



DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000

OFFICE OF THE ASSISTANT SECRETARY

JAN 13 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Executive Closure Group (AF/BCEG) Meeting, 9 Jan 04

The meeting was called to order at 0810 by the Co-Chairs in the Pentagon, Room 5B286. Attendance is reflected in attachment 1. The 19 Dec 03 minutes were reviewed without comment.

Mr. Aimone addressed the action item from the previous meeting (Atch 2, slide 3). The manpower data cutoff date to be used will be 30 Sep 03, and this closes the item. Mr. Aimone reviewed upcoming BCEG activities (slides 4-5) and discussed the capacity data call timelines (slides 7-8). [redacted] provided a status update on the capacity analysis by the Joint Cross Service Groups.

[redacted] briefed members on their BRAC 2005 audit and sampling plan (slides 11-15). This will result in real-time auditing and yield interim feedback during the analysis process. She clarified this methodology was vetted with DoD and the GAO.

Maj Gen Heckman discussed expeditionary basing guidelines and military value analysis (slides 17-27). [redacted] presented the military attributes for deliberation (slide 28). After discussion, members voted unanimously to accept these attributes as presented.

[redacted] discussed the status of the 2004 DoD BRAC Report to Congress (Atch 2, Slides 30-31), which will be presented with the FY05 Budget.

Mr. Aimone wrapped up the meeting by highlighting upcoming BCEG meetings (Atch 2, slide 32). The meeting was adjourned at 0955.

[redacted]

[redacted]
SAF/IEB
Acting BCEG Recorder

The above minutes are approved.


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


GARY W. HECKMAN, Maj Gen, USAF
HQ USAF/XP
Co-Chairman

Attachments:
As stated

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BCEG Meeting



9 Jan 04

U.S. AIR FORCE



Overview

- **Administrative Procedures..... Mr. Aimone**
 - Review Last Minutes
 - Action Item Follow-up
 - Projected BCEG Meetings
- **Comments..... Co-chairs**
- **JCSG Update.....**
- **AF Audit Agency Audits/Sampling Plan.....**
- **Expeditionary Basing Guidelines..... MGen Heckman**
- **Military Value Attributes.....**
- **04 Report to Congress.....**



Manpower Data Cutoff Date

- **Summary of Data:**
 - **Full-Time Manpower**
 - Officer
 - Enlisted
 - Civilian
 - All Active and ARC
 - **Drill Manpower**
 - Officer
 - Enlisted
- **Action Item: Resolve manpower cutoff date**
- **Forwarded issue to DoD OGC (Office of General Council)**
- **Cutoff Date Decision: 30 Sep 03**



Proposed BCEG January Meetings

AF BRAC Deliberative Sessions ▲

▲ AF BRAC Non-Deliberative Sessions

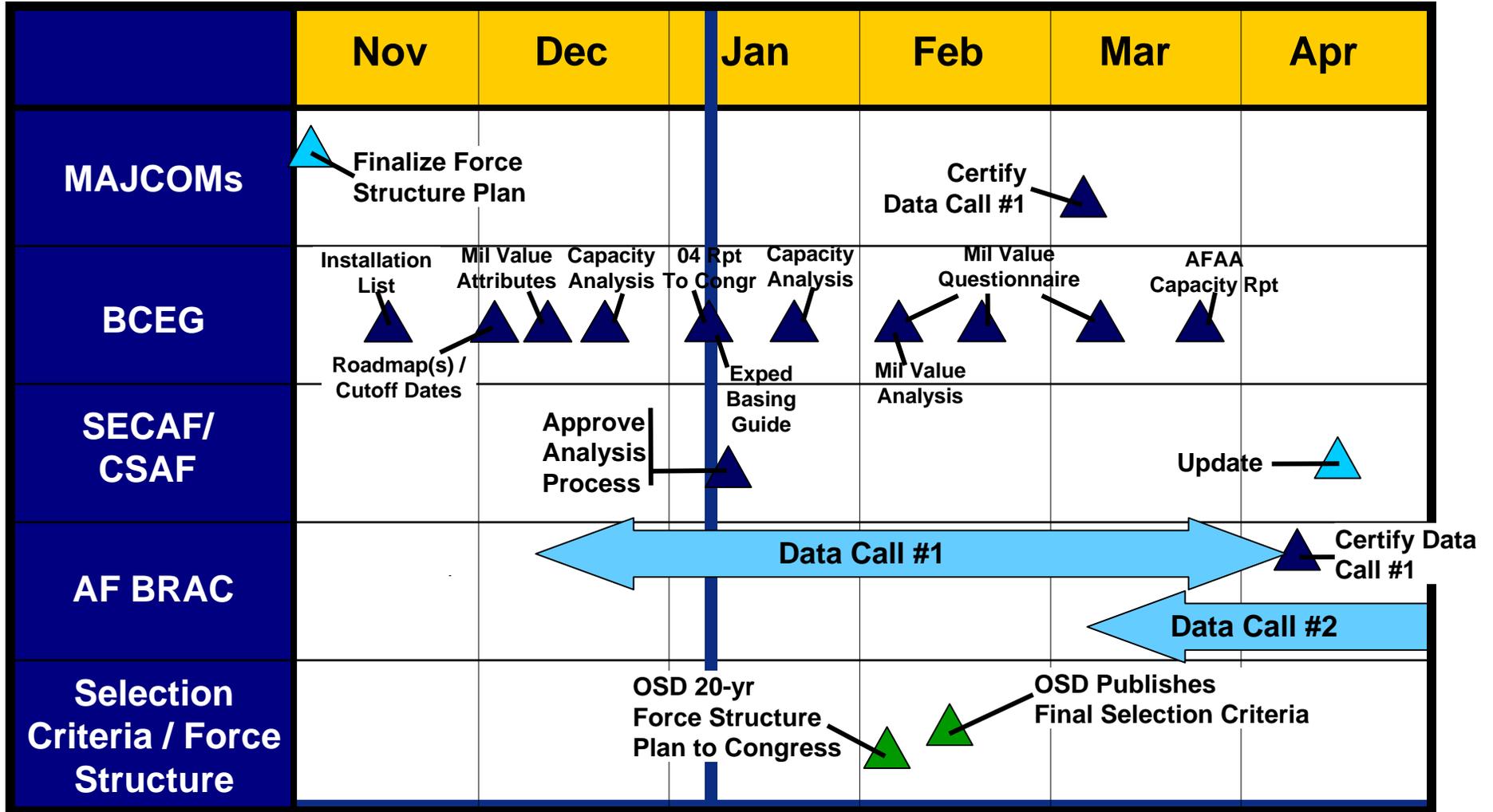
January BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1	2	3
4	5	6	7	8	9	10
		<ul style="list-style-type: none"> • Exped Basing Guidelines • Mil Value Attributes (Del) • 04 Report to Congress 			0800-1000 4E987	
11	12			15	16	17
18	19	20	21	22	23	24
		<ul style="list-style-type: none"> • Cap Analysis Process (Del) • Future Roadmap Plan (T) 			0800-1000 4E987	
25	26			29	30	31
				Primary Topics in Bold (T) – Tentative (Del) - Deliberative		



