

NOT RELEASABLE UNDER FOIA

DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

AUG 18 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 29 July 2004.

Maj Gen Heckman called the meeting to order at 0830, the Pentagon, Room 5C279. The meeting was informational. Attendance is at attachment one. Maj Gen Heckman reviewed the July through September calendar. Maj Gen Heckman and Mr. Pease offered introductory remarks highlighting the upcoming notional initiation of the scenario tracking system (slides 3-4).

\_\_\_\_\_ briefed BCEG action items (slide 5). Mr. Pease briefed the AF/JCSG integration process (slide 7).

\_\_\_\_\_ briefed the status of the Supply and Storage JCSG (slides 9-14).

\_\_\_\_\_ briefed the status of the Industrial JCSG (slides 16-20).

\_\_\_\_\_ discussed the metrics building convention and defined three varieties of metrics (slides 23-27).

\_\_\_\_\_ discussed modeling qualitative variables with regard to criteria 6, 7, and 8 (slides 31-34).

Maj Gen Heckman previewed the 3 Aug 04 BCEG agenda. Mr. Pease and Gen Heckman discussed refining definitions with regard to renaming the term "filters" to more accurately reflect the BRAC process (slides 36-40).

The next BCEG meeting is scheduled for 3 Aug 04 at 0830 in Pentagon Room 5C279. The meeting concluded at 0934.

GERALD F. PEASE, JR.

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: 29 July 2004

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**\*\*Voting members are underlined**

Primary Members

- BG Holland
- Brig Gen Hanferd Moen
- Brig Gen Tony Haynes
- Mr. Fred Kuhn
- Ms. Cathy Sparks
- Mr. Matt Mleziva
- Mr. Douglas Heady\*
- Mr. Jay Jordan
- Mr. William Kelly
- Ms. Maureen Koetz

Alternate Members

- Brig Gen Mike Lynch
- BG Butler
- Ms. Kathy Ferguson
- Mr. Steve Connair
- Brig Gen William Ard
- Mr. Vance Lineberger

Representatives

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

\* Temporary appointment

Others

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

(A&G)  
 (147)  
 (EX)  
 (XOS)  
 ARSAA/AFAA  
 (MA)  
 ARSAA  
 ARSAA  
 SAA  
 1)

# Headquarters U.S. Air Force

*Integrity - Service - Excellence*

## BCEG (non-deliberative session)



29 Jul 04

**U.S. AIR FORCE**



## Agenda 29 Jul 04

0830-0845	<b>Opening Business</b>	Co-chairs
	<i>Calendar</i>	
	<i>Action Items</i>	
0845-0945	<b>JCSG Principal's Perspective</b>	
	<i>Supply and Storage</i>	
	<i>Industrial</i>	
0945-1015	<b>Metrics: Conventions</b>	
	<b>-- Break --</b>	
1030-1100	<b>Recommendations for Analysis: Criteria 6, 7, and 8</b>	



# BCEG Schedule

## 29 July

July BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	1	2	3
4	5 <b>Independence Holiday</b>	6	7	8 BCEG 0830-1200	9	10
11	12	13 BCEG 0830-1200	14	15 BCEG 0830-1200	16	17
18	19	20 BCEG 0830-1200	21	22 BCEG 0900-1200 AF JCSG Principal's Mtg 1430-1600	23 ISG 1030-1130	24
25	26	27 BCEG 0830-1200	28	29	30	31

As of: 28 Jun 04



# BCEG Schedule

## Aug – Nov

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

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

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

Nov BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

As of: 21 Jun 04



## BCEG Action Items

<u>Action</u>	<u>OPR</u>	<u>Susp.</u>	<u>To</u>
Criteria 6-8 analysis proposals	AFSAA	29 Jul	BCEG
JCSG capacity II	IEB	2 Aug	OSD
Present three (3) notional scenarios	BCEG	6 Aug	ISG
Resolve ARC concerns re: demographics	IEB / RE	16 Aug	BCEG
MV filters complete	BCWG	16 Aug	BCEG
AF and JCSG MV	IEB	16 Aug	OSD
JAST	IEB	7 Sep	OSD
JCSG MV (tech. and intel)	IEB	13 Sep	OSD

