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K168.03-1256
25 Sep 1995

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CSAF
COLONELS CALL
25 SEPTEMBER 1995

GENERAL RONALD R. FOGLEMAN
CHIEF OF STAFF

UNITED STATES AIR FORCE

01131353

01131353

K168.03-1256
25 Sep 1995

RETURN TO
HQ AFHRA
MAXWELL AFB AL 36112

MICROFILMED BY ISAM

Department of the Air Force
CSAF OPERATIONS GROUP

21 Sep 95

MEMORANDUM FOR GENERAL FOGLEMAN

SUBJECT: Colonel's Call -- 25 Sep 95

Sir, your Colonel's call on Monday will be upstairs in the Army Auditorium (5A1070) at 1000. We've included some talking points (inside cover) and background information in four subject areas:

- People
- Plans and Operations
- Logistics
- Acquisition

Very Respectfully,

THOMAS C. WALKER, LtCol, USAF
Member, CSAF Operations Group

Sir -
We will have a note card-sized
morning tickler for you Monday.
VR
Bob Ellis

CSAF COLONELS CALL

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TALKING PAPER

ON

AF STANDARDS AND ACCOUNTABILITY

- New AFI, similar to old AFR 30-1, being assembled by AF/DP
  - -- Will contain summaries of key AF standards and policies
  - -- Will focus on key standards and refer reader to specific AFIs/sources for detailed guidance
- AF/DP and AF/JA conducting review of personnel policies and disciplinary actions to improve the consistency of actions
  - -- Areas under review include relationships among UIF, Article 15s, LORs, LOAs, performance reports, selection (promotion) records, etc.
  - -- Proposed changes to be briefed to AF/CC for approval
- AF/JA also reviewing AF policy for creation of senior officer unfavorable information files (SOUIFs) and grade determinations upon retirement
- AF/XO reviewing AFI on flying evaluation boards for possible clarification of policy on disqualification from aviation service
- AF/CC videotape on standards and accountability sent to field
- AF/JA videotape on command, leadership, and accountability in the field

Mr. Wilder/AF/JAG/614-4075/13 Sep 95

AIR FORCE STANDARDS AND ACCOUNTABILITY

CORE VALUES

- Integrity, service, and excellence. Three simple words that epitomize the core of the military profession: the bedrock of integrity, fortified by service to country, which in turn fuels the drive for excellence.

- **Integrity** is essential. It's the inner voice, the source of self-control, the basis for the trust that is imperative in today's military.

  -- Air Force people must know the right thing to do and have the moral fortitude to do it. Integrity is doing the right thing when nobody's looking.

  -- In this world of "me first" and relative ethics, honesty is still the hallmark of the military professional.

- **Service** before self. Military service is not just another job. It's an uncommon profession that calls for people of uncommon dedication.

  -- The Air Force requires a high level of professional skill, a 24-hour-a-day commitment, and a willingness to make personal sacrifices.

  -- Every military member must realize from day one that his or her individual needs will be subordinate to the needs of the nation.

- **Excellence** is a moral obligation for members of a professional military force.

  -- Military members feel this moral obligation because we've been entrusted with our nation's security and good portion of the national treasury--because our mission often involves the risk of human life and sometimes national survival--because we are authorized to act on behalf of our entire society.

  -- The line between incompetence and immorality is a thinner line in the military profession than in any other calling. For that reason, "excellence in all we do" is not just a slogan, it is a first-line core value for every Air Force member.

Gen Egeland/AF/JA/614-5733/mam/14 September 1995

LEADERSHIP

- Effective leadership of any military unit starts at the top. Officers, noncommissioned officers and supervisors set the tone and convey our core values to those they lead. We have many critical duties and responsibilities but foremost is leadership.

  -- Most will agree that leadership by example is the most effective.

  -- We all recognize the need to conduct our affairs responsibly and to live our lives with integrity and honor. This alone is not enough.

  -- Of equal importance is the need to require the same from those we lead. This requires accountability which in turn may require discipline in one of its many forms.

DISCIPLINE

- A disciplined force is the single, most critical element in the effectiveness of any military organization.

  -- To ensure this needed discipline, we must be committed to, and enforce, appropriate standards of personal conduct from top to bottom.

  -- A failure to act decisively upon a breach of standards undermines discipline. When this occurs, the Air Force's ability to perform the mission also suffers.

DISCIPLINE AND PUBLIC CONFIDENCE

- Not only is discipline essential to combat readiness, it is the vital element that inspires public confidence in the military and fosters the public's support, without which we could not function.

  -- We have demonstrated to the American people that we are an institution of integrity and professionalism.

  -- The nation's confidence in the military is high...but so is the public's expectation of the military.

INTEGRITY AND PUBLIC TRUST

- Today's society demands the utmost of professionalism from military leadership, with integrity remaining the essential element to leadership credibility.

  -- The media reminds us daily how government actions are closely scrutinized; we must make sure we are above reproach.

    --- Activity tolerated 5 - 10 years ago is not tolerated today and often is strongly condemned.

  -- The American public trusts senior leadership with the lives of their sons and daughters. They trust us with weapons of mass destruction. This is why actions which reflect dual standards, hypocrisy or a lack of integrity (whether real or perceived) often outrage the public and adversely affect morale, good order, respect for authority and effective leadership.

  -- The failure to hold accountable those who engage in substantiated misconduct implicates the military's "core values" of integrity and accountability and undermines the public's confidence in our institution.

ACCOUNTABILITY

- Problems can develop when leaders fail to take appropriate action and fail to hold individuals accountable for their conduct. Our core values are undermined:

  -- When leaders fail to maintain the core values of the military institution;

  -- When leaders fail to take timely, positive action to recognize and deal with what was clearly illegal conduct;

  -- When leaders fail to identify and hold accountable those who engage in illegal conduct; and

  -- When leaders fail to instill in subordinates an understanding of proper leadership by tacitly condoning improper and illegal conduct through inaction.

- The Air Force is not immune to these types of problems and does not want to inadvertently foster a culture that undermines our institutional "core values."

UNIQUE SOCIETY REQUIRES HIGH STANDARDS

- We are a unique society that requires high standards of discipline for mission readiness and mission accomplishment.

- Good order and discipline can only be maintained by enforcing the institution's high standards.

  -- We must resist external influences as a justification to lower our standards. Our conduct must meet high ethical standards; not minimal criminal codes.

STANDARDS MUST BE UNIFORMLY APPLIED

- The standards established by the Air Force are clear. Every Air Force member has a continuing leadership responsibility to conduct himself or herself in an exemplary manner at all times. Location is irrelevant.

- Conduct which undermines or brings into question a leader's integrity or which lessens a subordinate's respect for his or her position as a leader undermines discipline.

OFFICERSHIP

- Officership means having the personal and moral courage to be an example by your conduct and to demand the same from others.

  -- Officers should be able to recognize their duty and be willing to perform it.

LOYALTY TO THE INSTITUTION'S VALUES

- It is the responsibility of Air Force people to support the Air Force's institutional core values. It is a leadership challenge to balance the role of "supporter" of subordinates with that of an "enforcer" of the institution's core values.

- Commanders and supervisors must realize that by not holding those engaging in criminal behavior accountable because they do not want to "hurt" the offenders' records, they hurt the record of every good person in the unit. They also signal that they are willing to accept a lower standard from their people.

ACCOUNTABILITY ACROSS THE AIR FORCE

- Officer misconduct is a concern, because officership visibly impacts discipline.
  - -- If enlisted members see officers setting low standards, they will do the same.
- Accountability must also apply to the enlisted force. Actions taken in enlisted cases also send a message as to acceptable standards.
- Leadership's responses to acts of misconduct send a message. That message should read "all members are expected to live by the high standards implicit in our core values."
- The message must be clear: We will not lower our standards!
  - -- We must avoid sending a signal that we will accept less.

RENEWING AIR FORCE CORE VALUES

- The Air Force doesn't need new rules or a new system by which it holds its members accountable. We must instill in all a renewed sense of "core values" and enforce the rules that already exist.
- The Air Force can benefit from a renewed commitment by all to uphold standards and ensure accountability. All Air Force leaders from top to bottom should:
  - -- Internalize the highest moral/ethical values;
  - -- Inspire others to live by these values;
  - -- Be sensitive to perceptions of abuses/misuses of authority;
  - -- Set an example through personal conduct and demand the same from others; and
  - -- Promote basic principles of leadership, integrity, and accountability.
- **Bottom Line: Air Force standards must be uniformly known, consistently applied and nonselectively enforced.**

2

TALKING PAPER

ON

PROFESSIONAL/UNPROFESSIONAL RELATIONSHIPS

- Revised AFI 36-2909 on professional and unprofessional relationships is in draft and will shortly be ready for Air Staff coordination

  -- Revision prompted by:

    --- Concerns from field that in the process of going from AFR to AFI policy guidance was lost

    --- New decision from Court of Criminal Appeals for the Armed Forces clarifying that officer fraternization is not dependent on the existence of a supervisor-subordinate relationship: US v. Boyett, 12 Jun 95

- Maintaining professional relationships within any organization is a key to maintaining high morale, good order, discipline and respect for authority

  -- Even the appearance of unprofessional relationship can do substantial damage to morale and discipline

- Maintenance of professional relationships is responsibility of commanders and supervisors

  - Commanders/supervisors have all the disciplinary and administrative tools available to them to address unprofessional relationships: the entire spectrum of command actions

- Fraternization defined as an unprofessional relationship between an officer and an enlisted member

  -- Recognized as a crime when it adversely impacts morale, good order or discipline

  -- Revised AFI is punitive in that it prohibits officers from engaging in conduct with enlisted members in the classical cases where courts have found fraternization: there is a specific list of things officers do not do with enlisted members

  -- At the same time, AFI does not preclude prosecution for other conduct which would constitute fraternization but does not fit neatly into a general category of conduct

- The new AFI does the following:

  -- Restores a discussion of the rationale for the policy: based on the needs of the organization, not "classes" or "castes" of personnel

  -- Defines fraternization as an aggravated form of unprofessional relationship

  -- Sets out specific prohibited conduct for officers in their relationships with enlisted members

  -- Establishes that commanders and supervisors have the responsibility and authority to maintain professional relationships

