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DEPARTMENT OF THE AIR FORCE  
HEADQUARTERS, UNITED STATES AIR FORCE  
WASHINGTON, DC

March 9, 2011

HAF/IMIO (FOIA)  
1000 Air Force Pentagon  
Washington DC 20330-1000

**Re: 2011-02010-F**

This is our final response to your January 25, 2011, Freedom of Information Act (FOIA) request for a copy of any primarily internal Talking Points or Q&A documents at the National Guard Bureau and the NGB Public Affairs Office.

After carefully reviewing the responsive document, we have determined that they are releasable in full and appropriate for public release. The documents are enclosed in their entirety; no deletions or exemptions have been claimed.

Department of Defense Regulation 5400.7/Air Force Manual 33-302 indicates fees be assessed for processing this request; however, there are no applicable fees in this instance.

Please direct your questions to the undersigned at (703) 692-9981 and reference **FOIA case 2011-02010-F**.

Sincerely

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THEODORE C. MARTIN  
Freedom of Information Act  
Disclosure Officer

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Enclosures:  
2011-02010-F FOIA release letter  
Responsive document





U.S. AIR FORCE

# For Official Use Only (For Internal Use Only) Force Management Communications Guidance

23 March 2010

*When in doubt, call SAF/PA, (703) 695-0640*



U.S. AIR FORCE

## Public Affairs Posture: **Active**

- **Air Force retention is at a 15 year high.**
  - This is a tremendous testament to the dedication of our great Airmen, but we now have more Airmen serving than our authorized funded levels.
  - We have a number of career fields over-manned at the expense of others.
  - The challenge before us is to keep our force both sized and balanced within authorized funded levels.
  - The Air Force recently implemented voluntary and involuntary separation programs, but we still remain over our authorized end strength ceiling.
  - This overage will continue to grow unless we take more aggressive actions.
- **The Air Force must make the difficult but fiscally responsible decision to stay within authorized end strength ceiling.**
  - The Air Force is seeking to balance compelling and competing mission requirements.
  - To do so we must reduce the number of Airmen serving on active duty by 3.1 % for officers and 2.6 % for enlisted personnel by the end of FY11.
  - Reduced accessions will lessen the impact to our active duty force.
  - The majority of programs for enlisted personnel are voluntary with the exception of initial skills training separations and DOS rollbacks.
  - We know this decision will cause the Air Force to lose great Airmen, but it is necessary to operate within authorized end strength and to rebalance our force to meet current and future mission growth in RPA, ISR, IW, and our nuclear mission critical skills.
  - If we do not operate within our means, we will be forced to assume greater risk in mission areas due to insufficient funding and AFSC imbalances.
- **The Air Force must have the appropriate balance of skills to meet the needs of the current and future fight.**
  - The Force Management Program is not a quick fix, but a tailored, multi-year effort, comprised of many programs aimed at managing the force along a continuum of service.
  - We are analyzing each career field individually and will carefully control accessions and apply voluntary/involuntary initiatives to optimize the career field's 30-year outlook.
  - The Air Force will initiate limited cross-flow opportunities for officers in overmanned career fields to re-core into undermanned career fields.
- **Air Force leaders at all levels must provide credible, constant communication to Airmen to minimize uncertainty.**
  - We are concerned about doing the right thing for our Air Force, our Airmen and their families.
  - We have many programs to help Airmen transition from active duty.
  - Those who leave the active duty force are encouraged to consider opportunities along the continuum of Air Force Service in the AF Reserves, Air National Guard and Civil Service.
  - Many former Air Force members are uniquely well-qualified for civilian positions—nearly 21 thousand civilian positions will be added to the inventory in the next two years.
  - Veterans receive a hiring preference for federal service positions.
  - Airmen are a trained and ready resource possessing the skills needed by the Air Force Reserve and National Guard. In-service recruiters are located at each installation.
  - Airman and Family Readiness Centers offer transition assistance planning and veterans benefits seminars.
  - Transitioning Airmen are encouraged to capitalize on opportunities available with the Post 9/11 GI Bill to further their educational goals.

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U.S. AIR FORCE

## Communication Background Sheet F-22 Decision

### Background: Summary of the issue

On 6 April, the Secretary of Defense announced his recommendations for key decisions with respect to FY10 Budget. One of those decisions was to halt production of the F-22 fighter at 187.

### Milestones/markers:

SECDEF recommendations remain subject to OMB and Presidential review as well as Congressional approval.

The Administration expects to submit the full FY10 President's Budget for Defense, with greater detail on all Air Force programs, in early May

### Key Facts

- The Air Force has ordered a total of 183 aircraft at a cost of ~\$140 million each. Most have been delivered and are operational.
- Secretary of Defense Gates indicated last year his intent to leave the decision to end production to the next President.
- Congress then approved a legislative bridge by providing initial funding for up to 20 additional aircraft, but limiting expenditures and directing the new President to certify whether further F-22 procurement would be in the nation's security interests.
- When the F-22 program began late in the Cold War it was estimated that 740 would be needed.
- Since then, DoD has constantly reassessed how many major combat operations we might be challenged to conduct, where such conflicts might arise, whether or how much they might overlap, the strategies and capabilities of potential opponents, and U.S. objectives.
- Overall requirements for fighter inventories have declined, including F-22s.
- Rising F-22 program costs also led to smaller buys.
- Together these trends ultimately led to a DoD-imposed funding cap and a December 2004 approved program of 183 aircraft.
- Based on different warfighting assumptions, the Air Force previously drew a different conclusion, arguing that 381 aircraft would be required for a low risk force of F-22s.
- Secretary Donley and General Schwartz revisited the decision upon their arrival last summer and concluded that 243 aircraft would be a moderate risk force.
- There were several additional considerations to take into account to determine the final number of F-22s.
  - DoD is revisiting the planning scenarios on which the Air Force had based its assessment of the necessary F-22 force size.
  - Further F-22 production up to 243 aircraft would create an unfunded \$13+ billion bill within the Air Force and DoD at the very moment defense budgets are becoming more constrained.



## Talking Points

### F-22

- The F-22 is the most capable fighter in our military inventory.
  - Among the F-22's principal advantages are stealth and speed; and while optimized for air-to-air combat, it also has a ground attack capability.
- The F-22 is a vital tool in the military toolbox and will remain in our inventory for decades to come.
- Make no mistake: air dominance is and remains an essential capability for joint warfighting today and in the future.

