

Defense Base Closure and Realignment Commission



BASE CLOSURE CRITERIA

MILITARY VALUE CRITERIA:

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

OTHER CRITERIA:

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

DCN: 11814



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

OCT 14 2004

**MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS
CHAIRMEN, JOINT CROSS-SERVICE GROUPS**

SUBJECT: Policy Memorandum Two--BRAC 2005 Military Value Principles

The Department has determined that the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations is to determine military value through the exercise of military judgment built upon a quantitative analytical foundation. The quantitative analytical foundation is built by the Joint Cross-Service Groups and Military Departments applying the BRAC selection criteria to rank the facilities for which they have responsibility. The exercise of military judgment occurs through the application of principles. Limited in number and written broadly, the principles enumerate the essential elements of military judgment. The Military Departments and the Joint Cross-Service Groups shall use the attached principles when applying military judgment in their deliberative processes.

A handwritten signature in black ink, appearing to read "Michael W. Wynne".

Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachment:
As Stated



BRAC Principles

Recruit and Train: The Department must attract, develop, and retain active, reserve, civilian, and contractor personnel who are highly skilled and educated and have access to effective, diverse, and sustainable training space in order to ensure current and future readiness, to support advances in technology, and to respond to anticipated developments in joint and service doctrine and tactics.

Quality of Life: The Department must provide a quality of life, including quality of work place that supports recruitment, learning, and training, and enhances retention.

Organize: The Department needs force structure sized, composed, and located to match the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations, and that takes advantage of opportunities for joint basing.

Equip: The Department needs research, development, acquisition, test, and evaluation capabilities that efficiently and effectively place superior technology in the hands of the warfighter to meet current and future threats and facilitate knowledge-enabled and net-centric warfare.

Supply, Service, and Maintain: The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient national industrial base that provides agile and responsive global support to operational forces.

Deploy & Employ (Operational): The Department needs secure installations that are optimally located for mission accomplishment (including homeland defense), that support power projection, rapid deployable capabilities, and expeditionary force needs for reach-back capability, that sustain the capability to mobilize and surge, and that ensure strategic redundancy.

Intelligence: The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.

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BRAC 2005 REGIONAL HEARINGS

Location	Date	Start	End	Participating States	Time Allotment	B (A) ML	Impact	Advance	Leg Staff	Commissioners/ RA	Legal	PRESS
Fairbanks, AK Hering Auditorium Lathrop High School 901 Airport way Fairbanks AK 99701 POC: 907-456-7794	Wed, Jun 15	1:00 PM	3:30PM	Alaska	2.0 hrs	4 (7) 3	(4619)	Joe/Jason	Jennifer	Coyle Principi Hanson Bilbray	Frank Hall Small Rhody	Sarkar Schaefer
Portland, OR Eastside Federal Complex 911 N. E. 11th Ave. Portland Or 97232 1st. Floor Auditorium POC: GSA - John Jarosz 503-231-6204	Fri, Jun 17	8:30 AM	12:00PM	Oregon Washington Montana Idaho	1.0 hr 1.0 hr 0.5 hr 1.0hr	3 (3) 2 12 (19) 1 2 (2) 0 3 (5) 1	(1083) 760 (124) (659)	Cynthia/Christina	Jennifer	Hanson Principi Coyle Bilbray	Frank Delgado Schmidt VanSaun Hall McRee	Sarkar Schaefer
Senate POC: Lisa Rockhower 503-326-7525												
St. Louis, MO University of Missouri St Louis	Mon, Jun 20	8:30 AM	6:00PM	Missouri Kentucky Indiana Illinois Michigan Iowa Wisconsin Kansas Tennessee	2.0 hrs 2.0 hrs 2.0 hrs 2.0 hrs 0.5 hr 0.5 hr 0.5 hr 0.5 hr 0.5 hr	11 (12) 3 9 (18) 1 11 (16) 2 8 (21) 2 6 (12) 0 6 (9) 0 8 (11) 0 5 (11) 0 8 (9) 0	(3679) (3658) 2197 (2688) 125 (6) (552) (552) (168)	Shannon/ Ashley	Rory Dierdre	Gehman Turner Skinner	Marilyn Abrell Schmidt Cruz Dinsick Felix Epstein McDaniel McRee	Sarkar McCreary
Senate POC: Jason Van Elton 573-808-3922												
Rapid City, SD Rushmore Plaza Civic Center 444 Mt. Rushmore Rd. N., Rapid City Jayne Kramer 605-394-4115	Tue, Jun 21	1:00PM	4:00PM	South Dakota Wyoming? (Nebraska)	2.0 hrs .5 hrs	2 (3) 1 3 (3) 0	(3797) 37 (213)	Joe/Jason	Christine	Skinner Coyle Bilbray	Bob Beauchamp Cruz Delaney	Cowhig Schaefer
Grand Forks, ND University ND Chester Fritz Auditorium University Ave Grand Forks ND 58202 POC: Betty Allen 701-777-2170	Thu, Jun 23	8:30AM	11:30AM	North Dakota Minnesota	2.0 hrs 0.5 hrs	1 (1) 1 2 (3) 0	(2645) (262)	Cynthia/Christina	Christine	Bilbray Coyle Skinner	Bob Sillin MacGregor Delaney	Cowhig Schaefer
Senate POC: Jamie 202-224-0872												
Clovis, NM Marshall Junior Highschool 100 Commerce Way Clovis NM 88101 POC: Beverly McClure cell: 505-693-8265	Fri, Jun 24	8:30AM	11:00AM	New Mexico Arizona Nevada	2.0 hrs 0.5 hr 0.5 hr	5 (7) 1 7 (11) 0	(2849) (550)	Shannon/Ashley	Jennifer	Hansen Turner Hill Coyle Bilbray Newton	Frank Robertson Combs Breitschopf	Hague McCreary
Senate POC: Dave Myers 202-224-2463												
Buffalo, NY Kleinhans Music Hall 3 Symphony Circle Buffalo, NY 14201	Mon, Jun 27	1:00 PM	5:30PM	New York Ohio	2.0 hrs 2.0 hrs	13 (13) 2 19 (34) 1	(1071) 241	Cynthia/Christina	Deirdre	Newton Principi Turner Bilbray	Marilyn VanSaun Finn Hood	Cowhig Schaefer
Senate POC: Scott Suroka or David 202-224-3786												
Charlotte, NC Harris Conference Center Central Piedmont Community College/ West Campus 3216 CCPC West Campus Drive POC: Steve Brennan 704-330-4674	Tue, Jun 28	1:00PM	5:30 PM	North Carolina South Carolina West Virginia	2.0 hrs 2.0 hrs 0.5 hrs	9 (19) 2 7 (17) 2	(422) 709	Joe/Jason	Rory	Coyle Hill Skinner Gehman	Bob Robertson Buzzell Finn Manuel Mills Dinsick	Hague McCreary
Senate POC: Ali Thompson 202-224-7972												
Atlanta, GA Georgia Tech Hotel and Conference 800 Spring St. NW Atlanta, GA 30308 404-347-9440	Thu, Jun 30	8:30AM	12:00PM	Georgia Alabama	2.0hrs 1.0 hr	14 (37) 4 18 (35) 1	7423 2664	Shannon/Ashley	Christine	Hill Skinner Eilbray Gehman	Bob & Frank Fetzer Robertson Turner McRee Avenick Dinsick Rhody Sillin Manuel MacGregor Dean Abrell	Cowhig McCreary
Senate POC: Clyde Taylor												
Boston, MA Boston Convention and Exhibition C	Wed, Jul 6	8:30AM	5:00PM	Massachusetts Maine Connecticut New Hampshire Rhode Island (Vermont)	1.0 hr 2.0 hrs 2.0 hrs 2.0 hrs .5 hrs	8 (12) 1 5 (6) 2 5 (7) 1 2 (3) 0 4 (11) 0 1 (1) 0	491 (6938) (8586) 4 (161) 58	Cynthia/Christina	Jennifer	Newton Principi Bilbray Turner	Frank Hanna VanSaun Delgado Dean Combs Furlow Kessler Tickle Sillin McRee	Hague Schaefer McCreary
Senate POC: Mieke 202-224-5111												
CR TBD	Thu, Jul 7	9:00AM	1:00 PM	Virginia DC	2.0 hrs 2.0 hrs	22 (116) 6 5 (16) 3	1574 (6496)	Joe/Jason	Christine	Principi Newton Bilbray Turner	Schmidt	
Baltimore, MD Kraushaar Auditorium Goucher College 1021 Dulany Valley rd. Baltimore, MD 21204 POC: Wendy Belzer 410-337-6042	Fri, Jul 8	9:00AM	5:00PM	Maryland Pennsylvania New Jersey Delaware	1.0 hr 2.0 hrs 2.0 hrs 0.5 hr	18 (44) 0 24 (33) 2 10 (19) 1 3 (4) 0	9293 (1878) (3760) 91	Shannon/Ashley	Deirdre	Principi Newton Turner Coyle	Frank Hanna Robertson Abrell Delaney Mandzia Hood Dinsick Manuel Rhody Small	Hague Schaefer McCreary
Senate POC: Jim Wood 202-224-2804												
San Antonio, TX Convention Center Ballroom	Mon, Jul 11	8:30AM	12:30PM	Texas Arkansas (Louisiana)	3.0 hrs 0.5 hrs	29 (66) 7 - 5 5 (12) 0	6150 3585	Cynthia/Christina	Jennifer	Turner Hill Newton	Bob Hanna Fetzer	Hague McCreary

DCN 11871 June 2005

June 2005							July 2005						
S	M	T	W	T	F	S	S	M	T	W	T	F	S
5	6	7	8	9	10	11	3	4	5	6	7	8	9
12	13	14	15	16	17	18	10	11	12	13	14	15	16
19	20	21	22	23	24	25	17	18	19	20	21	22	23
26	27	28	29	30			24	25	26	27	28	29	30
							31						

Monday	Tuesday	Wednesday	Thursday	Friday	Sat/Sun
		June 1	2	3	4
			8:50am AF Team staff meeting (Ken's)		
			10:30am Classified Reading Room Training (Large)		5
			10:30am Updated: Classified		
			11:00am Lunch with John		
			6:30pm Dinner (Clydes in)		
6	7	8	9	10	11
			Niagara Falls Committee Meeting		Asleep at the Wheel (Birchmere)
					12
13	14	15	16	17	18
Do Charlotte Regional Hearing Bo					
					19
20	21	22	23	24	25
Mike/C: Pittsburgh ARS: 20 Jun			Updated: Mike/C/R: Niagara Falls: Buffalo, NY		
	CM/JCS/AF: Pittsburgh ARS, PA			Do Regional Hearing Book for Litt	
					26
					Updated: Mike/C/R: Niagara Falls-
27	28	29	30		
Updated: Mike/R: Charlotte, NC			Mike/C: Brooks: 1 Jul		
Updated: REG/Mike: BUFFALO, NY Regional Hearing/Mike: CHARLOT					

2005 BRAC COMMISSION



REQUEST FOR OFFICIAL TRAVEL

NAME OF TRAVELER MIRE FLINN

ORINATION CITY & STATE WASHINGTON NATIONAL

DESTINATION CITY & STATE PITTSBURGH, PA

DEPARTURE DATE 6/19/05 SUNDAY

MODE OF TRAVEL TO DESTINATION CITY U S AIRWAYS

DESIRED DEPARTURE TIME 4:15 PM

DESIRED ARRIVAL TIME 5:12 PM

RENTAL CAR PICKUP DATE AND TIME 6/19/05 @ 5:30 PM

RENTAL CAR DROP OFF DATE AND TIME 6/21/05 MONDAY @ 3:00 PM

DATES OVERNIGHTING IN HOTEL 6/19 - 20/05

DATE OF RETURN TO ORINATION CITY 6/21/05 TUESDAY

DESIRED RETURN DEPARTURE TIME 3:45 PM

DESIRED RETURN ARRIVAL TIME 4:42 PM

COMMISSIONER GENERAL NEWTON

BASE PITTSBURGH IAP ARS

COMMENTS/SPECIAL REQUESTS FULL SIZE AVIS

NON - SMOKING ROOM

2005 BRAC COMMISSION



REQUEST FOR OFFICIAL TRAVEL

NAME OF TRAVELER MICHAEL H. FLINN

ORIGINATION CITY & STATE WASHINGTON NATIONAL

DESTINATION CITY & STATE NIAGARA FALLS

DEPARTURE DATE THURSDAY 6/23/05

MODE OF TRAVEL TO DESTINATION CITY US AIRWAYS

DESIRED DEPARTURE TIME 9:00 PM

DESIRED ARRIVAL TIME 10:00 PM

RENTAL CAR PICKUP DATE AND TIME 10:15 PM

RENTAL CAR DROP OFF DATE AND TIME 6:00 PM 6/27/05

DATES OVERNIGHTING IN HOTEL THURSDAY 6/23 - SUNDAY 6/26/05

DATE OF RETURN TO ORIGINATION CITY N/A

DESIRED RETURN DEPARTURE TIME N/A

DESIRED RETURN ARRIVAL TIME N/A

COMMISSIONER MR. PRINCIPI

BASE NIAGARA FALLS IAP ARS

COMMENTS/SPECIAL REQUESTS FULL SIZE - @VIS

NON-SMOKING ROOM



REQUEST FOR OFFICIAL TRAVEL

NAME OF TRAVELER MICHAEL H. FLINN

ORIGINATION CITY & STATE NIAGARA FALLS (BUFFALO) N.Y.

DESTINATION CITY & STATE CHARLOTTE, NC

DEPARTURE DATE MONDAY 6/27/05

MODE OF TRAVEL TO DESTINATION CITY AIR - US AIRWAYS

DESIRED DEPARTURE TIME 7:23 PM

DESIRED ARRIVAL TIME 11:13 PM

RENTAL CAR PICKUP DATE AND TIME 6/27/05 11:30 PM

RENTAL CAR DROP OFF DATE AND TIME ~~6/27~~ 6/28/05 6:00 PM

DATES OVERNIGHTING IN HOTEL 6/27/05

DATE OF RETURN TO ORIGINATION CITY 6/28/05 TUESDAY

DESIRED RETURN DEPARTURE TIME 7:30 PM

DESIRED RETURN ARRIVAL TIME 8:49 PM

COMMISSIONER ADMIRAL GERMAN

BASE REGIONAL HEARING REF: POPE AFB

COMMENTS/SPECIAL REQUESTS FULL SIZE AVIS

NON SMOKING ROOM

2005 BRAC COMMISSION



REQUEST FOR OFFICIAL TRAVEL

NAME OF TRAVELER MICHAEL H. FLINN

ORIGINATION CITY & STATE WASHINGTON NATIONAL

DESTINATION CITY & STATE SAN ANTONIO, TX

DEPARTURE DATE 6/30/05

MODE OF TRAVEL TO DESTINATION CITY AIR - AMERICAN

DESIRED DEPARTURE TIME 11:00 AM

DESIRED ARRIVAL TIME 3:00 PM

RENTAL CAR PICKUP DATE AND TIME 6/30/05 3:30 PM

RENTAL CAR DROP OFF DATE AND TIME ~~7/7/05~~ 7/12/05 10:00

DATES OVERNIGHTING IN HOTEL NONE - PRIVATE RESIDENCE

DATE OF RETURN TO ORIGINATION CITY 7/12/05

DESIRED RETURN DEPARTURE TIME 11:00 AM

DESIRED RETURN ARRIVAL TIME 6:00 PM

COMMISSIONER TURNER/HILL

BASE BROOKS CITY - BASE

COMMENTS/SPECIAL REQUESTS AVIS - FULL SIZE

2005 BRAC COMMISSION



REQUEST FOR OFFICIAL TRAVEL

NAME OF TRAVELER MICHAEL H. FLINN
 ORIGINATION CITY & STATE SAN ANTONIO, TX
 DESTINATION CITY & STATE LITTLE ROCK, AR
 DEPARTURE DATE 7/7/05
 MODE OF TRAVEL TO DESTINATION CITY AIR - AMERICAN
 DESIRED DEPARTURE TIME ~~4:45 PM~~ 2:20 PM
 DESIRED ARRIVAL TIME 5:45 PM
 RENTAL CAR PICKUP DATE AND TIME 7/7/05 6:00 PM
 RENTAL CAR DROP OFF DATE AND TIME 7/8/05 8:00 PM
 DATES OVERNIGHTING IN HOTEL 7/7/05
 DATE OF RETURN TO ORIGINATION CITY 7/8/05
 DESIRED RETURN DEPARTURE TIME 6:00 PM
 DESIRED RETURN ARRIVAL TIME 8:40 PM
 COMMISSIONER NONE - STAFF ONLY
 BASE LITTLE ROCK AFB, AR
 COMMENTS/SPECIAL REQUESTS NON-SMOKING ROOM
AVIS INTERMEDIATE

DCN: 11814



2005 Base Realignment and Closure Commission
2521 Jefferson Davis Highway
Arlington, Virginia 22202
Telephone: (703) 699-2950

Biographies of the Nine BRAC Commissioners

The Honorable Anthony J. Principi – Chairman



Recently served as Vice President of Pfizer Corporation and is a decorated Vietnam War veteran. Mr. Principi was nominated to be Secretary of Veterans Affairs by President George W. Bush on December 29, 2000, and was confirmed by the Senate on January 23, 2001. He once served as a Republican chief counsel for the Senate Armed Services Committee and Senate Veterans Affairs Committee. He also has been a top official with defense contractor Lockheed Martin. Mr. Principi is a 1967 graduate of the U.S. Naval Academy at Annapolis, Maryland, and first saw active duty aboard the destroyer USS Joseph P. Kennedy. He later commanded a River Patrol Unit in Vietnam's Mekong Delta. Mr. Principi earned his law degree from Seton Hall University in 1975 and was assigned to the Navy's Judge Advocate General Corps in San Diego, California. In 1980, he was transferred to Washington as a legislative counsel for the Department of the Navy.

The Honorable James H. Bilbray



Primary area of practice is government relations and administrative law. Former Congressman Bilbray received his B.A. in Government and Public Administration from the American University in Washington, DC in 1962, and his JD from the Washington College of Law in 1964. He is a Nevada native, and prior to being elected to the U.S. House of Representatives in 1987, was a Nevada State Senator, where he served as Chairman on the Taxation Committee and was a member of the Judiciary Committee. During his four terms in the US Congress, he served as Chairman of the Small Business Sub-Committee on Taxation, Tourism and Procurement. He was also a member of the Foreign Affairs, Armed Services, and Intelligence Committees. He joined the firm of Kummer Kaempfer Bonner & Renshaw as Of Counsel in 1996, where he specialized in dealing with local, state and federal issues. In 2001, he received an honorary doctorate of laws from the University of Nevada Las Vegas for his extensive contributions to the State and U.S. government.

