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Source of document: FOIA Request
Headquarters Air Force/AAII (FOIA)
1000 Air Force Pentagon
Washington, DC 20330-1000
Phone: (703) 693-2735
Email: SAF.AA.HAF.FOIA.Workflow@us.af.mil
[USAF FOIA Public Access Link](#)

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DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

Office Of The Secretary

13 May 16

SAF/AAL (FOIA)
1000 Air Force Pentagon
Washington DC 20330-0100

This is my final response to your Freedom of Information Act (FOIA) 2016-02295-F we received on 23 Mar 16 from DoD FOIA office (13-F-0727) requesting "only written responses or letters to these Chairmen:

Congressman Howard McKean (Chairman, House Armed Services Committee) Congressman Adam Smith (Ranking Member, House Armed Services Committee) Congressman Martha Roby (Chair, Oversight and Investigations Subcommittee) Congressman Niki Tsongas, (Ranking Member, Oversight and Investigations Subcommittee) Senator Carl Levin (Chairman, Senate Committee on Armed Services) Senator James Inhofe (Ranking Member, Senate Committee on Armed Services) Senator Jeanne Shaheen (Chair, Management and Readiness Support Subcommittee). I reiterate that I am interested in receiving such records created during the years 2012 and 2013 to date."

The Initial Denial Authority for SAF/LL reviewed your request under FOIA and provided the attached documentation. SAF/LL withheld portions of the information retrieved under the United States Code, Title 5, Section 552 FOIA exemption (b)(4) and (b)(6). Exemption (b)(4) of FOIA permits agencies, as a matter of discretion, to withhold trade secrets and commercial or financial information obtained from a person which is privileged or confidential. Although FOIA contains procedural safeguards and a right of judicial review for requesters of agency records, the Act is silent regarding the rights of submitters of information whose legitimate interests may be impaired as a result of public disclosure of their information. Per AF/JA legal review, SAF/LL sought assistance on a release decision of those pages marked. "Competition Sensitive/Contractor Proposals," which are contained on PDF pages 148-151 and 215-218. Those PDF pages are properly withheld in their entirety under FOIA exemption (b)(4) (contractor proposals list). Additional redactions for this report should be properly determined by the OPR that created the correspondence of which pages 148-151 and 215-218 are a part. Exemption 6 permits the government to withhold all information about individuals in "personnel and medical files and similar files" when the disclosure of such information "would constitute a clearly unwarranted invasion of personal privacy.

Should you decide an appeal to this response is necessary, you must write to the Secretary of the Air Force, Thru: SAF/AAL (FOIA), 1000 Air Force Pentagon, Washington DC 20330-1000, within 60 calendar days from the date of this letter. Include in the appeal, your reasons for reconsideration, and attach a copy of this letter.

Please contact the undersigned at (703) 692-9978 should you have any questions and refer to your case # 2016-02295-F. 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.

///SIGNED///
DARRYL L. WEBB, CIV, DAF
Government Information Release Specialist

Enclosures



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

0 8 SEP 2014

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable Carl Levin
United States Senator
107 Cass Street, Suite E
Traverse City, MI 49684

Dear Senator Levin:

Thank you for your August 14, 2014, letter requesting U.S. Air Force Thunderbirds demonstration team support during the National Cherry Festival Air Show over the July 4, 2015, weekend. The Thunderbirds are now scheduling the 2015 air show season and the National Cherry Festival will be considered. Event requests are considered based on a variety of factors, including location and support equipment availability; the final schedule will be released in December 2014.

The Air Force recognizes the importance, magnitude, and long history of supporting festivals like the National Cherry Festival and we believe aviation support during these community events is an integral part of connecting with the American public. I want to assure you that we have received all required paperwork from the event organizers.

For any additional questions and concerns, your staff can contact the Air Force aerial events program coordinator at (703) 695-9664 or via email at usaf.pentagon.saf-pa.mbx.saf-pa-rss-aerial@mail.mil. Thank you for your continued support of the United States Air Force.

Very Respectfully,

A handwritten signature in black ink that reads "Christy Nolta".

CHRISTY NOLTA
SES, DAFC
Deputy Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

12 NOV 2014

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your October 29, 2014, letter to Secretary James regarding a National Stock Number (NSN) for portable Fluidfil Dispensers. We are reviewing your request and will ensure you receive a detailed response within the next three weeks.

Thank you for your letter and continued support of the United States Air Force.

Very Respectfully,

(b)(6)

(b)(6), Colonel, USAF
Director of Staff, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

APR 2 2015

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your March 18, 2015, letter to Secretary James regarding the National Institute of Health's proposal to remove Permit Condition 28.5 for the Alamogordo Primate Facility at Holloman Air Force Base.

We are currently reviewing the proposal and anticipate finalizing our review by the end of April 2015. We do not intend to alter the permit to allow any additional or new non-human primates, or the breeding of same, at the facility.

On behalf of the Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Very Respectfully,

A handwritten signature in black ink, appearing to read "Thomas W. Bergeson".

THOMAS W. BERGESON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

JUN 09 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your May 22, 2015, letter to Secretary James regarding the interest of Colonel (b)(6), (USAF, Ret.) to be considered for an appointment to the Civil Air Patrol (CAP) Board of Governors.

The Secretary directly appoints four members to the Board, which has eleven total members. These four positions are currently filled and no opening is projected until October 2016. Three more Board members are jointly appointed by the Secretary and the CAP Commander, and are filled with individuals who are officials in major Industrial, Governmental and Educational organizations. As a policy, in order to ensure we have diverse Board members who bring an outside perspective to the governance process, we do not select individuals for either Secretarial or Joint appointments who are currently members of CAP.

The remaining four Board member positions are reserved for senior CAP members and are appointed by the CAP Commander. Since Colonel (b)(6) is a current member of CAP, we recommend he convey his interest in serving on the Board to the CAP Commander, if he has not already done so. We believe this is a more appropriate channel for him to seek appointment to the Board.

On behalf of the Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Very Respectfully,

A handwritten signature in black ink that reads "Farris C. Hill".

FARRIS C. HILL
Brig Gen, USAF
Military Assistant to the Director
Secretary of the Air Force, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

JUN 16 2015

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your June 1, 2015, letter to Secretary James regarding your concerns with the presence of chemicals in the Haven Well in Portsmouth, NH. We are reviewing your request for the Air Force in conjunction with the Environmental Protection Agency and Health and Human Services, to provide funding of blood tests for individuals exposed to chemicals from the Haven Well. We will ensure you receive a detailed response as soon as possible, but no later than June 30, 2015.

Very Respectfully,

A handwritten signature in cursive script that reads "Christy Nolta".

CHRISTY NOLTA
SES, DAFC
Deputy Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

SAF/IE
1665 Air Force Pentagon
Washington, DC 20330

JUN 30 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your June 1, 2015 letter to Secretary James regarding blood testing of individuals who may have been exposed to perfluorinated compounds (PFCs).

We remain supportive of actions that effectively contribute to protecting human health and the environment. We understand the Air Force position may evoke some frustration; however we do not possess the expertise to ascertain the potential health effects from PFC contamination in the Haven Well. The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) places the federal authority and responsibility for conducting public health assessments of the effects of contamination with the Agency for Toxic Substances and Disease Registry (ATSDR).

ATSDR has the appropriate expertise to independently review the potential health risks posed by PFCs at Pease International Tradeport and determine the need for any further actions including blood testing. We've asked them to undertake such a review and if they determine blood tests are needed to ensure the health of the population, we will move to meet that need. Similarly, setting up a registry for Pease Air Force Base (AFB), which closed twenty five years ago, would be both technically challenging and costly. If the results of ATSDR's review combined with confirmed health effects indicate such action is necessary to protect those potentially exposed, we will move to set up an appropriate registry to identify and notify the affected population. But be assured, we remain committed to continue to work closely with city, state, and federal authorities to protect human health.

On behalf of the Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Sincerely,

A handwritten signature in black ink, appearing to read "M. A. Ballentine", with a long horizontal line extending to the right.

MIRANDA A. A. BALLENTINE
Assistant Secretary of the Air Force
(Installations, Environment, and Energy)



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

JUL 24 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

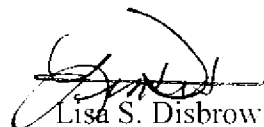
Thank you for your July 9, 2015, letter concerning perfluorinated compounds (PFC) contamination at the former Pease Air Force Base (AFB). We share your concerns for the environment as well as for the health and welfare of our service members and civilians stationed at the former Pease AFB. A project to conduct a public health assessment at the former Pease AFB is a top Air Force priority on the Agency for Toxic Substances and Disease Registry's (ATSDR) fiscal year 2016 annual plan of work.

The Air Force agrees we should be prepared to notify individuals potentially affected and we're taking action to identify service members and Department of Defense civilians who may have been exposed to PFCs at the former Pease AFB. Once recommendations are available from ATSDR, we will have a clearer picture on how to move forward with individual notification.

We're committed to continuing to work closely with the city, state, and federal authorities to protect human health. I've asked Assistant Secretary Miranda Ballentine, the Assistant Secretary of the Air Force for Installations, Environment, and Energy (SAF/IE), to meet with you to discuss our current actions and future plans. Her office will reach out to your staff to request the meeting.