Purple: data calls



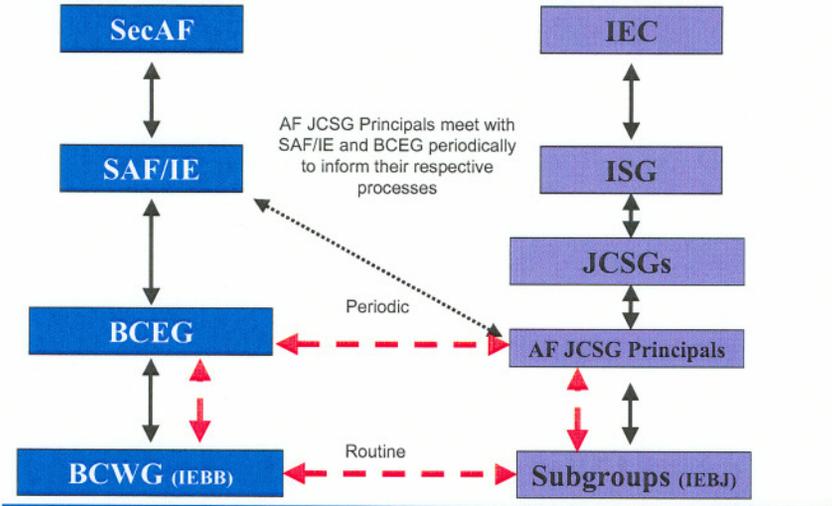
## Agenda 29 Jul 04

0830-0845	<b>Opening Business</b>	Co-chairs
	Calendar	
	Action Items	
0845-0945	<b>JCSG Principal's Perspective</b>	
	Supply and Storage	
	Industrial	3
0945-1015	<b>Metrics: Conventions</b>	
	<b>-- Break --</b>	
1030-1100	<b>Recommendations for Analysis: Criteria 6, 7, and 8</b>	



