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## DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

JAN 19 2005

## MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 21 Dec 2004

Maj Gen Heckman called the meeting to order at 0830, the Pentagon, Room 5C279. Attendance is at Atch 1. The meeting was categorized as both non-deliberative and deliberative. (Note that the BCEG previously scheduled for Dec 20 was cancelled.) Maj Gen Heckman previewed the agenda and reviewed the BCEG schedules (Slides 3-5).

Mr. [redacted] briefed the JCSG Scenario Data Call (Slide 6). Mr. [redacted] briefed Expeditionary Combat Support (ECS) Enclaves, in relation to ANG realignments and closures, for information. (The slides are labeled 1-24, inserted after Slide 8, and incorporated by reference.) In deliberation, the BCEG directed the ANG Scenario Team to review enclaves for cost-effectiveness and to determine which proposed enclaves are within practicable commuting distance of other installations.

Mr. [redacted] briefed for information and deliberation the CAF "Spider Charts" (Candidate Recommendation Format, Slides 9-34). Mr. [redacted] briefed Closure of Ellsworth and Realignment of Barksdale for information and deliberation in Candidate Recommendation Format (Slides 35-36). He also briefed C-130/SOF/SAR Candidate Recommendation Format slides (Slides 37-51). Mr. [redacted] briefed the Candidate Recommendation Formatted MAF facilities for information and deliberation (Slides 52-69). Mr. [redacted] briefed the Candidate Recommendation Formatted Space facilities for information and deliberation (Slides 70-71).

Mr. [redacted] briefed the Scenario Proposals for Closure of Scott AFB and associated realignments (Slides 72-81), and Pope and Moody Excursions with related realignments (Slides 82-88) as Potential Scenarios for information and deliberation. Mr. [redacted] briefed Realignment of the ICBM Force (Slide 89), Battlefield Airmen Co-location with Expeditionary Combat Airman to standardize Ground Warrior Training (Slide 90), and Relocation of AF GSU and Leases (Slide 91) for information and deliberation. Mr. [redacted] briefed the JCSG Scenario Update for information and deliberation (Slides 93-99). It was noted: AF objects to 32 of the approximately 225 scenarios that potentially impact AF facilities. It was further noted that there are 904 scenarios registered on the Scenario Tracker to date.

Ms Ferguson presented Scenario Proposals for Future Logistics Support Center (Slide 101), STAMP and STRAPP Relocations (Slide 102), and [redacted] (Slide 103) for information and deliberation. Mr Mleziva offered a Scenario Proposal for Relocation of Human Systems Development and Acquisition (Slide 104) for information and deliberation.

Mr. [redacted] briefed ECS Enclave Manpower, enabling the BCEG to discuss enclaves from a common lexicon (Slides 106-108).

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In deliberation, the BCEG recommended minor changes to the Candidate recommendations and subject to those changes voted to refer the Candidate Recommendations to Scenario Teams for analysis. The BCEG also voted to forward the new scenario proposals to the Scenario Development Teams.

Following closing remarks by the co-chairs the meeting concluded at 1626. The next BCEG meeting is scheduled for 4 January 05 at 1330 in Pentagon Room 5C279.

*[Faint signature]*  
SAF/IEB  
BCEG Records

The minutes above are approved.

