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**DEPARTMENT OF THE AIR FORCE**  
 WASHINGTON, DC



MAY 9 2005

## MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 28 Apr 2005

Mr Pease called the meeting to order at 0830, the Pentagon, Room 5C279. Attendance is at Atch 1. The slides presented are included as Atch 2 and individually referenced herein. The meeting was categorized as deliberative. Mr Pease previewed the agenda and updated calendar (Slides 2-7). He reiterated the finalization of the Air Force Analysis and Recommendations BRAC 2005 report will occur prior to May 2. SECAF and VCSAF will receive their copies for comment on May 2. SECAF comments are due on 4 May with the report going to the printer on the 5th. The BCEG signature page will be available in the BCEG conference room on 2 May. From this point forward only substantive changes will be accepted. The briefings this session are limited to presentations of administrative revisions by with the exception of one JCSG proposed Candidate Recommendation (Tech-0014), realignment of Space Research, Development, and Acquisition activities, and its companion Candidate Recommendation (AF-0013) Air Force closure of Los Angeles Air Force Base.

Agenda items:

- S127c3: Realign Richmond AGS (Slides 8-10)
- S128c2: Realign Capital AGS (Slides 11-13)
- S129c2: Realign Ft Smith AGS (Slides 14-16)
- S131c4: Realign Springfield-Beckley AGS (Slides 17-19)
- S137.3c1: Realign Eielson AFB (Slides 20-22)
- S138.3c4: Realign Hancock Field AGS (Slides 24-25)
- S142c3: Close Otis AGS (Slides 26-28)

Upon deliberation, the BCEG decided by consensus these Candidate Recommendations, as revised, should be forwarded to the IEC.

- S435c5: Realign Fairchild AFB (Slides 29-30)
- S436c5: Realign Birmingham AGS (Slides 31-32)
- S437c5: Realign Key Field AGS (Slides 33-34)

The BCEG was informed that the supporting materials for these Candidate Recommendations require further corrections and they were therefore deferred until later in this session.

- S200.3: Close Ellsworth AFB (Slides 35-37)
- S316.3: Realign Pope AFB (Slides 38-42)
- S318.3c2: Close Niagara ARS (Slides 43-46)
- S325.1: Realign Boise ARS (Slides 47-49)
- S704.4: Close Kulis AGS (Slides 50-53)

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Upon deliberation, the BCEG decided by consensus that Candidate Recommendation S200.3: Close Ellsworth AFB, as revised, should be forwarded to the IEC. Candidate Recommendations S316.3: Realign Pope AFB, S318.3c2: Close Niagara ARS, S325.1: Realign Boise AGS, and S704.4: Close Kulis AGS require further corrections and they were therefore deferred until later in this session.

OSD-ATL and Technical Joint Cross Service Group (TJCSG) representative, briefed military value associated with Tech-0014 and remained present for the ensuing discussion on Los Angeles AFB. He noted Space RDA realignment would consolidate numerous small activities.

Briefed proposed Candidate Recommendations that incorporated Tech-0014 analysis from the TJCSG into USAF-0013/S801c1. The proposed Candidate Recommendation was defined in BCEG standard format slides (Slides 58-62) and briefed as a series of alternatives for either closure or realignment of this installation. The discussion covered a wide range of pros and cons. The BCEG discussed quality of life, advantages of operational synergy within the command, and other, harder to quantify potential advantages to the proposed action. The BCEG noted operational risk alone outweighs all the arguments in favor of this proposed Candidate Recommendation.

BCEG voted unanimously to not approve proposal Tech-0014 as an Air Force Candidate Recommendation the following reasons:

Military Value:

- LA AFB has highest quantitative mil value score for space D&A of all installations considered by the TJCSG
- LA AFB (0.84) rated four times higher than Peterson AFB (0.21)

Near Term (2-10 yr) operational risk

- Potential schedule and performance disruption to D&A programs/activities
- Potential loss of intellectual capital
- Potential loss of synergy with industry based in Los Angeles and surrounding areas

It was the sense of the BCEG that the Air Force needs to work quality of life issues and explore other ways to create synergy between D&A functions and the operational command

presented the final iterations of:

- S435c5: Realign Fairchild AFB (Slides 64-65)
- S436c5: Realign Birmingham AGS (Slides 66-67)
- S437c5: Realign Key Field AGS (Slides 68-69)

Upon deliberation, the BCEG decided by consensus to forward these Candidate Recommendations to the IEC.

presented the final iterations of:

- S316.3: Realign Pope AFB (Slides 70-72)

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Following closing remarks by the co-chairs, the meeting adjourned at 1452. The next BCEG meeting is scheduled for 3 May 05 at 0830 in Pentagon Room 5C279.

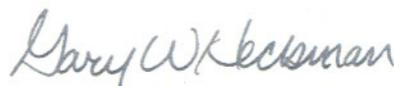


B\_\_\_\_\_  
Atch: As Stated

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

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**U.S. AIR FORCE**

## BCEG

28 Apr 05



## Agenda 28 Apr 05

0830-0900	<b>Opening Business</b> -Calendar Review -Final Report	
0900-1015	<b>Candidate Recommendations</b> -S127c3 - Realign Richmond -S128c2 - Realign Capital -S129c2 - Realign Ft Smith -S131c4 - Realign Springfield-Beckley -S137.3c1 - Realign Hancock Field -S138c4 - Realign Hancock Field -S142c3 - Close Otis -S435c5 - Realign Fairchild -S436c5 - Realign Birmingham -S437c5 - Realign Key Field -S200.3 - Close Ellsworth -S316.3 - Realign Pope -S318.3c2 - Close Niagara -S325.1 - Realign Boise -S704.4 - Close Kulis	Scenario Team Leads
Break - Lunch		
1300 - 1400	<b>Candidate Recommendations</b> -TECH-0014 / S801c1 - Close Los Angeles	Scenario Team Leads
1400 - 1500	<b>Candidate Recommendation Revisits</b>	

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# Agenda

## 28 Apr 05

1015 - 1300

Break - Lunch

1300 - 1400

**Candidate Recommendations**

-TECH-0014 / S801c1 – Close Los Angeles

1400 - 1415

Break

1415 – TBD

**Candidate Recommendation Revisits**

- S435c5 – Realign Fairchild
- S436c5 – Realign Birmingham
- S437c5 – Realign Key Field
- S316.3 – Realign Pope
- S318.3c2 – Close Niagara
- S325.1 – Realign Boise
- S704.4 – Close Kulis
- S311Zc3 – Realign Pope



# Agenda

## 28 Apr 05

1015 - 1300

Break - Lunch

1300 - 1400

**Candidate Recommendations**

-TECH-0014 / S801c1 – Close Los Angeles

Team Leads

1400 - 1500

**Candidate Recommendation Revisits**

**Candidate Recommendation Revisits**

- S316.3 – Realign Pope
- S318.3c2 – Close Niagara
- S325.1 – Realign Boise
- S704.4 – Close Kulis
- S435c5 – Realign Fairchild
- S436c5 – Realign Birmingham
- S437c5 – Realign Key Field



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## AF BRAC Schedule / Task Timeline

April / May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
24	25 IEC 1645-A/R IEBB Brief AF SWAT Team	26 BCEG 1300-1700	27	28 BCEG 0830-1700	29 ISG 1030-1200	30
	(21) Build Commission Library Binders (22) Deliver Final AF Report to OSD (23) Brief AF Board / Group					
1	2 Report Review 1000-1400 IEC 1645-1815	3 BCEG 0830-1700	4 Brief MAJCOMs	5 BCEG 0830-1700	6 ISG 1030-1200	7
	(24) Make Copies of AF Report for Public (25) Co-chair Media Training (26) Host Briefing with MAJCOMs prior to F (Co-chairs)					

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## AF BRAC Schedule / Task Timeline

May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8	9 IEC 1645-1815	10 Brief AF Senior Leaders BCEG 1300-1700	11	12 BCEG 0830-1700	13 ISG 1030-1200	14
	(27) Forward Draft Q&As to MAJCOMs (SAF/PAM) (28) Skull with Acting SECAF (CSAF) (Co-chairs) (29) Dry Run Testimony (Co-chairs)					
15	16 SECDEF Final Recommendations Due SECDEF Hearing	17 SECAF/CSAF Hearing	18 Other MilDep(s) Hearings Def Agencies Hearings	19 JCSG Hearings	20	21

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# Countdown

2-Ltr coord  
from BCEG  
Principals

## April / May 2005

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			27	28	29	30
					•Editing •CRs from TLs •TL page turn •Budget impacts	•CR edit for report •Cr. 6-8 updates •Budget impacts
1 •CR edit for report •Cr. 6-8 updates •Budget impacts	2 •To SecAF / CV •BCEG review (10-2) •Final CRs to GC •BCEG signs (COB)	3 •Edits (final)	4 •SecAF signs	5 •To printer	6	7
8	9	10	11	12 Public Announcement ?	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28



**Candidate #USAF-0112V2 / S127c3  
Realign Richmond AGS,  
Sandston, VA**



## Candidate #USAF-0112V2 / S127c3 Errata

### 1. Correct ANG manpower to ANG Base X.



## Candidate #USAF-0112V2 / S127c3 Realign Richmond AGS, Sandston, VA

**Candidate Recommendation:** Realign Richmond IAP AGS. The 192d Fighter Wing's (ANG) F-16 aircraft (Block 30) are distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (6 PAA); 482d Fighter Wing (AFRC), Homestead ARB, Florida (3 PAA) and to BAI (6 PAA). The F-16 Block 42 aircraft currently assigned to the 132d Fighter Wing at Des Moines are redistributed to the 180th Fighter Wing, Toledo Express Airport AGS, Ohio (9 PAA) and 138th Fighter Wing (ANG), Tulsa IAP AGS, Oklahoma (6 PAA). 192d Fighter Wing (ANG) manpower will associate with the 1st Fighter Wing. Transfer real property, as required, to the Department of the Army.