The Honorable Phillip Coyle



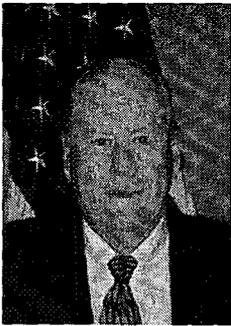
Philip Coyle is a Senior Advisor to the President of the Center for Defense Information and a defense consultant. Formerly, the Assistant Secretary of Defense for Test and Evaluation, (1994-2001), Mr. Coyle is a recognized expert on U.S. and worldwide military research, development and testing. During the 1995 BRAC, he served as the Co-Chairman of the DoD Joint Cross-Service Group for Test and Evaluation. Prior to serving at the Pentagon, Mr. Coyle served as Laboratory Associate Director of the Lawrence Livermore National Laboratory in Livermore, California, and as Deputy to the Laboratory Director. During the Carter Administration, Mr. Coyle served as Principal Deputy Assistant Secretary for Defense Programs in the Department of Energy. With more than 40 years of experience in testing and test-related matters, he was selected by Aviation Week magazine as one of its "Laurels" honorees for 2000, a select group of people recognized for outstanding contributions in the aerospace field.



Biographies of the Nine BRAC Commissioners

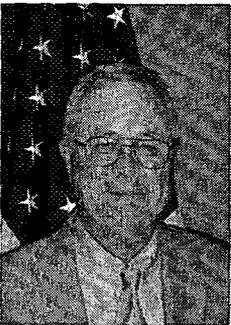
Page 2 of 3

The Honorable James V. Hansen



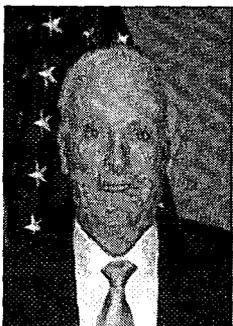
Former US Representative from Utah, Congressman Hansen was elected to the 97th Congress and to the 10 succeeding terms (January 3, 1981 to January 3, 2003). Congressman Hansen did not seek re-election to the 108th Congress in 2002. During the 105th Congress, he served as Chairman on the Standards and Official Conduct Committee. During the 107th Congress, he served as Chairman of the Committee of Resources. He served in the United States Navy from 1951 to 1955. He also served as a member of the Farmington, Utah City Council from 1960 to 1972. He then was elected to the Utah State House of Representatives from 1973 to 1980 and served as Speaker of the House, 1979 - 1980.

General James T. Hill (USA, Ret)



Former Commander of the United States Southern Command. General Hill previously served as the Commanding General, I Corps and Ft Lewis. He is from El Paso, Texas, and was commissioned into the infantry following graduation from Trinity University in San Antonio, Texas, in 1968. He also graduated from the Command and General Staff College and the National War College. In addition, he holds a Master's degree in Personnel Management from Central Michigan University. General Hill's other key assignments include: Commanding General 25th Infantry Division and Deputy Commander United States Forces UN Mission Haiti.

Admiral Harold W. (Hal) Gehman, Jr., (USN, Ret)



Retired after 35 years of service on active duty in the U.S. Navy in October 2000, with his last assignment as NATO's Supreme Allied Commander, Atlantic and as the Commander in Chief of the U.S. Joint Forces Command, one of the five U.S. Unified Commands. Immediately after retiring, Admiral Gehman served as Co-Chairman of the Department of Defense review of the terrorist attack on the USS Cole. In 2003, he served as Chairman of the Columbia Accident Investigation Board. He graduated from Pennsylvania State University with a Bachelor of Science degree in Industrial Engineering and received a commission in the Navy from the NROTC program. He served at all levels of leadership and command before being promoted to four-star Admiral in 1996. He became the 29th Vice Chief of Naval Operations in September 1996. As Vice Chief, he was a member of the Joint Chiefs of Staff, formulated the Navy's \$70 billion budget, and developed and implemented policies governing the Navy's 375,000 personnel.



Biographies of the Nine BRAC Commissioners

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General Lloyd W. "Fig" Newton (USAF, Ret)



Currently serves as Executive Vice President of Pratt & Whitney, Military Engines. Former Commander of Air Education and Training Command, headquartered at Randolph Air Force Base, Texas. He was responsible for the recruiting, training and education of Air Force personnel. His command included Air Force Recruiting Service, two numbered air forces and Air University. He was also commander of three wings and an air division and held numerous staff positions. From 1993 to 1995, he was Director of Operations, J-3, U.S. Special Operations Command. General Newton is a command pilot with more than 4,000 flying hours in the T-37, T-38, F-4, F-15, C-12 and F-117 stealth fighter. He earned a Bachelor of Science degree in aviation education from Tennessee State University and a Master of Arts degree in public administration from George Washington University.

The Honorable Samuel K. Skinner



Mr. Skinner is the retired Chairman, President and Chief Executive Officer of USF Corporation, one of the nation's leading transportation and logistics companies. He also served from 1993-1998 as President of Commonwealth Edison Company and its holding company, Unicom Corporation. Prior to joining Commonwealth Edison, Mr. Skinner served as Chief of Staff to President George H.W. Bush. Prior to his White House service, he served in the President's Cabinet for nearly three years as Secretary of Transportation. As Secretary, Mr. Skinner was credited with numerous successes, including the development of the President's National Transportation Policy and the development and passage of landmark aviation and surface transportation legislation. Mr. Skinner is currently an Adjunct Professor of Management and Strategy at the Kellogg School of Management at Northwestern University. He served as a member of the Illinois National Guard and the United States Army reserve from 1957-1968.

Brigadier General Sue E. Turner (USAF, Ret.)



General Turner retired in 1995, following 30 years active duty. Her key assignments included: Director, Nursing Services, Office of the USAF Surgeon General; Chief Nurse, Wilford Hall Medical Center; and the Medical Inspection Team, USAF Inspector General. General Turner joined the Air Force Nurse Corps in 1965 and went on to earn a Bachelor of Science in Nursing from Incarnate Word College and a Master of Science in nursing from the University of Alabama in Birmingham. She also completed Squadron Officer School, Air Command and Staff College, Air War College, and National Security Management. In recent years, she has served on the American Battle Monuments Commission and the Board of Directors of a large credit union.

DCN: 11814

Headquarters U.S. Air Force

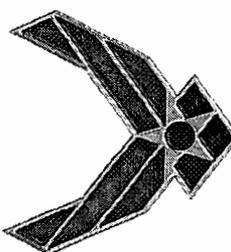
Integrity - Service - Excellence



BRAC 101

10 May 05

U.S. AIR FORCE

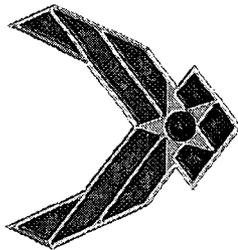


BRAC 2005

Key Messages

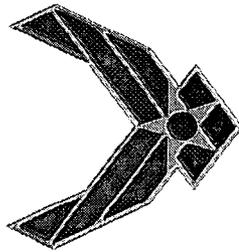
Integrity - Service - Excellence

BRAC 2005 OSD Messages



- *The purpose of the SECDEF's recommendations is to make the most efficient and effective use of all the Department's resources; to improve operational efficiency; to save taxpayer dollars; to advance transformation and enhance the combat effectiveness of our military force*
- *BRAC 2005 allows the Department to maximize both war-fighting capability and efficiency through joint organizational and basing solutions that will facilitate multi-service missions, reduce excess capacity, save money, and redirect resources to modernize equipment and infrastructure and develop the capabilities to meet 21st century threats*
- *The BRAC 2005 process will ensure that the United States continues to have the best-trained and equipped military in the world*

BRAC 2005 USAF Messages



- ***These realignments will make the Air Force more capable, efficient and effective***
- ***These actions transform the Air Force to better meet future threats***
 - ***Your Air Force continues to adapt to changes in the world's threat environment. To become more effective in the war on terrorism requires adjustments to a "Cold War" basing infrastructure.***
- ***We are closing bases in order to more fully invest in the people and equipment we need in the future***
 - ***Your Air Force must operate more efficiently to optimize the value of every taxpayer dollar in the defense of our nation. The defense budget will come under increasing pressure from projected increases in government non-discretionary spending***



BRAC 2005 USAF Messages

- ***Closing and realigning certain bases helps the Air Force consolidate its aircraft and operations into larger squadrons to get the most out of our critical resources***

- ***These recommendations balance airpower among our active duty, Air Force Reserve and Air National Guard components. The joining of Reserve and Guard Airmen alongside active duty members strengthens an important relationship for our warfighting capability***

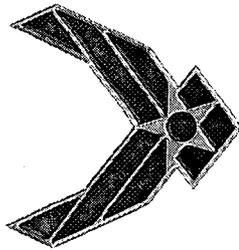
- ***Along with the other services, the AF continues to transform into a joint warfighting force***
 - ***Certain realignments in BRAC will help promote this transformation by supporting Air Force missions and Airmen within another Service's base infrastructure***

Integrity - Service - Excellence



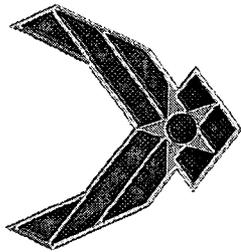
BRAC 2005 USAF Messages

- ***The Secretary of Defense's BRAC recommendations are not final. The President's BRAC Commission will review the list for conformity with OSD's force structure plan and published selection criteria and report its findings and conclusions to the President by September 2005***
- ***Local communities will still be able to address their concerns to the President's BRAC Commission at one of their planned regional meetings. Contact the BRAC Commission at 703-699-2952 for more information***
- ***The AF understands the impact BRAC can have on military members, retirees, employees and their families. Base commanders will make every effort to provide forums to share releasable BRAC information and answer questions***



BRAC 2005 USAF Messages

- ***The Air Force recommendations were made carefully and fairly***
- ***The Air Force provided the SECDEF with fair and impartial base closure and realignment recommendations consistent with the force structure plan and Congressionally approved BRAC selection criteria, with military value as the primary consideration***
- ***The Air Force took a hard, balanced look at its bases before making any closure or realignment recommendation. The Air Force used certified data collected from the installations to conduct detailed analysis for each recommended. The Air Force Base Closure Executive Group deliberated on each closure and realignment recommendation***
- ***A list of the specific BRAC criteria used to develop base closure and realignment recommendations can be found at:
<http://www.defenselink.mil/brac>***



BRAC 2005 USAF Messages

- *People are the Air Force's most valuable resource, and we will treat all affected individuals equitably during BRAC reductions and strive to mitigate adverse effects resulting from BRAC actions*
- *The AF understands the impact BRAC can have on military members, retirees, employees and their families. Base commanders will make every effort to provide forums to share releasable BRAC information and answer questions*
- *The Air Force will provide comprehensive transition tools, programs and information for our civilian, active, Guard, Reserve and retiree communities and their families*

DCN: 11814



Public Information

- **Public Information posted at:**

<http://www.defenselink.mil/brac>

Integrity - Service - Excellence



BRAC Law

- **Origin of Base Realignment and Closure (BRAC)**
 - **Defense Base Closure and Realignment Act of 1990, P.L. 101-510, as amended, 10 U.S.C. 2687 note**

- **BRAC 2005 authorized in 2001 by P.L. 107-107**



BRAC Background

- **Four previous base realignment and closure rounds (1988, 1991, 1993, 1995)**
 - **97 major closures / 55 major realignments / 235 minor actions**
 - **Net savings of approx. \$17 billion through FY 2001**
 - **Annual recurring savings of approx. \$7 billion beyond FY 2001**
- **Savings from BRAC 2005 are expected to be substantial**
- **The Department requested 2003 and 2005 BRAC rounds in FY 02: Congress authorized a single round in 2005**
- **March 2004 BRAC Report estimates 24 percent excess**
- **BRACs 93 and 95 reduced infrastructure by about 12%**



Public Law 107-107: 28 Dec 2001

- **Defines the BRAC 2005 process**
- **Dictates the BRAC 2005 timeline**
- **Assigns responsibilities to all participants**



Public Law 107-107: 28 Dec 2001

- **Public Law 107-107: 28 Dec 2001**
 - Selection Criteria and Force structure plan
- **Military value must be primary evaluation factor**
- **All installations considered equally**
- **Commission must also consider:**
 - Extent and timing of costs and savings
 - Impact of potential environmental remediation costs
 - Impact on existing communities
 - Ability of Community infrastructure to support forces, mission and personnel
- **Commission expands by one to 9**
 - POTUS nominates by 15 Mar 05; Terminates on 15 Apr 06
- **Commission can add installations to BRAC list providing:**
 - SECDEF is provided opportunity to justify OSD position not to include
 - 7/9 Commissioners must support



BRAC 2005

Congressionally Mandated Timeline

SecDef Initiates Internal BRAC 2005 Process (Nov 15, 2002)

SecDef Publishes Draft Selection Criteria (No later than Dec 31, 2003)

SecDef Submits BRAC Report, Force Structure Plan, and Certifications to Congress (Feb 2004)

SecDef Publishes Final Selection Criteria (Feb 16, 2004)

Congressional Deadline for Disapproving Selection Criteria (Mar 15, 2004)

Deadline for President to Nominate Commissioners (Mar 15, 2005)
Deadline for DOD to submit revised force structure plan (Mar 15 2005)

SecDef Forwards Recommendations to Commission (May 16, 2005)

Commission Review Process (May 17, 2005 – Sep 8, 2005)

Presidential Review and Approval (Sep 9-23, 2005)

Congressional Action (Receipt + 45 Legislative Days)

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BRAC 2005

Congressionally Mandated Timeline

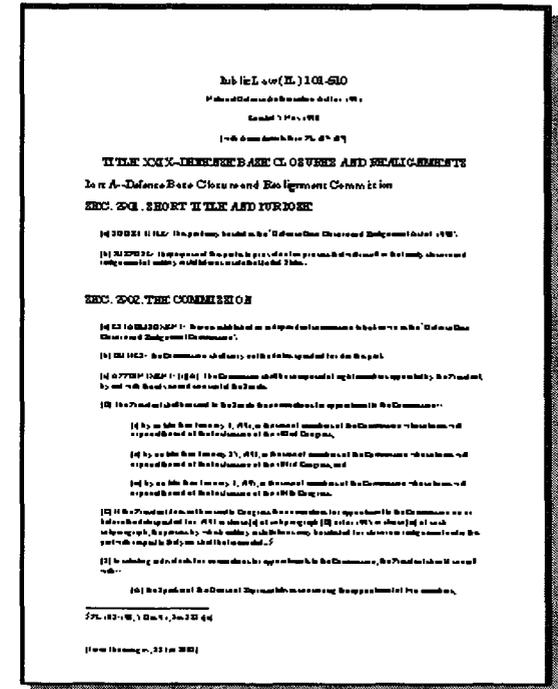
- **When Recommendations are final, the Secretary shall:**
 - **Initiate NLT 2 yrs after President submits report to Congress**
 - **Complete w/in 6 yrs**



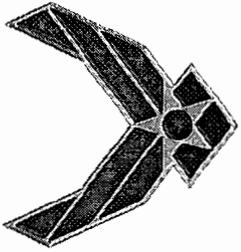
BRAC Public Law 107-107

■ Military Value shall include at a minimum:

- Preservation of training areas suitable for maneuver ground, naval, or air forces to guarantee future availability of such areas to ensure the readiness of the Armed Forces
- Preservation of military installations on the U.S. as staging areas for the use of the Armed Forces in Homeland Defense missions areas
- Preservation of military installations throughout a diversity of climate and terrain areas in the U.S. for training purposes
- The impact on joint warfighting, training, and readiness
- Contingency, mobilization and future total force requirements at both existing & potential receiving locations to support operations and training

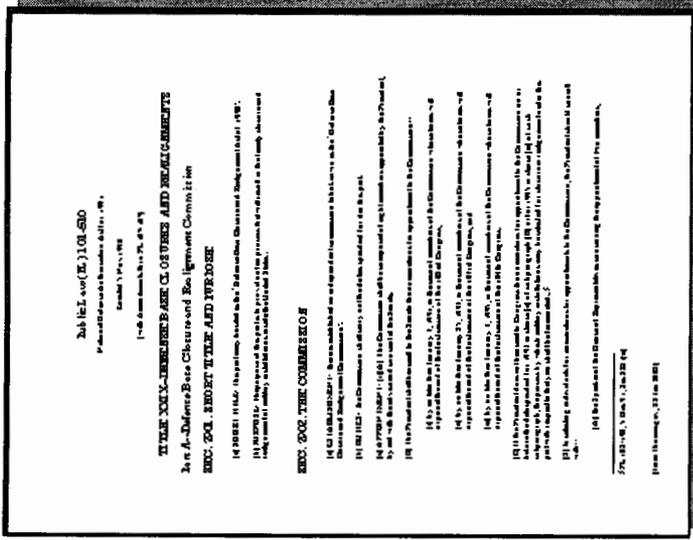


BRAC 05: Military Value is Primary Consideration



BRAC Public Law 107-107

- **Special Considerations – Selection Criteria shall also address at a minimum:**
 - **Extent and timing of potential costs and savings including number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed costs**
 - **Economic impact on existing communities in vicinity of military installations**
 - **Ability of both existing and potential receiving communities' infrastructure to support forces, missions, and personnel**
 - **The impact of costs related to potential environmental restoration, waste management, and environmental compliance activities**



Pub. Law (107-107)

107-107 (107-107)

107-107 (107-107)

107-107 (107-107)

TITLE XXV—DEFENSE BASE CLOSURES AND REALIGNMENTS

Sec. 201. SHORT TITLE AND PURPOSE

(a) SHORT TITLE.—This title may be cited as the "Defense Base Closure and Realignment Act of 1996".

(b) PURPOSE.—The purpose of this title is to provide for the orderly and efficient closure and realignment of military installations in a timely and cost-effective manner.

SEC. 202. THE COMMISSION

(a) ESTABLISHMENT.—There shall be established a commission to be known as the "Defense Base Closure and Realignment Commission".

(b) MEMBERS.—The Commission shall be composed of eight members, six of whom shall be appointed by the President and two shall be appointed by the Senate.

(c) TERM.—The Commission shall be organized as soon as practicable after the date of the enactment of this Act and shall continue to exist until the date of the final report of the Commission.

(d) CHAIRMAN.—The President shall appoint one of the members of the Commission to be the Chairman.

(e) VICE CHAIRMAN.—The President shall appoint one of the members of the Commission to be the Vice Chairman.

(f) MEMBERS.—The President shall appoint the remaining members of the Commission.

(g) QUALIFICATIONS.—The members of the Commission shall be persons of high standing in the community and shall be persons who are not members of the same political party.

(h) APPOINTMENT.—The President shall appoint the members of the Commission as soon as practicable after the date of the enactment of this Act.

