DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000

OFFICE OF THE ASSISTANT SECRETARY

OCT 11 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 28 Sep 2004.

Mr Pease called the meeting to order at 0830, the Pentagon, Room 5C279. The meeting was categorized as informational in part and deliberative in part. Attendance is at Atch 1. Mr Pease reviewed the BCEG schedules (Slides 3-4). ıpdated the data call status (Slide 5).

Ms Kathy Ferguson briefed the AF/IL Proposed Scenarios (Slides 7-12) for information. In deliberative session, following conclusion of the briefings, the BCEG discussed the scenarios proposed and voted to:

- Forward the Depot Maintenance Commodity Realignment idea (Slide 8) to the Air Force principal on the IJCSG
- Forward Air Force Consolidated ICP (Slide 9) to AF principal on S&S JCSG
- Consolidation of Standard Air Munitions Package Squadrons (Slide 10) was withdrawn by IL
- TF-34 Centralized Intermediate repair (Slide11) forwarded to Mr Orr as AF Principal on the IJCSG with the expectation this will be returned to the BCEG as an AF only issue
- ALQ-131 Centralized Intermediate Repair Facilities (Slide 12) forwarded to Mr Orr as AF Principal on the IJCSG with the expectation this will be returned to the BCEG as an AF only issue

briefed the Industrial JCSG update for information (Slides 14-19).
briefed the Supply and Storage JCSG update (ideas) for information (Slides 21-62).
ı provided an informational update on Remotely Piloted Aircraft (Slides 64-69).
briefed the updated AFSAA Cueing Tool for information (Slides 71-79).

Following concluding remarks by Mr Pease and a review of the agenda for the next meeting, the meeting concluded at 1030. The next BCEG meeting is scheduled for September 30, 2004 at 0830 in Pentagon Room 5C279.

DELIBERATIVE DOCUMENT-FOR DISCUSSION PURPOSES ONLY
NOT RELEASABLE UNDER FOIA

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

Base Closure Executive Group Attendance **Date:** 28 SEP 04

Chairs

- [x] Mr. Fred Pease
- [ ] Maj Gen Gary Heckman

****Voting members are underlined**

Primary Members	Alternate Members	Representatives
[x] Brig Gen Tony Haynes	[ ] Brig Gen Terry Butler	[x]
[x] Brig Gen Moen	[ ] Brig Gen Ethredge	[ ]
[x] Brig Gen Holland	[ ] Brig Gen Michael Lynch	[ ]
[x] Mr. Fred Kuhn	[ ]	[x]
[x] Ms. Kathy Ferguson	[x] Mr. Mike Aimone	[ ]
[x] Mr. Matt Mleziva	[ ]	[ ]
[x]	[x]	[ ]
[x] Mr. Jay Jordan	[ ]	[ ]
[ ] Mr. William Kelly	[ ] Brig Gen William Ard	[x]
[ ] Ms. Maureen Koetz	[x]	[ ]

Others

[illegible]

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG

28 Sep 04

U.S. AIR FORCE

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

Agenda
28 Sep 04

0830-0845	**Opening Business**	*Co-chairs*
0845-0915	**AF/IL Proposed Scenarios**	*Mrs. Ferguson*
0915-0945	**Industrial JCSG Update**	
	-- Break --	
1000-1030	**Supply and Storage JCSG Update**	
1030-1100	**Future Systems: RPA**	AF/XOIRC
	-- Break --	
1115-1145	**AFSAA Cueing Tool (D)**	

BCEG Schedule
September

- Metric (re-attack)
- MCI weights and flags
- Scenario process

September BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2 BCEG 0830-1300	3	4
5	6	7 BCEG 0830-1300	8	9 BCEG 0830-1300	ISG 1030-1200	
	BCEG (T) 0830-1300	14 BCEG 0830-1300	15	16 BCEG 0830-1300		
		21 BCEG 0830-1300	22	23 BCEG 0830-1300	103	
26	-- CORONA --					

- 2025 Force (AF/XPX)
- MCI Re-attacks
- JCSG scenarios (AF)

- JCSG scenarios (AF)
- CORONA brief
- Initial scenario discussions

- AFSAA rules / assumptions
- Initial capacity analysis
- HLD brief
- Scenario discussions (cont'd)

- Scenario discussions (cont'd)
- AFSAA cueing tool (operation)

- Scenario discussions
- JCSG: AF Principal's Recap
- AF Principles and Imperatives

- JCSG Scenario Briefings
- Range metrics
- AF Ps and Is
- Scenario Discussions
- Transformational Options

- JCSG Update Briefs
- Future systems
- AFSAA (D)

- JCSG Update Briefs
- Future systems
- Scenario Dev

BCEG Schedule
Oct 04-Jan 05

Oct BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		Initial MCI Runs			1 ISG 1030-1200	2
3	4	5 BCEG: Review Initial MCI Output	6	7	8 ISG 1030-1200	9
10	11 Columbus Day	12 BCEG: Scenarios	13	14	15 ISG 1030-1200	16
17	18	19 BCEG: JCSG cross-checks	20	21	22 ISG 1030-1200	23
24/31	25	26 BCEG: Scenarios	27	28	29 ISG 1030-1200	30

Nov BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2 BCEG: Candidate recommendations	3	4	5 ISG 1030-1200	6
7	8	9 JCSG Updates	10	11 Veteran's	12 ISG 1030-1200	13
14	15	16 BCEG / JCSG Reconciliations	17	18	19 ISG 1030-1200	20
21	22	23 BCEG / JCSG Reconciliations	24	25 Thanks-	26	27
28	29	30				

Dec BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1	2 BCEG: Candidate recommendations	3 ISG 1030-1200	4
5	6	7 BCEG: Candidate recommendations	8	9	10 ISG 1030-1200	11
12 JCSG Scenarios Complete	13	14	15 AF Rec's Complete	16	17 ISG 1030-1200	18
	20	21	22	23	24 Christmas	25
26	27	28	29	30	31	

Jan BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					New Year's	1
2	3	4	5	6	7 ISG ?	8
9	10	11	12 MilDeps Scenarios Complete	13	14 ISG ?	15
16	17			20	21 ISG ?	22
23	24	25	26	27	28 ISG ?	29

As of: 1 Sep 04

Data Calls
(as of 28 Sep)

- All Data Calls at HAF-level
  - 9,709 approval actions remaining; status by 2-Ltr
    - IL (includes SG) 6,105
    - SG 720
    - XO 1,641
    - AQ 1,108
    - ANG 128
    - DP 1
  - 81% complete (9,709/51,281)

- DC #1 RFC:
  - IL: 2 questions 3 bases

Agenda
28 Sep 04

0830-0845	**Opening Business**	*Co-chairs*
0845-0915	**AF/IL Proposed Scenarios**	*Mrs. Ferguson*
0915-0945	**Industrial JCSG Update**	
	-- Break --	
1000-1030	**Supply and Storage JCSG Update**	
1030-1100	**Future Systems: RPA**	*AF/XOIRC*
	-- Break --	
1115-1145	**AFSAA Cueing Tool (D)**	

AF/IL Scenario Proposals

AF Scenario Proposal

Air Force Depot Maintenance Commodity Realignment

Scenario Proposal

- Consolidate commodity workloads at single ALC IAW established Technology Repair Centers (TRCs)
  - Avionics
  - Instruments
  - Other commodities
- Synchronize with materiel management and commodity council assignments
- Optimizes technical base for repair and commodity management

