

**BY ORDER OF THE COMMANDER
AIR FORCE MATERIEL COMMAND**

**AIR FORCE MATERIEL COMMAND
INSTRUCTION 10-503**



6 MARCH 2023

Operations

AFMC STRATEGIC BASING PROCESS

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This instruction implements portions of Air Force Policy Directive (AFPD) 10-5, *Basing*, and complements AFI 10-503, *Strategic Basing*. This Air Force Materiel Command Instruction (AFMCI) is applicable to Headquarters Air Force Materiel Command (HQ AFMC) and its subordinate organizations, as well as any other Active Duty (or Regular) Air Force, Air Force Reserve Command, Air National Guard component of the National Guard Bureau and other services/agencies requesting basing actions on AFMC real property or United States Space Force (USSF) real property where AFMC is the servicing MAJCOM, and also applies to AFMC units requesting basing actions on non-AFMC real property. Ensure all records created as a result of processes prescribed in this publication are maintained IAW AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW with Air Force Records Disposition Schedule located in the Air Force Records Information Management System. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See DAFMAN 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items to HQ AFMC/A5/8/9 Workflow (afmc.a589.workflow@us.af.mil). This publication may be supplemented at any level, but all direct supplements should be routed to HQ AFMC/A5/8P for coordination prior to certification and approval.

Chapter 1

GENERAL GUIDANCE

1.1. Scope. The AF Strategic Basing Process is governed by AFI 10-503. This AFMCI is intended to complement AFI 10-503 for all AFMC basing actions, to include basing actions that do not otherwise require SecAF or delegated authority decision as specified in AFI 10-503.

1.2. Applicability. This instruction is for use by AFMC Center-level and Installation-level Plans and Programs functional offices when processing basing actions for proponent entities on AFMC real property, proponent entities on USSF real property where AFMC is the servicing MAJCOM, and AFMC entities on non-AFMC real property. This instruction applies to both new and existing mission growth or reduction.

1.2.1. Specific exclusions to the AF Strategic Basing Process are listed in AFI 10-503, and are similarly excluded from the requirements of this AFMCI:

1.2.1.1. Base Realignment and Closure actions (AFI 10-503, Paragraph 1.2.3).

1.2.1.2. Actions governed by the Testing and Evaluation process as defined in AFI 99-103, *Capabilities-Based Test and Evaluation* (AFI 10-503, Paragraph 1.2.5).

1.2.1.3. Exempted activities such as industrial facilities, and certain non-Air Force entities (AFI 10-503, Chapter 16).

1.2.1.4. Manpower actions (e.g., authorization movements between program offices, application of new logistics composite model or manpower determinant, Office of the Secretary of Defense or AF Corporate Structure program adjustments, Acquisition Sustainment Unit model updates, etc.) that result in zero growth, or reduction, in end strength at an installation are exempted from this instruction.

1.2.2. In accordance with AFPD 10-5, Paragraph 4.4, and AFI 63-101/20-101, *Integrated Life Cycle Management*, Paragraph 1.5.3, actions governed by other AF corporate processes, including government-owned, contractor operated facilities, Depot Source of Repair, and Program Executive Office Portfolio Assignment may require a strategic basing decision if they meet strategic basing thresholds as previously defined, and may require an informational briefing to the Air Force Strategic Basing Panel and/or the Air Force Strategic Basing Executive Steering Group. While these types of actions have their own governance processes, advocates of such actions shall follow the process outlined in **Chapter 3** of this instruction to ensure AFMC Host Installation approval, and to provide notification to HQ AFMC such that the Directorates may determine appropriate resourcing requirements, if not otherwise exempted from this instruction.

1.2.3. This instruction does not apply to basing actions which are requested for a duration of less than one year.

1.3. Aggregation and Time Phasing. AFMC Center-level and Installation-level Plans and Programs functional offices will include both a one-year look-back as well as any reasonably foreseeable future mission increases, decreases, and movements when determining applicability of this instruction. Time phasing of actions or splitting of actions across multiple geographic locations does not constitute an exemption to applicability of this instruction.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Overview. The purpose of this section is to ensure clarity of roles and responsibilities for a consistent, defensible, repeatable process for evaluating Basing Action Requests (BARs) that occur within the scope of this AFMCI.