(i) REPORT.—The Commission shall submit a report to the President and the Senate on or before the date specified in the report.

107-107 (107-107)

107-107 (107-107)

107-107 (107-107)

BRAC 05: Military Value is Primary Consideration



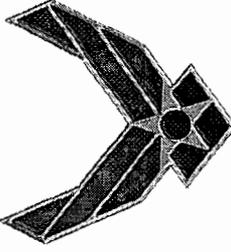
BRAC 2005 Approval and Impact

- **45 legislative days after the President transmits his recommendations to Congress they become binding unless rejected (all or nothing) by joint resolution**

- **If not rejected, the specific recommendations are implemented**

- **Closures, realignments, quantities of aircraft and the units involved (where specified)**

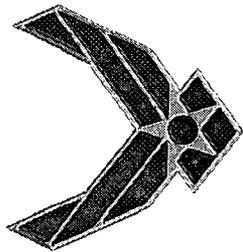
BRAC recommendations carry the force of law



BRAC 2005

BRAC GOALS

Integrity - Service - Excellence



SecDef Goals for BRAC 2005

- **Eliminate excess physical capacity**
- **Rationalize our infrastructure with defense strategy**
- **Reconfigure our infrastructure to maximize both warfighting capability and efficiency**
- **Implement opportunities for greater joint activity**

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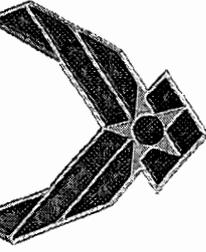


Air Force Goals for BRAC 2005

- **Maximize *warfighting capability* efficiently**
- **Transform the Total Air Force by *realigning* our infrastructure to meet *future* defense strategy**
- **Maximize *operational capability* by eliminating excess physical capacity**
- **Capitalize on opportunities for joint activity**

USAF Transformation Flight Plan 2004

Shape Air Force infrastructure to maximize operational capability of the Future Total Force



BRAC 2005

Selection Criteria

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BRAC 2005 Final Selection Criteria

Final Selection Criteria Department of Defense Base Closure and Realignment

In selecting military installations for closure or realignment, the Department of Defense, giving priority consideration tot military value (the first four criteria below), will consider:

Military Value

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

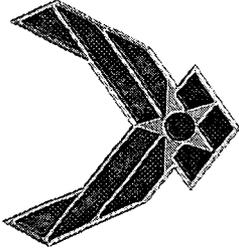
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BRAC 2005 Final Selection Criteria

Other Considerations

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.
6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of the infrastructure of both the existing and potential receiving communities to support forces, missions, and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

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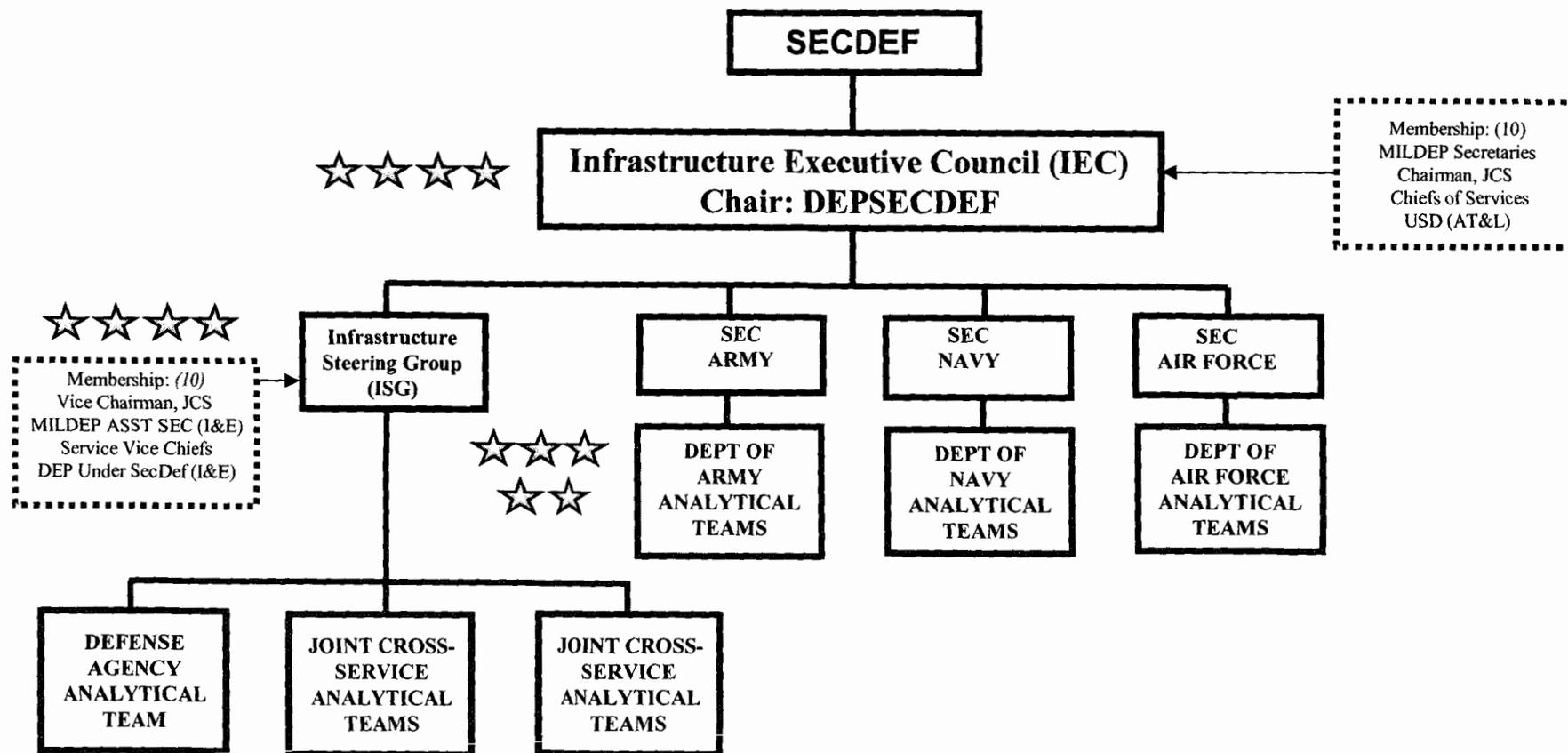
BRAC 2005

**BRAC
ORGANIZATIONS**

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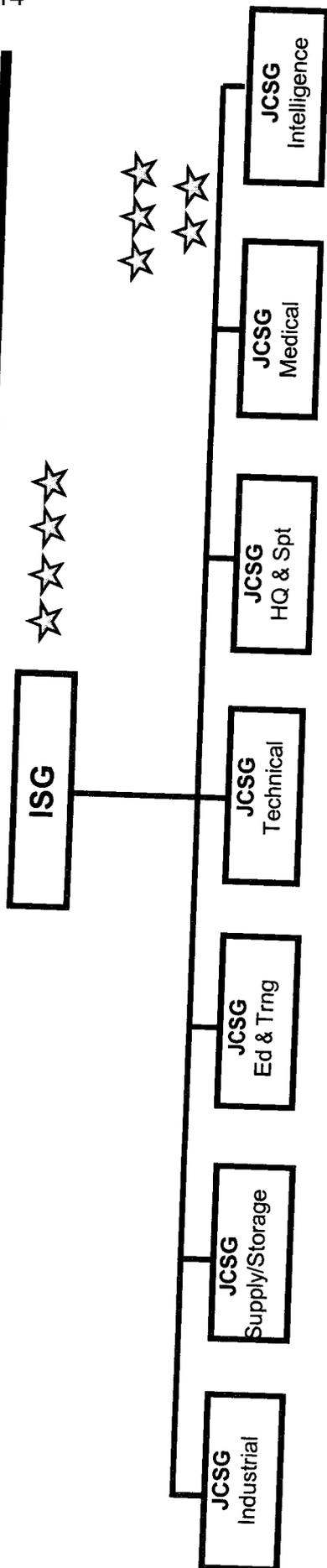
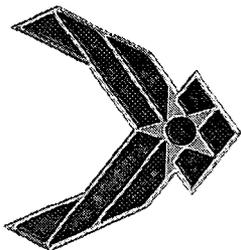


OSD Organizational Structure



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Joint Cross Service Groups (JCSG)

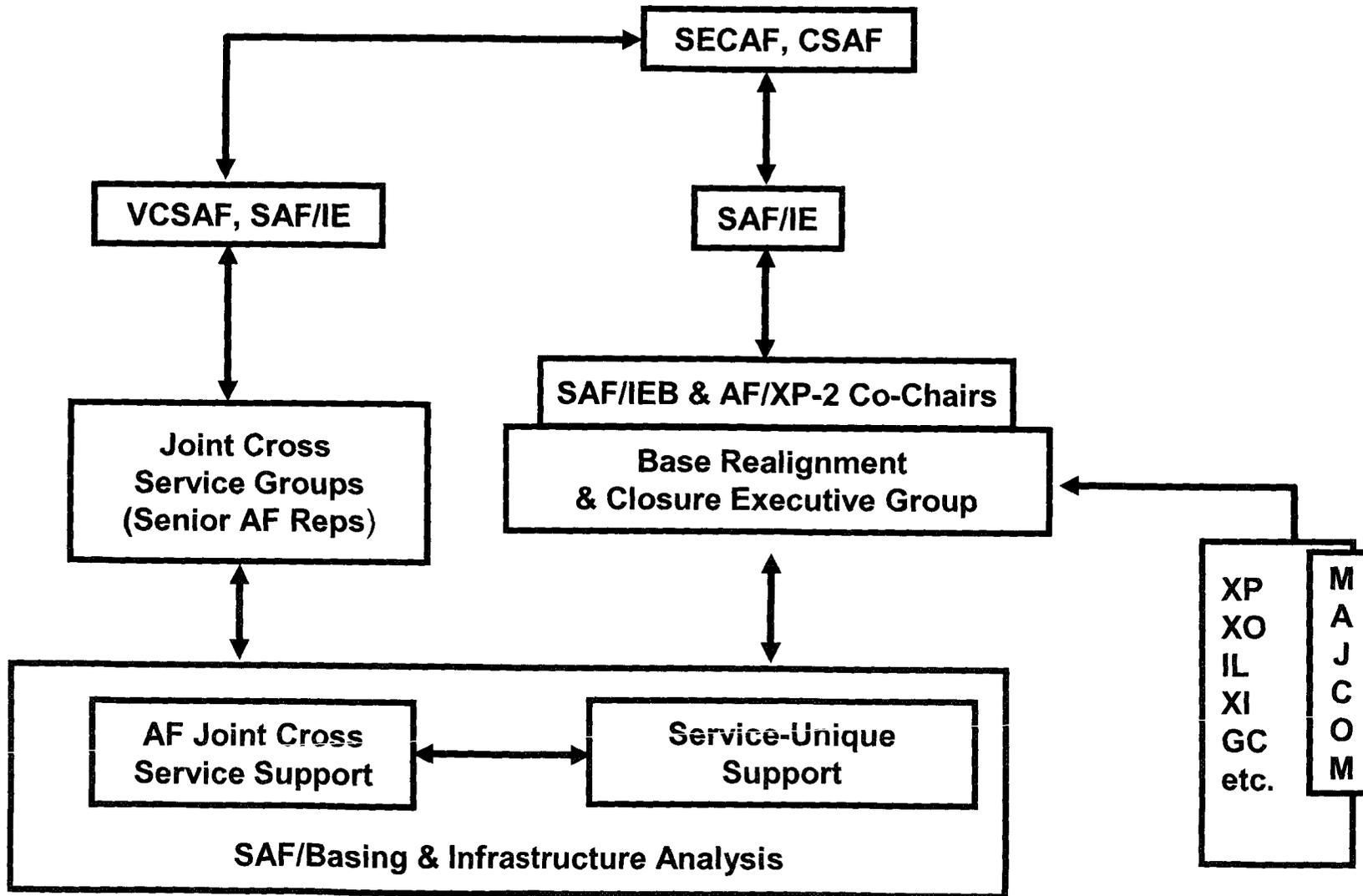


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U.S. AIR FORCE

AF BRAC Organization



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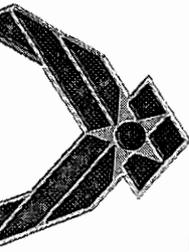
Base Closure Executive Group

- **Established by SECAF to ensure compliance with BRAC legislation**
- **Composed of 12 General Officers and SESs**
- **Supported by BRAC divisions SAF/IEBB & IEBJ with augmentation from MAJCOM and HQ AF staff**
- **Conduct analysis in accordance with OSD and AF Internal Control Plans and forward recommendations to SECAF**



Joint Action Scenario Team

- **The Joint Action Scenario Team (JAST), established by the BRAC Directors, conducts joint analysis for all MILDEP to MILDEP joint basing/use opportunities**
- **Serves as the DoD clearinghouse to examine opportunities for greater joint basing activities**
 - **Army chairs the JAST**
 - **JAST provides joint basing scenarios to the BRAC Directors for consideration**
 - **Considers joint basing/use of operational units only; anything not covered by a Joint Cross Service Group (functional/business oriented analysis)**



BRAC 2005

Questions?

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DCN: 11814

AIR FORCE BRAC 2005 COMMUNICATION PLAN

1. PURPOSE

To provide guidance to commanders and public affairs (PA) representatives on communicating Office of the Secretary of Defense (OSD) and Air Force (AF) key messages during the 2005 Base Realignment and Closure (BRAC) process to media outlets, Airmen, their families, civilian employees and local communities to provide accurate information, as well as mitigate anxiety and rumors.

2. SITUATION

- 2.1 On or before 16 May 2005, OSD will publish its BRAC recommendations in the Federal Register. The President's Defense Base Closure and Realignment Commission (the BRAC Commission) will review OSD recommendations and make final recommendations to the White House in Sep 2005.
- 2.2 SAF/PA will ensure MAJCOM PAs are prepared to support and train installation commanders and PA representatives to respond to media and internal and external audiences.
- 2.3 Commanders and PA representatives are encouraged to initiate dialogue and reassure Airmen, their families and civilian employees that they are our priority.

3. KEY DATES/EVENTS

- 4 May: SAF/IEBB and PA will provide MAJCOM XPs/PAs, AF RE/PA and NGB-PA/CFX a BRAC preparation briefing.
- 10-12 May: MAJCOMs will brief their Wing CCs and PAs on BRAC process and messages (not results).
- 11 May: AFRC will brief Wing CCs and PAs on BRAC process and messages.
- 13 May:
 - SAF/LL, in coordination with OSD, will notify Congressional members.
 - SECDEF forwards recommendations to the BRAC Commission and conducts a press conference (televised live @ 1030 EST on the Pentagon Channel).
 - SAF/PA will stand up www.issues.af.mil/brac as a tool for commanders and PAs to use in their efforts to communicate about BRAC to their base population and local communities.
 - SAF/PA will post Frequently Asked Questions on AF LINK (linked to DefenseLink BRAC site) and transmit additional guidance, as needed.
 - MAJCOM and Installation commanders will initiate local implementation/outreach plans using approved DoD/AF messages and guidance.

- 8 Sep: Final day for BRAC Commission to transmit final recommendations to President.
- 23 Sep: Final day for President's approval or disapproval of the BRAC Commission's recommendations. If the recommendations are approved, the recommendations are binding 45 "legislative" days after Presidential transmission or adjournment, unless Congress enacts joint resolution of disapproval.
- 20 Oct: If the President disapproves the Commissions initial recommendations, the Commission must submit revised recommendations to the President not later than this date.
- 7 Nov: Final day for the President to provide his revised BRAC recommendations to Congress or the BRAC process ends.

4. ACTIVE PUBLIC AFFAIRS POSTURE

Commanders and PA officers must be prepared to respond to questions and objectively provide details of BRAC 2005 to internal and external audiences. Local commanders are encouraged to quickly respond to queries that fall within the scope of OSD and SAF/PA guidance. Refer all queries outside the scope of existing PA guidance to SAF/PAM or the BRAC Response cell as appropriate for coordination with SAF/IEBB, OSD/PA.

5. TARGET AUDIENCES

- 5.1 Internal AF audiences—SAF/PA, MAJCOM PAs, and installation commanders
- 5.2 State government officials and the Adjutants General—NGB/PA and NGB/CFX
- 5.3 Local government officials and community leaders—installation commanders
- 5.4 National Media—Senior DoD and AF leaders in coordination with OSD and SAF/PA
- 5.5 Local Media—installation commanders and PAs
- 5.6 Congressional staffers—Senior DoD and AF leaders in coordination with OSD and SAF/LL

6. DOD GUIDANCE

All AF commanders and PAs should review the OSD/PA key messages, talking points, and Qs & As at www.defenselink.mil/brac. OSD/PA will update the web site with key messages and talking points and specific examples after the 13 May press conference. Highlights for AF commanders and PAs from the current OSD PA guidance are:

- The BRAC announcement per se does not impose any additional restrictions on media visits to DoD facilities **except** for media coverage of elected and/or Commission officials visiting your base in connection with BRAC.
- Local commanders should not speculate on why their base or other bases were recommended for closure or realignment.
- DoD personnel may not directly participate in or manage activities organized to influence the BRAC Commission **except** as a liaison or official DoD representative to answer general questions.
- Local commanders and their representatives should not give local retired generals involved in community BRAC organizations favorable treatment in base access or information.

7. MESSAGES

Installation commanders and public affairs representatives should incorporate OSD and AF messages in communications whenever possible.

7.1 OSD Overarching Messages:

- The purpose of the SECDEF's recommendations is to make the most efficient and effective use of all the Department's resources; to improve operational efficiency; to save taxpayer dollars; to advance transformation and enhance the combat effectiveness of our military force.
- BRAC 2005 allows the Department to maximize both war-fighting capability and efficiency through joint organizational and basing solutions that will facilitate multi-service missions, reduce excess capacity, save money, and redirect resources to modernize equipment and infrastructure and develop the capabilities to meet 21st century threats.
- The BRAC 2005 process will ensure that the United States continues to have the best-trained and equipped military in the world.

7.2. Key AF Messages

- These realignments will make the Air Force more capable, efficient and effective.
- These actions transform the Air Force to better meet future threats.

-- Your Air Force continues to adapt to changes in the world's threat environment. To become more effective in the war on terrorism requires this adjustment to a "Cold War" basing infrastructure.

