

Headquarters U.S. Air Force

Integrity - Service - Excellence

The United States Air Force **Your Air Force**



Mr. Jim Holland
Deputy for Installation Policy
4 November 2009

U.S. AIR FORCE



U.S. AIR FORCE

Overview

- **Scene Setter: Air Force Priorities**
- **Budget**
- **ARRA**
- **Compatible Land Use**
- **Energy**
- **Strategic Basing**
- **BRAC**
- **Joint Basing**

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World...



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Air Force Priorities

- **Reinvigorate the Air Force Nuclear Enterprise**
- **Partner with the Joint and Coalition Team to Win Today's Fight**
- **Develop and Care for Airmen and Their Families**
- **Modernize Our Air & Space Inventories, Organizations & Training**
- **Recapture Acquisition Excellence**



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UNCLASSIFIED

USAF Personnel Deployed In Support of Global Operations

<u>NORTHCOM</u>	<u>TOTAL</u>	<u>AD</u>	<u>ANG</u>	<u>AFRC</u>	<u>DAFC</u>
Assigned	588,057	262,434	102,867	67,996	154,760
Depl From	34,217	24,272	7,447	2,363	135
Depl To/Within	7,058	2,573	4,012	464	9

<u>SOUTHCOM</u>	<u>TOTAL</u>	<u>AD</u>	<u>ANG</u>	<u>AFRC</u>	<u>DAFC</u>
Assigned	1,515	285	1,222	3	5
Depl From	4	1	3	0	0
Depl To/Within	242	111	112	19	0

<u>EUCOM</u>	<u>TOTAL</u>	<u>AD</u>	<u>ANG</u>	<u>AFRC</u>	<u>DAFC</u>
Assigned	36,446	31,498	6	359	4,583
Depl From	2,561	2,544	0	7	10
Depl To/Within	1,433	831	318	282	2

<u>CENTCOM</u>	<u>TOTAL</u>	<u>AD</u>	<u>ANG</u>	<u>AFRC</u>	<u>DAFC</u>
Assigned	572	520	0	3	49
Depl From	2	2	0	0	0
Depl To/Within	28,904	24,127	3,092	1,550	135

<u>PACOM</u>	<u>TOTAL</u>	<u>AD</u>	<u>ANG</u>	<u>AFRC</u>	<u>DAFC</u>
Assigned	48,998	35,548	4,985	1,223	7,242
Depl From	3,002	2,741	181	75	5
Depl To/Within	1,879	1,708	70	97	4

<u>AFRICOM</u>	<u>TOTAL</u>	<u>AD</u>	<u>ANG</u>	<u>AFRC</u>	<u>DAFC</u>
Assigned	37	37	0	0	0
Depl From	0	0	0	0	0
Depl To/Within	243	210	27	6	0



<u>AF TOTALS</u>	<u>TOTAL</u>	<u>AD</u>	<u>ANG</u>	<u>AFRC</u>	<u>DAFC</u>
Assigned	675,625	330,322	109,080	69,584	166,639
Deployed	39,786	29,560	7,631	2,445	150
Deployed Delta	1,624	883	686	33	22

Army Assigned	1,122,850	Army Deployed	263,000
Navy Assigned	395,845	Navy Deployed	38,879
USMC Assigned	213,452	USMC Deployed	29,278

Includes RC but does not include Civilians

NOTE: Department of Air Force Civilian (DAFC) numbers are reflected in AOR totals



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Physical Plant Profile



80,300 Homes
Arling House
Combined Alexandria



Twice the Area
10M Acres
of New Jersey
of Land

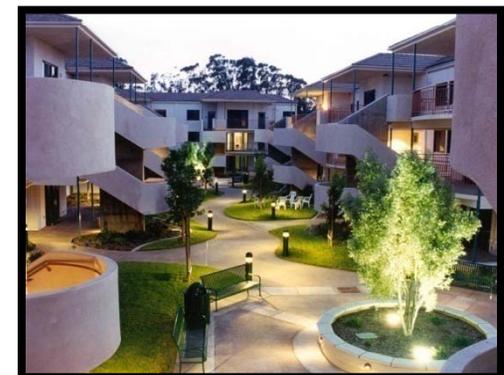


187M Sq Yds
Nearly 500 Miles
of Runway
Airfield Pavements



Over 700M Sq Ft
of Facilities
Corporate

\$243 Billion
Just
in Plant
Replacement
Value
Numbers?



65,000 Rooms
12 Times
Doubletree Hotels



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Year of the “R”s

- **Quadrennial Defense Review**
- **Nuclear Posture Review**
- **Strategic Posture Review**
- **Program Budget Review**

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Budget

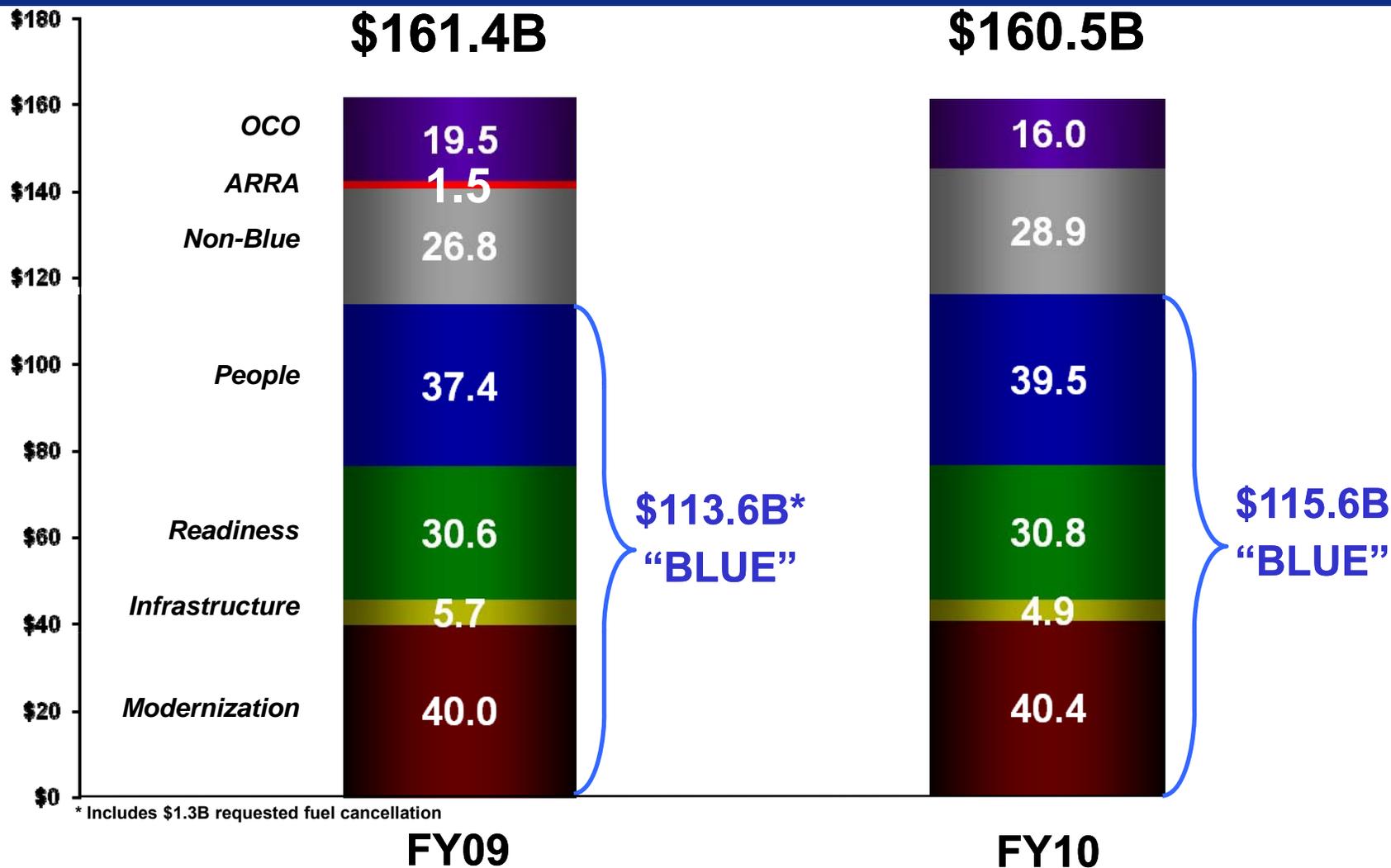


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The Air Force Budget



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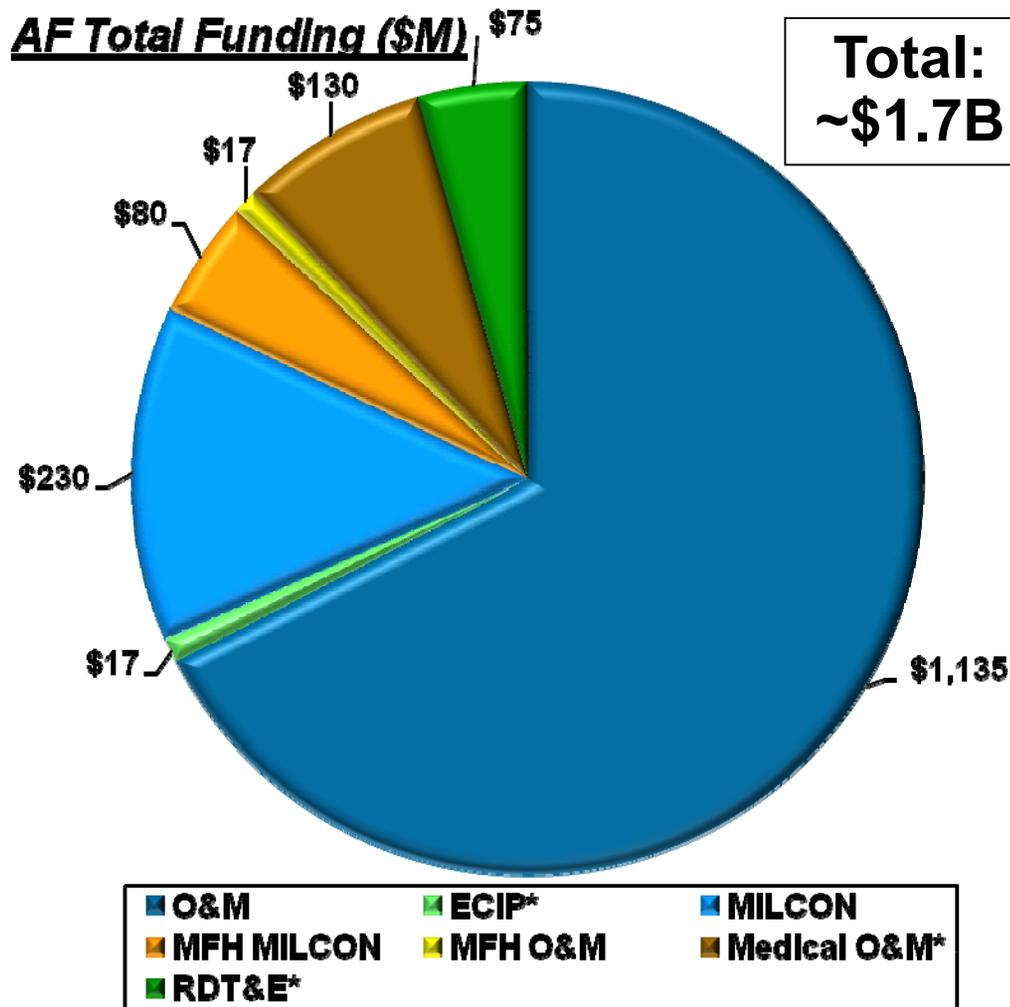
FY10 Congressional Marks Issues on the Table...

- **F-35 Alternate Engine – \$560M**
- **C-17 Aircraft – 2.5B (10 aircraft)**
- **Presidential Helicopter - \$400M**
- **Prevents retirement of fighter aircraft until SECAF submits report –drive an FY10 AF bill**
- **NSPS repealed**



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American Recovery & Reinvestment Act



MILCON (Goal = Sep 09)

\$327M

- \$100M Dorms
- \$80M CDCs
- \$50M Guard
- \$17M ECIP
- \$80M Housing

SRM (= 41% of FY09 SRM Approp.)

Goal = \$234M in ~ 30 Apr 09

- Paving ≈ 24%
- Facilities ≈ 22%
- Utilities ≈ 19%
- Energy ≈ 14%
- Housing ≈ 8%
- HVAC ≈ 6%
- Roofing ≈ 5%
- Painting ≈ 1%
- Fencing ≈ 1%

\$1,135M

* Anticipated AF allocation from “Defense Wide”

As of 30 Oct, 1,580 projects awarded at \$1.2B

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Compatible Land Use



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Life In the Fast Lane...