Drivers/Assumptions

- Principles: Bridge to future sustainment needs for similar technology workloads
- Transformational Option: Optimize gains from enhanced repair capabilities (LEAN, etc.) & technology centers of excellence
- Enhanced efficiency through shared commodity industrial base intelligence, repair technologies, strategic sourcing arrangements and engineering support

Justification/Impact

- Minimizes repair technology duplication
- Improves facility utilization
- Improves technical base alignment with materiel management/commodity expertise
- Consolidation of Overhead to one ALC
  - Savings of 5-20% based on BRAC-95
- Enhances workload flexibility
- Movement of PEs < 3% of Total Workforce

Potential Conflicts

- Interim Product Support during moves
- Technology integration of F-16 and B-1 Avionics & software with the aircraft system
- Political Ramifications of moving workload
- Potential Damage to specialized or unique repair/test equipment

AF Scenario Proposal

Air Force Consolidated ICP

Scenario Proposal

- Consolidate Air Force ICP operations under single point command & control
- Single ICP orchestrates activities at 3 commodity centers of excellence
- Applying commercial SCM practices to drive real cost & inventory savings
- Realign materiel management workload at ALCs to create pure centers of excellence

Drivers/Assumptions

- Principles: Force Sustainment
- Transformational Option: Consolidate 3 ICP C^2 activities to a single operations center
- Specialized SCM tech functions at ALCs
- Efficiencies driven through shared commodity industrial base intelligence, repair technologies, strategic sourcing arrangements and engineering support

Justification/Impact

- Improves readiness through centralized forecasting, allocation & execution
- Savings through strategic sourcing, elimination of redundant command & control structures and efficient sharing of commodity engineering/technical expertise at ALCs
- Seamless operation – war or peace

Potential Conflicts

- Shift of ICP management to a single Logistics Operations hub from current decentralized activities
- Minor materiel management reassignment – negligible PE moves

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

AF Scenario Proposal

Standard Air Munitions Package (STAMP) Squadron Relocation

Drivers/Assumptions

- Principles: Train and Equip
- Transformational Options: Consolidate locations used to support combat deployments with STAMP assets

Scenario Proposal

- Consolidate two STAMP squadrons (649 and 651 MUNS) into one unit

Justification/Impact

- Increases productivity by consolidating maintenance activities
- Maximizes facility usage
- Reduces overhead costs associated with operating squadron and maintaining dual infrastructure

Potential Conflicts

- Eliminates redundant supply capability provided by alternate location—risk of single point failure
- Adequacy of facilities/infrastructure
- Support for effected tenant units

Backup

AF Scenario Proposal

TF-34 Centralized Intermediate Repair

Drivers/Assumptions	Scenario Proposal
■ **Principles: Train and Equip** ■ **Transformational Options: Regionalize intermediate-level maintenance for AD, ANG, and AFRC A-10 unit TF-34 engine maintenance**	■ **Regionalize 12 total AD, ANG, and AFRC TF-34 ILM workcenters currently at individual A-10 bases into Centralized Intermediate Repair Facilities (CIRFs)**
Justification/Impact	**Potential Conflicts**
■ **Increases maintenance productivity by consolidating and smoothing dispersed, random workflows** ■ **Improves in-shop training and reliability centered maintenance** ■ **Operate in CONUS as we do during contingencies…"Train like we fight"**	■ **ANG/AFRC workload realignment and readiness concerns** ■ **Up front costs…hush houses ($10M) and engine shop expansion ($5.3M)** ■ **Recurring costs (asset shipment from CIRF (hub) to supported units (spokes)…$0.2M/year** Backup

AF Scenario Proposal

ALQ-131 Centralized Intermediate Repair

Drivers/Assumptions	Scenario Proposal
■ **Principles: Train and Equip** ■ **Transformational Options: Regionalize intermediate-level maintenance for AD, ANG, and AFRC ALQ-131 ECM pod maintenance**	■ **Regionalize 12 total AD, ANG, and AFRC ALQ-131 ILM workcenters currently at individual fighter bases into Centralized Intermediate Repair Facilities (CIRFs)**
Justification/Impact	**Potential Conflicts**
■ **Increases maintenance productivity by consolidating and smoothing dispersed, random workflows** ■ **Improves in-shop training and reliability centered maintenance** ■ **Operate in CONUS as we do during contingencies…"Train like we fight"**	■ **ANG/AFRC workload realignment and readiness concerns** ■ **Up front costs…pod shop expansion ($3.3M)** ■ **Recurring costs (asset shipment from CIRF (hub) to supported units (spokes)…$0.3M** Backup

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

Agenda
28 Sep 04

0830-0845	**Opening Business**	*Co-chairs*
0845-0915	**AF/IL Proposed Scenarios**	*Mrs. Ferguson*
0915-0945	**Industrial JCSG Update**	
	-- Break --	
1000-1030	**Supply and Storage JCSG Update**	
1030-1100	**Future Systems: RPA**	*AF/XOIRC*
	-- Break --	
1115-1145	**AFSAA Cueing Tool (D)**	

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

IJCSG Initial Scenario Proposal Update to BCEG

28 Sep 04

U.S. AIR FORCE

IJCSG Scenario Proposals

Overview

- **IJCSG Scenario "Ideas/Proposals" pending approval for consideration**
- **What Help We Need From the BCEG**

IJCSG – Maintenance Subgroup

Minimize the number of joint sites consistent with doctrine & readiness

Scenario MX-1

Realignments:

- **Aviation Workload (NADEP-CP/NI/JAX, ALC-OC/OO/WR) to 2 or 3 sites for each area: Fighter Attack, Other Aircraft, Cargo/Tanker**
- **Rotate Workload (CCAD, NADEP-CP) to 1 site**
- **Ground Workload (Vehicles: Tracked, Wheeled, Amphibious) 7 locations (ANAD, RRAD, TYAD, RIAA, LEAD, MCLBA, MCLBB) to 2 or 3 sites**
- **Components- Commodities (e.g. landing gear, electronics, etc) at 35 various locations to 2 or 3 sites per commodity**

Drivers/Assumptions

Boundaries:

- **Service Doctrinal Compliance: Navy Detachments; Army National Maintenance Program; USMC turnaround response requirement, etc.**
- **Workload moved from closing sites should be moved as a complete unit wherever possible, if not, move a portion of the work to the site with the highest available capacity and remaining is TBD.**

Justification/Impact

- **Increase Joint use through minimizing sites**
- **Environmental impacts not known at this time-workload moves**
- **Cost/Savings of movements not determined – COBRA**
- **Post BRAC recurring costs/savings**

Potential Conflicts

- **USC Title 10 Sec 2466 requirement - 50/50**
- **Other JCSG potential impacts – Supply and Storage**

JCSG Areas of Overlap

- Supply and Storage
  - Lead/Follower relationship (ICPs and storage)
  - Impacts on Depot and Intermediate locations
- Technical
  - System sustainment support construct (Engineering, etc.)
  - Co-location with depot maintenance functions

What We Need

- Good data to Joint Groups
  - Validation of data
  - Timely corrections
- Two-way communication is key
  - During scenario development
  - During recommendation development