### F-22 Production Decision

- The Air Force supports Secretary Gate's decision to end the F-22 production line at 187 aircraft.
  - We support the final four F-22s proposed in the FY09 supplemental request as this will aid the long-term viability of the F-22 fleet.
  - But the time has come to close out production; and we do not recommend F-22s be included in the FY10 defense budget.
- The Air Force methodically reviewed this issue from multiple perspectives, including joint warfighting requirements and acquisition strategy, taking into account competing strategic priorities and complementary programs and alternatives, all balanced within the context of available resources.
- In addition to air superiority, the Air Force provides a number of other capabilities critical to joint operations for which joint warfighters have increasing needs.
  - These include intelligence, surveillance and reconnaissance, command and control, and related needs in the space and cyber domains. We are also repairing years of institutional neglect of our nuclear forces, rebuilding the acquisition workforce, and taking steps to improve Air Force capabilities for irregular warfare as well.
- In this and other budget decisions we are making real choices, balancing requirements across a range of Air Force contributions to joint capabilities.
- Within a fixed Air Force and DoD budget, however large or small, our challenge is to decide among many competing joint warfighting needs.
  - Buying more F-22s means doing less of something else.
  - Further F-22 production up to 243 aircraft would create an unfunded \$13+ billion bill within the Air Force and DoD at the very moment defense budgets are becoming more constrained.

### The F22 and F-35 JSF-Fifth Generation Capability

- During this review, we assessed the Air Force's and DoD's broader roadmap for tactical air forces, specifically the relationship between the F-22 and the new multi-role F-35 JSF Joint Strike Fighter (JSF) now in the early stages of production.
- The F-22 and F-35 JSF will work together in the future security environment. Each is optimized for its respective air-to-air and air-to-ground role, but both have multi-role capability; and future upgrades to the F-22 fleet are already planned.
- Analysis showed that overlapping F-22 and F-35 JSF production would be expensive, and while the F-35 JSF is no substitute for the F-22, we did not want additional F-22s to come at the expense of F-35 JSFs.
  - Much rides on the success of the F-35 JSF procurement and it is critical to keep the F-35 JSF on schedule and on cost.
  - This is the right time to make the transition from F-22 to F-35 JSF production.

- It is essential for the Air Force to focus our fighter investments on stealthy 5th generation capabilities rather than buying more F-15s and F-16s.

#### Budget

- The Air Force supports the holistic, strategic approach to next year's budget adopted by the Administration and the Secretary of Defense, and we will continue to provide our best military advice to DOD and Congress as they propose and approve a fiscal year 2010 budget. As a Service, we understand the need to balance current and future requirements and to exercise fiscal discipline. We're ready to move forward with the guidance Secretary Gates has provided to make the most of the resources we're given and to work as a member of the joint team in accomplishing our nation's military objectives.

#### On the Record

On op-ed written by SECAF and CSAF appeared in the Washington Post on Monday, 13 April. <http://www.washingtonpost.com/wp-dyn/content/article/2009/04/12/AR2009041202268.html>

#### Land mines (guidance): What to Avoid

**Do not discuss Air Force requirements that are not currently in the FY09 program or the SECDEF's FY10 Press Release Details**

Do not speculate on a specific budget release date until OMB releases a more definitive schedule

Do not speculate on resource decisions that have not been announced by the President or SECDEF

Do not speculate on, or provide funding levels beyond, the FY09 Appropriations Act, the approved FY09 War "Bridge" funding, or the Administration's FY10 Budget Overview

Do not cite speculate on changes in numbers of aircraft (retirements or procurements) or people beyond the FY09 program

Do not reply to questions whose answers are beyond the scope of your authority or expertise – direct those questions to SAF/PA





# AIR FORCE KEY TALKING POINTS

A MONTHLY PUBLICATION TO ARM AIRMEN WITH TOOLS TO MORE EFFECTIVELY DELIVER THE AIR FORCE MESSAGE  
PUBLISHED BY SAF/PAX; DSN: 227-7300 | AF PORTAL: UNDER AF BANNER, SELECT "TELLING THE AIR FORCE STORY"



June 2010 // Volume 5, Edition 6

Personalize and localize these talking points as you speak to your audiences about the Air Force.  
Link your message to big Air Force themes, but make it personal to you and relevant to your local audience.

**THE MISSION OF THE UNITED STATES AIR FORCE IS TO FLY. FIGHT AND WIN...IN AIR. SPACE AND CYBERSPACE**

## CONTINUE TO STRENGTHEN THE AIR FORCE NUCLEAR ENTERPRISE

Continuing to strengthen our nuclear enterprise remains the most immediate priority of the Air Force. As a core function, the Air Force must, in conjunction with the other services and agencies, fulfill our accountability and responsibility as stewards of the nuclear enterprise to provide credible strategic deterrence capabilities. During these uncertain times, when our nation's armed services are engaged in missions across the globe, it is vital to maintain our legacy of excellence in the nuclear mission as it underpins our national security.

**VIEW FROM THE TOP:** *Our progress in the nuclear enterprise is such that we can now shift our efforts to sustaining the progress that we've made. The rigor of our nuclear surety inspections demonstrates a renewed commitment to the highest levels of performance. We must, and we will, do even more to ensure a 100 percent precision and reliability in nuclear operations and logistics, as close to 100 percent of the time as such a human endeavor will allow.* - General Norton Schwartz, Chief of Staff

### Key Messages, Facts, and Figures

- As long as nuclear weapons exist, and contribute to a credible national strategic deterrent, the Air Force is committed to maintaining a safe, secure, and effective nuclear deterrence capability
  - ✓ The Air Force will continue to invest in our nuclear enterprise focused on the sustainment and modernization of already fielded capabilities while also appropriately providing for our nuclear manpower requirements.
    - Funding ongoing operations and maintenance of our nuclear forces comprises the bulk of our \$5.2B FY11 budget request for the nuclear enterprise
    - The program to replace UH-1Ns (CVLSP) is on track for IOC in FY15; AF will hold an open competition of existing platforms with procurement starting in FY12
- The foundation of strategic and nuclear deterrence continues to be a balanced triad – nuclear capable bombers, Intercontinental Ballistic Missiles (ICBM) and Submarine-Launched Ballistic Missiles (SLBM) capabilities, along with missile defenses and effective command and control
  - ✓ Sustaining and maintaining the current ICBM and bomber systems are essential to a safe, secure, credible and effective strategic deterrent
  - ✓ In order to maintain the Triad the Department will undertake several key initiatives to include:
    - Continuing the Minuteman III Life Extension Program to keep the fleet in service to 2030 and follow-on studies to inform choices on a successor system

### KEY FACTS

Recent U.S. policy decisions ensure the flexibility to deploy and maintain our military forces – including bombers, submarines, and missiles – in ways that best meet U.S. national security interests

Dual-capable fighters and non-strategic nuclear weapons are an important component of U.S. national security strategy and extended deterrence

Non-nuclear global strike and missile defenses can enhance accomplishment of policy objectives including strategic deterrence, dissuasion and assurance of our allies

