



DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000

OFFICE OF THE ASSISTANT SECRETARY

29 JUN 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Meeting, 21 Jun 04

Mr. Pease called the meeting to order at 1300 hours and rescheduled to convene at 1400 hours based on lack of quorum. Maj Gen Heckman and Mr. Pease re-convened the meeting to order at 1415, the Pentagon, Room 5C279. Attendance is at Atch 1. The meeting was categorized as non-deliberative.

Mr. Pease opened the meeting with a brief overview of the data call status. These included the military value data calls by the AF and Joint Cross Service Groups (JCSGs) and the additional capacity questions to be asked by the JCSGs. (Slide 3). , briefed specific issues within the JCSGs (Education and Training, Headquarters and Support Activities, Industrial, Intelligence, Medical, Supply & Storage, and Technical). (Slides 4-11). MG Heckman discussed the BCEG schedule for the next five months. (Slides 12-13).

briefed the BRAC scenario tracker. (Slides 14-18).
, briefed the status of action items and introduced the modeling concept used to categorize the Air Force BRAC imperatives. (Slides 19-24).
briefed modeling concepts (Slides 25-43), after which briefed expanded definitions of the AF imperatives and proposed which imperatives could be modeled. (Slides 44- 70). Based on the discussions among BCEG members, three imperatives will be further reviewed.
then briefed considerations for a flight training filter. (Slide 72).

The next BCEG meeting was scheduled for 22 Jun 04 at 0830 in Pentagon Room 5C279. The meeting concluded at 1545 hours.

BCEG Recorder

The minutes above are approved.

Handwritten signature of Gerald F. Pease, Jr.

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

Handwritten signature of Mary W. Heckman.

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

Attachments:
As Stated

Base Closure Executive Group Attendance

Date: 21 Jun 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

- Vacant
- Brig Gen Hanferd Moen
- Brig Gen Tony Haynes
- Mr. Fred Kuhn
- Ms. Cathy Sparks
- Mr. Matt Mleziva
- _____
- Mr. Jay Jordan
- Mr. William Kelly
- Ms. Maureen Koetz

Alternate Members

- Brig Gen Mike Lynch
- _____
- Vacant
- _____
- Ms. Kathy Ferguson
- _____
- _____
- _____
- Brig Gen William Ard
- _____

Representatives

- _____
- _____
- BG Brubaker
- _____
- _____
- _____
- _____
- _____
- _____
- _____

* Temporary appointment

Others

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

AAAA

other

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG



21Jun 04

U.S. AIR FORCE



Agenda 21 Jun 04

1300-1400	Opening Remarks	Mr. Pease
	- Data Call Status	
	- JCSG Update	
	- Calendar	Mr. Pease
	- Action Items	
1400-1500	Imperatives	
	- Intro	AFSAA
	Imperative Definitions and Categories	
1500-1530	-- Break --	
1530-1630	Imperative Definitions and Categories	BCWG
1630-1700	Flying Training Filter	



Data Call Status

Military Value Data Call Status

Data Call Z	HNSA	EAT	SAS	Tech	Industrial	Medical	COBRA	JPALZ
Final IQT 5.3 Received	28-May	28-May	21-May	TBD		20-May	20-May	19-May
5.3 and DoD Numbers	1-Jun	4-Jun	21-May			20-May	21-May	21-May
5.3 to OSD	2-Jun	4-Jun	21-May		10-Jun	20-May	21-May	21-May
Coordination								
Into DAS Coord	3-Jun	7-Jun	21-May	10-Jun	10-Jun	21-May	28-May	28-May
DAS input due	10-Jun	9-Jun*	28-May	16-Jun	15-Jun	28-May	28-May	28-May
Coord received	A N AF							
Revised IQT to DST	14-Jun	TBD	28-May	TBD	14-Jun	1-Jun	28-May	28-May
Revisions to OSD	14-Jun	TBD	3-Jun	TBD	11-Jun	3-Jun	28-May	28-May
OSD to MIDep/Def Ag	15-Jun	TBD	8-Jun	TBD	11-Jun	8-Jun	8-Jun	8-Jun
Date Released by AF	15-Jun	TBD	7-Jun	TBD	TBD	7-Jun	24-May	24-May
Date Due	7-Jul	TBD	7-Jul	TBD	TBD	7-Jul	7-Jul	7-Jul
Date Received	TBD							

* Received A/AF on 10 Jun. Navy not submitted yet. E&T working but disagrees with many of the Army comments

Capacity Data Call 2 Status

Capacity 2	HNSA	EAT	SAS	Tech	Industrial	Medical
Input Due/Received	2-Jun	26-May	3-Jun		2-Jun	3-Jun
DST	2-Jun	7-Jun	3-Jun	TBD	2-Jun	7-Jun
Final IQT 5.2 Received	4-Jun	9-Jun	9-Jun		8-Jun	9-Jun
5.3 and DoD Numbers	9-Jun	9-Jun	9-Jun		9-Jun	9-Jun
5.3 to OSD	9-Jun	9-Jun	9-Jun		9-Jun	9-Jun
Coordination						
Into DAS coord	10-Jun	10-Jun	10-Jun	10-Jun	10-Jun	10-Jun
DAS input Due	15-Jun	15-Jun	15-Jun	15-Jun	15-Jun	15-Jun
Coord received	A N AF*					
Revised IQT to DST	TBD	TBD	TBD		TBD	TBD
Revised to OSD	TBD	TBD	TBD		TBD	TBD
OSD to MIDep/Def Ag	TBD	TBD	TBD		TBD	TBD
Date Released by AF	TBD	TBD	TBD		TBD	TBD
Date Due	TBD	TBD	TBD		TBD	TBD
Date Received	TBD	TBD	TBD		TBD	TBD

* AF will have administrative comments to all Capacity 2 questions. Finalizing for DAS signature.