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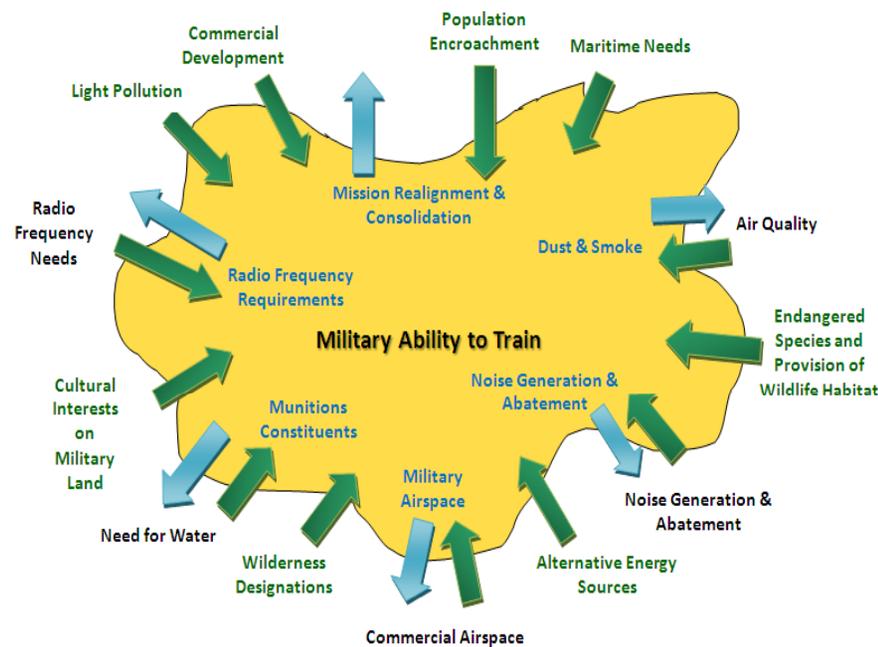
25 Oct 09



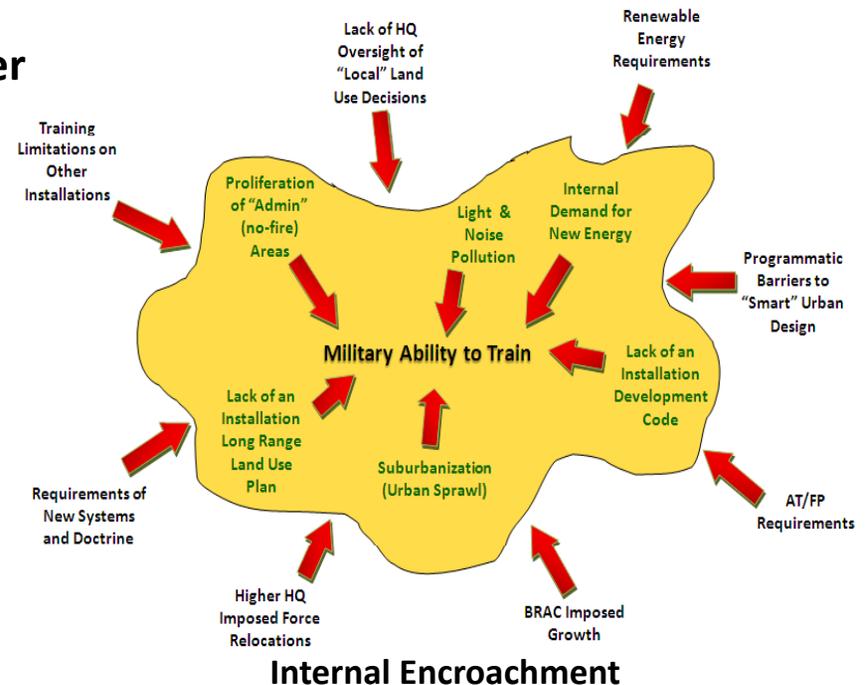
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Encroachment Is a Major Challenge

- The Services are experiencing mission impacts that have developed incrementally due to external and internal encroachment
- Encroachment issues will worsen – how much capacity is acceptable without further mission degradation?



External Encroachment



Internal Encroachment

HAF is developing a more comprehensive Program approach to meet the challenge



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Encroachment Management Transformation Initiative

- Enterprise wide-across breadth of AF
- Recognition of AF activities can and do “encroach” on others
- Establish a comprehensive framework
- Systems approach-Installation Complex
- Based on comprehensive community engagement strategy
- Major target issues
 - Training and guidance
 - Communication & engagement strategies
 - Action plans



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Encroachment Management Action Plans

Prototype
Encroachment Control Commander's Action Plan

Homestead Air Force Reserve Base
Homestead, Florida

Draft Report Prepared for
Headquarters, United States Air Force



HOMESTEAD AIR FORCE RESERVE BASE



Prepared by Marstel Day, LLC
Fredericksburg, VA
August 2009



Prototype
Communication and Outreach Plan



Commander Melrose
1st District Air Force, 8505C



Prepared by Marstel Day, LLC
Fredericksburg, VA
August 2009





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Long Term Mission Sustainability

- **Define what conditions and factors are needed to support long term sustainability of AF mission activities**
- **What conditions and factors can impact long term sustainability of AF mission activities**
- **Supports strategic basing of missions**
- **Identify mission unique sustainability issues**
- **Develop prototype criteria for one compatibility issue for ranges/airspace**



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What Does This Mean to You?

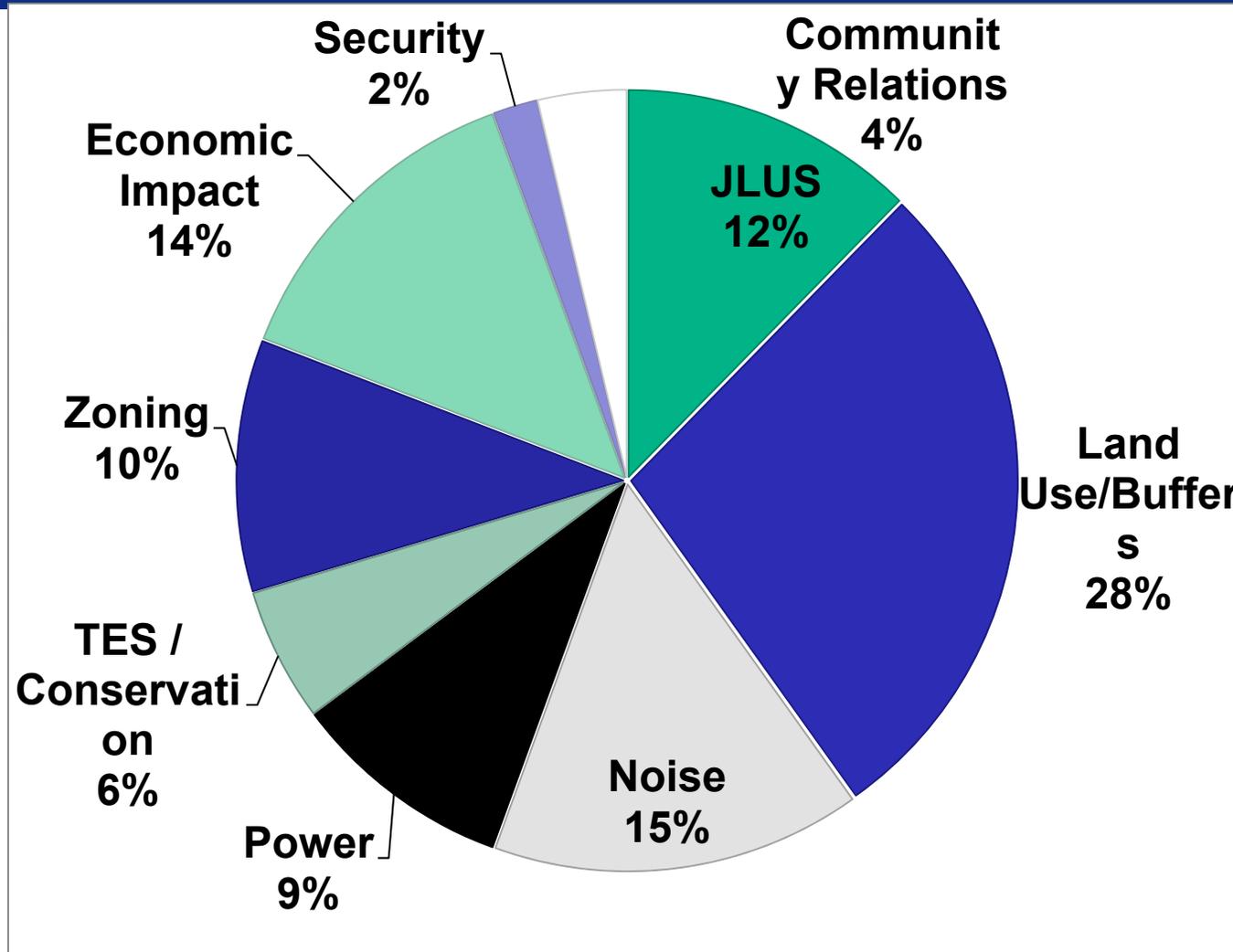
- **More clearly articulated compatible use/encroachment policies**
 - **Improved communications and engagement**
 - **Increased continuity across changes of Commanders**
 - **Stronger long-term relationship with the installation**
 - **Better understanding of each other's needs and areas of mutual interest**
-
- **Sustainable communities and installations**

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Article Topics (Feb-Sep 2009)



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Installations with News Articles:

- **Eglin AFB, FL**
 - **28 Articles**
- **Luke AFB, AZ**
 - **20 Articles**
- **Hill AFB, UT**
 - **11 Articles**
- **Joint Base McGuire-Dix-Lakehurst, NJ**
 - **8 Articles**
- **Laughlin AFB, TX**
 - **7 Articles**
- **Nellis AFB, NV; Robins AFB, GA; Shaw AFB, SC**
 - **5 Articles Each**
- **Ellsworth AFB, SD**
 - **4 Articles**
- **Cannon AFB, NM; Cape Canaveral AFS, FL; MacDill AFB, FL; Mountain Home AFB, ID; Tinker AFB, OK; Tyndall AFB, FL; Virginia Beach (Radar)**
 - **3 Articles Each**
- **Avon Park AFR, FL; Beale AFB, CA; Bellows AFB, HI; Buckley AFB, CO; Camp Bullis, TX (Army); CONUS Bases; Dyess AFB, TX; Foreign Military Bases; Kadena AFB, Japan; March ARB, CA; Scott AFB, TX; Texas Military Bases; Travis AFB, CA; and Vandenberg AFB, CA**
 - **2 Articles Each**
- **Air Force Academy; Altus OK; Andersen AFB, Guam; Andrews AFB, MD; Barksdale AFB, LA; Davis-Monthan AFB, AZ; Edwards AFB, CA; Fairchild AFB, WA; Grand Forks AFB, ND; Hanscom AFB, MA; Homestead ARB, FL; Langley AFB, VA; Malmstrom AFB, MT; McEntire ANG, SC; Minot AFB, ND; Offutt AFB, NE; Peterson AFB, CO; Pope AFB, NC; Vance AFB, OK; Whiteman AFB, MO**
 - **1 Article Each**