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

# AF/JCSG Integration Process



*Integrity - Service - Excellence*

7

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

## Headquarters U.S. Air Force

*Integrity - Service - Excellence*

# Supply & Storage JCSG Status to BCEG

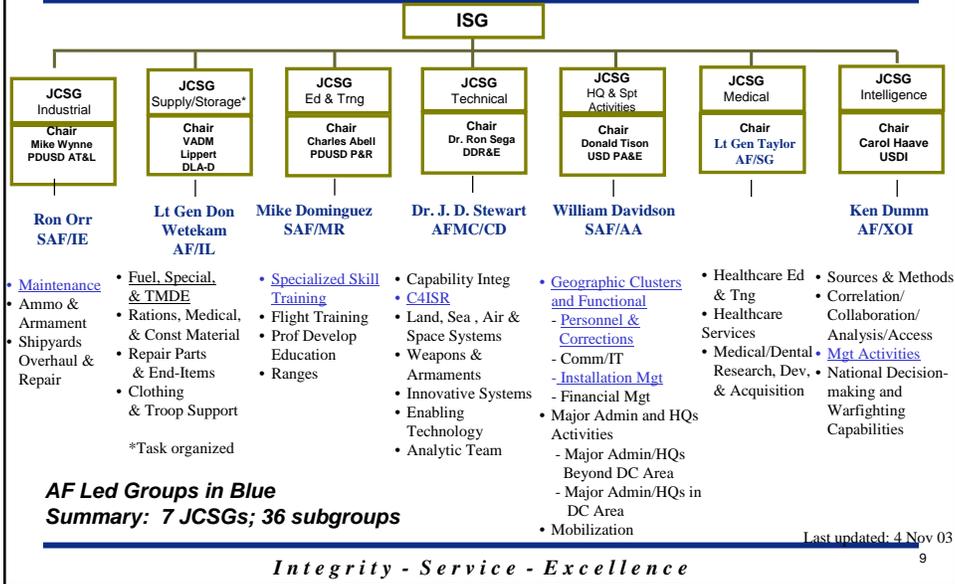


U.S. AIR FORCE

AF/ILGP



# Joint Cross Service Groups



# Group Dynamics

- Parochial issues, group performance, major issues: none
- Subgroup leadership- task organized
  - Data validation--AF
  - Modeling (optimization)-- Navy
  - Modeling (COBRA)--TBD
  - Question development / answering – Army
- Service specific agendas becoming evident in MV analysis
  - Outlined in Imperatives



## What Are We Doing Now

---

- **Data**
  - Data clarification
  - DC # 8
  - MV
  
- **Optimization modeling**
  - Coding
  - “Considerations”
  
- **Scenario development**
  - Transformation options
  
- **Additional COBRA call**



## JCSG Interaction

---

- **With the AF**
  - Unit S&S Activities (LRS/RSS/FISC/etc.)
  - ICPs
  
- **With other JCSGs**
  - Industrial
  - Technical
  - HQ & Support



## What Support We Need

---

- **Cross-flow of communication during scenario development**



## Concerns/Issues

---

- **Need to be in-the-loop on**
  - **Constraints being developed by AF**
  - **Scenarios being developed by AF**

# Headquarters U.S. Air Force

*Integrity - Service - Excellence*

## IJCSG Status to BCEG



U.S. AIR FORCE

R

AF/ILPB



## Industrial JCSG

PDUSD AT&L: Hon Michael Wynne  
Exec Sec (ADUSD): Mr. Jay Berry

**Industrial JCSG**  
Hon. Michael Wynne  
**(Mr. Ron Orr)**

USA: Mr. Gary Mostek  
USN: RADM Bill Klemm  
USMC: BGen Willie Williams  
USAF: **Mr. Ron Orr, Mr. Allen Beckett**

Maintenance  
Subgroup

Ship Overhaul &  
Repair Subgroup

Munitions &  
Armaments Subgroup



## Group Dynamics

---

- IJCSG members are working together
- Subgroup leadership
  - Maintenance subgroup – **AF chair**
    - Depot Maintenance
    - Combat Field Support / Intermediate MX: Non-deployed in fixed facilities
  - Ship Overhaul & Repair Subgroup – **Navy chair**
    - Depot Shipyards
    - Intermediate Ship Maintenance
  - Armaments & Munitions Subgroup – **Army chair**
    - Munitions Production
    - Armaments Production
    - Maintenance
    - Storage
    - De-Mil
- AF represented on all subgroups
  - Ship Overhaul & Repair – primary: Ms Carol Conrad
  - Armaments & Munitions – primary: Lt Col Samic
- On subgroups Service inputs are taken into account



## What Are We Doing Now

---

- Developing transformational options for IJCSG
- Optimization modeling
  - Using the CNA-developed model
  - Based on capacity and MV
  - Constraint – capacity floor for depot is CORE
- Scenario development
  - Developing IJCSG internal process
  - Will consider capacity, MV, CORE
- COBRA-unique inputs being discussed
  - Production transition costs
  - Equipment transition costs



## IJCSG Interaction

---

- **With the Services**
  - Will use OSD process
  - Will provide recommendations to Services
  - Iterative
- **With other JCSGs**
  - Will use OSD process
  - Will provide recommendations to other JCSGs
  - During scenario development, will work with other JCSGs
  - Iterative
- **JCSGs affecting us....**
  - Supply and Storage
  - Technical



## What Support We Need

---

- **Good data**
  - Validation
  - Timely corrections
- **Good (two-way) communication**
  - During scenario development
  - During recommendation development