- Future Total Force (FTF) will assist the Air Force in implementing BRAC because it is a fundamental element of transformation. Comprised of two major components – a planned force structure through 2025 and new organizational constructs – FTF will create efficiencies, retain invaluable human capital, and above all, maximize the capabilities of all the Air Force components: Active Duty, Air National Guard and Air Force Reserve.
 - FTF will work with the BRAC results as the Air Force transforms to face the increasingly complex challenges of the 21st century to ensure units of all components are positioned to transition into new and exciting missions.
 - Many units losing a weapon system due to force structure changes or BRAC will not be left without a relevant, meaningful mission.
 - Involving the ANG and Reserve in emerging missions with reachback capability will allow the Air Force to reduce reliance on involuntary mobilization.
 - In partnership with the AFR, ANG, TAGs and other stakeholders, we will make substantial progress by August 2005 to align potential mission opportunities for ARC units impacted by BRAC.
 - Neither BRAC nor FTF will degrade the Air Force's ability to defend the Homeland.
- We are closing bases and realigning missions in order to more fully invest in the people and equipment we need in our Future Total Force.
 - Future Total Force is win-win: active duty, Air National Guard, Air Force Reserve, civilians and most importantly, American taxpayers will reap the benefits of FTF.
 - Your Air Force must operate more efficiently to optimize the value of every taxpayer dollar in the defense of our nation. The defense budget will come under increasing pressure from projected increases in government non-discretionary spending.
- Closing and realigning certain bases helps the Air Force consolidate its aircraft and operations into larger squadrons to get the most out of our critical resources.
- These recommendations balance airpower among our active duty, Air Force Reserve and Air National Guard components. The integration of Reserve, Guard and active duty Airmen strengthens our overall warfighting capability.
- Along with the other services, the AF continues to transform into a joint warfighting force.
 - Certain realignments in BRAC will help promote this transformation by supporting Air Force missions and Airmen within another Service's base infrastructure.
- *The Secretary of Defense's BRAC recommendations are not final.* The President's BRAC Commission will review the list for conformity with OSD's force structure plan and

published selection criteria and report its findings and conclusions to the President by September 2005.

- Local communities will still be able to address their concerns to the President's BRAC Commission at one of their planned regional meetings. Contact the BRAC Commission at 703-699-2950 for more information.
- The AF understands the impact BRAC can have on military members, retirees, employees and their families. Base commanders will make every effort to provide forums to share releasable BRAC information and answer questions.
- The Air Force recommendations were made carefully and impartially.

-- The Air Force provided the SECDEF with fair and impartial base closure and realignment recommendations consistent with the force structure plan and Congressionally approved BRAC selection criteria, with military value as the primary consideration.

-- The Air Force took a hard, balanced look at its bases before making any closure or realignment recommendation. The Air Force used certified data collected from the installations to conduct detailed analysis for each recommendation. The Air Force Base Closure Executive Group deliberated on each closure and realignment recommendation.

-- A list of the specific BRAC criteria used to develop base closure and realignment recommendations can be found at http://www.defenselink.mil/brac/docs/criteria_final_jan4_05.pdf.

- People are the Air Force's most valuable resource, and we will treat all affected individuals equitably during BRAC reductions and strive to mitigate adverse effects resulting from BRAC actions.
- The Air Force will provide comprehensive transition tools, programs and information for our civilian, active, Guard, Reserve and retiree communities and their families.

8. STRATEGIES

- 8.1 SAF/PA will provide smart packages and follow-up emails to MAJCOM XPs during the SAF/IEB hosted BRAC Public Announcement Preparation Meeting on 4 May. MAJCOM PAs will disseminate information to installation commanders and PA reps. Packages will include OSD and AF BRAC PA guidance, media training briefing, key messages, smart cards and other available sources of information on BRAC such as www.DefenseLink.mil/BRAC.
- 8.2 SAF/PA will provide supplemental media training and message familiarization to MAJCOMs for dissemination to AF BRAC spokespersons at all levels via email.

- 8.3 MAJCOMs, the AF Reserve, and Air National Guard have appointed a PA officer as an overall BRAC POC to facilitate the communication plan and coordinate with base/wing public affairs offices.
- 8.4 SAF/PA will ensure BRAC messages and communications strategies for installations are synchronized within the MAJCOMs and the Pentagon.
- 8.5 SAF/PA/IEB will activate a BRAC 2005 Response Cell (RC) – A Formal CAT setting will provide a single focal point with ready expertise to provide the United States Air Force message to the public on the BRAC 2005 results. Membership to include: IE, PA, XP, IL, LL, RE, ANG, DP and SG. Hours of Operation: 0800-2000, as long as needed. Response Cell numbers: 1-888-473-6120 or DSN 222-7348 or DSN 222-7348.
- 8.6 SAF/PA in coordination with IEB will ensure MAJCOMs, Commanders, PAs and General Officers and members of the SES have access to products they'll need to effectively communicate to all audiences prior to and at 1030 EST, 13 May.
- 8.7 SAF/PA in coordination with IEB will ensure MAJCOMs, Commanders, PAs, General Officers and members of the Senior Executive Service have access to products (via www.issues.af.mil/brac) they'll need to effectively communicate to all affected audiences.

9. TACTICS

OSD/PA

- OSD will host meetings with service chiefs and Army/Navy installation commanders to communicate announcement details, themes and messages, and answer questions. SAF/IEB provides similar training to MAJCOM XPs and PAs on 4 May – OSD attends and briefs.
- On 13 May, OSD will release the Secretary's BRAC recommendations, publish the BRAC list on the Federal Register and post the list on the DefenseLink website. (Service Chiefs or Secretaries will host a press conference for national media).
- OSD will maintain up-to-date information on DefenseLink to be used as the definitive on-line source of information on the BRAC 2005 implementation process: schedules, planned workshops and a feedback forum for comments, recommendations and questions.

OSD/LA and AF/LL

- Notify key Congressional members, and governors, and respond to their queries.

NGB/PA

- Notify adjutants general and governors, and respond to their queries.

SAF/PAM

- Organize, provide products for, train members and support BRAC Response Cell.
- Brief and hand out BRAC communication tools to MAJCOM PAs on 4 May: key messages, talking points, Qs & As, and specific guidance on community/media responses.
- Provide media with timely and accurate answers to queries to minimize confusion and transmit OSD and AF messages to the public. Previously approved detailed Q & As will enable quick and accurate responses.
- For questions not found on approved BRAC Qs & As list, coordinate answers through IEB to ensure accuracy.
- Provide information and resources necessary to educate installation commanders and PAs on the BRAC process and key messages.
- Provide AF leadership key messages to transmit to internal and external audiences.
- Publish timely and relevant BRAC information and key messages in Aim Points, Snapshot, and AF Issues and Answers.
- Ensure AF information on DefenseLink is up-to-date and accurate.
- Provide assistance and guidance to MAJCOM and installation commanders and PAs as necessary.
- Attend Pentagon BRAC meetings when appropriate and provide PA input and guidance; pass relevant information to appropriate organizations and commanders.
- Ensure Air Force News Service (AFNEWS) plays key role in communicating BRAC information and messages to all audiences.
- Develop BRAC Response Cell (RC) CONOPS, Train CAT members, provide CAT Smart Book products and advertise RC purpose and 1-800#: 1-888-473-6120 or DSN 222-7349 and 222-7348.
- Provide up-to-date BRAC products at www.issues.af.mil by COB 11 May and ensure installation by installation view and state view is preloaded and available at 1030 EST, 13 May. Submit all BRAC products to SAF/PAX for inclusion on site.

MAJCOM PA Offices

- Train and support installation commanders and public affairs representatives using SAF/PA materials and locally developed products and communication tools. VTC conference with CCs and PAs, optional.

- Help ensure AF **spokespeople** are aware that www.issues.af.mil/brac is the primary resource for BRAC products including 1030 EST installation by installation and state views following 1030 Pentagon press conference on 13 May.
- Assist installation PAs in responding to queries using coordinated and approved Qs & As in accordance with OSD and SAF/PA guidance. Forward all other media queries outside the scope of guidance to SAF/PAM for coordination.
- Provide a summary of public affairs activities in support of BRAC 2005 in the MAJCOM daily Media Memo, including local community and media sentiment toward BRAC and any changes in that sentiment.
- Provide SAF/PAM copies of MAJCOM-produced PA products that help tell the BRAC story for the command.

INSTALLATION PA Offices

The base PA office in conjunction with the installation commander will develop a local implementation/outreach plan. Potential activities may include:

- Holding a base press briefing for local media and community leaders immediately following BRAC announcement.
- Conducting commander's calls or town hall meetings with the internal base audience.
- Taping the SECDEF announcement for rebroadcast on base TV channels.
- Explaining BRAC impact to the internal audience through base newspaper articles.
- Participate in various internal and external forums to share releasable BRAC information and answer questions.
- Include BRAC messages in commander speeches, news articles and briefing materials.
- Schedule community outreach engagements and coordinate regional opportunities with MAJCOM/PAs.
- Prepare background materials as needed for targeted audiences, mailings, use in meetings and responses to query.
- Establish a two-way communication program that permits internal audience members to ask questions and obtain information.
- Forward queries requiring further explanation to the appropriate office (BRAC Response Cell, BRAC Commission, SAF/PAM or OSD).

- Ensure PAs and Commanders access www.issues.af.mil/brac pre rollout and @ 1030 EST for installation by installation and state views.

10. COORDINATION

10.1 SAF/PA, MAJCOMs and base PAs will respond to queries using Qs & As in accordance with OSD and AF PA guidance. Questions beyond the scope of PA guidance will be coordinated with IEB prior to response through SAF/PAM.

10.2 For general or frequently asked questions, refer to BRAC information on the DefenseLink and/or AF Link website for assistance in answering queries. Follow guidance below for other queries from:

- Public Inquiries—during the first week after the announcement, refer all queries outside the scope of existing PA guidance and that cannot be answered by Qs & As or www.defenselink.mil/brac, to the BRAC Response Cell at 1-888-473-6120.
- Media—Media queries that cannot be answered through coordinated Qs & As or outside the scope of guidance should be referred to SAF/PAM, 703-695-0640/DSN225-0640 or emailed to shirley.curry@pentagon.af.mil (copy to MAJCOM) for coordination with SAF/IEB and appropriate functional areas.
- The BRAC Commission—refer requests directly to SAF/IEB, (703) 695-3578.
- Congress—specific requests from Congressional members will be referred to SAF/LL, 703-693-9110, for disposition and coordination with IEB for a response, as appropriate.
- Local government officials—general requests from local elected officials may be handled by base PAs IAW OSD and AF guidance.
- Internal AF queries—For issues outside the scope of guidance or not answered at www.defenselink.mil/brac, refer individuals to the BRAC Response Cell at 1-888-473-6120. Personnel issues may be addressed at the AFPC web site at www.afpc.randolph.af.mil and click on the link “Air Force Personnel Contact Center” in the upper right corner.
- Air Force Reserve queries—addressed via www.afrc.af.mil.
- Air National Guard queries—should be referred to NGB-PA, 703-607-2558 or the appropriate state.

10.3 BRAC Commission referrals.

- Communities can voice concerns to the BRAC Commission at regional meetings or by writing: 2521 South Clark Street, Suite 600, Arlington, Virginia 22202. For information on BRAC regional meetings, individuals may also call the Commission at 703-699-2950.

- All media queries regarding the BRAC Commission should be referred to the press officer for the Commission, Robert McCreary, 703-699-2964.

11. POINTS OF CONTACT

OPRs: Ms. Shirley Curry, SAF/PAME
Lt Col KellyAnn Thompson, SAF/PAM

OCRs: Lt Col Curtis Milam, SAF/IEBB
Lt Col Thomas Doyon, SAF/LLP

DCN: 11814

BRAC 2005 KEY MESSAGES



Installation commanders and public affairs representatives should incorporate 2005 BRAC key messages whenever possible.

OSD Overarching Messages:

- The purpose of the SECDEF's recommendations is to make the most efficient and effective use of all the Department's resources; to improve operational efficiency; to save taxpayer dollars; to advance transformation and enhance the combat effectiveness of our military force.
- BRAC 2005 allows the Department to maximize both war-fighting capability and efficiency through joint organizational and basing solutions that will facilitate multi-service missions, reduce excess capacity, save money, and redirect resources to modernize equipment and infrastructure and develop the capabilities to meet 21st century threats.
- The BRAC 2005 process will ensure that the United States continues to have the best-trained and equipped military in the world.

Key AF Messages

- These realignments will make the Air Force more capable, efficient and effective.
- These actions transform the Air Force to better meet future threats.
- Your Air Force continues to adapt to changes in the world's threat environment. To become more effective in the war on terrorism requires this adjustment to a "Cold War" basing infrastructure.
- Future Total Force (FTF) will assist the Air Force in implementing BRAC because it is a fundamental element of transformation. Comprised of two major components – a planned force structure through 2025 and new organizational constructs – FTF will create efficiencies, retain invaluable human capital, and above all, maximize the capabilities of all the Air Force components: Active Duty, Air National Guard and Air Force Reserve.
- FTF will work with the BRAC results as the Air Force transforms to face the increasingly complex challenges of the 21st century to ensure units of all components are positioned to transition into new and exciting missions.
- Many units losing a weapon system due to force structure changes or BRAC will not be left without a relevant, meaningful mission.
- Involving the ANG and Reserve in emerging missions with reachback capability will allow the Air Force to reduce reliance on involuntary mobilization.
- In partnership with the AFR, ANG, TAGs and other stakeholders, we will make substantial progress by August 2005 to align potential mission opportunities for ARC units impacted by BRAC.
- Neither BRAC nor FTF will degrade the Air Force's ability to defend the Homeland.
- We are closing bases and realigning missions in order to more fully invest in the people and equipment we need in our Future Total Force.

-- Future Total Force is win-win: active duty, Air National Guard, Air Force Reserve, civilians and most importantly, American taxpayers will reap the benefits of FTF.

-- Your Air Force must operate more efficiently to optimize the value of every taxpayer dollar in the defense of our nation. The defense budget will come under increasing pressure from projected increases in government non-discretionary spending.

- Closing and realigning certain bases helps the Air Force consolidate its aircraft and operations into larger squadrons to get the most out of our critical resources.
- These recommendations balance airpower among our active duty, Air Force Reserve and Air National Guard components. The integration of Reserve, Guard and active duty Airmen strengthens our overall warfighting capability.
- Along with the other services, the AF continues to transform into a joint warfighting force.

-- Certain realignments in BRAC will help promote this transformation by supporting Air Force missions and Airmen within another Service's base infrastructure.

- *The Secretary of Defense's BRAC recommendations are not final.* The President's BRAC Commission will review the list for conformity with OSD's force structure plan and published selection criteria and report its findings and conclusions to the President by September 2005.
- Local communities will be able to address concerns to the President's BRAC Commission at one of their planned regional meetings. Contact the Commission at 703-699-2950 for more information.
- The AF understands the impact BRAC can have on military members, retirees, employees and their families. Base commanders will make every effort to provide forums to share releasable BRAC information and answer questions.
- The Air Force recommendations were made carefully and impartially.

-- The Air Force provided the SECDEF with fair and impartial base closure and realignment recommendations consistent with the force structure plan and Congressionally approved BRAC selection criteria, with military value as the primary consideration.

-- The Air Force took a hard, balanced look at its bases before making any closure or realignment recommendation. The Air Force used certified data collected from the installations to conduct detailed analysis for each recommendation. The Air Force Base Closure Executive Group deliberated on each closure and realignment recommendation.

-- A list of the specific BRAC criteria used to develop base closure and realignment recommendations can be found at http://www.defenselink.mil/brac/docs/criteria_final_jan4_05.pdf.

- People are the Air Force's most valuable resource, and we will treat all affected individuals equitably during BRAC reductions and strive to mitigate adverse effects resulting from BRAC actions.
- The Air Force will provide comprehensive transition tools, programs and information for our civilian, active, Guard, Reserve and retiree communities and their families.



U.S. Air Force BRAC SNAPSHOT

A summary of facts and information about Base Realignment and Closure

11 May 2005

Base Realignment and Closure Information

Key AF Messages

- These realignments will make the Air Force more capable, efficient and effective while transforming the Air Force to better meet future threats.
- In partnership with the ANG, TAGs, AFR and other functional stakeholders, the AF will make substantial progress by August 2005 to align potential mission opportunities for ARC units impacted by BRAC.
- We are closing and realigning bases in order to more fully invest in the people and equipment we need in our Future Total Force; Active duty, ANG, and Reserve.
- The United States Air Force must operate more efficiently to optimize the value of every taxpayer dollar in the defense of our nation.
- Closing and realigning AF bases helps consolidate aircraft and operations into larger squadrons that optimize critical resources.
- BRAC helps balance airpower among active duty, Reserve and ANG components and strengthens warfighting capability.
- DoD recommendations are not final. The BRAC Commission will review and submit conclusions to the President by Sep 2005.
- The AF continues to transform into a joint warfighting force; Some BRAC realignments support Air Force missions and Airmen within another Service's base infrastructure.
- The AF understands the impact BRAC can have and commanders will make every effort to provide forums to share releasable BRAC information and answer questions.
- AF recommendations were made carefully & impartially.
- Criteria used to make recommendations can be found at http://www.defenselink.mil/brac/docs/criteria_final_jan4_05.pdf
- Local communities will be able to address concerns to the President's BRAC Commission at one of their planned regional meetings, or by calling (703) 699-2950.
- People are the Air Force's most valuable resource. All affected individuals will be treated equitably during BRAC reductions and strive to mitigate adverse effects resulting from BRAC actions.

BRAC Toolkit for Commanders, XPs and PAs

- MAJCOM and installation commanders, XPs, PAs, GOs and members of the SES can access products they'll need to effectively communicate about BRAC on the AF Issues and Answers website (www.issues.af.mil/brac.htm). This site contains pre-rollout BRAC communication products. On 13 May at 1030 EST, the site will include links to the DOD BRAC news release and base-specific wrap-ups.
- The site is restricted to those with .dot mil access and will provide key BRAC information without delay upon release of the BRAC list by the SECDEF (Public information will be available via www.defenselink.mil/brac and www.af.mil/brac). The site will also give Commanders and PAs direct links to information specific to their installations so they can quickly begin communicating with their base population and local community.

Products Available

Pre-Rollout: SECAF Vector
OSD Public Affairs Guidance
AF BRAC Communication Plan
BRAC Key Messages
Media Training Briefing
BRAC 101 Slideshow

Post-Rollout: DOD Press Release
State-by-State Overview
Installation Wrap-Up
Questions and Answers
Air Force BRAC 2005 Brochure
Air Force Report to SECDEF
Closure and Realignment Summary

Timeline

- 13 May: OSD BRAC recommendations
- 8 Sep: Last day for BRAC Commission to transmit final recommendations to the President
- 23 Sep: Final day for President to approve or disapprove BRAC recommendations
- 20 Oct: If President disapproves, revised recommendations due no later than this date
- 7 Nov: Final day for President to provide his revised BRAC recommendations to Congress

BRAC Referral Info

- Key source of all information available to the public: www.defenselink.mil/brac and www.af.mil/brac.
- **BRAC Response Cell (RC)** – The Air Force CAT will formally activate to provide a single focal point with ready expertise for public inquiries during the first week of the announcement. Refer all queries outside the scope of existing PA guidance to **BRAC hotline at 1-888-473-6120**.
- Media queries should be referred to SAF/PAM, 703-695-0640/DSN 225-0640 or emailed to safpam_workflow@pentagon.af.mil (copy to MAJCOM).
- BRAC Commission requests should be referred directly to SAF/IEB at 703-695-3578.
- Refer Congressional members through MAJCOMs to SAF/LL at 703-693-9110.
- Communities may voice concerns to the BRAC Commission at 703-699-2950.

