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Abstract JAMES C. BARONE REPLACED MAJ GEN MICHAEL P. WIEDEMER AS COMMANDER (CC) OF SACRAMENTO AIR LOGISTIC CENTER (ALC) 10 APR 2001; FIRST CIVILIAN TO LEAD SACRAMENTO ALC/MCCELLAN AIR FORCE BASE (AFB), CA. 652 COMBAT LOGISTICS SUPPORT SQUADRON (CLSS) DEACTIVATED 1 JUN. SACRAMENTO BID FAREWELL TO LAST AIRCRAFT REPAIRED AT CENTER 18 AUG - A KC-135 AIRCRAFT BOUND FOR PEMCO AEROPLEX, BIRMINGHAM, AL. COMPLETED REPAIR ON FINAL WEAPON SYSTEM 6 SEP; A TPS-75 RADAR SYSTEM FOR 255 AIR CONTROL SQUADRON (ACS), AIR NATIONAL GUARD (ANG). TRANSFERRED CONTROL OF AIRFIELD TO COUNTY OF SACRAMENTO 1 OCT. HELD OFFICIAL CLOSURE CEREMONY 10 APR; OFFICIALLY TURNED OVER TO COUNTY 13 JUL.

Descriptive Notes: APPENDICES INCLUDE: LINEAGE AND HONORS DATA; ROSTER OF KEY PERSONNEL; MANPOWER DATA AND ORGANIZATIONAL CHARTS.

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HISTORY OF THE
SACRAMENTO AIR LOGISTICS CENTER
FISCAL YEARS 2000 AND 2001

VOLUME 1: NARRATIVE AND STATISTICS

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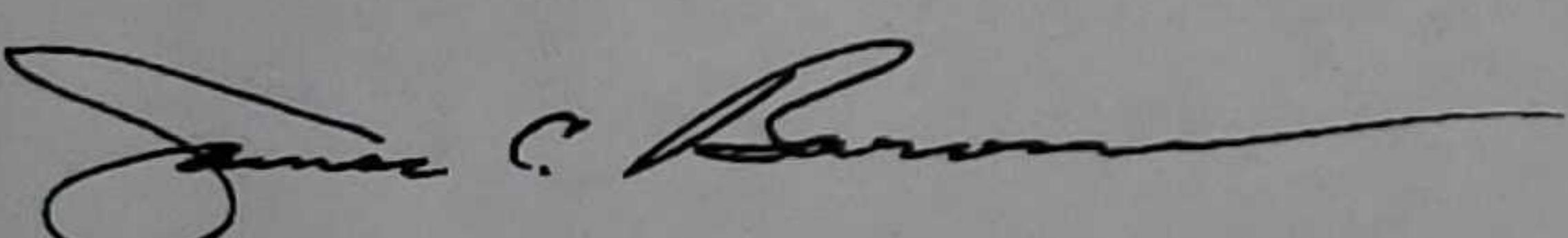
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AIR FORCE MATERIEL COMMAND, UNITED STATES AIR FORCE

PREFACE

This history addresses the principal activities, issues, and concerns of the Sacramento Air Logistics Center during Fiscal Years 2000 and 2001. Volume 1 provides the narrative, focusing on the inactivation of the Sacramento ALC and the closure and reuse of McClellan AFB. Volume 1 also includes tables and charts that offer a statistical portrait of the Center. Volume 2 provides supporting documents for the narrative.

The Office of History gratefully acknowledges all Center employees who supported the preparation of this history—the final annual history of the Sacramento Air Logistics Center and McClellan Air Force Base.

Michael J. Marcsisin
Office of History
Sacramento Air Logistics Center

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Chronology

Fiscal Years 2000 and 2001

1999

October

1 The Joint Management Office (JMO), which had been established at McClellan to facilitate the transfer of the depot maintenance workload to Ogden ALC, ceases to manage transition-year contract activities. Operations management is transferred to the Oklahoma City ALC at Tinker AFB, OK.

6 The U.S. Federal Court for the Northern District of Alabama grants the Federal Government's motion for summary judgment on Pemco Aeroplex's lawsuit against the Air Force. Pemco had sought to halt the execution of Sacramento's Depot Maintenance Workload Contract.

14 The McClellan AFB Honor Guard is deactivated.

21 The California State Personnel Board offers a briefing at the Base Theater on how to obtain employment with the California Civil Service. Nearly 300 McClellan employees attend the briefing.

2000

January

13 Brigadier General Robert P. Summers steps down as Vice Commander of the Sacramento ALC to become the Director of the Nuclear Support and Operations Directorate at the Defense Threat Reduction Agency, VA.