  -- Stresses personal accountability for maintaining professional relationships even where circumstances make it more difficult to do so

  -- Establishes training requirement

  -- Establishes commanders as point of contact on professional/unprofessional relationships

Mr. Wilder/AF/JAG/614-4075/13 Sep 95

3

BACKGROUND PAPER

ON

COMMANDER SELECTION PROCESS

Purpose:

- To provide a broad opportunity for colonels to compete for command positions based on a realistic view of openings
  - -- All colonels will compete on a level playing field for command opportunities
  - -- Officers who aspire to command will receive a realistic assessment of their standing in this competitive process

Discussion:

- Criteria to compete for command
  - -- Wing Commander
    - --- Less than 26 years of commissioned service as of 1 Jul 96
    - --- Pinned on colonel
    - --- Must have flown within the last seven years to compete for an Operational Wing command
  - -- Group Commander
    - --- Less than 24 years of commissioned service as of 1 Jul 96
      - ---- Medical Group command exempt from years of commissioned service criteria
    - --- Pinned on colonel or colonel select
    - --- Must have flown within the last seven years to compete for an Operational Group command
    - --- Functional experience may be required for some functional groups such as the Logistics Group, Medical Group, Communications Group and Intelligence Group command positions
  - -- Ineligible if:
    - --- Have an approved retirement date
    - --- Open UIF
    - --- In joint position and not eligible for waiver
      - ---- Unless last year of board eligibility
      - ---- Less than 22 months in job by 1 Jul 96
    - --- AY96 NDU graduate and a JSO
      - ---- By law must go to joint job
    - --- Completed equivalent level command test

- Central Board conducted at AFMPC
  - -- 3-star board president; 2/1-star panel members
  - -- Primary consideration for command is leadership potential and long-range contribution to the Air Force

-- Board selects 1.2 of requirements
- MAJCOMs bid for individuals on the list to fill their requirements

- Timeline for first board
  -- Dec 95: AF/DP and MAJCOMs identify requirements
  -- Jan 96: AFMPC conducts Commander Candidate Board; CSAF approves board results
  -- Feb 96: AF/DP publishes commander select list
  -- Mar 96: MAJCOMs bid for individuals on the list
  -- Mar 96: CSAF approves assignment selections
  -- Apr 96: AF/DP publishes command assignments

Recommendation: None, for information only

4

OFFICER ASSIGNMENT SYSTEM (OAS)

ISSUE: To provide CSAF information on the Officer Assignment System (OAS)

BACKGROUND:

- OAS is working well--instilled a renewed spirit of "Service Above Self"
  - -- Doubling of volunteer statements from Fall of '94 (2,150) to Spring '95 (5,281)
  - -- Members stepping up to fill both "good" & traditionally "hard to fill" jobs

- OAS provides a fair, equitable process to fill key Air Force requirements
  - -- Officers are eligible for involuntary assignment upon completion of 3 years time-on-station or their controlled tour
    - --- If no volunteers forthcoming, AFMPC will select the most eligible, qualified individuals from the pool to meet requirements

CURRENT STATUS:

- Members receive "alert" notice approximately 9 months before they're eligibility for reassignment, with a corresponding "heads up" notice to commanders
  - -- Doesn't signal automatic movement--that will be driven by actual requirements
    - --- Notice serves to engage commanders and officers in Officer Professional Development counseling

- The linchpin of OAS' success, commanders charged with honestly assessing their officers' capabilities, discussing career paths and guiding them to volunteer for the next "best" job
  - -- MAJCOM/MPC assignment teams are made up of functional representatives; security police affect assignments for security police, logisticians for logisticians, etc.

RECOMMENDED ACTIONS/TIMELINES:

- Enhancements
  - -- Electronic Bulletin Board on the Worldwide Web under "Assignments Home Page."
    - --- Provides greater access to jobs and allows officers to volunteer "on-line"
    - --- Home Page viewed more than 63,000 times during the week of 28 Aug - 1 Sep 95
  - -- Working initiative to provide automatic, systems-generated letters letting volunteers know their current status for a job (e.g., nominated, selected, non-selected). For nonselects it will identify other suitable jobs available 120-150 days from the RNLTD (ECD: Dec 95/Jan 96)

- Refinements
  - -- Overseas Selection Equity: In a select number of AFSCs the 3-year TOS pool for nonvol actions is dwindling--typically found in same AFSCs that have had historical challenges with high mandatory PCS movement (e.g., overseas/joint requirements)
    - --- AFMPC currently studying to see if change to eligibility criteria is warranted
  - -- Stabilized Tour Review: zero-based review to validate need for "fencing" folks on extended tours (ECD: Apr 96)
  - -- Quality of Life Survey: Will readminister with focus on Assignments/Evaluations (ECD: Jan 96)

- **OAS working well; enhanced commander involvement and the EBB.**

TRICARE FACT SHEET

What is TRICARE?

TRICARE is the new Department of Defense health care program. The goals of TRICARE are to:

- Improve beneficiary access to care,
- assure affordable and high quality care,
- provide choice, and
- contain the health care costs of beneficiaries and the Department of Defense (DoD).

What is the role of the Twelve DoD Lead Agents?

Twelve DoD Health Service Regions (see Attached Map), with a corresponding Lead Agent, have the responsibility for coordinating the regional delivery of health care between all military medical treatment facilities (MTFs), regardless of branch of Service, and care obtained from civilian providers under the old CHAMPUS program. Lead Agents also oversee regional contracts with civilian managed care companies. These contractors establish civilian health care networks for beneficiaries to use when care is not available in the MTFs.

How does the TRICARE Program work?

When the regional managed care contracts are awarded, beneficiaries will have three options for seeking care under the TRICARE program. Each option has different cost sharing features and degrees of freedom for using civilian providers. TRICARE Service Centers are established at, or near, each military installation to assist beneficiaries in obtaining care and services as necessary.

What is TRICARE Prime?

TRICARE Prime is an option which is similar to most civilian health maintenance organizations. CHAMPUS eligible beneficiaries can choose to enroll in Prime and select a personal primary care manager (PCM) for themselves and each family member. Active duty members are automatically enrolled in the Prime program at no cost and assigned an MTF PCM. Active duty family members and retirees can choose an MTF or civilian PCM depending on space availability.

What is a Primary Care Manager (PCM)?

The PCM is a health care provider who treats most members' ailments and authorizes any additional tests and referrals to specialty care providers. When civilian care is required, Prime members are referred to network providers by the PCM. Members must first seek all non-emergency care from their assigned PCM.

Can a TRICARE Prime member use non-network providers?

TRICARE Prime enrollees are encouraged to always seek care first through the TRICARE approved network of providers. These providers meet strict government quality standards and will not bill enrollees for excess charges. However, if an enrollee feels compelled to seek care outside the network they may do so under a **Point-of-Service (POS)** option. Under the POS option, enrollees must meet a deductible of $300 per person/$600 per family before TRICARE will cost share with the member. The POS cost share is 50% of allowed charges and the member is responsible for any unreimbursed charges from the provider.

What happens if my family is on vacation and gets sick?

TRICARE Prime enrollees are covered nationwide for emergency and urgent health care needs and they still pay the same TRICARE Prime cost shares they would pay when at home. Enrollees receive a toll-free telephone number for their TRICARE Service Center which they should contact for approval of all non-emergency health care. Life or limb threatening emergencies do not require prior approval. Routine health care which is not pre-approved will be reimbursed under the Point-of-Service cost sharing provisions.

My CHAMPUS-eligible daughter attends college out-of-state. Can she enroll?

You should check to see if TRICARE Prime is available where she attends college. Prime is offered in many locations, not just at military installations. If Prime is available there, then she may join at that site. However, enrollment is for a 12-month period of time and if she plans to spend the summer at home she will have to receive approval from the Service Center where she enrolled for care while at home. The TRICARE Extra and Standard options may better suit her health care needs.

How do beneficiaries enroll in TRICARE Prime?

To enroll in TRICARE Prime, beneficiaries can mail or visit their nearest TRICARE Service Center and complete the application materials. There are no enrollment fees for active duty and active duty families. Retirees wishing to enroll pay $230 per person or $460 per family annually. In exchange for enrollment, the normal CHAMPUS deductible is eliminated. Members needing care from the civilian provider network pay a flat rate each time they visit a provider. See the attached chart for the specific cost sharing provisions under TRICARE Prime. TRICARE Prime enrollees also receive enhanced preventive benefits such as Eye Exams, Pap Smears and Mammograms at no charge. A big plus for retirees is the reduced civilian inpatient cost shares under Prime. All members, regardless of status, pay $11 per day for civilian inpatient care.

Do retirees have to pay the enrollment fee in one lump sum payment?

No! Retirees have several options for paying the enrollment fee. In addition to paying up front with personal checks, travelers checks, money orders, and cashier's checks, they can now pay on a quarterly basis ($57.50 per person per quarter or $115 per family per quarter). In addition, under the quarterly payments there is a $5.00 processing fee per payment made.

Can the Medicare Eligible join TRICARE Prime?

At this time, Medicare-eligible beneficiaries are not eligible to enroll in TRICARE Prime. They will be offered enrollment once the Department of Defense is permitted by Congress to obtain reimbursement from the Medicare system for providing health care services to Medicare patients. Until then, Medicare beneficiaries will be able to use military treatment facilities on a space-available basis. In addition, Medicare beneficiaries will have full use of the TRICARE Service Centers for assistance and referral to Medicare providers.

What if TRICARE Prime isn't right for me?

