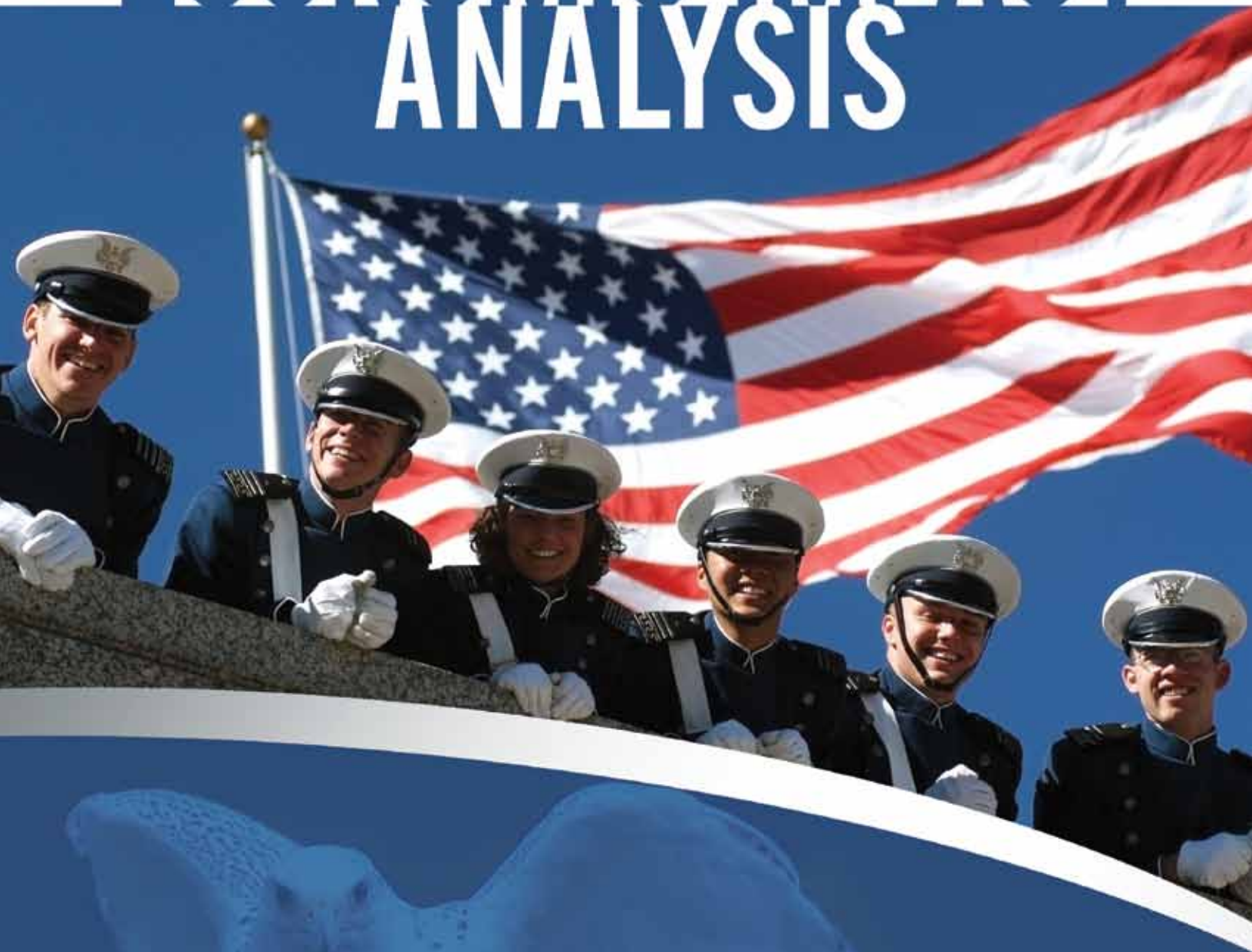


US AIR FORCE ACADEMY

ECONOMIC IMPACT ANALYSIS



FISCAL YEAR
2009

MESSAGE FROM THE USAFA SUPERINTENDENT

The United States Air Force Academy is pleased to present its Economic Impact Analysis for fiscal year 2009. Our vision for the Air Force Academy is clear—to be the Air Force’s premier institution for developing leaders of character. It is our mission to educate, train, and inspire men and women to become officers of character motivated to lead the United States Air Force in service to our nation.

Members of the United States Air Force Academy live, work and educate their children in the Colorado Springs area. They take advantage of the vast recreational opportunities and are involved with local charities and organizations. The Economic Impact Analysis is an annual publication designed to inform the reader of the economic impact USAFA has on the surrounding communities.

The Academy could not succeed in its mission without the contribution and support of our local communities. We are proud to be a part of a community that faithfully and consistently supports our military.

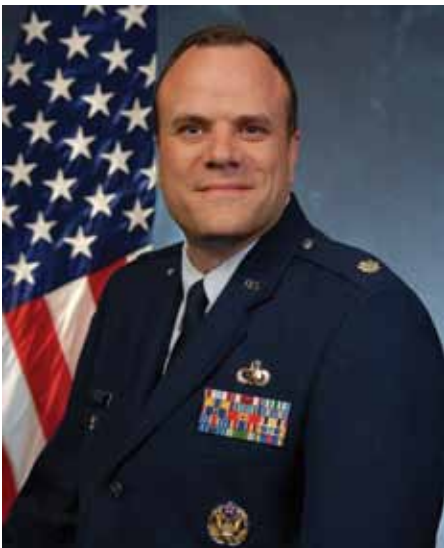
MIKE GOULD
Lieutenant General, USAF
Superintendent



MESSAGE FROM THE USAFA COMPTROLLER

This Economic Impact Analysis for the United States Air Force Academy is prepared annually by the Financial Analysis Division to provide unclassified information to the public concerning our significant economic impact on the local area. Items addressed include: personnel assigned to or employed by the base; annual payroll of all assigned and employed personnel; expenditures for construction, services and procurement of materials, equipment and supplies; and estimated number and dollar value of indirect jobs created by USAFA's presence.

