



OFFICE OF THE ASSISTANT SECRETARY

SEP 29 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 16 Sep 2004.

Maj Gen Heckman called the meeting to order at 0830, the Pentagon, Room 5C279. The meeting was categorized as deliberative. Attendance is at Atch 1. Maj Gen Heckman reviewed the BCEG schedule for September through January (Slides 3-4). [redacted] updated the data calls (Slide 5). Mr Pease discussed the ROE for BCWG interaction with JCSG regarding scenario proposals.

[redacted] presented initial AF Scenario Proposals formatted as quad slides for discussion by the BCEG (Slides 7-16). These were specifically identified as proposals to be put into play and do not yet reach the level of scenarios. The proposals were subject to some editing by the BCEG and approved as follows:

- Access to Space – Slide 8
- POTUS Support – Slide 9
- Air Sovereignty/Air Defense-Slide 10
- Bed-down OCONUS Forces in CONUS – Slide 11
- Consolidate B-52 Legacy Fleet – Slide 12
- Consolidate B-1 Legacy Fleet – Slide 13
- Consolidate A-10 Legacy Fleet – Slide 14
- Consolidate F-16 Legacy Fleet – Slide 15
- Consolidate F-15 Legacy Fleet – Slide 16

[redacted] further presented MCI based Scenario Proposals (Slides 17-24) by platform for deliberation. After discussion the BCEG approved:

- Fighters – Slide 17
- Bombers – Slide 18
- C2ISR – Slide 21
- Airlift – Slide 23
- Space Ops – Slide 24

The BCEG deferred discussion of:

- SOF/CSAR – Slide 19
- UAV/UCAS – Slide 20
- Tankers – Slide 22

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

During a break in the deliberative session, [redacted] updated his demonstration of the cueing tool. The excel spreadsheet he used for the demo is not included in the BCEG minutes as this was an informational demonstration of a work in progress.

The meeting concluded at 11:45. The next BCEG meeting is scheduled for September 21, 2004 at 0830 in Pentagon Room 5C279. The briefing concluded at 1220.


SAF/GCN
BCEG Recorder

The minutes above are approved.


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


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

Attachments:
As Stated

Base Closure Executive Group Attendance

Date: 16 Sep 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

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

* Temporary appointment

Briefers

Others

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG



Deliberative Session

16 Sep 04

U.S. AIR FORCE



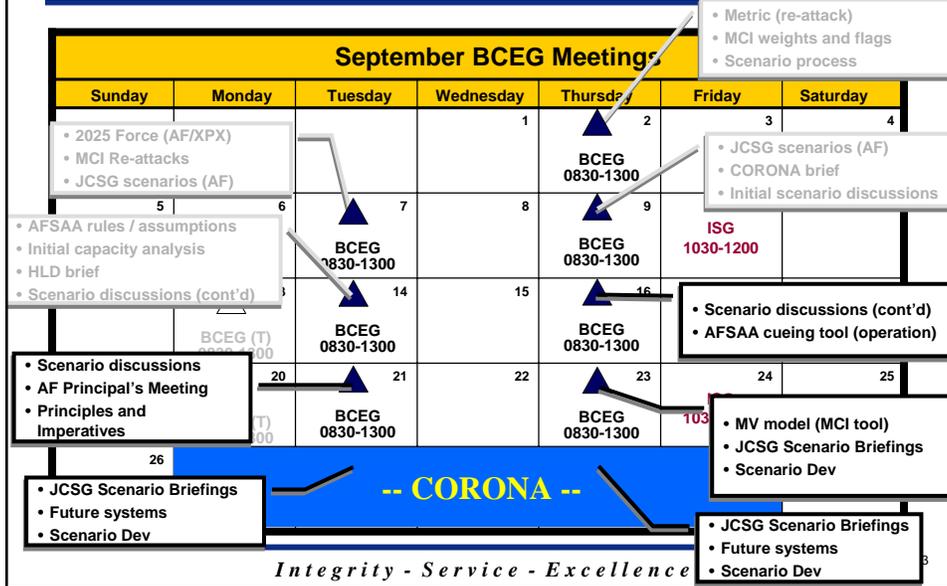
Agenda 16 Sep 04

0830-0845	Opening Business	Co-chairs
	<i>Calendar Data Calls Action Items</i>	
0845-0945	AF Scenarios	SAF/IEB SAF/IEB
	-- Break --	
1000-1100	AFSAA Cueing Tool	AFSAA
	<i>Operation</i>	



