
- The Commission may change a recommendation only if it determines “that the Secretary [of Defense] deviated substantially from the force-structure plan and *final criteria* in making recommendations” (Section 2903(d)(2)(B)).



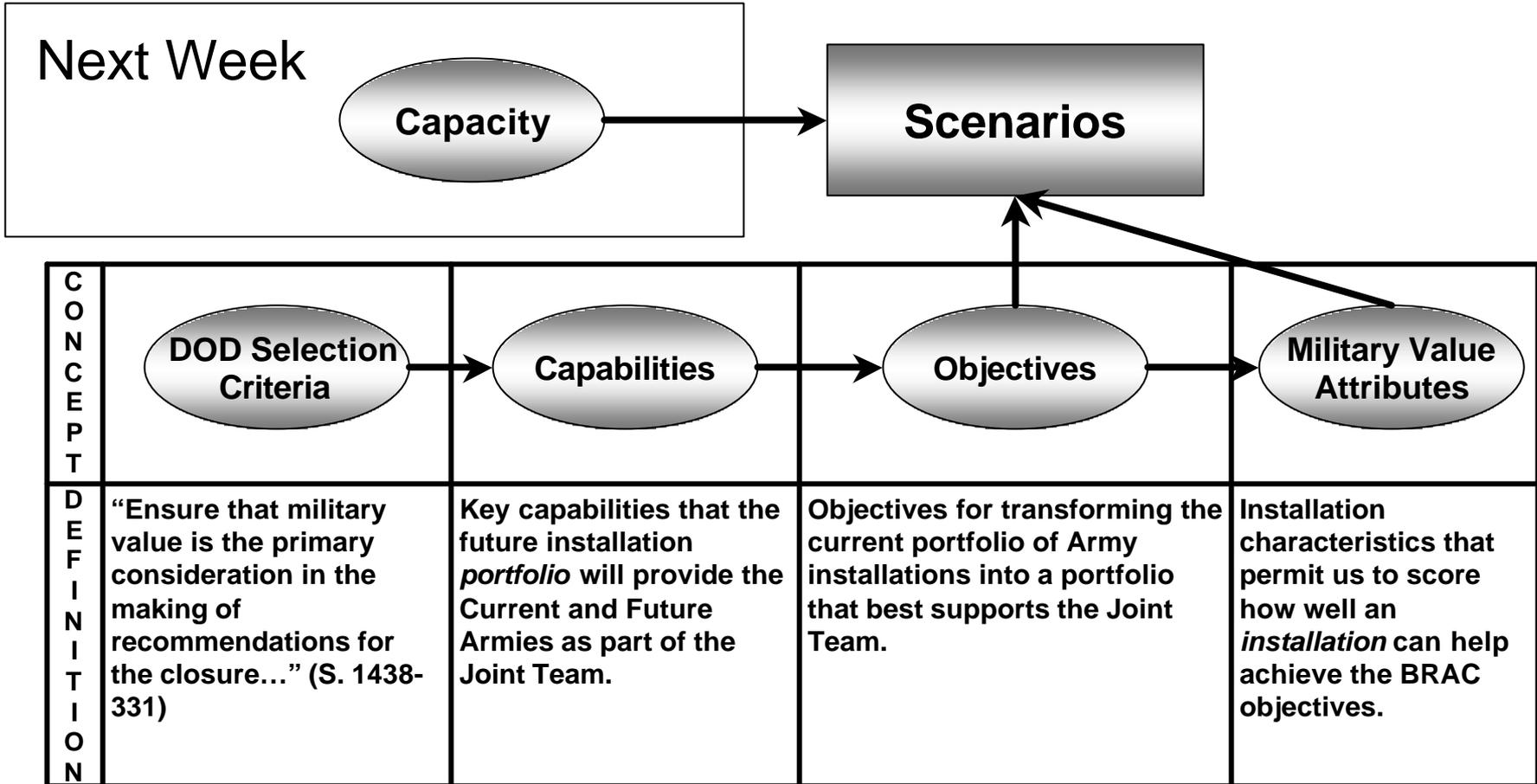
Military Value Selection Criteria



1. The current and future mission capabilities and the impact on operational readiness of the Department of Defense's total force, including impact on joint warfighting, training, and readiness.
2. The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.
4. The cost of operations and the manpower implications.



MV Concepts Lead to Scenario Development





Assumptions & Limitations

- Linearity - possibly optimistic
- Data quality
- Measurable – determines what we can use in the analysis



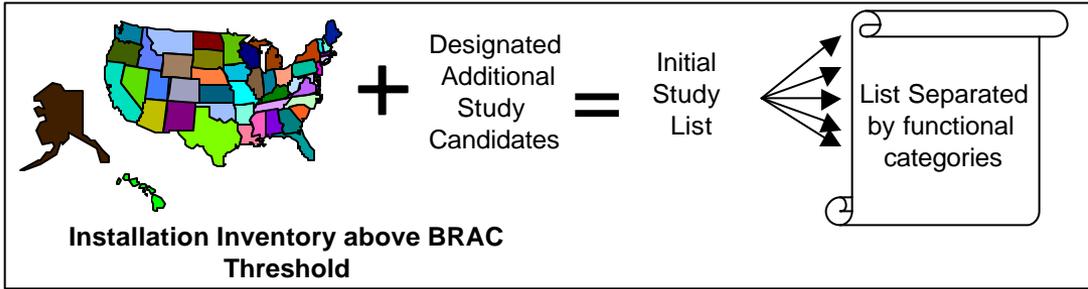
1995 TABS Base Closure Selection Process Evolution to the 2005 Process



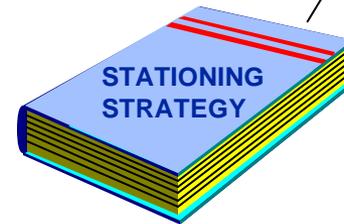
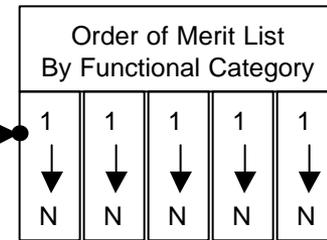
BRAC 95 Installation Assessment (IA)



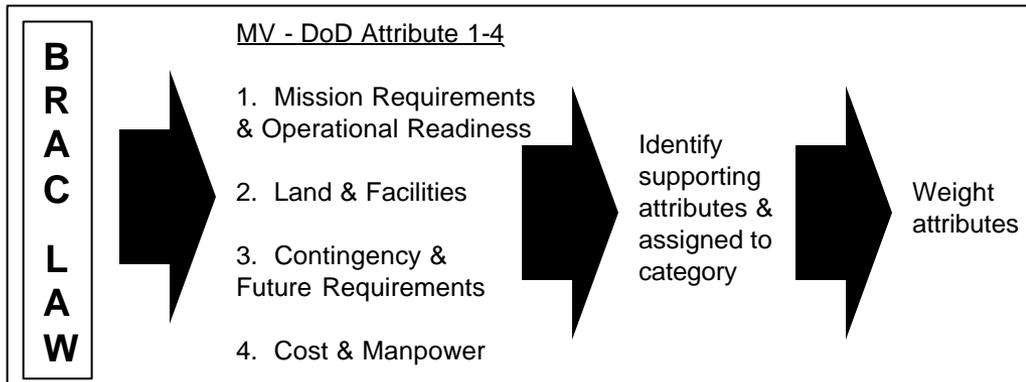
Identify Initial Installation List & categorize by function



Data Collection



Develop the Assessment Model





What did we do in BRAC 95?

Attribute and Weight			
DOD #1 W₁	A₁	W₁	
	A ₂	W₂	
	.	.	
	.	.	
	A₇	W₇	
	DOD #2	A ₈	w ₈
	W₂	A₉	W₉
.		.	
.		.	
A ₁₃		w ₁₃	
DOD #3 W₃	A ₁₄	W₁₄	
	A ₁₅	W₁₅	
	A ₁₆	w ₁₆	
	A₁₇	W₁₇	
	DOD #4	A ₁₉	w ₁₉
W₄	.	.	
	A ₂₁	W₂₁	
	A₂₂	W₂₂	
	A₂₃	W₂₃	

100%

Installation Categories

- Commodity (9)
- Ports (3)
- Ammo Production (8)
- Depots (4)
- Medical Centers (3)
- Maneuver (11)
- Trng Schools (14)
- Major Trng (10)
- C2/Admin (15)
- Prof. Schools (4)
- Ammo Storage (8)
- Proving Grounds (4)
- Industrial Facilities (4)

Attribute and Weight			
DOD #1 W₁	A ₂	W₂	
	A ₃	W₃	
	.	.	
	.	.	
	A₇	W₇	
	DOD #2	A ₈	w ₈
	W₂	A ₁₀	W₁₀
.		.	
.		.	
A ₁₃		w ₁₃	
DOD #3 W₃	A ₁₄	W₁₄	
	A ₁₅	W₁₅	
	A ₁₆	w ₁₆	
	A₁₈	W₁₈	
	DOD #4	A ₁₉	w ₁₈
W₄	.	.	
	.	.	
	A ₂₁	W₂₁	

100%

97 Installations

Transforming Through Base Realignment and Closure



BRAC 95 IA



Category \ Criteria	Maneuver	Major Tng Area	C2/ Admin	Ammo Storage	Proving Grounds
14. Deployment Network	60	30		80	
15. Encroachment	25	20	25	30	65
24. Impact Acres	70	70			
31. Maneuver Acres	80	120			
33. MCA Costs	30	30	30	50	50
39. OPS/Admin Facilities			140		
43. % Permanent Facilities	30	30	40	50	75

DoD Criteria 1- Mission
DoD Criteria 2- Land&Facilities
DoD Criteria 3- Contingency, Mobilization& Fut
DoD Criteria 4- Cost&Manpower

1. Cross-category comparisons not possible because different attributes/ weights applied to each of 13 categories.
2. “Stove-piped” solutions.
3. 57 criteria.
4. Analysis indicates less than 1/3 of the attributes made a significant contribution to overall value.



BRAC 95 MV ANALYSIS - EXAMPLE



ARMY TRAINING SCHOOLS

OPERATIONAL (STATIONING) STRATEGY

- LOCATE BRANCH SCHOOLS TO FACILITATE TRAINING & EFFICIENCY. CONSIDER A MOBILITY + SURVIVABILITY (EN, CM, MP) AND A LOGISTICS CENTER (OD, QM, TC)
- RETAIN TRAINING AIRSPACE AND FACILITIES TO SUPPORT ROTARY WING PILOT TRAINING
- RELOCATE LANGUAGE TRAINING TO FACILITATE FOLLOW-ON TRAINING

INSTALLATION ASSESSMENT

1. (6.9) FT BLISS
2. (5.9) FT BENNING
3. (5.3) FT JACKSON
3. (5.3) FT KNOX
5. (5.0) FT SILL
5. (4.9) FT GORDON
7. (4.7) FT LEONARD WOOD
8. (4.4) FT McCLELLAN
9. (4.3) FT RUCKER
- 10.(4.2) FT HUACHUCA
- 11.(4.0) FT SAM HOUSTON
- 12.(3.8) FT LEE
- 13.(2.8) FT EUSTIS/STORY
- 14.(2.0) POM

MILITARY VALUE ASSESSMENT

- FT BLISS
- FT BENNING
- FT JACKSON
- FT KNOX
- FT SILL
- FT GORDON
- FT RUCKER
- FT HUACHUCA
- FT SAM HOUSTON

APPLYING REQUIREMENTS

CHANGES

ORDER

STUDY CANDIDATES

- FT LEONARD WOOD
- FT McCLELLAN
- FT LEE
- FT EUSTIS/STORY
- POM

**RECOMMENDATION:
CLOSE FT MCLELLAN**



BRAC 95 MV ANALYSIS - EXAMPLE

ARMY TRAINING SCHOOLS

OPERATIONAL (STATIONING) STRATEGY

- LOCATE BRANCH SCHOOLS TO FACILITATE TRAINING & EFFICIENCY. CONSIDER A MOBILITY + SURVIVABILITY (EN, CM, MP) AND A LOGISTICS CENTER (OD, QM, TC)
- RETAIN TRAINING AND SUPPORT ROTATIONS TO SUPPORT ROTATIONS
- RELOCATE LAND FOLLOW-ON T

INSTALLATION ASSESSMENT

1. (6)
- 2.
- 3.
- 3.
- 11.
- 12.(3)
- 13.(2.8) FT EUSTIS/STORY
- 14.(2.0) POM

MVI

MILITARY VALUE ASSESSMENT

- BLISS
- ENNING
- KSON
- X
- ON
- ER
- CHUCA
- AM HOUSTON

MVP

- FT LEONARD WOOD
- FT McCLELLAN
- FT LEE
- FT EUSTIS/STORY
- POM

STUDY CANDIDATES

APPLY

Imperatives/Design Constraints (On-going effort.)