2.2. AFMC Commander (AFMC/CC). AFMC/CC is the decision authority (with SF/CSO approval for USSF bases) for BARs that occur within the scope of this AFMCI, and do not otherwise require SecAF or delegated authority decision.

2.2.1. Delegation of Decision Authority. Except as may be limited by AFI 10-503, or in cases where AFMC/CC (or SF/CSO) elects to retain decision authority, decision authority for BARs that occur within the scope of this AFMCI is delegated as follows:

2.2.1.1. For all BARs for which the total number of personnel (military, civilian, contractor, and/or student) involved is fewer than 35, the AFMC or USSF Host Installation Commander is the delegated decision authority. In the event of disagreement between the Advocate and the AFMC Host Installation, the AFMC Deputy Commander (AFMC/CD) will have delegated decision authority.

2.2.1.2. For all AFMC BARs for which the total number of personnel (military, civilian, contractor, and/or student) involved is 35 or more, the AFMC Director of Strategic Plans, Programs, Requirements, and Analyses (HQ AFMC/A5/8/9) is the delegated decision authority.

2.3. AFMC Director of Strategic Plans, Programs, Requirements, and Analyses (HQ AFMC/A5/8/9). HQ AFMC/A5/8/9 is the functional owner of the AFMC Strategic Basing Process. BARs that occur within the scope of this AFMCI will be coordinated through HQ AFMC/A5/8/9.

2.3.1. HQ AFMC/A5/8/9 Deputy Director. The HQ AFMC/A5/8/9 Deputy Director is the process lead for the AFMC Strategic Basing Process, and will coordinate with the AF Strategic Basing Directorate (SAF/IEIB) to determine process applicability. Questions regarding this instruction may be referred to HQ AFMC/A5/8/9 Workflow.

2.4. AFMC Director of Manpower, Personnel and Services (HQ AFMC/A1). HQ AFMC/A1 is responsible for force development, management, and sustainment of AFMC's military and civilian personnel.

2.4.1. AFMC Manpower & Organization Division (HQ AFMC/A1M). HQ AFMC/A1M is responsible for collaborating with owning MAJCOMs and AFMC Centers to establish and advocate Base Operating Support (BOS) adjustments as necessary to accommodate appropriate support for basing actions, and will coordinate with AFMC Centers and Host Installations on establishment of BOS sourcing as part of the development of Intra-service, Intra-agency, and Inter-agency Support Agreements.

2.5. AFMC Director of Air, Space and Cyberspace Operations (HQ AFMC/A3/6). HQ AFMC/A3/6 is responsible for matters pertaining to Air, Space, and Cyberspace Operations within AFMC.

2.5.1. AFMC Current Operations Division (HQ AFMC/A3O). HQ AFMC/A3O is responsible for providing subject matter expertise on weather and climate factors, and threats impacting the BAR process.

2.6. AFMC Director of Financial Management (HQ AFMC/FM). HQ AFMC/FM is responsible for all matters pertaining to financial oversight and budgetary control of appropriations and funds assigned to AFMC.

2.6.1. AFMC Financial Analysis Division (HQ AFMC/FMA). HQ AFMC/FMA is responsible for collaborating with HQ AFMC/A1M, HQ AFMC/A5/8/9, AFIMSC Det 6 (Det 1 for USSF), and applicable Host Installations to ensure both pay and non-pay BOS funding is requested and available to ensure basing actions are met on schedule and are executable as outlined in the Intra-service, Intra-agency, and Inter-agency Support Agreements.

2.7. AFMC Center Commanders. AFMC Center Commanders are responsible for advocacy of AFMC Center-led BARs and any AFMC BARs occurring on non-AFMC real property. Regardless of advocacy, approval from the AFMC Host Installation Commander is required for all BARs occurring on AFMC real property.

2.7.1. AFMC Center Plans and Programs Functions.

2.7.1.1. AFMC Center Plans and Programs functional offices will ensure support agreements and documentation are developed as necessary, and will coordinate with AFIMSC Det 6 (Det 1 for USSF) and HQ AFMC/A1M to incorporate BOS and infrastructure investment requirements to support basing decisions.