June BCEG Schedule

June BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
6	7	8			11	12
	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			3

AF Released DoD DC#2/3 to Installations

• Imperatives
• Question Filters
• Criteria Weights

• Imperatives
• Flying Training Filter

• Question Filters
• Criteria Weights
• Attribute Weights

• Imperatives
• Filters (Ed & Trng)



Jul – Oct BCEG Schedule

Jul BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5 Independence Day		BCEG 0830-1200 SC279	8	9	10
11	12		•Question Metrics •Question Weights	15	16	17
18	19		•Ethics/Conflict Interest •Question Weights •Criteria 5-8	22	23	24
25	26		•Scenario Dev Tutorial •Summary Weight Rvw •Sensitivity Analysis	29	30	31

Aug BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2		BCEG 0830-1200 SC279	5	6	7
8	9		• Sensitivity Analysis • Analysis / Scenario Tutorial	12	13	14
15	16			19	20	21
22	23		MAJCOMs Brief Future Force Structure (T) – 4 Days this week - TBD	27	28	
29	30					

Sep BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
			8	9	10	11
12	13		Capacity Analysis / Revised Force Structure	16	17	18
19	20		• Labor Day	23	24	25
26	27			30		

Oct BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2		
3	4		Analysis Dry Run	7	8	9
10	11		• Scenario segments	14	15	16
17	18		BCEG 0830-1200 SC279	22	23	
24/31	25			28	29	30

As of: 21 Jun 04



Scenario Tracker

Scenario Information Management System (SIMS)

Draft Deliberative Document – For Discussion Purposes Only – Do Not Release Under FOIA

BRAC 2005 - TABS Scenario Information Management System (SIMS)

Name: COL Weaver Scenario No: 1 Scenario Title: Jose Carlske Creation Date: 06/02/2004 9:49:18 AM Version 1.0

STATIONING ACTIONS INFORMATION COORDINATION RESULTS REVIEW REPORTS

Inst From	Code From	Reg From	St F	Inst To	Code To	Reg To	St To	FA Study	UIC	MC	SRC	CARS	UNUM	BR	UIC Desc	OFF	WFOF	ENL	T_MI	CIV	O_CIV	T_CIV	T_POP	
BENNING	13077	NORTHEAS	GA	ABERDEEN	24004	NORTHEAS	MD	Trainr	FA1001							0	0	0	0	0	0	0	0	
	INST_NAME	CMD_CODE	REGION	ST												0	0	0	0	0	0	0	0	
BENNING	13025	SOUTHEAST	GA		1035	NORTHEAS	AL	Logist	DSZ2EG							0	0	0	0	0	0	0	0	
BENNING	13077	SOUTHEAST	GA		13077	NORTHEAS	GA	ROD&E	I07C11							0	0	0	0	0	0	0	0	
BLISS	48083		TX		0											0	0	0	0	0	0	0	0	
BLISS	48083		TX																					
BLISS	48125		TX																					
BLISS RANG	35125		NM																					
BLUE GRASS	21081		KY																					
BRAGG	37099		NC																					
BRAGG	37099		NC																					
BRAGG	37225		NC																					
BUCHANAN	R0137		P.R.																					
BULLIS	48145		TX																					
CAMPBELL	21128		KY																					
Res CAMPBELL	21145		KY																					

Record: 14 of 2



Scenario Tracker

Scenario Information Management System (SIMS)

Draft Deliberative Document -- For Discussion Purposes Only -- Do Not Release Under FOIA

BRAC 2005 - TABS Scenario Information Management System (SIMS)

Name: COL Weaver Scenario No: 1 Scenario Title: Jose Carlos Creation Date: 06/02/2004 9:49:18 AM Version 1.0

STATIONING ACTIONS INFORMATION COORDINATION RESULTS REVIEW REPORTS

Required			Completed			Comments
<input checked="" type="checkbox"/> JCSG_Industrial	<input checked="" type="checkbox"/> JAST	Other 1:	<input checked="" type="checkbox"/> JCSG_Industrial	<input type="checkbox"/> JAST	Other 1:	1: This is a test. This is a test. This is a test.
<input type="checkbox"/> JCSG_S_Storage	<input type="checkbox"/> RCPAT	This is a test. This is a test. This is a test.	<input type="checkbox"/> JCSG_S_Storage	<input type="checkbox"/> RCPAT		
<input checked="" type="checkbox"/> JCSG_Medical	<input checked="" type="checkbox"/> DLA	Other 2:	<input type="checkbox"/> JCSG_Medical	<input type="checkbox"/> DLA	Other 2:	2:
<input type="checkbox"/> JCSG_Technical	<input type="checkbox"/> OSD		<input type="checkbox"/> JCSG_Technical	<input type="checkbox"/> OSD		
<input type="checkbox"/> JCSG_Edu_Training	<input type="checkbox"/> G1		<input type="checkbox"/> JCSG_Edu_Training	<input type="checkbox"/> G1		
<input type="checkbox"/> JCSG_HQ_Activities	<input type="checkbox"/> G3		<input type="checkbox"/> JCSG_HQ_Activities	<input type="checkbox"/> G3		
<input type="checkbox"/> JCSG_Intelligence	<input type="checkbox"/> G4	Other 3:	<input type="checkbox"/> JCSG_Intelligence	<input type="checkbox"/> G4	Other 3:	
	<input type="checkbox"/> G8			<input type="checkbox"/> G8		

Record: 1 of 2



Scenario Tracker

Proposal Information Management System (PIMS)

Draft Deliberative Document -- For Discussion Purposes Only -- Do Not Release Under FOIA

BRAC 2005 - TABS Proposal Information Management System (PIMS)

Name: Dr. College Scenario No: 1 Scenario Title: Jose XXX Creation Date: 06/02/2004 9:49:18 AM Version 1.0

STATIONING ACTIONS INFORMATION COORDINATION RESULTS REVIEW REPORTS

Installation From	SLF Code From	Reg From	Installation To	SLT Code To	Reg To	FA Study	UIC	MC	SRC	CAR UNLM BR	UIC Desc	OFF	NOF	ENL	T_ML	CV	O_CV	T_CV	T_POP					
BRAGO	NC	37099	SOUTHEA	CAMPBELL	KY	21128	SOUTHEA	Training	WABSA	FC	07035L000	1	504	IN	EN	AIRBORNE	40	1	631	672	0	0	0	672
BRAGO	NC	37099	SOUTHEA	CAMPBELL	KY	21128	SOUTHEA	Logistic	WABTAA	FC	07035L000	2	504	IN	EN	AIRBORNE	40	1	631	672	0	0	0	672
BRAGO	NC	37099	SOUTHEA	CAMPBELL	KY	21128	SOUTHEA	ROT&E	W#PKAA	FC	07035L000	3	504	IN	EN	AIRBORNE	40	1	631	672	0	0	0	672
BRAGO	NC	37099	SOUTHEA	CAMPBELL	KY	21128	SOUTHEA	Maneu	WABAAA	FC	57042L000	1	82	AB	HHC	BDE	20	1	52	73	0	0	0	73