April

10 Major General (select) Michael P. Wiedemer steps down as Commander of the Sacramento ALC to become the Director of Requirements, Headquarters Air Force Materiel Command, Wright-Patterson AFB, OH. Wiedemer is replaced in Sacramento by James C. Barone, who becomes the first civilian to lead the Sacramento ALC and McClellan AFB.

June

1 The 652nd Combat Logistics Support Squadron (CLSS) is deactivated.

16 The Air Force transfers control of the McClellan Nuclear Radiation Center (MNRC) to the University of California, Davis.

August

18 Sacramento says farewell to the last aircraft repaired at the Center—a KC-135 bound for Pemco Aeroplex in Birmingham, AL.

September

6 The Center completes repairs on its final weapon system—a TPS-75 radar system bound for the 255th Air Control Squadron, Air National Guard.

21 The Center holds McClellan Appreciation Day at the base to commemorate the end of the Center's program management, supply management, and depot maintenance missions. The Day also honors all past and present employees who had worked to complete the Center's sustainment missions and workloads.

30 Sacramento's FY00 Reduction-in-Force eliminates 2,023 civilian positions at McClellan.

October

1 Mission Completion Date (M-Day) for all organizations at the Sacramento ALC.

1 Interservice Support Agreements for most tenant units at McClellan AFB is terminated. Henceforth, tenant unit requirements for support services are met by Beale AFB and Travis AFB.

1 The Center transfers control of the McClellan airfield to the County of Sacramento.

2 The 77th Air Base Wing stops the manning of guard gates on base. Traffic is allowed to move freely onto base without a security check.

18 The McClellan Technology Incubator (MTI), a 28,000 square foot facility designed to foster the growth of high-technology start-up companies at McClellan, opens.

30 The Space & C3I Systems Directorate transfers responsibility for remaining Item Management NSNs to the Ogden ALC.

2001

March

1 Functional out date (F-Day) for all organizations at the Sacramento ALC.

April

1 The Sacramento Metropolitan Fire District assumes responsibility for providing protection for the base from the 77th Air Base Wing.

9 The Center holds the McClellan Heritage Dinner at the Sacramento Convention Center. The Dinner, which is attended by over 1,200 people, celebrates the history of the base and honors the men and women who worked throughout the years at McClellan.

10 The Center stages its official closure ceremony in Building 251 (McClellan's primary industrial aircraft hangar). Control of the base is transferred symbolically to the County of Sacramento.

13 Final Reduction-in-Force at the Sacramento ALC. The Center's 442 remaining civilian positions are eliminated.

July

13 After over fifty years as an Air Force maintenance depot, McClellan AFB officially closes. Control of the base, now known as McClellan Park, passes officially to the County of Sacramento.

CHAPTER I

MISSION, ORGANIZATION, AND MANAGEMENT

Mission

The Base Realignment and Closure Commission's decision in 1995 to close McClellan Air Force Base (AFB) and its primary unit, the Sacramento Air Logistics Center (SM-ALC), fundamentally altered the mission of the base.¹ No longer would the Center focus on repairing and managing Air Force weapon systems. Instead, Sacramento would have to complete and transfer its workloads and prepare to close the base. In response to this change, the Sacramento ALC Quality Council developed new vision and mission statements in October 1996, the former calling for "completing the mission of McClellan Air Force Base with professionalism and honor," while the latter set forth three objectives: a) continuing high quality support to the warfighter by effectively managing and transferring the depot's sustainment and other customer responsibilities; b) taking care of base employees by providing for their transition needs; and c) closing the facility "in a timely and orderly fashion."

During Fiscal Years 2000 and 2001, base closure and transition were Sacramento's primary activities as the Center divested itself of its remaining sustainment missions and workloads and successfully closed the depot "with professionalism and

¹ On 22 June 1995, the Base Realignment and Closure Commission (BRAC) recommended the closure of McClellan AFB and the Sacramento ALC. This recommendation was accepted by President Clinton and subsequently ratified by Congress. Since then, base closure has necessarily been an important part of McClellan's strategic planning and overall mission. For more information on the closure decision, see the History of the Sacramento Air Logistics Center, 1 Oct 94 – 30 Sep 95, pp. xxix-xxxvii, 69-71, 77-79.

