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## Ogden Air Logistics Center



### Analysis of BRAC Recommendations

June 05

84 MUSG

U.S. AIR FORCE

BE AMERICA'S BEST

SWR-ALC  
George  
Air to Air

Kirkland  
Nuclear



### Overview



OGDEN AIR LOGISTICS CENTER

- BRAC Recommendations
- BRAC Definitions of In-service and Sustaining Engineering
- Current Processes in 84 MUSG
- 84 MUSG recommendation

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Robin - Air to Air  
Hill - Air to Ground

Air Ground Munition  
Management @ Hall

Robin  
AIR to AIR  
Munition

Only ground  
AIR to ground  
Not AIR to AIR  
Consolidation



### BRAC Recommendations



OGDEN AIR LOGISTICS CENTER

- Transfer 33 In-Service Engineering (RDAT&E) Positions to Egin
  - 84 MUSG believes BRAC recommendation based on our response to questions 32.724, 32.725, JS-617, JS-641
  - D & A – In-Service Life Cycle Support
    - In-Service Engineering
    - Professional (to include Engineering and Contracting Officers), Administrative and Technical
  - JS-641 – FY05 baseline data included 3 Officers, 4 Enlisted and 26 Civilians associated with ISE
  - 32.725 – FY03 baseline data included 17 Engineers and 16 Contracting Officers associated with ISE

*Request clarification on analysis of baseline inputs*

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Will  
Egin do  
Sustaining  
Engineering



### BRAC Definition of ISE/SE



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- In-Service Engineering (ISE) – engineering activities that provide for an increase in capability of a system/subsystem/component after full operational capability has been declared
- Sustaining Engineering – keeping capability in service (without any material change in capability)

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1/8 ~~mission~~ Military Value  
Warfighter

Alignment  
of ~~program~~ / of  
program

**Current Processes in 84 MUSG**  
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- SE efforts: reliability and maintainability analysis, develop material improvements to maintain current capability, validate shelf/service life, resolve material deficiencies (DR), eliminate diminishing manufacturing source problems and parts obsolescence, evaluate & implement Engineering Change Proposals
- Some material changes can result from SE efforts

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Loss of 33 Engineers

All Engineering

Issues

Lack of industry development & sustainment Engineering

**Current Processes in 84 MUSG (Cont)**  
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- Previous workload & resources transferred to Air Armament Center, Eglin AFB
  - Enhanced Paveway (EGBU-28)
  - Maverick upgrade (AGM-65H/K)
  - Enhanced GBU-15 (EGBU-15)
- Current workload outsourced to development organizations
  - Insensitive Munitions Development (Eglin & AFRL)
  - Cast Ductile Iron bomb body development (NAWC China Lake)

ISE transfer to Eglin is standard operating procedure

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Use all Engineering Support

JCS Supp

500M Budget

22 Engineer  
22 Contract People (Civilian) PK  
44 < 33 > 11 People



## Current Processes in 84 MUSG (Cont)



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- Workload transferred from Eglin to Hill after ISE completed
  - DSU-33
  - AGM-65 H/K
  - AGM-130
  - GBU-15/EGBU-15
  - EGBU-28
  - AGM-154 (in progress)

*SE transfer to Hill is standard operating procedure*

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## 84 MUSG Recommendation

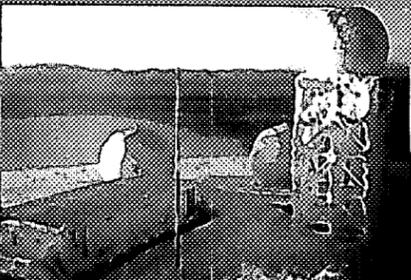
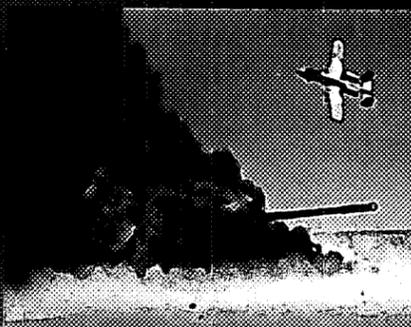
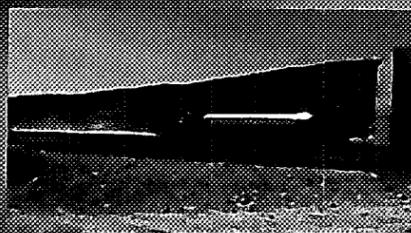
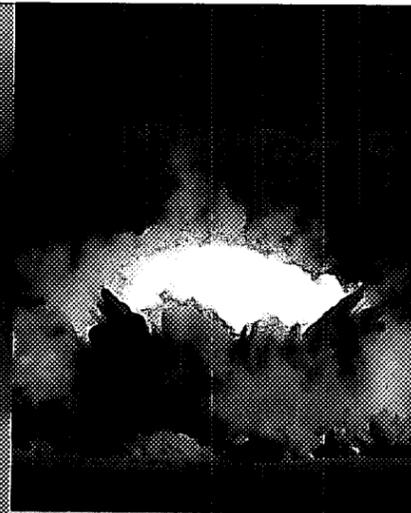


OGDEN AIR LOGISTICS CENTER

- Non-concur with 33 position move to Eglin
  - ISE workload transition is SOP
  - 33 positions fully support *all* sustainment functions
    - BRAC baseline data inputs included all disciplines involved in an ISE effort... not severable from on-going sustainment activities
    - Logistics Mgt Specialists, Equipment Specialists, Item Managers, Production Managers, Contracting Officers, Enlisted Ammo Troops, and Engineers

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THE UTAH  
DEFENSE  
ALLIANCE



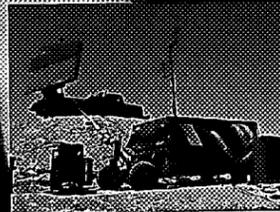
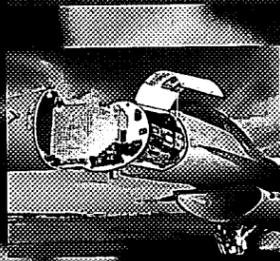
## OVERVIEW

The Utah Defense Alliance (UDA) was founded in 1995 to support the prosperity and development of Utah's major military installations: Hill Air Force Base, Tooele Army Depot, Deseret Chemical Depot and Dugway Proving Ground.

The organization is comprised of industry leaders and elected officials. Through the efforts of the UDA, the Utah Legislature has appropriated \$5.6 million in 2005 for the purpose of transitioning new workload to Utah's military bases. The UDA has also been successful in preventing encroachment around Utah's military bases. This 10-year, public/private partnership is illustrative of the strong community and state support for Utah's military installations.

## UTAH'S MILITARY INSTALLATIONS

Utah's military bases are well suited for joint operations and the acceptance of joint service capabilities. Each base is well positioned for growth through new workload or the acceptance of relocated existing workload. All of Utah's installations have been vital to supporting the war on terror.



## HILL AIR FORCE BASE (HAFB)

HAFB is located 30 miles north of Salt Lake City. Numerous vital DoD missions reside at HAFB including the Ogden Air Logistics Center, the 388th Fighter Wing, the 419th Fighter Wing, the 649th Combat Logistics Support Squadron, the 75th Air Base Wing, the 299th Range Control Squadron, the Defense Information Systems Agency—Ogden, the Defense Distribution Depot Hill, the 372nd Recruiting Group, the 84th Radar Evaluation Squadron, and the 367th Training Squadron.

- USAF Worldwide Center of Excellence for fighter and attack aircraft, landing gear maintenance and logistics, composites, software, ICBM maintenance and logistics, and auxiliary power units
- Formal partnerships with Alliant Techsystems, Boeing, Northrop Grumman, Goodrich and Lockheed Martin for aircraft parts and support services

### Key facts:

- The largest employer in Utah with 23,715 employees and \$3.4 billion in direct, indirect and induced economic impact for the state
- 6,802 acres
- 1,371 buildings
- 340 munitions storage facilities
- 13,500-foot runway
- Two geographically separated units



## UTAH TEST AND TRAINING RANGE (UTTR)

- Largest overland safety footprint available in Department of Defense for aircrew training and weapons testing
- Provides open air training, test services and large force training exercises
- Only USAF Cruise Missile test range
- Nation's only open burn/detonation facility for high net explosive weight weapons
- Minimal encroachment issues

### Key facts:

- Over 2,624 square miles of airspace
- 953,887 acres of air space of USAF-owned land
- 130 facilities
- 15,970 sorties flown during fiscal year 2003



## TOOELE ARMY DEPOT (TEAD)

- Number one provider of conventional munitions and Ammunition Peculiar Equipment
- Department of Defense's only Western Power Projection mission for wartime munitions
- Sited at the convergence of transcontinental rail, interstate highway and airline transportation systems

### Key facts:

- Employs over 500 civilians and is the 3rd largest employer in Tooele County
- Economic impact is approximately \$95 million per year
- 23,610 acres with 27 miles of a perimeter fence line
- 1,093 buildings
- 2.5 million square feet of storage space
- 406 open revetments
- Transportation network consisting of 128 miles of surfaced roads, 94 miles of unsurfaced roads and 53 miles of rail lines

## DESERET CHEMICAL DEPOT

- Has been targeted for decommission in 2008
- The largest chemical incinerator in the nation and is co-located with TEAD
- A state-of-the-art facility that cost over \$1 Billion to build and equip
- Opportunity to be converted to conventional demilling to meet a growing national need

## DUGWAY PROVING GROUND (DPG)

- A multipurpose facility with a full range of capabilities for testing the performance of chemical and biological materiel
- Located in a sparsely populated area with no encroachment problems
- Premier training facility for Homeland Security and special operations activity

### Key facts:

- Employs over 1,400 civilians, military and contractors
- Economic impact is approximately \$200 million per year
- 1,300 square miles of sparse desert environment
- Surrounded on three sides by mountains and desert terrain
- Includes 13,125-foot runway supporting all types of aircraft and aviation activities

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$7.1M. The net of all costs and savings to the Department during the implementation period is a savings of \$44.0M. Annual recurring savings to the Department after implementation are \$8.7M, with a payback expected immediately. The net present value of the costs and savings to the Department over 20 years is a savings of \$125.7M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in a maximum potential reduction of 796 jobs (470 direct jobs and 326 indirect jobs) over the 2006-2011 time period in the Washington-Arlington-Alexandria, DC-VA-MD-WV Metropolitan Division economic area, which is less than 0.1 percent percent of economic area employment. The aggregate economic impact of all recommended actions on this economic region of influence was considered and is at Appendix B of Volume I.

**Community Infrastructure Assessment:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the community to support missions, forces, and personnel. While the nearest city and airport to APG is Baltimore, approximately 32 miles away, this distance should not inconvenience personnel relocating to this area. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** This recommendation has a potential impact on air quality at APG. At a minimum, New Source Review and permit modifications may be required. This recommendation has no impact on cultural, archeological, or tribal resources; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; threatened and endangered species or critical habitat; waste management; water resources; or wetlands. This recommendation will require spending approximately \$0.4M for environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

  
**Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies**

**Recommendation:** Realign Fort Richardson, AK, by relocating the Civilian Personnel Operations Center to Fort Huachuca, AZ, and consolidating it with the Civilian Personnel Operations Center at Fort Huachuca, AZ. Realign Rock Island Arsenal, IL, by relocating the Civilian Personnel Operations Center to Fort Riley, KS, and Aberdeen Proving Ground, MD, and consolidating with the Civilian Personnel Operations Center at Fort Riley, KS, and Aberdeen Proving Ground, MD.

Realign Human Resource Service Center-Northeast, 111 S. Independence Mall, East, Bourse Bldg, a leased installation in Philadelphia, PA, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA. Realign Human Resource Service Center-Southeast,

9110 Leonard Kimble Road, a leased installation at Stennis Space Center, MS, by relocating the Civilian Personnel Office to the Naval Support Activity Philadelphia, PA, and consolidating it with the relocated Human Resource Service Center-Northeast at the Naval Support Activity, Philadelphia, PA. Realign Human Resource Service Center-Southwest, 525 B Street, Suite 600, a leased installation in San Diego, CA, by relocating the Civilian Personnel Office to Naval Air Station North Island or Marine Corps Air Station Miramar, CA. Realign Human Resource Service Center-Pacific, 178 Main Street, Bldg 499, Honolulu, HI, by relocating the Civilian Personnel Office to the Human Resource Service Center-Northwest, 3230 NW Randall Way, Silverdale, WA, and Naval Air Station North Island or Marine Corps Air Station Miramar, CA and consolidating with the Human Resource Service Centers at Silverdale, WA and Naval Air Station North Island or Marine Corps Air Station Miramar, CA.

Realign Wright-Patterson Air Force Base, OH, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Robins Air Force Base, GA, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Hill Air Force Base, UT, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Tinker Air Force Base, OK, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Realign Bolling Air Force Base, DC, by relocating the Civilian Personnel Office to Randolph Air Force Base, TX. Consolidate the relocated civilian personnel offices with the Civilian Personnel Office at Randolph Air Force Base, TX.

Realign 2521 Jefferson Davis Hwy, a leased installation in Arlington, VA, by relocating the transactional functions of the Defense Commissary Agency Human Resource Division and the Washington Headquarters Services Civilian Personnel Office to the Defense Logistics Agency, 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Department of Defense Education Activity, 4040 North Fairfax Drive, a leased installation in Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Logistics Agency 3990 East Broad Street, Columbus, OH, and consolidating them with the Customer Support Office of the Defense Logistics Agency. Realign the Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Finance and Accounting Service, 8899 E. 56<sup>th</sup> Street, Indianapolis, IN, and consolidating them with the Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.

**Justification:** The consolidation of Civilian Personnel Offices within each Military Department and the transactional functions among the Defense Agencies reduces excess capacity, reduces the use of leased facilities, and achieves manpower savings through consolidation and elimination of duplicate functions. This recommendation supports the Administration's urging of federal agencies to consolidate personnel services. During the implementation of this recommendation it is important to partner with the National Security Personnel System (NSPS). NSPS provides the opportunity to improve the effectiveness of the Department through a simplified personnel management system that will improve the way it hires and assigns employees. This recommendation will be an effective tool for NSPS and provide the flexibility and responsiveness that supports the implementation of this system. Since NSPS will define a new human resource system featuring streamlined hiring, simplified job changes, and a less complex

~~NSPS~~  
Pay Roll  
Manager  
NSPS  
Rg Min  
000200  
\* New process  
5-10-02  
permitted  
to manage

classification system, it covers all functions that would be supported by Civilian Personnel Offices.

**Payback:** The total estimated one-time cost to the Department of Defense to implement this recommendation is \$97.5M. The net of all costs and savings to the Department of Defense during the implementation period is a cost of \$46.4M. Annual recurring savings to the Department after implementation are \$24.4M with a payback expected in four years. The net present value of the costs and savings to the Department over 20 years is a savings of \$196.7M.

**Economic Impact on Communities:** Assuming no economic recovery, this recommendation could result in maximum potential job reductions (direct and indirect) over the 2006-2011 period in the respective economic areas as listed in the table below:

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Job Reductions	% of Economic Area Employment
Anchorage, AK Metropolitan Statistical Area	118	62	56	Less Than 0.1
Davenport-Moline-Rock Island, IA - IL Metropolitan Statistical Area	471	251	220	0.2
Dayton, OH Metropolitan Statistical Area	235	127	108	Less Than 0.1
Gulfport-Biloxi, MS Metropolitan Statistical Area	280	148	132	0.2
Honolulu, HI Metropolitan Statistical Area	136	68	68	Less Than 0.1
Ogden-Clearfield, UT Metropolitan Statistical Area	168	85	83	Less Than 0.1
Oklahoma City, OK Metropolitan Statistical Area	252	111	141	Less Than 0.1
Warner Robins, GA Metropolitan Statistical Area	155	95	60	0.2
Washington-Arlington- Alexandria, DC-VA- MD-WV Metropolitan Division	643	366	277	Less Than 0.1



**DEPARTMENT OF DEFENSE PERSONNEL  
BRAC RECOMMENDATIONS  
FOR RECONSIDERATION**

**By**

**Lieutenant General Richard A. Burpee Ret.**

**BRAC Recommendation: Consolidate Civilian Personnel Offices (CPO) within the three USAF Air Logistics Centers by relocating their CPO's to Randolph AFB.**

The justification for this relocation within these military departments is to reduce excess capacity, reduce the use of leased facilities and achieve manpower saving through consolidation and elimination of duplicate functions.

The Oklahoma City Air Logistics Center will lose 111 direct jobs, Ogden 85 and Warner Robins 95. All of these personnel jobs provide important human relations functions in a "face-to face interaction" to a large number of civilian employees, at Tinker for example over 14,000.

**Title 5 USC**

This realignment would sever the installations commander Title 5 accountability from executing personnel actions within their command. While the personnel center at Randolph may be ultimately responsible for personnel actions at each of the ALC's, they would not execute the personnel actions. In short transferring the personnel staff from the ALC's to Randolph would break the "chain of command" between the "doers and owner".

**This transfer establishes a structure that differs from the rest of the Air Force installations. All other AF bases will retain civilian personnel offices on site.**

**PALACE COMPASS**

DOD directed the components to regionalize civilian personnel services in early 90's. The Air Force Plan was PALACE COMPASS. It opted to centralize servicing personnel at AFMPC at Randolph AFB. The ALC's and WPAFB gave up 89 personnel spaces to AFMPC. AFMPC was unable to handle the workload and the transfer was halted in 1998. The ALC's and the 11<sup>th</sup> Wing were relabeled "Interim Personnel Centers".

Meanwhile, the ALC's had given up the personnel spaces but still had the workload. The Air Force Corporate Board authorized Tinker to have "22 over hires" to meet the personnel workload requirements. I recommend that the Air Force proceed with Palace Compass since they have the personnel spaces and continue the pending workload transfer to AFMPC. They should continue to accept the transfer for handling routine staffing vacancies, records management, computer data systems, on-line insurance processing and etc.

However, the face-to-face workload should remain at the local installations (ALC's) such as Tinker with 111 people. Human relation actions such as the following should not be "remote":

- Hiring, firing and disciplinary action.
- Union/mgt. relations grievances.
- EEO and affirmative actions.
- Workers compensation.
- Job Classification
- Examining.

Furthermore such activities should also remain at the ALC's:

- Employment forecasting.
- Program execution.
- Civilian awards.
- Exit interviews.

#### Rationale

The rationale to transfer the personnel from the ALC's to AFMPC was based on reducing excess capacity and leased facilities and consolidating personnel. There is no excess capacity and leased facilities at the ALC's. Consolidating the personnel activity at Randolph creates a "remote" operation and eliminates the important face-to-face human relations in the personnel business. For the above reasons, I don't believe it will work.

**REQUEST BRAC RECONSIDER THE DOD RECOMMENDATION**

1. The Air Force should proceed with Palace Compass and AFMPC perform the workload commensurate with the current personnel transfers.
2. Retain 111 jobs at Tinker AFB to provide the important "hands on human" relations support.
3. Keep the ALC's personnel function aligned along with all the other Air Force installations.

G R E A T E R  
O K L A H O M A C I T Y  
C H A M B E R



FAX COVER SHEET

To: Ken Small, AirForce Team Leader From: Nick Burpee  
Fax Number: 703 699 2735 Pages: 4  
Company: BRAC  
RE: BRAC Hearings San Antonio Date: 12 July 05

\*\*\*\*\*

Message: Here is a copy of a point paper that  
I provided the BRAC Commissioners in San Antonio.  
Gen Newton agreed that the Linker personnel, people, all  
III, should not transfer to Randolph MPC. He told me  
to contact you and make that point. If you  
have any questions give me a call - 405 297 8989.