#### Justification

- Association at Langley with 1st FW drives loss of flying mission outside of BRAC
- Optimizes squadron size at 3 locations
- Consolidates F-16 fleet
- Retains experienced Airmen for Langley Association

#### Military Value

- Richmond (49) to associate with Langley (2) leaving no flying mission at Richmond
- Force structure distributed to 3 ANG units in OK, IA, OH, FL
- ARNG requests use of ANG facilities for emerging missions

#### Payback

- One-Time Cost: \$24M
- Net Implementation Cost: \$12M
- Annual Recurring Savings: \$2.5M
- Payback Period: 10 yrs/2017
- NPV Savings: \$13M

#### Impacts

- Criterion 6: Total Job Change: -219 (direct: -126, indirect: -93); Job Impact: -0.03%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ Deconflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ Deconflicted w/MilDepts



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**Candidate #USAF-0111V2 / S128c2  
Realign Capital AGS,  
Springfield, IL**



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**Candidate #USAF-0111V2 / S128c2 Errata**

1. **Bundle S139 and S128 due to common receiver base.**



## Candidate #USAF-0111V2 / S128c2 Realign Capital AGS, Springfield, IL

**Candidate Recommendation:** Realign Capital Airport AGS. The 183d Fighter Wing's (ANG) F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (15 PAA). The 122d Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's expeditionary combat support elements, the Illinois ANG State Headquarters, and the 217th Engineering Installation Squadron (ANG) will remain in place. The 181st Fighter Wing's (ANG), (Hulman Reg APT AGS, Terre Haute, IN), F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (9 PAA) and retire (6 PAA). The 181st Fighter wing's expeditionary combat support elements will remain in place. Establish a Centralized Intermediate Repair Facility (CIRF) at Capital for F-110 engines by realigning base-level F-110 intermediate maintenance from Dane County Regional AGS/Truax Field WI, Joe Foss Field AGS SD, Des Moines AGS IA, Ft Wayne, and Lackland AFB TX.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Eliminates excess infrastructure</li> <li>Realigns F-16 fleet and retires F-16 consistent with the force structure plan</li> <li>ECS manpower facilitates establishment of F-110 CIRF and retains expeditionary mission capability</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Capital (115) and Ft Wayne (119) distribute F-16s to Fort Wayne (130)</li> <li>F-110 CIRF utilizes intellectual capital and experience of maintainers from the 183<sup>rd</sup> Fighter Wing</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One Time Cost: <b>\$20M</b></li> <li>Net Implementation Cost: <b>\$13M</b></li> <li>Annual Recurring Savings: <b>\$2.0M</b></li> <li>Payback Period: <b>13 yrs/2020</b></li> <li>NPV Savings: <b>\$6.3M</b></li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change: -269 (direct: -163, indirect: -106) ROI: -0.19%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy    ✓ Capacity Analysis / Data Verification    ✓ JCSG/MilDep Recommended    ✓ Deconflicted w/JCSGs
- ✓ COBRA    ✓ Military Value Analysis / Data Verification    ✓ Criteria 6-8 Analysis    ✓ Deconflicted w/MilDeps



## Candidate #USAF-0036V2 / S129c2 Realign Fort Smith MAP AGS, AR



## Candidate #USAF-0036V2 / S129c2 Errata

### 1. Bundle S121 and S129 due to common receiver base.



## Candidate #USAF-0036V2 / S129c2 Realign Fort Smith MAP AGS, AR

**Candidate Recommendation:** Realign Fort Smith Municipal Airport AGS. The 188th Fighter Wing's (ANG) F-16 Block 32 aircraft will be distributed to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (7 PAA) and retire (8 PAA). The 144th Fighter Wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain in place. Firefighter positions will move to Tulsa, OK and Home Station Training Site moves to Savannah, GA. The 56th Fighter Wing, Luke AFB, AZ, distributes F-16 Block 25 aircraft (13 PAA) and F-16 Block 42 aircraft (24 PAA) to retirement. The 944th Fighter Wing (AFRC) distributes F-16 Block 32 aircraft to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (11 PAA).

<u>Justification</u>		<u>Military Value</u>	
<ul style="list-style-type: none"> <li>■ Eliminates excess infrastructure</li> <li>■ Consolidates F-16 fleet</li> <li>■ Realigns force structure to execute Homeland Defense mission (Fresno)</li> <li>■ Enclave retains expeditionary mission capability</li> </ul>		<ul style="list-style-type: none"> <li>■ Fort Smith (110) and Luke (12) distribute F-16s to Fresno (87) and retirement</li> <li>■ Fresno is a strategic location for Homeland Defense</li> </ul>	
<u>Payback</u>		<u>Impacts</u>	
<ul style="list-style-type: none"> <li>■ One Time Cost: \$18M</li> <li>■ Net Implementation Cost: \$12M</li> <li>■ Annual Recurring Savings: \$1.5M</li> <li>■ Payback Period: 16yrs/2023</li> <li>■ NPV Savings: \$1.9M</li> </ul>		<ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -134 (direct: -78, indirect -56) ROI: -0.09%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>	

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps



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**Candidate #USAF-0047V2 / S131c3  
Realign Springfield-Beckley MPT AGS, OH**



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**Candidate #USAF-0047V2 / S131c3 Errata**

1. Distribute F-16s to Lackland vice retire.



## Candidate #USAF-0047V2 / S131c4 Realign Springfield-Beckley MPT AGS, OH

**Candidate Recommendation:** Realign Springfield-Beckley Municipal Airport AGS. The 178th Fighter Wing's (ANG) F-16 Block 30 aircraft will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (9 PAA); 140th Wing (ANG) Buckley AFB, Colorado (3 PAA) and to the 149th Fighter Wing (ANG) Lackland AFB, Texas (6 PAA). The wing's ECS elements, 251st Combat Communications Group (ANG), and 269th Combat Communications Squadron (ANG) will remain in place. Firefighter positions will move to Rickenbacker AGS, OH.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>■ Eliminates excess infrastructure</li> <li>■ Realigns F-16 fleet consistent with the force structure plan</li> <li>■ Realigns force structure in support of potential Homeland Defense mission (Des Moines)</li> <li>■ Optimizes ANG F-16 FTU squadron (Lackland)</li> <li>■ Retains expeditionary mission capability in place</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>■ Springfield-Beckley (128) realigns F-16s to Lackland (47), Buckley (64), Des Moines (137)</li> <li>■ Mil Judgment: Des Moines can support Homeland Defense mission</li> <li>■ Enables FAA to better serve National Airspace requirements (eliminates Buckeye MOA)</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>■ One-Time Cost: \$11M</li> <li>■ Net Implementation Cost: \$ 8M</li> <li>■ Annual Recurring Savings: \$0.9M</li> <li>■ Payback Period: 17 yrs/2024</li> <li>■ NPV Savings: \$0.7M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -440 (direct: -291, indirect: -149); Job Impact: -0.65%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps



## Candidate #USAF-0056V2 / S137.3c1 Realign Eielson AFB, Fairbanks, AK



## Candidate #USAF-0056V2 / S137.3c1 Errata

1. Add in annual BOS contract cost.



## Candidate #USAF-0056V2 / S137.3c1 Realign Eielson AFB, Fairbanks, AK

**Candidate Recommendation:** Realign Eielson AFB. The 354th Wing's assigned A-10 aircraft will be distributed to the 917th Wing (AFRC), Barksdale AFB, Louisiana (3 PAA); 347th Wing, Moody AFB, Georgia (12 PAA); and to BAI (3 PAA). Its F-16 Block 40 aircraft will be distributed to the 57th Wing, Nellis AFB, NV (18 PAA). The ANG Tanker unit and rescue alert detachment remain. Realign base-level ALQ-184 intermediate maintenance from Moody into a ALQ-184 Centralized Intermediate Repair Facility (CIRF) at Shaw AFB, South Carolina. Realign base-level TF-34 engine intermediate maintenance from Shaw into TF-34 CIRFs at Moody and Bradley AGS CT. Realign a maintenance management position for ALQ-184 intermediate maintenance from Moody and a maintenance management position for TF-34 Engine intermediate maintenance from Shaw to the CIRF Logistics Support Center (LSC) Command and Control Cell at Langley AFB, Virginia.