Record: DETRICK



Deliverables

<u>Action</u>	<u>OPR</u>	<u>Suspense</u>
Source MS Access “smart” individual to support Scenario Tracking Tool	IEB	25 Jun 04
Reissue AF Expeditionary Principles white paper	IEB/XO	28 Jun 04
IEB / ILE review DoD questions 1228 & 1507 1228 – Facility Office Space – Contractor 1507 – Cost & Utilization of Gov. Family Housing	IEB	29 Jun 04 (25 May 04)
AF Imperatives: - Define - Determine metric and identify measurement methods	BCWG	29 Jun 04 (18 Jun 04)
Review MAJCOM capacity briefings and determine options for mitigating environmental showstoppers	BCWG	8 Jul 04



Agenda 21 Jun 04

1300-1400	Opening Remarks	Mr. Pease
	- Data Call Status	
	- JCSG Update	
	- Calendar	
	- Action Items	
1400-1500	Imperatives	
	- Intro	AFSAA
	Imperative Definitions and Categories	
1500-1530	-- Break --	
1530-1630	Imperative Definitions and Categories	BCWG
1630-1700	Flying Training Filter	

Headquarters U.S. Air Force

Integrity - Service - Excellence

Imperatives



U.S. AIR FORCE



Purpose

- Introduce analytical requirements for measurement
- Define each imperative
- Determine the metric (and method for measuring it)



Imperatives: Two types

- **Quantitative:** Can be logically or mathematically modeled
- **Qualitative:** Can be understood and verified, but not modeled (without dedicating unrealistic resources)

Total AF Imperatives: 22
Quantitative: 7
Qualitative: 15



Agenda 21 Jun 04

1300-1400	Opening Remarks	Mr. Pease
	- Data Call Status	
	- JCSG Update	
	- Calendar	Mr. Pease
	- Action Items	
1400-1500	Imperatives	
	- Intro	AFSAA
	Imperative Definitions and Categories	
1500-1530	-- Break --	
1530-1630	Imperative Definitions and Categories	BCWG
1630-1700	Flying Training Filter	

Headquarters U.S. Air Force

Integrity - Service - Excellence

A Model for Finding a Smallest Set of Bases Satisfying the Air Force Imperatives



21 June 2004

U.S. AIR FORCE

15



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

The Problem in General Terms

- **Objective:**
 - identify a list of bases as short as possible
- **Constraint:**
 - each imperative is covered by a combination of bases on the list

Integrity - Service - Excellence

16



Imp
1



Imp
1

{
Base A
Base B
Base C
}

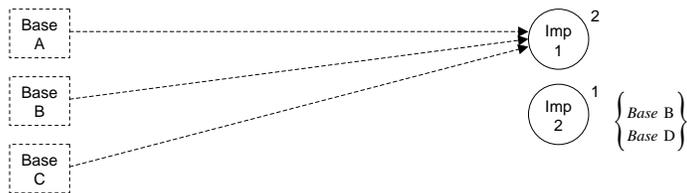
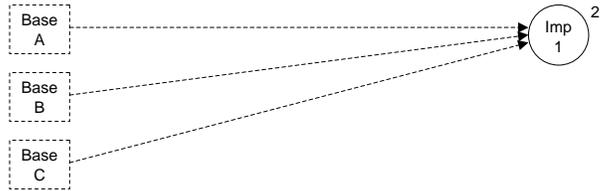


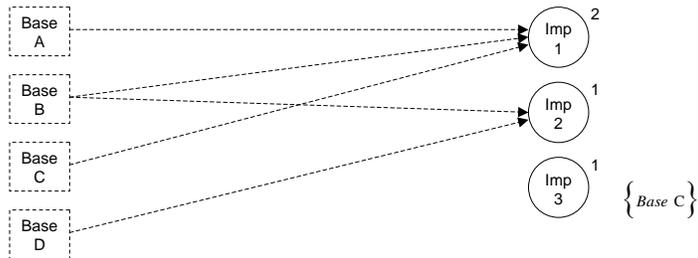
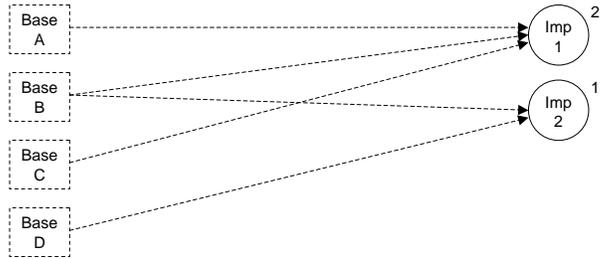
Imp²₁ { Base A
Base B
Base C }

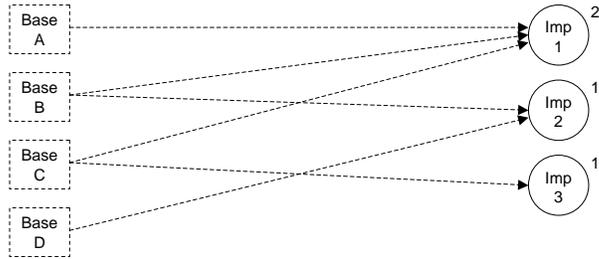


Base A
Base B
Base C

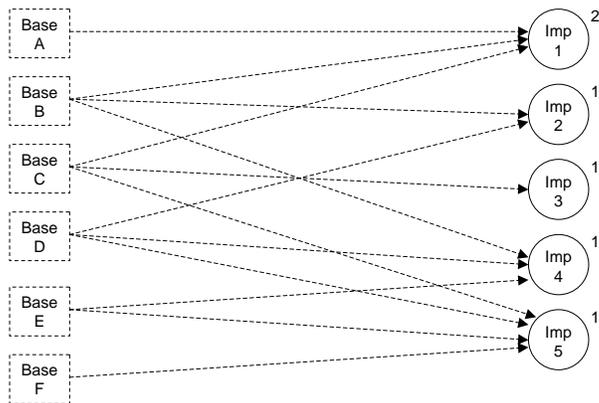
Imp²₁ { Base A
Base B
Base C }





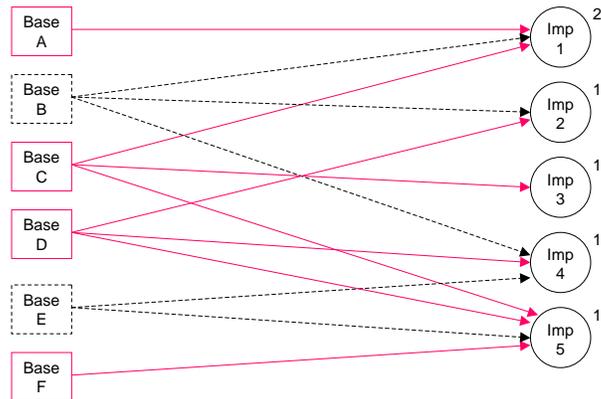


Problem:
Cover the Imperatives with as Few Bases as Possible





Sample Cover of the Imperatives



The Problem in General Terms

- **Objective:**
identify a list of bases as short as possible
- **Constraint:**
each imperative is covered by a combination of bases on the list