This statement should provide the reader with an understanding of the vital economic and personal relationship between USAFA and the surrounding communities.



MICHAEL A. GREINER, Lt Col, USAF
Director, Financial Management and Comptroller



PETER M. SMITH, Capt, USAF
Chief, Financial Analysis Division

CORE VALUES

INTEGRITY FIRST, SERVICE BEFORE SELF
AND EXCELLENCE IN ALL WE DO!

MISSION

To educate, train, and inspire men and women to become Air Force officers of character motivated to lead the United States Air Force in service to our nation.



TABLE OF CONTENTS

Part I: BACKGROUND

Academy Overview	2
The Academy Experience	3
Forward	4
Methodology / Availability of Information	5

Part II: ASSETS

Description of Capital Assets	6
-------------------------------	---

Part III: ECONOMIC IMPACT

Synopsis	8
----------	---

Table 1 – Personnel by Classification and Housing Location	
1. Appropriated Fund Military	9
2. Active Duty Military Dependents	9
3. Appropriated Fund Civilians	9
4. Non-Appropriated Fund Contract Civilians and Private Business	9

Table 2 – Annual Payroll by Classification and Housing Locations	
1. Appropriated Fund Military	10
2. Appropriated Fund Civilians	10
3. Non-Appropriated Fund Contract Civilians and Private Business	10

Table 3 – Expenditures for Construction, Services, and Procurement of Materials, Equipment, and Supplies	
1. Construction	11
2. Services	11
3. Materials, Equipment, and Supplies Procurement	11

Table 4 – Estimate of Number and Dollar Value of Indirect Jobs Created	12
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Table 5 – Total Annual Economic Impact Estimate	13
---	----

Graphic Representation of Data	14
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PART I: BACKGROUND ACADEMY OVERVIEW

The United States Air Force Academy traces its history back to April 1954, when it was established in a bill signed by President Dwight D. Eisenhower. This legislative act culminated four years of detailed work by Air Force and independent civilian boards committed to providing superior professional training for career Air Force officers. The site committee recommended the Colorado Springs location from over 500 prospective choices, based on a wide range of benefits offered by the area. With a moderate population, the Colorado Springs site offered sufficient land for expansion over the years, a temperate climate, an ideal flying environment, and a surrounding community eager to see the Academy located in its area. On 29 August 1958, the cadet wing moved to its home in Colorado Springs. The first graduating class was commissioned in June 1959. The cadet wing has grown considerably since that first class of 306 young men. Entering classes now number approximately 1,368, with total cadet wing strength of 4,548. The first women entered the Academy in 1976, graduating in 1980.



The Academy is a Direct Reporting Unit (DRU), with the facilities and organizational structure of a major command. Superimposed on this structure are the requirements of a four-year collegiate institution that seeks to produce well-rounded, technically proficient officers. It is a challenging balance of academics, military training, athletics and character development.

By the time cadets are commissioned as officers, they have completed approximately 147 academic credit hours and have received a Bachelor of Science degree in their major area of study. A majority of graduates go to flight training after graduation, while the remainder transition to the numerous career fields available to Air Force officers.



Many Academy professors wear the uniform of the United States Air Force, a constant reminder that the instructors are teaching their students to become military officers. In 1993 civilian instructors joined our faculty and currently number nearly 29 percent. They strengthen our bonds with the civilian academic community and increase the diversity of the experience offered to our cadets.

PART I: BACKGROUND THE ACADEMY EXPERIENCE

Throughout today's Air Force, graduates of the U.S. Air Force Academy are fulfilling a commitment to excellence that was the cornerstone of their training and educational development as cadets. Since 1959, Academy graduates have served as pilots, navigators, engineers, support officers, and above all, leaders. Along the way, they have become aces in aerial combat, earned the Medal of Honor for gallantry and heroism, and piloted America's space shuttle.

They have succeeded, in part, through personal drive and because of the knowledge, character, motivation, courage and discipline they developed during their Academy experience. The Academy develops the whole person by focusing its four-year program on four broad areas: Intellectual, professional, physical, and character, which includes spiritual, moral and ethical growth.

The Academy experience is different – difficult, rewarding, and necessary to meet the challenges of the Air force leadership. Some 12,000 men and women seek entry to the Academy each year. Of this number, only about 1,600 are selected. These new cadets will have the characteristics that will help them meet the challenges of the Academy's rigorous, demanding program.

In years past, the Academy has provided its graduates with, what author Tom Wolfe calls the right stuff, the stuff of heroes. Heroes - like Capt. Lance P. Sijan, Class of 1965, who earned the Medal of Honor posthumously for never ending his personal fight for freedom after he was shot down and captured by the North Vietnamese. Like Col. Karol J. Bobko, Class of 1959, who piloted the space shuttle Challenger in 1983 and commanded two space shuttle missions in 1985. Another graduate, Col. John Blaha, Class of 1965, commanded the 1991 Atlantis Space Shuttle flight and piloted two previous shuttle flights. Chesley B. Sullenberger, class of 1973, whose heroic actions as Captain of U.S. Airways Flight 1549 saved the lives of crew members and 150 passengers by landing

in the Hudson River and safely evacuating everyone. Heather Wilson, class of 1982, Rhodes Scholar, became the first (and to date only) Air Force Academy graduate to serve in congress, representing New Mexico's 1st congressional district until 2009. Major Nicole Malachowski, class of 1996, currently White House Fellow, became the first woman to be selected to fly on any DoD military jet demonstration team, having served with the US Air Force Thunderbirds Air Demonstration Squadron, flying #3 position.



United States Air Force Academy Economic Impact Analysis • Fiscal Year 2009

The staff and faculty of the United States Air Force Academy, in the interest of our future national security, transform our future leaders into outstanding young men and women to become Air Force officers with knowledge, character, and discipline; motivated to lead the world's greatest aerospace force in service to the nation. Before its graduates enter various operational and support specialties, the Academy trains them to be, first and foremost, Air Force officers. Of the more than 40,817 cadets who have graduated from the Academy in 50 classes, more than 13,546 are still on active duty.

