



**Air Reserve Personnel  
Center**

**Denver, Colorado**

## **CONTENTS**

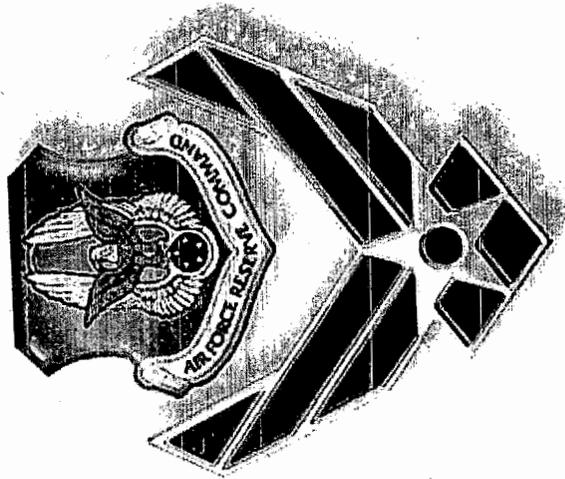
- Tab 1            ARPC Mission Brief**
- Tab 2            Press Release**
- Tab 3            Congressional Fact Sheet on BRAC Recommendation**
- Tab 4            Issues/Alternative**
- Tab 5            Personnel Systems Delivery Efforts**



# **Air Force Reserve Command**

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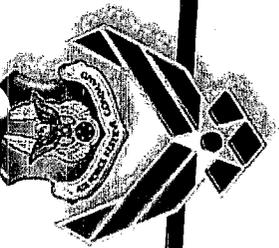
*Integrity - Service - Excellence*



## **Air Reserve Personnel Center (ARPC) Mission Brief**

**Colonel Ann Shippy  
Commander**

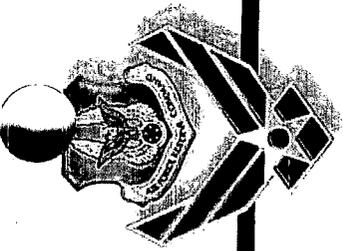
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# Overview

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- Who is ARPC?
- Key Business Processes
- Customer Service Provided
- Customer Contact Center/Web Site
- ARPC Challenges
- The IRR Story



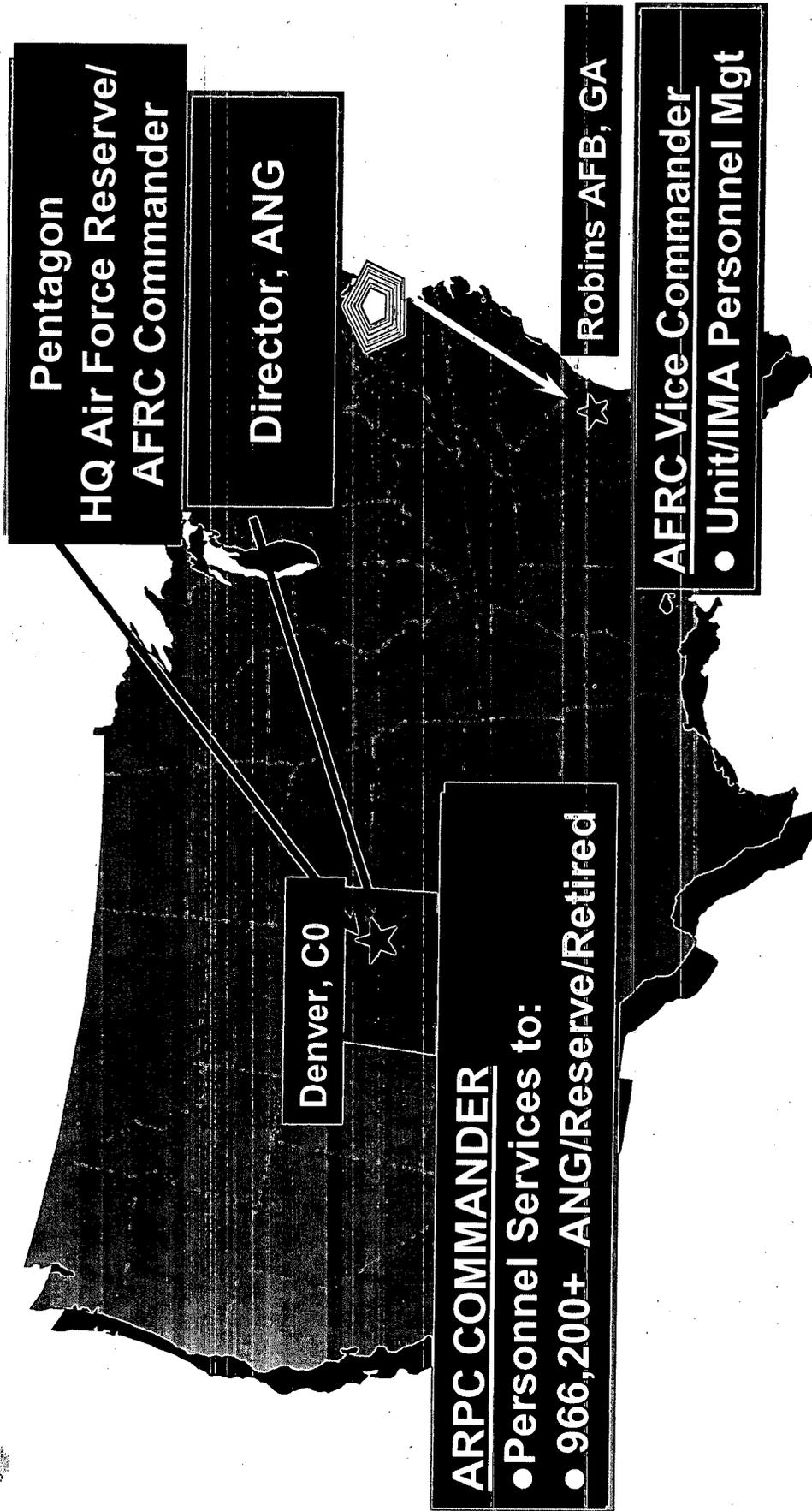
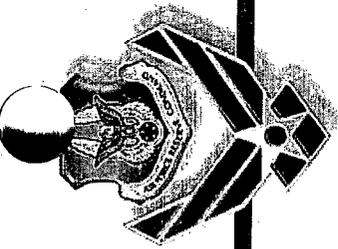
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# Overview

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## ■ Who is ARPC?

# Air Reserve Component Personnel Management

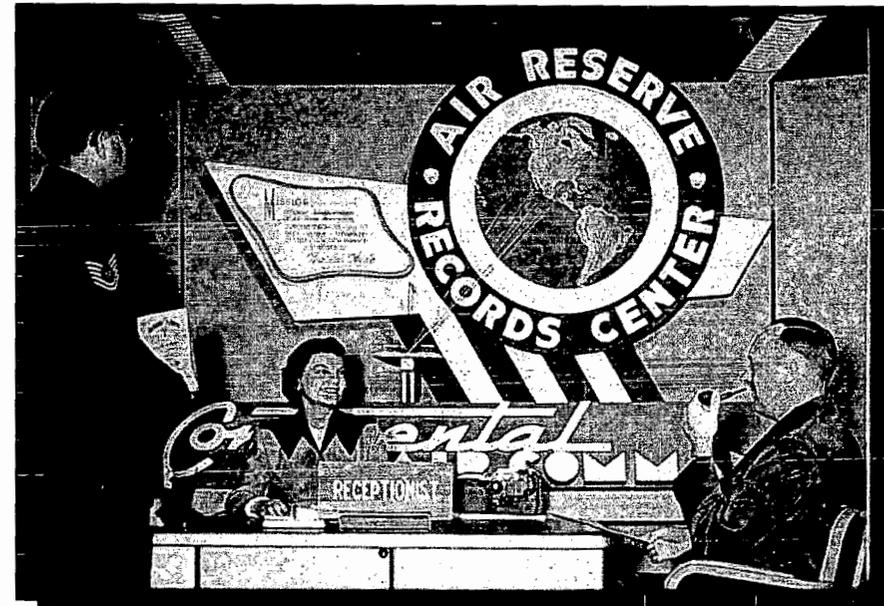


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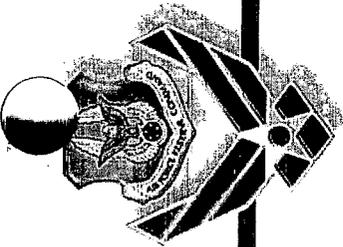


# *ARPC Heritage*

**Records Center started in  
Denver, Colorado  
1 March 1954**

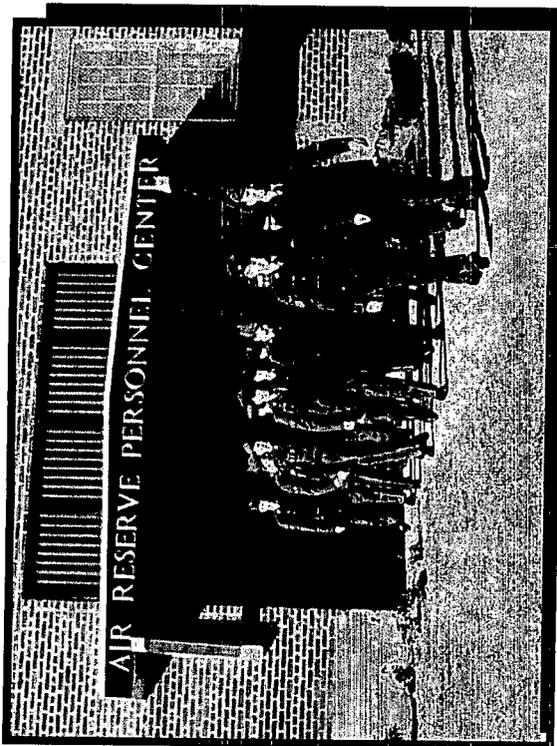


- **Records repository**
  - **Result of the Korean conflict**
  - **Desire to improve readiness and mobilization**



# ARPC Heritage

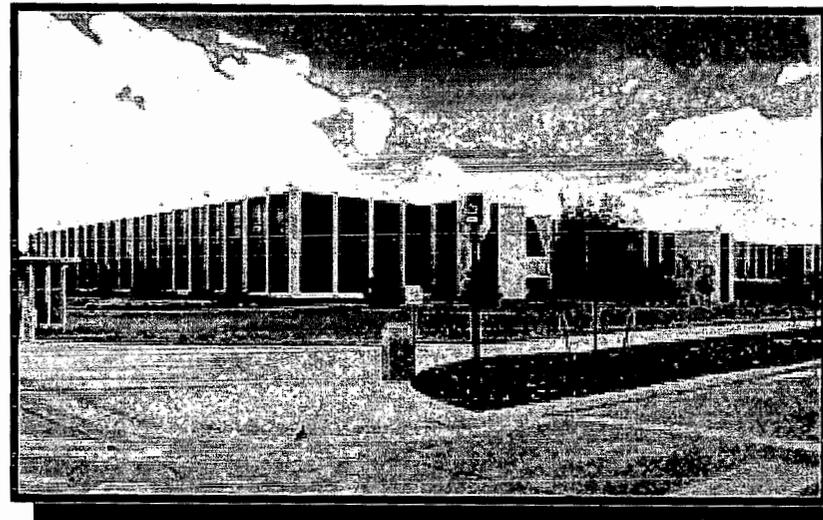
- **The 60s: The Air Reserve Personnel Center**
  - **More than records management**
  - **Retirements, officer promotions, point credit and accounting**
- **Became field operating agency under Chief of Air Force Reserve (USAF/RE)**
- **Unit personnel management transferred to Air Force Reserve (now AFRC)**



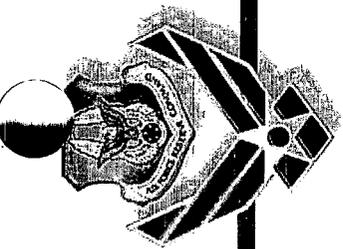


# *ARPC Heritage*

**Moved to  
Lowry AFB  
in 1976**



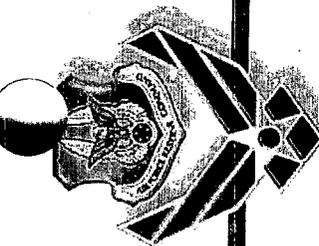
- **The 70s: Mission expansion**
  - **Reservist life cycle management**
  - **Gained ANG records**
  - **Central manager for legal, medical, and chaplain programs**
  - **Total Force Concept**



# ARPC Heritage



- **The 80s: Focus on Mobilization**
- **Support mobilization exercises**
- **Push/Pull mobilization**
  - **Push to training bases, pull to assignment**
- **Annual Individual Ready Reserve (IRR) muster**



# ARPC Heritage

- The 90s" Continuous Improvement
  - DESERT STORM
  - State-of-the-art customer service with Automated Records Management System (ARMS)
- 2000 - Transformation
  - Military PDS
  - Personnel Services Delivery (PSD)



**ARMS**



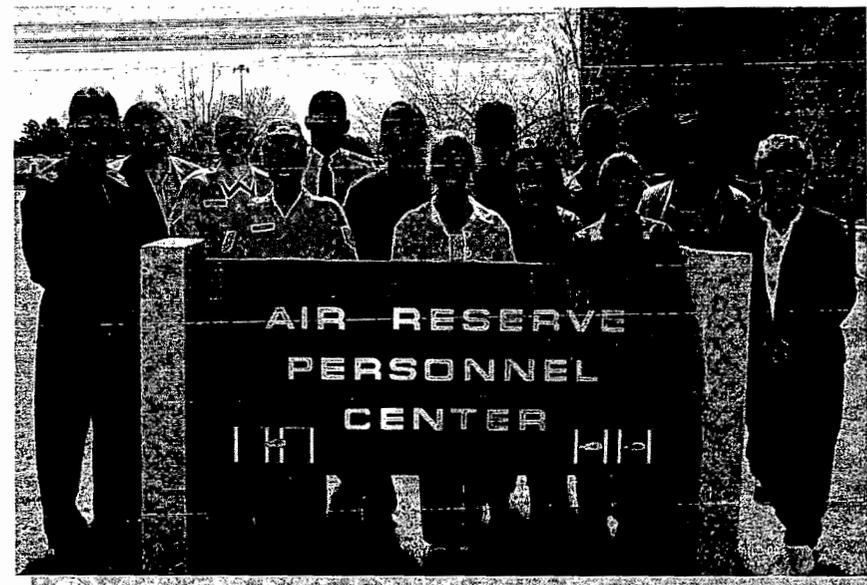
**Contact Center**



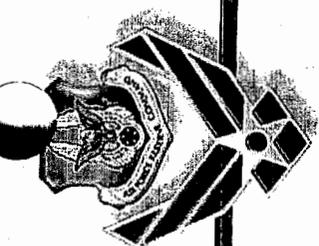
# Who We Are...