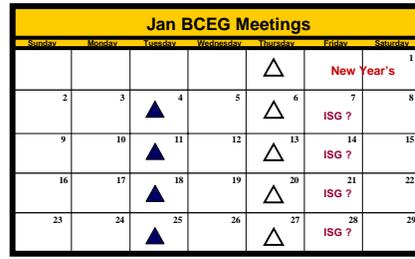
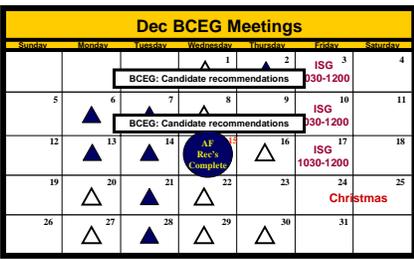
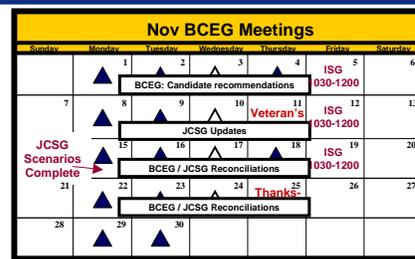
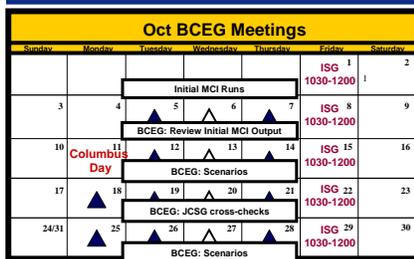
DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

BCEG Schedule September



DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

BCEG Schedule Oct 04-Jan 05





Data Calls (as of 15 Sep)

- All Data Calls at HAF-level
 - 29,711 approval actions remaining; status by 2-Ltr
 - IL (includes SG) 21,099
 - XO 5,727
 - DP 1,333
 - AQ 1,108
 - FM 172
 - RE 22
 - Already 45% complete
 - Approx 500 corrections from audit (DCs 2-11)
- DC #1 RFC: 8 left over 4 questions
 - XO: 1 question 3 bases
 - IL: 3 questions 5 bases
- DC #16 (HSA) – on line 16 Sep 04



Agenda 16 Sep 04

0830-0845	Opening Business	<i>Co-chairs</i>
	<i>Calendar</i>	
	<i>Data Calls</i>	
	<i>Action Items</i>	
0845-0945	AF Scenarios	SAF/IEB SAF/IEB
	-- Break --	
1000-1100	AFSAA Cueing Tool	AFSAA
	<i>Operation</i>	



Initial Scenario Proposals



AF Scenario Proposal Access to Space

<p>Drivers/Assumptions</p> <ul style="list-style-type: none">■ Imperative: Unimpeded access to space in orbits of all inclinations■ Transformational Options: N/A	<p>Scenario Proposal</p> <ul style="list-style-type: none">■ Determine those specific installations that must be retained to ensure all inclinations launch to space
<p>Justification/Impact</p> <ul style="list-style-type: none">■ Maintains National space launch requirements	<p>Potential Conflicts</p> <ul style="list-style-type: none">■ None



AF Scenario Proposal

POTUS Support

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Imperative: Maintain capability within the NCR to support the POTUS, Special Airlift Missions, foreign dignitary visits, and ensure Air Force Continuity of Operations ■ Transformational Options: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Determine AF installation(s) best suited to support POTUS, SAM, foreign dignitary visits, and Continuity of Operations capabilities
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Potential unacceptable delays to Continuity of Operations ■ Secure access to/from APOE/D from Washington DC ■ Immediate access to large range airlift 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Proposal

Air Sovereignty/Air Defense

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Imperative: Basing to fulfill the air sovereignty protection site and air defense response criteria stipulated by COMNORTHCOM and COMPACOM ■ Transformational Options: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Determine airfields and installations sufficient to support air sovereignty/air defense mission
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Support GWOT ■ Defend the homeland 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Concept Beddown OCONUS Forces

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Retain the capacity to absorb overseas forces with the United States and its territories ■ Transformational Option: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Confirm capacity of retained AF installations to beddown all OCONUS AF forces
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Ensures surge capability to accommodate natural disaster evacuations, mobility operations, and routine airfield repairs 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Proposal Consolidate B-52 Legacy Fleet

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Consolidate legacy fleet ■ Transformational Option: N/A ■ Ensures force available for AEF construct 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Realign / consolidate current B-52 force structure at as few locations as practicable
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Ensure smooth transition of force out of inventory at a future date 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Proposal

Consolidate B-1 Legacy Fleet

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Consolidate legacy fleet ■ Transformational Option: N/A ■ Ensures force available for AEF construct 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Realign / consolidate current B-1 force structure at as few locations as practicable
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Ensure smooth transition of force out of inventory at a future date 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Proposal