RECOMMENDATION: CLOSE FT MCLELLAN



TRAINING SCHOOLS

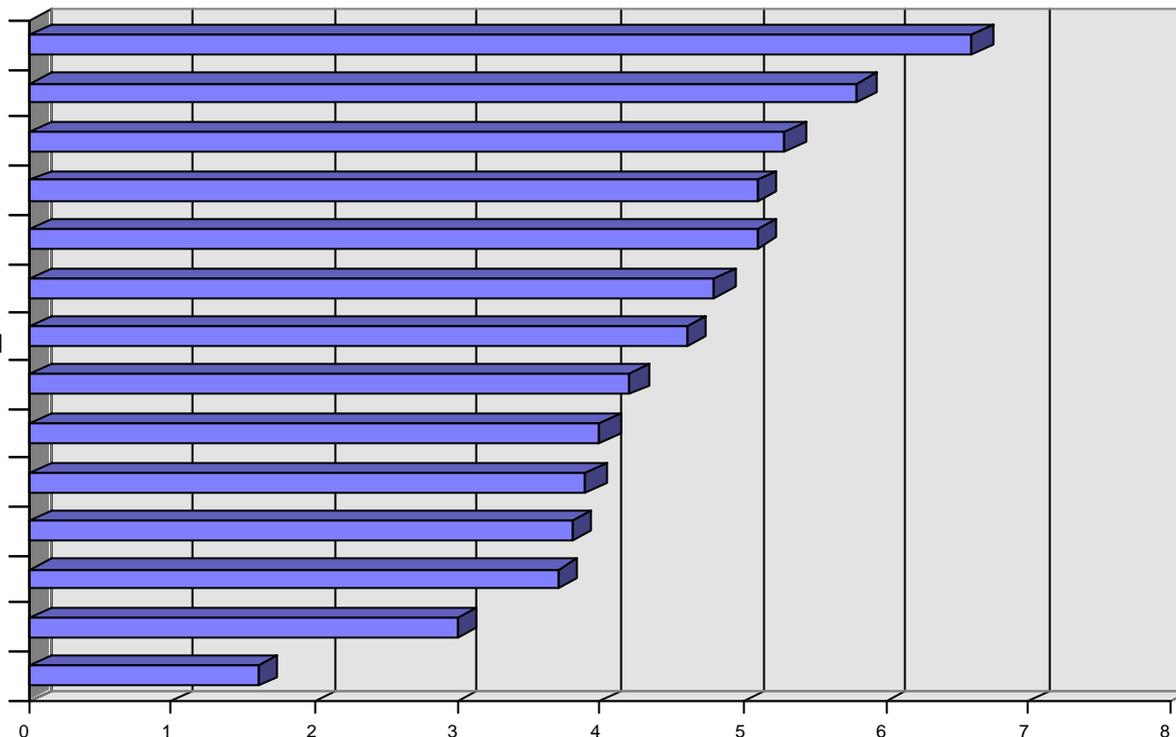
(BRAC 95 IA Results)

Initial Rankings

BRAC 1991 BRAC 1993 BRAC 1995

1	1	1	Bliss
2	2	2	Benning
8	7	3	Jackson
3	3	4	Knox
6	6	4	Gordon
4	4	6	Sill
7	5	7	Leonard Wood
9	9	8	McClellan
13	11	9	Huachuca
10	10	10	Rucker
5	8	11	Sam Houston
12	11	12	Lee
11	11	13	Eustis/Story
N/A	N/A	14	POM
Low	N/A	N/A	Ben Harrison

BRAC 1995



■ Installation Assessment Score

Recommended for closure

Closed

Transforming Through Base Realignment and Closure



BRAC 95 - Training Schools

Initial Assessment	MV Assessment	Action taken and why
1. FT BLISS	FT BLISS	Not studied - High MV
2. FT BENNING	FT BENNING	Not studied - High MV
3. FT JACKSON	FT JACKSON	Not studied - High MV
4. FT KNOX	FT KNOX	Not studied - High MV
5. FT SILL	FT SILL	Not studied - High MV
6. FT GORDON	FT GORDON	Not studied - High MV
7. FT LEONARD WOOD	FT RUCKER	Not studied - Unique capability (airspace)
8. FT McCLELLAN	FT HUACHUCA	Not studied - Unique capability (EM spectrum)
9. FT RUCKER	FT SAM HOUSTON	Not studied - Unknown
10. FT HUACHUCA	FT LEONARD WOOD	Not studied - High cost – operational impacts
11. FT SAM HOUSTON	FT McCLELLAN	Closed
12. FT LEE	FT LEE	Studied but no action - cost
13. FT EUSTIS/STORY	FT EUSTIS/STORY	Studied but no action - cost
14. POM	POM	Studied but no action - cost

MV increased MV decreased

Final Study Candidates

Transforming Through Base Realignment and Closure



BRAC 95 - Training Schools

Initial Assessment	MV Assessment	Action taken and why
1. FT BLISS	FT BLISS	Not studied - High MV
2. FT BENNING	FT BENNING	Not studied - High MV
3. FT JACKSON	FT JACKSON	Not studied - High MV
4. FT ...	FT ...	Not studied - High MV
5. FT ...	FT ...	Not studied - High MV
6. FT ...	FT ...	Not studied - High MV
7. FT ...	FT ...	Not studied - Unique capability (air space)
8. FT ...	FT ...	Not studied - Unique capability (EM spectrum)
9. FT ROCKWELL	FT SAM HOUSTON	Not studied - Unknown
10. FT HUACHUCA	FT LEONARD WOOD	Not studied - High cost – operational impacts
11. FT SAM HOUSTON	FT McCLELLAN	Closed
12. FT LEE	FT LEE	Studied but no action - cost
13. FT EUSTIS/STORY	FT EUSTIS/STORY	Studied but no action - cost
14. POM	POM	Studied but no action - cost

MVI

MVP

All installations are considered

“Priority”

MV increased MV decreased Final Study Candidates



Other Considerations



BRAC 95 Assessment

Installation Types

Attributes	Maneuver Installations	Major Training Installations	Command, Control, Admin Installations	Training Schools	Ammo Production Installations	Ammo Storage Installations	Commodity Installations
	Maneuver Acres						
Ranges							
Deployment Network							
OPS/ Admin Facilities							
Accessibility							
Production Capacity							
R & D Facilities							
Total Workspace							
Info. Mission Area							
Cost of Living Index							
BASOPS Factors							

 Factors that are statistically significant for a particular installation type



MVA – G8 Stationing Study Mapping

G8 Stationing Study Attribute	Map	BRAC 2005 Attribute	Remarks
Force on Force / Maneuver Lands		Heavy Man. Area; Light Man.Area	
Digital Ranges (Table XIII&XII); Combined Arms Collective Training Facility (CACTF); MOUT		Direct Fire Capability; Indirect Fire Capability; MOUT	MVA uses range area capabilities not specific range types
Deployability (8)		Deployment Brigade; Material	MVA includes time to AOR
Army Airspace Command & Control (A2C2)		Joint Airspace	
Quality of Life: MWR, Child Care, PX, Commissary, Housing, Chapel		Well Being; C1 Target for focus Facilities	MVA includes off-post factors
Availability of Workforce		Workforce Availability	
Barracks/Housing		Barracks; Family housing	
Environment and Encroachment		Urban Sprawl; Env. Restrictions	Criteria 8 – numerous noise, water, energy, land
Admin facilities/I3;Fixed Tactical Internet (FTI)		Ops/Admin facilities; Connectivity	
Storage Facilities; CL III & V		Supply & Storage Capacity; Ammunition Storage Capacity	MVA macro focus – industrial base
Battle Command Training Center (BCTC)		None	Addressed within scenario and/or COBRA not MVA.
Dining Facilities; Maintenance Facilities			
Air Field requirements			
Costs (8)			
Force Structure Implications			
Operational Risk; Readiness Impact; Joint Capability			

Same or enhanced (17)	Concept used (4)	Not included in MV (0)	Included in scenario (13)
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2005 TABS Base Closure Selection Process



BRAC 05 Installation Assessment



- 1 Installation Category
- 40 attributes
 - Evaluate all installations against all attributes
- Weighting is “Bottom Up”
 - Only assign weights to individual attributes
 - Calculate weights for DOD Criteria 1-4
- Military value calculation
 - Installations ranked from best to worst as a single group
 - Can rank any sub-set of installations



What do we do in BRAC 05?

Calculate DOD
Criteria 1-4
Weighting

W_1
 W_2
 W_3
 W_4

Attribute and Weight	
A_1	W_1
A_2	W_2
A_3	W_3
A_4	W_4
.	.
.	.
A_{41}	W_{41}

100%

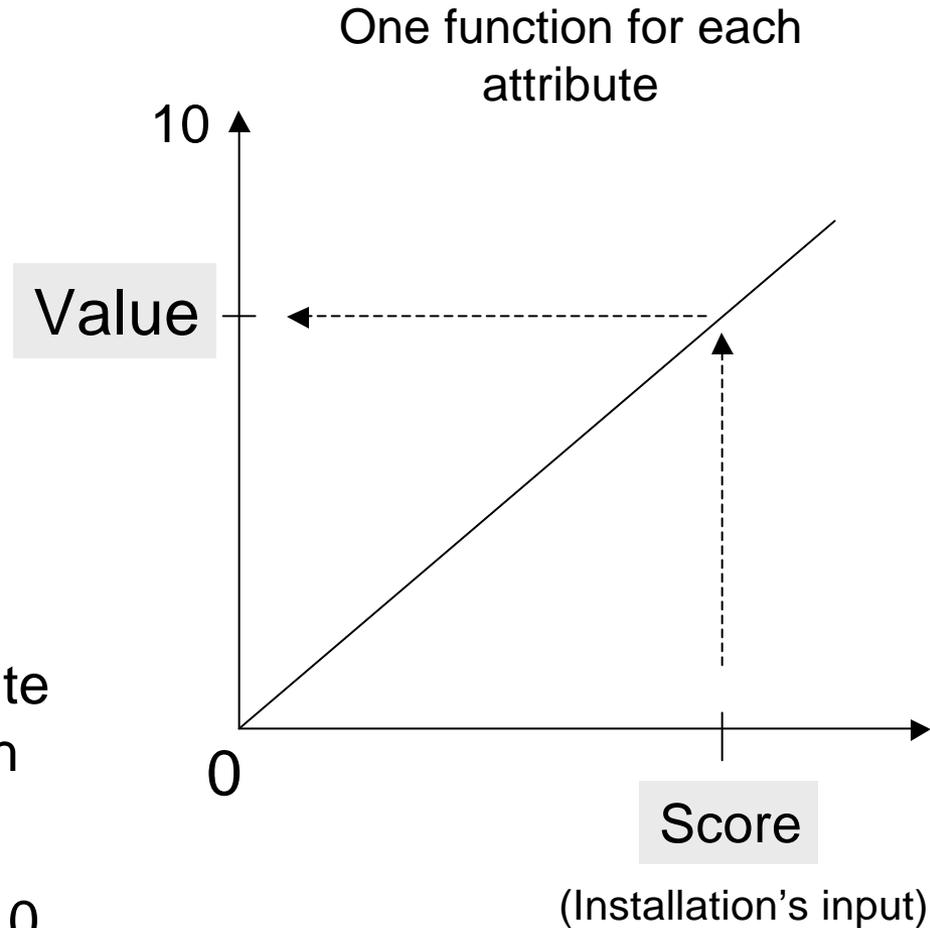
Calculate
Installations
Ranking



Military Value Calculation



- Process steps include
 - Select A_i
 - Select w_i
 - Assign A_i to DOD Criteria 1-4
- To calculate MV
 - Find the score for an attribute
 - Convert the score to a value
 - Sum the weight of each attribute multiplied by the value for each attribute
 - $MV_i = \sum_i w_i V(A_i)$, max MV of 10

