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DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC 20330-1000

DCN: 6005



OFFICE OF THE ASSISTANT SECRETARY

FEB 26 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Meeting, 6 Feb 04

The meeting was called to order by Mr Aimone at 0845 in the Pentagon, Room 4E1037. Attendance is reflected in attachment 1. The members reviewed the minutes from 23 Jan 04 meeting, which were received without comment.

Mr Aimone encouraged a discussion of physical capacity data for Eglin and Duke Field consolidation. This was at the request of AFMC/XP. The BCEG approved the request pending a concurring email message from BGen Rajczak. (Upon receipt of the concurring email from BGen Rajczak, the BCEG approval of data consolidation was unanimous.)

Mr [redacted] briefed Joint Cross Service Groups updates. (Slide 28)

Mr [redacted] briefed the intelligence data call. (Slides 30,31)

Mr [redacted] briefed Military Value Filters. (Slides 33-42) The discussion centered on the 13 scores (slides 39, 40) and mission filters (slide 42). The BCEG unanimously approved the military value filters.

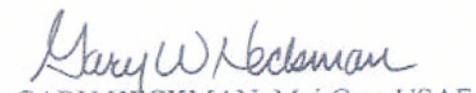
Mr [redacted] briefed 6 specific changes to the Air Force Internal Control Plan (Slides 44, 45)

Mr Aimone and Maj Gen Heckman presented concluding remarks and the meeting was concluded at 1007.


BCEG Recorder

The minutes above are approved.


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


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

Attachments:
As Stated

Base Closure Executive Group Attendance

Date: 6 Feb

Chairs

- Mr. Mike Aimone
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

- Brig Gen Dave Brubaker
- Brig Gen Rajczak
- Brig Gen Michael Lynch
- Mr. Fred Kuhn
- Ms. Cathy Sparks
- Mr. Tim Beyland
- Ms. Gina Guy
- Mr. Jay Jordan
- Mr. William Kelly
- Ms. Maureen Koetz

Alternate Members

- Brig Gen Tony Haynes
-
- Mr. Fred Pease
-
- Ms. Kathy Ferguson
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- Brig Gen William Ard
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Representatives

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Others IEB

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AFAA

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Headquarters U.S. Air Force

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"On Course" to the BRAC and QDR



Lt Gen Duncan J. McNabb
DCS for Plans & Programs

Maj Gen Gary W. Heckman
Assistant DCS/XP for BRAC

U.S. AIR FORCE

BRAC / QDR Weather Update . . .

