



OFFICE OF THE ASSISTANT SECRETARY

JUN 8 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Meeting, 25 May 04

Mr Aimone called the meeting to order at 0830, the Pentagon, Room 5C279. Attendance is at Atch 1. The meeting was non-deliberative.

Following introductory remarks, open actions, and a calendar review by Mr Aimone (Slides 3-7), [redacted] viewed current status of Data Call 1 for information (Slide 9). [redacted] discussed the Data Call 2 timelines for information (Slide 11).

[redacted] viewed filter building. He proposed eliminating the ICBM and Space launch filters and combing the strategic and theater airlift filters. The decision was to build the ICBM filter and discuss at a future meeting of the BCEG. The single Airlift filter was approved. A proposal to create a filter for Agile Combat Support (ACS) was disapproved in lieu of adding several ACS questions to each of the existing filters.

[redacted] provided an information briefing on the use and capabilities of the analysis tool (Slides 22-34).

Maj Gen Heckman discussed principals and imperatives and provided concluding remarks.

The next BCEG meeting is scheduled for 8 June 2004 at 0830 in Pentagon Room 5C279. Whereupon the meeting concluded at 1046.

BCEG Recorder

The minutes above are approved.

Handwritten signature of Michael A. Aimone in black ink.

MICHAEL A. AIMONE, P.E.  
SAF/IEB  
Co-Chairman

Handwritten signature of Gary W. Heckman in black ink.

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

Attachments:  
As Stated

Base Closure Executive Group Attendance

Date: 25 May 04

Chairs

- Mr. Mike Aimone
- Maj Gen Gary Heckman

\*\*Voting members are underlined

Primary Members

Alternate Members

Representatives

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> <u>Brig Gen Dave Brubaker</u>    | <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input type="checkbox"/>                                    |
| <input type="checkbox"/> <u>Brig Gen Rajczak</u>          | <input type="checkbox"/> _____                                  | <input checked="" type="checkbox"/> <u>BG Moen 692-7253</u> |
| <input checked="" type="checkbox"/> <u>Mr Fred Pease</u>  | <input type="checkbox"/> <u>BG Michael Lynch</u>                | <input type="checkbox"/>                                    |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u>  | <input type="checkbox"/> _____                                  | <input type="checkbox"/>                                    |
| <input type="checkbox"/> <u>Ms. Cathy Sparks</u>          | <input checked="" type="checkbox"/> <u>Ms. Kathy Ferguson</u>   | <input checked="" type="checkbox"/> _____                   |
| <input type="checkbox"/> <u>Mr. Tim Beyland</u>           | <input checked="" type="checkbox"/> <u>Mr. Matt Mleziva</u>     | <input type="checkbox"/>                                    |
| <input checked="" type="checkbox"/> _____                 | <input checked="" type="checkbox"/> _____                       | <input type="checkbox"/>                                    |
| <input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u> | <input type="checkbox"/> _____                                  | <input type="checkbox"/>                                    |
| <input type="checkbox"/> <u>Mr. William Kelly</u>         | <input type="checkbox"/> <u>Brig Gen William Ard</u>            | <input checked="" type="checkbox"/> _____                   |
| <input type="checkbox"/> <u>Ms. Maureen Koetz</u>         | <input checked="" type="checkbox"/> _____                       | <input type="checkbox"/>                                    |

others

AFAA

Others

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Brufers

# Headquarters U.S. Air Force

*Integrity - Service - Excellence*

## BCEG



25 May 04

**U.S. AIR FORCE**



## Agenda 25 May 04

0830-0845	<b>Opening Remarks</b>	MG Heckman
	- Data Call 1 Status	
	- Data Call 2	
0845-0910	Question Filters	
0910-0940	Analysis Tool Presentation	
0940-0955	Principles and Imperatives	MG Heckman
0955-1000	Wrap up	MG Heckman



# Weights and Questions A Modified 8 Step Program

- ✓ ■ Step 1: Review / approve questions
- ✓ ■ Step 2: Map approved questions to criteria
- ✓ ■ Step 3: Create attribute bins within the criteria
- ✓ ■ Step 4: Weight the criteria
- ✓ ■ Step 5: Review / approve filters (questions and weight)
  - Step 6: Approve metrics
  - Step 7: Sensitivity analysis
  - Step 8: Lock weights