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Proposed BCEG 6-month Timeline

▲ AF BRAC Deliberative Sessions ▲ Strategic Milestones ▲ AF Process Milestones



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Overview

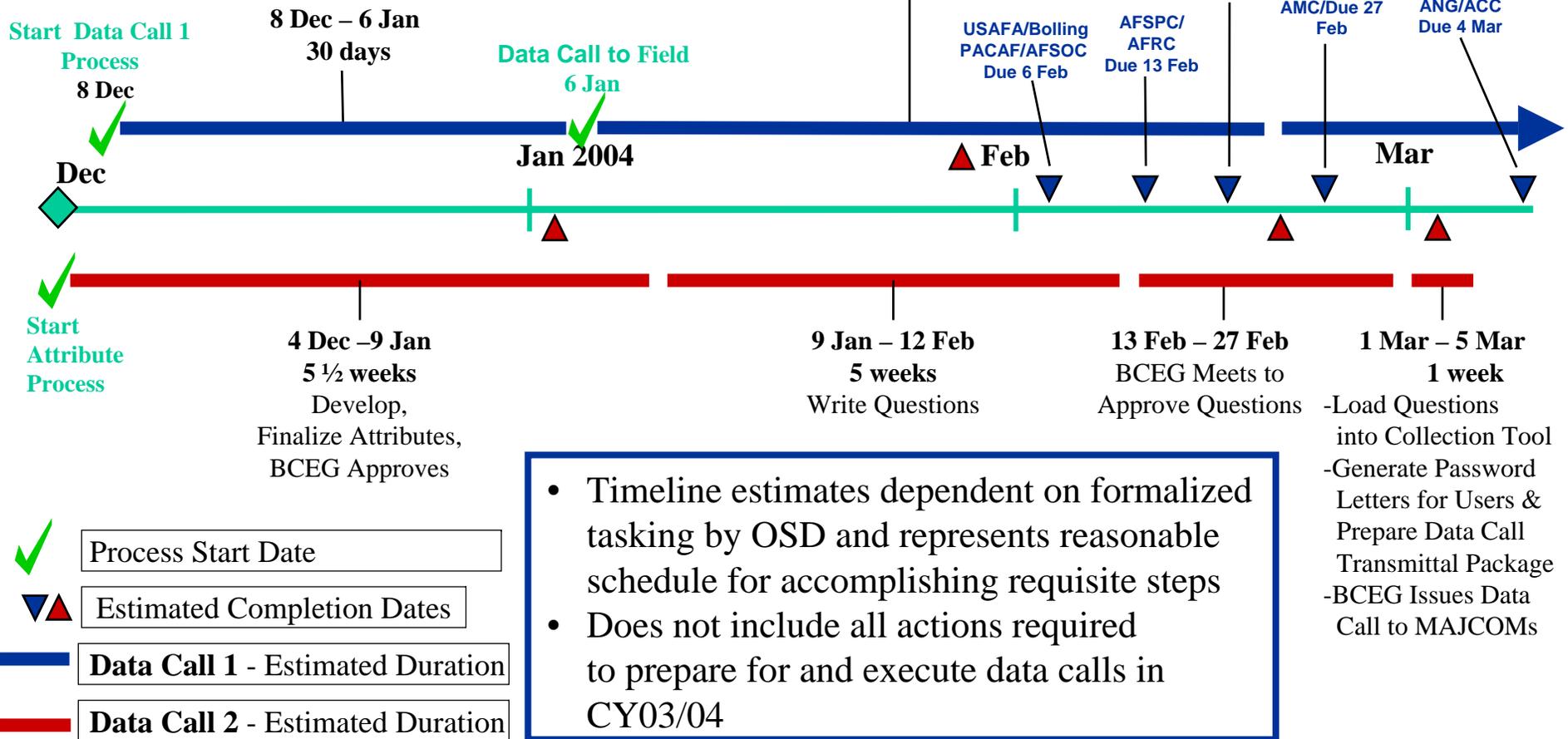
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Capacity Data Call Critical Timeline

-Load Questions into Capacity Collection Tool
-Generate Password Letter or Users & Prepare Data Call Transmittal Package
-BCEG Issue Data Call to MAJCOMs

