



DEPARTMENT OF THE AIR FORCE

WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

JUN 21 2004

MEMORANDUM FOR ACTING USD (AT&L)

FROM: SAF/IE

1665 Air Force Pentagon
Washington DC 20330-1665

SUBJECT: Overarching Principles and AF Imperatives

Attached for your consideration and discussion are the Air Force's imperatives mapped to the proposed OSD overarching principles. For brevity, the AF imperatives are paraphrased. The attached is consistent with standing AF principles, and principles and imperatives we submitted to the ISG on 1 Mar 04, in conjunction with our review of the JCSG Military Value Reports

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

NELSON F. GIBBS

Assistant Secretary

(Installations, Environment & Logistics)

Attachment:

1. AF imperatives and proposed DOD principles

cc:

AF/CV

VCSA

ASA (I&E)

VCNO

ACMC

ASN (I&E)

AF JCSG Principals

**DELIBERATIVE DOCUMENT – FOR DISCUSSION PURPOSES ONLY
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OSD Overarching Principle: Recruit and Train

The Department must attract, develop, and retain a highly skilled and educated total force (active, reserve, civilian, and contractor personnel) that must have access to sustainable training space throughout a diversity of climate and terrain to ensure current and future readiness and to support advances in technology and anticipated developments in joint and service doctrine and tactics.

AF Imperatives:

- Fully develop active, Reserve, Guard and civilian recruiting bases
- Training units are independent of combat units
- Operationally efficient proximity to the best ranges and training airspace

OSD Overarching Principle: Organize

The Department needs force structure sized, composed, and located to match the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations.

AF Imperatives:

- Exploit the strengths of innovative Total Force organizational structures
- Maximize the military value of our basing
- Joint basing should maximize military value for tangibly less cost
- Service key air sovereignty sites
- Provide land-based strategic deterrent
- Optimize squadron size
- Consolidate like weapon systems
- Eliminate unneeded geographically separated units

OSD Overarching Principle: Equip

The Department needs research, development, acquisition, test, and evaluation capabilities that can place superior technology designed to meet current and future threats in the hands of the warfighter and that facilitates knowledge-enabled and net-centric warfare.

AF Imperatives:

- Retain the key capabilities for design, development and testing of air and space craft, sensors, propulsion and air munitions

OSD Overarching Principle: Supply, Service, and Maintain

The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient industrial base to provide robust, agile, and responsive global support to operational forces.

AF Imperatives:

- Organic maintenance to perform core depot-level repairs
- Consolidate legacy platforms
- Minimize risk in single site logistics operations
- Maintain munitions, weapons and maintenance infrastructure to support 10 AEFs

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OSD Overarching Principle: Deploy & Employ (Operational)

The Department needs, taking advantage of opportunities for joint and combined basing, installations that are secure, optimally located for mission accomplishment (including homeland defense), support power projection, rapid deployable capabilities, and expeditionary forces that rely on reach-back operations, and ensure strategic redundancy and the capability to mobilize and surge.

AF Imperatives:

- Air mobility basing which supports rapid mobilization and deployment of U.S. forces and equipment
- Unimpeded access to space
- Sufficient surge capacity to meet war plans, accommodate airfield repairs, and accomplish evacuation for natural disasters
- Long range strike assets sited to maximize strategic force protection
- Air refueler basing that maximizes proximity to mission
- Ability to provide missile warning and defense
- Basing to fulfill homeland defense and consequence management missions

OSD Overarching Principle: Quality of Life

The Department must provide a quality of life that supports recruitment and enhances retention.

AF Imperatives:

- Promote Total Force organizational constructs
- Presence in communities to promote reserve component recruiting



ACQUISITION,
TECHNOLOGY
AND LOGISTICS

THE UNDER SECRETARY OF DEFENSE

3010 DEFENSE PENTAGON
WASHINGTON, DC 20301-3010

JUN 10 2004

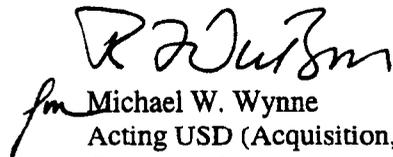
MEMORANDUM FOR INFRASTRUCTURE STEERING GROUP (ISG) MEMBERS

Subject: Military Value Principles and Imperatives

As agreed upon by the ISG, a BRAC process that defines military value as the exercise of military judgment built upon a quantitative analytical foundation is the most appropriate way to ensure that military value is the primary consideration in making closure and realignment recommendations. The military judgment component of military value involves applying principles and imperatives in a deliberative means to implement the selection criteria in a way that fosters transformation, embraces change and/or avoids capacity reduction results that would violate strategic, force protection, or other military value considerations reflected in the selection criteria. Limited in number and written broadly, principles should enumerate the essential elements of military judgment applied to the BRAC process. Imperatives are specific, detailed statements that flow from the principles. Imperatives function chiefly to prevent scenarios from generating specific recommendations that would violate the principles.

As directed by the ISG at its last meeting, the BRAC Deputy Assistant Secretaries (DASs) were to review the draft principles submitted by the Services, Joint Staff, and Defense Logistics Agency to arrive at a consolidated draft document for deliberation at the ISG's Jun 25th meeting. The DASs were also directed to categorize the draft principles using an appropriate combination of the functions and responsibilities outlined in title 10, United States Code, and in the Army's submission. The attachment provides the draft principles developed by the DASs for your consideration in advance of the Jun 25th ISG meeting.

The ISG also agreed that its members should formulate imperatives for deliberation at the Jun 25th meeting. As imperatives should flow from the principles, please use the attached draft principles to guide the development and organization of your draft imperatives. I would appreciate submission of your draft imperatives to the OSD BRAC office by Jun 16th so that they can be assembled into a read-ahead for the meeting.


Michael W. Wynne
Acting USD (Acquisition, Technology & Logistics)
Chairman, Infrastructure Steering Group

Attachment: As stated



Proposed BRAC Principles

Recruit and Train: The Department must attract, develop, and retain a highly skilled and educated total force (active, reserve, civilian, and contractor personnel) that must have access to sustainable training space throughout a diversity of climate and terrain to ensure current and future readiness and to support advances in technology and anticipated developments in joint and service doctrine and tactics.

Quality of Life: The Department must provide a quality of life that supports recruitment and enhances retention.

Organize: The Department needs force structure sized, composed, and located to match the demands of the National Military Strategy, effectively and efficiently supported by properly aligned headquarters and other DoD organizations.

Equip: The Department needs access to research, development, acquisition, test, and evaluation capabilities that can place superior technology designed to meet current and future threats in the hands of the warfighter and that facilitates knowledge-enabled and net-centric warfare.

Supply, Service, and Maintain: The Department needs access to logistical and industrial infrastructure capabilities optimally integrated into a skilled and cost efficient industrial base to provide robust, agile, and responsive global support to operational forces.

Deploy & Employ (Operational): The Department needs, taking advantage of opportunities for joint and combined basing, installations that are secure, optimally located for mission accomplishment (including homeland defense), support power projection, rapid deployable capabilities, and expeditionary forces that rely on reach-back operations, and ensure strategic redundancy and the capability to mobilize and surge.

Intelligence: The Department needs intelligence capabilities to support the National Military Strategy by delivering predictive analysis, warning of impending crises, providing persistent surveillance of our most critical targets, and achieving horizontal integration of networks and databases.