

## Department of the Air Force

The U.S. Air Force structure is composed of Air and Space Expeditionary Forces (AEFs). Each provides air and space capabilities and is made up of fighters and long-range strike aircraft assigned to Active and Reserve units. The Air Force identified nine categories of supporting infrastructure key to assessing its ability to support its current force structure. These are Administrative, Air Force Reserve, Air National Guard, Depots, Education and Training, Missile and Large Aircraft, Small Aircraft, Space Operations, Product Centers, Labs, and Test and Evaluation.

### Description of Air Force Categories

1. *Administrative.* This category includes installations that primarily provide administrative support activities for the Air Force or DoD.
2. *Air Force Reserve.* This category consists of Air Force Reserve Command (AFRC) major installations at which an AFRC operational wing is based and the Air Force has real property responsibility for the entire airfield.
3. *Air National Guard.* This category consists of Air National Guard (ANG) major installations at which an ANG wing is based and the Air Force has real property responsibility for the entire airfield.
4. *Depots.* This category includes those installations that conduct depot level maintenance, which includes software maintenance performed at the depot level.
5. *Education & Training.* This category consists of all installations that conduct formal education and training, such as basic military training, professional military education, undergraduate and advanced pilot training, navigator training, operational training at technical schools, and foreign student pilot training.
6. *Missiles & Large Aircraft.* This category includes all active installations with assigned operational wings and large primary mission aircraft, such as tankers, bombers, and airlift aircraft, except Hickam and Anderson, which are throughput installations.
7. *Small Aircraft.* This category includes those installations with assigned operational wings and small primary mission aircraft such as fighters and some reconnaissance aircraft.
8. *Space Operations.* This category includes those installations involved in space launch operations and space operations management.
9. *Product Centers, Labs and Test & Evaluation.* Product Centers are installations responsible for developing, acquiring, and in-service engineering of weapon systems. They provide resources and acquisition expertise to support program execution. Laboratories are installations that perform discovery, development, and transition of affordable, integrated technologies. Test and Evaluation installations provide ground and open-air ranges, facilities, and chambers to support the testing of manned and unmanned aerospace vehicles; conduct flight evaluation and recovery of research

vehicles; and conduct ground test, evaluation, and simulation of products and services.

## Results for the Department of the Air Force

Table 6-3. Air Force Analysis of Proportional Capacity

Category Type/Metric	Input		Index		Proportional Capacity	Change in Capacity Relative to Force Structure Since 1989	
	FY 89	FY 09	FY 89	FY 09		Delta from 2009 Capacity	Excess 2009 Capacity
<b>Administrative</b>							
<u>Total Facilities Square Feet (000s)</u>	<u>2,338.0</u>	<u>2,479.1</u>					
Military/Civilian Authorized	4,528	3,303	0.5163	0.7506	1,705	774	31%
<b>Air Force Reserve</b>							
<u>Parking Apron Space (Square Yards)</u>	<u>1,421,429</u>	<u>3,205,960</u>					
Reserve Aircraft	48	69	29,613.1	46,463.2	2,043,304	1,162,656	36%
<b>Air National Guard</b>							
<u>Parking Apron Space (Square Yards)</u>	<u>2,512,185</u>	<u>1,193,862</u>					
National Guard Aircraft	146	46	17,206.7	25,953.5	791,510	402,352	34%
<b>Depots</b>							
<u>Capacity Direct Labor Hours</u>	<u>46,403</u>	<u>23,063</u>					
Budgeted/Programmed Direct Labor Hours	39,172	22,134	1.1846	1.0420	26,220	No increase	
<b>Education &amp; Training</b>							
<u>Parking Apron Space (Square Yards)</u>	<u>7,227,994</u>	<u>6,192,019</u>					
Training Aircraft	1,572	1,180	4,597.96	5,247.47	5,425,593	766,426	12%
<u>Classroom Space (Square Feet)</u>	<u>7,943,941</u>	<u>8,844,190</u>					
Military/Civilian Authorized	834,939	513,783	9.514	17.214	4,888,335	3,955,855	45%
<b>Missiles &amp; Large Aircraft</b>							
<u>Parking Apron Space (Square Yards)</u>	<u>24,918,585</u>	<u>17,213,947</u>					
Large aircraft	1,704	858	14,624	20,063	12,547,034	4,666,913	27%
<b>Small Aircraft</b>							
<u>Parking Apron Space (Square Yards)</u>	<u>11,093,787</u>	<u>7,823,401</u>					
Small Aircraft	1,488	881	7,455.5	8,880.1	6,568,297	1,255,104	16%
<b>Space Operations</b>							
<u>Total Facilities Square Feet (000s)</u>	<u>12,027.8</u>	<u>15,604.8</u>					
Military/Civilian Authorized	24,007	20,143	0.5010	0.7747	10,092	5,513	35%
<b>Product Centers, Labs and Test &amp; Evaluation</b>							
<u>Total Facilities Square Feet (000s)</u>	<u>37,159.0</u>	<u>45,320.0</u>					
Acquisition Workforce	60,274	60,324	0.6165	0.7513	37,190	8,130	18%

# CRS Report for Congress

Received through the CRS Web

## Air Force Transformation

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### Summary

Many believe that the Department of Defense (DOD) — including the Air Force — must transform itself to ensure future U.S. military dominance. The Air Force has a transformation plan that includes advanced technologies, concept development, and organizational innovation. Issues for Congress include the efficacy of this plan, its feasibility, and the attendant costs. This report will be updated.

### Introduction

Over the past several years, observers have discussed the need for DOD to transform in light of rapidly changing international circumstances.<sup>1</sup> Both the Clinton and George W. Bush Administrations argued that the United States must embark on a transformation path today, to meet a range of future security challenges.<sup>2</sup> While the United States is today's dominant military power, past dominant powers have been surprised by changing circumstances and unforeseen threats.<sup>3</sup> Further, the need for DOD to confront non-state actors (e.g. terrorists, insurgents, international organized crime, narco traffickers) — a very different challenge than confronting nation-states, may grow in the future.

In May 1996 the Chairman of the Joint Chiefs of Staff published *Joint Vision 2010*, a conceptual template for how America's armed forces may exploit technological opportunities to achieve new levels of effectiveness in joint military operations. This transformation guide was updated, expanded and republished in May 2000.

DOD's 2001 Quadrennial Defense Review (QDR) described six critical goals to focus transformation efforts: (1) protecting critical bases of operations and defeating weapons of mass destruction; (2) assuring information systems and conducting effective

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<sup>1</sup> The 1997 Quadrennial Defense Review (QDR); The National Security Strategy of the United States; The Secretary of Defense's Annual Report to the President and Congress; The 1998 National Defense Panel; P.L. 105-261, Title IX, Subtitle A, Sec. 903; The 2001 QDR.

<sup>2</sup> Secretary of Defense William S. Cohen, *2001 Annual Report to the President and the Congress*; George W. Bush, "A Period of Consequences," speech at the Citadel, Sept. 23, 1999.

<sup>3</sup> Eliot Cohen, "Defending America in the Twenty-first Century," *Foreign Affairs*, Nov. 2000.

information operations; (3) projecting and sustaining U.S. forces in distant anti-access environments; (4) denying enemies sanctuary by providing persistent surveillance; (5) enhancing the capability and survivability of space systems; and (6) leveraging information technology and innovative concepts to develop an interoperable, joint command, control, communications and surveillance architecture.<sup>4</sup> In November 2001, DOD established a new office to manage its transformation efforts.

It is generally accepted that transformation will require new technologies, new operational concepts, and organizational innovation. Transformation will likely require more emphasis on service and joint concept development and experiments, science and technology efforts, tied closely to warfighters, processes that identify and quickly operationalize promising concepts, and interoperability efforts critical for effective coalition operations.<sup>5</sup> DOD and the military services have developed transformation plans and, to varying degrees, embarked upon them. Yet, questions remain about cost, schedule, and the need to balance transformation objectives with near term modernization needs. Transformation is not modernization, which aims at improving existing capabilities. Thus, transformation and modernization may diverge, and can compete for funds and priority.

## Air Force Transformation Activities

The Air Force's transformation process is encapsulated in its Transformation Flight Plan (AFTFP), first published in 2003 and updated in 2004. The AFTFP documents ongoing Air Force transformation efforts and ties them to the 2001 QDR's six operational transformation goals. The AFTFP describes the Air Force's core competencies, efforts to adapt the Air Force culture and organizational structure, six concepts of operations which are under development and eight transformational capabilities that will enable them. The 2004 AFTFP departs from the 2003 version by combining some of the concepts of operation (CONOPs) being pursued, and articulating new efforts in business transformation. Unlike the 2003 version, the 2004 AFTFP also discusses the role of "battlefield airmen" and helping U.S. allies to transform.

The Air Force defines transformation as "A process by which the military achieves and maintains asymmetric advantage through changes in operational concepts, organizational structure, and/or technologies that significantly improve warfighting capabilities or ability to meet the demands of a changing security environment."<sup>6</sup> By this definition, Air Force leaders say that the Air Force has been engaged in a military transformation for decades and that current activities are a continuation of this process.<sup>7</sup>

Air Force officials contend that in the 1991 war with Iraq the Air Force demonstrated two of the three required elements of a military transformation: the use of new technologies (stealth and precision guided munitions) to enable novel operational

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<sup>4</sup> U.S. Department of Defense, *Quadrennial Defense Review Report*, Sept. 30, 2001, p. 30.

<sup>5</sup> Secretary of Defense William S. Cohen, *2001 Annual Report to the President and the Congress*, Chap. 11: "A Strategy for Military Transformation."

<sup>6</sup> U.S. Air Force, *The USAF Transformation Flight Plan, FY03-07*, HQ USAF/XPXT, p. iv.

<sup>7</sup> John Roos, "Effect-Based Operations," *Armed Forces Journal International*, Mar. 2001, p. 66; Brig. Gen. David Deptula, *U.S. Air Force Transformation Review*, Mar. 9, 2001, p. 5.

concepts (effects-based planning, and parallel warfare) and “leap-ahead” capabilities (the total destruction of Iraq’s air power capabilities). Following this war, the Air Force launched organizational changes (joining the Strategic and Tactical Air Commands, and introducing the Expeditionary Aerospace Force (EAF)), that represented the final piece of this first phase of Air Force transformation.

Whether the Air Force view on its state of transformation is accurate or not, it appears that the Air Force has taken steps aimed at transformation, and has established processes designed to guide these efforts. The Air Force has established six functional Battle Labs to develop new ideas and concepts. The Air Force also annually conducts wargames and experiments such as the Expeditionary Force Experiments. An Innovation Steering Group was established to guide transformation activities, and ensure “warfighter” inputs and feedback into the process.

The Air Force has also made changes to weapon acquisition and budget development and allocation processes. For example, the Air Force Resource Allocation Process, initiated in October 2000, is designed to give the Major Commands (e.g. Air Combat Command, Space Command, and Air Mobility Command) a greater voice in the budgeting process. This increase in the Major Commands’ voice in budgeting has been reflected at higher levels within DOD.<sup>8</sup> According to the 2004 AFTFP, the Air Force’s goal is to “shift from threat- and platform-centric planning and programming to adaptive and capabilities-and effects-based planning and programming.”<sup>9</sup> While Air Force officials express satisfaction with achievements to date, they say that Air Force transformation is not complete. The Air Force is continuing the process by pursuing advanced technology, new operational concepts, and organizational innovation.