<p style="text-align: center;"><b>Justification</b></p> <ul style="list-style-type: none"> <li>■ Reduces expense of high cost base while retaining valuable training infrastructure</li> <li>■ Consolidates F-16 and A-10 aircraft fleets</li> </ul>	<p style="text-align: center;"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>■ Eielson (11) distributes F-16 force structure to Hill (14) (fighter MCI)</li> <li>■ Eielson (22) distributes A-10 force structure to Moody (11) (SOF/CSAR MCI)</li> <li>■ Retains large exercise capability</li> <li>■ Mil Judgment: Eielson's mil value is driven by the range and airspace which is being retained</li> </ul>										
<p style="text-align: center;"><b>Payback</b></p> <table border="0"> <tr><td>■ One Time Cost:</td><td style="text-align: right;"><b>\$141M</b></td></tr> <tr><td>■ Net Implementation Savings:</td><td style="text-align: right;"><b>\$594M</b></td></tr> <tr><td>■ Annual Recurring Savings:</td><td style="text-align: right;"><b>\$229M</b></td></tr> <tr><td>■ Payback Period:</td><td style="text-align: right;"><b>Immediate</b></td></tr> <tr><td>■ NPV Savings:</td><td style="text-align: right;"><b>\$2,781M</b></td></tr> </table>	■ One Time Cost:	<b>\$141M</b>	■ Net Implementation Savings:	<b>\$594M</b>	■ Annual Recurring Savings:	<b>\$229M</b>	■ Payback Period:	<b>Immediate</b>	■ NPV Savings:	<b>\$2,781M</b>	<p style="text-align: center;"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: - 4,711 (direct: - 2,940, indirect: - 1,771) ROI – 8.65%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: Nellis is in a non-attainment area for Carbon Monoxide (serious), Ozone (subpart 1), and PM10 (serious).</li> </ul>
■ One Time Cost:	<b>\$141M</b>										
■ Net Implementation Savings:	<b>\$594M</b>										
■ Annual Recurring Savings:	<b>\$229M</b>										
■ Payback Period:	<b>Immediate</b>										
■ NPV Savings:	<b>\$2,781M</b>										

- |            |   |                           |                           |
|------------|---|---------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ JCSG/MilDep Recommended | ✓ Deconflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis   | ✓ Deconflicted w/MilDepts |



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**Candidate #USAF-0038V2 / S138c4  
Realign Hancock Field AGS, Syracuse, NY**



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**Candidate #USAF-0038V2 / S138c4 Errata**

1. Retire all F-16s vice distribute to Lackland.



## Candidate #USAF-0038V2 / S138c4 Realign Hancock Field AGS, Syracuse, NY

**Candidate Recommendation:** Realign Hancock Field AGS. The 174th Fighter Wing's (ANG) F-16 aircraft retire in place (15 PAA). The wing's ECS elements, 152d Air Operations Group (ANG), and 274th Air Support Operations Squadron (ANG) remain in place.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>■ Eliminates excess infrastructure</li> <li>■ Retires F-16s consistent with the force structure plan</li> <li>■ Enclave retains expeditionary mission capability</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>■ Force structure retires from a location of low military value (94 of 154)</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>■ One-Time Cost:                 \$0M</li> <li>■ Net Implementation Cost:     \$0M</li> <li>■ Annual Recurring Cost:       \$0M</li> <li>■ Payback Period:                N/A</li> <li>■ NPV Cost:                        \$0M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0); ROI: -0.0%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepts



## Candidate #USAF-0044V3 / S142c3 Close Otis ANGB, Falmouth, MA



## Candidate #USAF-0044V3 / S142c3 Errata

1. Bundle S133 and S142 due to common receiver base.



## Candidate #USAF-0044V3 / S142c3 Close Otis ANGB, Falmouth, MA

**Candidate Recommendation:** Close Otis ANGB. The 102d Fighter Wing's (ANG) F-15 aircraft will be distributed to the 125th Fighter Wing, Jacksonville IAP AGS, Florida (3 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (12 PAA). The wing's expeditionary combat support elements, 253d Combat Communications Group (ANG), and 267th Communications Squadron (ANG) will remain in place. An ASA facility will be constructed at Bradley IAP AGS, CT. Firefighter positions from Otis will move to Barnes Municipal Airport AGS, Massachusetts. The 131st Fighter Wing's (ANG) F-15 aircraft (15 PAA) will distribute to the 57th Fighter Wing, Nellis AFB, Nevada (9 PAA) and 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey (6 PAA). The 177th Fighter Wing's F-16 Block 25 aircraft will be distributed to the 158th Fighter Wing (ANG), Burlington IAP AGS, Vermont (3 PAA) and retire (12 PAA). The wing's expeditionary combat support elements will remain in place. Firefighter positions move to Scott AFB, IL. The 157AOP Group and the 218<sup>th</sup> EIG will relocate from Jefferson Barracks into space at Lambert International. Air Force real property responsibility at Jefferson Barracks may be transferred to the Dept of Army.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>Realigns F-15C fleet</li> <li>Creates 2 optimum sized Homeland Defense squadrons (Jacksonville and Atlantic City)</li> <li>Enclave retains expeditionary mission capability</li> </ul>	<ul style="list-style-type: none"> <li>Otis (88) distributes F-15Cs to Jacksonville (24) and Atlantic City (61)</li> <li>Lambert (127) distributes F-15Cs to Nellis (13) and Jacksonville (24)</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>One Time Cost: \$103M</li> <li>Net Implementation Savings: \$12M</li> <li>Annual Recurring Savings: \$34M</li> <li>Payback period: 3 yr/2011</li> <li>NPV Savings: \$336M</li> </ul>	<ul style="list-style-type: none"> <li>Criterion 6—Total Job Change : -827 (direct -505, indirect -322) ROI: -0.6%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepts



## Candidate #USAF-0084V2 / S435c5 Realign Fairchild AFB, Spokane, WA



## Candidate #USAF-0084V2 / S435c5 Realign Fairchild AFB, Spokane, WA

**Candidate Recommendation:** Realign Fairchild AFB. The 141st Air Refueling Wing (ANG) will associate with the 92d Air Refueling Wing, Fairchild AFB and the wing's KC-135R aircraft will be distributed to the 185th Air Refueling Wing (ANG), Sioux Gateway Airport AGS, Iowa (8 PAA). The 185th ARW KC-135Es will retire (8 PAA). The 256 CBCS (ANG) geographically separated unit in Four Lakes and the 242 CBCS (ANG) geographically separated unit in Spokane will be realigned and consolidated into available space at Fairchild AFB.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Replaces aging, high maintenance KC-135Es at Sioux Gateway</li> <li>Establishes new Active/ANG association at Fairchild to enhance unit capability</li> </ul>		<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Retains Fairchild (17) as a highly rated active duty tanker base</li> <li>Military Judgement: Maintains reserve experience at Sioux Gateway (67) by replacing aging KC-135E</li> <li>Preserves Fairchild as future KC-X base</li> </ul>	
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One Time Cost: \$6.4M</li> <li>Net Implementation Cost: \$1.6M</li> <li>Annual Recurring Savings: \$1M</li> <li>Payback period: 7 yrs/2014</li> <li>NPV Savings: \$8.3M</li> </ul>		<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change: -413 (direct: -198, indirect: -215) ROI: -0.17%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>	

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepts



## Candidate #USAF-0080V3 / S436c5 Realign Birmingham IAP AGS, AL



## Candidate #USAF-0080V3 / S436c5 Realign Birmingham IAP AGS, AL

**Candidate Recommendation:** Realign Birmingham IAP AGS. The 117th Air Refueling Wing (ANG) will inactivate. The wing's KC-135R aircraft will be distributed to the 101st Air Refueling Wing (ANG), Bangor Airport, Maine, (2 PAA); the 134th Air Refueling Wing (ANG), McGhee-Tyson AGS, Tennessee (4 PAA), the 134th will retire its KC-135Es (8 PAA); and the 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport, Arizona (2 PAA). The 117th Air Refueling Wing's firefighters move to Dannelly Field AGS, Alabama and the wing's ECS elements will remain in place.

<p style="text-align: center;"><b>Justification</b></p> <ul style="list-style-type: none"> <li>■ Retires KC-135Es at McGhee Tyson</li> <li>■ Increased PAA at Bangor and McGhee Tyson utilizes available capacity and increases unit capability and efficiency</li> <li>■ Increased unit size at Phoenix capitalizes on favorable recruiting environment</li> </ul>	<p style="text-align: center;"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>■ Aligns Birmingham (63) force structure to higher military value location Phoenix (37)</li> <li>■ Military Judgment: Birmingham (63) transfers remaining tankers to McGhee Tyson (74) to robust squadron size and Bangor (123) to capitalize on European Tanker Task Force host role and Atlantic air bridge proximity</li> </ul>
<p style="text-align: center;"><b>Payback</b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$11M</b></li> <li>■ Net Implementation Cost: <b>\$7.7M</b></li> <li>■ Annual Recurring Savings: <b>\$.82M</b></li> <li>■ Payback period: <b>18 yrs/2025</b></li> <li>■ NPV Savings: <b>\$.46M</b></li> </ul>	<p style="text-align: center;"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -304 (direct: -181, indirect: -123) ROI: -0.05%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepts