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honor." Highlights from this closure and transition process included: On 18 August 2000, Sacramento said farewell to the last aircraft repaired at the Center—a KC-135 bound for Pemco Aeroplex in Birmingham, AL. On 6 September 2000, the Center completed repairs on its final weapon system—a TPS-75 radar system bound for the 255th Air Control Squadron, Air National Guard. On 21 September 2001, the Center held McClellan Appreciation Day at the base to commemorate the end of the Center's program management, supply management, and depot maintenance missions,² and to honor all those employees—both past and present—who had worked to complete the Center's sustainment missions and workloads.³ On 9 April 2001, the Center held the McClellan Heritage Dinner at the Sacramento Convention Center to celebrate the history of the base and to honor the men and women who had worked throughout the years at McClellan. On the following day, the Center staged its official closure ceremony in Building 251 (McClellan's primary industrial hangar) and symbolically transferred control of the base to the County of Sacramento. And on 13 July 2001, the Air Force inactivated the Sacramento Air Logistics Center and officially transferred control of McClellan AFB to the County of Sacramento.

During FY00 and FY01, the Center also bid farewell to the last of its civilian employees. Sacramento's last two Reductions-in-Force (RIFs), effective 30 September 2000 and 13 April 2001, eliminated the remaining 2,400 civilian positions at McClellan. Some of these employees were able to maintain their Department of Defense (DoD) civil

² Program management involves the support, development, testing, and repair of USAF weapon systems or materiel groups over their entire life cycle. Supply management involves the procurement, distribution, and management of parts and materiel for USAF weapon systems. Depot maintenance involves the repair and modification of USAF aircraft and weapon systems.

³ By the end of September 2000, the Center had completed and transferred all of its workloads and had transferred control of many base facilities to the County of Sacramento.

service careers by using the Priority Placement Program to find jobs at other DoD facilities, while others continued their federal employment by agreeing to transfer with Sacramento's workloads to new Air Force or Army facilities. Many, however, took advantage of voluntary early retirement or separation incentive opportunities to leave the civil service altogether, finding new jobs in the private sector or retiring outright.

Logistics Management Support

Although the Center focused in 2000 and 2001 on transferring its remaining workloads and closing the base, Sacramento continued throughout 2000 to provide logistics management support for assigned Air Force aircraft, communications-electronics (C-E) and space weapon systems, and equipment and commodity items; and it performed maintenance, repair, distribution, contracting, and technical services required to sustain U.S. Air Forces in the field. To discharge its managerial taskings, Sacramento began FY00 as the Integrated Weapon System Management (IWSM) single manager—the System Program Director (SPD), Materiel Group Manager (MGM), or Product Group Manager (PGM)—for eleven programs. These programs ranged from advanced aircraft weapon systems to critical ground communications-electronics systems, generators, and shelters. In its capacity as an IWSM single manager, Sacramento was responsible for assigned systems, materiel, or product groups over their entire life cycle—a concept known informally as “cradle-to-grave” management.⁴

At the beginning of FY00, Sacramento also served as the IWSM System Support Manager (SSM) or Logistics Support Manager (LSM) for another six programs for which other Air Force facilities possessed overall management (i.e., single manager)

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responsibility. Sacramento's SSM and LSM responsibilities included the Atmospheric Early Warning System (AEWS); the Air Traffic Control and Landing System (ATCALS); and the Minimum Essential Emergency Communications Network (MEECN).

Contingency Support

Supporting U.S. Air Force combat operations, humanitarian missions, and training exercises around the world has been one of Sacramento's most important missions. During FY00, the Center completed this mission, offering its last measures of support to such operations as SOUTHERN WATCH (enforcement of the no-fly zone in southern Iraq); NORTHERN WATCH (enforcement of the no-fly zone in northern Iraq); and JOINT FORGE (NATO Stabilization Force/peacekeeping operations in Bosnia).

Contracting Support

FY00 saw the completion of the Center's contracting support mission. Despite the loss of key personnel and McClellan's impending closure, mission support remained at a high level throughout the year, and the Contracting Directorate successfully carried out its final logistics support functions. The Directorate possessed both central contracting and operational contracting authority. The Central Contracting Division addressed procurement needs on behalf of assigned aircraft, communications-electronics systems, ground generators and generator sets, and space systems. The Operational Contracting Division covered acquisition of materials and services required to maintain and operate McClellan AFB (food services, fuels, lubricants, oils, construction materials, medical supplies, data processing equipment, maintenance services, etc.)

⁴ In basic terms, an IWSM System Program Director heads a System Program Office, or SPO, for his assigned aircraft, space, or C3I weapon system; Materiel or Product Group Managers are responsible for

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During FY00, Directorate officials executed nearly 4,000 contractual actions and obligated approximately \$125 million in central and operational contracting funds. These figures, while significant, reflected a significant drop in contracting activity at the Center, which during FY99 had obligated nearly \$450 in central and operational contracting funds.