2.7.1.2. AFMC Center Plans and Programs functional offices will coordinate planning efforts for basing actions on non-AFMC real property with the Air Force Installation and Mission Support Center, Basing and Beddown Branch (AFIMSC/IZSB) for Enterprise Wide Look and analysis of preferred and reasonable basing alternatives.

2.7.2. AFMC Center Manpower Functions.

2.7.2.1. AFMC Center Manpower functional offices are responsible for the validation and documentation of impacted requirements.

2.7.2.2. AFMC Center Manpower functional offices will inform HQ AFMC/A1M and AFIMSC Det 6 (Det 1 for USSF) of any changes to BOS requirements.

2.8. AFMC Host Installation Commanders. AFMC Host Installation Commanders are the delegated decision authority for all AFMC BARs occurring on AFMC real property for which the total number of personnel involved is fewer than 35. Additionally, AFMC Host Installation Commanders are responsible for BOS requirements and advocacy of proponent BARs occurring on AFMC real property that are not otherwise Center-led. AFMC Host Installation Commanders will coordinate basing decisions within the scope of this AFMCI with their owning Center leadership, as appropriate.

2.8.1. AFMC Host Installation Plans and Programs functional offices. AFMC Host Installation Plans and Programs functional offices will ensure Intra-service, Intra-agency, and Inter-agency Support Agreements and other supporting agreements and documentation are developed as necessary, to include detailed BOS and infrastructure investment requirements to support basing decisions. Intra-service, Intra-agency, and Inter-agency Support Agreements

will not be signed until a memo is received from HQ AFMC/A1M indicating the outcome of BOS sourcing.

2.8.2. AFMC Host Installation Manpower functional offices. AFMC Host Installation Manpower functional offices are responsible for the documentation of impacted requirements, and will request validation from appropriate AFMC Center Manpower functional offices for any changes to BOS requirements. Request for approval will be sent to HQ AFMC/A1M prior to Host Installation Commander signature.

2.9. Air Force Installation and Mission Support Center (AFIMSC) Detachment 6 (Det 6). AFIMSC Det 6 provides functional support directly to AFMC Centers and installations for AFMC BARs, including advocacy for BOS sourcing solutions, and environmental analysis required by the National Environmental Policy Act (NEPA) as executed by the President's Council of Environmental Quality regulations within 40 Code of Federal Regulations §§ 1500 - 1508 and the subsequent Air Force Environmental Impact Analysis Process (EIAP) codified under 32 Code of Federal Regulations § 989. AFIMSC Det 6 will coordinate environmental planning support and EIAP requirements programming and funding prioritization with the Air Force Civil Engineer Center NEPA Division. For larger basing actions requiring Air Force Civil Engineer Center's execution of EIAP, AFIMSC Det 6 will coordinate with Air Force Civil Engineer Center NEPA Division to participate in candidate site surveys to help scope the action and the EIAP contract. Detachment 1 accomplishes all aspects of this paragraph for USSF installations.

Chapter 3

AFMC STRATEGIC BASING PROCESS

3.1. Overview. This section describes the submittal, review, approval, and notification process for BARs that occur within the scope of this AFMCI. **Attachment 2** provides a graphical description of the process.

3.2. AFMC BAR Submittal, Review, Approval, and Notification Process.

3.2.1. For all AFMC BARs that meet any of the criteria specified in AFI 10-503, paragraph 1.6, the decision authority is SecAF or delegated authority. AFMC BARs requiring SecAF or delegated authority decision will follow the approval process outlined in AFI 10-503.

3.2.2. For all AFMC BARs that do not require SecAF or delegated authority decision, and for which the total number of personnel (military, civilian, contractor, and/or student) involved is fewer than 35, the AFMC Host Installation has delegated decision authority. This number should be based on space requirements with telework incorporated in accordance with DAFMAN 32-1084, *Standard Facility Requirements*.

3.2.2.1. For any BARs approved by the AFMC Host Installation, the Center Advocate or Host Installation Advocate will provide notification to AFMC/A5/8/9 Workflow within ten business days if any of the following conditions exist: **(T-2)**

3.2.2.1.1. The action involves 10 or more full-time equivalents.

3.2.2.1.2. The action requires establishment of an Intra-service, Intra-agency, or Inter-agency Support Agreement, or modification of an existing Intra-service, Intra-agency, or Inter-agency Support Agreement. Estimated square footage of building space shall incorporate telework facility space standards in accordance with DAFMAN 32-1084.