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

IJCSG – Maintenance Subgroup
Non Approved Proposals

Ideas/Proposals	Drivers
Based on Maximum Capacity of 1.5 shifts/60 hour work week ▪ Minimize *sites* by sizing to Core ▪ Minimize *sites* by sizing to Workload ▪ Minimize *available capacity* by sizing to Core ▪ Minimize *available capacity* for total Workload requirements ▪ Realign *entire depot's core* workload. ▪ Realign *entire depot's workload* (core/non-core)	▪ **Principles: service specific doctrinal requirements** (e.g., Retained Navy Doctrinal requirement for Depot Detachments, Army National Maintenance Program, etc.)
Justification/Impact	**Potential Conflicts**
▪ Environmental impacts not known at this time - workload moves ▪ Costs/Savings of movements not determined – COBRA ▪ Other JCSG potential impacts- Supply and Storage	▪ USC Title 10 Sec 2466 – 50/50

Integrity - Service - Excellence

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

Agenda
28 Sep 04

0830-0845	**Opening Business**	*Co-chairs*
0845-0915	**AF/IL Proposed Scenarios**	*Mrs. Ferguson*
0915-0945	**Industrial JCSG Update**	
	-- Break --	
1000-1030	**Supply and Storage JCSG Update**	
1030-1100	**Future Systems: RPA**	*AF/XOIRC*
	-- Break --	
1115-1145	**AFSAA Cueing Tool (D)**	

Integrity - Service - Excellence

Supply and Storage Joint Cross-Service Group (S&S JCSG)

BCEG Meeting

September 28, 2004

Overview

- Overarching Strategy
- Data Update
- Optimization Modeling Update
- Scenario Process Flow
- Scenario Proposals
- Distribution Depot Capacity Review
- 1996 Depot Level Reparables (DLR) Study
- Issues for Discussion
- Way Ahead

Overarching Strategy

- Service warfighting constructs in transition

  - Army – Maneuver Brigades (UE and UA)

  - Navy / Marines – Seabasing

  - AF – Expeditionary Air and Space Force

  - Bottom Line: Logistics must adapt accordingly

    -- "Logistics full partner in Joint warfighting process"
    JS J4 Focused Logistics Campaign Plan

- Strategy: Transition traditional Military Logistics' linear processes to a networked, force-focused construct which minimizes the number of sites & reduces excess capacity while providing a more effective & efficient DOD Logistics base.

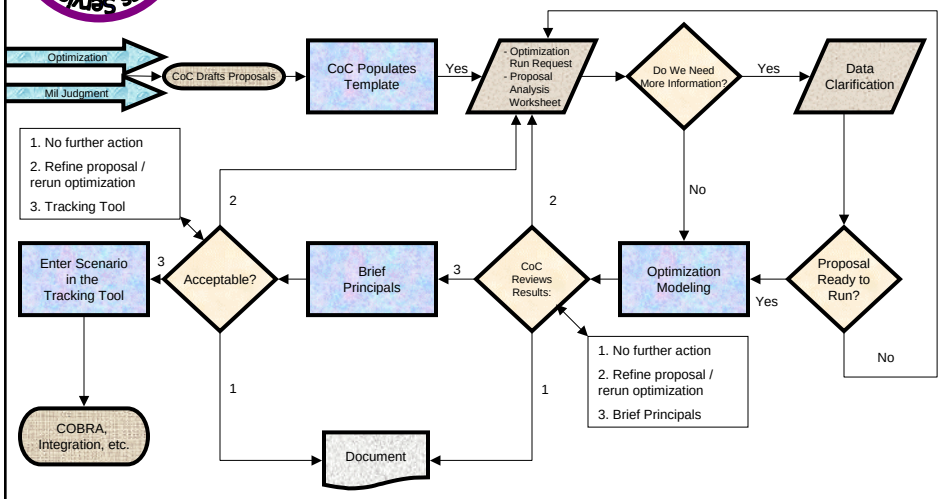
Data Update

Open Data Clarification Requests					
Data Call	USA	USN / MC	USAF	DLA	Total
Capacity	3	25 / 5	0	0	33
Supply Capacity	--	--	100	--	100
Military Value	73	17 / 12	343	18	463
Total	76	42 / 17	443	18	596

- **Data issues:**
  - **"Others" category (primarily installation and below activities) remains the primary problem area.**
  - **90% (536/596) of outstanding clarification requests are in the "others" category.**

Optimization Modeling Update

Scenario Process Flow Diagram



TO 1

Establish a consolidated multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary joint forces worldwide. Focus the analysis on creating joint activities in heavy (US) DOD concentration areas (i.e., locations where more than one Department is based and within close proximity to another).

Consolidate Base-level Supply Functions

Scenario	Drivers / Assumptions
▪ Consolidate base level supply, storage and distribution functions for DOD installations in high density geographical clusters such as: - South Hampton Roads - North Hampton Roads - San Antonio - Washington DC, Maryland and Northern VA - San Diego - Puget Sound	▪ Principle: Supply, Service and Maintain ▪ Transformational Option: Establish a multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary forces worldwide. Focus the analysis on creating joint activities in heavy (CONUS) DOD concentrations areas (i.e., locations where more than one department is based and within close proximity).
Justification / Impact	**Potential Conflicts**
▪ Reduces base level inventories ▪ May reduce logistics infrastructure requirements - Savings will be determined and could be impacted based on follow-on utilization ▪ Should result in personnel reductions ▪ Provides for same or better levels of service to customers	▪ Incompatibility of service supply systems ▪ Service doctrinal issues may pose conflicts

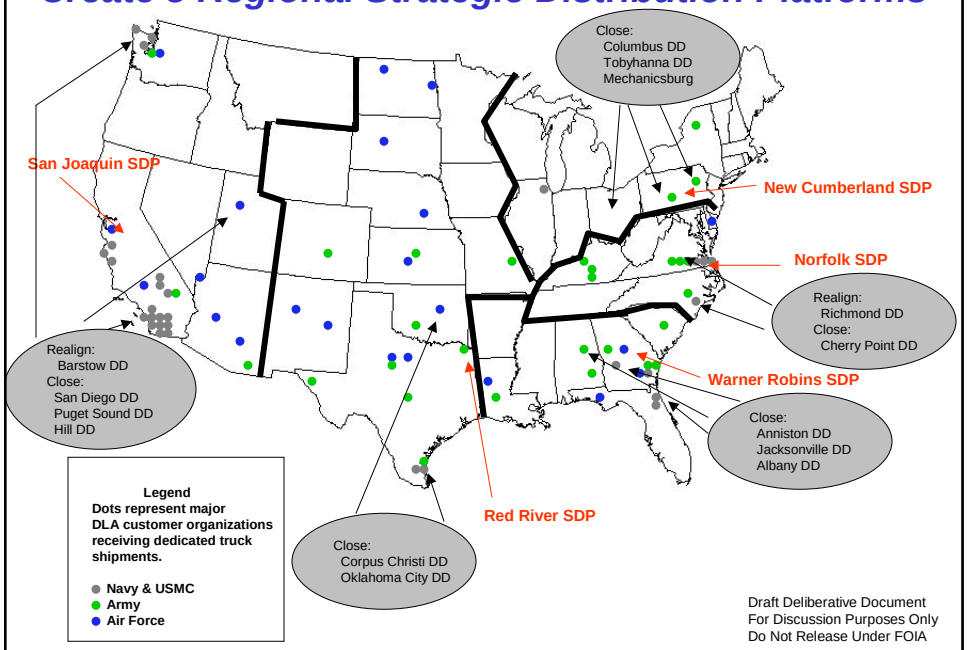
Consolidate Base-level Supply Functions
Example - South and North Hampton Roads