E-mail DBURPEE@OKCCHAMBER.COM

Greater Oklahoma City Chamber  
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www.okcchamber.com • www.greateroklahomacity.com

**CONSOLIDATE CIVILIAN PERSONNEL OFFICES (CPOS) WITHIN EACH MILITARY DEPARTMENT AND THE DEFENSE**

**AGENCIES**

**H&SA - 19**

**FORT RICHARDSON, AK**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
(2)	(59)	0	0	(2)	(59)	(1)	(62)

**ROCK ISLAND ARSENAL, IL**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(251)	0	0	0	(251)	0	(251)

**HUMAN RESOURCE SERVICE CENTER - NORTHEAST, PA**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(174)	0	0	0	(174)	(9)	(183)

**HUMAN RESOURCE SERVICE CENTER – SOUTHEAST, MS**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(138)	0	0	0	(138)	(10)	(148)

**HUMAN RESOURCE SERVICE CENTER – SOUTHWEST, CA**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(164)	0	0	0	(164)	0	(164)

**HUMAN RESOURCE SERVICE CENTER – PACIFIC, HI**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(68)	0	0	0	(68)	0	(68)

**WRIGHT-PATTERSON AFB, OH**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(127)	0	0	0	(127)	0	(127)

**ROBINS AFB, GA**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
(1)	(94)	0	0	(1)	(94)	0	(95)

**HILL AFB, UT**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(85)	0	0	0	(85)	0	(85)

**TINKER AFB, OK**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(111)	0	0	0	(111)	0	(111)

**BOLLING AFB, DC**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(37)	0	0	0	(37)	0	(37)

**LEASED SPACE, VA**

**REALIGN**

Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
Mil	Civ	Mil	Civ	Mil	Civ		
0	(323)	0	0	0	(323)	(6)	(329)

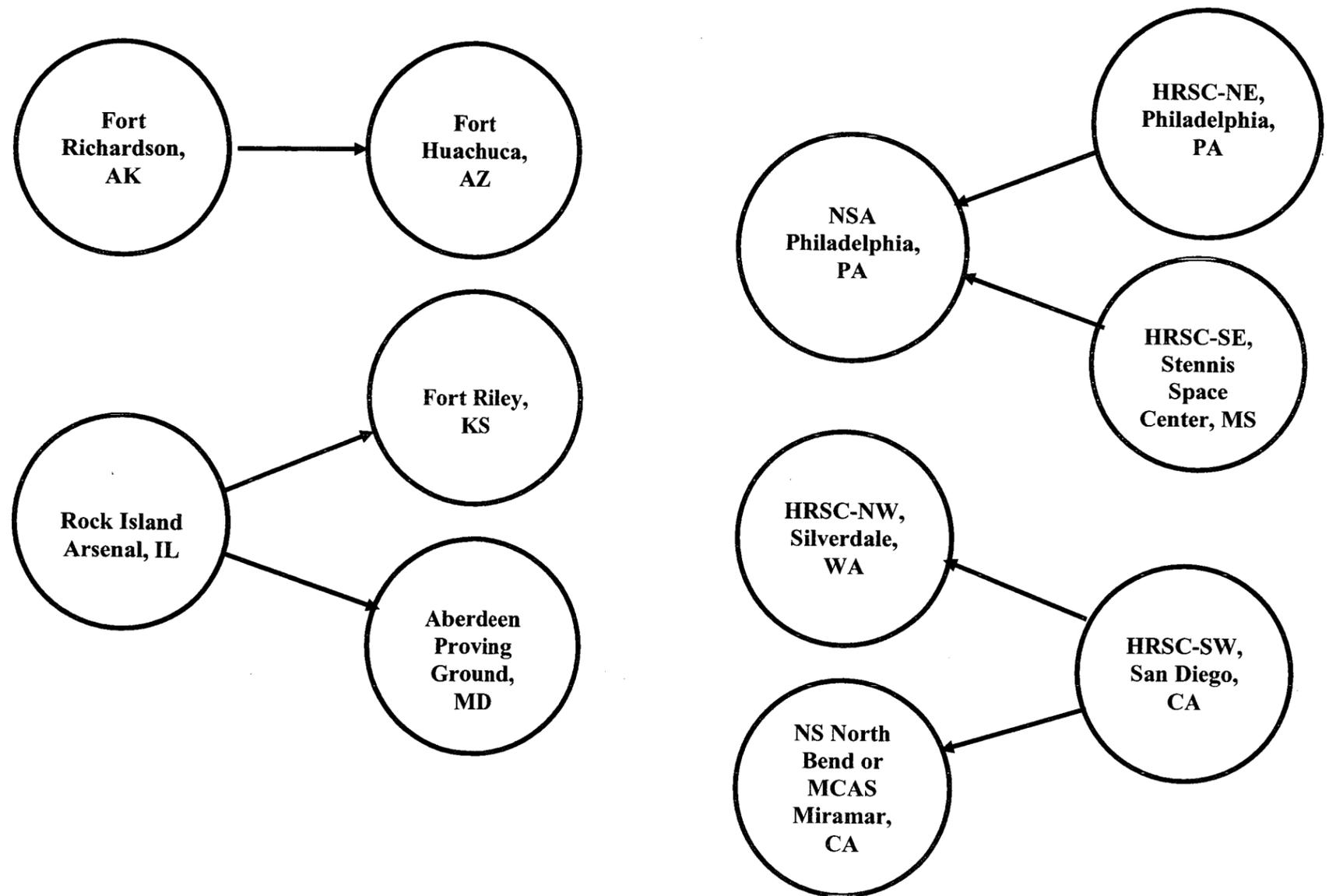
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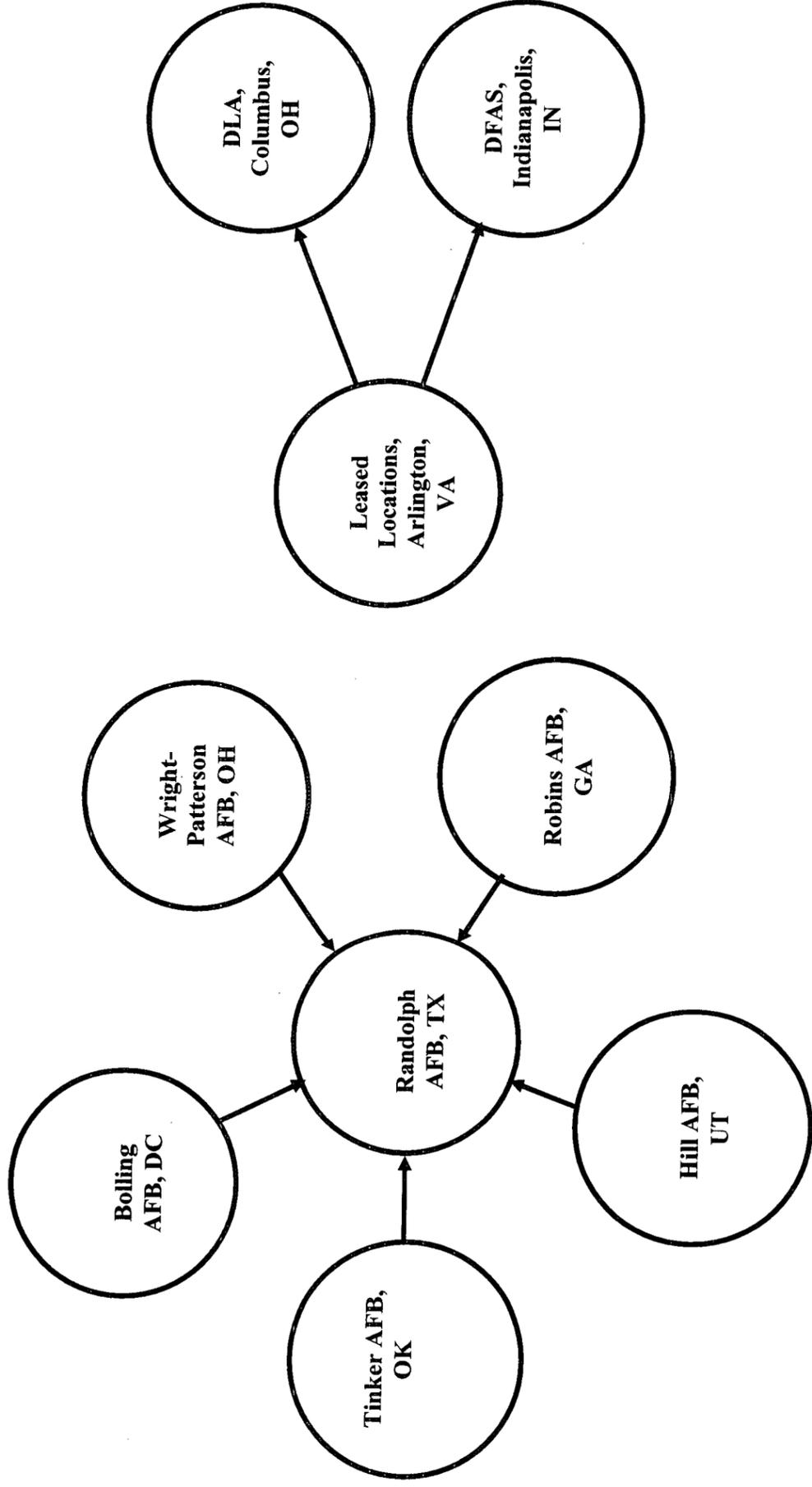
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them with the Customer Support Office of the Defense Logistics Agency. Realign the Defense Information Systems Agency, 701 S. Courthouse Road, Arlington, VA, by relocating the transactional functions of the Civilian Personnel Office to the Defense Finance and Accounting Service, 8899 E. 56<sup>th</sup> Street, Indianapolis, IN, and consolidating them with the Civilian Personnel Office of the Defense Finance and Accounting Service at Indianapolis, IN.



CONSOLIDATE CIVILIAN PERSONNEL OFFICES (CPOS) WITHIN EACH MILITARY DEPARTMENT AND THE DEFENSE AGENCIES



# Air Force Materiel Command

*Developing, Fielding, and Sustaining America's Aerospace Force*



## AFMC Civilian Personnel Servicing and BRAC

6 June 2005

U.S. AIR FORCE

*Integrity - Service - Excellence*

*Losing Entire Organization  
for CPO*



## BRAC 05 Recommendation



AFMOC

- Realign Hill Air Force Base, Utah by relocating the Personnel Office to Randolph Air Force Base, Texas

2

Per the BRAC Recommendation document.

*Partnership of local community impact*

2

## **Background: PALACE Compass**

- **DoD directed components to regionalize civilian personnel services in early '90s**
  - **AF plan: PALACE Compass**
- **AF opted to centralize servicing at a single site, i.e. AFPC at Randolph AFB**
  - **AF bases migrated to AFPC servicing (select workloads) on comprehensive schedule**
  - **Transition halted in '98 – AFPC unable to handle additional workloads from “hiatus” bases:**
    - **Robins, Tinker, Hill, W-P, 11<sup>th</sup> Wing – re-labeled “Interim Personnel Centers”, or “IPCs”**

To date, Air Force Personnel Center (AFPC) servicing responsibilities and processes have precluded it from expanding centralized support to the four large bases; hence, their designation and function as Interim Personnel Centers (IPCs).

These four large AFMC installations have been excluded from the “one regional center concept” for personnel servicing model.



## **Current Servicing Arrangement at AFMC's "Interim Personnel Centers"**



AFMPC

### **Local CPF at Robins, Tinker, Hill and Wright-Patterson AFBs:**

- Nearly *full* service

Human Resources



### **Limited AFPC Support to IPCs:**

- Systems management
- Benefits / Entitlements
- Career Field Management Fills



4

AFPC support to these four IPC bases today is chiefly data systems, limited benefits/entitlements processing and career field management fill actions.

Work'd  
progress

**AF Design for Personnel Servicing for AFMC's "Interim Personnel Centers"**

- AF plan retains on-site servicing for select duties which are better handled face-to-face / locally:
- Local CPF Servicing – Robins, Tinker, Hill, & Wright-Patterson AFBs:
  - EMR / LMR
  - Resources Mgt
  - "Swearing-In" / Out-Processing
  - Delegated Examining
  - Clearing Local Staffing Priorities
  - Classification
- Central Support -- AFPC
  - Staffing/Merit Promotion ✓
  - Benefits / Entitlements ✓
  - OPF Management ✓
  - SCPD Library ✓
  - Data System Mgt ✓
  - Classification (Bases Under 500) ✓
  - Reduction-In-Force ✓
  - Experience Coding ✓
  - PCS Orders ✓
  - Online Inprocessing ✓
  - DoD PPP ✓

Always @  
AFB's will  
stay @ Hill  
But work local  
most local load  
@ depend

But want to  
stay in center  
munchies  
out of hand

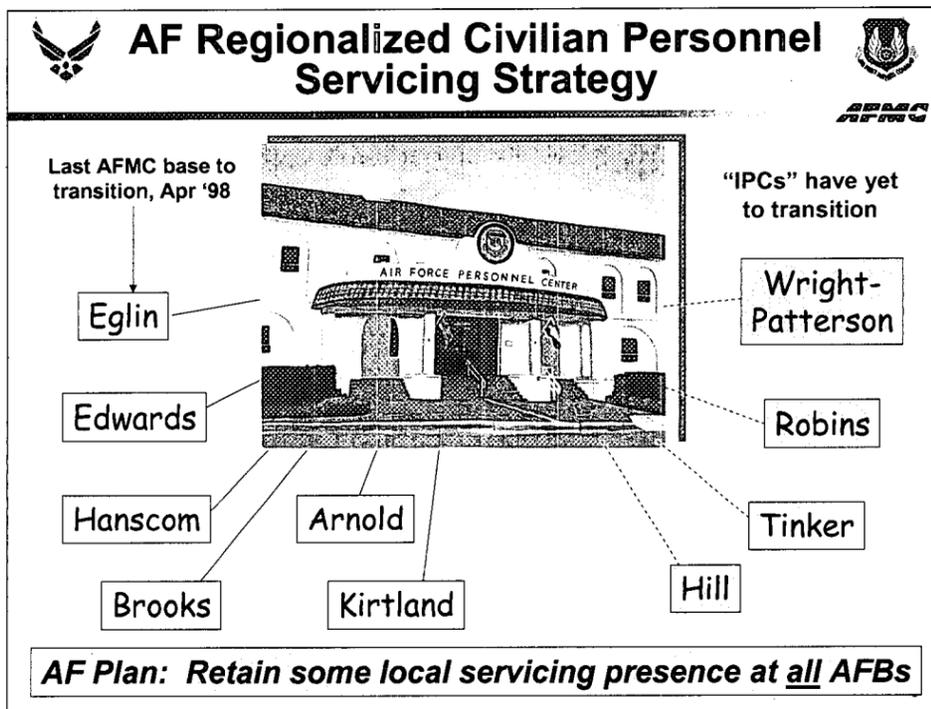
The way  
it needs  
all on  
not by

Union / Blue Collar  
Workforce  
Lubricate Relationship

AFPC acts as a "backshop" office that processes the electronic personnel actions for the migrated bases and maintains the data files as reflected above.

The IPC bases perform the day-to-day Personnel Management Advisory Services that are better handled face-to-face because there are literally thousands of workforce daily inquiries regarding career development, training, separation, workers' compensation, death benefits, etc. that must be addressed by the local Civilian Personnel Offices through face-to-face dialogue.

In addition, the IPCs must recruit approximately 700-800 new personnel annually to maintain the mission capability required. These requirements are met by the local Civilian Personnel Offices through various on site, face-to-face programs to include direct contact with potential new employees, establishing co-op programs with local Universities and Technical Institutes, and local recruitment initiatives. Co-op programs pay extremely large dividends for the Air Force because often the training is actually funded by State entities but they also require enormous and continual direct dialogue with the supporting community and State entities. Additionally, recruitment, and personnel management, requirements in the future will undoubtedly rise due to the current aging workforce phenomena facing the Air Force Material Command.



For the bases that have already transitioned to AFPC, they still maintain a residual personnel office staffed with the following authorized numbers:

- Eglin = 44 (servicing population is 4000)
- Edwards = 40 (servicing population is 3000)
- Hanscom = 30
- Brooks = 17
- Arnold = 3 (servicing population is 270)
- Kirtland = 25

The number includes authorized vacancy's but does not include any overhires above the authorized numbers. For example, Edwards has 3 overhires to run their Delegated Examining Unit not counted in the above figure.

Hill AFB servicing population is 11,000+ civilians.

*No personnel  
Auth left behind to support all 85*

*Auth going wgy.*

Hill  
already gave  
up 34 slots  
for back shop  
@ Andrews  
Already

119  
(35)  
85

 **PALACE Compass Resources** 

- **AFMC bill paid in full -- 516 authorizations -- to AF for PALACE Compass in the mid-'90s**
  - 168 toward standing up AFPC servicing (38% of its target strength); IPCs paid --
    - Robins -- 14
    - Tinker -- 22
    - Hill -- 17
    - Wright-Patterson -- 36

89 requirements currently met by "PALACE Compass Overhires" – reimbursed by AF conditionally, based on full execution of AFMC's O&M workyears

- 348 taken as "infrastructure" savings
  - Robins -- 32
  - Tinker -- 46
  - Hill -- 34
  - Wright-Patterson -- 70

7

(17 OIH)  
used  
to offset  
35 loss

PALACE Compass was the initiative that began the regionalization process in the '90's. AFPC took 516 AFMC authorizations to AF for the centralized personnel office.

Each IPC gave up a percentage of their authorizations based on the type of work that AFPC would accomplish, i.e. backshop actions. The plan called for leaving a residual personnel office to handle the Personnel Management Advisory Services.

Hill specifically gave up 34 positions. When AFPC did not take over the workload, AF agreed to reimburse 17 positions back to Hill AFB based on the full execution of AFMCs O&M workyears.

*Cost will increase*



## Financial Impact



- **Increased cost of doing business**
  - **Personnel**
    - Increased servicing costs for AFPC to fill jobs at Hill
      - \$2.1M per year
  - **Operations**
    - Increased cost to maintain productivity due to longer AFPC fill time at Hill
      - \$33M per year
  - **Indirect**
    - e.g. cost for grievances & litigation: travel & increased award and back pay costs resulting from inability to support management actions in 3<sup>rd</sup> party review due to lack of on site advisory services & training

*1* Time to do various jobs will drop longer

*2* No Employee Flow

*3* Higher OT

The personnel costs were determined by the total number of Request for Personnel Actions (RPAs) processed by Hill AFB over a 13 month period from April FY04 to April FY05. Out of those numbers, we took the average time to fill a job and derived the gap time that it would take AFPC to fill the same job to arrive at the cost.

For example, if it takes AFPC 30 extra days to fill a job, this would be the HR manpower cost to fill those jobs.

The operations costs were determined by the gap time multiplied by the labor cost multiplied by the number of jobs at Hill AFB (over the same timeframe and same number of jobs as above). The labor cost was determined by using AFPCs System Impact Labor Cost from their System Report based on a FY04 analysis on labor productivity (determined by gap time multiplied by the labor cost, etc.).

No overtime was factored in. Straight labor costs were used to determine the extended vacancy period to fill the job.

Please refer to the excel spreadsheet attachment for further explanation.

The indirect costs covers the potential for increased cost to AF due to lack of Personnel Management Advisory services locally.



## Summary



AFPC

- **Robins, Tinker, Hill & W-P paid bill in full to support AF regionalized civilian personnel servicing under PALACE Compass**
- **AF plan calls for retaining some local servicing capability / presence at all its bases, including at Robins, Tinker, Hill & Wright-Patterson**
- **BRAC report recommendations should be reviewed in context of these clarifying principles and facts**

9

Moving the entire IPC office to AFPC would be analogous to moving all active duty recruiters to one central location versus having them located in their areas of responsibility or taking away a major air commander's entire Personnel Staff.

As we have stated before, there are a number of services and support that must remain at the large bases: strategic recruitment planning/execution; hire and staff of jobs via the customer/personnel "cell"; position management; organizational structure consultation; development/management of education/training activities with strategic partners, e.g., state universities, technical colleges; workforce management with expert focus on performance management systems, employee incentives and conduct/discipline; expert labor and employee management relations services; retention and utilization of the workforce; monitoring employment levels; etc.

All of these capabilities are required on-site under a single personnel organization designed to facilitate provision of key advice and force enablers to the Center Commander, Wing Commanders, and the executive staff. These locally provided services are vital to maintain the viability and mission effectiveness of logistics centers in today's dynamic and demanding environment, but are critical as well to the management of future missions which might be assigned in the future.

Detriment to Hill AFB Customers

RPA's 13 month Total (1)	3871
Lap Time (2)	29.19
Lap Time Total Days (3)	112994.49
Lap Time Total Hours (4)	903955.92
Average Production Cost of Civilian Labor for one hour (5)	\$36.75
Total Cost Detriment for Lap Time for a 13 month period (6)	<b>\$33,220,380.06</b>

1. Total RPA's processed are a total of the tracked and excluded RPAs in the tracker system over a 13 month period.
2. The days difference is Randolph Average days minus Hill AFB Average days this is the gap in days used in cost calculations.
3. Calculated by multiplying 3871 and 29.19
4. Calculated by multiplying 112, 994.49 X 8 hours worked
5. The rationale is that every hour of delay in supplying our customers with employees results in lost production worth the average hourly cost of civilian labor (AFPC System Impacts).
6. Total cost is derived from multiplying labor costs with total hours in gap time.

NSSA

COST OF FILL TIME

*Closed*

**Beauchamp, Arthur, CIV, WSO-BRAC**

**From:** RSS dd - WSO BRAC Clearinghouse  
**Sent:** Monday, June 13, 2005 1:33 PM  
**To:** Beauchamp, Arthur, CIV, WSO-BRAC  
**Cc:** Hoggard, Jack, CTR, WSO-OSD\_DST JCSG; Flood, Glenn, CIV, OASD-PA  
**Subject:** FW: Tasker 0276 Response  
**Attachments:** Tasker 0276 Response 13 Jun 05.pdf

Attached is the response to your query.

OSD BRAC Clearinghouse.