3.2.2.1.3. The action drives a requirement for leased facility space, facility sustainment, restoration, or modernization funding, or Military Construction funding. Facility space requirements shall incorporate telework facility space standards in accordance with DAFMAN 32-1084

3.2.2.1.4. The action drives an Environmental Assessment and Finding of No Significant Impact or Finding of No Practicable Alternative, or an Environmental Impact Statement.

3.2.2.2. Notification will include an electronic Staff Summary Sheet with appropriate detail to explain the purpose and need for the basing action, analysis of alternatives considered, discussion of potential impacts to other AF and AFMC missions and the environment, verification of AFMC Host Installation approval, and discussion of facilities, mission support, and BOS requirements and funding. **(T-2)**

3.2.2.3. Upon receipt of notification, HQ AFMC/A5/8/9 will coordinate the basing decision with AFIMSC Det 6 (or Det 1 for USSF actions), HQ AFMC/A1M, HQ AFMC/A4C, HQ AFMC/FM, and any other HQ AFMC Directorates, or other organizations with equities, and may make a recommendation for higher-level review or elevation of basing decision authority.

3.2.3. For all AFMC BARs that do not require SecAF or delegated authority decision, and for which the number of personnel (military, civilian, contractor, and/or student) involved is 35 or more, the Center Advocate or Host Installation Advocate will submit an electronic Staff Summary Sheet to AFMC/A5/8/9 Workflow with a recommendation for approval or disapproval of the BAR, and including adequate substantiating information to explain and document the purpose and need for the basing action, along with analysis of the preferred and reasonable basing solutions. This number should be based on space requirements with telework incorporated in accordance with DAFMAN 32-1084. (T-2)

3.2.3.1. Substantiating information should provide a thorough description of the BAR, to include:

3.2.3.1.1. Analysis of preferred basing location (and reasonable alternate basing locations, if multiple viable options exist).

3.2.3.1.2. Any associated BOS requirements, expected number of manpower authorizations involved, estimated square foot area of building space needed, anticipated utility/building systems requirements (electric, gas, steam, water, communications, uninterrupted power, secure/classified space, etc.).

3.2.3.1.3. Requirement for temporary facility space interim to availability of permanent space, if applicable.

3.2.3.1.4. Potential impacts to the Host Installation or other existing tenants' missions.

3.2.3.1.5. Analysis of weather and climate factors, and threats impacting the BAR process.

3.2.3.1.6. Estimated costs for preferred alternative and funding sources. Include both initial start-up costs and recurring life-cycle costs.

3.2.3.1.7. AF Form 813, *Request for Environmental Impact Analysis*, initiating the EIAP process and capturing two main elements: The Purpose and Need for the Action and the Description Of Proposed Action and Alternatives.

3.2.3.1.8. A Bullet Background Paper and Facer Chart, or a site survey report, if warranted, to provide adequate decision-level detail.

3.2.3.2. **Attachment 3** provides appropriate formats for Bullet Background Papers and Facer Charts.

3.2.3.3. Upon receipt of an AFMC BAR, AFMC/A5/8/9 Workflow will task HQ AFMC/A5/8P to coordinate with AFIMSC Det 6 (or Det 1 for USSF actions), HQ AFMC/A1M, HQ AFMC/A4C, HQ AFMC/FM, and any other HQ AFMC Directorates, or other organizations with equities.

3.2.3.3.1. Requests for supplemental information or rework of the BAR documentation will be processed through AFMC/A5/8/9 Workflow.

3.2.3.3.2. AFIMSC Det 6 (or Det 1 for USSF actions) will coordinate with the proponent of the BAR to ensure completion of AF EIAP, if required, and provide documentation to be included in the BAR decision package.

3.2.3.3.3. HQ AFMC/A1M and AFIMSC Det 6 (or Det 1 for USSF actions) will coordinate with any impacted MAJCOMs for sourcing solutions to BOS. A memo will be included in the BAR decision package indicating outcome of BOS sourcing discussions.

