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DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC 20330-1000

DCN: 6088



OFFICE OF THE ASSISTANT SECRETARY

AUG 11 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 13 July 2004.

Maj Gen Heckman called the meeting to order at 0830, the Pentagon. Room 5C279 Attendance is at Atch 1; portions were deliberative as described below. provided a BCEG schedule, data call update (Slides 3-6), and BCEG action items (Slide, 8-9) for information. Maj Gen Heckman briefed the current version of the draft OSD principles, imperatives, and transformational options for information (Slides 10-35). The BCEG then entered a deliberative session.

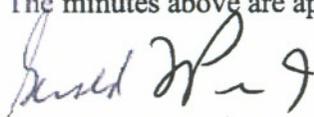
briefed the community education question (DoD 1406) from Criteria 7. After deliberation the BCEG voted to remove the question from military value analysis but retain the question in Criterion 7 (Slide 37).

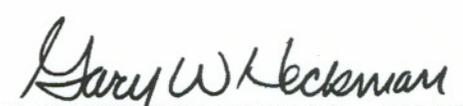
briefed a BCWG recommendation to the BCEG for deliberation. The BCWG recommended that DoD questions #213 (Attainment Status) and 221 (Emissions Budget Growth) be combined. After deliberation, the BCEG unanimously adopted the BCWG recommendation (Slide 41). The BCWG recommended that DoD Questions #27 (Bandwidth to support Space Ops) be re-binned from Criterion 1 to Criterion 2. After deliberation, the BCEG unanimously adopted the BCWG recommendation (Slide 42). The BCWG recommended elimination of the ICBM Mission Filter. After deliberation, the BCEG unanimously adopted the BCWG recommendation (Slide 43). The BCWG recommended elimination of the HLD Supplemental Filter. After deliberation, the BCEG unanimously adopted the BCWG recommendation (Slide 43).

The next BCEG meeting is scheduled for 15 July 2004 at 0830 in Pentagon Room 5C279. The meeting concluded at 1128.

BCEG Recorder

The minutes above are approved.


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


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

Attachments:
As Stated

Base Closure Executive Group Attendance

Date: 13 July 2004

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|--|--|--|
| <input type="checkbox"/> <u>BG Holland</u> | <input checked="" type="checkbox"/> <u>Brig Gen Mike Lynch</u> | <input checked="" type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input checked="" type="checkbox"/> <u>BG Butler</u> | <input checked="" type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u> | <input checked="" type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Ms. Cathy Sparks</u> | <input type="checkbox"/> <u>Ms. Kathy Ferguson</u> | <input checked="" type="checkbox"/> <u>Mr. Amone</u> |
| <input checked="" type="checkbox"/> <u>Mr. Matt Mleziva</u> | <input checked="" type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> _____ | <input checked="" type="checkbox"/> <u>Mr. Martin Pankove</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u> | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. William Kelly</u> | <input type="checkbox"/> <u>Brig Gen William Ard</u> | <input checked="" type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms. Maureen Koetz</u> | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |

* Temporary appointment

Others

AVAA

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- _____

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG



13 Jul 04

U.S. AIR FORCE



Agenda

13 Jul 04

0830-0845	Opening Business	Co-chairs
	Calendar	
	Data Call Status	
0845-0915	Action Items	
0915-1015	Principles, Imperatives, and Transformational Options	MGen Heckman
1015-1030	Break*	
1030-1130	Filters / Weighting	

* only principals return



BCEG Schedule

July

July BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2	3
4	5 Independence Holiday	6	7	8 BCEG 0830-1200	9	10
11	12	13 BCEG 0830-1200	14	15 BCEG 0830-1200	16	17
18	19 ITLAPD	20 BCEG 0830-1200	21	22 BCEG 0830-1200 AF JCSG Principal's Mtg 1430-1600	23 ISG 1030-1130	24
25	26	27 BCEG 0830-1200	28	29	30	31

- MV Analysis Process
- Filters / Weighting
- ISG / IEC Update

- Environmental Capacity
- Filter weight

- Filter re-attacks
- Criteria 6-8

- Question Metrics
- Summary of weights
- JCSG Update

- Filters changes

- Ethics / Conflict of Interest
- Filter questions

- Scenario Tutorial
- Question Metrics
- ISG / IEC Update

As of: 28 Jun 04

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BCEG Schedule

Aug – Nov

Aug BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24 0900-1500	25 0900-1700	26 0900-1500	27 0900-1500	28 ISG 1030-1130	29
30	31					