-----Original Message-----

**From:** Zander, Susan, CTR, WSO-HSAJCSG  
**Sent:** Monday, June 13, 2005 1:26 PM  
**To:** RSS dd - WSO BRAC Clearinghouse  
**Cc:** Coulson, Carla, COL, HSAJCSG; Fletcher, Dave, CTR, WSO-HSAJCSG; Brown, Tyrone, LTC (P), WSO-HSAJCSG; Knapp, Ray Col WSO-HSAJCSG; Zander, Susan, CTR, WSO-HSAJCSG  
**Subject:** Tasker 0276 Response

The response to tasker 0276 is attached in pdf format.  
V/r,

**Susan Zander**  
HSA JCSG  
1401 Wilson Blvd, Suite 400  
Arlington, VA 22209  
Phone 703.696.9448 x161 (DSN 426)  
Fax 703.696.9478  
[susan.zander.ctr@wso.whs.mil](mailto:susan.zander.ctr@wso.whs.mil)

7/16/2005



DEPARTMENT OF THE ARMY  
DEPUTY CHIEF OF STAFF, G-8  
700 ARMY PENTAGON  
WASHINGTON DC 20310-0700  
HSA-JCSG-D-05-401

REPLY TO  
ATTENTION OF

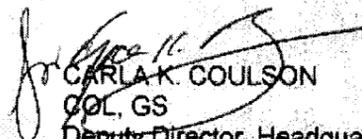
DAPR-ZB

13 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

SUBJECT: OSD BRAC Clearinghouse Tasker C0276 – Subject: Realign Civilian Personnel Office at Hill AFB Warner-Robins AFB and Tinker AFB

1. Reference: Clearinghouse E-mail, Arthur Beauchamp, BRAC Commission R&A Staff, June 9, 2005 12:35PM, subject as above.
2. Issue/Question: Request clarification on the JCSG recommendation to relocate Civilian Personnel Offices at Hill AFB, Warner-Robins AFB, and Tinker Air Force Base to Randolph AFB. The recommendation realigns all personnel staff positions at these installations to Randolph AFB, yet a significant residual civilian support workload will still exist at these installations after the consolidation. This recommendation appears to be inconsistent with the Air Force's CPO Consolidation Plan and precedence. In the past, when CPOs moved to Randolph AFB, SOME personnel staff remained by the Air Force to service the residual work load that remained and the day-to-day needs of the civilian base population. This is a particular at these locations because of the large civilian work force at each of them.
3. Response: Reference the BRAC web site at <http://www.defenselink.mil/brac/>, Joint Cross-Service Group Reports, Headquarters and Support Activities, Volume VII, Part IV.c, page 52. COBRA information can also be found on the BRAC web site, Scenario Data Calls, Joint Cross Service Groups, Headquarters and Support Activities, 0031-0041 zip file and referring to Air Force COBRA input for HSA-0031. The personnel count reflected in the COBRA analysis performed by the Headquarters and Support Activities Joint Cross Service Group (HSAJCSG) was provided by the Air Force as certified data. HSAJCSG agrees that there should be some personnel remaining at Civilian Personnel Offices at the losing AFMC locations (Hill, Robins, Tinker, Wright-Patterson) and the 11<sup>th</sup> Wing (Bolling AFB) to continue providing base-level personnel functions as may be identified by the Air Force. HSAJCSG is currently coordinating this issue with the office of the Air Force Deputy Chief of Staff for Personnel. HSAJCSG supports a possible change to the wording of the recommendation to ensure clarity and consistency across the Air Force for its civilian personnel service delivery functions in support of the Department's recommendation, and will coordinate with the BRAC Commission staff liaison.
4. Coordination: Ms Sharon McMahon, Air Force, 13 Jun 2005.

  
CARLA K. COULSON  
COL, GS  
Deputy Director, Headquarters and  
Support Activities JCSG

**Question #5:** (CPO Consolidation) The proposed consolidation of all CPO functions at Randolph was viewed as a potential error (i.e. not what was intended). Staffers felt it was something the HQ & Spt JCSG should re-examine.

**Answer:** The HSA JCSG discussed this issue with its BRAC Commission Staff Liaison and provided a response to the OSD BRAC Clearinghouse Tasker C027t: *Realign Civilian Personnel Offices at Hill AFB, Warner-Robins AFB and Tinker AFB* on 13 Jun 05. Reference the BRAC website, <http://www.defenselink.mil/brac/>, for details. Personnel relocations and eliminations used for COBRA analysis are in the left-hand column under Scenario Data Calls/Joint Cross Service Groups/Headquarters and Support Activities/0031-0041 zip file. Input data for COBRA Screen 3 (relocation) and Screen 6 (eliminations) is in HSA-0031 (0031 IG Review 13 May 05/COBRA Output Reports/COBRA CPO\_1 Reports/COBRA Report, pages 77-78 and 88-89).

The Air Force provided certified data on the personnel count reflected in the HSA JCSG COBRA analysis performed. The HSA JCSG reviewed the issues described and, in coordination with OSD General Counsel, believes the Air Force can fulfill the intent of the recommendations if it becomes BRAC law. The Air Force will determine implementation as appropriate.

**Question #6:** (AFMC Details) The staffers requested we release our latest SWAT team analysis of AFMC manpower and other detailed numbers to staffers.

**Answer:** The SWAT team analysis is used internally by AF leaders to evaluate resource implications of various decision actions.

**Question #7:** (BRAC Data Issues) The staffers indicated they found numerous disconnects in the various BRAC documents. As a result of this statement they asked: "In the AFMC review of the BRAC recommendations, have you identified any disconnects, inconsistencies or need for clarification? If so, can you provide them to us?"

**Answer:** In the 7 July 2005 XPM VTC, SAF/IEB established a 31 July 05 suspense for all MAJCOMs to identify disconnects, inconsistencies or need for clarification. Once SAF/IEB has compiled this information it will be made available to the Commission.

Approved



DAVID L. JOHANSEN, Lt Col, USAF  
Chief, Base Realignment and Closure Division

15 July 2005

Inquiry Response

**Re:** BI-0070, CT-0348

**Requester:** BRAC Commission

**Question #1:** (Sensors Directorate Question) How many people support the sensors directorate effort at WPAFB? Rome? Hanscom?

**Answer:** Air Force Materiel Command provided the following data (Off/Enl/Civ/Tot authorizations) for: Wright-Patterson-94/1/431/526; Rome-11/0/69/80; Hanscom-33/0/79/112.

**Question #2:** (C4ISR Consolidation Question) Clarify what elements move from WPAFB (DFSG, OSSG, EIS), Gunter (OSSG) and Lackland (CPSG) to Hanscom. Additionally, please provide the precise unit names and numbers of authorizations for this effort.

**Answer:** Technical Joint Cross Service Group Scenario #0042 moved the following elements and authorizations (taken from the 28 Feb 05 UMD which does not include overhires or contractors):

- a. From WPAFB: The Development & Fielding Systems Group (DFSG) realign 34/5/359/398 to Hanscom. 16/2/162/180 are eliminated.
- b. From Gunter Annex: The Operations and Sustainment Systems Group (OSSG) realign 94/374/370/838 to Hanscom (not including any operational activities). 41/160/158/359 are eliminated.
- c. From Lackland AFB: The Research, Development & Acquisition and Test & Evaluation (RDAT&E) portion of the Cryptologic Systems Group (CPSG) realign 8/2/34/44 to Hanscom. 1/0/6/7 are eliminated.

**Question #3:** (Rotary Wing move) Clarify ambiguity with respect to the V-22 and PRV move from WPAFB to PAX River.

**Answer:** This recommendation relocates Wright-Patterson Air Force Base Aeronautical Systems Center activities related to Rotary Wing Air Platform Development & Acquisition, including V-22 and Personnel Recovery Vehicle, to Naval Air Warfare Center Aircraft Division Patuxent River.

**Question #4:** (Live Fire Testing) Provide precise terms and recommendations for 46 TW move to China Lake. What will move? Will the 20 overhires and 101 contractors be identified for the move?

**Answer:** The TJCSG recommended the movement of work and functions or workload to Naval Air Weapons Division China Lake but did not make specific recommendations concerning overhires or contractors. Air Force manpower moves are based on UMD positions, so overhires and contractors were not considered by AF/DPM. The live fire survivability functions to be received by Naval Air Weapons Division, China Lake, are accommodated by new construction. Adequate space is available at Naval Air Weapons Division, China Lake, to support the required construction. Test site improvements will be done in an area already dedicated to functions similar to those being moved from Wright-Patterson Air Force Base.

CBO MWE

**Beauchamp, Arthur, CIV, WSO-BRAC**

---

**From:** Beauchamp, Arthur, CIV, WSO-BRAC  
**Sent:** Thursday, June 09, 2005 12:35 PM  
**To:** RSS dd - WSO BRAC Clearinghouse  
**Cc:** Small, Kenneth, CIV, WSO-BRAC; Breitschopf, Justin, CIV, WSO-BRAC; Sillin, Nathaniel, CIV, WSO-BRAC  
**Subject:** Realign Civilian Personnel Office at Hill AFB Warner-Robins AFB and Tinker AFB  
**Attachments:** Hill CPO Movement.doc

Clearinghouse:

Request clarification on the JCSG recommendation to relocate Civilian Personnel Offices at Hill AFB, Warner-Robins AFB, and Tinker Air Force Base to Randolph AFB.

The recommendation realigns all personnel staff positions at these installations to Randolph AFB, yet a significant residual civilian support workload will still exist at these installations after the consolidation.

This recommendation appears to be inconsistent with the Air Force's CPO Consolidation Plan and precedence. In the past, when CBOs moved to Randolph AFB, SOME personnel staff remained by the Air Force to service the residual workload that remained and the day-to-day needs of a the civilian base population. This is a particular at these locations because of the large civilian work force at each of them. See attached for more detail.

Art Beauchamp  
Senior Analyst, Air Force Team  
BRAC Commission R&A Staff  
(703) 699-2934



Hill CPO  
ovement.doc (32 K)

**Concern with Air Force and Joint Cross-Service Group (JCSG)  
Civilian Personnel Office (CPO) Realignment for Hill AFB and other Air  
Force CPO Consolidations**

Request Air Force or JCSG clarification on the following BRAC recommendations:

Recommendation: Consolidate Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies.

Impact: This action realigns the entire Hill personnel staff (85 positions) to Randolph AFB, TX.

Issue: This action seems inconsistent with previous Air Force personnel staff consolidations. In the past, the Air Force has left a residual personnel staff to service the base civilian population after the consolidation of CPOs to Randolph AFB. For example, after Eglin AFB consolidated about 40 positions remained to service a civilian population of about 4,000.

Review of CPOs consolidations at Warner-Robins Air Logistics Center (95 positions), GA and Tinker Air Logistics Center (111 positions), OK also show a movement of entire personnel staffs to Randolph AFB, with no personnel staff remaining to support residual workload that remains and civilians at each of these bases.

This issue also impacts Bolling AFB and Wright-Patterson AFB, but is of particular concern at the Air Logistics Centers given the large civilian populations at each of them.

BRAC Commission POC:

Art Beauchamp (703) 699-2934 or email. [art.beauchamp@wso.whs.mil](mailto:art.beauchamp@wso.whs.mil)

Hill AFB

**Hanlin Barbara L Civ OO-ALC/DPN**

---

**To:** Bonnell Jeanette Civ OO-ALC/XPX; Sandlund Debi Civ OO-ALC/XPX  
**Subject:** FW: Strength Report

Jeanette,

Attached is the latest strength report. This report includes all Hill AFB assets and tenants serviced by Hill. It does not include other DoD folks physically located at Hill, hence the difference in numbers. Below is a snapshot of the numbers at Hill AFB. These numbers are from Feb 2004 but is the latest that I have at this time.

Total Civilian population =	11,500 +
Military population (active duty)	5,178
Reserves	1,409
Other employees (contractors, NAF, non-gov)	4,500+
Total at Hill AFB	23,500+
Military Dependants	5,578 (not included in total count)



STRENGTH REP 28  
MAY 05.xls (48...

//SIGNED//

**Barbara L. Hanlin**

**NSPS Office**

OO-ALC/DPN

6053 Elm Lane Bldg. 1245 Rm 6

Hill AFB, Utah 84056-5819

Tel DSN: 775-5995 Tel Comm: 801-775-5995

Fax DSN: 777-0587 Fax Comm: 801-777-0587

"This email may contain information protected under the Privacy Act of 1974"

**DRAFT DELIBERATIVE DOCUMENT. FOR DISCUSSION PURPOSES ONLY.**

**NOT RELEASABLE UNDER FOIA.**

Authorized Figures as of 04/04/05

ASSIGNED STATUS AS OF / 05

Hill 23

OFF SYM	DMAG		SMAG		BA01		BA02		BA03		BA04		TOTAL O&M		TOTAL	TERM/ PERM	TEMP	TOTAL	
	AUTH	ASGN	AUTH	ASGN	AUTH	ASGN	AUTH	ASGN	AUTH	ASGN	AUTH	ASGN	AUTH	ASGN	ASGN			PE's	
AE	0	0	0	0	0	0	0	0	0	0	4	3	4	3	4	3	0	3	3
EN	487	575.5	56	69	2	1	0	0	0	0	230	229	232	230	775	875	1	876	874.5
FM	59	51	19	20	6	6	0	0	0	0	126	126	132	132	210	201	3	204	203
IT	58	66.5	2	2	0	0	0	0	0	0	46	45	46	45	106	112	2	114	113.5
LC	0	0	12	16	0	0	0	0	0	0	169	160	169	160	181	173	3	176	176
LG	0	0	529	505	3	2	0	0	0	0	225	247	228	249	757	753	2	755	754
LH	0	0	25	22	0	0	0	0	0	0	131	121	131	121	156	139	3	143	143
LM	0	0	53	49	0	0	0	0	0	0	135	160	135	160	188	206	3	209	209
MA	5457	6338.5	3	3	0	0	0	0	0	0	32	50	32	50	5492	6321	73	6395	6391.5
PK	0	0	135	128.5	17	21	0	0	0	0	133	136.5	150	157.5	285	288	1	289	286
WM	0	0	1	1	0	0	1	1	0	0	98	92	99	93	100	92	3	95	94
YP	0	0	0	0	0	0	0	0	0	0	168	157.5	168	157.5	168	158	0	158	157.5
YW	0	0	0	0	0	0	0	0	0	0	34	52	34	52	34	52	0	52	52
649CLSS	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	1	1
OOALC	0	0	0	0	0	0	0	0	0	0	12	12	12	12	12	12	1	12	12
BC	0	0	0	0	0	0	0	0	0	0	6	6	6	6	6	6	0	6	6
CCD	0	0	0	0	0	0	0	0	0	0	4	5	4	5	4	5	0	5	5
DP	0	0	0	0	0	0	0	0	0	0	26	25	26	25	26	24	1	25	25
HO	0	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	0	1	1
IG	0	0	0	0	0	0	0	0	0	0	6	7	6	7	6	7	0	7	7
JA	0	0	0	0	0	0	0	0	0	0	13	14	13	14	13	14	0	14	14
PA	0	0	0	0	0	0	0	0	0	0	3	2	3	2	3	2	0	2	2
QL	0	0	0	0	31	28	0	0	0	0	4	4	35	32	35	32	0	32	32
SE	0	0	0	0	0	0	0	0	0	0	13	13	13	13	13	12	1	13	13
XP	0	0	0	3	2	0	0	0	0	0	35	55	37	55	37	58	0	58	58
75ABW	0	0	0	0	1	0	0	0	0	0	86	32	87	32	87	28	4	32	32
75MSG	0	0	0	0	1	1	0	0	8	7	531	644.5	540	652.5	540	625	44	669	652.5
75MDG	0	0	0	0	0	0	0	0	0	0	94	103	94	103	94	84	20	104	104
75OSS	0	0	0	0	17	14	0	0	0	0	3	4	20	18	20	18	0	18	18
75CEG	0	1	0	0	0	0	0	0	0	1	420	426.5	420	427.5	420	420	9	428	427.5
75MXG	7	4	0	0	0	0	0	0	0	0	9	7	9	7	16	8	7	11	11
<b>Totals</b>	<b>6068</b>	<b>7036.5</b>	<b>835</b>	<b>818.5</b>	<b>80</b>	<b>73</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>8</b>	<b>2798</b>	<b>2941</b>	<b>2887</b>	<b>3023</b>	<b>9790</b>	<b>10730</b>	<b>181</b>	<b>10907</b>	<b>10878</b>
EN Off-Base	25	0	0	0	0	0	0	0	0	0	4	2	4	2	29	2	0	2	2
LC Off-Base	0	0	0	0	0	0	0	0	0	0	3	2	3	2	3	5	0	5	2
LG Off-Base	0	0	2	0	0	0	0	0	0	0	2	2	2	2	4	1	0	1	2
LM Off-Base	0	0	0	0	0	0	0	0	0	0	3	2	3	2	3	10	0	10	2
MA Off-Base	194	192	0	0	0	0	0	0	0	0	0	6	0	6	194	175	0	175	198
WM Off-Base	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0	0	0	0
XP Off-Base	0	0	0	0	0	0	0	0	0	0	1	0	1	0	1	0	0	0	0
YP Off-Base	0	0	0	0	0	0	0	0	0	0	6	3	6	3	6	2	0	2	3
<b>Totals</b>	<b>219</b>	<b>192</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>17</b>	<b>20</b>	<b>17</b>	<b>241</b>	<b>195</b>	<b>0</b>	<b>195</b>	<b>209</b>
<b>Grand Totals</b>	<b>6287</b>	<b>7228.5</b>	<b>837</b>	<b>818.5</b>	<b>80</b>	<b>73</b>	<b>1</b>	<b>1</b>	<b>8</b>	<b>8</b>	<b>2818</b>	<b>2958</b>	<b>2907</b>	<b>3040</b>	<b>10031</b>	<b>10925</b>	<b>181</b>	<b>11102</b>	<b>11087</b>

Tenant  
PIH

669  
13

11,757

TOTAL



OFFICE OF THE DIRECTOR OF  
DEFENSE RESEARCH AND ENGINEERING  
3040 DEFENSE PENTAGON  
WASHINGTON, D.C. 20301-3040

AUG 17 2005

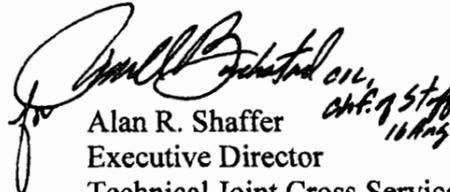
Mr. Art Beauchamp  
Analyst  
Defense Base Realignment and Closure Commission  
2521 South Clark Street, Suite 600  
Arlington, VA 22202

Dear Mr. Beauchamp:

The enclosure responds to your inquiry concerning two Technical Joint  
Cross Service Group recommendations from the 2005 Base Realignment and  
Closure process.

Thank you for the opportunity to address your questions.

Sincerely,

  
Alan R. Shaffer *alt. of staff 18 Aug*  
Executive Director  
Technical Joint Cross Service Group

Enclosure  
As stated.



*Tracker # 7980*  


Technical Joint Cross Service Group (TJCSG) Response  
to BRAC Commission Inquiry - August 17, 2005

**QUESTION 1:** Create an Air Integrated Weapons & Armaments Research, Development & Acquisition, Test & Evaluation Center. This recommendation appears to be transferring all engineering positions authorized from the 84<sup>th</sup> Munitions Sustainment Group (MUSG) to the Air Armament Center Hill Air Force Base, to the Munitions Product Center at Eglin AFB, FL.

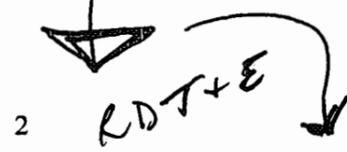
**Issue:** If this recommendation is implemented it could have a negative impact on Hill's ability to provide munitions sustainment program management and engineering support to the Air Force. The recommendation specifically transfers all 22 engineering authorizations assigned to the 84<sup>th</sup> MUSG to Eglin Air Armaments Center, yet Hill will still have munitions sustainment engineering mission. The recommendation also transfers 10 other engineering positions that don't exist at the 84<sup>th</sup> Munitions Sustainment Group. The loss of the 22 engineers is a particular concern as it results in the 84<sup>th</sup> MUSG losing all engineering expertise. This is significant given the fact that Hill is the only installation within the Air Force that provides sustainment support and management of Air to Ground munitions. Is this the intent of this recommendation? If yes, how will sustainment engineering support be provided to the Air Force if this recommendation is approved? Hill is also impact by the transferring 11 engineering positions that don't exist at the 84<sup>th</sup> MUSG (i.e. Hill will have to take them out of other areas within the base population). Is this an oversight?

It appears that in trying to consolidate RDT&E engineering for munitions at Eglin, the Air Force discounted the sustainment engineering support provided by Hill. It also appears that the Air Force selected the transfer of engineering personnel at Hill based on 3600 appropriations (i.e., research and development funding) received in the past.

**TJCSG RESPONSE:** Hill Air Force Base staff identified 404 weapons and armaments positions in their certified data. Of these positions, 242 are sustainment related, 33 are in-service engineering related and the remaining 129 are related to other weapon and armament functions. After careful consideration and deliberation, the recommendation realigned only those positions associated with in-service engineering.

