

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

DCN: 6184



OFFICE OF THE ASSISTANT SECRETARY

OCT 4 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 23 Sep 2004.

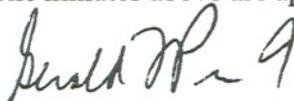
Maj Gen Heckman called the meeting to order at 0830, the Pentagon, Room 5C279. The meeting was categorized as informational in part and deliberative in part. Attendance is at Atch 1. Maj Gen Heckman reviewed the BCEG schedules (Slides 3-4). [redacted] updated the data calls (Slide 5). Mr Pease reviewed two metrics issues for information. Metrics for "Distance to airspace (and range)" were not linked to required attributes and metrics for "Airspace/Range Attributes/ops hours" did not account for multiple occurrences (Slides 6-11). Therefore, deliberation was temporarily deferred.

Mr Matt Mleziva updated the BCEG on the Technical JCSG Initial Scenario Proposal for information (Slides 13-19). A short deliberative session followed during which the BCEG approved the ranges metrics (Slides 6-11) discussed earlier. [redacted] briefed Medical JCSG Scenario Proposals for information (Slides 21-44). [redacted] briefed Imperatives (Slide 46) and Principles (Slide 47) for information. Mr Pease provided a Primer for Briefing Potential Scenarios for information using notional proposals to illustrate the process (Slides 49-65).

Following concluding remarks by Mr Pease and a list of actions (Slide 66), the meeting concluded at 1030. The next BCEG meeting is scheduled for September 28, 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



# Headquarters U.S. Air Force

*Integrity - Service - Excellence*

## BCEG



23 Sep 04

U.S. AIR FORCE



## Agenda

23 Sep 04

0830-0900	<b>Opening Business (D)</b>	Co-chairs
0900-0930	<b>Technical JCSG Update</b>	Mr. Matt Mleziva
0930-1000	<b>Medical JCSG Update</b>	
-- Break --		
1015-1030	<b>AF Principles and Imperatives (D)</b>	
1030-1130	<b>Briefing Potential Scenarios: A Primer</b>	Mr. Pease



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

# BCEG Schedule September

September BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2	3	4
<ul style="list-style-type: none"> <li>2025 Force (AF/XPX)</li> <li>MCI Re-attacks</li> <li>JCSG scenarios (AF)</li> </ul>				BCEG 0830-1300	<ul style="list-style-type: none"> <li>JCSG scenarios (AF)</li> <li>CORONA brief</li> <li>Initial scenario discussions</li> </ul>	
			8	9		
<ul style="list-style-type: none"> <li>AFSAA rules / assumptions</li> <li>Initial capacity analysis</li> <li>HLD brief</li> <li>Scenario discussions (cont'd)</li> </ul>		BCEG 0830-1300		BCEG 0830-1300	ISG 1030-1200	
			15	16		
	BCEG (T) 0830-1300	BCEG 0830-1300		BCEG 0830-1300		<ul style="list-style-type: none"> <li>Scenario discussions (cont'd)</li> <li>AFSAA cueing tool (operation)</li> </ul>
			22	23		
<ul style="list-style-type: none"> <li>Scenario discussions</li> <li>JCSG: AF Principal's Recap</li> <li>AF Principles and Imperatives</li> </ul>		BCEG 0830-1300		BCEG 0830-1300	103	<ul style="list-style-type: none"> <li>JCSG Scenario Briefings</li> <li>Range metrics</li> <li>AF Ps and Is</li> <li>Scenario Discussions</li> <li>Transformational Options</li> </ul>
			26	-- CORONA --		
<ul style="list-style-type: none"> <li>JCSG Scenario Briefings</li> <li>Future systems</li> <li>Scenario Dev</li> </ul>						<ul style="list-style-type: none"> <li>JCSG Scenario Briefings</li> <li>Future systems</li> <li>Scenario Dev</li> </ul>

*Integrity - Service - Excellence*



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

# BCEG Schedule Oct 04-Jan 05

Oct BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	
				ISG 1030-1200		
				Initial MCI Runs		
				ISG 8 1030-1200		
				BCEG: Review Initial MCI Output		
				ISG 15 1030-1200		
				BCEG: Scenarios		
				ISG 22 1030-1200		
				BCEG: JCSG cross-checks		
				ISG 29 1030-1200		
				BCEG: Scenarios		

Nov BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				BCEG: Candidate recommendations		ISG 030-1200
				BCEG: Review Initial MCI Output		
				ISG 11 1030-1200		
				JCSG Updates		
				ISG 18 1030-1200		
				BCEG / JCSG Reconciliations		
				ISG 19 030-1200		
				BCEG: JCSG cross-checks		
				ISG 25 1030-1200		
				BCEG: Scenarios		
				ISG 29 1030-1200		
				BCEG: Scenarios		

Dec BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
				BCEG: Candidate recommendations		ISG 3 1030-1200
				BCEG: Review Initial MCI Output		
				ISG 10 1030-1200		
				BCEG: Candidate recommendations		
				ISG 17 1030-1200		
				AF Rec's Complete		
				ISG 24 1030-1200		
				BCEG: Scenarios		
				ISG 31 1030-1200		
				BCEG: Scenarios		
				Christmas		

Jan BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
						New Year's
						ISG ?
						ISG ?
						ISG ?
						ISG ?
						ISG ?
						ISG ?