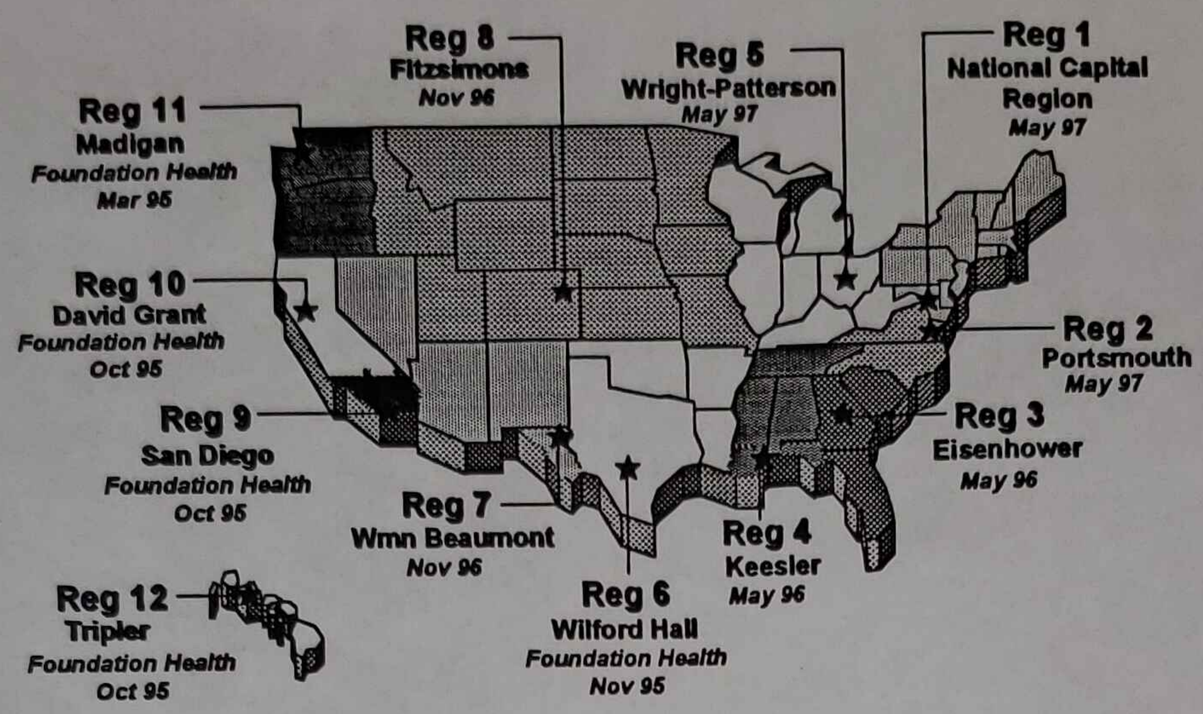
Enrollment in TRICARE Prime is completely optional. Those beneficiaries not wishing to enroll have two other options for obtaining health care. First, they can stay with the familiar CHAMPUS program now known as ***TRICARE Standard***. Under TRICARE Standard, beneficiaries can use the providers of their choice but continue to pay the CHAMPUS deductibles and cost shares.

CHAMPUS beneficiaries are also free to use TRICARE network providers and when they do they save money too! When these beneficiaries use TRICARE providers they fall under the rules of ***TRICARE Extra.*** TRICARE offers these beneficiaries a 5% discount off the TRICARE Standard costs shares of 20% for active duty families and 25% for retirees. That means these families only pay 15% and 20% cost shares just for using network providers. Both TRICARE Standard and TRICARE Extra beneficiaries are required to meet the annual CHAMPUS deductibles before the cost sharing provisions apply.

Who should I contact for more information?

For more information contact the Health Benefits Advisor at your nearest military health care facility or TRICARE Service Center. If one is not available near you contact the Managed Care Division in the Air Force Surgeon General's Office at (202) 767-5066.

TRICARE Regions, Lead Agents, Contractors, and Date TRICARE Prime Benefits Start



TRICARE Choices and Cost Shares

	TRICARE Prime	TRICARE Extra	TRICARE Standard
Annual Deductibles:			
• Families of E-4 and Below	$0	$50/$100	$50/$100
• Other Active Duty Families	$0	$150/$300	$150/$300
• Retirees and Others	$0	$150/$300	$150/$300
Annual Enrollment Fees:			
• Families of E-4 and Below	$0	$0	$0
• Other Active Duty Families	$0	$0	$0
• Retirees and Others	$230/$460	$0	$0
Civilian Provider Copays:			
• Families of E-4 and Below	$6	15% of negotiated fees	20% of allowed charges
• Other Active Duty Families	$12	15% of negotiated fees	20% of allowed charges
• Retirees and Others	$12	20% of negotiated fees	25% of allowed charges
Civilian Inpatient Cost Shares:			
• Families of E-4 and Below	$11 per day	$9.50 per day*	$9.50 per day*
• Other Active Duty Families	$11 per day	$9.50 per day*	$9.50 per day*
• Retirees and Others	$11 per day	$250 per day plus 20% of negotiated prof fees	$323 per day plus 25% of allowed prof fees
Estimated Annual Savings per Enrolled Family	$100 - $240 based on beneficiary category		

* Non-enrollees inpatient per diem charge is updated annually. $9.50 reflects charges for FY 95.

Point of Service Option for TRICARE Prime Enrollees Only	
Applies to all non-referred, non-emergency inpatient and outpatient service received by enrollees (active duty families and retirees and family)	Deductibles: $300 per individual/$600 per family Cost Shares: 50% of allowed charges

POINT PAPER

ON

THE IMPACT OF MILITARY MEDICAL MANPOWER SIZING

- Services developing a model that will result in downsizing of Defense Health Program (DHP) manpower levels

  -- Intent of model is to size medical infrastructure based on readiness/operational requirements only

    --- Maintain peacetime benefit through use of these remaining assets plus TRICARE, CHAMPUS, and Medicare

- Model defines the Air Force Total Operational Readiness Requirement (TORR)

  -- Determines the **minimum** uniformed requirements needed to support the operational/readiness mission of the DoD Military Health Services System; uses principles, logic, and definitions that are common among the Services.

    --- Determines wartime manpower requirements by updating the 1992 Defense Authorization Act directed Section 733 study

    --- Operational manpower requirements include OCONUS facility staffing, isolated CONUS (medically underserved areas; civilian alternatives are not available), and a rotation base (supports OCONUS locations)

  -- TORR equals wartime and day-to-day operational requirements plus sustainment (training)

- Impact of DoD Medical Manpower Sizing Model

  -- TORR rightsizes the direct care system

    --- Number/size of Air Force medical treatment facilities (MTFs) determined by TORR requirements and cost-benefit analyses (Strategic Resourcing)

  -- Reductions in medical end strength accomplished using a balanced approach of managed care strategies (TRICARE), Strategic Resourcing, preventive medicine, and increased efficiencies

  -- Beneficiary sources of care remain - MTF, TRICARE, Medicare (over age 65)

  -- Assumes TRICARE becomes fully deployed

- Results of the model are undergoing review by OASD(HA), OSD(PA&E), and the General Accounting Office

Lt Col Abalos/HQ USAF/SGMM/7-5550/13 September 1995

6

TALKING PAPER

ON THE STATUS OF THE

INFORMATION WARFARE SQUADRON (IWS)

- Milestones (past and future)
  -- 8 Aug 95: CSAF signed IWS implementation Staff Summary Sheet
  -- 15 Aug 95: AF/CV message announced IWS with projected Aug 96 IOC
  -- 1 Oct 95: estimated date for proposed IWS establishment plan
  -- 1 Aug 96: estimated date for IWS IOC

- IWS Mission JFACC + # AF
  -- Responsible to AFFORC/CC for employing Information Warfare tactics, techniques, and procedures--in garrison and deployed--to protect friendly information systems and affect adversary C4I systems

- Organization
  -- The IWS is subordinate to the 609 AOG under 9AF
  -- Squadron will be comprised of approximately 50 military personnel

- Initial cadre
  -- 10 members include a CC and DO already in place; others by Nov 95
  -- ACC, AF, AIA, AFWIC actively coordinating efforts

- 1 Oct 95 goal includes
  -- Draft CONOP
  -- Unit Manning Document (UMD)
  -- Funding Plan

- Future
  -- Based on this IWS prototype, IW GOSG will make recommendations to senior Air Force leadership concerning other IWSs in other theaters

- Media
  -- AF creation of IWS appeared in 21 Aug 95 Defense News article

Maj Mayer/ AF/XOXD/ DSN 226-5813, UFAX 226-5840/ rrm/ 13 Sep 95/ iws-upc2.bbp

7

BACKGROUND PAPER
ON
AIRBORNE LASER PROGRAM

BACKGROUND: The Airborne Laser (ABL) is a high energy, long range, airborne laser weapon system capable of autonomously detecting, acquiring, identifying, tracking, and destroying multiple theater ballistic missiles at long range during the boost phase.

- The ABL program is a two phased effort
  - -- Phase I, Concept Design phase, is the award of two competing concept design contracts (FY94-FY97)
    - --- Provide a top-level design of a production ABL
    - --- Provide a detailed design of a fully scaleable/traceable Demonstrator while providing a sound growth path toward the production system
    - --- Conduct contractor risk reduction experiments to reduce aircraft engineering/integration risk
    - --- Examine ABL adjunct missions capability in the area of cruise missiles defense, defensive counter air, BM/C^4I, suppression of enemy air defense, and surveillance
  - -- Phase II, the Demonstrator phase, will consist of the development, integration, and test of the winning Demonstrator ABL weapons system concept from Phase I (FY97-FY02).
    - --- Phase II will proceed only if results of Phase I allow the program to pass exit criteria dealing with physics and engineering related issues
    - --- Phase II A results in a preliminary design review when a decision to exercise the demonstrator option will be made
    - --- Phase II B builds the ABL Demonstrator and completes flight test in FY 2002 with lethality demonstrations against boosting TBMs

- Phase I was full fully funded at $20M per year in FY95 through FY97 in the FY94 POM

- Phase II was fully funded at $693M during the FY97 POM (FY97 through FY01)

DISCUSSION: ABL technology has advanced significantly to provide high confidence the system is technically feasible. It could prove our best, if not our only, defense against fractionating submunitions by destroying TBMs in the boost phase.

- ABL Demonstrator operational in FY02, will have significant Residual Operational Capability and could be deployed to a conflict

- ABL SPO awarded two concept design contracts in May 94. They plan to downselect in FY96 and award a Demonstrator contract in early FY97. This decision will be made only if technology and concept design efforts warrant continuation of the program

Capt P. Oms/SAF/AQPT/695-0328/13-Sep-95

8

TALKING PAPER

ON

UAVs

BACKGROUND:

- The Air Force is capitalizing on the potential of UAVs by establishing our first UAV squadron making UAVs successful contributors to our nation's joint warfighting capability.

  -- UAVs hold great promise to perform many theater reconnaissance operations--from surveillance to targeting and bomb damage assessment.

