


147th Fighter Wing

Ellington Field Joint Reserve Base

*A Vital Part of
National Security and Homeland Defense
Today and into the Future*

Robb Parr, Col (Ret)
Former Commander, 147th Fighter Wing

Ellington Field Task Force 1



Opening Remarks

My name is Robb Parr and I am former Commander of the 147th Fighter Wing. I am here to present the Citizens' case opposing the inactivation of the 147th FW at Ellington Field Joint Reserve Base.


It is now obvious that Senior Leadership is aware of importance of the Houston Infrastructure to the Nation. And, that the 147th is a vital part of the layered Homeland Defense for that area.

The final disposition of Air Defense assets for the Houston area needs more review by Senior Leadership. But to do that, we must first stop this BRAC recommendation.

The very fact that the Air Force let this recommendation slide under the radar screen, and into the BRAC process is in itself indicative of a flawed process.

I will proceed.

Ellington Field Task Force 2




Flawed BRAC Process

We believe the DOD recommendation to the BRAC commission to inactivate the 147th Fighter Wing is wrong.

It is wrong because the DOD deviated substantially from its own guidelines, and BRAC law in arriving at this recommendation.

The BRAC Process was Flawed ...


Ellington Field Task Force 3



Flawed In Four Areas

- **Homeland Defense** – This recommendation leaves crucial national assets along the Texas Gulf Coast inadequately defended.
- **Data Metric** - The DOD did not utilize meaningful data to score Ellington Field's present and future military value.
- **Misleading Cost Analysis** - This recommendation does not save money
- **Application of Military Judgment** - The DOD did not use the data that it did assemble in an appropriate manner. No evident use of Military Value or Military Judgment.


Ellington Field Task Force 4



Failed to Consider Homeland Defense

- DOD and the BRAC process are committed to Homeland Defense as the highest priority.
- U.S. Fighter wings have both a world-wide and a Homeland Defense mission. Where they are stationed, is key to accomplishing both missions.
- Ellington is strategically located near numerous high value, potential terrorist targets. Seems to be an ideal bed-down base.
- It is the only asset capable of dealing with an airborne threat, and a simple alert site is inadequate.

Ellington Field Task Force 5



DOD & BRAC Commitment to Homeland Defense

*The National Defense Strategy, as set forth in the 2001 QDR report makes protecting the U.S. homeland the highest priority for the Department of Defense.**

The Air Force consulted with USNORCOM to ensure these (BRAC) recommendations consider the geographic locations of our installations and preserve sufficient installations near our borders and near high-value targets to support air sovereignty as part of homeland defense.*

Source: DoD Report to the Defense BRAC Commission, Department of the Air Force, Analysis and Recommendations BRAC 2006, (Volume V, Part 1 of 2), May 2006, page 8

* We find no evidence of meaningful inclusion of either concept in the recommendation.

Ellington Field Task Force 6

"Preserve Sufficient Instatlntions Near Our Borders and their High Value Target"

● - Alert Site

Ellington Field Task Force 7

Alert Site vs. Full Wing Co-Located

- **Air Sovereignty Alert (ASA) Site**
 - Immediate response to specific threat.
 - Small contingent of aircraft, personnel and equipment.
 - Supported by parent wing, co-located or remote.
- **Fighter Wing**
 - Robust response capability to broad threat.
 - If not co-located with alert site, significant time to implement full response.
 - When seconds count, location is the key.
- **Local Familiarity Importance**
 - Pilot familiarity with local area
 - Pilot familiarity with air defense and air sovereignty procedures
 - Support personnel are equally familiar with mission
- **50 years of Demonstrated Mission Capability**

The infrastructure and personnel required to provide air defense of the Texas Gulf Coast have been in place at Ellington for 50 years. It has been utilized and tested over and over during that time. Almost all of these "things" would go away if the wing did, and, under the BRAC proposal they would be replaced with less aircraft, less infrastructure, and less well trained people, providing a lesser capability.

... At a time when the real threat to our homeland is probably greater than it has ever been,
THIS MAKES NO SENSE.

Ellington Field Task Force 8

Flawed Data Metric

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 - Strategic location.
 - Four (4) alert shelters plus 24-hr sustainable crew quarters.
 - Command Post, 24-hr, with fight in place capability.
- **Joint Training not credited - Re: MV Criteria #1**
 - Joint Dissimilar Air Combat with Marine and Navy fighter aircraft.
 - Air Warrior training with Army at Ft. Polk, La.
 - Ellington Field has always been Joint - Army National Guard, Coast Guard, NASA
- **Other Military Value anomalies and omissions - Re: MV Criteria #1**
 - Error in calculation of Ellington's "Access to Supersonic Airspace"
 - Inconsistent credit for large, voluminous, highly useable, supersonic airspaces.
 - Large new ramp space, with sunshades, enough for another squadron, plus staging
 - No credit for a favorable community relationship which allows operations with minimal compromise.
 - No credit for demonstrated value as a staging area and airport for embarkation (Desert Storm)
 - Low-level navigation routes are included in metric but not part of current training requirements.

Ellington does have the infrastructure to support future missions.

Ellington Field Task Force 9

Joint Training – Warrior MOA

- 424 Dedicated sorties in last 2 years
- 24,000 Army Troops Directly Trained with 147th FW Airpower including Forward Air Control Certification for personnel deploying to Iraq & Afghanistan

Ellington Field Task Force 10

Large Usable Airspace

- Super Sonic
- Electronic Counter Measures
- Chaff/Flare
- Air Refueling
- Lights Out

Ellington Field Task Force 11

Airspace Comparison: Ellington / Montgomery

Attribute 1266 – Range Complex (RC) Supports Mission

- **Ellington**
 - 4.26 points for airspace credited towards total MCI Score
- **Dannelly**
 - 10.34 points for airspace credited towards total MCI score

MCI Ranking of Ellington AGS could improve
To 5th* among the 26 ANG FW's
* Assuming the correction for Attribute 1203 is also made.

Ellington Field Task Force 12

MCI Airspace Calculation Error

Attribute 1203

Attr #	Attribute Description	Corrected Value	Error Value
1203	Access to Adequate Supersonic Mission	6.048	3.36
ELLINGTON TOTAL MCI		48.08	45.38

Corrected MCI of 48.08 raises the Ellington ranking to:

- 8th among 26 ANG Fighter Wings (from 10th)

Ellington Field Task Force 13

Misleading Cost Analysis

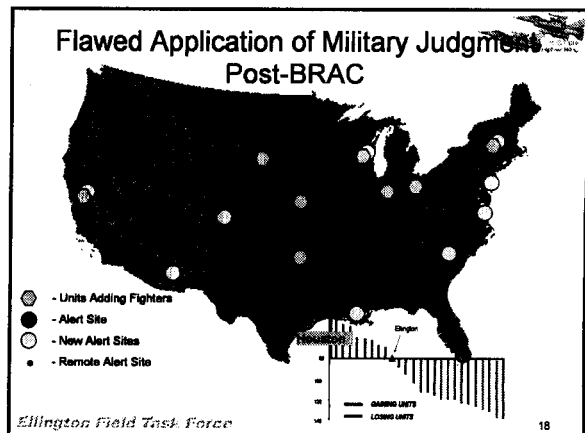
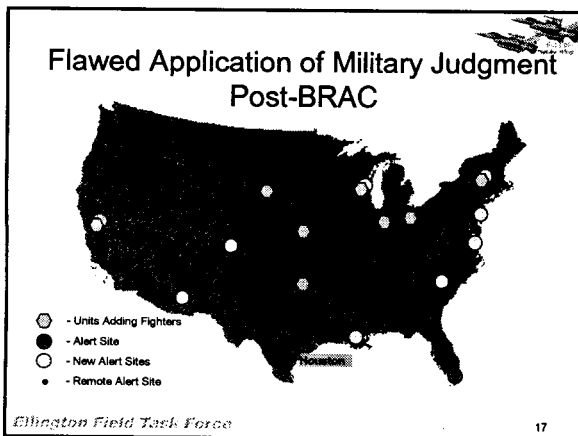
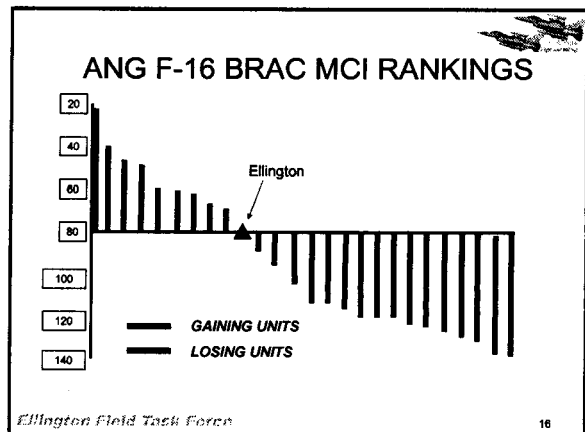
- BRAC Calculations not inclusive of all costs.
 - up to \$33.1 Million 20 year cost, versus \$3.6M savings
- No credit was given for Air Warrior support.
 - \$100,000 annual savings to Air Combat Command.
 - Net Present Value, 20 years is \$1.5 Million
- Cost of operating a remote alert site.
 - \$6 Million additional annual cost to USAF
 - \$120 Million in 20 years
- Burden shift to other agencies (Army Aviation, US Coast Guard, and NASA) not considered.
 - \$400,000 per year yet to be distributed

Ellington Field Task Force 14

Flawed Application of Military Judgment

- Eight (8) Air Guard fighter units with lower numeric (MCI) scores receive more and or new aircraft.
- BRAC Use of Military Judgment for Adjustment is Not Apparent.

Ellington Field Task Force 15



USAF Criticism of its own process

- "Recommendations that are **Not** consistent with rankings of installations must be fully justified." – *Where is the justification?*
- "Transformational Recommendations: is one with no military value justification, military judgment is the sole rationale, it is not cost effective, it has long paybacks." – *This seems to refer to Ellington.*
- Transformational has **no legal basis** and should be removed. These should be justified in terms of military value or the force structure plan.

"BRAC Red Team White Paper 18 April 05"

Examples of Military Judgment

Vandenberg & Patrick	– Polar Orbit
Andrews AFB	– Supports President
Ellington Field	– Essential to Homeland Defense

Ellington Field Task Force 19

CONCLUSION

The Department of Defense has not made a "BRAC" case for inactivation of the 147th Fighter Wing. In fact, there is a compelling Homeland Defense case for leaving it in place.

- This recommendation leaves numerous, crucial national assets unprotected during a time when they are at risk.
- This recommendation was not developed using meaningful or accurate data or process, and, in the context of BRAC, it does not save money.
- We find no merit in this recommendation and respectfully request that you vote to non-concur.

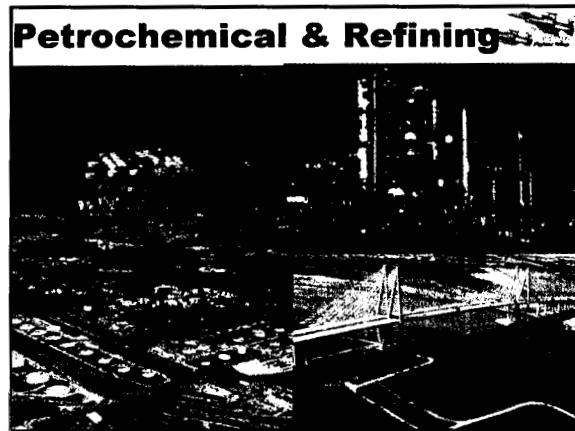
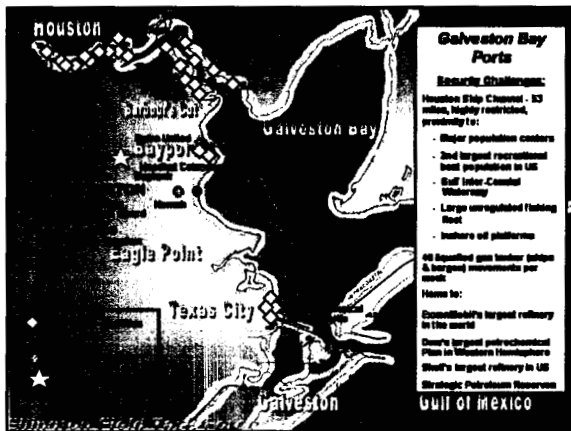
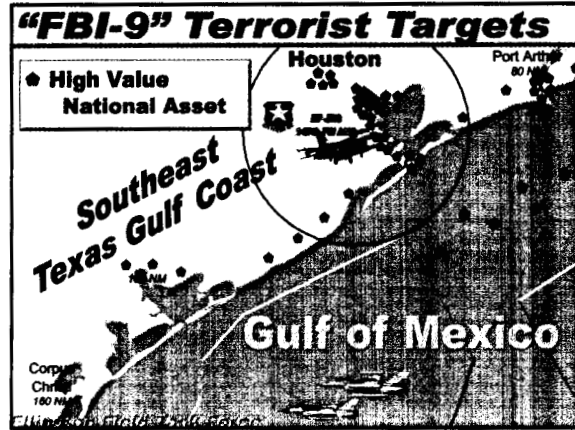
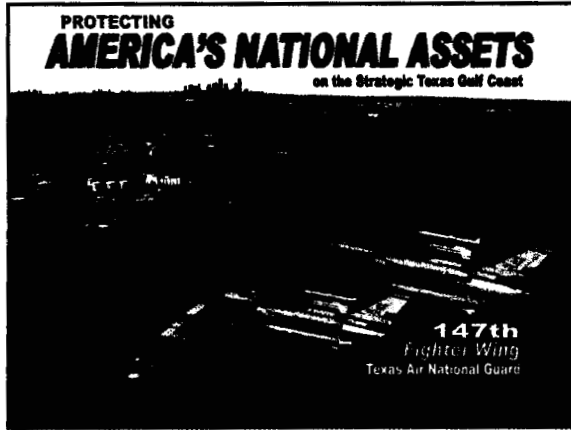
Ellington Field Task Force 20

America's #1 Priority

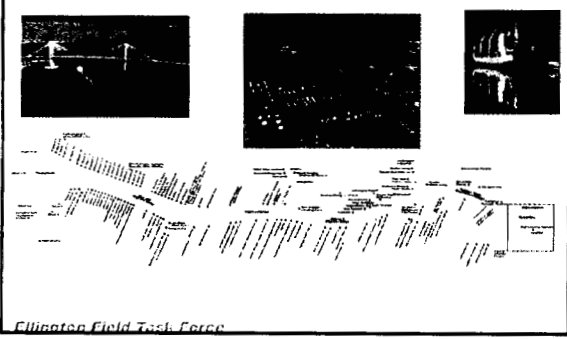
HOMELAND DEFENSE

147th
Fighter Wing
Texas Air National Guard
Ellington Field Joint Reserve Base
Houston, Texas

FUTURE FORCE STRUCTURE



Port of Houston



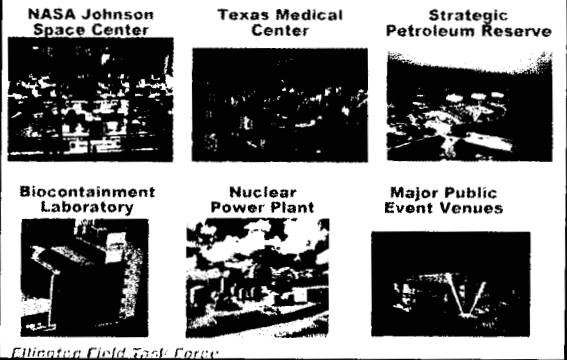
Virtual Aerial Tour



Houston - 4th Largest in U.S.



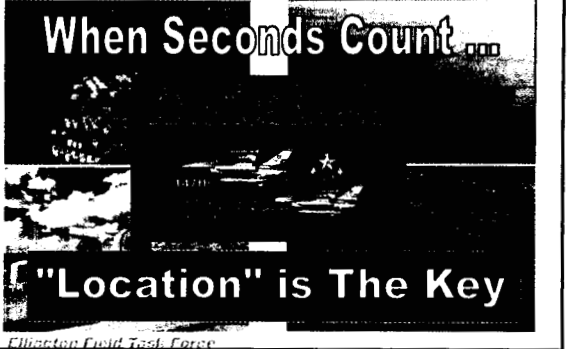
More of the "FBI-9" Terrorist Targets



Do we trust the protection of our Crucial High Value National Assets on the Texas Gulf Coast ...



FULL WING of the 147th FW Protects America's National Assets on the Texas Gulf Coast



America's #1 Priority
HOMELAND DEFENSE



147th
Fighter Wing
Texas Air National Guard
Brooks Air Force Base
Houston, Texas

FUTURE FORCE STRUCTURE

147th Fighter Wing
Ellington Field Joint Reserve Base

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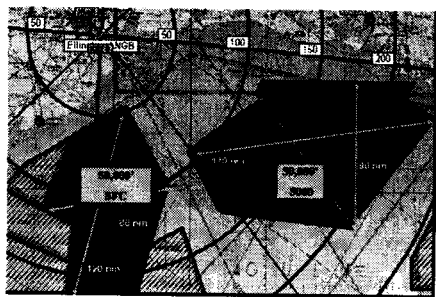


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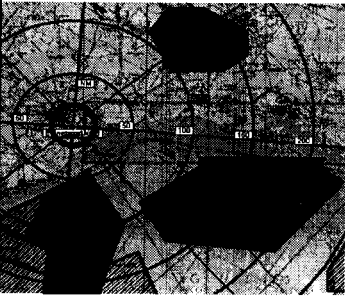
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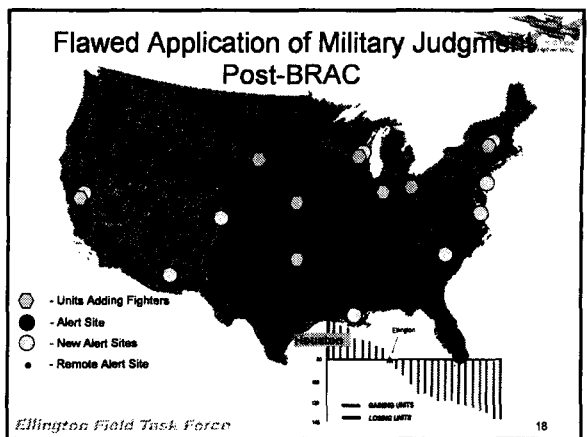
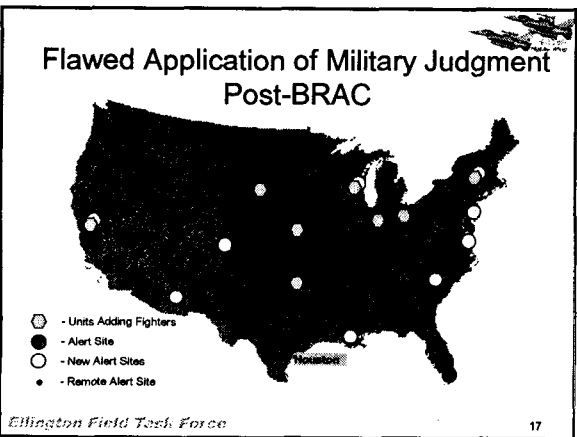
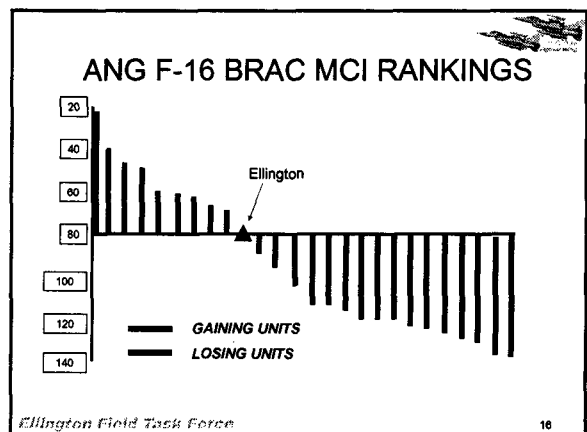
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Ellington Field Task Force 15






The Honorable James V. Hansen
BRAC Commissioner Brief
 Ellington Air Guard Station
 7 July 2005

Colonel Lanny B. McNeely, Commander


Integrity - Service - Excellence



Briefing Overview

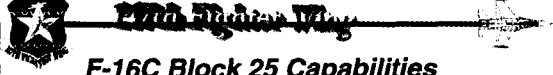
- 147th Fighter Wing - Mission Brief
- BRAC Recommendations
- Military Value/Military Judgment Assessment
 - Military Value - Reported vs. Actual
 - Military Judgment Applied to MCI/Strategic Relevance
 - Joint Warfighting, Training, and Readiness
 - Cost - Benefit Analysis
- Homeland Defense
 - Military Risk - detached Alert vs. full Wing presence
 - Scenario Discussion
- Summary

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147th Fighter Wing Mission Brief

Integrity - Service - Excellence




F-16C Block 25 Capabilities

- Avionics
 - TGP (Litening, LANTIRN)
 - NVIS
 - Night vision goggles
 - ALQ-213
 - SADL Data Link
- Weapons

The Block 25 F-16 is a FULLY state-of-the-art Precision Guided Munitions platform

- Loiter Time
 - 4 Hours Un-refueled with three bags
- 6 Minute Average Time to Launch

Integrity - Service - Excellence

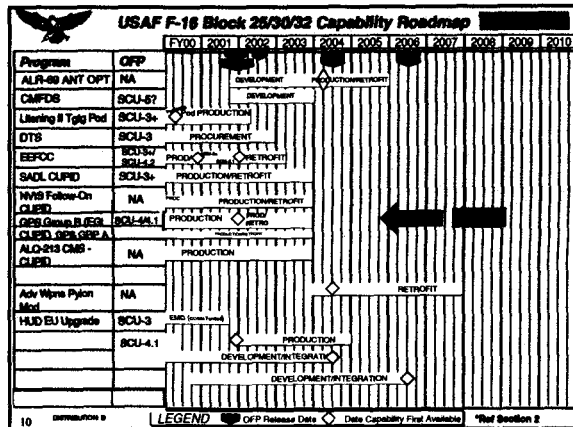


F-16C Block 25 Capabilities

- 17 A/C - Airframe, Power Plant, and Avionics
- **DEPOT (Ogden ALC) Modifications Completed**
 - Falcon UP
 - Falcon SLIP
- **DEPOT Modifications In Progress**
 - Falcon STAR - Suspended 13 May 2005
- ***Expenditures - \$31M Over the Last Four Years**
 - Service Life Extended to 8000 Flight Hours
 - Programmed Retirement - 2011
- Actual Flight Hours of 147 FW Fleet = 4578 AVG

There are YEARS of capability left - the money has already been spent...

Integrity - Service - Excellence *Ref Section 1



EWING Fighter Wing

Core Competencies

- Home Land Defense (Alert Site)
 - Defend from the air
 - 4 x population centers
 - 2 x nuclear power plants
 - Chemical plants
 - Houston shipping channel and port
 - Off Shore Oil Platforms
 - POTUS CAP / Crawford Ranch
 - Strategic Oil Reserve Storage Sites in East Texas
 - Air Sovereignty - Counter air only at the moment
 - NORTHCOM developing ROE for air-to-surface capability

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EWING Fighter Wing

Core Competencies

- Counter Drug (Alert Site)
 - Drugs from South America & Mexico
 - Counter air only
- AEF (Strike, CAS, OCA, DCA, SEAD)
 - Rainbow with our AEF partners (Ft Smith and Duluth)
 - 4 jets each from each unit to deploy a 12 ship package
 - Remaining jets (13) for Homeland Defense
- Military Command Post
 - Provides 24/7 C4 for South Central United States
- Provide the only military base presence in SE Texas

Integrity - Service - Excellence

EWING Fighter Wing

Combat Mission

- ORI Proven - April 2005
 - Precision Guided Munitions
 - JDAM, WCMD, LGB, MAVERICK
 - Defensive Counter Air
 - Close Air Support / Time Sensitive Targeting
 - 93.7% mission employment effectiveness: "Excellent"
 - 94.7% sortie generation effectiveness: "Excellent"
- COMBAT Bound - August 05
 - AEF 5/6 OIF
 - Tactical Airborne Reconnaissance System (TARS) upgrade (Jun 05)
- Joint Training Critical Asset - Ft Polk JRTC

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EWING Fighter Wing

Alert Mission

- Air Defense Alert 24/7
 - Defenders of the Gulf Coast since 1956
 - Robust Capabilities Post 9/11
- Professional Air Sovereignty Alert (ASA) record:
 - "Outstanding," "Excellent" and "Outstanding" ratings on last three HQ NORAD/IG Alert Force Evaluations
 - One of seven alert sites in the CONUS on September 11 2001
 - Four 147th F-16's escorted Air Force 1 - September 11 2001
 - Florida - Louisiana - Nebraska - Washington DC

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EWING Fighter Wing

BRAC Recommendations

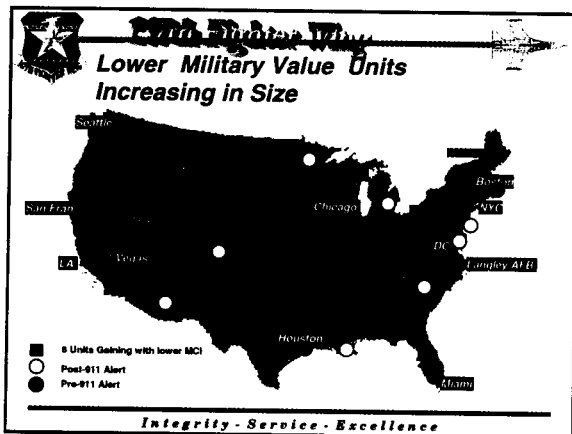
Integrity - Service - Excellence

EWING Fighter Wing

10 Critical Population Centers

Pre-911 Alert Sites

Integrity - Service - Excellence



BRAC CRITERIA - Military Value

- The current and future mission capabilities and the impact of the DOD's total force, including the impact on joint war fighting, training, and readiness
- 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

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BRAC CRITERIA - Military Value (cont)

- The ability to accommodate contingency, mobilization and future total force requirements at both existing and potential receiving locations to support operations and training
- The cost of operations and the manpower implications

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Military Value (MV)

- Military Judgment applied to Quantitative Data is the basis of MV *
 - **Military Judgment**
 - > Infrastructure Steering Group (ISG)
 - > Joint Cross Service Groups (JCSG)
 - > Base Closure Executive Group (BCEG)
 - **Quantitative Data**
 - > Mission Compatibility Index (MCI)
 - > COBRA
 - > WIDGET Data Calls

* (Michael Wynne, Asst SecDef, 28 September 2004 memo)

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DoD BRAC Recommendations for Ellington AGS

- Retire assigned F-16C Aircraft – FY07
- Air Sovereignty Alert to remain (Detachment)
- ECS elements remain in place (MSG+)
- GSU (272 EIS-LaPorte) relocate to Ellington
- Manpower Loss – Civilians (3) Military (0)
- Cost Savings – NPV 20 years is \$3.6M
- No Natural Infrastructure or Community Issues
- Minimal Economic Impact

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Fighter Mission Compatibility Index

- Current / Future Missions 46 %
 - Operating Environment
 - Geo-Localational Factors
- Condition of Infrastructure 41.5 %
 - Key Mission Infrastructure
 - Operating Areas
- Contingency and Mobilization 10 %
 - Mobility Surge
 - Growth Potential
- Cost of Operations and Manpower 2.5 %

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Fighter Mission Compatibility Index Comparison in Peer Group*

F-16 Block 25	MCI	Current/Future Mission 46% Eff.	Condition of Infrastructure 41.5% Eff.	Contingency, Mobilization, Future Forces 10% Eff.	Cost of Ops/Manpower 2.5% Eff.
177 FW Atlantic City	50.22	53.44	50.22	37.74	41.33
147 FW Ellington AGS	45.39	37.87	50.14	56.27	61.20
144 FW Fresno Air Terminal AGS	43.09	46.13	47.02	11.93	46.99
158 FW Burlington	40.79	41.33	42.88	25.52	57.87
140 FW Fort Wayne IAP AGS	34.49	32.75	37.92	16.99	79.17
148 FW Duluth IAP AGS	32.55	23.88	40.48	31.03	66.75

Integrity · Service · Excellence *Ref Section 4

Military Value (MV) F-16C Block 25 Fighter Wings (ANG)

F-16 Wing Block 25	MCI	DoD Recommendation
177 FW Atlantic City	50.22	Retire Block 25, Gain F-15s
147 FW Ellington AGS	45.39	Retire Block 25
144 FW Fresno Air Terminal AGS	43.09	Retire Block 25, Gain Block 32
158 FW Burlington	40.79	Gain 3 Block 25 (20)
140 FW Fort Wayne IAP AGS	34.49	Retire Block 25, Gain Block 30
148 FW Duluth IAP AGS	32.55	Retire Block 25

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ANG F-16 BRAC MCI RANKINGS

Unit	MCI	46% Eff.	41.5% Eff.	10% Eff.	2.5% Eff.
Tucson	67	49.54	50.50	51.51	30.62
Hancock Field (Syria)	94	42.03	55.71	46.01	50.22



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ANG F-16 BRAC MCI RANKINGS

8 UNITS WITH A LOWER MCI RATING THAN ELLINGTON ARE GAINING AIRCRAFT...???

Integrity · Service · Excellence



E700 Fighter Wing

Military Value/Judgment Assessment

Integrity - Service - Excellence

E700 Fighter Wing

AF Military Value – Shortsighted*



“Based on PLATFORM rather than INSTALLATION MISSION or FUNCTION”

- White Paper – Mentioned as Concerns or Criticisms of the Process
 - 11 March 2005; 14 March 2005; 18 April 2005
- Red Team Talking Paper to Interagency Executive Council (IEC) 06 April 2005
 - Concerns over Lack of Consistency Among DoD, Military Departments, and JCSG approaches
- Chairman Principi Letter to SECDEF and Congress on 01 July 05
 - Requiring More Detailed Explanation on ANG Process for BRAC

Military Value Not Used!

Integrity - Service - Excellence *Ref Section 6

E700 Fighter Wing



AF Military Value – Shortsighted

- Ellington Field identified as a “STRATEGIC LOCATION FOR HOMELAND DEFENSE”*
 - No other F-16C Block 25 location mentioned
- Four of six F-16C Block 25 locations to receive newer Fighter Aircraft (3 have lower MCI than Ellington Field)
- Only F-16C Block 25 locations discussed in 40 BCEG meetings between 4 January – 07 May 2005
 - 147 FW and 148 FW – “Losers”
- Total Squadron Capacity is 1
 - Actual Capacity is 2

* (BCEG Quad Chart, 29 Mar 05)

Integrity - Service - Excellence * Ref Section 6

E700 Fighter Wing

Military Judgment - Shortsighted

Individual Questions	Max Points	Earned Points
Proximity of Airspace Supporting Mission	22.08	4.26
Proximity to Low Level Routes Supporting Mission	7.25	0.96
Range Complex Support Mission	11.95	6.93
Access to Adequate Supersonic Airspace	6.72	3.36
Suitable Auxiliary Airfields Within 50 NM	5.18	2.59
Ramp Area and Serviceability	2.97	0.74

Integrity - Service - Excellence

E700 Fighter Wing




Off-shore Airspace – A National Asset *





Massive Over-water, Dissimilar Air Combat Training Areas

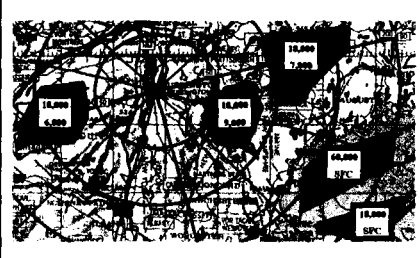
- Unlimited Surface-50,000 All-Altitude War
 - Advanced Opposed PGM and A/A Combat Training
 - Long Range Tactics
 - Standoff Capability
 - Electronic Countermeasures
- Large Force Employment
- Future Growth
 - F-16 Block 40/50/60
 - F-35 JSF
 - F/A-22

Integrity - Service - Excellence * Ref Section 10

E700 Fighter Wing

Burlington F-16 Airspace



- Mostly overland
- No overland low fly area
- One good sized over-water working area

Integrity - Service - Excellence

27th Fighter Wing
Airspace Comparison:
Ellington / Burlington

- Ellington
 - 146,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr1: 37.87
- Burlington
 - 53,500 CUBIC Miles
 - 13,300 SQ Miles
 - Cr1: 41.33
- 92,500 Cubic Mi Diff
 - **270% More**
- 8,300 Sq Mi Diff
 - **160% More**

Integrity - Service - Excellence

27th Fighter Wing
Tucson F-16 Airspace

- All overland
- Max ceiling: 18K
- Supersonic: NA
- Lights Out: N/A

Integrity - Service - Excellence

27th Fighter Wing
Airspace Comparison:
Ellington / Tucson

- Ellington
 - 146,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr1: 37.87
- Tucson
 - 62,468 CUBIC Miles
 - 21,600 SQ Miles
 - Cr1: 50.59
- 83,532 Cubic Mi Diff
 - **230 % More**
- No Significant Sq Mi Diff

Integrity - Service - Excellence

27th Fighter Wing
Dannelly Field AGS, AL Airspace

- All overland
- Max ceiling: 18K
- Supersonic: N/A
- Lights Out: N/A

Integrity - Service - Excellence

27th Fighter Wing
Airspace Comparison:
Ellington / Montgomery

If Ellington received the same score for "Airspace Supporting Mission" as Dannelly Field our Overall MCI would be 51 (58th overall)

- Ellington
 - 146,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr1: 37.87
- Dannelly
 - 12,200 CUBIC Miles
 - 6,000 SQ Miles
 - Cr1: 56.99
- 133,800 Cubic Mi Diff
 - **1200% More**
- 15,600 Sq Mi Diff
 - **360% More**

Integrity - Service - Excellence

27th Fighter Wing
McEntire F-16 Airspace


- Mostly overland
- One good sized over-water working area
- Same areas used for Shaw AFB

McEntire is 18 miles from Shaw AFB and shares same airspace...consolidation?

Integrity - Service - Excellence

27th Fighter Wing

**Airspace Comparison:
Ellington / McEntire**



- Ellington
 - 146,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr1: 37.83
- McEntire
 - 60,000 CUBIC Miles
 - 7,400 SQ Miles
 - Cr1: 59.4
- 86,000 Cubic Mi Diff
 - **240% More**
- 14,200 Sq Mi Diff
 - **290% More**

Integrity - Service - Excellence

27th Fighter Wing

Buckley F-16 Airspace

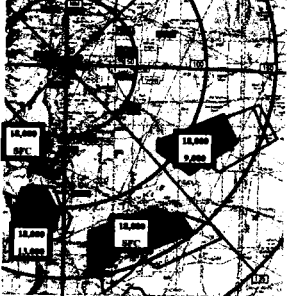
- All Overland
- Supersonic: N/A
- Lights Out: N/A
- Not suitable for Future Mission Aircraft

*** "SFC-18K" at Buckley is ONLY 13,000 feet of available airspace due to elevation*

Integrity - Service - Excellence

27th Fighter Wing

Buckley F-16 Airspace



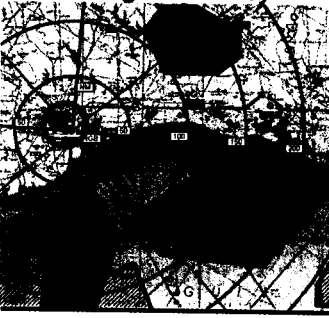
- All Overland
- Supersonic: N/A
- Lights Out: N/A
- Not suitable for Future Mission Aircraft

*** "SFC-18K" at Buckley is ONLY 13,000 feet of available airspace due to elevation*

Integrity - Service - Excellence

27th Fighter Wing

Airspace Comparison: Ellington/Buckley



- Ellington
 - 146,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr1: 37.83
- Buckley
 - 14,820 CUBIC Miles
 - 5,440 SQ Miles
 - Cr1: 43.25

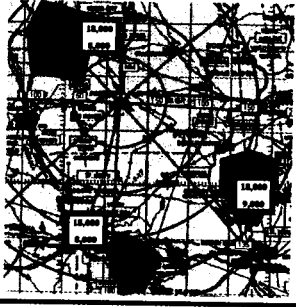
• 131,180 Cubic Mi Diff
• **890% More**

• 151,160 Sq Mi Diff
• **335% More**

Integrity - Service - Excellence

27th Fighter Wing

Des Moines F-16 Airspace

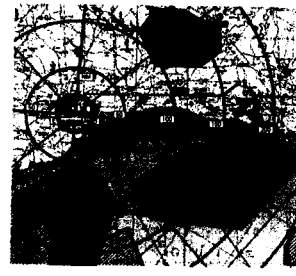


- Extremely Limited
- Supersonic: N/A
- Lights Out: N/A
- Not suitable for Future Mission Aircraft

Integrity - Service - Excellence

27th Fighter Wing

Airspace Comparison: Ellington/Des Moines



- Ellington
 - 146,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr1: 37.83
- Des Moines
 - 18,575 CUBIC Miles
 - 10,750 SQ Miles
 - Cr1: 28.67

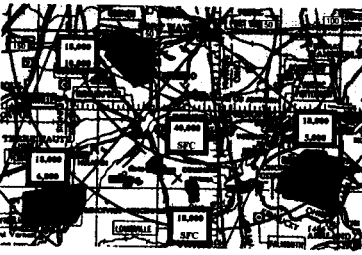
• 127,425 Cubic Mi Diff
• **786% More**

• 10,850 Sq Mi Diff
• **200% More**

Integrity - Service - Excellence

27th Fighter Wing

Fort Wayne F-16 Airspace




- Supersonic: N/A
- Lights Out: N/A
- Not suitable for Future Mission Aircraft

Integrity - Service - Excellence

27th Fighter Wing

Airspace Comparison: Ellington/Fort Wayne



- Ellington
 - 146,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr1: 37.83
- Fort Wayne
 - 7,860 CUBIC Miles
 - 4,550 SQ Miles
 - Cr1: 32.75

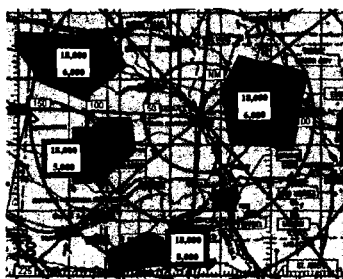
• 138,140 Cubic Mi Diff
• **1850% More**

• 17,050 Sq Mi Diff
• **475% More**

Integrity - Service - Excellence

EWing Fighter Wing

Sioux Falls F-16 Airspace

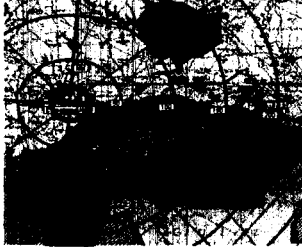


- Limited
- Supersonic: N/A
- Lights Out: N/A
- Not suitable for Future Mission Aircraft

Integrity - Service - Excellence

EWing Fighter Wing

Airspace Comparison: Ellington/Sioux Falls



- Ellington
 - 148,000 CUBIC MILES
 - 21,600 SQ Miles
 - Cr 1: 37.83
- Sioux Falls
 - 21,800 CUBIC Miles
 - 10,900 SQ Miles
 - Cr 1: 30.04
- 124,200 Cubic Mi Diff
- **669% More**
- 10,700 Sq Mi Diff
- **188% More**

Integrity - Service - Excellence

EWing Fighter Wing

Ellington has Outstanding Airspace—and lots of it!!



Integrity - Service - Excellence

EWing Fighter Wing

Military Judgment Issues

- Proximity of Airspace Supporting Mission
 - *Data and Equations are too complicated and convoluted to compute*
 - *DoD resistant to providing a full accounting of work used to arrive at scores*
 - > Unable to verify their results
 - > Equations and data provided do not reconcile with answers
 - *Comparison Analysis between other ANG sites is revealing*
 - > Geo-locational factors such as proximity to strategic National infrastructure and world-class airspace ideally suited for current AND future missions appear to have been marginalized

Integrity - Service - Excellence

EWing Fighter Wing

Military Judgment Issues

- Proximity to Low Level Routes Supporting Mission

- *Low Level Routes are Cold War Era Criteria... Not Flown since Desert Storm, yet 7.25% of Criteria 1*
- *Entire low-fly areas ignored (Warrior complex)*

Integrity - Service - Excellence

EWing Fighter Wing

Military Judgment Issues

- Range Complex Support Mission
 - *Same equation as "Proximity of Airspace Supporting Mission"*
 - *Too complicated and convoluted to compute with equations and data provided*
 - *Unable to verify DoD results*
 - *30% of score related Air-to-Ground Ranges*

- *Equation skewed towards "Cold War Era" tactics and needs-- not Current and Future Missions*
 - > *Contrary to rationale put forth by Gen Jumper to BRAC Commission regarding Shaw AFB over Cannon AFB*

Integrity - Service - Excellence

27th Fighter Wing

Military Judgment Issues

- * Access to Adequate Supersonic Airspace (OSD Question 1203)
 - Only Credit For Single Airspace**
 - > Volume and Operating Hours are each worth 50% of total score
 - No Credit For Multiple Supersonic Ranges**
 - > W147A W147B W147C W59A W59B
 - USAF Made Calculation Error for Ellington**
 - > Awarded 50 points raw score / 3.36 points weighted score
 - > USAF Spreadsheet 1276 contains qualifying airspace and attributes
 - Actual highest valued airspace is W59A/B/C
 - Raw score is 90 and weighted score is 8.95

With this Error Correction alone: Ellington Overall MCI Score improves to 48.08 (70 of 154)

Integrity - Service - Excellence * Ref Section 6

27th Fighter Wing

Military Judgment Issues

- Suitable Auxiliary Airfields Within 50 NM
 - Criteria Minimum is 8000 feet Long and 150 feet Wide
 - Credit For One Suitable Aux Field**
 - > Bush Intercontinental
 - No Credit for Hobby, Sugar Land, Hooks, and Brazoria County**
 - > Each has at least one 7000 foot runway
 - > Minimum regulatory requirement for F-16 Alternate Airfield is 7000'

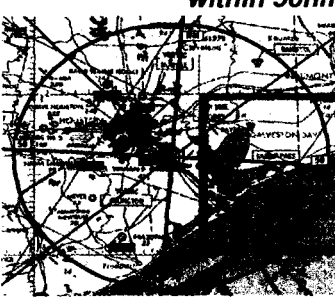
***Full credit yields MCI value of 50.67 (60 overall versus 80)**

* With "Access to Supersonic Airspace" Error Corrected

Integrity - Service - Excellence

27th Fighter Wing

Suitable Divert fields within 50nm



- George Bush IAP (IAH)
 - 8 runways > 7000'
 - 30 miles away
- Hobby IAP (HOU)
 - 4 runways > 7000'
 - Length is 7752'
 - 8 miles away
- Hooks Field (DWH)
 - 1 x 7000' runway
 - 36 miles away
- Sugarland Airport (SGR)
 - 1 x 7000' runway
 - 26 miles away
- Brazoria County (LBX)
 - 1 x 7000' runway
 - 32 miles away

Integrity - Service - Excellence

27th Fighter Wing

Military Judgment Issues

- Ramp Area and Serviceability
 - Maximum Score Reached at 241,000 SY (2.2 M SF)
 - Credit For 147,000 SY = 25% of Total Score in this category**
 - > Same Credit as Burlington With 75,000 SY
 - > Same Credit as Des Moines With 65,000 SY
 - Did not account for 60,000 SF (\$4M) of recently completed new ramp space and aircraft sun shelters**
 - * Did Not Include 242,000 SY Available From City**

Integrity - Service - Excellence * Ref Section 6

27th Fighter Wing

Ramp Space - Optimum Utilization

Aircraft Type	Dimensions	Number of parking rows	Aircraft per row (90/45offset)	Total on Ramp (with 4 alert)
F-16/F-35	34.8' x 50.5'	Three (3)	18/16	56/52
F-15/F-22	44.5' x 63.8'	Three (3)	16/14	52/46

Integrity - Service - Excellence * Ref Section 6

27th Fighter Wing

Ramp Space - Maximum Utilization

Aircraft Type	Dimensions	Number of parking rows	Aircraft per row (90 offset)	Total on Ramp
F-16	32.8' x 47.6'	Four (4)	27	108
F-15	42.8' x 63.8'	Four (4)	22	88
F-22	44.5' x 62.1'	Four (4)	21	84
F-35	34.8' x 50.5'	Four (4)	26	104

Integrity - Service - Excellence

27th Fighter Wing

Jointness – Joint Operations

- Selection Criteria for 2005 Round of BRAC states that “Military Value shall include at a minimum:”
 - Section 2913(b)(4) The impact on Joint Warfighting, Training, and Readiness
- Appears Not To Have Been Considered:
 - Jointness – Ellington AFRC, USCG Air station
 - Joint Operations – Air Warrior II (CAS at Ft Polk)

No empirical data to substantiate Jointness in Military Value — How did this impact Military Judgment???

Integrity - Service - Excellence * Ref Section 11

27th Fighter Wing

Jointness – Joint Operations


- * Jointness – Ellington AFRC (JRB)
 - **Senator Hutchison and Congressman DeLay Exchange Property Initiative at Old Spanish Trail**
 - **2300+ Reservists to Transfer (Army, Navy, USMC)**
 - **\$45 M MILCON in FY 07-09 – Add on in March 05**
 - **42 Acres adjoining South Boundary of ANG**
 - **Three Phase Project – Ph1 (Entry Control Facility, Fencing, Utilities) starts October 06**
 - **Joint Use Security, Dining, Medical, Fire Protection**

Already a joint operation and getting more joint capability soon

Integrity - Service - Excellence * Ref Section 11

27th Fighter Wing

Joint Training – Warrior MOA

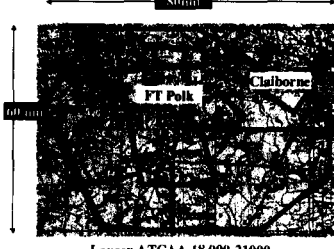


- Ft Polk
 - 21 ASOS
 - 2nd Armored CAV
 - 4th Brigade 10th Mountain Division
- Joint Readiness Training Center
 - OIF / OEF
 - Urban CAS / TST
- Air Warrior 2
 - Go-To Unit
 - Home station Saves \$\$
 - 424 Sorties in 2 years

Integrity - Service - Excellence

27th Fighter Wing

Joint Training



- Ft Polk Joint Readiness Training Center - urbanized
- Claiborne Range
 - Basic Surface Attack
 - Strafe
 - Night CAS
- Warrior MOA
 - Primary User
- Red Leg Impact Area
 - Live munitions, combat Laser

Lancer ATCAA 18,000-21000
Warrior MOA SFC-18,000

Integrity - Service - Excellence

27th Fighter Wing

Air Warrior II Support at Polk JRTC

- Air Warrior II 03-07
 - Feb 03: 7 days 4x4 CAS; 56 sorties total
 - 3/2 Stryker Brigade Combat Team (SBCT); Ft Lewis, WA
 - 5th Air Support Operations Squadron (ASOS); Ft Lewis, WA
- Air Warrior II 04-05
 - Mar 04: 4 days 3x3 CAS; 24 sorties total
 - 3/2 Stryker Brigade Combat Team (SBCT); Ft Lewis, WA
 - 5th Air Support Operations Squadron (ASOS); Ft Lewis, WA
 - 3/2 SBCT & 5th ASOS deployed to Iraq after exercise
- Air Warrior II 05-05
 - Mar 05: 6 days 2x2 CAS; 24 sorties total
 - 2/10th Mountain Division; Ft Drum, NY
 - 19th ASOS; Ft Campbell, KY

Grand Total: 104 sorties

Integrity - Service - Excellence * Ref Section 12

27th Fighter Wing

Air Warrior II Support at Polk JRTC

- Home station Support
 - 21st ASOS, Ft Polk, LA: 144 sorties
 - 3/2 Stryker Brigade Combat Team (SBCT) and 5th Air Support Operations Squadron (ASOS), Ft Lewis, WA: 90 sorties (at Ft Polk, LA)
 - 9th/11th/712th ASOS, Ft Hood, TX: 8 sorties
 - 8th Tank Battalion, Ft Hood, TX: 20 sorties
 - 111 Corps Artillery, Ft Sill, OK: 4 sorties
 - 19th ASOS, Ft Hood, TX: 20 sorties
 - 21st CAV, Ft Hood, TX: 4 sorties
- Deployed Support
 - 25th ASOS, Ft Shafter, HI: 60 sorties
 - 11 RB (Predator RTU), Indian Springs, NV: 54 sorties
 - Stryker Brigade Combat Team (SBCT), Nellis AFB, NV: 40 sorties
- Bottom-line: 634 sorties flown/scheduled Jan 03 – Apr 05
 - 480 from home station (424 at Polk JRTC) and 154 deployed

Integrity - Service - Excellence

2700 Fighter Wing

Joint Training – Economic Impact

- 13 Air Warrior II's conducted at Polk JRTC each FY
 - \$100,000 to deploy a fighter unit to Barksdale AFB, LA for 2 weeks to support
 - Approx 4000 Army troops receive training each exercise
 - ACC funds 7 of the 13 AWII's

147th has the only AEF tasked F-16's in the vicinity – routinely participate in at least one AWII each FY from home station (SAVINGS: \$100,000 min per FY)

Capability to support two per year easily done

Integrity · Service · Excellence * Ref Section 12

2700 Fighter Wing

Joint Training – Bottom Line

“Bottom line is if it weren't for the local Louisiana/Texas units, 6 exercises a year (24,000 US Army personnel) would never see an airplane in their last mission rehearsal.”

548th CTS/DO

Integrity · Service · Excellence * Ref Section 12

2700 Fighter Wing

Overall Cost Savings – Questionable*

- Cost calculations flaws and omissions
- Air Warrior savings to Air Force - not considered
- Extra cost of operating “remote” ASA site - not considered
- Burden shifted to other government agencies at Ellington - not considered

Integrity · Service · Excellence * Ref Section 12

2700 Fighter Wing

Cost – Benefit Analysis*

COBRA Data	Reported Thru 29 March 2005	Reported 29 April (Final)
One Time Costs (GSU Relocation)	\$1.0 M	\$1.6 M
Net Implementation Costs	\$1.0 M	<\$0.1 M>
Annual Recurring Savings	\$0.1 M	\$0.4 M
Payback Period	23 Yrs / 2029	5 yrs / 2012
NPV Savings	<\$0.2 M>	\$3.6 M

*Candidate Recommendations that have payback periods greater than 20 years could be considered substantially deviating from the final selection criteria in that COBRA model only evaluates up to 20 years” Red Team Talking Paper to IEC, Apr 05 (Ref Section 6)

Integrity · Service · Excellence * Ref Section 6

2700 Fighter Wing

Cost – Benefit Analysis

True Loss of Manpower Very Misleading and Inaccurate

- Reported: 0 Military and 3 Full Time
- Actual: 380 Military and 176 Full Time

Full Time Current	Officers	Enlisted	Civilians
	35	178	243
Non-BRAC Actions*	27	173	84
BRAC (Reported 13 May)	27	173	81

*** “Programmatic losses from the retirement of F-16C aircraft ” – misleading as to cost and impact**

Integrity · Service · Excellence

2700 Fighter Wing

Cost Savings Questionable

- Payback as Reported
 - One Time Costs **\$1.6 M**
 - Net Implementation Savings **\$0.1 M**
 - Annual Recurring Savings **\$0.4 M**
 - Payback period **5 yrs/2012**
 - NPV Savings (20 yrs) **\$3.6 M**
- All Personnel Reductions and Costs associated with the “realignment” are accounted for as PRE-BRAC

Next...

Integrity · Service · Excellence

149th Fighter Wing

Cost Savings Questionable

Per the COBRA Report:

“Values for Personnel and Base Operating Support include the Programmed Installation Population (non-BRAC) changes, so that only changes attributable to the BRAC action are reflected in the change columns.”

COBRA was NOT used as a comparative decisional aid – base closures/realignments decided in advance of data calls

Integrity · Service · Excellence

149th Fighter Wing

Cost Savings Questionable

- 172 Full Time Positions are associated with the Aviation Package of F16C Aircraft
- 3 Full Time Positions are associated with the GSU at La Porte
- 172 +3 = 175 Net Loss of Positions (full-time)
- Only 3 of these positions are accounted for in the “final payback” model

Here's what's missing.....

Integrity · Service · Excellence

149th Fighter Wing

Cost Savings Questionable

- Outcome #1 (\$7.275 M)
 - RIF Costs for 172 Employees (\$42.3K/ea)
- Outcome #2 (Move HOU > SA)* (\$39.743 M)
 - Moving Costs for 172 Employees (\$12K/ea)
 - Salary Cost (Fully Loaded) for 3 years
 - (\$73K X 172 X 3)

*** 149th does not receive additional F-16C Block 30s until 2010**

Integrity · Service · Excellence

149th Fighter Wing

Cost Savings Questionable

Payback Comparison	Original	Adjusted
➢ One Time Costs	\$1.6 M	\$8.9 M/\$41.3 M
➢ Net Implementation Savings	\$0.1 M	\$0.1 M
➢ Annual Recurring Savings	\$0.4 M	\$0.4 M
➢ Payback period	5 yrs/2012	NEVER
➢ NPV Savings (20 yrs)	\$3.6 M	<\$3.27M/\$33.1M>

Integrity · Service · Excellence

149th Fighter Wing

Basic Alert – Annual Cost*

- Fighter Wing w/o Alert
 - \$26 million
- Fighter Wing w/Home-station Alert
 - \$27 million
- Alert Detachment
 - \$11.5 million
- Wing + Detachment
 - \$37.5 million

Category	Cost (Millions)
FW	26
FW+Alert	27
FW+Det	37.5

Integrity · Service · Excellence * Ref Section 19

149th Fighter Wing

Each 10-15 Year ANG Pilot

- Most experienced in AF
- Estimate \$10M in assets per pilot
 - Training (*4.5M per pilot)
 - Experience
 - Tactical Knowledge
 - Intangibles
 - Leadership
 - PME
 - Community Linkages

Category	Value
1 Closing Wing	100
10 ANG Closing	10

WE WILL LOSE THIS EXPERIENCE POOL IF WE TRY MOVE THEM AND INCREASE OPSTEMPO FOR THOSE THAT REMAIN - THE COST THEN BECOMES EXORBITANT OVER TIME

Integrity · Service · Excellence


27th Fighter Wing

Homeland Defense

Integrity - Service - Excellence

27th Fighter Wing


So Many Targets.....



Integrity - Service - Excellence

27th Fighter Wing

.....So Few Fighters!



Integrity - Service - Excellence

27th Fighter Wing

Homeland Defense

- **Air Defense Alert 24/7**
 - Defenders of the Gulf since 1956
- ***Point Defense of Houston**
 - #1 Largest Population Center *Approx 8 million*
 - Petrochemicals *#2 Worldwide; 50% Nationally*

Houston has all 9 primary terrorist target sets

Represents a National Strategic Center of Gravity

- NASA *National Treasure - billions to replace*
- South Texas Nuclear Facility
- Texas Medical Center *5 million patients annually*

Integrity - Service - Excellence *Ref Section 3

27th Fighter Wing

Homeland Defense - Job #1

- What's at Risk in the 4th Largest City in the U.S. with an ASA Detachment **ONLY?**
- Coverage for more than a single threat
- Response Time During National Emergency
- Limited Maintenance Capability
- Limited Munitions Availability/Storage in "Enclave" plan

"Everything"

Integrity - Service - Excellence

27th Fighter Wing

Recipe for Disaster

- Asymmetric Enemy using multi-axis attack
 - *JUST LIKE 9/11*
- Close Ship Channel
- Hit Multiple Petroleum and Chemical Plants
- Target First Responders - e.g. Medical Center
- Take out a National Symbol - NASA Space Center

Integrity - Service - Excellence

27th Fighter Wing

Recipe for Disaster

- Multi-Axis Attack – How?
 - Combination of seaborne, ground and air threats**
 - Tanker/Container ship takes out causeway/scuttles at chokepoint in ship channel
 - Foreign Cargo plane(s) on legitimate flight plan to Hobby targets one of numerous petro/chemical plants
 - Truck bombs target Medical Center/NASA

Integrity - Service - Excellence

27th Fighter Wing

Recipe for Disaster

- Multi-Axis Attack – Defense Issues
 - Combination of seaborne, ground and air assets required**
 - Terrorist surveillance cues attacks**
 - Naval Support would be coincidental
 - Coast Guard assets too dispersed and lightly armed
 - High probability that limited Air Defense resources will be overwhelmed with too many targets with excessive response times due to long logistic tail
 - Pre-attack intelligence likely to be late in coming**
 - Coordination between LEA/DHS and military limited by lack of dedicated presence**

Integrity - Service - Excellence

27th Fighter Wing

Recipe for Disaster

- Multi-Axis Attack – Risk Mitigation
 - Combination of seaborne, ground and air assets required**
 - Reduce coordination problems with military that has a full complement of assets and personnel to conduct interface and training**
 - Improve Intelligence Sharing with large Intel staff in a full wing – Enclave does NOT have Intel assets assigned**
 - Rapid plus-up for military is a couple hours with a wing here**
 - Retention of a full wing keeps a munitions storage and build-up capability that will be needed to mitigate long logistical tail to detached presence**

Integrity - Service - Excellence

27th Fighter Wing

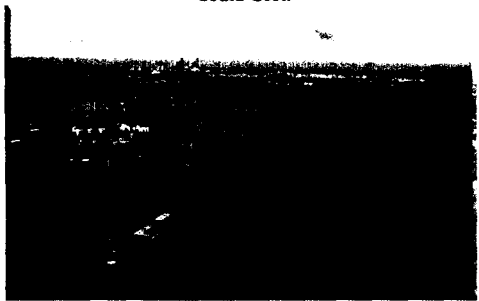
Summary

- FYDP programmatic issues vs. BRAC – platform based decisions and NOT *Mission, Function, or Installation related*
- Military Value/Judgment – *accuracy and logic is an issue*
 - Correction of errors lead to a significant improvement in score
 - Jointness – can find no metric that indicates it was even part of the “military value” process
 - Cost Savings – Huge items like personnel moves, retraining costs, loss of experience base in MX and Ops, increased detached operations for Alert, support of Joint Operations/Exercises for AWII NOT accounted for in DoD calculations
 - Homeland Defense/Strategic and National Economic factors
- Significant *Military Risk* associated with losing fighter presence in port/petro-chemical HUBS due to time-lag to plus-up and deterrent factor associated with a visible military capability in Houston

Integrity - Service - Excellence

27th Fighter Wing

How Much Do You Think a Gallon of Gasoline Could Cost?



Integrity - Service - Excellence

27th Fighter Wing

Questions?

Integrity - Service - Excellence



27th Signal Wing

Land and Facilities

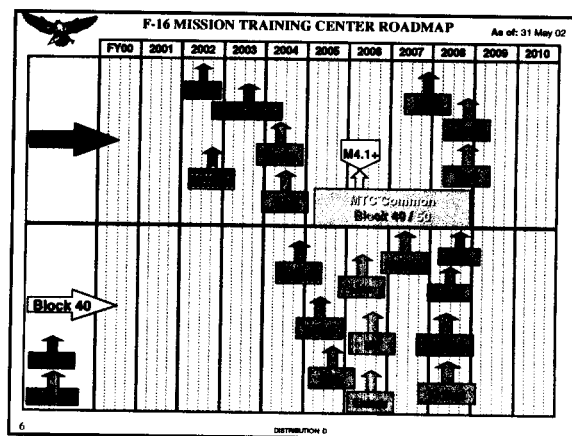
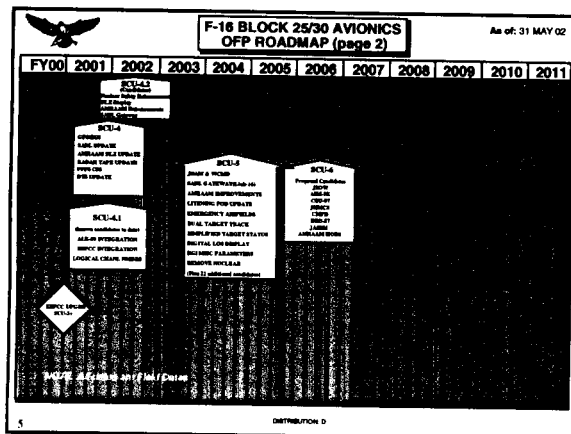
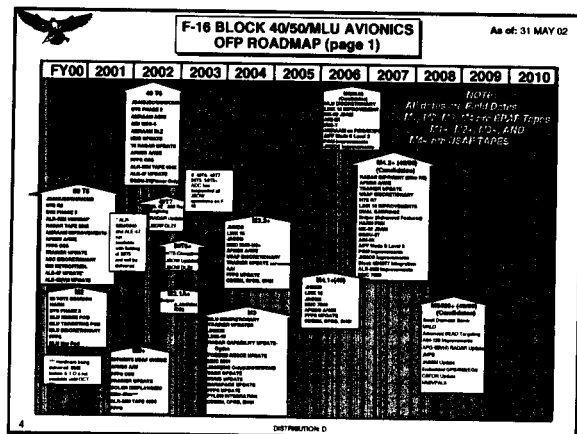
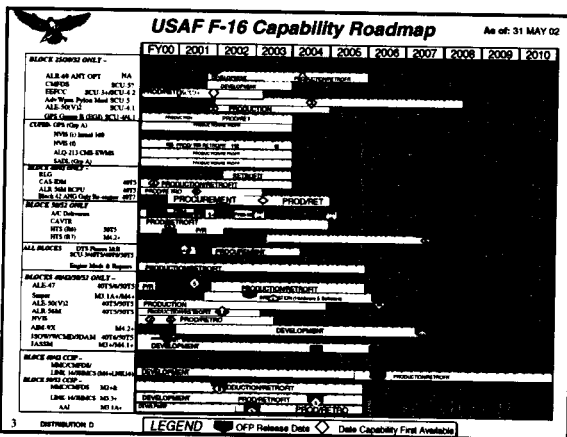
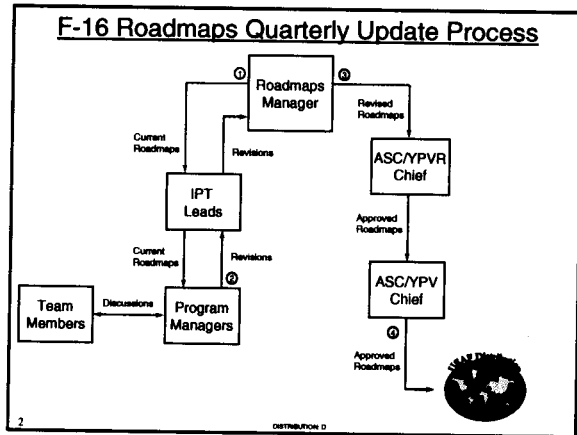
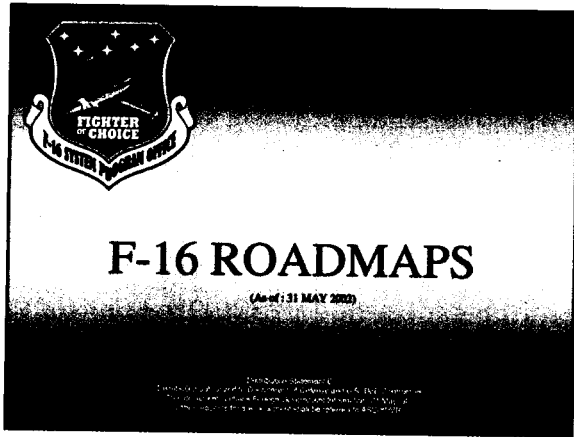
- Ellington Field ANGB
 - **Military Occupied – 190 Acres**
 - **Land Available for Construction – 17 Acres**
(See Drawing on Next Slide)
- Ellington Field ANGB Facilities
 - **Total Facility Square Footage – 448,000** (includes 80K sq feet of new MILCON NOT in BRAC data calls)
 - **Available Facility Square Footage – 23,000**
(USCG and FAA land within compound NOT included)

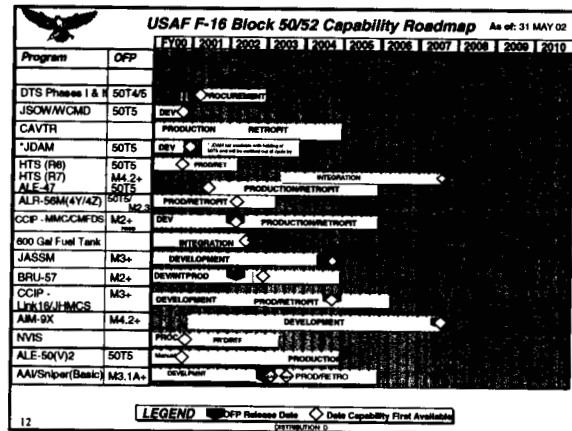
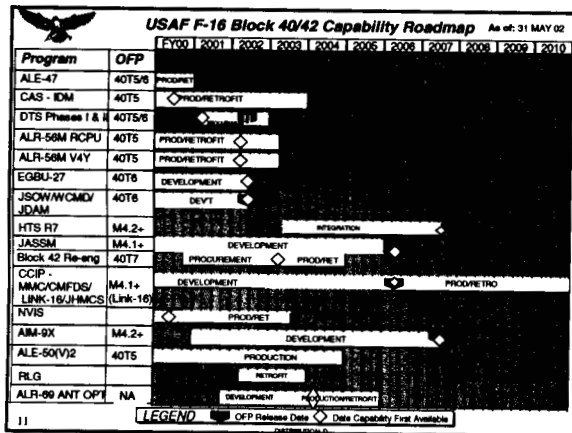
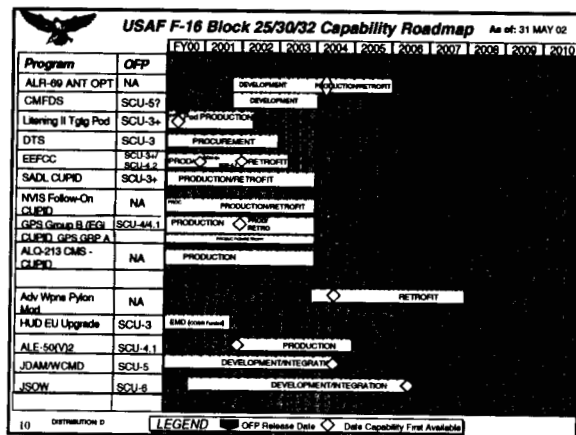
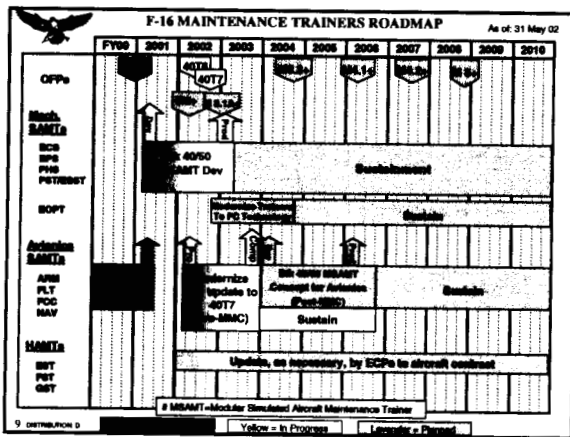
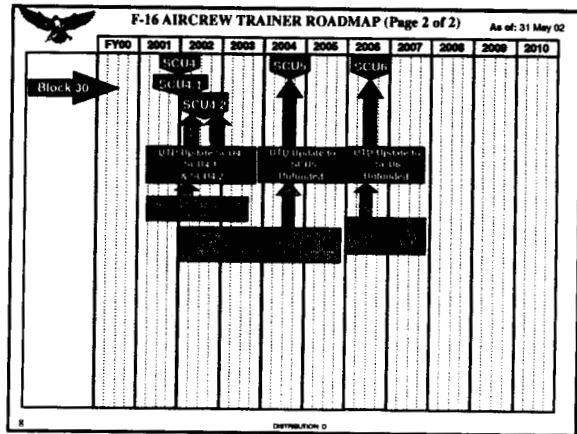
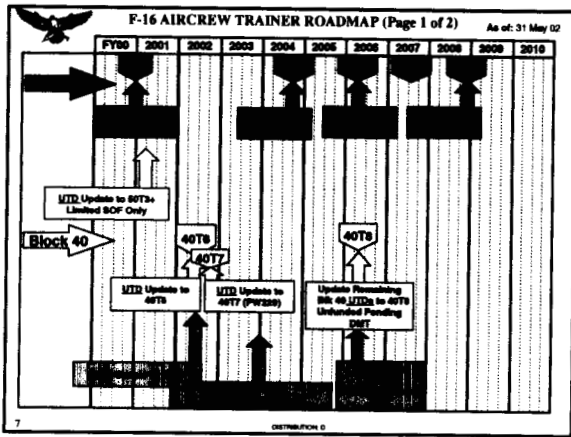
Integrity · Service · Excellence

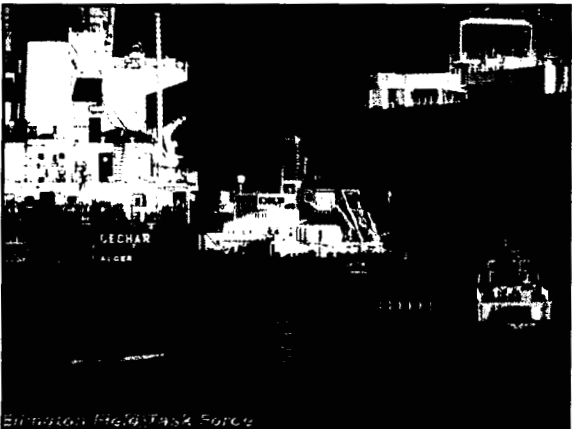
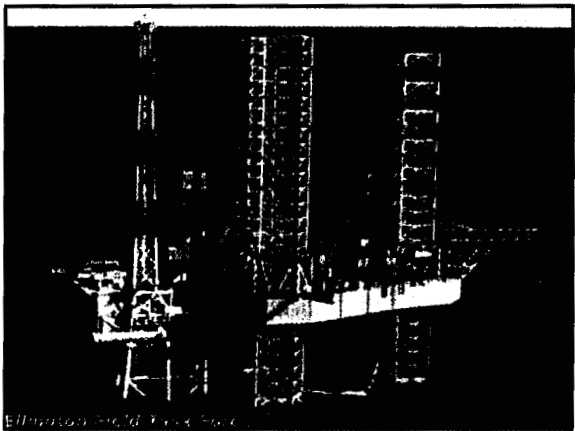
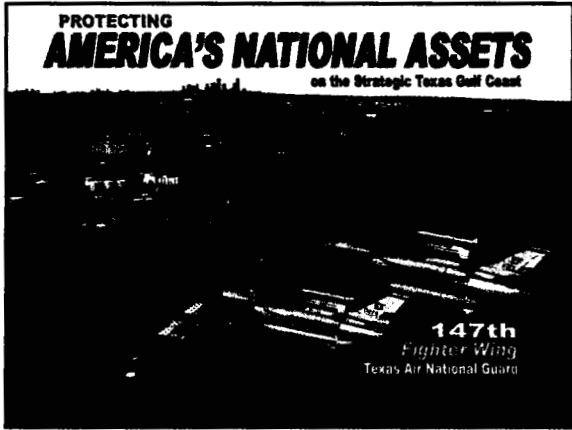
27th Signal Wing

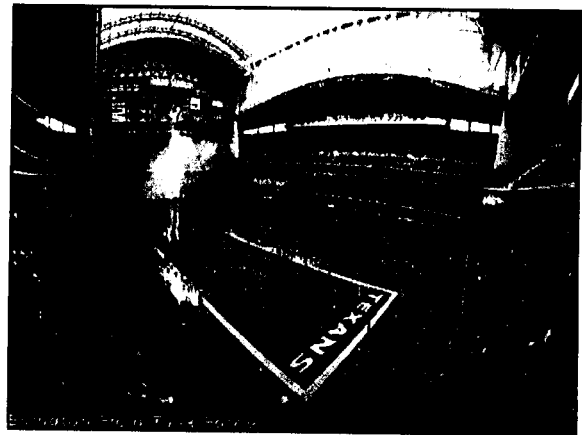
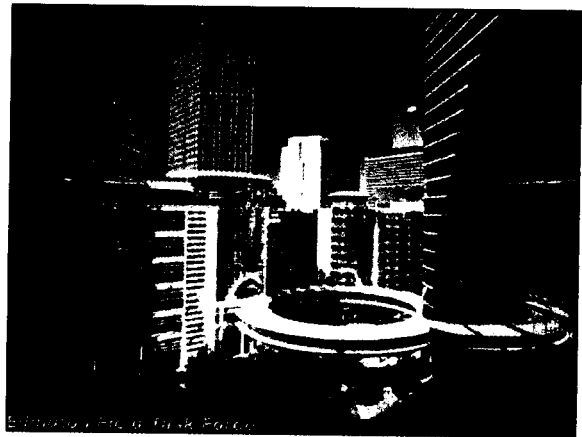
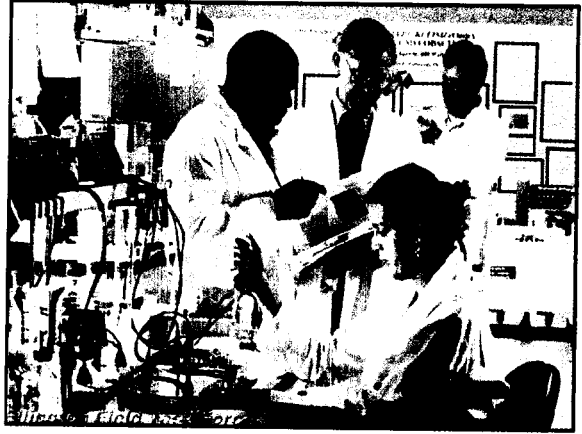
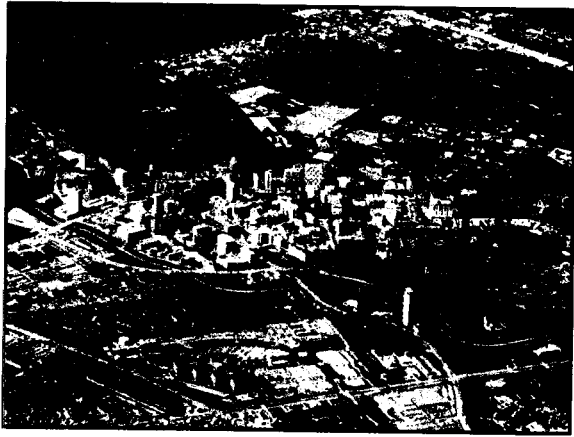
Land Available for Construction


Integrity · Service · Excellence












147th Fighter Wing

Ellington Field Joint Reserve Base

*A Vital Part of
National Security and Homeland Defense
Today and into the Future*

Robb Parr, Col (Ret)
Former Commander, 147th Fighter Wing

Ellington Field Task Force 1



Opening Remarks

My name is Robb Parr and I am a former Commander of the 147th Fighter Wing. I am here to present the Citizens' case opposing the inactivation of the 147th FW at Ellington Field Joint Reserve Base.


It is now obvious that elected officials are aware of the importance of the Houston Infrastructure to the Nation. And, that the 147th is a vital part of the layered Homeland Defense for that area.

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*Robb Parr, Col (USAF Retired)
Former Commander, 147th Fighter Wing (1989-1996)*

Ellington Field Task Force 2




Flawed BRAC Process

We believe the DOD recommendation to the BRAC commission to inactivate the 147th Fighter Wing is wrong.

It is wrong because the DOD deviated substantially from its own guidelines, and BRAC law in arriving at this recommendation.

The BRAC Process was Flawed ...


Ellington Field Task Force 3



Flawed In Four Areas

- **Homeland Defense** – This recommendation leaves crucial national assets along the Texas Gulf Coast inadequately defended.
- **Data Metric** - The DOD did not utilize meaningful data to score Ellington Field's present and future military value.
- **Misleading Cost Analysis** - This recommendation does not save money
- **Application of Military Judgment** - The DOD did not use the data that it did assemble in an appropriate manner. No evident use of Military Value or Military Judgment.


Ellington Field Task Force 4



Failed to Consider Homeland Defense

- DOD and the BRAC process are committed to Homeland Defense as the highest priority.
- U.S. Fighter wings have both a world-wide and a Homeland Defense mission. Where they are stationed, is key to accomplishing both missions.
- Ellington is strategically located near numerous high value, potential terrorist targets. Seems to be an ideal bed-down base.
- It is the only asset capable of dealing with an airborne threat, and a simple alert site is inadequate.

Ellington Field Task Force 5



DOD & BRAC Commitment to Homeland Defense

*The National Defense Strategy, as set forth in the 2001 QDR report makes protecting the U.S. homeland the highest priority for the Department of Defense.**

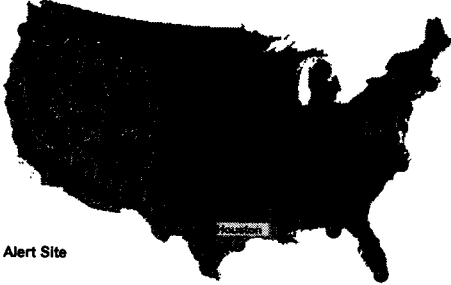
The Air Force consulted with USNORCOM to ensure these (BRAC) recommendations consider the geographic locations of our installations and preserve sufficient installations near our borders and near high-value targets to support air sovereignty as part of homeland defense.*

Source: DoD Report to the Defense BRAC Commission, Department of the Air Force, Analysis and Recommendations BRAC 2006, (Volume V, Part 1 of 2), May 2006, page 8

* We find no evidence of meaningful inclusion of either concept in the recommendation.

Ellington Field Task Force 6

DOD & BRAC Commitment to Homeland Defense ...
"Preserve Sufficient Installations Near Our Borders and their High Value Target"



● - Alert Site

Ellington Field Task Force

Alert Site vs. Full Wing Co-Located

- **Air Sovereignty Alert (ASA) Site**
 - Immediate response to specific threat.
 - Small contingent of aircraft, personnel and equipment.
 - Supported by parent wing, co-located or remote.
- **Fighter Wing**
 - Robust response capability to broad threat.
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 - Pilot familiarity with local area
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The infrastructure and personnel required to provide air defense of the Texas Gulf Coast have been in place at Ellington for 50 years. It has been utilized and tested over and over during that time. Almost all of these "things" would go away if the wing did, and, under the BRAC proposal they would be replaced with less aircraft, less infrastructure, and less well trained people, providing a lesser capability.

... At a time when the real threat to our homeland is probably greater than it has ever been,
THIS MAKES NO SENSE.

Ellington Field Task Force

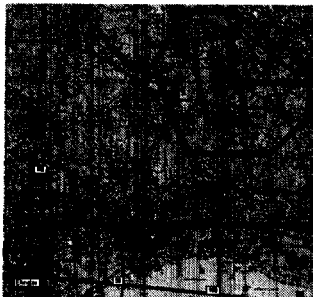
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- **Homeland Defense metric not included - Re: MV Criteria #2**
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- **Other Military Value anomalies and omissions - Re: MV Criteria #1**
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Ellington does have the Infrastructure to support future missions.

Ellington Field Task Force

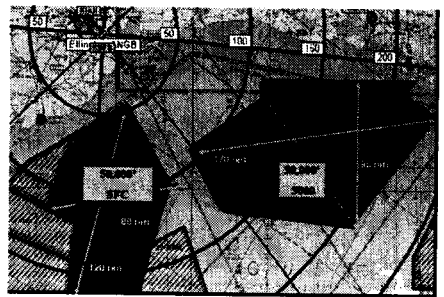
Joint Training – Warrior MOA



- 424 Dedicated sorties in last 2 years
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Ellington Field Task Force

Large Usable Airspace

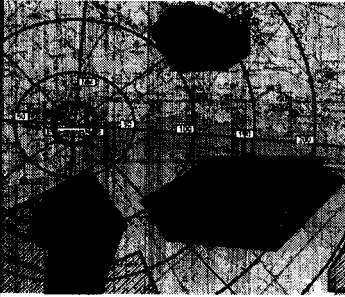


- Super Sonic
- Electronic Counter Measures
- Chaff/Flare
- Air Refueling
- Lights Out

Ellington Field Task Force

Airspace Comparison: Ellington & Montgomery

Attribute 1266 – Range Complex (RC) Supports Mission



- **Ellington**
 - 4.26 points for airspace credited towards total MCI Score
- **Dannelly**
 - 10.34 points for airspace credited towards total MCI score

MCI Ranking of Ellington AGS could improve
 To 5th* among the 28 ANG FW's
 * Assuming the correction for Attribute 1203 is also made.

Ellington Field Task Force

MCI Airspace Calculation Error

Attribute 1203

Attr #	Attribute Description	Corrected Value	Error Value
1203	Access to Adequate Supersonic Mission	6.048	3.36
ELLINGTON TOTAL MCI		48.08	45.38

Corrected MCI of 48.08 raises the Ellington ranking to:

- 8th among 26 ANG Fighter Wings (from 10th)

Ellington Field Task Force 13

Misleading Cost Analysis

- BRAC Calculations** not inclusive of all costs.
 - up to \$33.1 Million 20 year cost, versus \$3.6M savings
- No credit** was given for Air Warrior support.
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Ellington Field Task Force 14

ANG F-16 BRAC MCI RANKINGS

Flawed Application of Military Judgment:
Eight (8) Air Guard fighter wings with lower MCI scores receive more jets or new aircraft.
BRAC Use of Military Judgment for Adjustment is Not Apparent.

Legend:
 — GAINING UNITS
 — LOSING UNITS

Ellington Field Task Force 15

Flawed Application of Military Judgment Post-BRAC

Legend:
 ● Units Adding Fighters
 ● Alert Site
 ○ New Alert Sites
 ● Remote Alert Site

Legend:
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Ellington Field Task Force 16

USAF Criticism of its own process

- “Recommendations that are Not consistent with rankings of installations must be fully justified.” - *Where is the justification?*
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“BRAC Red Team White Paper 18 April 05”

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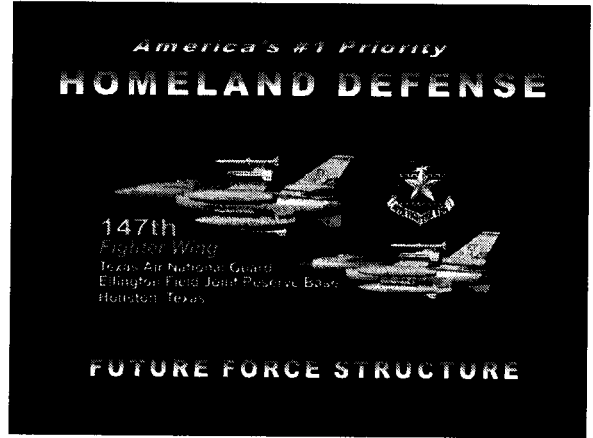
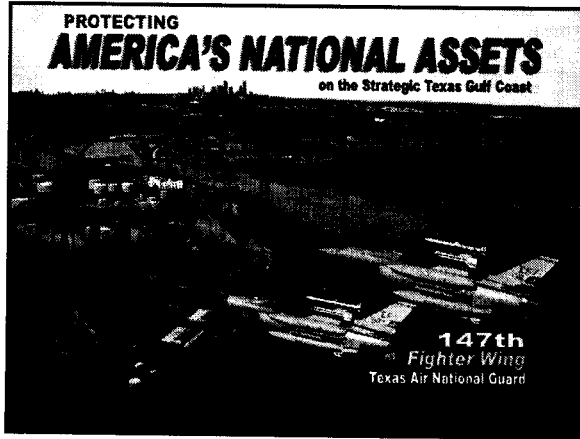
Ellington Field Task Force 17

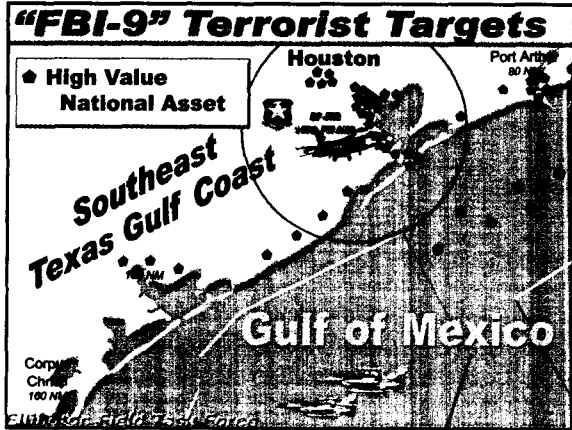
CONCLUSION

The Department of Defense has not made a “BRAC” case for inactivation of the 147th Fighter Wing. In fact, there is a compelling Homeland Defense case for leaving it in place.

- This recommendation leaves numerous, crucial national assets unprotected during a time when they are at risk.
- This recommendation was not developed using meaningful or accurate data or process, and, in the context of BRAC, it does not save money.
- We find no merit in this recommendation and respectfully request that you, the BRAC Commission vote to non-concur.

Ellington Field Task Force 18





147th Fighter Wing
Ellington Field Joint Reserve Base

*A Vital Part of
 National Security and Homeland Defense
 Today and into the Future*

Robb Parr, Col (Ret)
 Former Commander, 147th Fighter Wing

Ellington Field Task Force

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Ellington Field Task Force

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Ellington Field Task Force

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Ellington Field Task Force

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Ellington Field Task Force

DOD & BRAC Commitment to Homeland Defense ...

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Inactivation is Inconsistent with BRAC guidance.

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Ellington Field Task Force

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Ellington Field Task Force

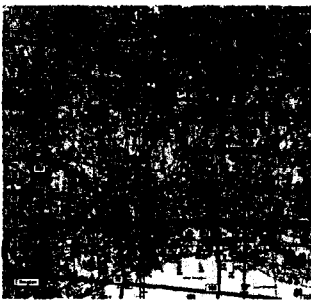
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Ellington Field Task Force

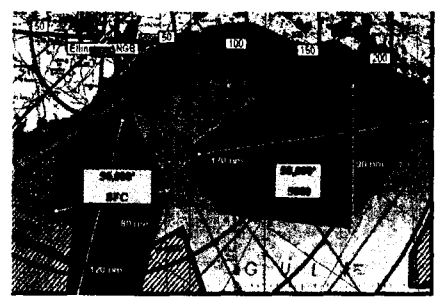
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Ellington Field Task Force

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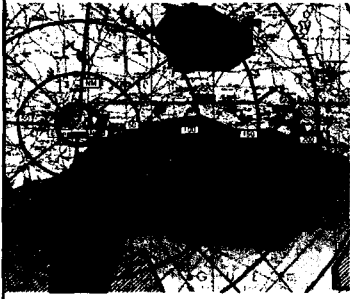


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Ellington Field Task Force

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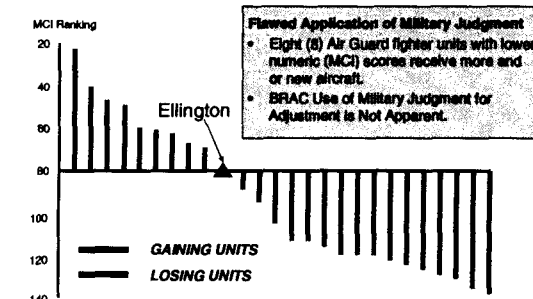
Ellington Field Task Force

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Ellington Field Task Force

ANG F-16 BRAC MCI RANKINGS

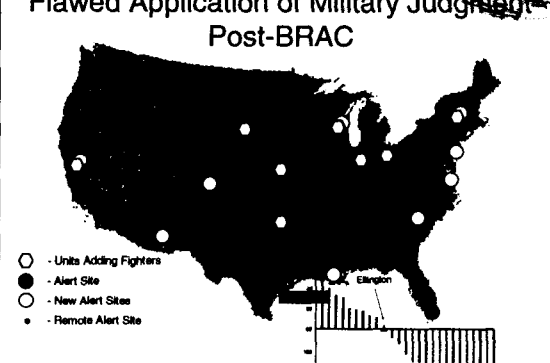


Flawed Application of Military Judgment


- Eight (8) Air Guard fighter units with lower numeric (MCI) scores receive more and/or new aircraft.
- BRAC Use of Military Judgment for Adjustment is Not Apparent.

Ellington Field Task Force

Flawed Application of Military Judgment Post-BRAC



- - Units Adding Fighters
- - Alert Site
- - New Alert Sites
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Ellington Field Task Force

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- "Recommendations that are **Not** consistent with rankings of installations must be fully justified." - *Where is the justification?*
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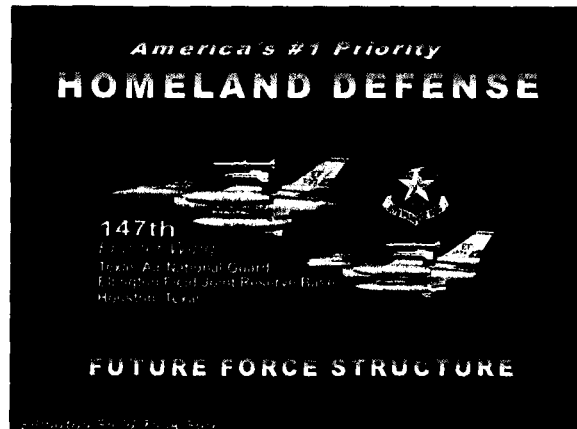
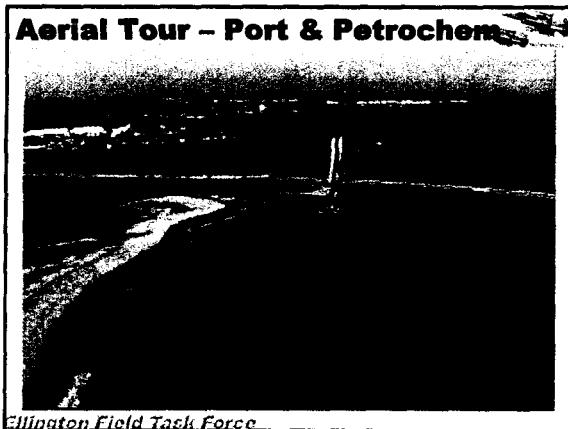
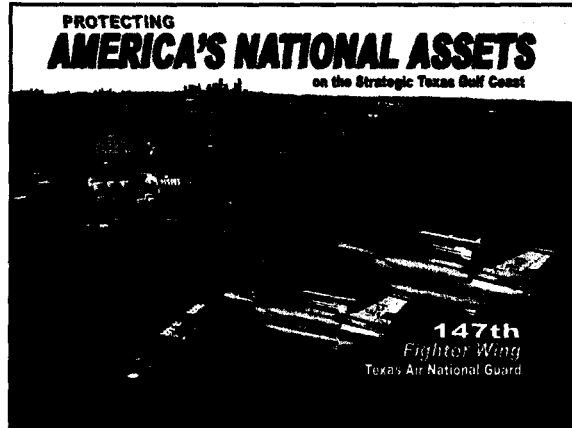
Ellington Field Task Force

CONCLUSION

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- We find no merit in this recommendation and respectfully request that you, the BRAC Commission vote to non-concur.

Ellington Field Task Force



Cost Savings Questionable

- Cost calculations flaws and omissions
- Air Warrior savings to Air Force not considered
- Extra cost of operating "remote" ASA site not considered
- Burden shift to other government agencies at Ellington not considered

Section 13-1, COBRA Cost Savings Counterpoint Brief

Cost Savings Questionable

- Payback as Reported

– One Time Costs	\$1.6 M
– Net Implementation Savings	\$0.1 M
– Annual Recurring Savings	\$0.4 M
– Payback period	5 yrs/2012
– NPV Savings (20 yrs)	\$3.6 M
- All Personnel Reductions and Costs associated with the "realignment" are accounted for as PRE BRAC actions (next)

Section 13-1, COBRA Cost Savings Counterpoint Brief

Cost Savings Questionable

Per the COBRA Report:

"Values for Personnel and Base Operating Support include the Programmed Installation Population (non-BRAC) changes, so that only changes attributable to the BRAC action are reflected in the change columns".

Section 13-1, COBRA Cost Savings Counterpoint Brief

Cost Savings Questionable

- 172 Full Time Positions are associated with the Aviation Package of F16C Aircraft
- 3 Full Time Positions are associated with the GSU at La Porte
- 172 +3 = 175 Net Loss of Positions
- Only 3 of these positions are accounted for in the "final payback" model
- Here is what's missing.....