The Academy's work force consists of 10,350 military members and civilian employees. Of these employees, 3,605 are civilian employees. The rest are active duty military or cadets. Civilian employees include: Wage Grade employees, General Schedule Civil Service employees (including NSPS), and Non-Appropriated Fund Employees (included in the non-appropriated numbers are Morale, Welfare, & Recreation, Athletic Association, Base Exchange, Air Academy Federal Credit Union, and Air Academy National Bank) and private contractors. There are approximately 75,000 retired military members and dependents in the regional area. Nearly half use Academy facilities, although the retiree impact is not included in this report.

USFA supported the Combined Federal Campaign (CFC) with donations totaling \$666,000 in FY09. While, we recognize CFC is not the only support to the local community, CFC is the main fundraiser supported by the installation that gives back to the community. Roughly 30% of CFC donations support local agencies.

For fiscal year 2009, the economic impact of the United States Air Force Academy on the local area was approximately 780 million dollars.



PART I: METHODOLOGY & AVAILABILITY OF INFORMATION

The total economic impact of a base on its economic area is computed by summing annual base payroll, annual base expenditures, and the estimated dollar value of indirect jobs created. An economic area is generally defined as a Metropolitan Statistical Area (MSA). Each MSA has unique indirect job multipliers that are calculated by the Bureau of Labor Statistics (BLS) and are used to estimate the number of the indirect jobs created. This analysis was prepared using a Secretary of the Air Force/ Directorate of Economic and Business Management (SAF/FMC) program that was developed within the parameters of the Office of the Secretary of Defense's Economic Impact Analysis model. The economic impact takes into account both Appropriated Funds (APF) and Non-Appropriated Funds (NAF).

This Economic Impact Analysis (EIA) provides key unclassified information about the resources and economic impact of the Air Force Academy on the surrounding communities. Release of this document to non-military individuals must be approved by the Public Affairs Office at the United States Air Force Academy (719) 333-7698, or DSN 333-7698. Questions concerning the content of this analysis should be directed to the Public Affairs Office.

Information contained in this analysis is current as of 30 September 2009. This analysis was prepared by HQ USAFA/FMA (DSN 333-2770, commercial 719-333-2770).



PART II: ASSETS

DESCRIPTION OF CAPITAL ASSETS

United States Air Force Academy FY09

LAND

Total Acres 19,315 acres / 30.18 square miles

RUNWAYS

Bullseye 48,900 square yards
 USAFA 184,650 square yards

ROADS

Paved 92.4 miles
 Unpaved 70.9 miles

BUILDINGS

Facilities 6.4M square feet
 Replacement Cost \$4.9 B

MILITARY FAMILY HOUSING UNITS

Total Units 691

DORMITORY QUARTERS

Airman	Number	Capacity
	2 buildings 5222	36
	5223	94

TEMPORARY QUARTERS

	Number	Capacity
Visitor Quarters	68	136
Distinguished Visitors Quarters	14	28
Temporary Lodging Facilities	20	80



PART III: ECONOMIC IMPACT SYNOPSIS

The United States Air Force Academy Economic Impact Analysis is a useful resource for Air Force planners and a source of information for community leaders, legislators, and installation visitors. It presents the total economic impact and number of off-base secondary jobs supported by Air Force expenditures in the Economic Impact Region (EIR). The EIR for the Air Force Academy covers the area within a fifty-mile radius, including the city of Colorado Springs.

PART III: ECONOMIC IMPACT

TABLE 1

PERSONNEL BY CLASSIFICATION AND HOUSING LOCATION

(As of: 30-Sep-09)

CLASSIFICATION	Living On Base	Living Off Base	Total
1. APPROPRIATED FUND MILITARY			
Active Duty	426	1,541	1,967
Air Force Reserve/Air National Guard	0	8	8
Non-Extended Active Duty Reserve/ANG	0	103	103
Trainees/Cadets	4,667	0	4,667
TOTAL:	5,093	1,652	6,745
	On Base	Off Base	
2. ACTIVE DUTY MILITARY DEPENDENTS	753	2,726	3,479
3. APPROPRIATED FUND CIVILIANS			
General Schedule		1,019	
Federal Wage Board		257	
Other		306	
TOTAL:		1,582	
4. NON-APPROPRIATED FUND CONTRACT CIVILIANS & PRIVATE BUSINESS			
Civilian NAF		564	
Civilian BX		125	
Contract Civilians (not elsewhere included)		1,318	
Private Businesses On Base, By Type:		16	
Branch Banks/Credit Union	16		
Other Civilians (not elsewhere included)	0		
TOTAL:		2,023	
TOTAL PERSONNEL:			13,829

PART III: ECONOMIC IMPACT
TABLE 2

ANNUAL PAYROLL BY CLASSIFICATION AND HOUSING LOCATION

(As of: 30-Sep-09)

CLASSIFICATION	LIVING ON BASE (\$)	LIVING OFF BASE (\$)	TOTAL (\$)
1. APPROPRIATED FUND MILITARY			
Active Duty	\$20,383,292	\$97,391,715	\$117,775,007
ANG/Reserve	\$0	\$1,023,981	\$1,023,981
Trainees/Cadets	\$68,511,175	\$0	\$68,511,175
Non-Extended Active Duty ANG/Reserve	\$0	\$1,068,357	\$1,068,357
TOTAL:		\$88,894,467	\$99,484,053
2. APPROPRIATED FUND CIVILIANS			
General Schedule		\$69,154,740	
Federal Wage Board		\$17,238,340	
Other		\$20,525,028	
TOTAL:			\$106,918,108
3. NON-APPROPRIATED FUND CONTRACT CIVILIANS AND PRIVATE BUSINESS			
Civilian NAF		\$18,885,005	
Civilian BX		\$2,745,432	
Contract Civilians (not elsewhere included)		\$1,182,463	
Private Businesses On Base, By Type:		\$300,947	
Branch Banks/Credit Union	\$300,947		
Other Civilians (not elsewhere included)	\$0		
TOTAL:			\$23,113,847
TOTAL ANNUAL PAYROLL:			\$318,410,475