Col  
Mike  
Holbert  
Hill  
Group

198



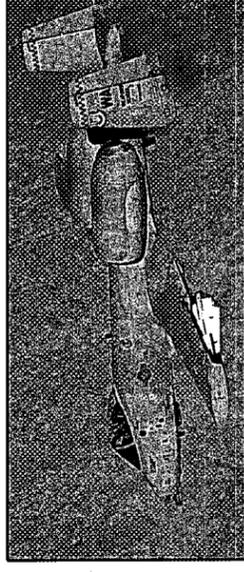
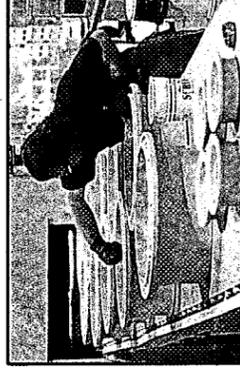
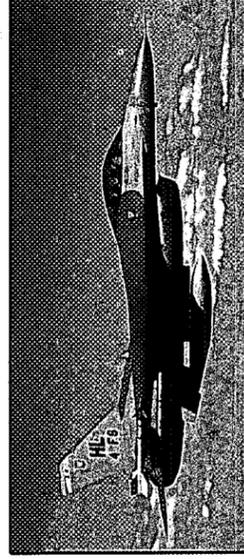
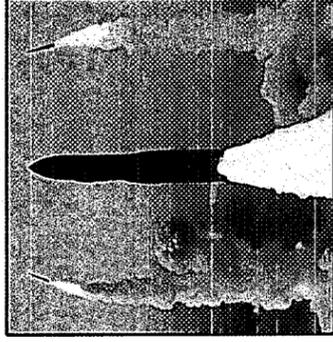
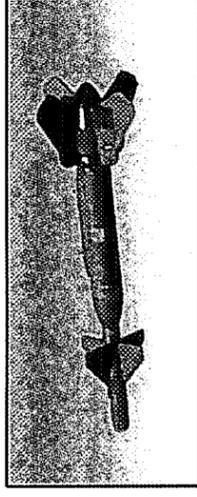
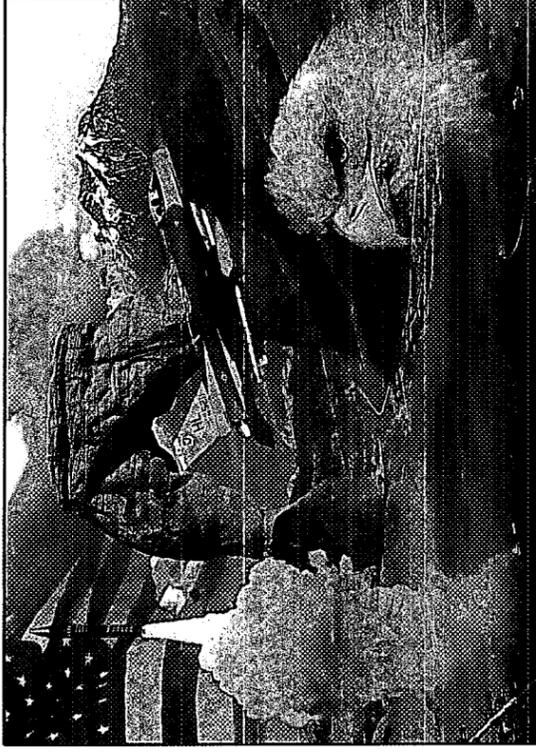
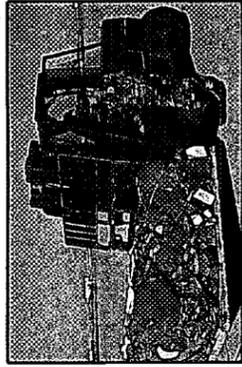
Technical Joint Cross Service Group (TJCSG) Response  
to BRAC Commission Inquiry - August 17, 2005

**QUESTION 2:** Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation. This recommendation relocates fixed wing related air platform Research Development & Acquisition, Test & Evaluation (RDAT&E) to Wright Patterson Air Force Base, OH. It includes eight positions from A-10 System Program Office at Hill (supporting A-10 Precision Engagement Program) and nine positions from the Landing Gear Program Office.

**Issue:** Landing gear RDAT&E engineering positions do not exist at Hill. According to Hill personnel, they never did. In the past, engineering sustainment support was through contractors which was funded from Congressional plus-up. If this recommendation is implemented Hill will have to take nine positions out of its base population to support. Is this the intent of this recommendation? It appears that the Air Force made an assumption that Hill AFB had RDAT&E positions based on the level of 3600 appropriation Hill received in the past.

**TJCSG RESPONSE:** The recommendation to Establish Centers for Fixed Wing Air Platform RDAT&E takes Air Force Development and Acquisition functions at Hill AFB Logistics Center and relocates them to Wright Patterson AFB. It includes the development/modernization work currently associated with fixed wing air platforms which reportedly encompasses A-10. The Landing Gear work at Hill AFB, however, was not part of the proposed consolidation.

# Utah Military Installations BRAC Assessments Recommendations



13 July 2005

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## **Concerns**

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- **388<sup>th</sup> F-16 Fighter Wing**
  - **Civilian Personnel Office Consolidation (CPO)**
  - **Transfer of Depot Level Repairables (DLR) to DLA**
-

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# 388<sup>th</sup> F-16 Fighter Wing

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- **BRAC Proposal:** Realign six F-16 Block 40 Aircraft from Cannon AFB, NM to the 388<sup>th</sup> Fighter Wing
  - **Why:** Consolidation of the F-16 Fleet
  - **Concerns:** The 388<sup>th</sup>/419<sup>th</sup> Blended Wing is the USAF's test case. It is imperative that the 388<sup>th</sup> FW receive the additional F-16s to achieve the multiple objectives of the OSD which will result in improved deployability and overall combat capability.
  - **Recommendation:** Should the six Cannon AFB F-16s become unavailable, it is our recommendation that we secure the aircraft needed from the BAI. There are 35-40 Block 40s in the BAI. There might also be a case for F-16s to be obtained from the ANG.
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# Civilian Personnel Office Consolidation

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- **BRAC Proposal:** Consolidate the CPOs from Hill AFB, Tinker AFB, Robins AFB, Wright-Patterson AFB, and Bolling AFB at Randolph AFB, Texas
- **Why:** Economics—manpower savings achieved through consolidation. Annual savings of \$24.4M; four year payback period.
- **Concerns:**
  - A typical Air Force base has only a few hundred civilian employees
  - common skills used to SUPPORT the accomplishment of the base's mission
  - consolidated CPO support works better here than elsewhere

The above installations are different from the typical Air Force Base:

- huge organizations (10,000 to 15,000 civilians)
  - the civilians work directly on the ACCOMPLISHMENT of the mission.
  - on-site CPO support is critical to mission accomplishment
  - over 200 specialties
  - workload growth and turnover require 800 new people hired/trained yearly
  - recruitment, training, personnel management, benefits issues, all needed on-site
  - response time is critical
  - local support needed for recruitment, co-op programs, interface with local schools
  - training must be responsive to local needs
  - most critical CPO functions cannot be automated; personal attention required.
- **Recommendation:** Reverse the DOD recommendation based upon the adverse impact on mission accomplishment at these critical installations.
-

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# Transfer of Depot Level Reparables to DLA

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- **BRAC Proposal:** Consolidate the management of Inventory Control Point Functions for Depot Level Reparables (DLR) to DLA. The preponderance of personnel will reside at Hill AFB, however be reassigned to a DLA function.
- **Why:** Initiative will further consolidate service and DLA Inventory Control Points by Supply chain type
- **Concerns:** Since DLA has no experience with management of reparable assets, there seems to be very high risk to mission support.

Another concern is that most of the parts hampering production in the depot are currently under DLA management. Moving additional assets to DLA is a concern if significant improvement doesn't occur in DLA's ability to manage parts for the services.

**Maintenance Support:** Scenario 51 calls for movement of the maintenance materiel support function to DLA. This support involves much more than just stock, store, and issue kinds of tasks. There are some significant analysis and planning functions that are not yet addressed. There appears to be a difference of opinion between the services and DLA as to what will go, and how many slots. This mission is a critical one to maintaining the depot production capability and will be a real detriment if materiel support suffers.

- **Recommendation:** Reverse the DOD recommendation based upon the adverse impact on the mission
-

**Talking Paper**  
**on**  
**DoD BRAC Recommendation to**  
**Consolidate Air Force Civilian Personnel Offices**

**Issue:** The DoD Headquarters and Support Activities Joint Cross Service Group recommended to the BRAC Commission consolidation of the Civilian Personnel Offices (CPOs) within each Military Department and the Defense Agencies. For the Air Force this recommendation means relocating the Civilian Personnel Offices from Hill, Tinker, Robins, Wright-Patterson, and Bolling Air Force Bases to the Civilian Personnel Office at Randolph Air Force Base, TX. The justification used included: reduced excess capacity, manpower savings through consolidation and elimination of duplicate functions, and support of the Administration's urging of federal agencies to consolidate personnel services. The total estimated one-time cost to implement the recommendation is \$97.5M. The net of all costs and savings during the implementation period is an estimated cost of \$46.4M. Annual recurring savings after implementation are estimated at \$24.4M with a payback expected in four years. The net present value of the costs and savings over 20 years is an estimated savings of \$196.7M.

**Recommendation:** The BRAC Commission evaluate the adverse impacts at Wright-Patterson Air Force Base and the three Air Force Air Logistics Centers regarding their ability to recruit, train and retain/manage the large, specialized, and critical civilian workforces at these locations in comparison to the potential savings mere consolidation of like functions can yield.

**Justification:** The accomplishment of the Air Force Material Command missions at these fore-mentioned installations is directly dependent upon the Civilian Personnel Offices' ability to recruit, train, and retain/manage the 10,000-15,000 civilian personnel workforce located at each of these vital installations. These are the four installations with the largest civilian workforce populations in the Air Force with a collective civilian serviced population of over 48,000, which clearly demands real time development and delivery of the most complex, multi-faceted human resource initiatives within the Air Force. This diverse workforce spans over 200 specialties ranging from aeronautical engineers to journeyman metal working technicians. This recruit, train, and retain/manage responsibility requires face-to-face contact with the requirements generator (Organizational Commander), the potential suppliers of the work force, and of course the existing workforce. Randolph's support to these four bases today is chiefly data systems and limited benefits/entitlements processing. To date, Randolph servicing responsibilities and processes have precluded it from expanding centralized support to the four large bases; hence, their designation and function as Interim Personnel Centers (IPCs). So, these four large AFMC installations have been excluded from the "one regional center concept" for personnel servicing model. Given this personnel service delivery construct the decision for one consolidated personnel center for the Air Force must be re-evaluated against the backdrop of the impending deployment of NSPS to ensure the optimum number, balance and ownership (service or OSD) of "best of breed" regional personnel service centers, e.g., an HR acquisition center of excellence. These centers must remain at the four locations identified. There must be a direct linkage of the personnel and education & training supplier to the Commander of these units. In other words, the clarion need for a Civilian Personnel organization headed by a senior manager responsible for policy and delivery of all personnel/force development



DEPARTMENT OF THE ARMY  
DEPUTY CHIEF OF STAFF, G-8  
700 ARMY PENTAGON  
WASHINGTON DC 20310-0700  
HSA-JCSG-D-05-401

REPLY TO  
ATTENTION OF

DAPR-ZB

13 June 2005

MEMORANDUM FOR OSD BRAC CLEARINGHOUSE

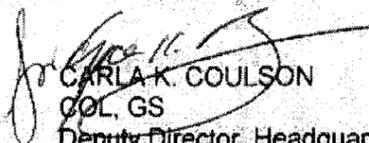
SUBJECT: OSD BRAC Clearinghouse Tasker C0276 – Subject: Realign Civilian Personnel Office at Hill AFB Warner-Robins AFB and Tinker AFB

1. Reference: Clearinghouse E-mail, Arthur Beauchamp, BRAC Commission R&A Staff, June 9, 2005 12:35PM, subject as above.

2. Issue/Question: Request clarification on the JCSG recommendation to relocate Civilian Personnel Offices at Hill AFB, Warner-Robins AFB, and Tinker Air Force Base to Randolph AFB. The recommendation realigns all personnel staff positions at these installations to Randolph AFB, yet a significant residual civilian support workload will still exist at these installations after the consolidation. This recommendation appears to be inconsistent with the Air Force's CPO Consolidation Plan and precedence. In the past, when CPOs moved to Randolph AFB, SOME personnel staff remained by the Air Force to service the residual work load that remained and the day-to-day needs of the civilian base population. This is a particular at these locations because of the large civilian work force at each of them.

3. Response: Reference the BRAC web site at <http://www.defenselink.mil/brac/>, Joint Cross-Service Group Reports, Headquarters and Support Activities, Volume VII, Part IV.c, page 52. COBRA information can also be found on the BRAC web site, Scenario Data Calls, Joint Cross Service Groups, Headquarters and Support Activities, 0031-0041 zip file and referring to Air Force COBRA input for HSA-0031. The personnel count reflected in the COBRA analysis performed by the Headquarters and Support Activities Joint Cross Service Group (HSAJCSG) was provided by the Air Force as certified data. HSAJCSG agrees that there should be some personnel remaining at Civilian Personnel Offices at the losing AFMC locations (Hill, Robins, Tinker, Wright-Patterson) and the 11<sup>th</sup> Wing (Bolling AFB) to continue providing base-level personnel functions as may be identified by the Air Force. HSAJCSG is currently coordinating this issue with the office of the Air Force Deputy Chief of Staff for Personnel. HSAJCSG supports a possible change to the wording of the recommendation to ensure clarity and consistency across the Air Force for its civilian personnel service delivery functions in support of the Department's recommendation, and will coordinate with the BRAC Commission staff liaison.

4. Coordination: Ms Sharon McMahon, Air Force, 13 Jun 2005.

  
CARLA K. COULSON  
COL, GS  
Deputy Director, Headquarters and  
Support Activities JCSG

**Community Infrastructure Assessment:** A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces, and personnel. There are no known community infrastructure impediments to implementation of all recommendations affecting the installations in this recommendation.

**Environmental Impact:** An Air Conformity Analysis and a New Source Review and permitting effort is required at Aberdeen. This recommendation may impact cultural resources and threatened and endangered species at Aberdeen. Additional operations at Hanscom and Kirtland may impact cultural sites, which may constrain operations. This recommendation may require building on constrained acreage at Hanscom. Additional operations at Wright Patterson may further impact the Indiana Bat, a threatened and endangered species. Additional operations at Hanscom, Kirtland, and Wright Patterson may impact wetlands, which may restrict operations. This recommendation has no impact on air quality; dredging; land use constraints or sensitive resource areas; marine mammals, resources, or sanctuaries; noise; waste management; or water resources. This recommendation requires spending approximately \$0.4M for waste management and environmental compliance activities. This cost was included in the payback calculation. This recommendation does not otherwise impact the costs of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

### **Establish Centers for Fixed Wing Air Platform Research, Development & Acquisition, Test & Evaluation**

**Recommendation:** Realign Tinker Air Force Base, OK, Robins, Air Force Base, GA, and Hill Air Force Base, UT, by relocating fixed wing related Air Platform Development and Acquisition to Wright Patterson Air Force Base, OH.

Realign Wright Patterson Air Force Base, OH, by relocating fixed wing related Live Fire Test and Evaluation to Naval Air Weapons Station China Lake, CA.

**Justification:** This recommendation completes the consolidation of all Fixed Wing Air Platform RDAT&E, begun during the previous BRAC rounds, at two principal sites: Naval Air Station (NAS) Patuxent River, MD, and Wright-Patterson Air Force Base (AFB), OH, while retaining several specialty sites. Research and Development & Acquisition will be performed at NAS Patuxent River and Wright-Patterson AFB. Lakehurst will be retained as a dedicated RDAT&E facility for Navy Aircraft Launch and Recovery Equipment and Aviation Support Equipment.

This recommendation includes Research, Development & Acquisition and Test & Evaluation activities in Fixed Wing Air Platforms across the Navy and Air Force. The planned component moves will enhance synergy by consolidating to major sites, preserve healthy competition, leverage existing infrastructure, minimize environmental impact, and effect reasonable homeland security risk dispersal. The relocation of Fixed Wing Air Platform Research was previously accomplished in response to the S&T Reliance Agreements resulting in the consolidation at

of environmental restoration, waste management, and environmental compliance activities. The aggregate environmental impact of all recommended BRAC actions affecting the bases in this recommendation has been reviewed. There are no known environmental impediments to implementation of this recommendation.

**Create an Air Integrated Weapons & Armaments  
Research, Development & Acquisition, Test & Evaluation Center**

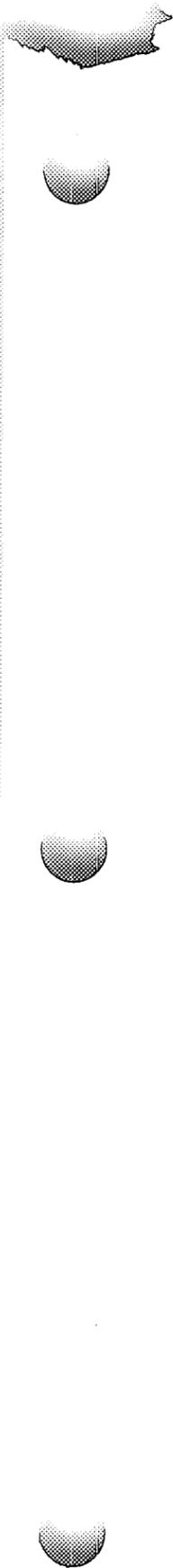
**Recommendation:** Realign Hill Air Force Base, UT, by relocating Weapons and Armaments In-Service Engineering Research, Development & Acquisition, and Test and Evaluation to Eglin Air Force Base, FL. Realign Fort Belvoir, VA, by relocating Defense Threat Reduction Agency National Command Region conventional armament Research to Eglin Air Force Base, FL.

**Justification:** Eglin is one of three core integrated weapons and armaments RDAT&E centers (with China Lake, CA, and Redstone Arsenal, AL) with high MV and the largest concentration of integrated technical facilities across all three functional areas. Eglin AFB has a full spectrum array of Weapons & Armaments (W&A) Research, Development & Acquisition, and Test & Evaluation (RDAT&E) capabilities. Accordingly, relocation of Hill AFB and DTRA NCR W&A capabilities will further complement and strengthen Eglin as a full spectrum W&A RDAT&E Center.

The overall impact of this recommendation will be to: increase W&A life cycle and mission related synergies/integration; increase efficiency; reduce operational costs; retain the required diversity of test environments; and facilitate multiple uses of equipment, facilities, ranges, and people. Hill AFB and DTRA NCR technical facilities recommended for relocation have lower quantitative MV than Eglin AFB in all functional areas.

This recommendation includes Research, D&A, and T&E conventional armament capabilities in the Air Force and DTRA NCR. It consolidates armament activities within the Air Force and promotes jointness with DTRA NCR. It also enables technical synergy, and positions the DoD to exploit center-of-mass scientific, technical, and acquisition expertise within the RDAT&E community that currently resides as DoD specialty locations. This recommendation directly supports the Department's strategy for transformation by moving and consolidating smaller W&A efforts into high military value integrated centers, and by leveraging synergy among RD&A, and T&E activities. Capacity and military value data established that Eglin AFB is already a full-service, integrated W&A RDAT&E center. Relocation of W&A D&A In-Service Engineering (ISE) from Hill AFB to Eglin AFB will increase life cycle synergy and integration. ISE encompasses those engineering activities that provide for an "increase in capability" of a system/sub-system/component after Full Operational Capability has been declared. ISE activities mesh directly with on-going RDAT&E at Eglin AFB.

Relocation of DTRA NCR W&A technical capabilities will increase life cycle synergy and integration at Eglin AFB. Conventional armament capabilities possessed by DTRA NCR directly complement on-going RDAT&E at Eglin AFB. Cost savings from the relocation of DTRA NCR to Eglin AFB will accrue largely through the elimination of the need for leased



Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Marine Corps Base, Albany, GA, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for any residual Consumable Items to Defense Supply Center Columbus, OH, and reestablish them as Defense Logistics Agency Inventory Control Point functions; disestablish the procurement management and related support functions for Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Inventory Control Point functions; and relocate the oversight of Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items and the oversight of procurement management and related support functions for Depot Level Repairables to the Defense Logistics Agency, Fort Belvoir, VA.

Realign Naval Support Activity Philadelphia, PA, Tinker Air Force Base, OK, Hill Air Force Base, UT, and Robins Air Force Base, GA, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Consumable Items, except those Navy items associated with Design Unstable/Preproduction Test, Special Waivers and Major End Items to Defense Supply Center Richmond, VA, and reestablishing them as Defense Logistics Agency Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Repairables and designating them as Defense Supply Center Richmond, VA, Inventory Control Point functions.

Realign Redstone Arsenal, AL, as follows: relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Aviation Consumable Items to Defense Supply Center Richmond, VA, and reestablish them as Defense Logistics Agency Aviation Inventory Control Point functions; disestablish the procurement management and related support functions for Aviation Depot Level Repairables and designate them as Defense Supply Center Richmond, VA, Aviation Inventory Control Point functions; relocate the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Materiel Management Technical Support Inventory Control Point functions for Missile Consumable Items to Defense Supply Center Columbus, OH; reestablish them as Defense Logistics Agency Missile Inventory Control Point functions; disestablish the procurement management and related support functions for Missile Depot Level Repairables and designate them as Defense Supply Center Columbus, OH, Missile Inventory Control Point

## ***Recommendations and Justifications***

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### **Commodity Management Privatization**

**Recommendation:** Realign Detroit Arsenal, MI, by relocating the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH, and disestablishing all other supply functions for tires.

Realign Hill Air Force Base, UT, as follows: relocate the supply contracting function for tires to the Inventory Control Point at Defense Supply Center Columbus, OH; disestablish all other supply functions for tires; and disestablish the storage, and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases.

Realign Naval Support Activity, Mechanicsburg, PA, by relocating the supply contracting function for packaged petroleum, oils, and lubricants to the Inventory Control Point at Defense Supply Center, Richmond, VA, and disestablishing all other supply functions for packaged petroleum, oils, and lubricants.