*[Signature of Gerald F. Pease, Jr.]*

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

*[Signature of Gary W. Heckman]*

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

Attachments:  
As Stated



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**BCEG**

**21 Dec 04**

**U.S. AIR FORCE**

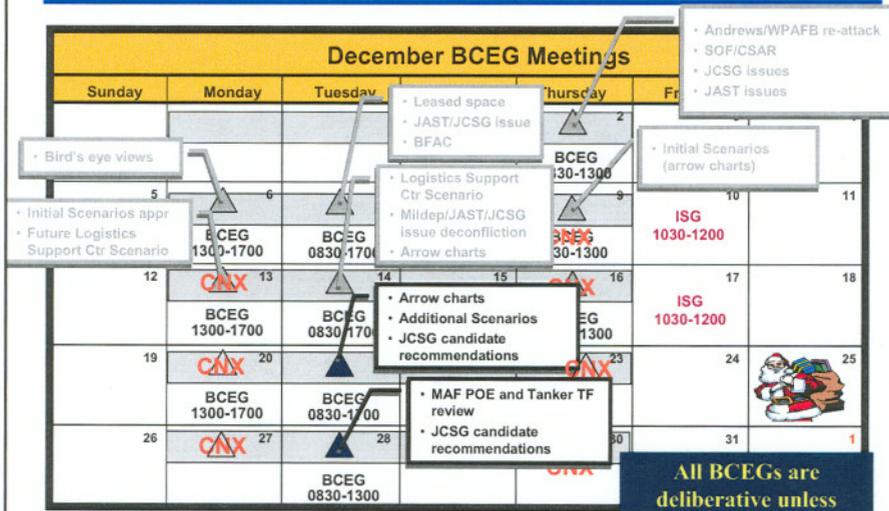


# Agenda 21 Dec 04

0830-0845	<b>Opening Business</b>	Co-chairs
0845-0930	<b>ANG Expeditionary Combat Support (ECS)</b>	
0930-1030	<b>Scenarios (Arrow charts)</b>	Scenario Teams
Break		
<b>Scenarios</b>		
1045-1230	-Arrow charts (continued) -New: Scott, Moody, Pope, ICBMs, ECA, GSU	Scenario Teams
1230-1330	Lunch	
1330-1400	<b>JCSG/JAST Update</b>	
<b>Additional Scenarios</b>		
1400-1545	-Future Logistics Support Center (FLLS), STAMP, -Human Systems Development & Acquisition	Ms. Ferguson Mr. Mleziva
Break		
1600-1700	<b>Deliberative Session</b>	Co-chairs



# BCEG Schedule December





# BCEG Schedule Jan - Apr 05

Jan BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
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Feb BCEG Meetings						
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Mar BCEG Meetings						
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Apr BCEG Meetings						
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# JCSG Scenario Data Call (SDC) Status as of 20 Dec

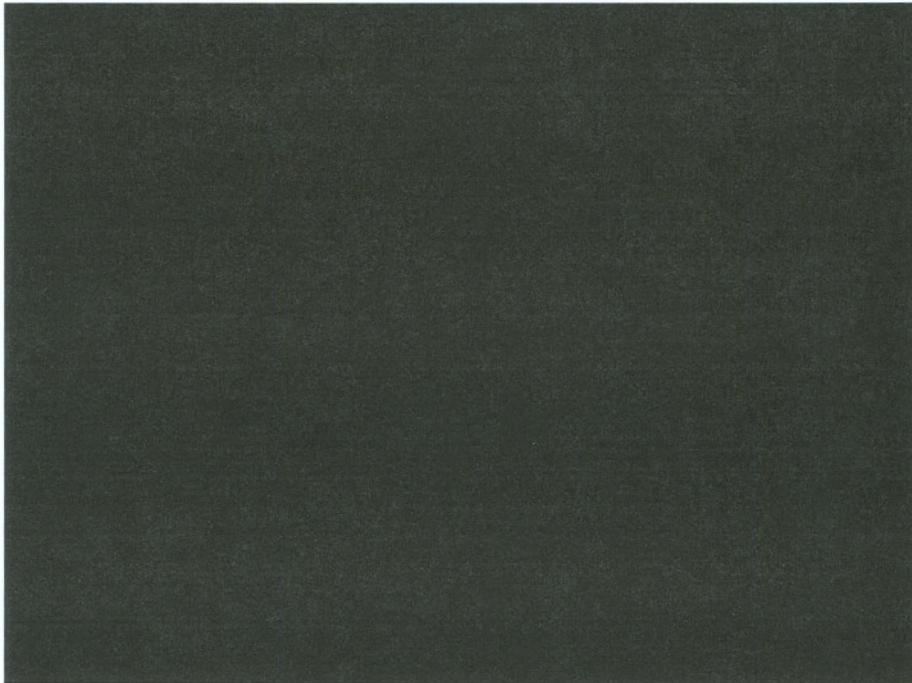
JCSG	Posted on Portal	Clarification Period >7 Days				Clarification + Answer Period >11 Days				Final to JCSG
		DP	IL	HAF	OTHER	DP	IL	HAF/MAJCOM	OTHER	
Ed & Trng	38							2-AETC/2-ACC	3-DoN	28
HQ & Spt	51									48
Industrial	32								7-DoN/USA	7
Intelligence	1									1
Medical	32									30
Supply/Storage	17									16
Technical	25								3-DoN/USA	20
<b>TOTAL</b>	<b>196</b>							<b>4</b>	<b>13</b>	<b>150</b>