The Air Force appreciates and values sustained local community support at Portsmouth, New Hampshire. On behalf of Secretary James, I thank you for your continued support.

Sincerely,


Lisa S. Disbrow
Acting



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

AUG 10 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your July 24, 2015 letter to Secretary James concerning the Administrative Order (AO) recently issued by the Environmental Protection Agency (EPA) to address perfluorinated compounds (PFCs) potentially resulting from fire suppression activities at the former Pease Air Force Base (Pease). Secretary James asked me to respond on her behalf.


We share your concerns for the health and welfare of the community around Pease, and we have been and will continue to be active partners with regulatory agencies and stakeholders to assess and mitigate any potentially adverse impacts of former flame retardant activities. Since the city shut down the Haven Well as a drinking water source in 2014, we have focused our efforts on preventing public exposure to PFC levels above the EPA's provisional health advisory (PHA). Additionally, we proactively tested all private wells in the area, and, as a result, we have installed a treatment system on the one private well which tested above the PHA.

Our ongoing efforts to prevent public exposure include continuing to collect groundwater flow and test for PFC concentration levels to determine how best to install a system to intercept and—if need be—warn of potential contamination if it moves toward the Portsmouth water supply wells and private drinking water wells. At this time, I am happy to report that all tests show PFC levels remain far below PHA. In the meantime, we also continue to monitor PFC levels in the remaining four public wells, at least every two weeks.

Upon receipt of the AO on July 8, 2015, we initiated a thorough consultation with the EPA on July 23, 2015 to discuss the most effective ways to meet the objectives of the AO. We share the goal of protecting the community from any harmful effects that PFCs related to fire-fighting agents may have. We advised the EPA of our ongoing efforts toward that end. As mentioned in my July 24, 2015 letter, I asked Assistant Secretary Miranda Ballentine to meet with you to discuss our ongoing actions and future plans. At that meeting, we will provide any information you want to know about our discussions with the EPA and the status of our actions to address PFCs at Pease.

We are committed to continuing to work closely with the city, state, and federal authorities to protect human health. Thank you for your continued engagement.

Sincerely,



Lisa S. Disbrow
Acting



SECRETARY OF THE AIR FORCE
WASHINGTON

OCT 22 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your September 17, 2015, letter to the Secretary of Defense expressing your concerns regarding the KC-46A tanker program. The Air Force shares your interest in ensuring the program stays on schedule and is delivered on time.

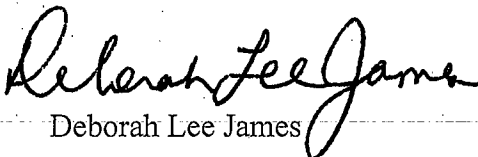
The KC-46A completed a successful first flight on September 25, 2015. This flight represents progress and brings us a step closer to fielding this much needed capability. Our focus now shifts to completing the testing required to support the Milestone C decision, currently planned for April 2016, which provides approval to begin Low Rate Initial Production.

As the program moves forward, I remain cautiously confident Boeing will meet their contractual requirement to deliver 18 operational aircraft by August 2017. While schedule margin has been exhausted, we recognize Boeing is a large company with deep resources at their disposal to achieve this requirement. I agree it is imperative we keep the program on schedule, and the Air Force will do everything possible to ensure it does.

Pease Air National Guard Base is an essential partner in providing air-refueling capability to our nation. I am pleased to hear about the recent ground breaking for the expanded hangar bays to house KC-46A tankers, and I am confident they will be prepared to receive tankers as planned.

Thank you for your continued contributions to our Nation's defense.

Sincerely,


Deborah Lee James



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

JAN 08 2016

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your December 18, 2015, letter to Secretary of the Air Force Deborah Lee James asking her to consider the 138th Fighter Wing at Tulsa Air Guard Station, Oklahoma, as the next home for the F-35A.

The Air Force is using its deliberate, repeatable, and standardized strategic basing process to determine the next two Air National Guard locations to host the F-35A aircraft. The process begins with a clear definition of operational requirements. From these, we develop selection criteria that are used to screen the enterprise of installations down to a handful of candidate bases. Once detailed site surveys are completed, the data are presented to the Secretary, who selects preferred and reasonable alternative locations. The Air Force will then analyze the environmental impacts at the preferred and reasonable alternative locations before a final basing decision is made.

We anticipate announcing the basing criteria for the next rounds of F-35A basing this winter, which will enable us to conduct an enterprise-wide look leading to the selection of candidate bases.

Thank you for your leadership and continued contributions to our Nation's defense.

Very Respectfully,

A handwritten signature in black ink, appearing to read "Thomas W. Bergeson".

THOMAS W. BERGESON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

FEB 8 2016

SAF/IE
1665 Air Force Pentagon
Washington, DC 20330

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your January 14, 2016 letter to Secretary James regarding the Federal Executive Agencies' (FEA) correspondence with the Oklahoma Corporation Commission (Commission) concerning Oklahoma Gas & Electric's (OG&E) recent environmental compliance filing. Thank you, also, for your personal support of Air Force installations in Oklahoma, and of Airmen all over the world. In my short time with the Air Force, I have been personally struck by the passion that Oklahomans bring to supporting their Air Force.

Tinker Air Force Base and OG&E have a strong and mutually beneficial relationship, one the Air Force deeply values and encourages. As you described, OG&E's partnership on affordable energy rates, electric distribution and infrastructure services, and other energy services has supported America's Airmen and the important mission of Tinker AFB. We remain grateful to OG&E, and look forward to continued partnership.

In the OG&E filing, the Air Force, in its representation of FEA, supported those portions of OG&E's plan that furthered the federal mandates set out by the Environmental Protection Agency. As you noted, FEA recommended the portion of the OG&E proposal not addressing environmental mandate compliance be removed from the case and a separate general rate case filing be made, which would ensure customers have the opportunity to evaluate the projects and costs.

The Air Force looks forward to partnering with OG&E to find mutually beneficial outcomes. Please be assured that the Air Force always seeks to work with local commanders and personnel to ensure all inputs are captured and inform the Air Force response. I will personally look into the history of this particular situation to ensure that if Lt. Gen. Litchfield had comments that were not included, I understand the rationale and approach. Thank you for bringing that to our attention.

On behalf of the Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Sincerely,

A handwritten signature in black ink, appearing to read "M.A.A. Ballentine".

MIRANDA A. A. BALLENTINE
Assistant Secretary of the Air Force
(Installations, Environment, and Energy)



**DEPARTMENT OF THE AIR FORCE
AIR FORCE CIVIL ENGINEER CENTER
JOINT BASE SAN ANTONIO LACKLAND TEXAS**

AFCEC/CL
2260 Hughes Ave, Ste 155
Lackland AFB TX 78236-9853

04 JUN 2013

The Honorable Jeanne Shaheen
United States Senate Washington, DC 20510

Dear Senator Shaheen:

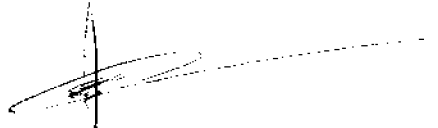
This update is provided in response to your inquiry concerning our findings in response to SIGAR's recommendation to seek reimbursement of \$4.3M from AMEC for corrective work of electrical deficiencies related to Kabul Military Training Center (KMTC) project.

Pursuant to the AFCEC letter on this topic dated 26 Feb 13, AFCEC has finished processing the AMEC response to the demand letter received on 29 Jan 13. AMEC's response challenged the contracting officer's Demand Letter of 28 Aug 12 with a detailed rebuttal. In light of the evidence presented therein, and after a thorough review of all invoices for the subject contract modifications of contracts FA8903-06-D-8507-0005 and FA8903-06-D-8507-0006, it is apparent that AMEC did not charge the government for rework related to poor workmanship that presumably resulted in electrical fires at Kabul Military Training Center. All contractor and subcontractor invoices and associated detailed backup information were reviewed for the four modifications, totaling \$4.3M as cited by the SIGAR report. However, AMEC and their electrical subcontractors performed all required electrical repairs without additional labor, material or subcontractor costs to the government. The additional \$4.3M was used solely to fund government-/user- requested changes, specifically replacement of the wire trays that were originally specified for the project with new conduit. These government-directed changes were unrelated to the repair/replacement work performed by AMEC at its own expense.

AFCEC agrees with SIGAR that "it is AMEC's responsibility to ensure that all work performed under the contract, including the work of its subcontractors, meets the terms of the contract." In short, AMEC performed new work only--not repair or replacement work--for the \$4.3M suspected by SIGAR to be excessive costs. It is the recommendation of the Contracting Officer Trinidad Rendon that the 28 Aug 12 Demand Letter to AMEC be rescinded at this time. A letter explaining AFCEC's determination on this subject was sent to SIGAR on 15 May 13 for review. As of 30 May 13 we have not received comments from SIGAR regarding their position.

In conclusion, there is no evidence to support reimbursement by AMEC for excessive or inappropriate charges at the KMTC project. AFCEC recommends closing this inquiry pending any substantive new information.

Sincerely,

A handwritten signature in black ink, appearing to read 'JOE SCIABICA', with a long horizontal stroke extending to the right.