DCN: 11814

AIR FORCE BRAC Qs &As
(as of 11 May 2005, 1100 hrs)

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AIR FORCE BRAC FAQs

AIR FORCE RECOMMENDATIONS

Installations Gaining

To be added later

Installations Downsizing or Closing

To be added later

Miscellaneous

1.4 How will the AF manage AEF deployment cycles for bases nominated/selected for closure?

The AF will continue to use forces assigned to installations identified for closure/realignment if the forces are postured as ready and available. Major commands and units owning those forces control posturing status. As units get closer to being realigned, the command will show those units as "not available" for tasking. Once the forces are in place and ready at their new location, the command will again posture the forces for rotation into the AEF schedule.

1.5 How will BRAC impact current operations (Iraq, Afghanistan, GWOT)?

The AF draws ready and postured forces from the active Air & Space Expeditionary Force (AEF) to respond to operational needs. Any BRAC impact will be compensated by scheduling and tasking other available forces in the AEF. Longer range impacts will be resolved by reposturing forces throughout the AEFs.

COMMISSION

2.1 How will the Air Force team work with the Commission?

- Once the SECDEF's recommendations are published, the AF team will provide the Commission all the information on the deliberative process and data used, and respond to any questions.
- The Commission may be assisted by AF staff, detailed by DoD. Staff members must not have been involved in the BRAC analysis.

COMMUNICATING WITH KEY GROUPS & PEOPLE

General

3.1 What is the role of the installation commander in the BRAC process?

- The primary role of Installation Commanders regarding installations selected for closure or realignment is to prepare the Wing for the specific Commission recommendation.
- Installation commanders have the responsibility for communicating Air Force recommendations to employees, military members and their families and communities.
- Local Commanders have received briefings on releasable BRAC information and have been encouraged to share that information with their communities.

3.2 As a result of BRAC, if I agree to move with my position to another geographic location which requires me to move and I can't sell my home, will the government buy it?

- Homeowners affected by base closures or realignments could be eligible to use the Homeowners Assistance Program (HAP), which is administered by the U.S. Army Corps of Engineers. The purpose of HAP is to limit losses suffered by DoD civilian and military personnel when a base closure or realignment reduces the value of their homes.
- Under the HAP, the Government:
 - Reimburses homeowners for losses incurred from the private sale of a home;
 - Buys the home for 75 percent of its fair-market value prior to the announcement of a base closure, or pays off the mortgage balance, whichever is greater; and
 - Pays the homeowner for some losses incurred as a result of a foreclosure.
- The HAP doesn't benefit all homeowners affected by base closure. Eligibility is based on a five percent drop in real estate value in a particular area that can be directly attributed to a base closure. Applications for assistance are not accepted until the Corps of Engineers declares an area eligible.

3.3 Why did the AF recommend closing my base?

The BRAC report details the basis for all recommendations made by the AF. You can find the report at <http://www.defenselink.mil> or <http://www.af.mil>.

3.4 Will base operations support contracts be impacted by an installation's presence on the DoD recommended closure list?

All MILCON projects under construction will continue. Projects not yet under construction will be deferred. After the final decision is made, the determination for whether to continue with a MILCON will be made on a case-by-case basis.

3.5 Will funded MILCON programs be suspended at installations nominated/selected for closure? What will happen to MILCON projects slated to begin in 2006 and beyond?

All work under contract should continue. Sustainment and Real Property Operations activities, including operations support contracts, should continue as scheduled.

3.6 In April 2004, the AF issued policy guidance restricting acceptance of gifts, including real property, from organizations involved in "BRAC-proofing." Will AF installations be able to accept such gifts after the DoD list is released in May?

The AF will release updated guidance following the release of the BRAC Commission recommendations.

Military and their families

3.7 What measures are being taken by the AF to relocate active-duty members at bases nominated/selected for closure?

The AF will not take any measures to relocate personnel until the BRAC Commission has made its final recommendations, the President has forwarded those recommendations to the Congress, and the Congress has reviewed the Commission's recommendations.

3.8 Will military members at bases nominated/selected for closure receive assignment consideration for Join Spouse/Exceptional Family Member Program?

As we always do for any assignment, the AF will identify and place members eligible for these programs. If they request Join Spouse assignment, they will receive consideration for the Join Spouse Tour as their first choice above other considerations. Each spouse will be typically offered two choices. We prioritize those assignments because of the savings to the AF. For EFMP, personnel will go through the normal procedures. If they have an EFMP case, then the paperwork will be completed to ascertain eligibility for assignment.

3.9 How will the AF handle military members assigned to geographically separated units (GSU) located at bases nominated/selected for closure?

The GSU would be administratively reassigned to another base and stay in the present location unless AF leadership determines that there is a better location for the mission. Members in GSUs at base locations where the base is closing and their detachment is also closing will receive an Assignment Availability Code (AAC).

3.10 Will military reassignments be frozen at installations nominated for closure until the BRAC process is completed?

There are no current plans to freeze assignments to and from nominated bases. Once the final BRAC list is finalized and the timeline for closure of the accepted bases is established, the assignment system will act to ensure enough personnel are on hand to complete the closure and also allow for a smooth outflow of personnel

3.11 What will the AF do with active-duty members on 365-day deployments if their return bases have been nominated/selected for closure?

Depending on the closure timeline, Airmen should not receive a new assignment location if the closing base is the follow-on location. For Airmen departing, the vast majority will already have follow-on assignments and their families can move once they have orders for the new location.

3.12 Can I choose to separate/join the reserves and stay in the area under BRAC?

If the member has a date of separation that is 12 months or more beyond the assignment report no later than date (RNLTD), the member may apply for Palace Chase or miscellaneous separation. Acceptance for Palace Chase is subject to availability and unit location. If not selected under these programs, the member can refuse retainability but must select an assignment and still PCS. If the member's date of separation is 11 months or less from the RNLTD, they may elect to separate in lieu of selection or refuse retainability and separate. Additionally, the commander may accelerate the date of separation prior to expiration term of service (PETS). Officers may apply for PALACE CHASE if they have any ADSC. Approval may be on a case by case basis.

3.13 Will the AF offer early retirement incentives for active-duty members at bases ultimately selected for closure?

No early retirement program authorities are currently available. Those members with an assignment on file will have the option to apply for retirement under normal 7-day option requirements. Members may also choose to apply for retirement prior to assignment selection, if they're within their 12-month eligibility window.

Civilians

3.14 If my base closes or I am facing involuntary separation because my organization is being realigned to another geographic location, what are my options; e.g., voluntary early retirement authority (VERA), voluntary separation incentive pay (VSIP), priority placement?

The DoD Civilian Assistance and Reemployment (CARE) Program provides a variety of transition assistance programs available for employees facing separation because of base closure or realignment. These include employee placement programs, civilian separation incentives and early retirements, and retraining initiatives and outplacement assistance. Your Civilian Personnel Flight can provide more information concerning these programs.

3.15 When an organization is realigned to another geographic location, will civilians be offered the option of moving with their assigned organization, or will the Air Force find a new assignment for them?

- When a realignment to another geographic location occurs, a civilian employee's right of assignment depends on whether the organization is being moved due to a Transfer of Function (ToF). A ToF takes place when a function ceases in one area and moves to one or more other areas that do not perform that function at the time of transfer. The ToF regulations provide that nontemporary employees have the right to move with their work if the alternative in the losing organization is separation or downgrading by reduction in force. Your Civilian Personnel Flight will notify you whether a ToF applies to your organization's realignment.
- If the realignment is not a ToF, the employee does not have a right to accompany the organization to the new location. The employee may be given the opportunity to volunteer to relocate with the organization, or may face Reduction in Force (RIF) action. If affected by RIF, the displaced employee would be eligible for transition assistance under the DoD Civilian Assistance and Reemployment (CARE) Program.

3.16 When will AF civilians have to move or have their employment terminated from their present duty location if the base is closed?

- Most civilian personnel actions will be effective no later than the effective date of base closure. Depending on the local installation drawdown implementation plan, it may be necessary to conduct a Reduction in Force and offer voluntary separation incentives on an incremental basis. Some employees may have the opportunity to remain employed in a caretaker capacity beyond the closure date.

3.17 Will there be a civilian Reduction in Force at bases nominated/selected for closure?

A reduction in force will not occur as a result of a base being on the BRAC nomination list. If a base is officially selected and announced for closure, there are usually incremental reductions in force as part of the installation drawdown implementation plan. However, eligible civilian employees will have the opportunity to register for priority placement or take advantage of separation incentives such as buyouts and voluntary early retirement, in order to decrease the number of involuntary separations.

3.18 Will an installation's presence on the DoD recommended closure list impact the status of civilians selected for special career development training or attendance at AF PME in residence?

An installation's presence on the DoD recommended closure list should not impact the status of civilians selected for special career development training or attendance at AF PME in residence. However, if the training opportunity being provided is held at a base affected by closure, the geographical location of the training would be shifted to another location.

3.19 Will employees at installations having implemented the National Security Personnel System have the same rights and benefits as other civil service employees?

Since the Department of Defense has not finalized the National Security Personnel System enabling regulation or implementing issuances at this time, we are unable to answer this question. Additional information about NSPS can be found on the DoD website at <http://www.defenselink/mil/brac>.

3.20 Will civil service promotions/reassignments be impacted by an installation's presence on the DoD recommended closure list?

Since there is no certainty the BRAC Commission will approve for closure all the installations on the DoD recommended closure list, there will likely be little effect on civil service promotions/reassignments at the installation. However, at the discretion of the installation commander, some vacancies may be filled on a temporary basis to better position the installation if it is approved for closure.

3.21 What programs are available to help civilian employees facing separation due to BRAC find continued employment within the Department of Defense?

- The DoD Priority Placement Program (PPP) is an automated system, within the Department of Defense, for the referral and mandatory placement of displaced employees when well qualified for other DoD vacancies. If you're eligible, the PPP will provide mandatory placement rights for DoD vacancies that match your qualifications. Enrollment is voluntary until specific separation notices are issued. At that time, you must be registered for all DoD installations in your commuting area if you are entitled to severance pay. If you're being separated, you may have the option to register for jobs outside of your current commuting area. Your civilian personnel flight is responsible for providing PPP counseling and registration assistance.
- The Reemployment Priority List (RPL) is a governmentwide program, required by law and subject to Office of Personnel Management (OPM) regulations. Career or career-conditional employees in receipt of a reduction in force (RIF) separation notice or certificate of expected separation may voluntarily register in the RPL. Referral through this program, which is separate from the PPP, provides employees priority over certain non-DoD job applicants for DoD jobs within the commuting area
- Additionally, local installation Family Support Centers can provide services and information regarding all aspects of Personal Planning for Closure, such as financial issues, relocation information, family member employment at projected new locations, and transition assistance planning when leaving Federal service.

3.22 If my base is being closed, when can I register in the DoD Priority Placement Program?

Registration is mandatory for employees entitled to severance pay during the reduction in force (RIF) notice period and for 1 year following separation. At the discretion of the installation commander, employees may voluntarily register prior to the RIF notice for up

to 1 year before the effective date of the RIF or base closure. The DoD CARE Office may approve up to 1 additional year of early registration at the request of the installation.

3.23 If my base is being closed, when can I register in the Reemployment Priority List (RPL)?

- Career and career-conditional employees in receipt of a RIF separation notice or certificate of expected separation may voluntarily register in the RPL. Referral through this program, which is separate from the DoD PPP, provides employees priority over certain non-DoD job applicants for DoD jobs within the commuting area.
- A certificate of expected separation may be issued employees facing separation under RIF up to 6 months prior to the effective date of the Reduction in Force.

3.24 If an employee accepts a job through PPP that requires moving outside the commuting area, will the Department of Defense reimburse his/her relocation expenses?

Yes, the Department of Defense will reimburse moving expenses within the limits allowed by the Joint Travel Regulations (JTR).

3.25 Are there any other programs available to help employees find continued employment with other Federal agencies outside the Department of Defense?

- Yes, under the Interagency Career Transition Assistance Plan (ICTAP), employees separating by Reduction in Force or as a result of declining relocation outside of the commuting area can receive priority consideration for jobs in other Federal agencies within the commuting area. This program, which is administered by the Office of Personnel Management (OPM), requires agencies in the commuting area of the separating employee to give preference to well-qualified registrants before hiring other candidates from outside the agency. ICTAP requires Federal agencies to publish information on all competitive service vacancies at <http://www.usajobs.opm.gov>. Employees must submit an application that complies with all job announcement instructions and a copy of the separation notice must be attached. ICTAP eligibility begins on receipt of a specific separation notice or a certificate of expected separation and continues for up to 1 year after separation, or up to 2 years for those with veteran's preference.
- The Department of Defense has authorized installations discretionary authority to pay up to \$20,000 Permanent Change of Station relocation expenses when another Federal agency hires and relocates a surplus employee in receipt of a Reduction in Force separation notice. Eligible employees are responsible for applying for vacant positions in other Federal agencies, and for advising those agencies of the available outplacement subsidy.

3.26 What is VSIP?

Voluntary Separation Incentive Pay (VSIP), which is commonly referred to as "buyouts," are payments of up to \$25,000 to encourage eligible employees to separate

from service voluntarily (either by retirement or resignation) to avoid or minimize the need for involuntary separations due to reduction in force, base closure, reorganization, transfer of function, or workforce restructuring, or by workforce restructuring to correct skill imbalances or to reduce the number of high grade, managerial or supervisory positions. The buyout payment is equivalent to an employee's severance pay entitlement up to a maximum of \$25,000 (before taxes). Buyouts are used at management's discretion and are not an employee entitlement.

3.27 What are the basic age and service requirements for VERA?

To be eligible for Voluntary Early Retirement Authority VERA, an employee must be either age 50 with 20 years of creditable service or have 25 years of total creditable service at any age. It is important to note that if an employee who is covered by the Civil Service Retirement System takes a VERA, he or she will face a two percent reduction in annuity per each year he or she is under the age of 55. There is no reduction for employees covered by the Federal Employee Retirement System.

3.28 What post-separation benefits and entitlements are available to involuntarily separated employees?

There are a number of separation benefit and entitlements designed to provide a soft landing for employees facing involuntary separation. These include:

- o Involuntarily separated employees may be eligible for severance pay and unemployment compensation.
- o DoD employees may request retention beyond scheduled separation in an annual leave status to attain first eligibility for immediate retirement or to become eligible for continued health benefit coverage during retirement. Employees must have sufficient annual leave to attain first eligibility to be approved.
- o Air Force will pay the government's share of an eligible employee's health insurance premium (and applicable administrative fees) for a period of up to 18 months after involuntary separation from a position or voluntary separation from a surplus position. This provision applies to employees enrolled in the Federal Employees Health Benefit (FEHB) Program at the time of separation and are separated by RIF, resign after receipt of a RIF separation notice, volunteer for RIF, or resign from a surplus position.
- o In order to continue FEHB coverage as a retiree, employees must generally be enrolled in the program for at least 5 years immediately prior to separation. However, the Office of Personnel Management (OPM) has granted pre-approved waivers of the 5-year requirement to DoD employees covered under the FEHB program continuously since the beginning date of the applicable DOD VERA/VSIP period. OPM will grant pre-approved waivers to DoD employees who:
 - Have been covered under the FEHB Program continuously since October 1 for each succeeding fiscal year; and
 - Retire during the DoD VERA/VSIP period; and
 - Receive a VSIP; or take early optional retirement; or

- Take discontinued service retirement based on an involuntary separation due to RIF, directed reassignment, reclassification to a lower grade, or abolishment of position.

3.29 May employees permanently assigned to an installation designated for closure accumulate annual leave beyond the existing “use or lose” limitation?

Yes, employees permanently assigned to an installation selected for closure may accumulate annual leave beyond the existing “use or lose” limitation. Leave in excess of the statutory limit is restored and is placed in a separate leave account. Lump sum payment of this leave is required when the employee is assigned to a position in any other Federal agency outside of the Department of Defense, or to any DoD position at an installation that is not being closed or realigned.

3.30 What opportunity do employees at closure bases have for employment with private contractors hired to prepare the installation for closure or to maintain it afterwards?

Employees at closing installations have the right of first refusal for certain jobs with these private contractors. The contractor must afford eligible and qualified Air Force employees right of first refusal before hiring from any other source. Normally, these jobs are in areas of environmental cleanup and restoration, utilities modification, roads and grounds work, security, and fire protection.

3.31 Does the Department of Labor provide any assistance for the retraining and outplacement for employees at BRAC installations?

Yes, through the Workforce Investment Act (WIA), the Department of Labor provides funding for retraining and readjustment assistance to displaced Federal employees, including nonappropriated fund employees. The WIA provides assistance including retraining, counseling, testing, placement assistance, and other related support activities. This assistance is made available to employees through the appropriate state employment security agencies. Employees assigned to DoD installations approved for closure or realignment may apply for WIA assistance up to 24 months in advance of the effective date of the closure or realignment.

3.32 Can the Air Force provide funds for outplacement assistance programs at the installation?

Yes, the Comptroller General has confirmed that Federal agencies may authorize expending appropriated funds for outplacement (placement outside the Department of Defense including private industry) assistance when this benefits the Department and the costs are reasonable. Installation commanders may authorize outplacement assistance as appropriate. Assistance may be provided for:

- o Career transition training, remedial training;
- o Contractor placement services, in which there is no ob placement fee;

- o Administrative support, such as use of computers, copiers, and other equipment;
- o Clerical support to prepare job applications or resumes;
- o Additionally, civilian employees are authorized the use of all services at their installation, including transition and employment services.

3.33 How are civilian employees who are on LWOP-US to perform military service treated during a RIF?

Once an employee is placed on LWOP-US, they are protected from RIF procedures in accordance with the Uniformed Services Employment and Reemployment Rights Act (USERRA). Employees on LWOP-US are not subject to RIF while they are serving in the uniformed services. The Agency must restore the employee to another position of like status and pay upon their restoration to civilian status.

3.34 How are civilian employees on LWOP-US treated in a RIF upon their return to duty or reemployment from military service?