Captain Renfro's Basic Model of the Problem

- **Objective:**
identify a list of bases as short as possible
- **Constraints:**
the bases identified must include at least
 - m_1 of {...}
 - m_2 of {...}



Identifying an Imperative Which Can Be Modeled (Basic Model)

- Given the group of bases {...}
 - bases that can contribute to satisfying the imperative
- Ask: is there a number m such that
if at least m bases in {...} are available, then the
imperative is met?

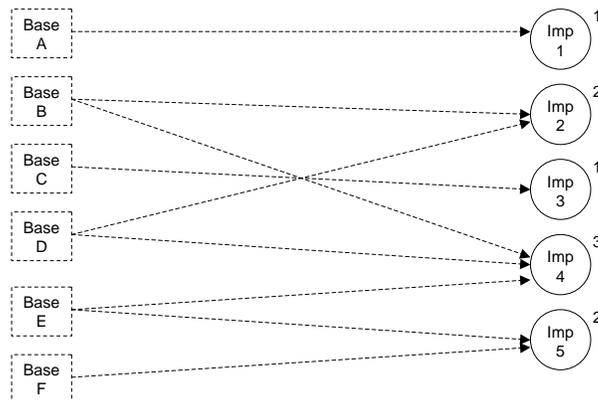


Remarks

- **Justification**
 - Distinguish: modeling an imperative vs justifying its modeling
 - To justify including an imperative in the basic model, have to justify saying “any *m* of the bases in {...} will do”
- **Combinatorial model**
 - Facilitates choice of one among many alternatives
 - If all constraints are of the *need-all-of-the-bases-in-{-...}* variety, then problem can be solved without the model
- **Dominance**
 - Model seeks smallest number of bases
 - Favors bases contributing to the satisfaction of multiple imperatives
- **Goal Programming**
 - In the event of multiple shortest lists, need a tie-breaker
 - e.g. the shortest list which gives the most excess coverage
- **Extensions**
 - See back up slides



Example with no alternatives





Questions?



Agenda 21 Jun 04

1300-1400	Opening Remarks	Mr. Pease
	- Data Call Status	
	- JCSG Update	
	- Calendar	Mr. Pease
	- Action Items	
1400-1500	Imperatives	
	- Intro	AFSAA
	Imperative Definitions and Categories	
1500-1530	-- Break --	
1530-1630	Imperative Definitions and Categories	BCWG
1630-1700	Flying Training Filter	



Expeditionary AF Imperatives

Definitions

1. **Checklist:** Optimize squadron size / crew ratios- OPR: XO

Clarified Imperative: Maximize, where practical, squadron size/crew ratios in accordance with the AF White Paper size where installation capacity allows.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

2. **Checklist:** Consolidate like-MDSs (e.g. F-16 blocks) - OPR: XO

Clarified Imperative: Maximize consolidation of like MDSs to create efficiencies in operations and logistics support.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

3. Model: Eliminate unneeded geographically separated units - OPR:
DPM

Clarified Imperative: RECOMMEND DELETION.

Model Checklist

OPR
 DPM



Expeditionary AF Imperatives

Definitions

4. Model: Provide land-based strategic deterrent—as directed - OPR:
XON

Clarified Imperative: Maintain current strategic missile launch capability in support of the national military strategy.

Model Checklist

OPR
 XON



Expeditionary AF Imperatives

Definitions

5. Checklist: Provide missile warning and defense - OPR: XOS

Clarified Imperative: Maintain current and projected future missile warning/defense capability for the United States and strategic allies.

Model Checklist

OPR
 XOS



Expeditionary AF Imperatives

Definitions

6. Checklist: Accommodate dual-use (state/federal) of military assets - OPR: ANG

Definition: Ensure States have access to military assets when needed.

Model Checklist

OPR
 ANG



Expeditionary AF Imperatives

Definitions

7. Checklist: Consolidate residual legacy fleet to leverage common support - OPR: XO

Clarified Imperative: Maximize, where practical, the consolidation of residual legacy fleet to create efficiencies in operations and logistic support.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

8. Checklist: Effective FTF organizational constructs, such as: associate, active associate, sponsored reserve, operationally integrated, and blended- OPR: ANG

Clarified Imperative: Use FTF organizational constraints to increase military value.

Model Checklist

OPR
 ANG



Expeditionary AF Imperatives

Definitions

9. Checklist: Training areas for battlefield airmen - OPR: XO

Clarified Imperative: Provide training areas for “first on the ground” battlefield Airmen to maximize training time and opportunities. Preserve training areas for Airmen supporting BOS duties (cooks, cops, civil engineers, etc.)

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

10. Checklist: Training organizations should normally be independent of combat organizations- OPR: XOOT

Clarified Imperative: Training organizations should not be under the command and control of organizations with operational missions.

Model Checklist

OPR
 XOOT



Expeditionary AF Imperatives

Definitions

11. Checklist: Joint basing with active or reserve components of other services when doing so tangibly increases military value- OPR: IEI

Clarified Imperative: The military value must be increased by maximizing access to or the utilization of critical DoD infrastructure (beyond that needed to support Air Force requirements) while preserving the flexibility to support unique Air Force capabilities.

Model Checklist

OPR
 IEI



Expeditionary AF Imperatives

Definitions

12. Checklist: Joint basing with active or reserve components of other services when doing so provides the same military value at tangibly less expense - OPR: IEI

Clarified Imperative: Joint basing or similar functional activities maintains an installation military value through lower annual O&M costs for the existing functions or activities. The Air Force should pursue joint basing of functions, be it service specific administrative or headquarters functions, logistical support, research, intelligence, education and training or medical functions, when it can demonstrate lower costs (e.g. TDY travel, conferences) or improved efficiencies (e.g. coordination of policy issues with respective functional service counterparts.).