JOE SCIABICA, SES
Director



DEPARTMENT OF THE AIR FORCE
AIR FORCE CIVIL ENGINEER CENTER
JOINT BASE SAN ANTONIO LACKLAND TEXAS

26 February 2013

AFCEC/CF
2260 Hughes Ave, Ste 155
Lackland AFB TX 78236-9853

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

This information is provided in response to your inquiry concerning results regarding SIGAR's recommendation to seek reimbursement of \$4.3M from AMEC for corrective work of electrical deficiencies related to Kabul Military Training Center (KMTC) project.

The former Air Force Center for Engineering and the Environment (AFCEE), now the Air Force Civil Engineer Center (AFCEC), awarded multiple Task Orders under its Heavy Engineering, Repair, and Construction (HERC) program to construct the Kabul Military Training Center (KMTC). Two of those Task Orders, Phases I and II, were awarded to AMEC on 8 November 2006 and 2 March 2007, respectively. The associated construction oversight contracts ("Title II") were awarded to Versar on 8 November 2006 and 12 March 2008. After the buildings had been completed and transferred to the Army in October 2008, there were five electrical fires in four separate buildings during a three-week span, between November 2008 and December 2008. AFCEC executed three modifications to AMEC's contracts, a small portion of which were the repairs to correct deficiencies to the electrical systems, the remainder being user-requested and in scope modifications. These modifications were completed on 15 January 2010, 20 January 2010, and 25 January 2010.

SIGAR audited the KMTC project and reported its opinions and recommendations in October 2011. One of the recommendations of the audit was for AFCEC to seek reimbursement of the \$4.3M paid to AMEC for the electrical repairs and other modifications. SIGAR attributed the deficiencies in the electrical systems to two issues: limited oversight of electrical work and substandard electrical supplies. AFCEC initially declined to follow SIGAR's recommendation to seek reimbursement due to a perceived misinterpretation of the data and evidence provided during the audit. After further investigation into the matter, AFCEC issued a demand letter in order to put the burden of proof on the contractor in seeking potential reimbursement up to the full \$4.3M for the rework and for potentially failing to note life safety concerns during installation.

A formal demand letter was sent by the Contracting Officer on 28 August 2012 with a deadline to AMEC of 11 September 2012. AMEC, AFCEC and 772 ESS personnel met on 13 September 2012 to discuss the response to the demand letter. At this meeting, the Contracting Officer granted AMEC an extension to the demand letter response due to the complexity of the

issue at hand. The Contracting Officer requested an update from AMEC on the status of their response on 5 December 2012. A draft response was received in late December. AMEC's final response, received on 29 January 2013, challenged AFCEC's Demand Letter and provided a detailed rebuttal of the Contracting Officer's letter. AFCEC, in coordination with 772 ESS, is currently evaluating and validating AMEC's response. A final determination by the Contracting Officer is anticipated by 31 March 2013. We will provide you the results of the decision.

We trust this information is helpful and we appreciate your continued support for the men and women of the United States Air Force.

Sincerely,

(b)(6)

(b)(6)

GS-15, DAF

Deputy Director

Facilities Engineering Center of Excellence

Air Force Civil Engineer Center



SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 9 2011

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Our combined staffs have recently made good progress toward a mutual understanding of the organizational, management, and reporting relationships tied to the restructuring of Air Force Materiel Command (AFMC) announced in October. This mutual understanding is critical to meeting our need for more effective and efficient operations at our three Air Logistics Complexes, including the necessary horizontal integration among the organizations providing weapon system product support, depot maintenance, and supply chain management. The purpose of this letter is to document the agreements reached over the past month, which are described in more detail in the attached memorandum.

The reorganization of AFMC is focused on standardizing processes, streamlining decision-making and aligning missions throughout the command. It will also allow AFMC, our largest employer of civilians, to eliminate approximately 1,000 overhead positions, consistent with Secretary of Defense direction concerning civilian personnel levels, and fiscal constraints established in the FY12 budget. This reorganization includes the creation of two new organizations with three-star commanders called, respectively, the Air Force Life Cycle Management Center (AFLCMC) and the Air Force Sustainment Center (AFSC).

Our staffs have reached agreement on approximately 22 separate issues over the past six weeks, several of which I would highlight here. First, the Commander of each Air Logistics Complex (ALC) will integrate the operations of the respective Aerospace Sustainment Directorate, depot operations and associated Supply Chain Operations Group, as well as the sustainment-related efforts of the System Program Offices that reside at the ALC. In addition, the ALC Commander will also perform important coordination functions with the Air Base Wing at each respective location. Second, the Air Force will continue to transfer program management responsibility to the AFSC bases in accordance with Air Force instructions that will be revised to reflect the new AFMC structure. Finally, I agree to review the performance of these arrangements and provide feedback to the Depot Caucus Members annually for the next five years to ensure they meet Air Force expectations in terms of improving life cycle management, depot operations and supply chain management, and the continued transfer of program management responsibilities. The Air Force will consult with members of the Depot Caucus before executing any changes which substantially deviate from the agreed organizational and management relationships documented in the attached memorandum.

We appreciate the opportunity to provide you these additional details regarding the AFMC reorganization. I wish to thank you and your staff for your valuable inputs in this process. Your personal interest and support for this work is important to the continued success of our ALCs. In an environment of severely constrained resources, the Air Force remains committed to preserving AFMC's core missions of providing world class research, test, life cycle management and weapon system sustainment to support the world's best Air Force. You are a critical stakeholder and we will work to keep you informed as we implement this reorganization.

Thank you for your continued support of the United States Air Force.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a prominent loop at the end of the last name.

Michael B. Donley
Secretary of the Air Force

Attachment:
Memorandum



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE ASSISTANT SECRETARY

SAF/AQ
1060 Air Force Pentagon
Washington DC 20330-1060

MAR 12 2012

The Honorable Carl M. Levin
Chairman
Committee on Armed Services
United States Senate
Washington DC 20510-6028

Dear Mr. Chairman:

Pursuant to the authority under 10 U.S.C. 2304a(d)(3), the Air Force is required to notify Congress within 30 days after a determination is made for a single-award task or delivery-order contract greater than \$103 million.

The Air Force Research Laboratory Information Directorate, Rome Research Site, Rome, New York proposes to issue a competitive solicitation for a single source indefinite delivery/indefinite quantity (ID/IQ) contract for the Air Space Precision Engagement Research and Engineering (ASPERE) software tool set. The ASPERE program is a General Defense Intelligence Program effort that provides a tool kit of capabilities for the Air Force, Department of Defense, Intelligence Community, other Federal Agencies, and Coalition partners to find, fix, track and target the enemy. The toolset provides a general data visualization and analysis infrastructure for the analysis of temporal, spatial, entity, and association information, report generation, incident reporting, workflow, and query/search. The total estimated ceiling amount is \$593 million. The contract will have a 5-year ordering period and maximum period of performance will be 12 months beyond the ordering period.

Pursuant to the authority in 10 U.S.C. 2304a(d)(3)(A)(iii), it has been determined that only one source is qualified and capable of performing the work at a reasonable price to the Government.

A similar letter has been sent to the Ranking Member of your Committee and to the Chairmen and Ranking Minority Members of the other Congressional Defense Committees.

Sincerely,

A handwritten signature in black ink, appearing to read "David M. Van Buren".

David M. Van Buren
Air Force Service Acquisition Executive



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 19 2013

The Honorable James Inhofe
Ranking Member, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

I am pleased to forward the enclosed report responding to the Joint Explanatory Statement (JES) accompanying the Consolidated and Further Continuing Appropriations Act, 2013, page S1445.

The purpose of this report is to provide clarification and definition of mission assurance activities that can be correlated to the Evolved Expendable Launch Vehicle program and contract.

A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink, reading "Eric K. Fanning", is positioned above the printed name. The signature is written in a cursive style with a large, stylized "E" and "F".

Eric K. Fanning

Attachment:
Evolved Expendable Launch Vehicle Program Mission Assurance Report



United States Air Force

Report to the Congressional Defense Committees

Evolved Expendable
Launch Vehicle (EELV)
Program Mission
Assurance

June 2013

The estimated cost of report or study for the Department of Defense is approximately \$3,320 for the 2013 Fiscal Year. This includes \$2,700 in expenses and \$620 in DoD labor.

Generated on 2013Apr11 RefID: 6-AE0CC95

Evolved Expendable Launch Vehicle Program Mission Assurance

Congressional Tasking

This report on Evolved Expendable Launch Vehicle (EELV) Program Mission Assurance is provided to the congressional defense committees as directed in the joint explanatory statement¹ to accompany H.R. 933, Consolidated and Further Continuing Appropriations Act, 2013 (Public Law 113-6).

“...the conferees direct the Secretary of the Air Force to provide clarification and definition of mission assurance activities that can be correlated to the EELV program and contract to the congressional defense committees not later than 90 days after the enactment of this Act.”

Introduction

Mission assurance (MA) is generally defined as a technical and management process rigorously, continuously, and iteratively employed over the life-cycle of a space system to maximize mission success. It encompasses system engineering, risk management, quality assurance, and program management by an experienced, stable government-contractor team, and achieves mission assurance through integrated developmental processes and/or independent technical assessment. The EELV MA process was established in 2002 to enable the Space and Missile Systems Center (SMC) to execute the space flight worthiness certification (SFWC) process as directed by Air Force (AF) policy.

Report

This report responds to language in the joint explanatory statement to accompany H.R. 933, Consolidated and Further Continuing Appropriations Act, 2013 (Public Law 113-6), which directs the Secretary of the Air Force to provide clarification and definition of the mission assurance activities that can be correlated to the EELV program and contract.