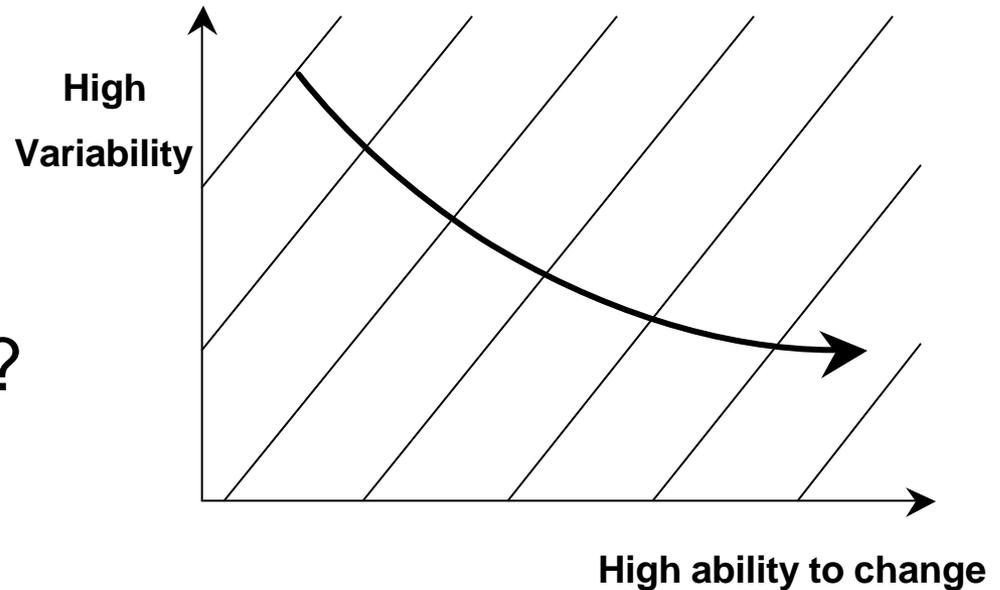




Weighting Military Value Attributes

What did we try to do?

- Be less subjective.
- Be technically sound.
- Ensure attributes have meaning.





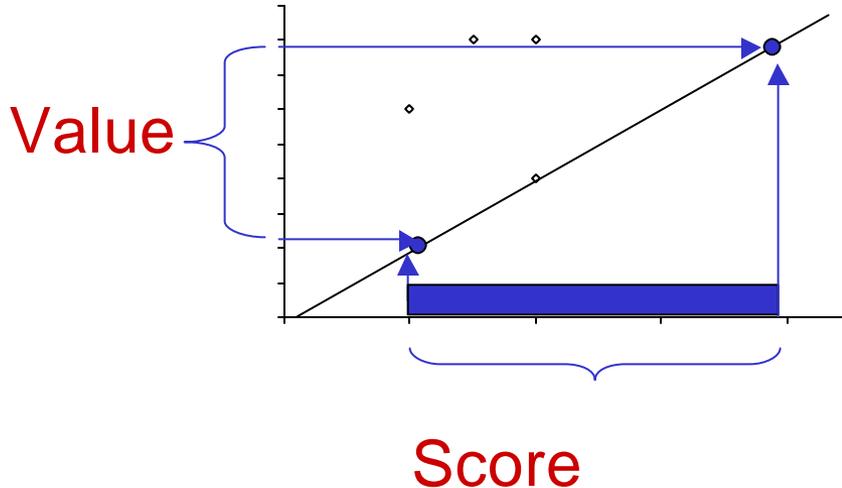
Why is the “ability to change” important?

- Important attributes that cannot “change” have higher value.
- Ability to change is similar to ability to acquire, the harder to change/acquire the more valuable/important.

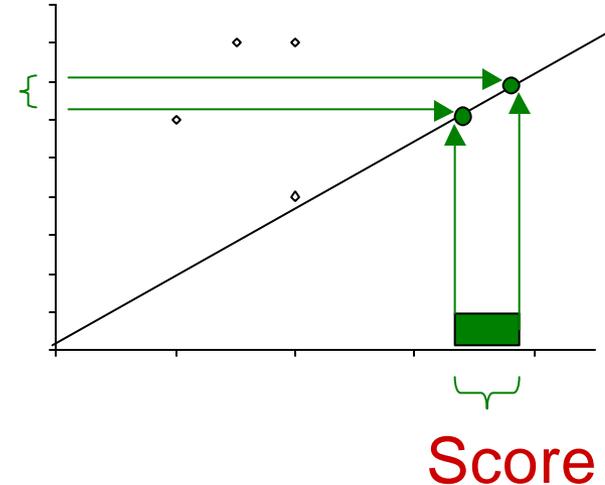
Importance	Attribute area	Ability to change
High	Maneuver lands	Can not change
Medium	Environmental Permits	State and local coordination
Low	Admin facilities	Can change with dollars



Why is “variability” important?



Greater Variability



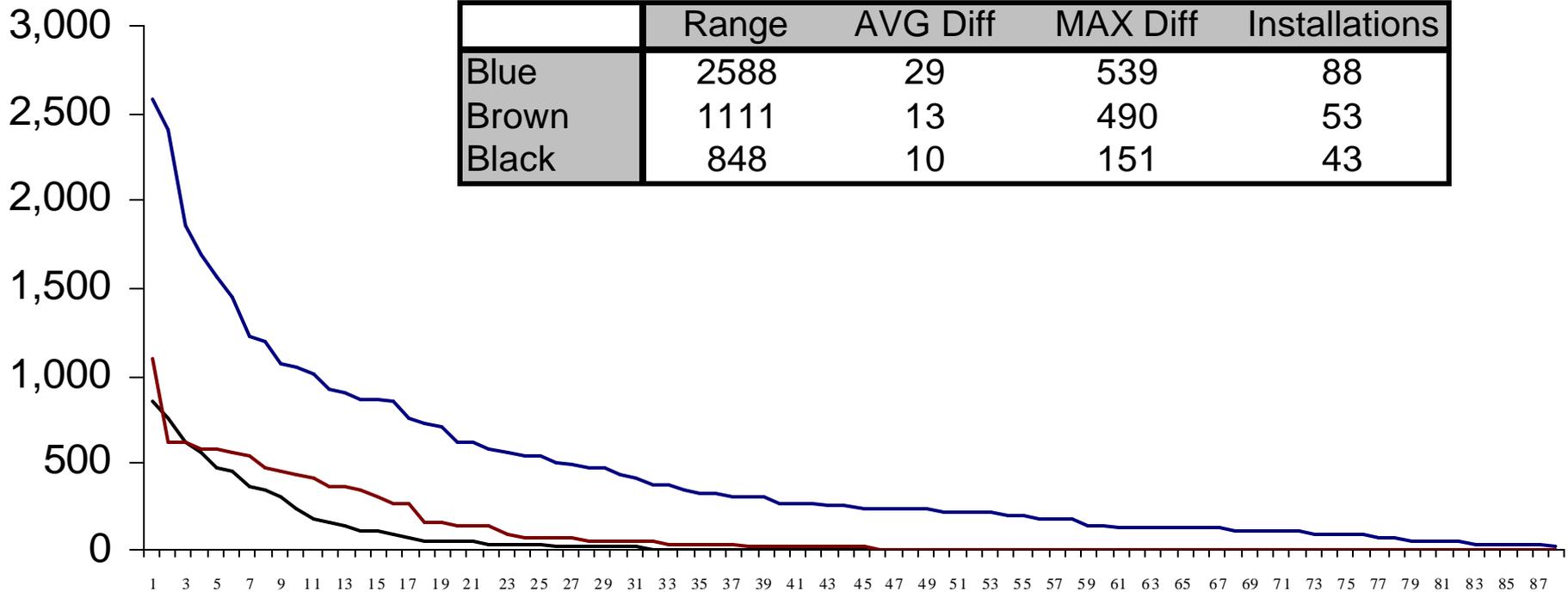
Lower Variability

- Variability is a screen for discrimination – if all installations have exactly 1000 square feet of xx then xx is not a discriminator.
- Attributes with low variability are candidates to drop from the analysis, regardless of importance.



Variability Example

(sf, 1000s)



Installations

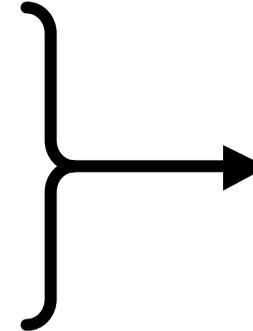
Transforming Through Base Realignment and Closure



MVA Attributes – Final Weight

- Collecting data (DC #1)

- DC #2 submitted

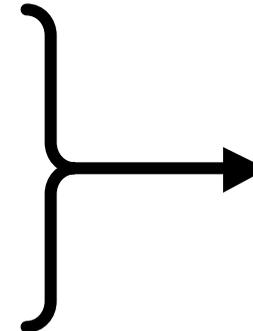


Data will determine the final weight

- Other data

- Databases

- Other sources



Analyst's responsibility



Relative Weighting

DRAFT – Not final

Criteria	DOD Definition	Main Points	Weighting
DoD #1:	<ul style="list-style-type: none"> Current and future mission requirements Impact on operational readiness, joint war fighting, and training 	<ul style="list-style-type: none"> Train the troops for near-term readiness Well-being as part of near-term readiness 	29%
DoD #2:	<ul style="list-style-type: none"> Availability and condition of land, facilities and airspace Throughout a diversity of climate and terrain areas Staging areas for homeland defense missions 	<ul style="list-style-type: none"> Land, facilities and condition thereof Well-being from land, facilities and condition thereof 	28%
DoD #3:	<ul style="list-style-type: none"> Contingency, mobilization, and future requirements 	<ul style="list-style-type: none"> Contingency missions Mitigate future risk 	33%
DoD #4:	<ul style="list-style-type: none"> Cost of operations and manpower implications 	<ul style="list-style-type: none"> Cost of operations Manpower implications 	10%