Upon reemployment, if they served for more than 180 days, they may not be separated, except for cause for 1 year after their return. If they served for more than 30 but less than 181 days, they may not be separated, except for cause, for 6 months. (RIF is not considered "for cause" under OPM regulations). Once restored, if an employee with restoration rights is affected by RIF (during the applicable mandatory retention period) the Agency is obligated to find another position for the employee rather than separate them. They may be downgraded or reassigned. The Agency may also management reassign the returning employee to another position at a different geographic location.

3.35 If I am offered the opportunity to transfer with my function or am directed to move to another geographic location, but decline the offer because it is outside of my commuting area, am I still eligible for severance pay if separated?

Declining a Transfer of Function or management directed reassignment outside the commuting area will not impact eligibility for severance pay entitlements.

Veterans/Retirees

3.36 How are we going to ensure that our retirees are taken care of if we close medical facilities where they reside?

- The AF recognizes its responsibility to provide medical care for our military community, including retirees.
- Criteria five, six and seven took into consideration impacts of installation closure upon the local community.
- In the event that an installation's closure removes an active medical facility from an area, the eligible community members would receive care through a combination of VA facilities and/or contract services through TRICARE.
 - o This may require an expansion of TRICARE contracts in a region.

- The medical capacity in communities around an installation is included in the analytical process.

3.37 Have you considered the impact on retirees and veterans if you close base facilities such as commissaries and BX's?

Yes, of course. Morale and welfare are key ingredients in readiness. We would prefer not to inconvenience anyone. BRAC is hard. The process is hard, but necessary. There is no escaping the fact that we have more infrastructure than we need to support the nation's defense force in the 21st Century. We must be organized and arranged as efficiently as we can be to get the highest and best use out of our defense force.

Communities

3.38 What assistance will DoD or the government provide communities if a base in their community closes?

DoD will implement a mixed toolkit approach using all the authorities that are currently available to the military (public sale, public benefit conveyance, economic development conveyance) to expedite the beneficial reuse of a closed military installation to provide economic benefit to the local community. Through strong partnership with state and local government, DoD will work with state and local government to facilitate redevelopment plans and base reuse plans.

3.39 Can Bases/Communities get an assessment of how they "scored" during the '05 BRAC"?

To be added later.

3.40 Why aren't you communicating more with the communities? They are scared and have no insight into processes or timelines.

- Local Commanders have received information/briefings on releasable BRAC information and have been encouraged to share that information with their communities.
- DoD recognized the impact that BRAC can have on local communities, and makes every effort in the implementation phase of BRAC to soften the effect of closures and realignments on local communities.
- The following websites provide BRAC information:
 - <http://www.defenselink.mil/brac> - DoD BRAC site
 - <http://www.afropa.hq.af.mil> - AF BRAC site
 - <http://www.oea.mil> - Office of Economic Adjustment (OEA) site

AIR FORCE RESERVE

Traditional Reserve/IMA

4.1 Who will provide family support servicing to reservists and their families at the time of base closure?

The Air Force Reserve Family Support Office that is closest to the installation that is closing will assume point of contact responsibilities. On stand-alone bases, additional manpower will be critical to delivery the above mentioned services. Those on co-located bases will need to work closely with the Active Duty Family Support Center in delivery of the above-mentioned services. Active Duty Family Support Centers providing services on co-located bases will need to plan for additional staffing to service the total force community. Members may also utilize the AF One Source website at: <http://www.airforceonesource.com>.

4.2 Will this force structure change affect the end strength for the Air Force Reserve?

There will be no decrease in ARC end strength under Future Total Force force structure changes.

4.3 What's the difference between spaces and faces for our command?

These terms are often used in the Manpower and Personnel communities to distinguish between workplace authorizations—the spaces; and, the people – the faces who are assigned to authorizations.

4.4 How can we have a decrease in drill authorizations yet still have a projected increase in end-strength numbers for a given FY?

Our end strength numbers are congressionally-authorized total numbers of personnel and allow for the creation and deletion of specific positions to meet the mission needs of the command as long as the total authorizations are not exceeded. As a result, changes in mission requirements may cause, at any given time, fewer drill authorizations than the end strength authorizations allocated by congress would allow.

4.5 What will happen to those people whose authorized positions will be lost? Will they be given the option to retire early?

These members will be given the opportunity to either transfer to another base, or retrain into another area of expertise, if available. If no positions are available for which a member qualifies, separation/retirement action, as applicable would take place. Early retirement is a possible option, but will require enabling legislation.

4.6 Will they have the option to do their drill duty at another base?

Assuming requirements exist at another base, member may be able to transfer to a new locale or be authorized to train at a different locale that has the capacity to support their training requirements.

4.7 If so, will they have to pay out of their own pocket for the extra travel? Lodging?

Members are required to pay their own travel expenses when traveling to perform drill. Lodging expenses are generally provided for members performing Inactive Duty Training (IDT).

4.8 Will consideration be given to the reservist to select geographical location preferences?

Depending on the particular plans for closing a base or unit, members may be offered an opportunity to choose a particular geographical location.

4.9 Will they have the opportunity to retrain?

Contingent upon there being a need for the skill to which a member qualifies to be assigned, members will be given the opportunity to retrain into another AFSC, if eligible.

4.10 Will traditional and full-time reservists assigned to associate squadrons at bases nominated/selected for closure be retained by the Reserve components?

Air Force Reserve Command is committed to working each Reserve member's resolution on a case-by-case basis. In general, members have the opportunity to either transfer to another base or retrain into another area of expertise, if available. If no positions are available for which a member qualifies, separation/retirement action, as applicable, would take place.

4.11 Different aircraft may replace retiring aircraft. Won't there be a need for those individuals to remain there to learn the new system?

All members eligible and willing to retrain will be afforded the opportunity to do so. The Future Total Force effort will continue to keep a watchful eye on the training pipelines for these new roles and ensure the Total Force will have adequate access to training. In addition, we are working with all components to identify adequate resourcing for these new and emerging mission areas. We will make every effort to ensure our Guardsmen and Reservists are equipped and trained for their new roles.

4.12 Will the reservists be forced to retrain, like the active-duty is planning on doing in the near future?

Members may be given the opportunity to voluntarily retrain or they may be commander directed to involuntarily retrain. It will be an individual reserve member's choice to accept or decline. Those member's that are selected for and decline commander directed involuntary retraining will be separated and are allowed to retire as applicable, based on their retirement eligibility status, i.e., a member with at least 20 years satisfactory service toward reserve retirement is commander directed to retrain and he/she declines, this member may elect to voluntarily retire based on their eligibility for reserve retirement. Absent being eligible for reserve retirement these members will be separated.

4.13 Will people be forced to end their reserve duty because they are too far from retirement?

Circumstances may, in some instances, preclude a member from being able to obtain minimum eligibility for reserve retirement. The AFR is committed to working each reserve member's resolution on a case-by-case basis.

4.14 We know reservists already have the option to separate. Will there be an AFR-wide call for people to voluntarily separate? If so, will there be any compensation, separation incentives, etc.?

At this time, there is no plan to ask for an AFR-wide call for people to separate. Currently, there are no separation incentives or other compensation available. Compensation or incentives as part of a transition package will require enabling legislation.

4.15 Will the reductions mean there will be shortages to get the job done? The Air Force is already feeling as though it's stretched thin, due to the high ops tempo.

There may or may not be shortages at particular locales. However, the closure of a base/unit, in conjunction with the AF Future Total Force plan, is designed to help reduce shortages and consolidate resources for enhanced efficiencies at the remaining locales. As such, the AFRC anticipates that we will continue to meet all mission requirements.

4.16 How will this reduction of drill authorizations affect the units' missions, in general?

In general, as missions change, irrespective of BRAC or otherwise, so do the accompanying drill authorizations required to support those changes. Any increase or decrease in drill authorizations are directly related to the personnel manpower resources necessary to support a particular mission change.

4.17 How will this affect AEF rotations and other deployments? Does this have anything to do with SecDef Rumsfeld's initiative to reorganize the forces and put fewer burdens on the reservists being activated for extensive periods?

If the unit is eliminated, we will need to reallocate the AEF requirements to organizations that are realigned within Air Force Reserve Command forces to support the continuing AEF rotations. In reference to the stated intent of Secretary Rumfeld's "initiative to reorganize the forces and put fewer burdens on the reservists being activated for extended periods," as it relates to BRAC actions for the Air Force Reserve Command, we aren't in a position to adequately address the Secretary's intent. However, we do in fact; support the Secretary's initiative to put fewer burdens on the reservists. In fact, the Future Total Force plan is to place a higher percentage of ARC members in "reachback" missions to lessen reliance on involuntary mobilization.

4.18 If I am approved for retraining (3-level) by my commander at my current location, the base is identified for closure, and I move to another location in the same AFSC, will there be funds available for me to attend the scheduled course?

Yes, every effort will be made to ensure you attend the formal school, as 3-level training is Priority 1 for the AFR.

4.19 I have a quota (Training Line Number) for upgrade training. The base is identified for closure, so will I be allowed to attend?

If you are identified for reassignment to another base in a like position, the gaining and losing training offices would work with the AFR Formal School Branches to effect the action.

Active Guard Reserve (AGR)

4.20 I'm an Active Guard/Reservist (AGR) and my base is closing under BRAC. If my position goes away, how soon after the BRAC announcement can I be considered for other positions?

Commanders will work with the AGR Management Office to identify your earliest availability for relocation to allow you to be considered for upcoming vacancies as soon as feasible. As timing becomes more critical and draws closer to the actual closure date you will become a priority placement. You may be required to go to the first position for which you qualify. It is best to become engaged as early as possible.

4.21 If the mission moves to another location, do I get to move with my AGR position? Can I choose not to move with my AGR position and volunteer to go elsewhere?

You may be allowed to move with your position if the qualifications for the position at the new location have not changed. You may also volunteer for other positions coming available for which you are qualified.

4.22 I am in active duty sanctuary and have less than 2 years before retirement. If my AGR position is deleted or moved, do I have to move for the remaining time prior to retirement?

AGRs who are in sanctuary (between 18-20 yrs TAFMS), by law, may not be involuntarily released from that duty before becoming eligible for retired pay unless the release is approved by the SecAF. However, members in this category may have to relocate if their unit is affected.

4.23 Will AGRs be moved, or their tour curtailed?

The AGR Management Office will work with the individual and their commander to establish the best plan based on each situation and opportunities available. AGRs may have to move if their position is deleted or relocated. Tour curtailment of non-career AGRs is a last resort, and will only be considered if placement in another position is not feasible.

Air Reserve Technician

4.24 Is an Air Reserve Technician (ART) whose Mandatory Separation Date/High Year of Tenure Date (MSD/HYTD) is before the reduction-in-force (RIF) effective date eligible for the voluntary early retirement/voluntary separation (VERA/VSIP) programs?

No, employees who must mandatorily separate prior to the RIF effective date are not eligible for voluntary actions like early retirement and separation incentive pay because they will be separated prior to any adverse action being taken.

4.25 Can ART positions be offered to employees who are not currently in ART positions?

It depends. An ART position may be offered to a non-ART employee only if the employee is eligible to become a member of the Air Force Reserve. If the employee is eligible to become a member of the AF Reserve, but does not want to join the reserve, the employee may decline the ART position without the usual penalties associated with declining a valid offer. An employee who is already an ART and is offered another ART position in RIF, but declines the offer is subject to the penalties accompanying declining a valid offer. Additionally, the offer of a non-ART position would be a valid offer for an ART employee.

4.26 How are ARTs who are on LWOP-US to perform military service treated during a RIF?

A14. Once an employee is placed on LWOP-US, they are protected from RIF procedures IAW Uniformed Services Employment and Reemployment Rights Act (USERRA). An employee on LWOP-US is not a "competing employee" in RIFs that impact their position

or competitive area while they are gone. If the employee's position is abolished during such absence, they are not included in RIF. The Agency must restore the employee to another position of like status and pay upon their restoration to civilian status.

4.27 How are ARTs treated in a RIF upon their return to duty or reemployment from military service?

Upon reemployment, they may not be discharged, except for cause (RIF is not considered "for cause"). If the period of uniformed service was more than 180 days, the employee is protected from "separation" for a period of one year. If the period of uniformed service was more than 30 days, but less than 181 days, the employee is protected from "separation" for six months. Once restored, if an employee with restoration rights is impacted by RIF (during the applicable mandatory retention period) the Agency is obligated to find another position for the employee rather than separate the employee. This means the RIF could be run, and the employee would compete in it, but the employee could not be separated. They may be downgraded or reassigned. The Agency may also management reassign the returning employee to another position at a different geographic location.

4.28 Can an ART perform military duty after receiving a notice of RIF?

Yes, if the military authorities determine that the military duty cannot be rescheduled or cancelled, the Agency is required to permit the employee to perform their military duty. The final authority for this determination is the military commander.

4.29 May management waive qualifications for placement of an employee on an ART position during a RIF?

Management may waive qualifications under RIF for the Part A (civilian) portion of an ART position. The Military Personnel Flight (MPF) must still verify that the employee is qualified for the Part B (military) portion of the ART position. If a waiver is required for the military qualifications, approval must be obtained from the MPF prior to making a position offer under RIF.

4.30 Can a non-dual status technician (NDST) be offered an ART position during a RIF?

No. A NDST is an employee who is assigned against an ART position but who has lost active membership in the reserve for reasons beyond his control. For RIF purposes, a NDST is in a separate competitive category from ARTs. They cannot "bump" or "retreat" to other ART positions because they are no longer militarily qualified.

4.31 Can an employee who is eligible to join the reserve, be offered an ART position during RIF?

Yes. However, it is only considered a valid offer if the employee is willing to accept as a "condition of employment" the requirement to obtain and/or maintain active reserve membership in the unit of assignment.

4.32 Can an employee who held an ART position but is now in a non-ART position bump or retreat into an ART position?

Yes. If the employee is qualified for both the civilian and military portions of the ART position, bumping and retreating are allowed. However, it is only considered a valid offer as outlined in 4.30 above. The employee may decline the offer without the penalties associated with declining a valid placement offer.

4.33 Is an ART who is in receipt of a Mandatory Separation Date/High Year of Tenure (MSD/HYT) separation notice eligible for RIF placement?

Not if the ART will be separated prior to the RIF effective date.

4.34 Will ARTs on LWOP-US be allowed to elect VSIP/VERA while activated?

No, employees are only entitled to these programs if they are involved in the RIF. ARTs on LWOP-US are protected from RIF until they are restored to their civilian position.

4.35 Are ART positions in different competitive levels than non-ART positions?

Yes. The basis of maintaining ART positions in separate competitive levels is the military requirement/dual status nature of the position.

4.36 Can an ART position be changed to a non-ART position for use during RIF?

Normally, no. Any exception would require coordination and approval at the Wing, Numbered Air Force (NAF), and Headquarters AFRC levels.

4.37 Can ART positions be restructured for fill at a lower level during RIF?

Yes. Non-supervisory ART positions can be restructured for fill at a lower grade at any time. Usually, the position will be restructured no more than one level below the target grade. As a general rule, supervisory positions are not restructured.

4.38 Can ART Officers be considered for VERA/VSIP?

ART Officers are covered under mobility agreements. They can be considered for VERA/VSIP but only if placement in another ART Officer position cannot be accomplished through the ART Officer Career Management Program.

4.39 Who will provide civilian personnel servicing to ARTs on LWOP-US at the time of base closure?

The Air Force Civilian Personnel Flight (CPF) that is closest to the installation that is closing will assume servicing responsibility. Employees are notified of their new servicing arrangements via mail service to their last known mailing address.

4.40 If a civilian (ART or Non-ART) position becomes vacant before the closure, can I fill it?

Each installation will make their own decision on when to stop filling vacancies (also known as stockpiling) because they may be needed for RIF placement. Generally, a committee is established to review vacancies and determine the need to fill them prior to the closure. Temporary personnel actions may be effected in lieu of permanent ones, such as details, temporary promotions and reassignments, and temporary and term appointments. Decisions are made on a case-by-case basis

4.41 Can ART enlisted be considered for VERA/VSIP?

Yes. ART enlisted employees are treated the same as traditional civilian employees for the purposes of VERA/VSIP consideration. VSIP is only offered to employees who are facing involuntary separation or who can save another employee from involuntary separation prior to a RIF. VERA is offered to employees who are facing involuntary separation or downgrade prior to a RIF.

4.42 Can I still be promoted if my base is closing? (answer from both officer and enlisted perspective)

See Q40 above. Promotions may still be effected at installations that are selected for closure. However, the personnel action may be temporary rather than permanent. In addition, employees may be considered for promotion at other bases through central career programs such as the ART Officer Career Management Program or the various agency announcement systems for traditional civilian and ART enlisted positions

4.43 If our base is closing can I still get a vacant position filled by recruiters or transfer?

See Q40 above. Vacant civilian and ART positions may be filled by recruitment from external sources or transfer from another agency. However, the personnel action may be temporary rather than permanent.

4.44 If our base isn't closing, can we fill vacant positions by recruiting?

Civilian vacancies at installations that are not closing or realigning may be filled through recruitment from external sources, internal placement, or transfer from another agency on either a permanent or temporary basis. However, the provisions of the DoD Priority Placement Program (PPP) and internal Air Force placement programs must be met first.

Employees at installations that are closing will be registered in these programs and considered for placement before other sources of candidates are considered.

4.45 What will be the effect on families of those people whose authorized positions will be lost?

If the member has a choice to conduct their drill duty at another base, depending on the number of miles of that new base, there may be an increase in time and money affecting the financial well-being of the reservist's family. It may also impact the amount of time spent away from their employer, residence and family obligations (i.e. Friday, drill on Saturday and Sunday, return on Monday, it could cause civilian employer issues and loss of vacation time (quality of life issues)).

4.46. Who will provide family support servicing to reservists and their families at the time of base closure?

The Air Force Reserve Family Support Office that is closest to the installation that is closing will assume point of contact responsibilities. On stand-alone bases, additional manpower will be critical to deliver the above-mentioned services. Those on co-located bases will need to work closely with the Active Duty Family Support Center in delivery of the above-mentioned services. Active Duty Family Support Centers providing services on co-located bases will need to plan for additional staffing to service the total force community. Members may also utilize the AF OneSource website at: www.airforceonesource.com.

REVIEW AND ANALYSIS- DATA CALLS

5.1 How did BRAC determine which bases to retain for surge capacity?

- BRAC selection criteria one and three (current and future mission requirements and ability to accommodate contingencies) address DoD's commitment to include our surge requirements in the BRAC process.
- In general, we determined our surge needs by comparing the installation assets necessary to match our current force structure and mission requirements with those necessary to support future force structure and mission requirements.
- Some of the specific inputs that shape our future requirements are:
 - Threat assessments, such as the recent BRAC Report to Congress
 - Contingency and Mobilization Plans
 - Force Structure changes

5.2 Do not include.

5.3 Did the identical questions in the data call go to all installations?

The same questions are used for all installations; however, some installations answer some questions as "not applicable," as they are not pertinent. For example, an installation with no airfield will not be required to answer runway or hangar space questions.