# Agenda

## 29 Jul 04

0830-0845	<b>Opening Business</b>	<i>Co-chairs</i>
	<i>Calendar</i>	
	<i>Action Items</i>	
0845-0945	<b>JCSG Principal's Perspective</b>	
	<i>Supply and Storage</i>	
	<i>Industrial</i>	
0945-1015	<b>Metrics: Conventions</b>	
	<b>-- Break --</b>	
1030-1100	<b>Recommendations for Analysis: Criteria 6, 7, and 8</b>	

# Headquarters U.S. Air Force

*Integrity - Service - Excellence*

## Metrics Building Convention



**U.S. AIR FORCE**

AF/XOS

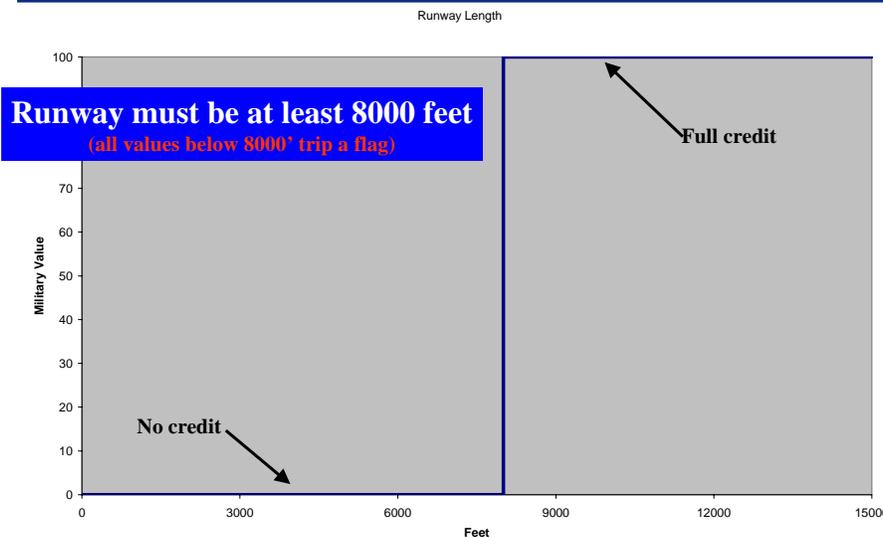


## Definition and Convention

- **Metrics:** Value ranges applied to answers which place the responses into operationally relevant, mission-centric groups.
- Should meaningfully discriminate based on logical breakpoints
  - Operational requirement (e.g., tech orders, common PAA structures etc.)
  - Military judgment
- Should change in value with appropriate minimum and maximum thresholds