DOD Criteria Weights

DRAFT – Not final

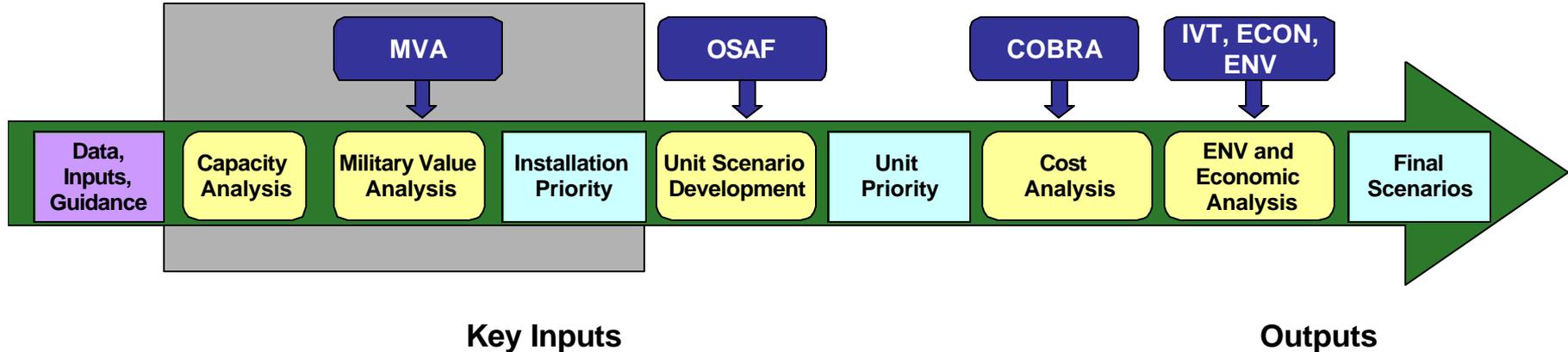
DOD Criteria	BRAC 95	BRAC 2005
1	45%	29%
2	23%	28%
3	12%	33%
4	20%	10%

Increased focus on Criterion #3

- Future mission
- Risk mitigation



Installation Level Analysis



CAPACITY

- Army facilities
- Other-Service facilities
- Environment
- JCSG facilities
- Requirements
- Force structure

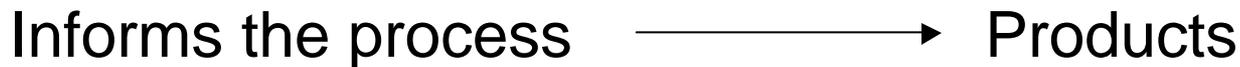
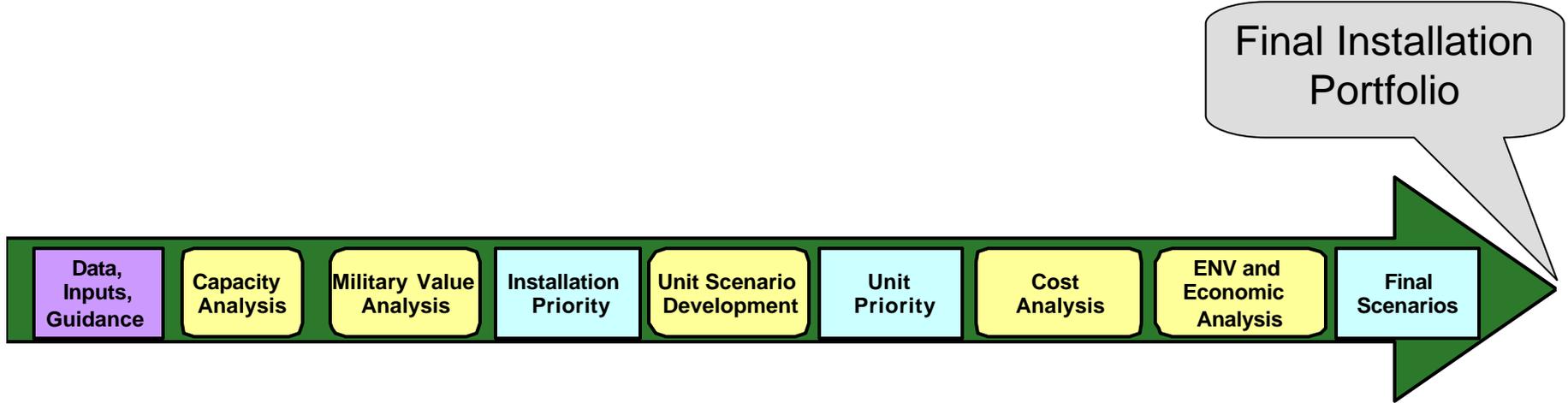
MVA

- Capacity analysis
- Function attributes
- Installation data
- BRAC Objectives
- Priorities (weights)

A **prioritization of the installations** for unit/scenario analysis, based on capacity, MVA, and Team discussion.

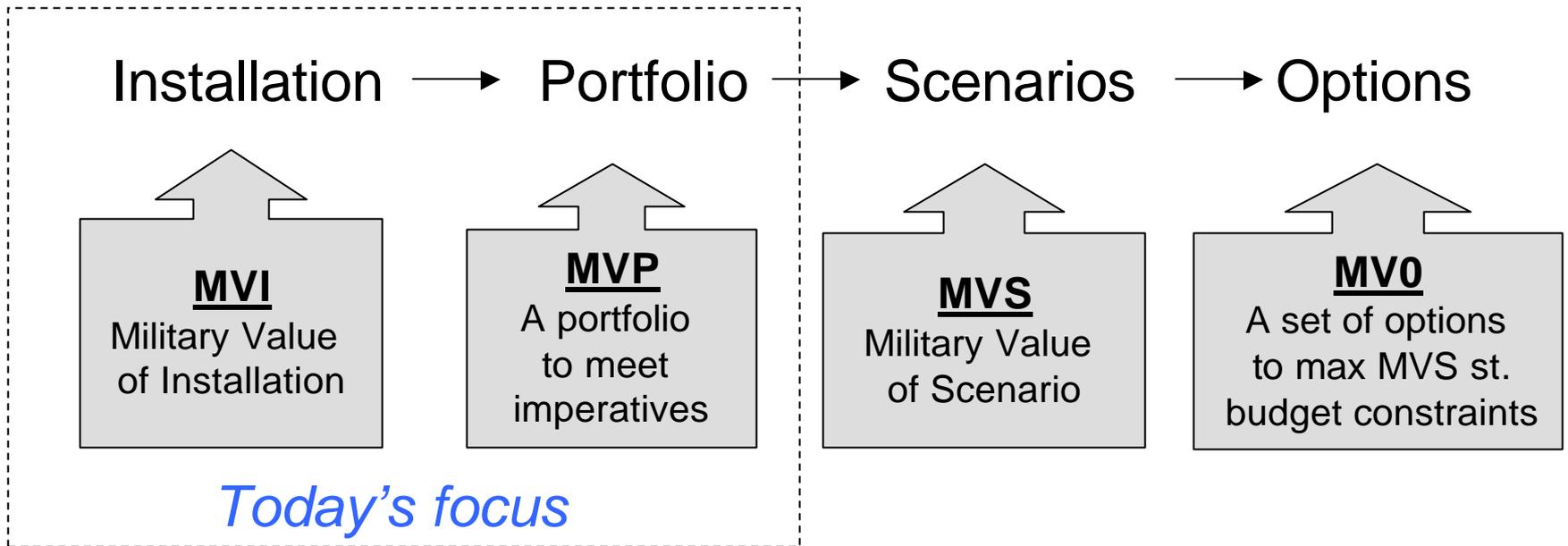
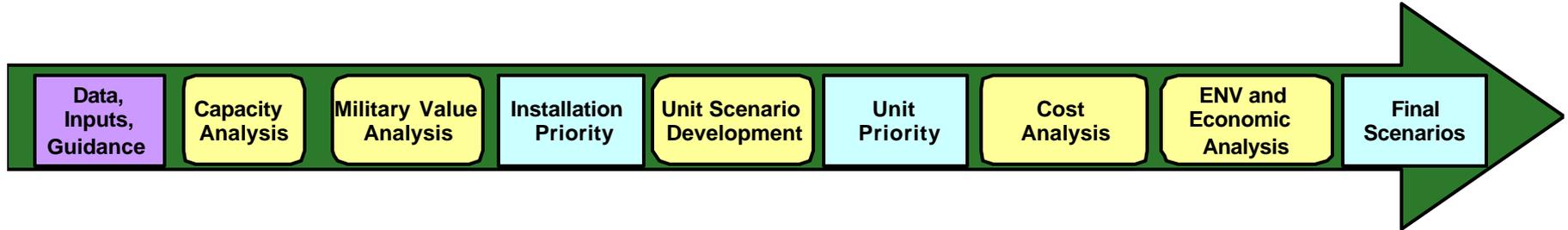


Analysis Steps



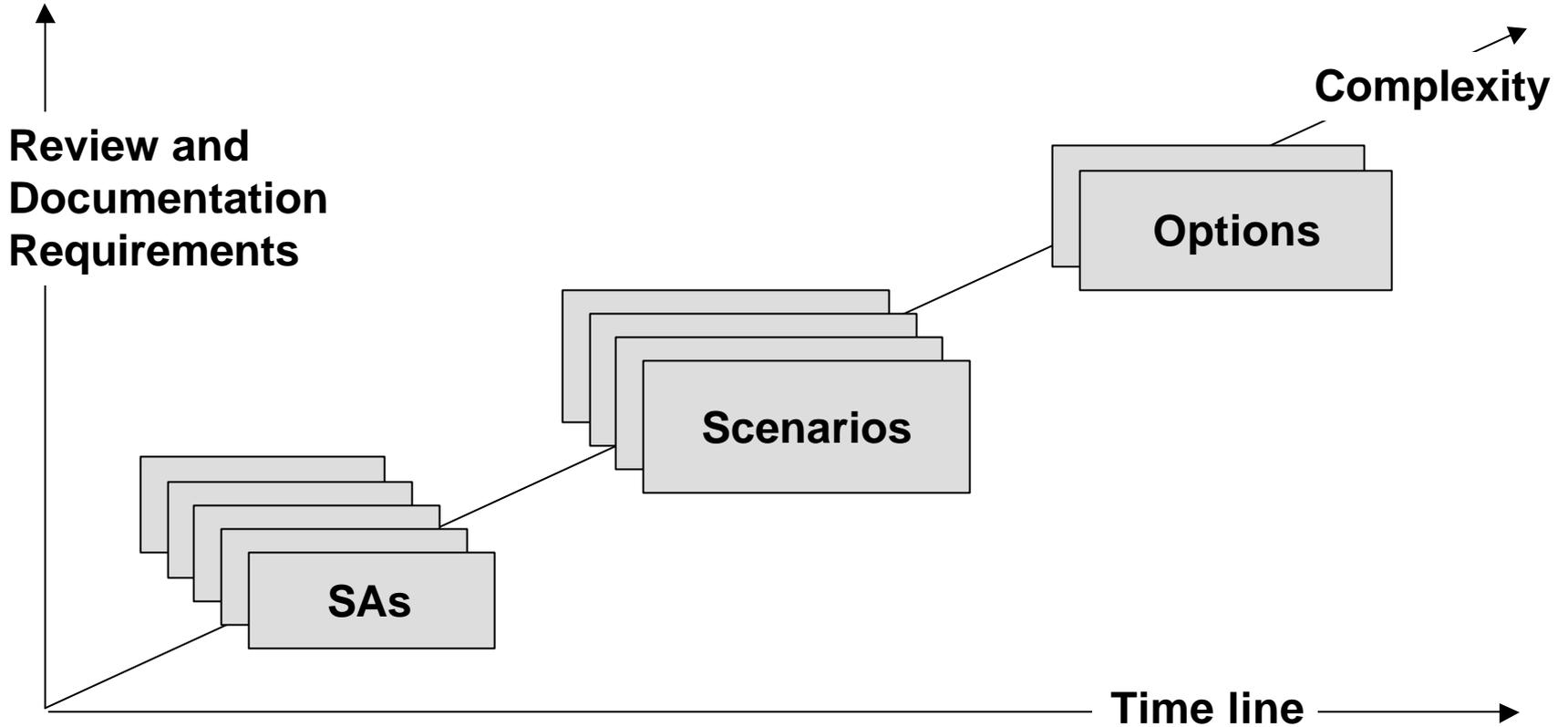


Analysis Steps





Product Steps



MV: — Installations — Portfolio — Scenarios — Options —>



Installation Evaluation Module (IEM)