1930

North Las Vegas

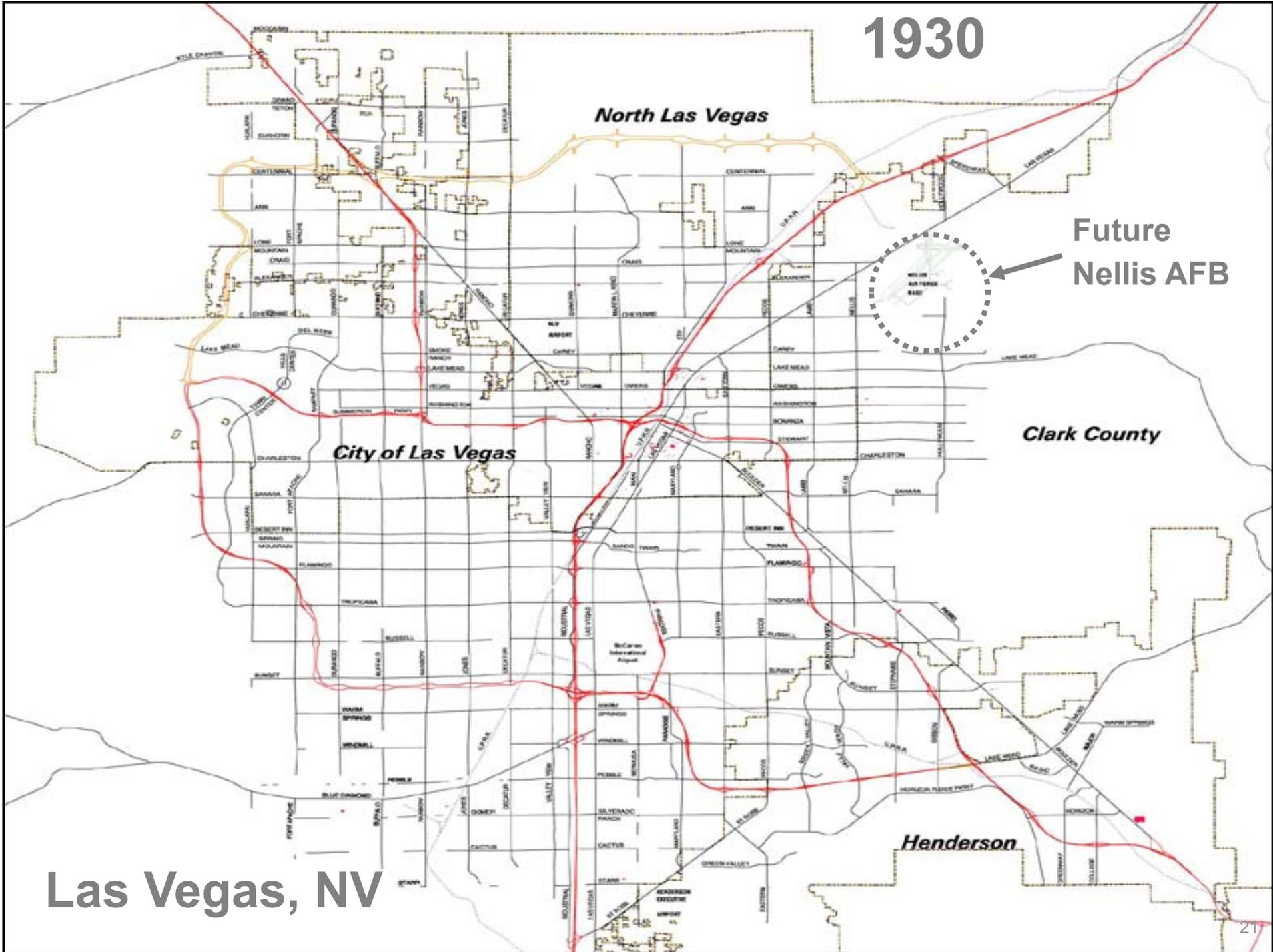
Future
Nellis AFB

City of Las Vegas

Clark County

Henderson

Las Vegas, NV



1960

North Las Vegas

City of Las Vegas

Clark County



Nellis AFB

Henderson

Las Vegas, NV

1970

North Las Vegas

Nellis AFB

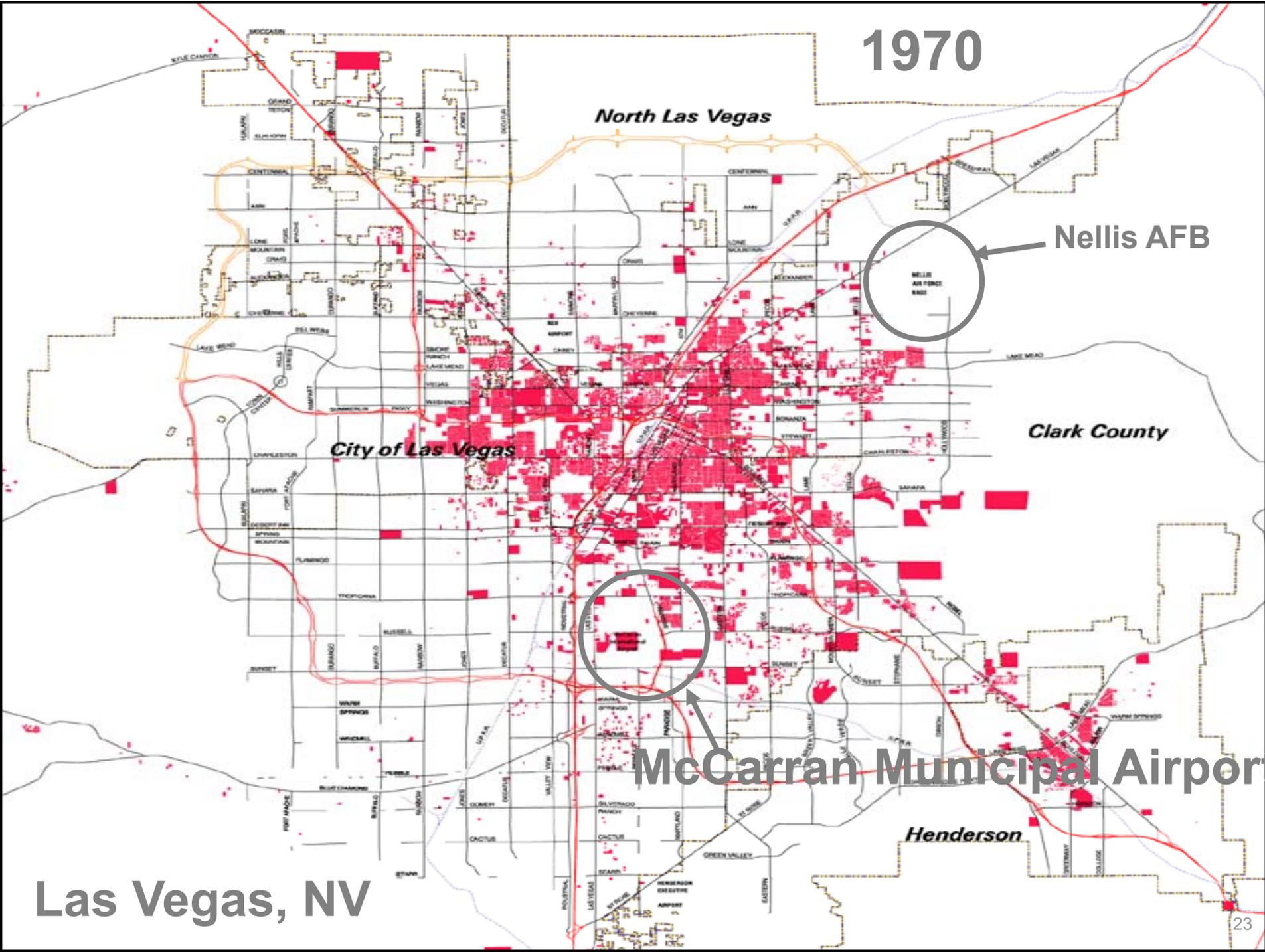
City of Las Vegas

Clark County

McCarran Municipal Airport

Henderson

Las Vegas, NV



1980

North Las Vegas

Nellis AFB

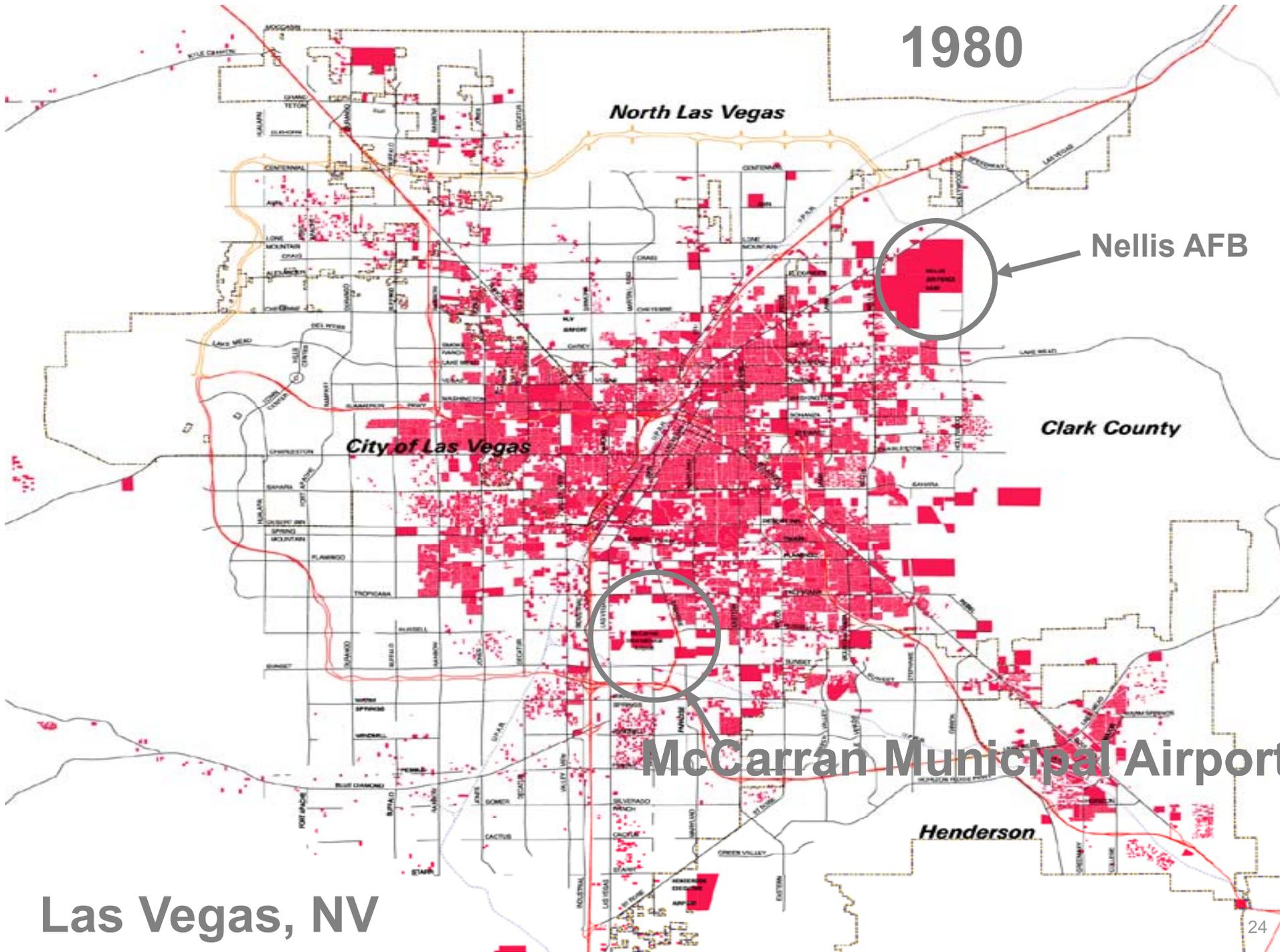
City of Las Vegas

Clark County

McCarran Municipal Airport

