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**DEPARTMENT OF THE AIR FORCE**

WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

MAY 27 2004

MEMORANDUM FOR ACTING USD(AT&L)

FROM: SAF/IE  
1665 Air Force Pentagon  
Washington DC 20330-1665

SUBJECT: Overarching Principles and Imperatives

REFERENCES: Yr Memo, Same Subj, 20 Apr 04  
Our Memo, Same Subj, 6 May 04

You have informally requested updates to subject Principles and Imperatives, and our updated/revised inputs are attached for your consideration at the 4 Jun 04 ISG meeting.

A handwritten signature in black ink, appearing to read "Nelson F. Gibbs".

NELSON F. GIBBS  
Assistant Secretary  
(Installations, Environment & Logistics)

Attachment:

1. Proposed DOD Principles and Imperatives

cc:

AF/CV

AF JCSG Principals

**OVERARCHING PRINCIPLES**

- Sustain Services core competencies, functions and full spectrum dominance
  - Developing Soldiers, Sailors, Marines and Airmen
  - Speeding Technology to the Warfighter
  - Integrating Operations
- Optimize the size, composition and location of total force operational units for success
- Establish sustainable force balance and rotational base
- Fully utilize Reserve Component advantages

## IMPERATIVES

### **General:**

- Jointness is useful when it tangibly improves military value or provides the same military value at a tangible savings
- For Reserve Component forces, bases must be sufficiently dispersed to attract talented volunteers and promote diversity without sacrificing economies of scale
- Eliminate unneeded geographically separated units and operating locations

### **Technical:**

- Retain in place major facilities and equipment that exist primarily to meet military capability requirements, especially if they are unique national capabilities and/or are impractical or extremely costly to move or reconstitute
- Retain Air Force key capabilities for design, development and testing (DD&T) of manned and unmanned air and space weapons systems
- Retain Air Force key capabilities for DD&T of the C4ISR network required to achieve predictive battlespace awareness and full spectrum C2 of air and space forces
- Retain Air Force key capabilities for science and technology related to air and space vehicles and materials, sensors, air and space propulsion, directed energy and air munitions
- Ensure that licenses/permits/frequencies currently granted to/needed by the military departments are transferable/available to support any proposed technical infrastructure realignments
- For the Military Department that has the preponderance of the DoD force structure in a given capability, retain at least sufficient technical infrastructure and intellectual capital to effectively perform in-house and/or manage the contracted research, acquisition and development and T&E of weapon system capabilities

### **Industrial:**

- Retain the organic military capability to do core work
- Potential depot realignments/closures must take into account single-site risk  
Ensure two geographically separated Standard Air Munitions Package locations with at least 900,000lbs of Hazard/Class Division 1.1 Net Explosive Weight (NEW) storage capability. These locations need to deliver in 24 hours to a munitions capable aerial port that has the ability to concurrently load 100,000lbs of 1.1 NEW, and outload 460 Short Tons of munitions per day.

### **Education and Training:**

- Retain installations with open air ranges and airspace with proper attributes to support air and space core competencies, functions and full spectrum dominance
- Train future rated aircrew members by military instructors during basic and advanced phases of flight training

**Headquarters and Support Activities:**

- Preserve Combat Support/Combat Service Support capabilities embedded in combat air and space wings as required to meet operational needs of combatant commanders worldwide
- Unity of command is best achieved by vesting a single commander with the requisite authority to direct all forces employed in pursuit of a common mission

**Supply and Support:**

- Retain a minimum capability of two service-centric geographically-separated regional control nodes