PART III: ECONOMIC IMPACT

TABLE 3

EXPENDITURES FOR CONSTRUCTION, SERVICES, AND PROCUREMENT OF MATERIALS, EQUIPMENT, AND SUPPLIES

(Not including contracts for services supplied to other Air Force installations)

(As of: 30-Sep-09)

	ACTUAL ANNUAL EXPENDITURES	
1. CONSTRUCTION		
Military Construction Program	\$2,567,021	
Non-Appropriated Fund	\$0	
Military Family Housing	\$0	
O&M	\$100,937,980	
Other	\$0	
	TOTAL:	\$103,505,001
 2. SERVICES		
Services Contracts *	\$113,817,537	
Other Services (not elsewhere included)	\$0	
	TOTAL:	\$113,817,537
 3. MATERIALS, EQUIPMENT, AND SUPPLIES PROCUREMENT		
Commissary	\$4,528,674	
Base Exchange (BX)	\$349,393	
Health (TRICARE, Government cost only)	\$5,291,612	
Education (Impact aid and tuition assistance)	\$2,244,307	
TDY	\$462,528	
Other Materials, Equipment & Supplies (not elsewhere included)	\$79,937,733	
	TOTAL:	\$92,814,247
	TOTAL ANNUAL EXPENDITURES:	\$310,136,785

* Includes only contracts in the local economic area or contracts requiring the use of locally supplied goods and services.

PART III: ECONOMIC IMPACT

TABLE 4

ESTIMATE OF NUMBER AND DOLLAR VALUE OF INDIRECT JOBS CREATED

(As of: 30-Sep-09)

TYPE OF PERSONNEL	# OF BASE JOBS	# OF MULTIPLIER	# OF INDIRECT JOBS
ACTIVE DUTY MILITARY	1,967	0.41	806
RESERVE/ANG/TRAINees	4,778	0.16	764
APF CIVILIANS	1,582	0.55	870
OTHER CIVILIANS	2,023	0.55	1,113
TOTAL:	10,350		3,553
ESTIMATED NUMBER OF INDIRECT JOBS CREATED:			3,553
AVERAGE ANNUAL PAY FOR THE LOCAL COMMUNITY:			\$42,812
ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED:			\$152,111,036

Data Sources:

Multipliers: LMI Economic Impact Database, Installations and Indirect/Induced Job Multipliers, Feb 95
 Avg Annual Pay: Current tables for Average Annual Pay Levels in Metropolitan Areas and Average Annual Pay by State and Industry are accessible at: <http://stats.bls.gov:80/newsrels.htm#OEUS>

PART III: ECONOMIC IMPACT

TABLE 5

TOTAL ANNUAL ECONOMIC IMPACT ESTIMATE

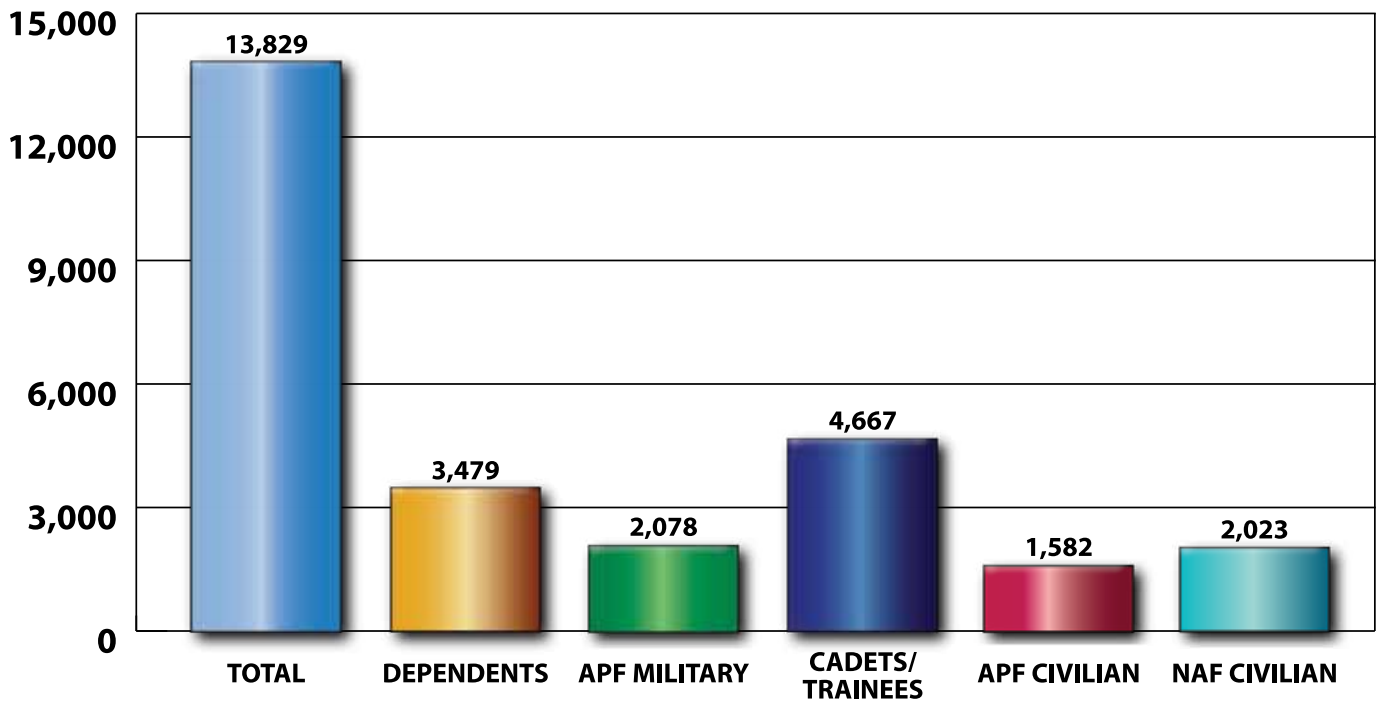
(As of: 30-Sep-09)