## Current Authorizations

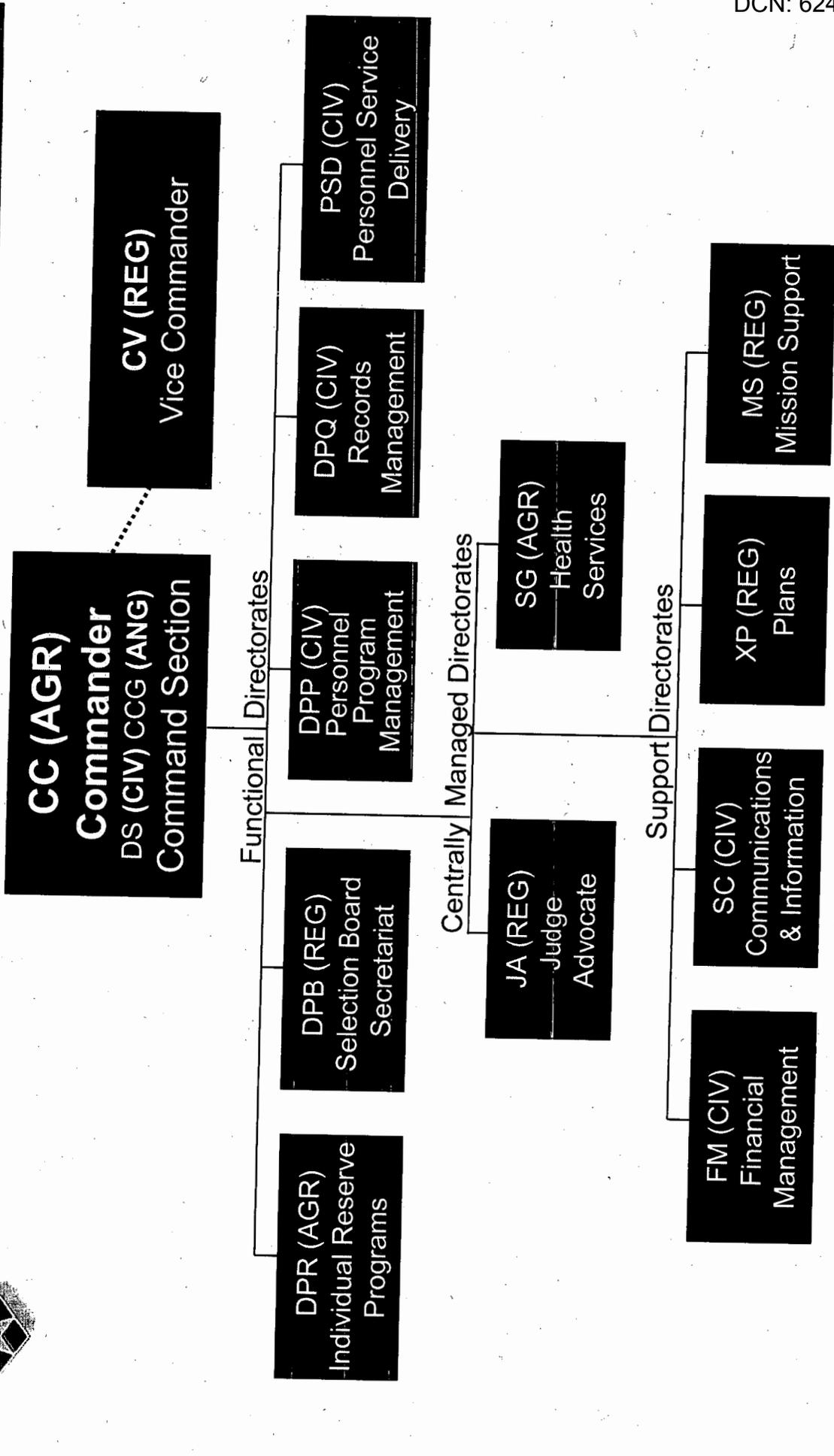
<b>Military</b>	<b>122</b>
Regular	99
AGR	23
<b>Civilians</b>	<b>253</b>
<b>Contractors</b>	<b><u>59</u></b>
<b>Total</b>	<b>434</b>



**Most civilians are GS-5,  
military personnel technicians**



# ARPC Organization

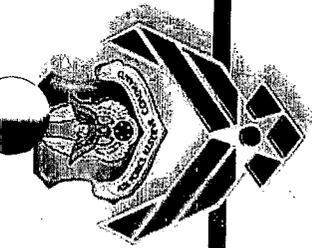




# *The ARPC Mission*



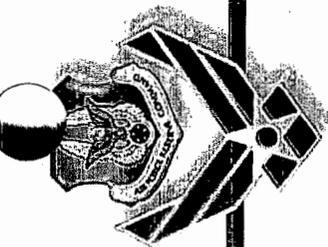
**Ensure the nation always  
has a warrior bank of  
mission-ready Air  
Guardsmen and Reservists  
for  
mobilization and USAF  
augmentation by providing  
personnel management and  
services for our  
customers.**



# Overview

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- Who is ARPC?
- Key Business Processes



# *The ARPC Business Processes*

- Gain Reservists

**Welcome  
to the  
Air Force Reserve**

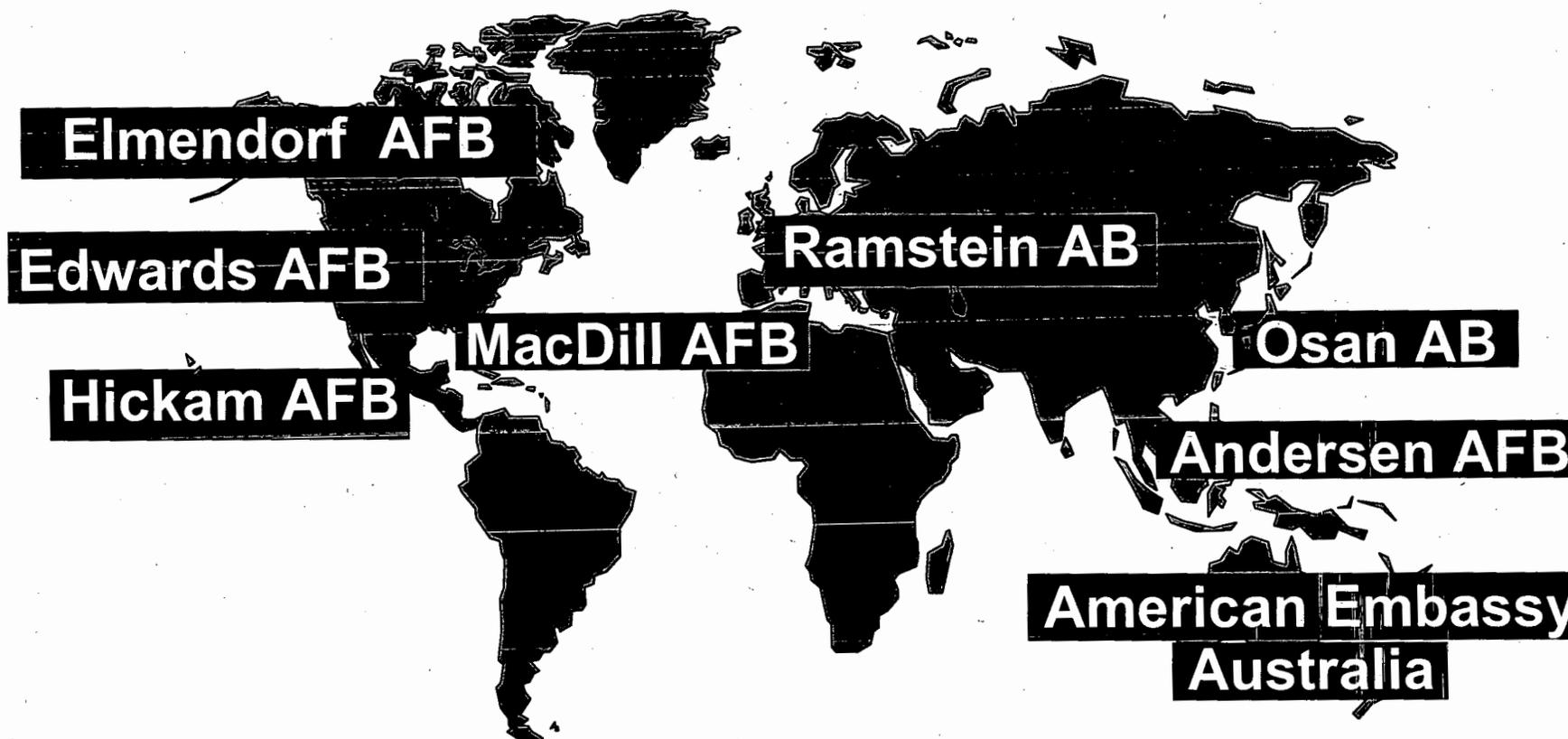




# *The ARPC Business Processes*

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## **Assign Reservists**



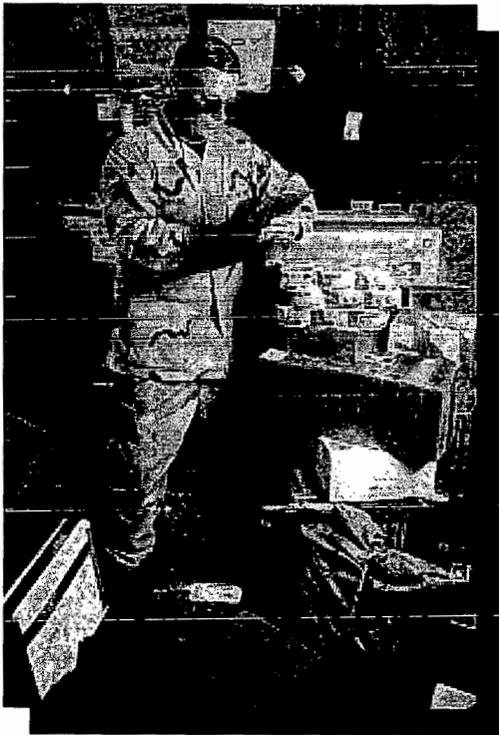


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# *ARPC Key Business Processes*

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## ■ Sustain Reservists

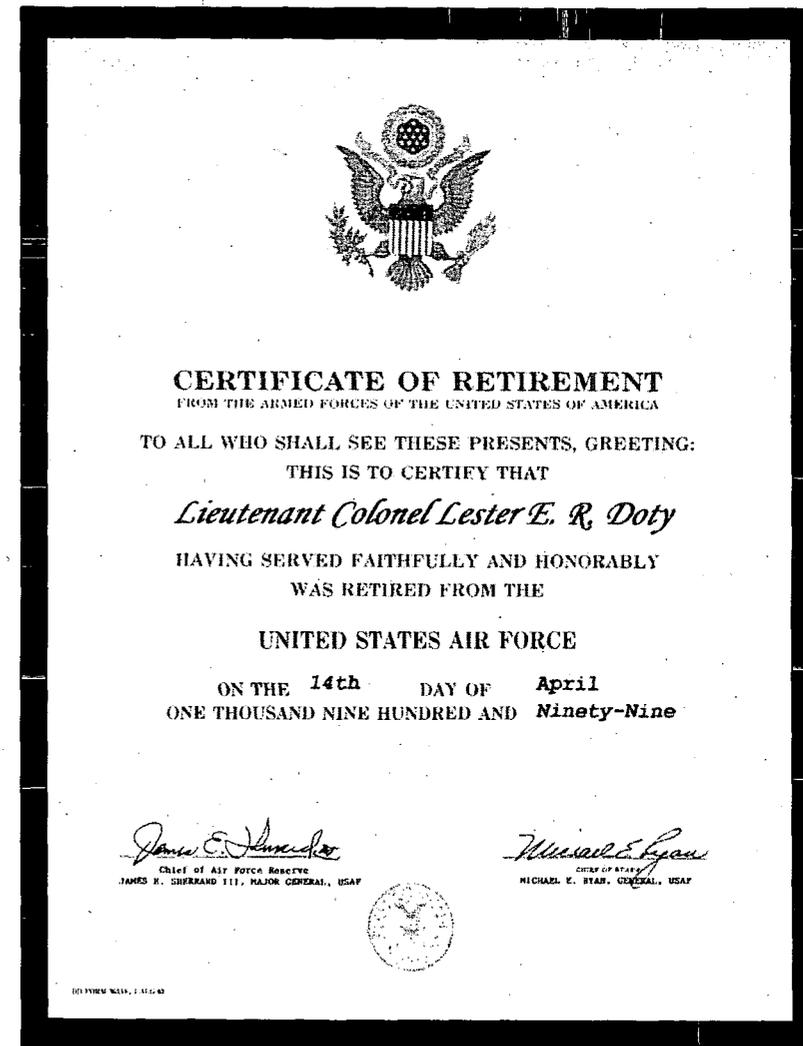


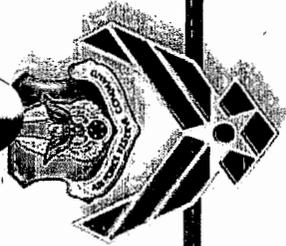
**Call**  
**1-800-525-0102**



# ARPC Key Business Processes

## ■ Separate/Retire Reservists





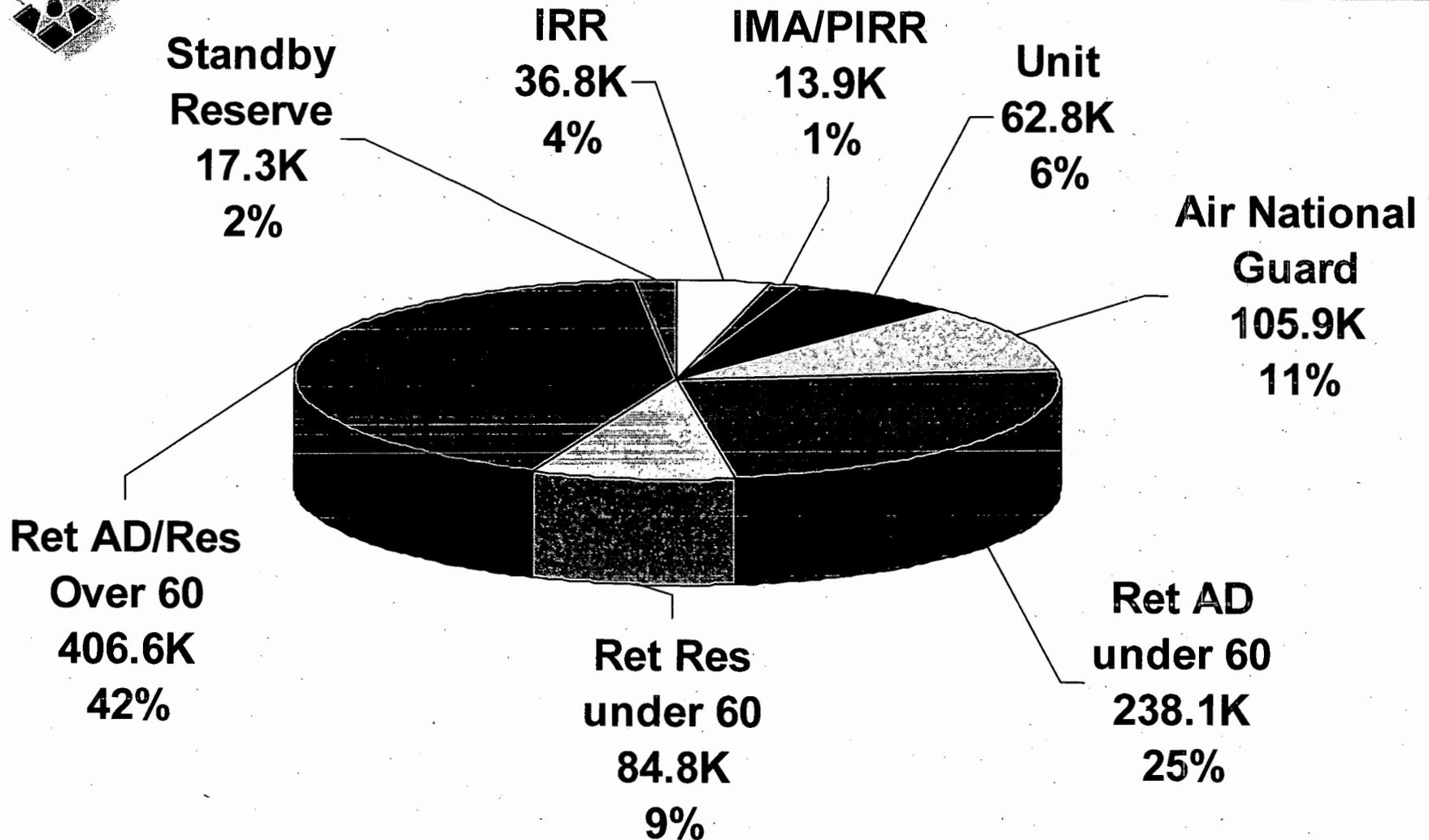
# *Overview*

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- Who is APRC?
- Key Business Processes
- Customer Service Provided