Model Checklist

OPR
 IEI



Expeditionary AF Imperatives

Definitions

13. Model: Air refueling bases that optimize proximity to mission- OPR: XO

Clarified Imperative: Tanker basing located so as to provide daily support of the following three mission areas: Trans-oceanic movements, Training, SIOP.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

14. Checklist: Home-station capacity in excess of steady-state needs to support deployments, evacuations and airfield repairs - OPR: IL

Clarified Imperative: No additional clarification recommended, imperative is clear as stated.

Model Checklist

OPR
 IL



Expeditionary AF Imperatives

Definitions

15. Checklist: Munitions/weapons storage infrastructure for ten AEFs - OPR: IL

Clarified Imperative: Ensure geographically separated munitions, weapons storage and weapons loading locations for ten AEFs - OPR: IL

Definition: Uninterrupted munitions/weapons support depends on flexible forces that can bed-down, receive, store, assemble, deliver, recover, ship and account for munitions. Munitions support depends on suitable infrastructure providing the capability to store and maintain pre-positioned near-term munitions requirements at operational bed-down sites.

Model Checklist

^{OPR} IL



Expeditionary AF Imperatives

Definitions

16. Checklist: A few “home bases” in areas with favorable conditions and where demographics favor ARC recruiting.

Clarified Imperative: Determine if bases are appropriate for the “home basing” concept.

Definition: The vision is to provide areas that will be beneficial to military members and their families as a “home base” (a base in which the military member can remain for 4-8 years). These bases should be capable of supplying adequate health care, safe environments with good housing and educational opportunities, as well as providing the military members families' good employment opportunities. In the case of ARC members it will also provide good employment opportunities for the traditional reservist or individual mobilization augmentees (and the ANG equivalents).

Model Checklist

^{OPR} XO



Expeditionary AF Imperatives

Definitions

17. Model: Unimpeded access to space - OPR: XOS

Clarified Imperative: Maintain current and future access to space to support National, DoD, civil, commercial space missions and ICBM Test and Evaluation.

Definition: Space missions and ICBM Test and Evaluation require unimpeded access to space at all inclinations. For downrange safety, current national policy precludes launching space vehicles over the CONUS or population centers. The possibility for space launch malfunction is a real concern. The assumption is this longstanding practice will continue for the foreseeable future.

Model Checklist

^{OPR}XO



Expeditionary AF Imperatives

Definitions

18. Model: At least two efficiently-sized mobility hubs on each coast.

Clarified Imperative: Maintain at least two air mobility bases and one mobility-capable location on each coast from which mobility assets can reach a theater hub in one hop, unrefueled. - OPR: XO

Model Checklist

^{OPR}XO



Expeditionary AF Imperatives

Definitions

19. Model: At least one additional wide-body capable base per coast-
OPR: XO

Clarified Imperative: RECOMMENDATION: Combine with Mobility Hub Imperative.

Model Checklist

^{OPR} XO



Expeditionary AF Imperatives

Definitions

20. Model: US-administered mobility-capable bases in the Pacific -
OPR: XO

Clarified Imperative: Maintain US-administered, mobility-capable, main operating base(s) along strategic routes which are able to support operations across the spectrum of conflict.

Model Checklist

^{OPR} XO



Expeditionary AF Imperatives

Definitions

21. Checklist: Operationally efficient proximity to our ranges, MOAs and low-level routes units. - OPR: XO

Clarified Directive: Base Mission Design Series (MDS) aircraft in order to maximize training time and opportunities with ranges, MOAs and airspace.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

22. Model: Ensure at least one alert capable military or civil-use airfield/installation remains (within the range of the assigned airframe) to reach all assigned locations within prescribed timing criteria (homeland defense) - OPR: XOH

Clarified Imperative: Provide air defense to assigned locations within the United States and it's territories.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

23. Model: Long Range Strike bases sited to service Pacific and Atlantic equally and provide strategic force protection - OPR: XO [XP/IL]

Clarified Imperative: Long Range Strike bases sited to equally serve the Pacific and Atlantic; support the SIOP; maintain strategic force protection and provide storage for conventional and/or nuclear weapons.

Model Checklist

OPR
 XO



Quantitative Imperatives (7)

Summary list of Modeled Imperatives:

- Cover key air sovereignty sites (homeland defense)
- Unimpeded access to space
- At least two efficiently-sized (and one additional wide-body capable) mobility hubs on each coast
- US-administered mobility-capable bases in the Pacific
- LRS bases sited to service Pacific and Atlantic equally and provide strategic force protection
- Operationally efficient proximity to our ranges, MOAs, and airspace
- Maintain current strategic missile launch capability in support of the national military strategy



Qualitative Imperatives (14)

Summary list of Checklist Imperatives:

- Provide missile warning and defense
- Accommodate dual-use (state/federal) of military assets
- Air refueler basing that optimizes proximity to mission
- Home-station capacity in excess of steady-state needs to support deployments, evacuations, and airfield repairs
- Munitions/weapons storage infrastructure for ten AEFs
- A few “home bases” in areas with favorable conditions and where demographics favor ARC recruiting
- Effective FTF organizational constructs, such as:
 - Associate, active associate, sponsored reserve, operationally integrated, and blended



Qualitative Imperatives (cont'd)

- Optimize squadron size / crew ratios
- Consolidate like-MDSs (e.g. F-16 blocks)
- Consolidate residual legacy fleet to leverage common support (e.g. one base per bomber MDS)
- Training areas for battlefield airmen
- Training organizations should normally be independent of combat organizations
- Joint basing with active or reserve components of other services when doing so tangibly increases military value
- Joint basing with active or reserve components of other services when doing so provides the same military value at tangibly less expense



Agenda 21 Jun 04

1300-1400	Opening Remarks	Mr. Pease
	- Data Call Status	
	- JCSG Update	
	- Calendar	Mr. Pease
	- Action Items	
1400-1500	Imperatives	
	- Intro	
	- Review Imperative Categories	
1500-1530	-- Break --	
1530-1630	Individual Imperatives Definitions	BCWG
1630-1700	Flying Training Filter	