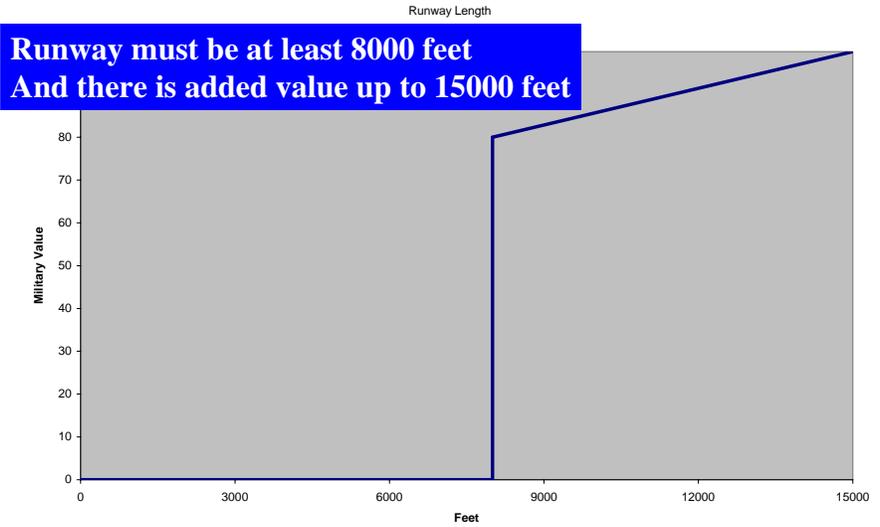


## Binary

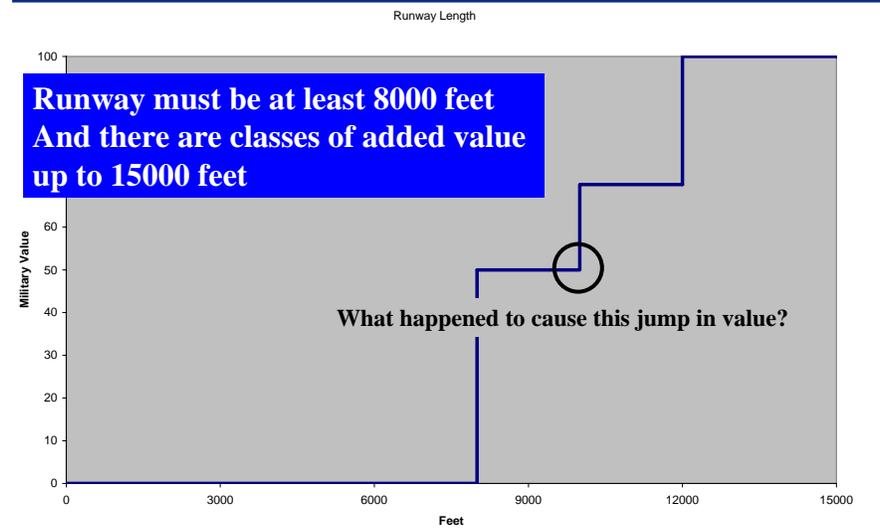




## Piecewise Linear



## Step Function





## Way Ahead

---

- BCWG reviews metrics w/ SMEs                      30 Jul- 2 Aug
- BCEG first look    3 Aug
- Completion    NLT 16 Aug



---

**-- Break --**



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

# Agenda

29 Jul 04

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

*Calendar*  
*Action Items*

0845-0945 **JCSG Principal's Perspective**

*Supply and Storage*  
*Industrial*

0945-1015 **Metrics: Conventions** *AFSAA/SAP I*

**-- Break --**

1030-1100 **Recommendations for  
Analysis: Criteria 6, 7, and 8**

*Integrity - Service - Excellence*

29

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

## Headquarters U.S. Air Force

*Integrity - Service - Excellence*

# Modeling Qualitative Variables OSD Criteria 6, 7, and 8



**U.S. AIR FORCE**

**AFSAA/SAP I**



## The Task

- Criteria 1-4 are explicitly modeled in Military Value
- Criterion 5 will be evaluated using COBRA
- Criteria 6-8 may be difficult to quantify

**How best to model this quantitative and qualitative data to support AF analysis**



## AFSAA Recommendation

- Incorporate Criteria 6-8 into Math Programming model

**Goal 1: Minimize Number of Bases/Maximize Military Value**

**Goal 2: Maximize Return on Investment (COBRA)**

**Goal 3: Maximize Compliance with Criteria 6-8**

**Subject to: (Constraints)**

Principles & Imperatives  
Military Value (Criteria 1-4) and Filters  
Bed down/Force Structure/Capacity

Not in  
AFSAA  
model



## Advantages

- Takes advantage of existing methodology and time phasing
- Allows criteria 6-8 to be modeled as qualitative and rapidly assessed
  - Binary indicator variables (flags)
  - AFSAA will work with IEB and SME leads to develop categorical measurement scales
- Goal Programming allows simultaneous analysis of:
  - Criteria 1-4 (MV)
  - Criterion 5 NOT included (modeled using COBRA)
  - Criteria 6-8 (additional considerations)
  - Principles and Imperatives
  - Force structure/capacity



## Advantages (cont)

- Preemptive Goal Programming:
  - Does not weight criteria 6-8 -- makes them “tie breakers”
  - Minimize bases/maximize MV preempts maximize compliance with criteria 6-8
  - Ensures we do not trade MV to satisfy criteria 6-8
- Solution(s) form the basis for scenario (portfolio) analysis
- Strong traceability
- Easy to update and solve in real-time
- Analytically sound methodology
- Accommodates sensitivity analysis