The AF achieves MA through integrated processes crossing fleet-wide development, production/fabrication, launch site support activities, and post-launch/flight review, coupled with an independent technical assessment of the launch system. MA-based reviews are a critical part of each National Security Space (NSS) pre-launch activity. This effort requires expenditures commensurate with the criticality of the NSS mission and the consequences of failure.

Background

Based on a projected robust commercial launch market, the EELV program originally followed a commercial acquisition approach. The initial EELV program did not include an independent MA process, instead relying on the idea that the robust commercial market would inherently establish launch reliability.

¹ *Congressional Record*, March 6, 2013, page H1158, and March 11, 2013, page S1445.

Evolved Expendable Launch Vehicle Program Mission Assurance

From August 1998 through May 1999, the United States' launch industry suffered six major failures, including three Titan IV missions with NSS losses well in excess of \$3 billion. The total value, including loss of national capability from the launch failures, encompassed significantly more than just the dollar value of the lost payloads. For example, one of the above mission losses (Titan IVB-32/Milstar-3) created a seven-year delay in the delivery of the full on-orbit strategic communications relay capability. In 1999, a presidentially-directed Broad Area Review (BAR) of space launch, chaired by the former Air Force Chief of Staff, General Larry Welch, USAF, Retired, was conducted to examine the failures and provide a report on the causes and corrective actions being taken to prevent their recurrence.

The BAR recommendations that followed focused on enhancing MA processes and increasing government involvement in the launch decision process. To that end, the BAR recommended the following actions to maximize the probability of mission success:

- Define clear responsibility, authority, and accountability for delivering spacecraft on orbit;
- Reinvigorate rigorous systems engineering and technical oversight;
- Institutionalize a formal risk management process;
- Implement effective independent reviews; and
- Ensure adequate in-plant and launch base technical support.

After the initial BAR was completed, three more reviews followed which generated reports highlighting several areas that were critical of launch vehicle mission assurance (LVMA). This resulted in many corrective actions to improve launch practices and procedures for future missions. The Launch Broad Area Review 2010 (BAR X) was completed at the direction of the Secretary of the Air Force to “assess progress since BAR I [in 1999] and the current state of assured access to space.” The report found “...no middle ground between today’s successful approach and the approach of the 1990s, which produced unacceptable results” and recommended that the AF and the National Reconnaissance Organization (NRO) “continue to provide the resources to support the mission-assurance process that has resulted in unprecedented levels of mission success over the last decade.”

The EELV program implemented a tailored MA approach which culminated in the Space and Missile Systems Center (SMC) SFWC process now mandated in Air Force instruction (AFI) 10-1211, *Space Launch Operations*, July 2006, and expanded in Air Force Space Command instruction (AFSPCI) 10-1208, *Spacelift Operations*, October 2008. The SFWC is made by the responsible launch agency, which is responsible for ensuring the government has confidence that launch-related risks to mission success are known, have been mitigated to the extent practicable, and that the residual risk is deemed acceptable. Launch agencies arrive at a flight worthiness certification through use of LVMA. The SMC Commander (SMC/CC) is the SFWC authority for EELV program launch vehicles and SMC-procured satellites. For NRO missions launching NRO-procured spacecraft on SMC-procured launch vehicles, the SMC/CC certifies launch vehicle (LV) flight worthiness to the Director of the National Reconnaissance Office (DNRO) as part of the DNRO’s mission

certification. The SMC Commander relies on both the EELV launch services prime contractor MA processes and an independent launch readiness verification supported by The Aerospace Corporation, a federally funded research and development center (FFRDC). This SMC SFWC process directly contributed to the 100 percent launch success for the past 11 years.

Current Mission Assurance Program

To fully implement the BAR recommendation concerning mission assurance, the EELV program requires a launch service contractor certified for EELV-class NSS missions to execute a rigorous and disciplined MA process. The contractor must also support the government's independent MA process for SFWC and readiness of EELV launch vehicles, subsystems, components, and mission design. The EELV program office, using government and Aerospace Corporation personnel, must provide an independent assessment of technical risks for launch readiness to the SMC/CC and to the mission director (responsible for specific mission success). The government's approach is also referred to as independent verification and validation (IV&V), which is a continuous process beginning with initial LV design validation through post-flight analysis for each mission.

IV&V consists of two main components: 1) system design validation – that the system design, qualification, and engineering, manufacturing, and assembly processes satisfy system requirements; and 2) launch readiness verification – that the build, test, and processing of the flight hardware is carried out in accordance with the previously-qualified design and processes, and that the mission design will safely place the satellite into its intended orbit.

The current EELV-certified provider, United Launch Alliance (ULA), developed and implemented its own MA process crossing its entire launch system that satisfies the BAR recommendation. ULA's MA efforts are embedded in every task it performs in providing the launch service as well as many of the launch capability tasks.

The EELV program office's effort culminates in a flight worthiness recommendation letter from the EELV program director and a launch readiness statement from The Aerospace Corporation's chief executive officer, both of which are presented to the SMC/CC at the flight readiness review (FRR). The purpose of the FRR is to certify the flight worthiness of the mission. The FRR focuses on the launch vehicle and spacecraft readiness status, impacts from previous missions, and the MA verification process. All open technical issues are presented along with their closure plans and criteria.

The Aerospace Corporation's portion of the independent MA effort is jointly funded by the AF and the NRO on a 60/40 cost split respectively, in accordance with an October 2011 memorandum of understanding between the AF and the NRO. The AF funding for this independent MA effort is separately identified on the EELV P-5 budget document submitted to congress each year with the President's Budget in the justification book.

Evolved Expendable Launch Vehicle Program Mission Assurance

Consistent with current MA requirements and practices, the AF New Entrant Certification Guide provides a risk-based approach that the AF will use to certify the capability of potential new entrant (NE) launch companies to provide EELV-class launch services for NSS missions. The guide addresses the system design validation SMC undertakes to verify the reliability of the launch system design and the underpinning technical processes. The guide does not encompass launch readiness verification activities (such as LV IV&V) required to be performed for individual missions. NE launch companies will follow the same SMC SFWC process that has demonstrated 100 percent mission success for the past 11 years.

A key tenet of MA is the requirement for the prime contractor to execute sound systems engineering and risk management processes, guided by industry standards. Such activities are expected of any contractor as a normal business practice. These processes are the foundation of the contractor's MA activities. Beyond its internal processes, the contractor must support the government's independent MA activities by enabling hardware pedigree reviews and access to launch vehicle analyses, issue resolution, and risk assessments. For the current provider, ULA, specific examples include conducting failure modes and effects analyses on new/modified LV systems and creating/maintaining integrated test and evaluation plans to verify compliance with EELV requirements and to demonstrate flight worthiness of components and subsystems. Additionally, ULA conducts multiple continuous process improvement activities over the life of the program that improve MA focus at every level of the design, build, and launch of payloads to their intended orbit. Finally, the government/AF offers monetary incentives based on mission success to encourage ULA to maintain vigilance on MA activities on the EELV Launch Capabilities and EELV Launch Services contracts.

Distribution

The Honorable Richard J. Durbin
Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Carl Levin
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Committee on Armed Services
United States Senate
Washington, DC 20510-6050

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The Honorable C.W. Bill Young
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U.S. House of Representatives
Washington, DC 20515-6018

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The Honorable Howard P. “Buck” McKeon
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U.S. House of Representatives
Washington, DC 20515-6035

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Committee on Armed Services
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Washington, DC 20515-6035

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UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 19 2013

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

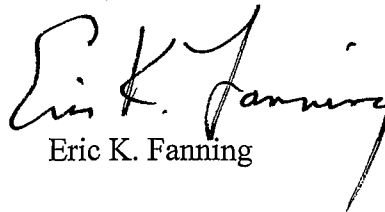
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Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

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Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

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U.S. House of Representatives
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Ranking Member
Committee on Armed Services
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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1060 Air Force Pentagon
Washington, DC 20330

23 AUG 2013

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6028

Dear Mr. Chairman:

Thank you for your letter dated July 25, 2013 regarding the classification markings on Expeditionary Combat Support System (ECSS) responses provided to your committee as an attachment to a March 13, 2013 letter from Mr. Frank Kendall (USD AT&L).

The Air Force does not intend to publically release the responses provided to the Armed Services Committee in March because that data and information was not informed by the recently completed comprehensive review by the ECSS Acquisition Incident Review (AIR) team. We will deliver the final version of our AIR report by August 31, 2013. Due to its contents, this report is not releaseable; however, the Air Force will provide the committee a concise releaseable product by September 30, 2013.

On behalf of the Acting Secretary and Chief of Staff of the Air Force, thank you for your continued support of the United States Air Force.

Very Respectfully,

A handwritten signature in black ink that reads "Thomas W. Bergeson". The signature is fluid and cursive, with a long horizontal stroke extending to the left.

THOMAS W. BERGESON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

17 JAN 2013

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
United States Senate
Washington, DC 20510

Dear Chairman Levin:

We received your January 3, 2013 letter to Secretary Donley regarding support for mobility aircraft stationing at Battle Creek Air National Guard Base. We are currently reviewing your request and will ensure you receive a detailed response as soon as this review is complete.

