

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
 NOT RELEASABLE UNDER FOIA
DEPARTMENT OF THE AIR FORCE
 WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

OCT 25 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 19 Oct 2004.

Mr Pease called the meeting to order at 0830, the Pentagon, Room 5C279. It is noted this is the first BCEG meeting since September 30, 2004. The meeting was categorized as informational and deliberative in part. Attendance is at Atch 1. Mr Pease reviewed the BCEG schedules (Slides 3-4). [redacted] updated the data call status (Slide 5). The BCEG received an informational briefing from [redacted], on the structure of Brooks City-Base (Separate set of 18 slides labeled Insert 1, attached between Slides 6 and 7 and incorporated by reference).

[redacted] reviewed Criteria 6,7, and 8 and introduced subject matter experts to discuss guidance and expected outputs by criterion (Slides 9-13). [redacted] briefed Criterion 6 JPAT Guidance, Process, and Outputs for deliberation (Slides 14-16). [redacted] briefed Criterion 7 JPAT Guidance, Process, and Outputs for deliberation (Slides 18-23). [redacted] briefed Criterion 8 JPAT Guidance, Process, and Outputs for deliberation (Slides 25-30). The BCEG entered a deliberative session to discuss the BCWG recommendation for dealing with Criteria 6-8 during scenario analysis. The BCEG unanimously endorsed the BCWG recommendation, as modified at Slide 31, for Criteria 6 and 8 only. The Criterion 7 analysis was referred back to the BCWG for further review pending OSD policy guidance.

[redacted] presented ACI Metrics for deliberation. The BCEG deemed the ARC ACI Scoring not ripe for deliberation and this block (Slides 33-38) was deferred. [redacted] briefed JAST Ideas for information. These consisted of realignments of small units onto AF installations and identified facilities for further study for realignment of non-flying units onto facilities if AF flying missions at those facilities are removed (Slides 39-43). [redacted] briefed AF/DP Ideas for deliberation (Slides 45-46). The BCEG voted unanimously to forward both Joint and AF Consolidation of Personnel Functions to the HS&A JCSG.

Ms Kathy Ferguson briefed IL Ideas for deliberation (Slides 48-50). The BCEG voted unanimously to forward STAMP Squadron Relocation and Centralized Intermediate Repair Facilities to the Industrial JCSG. The Future Logistics Center idea was deferred.

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

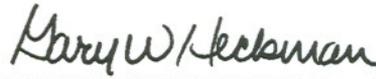
Following Maj Gen Heckman's concluding remarks the meeting concluded at 1151. The next BCEG meeting is scheduled for Oct 21, 2004 at 0830 in Pentagon Room 5C279.

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

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

Base Closure Executive Group Attendance

Date: 19 Oct 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|---|--|---|
| <input type="checkbox"/> <u>BG William Holland</u> | <input type="checkbox"/> <u>Brig Gen Mike Lynch</u> | <input checked="" type="checkbox"/> <u>Brig Gen Dichter</u> |
| <input type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input checked="" 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 type="checkbox"/> _____ | <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"/> <u>Mr. Matt Mleziva</u> | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> _____ | <input checked="" type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u> | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input 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 checked="" type="checkbox"/> _____ | <input type="checkbox"/> _____ |

* Temporary appointment

Others

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

Briefers

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG



19 Oct 04

U.S. AIR FORCE



Agenda 19 Oct 04

0830-0835	Opening Business	<i>Co-chairs</i>
0835-0905	Brooks City Base	
0905-1000	Criteria 6-8	
	<i>Break</i>	
1015-1045	ACI (D) / JAST Ideas	
1045-1115	DP Ideas (D)	
1115-1145	IL Ideas (re-visit) (D)	
	<i>Break</i>	
1200-1300	MCI Initial Update	



BCEG Schedule October

October BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				▲ BCEG 0830-1300	1	2
3	4	5	6	7	ISG 1030-1200	8
<ul style="list-style-type: none"> Brooks City Base Criteria 6-8 ACI / JAST Ideas (IL/DP) MCI update 		12	13	14	ISG 1030-1200	15
		▲ BCEG 0830-1300	19	20	21	▲ BCEG 0830-1300
		▲ BCEG 0830-1300	25	26	27	▲ BCEG 0830-1300
24	25	26	27	28	ISG 1030-1200	29
<ul style="list-style-type: none"> Scenario development 		<ul style="list-style-type: none"> Scenario development 		<ul style="list-style-type: none"> MCI update Potential scenarios (cont'd) 		