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

Create Regional Strategic Distribution Platforms

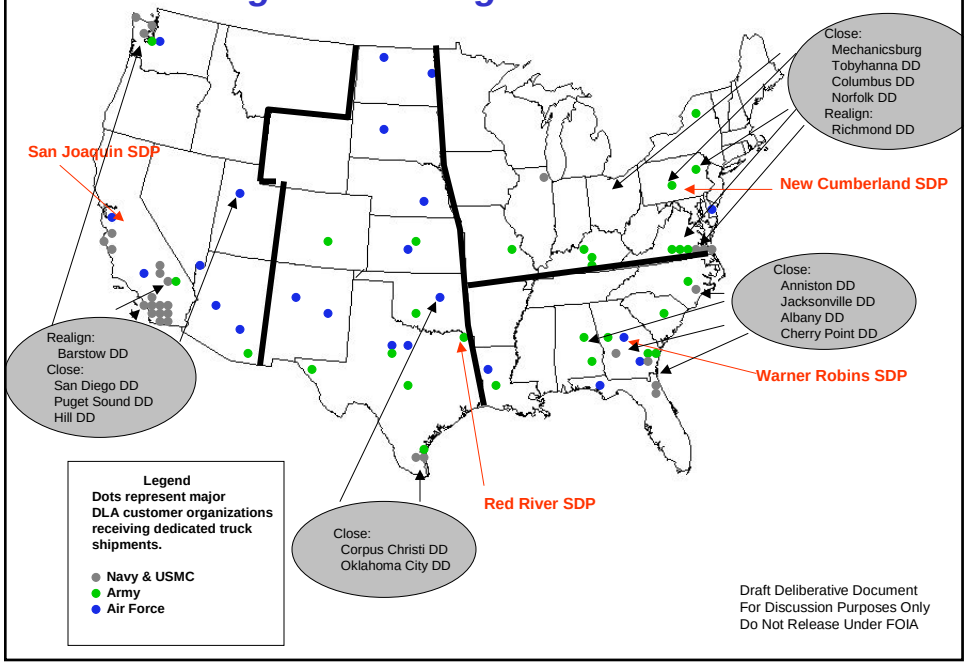
Scenario	Drivers / Assumptions
▪ **Create regional strategic distribution platforms that provide storage and distribution functions supporting joint forces worldwide** ▪ **Close or realign distribution depots at industrial installations**	▪ **Principle: Supply, Service and Maintain** ▪ **Transformational Option: Establish a multi-service supply, storage and distribution system that enhances the strategic deployment and sustainment of expeditionary forces worldwide. Focus the analysis on creating joint activities in heavy (CONUS) DOD concentrations areas (i.e., locations where more than one department is based and within close proximity).**
Justification / Impact	**Potential Conflicts**
▪ **Returns significant storage infrastructure to the services. However, service utilization determines extent of savings** ▪ **Enhances flexibility via multiple platforms to respond to routine requirements and worldwide contingencies** ▪ **Should maintain or improve CWT and response times, but needs supporting data** ▪ **Improves surge options and capabilities** ▪ **Creates a trained manpower pool available for redistribution**	▪ **Conflicting proposals developed by the industrial JCSG** ▪ **CONUS basing of returning forces may alter regional alignments** ▪ **Optimization and data analysis may dictate changes to selected sites** ▪ **Reductions in DLA personnel would have to be balanced with considerations for optimal surge requirements** ▪ **Depending on status of service depot, net reduction of personnel may be adjusted – MilDep, IJCSG**

Create 5 Regional Strategic Distribution Platforms



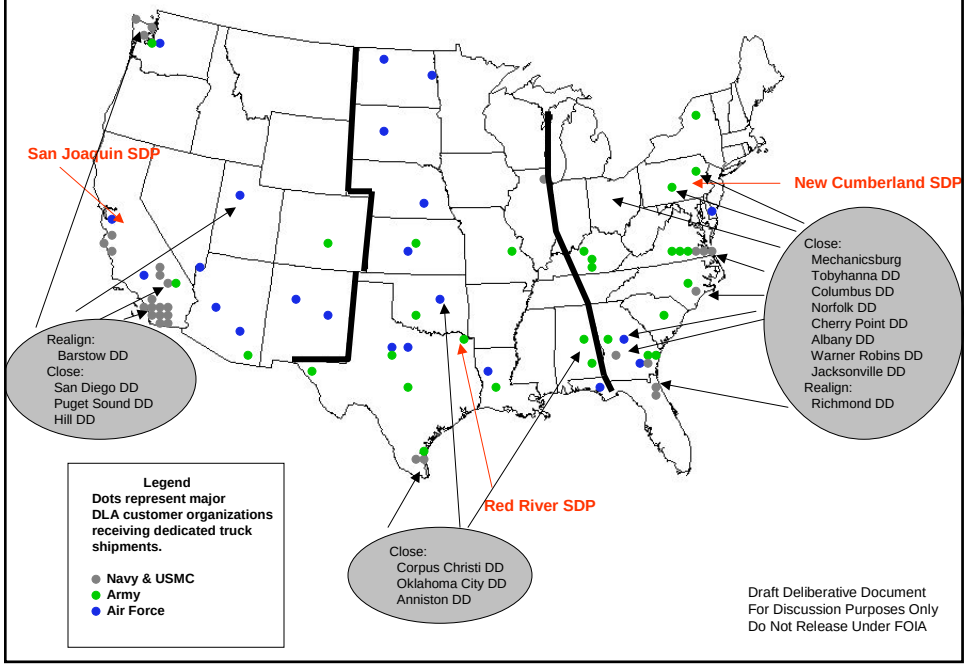
Draft Deliberative Document
For Discussion Purposes Only
Do Not Release Under FOIA