Thank you for your letter and continued support of the United States Air Force. A similar letter was sent to Senator Stabenow and Governor Snyder.

Very respectfully,

(b)(6)

(b)(6), Col, USAF
Director of Staff, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

4 FEB 2013

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
United States Senate
Washington, DC 20510

Dear Senator Levin:

We received your letters from 17 and 28 January, 2013 to Secretary Donley regarding the Intra-theater Airlift Working Group (IAWG) as it relates to Battle Creek Air National Guard Base. We expect the results of the IAWG to be released this month and will ensure your staff receives a full briefing shortly thereafter.

Thank you for your letters and continued support of the United States Air Force.

Very respectfully,

(b)(6)

(b)(6), Colonel, USAF
Director of Staff, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE ASSISTANT SECRETARY

SAF/AQ
1060 Air Force Pentagon
Washington, DC 20330-1060

MAR 9 2012

The Honorable John McCain
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator McCain:

This notification is provided in accordance with 10 U.S.C. 2304a(d)(3) and the authority delegated to me by the head of the agency.

The C-130J aircraft program proposes to award a single-source indefinite delivery/indefinite quantity (ID/IQ) contract to Lockheed Martin Aeronautics for the development and modernization of the C-130J weapon system. The total estimated ceiling amount is \$480 million. The ordering period is five years.

I have determined, pursuant to the authority in 10 U.S.C. 2304a(d)(3)(A)(iii), that only one source is qualified and capable of performing the work at a reasonable price to the Government and that a single-award task or delivery order contract is appropriate.

A similar letter has been sent to the Chairman of your Committee and to the Chairmen and Ranking Members of the other Congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "David M. Van Buren".

David M. Van Buren
Air Force Service Acquisition Executive



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE ASSISTANT SECRETARY

SAF/AQ
1060 Air Force Pentagon
Washington, DC 20330-1060

MAR 9 2012

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

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A similar letter has been sent to the Ranking Member of your Committee and to the Chairmen and Ranking Members of the other Congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "David M. Van Buren". The signature is stylized and cursive.

David M. Van Buren
Air Force Service Acquisition Executive



THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



JAN 28 2013

The Honorable James M. Inhofe
United States Senate, SR-205
Washington, DC 20510

Dear ~~Senator Inhofe~~: *Sir* -

Congratulations on your appointment as the new Ranking Member on the Senate Armed Services Committee. We look forward to working with you as we tackle issues key to our national defense. All of the men and women of the Air Force send you their very best wishes and stand ready to serve whenever you need assistance.

Please feel free to contact us or our Director of Legislative Liaison, Major General Tod Wolters, at (703) 697-4142, with any questions you may have. Again, congratulations! We look forward to serving with you.

Mike Donley

Michael B. Donley
Secretary of the Air Force

Mark Welsh

Mark A. Welsh III
General, USAF
Chief of Staff



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAY 20 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable James M. Inhofe
Ranking Member, Armed Services Committee
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you and Senator Levin for your letter dated May 9, 2013, regarding possible legislative changes to the Uniform Code of Military Justice (UCMJ). I have given considerable thought to the role of a fair, robust justice system in our national security strategy. My experience as a commander at all Air Force echelons reinforces my firm belief that the commander's role in the military justice system is essential to maintaining good order and discipline. I believe that commanders from all Service branches agree that good order and discipline is the key to effective combat capability.

I have reviewed the legislative proposals you provided and support aspects of these proposals which promote victim rights, access to legal counsel, and other victim support services. I am concerned, however, with proposals that artificially elevate disposition authority for certain types of offenses, create reporting arrangements that would have negative unintended consequences on the victim and undermine the chain of command, or further restrict and remove certain disposition alternatives from the commander's responsibility. I do support the initiatives of the Secretary of Defense to combat sexual assault and to modify Article 60 of the UCMJ in a manner which preserves a limited ability of a convening authority to grant clemency in certain cases that best serves the ends of justice.

I would be happy to meet with you to discuss this legislation in more detail and look forward to continuing to work with you on this important issue. An identical letter has been delivered to Senator Levin.

Sincerely,

A handwritten signature in black ink that reads "Mark Welsh III".

MARK A. WELSH III
General, USAF
Chief of Staff



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAY 20 2013

HQ USAF/CC
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Dear Chairman Levin:

Thank you and Senator Inhofe for your letter dated May 9, 2013, regarding possible legislative changes to the Uniform Code of Military Justice (UCMJ). I have given considerable thought to the role of a fair, robust justice system in our national security strategy. My experience as a commander at all Air Force echelons reinforces my firm belief that the commander's role in the military justice system is essential to maintaining good order and discipline. I believe that commanders from all Service branches agree that good order and discipline is the key to effective combat capability.

I have reviewed the legislative proposals you provided and support aspects of these proposals which promote victim rights, access to legal counsel, and other victim support services. I am concerned, however, with proposals that artificially elevate disposition authority for certain types of offenses, create reporting arrangements that would have negative unintended consequences on the victim and undermine the chain of command, or further restrict and remove certain disposition alternatives from the commander's responsibility. I do support the initiatives of the Secretary of Defense to combat sexual assault and to modify Article 60 of the UCMJ in a manner which preserves a limited ability of a convening authority to grant clemency in certain cases that best serves the ends of justice.

I would be happy to meet with you to discuss this legislation in more detail and look forward to continuing to work with you on this important issue. An identical letter has been delivered to Senator Inhofe.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark A. Welsh III".

MARK A. WELSH III
General, USAF
Chief of Staff



CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON

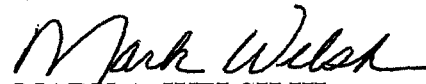
14 MAR 2013

Dear Mr. Levine:

The United States Air Force is fully committed to the new Defense Strategic Guidance and is moving forward with plans to pivot efforts to the Pacific Theater. As such, I am planning a trip to visit our Pacific Air Force bases to ensure we are ready to meet our emerging obligations. In an effort to fulfill my promise of increased transparency, I would like to extend an invitation to one of your staffers, Mr. Mike Noblet, to accompany me on my visit. Mike has established himself as a tenacious problem solver who is eager to work with us and help ensure the success of this new strategy. I believe his unique perspective will benefit our Air Force.

For further trip details, please contact Major General Tod Wolters at 703-697-4142. We look forward to hearing from you and we appreciate your continued support for the United States Air Force.

Sincerely,


MARK A. WELSH III
General, USAF
Chief of Staff

Mr. Peter Levine
United States Senate, SR-228
Washington, DC 20510



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAR 18 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable James Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your January 17, 2013, letter regarding the impact of our Nation's budget situation on the Department of Defense, and in particular, Air Force readiness. Maintaining the proper balance of training, equipment, and infrastructure is of great concern to me. This careful balance is necessary to properly posture the Air Force at the readiness levels that are required to defend our Nation, while simultaneously preventing a hollow force. I will continue to work with you, Congress, and other stakeholders to protect our national security priorities and reduce readiness risks.

Your letter specifically asked for ideas on cost saving reforms and a list of critical priorities affecting readiness that will not be funded this year or in the President's budget request for fiscal year 2014 (FY14). The attached background papers address our most significant cost saving initiatives and our FY13 readiness concerns. Once we have submitted the FY14 budget, I will provide your office with a list of additional readiness priorities that we were not able to fund in our FY14 budget request. However, I would emphasize that the single best thing the Congress could do to improve our readiness would be to provide the Department with budgetary stability to enable rational planning.

Thank you for your steadfast support of our Airmen and the United States Air Force. I look forward to working with you and your committee to overcome the challenges of the current fiscal environment.

Very respectfully,

*Thank you for your continuing
leadership!*

MARK A. WELSH III
General, USAF
Chief of Staff

Attachments:

1. Background Paper on Readiness Priorities
2. Ideas for Cost Saving Reform



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAY 3 1 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your letter dated May 3, 2013, regarding possible legislative changes to the Uniform Code of Military Justice (UCMJ). I agree with you that any proposed changes to the UCMJ must ensure our commanders are empowered to prepare our men and women to fight and win our Nation's wars. I outlined my thoughts on several pieces of proposed legislation to you and Senator Levin earlier this month.

As I previously stated, I support the initiatives of the Secretary of Defense to combat sexual assault and to modify Article 60 of the UCMJ. The proposed Article 60 modification would amend Article 60 to prohibit a convening authority from setting aside the findings of a court-martial except for a narrow group of qualified offenses. Convening authorities would retain their authority to execute pre-trial agreements and safeguard the interests of the command in every case by taking action on the sentence alone. My support for this modification is not based on loss of confidence in our leaders; rather it is due to improvements in the military judicial system and our robust appellate process. Secretary Donley and I are committed to preserving the authority and independence of commanders to promote good order and discipline within their units while at the same time advancing victim support and protecting the due process rights of the accused.

I look forward to continuing to work with you on this important issue.

Sincerely,

A handwritten signature in black ink, appearing to read "Mark A. Welsh III".

MARK A. WELSH III
General, USAF
Chief of Staff



DEPARTMENT OF THE AIR FORCE

OFFICE OF THE CHIEF OF STAFF

UNITED STATES AIR FORCE

WASHINGTON DC 20330

MAR 12 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510-0703

Dear Senator Shaheen:

Thank you for your February 8, 2013, letter outlining your strong support for basing the KC-46A at Pease Air Guard Station (AGS) and of the 157th Air Refueling Wing.