AF Flying Training Filter Recommendation

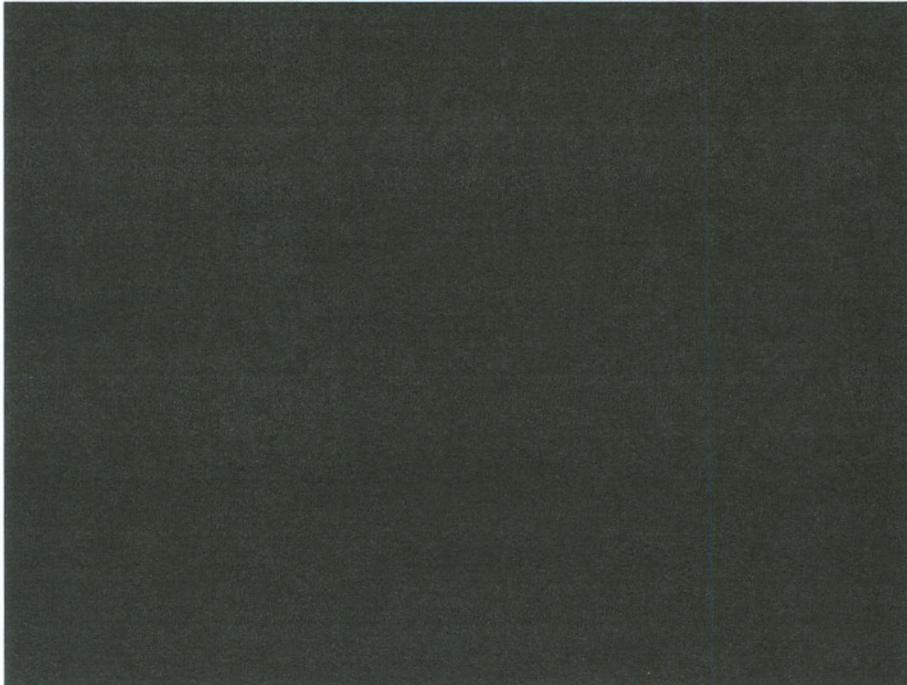
- Use selected (AF MV) questions to screen bases
 - Similar approach to JAST
 - e.g. WX, aux fields, runways, airspace
 - Develop targeted list for Flight Training
 - Requires the JCSG to ask the installation MV questions
- Education and Training JCSG conducts Mil Value analysis
 - Approx 40 flight training MV questions
 - E&T JCSG runs analysis of targeted list



Agenda

22 Jun 04

0830-0845	Opening business	Co-chairs
0845-0900	Filter updates	
0900-1000	Initial weights (w/BCWG)	
1000-1030	Break	
1030-1100	AF Audit Agency	TBD
1100-1115	Closing business	Co-chairs





Filter Current Status

Handout Review



Admin Action Items

Complete?	OPR	Action	Target Date
<input checked="" type="checkbox"/>	IEB	Review of BOS Model with ILER	17 May 04
<input checked="" type="checkbox"/>	IEBB	ILE / IEB Review of DoD Questions 1228 & 1507 1228 – Facility Office Space – Contractor 1507 – Cost & Utilization of Gov. Family Housing	25 May 04 (29 Jun 04)
<input checked="" type="checkbox"/>	OSD	Close Data Base for DC #1	25 May 04
<input checked="" type="checkbox"/>	BCWG	Lead build of questions for current filters list	8 Jun 04
<input type="checkbox"/>	IEB	Reissue “White paper” (awaiting CS)	28 Jun 04
<input type="checkbox"/>	BCEG	Source MS Access “smart” individual to support Scenario Tracking Tool	25 Jun 04



Admin Action Items

Complete?	OPR	Action	Target Date
<input checked="" type="checkbox"/>	BCWG	Principles and Imperatives: - Develop P&I definition statements - Identify/develop supporting MV questions and/or process steps to satisfy imperatives	18 Jun 04 (29 Jun 04)
<input checked="" type="checkbox"/>	BCWG	Scrub filters list for accurate question selection	18 Jun 04
<input checked="" type="checkbox"/>	IEB	Assess need for criteria/question realignment (review FRN)	18 Jun 04
<input checked="" type="checkbox"/>	BCWG	Review Criteria weighting and make recommendation on BCEG proposed weighting	18 Jun 04
<input checked="" type="checkbox"/>	BCWG	Review MV Attributes and make recommendation on Attribute weights to BCEG	18 Jun 04
<input checked="" type="checkbox"/>	BCWG	Meet with Ed & Trg JCSG reps to determine Flight Training question support of Training Filter	21 Jun 04
<input type="checkbox"/>	BCWG	Review MAJCOM capacity briefings and determine options for mitigating environmental showstoppers	8 Jul 04



Expeditionary AF Imperatives Phase 2 – Process Definition

Model Checklist

- | | | | |
|---|--|-------------------------------------|--|
| <input checked="" type="checkbox"/> OPR | <input checked="" type="checkbox"/> XO | <input type="checkbox"/> | ■ Cover key sites (homeland defense) |
| | <input type="checkbox"/> XO | <input checked="" type="checkbox"/> | ■ Provide land-based strategic deterrent—as directed |
| | <input type="checkbox"/> XO | <input checked="" type="checkbox"/> | ■ Provide missile warning and defense |
| | <input type="checkbox"/> ANG | <input checked="" type="checkbox"/> | ■ Accommodate dual-use (state/federal) of military assets |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> XO | <input type="checkbox"/> | ■ Unimpeded access to space |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> XO | <input type="checkbox"/> | ■ At least two efficiently-sized mobility hubs on each coast |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> XO | <input type="checkbox"/> | ■ At least one additional wide-body capable base per coast |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> XO | <input type="checkbox"/> | ■ US-administered mobility-capable bases in the Pacific |



Expeditionary AF Imperatives

Phase 2 – Process Definition

Model Checklist

- | | | | |
|---|-----------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> OPR | <input type="checkbox"/> XO | <input type="checkbox"/> | ■ LRS bases sited to service Pacific and Atlantic equally and provide strategic force protection (central CONUS) |
| <input type="checkbox"/> | <input type="checkbox"/> XO | <input checked="" type="checkbox"/> | ■ Air refueler basing that optimizes proximity to mission |
| <input type="checkbox"/> | <input type="checkbox"/> IL | <input checked="" type="checkbox"/> | ■ Home-station capacity in excess of steady-state needs to support deployments, evacuations, and airfield repairs |
| <input type="checkbox"/> | <input type="checkbox"/> IL | <input checked="" type="checkbox"/> | ■ Munitions/weapons storage infrastructure for ten AEFs |
| <input type="checkbox"/> | <input type="checkbox"/> RE | <input checked="" type="checkbox"/> | ■ A few “home bases” in areas with favorable conditions and where demographics favor ARC recruiting |