As of: 1 Sep 04

*Integrity - Service - Excellence*

4



## Data Calls (as of 23 Sep)

- All Data Calls at HAF-level
  - 14,744 approval actions remaining; status by 2-Ltr
    - IL (includes SG) 9,866
    - XO 3,558
    - AQ 1,108
    - ANG 128
    - DP 72
  - 70% complete
  - Approx 300 corrections from audit (DCs 2-11)
  
- DC #1 RFC: 5 left over 3 questions
  - XO: 1 question 2 bases
  - IL: 2 questions 3 bases



## Issue

- Metrics for “Distance to airspace [and range] ” (Criterion 1) was not linked to required attributes.
  
- Metrics for “Airspace/Range Attribute/ops hours” (Criterion 2) did not account for multiple occurrences



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

## Distance to Airspace Supporting (Msn Type) Ops

OPR: XO Status: **Deliberative**

Tracking: #1245

Metric Type: Linear

Metric Value: Distance to Airspace/Range **attribute**

FIGHTER		BOMBER		SOF/CSAR		UAV/UCAS	
NM	Score	NM	Score	NM	Score	NM	Score
≤ 50	100	≤ 200	100	≤ 10	100	≤ 5	100
Linear		Linear		Linear		Linear	
≥ 150	0	≥ 300	0	≥ 200	0	≥ 250	0

Fighter    Tanker    Airlift    UAV/UCAS   Conforms?   
 Bomber    C2ISR    SOF/CSAR    Space   Discriminates?

*Integrity - Service - Excellence*

7



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

## Airspace/Range Complex Supports (Msn) Training (1 of 4)

OPR: XO Status: **Deliberative**

Tracking: #1266

Metric Type: Binary/Linear/Step (cumulative)

Metric Value: **Fighter:** Airspace/Range Attributes and ops hours

1. Volume (airspace)	16K – 120K NM <sup>3</sup>	Linear	15%
2. Operating Hours	24(100 pts) – 0	Linear	15%
3. Air to Ground Weapons Delivery	Y (100) N (0)	75% } 20% } 5% }	15%
Live Ordnance	Y (100) N (0)		
Low Angle Strafe (A-10)	Y (100) N (0)		
4. Laser Use Authorized	Y (100) N (0)		10%
5. Flare/Chaff Authorized	Y (100) N (0)		10%
6. ECM Capable	Y (100) N (0)		10%
7. Lights Out Capable	Y (100) N (0)		10%
8. Scoreable range complex/target array	Y (100) N (0)		10%
9. IMC weapons release	Y (100) N (0)		5%

Fighter    Tanker    Airlift    UAV/UCAS   Conforms?   
 Bomber    C2ISR    SOF/CSAR    Space   Discriminates?

*Integrity - Service - Excellence*

8



# Approach

## ■ Calculate “proximity to attribute” scores

- Up to 80% for proximity to an attribute (based on MCI)
- Up to 20% additional credit received for additional proximity to an attribute
- Add weighted “proximity to attribute” scores for a “total distance” score

**EXAMPLE**

## ■ Calculate “quality of attribute” score for each attribute

- Up to 80% given for first occurrence of attribute within max distance
- Up to 20% additional credit received for multiple occurrences of same attribute
- Add weighted “quality of attribute” scores for a “total quality” score

**EXAMPLE**



# The Approach

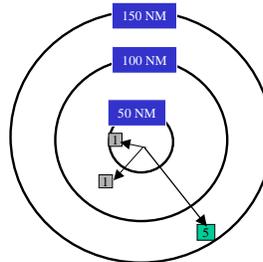
## Example for Criterion 1

### Distance to [closest] Airspace/Range Attribute

- Up to 80% “distance score” if an installation has each desired attribute (distance dependent)
- Vie for 20% “distance to additional attributes” credit across all installations

FIGHTER	
NM	Score
≤ 50	100
Linear	
≥ 150	0

1. Volume	15%
2. Operating Hours	15%
3. Air to Ground Weapons Delivery	15%
Live Ordnance	
Low Angle Strafe (A-10)	
4. Laser Use Authorized	10%
5. Flare/Chaff Authorized	10%
6. ECM Capable	10%
7. Lights Out Capable	10%
8. Scoreable rng complex/tgt array	10%
9. IMC weapons release	5%





# The Approach

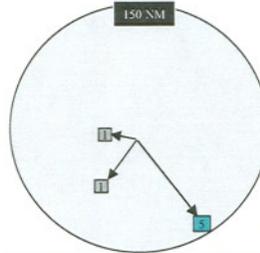
## Example for Criterion 2

FIGHTER	
NM	Score
< 50	100
Linear	
> 150	0

### Airspace/Range Complex Attributes

- Give 80% "quality score" if an installation has all attributes within max allowable distance
- Up to 20% additional for multiple occurrences