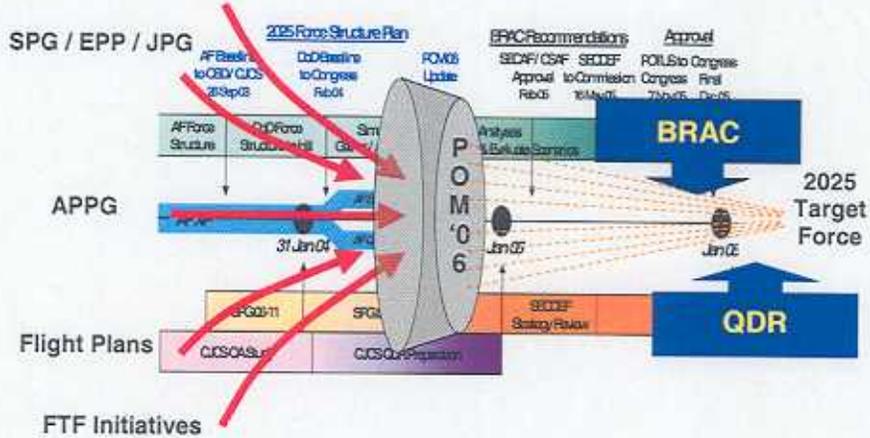


**The Perfect Storm:
BRAC and the QDR**

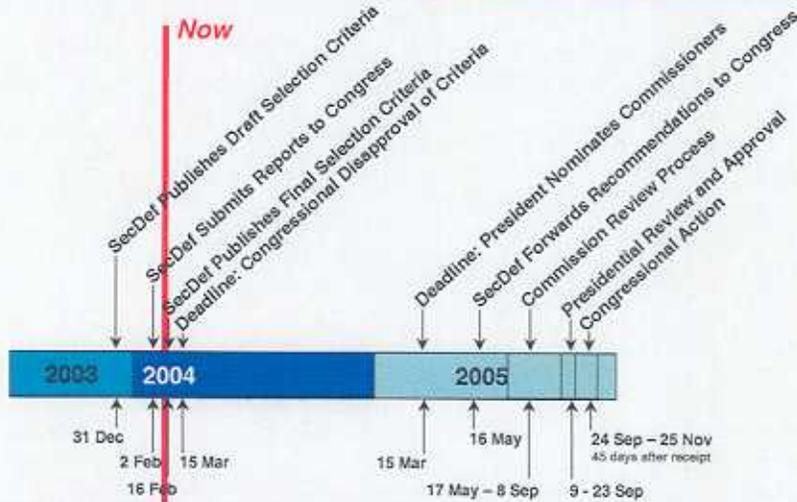


The Approach

POM 05

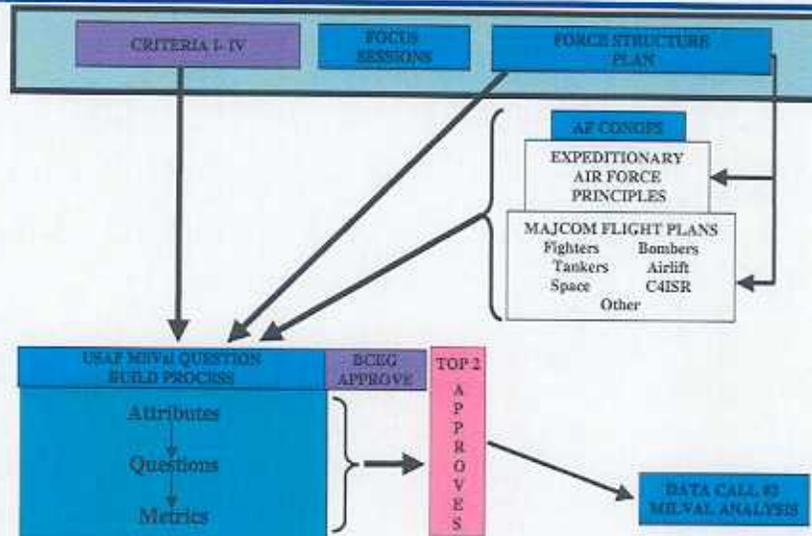


BRAC 2005 Congressionally Mandated Timeline





Military Value Process

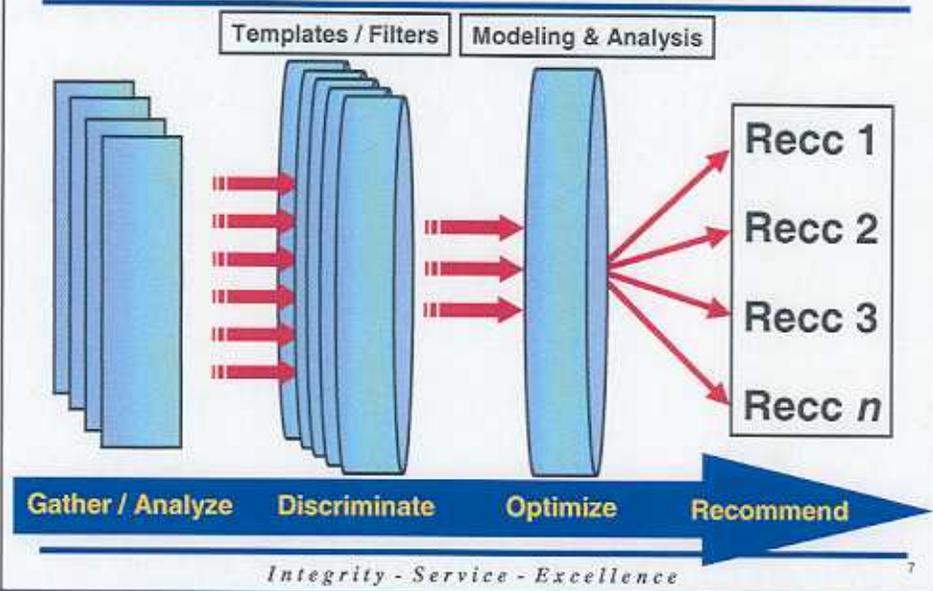


Installation Attributes Military Value "Buckets"

- **Infrastructure:** Mobilization and Base Operations
- **Electromagnetic Spectrum and Bandwidth:** Capacity, Capability, and Interference
- **Weapons Handling:** Capacity, Capability, and Condition
- **Runway, Ramp, and Space Launch:** Capacity, Capability, and Condition
- **Airspace:** Congestion and Architecture
- **Ranges:** Capacity, Capability, and Access
- **Geographical Factors:** Encroachment, Weather, Topography, Proximity to Mission and Joint Operations