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1600-1700	<b>Deliberative Session</b>	<i>Co-chairs</i>





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## CAF Spider Charts

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## Scott Scenario Proposal



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## Scott Scenario Proposal PS 300 – Close Scott

- Move Air Mobility Command and TRANSCOM to Offutt AFB, NE
- Leave ANG KC-135R unit in enclave attached to Mid-America Apt
- Move major tenants (AFCA, DITCO and DISA): locations TBD
- Captures available Offutt capacity

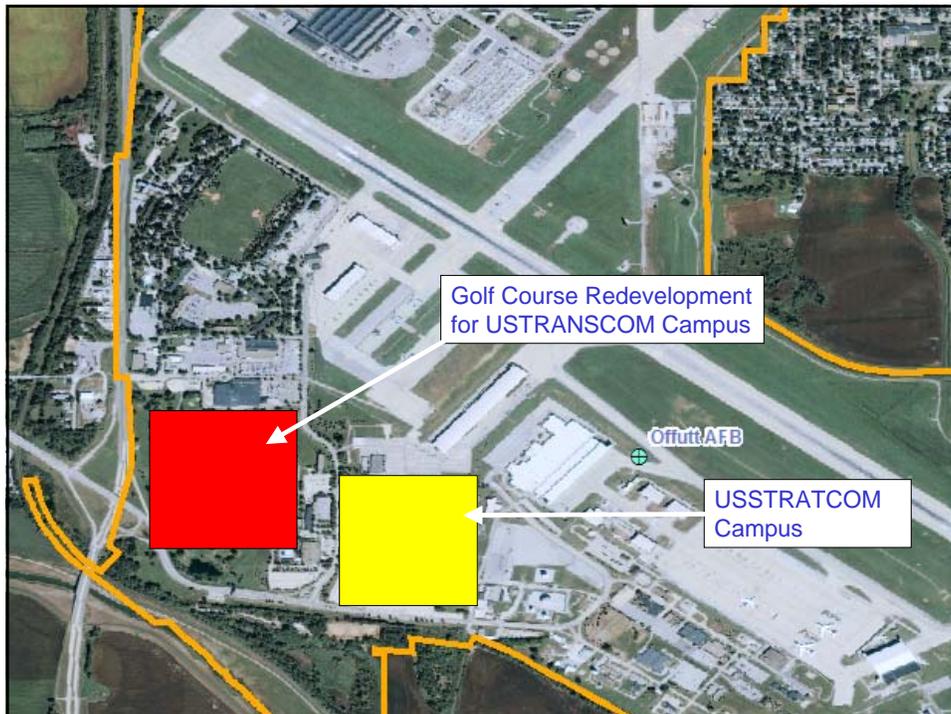


## Offutt Beddown Land Requirements

AMC/TRANSCOM Space Requirement	1,050,000
Potential Space at Offutt	- <u>220,000</u>
Primary Mission MILCON Scope	830,000 SF