The Air Force is pursuing technologies that it believes could engender new operational concepts, to dominate air, space, and cyberspace. These include high performance stealthy aircraft (the F/A-22 and Joint Strike Fighter (JSF)), unmanned combat aerial vehicles (UCAVs), directed energy weapons (such as the airborne laser), miniaturized munitions, and advanced command, control, communications, computers and intelligence (C<sup>4</sup>I). The Air Force’s space-related programs are in varying states of maturity, and include space-based radars, space-based lasers, micro satellites, “next generation” missile defense, and space operations vehicles. Air Force efforts in the area of cyberspace include computer network attack, computer network defense, and information assurance activities. Both space and cyberspace capabilities are expected to become increasingly important as the Air Force and the other services leverage U.S. information technology assets in numerous warfighting applications.

The impact of new technologies is limited if they do not create, new warfighting approaches. The Air Force says it is developing new operational concepts designed to exploit emerging technologies and enable new capabilities. These operational concepts are in varying stages of maturity and they often overlap. Between 2003 and 2004, the Air Force has made changes to the CONOPs it says are transformational and now say that developing these CONOPs (Global Mobility, Persistent Attack, Global Strike, Homeland

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<sup>8</sup> Amy Butler. “Combat Commanders To Direct Unprecedented Spending at Pentagon.” *Defense Daily*. February 11, 2004.

<sup>9</sup> U.S. Air Force. *The U.S. Air Force Transformation Flight Plan 2004*. HQ USAF/XPXC p.3.

Security, Nuclear Response and Space & C4ISR), are an expression of "capabilities-based" planning and programming.

The final facet of the Air Force's ongoing transformation effort is organizational innovation. Organizational changes can be the most difficult and most important piece of the transformation puzzle. Organizational change is difficult because it involves human factors; non-quantifiable, social and psychological issues, such as tradition, culture, and mind set. However, organizational change is central to transformation, because it codifies and institutionalizes new capabilities and ways of doing business.

Refining the EAF is the Air Force's main effort in the area of organizational change. The purpose of the EAF is to provide a structure and schedule to effectively meet contingency demands. The EAF organizes much of the Air Force into 10 Aerospace Expeditionary Forces (AEFs) that include combat, mobility, and combat support forces that rotate on a 15-month training and deployment cycle. Each AEF includes approximately 175 aircraft and 20,000 active and reserve personnel. AEFs (and two rapid-reaction Aerospace Expeditionary Wings) form the heart of the EAF, but strategic mobility forces and so-called low density/high demand (LD/HD) forces (such as U-2s and JSTARS) are also key elements. The Air Force hopes to deploy an AEF in 48 hours, and up to five AEFs within 15 days. Each AEF is tailored to the regional commander's needs.

The Air Force completed its first full AEF rotation and began its second in December 2000. The Air Force learned some lessons from this first cycle, and refined the concept. It created additional LD/HD crews and linked them to the AEFs. Although this does not reduce the burden high deployment rates place on aircraft, it does help reduce the stress on people. The Air Force conducted another review following September 11<sup>th</sup>. This review spurred more changes to the AEF, such as more evenly distributing Reserve and Guard personnel throughout the 10 AEFs. To meet military requirements in Afghanistan, Iraq, and Korea, the Air Force deployed several units outside the normal 90-day AEF rotation between January and July 2003. Starting in July 2004, 120-day AEF rotations began. While the Air Force reported in early 2004 that the AEF had returned to its 90-day schedule, thousands of troops remained on extended deployments.<sup>10</sup>

### **Issues for Congress**

Congress may, as part of its defense oversight function, assess the merits of the Air Force's transformation program: Is it aggressive enough? Is it feasible? Will it achieve the desired effect? Are transformation goals balanced with modernization needs? The debate over the F-22 and JSF programs offers an example of how transformation questions intersect, and may increasingly vie for Congressional attention. Evident in this debate are contrasting views on which technologies to pursue, how aggressively to pursue them, and the difference between transformation and modernization.

Critics of USAF plans to acquire F/A-22s and JSFs argue that these aircraft are modernization programs, and that the Air Force's requirement for new fighters would be adequately satisfied in the near term by upgrading and procuring F-15s and F-16s. They argue that the effectiveness of today's fighter and attack aircraft can be maintained

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<sup>10</sup> Gordon Trowbridge, "AEF Schedule Back on Track," *Air Force Times*, Feb. 23, 2004.

through upgrades to their radars, command and control systems, and weapons. Future adversaries, they argue, will increasingly employ mobile cruise, ballistic and surface-to-air missiles that will jeopardize the forward operating bases that shorter range military aircraft — such as the F-22 and JSF — will require to generate significant sortie rates. By cancelling or truncating the F-22 and JSF, critics argue, the Air Force can free substantial funds that can be used to more aggressively pursue programs such as space-based assets, directed energy weapons, UCAVs, or long range bombers. Such programs are more likely to overcome tomorrow's anti-access threats, and offer more transformation potential.

Supporters of the Air Force's transformation plan counter that while the F-22 and JSF do modernize today's fighter and attack aircraft force, they will also transform air operations. Their combination of stealth and high aeronautical performance (e.g. maneuverability, speed, and endurance), will enable radical capabilities and operational concepts. Further, they argue, along with long-range bombers, stealthy high-performance aircraft offer the best potential for overcoming tomorrow's anti-access threats. Air Force supporters also contend that F-15s and F-16s are nearing the end of their useful lifetimes. Spending today's money perpetuating 1970s-era technology, they argue, is not wise. Finally, supporters note that the Air Force is already pursuing space-based assets, cyberspace operations, directed energy weapons, and UCAVs. The Air Force's current budget makes it difficult to spend more on these programs, given other pressing priorities.

An issue implicit in the debate described above, is the pace and aggressiveness with which the Air Force should pursue potentially high-payoff technologies such as space-based assets and unmanned aerial vehicles (UAVs and UCAVs). Many analysts argue that exporting Air Force operations from the atmosphere to outer space could increase their effectiveness and survivability, and should therefore be pursued aggressively; perhaps at the expense of other programs. Others strongly support increased use of UAVs to engender new warfighting capabilities, and to reduce the risk of U.S. casualties. In addition to setting aggressive goals for fielding UAVs, advocates also find fault with the decision not to accelerate procurement of the Global Hawk UAV, the Air Force's next generation airborne intelligence, surveillance and reconnaissance (ISR) platform. This perspective argues that the Air Force is prone to sacrificing transformation opportunities for modernization needs, and that a balance between the two must be found.

A balance may also need to be struck between supporting current operations and investing in transformation. Many fear that the costs of the ongoing war in Iraq will consume transformation funding. Some DOD officials argue, however, that the war in Iraq is not shortchanging transformation. In fact, they say, the war in Iraq is actually accelerating transformation efforts.<sup>11</sup>

Air Force officials argue that they are pursuing transformation programs as aggressively as is prudent within projected budgets. Current readiness shortfalls make Air Force modernization a tangible and high priority, that should not be sacrificed for transformation programs that may or may not pay off years hence. Also, senior Air Force leaders have said that transformation "very much depends" on another round of base

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<sup>11</sup> Jefferson Morris. "Iraq Operations Accelerating Transformation, Cebrowski Says." *Aerospace Daily & Defense Report*. August 4, 2004.

closures.<sup>12</sup> If the Air Force is asked to more aggressively lead DOD's efforts in these transformation areas, they argue, this effort should be funded in addition to modernization. Perhaps a re-examination of the traditional division of DOD's budget among the Services is appropriate, they argue.

Air Force organizational activities are also an issue. The Air Force believes that refining and implementing the EAF will have a transformational effect. Air Force officials say that the EAF compels the Air Force to organize and think about itself in terms of composite teams, not along functional "stove pipes." It also ensures that the units deployed to conduct a mission are at the peak of their training and readiness. Furthermore, Air Force officials believe that the EAF creates an expeditionary mind set and provides an effective mechanism for reducing personnel tempo, which in turn could ameliorate recruitment and retention problems. Finally, the Air Force believes that the EAF provides a basis for additional organizational innovation. As an example, Air Force officials cite the GSTF, which will be composed of the first two or three AEFs deployed to a theater.

Critics suggest that while a useful force management tool, the EAF concept is not transformational. The EAF, they argue, is a more modest organizational change (like changes instituted by the Navy many years ago) that simply facilitates rotational forward deployments of forces. To transform the Air Force's warfighting capabilities, the EAF, or other organizations, must inherently leverage new technologies and enable new operational concepts. These characteristics are not evident in the EAF, they argue. Furthermore, the recent fluctuations in the 90-day AEF deployment cycle shows, detractors argue, that this concept is still a work in progress.

A great debate also revolves around some of the Air Force's transformation operational concepts, such as Rapid Halt Operations.<sup>13</sup> While many in the Air Force believe that air power alone can defeat or at least stalemate enemy ground forces, many other analysts maintain that only ground forces can capture and control enemy territory and forces. Do the 2004 AFTFP CONOPS suggest a similar "go it alone" mindset?

Many studies say that another issue for Congress may be its own role in transformation.<sup>14</sup> Some argue that transformation faces powerful status quo opposition, and will be infeasible without congressional support. They advocate new working arrangements between the Services and Congress. These studies assert that to achieve transformation, Congress should consider modifications to current budgetary oversight mechanisms, such as bi-annual budget authority, giving DOD managers more flexibility to shift funds between accounts, and removing statutory barriers to a greater private role in areas such as defense depot maintenance.

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<sup>12</sup> "Air Force Transformation Depends on Base Closing Round, Jumper Says." *Aerospace Daily & Defense Report*. June 28, 2004.

<sup>13</sup> "Rapid Halt Operations" did not appear as a CONOP in the 2004 AFTFP.

<sup>14</sup> 1998 National Defense Panel, p. vi, 67, 82; Defense Science Board on Transformation, p.28.

**Cruz, Tanya, CIV, WSO-BRAC**

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**From:** Cruz, Tanya, CIV, WSO-BRAC  
**Sent:** Thursday, May 12, 2005 3:10 PM  
**To:** MacGregor, Timothy, MAJ, WSO-BRAC  
**Subject:** RE: Surge

This is very helpful. Thanks Tim.

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**From:** MacGregor, Timothy, MAJ, WSO-BRAC  
**Sent:** Thursday, May 12, 2005 3:01 PM  
**To:** Breitschopf, Justin, CIV, WSO-BRAC; Combs, David, CIV, WSO-BRAC; Cruz, Tanya, CIV, WSO-BRAC; Hall, Craig, CIV, WSO-BRAC; MacGregor, Timothy, MAJ, WSO-BRAC; Small, Kenneth, CIV, WSO-BRAC  
**Subject:** Surge

Follow-up to our discussion today. Here's some talk about what "surge" means as copied from an Air Force News story released on the [www.af.mil](http://www.af.mil) website yesterday.  
Tim

Criterion 3 directs DOD to assess "the ability to accommodate contingency, mobilization, surge and total force requirements at both existing and potential receiving locations to support operations and training," the DOD official said.

Surge differs today from in the past, the official said. Surge during the Cold War meant a massive mobilization of active duty stateside forces, the National Guard and other reserve components, and shipping them quickly to Europe.