BRAC Analytical Process



BRAC and FTF Inextricably Linked

BRAC "Draft Criteria"

1. Current / future mission reqts (readiness / training / joint)
2. Land / facilities / airspace
 - Availability & condition
 - Support for HLD
3. Ability of receiving bases to accommodate mobilization, contingencies and future requirements
4. Cost of operations and manpower implications

Focus on:
MILITARY VALUE

FTF "Draft Criteria"

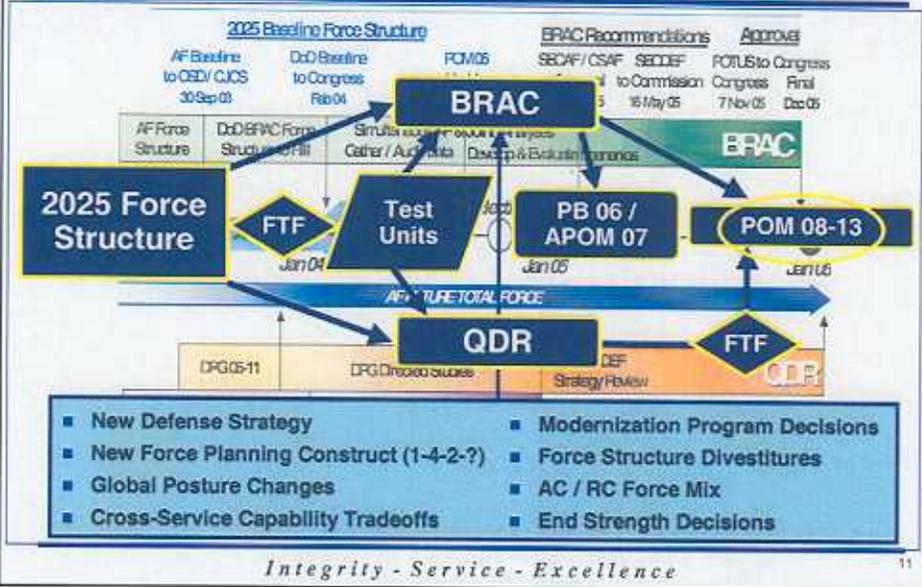
1. Force management
 - Existing basing of experienced personnel
2. Demographics
 - ARC recruiting pools
 - Quality of life
 - "City basing"
3. Unit comparisons
 - Recruiting / retention
 - Participation rates

Focus on:
RELEVANCE





QDR Linkage



The Kickoff Quadrennial Defense Review 2005-06

SPG SECDEF Forward

“Another important objective for this SPG is to direct precursor activities necessary for a successful strategy review in the 2005-06 timeframe. Implementing the essential elements of capabilities-based planning as directed in the SPG will allow a capabilities-based review of alternative ways and means of implementing the Defense Strategy. To facilitate this process, over the next year and half the Department must proceed with the development of joint. The Department will also conduct a set of high-priority studies, as tasked in this SPG, that will set the stage for a comprehensive review of all elements of the current strategy and prepare for the Quadrennial Defense Review.”



DoD QDR Preparation: SPG-Directed Joint Studies

- **Operational Availability Study**
 - Joint Force Capabilities Assessment
 - Rotation Based Force Capabilities
 - Analysis of Homeland Defense Capabilities
 - Mobility Capabilities Study
 - Strategic Deterrence
- Expanding the Joint C2 Capability of Service Operational HQs
- Combatant Command Manning Review
- Force Structure Data Organization
- Authoritative Data Sources Identification
- Sensor Mix Study
- Analysis of Current Unit Movement Information Systems
- O&M Savings Assessment

SECDEF's biggest formal QDR preparation activity... will drive QDR issues

Next "MRS" (Terms of Reference written during the EPP)



AF QDR Preparation: On-Course

- ✓ **AF QDR Organization:** In place & engaged OSD, Joint Staff, other Services
- ✓ **AF Analyses:** Terms of reference for studies approved, studies
- **Outreach:** Restarted Hill Breakfast Series; "Quadrennial Edge" outreach plan approved
- **AF-wide Connectivity:** AF "Blue Horizon Information System" up and running – HAF to MAJCOMs, 4-Star to 4-Star connectivity