Realign Defense Supply Center, Richmond, VA by disestablishing storage and distribution functions for tires, and the supply, storage, and distribution functions for packaged petroleum, oils, and lubricants, and compressed gases. Retain the supply contracting function for packaged petroleum, oils, and lubricants, and compressed gases.

Realign Defense Supply Center Columbus, OH, Tobyhanna Army Depot, PA, Defense Distribution Depot Susquehanna, PA, Naval Station Norfolk, VA, Marine Corps Air Station Cherry Point, NC, Marine Corps Logistics Base, Albany, GA, Robins Air Force Base, GA, Anniston Army Depot, AL, Naval Air Station Jacksonville, FL, Tinker Air Force Base, OK, Corpus Christi Army Depot, TX, Naval Station Bremerton, WA, Naval Station San Diego, CA, Defense Distribution Depot Barstow, CA, Defense Distribution Depot San Joaquin, CA, and Naval Station Pearl Harbor, HI, by disestablishing storage and distribution functions for tires, packaged petroleum, oils, and lubricants, and compressed gases at each location.

**Justification:** This recommendation achieves economies and efficiencies that enhance the effectiveness of logistics support to forces as they transition to more joint and expeditionary operations. This recommendation disestablishes the wholesale supply, storage, and distribution functions for all tires; packaged petroleum, oils and lubricants; and compressed gases used by the Department of Defense, retaining only the supply contracting function for each commodity. The Department will privatize these functions and will rely on private industry for the performance of supply, storage, and distribution of these commodities. By doing so, the Department can divest itself of inventories and can eliminate infrastructure and personnel associated with these functions. This recommendation results in more responsive supply support to user organizations and thus adds to capabilities of the future force. The recommendation provides improved support during mobilization and deployment, and the sustainment of forces when deployed worldwide. Privatization enables the Department to take advantage of the latest technologies, expertise, and business practices, which translates to improved support to customers at less cost.



# Backup



OGDEN AIR LOGISTICS CENTER

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BE AMERICA'S BEST



## What is a Commodity Council?



OGDEN AIR LOGISTICS CENTER

### **Definition of Commodity-Centric Sourcing:**

Organizing enterprise sourcing-oriented resources, processes, data and activities around groups of similar commodities\*

\*All MSD and Support Equipment managed parts, repair and associated engineering services

- **Commodity Council: a cross-functional group that formulates AFMC-wide commodity/supplier strategies**
  - Executed locally, at ALCs, but represents entire AFMC enterprise
  - Future plans to extend commodity councils across DoD
- **Commodity: a segmentable category of goods or services**
  - Shift away from managing items
  - Aggregate requirements at a higher level

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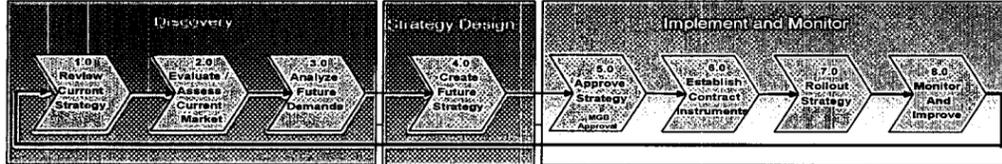
BE AMERICA'S BEST



# Commodity Council Strategic Sourcing Process



OGDEN AIR LOGISTICS CENTER



46 or 47

- **Discovery**
  - Review current strategy/historical requirements (establish baseline)
  - Determine supply base
  - Determine competitive vs. sole source and identify top suppliers
  - Validate future D200 requirements with SCM (buy and repair)
  - Consider future force structure/flying hours
  - Identify areas for improvement to meet PSCM goals
- **Strategy Design**
  - Develop Commodity Management Plan and define spirals
- **Implement and Monitor**
  - Develop Commodity Acquisition Management Plan (Acq Plan)
  - Write, negotiate, and award contracts

BE AMERICA'S BEST



# AFMC Supply & Equipment Commodity Schema



OGDEN AIR LOGISTICS CENTER

- **Wave 1: May 04 Aircraft Accessories, Landing Gear, Support Equipment/Ground Services**
- **Wave 2: Jul 04 Instruments, Secondary Power Systems, Electronics & Communications**
- **Wave 3: Oct 04 Aircraft Engines, Aircraft Structural**

Commodity Group	Lead ALC	# of GAGES	Stocks	# Contracts	# Contract Awards	Total Contract Spend	Original Spend	Total Spend	%
Aircraft Accessories	OC	460	3,417	2,148	3,136	\$915,871,545	\$656,383,673	\$1,572,255,218	9.5%
Aircraft Engines	OC	411	3,121	1,689	4,018	\$4,226,370,453	\$1,836,360,952	\$6,062,731,405	36.8%
Aircraft Structural	WR	261	2,358	1,148	1,591	\$747,238,515	\$497,388,956	\$1,244,627,471	7.6%
Communications - Electronics - Electrical	WR	808	11,138	4,271	7,111	\$1,897,767,309	\$1,017,340,802	\$2,915,108,111	17.7%
Instruments	OC	324	1,862	1,128	1,576	\$470,163,117	\$383,848,004	\$854,011,121	5.2%
Landing Gear		130	1,034	905	1,154	\$556,395,838	\$291,787,466	\$848,183,304	5.2%
Secondary Power Systems		45	253	180	253	\$335,920,867	\$84,859,874	\$420,780,741	2.6%
Support Equipment	WR	910	3,641	4,159	5,106	\$1,147,071,870	\$62,596,611	\$1,209,668,481	7.3%
<b>TOTALS</b>		<b>2,245</b>	<b>26,824</b>	<b>14,878</b>	<b>22,856</b>	<b>\$10,296,799,516</b>	<b>\$4,830,566,338</b>	<b>\$15,127,365,854</b>	<b>91.9%</b>

Source: Strategic Sourcing Spend Analysis Tool (FY01-FY03)

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# PSCM Governance



OGDEN AIR LOGISTICS CENTER



## Commodity Councils (CC)

- Establish/execute AFMC-wide commodity strategies
- Capture, monitor, and distribute supplier performance for commodity
- Manage operational relationships with suppliers

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## Ogden Air & Logistics Centers



### BRAC Supply & Storage Joint Cross Service Group

### DLR Procurement Consolidation (Scenario #35R)

Impacts

Ed KOENIG

Directorate of Logistics &  
Sustainment

Air Force Materiel Command

U.S. AIR FORCE

23 May 2005

Integrity - Service - Excellence

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## Supply and Storage Recommendation Scenario 51



OGDEN AIR LOGISTICS CENTER

### ■ Recommendation for Hill AFB:

- Consolidate DDHU storage / distribution / inventories with similar activities at Ogden ALC supporting depot maintenance operations
- Serve as a wholesale Forward Distribution Point by retaining the necessary storage / distribution functions and inventories required to support the ALC
- Relocate all other wholesale storage / distribution / inventories to San Joaquin

### ■ AF Impact FY07: 110 auths?\* (- 118 DDHU auths\*)

### ■ Implementation Challenges:

- Minimizing potential impacts of increased transportation distances
  - Timely parts availability, inspecting items in storage, etc

\* COBRA Data Not Yet Released

### Recommendation for Scenario 51 realigns Hill AFB by:

- Consolidating the supply, storage and distribution function and associated inventories of the DDHU, with all other supply, storage and distribution functions and inventories that exist at the ALC to support depot operations, maintenance and production.
- Allowing retention of the necessary supply, storage and distribution functions and inventories required to support the ALC and to serve as a wholesale Forward Distribution Point.
- Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot, San Joaquin, CA, hereby designated the San Joaquin Strategic Distribution Platform.
- No AF authorizations were transferred or realigned in conjunction with this recommendation. There should be no impact to our depot maintenance customers here at Ogden, based on the assumption that the AF will be able to keep the necessary inventory on base in support of depot maintenance activities. The only manpower impact will be to the Defense Distribution Depot, Hill.

### Potential Benefits:

Improved overall DoD cost and delivery performance due to consolidating supply, storage and distribution capabilities to four CONUS support regions with each having one Strategic Distribution Platform and multiple Forward Distribution Points. Each Strategic Distribution Platform will be equipped with state of the art consolidation, containerization and palletization capabilities and the entire structure will provide for in-transit cargo visibility and real-time accountability.

- Forward Distribution Points will provide dedicated receiving, storing and issuing functions, solely in support of on-base industrial customers, such as maintenance depots, and their logistic centers.

### Implementation Challenges:

Minimizing potential decrease in customer support due to increased transportation distances

- Effective distribution processes must be established to ensure serviceable assets are not tied up in transportation and will be readily available to satisfy the Warfighter's needs.
  - To support depot maintenance induction requirements
  - To support re-distribution requirements to meet real time, dynamic customer needs
- Effective process for timely inspection of items in supply by the technical team



## Supply and Storage Recommendation Scenario 43



OGDEN AIR LOGISTICS CENTER

- **Recommendation for Hill AFB:**
  - **Disestablish and privatize supply, storage, and distribution of tires. Relocate supply contracting function to DSC Columbus**
- **AF Impact FY07: 0 authorizations\***
- **Implementation Challenges**
  - **Developing a privatization strategy that supports all Service's tire requirements**
  - **Establishing clear lines of authority and coordination for technical support**

\* COBRA Data Not Yet Released

Recommendation for Scenario 43 realigns Hill AFB by disestablishing and privatizing supply, storage, and distribution of tires, packages petroleum, oils & lubes, compressed gases.

- The DoD will retain only the supply contracting function for each commodity at DSC Columbus and rely on private industry for the performance of supply, storage and distribution of these commodities.
- For Hill AFB, only the tires management activities applies, we don't manage the other commodities.
- The recommendation took the workload, but no manpower authorizations, due to expected efficiencies in consolidation, we believe.

Gee Whiz info:

- The approximate value of the serviceable tire inventory in supply is \$28.9M (as of 30 Sep 04).
- Tires have a big impact on our customer support metrics due to transaction volume
  - Customer Wait Time (16% of all transactions and averaging less than 1 day), retail stockage effectiveness (19% of all transactions and averaging 98% effectiveness), and retail issue effectiveness (17.7% of all transactions and averaging 97.7% effectiveness).

### Implementation Challenges:

Developing a cost effective sourcing/privatization strategy that support all Service's tire requirements.

- Ensuring a strategy that is performance based, and effectively rewards consistent product improvement, technological advancement, and prompt delivery.
- Currently the AF's cost per landing concept is working great, we'll want at least that kind of performance.

Clear lines of authority need to be established between engineering and the DLA contracting authority to ensure purchases are made from only qualified suppliers.

- Effective coordination with the Cognizant Engineering Source Authority and DLA is critical to ensure all technical and engineering issues are addressed.



## Supply and Storage Recommendation Scenario 35R



OGDEN AIR LOGISTICS CENTER

- **Recommendation for Hill AFB:**
  - Relocate management for consumable items to DSC Richmond;
  - Designate management for DLR spares procurement as DSC Richmond functions (*realigned in place*)
- **AF Impact FY08:**
  - Consumable Item Transfer: - 24 auths\* / 22 relocated\*
  - DLR procurement mgt: - 215 auths\* / 193 realigned\*
- **Implementation Challenges**
  - Process Integration; Accountability; Governance; Resource Flexibility; Retaining skills/experience

\* COBRA Data Not Yet Released

Recommendation for Scenario 35R realigns Hill AFB in two areas (along with Naval Support Activity Philly, Tinker, and Robins):

-Relocating all Inventory Control Point (ICP) functions for Consumable Items to DSC Richmond

-Includes Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Material Management Technical Support

-Disestablishing the procurement management and related support functions for Depot Level Repairable spares and designating them as Defense Supply Center Richmond, VA, Inventory Control Point functions. All intentions indicate that the DLR spares procurement activities will be realigned in place.

-In basic terms, this refers to Commodity Council strategic sourcing activities. Initial indications of realigned authorizations include contracting, program management and item management skills.

**Potential Benefits:** Ability for DoD to leverage larger spends for all DoD commodities, improving parts cost, delivery and quality

**Implementation Challenges:**

•Process Integration and accountability - Minimizing potential impacts of partially fragmenting a currently integrated process model

•Under PSCM, the AF is implementing a seamless set of enterprise processes for providing spare parts: requirements generation, sourcing, customer/supplier mgt, and budgeting/funding...

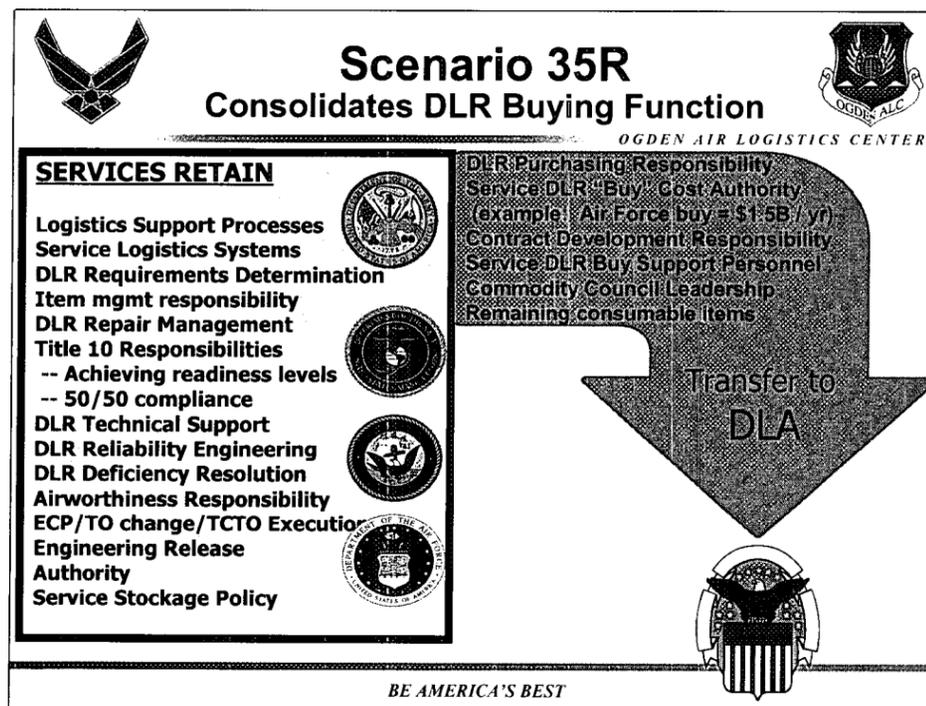
•A partial redesign of the integrated model may be required to minimize any potential impacts due to segmenting responsibilities for spares procurement from the rest of the AF supply chain activities

•Responsibilities, authorities and accountabilities inherent in the PSCM integrated process model must be delineated between DLA and the AF to ensure appropriate actions are taken to effectively fulfill spare parts requirements of our warfighting customers

•Governance – Establishing a responsive DoD-wide governance process to ensure service-specific weapon systems are supported by DoD-level commodity sourcing strategies.

•Resource Flexibility - New, agile processes will need to be designed to effectively manage fulfillment of AF spare parts requirements with somewhat reduced manpower and funding flexibility. The implementation plan must consider funding and manpower flexibility for meeting warfighter needs (shifting resources between buy, repair, overhead) in a constantly changing, dynamic environment.

•Retaining experienced personnel – Need effective processes for ensuring AF personnel with important Commodity Council experience can transfer to the DLA 'competitive area'



•DLR Procurement is defined as the purchase of newly manufactured spare/reparable items that are brought into the AF inventory.

•DLR procurement management related support functions include analysis, supply planning, strategy development, program management, cataloging, production management, customer service and related clerical and contract administrative activities.

•Under this new construct, the AF Combat Sustainment Wing Directors would only own part of the process.

•The acquisition part of the process for buying newly manufactured spare parts would transfer to DLA,

•Requirements determination, item management, program management and engineering functions, to include managing the repair activities for parts already in the AF inventory, would stay with the Air Force/ CSW Directors

•Commodity councils may continue to perform most of the same basic functions for spares procurement as currently established in the integrated AF model.

•However, the scope of their efforts may be broadened to encompass all similar commodities, DoD-wide.

•Increased management collaboration and integration between the AF and DLA will be critical to success, since accountability and responsibility for supply chain performance will be shared under this construct.

# Ogden Air Logistics Center



## Hill AFB Assessment of BRAC05 Supply and Storage Recommendations

Presented to  
BRAC 2005 Commission  
6 June 05

**U.S. AIR FORCE**

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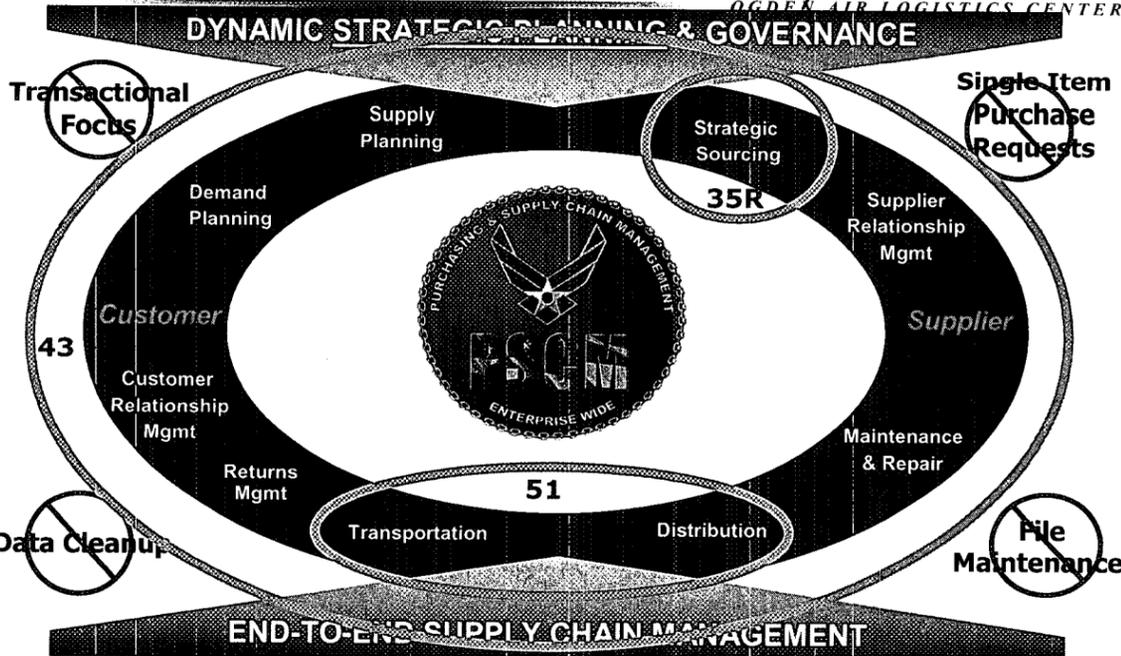
PSCM Mr. Almore Brief - 9 Mar ppt

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*going to DLA*



### Integrated PSCM Business Model



*Spot: DoD Level/Whole Mgmt of Commodities*

*Not the Service  
- ↑ leverage  
- ↓ \$*

*Challenge  
Fragmented  
Inconsistent  
model  
Take account  
of commodities  
↓ Commodity  
level  
Bread Supply  
Challenge*

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**HILL AFB**  
**BRAC 05 ANALYSIS**  
**SUPPLY AND STORAGE (S&S) RECOMMENDATIONS**  
**S&S JCSG Scenario 35R**

**BRAC 05 S&S Recommendation:**

Realign Naval Support Activity Philadelphia, PA, Tinker Air Force Base, OK, Hill Air Force Base (AFB), UT, and Robins Air Force Base, GA, by relocating the Budget/Funding, Contracting, Cataloging, Requisition Processing, Customer Services, Item Management, Stock Control, Weapon System Secondary Item Support, Requirements Determination, Integrated Material Management Technical Support Inventory Control Point (ICP) functions for Consumable Items, except those Navy items associated with Design Unstable/Preproduction Test, Special Waivers and Major End Items to Defense Supply Center Richmond, VA, and reestablishing them as Defense Logistics Agency (DLA) Inventory Control Point functions, and by disestablishing the procurement management and related support functions for Depot Level Repairables (DLRs) and designating them as Defense Supply Center Richmond, VA, Inventory Control Point functions.

**Significant Facts:**

Hill AFB ICP personnel did not have the opportunity to provide inputs to this scenario, and as a result, many facts are unknown at this time. Since we don't yet have access to the detailed data, we have made some assumptions in order to objectively assess this recommendation.

**Assumptions for Consumables:**

- Realignment of consumable item management to DLA
  - All current Air Force (AF) activities and resources associated with managing consumable items will be transferred to Defense Supply Center,

DRAFT

Richmond, except for those resources required for the AF to perform appropriate duties as the cognizant engineering authority

- Munitions items are not part of the recommendation
- AF retains design unstable and unsupportable consumable items until they are stable and supportable and can be transferred to DLA

**Impact to Hill AFB on Consumable Issue:**

- Realignment of consumable item management to DLA
  - AF authorizations expected to be relocated for consumable item transfer may be approximately 24. Without insight to the detailed analysis, it is unclear which authorizations would be relocated because the AF Air Logistic Centers (ALCs) transferred/lost their consumable item management authorizations with the implementation of Defense Management Report Decision (DMRD) 926, signed 9 Nov 89. In 1990, OO-ALC transferred/lost approximately 30 item management authorizations and 55 procurement authorizations to DLA under Consumable Item Transfer (CIT) Phase 1; and 27 item management authorizations in 1994, under CIT Phase II.
  - The technical and engineering authorizations are expected to remain with the AF in order to conduct appropriate cognizant engineering activities.
  - Projected OO-ALC FY08 buy program for consumables is approximately \$91M.