In the war on terrorism, it means being able to get trained forces -- from whatever component or service -- from the United States to a trouble spot quickly.

Surge also means different things to the different services, the official said.

In the Air Force, surge capacity is broken into local, regional and strategic capabilities. The DOD official raised several points: Does one base have the ramp space to accommodate an evacuation from another base? Can bases in a region handle the number of planes and people needed to handle a contingency? Finally, can the service handle an all-out operation in a remote area of the globe with everything that entails from fighting and logistics standpoints?

For the Army, surge still has connotations of a massive lift of reserve forces to a distant battlefield. Having the training areas and facilities to make that happen are part of the surge requirement.

The Navy and Marine Corps have still another definition of surge. That deals with pier space, the official said. Does the Navy have the space and logistics in place if they need to send ships from the Atlantic to the Pacific or vice versa?

Joint cross-service groups looked at seven common business-oriented support functions: education and training, industrial, supply and storage, headquarters and support, medical, technical and intelligence. A surge capacity is needed in each of these areas also, the official said, and the groups took that into account as they made their closure and realignment recommendations.

"Bottom line is that surge capabilities were looked at several times throughout the two-and-a-half-year

process, DGN: 11687 the defense official said.

28 July 05 AF C-130 Mtg.

M7: Underlying issue - Rel. of C-130 issue to the E & J program  
BRAC & J mtg. parallel

after J program terminated → shift in # planes going to  
LRock

Ken impressions Re issue & impact of J pr being reinstated

Freeland total planes @ LR not Δd  
PBD 753 — asked to use that as baseline for force structure  
→ for ex J model not getting KP. as a model  
# tails remain same (bottom line phrase on J)

blc and pop. planes keep 'em in the AEC

M7 Now that is  
→ emodels will now retire that were meant to retire  
initially

JC A6 set but don't have def guidance for 07 & 08  
until then, plans can't be finalized

John if adj in ex as far as tail #s — wld not want to give  
up Pope clause & tr. to BRAC

M7 Rationale behind — 8 fr ypaer 8 fs Pitts to do Active  
Reserve Associate unit @ Pope?

Freeland A7E interested in estab presence in the reg w/ mtg  
Synergies of C-130s @ Pope  
wanted to make 16 PAA @ place that has the  
infrastructure

John in talking to Heckman - und. H As who wanted active 130 unit @ Pope

M7: assuming no pbns wd to be perm st @ Pope but to in via TDY

↳ cost diff. ? → they will provide

John: Don't kn if hv # but mt & support fac. wouldn't be the but not Hg abt TDY

M7: MILCON @ LR? — they are @ capacity now so savings by closing the little bases exceed to costs of MILCON req'd.

John P. Goal of LR is not just cost savings but also trying to fix C-130 fleet

AB: Had an off cap. analysis done @ LR -  
 John conf. can do based on hist. op levels @ LR & once ~~the~~ hv hd @ one time 130 aircraft

TAT - total AC in inv.

PAA - pr. AC Auth - wh pd for

BAI - backup AC in inventory

Composite of all AC = 98 + 18 + 8 BAI =

TDY rates - Act duty guys gone half w/ part of what trying to address

12-16 → yldo opt. size "efficiency"

AB. Def of efficiency?

max availability of Operational UAC for the mission

JW We trying to save \$ through BRAC but @ same time  
to how they do business

M7 formed COBRA du for LR? we're hearing no

LR is a Receiver no formed Rec - MATCOM did  
however, they do have a cap analysis for LR

JC Deployed req for C-200s is 75 - G & R helping out  
RT now

Wing box prob - Can model by time - flying hrs for Restriction  
47 of 98 are H1s - most effected by  
First C's wing boxes won't be fixed for another 3 yrs.  
\$10 m to fix one

Putting all planes @ one base will help for maint.  
purposes

Es - JstHs - H1s @ LR

sig diff's - engine

↳ Completely diff.

Dress	H	(3)
	H1	(29)
LR	H3	(14)
	E	(14)
Pope	E	(28)
Elm	H1	(16)
	E	(10)
	E	(16)

126 PAA active duty PRE - BRAC  
128 " " " " POST - BRAC

Restricted = train guys in a pattern but can't  
do the mission

Should acct. for costs but also operational effectiveness

K7: lift Regmt @ Portage?

## 5/17 Air Force Hearing

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Strategy

goal: ↑ mil value - rightsizing units  
 optimal sized sq  
 Tankers cons. into larger squadrons

AFR - value of partnership Active/ANG/AFR mix  
 sought to preserve surge capabilities

rightsized sq onto best bases for their missions

Execution of Strategy

Quantitative approach  
 mil value not a function of chara. of a unit

Questions:Principles

Q. Have Recs achieved goals? fallen short?

A. → will support AET concept letter, keep presence,  
 postured to support AFR sov. Acft mission, joint partners  
 "fabulous pkg" - haven't fallen short

A. → Analysis will show

Q. Real. Gilson & Grand Forks, most assets moving. ANG bases  
 too - why? Rs or Cs?

A. → Expeditionary AF - one mission = guarding home  
 rd bases that can deploy fr. & operate at. while accom.  
 future - leaving some but sust ANG unit wld keep them  
 connected to comm., recruiting & retention, to accommodate  
 emerging missions, inc. capacity

Gilson wld support air space lg scale exercises space  
 fed up cap. fr. Gilson to pr. those abilities

expect mission to accommodate guest squadrons & enhance mission — tanker rangers  
will deploy into & train from these places  
Grand Forks close to ANG base too

Gehman

~~Bitney~~

Q. 20-yr plan — how do translate into op. units

A → obj = rightsizing squadrons  
infrastructure forecasted will accommodate any reasonable Δs  
in platform

Q.

Wld a lop. unit → more flex., decision not to cl. those ANG  
that last flying mission are now focused on expeditionary

Chye Q. Q1 + R @ bases that hv. sig. strategic missions (eg. G. Forks, Beale)

To what extent are you trying to retain these strat. functions?

A → @ Beale ~~retaining~~ relocating tankers <sup>but</sup> retaining str. mission  
& reconnaissance  
looked @ mil. val. based on 8 criteria — moves to higher  
mil. value bases

Q. Centrifuges? Disestablished? How did you work w/ JCSSG?  
all ideas/concepts vetted w/ JCSSG  
No, but will look into it

Q. Rationale for closures of ANG & AFE Centers?

A → app. as full force decision — smaller units not effective & efficient  
way to operate, as for R & R → ability of ANG/AFE to  
sustain capabilities — not having probs w/ recruiting — ab. of  
local community to sust. as well — were very conscious of  
leaving states w/ a well-trained hand

Q: Closing Ellsworth & Cannon - considered econ. impact of area?

A → Yes - looked @ USA compared to local communities  
Benefits dominated & financial resources were great  
also sat. themselves that they wd help transition

Hansen Q: Interserviceing hv. a long way to go, defending homeland examples?  
Protecting test & trng ranges

A → Depots, ~~Ed~~ Ed & Trng. medical all emphasized in jointness  
Woods close to Ft Benning, Pope → all our joint partnering in  
what it means to do land war

Joint Org @ Eglin (joins AF, MC & Navy in one place)  
located C-17s close to strike units

Shaw - synergy of

joint pilot trng btwn Navy MC + AF not new

A → worked dis. with Northcom central command re: Homeland  
Defense - were satisfied - some enclaves - retain rel. w/ comm.

A → Ed & Trng JCSG <sup>AF</sup> looked @ Quality of ranges lab. to support mission  
& proximity of range & worked w/ JCSG  
↳ bring another svc on your base ↑ efficiencies

Hill Q: Cannon - Rationale for mvmnt of 3 squadrons

A → product of analysis → showed that it didn't score as high  
for F-16 mission or anything else

(Consolidating down to 2 F-16 units @ Shaw)

mil. value → inherent attributes of base considered

(Weather, geography, etc.) not best high-volume air space  
Cannon has small volume of airspace compared to others

Q: Why Ellsworth & not Tyndal?

Have enough dist. tanker fleets

Q: how will we get past cultural issues (Pope / Ft. Bragg)

~~I need some more data to do~~  
~~some~~

I think it's flight units/hrs.

4 of

A: intricate ops that req. dly practice - prof. in mission has to take priority - jokes abt stds - we are prod - will discuss joint stds & think all shd enjoy same qual. of life

Q: privatizing parts of bases mt. be a good idea for

A: many of costs are assoc. with allowing for more beneficial reuse

Q. Newton Q: ANG units - elaborate. - Committed to conserving end strength in G&R - dual use forces sig. to governors to defend homeland

Q: Left reserve infrastructure for ret. forces - how did you quantify this?

A: Reduced abt 40% ramp space also ensured captured ret. bwning infrastructure & bases as well.

Just under 30,000 aviators deployed in IEF

Skinner Q: Need BEAC to move lease space?

A → don't require it to do it but intellectual process helps

Q Ellsworth - B1

Q: What are you replacing aircraft with  
 fighter recap. plan - FA-22 &

not all replcd on one for one basis - phasing out

Q Cost/savings include reduced flying hrs & maint.?

retirements not included - any savings are in addition

Q Structuring of ANG vs. reserve squadrons - what are balances & decision pts. - G&R train to same stds.

A. weapon systems of ground are mostly fighter equip. which need right sizing

- Q Air defense & homeland security — Plan consistent  
 A. Supporting AIR SOV. ALERT — Continually move planes around  
 Q C-130-J? they updated w/ latest PBD  
 # C-130s static but mix inside of that is different

- Turner Q: SA Reg. Medical Ctr.  
 will new entity even be viewed as more than a bigger & better Bunker?  
 What will you do to ensure that it's a joint entity?  
 → Have bn trying to move to clinics from hospitals  
 Q loss of level/trauma facilities  
 interchange of ideas, staff, etc. — Q. ppl are beginning to  
 AOC — is this 7<sup>th</sup> step to becoming one lg. medical team/  
 mission  
 A → still have separate missions, sets of skills still unique  
 some can transfer to those not in uniform.

- Principe Q Cannon — was supersonic airspace part of consideration  
 A volume of supersonic airspace was included in cases,  
 but not expanses of this airspace in the future.  
 Had to freeze a data pt.  
 Q. Are you willing to sacrifice retention of people at other levels  
 Plan was to ~~to~~ preserve and strength spaces that are surplus  
 will be filled w/ <sup>new &</sup> emerging missions.  
 have to weigh that cost against the very substantial  
 gains

- Gehman Q Nellis AFB gaining  
 no costs associated w/ accrual



Hansen: Q Rationale for Realignment of Mountain Home

A → Mo. Home & Seymour Johnson have  
great tng areas and limited encroachment  
no news re: poor flying area

Skinner: Q ANG — what's left behind when aircraft moved?

A Keeping manpower slots for future use  
leave enclaves of expeditionary



OFFICE OF THE ASSISTANT SECRETARY

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 03 Mar 2005

Mr. Heckman called the meeting to order at 1000, the Pentagon, Room 5C279. Attendance is at Aitch 1. The slides presented are included as Aitch 2 and individually referenced herein. The meeting was categorized as deliberative. Mr. Pease and Mr. Heckman reviewed the agenda and schedule (Slides 3-5). Mr. Heckman emphasized the March 15 deadline for submission of Air Force Candidate Recommendations. He noted the possibility of limited exception upon approval by Mr. Wynne. Mr. Heckman updated the status of Candidate Recommendations.