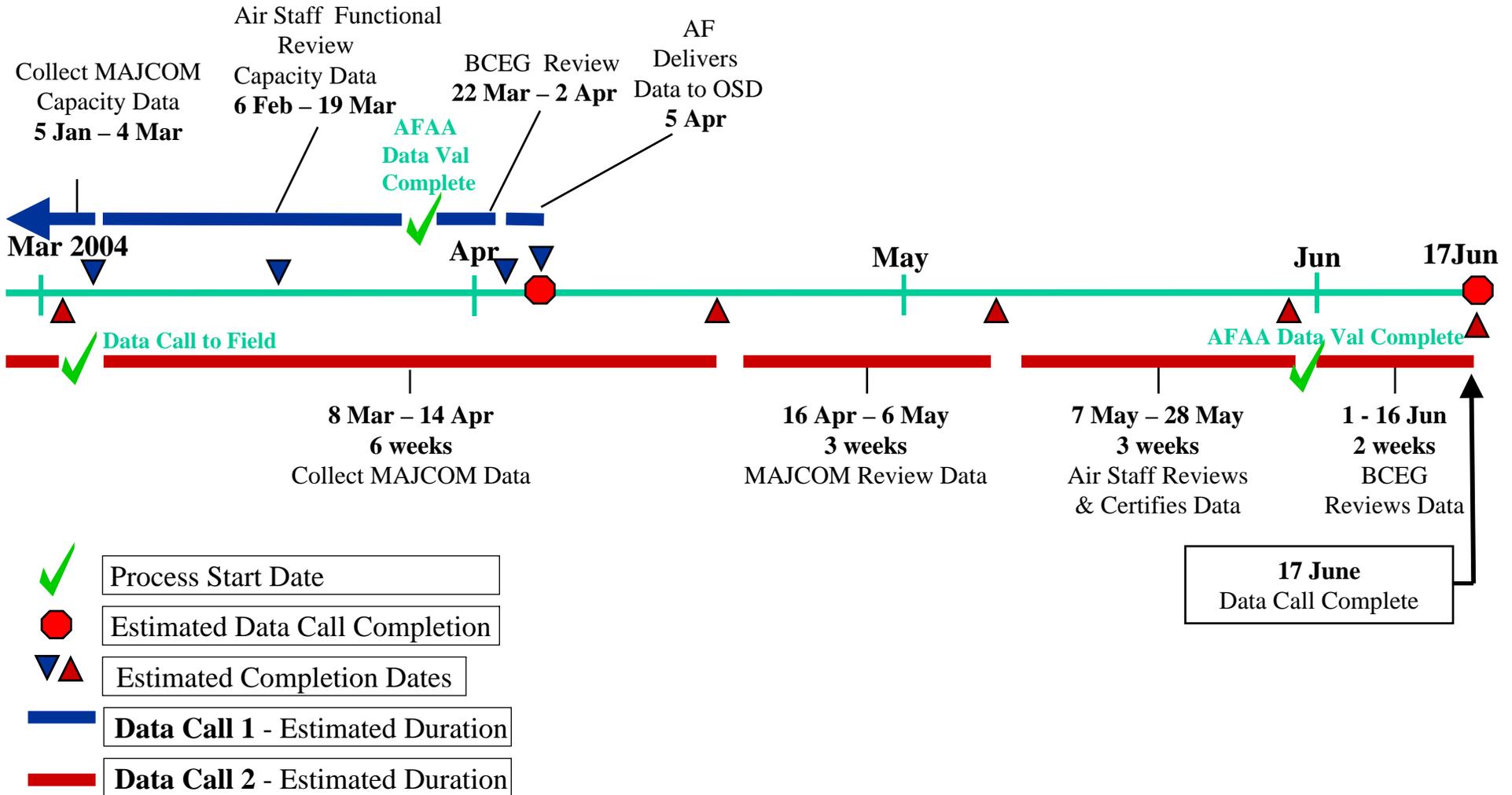
-Collect MAJCOM Capacity Data
6 Jan – 4 Mar



- Timeline estimates dependent on formalized tasking by OSD and represents reasonable schedule for accomplishing requisite steps
- Does not include all actions required to prepare for and execute data calls in CY03/04



Capacity Data Call Critical Timeline



- ✓ Process Start Date
- ⬢ Estimated Data Call Completion
- ▼▲ Estimated Completion Dates
- ▬ Data Call 1 - Estimated Duration
- ▬ Data Call 2 - Estimated Duration

17 June
Data Call Complete



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AIR FORCE AUDIT AGENCY 2005 BRAC AUDITS AND SAMPLING PLAN



**Associate Director
Information Systems Security and
Communications Div (AFAA/FSS)
(Financial and Systems Audits)**

U.S. AIR FORCE



OVERALL BRAC AUDIT OBJECTIVES

Provide the Air Force real-time evaluations of BRAC 2005 policies, procedures, controls, systems, and data to ensure accurate data and analyses support base realignment, closure, or consolidation study recommendations

- **Evaluate the adequacy, completeness, and application of internal controls in the BRAC 2005 process**
- **Assess the validity, completeness, and accuracy of the questionnaire development and data gathering processes**
- **Evaluate the adequacy of controls over BRAC systems**
- **Assess the adequacy of support for Air Force base realignment and closure recommendations**



OVERALL BRAC AUDIT OBJECTIVES

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BRAC 2005 AFAA Projects Timeline

AF Internal Control Plan - (Start Apr 2003) –AM Only

Installation Visualization Tool (IVT) Data Reliability - (Start May 2003) - Primarily AM, **Some Fieldwork**

Data Collection System (WIDGET) - (Start Jun 2003) – AM Only

Installations Inventory - (Start Jun 2003) – AM Only

Capacity Analysis Questionnaire - (Start Sep 2003) – AM Only

IVT System Controls - (Start Nov 2003) – AM Only

Capacity Analysis Data Call (Data Call #1) - (Start Jan 2004) – **Field Application**

Joint Cross-Service Group Data Collection - (Start Jan 2004) – **Field Application**

Analysis Automated Information System - (Start Jan 2004) – AM Only

AF Data Collection (Military Value) - (Start Mar 2004) – **Field Application**

Cost of Base Realignment Actions (COBRA) - (Start Mar 2004) - AM Only

Air Force Analysis - (Start May 2004) – PM Only, **Some Fieldwork**



SAMPLING PLAN FOR DATA CALL AUDITS

GOAL: Provide the Air Force an unbiased statistical evaluation of BRAC 2005 data completeness, accuracy, and validity

METHODOLOGY: Use multi-stage sampling to statistically select locations and questions for audit review, and provide an analysis of data reliability representative of the population

- **Primary Stage – Simple random sample of Air Force locations responding to BRAC questionnaires**
 - ✓ **Use a Probability-Proportional-to-Size approach with replacement**
 - ✓ **Probability of selection is proportional to a combined weighted measure of Utilities (15%), Personnel (25%), Facilities (30%) and Aircraft (30%)**



SAMPLING PLAN FOR DATA CALL AUDITS (CONT.)