## Candidate #USAF-0077V3 / S437c5 Realign Key Field AGS, Meridian, MS



## Candidate #USAF-0077V3 / S437c5 Realign Key Field AGS, Meridian, MS

**Candidate Recommendation:** Realign Key Field AGS. The wing's KC-135R aircraft will be distributed to the 128th Air Refueling Wing (ANG), General Mitchell Airport ARS, Wisconsin (3 PAA); 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (3 PAA); the 101st Air Refueling Wing (ANG), Bangor Airport, Maine, (2 PAA) and to Backup Aircraft Inventory (BAI) (1 PAA). The 186th Air Refueling Wing's ECS elements will remain in place. Key Field will remain as a Regional Operations and Security Center (ROSC) location.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Retires KC-135Es at McGhee Tyson</li> <li>Robusts PAA at Gen Mitchell, McGhee Tyson and Bangor; optimizes capacity and increases unit efficiency and capability at all receiver locations</li> </ul>		<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Aligns force structure from Key (92) to bases of higher value: General Mitchell (86) and McGhee Tyson (74)</li> <li>Retains vital military mission (ROSC) in place</li> <li>Military Judgment: Bangor (123) receives tankers to robust host role for Northeast Tanker Task Force and capitalize on Atlantic air bridge proximity</li> </ul>	
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One Time Cost: <b>\$11M</b></li> <li>Net Implementation Cost: <b>\$6.9M</b></li> <li>Annual Recurring Savings: <b>\$.9M</b></li> <li>Payback period: <b>13 yrs/2021</b></li> <li>NPV Savings: <b>\$2.5M</b></li> </ul>		<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change : -339 (direct -175, indirect -164) ROI: -0.62%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>	

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepts



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**Candidate #USAF-0018V3/ S200.3  
Close Ellsworth AFB, Rapid City, SD**



***Candidate #USAF-0018V3/ S200.3 Errata***

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1. **Removed two C-130 receiver bases (Pope, Cheyenne) and re-flowed aircraft to Little Rock**



## Candidate #USAF-0018V3/ S200.3 Close Ellsworth AFB, Rapid City, SD

**Candidate Recommendation:** Close Ellsworth AFB. The 28th Bomb Wing's 24 B-1B aircraft are distributed to the 7th Bomb Wing, Dyess AFB, Texas. The 317th Airlift Group at Dyess assigned C-130 aircraft are distributed to the 314th Airlift Wing (22 PAA) and 189th Airlift Wing (ANG) (2 PAA), Little Rock AFB, Arkansas; the 176 Wing (ANG), Elmendorf AFB, Alaska (4 PAA); and the 302d Airlift Wing (AFRC), Peterson AFB, Colorado (4 PAA). Peterson will have a C-130 AD/AFRC association. Elmendorf will have a C-130 AD/ANG association.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Eliminates excess bomber infrastructure</li> <li>Realigns B-1B fleet at a single site</li> <li>Facilitates realignment of active duty C-130s at Little Rock</li> <li>Robusts C-130 ARC units at two locations</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Ellsworth (39 Bmbr MCI) distributes B-1s to Dyess (20 Bmbr MCI)</li> <li>Mil Judgment: Moves C-130s from Dyess to facilitate capacity for B-1B realignment</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One-Time Cost: \$299M</li> <li>Net Implementation Savings: \$316M</li> <li>Annual Recurring Savings: \$161M</li> <li>Payback Period: 1 yr/2009</li> <li>NPV Savings: \$1,853M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change: -6,768 (direct: -3,852, indirect: -2,916); Job Impact: -8.46%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps



## S316.3 Realign Pope AFB



## Candidate #USAF-0122V3 / S316.3 Errata

### ■ Bundled S317 (Pittsburgh ARS) and S321 (Yeager)



## Candidate #USAF-0122V3 / S316.3 Realign Pope AFB, Fayetteville, NC

Candidate Recommendation: (See Next Slide)

<u>Justification</u>		<u>Military Value</u>	
<ul style="list-style-type: none"> <li>Enables Army candidate recommendation USA-0222</li> <li>Maintains synergy of joint training opportunities at Fort Bragg</li> <li>Adjusts active/ANG/AFRC mix</li> <li>Creates optimum sized squadrons at three locations (Pope/Ft. Bragg, Little Rock, Moody)</li> </ul>		<ul style="list-style-type: none"> <li>Pope (6 Airlift, 1 SOF) distributes assets to Little Rock (17 Airlift) and Moody (11 SOF). Little Rock (17) distributes assets to Channel Islands (96) and Quonset (125)</li> <li>Mil Judgment: Efficiencies of consolidated aging weapon systems outweigh decrements in installation value. Small number of J models are assigned to the ARC to maintain training commonality within active force</li> <li>Pittsburgh (105) distributes assets to Pope/Ft Bragg (6)</li> <li>Yeager (137) distributes assets to Pope/Ft. Bragg (6)</li> </ul>	
<u>Payback</u>		<u>Impacts</u>	
<ul style="list-style-type: none"> <li>One Time Cost: \$218M</li> <li>Net Implementation Savings: \$653M</li> <li>Annual Recurring Savings \$197M</li> <li>Payback Period: Immediate</li> <li>NPV Savings: \$2,515M</li> </ul>	<ul style="list-style-type: none"> <li>Criterion 6: Total Job Change : -10,842 (direct -6,485, indirect -4,357) ROI -5.55%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>		

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps



## Candidate #USAF-0122V3 / S316.3 Realign Pope AFB, Fayetteville, NC

**Candidate Recommendation:** Realign Pope Air Force Base (AFB), Yeager Airport Air Guard Station (AGS), and close Pittsburgh International Airport (IAP) Air Reserve Station (ARS) in three simultaneous actions. In the first action, the 43d Airlift Wing's C-130E aircraft (25 PAA), Pope AFB, are distributed to the 314th Airlift Wing, Little Rock AFB, Arkansas. The 23d Fighter Group's A-10 aircraft (36 PAA), Pope AFB, are distributed to Moody AFB, Georgia. Pope AFB real property accountability will transfer to the Army. Fort Bragg will host an Air Force Reserve Command (AFRC) C-130 unit (16 PAA) with an AFRC/AD association. Realign the Pope AFB Medical function by disestablishing the 43rd Medical Group and establishing a medical squadron. The AF will maintain the required manpower necessary to provide primary care, flight and occupational medicine to support the Air Force active duty military members. The Army will maintain the required manpower necessary to provide primary care, flight and occupational medicine to support the Army active duty military members. Ancillary and specialty medical services for all assigned Army and Air Force military members (lab, x-ray, pharmacy, etc) will be provided by the Army. Realign Little Rock AFB by transferring C-130E aircraft (8 PAA) to BAI; retiring C-130E aircraft (27 PAA); distributing C-130J aircraft (1 PAA) to the 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island; and distributing C-130J aircraft (2 PAA) to the 146th Airlift Wing (ANG), Channel Islands AGS, California. Additionally, Little Rock AFB C-130J aircraft (4 PAA) will transfer from the 314th Airlift Wing (AD) to the 189th Airlift Wing (ANG). The second action realigns Yeager Airport AGS; the 130th Airlift Wing's (ANG) C-130H aircraft (8 PAA) are distributed to Pope/Fort Bragg, NC, to form a 16 PAA AFR/AD associate unit. The Yeager wing's flying-related expeditionary combat support (ECS) moves to Eastern West Virginia Regional Airport/Shepherd Field Air Guard Station (Aerial Port and fire fighters). The remaining Yeager ECS remains in place. The third action closes Pittsburgh IAP ARS. The Pittsburgh ARS 911th Airlift Wing's (AFRC) C-130H aircraft (8 PAA) are distributed to Pope/Fort Bragg, NC, to form a 16 PAA AFR/AD associate unit. Pittsburgh AFRC operations and maintenance manpower transfers to Pope/Ft. Bragg, NC. Pittsburgh flight related ECS (Aeromed Squadron) moves to Youngstown-Warren Regional APT ARS. All remaining Pittsburgh ECS and headquarters manpower moves to Offutt AFB, Nebraska.

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepS



## Candidate #USAF 0122V3 / 316.3 EIR Summary

316.3 EIR Report				
Base	Total Estimated Job Change	Cummlative Direct	Cummulative Indirect	Job Change ROI Employment
Pope AFB, NC	-10842	-6485	-4357	-5.55%
Pittsburg IAP ARS, PA	-581	-322	-259	-0.04%
Yeager APT AGS, WV	-246	-156	-90	-0.14%
Sheppard AFB, TX	-7	-4	-3	-0.01%
Randolph AFB, TX	7	4	3	0.00%
Laughlin AFB, TX	7	4	3	0.03%
Columbus AFB, MS	7	4	3	0.02%
Vance AFB, TX	8	4	4	0.02%
Youngstown-Warren, OH	15	8	7	0.00%
EWVRA Sheppard AGS, WV	17	10	7	0.01%
Quonset State APT AGS, RI	30	12	18	0.00%
Channel Islands AGS, CA	31	14	17	0.01%
Offutt AFB, NE	260	131	129	0.05%
Moody AFB, GA	1632	964	668	2.47%
FT. Bragg, NC	3003	1785	1218	1.54%
Little Rock AFB, AR	3183	1821	1362	0.81%

Manpower moved from Pope to Ft. Bragg have not impact on Metro. Statistical Area.