Mr. Heckman briefed the CAF Excursions:  
S125.1, S126.2, S137.1: Realign Eielson AFB (Slides 7-8)  
S141.1, S126.1: Aggressors Excursion (Slide 11)  
S143, S132.1: McEntire Excursion (Slide 12)

Upon deliberation, the BCEG noted these excursions were previously disapproved by the BCEG. The BCEG determined, by consensus, that further review of these excursions is not required and that the Eielson Realignment (S137.1) (Slide 8) should remain in play, as the previously approved Candidate Recommendation.

Mr. Heckman provided the BCEG a preview of his planned, March 4, 2005, Air Force BRAC Update to ISG (Slides 14-36).

Mr. Ferguson introduced Proposed II Scenario Military Compatibility Indices (MCIs). The briefing was provided by Mr. Heckman. He discussed the proposed MCI for Standard Air Munitions Package (STAMP) (Slides 40-58). Upon deliberation, the BCEG returned the proposed STAMP MCI to the MCI team for refinement as a metric versus MCI.

Mr. Heckman further briefed the Proposed MCI for Centralized Intermediate Repair Facility (CIRF) Engines (Slides 59-75). Upon deliberation, the BCEG requested refinement of the Criterion 1 metrics and accepted the Criteria 2-4 metrics. Continuing, he briefed the Proposed MCI for CIRF - Avionics/Pods (Slides 76-90). The BCEG requested refinement of the CIRF - Avionics and Pods metrics for Criteria 1 and 2. Mr. Heckman presented the Proposed MCI for Logistics Support Center (LSC) (Slides 91-102) and concluded with a recommendation that the II Functional MCIs and weights be adopted as metrics (Slide 103). The BCEG, by consensus, approved the LSC evolution with the substitution of a Criteria 3 metric assigning a 100% value to LSC Criteria 3 analysis for all Candidate Recommendations for LSCs.

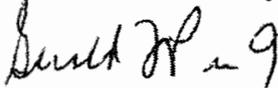
MAR 17 2005

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The BCEG will revisit the IL metrics at the next meeting. Following closing remarks by the co-chairs, the meeting adjourned at 1452. The next BCEG meeting is scheduled for 8 March 05 at 0830 in Pentagon Room 5C279.

SAF/GCN  
BCEG Recorder

The minutes above are approved.



GERALD F. PEASE, JR.  
SAF/IEB  
Co-Chairman



GARY HECKMAN, Maj Gen, USAF  
AF/XP (BRAC)  
Co-Chairman

Attachments:  
As Stated

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## BRAC Closures and Realignment Historical Context

1988	1991	1993	1995	2005 Closures	2005 Realignments
Chenute (A) George (A) Mather (A) Norton (A) Pease (A)	Bergstrom (A) Carswell (A) Castle (A) Eaker (A) England (A) Grissom (A) Loring (A) Lowry (A) MacDill (A) Moody (A) Myrtle Beach (A) Williams (A) Wurtsmith (A)  Richards/Gebaur (R)  Rickenbacker (G)	Gentile (A) Griffiss (A) Homestead (A) K.I. Sawyer (A) March (A) McGuire (A) Newark (A) Newark (A) Plattsburgh (A)  O'Hare (R)	AF EW Eval Sim (A) Brooks (A) Eglin (A) (EMTE) Grand Forks (A) Hill (A) (UTTR) Kelly (A) Malmstrom (A) McClellan (A) Onizuka (A) REDCAP (A) Reese (A) Rome Lab (A)  Greater Pittsburgh (R)  Bergstrom (G) Moffett (G) North Highlands (G) Ontario AGS (G) Roslyn AGS (G) Springfield-Beckley (G)	Cannon (A) Ellsworth (A) Grand Forks (A) Onizuka (A) Pope (A)  Pittsburgh (R) Niagara (G, R) Portland (G/R) Willow Grove (G/R)  Bradley (G) Duluth (G) Ft. Smith (G) Great Falls (G) Hulman (G) Hector (G) Kulis (G) Lambert (G) Mansfield (G) Nashville (G) New Castle (G) Otis (G) Richmond (G) Springfield-Beckley (G) W.K. Kallogg (G) Yeager (G)	Andrews (A) Dover (A) Eglin (A) Eielson (A) Elmendorf (A) Hill (A) Indian Springs (A) Luke (A) McGuire (A) Mountain Home (A) Robins (A) Seymour Johnson (A)  Beale (R) March (R,G) Maxwell (R) NAS New Orleans ARS Selfridge (G, R)  Birmingham (G) Capital (G) Ellington (G) Fairchild (G) Hancock Field (G) Key Field (G) Luis-Munoz (G) Pittsburgh (G) Reno (G) Rickenbacker (G) Schenectady (G)

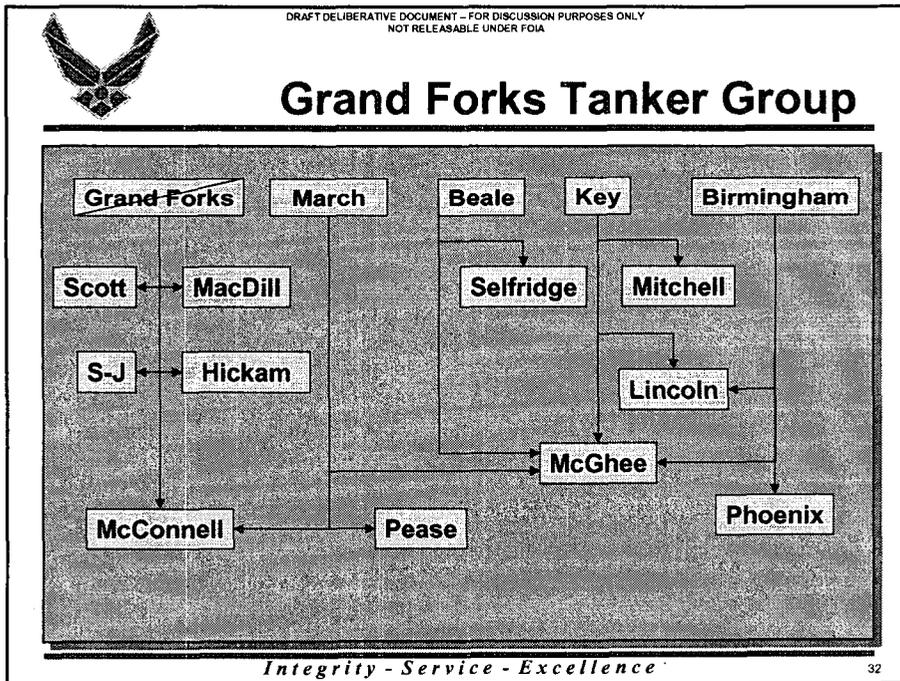
**1988-1995 entries show all AF closure and realignment recommendations**

REJECTED BY COMMISSION

ADDED BY COMMISSION

(A) - Active base; (R) - Reserve base; (G) - Air National Guard Base

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## Preliminary BRAC Costs/Savings Force Structure Closure/Realignments

Closures		Realignments		Group	Total 1-Time Cost \$K	*MILCON Cost \$K	Net 2011 Cost \$K/ (Savings)	Steady State Cost \$K/ (Savings)
1. Bradley (G)	1. Andrews (A)	1. Andrews (A)	1. Andrews (A)					
2. Cannon (G)	2. Beale (R)	2. Beale (R)	2. Beale (R)					
3. Dulake (G)	3. Birmingham (G)	3. Birmingham (G)	3. Birmingham (G)					
4. Ellsworth (A)	4. Capital (G)	4. Capital (G)	4. Capital (G)					
5. Ft. Smith (G)	5. Dover (A)	5. Dover (A)	5. Dover (A)					
6. Grand Forks (A)	6. Egan (A)	6. Egan (A)	6. Egan (A)					
7. Great Falls (G)	7. Egan (A)	7. Egan (A)	7. Egan (A)					
8. Hainan (G)	8. Ellington (G)	8. Ellington (G)	8. Ellington (G)					
9. Hector (G)	9. Ellington (G)	9. Ellington (G)	9. Ellington (G)					
10. Keesler (G)	10. Fairchild (R)	10. Fairchild (R)	10. Fairchild (R)					
11. Lambert (G)	11. Hill (A)	11. Hill (A)	11. Hill (A)					
12. Mansfield (G)	12. Hancock Field (G)	12. Hancock Field (G)	12. Hancock Field (G)					
13. Nashville (G)	13. Inman Springs (A)	13. Inman Springs (A)	13. Inman Springs (A)					
14. New York (G)	14. Key Field (G)	14. Key Field (G)	14. Key Field (G)					
15. Niagara (G, R)	15. Lang-Mumme (G)	15. Lang-Mumme (G)	15. Lang-Mumme (G)					
16. Onizuka (A)	16. Luke (A)	16. Luke (A)	16. Luke (A)					
17. Osh (G)	17. March (RUG)	17. March (RUG)	17. March (RUG)					
18. Pittsburgh (R)	18. Maxwell (R)	18. Maxwell (R)	18. Maxwell (R)					
19. Pope (A)	19. McGuire (A)	19. McGuire (A)	19. McGuire (A)					
20. Portland (G/R)	20. Mendenhall (A)	20. Mendenhall (A)	20. Mendenhall (A)					
21. Richmond (G)	21. NAS New Orleans (R)	21. NAS New Orleans (R)	21. NAS New Orleans (R)					
22. Springfield-Bantley (G)	22. Pittsburgh (G)	22. Pittsburgh (G)	22. Pittsburgh (G)					
23. W.K. Kellogg (D)	23. Reno (G)	23. Reno (G)	23. Reno (G)					
24. Willow Grove (G/R)	24. Rickover (G)	24. Rickover (G)	24. Rickover (G)					
25. Younger (G)	25. Robins (A)	25. Robins (A)	25. Robins (A)					
	26. Schriever (G)	26. Schriever (G)	26. Schriever (G)					
	27. Selfridge (G, R)	27. Selfridge (G, R)	27. Selfridge (G, R)					
	28. Seymour Johnson (A)	28. Seymour Johnson (A)	28. Seymour Johnson (A)					
				<b>Ellsworth</b>	\$642,008	\$358,705	\$139,087	(\$165,945)
				<b>Grand Forks</b>	\$279,992	\$132,398	(\$39,634)	(\$146,220)
				<b>Pope</b>	\$509,454	\$228,610	\$63,281	(\$150,648)
				<b>Cannon</b>	\$168,091	\$65,297	(\$183,278)	(\$117,287)
				<b>Eielson</b>	\$299,410	\$141,300	\$90,712	(\$121,929)
				<b>Independent</b>	\$274,963	\$77,884	\$164,047	(\$29,927)
				<b>"Two-fers"</b>	\$31,197	\$11,923	\$10,459	(\$3,143)
				<b>Total</b>	\$2,205,115	\$1,016,117	\$244,654	(\$735,100)

\*MILCON Costs are incorporated in Total 1-Time Costs

Res/Quasi Briefed to ISG  
Remaining Recommendations to Brief

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## Strawman Payback Categories

- Pays back by 2011
- Enables a CR which pays back by 2011
- NPV Savings
- Enables a "Recommendation Group" with NPV savings
- Quantifiable benefits not captured in BRAC
- Compelling advantage to DOD based on military judgment