Create 4 Regional Strategic Distribution Platforms



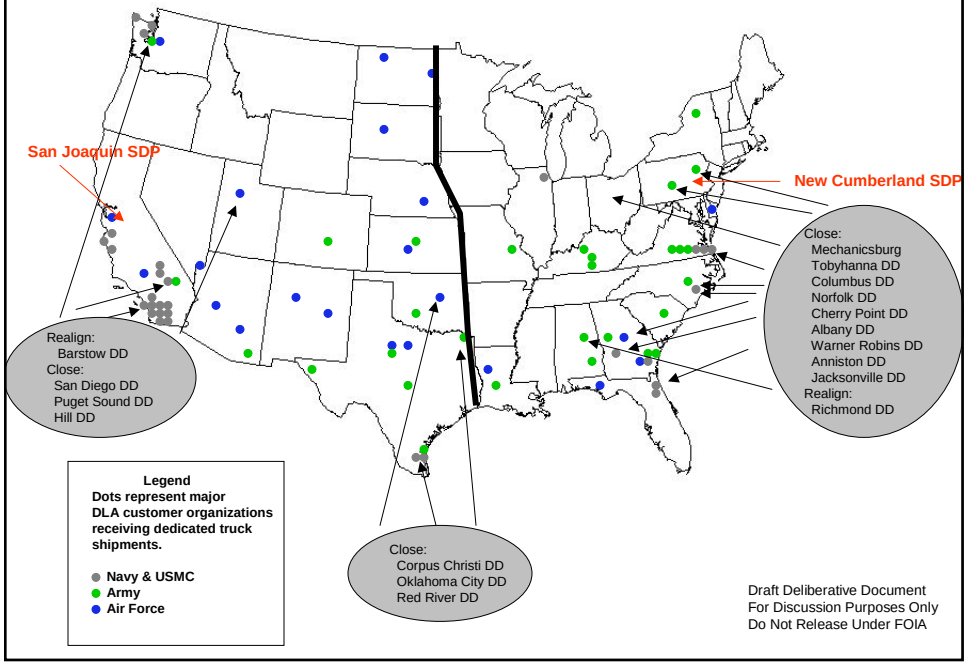
Draft Deliberative Document
For Discussion Purposes Only
Do Not Release Under FOIA

Create 3 Regional Strategic Distribution Platforms



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

Create 2 Regional Strategic Distribution Platforms



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

TO 2

Privatize the wholesale storage and distribution processes from DOD activities that perform these functions.

Privatize Wholesale Storage and Distribution

Scenario

- Privatize the wholesale storage and distribution functions and processes supporting DOD
  - Close or privatize wholesale storage and distribution infrastructure
  - Reduce and realign Government personnel positions associated with wholesale storage and distribution processes

Drivers

- Principle: Supply, service and maintain
- Transformational Option: Privatize the wholesale storage and distribution processes from DOD activities that perform these functions

Justification / Impact

- Significant reductions in logistics infrastructure
- Significant reductions in personnel requirements and associated costs
- Retains or improves current CWT and response times
- Incorporates best business practices and provides agility and flexibility
- Requires careful planning and implementation to minimize risk to readiness

Potential Conflicts

- Limited number of qualified vendors
- Risk during contractor learning curve

ICP Consolidation

TO's 3 & 4

Transformation Options

- Transformation Option 3: Consider migrating all Service DLRs to the oversight and management of a single DOD agency / activity.

- Transformation Option 4: Establish a single inventory control point (ICP) within each Service or consolidate into joint ICPs.

KEY Assertion: DLR's translate into ICP infrastructure

ICP Consolidation Under DLA

Pro…

- Labor savings achieved through transfer-in-place
  - Application of standard labor rates across ICPs
  - HQ staff reductions
  - Consolidation of support functions
- Reduced labor and support costs from site consolidation
- Business process improvements
  - Consolidation of procurement / repair under single IMM
  - Single-up materiel management information systems
  - Reduce disposal costs
  - Improved stock positioning

Source: 1996 OSD Report to Congress
"Review of Consolidation of Inventory Control Points"

ICP Consolidation Under DLA

Con…

- Organizational separations between…
  - Weapon system PMs and material managers
  - Principal end item procurements and secondary item procurements
  - Weapon system PMs and ICP engineers, technicians, and equipment specialists
- Operational commanders and ICP managers under different command and control
- Loss of synergism within weapon system teams if team members under different management

Source: 1996 OSD Report to Congress
"Review of Consolidation of Inventory Control Points"

ICP Consolidation Under DLA

12 Year Plan…

Potential cumulative savings of $2.2B to $3.8B

Year 1:	**Decision making and pre-implementation planning**
Years 2-6:	**DLA assumes management of Military Service ICPs (transfer in-place)**
Years 7-12:	**DLA reduces the number of ICPs and standardizes systems and procedures**

Source: 1996 OSD Report to Congress
"Review of Consolidation of Inventory Control Points"

ICP Consolidation Alternatives

- **Alternative 1: Establishment of global inventory control activities**
  - **Consolidation of common reparables under a single Military Service**
  - **Offers benefits of single IMM with less disruption between materiel and weapon system management**
- **Alternative 2: Electronic networking and tasking across the Military Services and DLA**
  - **Electronically link ICPs to provide a mechanism for executing partnerships**
  - **Does not change current ICP infrastructure**
- **Alternative 3: ICP consolidation within each Military Service and DLA**

Source: 1996 OSD Report to Congress
"Review of Consolidation of Inventory Control Points"

Consumable Item Transfer

- Consumable Item Transfer (CIT) a result of DMRD 926
- Over one million items were transferred
- Challenges:
  - Significant workload for both the Services and DLA
  - Data quality
  - Pipeline funding
  - Personnel turnover… loss of item specific corporate knowledge

Permutations

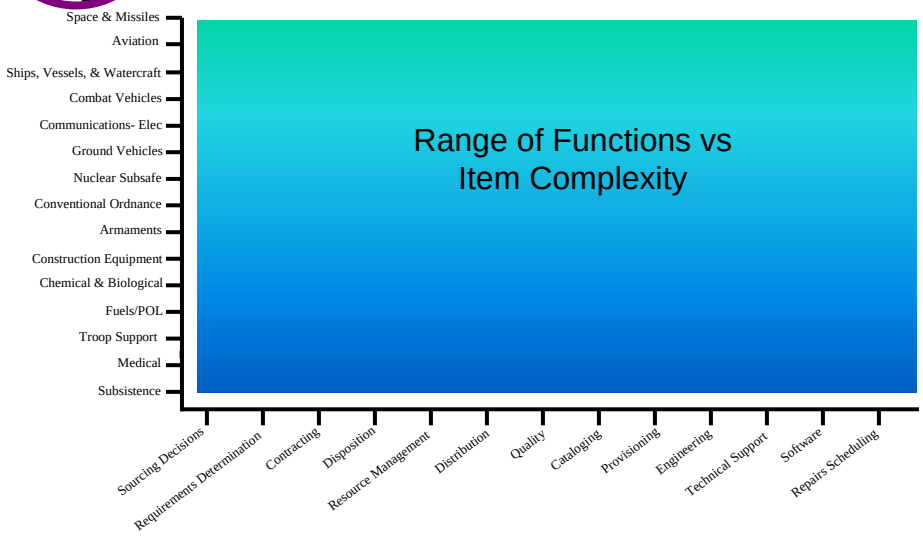
- Single Joint Activity (TO 3)
  - All or some functions transfer
  - Risk vs. Reward
- **Lead Service or Agency Centers of Excellence to include Common DLRs (TO 3)**
- **Single Service ICPs (TO 4)**

Should ICPs be co-located with industrial repair?