### Buildable Land Available:

- Vacant Land 19 Acres
- Golf Course Redevelopment 60 Acres





## Considerations

- OSA Aircraft Realignment: ~\$20M
- High-Risk MILCON Schedule to Meet Need Date
  - Up to \$100M/Yr in MILCON Execution (FY07-11)
  - Potential Risk Mitigation: Current Scott Major Tenants (AF Comm Agency, DISA, DITCO) distributed to other areas of excess capacity
    - ~\$120M of \$750M of one time cost



## AF Scenario Proposal PS 300 – Close Scott

Scenario Team:	MAF	Deliberative:	Approve Scenario Proposal
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Scenario Proposal	Drivers/Assumptions
<ul style="list-style-type: none"> <li>■ Close Scott AFB</li> <li>■ Move Air Mobility Command and TRANSCOM to Offutt AFB, Nebraska</li> <li>■ Move major tenants (AFCA, DITCO and DISA) to locations of their choice</li> <li>■ Leave the ANG KC-135R unit in enclave attached to Mid-America Airport</li> </ul>	<ul style="list-style-type: none"> <li>■ Optimize current locations, facilities and workforce to ensure support for combat deployments and the warfighter</li> </ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> <li>■ Captures available capacity --nearly one quarter of necessary space for entire move appears to be available—site survey may identify more available admin space</li> <li>■ Buildable acres are available</li> <li>■ OSA and other flying missions can be relocated to other installations</li> </ul>	<ul style="list-style-type: none"> <li>■ Upfront MILCON costs</li> <li>■ Land availability: Potential requirement for reuse of small golf course to house new building and associated parking (large 18 hole course unaffected)</li> </ul>



# AF Scenario Proposal S 300 – Close Scott

<b>Scenario Team:</b>	<b>MAF</b>	<b>Deliberative:</b>	<b>Approve Scenario Proposal</b>
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<p><b>COBRA (Criterion 5)</b></p> <ol style="list-style-type: none"> <li>Total Cost: \$745M</li> <li>MILCON: \$455M</li> <li>NPV: \$-450M</li> <li>Payback Yrs/Break Even Yr: 7 years/2018</li> <li>Steady State Savings: \$-103M</li> <li>MII/Civ Reductions: 765/370</li> <li>MII/Civ Relocated: 5053/3681</li> </ol>	<p><b>Environmental (Criterion 8)</b></p> <ul style="list-style-type: none"> <li>TBD</li> </ul>
<p><b>Economic (Criterion 6)</b></p> <ul style="list-style-type: none"> <li>Direct/Indirect: 0/0</li> <li>Employment base: TBD</li> </ul>	<p><b>Community (Criterion 7)</b></p> <ul style="list-style-type: none"> <li>TBD.</li> </ul>

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## Pope Scenario Proposal



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 <small>DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small> <b>Realign Pope</b>			
Scenario Team:	Integration	Deliberative:	Approve for Scenario Proposal
<b>Scenario Proposal</b> <ul style="list-style-type: none"><li>■ Move 25 C-130s from Pope to Little Rock</li><li>■ Move 36 A-10s from Pope to Barksdale</li></ul>		<b>Drivers/Assumptions</b> <ul style="list-style-type: none"><li>■ Principles:<ul style="list-style-type: none"><li>■ Consolidate legacy systems</li></ul></li><li>■ Transformational Option: N/A</li></ul>	
<b>Justification/Impact</b> <ul style="list-style-type: none"><li>■ Efficiency of operation</li><li>■ Ease attrition of force structure from inventory at a future date</li><li>■ Enables HS&amp;A #124 (Realign Ft McPherson)</li><li>■ Enables Army #112 (Close Ft McPherson)</li></ul>		<b>Potential Conflicts</b> <ul style="list-style-type: none"><li>■ Little Rock runway saturation</li><li>■ Little Rock DZ/LZ saturation</li><li>■ Little Rock sims at capacity</li></ul>	