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## Preliminary BRAC Costs/Savings

Scenario OSD Track	Title	Total IT			Cost/(Savings)		Steady State (\$K)
		Cost (\$K)	MIL CON (\$K)	Payback	2011 (\$K)		
USAF-0052	Close Willow Grove	\$44,085	\$17,754	100	\$38,893	(\$519)	
USAF-0064	Close New Castle	\$21,507	\$7,153	100	\$17,682	(\$698)	
USAF-0080	Close Nashville	\$22,027	\$10,084	100	\$21,922	(\$85)	
USAF-0115	Realign Elmendorf	\$17,280	\$14,917	100	\$14,917	(\$374)	
USAF-0120	Realign Robins	\$5,831	\$1,026	100	\$3,808	(\$66)	
USAF-0083	Realign March	\$17,041	\$4,141	100	\$11,027	(\$147)	
USAF-0086	Realign Selfridge ANGB	\$21,575	\$0	100	\$18,561	(\$610)	
USAF-0079	Close Portland	\$48,525	\$24,358	100	\$45,208	(\$473)	
USAF-0125	Realign Indian Springs	\$11,967	\$5,325	100	\$10,308	(\$178)	

Candidate Recommendation	Linked to:	Impact
Close Willow Grove	4 recommendations; 18 installations	Enables DON #0084
Close New Castle	Independent	Enables effective sqdn sizing at 2 locations
Close Nashville	Independent	Enables effective sqdn sizing at 2 locations
Realign Elmendorf	6 recommendations; 9 installations	Enables F/A-22 beddown
Realign Robins	AF Independent	Enables DON #0068; robusts ANG unit to effective sqdn size
Realign March	2 recommendations; 8 installations	Enables effective sqdn sizing at 3 locations
Realign Selfridge ANGB	2 recommendations; 3 installations	Enables payback CR. Creates AFRC association at MacDill/ posture for KC-X
Close Portland	1 recommendation; 3 installations	Enables effective sqdn sizing at 3 locations
Realign Indian Springs	1 recommendation; TBD installations (JCSG)	Enables UAV Center of Excellence

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## Way Ahead

- **STRATCOM requested excursions**
  - Space AOC from Vandenberg to Offutt
  - Joint Information Operations Center (JIOC) from Lackland to Offutt
  - AOC from Barksdale to Offutt
- **“Knitting” among MilDeps and JCSGs**
  - Andrews      Hanscom      Offutt
  - Bolling       Hill             Peterson
  - Buckley      Maxwell      Rome Lab
  - Edwards      Moody         Tinker
  - Eglin         Nellis         Wright-Patt
- **AF flight training bases**

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<b>Beale AFB</b> Beale Air Force Base, CA	3	Air Force - 10
<b>Birmingham IAP AGS</b> Birmingham International Airport Air Guard Station, AL	3	Air Force - 5
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Great Falls International Airport Air Guard Station, MT	3	Air Force - 30

Index Report by base . pdf

Source : Lt Col Phillip T. Lanman, USAF, 8AF/IEBB  
through Ken Small, BRAC Commission 5/19/05

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Air Force Logistics Support Centers	3	Air Force - 53
Grand Forks Air Force Base, ND	3	Air Force - 37
<b>Hill AFB</b> Depot Level Reparable Procurement Management Consolidation	9	S&S - 7
Cannon Air Force Base, NM	3	Air Force - 32
Hill Air Force Base, UT	3	Air Force - 47
Create an Air Integrated Weapons & Armaments Research, Development and Acquisition, Test and Evaluation Center	10	Tech - 18
Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies	5	H&SA - 19
Establish Centers for Fixed Wing Air Platform Research, Development and Acquisition, Test and Evaluation	10	Tech - 24
Commodity Management Privatization	9	S&S - 5
Supply, Storage, and Distribution Management Reconfiguration	9	S&S-13
<b>Holloman AFB</b> Brooks City Base, TX	8	Med - 6
Create Joint Mobilization Sites	5	H&SA - 35
<b>Homestead ARS</b> Richmond Air Guard Station, VA	3	Air Force - 50
Hill Air Force Base, UT	3	Air Force - 47
<b>Hulman Regional APT</b> Capital Air Guard Station, IL	3	Air Force - 20
<b>Hurlburt Field</b> Air Force Logistics Support Centers	3	Air Force - 53
<b>Jackson IAP AGS</b> Key Field Air Guard Station, MS	3	Air Force - 28

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<b>Jacksonville IAP AGS</b>		
Otis Air National Guard Base, MA	3	Air Force - 25
Mountain Home Air Force Base, ID	3	Air Force - 18, 47
F100 Engine Centralized Intermediate Repair Facilities	3	Air Force - 55
<b>Joe Foss Field AGS</b>		
Cannon Air Force Base, NM	3	Air Force - 32
Capital Air Guard Station, IL	3	Air Force - 20
Hector International Airport Air Guard Station, ND	3	Air Force - 38
<b>Keesler AFB</b>		
Convert Inpatient Services to Clinics	8	Med - 12
<b>Key Field AGS</b>		
Key Field Air Guard Station, MS	3	Air Force - 28
<b>Kirtland AFB</b>		
RC Transformation in New Mexico	1	Army - 68
Defense Research Service Led Laboratories	10	Tech - 22
Consolidate Correctional Facilities into Joint Regional Correctional Facilities	5	H&SA - 22
Cannon Air Force Base, NM	3	Air Force - 32
<b>Kulis AGS</b>		
Kulis Air Guard Station, AK	3	Air Force - 7
<b>Lackland AFB</b>		
San Antonio Regional Medical Center, TX	8	Med - 10
Joint Basing	5	H&SA - 41
Niagara Falls Air Reserve Station, NY	3	Air Force - 33
Capital Air Guard Station, IL	3	Air Force - 20
Lackland Air Force Base, TX	6	Ind - 15
Lackland Air Force Base, TX	3	Air Force - 46
Brooks City Base, TX	8	Med - 6
Consolidate Correctional Facilities into Joint Regional Correctional Facilities	5	H&SA - 22
Relocate Air Force Real Property Agency (AFRPA)	5	H&SA - 44
Joint Center for Consolidated Transportation Management Training	4	E&T - 7
Joint Center of Excellence for Culinary Training	4	E&T - 8
Depot Level Repairable Procurement Management Consolidation	9	S&S - 7
Consolidate Air and Space C4ISR Research, Development and Acquisition, Test and Evaluation	10	Tech - 6
Springfield-Beckley Municipal Airport Air Guard Station, OH,	3	Air Force - 40
<b>Lambert - St. Louis</b>		
Otis Air National Guard Base, MA	3	Air Force - 25

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<b>Langley AFB</b>		
Richmond Air Guard Station, VA	3	Air Force - 50
F100 Engine Centralized Intermediate Repair Facilities	3	Air Force - 55
Joint Basing	5	H&SA - 41
Hill Air Force Base, UT	3	Air Force - 47
Air Force Logistics Support Centers	3	Air Force - 53
Kulis Air Guard Station, AK	3	Air Force - 7
Eielson Air Force Base, AK	3	Air Force - 6
Niagara Falls Air Reserve Station, NY	3	Air Force - 33
Langley Air Force Base, VA	3	Air Force - 49
<b>Laughlin AFB</b>		
Pope Air Force Base, NC ? No mention of Laughlin	3	Air Force - 35
Undergraduate Pilot and Navigator Training	4	E&T - 14
<b>Little Rock AFB</b>		
Air Force Logistics Support Centers	3	Air Force - 53
General Mitchell Air Reserve Station, WI	3	Air Force - 52
Niagara Falls Air Reserve Station, NY	3	Air Force - 33
Mansfield-Lahm Municipal Airport Air Guard Station, OH	3	Air Force - 39
Schenectady County Airport Air Guard Station, NY	3	Air Force - 34
Ellsworth Air Force Base, SD	3	Air Force - 43
Reno-Tahoe International Airport Air Guard Station, NV	3	Air Force - 31
Pope Air Force Base, NC	3	Air Force - 35
<b>Louisville IAP AGS</b>		
Nashville International Airport Air Guard Station, TN	3	Air Force - 44
Mansfield-Lahm Municipal Airport Air Guard Station, OH	3	Air Force - 39
<b>Luke AFB</b>		
Hill Air Force Base, UT	3	Air Force - 47
Air Force Logistics Support Centers	3	Air Force - 53
Fort Smith Air Guard Station, AR	3	Air Force - 8
Joint Strike Fighter Initial Joint Training Site	4	E&T - 10
<b>MacDill AFB</b>		
Grand Forks Air Force Base, ND	3	Air Force - 37
Beale Air Force Base, CA	3	Air Force - 10
Convert Inpatient Services to Clinics	8	Med - 12
<b>Malmstrom AFB</b>		
Great Falls International Airport Air Guard Station, MT	3	Air Force - 30
RC Transformation in Montana	1	Army - 60
<b>Mansfield Lahm MAP</b>		
Mansfield-Lahm Municipal Airport Air Guard Station, OH	3	Air Force - 39
<b>March ARB</b>		
March Air Reserve Base, CA	3	Air Force - 11

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<b>Martin State APT AGS</b>		
Martin State Air Guard Station, MD	3	Air Force - 14, 24
Bradley International Airport Air Guard Station, CT	3	Air Force - 14
Eielson Air Force Base, AK	3	Air Force - 6
<b>Maxwell AFB</b>		
Joint Center of Excellence for Religious Training & Education	4	E&T - 9
Mansfield-Lahm Municipal Airport Air Guard Station, OH	3	Air Force - 39
Consolidate Air and Space C4ISR Research, Development and Acquisition, Test and Evaluation	10	Tech - 6
<b>McChord AFB</b>		
McChord Air Force Base, WA	8	Med - 9
Portland International Airport Air Guard Station, OR	3	Air Force - 41
Create Joint Mobilization Sites	5	H&SA - 35
Joint Basing	5	H&SA - 41
<b>McConnell AFB</b>		
Lackland Air Force Base, TX	3	Air Force - 46
Grand Forks Air Force Base, ND	3	Air Force - 37
March Air Reserve Base, CA	3	Air Force - 11
Robins Air Force Base, GA	3	Air Force - 16
<b>McEntire AGS</b>		
Mountain Home Air Force Base, ID	3	Air Force - 18, 47
<b>McGee Tyson APT AGS</b>		
Birmingham International Airport Air Guard Station, AL	3	Air Force - 5
Beale Air Force Base, CA	3	Air Force - 10
Key Field Air Guard Station, MS	3	Air Force - 28
Hector International Airport Air Guard Station, ND	3	Air Force - 38
March Air Reserve Base, CA	3	Air Force - 11
<b>McGuire AFB</b>		
Create Joint Mobilization Sites	5	H&SA - 35
Cambria Regional Airport, Johnstown, PA	2	DoN - 21
New Castle Airport Air Guard Station, DE	3	Air Force - 15
Joint Basing	5	H&SA - 41
<b>Memphis IAP AGS</b>		
Nashville International Airport Air Guard Station, TN	3	Air Force - 44
<b>Moody AFB</b>		
Eielson Air Force Base, AK	3	Air Force - 6
Pope Air Force Base, NC	3	Air Force - 35
Undergraduate Pilot and Navigator Training	4	E&T - 14
<b>Mountain Home AFB</b>		
Mountain Home Air Force Base, ID	3	Air Force - 18, 47
Hill Air Force Base, UT	3	Air Force - 47