# May BCEG Schedule

May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	
2	3	4	5	6	7	1 / 8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31	1	2	3	4	5

- COBRA Question Review
- Questionnaire Summary
- MAJCOM Binning Report

- Analysis Tool Presentation
- Question Filters (cont'd)
- COBRA
- Data Call 2

- CORONA Feedback
- Principles / Imperatives
- Question Filters
- Analysis Tool Presentation

AF MAJCOM Review of Questions and Sections (4-5)

AF Upload and Testing Final Questions into WIDGET (10-13)

CORONA (17-20)

AF Upload and Testing Final Questions into WIDGET (cont'd) (17-20)

AF Releases DC#2 to MAJCOMs (23-24)

BCEG 0830-1200 5C279 (25)

1 Week Read-Only View Period (25-26)

AF JCSG Principal's Mtg (27)

AF Releases DoD DC#2 to Installations (31)

0830-0945 5C279 (7)

0830-1115 5C279 (14)



# June BCEG Schedule

June BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		AF Releases DoD DC#2 to Installations	2	3	4	5
6	7	8	Principles / Imperatives Criteria Weights		11	12
			Attribute Weights - #1			
13	14	15	Question Filters Attribute Weights - #2		18	19
BCEGs 0830-1200 5C279				AF JCSG Principal's Mtg 1430-1600	25	26
20	21	22	23	24	25	26
27	28	29	Question Metrics/Weights Scenario Dev Tutorial			3

As of: 25 May 04

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# Jun - Sep BCEG Schedule

Jul BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3		
4	5	6	7	8	9	10
11	12	13	Question Metrics - Final Question Weights		17	
BCEG 0830-1200 5C279			Ethics/Conflict of Interest Question Weights Approve Data Call 2		24	
25	26	27	Summary Weighting Review Sensitivity Analysis		31	

Aug BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2	3	4	5	6	7
8	9	10	Analysis / Scenario Tutorial Capacity Analysis / Revised Force Structure		14	
BCEG 0830-1200 5C279			MAJCOMS Brief Future Force Structure (T)		27	
22	23	24	25	26	27	28
29	30	31				

Sep BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	
5	6	7	Mil Value Analysis BCEG 0800-1200		10	11
Analysis Dry Run COBRA Tutorial			Mil Value Analysis		17	18
12	13	14	Mil Value Analysis		23	24
19	20	21	Mil Value Analysis		24	25
26	27	28	Mil Value Analysis		30	

Oct BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5	Scenario segments		8	9
16	17	18	19	20	21	22
BCEG 0830-1200 5C279			27	28	29	30

As of: 25 May 04

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## Admin Action Items

Complete?		Target Date
<input checked="" type="checkbox"/>	■ IEB Host mtg NLT Wed 12 May on Data Call 1 Updates	Complete
<input checked="" type="checkbox"/>	■ Produce an Updated CD for Data Call 1 – to OSD	Complete
<input checked="" type="checkbox"/>	■ BCEG sponsor review of JCSG questions - FPOCs	Complete
<input checked="" type="checkbox"/>	■ Resolve issue on post-population of data in WIDGET	Complete
<input checked="" type="checkbox"/>	■ Meet to discuss environmental criteria impact	17 May 04
<input checked="" type="checkbox"/>	■ Review of BOS Model with ILER	17 May 04
<input checked="" type="checkbox"/>	■ ILE / IEB Review of Questions 129 & 137	25 May 04
<input checked="" type="checkbox"/>	■ Assess need for ACS filter	15 Jun 04
<input type="checkbox"/>	■ COBRA Tutorial	Sep 04



## Agenda 14 May 04

0830-0845	Opening Remarks	MG Heckman
	- Data Call 1 Status	
	- Data Call 2	
0845-0910	Question Filters	
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0955-1000	Wrap up	MG Heckman



## Questions Remaining Report

- There are 57 open questions (723 total)—32 less than last week
  - Assuming each question remains open awaiting adjudication, there are over 3,141 adjudications to be accomplished; 2,993 adjudications in Section 31 alone
    - 1,459 adjudications were closed out since 14 May 04
  - Measured by the number of outstanding adjudications remaining, the following areas need the attention:
    - Section 31 – Supply (95.3%)
    - Section 33 – Trans (3.2%)
- Sections 4, 12, 16, 18, 22, 28, 30 and 35 have all questions approved, but have not been locked by HAF Reviewer/FPOC
  - These questions are not included in the “open” count



