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DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

SEP 29 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 9 Sep 2004.

Mr Fred Pease called the meeting to order at 0830, the Pentagon, Room 5C279. The meeting was categorized as informational. Attendance is at Atch 1. Mr Pease reviewed the BCEG schedule for September through January (Slides 3-4). Maj Gen Heckman briefed the DAS meeting and told the BCEG, for information, to expect a broad overarching policy memorandum from OSD regarding bed-down of units being realigned from OCONUS. Mr Pease reviewed the Analysis Process (Slide5). [redacted] updated the data calls (Slides 6-7).

[redacted] briefed the AF JCSG proposed scenarios as a general construct for discussion (Slides 8-17). The purpose was to familiarize the BCEG with the proposed scenario format as a general approach. Maj Gen Heckman provided the BCEG with a CORONA update for information (Slides 18-37).

[redacted] briefed AF Scenario Ideas in an overarching informational format familiarization (Slides 39-46). The co-chairs discussed the agenda for the next BCEG scheduled for September 14, 2004 at 0830 in Pentagon Room 5C279. The briefing concluded at 1039.


SAF/GCN
BCEG Recorder

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: 9 Sep 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

- BG William Holland
- Brig Gen Hanferd Moen
- Brig Gen Tony Haynes
- Mr. Fred Kuhn
- Ms Kathy Ferguson
- Mr. Matt Mleziva
- _____
- Mr. Jay Jordan
- _____
- Ms. Maureen Koetz

Alternate Members

- Brig Gen Mike Lynch
- Brig Gen Ethridge
- BG Butler
- Col Karen Kohlhaas
- Ms Cathy Sparks
- _____
- _____
- _____
- Brig Gen William Ard
- _____

Representatives

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

* Temporary appointment

Others

- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____
- _____

Headquarters U.S. Air Force

Integrity - Service - Excellence

BCEG



9 Sep 04

U.S. AIR FORCE



Agenda

9 Sep 04

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

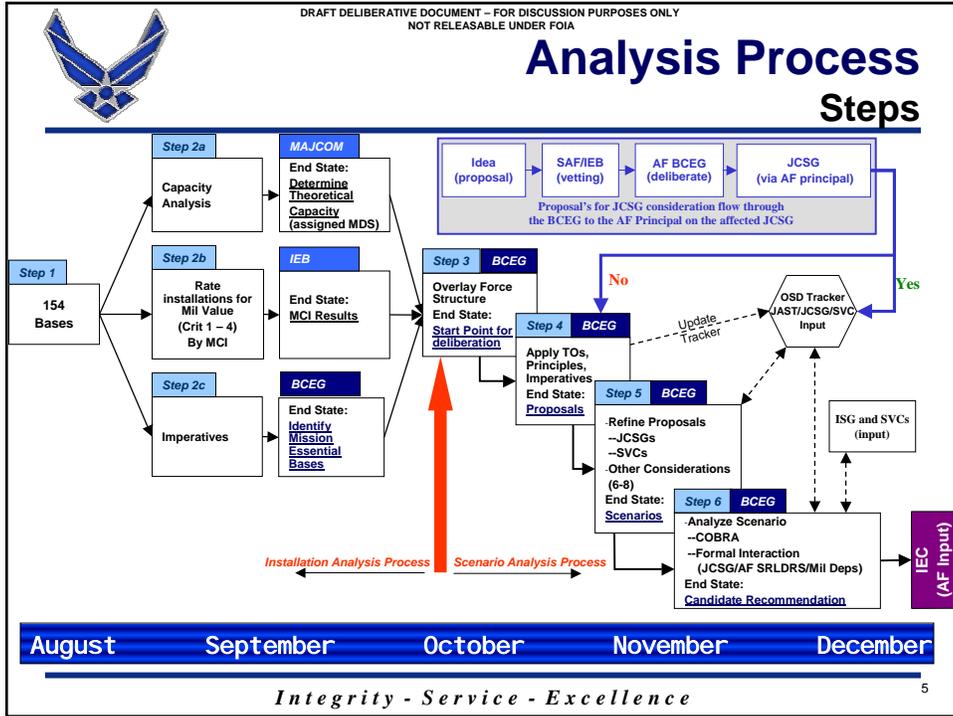
Calendar
Data Calls
Action Items

0845-0915 **JCSG Scenarios (AF)**

0915-1000 **CORONA Brief** *MGen Heckman*

-- Break --

1015-1200 **Initial Scenario Discussions**



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Data Calls (as of 9 Sep)