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## **S318.3c2**

### ***Close Niagara Falls ARS***



## **Candidate #USAF-0121V4 / S318.3c2**

### ***Errata***

- **Manpower re-arranged in relation to S436 and S437**



## Candidate #USAF-0121V4 / S318.3c2 Close Niagara Falls ARS, NY

**Candidate Recommendation:** Close Niagara Falls ARS. The 914th Airlift Wing's (AFRC) C-130H aircraft (8 PAA) will be distributed to the 314th Airlift Wing, Little Rock AFB, Arkansas. The 107th Air Refueling Wing (ANG) will inactivate and its KC-135R aircraft (8 PAA) will be distributed to the 101st Air Refueling Wing (ANG), Bangor IAP AGS, Maine. The 101st Air Refueling Wing's KC-135E aircraft (8 PAA) will retire. The 914th Airlift Wing (AFRC) headquarters element will move to Langley AFB, Virginia. The 914th Airlift Wing (AFRC) ECS will become part of 310th Space Group (AFRC) at Schriever AFB, CO. The 914th CES (AFRC) will move to Lackland AFB, Texas.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> <li>■ Maintains capability of the Northeast Tanker Task Force</li> <li>■ Realigns C-130 fleet</li> <li>■ Adjusts C-130 active/ARC mix</li> </ul>	<ul style="list-style-type: none"> <li>■ Niagara (103 Airlift, 119 Tanker) distributes assets to Little Rock (17 Airlift), and Bangor (123 Tanker).</li> <li>■ Mil Judgment: Bangor is a strategic basing location for the Northeast Tanker Task Force</li> </ul>
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> <li>■ One Time Cost: <b>\$65M</b></li> <li>■ Net Implementation Savings: <b>\$5.3M</b></li> <li>■ Annual Recurring Savings <b>\$20M</b></li> <li>■ Payback Period: <b>2 yrs/2011</b></li> <li>■ NPV Savings: <b>\$199M</b></li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change : -1,072 (direct -642, indirect -430) ROI -0.17%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- |            |   |                           |                          |
|------------|---|---------------------------|--------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ JCSG/MilDep Recommended | ✓ Deconflicted w/JCSGs   |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis   | ✓ Deconflicted w/MilDeps |



## Candidate #USAF 0121V4 / 318.3c2 EIR Summary

<b>318.3c2 EIR Report</b>				
Base	Total Estimated	Cummlative	Cumulative	Job Change
	Job Change	Direct	Indirect	ROI Employment
Niagara Falls IAP ARS, NY	-1072	-642	-430	-0.17%
Lackland AFB, TX	8	4	4	0.00%
Langley AFB, VA	76	32	44	0.01%
Schriever AFB, CO	180	95	85	0.05%
Bangor IAP AGS, ME	294	171	123	0.32%
Little Rock AFB, AR	664	381	283	0.17%



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## **S325.1**

### ***Realign Boise Air Terminal AGS***



## **Candidate #USAF-0128 / S325.1**

### ***Errata***

- **Re-flowed aircraft to Cheyenne instead of Little Rock**



## Candidate #USAF-0128 / S325.1 Realign Boise Air Terminal AGS, Boise, ID

**Candidate Recommendation:** Realign Boise Air Terminal AGS. The 124th Wing's (ANG) C-130H aircraft will be distributed to the 153<sup>rd</sup> Airlift Wing (ANG), Cheyenne, WY. At Cheyenne, a reverse associate unit will be formed with an 8 PAA/4 PAA (ANG/AD) split.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>■ Transfer combat aircraft to larger unit</li> <li>■ Realigns C-130 Fleet</li> <li>■ Boise becomes a single MDS base (A-10)</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>■ Boise (66) distributes C-130 assets to Cheyenne (118)</li> <li>■ Mil Judgment: Boise is better used as an A-10 base. C-130s robust a unit that has a unique mission in the region (MAFFS)</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$2.4M</li> <li>■ Net Implementation Cost: \$1.6M</li> <li>■ Annual Recurring Savings: \$0.3M</li> <li>■ Payback Period: 8 yrs/2017</li> <li>■ NPV Savings: \$1.7M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -159 (direct -84, indirect -75) ROI -0.05%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps



## S704.4 Close Kulis AGS



## Candidate #USAF-0089V3 / S704.4 Errata

- Bundled with S141 (realign Elmendorf)
- Changed Kulis from realignment to closure



## Candidate #USAF-0089V3 / S704.4 Close Kulis AGS, Anchorage, AK

**Candidate Recommendation:** Close Kulis AGS. Relocate the 176th Wing (ANG), all associated aircraft (C-130H, 8 PAA; HC-130N, 3 PAA; HH-60, 5 PAA), and ECS to Elmendorf AFB, Alaska. The 176th Wing (ANG) becomes a 12 PAA C-130H squadron with the addition of 4 PAA from another installation. Active duty and ANG will associate with a 4PAA/8PAA split. The 3d Wing (Elmendorf AFB, AK) will distribute 24 of 42 assigned F-15C/D aircraft to the 1st Fighter Wing, Langley AFB, Virginia.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> <li>■ Consolidates operations of two installations that are within 8 miles of each other</li> <li>■ Enables active/ARC association opportunity</li> <li>■ Frees capacity at Elmendorf for F/A-22 (non BRAC)</li> <li>■ Optimizes unit wing size at Langley</li> </ul>	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>■ Kulis (110 Airlift, 65 SOF) distributes assets to Elmendorf (51 Airlift, 28 SOF)</li> <li>■ Elmendorf (36 Fighter) distributes F-15Cs to Langley (2 Fighter)</li> </ul>
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$ 81M</li> <li>■ Net Implementation Savings: \$ 21M</li> <li>■ Annual Recurring Savings: \$ 17M</li> <li>■ Payback period: 4 yrs/2013</li> <li>■ NPV Savings: \$147M</li> </ul>	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>■ Criterion 6: Total Job Change: -634 (direct: -389, indirect: -245) ROI: -0.30% (Anchorage Metro Area)</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: Langley is in non-attainment for 8-hour Ozone (Marginal).</li> </ul>

- |            |   |                           |                           |
|------------|---|---------------------------|---------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification       | ✓ JCSG/MilDep Recommended | ✓ Deconflicted w/JCSGs    |
| ✓ COBRA    | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis   | ✓ Deconflicted w/MilDepts |



## Candidate #USAF-0089V3 / S704.4

### EIR Summary

704.4 EIR				
Base	Total Estimated Job Change	Cummlative Direct	Cummulative Indirect	Job Change ROI Employment
Kulis AFS, AK	-836	-459	-377	-0.39%
Elmendorf AFB, AK	-634	-389	-245	-0.30%
Langley AFB, VA	1487	720	767	0.15%



## Agenda 28 Apr 05

0830-0900	<b>Opening Business</b> -Calendar Review -Final Report	Co-chairs Lt Col Milam
0900-1015	<b>Candidate Recommendations</b> -S127c3 – Realign Richmond -S128c2 – Realign Capital -S129c2 – Realign Ft Smith -S131c4 – Realign Springfield-Beckley -S137.3c1 – Realign Hancock Field -S138c4 – Realign Hancock Field -S142c3 – Close Otis -S435c5 – Realign Fairchild -S436c5 – Realign Birmingham -S437c5 – Realign Key Field -S200.3 – Close Ellsworth -S316.3 – Realign Pope -S318.3c2 – Close Niagara -S325.1 – Realign Boise -S704.4 – Close Kulis	Scenario Team Leads
Break - Lunch		
1300 - 1400	<b>Candidate Recommendations</b> -TECH-0014 / S801c1 – Close Los Angeles	Mr. Shaffer / Scenario Team Leads
1400 - 1500	<b>Candidate Recommendation Revisits</b>	



## Agenda 28 Apr 05

1015 - 1300

Break - Lunch

1300 - 1400

**Candidate Recommendations**

-TECH-0014 / S801c1 - Close Los Angeles

1400 - 1415

Break

1415 - TBD

**Candidate Recommendation Revisits**

- S435c5 - Realign Fairchild
- S436c5 - Realign Birmingham
- S437c5 - Realign Key Field
- S316.3 - Realign Pope
- S318.3c2 - Close Niagara
- S325.1 - Realign Boise
- S704.4 - Close Kulis
- S311Zc3 - Realign Pope



**Scenario USAF-0013 / S801c1  
Close Los Angeles AFB  
(includes Tech-0014)**



## LAAFB Options

1. No action (maintain status quo)
2. Reduce BOS at LAAFB
  - Enable “City-Base” construct
  - Reduce BOS from 602 to 280
  - Outsource 322 positions of support/services (e.g., Med clinic to TRICARE)
  - Privatize MFH (Option 2a); do not Privatize MFH (Option 2b)
3. Close LAAFB/include Tech-14 actions (low)
  - Full closure—base and MFH
  - Does not include space for FFRDC in MILCON estimate at Peterson
  - No FFRDC one-time cost (personnel and relocation)
4. Close LAAFB/include Tech-14 actions (high)
  - Full closure—base and MFH
  - Includes space for FFRDC in MILCON estimate at Peterson
  - No FFRDC one-time cost (personnel and relocation)



## Scenario USAF-0013 / S801c1.1 Take No Action

**Candidate Recommendation:** None. Retain Los Angeles AFB (LAAFB) and supporting facilities to host and support the Space and Missile Systems Center (SMC). Do not realign Space Research, Development and Acquisition activities.