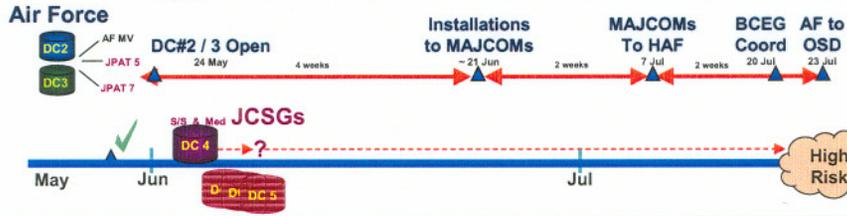
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## Data Calls - Timeline

	AQ (AFP EO-CM)	IEB	IEI	IEE	ILP	DPX	FMC	NGB /CF	RE	XO	AA	TE	SG
Ind		X		X	X	X							
S/S		X		X	X								X
Tech	X	X			X	X	X			X		X	X
HSA		X	X	X	X	X	X	X	X	X	X		
Med		X		X									X
E&T		X		X		X		X	X	X		X	X
Intel		X								X			



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## Headquarters U.S. Air Force

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# Filter Building Update



**U.S. AIR FORCE**

Briefing is UNCLASSIFIED



## Weights and Questions A Modified 8 Step Program

- ✓ ■ Step 1: Review / approve questions
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## Filter Considerations

- Extent to which some filters selected the same questions
- Combine very similar filters?
  - It depends on the significance of the questions which represent the difference

Mission-area Filters	
SOF / Helo / Attack	Fighter
UAV/UCAV	Bomber
ABL	Tanker / C2ISR
Airlift (inter)	Airlift (intra)
Space Launch	Space Ops
ICBMs	
Homeland Defense	ARC Unit



## Considerations Where we Looked Hard

- The ICBM and space launch missions are unlikely to move
  - Imperatives make them candidates for realignment only
  - Filters will provide an indication of an installation's suitability to host a certain mission area -- they are "receiver" filters
- Strategic and theater airlift can be combined
  - 96% common question selection
  - Only two different questions (aux. field, prevailing WX)
  - Different assault zone metrics (only 500'—not significant)



## BCWG Considerations Filters

- Delete ICBM and Space Launch filter
- Combine airlift filters

<u>Mission-area Filters</u>	
SOF / Helo / Attack	Fighter
UAV/UCAV	Bomber
ABL	Tanker/C2ISR
Airlift	Space Ops
Homeland Defense	ARC Unit



## BCWG Considerations Agile Combat Support

*“Agile combat support (ACS) is the timely concentration, employment, and sustainment of US military power anywhere—at our initiative, speed, and tempo—that our adversaries cannot match.”*

- Discussed by BCWG--consensus that ACS is not a filter
  - Common to all missions, unique to none
  - A function, not a mission
- Develop ACS questions (for inclusion in all filters)
  - Enables ACS weighting and flags
- BCWG recommendation:
  - Do not create a new ACS filter
  - Address ACS requirements through MV questions

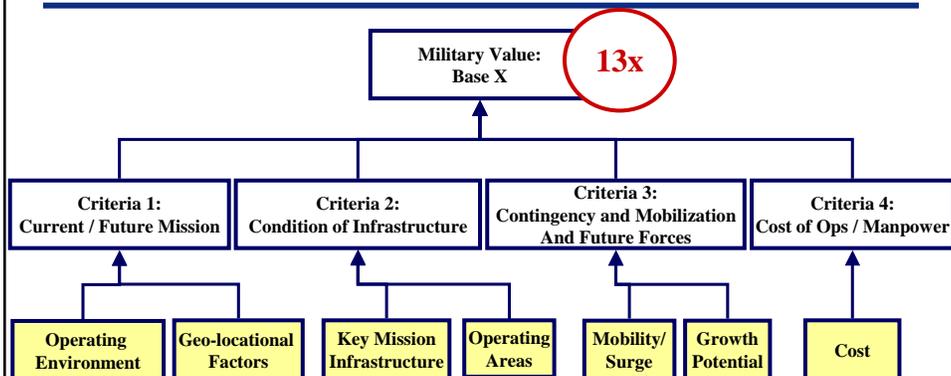


## Basic Capabilities

- Consistent with BCEG direction, Analysis Tool will support:
  - Criteria
  - Attributes
  - Filters
  - Questions
  - Weighting
  - Scoring
  - Racking and Stacking
  - Warning Flags