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## **Moody Scenario Proposal**

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## Realign Moody

<b>Scenario Team:</b>	<b>Integration</b>	<b>Deliberative:</b>	<b>Approve for Scenario Proposal</b>
<b>Scenario Proposal</b> <ul style="list-style-type: none"><li>Move 11 HC-130s and 14 HH-60s from Moody to Davis-Monthan</li></ul>		<b>Drivers/Assumptions</b> <ul style="list-style-type: none"><li>Principles:</li></ul>	
<b>Justification/Impact</b> <ul style="list-style-type: none"><li>Enables DON #153 (Close NAS Oceana)</li></ul>		<b>Potential Conflicts</b> <ul style="list-style-type: none"><li>Davis-Monthan Capacity</li></ul>	



# Potential Scenario: Realign ICBM Force

Scenario Team: **Space** Deliberative: **Approve for Scenario Proposal**

<p><b>Scenario Proposal</b></p> <ul style="list-style-type: none"> <li>Eliminate up to 150 MM-III (3 SQs – 50/SQ) <ul style="list-style-type: none"> <li>Potentially close one installation if all SQs at same base</li> <li>Potentially deactivate SQs at multiple installations</li> </ul> </li> </ul>	<p><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>2025 Force Structure downsizing</li> <li>Imperative: START land-based strategic deterrent – consistent with 2025 FS</li> </ul>
<p><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>Anticipates JCS tasker on potential reduction of ICBM force</li> <li>Reduce infrastructure/close installation if reduction eliminates FS at one wing</li> <li>Reduce infrastructure/O&amp;M/personnel costs at multiple installations</li> </ul>	<p><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>National policy decision – BRAC timing</li> <li>COCOM targeting &amp; warfighting requirements</li> <li>Bomber force requirements</li> </ul>



# Battlefield Airman

Scenario Team: **Integration** Deliberative: **Approve Scenario Proposal**

<p><b>Scenario Proposal</b></p> <ul style="list-style-type: none"> <li>Co-locate Battlefield Airman and Expeditionary Combat Airman training and capabilities</li> </ul>	<p><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>Principle: Battlefield Airman</li> <li>Transformational Option: N/A</li> </ul>
<p><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>Efficiency of operation</li> <li>Leverage commonality of training rqts</li> <li>Standardize ground warrior training</li> <li>Ensures trained ECA force available for 10 AEFs</li> <li>Minimize environmental impacts</li> </ul>	<p><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>Competes with \$15M in Milcon for Combat Control School facility at Pope AFB</li> <li>Competes with programmed facility improvements at Kirtland AFB <ul style="list-style-type: none"> <li>\$272K Dormitory renovation</li> <li>\$520K Schoolhouse renovation</li> <li>\$439K New Armory</li> </ul> </li> </ul>



# AF Proposal

## Relocate Air Force GSU & Leases

<b>Scenario Team:</b>	N/A	<b>Deliberative:</b>	<b>Approve for potential scenario</b>
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<p>Scenario Proposal</p> <ul style="list-style-type: none"> <li>Consolidate the attached ANG GSU to the designated military installation as defined on the attached listing.</li> </ul>	<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> <li>Principal: Maximize Mil Value of remaining military installations by fully utilizing existing infrastructure</li> <li>Reduces AT/FP concerns for geographically isolated units.</li> </ul>
<p>Justification/Impact</p> <ul style="list-style-type: none"> <li>Closes approx 24 GSU installations, aligning 1.7 Mil SF of space efficiently onto more appropriate installations</li> <li>Reduce operational costs of supporting numerous GSUs while still providing a community presence.</li> </ul>	<p>Potential Conflicts</p> <ul style="list-style-type: none"> <li>None, potential</li> </ul>



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## Headquarters U.S. Air Force