ANNUAL PAYROLL:		\$318,410,475
Military		\$188,378,520
Federal Civilian		\$106,918,108
Other Civilian		\$23,113,847
ANNUAL EXPENDITURES:		\$310,136,785
ESTIMATED ANNUAL DOLLAR VALUE OF JOBS CREATED:		\$152,111,036
Estimated Indirect Jobs Created	3,553	
Average Annual Pay	\$42,812	
GRAND TOTAL:		\$780,658,296

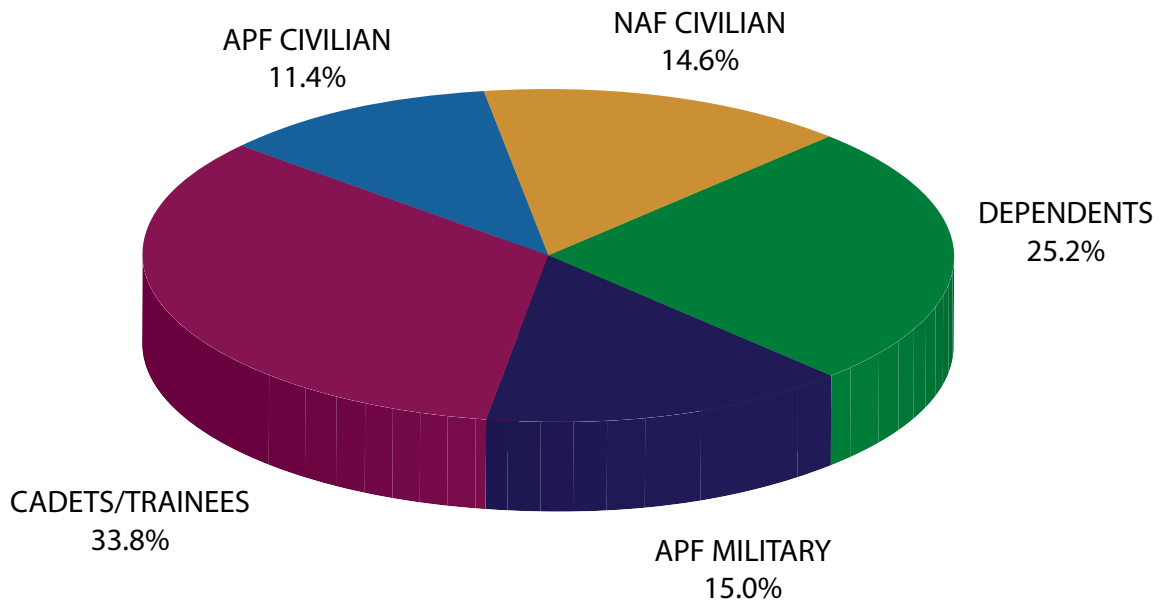
GRAPHIC REPRESENTATION OF DATA

TABLE 1-PERSONNEL