Henderson

Las Vegas, NV



1990

North Las Vegas

Nellis AFB

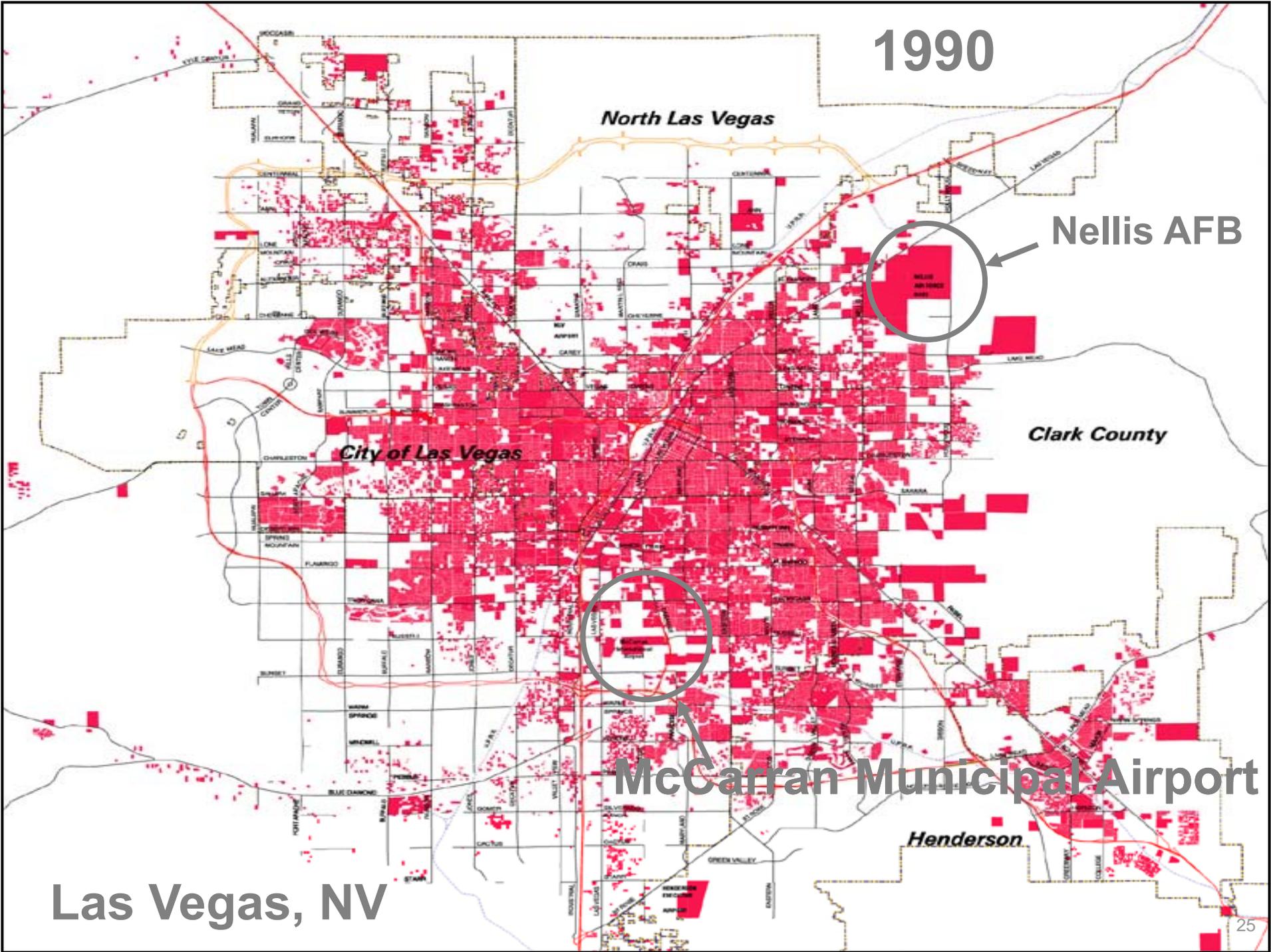
City of Las Vegas

Clark County

McCarran Municipal Airport

Henderson

Las Vegas, NV



2000

North Las Vegas

Nellis AFB

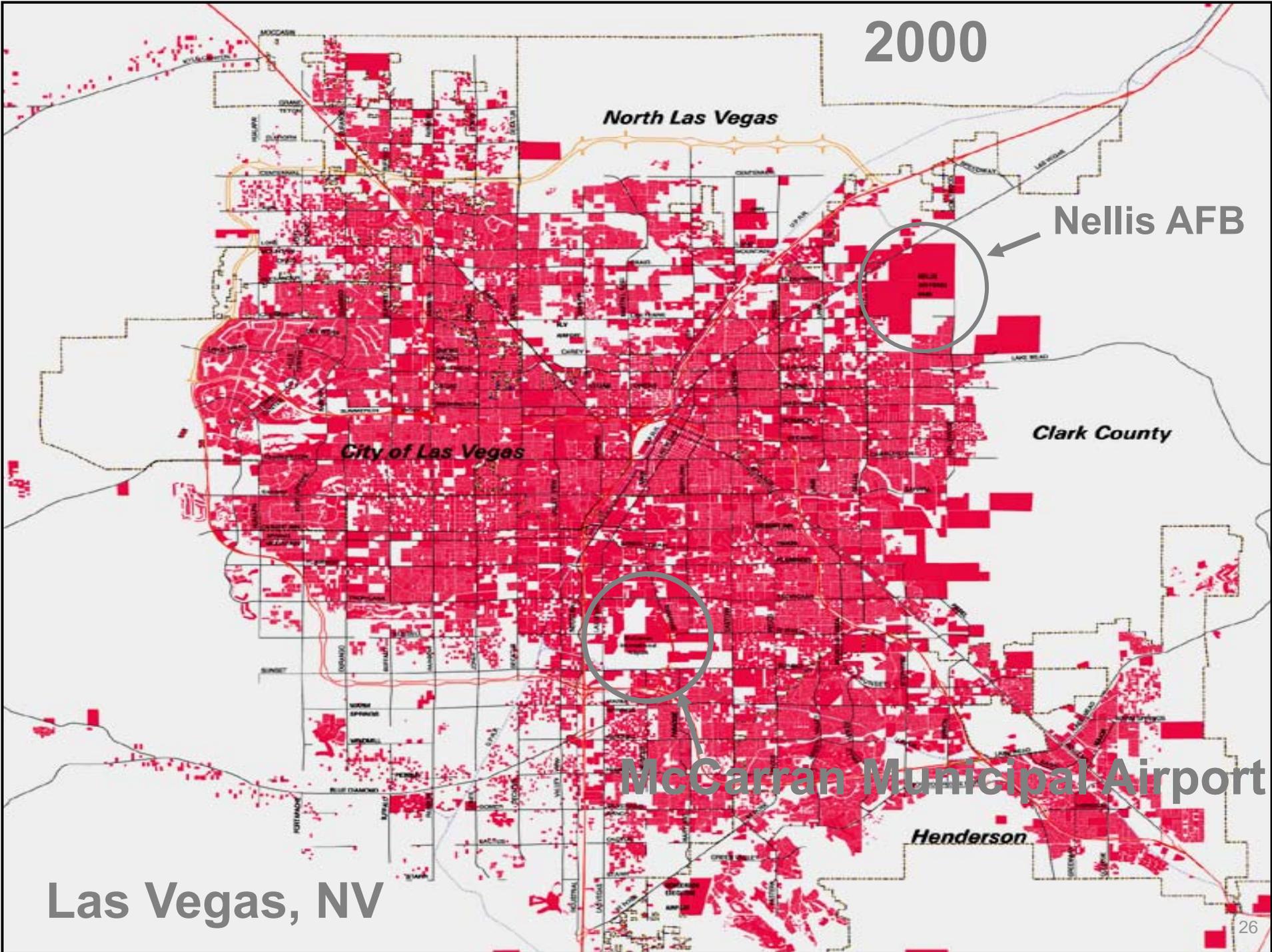
City of Las Vegas

Clark County

McCarran Municipal Airport

Henderson

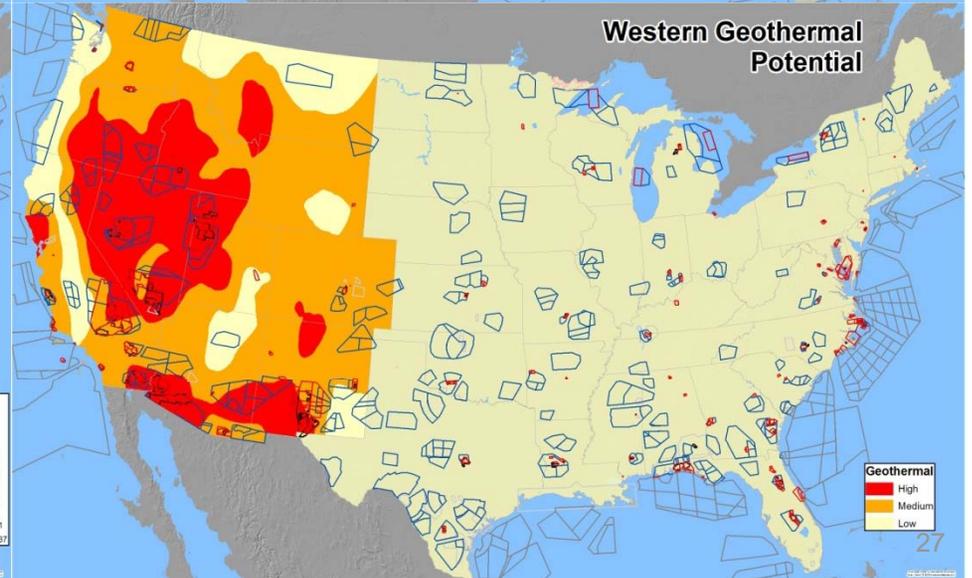
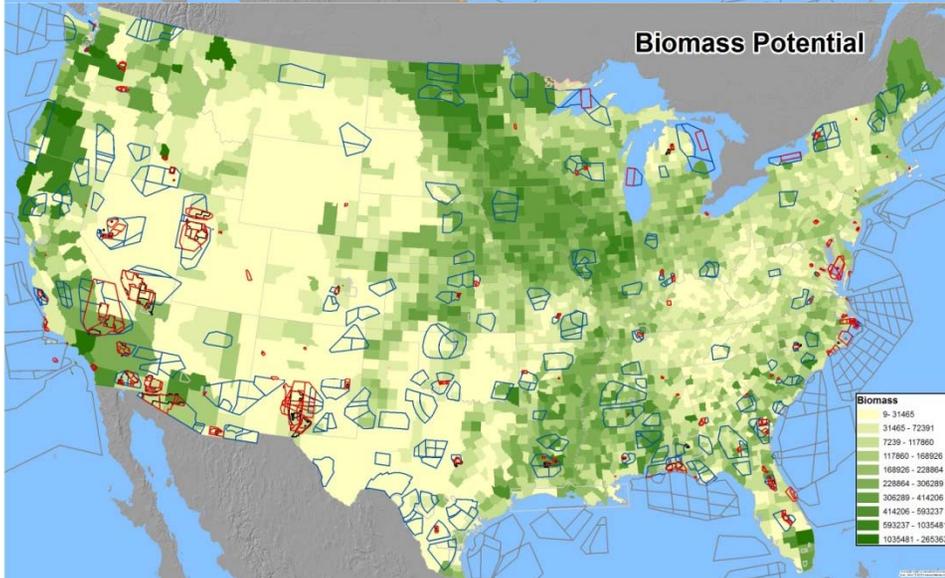
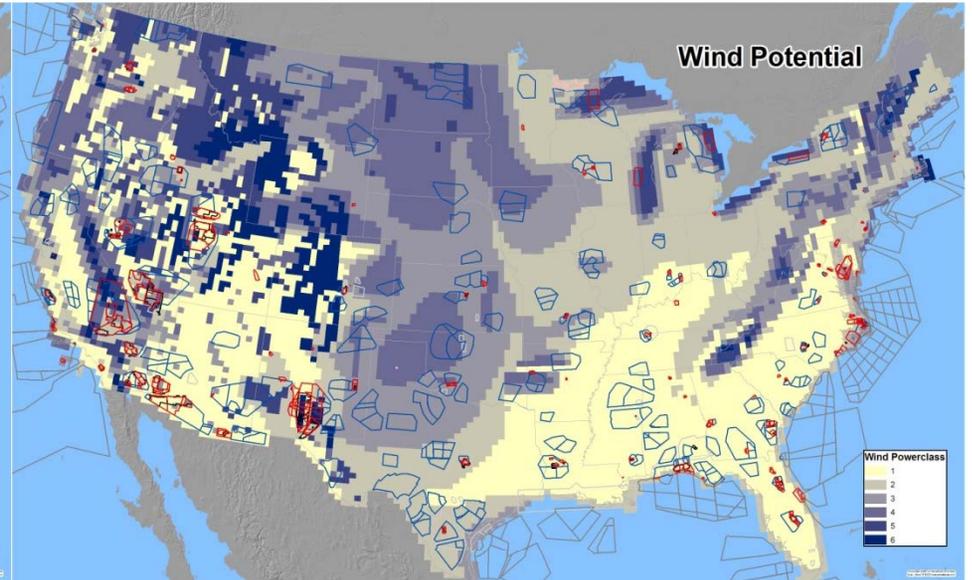
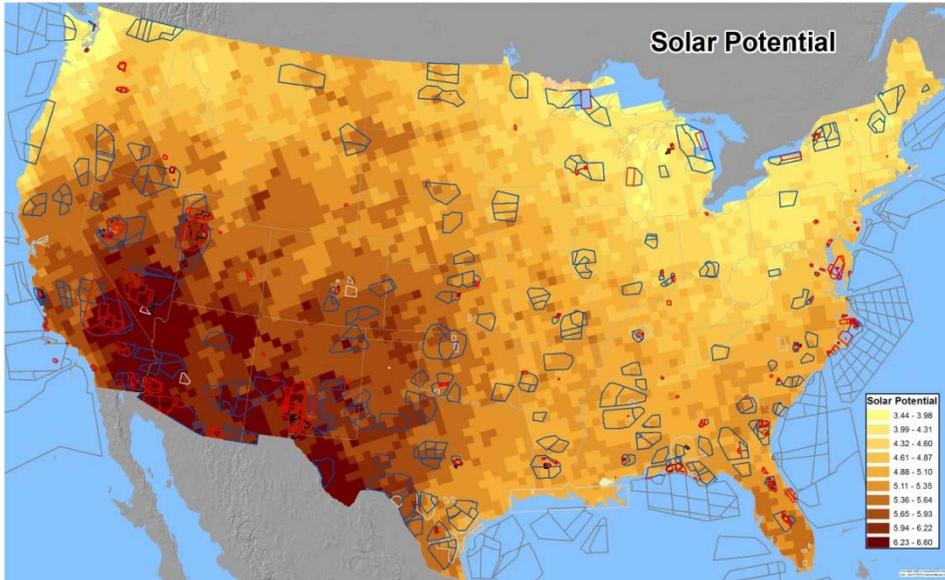
Las Vegas, NV