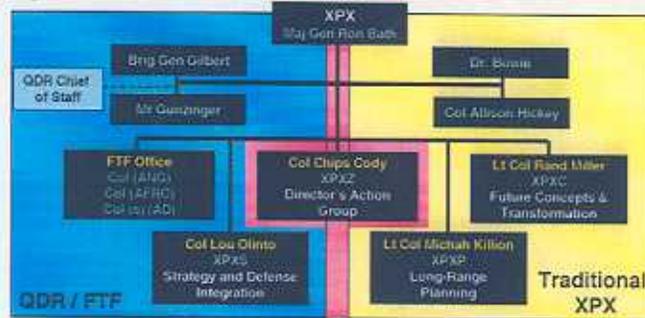




AF QDR People -- Your Team 10+ Years of Defense Review Experience

- In-place processes & "Blue Horizon" information-sharing network
- Structured to do Defense Reviews in normal course of business*

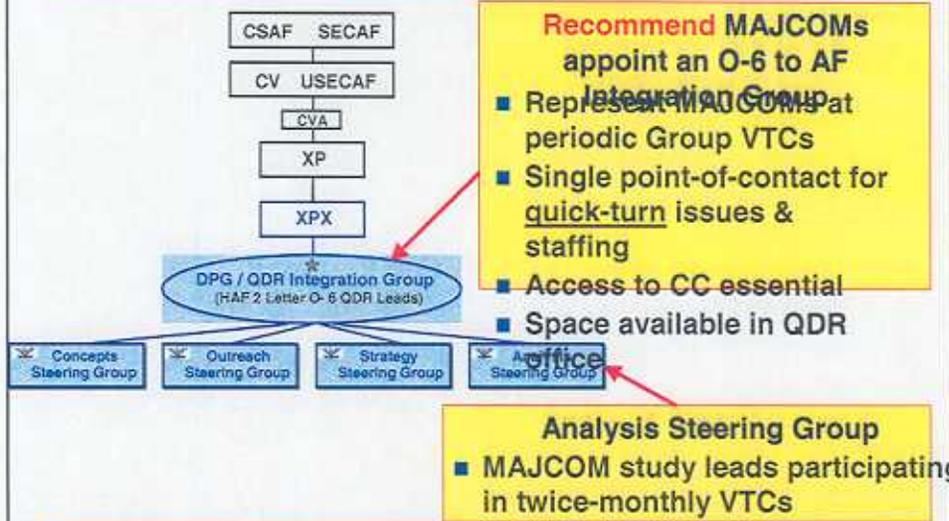
- Established contacts with other Services, Joint Staff, OSD, Hill
- HAF integration lead for SECDEF SLRGs, DPG, QDR
- Natural synergy with HAF/XP



- In-House Backgrounds:**
- MAJCOMs
 - Joint Staff
 - OSD
 - Hill
 - Warfighters
 - Active, Reserve, Guard
 - SES, GS
 - Public Affairs, LL
 - Analysts
 - Contractors
 - Scientists
 - Industry



Embedding MAJCOMs





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Toward 2025

Way Ahead: *Major AF QDR Initiatives*

- **XP sponsor a series of joint Strategy Seminars / Wargames**
 - Similar to NDU / Michele Flournoy's effort prior to QDR-01
 - Other Services, Joint Staff, OSD participation
 - Deliverable: Recommendations for the next Defense Strategy
- **Positioning:**
 - XPX working several OSD job openings for AF retired / AF civilians
 - SLOMO working key GO / SES joint positions
- **Proliferating QDR message:**
 - "We Make The Whole Team Better" in products for Congress, OSD, etc.
- **Next 6 Months:**
 - Spring / Summer - establish MAJCOM coordination & representation within AF QDR office (XPX)
 - Recommend standing-up a small AF "graybeard" Advisory Group
 - 4-Star QDR offsite prior to Spring CORONA