The first part of the military value process

Module	IEM (Installation Evaluation Module)	
Models	MVI (MV-Installations)	MVP (MV-Portfolio)
Products	Installation Evaluation	Portfolio Determination

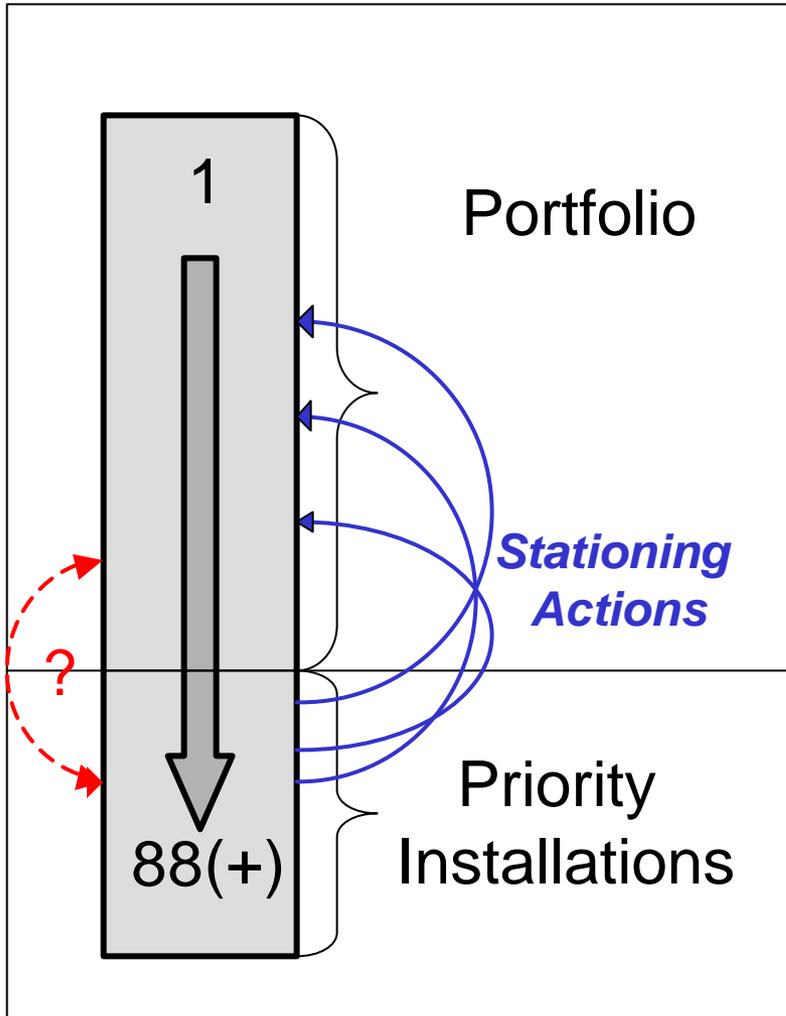


MVI Result

- Modeling Team runs MVI
- MVI provides a list of installations 1-88(+)
- Starting point for installation analysis
- Lower value installations are the “priority” for BRAC actions
- Still need to apply imperatives/design constraints
- Next step is MVP



MVP Result



- Modeling Team runs MVP
- MVP provides a portfolio that meets imperatives(-)
- Installations not in portfolio (red) are priority for BRAC actions
- Priority = first review



Prior to Scenario Development

Module	IEM (Installation Evaluation Module)		S C E N A R I O A N A L Y S I S*
Models	MVI (MV-Installations)	MVP (MV-Portfolio)	
Products	Installation Evaluation	Portfolio Determination	
Other Analyses			
Team Discussions	Capacity Analysis	JCSG	
	OSAF	JAST	

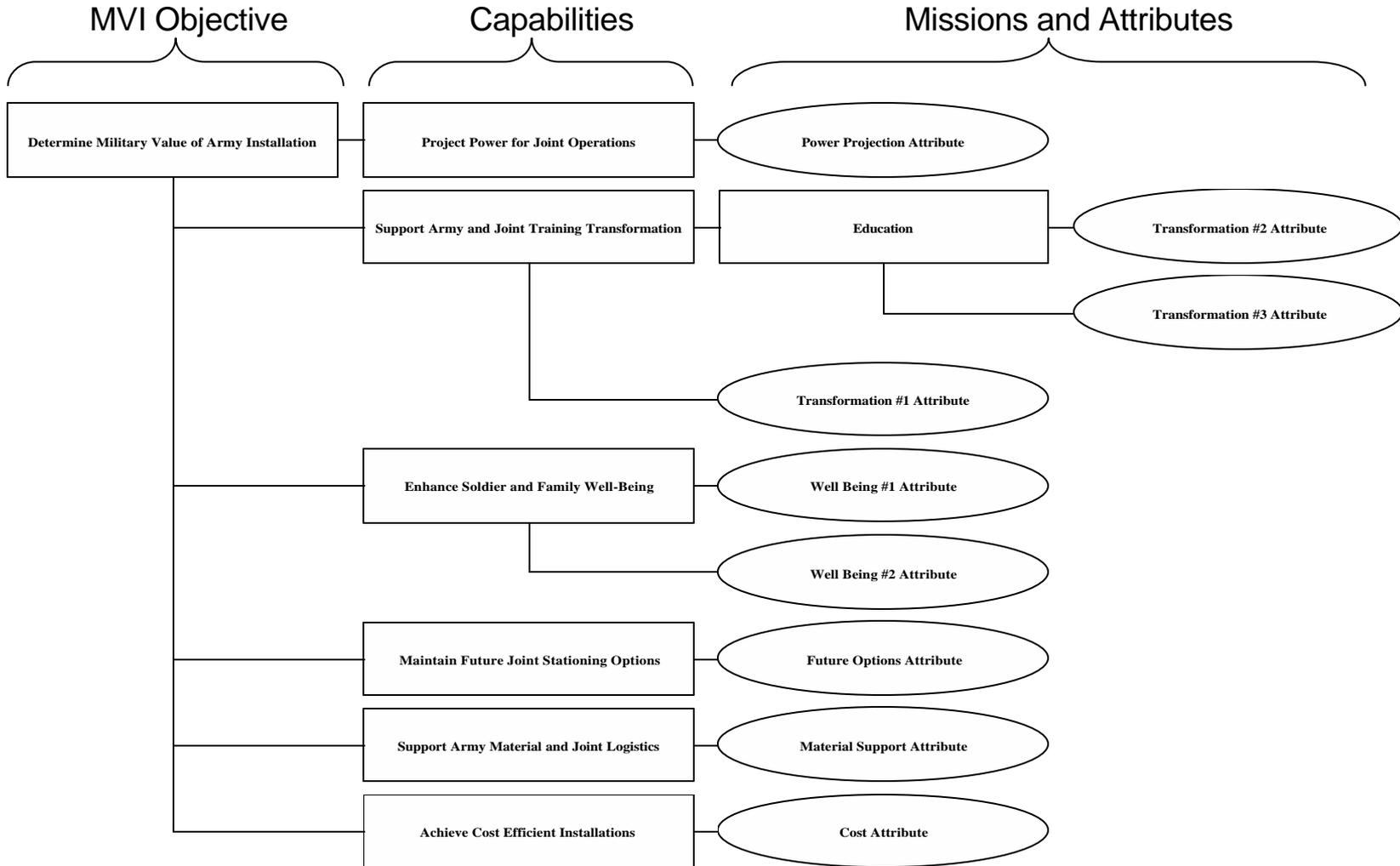


An Example Model

- How MVI works
- What can TABS do with MVI?
- CAA runs and maintains the model

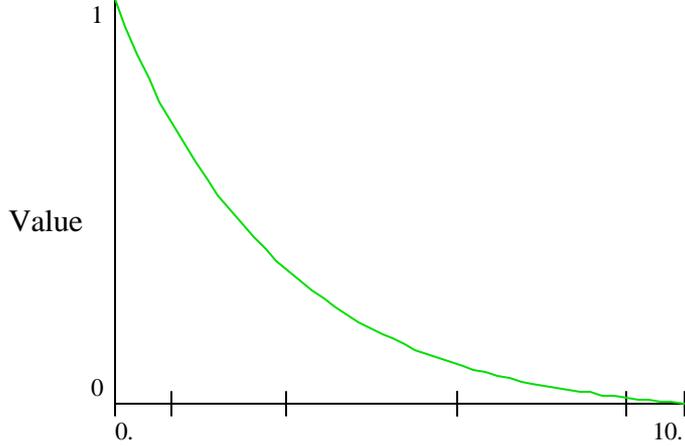


Example: Military Value Model

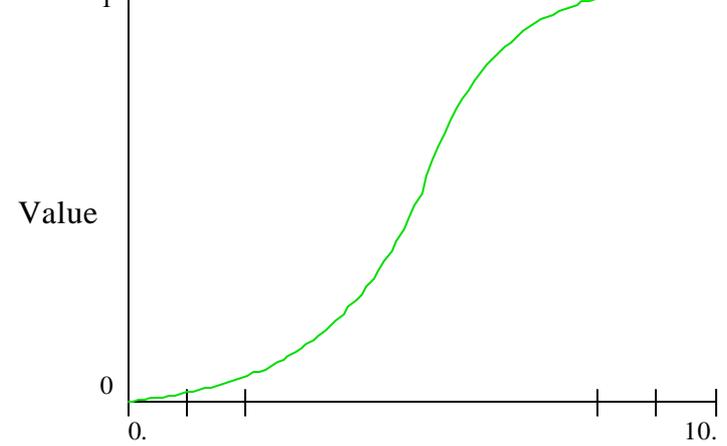




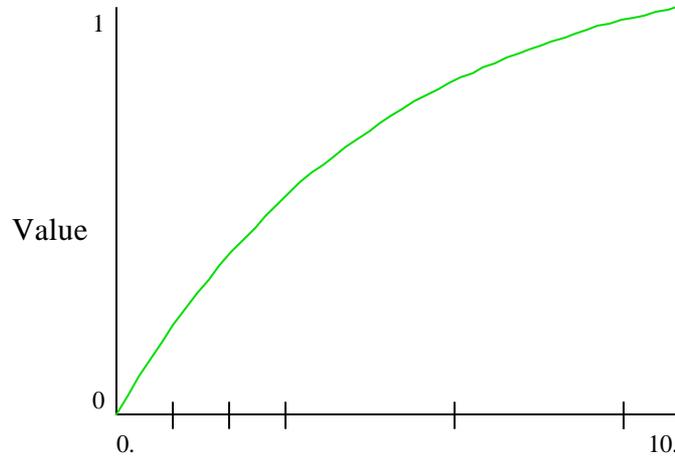
Sample of Value Functions Used in Model



Cost Attribute (Cost Factor)



Transformation #2 Attribute (new units)



Well Being #2 Attribute (new units)