As you know, the KC-46A is a top Air Force acquisition and recapitalization priority. This initial KC-46A basing action begins the first of a planned three-phase (KC-46A, KC-Y, and KC-Z) recapitalization of the entire KC-135 tanker fleet. The Air Force is planning to base the 179 KC-46As at a formal training unit (FTU) and up to ten main operating bases (MOB). For the ten MOBs, current plans call for up to eight installations in the continental United States (CONUS), with up to two active duty, four Air National Guard (ANG), and two Air Force Reserve installations. All MOBs in the United States will host either a classic or an active association, as appropriate.

Using our strategic basing process, the Air Force has evaluated 83 Air Force installations with an ANG presence in CONUS and has selected five of those installations as candidate bases for KC-46A's second MOB. As you know, Pease AGS is one of those candidate bases. Air Mobility Command and the National Guard Bureau conducted a detailed, on-the-ground site survey of Pease AGS from February 11-15, 2013. Site survey teams are assessing each MOB 2 candidate base against the full range of operational and training requirements and potential impacts to existing missions, housing, infrastructure, and manpower. The teams are also developing beddown cost estimates for the KC-46A at each candidate base. Once the site surveys are complete, the results will be briefed to the Secretary of the Air Force and me through the strategic basing process, and then we will select preferred and reasonable alternatives for MOB 2. We plan to announce the preferred and reasonable alternatives (P&RA) for the KC-46A MOB 2 in the spring of 2013.

The Air Force will then accomplish the required environmental actions to analyze the potential environmental impacts at each P&RA base location before a final basing decision is made. We anticipate the final basing decision for MOB 2 will be made and announced in the spring of 2014.

As the Air Force continues to field the remaining KC-46As at up to six additional CONUS MOBs, we will make future final basing decisions approximately three years prior to projected aircraft delivery. While we anticipate the criteria for future MOBs will remain essentially the same as we move forward with those basing actions, we plan to revalidate the criteria and then use the same strategic basing process.

The Air Force values the mission capabilities and sustained local community support to the Air Force and the 157th Air Refueling Wing. Thank you for your continued engagement regarding national defense. A similar response has been sent to Senator Ayotte, Representative Shea-Porter, and Representative Kuster.

Sincerely,



MARK A. WELSH III

General, USAF

Chief of Staff



SECRETARY OF THE AIR FORCE
WASHINGTON

MAY 30 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am writing to notify the committee of two Air Force military construction (MILCON) projects in the Fiscal Year 2013 (FY13) President's budget request that are no longer required. These projects, originally intended to enable basing efficiencies in Europe, have been rendered unnecessary by operational considerations. These projects are the Transient Aircraft Hangars (USAFE 133001), \$15.0 million; and the Transient Contingency Dormitory (USAFE 133002), \$17.6 million.

In today's austere fiscal environment, every MILCON dollar is critical to ensuring Total Force installation readiness. I understand the committee has expressed concerns with the budgeted funding levels for Air Force Reserve and Air National Guard MILCON. Of the Reserve Component projects included in the Future Years Defense Plan, the highest priority items are the Regional Passenger/Deployment Terminal, Ph I (PDPG030130P1), \$16.6 million, at March Air Reserve Base, California; and the TEC Expansion – Dormitory and Classroom Training Facility (PSXE109034), \$16.0 million, at McGhee Tyson Airport, Tennessee.

Thank you for your continued support of our Nation's defense. A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other appropriate congressional committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping underline.

Michael B. Donley

Attachment:
DD Forms 1391

1. COMPONENT Air Force Reserve		FY 2014 MILITARY CONSTRUCTION PROJECT DATA			2. DATE MAY 2012	
3. INSTALLATION AND LOCATION MARCH AIR RESERVE BASE, CALIFORNIA				4. PROJECT TITLE REGIONAL PASSENGER/DEPLOYMENT TERMINAL, PHASE 1		
5. PROGRAM ELEMENT 52576F		6. CATEGORY CODE 141-786	7. PROJECT NUMBER PDPG030130P1		8. PROJECT COST (\$000) 16,600	
9. COST ESTIMATE						
ITEM		U/M	QUANTITY	UNIT COST	COST (\$000)	
PRIMARY FACILITIES					12,230	
DEPLOYMENT PROCESSING FACILITY		SM	4,555	4,521	(11,990)	
SDD&EPAct05"LEED"					(240)	
SUPPORTING FACILITIES					2,763	
UTILITIES & PAVEMENTS		LS			(1,180)	
SITE IMPROVEMENTS		LS			(745)	
COMMUNICATIONS		LS			(350)	
DEMOLITION OF BLDG'S 263 & 265		SM	946	463	(438)	
ENVIRONMENTAL SAMPLING AND ANALYSIS		LS			(50)	
SUBTOTAL					14,993	
CONTINGENCY (5%)					750	
TOTAL CONTRACT COST					15,743	
SUPERVISION, INSPECTION AND OVERHEAD (5.7%)					897	
TOTAL REQUEST					16,640	
TOTAL REQUEST (ROUNDED)					16,600	
EQUIPMENT FROM OTHER APPROPRIATIONS					4,246	
10. DESCRIPTION OF PROPOSED CONSTRUCTION: Demolish and removal of Asbestos and Lead Base Paint at Building 263 and 265. Construct 4,555 SM metal stud and stucco structure with a standing seam metal roof, HVAC, electrical, water/sewer, structural systems, mass notification system and interior finishes/features. All utilities and site improvements are included. New facility will include personnel deployment processing, classified briefing rooms, food services, passenger services and office areas. The proposed project shall be designed and constructed according to current AT/FP standards. Completed project shall be able to receive a United States Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) rating of Silver. Air Conditioning: 200 Tons.						
11. REQUIREMENT: 4,555 SM ADEQUATE: 0 SM SUBSTANDARD: 3,587 SM PROJECT: Regional Deployment and Passenger Terminal Facility. (Current Mission) REQUIREMENT: Under AFI 10-403 (13 Jan 2008), Para. 2.29.5., the Installation Deployment Plan (IDP) states: According to AMC Passenger Terminal Facility Design Guide, the site of the Passenger Terminal is important. Where local conditions permit, locate Passenger Terminals on the flight line, preferably near the center of the apron where the aircraft are parked. This will minimize travel time to and from aircraft. UFC 4-010-02 DOD states, all passenger terminals will implement single point entry and a sterile terminal at all times. All terminals will also implement anti-terrorism (AT) standoff zone around the terminal building at all times. The required standoff is 82 feet. Recent terrorist threats directed specifically at air transportation systems warrant serious consideration for Deployment Processing Center, especially during peak deployment rotations. Per AMCI 24-101, Volume 14 (2 Oct 09), holding areas shall be enclosed or kept under close surveillance. A new passenger deployment facility is needed to remain compliant and meeting AMCI 10-403 (22 Feb 07), Para. 5.5.1. & 5.5.3., which states: Lack of a new troop deployment facility not only compromises the desired protection posture of every crucial troop processing operation, but potentially endangers both safety and security of DoD facility, equipment and personnel. In addition, an enclosed and secured processing facility is key to safely support ongoing troop movement taking place at March ARB. Protection of personnel manifested for world-wide deployment is jeopardized whenever unauthorized entry occurs. Per AFI 31-101, (8 Oct 09), Para. 8.2.5.8.2.3., construct adequate fences, gates, and other barriers						