### AIR FORCE PRIORITIES

CONTINUE TO STRENGTHEN THE AIR FORCE NUCLEAR ENTERPRISE  
PARTNER WITH THE JOINT AND COALITION TEAM TO WIN TODAY'S FIGHT  
DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES  
MODERNIZE OUR AIR AND SPACE INVENTORIES, ORGANIZATIONS AND TRAINING  
RECAPTURE ACQUISITION EXCELLENCE

INTEGRITY FIRST...SERVICE BEFORE SELF...EXCELLENCE IN ALL WE DO





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December 2009 // Volume 4, Edition 12

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**THE MISSION OF THE UNITED STATES AIR FORCE IS TO FLY, FIGHT AND WIN...IN AIR, SPACE AND CYBERSPACE**

## VIEW FROM THE TOP

***"Today's operational needs and fiscal constraints continue to force us to make tough choices about the investment priorities of our Air Force -- not shy away from them. These choices assure that the Air Force will continue to provide the world's finest air, space and cyber power. These choices also drive greater balance into our force structure and skill sets."***

**- Gen Norton Schwartz, Chief of Staff**

## MODERNIZE OUR AIR AND SPACE INVENTORIES, ORGANIZATIONS AND TRAINING

Fundamental to our Air Force is the ability to exploit air, space, and cyberspace. As the Nation adapts to an evolving threat environment across the spectrum of operations, the Air Force must maintain a comprehensive set of capabilities – organizations, Airmen, and equipment – available to a Joint Force Commander in any scenario.

### Key Messages, Facts, and Figures

- Over the past year, the Air Force flew almost 435,000 hours in the wars in Iraq and Afghanistan and since 2001, nearly 56,000 sorties to protect the American homeland – aging the AF fleet at a rate faster than planned.
- We continue to press on all fronts to deliver high-demand ISR and other urgent capabilities for the CENTCOM AOR and all Combatant Commands. We're on a path to 50 UAS CAPS in 2011.
- The KC-X tanker replacement program is the Air Force's #1 acquisition priority.
  - ✓ While the Eisenhower-era tanker fleet is older than any other force element, tankers support everything from counterinsurgency missions to humanitarian operations daily, worldwide.
- The F-35 will deliver air power, an essential element of national security strategy, and is a capability needed to defeat 21st century threats. The aircraft will allow the U.S. and our allies to perform our mission for the next 20 to 30 years.
  - ✓ The FY10 President's Budget increases the F-35 buy in FY10 with a continued increase across the FYDP.
- The Air National Guard, for the first time, will be the sole American operator of a brand new aircraft. Designed for extremely rugged environments, the C-27J will allow the Air Force to meet the Army's time sensitive / mission critical resupply needs.
  - ✓ The AF and Army are currently validating operational concepts for the direct support mission.
- AF Global Strike Command assumed 20<sup>th</sup> AF mission on 1 December 2009.
  - ✓ Three missile wings operationally align under AFGSC: 90MW, FE Warren AFB, WY; 91MW, Minot AFB, ND; 341MW, Malmstrom AFB, MT
  - ✓ Consolidating these capabilities under a single major command enhances the ability to uphold the high standards required to operate, maintain, secure and support nuclear deterrence and global strike forces.

### Quick Facts

All Air Force personnel must be "Cyber Wingmen," recognizing their actions and activities on the network impact the ability to execute the Air Force mission. [Click here](#) to review the 10 guiding principles for securing cyberspace (PDF)

The avg age of the Operational Fleet is 24.1 yrs; in 1967 it was 8.42 yrs – a 186% increase in average age over 42 yrs.

While 2008 was the safest flying year on record aircraft losses are an operational reality. The AF lost 82 aircraft in contingency operations since 2001 and received funding to replace 77% of those losses.

### AIR FORCE PRIORITIES

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## Talking Points

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# Nuclear Posture Review Communication Guidance

26 January 2010  
For CONUS and Internal Use Only



U.S. AIR FORCE

U.S. AIR FORCE

## Key Facts

- The 2009 Nuclear Posture Review establishes U.S. nuclear deterrence policy, strategy, capabilities and force posture for the next several years
- It examines the role of nuclear weapons in our national security strategy, the size and composition of nuclear forces necessary to support that strategy, and the steps necessary to maintain a safe, secure and reliable nuclear deterrence posture
- The NPR is being conducted concurrently with the Quadrennial Defense Review (QDR), Ballistic Missile Defense Review (BMDR), and the Space Posture Review (SPR)
- The NPR is led by the Office of the Secretary of Defense (OSD) and Joint Staff in consultation with the Departments of Energy and State
  - Primary DoD responsibility resides with the Under Secretary of Defense for Policy and the Vice Chairman, Joint Chiefs of Staff
- The NPR is expected to be submitted to Congress in spring 2010
- Previous NPRs were conducted in 1994 and 2001
- The NPR is legislatively mandated under the National Defense Authorization Act of Fiscal Year 2008, Sec. 1070 (Public Law 110-181)

## Talking Points

- Maintaining a safe, secure and reliable nuclear capability is the cornerstone of a credible deterrence strategy
- Providing credible extended deterrence to our allies remains a vital element of U.S. nuclear policy, and contributes to non-proliferation
- The NPR examines conventional capabilities and missile defenses, highlighting the importance of non-nuclear global strike, ISR in support of strategic mission areas, and missile defenses
- Analysis of the threat and the need to provide a safe, secure, and credible nuclear deterrence capability will guide decisions on the size of the U.S. arsenal

## Air Force Priorities for NPR

- The foundation of strategic and nuclear deterrence continues to be a balanced triad – nuclear capable bombers, Intercontinental Ballistic Missiles (ICBM) and Submarine-Launched Ballistic Missiles (SLBM) capabilities, along with missile defenses and effective command and control
- Sustaining and maintaining the current ICBM and bomber systems are essential in providing a safe, secure and reliable strategic deterrence
- Dual-capable fighters and non-strategic nuclear weapons are an important component of U.S. national security strategy and extended deterrence
- Non-nuclear global strike and missile defenses can enhance accomplishment of policy objectives including strategic deterrence, dissuasion and assurance of our allies
- Whatever decisions emerge on the future size and mix of the U.S. arsenal, the NPR should promote strong and effective stewardship of the nuclear enterprise