3.2.3.3.4. Following coordination with AFIMSC Det 6 (or Det 1 for USSF actions), HQ AFMC/A1M, HQ AFMC/A4C, HQ AFMC/FMA, and any other HQ AFMC Directorates, or other organizations with equities, HQ AFMC/A5/8P will prepare a staff package with appropriate documentation for the decision authority.

3.3. AFMC BAR Approval. The delegated decision authority will document and retain a record of approval or disapproval of AFMC BARs. In cases where AFMC/CC or HQ AFMC/A5/8/9 is the decision authority, AFMC/A5/8/9 Workflow will document the decision and return the decision package to the Center Advocate or Host Installation Advocate. **(T-2)**

3.4. BAR Disposition. Following approval or disapproval of an AFMC BAR, it is the responsibility of the Center Advocate or Host Installation Advocate to notify other organizations with collateral responsibilities for any additional processing, to include development of Intra-service, Intra-agency, and Inter-agency Support Agreements, and/or programming or funding for facilities, mission support, or BOS requirements. **(T-2)**

KATHRYN J. SOWERS, SES
Director, Strategic Plans, Programs,
Requirements and Analyses

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 10-503, *Strategic Basing*, 14 October 2020
AFI 32-1015, *Integrated Installation Planning*, 30 July 2019
AFI 63-101/20-101, *Integrated Life Cycle Management*, 30 June 2020
AFPD 10-5, *Basing*, 2 October 2019
DAFMAN 32-1084, *Standard Facility Requirements*, 15 January 2020
DODI5000.89_DAFI 99-103, *Capabilities-Based Test and Evaluation*, 9 December 2021

Abbreviations and Acronyms

AFPD—Air Force Policy Directive
AFIMSC—Air Force Installation and Mission Support Center
BAR—Basing Action Request
BOS—Base Operating Support
Det—Detachment
NEPA—National Environmental Policy Act
USSF—United States Space Force

Office Symbols

AF/JA—Air Force Judge Advocate
AFMC/CC—AFMC Commander
AFMC/CD—AFMC Deputy Commander
HQ AFMC/A1—AFMC Director of Manpower, Personnel & Services
HQ AFMC/A1M—AFMC Manpower & Organization Division
HQ AFMC/A3/6—AFMC Director of Air, Space and Cyberspace Operations
HQ AFMC/A3O—AFMC Current Operations Division
HQ AFMC/A5/8/9—AFMC Director of Strategic Plans, Programs, Requirements, & Analyses
HQ AFMC/FM—AFMC Director of Financial Management
HQ AFMC/FMA—AFMC Financial Analysis Division
SAF/IEIB—AF Strategic Basing Directorate

Terms

Advocate—Working with appropriate Manpower functional offices, AFMC Center Commanders and AFMC Host Installation Commanders will provide advocacy for AFMC basing actions. The Advocate may be different than the proponent of the basing action; the proponent is the DAF or non-DAF entity requesting the basing action and will work with the Advocate to initiate the BAR within the AFMC Strategic Basing Process.

AFMC Basing Action—Any basing action that would result in the increase, decrease, and/or movement of 1) DAF or non-DAF units, missions, manpower authorizations, and/or weapon systems on AFMC real property or USSF real property where AFMC is the Servicing MAJCOM; or 2) AFMC units, missions, manpower authorizations, and/or weapon systems on non-AFMC real property.

AFMC Host Installation—The AFMC installation with ownership of the real property on which a basing action occurs.

AFMC Real Property—Any right, title, or interest in land, buildings, fixed improvements, utilities, and other permanent additions to land for which an AFMC unit has ownership.

Basing Action—Any action (i.e., activation, inactivation, or adjustment except as noted in **section 1.2.1**) that results in the increase, decrease, and/or movement of 1) DAF or non-DAF units, missions, manpower authorizations, and/or weapon systems to a location determined to be AF real property; or 2) AF units, missions, manpower authorizations, and/or weapon systems to a location determined to be non-AF real property.

Basing Action Request—The formal request for approval of a basing action.

Beddown—The execution of an approved basing action.