Expeditionary AF Imperatives

Phase 2 – Process Definition

Model Checklist

- | | | | |
|-------------------------------------|-------------------------------------|-------------------------------------|--|
| <input type="checkbox"/> ANG | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | ■ Effective FTF organizational constructs, such as: <ul style="list-style-type: none"> ■ Associate, active associate, sponsored reserve, operationally integrated, and blended |
| <input type="checkbox"/> | <input type="checkbox"/> XO | <input checked="" type="checkbox"/> | ■ Optimize squadron size / crew ratios |
| <input type="checkbox"/> | <input type="checkbox"/> XO | <input checked="" type="checkbox"/> | ■ Consolidate like-MDSs (e.g. F-16 blocks) |
| <input type="checkbox"/> | <input type="checkbox"/> XO | <input checked="" type="checkbox"/> | ■ Consolidate residual legacy fleet to leverage common support (e.g. one base per bomber MDS) |
| <input checked="" type="checkbox"/> | <input type="checkbox"/> XO | <input type="checkbox"/> | ■ Operationally efficient proximity to our ranges, MOAs, and low-level routes <ul style="list-style-type: none"> ■ Most flexible and versatile with the greatest capacity ■ The fewest temporal or operational restrictions ■ The greatest opportunity for joint training |



Expeditionary AF Imperatives

Phase 2 – Process Definition

Model Checklist

- | | | |
|---|-------------------------------------|--|
| <input type="checkbox"/> ^{OPR}
XO | <input checked="" type="checkbox"/> | ■ Training areas for battlefield airmen |
| <input type="checkbox"/> XO | <input checked="" type="checkbox"/> | ■ Training organizations should normally be independent of combat organizations |
| <input type="checkbox"/> IEI | <input checked="" type="checkbox"/> | ■ Joint basing with active or reserve components of other services when doing so tangibly increases military value |
| <input type="checkbox"/> IEI | <input checked="" type="checkbox"/> | ■ Joint basing with active or reserve components of other services when doing so provides the same military value at tangibly less expense |



Internal Control Plan

Change 3

- Adds Appendix E
 - Identifies answerers, reviewers, & certifiers for HAF data call
- Non-WIDGET data calls
 - Allows SAF/IEBB to approve answers submitted in hard copy
- Streamlines certification process
 - Allows MAJCOMs to certify submissions before subordinate installations receive all change sheets
- Clarifies document marking and record-keeping



Filters Training Filter

- **Training Filter Options**
 - **Use Education and Training JCSG Flight Training Military Value Questions**
 - Approx 40 Flight Training MV questions
 - AF must weight and rank for training
 - Different scoring than the JCSG...could be seen a duplicative effort
 - **Use subset of AF Fighter Filter**
 - Uses existing Filter/existing questions
 - AF must still weight for training
 - Requires the JCSG to ask the installation MV questions
 - **Use selected questions to screen potential flight training bases**
 - No scoring, just a screen (aka JAST)
 - e.g.VFR Wx, Aux Fields, Rwy length/# parallels, SUA, AR/IRs
 - Requires the JCSG to ask the installation MV questions



Back-up



Extensions: Additional Constraint Forms

- **Capacity:**

*n items need to be distributed
among the bases in {...}
which respectively have capacities [...]*

- **Priority:**

*m of {...} are needed,
but k of the m must be in (...)*

- **Disjunction:**

*Base a can contribute to imperative i or to
imperative j , but not to both*



Extensions: Alternate Objectives

- **Simple objectives:**

identify a list of bases

- which provide the greatest capability
- which represent the least savings

- **Compound objectives (*goal programming*):**

identify a list of bases

- as short as possible
- giving greatest excess coverage of the imperatives



Internal Control Plan Change 3

- Add Appendix E
 - Identifies Answerers, Reviewers, & Certifier for HAF Data Call
- Non-Widget Data Calls
 - Allows paper submission of answers in lieu of .PDF file (only with SAF/IEBB approval)
- Allow MAJCOMs to certify submission prior to installation receipt of all Change Adjudication Sheets
- Clarify document marking procedures
- Clarify Installation Master Record requirement



Expeditionary AF Imperatives Definitions

1. **Checklist:** Optimize squadron size / crew ratios- OPR: XO

Clarified Imperative: Maximize, where practical, squadron size/crew ratios in accordance with the AF White Paper size where installation capacity allows.

Model Checklist

^{OPR}XO



Expeditionary AF Imperatives

Definitions

2. Checklist: Consolidate like-MDSs (e.g. F-16 blocks) - OPR: XO

Clarified Imperative: Maximize consolidation of like MDSs to create efficiencies in operations and logistics support.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

3. Model: Eliminate unneeded geographically separated units - OPR: DPM

Clarified Imperative: RECOMMEND DELETION.

Model Checklist

OPR
 DPM



Expeditionary AF Imperatives

Definitions

4. Model: Provide land-based strategic deterrent—as directed - OPR: XON

Clarified Imperative: Maintain current strategic missile launch capability in support of the national military strategy.

Model Checklist

OPR
 XON



Expeditionary AF Imperatives

Definitions

5. Checklist: Provide missile warning and defense - OPR: XOS

Clarified Imperative: Maintain current and projected future missile warning/defense capability for the United States and strategic allies.

Model Checklist

OPR
 XOS



Expeditionary AF Imperatives

Definitions

6. Checklist: Accommodate dual-use (state/federal) of military assets - OPR: ANG

Definition: Ensure States have access to military assets when needed.

Model Checklist

OPR
 ANG



Expeditionary AF Imperatives

Definitions

7. Checklist: Consolidate residual legacy fleet to leverage common support - OPR: XO

Clarified Imperative: Maximize, where practical, the consolidation of residual legacy fleet to create efficiencies in operations and logistic support.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

8. Checklist: Effective FTF organizational constructs, such as: associate, active associate, sponsored reserve, operationally integrated, and blended- OPR: ANG

Clarified Imperative: Use FTF organizational constraints to increase military value.