**Questions? Call SAF/PA DSN 225-0640, Commercial 703-695-0640**



## EFFICIENCIES INITIATIVES TALKING POINTS

- The task here is not to reduce the Department's top-line but, rather it is to significantly reduce excess overhead costs and apply the savings to force structure and modernization.
- We embarked on a four-track approach to move the Department towards a more efficient, effective and cost-conscious way of doing business.
  1. Earlier this year, the military services were assigned the task of finding more than \$100 billion in overhead savings over the next five years. The services will be able to keep any of the savings they generate to invest in higher priority warfighting needs.
  2. We are seeking ideas, suggestions and proposals from outside experts such as think tanks and others.
  3. SD directed a comprehensive assessment of every aspect of how this department is organized and operated to inform the FY12 budget request.
  4. To deal with a number of areas where we can take action now rather than wait for the normal budgeting and program cycle, SD is announcing 8 initiatives and decisions.
    - These are designed to reduce duplication, overhead, and excess in the defense enterprise, and, over time, instill a culture of savings and restraint across DoD.
    - The initiatives vary in size and levels of savings achieved and represent an initial down payment on a comprehensive, department-wide efficiency and savings campaign that will be rolled out as part of the FY12 budget request.
- First, SD directed a reduction of funding for support contractors by 10% a year for each of the next three years. The goal is to reduce the number of contractors that are performing functions that are inherently governmental.
- Second, to address the personnel growth in OSD, the defense agencies, and COCOM staffs, SD has directed a freeze in the number of OSD, defense agencies and COMCOM billets at the FY10 levels for next three years.
  - With regard to in-sourcing, no more full-time OSD positions will be created after FY10 to replace contractors except for critical needs.
  - These measures are part of a comprehensive re-baselining of OSD, defense agency and COCOM staffing and organization. Starting essentially from scratch, we will conduct a clean sheet review to determine what our people should be doing, where, and at what level of rank in light of this department's most urgent priorities by November 1<sup>st</sup>.
  - As a result of the re-baselining, a minimum reduction of 50% of total growth in billets since 2000. This reduction in civilian senior executive and general and flag officer billets shall be achieved over two years.
- Third, SD directed a freeze at FY10 levels on the number of civilian senior executives, general and flag officer, and PAS positions. By November 1<sup>st</sup>, we will also assess the number and locations of senior positions as well as the overhead and accoutrements that go with them.
- Fourth, to achieve greater benefits in cost and efficiency through *economies of scale*, SD directed the consolidation of our IT infrastructure facilities. This action will allow the increased
- use by the Department of common functions and improve our ability to defend defense networks against growing cyber threats.

- Fifth, to combat the enormous amounts of taskings for reports and studies both from Congress and from OSD, SD directed starting now:
  - Freeze in the number of all DoD-required oversight reports;
  - Immediate cut in the dollars allocated to advisory studies by 25%;
  - Track and publish the actual cost of preparation of each reports and studies prepared by DoD in the front of each document; and
  - A comprehensive review of all oversight reports and use the results to reduce the volume generated internally while engaging the Congress on ways to meet their needs while working together to reduce the number of reports by October 1<sup>st</sup>.
- Sixth, all told, OSD funds 65 boards and commissions at an annual cost of \$75 million. Therefore, SD directed a review of all outside boards and commissions, for the purpose of
  - Eliminating those no longer needed;
  - Focusing the efforts of those that continue to be relevant;
  - Cutting overall funding available for studies tasked by remaining boards and commissions by 25% in FY11.
- Seventh, SD directed a zero-based review of all of the department's intelligence missions, organizations, relationships, and contracts with the goal to eliminate needless duplication to be completed by November 1st. In addition, SD directed an immediate 10% reduction in funding for advisory and assistance contractors in this area and a freeze of the number of senior executive positions in defense intelligence organizations.
- Eighth, in addition to flattening and trimming structures, SD over the next 6-12 months will eliminate 2 organizations and recommend the closure of another that perform duplicative functions and/or outlived their original purpose.
  - Elimination of the Assistant Secretary of Defense Networks Integration and Information, and J6 function, which deal with enterprise IT and hardware issues. Their essential missions will be performed by other organizations. A re-fashioned Defense Information Systems Agency will perform the department's CIO function.
  - Elimination of the Business Transformation Agency (BTA), which performs day-to-day oversight of individual acquisition programs, a function largely performed by a number of other organizations. BTA's essential responsibilities will be shifted to the DCMO.
  - Recommend the Closure of Joint Forces Command (JFCOM) which was established to infuse jointness into everything the military does, especially the training and providing of forces for operations. Overtime it has created an unneeded extra layer and step in the force management process. JFCOM's force management and sourcing functions will be assigned to the Joint Staff while the remaining responsibilities will be evaluated and those determined to be essential will be re-assigned to other entities.
  - As a result of closing or consolidating these three organizations, a number of civilian employees and contractors will no longer work in the Department.
- To see these initiatives through from announcement to action to measurable results over the next 90 to 120 days, SD has appointed a task force chaired by his chief of staff.
  - This task force will develop action plans and oversee their implementation and eventual transition to the appropriate department leadership.



## **Haiti Themes/Messages**

Air Force Special Operations Command is providing an immediate rapid response capability to Haiti that will pave the way for the larger U.S. government effort that the Department of Defense is supporting through Southern Command.

The AFSOC deployment is in support of Southern Command and is part of a larger United States response to the government of Haiti for humanitarian assistance. This effort is coordinated by the U.S. Department of State and U.S. Agency for International Development.

The Department of Defense stands ready to assist, as required, to save lives and alleviate human suffering during this humanitarian crisis.

Working side by side with Haiti and international organizations, AFSOC is assisting a larger US Government effort to provide immediate life saving support.

Our AFSOC culture and training allows us to provide rapid response and deliver immediate life saving humanitarian relief to the country of Haiti. The capability of our special tactics teams includes combat controllers for the establishment of airfield operations; pararescue jumpers who can render life saving medical care; and special operations weathermen to provide immediate and accurate weather information.

We're proud to be participating in this humanitarian mission. The chance to help alleviate suffering and save lives is in the best tradition of the American Airman. Our Airmen constantly train to deliver people and supplies anywhere they're needed, and this life saving effort is an excellent opportunity to put this training to use.

We're pleased to be involved in the humanitarian operations in Haiti. Our people are well equipped and trained for these types of situations. Because of that, when called upon, we have the capabilities to deliver assistance to areas that need it.



U.S. Air Force

# KEY TALKING POINTS

November 2010 // Volume 5, Edition 11

AIM HIGH...FLY-FIGHT-WIN

## DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES

Airmen and their families make us a world class organization and they deserve world class support.