- Data calls in WIDGET follow ICP guidance
 - 3 step process (base to MAJCOM to HAF)
 - Draft/approved/unasked/asked/pending/certified
- Data call reflects status at the MAJCOM level
- Next suspense (HAF certification to OSD) 13 Sep 04

Data Call #	Data Call Title	Suspense To HAF	Current Status to HAF
1	Capacity	19 Mar	RFCs; 9 Questions/89 Bases
2	Military Value	7 Jul / 3 Sep	AFSPC Pending Certification
3	HAF- Mil Val	7 Jul / 3 Sep	Approved; 42/44 Questions complete (7 missing paperwork)

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6



Data Calls

(as of 9 Sep)

Data Call #	Data Call Title	Suspense To HAF	Current Status to HAF
4	Supply + Medical	30 Jul / 3 Sep	AMC/AFSPC Pending Certification
5	HSA	30 Jul / 3 Sep	AMC/AFSPC Pending Certification
6	Ind / EdT	30 Jul / 3 Sep	AFSPC/AFMC/ANG: Cert not requested of HAF AMC Pending Certification
7	HSA Sup Capacity	23 Jul / 25 Aug	AFSPC: Cert not requested of HAF AMC Pending Certification
8	JCSG Sup Capacity	23 Jul / 25 Aug	AMC/AFSPC Pending Certification
9	Army/Navy	23 Aug / 3 Sep	AFSPC/AFMC/ANG: Cert not requested of HAF AMC Pending Certification
10	Supplemental HSA	30 Jul / 3 Sep	AFSPC: Cert not requested of HAF AMC Pending Certification
11	Tech Mil Val	1 Sep	AFSPC/AFMC: Cert not requested of HAF AMC Pending Certification
12	Supplement 3 HSA	12 Aug / 25 Aug	AFSPC: Cert not requested of HAF AMC Pending Certification
13	ET + Tech Sup Cap	30 Aug	AFSPC/AFMC/ANG: Cert not requested of HAF AMC Pending Certification
14	JPAT 7 Supp	27 Aug	AFSPC/ANG: Cert not requested of HAF AMC Pending Certification
15	Med JCSG Supp	10 Sep	



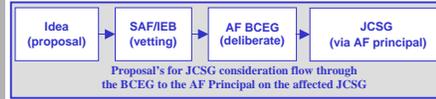
Agenda

9 Sep 04

0830-0845	Opening Business	Co-chairs
	Calendar	
	Data Calls	
	Action Items	
0845-0915	JCSG Scenarios (AF)	Col Fleming, IEBJ
0915-1000	CORONA Brief	MGen Heckman
	-- Break --	
1015-1200	Initial Scenario Discussions	Lt Col Kapellas, IEBB



Analysis Process Steps



August September October November December



AF Scenario Proposal F-35 Initial Training Location

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Recruit and Train ■ Transformational Options: Optimize and consolidate advanced pilot training for similar platforms 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Consider, as a minimum, Luke AFB, Mt Home AFB, Eglin AFB, and Davis-Monthan AFB for F-35 initial training
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Optimal locations for flight training with access to ranges ■ Optimal locations to support service specific requirements 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Locating Navy operational squadrons and fleet replacement squadrons at an Air Force installation