1. Volume	15%
2. Operating Hours	15%
3. Air to Ground Weapons Delivery	15%
Live Ordnance	
Low Angle Strafe (A-10)	
4. Laser Use Authorized	10%
5. Flare/Chaff Authorized	10%
6. ECM Capable	10%
7. Lights Out Capable	10%
8. Scoreable rng complex/tgt array	10%
9. IMC weapons release	5%



# Agenda

## 23 Sep 04

0830-0900	Opening Business (D)	Co-chairs
0900-0930	<b>Technical JCSG Update</b>	Mr. Matt Mleziva
0930-1000	Medical JCSG Update	
-- Break --		
1015-1030	AF Principles and Imperatives (D)	Lt
1030-1130	Briefing Potential Scenarios: <i>A Primer</i>	Mr. Pease

## **Headquarters U.S. Air Force**

*Integrity - Service - Excellence*

# **TJCSG Initial Scenario Proposal Update to BCEG**



**23 Sep 04**

**U.S. AIR FORCE**



## **TJCSG Scenario Proposals Overview**

- **22 Prioritized Ideas Developed**
- **Transformational Framework Developed**
- **No Proposals yet adopted by TJCSG**
  - **But TJCSG meeting Friday, 24 Sep to review potential Proposals for inclusion in 1 Oct ISG presentation**
  - **Expect some Proposals to be Registered by TJCSG by e/o Sep**



## TJCSG Prioritized Ideas

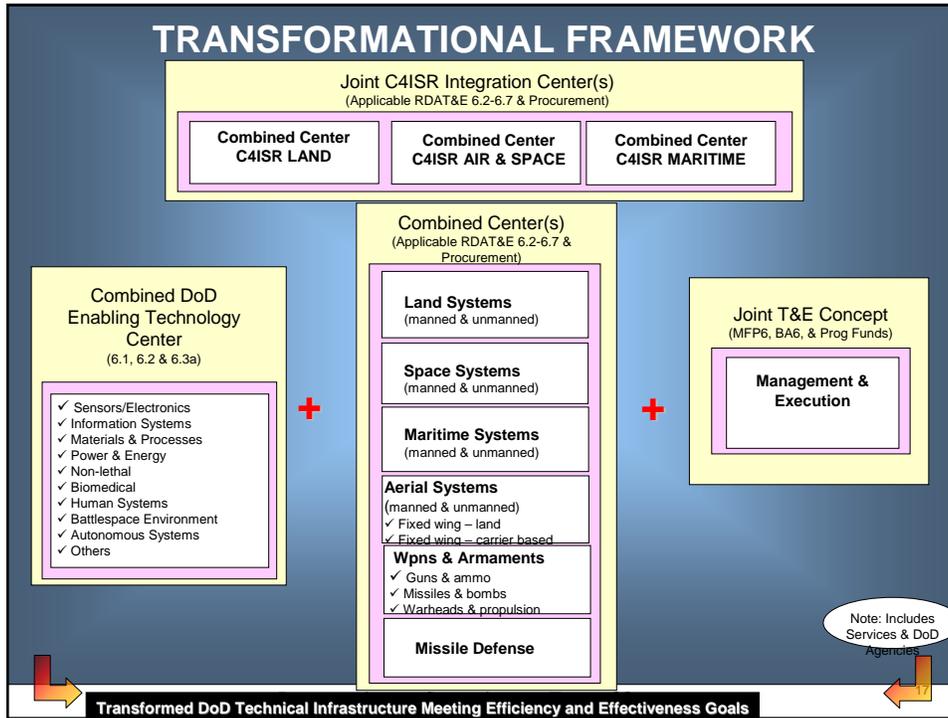
1. **Create Joint Centers for Air Platform RDAT&E\***
2. Joint Centers for Directed Energy
3. **Joint Centers for Weapons & Armaments\***
4. **Optimized C4ISR Alignment within Services plus a Joint HQ\***
5. Consolidate C4ISR D&A and T&E environments
6. Optimized W&A Alignment within each Service
7. Combine RD&A C4ISR (Sensors & Info Systems)
8. Create Joint Centers for Ground Vehicle RD&A
9. Joint Research Centers for C4ISR and Human Factors
10. Create Joint Centers for Space RDAT&E
11. Joint Centers for Weapons and Platform Integration
12. **Consolidation of Chem-Bio Defense technical facilities\***

**\* To be further developed by each associated subgroup for Friday ISG Mtg**



## TJCSG Prioritized Ideas (Continued)

13. Consolidate Missiles and Bombs RDAT&E at a reduced number of centers
14. Consolidation of RDAT&E Battlespace Environments
15. Optimize Sea Vehicle RD&A
16. Integrated Electronic Warfare T&E and Training
17. Land Warfare LCM & Technology Centers
18. Consolidate Guns and Ammunition RDAT&E at a reduced number of centers
19. Land Network Warfare Cycle Mgt & Tech Centers
20. Joint Centers for Nuclear Technology
21. Army T&E Consolidation
22. Consolidate AF RD&A Air Vehicles & Human Systems