**Current Operations for Consumables (How do we do it today):**

- Realignment of consumable item management to DLA
  - The entire Purchasing and Supply Chain Management process for spare parts is owned and accounted for by a single responsible AF commander, the Combat Sustainment Wing Director, to ensure rapid support to the war fighter. This includes the full scope of policy, procedures, career field management, as well as program and resource management, requirements planning, financial management,

engineering, and contracting activities. This includes life cycle management of critical consumable items and spares procurement.

- AF commodity councils are currently establishing several pathfinder projects that integrate DLA requirements into their sourcing strategies.

**Future Operations for Consumable Issue (How We Expect it Might Work in the Future):**

- Realignment of consumable item management to DLA
  - The AF Combat Sustainment Wing Directors would only own the munitions, design unstable, local manufacture and other exempt items. All management functions, except technical/engineering, will be owned by DLA.
  - Increased management collaboration and integration between the AF and DLA will be critical to success, since accountability and responsibility for supply chain performance will be shared under this construct.

**Potential Benefits for Consumable Issue:**

- Realignment of consumable item management to DLA
  - Ability for DoD to leverage larger spends for all DoD commodities, potentially improving cost, delivery and quality of consumable items for all Services.

**Implementation Challenges for Consumable Issue:**

- Realignment of consumable item management to DLA
  - OO-ALC has been actively involved in transferring consumable items to DLA since DMRD 926 started in FY90. To this point we have transferred all of the supportable items. The items that remain have a number of supportability issues that require a team effort (item manager, equipment specialist, engineer, program manager and resource advisor) to overcome. Transferring consumable items that are unhealthy only complicates the get-

well plan as team players become geographically separated. The AF should continue to transfer consumables as they become stable and supportable.

- Implementation approach and timeline must consider its compatibility
  - While nearly all Services within DoD, including the AF, use a standardized DoD contract writing system (referred to as Standard Procurement System or SPS), DLA utilizes a different automated contract writing system for contract preparation. The transferring of data between these two systems must be automated to avoid time consuming and labor intensive manual actions due to current IT compatibility issues. Additionally, contracting personnel who transfer from AF to DLA would need to learn a new automated system. Formal training and time for learning would be required.
  - AF requirements for consumables must be able to be provided through an automated solution that is currently very cumbersome or doesn't exist
- Effective transfer of skills and experience in managing complexity.
  - The technical complexity of the items to be transferred requires a unique set of skill and abilities to effectively manage items in a dynamic environment at the DoD level.
  - Establish a robust career broadening program with DLA and Services to ensure a skilled commodity sourcing workforce is available.

**Assumptions for DLR Issue:**

- Realignment of DLR procurement management and related support functions to DLA
  - 'DLR Procurement' is defined as the purchase of newly manufactured spare/reparable items that are brought into the AF inventory.
  - DLR procurement management related support functions include analysis, supply planning, strategy development, program management, cataloging,

production management, customer service and related clerical and contract administrative activities.

- AF will retain the item management responsibilities, technical and engineering support, deficiency resolution, and the entire requirements determination process for DLR stock listed items, to include managing all DLR repair actions.
- AF will pass the spares buy requirement and cost authority associated with transferred spares procurement responsibilities to DLA.
- Essentially, we believe the recommendation pertains primarily to commodity council activities associated only with buying newly manufactured spare/reparable parts.
- Munitions items are not part of the recommendation

**Impact to Hill AFB on DLR Issue:**

- Realignment of DLR procurement management and related support functions to DLA
  - AF authorizations expected to be realigned to DLA may be approximately 215-235 authorizations. This will impact procurement activities of contracting, and Purchasing and Supply Chain Management (PSCM) Commodity Councils associated with buying newly manufactured depot level reparable (DLR) spares.
  - No confirmed, detailed manpower numbers have been provided to understand the full impact of this recommendation
  - Projected OO-ALC FY08 DLR Spares procurement buy program is approximately \$204M.

**Current Operations for DLR Issue (How do we do it today):**

- Realignment of DLR procurement management and related procurement support functions to DLA

- The entire Purchasing and Supply Chain Management process for spare parts is owned and accounted for by a single responsible AF commander, the Combat Sustainment Wing Director, to ensure rapid support to the war fighter. This includes the full scope of policy, procedures, career field management, as well as program and resource management, requirements planning, financial management, engineering, and contracting activities. This includes life cycle management of critical consumable items and spares procurement. Today, many of our contracts are integrated and leverage of consumable, DLR spare buys and repair activities under a single acquisition strategy.
- As a part of the process, commodity councils are charged with developing and executing sourcing strategies that leverage the AF's spend for spare parts (buy and repair) for that commodity. They interface regularly with personnel from the Supply Chain Manager (SCM), Contracting, Depot Maintenance, Headquarters Air Force Materiel Command (HQ AFMC), Defense Logistic Agency (DLA), Department of Defense (DoD), contractors, and other services. Ogden ALC Commodity Councils (Landing Gear and Secondary Power Systems) are located in proximity to their Air Force Supply Chain Manager counterparts, which they support. The commodity councils and the Supply Chain Managers are aligned under the Combat Sustainment Wing, allowing for rapid and easy resolution of all governance, execution and performance issues. Commodity councils develop and implement Air Force-wide strategies for dealing with suppliers of their respective commodities.
- AF commodity councils are currently establishing several pathfinder projects that integrate DLA requirements into their sourcing strategies.

**Future Operations for DLR Issue (How We Expect it Might Work in the Future):**

- Realignment of DLR procurement management and related procurement support functions to DLA
  - The AF Combat Sustainment Wing Directors would only own part of the process. The acquisition part of the process for buying newly manufactured spare parts would transfer to DLA, while the item management, program management and engineering functions, to include managing the repair activities for parts already in the AF inventory, would stay with the Air Force.
  - Under this new construct, commodity councils may continue to perform most of the same basic functions for spares procurement as currently established in the integrated AF model. However, the scope of their efforts may be broadened to encompass all similar commodities, DoD-wide.
  - Increased management collaboration and integration between the AF and DLA will be critical to success, since accountability and responsibility for supply chain performance will be shared under this construct.

**Potential Benefits for DLR Issue:**

- Realignment of DLR procurement management and related procurement support function to DLA
  - Ability for DoD to leverage larger spends for all DoD commodities, potentially improving cost, delivery and quality of spare parts for all Services.
  - Takes advantage of processes and skills AF has established in their commodity councils.
    - Established set of commodity council processes are in place that can be used as the template and standardized for consolidation at the DoD level.
    - Landing Gear and Secondary Power Systems commodity councils have potential to take lead for all services in these areas.

- Potentially retain skilled supply and procurement personnel familiar with commodity council processes.
- Co-location of commodity councils at the ALCs will allow for a close working relationship between DLA sourcing activities and AF Supply Chain Management activities.
- Consolidating all commodity sourcing activities provides a single face to DoD suppliers and allows for greater ability to level capacity and throughput requirements for the supplier to achieve cost, performance and quality goals

**Implementation Challenges for DLR Issue:**

- Realignment of DLR procurement management and related procurement support function to DLA
- Process and accountability challenges
  - Minimizing potential impacts of partially fragmenting a currently integrated Purchasing and Supply Chain Management process model
    - AF is currently establishing and implementing a seamless set of PSCM processes for managing and providing serviceable spare parts to our warfighting customer
    - The end-to-end processes include requirements generation, demand/supply planning, sourcing, customer and supplier relationship management budgeting/funding and workforce management in a collaborative, strategic enterprise environment
    - A partial redesign of the integrated model may be required to minimize any potential impacts due to segmenting responsibilities for spares procurement from the rest of the supply chain activities
    - SCM organizations (item managers, equipment specialists and engineers) not assigned under same agency and approval chain as the spares sourcing organizations (commodity councils) will require

an effective collaboration and coordination set of communications processes

- Implementation approach and timeline must consider Information Technology compatibility
  - While nearly all Services within DoD, including the AF, use a standardized DoD contract writing system (referred to as Standard Procurement System or SPS), DLA utilizes a different automated contract writing system for contract preparation. The transferring of data between these two systems must be automated to avoid time consuming and labor intensive manual actions due to current IT compatibility issues. Additionally, contracting personnel who transfer from AF to DLA would need to learn a new automated system. Formal training and time for learning would be required.
  - AF requirements for consumables and DLRs must be able to be provided through an automated solution that is currently very cumbersome or doesn't exist
- Responsibilities, authorities and accountabilities inherent in the PSCM integrated process model must be delineated between DLA and the AF to ensure appropriate actions are taken to effectively fulfill spare parts requirements of our warfighting customers
  - Clear lines of authority must be defined between SCM/engineering and commodity council/sourcing activity to ensure the AF's engineering authority is respected in order to meet AF Operational Safety, Suitability and Effectiveness (OSS&E) requirements and responsibilities and to ensure purchases are made only from qualified sources
- Effective transfer of skills and experience in managing complexity.
  - The technical complexity of the items to be transferred requires a unique set of skills and abilities to effectively manage items in a dynamic environment at the DoD level.

- A robust career broadening program should be established with DLA and the Services to ensure a skilled commodity sourcing workforce is available.
- Funding and accountability processes need to be flexible enough to handle DoD-wide Performance Based Logistics-like strategies.
- DLA currently uses the AF First Article (FA) testing facility and manpower for their First Article (FA) testing on a fee-for-service basis. Transferring items to DLA may cause DLA's FA fee-for-service costs to increase.
  
- Governance
  - A responsive and efficient DoD-wide governance process will have to be established to ensure service-specific weapon systems are supported by DoD-level commodity sourcing strategies.
    - Multiple service coordination may be required for commodity strategy approval.
  - A "joint" procurement office to provide contracting authority to both DLA and AF contracting elements may need to be established.
  - Integration of Agency specific policy necessary to effectively implement change (Defense Logistic Agency Directives (DLAD), Air Force Federal Acquisition Regulations (AFFARS), Air Force Materiel Command Federal Acquisition Regulations (AFMCFARS))
    - DLA wholesale supply policies may differ from the Air Force.
    - Two separate review and approval chains (for contract clearances, Justifications and Approvals (J&As), ratifications, etc.) may have to be established at Hill AFB. Acquisition regulations regarding these approval chains are different for the Air Force and Defense Logistics Agency. For the Air Force, the Head of the Contracting Activity (HCA) is the HQ AFMC Commander. The HCA delegates contracting

authority to the Senior Center Contracting Official (SCCO) at each Air Logistics Center. The SCCOs are Senior Executive Service (SES) individuals who have the appropriate experience, business acumen, and training to manage the complex and diverse workloads at each Center. This chain of contracting authority would be maintained for the items, repairs and services that are retained at Hill AFB. For the items that transfer to DLA, a new chain of contracting authority and appropriate delegations would have to be established. For the DLA contracting activity located at Hill AFB. The DLA regulations governing the flow of contracting authority differ from the AF regulations.

- Resource Flexibility
  - This new construct will require new, agile processes designed to effectively manage fulfillment of AF spare parts requirements with somewhat reduced manpower and funding flexibility
  - A necessary element of the implementation plan for this recommendation must consider funding flexibility for meeting warfighter needs in a constantly changing, dynamic environment. AF Supply Chain Managers (SCMs) currently have the flexibility to fund critical requirements by using their scarce resources to provide the best support to their customers.
    - Part of the resource allocation process involves determining supply strategies that will have the biggest impact to system availability.
    - AF SCMs can currently move cost authority (CA) from a computed requirement to a new requirement based on a best value assessment of impacts and benefits to their weapon systems. SCMs also have the flexibility to move CA initially allocated for newly manufactured parts (DLR spares procurement) over to support a repair requirement if necessary

during surge operations. This ensures warfighter readiness concerns are met in a timely manner.

- Current Hill AFB Commodity Council spend scope is 50-90% repair
- Implementation of this recommendation must ensure a similar level of flexibility is achievable under the new construct, which segments buy and repair responsibilities between DLA and the AF.
- When a new requirement computation is completed, the AF currently executes to the updated requirement even when the cost authority is distributed based upon the previous computed requirement. In order to successfully support uncertain demands for spare parts in an ever changing environment, timely and effective communication procedures between AF SCMs and DLA will need to be established to ensure DLA understands and prioritizes AF requirements so that the right requirements for spares procurement are placed on contract to meet system availability objectives.
- Typically cost authority (CA) is released incrementally during the year. With each additional release of funding, priorities may change. That is, if only 50% of CA is received, an SCM may decide how best to use the funding based on lead-times and impact to customers.
- At the end of the fiscal year CA can be moved from one SCM to another and from one ALC to another. This flexibility allows SCMs who have executable unfunded requirements to procure these items with CA that another SCM can not execute. This allows for full execution of CA received. Processes need to be developed to ensure accurate and timely communication between the AF and DLA in order to fully execute the DLR spares procurement buy program.

- Support for DLA contracting personnel and functions would have to be developed at Hill AFB. Examples of support required include:
  - Training; career development; contracting authority (contracting officer warrants); contract clearance review and approval processes; policy and procedures; acquisition law review; acquisition policy support
- Transferring a portion of the contracting workload to DLA may result in a requirement for increased supervision. Currently the contracting organization at Hill AFB supports both spares, repairs, engineering services and major modifications requirements within the same organizations. Since the contracting for repairs, services and modifications, and spares is currently co-mingled, it would need to be segregated and staffed appropriately at the time of transfer. This means we may need to establish a new organization at Hill AFB to manage the purchase of repairs, engineering services and major modifications that are not transferred to DLA. This may result in the need for additional supervision and manpower to support these remaining requirements.

**Implementation Unknowns:**

- Why are only Navy design unstable major end items exempt? The AF also manages complex items that are currently unstable in design and/or not yet supportable. Are these items also exempt?
- Need details on the buy process handoff, timing issues, transfer of consumables, POMing?
- How will the budgeting process be handled?
- If only purchasing function for DLRs transfers to DLA, it is unknown as to who would prepare the full purchase request package as the item managers still belong to the Air Force.
- How will ERP system for DLA be implemented at Hill in a time frame to be successful?

- How to integrate Air Force requirements with DLA cost authority?
- Different contracting system, Air Force ACIPS/SPS vs. DLA systems which is totally different for executing contracts. Two different buying systems have to be maintained?
- Who controls financial resources?
- If the Service DLR "Buy" cost authority transfers to DLA, how will this impact pricing, specifically how we collect for the material cost recovery in the future, will this be managed under a new division of the AF working capital fund similar to the General Support Division? Or does this mean we will handle the MSD buy Cost authority differently, or separately, from the MSD repair cost authority?
- Will current AF personnel whose jobs designated as DLA jobs in place be offered their respective jobs under the new DLA construct? How can transfer of employees occur between agencies? Would a Reduction in Force (RIF) at Hill AFB first have to be effected followed by hiring through DLA? How would we ensure the right skills and experience be retained in the transferred jobs if some individuals do not wish to transfer agencies?
- Who is responsible for reporting financial metrics? Currently, AF SCMs are accountable for a Net Operating Result (NOR). This is a measure of expenditures vs. revenues. If DLA is controlling the newly manufactured/spare buy process, SCMs can not influence delivery schedule which impacts expenses.
- What will the process be for passing requirements and funding for those requirements to DLA? If the funding is passed to DLA and entered into their account then AF SCMs will lose much of the current funding flexibility. If the funding remains in the AF account and the DLA procurement officer executes against that account then flexibility issues will be easier to address.

**HILL AFB**  
**BRAC 05 ANALYSIS**  
**SUPPLY AND STORAGE (S&S) RECOMMENDATIONS**  
**S&S JCSG Scenario 43**

**BRAC 05 Recommendation:**

Privatize supply, storage, and distribution of tires, packages petroleum, oils & lubes, compressed gases. This recommendation disestablishes the wholesale supply, storage and distribution functions for all tires; packaged petroleum, oils and lubricants; and compressed gases used by the Department of Defense (DoD), retaining only the supply contracting function for each commodity at Defense Supply Center, Columbus. The department will privatize these functions and will rely on private industry for the performance of supply, storage and distribution of these commodities.

**Significant Facts:**

Management of the entire AF Tire Program (both consumable and repairable {retread}) will transfer to DLA.

**Assumptions:**

The full scope of program and resource management, requirements planning, financial management, engineering, and contracting activities for tires realigns to DLA. This includes life cycle management of critical consumable items and spares procurement.

**Impact to Hill AFB:**

Based on the detailed summary published on the [www.defenselink.mil/brac/](http://www.defenselink.mil/brac/)

there will be no manpower impact to the AF at Hill AFB. No AF authorizations are expected to be transferred or realigned in conjunction with this recommendation.

The approximate value of the serviceable tire inventory in supply is \$28.9M (as of 30 Sep 04).

Although tire NSNs are insignificant when compared to total NSNs managed (.3%), there is significant transaction volume that greatly contributes to Hill AFB's Customer Wait Time (16% of all transactions and averaging less than 1 day), retail stockage effectiveness (19% of all transactions and averaging 98% effectiveness), and retail issue effectiveness (17.7% of all transactions and averaging 97.7% effectiveness).

Compressed gases and packaged petroleum products will have no impact for the ICP at our ALC. There will be very little impact on the supply side, as they are not commodities managed at Hill AFB. If these products are required, the cost is normally under \$2K and the IMPAC card is used.

**Current Operations (How do we do it today):**

The AF procures its tires via a Performance-Based methodology (Cost Per Landing) that drives tire suppliers toward continual technological improvement, creating competition within price and performance, resulting in best value products to the AF customers.

- World-wide requirements are currently fulfilled via utilizing both newly manufactured and retread tires.
- Present AF managed program involves multiple procurement activities (mutually coordinated Memorandum of Agreement (MOA), annual procurements, split-awards...) to assure dual sourcing, hence providing surge capability, alternate source retention, and protection of a critical industrial base.

DRAFT

- Present program involves numerous Supply Chain Managers (SCMs) and partnering activities (MOA, forecast projections, prioritized and incremental solicitations...) with goals of optimizing manufacturer's efficiency in solicitation response, production and deliveries.
- AF tire manager performs the full range of requirements planning, budgeting/funding, sourcing strategy execution, and day-to-day management of the Air Force's tire inventory.

**Future Operations (How We Expect It Might Work in the Future):**

AF will provide tire requirements and associated cost authority on a regular basis to DLA who will in turn, manage a privatized source for providing tires.

**Potential Benefits:**

- Potential to leverage a larger spend for the tire commodity across all Services and DoD
- AF has an established process for DLA to use as a standard practice and maximize benefits across DoD.
  - The performance based, cost per landing methodology has application to all DoD requirements for tires
- If done effectively, the DoD can divest itself of inventories and can eliminate infrastructure and personnel associated with these functions. This recommendation may result in more responsive supply support to user organizations and thus add to capabilities of the future force.
- This recommendation may achieve economies and efficiencies that enhance the effectiveness of logistics support to forces and the transition to more joint and expeditionary operations.

**Implementation Challenges:**

- Developing a cost effective sourcing/privatization strategy that support all Service's tire requirements

- Managing repairable items requires a unique management philosophy and set of skills to be successful at the DoD level
  - The repairable retread program provides an alternate source for aircraft tires, as well as a best value product via a comparable performance level and often one-half to one-third the price of new manufactured tires.
- Ensuring a strategy that is performance based, and effectively rewards consistent product improvement, technological advancement, and prompt delivery.
- Improved coordination with the Cognizant Engineering Source Authority and DLA is critical to ensure all technical and engineering issues are addressed.
  - Clear lines of authority need to be established between engineering and the DLA contracting authority to ensure purchases are made from only qualified suppliers.
  - Effective and timely processes must be developed to coordinate new wheel designs and modifications between MAJCOM users, cognizant engineering authorities, and tire procurement activities.
    - Similarly, changes in tire specifications will need to be coordinated with the wheel manager.
  - A new discipline to include communication between the supplier (DLA) and the user will need to be implemented. Today, some of the transactions are hand massaged with the current item management team.
  - A mutually collaborative relationship must be established between the contracting and tire commodity supplier to ensure effective user support during mobilization and deployment, and the sustainment of forces when deployed worldwide.

**Implementation Unknowns:**

DRAFT

- Need details on the timing and transfer of responsibility to private industry of supply, storage, and distribution of tires, packages petroleum, oils & lubes, compressed gases.
- The recommendation does not address the current rate of turnover of DoD inventories, and it may impact how quickly the DoD will divest itself of inventories and can eliminate infrastructure and personnel associated with these functions.
- Who is responsible for reporting financial metrics? Currently, AF SCMs are accountable for a Net Operating Result (NOR). This is a measure of expenditures vs. revenues. If DLA is controlling the newly manufactured/spare buy process, SCMs can not influence delivery schedule which impacts expenses.
- What will the process be for passing requirements and funding for those requirements to DLA? If the funding is passed to DLA and entered into their account then AF SCMs will lose much of the current funding flexibility. If the funding remains in the AF account and the DLA procurement officer executes against that account then flexibility issues will be easier to address.