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### JCSG Scenario Update



SAF/IEB  
21 Dec 04

U.S. AIR FORCE



## Agenda

- JCSG Scenario Statistics Update
- New JCSG Scenarios
- JCSG Scenario Data Call Status



# JCSG Scenario Statistics Update



# JCSG Scenario Update

## Scenario Statistics – As of 17 Dec

- Total Scenarios Loaded into OSD Tracker: 904
- JCSG Scenarios Impacting AF Bases
 

	<u>New</u>	
	<i>(10-17 Dec)</i>	
▪ Navy	1	11
▪ Army (12 AFRC Relocations to AF Installations)	4	15
▪ HQs and Support Activities	1	50
▪ Education and Training	3	34
▪ Medical	0	36
▪ Technical	0	23
▪ Industrial	0	17
▪ Supply and Storage	5	13
▪ Intel	<u>0</u>	<u>3</u>
TOTAL	14	202
- Conflict Scenarios – BCEG Assessed as “Object” 32



## New JCSG Scenarios As of 17 Dec



## JCSG Scenario Update New JCSG Scenarios (17 Dec)

AF Base	Scenario	Title
Pope AFB	HSA 124	Relocate FORSCOM from Ft McPherson to Pope AFB (1563 PN)
Lackland AFB	E&T 53	Consolidate Transportation Management Training from Lackland AFB (345 <sup>th</sup> TRS) to Ft Lee
Eglin AFB	E&T 55	Establish an Integrated JSF Training Center at Eglin AFB -- Consolidate Maintenance and Flight Training
Sheppard AFB/ NAS Pensacola	E&T 56/57	Establish a Maintenance Training Center for the JSF Program
Robins AFB	S&S 40	Consolidate AF Inventory Control Points at Robins AFB -- Hill, Lackland, and Tinker NICPs move to Robins AFB
Robins AFB	S&S 42	Consolidate Service & DLA ICPs at Robins AFB -- Lackland CPSG-ICP move to Robins AFB
Robins AFB	S&S 43	Privatize Storage & Distribution on Specific Commodities (Tires) -- Hill, Robins, and Tinker AFBs – Lose Commodity
Robins AFB	S&S 44	Privatize Storage & Distribution on Specific Commodities (POL) -- Hill, Robins, and Tinker AFBs – Lose Commodity
Robins AFB	S&S 45	Privatize Storage & Distribution on Specific Commodities (C. Gas) -- Hill, Robins, and Tinker AFBs – Lose Commodity



## JCSG Scenario Update New JCSG Scenarios (17 Dec)

AF Base	Scenario	Title
Moody AFB AFB	DoN 153	Close Oceana, VA; Relocate to Moody AFB -- Relocates VFA squadrons, aircraft; VR 56; AIMD; NAMTRAU --- Includes all personnel, equipment and support
Dyess AFB	USA 201	Relocate AFRC functions to 258 AFRC Dyess AFB -- Consolidates ARNG and USAR facilities onto Dyess
Fairchild AFB	USA 207	Relocate AFRC functions to 11 AFRC Fairchild AFB -- Consolidates ARNG and USAR facilities onto Fairchild
Kirtland AFB	USA 215	Relocate AFRC functions to 96 AFRC Kirtland AFB -- Moves existing AFRC (USAR, USNR, USMCR) in Albuquerque to Kirtland
FE Warren AFB	USA 220	Relocate AFRC functions to 244 JFHQ at FE Warren AFB -- Stands up new combined JFHQ and AFRC/OM that includes Wyoming State EOC/NORTHCOM on FE Warren -- Consolidates ARNG facilities onto FE Warren
Reserve/Guard	USA 198	Relocate AFRC functions to 8 ANG Base or AF Reserve Bases -- Consolidates ARNG & USAR facilities onto ANG & Reserve Bases -- Other scenarios: 199/203/210/211/212/217/219 -- Mansfield, OH; Springfield, OH; Terre Haute, IN; Fargo, ND; Martinsburg, WV; Chicopee, MA; Moffett Field, CA; Pease, NH