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



## What We Need

- **Early Identification of Key AF Opportunities and Potential Negative Impacts**
  - Clear process for how AF and TJCSG proposals will flow to and from AF and TJCSG
- **AF BRAC Office Support to further break down TJCSG data via RFCs vs new questions**
  - Prompt response to JCSG RFCs as well
- **Closure plan on open AF TJCSG Issues**
- **Continued Regular Communication**
  - Weekly Scenario Coordination Working Level Team Mtgs/Telecons
  - Bi-Weekly JCSG Integration Mtgs/Telecons
- **Clear definition/processes for ideas/proposals/scenarios**
  - Needed to ensure clear unambiguous communication/guidance



*Integrity - Service - Excellence*

18



## Proposed TJCSG – Service BRAC Interface Process

- “Transformation Options” (TOs) provided by the ISG to OSD
  - ISG “Approved” list
- “Ideas” for RDAT&E facilities developed by the TJCSG
- “Proposals” for RDAT&E facilities under the ideas provided from three sources:
  - TJCSG Subgroups
  - TJCSG Principals/Chairman
  - Service BRAC offices
- Disposition of proposals
  - Rejected by the TJCSG with rationale
  - “Registered” with the OSD BRAC office by the TJCSG for evaluation as “scenarios”
  - Endorsed by the TJCSG but returned (with rationale) to the service BRAC offices for further action



## Agenda 23 Sep 04

0830-0900	<b>Opening Business (D)</b>	<i>Co-chairs</i>
0900-0930	<b>Technical JCSG Update</b>	<i>Mr. Matt Mleziva</i>
0930-1000	<b>Medical JCSG Update</b>	
<i>-- Break --</i>		
1015-1030	<b>AF Principles and Imperatives (D)</b>	
1030-1130	<b>Briefing Potential Scenarios: <i>A Primer</i></b>	<i>Mr. Pease</i>

## Headquarters U.S. Air Force

*Integrity - Service - Excellence*

# Scenario Proposals



U.S. AIR FORCE



23 Sep 04



## Overview

- Scenario strategy
- Ideas/proposed scenarios
- Quad chart
  - Scenario
  - Drivers/assumptions
  - Justification/impact
  - Potential conflicts



## **Scenario Strategy** **Education & Training**

- **Co-locate and/or consolidate medical education and training to achieve efficiencies IAW military value and reported capacity**



## **Ideas/Proposed Scenarios** **Education & Training**

- **Consolidate initial enlisted phase I training**
- **Consolidate enlisted specialty training**
- **Consolidate medical flight training**
- **Consolidate graduate education**



## Med E&T-1: Initial Medical Enlisted Trng Consolidation

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> <li>■ Consolidate Initial Medical Enlisted Training at Sheppard AFB or Brook AMC and close Hospital Corps School at Great Lakes; realign all svcs to one training location.</li> </ul>	<ul style="list-style-type: none"> <li>■ Principles: Organize</li> <li>■ Transformational Options: Develop joint enlisted initial medical training.</li> <li>■ Other: Reduce average infrastructure age and locations.</li> </ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> <li>■ Reduces infrastructure</li> <li>■ Develops joint training site, making joint utilization of personnel more feasible</li> <li>■ Reduces average age and location of training infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Military Culture</li> <li>■ Scope of practice and utilization differs between services</li> <li>■ Enlisted programs are not equivalent</li> </ul>



## Med E&T- 2: Medical Enlisted Specialty Trng Consolidation

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> <li>■ Redistribute medical enlisted specialty training programs amongst existing school houses to reducing number of locations. Affects Sheppard AFB, Great Lakes NTC, and Brook AMC.</li> </ul>	<ul style="list-style-type: none"> <li>■ Principles: Organize</li> <li>■ Transformational Options: Develop joint enlisted specialty medical training.</li> <li>■ Other: Reduce number of infrastructure locations.</li> </ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> <li>■ Reduces infrastructure</li> <li>■ Develops joint specialty training, making joint utilization of personnel more feasible</li> <li>■ Reduces number of training locations and infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>■ Military Culture</li> <li>■ Scope of practice and utilization differs between services</li> <li>■ Enlisted programs are not equivalent</li> </ul>



## Med E&T- 3: Initial Medical Flight Training Consolidation

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>■ Consolidate Initial Medical Flight Training at either Pensacola NAS or Brooks AFB</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>■ Principles: Organize</li> <li>■ Transformational Options: Develop joint flight initial medical training.</li> <li>■ Other: Reduce infrastructure locations.</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>■ Reduces infrastructure</li> <li>■ Develops joint training making joint utilization of personnel more feasible and reducing redundancy</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>■ Military Culture</li> <li>■ Scope of practice and utilization differs between services</li> <li>■ Service supporting programs (Occ med, public health) are not equivalent</li> </ul>



## Med E&T-4: Medical Graduate Training Consolidation

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>■ Realign and consolidate training at remaining medical facilities with capacity for medical graduate training</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>■ Principles: Organize</li> <li>■ Transformational Options: Develop joint graduate training.</li> <li>■ Other: Reduce locations where graduate education is conducted. Eliminate or utilize civilian programs as indicated.</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>■ Reduces infrastructure</li> <li>■ Develops joint training</li> <li>■ Reduces location and redundancy of training infrastructure</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>■ Military Culture</li> </ul>