- Question Metrics Final
- ISG / IEC Update

- Summary Question / Metric Review

- MAJCOM Prep / Run Through

- 2025 Force Structure
- ISG / IEC Update

Sep BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
5	6 Labor Day	7	8	9	10	11
12	13	14	15	16	17 ISG 1030-1130	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

- Capacity Analysis

- Analytical Model Tutorial

Oct BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
3	4	5	6	7	8	9
10	11 Columbus Day	12	13	14	15 ISG 1030-1130	16
17	18	19	20	21	22	23
24/31	25	26	27	28	29 ISG 1030-1130	30

- Analysis Dry Run

- Scenario segments

Nov BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
7	8	9	10	11 Veteran's Day	12	13
14	15	16	17	18	19 ISG 1030-1130	20
21	22	23	24	25 Thanks-giving	26	27
28	29	30	31			

- Scenarios

As of: 21 Jun 04

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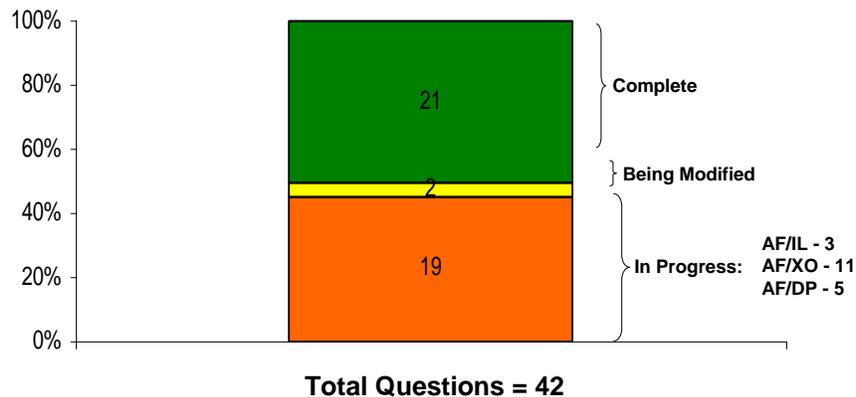


Data Calls Suspense to HAF

COMMAND	AF COBRA JPAT 7 AF Installations Military Value	JCSG Capacity II JCSG Capacity	HS&A: E&T S&S: Industrial Medical JCSG Military Value	Joint Action Scenario Team (JAST) Army/Navy Military Value	Tech Intel JCSG Military Value
ACC	7 JUL	23 JUL	30 JUL	20 AUG	TBD (45 days from release)
AMC	7 JUL	23 JUL	30 JUL	20 AUG	TBD
AETC	7 JUL	23 JUL	30 JUL	20 AUG	TBD
AFMC	7 JUL	23 JUL	30 JUL	20 AUG	TBD
AFSOC	7 JUL	23 JUL	30 JUL	20 AUG	TBD
AFSPC	12 JUL	23 JUL	30 JUL	20 AUG	TBD
ANG	7 JUL	23 JUL	30 JUL	20 AUG	TBD
AFRC	7 JUL	23 JUL	30 JUL	20 AUG	TBD
PACAF	Complete	23 JUL	30 JUL	20 AUG	TBD
11 WG	7 JUL	23 JUL	30 JUL	20 AUG	TBD
USAFA	7 JUL	23 JUL	30 JUL	20 AUG	TBD



Status of AF MV Questions (as of 12 July 04)





Agenda

13 Jul 04

0830-0845 Opening Business Co-chairs

Calendar

Data Call Status

0845-0915 **Action Items**

0915-1015 Principles, Imperatives, and MGen Heckman
Transformational Options

1015-1030 Break*

1030-1130 Filters / Weighting

* only principals return



Action Items

<u>Action</u>	<u>OPR</u>	<u>Suspense</u>
Reissue AF Expeditionary Principles white paper	IEB/XO	28 Jun 04
Reconsider DoD question #1406--Community Education	BCWG	13 Jul 04
Rewrite imperative #16 (ARC demographics)	RE	13 Jul 04 15 Jul 04
Review MAJCOM environmental capacity issues	ILE / IEE	15 Jul 04
Filter weights (final)	BCWG	22 Jul 04



BCEG Tasker

Reconsider DoD # 1406 – Community Education

OPR:	DP	Status:	Deliberative
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- Original rationale for including in MV was to measure QoL
- Binned in criterion 3 (growth)
- What does the FRN say?
 - *FRN para (3)(h): “... factors falling within this criterion (7) can be applied within the military value criteria if they directly relate to the elements of criteria 1 – 4.”*
- Replace with other more appropriate questions?
 - No