<u>Justification</u>		<u>Military Value</u>	
<ul style="list-style-type: none"> <li>■ No relocation of SMC (Space D&amp;A) mission</li> <li>■ LAAFB/EI Segundo and other installation properties (Fort MacArthur/MFH, San Pedro) required to host and support SMC mission</li> </ul>		<ul style="list-style-type: none"> <li>■ TJCSG ratings for Space D&amp;A:               <ul style="list-style-type: none"> <li>■ LAAFB 0.84</li> <li>■ Peterson 0.20</li> <li>■ Onizuka 0.13</li> <li>■ Crystal City 0.08</li> <li>■ San Diego 0.05</li> </ul> </li> </ul>	
<u>Payback</u>		<u>Impacts</u>	
<ul style="list-style-type: none"> <li>■ One-Time Cost: N/A</li> <li>■ Net Implementation Savings: N/A</li> <li>■ Annual Recurring Savings: N/A</li> <li>■ Payback Period: N/A</li> <li>■ NPV Savings: N/A</li> </ul>	<ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change: N/A</li> <li>■ Criterion 7: No community infrastructure issues affecting scenario recommendation</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>		

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps



### Scenario USAF-0013 / S801c1.2a Realign Los Angeles AFB, El Segundo, CA

**Candidate Recommendation:** Realign Los Angeles AFB (LAAFB). Reduce base operating support within the 61st Air Base Group to enable conversion of LAAFB to a City-Base construct. Retain Los Angeles AFB facilities required to host and support the Space and Missile Systems Center (SMC) mission. Outsource the reduced base operating support functions and privatize military family housing (Fort MacArthur, Pacific Crest, Pacific Heights I and II).

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Retains SMC mission in Los Angeles, but reduces Air Force BOS footprint and privatizes support to SMC</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>TJCSG ratings for Space D&amp;A: <ul style="list-style-type: none"> <li>LAAFB 0.84</li> <li>Peterson 0.20</li> <li>Onizuka 0.13</li> <li>Crystal City 0.08</li> <li>San Diego 0.05</li> </ul> </li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One-Time Cost: \$ 9.3M</li> <li>Net Implementation Cost: \$38.3M</li> <li>Annual Recurring Cost: \$ 0.6M</li> <li>Payback Period: Never</li> <li>NPV Cost: \$42.5M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6—Total Job Change: -138 (direct: -81 indirect: -57) ROI: -0.0%</li> <li>Criterion 7: No community infrastructure issues affecting scenario recommendation</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps



### Scenario USAF-0013 / S801c1.2b Realign Los Angeles AFB, El Segundo, CA

**Candidate Recommendation:** Realign Los Angeles AFB (LAAFB). Reduce base operating support within the 61st Air Base Group to enable conversion of LAAFB to a City-Base construct. Retain Los Angeles AFB facilities required to host and support the Space and Missile Systems Center (SMC) mission. Outsource the reduced base operating support functions; do not privatize military family housing (Fort MacArthur, Pacific Crest, Pacific Heights I and II).

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Retains SMC mission in Los Angeles, but reduces Air Force BOS footprint and privatizes support to SMC</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>TJCSG ratings for Space D&amp;A: <ul style="list-style-type: none"> <li>LAAFB 0.84</li> <li>Peterson 0.20</li> <li>Onizuka 0.13</li> <li>Crystal City 0.08</li> <li>San Diego 0.05</li> </ul> </li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One-Time Cost: \$ 9.3M</li> <li>Net Implementation Savings: \$19.6M</li> <li>Annual Recurring Savings: \$ 8.4M</li> <li>Payback Period: 2 yrs</li> <li>NPV Savings: \$99.0M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6—Total Job Change: -138 (direct: -81 indirect: -57) ROI: -0.0%</li> <li>Criterion 7: No community infrastructure issues affecting scenario recommendation</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps



### Scenario USAF-0013 / S801c1.3 Close Los Angeles AFB, El Segundo, CA

**Candidate Recommendation:** Close Los Angeles AFB CA and inactivate the 61st Air Base Group. Realign the Space and Missile Systems Center (SMC) to Peterson AFB CO. Realign space research activities at LAAFB, Peterson and Wright-Patterson AFB OH to Kirtland AFB NM. Realign space development and acquisition activities at LAAFB; Onizuka AFS CA; U.S. Navy Space and Naval Warfare Systems Command (SPAWARSSYSCOM) San Diego CA; and SPAWARSSYSCOM Det-RU, Crystal City VA to Peterson.

<p><b>Justification</b></p> <ul style="list-style-type: none"> <li>No primary remaining USAF mission at LAAFB</li> <li>Enhances unity of effort, operational and technical synergy &amp; effectiveness of Space Systems R,D&amp;A</li> <li>Reduces infrastructure and leased space and concentrates Research &amp; Acquisition at respective sites</li> <li>Supports DoD Space Commission and Acquisition reports by improving integration of Space D&amp;A with space requirements generation and operations</li> <li>Enhances joint synergies through collocation</li> </ul>	<p><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Space Research             <ul style="list-style-type: none"> <li>Kirtland 0.57 WPAFB 0.11</li> <li>LAAFB 0.17 Peterson 0.05</li> </ul> </li> <li>Space D&amp;A *             <ul style="list-style-type: none"> <li>LAAFB 0.84 Onizuka 0.13 San Diego 0.05</li> <li>Peterson 0.20 Crystal City 0.08</li> </ul> </li> <li>*TJCSG mil judgment favored PAFB for D&amp;A due to increases in synergy &amp; benefits of location with space requirements generation, HQ functions and operations</li> </ul>
<p><b>Payback</b></p> <ul style="list-style-type: none"> <li>One-Time Cost: \$305.1M</li> <li>Net Implementation Cost: \$161.1M</li> <li>Annual Recurring Savings: \$ 52.9M</li> <li>Payback Period: 6 yrs/2015</li> <li>NPV Savings: \$358.5M</li> </ul>	<p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6—Total Job Change: -8,379 (direct: -4,881 indirect: -3,498) ROI: -0.15%</li> <li>Criterion 7: No community infrastructure issues affecting scenario recommendation</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepts



### Scenario USAF-0013 / S801c1.4 Close Los Angeles AFB, El Segundo, CA

**Candidate Recommendation:** Close Los Angeles AFB CA and inactivate the 61st Air Base Group. Realign the Space and Missile Systems Center (SMC) to Peterson AFB CO. Realign space research activities at LAAFB, Peterson and Wright-Patterson AFB OH to Kirtland AFB NM. Realign space development and acquisition activities at LAAFB; Onizuka AFS CA; U.S. Navy Space and Naval Warfare Systems Command (SPAWARSSYSCOM) San Diego CA; and SPAWARSSYSCOM Det-RU, Crystal City VA to Peterson.

<p><b>Justification</b></p> <ul style="list-style-type: none"> <li>No primary remaining USAF mission at LAAFB</li> <li>Enhances unity of effort, operational and technical synergy &amp; effectiveness of Space Systems R,D&amp;A</li> <li>Reduces infrastructure and leased space and concentrates Research &amp; Acquisition at respective sites</li> <li>Supports DoD Space Commission and Acquisition reports by improving integration of Space D&amp;A with space requirements generation and operations</li> <li>Enhances joint synergies through collocation</li> </ul>	<p><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Space Research             <ul style="list-style-type: none"> <li>Kirtland 0.57 WPAFB 0.11</li> <li>LAAFB 0.17 Peterson 0.05</li> </ul> </li> <li>Space D&amp;A *             <ul style="list-style-type: none"> <li>LAAFB 0.84 Onizuka 0.13 San Diego 0.05</li> <li>Peterson 0.20 Crystal City 0.08</li> </ul> </li> <li>*TJCSG mil judgment favored PAFB for D&amp;A due to increases in synergy &amp; benefits of location with space requirements generation, HQ functions and operations</li> </ul>
<p><b>Payback</b></p> <ul style="list-style-type: none"> <li>One-Time Cost: \$415.2M</li> <li>Net Implementation Cost: \$279.8M</li> <li>Annual Recurring Savings: \$ 51.2M</li> <li>Payback Period: 9 yrs/2018</li> <li>NPV Savings: \$228.3M</li> </ul>	<p><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6—Total Job Change: -8,379 (direct: -4,881 indirect: -3,498) ROI: -0.15%</li> <li>Criterion 7: No community infrastructure issues affecting scenario recommendation</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDepts



## Agenda 28 Apr 05

1015 - 1300

Break - Lunch

1300 - 1400

**Candidate Recommendations**

-TECH-0014 / S801c1 – Close Los Angeles

Team Leads

1400 - 1415

Break

1415 - TBD

**Candidate Recommendation Revisits**

- S435c5 – Realign Fairchild
- S436c5 – Realign Birmingham
- S437c5 – Realign Key Field
- S316.3 – Realign Pope
- S318.3c2 – Close Niagara
- S325.1 – Realign Boise
- S704.4 – Close Kulis
- S311Zc3 – Realign Pope