## Scenario Strategy Infrastructure

---

- Consolidation of medical professional services contracting has potential to reduce redundant contracting activities, standardize procurement of these services, comply with DoD IG audit recommendations, and potentially reduce amount paid



## Ideas/Proposed Scenarios Infrastructure

---

- Consolidate medical professional services contracting to a single organization



## Med INF-1: Med Pro Svc Consolidation

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"><li>■ Consolidate medical professional services contracting to a single organization</li><li>■ All MTFs obtain contract support from single entity specializing in medical professional services contracting</li></ul>	<ul style="list-style-type: none"><li>■ Principles: Organize</li><li>■ Transformational Option: Consolidate medical professional services contracting to single organization</li></ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"><li>■ Reduces infrastructure</li><li>■ Improves efficiency</li><li>■ Reduces infrastructure costs</li><li>■ Increases negotiating leverage with industry</li><li>■ Complies with DoD IG Audit recommendations</li></ul>	<ul style="list-style-type: none"><li>■ Military Culture</li><li>■ Differing training/oversight requirements</li></ul>



## Scenario Strategy Health Care Services

- Match requirement to keep providers “current” for the readiness mission with population surrounding facility



## Ideas/Proposed Scenarios Health Care Services

- **Minimum “open door” policy: RWPs corresponding to average daily patient load of 10**
- **Examine organization of facilities within MSMs**
  - **NCA, Tidewater, San Antonio, Puget Sound, Ft Bragg, Hawaii, Charleston, Ft Jackson/Shaw, Colorado Springs**
    - **Taken off: Keesler, San Diego**
    - **Still Investigating: Alaska**
- **Maintain primary care for AD and ADFMs**
- **Establish civilian/VA partnerships in select locations**
  - **Eglin, Charleston, Beaufort, Ft Sill, Sheppard, Ft Jackson, Nellis, MacDill, Great Lakes, Luke, Ft Polk, West Point, Ft Rucker**



## Ideas/Proposed Scenarios On Hold Health Care Services

- **Service-specific requirement constraints**
  - **Must have at least 80% of service workload requirement within same service facility**
- **Maintain Medicare Accrual level of effort**
- **Lease space for clinics where beneficiary population is not concentrated near a base**



## Med HCS-1: Minimum ADPL

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>■ Close non-isolated facilities with population below that needed to sustain an ADPL of 10</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>■ Principles: Organize</li> <li>■ Other: Match providers with population</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>■ Reduces infrastructure</li> <li>■ Improves efficiency</li> <li>■ Keeps providers “current”</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>■ Military Culture</li> </ul>



## Med HCS-2: Reorganize Facilities within MSMs

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>■ Close/Consolidate/Move facilities within Multi-Service Markets</li> <li>■ Includes: NCA, Tidewater, San Antonio, Puget Sound, Ft Bragg, Hawaii, Charleston, Ft Jackson/Shaw, Colorado Springs</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>■ Principles: Organize</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>■ Reduces infrastructure</li> <li>■ Improves efficiency</li> <li>■ Improves Quality of Life</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>■ Military Culture</li> </ul>



## Med HCS-3:

### Maintain Primary Care for AD and ADFMS

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>■ Maintain Primary Care clinic at any location whose AD and ADFM population generates at least 7,500 RVUs</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>■ Principles: Organize</li> <li>■ Other: Provide Military care for military members</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>■ Improves Quality of Life</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>■ Service culture</li> <li>■ Cost</li> </ul>



## Med HCS-4:

### Establish Civ Partnerships in Select Locations

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>■ Close some military hospitals and have military providers treat beneficiaries in federal/civilian hospitals</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>■ Principles: Organize</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>■ Reduces infrastructure</li> <li>■ Improves efficiency</li> <li>■ Keeps providers “current”</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>■ Military Culture</li> </ul>



## Scenario Strategy Medical-Dental RDA

- Reallocate DoD medical-dental research, development and acquisition resources to a minimum number of geographic sites while retaining essential RDA capabilities.



## Ideas/Proposed Scenarios Medical-Dental RDA

- Base case – minimize footprint
- Reduce number of sites by establishing centers of excellence – constrained to current sites
- Reduce numbers of sites by establishing centers of excellence – proposed new sites





## Med RDA – 1: Base Case – Minimize Foot Print

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>Reduce excess square footage within each capability domain/or selected groups of domains.</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>Redistribution of workload within a capability domain will not break unity of core competencies.</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>Reduce/minimize excess capacity.</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>Workload within a capability domain/group of domains may only be moved to sites that already perform work within the same domain/group of domains.</li> </ul>