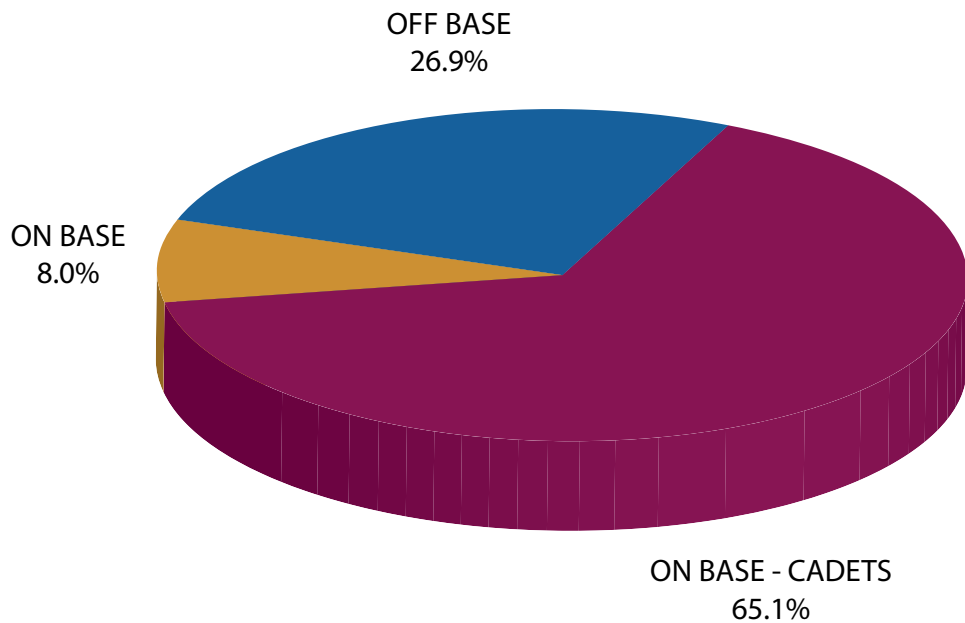
PERSONNEL SUMMARY USAF ACADEMY - FY09



PERSONNEL SUMMARY BY % USAF ACADEMY - FY09



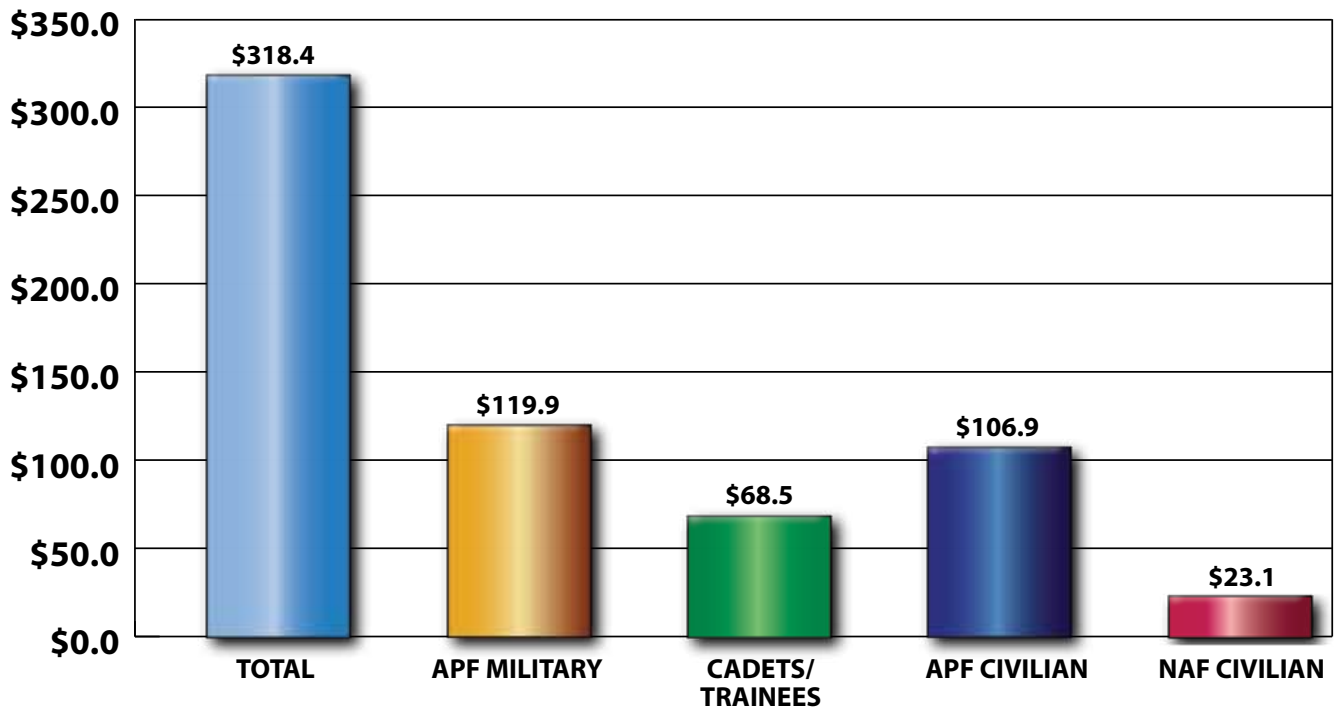
% OF APPROPRIATED FUND MILITARY PERSONNEL LIVING ON AND OFF BASE USAF ACADEMY - FY09



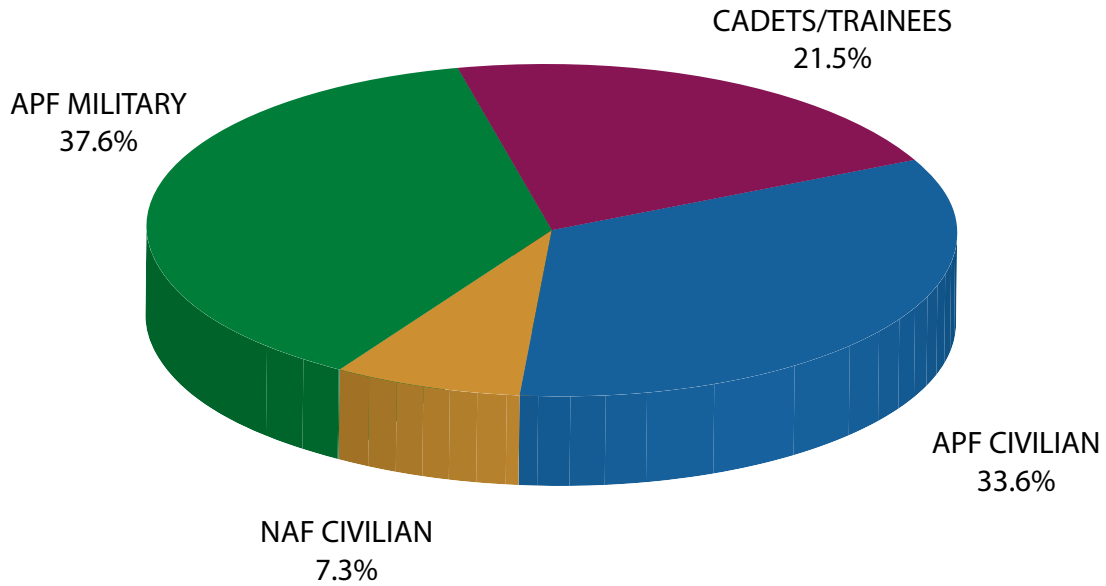
GRAPHIC REPRESENTATION OF DATA

TABLE 2 - PAYROLL

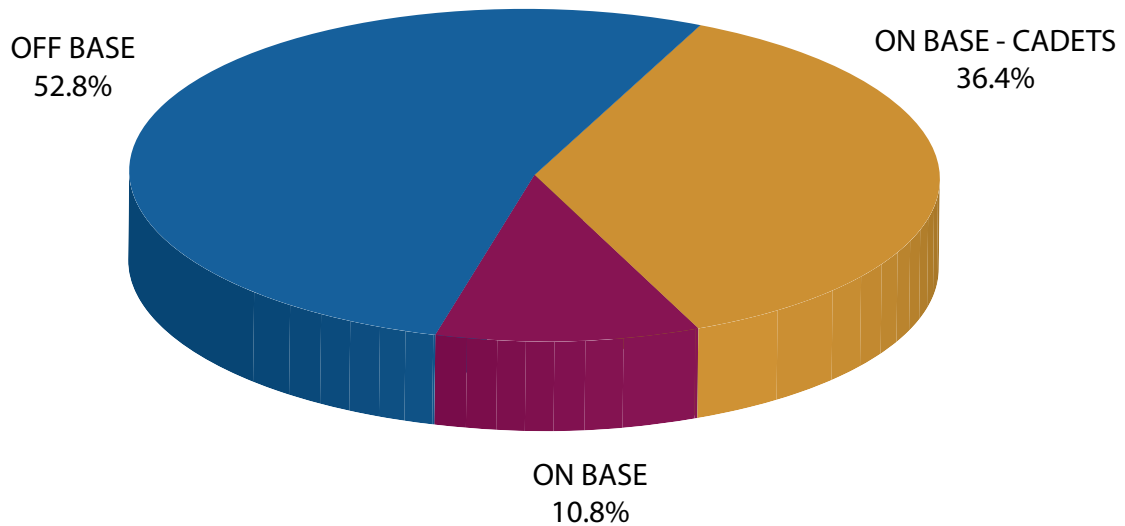
ANNUAL PAYROLL SUMMARY (\$M) USAF ACADEMY - FY09