**VIEW FROM THE TOP:** "Our underlying strength is in the integrity, excellence, and selfless service that our Airmen bring to the fight daily. It's our Airmen who will translate their organizations, doctrine, training and equipment into combat power—in the air, in space, and in the cyber domain." *Michael B. Donley, Secretary of the Air Force*

"While advanced technology underpins our progress, it is the noble efforts of our Airmen that inspire our success. They are committed, creative, and focused; and collectively, Airmen comprise the most respected, most formidable air force that the world has ever known." *Gen Norton A. Schwartz, Chief of Staff of the Air Force*

### Key Messages, Facts, and Figures

- The Air Force is committed to helping family members wherever and whenever possible.
- The Air Force is a great place to live, work, and play and is committed to making it even better.
  - o A 27 October article in the Christian Science Monitor reports that the Air Force ranks fifth, and first within the Department of Defense, on a recent survey of the most "blissful" places to work. Specific areas examined included opportunities for growth, benefits, job security and work-life balance.
  - o Current retention rates are at a 15-year high, a testament to the dedication of our great Airmen.
- The inaugural meeting of the Air Force Diversity Senior Working Group took place 17-18 Oct. Participants included MAJCOM/CVs, HAF 2-letters and senior ranking field experts. The event kicked off with the CJCS, and was attended by the CSAF and SECAF.
- The Air Force Wounded Warrior program is currently serving and assisting nearly 875 Airmen. Our goal is to keep highly skilled men and women on active duty. If this is not feasible, the Air Force will ensure Airmen receive enhanced assistance for life through the AFW2 program.
- We seek to eliminate sexual assault by fostering a culture which rejects such behavior, prevention through education, and training and bystander intervention.
  - o Bystander Intervention (BI) training began in Jan 2010 as a prevention strategy.
  - o BI training is designed to motivate and mobilize Airmen who may see, hear, or otherwise recognize signs of inappropriate behavior to safely intervene.

- A publication to arm Airmen with tools to more effectively deliver the Air Force message.
- AF Portal: Under AF Banner, select "Telling the Air Force Story"—Published by SAF/PAX; DSN: 227-7300

### Quick Facts

- The AF has committed \$4.5M to hire 35 coordinators to manage the Exceptional Family Member Program at bases throughout the Air Force.
- For the first time, the Air Force will participate in the Joint Women's Leadership Symposium in San Diego, CA, 15-16 Mar 2011. The Air Force is co-sponsoring this event with the Sea Services Leadership Association (SSLA).
- The Air Force employs a comprehensive training and awareness program involving 120+ full-time Sexual Assault Response Coordinators (SARC) and 2,000+ trained volunteer Victim Advocates (VA).
- The Deployment Transition Center at Ramstein AB stood up in July 2010 to provide deployment returnees an opportunity to decompress and reintegrate into home and work life, with a resilience building, strength-based approach to assisting Airmen regularly exposed to significant risk to their survival in a combat zone.

### AIR FORCE PRIORITIES

CONTINUE TO STRENGTHEN AIR FORCE NUCLEAR ENTERPRISE  
PARTNER WITH THE JOINT AND COALITION TEAM TO WIN TODAY'S FIGHT  
DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES  
MODERNIZE OUR AIR AND SPACE INVENTORIES, ORGANIZATIONS AND TRAINING  
RECAPTURE ACQUISITION EXCELLENCE

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# AIR FORCE KEY TALKING POINTS

A MONTHLY PUBLICATION TO ARM AIRMEN WITH TOOLS TO MORE EFFECTIVELY DELIVER THE AIR FORCE MESSAGE  
PUBLISHED BY SAF/PAX; DSN: 227-7300 | AF PORTAL: UNDER AF BANNER, SELECT "TELLING THE AIR FORCE STORY"

**April 2010 // Volume 5, Edition 4**



Personalize and localize these talking points as you speak to your audiences about the Air Force.  
Link your message to big Air Force themes, but make it personal to you and relevant to your local audience.

**THE MISSION OF THE UNITED STATES AIR FORCE IS TO *FLY. FIGHT AND WIN...*IN AIR. SPACE AND CYBERSPACE**

## DEVELOP AND CARE FOR AIRMEN AND THEIR FAMILIES

Spanning six decades of Air Force history – particularly over the last nineteen years –Airmen have proven themselves as global first responders in times of crisis. To that end, we must have the appropriate skills to meet the global challenges of today and tomorrow in Joint operations in Air, Space and Cyberspace, and we must sustain deployed and home station quality of service.

### VIEW FROM THE TOP

*Secretary Donley and I are proud of the tremendous contributions Airmen make every day to secure our nation. We recognize and appreciate the sacrifices that are asked of you and your family. Our commitment – and the commitment of leadership at all levels – is that we will do everything possible to assist those transitioning to the next phase of their careers.*

*- General Norton Schwartz, Chief of Staff*

### Key Messages, Facts, and Figures

- The Air Force must have the ***appropriate balance of skills*** to meet the needs of the current and future fight
  - ✓ Air Force retention is at a 15 year high. This is tremendous testament to the dedication of our great Airmen, but we now have more Airmen serving than authorized
  - ✓ This overage will continue to grow unless we take more focused actions to balance
  - ✓ The Air Force must make the difficult but fiscally responsible decision to stay within the authorized personnel end strength ceiling
  - ✓ Air Force leaders at all levels will provide credible, constant communication to Airmen to minimize uncertainty
    - We have numerous programs to help Airmen transition from active duty
    - Veterans receive hiring preference for federal service positions
    - Airmen Family Readiness Centers offer transition assistance planning and veterans benefits seminars
- The Air Force is committed to ensuring that there ***are opportunities to continue to serve*** for Airmen impacted by this program
  - ✓ We encourage our well-qualified Airmen, both officers and enlisted, to consider continued service in the Air Force Reserves, Air National Guard, Civil Service, or our Sister Services
  - ✓ The AF will be hiring more than 21,000 civilian positions over the next two years, and so we will assist Airmen in considering the opportunities this hiring effort may present for them
- The Force Management Program is not a quick fix, but a tailored, multi-year effort, comprised of many programs aimed at managing the force along a continuum of service.

- Projected end strength (end of FY 10) – 336.5K
- Authorized end strength (FY10) – 331.7K
- Requested end strength (FY11) – 332.2K

**We must reduce the current number of Airmen serving on active duty by 3.1 % for officers and 2.6 % for enlisted personnel to stay within our Authorized end strength**

**We are now reducing the previous 3-for-1 commitment for officers and 2-for-1 commitment for enlisted members to a 1-for-1 Reserve commitment for each year of remaining active duty service commitment.**

### AIR FORCE PRIORITIES

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PUBLISHED BY SAF/PAX; DSN: 227-7300 | AF PORTAL: UNDER AF BANNER, SELECT "TELLING THE AIR FORCE STORY"



March 2010 // Volume 5, Edition 3

Personalize and localize these talking points as you speak to your audiences about the Air Force.  
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**THE MISSION OF THE UNITED STATES AIR FORCE IS TO FLY, FIGHT AND WIN...IN AIR, SPACE AND CYBERSPACE**

## VIEW FROM THE TOP

***"Modernizing where we can, and recapitalizing where we must, will allow us to recapitalize our force in areas where simple modernization is no longer cost effective"***

**- General Norton Schwartz, Chief of Staff**

## MODERNIZE OUR AIR AND SPACE INVENTORIES, ORGANIZATIONS AND TRAINING

Fundamental to our Air Force is the ability to exploit air, space, and cyberspace. As the Nation adapts to an evolving threat environment across the spectrum of operations, the Air Force must maintain a comprehensive set of capabilities – organizations, Airmen, and equipment – available to a combatant commander in any scenario.