## Analytical Hierarchy Attributes



- Supports one-to-one mapping of attributes to criteria



## Mission-area Filters

SOF / Helo / Attack	Fighter
UAV / UCAV	Bomber
ABL	Tanker / C2ISR
Airlift (inter)	Airlift (intra)
Space Launch	Space Ops
ICBMs	Homeland Defense
ARC Unit	

- Categories for “rack and stack”
- Integrated with Weighted Questions
- Bases can be evaluated against all filters
- Filters can be sorted to show best bases within the filter

**Almost Everything is done within the Context of a Filter**



## Questions Scoring and Weighting (notional)

How far (NM) is the base’s primary training range for live release?

← Question

Fighter	Metric Value
< 150	100
151-250	50
> 250	0

Metric

$$\text{Weight} \times \text{Score} = \text{Score}$$

.2 × 50 = 10

BCEG



# Weighting and Scoring

Questions	Wts	Attribute	Att Wt	SOP/Role/Attack	Criteria	Wt
1	20	Operating Environment	50%	100%	1: Current / Future Mission	25%
2	20	Operating Environment				
6	20	Operating Environment				
7	20	Operating Environment				
8	20	Operating Environment	100%			
12	25	Geo-locational Factors	50%	100%	2: Condition of Infrastructure	25%
13	25	Geo-locational Factors				
14	25	Geo-locational Factors				
15	25	Geo-locational Factors	100%			
22	25	Key Mission Infrastructure	50%	100%	3: Contingency, Mobilization, and Future Forces	25%
23	25	Key Mission Infrastructure				
25	25	Key Mission Infrastructure				
29	25	Key Mission Infrastructure	100%			
30	25	Operating Areas	50%	100%	4: Cost of Ops and Manpower Implications	25%
31	25	Operating Areas				
32	25	Operating Areas				
37	25	Operating Areas	100%			
38	20	Mobility / Surge	50%	100%	100%	100%
39	20	Mobility / Surge				
40	20	Mobility / Surge				
41	20	Mobility / Surge				
42	20	Mobility / Surge	100%			
43	25	Growth Potential	50%	100%	100%	100%
45	25	Growth Potential				
46	25	Growth Potential				
50	25	Growth Potential				
51	20	Cost Factors	100%	100%	100%	100%
52	20	Cost Factors				
53	20	Cost Factors				
54	20	Cost Factors				
55	20	Cost Factors	100%			



# Racking and Stacking

- Provides a rating in two arrays
  - By installation (ordinal)
  - By mission-area (cardinal)

Snake AFB
Snake AFB



# Racking and Stacking

- Provides a rating in two arrays
  - By installation (ordinal)
  - By mission-area (cardinal)

<b>Snake AFB</b>
<b>Snake AFB</b>

Rating	
<u>Mission-area by Base</u>	
<b>Snake AFB</b>	
1. Fighter	(4 <sup>th</sup> )
2. Tanker	(2 <sup>nd</sup> )
3. Airlift (inter)	(7 <sup>th</sup> )
4. Airlift (intra)	(5 <sup>th</sup> )
5. SOF/Helo	(7 <sup>th</sup> )
(and so forth)	



# Racking and Stacking

- Provides a rating in two arrays
  - By installation (ordinal)
  - By mission-area (cardinal)

<b>Snake AFB</b>
<b>Snake AFB</b>

Rating		Rating	
<u>Mission-area by Base</u>		<u>Bases by Mission-area</u>	
<b>Snake AFB</b>		<b>Fighter Mission</b>	
1. Fighter	(4 <sup>th</sup> )	1. Bird AFB	
2. Tanker	(2 <sup>nd</sup> )	2. Cat AFB	
3. Airlift (inter)	(7 <sup>th</sup> )	3. Dog AFB	
4. Airlift (intra)	(5 <sup>th</sup> )	<b>4. Snake AFB</b>	
5. SOF/Helo	(7 <sup>th</sup> )	5. Goat AFB	
(and so forth)		(and so forth)	



# Warning Flags

- Provides notice of concerns that should be considered when evaluating a base
  - Drill-down to the detail about the warning

Rating	
Mission-area by Base	Bases by Mission-area
<b>Snake AFB</b>	<b>Fighter Mission</b>
1. Fighter (4 <sup>th</sup> )	1. Bird AFB
2. Tanker (2 <sup>nd</sup> )	2. Cat AFB
3. Airlift (inter) (7 <sup>th</sup> )	3. Dog AFB
4. Airlift (intra) (5 <sup>th</sup> )	<b>4. Snake AFB</b>
5. SOF/Helo (7 <sup>th</sup> )	5. Goat AFB
(and so forth)	(and so forth)



# Snake AFB

How far (NM) is the base's primary training range for live release?