# ARPC Customer Base



**ANG/Reserve/Retired Total: 966.2K**

Data from MILPDS

# *Customer Service Provided*

- Air National Guard/Air Reserve Units
- Promotion Selection Board
  - ANG through Lt Col
  - Res through Col
- Master Records
- Entitlements
- Point History
- Assign/Separation/Retirement
- Policy Implementation

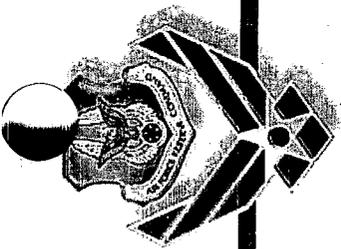




# *Customer Service Provided*

- Air Force Reserve (IMAs and Participating IRR )
  - Promotion Selection Boards
  - Master Records/Field Records
  - Entitlements
  - Point History
  - Assign/Separation/Retirement
  - Policy Implementation
  - Tour Orders
  - Budget Management
  - Mobilization
  - Training and School Management
  - Base-Level Administration
  - Enlisted Promotion
  - Personnel Data Administration





# *Customer Service Provided*

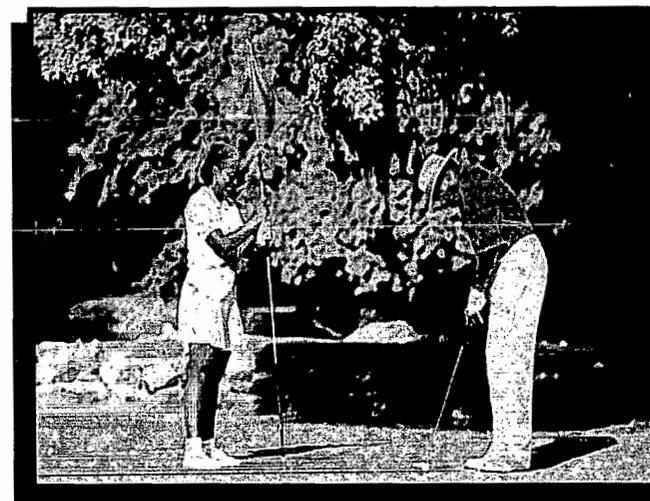
- **Air Force Reserve (Non-participating IRR & Standby)**
  - **Promotion Selection Boards**
  - **Master Records/Field Records**
  - **Entitlements**
  - **Point History**
  - **Assign/Separation/Retirement**
  - **Policy Implementation**
  - **Budget Management**
  - **Mobilization**
  - **Personnel Data Administration**

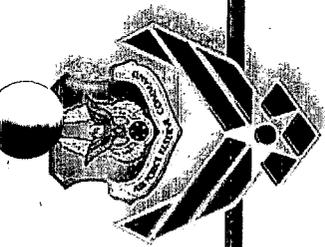




# *Customer Service Provided*

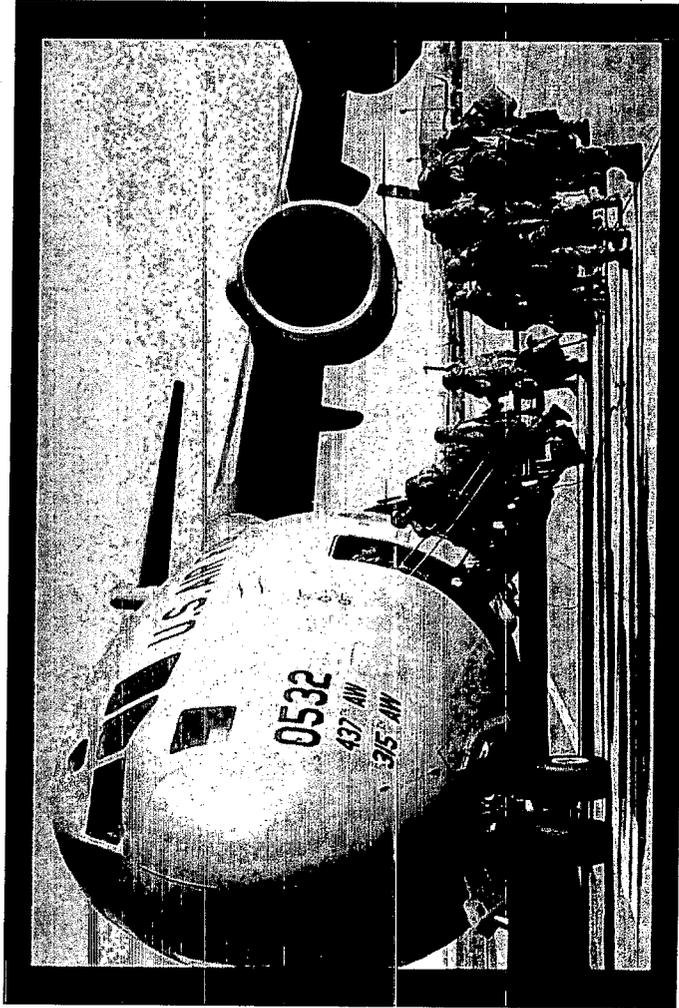
- **Air Force Reserve (Retired)**
  - **Under age 60 awaiting pay and over age 60 drawing pay**
    - **Policy Implementation**
    - **Computer records**
    - **Benefits and counseling**
    - **Mobilization**
    - **Master records/Field records (under age 60)**



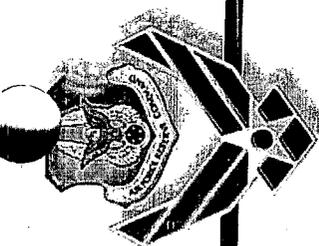


# *Customer Service Provided*

- Regular Air Force (Retired)
- Mobilization
- Survey & Update Data



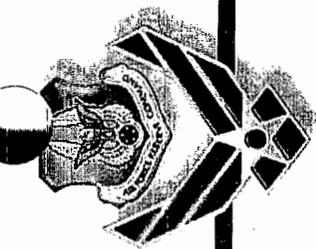
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# Overview

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- Who is ARPC?
- Key Business Processes
- Customer Service Provided
- Customer Contact Center/Web Site



# *Virtual Personnel Center – Guard and Reserve*

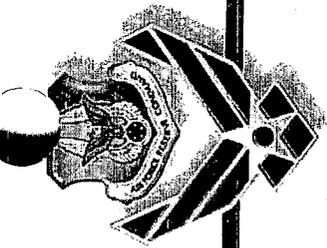
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■ ARPC's state-of-the-art Contact Center provides guidance, assistance, and personnel actions to Reserve members from virtually anywhere

- Make a phone call
- Send an E-mail
- Send a voice mail
- View question/answers online



- Pick up the phone: 1-800-525-0102
  - 0600-1800 Monday-Friday
- Log on: <http://arpc.afrc.af.mil/support/default.asp>
  - 24/7/365
- E-Mail: [arpc.contactcenter@arpc.denver.af.mil](mailto:arpc.contactcenter@arpc.denver.af.mil)
  - 24/7/365



# *Virtual Personnel Center – Guard and Reserve*

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- **Delivering personnel services worldwide and on demand**
  - **Tier 0 – Self-directed inquiry, transactions, or information from where you are via the web or phone**
  - **Tier 1 – Service from an expert by voice, mail or e-mail**
  - **Tier 2 – Specialist referral to handle the more difficult cases**
  - **Tier 3 – Expert handling of exceptional issues to ensure law or policy matters are properly resolved**

# Virtual Personnel Center – Guard and Reserve On-Line

The screenshot shows the homepage of the Air Reserve Personnel Center (ARPC-GR) in Microsoft Internet Explorer. The browser address bar shows <http://arpc.afrc.af.mil/support/default.asp>. The page features a navigation menu with links for Support, Assignments, Promotions, Retirements, Separations, Points, and E-publishing. The main content area is titled "Reserve Personnel Contact Center" and lists various services under "Customer Support" and "Account Tools".

**Find answers to questions or request other services** (Callout box pointing to Customer Support links):

- Customer Support
- Frequently Asked Questions
- New Support Request

**Create a personal account** (Callout box pointing to Account Tools links):

- Log In | Log Out
- New Account
- Change Password
- Reset Password
- My Requests
- My Profile

**Conduct Self-service transactions** (Callout box pointing to Online Transactions links):

- Online Transactions
- Board Counseling
- Decor 6 Request
- Letter to the Board
- Online Forms
- ANG Orientation Registration
- ECI Training
- Home Town Blue
- PM Secure Application
- Visitor Registration

Additional visible text on the page includes: "Mr. Thomas Laur sen", "Toll Free (8600 to 1800 MST / Monday - Friday) 1-800-525-0102, DSN 926-6528", "Fax Commercial 478-327-2215, DSN 497-2215", "Email ARPC.ContactCenter@arpc.denver.af.mil", and a footer with "Updated: 19 Jul 2005 11:08 AM" and "© Copyright 2005 - Air Reserve Personnel Center".

*Integrity - Service - Excellence*



# Web Site: arpc.afrc.af.mil

## Air Reserve Personnel Center

[Support](#) | [Assignments](#) | [Promotions](#) | [Retirements](#) | [Separations](#) | [Points](#) | [E-Publishing](#) | [Sitemap](#)

<p><b>ARPC Home</b></p> <p>▶ <b>Hot News</b> Hot off the Press ARP Update</p> <p>▶ <b>Quick Links</b> <a href="#">Site Map</a></p> <p>Annual Health Notice Mob / Demob Program Managers WOTS</p> <p>▶ <b>Contact ARPC</b> Phone &amp; Email Calling from Overseas</p> <p>▶ <b>Customer Support</b> Support Home Frequently Asked Questions New Support Request</p>	<div style="text-align: center;"> <p><b>"Exceeding Our Customers' Expectations"</b></p> </div> <div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p><b>In The News</b></p> <p>DENVER - An Air Force individual mobilization augmentee needs copies of her performance reports. An Air Force retiree has moved and needs to update his address in his personnel records. An Air National Guard member has lost his 20-year service letter and needs a new one. Last year each of these scenarios would have required the member...<a href="#">[read more]</a></p> </div> <div style="width: 45%;"> <p><b>Online With ARPC</b></p> <div style="text-align: center;"> </div> <p>ARPC's new self-serve Web based section of the Contact Center is taking yet another step forward. The new contact center is exclusive to ARPC and its customers, and now it shows. The Web site that allows customers to take issues into their own hands now has its own logo. "The significant change made was the incorporation of the new 'VPC-GR' logo into the header of this secure 'https' area. This step forward is similar to AFPC's branding of the Virtual MPF...<a href="#">[read more]</a></p> </div> </div> <div style="margin-top: 10px;"> <p><b>Around the World</b></p> <div style="display: flex; align-items: center;"> <p>DENVER - The Air Force Reserve Contact Center here is the sole point of contact for Air Force reservists to enroll in Tricare...<a href="#">[read more]</a></p> </div> </div> <div style="text-align: center; margin-top: 10px;"> <p><i>The Air Reserve Personnel Center in Denver, Colorado, ensures the nation always has a warrior bank of mission-ready Air Guardsmen and Reservists for mobilization and U.S. Air Force augmentation by providing personnel management and services to its customers.</i></p> <p>1954 - 2005</p> </div>	<p><b>ARPC Featured</b></p> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p><b>FAQ</b></p> <p style="text-align: center;">Online Customer Support</p> <p style="text-align: center;">1-800-525-0102</p> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><i>Air Reserve Personnel</i></p> <p style="text-align: center; font-size: 1.2em;"><b>UPDATE</b></p> <p style="text-align: center;">Download your copy today!</p> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b>IMA WELCOME PACKAGE</b></p> </div> <div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> <p style="text-align: center;"><b>Mobilization</b></p> </div> <div style="border: 1px solid black; padding: 5px;"> <p style="text-align: center;"><b>Customer Service</b></p> <p style="text-align: center; font-size: 1.2em;"><b>1-800-525-0102</b></p> </div>
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Customer Support
Public Affairs | Web Administration | Security Notice | Contact ARPC | Site Map
Top of Page