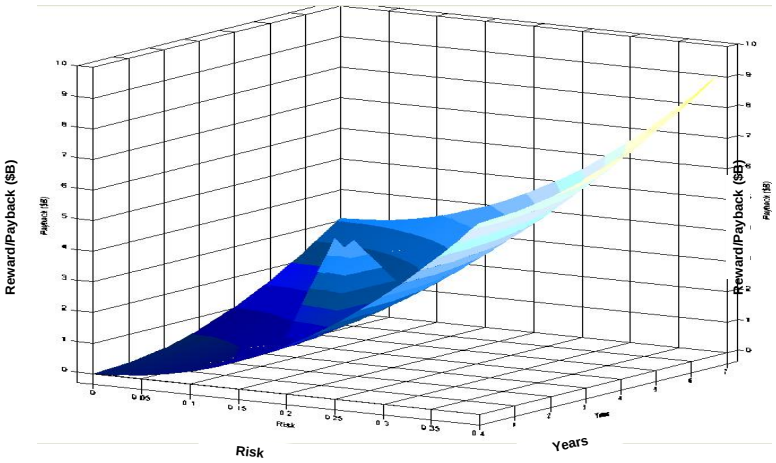
ICP Core Functions

- Sourcing Decisions
- Requirement Determination
- Procurement Actions / Contracting
- Distribution
- Disposition
- Budgeting / Resource Management
- Quality
- Cataloging
- Provisioning
- Maintenance Engineering
- Technical Support
- Software
- Repairs Scheduling

ICP Core Functions



TO 3: Risk vs. Reward



TO 3: Single Joint ICP

Scenario

- In phased approach, transfer mgt of Army, Navy, Air Force, and Marine DLRs to DLA by:
  a. Converting Service ICPs in-place to DLA. Ex: AF ICPs at: Hill AFB, Robins AFB, and Tinker AFB go to DLA
  b. Developing systems, procedures and processes to integrate Service operations and create engineering linkages to facilitate deployment and ensure readiness
  c. Consolidating and implementing best business practices as appropriate

Drivers/Assumptions

- Principle: Supply, Service and Maintain
- Transformational Option: Consider migrating all Service DLRs to the oversight and management of a single DOD agency / activity
- Focused Logistics: Changing nature of warfare dictates need for network centric approach to logistics
- Excess Capacity: GAO Report B-276977
  (Aug 97) estimates significant savings associated with ICP consolidation

Justification / Impact

- Streamline and simplify DLR management
- Fundamentally alters existing IMM/PM relationships
- Time / cost to develop integrating systems, procedures, processes and training workforce
- Reduced logistics footprint; single face to warfighter

Potential Conflicts

- Risk associated w/disruption of existing IMM / PM system
- Resource allocation by appropriation account
- Reduce ability of ICPs to provide tailored support to their customers
- Hinder efforts to link all echelons of supply performance to weapon system readiness goals

Permutations

- **Single Joint Activity (TO 3)**
  - **All or some functions transfer**
  - **Risk vs. Reward**
- Lead Service or Agency Centers of Excellence to include Common DLRs (TO 3)
- **Single Service ICPs (TO 4)**

Must ICPs be co-located with industrial repair?

What is Common?

Definitions…

- **Primary Inventory Control Activity (PICA)**
  - **The principal supply control activity responsible for establishing stockage objectives, controlling stockage objectives and maintaining item accountability for an item of supply.**
- **Secondary Inventory Control Activity (SICA)**
  - **A supply control activity responsible for controlling stock levels and maintaining item accountability when supply support is furnished by a different Service or Agency or, in the case of Defense Supply Centers, responsible for residual supply management actions not transferred to the General Services Administration.**

Commonality by FSC

FSC	Commodity	Service	Total DLR NIINs	Total DLR NIINs with Multiple Users	Percentage
1935	Barges and Lighters, Special Purpose	Army	1	1	100.00%
1945	Pontoons and Floating Docks	Navy	4	4	100.00%
2610	Tires and Tubes, Pneumatic, Except Aircraft	Army	2	2	100.00%
3410	Electrical and Ultrasonic Erosion Machines	DLA	1	1	100.00%
3446	Forging Machinery and Hammers	DLA	1	1	100.00%
3590	Miscellaneous Service and Trade Equipment	Army	1	1	100.00%
3615	Pulp and Paper Industries Machinery	Army	1	1	100.00%
6520	Dental Instruments, Equipment, and Supplies	DLA	1	1	100.00%
6545	Replenishable Field Medical Sets, Kits, and Outfits	DLA	3	3	100.00%
7195	Miscellaneous Furniture and Fixtures	Army	1	1	100.00%
7450	Office Type Sound Recording and Reproducing Machines	Air Force	2	2	100.00%

Commonality by FSC

FSC	Commodity	Predominant Service	Total DLR NIINs	Total DLR NIINs with Multiple Users	Percentage
5998	Electrical and Electronic assemblies, Boards, Cards, and Associated Hardware	Navy	106489	9208	8.65%
5895	Miscellaneous Communication Equipment	Navy	18116	2270	12.53%
6625	Electrical and Electronic Properties Measuring and Testing Instruments	Navy	11103	1583	14.26%
6130	Converters, Electrical, Nonrotating	Navy	13281	1372	10.33%
2840	Gas Turbines and Jet Engines, Aircraft, Prime Moving; and Components	Air Force	8387	1147	13.68%
5810	Communications Security Equipment and Components	Army	1684	946	56.18%
5820	Radio and Television Communication Equipment, Except Airborne	Navy	4469	859	19.22%
4920	Aircraft Maintenance and Repair Shop Specialized Equipment	Navy	9581	856	8.93%
5985	Antennas, Waveguides, and Related Equipment	Navy	6509	712	10.94%
5999	Miscellaneous Electrical and Electronic Components	Navy	10234	653	6.38%
1560	Airframe Structural Components	Air Force	13457	651	4.84%
7025	ADP Input / Output and Storage Devices	Navy	5527	625	11.31%

TO 3: Lead Centers of Excellence

Scenario	Drivers/Assumptions
▪ Consolidate Service ICPs in Service Centers of Excellence. Service Centers of Excellence manage Service unique "core" DLRs ▪ Consolidate management of Common DLRs single Service or Agency	▪ Principle: Supply, Service and Maintain ▪ Transformational Option: Consider migrating all Service DLRs to the oversight and management of a single DOD agency / activity
Justification / Impact	**Potential Conflicts**
▪ Streamline and simplify DLR management ▪ Enables workforce streamlining ▪ Fundamentally alter existing PICA / SICA relationships ▪ Time / cost to develop integrating systems, procedures, processes, and training workforce	▪ Risk associated with disruption of existing PICA / SICA system ▪ Resource allocation by appropriation account ▪ Reduce ability of ICPs to provide tailored support to their customers

Permutations

- **Single Joint Activity (TO 3)**
  - **All or some functions transfer**
  - **Risk vs. Reward**
- **Lead Service or Agency Centers of Excellence to include Common DLRs (TO 3)**
- Single Service ICPs (TO 4)

Must ICPs be co-located with industrial repair?