- ✓ **Additional locations needed to satisfy OSD Joint Cross-Service Group (JCSG) requirements will be judgmentally selected and will not be part of the sample projection**
- **Secondary Stage – Stratified sample of questions divided into three groups :**
 - ✓ **Group 1 - Questions for Air Force use only**
 - ✓ **Group 2 - Questions for Air Force and JCSG use**
 - ✓ **Group 3 - Questions for JCSG use only**
 - **Samples from each group will include selected (census) questions according to importance and a simple random sample from the balance**
 - **Random sample questions may be weighted depending on importance, weighting factors to be determined**



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Installation Analysis



Maj Gen Gary Heckman
AF/XP

9 Jan 04

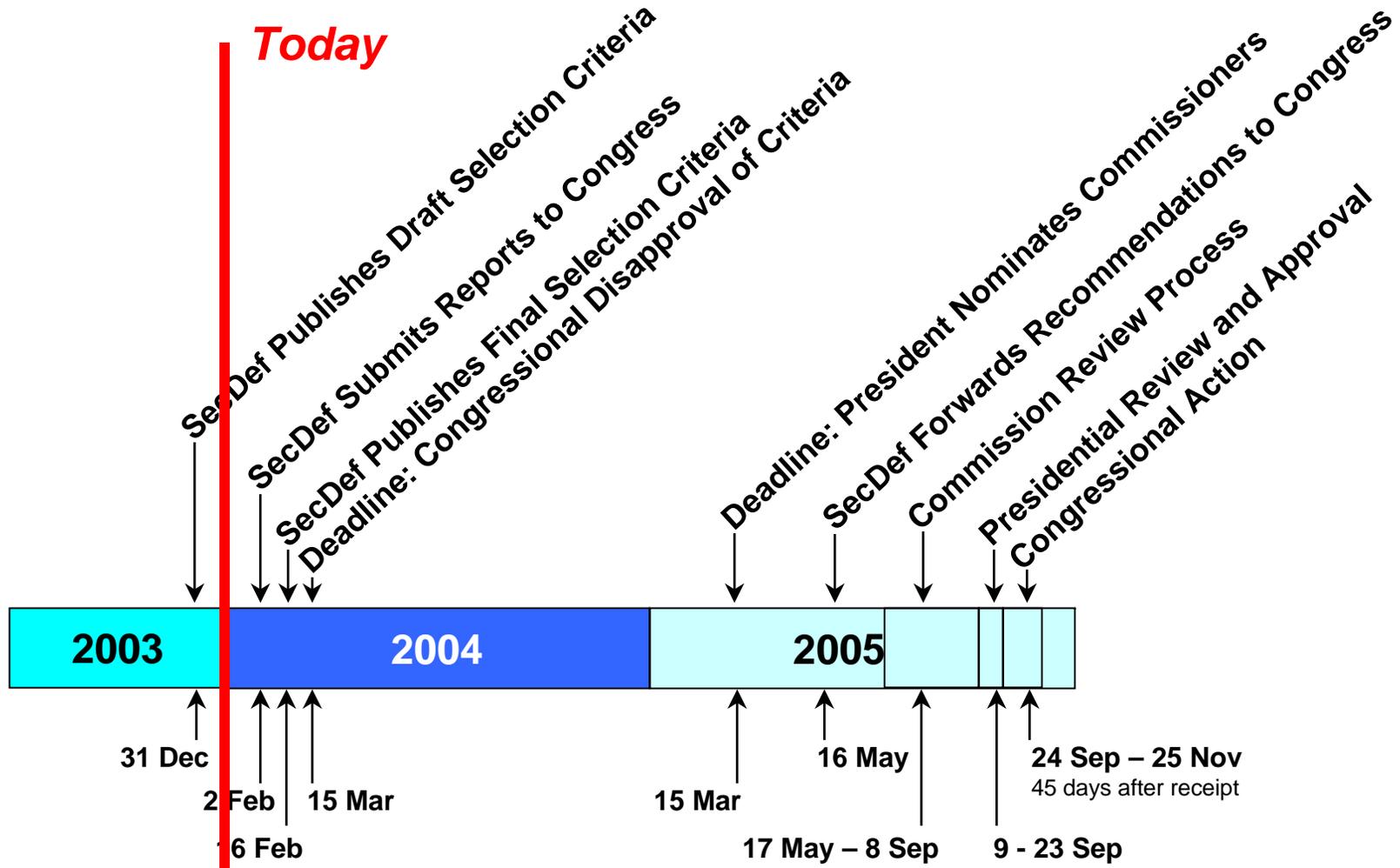
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BRAC 2005