**HILL AFB**  
**BRAC 05 ANALYSIS**  
**SUPPLY AND STORAGE (S&S) RECOMMENDATIONS**  
**\* S&S JCSG Scenario 48**

**BRAC 05 Recommendation:**

Realign Hill AFB, UT, by consolidating the supply, storage and distribution function and associated inventories of the Defense Distribution Depot Hill (DDHU), UT, with all other supply, storage and distribution functions and inventories that exist at the Ogden Air Logistic Center (ALC), UT, to support depot operations, maintenance and production. Retain the necessary supply, storage and distribution functions and inventories required to support the Ogden Air Logistic Center, UT, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot, San Joaquin, CA, hereby designated the San Joaquin Strategic Distribution Platform.

**Significant Facts:**

Hill AFB Maintenance Material Support personnel did not have the opportunity to provide inputs in this scenario, and as a result, many facts are unknown at this time. Since we don't yet have access to the detailed data, we have made some assumptions in order to objectively assess this recommendation.

**Assumptions:**

The original submittal was part of the Industrial JCSG, JS-256 0005, question 7.1.1. In addition, identified in the Industrial Joint Services Group Final Report, 10 May 2005, section four, other recommendations.

\* Scenario 48 unknown at this time - identified on HQ AFMC Manpower scenario xls, 3 Jun, 05. (Assumption: Scenario 48 was combined with scenario 51)

**Impact to Hill AFB:**

Includes 110 air force authorizations, transferred in place to DLA. There should be no impact to our depot maintenance customers here at Ogden, based on the assumption that the AF will be able to keep the necessary inventory on base in support of depot maintenance activities.

**Current Operations (How do we do it today):**

Air Force provides retail supply storage and distribution functions in support of Depot Maintenance. This includes material expeditors/handlers and supply technicians that receipt, stock, and store for the industrial complex, in various forward supply locations. Retail inventory currently owned by the air force.

**Future Operations (How We Expect it Might Work in the Future):**

DLA will manage the necessary retail supply, storage and distribution functions and inventories required to support the Ogden Air Logistics Center, UT.

- What is yet to be determined is if air force will retain ownership of all retail material

**Potential Benefits:**

The stated benefit from the BRAC 2005 report is "Improved overall DoD cost and delivery performance due to consolidating supply, storage and distribution capabilities to four Continental United States (CONUS) support regions with each having one Strategic Distribution Platform and multiple Forward Distribution Points. Each Strategic Distribution Platform will be equipped with state of the art consolidation, containerization and palletization capabilities and the entire structure will provide for in-transit cargo visibility and real-time accountability". Forward Distribution Points will provide dedicated receiving, storing and issuing functions, solely in support of on-base industrial customers, such as maintenance depots, and their logistic centers.

**Implementation Challenges:**

Minimizing potential decrease in customer support due to different stocking philosophy (as reflected by Customer Wait Time and MICAP hour metrics).

- Effective distribution processes must be established to ensure assets will be readily available to satisfy the Warfighter's needs.

With lean implementation in all production areas, the challenge is to ensure air force continues to have primary responsibility as to what is stocked, stored, and issued in forward supply points.

- Review DLA's acquisition strategy for non-stocked and insurance items, and adjust to meet air force needs.

**Implementation Unknowns:**

- Does the air force retain ownership of retail material.
- Will current AF personnel whose jobs designated as DLA jobs in place be offered their respective jobs under the new DLA construct? How can transfer of employees occur between agencies? Would a Reduction in Force (RIF) at Hill AFB first have to be effected followed by hiring through DLA? How would we ensure the right skills and experience be retained in the transferred jobs if some individuals do not wish to transfer agencies?

**HILL AFB**  
**BRAC 05 ANALYSIS**  
**SUPPLY AND STORAGE (S&S) RECOMMENDATIONS**  
**S&S JCSG Scenario 51**

**BRAC 05 Recommendation:**

Realign Hill AFB, UT, by consolidating the supply, storage and distribution function and associated inventories of the Defense Distribution Depot Hill (DDHU), UT, with all other supply, storage and distribution functions and inventories that exist at the Ogden Air Logistic Center (ALC), UT, to support depot operations, maintenance and production. Retain the necessary supply, storage and distribution functions and inventories required to support the Ogden Air Logistic Center, UT, and to serve as a wholesale Forward Distribution Point. Relocate all other wholesale storage and distribution functions and associated inventories to the Defense Distribution Depot, San Joaquin, CA, hereby designated the San Joaquin Strategic Distribution Platform.

**Significant Facts:**

Hill AFB ICP personnel did not have the opportunity to provide inputs to this scenario, and as a result, many facts are unknown at this time. Since we don't yet have access to the detailed data, we have made some assumptions in order to objectively assess this recommendation.

**Assumptions:**

All wholesale inventories regardless of customer activity and not required to support the Ogden Air Logistic Center, UT, will be stored at the San Joaquin Strategic Distribution Platform.

Hill AFB is allowed to retain the necessary items in local storage to support ALC operations, to include depot maintenance activities. This inventory will be stored at Hill AFB's Forward Distribution Point.

**Impact to Hill AFB:**

No AF authorizations were transferred or realigned in conjunction with this recommendation. There should be no impact to our depot maintenance customers here at Ogden, based on the assumption that the AF will be able to keep the necessary inventory on base in support of depot maintenance activities. The only manpower impact will be to the Defense Distribution Depot, Hill. The impact this will have to our customers in the field is unclear at this time.

**Current Operations (How do we do it today):**

DDHU, UT, provides supply storage and distribution for inventories in support of Worldwide customers. This includes some supply, storage and distribution activities for the ALC depot maintenance activities.

**Future Operations (How We Expect it Might Work in the Future):**

DDHU, UT, would provide regional support only. All other wholesale inventories would be managed by San Joaquin. DDHU, UT, will provide necessary supply, storage and distribution activities for depot maintenance and other ALC support.

**Potential Benefits:**

The stated benefit from the BRAC 2005 report is "Improved overall DoD cost and delivery performance due to consolidating supply, storage and distribution capabilities to four Continental United States (CONUS) support regions with each having one Strategic Distribution Platform and multiple Forward Distribution Points. Each Strategic Distribution Platform will be equipped with state of the art consolidation, containerization and palletization capabilities and the entire structure will provide for in-transit cargo visibility and real-time accountability".

Forward Distribution Points will provide dedicated receiving, storing and issuing

functions, solely in support of on-base industrial customers, such as maintenance depots, and their logistic centers.

**Implementation Challenges:**

Minimizing potential decrease in customer support (as reflected by Customer Wait Time and MICAP hour metrics) due to increased transportation distances.

- Actual and accurate transportation times must be reflected in spares pipeline computation to ensure proper inventory coverage – may offset savings?
- Effective distribution processes must be established to ensure serviceable assets are not tied up in transportation and will be readily available to satisfy the Warfighter's needs.

Redistributed assets may be in-transit to the San Joaquin Strategic Distribution Platform when customer requirements generate. This may delay timely materiel release to customers until the redistributed assets are received and picked up in the Air Force wholesale owner account records.

Ensuring incremented transportation costs increases for Hill AFB and customers don't offset total expecting saving due to strategic platform consolidation.

Reworking repair induction logic processes that may be interrupted by increased transportation distances.

- EXPRESS, the AF's depot maintenance workload execution planning system, cannot currently drive assets into repair unless they are located at Hill AFB.
- Insufficient repair assets could potentially shut down a production line

The ability of the technical team to inspect items in supply (without paying for induction into the maintenance shop) would be practically eliminated (technical team would incur Temporary Duty (TDY) cost to accomplish inspection).

**Implementation Unknowns:**

- Need details on manpower resources at DDHU, UT, and the San Joaquin Strategic Distribution Platform to accomplish the redistribution and receipt efforts.
- Need details on the timing and redistribution of DDHU, UT, wholesale inventories not required to support the Ogden Air Logistics Center to the San Joaquin Strategic Distribution Platform.
- Need a better understanding of specific supply functions to be realigned and which functions would remain at Ogden.
- Will current AF personnel whose jobs designated as DLA jobs in place be offered their respective jobs under the new DLA construct? How can transfer of employees occur between agencies? Would a Reduction in Force (RIF) at Hill AFB first have to be effected followed by hiring through DLA? How would we ensure the right skills and experience be retained in the transferred jobs if some individuals do not wish to transfer agencies?

## A/OA-10 Thunderbolt II

### - MISSION:

Executes cost, schedule, and performance of programs to sustain and improve 356 A/OA-10 aircraft. Plans, programs, and budgets for modification and structural upgrade programs. Develops engineering solutions to technical issues. Provides total logistics and sustainment support to operational flying units. Manages technical assistance for field units. Maintains aircraft technical data library.

### - SIGNIFICANT FACTS:

508 Attack Sustainment Squadron (A-10 Program Office) will continue A-10 modernization after the Developmental Systems Manager stand up. The Developmental Systems Manager will be responsible for significant acquisition programs supporting A-10 System Program Manager. There are over 90 system modernization improvement projects in work or planned by the A-10 Program Office at Hill AFB. The responsibility for significant acquisition programs will remain with A-10 System Program Manager at Hill AFB. AFMC/CC stated in 1 Nov 04 commander's log "It should be reemphasized that we are not moving jobs, but rather moving responsibility for program management"

### BRAC 05 RECOMMENDATION:

Reduction of eight manpower billets from A-10 Program Office: Five civilian manpower billets and three military manpower billets

### - IMPACT TO HILL AFB

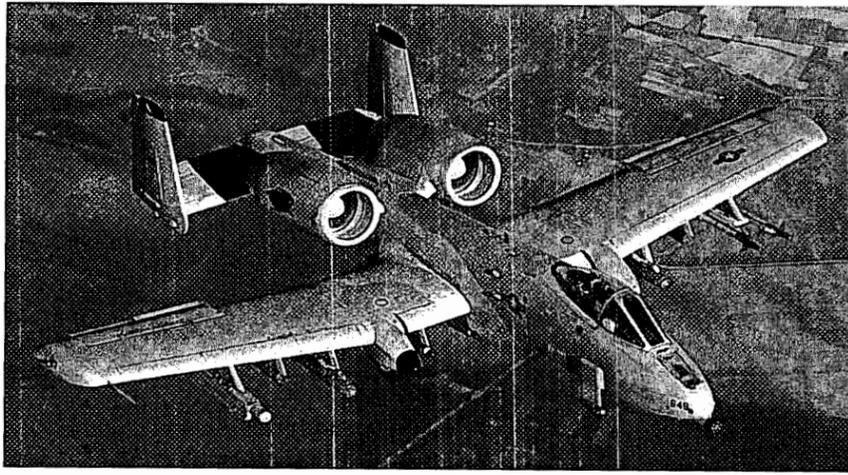
#### -- CURRENT OPERATION (How do we do it today)

A-10 Program Office reports all significant acquisition programs to the Program Executive Officer for Aircraft. Affected personnel work on significant acquisition programs and other modernization efforts that are not reportable to the Program Executive Officer for Aircraft and will not be managed by the Developmental Systems Manager. Such programs are Glass Cockpit, new wing development, Heads Up Display, Air Data Recorder, Central Air Data Computer, Electronic Multi Functional Display, Digital Video, Audio, and Data Recorder, Fuel Quantity Indicator Device, and continuous modernization efforts to keep aircraft viable to 2028. Deployment of significant acquisition programs will be jointly managed by the 508th ATSS and the Developmental Systems Manager with the System Program Manager at Hill AFB as the supported commander

#### -- FUTURE OPERATION (Consequences of the recommendation):

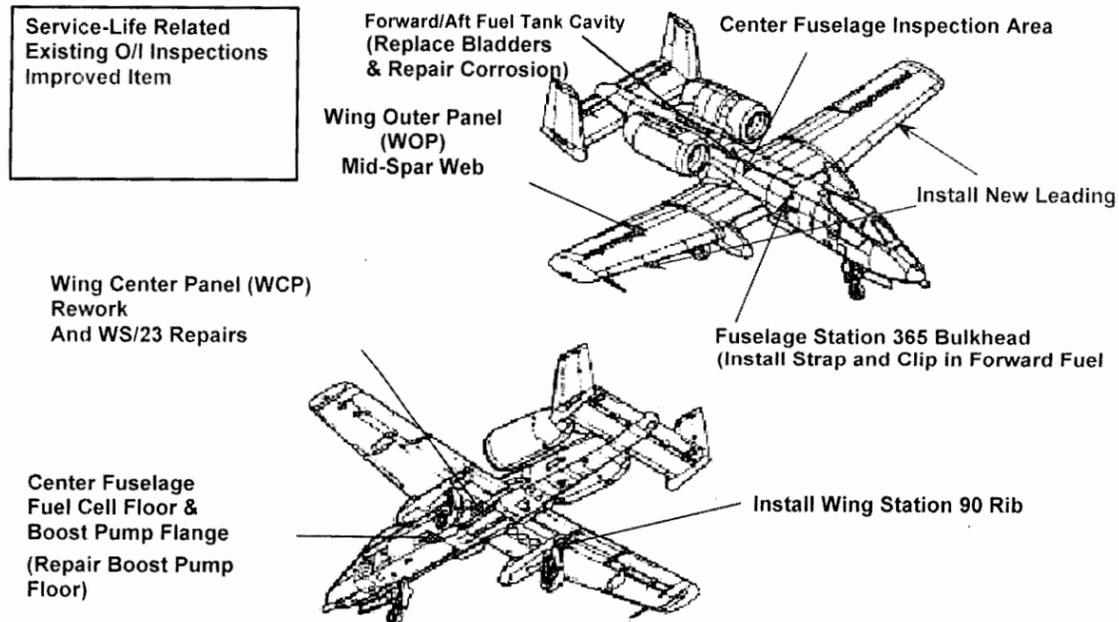
Other modernization programs delayed. Proper support to the Developmental Systems Manager will also be reduced and delay deployment. It is inefficient to duplicate knowledge, experience and skills at both Aeronautical Systems Center & Hill AFB.

## A/OA-10 Thunderbolt II



### Service Life Extension Program1 (SLEP1)

- One of many sustainment projects requiring extensive A-10 program management and engineering expertise.

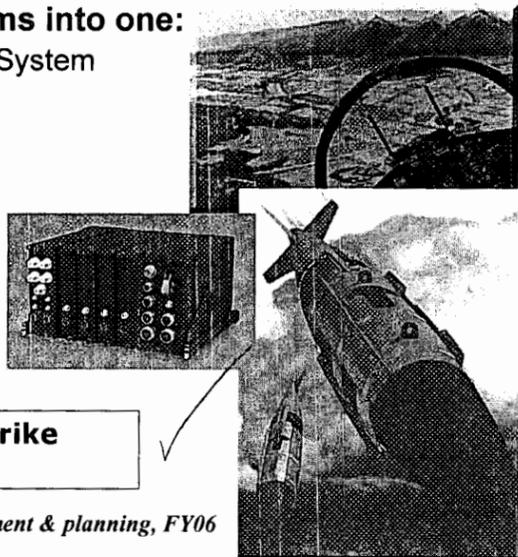


# A/OA-10 Thunderbolt II

## Precision Engagement (PE)

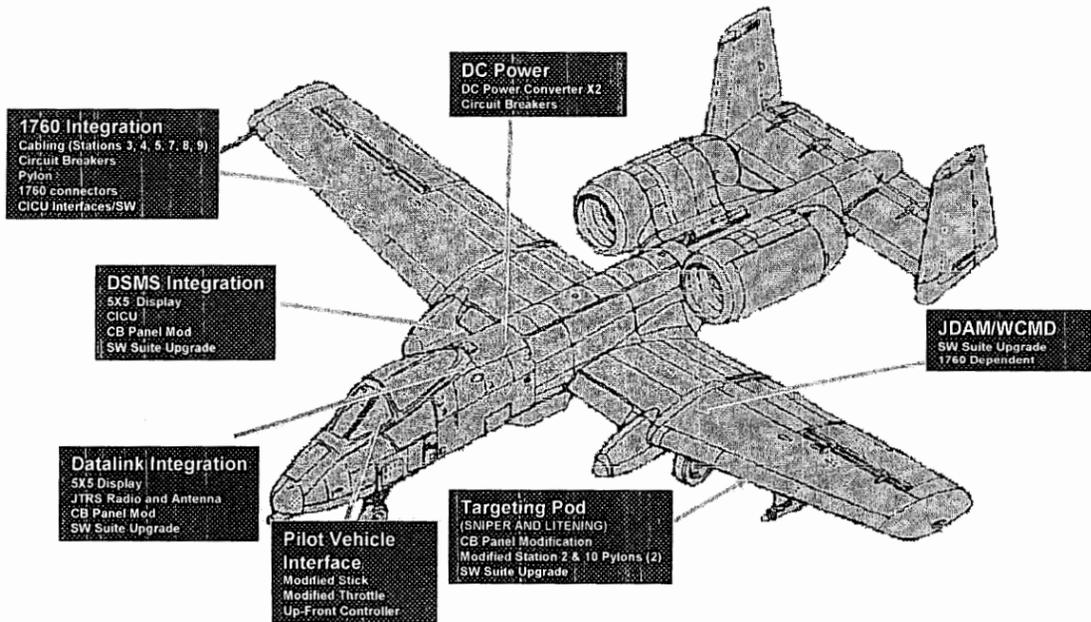
### ■ PE combines these programs into one:

- Digital Stores Management System
- MIL-STD 1760 Bus
- Tactical Datalink (JTRS)
- Targeting Pod Integration
- JDAM / WCMD Integration
- Doubles DC Power



**40% Increase in Strike Capability**

*Program Timeline: FY02 to FY06 - development & planning, FY06 to FY09 - installation & execution..*



## Landing Gear

### - MISSION:

To provide technical management and expertise of Air Force landing gear, wheels, brakes, tires and anti-skid systems. OO-ALC 84<sup>th</sup> Commodities Management Group (CSUG) is the Supply Chain Manager (SCM) for sustainment of all landing gear, wheels, brakes, tires and anti-skid systems (1620, 1630, 2620 stock classes) and is part of the 84<sup>th</sup> Combat Sustainment Wing (CSW). The landing gear systems managed by the 84<sup>th</sup> CSUG are the A-10, B-1, B-2, B-52, C-130, C-141, C-5, E-3A, F-4, F-5, F-15A/D, F-15E, F-16 Blk 15-32, F-16 Blk 40-67, C/KC-135E, C/KC-135R, T-37, T-38. Landing Gear Engineering, LGHE, is part of the 84<sup>th</sup> CSUG. Service Level Agreements (SLA) between each System Program Office (SPO) grants engineering authority in accordance with AFPD 63-12, AFI 63-1201, and AFMCI 63-1201, *Operational Safety, Suitability, and Effectiveness (OSS&E)*, to OO-ALC/LGHE for each system.

In accordance with the SLA's with each SPO, OO-ALC/LGHE responsibilities are:

A) Document and use a disciplined engineering process per AFMCI 63-1201, including development of inspections and maintenance procedures, throughout the operational life of the end items.

B) Determine, document, track, verify, and maintain positive control of configuration and other appropriate baselines and supporting data (e.g., design specifications, drawings, and technical orders).

C) Be responsible for end item configurations that are managed under the agreements.

D) Coordinate with appropriate SPO Chief Engineer in making decisions regarding changes in item configuration that affect form, fit, function, or interface of configured items, the means to implement the change (i.e. Time Compliance Technical Order), and determination of minor or major modifications. The SPD delegates Configuration Control Board (CCB) authority to OO-ALC/LGHE for minor modifications that do not affect form, fit or function of a component under SCM control.

E) Maintain the appropriate level of competence through training and recruiting engineering and technical service personnel.

F) Provide airworthiness certification criteria, or changes to criteria, to the SPO for all appropriate end items managed by the the 84<sup>th</sup> CSUG (See AFPD 62-5, *USAF Aircraft Airworthiness Certification*).

G) Establish and define relationships with other managers that support or provide an interface with the end items managed.

H) Ensure manufacturing and repair entities are held accountable for delivering quality products. Provide selection and qualification criteria for new sources of supply, maintenance, and repair.

I) Use fielded performance data from Air Force maintenance (Reliability and Maintainability Information System, D200, etc.), deficiency reporting, and mishap reporting systems to continuously evaluate end item performance.

J) Notify the appropriate SPO of all CAT I deficiency reports and when action is required to preserve or mitigate degradation of OSS&E as a result of a deficiency report investigation. As a general rule, use the Decision Table of Funding Product Improvement as identified in Figure 96C1-2 in Chapter 96 of the Financial Management Reference System (FMRS). Identify candidates and allocate commodity Material Support Division (MSD) funds to address component sustainment issues.

K) Accomplish, maintain, and provide annual status on all required certifications supporting OSS&E to the SPO.

L) Consider the potential total ownership cost impacts prior to changes in operational use, configuration, maintenance procedures, or part substitutions.

M) Support Safety Investigation Board (SIB) formed to investigate mishaps involving the failure of a managed end item and ensure personnel are properly trained in aiding mishap investigation. Track and take appropriate action on mishap recommendations involving a managed end item. Participate in SPO Material Safety Task Group (MSTG) and System Safety Group (SSG) issues related to SCM managed end item.