FY00 also saw the final transfer of the Central Contracting Division's seventeen remaining programs to Warner-Robins ALC and Ogden ALC. The Contracting Directorate itself closed in April 2001.

Organization

The Sacramento ALC was organized in a four-tier structure: a) special advisors to the Center commander; b) staff support organizations; c) line support organizations; and d) product line directorates. As of 1 October 1999, the special advisors to the Commander were the Executive Director (civilian), the Commander's Action Officer (civilian), the Inspector General, the Senior Enlisted Advisor, the Air Force Reserve Advisor, the Mobilization Assistant to the Commander, and the Directors of the Manpower and Quality Office, the Small and Disadvantaged Business Utilization Office, the Protocol Office, Public Affairs, the Office of History, the EEO Counselor Office, and the Safety Office.

Staff support activities were handled by three key Center organizations: the Environmental Management Directorate, the Staff Judge Advocate, and the 652nd Combat Logistics Support Squadron. Line support organizations included the Comptroller Directorate, the Contracting Directorate, and the Closure and Competition Directorate.

assigned commodity classes. For a listing of the Center's IWSM assignments, see Table 27, p. 69.

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The two product line directorates—Aircraft Management and Space & C3I Systems—were responsible for accomplishing the Center's remaining logistics support missions.

The Sacramento Air Logistics Center and its remaining organizations were officially inactivated on 13 July 2001.

77th Air Base Wing

The 77th Air Base Wing was responsible for providing vital support services to the Air Logistics Center and its associate (tenant) units.⁵ These services included base facility construction and maintenance, road and runway maintenance, base security and law enforcement, medical and dental services, information management, airlift support, weather forecasting and observation, supply and transportation support, communications support, communications-electronics maintenance and repair, chaplain services, family support services, recreation, mobility, command and control, air traffic control, airfield management, emergency management, disaster preparedness, fire protection, and personnel administration.

During FY00 and FY01, the 77th ABW was arranged in a two-tier organizational structure composed of senior staff and wing staff formations. At the beginning of FY00, the senior staff organizations were the 77th Support Group (SPTG), the 77th Medical Group (MDG), and the Logistics Directorate. Wing staff activities included the Chaplain Office, Plans and Readiness Division, Military Equal Opportunity Office, and the McClellan Aviation Museum. The wing's 77th Mission Support Squadron (MSS), 77th Security Forces Squadron (SFS), and 77th Communications Squadron (CS) were all

⁵ The 77th Air Base Wing was created on 1 October 1994, when the 652nd Air Base Group was expanded, reorganized, and redesignated as the 77th Air Base Wing. The 77th took over all of the 652nd's previous functions, and added several new responsibilities, including: headquarters support; management of military

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aligned under the 77th Support Group. By the end of FY00, the 77th ABW had inactivated the 77th Medical Group (MDG) and the Logistics Directorate, while the McClellan Aviation Museum was separated from the wing and became a private organization.

The 77th Air Base Wing and its remaining organizations and squadrons were officially inactivated on 13 July 2001.

Management

Good management is vital to the effective operation of any organization. It provides leadership and vision, sets realistic yet challenging objectives, promotes teamwork and trust, and focuses resources on the successful completion of the mission. During FY00 and FY01, Sacramento was blessed by the presence of remarkable military and civilian leaders who were instrumental in McClellan's successful closure and transition to civilian control. So successful, in fact, were McClellan's closure and transition that the Center, which was slated by Air Force Materiel Command to lose nearly \$150 million during the closure process, instead earned a profit for the Air Force of over \$9 million, thereby saving American taxpayers nearly \$160 million.

Leading the Center's management team was its Command Section organization, composed mainly of the Center Commander, Vice Commander, Executive Director, and the civilian chief of the Commander's Action Office. At the head of the Command Section in FY00 was Brigadier General Michael P. Wiedemer, an officer with an extensive background in Air Force Logistics Management, having served as System

personnel flight; and management of the education and family support offices. For more information, see

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Program Director for the Space and Missile Systems Center in Los Angeles and as Director of Special Programs for the Signature Technology Office at Wright-Patterson AFB. Prior to assuming command of the Sacramento ALC, Wiedemer served from October 1995 to January 1997 as Commander of the Arnold Engineering Development Center at Arnold AFB and from January 1997 to August 1998 as Vice Commander of the Sacramento ALC.