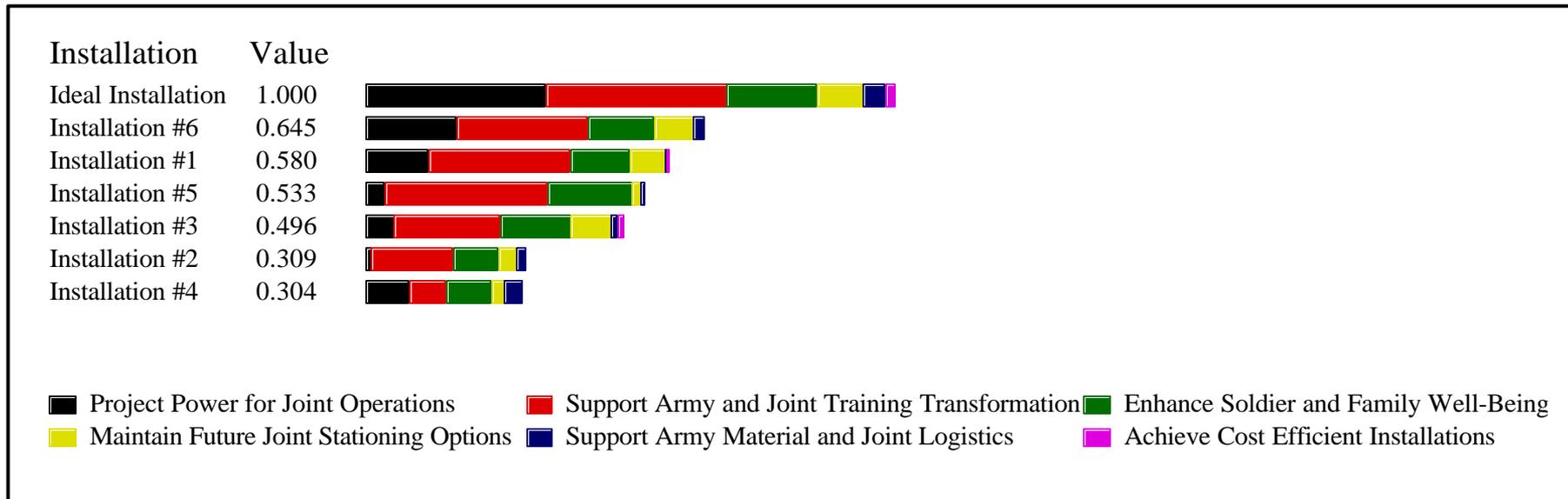
Example Input Data

	Power Projection Attribute	Well Being #1 Attribute	Well Being #2 Attribute	Transformation #1 Attribute	Transformation #2 Attribute	Transformation #3 Attribute	Future Options Attribute	Material Support Attribute	Cost Attribute
Ideal Installation	10	10	10	10	10	10	10	10	0
Installation #1	7	5	3	4	8	6	8	1	3
Installation #2	2	2	9	9	2	3	4	5	9
Installation #3	5	8	2	8	0	8	9	3	1
Installation #4	6	2	9	2	1	1	3	8	10
Installation #5	4	10	6	10	9	7	2	2	6
Installation #6	8	8	1	3	10	5	9	5	6

- Nine attributes
- Six installations (plus an ideal installation)
- Scores range from zero to ten
- Same concept for MVI



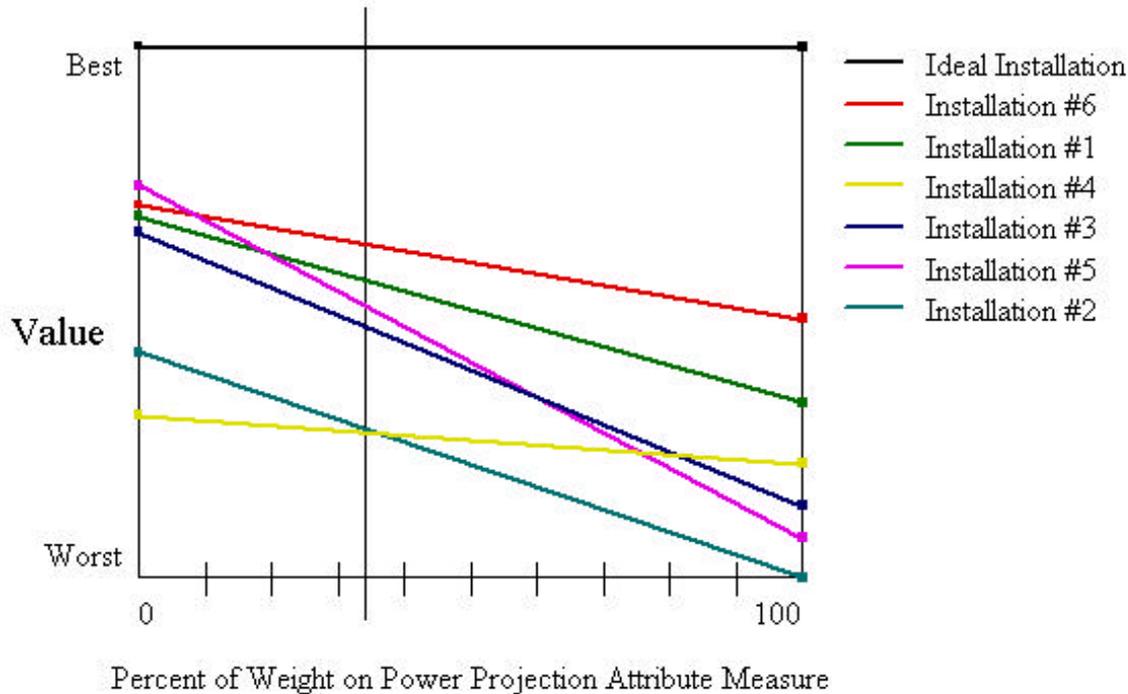
Military Value – Installation (MVI) Results



- Rankings of installations established for MVI objective; “Determine MV of Army Installation”
- Contribution by Capability is shown above
- We can examine value for different model levels



Sensitivity Analysis on Power Projection Attribute

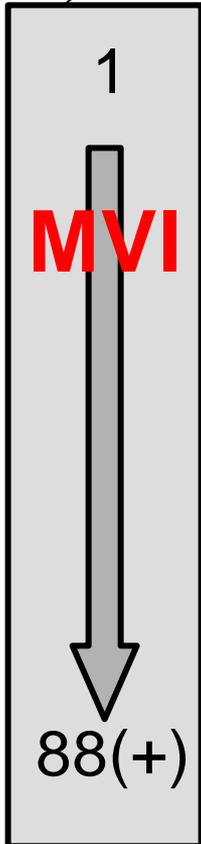


- We can determine solution robustness by attribute.
- Crossover points illustrate where installation change rank.
- The flatter the installation line, the less sensitive the installation is to that weight.



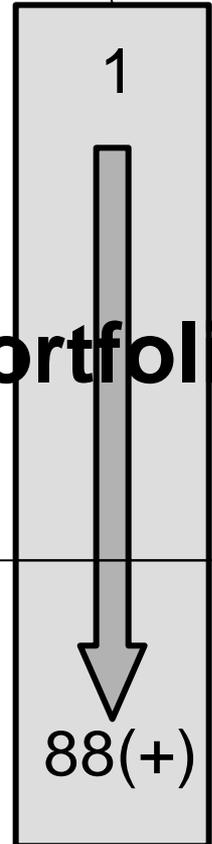
MVI is an input for MVP

MVP



+ Design Constraints* = Portfolio

Analogous to the “Navy Optimization” approach



* Does not include all imperatives or constraints, e.g., does not address unit specifics



Military Value Portfolio (MVP)

- Determine portfolio of installations that have the highest combined MV (shown in red) while:
 - Ensuring exactly 1 Cold Weather Training site and at least one Jungle Training site (shown in light green)
 - Reducing excess capacity

	Installation #6	Installation #1	Installation #5	Installation #3	Installation #2	Installation #4	Current Solution		Constraint
Decision Variables	1	1	1	1	1	1	6	<=	4
Determine Military Value of Army Installation Goal	0.645	0.58	0.533	0.496	0.309	0.304	2.867		
Cold Weather Training	1			1		1	3	=	1
Jungle Training			1		1		2	>=	1



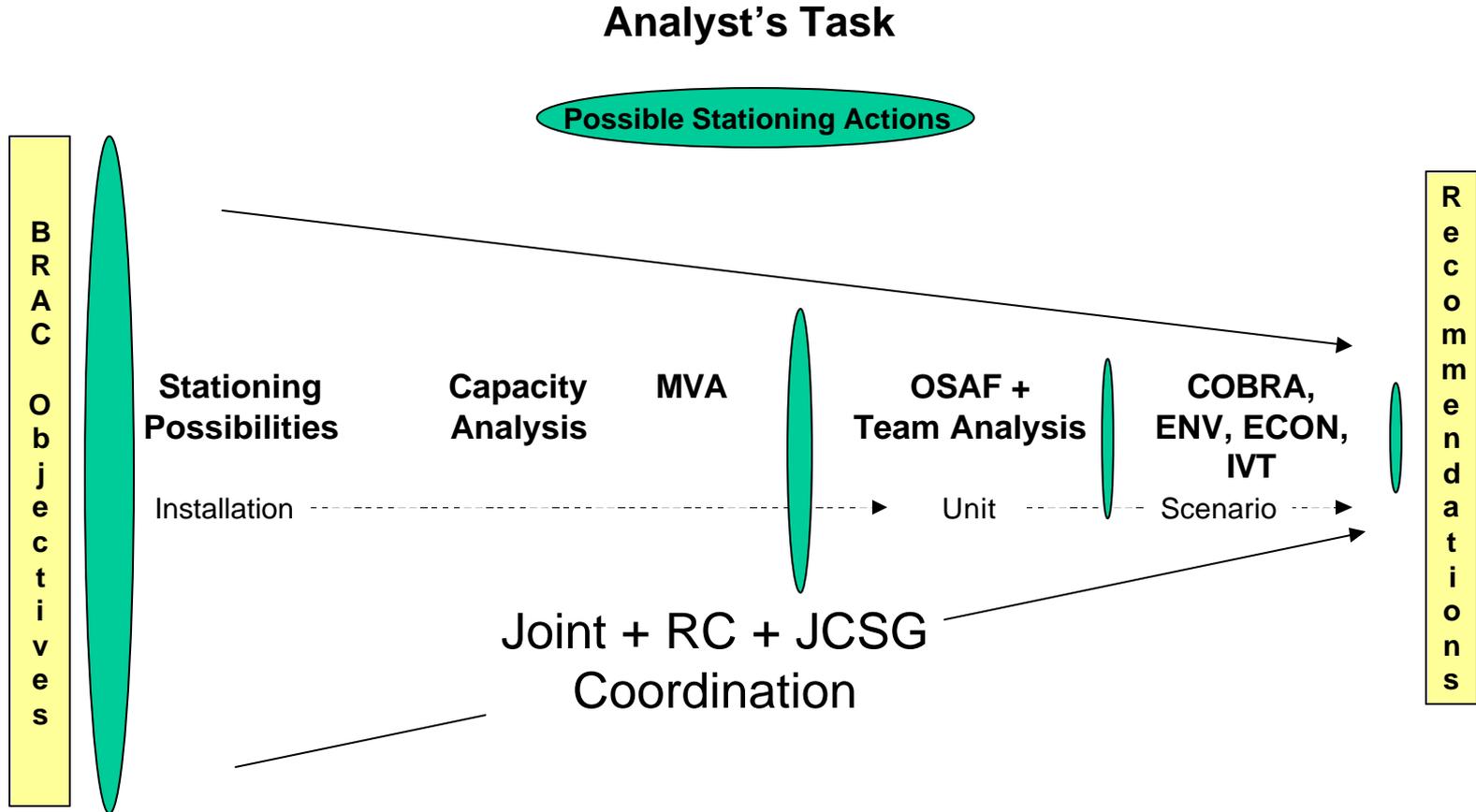
MVP Results

- The maximum MV is 2.067 (shown in the tan boxes) with:
 - Four installations in the portfolio
 - One Cold Weather training site
 - Two Jungle Training Centers
 - Reduced excess capacity

	Installation #6	Installation #1	Installation #5	Installation #3	Installation #2	Installation #4	Current Solution		Constraint
Decision Variables	1	1	1	0	1	0	4	<=	4
Determine Military Value of Army Installation Goal	0.645	0.58	0.533	0.496	0.309	0.304	2.067		
Cold Weather Training	1			1		1	1	=	1
Jungle Training			1		1		2	>=	1