1. COMPONENT Air Force Reserve	FY 2014 MILITARY CONSTRUCTION PROJECT DATA			2. DATE MAY 2012
3. INSTALLATION AND LOCATION MARCH AIR RESERVE BASE, CALIFORNIA		4. PROJECT TITLE JOINT PASSENGER/DEPLOYMENT TERMINAL, PHASE 1		
5. PROGRAM ELEMENT 52576F	6. CATEGORY CODE 141-786	7. PROJECT NUMBER PDPG030130P1	8. PROJECT COST (\$000) 16,600	
<p>to provide boundary protection and to channel vehicle and pedestrian movement. In order to meet requirements mentioned this project is to construct a Joint Regional Deployment Facility and Passenger Terminal for military deployment personnel processing, passenger services, and response of Federal and State entities in support of national interests. This facility will receive and process Marine, Army Reserve and Total Air Force personnel in support of joint deployment operations world-wide. Demolish and remove Asbestos and Lead Base Paint at Buildings 263 and 265. Consultation with the State Historic Preservation Officer (SHPO) will be performed as required in Section 106 of the National Historic Preservation Act, as codified in 36 CFR Part 800.</p> <p><u>CURRENT SITUATION:</u> Current facilities do not meet UFC 4-010-02 DOD, Current work-flow on troop/baggage/manifest phase is ineffective as troop processing is geographically divided, utilizing two separate facilities (Bldg 265 and Bldg 385). The existing passenger terminal Building 265 was constructed in 1942 and has exceeded its life cycle. The facility has degraded infrastructure and utilities. The communications systems is unable to support the volume of personnel utilizing the facility. The second facility being used for this process is Hangar 385, a historical facility built in 1929 that is adjacent to the passenger terminal. Hangar 385 is used for overflow of military personnel and equipment until embarkation. Building 385 is only capable of providing minimal accommodations and has significant deficiencies (plumbing, electrical, HVAC) that prevent this facility from meeting full mission requirements. Handicap access requirements cannot be achieved. AT/FP has deficiencies identified by JSIVA at Building 265 and 385. These facilities are used for mass gatherings of people and the standoff distances from the facilities and parking lots do not meeting regulations. Egress doors do not open in the path of travel and windows are not blast resistant. There is no mass notification system in place in case of emergencies. The HVAC system does not have a manual override shutoff switch. Facility 441 has seismic deficiencies which do not meet current seismic requirements and can create a possible unsafe environment in the event of an earthquake.</p> <p><u>IMPACT IF NOT PROVIDED:</u> The facilities will continue to be unsuitable for the number of military personnel being processed for deployments. Frequently deploying troops from the 1st Marine Expeditionary Force, 452nd Air Mobility Wing, Army Reserves, and Federal and State entities for national interests are constrained to the outdoors for extended periods of time. The results are degraded capabilities and lengthy processing times.</p> <p><u>ADDITIONAL:</u> POC: Mr. (b)(6), HQ AFRC/A7PP, DSN 497-1108. New Work: 4,555 SM = 49,012 SF. This project is a candidate for Comprehensive Interior Design (CID) and equipment from other appropriations: \$3,085K for furnishings and \$181K for CID, \$980K for communications equipment. Cost estimate calculated using Historical Cost Data and R S Means. Demolition cost is based on past history of demolition on March ARB. Facilities on the base have a history of Lead Base Paint and Asbestos that must be removed prior to demolition. Facility supports annual throughput of over 1,800 missions transporting an average of 72,886 passengers and 6,837 Tons of cargo. Sustainable principles will be integrated into the design, development, and construction in accordance with Executive Order 13423 and other applicable laws and Executive Orders.</p> <p><u>JOINT USE CERTIFICATION:</u> This facility can be used by other components on an "as available" basis; however, the scope of the project is based on Air Force requirements.</p>				

1. COMPONENT ANG	FY 2014 MILITARY CONSTRUCTION PROJECT DATA (computer generated)			2. DATE MAY 3, 2012
3. INSTALLATION AND LOCATION MCGHEE TYSON AIRPORT, TENNESSEE			4. PROJECT TITLE TEC EXPANSION - DORMITORY AND CLASSROOM TRAINING FACILITY	
5. PROGRAM ELEMENT 52276F	6. CATEGORY CODE 721-313	7. PROJECT NUMBER PSXE109034	8. PROJECT COST(\$000) \$16,000	
9. COST ESTIMATES				
ITEM	U/M	QUANTITY	UNIT COST	COST (\$000)
DORMITORY AND CLASSROOM TRAINING FACILITY	SM	5,221		12,729
CLASSROOMS AREA	SM	1,765	2,422	(4,275)
DORMITORY AREA	SM	2,620	2,368	(6,204)
HIGH TECHNOLOGY LEARNING CENTER	SM	836	2,691	(2,250)
SUPPORTING FACILITIES				1,630
PAVEMENTS	LS			(300)
SITE IMPROVEMENTS	LS			(175)
UTILITIES	LS			(400)
COMMUNICATIONS SUPPORT	LS			(135)
FIRE DETECTION/SUPPRESSION SYSTEM	LS			(300)
SDD&EPACT05(2% LEED CERT/ENERGY CONSERV.)	LS			(320)
SUBTOTAL				14,359
CONTINGENCY (5%)				718
TOTAL CONTRACT COST				15,077
SUPERVISION, INSPECTION AND OVERHEAD (6%)				904
TOTAL REQUEST				15,981
TOTAL REQUEST (ROUNDED)				16,000
10. Description of Proposed Construction: A dormitory, classroom and learning center facility configured for in-residence Air Force and Air National Guard Enlisted Professional Military Education. Project includes multi-story dormitory configured to the Air Force E5 – E6 module, single occupancy room design with shared restrooms and showers; classroom space configured to the AETC standard for enlisted PME; and a high-technology learning center. Exterior construction will include concrete foundation with slab-on-grade at basement level, load bearing steel framed structure, load bearing and non-load bearing masonry walls, brick veneer finish, concrete elevated floor slabs, and metal joist roof structure with standing seam metal roofing system. Interior construction will include masonry partitions with gypsum board finish, metal stud partitions with gypsum board finish. Raised flooring will be required for the high technology learning center. Building systems to include HVAC with geothermal source, electrical and lighting, communications systems, security systems, plumbing, fire detection and protection systems. Interior conveying systems will include an elevator. Additional fire suppression water supply infrastructure beyond the building line will be needed to provide adequate pressure/volume at the site. Air Conditioning: 945 KW.				
11. REQUIREMENT: 26,624 SM ADEQUATE: 8,861 SM SUBSTANDARD: 12,542 SM PROJECT: TEC Expansion - Dormitory and Classroom Training Facility (Current Mission). REQUIREMENT: The Training and Education Center (TEC) is operated by the ANG and serves as a national training base for the Total Force. The TEC serves active and reserve component units from all services. The TEC primary focus and mission is to support the education and professional military training of Air National Guard and Air Force Active Duty components. The TEC has increased student load to the existing in-residence Enlisted Professional Military Education (EPME) program which is comprised of the Non-Commissioned Officer (NCO) Academy, Airman Leadership School (ALS), Satellite NCO Academy, and Skill Enhancement Training program. The additional throughput for in-residence members demands additional supporting classrooms, faculty spaces, and computer support				

1. COMPONENT ANG	FY 2014 MILITARY CONSTRUCTION PROJECT DATA (computer generated)	2. DATE MAY 3, 2012
3. INSTALLATION AND LOCATION MCGHEE TYSON AIRPORT, TENNESSEE		
5. PROJECT TITLE TEC EXPANSION - DORMITORY AND CLASSROOM TRAINING FACILITY	7. PROJECT NUMBER PSXE109034	
<p>areas. Properly designed and equipped classrooms, and training areas in accordance with current Air Force Standards providing facility support for enlisted personnel attending the EPME in-residence training program are essential to the successful growth and accomplishment of the total force training program. The additional in-residence population demands additional dormitory space. A high-technology learning laboratory, provided and configured in the facility, will provide students access to the latest web-based/DCO instructional tools. Properly designed and furnished quarters in accordance with current Air Force Quality of Life Standards providing individual privacy to enlisted personnel attending the EPME in-residence training programs are essential to the successful growth and accomplishment of the EPME program. This is a key issue to enhance the PME training environment for airmen.</p> <p><u>CURRENT SITUATION:</u> The Air Force requires a significant increase of Enlisted Professional Military Education (EPME) training slots annually. The NCO Academy, ALS, Satellite NCO Academy, and Skill Enhancement Training programs all have been authorized additional in-residence slots. Existing TEC classroom and training facilities cannot support a current mission increase to meet the projected Air Force requirements. To accommodate additional throughput, the TEC needs more classroom and training spaces in a new facility to meet current DoD directives. Existing TEC campus classroom and training facilities cannot be renovated or expanded in size to provide for the projected student load increase due to the nature of the existing building designs, building system constraints, and site configurations. To comply with Air Force training requirements and to accommodate the additional throughput, the TEC requires a new facility providing the required single occupancy dormitory spaces to meet current Air Force billeting standards. Existing dormitories are configured for two-person rooms and cannot be economically modified or renovated to accommodate single occupancy due to the nature of the existing overall architectural, mechanical, and structural design.</p> <p><u>IMPACT IF NOT PROVIDED:</u> Inability to provide students with appropriate, safe on-base training facilities. The dormitory room deficit result in a substantial reduction in mission effectiveness for EPME for ANG Air Force Reserve and Active Duty Air Force members. Inability to provide the students with on-base living space and private sleeping accommodations. The TEC is not able to meet the goal of providing DoD-directed classroom and training space for visiting personnel, students and deploying personnel, resulting in degraded operational training. Units' ability to develop wartime readiness and improve proficiency is adversely affected. Inefficient processing of students, loss of quality training, and poor command and control of individuals assigned continues.</p> <p><u>ADDITIONAL:</u> The current approved ANG TEC Campus and Base Master Plans provide for additional classroom, training and dormitory facilities. Force protection requirements have been addressed. Project siting meets standoff distance requirements. This facility can be used by other components on an "as available" basis; however, the scope of the project is based Air Force and Air National Guard requirements. An economic analysis has been prepared comparing the alternatives of new construction, leasing and status quo operation. Based on the net present values and benefits of the respective alternatives, new construction was found to be the cost efficient over the life of the project. Project will incorporate Leadership in Energy and Environmental Design (LEED) and sustainable development concepts, so as to achieve optimum resource efficiency, constructability, sustainability, and energy conservation, while minimizing adverse impacts to the built and natural environments through all phases of its life cycle. This may result in primary facility costs exceeding DoD costing standards, but the initial investment in higher acquisition cost will be rewarded with lower life cycle costs. This is consistent with the requirements of the Energy Policy Act of 2005 (EPA05), 10 USC 2802, Executive Order 13423, and other applicable laws and Executive Orders.</p>		



SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 19 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

In accordance with Section 325 of the National Defense Authorization Act for Fiscal Year 2009, I have enclosed a report on the Air Force Civilian Personnel Consolidation Plan. This final report satisfies the congressional request for information on this topic.