Section 13-1, COBRA Cost Savings Counterpoint Brief

Cost Savings Questionable

- Outcome #1 (\$7.275 M)
 - RIF Costs for 172 Employees (\$42.3K/ea)
 - Outcome #2 (Move HOU > SA)* (\$39.743 M)
 - Moving Costs for 172 Employees (\$12K/ea)
 - Salary Cost (Fully Loaded) for 3 years
 - (\$73K X 172 X 3)
- * SA does not receive additional F-16C Block 30s until 2010

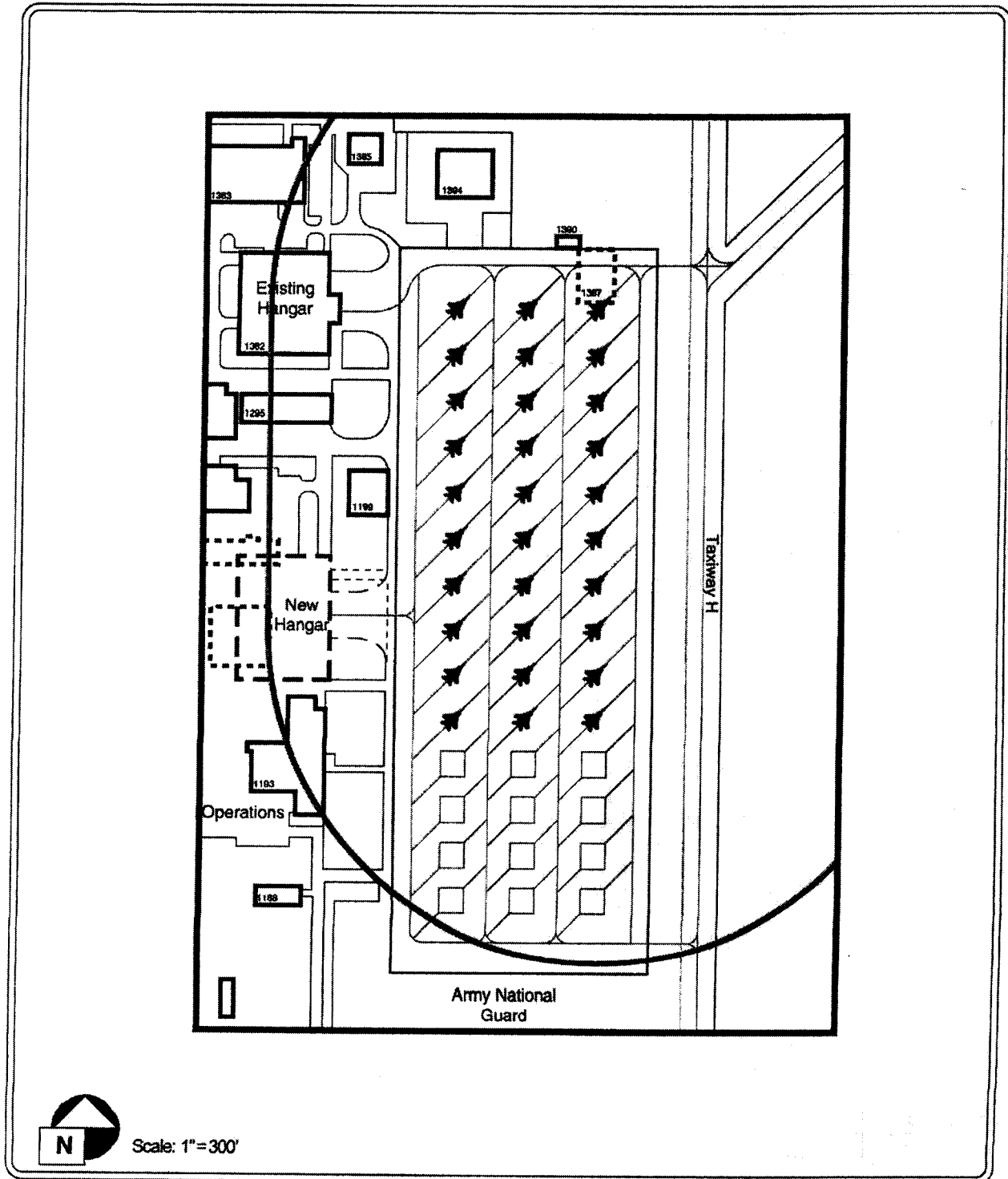
Section 13-1, COBRA Cost Savings Counterpoint Brief

Cost Savings Questionable

- Adjusted Payback
- Payback as Reported

	<u>Original</u>	<u>Adjusted</u>
– One Time Costs	\$1.6 M	\$8.9 M/\$41.3 M
– Net Implementation Savings	\$0.1 M	\$0.1 M
– Annual Recurring Savings	\$0.4 M	\$0.4 M
– Payback period	5 yrs/2012	NEVER
– NPV Savings (20 yrs)	\$3.6 M	<\$3.27M/\$33.1M>

Section 13-1, COBRA Cost Savings Counterpoint Brief



Scale: 1"=300'

LEGEND	
	Taxi Route
	New Building
	Demolished Building
	Pavement Removal
	ESQD Arc

TITLE	
Fighter Parking Alternative 2 Texas Air National Guard Ellington Field	
 ELLINGTON FIELD MASTER PLAN	EXHIBIT A.15m

Section 9-2, 2 Squadron Parking Plan

Section 1-1. Cost data to support 31M expenditures to upgrade service life of aircraft**147th F-16 Lifespan Improvement Modification costs**

TYPE MODIFICATION	YEAR	No. of Aircraft	Cost/AC	Total
SLIP	FY04 Dollars	15	\$595,000.00	\$8,925,000.00
Falcon Star	FY 04 Dollars	2	\$938,000.00	\$1,876,000.00
Falcon Up	FY 05 Dollars	18	\$1,120,000.00	\$20,160,000.00
TOTAL EXPENDITURES				\$30,961,000.00

Source: HAFB Depot Customer Support Team

PORT OF HOUSTON FACTS

Port Ranking:

1st in the U.S. in foreign tonnage for nine consecutive years,

2nd in U.S. in total tonnage for 14 consecutive years,

6th largest in the world.

Tonnage Handled During 2004:

200 million short tons (estimate)

Tonnage Handled During 2003:

190.9 million short tons

Number of Ships Calling at Port During 2004:

6,539 ships called

Containers Handled During 2004:

1,440,478 TEUs (20-ft equivalent units) for a total of 13.96 million tons

Total number of container units moved in 2004:

898,727 container units. Up from 777,168 in 2003.

Goods Moved in Foreign Trade During 2003:

140.6 million short tons valued at \$65.9 billion

Top 5 Trading Partners (Tonnage):

Mexico, Venezuela, Saudi Arabia, Iraq, Nigeria

Top Import Commodities (Tonnage):

Petroleum and Petroleum Products; Iron and Steel; Crude Fertilizers and Minerals; Organic Chemicals; Wood and Articles of Wood

Top Export Commodities (Tonnage):

Petroleum and Petroleum Products; Organic Chemicals; Cereals and Cereal Products; Plastics; Animal or Vegetable Fats and Oils

Top Import Countries (Tonnage):

Mexico, Venezuela, Saudi Arabia, Iraq, Algeria

Top Import Countries (Dollars):

Mexico, Germany, Venezuela, Saudi Arabia, Brazil

Top Export Countries (Tonnage):

Mexico, Italy, Brazil, Belgium, South Korea

Top Export Countries (Dollars):

Mexico, Belgium, Brazil, Netherlands, South Korea

Top 5 Trading Partners(Dollars):

Mexico, Germany, Venezuela, Brazil, Saudi Arabia

TOTAL IMPORTS AND EXPORTS

(Tonnage amounts are short tons)

Leading Trading Partners Combined Import and Export By Tonnage

Mexico	34,157,201
Venezuela	12,038,794
Saudi Arabia	7,517,729
Iraq	6,088,868
Nigeria	4,936,519

Leading Commodities Combined Import and Export By Tonnage

Petroleum and Petroleum Products	95,130,615
Organic Chemicals	13,743,032
Cereals and Cereal Products	5,948,081
Crude Fertilizers and Minerals	4,898,291
Iron and Steel	3,701,508

Leading Trading Partners Combined Import and Export By Dollar Value

Mexico	\$7,767,510,254
Germany	\$3,845,189,997
Venezuela	\$3,245,788,097
Brazil	\$3,110,147,978
Saudi Arabia	\$2,425,244,852

Leading Commodities Combined Import and Export By Dollar Value

Petroleum and Petroleum Products	\$21,029,280,309
Organic Chemicals	\$9,601,585,280
Machinery	\$7,611,230,629
Plastics	\$2,837,686,175
Vehicles, Except Railway	\$2,821,282,713

Leading Import Trading Partners By Dollar Value

Mexico	\$5,332,122,744
Germany	\$2,989,190,477
Venezuela	\$2,347,486,248
Saudi Arabia	\$1,694,257,892
Brazil	\$1,687,003,708

Leading Import Commodities By Dollar Value

Petroleum and Petroleum Products	\$17,781,633,364
Iron and Steel	\$3,688,381,773
Machinery	\$2,132,028,171
Organic Chemicals	\$2,063,683,243
Vehicles, Except Railway	\$1,872,805,953

Exports

(Tonnage amounts are short tons)

Leading Export Trading Partners By Tonnage

Mexico	7,285,335
Italy	1,946,278
Brazil	1,832,211
Belgium	1,605,324
South Korea	1,585,413

Leading Export Commodities By Tonnage

Petroleum and Petroleum Products	18,707,315
Organic Chemicals	9,690,806
Cereals and Cereal Products	5,812,587
Plastics	2,010,722
Animal or Vegetable Fats and Oils	824,561

Leading Export Trading Partners By Dollar Value

Mexico	\$2,435,387,510
Belgium	\$1,748,900,234
Brazil	\$1,423,144,270
Netherlands	\$1,374,042,892
South Korea	\$1,138,535,897

Leading Export Commodities By Dollar Value

Organic Chemicals	\$7,537,902,037
Machinery	\$5,479,202,458
Petroleum and Petroleum Products	\$3,247,646,945
Plastics	\$2,372,456,362
Electric Machinery	\$1,219,297,258

*These statistics were updated June 21, 2005.

Port of Houston Authority
 111 East Loop North • Houston, Texas 77029
 P.O. Box 2562 • Houston, Texas 77252-2562
 Phone: 713-670-2400

<http://www.portofhouston.com/busdev/tradestatistics.html>

Section 4-1, USAF Fighter MCI Ranking

Fighter MCI (except A-10s)					
Base	Overall MCI Score	Crt 1 Current and Future Mission	Crt 2 Condition of Infrastructure	Crt 3 Contingency Mobilization Future Forces	Crt 4 Cost of Ops / Manpower
Air Reserve Personnel Center (ARPC)	5.32	0.00	5.51	16.80	53.84
Altus AFB	61.43	53.79	62.69	86.47	80.99
Andersen AFB	51.26	37.23	67.15	62.55	0.00
Andrews AFB	64.83	63.23	67.83	65.50	41.74
Arnold AFS	35.94	30.95	33.00	57.62	89.61
Atlantic City IAP AGS	50.22	53.44	50.22	37.74	41.33
Bangor IAP AGS	34.47	27.19	37.72	47.20	63.61
Barksdale AFB	61.49	43.76	71.35	97.29	80.79
Barnes MPT AGS	42.02	38.75	48.16	30.19	47.17
Beale AFB	58.10	48.35	67.63	67.18	42.78
Birmingham IAP AGS	39.24	37.95	38.69	37.65	77.96
Boise Air Terminal AGS	50.86	46.69	56.24	40.75	78.40
Bolling AFB	4.22	0.00	5.51	9.07	40.62
Bradley IAP AGS	40.10	38.08	47.75	16.75	43.06
Brooks City-Base	7.87	0.00	5.51	36.40	77.48
Buckley AFB	49.82	43.25	55.99	53.35	53.78
Burlington IAP AGS	40.79	41.33	42.88	25.52	57.07
Cannon AFB	55.22	39.54	74.41	43.06	73.61
Capital APT AGS	38.18	38.51	39.20	27.74	57.09
Carswell ARS, NAS Fort Worth Joint Reserve	51.01	53.16	52.93	27.68	72.70
Channel Islands AGS	47.27	46.92	52.73	32.30	23.21
Charleston AFB	64.94	59.12	66.51	82.49	75.49
Charlotte/Douglas IAP AGS	38.49	38.36	42.07	13.38	81.48
Cheyenne APT AGS	40.13	38.00	41.00	39.11	68.70
Cheyenne Mountain AFS	4.87	0.00	5.51	11.89	55.61
Columbus AFB	49.85	40.27	54.88	61.78	94.97
Dane County Regional - Truax Field AGS	37.22	32.04	45.99	18.50	61.55
Dannelly Field AGS	50.66	56.99	48.57	21.36	85.51
Davis-Monthan AFB	63.83	50.51	79.71	57.21	71.89
Des Moines IAP AGS	32.35	28.67	35.92	23.34	76.75
Dobbins ARB	40.33	39.32	43.60	24.63	67.58
Dover AFB	66.69	61.48	78.78	40.99	64.93
Duluth IAP AGS	32.55	23.88	40.48	31.03	66.75
Dyess AFB	58.96	40.51	76.07	68.18	77.64
Edwards AFB	71.92	68.64	76.49	75.87	40.87
Eglin AFB	81.40	74.55	83.97	100.00	90.39
Eielson AFB	69.09	58.65	80.90	81.32	16.54
Ellington Field AGS	45.39	37.87	50.14	56.27	61.20
Ellsworth AFB	58.06	38.76	74.01	74.92	81.32
Elmendorf AFB	58.35	37.02	78.71	84.41	8.86
Ewvra Sheppard AGS	43.40	50.03	39.16	23.11	73.39
F. S. Gabreski APT AGS	38.63	35.33	48.26	16.07	29.52
Fairchild AFB	60.32	43.09	74.35	77.86	73.99

Fighter MCI (except A-10s)					
Base	Overall MCI Score	Crt 1 Current and Future Mission	Crt 2 Condition of Infrastructure	Crt 3 Contingency, Mobilization, Future Forces	Crt 4 Cost of Ops / Manpower
Forbes Field AGS	46.55	44.27	49.30	38.02	77.32
Fort Smith Regional APT AGS	38.63	39.63	36.31	31.14	88.84
Fort Wayne IAP AGS	34.49	32.75	37.92	16.99	79.17
Francis E. Warren AFB	6.79	0.00	5.51	27.41	70.53
Fresno Air Terminal AGS	43.09	46.13	47.02	11.93	46.99
Gen Mitchell IAP AGS	33.55	28.03	38.62	31.48	59.38
Gen Mitchell IAP ARS	34.50	28.03	41.52	28.83	59.94
Goodfellow AFB	8.00	0.00	5.51	36.40	82.66
Grand Forks AFB	55.88	38.31	72.05	63.79	79.09
Great Falls IAP AGS	37.85	31.45	44.04	35.35	62.23
Greater Peoria Regional APT AGS	34.40	34.13	33.86	32.89	54.24
Grissom ARB	45.20	36.85	50.37	55.24	73.25
Hancock Field AGS	42.03	35.71	45.60	50.23	66.32
Hanscom AFB	37.29	40.55	40.84	10.54	25.42
Harrisburg IAP AGS	39.79	41.24	43.04	12.19	69.50
Hector IAP AGS	36.11	30.93	42.85	22.75	72.60
Hickam AFB	53.47	41.69	68.03	60.32	1.12
Hill AFB	68.02	56.88	76.08	83.39	77.82
Holloman AFB	69.82	60.27	81.84	62.59	75.23
Homestead ARS	59.17	52.11	70.75	44.96	53.65
Hulman Regional APT AGS	37.45	36.53	40.99	15.84	82.24
Hurlburt Field	77.43	76.75	84.64	48.05	87.18
Indian Springs AFS	59.11	60.96	62.87	38.84	43.94
Jackson IAP AGS	40.91	36.79	44.29	34.93	84.66
Jacksonville IAP AGS	61.80	73.95	54.71	31.25	77.87
Joe Foss Field AGS	38.59	30.04	46.09	36.91	77.92
Keesler AFB	52.07	59.95	47.57	26.19	85.30
Key Field AGS	42.66	43.27	40.54	40.48	75.40
Kirtland AFB	66.44	55.39	78.12	67.96	69.56
Klamath Falls IAP AGS	49.81	39.60	66.48	22.71	69.01
Kulis AGS	40.76	41.31	48.96	12.36	8.01
Lackland AFB	55.79	46.60	63.36	60.98	78.33
Lambert - St. Louis IAP AGS	35.93	37.28	38.26	14.14	59.70
Langley AFB	82.84	87.59	80.51	72.12	77.20
Laughlin AFB	42.63	36.05	42.54	62.97	84.09
Lincoln MAP AGS	42.55	43.82	43.39	25.95	71.20
Little Rock AFB	60.78	46.05	71.32	78.03	88.12
Los Angeles AFB	3.08	0.00	5.51	1.94	23.81
Louisville IAP AGS	36.56	35.55	37.78	25.76	78.10
Luis Munoz Marin IAP AGS	41.83	52.60	39.02	10.87	14.06
Luke AFB	69.06	65.65	79.48	41.64	68.92
MacDill AFB	75.60	70.48	78.78	85.77	76.56
Malmstrom AFB	7.50	0.00	5.51	36.40	62.67
Mansfield Lahm MAP AGS	29.24	26.31	31.69	21.36	74.01
March ARB	64.84	68.31	71.06	27.89	45.41
Martin State APT AGS	51.42	61.01	48.71	16.83	58.71

Fighter MCI (except A-10s)					
Base	Overall MCI Score	Crt 1 Current and Future Mission	Crt 2 Condition of Infrastructure	Crt 3 Contingency, Mobilization, Future Forces	Crt 4 Cost of Ops / Manpower
Maxwell AFB	59.61	61.81	64.46	22.86	85.68
McChord AFB	60.73	49.83	77.97	40.23	57.08
McConnell AFB	56.47	47.44	68.32	44.00	75.83
McEntire AGS	55.74	59.40	55.01	34.56	85.19
McGee Tyson APT AGS	37.24	35.63	38.30	28.11	86.02
McGuire AFB	57.02	44.52	70.22	64.69	37.26
Memphis IAP AGS	42.44	41.35	43.82	33.43	75.57
Minn/St Paul IAP ARS	30.25	18.73	41.24	33.25	47.69
Minot AFB	56.64	39.53	71.88	67.90	73.42
Moffett Federal Field AGS	44.05	46.92	50.38	11.68	15.79
Moody AFB	70.80	57.19	82.55	79.47	91.37
Mountain Home AFB	63.01	48.16	75.17	79.54	68.58
NAS New Orleans ARS	45.54	46.23	49.96	17.20	72.63
Nashville IAP AGS	41.10	41.57	39.78	35.03	78.64
Nellis AFB	68.73	60.85	82.32	54.77	43.94
New Castle County Airport AGS	44.40	57.19	36.90	15.90	47.53
Niagara Falls IAP ARS	38.13	28.96	47.01	39.09	55.66
Offutt AFB	47.16	43.03	50.37	46.36	73.20
Onizuka AFS	3.72	0.00	5.51	10.08	16.85
Otis AGB	42.83	28.15	56.00	55.91	42.04
Patrick AFB	64.96	71.07	61.64	50.22	66.83
Pease International Trade Port AGS	40.83	38.23	45.08	36.80	33.80
Peterson AFB	46.82	44.97	50.41	36.55	61.91
Phoenix Sky Harbor IAP AGS	52.30	62.83	45.30	28.91	68.42
Pittsburgh IAP AGS	34.04	22.60	45.14	31.81	69.30
Pittsburgh IAP ARS	30.86	22.60	37.30	32.36	69.59
Pope AFB	65.86	58.95	77.74	43.27	86.08
Portland IAP AGS	45.95	38.07	56.19	36.22	60.13
Quonset State APT AGS	41.10	37.12	48.34	29.47	40.59
Randolph AFB	48.70	44.96	49.93	53.43	78.51
Reno-Tahoe IAP AGS	51.34	61.17	47.23	24.11	47.47
Richmond IAP AGS	55.34	66.15	52.13	13.98	75.18
Rickenbacker IAP AGS	42.74	39.57	50.05	19.92	71.11
Robins AFB	59.13	47.51	66.23	76.00	87.45
Rome Laboratory	5.55	0.00	5.51	16.80	63.10
Rosecrans Memorial APT AGS	41.25	38.89	42.16	38.20	81.65
Salt Lake City IAP AGS	50.13	60.83	42.03	29.21	71.72
Savannah IAP AGS	57.80	65.20	55.63	26.00	84.65
Schenectady County APT AGS	33.59	33.31	33.66	27.95	60.05
Schriever AFB	6.41	0.00	5.51	27.31	55.46
Scott AFB	47.91	46.43	52.26	35.09	53.95
Selfridge ANGB	48.07	35.89	63.74	40.50	42.51
Seymour Johnson AFB	83.24	77.95	89.63	80.45	85.03
Shaw AFB	72.20	59.83	84.47	74.79	85.64
Sheppard AFB	56.26	53.87	62.12	37.03	80.04
Sioux Gateway APT AGS	39.50	31.47	46.88	35.58	79.98

Fighter MCI (except A-10s)					
Base	Overall MCI Score	Crt 1 Current and Future Mission	Crt 2 Condition of Infrastructure	Crt 3 Contingency, Mobilization, Future Forces	Crt 4 Cost of Ops / Manpower
Springfield-Beckley MPT AGS	35.37	35.33	35.31	26.80	71.74
Stewart IAP AGS	45.15	38.24	57.05	37.85	3.65
Tinker AFB	58.47	49.29	62.76	75.96	85.80
Toledo Express APT AGS	36.85	32.71	38.44	40.29	72.76
Travis AFB	56.42	45.93	74.31	38.42	24.22
Tucson IAP AGS	49.54	50.59	51.50	30.82	72.70
Tulsa IAP AGS	38.41	36.83	41.33	22.90	81.03
Tyndall AFB	73.63	64.75	83.78	68.00	90.98
United States Air Force Academy	5.22	0.00	5.51	13.92	61.68
Vance AFB	45.39	42.69	51.09	23.57	87.75
Vandenberg AFB	46.05	31.09	59.43	62.81	32.48
W. K. Kellogg APT AGS	37.60	27.31	46.76	40.73	62.57
Westover ARB	48.41	38.05	55.37	66.96	49.23
Whiteman AFB	58.18	39.23	72.69	80.97	74.42
Will Rogers World APT AGS	45.61	49.61	40.65	38.01	84.80
Willow Grove ARS, NAS Willow Grove Joint Reserve	49.69	45.93	63.23	13.27	39.74
Wright-Patterson AFB	54.48	42.76	62.01	72.32	74.09
Yeager APT AGS	28.68	26.99	27.78	27.03	81.12
Youngstown-Warren Regional APT ARS	28.84	19.56	35.83	31.21	73.97

USAF BRAC 2005 Base MCI Score Sheets

Base Score Sheet for Ellington Field AGS

MCI: Airlift

(The questions that lost the most points are at the top of the list.)

Max Points

This is the maximum number of points this formula can contribute to the overall MCI score.

Earned Points

This is the number of points this formula did contribute to the overall MCI score for this base.

Lost Points

The difference between Max Points and Earned Points.

Running Score from 100

The maximum MCI score is 100 and the minimum is 0. This is a running balance that shows the impact of the lost points from the formula evaluation on the overall MCI score for the base.

<u>Formula</u>	<u>Max Points</u>	<u>Earned Points</u>	<u>Lost Points</u>	<u>Running Score from 100</u>
1246.00 Proximity to Low Level Routes Supporting Mission	13.98	2.54	11.44	88.56
1248.00 Proximity to DZ/LZ	14.72	8.06	6.66	81.90
1273.00 Aerial Port Proximity	8.10	3.04	5.06	76.84
8.00 Ramp Area and Serviceability	5.98	1.49	4.48	72.36
1.00 Fuel Hydrant Systems Support Mission Growth	4.32	0.00	4.32	68.04
1249.00 Airspace Attributes of DZ/LZ	8.30	4.94	3.36	64.68
1235.00 Installation Pavements Quality	11.95	8.96	2.99	61.69
19.00 Hangar Capability - Large Aircraft	3.32	0.83	2.49	59.20
1214.00 Fuel Dispensing Rate to Support Mobility and Surge	2.20	0.28	1.92	57.28
9.00 Runway Dimension and Serviceability	5.98	4.48	1.49	55.79
1205.20 Buildable Acres for Air Operations Growth	1.96	0.57	1.39	54.40
1271.00 Prevailing Installation Weather Conditions	3.22	2.13	1.09	53.31
213.00 Attainment / Emission Budget Growth Allowance	1.68	1.01	0.67	52.64
1402.00 BAH Rate	0.88	0.31	0.56	52.08
1403.00 GS Locality Pay Rate	0.25	0.00	0.25	51.83
1269.00 Utilities cost rating (U3C)	0.13	0.02	0.10	51.73
1250.00 Area Cost Factor	1.25	1.19	0.06	51.67
1205.10 Buildable Acres for Industrial Operations Growth	1.96	1.96	0.00	51.67
1207.00 Level of Mission Encroachment	1.66	1.66	0.00	51.67
1241.00 Ability to Support Large-Scale Mobility Deployment	2.20	2.20	0.00	51.67
1242.00 ATC Restrictions to Operations	5.98	5.98	0.00	51.67

USAF BRAC 2005 Base MCI Score Sheets

Base Score Sheet for Ellington Field AGS MCI: Bomber

(The questions that lost the most points are at the top of the list.)

Max Points

This is the maximum number of points this formula can contribute to the overall MCI score.

Earned Points

This is the number of points this formula did contribute to the overall MCI score for this base.

Lost Points

The difference between Max Points and Earned Points.

Running Score from 100

The maximum MCI score is 100 and the minimum is 0. This is a running balance that shows the impact of the lost points from the formula evaluation on the overall MCI score for the base.

<u>Formula</u>	<u>Max Points</u>	<u>Earned Points</u>	<u>Lost Points</u>	<u>Running Score from 100</u>
1245.00 Proximity to Airspace Supporting Mission (ASM)	20.24	5.59	14.65	85.35
1246.00 Proximity to Low Level Routes Supporting Mission	16.56	3.46	13.10	72.25
1266.00 Range Complex (RC) Supports Mission	12.45	3.76	8.69	63.56
9.00 Runway Dimension and Serviceability	5.52	0.00	5.52	58.04
1235.00 Installation Pavements Quality	4.94	0.00	4.94	53.10
1233.00 Sufficient Munitions Storage	2.91	0.00	2.91	50.19
8.00 Ramp Area and Serviceability	3.49	0.87	2.61	47.58
1214.00 Fuel Dispensing Rate to Support Mobility and Surge	2.64	0.33	2.31	45.27
19.00 Hangar Capability - Large Aircraft	2.91	0.73	2.18	43.09
1.00 Fuel Hydrant Systems Support Mission Growth	2.03	0.00	2.03	41.06
1231.00 Certified Weapons Storage Area	2.03	0.00	2.03	39.03
1205.20 Buildable Acres for Air Operations Growth	1.96	0.57	1.39	37.64
1271.00 Prevailing Installation Weather Conditions	3.68	2.43	1.25	36.39
1232.00 Sufficient Explosives-sited Parking	3.20	2.11	1.09	35.30
213.00 Attainment / Emission Budget Growth Allowance	1.68	1.01	0.67	34.63
1402.00 BAH Rate	0.88	0.31	0.56	34.07
1403.00 GS Locality Pay Rate	0.25	0.00	0.25	33.82
1269.00 Utilities cost rating (U3C)	0.13	0.02	0.10	33.72
1250.00 Area Cost Factor	1.25	1.19	0.06	33.66
1205.10 Buildable Acres for Industrial Operations Growth	1.96	1.96	0.00	33.66
1207.00 Level of Mission Encroachment	2.03	2.03	0.00	33.66
1241.00 Ability to Support Large-Scale Mobility Deployment	1.76	1.76	0.00	33.66
1242.00 ATC Restrictions to Operations	5.52	5.52	0.00	33.66

USAF BRAC 2005 Base MCI Score Sheets

Base Score Sheet for Ellington Field AGS MCI: C2ISR

(The questions that lost the most points are at the top of the list.)

Max Points

This is the maximum number of points this formula can contribute to the overall MCI score.

Earned Points

This is the number of points this formula did contribute to the overall MCI score for this base.

Lost Points

The difference between Max Points and Earned Points.

Running Score from 100

The maximum MCI score is 100 and the minimum is 0. This is a running balance that shows the impact of the lost points from the formula evaluation on the overall MCI score for the base.

<u>Formula</u>	<u>Max Points</u>	<u>Earned Points</u>	<u>Lost Points</u>	<u>Running Score from 100</u>
1245.00 Proximity to Airspace Supporting Mission (ASM)	29.90	17.02	12.88	87.12
8.00 Ramp Area and Serviceability	9.13	2.28	6.85	80.27
1235.00 Installation Pavements Quality	16.19	12.14	4.05	76.22
9.00 Runway Dimension and Serviceability	9.13	6.09	3.04	73.18
1214.00 Fuel Dispensing Rate to Support Mobility and Surge	2.80	0.35	2.45	70.73
19.00 Hangar Capability - Large Aircraft	2.91	0.73	2.18	68.55
1.00 Fuel Hydrant Systems Support Mission Growth	2.08	0.00	2.08	66.47
1205.20 Buildable Acres for Air Operations Growth	1.80	0.52	1.28	65.19
213.00 Attainment / Emission Budget Growth Allowance	2.40	1.44	0.96	64.23
1251.00 Frequency Spectrum Limitations (FSL)	8.05	7.12	0.93	63.30
1402.00 BAH Rate	0.88	0.31	0.56	62.74
1403.00 GS Locality Pay Rate	0.25	0.00	0.25	62.49
1269.00 Utilities cost rating (U3C)	0.13	0.02	0.10	62.39
1250.00 Area Cost Factor	1.25	1.19	0.06	62.33
1205.10 Buildable Acres for Industrial Operations Growth	1.80	1.80	0.00	62.33
1207.00 Level of Mission Encroachment	2.08	2.08	0.00	62.33
1241.00 Ability to Support Large-Scale Mobility Deployment	1.20	1.20	0.00	62.33
1242.00 ATC Restrictions to Operations	8.05	8.05	0.00	62.33

USAF BRAC 2005 Base MCI Score Sheets

Base Score Sheet for Ellington Field AGS MCI: Fighter

(The questions that lost the most points are at the top of the list.)

Max Points

This is the maximum number of points this formula can contribute to the overall MCI score.

Earned Points

This is the number of points this formula did contribute to the overall MCI score for this base.

Lost Points

The difference between Max Points and Earned Points.

Running Score from 100

The maximum MCI score is 100 and the minimum is 0. This is a running balance that shows the impact of the lost points from the formula evaluation on the overall MCI score for the base.

<u>Formula</u>	<u>Max Points</u>	<u>Earned Points</u>	<u>Lost Points</u>	<u>Running Score from 100</u>
1245.00 Proximity to Airspace Supporting Mission (ASM)	22.08	4.26	17.82	82.18
1246.00 Proximity to Low Level Routes Supporting Mission	7.25	0.95	6.30	75.88
1266.00 Range Complex (RC) Supports Mission	11.95	6.93	5.02	70.86
1233.00 Sufficient Munitions Storage	4.79	0.00	4.79	66.07
1203.00 Access to Adequate Supersonic Airspace	6.72	3.36	3.36	62.71
1270.00 Suitable Auxiliary Airfields Within 50NM	5.18	2.59	2.59	60.12
1232.00 Sufficient Explosives-sited Parking	3.65	1.21	2.45	57.67
1214.00 Fuel Dispensing Rate to Support Mobility and Surge	2.64	0.33	2.31	55.36
8.00 Ramp Area and Serviceability	2.97	0.74	2.23	53.13
1221.00 Hangar Capability - Small Aircraft	3.88	1.78	2.10	51.03
1271.00 Prevailing Installation Weather Conditions	5.52	3.64	1.88	49.15
1205.20 Buildable Acres for Air Operations Growth	1.96	0.57	1.39	47.76
1235.00 Installation Pavements Quality	2.97	2.23	0.74	47.02
213.00 Attainment / Emission Budget Growth Allowance	1.68	1.01	0.67	46.35
1402.00 BAH Rate	0.88	0.31	0.56	45.79
1403.00 GS Locality Pay Rate	0.25	0.00	0.25	45.54
1269.00 Utilities cost rating (U3C)	0.13	0.02	0.10	45.44
1250.00 Area Cost Factor	1.25	1.19	0.06	45.38
9.00 Runway Dimension and Serviceability	2.28	2.28	0.00	45.38
1205.10 Buildable Acres for Industrial Operations Growth	1.96	1.96	0.00	45.38
1207.00 Level of Mission Encroachment	2.28	2.28	0.00	45.38
1241.00 Ability to Support Large-Scale Mobility Deployment	1.76	1.76	0.00	45.38
1242.00 ATC Restrictions to Operations	5.98	5.98	0.00	45.38

USAF BRAC 2005 Base MCI Score Sheets

Base Score Sheet for Ellington Field AGS MCI: SOF / CSAR

(The questions that lost the most points are at the top of the list.)

Max Points

This is the maximum number of points this formula can contribute to the overall MCI score.

Earned Points

This is the number of points this formula did contribute to the overall MCI score for this base.

Lost Points

The difference between Max Points and Earned Points.

Running Score from 100

The maximum MCI score is 100 and the minimum is 0. This is a running balance that shows the impact of the lost points from the formula evaluation on the overall MCI score for the base.

<u>Formula</u>	<u>Max Points</u>	<u>Earned Points</u>	<u>Lost Points</u>	<u>Running Score from 100</u>
1248.00 Proximity to DZ/LZ	14.72	1.47	13.25	86.75
1245.00 Proximity to Airspace Supporting Mission (ASM)	14.72	3.72	11.00	75.75
1266.00 Range Complex (RC) Supports Mission	14.84	5.11	9.72	66.03
1249.00 Airspace Attributes of DZ/LZ	7.99	0.80	7.19	58.84
1246.00 Proximity to Low Level Routes Supporting Mission	3.68	0.28	3.40	55.44
1233.00 Sufficient Munitions Storage	2.80	0.00	2.80	52.64
1241.00 Ability to Support Large-Scale Mobility Deployment	2.64	0.00	2.64	50.00
1271.00 Prevailing Installation Weather Conditions	5.06	3.34	1.72	48.28
1214.00 Fuel Dispensing Rate to Support Mobility and Surge	1.76	0.22	1.54	46.74
1205.20 Buildable Acres for Air Operations Growth	1.96	0.57	1.39	45.35
8.00 Ramp Area and Serviceability	4.67	3.50	1.17	44.18
9.00 Runway Dimension and Serviceability	2.80	2.10	0.70	43.48
213.00 Attainment / Emission Budget Growth Allowance	1.68	1.01	0.67	42.81
1235.00 Installation Pavements Quality	4.67	4.09	0.58	42.23
1402.00 BAH Rate	0.88	0.31	0.56	41.67
1403.00 GS Locality Pay Rate	0.25	0.00	0.25	41.42
1269.00 Utilities cost rating (U3C)	0.13	0.02	0.10	41.32
1250.00 Area Cost Factor	1.25	1.19	0.06	41.26
1243.00 Airfield Elevation	3.68	3.64	0.04	41.22
1205.10 Buildable Acres for Industrial Operations Growth	1.96	1.96	0.00	41.22
1207.00 Level of Mission Encroachment	1.49	1.49	0.00	41.22
1232.00 Sufficient Explosives-sited Parking	2.24	2.24	0.00	41.22
1242.00 ATC Restrictions to Operations	4.14	4.14	0.00	41.22

USAF BRAC 2005 Base MCI Score Sheets

Base Score Sheet for Ellington Field AGS MCI: Space Ops

(The questions that lost the most points are at the top of the list.)

Max Points

This is the maximum number of points this formula can contribute to the overall MCI score.

Earned Points

This is the number of points this formula did contribute to the overall MCI score for this base.

Lost Points

The difference between Max Points and Earned Points.

Running Score from 100

The maximum MCI score is 100 and the minimum is 0. This is a running balance that shows the impact of the lost points from the formula evaluation on the overall MCI score for the base.

<u>Formula</u>	<u>Max Points</u>	<u>Earned Points</u>	<u>Lost Points</u>	<u>Running Score from 100</u>
30.00 Buildable Acres (Space Mission Bed Down Area)	41.50	1.83	39.67	60.33
1226.00 Population Density Impact on USAF Mission	23.00	0.00	23.00	37.33
1210.00 Line-of-Sight Encroachment	23.00	7.59	15.41	21.92
213.00 Attainment / Emission Budget Growth Allowance	3.00	1.80	1.20	20.72
1402.00 BAH Rate	0.88	0.31	0.56	20.16
1403.00 GS Locality Pay Rate	0.25	0.00	0.25	19.91
1269.00 Utilities cost rating (U3C)	0.13	0.02	0.10	19.81
1250.00 Area Cost Factor	1.25	1.19	0.06	19.75
1205.10 Buildable Acres for Industrial Operations Growth	7.00	7.00	0.00	19.75

NAME	EFF %	147FW CALCULATED RAW SCORE	147FW CALCULATED WEIGHTED RATING	OSD RAW SCORE	OSD WEIGHTED RATING
1 - Operating Environment					
			9.6232	0	9.62
1242 - ATC Restrictions to Operations	5.98%	100	5.98	100	5.98
1271 - Prevailing Installation Weather Conditions	5.52%	66	3.6432	66	3.64
2 - Geological Factors					
			7.80149	0	7.8
1245 - Proximity to Airspace Supporting Mission	22.08%	19.3	4.26144	19.3	4.26
1246 - Proximity to Low Level Routes Supporting Mission	7.25%	13.1	0.94975	13.1	0.95
1270 - Suitable Auxiliary Airfields with 50 NM**		50	2.50	50	2.50
3 - Key Mission Infrastructure					
			10.51283333		
8 - Ramp Area and Serviceability	2.97%	25	0.7425	25	0.74
9 - Runway Dimension and Serviceability	2.28%	100	2.28	100	2.28
1207 - Level of Mission Encroachment	2.28%	100	2.28	100	2.28
1221 - Hangar Capability - Small Aircraft	3.88%	45.83333333	1.778333333	45.83	1.78
1232 - Sufficient Explosives-sited Parking	3.65%	33	1.2045	33	1.21
1233 - Sufficient Munitions Storage	4.79%		0	0	0.00
1235 - Installation Pavements Quality	2.97%	75	2.2275	75	2.23
4 - Operating Areas					
			12.980195		
1203 - Access to Adequate Supersonic Airspace**	6.72%	90	6.048	50	3.36
1266 - Range Complex (RC) Supports Mission	11.95%	58.01	6.932195	58.01	6.93
5 - Mobility Surge					
			2.092112		
1214 - Fuel Dispensing Rate to Support Mobilty and Surge	2.64%	12.58	0.332112	12.58	0.33
1241 - Ability to Support Large-Scale Mobilty Deployment	1.76%	100	1.76	100	1.76
6 - Growth Potential					
			3.534377454		
213 - Attainment / Emission Budget Growth Allowance	1.68%	60.0003	1.00800504	60	1.01
1205.1 - Buildable Acres for Industrial Operations Growth	1.96%	100	1.96	100	1.96
1205.2 - Buildable Acres for Air Operations Growth	1.96%	28.89655172	0.566372414	28.9	0.57
7 - Cost Factors					
			1.582663644		
1250 - Area Cost Factor	1.25%	95.3125	1.19140625	95.31	1.19
1269 - Utilities Cost Rating	0.13%	19.41176471	0.025235294	19.41	0.02
1402 - BAH Rate	0.88%	35.91160221	0.316022099	35.91	0.31
1403 - GS Locality Pay Rate	0.25%	0	0	0	0.00

ELLINGTON TOTAL FIGHTER MCI

48.08

45.39

**POINT PAPER ON MCI CALCULATION ERRORS
 FOR
 ELLINGTON FIELD**

- OSD Formula 1203, “Access to Supersonic Airspace”
 - Formula states
 - To qualify, airspace must be within 150 NM of airfield
 - Only count the highest scoring airspace
 - Max score is 100 points
 - 50% of total score is derived from Operating Hours of qualifying airspace
 - 50% of total score is derived from Size of qualifying airspace
 - Max points for each component is 50 points
 - Use OSD question 1276 as raw data set
 - Airspace Parameters and Point Values
 - Operating Hours (Column 2 OSD Formula 1276)
 - 100 points if operational 24 hours
 - 0 points if unavailable for use
 - Prorate linearly between this 2 values
 - Size
 - 100 points if size is 105NM x 80NM (Column 7 1276)
 - 80 points if size is 100NM x 60NM (Column 6 1276)
 - 60 points if size is 100NM x 50NM (Column 5 1276)
 - 40 points if size is 80NM x 40NM (Column 4 1276)
 - 20 points if volume is > 2100 nm squared (Column 3 1276)
 - Otherwise zero points
 - Max point example
 - Airspace open 24 hours = 100 points
 - Airspace 105NM x 80NM = 100 points
 - (100*50%) + (100*50%) = 100 points total
 - 147 FW Calculation for 1203

ORG	Airspace	Oper Hours	Col 3	Col 4	Col 5	Col 6	Col 7	Oper Hours Points	Volume Points	Total Points	Score
162	PECOS 1										
162	ATCAA	14	No	No	No	No	No	58.33	0.00	58.33	29.17
162	W147A	18	No	No	No	No	No	75.00	0.00	75.00	37.50
162	W58ABC	24	Yes	Yes	Yes	Yes	No	100.00	80.00	180.00	90.00
162	w147B	18	Yes	Yes	Yes	Yes	No	75.00	80.00	155.00	77.50
162	w147C	18	No	No	No	No	No	75.00	0.00	75.00	37.50
162	w147D	18	Yes	Yes	Yes	Yes	Yes	75.00	100.00	175.00	87.50

AIRPORT/FACILITY DIRECTORY B-247

GEORGE BUSH INTCNL HOUSTON, TX KIAH P

N29°59.07' W95°20.49' 97 UTC-6(-SDT) H-7C, L-17B

(B) RWY-08L L2,3,4,5,10	(9000x150 CON	L2,3,4,5,10 RWY-26R
	S75 T210 ST175 TT409 DDT873)	
RWY-08R L2,3,4,5,8,15	(9402x150 CON T210 ST175 TT498)	L2,3,4,5,10,43 RWY-26L
RWY-09 L2,4,5,8,15,50	(10000x150 ASP	L2,3,4,5,10,50 RWY-27
	S75 T190 ST175 TT400 DDT850)	
RWY-15L L2,4,5,50	(12001x150 CON	L2,4,5,8,15 RWY-33R
	S100 T200 ST175 TT400 DDT800)	
RWY-15R L2,3,4,5,8,15,50	(9999x150 CON	L4,5,50 RWY-33L
	S75 T200 ST175 TT400 DDT873)	

SERVICE - LRA FUEL - A (Trajen Flt Support, C800-774-1433) (NC-100LL)

REMARKS - RSTD - Rwy 08L clsd for arr/dep and Rwy 26R clsd for dep 0400-1200Z++. N ramp N taxilane btn Twy NG and spot 6 clsd 0300-1400Z++. Copter hover/taxi rstd to hard sfc movement areas. Dual twy opr Twy NK btn NB and N ramp, W cntrline rstd to max wgsan 125' and E cntrline max wgsan 214'. **CAUTION - Bright lgt** aprx 1 NM fr thld Rwy 26L and 900' S of cntrline. Deer and bird haz. Rwy 15L-33R and Twy WA and WB mag anomalies may affect compass hdg for tkof. Twr has rstd vis of movement areas. **MISC - Rwy 08R-26L, 08L-26R, 09-27 and 15L-33R** grooved. LLWAS.

COMMUNICATIONS - UNICOM - 122.95 ATIS - 124.05 REMARKS: C281-443-1744.
ASOS - REMARKS: C281-443-6397. MONTGOMERY CO RDO - 122.4 REMARKS: (RCO)
APP - (R) (E) 120.05 124.35 257.7 316.15 379.1 (120.05 E) (124.35 316.15 W) (379.1 N, E)
TWR - (E) 120.725 125.35 127.3 135.15 288.25 290.2 GND - 118.575 119.95 121.7
DEP - (R) (E) 119.7 123.8 133.6 257.2 257.7 281.4 (119.7 281.4 N) (133.6 257.2 E) (123.8 257.7 W) CLNC DEL - 128.1 FSS-MONTGOMERY CO CXO-NOTAM IAH

NAVAIDS - HUMBLE VORTACW - HA 116.600 IAH CH 113 N29°57.42' W95°20.74' 004°
 1.7 NM to Fld. 90/(A)5°00.0'E HIWAS. **MARBE NDB - HW 379.000 H5 N30°04.49'**
 W95°24.77' 141° 6.6 NM to Fld. Unk/4°01.6'E **NIXIN NDB/LOM - MHW 326.000 BVP**
 N29°59.60' W95°12.90' 261° 6.6 NM to Fld. 75/3°54.8'E

ILS/RADAR - ILS - 33R. LOC Rwy 15L unuse 25° left of crs. LOC Rwy 33R unuse byd 25° either side cntrline. **ILS-DME - 08R, 08L, 09, 15R, 26R, 27. Rwy 09 LOC** unuse byd 25° left cntrline.

GEORGE M BRYAN, MS KSTF P N33°25.99' W88°50.92' 332 UTC-6(-SDT)

H-6J, L-14G

(B) RWY-18 L1,6,50	(5550x150 ASP S25 T30)	L1,6,50 RWY-36
4200→		

SERVICE - LGT - ACTIVATE-MIRL, PAPI Rwy 18-36-CTAF. PAPI Rwy 18 O/S UFN. FUEL - (NC-100LL, A)

REMARKS - Attended 1400-0100Z++ Mon-Sat; 1400-2300Z++ Sun.

COMMUNICATIONS - CTAF/UNICOM - 122.7 AWOS-3 - 118.975 REMARKS:
 C662-323-4966. **COLUMBUS APP/DEP - (R) (E) 135.6 226.0** REMARKS: Opr
 1300-0100Z++ Mon-Fri; 1600-2300Z++ Sun; clsd hol, OT ctc MEMPHIS CENTER 127.1
 269.4. **COLUMBUS CLNC DEL - 126.25**
FSS-GREENWOOD GWO-NOTAM GWO

NAVAIDS - BIGBEE VORTACW - L 116.200 IGB CH 109 N33°29.13' W88°30.82' 256°
 17.1 NM to Fld. 240/(A)4°0.0'E HIWAS. **BRYAN NDB - MHW 281.000 STF N33°25.92'**
 W88°51.02' At Fld. 333/0°38.1'W Unmto.

GEORGETOWN, DC NDB - MHW 323.000 GTN N38°55.79' W77°07.45' 150° 6.2 NM
 to RONALD REAGAN WASHINGTON NATL. Unk/10°37.6'W Unmto. **L-22H-24G-28E**

GEORGETOWN, NY RDO - 117.8T 121.1R (BUFFALO FSS) VORTAC - L 117.800 GGT
 CH 125 N42°47.34' W75°49.60' 2040/(A)11°00.0'W
 GGT VOR unuse 105°-279° blw 4000'
L-25A-26E

BCEG Quad Chart from 29 Mar 05 Meeting



DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY
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Candidate #USAF-0050V3 / S118Jc2 Realign Ellington AGS, Houston, TX

Candidate Recommendation: Realign Ellington Field AGS. The 147th Fighter Wing's (ANG) F-16 Block 25 aircraft (15 PAA) will retire and the wing's ECS elements will remain in place. The wing will be recommended for inactivation. The Air Sovereignty Alert (ASA) facility will remain at Ellington to fulfill ASA commitment. ANG GSU moves into available space on Ellington.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Consolidates GSU onto Ellington ■ Ellington enclave retains garrison to support expeditionary units and Homeland Defense role 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Ellington (80 of 154) retires older F-16s (Block 25) ■ Mil Judgment: Maintain Air Sovereignty Alert (ASA) site. Ellington is a strategic location for Homeland Defense
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$1M ■ Net Implementation Cost: \$1M ■ Annual Recurring Savings: \$.1M ■ Payback period: 23 yrs/2029 ■ NPV Cost: \$.2M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0) ROI: -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

- | | | | |
|------------|---|---------------------------|--------------------------|
| ✓ Strategy | ✓ Capacity Analysis / Data Verification | ✓ JCSG/MilDep Recommended | ✓ Deconflicted w/JCSGs |
| ✓ COBRA | ✓ Military Value Analysis / Data Verification | ✓ Criteria 6-8 Analysis | ✓ Deconflicted w/MilDeps |

Integrity - Service - Excellence

Point Paper

On

147th Fighter Wing Aircraft Ramp Space Capabilities

- The 147th Fighter Wing controls and is responsible for over 1.35 million square feet (32+ acres) of recently renovated ramp, hangar, alert and support aircraft parking space at Ellington Field. 457,000 square feet is provided to the 1-149th Army Aviation Regiment via permit, leaving the 147th over 900,000 square feet at its immediate disposal.
- Maximum Aircraft Parking Plan
 - Using minimum wing tip clearance of 10 feet between parked aircraft, and minimum interior taxi lanes of 75 ft clear and 75 feet for exterior or peripheral taxi lanes, the following table summarizes the absolute maximum of each type of aircraft that could be housed on the 147th ramp without impacting Army Aviation Operations. NOTE: Specific aircraft parking/taxi plan would require coordination with LG & Ops. Any Transient or VIP aircraft ramp space required would detract from the totals listed below.

Aircraft Type	Dimensions	Number of parking rows	Aircraft per row (90 offset)	Total on Ramp
F-16	32.8' x 47.6'	Four (4)	27	108
F-15	42.8' x 63.8'	Four (4)	22	88
F-22	44.5' x 62.1'	Four (4)	21	84
F-35	34.8' x 50.5'	Four (4)	26	104

- Preferred Aircraft Parking Plan
 - The following table summarizes parking plans using the maximum length/width dimensions for F-16/F-35 and for F-15/F-22 size fighter aircraft and the following assumptions: 70' spacing between aircraft parking centerlines, 100' interior and exterior or peripheral taxi lanes, no impact to Army Aviation Operations. NOTE: Specific aircraft parking/taxi plan would require coordination with LG & Ops. Again, any Transient or VIP aircraft ramp space required would detract from the totals listed below.

Aircraft Type	Max Dimensions	Number of parking rows	Aircraft per row (90/45 offset)	Total spots (w/4 alert)
F-16/F-35	34.8' x 50.5'	Three (3)	18/16	56/52
F-15/F-22	44.5' x 63.8'	Three (3)	16/14	52/46

- Additional parking/shelter capability is available in the 23,000 square foot main hangar. Sufficient for eight (8) F-15/F-22 or ten (10) F-16/F-35.

- Additionally, the 147th Fighter Wing has immediate capability to shelter 31 aircraft in the following manner:
 - 7 - new ramp shelters
 - 6 - existing ramp shelters
 - 7 - in the main hangar
 - 2 - under the wash rack cover
 - 4 - in alert shelters
 - 2 - in Fuel Cell Maintenance
 - 1 - in Hush House
 - 2 - in Avionic Calibration shelter

- Bottomline: Per ANGH 32-1084, an F-16 unit with 18 PAI is authorized 91,800 square feet (10,200SY) of aircraft parking apron. Even after allowing for the space provided to the TXARNG, the 147th still has almost 10 times the recommended ramp space available and can support parking of 84 – 108 (depending on type) aircraft under a maximum utilization plan, or 46 - 56 under a preferred parking plan. Reference Source is the City of Houston, Ellington Field, Master Plan and 147th Fighter Wing CE airfield plot maps.

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DEPARTMENT OF THE AIR FORCE
 WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

MAR 14 2005

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 7 Feb 2005

Mr Pease called the meeting to order at 1300, the Pentagon, Room 5C279. Attendance is at Atch 1. The meeting was categorized as deliberative. Mr Pease and Maj Gen Heckman reviewed the agenda and schedule (Slides 2-4).

briefed the JCSG Education and Training scenario recommendations. The slides for this presentation are marked 1-7, inserted after Slide 4, and incorporated by reference. He briefed three courses of action to be forwarded to ISG and noted that Mr. Dominguez has non-concurred on the recommendation.

briefed Candidate Recommendation #46 addressing undergraduate pilot and navigator training. The slides for this presentation are labeled 1-4, inserted after Slide 6, and incorporated by reference. also briefed scenario impacts on two bases. Mr. Pease asked why Pilot Instructor Training is included in the scenario. Mr. Pease also requested cost information on the impacts of the recommendation on contract logistics services.

briefed several candidate recommendations relating to F-16s. The BCEG unanimously agreed to forward scenarios S103J (Slides 8-13), S107J (Slides 14-22), S119Z (29-34), S125 (Slides 35-41), S126J (Slides 42-49), S137 (Slides 50-55), S319 (Slides 76-81), and S320 (Slides 82-87) as candidate recommendations.

riefed Scenario S307J: Close New Castle APT AGS (Slides 62-69). Upon deliberation, the BCEG unanimously agreed to forward S307J, subject to cost refinement, as a candidate recommendation.

The BCEG recommended disapproval of scenarios S118J (Slides 23-27), S430 (Slides 56-61), and S314J (Slides 70-75). The BCEG postponed deliberation on the remainder of scenarios pending additional information.

Following closing remarks by the co-chairs the meeting concluded at 1730. The next BCEG meeting is scheduled for 8 February 05 at 1300 in Pentagon Room 5C279.

BCEG Recorder

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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: 7 Feb 05

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

****Voting members are underlined**

Primary Members

Alternate Members

Representatives

- | | | |
|---|--|--|
| <input checked="" type="checkbox"/> <u>Brig Gen Dutch Holland</u> | <input type="checkbox"/> <u>Brig Gen Mike Lynch</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input type="checkbox"/> <u>Brig Gen Ethridge</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Havnes</u> | <input type="checkbox"/> <u>Brig Gen Charles Ickes</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u> | - | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms Kathy Ferguson</u> | _____ | <input checked="" type="checkbox"/> <u>Mr. Amore</u> |
| <input checked="" type="checkbox"/> <u>Mr. Matt Mleziva</u> | - | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Steven Rogers</u> | - | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u> | - | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Bill Booth</u> | - | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms. Maureen Koetz</u> | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |

* Temporary appointment

Others

- _____
- _____
- _____
- _____
- _____

Brig Gen

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Headquarters U.S. Air Force

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U.S. AIR FORCE

BCEG

7 Feb 05

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Agenda

7 Feb 05

1300-1315	Opening Business -Calendar Review -ISG Update	<i>Co-chairs</i>
1315-1330	Joint PME Scenario Recommendations	
1330-1345	OSD Scenario # 46 - Pilot Instructor Training	
1345-1445	Candidate Recommendations -S103J - Close Duluth -S107J - Close Hector -S118J - Close Ellington Field	<i>Scenario Team Leads</i>
<i>Break</i>		
1500-1700	Candidate Recommendations -S119Z - Realign Seymour Johnson -S125 - Close Cannon -S126 - Realign Hill -S137 - Realign Eielson -S430 - Realign Grissom -S307J - Close New Castle -S314J - Realign Minneapolis -S319 - Close Mansfield Lahm -S320 - Realign Schenectady	<i>Scenario Team Leads</i>

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BCEG Schedule February

February BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	31	1	2	3 △ BCEG 0830-1700	4 △ ISG 1030-1200 BCEG 1300-1700	5
6	7 ▲ BCEG 1300-1700 IEC 1030-1115	8 ▲ BCEG 1300-1700	9	10 ▲ BCEG 0830-1700	11 ▲ BCEG 1300-1700 ISG 1030-1200	12
13	14 ▲ BCEG 0830-1700	15 ▲ BCEG 0830-1700	16	17 ▲ BCEG 0830-1700	18 ISG 1030-1200	19
20	21 Presidents' Day	22 ▲ BCEG 0830-1700	23 IEC 1515-1600	24 ▲ BCEG 0830-1700	25 ISG 1030-1130	26
27	28 ▲ BCEG 1300-1700	1 ▲ BCEG 0830-1700	2	3 ▲ BCEG 0830-1700	4 ISG 1030-1200	5

All BCEG are deliberative unless otherwise noted

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BCEG Schedule Mar - May 05

Mar BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		1 ▲ BCEG 0830-1700	2	3 ▲ BCEG 0830-1700	4	5
6 IEC 1515-1600	7 ▲ BCEG 1300-1700	8 ▲ BCEG 0830-1700	9	10 ▲ BCEG 0830-1700	11	12
13 ▲ BCEG 1300-1700	14 ▲ BCEG 0830-1700	15 ▲ BCEG 0830-1700	16	17 ▲ BCEG 0830-1700	18	19
20 IEC 1515-1600	21 IEC 1515-1600	22 ▲ BCEG 0830-1700	23	24 △	25	26
27	28 ▲	29	30	31 △		

Apr BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3	4	5 ▲	6	7 △	8	9
10	11 IEC 1515-1600	12 ▲	13	14 △	15	16
17	18	19 ▲	20	21 △	22	23
24	25 IEC 1515-1600	26 ▲	27	28 △	29	30

May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 IEC 1515-1600	3 ▲	4	5 △	6	7
8	9 IEC 1515-1600	10 ▲	11	12 △	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

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Scenario Recommendations

Forward Three Courses of Action to ISG

1. **Joint Centric Scenario**
 - Scenario 0032: Realign and Co-locate SLCs at Ft McNair
2. **Service Centric**
 - Scenario 0058: Realign USAWC with USACGSG and Co-locate at Ft Leavenworth
3. **Modified Status Quo**
 - Scenario 0058: Realign USAWC with USACGSG and Co-locate at Ft Leavenworth
 - Scenario 0025: Realign SSCs in Place



E&T JCSG-PDE JPME/PME Scenario Comparisons

E&T JCSG

JPME/PME Scenario	Survival Score	One-Time Costs	Steady-State Savings	RCD Years	20 Yr NPV	Effects Estimated	Total MILCON
E&T 032, Realign SLCs under HQ2 and co-locate at Ft McNair	50.1	91.7M (85.1M) (117.4M)	-34.8M (-11.0M) (-18.5M)	1 (3) (4)	-408.2M (-133.3M) (-85.5M)	307 (264) (264)	14.8M (14.8M) (47.2M)
E&T 025, Realign SSCs in Place			NONE	None	0M		



E&T JCSG-PDE JPME/PME Scenario Comparisons

E&T JCSG

JPME/PME Scenarios	MiVal Score	One-Time Costs	Steady-State Savings	ROI Years	20 Yr NPV	Billets Eliminated	Total MILCON
E&T 026, Consolidate SLCs at Ft Meade	50.1	91.1M (84.6M)	-36.0M (-12.5M)	1 (2)	-426.2M (-142.4M)	321 (271)	14.2M (14.2M)
E&T 027, Consolidate SLCs at Quantico	62.8	176.6M (170.6M)	-42.5M (-18.3M)	2 (5)	-432.5M (-139.6M)	484 (434)	99.2M (99.2M)
E&T 028, Consolidate SLCs at Eustis	23.2	172.6M (167.2M)	-43.7M (-19.5M)	2 (4)	-452.0M (-158.6M)	487 (437)	88.7M (88.9M)
E&T 035, Realign SSCs under NDU and co-locate at Quantico	62.8	150.2M (144.7M)	-29.6M (-9.0M)	2 (17)	-285.2M (0.2M)	304 (291)	77.3M (77.3M)
E&T 036, Realign SSCs under NDU and co-locate at Ft Eustis	23.2	140.2M (134.6M)	-30.6M (-7.1M)	2 (11)	-309.6M (-23.6M)	307 (254)	67.4M (67.4M)

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E&T JCSG-PDE JPME/PME Scenario Comparisons

E&T JCSG

JPME/PME Scenarios	MiVal Score	One-Time Costs	Steady-State Savings	ROI Years	20 Yr NPV	Billets Eliminated	Total MILCON
E&T 033, Realign SLCs under NDU and co-locate at Quantico	62.8	176.1M (170.6M)	-41.2M (-17.6M)	2 (5)	-418.1M (-130.8M)	470 (427)	99.2M (99.2M)
E&T 034, Realign SLCs under NDU and co-locate at Ft Eustis	23.2	172.3M (166.2M)	-42.5M (-18.6M)	2 (4)	-438.7M (-148.9M)	473 (430)	88.5M (88.5M)
E&T 024, Realign Service ILC/SSC with Service Academies	---	704.4M	-8.8M	100+	522.5M	402	544.7M

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Realign SLCs under NDU and Co-locate at Ft McNair (E&T 0032)

<p style="text-align: center;">Proposal</p> <ul style="list-style-type: none"> • Realign USAWC, AWC, CNW, MCWAR under NDU and co-locate at FT McNair • Gaining Installations: Ft McNair, Washington D.C. • Losing Installations: Carlisle Barracks, PA; NS Newport, RI; MCB Quantico, VA; Maxwell AFB, AL 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> • TO 36: Establish Centers of Excellence for Joint or Inter-service education by combining or co-locating like schools. • Considerations: <ul style="list-style-type: none"> • R&T #7 & # 12 • Organize #4
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> • Maximize professional development, administrative, and academic synergies by combining similar education programs under one administration • Merges common support functions and reduces resource requirements. • NCR - Strategic Center of Excellence 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> • Capacity at gaining installation • Service equities and education requirements • Status of tenant activities • TO 13: Rationalize presence in DC area • TO 68: Co-locate service professional military education at the intermediate and senior level. • Deconflict with HSA

E&T JCSG Approved X (10 Nov 04)

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Candidate E&T 0032

Candidate Recommendation: Realign Carlisle Barracks, PA; Maxwell Air Force Base, AL; Naval Station Newport, RI; and Marine Corp Base Quantico by moving the United States Army War College, Air War College, College of Naval Warfare, and Marine Corps War College to Fort McNair, Washington D.C. and realigning under the National Defense University.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ✓ Maximize professional development, administrative, and academic synergies by combining similar education programs under one administration ✓ Merges common support functions and reduces resource requirements. ✓ NCR - Strategic Center of Excellence 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ✓ MCB Quantico 62.8 ✓ Ft. Leavenworth 59.8 ✓ Maxwell AFB 54.1 ✓ Carlisle Barracks 53.8 ✓ NAVSTA Newport 52.7 ✓ Ft. McNair 50.1 ✓ Ft. Eustis 23.2
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> • One-time cost: \$91.7M • Net implementation savings: \$-139.4M • Annual recurring savings: \$-34.6M • Payback time: 1 Year • NPV (savings): \$-408.2M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> • Criterion 6: <ul style="list-style-type: none"> *Newport -1122 (465 Direct; 737 Indirect) -0.13% *McGuire -351 (509 Direct; 331 Indirect) -0.41% *Harrisburg -1299 (747 Direct; 552 Indirect) -0.34% *DC-VA-MD +2268 (1420 Direct; 938 Indirect) +0.09% • Criterion 7: No Issues • Criterion 8: Potential Impact on Air Quality; new Source Review required due to new construction; Air Quality Analysis required due to severe Nonattainment for Ozone. No State Implementation Plan growth allowance has been allocated. Major Impact on Land Use; reports 0 unencumbered acres available for development.

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
 ✓ S&QBR ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDepts

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Candidate E&T 0058


Candidate Recommendation: Realign US Army War College With US Army Command and General Staff College and Co-locate at Ft. Leavenworth

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ✓ Consolidates Officer Strategic and Operational Education. ✓ Promotes Training Effectiveness and Functional Efficiencies ✓ Closes Carlisle Barracks. ✓ Army Supported 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ✓ Ft. Leavenworth 59.8 ✓ Carlisle Barracks 53.8 										
<p style="text-align: center;"><u>Payback</u></p> <p>✓ Criterion 5 (COBRA) results:</p> <table style="width: 100%; border: none;"> <tr> <td>✓ One-Time Cost:</td> <td style="text-align: right;">\$69.9M</td> </tr> <tr> <td>✓ Net Implementation Savings</td> <td style="text-align: right;">\$-115.8M</td> </tr> <tr> <td>✓ Annual Recurring Savings</td> <td style="text-align: right;">\$-48.4M</td> </tr> <tr> <td>✓ Payback Period</td> <td style="text-align: center;">1 Year</td> </tr> <tr> <td>✓ NPV (Savings)</td> <td style="text-align: right;">\$-554.0M</td> </tr> </table>	✓ One-Time Cost:	\$69.9M	✓ Net Implementation Savings	\$-115.8M	✓ Annual Recurring Savings	\$-48.4M	✓ Payback Period	1 Year	✓ NPV (Savings)	\$-554.0M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ✓ Criterion 6: Harrisburg-Carlisle, PA MSA: -2429 (1394 Direct; 1035 Indirect) -0.34% Kansas City, MO-MSA +1429 (826 Direct; 603 Indirect) +0.12% ✓ Criterion 7: No Issues ✓ Criterion 8: No Issues
✓ One-Time Cost:	\$69.9M										
✓ Net Implementation Savings	\$-115.8M										
✓ Annual Recurring Savings	\$-48.4M										
✓ Payback Period	1 Year										
✓ NPV (Savings)	\$-554.0M										

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ De-conflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ De-conflicted w/MilDepts

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Agenda 7 Feb 05

1300-1315	Opening Business -Calendar Review -ISG Update	Co-chairs
1315-1330	Joint PME Scenario Recommendations	
1330-1345	OSD Scenario # 46 – Pilot Instructor Training	
1345-1445	Candidate Recommendations -S103J - Close Duluth -S107J - Close Hector -S118J - Close Ellington Field	Scenario Team Leads
<i>Break</i>		
1500-1700	Candidate Recommendations -S119Z - Realign Seymour Johnson -S125 - Close Cannon -S126 - Realign Hill -S137 - Realign Eielson -S430 - Realign Grissom -S307J - Close New Castle -S314J - Realign Minneapolis -S319 - Close Mansfield Lahm -S320 - Realign Schenectady	Scenario Team Leads

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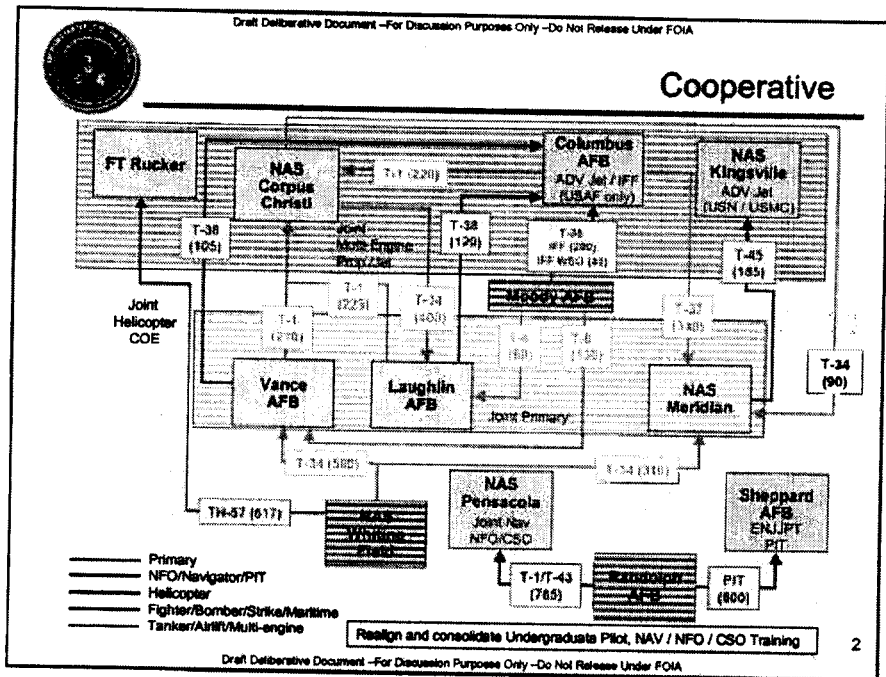
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Candidate E&T 0046


Candidate Recommendation: Cooperative: Realign & consolidate DoD Undergraduate Pilot and Nav/NFO/CSO Training. Realign Randolph AFB, Moody AFB, NAS Whiting Field by 1) Consolidating UPT at Columbus AFB, NAS Corpus Christi, NAS Kingsville, Laughlin AFB, NAS Meridian, Sheppard AFB, and Vance AFB; 2) Consolidating UNT at NAS Pensacola, and 3) Consolidating URT in a Joint Rotary Wing Training Center of Excellence at Fort Rucker.

<p>Justification</p> <ul style="list-style-type: none"> Establishes baseline with Inter-Service Training Review Organization Eliminates redundancy Postures for joint acquisition of Services' undergraduate program replacement aircraft 	<p>Military Value</p> <ul style="list-style-type: none"> Reduction: Loss of any facility reduces Capacity and Military Value MVA Scores: <table border="0"> <tr> <td>✓ NAS P-Cola 69.20</td> <td>✓ Randolph AFB 62.62</td> </tr> <tr> <td>✓ Vance AFB 66.37</td> <td>✓ Sheppard AFB 62.51</td> </tr> <tr> <td>✓ Laughlin AFB 63.94</td> <td>✓ NAS C-Christl 61.89</td> </tr> <tr> <td>✓ NAS Meridian 63.64</td> <td>✓ Moody AFB 58.14</td> </tr> <tr> <td>✓ NAS Whiting 63.61</td> <td>✓ Fort Rucker 75.54</td> </tr> <tr> <td>✓ NAS Kingsville 63.34</td> <td>✓ NAS Whiting 63.26</td> </tr> <tr> <td>✓ Columbus AFB 62.88</td> <td></td> </tr> </table> 	✓ NAS P-Cola 69.20	✓ Randolph AFB 62.62	✓ Vance AFB 66.37	✓ Sheppard AFB 62.51	✓ Laughlin AFB 63.94	✓ NAS C-Christl 61.89	✓ NAS Meridian 63.64	✓ Moody AFB 58.14	✓ NAS Whiting 63.61	✓ Fort Rucker 75.54	✓ NAS Kingsville 63.34	✓ NAS Whiting 63.26	✓ Columbus AFB 62.88	
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<p>Payback</p> <table border="0"> <tr> <td>✓ One-time cost</td> <td>\$386.05M</td> </tr> <tr> <td>✓ MILCON</td> <td>\$266.14M</td> </tr> <tr> <td>✓ NPV</td> <td>\$-335.81M</td> </tr> <tr> <td>✓ Payback/Break Even Year</td> <td>6+/2015+</td> </tr> <tr> <td>✓ Steady State</td> <td>\$-48.83M</td> </tr> <tr> <td>✓ Mil/Civ Reductions</td> <td>234/196</td> </tr> <tr> <td>✓ Mil/Civ/Student Relocates</td> <td>1,549/1,871/2,530</td> </tr> </table>	✓ One-time cost	\$386.05M	✓ MILCON	\$266.14M	✓ NPV	\$-335.81M	✓ Payback/Break Even Year	6+/2015+	✓ Steady State	\$-48.83M	✓ Mil/Civ Reductions	234/196	✓ Mil/Civ/Student Relocates	1,549/1,871/2,530	<p>Impacts</p> <ul style="list-style-type: none"> Criteria 6 - Job Loss: 523 Direct / 475 Indirect Criteria 7 - No Issues Criteria 8 - No Issues
✓ One-time cost	\$386.05M														
✓ MILCON	\$266.14M														
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<table border="1"> <tr> <td>✓ Strategy</td> <td>✓ Capacity Analysis / Data Verification</td> <td><input type="checkbox"/> JCSG/MIDep Rec'd</td> <td>✓ De-conflicted w/JCSGs</td> </tr> <tr> <td>✓ COBRA</td> <td>✓ Military Value Analysis / Data Verification</td> <td>✓ Criteria 6-8 Analysis</td> <td>✓ De-conflicted w/MIDeps</td> </tr> </table>		✓ Strategy	✓ Capacity Analysis / Data Verification	<input type="checkbox"/> JCSG/MIDep Rec'd	✓ De-conflicted w/JCSGs	✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ De-conflicted w/MIDeps						
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Scenario Impact: Randolph AFB

- **Current Significant Missions**
 - HQ Air Education Command
 - Air Force Personnel Center
 - 19th Air Force

SCENARIO GAINS

HSA 08: Create AF HR Center @ Randolph
HSA 29: Consolidate CPOs
USAF 30: Relocate Misc. AF Leased Space Activities to AF Bases
USAF 57: Close Scott, Relocate AMC and US TRANSCOM
USAF 102: Realign Logistic Support Centers


SCENARIO LOOSES

E&T 46: Realign/Consolidate DoD UPT, NAV Trng
HSA 17: Consolidate Lackland, Ft Sam Houston, and Randolph
USAF 31: Relocate USAF Ft Standards Agency
USAF 102: Realign Logistic Support Centers

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Scenario Impact: Sheppard

- **Current Significant Missions**
 - Euro-NATO Joint Jet Pilot Training
 - Maintenance Training
 - Initial Technical Medical Training

SCENARIO GAINS

E&T 46 Realign/Consolidate DoD UPT, NAV Trng


SCENARIO LOOSES

MED 05: Consolidate Initial Enl Med Tech Trng @ Ft Sam Houston
MED 37: Consolidate Diet Therapy Tech Trng w/Hospital Food Svc Trng
USAF 102: Realign Logistic Support Centers


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		Agenda 7 Feb 05
1300-1315	Opening Business - Calendar Review - ISG Update	<i>Co-chairs</i>
<hr/>		
Joint PME Scenario Recommendations		
<hr/>		
OSD Scenario # 45 - Pilot Instructor Training		
<hr/>		
Candidate Recommendations		<i>Scenario Team Leads</i>
1345-1445	-S103J - Close Duluth -S107J - Close Hector -S118J - Close Ellington Field	
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<hr/> <i>Integrity - Service - Excellence</i>		


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S103J
Close Duluth IAP AGS, MN

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Candidate #USAF-0035 / S103J

Close Duluth IAP AGS, MN

Candidate Recommendation: Close Duluth IAP AGS. The 148th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 25 aircraft (15 PAA) will retire.


Issues: Air Force has proposed Duluth to fulfill ASA commitment.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Force structure distributed to bases of higher mil value
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$5M ■ Net Implementation Savings: \$4M ■ Annual Recurring savings: \$2M ■ Payback period: 3 yrs / 2010 ■ NPV Savings: \$23M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change – 217 (direct: 139, indirect:78) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Scenario S103J

Manpower

Action	Source 30 Sept 03 UMD					Source MAJCOM Current/Projected 30 Sep 04					Source 30 Sept 03 UMD					Source MAJCOM Current/Projected 30 Sep 04					Source 30 Sept 03 UMD					Source MAJCOM Current/Projected 30 Sep 04									
	8	80	227	319	900	8	80	227	319	895	8	80	227	319	895	8	80	227	319	895	8	80	227	319	895	8	80	227	319	895					
(103J) Non-BRAC Programmatic - Minus 15 PAA F-16																																			
\$103J B25 Ops and Mx (ANG)																																			
\$103J (103J) Non-BRAC Programmatic - Minus BOS (ANG)																																			
\$103J (103J) Minus ECS to ANG Base X (ANG)																																			
\$103J (103J) Move Fire Fighters to Minn-SIPaul (ANG)																																			
Adjusted Baseline	0	83	227	319	900	9	83	227	319	895	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COBRA Delta	0	0	0	0	0	0	0	0	0	0	-9	-83	-227	-319	-895																				

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Scenario S103J One-Time Costs


(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	302,000	
Total - Construction		302,000
Personnel		
Civilian RIF	286,991	
Civilian Early Retirement	83,923	
Unemployment	22,255	
Total - Personnel		393,169
Overhead		
Program Management Cost	633,252	
Mothball / Shutdown	126,450	
Total - Overhead		759,702
Moving		
Civilian Moving	2,167,136	
Military Moving	249,163	
Freight	68,927	
Information Technologies	67,800	
Total - Moving		2,553,026
Other		
Environmental Mitigation Costs	98,000	
One-Time Unique Costs	658,000	
Total - Other		756,000
Total One-Time Costs		4,763,897

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Scenario S103J MILCON Summary


All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Duluth IAP AGS	0	0	0
Minn/St Paul IAP ARS	302,000	0	302,000
BASE X (AIR FORCE)	0	0	0
Totals:	302,000	0	302,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S103J MILCON


MilCon for Base: **Minn/St Paul IAP ARS, MN (QJKL)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SF	800	n/a**	0 Default	n/a**	302
Total Construction Cost:						302
- Construction Cost Avoid:						0
Total Net Milcon Cost:						302

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S107J

Close Hector IAP AGS, Fargo, ND

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Candidate #USAF-0039 / S107J

Close Hector IAP AGS, Fargo, ND

Candidate Recommendation: Close Hector IAP AGS. The 119th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 15 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave.


Issues:

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Force structure distributed to bases of higher mil value
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$4M ■ Net Implementation Savings: \$2M ■ Annual Recurring Savings: \$1M ■ Payback period: 3yrs / 2010 ■ NPV Savings: \$11M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change – 9 (direct: -5, indirect: -4) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Scenario S107J

Manpower

Action	Source 30 Sept 03 UMD					Source MAJCOM-Current/Projected 30 Sep 04					Source MAJCOM-Current/Projected 30 Sep 04					Source MAJCOM-Current/Projected 30 Sep 04				
	8	62	234	304	949	8	62	234	304	942	8	62	234	304	942	8	62	234	304	942
(107J) Non-BRAC Programmatic - Retire 15 F-16 B15																				
S107J ops and max (ANG)																-2	-20	-117	-169	-462
(107J) Non-BRAC Programmatic - Retire 15 F-16 B15																				
S107J 90S(ANG)																-1	-11	-10	22	0
S107J (107J) Minus - Move fire to Joe Foss (ANG)																0	0	-1	-1	-27
S107J (107J) Minus - Move fire to McGhee Tyson (ANG)																0	0	0	0	-12
S107J (107J) Minus - Move HSTS to Gulfport CRIC (ANG)																0	0	-4	-4	-11
Adjusted Baseline	8	62	234	304	949	8	62	234	304	942	5	31	72	108	440					
COBRA Delta	0	0	0	0	0	0	0	0	0	0	0	0	-5	-5	-50					

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Scenario S107J


One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	2,434,000	
Total - Construction		2,434,000
Personnel		
Total - Personnel		0
Overhead		
Program Management Cost	14,245	
Mothball / Shutdown	65,700	
Total - Overhead		79,945
Moving		
Civilian Moving	134,331	
Freight	128,535	
Information Technologies	63,000	
Total - Moving		325,866
Other		
Environmental Mitigation Costs	21,000	
One-Time Unique Costs	1,174,000	
Total - Other		1,195,000
<hr style="border-top: 1px dashed black;"/>		
Total One-Time Costs		4,034,811

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Scenario S107J

MILCON Summary


All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
-----	-----	-----	-----
Hector IAP AGS	1,782,000	0	1,782,000
Joe Foss Field AGS	256,000	0	256,000
McGee Tyson APT AGS	118,000	0	118,000
CBC GULFPORT	278,000	0	278,000
BASE X (AIR FORCE)	0	0	0
<hr style="border-top: 1px dashed black;"/>			
Totals:	2,434,000	0	2,434,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S107J

MILCON

MilCon for Base: **Hector IAP AGS, MD (KKG)**


All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
8721 Fence and Wall	LF	3,700	n/a**	0 Default	n/a**	193
1311 Communications Building	SP	0	n/a**	1,001 Default	n/a**	169
1412 Aviation Operations Building	SP	0	n/a**	8,000 Default	n/a**	930
1714 Reserve Component Training Facility	SP	0	n/a**	2,400 Default	n/a**	244
7421 Indoor Physical Fitness Facility	SP	0	n/a**	2,000 Default	n/a**	246
Total Construction Cost:						1,782
- Construction Cost Avoid:						0
Total Net Milcon Cost:						1,782

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Scenario S107J

MILCON

MilCon for Base: **Joe Foss Field AGS, SD (LUXC)**


All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SF	800	n/a**	0 Default	n/a**	256
Total Construction Cost:						256
- Construction Cost Avoid:						0
Total Net Milcon Cost:						256

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Scenario S107J

MILCON

MilCon for Base: **McGee Tyson APT AGS, TN (PSXB)**


All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SF	400	n/a**	0 Default	n/a**	118
Total Construction Cost:						118
- Construction Cost Avoid:						0
Total Net Milcon Cost:						118

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Scenario S107J

MILCON


MilCon for Base: **CBC GULFPORT, MS (N62604)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1164 Miscellaneous Airfield Pavement, Surfaced	SY	900	n/a**	0 Default	n/a**	115
2145 Vehicle Maintenance Facility	EA	1	n/a**	0 Default	n/a**	89
7250 Emergency Unaccompanied Personnel Housing	SF	1,500	n/a**	0 Default	n/a**	74
Total Construction Cost:						278
- Construction Cost Avoid:						0
Total Net Milcon Cost:						278

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S118J

Close Ellington AGS, Houston, TX

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Candidate #USAF-0050 / S118J

Realign Ellington AGS, Houston, TX

Candidate Recommendation: Realign Ellington Field AGS. The 147th Fighter Wing (ANG) will inactivate and the wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave. An alert detachment will remain open to fulfill air sovereignty mission requirements. ANG GSU moves into available space on Ellington.

Issues: NASA owns the airfield.


<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<ul style="list-style-type: none"> ■ Retains intellectual capital from Ellington at Lackland FTU squadron ■ Maintains Ellington as ASA site
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ■ One Time Cost: \$.3M ■ Net Implementation Savings: \$.2M ■ Annual Recurring Savings: \$.03M ■ Payback period: Immediate ■ NPV Savings: \$.4M 	<ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : +45 (direct +32, indirect +13) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Scenario S118J

Manpower

	2017					2018					2019				
Source 30 Sept 03 UMD	17	63	236	316	924	17	63	236	316	919	17	63	236	316	919
Action Source MAJCOM-Current/Projected 30 Sep 04	17	66	235	318	917	17	66	235	318	912	17	66	235	318	912
(118J) Non-BRAC Programmatic - Minus 15 PAA F-16															
S118J B25 Ops and Mx (ANG)											-4	-22	-154	-180	-454
(118J) Non-BRAC Programmatic - Minus 15 PAA F-16															
S118J BCS (ANG)											-1	-12	-10	-23	-23
S118J (118J) Plus ASA Alert Det from ANG Base X (ANG)															
S118J (118J) Plus ASA Alert Det from ANG Base X (ANG)											2	30	0	32	0
Adjusted Baseline	17	66	235	318	917	17	66	235	318	912	14	82	71	147	435
COBRA Delta	0	0	0	0	0	0	0	0	0	0	-3	-4	-164	-171	-477

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Scenario S118J

One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Total - Construction		0
Personnel		
Total - Personnel		0
Overhead		
Program Management Cost	59,209	
Total - Overhead		59,209
Moving		
Military Moving	228,869	
Freight	26,111	
Information Technologies	6,400	
Total - Moving		261,380
Other		
Total - Other		0
Total One-Time Costs		320,589

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Scenario S118J MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Ellington Field AGS	0	0	0
BASE X (AIR FORCE)	0	0	0
Totals:	0	0	0

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Agenda 7 Feb 05

1300-1315	Opening Business -Calendar Review -ISG Update	<i>Co-chairs</i>
1315-1330	Joint PME Scenario Recommendations	<i>Col Walker</i>
1330-1345	OSD Scenario # 46 - Pilot Instructor Training	<i>Col Fleming</i>
1345-1445	Candidate Recommendations -S103J - Close Duluth -S107J - Close Hector -S118J - Close Ellington Field	<i>Scenario Team Leads</i>
Break		
1500-1700	Candidate Recommendations -S119Z - Realign Seymour Johnson -S125 - Close Cannon -S126 - Realign Hill -S137 - Realign Etelson -S424 - Close Key Field -S430 - Realign Grissom -S307J - Close New Castle -S314J - Realign Minneapolis -S319 - Close Mansfield Lahm -S320 - Realign Schenectady	<i>Scenario Team Leads</i>


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S119Z
Realign Seymour Johnson AFB,
Goldsboro, NC

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Candidate #USAF-0051 / S119Z
Realign Seymour Johnson AFB, Goldsboro, NC

Candidate Recommendation: Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home. Simulator and academic requirements will move.

Issues:

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Relocates F-15E FTU squadron to base with better infrastructure for training operations ■ Enables Grand Forks scenario 										
<p style="text-align: center;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">■ One Time Cost:</td> <td style="text-align: right;">\$38M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$35M</td> </tr> <tr> <td>■ Annual Recurring Cost:</td> <td style="text-align: right;">\$1M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$41M</td> </tr> </table>	■ One Time Cost:	\$38M	■ Net Implementation Cost:	\$35M	■ Annual Recurring Cost:	\$1M	■ Payback period:	Never	■ NPV Cost:	\$41M	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -1,166 (direct -637, indirect -529) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation
■ One Time Cost:	\$38M										
■ Net Implementation Cost:	\$35M										
■ Annual Recurring Cost:	\$1M										
■ Payback period:	Never										
■ NPV Cost:	\$41M										

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Scenario S119Z Manpower

Source	30 Sept 03 UMD	400	3547	582	4990	908	400	3547	582	4990	908	400	3547	582	4990	908
Source MAJCOM-Current/Projected 30 Sep 04		400	3820	591	4871	908	400	3820	591	4871	908	400	3820	591	4871	908
(S420) Realign 8 PAA KC-135R from Grand Forks, create AD/AFRC associate unit (AD)		44	281	5	310		44	281	5	310		44	281	5	310	
(S420) Realign BOS from Grand Forks (AD)		2	12	11	25		2	12	11	25		2	12	11	25	
(S420) Build AD Assoc to AFRC (1.0/1.0 Crew Ratio) - Manpower from AFRC BRAC Base X		0	0	9	9	107	0	0	9	9	107	0	0	9	9	107
(S119Z) Realign 15 PAA F-15E to Mountain Home (AD) (Includes FTU, academics, ATD)		-81	-517	-2	-900		-81	-517	-2	-900		-81	-517	-2	-900	
(S119Z) BOS assoc w/15 PAA F-15E to Mountain Home (AD)		-3	-24	-21	-48		-3	-24	-21	-48		-3	-24	-21	-48	
Adjusted Baseline		422	3552	583	4567	913	422	3552	583	4567	913	422	3552	583	4567	913
COBRA Delta		-38	-268	2	-304	107	0	0	0	0	0	0	0	0	0	0

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Scenario S119Z One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	26,197,000	
Total - Construction		26,197,000
Personnel		
Civilian RIF	57,398	
Civilian Early Retirement	23,978	
Unemployment	4,451	
Total - Personnel		85,827
Overhead		
Program Management Cost	1,412,271	
Total - Overhead		1,412,271
Moving		
Civilian Moving	574,243	
Military Moving	3,684,000	
Freight	967,573	
Information Technologies	1,751,600	
Total - Moving		6,977,415
Other		
HAP / RSE	459,608	
Environmental Mitigation Costs	346,000	
One-Time Unique Costs	2,294,000	
Total - Other		3,099,608
Total One-Time Costs		37,772,122

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Scenario S119Z MILCON Summary

All values in 2005 Constant Dollars


Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Seymour Johnson AFB	0	0	0
Mountain Home AFB	26,197,000	0	26,197,000
BASE X (AIR FORCE)	0	0	0
Totals:	26,197,000	0	26,197,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S119Z MILCON


MilCon for Base: Mountain Home AFB, ID (QYZH)

All values in 2005 Constant Dollars (\$K)

PAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1711 General Purpose Instruction Building	SF	15,162	n/a**	0 Default	n/a**	3,858
1721 Flight Simulator Facility	SF	6,065	n/a**	0 Default	n/a**	1,835
2116 Aircraft Maintenance Shop, Depot	SF	1,376	n/a**	0 Default	n/a**	374
2184 Parachute And Dingy Maintenance Shop	SF	2,108	n/a**	0 Default	n/a**	576
4421 Covered Storage Building, Installation	SF	5,727	n/a**	0 Default	n/a**	769
6100 General Administrative Building	SF	11,016	n/a**	0 Default	n/a**	2,591
7110 Family Housing Dwelling	SF	18,133	n/a**	0 Default	n/a**	2,813
7220 Dining Facility	SF	4,598	n/a**	0 Default	n/a**	1,819
7362 Religious Education Facility	SF	8,489	n/a**	0 Default	n/a**	2,331
7371 Nursery and Child Care Facility	SF	10,867	n/a**	0 Default	n/a**	3,089
7416 Library, General Use	SF	733	n/a**	0 Default	n/a**	186
7417 Recreation Center	SF	2,808	n/a**	0 Default	n/a**	730
1412 Aviation Operations Building	SF	0	n/a**	30,324 Default	n/a**	5,226
Total Construction Cost:						26,197
- Construction Cost Avoid:						0
Total Net Milcon Cost:						26,197

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S125

Close Cannon AFB, Clovis, NM

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Candidate #USAF-0114 / S125

Close Cannon AFB, Clovis, NM

Candidate Recommendation: Close Cannon AFB. The 27th Fighter Wing will inactivate. The wing's F-16 aircraft will be distributed to the 115th Fighter Wing (ANG), Dane County Regional APT, Truax Field AGS, (3 PAA, Block 30); 114th Fighter Wing (ANG), Joe Foss Field AGS (3 PAA, Block 30); 150th Fighter Wing (ANG), Kirtland AFB, (3 PAA, Blk 30); 113th Wing (ANG), Andrews AFB (9 PAA, Blk 30); 354th Fighter Wing, Eielson AFB (6 PAA, B40); 57th Fighter Wing Nellis AFB (7 PAA, B40) and BAI (29 PAA, Blk 40/50).
Issues: Singapore F-16 Block 52 squadron will move to Luke AFB, Arizona.

<p style="text-align: center; font-size: 8px; margin: 0;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center; font-size: 8px; margin: 0;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Distributes force structure to bases with higher mil value (Block 40 and Block 50 F-16s) 										
<p style="text-align: center; font-size: 8px; margin: 0;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">■ One Time Cost:</td> <td style="text-align: right; padding: 2px;">\$79M</td> </tr> <tr> <td style="padding: 2px;">■ Net Implementation Savings:</td> <td style="text-align: right; padding: 2px;">\$273M</td> </tr> <tr> <td style="padding: 2px;">■ Annual Recurring Savings:</td> <td style="text-align: right; padding: 2px;">\$119M</td> </tr> <tr> <td style="padding: 2px;">■ Payback period:</td> <td style="text-align: right; padding: 2px;">Immediate</td> </tr> <tr> <td style="padding: 2px;">■ NPV Savings:</td> <td style="text-align: right; padding: 2px;">\$1,353M</td> </tr> </table>	■ One Time Cost:	\$79M	■ Net Implementation Savings:	\$273M	■ Annual Recurring Savings:	\$119M	■ Payback period:	Immediate	■ NPV Savings:	\$1,353M	<p style="text-align: center; font-size: 8px; margin: 0;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : -3,897 (direct -2,292, indirect -1,605) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation
■ One Time Cost:	\$79M										
■ Net Implementation Savings:	\$273M										
■ Annual Recurring Savings:	\$119M										
■ Payback period:	Immediate										
■ NPV Savings:	\$1,353M										

- ✓ Strategy
- ✓ Capacity Analysis / Data Verification
- ✓ COBRA

- ✓ JCSG/MilDep Recommended
- ✓ Criteria 6-8 Analysis
- ✓ Deconflicted w/MilDeps

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Scenario S125 Manpower

Source 30 Sept 03 UMD	207	3159	358	3784	0	207	3159	358	3784	0	207	3159	358	3784	0
Source MAJCOM-Current/Projected 30 Sep 04	267	3163	390	3810	0	267	3163	390	3810	0	267	3163	390	3810	0
(S125) Realign 6 PAA F-16 B40s to Eielson (AD)	-15	-188	-3	-206		-15	-188	-3	-206		-15	-188	-3	-206	
(S125) BOS assoc w/6 PAA F-16 B40 move to Eielson (AD)	-1	-8	-7	-16		-1	-8	-7	-16		-1	-8	-7	-16	
(S125) Realign 3 PAA F-16 B30s to Andrews (ANG)															
(Manpower to AD Non-BRAC Programmatic)	-23	-282	-4	-309		-23	-282	-4	-309		-23	-282	-4	-309	
(S125) BOS assoc w/9 PAA F-16 B30s to Andrews (Manpower to AD BRAC Base X)	-1	-13	-11	-25		-1	-13	-11	-25		-1	-13	-11	-25	
(S125) Realign 3 PAA F-16 B30s to Truxax (ANG)															
(Manpower to AD Non-BRAC Programmatic)	-8	-94	-1	-103		-8	-94	-1	-103		-8	-94	-1	-103	
(S125) BOS assoc w/3 PAA F-16 B30s to Truxax (Manpower to AD BRAC Base X)	0	-4	-4	-8		0	-4	-4	-8		0	-4	-4	-8	
(S125) Realign 3 PAA F-16 B30s to Kirtland (ANG)															
(Manpower to AD Non-BRAC Programmatic)	-8	-94	-1	-103		-8	-94	-1	-103		-8	-94	-1	-103	
(S125) BOS assoc w/3 PAA F-16 B30s to Kirtland (Manpower to AD BRAC Base X)	0	-4	-4	-8		0	-4	-4	-8		0	-4	-4	-8	
(S125) Realign 3 PAA F-16 B30s to Joe Foss (ANG)															
(Manpower to AD Non-BRAC Programmatic)	-8	-94	-1	-103		-8	-94	-1	-103		-8	-94	-1	-103	
(S125) BOS assoc w/3 PAA F-16 B30s to Joe Foss (Manpower to AD BRAC Base X)	0	-4	-4	-8		0	-4	-4	-8		0	-4	-4	-8	
(S125) Realign 7 PAA F-16 B40s to Nellis (AD)	-18	-220	-3	-241		-18	-220	-3	-241		-18	-220	-3	-241	
(S125) BOS assoc w/7 PAA F-16 B40s to Nellis (AD)	0	-10	-9	-19		0	-10	-9	-19		0	-10	-9	-19	
(S125) Realign 29 PAA F-16 B40wB50s to BAI (Manpower to AD Non-BRAC Programmatic)	-74	-910	-12	-996		-74	-910	-12	-996		-74	-910	-12	-996	
(S125) BOS assoc w/29 PAA F-16s to BAI (Manpower to AD BRAC Base X)	-5	-40	-35	-80		-5	-40	-35	-80		-5	-40	-35	-80	
(S125) Other Support to AD BRAC Base X	-43	-411	-13	-467		-43	-411	-13	-467		-43	-411	-13	-467	
(S125) Savings	-63	-777	-278	-1118		-63	-777	-278	-1118		-63	-777	-278	-1118	
Adjusted Baseline	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COBRA Delta	-146	-1679	-371	-2108	0	0	0	0	0	0	0	0	0	0	0

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Scenario S125 One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	13,760,000	13,760,000
Personnel		
Civilian RIF	5,751,781	
Civilian Early Retirement	566,434	
Eliminated Military PCS	3,766,937	
Unemployment	445,100	
Total - Personnel		10,530,253
Overhead		
Program Management Cost	5,916,857	
Mothball / Shutdown	395,828	
Total - Overhead		6,312,686
Moving		
Civilian Moving	9,889,116	
Civilian PPP	1,987,776	
Military Moving	5,400,188	
Freight	3,297,101	
Information Technologies	2,171,000	
One-Time Moving Costs	13,069,000	
Total - Moving		35,814,181
Other		
HAP / RSE	1,083,057	
Environmental Mitigation Costs	3,403,000	
One-Time Unique Costs	8,081,000	
Total - Other		12,567,057
Total One-Time Costs		78,984,176

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Scenario S125 MILCON Summary


All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Cannon AFB	0	0	0
Eielson AFB	4,004,000	0	4,004,000
Dane County Regional	0	0	0
BASE X (AIR FORCE)	0	0	0
Kirtland AFB	0	0	0
Andrews AFB	0	0	0
Nellis AFB	9,756,000	0	9,756,000
Joe Foss Field AGS	0	0	0
Totals:	13,760,000	0	13,760,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S125 MILCON

MilCon for Base: **Eielson AFB, AK (FTQM)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1721 Flight Simulator Facility	SF	7,200	n/a**	0 Default	n/a**	4,004
Total Construction Cost:						4,004
- Construction Cost Avoid:						0
Total Net Milcon Cost:						4,004

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Scenario S125 MILCON


MilCon for Base: **Nellis AFB, NV (RMP)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1131 Aircraft Apron, Surfaced	SY	4,451	n/a**	0 Default	n/a**	811
1412 Aviation Operations Building	SP	1,043	n/a**	0 Default	n/a**	310
1711 General Purpose Instruction Building	SP	1,370	n/a**	0 Default	n/a**	402
1721 Flight Simulator Facility	SP	1,096	n/a**	0 Default	n/a**	382
2111 Aircraft Maintenance Hangar	SP	2,442	n/a**	0 Default	n/a**	1,033
2112 Aircraft Maintenance Shop	SP	717	n/a**	0 Default	n/a**	246
2113 Aircraft Corrosion Control Hangar	SP	548	n/a**	0 Default	n/a**	283
2171 Electronic and Communication Maintenance	SP	783	n/a**	0 Default	n/a**	221
2181 Installation Support Vehicle Maintenance	SP	326	n/a**	0 Default	n/a**	96
2184 Parachute And Dingy Maintenance Shop	SP	267	n/a**	0 Default	n/a**	84
4111 Bulk Liquid Fuel Storage	BL	1,907	n/a**	0 Default	n/a**	195
4421 Covered Storage Building, Installation	SP	522	n/a**	0 Default	n/a**	81
6100 General Administrative Building	SP	3,903	n/a**	0 Default	n/a**	1,059
7220 Dining Facility	SP	1,555	n/a**	0 Default	n/a**	710
7362 Religious Education Facility	SP	2,733	n/a**	0 Default	n/a**	865
7371 Nursery and Child Care Facility	SP	3,514	n/a**	0 Default	n/a**	1,152
7416 Library, General Use	SP	509	n/a**	0 Default	n/a**	149
7417 Recreation Center	SP	2,086	n/a**	0 Default	n/a**	626
7421 Indoor Physical Fitness Facility	SP	3,349	n/a**	0 Default	n/a**	1,051
Total Construction Cost:						9,756
- Construction Cost Avoid:						0
Total Net Milcon Cost:						9,756

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S126

Realign Hill AFB, Salt Lake City, UT

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Candidate #USAF-0113 / S126

Realign Hill AFB, Salt Lake City, UT

Candidate Recommendation: Realign Hill AFB. The 419th Fighter Wing (AFRC) will distribute its F-16 Block 30 aircraft to the 482d Fighter Wing (AFRC), Homestead ARB, Florida (6 PAA) and 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB (9 PAA). The 388th Fighter Wing, Hill AFB, Utah, will distribute F-16 Block 40s to the 57th Wing Nellis AFB (18 PAA).