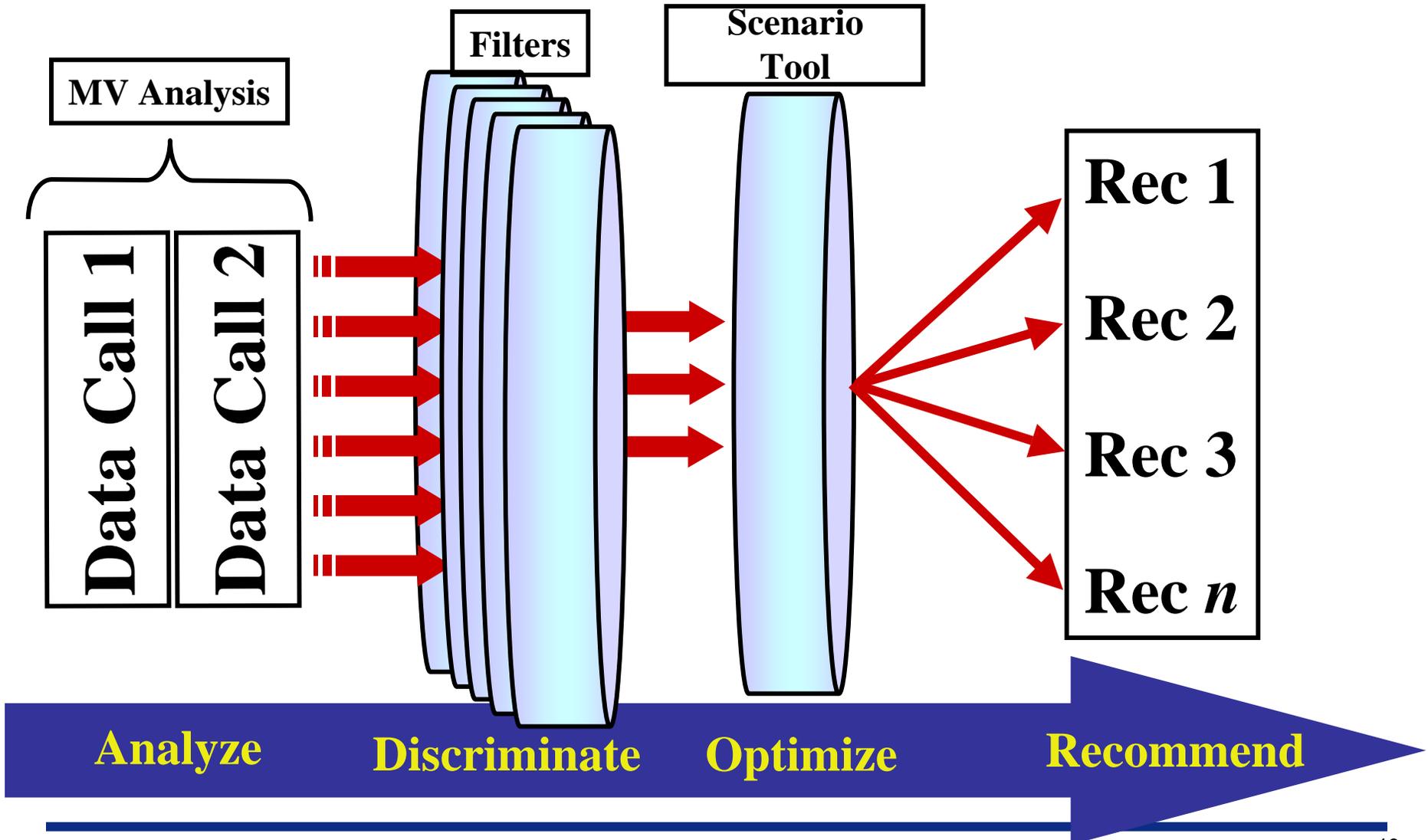
Congressionally Mandated Timeline





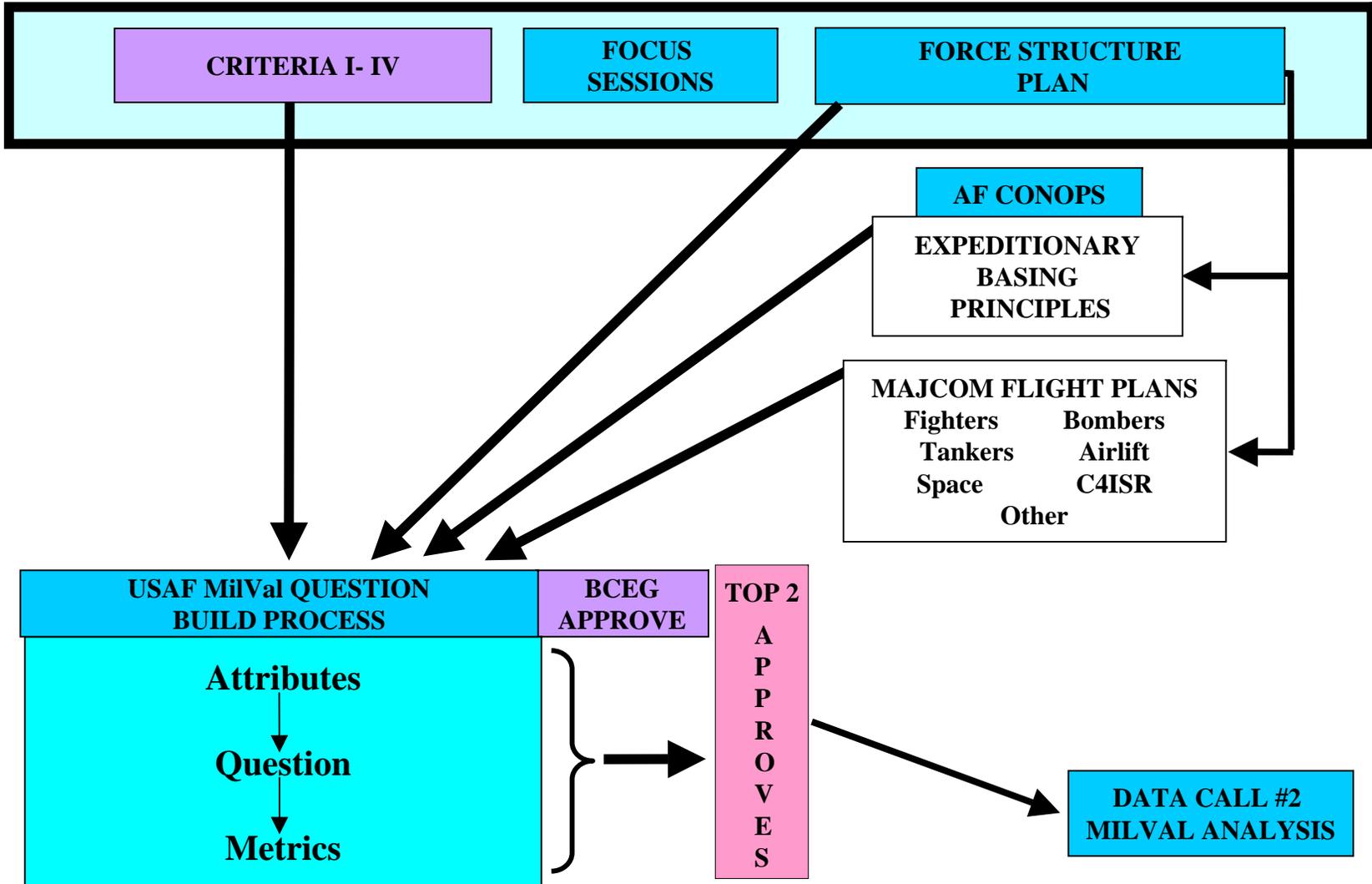
Data Analysis and Optimization

A Linear and Sequential Process



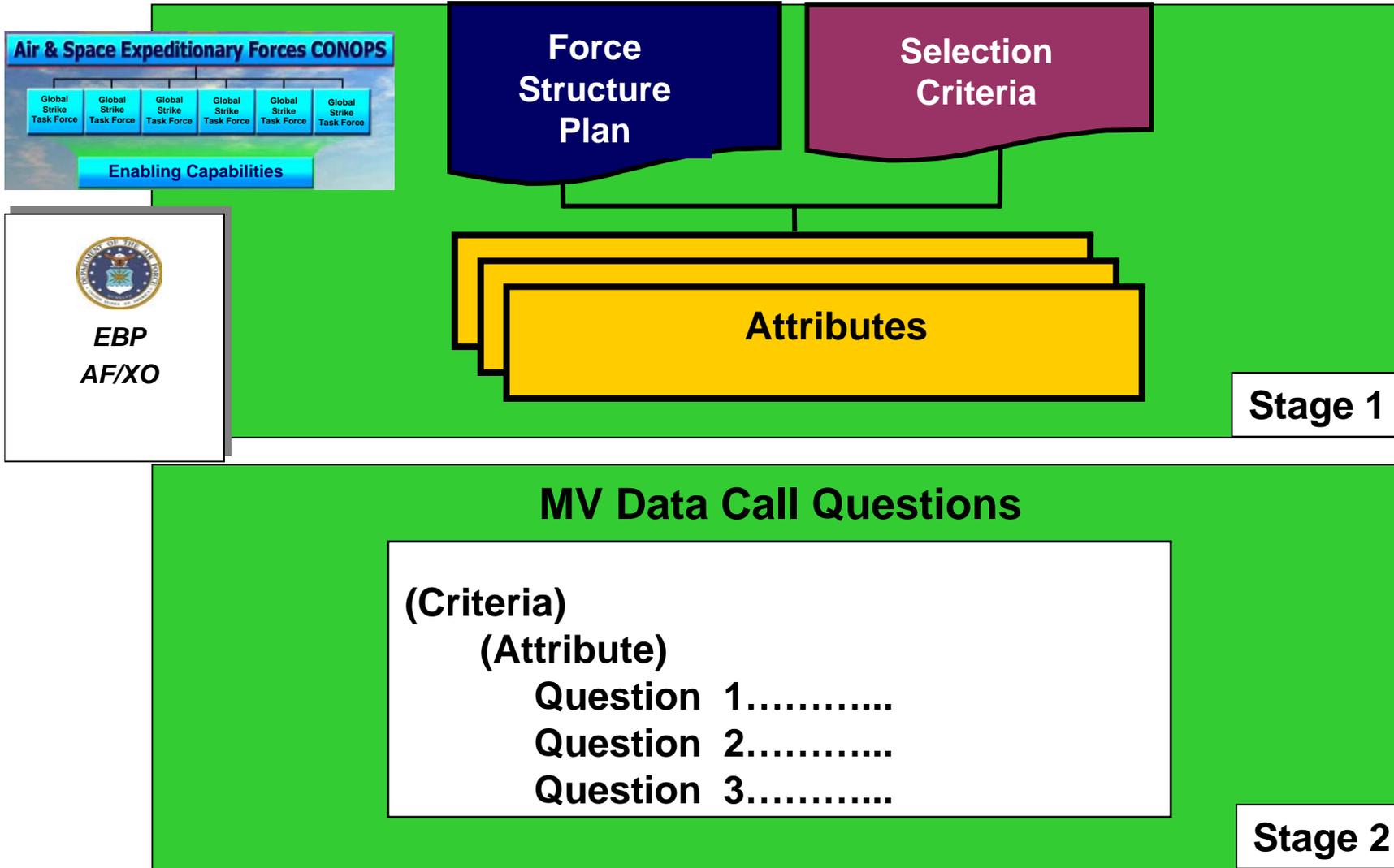


Military Value Process





Key Inputs to MV Analysis





MV Attributes (BCEG WG)

- **Infrastructure:** Mobilization and Base Operations
- **C4I and Bandwidth:** Capacity, Capability, and Condition
- **Weapons Handling:** Capacity, Capability, and Condition
- **Runway, Ramp, and Space Launch:** Capacity, Capability, and Condition
- **Airspace:** Congestion and Architecture
- **Ranges:** Capacity, Capability, and Access
- **Location:** Encroachment, WX, and Topography



MV Attributes (XO WG)

“We fight as AEFs”

- **AETFs will remain the AF’s warfighting unit**
 - **AEGs, AEWs, and NEAFs**
- **Produce 10 equally-capable AEFs as we modernize**
- **Sqdns will remain the basic building blocks for AETFs**
- **Must structure sqdns for peak effectiveness (PAA)**
 - **Fighter numbers lower as we modernize...standard squadron size is 24 PAA for effectiveness**
 - **For bombers, standard squadron is 12 PAA**
 - **For intertheater mobility, standard squadron is 12 PAA**
 - **For C-130s, standard squadron is 16 PAA**
 - **Certain missions—e.g., homeland defense, special operations—may compel us to exceptions**
- **Will also drive crew ratio changes for effectiveness**