ANNUAL PAYROLL SUMMARY BY % USAF ACADEMY - FY09



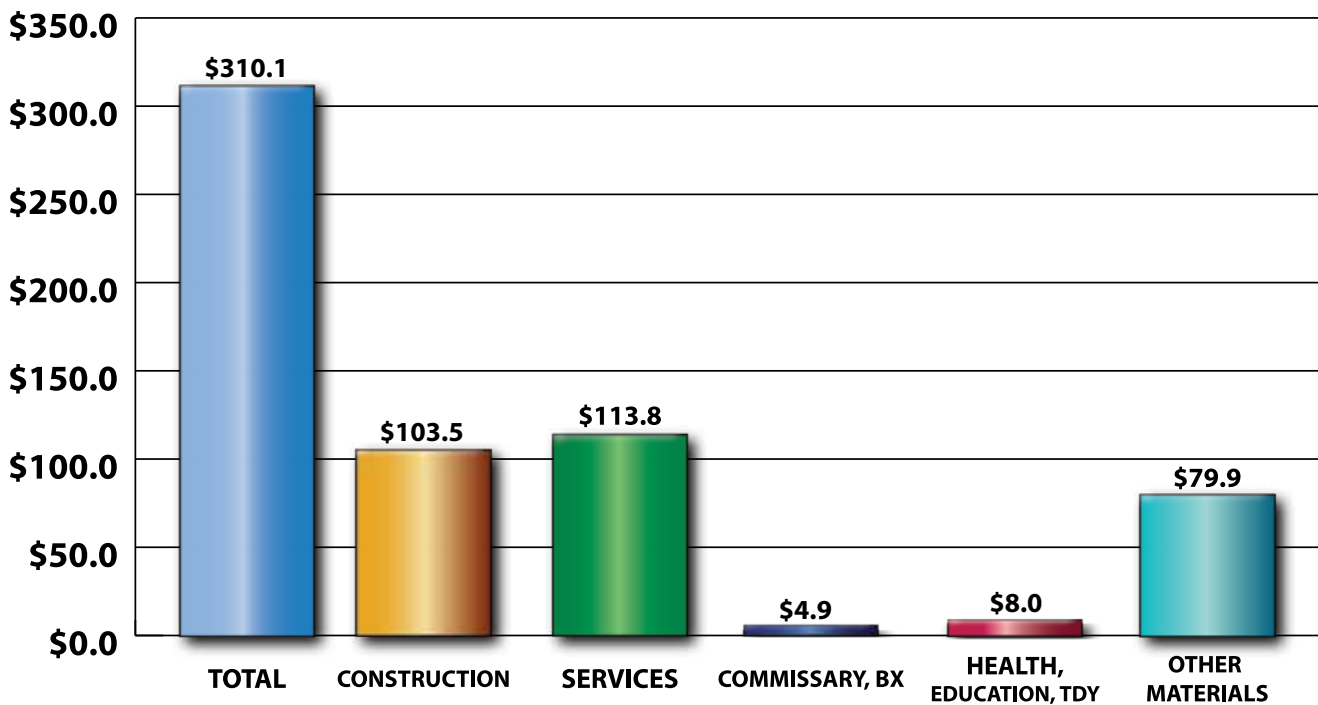
PERSONNEL LIVING ON AND OFF BASE USAF ACADEMY - FY09