## Med RDA – 2: Establish CoE – at Current Sites

<p style="text-align: center;"><b>Scenario</b></p> <ul style="list-style-type: none"> <li>Collocate within each capability domain/group of domains to achieve a single site for each domain.</li> </ul>	<p style="text-align: center;"><b>Drivers/Assumptions</b></p> <ul style="list-style-type: none"> <li>Collocation is the method to achieve efficiencies.</li> <li>Current sites can expand to meet required capacity for the capability domain(s) that will be located there.</li> </ul>
<p style="text-align: center;"><b>Justification/Impact</b></p> <ul style="list-style-type: none"> <li>Maximum of 7 sites will be developed</li> <li>Allow expansion existing sites up to maximum required for a capability domain</li> <li>Allow for a reduction in capacity requirement due to efficiencies realized with collocation.</li> </ul>	<p style="text-align: center;"><b>Potential Conflicts</b></p> <ul style="list-style-type: none"> <li>Workload within a capability domain/group of domains may only be moved to sites that already perform work within the same domain/group of domains.</li> <li>Military operational medicine research requires unique geographic and climatic features</li> <li>Combat casualty care research requires collocation with a military trauma center.</li> </ul>



## Med RDA – 3: Establish CoE – Possible New Site

Scenario	Drivers/Assumptions
<ul style="list-style-type: none"> <li>■ Collocate within each capability domain/group of domains to achieve a single site for each domain. Allow either (a) a single new site for technology maturation domains in combat casualty care and military operational medicine, or (b) 2 new sites; 1 for technology maturation in military operational medicine and 1 for technology maturation in combat casualty care</li> </ul>	<ul style="list-style-type: none"> <li>■ Collocation is the method to achieve efficiencies</li> <li>■ Current sites can expand to meet required capacity for the capability domain(s) that will be located there.</li> <li>■ Military value of new site is a composite of existing sites.</li> </ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> <li>■ Maximum of 7 sites will be developed</li> <li>■ Allow expansion existing sites up to maximum required for a capability domain</li> <li>■ Allow for a reduction in capacity requirement due to efficiencies realized with collocation.</li> </ul>	<ul style="list-style-type: none"> <li>■ Workload within a capability domain/group of domains may only be moved to sites that already perform work within the same domain/group of domains.</li> <li>■ Military operational medicine research requires unique geographic and climatic features</li> <li>■ Combat casualty care research requires collocation with a military trauma center.</li> </ul>



## Med RDA: Backup

- Capability Domain Groups:
  - Domain Group 1: Combine Technology Maturation domains for Human Systems and Military Operational Medicine.
  - Domain Group 2: Combine Acquisition domains
  - Domain Group 3 (as alternative): Combine Technology Maturation domains for Infectious Disease and Medical Biological Defense
- Analysis of Basic Research:
  - Exclude Basic Research from separate optimization, but include pro-rata share of workload attributable to this domain in analyses of other Technology Maturation domains





## Agenda 23 Sep 04

0830-0900 **Opening Business (D)** *Co-chairs*

0900-0930 **Technical JCSG Update** *Mr. Matt Mleziva*

0930-1000 **Medical JCSG Update**

-- Break --

1015-1030 **AF Principles and Imperatives (D)**

1030-1130 **Briefing Potential Scenarios:** *Mr. Pease*  
*A Primer*



## Imperatives (5)

1. Unimpeded access to space (in orbits of all inclinations)
2. START land-based strategic deterrent
3. **Maintain capability** within the NCR to support the POTUS, Special Airlift Missions, foreign dignitary visits, and ensure **Air Force** Continuity of Operations
4. Basing to fulfill the air sovereignty protection site and response criteria stipulated by COMNORTHCOM and COMPACOM
5. Sufficient **sovereign U.S.** mobility bases along deployment routes to potential crisis areas to afford deployment of mobility aircraft



## Principles (11)

1. Squadrons will be located within operationally efficient proximity to our DoD-scheduled airspace, ranges, MOAs, and low-level routes
2. Optimize squadron size (e.g., like MDS's) / crew ratios
3. Retain the capacity to base all AF forces within the United States and its territories
4. Tanker basing that optimizes proximity to mission
5. **Maintain/place ARC units to meet the requirements of the Air Force by choosing locations that meet the demographic and mission requirements unique to the ARC**
6. Ensure joint basing realignment actions increase military value of a function, or decrease the cost for the same military value of that function, when compared to the status quo
7. Long-range strike bases sited to **provide flexible strategic response** and strategic force protection
8. Keep two geographically separate munitions locations for 10 AEFs
9. Surge capacity to support deployments, evacuations, and repairs
10. Consolidate legacy fleet
11. Two air mobility bases and one additional wide-body capable base on each coast to ensure mobility flow



## Agenda 23 Sep 04

0830-0900	<b>Opening Business (D)</b>	<i>Co-chairs</i>
0900-0930	<b>Technical JCSG Update</b>	<i>Mr. Matt Mleziva</i>
0930-1000	<b>Medical JCSG Update</b>	<i>Mr. Matt Mleziva</i>
<i>-- Break --</i>		
1015-1030	<b>AF Principles and Imperatives (D)</b>	
1030-1130	<b>Briefing Potential Scenarios: A Primer</b>	<i>Mr. Pease</i>