### Key Messages, Facts, and Figures

- The Air Force continues to work to reform what and how we buy – accelerating the acquisition of critical joint enablers while divesting of poorly performing or unnecessary programs.
  - ✓ The Air Force remains committed to the F-35 program, the core of our future fifth-generation fighter fleet and that of our Joint and Coalition partners.
  - ✓ **Replacing the fleet of KC-135s is Air Force acquisition priority number one.**
    - The 47 year-old KC-135 comprises almost 90 percent of the tanker fleet .
  - ✓ The Air Force will fully fund the C-130 AMP by requesting \$1.8 Billion over the next six years to modernize 221 mobility aircraft.
- The Air Force is on a path to **50 Remotely Piloted Aircraft (RPA) Combat Air Patrols in 2011 and 65 in 2013.**
  - ✓ The Air Force remains on track to train more initial qualification RPA pilots than initial qualification manned strike pilots this year.
  - ✓ We will train 360 Predator/Reaper pilots in FY10 and 400 each year in FY11 and FY12.
- We will commit considerable resources to space and space related support systems (\$10.9 Billion) with \$8 Billion dedicated to investment in FY11.
  - ✓ To enhance space enablers for the joint team, the Air Force is increasing communications capability through two satellite programs: the Wideband Global SATCOM (WGS) satellite to replace the Defense Satellite Communications System (DSCS) and Advanced Extremely High Frequency system for protected communications.
  - ✓ United States Strategic Command fully certified the second on-orbit Space-Based Infrared System Highly Elliptical Orbit payload to perform strategic missile warning.
  - ✓ Launch of the first GPS IIF satellite is planned for this year and will add an additional signal (L5) focused on safety-of-life applications to support military and civilian users worldwide.

### Quick Facts

The average age of the Operational Fleet is 23.7 yrs; in 1967 it was 8.42 yrs – a 181% increase in 42 yrs.

Since the beginning of FY09 the RPA fleet flew more than 386,000 combined combat flight hours – the equivalent of one aircraft in constant flight for 44 years!

Sortie numbers have more than doubled between CY 07 and 09 (~4000 to over 8000).

Age increases aircraft fatigue, corrosion, deterioration of non-metal materials [sealants, wiring], and associated resource requirements.

### AIR FORCE PRIORITIES

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PUBLISHED BY SAF/PAX; DSN: 227-7300 | AF PORTAL: UNDER AF BANNER, SELECT "TELLING THE AIR FORCE STORY"



## Special Edition – virtual Finance

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#### VIEW FROM THE TOP

*We've worked hard to expand the capacity and capability of financial services available to Airmen and civilians while remaining focused on improving customer service. Virtual Finance leverages existing capabilities, bringing together financial services information and applications in one place for customers on the Air Force Portal*

*- Dr. Jamie Morin, Assistant Secretary of the Air Force (Financial Management and Comptroller)*

#### Key Messages, Facts, and Figures

- The new "[virtual Finance](#)" tab on the Air Force Portal replaced the "Money – Finance Central" page; the majority of financial services used by Airmen and civilian employees are now available in one resource
  - ✓ The new "virtual Finance" portal will significantly reduce the time away from the desk for Airmen and civilian employees
  - ✓ Air Force Finance information can now be accessed 24 hours a day, 7 days a week wherever there is access to the Air Force Portal
- Air Force users now have access to many more self-service tools which provide solutions to the most common finance issues
  - ✓ Military pay and travel; terminal leave; leave sell / buy-back; deployment allowance calculators; worldwide Financial Services Office (FSO) lookup
  - ✓ Permanent Change of Station In-processing System (PIPS)
  - ✓ Direct access to the Citi Government Travel Card website
  - ✓ PCS, TLA and TLE calculators
- The new "virtual Finance" includes the top questions asked of FSOs including answers and solutions to problems
  - ✓ The Air Force Finance community has recently expanded the virtual Finance Knowledge Base by including approximately 1,000 FAQs (Frequently Asked Questions) and more than 100 "Instant Advice" pages
- Tell us your opinion: feedback is vital to ensuring that the new Financial Services portal is successful – customer feedback on the initial draft helped to shape the current design

#### Quick Facts

##### CLICK

The vast majority of services and answers which used to require the "trip to Finance" are now available on the Air Force Portal

##### CALL

Once the AF Financial Services Center Contact Center is operational, military and civilian users will have a single point of entry for issues which cannot be resolved over the web

##### WALK

FSOs will remain available. Military and civilian users can visit their local Finance office to resolve any issues

#### AIR FORCE PRIORITIES

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## UAS Fast Facts

### UAS provide critical data for the Joint Warfighter - 24/7/365

- Predators and Reapers are providing more than 700 hours of full motion video every day (>22,000 hours per month) to joint force commanders and warfighters on the ground providing unmatched persistence and flexibility. Global Hawks are providing more than 550 hours of imagery each month.
- The Air Force's active and reserve components conducting RPA operations are fully engaged with 5 active MQ-1/9 squadrons and 1 active RQ-4 squadron; 2 Air Force Reserve MQ-1 squadrons, 4 Air National Guard MQ-1 squadrons and 1 Air National Guard MQ-9 squadron. The Air Force additionally is conducting RPA training operations at 5 Formal Training Units; 3 MQ-1 FTUs (1 ANG), 1 MQ-9 FTU and 1 RQ-4 FTU.

### The Air Force is currently flying 40 CAPS (28 Predator, 11 Reaper, 1 Global Hawk)

- The Air Force continues to grow its RPA combat capability and will add 6 MQ-1/9 CAPs over the next year. RPA growth will continue into FY11 with the culmination of 50 MQ-1/9 CAPs.

### UAS AIRFRAMES

- Predators: 140 MQ-1 inventory, 78 in Combat
  - o 664,112 hours flown; averaging 4,500 hrs/week
- Reapers: 41 MQ-9 in inventory, 19 in Combat
  - o 67,389 hours flown; averaging 1,000 hrs/week
- Global Hawk: 17 RQ-4 in inventory (incl test), 7 combat coded, 3 deployed
  - o 36,500 hours flown, averaging 120 hrs/week

#### Combat Flt Hours (FY08)

- Predator - 138,000
- Reaper - 12,770
- Global Hawk - 6,700

#### Combat Flt Hours (FY09)

- Predator - 179,000
- Reaper - 24,000
- Global Hawk - 6,500

#### Combat Flt Hours (FY10)

- Predator - 32,000
- Reaper - 7,400
- Global Hawk - 1,100

### UAS PERSONNEL – TOTAL FORCE AIRMEN

Unmanned systems are anything but unmanned. For every CAP, it takes about 140 airmen to deliver actionable information to those who need it.