## Candidate #USAF-0084V2 / S435c5 Realign Fairchild AFB, Spokane, WA



## Candidate #USAF-0084V2 / S435c5 Realign Fairchild AFB, Spokane, WA

**Candidate Recommendation:** Realign Fairchild AFB. The 141st Air Refueling Wing (ANG) will associate with the 92d Air Refueling Wing, Fairchild AFB and the wing's KC-135R aircraft will be distributed to the 185th Air Refueling Wing (ANG), Sioux Gateway Airport AGS, Iowa (8 PAA). The 185th ARW KC-135Es will retire (8 PAA). The 256 CBCS (ANG) geographically separated unit in Four Lakes and the 242 CBCS (ANG) geographically separated unit in Spokane will be realigned into available space at Fairchild AFB.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Replaces KC-135Es at Sioux Gateway</li> <li>Realigns two GSUs onto Fairchild; saves leased space expense</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Realigns Fairchild (17) KC-135 aircraft to Sioux Gateway (67)</li> <li>Military judgment: Maintains reserve experience at Sioux Gateway by replacing KC-135Es</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One Time Cost: \$6.4M</li> <li>Net Implementation Cost: \$1.6M</li> <li>Annual Recurring Savings: \$1M</li> <li>Payback period: 7 yrs/2014</li> <li>NPV Savings: \$8.3M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change: -413 (direct: -198, indirect: -215) ROI: -0.17%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps



## Candidate #USAF-0080V3 / S436c5 Realign Birmingham IAP AGS, AL



## Candidate #USAF-0080V3 / S436c5 Realign Birmingham IAP AGS, AL

**Candidate Recommendation:** Realign Birmingham IAP AGS. The wing's KC-135R aircraft will be distributed to the 101st Air Refueling Wing (ANG), Bangor Airport, Maine, (2 PAA); the 134th Air Refueling Wing (ANG), McGhee-Tyson AGS, Tennessee (4 PAA), the 134th will retire its KC-135Es (8 PAA); and the 161st Air Refueling Wing (ANG), Phoenix Sky Harbor International Airport, Arizona (2 PAA). The 117th Air Refueling Wing's firefighters move to Dannelly Field AGS, Alabama and the wing's ECS elements will remain in place.

<p align="center"><u>Justification</u></p> <ul style="list-style-type: none"> <li>Replaces KC-135Es at McGhee Tyson</li> <li>Robusts KC-135s at Bangor, McGhee Tyson and Phoenix; optimizes available capacity and increases unit capability</li> </ul>	<p align="center"><u>Military Value</u></p> <ul style="list-style-type: none"> <li>Realigns Birmingham (63) force structure to Phoenix (37), McGhee-Tyson (74), and Bangor (123)</li> <li>Military Judgment: robusted squadron size at McGhee-Tyson and Bangor will increase unit capability; Bangor effectiveness enhanced as host for Northeast Tanker Task Force and will capitalize on proximity to Atlantic air bridge</li> </ul>
<p align="center"><u>Payback</u></p> <ul style="list-style-type: none"> <li>One Time Cost: <b>\$11M</b></li> <li>Net Implementation Cost: <b>\$7.7M</b></li> <li>Annual Recurring Savings: <b>\$.82M</b></li> <li>Payback period: <b>18 yrs/2025</b></li> <li>NPV Savings: <b>\$.46M</b></li> </ul>	<p align="center"><u>Impacts</u></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change: -304 (direct: -181, indirect: -123) ROI: -0.05%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps



## Candidate #USAF-0077V3 / S437c5 Realign Key Field AGS, Meridian, MS



## Candidate #USAF-0077V3 / S437c5 Realign Key Field AGS, Meridian, MS

**Candidate Recommendation:** Realign Key Field AGS. The wing's KC-135R aircraft will be distributed to the 128th Air Refueling Wing (ANG), General Mitchell Airport AGS, Wisconsin (3 PAA); 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (3 PAA); the 101st Air Refueling Wing (ANG), Bangor Airport, Maine, (2 PAA) and to Backup Aircraft Inventory (BAI) (1 PAA). The 186th Air Refueling Wing's ECS elements will remain in place. Key Field will remain as a Regional Operations and Security Center (ROSC) location.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Replaces KC-135Es at McGhee-Tyson</li> <li>Robusts KC-135s at Gen Mitchell, McGhee-Tyson and Bangor; optimizes available capacity and increases unit capability</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Realigns force structure from Key (92) to General Mitchell (86), McGhee Tyson (74) and Bangor (123)</li> <li>Retains vital military mission (ROSC) in place at Key Field</li> <li>Military Judgment: Bangor (123) receives tankers to robust host role for Northeast Tanker Task Force and capitalize on Atlantic air bridge proximity</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One Time Cost: <b>\$11M</b></li> <li>Net Implementation Cost: <b>\$6.9M</b></li> <li>Annual Recurring Savings: <b>\$.9M</b></li> <li>Payback period: <b>13 yrs/2021</b></li> <li>NPV Savings: <b>\$2.5M</b></li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change : -339 (direct -175, indirect -164) ROI: -0.62%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps

*Integrity - Service - Excellence*



## S316.3 Realign Pope AFB

*Integrity - Service - Excellence*



## Candidate #USAF-0122V3 / S316.3 Realign Pope AFB, Fayetteville, NC

Candidate Recommendation: (See Next Slide)

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Enables Army candidate recommendation USA-0222</li> <li>Maintains synergy of joint training opportunities at Fort Bragg</li> <li>Balances AD/ANG/AFRC mix</li> <li>Optimizes squadron sizes at three locations (Pope/Ft. Bragg, Little Rock, Moody)</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Pope (6 Airlift, 1 SOF MCI) distributes assets to Little Rock (17 Airlift MCI) and Moody (11 SOF MCI). Little Rock (17 MCI) distributes assets to Channel Islands (96 MCI) and Quonset (125 MCI)</li> <li>Mil Judgment: Efficiencies of consolidated aging weapon systems outweigh decrements in installation value. Small number of J models are assigned to the ARC to maintain training commonality within active force</li> <li>Pittsburgh ARS (105 Airlift MCI) distributes assets to Pope/Ft Bragg (6 Airlift MCI)</li> <li>Yeager (137 Airlift MCI) distributes assets to Pope/Ft. Bragg (6 Airlift MCI)</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One Time Cost: \$218M</li> <li>Net Implementation Savings: \$653M</li> <li>Annual Recurring Savings: \$197M</li> <li>Payback Period: Immediate</li> <li>NPV Savings: \$2,515M</li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6: Total Job Change : -10,842 (direct -6,485, indirect -4,357) ROI -5.55%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps

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## Candidate #USAF-0122V3 / S316.3 Realign Pope AFB, Fayetteville, NC

**Candidate Recommendation:** Realign Pope Air Force Base (AFB), Yeager Airport Air Guard Station (AGS), and close Pittsburgh International Airport (IAP) Air Reserve Station (ARS) in three simultaneous actions. In the first action, the 43d Airlift Wing's C-130E aircraft (25 PAA), Pope AFB, are distributed to the 314th Airlift Wing, Little Rock AFB, Arkansas. The 23d Fighter Group's A-10 aircraft (36 PAA), Pope AFB, are distributed to Moody AFB, Georgia. Pope AFB real property accountability will transfer to the Army. Fort Bragg will host an Air Force Reserve Command (AFRC) C-130 unit (16 PAA) with an AFRC/AD association. Realign the Pope AFB Medical function by disestablishing the 43rd Medical Group and establishing a medical squadron. The AF will maintain the required manpower necessary to provide primary care, flight and occupational medicine to support the Air Force active duty military members. The Army will maintain the required manpower necessary to provide primary care, flight and occupational medicine to support the Army active duty military members. Ancillary and specialty medical services for all assigned Army and Air Force military members (lab, x-ray, pharmacy, etc) will be provided by the Army. Realign Little Rock AFB by transferring C-130E aircraft (8 PAA) to BAI; retiring C-130E aircraft (27 PAA); distributing C-130J aircraft (1 PAA) to the 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island; and distributing C-130J aircraft (2 PAA) to the 146th Airlift Wing (ANG), Channel Islands AGS, California. Additionally, Little Rock AFB C-130J aircraft (4 PAA) will transfer from the 314th Airlift Wing (AD) to the 189th Airlift Wing (ANG). The second action realigns Yeager Airport AGS; the 130th Airlift Wing's (ANG) C-130H aircraft (8 PAA) are distributed to Pope/Fort Bragg, NC, to form a 16 PAA AFR/AD associate unit. The Yeager wing's flying-related expeditionary combat support (ECS) moves to Eastern West Virginia Regional Airport/Shepherd Field Air Guard Station (Aerial Port and fire fighters). The remaining Yeager ECS remains in place. The third action closes Pittsburgh IAP ARS. The Pittsburgh ARS 911th Airlift Wing's (AFRC) C-130H aircraft (8 PAA) are distributed to Pope/Fort Bragg, NC, to form a 16 PAA AFR/AD associate unit. Pittsburgh AFRC operations and maintenance manpower transfers to Pope/Ft. Bragg, NC. Pittsburgh flight related ECS (Aeromed Squadron) moves to Youngstown-Warren Regional APT ARS. All remaining Pittsburgh ECS and headquarters manpower moves to Offutt AFB, Nebraska.

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps

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## S318.3c2 Close Niagara Falls ARS



## Candidate #USAF-0121V4 / S318.3c2 Close Niagara Falls ARS, NY

**Candidate Recommendation:** Close Niagara Falls ARS. The 914th Airlift Wing's (AFRC) C-130H aircraft (8 PAA) are distributed to the 314th Airlift Wing, Little Rock AFB, Arkansas. The 107th Air Refueling Wing's (ANG) KC-135R aircraft (8 PAA) are distributed to the 101st Air Refueling Wing (ANG), Bangor IAP AGS, Maine. The 101st Air Refueling Wing's KC-135E aircraft (8 PAA) retire. The 914th Airlift Wing (AFRC) headquarters element will move to Langley AFB, Virginia. The 914th Airlift Wing (AFRC) ECS will become part of 310th Space Group (AFRC) at Schriever AFB, CO. The 914th CES (AFRC) will move to Lackland AFB, Texas.