**BCWG recommendation:
Continue to consider in criterion 7, remove
question from MV analysis**



Imperatives

Two types

- **Modeled:** Can be logically or mathematically modeled
- **Checklist:** Can be understood and verified, but not formally modeled

**Total AF Imperatives: 21
Modeled: 9
Checklist: 12**

**SLIDES 11-26
REMOVED**



OSD Principles (draft) w/ Supporting Imperatives

Principle: Intelligence

Imperative:

The Military Departments and the Joint Cross Service Groups will not recommend to the Secretary any closure or realignment recommendation that eliminates sufficient organic ISR/analytic capability to meet warfighting and acquisition requirements while effectively leveraging Joint and National intelligence capabilities



Transformational Options (draft)

- **Examine collocated advanced pilot training and maintenance training and separated pilot/maintenance training as options for the Joint Strike Fighter**
- **Explore stationing CONUS mobility units/assets closer to planned air and seaports of embarkation to facilitate rapid mobilization. Co-locating service special operations units, could further reduce infrastructure requirements and enable improved training opportunities**
- **Explore co-locating our commissioning sources or combining/co-locating service professional military education schools at the intermediate and senior levels or within each service**
- **Consider combining/merging service specific test pilot schools**
- **Combining the services' range management offices into one joint management office could not only reduce overhead, but it could produce more efficient use of a precious DoD resource**



Transformational Options (draft)

- Examine the redistribution of strategic airlift assets to facilitate rapid deployment to the war fight from both east and west coasts
- Co-locate DoD, joint, and military department facilities to produce efficiencies in force protection and quality of life services
- Consider outsourcing all graduate education, except Service War Colleges, to private colleges/ universities -- or maximize outsourcing and then consolidate to minimum sites. Leverage distance learning to reduce resident requirements
- Consolidate/privatize common specialty training. The Army Engineering School at Ft. Leonard Wood, MO may be a good model of multi-service training with contract instructors
- Establish Centers of Excellence with joint or inter-service training, i.e., combining common or similar instructional institutions (e.g., Judge Advocate General schools) to form a “DoD University” with satellite training sites--or provided by service-lead or civilian institutions



Transformational Options (draft)

- Co-locate the efforts of the services in areas where the instructional flight training syllabus is essentially the same (e.g., ground school, basic flight training)
- Consolidate services' common functions: supply, medical, legal, religious programs
- Determine alternative facility alignments to execute Reserve Component (RC) HQs administrative missions and functions. Alternatives should consider combining HQs and/or moving HQs to operational bases
- Identify alternatives for realigning mobilization facilities. This analysis should focus on requirements for (and capabilities of) facilities in the all components of all services to mobilize, prepare, train, deploy, and sustain combat forces. Alternatives to consider include: (1) consolidating mobilization sites at installations able to adequately prepare, deploy, and train service members; (2) establishing joint pre-deployment (e.g. personnel processing) centers



Transformational Options (draft)

- Eliminate all leased space occupied by DoD organizations within the NCR and minimize that in the US. Growing concerns for force protection, in addition to lease costs, make this an important issue for review. Several types of agencies, i.e. recruiting offices, could be excluded from the analysis
- Evaluate Military Air Traffic Control (ATC) activities and locations. This analysis would identify BRAC implications for military ATC facilities
- Identify the potential to reduce installation operating costs through inter-service agreements, and consolidations of duplicate support services where military bases are located close to one another or where similar functions are performed at multiple locations
- Examine DoD human resources management processes and locations. Potential issues include: (1) consolidating military personnel agencies at one location; (2) consolidating civilian personnel agencies at one or several location; (3) joint regionalization of civilian personnel agencies; (4) consolidation of military and civilian personnel within service



Transformational Options (draft)

- Evaluate establishing a single inventory control point (ICP) within each service or consolidating into joint ICPs
- Realign Signals Intelligence (SIGINT) Exploitation & Production Centers. This option focuses on co-locating/basing of ground and signals intelligence systems. Under the current force alignment, the Regional Security Operations Centers (RSOCs) and remoting-capable airborne ISR assets are not co-located and maintain completely independent exploitation & production centers, maintenance support, and management staff
- Realign intelligence support capabilities. This option focuses on the co-location/basing of ground and airborne intelligence systems
- Evaluate the Defense, Accounting and Finance Service (DFAS) operations. This option seeks to leverage BRAC 2005 to recognize additional workload consolidation, infrastructure reduction, and reductions in the number of DFAS operating locations at which specific functions are performed



Transformational Options (draft)