Issues:

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Distributes force structure to a base of higher mil value ■ Consolidates AFR to standard squadron size
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$68M ■ Net Implementation Cost: \$76M ■ Annual Recurring Cost: \$3M ■ Payback period: Never ■ NPV Cost: \$95M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change -1,455 (direct: -764, indirect: -691) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Scenario S126

Manpower

	Scenario 30 Sep 03 LMD				Scenario 30 Sep 03 LMD				Scenario 30 Sep 03 LMD						
	504	4274	10218	15108	1407	504	4274	10218	15108	1407	504	4274	10218	15108	1407
Source: MAJCOM-Current/Projected 30 Sep 04	600	4294	10724	15558	1472	600	4291	10715	15540	1472	600	4291	10712	15542	1472
(126) Realign 18 PAA F-16 B40s to Nellis (AD)	-40	-541	0	-581		-40	-541	0	-581		-40	-541	0	-581	
(126) Realign BOS to Nellis (AD)	0	-35	-11	-46		0	-35	-11	-46		0	-35	-11	-46	
(126) Realign 6 PAA F16B30 to Homestead (AFRC) Manpower from Hill	0	0	-50	-50	-142	0	0	-50	-50	-142	0	0	-50	-50	-142
(126) Realign 6 PAA F16B30 to Homestead (AFRC) BOS Manpower from Hill	0	0	-4	-4	-3	0	0	-4	-4	-3	0	0	-4	-4	-3
(126) Realign 9 PAA F16B30 to Carswell (AFRC) - Manpower from Hill	0	0	-76	-76	-214	0	0	-76	-76	-214	0	0	-76	-76	-214
(126) Realign 9 PAA F16B30 to Carswell (AFRC) - BOS Manpower from Hill	0	0	-7	-7	-5	0	0	-7	-7	-5	0	0	-7	-7	-5
(126) Non-BRAC Programmatic: Remaining AFRC Manpower stay in place for F-16 new mission	-12	-18	-152	-180	-1000	-12	-18	-152	-180	-1000	-12	-18	-152	-180	-1000
(126) Non-BRAC Programmatic: Remaining AFRC Manpower stay in place for F-16 new mission	12	18	152	180	1000	12	18	152	180	1000	12	18	152	180	1000
Adjusted Baseline	500	3658	10678	14704	1108	500	3655	10587	14781	1108	500	3655	10584	14778	1108
COBRA Delta	-40	-576	-148	-764	-364	0	0	0	0	0	0	0	0	0	0

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Scenario S126


One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
<hr style="border-top: 1px dashed black;"/>		
Construction		
Military Construction	44,245,000	
Total - Construction		44,245,000
Personnel		
Civilian RIP	516,584	
Civilian Early Retirement	143,868	
Unemployment	40,059	
Total - Personnel		700,511
Overhead		
Program Management Cost	1,700,758	
Total - Overhead		1,700,758
Moving		
Civilian Moving	3,756,309	
Military Moving	1,531,737	
Freight	800,959	
Information Technologies	2,606,400	
One-Time Moving Costs	1,498,000	
Total - Moving		10,193,406
Other		
HAP / RSE	656,291	
Environmental Mitigation Costs	3,007,000	
One-Time Unique Costs	7,476,000	
Total - Other		11,139,291
<hr style="border-top: 1px dashed black;"/>		
Total One-Time Costs		67,978,965

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Scenario S126

MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
<hr style="border-top: 1px dashed black;"/>			
Hill AFB	0	0	0
Nellis AFB	23,203,000	0	23,203,000
Carwell ARS, NAS Fo	16,788,000	0	16,788,000
Homestead ARS	4,254,000	0	4,254,000
BASE X (AIR FORCE)	0	0	0
<hr style="border-top: 1px dashed black;"/>			
Totals:	44,245,000	0	44,245,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S126 MILCON

MilCon for Base: **Nellis AFB, NV (RMMF)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1131 Aircraft Apron, Surfaced	SY	10,386	n/a**	0 Default	n/a**	1,892
1412 Aviation Operations Building	SP	2,435	n/a**	0 Default	n/a**	724
1711 General Purpose Instruction Building	SP	3,196	n/a**	0 Default	n/a**	938
1721 Flight Simulator Facility	SP	2,557	n/a**	0 Default	n/a**	892
2111 Aircraft Maintenance Hangar	SP	5,699	n/a**	0 Default	n/a**	2,410
2112 Aircraft Maintenance Shop	SP	1,674	n/a**	0 Default	n/a**	575
2113 Aircraft Corrosion Control Hangar	SP	1,278	n/a**	0 Default	n/a**	661
2171 Electronic and Communication Maintenance	SP	1,826	n/a**	0 Default	n/a**	515
2181 Installation Support Vehicle Maintenance	SP	761	n/a**	0 Default	n/a**	224
2184 Parachute And Dingy Maintenance Shop	SP	624	n/a**	0 Default	n/a**	197
4111 Bulk Liquid Fuel Storage	BL	4,451	n/a**	0 Default	n/a**	455
4421 Covered Storage Building, Installation	SP	1,217	n/a**	0 Default	n/a**	189
6100 General Administrative Building	SP	9,412	n/a**	0 Default	n/a**	2,553
7220 Dining Facility	SP	3,751	n/a**	0 Default	n/a**	1,712
7362 Religious Education Facility	SP	6,591	n/a**	0 Default	n/a**	2,087
7371 Nursery and Child Care Facility	SP	8,473	n/a**	0 Default	n/a**	2,778
7416 Library, General Use	SP	1,228	n/a**	0 Default	n/a**	359
7417 Recreation Center	SP	5,031	n/a**	0 Default	n/a**	1,508
7421 Indoor Physical Fitness Facility	SP	8,076	n/a**	0 Default	n/a**	2,534
Total Construction Cost:						23,203
- Construction Cost Avoid:						0
Total Net Milcon Cost:						23,203

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Scenario S126 MILCON

MilCon for Base: **Carswell ARS, NAS Fo, TX (DDPM)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1412 Aviation Operations Building	SP	28,890	n/a**	0 Default	n/a**	6,036
2112 Aircraft Maintenance Shop	SP	25,170	n/a**	0 Default	n/a**	6,079
2162 Ammunition Maintenance Shop, Depot	SP	5,600	n/a**	0 Default	n/a**	1,201
2171 Electronic and Communication Maintenance	SP	11,310	n/a**	0 Default	n/a**	2,243
2151 Weapon Maintenance Shop	SP	0	n/a**	6,185 Default	n/a**	798
2162 Ammunition Maintenance Shop, Depot	SP	0	n/a**	1,500 Default	n/a**	215
2171 Electronic and Communication Maintenance	SP	0	n/a**	1,000 Default	n/a**	133
2181 Installation Support Vehicle Maintenance	SP	0	n/a**	600 Default	n/a**	83
Total Construction Cost:						16,788
- Construction Cost Avoid:						0
Total Net Milcon Cost:						16,788

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Scenario S126 MILCON

MilCon for Base: **Homestead ARS, FL (KYJM)**


All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1412 Aviation Operations Building	SF	4,600	n/a**	0 Default	n/a**	961
2112 Aircraft Maintenance Shop	SF	3,870	n/a**	0 Default	n/a**	935
2151 Weapon Maintenance Shop	SF	4,000	n/a**	0 Default	n/a**	772
2171 Electronic and Communication Maintenance	SF	8,000	n/a**	0 Default	n/a**	1,586
Total Construction Cost:						4,254
- Construction Cost Avoid:						0
Total Net Milcon Cost:						4,254



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S137 Realign Eielson AFB, Fairbanks, AK



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Candidate #USAF-0056 / S137

Realign Eielson AFB, Fairbanks, AK


Candidate Recommendation: Realign Eielson AFB. The 354th Fighter Wing will distribute its assigned A-10 aircraft to the 917th Wing (AFRC), Barksdale AFB, Louisiana (3 PAA); 347th Wing, Moody AFB, Georgia (12 PAA); and to BAI (3 PAA).

Issues:

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Efficiency of operations ■ Consolidate legacy fleet 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Distributes force structure to bases with higher military value (For both F-16s and A-10s) ■ Enables Cannon scenario
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$18M ■ Net Implementation Cost: \$16M ■ Annual Recurring Savings: \$.3M ■ Payback period: 100+ yrs ■ NPV Cost: \$12M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change -490 (direct: -307, indirect: -183) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Scenario S137

Manpower

	2003					2004					2005				
	2003	2004	2005	2006	2007	2003	2004	2005	2006	2007	2003	2004	2005	2006	2007
Source 30 Sept 03 UMD	262	2506	404	3542	564	262	2506	404	3542	564	262	2506	404	3542	564
Source MAJCOM-Current/Projected 30 Sep 04	276	2892	487	3657	564	276	2892	487	3655	564	276	2890	487	3655	564
(S125) Realign 6 PAA F-16 B40s from Cannon (AD)	15	188	3	206		15	188	3	206		15	188	3	206	
(S125) BOS assoc w/6 PAA F-16 B40 from Cannon (AD)	1	8	7	16		1	8	7	16		1	8	7	16	
(S137) Realign 3 PAA A-10 to BAI (Manpower to AD Non-BRAC Programmatic)	-7	-61	0	-68		-7	-61	0	-68		-7	-61	0	-68	
(S137) Realign BOS for 3 PAA A-10 to AD BRAC Base X	0	-3	-3	-6		0	-3	-3	-6		0	-3	-3	-6	
(S137) Realign 3 PAA A-10 to Barksdale AFRC (Manpower to AD Non-BRAC Programmatic)	-7	-61	0	-68		-7	-61	0	-68		-7	-61	0	-68	
(S137) Realign BOS for 3 PAA A-10 to AD BRAC Base X	0	-3	-3	-6		0	-3	-3	-6		0	-3	-3	-6	
(S137) Realign 12 PAA A-10 to Moody (AD)	-26	-245	-2	-273		-26	-245	-2	-273		-26	-245	-2	-273	
(S137) Realign BOS for 12 PAA A-10 to Moody (AD)	-1	-11	-10	-22		-1	-11	-10	-22		-1	-11	-10	-22	
Adjusted Baseline	253	2704	479	3436	564	253	2702	479	3434	564	253	2702	479	3434	564
COBRA Delta	-11	-68	-8	-85	0	0	0	0	0	0	0	0	0	0	0

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Scenario S137


One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	-----	-----
Construction		
Military Construction	5,057,000	
Total - Construction		5,057,000
Personnel		
Civilian RIF	123,181	
Civilian Early Retirement	37,945	
Unemployment	8,902	
Total - Personnel		170,028
Overhead		
Program Management Cost	1,564,359	
Total - Overhead		1,564,359
Moving		
Civilian Moving	1,222,710	
Military Moving	3,598,291	
Freight	1,547,036	
Information Technologies	763,800	
One-Time Moving Costs	1,108,000	
Total - Moving		8,239,837
Other		
HAP / RSE	224,384	
Environmental Mitigation Costs	850,000	
One-Time Unique Costs	1,376,000	
Total - Other		2,450,384
Total One-Time Costs		17,481,610

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Scenario S137


MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
-----	-----	-----	-----
Eielson AFB	0	0	0
Barksdale AFB	0	0	0
Moody AFB	5,057,000	0	5,057,000
BASE X (AIR FORCE)	0	0	0
Totals:	5,057,000	0	5,057,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S137 MILCON


MilCon for Base: **Moody AFB, GA** (qseu)

All values in 2005 Constant Dollars (\$K)

FAC Title	IM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
2112 Aircraft Maintenance Shop	SF	9,172	n/a**	0 Default	n/a**	2,092
2113 Aircraft Corrosion Control Hangar	SF	2,470	n/a**	0 Default	n/a**	848
2151 Weapon Maintenance Shop	SF	2,875	n/a**	0 Default	n/a**	524
2162 Ammunition Maintenance Shop, Depot	SF	722	n/a**	0 Default	n/a**	146
2184 Parachute And Dingy Maintenance Shop	SF	3,925	n/a**	0 Default	n/a**	821
7220 Dining Facility	SF	1,247	n/a**	0 Default	n/a**	378
7371 Nursery and Child Care Facility	SF	1,139	n/a**	0 Default	n/a**	248
Total Construction Cost:						5,057
- Construction Cost Avoid:						0
Total Net Milcon Cost:						5,057

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S430

Realign Grissom ARB, Kokomo, IN

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Candidate #USAF-0119 / S430

Realign Grissom ARB, Kokomo, IN

Candidate Recommendation: Realign Grissom ARB. The 434th Air Refueling Wing (AFRC) will distribute KC-135R aircraft (4 PAA) and proportional operations and maintenance manpower to the 459th Air Refueling Wing (AFRC), Andrews AFB, Maryland.

Issues:


<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Efficiency of operations ■ Consolidate legacy fleet 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Optimizes squadron size at both locations
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$12M ■ Net Implementation Cost: \$13M ■ Annual Recurring Cost: \$.3M ■ Payback period: Never ■ NPV Costs: \$15M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change -76 (direct: -54, indirect: -22) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Scenario S430


Manpower

Action	30 Sept 03 UMD					30 Sept 04					30 Sept 05				
	3	2	539	544	1237	3	2	539	544	1237	3	2	539	544	1237
Source MAJCOM-Current/Projected 30 Sep 04	5	35	542	582	1231	5	35	542	582	1231	5	35	542	582	1231
(S430) Realign 4 PAA KC135R Ops & Mx to Andrews (AFRC)	0	0	-54	-54	-128	0	0	-54	-54	-128	0	0	-54	-54	-128
Adjusted Baseline	5	35	488	528	1103	5	35	488	528	1103	5	35	488	528	1103
COBRA Delta	0	0	-54	-54	-128	0	0	0	0	0	0	0	0	0	0

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Scenario S430


One-Time Cost

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Military Construction	8,797,000	
Total - Construction		8,797,000
Personnel		
Civilian RIF	172,195	
Civilian Early Retirement	47,956	
Unemployment	13,353	
Total - Personnel		233,504
Overhead		
Program Management Cost	553,059	
Total - Overhead		553,059
Moving		
Civilian Moving	1,615,765	
Freight	78,347	
Information Technologies	348,200	
One-Time Moving Costs	90,000	
Total - Moving		2,132,312
Other		
HAP / RSE	87,007	
Environmental Mitigation Costs	87,000	
Total - Other		174,007
Total One-Time Costs		11,889,882

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Scenario S430

MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
-----	-----	-----	-----
Grissom ARB	0	0	0
Andrews AFB	8,797,000	0	8,797,000
BASE X (AIR FORCE)	0	0	0
<hr/>			
Totals:	8,797,000	0	8,797,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S430

MILCON

MilCon for Base: Andrews AFB, MD (AJXP)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1131 Aircraft Apron, Surfaced	SY	21,260	n/a**	0 Default	n/a**	3,086
1251 POL Pipeline	MI	1	n/a**	0 Default	n/a**	763
1262 POL Pump Station	SP	824	n/a**	0 Default	n/a**	723
1412 Aviation Operations Building	SF	13,340	n/a**	0 Default	n/a**	3,159
2112 Aircraft Maintenance Shop	SF	2,000	n/a**	0 Default	n/a**	547
2181 Installation Support Vehicle Maintenance	SF	2,000	n/a**	0 Default	n/a**	470
4111 Bulk Liquid Fuel Storage	BL	600	n/a**	0 Default	n/a**	49
Total Construction Cost:						8,797
- Construction Cost Avoid:						0
Total Net Milcon Cost:						8,797

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S307J

Close New Castle APT AGS, Wilmington, DE

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Candidate #USAF-0064 / S307J

Realign New Castle APT AGS, Wilmington, DE

Candidate Recommendation: Realign New Castle County Airport AGS. The 166th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 145th Airlift Wing (ANG), Charlotte/Douglas IAP AGS, North Carolina (4 PAA) and 165th Airlift Wing (ANG), Savannah IAP AGS, Georgia (4 PAA). The wing's ECS elements will remain as an enclave.

Issues:


<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Distributes force structure to a base of higher mil value ■ Retains intellectual capital available at New Castle
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$24M ■ Net Implementation Cost: \$21M ■ Annual Recurring Savings: \$.6M ■ Payback period: 100+ ■ NPV Cost: \$15M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change -256 (direct: -152, indirect: -104) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

Strategy Capacity Analysis / Data Verification JCSG/MilDep Recommended Deconflicted w/JCSGs
 COBRA Military Value Analysis / Data Verification Criteria 6-8 Analysis Deconflicted w/MilDeps

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Scenario S307j


Manpower

Action	Source 30 Sept 03 UMD					Source MAJCOM-Current/Projected 30 Sep 04					Source MAJCOM-Current/Projected 30 Sep 04				
	10	04	178	262	1011	10	04	178	262	1006	10	04	178	262	1003
S307J (ANG)															
S307J (307J) Minus 4 PAA C-130 H Ops and Mix to Savannah															
S307J (307J) Minus BOS Savannah (ANG)															
S307J (307J) Minus 4 PAA C-130 H Ops and Mix to Charlotte															
S307J (ANG)															
S307J (307J) Minus BOS Charlotte (ANG)															
S307J (307J) Mission manpower to Base X (ANG)															
S307J (307J) Minus Aero-Med to Quorum (ANG)															
S307J (307J) Minus Aerial Port to Dover (ANG)															
S307J (307J) Minus Fire Fighters to move to Dover (ANG)															
Adjusted Baseline	10	04	177	254	1008	10	04	177	254	1003	4	25	73	102	496
COBRA Delta	0	0	0	0	0	0	0	0	0	0	-6	-42	-104	-152	-607

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Scenario S307j


One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	10,304,000	
Total - Construction		10,304,000
Personnel		
Civilian RIF	358,115	
Civilian Early Retirement	99,735	
Unemployment	26,706	
Total - Personnel		484,556
Overhead		
Program Management Cost	357,728	
Mothball / Shutdown	48,150	
Total - Overhead		405,878
Moving		
Civilian Moving	3,263,110	
Military Moving	168,467	
Freight	408,767	
Information Technologies	1,585,200	
One-Time Moving Costs	62,000	
Total - Moving		5,487,545
Other		
Environmental Mitigation Costs	1,211,000	
One-Time Unique Costs	6,515,000	
Total - Other		7,726,000
Total One-Time Costs		24,407,979

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Scenario S307j

MILCON Summary


All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
New Castle County Ai	3,918,000	0	3,918,000
Savannah IAP AGS	0	0	0
Quonset State APT AG	3,814,000	0	3,814,000
Charlotte/Douglas IA	0	0	0
Dover AFB	2,572,000	0	2,572,000
BASE X (AIR FORCE)	0	0	0
Totals:		0	10,304,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and

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Scenario S307j

MILCON


MilCon for Base: **New Castle County Ai, DE (JLWS)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1711 General Purpose Instruction Building	SF	16,000	n/a**	5,600 Default	n/a**	3,814
8721 Fence and Wall	LF	1,930	n/a**	0 Default	n/a**	104
Total Construction Cost:						3,918
- Construction Cost Avoid:						0
Total Net Milcon Cost:						3,918

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Scenario S307j


MILCON

MilCon for Base: **Quonset State APT AG, RI (TWLR)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1711 General Purpose Instruction Building	SF	16,000	n/a**	0 Default	n/a**	3,814
Total Construction Cost:						3,814
- Construction Cost Avoid:						0
Total Net Milcon Cost:						3,814

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Scenario S307j

MILCON

MilCon for Base: **Dover AFB, DE (RXT)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab	Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SF	1,200	n/a**	0	Default	n/a**	433
1712 Applied Instruction Building	SF	7,100	n/a**	0	Default	n/a**	2,139
Total Construction Cost:							2,572
- Construction Cost Avoid:							0
Total Net Milcon Cost:							2,572

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S314J

Realign Minneapolis/St Paul ARS, MN

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Candidate #USAF-0071 / S314J

Realign Minneapolis/St Paul ARS, MN

Candidate Recommendation: Realign Minneapolis/St Paul IAP ARS. Combine the 133rd Airlift Wing (ANG) and 934th Airlift Wing (AFRC) into a single C-130H unit (16 PAA) with association between ANG and AFRC in a 50/50 split. The 934th Airlift Wing will host the associate ANG unit.


Issues:

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Consolidates two small units into one right-sized unit at same location ■ Retains intellectual capital available at Minneapolis
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$23M ■ Net Implementation Cost: \$22M ■ Annual Recurring Cost: \$.3M ■ Payback period: Never ■ NPV Cost: \$23M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change 84 (direct: 61, indirect: 23) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Scenario S314j


Manpower

Action	Source 30 Sept 03 LMD				Source MAJCOM-Current/Projected 30 Sep 04				Source 30 Sept 03 LMD				Source MAJCOM-Current/Projected 30 Sep 04			
	03	04	05	06	03	04	05	06	03	04	05	06	03	04	05	06
	6	71	404	571	2340	6	71	402	569	2334	8	78	402	576	2334	
(314J) Build 16 PAA ANG Associate Wing (1.0/1.0 Crew Ratio) AFRC																
Impact - Manpower from AFRC Base X (AFRC)											0	0	38	38	28	
(314J) Build 16 PAA ANG Associate Wing from ANG Base X (ANG)											0	0	23	23	83	
(103J) Fire Fighters resigned from DAAuth (ANG)											0	0	1	1	27	
Adjusted Baseline	4	86	510	600	2334	8	97	512	617	2323	8	111	588	687	2438	
COBRA Delta	0	0	0	0	0	0	0	0	0	0	0	0	82	82	116	

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Scenario S314j

One-Time Costs


(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	19,856,000	
Total - Construction		19,856,000
Personnel		
Civilian RIF	233,940	
Civilian Early Retirement	61,080	
Unemployment	17,804	
Total - Personnel		312,825
Overhead		
Program Management Cost	112,867	
Total - Overhead		112,867
Moving		
Civilian Moving	1,833,395	
Freight	23,086	
Information Technologies	517,000	
Total - Moving		2,373,481
Other		
Environmental Mitigation Costs	97,000	
One-Time Unique Costs	537,000	
Total - Other		634,000
Total One-Time Costs		23,289,173

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Scenario S314j

MILCON Summary


All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Minn/St Paul IAP ARS	19,856,000	0	19,856,000
BASE X (AIR FORCE)	0	0	0
Totals:	19,856,000	0	19,856,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S314j

MILCON


MilCon for Base: **Minn/St Paul IAP ARS, MN** (QJKL)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab	Rehab Type	Rehab Cost*	Total Cost*
1412 Aviation Operations Building	SF	56,820	n/a**	0	Default	n/a**	14,642
1714 Reserve Component Training Facility	SF	19,845	n/a**	0	Default	n/a**	4,469
2112 Aircraft Maintenance Shop	SF	2,500	n/a**	0	Default	n/a**	745
Total Construction Cost:							19,856
- Construction Cost Avoid:							0
Total Net Milcon Cost:							19,856

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S319

Close Mansfield Lahm MAP AGS, OH

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Candidate #USAF-0066 / S319

Close Mansfield Lahm MAP AGS, OH


Candidate Recommendation: Close Mansfield Lahm Municipal Airport AGS. The 179th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 440th Airlift Wing (AFRC), General Mitchell ARS, Wisconsin (8 PAA) and 314th Airlift Wing, Little Rock AFB (4 PAA).

Issues:

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Distributes force structure to bases of higher mil value
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$28M ■ Net Implementation Cost: \$5M ■ Annual Recurring Savings: \$4M ■ Payback period: 4/2013 ■ NPV Savings: \$28M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change : - 528 (direct - 234, indirect - 294) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Scenario S319

Manpower

Action	30 Sep 03					30 Sep 04					30 Sep 05					30 Sep 06				
	03	04	05	06	07	03	04	05	06	07	03	04	05	06	07	03	04	05	06	07
Source MAJCOM-Current/Projected 30 Sep 04	6	56	172	234	910	6	54	172	232	913	6	54	172	232	913	6	54	172	232	913
(319) Minus 8 PAA C-130H to Gen Mitchell and Little	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
S319 Rock (AFRC) , Ops and MX to Base X(ANG)																				
(319) Minus 8 PAA C-130H to Gen Mitchell and Little																				
S319 Rock (AFRC) , BOS to Base X(ANG)																				
S319 (319) Minus ECS to ANG Base X(ANG)																				
(319) Minus - Move Aerial Port to Standford (Louisville)																				
S319 (ANG)																				
S319 (319) Minus - Move fire to Toledo																				
Adjusted Baseline	6	56	171	230	914	6	57	171	234	911	6	57	171	234	911	6	57	171	234	911
COBRA Delta	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Scenario S319

One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	9,481,000	
Total - Construction		9,481,000
Personnel		
Civilian RIF	749,438	
Civilian Early Retirement	204,721	
Unemployment	57,863	
Total - Personnel		1,012,022
Overhead		
Program Management Cost	1,355,863	
Mothball / Shutdown	49,860	
Total - Overhead		1,405,723
Moving		
Civilian Moving	5,830,644	
Military Moving	1,607,300	
Freight	393,667	
Information Technologies	1,073,400	
One-Time Moving Costs	37,000	
Total - Moving		8,942,011
Other		
Environmental Mitigation Costs	1,499,000	
One-Time Unique Costs	5,709,000	
Total - Other		7,208,000
Total One-Time Costs		28,048,756

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Scenario S319

MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Mansfield Lahm MAP A	0	0	0
Little Rock AFB	9,481,000	0	9,481,000
Gen Mitchell IAP ARS	0	0	0
BASE X (AIR FORCE)	0	0	0
Louisville IAP AGS	0	0	0
Toledo Express APT A	0	0	0
Totals:	9,481,000	0	9,481,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S319 MILCON

MilCon for Base: **Little Rock AFB, AR (NKA)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
2113 Aircraft Corrosion Control Hangar	SP	3,150	n/a**	0 Default	n/a**	1,108
2116 Aircraft Maintenance Shop, Depot	SP	476	n/a**	0 Default	n/a**	101
2181 Installation Support Vehicle Maintenance	SP	1,100	n/a**	0 Default	n/a**	221
4421 Covered Storage Building, Installation	SP	1,263	n/a**	0 Default	n/a**	133
6100 General Administrative Building	SP	6,471	n/a**	0 Default	n/a**	1,193
7210 Enlisted Unaccompanied Personnel Housing	SP	13,384	n/a**	0 Default	n/a**	2,641
7220 Dining Facility	SP	2,478	n/a**	0 Default	n/a**	768
7362 Religious Education Facility	SP	4,865	n/a**	0 Default	n/a**	1,047
7371 Nursery and Child Care Facility	SP	6,196	n/a**	0 Default	n/a**	1,381
7416 Library, General Use	SP	761	n/a**	0 Default	n/a**	151
7417 Recreation Center	SP	3,614	n/a**	0 Default	n/a**	737
Total Construction Cost:						9,481
- Construction Cost Avoid:						0
Total Net Milcon Cost:						9,481

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S320 Realign Schenectady County APT AGS, NY

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Candidate #USAF-0067 / S320

Realign Schenectady County APT AGS, NY

Candidate Recommendation: Realign Schenectady County Airport AGS. The 109th Airlift Wing (ANG) will transfer C-130H aircraft (4 PAA) to the 314th Airlift Wing, Little Rock AFB, Arkansas.

Issues:


<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Enables Future Total Force transformation ■ Increase efficiency of Operations ■ Consolidate legacy fleet 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Distributes force structure to a base of higher mil value
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$4M ■ Net Implementation Cost: \$4M ■ Annual Recurring Cost: \$.03M ■ Payback period: Never ■ NPV Cost: \$4M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change : -20 (direct -10, indirect -10) ■ Criterion 7: No community infrastructure issues affecting scenario recommendation ■ Criterion 8: No natural infrastructure issues affecting scenario recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Scenario S320


Manpower

Action	Source 30 Sept 03 UMD					Source MAJCOM-Current/Projected 30 Sep 04					Source MAJCOM-Current/Projected 30 Sep 04				
	47	247	201	496	1020	47	247	197	491	1012	47	247	196	483	1011
Source MAJCOM-Current/Projected 30 Sep 04	47	247	202	501	1025	47	252	200	499	1017	47	252	172	471	1016
(320) Minus 4 C-130H Ops and Maint to Little Rock															
9320 (ANG)											-1	-5	-4	-10	-45
9320 (320) Minus 4 C-130H BOS to ANG Base X(ANG)											0	0	-1	-1	0
8138 (138) Plus - Fire from Hancock (ANG)											0	0	1	1	27
Adjusted Baseline	47	252	202	501	1025	47	252	200	499	1017	48	247	188	461	996
COBRA Delta	0	0	0	0	0	0	0	0	0	0	-1	-5	-4	-10	-18

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Scenario S320


One-Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	2,068,000	
Total - Construction		2,068,000
Personnel		
Total - Personnel		0
Overhead		
Program Management Cost	11,482	
Total - Overhead		11,482
Moving		
Civilian Moving	204,275	
Military Moving	42,465	
Freight	121,502	
Information Technologies	156,200	
One-Time Moving Costs	26,000	
Total - Moving		550,442
Other		
Environmental Mitigation Costs	18,000	
One-Time Unique Costs	917,000	
Total - Other		935,000
<hr style="border-top: 1px dashed black;"/>		
Total One-Time Costs		3,564,923

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Scenario S320

MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Schenectady County A	0	0	0
Little Rock AFB	2,068,000	0	2,068,000
BASE X (AIR FORCE)	0	0	0
<hr style="border-top: 1px dashed black;"/>			
Totals:	2,068,000	0	2,068,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S320 MILCON

MilCon for Base: **Little Rock AFB, AR** (nkak)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
2113 Aircraft Corrosion Control Hangar	SF	3,150	n/a**	0 Default	n/a**	1,108
2116 Aircraft Maintenance Shop, Depot	SF	476	n/a**	0 Default	n/a**	101
2181 Installation Support Vehicle Maintenance	SF	1,100	n/a**	0 Default	n/a**	221
4421 Covered Storage Building, Installation	SF	1,263	n/a**	0 Default	n/a**	133
6100 General Administrative Building	SF	411	n/a**	0 Default	n/a**	76
7210 Enlisted Unaccompanied Personnel Housing	SF	850	n/a**	0 Default	n/a**	168
7220 Dining Facility	SF	157	n/a**	0 Default	n/a**	49
7362 Religious Education Facility	SF	309	n/a**	0 Default	n/a**	67
7371 Nursery and Child Care Facility	SF	393	n/a**	0 Default	n/a**	88
7416 Library, General Use	SF	48	n/a**	0 Default	n/a**	10
7417 Recreation Center	SF	229	n/a**	0 Default	n/a**	47
Total Construction Cost:						2,068
- Construction Cost Avoid:						0
Total Net Milcon Cost:						2,068

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FOR IMMEDIATE RELEASE
April 1, 2004
CONTACT: Kevin Schweers

**SENATOR HUTCHISON BROKERS PLAN TO STRENGTHEN ELLINGTON
FIELD,
PROMOTE HOUSTON MEDICAL COMPLEX**

WASHINGTON, DC -- Senior Department of Defense officials have agreed to a plan of action offered by U.S. Senator Kay Bailey Hutchison (R-TX) to move 2,300 Army, Navy and Marine Corps Reserve troops from Houston's Old Spanish Trail to Ellington Field, creating a Joint Reserve Base that will allow the military to operate more efficiently and better utilize the base.

The agreement, when concluded, promises to provide more room for Houston's growing medical center and research capabilities, a central engine of the region's economy. It will also create new jobs and help expand the local economy.

"This is a great day for Ellington Field and the medical complex of Houston," Sen. Hutchison said. "The plan will allow Army, Navy, and Marine Corps Reserves to better serve enlisted men and women and the taxpayers by enhancing Ellington's mission capabilities for our national defense."

Planning and design are expected to commence this year, with the move targeted for completion by 2009. Sen. Hutchison, Chairman of the Military Construction Appropriations Subcommittee, will work to make sure the Pentagon has the necessary resources in a timely manner to expedite the move. Further details of the plan will be discussed by the Senator, Mayor Bill White, Medical Center officials and members of the Ellington Field Task Force in a meeting early Monday afternoon at the Mayor's office. Senator Hutchison was approached two years ago by officials at M.D. Anderson to determine if the Department of Defense would be amenable to allowing the land near the medical complex to be annexed for an expansion of the University of Texas Research Park. The world-class facility is growing rapidly and has long sought additional real estate to broaden its reach and capabilities.

"This expansion will bring jobs and economic activity to Houston and further enhance the research potential of the entire medical complex," the Senator added. "When Mayor White asked me to expedite this project, we put the pedal to the metal. I appreciate the Mayor's leadership in making it a priority for Houston."

#

Houston AFRC - Integrated Project Schedule (DRAFT)				
				6/13/2005 (DRAFT)
<u>ACTIVITY</u>	<u>LEAD</u>	<u>Date</u>	<u>Status</u>	<u>Remarks</u>
Real Property Exchange Activities				
1 Site Evaluation	ACSIM-AR	16-Nov-04	Closed	
2 Advance Notification to Congress (10USC18240)	DASA(I&H)	25-May-05	Closed	
3 Letter Agreement	RPX Team	14-Jan-05	Closed	
4 Surveys / Legal Description	CELRL	1-Feb-05	Closed	
5 Army/Navy MOA	DASA(I&H)	2-Mar-05	Closed	
6 Establish OSD Account	DASA(I&H)	10-Mar-05	Pending	OSD Comptroller draft procedural guidance being staffed
6a Recommendation for Account Structure	ACSIM-AR	1-Mar-05	Closed	
7 Appraisals Complete - Reserve Centers and Ellington Field	CELRL	1-Mar-05	Closed	
8 Draft Exchange Agreement	RPX Team	31-Mar-05	Closed	
9 Preliminary Title Report	MDACC	31-Mar-05	Closed	
10 Complete Title Review	CELRL	30-May-05	Pending	MDACC provided three remaining certificates to CELRL.
11 Issue Exchange Agreement (10USC18240) to DASA/DASN	RPX Team	29-Jul-05	Open	MDACC comments on draft to CELRL 13 June, specific language on nominal cost lease and demolition of abandoned building foundations pending
12 Exchange Agreement Approved by DASA/DASN	RPX Team	15-Aug-05		May be delayed depending on final EA/FNSI availability
13 Closing Ceremony (Exchange deeds and equalized value)	RPX Team	23-Aug-05		Scheduled tentatively for 23 Aug with 24 Aug as an alternate date
Environmental				
1 Draft EBS (Garcia Center)	90th RRC	6-Dec-04	Closed	
2 Draft EBS (NMRC Houston/Ellington Field)	IMA-AR	14-Feb-05	Closed	
3 Final EBS signed	IMA-AR	23-Mar-05	Closed	
4 Project EA	IMA-AR	31-May-05	Open	
5 EA Public Comment Period Ends	IMA-AR	30-Jun-05		EA/FNSI and FOST available for public review and comment by 17 June.
6 FOST / FNSI Signature	90th RRC	5-Jul-05		Will be delayed depending on final EA/FNSI availability
RFP / Design/Construction *				
1 Validate Requirement (all components)	CELRL	2-Dec-04	Closed	
2 Develop Floor Plan/Preliminary Site Layout	CELRL	30-Dec-04	Closed	
3 Planning Charette/Pre-design Meeting	CELRL	5-7 Jan 2005	Closed	
4 Finalize Project Documentation	CELRL	1-Mar-05	Closed	
5 Start Phase 1 RFP	CELRL	22-Apr-05	Open	RFP for review and comment by 24 June, final review 19 July
6 Phase 1 RFP Ready to Advertise (RTA)	CELRL	1-Aug-05	Open	
7 Phase 1 RFP Award	CELRL	21-Oct-05		
8 Phase 2 RFP RTA	CELRL	1-Jun-06		
9 Phase 2 RFP Award	CELRL	15-Aug-06		
10 Phase 3 RFP RTA	CELRL	1-Oct-06		
11 Phase 3 RFP Award	CELRL	15-Dec-06		
12 Phase 1 BOD	CELRL	17-Mar-07		Construction complete, furniture in place
13 Phase 3 BOD	CELRL	7-Jun-08		Construction complete, furniture in place
14 Phase 2 BOD	CELRL	14-Aug-08		Construction complete, furniture in place
15 Complete (Move complete)	CELRL	30-Sep-08		Moved up from 31 May 2009.
* Schedule based on receiving cash equalization for Phase 1 in FY05, Phase 2 authorization and appropriation in FY06 and Phase 3 authorization and appropriation in FY07.				

Section 12-1, Air Warrior Support Email from 548 CTS DO

-----Original Message-----

From: Hampton Joel W Maj 548 CTS/DO [mailto:Joel.Hampton@BARKSDALE.AF.MIL]
Sent: Thursday, May 26, 2005 10:16 AM
To: Winkler, Terence C Lt Col 147 FW/XP; Baker, Kenneth L Jr Maj 111 FS/OG
Subject: FW: Barksdale BRAC info

Buster/Butcher, About 3 months ago, the BAFB A-10's --47th FS wanted to know all the money numbers on the support that they provide to JRTC and Fort Polk. I assumed it was for somebodys OPR. Apparently they were passing it up to someone in BRAC. When the BRAC report came out, it specifically said they were staying in support of JRTC. If ya'll are writing a rebuttal for your closure, I thought you might want some of the same numbers. I just sent these to New Orleans as well.

MAJ JOEL "HAMPSTER" HAMPTON
548 CTS/DO
BARKSDALE AFB, LA
318-456-5230
781-5230 DSN

-----Original Message-----

From: Hampton Joel W Maj 548 CTS/DO
Sent: Wednesday, May 25, 2005 1:53 PM
To: Clemons Mark Col 926 OG/CC
Subject: RE: Barksdale BRAC info

In the past year, ya'll supported one AWII which trained about 4,000 guys. You only did one mostly because you were deployed overseas.

You are in a position to support all 13 JRTC exercises which would equate to approximately 52,000 (4,000 per exercise) army troops receiving CAS training in their last mission rehearsal prior to deploying overseas.

Deploying a unit down here once a month usually costs ACC around \$100K per exercise. Hiring you for a few man days saves ACC and the USAF a ton of money. If we solely used you for every exercise, and not deploy anyone down here, it would save the USAF somewhere around a million dollars a year.

To make another point, ACC currently supports 7 of the 13 exercises a year meaning 6 exercises (24,000 troops) will not receive CAS training prior to deploying. With the USAF having no intentions of funding these 6 exercises, I go out and find local support like you. Bottom line, is if it weren't for the local Louisiana/Texas units, 6 exercises a year would never see an airplane in their last mission rehearsal.

Let me know if you need anything else.

MAJ JOEL "HAMPSTER" HAMPTON
548 CTS/DO
BARKSDALE AFB, LA
318-456-5230
781-5230 DSN

-----Original Message-----

From: Clemons Mark Col 926 OG/CC [mailto:Mark.Clemons@neworleans.af.mil]
Sent: Wednesday, May 25, 2005 11:56 AM
To: Hampton Joel W Maj 548 CTS/DO
Subject: RE: Barksdale BRAC info

Thanks bud, I can probably use the info as I am getting a brief together a well. BTW, we consumed some of that great Arkansas rice in a jambalaya last week. Good eats thanks much.

//SIGNED//

Colonel Mark L. "Rock" Clemons
926th Operations Group
Commander
DSN 678.3153
Comm 504.678.3153
Cell 504.427.9404

From: Hampton Joel W Maj 548 CTS/DO [mailto:Joel.Hampton@BARKSDALE.AF.MIL]
Sent: Wednesday, May 25, 2005 11:52 AM
To: Clemons Mark Col 926 OG/CC
Subject: FW: Barksdale BRAC info

Rock, The 47th was asking for lots of AWII numbers about 3 months ago. I.E How many AWII's they had supported (7), how many army guys were effectively trained before they deployed out to Iraq (28,000), etc. I assumed it was for somebodys OPR. Apparently it was info they were using to keep Barksdale alive. If ya'll are throwing together a rebuttal for your BRAC closure, I can provide the same numbers for you. The attachments show some of the justification for keeping Barksdale open was the support they provide JRTC, which you do as well.

MAJ JOEL "HAMPSTER" HAMPTON
548 CTS/DO
BARKSDALE AFB, LA
318-456-5230
781-5230 DSN

-----Original Message-----

From: Glass Rodney J Lt Col 47 FS/DOF
Sent: Wednesday, May 25, 2005 11:46 AM
To: Hampton Joel W Maj 548 CTS/DO
Subject: FW: Barksdale BRAC info

Rod Glass, Lt Col, USAFR
47th FS/ADO
781-9134 DSN
318-572-8743 Cell

-----Original Message-----

From: Steele Gregory W MSgt 917 AMX/SCUB
Sent: Monday, May 16, 2005 10:10 AM
To: 47 FS Officers; 47 FS Civilians; 47 FS Enlisted
Subject: FW: Barksdale BRAC info

BRAC info concerning the 47th FS.

From: Turek Raymond E LtCol 2 BW/CCT
Sent: Monday, May 16, 2005 10:04 AM
To: Turek Raymond E LtCol 2 BW/CCT; 917 WG/CC Wing Commander; 2 BW
Commander; 2 BW Group CCs & CDs; 8 AF/DS Director of Staff; 2 BW Squadron CCs;
917 WG Commanders
Cc: 2 BW/PA Public Affairs; 2 BW/XP All; 917 WG/PA
Subject: Barksdale BRAC info

Ladies and Gentlemen,

Details on the who, what, when, where and why of BRAC relating to
Barksdale.

V/R,
Lt Col Ray Turek
BRAC TA

Point Paper

On

147th Fighter Wing Joint Training Support From Home-Station and Deployed Locations January 2003 – April 2005

- Analysis: A 27 month study was conducted, Jan 03 – Apr 05, of actual flown and forecast scheduled sorties by 147th aircraft in direct support of Joint Training to include: CAS, TST/TCT, SCAR, CSAR and FAC-A missions. This paper details those sorties flown from the home-station and deployed locations, as well as a detailed chronological breakdown.

- Flown from Ellington Field
 - 147th aircraft flew/scheduled 480 sorties from Ellington Field in direct support of Joint Training. The units supported and number of sorties are as follows:
 - 21st ASOS, Ft Polk, LA: 344 sorties
 - 3/2 Stryker Brigade Combat Team (SBCT) and 5th Air Support Operations Squadron (ASOS) from Ft Lewis, WA, at Ft Polk, LA: 80 sorties
 - 9th/11th/712th ASOS, Ft Hood, TX: 8 sorties
 - 8th Tank Battalion, Ft Hood, TX: 20 sorties
 - III Corps Artillery, Ft Sill, OK: 4 sorties
 - 19th ASOS Ft Cambell, KY at Ft Polk, LA: 20 sorties
 - 21st CAV, Ft Hood, TX: 4 sorties

- Flown from Deployed Locations
 - 147th aircraft flew 154 sorties from deployed locations in direct support of Joint Training. The units supported and number of sorties are as follows:
 - 11 RS (Predator RTU), Indian Springs, NV: 54 sorties
 - Stryker Brigade Combat Team (SBCT), Nellis AFB, NV: 40 sorties
 - 25th ASOS, Ft Shafter, HI: 60 sorties

- Chronological:
 - o Feb 03: 3/2 SBCT & 5th ASOS, Air Warrior II, Ft Polk, LA
 - o Apr 03: Stryker Brigade Combat Team Initial Evaluation; Nellis AFB, NV
 - o May 03: 21st ASOS, Ft Polk, LA
 - o Sep 03: 21st ASOS, Ft Polk, LA
 - o Oct 03: 25th ASOS, Ft Shafter, HI

- Nov 03: 21st ASOS, Ft Polk, LA
- Jan 04: 21st ASOS, Ft Polk, LA
 - 11 RS (Predator RTU); Indian Springs, NV
- Feb 04: 21st ASOS, Ft Polk, LA
- Mar 04: 9th/11th/712th ASOS, Ft Hood, TX
 - 3/2 SBCT & 5th ASOS, Air Warrior II, Ft Polk, LA
- Apr 04: 21st ASOS, Ft Polk, LA
 - 11 RS (Predator RTU); Indian Springs, NV
- Jul 04: 8th Tank Battalion, Ft Hood, TX
 - 11 RS (Predator RTU); Indian Springs, NV
- Aug 04: Cope Thunder, Eielson AB, AK
 - TST/CAS
- Sep 04: Ft Smith TST Exercise
 - Hog MOA
- Oct 04: 21st ASOS, Ft Polk, LA; 21st CAV, Ft Hood, TX
- Nov 04: 21st ASOS, Ft Polk, LA; III Corps Artillery, Ft Sill, OK
- Dec 04: 21st ASOS, Ft Polk, LA
- Jan 05: 21st ASOS, Ft Polk, LA
- Feb 05: 21st ASOS, Ft Polk, LA
- Mar 05: AWII 06-05, Warrior MOA, LA; 21st ASOS, Ft Polk, LA
- Apr 05: 21st ASOS, Ft Polk, LA

- Bottom-line: the 147th Fighter Wing aggressively pursues and supports Joint training at every feasible opportunity from both home-station and deployed locations. 147th aircraft flew/scheduled 634 sorties in support of Joint Training on an almost monthly basis from Jan 03 – Apr 05. 480 sorties alone were flown from Ellington Field and dedicated towards Joint Training at the Ft Polk, LA, Ft Sill, OK and Ft Hood, TX, complexes.

-----Original Message-----
From: Sheppe, Elizabeth M., ANG/XOS
[mailto:Elizabeth.Sheppe@ngb.ang.af.mil]
Sent: Wednesday, October 29, 2003 3:55 PM
To: Canida, Victor J.
Cc: Abraham, Steven P. Mr., ANG/XOS
Subject: RE: Site Plan Approval

Your site plans have been forwarded to HQ AFSC and have been approved by this office. You are authorized to operate using these site plans. If any discrepancy should arise during the review and approval process we will inform you make changes based on recommendations/comments received by either HQ AFSC or the DDESB.

ELIZABETH M. SHEPPE
Chief, Weapons Safety
DSN: 327-2708, COM: (703)607-2708
E-Mail: elizabeth.sheppe@ngb.ang.af.mil

-----Original Message-----
From: Canida, Victor J. [mailto:Victor.Canida@TXELLI.ANG.AF.MIL]
Sent: Wednesday, October 29, 2003 4:28 PM
To: Liz Sheppe (E-mail)
Cc: Andrews, Craig S.
Subject: Site Plan Approval

Liz,

Will you send me written documentation allowing the 147 FW to operate using the Explosive Site Plans, Ellington 03-S1 Through 03-S7, dated July 2003.

Thanks,
MSgt. Victor Canida, GSM

FY 04

ASN	UNIT	PEC	MDS	Initial Total CPFH Rate	
K2	147FW	52620	F-16C/D	\$3,556	3997
A9	144FW	51216F	F-16C/D	\$2,440	4000
C8	122FW	52609F	F-16C/D	\$2,922	3500
E5	148FW	52620F	F-16C/D	\$4,525	4000
F9	177FW	52620F	F-16C/D	\$3,320	4892
K5	158FW	52620F	F-16C/D	\$2,971	4000

ASN	UNIT	PEC	MDS	BERII Total CPFH Rate	
K2	147FW	52620	F-16C/D	\$3,053	4256
A9	144FW	51216F	F-16C/D	\$4,169	4000
C8	122FW	52609F	F-16C/D	\$6,652	4204
E5	148FW	52620F	F-16C/D	\$4,311	4000
F9	177FW	52620F	F-16C/D	\$4,057	4696
K5	158FW	52620F	F-16C/D	\$4,113	4724

ASN	UNIT	PEC	MDS	BERIII Total CPFH Rate	
K2	147FW	52620	F-16C/D	\$3,328	4256
A9	144FW	51216F	F-16C/D	\$3,386	4000
C8	122FW	52609F	F-16C/D	\$4,475	4250
E5	148FW	52620F	F-16C/D	\$3,960	4000
F9	177FW	52620F	F-16C/D	\$4,451	4696
K5	158FW	52620F	F-16C/D	\$3,158	5518

ASN	UNIT	Total CPFH Avrg FY04
K2	147FW	\$3,312
A9	144FW	\$3,332
C8	122FW	\$4,683
E5	148FW	\$4,265
F9	177FW	\$3,943
K5	158FW	\$3,414

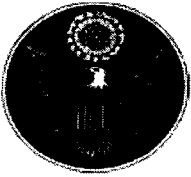
Section 18-1, Block 25 F16 Cost Per Flying Hour (CPFH) Comparisons, FY 04

**NATIONAL GUARD PERSONNEL, AIR FORCE
FY2005 PRESIDENTS BUDGET
Composite Rates (Per Workyear)**

As Of: 15 March 2004

ANNUAL RATES:		MANID	FY 2003	FY 2004	FY 2005	FY 2003	FY 2007	FY 2008	FY 2009
OFFICER	PAY GROUP A	0028/0036	\$ 20,201	\$ 21,067	\$ 21,823	\$ 22,565	\$ 23,332	\$ 24,125	\$ 24,946
OFFICER	SCHOOL TRAINING	0028	\$ 4,939	\$ 5,151	\$ 5,336	\$ 5,517	\$ 5,705	\$ 5,898	\$ 6,099
OFFICER	SPECIAL TRAINING	0028	\$ 2,793	\$ 2,913	\$ 3,017	\$ 3,120	\$ 3,226	\$ 3,336	\$ 3,449
OFFICER TOTAL	PAY GROUP A	0028/0036	\$ 27,933	\$ 29,131	\$ 30,176	\$ 31,202	\$ 32,263	\$ 33,359	\$ 34,494
ENLISTED	PAY GROUP A	0128	\$ 8,775	\$ 9,151	\$ 9,480	\$ 9,802	\$ 10,135	\$ 10,480	\$ 10,836
ENLISTED	SCHOOL TRAINING	0128	\$ 1,148	\$ 1,197	\$ 1,240	\$ 1,282	\$ 1,326	\$ 1,371	\$ 1,418
ENLISTED	SPECIAL TRAINING	0128	\$ 977	\$ 1,019	\$ 1,055	\$ 1,091	\$ 1,128	\$ 1,167	\$ 1,206
ENLISTED TOTAL	PAY GROUP A	0128	\$ 10,900	\$ 11,367	\$ 11,775	\$ 12,175	\$ 12,589	\$ 13,018	\$ 13,460
OFFICER	AGR	0034	\$ 128,454	\$ 133,961	\$ 138,767	\$ 143,485	\$ 148,364	\$ 153,408	\$ 158,624
ENLISTED	AGR	0148	\$ 72,516	\$ 75,625	\$ 78,338	\$ 81,002	\$ 83,756	\$ 86,603	\$ 89,548
ENLISTED IADT	PAY GROUP F	0127	\$ 30,898	\$ 32,223	\$ 33,379	\$ 34,514	\$ 35,687	\$ 36,900	\$ 38,155
ENLISTED PIPELINE	PAY GROUP P	0181/0182	\$ 4,914	\$ 5,125	\$ 5,309	\$ 5,489	\$ 5,676	\$ 5,869	\$ 6,068

DAILY RATES:		MANID	FY 2003	FY 2004	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
	DRILL DAYS 63	ACTIVE DAYS 360							
OFFICER	PAY GROUP A	0028/0036	\$ 320.65	\$ 334.40	\$ 346.40	\$ 358.17	\$ 370.35	\$ 382.94	\$ 395.97
OFFICER	SCHOOL TRAINING	0028	\$ 78.40	\$ 81.76	\$ 84.70	\$ 87.57	\$ 90.56	\$ 93.62	\$ 96.81
OFFICER	SPECIAL TRAINING	0028	\$ 44.33	\$ 46.24	\$ 47.89	\$ 49.52	\$ 51.21	\$ 52.95	\$ 54.75
OFFICER TOTAL	PAY GROUP A	0028/0036	\$ 443.38	\$ 462.40	\$ 478.98	\$ 495.27	\$ 512.11	\$ 529.51	\$ 547.52
ENLISTED	PAY GROUP A	0128	\$ 139.29	\$ 145.25	\$ 150.48	\$ 155.59	\$ 160.87	\$ 166.35	\$ 172.00
ENLISTED	SCHOOL TRAINING	0128	\$ 18.22	\$ 19.00	\$ 19.68	\$ 20.35	\$ 21.05	\$ 21.76	\$ 22.51
ENLISTED	SPECIAL TRAINING	0128	\$ 15.51	\$ 16.17	\$ 16.75	\$ 17.32	\$ 17.90	\$ 18.52	\$ 19.14
ENLISTED TOTAL	PAY GROUP A	0128	\$ 173.02	\$ 180.43	\$ 186.90	\$ 193.25	\$ 199.83	\$ 206.63	\$ 213.65
OFFICER	AGR	0034	\$ 356.82	\$ 372.11	\$ 385.46	\$ 398.57	\$ 412.12	\$ 426.13	\$ 440.62
ENLISTED	AGR	0148	\$ 201.43	\$ 210.07	\$ 217.61	\$ 225.01	\$ 232.66	\$ 240.56	\$ 248.74
ENLISTED IADT	PAY GROUP F	0127	\$ 85.83	\$ 89.51	\$ 92.72	\$ 95.87	\$ 99.13	\$ 102.50	\$ 105.99
ENLISTED PIPELINE	PAY GROUP P	0181/0182	\$ 78.00	\$ 81.35	\$ 84.27	\$ 87.13	\$ 90.10	\$ 93.16	\$ 96.32



DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600

Arlington, VA 22202

Telephone: 703-699-2950

July 1, 2005

You will find enclosed a letter that I sent today to the Secretary of Defense. Based upon the data provided by the Department of Defense, the facts we gathered during our site visits and regional hearings, and comments we received from the public, the Commission believes it necessary to ask the Secretary of Defense to provide an explanation to questions posed in the enclosure to my letter.

Please be assured that the Commission has not decided to close or realign any installations. Indeed, the Defense Base Closure and Realignment Act of 1990 states that before the Commission can even consider making any changes in the Secretary of Defense's BRAC recommendations to add military installations for closure or realignment, it must seek an explanation from the Secretary on the reasons why he did not include such installations in his May 13 list.

We are in the early stages of a multi-step process. Our request of the Secretary is merely for additional data and analysis so that the Commission will be more fully and broadly informed before deciding whether or not to formally consider adding installations to his list.

On July 19, the Commission will consider additions to the Secretary's list in open session. As you are aware, seven or more Commissioners must support adding an installation to the Secretary's list for consideration followed by at least two Commissioners visiting each of the installations in question and public hearings conducted regarding them.

At the Commission's final deliberations the week of August 22, the vote of at least seven Commissioners would be required to effect any change in the Secretary's recommendations.

I respectfully request your assistance in advising the communities concerned that this is a very preliminary stage of the statutory process. The Commission is inquiring, not deciding. Even if, at the July 19, 2005 deliberation, seven Commissioners support formal consideration of an installation, the final outcome is far from certain. It will be critical that we obtain the public's advice, assessments, and analyses at follow-on public hearings to assist us in making the best possible decisions. They must know that the Commission retains an open mind of all matters and that we need their continuing assistance.

Sincerely,

Anthony J. Principi
Chairman

Chairman: Anthony J. Principi

Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

Executive Director: Charles Battaglia

6 April 2005

Talking Paper

Subject: BRAC 2005 Red Team Meeting with the IEC (Infrastructure Executive Council),
(Room 3E928, 1630 – 1815, Wednesday, 6 April 2005)

Background: The purpose of the meeting is to summarize the findings of the 2005 BRAC Red Team to date for the IEC. Significant overarching issues are: working group inconsistency of strategies, military value and capacity approaches; process for combining functional and service recommendations into BRAC recommendations; and DoD integrated story and report development.

Talking Points

- BRAC Red Team asked to look at evolving recommendations from a BRAC commission and DoD policy perspective
 - We did not attempt to judge recommendations from military standpoint
 - Inevitably, our “process questions” may have influenced the recommendations
- As you expected this BRAC is more about the “R” Realignments than the “C” Closures
- Joint Cross Service Groups and Military Departments have looked at parts of DoD previously un-reviewed
 - JCSGs have done well but have also taken differing approaches
 - Desperately need to integrate their efforts by installation and style with consistent justifications
- In past four rounds, DOD has:
 - Closed – 97 bases
 - Realigned – 86 bases
 - However, the non-installation infrastructure has been largely untouched
- Size of BRAC 05
 - Much smaller number of base closures
 - Non-installation infrastructure has been looked at very hard – with large results
- Transformation
 - Was very much a part of everyone’s thinking and played a huge role in strategic analysis
 - However in the report to the Commission, DoD must cast all recommendations and justifications in BRAC terms consistent with the law
- Military Value
 - Not consistently used (applied to installations, functions, and weapon platforms)
 - Quantitative
 - Qualitative
 - Military judgment is part of military value calculations in some cases and applied after military value calculations in other cases
 - Military judgment is sometimes used without adequate substantiation to justify overriding the quantitative military value (based on business/economic factors rather than military requirements)
 - Since military value is the preeminent criteria for closure or realignment, any military judgment based decision that is not within the purview of the particular skills and expertise of military professionals should be scrutinized carefully

- Integration
 - JCSG integration goes beyond knitting together. Each group has used different strategy, guiding principles, surge requirements, capacity measures, military value, and military judgment approaches
 - Need to boil down to BRAC language recommendations

BRAC Action	where	by what	to where	and retaining what
<ul style="list-style-type: none"> • Close • Realign • Inactivate 	<ul style="list-style-type: none"> • losing installation 	<ul style="list-style-type: none"> • moving • relocating • consolidating • privatizing 	<ul style="list-style-type: none"> • gaining installation 	<ul style="list-style-type: none"> • enclaves • functions • activities

- Metrics
 - Traditional: Plant Replacement Value (PRV) does not properly reflect changes in infrastructure
 - Annual Recurring Savings is better measure
 - NPV savings amounts are inflated over the past due to discount rate reductions
 - Civilian positions eliminated
 - Military billets eliminated or converted to warfighting roles
 - Capture new capacity requirements as result of surge, Army end-strength increases, returning overseas units, homeland security, etc. that reduced excess capacity pool to work with
 - Reduction of annual lease costs is another possible “good news” metric
- Role of BRAC Commission
 - Remove by simple majority vote, those recommendations that “substantially deviate from the force structure plan and/or final selection criteria”
 - Add to list with 7 of 9 votes super majority
 - Initial Commission reaction to presentation is very important
- Potential Weaknesses
 - Strategy – Lack of consistency among DoD, Military Departments, and Joint Cross-Service Group approaches
 - Integration, consistency, strategy linkage, ties to capacity reduction, strong story
 - Surge capacity policy – Should state that policy was for each Service/JCSG to determine surge capacity based on requirements unique to each group’s mission
 - Many candidate recommendations do not need BRAC authority to implement
 - BRAC military construction and environmental restoration costs could be greatly reduced thereby increasing NPV savings if these actions were accomplished outside of BRAC
 - We understand why these actions were included under BRAC
 - All candidate recommendations that have payback periods greater than 20 years could be considered substantially deviating from the final selection criteria in that the COBRA model only evaluates up to 20 years
 - With careful review after “roll up” most (if not all) will have shorter payback periods
 - Have all issues been addressed
 - BRAC law requires all military installations in the U.S. to be considered equally (beware of statements such as “removed from further review due to...)

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- Re-look at candidate recommendations removed from list before IEC review
- Possible Political Issues
 - *(Provide Examples)*
- Deal Breakers
 - *(Provide Examples)*
- BRAC 2005 Story
 - Story approach is crucial with respect to commission and public perception
 - Strong DoD overview of transformation and infrastructure objectives
 - Opportunity to take critical review
 - Modernize through transformational thinking
 - Overseas moves included in BRAC deliberations so as to properly determine location and integrate returning units
 - Past BRACs looked primarily at bases – 2005 BRAC looked at supporting infrastructure
 - Strong role for Joint Cross Service Groups
 - Presentation of Results
 - Use various very positive measures of success
 - Anecdotally take credit for facilities, bases and areas freed up for returning units and resources freed up for homeland security and GWOT
 - Recommendations must be tied to installations

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DEPARTMENT OF THE AIR FORCE
 WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

21 DEC 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 23 Nov 2004

Maj Gen Heckman called the meeting to order at 0832, the Pentagon, Room 5C279. The meeting was categorized as informational in part and deliberative in part. Attendance is at Atch 1 Maj Gen Heckman reviewed the BCEG Agenda and Schedule (Slides 3-6). Lt Col Herb Cork provided an information brief on Air Force installations clustered within 100 nautical miles of each other and AF installations not located within 100 nautical miles of other AF installations (Slides 8-9).

Mr Tim Brennan briefed Laydowns at Altus and Wright-Patterson, installations considered unique (Slides 11-23), for information. Col Kapellas presented ARC Compatibility for deliberation (Slides 25-29). In deliberative session the BCEG adopted methodology (Slide 29) for future use of ARC considerations.

Lt Col Laffey briefed a JCSG Scenario update for information (Slides 1-6). The briefing emphasized JCSG Scenarios with potential Air Force doctrinal and capacity conflicts. BCEG concerns will be articulated through the AF representatives to the JCSGs.

The co-chairs reviewed the Agenda for the next meeting. Following the co-chairs' concluding remarks, the meeting concluded at 1123. The next BCEG meeting is scheduled for November 30, 2004 at 0830 in Pentagon Room 5C279.

MARTIN PANKOVE
 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: 18 NOV 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members	Alternate Members	Representatives
<input checked="" type="checkbox"/> <u>BG William Holland</u>	<input type="checkbox"/> Brig Gen Mike Lynch	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u>	<input checked="" type="checkbox"/> <u>Brig Gen Ethridge</u>	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u>	<input type="checkbox"/> BG Butler	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u>	<input checked="" type="checkbox"/> Col Karen Kohlhaas	<input type="checkbox"/> _____
<input type="checkbox"/> <u>Ms Kathy Ferguson</u>	<input type="checkbox"/> <u>Ms Cathy Sparks</u>	<input checked="" type="checkbox"/> <u>Mr. Simone</u>
<input checked="" type="checkbox"/> <u>Mr. Matt Mleziva</u>	<input type="checkbox"/> Lt Col Dave Lynch	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> <u>Mr. Douglas Heady*</u>	<input checked="" type="checkbox"/> <u>Mr. Martin Pankove</u>	<input type="checkbox"/> _____
<input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u>	<input type="checkbox"/> Mr. Steve Connair	<input type="checkbox"/> _____
<input type="checkbox"/> <u>Mr. William Kelly</u>	<input type="checkbox"/> Brig Gen William Ard	<input checked="" type="checkbox"/> <u>Mr. Booth</u>
<input type="checkbox"/> <u>Ms. Maureen Koetz</u>	<input checked="" type="checkbox"/> <u>Mr. Vance Lineberger</u>	<input type="checkbox"/> _____

* Temporary appointment


Others

- Col(s) Kappy Kapellas
- Col Tom Fleming
- Mr. Mike Callaghan
- Mr. Russ Mayes
- Ms. Patricia
- Mr. Allro
- Lt Col Costello
- Col Olata
- Maj Ruder
- Mr. Thier
- Lt Col From

Briefers

- Mr. Beckett
- Mr. Sorel
- Mr. Capra
- Lt Col Mattesini
- Lt Col Polzer

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BCEG

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23 Nov 04

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Agenda

23 Nov 04

0830-0840	Opening Business	Co-chairs
0840-0900	Installation Proximity (100 mile)	Lt Col Cork
0900-0920	Unique Installations: Altus, Wright-Patterson	Mr. Brennan
0920-0945	ACI (deliberative)	Lt Col Kapellas
-- Break --		
1000-A/R	JCSG Scenario Update	Lt Col Laffey

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BCEG Schedule

November

		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
		November BCEG Meeting					
		Scenario Development					
	BCEG 1300-1700	BCEG 0830-1300		IEC			
		Scenario Development					
	BCEG 1300-1700	BCEG 0830-1300			1000-1200		
		Scenario Development					
	BCEG 1300-1700	BCEG 0830-1300		B 083			
		Scenario Development					
	BCEG 1300-1700	BCEG 0830-1300					
		Final					
	BCEG 1300-1700	BCEG 0830-1300					

- JCSG updates
- MCI and cueing tool
- JCSG updates
- SOF/CSAR 1/2
- G-139 #3
- KC-135, G-120
- SOF/CSAR (del)
- SOF/CSAR (1 / 2)
- Bombers/Ftrs
- C2ISR/Space/UAV
- Reattacks


- ACI (del)
- Altus, Wright-Patt
- 100 Mile look
- FMS
- C-130, C-5/C-17
- KC-135
- Remaining MDS

• JCSG updates

• JCSG updates

All BCEGs are deliberative unless otherwise noted

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BCEG Schedule December


December BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday

- Bird's eye preview
- Bird's eye (delib)
- Initial Scenarios appr
- JCSG candidate recommendations
- Initial Scenarios (arrow charts)
- Miltdep/JAST/JCSG issue deconfliction
- JCSG candidate recommendations
- Last look/JAST issues
- God's eye ROE / review
- JCSG Scenario update
- Bird's eye (delib)
- Initial Scenarios approval
- Bird's eye (delib)
- Initial Scenarios approval

All BCEGs are deliberative unless otherwise noted

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BCEG Schedule Jan - Apr 05

Jan BCEG Meetings

Jan						
1	2	3	4	5	6	7

Feb BCEG Meetings

Feb						
1	2	3	4	5	6	7


Mar BCEG Meetings

Mar						
1	2	3	4	5	6	7

Apr BCEG Meetings

Apr						
1	2	3	4	5	6	7

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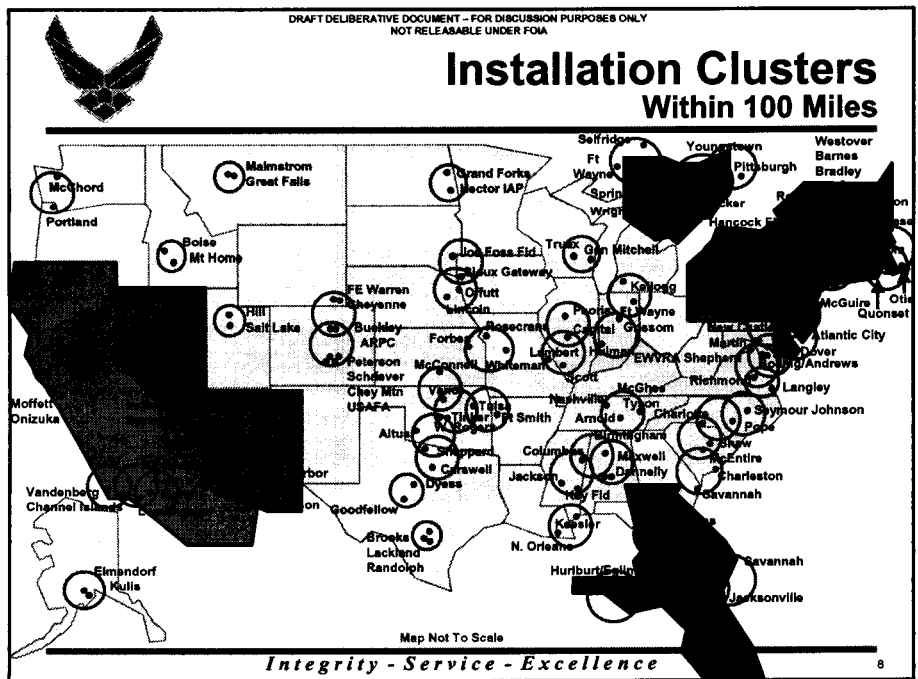
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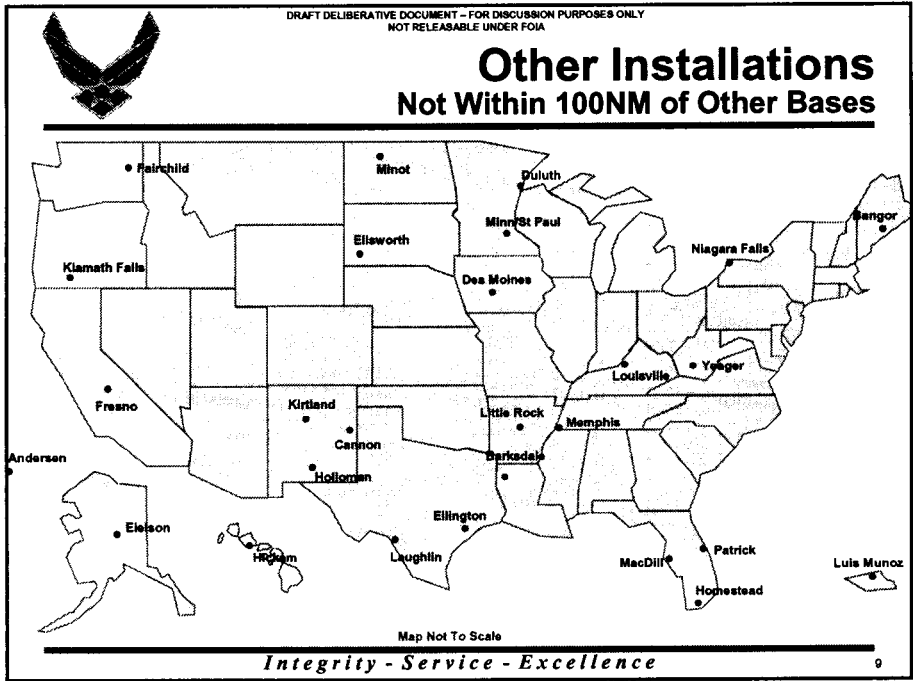
Agenda

23 Nov 04


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<i>0840-0900</i>	Installation Proximity (100 mile)	<i>Lt Col Cork</i>
<i>0900-0920</i>	Unique Installations: Altus, Wright-Patterson	<i>Mr. Brennan</i>
<i>0920-0945</i>	ACI (deliberative)	<i>Lt Col Kapellas</i>
<i>-- Break --</i>		
<i>1000-A/R</i>	JCSG Scenario Update	<i>Lt Col Laffey</i>

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Agenda 23 Nov 04

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Altus AFB Laydown


AETC	MDS	FY	CHG	PLAN
	C-5A	6	-6	
	C17A	13	+2	+2
	KC-135R	24	NC	NC

<u>Parking</u>	<u>USED</u>	<u>UNUSED</u>
C-5A	6	0
C-17A	32	29
KC-135	24	2

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Altus AFB Laydown

NO TENANTS


COST TO ADD

<u>MDS</u>	<u>1 Sadr</u>	<u>2 Sadr</u>
C-17	\$33.0M	\$100.3M

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Altus AFB Laydown

Scenarios




GAIN
E&T 008 **Consolidate Heavy Lift UPT**
14 FTW (T1 portion)
32 FTS
48 FTS
71 FTW (T1 portion)


LOSE
USAF 0027 **Realign C-5 and C-17 Fleet**
C-5 Airlift Sqdn

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Wright Patterson AFB Laydown




<u>AFMC</u>	<u>MDS</u>	<u>FY</u>	<u>CHG</u>	<u>PLAN</u>
C-5A (AFR)		6	+4	+2*
C-21A		6	NC	
AFMC Projected Potential				
C-17		0	+12	
Parking				
C-141 Size		22	7	
Cost to Add 1 C-17 Sqdn				
				\$246.6M


* Adjustment supports 8 BAI (10%) for MAJCOM

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Wright Patterson AFB Laydown



GAIN


HSA 0095 **Consolidate DSS/CIFA**
 Smyrna Long Beach
 Linthicum Columbus
 Alexandria Elkridge
 Arlington Colorado Springs

HSA 0096 **Consolidate DoD and Service CPOs**
 88 MSG/DPC


HSA 0098 **Collocate Defense/MILDEP**
Adjudication Activities
 Bolling Arlington
 Ft Meade JCS CAF Room
 Washington Navy Yard
 Arlington

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GAIN

MED 0025 **Create Center of Excellence for**
Aerospace Medicine
 NAVAIRWARCENACDIV
 NAVAEROMEDRSCHLAB
 AF Research Lab, all elements
 311th Human Systems Wing
 US Army Aeromedical Research Lab


S&S 0026 **Consolidate AF Inventory Control**
Point
 Hill NICP Robins NICP
 Tinker NICP
 Tinker Fixed Wing D&A

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GAIN
Tech 0001 **Establish Joint Centers for Air Platforms RDAT&E Centers: Fixed Wing Research**


NRL Redstone
Robins NFESC
Hanscom Hill
Kirtland
Brooks City-Base
CG MCB Quantico
NAVAIRWARCENWPNDIV
(PAX; China Lake)
NAVAIRWARCENDIV (PAX)
COMNAVAIRSYSCOM

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GAIN
TECH 0006 **Establish Joint Centers for Fixed Wing Platform RDAT&E**

Robins NRL
Tinker Hanscom
CNR CG MCCDC
Hill
Hanscom (Air Sensor RD&A)
Rome (Air Sensor RD&A)
NAVAIRWARCENDIV (PAX)


TECH 0009 **Defense Research Service Led Labs**
TECH 0033 Hanscom (AFRL/SN)
TECH 0034 Brooks City Base (AFRL/HE)
Mesa (AFRL/HE)
Rome (AFRL/SN)

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TBD
HSA 0097 **Realign Max CPOs per MILDEP & 4th Estate - Deconfliction with HSA 00031**

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LOSE
USAF 0027 **Realign C-5 and C-17 Fleet C-5 Airlift Squadron**

MED 0026 **Create Center of Excellence for Aerospace Medicine**
AF Research Lab, all elements


TECH 0001 **Establish Joint Centers for Air Platforms RDAT&E Centers**
Air Platform T&E to Edwards

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Wright Patterson AFB Laydown



LOSE

TECH 0002 Relocate W&A RDATE to 3 Primary & 4 Specialty with Weapons


TECH 0012 W&A DAT&E (except DEW and Gun Ammo) to Eglin
W&A DAT&E to Eglin

TECH 0006 Establish Joint Centers for Fixed Wing Platform RDATE
Fixed Wing T&E to Edwards
Air Info Sys RD&A to Hanscom


TECH 0009 Defense Research Service Led Labs
AFRL/IF to Rome

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Wright Patterson AFB Laydown




LOSE

TECH 0014 Establish Joint Centers for Space Platform RD&A and T&E
Space Research to Kirtland


TECH 0018 Relocate W&A RDATE to 3 Primary & 4 Specialty; retain
relocate/relocate energetics at Indian Head
W&A DAT&E (except directed energy weapons & guns/ammo) to Eglin

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Wright Patterson AFB Laydown




LOSE

TECH 0027 Relocate W&A RDAT&E to 3 Primary & 4 Specialty; retain relocate/relocate ship integration at Dahlgren
W&A DAT&E (except directed energy weapons & guns/ammo) to Eglin

TECH 0034 Defense Research Service Led Labs
AFRL/IF to Rome (AFRL/SN)

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Agenda

23 Nov 04

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<i>-- Break --</i>		
1000-A/R	JCSG Scenario Update	<i>Lt Col Laffey</i>

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ARC Compatibility



Lt Col Christopher Kapellas
SAF/IEBB

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ARC Compatibility Purpose

- **Recap ARC Compatibility Index**
- **Capture current methodology**
- **Determine future use**

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ARC Compatibility Recap

ARC Compatibility Index Formula

- Using AF Recruiting Service (AFRS) data ACI will allow relative comparison of all installations regarding potential ability to support ARC units.
- Two parts
 - 80% - Recruit Market Index (RMI)
 - 20% - Real Estate Availability Index (REAI)

ACI = RMI * REAI

ARC Compatibility Index Questions

- Total active duty AF personnel for FY 99 to FY 03 (only for those units that are 1200)
- 1200 - Total primary non-prior service eligible population (ages 17 - 21) and (only within 100 miles)
- 12E1 - Total prior service eligible population (only for age ranges within 100 miles)
- 5412 - Distance to city of 100,000 or greater population
- 1224 - Earliest lease expiration fiscal year of mission critical

ARC Compatibility Index Part 1

Tracking #: 040 1200, 1200, 1201, 1412

Market Type: Linear, phrasable linear

Market Value: 80% - Recruit Market Index - Prior service (0% non-prior service 20, distance city of 100,000, Accession #)

1200	1201	1202	1203	1204	1205
80%	80%	80%	80%	80%	80%

Continued

ARC Compatibility Index Lease Disposition

- SAFMS policy- 25 years in construction completion- equates to 20 years (only for design and construction timelines)
- Warriors have only 20 years to convert to RC 136 at 100%
- Significant Break dates are
 - 2002 or 2020 force structure + 27 years
 - 2038 or 2011 force structure + 27 years

ARC Compatibility Index Part 2

Tracking #: 040 1210

Market Type: Step

Market Value: 20% - Real Estate Availability Index + Lease Date prior 27 years

20%	20%	20%	20%	20%
-----	-----	-----	-----	-----

Continued

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ARC Considerations Rules for Use

- **Per Scenario Team ROE, “ACI Tenets”**
 - Recruiting/Manning is briefed by team leads
- **Continue use of ARC Principle**
 - “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”
 - Recruiting / retention
 - Intellectual capital—skill sets
- **BCEG uses military judgment to:**
 - Right-size Guard and Reserve units
 - Based on manning, historic recruiting, and projected closures within commuting range
 - Consider state representation

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ARC Considerations

Future Use

- **Formalize current process—ARC Considerations**
 - 1) **Post Guard/Reserve installation manning/recruiting data in BCEG binders (WIDGET Question 20.1256)**
 - 2) **Scenario Team leads brief ACI Tenets**
 - 3) **Continue use of ARC Principle**
 - 4) **Apply military judgment based on certified information**

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JCSG Scenario Update




23 and 30 Nov 04

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Agenda


- JCSG Scenario Statistics Update
- JCSG Scenarios with Potential Conflicts
 - Doctrinal Conflicts -- 5 / 8 Approved
 - Capacity Conflicts -- 8 Potential Bases
 - *Andrews*
 - *Dobbins*
 - *Randolph*
 - *Robins*
 - *Peterson*
 - *Scott*
 - *Tinker*
 - *Wright-Pat*

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JCSG Scenario Update Scenario Statistics – As of 26 Nov

▪ Total Scenarios Loaded into OSD Tracker	621	
▪ JCSG Scenarios Impacting AF Bases		<i>New</i>
▪ HQs and Support Activities	52	(4)
▪ Education and Training	31	
▪ Medical	30	(3)
▪ Technical	26	
▪ Industrial	18	(16)
▪ Supply and Storage	16	(2)
▪ Intel JCSG	<u>3</u>	
TOTAL	176	(25)
Conflict Scenarios (BCEG Approved)	5	

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JCSG Scenario Update Doctrine Conflicts

AF Base	Scenario	Title	Doctrine	BCEG
Dobbins AFB	HS&A 119	Establish Joint Base Dobbins-Atlanta	Joint Base	
Hickham AFB	HS&A 16	Hickham/Pearl Harbor Joint Basing	Joint Basing	
Little Rock AFB	E&T 8	Consolidate UPT (T-1) at C-130 base	AF UPT	Yes
McChord AFB	HS&A 10	McChord/Ft Lewis Joint Basing	EA/Joint Basing	
Tinker AFB	E&T 8	Consolidate UPT (T-1) at C-130 base	AF UPT	Yes
Tinker AFB	E&T 47/48	Realign UPT and JSF ITS (Option 1, 2)	AF UPT and JSF	Yes
USAFA	E&T 23	Consolidate NPS and AFIT w/ Academy	USAFA Education	Yes
USAFA	E&T 24	Realign Service ILC & SSC w/Academy	USAFA Education	Yes

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JCSG Scenario Update Potential Capacity Conflicts

AF Base	Scenario	Title
Andrews AFB	HS&A35/56	Co-locate National Guard HQs
Andrews AFB	HS&A 56	Co-locate Misc USAF leased Locations
Dobbins AFB	DoN 68	Close NAS Atlanta
Randolph AFB	HS&A	2, 4, 8, 29, 30, 31, 85, 88, 96, 97 Consolidate AF/DoD Personnel Functions
Robins AFB	Ind 63, 83	Realign all Depot Maint. Workload/Commodity Grps
Robins AFB	DoN 68	Close NAS Atlanta

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JCSG Scenario Update Potential Capacity Conflicts

AF Base	Scenario	Title
Peterson AFB	Tech 14	Relocate Space RDAT&E
Peterson AFB	USAF 30	Relocate Misc Air Force Leased Facilities
Peterson AFB	HS&A 105	Relocate USA Space and Missile Defense
Peterson AFB	HS&A	Relocate MDA, FORSCOM, DISA, TRANSCOM 49, 60, 60, 114
Tinker AFB	Industrial	63, 69, 79, 83, 89 Realign Depot Level Maint
Tinker AFB	S&S	6, 12, 33 Strat Distribution, Consolidate ICPs
Scott AFB	HS&A 114	Co-locate TRANSCOM
Wright-Pat	HS&A 88, 95, 98	Consolidate CPOs, DSS/CIFA, MILDEP Adjud.
Wright-Pat	Med 12, 25	Consolidate Aero Med Trng, Aero Med Cntr
Wright-Pat	Tech 1,6,8,9,33,34	Jnt Cntr for Air Platforms, Fixed Wing RDAT&E Consolidate C4ISR, DRLs

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Detached Alert (remote site at EFD)

	Start Up	Annual Expense	
MX 2/1		\$2,651,117.00	
Ops		\$1,624,448.00	
Comm	\$320,900.00	\$52,400.00	
CP	\$190,000.00	\$208,438.00	
Services		\$128,083.00	
SFS		\$1,156,216.00	
Airfield (Utilities/grounds Mx		\$65,000.00	
Support Agreements		\$1,530,000.00	
Transportation of parts		\$8,000.00	
Supplies/Equipment	\$75,700.00	\$20,000.00	
SRM		\$30,000.00	
Vehicle costs		\$28,600.00	
	\$586,600.00	\$7,502,302.00	7,502,302.00
			Caretaker
			2,004,064.00
			\$9,506,366.00
50 Scrambles 2 Jets		\$310,448.00	\$310,448.00
15 Caps 2 Jets		\$372,538.00	\$372,538.00
		\$8,185,288.00	\$10,189,352.00

Assumptions: All personnel are permanent party except Pilots
 Military Personnel where required, Technicians and Contract Services for Cleaning

Some Costs unknown such as MX construction costs, and some operating expenses
 Pay does not include cost of benefits
 Section 19-2, ANG FY05 Composite Personnel Rates for Alert Model Pay Computations

-----Original Message-----

From: McLemore, Kent - HAS [mailto:Kent.Mclemore@cityofhouston.net]

Sent: Tuesday, July 05, 2005 3:34 PM

To: McNeely, Lanny B Col 147 FW/CC

Cc: Vacar, Richard - HAS; Potts, Eric - HAS; Case, Mary - HAS; Murff, Jim - HAS; Fress, Pete - HAS

Subject: Response to Question about Reduction in Joint Use Agreement Amount

Importance: High

Col. McNeely:

Below is the information we have gathered per your request. Please overlook any miscues with acronyms.

REALLY SHORT ANSWER: It appears that any decrease in payments by the Air National Guard (ANG) will have to be made up by the Army, Coast Guard, NASA, and the Houston Airport System (HAS). HAS cannot directly pass on the increase to tenants, but would have to consider raising fees to recoup the added burden.

SHORT ANSWER: Ellington Field is forecasting a deficit of \$1.6 million for FY 2006. That includes the revenue from the Joint Use Agreement (JUA) of \$381,000. Since the amount of the JUA is based on percentage of flight operations, any reduction in flight operations by one group will have to be redistributed to the remaining groups. The Houston Airport System has no direct way to pass on increased costs to our tenants and would have to absorb the increased costs into our O&M overhead and consider raising fees to cover the added overhead. Increasing fees would make Ellington Field less competitive.

LONG ANSWER: Based on our conversation last Thursday, the staff pulled together the following information. The costs listed in the JUA are related to the percentage of flight operations. Those with the higher flight ops pay a larger percentage. Any change in flight ops changes the amount paid by the remaining entities. The joint use agreement that ended June 30th had payments by the Air National Guard Bureau (ANGB) of \$381,000. An amendment to that agreement was received Monday, June 27th, and requests a 2-year extension at the same annual amount. The ANGB amount covers the ANG, Army, Coast Guard, and NASA operations. If the ANG individual amount goes down due to decreased flight ops, then the formula would have to be refigured for the reduced ops and the cost redistributed among the Army, Coast Guard, NASA, and HAS. Ellington Field is already projected to have a \$1.6 million deficit for O&M in FY 2006 (that is city of Houston FY 2006 that started July 1). Any increase in the amount HAS pays as part of a reallocation would have to be added to the existing operating deficit. There is no method to directly allocate increased costs resulting in a change to the JUA to HAS tenants except by raising fees such as landing fees and fuel flowage fees. Lease revenues are fixed and cannot be adjusted except as noted in the lease term. As noted by our existing deficit, we cannot raise fees high enough to cover the existing O&M amount and remain competitive, much less raise them for an increased deficit. The net effect of a reduction in the ANGB amount will be an increased cost for HAS, which translates into an increase in the operating deficit of Ellington.

If you have any questions please contact me. I will forward your questions on to the appropriate person here at HAS.

Kent R. McLemore, Ph.D., AICP

Assistant Director of Aviation

Manager, Planning Division

(281) 233-1973

kent.mclemore@cityofhouston.net

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OFFICE OF THE ASSISTANT SECRETARY

DEC 9 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 04 Nov 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 BRAC schedules (Slides 3 - 4) and previewed the agenda. Lt Col Chris Kapellas updated requests for clarification (Slide 5). Lt Gen Taylor briefed the Medical JCSG update for information (Slides 7-16).

Mr Ken Dumm briefed the Intelligence JCSG Initial Scenario Proposal to the BCEG for information (Slides 18-25). Col Tom Fleming briefed the JCSG COBRA Data Call - Air Force Process, for information (26).

Mr Fred Kuhn briefed an Air Force Proposal to Relocate the Air force Real Property Agency (Slide 28). Upon deliberation the BCEG approved this proposal as a potential scenario.

Lt Col Mark Mattison briefed the F-16 Potential Scenario Group as a first look for information (Slides 30-33). The BCEG in deliberative session referred the F-16 Potential Scenario Group back to the F-16 Scenario Development Team with instructions to capture intermediate solutions and rationalize changes for uniformity in presentation.

Lt Col Henry Polczer briefed the C-5/17 Potential Scenario Groups as First and Second Looks (Slides 35-42). In deliberative session the BCEG remanded the C-5/17 Potential Scenario Group to the C-5/17 Scenario Development Team with instructions to capture intermediate solutions and rationalize changes for uniformity in presentation.

The co-chairs reviewed the Agenda for the next meeting. Following the co-chairs' concluding remarks the meeting concluded at 1300. The next BCEG meeting is scheduled for November 8, 2004 at 1300 in Pentagon Room 5C279.

A handwritten signature in black ink, appearing to read "M. Pankove", written over a horizontal line.