### Justification

- Maintains capability of the Northeast Tanker Task Force
- Realigns C-130Hs and retires KC-135Es consistent with the force structure plan
- Balances C-130 AD/ARC mix

### Military Value

- Niagara (103 Airlift MCI, 119 Tanker MCI) distributes assets to Little Rock (17 Airlift MCI), and Bangor (123 Tanker MCI).
- Mil Judgment: Bangor is a strategic basing location for the Northeast Tanker Task Force

### Payback

- One Time Cost: \$65M
- Net Implementation Savings: \$5.3M
- Annual Recurring Savings: \$20M
- Payback Period: 2 yrs/2011
- NPV Savings: \$199M

### Impacts

- Criterion 6: Total Job Change : -1,072 (direct -642, indirect -430) ROI: -0.17%
- Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel
- Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy

✓ Capacity Analysis / Data Verification

✓ JCSG/MilDep Recommended

✓ Deconflicted w/JCSGs

✓ COBRA

✓ Military Value Analysis / Data Verification

✓ Criteria 6-8 Analysis

✓ Deconflicted w/MilDepts



## Candidate #USAF 0121V4 / 318.3c2 EIR Summary

318.3c2 EIR Report				
Base	Total Estimated	Cummlative	Cummulative	Job Change
	Job Change	Direct	Indirect	ROI Employment
Niagara Falls IAP ARS, NY	-1072	-642	-430	-0.17%
Lackland AFB, TX	8	4	4	0.00%
Langley AFB, VA	76	32	44	0.01%
Schriever AFB, CO	180	95	85	0.05%
Bangor IAP AGS, ME	294	171	123	0.32%
Little Rock AFB, AR	664	381	283	0.17%



## S325.1 Realign Boise Air Terminal AGS



## Candidate #USAF-0128 / S325.1 Errata

- Re-flowed aircraft to Cheyenne instead of Little Rock



## Candidate #USAF-0128 / S325.1 Realign Boise Air Terminal AGS, Boise, ID

**Candidate Recommendation:** Realign Boise Air Terminal AGS. The 124th Wing's (ANG) C-130H aircraft are distributed to the 153rd Airlift Wing (ANG), Cheyenne, WY. Cheyenne will form a unit with ANG/AD association.

<p style="text-align: center;"><b>Justification</b></p> <ul style="list-style-type: none"> <li>■ Realigns C-130 fleet to more effective squadron size at Cheyenne</li> <li>■ Makes Boise a single MDS base (A-10)</li> </ul>	<p style="text-align: center;"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>■ Boise (66 Airlift MCI) distributes C-130 assets to Cheyenne (118 Airlift MCI)</li> <li>■ Mil Judgment: Boise has the air-to-ground range access making it best used for A-10s</li> <li>■ Mil Judgment: C-130s robust a unit that has a unique mission in the region (MAFFS)</li> </ul>
<p style="text-align: center;"><b>Payback</b></p> <ul style="list-style-type: none"> <li>■ One Time Cost: \$2.4M</li> <li>■ Net Implementation Cost: \$1.6M</li> <li>■ Annual Recurring Savings: \$0.3M</li> <li>■ Payback Period: 8 yrs/2017</li> <li>■ NPV Savings: \$1.7M</li> </ul>	<p style="text-align: center;"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>■ Criterion 6—Total Job Change : -159 (direct: -84, indirect: -75) ROI: -0.05%</li> <li>■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>■ Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDepts



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## **S704.4 Close Kulis AGS**



## **Candidate #USAF-0089V3 / S704.4 Errata**

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- **Bundled with S141 (realign Elmendorf)**
- **Changed Kulis from realignment to closure**



## Candidate #USAF-0089V3 / S704.4 Close Kulis AGS, Anchorage, AK

**Candidate Recommendation:** Close Kulis AGS. Relocate the 176th Wing (ANG), all associated aircraft (C-130H, 8 PAA; HC-130N, 3 PAA; HH-60, 5 PAA), and ECS to Elmendorf AFB, Alaska. The 176th Wing (ANG) becomes a 12 PAA C-130H squadron with the addition of 4 PAA from another installation. Active duty and ANG will form an association. The 3d Wing (Elmendorf AFB, AK) will distribute 24 of 42 assigned F-15C/D aircraft to the 1st Fighter Wing, Langley AFB, Virginia.

<u>Justification</u>		<u>Military Value</u>	
<ul style="list-style-type: none"> <li>Eliminates excess infrastructure by closing one of two installations within 8 miles of each other</li> <li>Enables AD/ANG association</li> <li>Frees capacity at Elmendorf for F/A-22 (non BRAC)</li> <li>Optimizes unit wing size at Langley</li> </ul>		<ul style="list-style-type: none"> <li>Kulis (110 Airlift MCI, 65 SOF MCI) distributes assets to Elmendorf (51Airlift MCI, 28 SOF MCI)</li> <li>Elmendorf (36 Fighter MCI) distributes F-15Cs to Langley (2 Fighter MCI)</li> </ul>	
<u>Payback</u>		<u>Impacts</u>	
<ul style="list-style-type: none"> <li>One Time Cost: <b>\$81M</b></li> <li>Net Implementation Savings: <b>\$21M</b></li> <li>Annual Recurring Savings: <b>\$17M</b></li> <li>Payback period: <b>4 yrs/2013</b></li> <li>NPV Savings: <b>\$147M</b></li> </ul>	<ul style="list-style-type: none"> <li>Criterion 6: Total Job Change: -1,470 (direct: -848, indirect: -622) ROI: -0.69% (Anchorage Metro Area)</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>Criterion 8: Langley is in non-attainment for 8-hour Ozone (Marginal).</li> </ul>		

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ JCSG/MilDep Recommended
- ✓ Deconflicted w/JCSGs
- ✓ COBRA
- ✓ Military Value Analysis / Data Verification
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps



## Candidate #USAF-0089V3 / S704.4 EIR Summary

704.4 EIR				
Base	Total Estimated	Cummlative	Cummulative	Job Change
	Job Change	Direct	Indirect	ROI Employment
Kulis AFS, AK	-836	-459	-377	-0.39%
Elmendorf AFB, AK	-634	-389	-245	-0.30%
Langley AFB, VA	1487	720	767	0.15%



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## **S311Zc3**

### ***Realign Reno-Tahoe IAP AGS***



## **Candidate #USAF-0068V2 / S311Zc3**

### ***Errata***

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- **Corrected time-phase disconnect**
  - **Adjusted sourcing of manpower at Little Rock**



### Candidate #USAF-0068V2 / S311Zc3 Realign Reno-Tahoe IAP AGS, NV

**Candidate Recommendation:** Realign Reno-Tahoe IAP AGS. The 152d Airlift Wing's (ANG) C-130H aircraft (8 PAA) will be distributed to the 189th Airlift Wing (ANG), Little Rock AFB, Arkansas. Flying related ECS will be moved to Channel Islands (Aerial Port) and Fresno (Fire Fighters). The remaining ECS elements and the DCGS will remain in place.

<p align="center"><b>Justification</b></p> <ul style="list-style-type: none"> <li>Realigns C-130 fleet</li> <li>Optimizes squadron size at Little Rock</li> <li>Enclave retains expeditionary mission capability</li> </ul>	<p align="center"><b>Military Value</b></p> <ul style="list-style-type: none"> <li>Reno (101) distributes assets to a base of higher military value; Little Rock (17)</li> <li>Retains personnel at Reno for emerging DCGS mission</li> </ul>
<p align="center"><b>Payback</b></p> <ul style="list-style-type: none"> <li>One-Time Cost: <b>\$23M</b></li> <li>Net Implementation Cost: <b>\$12M</b></li> <li>Annual Recurring Savings: <b>\$3.6M</b></li> <li>Payback Period: <b>9 yrs/2016</b></li> <li>NPV Savings: <b>\$23M</b></li> </ul>	<p align="center"><b>Impacts</b></p> <ul style="list-style-type: none"> <li>Criterion 6—Total Job Change -263 (direct: -147, indirect: -116) ROI: -0.11%</li> <li>Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel.</li> <li>Criterion 8: No natural infrastructure issues affecting candidate recommendation</li> </ul>

- ✓ Strategy      ✓ Capacity Analysis / Data Verification      ✓ JCSG/MilDep Recommended      ✓ Deconflicted w/JCSGs
- ✓ COBRA      ✓ Military Value Analysis / Data Verification      ✓ Criteria 6-8 Analysis      ✓ Deconflicted w/MilDeps



### Candidate #USAF 0068V2 / S311Zc3 EIR Summary

311zc3 EIR Report				
Base	Total Estimated	Cummlative	Cummulative	Job Change
	Job Change	Direct	Indirect	ROI Employment
Reno-Tahoe IAP AGS, NV	-263	-147	-116	-0.11%
Fresno Air Terminal AGS, CA	2	1	1	0.00%
Channel Islands AGS, CA	12	5	7	0.00%
Little Rock AFB, AR	270	135	135	0.07%