Snake AFB  
**289 NM**

Fighter	Metric Value
< 150	100
151-250	50
<b>&gt; 250</b>	<b>0</b>

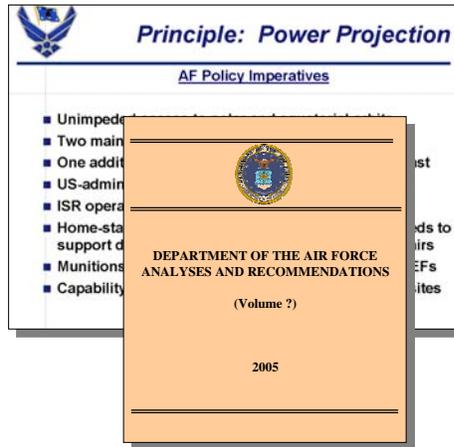
Metric

$$\begin{array}{c} \text{Weight} \\ \downarrow \\ \text{X } \textcircled{.2} \end{array} = \begin{array}{c} \text{Score} \\ \downarrow \\ \textcircled{0} \end{array}$$



## Basic Capabilities

- Will Support:
  - Imperatives
  - Aide Mémoire
    - Judgments
    - Documents
    - Detailed Drill-down to Formulas, Raw Base Data
  - Production of key BRAC Recommendation document components



## Imperatives

- Imperatives impact specific closure / realignment alternatives
  - Used as a “must-have” check on a decision to close bases or re-align forces
  - Can be an automated or manually applied quality control check
- Sample One:
  - Unimpeded access to equatorial orbit
  - Automated QC Check:
    - Equatorial orbit capable bases
- Sample Two:
  - Mobility hubs
  - Automated QC Check:
    - Minimum of 2 mobility hubs on east coast
    - Minimum of 2 mobility hubs on west coast

**Can automate the check if correct data was collected**



## Aide Mémoire

- A way to attach relevant information about data in the Analysis Tool to that data
  - An easy way to prompt the memory of the person using the tool so they can properly explain it to others
- Judgments 
  - Provides a way to record a professional judgment that applies to something shown in the Analysis Tool
  - Might be a civil engineering judgment, a military judgment, etc.
  - Examples:
    - The ground at the north end of the runway is not suitable for runway expansion
    - Existing agreements require a very tight turn to the left upon take-off to avoid a residential area, heavy bombers cannot make that turn safely
- Documents 
  - Supporting documents in html or pdf file formats

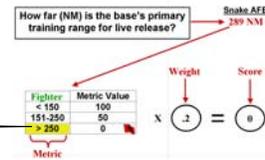
An easy way to keep track supporting documentation at your fingertips



## Detailed Drill-Down

- Ability to drill-down to the underlying formula used to compute the score
- Ability to drill-down deeper to the raw scores used in computation
- Simple bar or pie charts showing distribution of range-banded answers

Rating	
Mission-area by Base	
<b>Snake AFB</b>	
1. Fighter	(4 <sup>th</sup> )
2. Tanker	(2 <sup>nd</sup> )
3. Airlift (inter)	(7 <sup>th</sup> )
4. Airlift (intra)	(5 <sup>th</sup> )
5. SOF/Helo	(7 <sup>th</sup> )
(and so forth)	



Drill-down to support or explain the analysis results



## Advanced Capabilities

- Will Support:
  - Military Value Analysis
    - Provides a record of the different options that were explored
  - COBRA results
    - Ability to display COBRA results into the Analysis Tool
    - Allows presentation of scores for all 8 Criteria
  - Data Warehouse-style Analysis
  - Versioning
    - Review of options before final BCEG approval
    - Phased decision making by filters:
      - Updating Widget data after a filter decision was made
      - Recording data “as it stood” when the decision was made
- Consider AFSAA Efforts



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