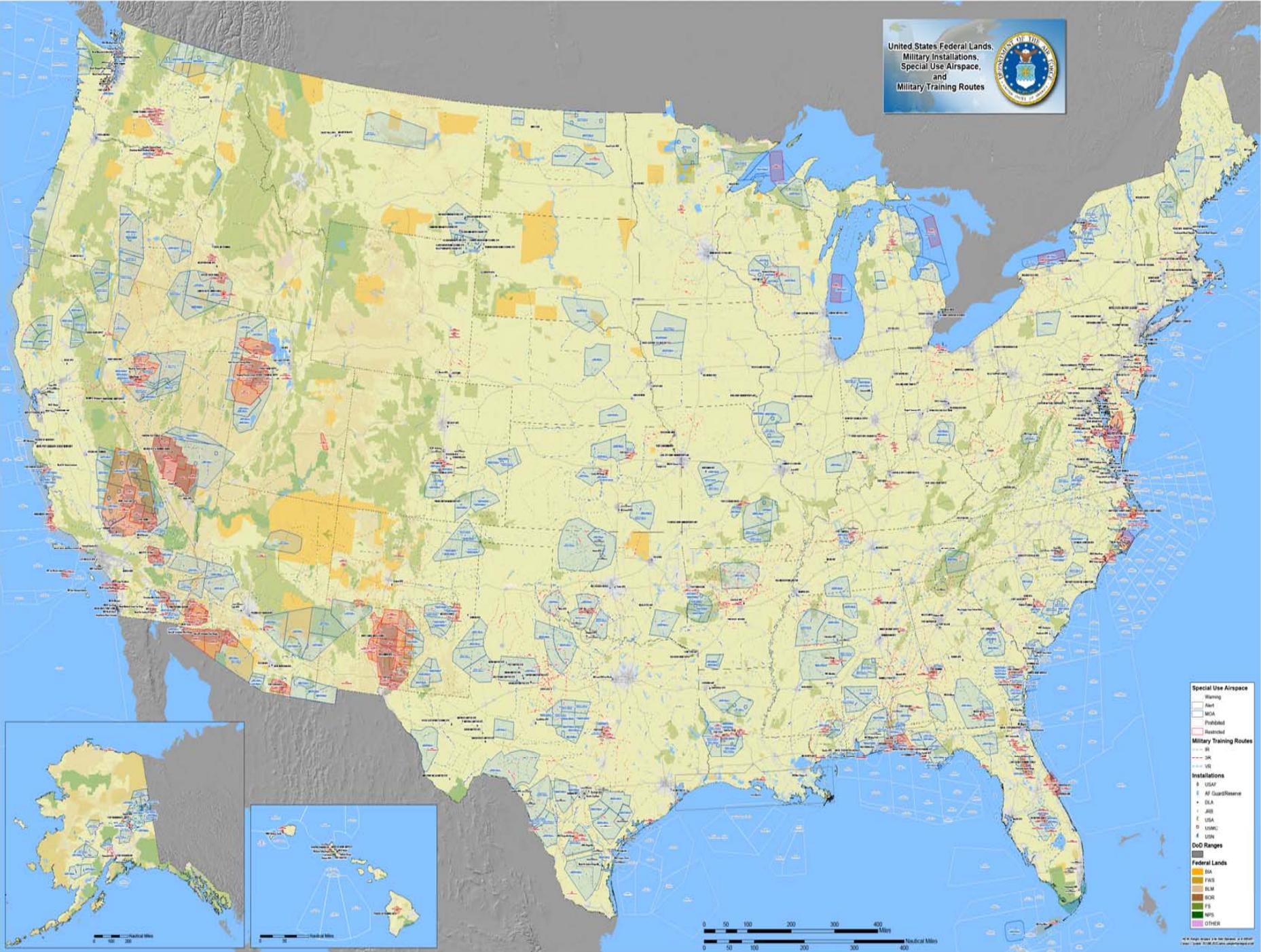


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Renewable Energy and Operating Space



United States Federal Lands,
Military Installations,
Special Use Airspace,
and
Military Training Routes

- Special Use Airspace**
- Warning
 - Alert
 - MOA
 - Prohibited
 - Restricted
- Military Training Routes**
- SR
 - VR
- Installations**
- USAF
 - AF Guard/Reserve
 - DA
 - JIB
 - USA
 - USMC
 - USN
- DoD Ranges**
-
- Federal Lands**
- BLM
 - FWS
 - BLM
 - BOR
 - FS
 - NPS
 - OTHER

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Energy



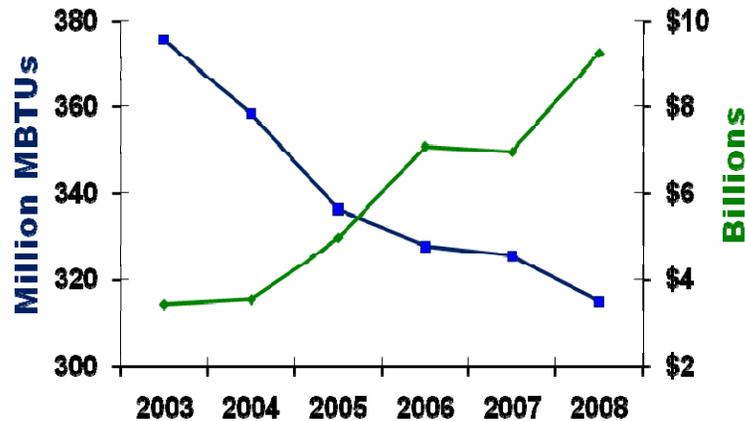
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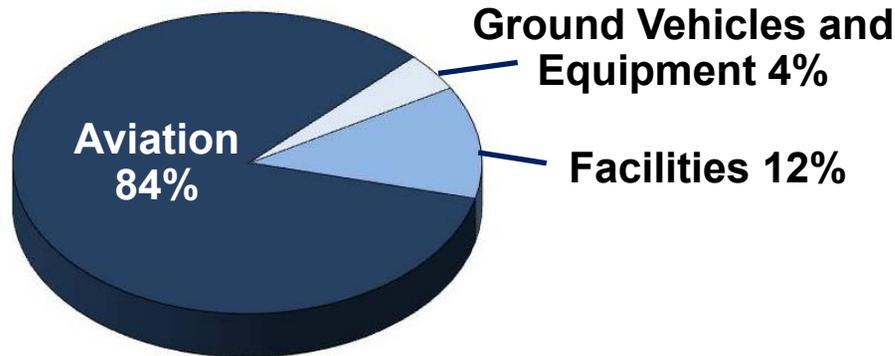
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Air Force 2008 Energy Use

Energy Cost and Consumption Trends



Energy Cost Breakdown



AVIATION

- Fuel Used: 2.4B Gal
- Fuel Cost: \$7.7B

FACILITIES

- Energy Used: 66.8M MBTU
- Energy Costs: \$1.1B

GROUND EQUIPMENT AND VEHICLES

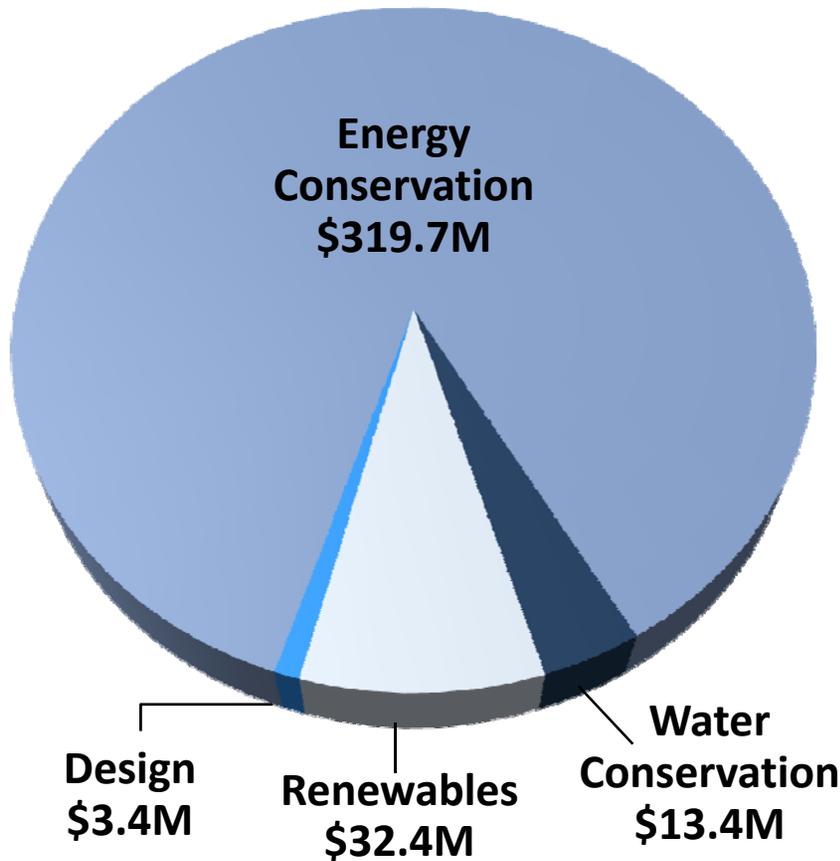
- Fuel Used: 109.1M GGE

Over \$9 billion spent for energy in 2008

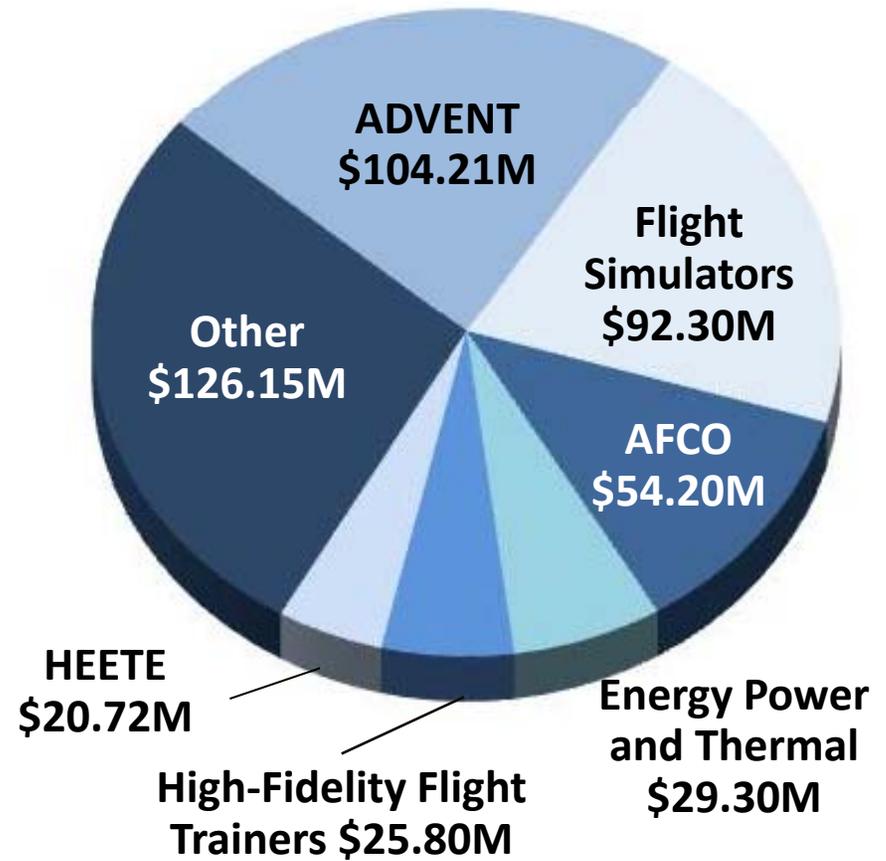


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FY09 Energy Investments



\$368M in Capital Investment Funding



\$618M in RDT&E Funding



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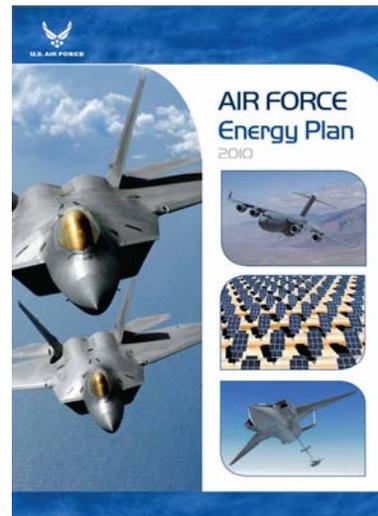
Air Force Energy Plan

3-Part Strategy

Reduce Demand

Increase Supply

Change the Culture



*Currently in
final coordination*

Vision

Make Energy A Consideration In All We Do

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Strategic Basing



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Background

- **SECAF & CSAF requested a review and reshaping of Air Force planning & strategic basing process**
- **SECAF & CSAF requested a Rapid Improvement Event (RIE) to re-look basing process & suggest permanent solution**
- **RIE Objective – identify a repeatable, defensible and transparent AF strategic-basing process with clearly defined roles & responsibilities**
- **RIE event held 23-27 Feb consisting of representatives from HAF, MAJCOMs and Strategic Advisors**
- **SECAF & CSAF directed “Enterprise Wide Look” for the beddown of JSF to ensure Air Force performs an objective review of all F-35 operational and training basing options**

Better Informed Decisions Earlier in Basing Process

LIEBERMAN-WARNER BILL, BOXER AMENDMENT (S. 3036)