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<b>NAS New Orleans ARS</b>		
New Orleans Air Reserve Station, LA	3	Air Force - 22
F100 Engine Centralized Intermediate Repair Facilities	3	Air Force - 55
Portland International Airport Air Guard Station, OR	3	Air Force - 41
<b>Nashville IAP AGS</b>		
Nashville International Airport Air Guard Station, TN	3	Air Force - 44
<b>Nellis AFB</b>		
Otis Air National Guard Base, MA	3	Air Force - 25
Mountain Home Air Force Base, ID	3	Air Force - 18, 47
New Orleans Air Reserve Station, LA	3	Air Force - 22
Eielson Air Force Base, AK	3	Air Force - 6
Reno-Tahoe International Airport Air Guard Station, NV	3	Air Force - 31
Hill Air Force Base, UT	3	Air Force - 47
Cannon Air Force Base, NM	3	Air Force - 32
<b>New Castle County Airport</b>		
New Castle Airport Air Guard Station, DE	3	Air Force - 15
<b>Niagara Falls IAP AR</b>		
Niagara Falls Air Reserve Station, NY	3	Air Force - 33
<b>Offutt AFB</b>		
Defense Finance and Accounting Service	5	H&SA - 37
Pope Air Force Base, NC	3	Air Force - 35
<b>Onizuka AFS</b>		
Onizuka Air Force Station, CA	3	Air Force - 12
<b>Otis AGB</b>		
Otis Air National Guard Base, MA	3	Air Force - 25
<b>Patrick AFB</b>		
Create a Naval Integrated Weapons & Armaments Research, Development and Acquisition, Test and Evaluation Center	10	Tech - 15
<b>Pease International</b>		
March Air Reserve Base, CA	3	Air Force - 11
<b>Peterson AFB</b>		
Co-locate Military Department Investigation Agencies with DoD Counterintelligence and Security Agency	5	H&SA - 8
Ellsworth Air Force Base, SD	3	Air Force - 43
<b>Phoenix Sky Harbor</b>		
Birmingham International Airport Air Guard Station, AL	3	Air Force - 5
<b>Pittsburgh IAP ARS</b>		
Pope Air Force Base, NC	3	Air Force - 35

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<b>Pope AFB</b>		
Pope Air Force Base, NC	3	Air Force - 35
Create Joint Mobilization Sites	5	H&SA - 35
General Mitchell Air Reserve Station, WI	3	Air Force - 52
Fort Gillem, GA	1	Army - 6
Fort McPherson, GA	1	Army - 8
<b>Portland IAP AGS</b>		
Portland International Airport Air Guard Station, OR	3	Air Force - 41
<b>Quonset State APT AG</b>		
Pope Air Force Base, NC	3	Air Force - 35
New Castle Airport Air Guard Station, DE	3	Air Force - 15
Martin State Air Guard Station, MD	3	Air Force - 14, 24
<b>Randolph AFB</b>		
Andrews Air Force Base, MD	3	Air Force - 23
Joint Basing	5	H&SA - 41
Undergraduate Pilot and Navigator Training	4	E&T - 14
Pope Air Force Base, NC	3	Air Force - 35
Brooks City Base, TX	8	Med - 6
Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies	5	H&SA - 19
Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	5	H&SA - 33
<b>Reno-Tahoe IAP AGS</b>		
Reno-Tahoe International Airport Air Guard Station, NV	3	Air Force - 31
<b>Richmond IAP AGS</b>		
Richmond Air Guard Station, VA	3	Air Force - 50
<b>Rickenbacker IAP AGS</b>		
Springfield-Beckley Municipal Airport Air Guard Station, OH,	3	Air Force - 40
<b>Robins AFB</b>		
Consolidate/Co-locate Active and Reserve Personnel & Recruiting Centers for Army and Air Force	5	H&SA - 33
Establish Centers for Fixed Wing Air Platform Research, Development and Acquisition, Test and Evaluation	10	Tech - 24
Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies	5	H&SA - 19
Robins Air Force Base, GA	3	Air Force - 16
Establish Centers for Rotary Wing Air Platform Development and Acquisition, Test and Evaluation	10	Tech - 26
Naval Air Station Atlanta, GA	2	DoN - 13
Depot Level Repairable Procurement Management Consolidation	9	S&S - 7
Supply, Storage, and Distribution Management Reconfiguration	9	S&S-13
Commodity Management Privatization	9	S&S - 5
<b>Rome Laboratory</b>		
Defense Research Service Led Laboratories	10	Tech - 22

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<b>Rosecrans Memorial Airport</b> Andrews Air Force Base, MD	3	Air Force - 23
<b>Savannah IAP AGS</b> Fort Smith Air Guard Station, AR New Castle Airport Air Guard Station, DE	3 3	Air Force - 8 Air Force - 15
<b>Schenectady County APT AGS</b> Schenectady County Airport Air Guard Station, NY	3	Air Force - 34
<b>Schriever AFB</b> Niagara Falls Air Reserve Station, NY	3	Air Force - 33
<b>Scott AFB</b> Otis Air National Guard Base, MA Air Force Logistics Support Centers Grand Forks Air Force Base, ND Convert Inpatient Services to Clinics Consolidate Transportation Command Components	3 3 3 8 5	Air Force - 25 Air Force - 53 Air Force - 37 Med - 12 H&SA - 31
<b>Selfridge ANGB</b> Eielson Air Force Base, AK W.K. Kellogg Airport Air Guard Station, MI Beale Air Force Base, CA Bradley International Airport Air Guard Station, CT	3 3 3 3	Air Force - 6 Air Force - 27 Air Force - 10 Air Force - 14
<b>Seymour Johnson AFB</b> Grand Forks Air Force Base, ND F100 Engine Centralized Intermediate Repair Facilities	3 3	Air Force - 37 Air Force - 55
<b>Shaw AFB</b> Hill Air Force Base, UT Eielson Air Force Base, AK Fort McPherson, GA Mountain Home Air Force Base, ID Bradley International Airport Air Guard Station, CT	3 3 1 3 3	Air Force - 47 Air Force - 6 Army - 8 Air Force - 18, 47 Air Force - 14
<b>Sheppard AFB</b> Pope Air Force Base, NC San Antonio Regional Medical Center, TX Joint Strike Fighter Initial Joint Training Site Undergraduate Pilot and Navigator Training	3 8 4 4	Air Force - 35 Med - 10 E&T - 10 E&T - 14
<b>Sioux Gateway APT AG</b> Fairchild Air Force Base, WA	3	Air Force - 51
<b>Springfield-Beckley</b> RC Transformation in Ohio Springfield-Beckley Municipal Airport Air Guard Station, OH,	1 3	Army - 75 Air Force - 40

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<b>Tinker AFB</b>		
Andrews Air Force Base, MD	3	Air Force - 23
Portland International Airport Air Guard Station, OR	3	Air Force - 41
Establish Centers for Fixed Wing Air Platform Research, Development and Acquisition, Test and Evaluation	10	Tech - 24
Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies	5	H&SA - 19
Depot Level Reparable Procurement Management Consolidation	9	S&S - 7
Supply, Storage, and Distribution Management Reconfiguration	9	S&S-13
Commodity Management Privatization	9	S&S - 5
<b>Toledo Express APT</b>		
Richmond Air Guard Station, VA	3	Air Force - 50
Mansfield-Lahm Municipal Airport Air Guard Station, OH	3	Air Force - 39
<b>Tulsa IAP AGS</b>		
Richmond Air Guard Station, VA	3	Air Force - 50
Mountain Home Air Force Base, ID	3	Air Force - 18, 47
Fort Smith Air Guard Station, AR	3	Air Force - 8
<b>Tyndall AFB</b>		
Langley Air Force Base, VA	3	Air Force - 49
F100 Engine Centralized Intermediate Repair Facilities	3	Air Force - 55
Joint Centers of Excellence For Chemical, Biological, and Medical Research and Development and Acquisition	8	Med - 15
<b>United States Air Force Academy</b>		
Convert Inpatient Services to Clinics	8	Med - 12
<b>Vance AFB</b>		
Pope Air Force Base, NC	3	Air Force - 35
Undergraduate Pilot and Navigator Training	4	E&T - 14
RC Transformation in Oklahoma	1	Army - 77
<b>Vandenberg AFB</b>		
Portland International Airport Air Guard Station, OR	3	Air Force - 41
Onizuka Air Force Station, CA	3	Air Force - 12
<b>W. K. Kellogg APT AG</b>		
W.K. Kellogg Airport Air Guard Station, MI	3	Air Force - 27
<b>Westover ARB</b>		
RC Transformation in Massachusetts	1	Army - 54
<b>Whiteman AFB</b>		
New Orleans Air Reserve Station, LA	3	Air Force - 22
<b>Will Rogers World AP</b>		
Andrews Air Force Base, MD	3	Air Force - 23

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<b>Willow Grove ARS</b> Naval Air Station Joint Reserve Base Willow Grove, PA	2	DoN - 21
<b>Wright-Patterson AFB</b> Joint Centers of Excellence For Chemical, Biological, and Medical Research and Development and Acquisition	8	Med - 15
Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies	5	H&SA - 19
Establish Centers for Fixed Wing Air Platform Research, Development and Acquisition, Test and Evaluation	10	Tech - 24
Brooks City Base, TX	8	Med - 6
Establish Centers for Rotary Wing Air Platform Development and Acquisition, Test and Evaluation	10	Tech - 26
Depot Level Repairable Procurement Management Consolidation	9	S&S - 7
Consolidate Air and Space C4ISR Research, Development and Acquisition, Test and Evaluation	10	Tech - 6
Defense Research Service Led Laboratories	10	Tech - 22
<b>Yeager APT AGS</b> Pope Air Force Base, NC	3	Air Force - 35
<b>Youngstown-Warren Regional</b> Pope Air Force Base, NC	3	Air Force - 35

**Headquarters U.S. Air Force**

*Integrity - Service - Excellence*

**U.S. Air Force  
Future Total Force**



**Directorate of Future Total Force**

**U.S. AIR FORCE**



**U.S. AIR FORCE**

***Purpose***

- **We are facing serious future challenges**
  - **Traditional and emerging threats**
  - **Fiscal challenges**
- **We have a solution—The Future Total Force**
  - **Optimal force structure**
  - **Optimal organizational constructs**
    - **Test cases**
- **Gain your support and active participation to refine and improve the Future Total Force**