BCEG Schedule Nov 04-Feb 05

Nov BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	▲	▲	▲	▲	ISG 1030-1200	6
	BCEG: Candidate recommendations		11	12	13	14
7	8	9	10	11	12	13
	▲	▲	▲	▲	ISG 1030-1200	20
14	15	16	17	18	19	20
	BCEG / JCSG Reconciliations		23	24	25	26
21	22	23	24	25	26	27
	BCEG / JCSG Reconciliations		29	30		
28	29	30				

Dec BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				▲	ISG 1030-1200	4
	BCEG: Candidate recommendations		9	10	11	12
5	6	7	8	9	10	11
	▲	▲	▲	▲	ISG 1030-1200	18
12	13	14	15	16	17	18
	BCEG: Candidate recommendations		21	22	23	24
19	20	21	22	23	24	25
	BCEG / JCSG Reconciliations		27	28	29	30
26	27	28	29	30	31	

Jan BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				▲	New Year's	1
2	3	4	5	6	7	8
	▲	▲	▲	▲	ISG 1030-1200	15
9	10	11	12	13	14	15
	▲	▲	▲	▲	ISG 1030-1200	22
16	17	18	19	20	21	22
	BCEG / JCSG Reconciliations		25	26	27	28
23	24	25	26	27	28	29

Feb BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				▲	New Year's	5
6	7	8	9	10	11	12
	▲	▲	▲	▲	ISG ?	19
13	14	15	16	17	18	19
	▲	▲	▲	▲	ISG ?	26
20	21	22	23	24	25	26
	BCEG / JCSG Reconciliations		29	30	31	
27	28	29	30	31		



Data Calls (as of 19 Oct)

- Data Calls 1 through 17 at HAF-level
 - 302 approval actions remaining; status by 2-Ltr

<u>Org</u>	<u>Last Meeting</u>	<u>Today</u>	<u>Reduction</u>
IL	207	0	100%
SG	1055	0	100%
XO	1076	302	70%
AQ	4	0	100%
ANG	2	0	100%
FM	4	0	100%
IE	207	0	100%

- 99% complete , 302 (of 51,281)



Agenda 19 Oct 04

0830-0835	Opening Business	<i>Co-chairs</i>
0835-0905	Brooks City Base	<i>Mr. Stephens</i>
0905-1000	Criteria 6-8	
<i>Break</i>		
1015-1045	ACI (D) / JAST Ideas	
1045-1115	DP Ideas (D)	
1115-1145	IL Ideas (re-visit) (D)	<i>I</i>
<i>Break</i>		
1200-1300	MCI Initial Update	<i>L</i>



Brooks City-Base Overview

19 Oct 2004

*MR. ERIC STEPHENS
Deputy Director, 311 Human Systems Wing
Brooks City-Base, TX*



Agenda



- Brooks City-Base Facts
- City-Base Legislation
- Efficient Operation
- Capital Asset Management
- Mission Effectiveness
- Conclusion



Brooks City-Base Facts



- Established in 1918 as a flight training facility
- Brooks became headquarters for Aerospace Medical Center in 1959
- Flying missions stopped 1960
- Current primary missions:
 - Aerospace Medicine
 - RDT&E
- 3700 people
- 1310 acres, 200+ facilities



3



“Base Efficiency Project” Legislation



- Purpose of Brooks City-Base as stated in Public Law 106-246, Sec. 136
 - “... to evaluate and demonstrate methods for more efficient operation of military installations through improved capital asset management and greater reliance on the public or private sector for less-costly base support services ...”
 - “... a demonstration project ... to improve mission effectiveness and reduce the cost of providing quality installation support ...”

4



Legal Underpinning



P.L. 106-246

“The SECAF may sell or otherwise convey or transfer real & personal property to the Community or to another public/private party”

Texas SB 911

“Defense base development authority. . . Accepts title to. . . And engages in economic development of the base property”



City Ordinance

San Antonio City Council appoints 11 Member Brooks Development Authority to accept title and act as landlord for base property

Authorities
Implementation

Air Force conveys base to Brooks Development Authority and leases back property needed to perform mission



“Base Efficiency Project” Legislation



- Purpose of Brooks City-Base as stated in Public Law 106-246, Sec. 136
 - “... to evaluate and demonstrate methods for more efficient operation of military installations through improved capital asset management and greater reliance on the public or private sector for less-costly base support services ...”
 - “... a demonstration project ... to improve mission effectiveness and reduce the cost of providing quality installation support ...”