Second in command during FY00 was Brigadier General Robert P. Summers, who became the Center's Vice Commander in September 1998. Before moving to Sacramento, Summers served from July 1996 to September 1997 as Commander of the 90th Space Wing at F.E. Warren AFB, WY and from September 1997 to September 1998 as Deputy Director of Operations for Headquarters Air Force Space Command at Peterson AFB, CO.

Third in line in the Command Section during FY00 was the Executive Director, James C. Barone. Barone, the senior civilian at the Center and one of Sacramento's two Senior Executive Service (SES) members,⁶ served in a variety of capacities at the Sacramento ALC after his arrival in 1989. From 1989 to 1991, he was the Deputy Director of Contracting and Manufacturing. In 1991, Barone was promoted to Director of Contracting. He remained in that position until 1993, when he became the Director of Financial Management and served as the Comptroller and Chief Financial Officer of the Center. In 1995, Barone was promoted to Executive Director, where he worked as the principal advisor to the Center Commander on a broad range of critical issues, including

the History of the Sacramento Air Logistics Center, Fiscal Year 1995, p. 1.

⁶ The Senior Executive Service (SES) is a rank in the Federal Civil Service akin to the rank of General in the Armed Forces. Sacramento's other SES member during FY00 and FY01 was Katheren L. Gaskins, head of the Comptroller Directorate.

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plans and programs, budgets, resources, workloads, contingency/crisis planning, readiness, base closure, reuse, and competition.

Rounding out the Command Section during FY00 was Robert W. Meneni, the Commander's Action Officer. Meneni looked after important personnel matters on behalf of the ALC Commander and Vice Commander.

On 13 January 2000, General Summers stepped down as Vice Commander of the Sacramento ALC to become the Director of the Nuclear Support and Operations Directorate at the Defense Threat Reduction Agency, VA. His position as Vice Commander was left unfilled, with James Barone essentially serving as the Center's Vice Commander. On 10 April 2000, General Wiedemer stepped down as Commander of the Sacramento ALC to become the Director of Requirements, Headquarters Air Force Materiel Command, Wright-Patterson AFB, OH. Wiedemer was replaced as the head of the Command Section by James Barone. Barone, who received the new title of Center Director upon assuming responsibility as head of the Command Section, became the first and only civilian to lead the Sacramento ALC and McClellan AFB.

Year 2000 Problem

In FY00, the Air Force completed its efforts to address the "Y2K," or Year 2000, problem. The Y2K problem, which threatened to prevent computer systems from working correctly, resulted from programming limitations that over the years had been built into computer, firmware, and software systems. Such limitations included the use of two-digit date fields in software, hardware, and firmware to conserve memory; and the inability of many computers to recognize that the year 2000 was a leap year. The two-digit date field was thought to be particularly problematic, because non-Y2K-compliant

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computer systems assumed that all years were part of the twentieth century (i.e., all years are denominated 19XX). When the year 2000 arrived, for example, any computer that had not been modified to recognize four-digit date fields, assumed that the year was 2000 and provided erroneous data.

With its vast array of mission-critical computer resources, the Air Force faced a Y2K challenge of bewildering proportions. By June 1998, the Air Force had identified some 3,300 Automated Information Systems (AIS) and weapon systems that needed to be assessed, of which 478 were deemed mission critical. There were also some 800,000 electronic components embedded in USAF infrastructure (such as personal computers, heating and air conditioning systems, water and waste treatment systems, telephones, elevators, traffic lights, etc.) that required assessment.

Overall responsibility for the Air Force's Y2K program was held by the Air Force Y2K Office at the Pentagon. This office, headed by Brigadier General Gary Ambrose, set Y2K policy and coordinated the Air Force's many Y2K initiatives. The Air Force Y2K Office was assisted by the Air Force Communications Agency (AFCA) at Scott AFB, IL. Oversight for Y2K preparations within AFMC was its Y2K Program Management Office in the Directorate of Communications and Information. Sacramento's Y2K initiatives were directed by the Comptroller Directorate's Anne Thompson.

During FY00, Sacramento's Y2K efforts switched from planning to meeting the actual date rollover from 31 December 1999 to 1 January 2000.⁷ By all measures, these efforts were successful. McClellan's Y2K Battle Staff Response Cell, created

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specifically to handle any possible computer-related problems on 31 December 1999, had little to do but celebrate as the Year 2000 arrived without incident. Lights stayed on, mission-essential computers operated without interruption, and McClellan weathered the Y2K rollover without difficulty.

⁷ For more information on the Center's preparations for the Y2K problem, see the History of the Sacramento Air Logistics Center, Fiscal Year 1999, pp. 20-22; and Bfg, SM-ALC, Y2K Consequence Management Plan, 15 Dec 99, Doc. 1.