TO 4: Consolidate Army ICPs

Scenario

- Three Army ICPs (AMCOM, TACOM, and CECOM) consolidate at Redstone Arsenal, AL
- Establish a single, integrated, collocated Materiel Management Center
- Life Cycle Management Centers will provide readiness support, matrix support to PEOs, and industrial base management

Drivers / Assumptions

- Principle: Supply, Service and Maintain
- Transformational Option: Establish a single inventory control point (ICP) within each service or consolidate into joint ICPs

Justification / Impact

- Provides a single face to customers for all materiel requirements
- Provides a standardized processes
- Provides opportunities for improved customer support and cost efficiencies
- Establishes framework for a DOD ICP

Potential Conflicts

- Assimilating cultural differences among commands
- Initial loss of efficiency due to loss of expertise
- Separating Item Managers from the readiness and acquisition communities

TO 4: Consolidate NAVICP

Scenario

- Consolidate NAVICP (Philadelphia and Mechanicsburg sites) into a single location
- Relocate personnel and Supply functions from/to Philadelphia or Mechanicsburg

Drivers

- Principle: Supply, Service and Maintain
- Transformational Option: Establish a single inventory control point (ICP) within each service or consolidate into joint ICPs

Justification / Impact

- Savings from site consolidation
- Process standardization
- Maximize use of existing capacity at Mechanicsburg or Philadelphia sites
- Single face to the customer
- Establishes framework for a DOD ICP

Potential Conflicts

- Automated systems integration
- Initial loss of efficiency due to loss of expertise

TO 4: Consolidate Air Force ICPs

Scenario Proposal

- Consolidate Air Force ICP operations under single point command and control
- Single ICP orchestrates activities at 3 commodity centers of excellence
- Applying commercial SCM practices to drive real cost and inventory savings
- Realign materiel management workload at ALCs to create pure centers of excellence

Drivers / Assumptions

- Principles: Force Sustainment
- Transformational Option: Consolidate 3 ICP C^2 activities to a single operations center
- Specialized SCM tech functions at ALCs
- Efficiencies driven through shared commodity industrial base intelligence, repair technologies, strategic sourcing arrangements and engineering support

Justification / Impact

- Improves readiness through centralized forecasting, allocation and execution
- Saves $415M+ (to date - FYDP) through strategic sourcing, elimination of redundant command and control structures and efficient sharing of commodity engineering / technical expertise at ALCs
- Seamless operation – war or peace

Potential Conflicts

- Shift of ICP management to a single Logistics Operations hub from current decentralized activities
- Minor materiel management reassignment – negligible PE moves

TO 4: Maintain Sole MC ICP

Scenario

- **Maintain sole Marine Corps ICP at Albany, GA**

Drivers

- **Principle: Supply, Service and Maintain**
- **Transformational Option: Consolidate service ICPs Consolidation will improve performance while also reducing costs**

Justification / Impact

- **Reduces DoN HQ Staffs for the ICPs**
- **Consolidates the support functions**
- **Facilitates standard database for monitoring contractor performance**
- **Provides potential for a single material management information system**
- **Consolidation of procurement and repair under a single manager**

Potential Conflicts

- **Disruption of the relationship between service ICPs and weapon system PMs**
- **Specific weapon system readiness concerns with regard to organizational separation**
- **Operational commanders and ICP managers under different command and control may result in less responsive support**

TO 4: Consolidate DLA ICPs

Scenario	Drivers
▪ Transfer all Inventory Control Point (ICP) functions from DSCP and DSCR and consolidate functions at DSCC - Close DSCP and DSCR ICPs - Consolidate similar functions	▪ Principle: Supply, Service and Maintain ▪ Transformational Option: Establish a single inventory control point within each Service or consolidate into joint ICPs
Justification / Impact	**Potential Conflicts**
▪ Streamline and enhance operational efficiency ▪ Closes logistics infrastructure ▪ Reduced logistics footprint; single face to warfighter ▪ Enables workforce streamlining	▪ Availability of MILCON dollars for facility construction ▪ Loss of key trained people ▪ Risk of having all item management accomplished at one location

TO 3 and TO 4 Summary

- **Single Joint ICP**
  - **Key: Procedure / Policy / Systems Development**
  - **Risk vs. Reward Assessment**
- **Lead Service ICP**
  - **Key: May Require Additional Data Call**
- **Single Service ICP**
  - **Navy: 1 Flag; 2 Locations (Data Unroll)?**
  - **Marine Corps – Albany / Barstow?**
- **Ops Research Support Needed for Risk vs. Reward Work**

S&S JCSG Issues

- Retail
  - Base Level Activities
  - RSS
- ICPs
  - Relationship to IJCSG/TJCSG/Service
  - Location relative to Industrial capability

Way Ahead

- 24 Sep - *S&S JCSG Chair briefs ISG*
- 30 Sep - *Proposed scenarios due for OSD Scenario Tracking Tool*
- 1 Oct - *Refine ideas / proposals; clean up data; run Optimization; de-confliction*
- 4 Oct – *Next JCSG Principals' Meeting (1500-1700)*
- 1 Nov - *Data calls, COBRA runs*
- 15 Nov - *Candidate Scenarios due*

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

Agenda
28 Sep 04

0830-0845	**Opening Business**	Co-chairs
0845-0915	**AF/IL Proposed Scenarios**	Mrs. Ferguson
0915-0945	**Industrial JCSG Update**	
	-- Break --	
1000-1030	**Supply and Storage JCSG Update**	
1030-1100	**Future Systems: RPA**	AF/XOIRC
	-- Break --	
1115-1145	**AFSAA Cueing Tool (D)**	

Integrity - Service - Excellence

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

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG Update – Remotely Piloted Aircraft (RPAs)

U.S. AIR FORCE

AF/XOIRC
28 Sep 04

USAF RPAs Overview

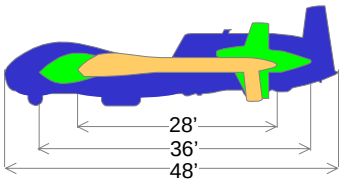
- **MQ-1 Predator A**
  - **Medium altitude, operational armed reconnaissance and target acquisition asset to prosecute time sensitive targets (TSTs) with accurate strike capability and low collateral damage while providing intelligence, surveillance and reconnaissance information**
- **MQ-9 Predator B**
  - **Medium-to-high altitude armed reconnaissance asset being developmental with the capability to execute survivable "hunter-killer" missions by automatically cueing and prosecuting critical emerging TSTs with a self-contained hard-kill capability**
- **RQ-4 Global Hawk**
  - **High altitude, long-endurance, multi-sensor platform being developed to provide intelligence, surveillance, and reconnaissance information**

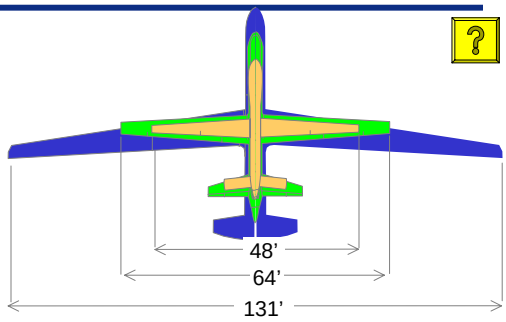
USAF RPA Comparison

RQ-4B Global Hawk

MQ-9 Predator B

MQ-1B Predator A





Distance to On-Station (Nm)	Predator A MQ-1B	Predator B MQ-9	Global Hawk RQ-4A	Global Hawk RQ-4B
1000	4.0*	7-19*	25.1*	25.5*
1500	0	4-15	19.1	19.1
2000	0	0	16.1	15.9

*Note: Time on Station (Hrs), Based on Loiter Airspeeds @ 90% of Maximum Endurance