Brooks City-Base Efficient Operation



- The Air Force and the community of San Antonio working together to create a Technology and Business Center to:
 - Optimize Air Force (AF) missions
 - Reduce base operating costs
 - Foster economic vitality
- Components:
 - AF conveys property to Brooks Development Authority (BDA) '02
 - AF pays BDA a set \$ amount/SF of leased space needed for mission
 - City provides essential services (incl. police and fire protection)
 - BDA develops property, shares profits with Air Force (50/50)
 - BDA manages, maintains real property
 - City utility companies own and operate BCB utility infrastructure
 - AF anchor tenant, strengthened by corporate/academic partnerships

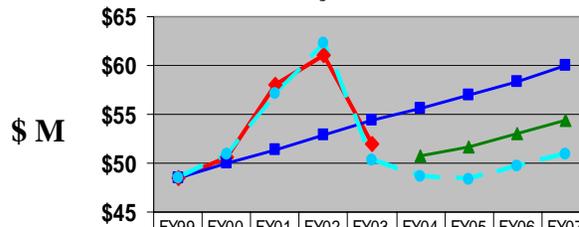
7



BOS Savings Projections (close of FY03)



**BCB Base Operating Support Costs
Actual vs Projection-- Then Year \$\$**



	FY99	FY00	FY01	FY02	FY03	FY04	FY05	FY06	FY07
Actual Costs	\$48.4	\$50.6	\$58.1	\$61.1	\$51.9				
Baseline Costs	\$48.4	\$50.0	\$51.4	\$52.9	\$54.3	\$55.6	\$57.0	\$58.4	\$60.0
Revised Projection						\$50.7	\$51.6	\$53.1	\$54.5
Original Projection	\$48.5	\$50.8	\$57.1	\$62.2	\$50.3	\$48.6	\$48.4	\$49.6	\$50.9
Net Savings / (Loss)		(\$0.6)	(\$6.7)	(\$7.9)	\$2.5	\$4.9	\$5.4	\$5.3	\$5.5

Includes:

- Payments to BDA
- AF Implementation Expenses
- Personnel Divestitures (159)
- Changes to Utility Costs
- Tenant Improvements
- AF In-Kind Services (FY02 - \$0.2M; FY03 - \$0.1M)

*In addition to FY97-98 reengineering savings of \$8M/yr

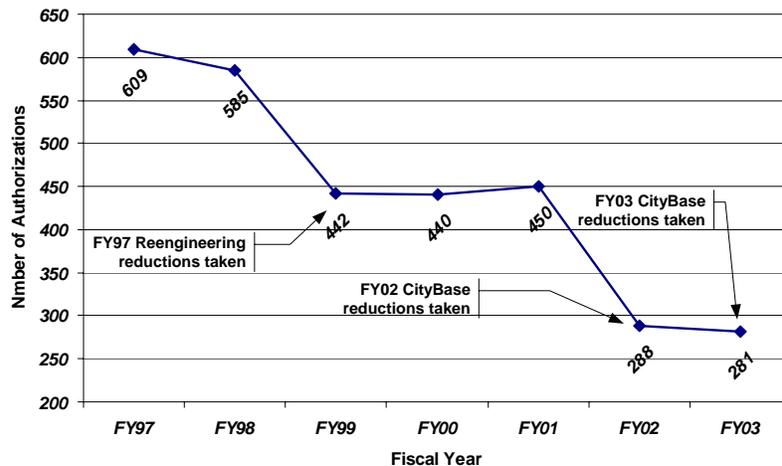
8



311 MSG Manpower Savings



U.S. AIR FORCE



Does not include DHP positions

9



“Base Efficiency Project” Legislation



U.S. AIR FORCE

- Purpose of Brooks City-Base as stated in Public Law 106-246, Sec. 136
 - “... to evaluate and demonstrate methods for more efficient operation of military installations through improved **capital asset management** and greater reliance on the public or private sector for less-costly base support services ...”
 - “... a demonstration project ... to improve mission effectiveness and reduce the cost of providing quality installation support ...”