Consolidate A-10 Legacy Fleet

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Consolidate legacy fleet ■ Transformational Option: N/A ■ Ensures force available for AEF construct 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Realign / consolidate current A-10 force structure at as few locations as practicable
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Ensure smooth transition of force out of inventory at a future date 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Proposal

Consolidate F-16 Legacy Fleet

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Consolidate legacy fleet ■ Principles: Optimize squadron size ■ Ensures force available for AEF construct ■ Transformational Option: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Realign / consolidate current F-16 force structure by block type to consolidate like block types at as few locations as practicable
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Ensure smooth transition of force out of inventory at a future date 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Proposal

Consolidate F-15 Legacy Fleet

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Consolidate legacy fleet ■ Principles: Optimize squadron size ■ Ensures force available for AEF construct ■ Transformational Option: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Realign / consolidate current F-15C/D/E force structure to base like MDS capability at as few locations as practicable
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Ensure smooth transition of force out of inventory at a future date 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



Mission Compatibility Index

Fighters

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Target squadron size at 24 PAA - Limit wing size to \leq 3 sqdns ■ Exceptions: <ul style="list-style-type: none"> - If installations have more than 3 sqdns now, do not automatically reduce 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base squadrons at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Optimizes combat capability & sortie utilization rates ■ Improves combat performance ■ 3 Sqdn size wing enhances AEF readiness <ul style="list-style-type: none"> - Better support 24 hr operations - Maximize home base trng opportunities during deployments 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Competition among MCIs for the same bases ■ Co-locate FTUs and Operational Units?



Mission Compatibility Index

Bombers

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Target squadron size at 12 PAA - Limit wing size at \leq 3 sqdns ■ Exceptions: <ul style="list-style-type: none"> - If installations have more than 3 sqdns now, do not automatically reduce 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base bombers at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Leverage common support requirements ■ Maximize force protection by locating in geo-center of CONUS ■ Consolidated bmbwr wing enhances AEF readiness <ul style="list-style-type: none"> - Better support 24 hr operations - Better support Global Strike 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Competition among MCIs for the same bases ■ Must co-locate FTUs and Operational Units ?



Mission Compatibility Index

SOF/CSAR

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Consolidate SOF and CSAR assets - Consolidate legacy force structure (A-10s) ■ Exceptions: <ul style="list-style-type: none"> - If installation has consolidated MDS now, do not reduce 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base SOF and CSAR and A-10 assets at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Leverage common support requirements 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ MCI rating may be overcome by need for geographic specificity – Joint training ops ■ Must co-locate FTUs and Operational Units ?



Mission Compatibility Index

UAV/UCAS

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Consolidate similar UAV/UCAS assets ■ Exceptions: <ul style="list-style-type: none"> - If installation has consolidated MDS now, do not reduce 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base UAV/UCAS assets at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Leverage common support requirements ■ Maximize electromagnetic bandwidth 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ MCI rating may be overcome by need for geographic specificity – Joint training ops ■ High dependence on restricted airspace and priorities



Mission Compatibility Index

C2ISR

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Consolidate C2ISR assets ■ Exceptions: <ul style="list-style-type: none"> - If installation has consolidated MDS now, do not reduce 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base C2ISR assets at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Leverage common support requirements 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Competition among MCIs for the same bases



Mission Compatibility Index

Tankers

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Optimize squadron size at 16 PAA (KC-135s)/12 or 15 PAA (KC-10) - Consolidate assets ■ Exceptions: <ul style="list-style-type: none"> - If installation has consolidated MDS now, do not reduce 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Leverage common support requirements ■ Enhance support of Homeland Defense ■ Consolidated tnkr wing enhances AEF readiness <ul style="list-style-type: none"> - Better support 24 hr operations - Better support Global Strike 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Competition among MCIs for the same bases ■ Must maintain access to deployment routes



Mission Compatibility Index

Airlift

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Optimize squadron size - Consolidate airlift assets ■ Exceptions: <ul style="list-style-type: none"> - If installation has consolidated MDS now, do not reduce 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base airlifters at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Leverage common support requirements ■ Increase Joint training & responsiveness ■ Maintains access to great circle routes ■ Maximize Force Protection ■ Enhances AEF readiness <ul style="list-style-type: none"> - Better support 24 hr operations - Optimize PERSTEMPO 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Competition among MCIs for the same bases ■ Does not consider CONOPS differences between inter and intra-theater airlift



Mission Compatibility Index

Space Ops

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> - Primary determinant – MCI rating - Consolidate Space Ops assets, if consolidation is not complementary 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Base space ops assets at the optimum number of installations based on MCI rating and theoretical capacity.
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Preserve tough-to-reconstitute infrastructure ■ Leverage common support requirements 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Competition among MCIs for the same bases ■ Installation may be critical geo-specific, but may score low MCI