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# Future Logistics Support Center (LSC)

<b>Scenario Team:</b>	TBD	<b>Deliberative:</b>	<b>Approve Scenario Proposal</b>
<b>Scenario Proposal</b> <ul style="list-style-type: none"> <li>Regionalize all AD/ARC supply backshop duties to two LSCs           <ul style="list-style-type: none"> <li>Includes 5 MAJCOM Regional Supply Squadrons and 128 non-regionalized bases</li> </ul> </li> <li>All 5,754 AD/ARC aircraft and weapon systems fleet-managed by CAF/MAF LSCs</li> </ul>		<b>Drivers / Assumption</b> <ul style="list-style-type: none"> <li>Regional Supply Sq (RSS) at Ramstein, Hickam close...128 bases lose backshop functions</li> <li>Realign RSS and backshop functions to CAF/MAF LSCs at Langley AFB and Scott AFB</li> <li>\$5.1M facility upgrade needed at Scott, none at Langley</li> </ul>	
<b>Justification / Impact</b> <ul style="list-style-type: none"> <li>Seamless transition from peace to war</li> <li>Provide single “face” to warfighter at home and deployed</li> <li>Align with eLog21 initiatives</li> <li>Standardize AF materiel management C2</li> <li>Reduce current FTEs from 1,811 to 1,434 - work now done by contractor, MEO, blue-suit</li> </ul>		<b>Potential Conflicts</b> <ul style="list-style-type: none"> <li>AF/XO concern regarding adequate support to USAFE and PACAF units</li> </ul>	



# AF Scenario Proposal

Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) Squadrons Relocation

<b>Scenario Team:</b>	TBD	<b>Deliberative:</b>	<b>Approve Scenario Proposal</b>
<b>Scenario Proposal</b> <ul style="list-style-type: none"> <li>Transfer STAMP/STRAPP storage operation at Hill AFB from active duty to Reserve personnel</li> <li>Move Lackland AFB Medina Annex, TX STAMP/STRAPP mission to Robins AFB, GA and transfer to Guard personnel</li> <li>Move Lackland AFB Medina Annex, TX STAMP/STRAPP mission to McConnell AFB, KS and transfer to Guard personnel</li> </ul>		<b>Drivers/Assumptions</b> <ul style="list-style-type: none"> <li>Principles: Train and Equip</li> <li>Transformational Options: Optimize locations and workforce used to support combat deployments with STAMP/STRAPP assets</li> <li>Guard/Reserve able to accept mission</li> </ul>	
<b>Justification/Impact</b> <ul style="list-style-type: none"> <li>Medina out load operations place public at risk during explosives transport to airhead</li> <li>Realign personnel to enhance AD deployment capability</li> <li>Use Non-nuclear Consumables Annual Analysis requirements as facility/movement factors</li> </ul>		<b>Potential Conflicts</b> <ul style="list-style-type: none"> <li>Inadequate alternate locations</li> </ul>	



# Storage

<b>Scenario Team:</b>	TBD	<b>Deliberative:</b>	<b>Approve Scenario Proposal</b>
<b>Scenario Proposal</b> <ul style="list-style-type: none"> <li>Optimize , facilitating flexibility, effectiveness, security, and exposure</li> <li>Optimize , facilitating flexibility, effectiveness, security, and exposure</li> </ul>		<b>Drivers/Assumptions</b> <ul style="list-style-type: none"> <li>Principles: Train and Equip</li> <li>Transformational Options: Optimize locations used for storage and maintenance</li> </ul>	
<b>Justification/Impact</b> <ul style="list-style-type: none"> <li>Increased security and exposure risk due to facility design and public access</li> <li>If relocated,</li> </ul>		<b>Potential Conflicts</b> <ul style="list-style-type: none"> <li>Inadequate alternate locations</li> </ul>	