  -- The convergence of technological advances in computers, flight controls, lightweight materials, advanced electric motors, and communications packages will make modern UAVs extremely effective.

  -- We are testing advanced concept technology demonstrators (ACTDs) in the Medium Altitude Endurance UAV (Tier II), High Altitude Endurance UAV (Tier II+), and Low Observable High Altitude Endurance UAV (Tier III-) systems.

  -- Once the test period is complete, we may purchase one of the ACTDs, a hybrid UAV with components from each, or something totally different.

INFORMATION:

Chief
I not sure I agree... need to think thru this
ED

- There is no doctrinal difference between manned flight and UAVs.

  -- The means of a mission are not the point. The ends or effects of a mission are.

  -- The Air Force has a theater perspective during joint operations. UAV aircraft, which have theater-wide capabilities and effects, should be Air Force assets and used to achieve the Joint Force Commander's Campaign objectives.

  -- We will control manned flight and UAVs in the same manner. UAV missions will be on the ATO. Personnel on the JFACC's staff must have the experience and capability to plan and execute UAV operations.

- What is the next step for UAVs?

  -- UAVs are capable of performing all missions that manned aircraft perform today. However, that does not mean that UAVs will always be as effective as manned flight. Both have their advantages and disadvantages.

  -- It is now time to decide which of our missions will be flown by UAVs and which will be flown by manned aircraft.

  -- Nothing but our imagination, technology, and dollars should hold us back from exploring the potential of UAVs. We will embrace UAVs and lead the way in their development.

Maj Schlapkohl/AF/XOXD/695-9066/srs/12 September 1995

TALKING PAPER

ON

UNMANNED AERIAL VEHICLE (UAV)

- Air Force focused on Medium Altitude Endurance (MAE) and High Altitude Endurance (HAE) UAVs
  - -- MAE UAV currently in Advanced Concept Technology Demonstration (ACTD)
    - --- Began with 10 MAE platforms (PREDATOR), currently 8 in inventory
    - --- Deployed to EUCOM July 95 for CONOPS demonstration in DENY FLIGHT
    - --- Will test maritime support capabilities for Congress and USN
  - -- HAE ACTD efforts are focused on Tier 2+/Tier 3 -
    - --- Major differences are: Tier 2+, very long endurance/increased payload; Tier 3-, stealth technology
- Air Force pressing initiatives to acquire and integrate ACTD platforms
  - -- 11th Reconnaissance Squadron stood up to operate/maintain UAV assets
  - -- Funded program established for long-term UAV acquisition/operations
  - -- ACC working Joint Operations Requirement Document and Concept of Operations
  - -- Developing means to integrate UAVs into current operations
- Future vision for Air Force is 82 UAV fleet with 800 personnel
  - -- 7 Squadrons, 115 personnel each
    - --- 5 PREDATOR Squadrons (Active Duty, Guard, Reserve mix), 10 UAVs per Squadron
    - --- 1 Tier 2+ Squadron and 1 Tier 3- Squadron, 16 UAVs per squadron
  - -- Each squadron includes 1 Ground Control System and 1 Trojan Spirit 2 communications system

Maj Curt Becker/XOFI/697-3715/cgb/12 Sep 95
RAM

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TALKING PAPER

ON

AIR FORCE MODELING & SIMULATION "NEW VECTOR" DOCUMENT AND BROCHURE

- During the June 1995 Four-Star Modeling and Simulation Summit, the CSAF directed development of a report outlining the summit's results.
  - -- A Glossy report written, titled "A New Vector: Air Force Modeling and Simulation", referred to as "New Vector Document"
  - -- A companion brochure created for distribution at forums, trade shows, conventions, etc.
- Public debut of New Vector Document and brochure Air Force Association Convention (approximately 1000 copies)
- Initial printing is 3000 copies of each for distribution at:
  - -- Air Force Association Convention (18-20 Sep 95),
  - -- National Training Systems Association Forum (5 Oct 95),
  - -- Interservice/Industry Training Systems and Education Conference (I/ITSEC) (13-15 Nov 95)
  - -- Warfighter Talks (4-6 Dec 95)
- Both document and brochure outline:
  - -- M&S Vision
    - --- "A Joint Synthetic Battlespace supporting better decisions and warfighting skills to build the world's most respected air and space forces for the Joint Force Commander"
  - -- Framework for M&S Roadmap and investment strategy
  - -- Selected key M&S initiatives
    - --- Formation of an Air Force M&S organization
    - --- Personnel initiatives to maintain M&S expertise
    - --- Prime Warrior training for M&S awareness in battle staffs
    - --- Advanced connectivity to facilitate Advanced Distributed Simulation technologies
    - --- Air Force Verification, Validation and Accreditation for M&S tools
    - --- National Air and Space Warfare Model (NASM) and Joint Modeling and Simulation System (J-MASS)

Maj Edwards/AF/XOME/761-5336/nde/12 Sep 95

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TALKING PAPER

ON

STATUS OF C-17 PROGRAM

- C-17 is USAF's largest acquisition program and highest near-term modernization priority
  - -- Newest strategic airlifter, C-17 is performing very well as it approaches its full rate production decision at the Defense Acquisition Board (DAB) on 1 Nov
  - -- Replaces C-141 on a 2-for-1 basis and adds new capabilities as such as long range delivery of outsize equipment directly into small, austere airfields
  - -- Fully operational since Jan 95, with missions performed around the world including Operation Vigilant Warrior deployment to the Middle East in Oct 94
    - --- 22 aircraft delivered (1 test, 21 production), next production aircraft due late Sep
    - --- 32 aircraft on contract with 8 more planned for FY96
    - --- Second squadron now building up at Charleston AFB
  - -- Flight testing successfully completed Jun 95 with all performance thresholds exceeded
  - -- Awarded Collier Trophy as last year's most significant aeronautical achievement

- Program has made great strides since being put on probation in 1993
  - -- Production was capped at 40 aircraft until resolving cost, schedule, and performance issues
    - --- Last 9 aircraft have been delivered ahead of schedule, with improving production quality
    - --- Air Force and contractor funded productivity initiatives are paying off; procurement "should cost" for future aircraft estimated to be $212M or lower
    - --- Key performance issues, such as range/payload and airdrop, have been resolved
      - ---- Recent test with updated engines showed a payload of over 130,000 lb for 3,200 NM
  - -- The recent Reliability, Maintainability, and Availability Evaluation at Charleston tested initial squadron during a month-long effort to measure how well the aircraft stands up logistically
    - --- C-17 performed remarkably, proving it is already our most dependable mobility aircraft
    - --- Flying as many as 17 hours per aircraft per day, the squadron turned in a departure reliability rate of over 99% and a Mission Capable Rate of 90.6%

- Total C-17 procurement will be decided by Milestone III DAB
  - -- Airlift requirements, both strategic and tactical, will be met by additional C-17s, possibly supplemented by Non Developmental Airlift Aircraft (C-33)
    - --- C-33 is militarized Boeing 747-400F; offers excellent range/payload performance but less flexibility for using smaller, more austere airfields and no military-unique capabilities (short fields capability, air refueling, airdrop, roll-on/roll-off loading)
  - -- Analyses for DAB will recommend the most cost effective mix of C-17/C-33 which meets all requirements
    - --- Indications are they will recommend continuing C-17 production well beyond 40

Maj Norton/XOFM/695-5495/12 Sep 95

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TALKING PAPER
ON
BOMBER UPGRADES

Heavy bombers, with global range and the ability to rapidly deliver large payloads, are key forces for our post-Cold War national security strategy

- Long-range, "just over the horizon" bombers are exactly the responsive, flexible, cost effective capability our nation needs as we approach the 21st Century
  - A key to maintaining our *global* presence
- Their global range, large payloads and immediate response capability, put heavy bombers at the core of our two-Major Regional Conflict warfighting strategy

Lancer: Backbone of the Conventional Bomber Force

- Conventional weapons and defensive system upgrades improve the B-1's lethality and survivability, allowing it to respond on the first day of a conflict
- We are spending approximately $2.4B for advanced munitions integration and increased survivability over the next 10 years
  - B-1s will receive the capability to deliver CBU-87/89/97s in FY96
  - GBU-10/27 capability, with off-board lasing, will be integrated in FY96
  - Joint Direct Attack Munitions (JDAM) capability by FY00
  - Wind Corrected Munitions Dispenser (WCMD) kits and Joint Standoff Weapon (JSOW) in FY03
- We are developing an integration schedule of the Joint Air-to-Surface Standoff Missile (JASSM) to replace the Tri-Service Standoff Attack Missile (TSSAM)
- Avionics development efforts include incorporating Global Positioning System (GPS), improved communications capability and upgraded mission computers
- Additionally we are incrementally upgrading the B-1 defensive system to improve survivability against advanced air defenses by the turn of the century
  - Provides crucial countermeasures capability and lays groundwork for further improvements to meet threats in the FY10 time frame
- Improvements to B-1 reliability and maintainability are funded and on-going

Spirit: Next Generation Power Projection

- The B-2 programmed weapons integration is part of its Congressionally capped baseline procurement program
  - Mk-84s are certified for use on B-2s and quantities of these munitions are now positioned at Whiteman AFB
  - The B-2 arsenal will include GPS Aided Munitions (GAMs) in FY96
  - Mk-82s, Mk-62 Mines, M-117s and CBU-87/89/97s in FY97
  - JDAM capability, on Block 30 aircraft, will be in FY99
  - We are formulating an integration schedule for JASSM, replacing TSSAM as the B-2's standoff munition

Stratofortress: Backbone of the SIOP and Conventional Workhorse

- The current AGM-142 (HAVE NAP) and Harpoon guided anti-ship missile capability will be integrated on the entire B-52 fleet by FY99
- B-52s receive nearly $200M in upgrades to maintain conventional effectiveness
  - B-52 enhancements include an Integrated Conventional Stores Management System to communicate with advanced weapons
    - JDAM and WCMD will be integrated by FY98
    - Nineteen Harpoon and ten AGM-142 ship kits will be available to outfit any of the 66 B-52s
    - The Air Force is incorporating JSOW into the B-52 combining it with JASSM integration
    - The Air Force is using the B-52 as the threshold platform for JASSM
  - GPS by FY00 and secure anti-jam radio by FY01
  - Additionally, the B-52 ECM suite is being improved with the addition of a third ALQ-172 jamming system by the turn of the century