## Purpose

- Update BCWG on status of MV filters and their associated attribute / question weights



## Filter Weights

- SMEs reviewed & prioritized questions by effective weight
  - Some inconsistencies when weights were rolled back up through attributes and criteria

	BCEG Notional	SOF/ HELO	Fighter	Bomber	ABL	UAV/ UCAV	Tanker/ C2ISR	Airlift	Space Ops	Average
Criteria 1	45%	46%	26%	42%	27%	54%	23%	43%	45%	38.4%
Criteria 2	40%	40%	61%	44%	54%	34%	51%	43%	40%	45.7%
Criteria 3	10%	9%	9%	9%	15%	8%	21%	9%	10%	11.1%
Criteria 4	5%	5%	4%	5%	5%	5%	5%	5%	5%	4.7%

- Way ahead: BCWG exploring options to ensure consistency
  - Reviewing questions for applicability and binning



# Fighter

## UPDATED SME INPUT

## PREVIOUS

DOD #	Question	Effective	Attribute	A. Wt.	Criteria	C. Wt.	A. Wt.	Criteria	C. Wt.
1226	Population density impact on USAF mission	1.35%	Geo-locational		1			1	
1243	Airfield elevation	1.50%	Geo-locational		1			1	
1245	Distance to airspace supporting (mission type) operations.	14.50%	Geo-locational	83%	1		60%	1	
1270	Suitable auxiliary airfields within 50NM of the installation.	2.00%	Geo-locational		1			1	
1412	Distance to nearest city >= 100,000	1.35%	Geo-locational		1			1	
1246,1247	Distance to low level routes supporting (mission type) operations	1.20%	Geo-locational		1	26%		1	45%
1242	ATC restrictions to operations	2.00%	Ops. Env.		1			1	
1271	Prevailing installation weather conditions	2.50%	Ops. Env.	17%	1			1	
213	Attainment status?	0.00%	Ops. Env.		1			2	40%
1207	Level of mission encroachment	1.00%	KMI		2			2	
1221	Ability to hangar permanent 15 sized aircraft	2.00%	KMI		2			2	
1231	Certified Weapons Storage	0.80%	KMI		2			2	
1232	Does the installation have sufficient and arm weapons	8.00%	KMI	43%	2			2	50%
1233,1234	Does the installation have sufficient (mission type) operations?	1.00%	KMI		2			2	
1235-40	Can installation pavements support (mission type) operations?	3.50%	KMI		2	61%		2	40%
8	Ramp area and serviceability	5.00%	KMI		2			2	
9	Runway dimension and serviceability	4.50%	KMI		2			2	
1203	Access to adequate supersonic	10.50%	Ops. Areas		2			2	
1266, 1267,			Ops. Areas		2			2	
1648, 1660	Does the range complex support (mission type) training?	15.30%	Ops. Areas	57%	2			2	50%
1650-52	Does the range complex support joint (mission type) training?	9.00%	Ops. Areas		2			2	
213/221	Attainment Status/Emission budget growth allowance	1.45%	Growth		3			3	50%
1205a	Buildable acres to support industrial operations growth	1.75%	Growth	56%	3			3	
1205b	Buildable acres to support air operations mission growth	1.75%	Growth		3			3	
1406	Community Education	0.05%	Growth		3	9%		3	10%
1214	Fuel dispensing rate to support mobility and surge operations	2.00%	Mobility/Surge	44%	3			3	50%
1241	Installation ability to support large-scale mobility deployments	2.00%	Mobility/Surge		3			3	
1250	Area cost factor	1.50%	Cost		4			4	
1269	Utilities cost rating (U3C)	0.25%	Cost		4			4	
1402	BAH rate	1.75%	Cost	100%	4	4%		4	5%
1403	GS locality pay	0.50%	Cost		4			4	



## Deliberative Session (Principals only please)