# *What's On Our Web Site*

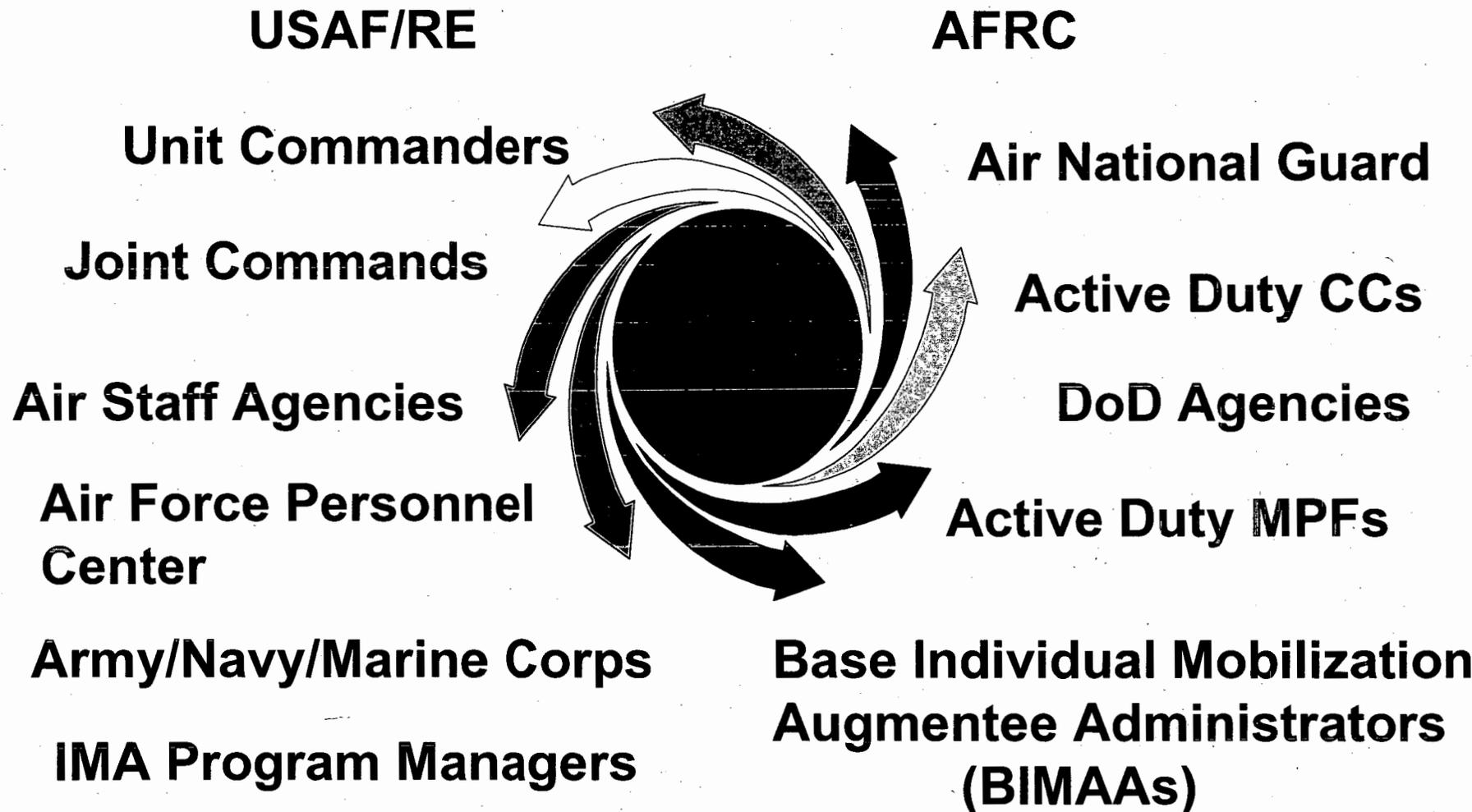
- **Assignments: Officer and Enlisted vacancies**
- **Promotion Board Schedules**
- **Board Results/Briefings**
- **Personnel Briefings**
- **Fact Sheets**
- **Retired Pay and Points Calculator**

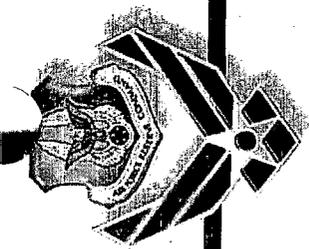


# **arpc.afrc.af.mil**



# ARPC Key Interfaces





# Overview

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- Who is ARPC?
- Key Business Processes
- Customer Service Provided
- Customer Contact Center/Web Site
- ARPC Challenges



# *Impacts on ARPC*

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## **AF/DoD Directed**



**Shared Service Organization**

**Personnel Service Delivery Transformation**

**DIMHRS**



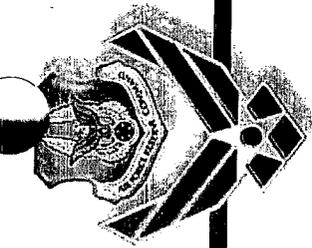
# **ARPC**



**New Roles for the IRR**



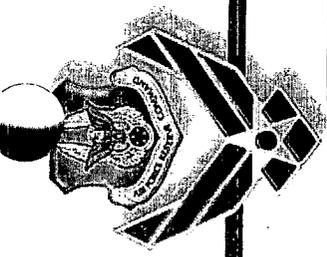
**IMA Management  
Transition**



# Overview

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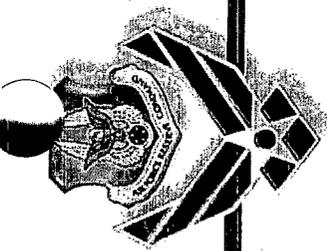


*An IRR Is...*



**A trained individual Reservist with a military service contractual obligation, available to meet mobilization requirements.**

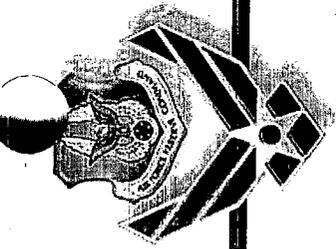
***Future volunteerism to meet AF requirements***



# **IRR**

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- **Participating IRR (PIRR)**
  - **Train for points only**
  - **Various programs**
  - **Air Force Admissions Liaison Officer (AFALO) - 843**
  - **Medical, Chaplains, Legal - 33**
  - **Civil Air Patrol Liaison (CAPLO) - 192**
  - **RRPS - 202**



# ***IRR***

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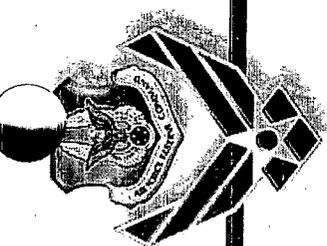
- **Non-Participating IRR**
  - **No Regular Training**
  - **Obligated Reserve Section (ORS) – 30,179**
  - **Non-Obligated Non-Participating Ready Personnel Section (NNRPS) – 5,965**
- **Survey**
- **Muster**
- **Push/Pull**



## *What does the IRR look like?*

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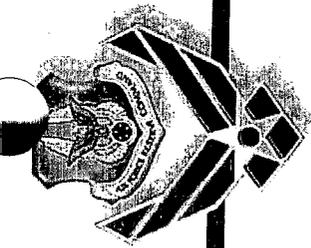
- **Average time spent in IRR**
  - 97% in IRR 3 years or less
- **AFSC currency**
  - Officers – 78% current within 3 years
  - Enlisted – 91% current within 3 years
- **Unique or Critical Skills**
  - Security
  - Linguist
  - Medical Specialties



# *Challenges*

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- **Expectation Management**
  - **IRR member understanding commitment**
- **Address Currency**
- **Physical Standards**
- **Fitness**



# *Future IRR ??*

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- Volunteerism
  - AEF
  - Reserve Shortfalls
  
- DoD/AF Initiatives
  - Security Forces Squadron- IRR
  - BlueJobs.com

DCN: 6242

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# Questions

***Exceeding our customers'  
expectations...***





Rocky Mountain News, May 14, 2005, Page A-4

# Victory for Colorado



DAVID BITTON/THE GAZETTE

**Fort Carson** garrison commander Col. Michael Resty Jr. faces members Friday to discuss the Pentagon's BRAC announcements, which spared Colorado from any major base closures.

## Gains and losses

Under Friday's proposal to the Base Realignment and Closure Commission:

- **Fort Carson, Colorado Springs:** Gains a Brigade Combat Team and Unit of Employment from Fort Hood, Texas, plus medical personnel from the U.S. Air Force Academy.  
**Net gain:** 4,178 military personnel, 199 civilians
- **Peterson Air Force Base, Colorado Springs:** Gains C-130 aircraft from Dyess Air Force Base in Texas, plus counterintelligence components being moved on base from space now being leased.  
**Net gain:** 482 military personnel, 19 civilians
- **Schriever Air Force Base, Colorado Springs:** Gains expeditionary combat support elements from Niagara Falls Air Force Station in New York.  
**Net gain:** 44 military personnel, 51 civilians
- **Buckley Air Force Base, Aurora:** Gains an Expeditionary Combat Support Unit from New

Orleans Air Reserve Station and 140th Wing of the Air National Guard from Springfield-Beckley Municipal Airport Air Guard Station in Ohio.  
**Net gain:** 13 military personnel, 81 civilians

■ **Buckley Annex, Denver:** Loses 159 military personnel, 1,447 civilian workers and 59 contractors, as Air Reserve Personnel Center is relocated to Randolph Air Force Base in Texas. The losses would be offset by addition of 1,500 civilian and 57 military personnel from Defense Finance and Accounting Service sites across the country.  
**Net loss:** 108 personnel

■ **U.S. Air Force Academy, Colorado Springs:** Loses 10th Medical Group to Fort Carson, as medical facility is converted to a clinic with an ambulatory surgery center.  
**Net loss:** 30 military personnel, 9 civilians

## Leaders pleased with increasing military presence

By M.E. Sprengelmeyer  
ROCKY MOUNTAIN NEWS

WASHINGTON — Colorado could end up as one of the biggest winners in a nationwide military base shuffle that began Friday.

State leaders cheered news that none of the state's major military installations was targeted for closure in Department of Defense recommendations forwarded to a Base Realignment and Closure commission.

Instead, Colorado stands to gain 4,585 military and 356 civilian jobs, led by the move of an additional brigade combat team to Fort Carson in Colorado Springs and additions to Peterson, Schriever and Buckley air force bases.

The gains would be on top of a previously announced move of more than 3,700 troops from South Korea to Fort Carson. Together they are enough to move El Paso County's population past Denver's by more than 6,000 people and boost the Colorado Springs economy by hundreds of millions of dollars annually.

With the loss of 108 administrative jobs at the Buckley Annex in Denver, Colorado's overall net increase of 4,917 defense-related jobs would put it behind only Maryland (9,293), Georgia (7,423) and Texas (6,150) in net gains nationally. By contrast, 15 states and the District of Columbia each would lose more than 1,000 defense-related jobs, with Connecticut losing the most — 8,586 jobs at a submarine base and other facilities targeted for closure.

The recommendations are the start of the BRAC process, which seeks to save about \$50 billion over two decades.

A newly appointed commission has until Sept. 8 to forward a revised list to President Bush, who can either accept or reject the proposal by Sept. 23.

If he accepts it, Congress would have 45 days to accept or reject it in its entirety. Otherwise, the list becomes binding and base closures would begin next year. Neither the president nor Congress can add to or subtract from the list.

The process is far from over, but communities across the nation dreaded the recommendations delivered on "Friday the 13th" because base closures can have a dramatic effect on local economies.

In Washington, D.C., U.S. Rep. Joel Hefley, R-Colorado Springs, said he was pacing the floor inside his Capitol Hill office until a military honor guard arrived with a copy of the report. "It's not over, but we can be very

happy today," said Hefley, who sits on the House Armed Services Committee.

"I felt much better about this than I have in any of the other base closure rounds," he said. "But when you get down to it, you can't outguess them.

"They can fool you. So you kind of sweat it out a little bit. Now I couldn't be more happy."

### Fort Carson to top 20,000

Fort Carson, the Army's "Mountain Post," would gain 4,178 military and 199 civilian workers by picking up a brigade combat team and a Unit of Employment headquarters from Fort Hood, Texas.

That is in addition to 3,700 South Korea-based troops from the 2nd Brigade Combat Team,

Flip to BASES on 14A

### More news

■ **Some people in Colorado** may still lose their jobs. **14A**

■ **Overhaul is largest in modern history.** **27A**

■ **Online extra:** To read the Base Realignment and Closure report, click on Today's links at **RockyMountainNews.com.**

Rocky Mountain News, May 14, 2005, Page A-14

## Bases: Modernization played crucial role

Continued from 4A

2nd Infantry Division, who already were scheduled to relocate to Fort Carson once their deployment to Iraq ends this summer. The plan released Friday would upgrade their Fort Carson assignment from temporary to permanent, a distinction that's as important as any of the other additions, said Sen. Wayne Allard, R-Colorado.

"I'd say Colorado Springs is a big winner," Allard said.

With more than 20,000 active duty soldiers, Fort Carson will be its busiest since the mid-1980s.

"It's wonderful news," said Jeff Crank, senior vice president for the Colorado Springs Chamber of Commerce. "We've been fighting this battle for 15 years to keep Fort Carson open. Obviously we weren't quite as concerned about it closing in this round of BRAC than in earlier rounds, but we didn't know we'd have this positive an impact. I think this bodes well for decades to come for Fort Carson."

Buckley Air Force Base in Aurora would gain 13 military personnel and 81 civilian workers from the New Orleans Air Reserve Station in Louisiana and the Springfield-Beckley Municipal Airport Air Guard Station in Ohio.

In Colorado Springs, Peterson Air Force Base would gain 482 military personnel and 36 contract workers, while losing eight civilian military slots.

The move would include four C-130 cargo planes from Dyess Air Force Base in Texas and counterintelligence operations currently housed in leased buildings in Colorado Springs.

Schriever Air Force Base would add expeditionary combat support personnel from Niagara

### Pleased with result

■ U.S. Rep. Joel Hefley, R-Colorado Springs:

"I felt much better about this than I have in any of the other base closure rounds. But when you get down to it, you can't outguess them. They can fool you. So you kind of sweat it out a little bit. Now I couldn't be more happy."

Falls Air Reserve Station in New York, meaning a net gain of 44 military personnel and 51 civilian workers.

The recommendations would spare one site that some lawmakers thought might be closed — the Buckley Annex, located on the site of the former Lowry Air Force Base in Denver. The Department of Defense proposes to realign the Air Reserve Personnel Center there by moving its more than 1,600 personnel to Randolph Air Force Base in Texas.

But most of the positions would be replaced at Buckley under a plan to consolidate Defense Finance and Accounting Service offices nationally.

### Modern mission is key

Allard said a concerted effort to modernize Colorado bases made them less vulnerable than past base closure rounds, which claimed Lowry Air Force Base and the Fitzsimons Army Medical Center in Aurora.

"I've been able to work with Congressman Hefley to make sure the bases we have in Colorado match the mission of a modern military, making sure we

have modern training, modern facilities," Allard said. "I went to sleep last night feeling good about our bases in Colorado because we've been able to accomplish so much getting them upgraded."

Rep. Mark Udall, an Eldorado Springs Democrat who serves on the House Armed Services Committee, said he was pleased that Colorado bases did not take a hard hit. Now he wants to take a bigger-picture look at the proposed closures.

"In the end, this is about the United States, and we as members of the Armed Services Committee have to make sure the BRAC process has strengthened our ability to defend the country," Udall said.

Udall said he wants to make sure the government does not leave behind environmental problems or other issues in communities where bases are closed.

"I know we have to turn those facilities over to communities in as good a shape as possible," he said.

Colorado has seen its military role increase in recent years. After the Sept. 11 attacks, the military created a homeland defense-focused Northern Command at Peterson Air Force Base. Meanwhile, Fort Carson troops have played an active role in the Iraq war and the military has poured extra resources into space missile defense projects at several sites in the state.

Udall said the BRAC recommendations send a message that "we're a player, and that the center of the country is as important as the coasts when it comes to national defense."

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Rocky Mountain News, May 14, 2005, Page A-14

# Lowry may lose 1,600 jobs

## But plan calls for 1,550 others to be moved to base

By Gwen Florio  
ROCKY MOUNTAIN NEWS

Even though Colorado stands to gain thousands of new workers from the military realignment announced Friday, some people here still could lose their jobs.

The Air Reserve Personnel Center on the Lowry campus will see about about 1,600 jobs go away, most of them to Texas. Those positions will be replaced with about 1,550 different jobs, according to the Defense Department.

That's a net loss of 102 military workers, who will be assigned elsewhere, and a gain of 53 civilian workers, if the proposed realignment goes through. It's unclear how many of the civilian workers here will be able to move into new jobs in the military locally or will have to go elsewhere if

they want to avoid losing their jobs altogether.