MARTIN PANKOVE
SAF/GCN
BCEG Recorder

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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: 4 NOV 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. Douglas Heady*
- Mr. Jay Jordan
- Mr. William Kelly
- Ms. Maureen Koetz

Alternate Members

- Brig Gen Mike Lynch
- Brig Gen Ethridge
- BG Butler
- Col Karen Kohlhaas
- Ms Cathy Sparks
- Lt Col Dave Lynch
- Mr. Martin Pankove
- Mr. Steve Connair
- Brig Gen William Ard
- Mr. Vance Lineberger

Representatives

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

* Temporary appointment

Others

- Col(s) Kappy Kapellas
- Col Tom Fleming
- Mr. Mike Callaghan
- Lt Col Milam
- Mr. Russ Mayes
- Lt Col Fann
- Ms. Patricia
- Col Schily
- Ms. Rose
- Mr. A Elow
- Lt Col Obata
- Ms Shifflett
- Maj Rader

Briefers
 Lt Gen Taylor
 Mr. Dumm
 Lt Col Mathison
 Lt Col Polczer

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BCEG

4 Nov 04

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Agenda

4 Nov 04

<i>0830-0845</i>	Opening Business	<i>Co-chairs</i>
<i>0845-0915</i>	Medical JCSG Update	<i>Lt Gen Taylor</i>
<i>0915-0945</i>	Intel JCSG Update	<i>Mr. Dumm</i>
<i>Break</i>		
Proposals		
	Realign AFRPA	<i>Mr. Kuhn</i>
	F-16 Scenario Group	<i>Lt Col Mattison</i>
<i>1000-1300</i>	C-5/C-17 Scenario Group	<i>Lt Col Polczer</i>

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BCEG Schedule November

		November BCEG Meetings					
		Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
<ul style="list-style-type: none"> • JCSGs • MCI and cueing tool 	1	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	All BCEGs are deliberative unless otherwise noted				

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BCEG Schedule Dec 04-Mar 05

Dec BCEG Meetings

		1	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			

Jan BCEG Meetings

		1	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			

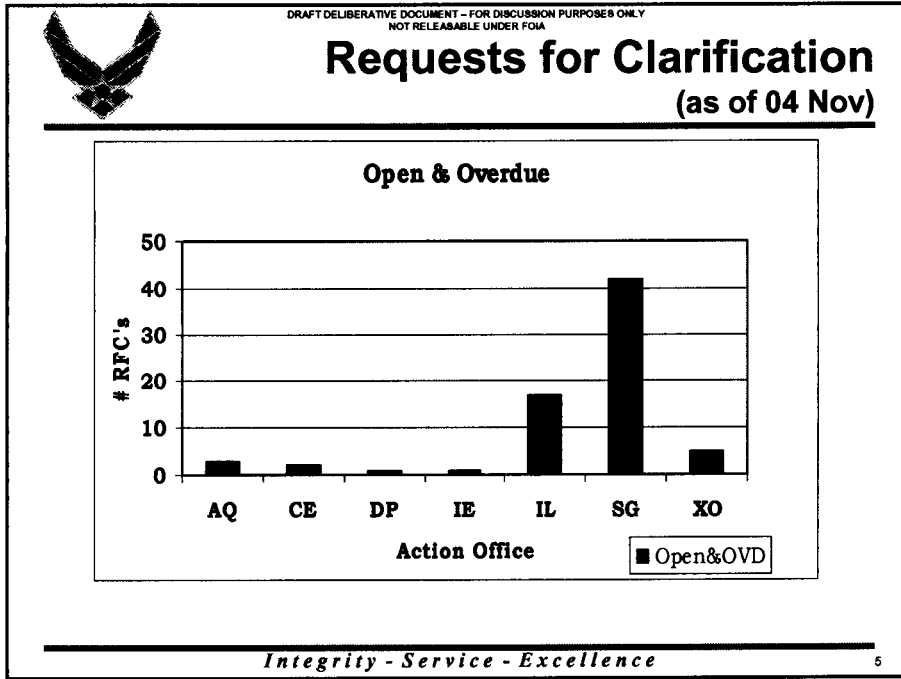
Feb BCEG Meetings

		1	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			


Mar BCEG Meetings

		1	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			

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Agenda

4 Nov 04

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AF BCEG Update

Lt Gen Taylor
4 Nov 2004

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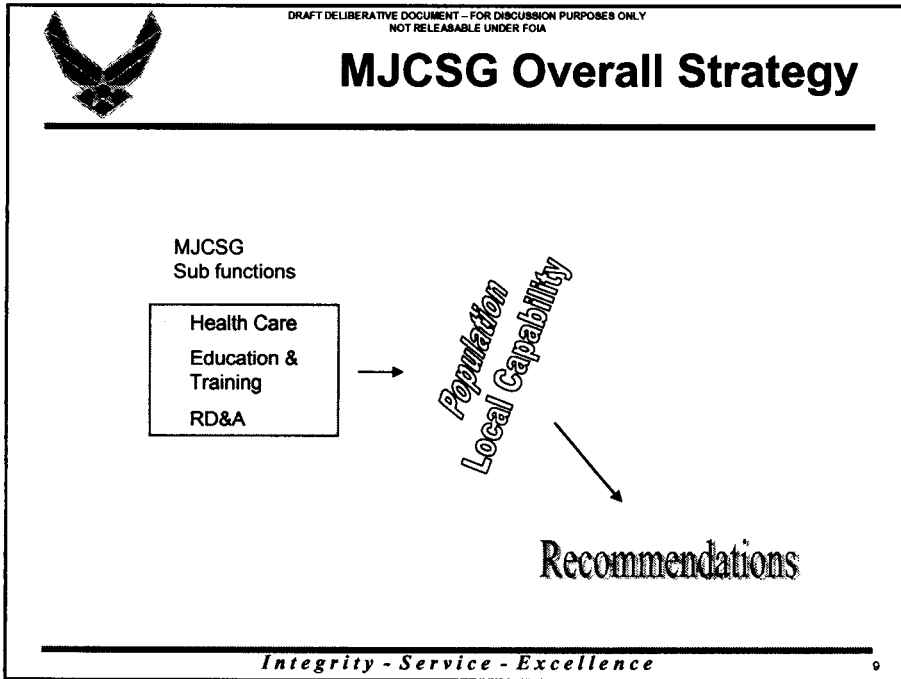
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Outline

- Provide status update of MJCSG progress
 - Capacity
 - Mil Value
 - Scenarios
 - Optimization
 - COBRA Data call
 - AF Specific Function
 - Potential AF Issue

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Capacity – Summary of Results

	% excess capacity
Education & Training Labs	88%
Education & Training Clinical	15%
Education & Training Classrooms	100%
Outpatient Primary Care	26%
Outpatient Specialty Care	35%
Inpatient	52%
Dental	0%
RD&A Equipment	8%
RD&A Personnel	1%

Draft MJCSG Capacity Report, 26 October 2004

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Military Value Scoring Plan


Criteria % contribution to function scoring						
	Attributes	Metrics	Mission	Facilities	Contingency	Cost
Education & Training	4	8	45%	20%	25%	10%
Healthcare	6	17	45%	25%	10%	20%
RDA	7	19	55%	5%	23%	17%

- Composite score available for Service use - not needed for MJCSG Use
- Have a rank-ordered activity listing by mil value – resolving data issues

MJCSG Mil Value Report

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Scenarios

Strategies:

- Match providers needed for the readiness mission with population surrounding facility
- Co-Locate and/or Consolidate Medical Education and Training to achieve efficiencies IAW Military Value and reported capacity
- Reallocate DoD Medical-Dental Research, Development and Acquisition resources to a minimum number of geographic sites while retaining essential RDA capabilities.
- Consolidate medical professional services contracting to a single organization

Strategies	4
Ideas	10
Proposed Scenarios	44
Registered Scenarios	22
Rejected Scenarios	3

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Optimization - Status

- **Global Health care model developed**
 - **Distributes outpatient and inpatient workload based on geographical patient densities by type**
 - **Can review model outputs by area, eg: San Antonio**
 - **Easy adjustment to account for force movements**
- **Graduate medical education requirements being developed - drives inpatient capacity in global model**

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COBRA Data Call - Status

- **Will begin passing data call questions next week to Services**
- **Have developed standard question set to be adjusted on case by case basis**
- **All data calls to Services by 20 November 2004.**

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AF Specific Function – Aerospace Medicine

- Includes Flight medicine, BEE, Public Health and Aerospace Physiology
- Not addressed in MJCSG analysis – assume will remain with wing
- Not forecasting space requirements in analysis – negotiate space with LAF in event of MTF closure
- Maintenance of currency and deployability of AEF medical assets
 - We deploy medics onto line WRM assets, not home home-station medical facilities

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Potential AF Issues

- Blue for Blue – CSAF Requirement
- AF medics duty location in other Service MTFs
 - Command and Control: Landstuhl Medical Squadron Model
 - Need for inter-Service understanding and agreement on AEF-Center extraction of AF capabilities for AEF taskings

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	Agenda 4 Nov 04	
0830-0845	Opening Business	<i>Co-chairs</i>
0845-0915	Medical JCSG Update	<i>Lt Gen Taylor</i>
0915-0945	Intel JCSG Update	<i>Mr. Dumm</i>
<i>Break</i>		
Proposals		
	Realign AFRPA	<i>Mr. Kuhn</i>
	F-16 Scenario Group	<i>Lt Col Mattison</i>
1000-1300	C-5/C-17 Scenario Group	<i>Lt Col Polczer</i>
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**Intelligence JCSG
Initial Scenario Proposal
Update to BCEG**

4 Nov 04



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Intelligence JCSG Scenario Proposals Overview


- **Intelligence JCSG Scenario Proposals**

- **Military Value Scoring Plan**

- **AF Issues**

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Intelligence JCSG Scenario Proposal COOP and Mission Assurance

<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none">▪ Consolidate Select Buckley AFB COOP functions, personnel, equipment:<ul style="list-style-type: none">▪ At Offutt AFB▪ At Schriever AFB	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none">▪ Principle: Reference DoD Intelligence Principle▪ Transformation Option: None▪ Analytical Framework: COOP and Mission Assurance
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none">▪ Ensures continuity of operations	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none">▪ Air Force and other JCSG actions

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Intelligence JCSG Scenario Proposal COOP and Mission Assurance

<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> Consolidate select DIA analytical elements to establish a COOP/mission assurance and analytical capability at Charlottesville, VA adjacent to the National Ground Intelligence Center (NGIC) 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> Principle: Reference DoD Intelligence Principle Transformation Option: None Analytical Frameworks: Information Flow and Mission Synergy; COOP and Mission Assurance Other: (1) The significant growth projections from the Strategy for Strengthening Intelligence (SSI) initiative dictates additional facility requirements for DIA analytic operations; (2) Existing DIA facility at Bolling AFB does not have adequate space to accommodate programmed analytical growth
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> Ensures continuity of operations 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> Air Force and other JCSG actions

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Intelligence JCSG Scenario Proposal Facility Condition/Vulnerability/Security

<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> Consolidate NGA NCR functions, personnel, equipment: <ul style="list-style-type: none"> Into a new facility at Ft Belvoir Into a new facility at Ft Meade In land/facility to be purchased at Chantilly/Westfields, VA 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> Principle: Reference DoD Intelligence Principle Transformation Option: Minimize leased space across the US and movement of organizations residing in leased space to DoD-owned spaces Analytical Framework: Facility Condition/Vulnerability/Security Other: Outdated/un-maintainable facilities; reference CMS study of US intelligence facilities
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> Relocate activities within existing facilities in close proximity of each other or build new facilities to better enable mission performance Reduce O&M costs associated with decrepit or inefficient infrastructure; potential to improve ROI Enable enhanced productivity of the workforce; increase recruitment/retention Enhance force protection by consolidating on a military installation Reduce vulnerability 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> Army and other JCSG actions

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Intelligence JCSG Scenario Proposal Facility Condition/Vulnerability/Security

<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ▪ Consolidate Missouri-Based NGA functions, personnel, equipment: <ul style="list-style-type: none"> ▪ In land/facility to be purchased southwest of St. Louis, MO ▪ In land/facility to be purchased at Arnold, MO 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ▪ Principle: Reference DoD Intelligence Principle ▪ Transformation Option: Minimize leased space across the US and movement of organizations residing in leased space to DoD-owned spaces ▪ Analytical Framework: Facility Condition/Vulnerability/Security ▪ Other: Outdated/un-maintainable facilities; reference CMS study of US intelligence facilities
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ▪ Relocate activities within existing facilities in close proximity of each other or build new facilities to better enable mission performance ▪ Reduce O&M costs associated with decrepit or inefficient infrastructure; potential to improve ROI ▪ Enable enhanced productivity of the workforce; increase recruitment/retention ▪ Enhance force protection by consolidating on a military installation ▪ Reduce vulnerability 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ▪ Army and other JCSG actions

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Military Value Scoring Plan


- One Score Plan
 - Physical Infrastructure
 - Facility Capability
 - Facility Condition
 - Survivability and Force Protection
 - Specialized Equipment
 - Ownership/Type Space
 - Location
 - Geophysical Constraints
 - Mission Assurance/COOP
 - Buildable Land
 - Human & Intellectual Capital
 - Geographic and Professional Relationships (Industrial/Academic/Government)
 - Economic Cost of Location

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 DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
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- **None**


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 DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
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AF Process**

- **IEBJ Coordinator – Scenario Team Lead**
 - Pulls JCSG scenario from AF Portal, reviews scenario/provides update to IEB, calls scenario team meeting, acts as liaison to JCSG
- **JCSG COBRA Scenario Team**
 - Lead: IEBJ
 - IL, DP, Others TBD (Scenario specific)
 - Team works answers and flow back to team lead
 - Questions may require a data call
 - IEB to send out questions to appropriate MAJCOM
 - Conduct certification process IAW ICP
 - Answers due to JCSG within 48 hours (after 1-week review)
 - Certification follow-up within 2 weeks

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Agenda

4 Nov 04

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	C-5/C-17 Scenario Group	<i>Lt Col Polczer</i>

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AF Proposal

Relocate Air Force Real Property Agency

Scenario Team:	N/A	Deliberative:	Approve for potential scenario
Scenario Proposal	Drivers/Assumptions		
<ul style="list-style-type: none"> ■ Co-locate the Air Force Real Property Agency with the Air Force Center for Environmental Excellence at Brooks City-Base Texas 	<ul style="list-style-type: none"> ■ Principal: Increases BCB Mil Val ■ Transformational Option: Reduces FOA presence in NCR. ■ Combine Service organizations with similar functions...eliminate duplicity ■ Encourages supporting partnerships 		
Justification/Impact	Potential Conflicts		
<ul style="list-style-type: none"> ■ Reduces 16,437 SF of lease space in the NCR ■ Reduces NCR Presence by 71 personnel ■ Force multiplies with Air Force Center of Environmental Excellence regarding real property privatization issues 	<ul style="list-style-type: none"> ■ None 		

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Agenda

4 Nov 04

0830-0845	Opening Business	<i>Co-chairs</i>
0845-0915	Medical JCSG Update	<i>Lt Gen Taylor</i>
0915-0945	Intel JCSG Update	<i>Mr. Dumm</i>
<i>Break</i>		
Proposals		
	Realign AFRPA	<i>Mr. Kuhn</i>
	F-16 Scenario Group	<i>Lt Col Mattison</i>
1000-1300	C-5/C-17 Scenario Group	<i>Lt Col Polczer</i>

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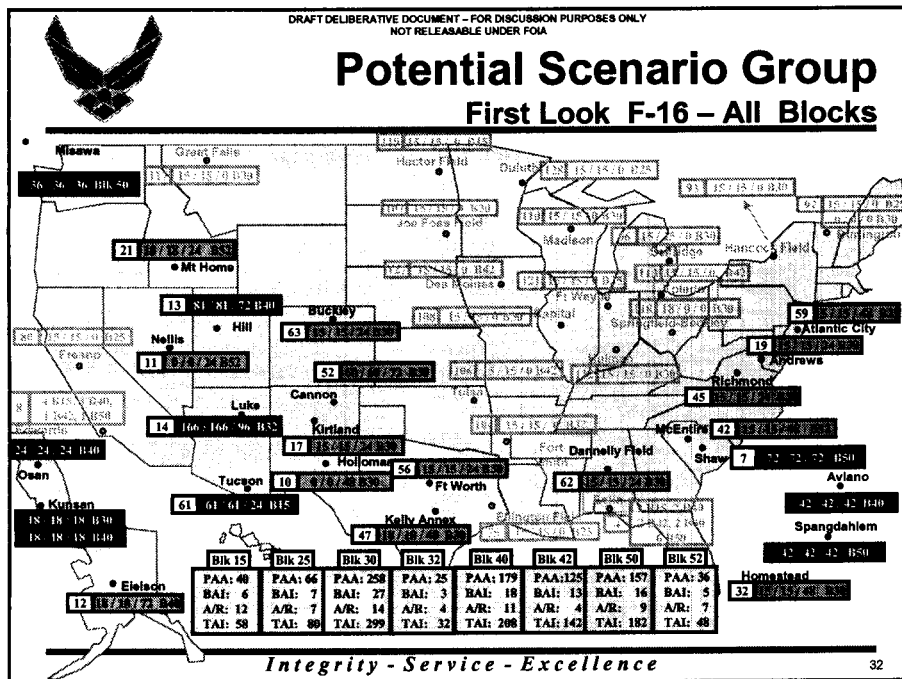
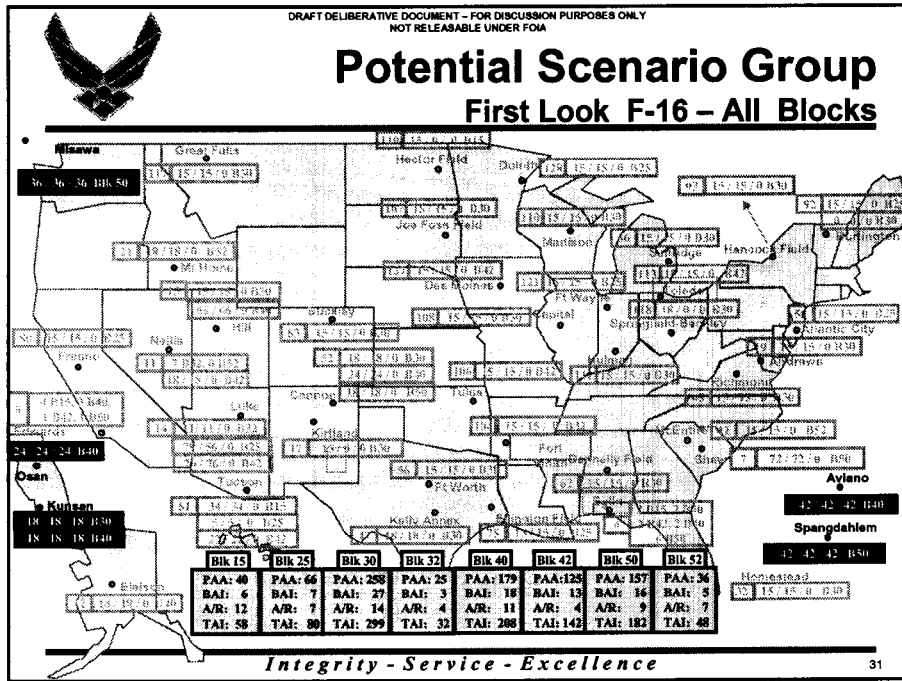


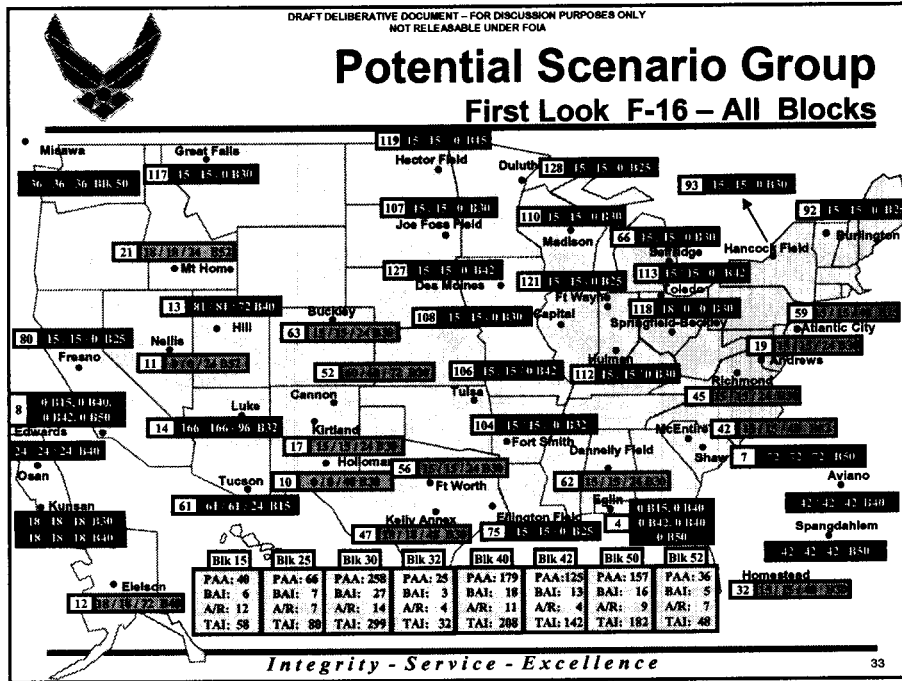
Potential Scenario Group

First Look F-16 – All Blocks

Blk 15	Blk 25	Blk 30	Blk 32	Blk 40	Blk 42	Blk 50	Blk 52
FAA: 46	FAA: 66	FAA: 258	FAA: 25	FAA: 179	FAA: 125	FAA: 157	FAA: 36
BAI: 6	BAI: 7	BAI: 27	BAI: 3	BAI: 18	BAI: 13	BAI: 16	BAI: 3
A/R: 12	A/R: 7	A/R: 14	A/R: 4	A/R: 11	A/R: 4	A/R: 9	A/R: 7
TAI: 58	TAI: 89	TAI: 299	TAI: 32	TAI: 208	TAI: 142	TAI: 182	TAI: 48

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Agenda 4 Nov 04


0830-0845	Opening Business	<i>Co-chairs</i>
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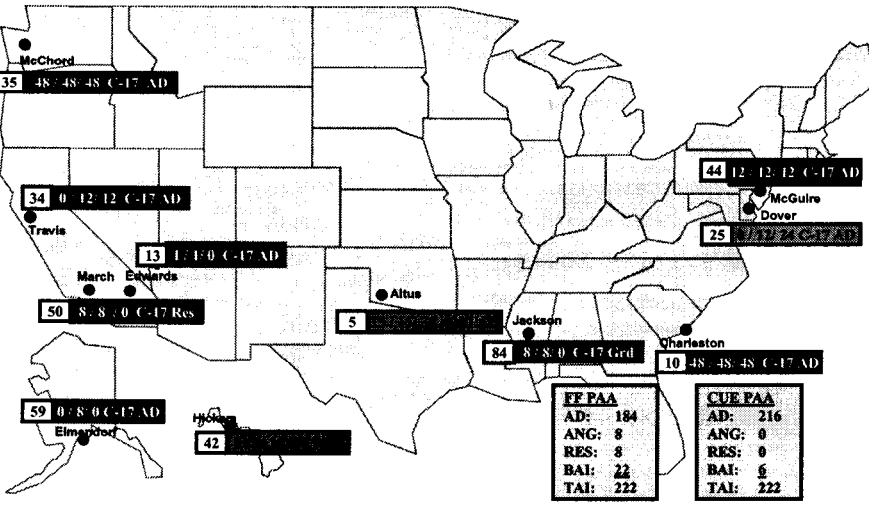

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C-17 Potential Scenario Group First Look

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Potential Scenario Group Consolidate/Realign C-17 Fleet – First Look




The map displays the following data callouts for various bases:

- 35** 48-48-48 C-17 AD (McChord)
- 34** 0-12-12 C-17 AD (Travis)
- 13** 1-1-0 C-17 AD (March Airfield)
- 50** 8-8-0 C-17 Res (March Airfield)
- 5** (Altus)
- 84** 8-8-0 C-17 Grd (Jackson)
- 10** 48-48-48 C-17 AD (Charleston)
- 44** 12-12-12 C-17 AD (McGuire)
- 25** 12-24-24 AD (Dover)
- 59** 0-8-0 C-17 AD (Elmendorf)
- 42** (Hickam)


FF FAA	CUE FAA
AD: 184	AD: 216
ANG: 8	ANG: 0
RES: 8	RES: 0
BAI: 22	BAI: 6
TAI: 222	TAI: 222

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C-17 Potential Scenario Group Second Look

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Potential Scenario Group Consolidate/Realign C-17 Fleet – Second Look

FF PAA
AD: 184
ANG: 8
RES: 8
BAI: 22
TAI: 222

BRAC PAA
AD: 180
ANG: 8
RES: 12
BAI: 22
TAI: 222

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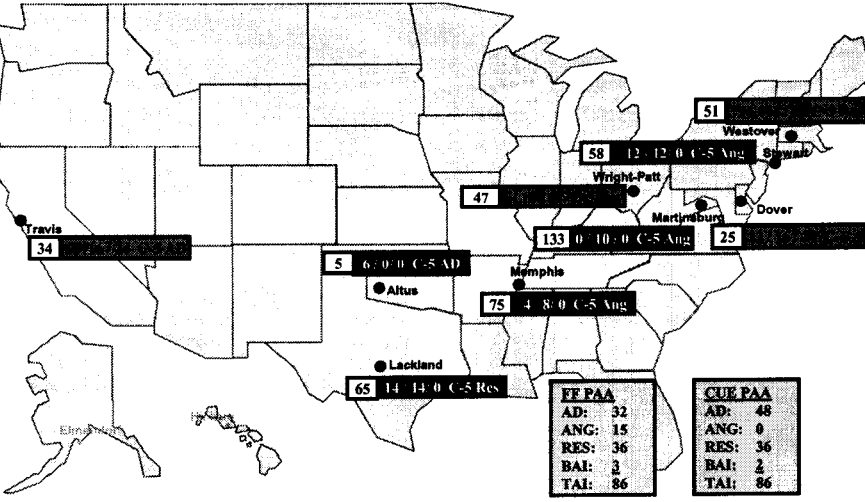
C-5 Potential Scenario Group First Look

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Potential Scenario Group Consolidate/Realign C-5 Fleet - First Look




EE PAA
AD: 32
ANG: 15
RES: 36
BAI: 3
TAI: 86

CUE PAA
AD: 48
ANG: 0
RES: 36
BAI: 2
TAI: 86

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C-5 Potential Scenario Group Second Look

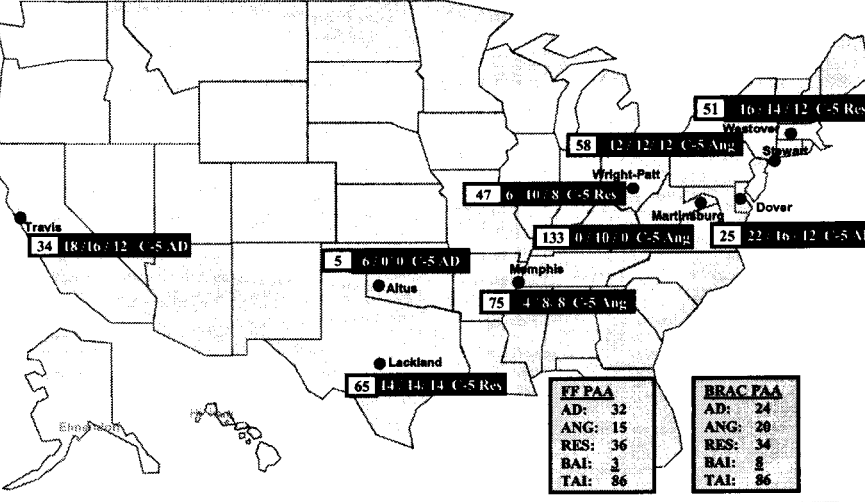
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Potential Scenario Group Consolidate/Realign C-5 Fleet – Second Look



FF FAA
AD: 32
ANG: 15
RES: 36
BAI: 3
TAI: 86

BRAC FAA
AD: 24
ANG: 20
RES: 34
BAI: 8
TAI: 86

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2-Jul EFFECTIVE MANNING/STRENGTH RATE															
AS OF: 2-Jul-2005															
GROUP	OFFICERS					ENLISTED					TOTAL				
Unit	Auth	Asgd	Excess	Eff Rate	ASGD STRENGTH	Auth	Asgd	Excess	EFF. RATE	ASGD STRENGTH	Auth	Asgd	Excess	EFF RATE	ASGD STRENGTH
147 FW	15	14	0			36	36	1			51	50	1	96.1%	
111 WEA	2	1	0			6	10	3			8	11	3		
147 OG	7	7	0			1	1	0			8	8	0		
147 OSF	9	7	0			13	11	1			22	18	1		
111 FS	26	25	0	96.2%	96.2%	15	13	1			41	38	1		
147 MSG	2	2	0			7	5	0			9	7	0		
147 MPF	2	2	0			22	24	3	95.5%		24	26	3	95.8%	
147 CF	1	1	0			42	45	3			43	46	3		
147 SFS	1	1	0			72	58	1			73	59	1		
147 SVF	1	1	0			28	25	1			29	26	1		
147 CES	5	3	1			98	82	2			103	85	3		
147 LRS	5	5	0			98	91	6			103	96	6		
147 MG	3	0	0			18	16	1			21	16	1		
147 MS	3	3	0			209	167	1			212	170	1		
147 AMS	2	2	0			158	131	2			160	133	2		
147 MOF	1	1	0			30	19	0			31	20	0		
147 MDS	28	18	1			33	29	1			61	47	2		
147 FW	113	93	2			886	763	27			999	856	29		
147 STU FLT	2	5	0			3	43	0			5	48	0		
272 EIS	9	9	1			98	99	6	94.9%		107	108	7		
273 EIS	8	0	0			89	10	0			97	10	0		
GUs	17	9	1			187	109	6			204	118	7		
TOTAL	142	107	3	73.9%	81.1%	1076	919	33	82.0%	85.0%	1209	1022	35	81.2%	81.2%

Section 21-1, 147 FW Manpower Document

14 March 2005

Air Force Briefing Notes

Date: Wednesday, March 9, 2005

Time: 08:00-09:30

Place: 3E808

Chairman: Mr. Pease, Deputy Assistant Secretary of the Air Force, Basing and Infrastructure Analysis

Executive Secretary: Lt Col Johansen

Key Attendees:

- Mr. Pease, DASAF, Basing and Infrastructure Analysis
- MG Heckman, Assistant Deputy Chief of Staff of the Air Force, Plans and Programs
- Col Kapellas, Division Chief, Air Force BRAC Office
- Lt Col Laffey, Division Chief, Air Force BRAC Office
- Lt Col Milam
- Lt Col Johansen

Red Team Attendees:

- Honorable H.T. Johnson
- Honorable Robin Pirie
- General Leon Salomon
- Mr. John Turnquist

Subject: Candidate Recommendation Briefing by the United States Air Force to BRAC Red Team

Presenter: Mr. Fred Pease

Items of Import:

- BRAC 2005 Goals were to maximize warfighting capability by optimizing squadron size, increasing crew ratios and adjusting Active/ARC mix, to realign infrastructure to meet future defense strategy by sustaining air superiority and air sovereignty and accomplishing mobility basing, to maximize operational capability by eliminating excess capacity, and to capitalize on joint activity opportunities.
- USAF liaisons to JCSGs were less effective than an actual Air Force representative JCSG member may have been.
- Air Force reduces capacity by about 17.8 percent but there are still recommendations coming in that need to be knitted together.
- Did not take savings for military personnel.
- MILCON is overestimated – there is a 20% fudge factor.

Questions that arose:

- Where in your organization were JCSG recommendations deconflicted? *Resolutions started at the DAS level and may have generated other recommendations. We also had bi-lateral conversations to resolve issues.* (Salomon)
- Why is 24 the optimal squadron size for fighters? (Salomon)
- What is a Center for Excellence? What did the JCSGs recommend with respect to Indian Springs? *E&T JCSG had a candidate recommendation, but did not send it forward. Air Force decided to go ahead with the recommendation.* (Johnson)

- Where is Indian Springs? *Nevada, near Ft. Irwin, CA and Nellis AFB, NV.* (Salomon)
- Why isn't a receiver considered a realignment (e.g. MacDill)? (Salomon)
- How was capacity defined? *The difference between actual squadron size and optimum squadron size. Excess capacity exists where a squadron can be added at no cost (Slide 18).* (Johnson)
- Did the Air Force Audit Agency validate capacity? *Yes, they are present at all deliberative meetings.* (Johnson)
- Do your military value weights really have the precision to the hundredths place (e.g. 3.92%)? (Salomon)
- Were the "Mission Essential Bases" (Slide 31) analyzed at all? *Yes, but only as receivers.* (Salomon)
- What happened to the OSD principles (they aren't explicit on Slide 35)? *We will relate ours to theirs.* (Salomon)
- Is the Guard on board? *Absolutely, we are freeing up manpower for new roles.* (Johnson)
- Why leave numerous ECS enclaves? *The ECS units are tasked separately from the fighter squadron and don't go with the mission. They provide general support – CSS.* (Johnson)
- What is the status of Los Angeles AFB? *JCSG took it off the table because it had highest military value. We had an enabling scenario.* (Johnson)
- Why move plans out of Indian Springs if you have capacity there? (Salomon)
- How do you define realignment? *If more than one-third of non-mission personnel is left, then it is a realignment. If remaining non-mission personnel is less than one-third, then that is considered an enclave. Did you excess the rest of the base? Yes, and reducing the footprint sometimes created a cost.* (Johnson)
- What are "quantifiable benefits" (Slide 49)? (Pirie)
- Where do you stand with your recommendations? *None have briefed to the IEC. We are all done with them, except a couple of recommendations that are "follow the fleet" type recommendations.* (Johnson)

Informal observations provided at briefing:

- The Red Team has found it difficult to track goals, principles, imperatives, strategies, etc. and the application of military judgment. Be prepared to describe the dependencies or interrelationships between goals, principles, your strategy, and your military judgment. The candidate recommendations are supposed to be strategy-drive, data-verified and this needs to be apparent in your presentation and articulation.
- The decision process needs to be well documented and when you present to the Commission, you should have a chart that explicitly demonstrates how decisions were made.
- Make a chart that displays and rationalizes (with data support) optimum squadron sizes. For those recommendations where you do not reach the stated optimum, you need to explain why not in your justification. Failing to give such an explanation undermines your entire process.
- Review argument for increased crew ratios to be consistent. Ensure reliability data supports argument.
- The point of slides 7-9 is unclear. Add bullet point to the slide so that it is obvious what audience is to take away from the slide.

- To not look at ranges is a missed opportunity – need to have supporting justification for taking ranges off the list.
- Check with OSD to determine whether you need separate candidate recommendations for receiver sites.
- Create a slide similar to Slide 13 that shows receiver sites.
- Show, on Slide 13, the reduction in capacity due to BRAC 2005 actions.
- Put development of goals and principles (i.e. your strategy) at the beginning of your process slide (Slide 14).
- Help DoD develop a DoD-wide metric for success.
- Rename Imperatives (Slide 27) and connect them not only to the OSD principles, but also to your stated goals (Slide 3) and principles (Slide 35) – create an explicit hierarchy.
- Typographical error on Slide 36 - # 5 was modeled and was not an imperative.
- Numerous candidate recommendations, like the sample on Slide 38, used the justification that the action “enables future total force transformation”. This requires further explanation.
- May want to incorporate a before and after type slide into presentation that demonstrates which bases have new types of planes, which is significant from a maintenance perspective.
- Create a backup chart that demonstrates how many pilots are affected by C-130 movements (Slide 45), how many pilots are assigned to a new base and how many have a new mission.
- Make UAV Group movement slide (Slide 47) consistent with other similar slides.
- Review recommendations with large MILCON and “Never” paybacks. Perhaps add a quad chart that links enablers (from other services and/or from JCSGs) together so that all savings can be counted. Use the Navy’s “Fenceline Closures Chart” as an example or a template.
- Help DoD define realign and show savings – there needs to be consistency across DoD.
- Have a crisp example prepared to explain “quantifiable benefits” (Slide 49).
- The purpose of BRAC is to reduce excess capacity. Strengthen rational and justification of all recommendations by explicitly linking actions to the Air Force’s overall strategy, to the Force Structure Plan, and/or to BRAC Selection Criteria. This is necessary to avoid the appearance of using BRAC money for new MILCON to get Air Force situated and to overcome the Commission’s potential hostility surfacing from small political actions.
- Many of the recommendations include leaving expeditionary combat support (ECS) elements in an enclave. For many of them, they cite the need to “retain intellectual capital” as the justification for retaining an enclave. We need an explanation as to why these elements cannot be moved allowing for a total base closure. Especially as in the case of USAF-0033V2 (Slide 66) – where receiving location is 12 miles from losing location, and yet, an enclave is left behind.
- For those recommendations that involve the movement of aircraft from an installation with a high military value to one with a lower military value (e.g. USAF-0037 – Slide 72), we need a better explanation as to why this movement fits into the overall strategy. If “military judgment” was used, we need to know which aspect of military judgment.

- Be careful when stringing recommendations together – commission will look at the recommendations individually.

Additional observations to consider:

- Box top scenario development and top down driven comments imply non-data driven candidate recommendations. Change wording to better describe scenario development process.
- Need to solidify/disentangle your strategy, goals, imperatives, and principles. Statements on the bottom of Slides 3 and 11 really seem to be your strategy – as opposed to the reduction of capacity or to save money. If this is true, Slides 48 and 49 are irrelevant as your stated goal was not to save money.
- Military value analysis is distinct from all other groups who determined military value by mission or function of an installation. USAF appears to do military value analysis by warfighting platform rather than by installation mission or function. Since military value is not based on installation value in support of the total force structure, there are several military values for a base depending on which platform one is using.
- Several of the recommendations include the movement of aircraft that seem to be tangentially related (at best) to the core of the recommendation. Why are these movements rolled up as part of a candidate recommendation? Can't they be done outside of the BRAC process?
- For the most part, the AF candidate recommendations seemingly do not involve the disposal of property. If property is excessed, it needs to be apparent in quad charts or at least in the one-page recommendation description. If property is not excessed, why not?
- Some quad charts say the base is being "realigned," but the one-pager describes it as a closure or vice versa. You need to be consistent.
- USAF-0035: Recommendation is to close, but the documentation shows units remaining (to fulfill Air Sovereignty Alert mission). Quad sheet says no natural resources infrastructure issues, but one-pager says there could be wetlands issues that restrict additional operations. What is the MILCON for?
- USAF-0039: The wing is inactivating and all the aircraft are retiring, but there is MILCON, why? Why do the ECS elements remain? Why are Sioux Falls, SD and Gulfport-Biloxi, MS part of the community impact sheet when there is no mention of anything moving from/to those locations?
- USAF-0051: What will the AF do to solve the potential housing shortage at Mt. Home? Moves F-15s from the base ranked #1 in mil value to the base ranked #23, in part because the weather is more predictable in ID than in NC. Can this be documented?
- USAF-0052: Follows from DON-0067 and DON-0084. Why does the Engineering Squadron remain as an enclave? What is the cumulative effect (costs/savings) of the recommendations involving Willow Grove?
- USAF-0053 & USAF-0114: Why include movement of Singapore F-16s (Block 52) from Cannon to Luke as part of these recommendations? Clarify that "B52" means "Block 52" vice the aircraft.
- USAF-0055: The one-pager states that environmental impacts at Nellis need to be evaluated, but there is no explanation regarding how Nellis is part of the scenario.
- USAF-0081: Review the legality of "realigning in place".

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- **USAF-0086: What is the real rational for moving out a ANG wing, and then transferring its aircraft to another wing at the same base? “Enables Future Total Force Transformation” is insufficient justification.**

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OFFICE OF THE ASSISTANT SECRETARY

APR 11 2005

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 29 Mar 2005

Maj Gen Heckman called the meeting to order at 1015, the Pentagon, Room 5C279. Attendance is at Atch 1. The slides presented are included as Atch 2 and individually referenced herein. The meeting was categorized as deliberative. Mr Pease back-briefed the 28 March IEC meeting. He noted sister service candidate recommendations costed as longer payback were inferred as undesirable. Maj Gen Heckman previewed the agenda and updated calendar (Slides 2-9). He noted that candidate recommendations with no, or long payback should be rejustified with a clear statement providing a nexus to enable the candidate recommendations.

... updated the status of Candidate Recommendations (Slides 9-12). He noted a 1700 publication time for daily updates. ... briefed definitions of Closure and Realignment to highlight the differences between law and policy (Slides 14-16).

riefed:

- S118Jc2: Realign Ellington (Slides 18-19)
- S119Zc2: Realign Seymour Johnson (Slides 20-21)
- S101Jc2: Close Bradley (Slides 22-30)
- S121Zc1: Realign Luke (Slides 31-38)

Upon deliberation, the BCEG approved advancement of the Ellington AGS Realignment (S118Jc2) and the Seymour Johnson Realignment (S119Zc2) as Candidate Recommendations. The BCEG further, revised the Bradley IAP AGS Closure to a realignment (Slide 24) and directed a review of COBRA manpower data for another look. The BCEG also requested a review of the manpower data for the Luke Realignment.

The BCEG determined the rest of the agenda should be deferred pending review for manpower data consistency. Following closing remarks by the co-chairs, the meeting adjourned at 1430. The next BCEG meeting is scheduled for 31 March 05 at 0830 in Pentagon Room 5C279.

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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

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Base Closure Executive Group Attendance

Date: 29 Mar 05

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|---|---|--------------------------------|
| <input checked="" type="checkbox"/> <u>Brig Gen Dutch Holland</u> | <input type="checkbox"/> Brig Gen Mike Lynch | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input type="checkbox"/> Brig Gen Ethridge | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input type="checkbox"/> Brig Gen Charles Ickes | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Mr. Fred Kuhn | | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms Kathy Ferguson</u> | <input type="checkbox"/> Ms Cathy Sparks | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Matt Mleziva | <input type="checkbox"/> | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Mr. Steven Rogers | <input checked="" type="checkbox"/> M | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Jay Jordan | <input type="checkbox"/> M | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Bill Booth | | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Ms. Maureen Koetz | <input type="checkbox"/> M | <input type="checkbox"/> _____ |

* Temporary appointment

Others

Briegels

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BCEG

29 Mar 05

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Agenda 29 Mar 05

1015-1045	Opening Business -Calendar Review -CR Status Review	<i>Co-chairs</i>
<hr/>		
1045-1100	Closure and Realignment Definitions	
<hr/>		
1100-1200	Candidate Recommendations -S118Jc2 - Realign Ellington -S119Zc2 - Realign Seymour Johnson -S101Jc2 - Close Bradley -S121Zc1 - Realign Luke	<i>Scenario Team Leads</i>
<i>Break</i>		
<hr/>		
1300-A/R	Candidate Recommendations -S127c1 - Close Richmond -S128c1 - Realign Capital -S129c1 - Close Fort Smith -S135c1 - Close W.K. Kellogg -S303Jc1 - Close Nashville -S312Jc1 - Realign Luis Munoz	<i>Scenario Team Leads</i>

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AF BRAC

Schedule / Task Timeline

March BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13	14	15 ISG 1030-1200 BCEG 1300-1700 ▲	16	17 BCEG 0830-1700 ▲	18	19
(1) Begin integration of JAST and JCSC scenarios (2) Verify Force Structure				(IEB/J) (Team Leads)		▲
20	21 IEC 1645-1730	22 BCEG 0830-1700 ▲	23	24 BCEG 1300-1700 ▲	25 ISG 1030-1200	26
(3) Complete State-by-State work (4) Complete Vol 1 for Commission Litra					▲	

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AF BRAC

Schedule / Task Timeline

March / April BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27 Easter	28 IEC 1645-1815	29 BCEG 0830-1700 ▲	30	31 BCEG 0830-1700 ▲	1 ISG 1030-1200	2
(5) Load DB after Criterion 7 inputs (6) Complete AF Refined Scenarios (7) Draft AF MY Report Complete (8) Risk Communication Training Complete (9) Begin Testimony Writing (10) Submit JAST / JCSC Integration inputs to JCSCs				(IEB/J) (Co-Chairs) (SAFRA)		▲
3	4 IEC 1645-1815	5 BCEG 0830-1700 ▲	6	7 BCEG 0830-1700 ▲	8 ISG 1030-1200	9
(11) Reconcile JCSC Integration results (12) Obtain Top 2 Approval of Final Recommendation (13) Draft Comm Plan to BCEG				(IEB/J) (Co-Chairs) (SAFRA)		▲

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AF BRAC

Schedule / Task Timeline

April BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10	11 IEC 1645-1815	12 BCEG 1300-1700 ▲	13	14 BCEG 0830-1700 △	15 ISG 1030-1200	16 IEC 0830-1130
(14) PA Plan Complete and Approved (SAF/PAM) (15) Comm Plan for MAJCOMs Complete (SAE/PAM) (16) Final Vectors from CRAF (Co-chairs)						
17	18 IEC 1645-1815	19 BCEG 0830-1700 ▲	20	21 BCEG 0830-1700 △	22 ISG 1030-1200	23
(17) Forward SECAP Testimony for Approval (SE) (18) Final AF Mil Value Report Complete (SE) (19) Build Final AF Commission Recommendation Folders (S)						

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AF BRAC

Schedule / Task Timeline

April / May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
24	25 IEC 1645-1815	26 BCEG 1300-1700 ▲	27	28 BCEG 0830-1700 △	29 ISG 1030-1200	30
(20) Build Commission Library Binders (SEB) (21) Deliver Final AF Report to OSD (SEB) (22) Brief AF Board / Group (Co-chairs)						
1	2 IEC 1645-1815	3 BCEG 0830-1700 ▲	4	5 BCEG 0830-1700 △	6 ISG 1030-1200	7
(23) Make Copies of AF Report for Public (IE) (24) Co-chair Media Training (IE)						

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AF BRAC

Schedule / Task Timeline

May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8	9 IEC 1645-1815	10 BCEG 1300-1700	11	12 BCEG 0830-1700	13 ISG 1030-1200	14
(25) Host Conference with MAJCOM XPs prior to Public Announcement (Co-chairs) (26) Forward Draft Q&As to MAJCOMs (SAF/PAM) (27) SkuB with Acting SECAF (CSAF) (Co-chairs) (28) Dry Run Testimony (Co-chairs)						
15	16 SECDEF Final Recommendations Due	17	18	19	20	21

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AF BRAC

Schedule / Task Timeline

May / June BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	23 IEC 1645-1730	24 BCEG 1300-1700	25	26 BCEG 0830-1700	27 ISG 1030-1200	28
29	30 Memorial Day	31	1	2	3	4


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Candidate Recommendation Status

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CR Status (page 1 of 3)

CR #	USAF #	Base	Close Date	CR Status	CR Due	Comments	Remarks
S101A2	USAF-0033V2	Close Bradley IAP AGS, Windsor Locks, CT	17-Mar			TL	22-Mar
S103A2	USAF-0035V2	Close Duluth IAP AGS, MN	17-Mar		22-Mar	Complete	22-Mar
S107A1	USAF-0039V2	Close Hector IAP AGS, Fargo, ND	18-Mar			IL	23-Mar
S118A2	USAF-0050V3	Realign Ellington AGS, Houston, TX	18-Mar	22-Mar	23-Mar	Complete	23-Mar
S139E1	USAF-0040V2	Close Hulman Reg APT AGS, Terre Haute IN	18-Mar			IL	23-Mar
S121Zc1	USAF-0053V2	Realign Luke AFB, Glendale, AZ	19-Mar			TL	24-Mar
S129E1	USAF-0036V2	Close Fort Smith MAP AGS, AR	19-Mar			TL	24-Mar
S130E1	USAF-0037V2	Close Great Falls IAP AGS, MT	19-Mar			IL	24-Mar
S131C1	USAF-0047V2	Close Springfield-Beckley MPT AGS, OH	19-Mar			IL	24-Mar
S438E1	USAF-0087V2	Realign Rheinbucker AGS, Columbus, OH	19-Mar			TL	24-Mar
S125.1A1	USAF-0114V3	Close Cannon AFB, Clovis, NM	20-Mar			IL	25-Mar
S206.1G2	USAF-0018V3	Close Ellsworth AFB, Rapid City, SD				IL	25-Mar
S311Zc1	USAF-0068V2	Realign Reno-Tahoe IAP AGS, CA				COBRA	25-Mar
S320E1	USAF-0067V2	Realign Schoenectady County APT AGS, NY				COBRA	25-Mar
S800A1	USAF-0011V2	Close Oxnard AFB, Sunnyvale, CA				IL	25-Mar
S136C2	USAF-0055V2	Realign NAS New Orleans ARS, LA	21-Mar			IL	26-Mar
S303A3	USAF-0060V2	Close Nashville IAP AGS, TN	21-Mar	24-Mar	26-Mar	TL	26-Mar

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CR Status (page 2 of 3)

AFB	OMB #	Name	STATUS PROPOSED					APPROPRIATE AGENCY	COMPLETION DATE	REMARKS
			23-Mar	24-Mar	25-Mar	26-Mar	27-Mar			
S312c1	USAF-0069V2	Realign Luis Mingo IAP AFS, San Juan, Puerto Rico	21-Mar				26-Mar	TL		26-Mar
S429c1	USAF-0066V2	Realign Selridge ANGB, Mt. Clemens, MI	21-Mar				26-Mar	TL		26-Mar
S439c1	USAF-0065V2	Realign Pittsburgh IAP AFS, Pittsburgh, PA	21-Mar	24-Mar	25-Mar		26-Mar	TL		26-Mar
S127c1	USAF-0112V2	Close Richmond AFS, Sandston, VA	22-Mar	25-Mar				COBRA		27-Mar
S135c1	USAF-0049V2	Close W.K. Kellogg APT AFS, Battle Creek, MI	22-Mar	25-Mar	26-Mar	27-Mar		TL		27-Mar
S1412c1	USAF-0115V2	Realign Elmendorf AFB, Anchorage, AK	22-Mar					IL		27-Mar
S142c2	USAF-0044V2	Close Otis ANGB, Falmouth, MA	22-Mar	25-Mar				COBRA		27-Mar
S437c1	USAF-0077V3	Realign Key Field AFS, Meriden, MS	22-Mar	25-Mar	26-Mar	27-Mar		TL		27-Mar
S1192c2	USAF-0051V3	Realign Seymour Johnson AFB, Goldsboro, NC	23-Mar	26-Mar	27-Mar	28-Mar	Complete	24-Mar		Additional info req'd by BCFG
S128c1	USAF-0111V2	Realign Capital AFS, Springfield IL	23-Mar	26-Mar	27-Mar	28-Mar		TL		28-Mar
S1322c2	USAF-0054V3	Realign Mountain Home AFB, ID	23-Mar					IL		28-Mar
S420c1	USAF-0117V2	Close Grand Forks AFB, Grand Forks ND	23-Mar				28-Mar	IL		28-Mar
S428c1	USAF-0061V2	Realign Beale AFB, Maryville, CA	23-Mar	26-Mar	27-Mar	28-Mar		TL		28-Mar
S134c1	USAF-0052V2	Close Willow Grove AFB, Willow Grove JRB, Ohio				28-Mar	29-Mar	IL		29-Mar
S1372	USAF-0056V2	Realign Eielson AFB, Fairbanks, AK				28-Mar	29-Mar	IL		29-Mar
S138c1	USAF-0018V2	Realign Hancock Field AFS, Syracuse, NY	24-Mar			28-Mar	29-Mar	IL		29-Mar
S3213c1	USAF-0127V2	Close Yeager APT AFS, Charleston, WV				28-Mar	29-Mar	IL		29-Mar
S704c2	USAF-0089V2	Close Keesler AFS, Anchorage, AK				28-Mar	29-Mar	IL		29-Mar
S133c1	USAF-0041V2	Close Lambert-St Louis IAF AFS, St Louis, MO	25-Mar	28-Mar	29-Mar	30-Mar		IL		30-Mar
S3161c1	USAF-0122V2	Close Pope AFB, Fayetteville, NC	25-Mar	28-Mar	29-Mar	30-Mar		IL		30-Mar

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CR Status (page 3 of 3)

AFB	OMB #	Name	STATUS PROPOSED					APPROPRIATE AGENCY	COMPLETION DATE	REMARKS
			23-Mar	24-Mar	25-Mar	26-Mar	27-Mar			
S3183	USAF-0121V3	Close Niagara Falls AFB, NY	25-Mar	28-Mar	29-Mar	30-Mar		IL		30-Mar
S434c1	USAF-0118V2	Realign McGuire AFB, Wrightstown NJ	25-Mar	28-Mar	29-Mar	30-Mar		IL		30-Mar
S435c1	USAF-0084V2	Realign Fairchild AFB, Spokane, WA	25-Mar	28-Mar	29-Mar	30-Mar		IL		30-Mar
S3071c1	USAF-0064V2	Close New Castle APT AFS, Wilmington, DE	26-Mar	29-Mar	30-Mar	31-Mar		IL		31-Mar
S317c1	USAF-0123V2	Close Pittsburgh IAF AFS, PA	26-Mar	29-Mar	30-Mar	31-Mar		COBRA		31-Mar
S319c1	USAF-0066V2	Close Mansfield Lahm MAP AFS, OH	26-Mar	29-Mar	30-Mar	31-Mar		COBRA		31-Mar
S421c1	USAF-0083V2	Realign March AFB, Riverside, CA	26-Mar	29-Mar	30-Mar	31-Mar		IL		31-Mar
S431c1	USAF-0120V2	Realign Robins AFB, Warner Robins, GA	26-Mar	29-Mar	30-Mar	31-Mar		IL		31-Mar
S3062c1	USAF-0063V2	Realign Andrews AFB, Camp Springs, MD	27-Mar	30-Mar	31-Mar	1-Apr		IL		1-Apr
S4321c1	USAF-0079V2	Close Portland IAF AFS, Portland, OR	27-Mar	30-Mar	31-Mar	1-Apr		IL		1-Apr
S436c1	USAF-0080V2	Realign Birmingham IAF AFS, AL	27-Mar	30-Mar	31-Mar	1-Apr		IL		1-Apr
S601c1	USAF-0125V2	Realign Indian Springs AFAP, NV	27-Mar	30-Mar	31-Mar	1-Apr		IL		1-Apr
S705c2	USAF-0090V2	Realign Eglin AFB, Valparaiso, FL	27-Mar	30-Mar	31-Mar	1-Apr		IL		1-Apr
S1263	USAF-0113V3	Realign Hill AFB, Clearfield, UT	28-Mar	31-Mar	1-Apr	2-Apr		IL		2-Apr
S3221c1	USAF-0059V2	Realign Maxwell AFB, Montgomery, AL	28-Mar	31-Mar	1-Apr	2-Apr		IL		2-Apr
S440c1	USAF-0124V2	Realign Dover AFB, DE	28-Mar	31-Mar	1-Apr	2-Apr		IL		2-Apr
S901c2	USAF-0099V2	Realign Lackland AFB, San Antonio, TX (STAMP/STRAPP Missions Lackland AFB TX)	28-Mar	31-Mar	1-Apr	2-Apr		IL		2-Apr
S904c1	USAF-0102V2	Establish USAF Logistics Support Centers (Lansley/Scott AFB)	28-Mar	31-Mar	1-Apr	2-Apr		IL		2-Apr
S907c2	USAF-0105V2	Establish F-15 Avionics CIRP	29-Mar	1-Apr	2-Apr	3-Apr		IL		3-Apr
S9082c1	USAF-0106V2	Establish F100 CIRP	29-Mar	1-Apr	2-Apr	3-Apr		IL		3-Apr

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Agenda
29 Mar 05

1015-1045	Opening Business -Calendar Review -CR Status Review	Chairman C:
1045-1100	Closure and Realignment Definitions	
1100-1200	Candidate Recommendations -S118Jc2 - Realign Ellington -S119Zc2 - Realign Seymour Johnson -S101Jc2 - Close Bradley -S121Zc1 - Realign Luke	Scenario Team Leads
<i>Break</i>		
1300-A/R	Candidate Recommendations -S127c1 - Close Richmond -S128c1 - Realign Capital -S129c1 - Close Fort Smith -S135c1 - Close W.K. Kellogg -S303Jc1 - Close Nashville -S312Jc1 - Realign Luis Munoz	Scenario Team Leads

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Closure and Realignment Definitions
Law vs Policy

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Legal Definitions

- Closure – Not Defined
- Realignment –
 -any action which *both*

reduces and relocates functions and civilian personnel positions....
- Does not include:
 - RIF
 - Workload adjustments
 - Reduced personnel or funding
 - Skill imbalances
 - Other similar causes
 - Civilian: Direct hire DoD permanent civilian employees

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Policy Definitions


- Closure -
 - All missions of the installation have ceased or have been relocated.
 - All personnel positions (military, civilian and contractor) have been either eliminated or relocated.
 - Exceptions
 - Caretaking
 - Conducting any ongoing environmental cleanup and disposal of the base
 - Personnel remaining in authorized enclaves
- Realignment - Both reduces and relocates functions and civilian personnel positions
 - Does not include:
 - RIF
 - Workload adjustments
 - Reduced personnel or funding
 - Skill imbalances
 - Other similar causes

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		<small>DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>		Agenda 29 Mar 05	
1015-1045	Opening Business	-Calendar Review -CR Status Review			
1045-1100	Closure and Realignment Definitions				
1100-1200	Candidate Recommendations	-S118Jc2 – Realign Ellington -S119Zc2 – Realign Seymour Johnson -S101Jc2 – Close Bradley -S121Zc1 – Realign Luke		<i>Scenario Team Leads</i>	
<i>Break</i>					
1300-A/R	Candidate Recommendations	-S127c1 – Close Richmond -S128c1 – Realign Capital -S129c1 – Close Fort Smith -S135c1 – Close W.K. Kellogg -S303Jc1 – Close Nashville -S312Jc1 – Realign Luis Munoz		<i>Scenario Team Leads</i>	
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		<small>DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>	
S118Jc2 – Realign Ellington Reattack			
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Candidate #USAF-0050V3 / S118Jc2

Realign Ellington AGS, Houston, TX


Candidate Recommendation: Realign Ellington Field AGS. The 147th Fighter Wing's (ANG) F-16 Block 25 aircraft (15 PAA) will retire and the wing's ECS elements will remain in place. The wing will be recommended for inactivation. The Air Sovereignty Alert (ASA) facility will remain at Ellington to fulfill ASA commitment. ANG GSU moves into available space on Ellington.

<p style="text-align: center; font-weight: bold; font-size: small;">Justification</p> <ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Consolidates GSU onto Ellington ■ Ellington enclave retains garrison to support expeditionary units and Homeland Defense role 	<p style="text-align: center; font-weight: bold; font-size: small;">Military Value</p> <ul style="list-style-type: none"> ■ Ellington (80 of 154) retires older F-16s (Block 25) ■ Mil Judgment: Maintain Air Sovereignty Alert (ASA) site. Ellington is a strategic location for Homeland Defense 										
<p style="text-align: center; font-weight: bold; font-size: small;">Payback</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">■ One Time Cost:</td> <td style="text-align: right; padding: 2px;">\$1M</td> </tr> <tr> <td style="padding: 2px;">■ Net Implementation Cost:</td> <td style="text-align: right; padding: 2px;">\$1M</td> </tr> <tr> <td style="padding: 2px;">■ Annual Recurring Savings:</td> <td style="text-align: right; padding: 2px;">\$.1M</td> </tr> <tr> <td style="padding: 2px;">■ Payback period:</td> <td style="text-align: right; padding: 2px;">23 yrs/2029</td> </tr> <tr> <td style="padding: 2px;">■ NPV Cost:</td> <td style="text-align: right; padding: 2px;">\$.2M</td> </tr> </table>	■ One Time Cost:	\$1M	■ Net Implementation Cost:	\$1M	■ Annual Recurring Savings:	\$.1M	■ Payback period:	23 yrs/2029	■ NPV Cost:	\$.2M	<p style="text-align: center; font-weight: bold; font-size: small;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0) ROI: -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation
■ One Time Cost:	\$1M										
■ Net Implementation Cost:	\$1M										
■ Annual Recurring Savings:	\$.1M										
■ Payback period:	23 yrs/2029										
■ NPV Cost:	\$.2M										

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF-0051V3 / S119Zc2

Realign Seymour Johnson AFB, Goldsboro, NC

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Candidate #USAF-0051V3 / S119Zc2

Realign Seymour Johnson AFB, Goldsboro, NC


Candidate Recommendation: Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home. Simulator and academic requirements will move.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Creates more effective F-15E training due to weather and airspace considerations ■ Sets Seymour Johnson to effective wing size (72 PAA) 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Moves Seymour Johnson (1) F-15E aircraft to Mountain Home (23) ■ Military Judgment: Relocates F-15E FTU squadron to base with more suitable air-to-ground training environment 										
<p style="text-align: center;">Payback</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 70%;">■ One Time Cost:</td> <td style="text-align: right;">\$32M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$38M</td> </tr> <tr> <td>■ Annual Recurring Cost:</td> <td style="text-align: right;">\$2M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">Never</td> </tr> <tr> <td>■ NPV Cost:</td> <td style="text-align: right;">\$54M</td> </tr> </table>	■ One Time Cost:	\$32M	■ Net Implementation Cost:	\$38M	■ Annual Recurring Cost:	\$2M	■ Payback period:	Never	■ NPV Cost:	\$54M	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change -1,188 (direct: -648, Indirect: -540). ROI: -1.98% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation
■ One Time Cost:	\$32M										
■ Net Implementation Cost:	\$38M										
■ Annual Recurring Cost:	\$2M										
■ Payback period:	Never										
■ NPV Cost:	\$54M										

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Candidate #USAF-0033V3 / S101Jc2 Close

Bradley IAP AGS, Windsor Locks, CT

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Candidate #USAF-0033V3 / S101Jc2 Errata

1. **Manpower moves from Bradley to Barnes in FY07**
2. **Firefighters remain at Bradley**
3. **ASA referenced but priced in S142 (Otis)**
4. **Incorporate CIRF (S911)**

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Candidate #USAF-0033V3 / S101Jc2 Realign Bradley IAP AGS, Windsor Locks, CT

Candidate Recommendation: Realign Bradley IAP AGS. The 103d Fighter Wing's (ANG) A-10 aircraft will be distributed to the 104th Fighter Wing (ANG), Barnes Municipal Airport AGS, Massachusetts (9 PAA) and retirement (6 PAA). The wing's expeditionary combat support (ECS) elements will remain in place. The wing will be recommended for inactivation. Establish a Centralized Intermediate Repair Facility (CIRF) at Bradley for the TF-34 engine commodity. Realign base-level TF-34 engine intermediate maintenance from Barnes, Selfridge ANGB, Michigan; Shaw AFB, South Carolina; and Martin State Airport AGS, Maryland into a CIRF at Bradley.

<p style="text-align: center; font-weight: bold; font-size: small;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Consolidates A-10 fleet ■ Retains trained A-10 pilots and maintainers from Bradley and optimizes squadron size (24) at Barnes ■ Enclave supports Homeland Defense mission 	<p style="text-align: center; font-weight: bold; font-size: small;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Bradley (98) moves assets to Barnes (97) 										
<p style="text-align: center; font-weight: bold; font-size: small;"><u>Payback</u></p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding: 2px;">■ One Time Cost:</td> <td style="text-align: right; padding: 2px;">\$3M</td> </tr> <tr> <td style="padding: 2px;">■ Net Implementation Cost:</td> <td style="text-align: right; padding: 2px;">\$.7M</td> </tr> <tr> <td style="padding: 2px;">■ Annual Recurring Savings:</td> <td style="text-align: right; padding: 2px;">\$.5M</td> </tr> <tr> <td style="padding: 2px;">■ Payback period:</td> <td style="text-align: right; padding: 2px;">6 yr/2013</td> </tr> <tr> <td style="padding: 2px;">■ NPV Savings:</td> <td style="text-align: right; padding: 2px;">\$4M</td> </tr> </table>	■ One Time Cost:	\$3M	■ Net Implementation Cost:	\$.7M	■ Annual Recurring Savings:	\$.5M	■ Payback period:	6 yr/2013	■ NPV Savings:	\$4M	<p style="text-align: center; font-weight: bold; font-size: small;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -132 (direct: -75; indirect: -57) ROI: - 0.02% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation
■ One Time Cost:	\$3M										
■ Net Implementation Cost:	\$.7M										
■ Annual Recurring Savings:	\$.5M										
■ Payback period:	6 yr/2013										
■ NPV Savings:	\$4M										


✓ Strategy ✓ Capacity Analysis / Data Verification ✓ COBRA ✓ Military Value Analysis / Data Verification

✓ JCSG/MilDep Recommended ✓ Criteria 6-8 Analysis

✓ Deconflicted w/JCSGs ✓ Deconflicted w/MilDeps

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Candidate #USAF 0033V3 / 101Jc2 101Jc1 – 101jc2 Comparison

- Decreased MILCON and associated recurring costs
- Decreased recurring manpower costs due creating TF-34 CIRF at Bradley and eliminating TF-34 personnel at Shaw AFB (19 PE).

	101j1	101j2	Change
1 Time	\$5,873	\$3,311	(\$2,562)
MILCON	\$4,779	\$0	(\$4,779)
Implem	\$4,596	\$678	(\$3,918)
NPV	\$2,200	(\$4,209)	(\$6,409)
Annual Recurring	(\$241)	(\$532)	(\$291)
Positions Moved			
Off	2	2	0
Enl	21	50	29
Civ	68	101	33
Costs (Recurring)			
Personnel	\$154	\$217	\$63
Overhead	\$127	\$104	(\$23)
Moving	\$0	\$0	\$0
Mission	\$0	\$0	\$0
Other	\$62	(\$35)	(\$97)
Total	\$343	\$286	(\$57)
Savings (Recurring)			
Personnel	\$461	\$688	\$227
Overhead	\$61	\$131	\$70
Moving	\$0	\$0	\$0
Mission	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total	\$522	\$819	\$297

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Candidate #USAF-0033V3 / S101Jc2 Manpower

	10	78	196	282	857	10	78	196	282	849	10	78	196	282	849	
Source 30 Sept 03 UMD																
Source MALCOM-Current/Projected 30 Sep 04																
(101Jc2) Robust from 15 to 24 PAA A-10 Ops and Mix from Bradley (ANG)											2	15	81	98	235	
(101Jc2) BOS Associated with mission move from Bradley (ANG)											0	6	7	13	0	
(S101Jc2) Minus CIRF to Bradley (ANG)											0	0	-5	-5	0	
Adjusted Baseline	10	78	196	284	846	10	78	196	284	838	12	99	279	390	1073	
COBRA Delta	0	0	0	0	0	0	0	0	0	0	2	21	83	106	235	

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Candidate #USAF-0033V3 / S101Jc2 Manpower

[REDACTED]
[REDACTED]

Source 30 Sept 03 UMD	7	70	200	277	845	7	70	200	277	838	7	70	200	277	838	
Source MAJCOM-Current/Projected 30 Sep 04	7	73	199	279	845	7	73	199	279	838	7	73	199	279	838	
(101Jc2) Minus 9 PAA A-10 Ops and Maint to Barnes (ANG)											-2	-15	-61	-98	-235	
(101Jc2) Minus BOS (ANG) to Barnes											0	-6	-7	-13	0	
(101Jc2) Non-BRAC Programmatic - Retire 6PAA A-10 Ops and Mx (ANG)											-4	-30	-38	-72	-148	
(142c2) Plus ASA Det to replace Otis, manpower from Otis (ANG)											2	18	0	20	0	
(101Jc2) Plus CIRF from Barnes (ANG)											0	0	5	5	0	
(101Jc2) Plus CIRF from Selfridge (ANG)											0	0	4	4	0	
(101Jc2) Plus CIRF from Martin State (ANG)											0	0	4	4	0	
(101Jc2) Plus CIRF from Shaw (AD)																
Adjusted Baseline	7	73	199	279	845	7	73	199	279	838	3	40	86	129	455	
COBRA Delta	0	0	0	0	0	0	0	0	0	0	-4	-33	-113	-150	-383	

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Candidate #USAF-0033V3 / S101Jc2 Manpower


[REDACTED]
[REDACTED]

Mr. Herpool DWH
 17-Mar-05

Source 30 Sept 03 UMD	570	4003	470	5643	18	571	4504	470	5635	18	570	4595	456	5634	18
Source MAJCOM-Current/Projected 30 Sep 04	568	4577	510	5655	18	569	4566	512	5647	18	570	4595	511	5640	18
(S101Jc2) Realign TF-34 manpower to Bradley (AD)											0	-6	0	-6	
(S101Jc2) Savings assoc w/TF-34 to Bradley (AD)											0	-17	0	-17	
(S101Jc2) BOS assoc w/Savings from TF-34 move to Bradley (Manpower to AD BRAC Base X)											0	-1	-1	-2	
Adjusted Baseline	568	4577	510	5655	18	569	4566	512	5647	18	570	4514	522	5606	35
COBRA Delta	0	0	0	0	0	0	0	0	0	0	0	-81	11	-40	17

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Candidate #USAF-0033V3 / S101Jc2 One-Time Cost

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Total - Construction		0
Personnel		
Civilian RIF	57,398	
Eliminated Military PCS	71,973	
Unemployment	4,451	
Total - Personnel		133,823
Overhead		
Program Management Cost	279,450	
Total - Overhead		279,450
Moving		
Civilian Moving	347,787	
Military Moving	35,633	
Freight	10,060	
Information Technologies	551,000	
One-Time Moving Costs	363,000	
Total - Moving		1,307,480
Other		
HAP / RSE	24,797	
Environmental Mitigation Costs	681,000	
Total - Other		705,797
Total One-Time Costs		2,426,550

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Candidate #USAF-0033V3 / S101Jc2 MILCON


None

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**Candidate #USAF-0053V2 / S121Zc1
Realign Luke AFB, Glendale, AZ**


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**Candidate #USAF-0053V2 / S121Zc1
Errata**

1. Added Phoenix GSU (107 ACS, Papago) onto Luke

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Candidate #USAF-0053V2 / S121Zc1 Realign Luke AFB, Glendale, AZ

Candidate Recommendation: Realign Luke AFB. The 56th Fighter Wing distributes F-16 Block 25 aircraft (13 PAA) and F-16 Block 42 aircraft (24 PAA) to retirement. The 944th Fighter Wing (AFRC) distributes F-16 Block 32 aircraft to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (11 PAA). Singapore F-16 B52s currently based at Cannon AFB relocate to Luke AFB (non-BRAC). Move 107th ACS 125to Luke AFB.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Consolidates F-16 fleet to reduce costs ■ Optimizes squadron size (24) at Fresno ■ Realigns force structure to execute Homeland Defense mission (Fresno) ■ Consolidates GSU onto Luke 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Luke (12) distributes F-16 (Block 32) to replace Fresno's (87) retiring aircraft ■ Mil Judgment: Fresno is a strategic location for homeland defense (air sovereignty)
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$12M ■ Net Implementation Cost: \$52M ■ Annual Recurring Cost: \$9M ■ Payback Period: Never ■ NPV Cost: \$130M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: - 86 (direct: - 45, indirect: - 41) ROI: - 0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDepts

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Candidate #USAF 0053V2 / 121Zc1 121z – 121zc1 Comparison

- Increased MILCON and associated costs
- Reduced personnel movement
- Increased personnel costs due to program increase at Fresno AGS (manpower from Base X – 174 PE)
- Increased personnel savings from program reduction at Luke (AD BOS to Base X – 51 PE)

	121z	121zc1	Change
1 Time	\$9,959	\$12,024	\$2,065
MILCON	\$0	\$5,242	\$5,242
Implem	\$1,467	\$51,790	\$50,323
NPV	(\$3,546)	\$129,707	\$133,253
Annual Recurring	(\$542)	\$8,795	\$9,337
Positions Moved			
Off	12	0	-12
Enl	45	0	-45
Civ	165	0	-165
Costs (Recurring)			
Personnel	\$236	\$12,530	\$12,294
Overhead	\$123	\$256	\$133
Moving	\$0	\$0	\$0
Mission	\$0	\$0	\$0
Other	(\$43)	\$0	\$43
Total	\$316	\$12,786	\$12,470
Savings (Recurring)			
Personnel	\$373	\$3,712	\$3,339
Overhead	\$486	\$278	(\$208)
Moving	\$0	\$0	\$0
Mission	\$0	\$0	\$0
Other	\$0	\$0	\$0
Total	\$859	\$3,990	\$3,131

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Candidate #USAF 0053V2 / 121Zc1 Manpower

Source 30 Sept 03 UMD	567	4525	977	6059	1079	567	4520	978	6053	1079	545	4520	976	6041	1079
Source MAJCOM-Current/Projected 30 Sep 04	567	4514	1149	6230	1065	566	4518	1067	6151	1061	551	4516	1019	6086	1061
(S121Zc1) Retire 9 PAA F-16 B25 and 24 PAA F-16 B42 (Manpower to AD Non-BRAC Programmatic)											-43	-553	-38	-634	
(S121Zc1) BOS assoc w/ retiring 9 PAA F16 B25and 24 PAA F-16 B42 (Manpower to AD BRAC Base X)											-3	-26	-22	-51	
(S121Zc1) Realign 11 PAA F16B32 to ANG, 4 PAA F16B25 to FFS Retire (AFRC): All AFRC mission manpower remains in place for FTI new mission											-25	-4	-273	-302	-604
(S121Zc1) AFRC FTI New Mission Manpower											25	4	273	302	604
(S121Zc1) AFRC ECS Manpower remain in place											0	-3	-19	-22	-458
(S121Zc1) AFRC ECS Manpower remain in place											0	3	19	22	458
(S121Zc1) GSU Consolidation - 107th ACS from Papago, AZ (ANG)											4	6	55	65	156
(S121Zc1) BOS for GSU (Manpower from AD BRAC Base X)											0	3	3	6	
(S126.3) Realign LANTIRN manpower to Hill (AD)											0	-22	0	-22	
(S126.3) BOS assoc w/LANTIRN to Hill (AD)											0	-1	-1	-2	
(S126.3) Savings assoc w/LANTIRN to Hill (AD)											0	-5	0	-5	
(S126.3) Realign LANTIRN Maint Mgmt to Langley (AD)											0	-1	0	-1	
(S904c1) Realign LRS manpower to new Logistics Sppt Ctr at Langley (AD)											0	-15	0	-15	
(S904c1) BOS assoc w/move to Langley (AD)											0	-1	0	-1	
Adjusted Baseline	567	4514	1149	6230	1065	566	4518	1067	6151	1061	509	3901	1016	5426	1217
COBRA Delta	0	0	0	0	0	0	0	0	0	0	1	-82	35	-26	156

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Candidate #USAF 0053V2 / 121Zc1 Manpower

Source 30 Sept 03 UMD	13	50	247	310	883	13	50	247	310	883	13	50	247	310	883
Source MAJCOM-Current/Projected 30 Sep 04	13	51	247	311	883	13	51	247	311	888	13	51	247	311	888
(129c1) Non-BRAC Programmatic - Retire 15 F-16 B25 Ops and Maint (ANG)											-9	-16	-144	-169	-400
(129c1) Non-BRAC Programmatic - Retire 15 F-16 B25 BOS (ANG)											-1	-10	-10	-21	0
(121Zc1) Plus 11 F-16 B32 from Luke, Ops and Maint from ANG Base X (ANG)											9	13	139	161	353
(121Zc1) Plus 11 F-16 B32 from Luke, BOS from ANG Base X (ANG)											0	6	7	13	0
(129c1) Plus 7 F-16 B32 Ops and Maint from Ft Smith (ANG)											2	9	53	64	188
(129c1) Plus 7 F-16 B32 BOS from Ft Smith (ANG)											0	4	5	9	0
Adjusted Baseline	13	51	247	311	883	13	51	247	311	888	24	83	451	558	1429
COBRA Delta	0	0	0	0	0	0	0	0	0	0	11	32	204	247	541

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Candidate #USAF 0053V2 / 121Zc1 One-Time Cost

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	5,832,000	
Total - Construction		5,832,000
Personnel		
Civilian RIF	401,788	
Civilian Early Retirement	23,978	
Eliminated Military PCS	123,399	
Unemployment	31,157	
Total - Personnel		580,321
Overhead		
Program Management Cost	57,359	
Total - Overhead		57,359
Moving		
Civilian PPP	141,984	
Freight	92,410	
Information Technologies	697,000	
One-Time Moving Costs	104,000	
Total - Moving		1,035,394
Other		
Environmental Mitigation Costs	226,000	
One-Time Unique Costs	4,293,000	
Total - Other		4,519,000
Total One-Time Costs		12,024,075

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Candidate #USAF 0053V2 / 121Zc1 MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Luke AFB	5,832,000	0	5,832,000
Fresno Air Terminal	0	0	0
BASE X (AIR FORCE)	0	0	0
Totals:	5,832,000	0	5,832,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

MilCon for Base: **Luke AFB, AZ (NUEX)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1711 General Purpose Instruction Building	SF	24,456	n/a**	0 Default	n/a**	5,552
4421 Covered Storage Building, Installation	SF	0	n/a**	5,000 Default	n/a**	280
Total Construction Cost:						5,832
- Construction Cost Avoid:						0
Total Net Milcon Cost:						5,832

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 WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

JAN 19 2005

MEMORANDUM FOR RECORD**SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 21 Dec 2004**

Maj Gen Heckman called the meeting to order at 0830, the Pentagon, Room 5C279. Attendance is at Atch 1. The meeting was categorized as both non-deliberative and deliberative. (Note that the BCEG previously scheduled for Dec 20 was cancelled.) Maj Gen Heckman previewed the agenda and reviewed the BCEG schedules (Slides 3-5).

Col Fleming briefed the JCSG Scenario Data Call (Slide 6). Mr Albro briefed Expeditionary Combat Support (ECS) Enclaves, in relation to ANG realignments and closures, for information. (The slides are labeled 1-24, inserted after Slide 8, and incorporated by reference.) In deliberation, the BCEG directed the ANG Scenario Team to review enclaves for cost-effectiveness and to determine which proposed enclaves are within practicable commuting distance of other installations.

Lt Col Mattison briefed for information and deliberation the CAF "Spider Charts" (Candidate Recommendation Format, Slides 9-34). Lt Col Taylor briefed Closure of Ellsworth and Realignment of Barksdale for information and deliberation in Candidate Recommendation Format (Slides 35-36). He also briefed C-130/SOF/SAR Candidate Recommendation Format slides (Slides 37-51). Lt Col Polczer briefed the Candidate Recommendation Formatted MAF facilities for information and deliberation (Slides 52-69). Lt Col Cork briefed the Candidate Recommendation Formatted Space facilities for information and deliberation (Slides 70-71).

Lt Col Polczer briefed the Scenario Proposals for Closure of Scott AFB and associated realignments (Slides 72-81), and Pope and Moody Excursions with related realignments (Slides 82-88) as Potential Scenarios for information and deliberation. Lt Col Cork briefed Realignment of the ICBM Force (Slide 89), Battlefield Airmen Co-location with Expeditionary Combat Airman to standardize Ground Warrior Training (Slide 90), and Relocation of AF GSU and Leases (Slide 91) for information and deliberation. Lt Col Laffey briefed the JCSG Scenario Update for information and deliberation (Slides 93-99). It was noted: AF objects to 32 of the approximately 225 scenarios that potentially impact AF facilities. It was further noted that there are 904 scenarios registered on the Scenario Tracker to date.

Ms Ferguson presented Scenario Proposals for Future Logistics Support Center (Slide 101), STAMP and STRAPP Relocations (Slide 102), and AF Nuclear storage Relocation (Slide 103) for information and deliberation. Mr Mleziva offered a Scenario Proposal for Relocation of Human Systems Development and Acquisition (Slide 104) for information and deliberation.

Maj Remington briefed ECS Enclave Manpower, enabling the BCEG to discuss enclaves from a common lexicon (Slides 106-108).

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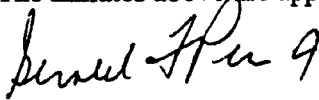
In deliberation, the BCEG recommended minor changes to the Candidate recommendations and subject to those changes voted to refer the Candidate Recommendations to Scenario Teams for analysis. The BCEG also voted to forward the new scenario proposals to the Scenario Development Teams.

Following closing remarks by the co-chairs the meeting concluded at 1626. The next BCEG meeting is scheduled for 4 January 05 at 1330 in Pentagon Room 5C279.



MARTIN PANKOVE, GS-14, DAF
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: 21 DEC 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|---|--|--------------------------------|
| <input checked="" type="checkbox"/> <u>Brig Gen Dutch Holland</u> | <input type="checkbox"/> <u>Brig Gen Mike Lynch</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input checked="" type="checkbox"/> <u>Brig Gen Ethridge</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input type="checkbox"/> <u>Brig Gen Charles Ickes</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u> | <input checked="" type="checkbox"/> Col Karen Kohlhaas | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms Kathy Ferguson</u> | <input type="checkbox"/> <u>Ms Cathy Sparks</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Matt Mleziva | <input type="checkbox"/> Lt Col Dave Lynch | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Mr. Steven Rogers | <input checked="" type="checkbox"/> Mr. Douglas Heady | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Jay Jordan | <input type="checkbox"/> Mr. Steve Connair | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Bill Booth | <input type="checkbox"/> Col Marvin Smoot | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Ms. Maureen Koetz | <input type="checkbox"/> Mr. Vance Lineberger | <input type="checkbox"/> _____ |

* Temporary appointment


Others

- Col Kappy Kapellas
- Col Tom Fleming
- Mr. Mike Callaghan
- Mr. Russ Mayes
- Mr. Martin Pankove
- Ms S. Patricia
- Mr. Albro
- Col Schily
- Maj Lucas
- Lt Col Obata
- Maj Rader
- Ms. D. Shifflett
- Lt Col Costello

Briefers

- Lt Col Mattesini
- Maj Taylor
- Lt Col Polozar

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BCEG

21 Dec 04

U.S. AIR FORCE

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BCEG Schedule

Jan - Apr 05

Jan BCEG Meetings

							1
2	3	▲	4	5	▲	6	7
						ISG 1030-1200	8
9	▲	▲	▲	▲	▲	ISG 1500-1700	14
1030-1700	1030-1700	1030-1700	1030-1700	1030-1700	1030-1130	ISG 1030-1200	21
16	17	▲	18	▲	19	20	22
23	24	▲	25	▲	26	27	29
						ISG 1030-1200	

Feb BCEG Meetings

			1	2	▲	3	4	5
		▲	7	▲	8	9	▲	10
							ISG 1030-1200	11
		▲	13	▲	14	15	▲	16
							ISG 1030-1200	18
		▲	20	▲	21	22	▲	23
							ISG 1030-1200	25
		▲	27					

Mar BCEG Meetings


		▲	1	2	▲	3	4	5
	▲	7	8	9	▲	10	11	12
	▲	14	15	16	▲	17	18	19
	▲	21	22	23	▲	24	25	26
	▲	27	28	29	▲	30	31	

Apr BCEG Meetings

		▲			▲		1	2
		▲	5	6	▲	7	8	9
		▲	12	13	▲	14	15	16
		▲	19	20	▲	21	22	23
		▲	26	27	▲	28	29	30

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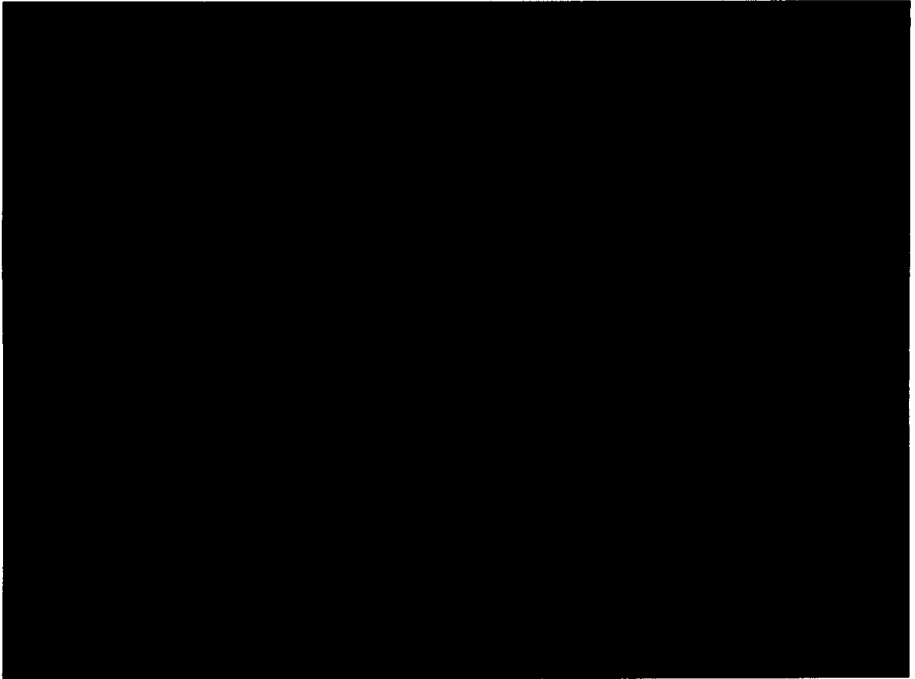
JCSG Scenario Data Call (SDC)


Status as of 20 Dec


JCSG	Posted on Portal	Clarification Period >7 Days				Clarification + Answer Period >11 Days				Final to JCSG
		DP	IL	HAF	OTHER	DP	IL	HAF/MAJCOM	OTHER	
Ed & Tmg	38						2-AETC/2-ACC	3-DoN	28	
HQ & Spt	51								48	
Industrial	32							7-DoN/USA	7	
Intelligence	1								1	
Medical	32								30	
Supply/Storage	17								16	
Technical	25							3-DoN/USA	20	
TOTAL	196						4	13	150	


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		<small>DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>	<h2 style="margin: 0;">Agenda</h2> <h3 style="margin: 0;">21 Dec 04</h3>
<i>0830-0845</i>	Opening Business		<i>Co-chairs</i>
<i>0845-0930</i>	ANG Expeditionary Combat Support (ECS)		<i>Mr. Albro</i>
<i>0930-1030</i>	Scenarios (Arrow charts)		<i>Scenario Teams</i>
<i>Break</i>			
Scenarios			
<i>1045-1230</i>	<ul style="list-style-type: none"> -Arrow charts (continued) -New: Scott, Moody, Pope, ICBMs, ECA, GSU 		<i>Scenario Teams</i>
<i>Lunch</i>			
<i>1230-1330</i>			
<i>1330-1400</i>	JCSG/JAST Update		<i>Lt Col Laffey</i>
Additional Scenarios			
<i>1400-1545</i>	<ul style="list-style-type: none"> -Future Logistics Support Center (Follow-up), STAMP, AF Nuclear Storage Relocation -Human Systems Develop & Acquisition 		<ul style="list-style-type: none"> <i>Ms. Ferguson</i> <i>Mr. Mleziva</i>
<i>Break</i>			
<i>1600-1700</i>	Deliberative Session		<i>Co-chairs</i>
<i>Integrity - Service - Excellence</i>			



		DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA		Agenda 21 Dec 04	
0830-0845	Opening Business	<i>Co-chairs</i>			
0845-0930	ANG Expeditionary Combat Support (ECS)	<i>Mr. Albro</i>			
0930-1030	Scenarios (Arrow charts)	<i>Scenario Teams</i>			
<i>Break</i>					
Scenarios					
1045-1230	-Arrow charts (continued) -New: Scott, Moody, Pope, ICBMs, ECA, GSU	<i>Scenario Teams</i>			
1230-1330	<i>Lunch</i>				
1330-1400	JCSG/JAST Update	<i>Lt Col Laffey</i>			
Additional Scenarios					
1400-1545	-Future Logistics Support Center (Follow-up), STAMP, AF Nuclear Storage Relocation -Human Systems Develop & Acquisition	<i>Ms. Ferguson</i>			
		<i>Mr. Mleziva</i>			
<i>Break</i>					
1600-1700	Deliberative Session	<i>Co-chairs</i>			
<i>Integrity - Service - Excellence</i>					

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CAF Spider Charts			
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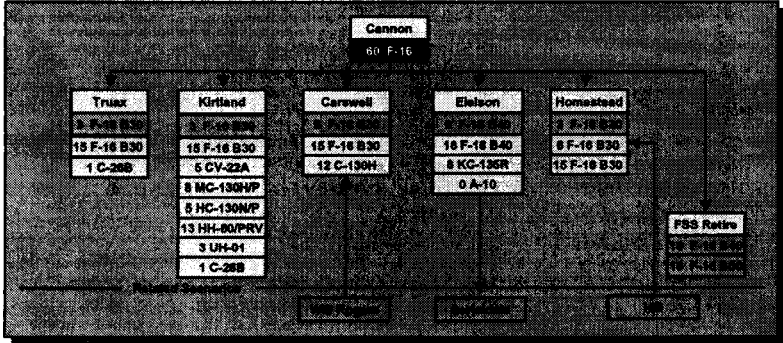


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S100: Close Cannon

Recommendation: Close Cannon AFB. The 27th Fighter Wing will inactivate. The wing's F-16 aircraft will be distributed to the 115th Fighter Wing (ANG), Dane County Regional APT, Truax Field AGS, (3 PAA, Block 30); 482d Fighter Wing (AFRC) Homestead ARB (3 PAA, Block 30); 150th Fighter Wing (ANG), Kirtland AFB, (3 PAA, Block 30); 301st Fighter Wing (AFRC), Carswell ARS, NAS Fort Worth JRB (9 PAA, Block 30); 354th Fighter Wing, Eielson AFB (6 PAA, B40); and retire (36 PAA, Block 40/50).

Issues: Singapore F-16 Block 52 squadron must move




The diagram shows the distribution of 60 F-16 aircraft from Cannon AFB. The aircraft are categorized by location and type:

Location	Aircraft Type	Quantity
Truax	F-16 B30	3
Truax	F-16 B30	15
Truax	C-26B	1
Kirtland	F-16 B30	16
Kirtland	CV-22A	5
Kirtland	MC-130HP	8
Kirtland	HC-130NP	5
Kirtland	HH-90/PRV	13
Kirtland	UH-61	3
Kirtland	C-26B	1
Carswell	F-16 B30	15
Carswell	C-130H	12
Eielson	F-16 B40	16
Eielson	KC-135R	8
Eielson	A-10	0
Homestead	F-16 B30	6
Homestead	F-16 B30	15
FSS Retire	F-16 B30	36

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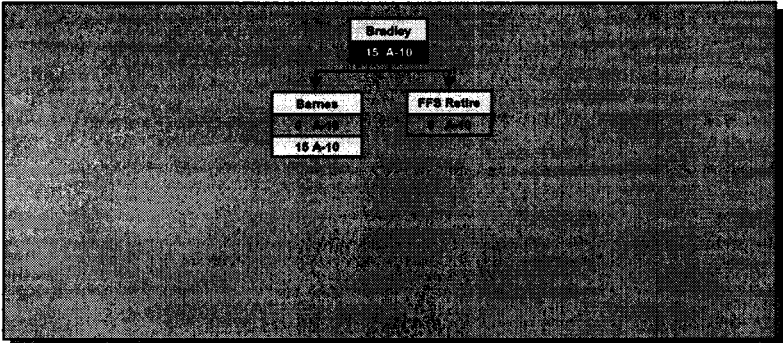


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S101: Close Bradley

Recommendation: Close Bradley IAP AGS. The 103d Fighter Wing (ANG) will be inactivated. The wing's A-10 aircraft will be distributed to the 104th Fighter Wing (ANG), Barnes Municipal Airport AGS, Massachusetts (9 PAA) and retire (6 PAA).

Issues: The wing's expeditionary combat support (ECS) elements may remain as an enclave.




The diagram shows the distribution of 15 A-10 aircraft from Bradley AFB. The aircraft are categorized by location and type:

Location	Aircraft Type	Quantity
Barnes	A-10	9
FSS Retire	A-10	6

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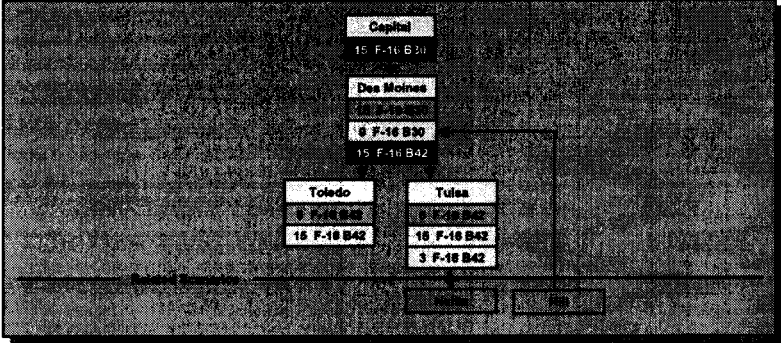
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S102: Close Capital

Recommendation: Close Capital APT AGS. The wing's F-16 aircraft (15 PAA, Block 30) will be distributed to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa. The F-16 Block 42 aircraft currently assigned to the 132d Fighter Wing at Des Moines will be redistributed to the 180th Fighter Wing, Toledo Express Airport AGS, Ohio (9 PAA) and 138th Fighter Wing (ANG), Tulsa IAP AGS, Oklahoma (6 PAA).


Issues: The wing's ECS elements, Guard State Headquarters, and 217th Engineering and Installation Squadron (ANG) may remain as an enclave.



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S103: Close Duluth

Recommendation: Close Duluth IAP AGS. The 148th Fighter Wing (ANG) will be inactivated. The wing's F-16 Block 25 aircraft (15 PAA) will retire.

Issues: The wing's ECS elements and Guard State Headquarters may remain as an enclave.



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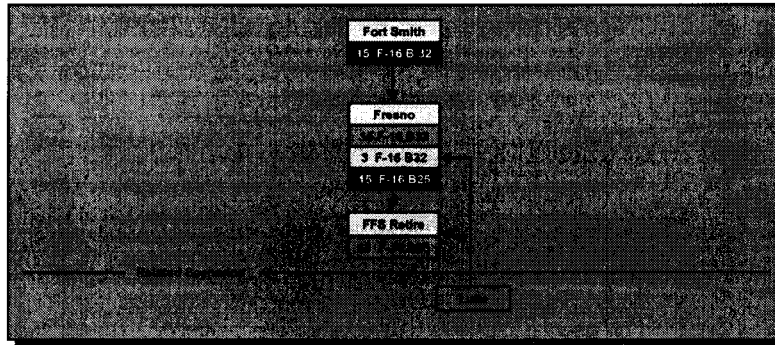


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S104: Close Fort Smith

Recommendation: Close Fort Smith MAP AGS. The 188th Fighter Wing (ANG) will be inactivated. The wing's F-16 Block 32 aircraft (15 PAA) will be distributed to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California. The F-16 Block 25 aircraft (15 PAA) assigned to the 144th Fighter Wing at Fresno will retire.

Issues: The wing's ECS elements may remain as an enclave.



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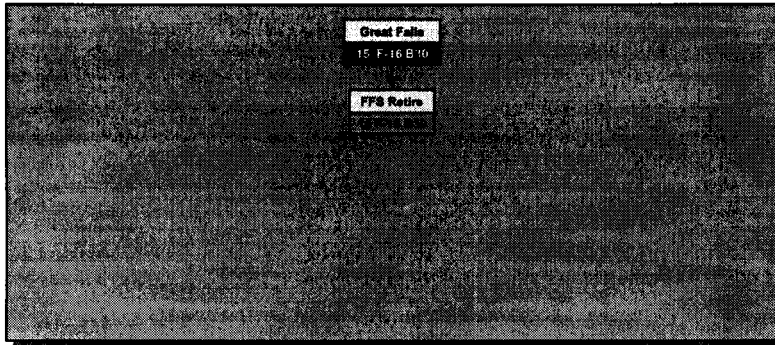


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S105: Close Great Falls


Recommendation: Close Great Falls IAP AGS. The 120th Fighter Wing (ANG) will be inactivated. The wing's F-16 Block 30 aircraft (15 PAA) will retire.

Issues: The wing's ECS elements may remain as an enclave if realignment to Malmstrom not feasible.



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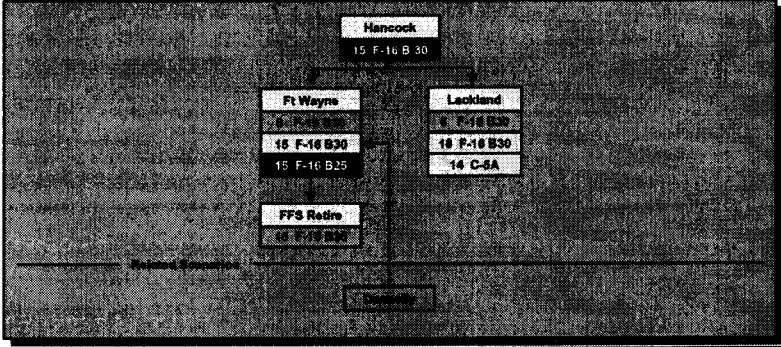
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S106: Realign Hancock Field

Recommendation: Realign Hancock Field AGS. The 174th Fighter Wing (ANG) will be inactivated. The wing's F-16 Block 30 aircraft will be distributed to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana (9 PAA) and 149th Fighter Wing (ANG) Lackland AFB, Texas (6 PAA). The 122d Fighter Wing at Fort Wayne loses assigned F-16 Block 25 aircraft (15 PAA) to retirement.


Issues: The wing's ECS elements, 152d Air Operations Group (ANG), and 274th Air Support Operations Squadron (ANG) may remain as an enclave.



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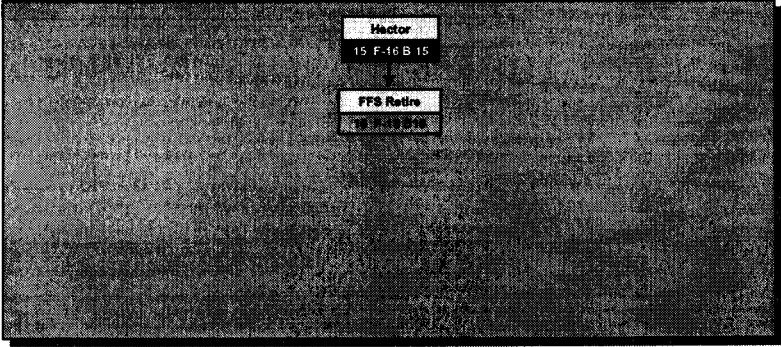
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S107: Close Hector

Recommendation: Close Hector IAP AGS. The 119th Fighter Wing (ANG) will be inactivated. The wing's F-16 Block 15 aircraft (15 PAA) will retire.


Issues: The wing's ECS elements may remain as an enclave.



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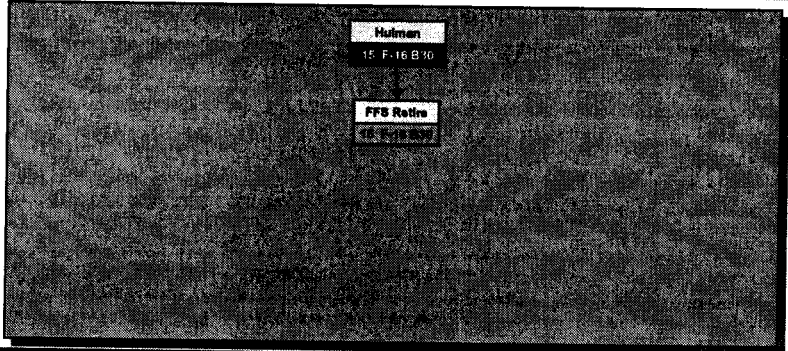
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S108: Close Hulman

Recommendation: Close Hulman Regional APT AGS. The 181st Fighter Wing (ANG) will be inactivated. The wing's F-16 Block 30 aircraft (15 PAA) will retire.


Issues: The wing's ECS elements may remain as an enclave.



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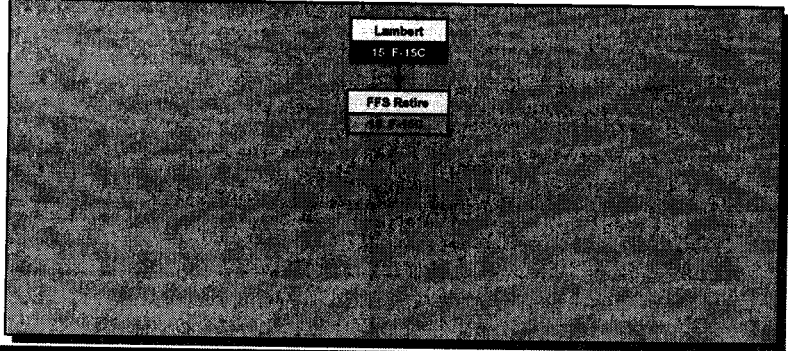
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S109: Realign Lambert

Recommendation: Realign Lambert-St. Louis IAP AGS. The 131st Fighter Wing (ANG) will be inactivated. The wing's F-15 aircraft (15 PAA) will retire.


Issues: The wing's ECS elements, 239th Combat Communications Squadron (ANG), and Air Force Band (ANG) may remain as an enclave.



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S110: Close Martin State

Recommendation: Close Martin State APT AGS. The 175th Wing (ANG) will be inactivated. The wing's C-130J aircraft will be distributed to the 143d Airlift Wing (ANG), Quonset State APT AGS, Rhode Island (4 PAA) and 146th Airlift Wing (ANG), Channel Islands AGS, California (4 PAA). The wing's A-10 aircraft will be distributed to the 127th Wing (ANG), Selfridge ANGB, Michigan (9 PAA); 355th Wing, Davis-Monthan AFB, Arizona (3 PAA); and retire (3 PAA).


Issues: The wing's ECS elements may remain as an enclave.