MQ-9 Predator B

- Minimum runway dimensions: 8,000 feet long by 148 feet wide
- Crosswind limitation for take-off and landing is 14 knots
- Line of sight Ku-Band link required for take-off and landing
- Operate at flight altitudes in excess of 40,000 feet in both visual and instrument meteorological conditions (VMC/IMC)
- Training consists of systems academics, flight characteristics demonstrations, emergency procedures, and weapons employment; training accomplished using actual flights and a high fidelity flight simulator
- ACC to acquire/maintain 60 aircraft; 1 main operating base (MOB) & contingency deployments to meet COCOM requests
- Maintenance facilities required to house four assembled aircraft and support; 110/220 power capable; cited to enable fully loaded aircraft to be hangered/prepped for flight operations (less weapons)

RQ-4 Global Hawk

- Minimum runway dimensions: 8,000 feet long by 148 feet wide
- Max crosswind component for take-off and landing is 15 knots
- Line of sight UHF/X-Band link required for take-off and landing
- Operate at flight altitudes up to 65,000 feet; provide over 26 hours of flight and 20+ hours of on-station time
- Training consists of systems academics, flight characteristics demonstrations, and emergency procedures; accomplished using actual flights and a high fidelity flight simulator
- ACC to acquire/maintain 51 aircraft; 1 MOB and 3 forward operating locations (FOLs)
- Hanger facilities required to house an aircraft and support equipment; must be climate controlled; and adjacent to hard-surface taxiway and runway access

RPA Training

- MQ-9 Operations
  - 11 RS is the FTU – Current PFT is providing 48 pilots and 40 sensor operators per year (without CAT mod); Provisions being considered to increase the capacity
  - 17 RS will operate/deploy both MQ-1s & MQ-9s
  - xx RS (TBD, FY08) will operate/deploy MQ-9s
- RQ-4 Operations
  - 12 RS is the squadron – Beginning March 05, PFT will provide 20 pilots and 12 sensor operators per year; By FY08, FTU capacity increases to 48 pilots and 18 sensor operators per year

Agenda
28 Sep 04

0830-0845	**Opening Business**	*Co-chairs*
0845-0915	**AF/IL Proposed Scenarios**	*Mrs. Ferguson*
0915-0945	**Industrial JCSG Update**	
	-- Break --	
1000-1030	**Supply and Storage JCSG Update**	
1030-1100	**Future Systems: RPA**	*AF/XOIRC*
	-- Break --	
1115-1145	**AFSAA Cueing Tool (D)**	

Headquarters U.S. Air Force

Integrity - Service - Excellence

BRAC Cueing Tool

28 September 2004

U.S. AIR FORCE

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

Overview

- **Assumptions**
- **Basic Inputs**
- **BCEG (user defined, real-time) Inputs**
- **Modeled Imperatives**

Assumptions

- No base of lesser Military Value by MCI is allowed to host force structure by MDS until higher Military Value bases are at the capacity limits defined by user input
  - Up to the (user defined) maximum available at a base
- All modeled imperatives must be included in all solutions
- Some bases may be included in the solution which are not part of the force structure (aircraft) allocation owing to the nature of a policy imperative
- Military value trumps additional considerations
  - Additional considerations are Criteria 6-8
- Locations where the current (FY04) bed down violates user defined sizes are allowed to continue to violate those limits
  - Flagged when it occurs

Assumptions

- Multiple MDS allowed on bases for which such capacity is defined in the MAJCOM data provided
- Partial squadrons defined in the MAJCOM data allowed to be filled to their maximum capacity
  - When their maximum capacity is less than user inputs
- Tool is restricted to beddown forces in those locations for which capacity is listed in the MAJCOM data
  - Existing locations by MDS
- Tool starts with all bases in the solution and the force structure beddown in its existing location
- Capacity will be increased to achieve feasibility by relaxing capacity constraints by one squadron on sequentially highest Military Value bases with remaining available capacity
  - Noted in output when it occurs
- PAA aircraft which cannot be beddown by the tool will be allocated to a notional base called Airshow, if required

Basic Inputs

- Bases (by name) under consideration for BRAC
- Force structure
  - FY11 of the 2025 force structure plan
- Current base capacity and cost* for additional capacity
  - By squadron, for a given MDS
- Military value by MCI for every base
- Mapping of MCI to MDS (or family for grouped MDSs)
- Additional considerations (criteria 6-8) scores for every base (if desired)

* Estimated costs are used only for comparing the cost of bed downs among installations in a potential solution. Basing analysis and decisions will use certified cost figures and COBRA output.

BCEG Inputs

- Maximum ROM cost allowed for capacity allocation
- Weight of Additional Considerations relative to each other
- Detailed descriptions of modeled imperatives
- Squadron size: by MDS, family, and/or MCI
- Wing size: by MDS and/or family
  - Initial Conditions:

Fighter	3 x 24 PAA
Bomber	3 x 12 PAA
KC-10	4 x 12 PAA
KC-135	4 x 16 PAA
C-5/C-17	4 x 12 PAA
C-130	4 x 16 PAA
SOF/CSAR	4 x 7 PAA
All others	unrestricted

BCEG Inputs

- **MDS Families***
  - **Presently modeled families are:**

    F-15C/D and F/A-22
    F-16 and F-35
    A/OA-10 and F-35
    HH-60 and MH-53
    MQ and RQ aircraft
    NC-130 and NC-135
    TC-130 and TC-135
    U-2 and TU-2
    AC-130, HC-130 and MC-130
    E-8, TE-8 and E-10

* The tool can place "family" aircraft in each others' slots-- essentially allowing one to backfill the other. Any aircraft not shown here can only go where the MAJCOM has indicated there is capacity for that particular MDS.

Modeled
Principles and Imperatives

- **Ensure unimpeded access to polar and equatorial earth orbits**
- **Preserve land-based strategic deterrent infrastructure as outlined by the Strategic Arms Reduction Treaty (START)**
- **Ensure continuity of operations by maintaining airfield capabilities within the NCR to support the POTUS, Special Airlift Missions, and foreign dignitary visits**
- **Provide air sovereignty basing to meet the site protection and response time criteria stipulated by NORTHCOM and PACOM (in work)**
- **Support global response by U.S. forces by keeping sufficient sovereign U.S. mobility bases along deployment routes to potential crisis areas**
- **Optimize the size of our squadrons -- in terms of aircraft model, aircraft assigned, and crew ratios applied (e.g., same MDS's)**
- **Retain enough capacity to base worldwide AF forces entirely within the United States and its territories**
- **Ensure long-range strike bases provide flexible strategic response and strategic force protection**
- **Support the AEF construct by keeping two geographically separate munitions sites**
- **Ensure global mobility by retaining two air mobility bases and one additional wide-body capable base on each coast**

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

Cueing Tool
Approval to Proceed

OPR:	SAF/IEB	Status:	Deliberative

- The cueing tool is not formal analysis. It helps to inform our process
- Initial conditions can be changed based on BCEG inputs
- Subject to the AFAA certification, approval to proceed with the AFSAA cueing tool as presented
  - Approval does not preclude modification to the tool if the need becomes apparent
  - Changes must be approved by the BCEG

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

Agenda
30 Sep 04

0830-0840	**Opening Business**	*Co-chairs*
0840-0905	**Intelligence JCSG Update**	
0905-0925	**HQ and Support JCSG Update**	
0925-0945	**Edu and Tng JCSG Update**	
	-- Break --	
1000-1130	**Future Systems: ABL**	
1030-1130	**Future Systems: JUCAS, F-35**	