Decision Authority—The decision authority for AFMC basing actions that fall below SecAF or delegated authority is determined by the number of manpower authorizations involved. BARs involving fewer than 35 positions are approved by the AFMC Host Installation Commander. BARs involving 35 or more positions are approved by the AFMC Commander or delegated decision authority.

Environmental Analysis—The National Environmental Policy Act (NEPA) of 1969 requires analysis of the environmental effects of major federal actions. The President’s Council on Environmental Quality requires each agency to implement their own supplemental NEPA procedures (40 Code of Federal Regulations §1500.2). AFI 32-1015, *Integrated Installation Planning*, provides instruction on the Air Force NEPA process, known as the ‘Environmental Impact Analysis Process’ governing compliance for installations in the United States and its territories.

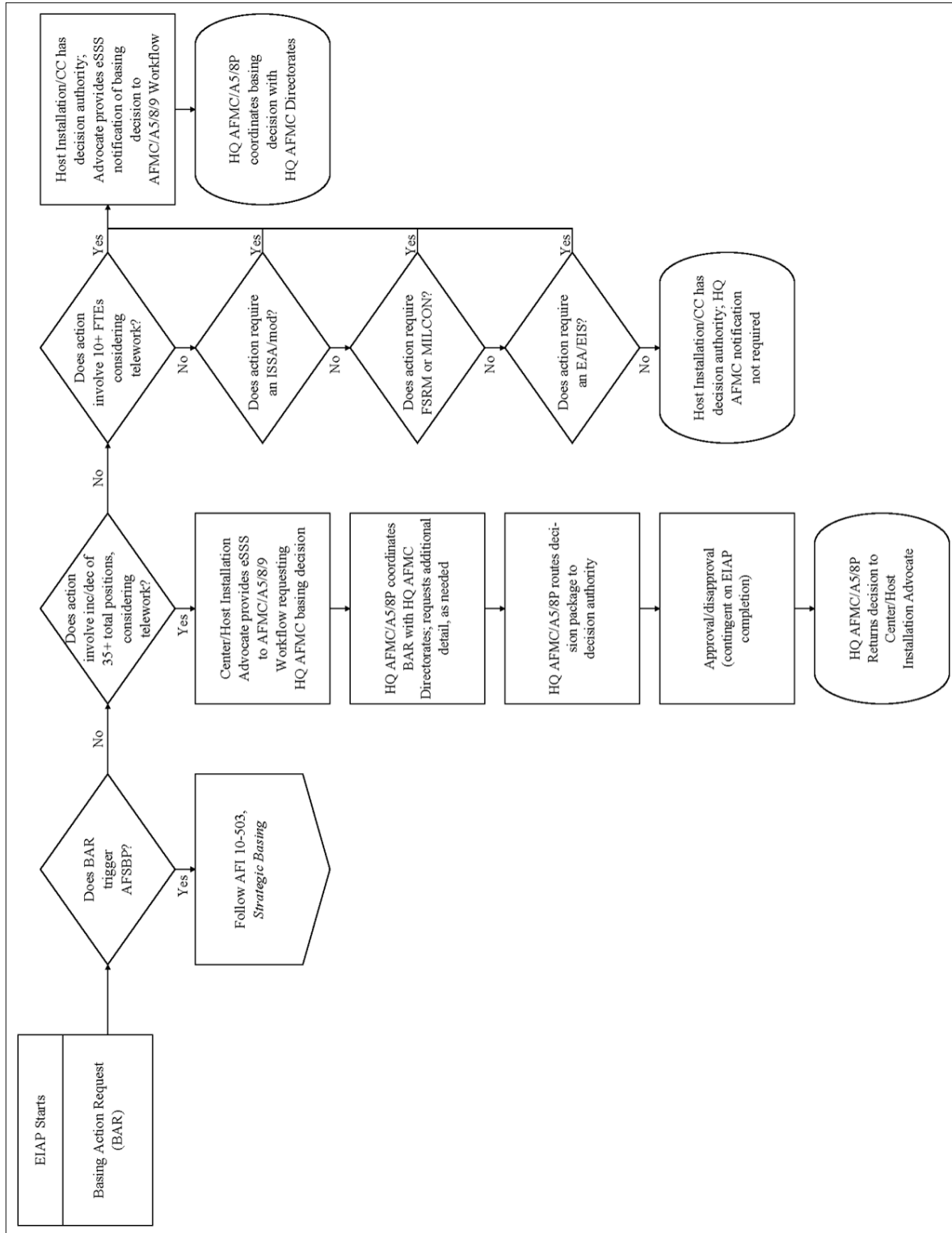
Non-AFMC Real Property—Any right, title, or interest in land, buildings, fixed improvements, utilities, and other permanent additions to land that is not owned by an AFMC unit.