12

TALKING PAPER

ON

F-22 CURRENT ISSUES

F-22 begins assembly of first EMD aircraft

- The assembly of the first EMD F-22 began at Lockheed Martin in Ft Worth in Jun 95
    - Mid-fuselage assembly taking place in Ft Worth
- Later this year, wing and aft fuselage assembly begins at Boeing in Seattle and forward fuselage assembly begins at Lockheed Martin in Marietta
- Final assembly and mate of the three fuselage sections is scheduled for Aug 96 at Lockheed Martin in Marietta

$200M FY96 Restoral

- A combined FY95 Congressional cut of $110M and FY96 DoD cut of $200M, resulted in an EMD cost increase of $950M (total FYDP increase of $1.26B)
- Both House and Senate Appropriations Bills have approved an additional $200M for FY96
- If the contractor is notified of the $200M FY96 funding restoral by 1 Oct 95, the EMD cost impacts can be partially mitigated as presented below:
    - ROM cost savings of roughly $275M (of the $950M) over the remainder of the EMD program
    - First flight remains in May 1997
    - EMD Aircraft 3 and subsequent are accelerated to recover schedule

F-22 Cost overrun

- As of Apr 95, Lockheed Martin was experiencing an unfavorable cost variance of $196M (4.5%)
    - More recently that cost variance has been reduced to $181M (4.1%)
    - To date, the cost variance has been absorbed within the scope of the F-22 budget

Maj Cabot/SAF/AQPF/693-1011//12 Sep 95

- The contractor estimate of cost variance at completion of the 11 year EMD contract is $316M (3.0%)
- The Program Director's (PD) estimate of cost variance at completion is $572M (5%)
    - PD's estimate is more conservative than contractor estimate
- Lockheed Martin receives no profit (base or award fees) on contractor induced cost growth
    - Cost growth negatively impacts the award fee given in any period

F-22 weight

- The F-22 has no specification for aircraft weight
- The Air Force judges the value of the F-22 by its total mission effectiveness, not by isolated parameters like weight
- The weight growth of the F-22 is commensurate with that of other fighter programs
    - The Joint Requirements Oversight Council recently validated the approach the Air Force is using to judge the worth of our next generation air superiority fighter

F-22 Engine

- Fuel Efficiency and Vibratory Stresses
    - Engine testing in early 1993 revealed significant fuel consumption shortfall and excessive vibratory stresses
        - Turbine section and exhaust nozzle inefficiencies
        - Vibratory stress adversely impacted high pressure turbine blade durability
    - Turbine re-design work began in mid-1993 and finished in early 1994
        - Initial full engine testing is complete
        - Initial results indicate that overall turbine meets performance goals
        - Turbine stress reduced to acceptable levels
    - Nozzle redesign and rig testing occurred throughout 1994
    - New nozzle full scale testing in October 1995

Backup

- Fan Issues. This has not yet been a public issue, however defense reporters (Tony Capaccio) have asked specifically about the fan.
    - Current development engines are not showing fan performance values demonstrated during Dem/Val
        - Degrades fuel efficiency and thrust levels
        - Can make thrust spec with less durability
    - Fan performance team is in place and working with an independent engine review team
        - Currently testing solutions
        - Re-design will be incorporated for first flight
    - First hollow fan blades show high vibratory stresses
        - Material properties reduced by manufacturing process
        - Blades not to blueprint dimensions
    - Testing changes to process for first flight solution

BULLET BACKGROUND PAPER
ON
F-22

BACKGROUND:

Air superiority is the cornerstone of success in any conflict. Air superiority allowed devastating applications of airpower in Desert Storm. However, current air superiority forces will be unable to dominate the arena in the next century

DISCUSSION:

The threat to US air superiority forces in the next century is increasing in lethality

- Advanced SAMs pose a significant threat to conventional fighters
  - — Advanced SAMs are proliferating throughout the world
  - — F-22 shrinks the advanced SAM's engagement zone, allowing operation in the SAM environment
- Combination of sophisticated threat fighters and launch and leave missiles will surpass the capability of the F-15C
  - — F-22 allows first look, first shot, first kill
    - —— Tremendous increase in lethality and survivability compared to conventional fighters
- F-22 versatility means more capability for the joint force commander
  - — F-22 has higher sortie rate, lower deployment requirements, and less manpower than F-15
  - — Internal carriage of both air-to-air and air-to-ground weapons retains stealth characteristics
    - —— 6 x AIM-120C, 2 x AIM-9 for air-to-air role
    - —— 2 x 1000lb JDAM, 2 x AIM-120C, 2 x AIM-9 for air-to-ground role

F-15 modernization is not good enough

- Stealth must be designed in from the beginning
- A new F-15X program will cost 9/10 of the remaining F-22 program cost, but provides less than 1/3 of the effectiveness

F-22 is affordable

- F-22 is part of a time phased fighter recapitalization plan
  - — If the F-22 continues to slip it will overlap the F-16 replacement program
- USAF investment strategy cannot afford to replace the F-15 and F-16 simultaneously
- F-22 represents an average of only 3% of the total DoD RDT&E and procurement account

Funding Instability

- A cut of $1.00 today = $2.50-3.00 payback tomorrow
  - — Interest rate of ***~40%***
  - — To date, cuts have led to 32 months of slip in IOC and a $2.2B increase in development cost

CONCLUSION:

- Stable investment in the F-22 assures air superiority for America in the first half of the 21st century

No U.S. soldier has been killed by an enemy aircraft for over 40 years, ***but*** air superiority is not an American birthright.

First Look, First Shot, First Kill

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TALKING PAPER

ON

EFFORTS TO REDUCE HIGH PERSTEMPO/OPTEMPO
IN
HIGH DEMAND WEAPONS SYSTEMS

- The Air Force defines a high demand weapon system as one that exceeds 120 days TDY in one year. In FY 94, a number of weapon systems were near or over this threshold.

  -- ACC: HC-130, ABCCC, AWACS, RC-135 RJ, F-4G, EF-111, U-2, and C-130

  -- USAFE: A-10, KC-135, and F-15

  -- AFSOC: AC-130, HC-130, MH-60, and MH-53

- During FY 95/1, operations in Saudi Arabia and Haiti increased taskings across AF -- especially on the F-16 and the ABCCC.

- The Air Force has taken a number of steps to avoid any degradation in readiness or adverse impacts on our people that could be caused by long periods of high PERSTEMPO/OPTEMPO.

  -- In Jan 95 ACC sponsored a CAF-wide scheduling conference to level the tasking for contingency operations. Global sourcing allows the AF to spread the deployment burden throughout the entire force.

    --- For example; A-10s from ACC have provided relief for USAFE A-10s, reducing the latter's taskings 40 percent from last year.

  -- Increased use of the Reserve Components has enabled the AF to ease active force taskings on the HC-130, KC-135, A-10, and F-16.

  -- The use of alternative capabilities can also help reduce the workload.

    --- For example; the use of remotely piloted reconnaissance aircraft, such as the Predator; the use of capabilities in other services, such as the Navy's EA-6Bs and E-2Cs; and assistance from treaty allies such as NATO AWACS and German Tornados can all help to ease the burden on AF resources.

  -- In some cases the only answer is to reduce taskings for short periods of time. The AF requested and received relief for the AWACS, ABCCC, and Rivet Joint. All had their taskings reduced to allow them to recapture training lost due to contingency operations and improve degraded C-levels. Unfortunately, recent events in Europe have slowed this effort.

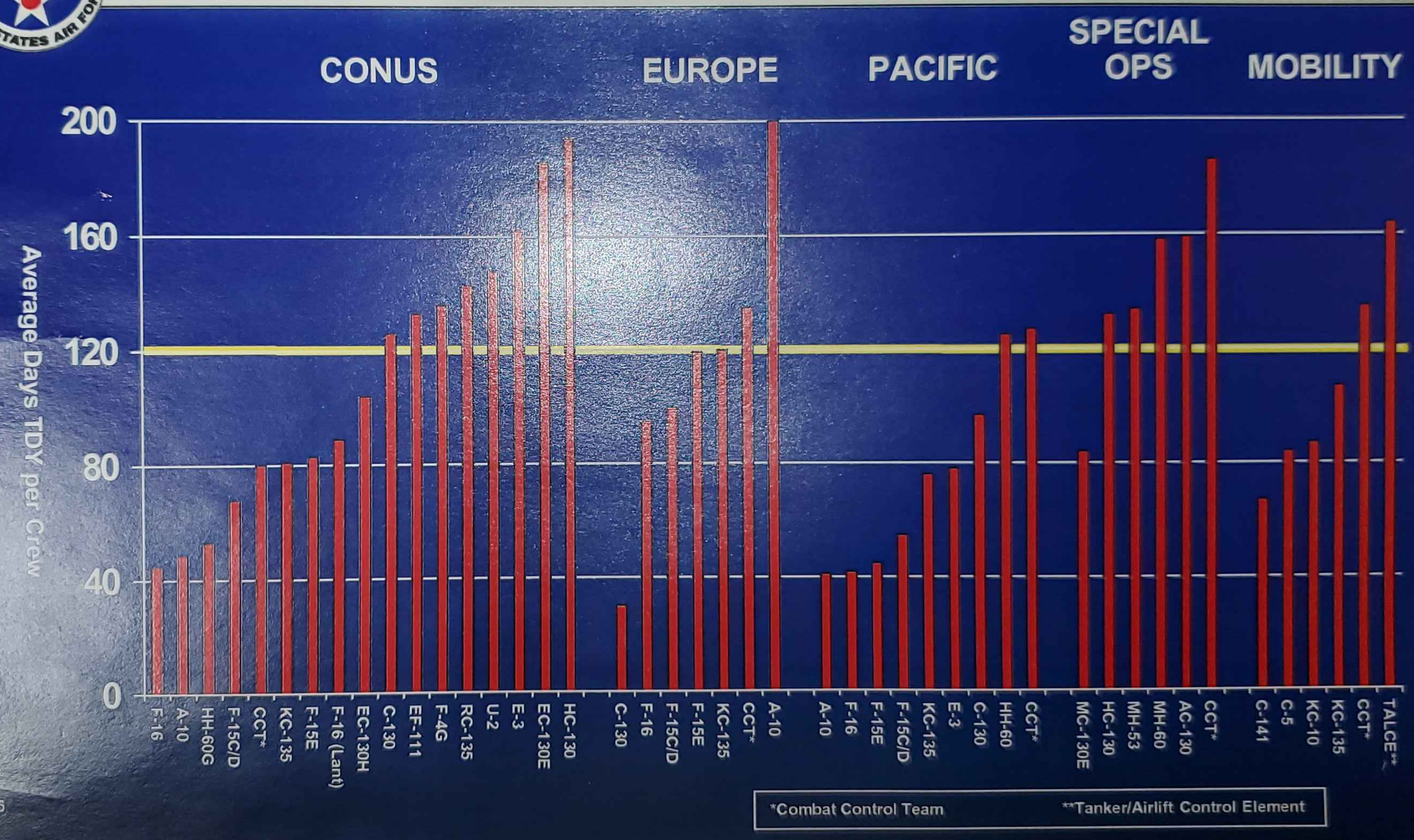
  -- The Air Staff is also collecting TDY information at the individual level to allow for better management of our people supporting contingency operations.