AF Scenario Proposal

Consolidate Basic Helicopter Training

<p>Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principles: Recruit and Train■ Transformational Options: Combine areas where instructional flight training syllabus is essentially the same.	<p>Scenario Proposal</p> <ul style="list-style-type: none">■ Consolidate DoD basic helicopter training
<p>Justification/Impact</p> <ul style="list-style-type: none">■ Improved efficiency	<p>Potential Conflicts</p> <ul style="list-style-type: none">■ Lead service should be USA



AF Scenario Proposal

Air Armament RD&A Joint Center of Excellence

<p>Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principles: Equip■ Considerations: Consider the value of preserving the capability to support technologies and systems integral to the conduct of expeditionary, maritime, air, and land warfare.	<p>Scenario Proposal</p> <ul style="list-style-type: none">■ Consolidation of air armament RD&A in a joint center of excellence at Pax River, Eglin AFB, or in the Southwestern U.S.
<p>Justification/Impact</p> <ul style="list-style-type: none">■ Improved efficiency and synergy	<p>Potential Conflicts</p> <ul style="list-style-type: none">■ Consideration for AF to retain the lead for design, development, and testing of manned and unmanned air and space platforms; air and space armaments and munitions; or C4ISR networks.



AF Scenario Proposal

EW RDAT&E Joint Center of Excellence

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> Principles: Equip Transformational Options: EW synergy among Services and with JNTC in Southwestern US 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> Consolidation of EW RDAT&E in a joint center of excellence in the Southwestern US.
<p>Justification/Impact</p> <ul style="list-style-type: none"> Improved synergy among Service EW Improved access to EW-capable ranges 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> Service leads vs location of function



AF Scenario Proposal

C2 RDAT&E Joint Center

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> Principles: Equip Transformational Option: Joint Management of C2 RDAT&E functions 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> Create a Consolidated Joint C2 RDAT&E Management HQ with Joint C2 RDAT&E Centers for Land, Maritime and Air/Space reporting to it
<p>Justification/Impact</p> <ul style="list-style-type: none"> Insures C2 Systems are born Joint yet retains service unique capabilities in land, maritime and air/space operations Reduces the number of Facilities Life Cycle Management of C2 Weapons Systems 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> Conflicts with Potential Scenarios that consolidate functions (e.g., Research)



AF Scenario Proposal

Consolidate Western U.S. Ranges

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Recruit and Train, Equip ■ Imperatives: Establish regional Cross-Service and Cross-Functional ranges that will support Service collective, interoperability and joint training as well as test and evaluation of weapons system 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Consolidate cross-service management and resourcing of major U.S. ranges.
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Improved access to ranges 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ Determine service lead



AF Scenario Proposal

Joint Center for Strike T&E

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Equip ■ Transformational Options: Creation of a Joint Center for Strike Test & Evaluation 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Consolidation of strike (Air to Ground) T&E in the Western U.S.
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of Operations ■ Improved Synergy among Service Strike Capabilities 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ Determine Service lead



AF Scenario Proposal

Air Armament RD&A Joint Center of Excellence

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> Principles: Equip Considerations: Consider the value of preserving the capability to support technologies and systems integral to the conduct of expeditionary, maritime, air, and land warfare. 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> Consolidation of air armament RD&A in a joint center of excellence at Pax River, Eglin AFB, or in the Southwestern U.S.
<p>Justification/Impact</p> <ul style="list-style-type: none"> Improved efficiency and synergy 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> Conflicts with OSD consideration for AF to retain the lead for design, development, and testing of manned and unmanned air and space platforms air and space armaments and munitions; or C4ISR networks required for predictive battlespace awareness and full spectrum C2 of air and space forces.