"We have a good process for taking care of folks," said Col. Jim Playford of the Air Reserve Personnel Center (ARPC), which handles much of the paperwork for the nation's 900,000 people in the Air Force Reserves and Air National Guard.

About 70 contractors and 400 other workers, most of them civilians, could be affected by the cuts in his particular unit, Playford said. He held a town hall-style meeting for those people Friday.

Playford said the changes, if approved, would take effect sometime between 2007 and 2011. The center was slated to close about a decade ago, but eventually was spared.

If the realignment is approved, the center's positions would be moved to Randolph Air Force Base in Texas, which has a similar center dealing with active-duty personnel, he said.

Retired Air Force Lt. Col. George Peck, now a spokesman for the Aurora Chamber of Commerce, was at Lowry when it closed in 1994.

"Is there going to be some difficult times for some of the folks working out at ARPC? Of course," he said, noting that civilian workers don't move as often as those in the military, who, of course, have no choice.

But, he added, "the Department of Defense does not just leave you hanging out there." Repeated rounds of base closings have honed support programs for those who might lose jobs, he said.

Meanwhile, the chamber and others in Aurora were elated by the news that Buckley Air Force Base — which pumps more than a billion dollars into Aurora's economy — will gain nearly 100 jobs in the realignment.

"Obviously, we don't want to lose the jobs at Lowry. They're great people and a great part of our community," Aurora Mayor Ed Tauer said.

Although the Buckley annex is in Denver, it is near the Aurora boundary. "On the other hand, Tauer said, "we feel good about Buckley being left intact."

floriog@RockyMountainNews.com  
or 303-892-2361

Denver Post, May 15, 2005, Page B1

# Closings to pay off for Colorado bases

The state, led by Fort Carson, could gain about 5,000 new positions if the proposal is approved.

By Erin Emery and Mike Soraghan  
Denver Post Staff Writers

Colorado Springs could see significantly more military personnel if the proposed Pentagon base-closure plans are approved and troop re-allocations are conducted from closed facilities in Europe.

Colorado was not only spared major cuts under the closure plan announced Friday but would gain nearly 5,000 jobs. And this summer, after the Pentagon decides the fate of about 70,000 troops stationed in Europe, Fort Carson could receive an additional 3,000 to 5,000 soldiers.

"There is potential that we might get another brigade from this closure process overseas," said Jeff Crank, vice president of the Greater Colorado Springs Chamber of Commerce. "Nobody knows that for certain, and that decision hasn't been made, but that could really almost double the size of Carson if that would happen."

"It's logical that Colorado, and particularly Fort Carson, would get some additional troops," U.S. Rep. Joel Hefley, who chairs the readiness subcommittee of the House Armed Services Committee, said of bringing units from Europe here.

The Pentagon recommended closing 33 major military installations and realigning 29 more, a move that Defense Secretary Donald Rumsfeld said would save taxpayers nearly \$50 billion over the next two decades. If the recommendations stand, only Maryland, Georgia and Texas would gain more military jobs than Colorado.

In Colorado, Fort Carson would lead the way. The Pentagon

is seeking to move the 4th Brigade Combat Team there from Fort Hood, Texas.

That would bring 4,377 positions to the base, the state's second-largest employer. In addition, the report recommends that the temporary relocation of a brigade from Korea be made permanent.

Warren Air Force Base in Cheyenne will stay open, and many military jobs and planes could be headed for Wyoming. Pentagon figures showed Wyoming would lose 21 military positions but gain 58 civilian jobs, a net gain of 37. State military officials, however, didn't anticipate any losses.

Col. Michael Resty Jr., Fort Carson's garrison commander — like the city manager on post — said the base has enough room for the brigade from Korea, but housing and headquarters buildings will have to be built or renovated before troops from Fort Hood will move in, likely in 2008 or 2009.

Crank estimated the new construction may cost \$100 million.

Rocky Scott, chief executive of the Greater Colorado Springs Economic Development Corp., estimated conservatively that each soldier will make an average of \$30,000 annually, and the economic impact to the city would be \$250 million annually.

"It's significant for Colorado Springs," said Les Gruen, owner of Urban Strategies Inc. in Colorado Springs. "This is some of the largest, positive-scale economic news that we've had since the high-tech boom."

The nine-member Base Realignment and Closure Commission next reviews the Pentagon's recommendations and reports to the president by Sept. 8. The president must approve the report and send it to Congress or send it back to the commission by Sept. 23. Once the report goes to Congress, lawmakers have 45 days to reject it, or it becomes final.

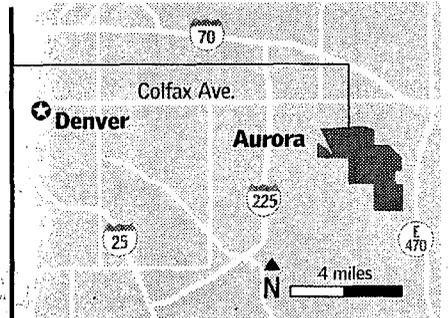
## Statewide job impact

LOST	GAINED	NET GAIN
189 military 1,494 civilian	4,774 military 1,850 civilian	4,585 military 356 civilian

### Buckley Air Force Base

**Adds:** Expeditionary Combat Support from New Orleans Air Reserve Station; several finance positions  
70 military, 1,581 civilian

**Loses:** Air Reserve Personnel Center; relocated to Randolph Air Force Base in Texas.  
159 military positions, 1,447 civilian



### U.S. Air Force Academy

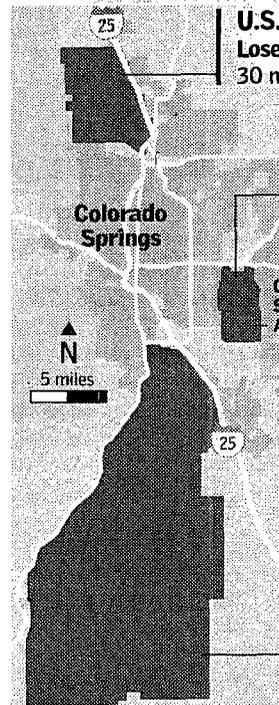
**Loses:** 10th Medical Group to Fort Carson.  
30 military positions, 9 civilian

### Peterson Air Force Base

**Adds:** 302nd Airlift Wing from Ellsworth Air Force Base in South Dakota, and Counterintelligence Field Activity components.  
482 military positions, 19 civilian  
**Loses:** 27 civilian positions

### Schriever Air Force Base

**Adds:** Expeditionary Combat support from Niagara Falls Air Reserve Station in New York.  
44 military positions, 51 civilian



### Fort Carson

**Adds:** Brigade Combat Team and Unit of Employment from Fort Hood, Texas, and 10th Medical Group from U.S. Air Force Academy.  
4,178 military positions, 199 civilian  
Also, the move of the 2nd Brigade, 2nd Infantry from South Korea will bring 3,700 jobs; this move had been listed as temporary but now is permanent.

### Not shown

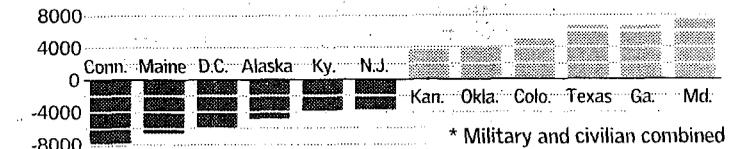
Counterintelligence Field Activity components leased space in Colorado Springs; realigned to Peterson Air Force Base.

**Loss:** 11 civilian jobs

Source: The Pentagon

The Denver Post

### States with the largest net losses and gains in jobs\*



Source: Department of Defense

The Associated Press

July 19, 2005

**Buckley Air Force Base could lose 1,500 jobs in nationwide closures**

**By P. SOLOMON BANDA**  
**Associated Press Writer**

DENVER (AP) -- A Buckley Air Force Base administrative office could be added to the Pentagon's list of military installations scheduled for closure, months after officials breathed a sigh of relief that Colorado appeared to have been spared.

The commission that is reviewing -- and could change -- the Pentagon's plan for restructuring U.S. military bases will vote Tuesday on whether to add bases to Defense Secretary Donald H. Rumsfeld's list of closures and consolidations.

In a letter, Commission Chairman Anthony Principi has included the Defense Finance Accounting Services, Buckley Annex, which employees about 1,500 people, as those installations that could be added to the Pentagon list that was announced in May.

"Everybody in Colorado was breathing a sigh of relief, and some even celebrating that Colorado would actually get jobs," said Lawrence Pacheco, spokesman for Rep. Mark Udall, D-Colo. "This definitely sets a different mood."

**The latest closure would be a hit for Aurora, which is already dealing with the announced closure of the Air Reserve Personnel Center, which processes call-up paperwork. Its 1,600 jobs are expected to be relocated to Randolph Air Force Base in Texas.**

That loss however, was expected to have been made up with the addition of some 1,500 jobs with the consolidation of Defense and Accounting Service functions that were to be moved to Buckley from other installations around the nation.

One of the concerns after the announcement of the accounting services consolidation was that the move could require new construction to accommodate the additional workers.

"We're trying to push at every point that the annex has fulfilled its mission successfully," said Cody Wertz, a spokesman for Sen. Ken Salazar, D-Colo. "This facility has the capacity to expand without additional construction.

The commission also has raised questions about proposed consolidations of Air National Guard units. It was unclear whether Buckley would be affected.

After-hour messages left for officials at the city of Aurora, Buckley, Defense Finance Accounting Services and other members of Colorado's congressional delegation were not immediately returned.

Installations across the state, meanwhile, were still slated to see gains under the Pentagon's original plan. The Colorado Springs area will gain nearly 8,700 jobs, including workers off base, with the relocation of nearly 5,000 soldiers and headquarters employees from the 4th Brigade Combat Team now at Fort Hood, Texas.

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## BRIEFING

# Buckley office may be put on list of military closures

A Buckley Air Force Base administrative office could be added to the Pentagon's list of military installations scheduled for closure, months after officials breathed a sigh of relief that Colorado appeared to have been spared.

The commission that is reviewing — and could change — the Pentagon's plan for restructuring U.S. military bases will vote today on whether to add bases to Defense Secretary Donald H. Rumsfeld's list of closures and consolidations.

In a letter, commission chairman Anthony Principi has included the Defense Finance Accounting Services, Buckley Annex, among those installations that could be added to the Pentagon list that was announced in May. The office employs about 1,500 people and was expected to double in size.

"Everybody in Colorado was breathing a sigh of relief, and some even celebrating that Colorado would actually get jobs," said Lawrence Pacheco, spokesman for Rep. Mark Udall, D-Colo. "This definitely sets a different mood."

**Defense jobs under review**

Consolidation at Denver facility may be on hold

**By Dick Foster, Rocky Mountain News  
July 2, 2005**

A Defense Department installation in Denver with 1,400 jobs that avoided a Pentagon closure recommendation in May has come under new scrutiny by the Base Realignment and Closure Commission.

The Defense Finance and Accounting Service, located on the old Lowry Air Force Base, now known as the Buckley Air Force Base Annex, is one of a dozen activities around the country that are being re-examined by the BRAC commission.

The commission is reviewing the latest round of base closure recommendations submitted May 13 by the Pentagon to reduce military costs and excess capacity.

In the Pentagon's proposal, several DFAS offices around the country were to be consolidated at three facilities: Buckley in Denver; Columbus, Ohio; and Indianapolis.

The consolidation would add about 1,550 DFAS jobs at the Buckley Annex.

**Still, the Pentagon recommendation would have created little net job change at the Buckley Annex because it also called for closing the Air Force Reserve Personnel Center there, transferring its 1,600 jobs to Randolph Air Force Base in Texas.**

The BRAC commission has not challenged the proposal to close the personnel center at Buckley Annex.

However, the finance service consolidation may now be on hold, pending the commission's inquiries.

In a letter Friday to Defense Secretary Donald Rumsfeld, BRAC commission chairman Anthony Principi questioned the efficiency of the consolidation.

"Why did DoD not consider other options, which could have avoided military construction costs and possibly produced a more cost effective option," Principi wrote.

The Pentagon must reply before the commission's July 19 hearing in Washington, D.C.

The nine-member commission will vote at that meeting and again Aug. 22 on whether to add or remove bases from the Pentagon's recommendations.

The list must then be approved by Congress and the president.

To add a base to the closure list requires at least seven of the nine commissioners' approval and public hearings at the base site.

Principi's letter was distributed to Congress on Friday, as many members were leaving for the July 4 holiday and had little time to respond.

Sen. Ken Salazar, D-Colo., did fire off a letter to Principi, stating that "no new military construction funds are required to accommodate the consolidation of this group to Buckley."

Rep. Joel Hefley, R-Colo., a member of the House Armed Services Committee, was traveling Friday, but his press secretary Kim Sears said the congressman "doesn't believe that anything should be read into" the Principi letter.

Sears said the commission "is authorized to ask for information and is doing its job."

Overall, Colorado fared well in the Pentagon's BRAC closure recommendations announced last May.

Fort Carson in Colorado Springs was designated to gain more than 4,000 military personnel and has since been designated to receive an entire infantry division that could bring 8,000 to 12,000 additional soldiers to the post.

Peterson Air Force Base in Colorado Springs would gain C-130 transport planes from Texas and about 500 personnel.

Buckley Air Force Base is to receive 94 additional personnel with an expeditionary combat support unit.

# 1,250 fed jobs in jeopardy

## Commission votes to consider closing Buckley annex office

By Dick Foster  
ROCKY MOUNTAIN NEWS

About 1,250 Denver federal jobs once thought safe from the latest round of military base closures were placed in jeopardy Tuesday.

The nine-member Base Realignment and Closure Commission unanimously rejected a Pentagon recommendation to retain the Denver office of the Defense Finance and Accounting Service and consolidate two other DFAS offices in Ohio and Indiana into the existing Denver facility.

The BRAC commission voted to

re-examine the viability of all DFAS offices, including Denver. The vote does not necessarily mean the local office will close. But it does mean the commission will look closely at the Denver operation in the ongoing effort to make the military more efficient by reducing excess.

The offices are responsible for pay and disbursements to hundreds of thousands of military personnel. The Denver DFAS office is located at the old Lowry Air Force Base, now called the Buckley Air Force Base Annex. About 1,250 people, mostly civilian government employees, work there.

In May the Pentagon proposed to the commission either closing or reducing forces at 62 major domestic bases and hundreds of smaller installations in the U.S.

The BRAC commission will make its final deliberations the week of

Aug. 22 on all changes in Pentagon recommendations and forward its final report to the president by Sept. 8.

The Pentagon recommended that DFAS offices in Columbus, Ohio, and Indianapolis be consolidated in Denver.

But BRAC commissioners signaled their reservations in a July 1 letter to Defense Secretary Donald Rumsfeld.

"Why did DoD not consider other options which could have avoided military construction costs and possibly produce a more cost-effective option?" BRAC Chairman Anthony Principi wrote.

The commission's Tuesday vote set the stage for a new round of meetings at the sites in question, including the Denver center at Lowry. No Denver meeting date had been scheduled by late Tuesday, Lowry DFAS spokeswoman Carol Garcia

said.

"We do get a BRAC commission meeting here to put our say into it," Garcia said. "It's not a done deal until they come and visit."

U.S. Rep. Diana DeGette, D-Denver, whose district includes the DFAS center, said keeping it open "maximizes military value and is the best financial option for our armed forces."