REGULATIONS & MANDATES



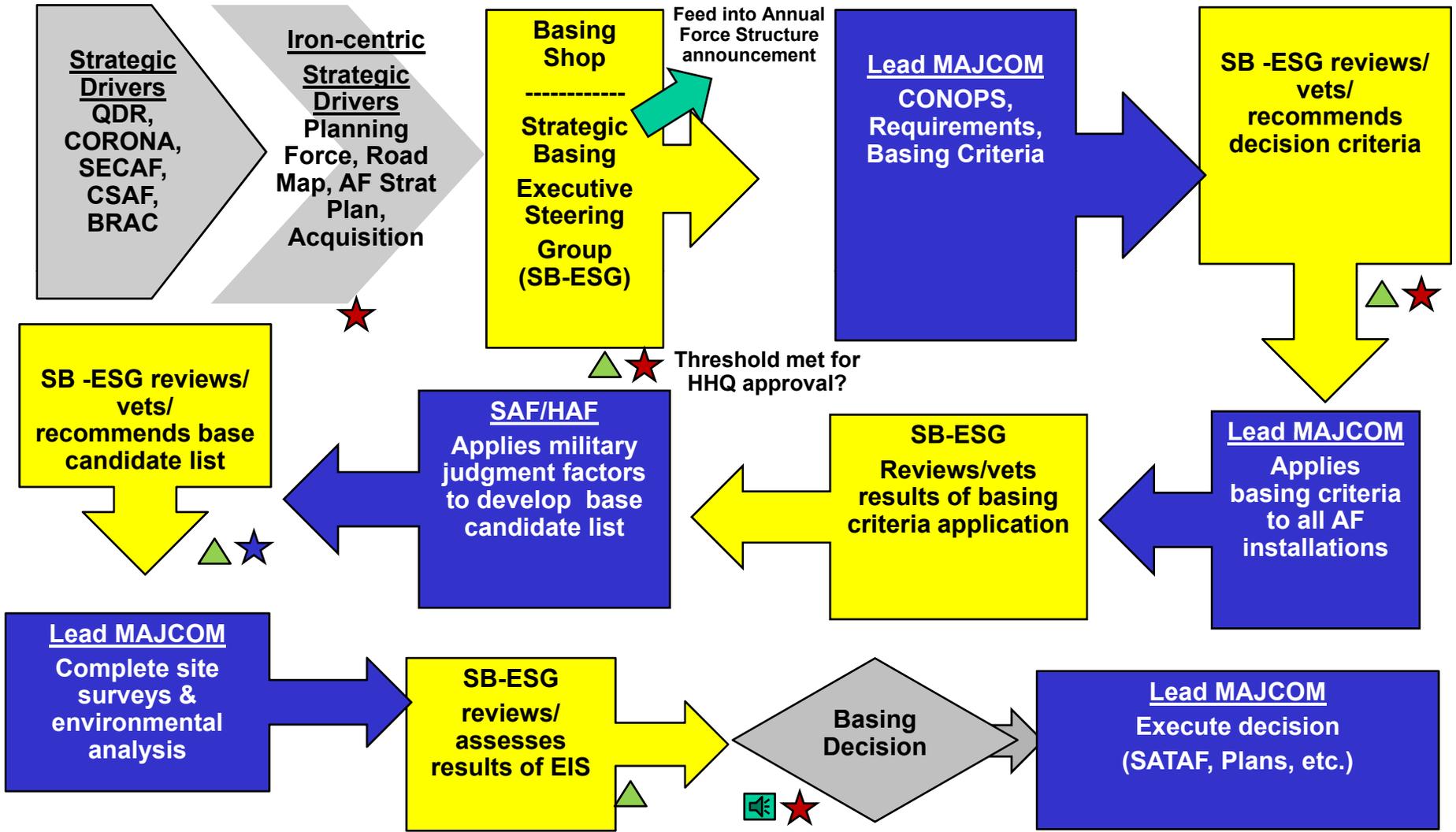
25 Oct

The Boxer Amendment to the Lieberman-Warner Climate Security Act of 2008 (S. 3036) contains over 300 regulations and mandates. Each regulation must go through the Regulatory Process detailed in the center of the chart.



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Strategic Basing Process

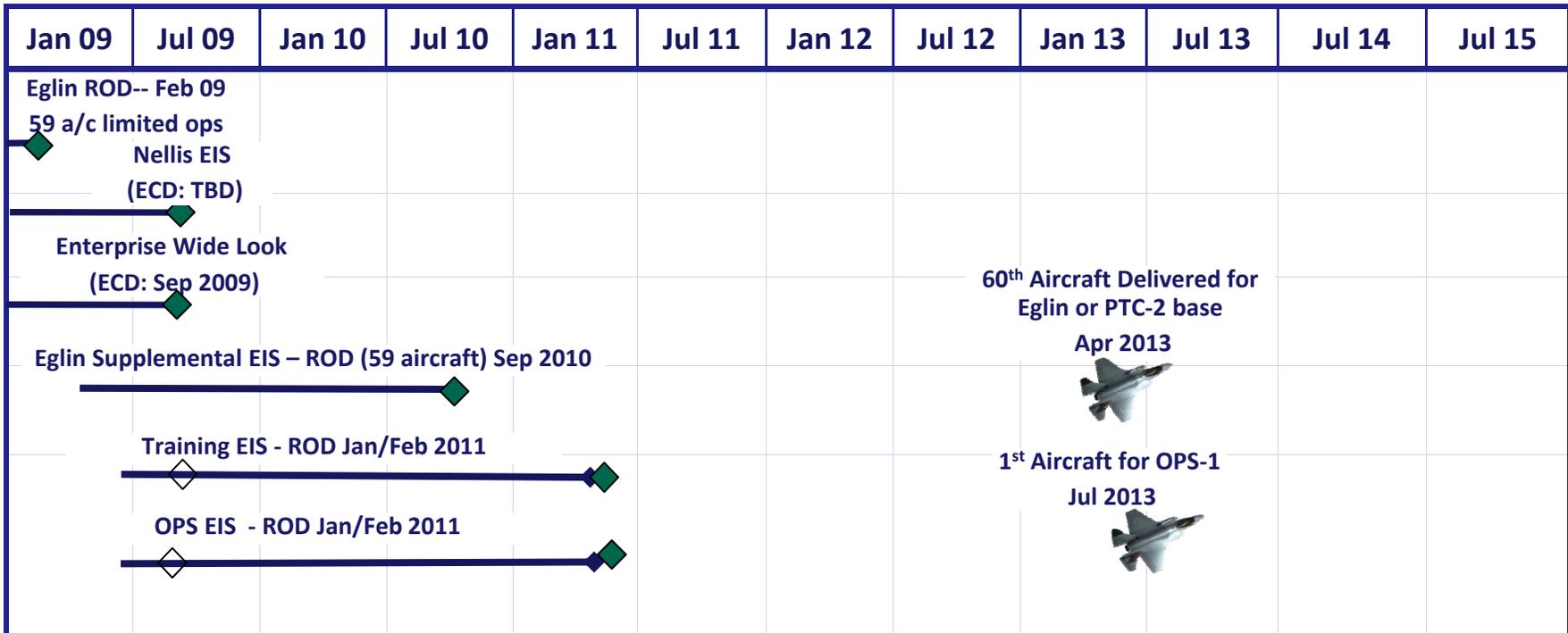


- ★ -SECAF/CSAF vector check/approval
- ★ -SECAF/CSAF considering all input, apply military judgment
- 🔊 SECAF and/or CSAF public announcement
- ▲ AFCS Touch Point



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JSF Timeline



Legend:
 EIS – Environmental Impact Statement
 ROD – Record of Decision

250 - 300 aircraft expected to be delivered by 2017



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SECAF/CSAF APPROVED JSF Basing Criteria

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F-35A Training Criteria

Mission (60 pts): Optimized for fighter aircraft to meet F-35A Syllabus requirements

- **Weather: (10)**
 - $\geq 3000/3$ for ≥ 350 days/yr (10)
 - $\geq 3000/3$ for ≤ 240 days/yr (0)
 - Linear score from 240 to 350
- **Airspace: (50)**
 - Meets 100% of syllabus flying requirements (50)
 - Meets $< 85\%$ of syllabus flying requirements (0)
 - Linear score from 85% - 100%
 - Use proximity, volume attributes to determine compatibility with syllabus

Capacity (25 pts)

Exist for 1 Trng Sqdn

- **Facilities: (12)**
 - **Ops (4)**
 - **Logistics (4)**
 - **Base Support (4)**
 - **Child Care Ctrs (1)**
 - **Fitness Ctrs (1)**
 - **Dorms (1)**
 - **Medical Care (1)**
- Does not support (0)
- **Runway: (10)**
 - 1 RW, 8000' min(10)
 - No RW or needs MILCON (0)
- **Ramp: (3)**
 - Exist 1 sqdn (3)
 - Does not support (0)

Exist for 3 Trng Sqdns

- **Ops (4)**
- **Logistics (4)**
- **Base Support (4)**
 - **Child Care Ctrs (1)**
 - **Fitness Ctrs (1)**
 - **Dorms (1)**
 - **Medical Care (1)**
- Does not support (0)
- 2 parallel, 8000 ' min (10)
- 2 intersecting 8000' min (5)
- 1 RW, 8000' min (3)
- No RW or needs MILCON (0)
- Exist 3 Sqdn (3)
- Does not support (0)

Cost (5 Pts)

- Area construction cost factor

Environmental (10 pts)

- **Air Quality: (3)**
 - **Attainment (3)**
 - **Nonattainment/maintenance (0)**
- **Encroachment: (7)**



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Weighting Syllabus Events

- **Specific events within the four syllabus phases are weighted based on their percentage of the whole (100%)**
 - **Familiarization, Low Altitude 16%**
 - **Formation 10%**
 - **Basic Weapons 10%**
 - **Close Air Support , Reconnaissance 10%**
 - **Intercepts, Offensive/Defensive Counter Air 22%**
 - **Basic Fighter Maneuvers, Aircraft Handling Characteristics, Air Combat Maneuvers 22%**
 - **Interdiction, Suppression/Destruction of Enemy Air Defense 10%**



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Airspace Supports Syllabus

- **Specific syllabus events have specific requirements**
 - 20nm x 20nm, 20,000 feet vertical for Basic Fighter Maneuvers (BFM)
 - 20nm x 40nm, surface to 30,000 feet, air-to-ground range, appropriate weapons danger zone for Laser Guided Bomb Delivery/High Angle Strafe
- **How airspace is evaluated:**
 - **Volume:** length, width, floor, ceiling
 - **Proximity:** distance from installation
 - **Attributes:** does the airspace support supersonic, live or inert munitions, large footprint weapons, strafe; target types



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Total Airspace Score

Percentage of syllabus requirements supported by airspace

X

Distance Score *

=

50 possible points

**** The longer it takes to get to and from the training airspace, the less training time there is available for syllabus events. Therefore, the distance score decreases the further the airspace is from the installation.***



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Environmental Criteria

■ Air Quality

- (CONUS) Is the base and its auxiliary fields located in an area that is in nonattainment for the National Ambient Air Quality Standards for ozone, carbon monoxide and particulate? (No is 3 pts, Yes is 0 pts)
- (OCONUS) Are there any laws or regulations pertaining to air quality which currently limit military aircraft beddowns, including flight operations? (No is 3 points, Yes is 0 point)

■ Encroachment

- Does the community have incompatible development in clear zones and/or accident potential zones? (No is 3 pts, Yes is 0 pts)
- Does the community have incompatible development in noise contours above 65 dB DNL? (No is 3 pts, Yes is 0 pts)
- (CONUS) Has the local community adopted zoning or other land use controls to preserve installation's flying operations? (Yes is 1 pt, No is 0 pts)
- (OCONUS) Are there any country-specific laws, regulations or restrictions pertaining to noise that limit U.S. military flying ops? (No is 1 pt, Yes is 0 pts)



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Color identifies changes from training criteria F-35A Operations Criteria

Mission (60 pts) : Optimized for fighter aircraft F-35A Ready Aircrew Program (RAP)

- **Weather (5)**
 - $\geq 3000/3$ for ≥ 350 days/yr (5)
 - $\geq 3000/3$ for ≤ 240 days/yr (0)
 - Linear score from 240 to 350
- **Airspace: (55)**
 - Meets 100% RAP flying rqmnts (55)
 - Meets 0% RAP flying rqmnts (0)
 - Linear score from 0-100%
 - Use proximity, volume, & availability attributes to determine compatibility with RAP

Capacity (25 pts)

Exist for 1 Ops Sqdn

- Facilities: (12)
 - Ops (4)
 - Logistics (4)
 - Base Support (4)
 - Child Care Ctrs (1)
 - Fitness Ctrs (1)
 - Dorms (1)
 - Medical Care (1)
- Does not support (0)
- Runway: (10)
 - 1 RW, 8000' min (10)
 - No RW or needs MILCON (0)
- Ramp: (3)
 - Exist for 1 sqdn (3)
 - Does not support (0)

Exist for 3 Ops Sqdns

- Ops (4)
- Logistics (4)
- Base Support (4)
 - Child Care Ctrs (1)
 - Fitness Ctrs (1)
 - Dorms (1)
 - Medical Care (1)
- Does not support (0)
- **1 RW, 8000' min (10)**
- No RW or needs MILCON (0)
- Exist for 3 sqdn (3)
- Does not support (0)

Cost (5 Pts)

- **Area construction cost factor**

Environmental (10 pts)

- Air Quality (3)
 - Attainment (3)
 - Nonattainment/maintenance (0)
- Encroachment (7)