Martin St				
15 A-10				
8 C-130J				
FFS Retire	Davis-Monthan	Selfridge	Quonset State	Channel Islands
	89 A-10	18 A-10	8 C-130J	8 C-130J
	11 EC-130H	0 F-16 B30		
	8 HC-130P	12 KC-135R (ANG)		
	13 HH-60G	8 KC-135R (AFR)		
		9 C-130E		

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S111: Realign McEntire

Recommendation: Realign McEntire AGS. The 169th Fighter Wing (ANG) will associate with Shaw AFB. The wing's F-16 Block 52 aircraft (15 PAA) will be distributed to the 187th Fighter Wing (ANG), Dannelly Field AGS, Alabama The 187th Fighter Wing at Dannelly distributes its assigned F-16 Block 30 aircraft (15 PAA) to the 122d Fighter Wing (ANG), Fort Wayne IAP AGS, Indiana.


Issues: The wing's ECS elements, 240th Combat Communications Squadron (ANG), 245th Air Traffic Control Squadron (ANG) may remain as an enclave.

McEntire	
15 F-16 B52	
Dannelly Field	
8 F-16 B42	
15 F-16 B30	
Ft Wayne	
8 F-16 B30	
0 F-16 B26	

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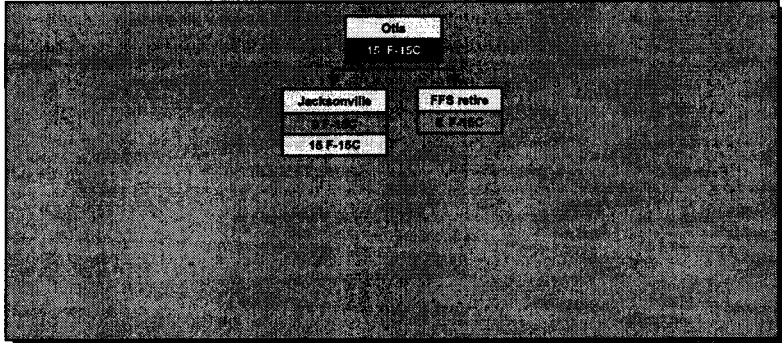
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S112: Realign Otis

Recommendation: Realign Otis ANGB. The 102d Fighter Wing (ANG) will be inactivated. The wing's F-15 aircraft will be distributed to the 125th Fighter Wing, Jacksonville IAP AGS, Florida (9 PAA) and retire (6 PAA).


Issues: The 253d Combat Communications Group (ANG) and 267th Communications Squadron (ANG) may remain as an enclave.



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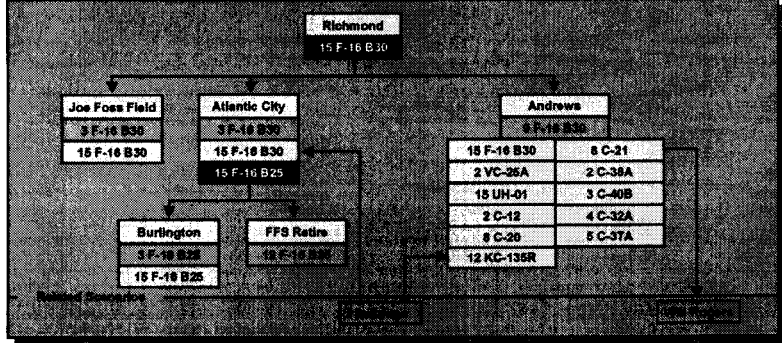
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S114: Close Richmond

Recommendation: Close Richmond IAP AGS. The 192nd Fighter Wing (ANG) will associate with Langley AFB. The wing's F-16 Block 30 aircraft will be distributed to the 113th Wing (ANG), Andrews AFB (9 PAA); the 114th Fighter Wing (ANG), Joe Foss Field AGS (3 PAA); and 177th Fighter Wing (ANG), Atlantic City IAP AGS (3 PAA). The F-16 Block 25 aircraft assigned to the 177th Fighter Wing at Atlantic City will be distributed to the 158th Fighter Wing (ANG), Burlington IAP AGS (3 PAA) and retire (12 PAA).


Issues: The Guard State Headquarters and 200th Weather Flight (ANG) may remain as an enclave.



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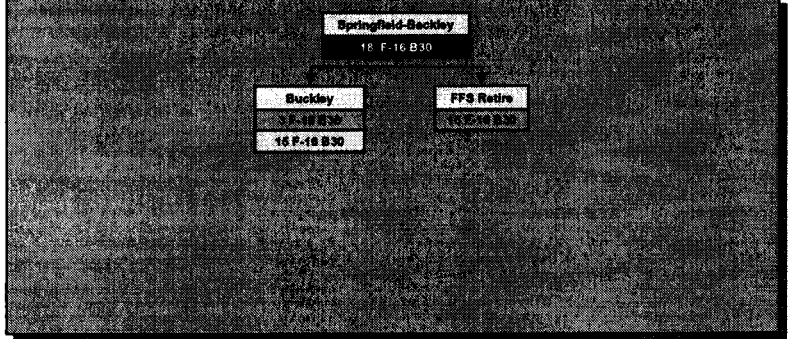
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S115: Realign Springfield-Beckley

Recommendation: Realign Springfield-Beckley MPT AGS. The 178th Fighter Wing (ANG) will be inactivated. The wing's F-16 Block 30 aircraft will be distributed to the 140th Wing (ANG) Buckley AFB, Colorado (3 PAA) and retire (15 PAA).

Issues: The wing's ECS elements, 251st Combat Communications Group (ANG), and 269th Combat Communications Squadron (ANG) may remain as an enclave.




```
graph TD; SB[Springfield-Beckley  
18 F-16 B30] --> B[Buckley  
3 F-16 B30  
15 F-16 B30]; SB --> R[F-16 Retire  
15 F-16 B30];
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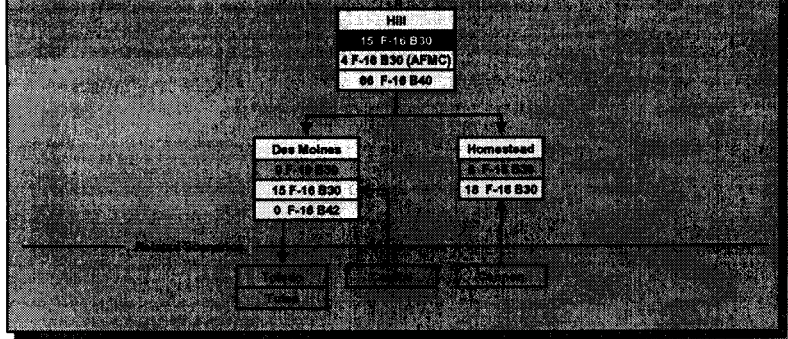
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S116: Realign Hill

Recommendation: Realign Hill AFB. The 419th Fighter Wing (AFRC) will distribute its F-16 Block 30 aircraft to the 132d Fighter Wing (ANG), Des Moines IAP AGS, Iowa (9 PAA) and 482d Fighter Wing (AFRC), Homestead ARB, Florida (6 PAA). The 419th FW manpower will associate with the active F-16 unit.

Issues:



```
graph TD; H[Hill  
15 F-16 B30  
4 F-16 B30 (AFRC)  
66 F-16 B40] --> DM[Des Moines  
9 F-16 B30  
15 F-16 B30  
0 F-16 B42]; H --> HS[Homestead  
15 F-16 B30];
```

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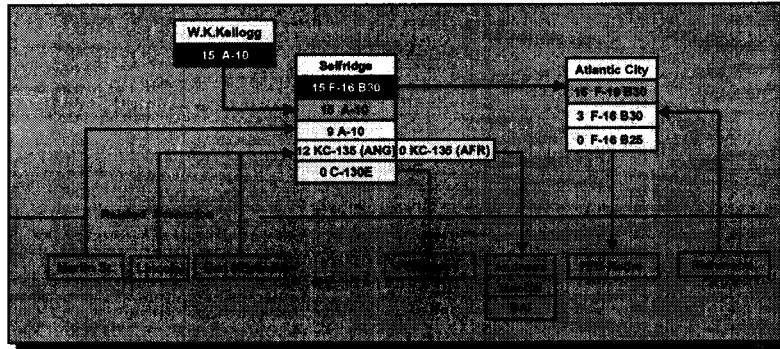


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S117: Close W.K. Kellogg

Recommendation: Close W.K. Kellogg APT AGS. The 110th Fighter Wing (ANG) will be inactivated. The wing's A-10 aircraft (15 PAA) will be distributed to the 127th Wing (ANG), Selfridge ANGB, Michigan. The 127th Wing's F-16 Block 30 aircraft (15 PAA) at Selfridge will be redistributed to the 177th Fighter Wing (ANG), Atlantic City IAP AGS, New Jersey.

Issues: The wing's ECS elements may remain as an enclave.



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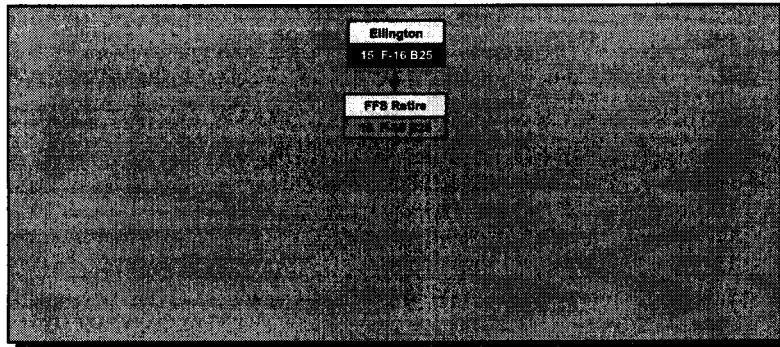


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S118: Close Ellington AGS


Recommendation: Close Ellington Field AGS. The 147th Fighter Wing (ANG) will be inactivated and the wing's F-16 Block 25 aircraft (15 PAA) will retire.

Issues: NASA owns the airfield. An alert detachment will remain open to fulfill air sovereignty mission requirements. The wing's ECS elements may remain as an enclave. Potential ANG GSU movement onto Ellington.



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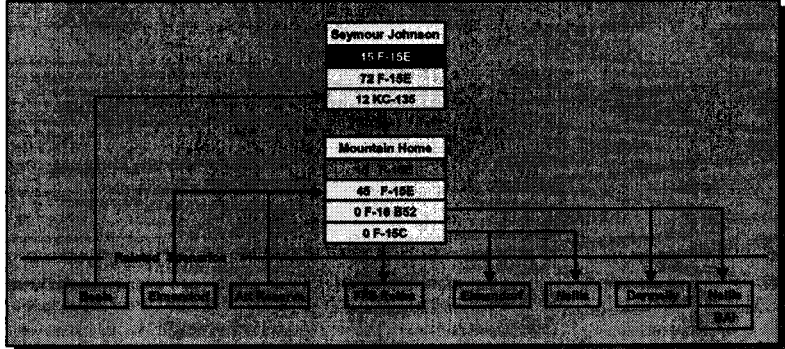
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S119: Realign Seymour Johnson

Recommendation: Realign Seymour Johnson AFB. The 4th Fighter Wing loses F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho.


Issues:



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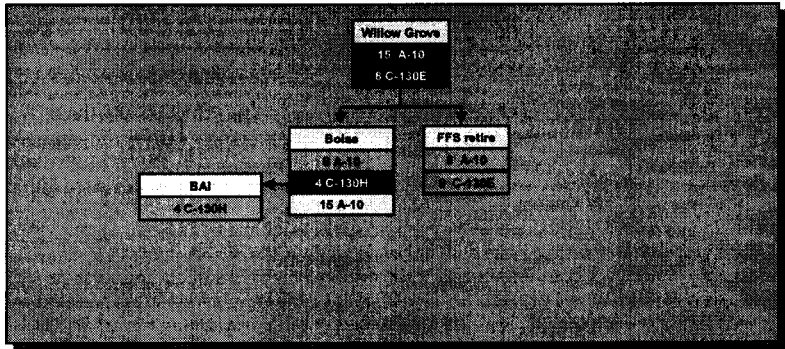
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S120: Close Willow Grove

Recommendation: Close Willow Grove ARS, NAS Willow Grove JRB. The 913th Airlift Wing (AFRC) will be inactivated. The wing's C-130E aircraft (8 PAA) will retire. The 111th Fighter Wing (ANG) will be inactivated. The wing's A-10 aircraft will be distributed to the 124th Wing (ANG), Boise Air Terminal AGS, Idaho (9 PAA) and retire (6 PAA). The C-130H aircraft (4 PAA) assigned to the 124th Wing at Boise will be distributed to BAI.


Issues: The 270th Engineering Installation Sq (ANG) may remain as an enclave.



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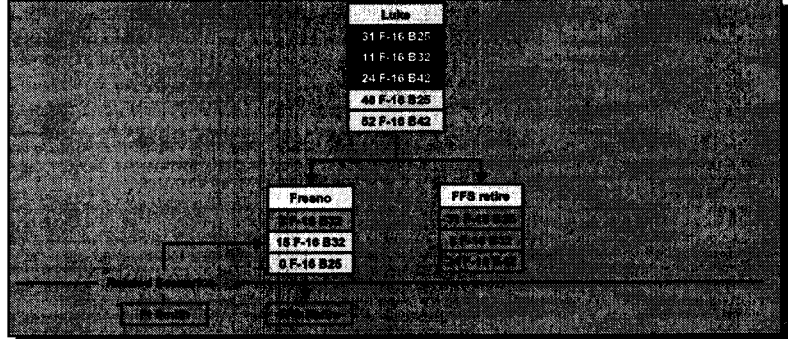
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S121: Realign Luke


Recommendation: Realign Luke AFB. The 56th Fighter Wing loses F-16 Block 25 aircraft (31 PAA) and F-16 Block 42 aircraft (24 PAA) to retirement. The 944th Fighter Wing (AFRC) loses F-16 Block 32 aircraft to the 144th Fighter Wing (ANG), Fresno Air Terminal AGS, California (3 PAA) and retirement (8 PAA). The 944th FW manpower will associate with the 56th FW.

Issues: Possible beddown location for Singapore F-16 B52s currently based at Cannon AFB.



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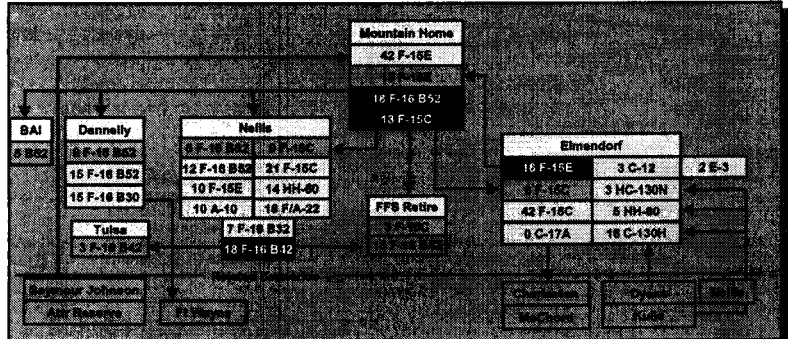
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S122: Realign Mountain Home

Recommendation: Realign Mountain Home AFB. The 366th Fighter Wing will lose assigned F-16 Block 52 aircraft to the 187th Fighter Wing (ANG), Dannelly Field AGS (9 PAA) and 57th Wing, Nellis AFB (5 PAA) and BAI (4 PAA). The 366th Fighter Wing will lose assigned F-15C/D aircraft to the 57th Wing, Nellis AFB, (9 PAA); 3d Wing, Elmendorf AFB (6 PAA); and retirement (3 PAA). The 57th Wing at Nellis will distribute F-16 Block 42 aircraft (3 PAA) to the 138th Fighter Wing Tulsa IAP AGS, and retire its remaining F-16 Block 42 aircraft (15 PAA). The 3d Wing at Elmendorf will lose F-15E aircraft (18 PAA) to the 366th Fighter Wing.

Issues: The 152d Airlift Wing (ANG) Reno-Tahoe IAP AGS will associate with Nellis active unit.



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S123: Realign NAS New Orleans

Recommendation: Realign NAS New Orleans ARS. The 926th Fighter Wing (AFRC) will distribute its A-10 aircraft to the 442d Fighter Wing (ARFC), Whiteman AFB, Missouri (9 PAA); the 355th Wing, Davis-Monthan AFB, Arizona (3 PAA); and a new active duty A-10 unit at Barksdale AFB, Louisiana (3 PAA).

Issues:

```

graph TD
    NO["New Orleans  
24 F-15CD  
15 A-10"]
    DM["Davis-Monthan  
98 A-10  
11 EC-130H  
6 KC-130P  
13 HH-60G"]
    B["Barksdale  
98 A-10  
37 B-62H"]
    W["Whiteman  
9 A-10  
15 A-10  
21 B-2"]
    
    NO --- DM
    NO --- B
    NO --- W
    
```

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S124: Realign Eielson

Recommendation: Realign Eielson AFB. The 354th Fighter Wing will distribute its assigned A-10 aircraft to Barksdale AFB, Louisiana (917th Wing (AFRC), 3 PAA; new active duty unit, 15 PAA).


Issues:

```

graph TD
    E["Eielson  
24 F-16 B40  
6 KC-135R"]
    B["Barksdale  
64 A-10  
37 B-62H"]
    
    E --- B
    
```

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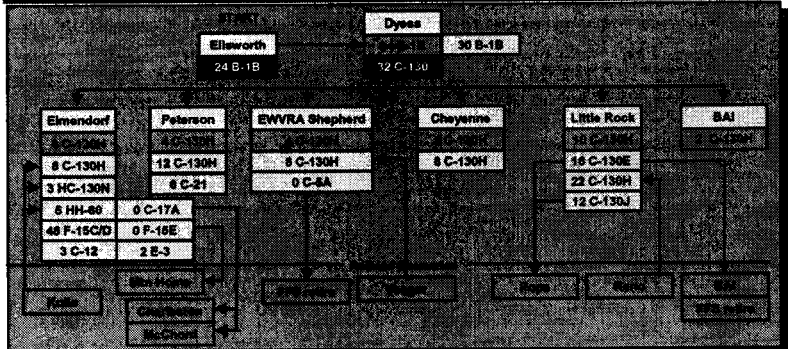
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S200: Close Ellsworth

Recommendation: Close Ellsworth AFB. The 28th Bomb Wing will inactivate. The wing's 24 B-1B aircraft will be distributed to the 7th Bomb Wing, Dyess AFB. The 317th Airlift Group at Dyess will inactivate and its C-130 aircraft will be distributed to the 3d Wing, Elmendorf AFB (8 PAA); 302d Airlift Wing (AFRC), Peterson AFB (4 PAA); 153d Airlift Wing (ANG), Cheyenne Airport AGS (4 PAA); 167th Airlift Wing (ANG), Eastern West Virginia Regional Airport, Shepherd Field AGS (4 PAA); 314th Airlift Wing, Little Rock AFB (2 PAA); 189th Airlift Wing (ANG), Little Rock AFB (8 PAA); and backup aircraft inventory (2 PAA).


Issues:



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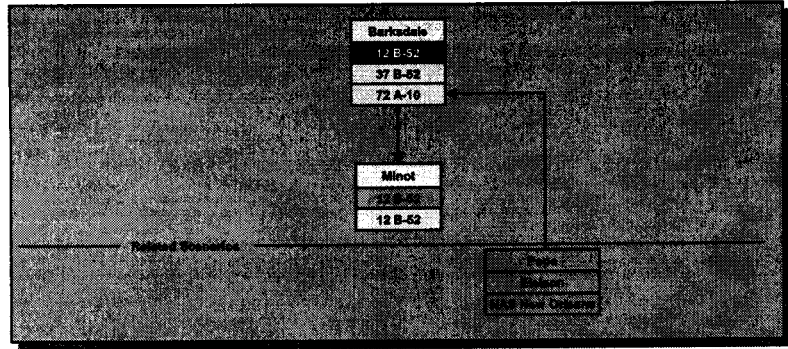
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S201: Realign Barksdale

Recommendation: Realign Barksdale AFB. The 2d Bomb Wing distributes B-52H aircraft (12 PAA) to the 5th Bomb Wing, Minot AFB, North Dakota.


Issues:



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C-130/SOF/CSAR Spider Charts

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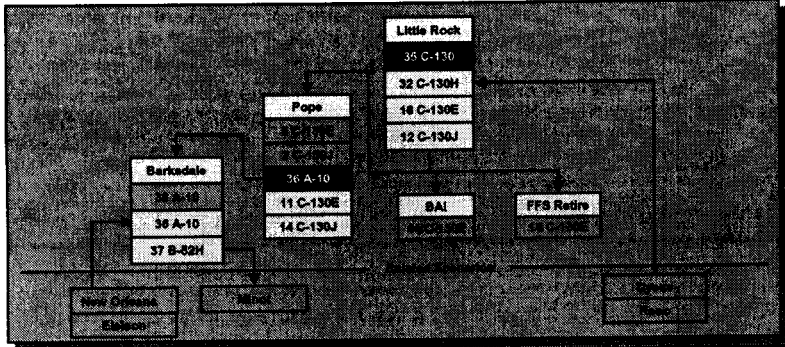
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S301: Realign Little Rock

Recommendation: Realign Little Rock AFB. Assigned C-130E aircraft (5 PAA) and C-130J aircraft (2 PAA) will be distributed to the 43d Airlift Wing, Pope AFB, North Carolina; other assigned C-130E aircraft will be recoded to backup aircraft inventory (14 PAA) and retire (14 PAA). The 23d Fighter Group's A-10 aircraft (36 PAA) assigned to Pope will be redistributed to Barksdale AFB, Louisiana.


Issues:



The spider chart illustrates the distribution of aircraft from Little Rock AFB to other locations. Little Rock is the central node with 36 C-130 aircraft. It branches into 32 C-130H and 4 C-130E. The 4 C-130E further branches into 11 C-130E going to Pope and 14 C-130E going to BAI. Pope has 36 A-10 aircraft, which branches into 36 A-10 going to Barksdale and 14 C-130J going to Pope. Barksdale has 36 A-10 aircraft, which branches into 36 A-10 going to Barksdale and 37 B-52H going to Barksdale. BAI has 14 C-130E aircraft, which branches into 14 C-130E going to BAI and 14 C-130E going to FFS Retire. FFS Retire has 36 C-130E aircraft, which branches into 36 C-130E going to FFS Retire. At the bottom, there are boxes for 'New Orders', 'Release', and 'Retire'.

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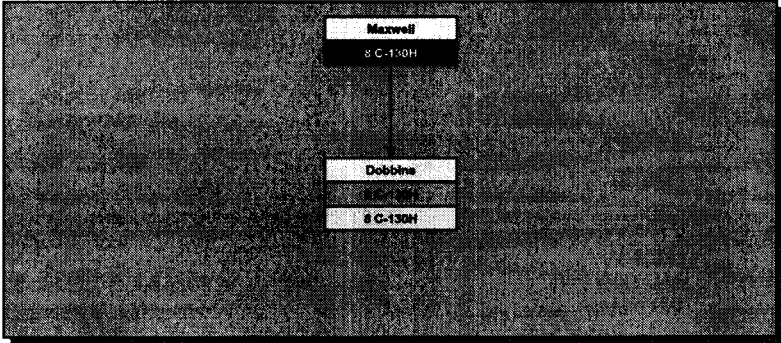
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S302: Realign Maxwell

Recommendation: Realign Maxwell AFB. The 908th Airlift Wing (AFRC) will be inactivated. The wing's C-130H aircraft (8 PAA) will be distributed to the 94th Airlift Wing, Dobbins ARB, Georgia.


Issues: The wing's expeditionary combat support (ECS) elements will remain.



```
graph TD; Maxwell["Maxwell  
8 C-130H"] --- Dobbins["Dobbins  
8 C-130H"]
```

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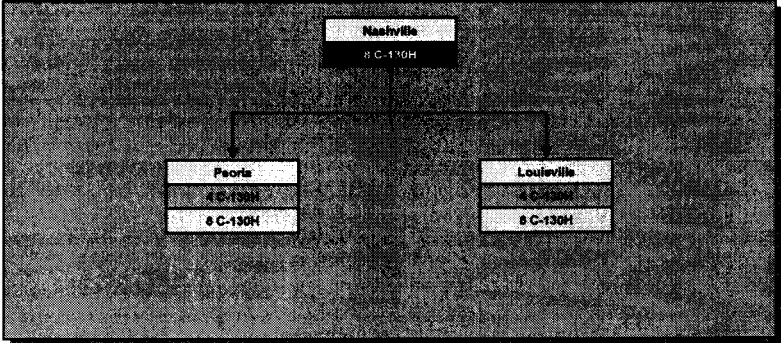
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S303: Close Nashville

Recommendation: Close Nashville IAP AGS. The 118th Airlift Wing (ANG) will be inactivated. The wing's C-130H aircraft will be distributed to the 182d Airlift Wing (ANG), Greater Peoria APT AGS, Illinois (4 PAA) and the 123d Airlift Wing (ANG), Louisville IAP AGS, Kentucky (4 PAA).


Issues: The wing's ECS elements may remain as an enclave.



```
graph TD; Nashville["Nashville  
8 C-130H"] --- Peoria["Peoria  
4 C-130H  
8 C-130H"]; Nashville --- Louisville["Louisville  
4 C-130H  
8 C-130H"]
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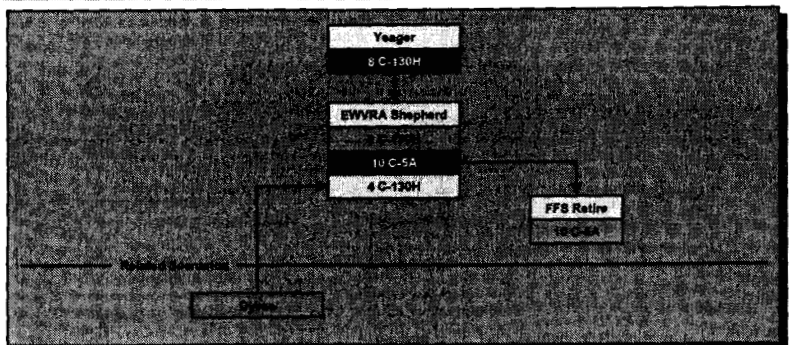
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S304: Close Yeager


Recommendation: Close Yeager Airport AGS. The 130th Airlift Wing (ANG) will be inactivated. The wing's C-130H aircraft (8 PAA) will be distributed to the 167th Airlift Wing (ANG), Eastern West Virginia Regional Airport, Shepherd Field AGS. The C-5As (10 PAA) of the 167th Airlift Wing will retire.

Issues: The wing's ECS elements may remain as an enclave.



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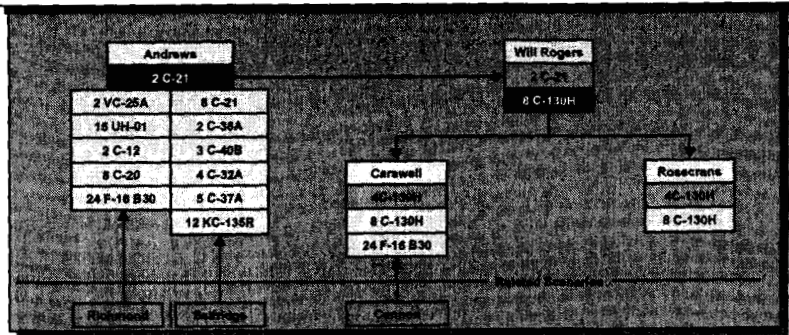
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S306: Realign Andrews

Recommendation: Realign Andrews AFB. The Air Force Flight Standards Agency (AFFSA) and C-21 aircraft (2 PAA) will relocate to Will Rogers World APT AGS, Oklahoma. AFFSA realignment will include relocation of the USAF Advanced Instrument School from Randolph AFB and the Global Air Traffic Operations Program Office from Tinker AFB. The 137th Airlift Wing (ANG) at Will Rogers World APT AGS will associate with AD units at Tinker AFB and/or the AFFSA mission. The wing's C-130H aircraft will be distributed to the 136th Airlift Wing (ANG), Carswell ARS (4 PAA) and 139th Airlift Wing (ANG), Rosecrans Memorial APT AGS, Missouri (4 PAA).

Issues: AFFSA portion is part of a Joint Scenario (JAST)



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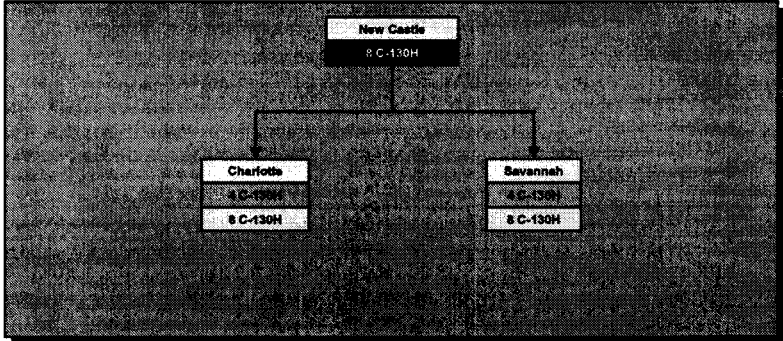


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S307: Close New Castle

Recommendation: Close New Castle County Airport AGS. The 166th Airlift Wing (ANG) will associate with the AD unit at Dover AFB. The wing's C-130H aircraft will be distributed to the 145th Airlift Wing (ANG), Charlotte/Douglas IAP AGS, North Carolina (4 PAA) and the 165th Airlift Wing (ANG), Savannah IAP AGS, Georgia (4 PAA).


Issues: The wing's ECS elements may remain as an enclave.



```

graph TD
    NC["New Castle  
9 C-130H"] --> Charlotte["Charlotte  
1 C-130H  
8 C-130H"]
    NC --> Savannah["Savannah  
4 C-130H  
8 C-130H"]
    
```

Integrity - Service - Excellence 43

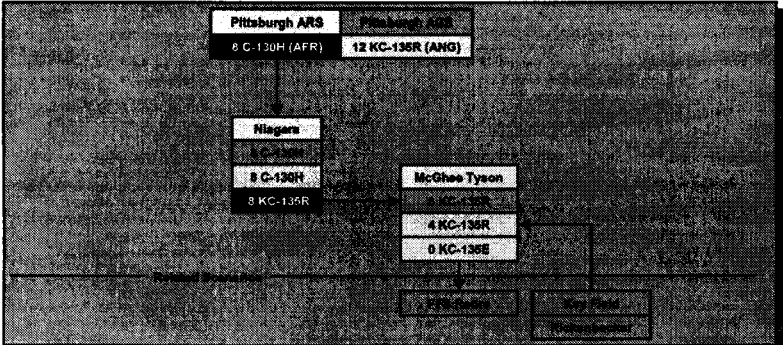


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S308: Close Pittsburgh ARS

Recommendation: Close Pittsburgh IAP ARS. The 911th Airlift Wing (AFRC) will be inactivated. The wing's C-130H aircraft (8 PAA) will be distributed to the 914th Airlift Wing (AFRC), Niagara Falls IAP ARS, New York. The 107th Air Refueling Wing (ANG) at Niagara Falls IAP ARS will be inactivated. The wing's KC-135R aircraft (8 PAA) will be distributed to the 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee.

Issues: The ANG and Reserve will associate at Niagara Falls.



```

graph TD
    Pittsburgh["Pittsburgh ARS  
8 C-130H (AFR)  
12 KC-135R (ANG)"] --> Niagara["Niagara  
8 C-130H  
8 KC-135R"]
    Pittsburgh --> McGhee["McGhee Tyson  
4 KC-135R  
6 KC-135E"]
    
```

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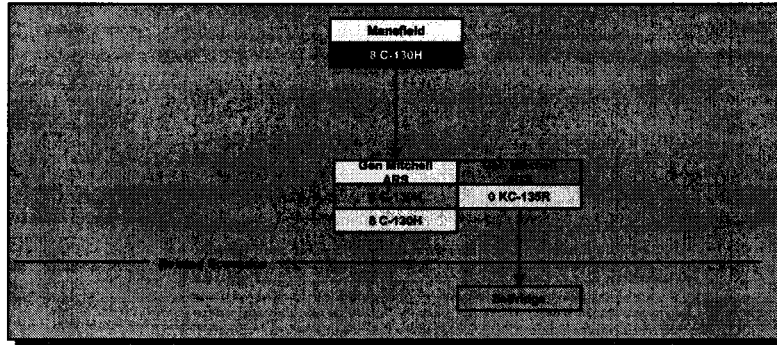


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S309: Close Mansfield Lahm

Recommendation: Close Mansfield Lahm MAP AGS. The 179th Airlift Wing (ANG) will be inactivated. The wing's C-130H aircraft will be distributed to the 440th Airlift Wing (AFRC), General Mitchell ARS, Wisconsin (8 PAA).

Issues: The wing's ECS elements may remain as an enclave.



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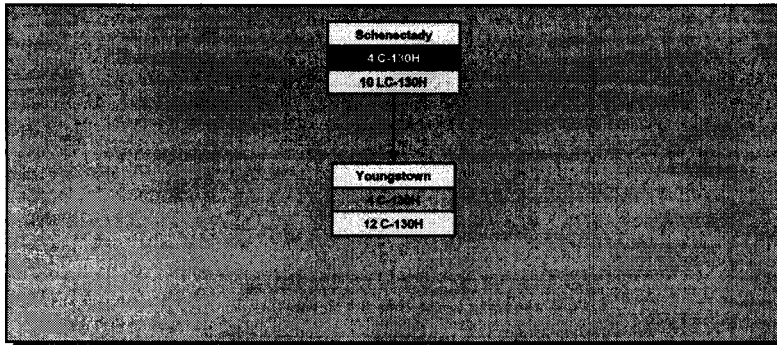


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S310: Realign Schenectady

Recommendation: Realign Schenectady County APT AGS. Four C-130Hs will be transferred to the 910th Airlift Wing, Youngstown-Warren Regional APT ARS, Ohio.

Issues:



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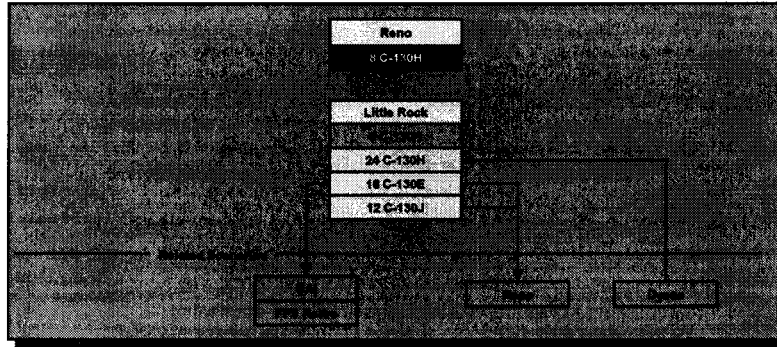


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S311: Realign Reno

Recommendation: Realign Reno-Tahoe IAP AGS. The 152d Airlift Wing (ANG) will be inactivated. The wing's C-130H aircraft will be distributed to the 189th Airlift Wing, Little Rock AFB, Arkansas (8 PAA).

Issues: The wing's ECS elements may remain as an enclave. ANG associations with other AD mission.



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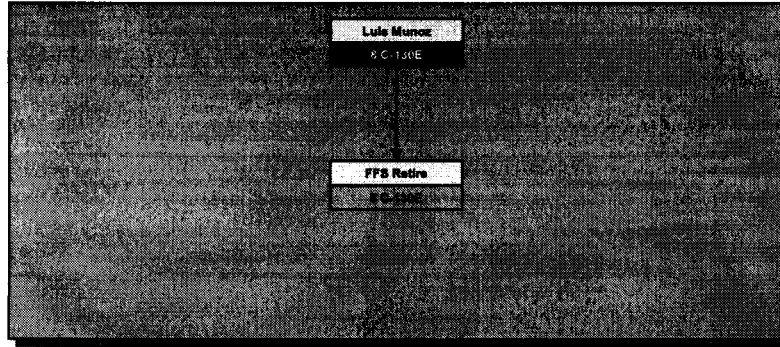


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S312: Close Luis Munoz


Recommendation: Close Luis Munoz Marin IAP AGS. The 156th Airlift Wing (ANG) will be inactivated. The wing's C-130Es will retire (8 PAA).

Issues: The wing's ECS elements may remain as an enclave.



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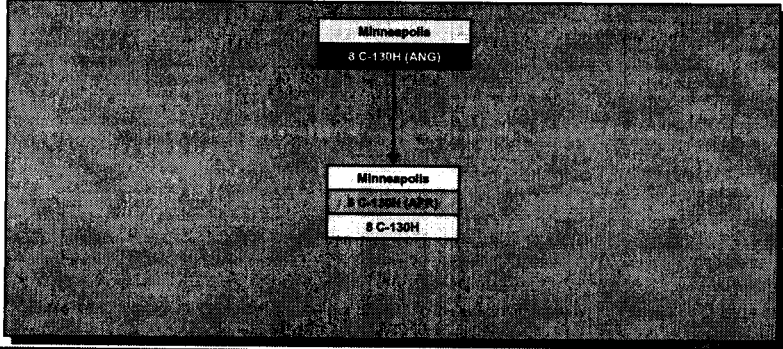
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S314: Realign Minneapolis

Recommendation: Realign Minneapolis/St Paul IAP ARS. Combine the 133rd Airlift Wing (ANG) and 934th Airlift Wing (AFRC) into a single C-130H unit (16 PAA) with association between ANG and AFRC.


Issues:



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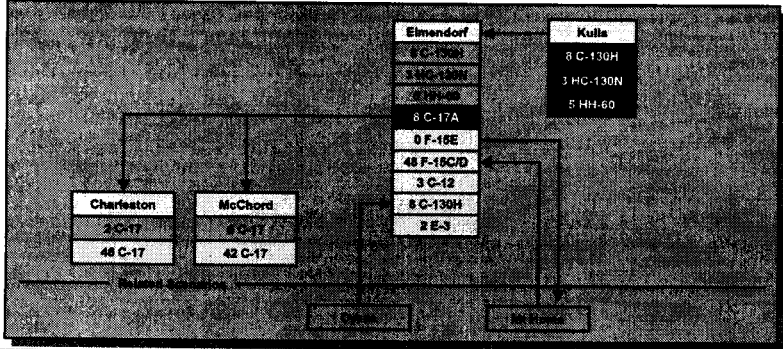
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S701: Close Kulis

Recommendation: Close Kulis AGS. Relocate the 176th Wing (ANG) and all associated aircraft (C-130H, 8 PAA; HC-130N, 3 PAA; HH-60, 5 PAA) to Elmendorf AFB, Alaska. Redirect programmed C-17 aircraft from the 3d Wing, Elmendorf AFB, to the 62d Airlift Wing, McChord AFB, Washington (6 PAA) and 437th Airlift Wing, Charleston AFB, South Carolina (2 PAA).


Issues:



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S702: Realign Eglin

Recommendation: Realign Eglin AFB. Redirect programmed F/A-22 aircraft (48 PAA) to Holloman AFB, New Mexico. Assigned F-15C aircraft (8 PAA) will retire. Assigned MC-130P aircraft will be distributed to Duke Field, Florida (7 PAA) and backup aircraft inventory (1 PAA).

Issues: JCSG proposed scenario to beddown JSF FTU at Eglin. US Army 7th Special Forces Group relocation from Ft Bragg, North Carolina.


Eglin
3 MC-130P
8 F-15C
48 F/A-22
14 F-16
3 F-16E
2 A-10

Holloman 48 F/A-22	FFS Retire 8 F-15C	Duke 7 MC-130P 12 MC-130E	BAI 1 MC-130P
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MAF Spider Charts

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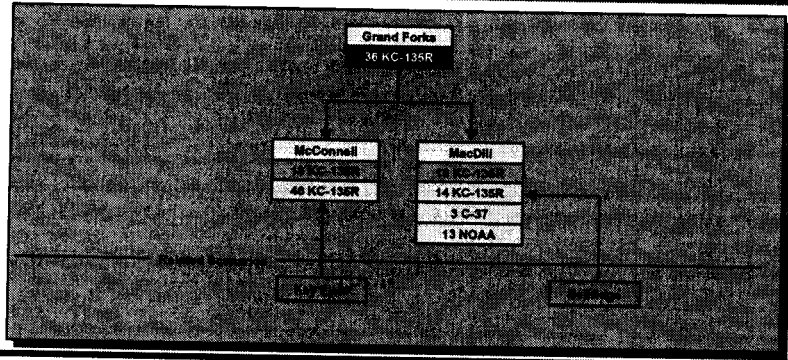
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S400: Close Grand Forks

Recommendation: Close Grand Forks AFB. The 319th Air Refueling Wing will inactivate. The wing's KC-135R aircraft will be distributed to the 22d Air Refueling Wing, McConnell AFB, Kansas (18 PAA) and 6th Air Mobility Wing, MacDill AFB, Florida (18 PAA).

Issues:




```
graph TD; GF[Grand Forks  
36 KC-135R] --> McConnell[McConnell  
48 KC-135R]; GF --> MacDill[MacDill  
14 KC-135R  
3 C-37  
13 NOAA]; McConnell --> ARW[22d ARW]; MacDill --> AMW[6th AMW];
```

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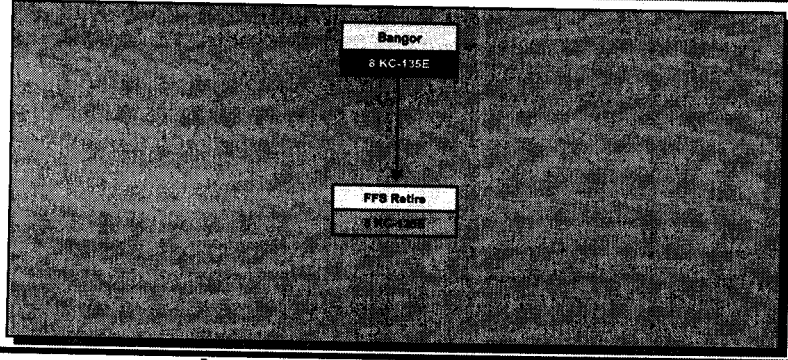
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S401: Close Bangor

Recommendation: Close Bangor IAP AGS. The 101st Air Refueling Wing (ANG) will be inactivated. The wing's KC-135E aircraft (8 PAA) will retire.

Issues: The wing's ECS elements may remain as an enclave. Subject to results of Northeast Tanker Task Force (NETTF).




```
graph TD; Bangor[Bangor  
8 KC-135E] --> FFB[FFB Retire  
8 KC-135E];
```

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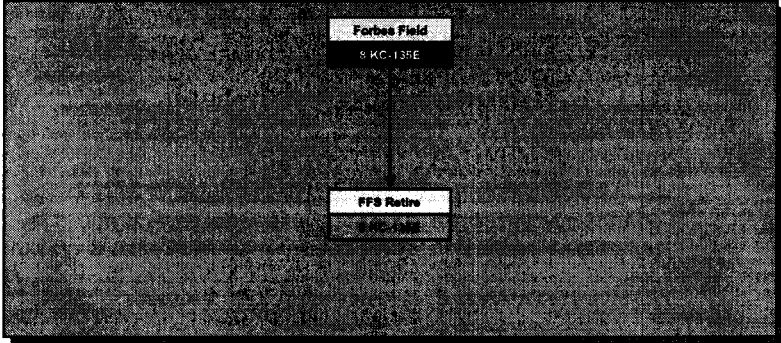
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S402: Close Forbes Field

Recommendation: Close Forbes Field AGS. The 190th Air Refueling Wing (ANG) will inactivate. The wing's KC-135E aircraft (8 PAA) will retire.


Issues: The wing's ECS elements may remain as an enclave.



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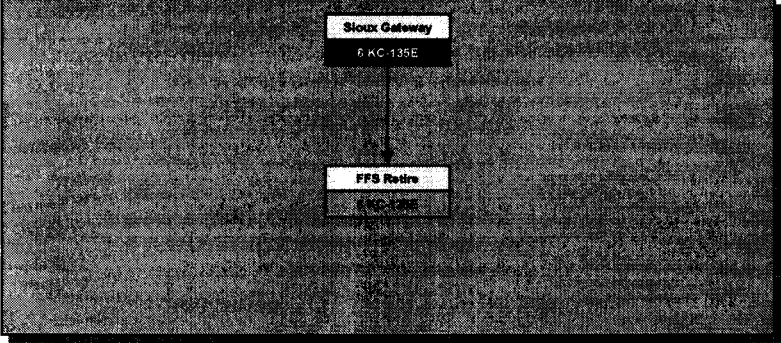
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S403: Close Sioux Gateway

Recommendation: Close Sioux Gateway Airport AGS. The 185th Air Refueling Wing (ANG) will be inactivated. The wing's KC-135E aircraft (8 PAA) will retire.

Issues: The wing's ECS elements may remain as an enclave.



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S404: Realign General Mitchell

Recommendation: Realign General Mitchell AGS. The 128th Air Refueling Wing (ANG) will be associated with the 440th Airlift Wing (AFRC) at General Mitchell. The 128 ARW's KC-135R aircraft (9 PAA) will be distributed to a new KC-135R unit (ANG) at Selfridge ANGB, Michigan.

Issues:

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S405: Close Key Field

Recommendation: Close Key Field AGS. The 186th Air Refueling Wing (ANG) will be inactivated. The wing's KC-135R aircraft will be distributed to the 184th Air Refueling Wing (ANG), McConnell AFB, Kansas (7 PAA) and the 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (2 PAA).

Issues: The wing's ECS elements may remain as an enclave. Key Field is Regional Operations and Security Center (ROSC) location.

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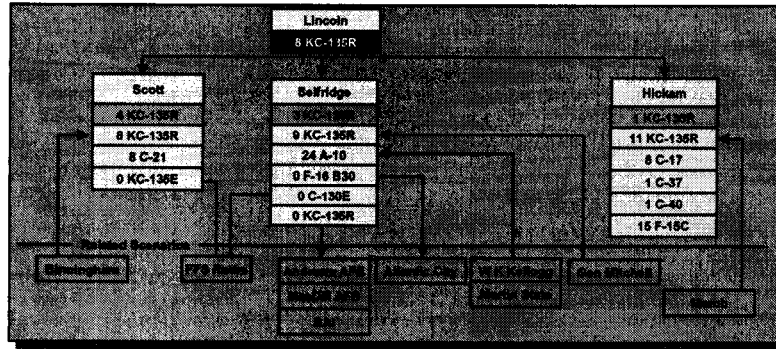


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S406: Close Lincoln

Recommendation: Close Lincoln Municipal Airport AGS. The 155th Air Refueling Wing (ANG) will be inactivated, and manpower will associate with the NAOC at Offutt AFB. The wing's KC-135R aircraft will be distributed to the 126th Air Refueling Wing (ANG), Scott AFB, Illinois (4 PAA); the 154th Wing (ANG), Hickam AFB, Hawaii (1 PAA); and new KC-135R unit (ANG) at Selfridge ANGB, Michigan (3 PAA).

Issues: The ROSC and associated elements may remain as an enclave. There will be an active associate air refueling unit at Hickam AFB.



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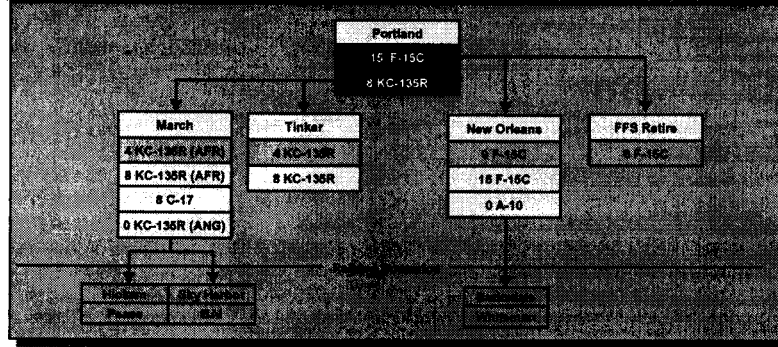


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S407: Realign Portland


Recommendation: Realign Portland IAP AGS. The 939th Air Refueling Wing (AFRC) will be inactivated. The wing's KC-135R aircraft will be distributed to the 452d Air Mobility Wing (AFRC), March ARB, California (4 PAA) and 507th Air Refueling Wing (AFRC), Tinker AFB, Oklahoma (4 PAA). The 173d Fighter Wing (ANG) will be inactivated. The wing's F-15 aircraft will be distributed to the 159th Fighter Wing (ANG), NAS New Orleans ARS, Louisiana (9 PAA) and retire (6 PAA).

Issues: The wing's ECS elements, 244th and 272d Combat Communications Squadrons (ANG) may remain as an enclave.



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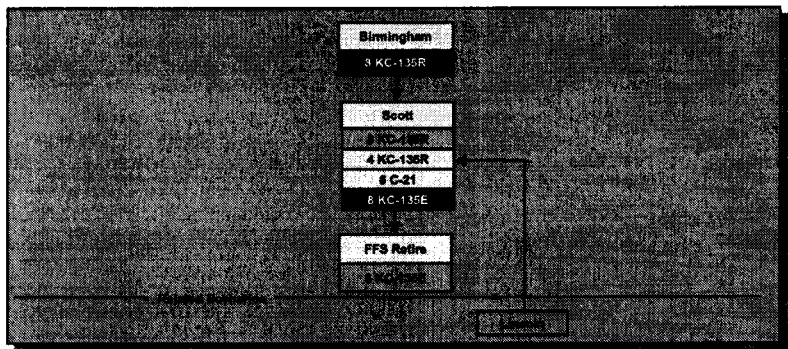
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S408: Close Birmingham

Recommendation: Close Birmingham IAP AGS. The 117th Air Refueling Wing (ANG) will be inactivated. The wing's KC-135R aircraft (8 PAA) will be distributed to the 126th Air Refueling Wing (ANG), Scott AFB, Illinois. The KC-135E aircraft (8 PAA) currently assigned to the 126th Air Refueling Wing at Scott AFB will retire.


Issues: The 117th Air Refueling wing's ECS elements may remain as an enclave.



```
graph TD; Birmingham["Birmingham  
3 KC-135R"] --- Scott["Scott  
4 KC-135R  
6 C-21  
8 KC-135E"]; Scott --- FFSRetire["FFS Retire"];
```

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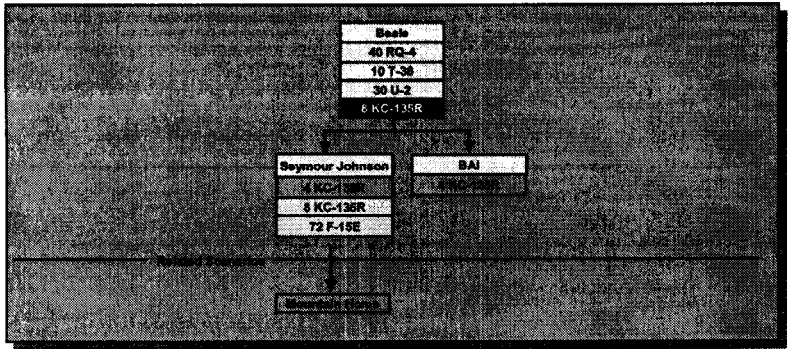
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S409: Realign Beale


Recommendation: Realign Beale AFB. The 940th Air Refueling Wing (AFRC) will be inactivated. The wing's KC-135R aircraft will be distributed to the 916th Air Refueling Wing (AFRC), Seymour Johnson AFB, North Carolina (4 PAA) and reassigned to backup aircraft inventory (4 PAA).

Issues:



```
graph TD; Beale["Beale  
40 RC-4  
10 T-38  
30 U-2  
8 KC-135R"] --- SeymourJohnson["Seymour Johnson  
4 KC-135R  
8 KC-135R  
72 F-15E"]; Beale --- BAI["BAI  
8 KC-135R"]; SeymourJohnson --- SeymourJohnson["Seymour Johnson"];
```

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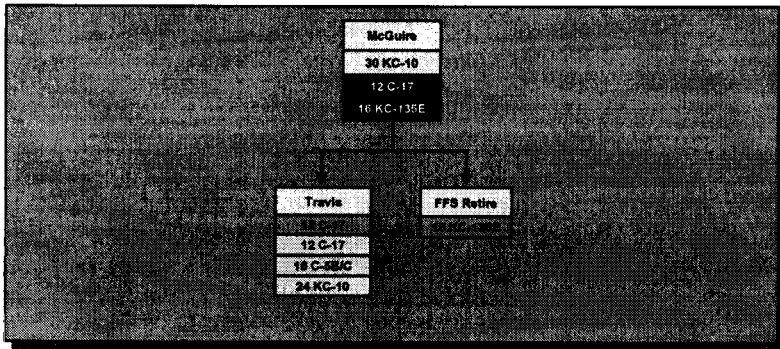


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S410: Realign McGuire

Recommendation: Realign McGuire AFB. The C-17 aircraft (12 PAA) assigned to the 305th Air Mobility Wing will transfer to the 60th Air Mobility Wing, Travis AFB, California. The 108th Air Refueling Wing (ANG) will be inactivated and its KC-135E aircraft (16 PAA) will retire.

Issues: The wing's ECS elements will remain. Awaiting results of the Northeast Tanker Task Force (NETTF) study.



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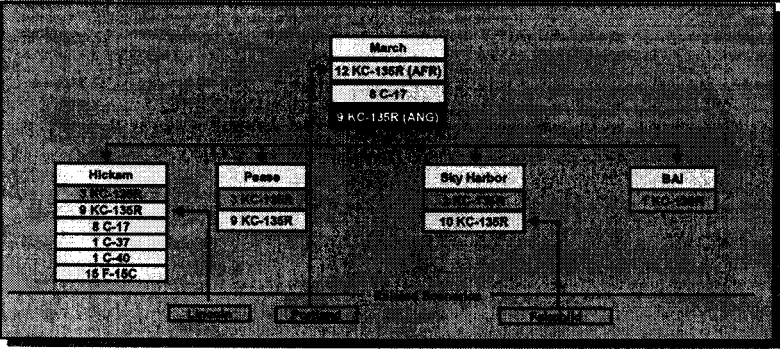


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S411: Realign March


Recommendation: Realign March ARB. The 163d Air Refueling Wing (ANG) will associate with the Reserve air refueling unit at March. The wing's KC-135R aircraft will be distributed to the 154th Wing (ANG), Hickam AFB, Hawaii (3 PAA); 157th Air Refueling Wing (ANG), Pease International Tradeport AGS, New Hampshire (3 PAA); 161st Air Refueling Wing (ANG), Phoenix Sky Harbor Airport AGS, Arizona (2 PAA); and backup aircraft inventory (1 PAA).

Issues: Planned GSU relocation of 222d Combat Communications Sq (ANG) from Costa Mesa, California.



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S412: Realign Fairchild


Recommendation: Realign Fairchild AFB. The 141st Air Refueling Wing (ANG) will associate with the 92d Air Refueling Wing, Fairchild AFB and the wing's KC-135R aircraft will be distributed to the 92d Air Refueling Wing (2 PAA); 19th Air Refueling Group, Robins AFB, Georgia (4 PAA); and 161st Air Refueling Wing (ANG), Phoenix Sky Harbor Airport AGS, Arizona (2 PAA).

Issues:

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S413: Realign Westover


Recommendation: Realign Westover ARB. The 439th Airlift Wing (AFRC) will relocate two C-5B aircraft to the 433d Airlift Wing (AFRC), Lackland AFB, Texas. The 433d Airlift Wing will retire two C-5A aircraft.

Issues: Pending results of the East Coast POE study.

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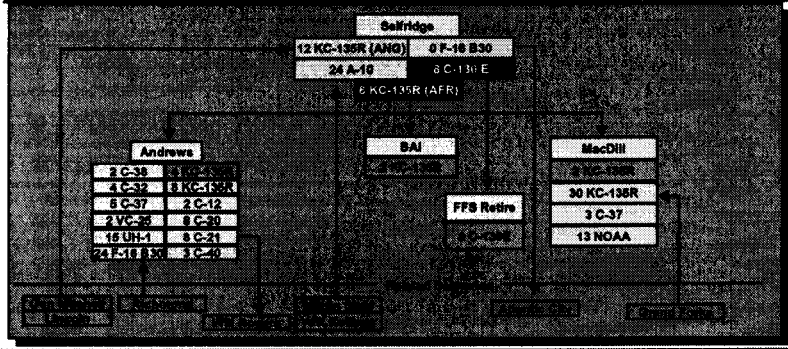
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S414: Realign Selfridge


Recommendation: Realign Selfridge ANGB. The 927th Air Refueling Wing (AFRC) will associate with the 127th Wing (ANG) at Selfridge and the 927 ARW's KC-135R aircraft will be distributed to the 459th Air Refueling Wing (AFRC), Andrews AFB (4 PAA); 6th Air Mobility Wing, MacDill AFB (2 PAA), and backup aircraft inventory (2 PAA). The 127th Wing (ANG) at Selfridge will convert from C-130E aircraft (8 PAA) to KC-135R aircraft from the realignments of Gen Mitchell Airport ARS, Wisconsin (9 PAA), and realignment of Lincoln Municipal Airport AGS, Nebraska (3 PAA).

Issues:



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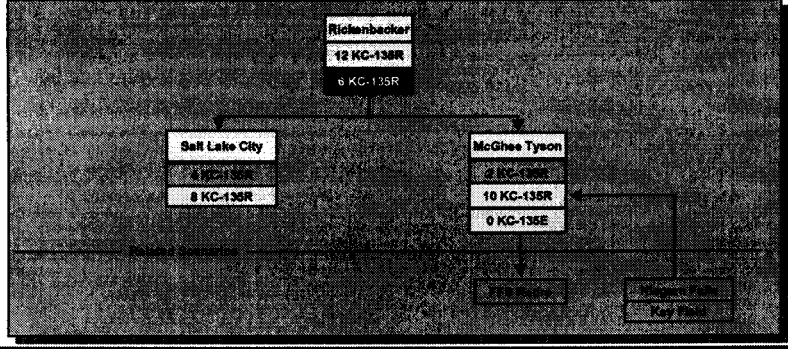
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S415: Realign Rickenbacker


Recommendation: Realign Rickenbacker IAP AGS. The 121st Air Refueling Wing (ANG) will lose KC-135R aircraft to the 151st Air Refueling Wing (ANG), Salt Lake City IAP AGS, Utah (4 PAA) and 134th Air Refueling Wing (ANG), McGhee Tyson Airport AGS, Tennessee (2 PAA).

Issues:



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S416: Realign Wright-Patterson


Recommendation: Realign Wright-Patterson AFB. The 445th Airlift Wing (AFRC) will retire its C-5A aircraft (10 PAA) and replace them with C-17 aircraft (12 PAA) from new aircraft production.

Issues: An active duty unit will associate with 445th Airlift Wing (C-17s).

The diagram is a 'Space Spider Chart' for Wright-Patterson. It features a central box labeled 'Wright-Patterson'. Below this box are three stacked boxes: '12 C-17', '4 C-21', and '10 C-5A'. A vertical line descends from the bottom of the '10 C-5A' box to a box labeled 'AFB Retire'.


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Space Spider Chart

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S800: Close Onizuka

Recommendation: Close Onizuka AFS. The 21st Space Operations Squadron will inactivate. The Air Force Satellite Control Network (AFSCN) functions will relocate to Vandenberg AFB, California.

Issues: Gained mission facilities and equipment at Vandenberg must be FOC before ops can cease at Onizuka.


Onizuka

AFSCN Backup

Vandenberg

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Agenda

21 Dec 04

<i>0830-0845</i>	Opening Business	<i>Co-chairs</i>
<i>0845-0930</i>	ANG Expeditionary Combat Support (ECS)	<i>Mr. Albro</i>
<i>0930-1030</i>	Scenarios (Arrow charts)	<i>Scenario Teams</i>
<i>Break</i>		
Scenarios		
<i>1045-1230</i>	<i>-Arrow charts (continued)</i>	<i>Scenario Teams</i>
	<i>-New: Scott, Moody, Pope, ICBMs, ECA, GSU</i>	
<i>1230-1330</i>	<i>Lunch</i>	
<i>1330-1400</i>	JCSG/JAST Update	<i>Lt Col Laffey</i>
Additional Scenarios		
<i>1400-1545</i>	<i>-Future Logistics Support Center (Follow-up), STAMP, AF Nuclear Storage Relocation</i>	<i>Ms. Ferguson</i>
	<i>-Human Systems Develop & Acquisition</i>	<i>Mr. Meziva</i>
<i>Break</i>		
<i>1600-1700</i>	Deliberative Session	<i>Co-chairs</i>

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Headquarters U.S. Air Force

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Scott Scenario Proposal



U.S. AIR FORCE

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Scott Scenario Proposal PS 300 – Close Scott

- Move Air Mobility Command and TRANSCOM to Offutt AFB, NE
- Leave ANG KC-135R unit in enclave attached to Mid-America Apt
- Move major tenants (AFCA, DITCO and DISA): locations TBD
- Captures available Offutt capacity

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Facility Requirements Scott HQ Elements & Tenant

Unit	Authorized Personnel	Contractors	Facility Requirement (GSF)
HQ AMC	3478	800	820,000
HQ TRANSCOM	834	300	230,000
AF Comm Agency	555	200	210,000
DISA	143	150	105,000
DITCO	293	50	65,000
TOTALS:	5303	1500	1,430,000

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Facility Requirements STRATCOM & DFAS


Unit	Authorized Personnel	Contractors	Facility Requirement (GSF)
HQ USSTRATCOM	2097	547	548,000
DFAS	392	38	85,000
Totals:	2497	585	633,000

Offutt HQ Space Available (per WIDGET): 853,000
Estimated Space Required: - 633,000
Potential Space Available: 220,000 SF

- Site Survey/Efficient Use of Avail Space may uncover more Admin Capacity

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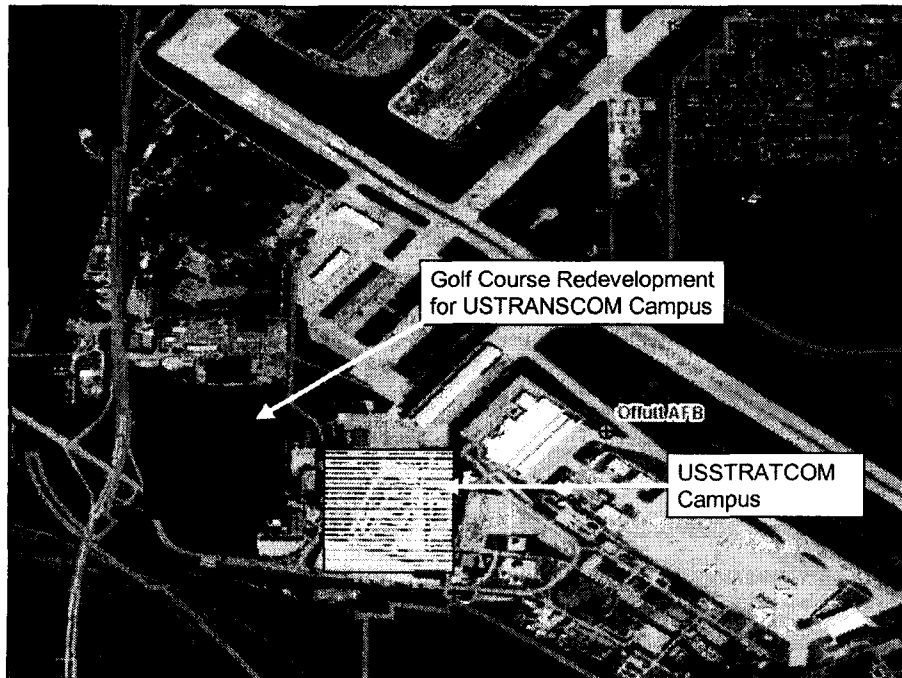
Offutt Beddown Land Requirements


AMC/TRANSCOM Space Requirement	1,050,000
Potential Space at Offutt	- 220,000
Primary Mission MILCON Scope	830,000 SF

Buildable Land Available:

- Vacant Land **19 Acres**
- Golf Course Redevelopment **60 Acres**

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Considerations

- **OSA Aircraft Realignment: ~\$20M**
- **High-Risk MILCON Schedule to Meet Need Date**
 - **Up to \$100M/Yr in MILCON Execution (FY07-11)**
 - **Potential Risk Mitigation: Current Scott Major Tenants (AF Comm Agency, DISA, DITCO) distributed to other areas of excess capacity**
 - **~\$120M of \$750M of one time cost**

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AF Scenario Proposal PS 300 – Close Scott

Scenario Team:	MAF	Deliberative:	Approve Scenario Proposal
<p style="text-align: center; font-weight: bold; margin: 0;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Close Scott AFB ■ Move Air Mobility Command and TRANSCOM to Offutt AFB, Nebraska ■ Move major tenants (AFCA, DITCO and DISA) to locations of their choice ■ Leave the ANG KC-135R unit in enclave attached to Mid-America Airport 		<p style="text-align: center; font-weight: bold; margin: 0;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Optimize current locations, facilities and workforce to ensure support for combat deployments and the warfighter 	
<p style="text-align: center; font-weight: bold; margin: 0;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Captures available capacity –nearly one quarter of necessary space for entire move appears to be available—site survey may identify more available admin space ■ Buildable acres are available ■ OSA and other flying missions can be relocated to other installations 		<p style="text-align: center; font-weight: bold; margin: 0;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Upfront MILCON costs ■ Land availability: Potential requirement for reuse of small golf course to house new building and associated parking (large 18 hole course unaffected) 	

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AF Scenario Proposal

S 300 – Close Scott


Scenario Team:	MAF	Deliberative:	Approve Scenario Proposal
<p style="text-align: center;">COBRA (Criterion 5)</p> <ol style="list-style-type: none"> 1. Total Cost: \$745M 2. MILCON: \$455M 3. NPV: \$-450M 4. Payback Yrs/Break Even Yr: 7 years/2018 5. Steady State Savings: \$-103M 6. Mil/Civ Reductions: 765/370 7. Mil/Civ Relocated: 5053/3681 		<p style="text-align: center;">Environmental (Criterion 8)</p> <ul style="list-style-type: none"> ■ TBD 	
<p style="text-align: center;">Economic (Criterion 6)</p> <ul style="list-style-type: none"> ■ Direct/Indirect: 0/0 ■ Employment base: TBD 		<p style="text-align: center;">Community (Criterion 7)</p> <ul style="list-style-type: none"> ■ TBD. 	

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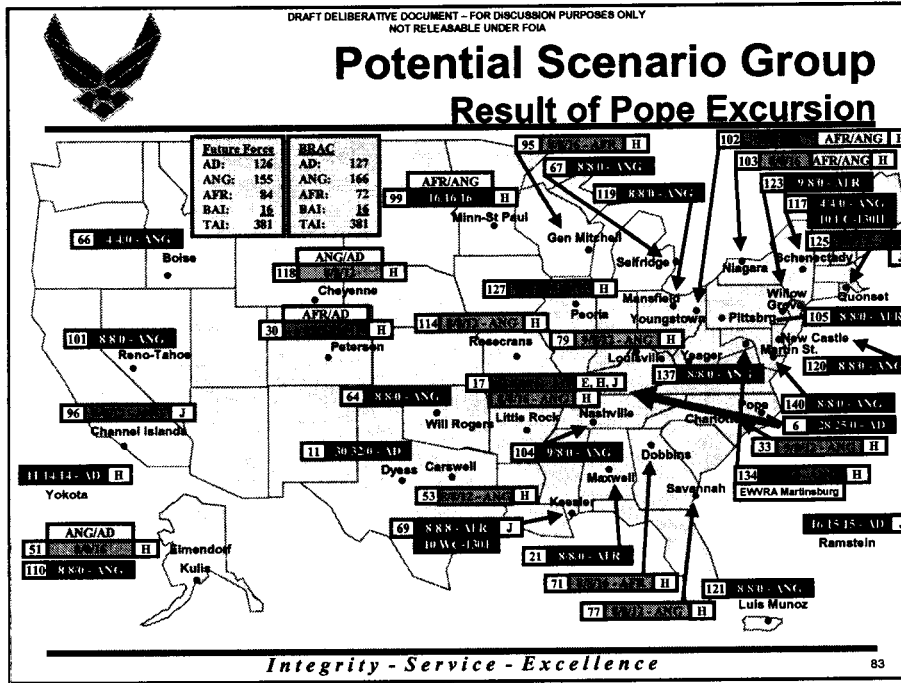
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Pope Scenario Proposal



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Realign Pope


Scenario Team:	Integration	Deliberative	Approve for Scenario Proposal
<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Move 25 C-130s from Pope to Little Rock ■ Move 36 A-10s from Pope to Barksdale 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: <ul style="list-style-type: none"> ■ Consolidate legacy systems ■ Transformational Option: N/A 		
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Ease attrition of force structure from inventory at a future date ■ Enables HS&A #124 (Realign Ft McPherson) ■ Enables Army #112 (Close Ft McPherson) 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Little Rock runway saturation ■ Little Rock DZ/LZ saturation ■ Little Rock sims at capacity 		

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Moody Scenario Proposal

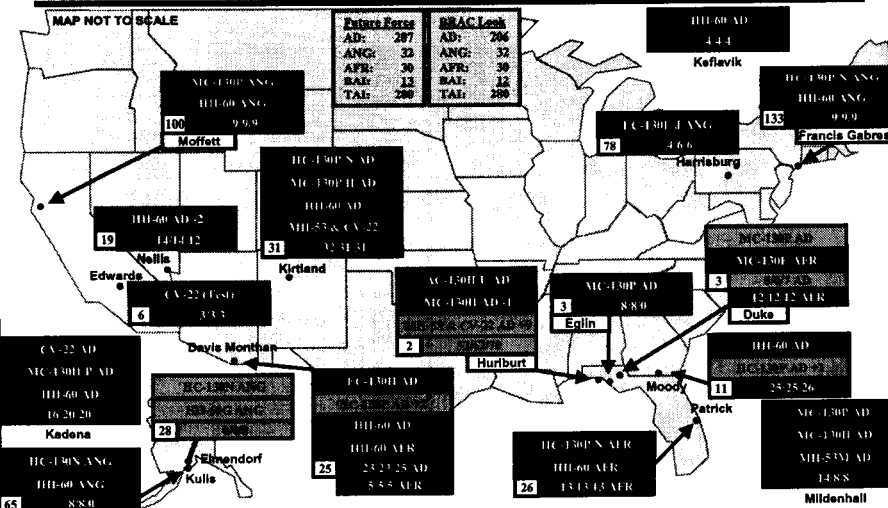
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Potential Scenario Group Third Look V2 - SOF/CSAR



MAP NOT TO SCALE


Francis Gabreski	BRAC Leach
AD: 287	AD: 206
ANG: 32	ANG: 32
AFR: 30	AFR: 30
BAI: 12	BAI: 12
TAL: 250	TAL: 250



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Potential Scenario: Realign ICBM Force

Scenario Team:	Space	Deliberative:	Approve for Scenario Proposal
<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Eliminate up to 150 MM-III (3 SQs – 50/SQ) <ul style="list-style-type: none"> ■ Potentially close one installation if all SQs at same base ■ Potentially deactivate SQs at multiple installations 		<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ 2025 Force Structure downsizing ■ Imperative: START land-based strategic deterrent – consistent with 2025 FS 	
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Anticipates JCS tasker on potential reduction of ICBM force ■ Reduce infrastructure/close installation if reduction eliminates FS at one wing ■ Reduce infrastructure/O&M/personnel costs at multiple installations 		<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ National policy decision – BRAC timing ■ COCOM targeting & warfighting requirements ■ Bomber force requirements 	

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Battlefield Airman

Scenario Team:	Integration	Deliberative:	Approve Scenario Proposal
<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Co-locate Battlefield Airman and Expeditionary Combat Airman training and capabilities 		<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Battlefield Airman ■ Transformational Option: N/A 	
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Efficiency of operation ■ Leverage commonality of training rqtts ■ Standardize ground warrior training ■ Ensures trained ECA force available for 10 AEFs ■ Minimize environmental impacts 		<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Competes with \$15M in Milcon for Combat Control School facility at Pope AFB ■ Competes with programmed facility improvements at Kirtland AFB <ul style="list-style-type: none"> ■ \$272K Dormitory renovation ■ \$520K Schoolhouse renovation ■ \$439K New Armory 	

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AF Proposal

Relocate Air Force GSU & Leases

Scenario Team:	N/A	Deliberative	Approve for potential scenario
-----------------------	-----	---------------------	--------------------------------

<p style="text-align: center; margin: 0;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Consolidate the attached ANG GSU to the designated military installation as defined on the attached listing. 	<p style="text-align: center; margin: 0;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principal: Maximize Mil Value of remaining military installations by fully utilizing existing infrastructure ■ Reduces AT/FP concerns for geographically isolated units.
<p style="text-align: center; margin: 0;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Closes approx 24 GSU installations, aligning 1.7 Mil SF of space efficiently onto more appropriate installations ■ Reduce operational costs of supporting numerous GSUs while still providing a community presence. 	<p style="text-align: center; margin: 0;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None, potential

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Agenda

21 Dec 04

<i>0830-0845</i>	Opening Business	<i>Co-chairs</i>
<i>0845-0930</i>	ANG Expeditionary Combat Support (ECS)	<i>Mr. Albro</i>
<i>0930-1030</i>	Scenarios (Arrow charts)	<i>Scenario Teams</i>
<i>Break</i>		
	Scenarios	
<i>1045-1230</i>	-Arrow charts (continued) -New: Scott, Moody, Pope, ICBMs, ECA, GSU	<i>Scenario Teams</i>
<i>1230-1330</i>	<i>Lunch</i>	
<i>1330-1400</i>	JCSG/JAST Update	<i>Lt Col Laffey</i>
	Additional Scenarios	
<i>1400-1545</i>	-Future Logistics Support Center (Follow-up), STAMP, AF Nuclear Storage Relocation -Human Systems Develop & Acquisition	<i>Ms. Ferguson</i> <i>Mr. Mleziva</i>
<i>Break</i>		
<i>1600-1700</i>	Deliberative Session	<i>Co-chairs</i>

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JCSG Scenario Update



*Lt Col Laffey
SAF/IEB
21 Dec 04*

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Agenda


- JCSG Scenario Statistics Update
- New JCSG Scenarios
- JCSG Scenario Data Call Status

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JCSG Scenario Statistics Update

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JCSG Scenario Update Scenario Statistics – As of 17 Dec

- Total Scenarios Loaded into OSD Tracker: 904
- JCSG Scenarios Impacting AF Bases

	<u>New</u>	
	<u>(10-17 Dec)</u>	
▪ Navy	1	11
▪ Army (12 AFRC Relocations to AF Installations)	4	15
▪ HQs and Support Activities	1	50
▪ Education and Training	3	34
▪ Medical	0	36
▪ Technical	0	23
▪ Industrial	0	17
▪ Supply and Storage	5	13
▪ Intel	0	<u>3</u>
TOTAL	14	202
- Conflict Scenarios -- BCEG Assessed as "Object" 32


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New JCSG Scenarios As of 17 Dec

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JCSG Scenario Update New JCSG Scenarios (17 Dec)

AF Base	Scenario	Title
Pope AFB	HSA 124	Relocate FORSCOM from Ft McPherson to Pope AFB (1563 PN)
Lackland AFB	E&T 53	Consolidate Transportation Management Training from Lackland AFB (345 th TRS) to Ft Lee
Eglin AFB	E&T 55	Establish an Integrated JSF Training Center at Eglin AFB – Consolidate Maintenance and Flight Training
Sheppard AFB/ NAS Pensacola	E&T 56/57	Establish a Maintenance Training Center for the JSF Program
Robins AFB	S&S 40	Consolidate AF Inventory Control Points at Robins AFB – Hill, Lackland, and Tinker NICPs move to Robins AFB
Robins AFB	S&S 42	Consolidate Service & DLA ICPs at Robins AFB – Lackland CPSG-ICP move to Robins AFB
Robins AFB	S&S 43	Privatize Storage & Distribution on Specific Commodities (Tires) – Hill, Robins, and Tinker AFBs – Lose Commodity
Robins AFB	S&S 44	Privatize Storage & Distribution on Specific Commodities (POL) – Hill, Robins, and Tinker AFBs – Lose Commodity
Robins AFB	S&S 45	Privatize Storage & Distribution on Specific Commodities (C. Gas) – Hill, Robins, and Tinker AFBs – Lose Commodity

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JCSG Scenario Update

New JCSG Scenarios (17 Dec)

AF Base	Scenario	Title
Moody AFB AFB	DoN 153	Close Oceana, VA; Relocate to Moody AFB – Relocates VFA squadrons, aircraft; VR 56; AIMD; NAMTRAU -- Includes all personnel, equipment and support
Dyess AFB	USA 201	Relocate AFRC functions to 258 AFRC Dyess AFB – Consolidates ARNG and USAR facilities onto Dyess
Fairchild AFB	USA 207	Relocate AFRC functions to 11 AFRC Fairchild AFB – Consolidates ARNG and USAR facilities onto Fairchild
Kirtland AFB	USA 215	Relocate AFRC functions to 96 AFRC Kirtland AFB – Moves existing AFRC (USAR, USNR, USMCR) in Albuquerque to Kirtland
FE Warren AFB	USA 220	Relocate AFRC functions to 244 JFHQ at FE Warren AFB – Stands up new combined JFHQ and AFRC/OM that includes Wyoming State EOC/NORTHCOM on FE Warren – Consolidates ARNG facilities onto FE Warren
Reserve/Guard	USA 198	Relocate AFRC functions to 8 ANG Base or AF Reserve Bases – Consolidates ARNG & USAR facilities onto ANG & Reserve Bases – Other scenarios: 199/203/210/211/212/217/219 -- Mansfield, OH; Springfield, OH; Terre Haute, IN; Fargo, ND; Martinsburg, WV; Chicopee, MA; Moffett Field, CA; Pease, NH

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Agenda

21 Dec 04

0830-0845	Opening Business	Co-chairs
0845-0930	ANG Expeditionary Combat Support (ECS)	Mr. Albro
0930-1030	Scenarios (Arrow charts)	Scenario Teams
Break		
Scenarios		
1045-1230	-Arrow charts (continued) -New: Scott, Moody, Pope, ICBMs, ECA, GSU	Scenario Teams
Lunch		
1230-1330	JCSG/JAST Update	Lt Col Laffey
Additional Scenarios		
1400-1545	-Future Logistics Support Center (Follow-up), STAMP, AF Nuclear Storage Relocation -Human Systems Develop & Acquisition	Ms. Ferguson Mr. Mleziva
Break		
1600-1700	Deliberative Session	Co-chairs

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Future Logistics Support Center (LSC)

Scenario Team:	TBD	Deliberative:	Approve Scenario Proposal
Scenario Proposal <ul style="list-style-type: none"> ■ Regionalize all AD/ARC supply backshop duties to two LSCs <ul style="list-style-type: none"> ■ Includes 5 MAJCOM Regional Supply Squadrons and 128 non-regionalized bases ■ All 5,754 AD/ARC aircraft and weapon systems fleet-managed by CAF/MAF LSCs 		Drivers / Assumption <ul style="list-style-type: none"> ■ Regional Supply Sq (RSS) at Ramstein, Hickam close...128 bases lose backshop functions ■ Realign RSS and backshop functions to CAF/MAF LSCs at Langley AFB and Scott AFB ■ \$5.1M facility upgrade needed at Scott, none at Langley 	
Justification / Impact <ul style="list-style-type: none"> ■ Seamless transition from peace to war ■ Provide single "face" to warfighter at home and deployed ■ Align with eLog21 initiatives ■ Standardize AF materiel management C2 ■ Reduce current FTEs from 1,811 to 1,434 - work now done by contractor, MEO, blue-suit 		Potential Conflicts <ul style="list-style-type: none"> ■ AF/XO concern regarding adequate support to USAFE and PACAF units 	

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AF Scenario Proposal

Standard Air Munitions Package (STAMP)/Standard Tank, Rack, Adaptor, and Pylon Packages (STRAPP) Squadrons Relocation

Scenario Team:	TBD	Deliberative:	Approve Scenario Proposal
Scenario Proposal <ul style="list-style-type: none"> ■ Transfer STAMP/STRAPP storage operation at Hill AFB from active duty to Reserve personnel ■ Move Lackland AFB Medina Annex, TX STAMP/STRAPP mission to Robins AFB, GA and transfer to Guard personnel ■ Move Lackland AFB Medina Annex, TX STAMP/STRAPP mission to McConnell AFB, KS and transfer to Guard personnel 		Drivers/Assumptions <ul style="list-style-type: none"> ■ Principles: Train and Equip ■ Transformational Options: Optimize locations and workforce used to support combat deployments with STAMP/STRAPP assets ■ Guard/Reserve able to accept mission 	
Justification/Impact <ul style="list-style-type: none"> ■ Medina out load operations place public at risk during explosives transport to airhead ■ Realign personnel to enhance AD deployment capability ■ Use Non-nuclear Consumables Annual Analysis requirements as facility/movement factors 		Potential Conflicts <ul style="list-style-type: none"> ■ Inadequate alternate locations 	

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AF Nuclear Storage Relocation

Scenario Team:	TBD	Deliberative:	Approve Scenario Proposal
<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Optimize nuclear storage at Malmstrom AFB, MT, facilitating flexibility, effectiveness, security, and exposure ■ Optimize nuclear storage at FE Warren AFB, WY, facilitating flexibility, effectiveness, security, and exposure 		<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Train and Equip ■ Transformational Options: Optimize locations used for nuclear asset storage and maintenance ■ NSPD 14 constraints ■ Moscow Treaty prohibits relocation to heavy bomber units 	
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Increased security and exposure risk due to facility design and public access ■ If relocated, must be at base with a WSA ■ Moscow Treaty prohibits relocation to heavy bomber units 		<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Inadequate alternate locations 	

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Relocate Human Systems Development and Acquisition (D&A)

Scenario Team:	TBD	Deliberative:	Approve Scenario Proposal
<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Relocate AF Human Systems D&A to location of its parent organization 		<p style="text-align: center;">Drivers / Assumption</p> <ul style="list-style-type: none"> ■ Current location driven by historical precedence ■ Concentrate operations in fewer locations ■ Relationship with relevant research organizations would not be impacted 	
<p style="text-align: center;">Justification / Impact</p> <ul style="list-style-type: none"> ■ Concentrate acquisition expertise in a single location ■ Reduce infrastructure ■ Simplify organizational constructs ■ Losing: Brooks City Base ■ Gaining Wright-Patterson AFB 		<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ None 	

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Agenda

21 Dec 04

<i>0830-0845</i>	Opening Business	<i>Co-chairs</i>
<i>0845-0930</i>	ANG Expeditionary Combat Support (ECS)	<i>Mr. Albro</i>
<i>0930-1030</i>	Scenarios (Arrow charts)	<i>Scenario Teams</i>
<i>Break</i>		
	Scenarios	
<i>1045-1230</i>	-Arrow charts (continued) -New: Scott, Moody, Pope, ICBMs, ECA, GSU	<i>Scenario Teams</i>
<i>1230-1330</i>	<i>Lunch</i>	
<i>1330-1400</i>	JCSG/JAST Update	<i>Lt Col Laffey</i>
	Additional Scenarios	
<i>1400-1545</i>	-Future Logistics Support Center (Follow-up), STAMP, AF Nuclear Storage Relocation -Human Systems Develop & Acquisition	<i>Ms. Ferguson</i> <i>Mr. Mleziva</i>
<i>Break</i>		
<i>1600-1700</i>	Deliberative Session	<i>Co-chairs</i>

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ECS Enclave Manpower

Maj Todd Remington
21 Dec 04

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What ECS?

What stays

- Wing Group Staff
- Security Forces
- Medical
- Services
- Mission Support Group


What Goes

- Ops Group
- Maintenance Group
- If present - relocated
 - Aerial Port
 - Aeromed Evac

ECS = Support Manpower that is UTC and AEF Tasked

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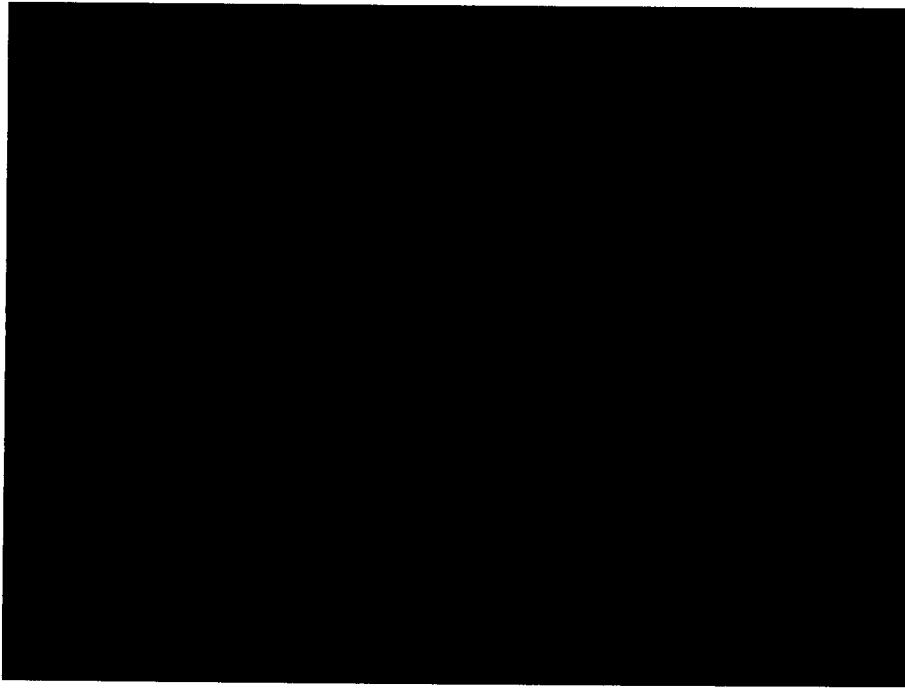
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What ECS? Generic Base Est.

AUTHORIZED100/46	CURRENT	MISSION	BOS	ECS
Wing Staff/FM/CP/SE	50/16	0	0/4	50/12
Mission Support Group	9/4	0	0/0	9/4
Logistics Readiness Sq	96/35	0	0/4	96/31
Civil Engineer Sq	93/11	0	0/4	93/7
Communication Flight	38/15	0	0/3	38/12
Services Flight	20/1	0	0/0	20/1
Security Forces Sq	73/15	0	0/2	73/13
Mission Support Flight	24/14	0	0/4	24/10
Maintenance Gp	19/6	19/6	0	0
Maintenance Squadron	227/85	227/85	0	0
Aircraft Maintenance Sq	108/40	108/40	0	0
Maintenance Ops Flt	28/13	28/13	0	0
Operations Gp	3/1	3/1	0	0
Fighter Squadron	40/14	40/14	0	0
Operations Support Flight	31/0	31/0	0	0
Medical Squadron	59/3	0	0	59/3
TOTALS	918/273	456/159	0/21	462/93

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OFFICE OF THE ASSISTANT SECRETARY

21 DEC 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 18 Nov 2004

Maj Gen Heckman 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. Maj Gen Heckman reviewed the agenda and BCEG calendar (Slides 3-5). reviewed Requests for Clarification (Slides 6-7).

... briefed, for information, MAJCOM Capacity and BFAC Comparison for adding 2 notional squadrons to Dyess AFB (Slides 9-19). This served to present the applied methodology to the BCEG. ... briefed, for information, savings from B-1 Consolidation (Slides 22-23).

... briefed JCSG Scenario Proposals from the Maintenance Subgroup for information (Slides 25-32). Mr Michael Aimone briefed the Supply and Storage JCSG Transformation Options for information (Slides 34-39).

... briefed the F-15 C/D Potential Scenario Group, Second Look, for deliberation (Slides 42-44). The BCEG voted to send the F-15 C/D Potential Scenario Group forward. ... so briefed the F-16 Potential Scenario Group, Third Look for deliberation (Slides 46-48). The BCEG voted to send the F-16 Potential Scenario Group, Third Look, forward. ... briefed the KC-135 Potential Scenario Group for deliberation. He reviewed the first and second looks, the BCEG comments, and the third look (Slides 50-58). The BCEG noted that the pending bird's eye view would be able to discriminate between conflicting manpower and number of tails data.

... briefed the C-130 Potential Scenario Group, Second Look, BCEG Comments, and Third Look for deliberation (Slides 60-68). Upon deliberation the BCEG suggested changes for further review and directed preparation of supporting materials.

The co-chairs reviewed the Agenda for the next meeting. Following the co-chairs' concluding remarks, the meeting concluded at 1658. The next BCEG meeting is scheduled for November 22, 2004 at 1300 in Pentagon Room 5C279.


BCEG Recorder

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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

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Requests for Clarification


(as of 17 Nov)

• RFC's Open:	070
• RFC's Closed:	364
• Total RFC'S to Date:	434

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Agenda

18 Nov 04

<u>0830-0835</u>	Opening Business	<i>Co-chairs</i>
	Cost and Savings Estimates:	
<u>0835-0915</u>	<i>BFAC vs MAJCOM estimates</i>	<i>TBD</i>
	<i>Base Closure: Savings / Cost Avoidance</i>	
<u>0915-0945</u>	Industrial JCSG Update	<i>Mr. Beckett, AF/ILM</i>
<u>0945-1015</u>	Supply and Storage JCSG Update	<i>Mr. Aimone</i>
	<i>Break</i>	
	Scenario Groups (second look)	
	F-15 C/D	<i>Lt Col Mattison</i>
<u>1030-1300</u>	Scenario Groups (third look)	
	F-16	<i>Lt Col Mattison</i>
	KC-135	<i>Lt Col Polczer</i>
	C-130	<i>Lt Col Freeland</i>

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Base Closure Executive Group Attendance

Date: 18 NOV 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|--|--|---|
| <input checked="" type="checkbox"/> <u>BG William Holland</u> | <input type="checkbox"/> <u>Brig Gen Mike Lynch</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input checked="" type="checkbox"/> <u>Brig Gen Ethridge</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input type="checkbox"/> <u>BG Butler</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Ms Kathy Ferguson</u> | <input type="checkbox"/> | <input checked="" type="checkbox"/> <u>Mr. Simone</u> |
| <input checked="" type="checkbox"/> <u>Mr. Matt Mleziva</u> | <input type="checkbox"/> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u> | <input type="checkbox"/> | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Mr. William Kelly</u> | <input type="checkbox"/> <u>Brig Gen William Ard</u> | <input checked="" type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Ms. Maureen Koetz</u> | <input checked="" type="checkbox"/> | <input type="checkbox"/> _____ |

* Temporary appointment

Others

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- _____
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Briefers

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BCEG

18 Nov 04

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Agenda

18 Nov 04

0830-0835	Opening Business	<i>Co-chairs</i>
	Cost and Savings Estimates:	
0835-0915	<i>BFAC vs MAJCOM estimates</i>	<i>TBD</i>
	<i>Base Closure: Savings / Cost Avoidance</i>	
0915-0945	Industrial JCSG Update	<i>1</i>
0945-1015	Supply and Storage JCSG Update	<i>Mr. Aimone</i>
<i>Break</i>		
<i>Scenario Groups (second look)</i>		
	F-15 C/D	
<i>Scenario Groups (third look)</i>		
1030-1300	F-16	
	KC-135	
	C-130	

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BCEG Schedule

November

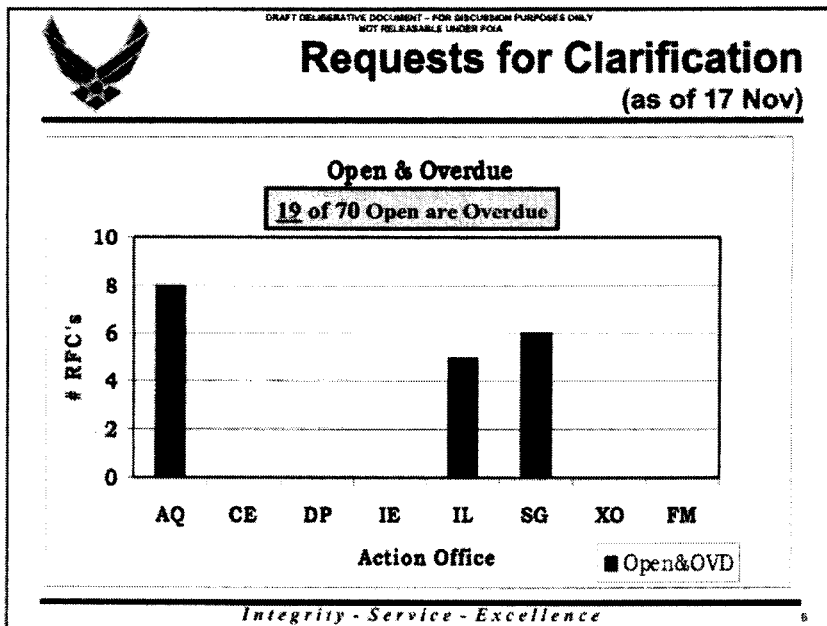
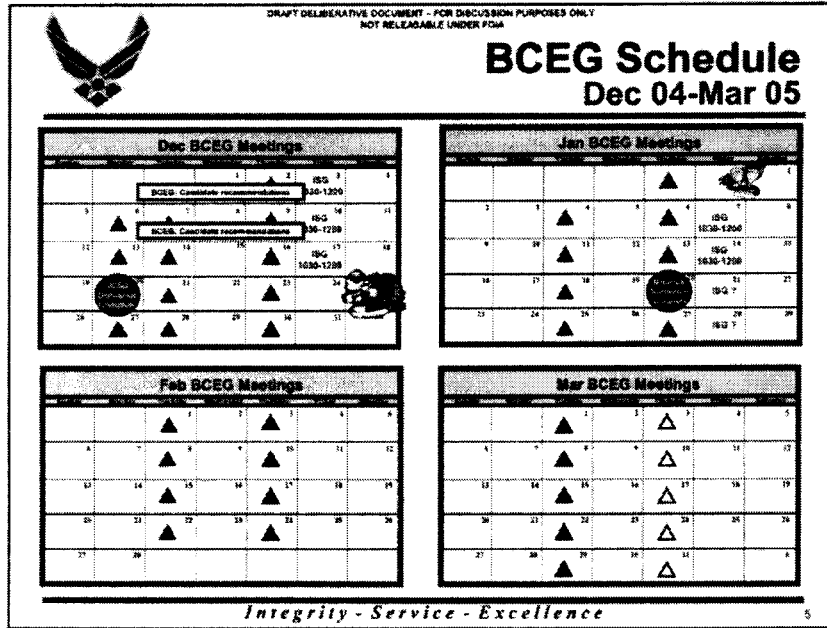
JCSG updates

November BCEG Meeting						
	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
	▲	▲	▲	▲		
		Scenario Development			IEC	
	BCEG 1300-1700	BCEG 0830-1300				
	▲	▲	▲	▲	12	13
		Scenario Development			1600-1200	
	BCEG 1300-1700	BCEG 0830-1300				
	▲	▲	▲	▲	18	20
		Scenario Development			ISG 1030-1200	
	BCEG 1300-1700	BCEG 0830-1300		BCEG 0830-1300		
	▲	▲	▲	▲	26	27
		Scenario Development				
	BCEG 1300-1700	BCEG 0830-1300				
	▲	▲	▲	▲		
		Scenario Development				
	BCEG 1300-1700	BCEG 0830-1300				


JCSG updates

All BCEG are deliberative unless otherwise noted

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Requests for Clarification

(as of 17 Nov)

- RFC's Open:
070
- RFC's Closed:
364
- Total RFC'S to Date:
434

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<i>0915-0945</i>	Industrial JCSG Update	
<i>0945-1015</i>	Supply and Storage JCSG Update	<i>Mr. Aimone</i>
	Break	
	Scenario Groups (second look)	
	F-15 C/D	?
	Scenario Groups (third look)	
<i>1030-1300</i>	F-16	?
	KC-135	?
	C-130	?