"Today's action is serious, and I remain committed to keeping DFAS Denver open," she said.

The DFAS is not the only defense installation at Lowry to face possible closure.

The Pentagon recommended closing the Air Reserve Personnel Center at Lowry and transferring its 433 jobs to Randolph Air Force Base, Texas. The BRAC commission did not question that move, which is expected to be completed by 2011.

Rocky Mountain News, July 20, 2005, pg. 25A

### What they're saying

The Base Realignment and Closure Commission voted to re-examine the viability of all Defense Finance and Accounting Service offices.

#### Lowry DFAS

**Spokeswoman Carol Garcia:** "We do get a BRAC commission meeting here to put our say into it. It's not a done deal until they come and visit."

U.S. Rep. Diana DeGette, D-Denver



Keeping the center open "maximizes military value and is the best financial option for our armed forces. Today's action is serious, and I remain committed to keeping DFAS Denver open."

U.S. Rep. Diana DeGette, D-Denver

# Aurora site joins base closures

Plan means loss of 1,250 jobs, last military presence at Lowry

By Jeremy Meyer  
Denver Post Staff Writer

**Aurora** — The military base-closing commission added the 1,250-employee Defense Finance and Accounting Service to the list of possible base closures Tuesday, which could eliminate the last vestiges of working military at the old Lowry Air Force Base.

The move would effectively put

an end to the military presence at the site, which was an Air Force base for 57 years before closing in 1994.

In May, the commission added the 438-employee Air Force Reserve Personnel Center onto the list of base-closing possibilities. Those people have been told they may move to Randolph Air Force Base in Texas.

The personnel center and the finance center, known as DFAS, share a three-story building on the corner

of East First Avenue and Quebec Street. It is called the Buckley Annex because it is under the supervision of Buckley Air Force Base in Aurora. Aurora Mayor Ed Tauer called the possible loss of the finance center unwelcome news.

"Obviously we would prefer this didn't happen. More than 1,000 is a big chunk of people. That's a big hit."

> See **BASE** on 8B

## BASE: Commission backs removing last military presence at Lowry site

< CONTINUED FROM 1B

The Base Closure and Realignment Commission added the annex along with a handful of other military facilities in seven other states and the nation's capital to the hundreds that Defense Secretary Donald Rumsfeld wants to close or shrink.

New additions Tuesday included the Navy Broadway Complex in San Diego and the Naval Air Station in Brunswick, Maine. The Naval Master Jet Base at the Naval Air Station Oceana in Virginia and Pope Air Force Base in North Carolina would see cuts.

The panel will further analyze the impacts of the base closures before a proposal is submitted this fall to the president and Congress for final determination.

The addition of the Buckley Annex caused concern in Colorado's congressional delegation.

"I am disappointed with the decision," Democratic Sen. Ken Salazar said in a statement, "but I remain confident that the secretary of defense's original analysis about Buckley Annex will win the day."

Rep. Joel Hefley, a Colorado Springs Republican involved with the base-assessment process, said: "This is not the end of the line for the facility. The commission will be looking at the DFAS category as a whole to determine how many of these service sites should be closed or realigned."

The Denver area has been hailed for turning base closures into success stories.

Lowry was first listed on the base closure list in 1991. By the time it closed, more than 7,000 jobs and \$295 million in annual economic impact were lost. After hundreds of millions of dollars in

redevelopment, Lowry is a \$4 billion generator for the region.

The Fitzsimons Army post closed in 1999, eliminating 4,000 military and civilian jobs. Now it employs 5,300 people as a health and bioscience park and is expected to contribute more than \$2 billion a year to the local economy.

"Success won't happen overnight," said Wendy Mitchell, president of the Aurora Economic Development Council. "But (the closure of the Buckley Annex) frees up more land for private sector development. We have shown a pattern of turning negatives into positives, as far as closures are concerned."

*The Associated Press contributed to this report.*

*Staff writer Jeremy Meyer can be reached at 303-820-1175 or [jpmeyer@denverpost.com](mailto:jpmeyer@denverpost.com).*



## DETAILS OF BRAC EFFECTS ON COLORADO

### Leased Space (Close/Realign)

This a leased installation at 121 Tejon in Colorado Springs. All components are being realigned to Peterson AFB in Co Sprgs.

*Loss of 11 civilian jobs*

### Buckley Air Force Base (Gain)

Will gain the Expeditionary Combat Support from New Orleans Air Reserve Station.

*Gain 13 military positions, 81 civilian positions*

### Fort Carson (Gain)

Gaining the Brigade Combat Team and Unit of Employment from Fort Hood, TX.

Gaining 10<sup>th</sup> Medical Group from US Air Force Academy

*Gain 4,178 military, 199 civilian*

### Peterson Air Force Base (gain)

Gaining the 302d Airlift Wing from Ellsworth AFB in SD, which is being closed.

Peterson will have an active duty/Air Force Reserve association in the C-130 mission.

Gaining Counterintelligence Field Activity (CIFA) components from leased space in CO Springs.

*Gain 482 military, 19 civilian*

### Schriever AFB (gain)

Gaining the Expeditionary Combat support from Niagara Falls Air Reserve Station in NY, which is being closed.

*Gain 44 military, 51 civilian*

### Air Reserve Personnel Center (realign)

This personnel facility located at the Buckley Annex is being relocated to Randolph AFB, TX.

*Loss 159 military, 1,447 civilian*

### United States Air Force Academy

The 10<sup>th</sup> Medical Group is being moved to Fort Carson, CO and converted into a clinic with ambulatory surgery center.

*Loss 30 military, 9 civilian*

#### TOTAL OUT

Military 189, Civilian 1,494

#### TOTAL IN

Military 4,774, Civilian 1,850

#### TOTAL NET GAIN Statewide

4,585 military personnel, 356 civilian personnel

State Installation	Action	Out		In		Net Gain/(Loss)		Net Mission Contractor	Total Direct
		Mil	Civ	Mil	Civ	Mil	Civ		
Vandenberg Air Force Base	Gain	0	0	44	101	44	101	0	145
Beale Air Force Base	Realign	(8)	(171)	0	0	(8)	(171)	0	(179)
Camp Parks (91st)	Realign	(25)	(18)	0	0	(25)	(18)	0	(43)
Defense Distribution Depot San Joaquin	Realign	0	(31)	0	0	0	(31)	0	(31)
Human Resources Support Center Southwest	Realign	0	(164)	0	0	0	(164)	0	(164)
Los Alamitos (63rd)	Realign	(92)	(78)	0	0	(92)	(78)	0	(170)
March Air Reserve Base	Realign	(71)	(44)	0	4	(71)	(40)	0	(111)
Marine Corps Base Camp Pendleton	Realign	(145)	(6)	0	7	(145)	1	0	(144)
Marine Corps Logistics Base Barstow	Realign	(140)	(330)	0	0	(140)	(330)	51	(419)
Naval Base Coronado	Realign	(71)	(587)	0	198	(71)	(389)	0	(460)
Naval Base Ventura City	Realign	(244)	(2,149)	5	854	(239)	(1,295)	0	(1,534)
Naval Medical Center San Diego	Realign	(1,596)	(33)	0	0	(1,596)	(33)	(1)	(1,630)
Naval Weapons Station Fallbrook	Realign	0	(118)	0	0	0	(118)	0	(118)
<b>California Total</b>		<b>(2,829)</b>	<b>(5,693)</b>	<b>2,044</b>	<b>4,493</b>	<b>(785)</b>	<b>(1,200)</b>	<b>(33)</b>	<b>(2,018)</b>
<b>Colorado</b>									
Leased Space - CO	Close/Realign	0	(11)	0	0	0	(11)	0	(11)
Buckley Air Force Base	Gain	0	0	13	81	13	81	0	94
Fort Carson	Gain	0	0	4,178	199	4,178	199	0	4,377
Peterson Air Force Base	Gain	0	(27)	482	19	482	(8)	36	510
Schriever Air Force Base	Gain	0	0	44	51	44	51	0	95
Air Reserve Personnel Center	Realign	(159)	(1,447)	57	1,500	(102)	53	(59)	(108)
United States Air Force Academy	Realign	(30)	(9)	0	0	(30)	(9)	(1)	(40)
<b>Colorado Total</b>		<b>(189)</b>	<b>(1,494)</b>	<b>4,774</b>	<b>1,850</b>	<b>4,585</b>	<b>356</b>	<b>(24)</b>	<b>4,917</b>

This list does not include locations where there were no changes in military or civilian jobs.  
Military figures include student load changes.



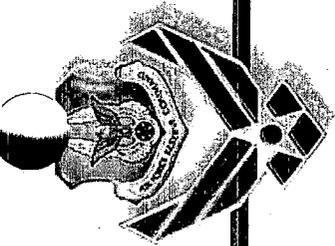
# ***Air Force Reserve Command***

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*Integrity - Service - Excellence*



**Air Reserve Personnel Center  
Viable Alternative to  
BRAC Recommendation**



# **OVERVIEW**

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- **BRAC Recommendation**
- **Clarification of the Numbers**
- **Facts and Assumptions**
- **Unique Customer Base**
- **BRAC Criteria Applied**
- **Personnel Services Delivery Transformation Efforts**
- **Alternative**



# *BRAC Recommendation*

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- **“Realign the Air Reserve Personnel Center (Buckley Annex), CO, by relocating the Air Reserve Personnel Center processing functions to Randolph Air Force Base, TX, and consolidating them with the Air Force Personnel Center at Randolph Air Force Base , TX, and by relocating the Individual Mobilization Augmentee operational management functions to Robins Air Force Base, GA, and consolidating them with the Air Force Reserve Command at Robins Air Force Base, GA.”**

Source: Department of Defense Base Closure and Realignment Report, Volume 1, Part 2 of 2:  
Detailed Recommendations, dated May 2005



# Clarification of the Numbers

DCN: 6242

Colorado	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/Loss Mil	Net Gain/Loss Civ	Net Mission Contractor	Total Direct
Air Reserve Personnel Ctr	Realign	(159)	(1,447)	57	1,500	(102)	53	(59)	(108)

Source: BRAC 2005 Closure and Realignment Impacts by State, May 2005, page C-4, as released on 13 May 05  
 Potential explanation: ARPC population was incorrectly considered with DFAS population.

Air Reserve Personnel Ctr	Action	Out Mil	Out Civ	In Mil	In Civ	Net Gain/Loss Mil	Net Gain/Loss Civ	Net Mission Contractor	Total Direct
<b>Actuals</b>	Realign	(119)	(252)	0	0	(119)	(252)	(59)	(430)
<b>Supporting ARPC*</b>		(2)	(17)						(19)

Source: Unit Manpower Document \* = Civilian Personnel, AFRC Contracting Officer, Recruiting, Reserve Pay Office

Region of Influence	Total Job Reductions	Direct Job Reductions	Indirect Jobs Reductions	% of Economic Area Employment
Denver-Aurora, CO Metropolitan Statistical Area	828	465	363	Less than 0.1%

Source: Department of Defense Base Closure and Realignment Report, Volume 1, Part 2 of 2: Detailed Recommendations, dated May 2005, page 276

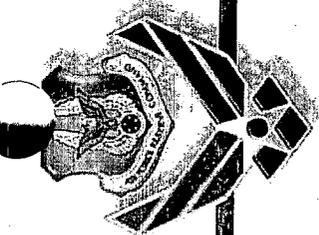


# *Clarification of the Numbers*

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DCN: 6242

- **MEDIA/COLORADO LEGISLATORS DID NOT HAVE AN ACCURATE PICTURE OF ARPC'S AUTHORIZATION NUMBERS/IMPACT**
  - After repeated attempts by ARPC to clarify our authorized numbers, incorrect DoD numbers were still used to tell the ARPC/Colorado story

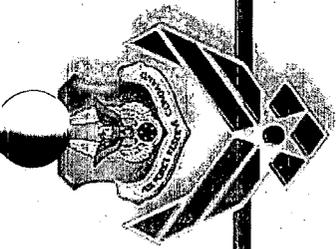


# *Facts and Assumptions*

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## ■ **UNIQUE CUSTOMER BASE SERVED**

- Over 950,000 Reservists, Guardsmen, retirees, and their family members served
- Vast majority of processes owned by AFPC and ARPC are “alike” in name only
- Different laws and rule sets apply to AFPC and ARPC, driven by customer base served
- Complexities and nuances of the ARPC owned personnel service processes are not fully understood by AFPC
- If ARPC is realigned there will be a significant, but temporary reduction in level of customer service provided to the Air National Guard and Air Force Reserve



# *Facts and Assumptions*

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- **FACILITIES ACREAGE, BUILDING OCCUPANCY AND SQUARE FOOTAGE**
  - Acreage: approximately 38 acres
  - Building was constructed in 1976
  - Total inside walls measurement 599,430 sq ft (includes entire building) (Source: Geo-base Office, Buckley AFB)
  - DFAS 78% (467,555 sq ft)
  - ARPC 21% (125,880 sq ft)
  - All other listed on next slide occupy one percent (5,994 sq ft)



# *Facts and Assumptions*

---

## ■ **TEN OTHER AGENCIES ON SITE**

1. DSCA – Defense Security Cooperative Agency
2. DISA – Defense Information System Agency
3. U.S. Public Health Service – Federal Occupational Health –  
The Health and Wellness Center
4. Space Age Credit Union
5. DFEB – Denver Federal Executive Board
6. State of Colorado – Business Enterprise
7. DoD Inspector General
8. GAO – Government Accountability Office
9. AAFES – Cafeteria
10. AFAFO – Air Force Accounting Finance Office



# *Facts and Assumptions*

---

## ■ **BRAC DESIRED SAVINGS BEING MET THROUGH TRANSFORMATION**

### ■ ARPC is leading the way in transformation

- Technology allows for a tremendous amount of personnel service processes to be delivered virtually, our PSDT efforts reflect the application of this technology

### ■ ARPC has always actively pursued process transformation

- First centralized Military Personnel Flight, since 1960s

- Electronic, paperless scoring of promotion and selection boards

- Electronic file storage maturing; significantly reducing paper

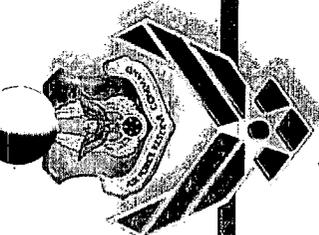
- First to establish a single toll-free numbers in 1970s

- Pioneered Call Center in 1980s

- Web-based 24/7/365 customer inquiry up and running

- Leading edge Contact Center answers on first contact (17K calls/month)

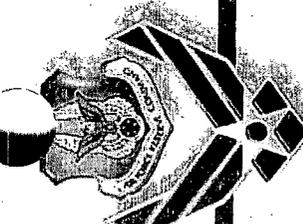
- **Results: To date, reduced 24 authorizations valued at \$962K**



# *Facts and Assumptions*

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- **LOW COST**
  - Current cost of ARPC is relatively low
  
- **LOSS OF KNOWLEDGE/SKILL SET**
  - Average experience level of ARPC civilians is 17 years
  - Less than one percent of current civilian workforce is willing to relocate to AFPC
  
- **BRAC SAVINGS ARE OVERSTATED BASED ON INCORRECT MANPOWER NUMBERS**
  - ARPC part of BRAC recommendation (#143) with Army states expected savings of \$2 billion
  - In reality, realignment of ARPC will generate less than 0.01 percent savings