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Weighting RAP Events

- **Specific events required by RAP are weighted based on their percentage of the whole (100%)**
 - **Close Air Support (CAS) 25%**
 - **Surface Attack Tactics (SAT) 25%**
 - **Basic Surface Attack (BSA) 9%**
 - **Air Combat Training (ACT) 20%**
 - **Air Combat Maneuvers (ACM) 9%**
 - **Basic Fighter Maneuvers (BFM) 9%**
 - **Air Refueling , Low Level, Single Engine Flameout 3%**



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Way –Ahead

- **Generate potential list of candidate bases**
- **SECAF approves/announces candidate bases (Oct 2009)**
- **SECAF decides and announces preferred locations for the initial operational bases and next increment of training bases with release of draft EIS (Late Spring 2010)**
- **Complete environmental analysis**
- **SB-ESG reviews results of environmental analysis**
- **SB-ESG provides SECAF its observations and the results of the environmental analysis**
- **SECAF decides JSF initial beddown locations**
- **SAF/IEI issues Record of Decisions on initial JSF Beddown locations (Early CY 2011)**

A Deliberate and Measured Approach

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JSF Candidate Bases

■ **Training**

- **Boise Air Terminal Air Guard Station ID**
- **Eglin AFB FL**
- **Holloman AFB NM**
- **Luke Air Force Base AZ**
- **Tucson International Airport Air Guard Station AZ**

■ **Operations**

- **Burlington International Airport Guard Station VT**
- **Hill AFB, UT**
- **Jacksonville International Airport Air Guard Station FL**
- **Mountain Home AFB ID**
- **Shaw AFB/McEntire Air Guard Base S.C.**

A Deliberate and Measured Approach

Integrity - Service - Excellence

Headquarters U.S. Air Force

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BRAC 2005

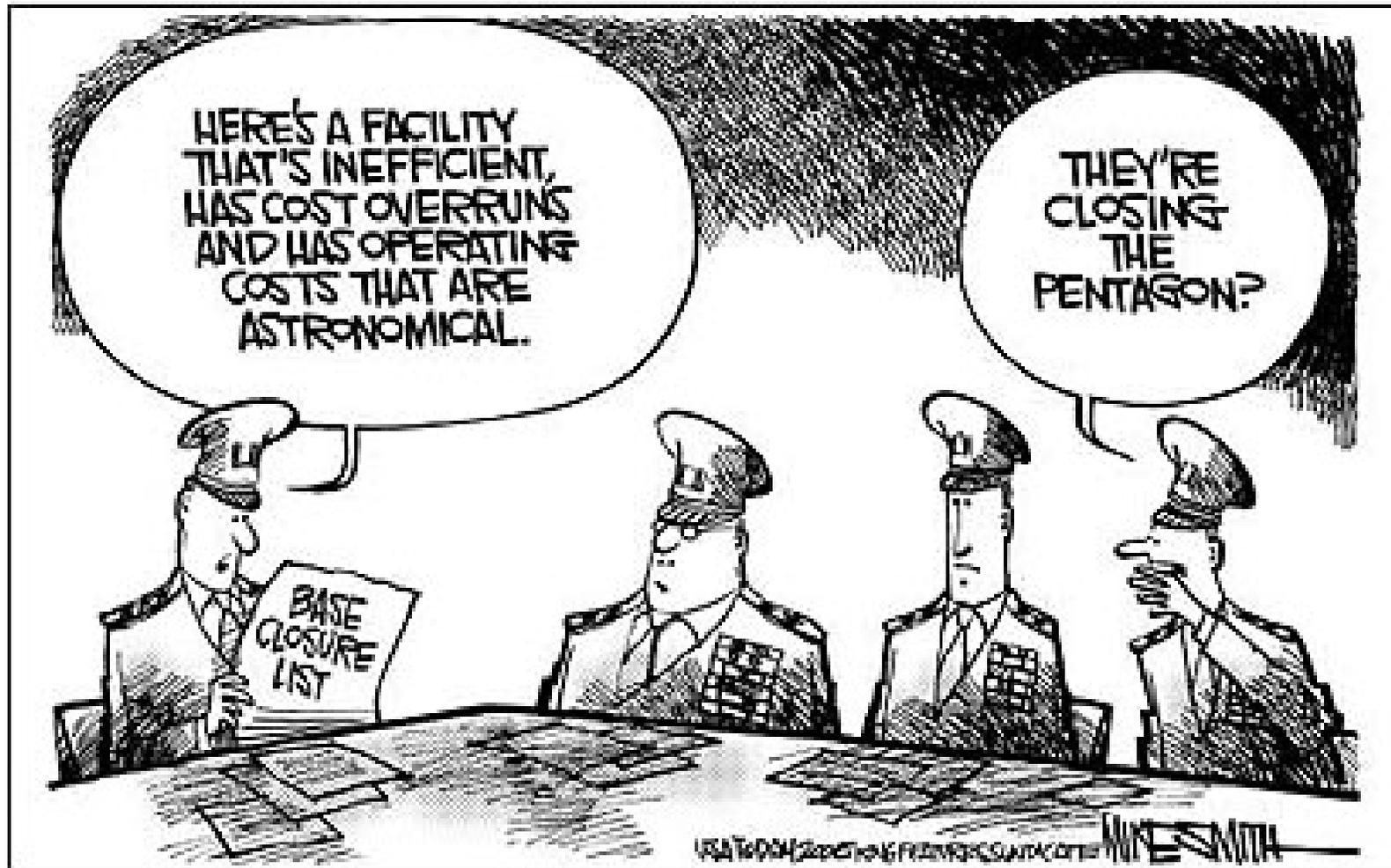


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BRAC



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25 Oct 09



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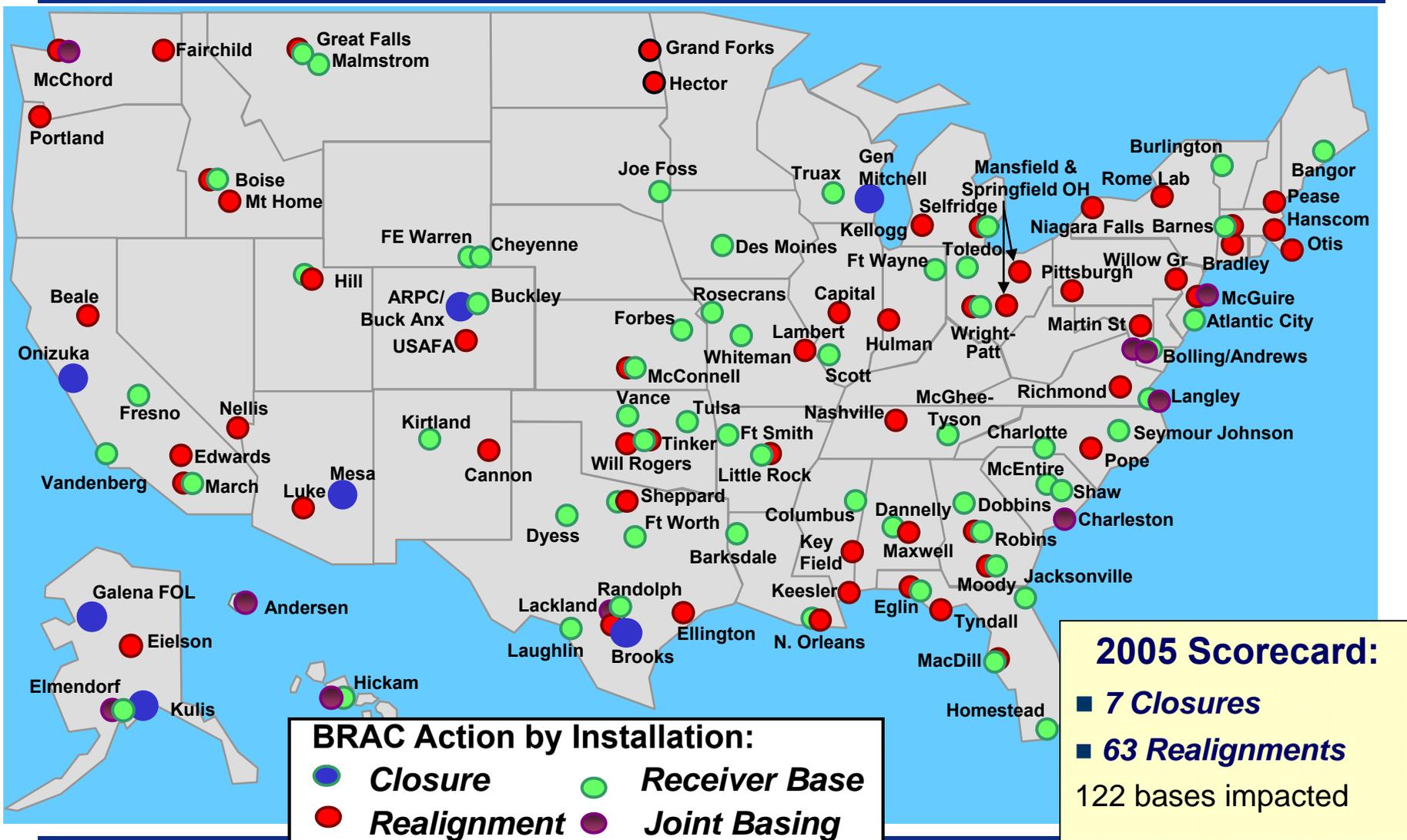
BRAC 2005 Background

- **220 recommendations passed into law**
- **BRAC highly Joint, transformational**
- **This round, 78% actions – Air Reserve Component**
 - **Previous rounds, 82% actions – Active Duty**
- **Air Force results: 7 closures, 59 realignments at 122 installations**
- **Business plans assign implementation responsibility**
 - **Air Force Lead on 64, financial equity in 16 others**
- **\$734M FY09 BRAC MILCON, \$577M (79%) driven by Joint recommendations**



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BRAC 2005 Results USAF and Joint Actions



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BRAC 2005 – Joint Basing



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BRAC 2005 - Joint Basing

- **Requires realignment of 26 installations to establish 12 Joint Bases by 2011**
 - **“Realign (base A) by relocating the installation management functions to (base B), establishing Joint Base (A-B) ...”**
- **Supports the need for common definitions and standards for delivery of Installation Services**
- **Requires flexibility in implementation guidance for local requirements**
 - **“...Joint Base implementation will allow flexibility to consider the best business practices and ensure that warfighting capabilities are preserved or enhanced.” (JBIG)**



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BRAC 2005 - Joint Basing

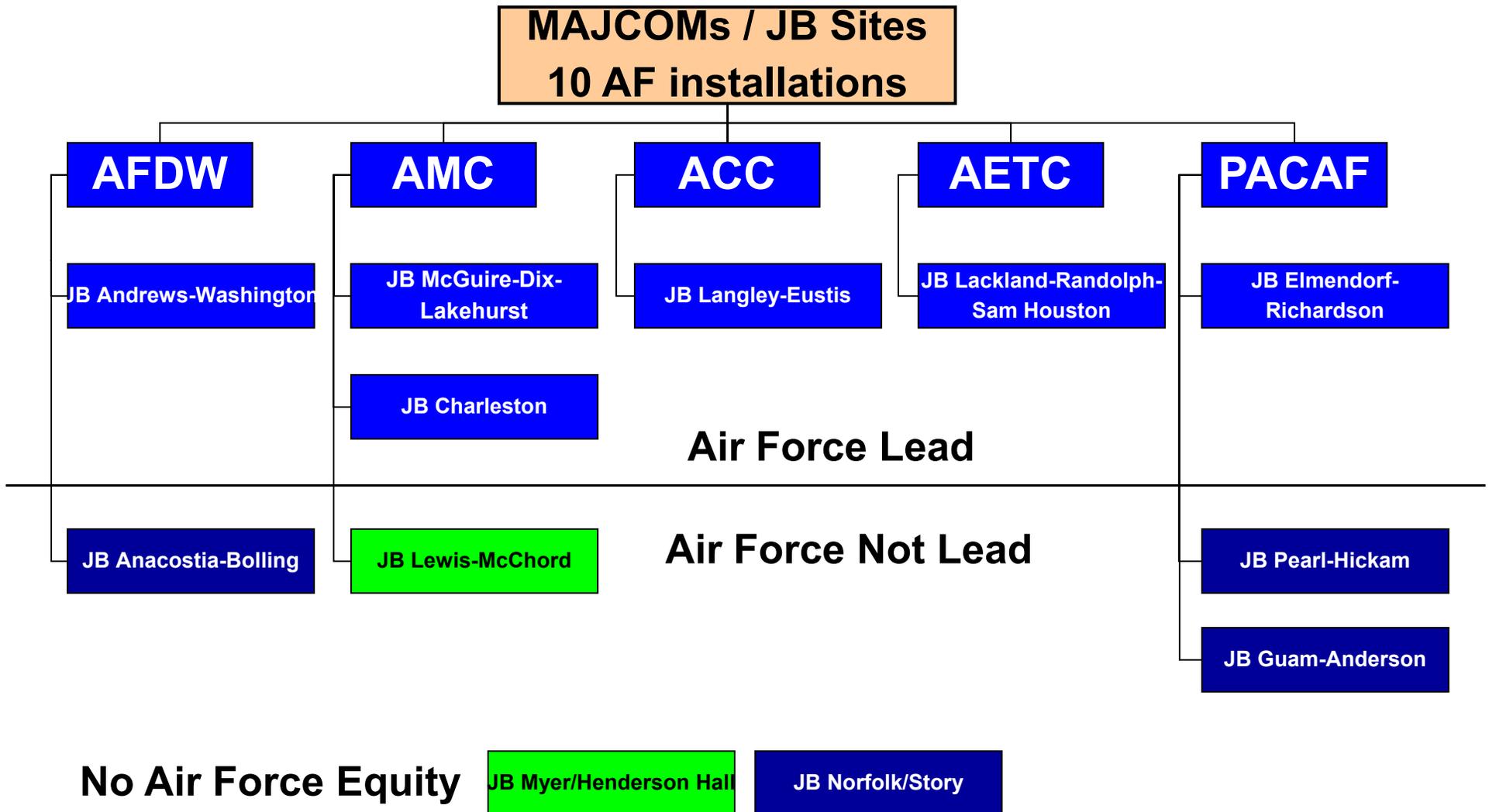
- | | | |
|----------------------|---|--|
| Navy
Lead | { | 1. NS Pearl Harbor/Hickam AFB = JB Pearl Harbor-Hickam |
| | | 2. Navy Region Guam/Andersen AFB = Joint Region Marianas |
| | | 3. Anacostia Annex/Bolling AFB = JB Anacostia-Bolling |
| | | 4. NAB Little Creek/Ft Story = JB Little Creek-Story |
| Army
Lead | { | 5. Ft Lewis/McChord AFB = JB Lewis-McChord |
| | | 6. Ft Myer/Henderson Hall = JB Myer-Henderson Hall |
| AF
Lead | { | 7. Charleston AFB/NWS Charleston = JB Charleston |
| | | 8. McGuire AFB/Ft Dix/NAES Lakehurst = JB McGuire-Dix-Lakehurst |
| | | 9. Andrews AFB/NAF Washington = JB Andrews-NAF Washington |
| | | 10. Elmendorf AFB/Ft Richardson = JB Elmendorf-Richardson |
| | | 11. Lackland AFB/Ft Sam Houston/Randolph AFB = JB San Antonio |
| | | 12. Langley AFB/Ft Eustis = JB Langley-Eustis |