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MAJCOM Capacity Briefing and BFAC Comparison

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Assumptions

- **Modified BFAC scenario to match MAJCOM Capacity Briefing to do a "side by side" comparison**

- **Based on:**
 - **28 C-130s**
 - **30 B-1s**
 - **Add two B-1 squadrons (12 PAA)**

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General Differences

- **MAJCOMs were restricted to mission facilities**
 - No community support facilities
 - No housing facilities

- **BFAC provides complete look at facility requirements**
 - Reviewed by MAJCOM representatives and HAF analysts to determine final requirements

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Dyess AFB/ACC Estimated Costs

Add One Squadron	
Precluding Factor	None
Major Construction	54.7
Minor Construction	0.0
Natural Infrastructure	2.7
Other procurement	0.5
Planning & Design	5.5
Subtotal	63.4
Add Second Squadron	
Precluding Factor	None
Major Construction	86.0
Minor Construction	0.0
Natural Infrastructure	2.8
Other procurement	0.9
Planning & Design	8.6
Subtotal	98.3
Total Cost for Two Squadrons	161.7

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Dyess AFB/ACC Estimated Costs One Squadron

Add One Squadron	
Major Construction	
Large Maintenance Dock	19.8
Acft Maintenance Facilities	16.5
Squadron Ops Facility	7.5
Hydrant Fuel System	4.4
SE Shop Storage	3.5
Weapons Storage Igloo	2.0
Supply Storage BSE	1.0
Subtotal	54.7
Minor Construction	
Subtotal	0.0
Communications	0.5
Other procurement	0.5
Planning & Design	5.5
TOTAL	60.7

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Dyess AFB/ACC Estimated Costs 2nd Squadron

Add Second Squadron	
Major Construction	
Large Maintenance Dock	29.7
Acft Maintenance Facilities	17.3
Squadron Ops Facility	7.5
Hydrant Fuel System	17.5
Dormitories	7.7
SE Shop Storage	3.3
Weapons Storage Igloo	2.0
Supply Storage BSE	1.0
Subtotal	86.0
Minor Construction	
Communications	0.9
Other procurement	0.9
Planning & Design	8.6
TOTAL	96.4

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Dyess AFB


Comparison of Estimated Costs

B-1 Template Used	ACC	BFAC	ADJ	BFAC
Add Two Squadrons				
Precluding Factor	None	None		None
Major Construction	140.7	190.9		171.5
Cummunity Support	0.0	25.2		18.6
Communications	1.4			
Other procurement	1.4	5.3		5.3
Planning & Design	14.1	Incl		Incl
Total Cost for Two Squadrons	157.6	221.4		195.4
Natural Infrastructure	5.5	1.0		1.0

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Dyess AFB


Estimated Costs Two Squadrons

Major Construction	ACC	BFAC	ADJ	BFAC
Large Maintenance Dock	49.5	68.8		68.8
Acft Maintenance Facilities	33.8	29.6		14.8
Squadron Ops Facility	15.0	3.9		3.9
Hydrant Fuel System	21.9	0		0
SE Shop Storage	6.8	4.8		4.8
Weapons Storage Igloo	4.0	0.7		6.7
Supply Storage BSE	2.0	4.7		3.2
Dormitories	7.7	18.2		18.2
Applied Instruction Building	0.0	9.8		9.8
Aircraft Apron, Surfaced	0.0	12.4		12.4
Missile/ Launch Spt Bldg		0		6.5
Missile Maintenance Assembly		12.8		12.8
Gen Purpose Instruction Bldg		3.6		3.6
Elec & Comm Maint Fac		4		4
Bulk Fuel Storage		17.5		2
Subtotal	140.7	190.9		171.5

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Dyess AFB


Estimated Costs Two Squadrons

Community Support Facilities			
General Administrative		3.3	3.3
Dining Facility		5.1	5.1
Religious Education Facility		6.5	6.5
Chapel Facility		6.6	0.0
Recreation Center		3.7	3.7
Subtotal	0.0	25.2	18.6
Total	140.7	216.1	190.1
Minor Construction			
Communications	1.4		
Other procurement	1.4	5.3	5.3
Planning & Design	14.1	Included	Included
TOTAL	157.6	221.4	195.4

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Dyess AFB

Estimated Other Costs

Breakout of Other Costs	ACC	HAF
Furnishings	1.4	5.3
Housing Privatization Scoring Costs	0.0	17.2
Subtotal	1.4	22.5

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Dyess AFB Natural Infrastructure Comparison

Natural Infrastructure Capacity Requirements to Add Two Units (From MAJCOM Capacity Brief):	Exists (Y), Added (A), Precluding Factor (N)	Steps required to add capacity or reasons for precluding factor	Cost (\$M)	
			ACC	HAF
Air	A	New permit	0.1	0.1
AICUZ	A	Increased local noise exposure	0	0
Surface Land Acces	A	ERPs: site cleanup, contamination, LUC/ROD	4.8	0.1
Water Access	Y		0	
Water Discharge	Y		0	
Planning	A	EA, SPCC update	0.64	0.78
Total Natural Infrastructure Capacity Cost			5.54	0.98

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BACK UP (Removed)

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**BACK UP
(Removed)**

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**Scenario
200 – Consolidate B-1**

Scenario Team:	CAF	
		Savings

<p style="text-align: center; font-weight: bold;">COBRA</p> <ol style="list-style-type: none"> 1. Total Cost: \$351M 2. MILCON: \$255M 3. NPV: \$-1,274M 4. Payback Yrs/Break Even Yr: 2/2011 5. Steady State Savings: \$133M 6. MII/Civ Reductions: 988/253 7. MII/Civ Relocated: 3,801/245 	<p style="text-align: center; font-weight: bold;">OVERHEAD SAVINGS</p> <ul style="list-style-type: none"> ■ Sustainment: \$13,094K ■ Recapitalization: \$12,487K ■ BOS: \$15,866K ■ Gross savings: \$41,447K (offset by \$9,000K BAH bill)
<p style="text-align: center; font-weight: bold;">PERSONNEL SAVINGS</p> <ul style="list-style-type: none"> ■ Officer: \$8,873K ■ Enlisted: \$75,560K ■ Civilian: \$16,838K ■ Total: \$101,441K 	<p style="text-align: center; font-weight: bold;">NOTES</p> <ul style="list-style-type: none"> ■ BOS savings partially population related

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AF, AFR, ANG Savings Review

Index	Name	Fac Sustain	Fac Recap	Base Support	Estimated
Widget	Base	Savings	Savings	Savings	Savings
45	Shaw AFB	\$10,604	\$6,728	\$19,707	\$37,039
85	Gen Mitchell IAP ARS	\$1,759	\$1,134	\$5,637	\$8,530
152	Tulsa IAP AGS	\$1,316	\$783	\$2,081	\$4,181

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IJCSG Scenario Proposals Update to BCEG



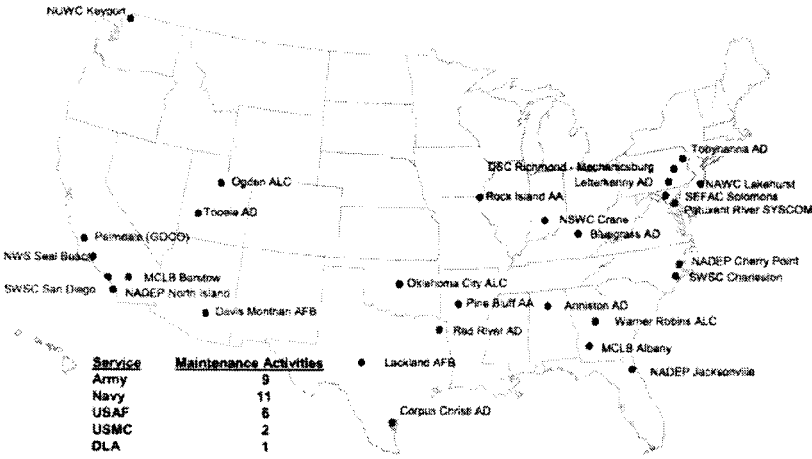
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Major DoD Depot Maintenance Activities (29 Total)




Service	Maintenance Activities
Army	9
Navy	11
USAF	6
USMC	2
DLA	1

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IJCSG – Maintenance Subgroup

Minimize number of joint sites consistent with doctrine & readiness

<p>Scenario MX-1 (Derivative 1,3)</p> <p>Realignments:</p> <ul style="list-style-type: none"> ▪ Aviation Workload (NADEP-CP/NI/JAX, ALC-OC/OO/WR) to 2 or 3 sites for each area: Fighter Attack, Other Aircraft, Cargo/Tanker ▪ Rotary Workload (CCAD, NADEP-CP) to 1 site ▪ Ground Workload (Vehicles: Tracked, Wheeled, Amphibious) 7 locations (ANAD, RRAD, TYAD, RIA, LEAD, MCLBA, MCLBB) to 2 or 3 sites ▪ Components- Commodities (e.g. landing gear, electronics, etc) at various locations to 2 or 3 sites per commodity ▪ Using current workload, commodity approach, consider joint Service solutions 	<p>Drivers/Assumptions</p> <p>Boundaries:</p> <ul style="list-style-type: none"> ▪ 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. ▪ Total Capacity based on 1.5 shift/60 hour, or Maximum capacity based on 1.5 shift/60 hour - work week per workstation.
<p>Justification/Impact</p> <ul style="list-style-type: none"> ▪ 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 	<p>Potential Conflicts</p> <ul style="list-style-type: none"> ▪ USC Title 10 Sec 2466 requirement - 50/50 ▪ Other JCSG potential impacts – Supply and Storage

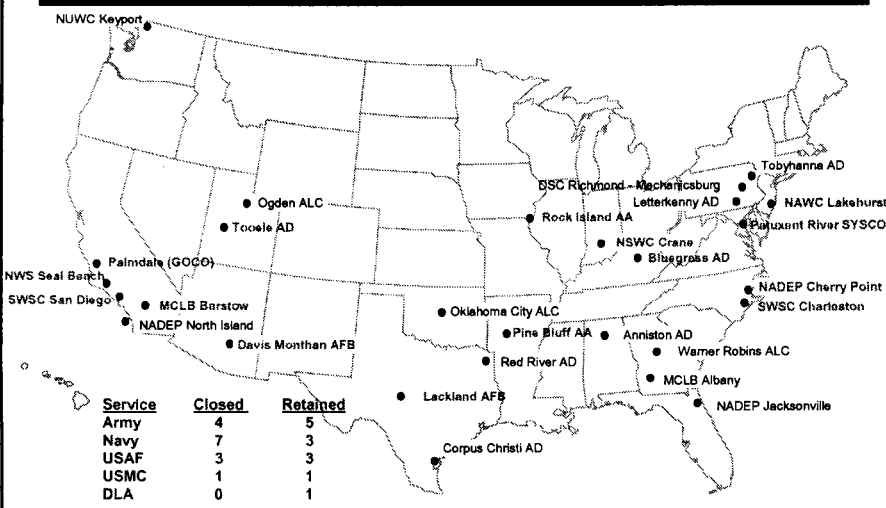
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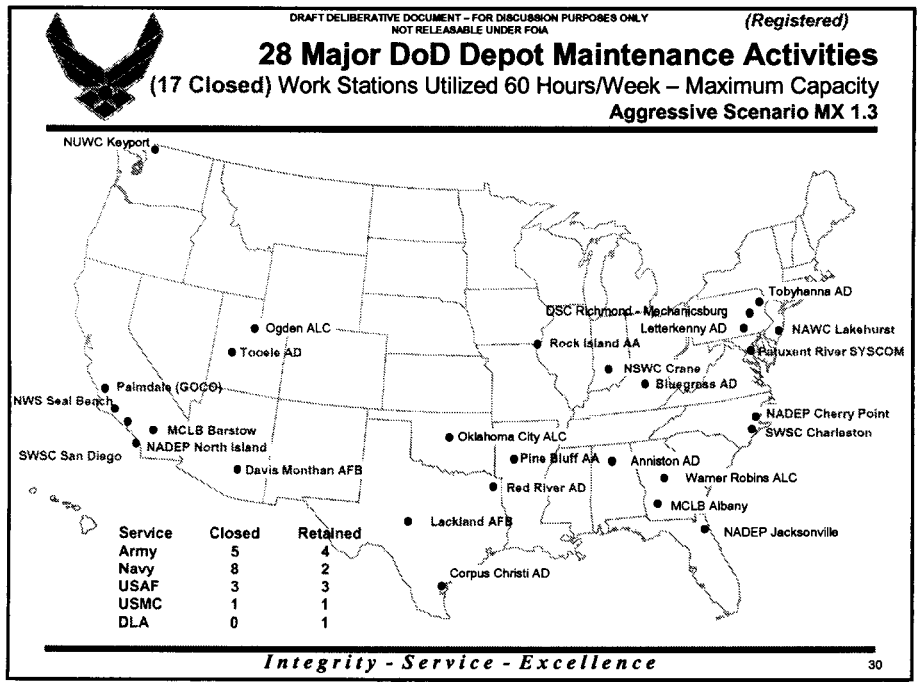
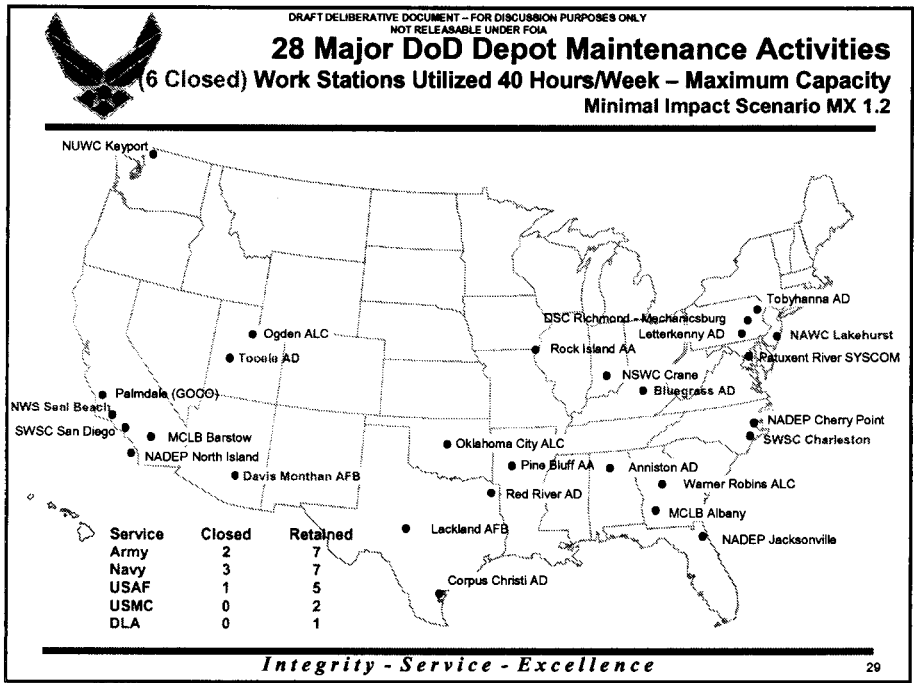
28 Major DoD Depot Maintenance Activities

(15 Closed) Work Stations Utilized 60 Hours/Week – Total Capacity
Moderate Impact Scenario MX 1.1




Service	Closed	Retained
Army	4	5
Navy	7	3
USAF	3	3
USMC	1	1
DLA	0	1

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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

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Maintenance Subgroup MV Analysis factors

<p><u>DEPOT MAINTENANCE</u></p> <ul style="list-style-type: none">• Maintenance Capability• Inter-service and Commercial Partnerships• Proximity Considerations• Quality• Expansion Potential• Facilities• Maintenance Operational Environmental Restrictions■ Surge/Reconstitution■ Facilities and Transportation Infrastructure■ Direct Labor Costs, Other Costs of Production, Stability	<p><u>INTERMEDIATE MAINTENANCE</u></p> <ul style="list-style-type: none">• Maintenance Capability• Inter-service• Proximity Considerations• Land Expansion Potential• Facilities• Maintenance Operational Environmental Restrictions• Manpower per Output
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IJCSG Scenario Proposals Update to BCEG



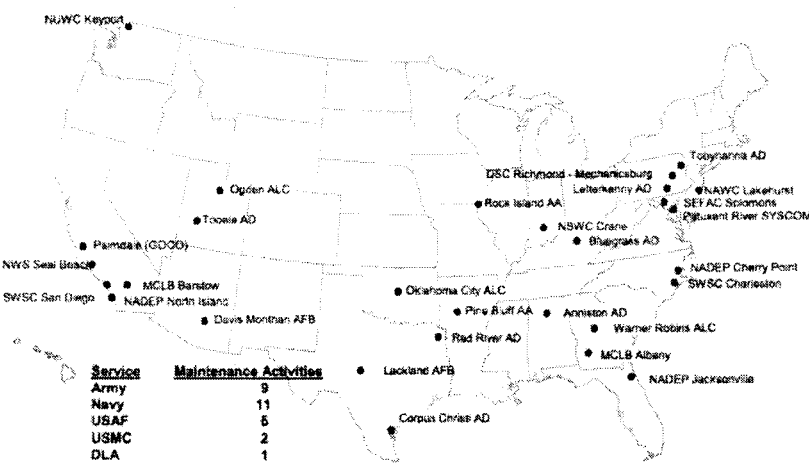
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Slides 43-68 were removed.

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Section 7

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Section 7-7, BCEG Meeting Minutes, Feb 07, 05

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Section 9-3, WIDGET Data of Ramp Space square yardage for 147th and City of Houston

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Section 22-2, Aerial Photograph of Houston Ship Channel - East Side

Section 22-3, Aerial Photograph of Ellington Field's Proximity to Houston Ship Channel

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19 April 2005

Second Air Force Briefing Notes

Date: Monday, April 18, 2005

Time: 08:30-10:30

Place: 5C279

Chairman: Mr. Pease, Deputy Assistant Secretary of the Air Force, Basing and Infrastructure Analysis

Executive Secretary: Lt. Col. Johansen

Key Attendees:

- Mr. Pease, DASAF, Basing and Infrastructure Analysis
- MG Heckman, Assistant Deputy Chief of Staff of the Air Force, Plans and Programs
- Col Kapellas, Division Chief, Air Force BRAC Office
- Lt Col Johansen

Red Team Attendees:

- Honorable H.T. Johnson
- Honorable Robin Pirie
- General Leon Salomon
- Mr. John Turnquist

Subject: *Second* Candidate Recommendation Briefing by the United States Air Force to BRAC Red Team

Items of Import:

- Since the first meeting with the Red Team the United States Air Force (USAF) has attempted to utilize BRAC language and terminology.
- USAF is completed with the bulk of its “laydown” in terms of candidate recommendations to be submitted, although further refinements are being made.
- USAF had not originally taken savings for people in the same way the other groups and services were, but we have since gone back and recalculated savings associated with manpower and personnel to be more consistent with the other groups.

Questions that arose:

- What do you mean by infrastructure? *Operational areas as well as buildings connected to an installation. (Salomon)*
- What does the red, blue, or shading indicate on this map (Slide 5, middle map)? *White is a high speed area, shaded is where we are authorized to turn off the lights and operate. Red is ranges? Yes. How many ranges did you close? One, at Cannon AFB. There are 30 ranges that USAF uses, but most of these have other missions as well. (Salomon/Johnson)*
- Are all the Services in agreement with having a Joint Center of Excellence at Indian Springs? *No, we are pulling that candidate recommendation. That UAV Center of Excellence was originally Education and Training JCSG responsibility and they decided it was really a RD&A matter, so they passed it on to the Technical JCSG. We only had an enabling scenario to move stuff out of Indian Springs, which without the Center of Excellence is not necessary. (Johnson)*
- What point do you want the audience to take away from this slide (Slide 6)? Do you follow-up on these later in your briefing? *There are recommendations going forward for all these. (Salomon)*

- You have a lot of “Red” in the Northeast – losing sites or bases being closed – have you discussed this with NORTHCOM? *Absolutely, NORTHCOM is on board.*
- What does cumulative mean (Slide 46, USAF-1006V2 – EIT Summary)? *It is the total for the implementation period, but we can take it off this chart as it may be confusing.* (Salomon)

Informal observations provided at briefing:

- Be careful when discussing people vs. billet savings vs. authorized positions. If you take savings for eliminated billets or authorized positions, should show that these positions go off the books or reprogrammed.
- Be careful with your wording – the use of “infrastructure” on Slide 2 seems to be referring to aircraft, but later in your brief (Slide 9) “infrastructure” is used to mean installations and operating areas.
- “AF Goals for BRAC 2005” are not obviously linked to DoD BRAC goals (Slide 2). Make sure your subsequent slides are consistent with the “AF BRAC 2005 Goals” bullet points. (E.g. - The title of Slide 4 is more loosely linked to the second bullet point on Slide 2 than the titles of Slides 3 or 5 are linked to the first and third bullet points, respectively.)
- Add a legend for maps on Slide 5 so that the meaning of the color coding and shading is clear.
- BRAC is about reducing excess capacity – your AF Installation map will look about the same after BRAC, which will open you and DoD up to criticisms.
- Closing ranges – closed Cannon, but according to your explanation of your map, Cannon has one of the best locations. Other 30 ranges that are used by the AF have other associated missions. Similarly, if you overlay the civilian air traffic map on your AF Installations map – it would tell you to move everything to the Northwest, yet you close Ellsworth, SD and Grand Forks, ND. The story you would like to tell with these maps is really about tactical air, so consider highlight tactical aviation bases.
- Be consistent. If you are not going forward with the UAV Center of Excellence remove it from the “Joint Opportunities” slide (Slide 6) and from the “emerging needs” section of slide 4.
- Consider using BRAC terminology on your “Summary” slide (Slide 9) (I.e. – Discuss closures, realignments, and associated cost savings).
- Bullet two on your “Summary” slide (Slide 9) is really the only BRAC action— but these reductions are already programmed to take place in the FYDP. Explain up front that you are using BRAC to determine action for aircraft disposal in compliance with the Force Structure Plan. However, aircraft retirements really do not need to be BRAC actions.
- Justifications for the closure of Cannon AFB, NM Ellsworth AFB, SD and Grand Forks, ND need to be strengthened as well as the justifications for any associated realignments.
- Include the closure of any leased facilities on your closure list (Slide 10).
- Check military value of every site on lists on Slides 10 and 11. You want to make sure that you are not moving from installations with higher military value to lower ranked installations. Given that each installation has multiple military value rankings, it is imperative that recommendations that are inconsistent with the ranking of installations for the platform in question be fully justified.
- The underlying rationales for the Air Force’s method of determining military value and capacity (including optimal squadron sizes) need to be carefully articulated and well supported.
- Expeditionary Combat Support (ECS)

- Need chart explaining
 - what functions or MOSs ECSs cover,
 - how an ECS is allocated,
 - when they deploy,
 - what mission the ECS is charged with,
 - how ECSs support Homeland Defense,
 - and explains why DoD needs to have ECSs at numerous bases.
- If these are already programmed changes – why are they being done under BRAC? Need to explain up front that Military Value analysis done in BRAC aides the determination of where programmed reductions in aircraft occur. But also need an explanation for why people reductions are not occurring under BRAC.
- Air Sovereignty Alert (ASA)
 - Explain what the ASA sites are and why BRAC is required to make changes—why are they a new mission?
 - Create a chart that lays out the requirements for coverage.
 - Ensure that NORTHCOM agrees with sites and are on the same page.
- Recommendations citing more suitable recruiting demographics in one location over another need to be linked to a supporting document with recruiting data across all installations.
- Recommendations using maintenance of ARC mix need to be supported by documentation that explains why the ARC mix is important and how maintaining the proper mix supports the Force Structure Plan or Final Selection Criteria.
- “Capturing Intellectual Capital” is unusual terminology, use more descriptive wording.
- Add statement to candidate recommendation that ECS is remaining at Louis Munoz Marin IAP AGS (USAF-0069).

Additional observations to consider:

- Should have a reason for why USAF is not reducing endstrength as part of BRAC.
- Ensure that savings for FYDP actions completed as part of BRAC are accounted for in accordance with the BRAC statute and/or OSD policy.
- Some candidate recommendations are not in the correct format for submission. Ensure that all candidate recommendations are in the following format:

BRAC Action	where	by what	to where	and retaining what
<ul style="list-style-type: none"> ● Close ● Realign ● Inactivate 	<ul style="list-style-type: none"> ● losing installation 	<ul style="list-style-type: none"> ● moving ● relocating ● consolidating ● privatizing 	<ul style="list-style-type: none"> ● gaining installation 	<ul style="list-style-type: none"> ● enclaves ● functions ● activities

- Justification phrases should be removed from candidate recommendation statements.
- Candidate recommendations should be organized in presentation in the following order:
 - Tier I: Traditional BRAC – Military value applied, net savings, capacity reduction.
 - Tier II: Strategy Driven – Military judgment applied, net savings, capacity reduction.
 - Tier III: Operationally Driven – Military judgment overrides, net savings.
 - Tier IV: Transformationally Driven – No military value justification, military judgment sole rationale, not cost effective, long paybacks.

25 February 2005

White Paper

Integration of Candidate Recommendations across JCSGs and Military Departments

Observation: Many of the candidate recommendations will require integration with each other and consolidation into larger recommendations prior to forwarding up the chain. There has been discussion about possible ways of doing this; however, the integration method and schedule for accomplishment is not well understood.

Concerns:

- There are several gaining sites have had their excess capacity over subscribed by different JCSG and Military Department groups.
- De-conflicting these overlaps can have the effect of unraveling other actions that were dependent on the first action.
- New COBRA runs and criteria 6,7, and 8 need to be redone for the final site configurations. (Not difficult to do, but very time consuming)
- Numerous initial candidate recommendations are still pending.
- End-game process and detailed schedule has not been provided to Military Departments.
- Time remaining in which to do the integration and final candidate scrubbing is very short.
- A great deal of effort still needs to be expended in order to build the kind of detail and consistency into the overall package as is normal with any submission to Congress.

Possible Action:

After IEC approval of each JCSG candidate recommendation, provide them to the Military Departments and direct their integration into the property owner's recommendation.

- A process for obtaining IEC approval for any deviations needs to be provided as well in order to deal with conflicting candidate recommendation actions that can not be resolved.
- A method for quickly elevating intra-military department coordination candidate recommendation conflicts needs to be identified so that decision makers can move quickly to resolve them.
- This process needs to start quickly in order to give the Military Departments as much of the time that is left as possible in order to accomplish this task.

18 April 2005

White Paper**Main Issues to Discuss:**

- The BRAC Red Team believes the Air Force presentations give the perception that in many cases the Air Force is using BRAC only to move aircraft and gain MILCON funding rather than reducing excess infrastructure.
- Discussion within the Red Team has produced several potential routes to dispel such a perception and gain a more favorable reception for the Air Force package.

Causes of the Perception:

- Air Force goals for BRAC 2005 appear to focus on operational requirements rather than reduction of excess infrastructure capacity under the BRAC Law.
 - Military value analysis has uniquely been done by platform as opposed to by installation or supporting function—which results in multiple military values for the same installation and the need to override military value results.
 - Military capacity has been redefined to be the difference between current and optimum squadron sizes rather than functional support capabilities.
 - Proposals appear to use BRAC to determine where FYDP aircraft changes should be implemented and use BRAC funds to make the changes without including associated savings under BRAC.
 - Many of the aircraft changes are already reflected in the FYDP and any resulting savings have been taken.
 - BRAC actions should result in savings in installation and personnel costs.
 - As currently reflected, most Air Force actions do not result in savings and do not require the BRAC provisions.
- Proposals show personnel position savings while allegedly not reducing overall end strength.
- Even though number of aircraft is coming down, Expeditionary Combat Support (ECS) groups are left almost everywhere with no defined mission.
 - Perception supported by answers to questions: ECS groups are used to maintain “end strength” in search of missions.
- In many cases, military value is being overridden by Air Sovereignty Alert requirements, Active Reserve Component (ARC) mix, and recruiting demographics—need to show how these are tied to the Force Structure Plan and/or the Final Selection Criteria.

Potential Solutions:

- Given that each installation has multiple military value rankings, it is imperative that recommendations that are inconsistent with the ranking of installations for the platform in question be fully justified.
- The underlying rationales for the Air Force's method of determining military value and capacity (including optimal squadron sizes) need to be carefully articulated and well supported.
- If the moves are accomplished under BRAC, all savings and costs must be reflected under BRAC—other mission and personnel requirements should be paid for outside BRAC (can use BRAC savings).
- Provide better explanation of the role of Expeditionary Combat Support (ECS) units.
 - All savings must be part of BRAC—savings can then be applied to other missions.
 - Create a chart that shows:
 - what functions or MOSs ECSs cover,
 - how an ECS is allocated,
 - when they deploy,
 - what mission the ECS is charged with,
 - how ECSs support Homeland Defense,
 - and explains why DoD needs to have ECSs at numerous bases.
- Provide better explanation for need for Homeland Defense Air Sovereignty Alert (ASA) Facilities.
 - Explain what the ASA sites are and why BRAC is required to make changes—why are they a new mission?
 - Create a chart that lays out the requirements for coverage.
 - Ensure that NORTHCOM agrees with sites and are on the same page.
- Recommendations citing maintenance of ARC mix need to be supported by documentation that explains why the ARC mix is important and how maintaining the proper mix supports the Force Structure Plan and/or Final Selection Criteria.
- Recommendations citing more suitable recruiting demographics in one location over another need to be linked to a supporting document with recruiting data across all installations.
- Closing leased facilities could improve Air Force story—recommend including these facilities on your closure list. Plus, by doing so, you will be consistent with other Services since they are including leased facilities on their closure lists.
- Justifications for Ellsworth AFB, SD and Grand Forks AFB, ND need to be stronger as these are closures in close proximity to each other with little other regional military presence. There also needs to be stronger rationales for other associated realignments.



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Candidate #USAF-0050V4 / S118Jc3 Realign Ellington AGS, Houston, TX

Candidate Recommendation: Realign Ellington Field AGS. The 147th Fighter Wing's (ANG) F-16 Block 25 aircraft (15 PAA) retire and the wing's ECS elements remain in place. The Air Sovereignty Alert (ASA) facility will remain at Ellington to retain capability to support Homeland Defense. 272 EIS (GSU) moves into available space on Ellington.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Retires F-16 Block 25s consistent with the force structure plan ■ Realigns GSU onto Ellington 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Force structure retires from Ellington (80 of 154) ■ Mil Judgment: Ellington retains garrison to support expeditionary units and Homeland Defense
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$1.6M ■ Net Implementation Savings: \$.1M ■ Annual Recurring Savings: \$.4M ■ Payback period: 5 yrs/2012 ■ NPV Savings: \$3.6M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change : -5 (direct -3, indirect -2) ROI 0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No anticipated environmental impacts for this candidate recommendation

- ✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
- ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC



APR 23 2005

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 7 Apr 2005

Maj Gen Heckman called the meeting to order at 0830, the Pentagon, Room 5C279. Attendance is at Atch 1. The slides presented are included as Atch 2 and individually referenced herein. The meeting was categorized as deliberative. Maj Gen Heckman previewed the agenda and updated calendar (Slides 2-7). Candidates briefed Independent Candidate Recommendation Payback Changes (Slides 8-9). He also noted an April 22 target date for a draft Public Affairs plan.

... efed:

S300.1c1: Close Scott (Slides 11-22).

The proposed Scott AFB closure was dismissed from further consideration as the JCSG has proposed this facility for other missions.

... efed:

S803: Realign Minot (Slides 23-28).

The proposed Minot Realignment was removed from analysis as inconsistent with planned future force structure.

... efed Scenario Changes:

S324: Close Gen Mitchell ARS (Slides 30-34).

S134c1: Close Willow Grove ARS (Slides 35-39).

The re-examination of the C-130 Scenario Group resulted in redistribution of C-130H aircraft from Gen Mitchell and realignment of Ops, MX, and ECS manpower. Upon deliberation, the BCEG concurred with the proposed Candidate Recommendation. In deliberation, the BCEG determined the Willow Grove scenario revisit should be divided into separate components for Air Force and Navy, with Air Force assets being redistributed to Boise and Little Rock. This is per new Candidate Recommendations S326: Realign Boise Air Terminal AGS (Slide 38), and Realign Martin State S326 (Slide 39). The Willow Grove closure was referred back to Navy as Candidate #DON-0084A/134.1 (Slide 37). This action is fenced for cost data only, with the data to be forwarded to Navy.

... introduced Independent Candidate Recommendation Payback Changes (Slides 40-41). The twelve Candidate Recommendations that have negative paybacks are to be reexamined to determine whether or not they should be removed from the recommended list submitted to OSD.

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led:

- S119Zc3: Realign Seymour Johnson (Slide 42)
- S138c2: Realign Hancock Field AGS (Slide 43)
- S118Jc2: Realign Ellington AGS (Slide 44)

The BCEG discussed principles for reexamination of scenarios. The BCEG noted that Base X savings results should be analyzed to capture cost savings. Manpower must follow iron in Active, Reserve, and Guard components. Specifically the BCEG deliberated realignment of Seymour-Johnson and based on operational considerations continued this Candidate Recommendation to analysis. The Hancock and Ellington Candidate Recommendations were likewise continued for analysis.

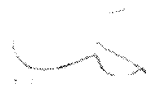

- S440c2: Realign Dover AFB (Slide 45)
- S433c2: Realign Robins AFB (Slide 46)

Upon deliberation, the BCEG deferred action on the Dover AFB Candidate Recommendation pending review of manpower data. The Robins Candidate Recommendation was deferred, as analysis is incomplete.

- S317c2: Close Pittsburg IAP ARS (Slide 47)
- S705c3: Realign Eglin AFB (Slide 48)
- S322.1c1: Realign Maxwell AFB (Slide 49)
- S311Zc2: Realign Reno-Tahoe IAP AGS (Slide 50)
- S312Jc2: Realign Luis Munoz IAP AGS (Slide 51)
- S704c3: Close Kulis AGS (Slide 52)

Upon deliberation, the BCEG determined the Pittsburg Closure is not viable. Therefore this Candidate Recommendation was deleted. Discussion of the Maxwell realignment was deferred because manpower data was not complete. The Luis Munoz Realignment was approved to move forward. The BCEG requested a reflow of the Kulis Candidate Recommendation to realize a change in aircraft numbers.

The BCEG determined the rest of the agenda (Slides 48,50) should be deferred pending review for manpower data consistency. Following closing remarks by the co-chairs, the meeting adjourned at 1430. The next BCEG meeting is scheduled for 12 April 05 at 1300 in Pentagon Room 5C279.



DAF

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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

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Base Closure Executive Group Attendance

Date: 7 APR 05

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|--|--|---|
| <input type="checkbox"/> <u>Brig Gen Dutch Holland</u> | <input type="checkbox"/> <u>Brig Gen Mike Lynch</u> | <input checked="" type="checkbox"/> <u>Brig Gen Dichter</u> |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input type="checkbox"/> <u>Brig Gen Ethridge</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input type="checkbox"/> <u>Brig Gen Charles Ickes</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u> | | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms Kathy Ferguson</u> | <input type="checkbox"/> <u>Ms Cathy Sparks</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Matt Mleziva</u> | | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Mr. Steven Rogers</u> | <input checked="" type="checkbox"/> _____ ty | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u> | <input type="checkbox"/> _____ | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Bill Booth</u> | - _____ | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms. Maureen Koetz</u> | <input type="checkbox"/> _____ | <input checked="" type="checkbox"/> <u>_____</u> |

* Temporary appointment

Others

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

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Headquarters U.S. Air Force


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U.S. AIR FORCE

BCEG

7 Apr 05

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Agenda


7 Apr 05

0830-0900	Opening Business -Calendar Review -Independent CR Payback Update	<i>Co-Chairs</i>
0900-1015	Candidate Recommendations -S300.1c1 - Close Scott -S803 - Realign Minot	<i>Scenario Team Leads</i>
Break		
1030-A/R	Scenario Changes -Gen Mitchell -Willow Grove	<i>Scenario Team Leads</i>

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AF BRAC

Schedule / Task Timeline

March / April BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27 Easter	28 IEC 1645-1815	29 BCEG 0830-1700	30	31 BCEG 0830-1700	1 ISG 1030-1200	2
Lock D8 prior to 0800hrs (8) Complete AF Refined Scenarios (9) Draft AF MI Value Report (10) Draft AF MI Value Report (11) Submit JCSC Integration results to JCSC						
3	4 IEC 1645-1815	5 BCEG 0830-1700	6	7 BCEG 0830-1700	8 ISG 1030-1200 Briefing to SECDEF	9
(10) Risk Communication Training (IEBS) (11) Reconcile JCSC Integration results (IEB-J) (12) Obtain Top 2 Approval of Final Recommendation (Co-chairs)						

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AF BRAC

Schedule / Task Timeline

April BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10	11 IEC 1645-1815	12 BCEG 1300-1700	13	14 BCEG 0830-1700	15 ISG 1030-1200	16 IEC 0930-1330
(13) Draft Comm Plan to BCEG (SAF/PAM) (14) Draft PA Plan out for coord (SAF/PAM) (15) Comm Plan for MAJCOMs Complete (SAF/PAM) (16) Final Vectors from CSAF (Co-chairs)						
17	18 IEC 1645-1815	19 BCEG 0830-1700	20	21 BCEG 0830-1700	22 ISG 1030-1200	23
(17) PA Plan Complete and Approved (SAF/PAM) (18) Forward SECAF Testimony for Approval (19) Final AF MI Value Report Complete (20) Build Final AF Commission Recommendation Folder						

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AF BRAC


Schedule / Task Timeline

April / May BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
24	25 IEC 1645-1815	26 BCEG 1300-1700 ▲	27	28 BCEG 0830-1700 △	29 ISG 1030-1200	30
<div style="border: 1px solid black; padding: 2px;"> (21) Build Commission Library System (22) Deliver Final AF Report to OSD (23) Brief AF Board / Group (Co-chairs) </div>						
1	2 IEC 1645-1815	3 BCEG 0830-1700 ▲	4	5 BCEG 0830-1700 △	6 ISG 1030-1200	7
<div style="border: 1px solid black; padding: 2px;"> (24) Make Copies of AF Report for Public (25) Co-chair Media Training </div>						

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AF BRAC

Schedule / Task Timeline

May BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8	9 IEC 1645-1815	10 BCEG 1300-1700 ▲	11	12 BCEG 0830-1700 △	13 ISG 1030-1200	14
<div style="border: 1px solid black; padding: 2px;"> (26) Host Conference with MAJCOM XPs prior to Public Announcement (Co-chairs) (27) Forward Draft Q&As to MALCOMs (SAFPAIR) (28) Staff with Acting SECDEF (CSAF) (Co-chairs) (29) Dry Run Testimony (Co-chairs) </div>						
15	16 SECDEF Final Recommendations Due	17	18	19	20	21

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AF BRAC Schedule / Task Timeline

May / June BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	23 <small>IEC 1645-1730</small>	24 <small>BCEG 1300-1700</small> ▲	25	26 <small>BCEG 0830-1700</small> △	27 <small>ISG 1030-1200</small>	28
29	30 <small>Memorial Day</small>	31	1	2	3	4


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Independent CR Payback Changes

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Independent CR Payback Changes

Class Warfare	\$78,048	4	\$4,785	(\$3,852)	\$78,000	4	1	\$8,000	(\$2,418)	1
Class Warfare	\$22,427	168	\$21,973	\$205	\$22,500	N/A	1	(\$1,000)	(\$9,410)	2
Class Warfare	\$3,490	2	(\$2,212)	(\$1,278)	\$2,500	1	1	(\$2,247)	N/C	2
Class Warfare	\$2,777	2	(\$6,000)	(\$1,223)	\$2,500	1	1	(\$2,473)	N/C	2
Class Warfare Real Orms	\$79,204	Never	\$11,478	\$488	\$33,720	2	1	\$12,000	(\$10,480)	3
Class Warfare	\$4,036	3	(\$2,111)	(\$1,924)	\$21,000	1	1	\$1,000	N/C	3
Class Warfare	\$21,567	154	\$17,688	\$488	\$19,874	N/A	1	(\$1,000)	(\$9,322)	4
Class Warfare	\$2,129	4	(\$1,228)	(\$1,064)	(\$4,000)	1	1	(\$1,000)	N/C	4
Class Warfare	\$28,807	1	\$19,283	(\$1,123)	\$2,187	4	1	(\$5,000)	(\$4,813)	5
Class Warfare	\$5,825	5	\$7,241	(\$1,416)	(\$10,000)	1	1	(\$1,000)	N/C	5
Class Warfare	\$116,938	8	\$29,204	(\$2,100)	\$188,000	2	1	(\$28,000)	N/C	6
Class Warfare	\$95,431	Never	\$34,263	\$140	\$58,000	3	1	(\$8,000)	(\$6,140)	7
Class Warfare	\$2,267	Never	\$2,704	\$30	\$3,778	3	1	(\$500)	(\$500)	8
Class Warfare	\$7,458	23	\$1,100	(\$1,020)	\$1,800	2	1	(\$1,000)	N/C	9
Class Warfare	\$50,004	21	\$27,664	(\$3,000)	\$14,500	3	1	\$1,000	\$4,500	10
Class Warfare	\$5,831	10	\$1,305	\$88	\$1,000	3	1	(\$40)	N/C	10B
Class Warfare	\$11,387	100	\$10,368	(\$1,019)	\$9,000	3	1	(\$1,000)	N/C	10C
Class Warfare	\$5,089	Never	\$5,391	\$78	\$6,000	N/A	1	\$0	(\$70)	Never
Class Warfare	\$7,943	Never	\$9,244	\$226	\$10,478	N/A	1	\$200	N/C	Never
Class Warfare	\$15,022	Never	\$18,061	\$999	\$23,000	3	1	\$150	N/C	Never
Class Warfare	\$19,384	Never	\$19,284	\$417	\$22,000	3	1	\$5,000	\$7,500	Never
Class Warfare	\$2,600	Never	\$20,200	\$440	\$20,000	N/A	1	\$400	N/C	Never
Class Warfare	\$28,490	Never	\$28,998	\$1,508	\$10,000	N/A	1	\$1,000	N/C	Never
Class Warfare	\$52,261	1	\$15,000	(\$8,000)	\$20,000	2	1	\$18,000	\$18,000	Never
Class Warfare	\$21,441	Never	\$17,000	\$2,000	\$21,281	2	1	\$2,000	N/C	Never
Totals	\$576,600		\$411,287	(\$48,411)	\$11,211			(\$44,669)	(\$4,289)	

Improvement
in Payback
From Previous Round

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Agenda 7 Apr 05


0830-0900	Opening Business -Calendar Review -Independent CR Payback Update	Control
0900-1015	Candidate Recommendations -S300.1ct - Close Scott -S803 - Realign Minot	Scenario Team Leads
Break		
1030-A/R	Scenario Changes -Gen Mitchell -Willow Grove	Scenario Team Leads

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**Candidate #USAF-0128 / S300.1c1
Close Scott AFB, O'Fallon, IL**

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**Candidate #USAF-0128 / S300.1c1
Close Scott AFB, O'Fallon, IL**

- **Jan-Mar 05: JCSG HSA considered scenarios consolidating TRANSCOM and service components at Scott (HSA 114), McGuire (HSA 136) and Ft Eustis (HSA 63)**
- **19 Mar 05: S300.1c1 – S300.4 briefed to BCEG**
 - BCEG placed scenarios on hold pending JCSG HSA's analysis on military value of locations and HSA's own assessment of proposed scenarios
- **24 Mar 05: HSA analysis selected HSA 114 (Consolidating at Scott) as the most optimal scenario option**
 - HSA briefed HSA 114 to ISG; approved for IEC review on 11 Apr
- **No BRAC action: Recommend BCEG cancel S300.1c1, 300.2, 300.3 and 300.4**

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Candidate #USAF-0128 / S300.1c1 Close Scott AFB, O'Fallon, IL


Candidate Recommendation: Close Scott AFB. The 375th Airlift Wing will inactivate. The wings C-21 aircraft will be distributed to Andrews, Peterson, Wright-Patterson, and Randolph AFBs. C-40 aircraft originally programmed for Scott will be redirected to Andrews. The 126th Air Refueling Wing will remain in its current location and operate from Mid America Airport. Headquarters Air Mobility Command and United States Transportation Command will relocate to McGuire AFB/Fort Dix, New Jersey.
Issues: Andrews force structure 3 PAA additional C-40 aircraft not yet reflected in future force structure. C-21 numbers reflect AMC PPlan 03-04 recently approved.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Optimizes current locations, facilities, and workforce to ensure support for combat deployments and the war fighter 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Relocates Air Mobility Command and US TRANSCOM to capitalize on available capacity ■ Retains ANG aerial refueling assets in proximity to their missions 										
<p style="text-align: center;">Payback</p> <table style="width: 100%; border-collapse: collapse;"> <tr> <td>■ One Time Cost:</td> <td style="text-align: right;">\$777M</td> </tr> <tr> <td>■ Net Implementation Cost:</td> <td style="text-align: right;">\$552M</td> </tr> <tr> <td>■ Annual Recurring Savings:</td> <td style="text-align: right;">\$87M</td> </tr> <tr> <td>■ Payback period:</td> <td style="text-align: right;">9 yrs/2020</td> </tr> <tr> <td>■ NPV Savings:</td> <td style="text-align: right;">\$284M</td> </tr> </table>	■ One Time Cost:	\$777M	■ Net Implementation Cost:	\$552M	■ Annual Recurring Savings:	\$87M	■ Payback period:	9 yrs/2020	■ NPV Savings:	\$284M	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change: -19,770 (direct: -10,204, indirect: -9,566) ROI -1.18% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation
■ One Time Cost:	\$777M										
■ Net Implementation Cost:	\$552M										
■ Annual Recurring Savings:	\$87M										
■ Payback period:	9 yrs/2020										
■ NPV Savings:	\$284M										

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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S300.1ch1, .2, .3, .4 Close Scott Scenario Comparison

	300.1ch1 McGuire	300.2 WPAFB	300.3 DISA/DITCO WP/AFCA -MG	300.4 Tenants to WP
One-time Cost	\$777M	\$607M	\$674M	\$708M
Net Implementation Cost	\$552M	\$337M	\$536M	\$493M
Ann Recur Savs Payback	\$87M 9 yrs/2020	\$93M 5 yrs/2016	\$65M 14yrs/2023	\$76M 9 yrs/2020
NPV Savings	\$284M	\$549M	\$96M	\$242M

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Scenario S300.1c1

One-Time Costs

Category	Cost	Sub-Total
<hr/>		
Construction		
Military Construction	463,338,000	
Total - Construction		463,338,000
Personnel		
Civilian RIP	10,778,237	
Civilian Early Retirement	3,045,955	
Eliminated Military PCS	3,300,221	
Unemployment	832,337	
Total - Personnel		17,956,751
Overhead		
Program Management Cost	20,828,317	
Mothball / Shutdown	1,626,750	
Total - Overhead		22,455,067
Moving		
Civilian Moving	85,866,403	
Civilian PPP	2,626,704	
Military Moving	19,824,914	
Freight	3,874,333	
Information Technologies	15,254,200	
One-Time Moving Costs	330,000	
Total - Moving		127,776,554
Other		
Environmental Mitigation Costs	4,247,000	
One-Time Unique Costs	140,602,000	
Total - Other		144,849,000
<hr/>		
Total One-Time Costs		776,375,372
<hr/>		
One-Time Savings		
Military Moving	11,947,224	
One-Time Moving Savings	8,155,000	
Total One-Time Savings		20,102,224
<hr/>		
Total Net One-Time Costs		756,273,148

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Scenario S300.1c1

MILCON Summary

Department : USAF
Scenario File : A:\S300.1c1 Close Scott.CBR
Option Pkg Name : S300.1c1 Close Scott
Std Fctrs File : C:\COBRA\COBRA 6.07\BRAC2005.SPF

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
<hr/>			
Scott AFB	7,319,000	0	7,319,000
McGuire AFB	449,028,000	0	449,028,000
Andrews AFB	698,000	0	698,000
Randolph AFB	6,293,000	0	6,293,000
Wright-Patterson AFB	0	0	0
Peterson AFB	0	0	0
BASE X (AIR FORCE)	0	0	0
<hr/>			
Totals:	463,338,000	0	463,338,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario S300.1c1 MILCON

MilCon for Base: **Scott AFB, IL (VDYD)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1498 Security Support Facility	SF	400	n/a**	0 Default	n/a**	143
5500 Dispensary and Clinic	SF	10,000	n/a**	0 Default	n/a**	3,661
8511 Road, Surfaced	SY	2,000	n/a**	0 Default	n/a**	80
8721 Fence and Wall	LP	2,500	n/a**	0 Default	n/a**	152
1718 Indoor Firing Range and Supporting Facili	SF	0	n/a**	2,400 Default	n/a**	157
7220 Dining Facility	SF	0	n/a**	8,500 Default	n/a**	1,093
7313 Police Station	SF	0	n/a**	11,500 Default	n/a**	2,033
Total Construction Cost:						7,319
- Construction Cost Avoid:						0
Total Net Milcon Cost:						7,319

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Scenario S300.1c1 MILCON


MilCon for Base: **McGuire AFB, NJ (PTFL)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
6100 General Administrative Building	SF	34,510	n/a**	0 Default	n/a**	8,409
6102 Large Unit Headquarters Building	SF	1,421,000	n/a**	0 Default	n/a**	381,853
7220 Dining Facility	SF	11,742	n/a**	0 Default	n/a**	4,813
7362 Religious Education Facility	SF	43,812	n/a**	0 Default	n/a**	12,464
7371 Nursery and Child Care Facility	SF	54,298	n/a**	0 Default	n/a**	15,993
7416 Library, General Use	SF	6,642	n/a**	0 Default	n/a**	1,744
7417 Recreation Center	SF	33,323	n/a**	0 Default	n/a**	8,977
7421 Indoor Physical Fitness Facility	SF	50,059	n/a**	0 Default	n/a**	14,110
7372 Family Service Center	SF	0	n/a**	4,272 Default	n/a**	655
Total Construction Cost:						449,028
- Construction Cost Avoid:						0
Total Net Milcon Cost:						449,028

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Scenario S300.1c1 MILCON


MilCon for Base: **Andrews AFB, MD (AJXF)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
6100 General Administrative Building	SP	3,230	n/a**	0 Default	n/a**	698
Total Construction Cost:						698
- Construction Cost Avoid:						0
Total Net Milcon Cost:						698

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Scenario S300.1c1 MILCON


MilCon for Base: **Randolph AFB, TX (TYMX)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1412 Aviation Operations Building	SP	11,815	n/a**	0 Default	n/a**	2,469
2111 Aircraft Maintenance Hangar	SP	4,200	n/a**	0 Default	n/a**	1,249
2184 Parachute And Dingy Maintenance Shop	SP	11,623	n/a**	0 Default	n/a**	2,575
Total Construction Cost:						6,293
- Construction Cost Avoid:						0
Total Net Milcon Cost:						6,293


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**Candidate #USAF-0097 / S803
Realign Minot AFB, ND**


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**Candidate #USAF-0097 / S803
Update**

- 17 Feb 05 - BCEG briefed
 - BCEG placed scenario on hold pending FS decision
- 15 Mar 05 - FS submission to Congress
 - Unable to infer clear basing determination for BRAC
- 4 Apr 05 - Institute for Defense Analysis/Gen Welch (Ret) outbrief to SECDEF/CJCS
 - te
- No BRAC action—recommend BCEG cancel S803

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Candidate #USAF-0097 / S803 Realign Minot AFB, ND

Candidate Recommendation: Realign Minot AFB. The 91st Space Wing will inactivate. The wing's 150 Minuteman-III intercontinental ballistic missiles will retire. The 5th Bomb Wing will remain in place.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Force structure reduction 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Minot airfield infrastructure required to support bomber mission requirements
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One-Time Cost: \$21M ■ Net Implementation Savings: \$15M ■ Annual Recurring Savings: \$9M ■ Payback Period: 3 yrs/2010 ■ NPV Savings: \$97M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6 - Total Job Change -210 (direct: -127, indirect: -83) ROI -0.47% ■ Criterion 7- A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8- No natural infrastructure issues affecting scenario recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Scenario S803 Manpower

<p>Scenario S803: Inactivate 91st Space Wing and all subordinate units - Manpower to AD Non-BRAC</p> <p>Programmatic</p> <p>(S803) Realign BCS to AD BRAC Base X</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td>2009</td><td>2010</td><td>2011</td><td>2012</td><td>2013</td><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td><td>2019</td><td>2020</td> </tr> <tr> <td>390</td><td>-1267</td><td>-25</td><td>-1582</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>-290</td> </tr> <tr> <td>0</td><td>-64</td><td>-55</td><td>-127</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>-6</td> </tr> </table>	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	390	-1267	-25	-1582								-290	0	-64	-55	-127								-6	<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td>Adjusted Baseline</td><td>575</td><td>4142</td><td>612</td><td>5229</td><td>0</td><td>575</td><td>4182</td><td>512</td><td>5290</td><td>0</td><td>277</td><td>2868</td><td>433</td><td>3576</td><td>2</td><td>277</td> </tr> <tr> <td>COBRA Delta</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>-6</td><td>-64</td><td>-55</td><td>-127</td><td>0</td><td>0</td> </tr> </table>	Adjusted Baseline	575	4142	612	5229	0	575	4182	512	5290	0	277	2868	433	3576	2	277	COBRA Delta	0	0	0	0	0	0	0	0	0	0	-6	-64	-55	-127	0	0
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COBRA Delta	0	0	0	0	0	0	0	0	0	0	-6	-64	-55	-127	0	0																																																							
<p>Scenario S803: Inactivate 91st Space Wing and all subordinate units - Manpower to AD Non-BRAC</p> <p>Programmatic</p> <p>(S803) Realign BCS to AD BRAC Base X</p> <table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td>2009</td><td>2010</td><td>2011</td><td>2012</td><td>2013</td><td>2014</td><td>2015</td><td>2016</td><td>2017</td><td>2018</td><td>2019</td><td>2020</td> </tr> <tr> <td>-290</td><td>-1267</td><td>-25</td><td>-1582</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>-290</td> </tr> <tr> <td>-6</td><td>-64</td><td>-55</td><td>-127</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>-6</td> </tr> </table>	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	-290	-1267	-25	-1582								-290	-6	-64	-55	-127								-6	<table border="1" style="width: 100%; border-collapse: collapse; font-size: small;"> <tr> <td>Adjusted Baseline</td><td>277</td><td>2868</td><td>433</td><td>3576</td><td>2</td><td>277</td><td>2868</td><td>433</td><td>3576</td><td>2</td><td>277</td><td>2868</td><td>433</td><td>3576</td><td>2</td><td>277</td> </tr> <tr> <td>COBRA Delta</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>0</td><td>-6</td><td>-64</td><td>-55</td><td>-127</td><td>0</td><td>0</td> </tr> </table>	Adjusted Baseline	277	2868	433	3576	2	277	2868	433	3576	2	277	2868	433	3576	2	277	COBRA Delta	0	0	0	0	0	0	0	0	0	0	-6	-64	-55	-127	0	0
2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020																																																												
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COBRA Delta	0	0	0	0	0	0	0	0	0	0	-6	-64	-55	-127	0	0																																																							

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Scenario S803


One-Time Cost

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Total - Construction		0
Personnel		
Civilian RIF	172,195	
Civilian Early Retirement	47,956	
Unemployment	13,353	
Total - Personnel		233,504
Overhead		
Program Management Cost	151,888	
Total - Overhead		151,888
Moving		
Civilian Moving	1,207,126	
Military Moving	313,101	
Freight	66,160	
Information Technologies	22,800	
Total - Moving		1,609,188
Other		
HAP / RSE	82,080	
Environmental Mitigation Costs	1,150,000	
One-Time Unique Costs	18,000,000	
Total - Other		19,232,080
Total One-Time Costs		21,226,660

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Scenario S803

MILCON


All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Minot AFB	0	0	0
BASE X (AIR FORCE)	0	0	0
Totals:		0	0

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

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Scenario Changes (Gen Mitchell ARS)

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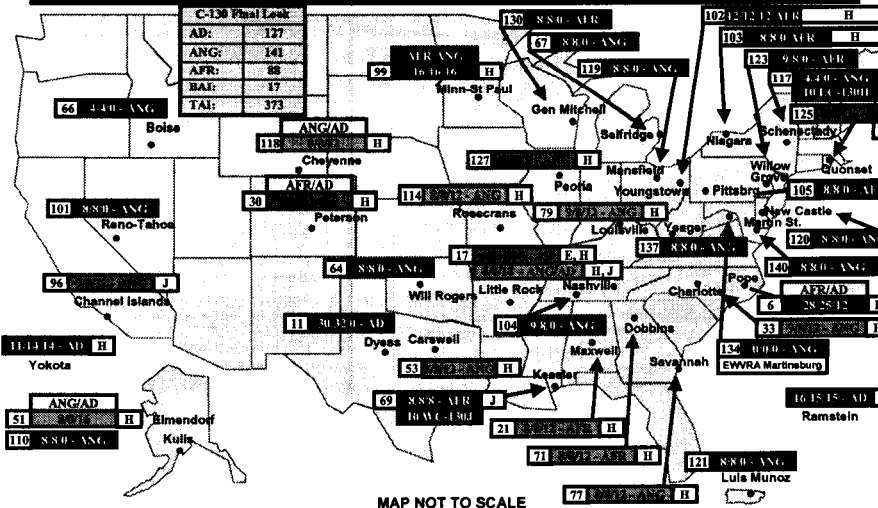
29

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Scenario Group Final Look (corrected) - C-130

AD:	127
ANG:	141
AFR:	88
BAI:	17
TAI:	373




MAP NOT TO SCALE

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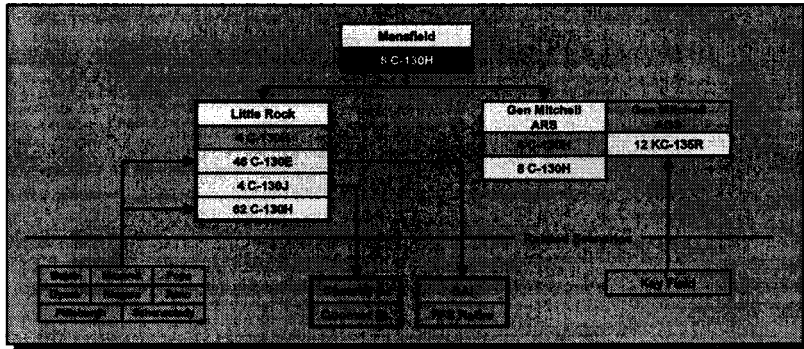


Candidate #USAF-0066V2 / S319c1

Close Mansfield Lahm MAP AGS, OH

Recommendation: Close Mansfield Lahm Municipal Airport AGS. The 179th Airlift Wing (ANG) will inactivate. The wing's C-130H aircraft will be distributed to the 440th Airlift Wing (AFRC), General Mitchell ARS, Wisconsin (4 PAA) and 314th Airlift Wing, Little Rock AFB (4 PAA). Flying related ECS moves to Louisville IAP AGS, Kentucky (Aerial Port), and Toledo Express Airport AGS, Ohio (Firefighters).


Issues: JAST scenario impacts?



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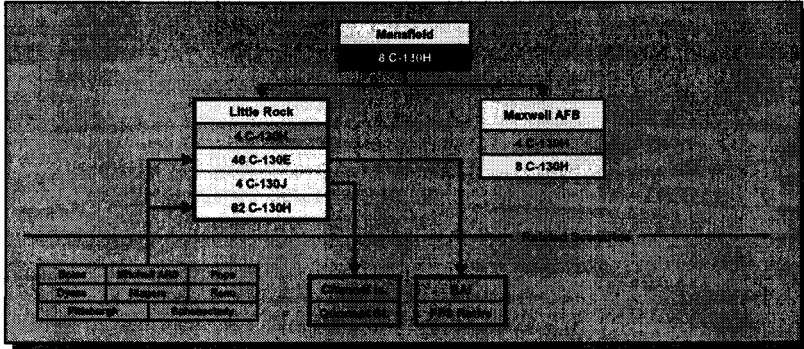


Candidate #USAF-0066V2 / S319.1

Close Mansfield Lahm MAP AGS, OH

Recommendation: Close Mansfield Lahm Municipal Airport AGS. The 179th wing's C-130H aircraft will be distributed to the 908th Airlift Wing (AFRC), Maxwell AFB, AL (4 PAA) and 314th Airlift Wing, Little Rock AFB (4 PAA). Flying related ECS moves to Louisville IAP AGS, Kentucky (Aerial Port), and Toledo Express Airport AGS, Ohio (Firefighters).


Issues: JAST scenario impacts?



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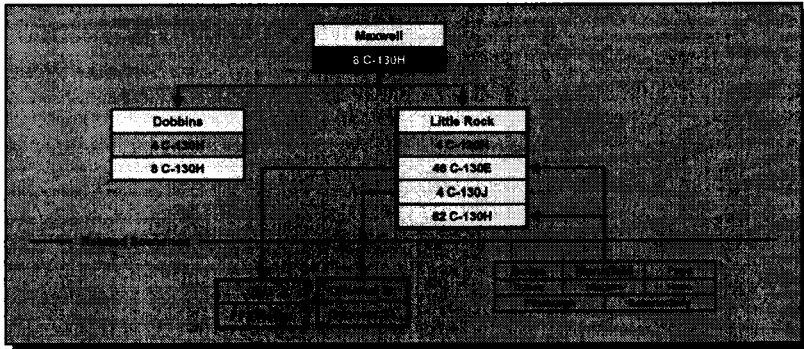
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Candidate #USAF-0059V2 / S322.1c1


Realign Maxwell AFB, Montgomery, AL

Recommendation: Realign Maxwell AFB. The 908th Airlift Wing (AFRC) will realign. The wing's C-130H aircraft will be distributed to the 94th Airlift Wing (AFRC), Dobbins ARB, Georgia (4 PAA) and 314th Airlift Wing, Little Rock AFB, Arkansas (4 PAA). Transfer Air Traffic Control function at Maxwell AFB to contractor. The 908th Airlift Wing (AFRC) will move to Ft. Bragg.



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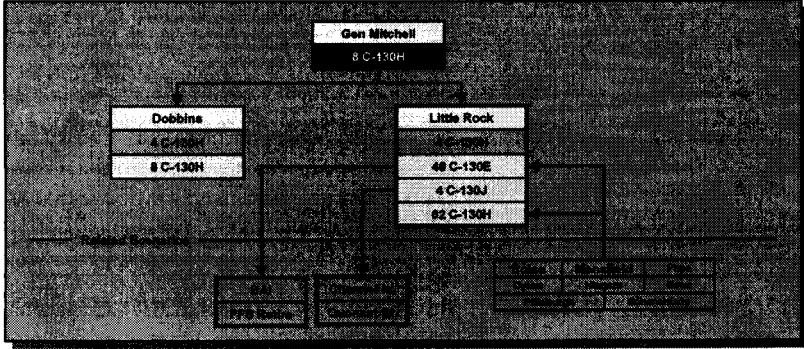
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Candidate #USAF-00XX / S324

Close Gen Mitchell ARS, Milwaukee, WS

Recommendation: Close General Mitchell ARS. The wing's C-130H aircraft will be distributed to the 94th Airlift Wing (AFRC), Dobbins ARB, Georgia (4 PAA) and 314th Airlift Wing, Little Rock AFB, Arkansas (4 PAA). The 440th Airlift Wing (AFRC) Ops, MX, and ECS manpower will realign to Ft. Bragg.



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Scenario Changes (Willow Grove)

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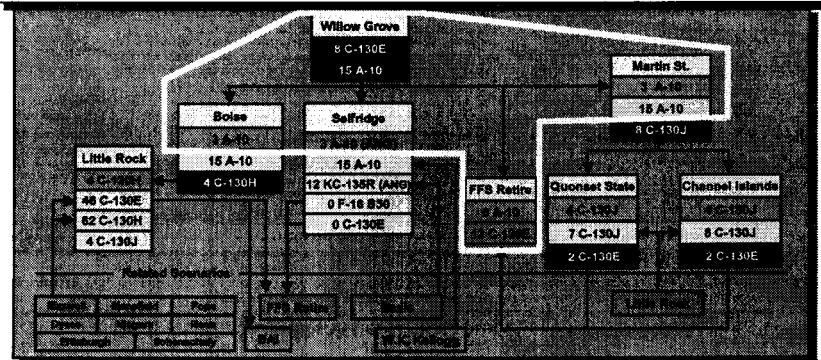


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Candidate #USAF-0052V2 / S134c1

Close Willow Grove ARS, Willow Grove JRB, Hatboro, PA

Recommendation: Close Willow Grove ARS, Willow Grove JRB. The 913th Airlift Wing (AFRC) will inactivate and assigned C-130E aircraft (10 PAA) will retire. The 111th Fighter Wing (ANG) will inactivate and assigned A-10 aircraft will be distributed to the 124th Wing (ANG), Boise Air Terminal AGS, Idaho (3 PAA); 175th Wing (ANG), Martin State Airport AGS, Maryland, (3 PAA); 127th Wing (ANG), Selfridge ANGB, Michigan (3 PAA); and retire (6 PAA). The 124th Wing, Boise Air Terminal AGS, will distribute assigned C-130H aircraft to Little Rock AFB, Arkansas (2 PAA to ANG, 2 PAA to active duty). The 175th Wing, Martin State Airport AGS, will distribute assigned C-130J aircraft to the 146th Airlift Wing (ANG), Channel Islands AGS, California (4 PAA) and 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (4 PAA). The 270th Engineering Installation Squadron (ANG) will remain as a geographically separated unit. AFRC ECS manpower will move to Eglin AFB, FL.
ISSUE: Disposition of DON #0084 at Willow Grove




The diagram illustrates the distribution of aircraft from Willow Grove. Willow Grove (8 C-130E, 15 A-10) is the source. A-10s are distributed to Boise (3 A-10), Selfridge (3 A-10), and Martin St. (3 A-10). C-130Es are distributed to Little Rock (40 C-130E, 82 C-130H, 4 C-130J), Selfridge (12 KC-135R (ANG), 0 F-16 B36, 0 C-130E), FFB Retire, Quonset State (7 C-130J, 2 C-130E), and Channel Islands (8 C-130J, 2 C-130E). C-130Hs are distributed to Little Rock (2 PAA to ANG, 2 PAA to active duty).

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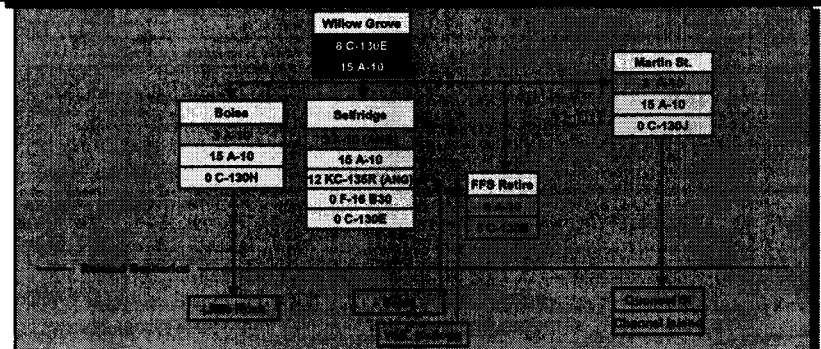


Candidate #DON-0084A / S134.1

Close NAS JRB Willow Grove, Hatboro, PA

Cost Analysis: Close Willow Grove JRB. The 913th Airlift Wing's (AFRC) assigned C-130E aircraft (8 PAA) will retire. The 111th Fighter Wing's (ANG) assigned A-10 aircraft will be distributed to the 124th Wing (ANG), Boise Air Terminal AGS, Idaho (3 PAA); 175th Wing (ANG), Martin State Airport AGS, Maryland, (3 PAA); 127th Wing (ANG), Selfridge ANGB, Michigan (3 PAA); and retire (6 PAA). The 270th Engineering Installation Squadron (ANG) will remain in place as a geographically separated unit. AFRC ECS will move to Eglin AFB, FL.


Issue: Cost to enclave at McGuire AFB will be added to enable the DON move onto McGuire AFB.



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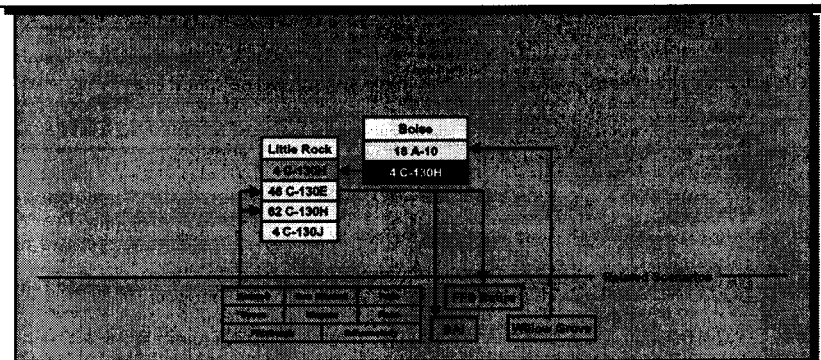
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Candidate #USAF-00XX / S325

Realign Boise Air Terminal AGS, Boise, ID

Recommendation: Realign Boise Air Terminal AGS. The 124th Wing, Boise Air Terminal AGS, will distribute assigned C-130H aircraft to Little Rock AFB, Arkansas (2 PAA to ANG, 2 PAA to active duty).



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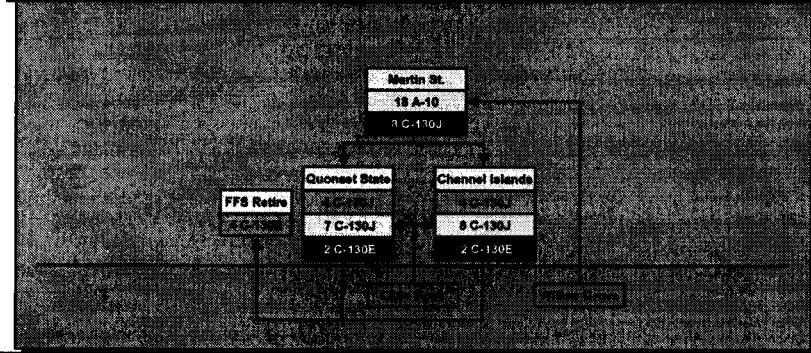


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Candidate #USAF-00XX / S326 Realign Martin State APT AGS, Baltimore, MD

Recommendation: Realign Martin State APT AGS. The 175th Wing, Martin State Airport AGS, will distribute assigned C-130J aircraft to the 146th Airlift Wing (ANG), Channel Islands AGS, California (4 PAA) and 143d Airlift Wing (ANG), Quonset State Airport AGS, Rhode Island (4 PAA). The 143rd Airlift Wing will retire C-130E (2 PAA). The 146th Airlift Wing will retire C-130E (2 PAA).

Issues: C-130 model types are based on PBD 753



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Independent CR Payback Changes

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Independent CR Payback Changes

Class Mansfield	\$28,040	4	\$4,793	(\$5,684)	(\$28,000)	2	I	(\$4,000)	(\$2,419)	1
Realign Nashville	\$22,027	100	\$21,922	(\$85)	\$20,000	N/A	I	(\$19,000)	(\$9,916)	2
Realign Modesto	\$3,460	2	(\$9,821)	(\$2,547)	(\$30,000)	1	I	(\$2,547)	N/C	2
Realign Bradley	\$3,277	2	(\$4,078)	(\$2,023)	(\$26,200)	1	I	(\$2,023)	N/C	2
Realign NAS New Orleans	\$20,838	Never	\$31,428	\$466	\$33,730	3	I	(\$10,000)	(\$10,466)	3
Realign Hester	\$4,036	3	(\$1,611)	(\$1,005)	(\$11,000)	1	I	(\$1,005)	N/C	3
Realign New Castle	\$21,607	100+	\$17,880	(\$368)	\$10,838	N/A	I	(\$7,000)	(\$9,332)	4
Realign Olathe	\$2,129	4	(\$1,025)	(\$704)	(\$8,238)	1	I	(\$704)	N/C	4
Realign Andrews	\$28,007	31	\$19,280	(\$1,173)	\$7,187	3	I	(\$8,000)	(\$4,823)	5
Realign Holman	\$5,876	6	(\$232)	(\$1,102)	(\$11,200)	1	I	(\$1,102)	N/C	5
Class Olathe	\$110,000	5	\$43,304	(\$24,103)	(\$133,000)	2	I	(\$34,303)	N/C	5
Realign Hill	\$33,431	Never	\$34,253	\$140	\$33,000	3	I	(\$4,000)	(\$3,140)	6
Realign Schenestadt	\$3,608	Never	\$3,704	\$30	\$3,778	3	I	(\$500)	(\$530)	6
Realign Ellington	\$1,456	23	\$1,170	(\$286)	\$180	3	I	(\$100)	N/C	23
Class Kille	\$66,414	25	\$47,404	(\$2,373)	\$14,192	3	I	\$1,000	\$4,373	50
Realign Robins	\$5,831	100	\$3,608	(\$2,223)	\$3,000	3	I	(\$88)	N/C	100
Realign Indian Springs	\$1,047	100	\$10,308	(\$9,261)	\$8,000	3	I	(\$172)	N/C	100
Realign Luis Munoz	\$6,009	Never	\$5,301	\$708	\$6,000	N/A	I	\$0	(\$708)	Never
Realign Hancock Field	\$7,948	Never	\$9,044	\$226	\$10,000	N/A	I	\$226	N/C	Never
Realign Dover	\$10,026	Never	\$18,001	\$899	\$23,000	3	I	\$999	N/C	Never
Realign Reno-Tahoe	\$10,304	Never	\$10,204	\$417	\$22,000	3	I	\$6,000	\$7,583	Never
Realign Maxwell	\$31,602	Never	\$30,807	\$445	\$33,050	N/A	I	\$445	N/C	Never
Realign Eglin	\$26,403	Never	\$34,058	\$1,660	\$61,302	N/A	I	\$1,000	N/C	Never
Class Pittsburgh ARB	\$62,201	10	\$36,595	(\$25,606)	(\$26,000)	2	I	\$18,000	\$24,403	Never
Realign Seymour Johnson	\$32,143	Never	\$37,733	\$2,103	\$54,481	3	I	\$2,103	N/C	Never
Totals	\$575,800		\$411,207	(\$40,411)	\$11,311			(\$44,880)	(\$4,259)	

Improvement
in Payback
From Previous Round

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Candidate #USAF-0051V3 / S119Zc3 Realign Seymour Johnson AFB, Goldsboro, NC


Candidate Recommendation: Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home. Simulator and academic requirements will move.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Creates more effective F-15E training due to weather and airspace considerations ■ Sets Seymour Johnson to effective wing size (72 PAA) 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Moves Seymour Johnson (1) F-15E aircraft to Mountain Home (23) ■ Military Judgment: Relocates F-15E FTU squadron to base with more suitable air-to-ground training environment
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$32M ■ Net Implementation Cost: \$38M ■ Annual Recurring Cost: \$2M ■ Payback period: Never ■ NPV Cost: \$54M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change -1,188 (direct: -648, indirect: -540). ROI: -1.98% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural Infrastructure Issues affecting candidate recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Candidate #USAF-0038V2 / S138c2

Realign Hancock Field AGS, Syracuse, NY

Candidate Recommendation: Realign Hancock Field AGS. The 174th Fighter Wing's (ANG) F-16 Block 30 aircraft are distributed to the 149th Fighter Wing (ANG) Lackland AFB, Texas (6 PAA) and retired (9 PAA). The wing's ECS elements, 152d Air Operations Group (ANG), and 274th Air Support Operations Squadron (ANG) remain in place.


Issues: Capacity for Predator mission at Hancock Field/Ft Drum

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Consolidates F-16 fleet to reduce costs ■ Enclave retains vital expeditionary mission capability ■ Optimizes unit size at Lackland 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Hancock (94) distributes F-16s to Lackland (47)
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$8M ■ Net Implementation Cost: \$9M ■ Annual Recurring Costs: \$0.2M ■ Payback period: Never ■ NPV Cost: \$11M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -182 (direct -96, indirect -86) ROI: -0.05% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Candidate #USAF-0050V3 / S118Jc2

Realign Ellington AGS, Houston, TX


Candidate Recommendation: Realign Ellington Field AGS. The 147th Fighter Wing's (ANG) F-16 Block 25 aircraft (15 PAA) will retire and the wing's ECS elements will remain in place. The Air Sovereignty Alert (ASA) facility will remain at Ellington to fulfill ASA commitment. 272 EIS (GSU) moves into available space on Ellington.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Consolidates GSU onto Ellington ■ Ellington enclave retains garrison to support expeditionary units and Homeland Defense role 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Ellington (80 of 154) retires older F-16s (Block 25) ■ Mil Judgment: Maintain Air Sovereignty Alert (ASA) site. Ellington is a strategic location for Homeland Defense
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$1M ■ Net Implementation Cost: \$1M ■ Annual Recurring Savings: \$0.1M ■ Payback period: 23 yrs/2029 ■ NPV Cost: \$0.2M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0) ROI: -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Candidate #USAF-0124V2 / S440c2

Realign Dover AFB, DE

Candidate Recommendation: Realign Dover AFB. The C-17 aircraft (12 PAA) programmed for the 436th Airlift Wing will transfer to the 62d Airlift Wing, McChord AFB, Washington (6 PAA); the 437th Airlift Wing, Charleston AFB, South Carolina (2 PAA); and to BAI (4 PAA). The 143d CBCS (ANG) geographically separated unit in Seattle, Washington, will be closed and consolidated into available space at McChord AFB.


<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Optimizes capacity and right sized squadrons at both McChord and Charleston—increases both wing's efficiency and capability ■ Avoids C-17 MILCON costs at Dover 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Align Dover (34) assets to Charleston (3) and McChord (27)
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$16M ■ Net Implementation Cost: \$15M ■ Annual Recurring Cost: \$1M ■ Payback period: Never ■ NPV Cost: \$23M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -862 (direct: -460, indirect -402) ROI: -1.15% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: Maintenance area for emissions; potential conformity determination required

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF-0120V2 / S433c2

Realign Robins AFB, Warner Robins, GA

Candidate Recommendation: Realign Robins AFB. The 19th Air Refueling Group will inactivate. The Group's KC-135R aircraft will be distributed to the 22d Air Refueling Wing, McConnell AFB, Kansas (12 PAA). The 202 EIS geographically separated unit at Middle Georgia Regional Airport (Macon) will be closed and consolidated into available space at Warner Robins AFB.


<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Replaces high maintenance, aging KC-135Es at Forbes ■ Increased PAA at Forbes robusts capacity and increases unit efficiency 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Align Robins (18) tanker assets to Forbes (35) ■ Military Judgment: Postures Robins for expanded C2ISR mission; frees capacity at Robins for relocation of US Navy air assets from NAS Atlanta closure (DON #0068)
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$6M ■ Net Implementation Cost: \$4M ■ Annual Recurring Savings: \$0M ■ Payback period: 100+ yrs ■ NPV Cost: \$3M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -70 (direct: -42, indirect: -28) ROI: -0.11% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF-0123V2 / S317c2

Close Pittsburgh IAP ARS, PA


Candidate Recommendation: Close Pittsburgh IAP ARS. The 911th Airlift Wing's (AFRC) C-130H aircraft (8 PAA) will be distributed to the 314th Airlift Wing, Little Rock AFB. The flight related ECS (Aeromed Squadron) will be moved to Youngstown-Warren Regional APT ARS. The remaining ECS will be moved to Offutt AFB, NE. AFRC Ops and Maintenance manpower will be transferred to Offutt AFB, NE in anticipation of an emerging mission.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Bases aircraft at an installation where larger squadron size is possible ■ Adjusts active/ARC mix ■ Consolidates C-130 fleet 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Pittsburgh ARS (105) distributes assets to Little Rock (17).
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$62M ■ Net Implementation Cost: \$36M ■ Annual Recurring Savings: \$7M ■ Payback period: 10 yrs/2019 ■ NPV Savings: \$26M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -597 (direct: -331, indirect -266) ROI: -0.04% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Candidate #USAF-0090V2 / S705c3

Realign Eglin AFB, Valparaiso, FL

Candidate Recommendation: Realign Eglin AFB. Assigned F-15C aircraft (8 PAA) will retire. Assigned MC-130P aircraft will be distributed to Hurlburt Field, Florida (7 PAA) and backup aircraft inventory (1 PAA). Distribute MC-130H aircraft (1 PAA) from Hurlburt Field to BAI.


Issues: Disposition of E&T 0055.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Complements JCSG scenario to bed down Joint Strike Fighter FTU at Eglin (E&T 0055) ■ Complements US Army 7th Special Forces Group relocation from Fort Bragg, North Carolina (USA-0040) ■ Consolidates MC-130 fleet 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Eglin (3) distributes assets to Hurlburt (2)
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$28M ■ Net Implementation Cost: \$35M ■ Annual Recurring Cost: \$2M ■ Payback period: Never ■ NPV Cost: \$52M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -902 (direct: -495, indirect: -407) ROI: -0.75% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy ✓ Capacity Analysis / Data Verification ✓ JCSG/MilDep Recommended ✓ Deconflicted w/JCSGs
 ✓ COBRA ✓ Military Value Analysis / Data Verification ✓ Criteria 6-8 Analysis ✓ Deconflicted w/MilDeps

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Candidate #USAF-0059V2 / S322.1c1

Realign Maxwell AFB, Montgomery, AL


Candidate Recommendation: Realign Maxwell AFB. The 908th Airlift Wing (AFRC) will realign. The wing's C-130H aircraft will be distributed to the 94th Airlift Wing (AFRC), Dobbins ARB, Georgia (4 PAA) and 314th Airlift Wing, Little Rock AFB, Arkansas (4 PAA). Transport Air Traffic Control function at Maxwell AFB to contractor. The 908th Airlift Wing (AFRC) will move to Ft. Bragg.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Distributes aircraft to create larger squadrons ■ Consolidates C-130 fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Maxwell (24) distributes assets to Little Rock (17), and Dobbins (7) ■ ARC manpower is used to create active/ARC associate unit at Ft. Bragg ■ Mil Judgment: Moves C-130s from Maxwell to Dobbins where a larger squadron is possible
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$32M ■ Net Implementation Cost: \$31M ■ Annual Recurring Cost: \$0.4M ■ Payback period: Never ■ NPV Cost: \$33M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -337 (direct: -189, indirect: -148) ROI: -0.16% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF-0068V2 / S311Zc2

Realign Reno-Tahoe IAP AGS, NV


Candidate Recommendation: Realign Reno-Tahoe IAP AGS. The 152d Airlift Wing's (ANG) C-130H aircraft (8 PAA) will be distributed to the 189th Airlift Wing (ANG), Little Rock AFB, Arkansas. Flying related ECS will be moved to Channel Islands (Aerial Port) and Fresno (Fire Fighters). The remaining ECS elements and the DCGS will remain in place. ANG Ops and Maintenance manpower will associate with the active duty aggressor unit at Nellis.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Consolidates C-130 fleet ■ Distributes aircraft to location where larger, more efficient squadrons are possible ■ Backfills retiring ANG aircraft at Little Rock 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Reno (101) distributes assets to a base of higher military value; Little Rock (17) ■ Retains personnel at Reno for emerging DCGS mission ■ Frees manpower for aggressor mission at Nellis
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One-Time Cost: \$19M ■ Net Implementation Cost: \$19M ■ Annual Recurring Cost: \$0.4M ■ Payback period: Never ■ NPV Cost: \$22M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -263 (direct: -147, indirect: -116) ROI: -0.11% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: Nellis is in non-attainment for NOx, CO, and Ozone.

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF-0069V2 / S312Jc2

Realign Luis Munoz IAP AGS, San Juan, PR

Candidate Recommendation: Realign Luis Munoz Marin IAP AGS. The 156th Airlift Wing (ANG) will inactivate. The wing's C-130E aircraft (8 PAA) will retire. The wing's ECS elements will remain in place.


<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Consolidates C-130 fleet 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Force structure retires from a location of low military value (121) ■ ECS is retained in place to capture intellectual capital
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$2M ■ Net Implementation Cost: \$2M ■ Annual Recurring Cost: \$.02M ■ Payback Period: Never ■ NPV Cost: \$2M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: -12 (direct: -6, Indirect: -6) ROI: 0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF-0089V3 / S704c3

Close Kulis AGS, Anchorage, AK

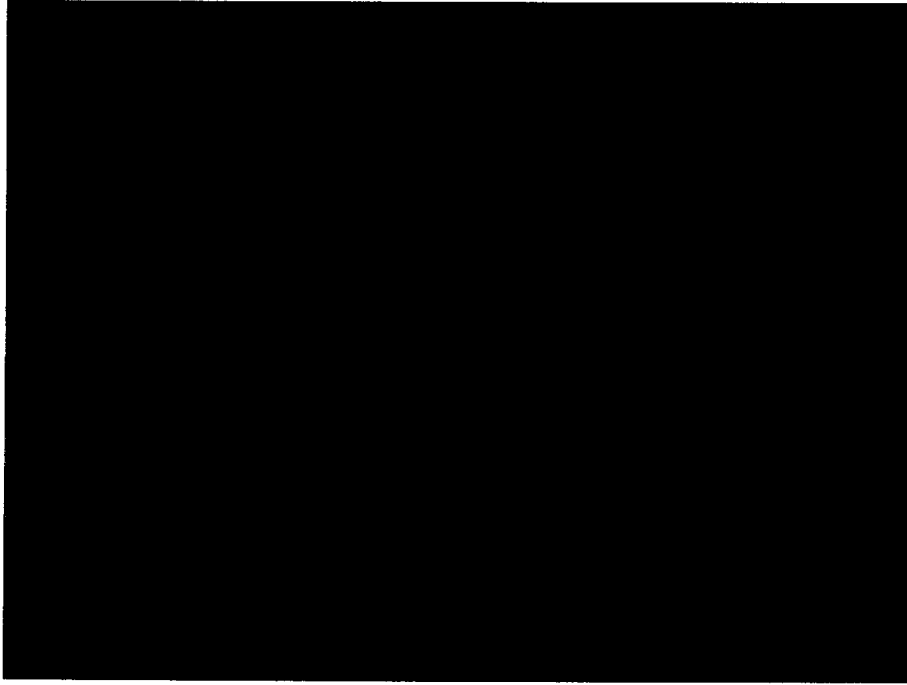
Candidate Recommendation: Close Kulis AGS. Relocate the 176th Wing (ANG) and all associated aircraft (C-130H, 8 PAA; HC-130N, 3 PAA; HH-60, 5 PAA) to Elmendorf AFB, Alaska. The 176th Wing (ANG) will include a total of 16 PAA C-130H aircraft. Active duty will associate on the 16 PAA C-130s with a 50/50 split.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Consolidates two installations that are within 8 miles of each other 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Kulis (110 Airlift, 65 SOF) distributes assets to Elmendorf (51Airlift, 28 SOF) ■ Enables active/ARC associate unit at Elmendorf
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$55M ■ Net Implementation Cost: \$47M ■ Annual Recurring Savings: \$3M ■ Payback period: 25 yrs/2034 ■ NPV Cost: \$14M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: 23 (direct 13, indirect 10) ROI: 0.01% (Anchorage MSA) ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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DEPARTMENT OF THE AIR FORCE
 WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

NOV 18 2004

MEMORANDUM FOR RECORD

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

Mr Pease called the meeting to order at 0830, the Pentagon, Room 5C279. The meeting was categorized as deliberative. Attendance is at Atch 1. Mr Pease reviewed the BRAC schedules (Slides 3-4) and previewed the agenda. He noted that JCSG Scenarios are beginning to become available for information and reviewed the dispute resolution process for information. IEC is the dispute resolution body for disagreements that cannot be resolved internally, if any, between the JCSG and the BCEG. updated the data call status and requests for clarification (Slides 5-7). He reported that the JCSG kicked back the AF Idea for Centralized Intermediate Repair Facilities (Slide 9) for further action by the BCWG Scenario Development Team.

briefed ARC Metrics for deliberation (Slides 11-25). The BCEG discussed resolution ACI of data anomalies, which will be referred to the scenario development teams. ACIs will be used as a component of Military Value.

briefed the COBRA Model for information and described how the data will be presented in the ISG Format. He explained operation of the model and scenario tracking. He also described limitations of the model (Slides 27-29).

briefed the C-17 Potential Scenario Group (Slides 41-45) for deliberation. The BCEG discussed rationalization of discrepancies noted and referred the package back to the Scenario Development Team. also briefed the C-5 Potential Scenario Group for deliberation (Slides 46-50). The BCEG questioned additional options the group thought should be included and referred the C-5 Potential Scenario Group back to the Scenario Development Team for further development and requested a standardized briefing format from all the Scenario Development Teams.

The co-chairs reviewed the Agenda for the next meeting and noted Additional Scenario Topics (Slide 52). Following the co-chairs' concluding remarks the meeting concluded at 1247. The next BCEG meeting is scheduled for November 1, 2004 at 1300 in Pentagon Room 5C279.