Agenda

9 Sep 04

0830-0845	Opening Business	<i>Co-chairs</i>
<p><i>Calendar</i> <i>Data Calls</i> <i>Action Items</i></p>		
0845-0915	JCSG Scenarios (AF)	
0915-1000	CORONA Brief	<i>MGen Heckman</i>
<p>-- Break --</p>		
1015-1200	Initial Scenario Discussions	

Headquarters U.S. Air Force

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U.S. AIR FORCE

BRAC Update

Honorable Nelson Gibbs
Assistant Secretary of the Air Force
Installations, Environment, and Logistics

Maj Gen Gary Heckman
Asst DCS/XP for BRAC

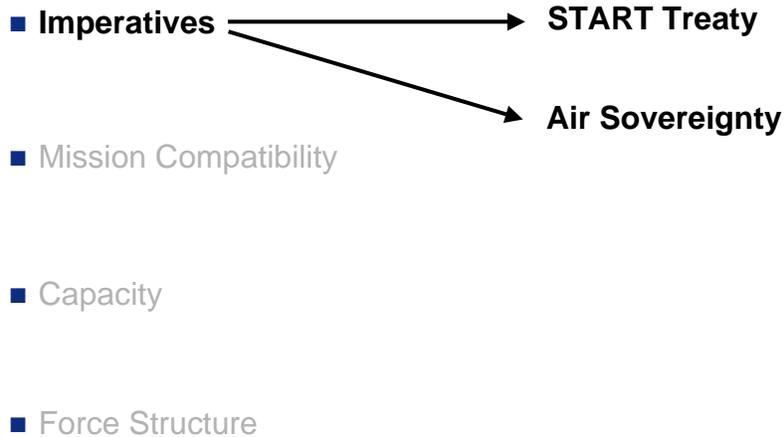


Terminology

- **Imperatives:** A principle that constitutes a go/no-go installation constraint *vis-a-vis* an installation choice.
- **Principles:** An enduring or fundamental tenet which describes an operational or physical characteristic which has or produces military value. Principles guide decisions on the military value of installations.
- **Theoretical Capacity:** Maximum beddown capacity for an installation based on operational, physical, and environmental factors.
- **BRAC 2025 Force:** Required by BRAC statute, a 20 year force structure on which to base infrastructure analysis. Due to Congress ICW PB05 submittal....will be updated ICW PB06 submittal.



AF Scenario Process



Imperatives (6)

1. Unimpeded access to space (in orbits of all inclinations)
2. START land-based strategic deterrent
3. Maintain capability within the NCR to support the POTUS, Special Airlift Missions, foreign dignitary visits, and ensure Air Force Continuity of Operations
4. Basing to fulfill the air sovereignty protection site and response criteria stipulated by COMNORTHCOM and COMPACOM
5. Two air mobility bases and one additional wide-body capable base on each coast to ensure mobility flow without adverse weather, capacity, or airfield incapacitation impacts
6. Sufficient sovereign U.S. mobility bases along deployment routes to potential crisis areas to afford deployment of mobility aircraft



Imperatives - Bases

- Base A
- Base B
- Base C
- Base D
- Base E
- Base F
- Base G



AF Scenario Process

- Imperatives
- Mission Compatibility
 - Discriminating Principles
 - Questions/Metrics/Weights
- Capacity
- Force Structure



Principles (10)

1. Squadrons will be located within operationally efficient proximity to our DoD-scheduled airspace, ranges, MOAs, and low-level routes
2. Optimize squadron size (e.g., like MDS's) / crew ratios
3. Retain the capacity to absorb overseas forces within the United States and its territories
4. Tanker basing that optimizes proximity to mission
5. Maintain/place ARC units to meet the requirements of the Air Force by choosing locations that meet the demographic and mission requirements unique to the ARC



Principles (10)

6. Ensure joint basing realignment actions increase military value of a function, or decrease the cost for the same military value of that function, when compared to the status quo Surge capacity to support deployments, evacuations, and repairs
7. Long-range strike bases sited to provide flexible strategic response and strategic force protection
8. Keep two geographically separate munitions locations for 10 AEFs
9. Surge capacity to support deployments, evacuations, and repairs
10. Consolidate legacy fleet