MV Attributes (XO WG)

“We fight as AEFs”

- Review wing sizes as well...consolidate/restructure legacy weapon systems
- Keep training units distinct from operational units
- Obviate need to tap other AEFs/ARC out of cycle
- Balance the force:
 - Among Active/ARC/mil/civ/contractor
 - Between CONUS and Overseas
 - Among AEFs
 - With right AC/RC mix and sustainable rotation ratios, accompanied/remote tour ratios



MV Attributes (XO WG)

“We fight from bases”

- **HLD distances to critical sites/joint partners**
- **Centrally locate bomber bases**
- **Fighter bases within 150 miles of training**
- **Lens concept for mobility and power projection**
- **Geographically or functionally unique installations**
 - **Polar and equatorial space launch**
 - **Development, test and evaluation**
 - **Aerospace medicine, armament/space development**
 - **National leader travel support**
- **Ranges**
- **Encroachment / environmental**
- **Quality of life**



MV Attributes (XO WG)

“We fight as a Total Force”

- **Optimize AC/RC mix to make squadrons most effective, alleviate PERSTEMPO, enable us to fight early on without non-vol ARC, and accommodate new missions**
- **New paradigms**
 - **Blending and associate must become the norm**
 - **Joint facility use with other services RC**
 - **Facilitate duty across state lines**
 - **Ease active to reserve (and vice versa) transition**
 - **Tie both combat and support forces, Total Force, to ‘fight the base’ (and also the basing constellation)**
- **ARC must invest in new missions to sustain relevance**



MV Attributes (XO WG)

“Agile Combat Support”

- **ACS forces will at times deploy independent of their associated AF combat units**
- **The amount of ACS we require is more than that needed just to support the AEF force**
- **AF basing strategy must:**
 - **Account for unique ACS readiness requirements**
 - **Provide constellations of bases for lateral support so wings can function when portions of their ACS deploy**
 - **Provide ranges for CSGs and other ACS to train**



Deliberative: MV Attributes

- **Infrastructure:** Mobilization and Base Operations
- **C4I and Bandwidth:** Capacity, Capability, and Condition
- **Weapons Handling:** Capacity, Capability, and Condition
- **Runway, Ramp, and Space Launch:** Capacity, Capability, and Condition
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BCEG Approve?

Yes No



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AF Submittal Requirements

- **SAF/IEB preparing 2 items to support DoD BRAC Report due to Congress with FY05 Budget**
 - **AF Analysis of Proportional Capacity**
 - Based on 1998 DoD BRAC Report which compared FY89 pre-BRAC to FY03
 - FY04 Report compares FY03 pre-BRAC to projected FY09
 - **GSA and AF Leased Property (Outside National Capital Region)**
 - Locations, size, purpose, number of facilities in active and reserve

Table E-3. Air Force Analysis of Proportional Capacity

Category Type/Metric	Input		Index		Proportional Capacity	Change in Capacity Relative to Force Structure Since 1988	
	FY88	FY03	FY88	FY03		Delta from 2003 Capacity	As a Percent of 2003 Capacity
Administrative							
Total Facilities Square Feet (000s)	3,010.4	3,030.0	0.6648	0.8419	2,383	637	21
Military/Civilian Authorized	4,528	3,596					
Air Force Reserve*							
Parking Apron Space (Square Yards)	1,129,624	3,154,384	2,254.7	7,387.3	962,773	2,191,611	69
Reserve Aircraft	501	427					
Air National Guard							
Parking Apron Space (Square Yards)	2,408,580	1,338,334	1,349.3	1,061.3	1,717,716	No Increase	
National Guard Aircraft	1,785	1,273					
Depots							
Capacity Direct Labor Hours	48,403	23,857	1.1846	1.1502	24,571	No Increase	
Budgeted/Programmed Direct Labor Hours	38,172	20,742					
Education & Training							
Classroom Space (Square Feet)	10,470,547	8,618,688	12,583	17,529	6,191,743	2,426,958	28
Military/Civilian Authorized	831,447	491,675					
Parking Apron Space (Square Yards)	7,861,072	5,987,275	4,248.4	3,820.9	7,001,389	No Increase	
Training Aircraft	1,848	1,848					
Missile & Large Aircraft							
Parking Apron Space (Square Yards)	24,670,022	17,955,583	14,285	17,248	14,870,581	3,085,012	17
Large aircraft	1,727	1,041					
Hanger Space (Square Feet)	18,808,151	12,436,781	9,790.5	11,947.0	10,191,885	2,344,806	18
Large aircraft	1,727	1,041					
Small Aircraft							
Parking Apron Space (Square Yards)	11,223,542	7,295,742	3,644.0	5,073.5	5,240,082	2,056,660	28
Small Aircraft	3,080	1,438					
Hanger Space (Square Feet)	7,748,279	6,219,886	2,515.7	4,325.4	3,617,541	2,802,455	42
Small Aircraft	3,080	1,438					
Space Operations							
Total Facilities Square Feet (000s)	19,279	14,513	1.1448	1.0745	15,463	No Increase	
Military/Civilian Authorized	16,840	13,507					
Product Centers, Labs and Test & Evaluation							
Total Facilities Square Feet (000s)	57,233	48,415	1.5560	2.0546	36,865	11,750	24
Acquisition Workforce	36,783	23,584					
Total Facilities Square Feet (000s)	57,233	48,415	1,310.6	2,106.0	30,130	18,285	38
Acquisition Resources (FY98 \$ Billions)	\$43.67	\$22.99					

Air Force Analysis of Proportional Capacity

*The Air Force Reserve Command (AFRC) metric measures apron area at the bases in this category and Total Aircraft Inventory within the command. The increase in AFRC apron area is the result of realignment of March, Grissom and Homestead AFBs from active duty bases to AFRC installations



Wrap Up

- **Action Items?**

- **Next BCEG Meeting(s):**
 - **Date: 23 Jan 04**
 - **Time: 0800-1000**
 - **Location: 4E987**
 - **Focus: Capacity Analysis Process, Future Roadmap Plan**

- **Date: 6 Feb 04**
- **Time: 0830-1000**
- **Location: 4E987**
- **Focus: Military Value Analysis**



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Questions?