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03/01/2004

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BRAC Help Desk Status



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SAF/IEBB

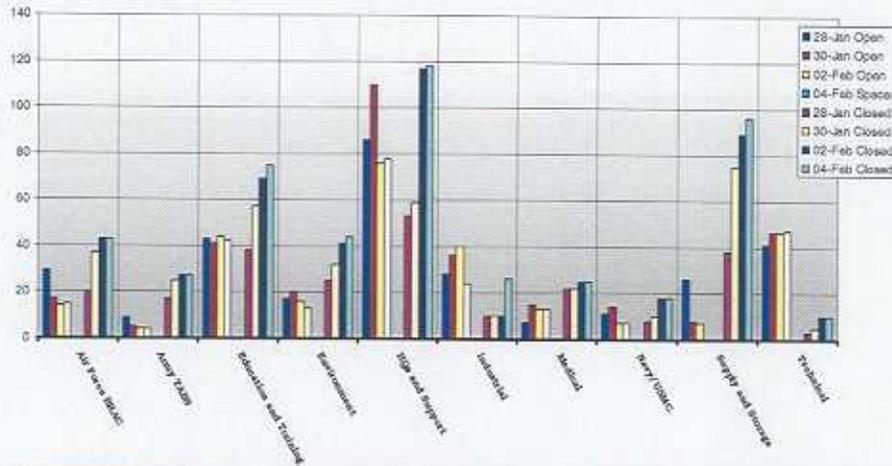
6 Feb 04



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Help Desk Status

Trends in Open and Closed Queries



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BCEG Meeting



6 Feb 04

U.S. AIR FORCE



Overview

- **Administrative Procedures..... Mr. Aimone**
 - Review Last Minutes
 - Installation List (Deliberative)
 - Projected BCEG Meetings
- Comments..... Co-chairs
- JCSG Update.....
- Intel JCSG Data Call.....
- Military Value Filters (Deliberative).....
- AF Internal Control Plan.....



Installation Update Deliberative

- Consolidate Duke Field under Eglin AFB identifier
 - Duke Field operates as a tenant to Eglin, physically located on Eglin AFB property
 - Different than Nellis AFB and Indian Springs where they are physically separated by significant distance
- 919 SOW (Duke Field) data will be called out with separate line entries where feasible and, where not, details will be entered in the "Other Source" field
- Analysis objectives can be met with Duke data aligned under Eglin

BCEG Approve?	
Yes	No
<input type="checkbox"/>	<input type="checkbox"/>



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Proposed BCEG February Meetings

▲ AF BRAC Deliberative Sessions

▲ AF BRAC Non-Deliberative Sessions

February BCEG Meetings							
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	
1	2	3	4	5	6	7	
8	9	<ul style="list-style-type: none"> • Military Value Filters (Del) • Intel JCSG Data Call • O4 Report to Congress 			12	13	14
15	16	17	18	19	20	21	
22	23	<ul style="list-style-type: none"> • Mil Value Questions - 1st session (Del) • COBRA question review (T) • Criteria VII - Status (T) 			26	27	28
29							

Primary Topics in Bold
(T) - Tentative
(Del) - Deliberative

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23



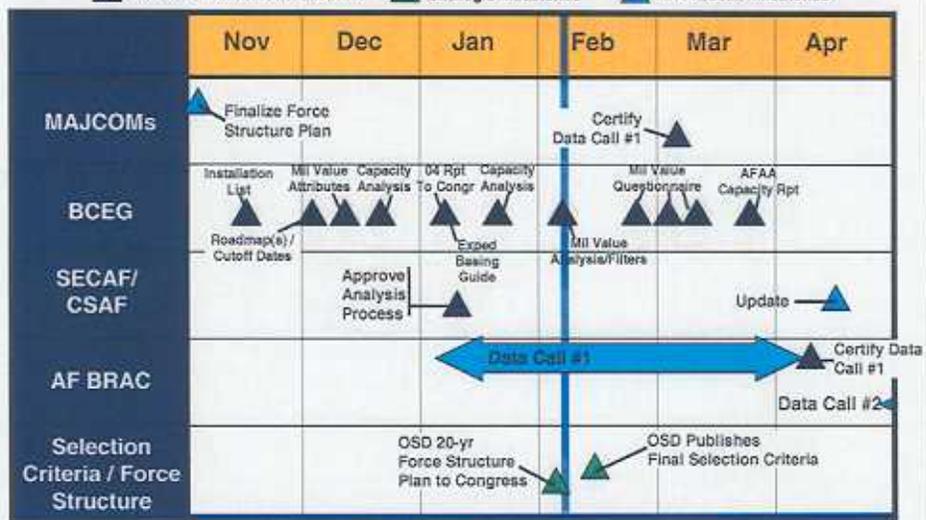
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Proposed BCEG 6-month Timeline

▲ AF BRAC Deliberative Sessions

▲ Strategic Milestones

▲ AF Process Milestones



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MV Milestones (90-day look)