## Process Review Imperative w/ Certified Data

TIME

- **Ideas** are approved concepts which can develop into **Proposals**
- **Proposals** (approved by the BCEG) are referred to IEB / scenario teams
  - IEB / scenario teams report back to the BCEG with potential **Scenarios**
- BCEG picks which potential **Scenarios** warrant formal analysis
- Scenario teams conduct formal analysis and brief the BCEG
- BCEG-approved **Scenarios** may become **Candidate Recommendations**
- **Candidate Recommendations** are submitted to IEC (info to ISG)
  - AF target: 15 Dec 04

PROCESS



## Imperatives (5)

1. Unimpeded access to space (in orbits of all inclinations)
2. START land-based strategic deterrent
3. Maintain capability within the NCR to support the POTUS, Special Airlift Missions, foreign dignitary visits, and ensure Air Force Continuity of Operations
4. Basing to fulfill the air sovereignty protection site and response criteria stipulated by COMNORTHCOM and COMPACOM
5. Sufficient sovereign U.S. mobility bases along deployment routes to potential crisis areas to afford deployment of mobility aircraft





## AF Proposal Access to Space

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



## AF Potential Scenario Access to Space

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> <li>■ Imperative: Unimpeded access to space in orbits of all inclinations</li> <li>■ Transformational Options: N/A</li> </ul>	<p>Scenario Proposal</p> <ul style="list-style-type: none"> <li>■ Retain Vandenberg AFB (Western Range) and Patrick AFB (support to Cape Canaveral AFS/Eastern Range)</li> </ul>
<p>Justification/Impact</p> <ul style="list-style-type: none"> <li>■ Retains current infrastructure to support National space launch requirements</li> <li>■ Vandenberg/Western Range only AF base that can support polar launch (DoD #1201)</li> <li>■ Eastern Range only AF location that can support equatorial launch (DoD #1201)</li> </ul> <p><b>BACK-UP</b></p>	<p>Potential Conflicts</p> <ul style="list-style-type: none"> <li>■ None</li> </ul>





## Actions

- No further analysis required:
  - No closure or realignment actions



## Certified Data Useable Launch Azimuth

- DoD #1201: If the installation has a space launch capability, what is the range's useable launch azimuth?

*List launch azimuth in degrees (i.e. 030-060 degrees). For parent installations with subordinate units or installations operating launch ranges, the parent installation will respond for those subordinate units and installations.*

Base	1. Range Designator (e.g., Eastern, Western) (Text)	2. Useable Launch Azimuth (arc in degrees) (Text)	3. Polar Launch Capable (Yes/No)	4. Equatorial Launch Capable (Yes/No)
19	Western Range	154 - 301 degrees	Yes	No
60	Eastern	037-114 degrees	No	Yes

← Vandenberg

← Patrick

All other bases responded "N/A"





## Certified Data Port Facilities for EELV

- DoD #1227: If the installation has a space launch capability, does it have port facilities for shipment of Evolved Expendable Launch Vehicle (EELV)-class booster stages?

*For installations that have no space launch capability, answer N/A; otherwise answer either yes or no. For parent installations with subordinate units or installations operating launch ranges possessing port or boat dock facilities or collocated with such facilities, the parent installation will respond for those subordinate units and installations.*

Base	I. Answer (Yes/No/N/A)
19	Yes
60	Yes

All other bases responded "N/A" or "No" (Edwards)

← Vandenberg

← Patrick



- EELV (Delta IV/Atlas V) newest lift vehicles
- EELV stages too big for C-5/rail/overland movement. Shipped by special transport vessel (contractor provided) to VAFB, CCAFS which have a port facility to accommodate/transload



## Process Review Imperative w/ National Policy Directive

- 
- **Ideas** are approved concepts which can develop into **Proposals**
  - **Proposals** (approved by the BCEG) are referred to IEB / scenario teams
    - IEB / scenario teams report back to the BCEG with potential **Scenarios**
  - BCEG picks which potential **Scenarios** warrant formal analysis
  - Scenario teams conduct formal analysis and brief the BCEG
  - BCEG-approved **Scenarios** may become **Candidate Recommendations**
  - **Candidate Recommendations** are submitted to IEC (info to ISG)
    - AF target: 15 Dec 04

PROCESS



# Imperatives

1. Unimpeded access to space (in orbits of all inclinations)
2. Sufficient OCONUS mobility bases along deployment routes to potential crisis areas
3. **START land-based strategic deterrent**
4. Support POTUS, Special Airlift Missions, foreign dignitary visits and Continuity of Operations within the NCR
5. Basing to fulfill the air sovereignty protection site and response criteria stipulated by COMNORTHCOM and COMPACOM



# Proposal Land-Based Strategic Deterrent

Drivers/Assumptions	Scenario Proposal
<ul style="list-style-type: none"> <li>■ Imperative: START land-based strategic deterrent</li> <li>■ Transformational Options: N/A</li> </ul>	<ul style="list-style-type: none"> <li>■ Retain ICBM forces and architecture at Minot, Malmstrom, and FE Warren AFBs</li> </ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> <li>■ Retains current infrastructure to support START requirements and nuclear posture. Review force of 500 ICBMs by FY2011</li> <li>■ Minuteman-III funded to 2018 with life extension programs underway</li> <li>■ No follow-on Global Deterrent/Global Strike strategic missile system in current acquisition pipeline</li> </ul>	<ul style="list-style-type: none"> <li>■ None</li> </ul>