# Relocate Human Systems Development and Acquisition (D&A)

<b>Scenario Team:</b>	TBD	<b>Deliberative:</b>	<b>Approve Scenario Proposal</b>
<b>Scenario Proposal</b> <ul style="list-style-type: none"> <li>Relocate AF Human Systems D&amp;A to location of its parent organization</li> </ul>		<b>Drivers / Assumption</b> <ul style="list-style-type: none"> <li>Current location driven by historical precedence</li> <li>Concentrate operations in fewer locations</li> <li>Relationship with relevant research organizations would not be impacted</li> </ul>	
<b>Justification / Impact</b> <ul style="list-style-type: none"> <li>Concentrate acquisition expertise in a single location</li> <li>Reduce infrastructure</li> <li>Simplify organizational constructs</li> <li>Losing: Brooks City Base</li> <li>Gaining Wright-Patterson AFB</li> </ul>		<b>Potential Conflicts</b> <ul style="list-style-type: none"> <li>None</li> </ul>	



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# Agenda 21 Dec 04

0830-0845	<b>Opening Business</b>	<i>Co-chairs</i>
0845-0930	<b>ANG Expeditionary Combat Support (ECS)</b>	
0930-1030	<b>Scenarios (Arrow charts)</b>	<i>Scenario Teams</i>
<i>Break</i>		
<b>Scenarios</b>		
1045-1230	-Arrow charts (continued) -New: Scott, Moody, Pope, ICBMs, ECA, GSU	<i>Scenario Teams</i>
1230-1330	<i>Lunch</i>	
1330-1400	<b>JCSG/JAST Update</b>	
<b>Additional Scenarios</b>		
1400-1545	-Future Logistics Support Center (Follow-up), STAMP, / -Human Systems Develop & Acquisition	<i>Ms. Ferguson</i>  <i>Mr. Mleziva</i>
<i>Break</i>		
1600-1700	<b>Deliberative Session</b>	<i>Co-chairs</i>

*Integrity - Service - Excellence*

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## Headquarters U.S. Air Force

*Integrity - Service - Excellence*

# ECS Enclave Manpower



21 Dec 04

**U.S. AIR FORCE**



## What ECS?

### What stays

- Wing/Group Staff
- Security Forces
- Medical
- Services
- Mission Support Group
  - >MPF
  - >CE Unit
  - >Finance
  - >Supply
  - >Comm

**Downsized to new mission**

### What Goes

- Ops Group
- Maintenance Group
- If present - relocated
  - Aerial Port
  - Aeromed Evac

**ECS = Support Manpower that is UTC and AEF Tasked**



## What ECS? Generic Base Est.

AUTHORIZED100/45	CURRENT	MISSION	BOS	ECS
Wing Staff/FM/CP/SE	50/16	0	0/4	50/12
Mission Support Group	9/4	0	0/0	9/4
Logistics Readiness Sq	96/35	0	0/4	96/31
Civil Engineer Sq	93/11	0	0/4	93/7
Communication Flight	38/15	0	0/3	38/12
Services Flight	20/1	0	0/0	20/1
Security Forces Sq	73/15	0	0/2	73/13
Mission Support Flight	24/14	0	0/4	24/10
Maintenance Gp	19/6	19/6	0	0
Maintenance Squadron	227/85	227/85	0	0
Aircraft Maintenance Sq	108/40	108/40	0	0
Maintenance Ops Flt	28/13	28/13	0	0
Operations Gp	3/1	3/1	0	0
Fighter Squadron	40/14	40/14	0	0
Operations Support Flight	31/0	31/0	0	0
Medical Squadron	59/3	0	0	59/3
<b>TOTALS</b>	<b>918/273</b>	<b>456/159</b>	<b>0/21</b>	<b>462/93</b>