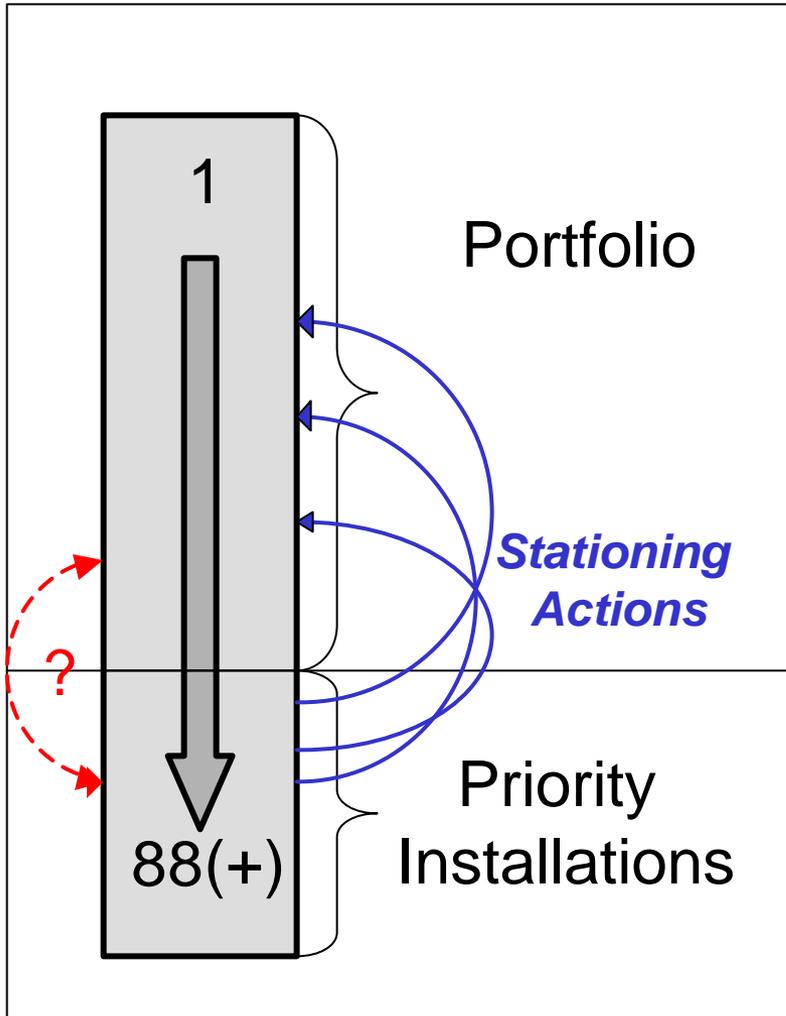


Analyst's Task





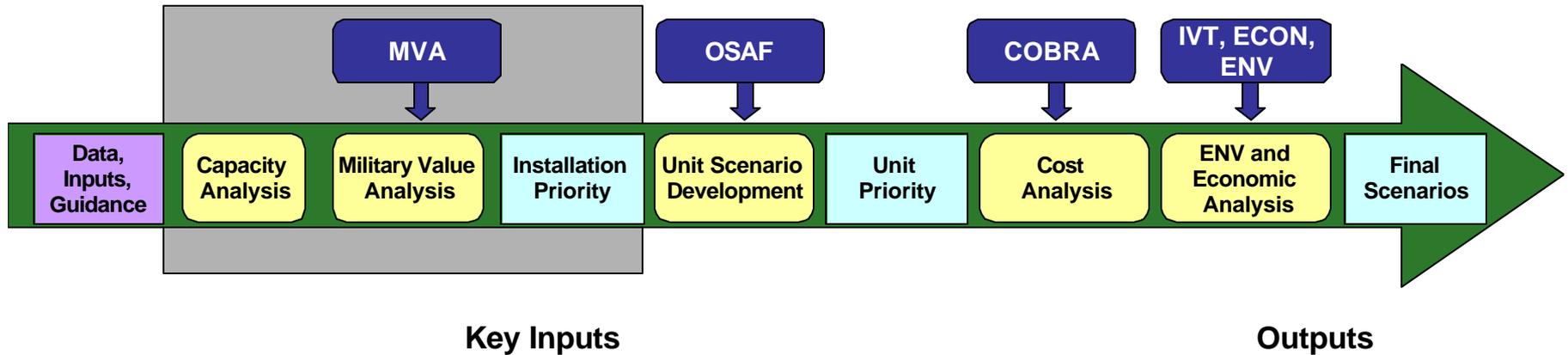
Bottom line -- MVI and MVP



- What installation(or lease) should I review?
- What objective can I support?
- What installation with a higher value can I move a unit to?
 - Military value
 - Excess capacity
- Are there installations that need to move in/out of the portfolio?



Installation Level Analysis



CAPACITY

- Army facilities
- Other-Service facilities
- Environment
- JCSG facilities
- Requirements
- Force structure

MVA

- Capacity analysis
- Function attributes
- Installation data
- BRAC Objectives
- Priorities (weights)

A **prioritization of the installations** for unit/scenario analysis, based on capacity, MVA, and Team discussion.



Summary

- Combined, the capacity analysis and MVA provide the inputs required for the analyst to establish installation priorities. The “prioritization” determines the installations (and leases) where the analyst will focus the development of SAs.
- From IEM:
 - MVI -- An overall ranking of all installations across all capabilities in terms of military value.
 - MVP -- Application of the approved BRAC Objectives, which provides portfolios of installations that best satisfy those guidelines and meet Army requirements.
- TAF: “For example, the TABS list will have 88 installations, but an analyst will focus on a subset of these initially. The ranking of this subset, which is primarily based on MVA and capacity analysis, is the analyst’s responsibility and is known as an Installation Priority List.”

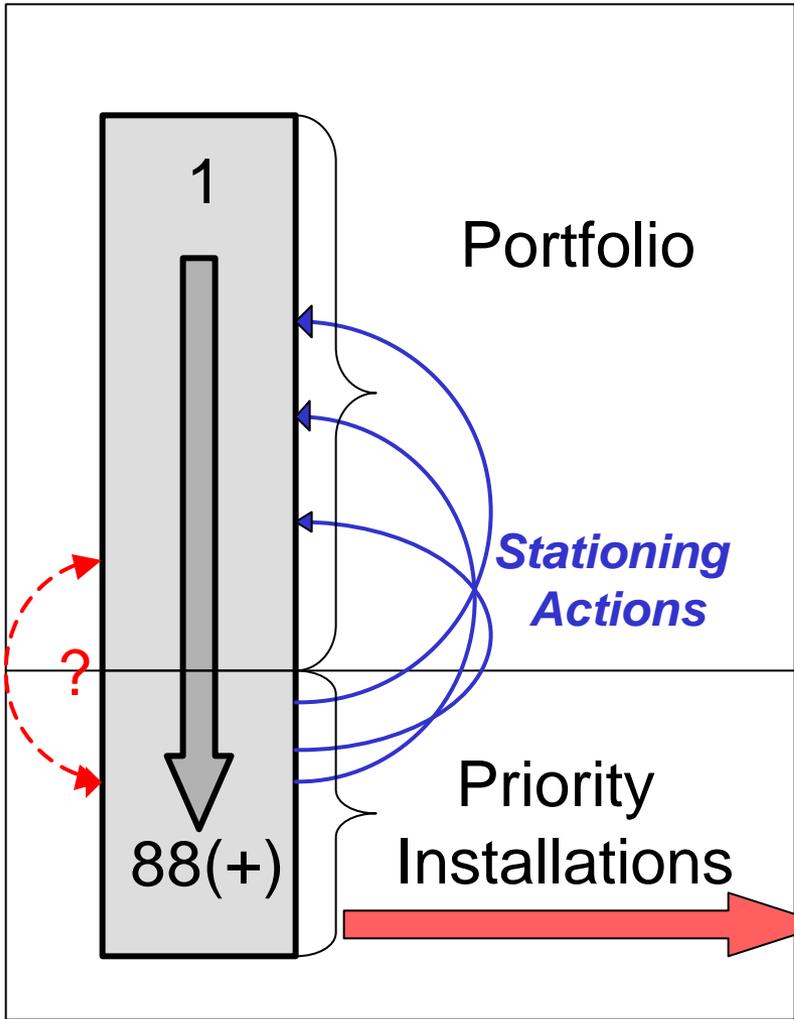


PE

- Using a Portfolio of installations (MVP results) determine:
 - How you can use BRAC Objectives to support stationing actions (move major units from low value installations to installations in the portfolio)?
 - Suggest a stationing action for 2-3 majors units per installation based upon BRAC Objectives.
 - New imperatives?
- Be ready to discuss next class



PE – Portfolio (**notional**)



- Assume all installations not listed are in the portfolio
- Move major units from your installations
- New imperatives?

Not In Portfolio	
Letterkenny	McPherson
Watervliet	Monroe
McAlester	Riley
Drum	Jackson
Dix	Eustis

FOR PE ONLY
To exercise OBJ-MVI link



MVA Timeline

Date	Event
29 Mar 04	Data Call 1 Certified
19 Apr 04	Data Call 2 initiated
17 May 04	Data Call 2 Pre-certified/open for review
4 June 04	Imperatives finalized
7 June 04	Data Call 2 Certified; 100% TABS data certified*
7 Jun 04	MVI-MVP analysis begins
1 Jul 04	MVI-MVP complete

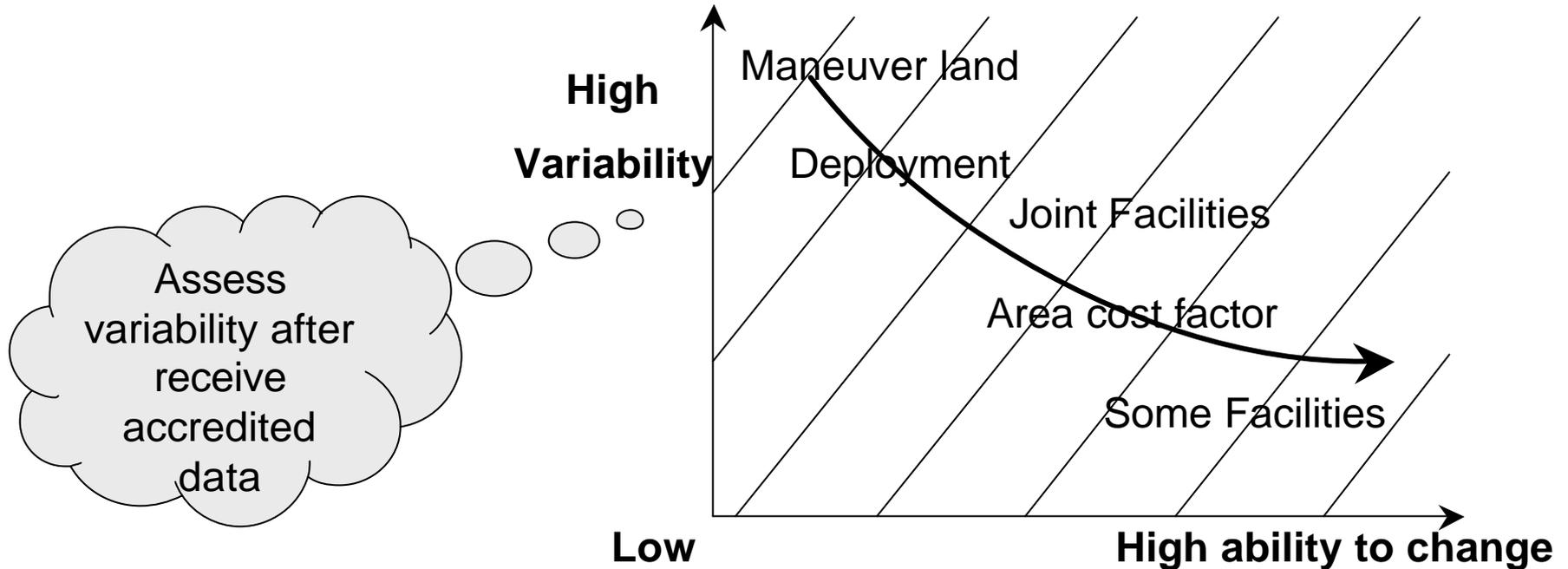
*Includes installation, databases and all other data