  -- Programmed increases in F-15E and Block 40 F-16 crew ratios will have an impact on reducing workload.

- As long as our force structure remains the same and the current pace of contingency operations continues, weapon systems with limited resources -- such as Special Operations, Search and Rescue, Reconnaissance, and Command and Control -- will continue to experience high demand.

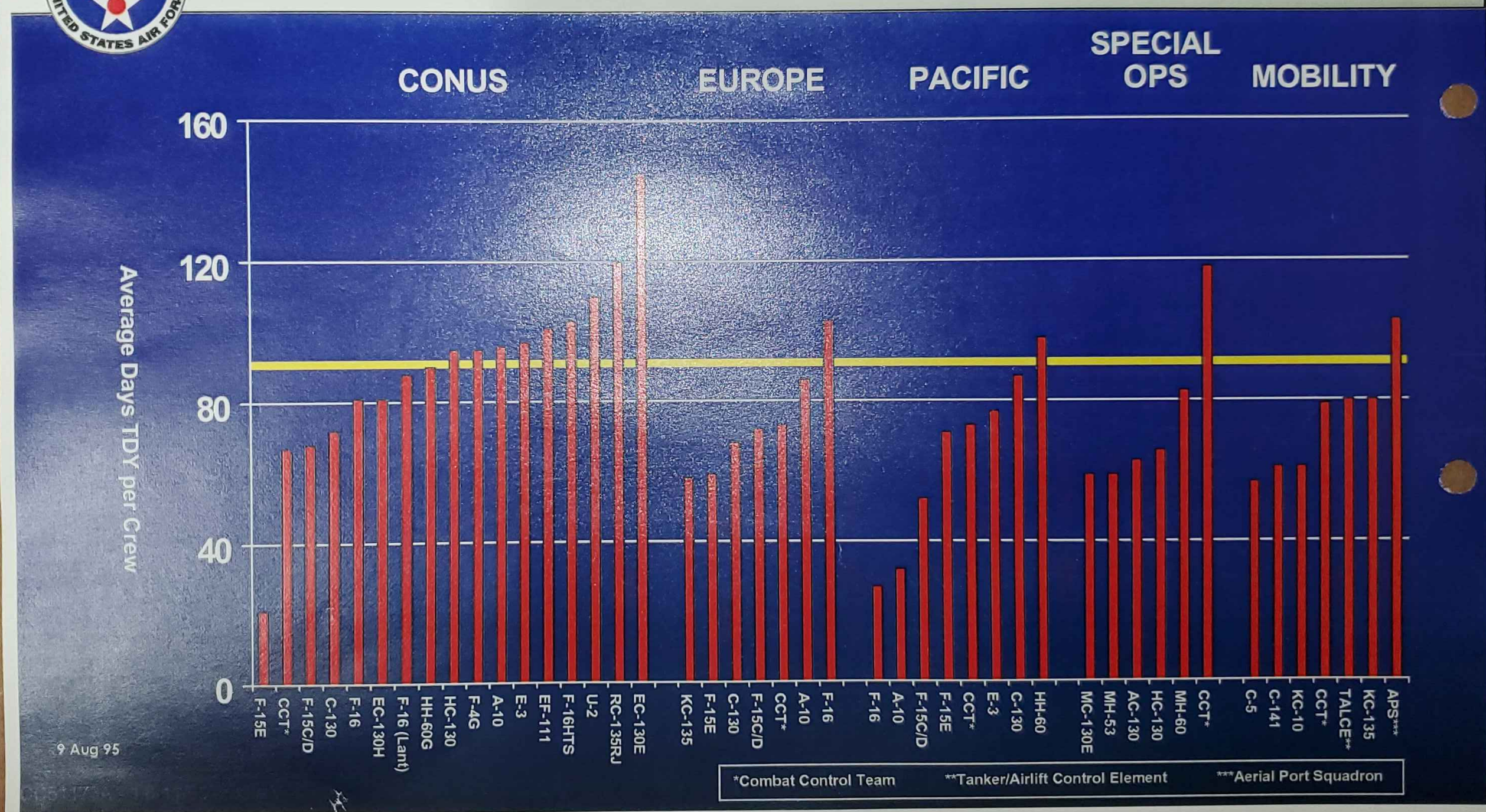
Lt Col Flierl/XOOOR/695-0301/12 Sep 95

Average Number of Days TDY
(FY94)



Mar 95

Average Number of Days TDY
(1st, 2nd and 3rd Quarters, FY95)



9 Aug 95

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TALKING PAPER

ON

BLUE RIBBON SAFETY PANEL OUTBRIEF

- Blue Ribbon Safety Panel Outbrief; 31 Aug, 1995; Andrews AFB, Conference Center
- VAdm Engen (Ret) briefed AF/CC, CV, and MAJCOM commanders
- CSAF convened Blue Ribbon Panel to deal with the charges leveled against the Air Force by prior civilian official that the Air Force "covered up" various aircraft accident results.
- Charged panel to:
  - -- Deal with the charges
  - -- Study the fundamentals of the safety program
  - -- Recommend any changes
- The study found the following:
  - -- 91% of those interviewed feel the safety program works
  - -- MAJCOM safety courses are good
  - -- Unit level programs are strong; however, 48% of those in safety billets have had no safety training
  - -- No evidence of "tampering" with safety investigations or evidence to substantiate charges against the Air Force
  - -- Areas where improvements are possible
- The panel concluded the Air Force safety program is strong and appropriate for a military organization
  - -- Some outside pressure to change existing organization into a DoD wide civilian type similar to the NTSB
  - -- Panel does not recommend this; willing to discuss the issue with CSAF if desired
- 99% of those interviewed had something good to say about the program. However,

Maj Brown/AF/CCX/75540/jdb

-- 15% feel there is undue command influence on the Safety Investigation Board (SIB)

--- 16% of the Flight Safety Officers feel there is undue command influence

-- 27% believe there is inadequate follow-through on the SIB recommendations

-- 37% believe OPSTEMPO directly affects safety

-- 5% perceive that MAJCOM/NAF commanders or their staffs attempted to change board recommendations or results

--- Perception was not substantiated by panel

- **Specific Recommendations**

- Recombine and relocate AF/SE and AFSA

- Consider making AF/SA a Major General

- Update AFI 91-204 which defines Class A mishaps to:

  -- Reflect 1990's aircraft cost data

  -- Redefine mishap criteria

- Designate the MAJCOM commander as the Class A mishap SIB convening authority

- Make mandatory AFSA training courses for SIB presidents and members

- Require an experienced AFSA representative to serve as a voting member on each Class A SIB

- Require the SIB report to reflect precisely the results of the investigation to preserve the integrity of the process

- Establish a comment and endorsement process for those in the chain of command above the squadron or wing level

- Continue to vigorously protect privileged information as applied to the SIB process

- Provide means and accountability for insuring human factors integration into the acquisition of new weapon systems

- Establish a centralized air staff responsibility for the integration of the CRM program

- Review the safety impact of reduced manning and aircraft numbers while there has been no change in the operational requirements

- **Discussion**

- Panel members and senior AF officials engaged in discussion on the commanders prerogative to add to the board recommendations

  -- 15% of those interviewed by the panel believed the convening authority or commander changed the SIB recommendations

  -- Convening authority should be able to review the results and determine if there are areas the board overlooked

  -- Unanimous agreement that convening authority should not be able to alter the board recommendations or delete any

- Agreement that AETC should retain the CRM responsibilities since it has all initial training and would ensure standardization across MAJCOMs

  -- Need to look at strengthening the resource position on the Air Staff -- ensure the CRM program is funded

  -- Re-look at the single seat CRM program (already in existence though not by this name. Insure detractors realize the training and operational concepts employed for single seat formations)

- Agreement that "privileged information" should be kept as such.

  -- Spread the word of what and what is not privileged

  -- Privileged information includes opinions, not just substantiated facts

- **CSAF Decisions on Panel Recommendations**

- AF/SE should be dual hatted with AFSA and located at Albuquerque

  -- Fall CORONA issue

  -- Designation of two star billet with small liaison on Air Staff

- Review and update DoD classification criteria -- emphasize with SECDEF

- Make MAJCOM/CC the SIB convening authority

- Make training courses mandatory
  - -- AFSA charged to upgrade and standardize safety courses
  - -- Insure all board presidents as a minimum have current training
- Re-examine follow-ups on corrective action
  - -- Inventory current list of corrective actions and determine what can be fixed easily
  - -- Determine a method to disseminate the status of the follow-up actions down to the field
- Need to review the report to study the impact of human factors on safety
- CRM responsibility
  - -- XO and SE determine policy and guidance
  - -- AETC ensure uniformity and implementation across the commands
- OPTEMPO
  - -- Need to look at hard -- Aviano and the dessert as examples of high OPTEMPOs
  - -- 4-stars "come up on the net"
  - -- Fix the problem on a temporary basis (augment crews, etc.)
  - -- Surge if necessary -- "send the people over there as needed"
- Strengthen the independence of the SIB
  - -- Formalize the placement of a trained safety representative on the SIB
  - -- Prohibit changes to the SIB report
    - --- Continue to work this issue
    - --- Don't destroy the impact of the process and the final report
- Insure press release makes the point that a civilian type process would be inappropriate for the Air Force

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TALKING PAPER

ON

LEAN LOGISTICS SUPPORT FOR COMBAT OPERATIONS

GOAL: The goal of "*Lean Logistics*" is to **increase operational capability** by using high velocity processes in-lieu of large inventory levels to manage mission and logistics uncertainties. Result: smaller mobility footprint, and reduced inventories and cost.