N) Monitor available data sources, as applicable such as FAA Airworthiness Directives, Original Equipment Manufacturer (OEM) service literature, Air Force Deficiency Reporting System (GO86), Government Industry Data Exchange Program (GIDEP) alerts, etc., for information relevant to their engineering responsibilities. Coordinate with other centers when end items involve more than one product line.

- SIGNIFICANT FACTS:

As reported in FY03, OO-ALC Landing Gear received congressional plus-up funds of \$9.040M and \$8.794M for FY02 and FY03 respectfully. Original FY03 manpower estimates were erroneously reported that nine civilian slots were funded through the congressional plus-up 3600 RDT&E funding. At that time, the slots were all solely contracting positions through the Aging Landing Gear Life Extension Program (ALGLE). The ALGLE program primary mission is to improve safety, reliability, and maintainability with the overall objective of extending the life of landing gear systems/components. No government civilian positions are being funded with the congressional RDT&E 3600 monies. No Landing Gear Engineering positions are RDT&E related. The engineering

positions are solely related to the responsibilities described in the Mission description above.

In FY02, the congressional plus-up funds were assigned to the Aging Aircraft Program Element (PE) 0605011F at WPAFB. This is part of the Aging Aircraft charter. In FY04 a decision was made by the Aging Aircraft Program Office located at WPAFB to retain and manage the landing gear extension initiatives at WPAFB. At the end of FY04, the Aging Aircraft System Squadron initiated a contracting action at WPAFB for the Aging Landing Life Extension Program. It is anticipated that by the end of July 05 the contracting action will be completed the Aging Aircraft System Squadron (AASS). This will impact landing gear engineering minimally due to the fact that the work performed by landing gear engineering is in support of the mission listed above.

- BRAC 05 RECOMMENDATION:

Transfer nine civilian RDT&E slots to WP-AFB.

- IMPACT TO HILL AFB:

Impact to Hill AFB landing gear operations will be minimal based on no landing gear engineering personnel slots are RDT&E positions.

- CURRENT OPERATION (How do we do it today)

Contracting actions previously worked under congressional plus-up funds have been transferred to the Aging Aircraft System Squadron located at WPAFB at the end of FY04. Landing Gear Engineering has increased its MSD efforts to sustain landing gear systems end items managed by the 84<sup>th</sup> CSUG. This is IAW the SLA with each SPO to maintain safety, reliability, maintainability and sustainment of the end items. No civilian positions have ever been funded by RDT&E 3600 monies.

- FUTURE OPERATION (Consequences of the recommendation):

PRO'S

Because there are no engineering personnel slots funded by RDT&E funds, there are no pro's to the recommendation.

CON'S

Air Force landing gear, wheel, and brake systems RDT&E funding now managed by organizations that are inexperienced with these systems.

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# Ogden Air Logistics Center

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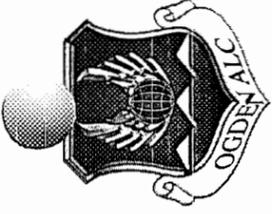
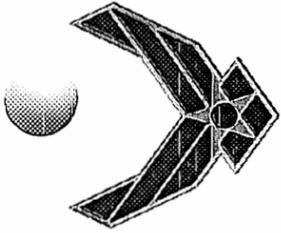
**BRAC Recommendation  
TECH-0006R2  
Establish Joint Centers for  
Fixed Wing Air Platform**

**U.S. AIR FORCE**

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- Hill Selection - TECH-0006R2 – Establish Joint Centers for Fixed Wing Air Platform R, D&A and T&E (17) (Identified by 3600 Appropriation)
  - A-10 Precision Engagement (8)
    - Officer 3
    - Civilians 5
  - Landing Gear Aging Landing Gear Life Extension Program (9)
    - Officer 2
    - Civilians 7
- A-10 Program Office
- Landing Gear Office

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# Hill AFB (UT) BRAC Recommendations



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## Candidate Recommendation (CR) (Cost) / Savings

### Incoming

- 6 PAA of F-16 BIK 40 from Cannon (27th Fighter Wing) are distributed to the 388th Wing, Hill AFB, UT
- Hill receives base-level LANTIRN intermediate maintenance from Edwards AFB, CA; Mountain Home AFB, ID; and Luke AFB, AZ to establish a CIRF for LANTIRN pods at Hill
- Hill receives base-level F110 engine intermediate mx from Carswell ARS and Nellis AFB, NV to establish a CIRF for F110 engines at Hill

### Outgoing

- 9 PAA F-16 BIK 30 are distributed from Hill (419th Fighter Wing) (AFRC) to 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB, TX
- 6 PAA of F-16 BIK 30 are distributed from Hill (419th Fighter Wing) (AFRC) to the 482d Fighter Wing (AFRC), Homestead ARB, FL

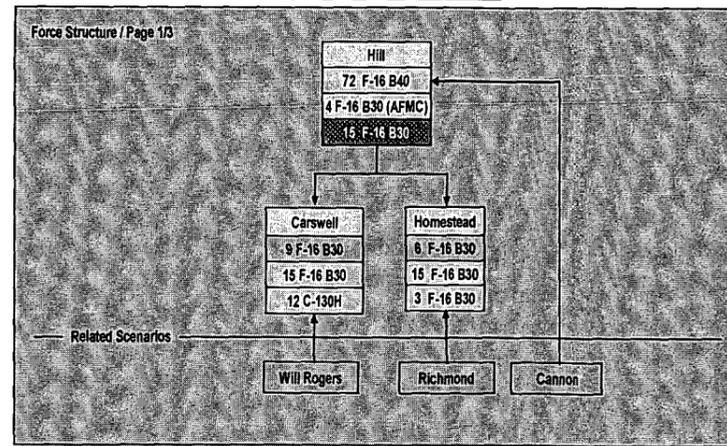
### Manpower

	Full Time	Drill
Impact thru 2011	+247	-483

### Initiating CRs – Realign Hill

One Time (Cost):	(\$28M)
2011 (Cost) / Savings:	\$8M
Annual Recurring (Cost) / Savings:	\$8M
Payback period:	4 yrs/2011
NPV (Cost) / Savings:	\$86M

### Spider Diagram

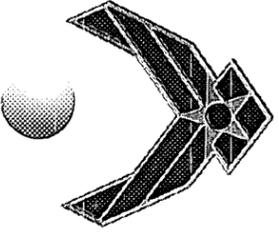


### JCSG / JAST Actions

- TECH-0006R2 – Establish Joint Centers for Fixed Wing Air Platform R, D&A and T&E
  - 17 personnel
- TECH-0018A – Relocate Weapons & Armaments RDAT&E Centers
  - 33 personnel
- HSA-0031 – Consolidate CPOs within MILDEP and Defense Agencies
  - 85 personnel
- S&S-0043R Privatize S&S and Distr on specific commodities (Tires)
- S&S-0035R – Transfer Service ICPs to DLA and consolidate (include DLRs)
  - 47 personnel
- S&S-0051- Regionalize wholesale storage and distribution/consolidate S&S functions at industrial installations
  - 64 personnel

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246



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# **A-10 Program Office**

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# A-10 Program Office Personnel Reduction

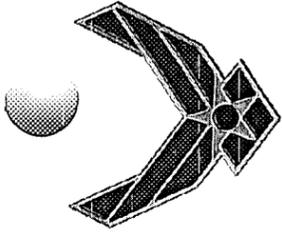


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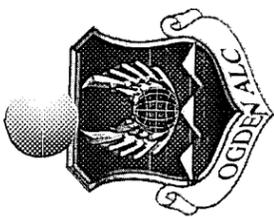
- **BRAC recommended reduction of eight manpower billets from A-10 Program Office**
  
- **Developmental Systems Manager stand up for significant acquisition programs responsibility supporting A-10 System Program Manager, Hill AFB**
  - **Transfer process begun Nov 04**
  - **HQ AFMC policy that transfer involves moving program management responsibility, not jobs**
  
- **Weapon system management responsibility will remain with A-10 System Program Manager**
  - **Eight identified personnel required to continue work on over 90 system modernization improvement projects in work or planned by A-10 Program Office**

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## **A-10 Program Office Mission**

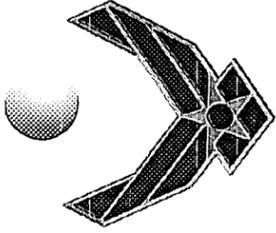


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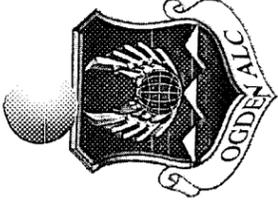
- **Executes cost, schedule, and performance of programs to sustain and improve 356 A-10 aircraft**
- **Plans, programs, and budgets for modification and structural upgrade programs**
- **Develops engineering solutions to technical issues.**
- **Provides total logistics and sustainment support to operational flying units**
- **Manages technical assistance for field units**
- **Maintains aircraft technical data library**

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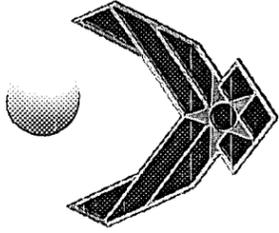
## Significant Facts



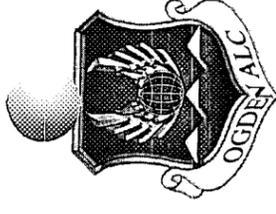
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- **508 Attack Sustainment Squadron (A-10 Program Office) will continue A-10 modernization after Developmental Systems Manager stand up**
- **Developmental Systems Manager responsible for significant acquisition programs supporting A-10 System Program Manager**
- **Over 90 system modernization improvement projects in work or planned by the A-10 Program Office at Hill AFB**
- **Responsibility for significant acquisition programs will remain with A-10 System Program Manager at Hill AFB**

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## **Impact to Hill AFB: Current Operation**



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- **A-10 Program Office reports all significant acquisition programs to the Program Executive Officer for Aircraft**
- **Affected personnel work on significant acquisition programs and other modernization efforts that are not reportable to the Program Executive Officer for Aircraft and will not be managed by the Developmental Systems Manager**
  - **Such programs are Glass Cockpit, new wing development, Heads Up Display, Air Data Recorder, Central Air Data Computer, Electronic Multi Functional Display, Digital Video, Audio, and Data Recorder, Fuel Quantity Indicator Device, and continuous modernization efforts to keep aircraft viable to 2028**

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## Impact to Hill AFB: Current Operation

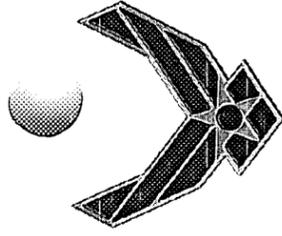


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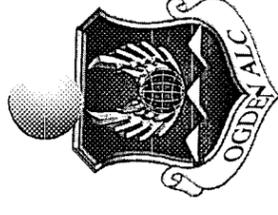
- Deployment of significant acquisition programs will be jointly managed by the 508th ATSS and the Developmental Systems Manager with the System Program Manager at Hill AFB as the supported commander

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## **Impact to Hill AFB: Future Operation**



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- **Other modernization programs delayed**
  - **Personnel proposed to move to WP-~~AFB~~ have other duties here**
- **Reduces acquisition & sustainment team interaction**
  - **Reduces efficiencies and delays deployment of both modernization and acquisition programs**
- **Inefficient duplication of knowledge, experience and skills at both Aeronautical Systems Ctr & Hill AFB**

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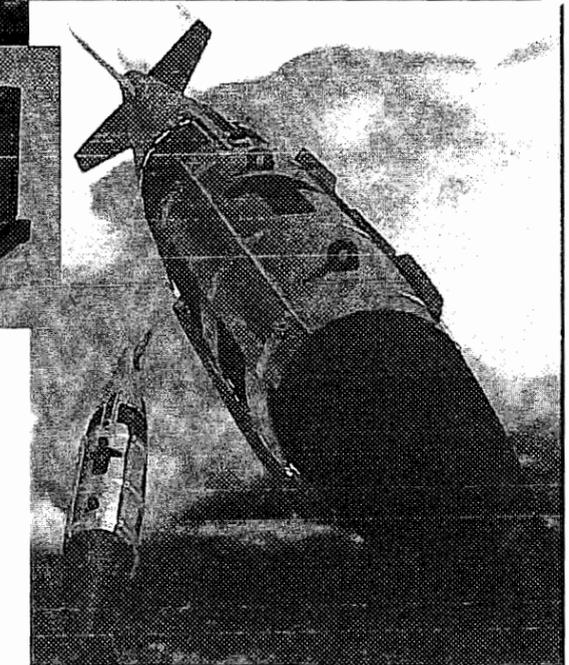
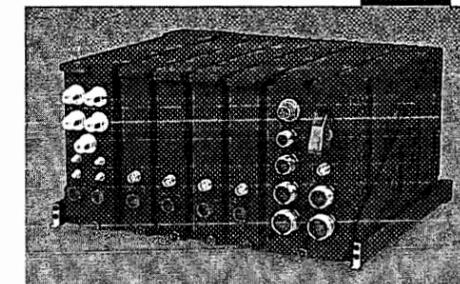
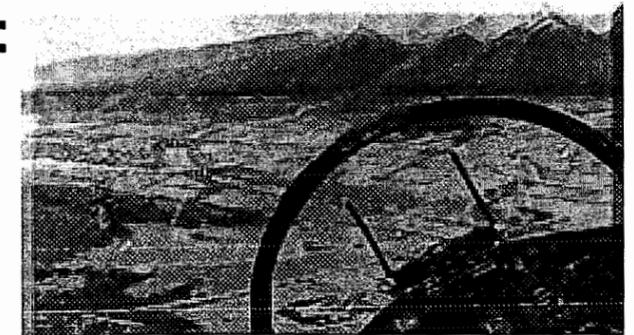
# Precision Engagement (PE)



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## ■ PE combines these programs into one:

- Digital Stores Management System
- MIL-STD 1760 Bus
- Tactical Datalink (JTRS)
- Targeting Pod Integration
- JDAM / WCMD Integration
- Doubles DC Power



**40% Increase in Strike Capability**

*Program Timeline: FY02 to FY06 - development & planning, FY06 to FY09 - installation & execution..*

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# Service Life Extension Program1 (SLEP1)



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Service-Life Related

Existing O/I Inspections

Improved Item

Forward/Aft Fuel Tank Cavity  
(Replace Bladders &  
Repair Corrosion)

Center Fuselage Inspection Area

Wing Outer Panel  
(WOP)

Mid-Spar Web Rework

Install New Leading Edges

Wing Center Panel (WCP) Rework  
And WS/23 Repairs  
(N/A for USAFE - Thin Skin Only)

Fuselage Station 365 Bulkhead Repair  
(Install Strap and Clip in Forward Fuel Tank)

Center Fuselage  
Fuel Cell Floor &  
Boost Pump Flange Repair  
(Repair Boost Pump  
Floor)

Install Wing Station 90 Rib Fittings

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# **Landing Gear**

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# Landing Gear Personnel Reduction



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- **BRAC Recommended reduction of eight manpower billets from Landing Gear Program Office**

- **BRAC identifies transferring nine civilian landing gear RDT&E slots to WP-AFB**

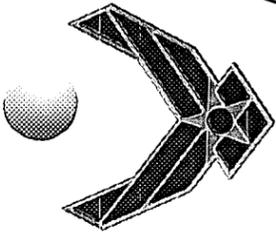
- **These positions were solely contractors equivalents ✓**

- **Aging Aircraft Program Office elected to manage this workload at WP-AFB end of FY04 ✓**

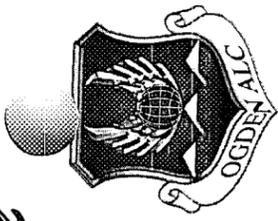
- **Manpower for this task does not exist anymore at Hill AFB ✓**

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3660 funds were converted to 9 slots  
Hill has to exp-up slots (hardly flew)



### Significant Facts

Didn't have to buy w/ it / Date Book

2000 - 2005  
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9 slots

As reported in FY03, OO-ALC Landing Gear received congressional plus-up funds of \$9.040M and \$8.794M for FY02 and FY03 respectively.

May/June ahead @ ALC (w/p).

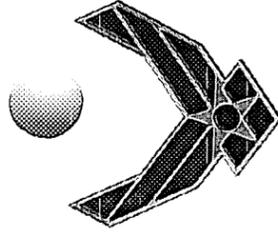
Original FY03 manpower estimates were erroneously reported that nine civilian slots were funded through the congressional plus-up 3600 RDT&E funding. At that time, the slots were all solely contracting positions through the Aging Landing Gear Life Extension Program (ALGLE).

85  
33

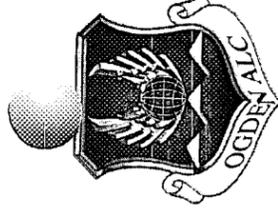
No government civilian positions are being funded with the congressional RDT&E 3600 monies. No Landing Gear Engineering positions are RDT&E related.

9 slots  
9 slots

127?



## Significant Facts



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- In FY02, the congressional plus-up funds were assigned to the Aging Aircraft Program Element (PE) 0605011F at WPAFB. This is part of the Aging Aircraft charter. In FY04 a decision was made by the Aging Aircraft Program Office located at WPAFB to retain and manage the landing gear extension initiatives at WPAFB. At the end of FY04, the Aging Aircraft System Squadron initiated a contracting action at WPAFB for the Aging Landing Life Extension Program.
- It is anticipated that by the end of July 05 the contracting action will be completed the Aging Aircraft System Squadron (AASS). This will impact landing gear engineering minimally due to the fact that the work performed by landing gear engineering is in support of the mission listed above.

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## Landing Gear Program Office Mission



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- To provide technical management and expertise of Air Force landing gear, wheels, brakes, tires and anti-skid systems. OO-ALC 84th Commodities Management Group (CSUG) is the Supply Chain Manager (SCM) for sustainment of all landing gear, wheels, brakes, tires and anti-skid systems (1620, 1630, 2620 stock classes) and is part of the 84th Combat Sustainment Wing (CSW).
- The landing gear systems managed by the 84th CSUG are the A-10, B-1, B-2, B-52, C-130, C-141, C-5, E-3A, F-4, F-5, F-15A/D, F-15E, F-16 Bk 15-32, F-16 Bk 40-67, C/KC-135E, C/KC-135R, T-37, T-38.
- Service Level Agreements (SLA) between each System Program Office (SPO) grants engineering authority in accordance with AFD 63-12, AFI 63-1201, and AFMCI 63-1201, *Operational Safety, Suitability, and Effectiveness (OSS&E)*, to OO-ALC/LGHE for each system.

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# Backup



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## DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600  
Arlington, VA 22202  
Telephone: 703-699-2950

July 13, 2005

Heather Vickers  
801 777 5111

Major General Kevin Sullivan  
Commander, Ogden Air Logistics Center  
7981 Georgia Street  
Hill Air Force Base, UT 84056-5824

Dear Major General Sullivan,

I would like to thank you and your staff for your hospitality during the Commission visit to Hill Air Force Base. The information presented will be vital to the Commission's deliberation of the DOD recommendations concerning Hill Air Force Base.

This essential forum was part of a multi-step process to evaluate and validate the Department of Defense recommendations with respect to all actions concerning Ellsworth Air Force Base. This visit allowed Commissioners Coyle, Hansen, and Newton; and staff to associate the volumes of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from a military value perspective.

Please convey my thanks to your staff and others who participated in the visit. Installation tours and discussions with military and civilian personnel are an integral part of the BRAC process. This dynamic, open procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. I very much appreciate you and your staff being a part of this process.

Sincerely,

Anthony J. Principi  
Chairman

Chairman: Anthony J. Principi  
Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)  
Executive Director: Charles Battaglia



DEFENSE AND RELOCATION COMMISSION  
 1211 South Jackson Street, Suite 600  
 Arlington, VA 22202  
 Telephone: (703) 599-2950

July 27, 2005

Major General Kevin S. ...  
 Commander, Ogden Air Logistics Center  
 7981 Georgia Street  
 Hill Air Force Base, UT 84005-5324

Dear Major General S...

I would like to thank you for your hospitality during the Commission visit to Hill Air Force Base. The information presented will be vital to the Commission's efforts in the DCI's communications concerning Hill Air Force Base.

This essential forum was part of a multi-step process to evaluate and validate the Department of Defense communications with respect to all actions concerning Hill Air Force Base. This visit allowed Commissioners Coyle, Hansen, and Newton, and staff to associate the rotation of DOD data with the installation they represent. Additionally, your dialogue provided a better understanding of the issues involved from the installation perspective.

Please convey my thanks to all staff who participated in the visit. A special thanks to Major General S. and his team for orchestrating the visit. Every detail was taken care of and we appreciate their hard work. Installation tours and discussions with key personnel are an integral part of the BRAC process. This type of procedure will enhance our ability to assess the current military infrastructure prior to submitting the official Commission report to the President. My sincere thanks to you and your staff for being a part of this process.

Sincerely,

Anthony J. Principi  
 Chairman

Commissioners: Anthony J. Principi  
 US Senator, Indiana  
 William H. Murray, US Representative Philip E. Coyle III, Admiral Harold W. Gehman Jr.,  
 US Representative, Virginia  
 General James D. McInerney, US Representative, Colorado  
 General Joseph B. Casser, USAF (Ret), The  
 Honorable Robert C. Byrd, US Senator, West Virginia  
 General Stephen Turner, USAF (Ret)  
 Executive Director: Charles Baraglia