# *Facts and Assumptions*

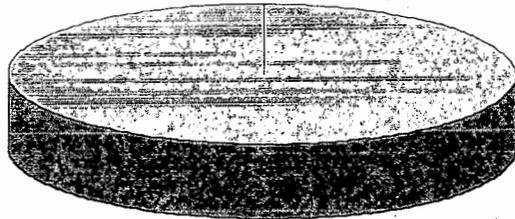
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- **POTENTIAL FOR DEFENSE FINANCE AND ACCOUNTING SERVICE (DFAS), DENVER, TO REMAIN OPEN, AND IN FACT GROW**
  - “Excess capacity” is misstated. “For the AF, this recommendation eliminates over 100,000 gross square feet of current excess capacity.”
  - Combining AFPC and ARPC will not save capacity
    - Diverse processes will continue to require the same amount of current resources
  - Alternative: If DFAS does close, move ARPC to Buckley AFB
    - Creates synergy with active duty

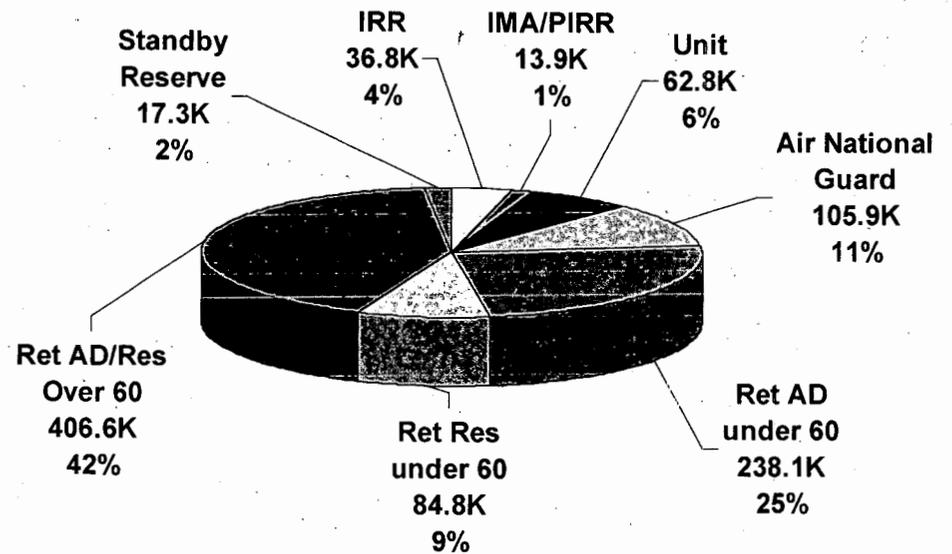


# Unique Customer Base Served Explained

Homogenous population served by AFPC



Loss of world-class customer service driven by diverse customer base served by ARPC



Active Duty Total: 358.5K

Source: AFPC Quarterly Demographics Report, dated 31 March 05

ANG/Reserve/Retired Total: 966.2K

Source: MILPDS



# *BRAC Criteria Applied*

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- **CURRENT AND FUTURE MISSION CAPABILITIES AND IMPACT ON OPERATIONAL READINESS OF THE TOTAL FORCE OF THE DOD**
  - **Realign ARPC to AFPC**
    - Significant, but temporary reduction in customer service due to loss of extensive expertise
  - **VIRTUAL REALIGN**
    - No loss of expertise, no drop in level of customer service



# *BRAC Criteria Applied*

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- AVAILABILITY AND CONDITION OF LAND, FACILITIES, ASSOCIATED AIR SPACE
  - Realign ARPC to AFPC
    - May require MILCON at Randolph to house 430 ARPC personnel
  - **VIRTUAL REALIGN**
    - No new MILCON required



# *BRAC Criteria Applied*

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- **COST OF OPERATIONS AND MANPOWER IMPLICATIONS**
  - Realign ARPC to AFPC
    - Requires extensive hiring at Randolph
    - Requires extensive training of all new hires at Randolph
  - **VIRTUAL REALIGN**
    - No new hires or training required
    - ARPC's morale is high (Source: 2003 CSAF Climate Survey)
      - Only one grievance filed in last three years
    - Less than one percent of workforce is willing to relocate to AFPC (Source: strawman poll)



# *BRAC Criteria Applied*

---

- ABILITY TO ACCOMMODATE CONTINGENCY, MOBILIZATION, SURGE, AND FUTURE TOTAL FORCE REQUIREMENTS
  - Realign ARPC to AFPC
    - Loss of years of experience executing mobilizations, push/pull exercises, and musters
    - Potential inability to effectively and quickly respond to another 9/11 type national emergency
  - **VIRTUAL REALIGN**
    - No loss in expertise associated with mobilization, push/pull exercises and musters



# *BRAC Criteria Applied*

- EXTENT AND TIMING OF POTENTIAL COSTS AND SAVINGS, INCLUDE PAYBACK TIMEFRAME
  - Realign ARPC to AFPC
    - Current projected savings are overstated, payback timeframe unknown
  - **VIRTUAL REALIGN**
    - Current ARPC costs are relatively low
    - Provides for opportunity cost avoidance of potential civilian buy-out, cost of military PCSs, cost of physical movement of equipment, cost of MILCON at Randolph



# *BRAC Criteria Applied*

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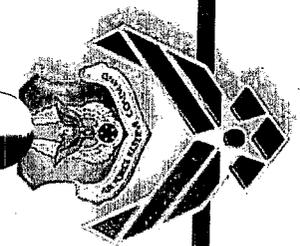
- **ECONOMIC IMPACT ON EXISTING COMMUNITIES**
  - Realign ARPC to AFPC
    - Minimal negative economic impact to Denver
    - Minimal positive economic impact to San Antonio
  - **VIRTUAL REALIGN**
    - No change in economic impact to either Denver or San Antonio



# *BRAC Criteria Applied*

---

- INFRASTRUCTURE SUPPORT OF FORCES, MISSION, PERSONNEL
  - Realign ARPC to AFPC
    - MILCON required at San Antonio
  - **VIRTUAL REALIGN**
    - No MILCON required



# *BRAC Criteria Applied*

- ENVIRONMENTAL IMPACT
  - Realign ARPC to AFPC
    - Impact
      - Requires deconfliction with all historical properties
      - Safety hazard considerations must be given to the Military Munitions Response Program
      - Threatened and endangered species and critical habitat considerations must be given
      - Requires expenditure of \$500K for waste management and environmental compliance activities
        - Source: DoD Base Closure and Realignment Report, Part 2, Section 5, page 35, May 2005
- VIRTUAL REALIGN
  - No impact



# *Alternative*

- VIRTUALLY REALIGN ARPC WITH AFPC
  - RECOGNITION OF THE DIVERSE CUSTOMER BASE SERVICED BY ARPC
  - THE PAST AND EXPECTED FUTURE ARPC SUCCESSSES UNDER CURRENT PERSONNEL TRANSFORMATION
    - Personnel Service Delivery Transformation (PSDT)
    - Shared Service Organization (SSO) efforts
    - Defense Integrated Military Human Resource System (DIMHRS)
  - VERY LITTLE SAVINGS ASSOCIATED WITH PHYSICALLY RELOCATING ARPC
    - ARPC part of BRAC recommendation (#143) with Army states expected savings of \$2 billion
    - **In reality, realignment of ARPC will generate less than 0.01 percent**
    - Facilities already exist
    - No employee move/buy-out/training cost



# *Headquarters U.S. Air Force*

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*Integrity - Service - Excellence*

## **PERSONNEL SERVICE DELIVERY (PSD)**

*... more PERSONAL service  
through Transformation*



**U.S. AIR FORCE**

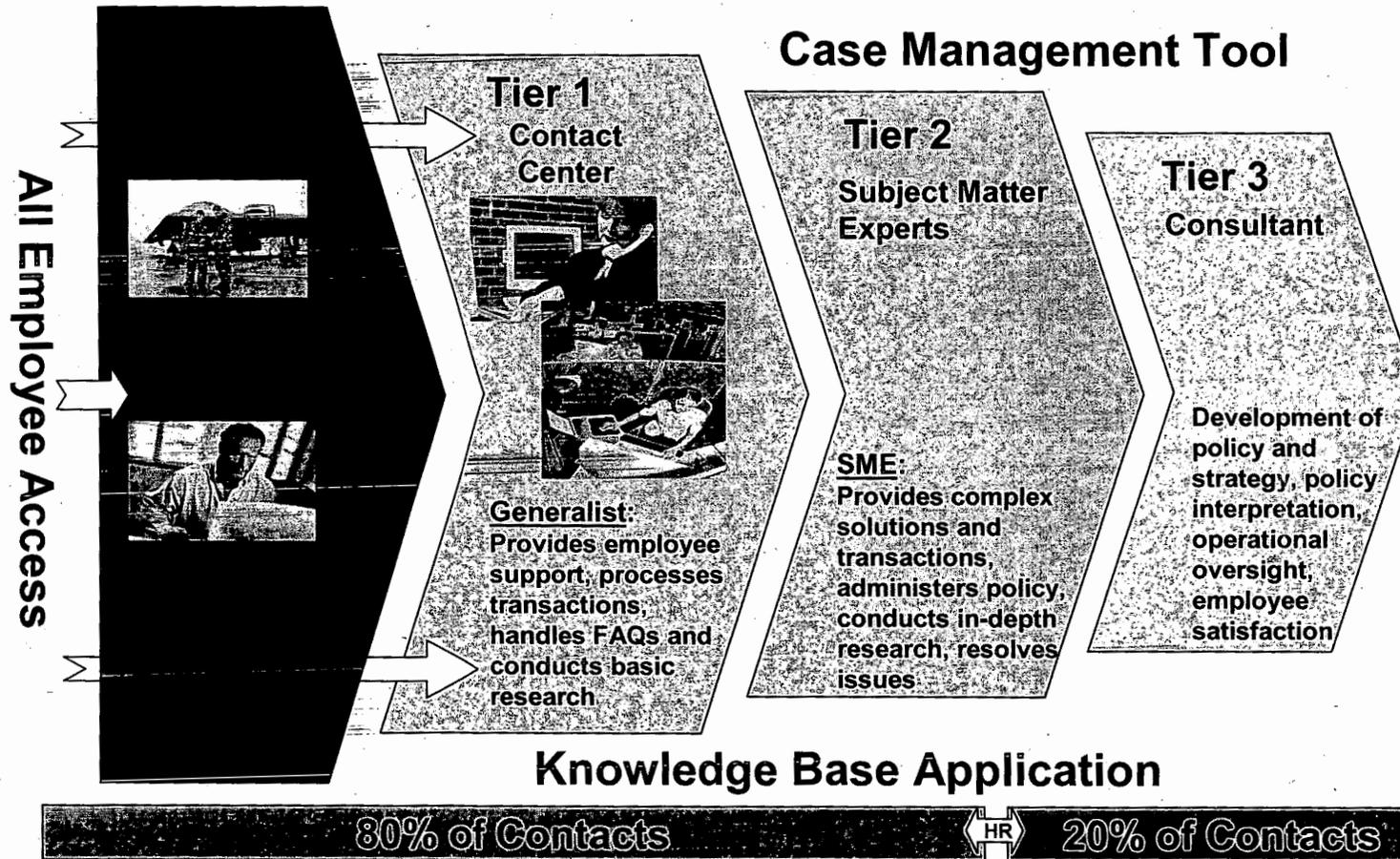
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U.S. AIR FORCE

DCN: 6242

# Tiered Service Delivery Model



The Service Delivery Model assigns the proper tier to the proper employee inquiry for a more effective solution

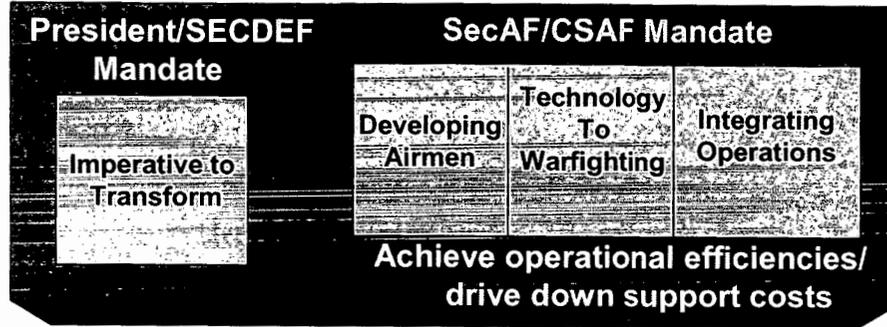


U.S. AIR FORCE

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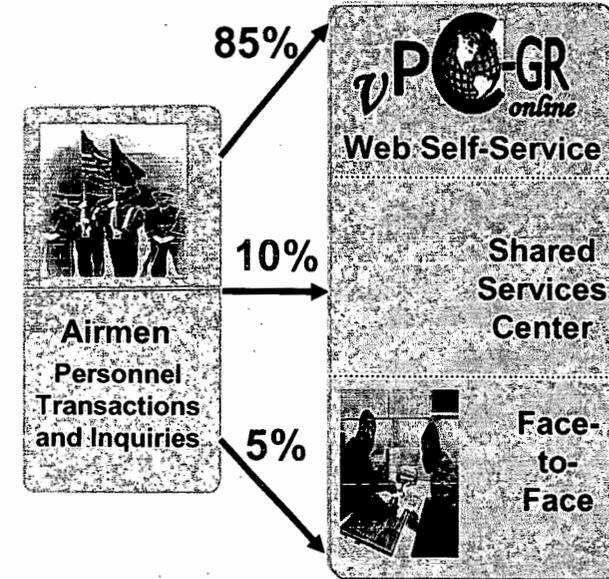
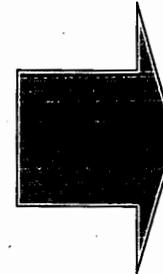
# PSD Transformation

## How Do We Get There?



*Right People, Right Place, Right Time –  
America's Airmen Creating the  
World's Best Air Force*