5.4 Were they really joint data calls? Were the questions really taken from a single DoD list?

- Yes. The questions were developed both by the Services and the Joint Cross Service Groups.
- They then went through a data standardization process, run by OSD, which eliminated duplication and ensured that the same metrics were being applied where applicable (for example, number of rooms versus square footage).

5.5 What did you do to ensure local installations provided accurate data?

The Installation Commander certified the data, which was followed by MAJCOM and Air Staff reviews.

5.6 Why were there several data calls?

- To accomplish the requirement of the BRAC 05 legislation, local installations must provide copious amounts of data certified to be accurate and complete to the best of their knowledge.
- Past BRAC experience indicates it is more efficient to gather the data in a series of smaller data calls rather than a single extremely large data call.

5.7 The BRAC data calls excluded all non-DoD costs and assets. Was this data collected in subsequent data calls (for use in BRAC Commission decision making)?

The BRAC statute in section 2913(d) says that any selection criteria “shall take into account the effect of the proposed closure or realignment on the costs of...any other Federal agency that may be required to assume responsibility for activities at the military installations.”

5.8 Why was 1989 used as a baseline?

- DoD selected 1989 as the baseline because that year represents one of the largest force structures relative to infrastructure and, therefore, gives a good picture of the extent of force structure that the infrastructure can support.
- Using 1989 as a baseline assumes that then-current facilities were properly sized, at least in the overall capacity, to support assigned missions and forces.
- In fact, because the Department implemented the overwhelming majority of closures and realignments from previous BRAC rounds after 1989, many categories of bases clearly had very significant levels of excess capacity in that year.
- For this reason, the 1989 benchmark of facility requirements was undoubtedly overstated, and as a result, the estimates of excess infrastructure capacity in the report are conservative.

5.9 How was the 20-year Force Structure Plan submitted when the Integrated Global Presence and Basing Strategy was not complete?

- The Department of Defense submitted a 20-year Force Structure Plan on 24 March 2004.
- The plan preceded final Integrated Global Presence and Basing Strategy (IGPBS) decisions.
- SECDEF has announced the “building blocks” of IGPBS strategy. [Does anyone know when this was done?]
- The Department will update the Force Structure Plan and submit the final plan with the FY06 Budget Justification Books per guidance in the BRAC 05 legislation.

5.10 Will unclassified information from the installation data calls be made available to the public on May 13?

Unclassified information from the installation data calls will be available upon request through public affairs channels.

5.11 If data call information is released to the public, will installations be authorized to provide sources of data call information?

Data call information will be posted on DefenseLink when it is available and will be accessible to the public. Sources are not releasable.

REVIEW AND ANALYSIS – JOINT SERVICE

6.1 Was the analytical effort really Joint? What is the focus and composition of the Joint Cross Service Groups? How did they conduct their analyses separate from the services?

- Joint analysis was conducted in two ways.
 - First, there were seven Joint Cross Service Groups (JCSGs) who looked at common functions for value in consolidation. The JCSG process is further detailed below.
 - Second, the Services looked at the value of consolidation of individual service missions on a single installation. The primary criteria for these actions was an increased “military value” associated with training or operations.
- The Joint Cross Service Groups are composed of senior representatives from each of the Services, with additional staff drawn from the Services and/or contractor support.
- Their analyses followed the same pattern as the Services for their respective functions.
 - They provided Data Call questions and used the data to test different options to derive the best set of recommendations.
 - JCSG recommendations went to the SECDEF on an equal basis with those of the Services.
- JCSGs are Education and Training, Headquarters and Support Activities, Industrial, Intelligence, Medical, Supply and Storage, and Technical.

6.2 For purposes of BRAC, what is “jointness” when different Services are within the same fence, or when different Services are relatively close by and use the same range on one installation for training?

“Jointness” is not a noun, but rather a thought process that facilitates the joint utilization of infrastructure assets to the overall good of the Department of Defense and the nation. There are numerous installations, active and reserve components that have active multiple services within the same fence boundary or are relatively close by. This round of BRAC focused on trying to match excess capacity with those units that can best use them.

6.3 How are Joint issues being worked; e.g., realignments?

- Greater emphasis on finding joint solutions.
 - Look for joint basing/training/operations opportunities where they add military value.
 - Joint Cross Service Groups respond directly to SECDEF – their recommendations have equal weight as the Services this time.
 - Senior AF representation on Joint Cross Service Groups.
- The Infrastructure Steering Group met every three weeks, as a general rule. The Group consists of Service I&Es and Service Vice Chiefs. Review of JCSG and Service recommendations before they go to SECDEF.

- Throughout the Joint Action Scenario Team (JAST) process, 114 scenarios were considered resulting in 28 Candidate Recommendations proposed to OSD.

6.4 Were “regional” complexes considered in BRAC 05 as opposed to individual installations only?

All installations were evaluated.

- The primary consideration in all actions was the military value of the proposal as compared with the current consideration. In looking at the various scenario options, regional options were considered when training or operational opportunities added military value and where joint basing/training/operations opportunities added military value. The value of the JSCG process was their ability to look across service boundaries and look at functions on a regional as well as a functional basis.
- Joint Cross Service Groups respond directly to IEC – their recommendations have equal weight as the Services.

6.5 How did the Services analyze potential opportunities at other Service installations?

- We had specific guidance from OSD to consider basing of AF activities where we could maximize the Department’s infrastructure and increase military value.
- Joint Action Scenario Teams worked to identify these opportunities.

REVIEW AND ANALYSIS – FUTURE TOTAL FORCE

7.1 How will the Air Force react to force structure changes dictated by BRAC?

Future Total Force (FTF). It is a fundamental element of transformation. Comprised of two major components – a planned force structure through 2025 and new organizational constructs – FTF will create efficiencies, retain invaluable human capital, and above all, maximize the capabilities of all the Air Force components: Active Duty, Air National Guard and Air Force Reserve.

7.2 How will Future Total Force mitigate the affects of BRAC?

The FTF concept fundamentally changes an old paradigm of putting Guard and Reserve in “hand-me down” systems and instead puts them in front line systems with decades of relevancy. This new force structure focuses on programs, forces and technology, as well as new organizational concepts that strive to fundamentally improve the effectiveness of our Active Duty, Guard and Reserve personnel and systems. Ultimately, FTF is designed to provide the means for the Air Force to improve its overall combat capabilities and continue to be a primary enabler in joint operations.

7.3 What role do the Governors and their Adjutants General play in BRAC and FTF?

The channel of communication to and from the Governors is through The Adjutants General (TAG) and the National Guard Bureau, which acts on behalf of the Air Force and the Secretary of the Army. However, in order to ensure TAG input into our FTF processes and direction, we included 3 TAG’s at the FTF General Officer Steering Group, last one met 28 Apr 05. We also have two TAG representatives (Lt Col and Col level) who work daily with us as part of the XPF staff. We have sent bi-weekly updates to the TAGs.

7.4 How are the Guard and Reserve Components participating in the BRAC process?

The Base Closure Executive Group (BCEG) has voting representation from the Air Force Reserve and Air National Guard. Each is a voting member in the process. Air Force Reserve and Air National Guard have active members of all the working group and analysis teams and have had substantial input to the overall process. FTF was **not** part of the BRAC process; we are only responsive to its results.

7.5 What steps were taken prior to BRAC by the Air Force through FTF?

In order to make FTF fully responsive to BRAC, a number of carefully considered test cases that serve as proofs of concept were executed. These test cases did not have any impact on BRAC activities. All were conceived prior to BRAC and are below BRAC

thresholds. These include associate units, emerging missions, resource consolidation and innovative basing constructs.

7.6 Are there going to be additional FTF measures in response to BRAC? When can we anticipate an announcement?

We recognize the desire and the need for the TAGs, National Guard Bureau and AFRC to have a voice in this process. Meanwhile, we have gathered a list of potential mission areas vital to Combatant Commanders, Governors and the Nation and have explored details associated with the emerging mission areas. We have announced a date early in June to begin this process. It will continue throughout the summer such that by the commission release to the Congress, we will have substantial contributions to the FTF plan from the stakeholders.

7.7 How will FTF deal with jobs lost/gained by BRAC?

ARC end strength is maintained in the FTF process, even though missions may change and manpower requirement and authorizations may need to be adjusted accordingly. Not every state, wing, or unit can be guaranteed that their authorizations will not change. Some missions will require more manpower, some less, and some will require a change in the full time, traditional mix. The Air Force in conjunction with the Air National Guard and Air Force Reserve will use the FTF concept to help ensure that the right mission is placed in the right state.

7.8 Since FTF is being used to mitigate the affects of BRAC, can BRAC funds be used for FTF initiatives?

What can and cannot be funded with BRAC funds is dictated by law. FTF is not currently funded and funding will be determined through the AF corporate processes. Unlike BRAC, FTF does not have special funds. In some cases BRAC may allow for cross training, which will provide funds for this training. We will work the remaining funding requires through the corporate structure.

7.9 After BRAC recommendations are announced, will the Future Total Force initiatives rely heavily on ARC units being located at active duty base?

Future Total Force (FTF) does not rely exclusively on any single basing concept. In some cases we will associate active duty units with Air National Guard or Reserve units at Air National Guard or Reserve locations. In others, ARC units may be located at active duty bases. One of the most exciting changes underway is the "Community Basing" test initiative in Vermont recently approved for implementation by the CSAF and SECAF. By placing active duty personnel at ARC locations, we can take full advantage of the experience that resides in the reserve components and increase our utilization across the entire Total Force. Currently there is only one initiative where the Guard is moving to the Active Duty base. This occurred due to the request of the Air National Guard.

7.10 If BRAC recommendations require aircraft to be retired how will FTF be used to handle it and on what timeframe?

Future Total Force is a fundamental element of Air Force transformation and is comprised of two major components: 2025 Force Structure and innovative organizational constructs. Force structure efforts will divest the oldest and least capable aircraft in our inventory. The drawdown of these aircraft begins in FY07 and continues through 2025. A recapitalized force consisting of F/A-22s, F-35s, and unmanned aerial vehicles will replace legacy fighters, whose average age today is more than 17 years. If BRAC stipulates retirement of a weapon system, the system must be retired within 6 years. If BRAC is silent on the retirement that we know is programmatic, then the Air Force Corporate Structure will determine the timeframe for retirement.

7.11 If a Guard or Reserve unit loses a weapon system and converts to a new mission, how will FTF address the gap between the time they lose one and gain the other?

If we are going to eliminate a particular mission we will replace it with another and will time that transition to avoid a costly lag period that would leave a unit without a mission. In short, we will ensure that all units have a meaningful mission to meet the needs of the Nation, around the world and here in the Homeland. If we must delay the divestment of a particular system at a particular location to bring on a new mission (as long as the action is taken in the BRAC period) we will adjust as necessary.

7.12 How will the Air Force handle it if there are a lot of mission conversions after BRAC?

We are making every effort to ensure we "bridge the gap" between our divestiture of legacy systems and our stand-up of these new and emerging missions. As we move forward we will continue to keep a watchful eye on the training pipelines for these new roles and ensure the Total Force will have adequate access to training. In addition, we are working with all components to identify adequate resourcing for these new and emerging mission areas. We will make every effort to ensure our Airmen are equipped and trained for their new roles.

7.13 How will Homeland Defense be affected by BRAC and FTF?

Homeland defense is the most vital mission responsibility of the U.S. Air Force, and for that reason, we looked closely at what capabilities are and will be required for that mission. Those capabilities requirements were identified and separated out of the mix so as not to be jeopardized throughout the BRAC and FTF analysis processes. In other words, at no time will the capabilities requirements necessary to provide homeland defense be vulnerable to divestments or reorganization efforts.

DCN: 11814

REVIEW AND ANALYSIS - OTHER FEDERAL AGENCIES

[To be added later]

REVIEW AND ANALYSIS – OVERSEAS BASING

9.1 How does BRAC affect overseas basing?

BRAC, of course, only applies to military facilities in the United States. However, as part of its overall transformation, DoD coupled the BRAC process with its Global Force Posture Review, which in essence is a BRAC process for internationally based forces. The result is the relocation of troops to the United States from abroad and several other related changes made domestically to ensure unit cohesion, as well as realignment for the twenty-first century. (Dollar amounts will be available when the Secretary's recommendations are announced.) For more information about overseas basing decisions, contact OSD Public Affairs.

9.2 What will be the costs entailed with all of the changes to global posture?

Cost estimates are continually being refined as implementation plans develop. Current net cost estimates -- \$9-12B over the FYDP -- represent less than 1/2 of 1% of the FYDP and is a sound investment in the long-term readiness of our Armed Forces. For more information about overseas basing decisions, contact OSD Public Affairs.

9.3 Aren't we sending the wrong signal to our allies, both diplomatically and militarily?

Allied reactions have been overwhelmingly positive -- they understand that our rationale is solid and that changes are overdue. Our initiatives fully support changes underway in our alliances, such as within NATO and our US-Japan and US-Korea alliances. Our message is clear: in order for our alliances to remain relevant and effective, they must be affordable and sustainable. For more information about overseas basing decisions, contact OSD Public Affairs.

9.4 How will posture changes improve the lives of our military members?

With the return of 60-70K military personnel and up to 100K family members to the US, we will diminish the cases of "double separation," i.e., soldiers separated from families, and families from their support network in the US. Combined with Service initiatives like the Army's modularity concept, posture changes will provide more predictability to a service member over a career. For more information about overseas basing decisions, contact OSD Public Affairs.

9.5 What are the benefits to the overseas basing initiative?

We are able to eliminate excess physical capacity with our 64 closures and realignments. Of the 142 Air Force installations with operational flying missions today, our recommendations will reduce that number by 28 flying units, a 20% reduction. We reduce our excess flightline infrastructure by 37%, but still retain sufficient ramp space for surge, emerging missions, or to accommodate Air Force aircraft permanently based

overseas in the event we ever have to return those forces. In other words, we will be able to retain enough capacity to base worldwide Air Force forces entirely within the United States and its territories.

9.6 What does “surge” mean?

Strategic surge includes the large-scale return of forces from overseas or large-scale mobility operations.

COST OF BASE REALIGNMENT ACTIONS (COBRA)

10.1 Explain how the \$10.6 billion (BRAC wedge) was divided?

- OSD has not publicized the administrative processes for BRAC 05 funds. We do not expect much deviation from past practices; however, funds will be tighter and more tightly scrutinized as truly a BRAC cost.
- Administrative processes have not been published by OSD, so I cannot answer your question in any detail.
- However, SecDef's guidance is clear that DoD shall pursue Jointness, transformation and cost savings. These goals will help to determine how the dollars are allocated.

10.2 How did OSD and the Services spend the BRAC analysis money? What is the budget for the Air Force?

- Current expenditures for BRAC 05 pay for the personnel, equipment, rent and supplies to complete the analysis required by BRAC 05 legislation.
- The Air Force used O&M funds as appropriate to conduct its analysis.

10.3 How is the Air Force going to pay for its share of BRAC-related costs to implement final decisions?

OSD is providing upfront funding from a centralized account. Ultimately, savings will be generated to pay for BRAC implementation through consolidation and closure of excess infrastructure.

10.4 What justification documents are required with the FY05 President's Budget?

- A force structure plan based on an assessment of probable threats to the national security over the next 20 years, the probable end strength levels and military force units needed to meet those threats, and the anticipated levels of available funding.
- A comprehensive inventory of military installations worldwide.
- A description of infrastructure necessary to support the force structure.
- A discussion of categories of excess capacity.
- An economic analysis of the effect of realignments and closures to reduce excess infrastructure.
- Certification of the need for BRAC.
- These documents were provided by DoD to Congress on 24 March 04.

PROPERTY TRANSFER

11.1 Do you have any BRAC properties on the early transfer authority (ETA) track for FY05 and FY06?

The Air Force has successfully used ETA in previous rounds of BRAC and may use ETAs as appropriate in BRAC 2005.

11.2 What impediments to the use of ETA are you experiencing?

- The Air Force intends to use the authorities under CERCLA 120(h)(3)(C) when appropriate to support rapid reuse. However, this authority is not as encompassing or efficient as it was hoped it would be. The complex requirements for using this authority have proven to be time consuming and costly to meet.
- The Air Force does not generally intend to support waivers of fair market value consideration when transferring excess property to other federal agencies. We intend to transfer property to other Federal agencies "where is – as is" for fair market value consideration as specified in the Federal Management Regulations.

11.3 What impediments to the use of privatization are you experiencing?

The Air Force is aggressively pursuing privatization at several BRAC properties, and we have found it to be efficient and promotes expeditious reuse.

11.4 What changes in the process are needed to make privatization more effective?

- The Air Force expects increased performance (cost, scope and schedule) through privatization efforts. The Air Force should actually strengthen its Lead Agent role by executing the cleanup more efficiently and thus providing a remedy that is protective of human health and the environment and the legally required covenant that all cleanup actions have been completed sooner.
- Education of the regulators and local communities, through a focused outreach program, could significantly reduce the impediments to privatization of environmental cleanups.
- Also, the ability to more easily procure commercial sector cleanup services for Air Force BRAC properties would greatly accelerate the cleanup and disposal process.

ENVIRONMENT

12.1 How will environmental issues/cleanup be handled?

- The protection of human health and the environment is paramount and the Air Force will continue to address environmental issues as they become known.
- The Air Force plans to incorporate natural infrastructure as part of the complete asset valuation package.
- We characterize sites, inform property recipients of all known conditions, impose use restrictions necessary to protect remedies in place, and actively protect human health and the environment.

12.2 What efforts has AF observed to improve execution of the AF's environmental restoration program at all levels (installation up to HQ, AF)?

- The Air Force has come a long way to sustain, restore and modernize our installations through the use of performance-based contracting, privatization and natural infrastructure capabilities and asset valuation.

For Realignment bases:

- The Air Force has increased the application of streamlined site investigation, and is increasing the use of performance-based contracting tools to accelerate restoration efforts.
- Remedy selection is focused more specifically on bringing sites to a level acceptable for reasonably expected future use.

12.3 The AF states it is becoming increasingly difficult to meet DoD's Remedy in Place/Restoration Complete (RIP/RC) goal. What are the major obstacles to its completion? Is this a financial issue?

- The Air Force is looking at various means to complete cleanup of all past rounds of BRAC within the next FYDP. Several methods such as privatization, performance-based standards, and a Brownfield's-like approach are actively being pursued to complete the environmental cleanup of all past-BRAC closures.
- The Air Force's projected funding trend is reflective of the level of steady-state funding needed to transition from investigation and constructing remediation systems to one of operating and long-term management, thus additional funds will not accelerate the cleanup process.