MV (DC2) question development begins	12 Jan	✓
Analysis tool development begins	15 Jan	✓
Analytical "mission filters" to BCEG	6 Feb	
MV questions to BCEG	27 Feb-12 Mar	
Questions from attributes 1-3	27 Feb	
Questions from attributes 4-6	5 Mar (T)	
Questions from attribute 7 and re-attacks	12 Mar	
AF MV questions to DST	Mid-March	
Question, attribute, and criteria weighting	March-April	



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BRAC OSD/ISG/JCSG Update

- Next OSD Milestones: SecDEF BRAC 04 Report to Congress (~Mar) and deliver Final Selection Criteria to Congress (16 Feb 04)
 - No proposed change to criteria
- HAC hearing 12 Feb 04 for OSD and Services
- OSD MiL Val (MV) Offsite (11 Feb 04) with Services and JCSGs
 - DAS' working to harmonize service MV approaches to enable cross service installation comparisons
- JCSGs Preparing MV Reports and Questions
 - JSCGs scheduled to brief ISG in Feb



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Intelligence JCSG Capacity Data Call

- 17 Questions
 - 1-5: Space & Personnel
 - 6: New Construction
 - 7: Work Years
 - 8-11: Accounting & Finance
 - 12-17: Human Resources & Training
- Four Activities to Answer Questions



Intelligence JCSG Capacity Data Call

- **Collection Process**
 - SAF/IEB memo to ACC/XP containing:
 - Questionnaire (word format)
 - Instructions
 - Certification procedures
 - Activities collect, certify, and forward to ACC
 - ACC consolidates from four activities and certifies as the MAJCOM
- **ICP Changes**
 - Separate appendix detailing non-widget data calls
 - Review and certification procedures
 - Instructions for providing classified data



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- **AF Internal Control Plan.....**

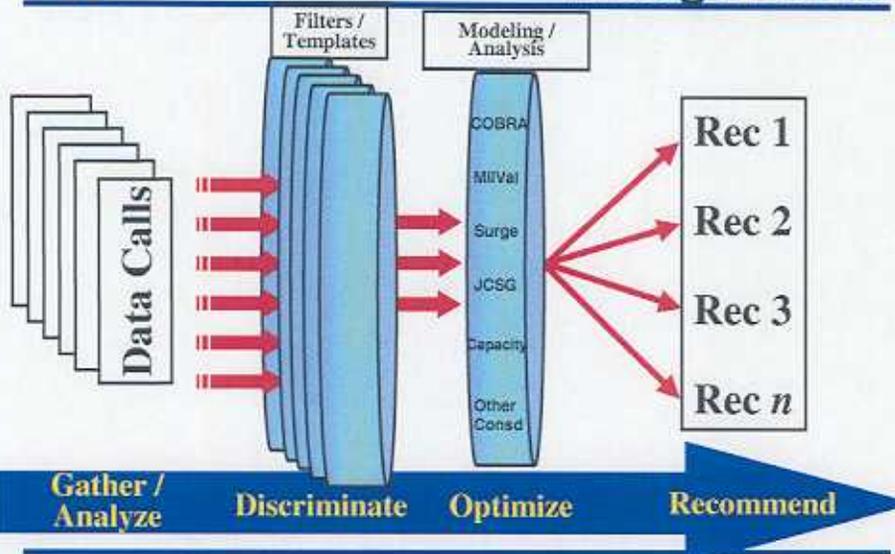


Deliberative Session

Military Value Filters



Transformation in Basing through BRAC





A Common Lexicon

- **Capacity:** The capability to receive, contain, conduct, and support military activities. The measurable and quantifiable data about an installation's facilities, real property, range(s), airspace, and environmental factors.
- **Military Value:** Those operational characteristics and infrastructure which, when combined, distinguish one installation from another in terms of its ability to support operations required to execute the National Military Strategy.



A Common Lexicon

- **Criterion:** One of the eight DoD selection criteria. Used as a standard of judgment, a rule or principle for evaluating something.
- **Attribute:** A quality or characteristic inherent to something or someplace (which the AF has grouped into seven categories).
- **Metrics:** Answer ranges applied to questions which place the responses into operationally relevant, mission-dependent groups.
- **Weight:** An arithmetic value applied to criteria, categories of attributes, questions, and metrics to indicate their relative importance.