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FY04 Report (Back-Up)

- **Congressional DoD Reporting Requirements on BRAC**
 - **Dec 03 memo requires report to be submitted with FY05 Budget**
 - **To include**
 - **Force-structure plan**
 - **Worldwide inventory (infrastructure)**
 - **Description of inventory to support force structure**
 - **Discussion of categories of excess infrastructure**
 - **Economic analysis of effect of closure and realignments**
 - **SecDef to certify need for BRAC & FY11 projected savings**
 - **Failure to report terminates BRAC**



BRAC 2005 Proposed Final 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 Proposed Final 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

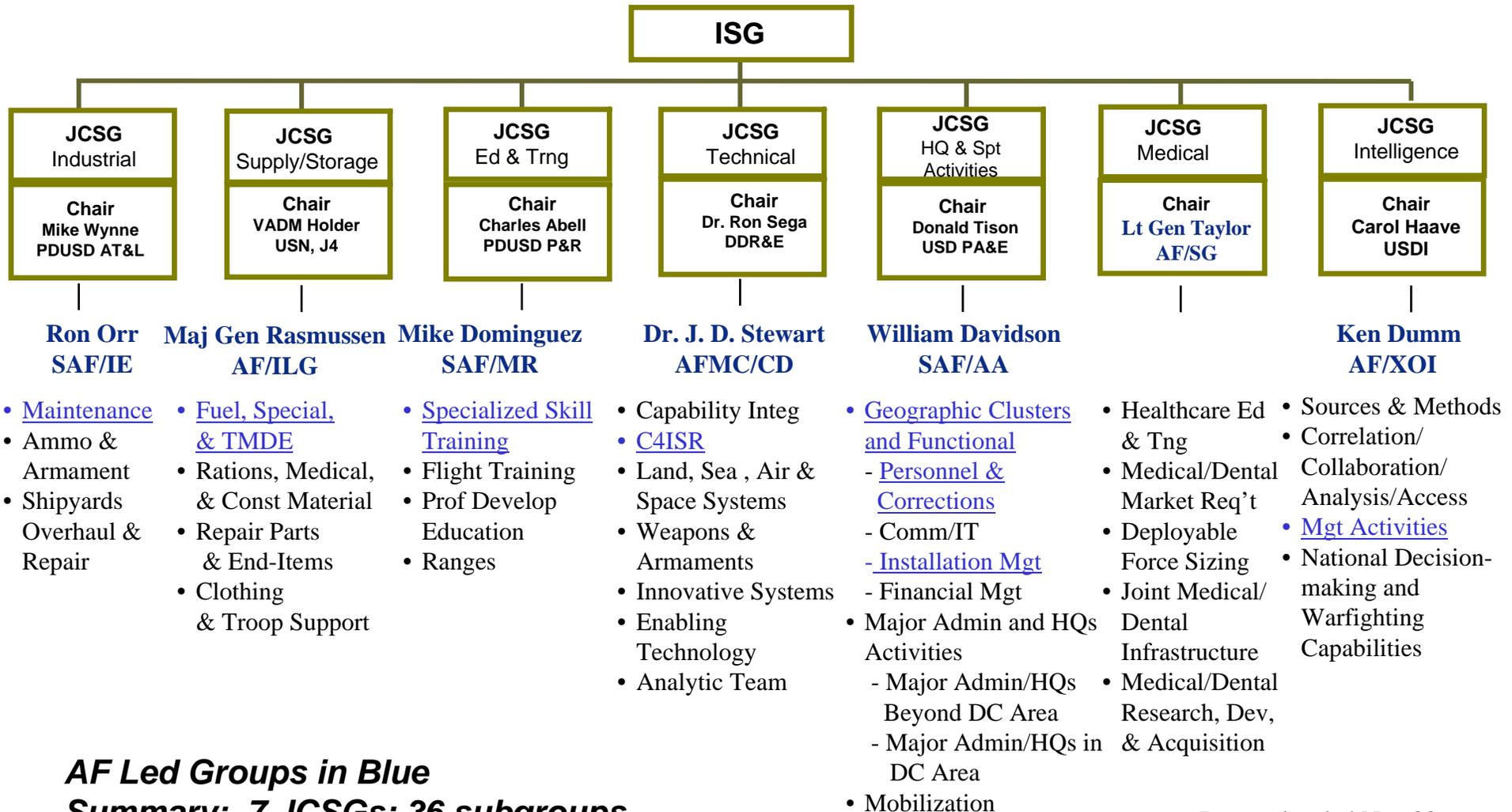
Alternates

AF/XO	*Mr. Fred Pease	SAF/GCN	
AF/ILE	*Ms. Kathy Ferguson	SAF/FM	
SAF/IEI		AF/DPM	BGen W.P. Ard
AF/RE		AFPEO/SV	
NGB/CF	BGen Tony Haynes	SAF/IEE	

* Voting Members



Joint Cross Service Groups (JCSG)



AF Led Groups in Blue
Summary: 7 JCSGs; 36 subgroups

Last updated: 4 Nov 03



Capacity Analysis Status

	Final Report Complete	Final Report Approved by ISG	Capacity Questions to DST for Review	QRT Review In Work
Education & Training	✓		✓	✓
HQ & Support Activities	✓	✓	✓	✓
Industrial	✓		✓	✓
Intelligence	✓			
Medical	✓		✓	✓
Supply & Storage	✓	✓	✓	✓
Technical			✓	✓