- Evaluate security and continuity of operations at Defense Accounting and Finance Service (DFAS) activities. With the consolidation to fewer sites, there is a requirement to have backup systems, and facility plans that in the event of an incident or disaster
- Air Force expand the integration of Guard and Reserve forces with the active force. Examples: (1) blended organizations; (2) Reserve Associate, Guard Associate, and Active Associate; (3) Sponsored Reserve; (4) blending of Guard units across state lines to unify mission areas, reduce infrastructure, and improve readiness
- Consolidate National Capital Region (NCR) intelligence community activities now occupying small government facilities and privately owned leased space to fewer secure DoD-owned locations in the region
- Consolidate the Guard and Reserve units at active bases or consolidate the Guard and Reserve units that are located in close proximity to one another at one location if practical, i.e. joint use facilities



Transformational Options (draft)

- Consolidate the Naval Facilities Engineering Command under the Army Corps of Engineers or completely do away with the Naval Facility Engineering Command
- Consolidate acquisition and logistics activities at the headquarters level (e.g., the Air Force Materiel Command model) to achieve support personnel and overhead reductions
- Designate lead services for common equipment and reduce physical plant and workforces to the minimum required for the force structure
- Evaluate the military services' need for multiple initial entry training sites. The Navy and Air Force, each, conduct this primary training at a single installation. However, the Marine Corps operates two recruit training depots. The Army operates five separate basic training sites
- Air Force use optimum squadron sizes and crew ratios to maximize effectiveness of weapon systems



Transformational Options (draft)

- Establish a “space test range” for satellite ground testing, threat assessment, and tactics development. Elements of the “range” should be networked using a minimum number of ground facilities to virtually simulate on-orbit operations
- Consolidate or integrate service facilities to the minimum required to support the Force Structure Plan, retain services’ core competencies, and capitalize on emerging technologies and warfighting capabilities



Break
(only principals return)



BCEG Tasker

Reconsider DoD # 1406 – Community Education

OPR:	DP	Status:	Deliberative
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- Original rationale for including in MV was to measure QoL
- Binned in criterion 3 (growth)
- What does the FRN say?
 - FRN para (3)(h): "... factors falling within this criterion (7) can be applied within the military value criteria if they directly relate to the elements of criteria 1 – 4."
- Replace with other more appropriate questions?
 - No

BCWG recommendation:
Continue to consider in criterion 7, remove question from MV analysis



Agenda

13 Jul 04

0830-0845	Opening Business	Co-chairs
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Calendar

Data Call Status

0845-0915	Action Items
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0915-1015	Principles, Imperatives, and Transformational Options	MGen Heckman
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1015-1030	Break*
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1030-1130	Filters / Weighting
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* only principals return

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Filters and Weighting



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Purpose

Gain BCEG Approval to:

- Combine:
 - Attainment status (DoD #213)
 - Emission budget growth (DoD #221)
- Re-bin:
 - Bandwidth (terrestrial) for space ops (DoD #27)
- Delete:
 - ICBM and HLD filters



Fighter BCWG Quick Look

OPR: IEB Status: **Deliberative**

213/221
COMBINED
(XO & IL)

DoD #	Question	Nominal Effective		Attribute	A. Wt.	Criteria	C. Wt.
1226	Population density impact on USAF mission	5%	1.35%	Geo-locational		1	
1243	Airfield elevation	8%	2.16%	Geo-locational		1	
1245	Distance to airspace supporting (mission type) operations.	50%	13.50%	Geo-locational	60%	1	
1270	Suitable auxiliary airfields within 50NM of the installation.	12%	3.24%	Geo-locational		1	
1412	Distance to nearest city >= 100,000	5%	1.35%	Geo-locational		1	45%
1246, 1247	Distance to low level routes supporting (mission type) operations.	20%	5.40%	Geo-locational		1	
1242	ATC restrictions to operations	52%	9.36%	Ops. Env.		1	
1271	Prevailing installation weather conditions	48%	8.64%	Ops. Env.	40%	1	
213	Attainment status?	0%	0.00%	Ops. Env.		1	
1207	Level of mission encroachment	5%	1.00%	KMI		2	
1221	Ability to hangar permanently-based F-15 sized aircraft	19%	3.80%	KMI		2	
1231	Certified Weapons Storage Area	4%	0.80%	KMI		2	
1232	Does the installation have sufficient parking spots sited to load and arm weapons for (mission type) operations?	8%	1.60%	KMI	50%	2	
1233, 1234	Does the installation have sufficient munitions storage to support (mission type) operations?	8%	1.60%	KMI		2	
1235-40	Can installation pavements support (mission type) ops?	21%	4.20%	KMI		2	40%
8	Ramp area and serviceability	10%	2.00%	KMI		2	
9	Runway dimension and serviceability	25%	5.00%	KMI		2	
1203	Access to adequate supersonic airspace	30%	6.00%	Ops. Areas		2	
1266, 1267, 1648, 1660	Does the range complex support (mission type) training?	50%	10.00%	Ops. Areas	50%	2	
1650-52	Does the range complex support joint (mission type) training?	20%	4.00%	Ops. Areas		2	
213/221	Attainment Status/Emission budget growth allowance	29%	1.45%	Growth	50%	3	
1205a	Buildable acres to support industrial operations growth	35%	1.75%	Growth		3	
1205b	Buildable acres to support air operations mission growth	35%	1.75%	Growth		3	
1406	Community Education	1%	0.10%	Growth		3	100%