Model Checklist

OPR
 ANG



Expeditionary AF Imperatives

Definitions

9. Checklist: Training areas for battlefield airmen - OPR: XO

Clarified Imperative: Provide training areas for “first on the ground” battlefield Airmen to maximize training time and opportunities. Preserve training areas for Airmen supporting BOS duties (cooks, cops, civil engineers, etc.)

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

10. Checklist: Training organizations should normally be independent of combat organizations- OPR: XOOT

Clarified Imperative: Training organizations should not be under the command and control of organizations with operational missions.

Model Checklist

OPR
 XOOT



Expeditionary AF Imperatives

Definitions

11. Checklist: Joint basing with active or reserve components of other services when doing so tangibly increases military value- OPR: IEI

Clarified Imperative: The military value would be increased by maximizing access to or the utilization of critical DoD infrastructure or assets beyond that needed to support Air Force requirements. The Air Force, as stewards of the taxpayer dollars, must ensure high value and/or unique assets are utilized to their maximum capability while ensuring the long-term flexibility of the installation to support distinctive Air Force capabilities.

Model Checklist

OPR
 IEI



Expeditionary AF Imperatives

Definitions

12. Checklist: Joint basing with active or reserve components of other services when doing so provides the same military value at tangibly less expense - OPR: IEI

Clarified Imperative: Joint basing or similar functional activities maintains an installation military value through lower annual O&M costs for the existing functions or activities. The Air Force should pursue joint basing of functions, be it service specific administrative or headquarters functions, logistical support, research, intelligence, education and training or medical functions, when it can demonstrate lower costs (e.g. TDY travel, conferences) or improved efficiencies (e.g. coordination of policy issues with respective functional service counterparts.).

Model Checklist

OPR
 IEI



Expeditionary AF Imperatives

Definitions

13. Model: Air refueling bases that optimize proximity to mission- OPR: XO

Clarified Imperative: Tankers located so as to provide daily coverage to the entire US in the following three mission areas: CORONET (Trans Oceanic), Training, SIOP.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

14. Checklist: Home-station capacity in excess of steady-state needs to support deployments, evacuations and airfield repairs - OPR: IL

Clarified Imperative: No additional clarification recommended, imperative is clear as stated.

Model Checklist

OPR
 IL



Expeditionary AF Imperatives

Definitions

15. Checklist: Munitions/weapons storage infrastructure for ten AEFs - OPR: IL

Clarified Imperative: Ensure two geographically separated munitions/weapons storage/loading locations for ten AEFs- OPR: IL

Definition: Uninterrupted munitions/weapons support depends on flexible forces that can bed-down, receive, store, assemble, deliver, recover, ship and account for munitions. Munitions support depends on suitable infrastructure providing the capability to store and maintain pre-positioned near-term munitions requirements at operational bed-down sites.

Model Checklist

OPR
 IL



Expeditionary AF Imperatives

Definitions

16.1. Model: A few “home bases” in areas with favorable conditions and where demographics favor ARC recruiting.

Recommended New Imperative: Preserve basing in areas that allow for recruitment and sustainment of ARC members. - OPR: RE

Definition: The ARC is vital to supporting national security and recruiting and sustaining personnel is the key to maintaining ARC viability to support AF missions. There are areas that are key to ARC recruitment goals, and those need to be maintained.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

16.2. Checklist: Determine if bases are appropriate for the “home basing” concept.

Definition: The vision is to provide areas that will be beneficial to military members and their families as a “home base” (a base in which the military member can remain for 4-8 years). These bases should be capable of supplying adequate health care, safe environments with good housing and educational opportunities, as well as providing the military members families’ good employment opportunities. In the case of ARC members it will also provide good employment opportunities for the traditional reservist or individual mobilization augmentees (and the ANG equivalents).

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

17. Model: Unimpeded access to space - OPR: XOS

Clarified Imperative: Maintain current and future access to space to support National, DoD, civil, commercial space missions and ICBM Test and Evaluation.

Definition: Space missions and ICBM Test and Evaluation require unimpeded access to space at all inclinations. For downrange safety, current national policy precludes launching space vehicles over the CONUS or population centers. The possibility for space launch malfunction is a real concern. The assumption is this longstanding practice will continue for the foreseeable future.

Model Checklist

^{OPR}
 XO



Expeditionary AF Imperatives

Definitions

18. Model: At least two efficiently-sized mobility hubs on each coast.
Recommend rewording and combining with wide-body Imperative:
Maintain three air mobility capable locations on each coast with the capability to reach a theater hub within one flight leg. - OPR: XO

Clarified Imperative: Combines two imperatives on mobility capable bases on each coast.

Definition: [NEED MOBILITY FOLKS TO DEFINE what constitutes an air mobility hub/capable location?]

Model Checklist

^{OPR}
 XO



Expeditionary AF Imperatives

Definitions

19. Model: At least one additional wide-body capable base per coast-
OPR: XO

Clarified Imperative: RECOMMENDATION: Combine with Mobility Hub Imperative. Maintain capability to for at least one additional mobility hub per coast.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

20. Model: US-administered mobility-capable bases in the Pacific -
OPR: XO

Clarified Imperative: Maintain a US –administered, mobility-capable, forward operating base in the Pacific (as far West as possible) able to respond to operations across the spectrum of conflict.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

21. Checklist: Operationally efficient proximity to our ranges, MOAs and low-level routes units. - OPR: XO

Clarified Directive: Base Mission Design Series (MDS) aircraft in order to maximize training time and opportunities with ranges, MOAs and low-level routes.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

22. Model: Cover assigned sites / areas (homeland defense) - OPR: XOH. Recommend rewording: Ensure at least one alert capable military or civil-use airfield/installation remains within the range of the assigned airframe to reach all assigned locations within prescribed time criteria (homeland defense) - OPR: XOH

Clarified Imperative: Provide air defense to assigned locations within the United States and it's territories.

Model Checklist

OPR
 XO



Expeditionary AF Imperatives

Definitions

23. Model: LRS bases sited to service Pacific and Atlantic equally and provide strategic force protection (central CONUS) - OPR: XO [XP/IL]

Clarified Imperative: Long Range Strike bases sited to equally serve the Pacific/Atlantic and SIOP missions with strategic force protection and appropriate storage for conventional and/or nuclear weapons.

Model Checklist

OPR
 XO