*Integrity - Service - Excellence*



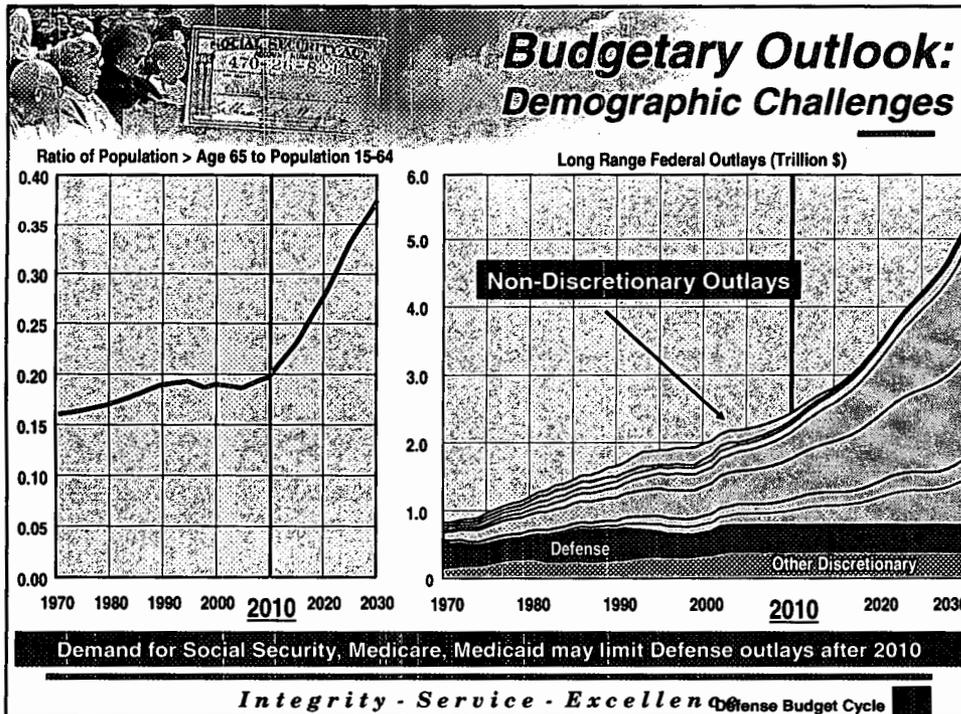
U.S. AIR FORCE

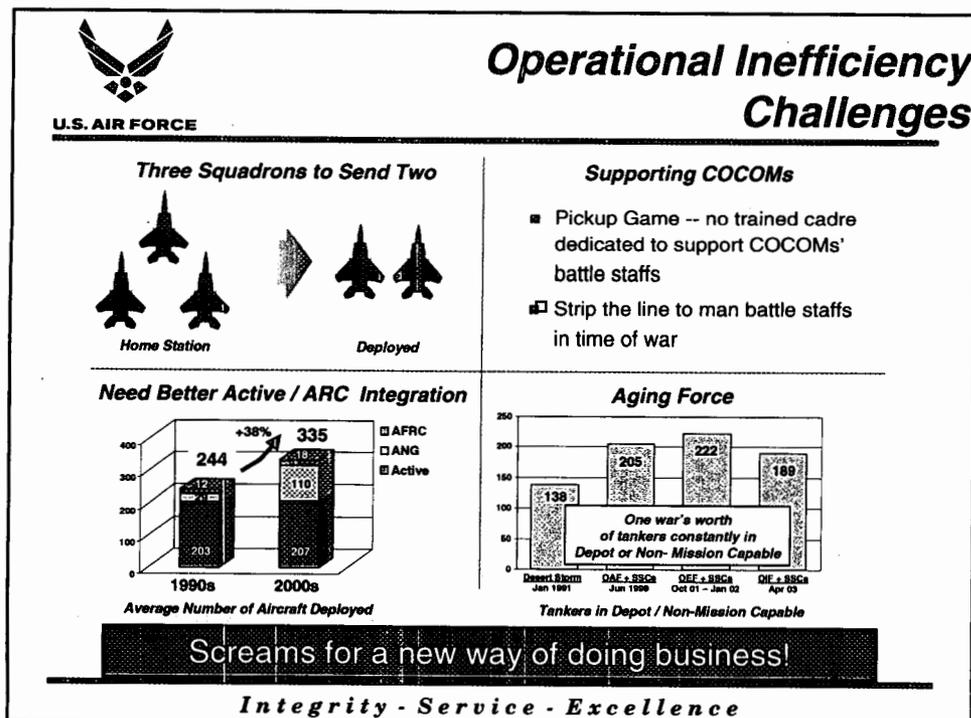
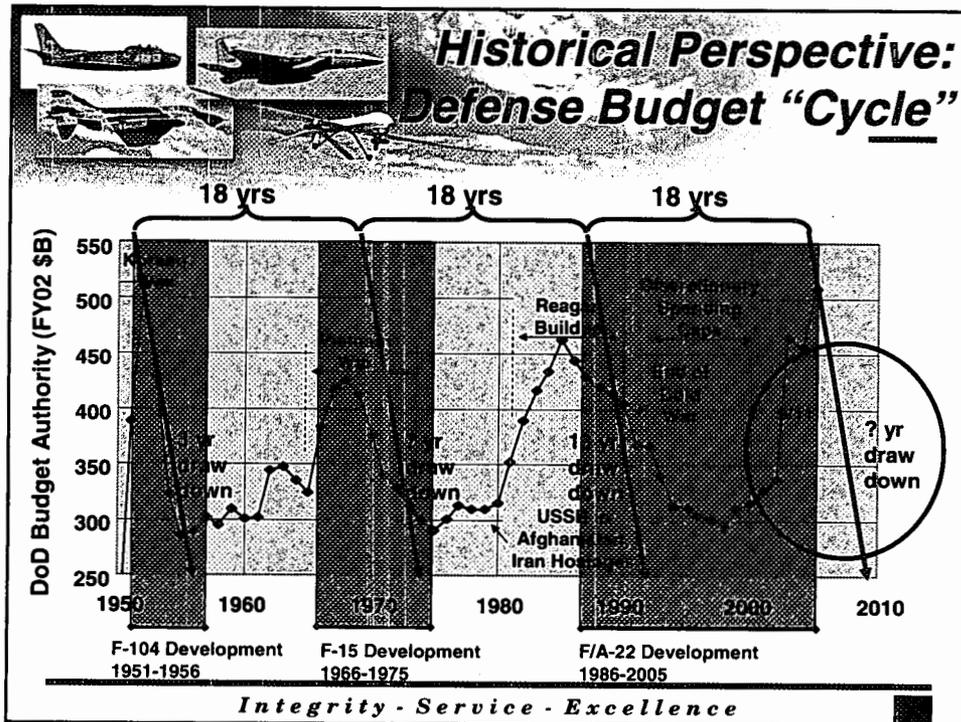
## The FTF Objective . . .

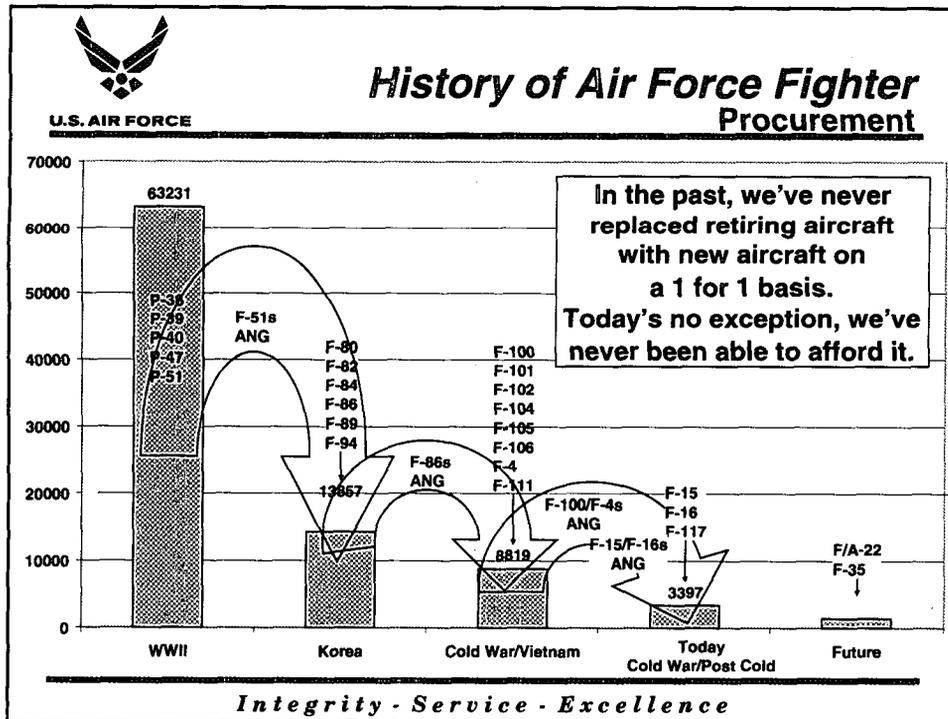
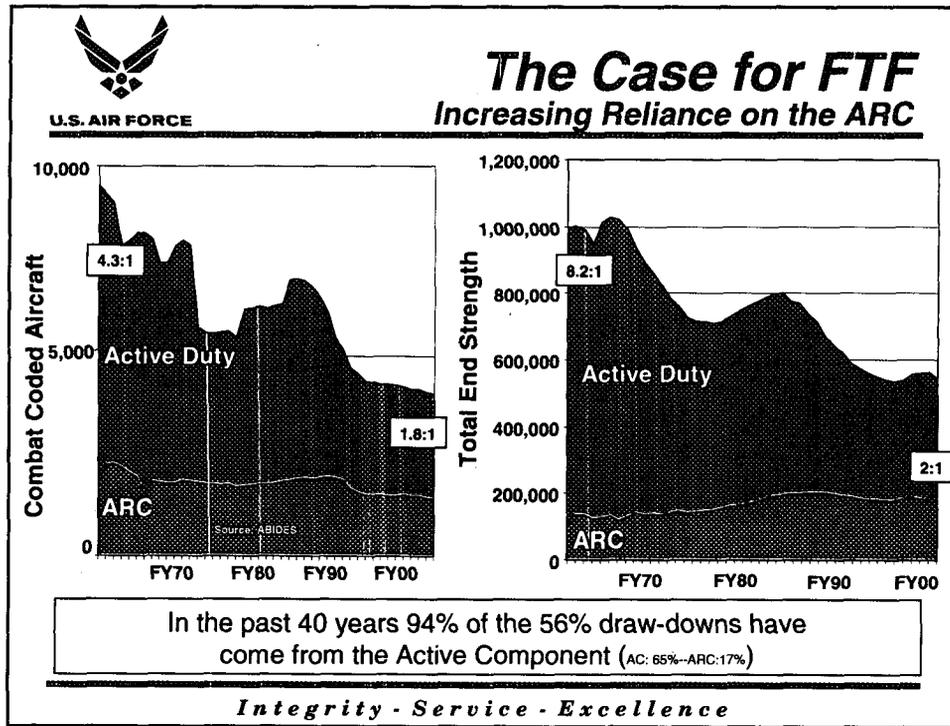
to produce a smaller, more capable,  
 more affordable Air Force composed of  
 Active, Guard, and Reserve Airmen by  
 recapitalizing our force and  
 changing our organizational constructs  
 in a way that defends, deters, and defeats  
 every adversary in any future challenge  
 to the American way of life