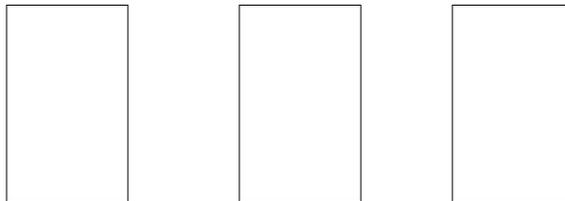
AF Scenario Process

- Imperatives
- Mission Compatibility
- Capacity
- **Force Structure** → POM Years
→ 2025 End State



Force Structure 2025

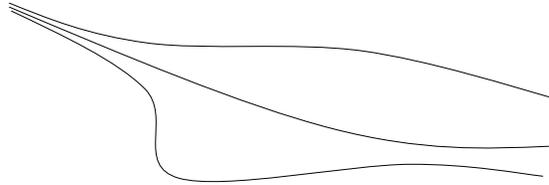
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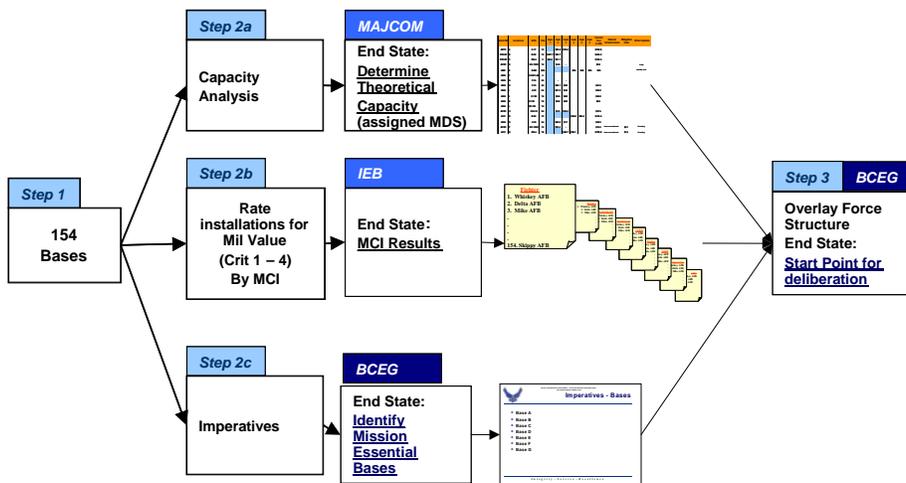


Force Structure 2025

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Analysis Process Steps





MCI Results

Installation	Fighter	Bomber	UAV/UCAV	SOF/CSAR	CZISR	Tanker	Airlift	Space Ops	ARC	JCSGs
Air Reserve Personnel Center (ARPC)										
Altus AFB										
Andersen AFB										
Andrews AFB										
Arnold AFS										
Atlantic City IAP AGS										
Bangor IAP AGS										
Barksdale AFB										
Barnes MPT AGS										
Beale AFB										
Birmingham IAP AGS										
Boise Air Terminal AGS										
Bolling AFB										
Bradley IAP AGS										
Brooks City-Base										
Buckley AFB										
Burlington IAP AGS										
Cannon AFB										
Capital APT AGS										
Crosswell ARS, NAS Fort Worth Joint Reserve										
Channel Islands AGS										
Charleston AFB										
Charlotte/Douglas IAP AGS										
Cheyenne APT AGS										
Cheyenne Mountain AFS										
Columbus AFB										
Dane County Regional - Truax Field AGS										
Dannelly Field AGS										
Davis-Monthan AFB										
Des Moines IAP AGS										
Dobbins ARB										
Dover AFB										
Duluth IAP AGS										
Dyess AFB										