10



Capital Asset Management

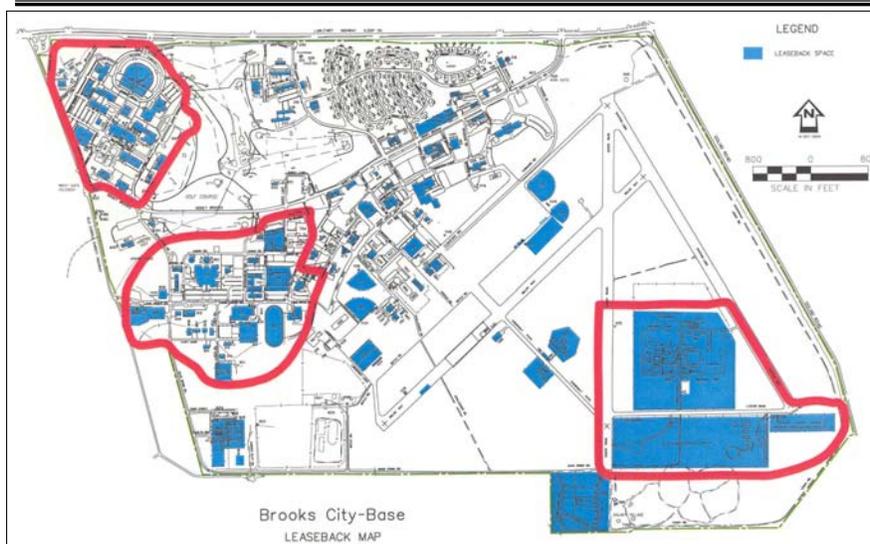


- Brooks Development Authority activity
 - \$7.4M from city for capital & operating budgets
 - \$10M in storm drainage improvements
 - Sale of 62 acres for 'commercial corner', Nov 2004
 - 82k SF of leased space to commercial tenants
 - 200-250k SF pharmaceutical manufacturing facility
 - San Antonio Metro Health – Biohazard level 3 lab
 - \$25.5M City/County Emergency Operations Center
- BDA income stream slowly increasing

11



Current AF Footprint





BDA Land Use Plan (DRAFT)



“Base Efficiency Project” Legislation



- Purpose of Brooks City-Base as stated in Public Law 106-246, Sec. 136
 - “... to evaluate and demonstrate methods for more efficient operation of military installations through improved capital asset management and greater reliance on the public or private sector for less-costly base support services ...”
 - “... a demonstration project ... to improve mission effectiveness and reduce the cost of providing quality installation support ...”



Mission Effectiveness



- Developing collaborations are enhancing AF missions and reducing direct costs of operations
- Air Force is attracting new partners:
 - To support Tri-Service Directed Energy mission
 - To manage laboratories. Both AF and commercial work.
 - To partner with School of Aerospace Medicine

15



Mission Effectiveness Brooks Key Mission Areas



- Tri-Service Directed Energy Bio-effects
 - Army, Navy, Air Force
 - AF MILCON - FY 06, \$24 M, 94K SF
 - 115 personnel relocated from 13 buildings to 2
- School of Aerospace Medicine
 - 7,200 joint students
 - Army, Navy, NASA, International
- Institute for Operational Health
 - Joint Biological Agent ID System – JPEO-CB
 - Army (AMEDD at Ft. Sam), AF partnering on training

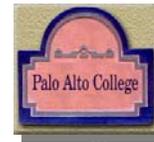
16



Partnerships Strengthen Brooks and San Antonio



- Texas A&M University System - BESL, ASL, *etc.*
- UTSA Biotechnology Lab, Distance Learning
- Palo Alto College Veterinary Technology Program
- San Antonio Metropolitan Health District Lab
- DFB Pharmaceuticals wound treatment
- DPT Laboratories (under negotiations)
- Northrop Grumman
- Earth Tech
- Southwest Foundation for Biomedical Research



17



Conclusion



- Wing Commander's visit to Congress, Sep 04
 - Question from Senator's staffer, "What is it like being the Wing Commander at Brooks City-Base?"
 - Answer from BGen Travis, "I can focus my time and energy on the mission and not BOS issues."

**Brooks City-Base is working.
 AF costs are lower by \$5M per year.
 The City of San Antonio is investing in Brooks.
 BDA is developing the property and adding tenants.**

18



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

Agenda 19 Oct 04

0830-0835	Opening Business	<i>Co-chairs</i>
0835-0905	Brooks City Base	
0905-1000	Criteria 6-8	
	<i>Break</i>	
1015-1045	ACI (D) / JAST Ideas	
1045-1115	DP Ideas (D)	
1115-1145	IL Ideas (re-visit) (D)	
	<i>Break</i>	
1200-1300	MCI Initial Update	

Integrity - Service - Excellence

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

Criteria 6, 7, and 8



SAF/IEB

U.S. AIR FORCE



Purpose

- For criteria 6, 7, and 8, review:
 - Verbiage
 - JPAT guidance
 - Analysis process
 - Sample output
 - Planned use for output
- Recommend to the BCEG a way to consider the results of criteria 6, 7, and 8 during scenario analysis