SAF.GCN
 BCEG Recorder

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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

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BCEG

28 Oct 04

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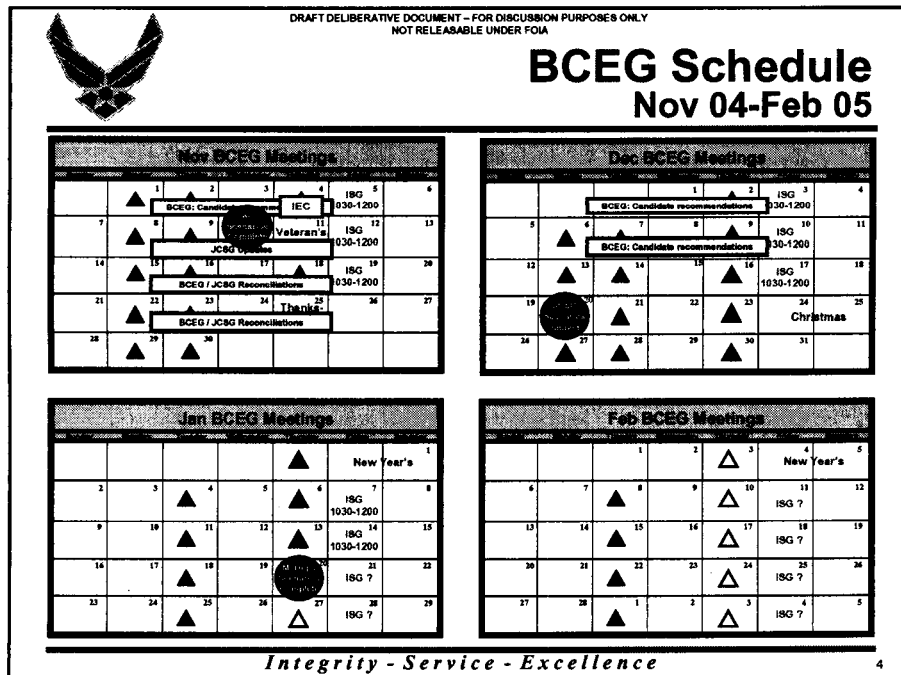
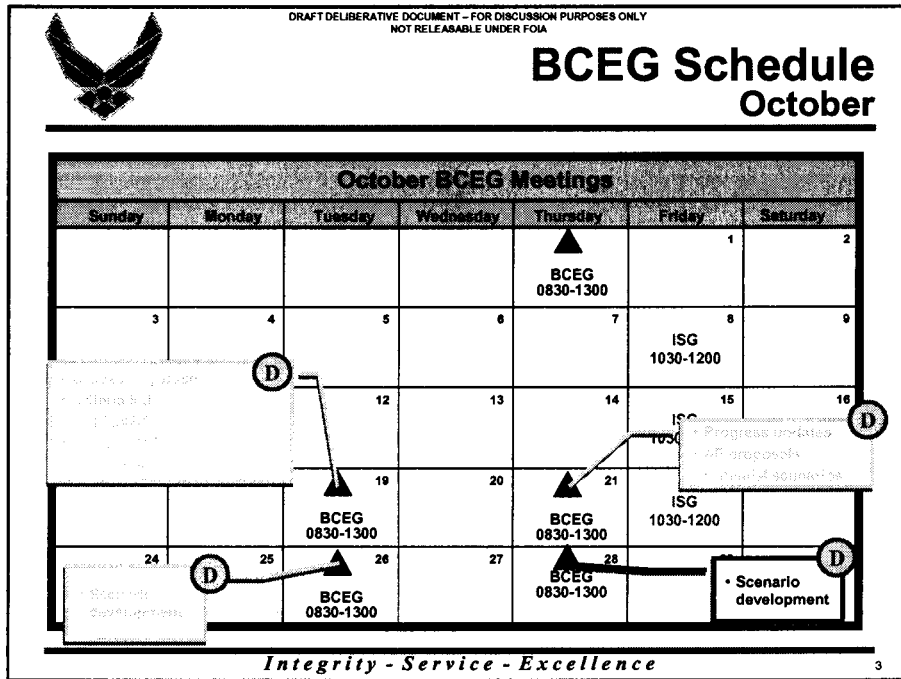
Agenda


28 Oct 04

0830-0845	Opening Business	<i>Co-chairs</i>
0845-0915	ARC Compatibility Index (ACI)	
0915-0945	COBRA 101	
<i>Break</i>		
1000-1130	Potential Scenarios Groups	
<i>Potential Scenario Groups: C-5s/ C-17s</i>		
<i>Break</i>		
1145-1300	Scenario Discussions	

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Data Calls


(as of 27 Oct)

- All Data Calls at HAF-level
 - 149 approval actions remaining; status by 2-Ltr

Org	Last Meeting	Today	Reduction
IL	0	0	0%
SG	1	3	+200%
XO	0	0	0%
AQ	0	1	+100%
ANG	143	143	0%
FM	0	0	0%
IE	0	2	+200%

- 99.7% complete, 149 (of 51,281)
- Increases are questions in 'Change'

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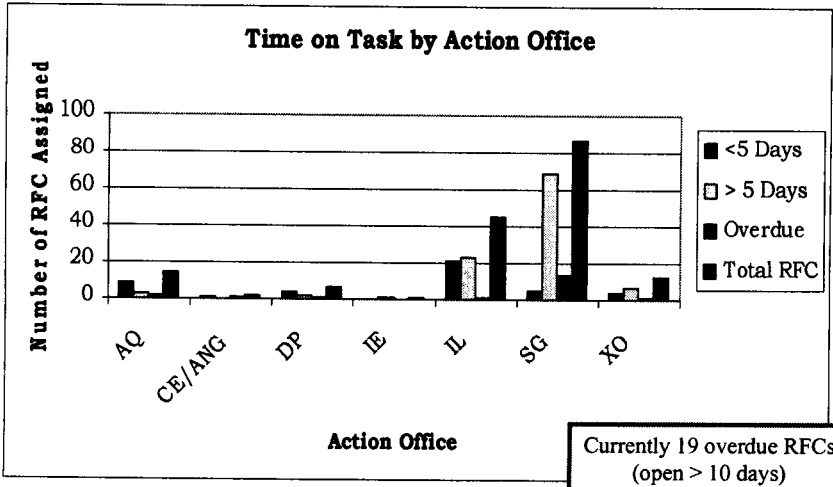


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Requests for Clarification

(as of 27 Oct)

Time on Task by Action Office



Action Office	<5 Days	>5 Days	Overdue	Total RFC
AQ	10	5	5	20
CE/ANG	10	5	5	20
DP	5	5	5	15
IE	5	5	5	15
IL	20	20	20	60
SG	40	65	80	185
XO	5	5	5	15

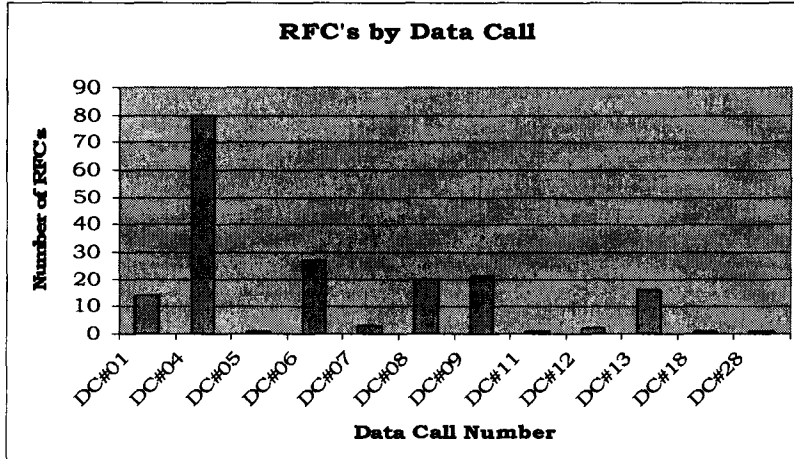
Currently 19 overdue RFCs
(open > 10 days)

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Requests for Clarification (as of 27 Oct)



TOTAL RFC's: 187

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JCSG Update Briefs

- **Thursday, 4 Nov**
 - Lt Gen Taylor, Medical
 - Mr. Dumm, Intelligence
- **Monday, 8 Nov**
 - Col Walker, E&T
- **Tuesday, 9 Nov**
 - Mr. Orr, Industrial
 - Col King, Supply & Storage
 - Doug McCoy, H& SA

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AF Idea

Centralized Intermediate Repair Facilities

<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principles: Train and Equip ■ Transformational Option: Regionalize intermediate-level maintenance for AD, ANG, and AFRC maintenance 	<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Consolidate AD, ANG, and AFRC ILM workcenters currently at individual fighter bases into Centralized Intermediate Repair Facilities for the following commodities: <table style="margin-left: 20px; border: none;"> <tr> <td>TF-34 Engine</td> <td>ALQ-131/184 pods</td> </tr> <tr> <td>F100-series Engines</td> <td>LANTIRN pods</td> </tr> <tr> <td>F110-series Engines</td> <td>F-15 avionics</td> </tr> </table> ■ Co-locate CIRF with using weapon system 	TF-34 Engine	ALQ-131/184 pods	F100-series Engines	LANTIRN pods	F110-series Engines	F-15 avionics
TF-34 Engine	ALQ-131/184 pods						
F100-series Engines	LANTIRN pods						
F110-series Engines	F-15 avionics						
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ 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" 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ ANG/AFRC workload realignment and readiness concerns ■ Up front costs...shop expansion and/or hush house construction (MILCON), shipping containers, one-time move for equipment and personnel ■ Recurring costs...asset shipment from CIRF (hub) to supported units (spokes) 						

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Agenda

28 Oct 04

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<i>Break</i>	
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ARC Metrics

[application of data for
decisions]

ANG/CEP

28 October 2004

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Briefing outline

- **History – refresher**
 - **Principles**
 - **ACI**
- **ACI's Purpose**
- **ACI “augmented”**
- **Why do this**
- **Decisions/Options**

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History - Refresher

- **ANG Principle's)**
 - **ARC Demographics** ←
 - Consideration of ARC demographics paramount
 - Previous recommendation – agreed
 - **Sole Owner of Major Flying Systems** ←
 - Relative new issue
 - **Retain Current Force Size Mix** ←
 - Relative new issue

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History - Refresher

- **ACI Timeline:**
 - Jun – Aug - ARC MCI evolved to ACI
 - Aug – Sept – ACI viewed for “conformity”
– approach needed to explain anomalies
 - Today - ACI “augmented” to allow
snapshot for consideration in determining
end state

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ACI Purpose

- **Uses:**
 - **Grow existing location**
 - **Caution on Existing Location**
 - **Establish ARC presence at New location**

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Why do this

- **Allows for view of population around installation to support assigned ARC mission**
 - **Assists in making the best possible decision**
 - **Helps in preventing mistakes**

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ACI “augmented”

ACI metric includes:

- AD AF accessions for FY 99 to FY 03
- Non-prior service eligible population
- Prior service eligible market
- Distance to city of 100,000 or > population
- Earliest lease expiration

Base	ACI Score	ANG % Manned	AFRC % Manned
Alaska	85.19		
Alaska	80.41		
Alaska			101.84
Alaska			102.89
Alaska	91.82	98.22	
Alaska	81.82		
Alaska	94.81	83.82	
Alaska	5.19	98.80	
Alaska	77.29		104.04
Alaska	70.08	102.35	
Alaska	95.06		98.42
Alaska	74.49	98.48	
Alaska	48.95	90.75	
Alaska	81.73		
Alaska	81.82	97.30	
Alaska	80.10		
Alaska	82.20	97.35	102.48
Alaska	20.80	90.32	

Std Dev	85.41
Mean	85.82
1 Std -	84.10
1 Std +	87.54

Std Dev	5.83
Mean	98.37
1 Std -	92.54
1 Std +	104.20

Std Dev	1.88
Mean	102.35
1 Std -	100.47
1 Std +	104.23

Installation scores are highlighted in Red if they fall 1 standard deviation below the mean and Green if 1 standard deviation above.

Alaska

- Low ACI score
- Low ANG manned

ARC ACI metrics highlight installation recruiting strengths and weaknesses to better support BRAC decision making

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Decision – Acceptance of Principles

- **ANG Principle's)**
 - **ARC Demographics** ←
 - Consideration of ARC demographics paramount
 - Previous recommendation – agreed
 - **Sole Owner of Major Flying Systems** ←
 - Relative new issue
 - **Retain Current Force Size Mix** ←
 - Relative new issue

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ACI Decision Options

- Option 1 – ACI to be utilized as a method of “rating” installations ability to accept missions as identified by principle
- Option 2 – ACI to be utilized as a data resource for check of Deliberative process outcomes – much like criteria 6 & 8 are used as “guidance” for other considerations

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Questions?

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ACI Mechanics

- **ACI formula** ←
- **RMI detail** ←
- **Lease discussion** ←
- **REAI Detail** ←
- **“Augmentation”**
 - **ANG and AFRC demographic data**
 - 5 year average of unit manning at location
 - Allows view of “reality vs. numbers” from data

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Way Ahead

- ✓ ■ **Answers to BCEG questions remaining**
 - Coord with AFRC
 - Coord with ANG
 - Coord with AF/DP
 - Coord with AFSAA
- ✓ ■ **Reconcile conformance with statistics**
- ✓ ■ **Run by auditors for check**
- ✓ ■ **Discussion of how and where to apply (recommend after MCI run and option path is determined)**
- ✓ ■ **Propose Options for BCEG consideration (accomplished today)**
- ? ■ **Amend as necessary from today’s discussion**

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ARC Principle

Checklist: 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.

Clarified Principle: Maintain Air National Guard and Air Force Reserve presence across the United States. The military value of an installation, with respect to placement of ARC units, is directly related to the unit's ability to recruit and retain members in the unit's geographic area. ARC recruiting/manning historical data, eligible population data, and Air Force recruiting data must be considered. Consider impact on unique Air Force capabilities where the preponderance of the capability resides in the ARC (e.g., Mobile Aerial Fire Fighting, Polar Support, Aerial Spraying, etc.).

Desired Outcomes Met When: ANG and AFRC units are located to provide a national Total Air Force presence. Recruiting performance and potential have been considered.



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ARC Principle 1/3:2/3 of force mix

Checklist: Maintain/Retain ARC units to meet the historical share of CAF/MAF/SOF and training of the Air Force by choosing locations that meet the historical mix requirements in either ARC owned, ARC associate or Active associate configuration.


Clarified Proposal: Maintain Air National Guard and Air Force Reserve presence in historical mix of CAF/MAF/SOF and Training mission areas across the United States. The military value of a completely integrated total force allows incredible effectiveness, efficiency, and synergy.

Desired Outcomes Met When: ANG and AFRC units are located to provide an effective and efficient mix that is at least to the historical levels and trending to a greater than 1/3 percentage for cost effective military capability.



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ARC Principle Sole ownership

Checklist: Do not force sole ownership of major weapons systems (e.g. C-5, A-10) into the reserve component for stewardship.


Clarified Proposal: Maintain Air National Guard and Air Force Reserve ownership as a full partner in those weapons systems of significant number in the CAF & MAF. History has found that sole ownership expense, stewardship & modernization, drains the ability of O&M commands to support assigned mission areas thereby degrading effectiveness and efficiency.

Desired Outcomes Met When: ANG and AFRC units have share (even if preponderance) as full partner with the active duty in ownership of weapons systems for CAF and MAF.



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Agenda 28 Oct 04

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Cost of Base Realignment Actions (COBRA) Model



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**AFCAA
28 Oct 04**

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COBRA Overview

Description
NPV
Scenario Quad Chart
Definitions of Terms

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COBRA Description

- Accommodates scenarios with up to 20 locations
- Models all BRAC activities occurring in first 6 years, assumes no change beyond 6th year
- Accumulates costs and savings of facilities and manpower for each location
- Calculates payback period
 - Point where *Savings = Costs*
- Provides a 20 year comparison scenario costs and savings on a consistent basis

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Net Present Value: Time value of money


- *Do you want the money now, or in 20 years?*
- Present value = $Fv(1 + i)^{-1} + Fv(1 + i)^{-2} + \dots + Fv(1 + i)^{-20}$

Fv = Future value
i = discount rate = 3.15% (per OMB A-94)

\$1 in year 20 = \$0.54 in the year 1

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Scenario 200 – Consolidate

Scenario Team:	N/A	Deliberative:	Approve for Candidate Recommendation
COBRA		Environmental	
<ol style="list-style-type: none"> 1. Total Cost: \$314M 2. MILCON: \$218M 3. NPV: \$-1,852M 4. Payback Yrs/Break Even Yr: 1 years/2010 5. Steady State Savings: \$180M 6. Mil/Civ Reductions: 1435/318 7. Mil/Civ Relocated: 3354/180 		<ul style="list-style-type: none"> ■ No known restoration issues. ■ Minimal environmental issues ■ OPR: Chuck Meshako (SAF/IEBB) 	
<ul style="list-style-type: none"> ■ Direct/Indirect: None ■ Employment base: None ■ OPR: Frank Sosa (SAF/IEBB) ■ Model available by 7 Nov 		Community	
		<ul style="list-style-type: none"> ■ No change ■ OPR: Linda Foshee (AF/DP) 	

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COBRA Definitions


1. **Total Cost:** Total one-time cost for the period 2006-11 (no environmental restoration)
2. **MILCON:** All construction and related costs.
3. **NPV:** 20 year net present value
4. **Payback Yrs/Break Even Yr:** Years after the closure year to reach 0 NPV
5. **Steady State Savings:** Annual savings after completion of closure
6. **Mil/Civ Savings:** Number of positions saved
7. **Mil/Civ Relocated:** Positions moved

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Questions?


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Back up Charts

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Potential Scenario Problems

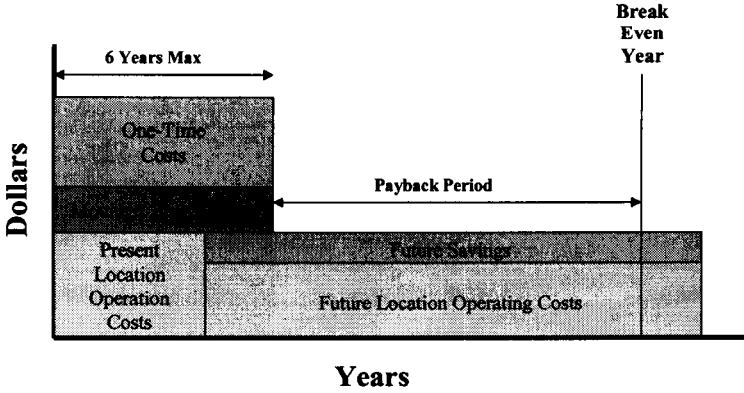
- **Cannot estimate individual elements of a complex move both separately and accurately (either/or)**
 - **If we treat moves from three losing bases to a single gaining base separately, COBRA will assign the same vacant housing units three times.**
 - **We believe that the construction models will have the same problem. Vacant space will be used multiple times or cumulative requirements for additional facilities may be missed. For example, adding 1,000 people three times may not require a new gym, adding 3,000 at one time may.**

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COBRA Calculations



The diagram is a bar chart with 'Dollars' on the vertical axis and 'Years' on the horizontal axis. It illustrates the financial impact of a move over time. A vertical line marks the 'Break Even Year'. A horizontal arrow labeled '6 Years Max' spans from the start to the break-even point. A horizontal arrow labeled 'Payback Period' spans from the start of the 'One-Time Costs' bar to the break-even point. The chart shows three main cost/saving components: 'One-Time Costs' (a dark grey bar at the top), 'Present Location Operation Costs' (a dark grey bar at the bottom left), and 'Future Location Operating Costs' (a dark grey bar at the bottom right). 'Future Savings' (a light grey bar) is shown between the 'Future Location Operating Costs' and the 'One-Time Costs' bar, starting at the break-even point.

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COBRA Description (cont'd)

- Provides standardized format for capturing and presenting data across services
- Permits direct comparison of service, cross and joint service alternatives
- Occurs late in process after base analysis
- Model has been vetted by GAO
- BRAC Commission independently uses model
- Requires data on various factors
 - Static information – Base demographics
 - Dynamic information – Scenario Specific
 - Standard Factors – Applicable to all Services

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COBRA Data Requirements

- Static installation data - starting position
 - Operating Costs
 - Population
 - Demographics
 - Installation specific cost factors
- Dynamic scenario data
 - Personnel moved/eliminated/added
 - Equipment moved
 - Scheduling of moves/eliminations
 - Identified unique costs and savings
 - Construction/rehabilitation requirements
- Standard Factors
 - Demographics
 - Financial cost data
 - Pay and allowances
 - Civilian, transportation, and construction costing factors
 - Relocation program factors

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Output Reports

- **COBRA Realignment Summary**
 - Presents overall results
 - Immediate viewing of overall feasibility
 - Payback point
 - Estimated One time costs
 - Net Present value of proposed action
 - Manpower summary
- **Additional reports provide details of specific areas**
 - Costs, Savings
 - NPV each year
 - One Time Cost detail
 - Recurring cost/savings detail
 - Total One time cost
 - Net cost detail
 - Sustainment/BOS Change
 - Personnel, SF/Sustainment and BOS Deltas
 - MILCON

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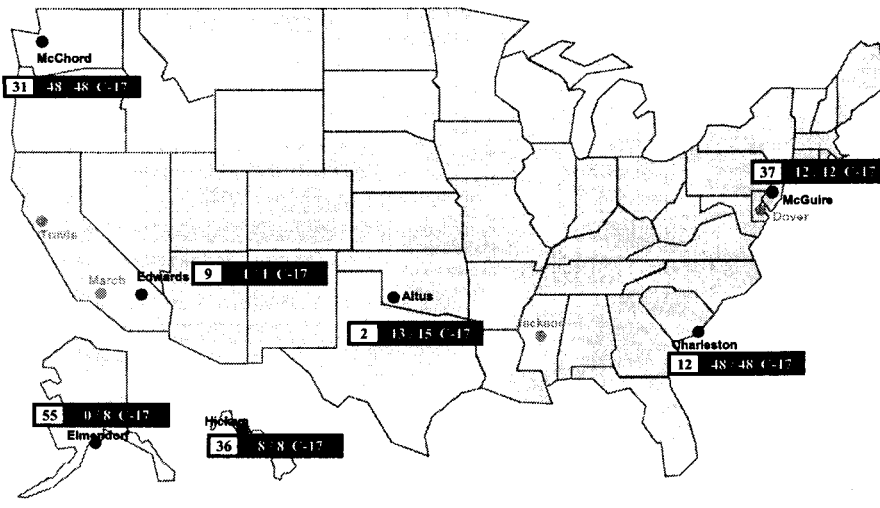

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C-17 Potential Scenario Group

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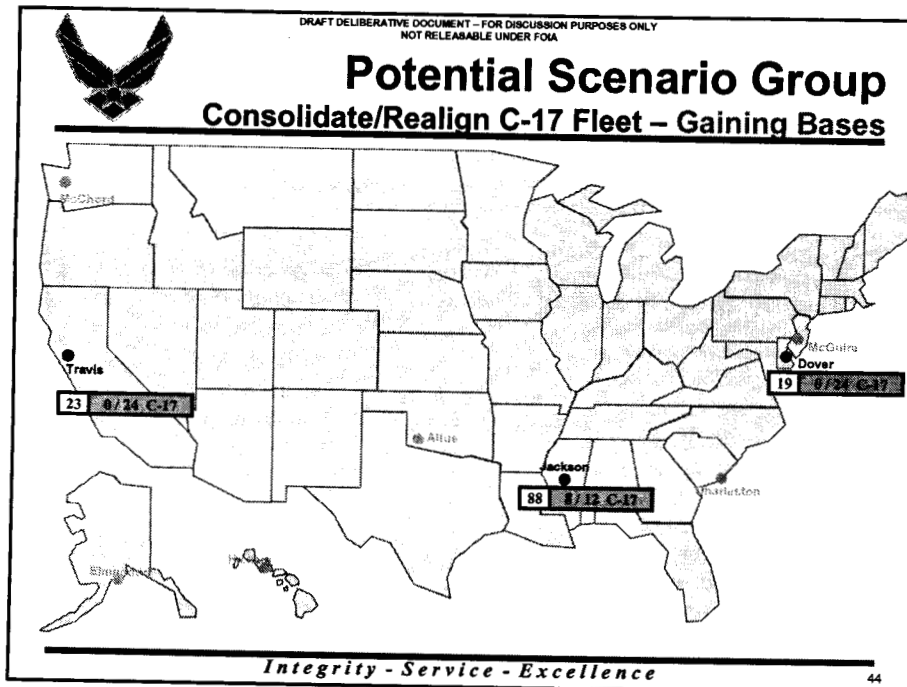
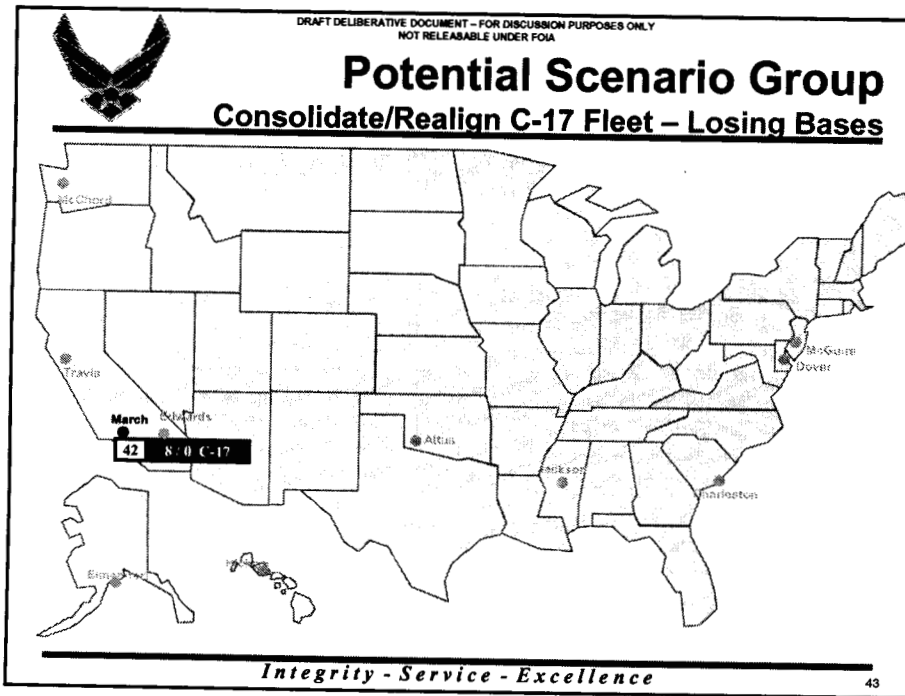
Potential Scenario Group Consolidate/Realign C-17 Fleet – No Change

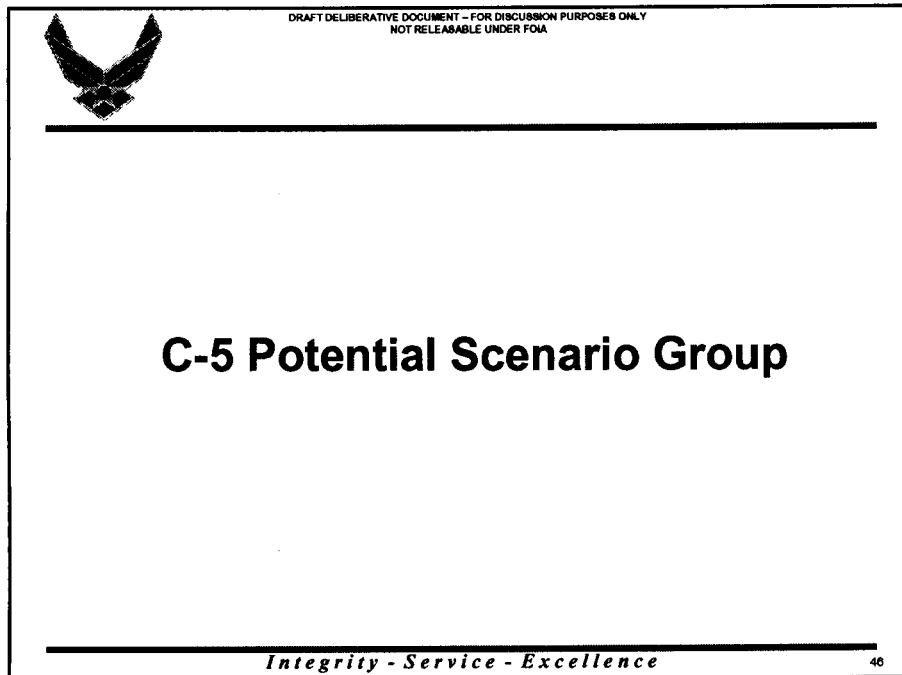
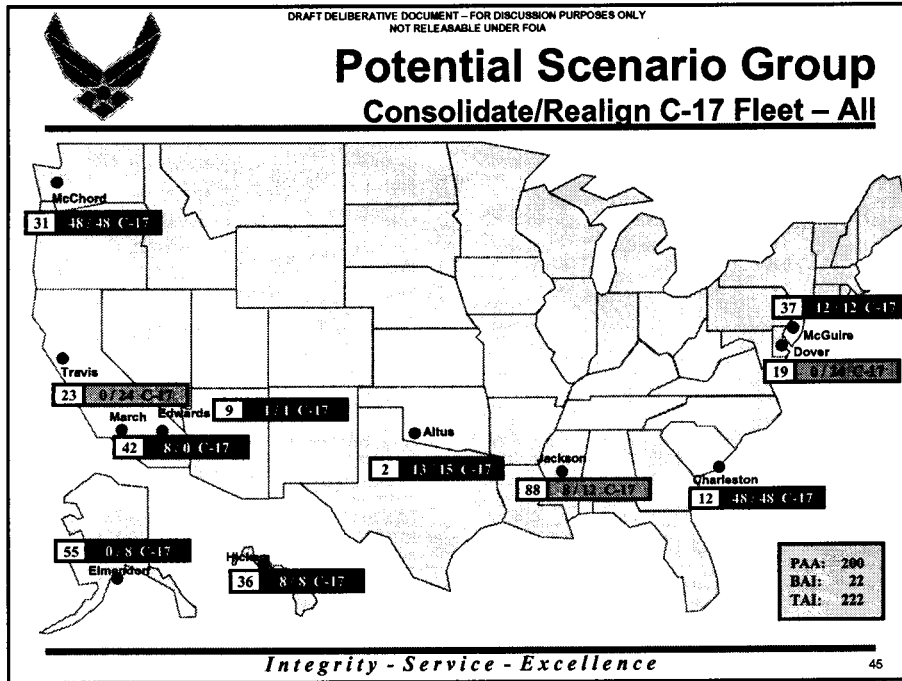


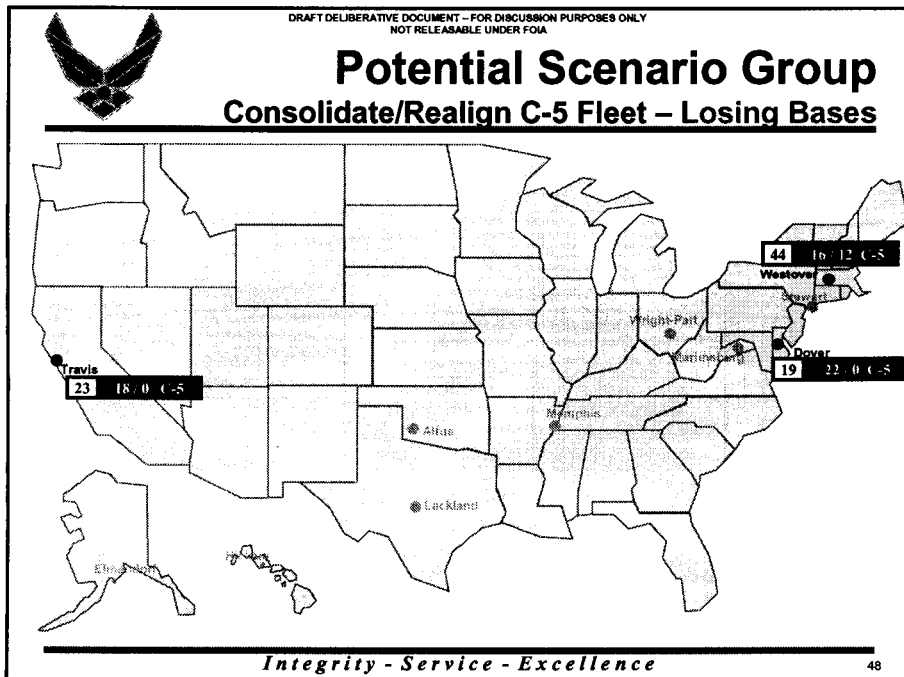
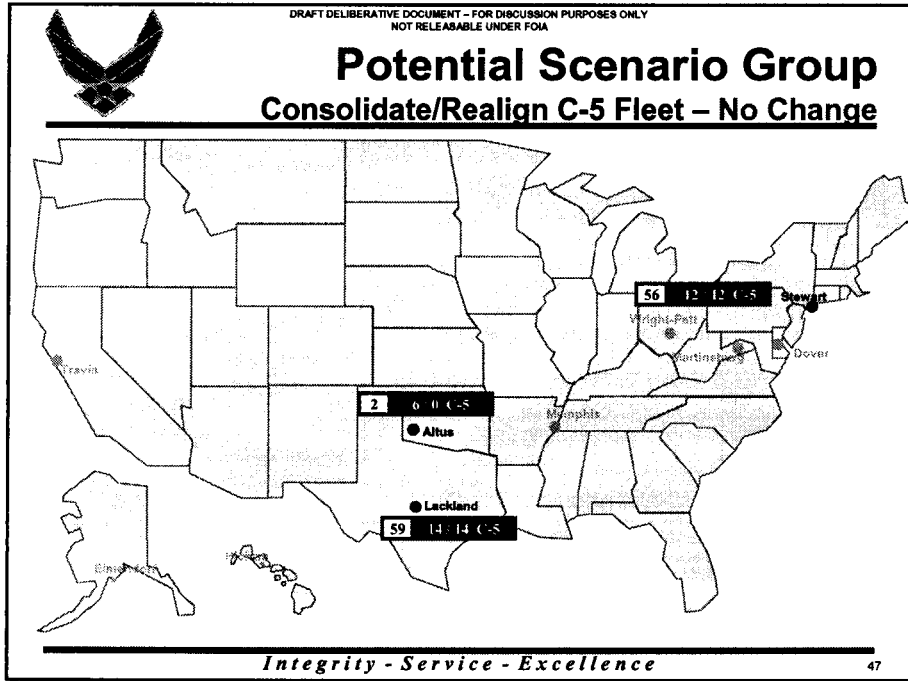
The map displays the following data points for C-17 fleet distribution:


Base	Count	Notes
McChord	31	48 48 C-17
Edwards	9	1 C-17
Altus	2	13 15 C-17
Charleston	12	48 48 C-17
McGuire	37	12 12 C-17
Elmendorf	55	0 8 C-17
Hickam	36	8 8 C-17


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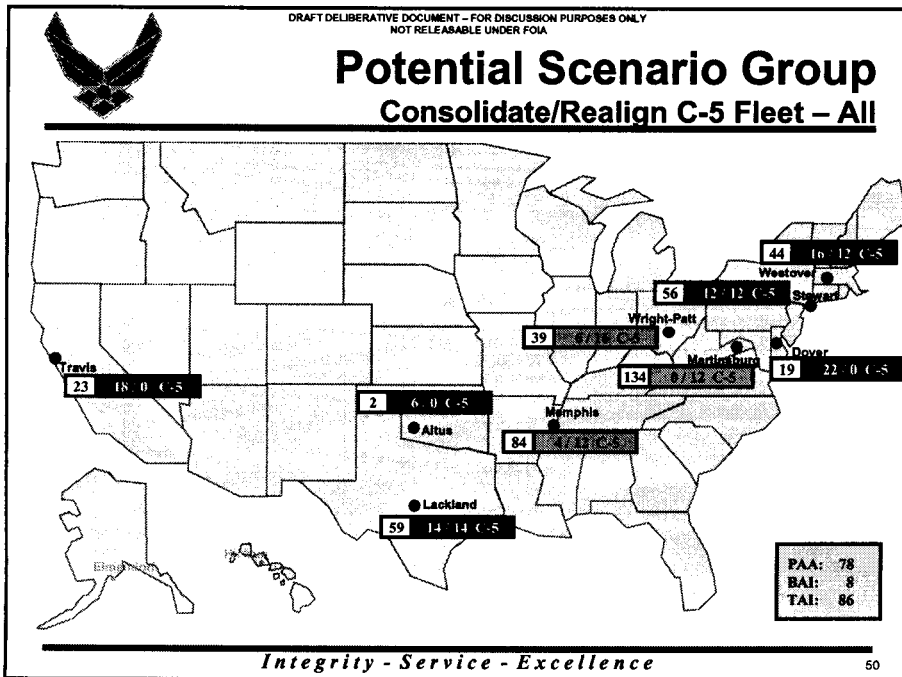
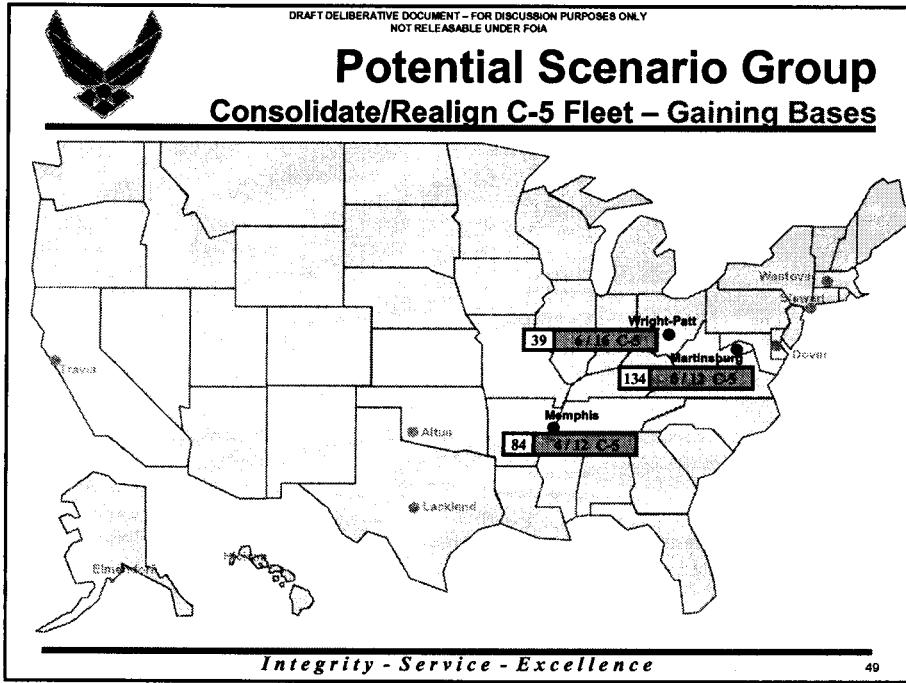






		<small>DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>		Agenda 28 Oct 04	
0830-0845	Opening Business				<i>Co-chairs</i>
0845-0915	ARC Compatibility Index (ACI)				
0915-0945	COBRA 101				
<i>Break</i>					
1000-1130	Potential Scenarios Groups				
	<i>Potential Scenario Groups: C-5s/ C-17s</i>				
<i>Break</i>					
1145-1300	Scenario Discussions				<i>BCEG Members</i>
<i>Integrity - Service - Excellence</i>					

		<small>DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>		Additional Scenarios Topics	
	■ Andrews AFB				
	■ Nellis AFB				
	■ Edwards AFB				
	■ East Coast / West Coast SOF				
	■ Space				
	■ FMS				
<i>Integrity - Service - Excellence</i>					



25 March 2005

White Paper

Main Issues to Discuss:

- Sec 2914 requires the Secretary to: “...publish a list of the military installations inside the United States that the Secretary recommends for closure or realignment on the basis of force structure plan and infrastructure inventory...and the final selection criteria...”
- Almost all candidate recommendations are not in the correct format for submission. Ensure that all candidate recommendations are in the following format:

BRAC Action	where	by what	to where	and retaining what
<ul style="list-style-type: none"> • Close • Realign • Inactivate 	<ul style="list-style-type: none"> • losing installation 	<ul style="list-style-type: none"> • moving • relocating • consolidating • privatizing 	<ul style="list-style-type: none"> • gaining installation 	<ul style="list-style-type: none"> • enclaves • functions • activities

- Justification phrases should be removed from candidate recommendation statements.
- Actions that are independent of each other should not be lumped together into the same candidate.
- During the integration process, need to add retained actions (if any) at each losing installation.
- Since transformation is not one of the final selection criteria, transformational justifications have no legal basis and should be removed. These candidate recommendations should be justified in terms of military value or the force structure plan.
- Candidate recommendations should be organized in presentation in the following order:
 - Tier I: Traditional BRAC – Military value applied, net savings, capacity reduction.
 - Tier II: Strategy Driven – Military judgment applied, net savings, capacity reduction.
 - Tier III: Operationally Driven – Military judgment overrides, net savings.
 - Tier IV: Transformationally Driven – No military value justification, military judgment sole rationale, not cost effective, long paybacks.

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DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000



OFFICE OF THE ASSISTANT SECRETARY

DEC 15 2004

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Executive Closure Group (BCEG) Meeting, 29 Nov 04

The co-chairs called the meeting to order at 1300, the Pentagon, Room 5C279. The meeting was categorized as informative in part and deliberative in part. Attendance is shown in Attachment 1. Maj Gen Heckman opened the session by reviewing the agenda (Slide 3) and discussing upcoming events, to include the co-chairs' scheduled meeting with the VCSAF and formulation of a "Bird's Eye View" of installations based upon information presented to the BCEG thus far. The co-chairs also reviewed ^{the} BCEG calendar (Slides 4-6).

Mr. Fred Kuhn, SAF/IEI, presented, for information, a proposal to relocate Air Force activities from leased space to DoD installations as previously discussed at the 4 Nov 04 session (Slide 8). Discussion ensued on leased space outside the National Capital Region, BRAC funding options, and AT/FP concerns at various leased facilities.

Lt Col Mike Freeland presented the Second Look for SOF/CSAR assets (Slides 10-14). Lt Col Mark Mattison presented Third Looks for the F-16 and F-15 scenario groups (Slides 15-18). Lt Col Herb Cork discussed C2ISR follow-up items from the 16 Nov 04 BCEG session (Slides 19-23).

In a deliberative session, the BCEG discussed SOF/CSAR and F-16 relocation options as presented by the briefers and recommended changes to be incorporated by the scenario teams. The BCEG also discussed options, rules of engagement, and priorities in construction of a "Bird's Eye View" of Air Force installations for use in the scenario decision-making process.

The co-chairs reviewed the agenda for the next BCEG meeting, scheduled for 30 Nov 04 at 0830, the Pentagon, Room 5C279. The co-chairs made closing remarks and adjourned the meeting at 1625.


HERBERT L. CORK, Lt Col, USAF
SAF/IEBB
Acting BCEG Recorder

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The above minutes are approved.



GERALD F. PEASE, JR.
SAF/IEB
Co-Chairman



GARY W. HECKMAN, Maj Gen, USAF
AF/XP (BRAC)
Co-Chairman

Attachments:
As stated

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Base Closure Executive Group Attendance

Date: 29 Nov 04

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|--|---|--|
| <input checked="" type="checkbox"/> <u>BG William Holland</u> | <input type="checkbox"/> <u>Brig Gen Mike Lynch</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input checked="" type="checkbox"/> <u>Brig Gen Ethridge</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input type="checkbox"/> <u>BG Butler</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Fred Kuhn</u> | <input checked="" type="checkbox"/> <u>Col Karen Kohlhaas</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Ms Kathy Ferguson</u> | <input type="checkbox"/> <u>Ms Cathy Sparks</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Matt Mleziva</u> | <input type="checkbox"/> <u>Lt Col Dave Lynch</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Douglas Heady*</u> | <input type="checkbox"/> <u>Mr. Martin Pankove</u> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Mr. Jay Jordan</u> | <input type="checkbox"/> <u>Mr. Steve Connair</u> | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Mr. William Kelly</u> | <input type="checkbox"/> <u>Brig Gen William Ard</u> | <input checked="" type="checkbox"/> <u>Mr. Booth</u> |
| <input checked="" type="checkbox"/> <u>Ms. Maureen Koetz</u> | <input type="checkbox"/> <u>Mr. Vance Lineberger</u> | <input type="checkbox"/> _____ |

* Temporary appointment


Others

- Col(s) Kappy Kapellas
- Col Tom Fleming
- Mr. Mike Callaghan
- Lt Col Milan
- Mr. Russ Mayes
- Col Schiley
- Lt Col Laffey
- Mr. Jones
- Lt Col Corke
- Mr. Allro
- Lt Col Costello
- Lt Col Obrata
- Maj Rader

Briefers

- Lt Col Freeland
- Lt Col Mathison

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Headquarters U.S. Air Force

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BCEG

29 Nov 04

U.S. AIR FORCE

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Agenda

29 Nov 04

1300-1315	Opening Business	<i>Co-chairs</i>
1315-1330	Reducing Leased Space Outside the NCR	<i>Mr. Kuhn</i>
Scenario Groups (first / second look)		
	SOF / CSAR	<i>Lt Col Freeland</i>
1330-A/R	Scenario Groups (clean up items)	
	Bombers / Fighters	<i>Lt Col Mattison</i>
	C2ISR / Space / UAVs	<i>Lt Col Cork</i>

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BCEG Schedule

November

- JCSGs
- MCI and cueing tool

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
	BCEG 1300-1700	BCEG 0830-1300		IEC		
	Scenario Development					
	8	9	10	11	12	13
	BCEG 1300-1700	BCEG 0830-1300			1000-1200	
	Scenario Development					
	14	15	16	17	18	19
	BCEG 1300-1700	BCEG 0830-1300		B 0830		
	Scenario Development					
	22	23	24	25	26	27
	BCEG 1300-1700	BCEG 0830-1300				
	Scenario Development					
	29	30				
	BCEG 1300-1700	BCEG 0830-1300				
	Final					
	BCEG 1300-1700	BCEG 0830-1300				

- JCSG updates
- SOF/CSAR 1/2
- C-130 #3
- KC-135, C-130
- SOF/CSAR (del)
- SOF/CSAR (1 / 2)
- Bombers/Ftrs
- C2ISR/Space/UAV
- Reattacks
- FMS
- C-130
- KC-135
- Remaining MDS

• ACI (del)

• Altus, Wright-Patt


• 100 Mile look

All BCEGs are deliberative unless otherwise noted

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BCEG Schedule December




December BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			Initial Scenarios (arrow charts)		BCEG 0830-1300	<ul style="list-style-type: none"> Last look/JAST issues God's eye ROE / review JCSG Scenario update
Bird's eye preview			Mildep/JAST/JCSG issue deconfliction			Bird's eye (delib)
	BCEG 1300-1700	BCEG 0830-1700			BCEG 0830-1300	Initial Scenarios approval
Bird's eye (delib)						ISG
Initial Scenarios appr						Bird's eye (delib)
			JCSG candidate recommendations			Initial Scenarios approval
JCSG candidate recommendations	BCEG 1300-1700	BCEG 0830-1700		BCEG 0830-1300		ISG 1030-1200
	BCEG 1300-1700	BCEG 0830-1700		BCEG 0830-1300		
	BCEG 1300-1700	BCEG 0830-1300		BCEG 0830-1300		

All BCEGs are deliberative unless otherwise noted

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BCEG Schedule Jan - Apr 05



Jan BCEG Meetings


							1
			▲		▲	ISG 1030-1200	
		▲	▲	▲	▲	ISG ?	
		▲	▲	▲	▲	ISG ?	
		▲	▲	▲	▲	ISG ?	


Feb BCEG Meetings


Mar BCEG Meetings


Apr BCEG Meetings

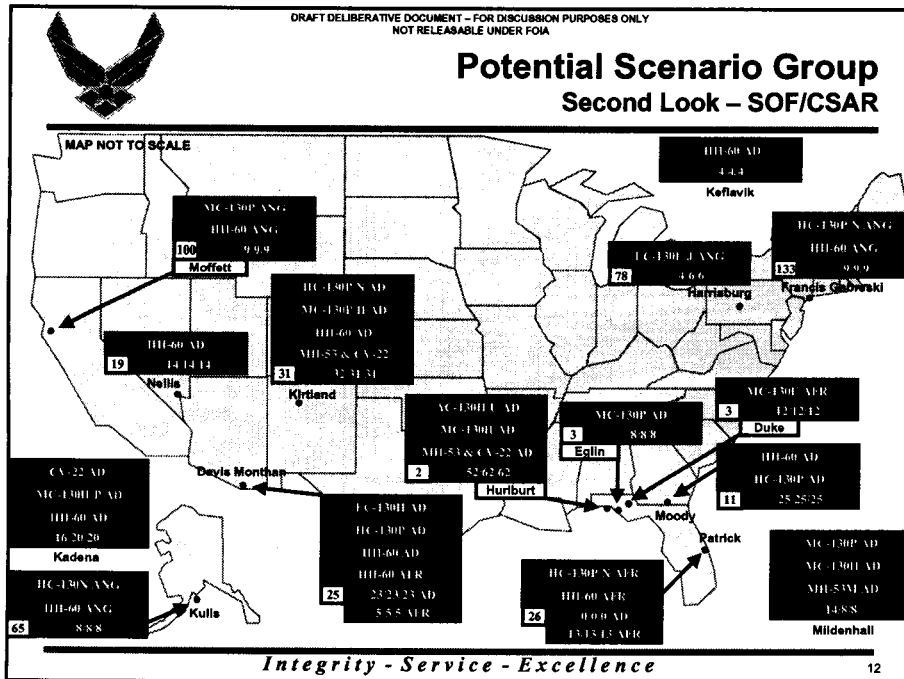
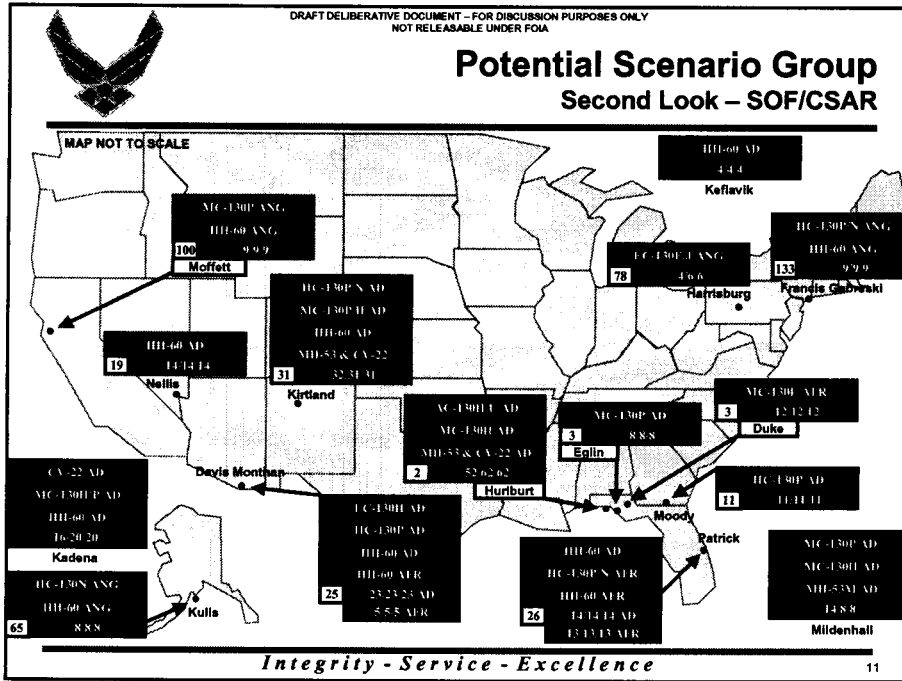
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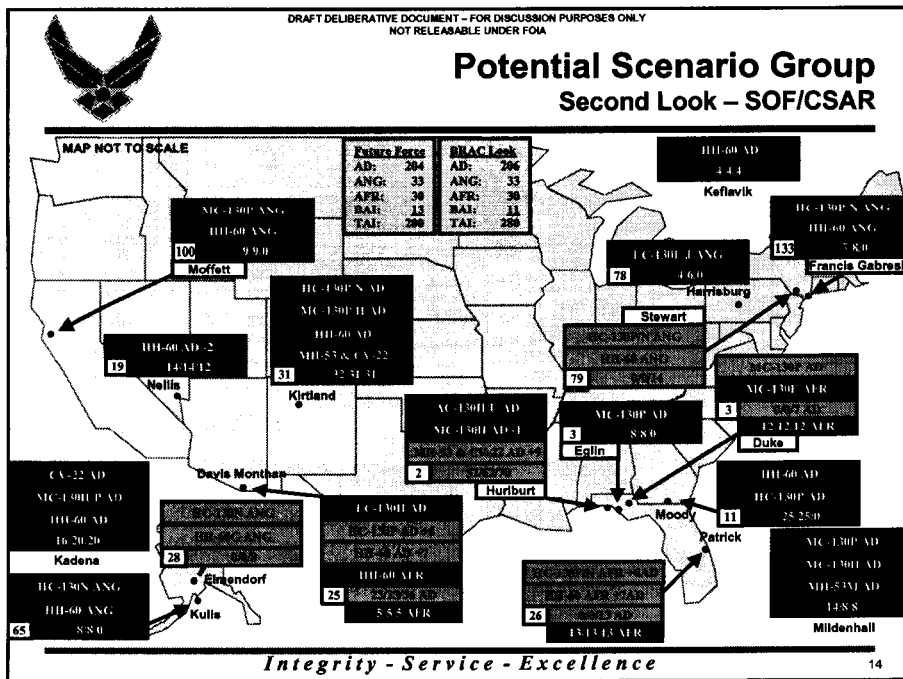
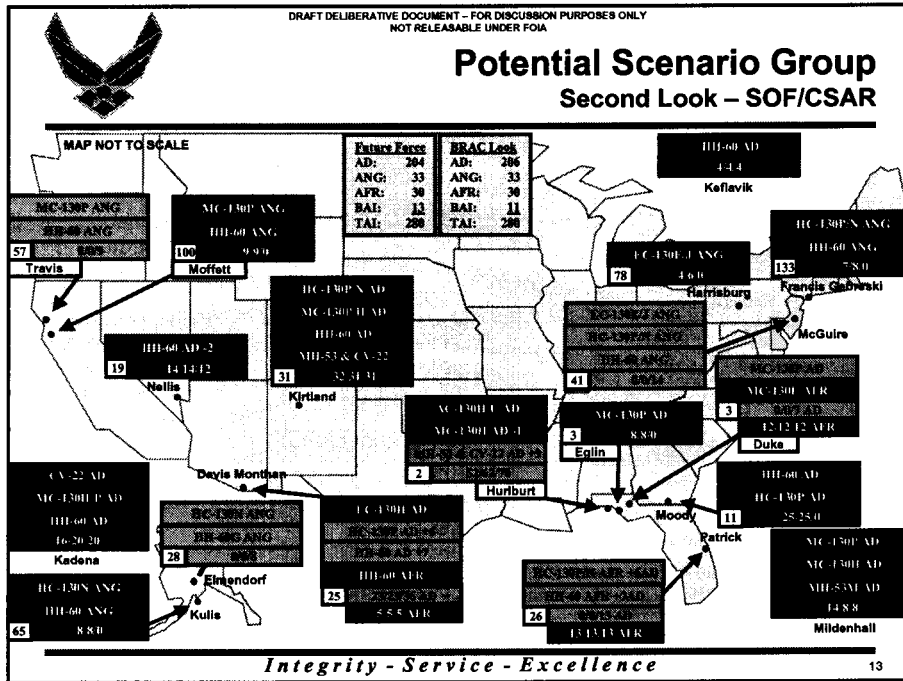
		<small>DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>	Agenda 29 Nov 04
1300-1315	Opening Business	<i>Co-chairs</i>	
1315-1330	Reducing Leased Space Outside the NCR	<i>Mr. Kuhn</i>	
	Scenario Groups (first / second look)		
	SOF / CSAR	<i>Lt Col Freeland</i>	
1330-A/R	Scenario Groups (clean up items)		
	Bombers / Fighters	<i>Lt Col Mattison</i>	
	C2ISR / Space / UAVs	<i>Lt Col Cork</i>	
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		<small>DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>	AF Proposal
Relocate AF Activities from Leased Space onto DOD Installations			
Scenario Team	N/A	Deliberative	Approve for potential scenario
<p style="text-align: center;">Scenario Proposal</p> <ul style="list-style-type: none"> ■ Move AF functions from commercial lease space to nearest military installation unless mission justifies commercial location which can not be overcome with technology. 	<p style="text-align: center;">Drivers/Assumptions</p> <ul style="list-style-type: none"> ■ Principle: Reduce use of lease space ■ Transformational Option: Reduces FOA presence in NCR. ■ Combine Service organizations with similar functions...eliminate duplicity ■ Encourages supporting partnerships 		
<p style="text-align: center;">Justification/Impact</p> <ul style="list-style-type: none"> ■ Reduces up to 812K SF of lease space ■ Reduces up to \$9M annual rental costs ■ Reduce AT/FP concerns by consolidation 	<p style="text-align: center;">Potential Conflicts</p> <ul style="list-style-type: none"> ■ Buildable acres at proposed locations ■ Conflicts with JCSGs for proposed installations. 		
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		<small>DRAFT DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY NOT RELEASABLE UNDER FOIA</small>		Agenda 29 Nov 04	
1300-1315	Opening Business			<i>Co-chairs</i>	
1315-1330	Reducing Leased Space Outside the NCR			<i>Mr. Kuhn</i>	
		Scenario Groups (first / second look)			
	SOF / CSAR			<i>Lt Col Freeland</i>	
1330-AVR		Scenario Groups (clean up items)			
	Bombers / Fighters			<i>Lt Col Mattison</i>	
	C2ISR / Space / UAVs			<i>Lt Col Cork</i>	
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<hr/>			
SOF/CSAR			
Potential Scenario Group			
Third Look			
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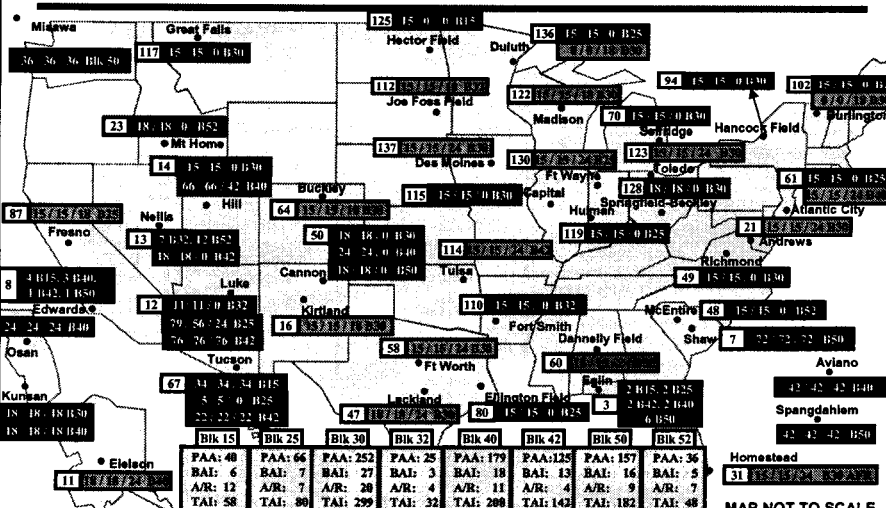

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F-16 Potential Scenario Group

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Potential Scenario Group Third Look F-16



BiK 15	BiK 25	BiK 30	BiK 32	BiK 40	BiK 42	BiK 50	BiK 52
PAA: 48	PAA: 66	PAA: 252	PAA: 25	PAA: 179	PAA: 125	PAA: 157	PAA: 36
BAI: 6	BAI: 7	BAI: 27	BAI: 3	BAI: 18	BAI: 13	BAI: 16	BAI: 5
A/R: 12	A/R: 7	A/R: 20	A/R: 4	A/R: 11	A/R: 4	A/R: 9	A/R: 7
TAI: 58	TAI: 80	TAI: 299	TAI: 32	TAI: 280	TAI: 142	TAI: 182	TAI: 48

MAP NOT TO SCALE


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F-15 C/D Potential Scenario Group

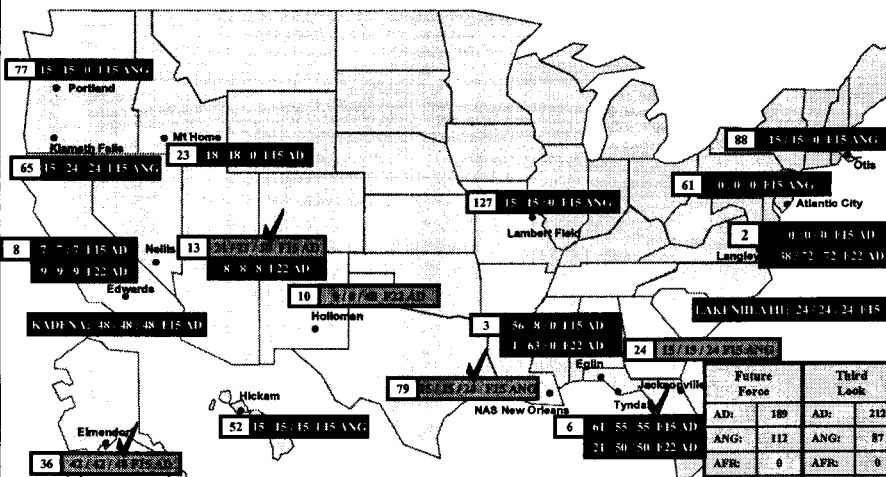
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Potential Scenario Group

Third Look F-15 C/D



MAP NOT TO SCALE

	Future Force	Third Look
AD:	189	212
ANG:	112	87
AFR:	0	0
BAI:	30	30
A/R:	13	15
TAL:	344	344

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C2ISR Follow-Ups

Lt Col Herb Cork
SAF/IEBB




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BCEG Direction 16 Nov 04

- OPLANS for Elmendorf
- Flags / Runway repair at Offutt (FY06 PB)

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Elmendorf E-3s

- **Issue: Why are E-3s (2) permanently based vs. rotational**
- **Answer: NORAD CONPLAN 3310-02, 21 Apr 04**
 - **Support to Alaskan NORAD Region (ANR)**
 - **Response requirements require continuous presence**

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Offutt Runway Repair

■ Scope: 121,170 SM	■ Project #: SGBP05-0016
■ Cost: \$19.6M	■ Status: ACC FYDP

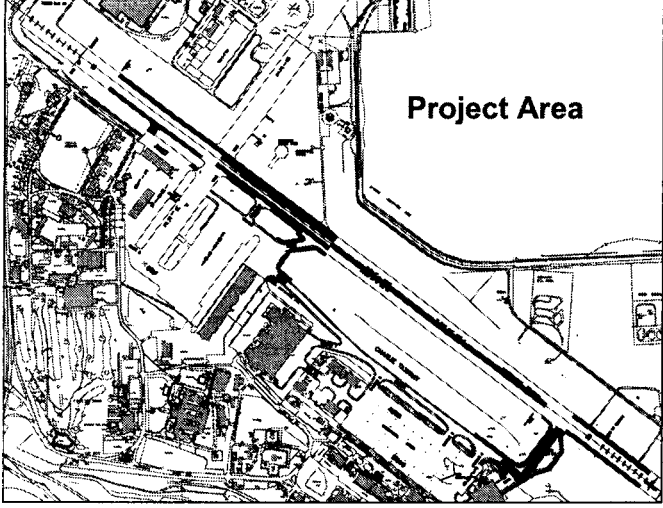
- **What Project Does:**
 - **Replaces degraded portions of center keel and outer edge runway pavements with reinforced concrete**
 - **Resurfaces degraded portions of shoulders on 30 overrun**
 - **Widens shoulders of taxiways Charlie, Papa, and Oscar with asphalt**
 - **Installs approach lighting on both ends**
- **Why Needed:**
 - **Scheduled runway maintenance has nearly doubled**
 - **Pavement has large density of higher severity longitudinal cracking**
 - **Inner keel of runway has a PCN of 37; 1999 AFCESA report stated all operational aircraft, except C-21, should limit to emergency use only**
 - **Over 350 patches on SE end of runway, requiring constant vigilance**
 - **TW Lima is restricted use because of FOD hazards**
 - **Asphalt overruns have failed and present a FOD hazard**
 - **Taxiways too narrow for large planes; causing FOD hazard**

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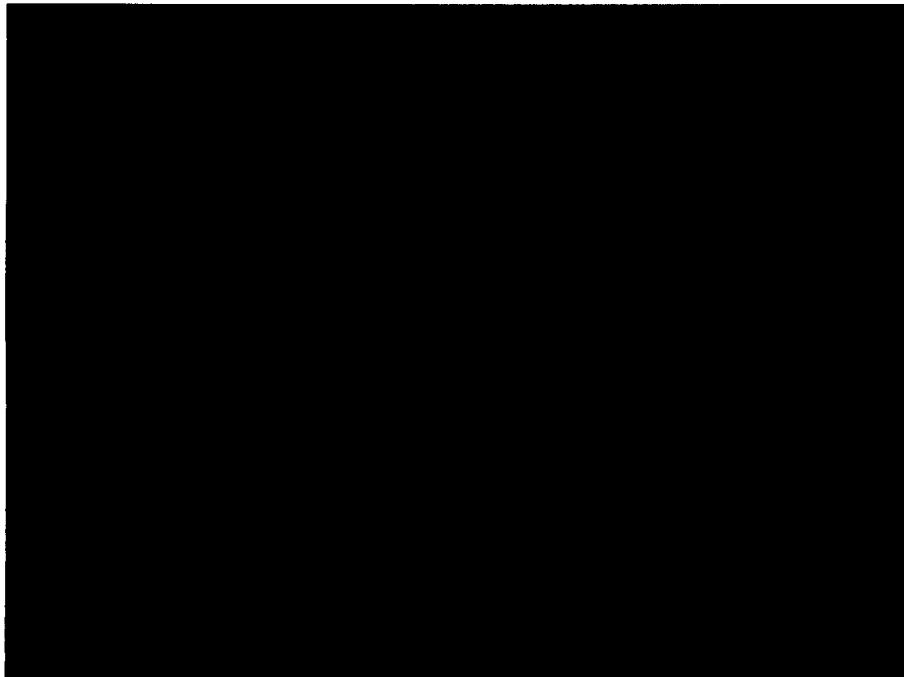


Offutt Runway Repair



Project Area

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*11 March 2005***White Paper****Main Issues to Discuss:**

- Integration of Military Department recommendations with JCSG recommendations and with each other has yet to begin. This process will be time consuming and the overall DoD story needs to be pulled together.
- Universe – the entire process is undermined, if the Department cannot say confidently and convincingly that all installations, functions, and activities were considered.
- Measure of success – PRV does not capture everything. Amount of lease space eliminated, infrastructure capacity reduced, etc. need to be included.
- Definitions
 - Enclaves – Size of enclaves differ. How small is small? (ECS-Expeditionary Combat Support units)
 - Transformational – groups are using this as justification in very different ways. Some are using “transformational” to support new mission development or recapitalization vice enabler of excess capacity reduction.
- Consistency of Approach
 - There is no consistency in approach taken in military value analysis.
 - USAF does military value analysis by platform rather than by installation mission or function.
 - USA did not calculate military value of Guard and Reserve or perform COBRA analysis on them.
 - There is no consistency in approach taken in capacity analysis.
 - USAF defines capacity based on the difference between actual squadron size and optimum squadron size.
 - There is no consistency in approach taken to determine surge requirements.
 - Transformational options – groups are citing these as guidelines and they seem to be in a draft form never to go final. Are groups supposed to follow or incorporate them or not?
- Documentation: Some additions and deletions of candidate recommendations are being done outside of the deliberative process before submission to ISG.
- Misuse of BRAC (i.e. never or 100+ year paybacks)
 - Standing-up new BCTs
 - JSF bed-down
 - Bed-down of returning overseas troops
 - Guard/Reserve Center reconstruction
- Intelligence JCSG

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DEPARTMENT OF THE AIR FORCE
 WASHINGTON, DC



APR 21 2005

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 12 Apr 2005

Maj Gen Heckman called the meeting to order at 1300, the Pentagon, Room 5C279. Attendance is at Atch 1. The slides presented are included as Atch 2 and individually referenced herein. The meeting was categorized as deliberative. Maj Gen Heckman previewed the agenda and updated calendar (Slides 2-5). He noted Air Force Candidate Recommendations should be solidified no later than 18 April. The Air Force Draft BRAC 2005 Report is available for review and comment by the BCEG. Additionally, duplicate Candidate Recommendation Folders are available for review by the BCEG. He emphasized preparation of the Air Force messages, in the form of standardized briefings, to support Public Affairs Guidance. Mr Pease noted the training in Risk Communication for IEB staff, with emphasis on key messages. He also noted the training to date of IEB staff on Writing Congressional Testimony.

ad:

S312Jc2: Realign Luis Munoz (Slides 7-11)

Upon deliberation, the BCEG noted the justification for this Candidate Recommendation needs further refinement in the supporting notes, and by consensus, forwarded this Candidate Recommendation.

S434c2: Realign McGuire (Slides 12-16)

Upon deliberation, the BCEG noted the justification for this Candidate Recommendation needs further refinement in the supporting notes, and by consensus, forwarded this Candidate Recommendation.

S101Jc2: Realign Bradley (Slides 17-26)

S103Jc2: Realign Duluth (Slides 27-34)

S107Jc2: Realign Hector (Slides 35-39)

S118Zc3: Realign Ellington (Slides 40-47)

Upon deliberation, the BCEG noted the justification for these Candidate Recommendations needs further refinement in the supporting notes, and by consensus, forwarded these Candidate Recommendations. The Scenario Team was also directed to verify manpower data prior to forwarding these Candidate Recommendations.

S119Zc3: Realign Seymour Johnson (Slides 48-51)

S125.1c2: Close Cannon (Slides 52-67)

S127c2: Close Richmond (Slides 68-79)

S128c1: Realign Capital (Slides 80-92)

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- S129c1: Realign Fort Smith (Slides 93-101)
- S131c2: Realign Springfield-Beckley (Slides 102-112)
- S135c2: Close W. K. Kellogg (Slides 113-119)
- S138c2: Realign Hancock (Slides 120-128)
- S139c1: Realign Hulman (Slides 129-137)
- S142c2: Close Otis (Slides 138-151)


Upon deliberation, the BCEG noted that while the Seymour Johnson Candidate Recommendation was not economically viable, the Candidate Recommendation supports the operational concept of an F-15 schoolhouse. The BCEG dropped this Candidate Recommendation from the AF BRAC, but recommended it be submitted to HAF as a programmatically accomplishable ARC/ANG activity. The BCEG decided, by consensus, to advance Candidate Recommendations S125.1c2, S127c2, S128c1, S129c1, S131c2, S135c2, S138c2, S139c1, and S142c2, all subject to the Scenario Teams' standardization of Quad Charts and justifications.

Following closing remarks by the co-chairs, the meeting adjourned at 1715. The next BCEG meeting is scheduled for 14 April 05 at 0830 in Pentagon Room 5C279.

, DAF

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

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Headquarters U.S. Air Force

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U.S. AIR FORCE

BCEG

12 Apr 05




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Agenda 12 Apr 05

1300-1330	Opening Business -Calendar Review -Comments (Briefing to SECDEF, ISG/IEC)	Co-chairs
1330-1445	Candidate Recommendations -S312Jc2 - Realign Luis Munoz -S434c2 - Realign McGuire -S101Jc2 - Realign Bradley -S103Jc2 - Realign Duluth -S107Jc2 - Realign Hector	Scenario Team Leads
Break		
1500-A/R	Candidate Recommendations -S118Zc3 - Realign Ellington -S119Zc3 - Realign Seymour Johnson -S125.1c2 - Close Cannon -S127c2 - Close Richmond -S128c1 - Realign Capital -S129c1 - Realign Fort Smith -S131c2 - Realign Springfield-Beckley -S135c2 - Close W.K. Kellogg -S138c2 - Realign Hancock -S139c1 - Realign Hulman -S142c2 - Close Otis	Scenario Team Leads

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AF BRAC

Schedule / Task Timeline

April BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10	11 IEC 1645-1815	12 BCEG 1300-1700 ▲	13	14 BCEG 0830-1700 ▲	15 ISG 1030-1200	16
(13) Draft Comm Plan to BCEG (SAF/PAM) (14) Draft PA Plan out for coord (SAF/PAM) (15) Comm Plan for MAJCOMs Complete (SAF/PAM) (16) Final Vectors from CBAF (Co-chairs)						
17	18 IEC 1645-1815	19 BCEG 0830-1700 ▲	20	21 BCEG 0830-1700 ▲	22 ISG 1030-1200	23
(17) PA Plan Complete and Approved (SAF/PAM) (18) Forward SECAP Testimony for Approval (19) Final AF BR Value Report Complete (20) Build Final AF Commission Recommendation Folder						

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AF BRAC

Schedule / Task Timeline

April / May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
24	25 IEC 1645-1815	26 BCEG 1300-1700 ▲	27	28 BCEG 0830-1700 ▲	29 ISG 1030-1200	30
(21) Build Commission Library Binders (22) Deliver Final AF Report to OSD (23) Brief AF Board / Group (Co-chairs)						
1	2 IEC 1645-1815	3 BCEG 0830-1700 ▲	4	5 BCEG 0830-1700 ▲	6 ISG 1030-1200	7
(24) Make Copies of AF Report for Public (25) Co-chair Media Training						

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AF BRAC

Schedule / Task Timeline

May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8	9 IEC 1845-1815	10 BCEG 1300-1700	11	12 BCEG 0830-1700	13 ISG 1030-1200	14
<div style="border: 1px solid black; padding: 5px; width: fit-content; margin: auto;"> (26) Host Conference with MAJCOM XP's prior to Public Announcement (Co-chairs) (27) Forward Draft Q&As to MAJCOM (SAF/PAM) (28) Skull with Acting SECAF (CSAF) (Co-chairs) (29) Dry Run Testimony (Co-chairs) </div>						
15	16 SECDEF Final Recommendations Due	17	18	19	20	21

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Agenda

12 Apr 05


1300-1330	Opening Business -Calendar Review -Comments (Briefing to SECDEF, ISG/IEC)	<i>Co-chairs</i>
1330-1445	Candidate Recommendations -S312Jc2 - Realign Luis Munoz -S434c2 - Realign McGuire -S101Jc2 - Realign Bradley -S103Jc2 - Realign Duluth -S107Jc2 - Realign Hector	<i>Scenario Team Leads</i>
<i>Break</i>		
1500-A/R	Candidate Recommendations -S118Zc3 - Realign Ellington -S119Zc3 - Realign Seymour Johnson -S125.1c2 - Close Cannon -S127c2 - Close Richmond -S128c1 - Realign Capital -S129c1 - Realign Fort Smith -S131c2 - Realign Springfield-Beckley -S135c2 - Close W.K. Kellogg -S138c2 - Realign Hancock -S139c1 - Realign Hulman -S142c2 - Close Otis	<i>Scenario Team Leads</i>

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S312Jc2
Realign Luis Munoz Marin IAP AGS

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Candidate #USAF-0069V2 / S312Jc2
Realign Luis Munoz Marin IAP AGS, San Juan, PR

1. Firefighters and Aerial Port are Non-BRAC Programmatic (NBP) due to aircraft retirement


- Makes PCS and MILCON at other installations go to zero

2. ECS is not being re-configured

- Instead, ECS stays in same facilities
- Result is no MILCON at the losing installation

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Candidate #USAF-0069V2 / S312Jc2

Realign Luis Munoz Marin IAP AGS, San Juan, PR


Candidate Recommendation: Realign Luis Munoz Marin IAP AGS. The wing's C-130E aircraft (8 PAA) will retire.

<u>Justification</u>	<u>Military Value</u>
<ul style="list-style-type: none"> ■ Retires legacy C-130Es consistent with the force structure plan 	<ul style="list-style-type: none"> ■ Force structure retires from a location of low military value (121 of 154)
<u>Payback</u>	<u>Impacts</u>
<ul style="list-style-type: none"> ■ One Time Cost: \$0M ■ Net Implementation Savings: \$0M ■ Annual Recurring Savings: \$0M ■ Payback Period: N/A ■ NPV Savings: \$0M 	<ul style="list-style-type: none"> ■ Criterion 6: Total Job Change 0 (direct: 0, Indirect: 0) Job Impact: ROI -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel. ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSGMilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF 0069V2 / 312Jc2

Manpower

	5-Apr-05														
	Source 30 Sept 03 UMD				Source MAJCOM-Current/Projected 30 Sep 04				5-Apr-05						
	5	53	200	258	845	5	53	200	258	847	5	53	190	257	847
Source MAJCOM-Current/Projected 30 Sep 04	5	56	205	265	852	5	56	205	265	834	5	55	204	264	834
(312Jc2) Non-BRAC Programmatic - Retire 3 C-130H Ops and Mx (ANG)											-4	-15	-108	-127	-303
(312Jc2) Non-BRAC Programmatic - Minus BOS (ANG)											0	-8	-8	-10	0
(312Jc2) Minus Aerial Port to ANG Non-BRAC Programmatic (ANG)											0	0	-5	-5	-64
(312Jc2) Move Fire Fighters to ANG Non-BRAC Programmatic (ANG)											0	0	-1	-1	-27
Adjusted Baseline	5	55	205	265	852	5	55	205	265	834	1	32	82	115	440
COBRA Delta	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Candidate #USAF 0069V2 / 312Jc2

One-Time Costs


(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
-----	----	-----
Construction		
Total - Construction		0
Personnel		
Total - Personnel		0
Overhead		
Total - Overhead		0
Moving		
Total - Moving		0
Other		
Total - Other		0
<hr style="border-top: 1px dashed black;"/>		
Total One-Time Costs		0

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S434c2

Realign McGuire AFB

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Candidate #USAF-0118V2 / S434c2

Realign McGuire AFB, Wrightstown, NJ

Candidate Recommendation: Realign McGuire AFB. The 108th Air Refueling Wing's (ANG) KC-135E aircraft (16 PAA) will retire. The 108th Air Refueling Wing's ECS will remain in place.


<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Frees infrastructure for relocation of US Navy air assets from Willow Grove closure (DON #0084) ■ Retires legacy KC-135Es consistent with the force structure plan 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ McGuire (61) retains tanker (KC-10) and airlift (C-17) missions as it retires KC-135E force structure
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$0M ■ Net Implementation Cost: \$0M ■ Annual Recurring Cost: \$0M ■ Payback Period: N/A ■ NPV Cost: \$0M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6: Total Job Change: 0 (direct: 0, indirect: 0) ROI: -0.00% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

✓ Strategy	✓ Capacity Analysis / Data Verification	✓ JCSG/MilDep Recommended	✓ Deconflicted w/JCSGs
✓ COBRA	✓ Military Value Analysis / Data Verification	✓ Criteria 6-8 Analysis	✓ Deconflicted w/MilDeps

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Candidate #USAF 0118V2 / 434c2 Manpower


Mr. Harpool DWH
5-Apr-05

Source 30 Sept 03 UMD	573	3882	1254	5709	3728	573	3920	1248	6741	3722	573	3920	1248	6741	3722
Source MAJCOM-Current/Projected 30 Sep 04	570	3911	1290	5771	3711	570	3907	1289	5856	3685	571	4007	1285	5863	3685
(S434c2) Non-BRAC Programmatic - Retire 16 PAA KC-135Es (ANG)											-16	-36	-208	-260	-684
(S434c2) Minus BOS to AD Non-BRAC Programmatic (S307.1c2) Plus Aeromed from New Castle (ANG)											-2	-13	-11	-26	
(S307.1c2) Plus BOS from AD BRAC Base X											0	0	0	0	106
(DON-0084) BOS for Navy adds (Manpower from AD BRAC Base X)											3	28	24	55	
HSA-0011: Establish Joint Base McGuire/Dix/Lakehurst											0	0	0	0	
HSA-0133: MOB-MOB-0001: Establish Joint Mobilization Site Dix/McGuire/Lakehurst (No manpower impact)											0	0	0	0	
Adjusted Baseline	570	3911	1290	5771	3711	570	3907	1289	5856	3685	558	3987	1091	5634	3097
COBRA Delta	0	0	0	0	0	0	0	0	0	0	9	29	25	57	108

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Candidate #USAF 0118V2 / 434c2

One-Time Cost

(All values in 2005 Constant Dollars)


Category	Cost	Sub-Total
-----	----	-----
Construction		
Total - Construction		0
Personnel		
Total - Personnel		0
Overhead		
Total - Overhead		0
Moving		
Total - Moving		0
Other		
Total - Other		0

Total One-Time Costs		0

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Candidate #USAF 0118V2 / 434c2 MILCON

All values in 2005 Constant Dollars


Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
-----	-----	-----	-----
McGuire AFB	0	0	0
BASE X (AIR FORCE)	0	0	0

Totals:	0	0	0

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.


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**Candidate #USAF-0033V3 / S101Jc2 Close
Bradley IAP AGS, Windsor Locks, CT**

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**Candidate #USAF-0033V3 / S101Jc2
Errata**

- 1. Manpower moves from Bradley to Barnes in FY07**
- 2. Firefighters remain at Bradley**
- 3. ASA referenced but priced in S142 (Otis)**
- 4. Incorporate CIRF (S911)**

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**SLIDES 19-24
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Candidate #USAF 0033V3 / 101Jc2 One-Time Costs


(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Total - Construction		0
Personnel		
Civilian RIF	57,398	
Eliminated Military PCS	71,973	
Unemployment	4,451	
Total - Personnel		133,823
Overhead		
Program Management Cost	272,959	
Total - Overhead		272,959
Moving		
Civilian Moving	347,787	
Military Moving	21,021	
Freight	7,322	
Information Technologies	551,800	
One-Time Moving Costs	363,000	
Total - Moving		1,290,930
Other		
HAP / RSE	20,266	
Environmental Mitigation Costs	631,000	
One-Time Unique Costs	880,000	
Total - Other		1,531,266
Total One-Time Costs		3,228,978

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Candidate #USAF 0033V3 / 101Jc2 MILCON

None


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**Candidate #USAF-0035V2 / S103Jc2
Realign Duluth IAP AGS, MN**

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**Candidate #USAF-0035V2 / S103Jc2
Errata**

1. Duluth enclave will host the ASA mission
2. ECS will be retained at Duluth
3. Fire fighters also remain at Duluth
4. No change to time phasing (FY07)
5. Change “Close” to “Realign” (187 positions remain of 315)

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**Candidate #USAF 0039V2 / 107Jc2 MILCON
Summary**

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Rector IAP AGS	1,690,000	0	1,690,000
Joe Foss Field AGS	0	0	0
McGee Tyson APT AGS	0	0	0
EDC GULFBORT	0	0	0
BASE K (AIR FORCE)	0	0	0
Totals:	1,690,000	0	1,690,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SDB Costs where applicable.

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Candidate #USAF 0039V2 / 107Jc2 MILCON

MILCON for Base: **Hector IAP AGS, ND (SKGA)**

All values in 2005 Constant Dollars (\$K)

FAC Title	OW	New Milcon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
4721 Fence and Wall	LF	3,200	n/a**	C Default	n/a**	196
1311 Communications Building	RF	0	n/a**	1,600 Default	n/a**	160
1412 Aviation Operations Building	RF	0	n/a**	8,000 Default	n/a**	876
1714 Reserve Component Training Facility	SP	0	n/a**	2,400 Default	n/a**	230
1421 Indoor Physical Fitness Facility	RF	0	n/a**	2,500 Default	n/a**	252
Total Construction Cost:						1,690
- Construction Cost Avoid:						0
Total Net Milcon Cost:						1,690

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**Candidate #USAF-0050V3 / S118Jc2
MILCON Summary**

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Ellington Field AGS	1,356,000	0	1,356,000
Totals:	1,356,000	0	1,356,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

MilCon for Base: **Ellington Field AGS, TX** (fwjh)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1714 Reserve Component Training Facility	SF	0	n/a**	17,800 Default	n/a**	1,356
Total Construction Cost:						1,356
- Construction Cost Avoid:						0
Total Net Milcon Cost:						1,356


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**Candidate #USAF-0051V3 / S119Zc2
Realign Seymour Johnson AFB, Goldsboro, NC**

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Candidate #USAF-0051V3 / S119Zc3
Errata

1. No Change

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Candidate #USAF 0051V3 / 119Zc3
One-Time Costs

Category	Cost	Sub-Total
Construction		
Military Construction	11,252,000	
Total - Construction		11,252,000
Personnel		
Civilian RIF	57,398	
Civilian Early Retirement	23,978	
Unemployment	4,452	
Total - Personnel		85,827
Overhead		
Program Management Cost	1,365,811	
Total - Overhead		1,365,811
Moving		
Civilian Moving	590,276	
Military Moving	3,614,443	
Flight	950,349	
Information Technologies	1,315,600	
One-Time Moving Costs	4,778,000	
Total - Moving		11,226,655
Other		
HAF / RSE	459,638	
Environmental Mitigation Costs	431,060	
One-Time Unique Costs	122,000	
Total - Other		1,012,698
Total One-Time Costs		24,842,915
One-Time Savings		
Military Moving	1,216,515	
Total One-Time Savings		1,216,515
Total Net One-Time Costs		23,626,399

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**Candidate #USAF 0051V3 / 119Zc3
MILCON**

MilCon for Base: **Mountain Home AFB, ID** (QYZH)

FAC Title	UM	MilCon	Cost*
1412 Aviation Operations Building	SF	0	6,831
1711 General Purpose Instruction Building	SF	2,100	529
1721 Flight Simulator Facility	SF	8,400	2,515
6100 General Administrative Building	SF	3,247	756
7110 Family Housing Dwelling	SF	4,004	621
Total Construction Cost:			11,252

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**Candidate #USAF-0114V3/ S125.1c2
Close Cannon AFB, Clovis, NM**

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Candidate #USAF-0114V3 / S125.1c2 MILCON


MilCon for Base: **Kirtland AFB, NM** (mlmv)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
6100 General Administrative Building	SF	152	n/a**	0 Default	n/a**	32
Total Construction Cost:						32
- Construction Cost Avoid:						0
Total Net Milcon Cost:						32

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Candidate #USAF-0114V3 / S125.1c2 MILCON

MilCon for Base: **Nellis AFB, NV** (rkmf)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1711 General Purpose Instruction Building	SF	4,874	n/a**	0 Default	n/a**	1,415
1721 Flight Simulator Facility	SF	2,294	n/a**	0 Default	n/a**	792
2111 Aircraft Maintenance Hangar	SF	2,294	n/a**	0 Default	n/a**	959
2113 Aircraft Corrosion Control Hangar	SF	1,950	n/a**	0 Default	n/a**	997
2171 Electronic and Communication Maintenance	SF	1,638	n/a**	0 Default	n/a**	457
2181 Installation Support Vehicle Maintenance	SF	1,160	n/a**	0 Default	n/a**	339
2184 Parachute And Dingy Maintenance Shop	SF	952	n/a**	0 Default	n/a**	297
6100 General Administrative Building	SF	2,289	n/a**	0 Default	n/a**	615
7220 Dining Facility	SF	826	n/a**	0 Default	n/a**	372
7362 Religious Education Facility	SF	277	n/a**	0 Default	n/a**	87
7371 Nursery and Child Care Facility	SF	754	n/a**	0 Default	n/a**	245
7417 Recreation Center	SF	939	n/a**	0 Default	n/a**	279
7421 Indoor Physical Fitness Facility	SF	1,509	n/a**	0 Default	n/a**	468
Total Construction Cost:						7,322
- Construction Cost Avoid:						0
Total Net Milcon Cost:						7,322

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**Candidate #USAF-0114V3 / S125.1c2
MILCON**

MilCon for Base: **Hill AFB, UT** (krem)

All values in 2005 Constant Dollars (\$K)


FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
6100 General Administrative Building	SF	775	n/a**	0 Default	n/a**	163
7220 Dining Facility	SF	1,616	n/a**	0 Default	n/a**	570
7371 Nursery and Child Care Facility	SF	1,664	n/a**	0 Default	n/a**	422
7417 Recreation Center	SF	2,095	n/a**	0 Default	n/a**	486
7421 Indoor Physical Fitness Facility	SF	3,363	n/a**	0 Default	n/a**	816
Total Construction Cost:						2,457
- Construction Cost Avoid:						0
Total Net Milcon Cost:						2,457



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**Candidate #USAF-0112V2 / S127c2
Close Richmond AGS, Sandston, VA**

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**Candidate #USAF-0112V2 / S127c2
Errata**

1. Change execution year to FY07
2. Manpower moves to follow force structure

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**SLIDES 70-90
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**Candidate #USAF 0111V2 / 128c1
MILCON**

MilCon for Base: **Capital APT AGS, IL (DCPT)**

FAC Title	UM	MilCon	Cost*
8721 Fence and Wall	LF	2,400	147
1412 Aviation Operations Building	SF	8,000	1,050
2191 Facility Engineer Maintenance Shop	SF	7,100	926
6100 General Administrative Building	SF	9,100	1,485
8526 Miscellaneous Paved Area	SY	0	1,000
Total Construction Cost:			4,608

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**Candidate #USAF 0111V2 / 128c1
MILCON**

MilCon for Base: **Dane County Regional, WI (XGFG)**

FAC Title	UM	MilCon	Cost*
1411 Airfield Fire and Rescue Station	SF	800	288
Total Construction Cost:			288

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**Candidate #USAF-0036V2 / S129c1
Realign Fort Smith MAP AGS, AR**

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**SLIDES 95-98
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**Candidate #USAF 0036V2 / 129c1
MILCON**

MilCon for Base: **Fort Smith Regional, AR** (HGRZ)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1718 Indoor Firing Range and Supporting Facilli	SP	0	n/a**	2,400 Default	n/a**	180
2141 Vehicle Maintenance Shop	SP	0	n/a**	3,567 Default	n/a**	300
6100 General Administrative Building	SP	0	n/a**	765 Default	n/a**	67
7313 Police Station	SP	0	n/a**	11,000 Default	n/a**	1,008
8721 Fence and Wall	LP	2,800	n/a**	0 Default	n/a**	126
Total Construction Cost:						1,681
- Construction Cost Avoid:						0
Total Net Milcon Cost:						1,681

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**Candidate #USAF 0036V2 / 129c1
MILCON**

MilCon for Base: **Tulsa IAP AGS, OK** (XH2G)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SF	800	n/a**	0 Default	n/a**	248
Total Construction Cost:						248
- Construction Cost Avoid:						0
Total Net Milcon Cost:						248

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Candidate #USAF 0036V2 / 129c1

MILCON


MilCon for Base: **Savannah IAP AGS, GA** (XDQU)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1164 Miscellaneous Airfield Pavement, Surfaced SY		900	n/a**	0 Default	n/a**	106
2145 Vehicle Maintenance Facility	EA	1	n/a**	0 Default	n/a**	82
7250 Emergency Unaccompanied Personnel Housing SF		2,934	n/a**	0 Default	n/a**	137
Total Construction Cost:						325
- Construction Cost Avoid:						0
Total Net Milcon Cost:						325

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Candidate #USAF-0047V2 / S131c2


Realign Springfield-Beckley MPT AGS, OH

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**SLIDES 103-110
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Candidate #USAF-0047V2 / S131c2 MILCON


MilCon for Base: **Springfield-Beckley, OH (NAAR)**

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
8721 Fence and Wall	LF	3,100	n/a**	0 Default	n/a**	150
Total Construction Cost:						150
- Construction Cost Avoid:						0
Total Net Milcon Cost:						150

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Candidate #USAF-0047V2 / S131c2 MILCON

MilCon for Base: **Rickenbacker IAP AGS, OH (NLZG)**

All values in 2005 Constant Dollars (\$K)


FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SF	800	n/a**	0 Default	n/a**	264
Total Construction Cost:						264
- Construction Cost Avoid:						0
Total Net Milcon Cost:						264

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**Candidate #USAF-0049V2 / S135c2
Close W.K. Kellogg APT AGS,
Battle Creek, MI**

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Candidate #USAF-0049V2 / S135c2 Errata

1. Time Phasing in 07

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**SLIDES 115-116
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Candidate #USAF 0049V2 / 135c2

One-Time Cost

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	310,000	
Total - Construction		310,000
Personnel		
Civilian RIP	746,177	
Civilian Early Retirement	191,624	
Eliminated Military PCU	281,758	
Unemployment	97,863	
Total - Personnel		1,247,623
Overhead		
Program Management Cost	1,019,366	
Mothball / Shutdown	60,480	
Total - Overhead		1,079,846
Moving		
Civilian Moving	4,227,573	
Civilian PEP	319,464	
Military Moving	40,068	
Flight	270,975	
Information Technologies	31,000	
One-Time Moving Costs	57,000	
Total - Moving		4,946,081
Other		
Environmental Mitigation Costs	685,000	
One-Time Unique Costs	227,600	
Total - Other		685,600
Total One-Time Costs		8,269,150

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Candidate #USAF 0049V2 / 135c2 MILCON


MilCon for Base: **Selfridge ANGB, MI** (VGLZ)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SP	800	n/a**	0 Default	n/a**	310
Total Construction Cost:						310
- Construction Cost Avoid:						0
Total Net Milcon Cost:						310

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Candidate #USAF-0038 / S138c2 Realign Hancock Field AGS, Syracuse, NY

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Candidate #USAF 0038V2 / 138c2
One-Time Cost



(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	275,000	275,000
Total - Construction		
Personnel		
Civilian RIF	172,195	
Civilian Early Retirement	59,945	
Unemployment	13,353	
Total - Personnel		245,493
Overhead		
Program Management Cost	219,712	
Total - Overhead		219,712
Moving		
Civilian Moving	1,557,449	
Military Moving	110,736	
Freight	232,437	
Information Technologies	13,400	
One-Time Moving Costs	48,000	
Total - Moving		1,969,017
Other		
One-Time Unique Costs	4,207,000	
Total - Other		4,207,000
Total One-Time Costs		6,906,222

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**Candidate #USAF 0038V2 / 138c2 MILCON
Summary**

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Hancock Field AGS	0	0	0
Lackland AFB	0	0	0
Schenectady County A	275,000	0	275,000
Totals:	275,000	0	275,000

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.




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Candidate #USAF 0038V2 / 138c2 MILCON

MilCon for Base: **Schenectady County A, NY (VBDZ)**


All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SF	800	n/a**	0 Default	n/a**	275
Total Construction Cost:						275
- Construction Cost Avoid:						0
Total Net Milcon Cost:						275

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**Candidate #USAF-0040V2 / S139c1
Realign Hulman Reg APT AGS,
Terre Haute, IN**

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Candidate #USAF-0040V2 / S139c1 Errata


1. Time Phasing in 07

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**SLIDES 131-144
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Candidate #USAF 0044V2 / 142c2		
One-Time Cost		
(All values in 2009 Constant Dollars)		
Category	Cost	Sub-Total
CONSTRUCTION		
Military Construction	9,381,890	
Total - Construction		9,381,890
Personnel		
Civilian RIF	2,927,311	
Civilian Early Retirement	419,615	
Eliminated Military PCS	58,460	
Unemployment	227,801	
Total - Personnel		3,632,187
Overhead		
Program Management Cost	2,333,596	
Mothership / Shutdown	311,400	
Total - Overhead		2,645,000
Moving		
Civilian Moving	10,885,937	
Civilian PFP	1,597,326	
Military Moving	126,187	
Freight	377,860	
Information Technologies	1,393,300	
One-Time Moving Costs	2,738,000	
Total - Moving		17,118,524
Other		
Environmental Mitigation Costs	646,000	
One-Time Unique Costs	1,682,400	
Total - Other		2,328,400
Total One-Time Costs		35,076,591



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Candidate #USAF 0044V2 / 142c2

MILCON Summary

All values in 2009 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
-----	-----	-----	-----
Otis AGE	1,562,000	0	1,562,000
Jacksonville IAP AGS	0	0	0
Atlantic City IAP AG	6,145,000	0	6,145,000
Quonset State APT AG	0	0	0
BASE X (AIR FORCE)	0	0	0
Bradley IAP AGS	1,343,890	0	1,343,890
Barnes MPT AGS	301,000	0	301,000
-----	-----	-----	-----
Totals:	9,351,890	0	9,351,890

* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIGR Costs where applicable.

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**SLIDES 149-150
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**Candidate #USAF 0044V2 / 142c2
MILCON**

MilCon for Base: **Barnes MPT AGS, MA** (axqd)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1411 Airfield Fire and Rescue Station	SP	800	n/a**	0 Default	n/a**	301
Total Construction Cost:						301
- Construction Cost Avoid:						0
Total Net Milcon Cost:						301

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OFFICE OF THE ASSISTANT SECRETARY

APR 18 2005

MEMORANDUM FOR RECORD

SUBJECT: Minutes of Air Force Base Closure Executive Group (AF/BCEG) Mtg, 24 Mar 2005

Maj Gen Heckman called the meeting to order at 1300, the Pentagon, Room 5C279. Attendance is at Atch 1. The slides presented are included as Atch 2 and individually referenced herein. The meeting was categorized as deliberative. Maj Gen Heckman previewed the agenda and updated calendar (Slides 2-9). Mr Pease noted completion of the "first sweep". There are to be no further changes in Candidate Recommendations without concurrence from the co-chairs. The AF final product will be presented to the IEC April 16, 2005. [redacted] noted a request from AFAA for an explanation of COBRA realignment costing (Slide 10). A discussion of terminology was previewed at Slide 11 and will be scheduled for the next BCEG to accompany a discussion of OSD closure policy.

[redacted] briefed, for deliberation, Candidate Recommendation variants directed by the BCEG:

- S103Jc2: Realign Duluth (Slides 13-18)
- S118Jc2: Realign Ellington AGS (Slides 19-24)
- S119Zc2: Realign Seymour Johnson AFB (Slides 25-29)

Upon deliberation, the BCEG agreed by consensus to forward S103Jc1 as a Candidate Recommendation. The BCEG agreed by consensus to hold the other 2 CRs pending verification of costs and payback data.

[redacted] introduced a suggested format for Candidate Recommendation tracking (Slide 32) with a sample. The BCEG approved the suggested format. This tracking will be updated daily for the End of Day Report to the co-chairs.

Following closing remarks by the co-chairs, the meeting adjourned at 1420. The next BCEG meeting is scheduled for 29 March 05 at 1015 in Pentagon Room 5C279.