Proponent—A DAF or non-DAF entity requesting a basing action.

Attachment 2

AFMC STRATEGIC BASING PROCESS FLOWCHART

Figure A2.1. AFMC Strategic Basing Process Flowchart.



Attachment 3
EXAMPLE PRODUCTS

Figure A3.1. Bullet Background Paper Template.

BULLET BACKGROUND PAPER

ON

[TITLE OF PROPOSED BASING ACTION]

PURPOSE

(Approve) Obtain AFMC/CC approval for [subject basing action]. Use the BBP to provide a concise discussion and recommendation on the proposed action. Follow standard BBP format.

DISCUSSION


- Use the DISCUSSION section to explain the proposed basing action in greater detail than the Facer Chart allows. Address the same broad discussion points as the Facer Chart:
 - Strategic Narrative: Discuss the need that is driving the proposed action, and any limiting factors that will impact decision points. State why AFMC/CC approval is required, and how the proposed action falls below the SecAF-level basing approval threshold(s).
 - Requirement: Discuss the specific conditions that are needed for the success of the basing action, e.g., facility space, communications capability, classified workspace, runway length, aircraft ramp space, availability of specific workforce expertise, vehicle parking, military housing, medical, dining facility, proximity to commercial capabilities, etc.
 - Enterprise: The enterprise of potential basing locations should be objective and driven by the stated requirements for the action. A listing of potentially viable locations should be included, but discussion should focus on the preferred location, to include the rationale for selection of the preferred alternative, limiting factors, and work-arounds. Also include a discussion of impacts associated with the "do nothing" alternative.
 - Costs: Provide estimated costs associated with beddown at the preferred basing location. Typical costs will include facility construction/modification/lease, fixtures, furnishings, and equipment (FF&E), relocation expenses, Base Operating Support (BOS), etc. Provide the source of your cost estimate.
 - Way Ahead: Provide a timeline to completion of the proposed action. Include any significant milestones, such as completion of facility work, initial operational capability (IOC), and full operational capability (FOC).

RECOMMENDATION

State the specific basing decision(s) you want AFMC/CC to make.

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Figure A3.2. Facer Chart Template.

	<p style="text-align: right;">Title of Action <i>[e.g., Relocate Det X to WPAFB, Bldg YY]</i></p>
<p>Purpose: [Example: "Obtain AFMC/CC approval to relocate Det X from Hill AFB to WPAFB, Bldg YY"]</p>	
<p>Strategic Narrative:</p>	
<ul style="list-style-type: none"> ■ Explain the need that is driving the proposed action and any limiting factors that drive decision points ■ State why AFMC/CC approval is required, and specifically how the proposed action is below <u>SecAF</u>-level approval threshold 	
<p>Requirement:</p>	
<ul style="list-style-type: none"> ■ Explain the conditions that are needed for success: Facilities, Mission Support, Workforce, Operational, etc. 	
<p>Enterprise:</p>	
<ul style="list-style-type: none"> ■ Discuss pros/cons of candidate basing locations, impacts of "do nothing" alternative 	
<p>Costs:</p>	
<ul style="list-style-type: none"> ■ For preferred alternative, give costs for facility construction/modification/lease, equipment, relocation, BOS, etc. 	
<p>Way Ahead:</p>	
<ul style="list-style-type: none"> ■ [Provide timeline and milestones to completion of action, for example:] ■ [Mar 2022: Complete Bldg. YY renovations] ■ [May 2022: IOC and first aircraft arrival] ■ [Sep 2022: FOC] 	
<hr/> <p style="text-align: center;"><i>One AFMC...Powering the World's Greatest Air Force</i></p>	