Formal Guidance

- Public Law 107-107: 28 Dec 2001
 - Selection criteria
 - Force structure plan
- Military value must be primary evaluation factor
- Commission must also consider:
 - Extent and timing of costs and savings
 - Economic impact on existing communities 6
 - The ability of communities to support forces and missions 7
 - Impact of potential environmental remediation costs 8



Compare and Contrast

	Criteria 6	Criteria 7	Criteria 8
Scenario dependent?	Yes	No	Yes
Output used in COBRA?	No	Yes	Yes
Output used in final report?	Yes	No	Yes
AF Lead	FM	DP	IL



BRAC 2005 Selection Criteria

- The economic impact on existing communities in the vicinity of military installations.**
- The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.
- The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

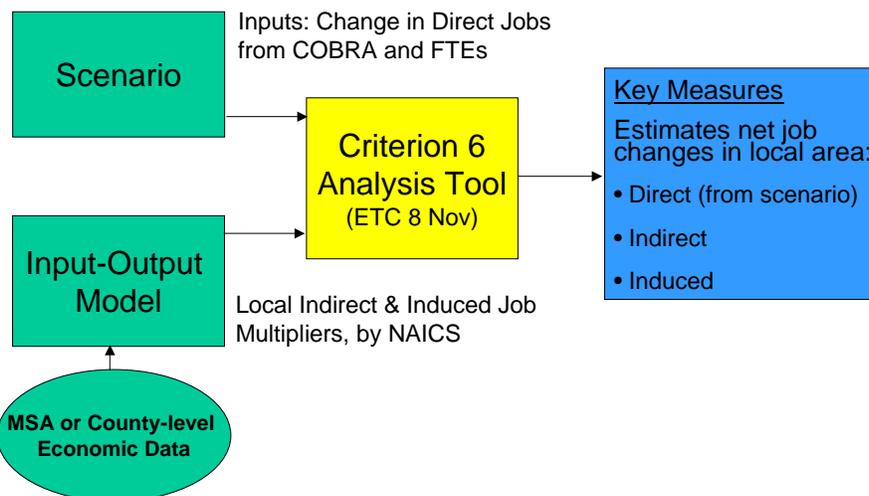


Criterion 6 JPAT Guidance

- **Goal:**
 - Develop a common methodology and tool for use by the military services to measure the net job changes from a BRAC action
 - Measure “The economic impact on existing communities in the vicinity of military installations.”
- **Guidance:**
 - Economic model outputs will be used for all scenarios without comparing scenarios against one another



Criterion 6 Process





Criterion 6 Outputs

- Sample summary data:

Scenario: Description	
Economic Region of Influence (ROI): MSA Name	
Base: Base XYZ	
Action: Close Base XYZ	
ROI population, 2002 actual:	300,000
ROI employment, 2002 actual:	25,500
Base Authorized Manpower (2005):	1,244
Base Auth Manpower/ROI employment:	4.9%
Est. direct & indirect/induced job change over closure period:	-1,640
Est. job change/ROI employment	-6.4%

- Use trends for context (graphs):
 - Cumulative job gains (losses) over time
 - ROI employment by industry sector
 - Total employment & unemployment rates
 - Per capita income



Criterion 6 Planned use for the output

- Display in BRAC report:

"Assuming no economic recovery, this recommendation could result in a maximum potential reduction of **XXX jobs (xxx direct jobs and xxx indirect jobs)** over the 2006 to 2011 period in the **YYY Metropolitan Statistical Area**, which represents **Z percent** of the area's employment."



BRAC 2005 Selection Criteria

6. The economic impact on existing communities in the vicinity of military installations.
7. **The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.**
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.



Criterion 7 JPAT Guidance

- **Goal:**
 - Examine the ability of both the existing and potential receiving communities' infrastructure to support forces, mission, and personnel
- **Guidance from DASs:**
 - Nonjudgmental report
 - Report will reflect “as is” snapshot of community



Criterion 7

Analysis Process: Attributes

- Demographics
- Child care
- Cost of living
- Education
- Employment
- Housing
- Medical providers
- Safety/crime
- Transportation
- Utilities



Criterion 7

Output

- Formal Report Provided to each Service/JCSG
- Report contains:
 - Stand alone report for each installation/activity (approximately 1000)
 - Introduction, index, glossary (describes methodology, sourcing, etc.)
 - Independent of scenario—snapshot of community “as is”
 - Combination narrative/tabular format
 - Each report is approximately 3.5 pages