- 8 pilots (20 for 24/7 Global Hawk CAP)
- 8 sensor operators (15 for 24/7 Global Hawk CAP)
- 7 msn intel
- 50 MX
- 70 intel PED w/ their MX and OH
- Plus a few other for communication throughout

### Airmen in the UAS mission area

- 550 UAS Pilots
- 425 UAS Sensors operators
  - o Plan to sustain growth by training 360 crews per year allowing us to provide 50 CAPs with 1,100 crews in FY11
- 2500 Maintenance Personnel
- More than 1,800 personnel processing, analysis, and dissemination data
  - o Looking to add more than 2,000



## UAS TRAINING

This year (FY10) the Air Force will train more initial qualification UAS pilots (Predator/Reaper/Global Hawk) than initial qualified manned strike pilots (fighter/bomber).

Active Duty UAS pilots: 304;  
ANG/AF Reserve 89;  
Total Force 393

Active Duty fighter/bomber pilots: 222;  
ANG/Reserves: 58;  
Total: 280

- The USAF will train 360 Predator/Reaper pilots in FY10 and 400 each year through FY12 when we anticipate having 1,100 Predator/Reaper crews.
- The USAF trained 52 Global Hawk pilots in FY09; will train 53 in FY10; 60 in each FY11 and 12; 71 in FY13 and 91 each FY thereafter anticipating a Global Hawk pilot force of 273 by FY16.

### Summary of the initiatives to increase UAS training

- A BETA Test was conducted to determine feasibility of training non-UPT graduates to fly UAS. Each BETA class consisted of 10 non-UPT graduate officers.
  - First Beta class consisted of 10 Captains and began January 2009. Eight have completed the course and are at Creech AFB undergoing formal UAS training.
  - Second Beta class began in August and 9 have progressed from initial flight screening at Pueblo, Colorado, to UAS fundamentals at Randolph AFB.
- In FY09 100 UPT graduates are conducting their first tour of duty in UAS before moving to a manned system assignment.
  - UAS lead-in course developed/fielded enabling 100 UPT Grad-to-UAS to mature combat readiness skills faster.
- Four Air National Guard units (CA, AZ, TX, ND) are conducting reach back operations with the MQ-1 each flying two combat air patrols (1 steady state CAP and 1 Surge CAP). A fifth ANG unit (NY) began operations with the MQ-9 Reaper in December 09.
- UAS pilot training capacity increasing (Predator/Reaper) with move of MQ-9 FTU from Creech AFB to Holloman AFB and stand-up of an additional MQ-1 FTU at Holloman (Fall 09). CA ANG also produces UAS pilots in its FTU (stood up Spring 09).
- \$10 million MQ-1/9 Simulators upgraded allowing for more realistic and faster training.
  - Additional \$10.8 million obligated for additional simulators.
  - Funding constraints have delayed development of a Global Hawk simulator until FY12.
- UAS aircrew assignment freeze at Creech AFB (recently extended through FY11), former MQ-1 aircrew recall, decreased crew ratios per CAP maximize surge capability while also allowing for continued training to meet FY11 goals.
- \$3 million in contracts (combat ops support - safety, mobility, scheduling, etc) allowing line crews to spend more time flying rather than conducting admin duties.



**U.S. AIR FORCE**

## **Air Force Talking Points To the President's Budget Request**

The Air Force supports the holistic, strategic approach to next year's budget adopted by the Administration and the Secretary of Defense, and we will continue to provide our best military advice to DoD and Congress as they dispose and approve a fiscal year 2010 budget. We're ready to execute the President's guidance to make the most of the resources we're allocated and to work as a member of the Joint team in accomplishing our Nation's military objectives.

### **A BALANCED APPROACH**

- The FY10 President's Budget Request (PBR) reflects tough, thoughtful decisions to carry out the Air Force's mission to *fly, fight and win*...in air, space and cyberspace.
- We have taken aggressive measures to balance our portion of the FY10 PBR in a fiscally-constrained environment, amidst the challenges of continuing high operations tempo and rising operating costs.
- To meet the demands of an uncertain and dynamic international security environment, the PBR reflects a strategic balance across our diverse mission sets and functions.
- The Air Force is "*All In*" today's Joint fight. Executing a balanced strategy will allow us to prevail in current conflicts, while investing in new or expanding capabilities and force structure to meet tomorrow's challenges.

In the FY10 President's Budget Request, some of the key decisions involving the Air Force include:

### **SUPPORT OUR PEOPLE**

- Our Airmen are the foundation upon which all the capabilities of the Air Force are built. We are committed to ensuring an adequate endstrength to prevail in today's fight and prepare for future challenges.
- FY10 Active Component endstrength of 331,700 reflects a growth of 14,650 Airmen.
- FY10 includes a Reserve Component endstrength of 69,500 Airmen and Air National Guard endstrength of 106,700 Airmen.
- Relieving the stress on critically-manned career fields is a top priority. The PBR contains \$641M in bonuses and incentives to recruit and retain Airmen, with particular emphasis on stressed career fields.
- Our endstrength enables balanced skill sets across all Air Force Core Functions, while also supporting the growth of new and emerging missions. It reflects our need to expand and enhance our nuclear enterprise, special operations, intelligence, surveillance, and reconnaissance (ISR), and our irregular warfare capabilities.
- The Air Force is committed to providing high Quality of Service programs for our Airmen and their families, with initiatives ranging from advanced educational opportunities to enhanced housing and childcare facilities.
- The FY10 PBR fully funds the Air Force Family Housing Master Plan at \$500M to meet the Air Force's goal of caring for families and includes investments in overseas housing.

### **CONTINUE IMPLEMENTATION OF THE AIR FORCE NUCLEAR ROADMAP**

- Reinvigorating the Air Force Nuclear Enterprise remains our number one priority.
- The FY10 PBR includes several initiatives to strengthen Air Force stewardship of the nuclear enterprise.
  - Increase Nuclear Enterprise by 2,500 personnel to stand up Air Force Global Strike Command and bolster the nuclear workforce.
  - Increase funding of the Nuclear Weapons Center at Kirtland AFB, NM to fund upgrades and consolidate all nuclear sustainment matters under one organization.
  - Stand-up a fourth B-52 squadron at Minot AFB, ND and funding of \$168M to establish a common aircraft configuration across the entire B-52 fleet.