Operational support is the foremost consideration for lean logistics. Effectively executed logistics requires flexibility and adaptability to the operational commands' changing needs. Lean logistics emphasizes improvements to those processes that most directly affect the ability to deliver ready, effective forces to theater CINCs.

Logistics Operating Concept: Integrated/interdependent Repair, Inventory and Distribution processes = Improved Support

- Units deploy with MRSP and rely on "***Express Delivery***" to provide *time-definite, highly reliable* movement of critical items (MICAPs and Replenishments) from CONUS depots and commercial suppliers to the warfighters
- Air Mobility Express, initiated on D+3, uses a CONUS commercial express cargo hub to receive, sort and load theater-bound AMC aircraft
- The Theater Distribution System quickly moves critical items in theater and delivers to forward bases
- MRSPs will be kept full through continuous resuppy for follow-on taskings (extended Ops and swing)
- Early, continuous MRSP replenishment is a hedge against uncertainty of pipeline disruptions, avoids a "bow wave" of repair requirements at the depots

Why Lean Logistics and What are the Benefits: Radically alters logistics functions by improving and streamlining policy, processes, and management structures in Repair, Inventory, and Distribution

- Provides Equal or Better Operational Capability (MC rates, issue effectiveness, quality)
- Time-Definite Delivery for MICAPs and Replenishments
- Smaller Mobility Footprint with less sustainment support
- Reduces inventories, minimizes handling, and eliminates non-value added nodes at lower cost
- Peacetime Processes Developed for Wartime Support

Operational Capability: 2LM is outperforming 3LM!

- Repair cycle times for 2LM avionics and engines are faster than under 3LM
  - -- Avionics shop repairs are down to 2.1 days on a 3 day standard
  - -- 2LM is working better now for a variety of engines for KC-135s, B-52s, C-141s, and F-111s than under 3LM
- Eliminating intermediate maintenance (FY94-98 POM savings was 4430 personnel @

$259M) reduces cost and infrastructure without jeopardizing current or future readiness
- Confidence In LL is high: Proposed personnel (1672) and inventory savings of $890M in FY97 POM

Reduced Mobility Footprint: We get to the fight with the same punch using less airlift, deploying fewer people and less equipment
- By eliminating test equipment, 2LM reduces F-16 squadron deployment airlift by four C-141s
- Lean logistics represents a 2MRC mobility footprint savings of 175+ C-141 missions
- MIDAS modeling for wargame GLOBAL '95 showed AMX had no impact on force closure

Reduced Inventory and Cost
- Consolidating inventories at the depots improves response time; thus reducing MICAP time
- Peacetime Operating Stocks (POS) are reduced; thus increasing dollar savings
- Units operate the same in peacetime as in combat

What Lean Logistics Delivers: Improved Responsiveness with "Agile Logistics" in new global environment
- Shorter logistics pipelines improve responsiveness while reducing cost and infrastructure
- Reliability: Attacks variability in repair, inventory and distribution
- Readiness: Peacetime processes continuously tested and improved for wartime use
- Users in Control: MAJCOMs control asset distribution decisions to--
  -- Allocate available asset levels within their own commands (to assure depot repairs and requisition fills support most important missions) (even when missions cannot be formally declared).
  -- Negotiate fair share allocations of common resources (shops and spares) with other Commands
  -- Negotiate performance levels (quality, responsiveness, etc.) with AFMC

SUMMARY

Lean Logistics is an integrated and interdependent repair, supply and distribution system which leverages transportation to reduce deployment of people, equipment and stocks. A smaller mobility footprint is dependent upon early and regular resupply. AMX and theater distribution are needed to provide time-definite delivery of MICAP/resupply parts. *Bottom line*: **Evolution from a supply-based to transportation-based logistics system provides greater combat capability at reduced cost in manpower, equipment, and inventory.**

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TALKING PAPER

ON

DEPOT PRIVATIZATION

Background

- Initial Air Force analysis of military and functional values of all five Air Logistics Centers identified Kelly and McClellan AFBs in lowest tier during BRAC 95
- Consistent with analysis done by Joint Cross Service Group (JSCG) / Depot Maintenance
  - Options to close San Antonio ALC, and both San Antonio and Sacramento ALCs
  - AF opposed two ALC closure option because "*....may be neither affordable nor operationally feasible. This concern stems from two factors: Substantially higher projected COBRA costs and significantly higher risk to mission readiness.*"
- High costs and operational risk led Air Force to AF/DOD BRAC 95 proposal to consolidate selected depot workloads and downsize all five Air Logistics Centers in place
  - Proposal consolidated production lines and moved workload to a minimum of locations
  - Net effect: transfer 3.5 M direct labor hours, eliminate 37 production lines at five depots
  - Would have mitigated operational risk, reduced excess capacity, enhanced efficiencies, and produced substantial cost savings without high one-time cost of closing depots

BRAC Decision and Risk Assessment

- Defense Base Closure and Realignment Commission rejected DOD proposal and recommended closing both depots at Kelly and McClellan AFB, allowing most work to be privatized
- AF analyzed operational risk of transferring systems management and depot maintenance workload of two ALCs within time mandated by law and found risk to be unacceptable
  - Would have involved approximately 35 percent of organic depot maintenance workload
  - Cost analysis show unacceptable up front costs--must be offset with procurement and operational dollars
- Air Force conducted analysis of operational and economic risk of Commission's decision
  - Overall risk at McClellan AFB and Kelly AFB: Medium to High
  - Results of analysis led to recommendation to privatize most depot workloads in place

Air Force Plan

- Privatization mitigates risk to operational readiness and high upfront costs because workloads are not moved
  - First AF experience privatizing depot workload is occurring at Newark AFB in BRAC 93
  - Should provide closure at reasonable cost with smallest impact on mission support
  - Moving AGMC workloads to other organic depots determined potentially more costly
  - Access to proprietary data may increase costs depending on repair strategy of offerors
  - Source selection is underway, contract award expected in Dec 95

Major Gamache/LGMM/697-8775/krg/13 Sep 95

- Broad guidelines and employment goals have been agreed to for Kelly and McClellan AFBs
  - Kelly AFB: 16,000 personnel will remain for near term; approximately 11,000 personnel for long term
  - McClellan AFB: 8,750 personnel will remain for near term; approximately 4350 for long term
  - Numbers include tenant organizations that remain in respective regions
  - Organizational Structure--privatization efforts being led by integrated team with representatives from AFMC staff agencies
  - Identifying Candidate workloads--will conduct command-wide workload review of materiel management and maintenance functions to determine candidates for privatization
  - Phased Approach--identify pilot workloads and phasing to privatize up to 40 percent limit
  - Pilot programs will be used to gain an understanding of the benefits and problems associated with privatization

Legislative Impediments

- Relief from Title 10 legislation and other regulatory requirements will be required to successfully privatize depot maintenance functions

Summary

- Privatization is best option for rightsizing our depot maintenance infrastructure to meet our national security requirements in the post Cold War era
  - Lowest risk to operational forces during transition because it retains most of the workload and workforce in place
  - Best for national defense industrial base because it moves a substantial portion of our capability to the private sector
  - Movement consistent with recommendations of Commission on Roles and Missions
- Privatization in place mitigates substantial economic risk of closing two depots because it avoids a majority of the disruption associated with moving depot maintenance capabilities

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TALKING PAPER
ON
EVOLVED EXPENDABLE LAUNCH VEHICLE (EELV) PROGRAM

- DoD program to sustain the nation's space launch capability and provide assured, reliable access to space as directed by the President's Policy on Space Transportation (Aug 94)
  - EELV identified in DoD implementation plan (Nov 94) to President's policy
  - Affordability of space launch is driving force behind program
  - Program genesis is the Space Launch Modernization Study (Gen Moorman, May 94)
    - Reduce industry over-capacity
    - Increased rate benefits -- cost, reliability, and operability
  - International commercial competitiveness enhanced by EELV (secondary concern)
- EELV is a $2B development program ending in 2006 for a single space launch system to satisfy DoD, National, and civil user requirements for both Medium and Heavy lift
  - Replaces Titan II, Delta II, Atlas II, and Titan IV expendable launch vehicles with a lower cost family of vehicles and associated infrastructure
  - JROC validated Operational Requirements Document (ORD) 16 Aug 95
  - Phased to take advantage of satellite block transition windows (2002 for medium lift and 2005 for heavy lift) to minimize cost
  - Develop as a System of Systems (infrastructure, support, interfaces, flight vehicle)
- EELV is an AF Lead Program--makes maximum use of acquisition reform initiatives
  - ACAT 1D program using DAE reviews in place of DABs
  - Single Acquisition Management Plan (SAMP) eliminates dozens of separate acquisition documents and provides single program source document
  - No milspecs or standards required -- contractor will identify and propose specifications (government and commercial)
- The DAE reviewed the initial phase of the program on 17 Apr 95--ADM signed 15 May 95
  - SAMP signed by DAE on 28 Jun 95
  - Low Cost Concept Validation (LCCV) module contracts awarded 24 Aug 95
    - Four $30M, fifteen month contracts ($120M) awarded
    - Contractors -- Alliant Techsystems, Boeing, Lockheed-Martin, McDonnell Douglas
  - Pre-EMD module (17 Months, $130M) downselects from 4 contractors to 2 in FY97
  - EMD module downselects from 2 contractors to 1 in FY 98
- Current Issues
  - Potential impact on Space Launch Industrial Base (reduction of competition) -- remaining base assessed sufficient
  - Single family approach increases the risk of grounding the space launch fleet after a single failure -- improved flight instrumentation and standard operations will overcome
  - Availability of reusable launch system to replace EELV -- all reasonable projections show reuseables come on-line after 2010; payoff achieved earlier
- Key Messages
  - The space launch issue has been studied repeatedly over last decade
  - The AF will provide assured access to space -- we must make space launch routine, affordable, and reliable
  - The primary objective of the EELV Program is to reduce the cost of space launch
    - Reliability and lift capability must be maintained
    - Operability and other improvements will be limited by development budget