Criterion 7

Notional Example of Report Output

Notional AFB, State

Demographics

SNapper AFB is 9.4 miles from Cityville, State, the nearest city with a population of 100,000 or more. The nearest Metropolitan Statistical Area (MSA) is:

MSA	Population
Cityville, State	302,963

The following entities comprise the Military Housing Area:

County/City	Population
Cumberland	302,963



Criterion 7

Notional Example of Report Output

Child Care

There are 25 accredited child-care centers within the local community

Medical Providers

The local community has 2500 physicians and 250 hospital beds per 100,000 people

Safety / Crime

The local community's Uniform Crime Reports (UCR) Index for 2002 per 100,000 people:

Local UCR	3012
National UCR	4118.8



Criterion 7

Planned use for the output

- AF MV and COBRA use 2 (of 19) JPAT 7 questions
 - BAH Rate
 - GS Locality Pay Rate
- Scenario teams will use the reports during analysis



BRAC 2005 Selection Criteria

6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.
8. **The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.**

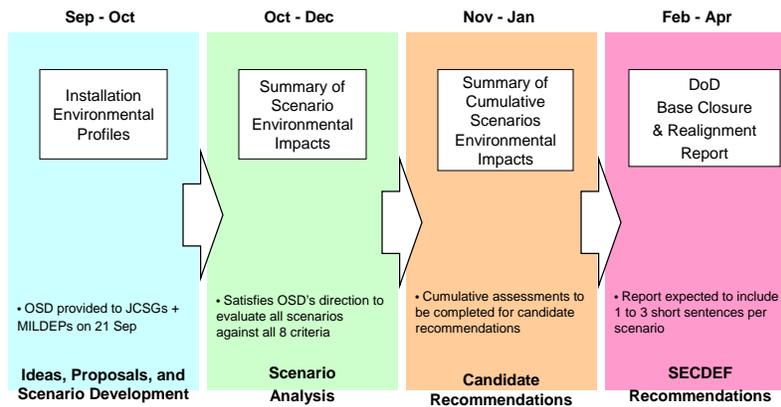


Criterion 8 JPAT Guidance

- JPAT report and OSD policy memo on Criterion 8 are currently with OSD
- These documents describe:
 - How costs are handled for Criterion 8 and COBRA
 - Format of Criterion 8 working documents



Criterion 8 Analysis Process





Criterion 8 Output

Waste Management	New waste streams.
Water Resources	The state requires a permit for withdrawal of groundwater. Controls/restrictions were implemented on 10 days from FY99 though FY03.
Wetlands	Wetlands do not exist
<u>Impacts of Costs</u>	
Blue AFB (Gaining Base)	
Defense Environmental Restoration Account (DERA)	DERA money spent through FY03 (\$K): 12576 Estimated CTC (\$K): 9912 DO NOT ENTER IN COBRA
Waste Management	Modification of hazardous waste program cost estimate is \$50K.
Environmental Compliance	A significant air permit revision may be needed. The cost estimate is: \$100K.



Criterion 8 Planned use for the output

- Issue spotting – highlight potential problems
- Costs are captured in COBRA
- Impact summaries used to consider criterion 8



Recommendation For Criteria 6 and 8 only

Option 1: Automate the analysis of criteria 6 and 8 by putting them into the AFSAA model

<u>Pro</u>	<u>Con</u>
Automates a process we will have to do anyway	Requires us to place a numeric value on 6 and 8
Can break ties based on 6 and 8	Opens us up to second guessing by creating "scores" for 6 and 8
Reproducible	Will require BCEG "scholarship" equal to that placed on the MCI metrics

Option 2 : Attach criteria 6-8 analysis to scenarios as "other considerations" (no weight, no score)

<u>Pro</u>	<u>Con</u>
Does not require us to assign scores to "other considerations"	More subjective
No BCEG time required to execute	

- **BCWG recommends option 2**



Agenda 19 Oct 04

0830-0835	Opening Business	<i>Co-chairs</i>
0835-0905	Brooks City Base	
0905-1000	Criteria 6-8	
<i>Break</i>		
1015-1045	ACI (D) / JAST Ideas	
1045-1115	DP Ideas (D)	
1115-1145	IL Ideas (re-visit) (D)	
<i>Break</i>		
1200-1300	MCI Initial Update	

Headquarters U.S. Air Force

Integrity - Service - Excellence



U.S. AIR FORCE

ARC Metrics

[application of data for
decisions]

ANG/CEP

30 September 2004



Purpose

- **Presentation of ACI data with historical ARC data** – Considers ARC recruiting/manning historical data, eligible population data, and Air Force recruiting as identified by principle
- **A data resource for Deliberative process**