### **INCREASE EMPHASIS ON IRREGULAR WARFARE AND SPECIAL OPERATIONS SUPPORT TO THE WARFIGHTER**

- Recognizing the increasingly important role that our special operations forces play in today's fight, we've prioritized investments to continue growing our special operations capabilities.
- Operations in Iraq and Afghanistan have increased the requirement for these low-density/high-demand personnel and platforms. We expect this high demand to continue as we prosecute our counterterrorism and irregular warfare missions.
- We will invest additional resources in special operations Airmen and force structure to ensure we are able to meet Combatant Commander's needs, both for today and in the future.
- We continue to seek out opportunities to strengthen our partnerships with other air forces, bolstering our interoperability and enhancing our collective capabilities and capacities.



#### ***INCREASE ISR SUPPORT FOR THE WARFIGHTER AND FIELD AND SUSTAIN 50 UAV CAPS BY FY11***

- The post 9/11-era has seen an increasing demand for ISR capability in all forms. The irregular campaigns we are waging in Iraq and Afghanistan are ISR-driven. For the foreseeable future, we expect this insatiable demand for ISR to continue.
- We have surged unmanned aerial systems (UAS) capability into the fight achieving 34 unmanned aerial vehicle (UAV) combat air patrols (CAP) orbiting 24 hours a day, 365 days a year.
- We are continuing major investments in unmanned aircraft, moving from the MQ-1 "Predator" to the MQ-9 "Reaper," and are also expanding manned MC-12 operations.
- We are dramatically increasing the number of personnel to maintain and operate these systems, as well as process, exploit, and disseminate the intelligence they gather.
- The FY10 PBR supports the procurement of an additional 5 RQ-4 "Global Hawks" and 24 MQ-9A "Reapers."
- Overall, UAS procurement accounts for 36% of the total aircraft procurements in FY10.

#### ***REDUCE SIZE AND INCREASE CAPABILITIES OF TACTICAL AIR FORCES***

- We are retiring approximately 250 of the oldest tactical fighter aircraft and further upgrade remaining 4th generation aircraft.
  - Reducing the quantity of legacy F-15s, F-16s, and A-10s enables us to modernize a smaller, more capable 5th generation-enabled fighter force tomorrow.
  - Reductions are appropriately balanced among overseas and CONUS locations, and between Active and Reserve components.
- We are halting production of the F-22 fighter at 187 aircraft (pending the four aircraft requested in the FY09 OCO) and will continue with planned upgrades.
- The F-22 ensures air dominance against the most sophisticated threats, and will remain in our inventory for decades.
- We will buy 10 F-35 aircraft in FY10.
  - The Joint Strike Fighter represents a 5th generation fighter capability for the Air Force and our Joint and Coalition partners.
  - Procuring additional F-35s in each fiscal year accelerates the availability of our critical 5th generation fighter capability, improving the average age of our fighter fleet, while at the same time decreasing per unit cost.
- Our complementary 5th generation fighter fleet combines stealth, maneuverability, advanced sensors, avionics and weapons into a more survivable and effective aircraft.

#### ***CONTINUE PLANNED TANKER-TRANSPORT MODERNIZATION***

- We will release a new KC-X Request for Proposal (RFP) in summer 2009 for a 2010 contract award.
- Replacing our fleet of KC-135s is the top Air Force acquisition priority, with the venerable KC-135 comprising almost 90 percent of our tanker fleet.
- The Air Force will complete the C-17 program of 205 aircraft and prepare for production shutdown.
  - With the C-17s provided in the 2008 Supplemental Appropriation, we are comfortable that a fleet of 205 total aircraft is sufficient to meet current and foreseeable requirements.
  - FY10 PBR includes \$91 million to support shut down of C-17 production.
- We will continue to invest in the Reliability Enhancement and Re-engining Program for the C-5 fleet to provide needed global mobility.

#### ***ENHANCE DIRECT SUPPORT AIRLIFT***

- We look forward to fielding 38 C-27J Joint Cargo Aircraft (JCA) to provide mission-critical/time-sensitive airlift in direct support of our Joint partners.
- We will continue to work closely with the Army to seamlessly transfer management of the C-27J program and the direct support airlift mission oversight to the Air Force.
- We continue to examine aircrew training, basing and maintenance requirements as part of our overall program transition.

#### ***HOLD DEVELOPMENT OF A FOLLOW-ON BOMBER UNTIL THERE IS A BETTER UNDERSTANDING OF THE NEED, REQUIREMENT AND TECHNOLOGY***

- The Air Force remains committed to the vital capability of long-range strike.
- The Quadrennial Defense Review and the Nuclear Posture Review will take a closer look at the requirements for long range strike capability. Decisions on the future fielding of a new bomber will be informed by the outcomes of these reviews.

***TERMINATE THE CSAR-X HELICOPTER PROGRAM IN FAVOR OF AN EVALUATION OF THE REQUIREMENT AND POTENTIAL JOINT SOLUTIONS***

- Our Air Force work in personnel recovery is a national imperative, fulfilling the promise to never leave any Soldiers, Sailors, Marines, or Airmen behind. The decision to terminate the CSAR-X eliminates a specific acquisition program, but not our commitment to this enduring mission.
- Our search and rescue capabilities continue to play a vital role in support of global operations in both peacetime and combat situations, as well as in humanitarian assistance and disaster response.
- We will continue to utilize our HH-60 helicopter fleet for this mission while exploring follow-on Joint solutions and capabilities.
- Current plans to maintain our capacity in this mission set include recapitalizing our HC-130P/N fleet with newer, more capable HC-130Js.

***EXTEND AEHF SATELLITE PRODUCTION IN LIEU OF TSAT***

- Twenty-first century Joint operations are critically dependent on space communication capabilities, and this dependence will continue to grow in the future.
- Eighty percent of our Joint communication requirements are met by leased commercial bandwidth.
- Satellite communications ensure Soldiers, Sailors, Marines and Airmen engaged in worldwide operations are connected with their support systems and leadership.
- We will discontinue the Transformational Satellite (TSAT) program and instead procure two more Advanced Extremely High Frequency (AEHF) satellites to maintain critical protected MILSATCOM capacity.

***RECAPTURE ACQUISITION EXCELLENCE***

- America's Air Force is committed to revitalizing our acquisition enterprise.
- We owe it to our Airmen and taxpayers to acquire the most capable equipment possible, on time and on budget.
- Our acquisition personnel will be the key in this endeavor. The Air Force will increase the size of its acquisition workforce, converting some contractor positions to government civilians.
- The Air Force will release its Acquisition Improvement Plan to focus the acquisition improvement process with initiatives to Revitalize the Air Force Acquisition Workforce; Improve the Requirements Generation Process; Instill Budget and Financial Discipline; Improve Air Force Major Systems Source Selections; and Establish Clear Lines of Authority and Accountability within Acquisition.