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DEPARTMENT OF THE AIR FORCE

WASHINGTON DC

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OFFICE OF THE ASSISTANT SECRETARY

MAY 0 6 2004

MEMORANDUM FOR ACTING USD (AT&L)

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

SUBJECT: Overarching Principles and Imperatives (Yr Memo, 20 Apr 04)

Attached for your consideration and discussion at the 14 May 04 ISG meeting is the Air Force's proposed overarching DOD principles and imperatives. These overarching principles aim to convey the broadest guidance among our expeditionary AF principles. The imperatives focus on those Air Force principles that we believe are imperative upon the Joint Cross Service Groups. The attached is consistent with the principles and imperatives we submitted to the ISG on 1 Mar 04, in conjunction with our review of the JCSG Military Value Reports.

As the ISG reaches concensus on these overarching DOD principles and imperatives, the Air Force will then finalize its Expeditionary Air Force Principles to incorporate the generalized DOD as well as Air Force-specific priniciples that will guide our BRAC 2005 analysis process.

The HAF POCs are Lt Col Chris Kapellas, SAF/IEBB, DSN 222-9510 and Maj Curt Milam, SAF/IEBB, DSN 225-3578.

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

Attachment:
1. AF Proposed DOD Principles and Imperatives

cc:
AF/CV
VCSA
ASA (I&E)
VCNO
ACMC
ASN (I&E)
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
- Field ten equally-capable Air and Space Expeditionary Forces (AEFs)
- 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 as total force structure decreases

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 the single-site risk beyond that already in its infrastructure
- 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