Potential application

- Most deliberations will fall into the following:
 - Close unit/location – ACI will show demographic recruit potential and impact of closure
 - Grow location – ACI will show potential to support increase of population at site
 - Could be a consolidation of locations
 - Could be due to increase of ARC on Active location
 - Could show the potential area where Active on ARC might make sense
 - Establish ARC presence at AD location that does not have ARC demographic historical data
 - ACI will help show the demographic recruiting potential where there is no ARC presence



ARC ACI Scoring

ACI metric includes:

- AD AF accessions for FY 99 to FY 03
- Non-prior service eligible population
- Prior service eligible market
- Distance to city of 100,000 or > population
- Earliest lease expiration

Base	ACI Score	ANG % Manned	AFRC % Manned
Alpha	82.15	98.00	98.00
Bravo	59.41	98.00	98.00
Charlie		98.00	101.94
Delta	91.62	96.22	102.88
Echo	51.92		
Foxtrot	96.81	93.02	98.00
Golf	5.19	98.90	98.00
Hotel	77.29		104.04
India	70.06	102.36	98.00
Juliet	65.06	98.00	98.42
Kilo	74.48	99.46	98.00
Lima	48.66	90.76	98.00
Mike	91.73	98.00	98.00
November	81.52	97.30	98.00
Oscar	80.18		98.00
Papa	82.20	97.26	102.48
Quebec	20.60	90.32	98.00

Total Score		ANG Manning		AFRC Manning	
Std Dev	19.41	Std Dev	3.83	Std Dev	1.90
Mean	65.02	Mean	96.17	Mean	101.95
1 Std +	84.43	1 Std +	100.00	1 Std +	103.85
1 Std -	45.61	1 Std -	92.34	1 Std -	100.06

Installation scores are highlighted in Red if they fall 1 standard deviation below the mean and Green if 1 standard deviation above.

Quebec:

- Low ACI score
- Low ANG manning

ARC ACI metrics highlight installation recruiting strengths and weaknesses to better support BRAC decision making



Recommendation

- **BCEG approve incorporating ACI and recruiting data as complementary information to support BCEG decision making**

Headquarters U.S. Air Force

Integrity - Service - Excellence



Questions?

U.S. AIR FORCE

Headquarters U.S. Air Force

Integrity - Service - Excellence



U.S. AIR FORCE

Responses Given to JAST



JAST Ideas

- **33 Ideas that touch the Air Force**
- **So far, all are reserve component moves that consolidate small (Army, Navy and Marine Corps) units onto Air Force installations**
- **More scenario Ideas coming**



Further Study

- ANG GSU at Chattanooga, TN
- ANG GSU at Hot Springs, AR
- Arnold AFB, TN
- Dyess AFB, TX
- Fairchild AFB, WA
- FE Warren AFB, WY (two Ideas)
- JRB Fort Worth, TX
- Kirtland AFB, NM
- Niagara Falls, NY (ANG and AFRC)
- Malmstrom AFB, MT
- Martinsburg, WV (ANG)
- Port Hueneme/Channel Islands, CA (ANG)
- Vance AFB, OK
- Westover ARB, MA (AFRC)



Further Study if AF Vacates

- Springfield, OH (ANG)
- Mansfield, OH (ANG)
- Jefferson Barracks, MO (ANG)
- Terre Haute, IN (ANG)
- Klamath Falls, OR (ANG)
- Will Rogers, OK (ANG)
- Fargo, ND (ANG)
- Pease, NH (ANG)
- Madison, WI (ANG)
- McGee-Tyson, TN (ANG)
- Birmingham, AL (ANG)
- Memphis, TN (ANG)
- F.S. Gabreski, NY (ANG)



No Further Study

- Consolidate 911 CES and Army Guard unit on new joint installation in Morganton, WV
- Move ANG state HQ personnel from Charlotte to Raleigh, NC
- Move Air War College to Fort Eustis
- Move Air War College to Quantico
- Move Air War College to Fort Belvoir
- Consolidate Army and Air Guard Alabama state HQ functions



Agenda 19 Oct 04

0830-0835	Opening Business	<i>Co-chairs</i>
0835-0905	Brooks City Base	
0905-1000	Criteria 6-8	
<i>Break</i>		
1015-1045	ACI (D) / JAST Ideas	
1045-1115	DP Ideas (D)	
1115-1145	IL Ideas (re-visit) (D)	
<i>Break</i>		
1200-1300	MCI Initial Update	