**BACK-UP**





## Potential Scenario Land-Based Strategic Deterrent

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> <li>■ Imperative: START land-based strategic deterrent</li> <li>■ Transformational Options: N/A</li> </ul>	<p>Scenario Proposal</p> <ul style="list-style-type: none"> <li>■ Retain ICBM forces and architecture at Minot, Malmstrom, and FE Warren AFBs</li> </ul>
<p>Justification/Impact</p> <ul style="list-style-type: none"> <li>■ Retains current infrastructure to support START requirements. Nuclear force are Review force of 500 ICBMs for FY2011</li> <li>■ Minuteman-III funded to 2018 with life extension programs underway</li> <li>■ No follow-on Global Deterrent/Global Strike strategic missile system in current acquisition pipeline</li> </ul> <p><b>BACK-UP</b></p>	<p>Potential Conflicts</p> <ul style="list-style-type: none"> <li>■ None</li> </ul>

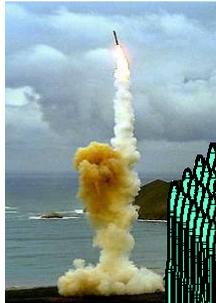


## Actions

- No further analysis required:
  - No closure or realignment actions



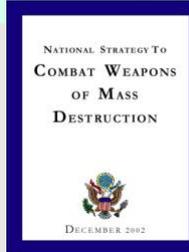
# Policy Directive Strategic Deterrent Requirement



Sustained MM-III Force until IOC of Follow-on System



Current force projected to remain until 2020 or longer. "ICBMs are a critical component of the New Triad."  
"The SECAF will conduct an Analysis of Alternatives [for] a follow-on ICBM to have an initial operational capability by the end of 2018." - NPR, Dec 01



"The United States will continue to make clear that it reserves the right to respond with overwhelming force--including through resort to all of our options--to the use of WMD against the United States, our forces, and friends and allies."  
-Nat'l Strategy to Combat WMD



# Process Review Imperative w/ Subsequent Scenario



- **Ideas** are approved concepts which can develop into **Proposals**
- **Proposals** (approved by the BCEG) are referred to IEB / scenario teams
  - IEB / scenario teams report back to the BCEG with potential **Scenarios**
- BCEG picks which potential **Scenarios** warrant formal analysis
- Scenario teams conduct formal analysis and brief the BCEG
- BCEG-approved **Scenarios** may become **Candidate Recommendations**
- **Candidate Recommendations** are submitted to IEC (info to ISG)
  - AF target: 15 Dec 04

PROCESS



## Idea

- 2025 force structure plan requires new mission beddown of UAVs



## Proposal Common Aero Vehicle beddown

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> <li>■ Requirement for conventional Prompt Global Strike</li> <li>■ CONUS-based system on East/West coast, with worldwide coverage</li> <li>■ Transformational Options: N/A</li> </ul>	<p>Scenario Proposal</p> <ul style="list-style-type: none"> <li>■ Establish Vandenberg AFB as the Western ground launch base for the Common Aero Vehicle (CAV)</li> </ul>
<p>Justification/Impact</p> <ul style="list-style-type: none"> <li>■ Vandenberg meets Western launch site requirement ensuring worldwide coverage</li> <li>■ Existing spacelift infrastructure supports CAV expendable launch platforms</li> </ul>	<p>Potential Conflicts</p> <ul style="list-style-type: none"> <li>■ None.</li> </ul>





## Potential Scenario Common Aero Vehicle beddown

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"><li>■ Requirement for conventional Prompt Global Strike</li><li>■ CONUS-based system on East/West coast, with worldwide coverage</li><li>■ Transformational Options: N/A</li></ul>	<p>Scenario Proposal</p> <ul style="list-style-type: none"><li>■ Establish Vandenberg AFB as the Western ground launch base for the Common Aero Vehicle (CAV)</li></ul>
<p>Justification/Impact</p> <ul style="list-style-type: none"><li>■ Vandenberg meets Western launch site requirement ensuring worldwide coverage</li><li>■ Existing spacelift infrastructure supports CAV expendable launch platforms</li></ul>	<p>Potential Conflicts</p> <ul style="list-style-type: none"><li>■ None.</li></ul>



## Actions

- **Formal analysis required:**
  - Environmental capacity
  - Ranges/Airspace/Training capacity and impact
  - Facilities/equipment
  - Manpower
  - COBRA
  - Criteria 6, 7, 8



# Tentative Agenda

## 28 Sep 04

0830-0845 **Opening Business** *Co-chairs*

0845-0915 **Industrial JCSG Update**

0915-0945 **Supply / Storage JCSG Update**

-- Break --

1000-1115 **Future Systems Briefs**

-- Break --

1130-1300 **Scenario Discussions**