MCI Results

Installation	Fighter	Bomber	UAV/UCAV	SOF/CSAR	CZISR	Tanker	Airlift	Space Ops	ARC	JCSGs
Edwards AFB										
Eglin AFB										
Eielson AFB										
Ellington Field AGS										
Ellsworth AFB										
BASE										
Elmendorf AFB										
Ewra Sheppard AGS										
F. S. Gabreski APT AGS										
Fairchild AFB										
Forbes Field AGS										
Fort Smith Regional APT AGS										
Fort Wayne IAP AGS										
Francis E. Warren AFB										
Fresno Air Terminal AGS										
Ft Worth - Lockheed Martin										
Gen Mitchell IAP AGS										
Gen Mitchell IAP ARS										
Goodfellow AFB										
Grand Forks AFB										
Great Falls IAP AGS										
Greater Peoria Regional APT AGS										
Grissom ARB										
Hancock Field AGS										
Hanscom AFB										
BASE										
Harrisburg IAP AGS										
Hector IAP AGS										
Hickam AFB										
Hill AFB										
Holloman AFB										
Homestead ARS										
Hulman Regional APT AGS										
Hurlburt Field										



MCI Results

Installation	Fighter	Bomber	UAV/UCAV	SOF/CSAR	CZISR	Tanker	Airlift	Space Ops	ARC	JCSGs
Indian Springs AFS										
Jackson IAP AGS										
Jacksonville IAP AGS										
Joe Foss Field AGS										
Keesler AFB										
Key Field AGS										
Kirtland AFB										
Klamath Falls IAP AGS										
Kulis AGS										
Lackland AFB										
Lambert - St. Louis IAP AGS										
Langley AFB										
Laughlin AFB										
Lincoln MAP AGS										
Little Rock AFB										
Los Angeles AFB										
Louisville IAP AGS										
Luis Munoz Marin IAP AGS										
Luke AFB										
MacDill AFB										
Malmstrom AFB										
Mansfield Lahm MAP AGS										
March ARB										
Marrieta - Lockheed Martin										
Martin State APT AGS										
Maxwell AFB										
McChord AFB										
McConnell AFB										
McEntire AGS										
McGee Tyson APT AGS										
McGuire AFB										
Memphis IAP AGS										
Minn/St Paul IAP ARS										
Minot AFB										



MCI Results

Installation	Fighter	Bomber	UAV/UCAV	SOF/CSAR	CZISR	Tanker	Airlift	Space Ops	ARC	JCSGs
Moffett Federal Field AGS										
Moody AFB										
Mountain Home AFB										
NAS New Orleans ARS										
Nashville IAP AGS										
Nellis AFB										
New Castle County Airport AGS										
Niagara Falls IAP ARS										
Offutt AFB										
Onizuka AFS										
Otis AGB										
Palmdale - Boeing, Lockheed Martin, Northrup Grumman										
Patrick AFB										
Pease International Trade Port AGS										
Peterson AFB										
Phoenix Sky Harbor IAP AGS										
Pittsburgh IAP AGS										
Pittsburgh IAP ARS										
Pope AFB										
Portland IAP AGS										
Quonset State APT AGS										
Randolph AFB										
Reno-Tahoe IAP AGS										
Richmond IAP AGS										
Rickenbacker IAP AGS										
Rolins AFB										
Roma Laboratory										
Rosecrans Memorial APT AGS										
Salt Lake City IAP AGS										
Savannah IAP AGS										
Schenectady County APT AGS										
Schriever AFB										
Scott AFB										
Selfridge ANGB										



MCI Results

Installation	Fighter	Bomber	UAV/UCAV	SOF/CSAR	CZISR	Tanker	Airlift	Space Ops	ARC	JCSGs
Seymour Johnson AFB										
Shaw AFB										
Sheppard AFB										
Sioux Gateway APT AGS										
Springfield-Beckley MPT AGS										
Stewart IAP AGS										
Tinker AFB										
Toledo Express APT AGS										
Travis AFB										
Tucson IAP AGS										
Tulsa IAP AGS										
Tyndall AFB										
United States Air Force Academy										
Vance AFB										
Vandenberg AFB										
W. K. Kellogg APT AGS										
Westover ARB										
Whiteman AFB										
Will Rogers World APT AGS										
Willow Grove ARS, HAS Willow Grove										
Joint Reserve										
Wright-Patterson AFB										
Yeager APT AGS										
Youngstown-Warren Regional APT ARS										