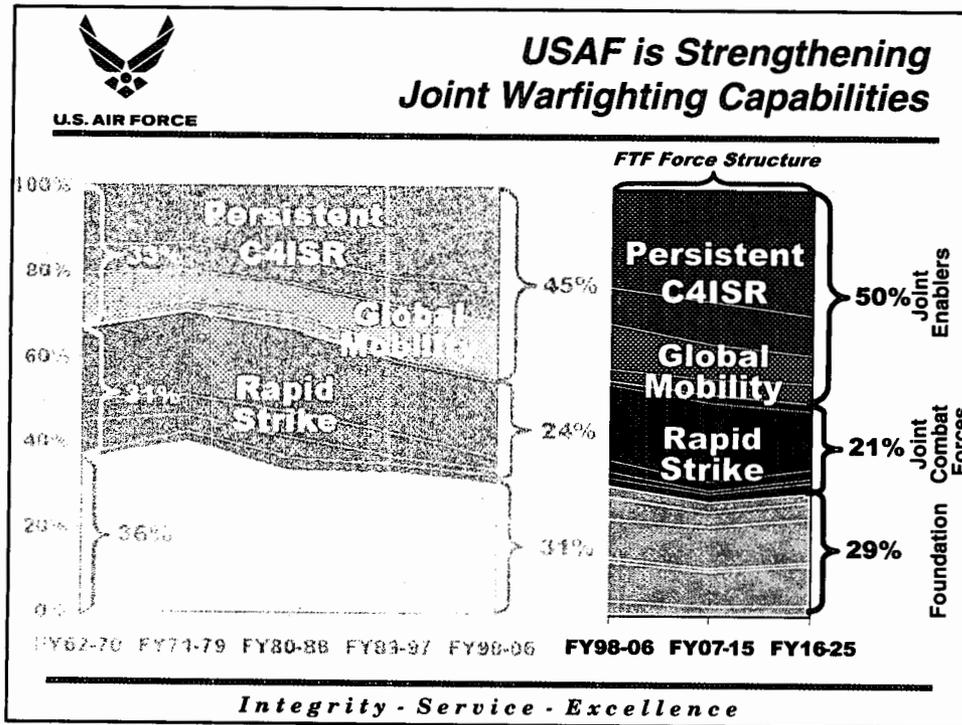
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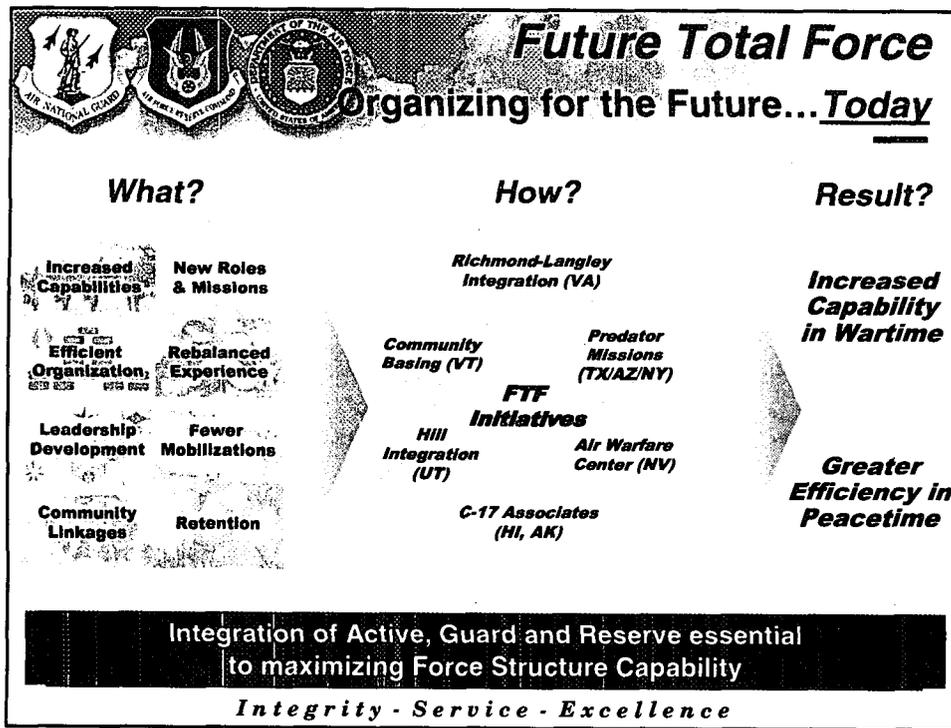
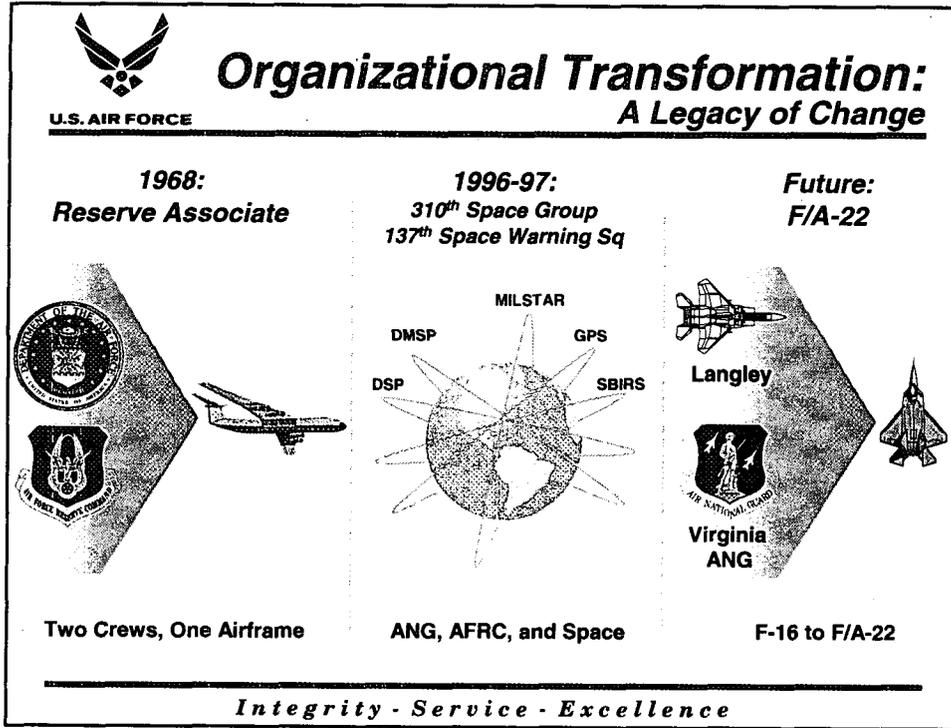
### 2025 FTF Force Structure

- **Modernization with Aggressive Divestment**
  - Meets OSD fiscal guidance
  - Manages investment bow wave
- **Smaller Force, Increased Capability**
  - 25% fewer fighters, 10% fewer total aircraft
  - Higher crew ratios for increased utilization
  - 100% PGM-capable and 90%+ LO fighter force
  - Networked, integrated joint force
  - TST, machine-to-machine interfaces
  - Increased SOF, LR strike, UAVs
- **Even More Support to Joint Enablers**
  - More airlift/refueling capability from smaller force
  - Rejuvenated, more capable space constellations
  - 24/7, all-weather, persistent air-breathing ISR
  - All-weather CAS
- **Re-organizing/Re-shaping for the Future**
  - Integrating Active, Guard, Reserve
  - Force Development - a new approach
  - Battlefield Airmen to support all ops
  - Properly aligned Warfighting HQ and Space
  - More AEF-deployable personnel

**Capabilities-Based Analysis**

**RANGE**  
**PAYLOAD**  
**PERSISTENCE**  
**ACCESS**  
**SURVIVABILITY**

*Integrity - Service - Excellence*





## Future Total Force

*Reinvesting Savings*

**U.S. AIR FORCE**

- Retire oldest, least capable/most expensive equipment
- Divest active duty manpower

- New, emerging and enduring missions
  - Unmanned Aerial Vehicles
  - Space Operations
  - Distributed Common Ground System
  - Air and Space Operations Center
  - Contingency Response Group
  - Information Operations
  - Battlefield Airmen
  - Medical
- Innovative organizational constructs
  - Classic Associate, Active Associate, ARC Associate
- Retained ARC manpower
  - Flows to enduring/new/emerging missions
  - Retains experience

Reinvest Savings

**Vision: ARC/Active Duty Share All Missions**

*Integrity - Service - Excellence*



## SECAF Letter

### 7 Feb 05 to SECDEF

**U.S. AIR FORCE**

MEMORANDUM FOR SECRETARY OF THE AIR FORCE

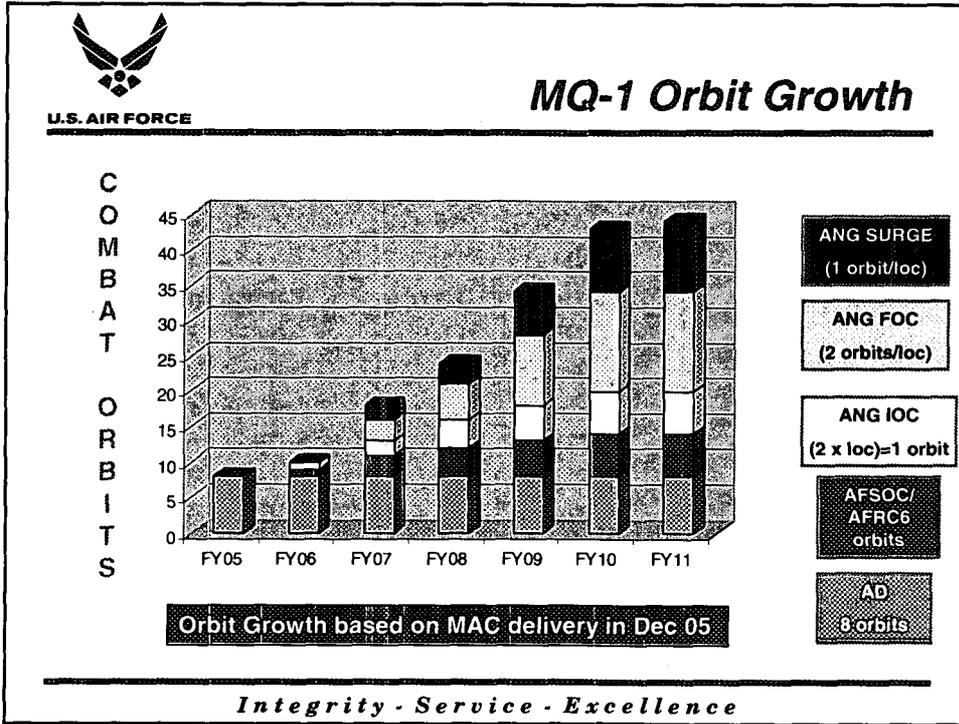
13AT

**We are working to finalize the details for the stand up of as many as 15 Active/Air National Guard (ANG) Predator A/B Squadrons. We've got 3 Active squadrons now, we've announced 2 ANG locations...**

**Third ANG location announced in NY In lieu of DGCS**

**AFRC/AFSOC Predator unit announced**

**This gives us significantly enhanced opportunities for more orbits in CENTCOM's Area of Responsibility (AOR) as well as new opportunities for PACOM, SOCOM, NORTHCOM, and SOUTHCOM.**



**Way ahead**

U.S. AIR FORCE

- Working with all Stakeholders (NGB, ANG, TAGs, AFRC, MAJCOMs, HAF Functionals) to build the implementation plan
- Continue to develop emerging missions with “on ramps” that are viable and relevant to combatant commanders, Governors, Congress and the President
- Commitment that Guard and Reserve E/S remains the same – Active duty modestly shrinks
- Continuous flow of information through meetings, biweekly updates, and GOSCs – transparency

**FTF is not just about solving fiscal problems – We would do this even with unlimited resources!**

**It's the Right thing to do to make a better Air Force**

*Integrity - Service - Excellence*