**AF/DP Vision**



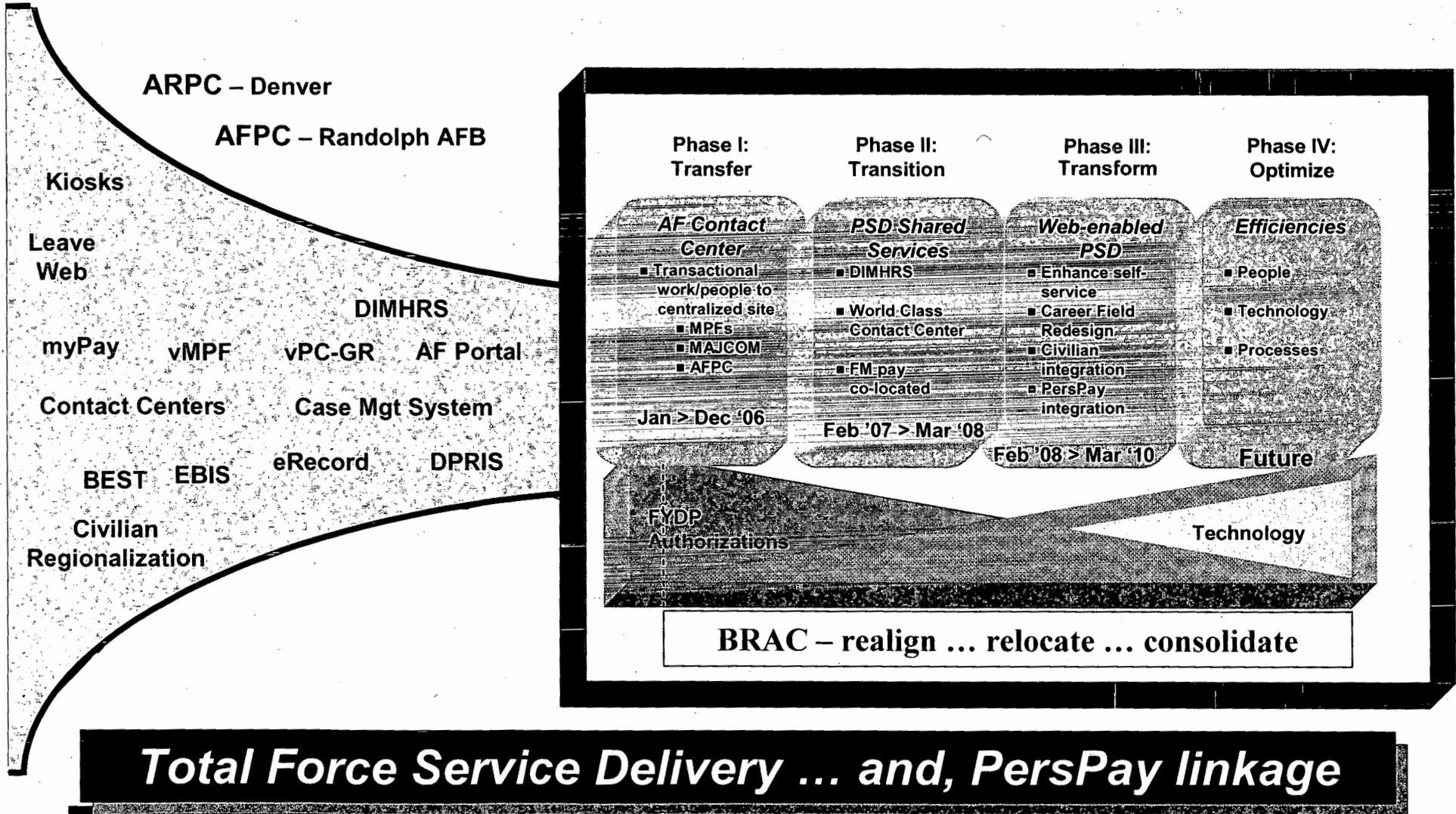
### PSD 2010 Vision

*Transform* processes and organizations ...  
leverage technology ...  
evolve personnelists to key advisors



# Phased Timeline

**U.S. AIR FORCE**





**U.S. AIR FORCE**

# ***What ARPC has accomplished...***

## **Process**



- Use single "all channel" Contact Center
- Moved GI Bill, CEI, DANTES, Tuition Asst, Awards/Decs, RCSBP to Tier 1
- Sorting out Tier 2 / 3 / backshop system

## **People**



- Formalized AFRC/PSD working group
- Engaging ANG process owners
- Participate with Total Force SSO WGs
- Moving people w/process fosters change management

## **Technology**



- Fielded REMEDY case management system
- Revised web and FAQ management
- Enabled ARMS on all CSR desktops
- Implemented web-based contact inquiry
- Leveraging database tools – "BIG to small"

## **Organization**



- Tiered service delivery reorganization
- Service Delivery Transformation Team (SDTT) focus of action
- Dedicated systems support and knowledge management

***Interim steps prepare the Total Force***

***Integrity - Service - Excellence***



U.S. AIR FORCE

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# Virtual Personnel Center – Guard and Reserve Online

Find answers to questions or request other services

Create a personal account

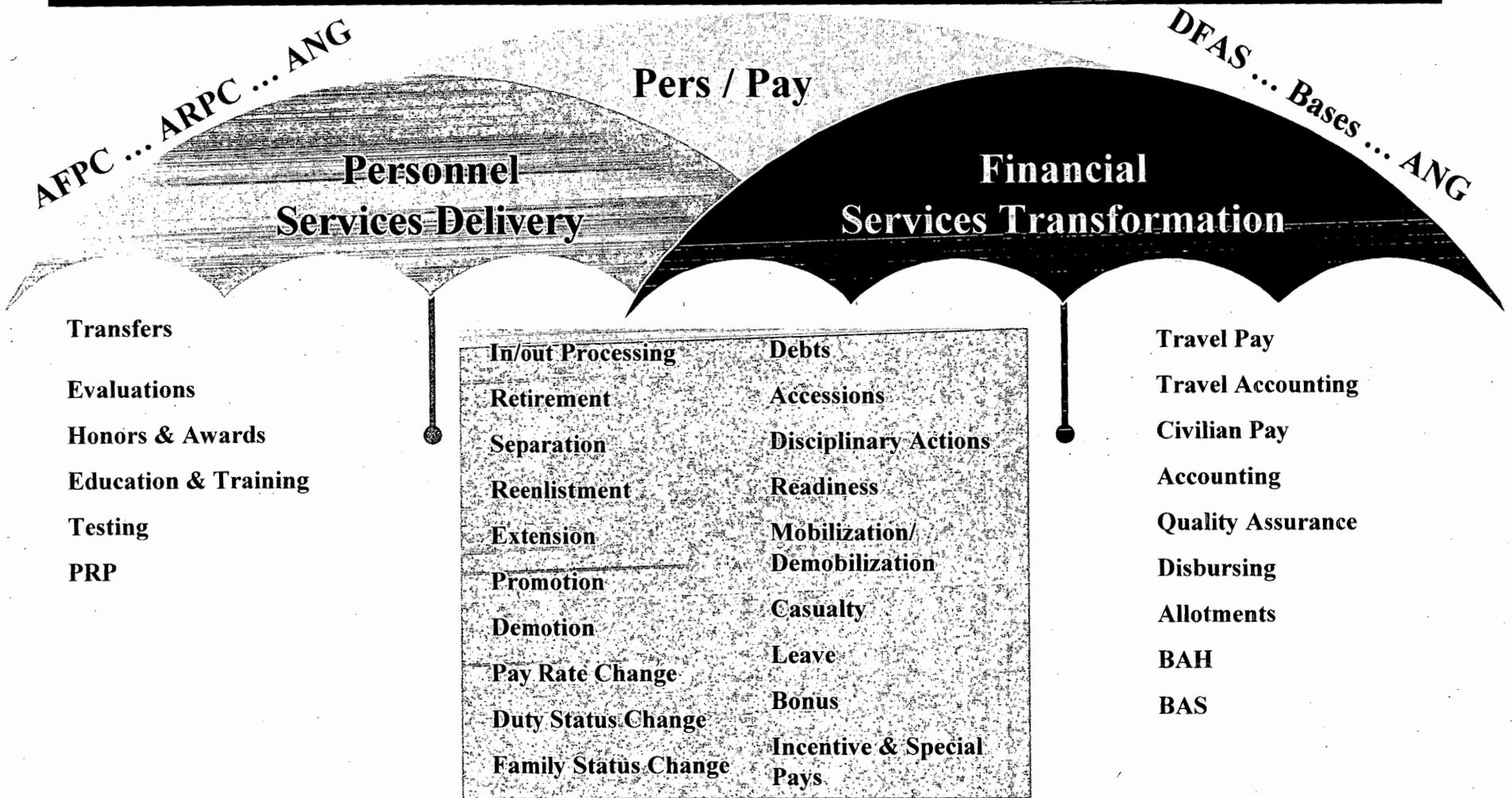
Conduct Self-service transactions

*Integrity - Service - Excellence*



# PersPay Integration ... two paths; or, ONE

U.S. AIR FORCE



**DIMHRS ... out-of-the-box HR solution ... not a DP or FM system**

**UNITED STATES AIR FORCE RESERVE (USAFR)  
READY RESERVE**

SELECTED RESERVE AFRC UNITS	SELECTED RESERVE IMAs	INDIVIDUAL READY RESERVE (IRR)	INDIVIDUAL READY RESERVE (IRR)
(A) AA-AZ, A1-A9 BA-BZ, B1-B9 (Unit PAS Code)	Air Reserve Squadrons (ARS)	<b>PARTICIPATING IRR (POINTS ONLY)</b>	<b>SPECIAL PROFESSIONAL EDUCATION AND STIPEND PROGRAMS</b>
<b>AFRC Non-Prior Service Trainees</b> (Reserve Unit PAS Codes) On Initial Active Duty Training (IADT)	(B) MA 9003 ARS (963IFGR6) (B) MD 9003 ARS (963IFG89) Selected Service System (SSS)	(E) MT (963IF1ZM) Ready Reinforcement Personnel Section (RRPS) with or without an MSO --3 year max-waiverable when member loses position (no fault of their own) --No Selected Reserve Position Available	(J) MZ (963IF1Z3) 9035 ARS (JA) legal interns (60-89 days active duty) pay only, no points, while in law school
(F) CC-IADT-84 DAYS (F) CD-IADT-85 DAYS +	(B) MB Job Proficiency, Flying  (B) MC Job Proficiency, Non-Flying --MAJCOM IMAs --9005 ARS JAG (JA) (963IFW3M) --9018 ARS Chaplains (HC) (963IFXQC) --9019 ARS Medical (SG) (963IFXRR) --9026 ARS (SG) Critical Medical Skills (963IF5NH)	(E) MX --(963IF1ZQ) 9001 ARS Air Force Admissions Liaison Officer/ Reserve Officer Training Corps (AFALO)/(ROTC) --(963IF1ZS) 9002 ARS Chaplains (HC) --(963IF1ZT) 9004 ARS Civil Air Patrol Reserve Assistance Program (CAPRAP) --(963IF1Z2) 9021 ARS Medical (SG) --(963IF1VH) 9025 ARS JAG (JA)	(K) TA 9016 ARS (SG) --(S83IFB2B) Officers only, Health Professions Scholarship Program (HPSP) --(S83IFHWO) HPSP stipend program (45 days ADT, pay only, no points)
High School Senior awaiting IADT		<b>NON-PARTICIPATING IRR</b> Officers are promotion eligible, no promotion recommendation form (PRF) or OPR required	(J) TB (963IF1Z1) 9017 ARS (HC) Chaplain candidates, officers only, 100 days ADT during program
(P) CE-84 days (P) CF-85 days +	(B) ME AF Elements --MAJCOM IMAs	Obligated Reserve Section (ORS)	(J) TC (963IFCCH) 9027 ARS (SG) Full Stipend, officers only, no training authorized, not promotion eligible
High School Graduate awaiting IADT	(B) MR Air Force National Security Emergency Preparedness (AFNSEP)	(E) RA (S73IFLX5) ORS Muster duty or Active Duty Training (ADT) may be required for IRR screening	(J) TD (963IFCCK) 9027 ARS (SG) Half Stipend, officers only, no training authorized, not promotion eligible
(P) CG-84 DAYS (P) CH-85 DAYS +		(J) RC (S73IFLX7) ORS --Officers with EAD commitment --Enlisted enrolled in AFROTC or college scholarship program	(J) TE (963IFCCQ) 9027 ARS (SG) Stipend, enlisted only, \$100 per month, no training authorized

Reserve Section	Inactive Duty Training (IDT) Maximum Requirements Per FY	Annual Training (AT) Requirements Per FY	Minimum Retirement/Retention R/R Point Requirement
MA	36 Paid 12 Non-Paid	12-14 Days	35
MB, ME, MR	48 Paid	12-14 Days	35
MC	24 Paid	12-14 Days	35
MD	24 Non-Paid	12-14 Days	35
MT and MX		No Requirement	35 Non-Paid *
NC and ND	No requirement	No requirement	35 Non-Paid

\* Required to earn a minimum of 16 points through IDT, AT/ADT/ADSW/MPA or combination

- (J) RD (S73IFZ6M) Non-obligated  
Non-participating Ready Personnel  
section (NNRPS)  
2 year max-3 year if Sep. Pay Recipients  
Muster duty or ADT may be  
required for IRR screening
- (E) RZ (S73IFZNS) unassigned for  
research prior to assignment to  
proper reserve section
- ( ) = DoD Training and Retirement  
Category Code

**DISTRIBUTION: X  
HQ ARPC VA 36-3001  
20040224  
OPR: HQ ARPC/XPX**

**ACTIVE**

Officer Promotion eligible, no PRF or OPR required

Nonaffiliated Reserve Section (NARS)

(D) NA (S73IFLX2) Non-obligated Normally 2 year retention training not authorized  
 --hardship (personal/community)  
 --twice deferred officers not in sanctuary  
 --pending discharge for cause

(D) NB (S73IFLX3) obligated training not authorized  
 --same as NA and:  
 --key employees  
 --dual status (Res. Off/Reg Enl)  
 --non-military delays/religious obligations

(D) NC (963IFIZN) Reserve sanctuary not retained in position

(C) ND (963IF1ZP)  
 --Key employee with or without MSO (by application)

**INACTIVE**

(N) RB (S73IFLX6) Inactive status list reserve section (ISLRS) Non-obligated. Training not authorized. Not eligible/ did not apply for retirement. Normally 3 year retention --exceeded 2 year retention NARS (NA)/NNRPS  
 --key employee  
 --involuntary release from EAD  
 --dual status (Res Off/Reg. Enl.)  
 --Sep pay recipients  
 --unsatisfactory participants

ZA (S73IFLX9) Reserve awaiting pay at age 60 (File AR/BR)

ZB (S73IFLYB) Reserve drawing pay at age 60 (File RA/RB)

ZC (S73IFLYC) Reserve recalled to active duty (File BA/BR)

ZD (S73IFPPF) Regular enlisted with less than 30 years service (File RA) Title 10 U.S.C., Section 688 Mobilization Resource

ZE (S73IF1QO) Regular and reserve disability (File RA/RB)

ZF (S73IF1SQ) Reserve officer with 20 years active duty (File RB) Title 10 U.S.C., Section 688 Mobilization Resource

ZG (S73IF24X) Discharged. (Reserve retirement eligible or deceased with survivor benefit plan) (SBP) (File AR/BR)

ZI (Last active duty PAS) Regular officer and enlisted with 30 years service (File RA/RB) Title 10 U.S.C., Section 688 Mobilization Resource

ZJ (S73IF5RT) Reserve enlisted with 20 years active duty (File RA) Title 10 U.S.C., Section 688 Mobilization Resource

ZK (NO PAS) Former ZG members. 20 sat. service years. Drawing retired pay (File RA/RB)

ZG and ZK have no military status

Inactive Standby and Retired Reservists are not eligible for promotion

- DoDI 1100.19, Wartime Manpower Planning Policies and Procedures
- DoDD 1215.6, Uniform Reserve Training and Retirement Categories
- AFI 36-2115, Assignments Within the Reserve Components
- AFM 36-8001, Reserve Personnel Participation and Training Procedures
- AFI 36-2608, Military Personnel Records System
- AFI 36-3209, Separation and Retirement Procedures for Air National Guard and Air Force Reserve Members
- AFI 36-2612, USAFR Reenlistment and Retention Program