Break



Agenda

9 Sep 04

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

- Calendar*
- Data Calls*
- Action Items*

0845-0915 **JCSG Scenarios (AF)**

0915-1000 **CORONA Brief** *MGen Heckman*

-- Break --

1015-1200 **Initial Scenario Discussions**



AF Scenario Idea

Access to Space

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Unimpeded access to space in orbits of all inclinations ■ Transformational Options: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> ■ Consolidate space operations (launch and control) at those installations determined to be of the highest MV for launch and control ops. Close non-key space installations
<p>Justification/Impact</p> <ul style="list-style-type: none"> ■ Maintains National space launch requirements 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Idea Mobility Capable Bases

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Two air mobility bases and one wide-body capable base on each coast to ensure mobility flow without adverse weather, capacity, or airfield incapacitation impacts ■ Transformational Options: N/A 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Optimally load two main mobility bases on each coast with our newest strategic airlift assets. Bases should be far enough apart to be in different wx systems
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Joint force enabler 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Idea POTUS Support

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Maintain capability within the NCR to support the POTUS, Special Airlift Missions, foreign dignitary visits, and ensure Air Force Continuity of Operations ■ Transformational Options: N/A 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Determine AF installation(s) best suited to support POTUS, SAM, foreign dignitary visits, and Continuity of Operations capabilities
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Potential unacceptable delays to Continuity of Operations ■ Secure access to/from APOE/D from Washington DC ■ Immediate access to large range airlift 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None



AF Scenario Idea Air Sovereignty

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> Principles: Basing to fulfill the air sovereignty protection site and response criteria stipulated by COMNORTHCOM and COMPACOM Transformational Options: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> Determine AF installations best sited to support air sovereignty mission
<p>Justification/Impact</p> <ul style="list-style-type: none"> Support GWOT Defend the homeland 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> None



AF Scenario Idea Beddown OCONUS Forces

<p>Drivers/Assumptions</p> <ul style="list-style-type: none"> Principles: Retain the capacity to absorb overseas forces with the United States and its territories Transformational Option: N/A 	<p>Scenario Proposal</p> <ul style="list-style-type: none"> Determine AF installations required to beddown all OCONUS forces
<p>Justification/Impact</p> <ul style="list-style-type: none"> Required by PL 107-107 Ensures surge capability Ensures “snow bird” operations and other opposed force flying training capabilities Ensures excess capacity available for natural disaster evacuations 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> None



AF Scenario Proposal

Optimize Squadron Size

<p>Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principles: Optimize squadron size by like MDSs and crew ratio■ Transformational Option: N/A	<p>Scenario Proposal</p> <ul style="list-style-type: none">■ Realign MDS force structure to optimize squadron size, e.g., fighters = 24 PAA, and crew ratio
<p>Justification/Impact</p> <ul style="list-style-type: none">■ Efficiency of operation■ Ensures force available for 10 AEFs	<p>Potential Conflicts</p> <ul style="list-style-type: none">■ None



AF Scenario Proposal

Consolidate Legacy Fleet

<p>Drivers/Assumptions</p> <ul style="list-style-type: none">■ Principles: Consolidate legacy fleet■ Principles: Optimize squadron size■ Transformational Option: N/A	<p>Scenario Proposal</p> <ul style="list-style-type: none">■ Realign current force structure to consolidate like MDS/block type at fewer locations
<p>Justification/Impact</p> <ul style="list-style-type: none">■ Efficiency of operation■ Ensures force available for 10 AEFs	<p>Potential Conflicts</p> <ul style="list-style-type: none">■ None



Agenda 14 Sep 04

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

Calendar
Data Calls
Action Items

0845-0945 **Initial Capacity Analysis**

-- Break --

1000-1100 **AFSAA Cueing Tool**

-- Break --

1115-1230 **HLD Modeling Tool**