A Common Lexicon

- **Answer set:** All data collected on an installation, as identified by its unique installation code.
- **Template:** A standard basis of measurement in terms of space, support, operational requirements, and environmental impacts. AF unit templates are MDS-based and squadron sized.
- **Filter:** A list of questions which (when applied to an installation's answer set) measure its suitability for a given mission or function. Filters contain questions; questions contain metrics
- **Scenario:** A proposed group of actions related to realignment or closure based on military value criteria, JCSG recommendations, and other considerations. Templates and filters "screen" scenario development, ruling out impractical options.

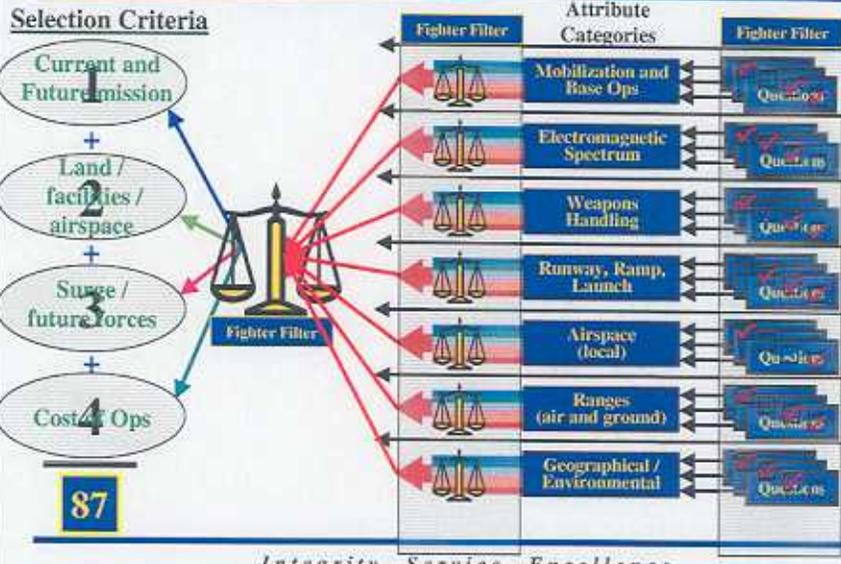


Installation Attributes ***Military Value "Buckets"***

- **Infrastructure:** Mobilization and Base Operations
- **Electromagnetic Spectrum and Bandwidth:** Capacity, Capability, and Interference
- **Weapons Handling:** Capacity, Capability, and Condition
- **Runway, Ramp, and Space Launch:** Capacity, Capability, and Condition
- **Airspace:** Congestion and Architecture
- **Ranges (air/ground):** Capacity, Capability, and Access
- **Geographical Factors:** Encroachment, Demographics, WX, Topography, Proximity to Mission / Joint Users



Analytical Framework



Mission-area Filters

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



Order of Merit

- This weighting and filtering provides an "order of merit" in two arrays ; By installation, or by mission-area

Order of Merit	
Mission-area by Base	Bases by Mission-area
Snake AFB	Fighter Mission
1. Fighter	1. Bird AFB
2. Tanker	2. Snake AFB
3. Airlift (inter)	3. Dog AFB
4. Airlift (intra)	4. Cat AFB
5. SOF/Helo (and so forth)	5. Goat AFB (and so forth)



Mission-area Filters

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

BCEG Approve?

Yes No



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Internal Control Plan Change 2

- Air Force Audit Agency - Full Access
- Adds Reference to IVT Quality Assurance Plan
- Adds Reference to BCEG Charter - Membership
- Adds Reference WIDGET - Unclassified
- Clarifies Review Process for Data Collection



Internal Control Plan Change 2 Appendix C

- Non-Widget Data-Call
 - Review and Certification Procedures
- Classified Data Procedures
 - Top Secret & Below
 - Transmit via Registered Mail to SAF/IEBB
 - DoD 5200.1- R
 - SCI
 - Transmit via Defense Courier Service to AF/XOI
 - DoDS 5105.21-M-1



Wrap Up

- Action Items?

- Next BCEG Meeting(s):
 - Date: 27 Feb 04
 - Time: 0830-1000
 - Location: 5C283
 - Focus:
 - Mil Value Questions - 1st session (Del)
 - COBRA question review (T)
 - Criteria VII - Status (T)



Questions?