Joint Idea

Consolidate all Personnel Activities w/in each Service

<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> Each Service consolidate all military (Active, Guard, Reserve) and civilian personnel activities into a single processing location (TBD) within each Service. 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> Principles: Recruit and Train Principles: Organize Transformation Option: Consolidate Active, Reserve and Guard components' Military Personnel Centers as well as Civilian Personnel Centers of the same Service
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> Supports consolidation of similar functions within the Active, Reserve, Guard and civilian personnel activities in one location. Improves development and management efficiency of the "Total force" within each Service 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> Requires additional square footage requirements at location (TBD)



AF Idea

Consolidate AF Personnel Functions

<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> Consolidate existing AF Personnel Center (Randolph), AF Reserve Personnel Center (Denver), AFMC's Interim Personnel Centers (Hill, Robins, Wright-Pat, Tinker) and 11th Wing's Interim Personnel Center (Bolling) functions at a single location (Randolph). 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> Principles: Recruit and Train Principles: Organize
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> Supports AF goal to consolidate active, reserve as well as civilian personnel functions in one location. Improves total force development and management 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> Requires additional square footage requirements at Randolph May require additional TDY lodging capacity to support simultaneous promotion boards, conferences, etc.



Agenda

19 Oct 04

0830-0835	Opening Business	<i>Co-chairs</i>
0835-0905	Brooks City Base	
0905-1000	Criteria 6-8	
<i>Break</i>		
1015-1045	ACI (D) / JAST Ideas	
1045-1115	DP Ideas (D)	
1115-1145	IL Ideas (re-visit) (D)	
<i>Break</i>		
1200-1300	MCI Initial Update	



AF Idea

Standard Air Munitions Package (STAMP) Squadrons Relocation

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Train and Equip ■ Transformational Options: Optimize locations used to support combat deployments with STAMP assets 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Optimize STAMP storage at best possible locations, facilitating flexibility and effectiveness ■ Consider transfer of STAMP mission to better suited locations
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Medina out load operations place public at risk during explosives transport to APOE 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ May not be adequate alternate locations



AF Idea

Centralized Intermediate Repair Facilities

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Train and Equip ■ Transformational Option: Regionalize intermediate-level maintenance for AD, ANG, and AFRC maintenance 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Consolidate AD, ANG, and AFRC ILM workcenters currently at individual fighter bases into Centralized Intermediate Repair Facilities for the following commodities: <ul style="list-style-type: none"> TF-34 Engine ALQ-131/184 pods F100-series Engines LANTIRN pods F110-series Engines F-15 avionics ■ Co-locate CIRF with using weapon system
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Increases maintenance productivity by consolidating and smoothing dispersed, random workflows ■ Improves in-shop training and reliability centered maintenance ■ Operate in CONUS as we do during contingencies..."Train like we fight" 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ ANG/AFRC workload realignment and readiness concerns ■ Up front costs...shop expansion and/or hush house construction (MILCON), shipping containers, one-time move for equipment and personnel ■ Recurring costs...asset shipment from CIRF (hub) to supported units (spokes)



AF Idea

Future Logistics Spt Ctr

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Integrated collaboration across supply chain <ul style="list-style-type: none"> ■ Maintenance, distribution, weapon system supply chain management, MAJCOM Operation Support Center ■ Centralized materiel management functions, providing C2 spares in reach-back support ■ Fleet mgt vs. MAJCOM weapon system mgt ■ Final vision: CAF/MAF or CAF/MAF/SOF 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Reduce logistics support seams between peacetime and contingencies ■ Single supply chain to deployed warfighter ■ Have base support mirror wartime support ■ Combined force concept: ALL AF, Air Reserve Component (ARC) weapons systems supported by LSC
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Seamless support from base to battlefield ■ Evolution of ACS concepts emphasizes possible centralized management ■ Complete weapon system visibility...depot to flightline ■ Decision makers for distribution of critical spares ■ Dedicated support to Combatant Commands ■ Analytical support to AF leaders 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Relocate personnel from existing MAJCOM (RSSs) ■ Facility issues at support center bases ■ MAJCOM loses support control ■ LSC ownership: AF/IL, AFMC, or Lead Command ■ Change management



Agenda 19 Oct 04

0830-0835	Opening Business	<i>Co-chairs</i>
0835-0905	Brooks City Base	
0905-1000	Criteria 6-8	
<i>Break</i>		
1015-1045	ACI (D) / JAST Ideas	
1045-1115	DP Ideas (D)	
1115-1145	IL Ideas (re-visit) (D)	<i>Ms. Ferguson</i>
<i>Break</i>		
1200-1300	MCI Initial Update	