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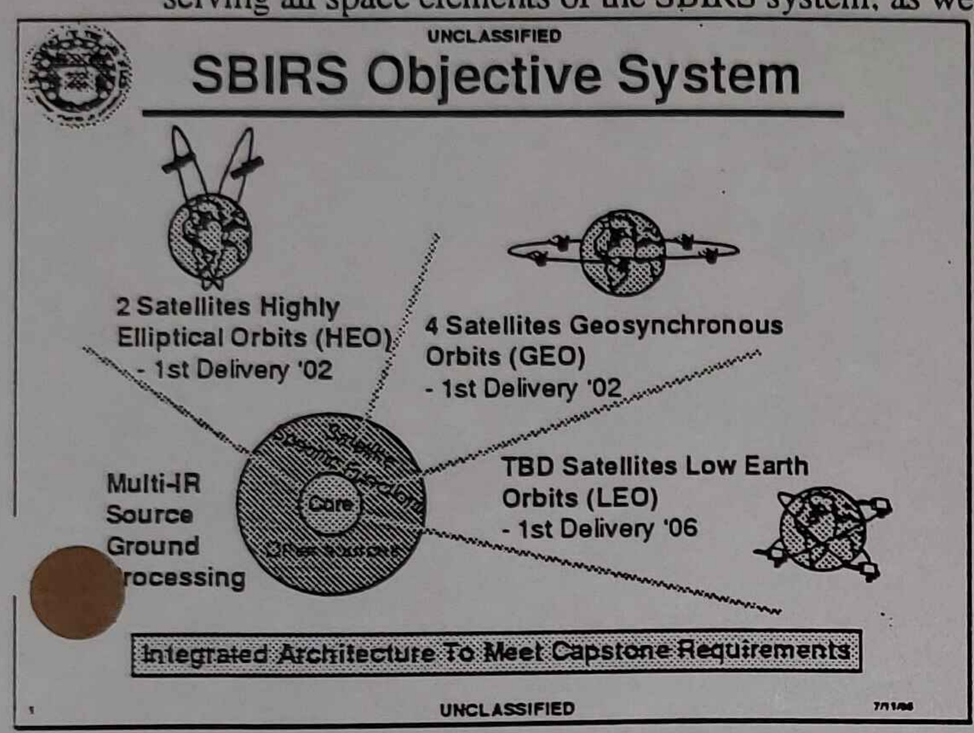
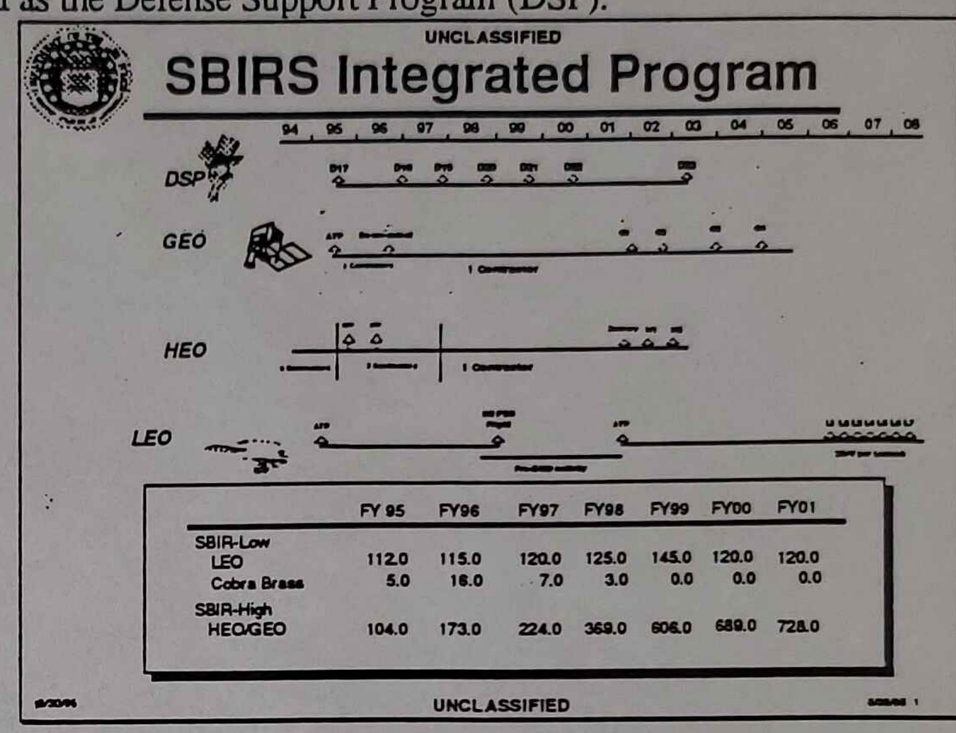
POINT PAPER

ON

SPACE-BASED INFRARED SYSTEM PROGRAM

PROGRAM DESCRIPTION: The purpose is to develop a system to provide increased performance to meet requirements in US Space Command's Capstone Requirements Document. The system's primary mission is to provide initial warning of a ballistic missile attack on the US, its deployed forces or allies. The Space-Based InfraRed System (SBIRS) will incorporate new technologies that would enhance detection, improve reporting of ICBM/SLBM and tactical ballistic missiles, and provide critical mid-course tracking and discrimination data for national and theater missile defense. The system will consist of satellites in Geosynchronous Orbits (GEO), Highly Elliptical Orbits (HEO) and Low Earth Orbits (LEO) and an integrated, centralized ground station serving all space elements of the SBIRS system, as well as the Defense Support Program (DSP).





	FY 95	FY96	FY97	FY98	FY99	FY00	FY01
SBIR-Low LEO	112.0	115.0	120.0	125.0	145.0	120.0	120.0
Cobra Brass	5.0	16.0	7.0	3.0	0.0	0.0	0.0
SBIR-High HEO/GEO	104.0	173.0	224.0	369.0	606.0	689.0	728.0

CURRENT PROGRAM STATUS:

- Space-Based InfraRed System is the program name used to denote DSP replacement system
  - Change follows completion of summer '94 DoD Space-Based Sensor study that examined all space-based IR requirements, missions, and architecture alternatives
  - Air Force entered HIGH (GEO/HEO) Pre-EMD on 4 Aug 95, and plans to enter EMD in Oct 96 - SBIRS uses "system of systems" approach to synergize previously "stovepiped" programs - consists of satellites in Geosynchronous Orbit (GEO), Highly Elliptical Orbit (HEO) & Low Earth Orbit (LEO)
  - Air Force designated as program lead and all program funding is under Air Force control
- SBIRS Capstone Requirements Document forms the basis to develop the SBIRS System ORD
  - SBIRS Capstone Requirements Document was approved on 12 Jan 95
  - System ORD will be refined as part of requirements analysis planned for Pre-EMD
  - JROC validation of the SBIRS System ORD is planned for Jun 96
- Program designated as a pilot program for acquisition streamlining
  - Streamlining activities focus on streamlined documentation, simplified reviews, streamlined oversight and continuous senior leadership involvement in program execution.

OPR: LtCol Fisher/SAF/AQSS/48446/13-Sep-95

- Simplified SBIRS documentation - a single document, of 38 pages, has been developed that covers all statutory requirements and other information of use to program manager.
- Program oversight will be through a streamlined process involving continuous participation by DoD staff and periodic reviews by senior DoD and Air Force officials.

- Projected program cost savings as a result of acquisition streamlining are significant

  - The summer `94 Space Based Sensor study consolidated previously independent space-based infrared surveillance programs into a single architecture. Through elimination of "stove-piped" activities, this removed $300M from this mission area during the FYDP. This is in addition to $2 billion removed with the termination of the Follow-on Early Warning System (FEWS)
  - The projected consolidation of SBIRS ground stations into a single operational site may save approximately $30M per year in O&M costs. Additionally, immediate savings were accomplished by the streamlined DAE Program Review process that transformed a year long effort to develop more than 1000 pages into a 70 day effort for 38 pages. The manpower savings in this effort are significant and allow more efficient use of our declining resources.
  - Additional savings are expected due to lessened management burden during system development. There are approximately 65 MIL-STD and MIL-SPEC compliance documents in the existing DSP program. Increased emphasis on acquisition streamlining has managed to eliminate most compliance documentation. The SBIRS program currently has two MIL-STD compliance documents. The majority of contractor reports will be in their format, meaning lessened expense.

- Current plans include two major development efforts - for HIGH(GEO/HEO) and for LOW (LEO) components

  - Final HIGH RFP release was 17 Feb 95, with contract award on 4 Aug 95. HIGH acquisition includes ground station serving GEO/HEO and LEO as well as DSP. SBIRS HIGH Pre-EMD activities will focus on requirements allocation, system definition, performance validation, and program cost estimates. SBIRS HIGH EMD activities (Oct 96 start) will focus on system hardware and software development, testing and certification and related support activities
  - Prrof of principle for LEO operational system is the Space and Missile Tracking System (SMTS) Flight Demonstration System. This contract was downselected on 1 May 95 to a single contractor (TRW), who will build two satellites as proof-of-principle for LOW system (1998/1999 launch) to answer technical issues.
  - Operational LEO system deployment decision in FY00 hinges on:

    - technical risk of a LEO element (addressed by FDS)
    - resolution of ABM Treaty compliance issues for a LEO satellite system
    - validation of US National need for a National Missile Defense system

  - Contract for deployment of operational LEO system will take place after decision point for operational system (in 2000) to support first launch in 2006

CONGRESSIONAL INTEREST ITEMS IN FY96 CYCLE:

- National Missile Defense and accelerating it's deployment - DUSD(Space), Mr Bob Davis, is leading an IPT to determine the best acceleration alternative for the SBIRS LOW segment. The possible earlier (2002 or 2003) than planned (2006) deployment date will balance risk against increased cost (additional $2.5B in FYDP) to provide the best answer. Preliminary answers are expected by 15 Sep 95.