[redacted]
[redacted]
[redacted] order

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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: 24 MAR 05

Chairs

- Mr. Fred Pease
- Maj Gen Gary Heckman

**Voting members are underlined

Primary Members

Alternate Members

Representatives

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> <u>Brig Gen Dutch Holland</u> | <input type="checkbox"/> Brig Gen Mike Lynch | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Hanferd Moen</u> | <input type="checkbox"/> Brig Gen Ethridge | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> <u>Brig Gen Tony Haynes</u> | <input type="checkbox"/> Brig Gen Charles Ickes | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Mr. Fred Kuhn | | <input type="checkbox"/> _____ |
| <input type="checkbox"/> <u>Ms Kathy Ferguson</u> | <input type="checkbox"/> <u>Ms Cathv Sparks</u> | <input checked="" type="checkbox"/> <u>Ms. Almond</u> |
| <input checked="" type="checkbox"/> Mr. Matt Mleziva | | <input type="checkbox"/> _____ |
| <input type="checkbox"/> Mr. Steven Rogers | <input checked="" type="checkbox"/> | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Jay Jordan | <input type="checkbox"/> | <input checked="" type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Mr. Bill Booth | | <input type="checkbox"/> _____ |
| <input checked="" type="checkbox"/> Ms. Maureen Koetz | <input type="checkbox"/> | <input type="checkbox"/> _____ |

* Temporary appointment

Others

- _____
- _____
- _____
- _____
- _____
- _____
- Mr. _____
- _____
- _____
- _____

[Handwritten notes and signatures]

[Handwritten notes and signatures]

BRAC 2005 Commission Membership

President Bush: 3 Nominations



**Senate Majority Leader
Senator Frist (R-TN):
2 Nominations**



**LTG (USA-Ret)
Claude M. Kicklighter
of Georgia**



**Fmr. Sec of Veterans Affairs
Anthony Principi
BRAC Commission Chairman**



**Brig Gen (USAF-Ret)
Sue Ellen Turner
of Texas**



**Senate Minority Leader
Senator Reid (D-NV):
1 Nomination**



**ADM (USN-Ret)
Harold W. Gehman, Jr.
of Virginia**




**Speaker of the House
Rep Hastert (R-IL):
2 Nominations**



**House Minority Leader
Rep Pataki (D-CA):
1 Nomination**



**Hon. James H. Bilbray
Fmr. Congressman (D-NV)
of Nevada**



**GEN (USA-Ret)
James T. Hill
of Florida**




**Fmr. Sec of Transportation
Samuel Knox Skinner
of Illinois**



**Hon. James V. Hansen
Fmr. Congressman (R-Utah)
of Utah**



**Fmr. DOT&E
Philip Coyle of California**



AF BRAC
Schedule / Task Timeline

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March BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
13	14	15 ISG 1930-1200 SCEG 1300-1700 ▲	16	17 BCEG 0830-1700 ▲	18	19
(1) Begin Integration of JAST and JCSS Scenarios (2) Verify Force Structure				(ERJ) (Team Leads)	▲	
20	21 IEC 1645-1730	22 SCEG 0630-1700 ▲	23	24 SCEG 1300-1700 ▲	25 ISG 1850-1200	26
(3) Complete State-by-State look (4) Complete Vol 1 for Commission Library					▲	

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AF BRAC Schedule / Task Timeline

March / April BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
27	28	29	30	31	1	2
Easter	IEC 1645-1815	BCEG 0830-1700		BCEG 0830-1700	ISG 1030-1200	
(5) Lock DB after Criterion 7 inputs (6) Complete AF Refined Scenarios (7) Draft AF MV Report Complete (8) Risk Communication Training Complete (9) Begin Testimony Writing (10) Submit JAST / JCSS Integration inputs to JCSSG						
3	4	5	6	7	8	9
	IEC 1645-1815	BCEG 0830-1700		BCEG 0830-1700	ISG 1030-1200	
(11) Reconcile JCSSG integration results (IEB/J) (12) Obtain Top 2 Approval of Final Recommendation (Co-chairs)						

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AF BRAC Schedule / Task Timeline

April BCEG Meetings

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
10	11	12	13	14	15	16
	IEC 1645-1815	BCEG 1300-1700		BCEG 0830-1700	ISG 1030-1200	IEC 0930-1330
(13) PA Plan Complete and Approved (BAF/PAM) (14) Comp Plan for MA/COAs Complete (BAF/PAM) (15) Final Vectors from CSAP (Co-chairs)						
17	18	19	20	21	22	23
	IEC 1645-1815	BCEG 0830-1700		BCEG 0830-1700	ISG 1030-1200	
(16) Forward SECAP Testimony for Approval (17) Final AF Mil Value Report Complete (18) Build Final AF Commission Recommendation Pg						

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AF BRAC

Schedule / Task Timeline

April / May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
24	25 IEC 1645-1815	26 BCEG 1300-1700 ▲	27	28 BCEG 0830-1700 △	29 ISG 1030-1200	30
(19) Build Commission Library Binders (20) Deliver Final AF Report to OSD (21) Brief AF Board / Group (Co-chairs)						
1	2 IEC 1645-1815	3 BCEG 0830-1700 ▲	4	5 BCEG 0830-1700 △	6 ISG 1030-1200	7
(22) Make Copies of AF Report for Public (23) Co-chair Media Training						

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AF BRAC

Schedule / Task Timeline

May BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
8	9 IEC 1645-1815	10 BCEG 1300-1700 ▲	11	12 BCEG 0830-1700 △	13 ISG 1030-1200	14
(24) Host Conference with MAJCOM XPs prior to Public Announcement (Co-chairs) (25) Forward Draft Q&As to MAJCOMs (BAPPA) (Co-chairs) (26) Skul with Acting SECAP (CSAF) (Co-chairs) (27) Dry Run Testimony (Co-chairs)						
15	16 SECDEF Final Recommendations Due	17	18	19	20	21

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Headquarters U.S. Air Force


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U.S. AIR FORCE

BCEG

24 Mar 05

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Agenda
24 Mar 05

1300-1330	Opening Business -Calendar Review -COBRA Terminology	Co-chairs Mr. Jordan
1330-A/R	Candidate Recommendations -S103Jc1 - Close Duluth -S118Jc2 - Realign Ellington -S119Zc2 - Realign Seymour Johnson	Scenario Team Leads

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AF BRAC

Schedule / Task Timeline

May / June BCEG Meetings						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
22	23 IEC 1645-1730	24 BCEG 1300-1700 ▲	25	26 BCEG 0830-1700 △	27 ISG 1030-1200	28
29	30 Memorial Day	31	1	2	3	4

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COBRA Terminology Proposal

The AF Auditors are requesting we provide an MFR that explains:

- 1) Why we are not using Screen 8 to cost-out "enclaves." As you know, we are basically costing-out a "realignment" vice an "enclave." The auditors have focused on those Spider Charts that specify an enclave will remain at the closing base. They are concerned that we have deviated from the guidance in the COBRA Manual and are now requesting we provide an explanation.**

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COBRA Terminology Proposal

ENCLAVE vs REMAIN IN PLACE

- Propose we change the terms on the Quad and Spider Charts to “remain in place” rather than “remain as an enclave”.
- Modeling an Enclaves in COBRA requires ILE Identify each facility by FAC and SF on Screen 8. This is a very time consuming task that will not allow ILE to complete their analysis in a timely manner. There is not a significant financial difference between enclaving or realigning and shutting down a total SF.


CLOSURE vs REALIGNMENT

- Propose we change the terms on the Quad and Spider Charts to “realignment” rather than “closure” for scenarios that do not close the installation.
- Unless we completely close an installation, COBRA must be modeled as a realignment to ensure we retain adequate BOS and Sustainment in place for the remaining operations.

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Agenda 24 Mar 05

1300-1330	Opening Business -Calendar Review -COBRA Terminology	Co-chairs Mr. Jordan
1330-A/R	Candidate Recommendations -S103Jc1 – Close Duluth -S118Jc2 – Realign Ellington -S119Zc2 – Realign Seymour Johnson	Scenario Team Leads


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**Candidate #USAF-0035V2 / S103Jc2
Realign Duluth IAP AGS, MN**

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**Candidate #USAF-0035V2 / S103Jc2
Errata**

1. Duluth enclave will host the ASA mission
2. ECS will be retained at Duluth
3. Fire fighters also remain at Duluth
4. No change to time phasing (FY07)
5. Change "Close" to "Realign" (187 positions remain of 315)

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Candidate #USAF-0035V2 / S103Jc2

Realign Duluth IAP AGS, MN


Candidate Recommendation: Realign Duluth IAP AGS. The 148th Fighter Wing (ANG) will inactivate. The wing's F-16 Block 25 aircraft (15 PAA) will retire. The Air Sovereignty Alert (ASA) facility will remain at Duluth to fulfill ASA commitment.

<p style="text-align: center;">Justification</p> <ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Duluth enclave retains garrison to support expeditionary units and Homeland Defense role 	<p style="text-align: center;">Military Value</p> <ul style="list-style-type: none"> ■ Duluth ranks 136 out of 154 bases ■ Enclave will maintain a role in the air sovereignty mission
<p style="text-align: center;">Payback</p> <ul style="list-style-type: none"> ■ One Time Cost: \$2M ■ Net Implementation Savings: \$2M ■ Annual Recurring Savings: \$1M ■ Payback period: 5 yrs/2011 ■ NPV Savings: \$7M 	<p style="text-align: center;">Impacts</p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change 0 (direct: 0 indirect: 0). ROI: - 0.0 % ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MilDep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MilDeps

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Candidate #USAF-0035V2 / S103Jc2

Manpower

BRAC CHANGES

Source 30 Sept 03 UMD	8	80	227	315	900	8	80	227	315	895	8	80	227	315	895				
Source MAJCOM-Current/Projected 30 Sep 04	9	83	227	319	900	9	83	227	319	895	9	83	227	319	895				
(103Jc1) Non-BRAC Programmatic - Minus 15 PAA F-16 B25 Ops and 1ix (ANG)											1	-4	-108	-111	-446				
(103Jc1) Non-BRAC Programmatic - Minus BOS (ANG)											-1	-11	-9	-21	0				

Adjusted Baseline	9	83	227	319	900	9	83	227	319	895	9	88	110	187	449
COBRA Data	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Candidate #USAF-0035V2 / S103Jc2
One Time Costs

Category	Cost	Sub-Total
Construction		
Military Construction	2,092,000	
Total - Construction		2,092,000
Personnel		
Total - Personnel		0
Overhead		
Mothball / Shutdown	37,350	
Total - Overhead		37,350
Moving		
Total - Moving		0
Other		
Total - Other		0
Total One-Time Costs		2,129,350

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Candidate #USAF-0035V2 / S103Jc2
MILCON

MilCon for Base: **Duluth IAP AGS, MN (FMKM)**


FAC Title	Rehab Type	Cost*	Cost*	UM	MilCon	Cost*
8721 Fence and Wall				LF	3,200	169
1444 Miscellaneous Operations Support Building	Rehab			SF	3,900	307
1714 Reserve Component Training Facility				SF	3,088	188
1718 Indoor Firing Range and Supporting Facili				SF	1,000	88
2171 Electronic and Communication Maintenance				SF	12,500	1,340
Total Construction Cost:						2,092

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**Candidate #USAF-0050V3 / S118Jc2
Realign Ellington AGS, Houston, TX**


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Candidate #USAF-0050V3 / S118Jc2 Errata

- 1. Move GSUs on to Ellington**
- 2. Fire fighters also remain at Ellington (ASA mission)**
- 3. No change to time phasing (FY07)**

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Candidate #USAF-0050V3 / S118Jc2

Realign Ellington AGS, Houston, TX


Candidate Recommendation: Realign Ellington Field AGS. The 147th Fighter Wing (ANG) will inactivate and the wing's F-16 Block 25 aircraft (15 PAA) will retire. The wing's ECS elements will remain as an enclave. An alert detachment will remain open to fulfill air sovereignty mission requirements. ANG GSU moves into available space on Ellington. NASA owns the airfield.

Justification	Military Value
<ul style="list-style-type: none"> ■ Eliminates excess infrastructure ■ Consolidates GSU onto Ellington ■ Ellington enclave retains garrison to support expeditionary units and Homeland Defense role 	<ul style="list-style-type: none"> ■ Ellington (80) retires older F-16s (Block 25) ■ MII Judgment: Ellington is a strategic location for Homeland Defense, NASA owns the airfield
Payback	Impacts
<ul style="list-style-type: none"> ■ One Time Cost: \$1M ■ Net Implementation Cost: \$1M ■ Annual Recurring Savings: \$.1M ■ Payback period: 23 yrs/2029 ■ NPV Cost: \$.2M 	<ul style="list-style-type: none"> ■ Criterion 6—Total Job Change 0 (direct: 0, indirect: 0). ROI: -0.0% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural Infrastructure issues affecting candidate recommendation

Strategy Capacity Analysis / Data Verification JCSG/MilDep Recommended Deconflicted w/JCSGs
 COBRA Military Value Analysis / Data Verification Criteria 6-8 Analysis Deconflicted w/MilDeps

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Candidate #USAF-0050V3 / S118Jc2

Manpower

	17-Mar-05														
Source	17	03	235	318	924	17	03	235	318	912	17	03	235	318	912
Source MAJCOM-Current/Projected 30 Sep 04	17	06	235	318	917	17	06	235	318	912	17	06	235	318	912
(S118Jc2) Non-BRAC Programmatic - Minus 15 PAA F-16 B:25 Ops and As (ANG)											-2	-3	-154	-158	-452
(S118Jc2) Non-BRAC Programmatic - Minus 15 PAA F-16 BOS (ANG)											-1	-12	-10	-23	-23
Adjusted Baseline	17	06	235	318	917	17	06	235	318	912	14	51	71	137	437
COBRA Delta	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Candidate #USAF-0050V3 / S118Jc2
One Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	1,356,000	
Total - Construction		1,356,000
Personnel		
Total - Personnel		0
Overhead		
Total - Overhead		0
Moving		
Total - Moving		0
Other		
Environmental Mitigation Costs	100,000	
Total - Other		100,000
Total One-Time Costs		1,456,000

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Candidate #USAF-0050V3 / S118Jc2
MILCON Summary

All values in 2005 Constant Dollars

Base Name	Total MilCon*	Milcon Cost Avoidance	Total Net Costs
Ellington Field AGS	1,356,000	0	1,356,000
Totals:	1,356,000	0	1,356,000


* All MilCon Costs include Design, Site Preparation, Contingency Planning, and SIOH Costs where applicable.

MilCon for Base: **Ellington Field AGS, TX** (fwjh)

All values in 2005 Constant Dollars (\$K)


FAC Title	UM	New MilCon	New Cost*	Using Rehab Rehab Type	Rehab Cost*	Total Cost*
1714 Reserve Component Training Facility	SF	0	n/a**	17,800 Default	n/a**	1,356
						Total Construction Cost:
						1,356
						- Construction Cost Avoid:
						0
						Total Net Milcon Cost:
						1,356

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Candidate #USAF-0051V3 / S119Zc2
Realign Seymour Johnson AFB, Goldsboro, NC


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Candidate #USAF-0051V3 / S119Zc2
Errata

1. No Change

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Candidate #USAF-0051V3 / S119Zc2


Realign Seymour Johnson AFB, Goldsboro, NC

Candidate Recommendation: Realign Seymour Johnson AFB. The 4th Fighter Wing will transfer F-15E aircraft (15 PAA) to the 366th Fighter Wing, Mountain Home AFB, Idaho. F-15E FTU will move to Mountain Home. Simulator and academic requirements will move.

<p style="text-align: center;"><u>Justification</u></p> <ul style="list-style-type: none"> ■ Creates more efficient/effective F-15E training 	<p style="text-align: center;"><u>Military Value</u></p> <ul style="list-style-type: none"> ■ Seymour Johnson (1) moves assets to Mt Home (23); relocates F-15E FTU squadron to base with more suitable air/ground training environment
<p style="text-align: center;"><u>Payback</u></p> <ul style="list-style-type: none"> ■ One Time Cost: \$32M ■ Net Implementation Cost: \$38M ■ Annual Recurring Cost: \$2M ■ Payback period: Never ■ NPV Cost: \$54M 	<p style="text-align: center;"><u>Impacts</u></p> <ul style="list-style-type: none"> ■ Criterion 6—Total Job Change -1,188 (direct: -648, indirect: -540). ROI: -1.98% ■ Criterion 7: A review of community attributes indicates no issues regarding the ability of the infrastructure of the communities to support missions, forces and personnel ■ Criterion 8: No natural infrastructure issues affecting candidate recommendation

Strategy
 Capacity Analysis / Data Verification
 JCSG/MII Dep Recommended
 Deconflicted w/JCSGs
 COBRA
 Military Value Analysis / Data Verification
 Criteria 6-8 Analysis
 Deconflicted w/MII Deps

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Candidate #USAF-0051V3 / S119Zc2

Manpower

Source	30 Sept 03 UMD					30 Sep 04					30 Sep 05				
	450	3847	502	4956	808	400	3847	502	4956	808	400	3847	502	4956	808
Source M/JCSG-Current/Projected	400	3820	501	4871	808	400	3820	501	4871	808	400	3820	501	4871	808
(S420c1) Realign 9 PAA KC-135R from Grand Forks, create AD/AFRC associate unit (AD)	44	261	5	310		44	261	5	310		44	261	5	310	
(S420c1) Realign BOS from Grand Forks (AD)	2	12	11	25		2	12	11	25		2	12	11	25	
(S420c1) Build AD Assoc to AFRC (1.0/1.0 Crew Ratio)															
Manpower from AFRC BRAC Base X	0	0	9	9	107	0	0	9	9	107	0	0	9	9	107
(S420c1) BOS for AFRC increases from AD BRAC Base X	0	2	1	3		0	2	1	3		0	2	1	3	
(S119Zc2) Realign 15 PAA F-15E to Mountain Home (AD) (Includes FTU, academics, ATD)	-81	-517	-2	-600		-81	-517	-2	-600		-81	-517	-2	-600	
(S119Zc2) BOS assoc w/15 PAA F-15E to Mountain Home (AD)	-3	-24	-21	-48		-3	-24	-21	-48		-3	-24	-21	-48	
(S008.2c1) Realign F100 engine manpower from Langley (AD)	0	25	0	25		0	25	0	25		0	25	0	25	
(S008.2c1) BOS assoc w/F100 engine from Langley (AD)	0	1	1	2		0	1	1	2		0	1	1	2	
Adjusted Baseline	422	3580	505	4507	913	422	3580	505	4507	913	422	3580	505	4507	913
COBRA Delta	-36	-268	3	-301	107	0	0	0	0	0	0	0	0	0	0

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Candidate #USAF-0051V3 / S119Zc2
One Time Costs

(All values in 2005 Constant Dollars)

Category	Cost	Sub-Total
Construction		
Military Construction	15,903,000	
Total - Construction		15,903,000
Personnel		
Civilian RIF	57,398	
Civilian Early Retirement	23,978	
Unemployment	4,451	
Total - Personnel		85,827
Overhead		
Program Management Cost	1,412,284	
Total - Overhead		1,412,284
Moving		
Civilian Moving	570,276	
Military Moving	3,614,443	
Freight	950,349	
Information Technologies	1,779,600	
One-Time Moving Costs	4,776,000	
Total - Moving		11,690,668
Other		
HAP / RSE	459,608	
Environmental Mitigation Costs	481,000	
One-Time Unique Costs	2,111,000	
Total - Other		3,051,608
Total One-Time Costs		32,143,387

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Candidate #USAF-0051V3 / S119Zc2
MILCON Summary

MilCon for Base: Mountain Home AFB, ID (QYZH)

All values in 2005 Constant Dollars (\$K)

FAC Title	UM	New MilCon	New Cost*	Using Rehab	Rehab Type	Rehab Cost*	Total Cost*
1412 Aviation Operations Building	SF	0	n/a**	27,669	Default	n/a**	4,500
1711 General Purpose Instruction Building	SF	802	n/a**	0	Default	n/a**	202
1721 Flight Simulator Facility	SF	5,534	n/a**	0	Default	n/a**	1,657
6100 General Administrative Building	SF	11,056	n/a**	0	Default	n/a**	2,575
7110 Family Housing Dwelling	SF	3,259	n/a**	0	Default	n/a**	270
7220 Dining Facility	SF	4,622	n/a**	0	Default	n/a**	1,808
7362 Religious Education Facility	SF	1,974	n/a**	0	Default	n/a**	536
7371 Nursery and Child Care Facility	SF	5,248	n/a**	0	Default	n/a**	1,477
7421 Indoor Physical Fitness Facility	SF	10,689	n/a**	0	Default	n/a**	2,878
Total Construction Cost:							15,903
- Construction Cost Avoid:							0
Total Net Milcon Cost:							15,903


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Candidate Recommendation Tracking

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Candidate Recommendation Tracking

AFB	OIG ID	Name	STATUS/PROG. (COMPLETION DATE)						REMARKS	APPROVED	SIGNED
			18-Mar	19-Mar	22-Mar	23-Mar	24-Mar	24-Mar			
XXXX	USAF-1000V6	Sample AFB									
S8007	USAF-0011V2	Onizuka AFS CA									
S2002	USAF-0018	Ellsworth AFB SD									
S200.1	USAF-0018V3	Excursion - Ellsworth AFB SD									
S101Jc1	USAF-0033V3	Bradley IAP AGS CT									
S103J	USAF-0035V2	Dukuth IAP AGS MN									
S129	USAF-0036V2	Ft Smith MAP AGS AR									
S130	USAF-0037V2	Great Falls IAP AGS MT									
S138	USAF-0038V2	Hancock Field AGS NY									
S107J	USAF-0039V2	Hector IAP AGS ND									
S139	USAF-0040V2	Hulman Regional APT AGS IN									
S133	USAF-0041V2	Lambert-St Louis IAP AGS MO									
S142	USAF-0044V2	Otis ANGB MA									

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DEFENSE BASE CLOSURE AND REALIGNMENT COMMISSION

2521 South Clark Street, Suite 600
Arlington, VA 22202
Telephone: 703-699-2950

July 1, 2005

The Honorable Donald H. Rumsfeld
Secretary of Defense
1400 Defense Pentagon
Washington, D.C. 20301-1000

Dear Secretary Rumsfeld:

As you are aware, before the Base Closure and Realignment Commission can even consider making a change in your recommendations that would add military installations for closure or realignment, or expand a realignment, we are required by Section 2914(d)(3) of the Defense Base Closure and Realignment Act of 1990, as amended, to seek an explanation from you as to why such actions were not included on your May 13, 2005 list. A series of issues on installations on which we seek such explanation is enclosed. No deliberation will be made on whether to include any of these installations for further study of closure or realignment until the Commission's open hearing of July 19, 2005. Therefore, we would greatly appreciate receipt of your explanation no later than July 18th.

In addition, we invite you or your representative to elaborate on these explanations at a public hearing to be held in the Washington, D.C. area at 8:30 a.m. on July 18, 2005.

If, at the July 19 hearing, seven or more Commissioners support adding an installation to your list for consideration, at least two Commissioners will visit each of the installations added to your list and public hearings will be conducted regarding them. While this is a requirement of law, the Commission's view is that such public hearings are not only mandatory, but also highly desirable.

At the Commission's final deliberations during the week of August 22, the vote of at least seven Commissioners will be required to effect any change in your recommendations that would close or realign an installation that you did not recommend for such closure or realignment, or expand a realignment that you recommended.

Your assistance in complying with this stringent timetable will be greatly appreciated.

Sincerely,

A handwritten signature in black ink, appearing to read "Tony", written over a horizontal line.

Anthony J. Principi
Chairman

Enclosure

Chairman: Anthony J. Principi

Commissioners: The Honorable James H. Bilbray, The Honorable Philip E. Coyle III, Admiral Harold W. Gehman Jr., USN (Ret), The Honorable Jim Hansen, General James T. Hill, USA (Ret), General Lloyd Newton, USAF (Ret), The Honorable Samuel K. Skinner, Brigadier General Sue Ellen Turner, USAF (Ret)

Executive Director: Charles Battaglia

1. MARINE CORPS RECRUIT DEPOT SAN DIEGO, CA

ISSUE:

- Why was Marine Corps Recruit Depot (MCRD) San Diego, CA, not closed and consolidated with Marine Corps recruit training at MCRD Parris Island, SC?

ISSUE BACKGROUND:

- The Marine Corps operates two stand-alone recruit depots -- one on each coast. Consolidation of all recruit training to MCRD Parris Island generates training efficiencies, reduces excess capacity, and saves recurring costs due to fence-line closure of MCRD San Diego, and may generate offsetting revenues due to potential commercial development after a DoD property transfer. Consolidating recruit training at one location may theoretically increase operational risks; however, the Department of Navy and Air Force have successfully implemented similar transformational options experiencing little or no actual risk to recruit training while maintaining a surge capability. Military value of MCRD San Diego is lower than MCRD Parris Island partially due to encroachment and land constraints.

ASSOCIATED DOD RECOMMENDATIONS:

- None
-

2. NAVAL SHIPYARD PEARL HARBOR, HI

ISSUE:

- Why was the Naval Shipyard Pearl Harbor, HI, not closed and the ship depot repair function realigned to Naval Shipyard Norfolk, VA; Naval Shipyard Portsmouth, ME; and Naval Shipyard Puget Sound, WA?

ISSUE BACKGROUND:

- Four naval shipyards perform depot-level ship refueling, modernization, overhaul and repair work. There appears to be sufficient excess capacity in the aggregate across the four shipyards to close either Naval Shipyard Pearl Harbor or Naval Shipyard Portsmouth. Naval Shipyard Pearl Harbor is less efficient than Naval Shipyard Portsmouth, according to Department of Navy data and additional savings could be found from reduced unit costs at the receiving shipyards because of a higher volume of work. Naval Shipyard Pearl Harbor has low military value compared to other shipyards according to DoD analysis supporting the recommendation to close Naval Shipyard Portsmouth.

ASSOCIATED DOD RECOMMENDATIONS:

- DON-23: Close Naval Shipyard Portsmouth, ME

3. NAVAL AIR STATION BRUNSWICK, ME

ISSUE:

- What considerations were given to a complete closure of Naval Air Station Brunswick, ME, and what were the driving factors in deciding on realignment?

ISSUE BACKGROUND:

- Closure would appear to reduce excess capacity, may save approximately four times more than DoD's realignment recommendation and could open land to State or community development to offset economic impact.

ASSOCIATED DOD RECOMMENDATIONS:

- DON-18: Realign Naval Air Station Brunswick, ME
-

4. NAVY BROADWAY COMPLEX, SAN DIEGO, CA

ISSUE:

- Why was the Navy Broadway Complex, San Diego, CA, not considered for closure and realignment of existing functions to Naval Station San Diego, CA?

ISSUE BACKGROUND:

- Consolidating Navy activities in a more secure location at the Naval Station complex at 32nd Street could improve security and allow for future commercial development.

ASSOCIATED DOD RECOMMENDATION:

- None
-

5. REALIGNMENT OF NAVAL MASTER JET BASE

ISSUE:

- What consideration was given to the realignment of the Master Jet Base located at NAS Oceana, VA, to Moody AFB, GA? Was movement of the assets assigned to Moody AFB, GA to Cannon AFB, NM, considered and if so, what were the driving considerations not to do so?

ISSUE BACKGROUND:

- Realigning the Master Jet Base at NAS Oceana, VA, to Moody AFB, GA, would appear to alleviate the severe encroachment which affects NAS Oceana training and operations as well as operations at the outlying field, Fentress OLF. Moody AFB, GA, would appear to have the necessary room for expansion and suffers less encroachment. Cannon AFB, NM, would appear to have ample space and facilities to accommodate any aircraft currently operating or planned for movement to Moody AFB, NM.

ASSOCIATED DOD RECOMMENDATION:

- AF-6: Realign Eielson AFB
 - AF-32: Close Cannon AFB
 - AF-35: Maintenance realignment from Shaw AFB
 - E&T-14: Realignment of Undergraduate Pilot Training.
-

6. GALENA AIRPORT FORWARD OPERATING LOCATION (FOL), AK

ISSUE:

- Was any consideration given to merging the missions of Galena FOL, AK, and Eielson AFB, AK? Why does the United States need to maintain two FOLs in Alaska, given the current national security environment and 20-year threat assessment?

ISSUE BACKGROUND:

- Galena is one of two FOLs in Alaska that serve as alert bases for air intercept aircraft in support of North American Aerospace Defense Command (NORAD) missions. The requirement for maintaining two FOLs in Alaska may no longer be valid. The mission could be accomplished by maintaining one FOL and two Air Force bases in Alaska.

ASSOCIATED DOD RECOMMENDATIONS:

- AF-6: Eielson AFB, AK; Moody AFB, GA; and Shaw AFB, GA
 - AF-7: Kulis Air Guard Station, AK; and Elmendorf Air Force Base, AK
 - AF-18: Mountain Home Air Force Base, ID; Nellis Air Force Base, NV; and Elmendorf Air Force Base, AK
 - AF-43: Ellsworth Air Force Base, SD; and Dyess Air Force Base, TX
-

7. POPE AIR FORCE BASE, NC

ISSUE:

- What considerations drove the recommendation to realign, rather close Pope AFB NC, under Fort Bragg, NC? Are the joint operational synergies that exist between the XVIII Airborne Corps and the 43rd Airlift Wing/23rd Fighter Group able to be replicated from other locations?

ISSUE BACKGROUND:

- DoD appears to have determined that much of the benefits of the collocation of the joint forces that will operate together (CAS aircraft, operational planning staffs) are outweighed by the ability to schedule support as necessary through third parties.

ASSOCIATED DOD RECOMMENDATIONS:

- USA-8: Fort Gillem, GA
- USA-8: Fort McPherson, GA
- AF-35: Pope Air Force Base, NC, Pittsburgh International Airport Air Reserve Station, PA; and Yeager Air Guard Station, WV
- H&SA-35: Create Joint Mobilization Sites

8. GRAND FORKS AIR FORCE BASE, ND

ISSUE:

- What considerations drove the recommendation to realign rather than close Grand Forks AFB, ND? What is the number of UAVs planned for assignment to Grand Forks AFB, ND, and what is the timing of the potential deployment?

ISSUE BACKGROUND:

- While there is no “emerging mission” programmed within the BRAC timeline (2006-2011), there are indications that the Air Force is considering assigning UAVs to Grand Forks AFB, ND.

ASSOCIATED DOD RECOMMENDATIONS:

- AF-37: Grand Forks Air Force Base, ND
-

9. AIR NATIONAL GUARD

ISSUE:

- Were the Adjutants General and Governors of the States consulted in the re-allocation of aircraft, personnel, facilities and missions from their states? What impact does the realignment of the ANG have on the homeland defense and homeland security missions?

ISSUE BACKGROUND:

- Many of the Air Force’s recommendations address Air National Guard installations. While only four of these installations will completely close, many Guard installations will lose aircraft and personnel leaving only an “expeditionary combat support” unit remaining, with several states losing their entire flying missions. Many of these aircraft will relocate to other locations, which may negatively impact personnel recruiting and retention as well as State and Homeland Security missions.

ASSOCIATED DOD RECOMMENDATION:

- Various
-

10. DEFENSE FINANCE ACCOUNTING SERVICE

- DFAS Buckley Annex, CO
- DFAS Columbus, OH
- DFAS Indianapolis, IN

ISSUE:

- Why were keeping DFAS Buckley Annex, CO, DFAS Columbus, OH, and DFAS Indianapolis, IN, open and closing the remaining DFAS sites the only scenario

considered? Why did DoD not consider other options, which could have avoided military construction costs and possibly produced a more cost effective option?

ISSUE BACKGROUND:

- Closing or realigning these installations may reduce operating and sustainment costs, balance mission and strategic redundancy requirements, eliminate excess capacity and avoid closing other DFAS installations that provide a lower locality pay and have an existing infrastructure for expansion without military construction or additional leasing.

ASSOCIATED DOD RECOMMENDATION:

- HSA-37: Defense Finance & Accounting Service
-

11. PROFESSIONAL DEVELOPMENT EDUCATION

- Naval Postgraduate School Monterey, CA
- Defense Language Institute Monterey, CA
- Air Force Institute of Technology Wright Patterson AFB, OH

ISSUE:

- What consideration was given to the closure or realignment of the Air Force Institute of Technology at Wright Patterson AFB, OH, and the Defense Language Institute at Monterey, CA, with Naval Postgraduate School at Monterey, CA, to create a consolidated professional development education center?

ISSUE BACKGROUND:

- Consolidating the Professional Development Education currently provided by the Air Force Institute of Technology, the Naval Postgraduate School, and the Army's Defense Language Institute would provide significant savings and efficiencies to the Department of Defense by (1) eliminating redundant support structure for advanced education, (2) reducing infrastructure; and (3) consolidating command and instructional staff.

ASSOCIATED DOD RECOMMENDATIONS:

- None
-

12. JOINT MEDICAL COMMAND HEADQUARTERS

- Navy Bureau of Medicine, Potomac Annex, DC
- Air Force Medical Command, Bolling AFB, DC
- TRICARE Management Authority, Leased Space, VA
- Office of the Army Surgeon General, Leased Space, VA

ISSUE:

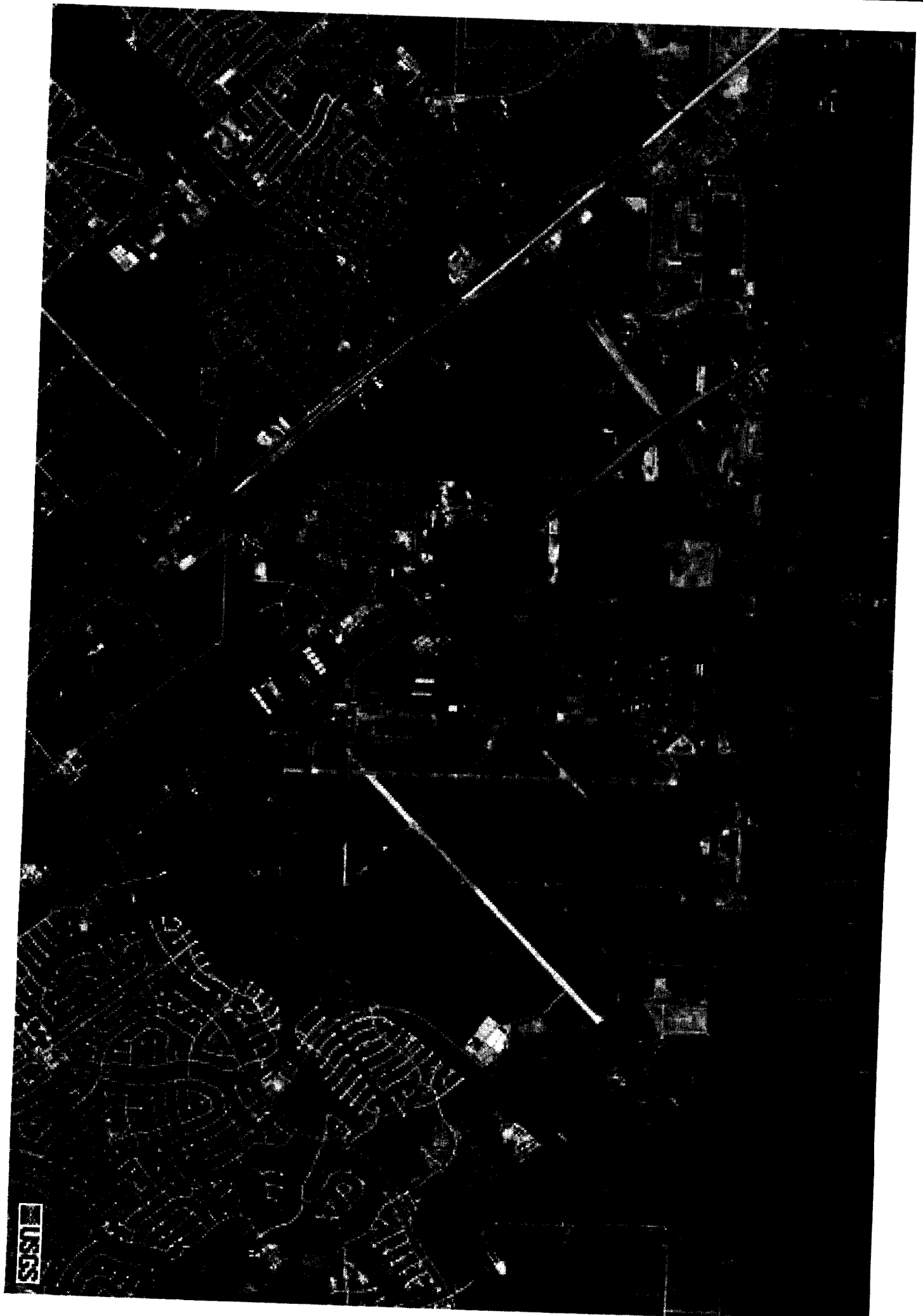
- What consideration was given to establishing a Joint Medical Command Headquarters, through collocation of disparate Department of Defense Surgeons General, at the National Naval Medical Center, Bethesda, MD?

ISSUE BACKGROUND:

- Such a consolidation could eliminate 166,000 square feet of leased space within the National Capitol Region and enable the closure of the Potomac Annex, DC. The National Naval Medical Center, MD, has a higher military value ranking than present locations. Establishing a Joint Medical Command Headquarters would take advantage of the transformation of legacy medical infrastructure proposed in recommendation MED-4, which establishes the Walter Reed National Military Medical Center, Bethesda, MD.

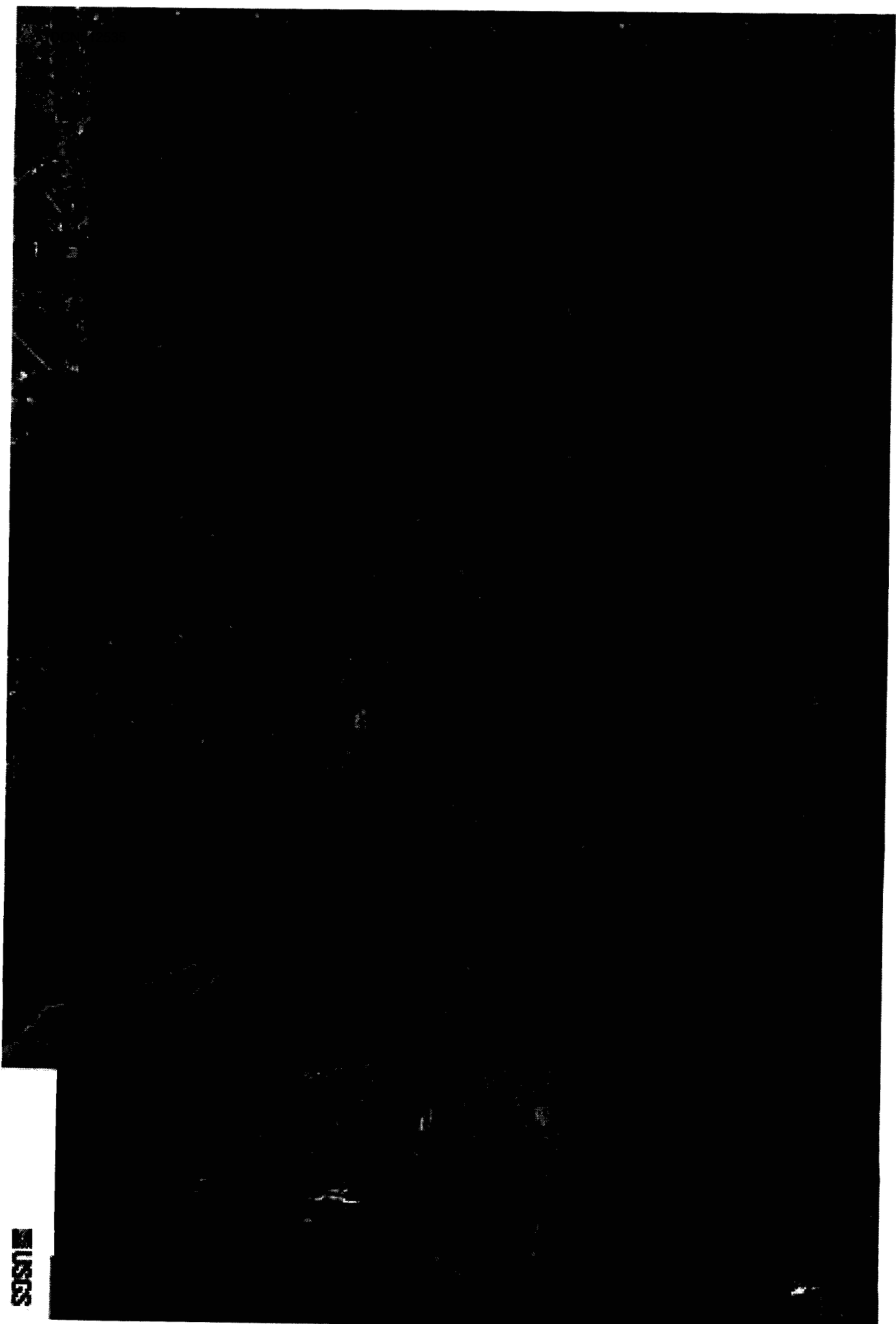
ASSOCIATED DOD RECOMMENDATIONS:

- MED-4: Walter Reed National Military Medical Center, Bethesda, MD
- TECH-5: Co-locate Extramural Research Program Managers

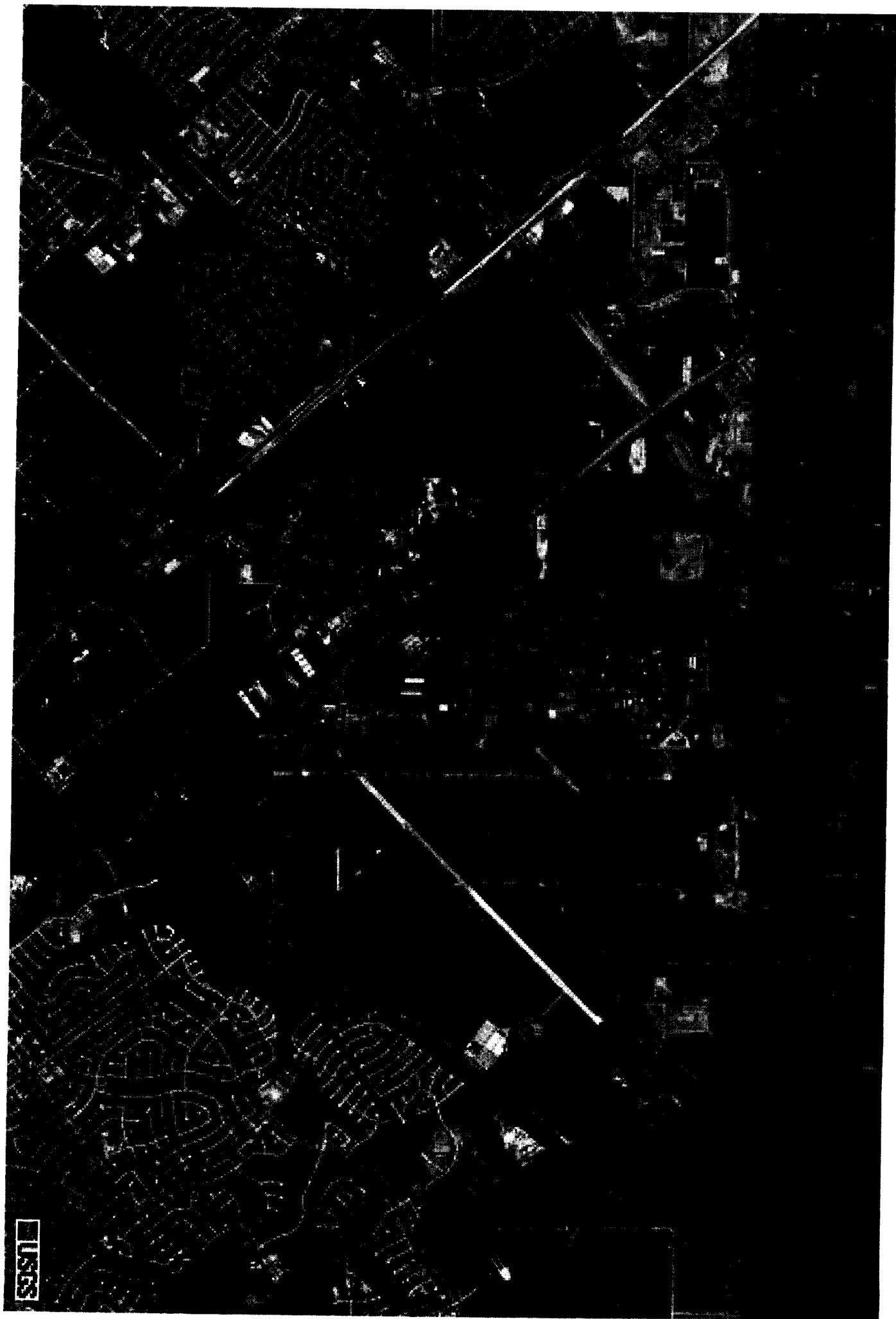


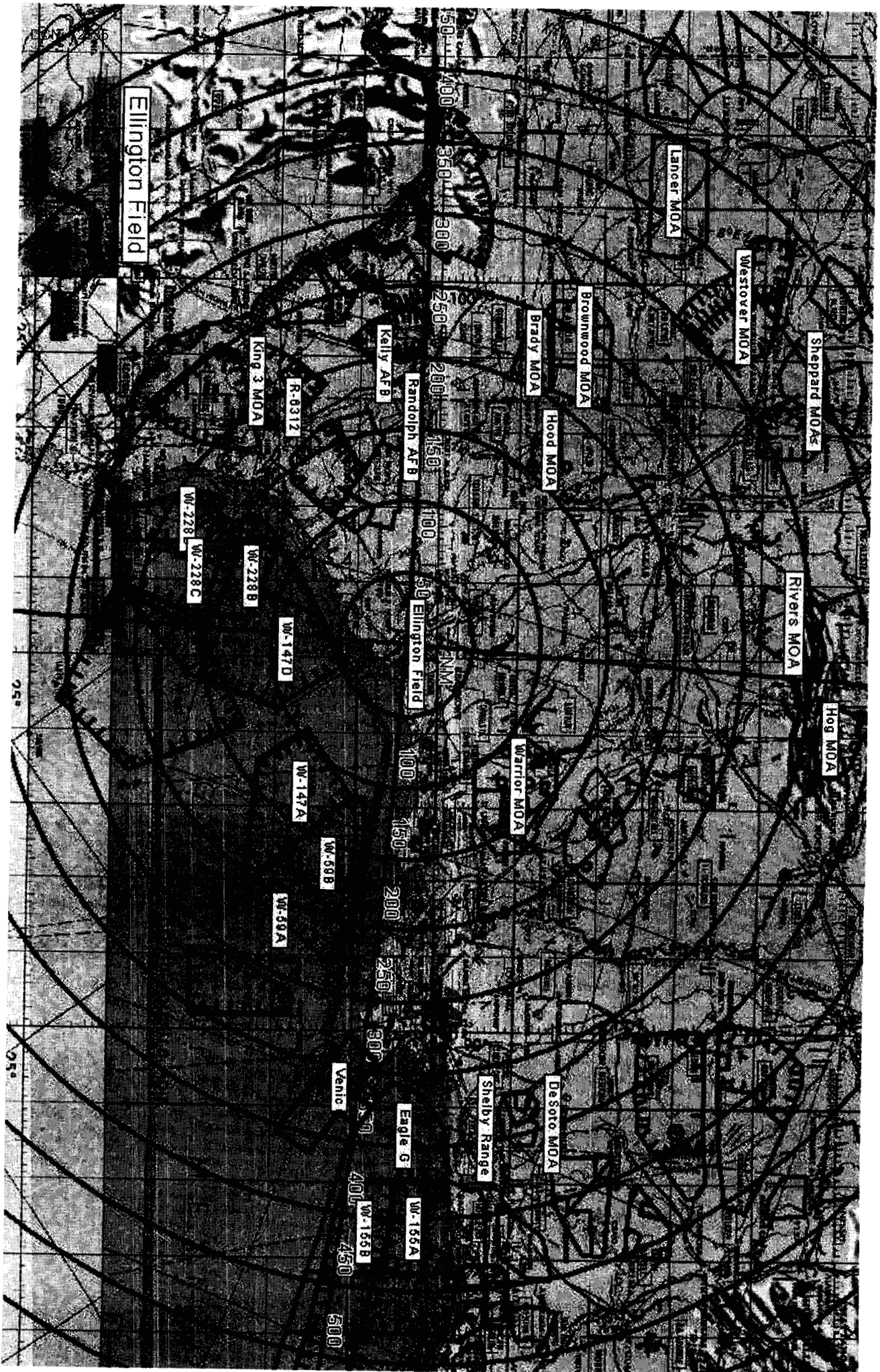
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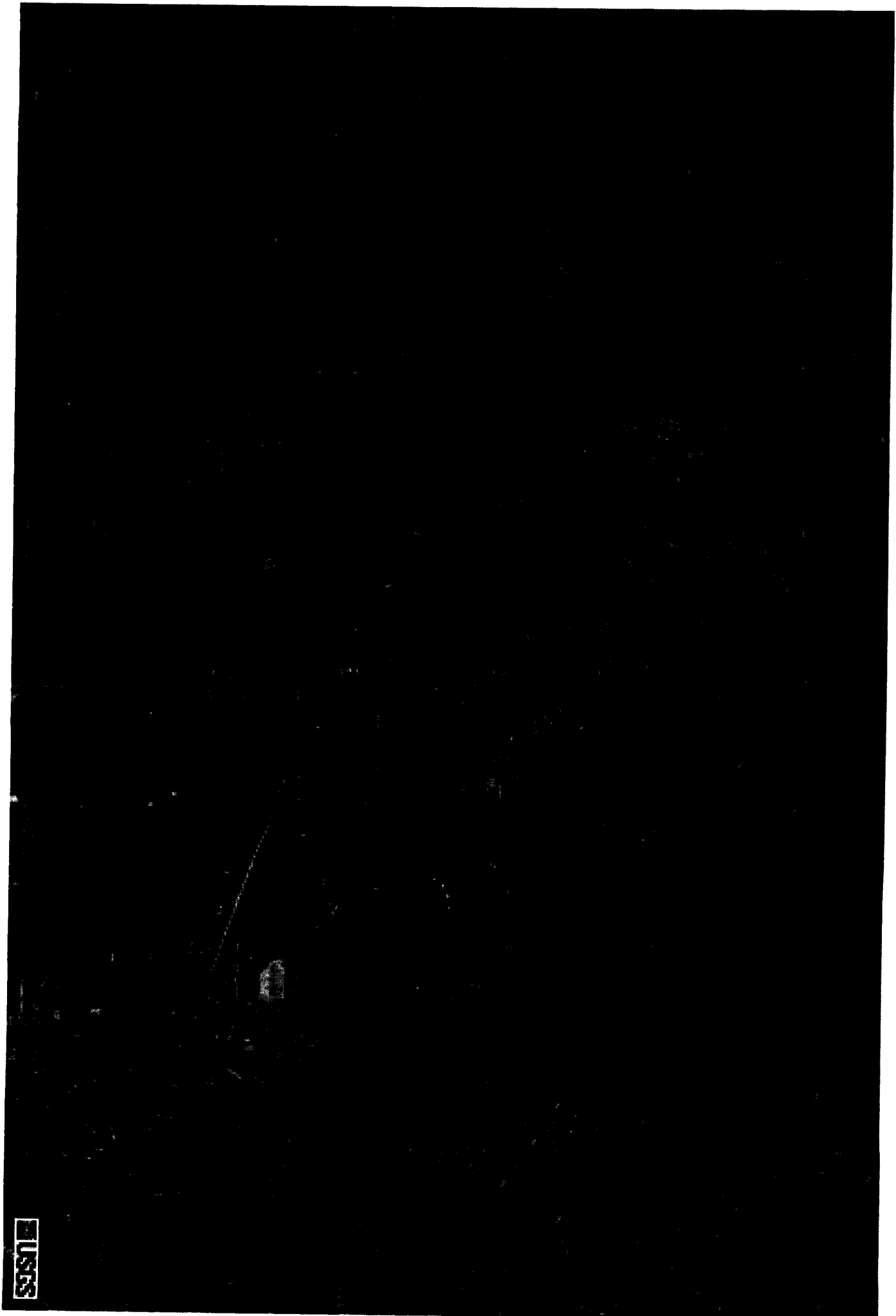
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Involuntary Separates

The Commission heard from multiple sources that the broad definition of involuntary separation in chapter 58 of title 10, United States Code, grants the same transition benefits to members involuntarily discharged for reasons related to cause or conduct as it does to members involuntarily separated due to downsizing. For example, a member involuntarily separated for failure to complete drug or alcohol rehabilitation programs or meet physical fitness standards is eligible for the same transition benefits package as a member involuntarily separated because of occupational skill obsolescence or the inability to promote.

What concerns the Commission more is the fact that cause- or conduct-related involuntary separates receive more benefits at separation than honorably discharged voluntary separates. All involuntarily separated personnel, including those separated for cause or conduct, are entitled to excess leave or permissive TDY and 2-year commissary privileges. Voluntary separates are not. Voluntary separates are ineligible for many of the special temporary drawdown-related benefits discussed earlier.⁵⁶ Voluntary separates are ineligible for extended housing, commissary, and exchange privileges, MGIB enrollment/VEAP conversion or transitional healthcare. Voluntary separates receive up to six months household goods storage while involuntary separates receive up to one year. Servicemembers who are involuntarily separated are eligible for home of selection moves. Voluntary separates, however, may only move to their home of record at government expense. The Commission believes that such additional transition benefits should be limited to those who are involuntarily separated due to force restructuring. Witnesses representing all segments of the military structure labeled the present situation unfair and clearly unjust. These witnesses insisted firmly that the definitional ambiguity should be eliminated as it creates an inequity between groups of separates and adversely affects morale.⁵⁷ Without exception, this issue was reported at each installation that the Commission visited.

VA Assistance Overseas

The law does not require VA to maintain veterans' assistance offices on military installations or outside of the United States. While VA representatives use office space on some military installations in the United States, such arrangements are not usually permanent. Through a funding agreement with DoD, the VA currently assigns representatives overseas on a rotational basis in a number of locations with large military populations. Servicemembers stationed overseas who spoke with Commission members viewed the absence of a permanent VA presence as a significant deficiency in their support and assistance network. They noted that this deficiency made the difficult challenge of transitioning back to civilian life while overseas even more difficult. To alleviate this problem, the Commission recommends that section 7723 and section 7724 of title 38, United States Code, be amended to require the Secretary of Veterans Affairs to establish and maintain a permanent VA presence overseas and to add military installations to the list of examples of places at which the Secretary may station VA counseling and outreach personnel.

⁵⁶. Preseparation Guide, September 1997, DA Pam. 635-4, NAVMC 2916, AFJMAN 36-2128, NAVPERS 15616, pp. 60-61.

⁵⁷. Commission Hearing on Military Personnel Transition, April 7, 1998.

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Program Usage and Outcomes

Early criticism of the TAP program cited the Services for not establishing adequate program performance metrics. The Army's management system tracks usage of all facets of its program while a soldier is on active duty, but does not track outcome information once that soldier becomes a civilian. The Air Force LMI study stated, "... the absence of metrics limits the ability to measure the effectiveness, cost, consistency, and quality of the services being delivered. Additionally, there is no standard mechanism or criteria in use to determine the usefulness or quality of transition services."⁵⁸ DoD, VA, and DOL each maintain a separate piece of this puzzle in their data collection systems. The three departments should be mandated to coordinate information requirements and collect the data necessary to track long-term usage and outcomes. Knowing whether and when a servicemember or veteran finds employment and what effect, if any, TAP participation may have had, is a critical element in determining the true success or value of the program.

VMET Document

Separating or retiring servicemembers are supposed to receive a document that explains job skills and experience acquired while on active duty in civilian terms and correlates this experience to civilian occupations, where applicable. The descriptions contained in the individualized document can be used to create resumes, complete job applications, or support the awarding of training or academic credit. To fulfill its requirement to provide this information, DoD creates the VMET document about 180 days before the separation of each member.

The Commission believes that the VMET document is flawed and relatively expensive to produce and deliver. It often does not arrive in sufficient time to be useful to the member, the data are often unclear or incomplete, and at times, it is inadvertently sent to servicemembers who have decided to reenlist. In the case of officers, data are transcribed in a way that yields little usable information. Additionally, the VMET document has been poorly marketed. Few servicemembers are aware of its potential value and few employers are aware of its existence.

Automated Platform

The DOL's America's Career Center Kit comprises of four integrated programs that form the foundation of an emerging national electronic labor marketplace. It is a platform upon which enhanced, customized electronic services for servicemembers and veterans can be readily built or integrated. For a description of each of the integrated programs, see the electronic employment assistance in this chapter.

DoD and VA should capitalize on the groundwork already laid by DOL and use the America's Career Center Kit electronic platform, rather than continue to fund and use their own outdated, in-house job search systems.

Transition services and employment assistance should be available and accessible to all separating servicemembers. In FY 1998, there were 234 transition offices worldwide, 170 in the United States and 64 overseas; however, the nature of military service is such that

⁵⁸. Logistics Management Institute Report, *Effective Delivery of Transition Assistance to Air Force Members Leaving the Service*, March 1997, p. v.

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transitioning personnel will not always be in one of those locations when the need for transition information arises. For personnel located in remote or isolated areas and those aboard ships at sea, access becomes a critical need. Internet access and access to an automated, interactive transition assistance platform similar to the "TAP-in-the-Box" system initially developed by the Army and being field tested by all the Services would go a long way toward meeting the needs of the population at risk of neglect.

FINDINGS

- ◆ Obtaining timely and suitable employment is the fundamental marker of a successful transition.
- ◆ The transition assistance programs operated by the military Services make a critical contribution to servicemembers' efforts to seek and find suitable employment after they leave active duty. The positive impact of these programs justifies increased consideration among DoD priorities.
- ◆ Individualized and comprehensive services for separating and retiring servicemembers are fundamental keys to providing high-quality transition assistance. High-quality TAP programs pay dividends to society and to servicemembers by hastening members' return to productive civilian economic life. These services are not being offered widely enough because of resource constraints.
- ◆ The unemployment rate for newly separated veterans exceeds the unemployment rate for comparable nonveterans. TAP programs do not have the resources necessary to offer comprehensive and individualized services to all separating servicemembers. Individualized services are necessary to increase the likelihood of members promptly obtaining suitable employment after their separation.
- ◆ TAP program success depends on servicemember access to all the services offered. That access is hampered when transition is not included as part of career life cycle planning from the beginning. Often, servicemembers' access to TAP is limited until 90 days before separation.
- ◆ TAP can benefit both Armed Forces recruiting, by creating satisfied participants who serve as informal goodwill ambassadors for military service and retention efforts, by providing a clear view of military service benefits and civilian job market expectations to servicemembers who are undecided about reenlisting.
- ◆ Individuals without disabilities separating after serving less than 180 days on active duty have little need for transition assistance and do not require readjustment to civilian life. TAP programs are resource limited. Providing them to individuals who have been on active duty for only a very short time comes at the expense of servicemembers who are completing their obligated period of service.
- ◆ Providing the full range of involuntary separation benefits to all involuntary separatees, including those who are being separated for cause or due to their own misconduct, is inequitable to individuals whose service has been satisfactory. The result is that individuals who perform well and separate at the completion of their enlistment receive no additional benefits, while servicemembers who are asked to

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leave for performance or behavior reasons receive additional transition benefits. In addition to creating morale problems, this requirement diverts scarce resources from higher priority programs.

- ◆ VA's current presence on military facilities and level of participation in TAP programs is inadequate to ensure that separating servicemembers are aware of their benefits, especially in the case of servicemembers being separated overseas.
- ◆ DOL electronic exchange programs have successfully automated the process of matching job seekers with employers by establishing easily accessible databases of information available jobs and job-seeking Americans. DoD does not make adequate use of electronic transition and job-search services, especially in the case of servicemembers stationed at remote locations or aboard ship.
- ◆ Transitioning servicemembers have a critical need for a clear, comprehensive, and readily accessible translation of their military skills and experience into a form and format familiar to, and understandable by, civilian employers. The VMET document now used is inadequate for this task.
- ◆ Evaluation and management of the transition assistance programs are hampered by the lack of coordinated interdepartmental follow-up and outcomes measurement.

RECOMMENDATIONS

That Congress enact legislation to-

- ◆ Increase DoD TAP funding to provide 8 hours of individualized transition assistance services for each separating or retiring servicemember, in addition to preseparation counseling and group workshops.
- ◆ Amend section 1142(a) of title 10, United States Code, to authorize an extended time frame for providing individual transition services. Require the services to be offered as soon as 1 year before the anticipated date of separation or 2 years before the anticipated date of retirement, but not less than 90 days before the anticipated date of separation or retirement. If notification of separation or retirement occurs less than 90 days before the end of active duty, transition services should begin as soon as possible following notification.
- ◆ Make preseparation counseling optional for members being separated before completion of their first 180 days of active duty, unless separation is due to a service-connected disability.
- ◆ Amend section 1141 of title 10 to eliminate inconsistencies in the law that have led to benefits inequities, clearly distinguish between personnel involuntarily separated because of force restructuring and those involuntarily separated for other reasons, and grant special benefits only to those separated for force-management reasons.
- ◆ Amend section 7722 of title 38, United States Code, to mandate that the Secretary of Veterans Affairs provide outreach services to members of the Armed Forces as part of VA's transition program.
- ◆ Amend section 7723 of title 38 to require that the Secretary of Veterans Affairs establish and maintain transition assistance offices on U.S. military installations outside of the United States.

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- ◆ Amend section 7724 of title 38 to add military installations as an example of places where VA may station counseling and outreach personnel.

That DoD, DOL, and VA make the following programmatic or policy changes:

- ◆ DoD: incorporate transition planning into the career life cycle of servicemembers.
- ◆ VA: make increased use of automation and technology to improve the availability and quality of veterans' benefits information throughout the world.
- ◆ DoD: improve form and content of DD Form 2586, the VMET document, to increase usefulness, make it more useful, available at the member's request, and distribute it electronically.
- ◆ DoD: provide an Internet-accessible, automated, interactive transition assistance platform aboard ships, as well as in remote and isolated areas.
- ◆ DoD and VA: utilize the DOL automated America's Career Center Kit platform to provide employment-related information.
- ◆ DoD, DOL, and VA: track program usage and outcomes in a coordinated fashion.

BUDGET IMPLICATIONS - ISSUE II.A

1st-year costs..... \$ 51 million
5-year cumulative costs..... \$270 million

Underlying Assumptions

- ◆ Every separating or retiring servicemember receives 8 hours of individual transition services.
- ◆ Transition program costs inflated by 3 percent in outyears.
- ◆ VA annual cost of \$800,000 for stationing four staff overseas.
- ◆ DoD, VA, and DOL to share annual costs of \$750,000 to coordinate program assessment.
- ◆ Costs of electronic labor exchange programs reflected in section on Issue II.d.

ISSUE II.B - REENGINEER EMPLOYMENT ASSISTANCE SERVICES FOR VETERANS

What employment services do separating servicemembers and recently separated veterans of America's all-volunteer force need to complete a successful transition to civilian life, and what is the most cost-effective way to provide these services?

DISCUSSION

Background

One of the most basic requirements for successful civilian life is a suitable job. A new job marks the beginning of a new career, provides income for the necessities of life, including housing, and is usually the source of healthcare coverage.

Because of the importance of a suitable job to veterans and separating servicemembers, one of the most important requirements for a successful transition program is the need to empower veterans and separating servicemembers for their job search. Veterans and servicemembers need seamless access to an appropriate arsenal of employment benefits and services. These services, and the organizations providing them, must remain up-to-date to ensure that the services provided will be useful in the employment world that veterans and servicemembers are entering, not the world as it existed at some time in the past.

An analysis of the adequacy and effectiveness of employment programs for servicemembers and veterans must examine the priority assigned to transitioning veterans, the programs for which those priorities are applied, and the nature of the programs themselves as well as how they are delivered and, given the importance of service to veterans with service-connected disabilities, how VA's vocational rehabilitation program interacts with the delivery of employment services.

Priority of Service

Title 38 of the United States Code provides priority to disabled veterans and veterans of the Vietnam era. DOL regulations require service delivery points to observe the following order of priority: (1) special disabled veterans (those with disability ratings of 30 percent or more), (2) veterans of the Vietnam era, (3) disabled veterans other than special disabled veterans, (4) all other veterans and eligible persons, and (5) nonveterans.⁵⁹

These priorities last throughout life for qualified veterans, to the extent that the public labor exchange is able to comply with the requirement. In the traditional public employment service model, veterans' employment specialists were hands-on intermediaries between employers and veterans. As a central point of control, they could put veterans first in line and restrict access to jobs so veterans could apply first.

⁵⁹ 38 U.S.C. 4102, 20 CFR Chapter IX Subpart C 1001.120 (b)

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DOL Veterans' Employment and Training Service (VETS) Programs

Since the end of World War I, the States Employment Service has helped veterans find civilian employment. DOL/VETS reports that 2 million veterans seek employment assistance annually from state ES offices.⁶⁰ (There appears to be a discrepancy in DOL data regarding veterans' usage of the State Employment Service. BLS, USDL 98-258, June 25, 1998, Table 6, based on a supplemental to the September 1997 current Population Survey, reported that 1.1 percent of veterans [approximately 260,000] have used "State Job Service Offices.") Two-thirds of these veterans are served by staff working in one of the two veterans' employment programs funded through noncompetitive state grants by DOL/VETS. The first program, the local veterans' employment representative (LVER) program, was established in the original GI Bill of 1944. The second program, the disabled veterans' outreach program (DVOP), was created by executive order in 1977 and codified in 1980.⁶¹ In FY 1998, appropriations of \$79 million funded 1,339 LVER positions and \$80 million funded 1,494 DVOP positions.⁶²

Title 38 sets forth very prescriptive duties for both DVOP and LVER staff. DVOP staff have 10 process-based principal duties and LVER staff have 12 process-based principal duties. The law additionally addresses performance standards, which are essentially process, as opposed to outcome, measures.

Although the country's economic, social, and military environments have changed dramatically, the legal framework, policy, and operational direction governing the provision of public employment services to veterans remain rooted in an earlier age. The public employment and training delivery system at the state level today is vastly different from the system that was in operation when the LVER and DVOP statutes were originally enacted. The One-Stop Career Centers developed through innovative use of automation and creative service strategies increase freedom for job seekers to conduct job searches in the manner they believe most beneficial to their personal needs. This proliferation of new strategies, including self-service options for both job seekers and employers, has dramatically changed the environment in which veteran job seekers are served.

VA's VR&C Program

The VA annually enrolls approximately 55,000 disabled veterans in its VR&C program. This program is intended to provide service-connected disabled veterans with counseling and training to overcome their barriers to employment and to place them in a suitable job. The VR&C program is authorized 709 FTEE, including 242 counseling psychologists, 185 vocational rehabilitation specialists, and 10 employment specialists. Program funding levels for FY 1997 included \$424.6 million for readjustment benefits and \$45.8 million for agency operations.

⁶⁰ DOL, Employment and Training Administration 9002 Report, Program Year (PY) 1996.

⁶¹ General Accounting Office(GAO) GAO/HHS-98-7, October 7, 1997, p. 5.

⁶² DOL, VETS FY 1999 Congressional Budget Request, pp. 17-18.

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Analysis

Today's veterans are not well served by current programs. Veterans' employment services must be totally reengineered to meet the new reality of a highly automated, integrated, and customer-focused environment. Components of federal programs must be better integrated or consolidated to better serve transitioning veterans, as well as those dealing with disabilities or facing employment barriers.

Priority of Service

The advent of the Internet, reduced numbers of employment specialist staff, and the changing service delivery environment have generally reduced the effectiveness of traditional practices for the delivery of employment services. The need for priority of service is not disputed. "The protective nature of the military environment requires a transition period for individuals to acclimate to the civilian world of work after completion of their military obligation. Some priority of service must be afforded. For service-connected disabled veterans, the entitlement to priority of service should be for life."⁶³ For veterans facing employment barriers, priority of service should be available for as long as the barriers impede the veteran's ability to obtain employment.

If priority of service is intended to enhance a veteran's probability of securing civilian employment as he/she transitions from the military, then the emphasis must be placed on priority for delivering services at the time of transition. Public Law 105-220, the Workforce Investment Act of 1998, defines "recently separated" as being within 48 months of separation. The Commission agrees that this is the right length of time for this priority.

Public Law 105-220 also consolidated federal job training and employment programs into a small number of block grants to the states. Because categorical veterans' employment programs comprise only a small portion of federal job-training funding, a priority for veterans must apply to all employment and training programs to ensure that the transitional job-securing needs of all transitioning veterans are met. If priority is focused on only one program, but is a lifetime advantage, it may serve some veterans well and others not at all.

Veterans' employment services must be totally reengineered to meet the new reality of a highly automated, integrated, and customer-focused environment. The ES is neither meeting the expectations of its customers nor focusing its efforts on those veterans who most need its services.

⁶³. Consensus Letter from Six State Employment Security Agency (SESA) Administrators, May 4, 1998, p. 3.

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DOL/VETS Programs**DVOP/LVER Workload:**

In program year (PY - July to June) 1996, only 12 percent of the 2 million veterans seeking services through the states' ES offices subsequently obtained permanent employment.⁶⁴ DVOP and LVER staff placed 308,000 of these veterans at an average cost of \$510 per placement.⁶⁵

Of the veterans who used state ES offices-

- ◆ 95 percent were former enlisted personnel.
- ◆ Fewer than 25 percent were separated from the military for less than 5 years.
- ◆ 54 percent had more than a high school education, although only 15 percent had a degree. 46 percent were over age 45.⁶⁶

State Employment Security Agency (SESA) Administrators stated, "The majority of veterans have marketable skills and do not require staff-intensive assistance. Intensive one-on-one services should be devoted primarily to veterans with significant employment barriers."⁶⁷ Dividing veteran applicants into three categories—those who are job ready, those who are job ready but need minimal assistance, and those who face employment barriers and need extensive services—the Government Accounting Office (GAO) reported in 1997 that DVOP staff spent 62 percent of their time on the 73 percent of their clients who were job ready. Similarly, LVER staff reported spending 67 percent of their time on the 80 percent of their clients who were job ready.⁶⁸

Only 0.7 percent (14,311 of 2 million) of all veterans who registered for services with the ES received case management services. Only 4.1 percent of disabled veteran clients and 6.1 percent of special disabled veteran clients received case management services.⁶⁹ Since 1995, nearly 2,400 DVOP and LVER staff have received special training on how to assist veterans facing employment barriers. In spite of this, DVOP and LVER staff continue to spend the majority of their time with job-ready veterans. This minimizes the time available to provide case management services to veterans facing barriers to employment. Many of the veterans facing employment barriers have no source of job assistance other than the public employment service.

The GAO study reported that DVOP and LVER staff spend most of their time performing three duties – intake and assessment, job search and referral, and outreach – rather than case management or intensive individualized services to job-seeking veterans.⁷⁰ A survey of veterans who used state-run employment services provides a measure of veteran satisfaction with ES services. The survey found that 68 percent reported they did not receive career counseling. Of this group, 60 percent said they would like to have received such counseling.⁷¹

⁶⁴ DOL Annual Report to Congress 1997, p. 28.

⁶⁵ VETS, p. 18.

⁶⁶ VETS Customer Satisfaction Surveys: Employer and Veteran Users of the Job Service, April 28, 1995, p. 57.

⁶⁷ SESA, p. 3.

⁶⁸ GAO, pp. 76-77.

⁶⁹ DOL 9002.

⁷⁰ GAO, p. 29.

⁷¹ VETS, p. 73.

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Seventy percent of the veterans did not receive information on career preparation, and of those veterans, 70 percent would like to have received such information.⁷² Eighty-two percent of the veterans did not receive training in job search techniques, and of those veterans, 63 percent said they would like to have received such training.⁷³ Thirty-six percent of the veteran job applicants felt that some of the referrals were not appropriate, and 80 percent of these individuals cited poor match with their skills, interest, or work experience.⁷⁴ These data indicate that the ES is neither meeting the expectations of its customers nor focusing its efforts on those veterans who most need its services.

Grant Administration:

Title 38 assures the noncompetitive award of DVOP and LVER program staffing grants to state employment service agencies. DOL/VETS uses the formulas specified in the law, together with cost information from each state, to determine the amount of funding for each state. Program performance, program outcomes, and administrative and support costs are not considered in these funding decisions.

Administrative and support costs vary widely among states, ranging from 18 to 35 percent of their grants. These expenses include costs such as travel, supplies, and a portion of central office personnel, communications, rent, and utilities.⁷⁵ In 21 states, administrative costs exceeded 25 percent of the LVER grants, with the average being 24.4 percent.⁷⁶ For DVOP grants, administrative costs averaged 25.3 percent and exceeded the average in 24 states.⁷⁷ These variations in overhead costs are evidence that dramatic improvements are possible in some states. However, the current practice of awarding grants on a noncompetitive basis gives state employment services no incentive to adopt the best practices of their more efficient peers and gives DOL no leverage to force a change in state management practices. Because the appropriation for funding the program is limited, unnecessary overhead costs have the effect of reducing services to veterans.

Program Performance Measures:

As required by federal law, DOL has established performance standards for evaluating states in five service categories: 1) veterans placed in or obtaining employment, 2) Vietnam-era veterans and special disabled veterans placed in jobs on the Federal Contractor Job Listing, 3) veterans counseled, 4) veterans placed in training, and 5) veterans who receive some reportable service. There is a wide variation in the states' performance. The 1997 GAO report showed that 18 states placed fewer than one-in-five of the veterans who came to the ES. At the other end of the spectrum, four states placed more than 40 percent of their veteran applicants.⁷⁸ According to the DOL 1997 Annual Report, nine states met DOL performance standards while placing fewer than 10 percent of veterans registrants.⁷⁹

⁷² VETS, p. 75

⁷³ VETS, p. 66

⁷⁴ VETS, p. 94

⁷⁵ GAO, p. 10.

⁷⁶ GAO, pp. 53-54.

⁷⁷ GAO, pp. 48-49.

⁷⁸ GAO, p. 57.

⁷⁹ Op. Cit. DOL, 9002

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The current system for measuring priority service to veterans sets the base standard to the number of nonveteran applicants served. This is a relative measure. Consequently, a state that has a poor level of service to nonveterans is held to a lower standard for service to veterans than a state with better overall performance. For example, one state with a low placement rate for nonveteran applicants (5.62 percent) for PY 1995, exceeded the performance standard set by DOL by placing 6.47 percent of veteran applicants. On the other hand, a state with a higher placement rate for nonveterans did not meet its performance standard even though it placed nearly 22 percent of its veteran applicants.⁸⁰ Performance, relative or absolute, had no effect on the grant to either the high performance or low performance state.

In testimony before the House Veterans' Affairs Subcommittee on Benefits in May 1997, GAO "criticized VETS' current performance standards because they focus more on process than on results and noted that performance is evaluated only in relative, not absolute, terms."⁸¹ SESA Administrators agreed, arguing that "Veterans reporting and measurement systems need to be revised and focus on positive outcomes rather than service counts. Employment to increased earning capacity and reduced support costs (unemployment insurance, welfare, etc.) should be the critical measures of success. Although entered employment is a measure in the current system, reporting (9002)⁸² requirements and performance measures place far too much emphasis on counting discrete services and then comparing those counts across veteran and non-veteran customers. Not only is such an approach cumbersome and costly, it does little to measure effectiveness of service...."⁸³

VA's VR&C Program

Prior to Public Law 96-466, enacted in 1980, the entire focus of the VR&C program was completion of training. Employment was not an area for which staff were held accountable. Consequently, the program developed a very strong and institutionalized system for sending veterans to colleges and universities. GAO reported in 1984, 1992, and 1996, that the VA had not properly focused the VR&C program on employment.⁸⁴ Other sources, including the VA's Inspector General's Office in 1988⁸⁵ and in 1996 the VR&C Design Team composed of 17 VA employees, supported this finding. Participants in two Commission Roundtables on VR&C stated that provision of employment services is the weakest part of the program.⁸⁶

The VR&C program has maintained a bifurcated service delivery system. A counseling psychologist administers a comprehensive evaluation, determines eligibility, provides counseling, and develops a rehabilitation plan with the disabled veteran. The veteran is then handed off to a vocational rehabilitation specialist who provides case management services to the veteran and is responsible for providing employment services.

⁸⁰ Ibid.GAO, p. 19.

⁸¹ GAO, p. 16.

⁸² DOL 9002.

⁸³ SESA, p. 2.

⁸⁴ GAO/HRD 84-9, May 1984; GAO/HRD 92-100, September 1992; GAO/HRD 92-133, September 1992; and GAO/HRD 96-155, September 1996.

⁸⁵ Final Report of Audit: VA *Vocational Rehabilitation Program*, Report # 8R6-B99-045, p. 13.

⁸⁶ VR&C Roundtables, Washington D.C., November 12, 1997, and January 12, 1998.

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Several years ago the VR&C Service began contracting for employment assistance and case management services, although those services are authorized from DOL-funded veterans employment specialists. In some VA regional offices, contract services supplemented employment assistance services provided by veterans' employment specialists. In other offices, they substituted for the DOL-funded services. In FY 1997, VR&C spent \$12 million for case management services contracts and \$4 million for employment services contracts. Those expenditures did not include the cost of staff time devoted to administering the contracts, which included referrals and correspondence, overview of services, contractor training, and payment authorization. The VR&C Design Team noted in its recent report that contracting "has reached a point where it has become institutionalized as a standard operating practice."

In FY 1995, DOL-VETS and VR&C Service initiated a cooperative agreement to jointly improve the delivery of employment services for VR&C program participants. More than 450 DVOP specialists received training to acquire a better understanding of the VR&C program and to improve their skills for providing individualized job development services to disabled veterans in the VR&C program. DOL and VR&C initiated mutual efforts to ensure earlier involvement of DVOP specialists in individual veterans' career counseling, and implementation of uniform reporting procedures was initiated. Outcomes of this initiative seem to have depended upon the skill and efforts of individual staff members, in some states working quite well and in others yielding very little demonstrable improvement. Different reporting criteria and incompatible reporting systems remain a major obstacle to successful interagency cooperation in serving a common client.

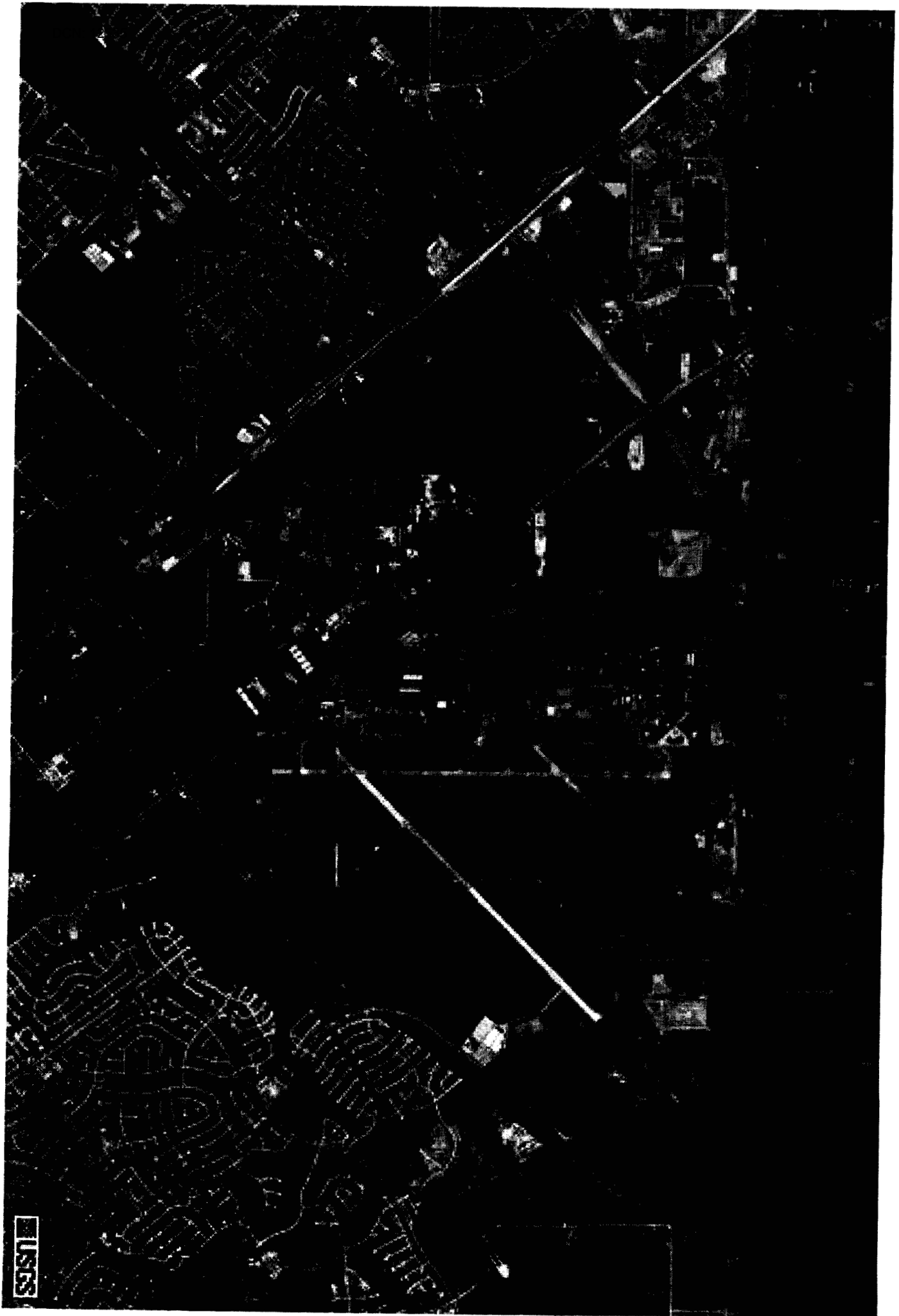
Restructuring Service Delivery

The Commission proposes a complete restructuring of the current veterans' employment program in two ways. First, it recommends establishing two new programs focusing on case management, marketing, and job search skills training—the Veterans' Case Manager (VCM) program and the Veteran's Employment Facilitator (VEF) program. Second, the Commission proposes revising the system of priority for services.

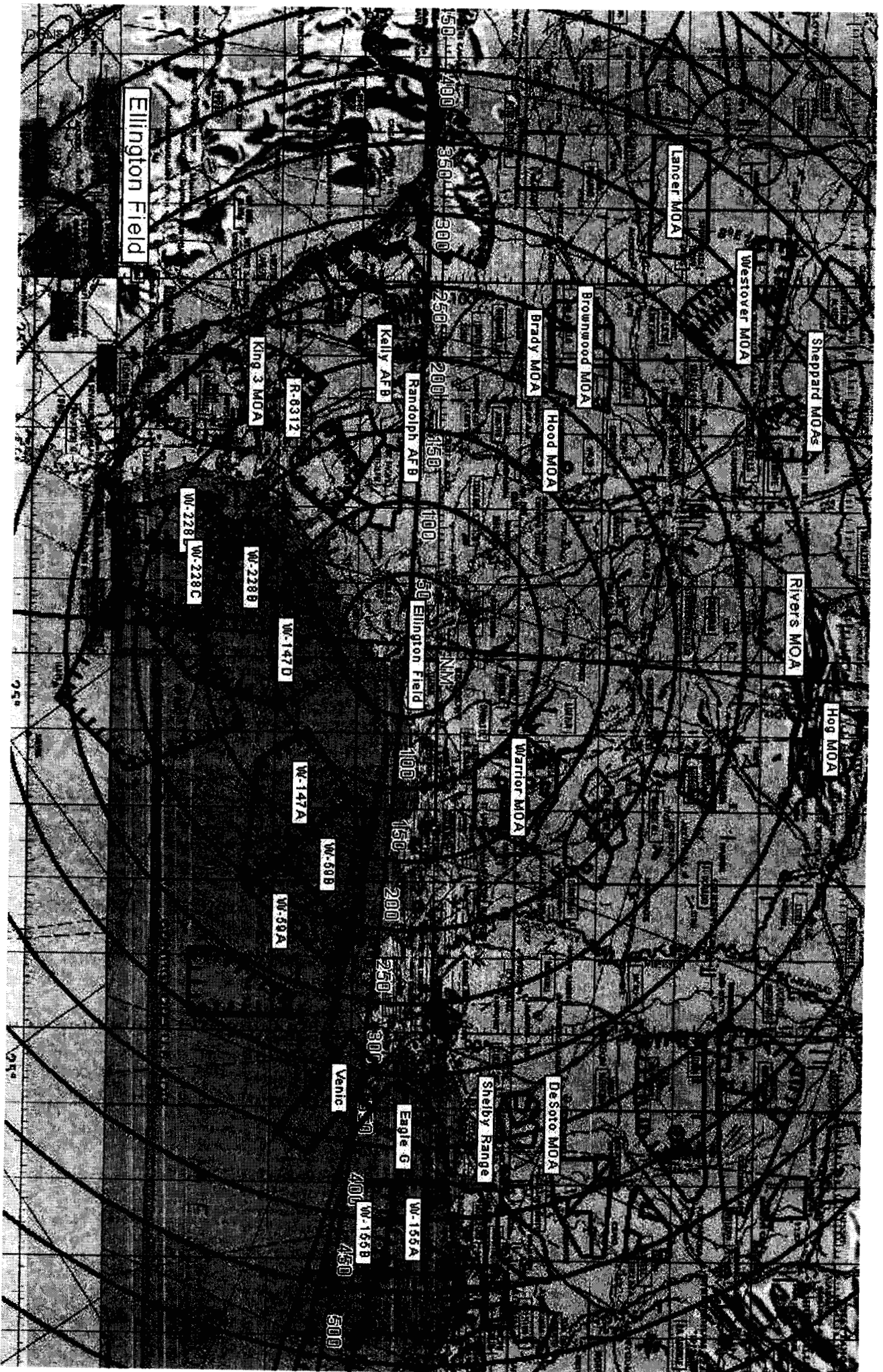
If everyone is first priority, then no one is first priority. The Commission proposes a redirection of priorities to ensure priority service for veterans who most need assistance in overcoming barriers to employment or who are making their transition to civilian life.

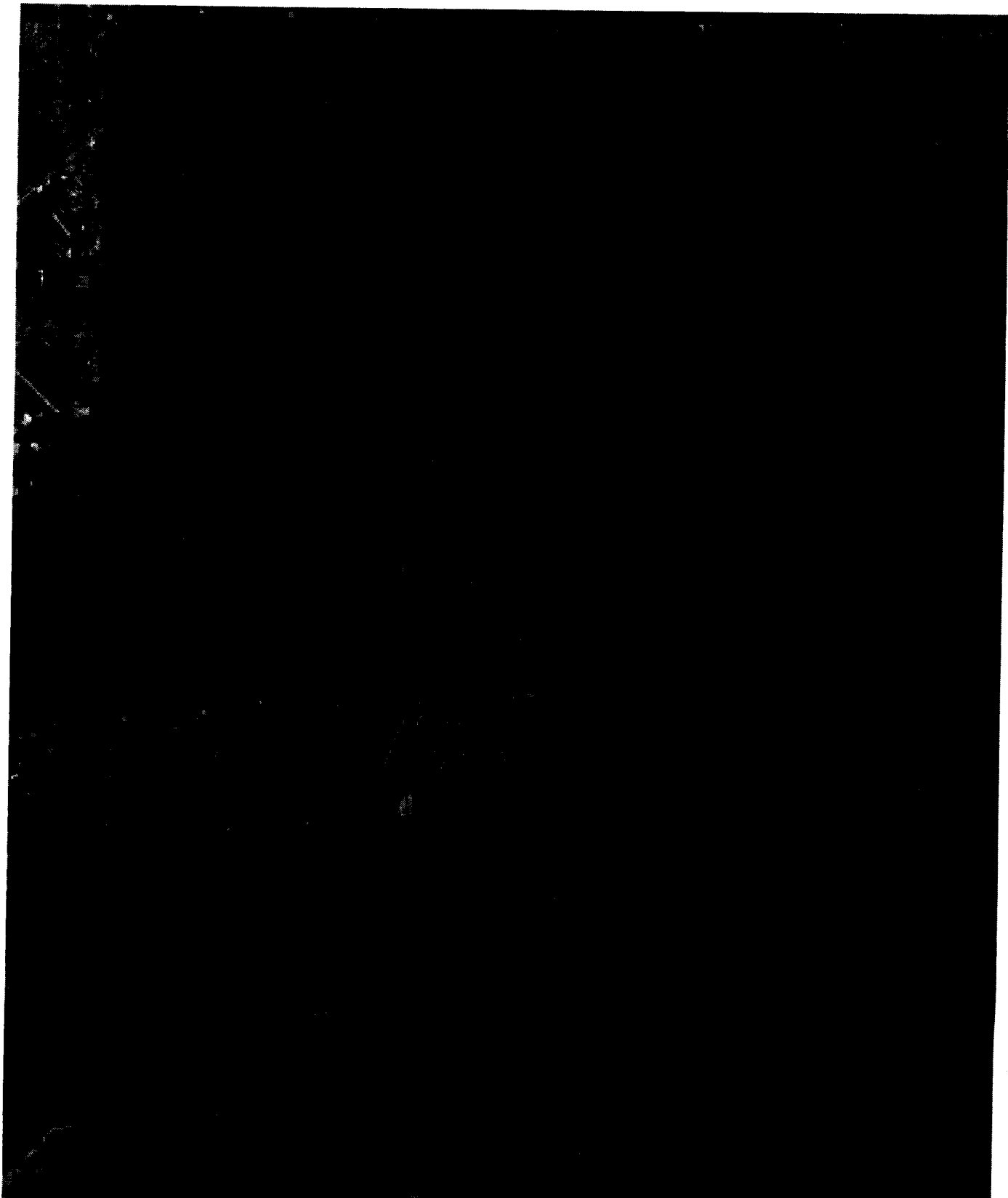
The majority of veterans of America's all-volunteer military have marketable job skills and are highly employable. They neither require nor will particularly benefit from staff-intensive assistance. "The needs of most veterans will be met by giving them informed access to high tech tools."⁸⁷ Priority of service for those veterans who need additional services because they are making the transition to civilian life, or who have a service-connected disability or other barrier to employment should be available through all federally funded employment and training programs, not just the Wagner-Peyser funded public employment service. With the exception of disabled veterans and veterans facing barriers, the Commission has heard from numerous sources that this transition is generally completed within 4 to 5 years after leaving the military.⁸⁸

⁸⁷. SESA, p. 2.

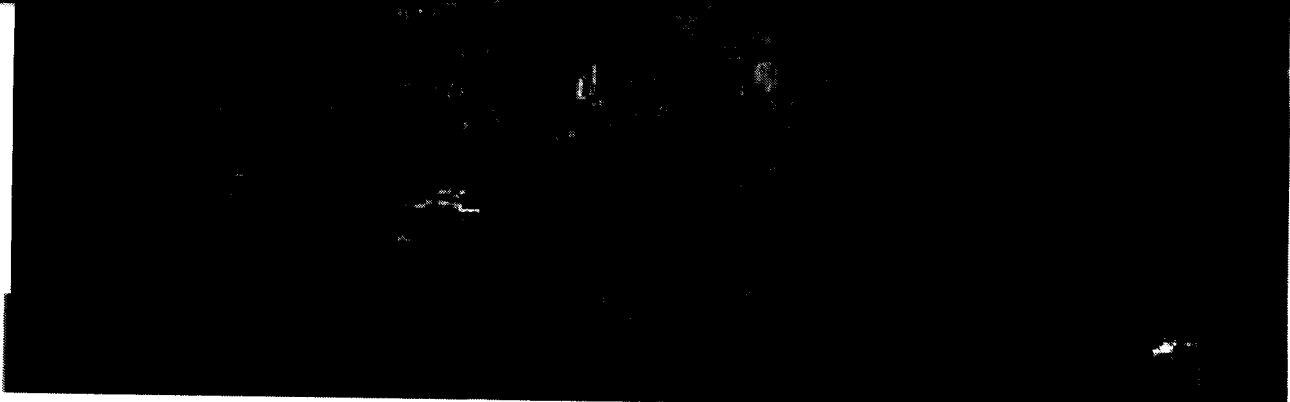


USGS





USIS





ISST



Ellington Field

Lancer MOA

Westover MOA

Shepard MOAs

Brownwood MOA

Brady MOA

Hood MOA

Kelly AFB

Randolph AFB

King 3 MOA

R-6312

W-228

W-228C

W-228B

W-147D

Ellington Field

Warrior MOA

Hog MOA

Rivers MOA

W-147A

W-69B

W-59A

150'

200'

250'

300'

Venic

Eagle G

W-156A

W-155B

Desoto MOA

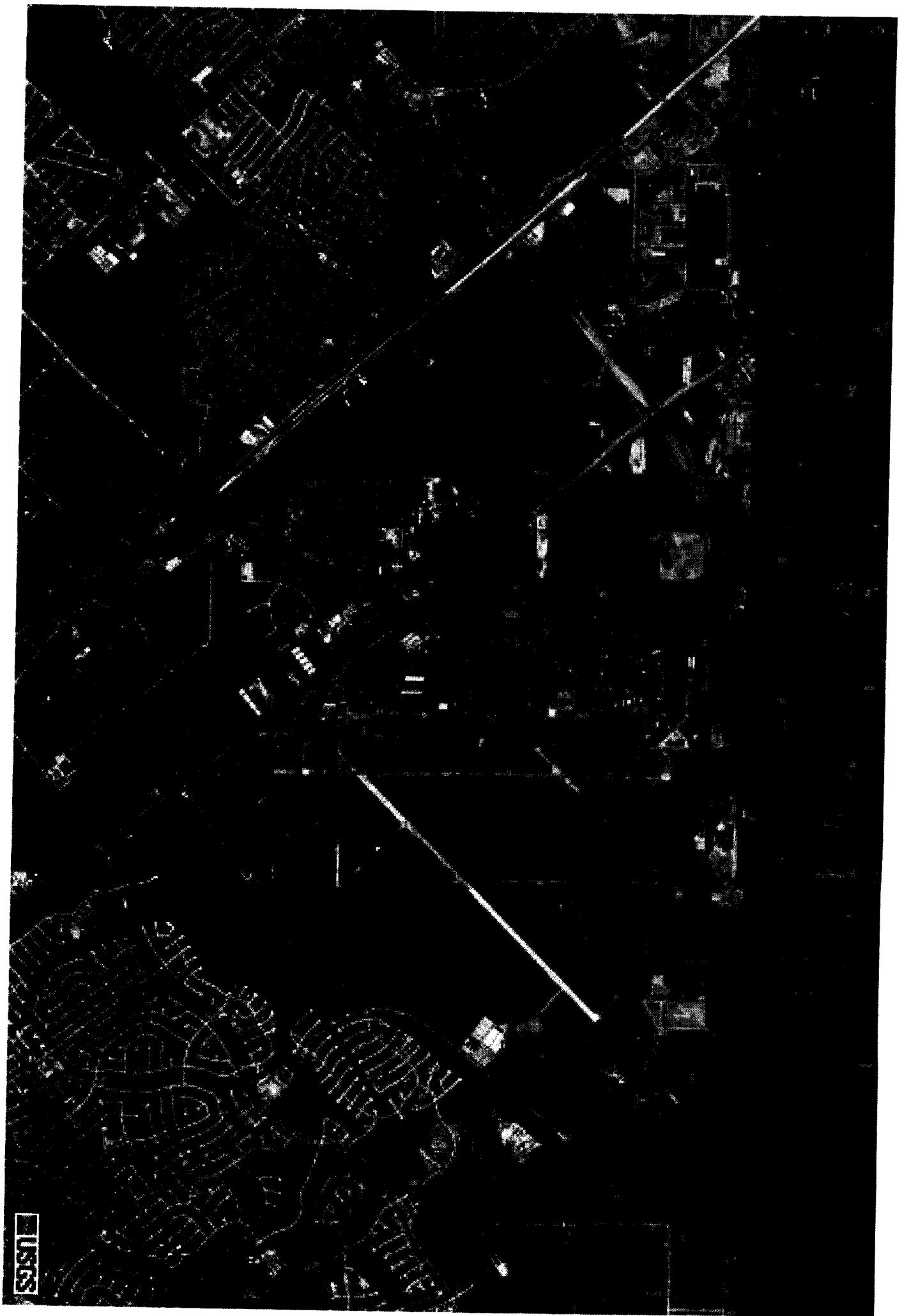
Shelby Range

500'

95°

95°

1958



ISRS