BACKUP SLIDES



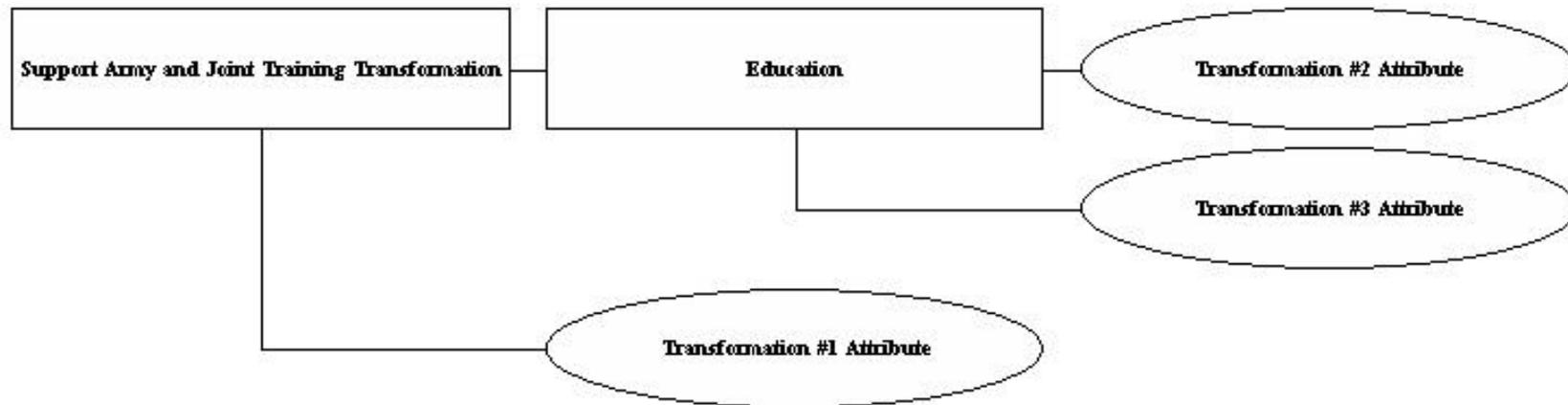
MVA Attribute Relative Importance



- Attribute position based on variability and the Army's ability to change the attribute
- Hardest to change – high variability = most value
- Easiest to change – low variability = least value



Change Evaluation Perspective



- Focus on Capability: “Support Army and Joint Training Transformation
- Focus on Mission: “Education”
- Focus on Attributes: “Transformation #1, #2, and #3 attributes”

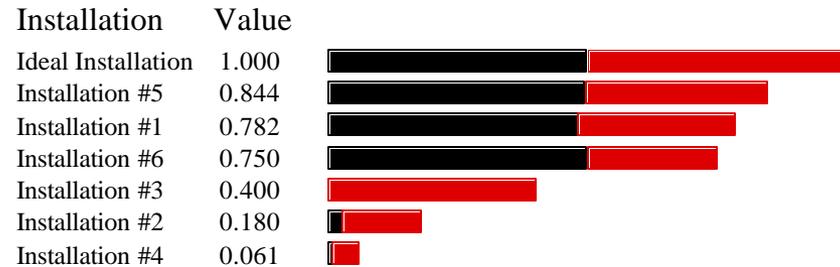


Drill-Down Results

Support Army and Joint Training Transformation Capability



Education Mission



■ Education ■ Transformation #1 Attribute

■ Transformation #2 Attribute ■ Transformation #3 Attribute

- Contribution of Education Mission and Transformation #1 attribute shown for Support Army and Joint Training Transformation Capability
- Contribution of Transformation #2 and #3 attributes shown for the Education Mission



BRAC 93 - Training Schools

Initial Assessment	MV Assessment	Action taken and why
1. FT BLISS	FT BLISS	Not studied
2. FT BENNING	FT BENNING	Not studied
3. FT KNOX	FT KNOX	Not studied
4. FT SILL	FT SILL	Not studied
5. FT LEONARD WOOD	FT LEONARD WOOD	Not studied
6. FT GORDON	FT GORDON	Not studied
7. FT JACKSON	FT JACKSON	Not studied
8. FT SAM HOUSTON	FT SAM HOUSTON	Not studied
9. FT McCLELLAN	FT RUCKER	Not studied - unique capability (airspace)
10. FT RUCKER	FT HUACHUCA	Not studied - unique capability (EM spectrum)
11. FT LEE	FT McCLELLAN	Commission overturned recommended closure
11. FT HUACHUCA	FT LEE	Not recommended - under Log consolidation study
11. FT EUSTIS/STORY	FT EUSTIS/STORY	Not recommended - unique capability (port facilities) & under Log consolidation study

MV increased MV decreased

Final Study Candidates

Transforming Through Base Realignment and Closure



BRAC 91 - Training Schools



Initial Assessment	MV Assessment*	Action taken and why
1. FT BLISS	FT BLISS	Not studied - High MV/one of a kind installation
2. FT BENNING	FT BENNING	Not studied - High MV
3. FT KNOX	FT KNOX	Not studied - High MV
4. FT SILL	FT SILL	Not studied - High MV
5. FT SAM HOUSTON	FT SAM HOUSTON	Not studied - High MV
6. FT GORDON	FT RUCKER	Not studied - one of a kind installation (air space)
7. FT LEONARD WOOD	FT JACKSON	Not studied - principle basic training base
8. FT JACKSON	FT EUSTIS/STORY*	Not studied - Insufficient study time/under DOD study; one of a kind installation (port capabilities)
9. FT McCLELLAN	FT LEE	Not studied - Insufficient study time/under DOD study
10. FT RUCKER	FT HUACHUCA	Studied but no action - Unique capability(EMS) & cost
11. FT EUSTIS/STORY	FT McCLELLAN	Commission overturned recommended closure
12. FT LEE	FT GORDON	Studied but no action - cost
13. FT HUACHUCA	FT LEONARD WOOD	Studied but no action - cost
14. FT BEN HARRISON	FT BEN HARRISON	Closed

*No specific re-ranking based on MV; Installations categorized into “High MV”, “One of a kind”, “No direct/indirect force structure impacts”; “Insufficient study time” “Study for possible closure/realignment”.



BRAC 95 IA Category – Training Schools



The installations listed below were evaluated within the Training School Category.

Fort Benning, Georgia

Fort Bliss, Texas

Fort Eustis and Fort Story, Virginia

Fort Gordon, Georgia

Fort Huachuca, Arizona

Fort Jackson, South Carolina

Fort Knox, Kentucky

Fort Lee, Virginia

Fort Leonard Wood, Missouri

Fort McClellan, Alabama

Presidio of Monterey, California

Fort Rucker, Alabama

Fort Sam Houston, Texas

Fort Sill, Oklahoma



BRAC 95 IA Attributes

(DoD Criteria #1 Mission Requirements and Operational Readiness.)

The attributes below measure the ability of Training School installations to generate, project, and sustain combat power. Attributes are weighted as follows:

<i>Attribute</i>	<i>Points</i>
<i>Maneuver Acres</i>	<i>65</i>
<i>Ranges</i>	<i>45</i>
<i>Deployment Network</i>	<i>35</i>
<i>Reserve Training</i>	<i>30</i>
<i>Impact Acres</i>	<i>40</i>
<i>Mechanized Maneuver Acres</i>	<i>20</i>
<i>General Instructional Facilities</i>	<i>60</i>
<i>Applied Instructional Facilities</i>	<i>60</i>
<i>IMA</i>	<i>30</i>
<i>Special Airspace</i>	<i>65</i>
<i>Total</i>	<i>450</i>



BRAC 95 Training Schools

(Computer Model Rankings)

		FORT KNOX	FORT LEE	FORT LEONARD WOOD	FORT KNOX	FORT LEE	FORT LEONARD WOOD
	WEIGHT						
MANEUVER ACRES	65	47,994	1,535	36,366	47,994	1,535	36,366
RANGES	45	8.0++	0.7-	4.7+	8.0++	0.7-	4.7+
DEPLOYMENT NETWORK	35	6.4	8.7	4.4-	6.4	8.7	4.4-
RESERVE TRAINING	30	4.7	1.3	2.7	4.7	1.3	2.7
IMPACT ACRES	40	4.40	0.00-	3.10	4.40	0.00-	3.10
MECHANIZED MNV ACRES	20	13,862	0	2,730	13,862	0	2,730
GENERAL INSTRUCTION	60	168,000--	515,000+	149,000--	168,000--	515,000+	149,000--
APPLIED INSTRUCTION	60	800,000++	472,000	228,000-	800,000++	472,000	228,000-
INFO MISSION AREA	30	1,195	1,185	1,335+	1,195	1,185	1,335+
SPECIAL AIRSPACE	65	614.08	0.00-	140.05-	614.08	0.00-	140.05-
MISSION REQUIREMENTS	--- 450	3.8	2.6	2.3	3.8	2.6	2.3
BARRACKS	40	11,207	5,575	13,152+	11,207	5,575	13,152+
FAMILY HOUSING	20	8,339	2,455	4,453	8,339	2,455	4,453
WORK SPACE	60	2,573,000++	795,000-	1,355,000	2,573,000++	795,000-	1,355,000
%PERM FACILITIES	30	78.6%	96.7%	81.7%	78.6%	96.7%	81.7%
FACILITIES AVG AGE	25	41-	34	30	41-	34	30
INFRASTRUCTURE	25	6.0	1.5	5.7	6.0	1.5	5.7
ENVIRONMENT CAPACITY	25	8.5	7.9	8.7	8.5	7.9	8.7
LAND AND FACILITIES	--- 225	6.3	4.2	5.9	6.3	4.2	5.9
MOB CAPABILITY	65	5.1+	2.40-	3.40	5.1+	2.40-	3.40
BUILDABLE ACRES	35	2,000	652-	5,781++	2,000	652-	5,781++
ENCROACHMENT	25	138.789	304.291	282.988	138.789	304.291	282.988
FUTURE REQUIREMENTS	--- 125	5.3	2.4	5.7	5.3	2.4	5.7
COST OF LIVING INDEX	50	90.0+	107.5-	90.0+	90.0+	107.5-	90.0+
FAM HSG COST/UNIT	15	\$4,612	\$6,300	\$5,600	\$4,612	\$6,300	\$5,600
VHA	15	0	227	0	0	227	0
LOCALITY PAY	30	1.0309	1.0309	1.0309	1.0309	1.0309	1.0309
BASOPS FACTOR	60	7306.070-	5440.490	5143.920+	7306.070-	5440.490	5143.920+
MCA COST FACTOR	30	0.98	0.83	1.10-	0.98	0.83	1.10-
COST AND MANPOWER	--- 200	7.4	7.1	8.1	7.4	7.1	8.1
	===						
SCORE	1000	5.2	3.7	4.7	5.2	3.7	4.7
RANK		4	12	7	4	12	7

Transforming Through Base Realignment and Closure



Optional Development & Evaluation Module



(ODEM)

Military value after scenario development

Module	ODEM	
Models	MVS (MV-Scenarios)	MVO (MV-Options)
Products	Scenario Evaluation/Risk	Options and Option Evaluation



Military Value Calculation (example)