Lead Component is responsible for providing Installation Support



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Joint Base Alignment in MAJCOMs





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Joint Basing Tenets

- **Preserve and Enhance Warfighting Capabilities**

- **Provide Optimal Delivery of Installation Support (IS)**
 - **Business transformation**
 - Joint Base Commander (JBC) delivers all IS
 - Authority, personnel, funding, and real property aligned
 - **Common Framework**
 - Joint Basing Implementation Guidance (JBIG)
 - Common Output Level Standards (COLS)
 - Cost and Performance Visibility Framework



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Let Me Leave You This...

**Everything
we do is a
Team
effort...**



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Let Us Never Forget...



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25 Oct 69



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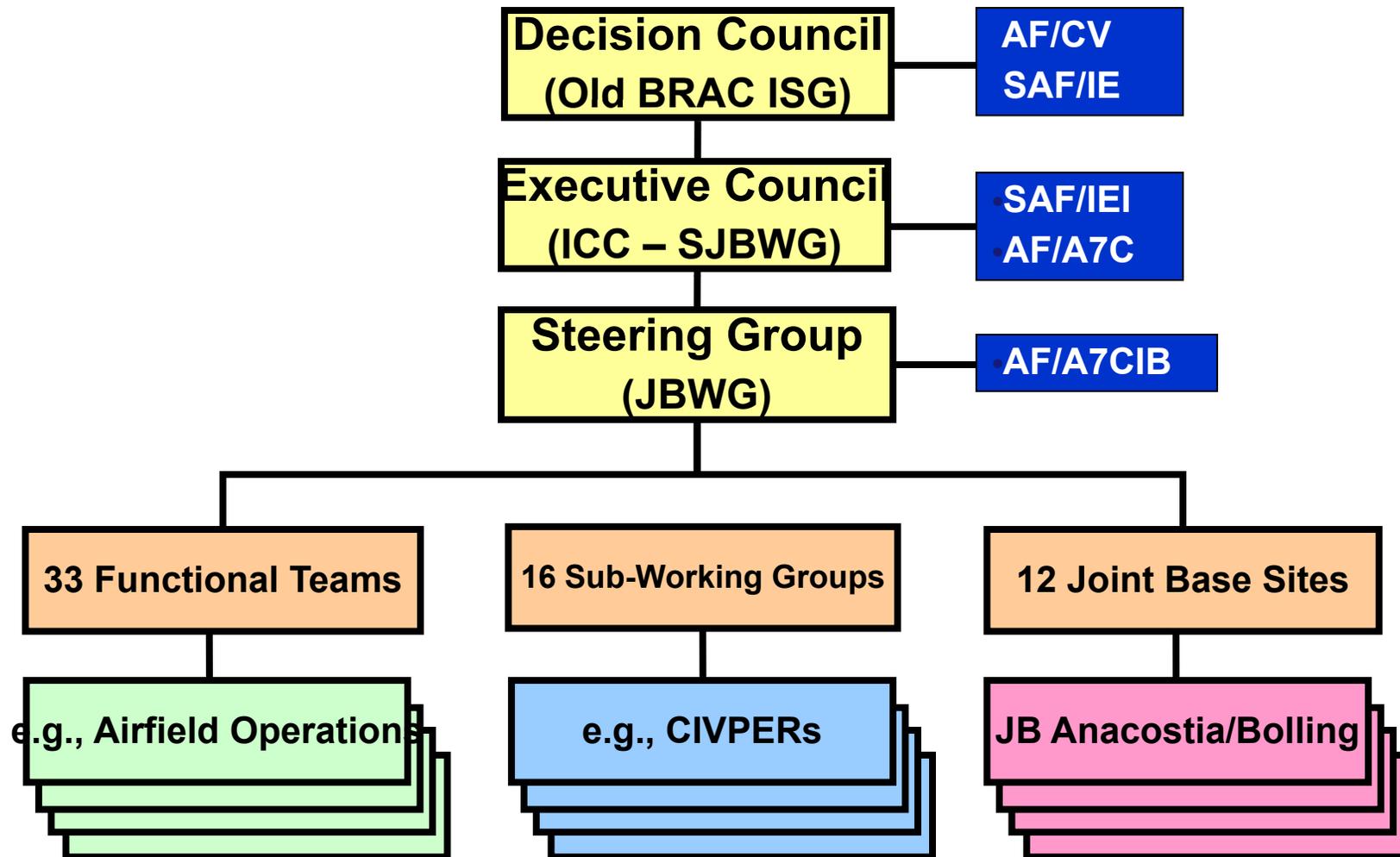
BACKUP SLIDES

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Joint Base Working Group Structure



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Joint Base Working Group Structure

16 Sub-Working Groups

**Civilian Personnel (CIVPER)
(A1X)**

**Command Authority
(JAA, A7C)**

**Environmental
(SAF/IEE, A7C)**

**Facility Investment
(A7C)**

**Facility Operations
(A7C)**

**Financial Management
(SAF/FMB)**

**Support Agreement/MOA
(A4R)**

**IT Services Mgt
(SAF/XCI & XCX)**

**Military Personnel (MILPER)
(A1X, A1M)**

**MWR/NAF & Exchanges
(A1S, AAFES)**

**Organizational Structure
(A1M)**

**Property & Equipment
(A4R)**

**Procurement Operations
(SAF/AQC)**

**Range Operations
(A7S, A30, SAF/IE)**

**Real Property
(A7C, AFRPA)**

**Emergency Management
(A7C)**

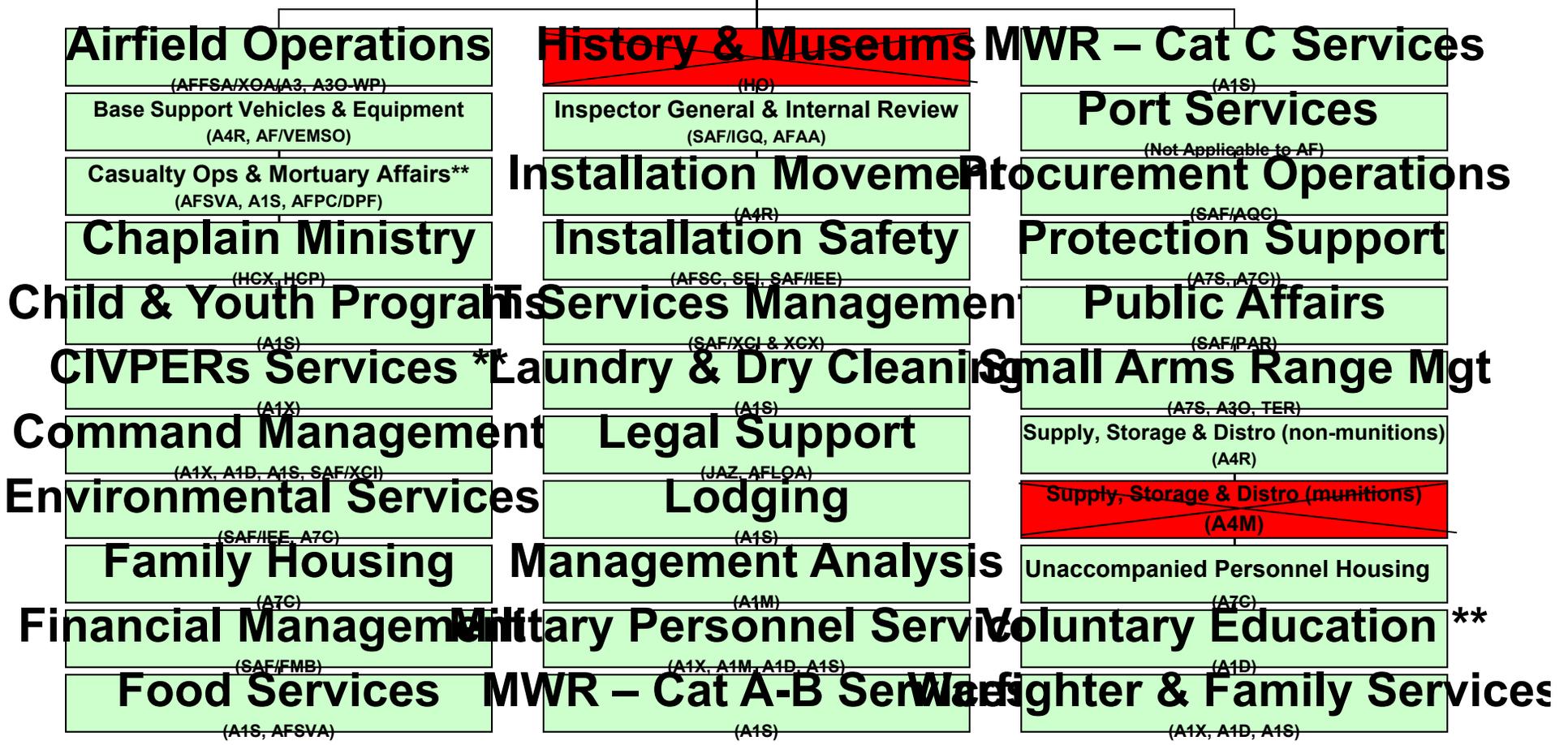
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Joint Base Functional Breakout

33 Functional Teams



** Not considered for consolidation at Joint Bases
History & Museums & MUNS exempted by OSD in Feb 08 from Joint Basing



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Joint Management Oversight Structure (JMOS)



***Established by the DEPSECDEF in the JBIG**

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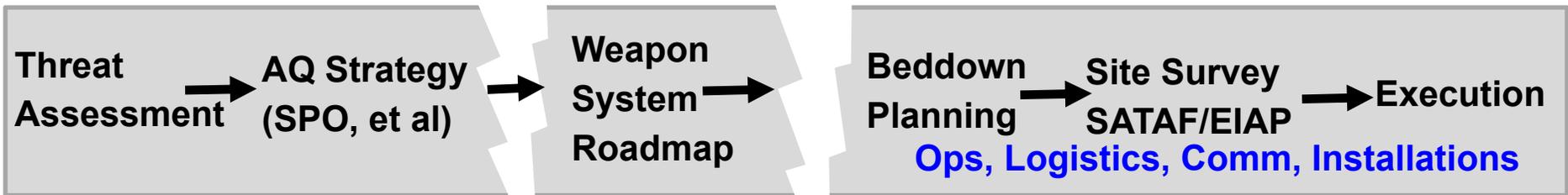
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“As Is” Process

Pain Points, Gaps and Seams

Weapon System Development

Basing Planning and Execution



- **Principal’s Interviews & RIE substantiated current state and associated problems**
 - **Planning, Programming & Execution functions now disconnected**
 - **Responsibilities and authorities spread across multiple HAF & SAF functions**
 - **Decentralized execution; HAF oversight late in process**
 - **Lack of repeatable process for selection and/or announcement of beddown locations**
 - **High External Interest**
 - **Proactive Congressional and military community engagement**