**BCWG Recommendation:
Combine #213 with #221 under Criterion 3**



Space Ops

OPR: IEB Status: **Deliberative**

213/221
COMBINED
(XO & IL)

DoD #	Question	Nominal Effective		Attribute	A. Wt.	Criteria	C. Wt.
1226	Population density impact on USAF mission	30%	6.75%	Geo-locational		1	
1412	Distance to nearest city >= 100,000	70%	15.75%	Geo-locational	50%	1	
1210	Line-of-sight encroachment	60%	13.50%	Ops. Env.		1	45%
1251	Frequency spectrum access to support C4ISR operations	40%	9.00%	Ops. Env.	50%	1	
27	Available bandwidth to support space operations	30%	12.00%	KMI		2	
1207, 1208, 1209	Level of mission encroachment	70%	28.00%	KMI	100%	2	40%
1205a	Buildable acres to support industrial operations growth	75%	7.50%	Growth		3	
1211	Available installation bandwidth	9%	0.90%	Growth	100%	3	40%
1406	Community Education	1%	0.10%	Growth		3	
221	Emission budget growth allowance	15%	1.50%	Growth		3	
1250	Area cost factor	50%	2.50%	Cost		4	
1269	Utilities cost rating (U3C)	5%	0.25%	Cost	100%	4	5%
1402	BAH rate	35%	1.75%	Cost		4	
1403	GS locality pay	10%	0.50%	Cost		4	

- Re-bin DoD #27 from Crit 1 (Ops Env) to Crit 2 (KMI)
- Reapportions filter questions by criterion/attribute
- Space Ops is the only filter using this question

**BCWG recommendations:
Move DoD #27 from Crit 1 to 2**



ICBM Filter

BCWG Quick Look

OPR: IEB Status: **Deliberative**

DoD #	Question	Nominal Effective	Attribute	A. Wt.	Criteria	C. Wt.	
1226	Population density impact on USAF mission	50%	23%	Geo-locational	100%	1	45%
1412	Distance to nearest city >= 100,000	50%	23%	Geo-locational		1	
1231	Certified Weapons Storage Area	80%	32%	KMI	100%	2	40%
333	Rail service for shipment of stages and boosters	20%	8%	KMI		2	
1211	Available installation bandwidth	80%	8%	Growth		3	
1406	Community Education	20%	2%	Growth	100%	3	10%
1250	Area cost factor	50%	3%	Cost		4	
1269	Utilities cost rating (U3C)	5%	0%	Cost		4	
1402	BAH rate	35%	2%	Cost	100%	4	5%
1403	GS locality pay	10%	1%	Cost		4	

- Nuclear Posture Review (2001): Planned 2012 force structure is 500 Minuteman III ICBMs
- START declared ops sites: Malmstrom, Minot, FE Warren
- Modeled imperative

**BCWG recommendation:
Delete as mission filter**



HLD Filter

BCWG Quick Look

OPR: IEB Status: **Deliberative**

DoD #	Question	Nominal Effective	Attribute	A. Wt.	Criteria	C. Wt.	
0	Key site response time (classified)	100%	90%	Geo-locational	100%	1	90%
1206	Ability to support fighter alert operations for HLD	100%	10%	KMI	100%	2	10%

- Filter is based on response time to places of interest
- HLD modeled imperative will do the same thing
- HLD filter is not needed

**BCWG Recommendation:
Delete as supplemental filter**



Next Steps

<u>Steps</u>	<u>OPR</u>	<u>Suspense</u>
Make updates to weights based on BCEG recommendations	BCWG	20 Jul 04
Finalize draft weights for criteria, attributes, and questions	BCEG	22 Jul 04
Develop question metrics	BCWG	27 Jul 04
Perform summary weighting review	BCEG	29 Jul 04



Questions?