12.4 What actions are you undertaking to reverse the general trend of the last several fiscal years in which the program is shifting to the right?

The program has matured. The Air Force is pursuing several methods such as privatization, performance-based standards, and a Brownfield's-like approach to complete the environmental cleanup of all past BRAC closures.

12.5 Do you have any BRAC properties where you are privatizing or plan to privatize cleanup for FY05 and FY06?

- The Air Force has executed performance-based contracts at several BRAC installations. In FY04, we awarded a contract in Texas (Reese), and FY05 in Ohio (Rickenbacker, Gentile, and Newark) and California (Davis Site near Sacramento). This initiative will also be implemented in Michigan (KI Sawyer and Wurtsmith), Illinois (Chanute), and Indiana (Grissom) in FY06. The Air Force will achieve a cost avoidance in excess of \$40M over the life cycle cost-to-complete for the first two rounds of performance-based contracts. It is anticipated a similar percentage of cost avoidance may be achieved for future performance-based contract awards.
- The Air Force is currently pursuing privatization at certain closed facilities and will continue to pursue privatization initiatives at locations where it is economically feasible.

12.6 What are you doing to address the issue of reopened sites causing the need for additional remediation due to emerging contaminants? Specifically, explain the steps taken to reduce the potential for reopening sites.

- The protection of human health and the environment is paramount and the Air Force will continue to address emerging contaminants, as they become known.
- We characterize sites, inform property recipients of all known conditions, impose use restrictions necessary to protect remedies in place, and actively protect human health and the environment.

12.7 What are you doing to address the issue of reopened sites; i.e., where a landfill's cap failed or changes cause the need for additional remediation? Specifically, explain the steps taken to reduce the potential for reopening sites.

- The protection of human health and the environment is paramount and the Air Force will continue to address emerging contaminants, as they become known.
- We characterize sites, inform property recipients of all known conditions, impose use restrictions necessary to protect remedies in place, and actively protect human health and the environment.

12.8 To what extent are new sites the result of newly discovered contamination versus existing sites that have been redefined into separate sites? Explain how you are tracking these occurrences.

- Additional sites were identified during AFRPA's environmental management at closed bases.
- These sites were identified during the course of developing reuse plans for the facilities.
- Some sites warranted inclusion in our remedial action program.

12.9 There have been concerns and questions about environmental costs. To what extent did environmental costs factor into recommending a base for realignment or closure?

- In accordance with the BRAC statute (BRAC Act of 1990, as amended), the Department will base all its recommendations on approved selection criteria that reflect military value as the primary consideration.
- The Selection Criteria address the impact of costs related to environmental restoration, waste management and environmental compliance.
- In previous rounds environmental restoration or cleanup costs were not included as a selection criteria or factor because it was viewed these costs would have to be expended regardless of the recommendation.

BRAC 2005 IMPLEMENTATION

13.1 How is BRAC 2005 different from past rounds?

- BRAC 05 is dramatically different from previous rounds. While we are confronted with the same problem of owning too many old and under-maintained facilities, many important factors have changed.
- To start with, the nature of the excess capacity is much different. There are very few large blocks of property that are currently unused.
- Most of the excess capacity today is more fragmented, and often in the form of underused facilities. This suggests that savings can be achieved by sharing facilities to a greater extent.
- In turn, the concept of sharing facilities supports the dual objective of increasing joint operations. Selecting the appropriate organizations from two or more services to share facilities in the right location can significantly improve combat effectiveness while reducing costs.
- Greater emphasis on reshaping the Air Force as opposed to simple cost cutting.
 - Generate a more powerful AF through appropriate basing.
 - Enable the AF to remain a critical component of the joint fighting team.
 - Evolving the AF to a more expeditionary mindset.

13.2 How is the BRAC implementation phase being handled within the AF?

- **Policy:** The Assistant Secretary of the Air Force for Installations and Environment (I&E) will act on behalf of the Secretary of the Air Force in establishing overall Air Force BRAC policy, direction, and oversight and ensuring Air Force compliance with program mandates.
- The Deputy Assistant Secretary of the Air Force for Basing and Infrastructure Analysis serves as the DASAF (I&E)'s lead for providing Air Force-wide policy, program direction, and oversight on all realignment and closure actions relating to BRAC and will be ASAF(I&E)'s primary action office responsible for:
 - Queries concerning the BRAC process and associated decisions
 - Resolving and responding to Air Force-unique policy issues with the Office of the Secretary of Defense, the Commission, other Services, agencies, the public, and the Congress.
- SAF/IEBB, Base Realignment & Closure (BRAC) 2005 Division
 - Collects, validates and analyzes data from across the Air Force to develop recommendations to the Secretary of the Air Force and Chief of Staff of the Air Force on BRAC.
 - Coordinates with the Office of the Secretary of Defense and Major commands on all matters related to BRAC.
 - Advises the Base Closure Executive Group (BCEG) on all decisions that impact AF BRAC recommendations.
- SAF/IEBJ, Joint Cross Service Coordination 2005 Division
 - Collects, validates and analyzes data from across the Air Force related to the Joint Services.

- Coordinates with the Office of the Secretary of Defense, Joint Staff and sister Services.
- Advises the Joint Cross Service Group (JCSG) on all decisions that impact joint BRAC recommendations.
- **Execution**: Program Execution is a two-phased effort. SAF/IEI provides the policy and oversight associated with the enabling realignment actions. The faster and more effective we can accomplish the realignment actions without impacting the military readiness, the more dollars we will save and the more effective we will have been in executing the goals of BRAC 05. The Air Staff will provide functional execution guidance to the MAJCOMs. While the realignment action is taking place, the Air Force Real Property Agency will be working with the local community to facilitate redevelopment efforts.
- **Environment**: The Deputy Assistant Secretary of the Air Force for Environment, Safety and Occupational Health (SAF/IEE) will provide policy, program direction and oversight.
- OEA is an important part of the implementation process. We will work with OEA as it coordinates federal adjustment assistance, and assists communities to organize and respond to impacts.

BRAC PRIOR IMPLEMENTATION

14.1 What are the costs and savings estimates for past AF BRAC rounds?

The net cost savings is \$6.7B through 2001 with a \$2B annual recurring savings.

14.2 What is the status of past BRAC closures?

- The Air Force has successfully implemented all the first four rounds of BRAC for 39 major installations.
- These closures and realignments mean that the military functions have ceased or were moved to another installation within the legislative timeframes of the BRAC laws.
- Environmental cleanup and real property disposal actions continue for some properties.

14.3 Why is funding for prior BRAC efforts so low?

- Congress has appropriated \$2.8B for environmental activities at BRAC installations. The FY 2005 BRAC restoration funding is \$127M.
- BRAC environmental funding requirements for installations in the past four BRAC rounds will further decrease as DoD completes environmental restoration requirements and transfers land to new ownership.
- Specific funding levels can be found in the Fiscal Year 2004 Annual Report to Congress for Defense Environmental Programs.

14.4 What is left to transfer from previous BRAC rounds?

- The Air Force has disposed of 82,241 BRAC acres (94%), leaving only 5,139 acres (6%) for disposal. Approximately 0.2% of the remaining acres for disposal are properties claimed by other federal agencies that are reluctant to take control of the properties until they are environmentally compliant.
- The Air Force conveyed 9,235 acres in FY04 and is focused on conveying half of the remaining 5,139 acres in FY05.

14.5. What were the AF results of the last four rounds of BRAC (88, 91, 93 and 95) from the total available to the number selected for BRAC action?

The four rounds resulted in decisions to close 32 major domestic AF military installations and many smaller ones. The Air Force has 82 remaining major installations.

14.6. How much has the AF saved through the previous rounds of closures and realignments?

Independent studies and audits have consistently supported the view that the realignment and closure process produced savings that far exceeded costs. See 14.1.

14.7 Why has the implementation of the previous four BRAC rounds taken so long?

- All Air Force closures and realignments were timely and within the specified timeframes of the BRAC law.
- Environmental cleanup and the disposal of the real property are often technically challenging and involve extended timeframes to complete.
- The private sector is most capable of dealing with these issues in a timely manner. However, the current process did not focus on integrating private sector into the reuse process.

14.8 How are you going to apply the realignment and closure strategies successfully used by the Air Force to BRAC 2005 implementation?

- We will expedite the beneficial reuse of a closed military installation to put it back on the local tax rolls so it can provide the kind of economic benefit to the local community that it can.
- We are trying to balance our strategies with a mixed toolkit.
- Within that mixed toolkit, to the extent that we have assets, we should seek and will seek to sell those where we can, assuming that they are not the subject of a public benefit conveyance or other process.

AIR FORCE BRAC SUCCESSES/LESSONS LEARNED

We're taking a very good hard look at lessons learned from the past from prior rounds of BRAC and taking into account the comments that we received from a number of sources to include members who have expressed concern about the disposal process over the years, including members of this committee.

I've spoken about five fairly broad principles through which we would entertain and manage our policy process for base reuse after the decisions are rendered and assuming they're enacted into law.

1. First, we want to do whatever we can to expedite the movement of the mission. It's in the interest of the department to have realigned missions or missions moving from a closed installation to their ultimate destination as expeditiously as we can. That's certainly in the interest of military efficiency and effectiveness. It leads to the second principles:

2. We will do what we can to expedite the beneficial reuse of a closed military installation to put it back on the local tax rolls so it can provide the kind of economic benefit to the local community that it can. In many cases, those processes have taken a significantly long time for a number of reasons, and we're looking at those reasons very carefully to see what we can do to expedite it.

3. Fundamentally, what we seek to do as a third principle is to implement a mixed toolkit approach. And by that, I mean all the authorities that are currently available to the military departments, be it public sale, public benefit conveyances, economic development conveyances, economic development conveyances, whatever the package of authorities that is necessary are all on the table, and in many cases we could have a cookie-cutter approach but it wouldn't be very effective.

In the early part of the first rounds of BRAC, we probably overestimated both our capacity and our ability to execute public sale in an effective way. Over the years, that pendulum tended to swing very much to the other direction, much to the consternation, I think, of a number of players in the process.

What we are trying to do is rebalance that equation, recognize that we have some powerful authorities at our disposal but that we have to have all of the authorities at our disposal in order for this process to be effective.

4. Within that mixed toolkit, certainly, we do want to rely as a fourth principle more on the market. So to the extent that we have assets that are valuable in the public marketplace, we should seek and will seek to sell those where we can, assuming that they are not the subject of a public benefit conveyance or other process. But we do want to try to maximize value in return for these parcels where it's appropriate, and it will be appropriate in a number of venues.

5. Our ability to do that, both to execute the mixed toolkit and to maximize value, relying on the market is entirely dependent on the fifth principle, which means we cannot execute any of this without a very strong partnership with state and local government, those who have zoning authority, state environmental regulators, state and local development authorities in the private sector to do what is necessary to develop a local redevelopment plan or base reuse plan that can be effectively and expeditiously implemented.

For this process to be effective, we have to be involved in an aggressive way at the local level, with affected parties, to ensure that we get the best plan developed and that can provide us where we're going to use public sales the maximum value for property.

Using a mixed toolkit approach, relying on public sale where it's viable, relying on strong partnership with state and local government and the local redevelopment interest to make sure that we do have a package that can, in the event we do have a base closure, put ourselves in the best position possible to have economic reuse in the most expeditious way we can.

Statement by Mr. Phil Grone's testimony before Congress, March 2005

DCN: 11814

AIR RESERVE COMPONENT BASES AND JOB LOSSES

sort by CIV loss

sort by TOTAL loss

base	CIV loss	TOTAL loss	base	CIV loss	TOTAL loss
Niagra Falls, NY	527	642	Eielson, AK	319	2940
Otis, MA	443	505	Willow Grove, PA		1232
Eielson, AK	319	2940	Kulis AK	241	848
New Orleans, LA	308	312	Niagra Falls, NY	527	642
Gen Mitchell Field, WI	302	266	Portland, OR		564
Pittsburgh, PA	278	322	Otis, MA	443	505
Kulis AK	241	848	Pittsburgh, PA	278	322
Springfield-Beckley, OH	225	291	New Orleans, LA	308	312
Lambert (St Louis) MO	215	249	Springfield-Beckley, OH	225	291
Kellogg, MI	206	274	Kellogg, MI	206	274
Nashville, TN	172	191	Gen Mitchell Field, WI	302	266
Fairchild AFB, WA	172	198	Lambert (St Louis) MO	215	249
Mansfield, OH	171	234	Mansfield, OH	171	234
Beale AFB, CA	171	179	Fairchild AFB, WA	172	198
Will Rogers (Ok City)	145	33	Nashville, TN	172	191
Key Field, MS	142	175	Birmingham, AL	117	183
Capital (Springfield), IL	133	163	Beale AFB, CA	171	179
Yeager (Charleston) WV	129	156	Key Field, MS	142	175
Hulman, IN	124	136	Capital (Springfield), IL	133	163
Reno, NV	124	147	Yeager (Charleston) WV	129	156
Birmingham, AL	117	183	New Castle, DE	101	148
Martin State (Baltimore), MD	106	119	Reno, NV	124	147
New Castle, DE	101	148	Hulman, IN	124	136
Richmond, VA	101	126	Richmond, VA	101	126
Bradley, CT	88	92	Martin State (Baltimore), MD	106	119
Great Falls, MT	81	107	March ARB, CA	44	111
Boise, ID	62	84	Great Falls, MT	81	107
Ft Smith, AR	59	78	Bradley, CT	88	92
March ARB, CA	44	111	Boise, ID	62	84
Schnectady, NY	9	19	Ft Smith, AR	59	78
Duluth, MN	0	8	Will Rogers (Ok City)	145	33
Hector IAP, ND			Schnectady, NY	9	19
Portland, OR		564	Duluth, MN	0	8
Willow Grove, PA		1232	Hector IAP, ND		

DCN: 11814

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Question 2
ANG UNits Losing Aircraft

STATE	ANG UNIT	STRATEGY	UNIT	MDS	Mdl/Blk	Unit Moved To
AL	BIRMINGHAM	ENCLAVE	117 ARW	KC-135	E	
AR	FT SMITH	ENCLAVE	188 FW	F-16	32	
CA	MARCH	ENCLAVE	163 ARW	KC-135	R	
CT	BRADLEY	ENCLAVE	103 FW	A-10		
DE	NEW CASTLE	ENCLAVE	166 AW	C-130	H	
IL	CAPITAL	ENCLAVE	183 FW	F-16	30	
IN	TERRE HAUTE (HULMAN)	ENCLAVE	181 FW	F-16	30	
KS	McCONNELL	ENCLAVE	184 ARW	KC-135	R	
MN	DULUTH	ENCLAVE	148 FW	F-16	25	
MO	ST LOUIS (LAMBERT)	ENCLAVE	131 FW	F-15	C	
MS	MERIDIAN (KEY FLD)	ENCLAVE	186 ARW	KC-135	R	
MT	GREAT FALLS	ENCLAVE	120 FW	F-16	30	
ND	HECTOR	ENCLAVE	119 FW	F-16	15	
NJ	McGUIRE	ENCLAVE	108 ARW	KC-135	E	
NY	HANCOCK FIELD	ENCLAVE	174 FW	F-16	30	
OH	SPRINGFIELD-BECKLEY	ENCLAVE	178 FW	F-16	30	
OR	PORTLAND	ENCLAVE	142 FW	F-15	C	
PR	LUIS MUNOZ	ENCLAVE	156 AW	C-130	E	
TN	NASHVILLE	ENCLAVE	118 AW	C-130	H	
TX	ELLINGTON	ENCLAVE	147 FW	F-16	25	
WV	YEAGER	ENCLAVE	130 AW	C-130	H	
AK	KULIS-ALL	CLOSE				ELMENDORF
MA	OTIS	CLOSE	102 FW	F-15	C	
MI	W K KELLOGG	CLOSE	110 FW	A-10		
NY	NIAGARA FALLS	CLOSE	107 ARW	KC-135	R	
OH	MANSFIELD LAHM	CLOSE	179 AW	C-130	H	
PA	WILLOW GROVE	CLOSE	111 FW	A-10		
ID	BOISE	REDUCE		C-130	H	
MD	BALTIMORE (MARTIN ST)	REDUCE		C-130	J	
NY	SCHENECTADY	REDUCE		C-130	H/L	
NV	RENO-TAHOE	ENCLV/REL/ASOC	152 AW	C-130	H	NELLIS
OK	WILL ROGERS	ENCLV/REL/ASOC		C-130	H	TINKER
VA	RICHMOND	ENCLV/REL/ASOC		F-16	30	LANGLEY
WA	FAIRCHILD	REDUCE/ASSOC		KC-135	R	

DCN: 11814

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Aircraft Moves

KC-135

Installation	MDS	Current PAA	Move	To
Bangor IAP AGS, ME	KC-135E	8	8	Retirement
Beale AFB, CA (AFR unit)	KC-135R	8	4 4	Selfridge ANGB, MI (ANG) McGee Tyson AGS, TN
Birmingham IAP AGS, AL	KC-135R	8	4 2 2	McGee Tyson AGS, TN Bangor AGS, ME Phoenix Sky Harbor AGS, AZ
Fairchild AFB, WA (ANG unit)	KC-135R	8	8	Sioux Gateway AGS, IA
Forbes Field AGS, KS	KC-135E	8	8	Retirement
Grand Forks AFB, ND	KC-135R	36	12 8 8 4 4	Scott AFB, IL (ANG) Seymour Johnson AFB, NC (AFR) McConnell AFB, KS Hickam AFB, HI (ANG) MacDill AFB, FL
Key Field AGS, MS	KC-135R	9	3 3 2 1	McGee Tyson AGS, TN Gen Mitchell AGS, WI Bangor AGS, ME Backup Inventory
March ARB, CA (ANG unit)	KC-135R	9	4 3 1 1	March ARB, CA (AFR) Pease AGS, NH McGee Tyson AGS, TN McConnell AFB, KS
McConnell AFB, KS (ANG unit)	KC-135R	9	9	Forbes Field AGS, KS
McGee Tyson APT AGS, TN	KC-135E	8	8	Retirement
McGuire AFB, NJ (AFR unit)	KC-135E	16	16	Retirement
Niagara Falls IAP ARS, NY (ANG unit)	KC-135R	8	8	Bangor AGS, ME
Portland IAP AGS, OR	KC-135R	8	4 3 1	Tinker AFB, OK (AFR) Forbes Field AGS, KS Backup Inventory
Robins AFB, GA	KC-135R	12	9 3	McConnell AFB, KS Backup Inventory
Scott AFB, IL (ANG Unit)	KC-135E	8	8	Retirement
Selfridge ANGB, MI (AFR unit)	KC-135R	8	8	Selfridge ANGB, MI (ANG)
Sioux Gateway APT AGS, IA	KC-135E	8	8	Retirement