Back-up

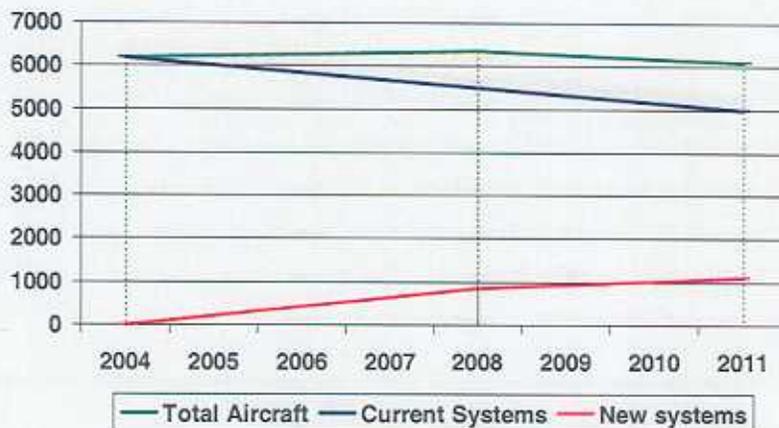


Mission-area Filters (Example)

MV Questions (in their attribute buckets)	Fighter	Airlift	UAV	SOF / Helo	Space Control	Homeland Defense
Attribute 1: Mobilization and Operational Infrastructure						
Question 1	X	X		X		
Question 2...				X		X
Attribute 2: Electromagnetic						
Question 22	X	X	X			
Question 23...		X		X	X	
Attribute 3: Ramp, runway, and launch						
Question 41	X	X	X	X		
Question 42...	X				X	
Total MV Questions: 100	76	65	55	67	45	10



Force Structure





BRAC 2005 **Draft Selection Criteria**

Military Value

1. The current and future mission **capabilities** and the impact on operational readiness of the Department of Defense's total force, including impacts on joint warfighting, training, and readiness.
2. The availability and condition of land, facilities and associated airspace (including training areas suitable for maneuver by ground, naval, or air forces throughout a diversity of climate and terrain areas and staging areas for the use of the Armed Forces in homeland defense missions) at both existing and potential receiving locations.
3. The ability to accommodate contingency, mobilization, and future total force requirements at both existing and potential receiving locations to support operations and training.
4. The cost of operations and manpower implications.

Words in green reflect modifications to BRAC 95 criteria



BRAC 2005 **Draft Selection Criteria**

Return on Investment

5. The extent and timing of potential costs and savings, including the number of years, beginning with the date of completion of the closure or realignment, for the savings to exceed the costs.

Impacts

6. The economic impact on existing communities in the vicinity of military installations.
7. The ability of both the existing and potential receiving communities' infrastructure to support forces, missions and personnel.
8. The environmental impact, including the impact of costs related to potential environmental restoration, waste management, and environmental compliance activities.

Words in green reflect modifications to BRAC 95 criteria



BCEG Members

Primaries

Co-Chair	*Mr. Mike Aimone	Co-Chair	*MGen Gary Heckman
AF/XO	*BGen Michael Lynch	SAF/GCN	Ms. Gina Guy
AF/ILE	*Ms. Cathy Sparks	SAF/FM	Mr. Jay Jordan
SAF/IEI	*Mr. Fred Kuhn	AF/DPM	Mr. William Kelly
AF/RE	*BGen William Rajczak	AFPEO/SV	Mr. Tim Beyland
NGB/CF	*BGen Dave Brubaker	SAF/IEE	Mr. Maureen Koetz

Alternates

AF/XO	*Mr. Fred Pease	SAF/GCN	Martin Pankove
AF/ILE	*Ms. Kathy Ferguson	SAF/FM	Mr. Steve Connair
SAF/IEI	Col Karen Kohlhass	AF/DPM	BGen W.P. Ard
AF/RE	Col Mike Dittl	AFPEO/SV	Lt Col Anna Cardenas
NGB/CF	BGen Tony Haynes	SAF/IEE	Mr. Vance Lineberger

* Voting Members



Proposed BCEG March Meetings

AF BRAC Deliberative Sessions ▲

▲ AF BRAC Non-Deliberative Sessions

March BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1	2	3	4	5
		<ul style="list-style-type: none"> • Mil Value Questions - 2nd session (Del) • Criteria V, VI, and VIII analysis process (T) 			0830-1000 4F397	
7					11	12
		<ul style="list-style-type: none"> • Mil Value Questions - 3rd session (Del) 			0830-1000 5C279	
14	15	16	17	18	19	20
		<ul style="list-style-type: none"> • Criteria, Attributes - weighting (Del) • AF Audit Agency Capacity Rpt (T) 			0830-1000 5C279	
21	22			25	26	27
28	29	30	31			

Primary Topics in Bold
(T) - Tentative
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