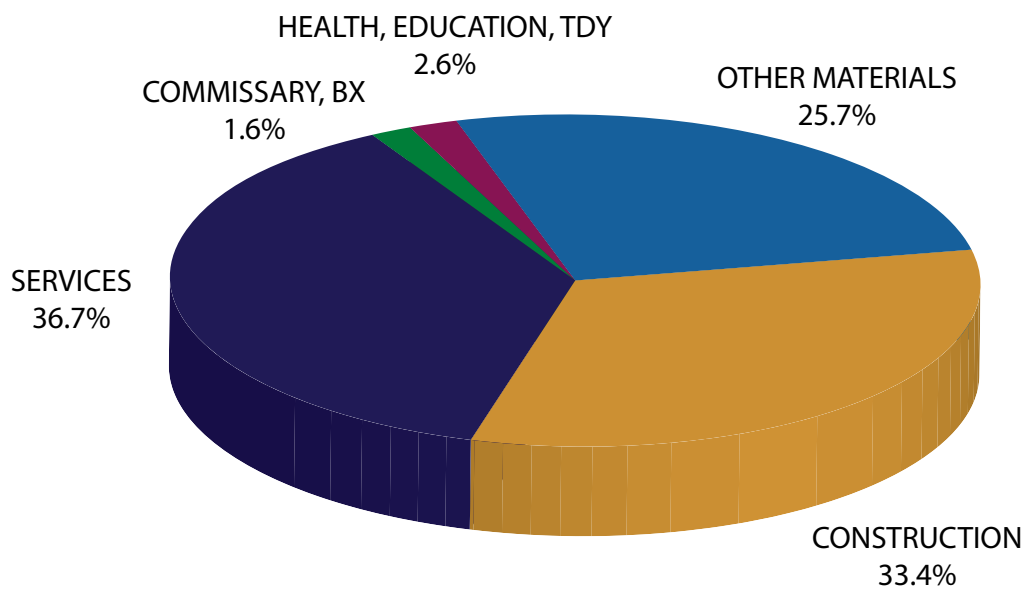
GRAPHIC REPRESENTATION OF DATA

TABLE 3-EXPENDITURES

ANNUAL EXPENDITURE SUMMARY (\$M) USAF ACADEMY - FY09

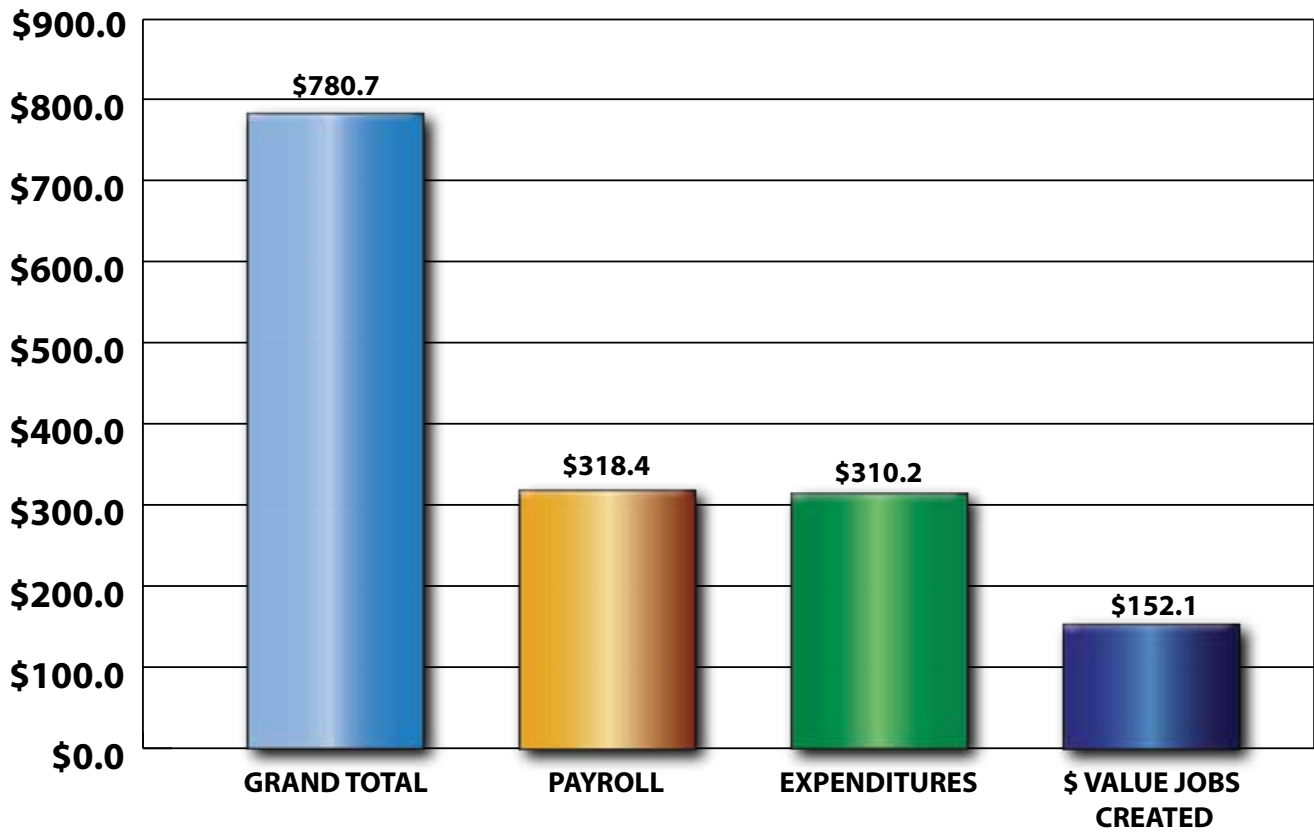


ANNUAL EXPENDITURE SUMMARY BY % USAF ACADEMY - FY09

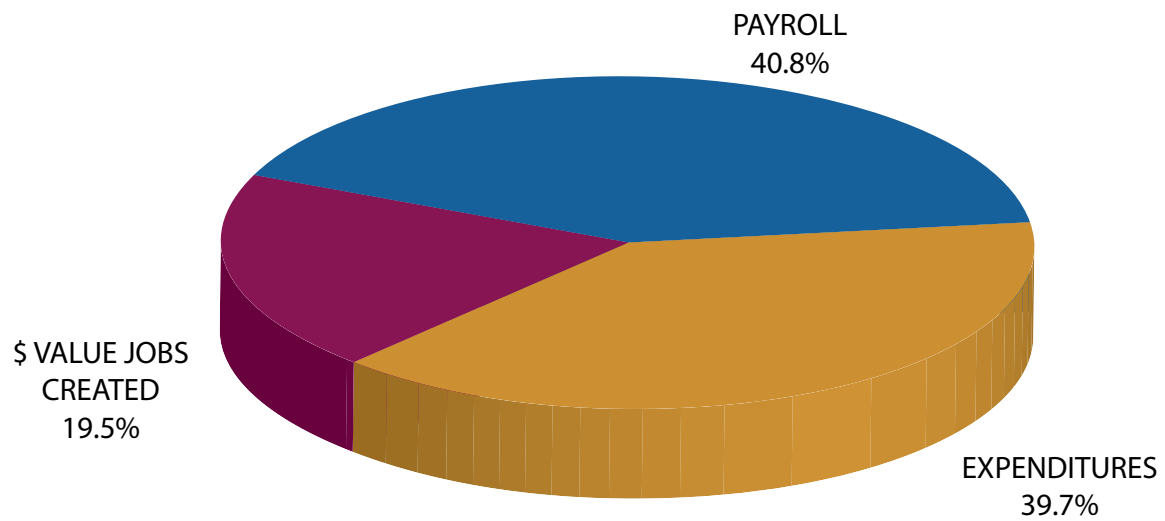


GRAPHIC REPRESENTATION OF DATA
TABLE 5 - ECONOMIC IMPACT

TOTAL ANNUAL ECONOMIC IMPACT (\$M)
USAF ACADEMY - FY09



TOTAL ANNUAL ECONOMIC IMPACT BY % USAF ACADEMY - FY09





**The information presented in this pamphlet is
updated annually by fiscal year.**

**THE TOTAL ECONOMIC IMPACT OF THE USAF ACADEMY
ON THE SURROUNDING COMMUNITY IN
FISCAL YEAR 2009:**

\$780,658,296

OFFICE OF PRIMARY RESPONSIBILITY

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