A similar letter has been sent to the ranking member of your committee and to the chairman and ranking member of the House Armed Services Committee.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley

Attachment:
Report on Air Force Civilian Personnel Consolidation Plan



SECRETARY OF THE AIR FORCE
WASHINGTON

OCT 1 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am pleased to forward the enclosed report responding to page 142 of the Classified Annex to Public Law 112-087, the Intelligence Authorization Act for Fiscal Year 2012. This report specifically addresses the feasibility of converting the fleet of U-2 aircraft into unmanned remotely piloted vehicles.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense and intelligence committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley

Attachment:
Report



SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 21 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am pleased to forward the enclosed report on flying operation costs in the Air Force's strategic basing process. This report responds to Senate Report 112-26, page 246, from the National Defense Authorization Act for Fiscal Year 2012.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley

Attachment:

Report: Using Flying Operation Costs in the Air Force's Strategic Basing Process



United States Air Force

Report to Congressional Committees

Using Flying Operation Costs in the Air Force's Strategic Basing Process

June 2012

Preparation of this report/study cost the Department of Defense a total of approximately \$1,640



Introduction

This report is being provided to the congressional defense committees as directed in Senate Report 112-26, page 246..

"The committee therefore directs, no later than 180 days after the enactment of this Act, the Secretary of the Air Force to review and report on the role that the efficiency of flying operation costs should play in the strategic basing process and any steps that it plans to take to capture these costs in evaluating candidate bases in that process."

Executive Summary

The Air Force Strategic Basing Process links mission and Combatant Commander requirements to installation attributes, cost considerations, and professional military judgment to identify locations best suited to support any given mission. Operational cost is a substantial consideration in making strategic basing decisions, and flying hour costs over the life cycle of aircraft is the primary operational cost driver. Basing criteria for both the F-35A Lightning II and the KC-46A Tanker consider efficient flying operation costs, and we plan to include similar considerations for future weapon system basing actions.

Report

Life cycle cost is considered in the criteria, candidate, and preferred alternative stages of the strategic basing process, and flying hour costs are key drivers for weapons system life cycle costs. The F-35A and the KC-46A are the two major aircraft basing actions currently ongoing in the Air Force. Our strategic basing process for both of these actions considers operational/flying hour costs.

For the F-35A, the criteria used for the enterprise-wide-look (EWL) considered four major areas: mission, capacity, environmental, and cost. Airspace accounted for 50 percent of the total EWL scoring (55 points for operations and 50 points for training), which focused on the requirements from the Ready Aircrew Program (RAP) for operations and the F-35A draft training syllabus. This airspace score included an evaluation of operating airspace available to complete training and operational missions, with scoring based on volume (the size of the airspace) and attributes (ranges and other capabilities). The final component of the airspace score, for each installation under consideration, was proximity to the airspace with the appropriate capacity. Installations closer to airspace that supported training and RAP requirements scored higher on this heavily-weighted portion of the criteria.

For basing the KC-46A, the Air Force has developed criteria that reflects real-world operational requirements to ensure the basing decision for the KC-46A provides for efficient operations in the long term. Flying operation costs can be minimized by locating tankers close to the demand, thus reducing the flying distance required to and from receivers. Within the continental United States, 84 percent of all receiver requirements support Joint Chief of Staff (JCS) Priority 3, 4, and 5 events, which include major command (MAJCOM) and unit training and other missions. The regions of high demand for training support are largely dependent upon military operating areas, air refueling tracks, and ranges. This demand has remained relatively unchanged throughout the years. On the other hand, operational requirements shift depending on global events. Therefore, our basing criteria uses modeling focused primarily on domestic receiver demand.

We are confident the strategic basing actions with which we are currently engaged give substantial consideration for flying operation cost. We intend for our future strategic basing actions to continue along this path.

Distribution

The Honorable Daniel K. Inouye
Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable John McCain
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable C.W. Bill Young
Chairman
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Norman D. Dicks
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Howard P. "Buck" McKeon
Chairman
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

The Honorable Adam Smith
Ranking Member
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

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SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 26 2012

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

The Air Force intends to establish the Air Force Installation Contracting Agency (AFICA) as a new field operating agency (FOA) under the Deputy Assistant Secretary of the Air Force (Contracting), to be headquartered at Wright-Patterson AFB, Ohio. The AFICA will manage and execute all operational contracting actions that originate at a level of command higher than a wing by realigning operational contracting staff functions and contracting resources from those contracting execution organizations. On-site contracting staff and execution capabilities at all current major command, FOA, and direct reporting unit locations will continue to support customer requirements following the realignment of reporting and command authorities to AFICA. All AFICA management manpower will be re-aligned from existing organizations and no additional overhead will be created. With creation of the AFICA, the Department of the Air Force will realize immediate savings of 35 full-time-equivalent positions starting in Fiscal Year 2013.

Section 8037 of the Consolidated Appropriations Act, 2012, requires that any new establishment of FOAs reduce the personnel or financial requirements of the Department. I have determined and hereby certify that the proposed establishment of AFICA as a new FOA will reduce the personnel requirements of the Department of the Air Force. For this reason, I am granting a waiver to the restriction on FOA creation, as allowed for in the Act. We intend to implement this action starting in Fiscal Year 2013.

A similar letter has been sent to the Ranking Member of your Committee and to the Chairmen and Ranking Members of the other Congressional Defense Committees.

Sincerely,

Michael B. Donley

Michael B. Donley



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE ASSISTANT SECRETARY

The Honorable Jim Inhofe
Ranking Member
Senate Armed Services Committee
Washington, DC 20515-6035

Dear Senator Inhofe,

In response to Section 592(d)(2) of the National Defense Authorization Act for Fiscal Year 2012 Conference Report, the Department of the Air Force submits the inspection findings with corrective actions for the Inspection of Military Cemeteries under Jurisdiction of the Military Departments conducted by the Inspector General of the Department of Defense. I am responding on behalf of the Secretary of the Air Force.

The Air Force has one active cemetery (Air Force Academy... inspection findings/corrective actions previously reported, 24 Jul 12). We have three locations that are closed government cemeteries (FE Warren, Fairchild and Offutt). However, these cemeteries still honor existing reservations for military members, and the burial of dependents of military members already buried at the cemetery. We have two cemeteries that are closed (Robins and Volk Field) and have not interred any persons since the 1980s. Our responsibility to ensure our cemeteries are operated and maintained in a dignified and efficient manner remains vitally important. Attached are the findings with corrective actions of the assessment of U.S. Military Cemeteries conducted by the Office of the Inspector General, U.S. Department of Defense (DoDIG) in accordance with National Defense Authorization Act, Section 592.

A similar letter has been sent to the chairman of your committee and to the chairman and ranking member of the House Armed Services Committee.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel B. Ginsberg".

DANIEL B. GINSBERG
Assistant Secretary
(Manpower and Reserve Affairs)

Attachment: AF Corrective Actions

Office of the Inspector General, U.S. Department of Defense (DoDIG) conducted an assessment of U.S. Military Cemeteries in 2012 in accordance with National Defense Authorization Act, Section 592, which directed an inspection of the cemeteries over which the Military Services have jurisdiction other than the cemeteries at the military academies. The inspection report detailing the findings of that inspection was forwarded by DoDIG to your committee 28 June 2013.

In accordance with National Defense Authorization Act, Section 592, the following corrective actions to the DoDIG report findings are being taken by the United States Air Force.

Recommendation 1.b.(1): Designate a single POC at each installation with responsibility for overall cemetery operations.

CONCUR: The Air Force has designated a POC at each installation with a cemetery on the property, whether the cemetery is military or civilian.

Recommendation 1.b.(2): Ensure training opportunities are provided for individuals identified with cemetery operations

CONCUR: The Air Force will identify and obtain the training required for our cemetery operations and management personnel. Assessment of these training requirements will be complete by December 2013, with funding identified and training scheduled to begin NLT April 2014.

Recommendation 1.b.(3): Develop and implement a cemetery inspection program

CONCUR: The Air Force will develop our cemetery inspection program based on the criteria considered in this report, the requirements listed in our Air Force Instruction and Federal Law. Our inspections will be designed and executed IAW our Inspector General Program requirements. We will provide self-inspection instructions to each installation and will include the inspection of cemetery operations and records as part of each appropriate higher headquarters inspection. We will design the inspection requirements as a single inclusive checklist that will allow for standardization throughout the Air Force programs and will ensure a comprehensive approach to cemetery operations. Each item on the inspection checklist can be marked as not applicable allowing for the diversity in our operations (active, private, historic). Development of this inspection program will require in-depth research and site visits to understand the manpower, funding, real property and administrative draw on resources, to adequately capture the requirements for inspections, as well as for establishing appropriate guidance in the Air Force Instruction for cemetery operations. ECD: October 2014

Recommendation 1.b.(4): Develop and implement local cemetery management Standard Operating Procedures (SOPs)

CONCUR: The Air Force will take steps to develop guidelines for local SOPs understanding the differences at each location will dictate the contents. We will establish a SOPs baseline by canvassing our current cemetery managers for inputs, and review of current SOPs. The new

SOPs will be designed to provide standardization of management at each location, and allow for unique local requirements. ECD: April 2014.

Recommendation 1.b.(5): Direct installation commanders to conduct a 100 percent record-to-graves verification

CONCUR: See chart below - The Air Force has one active cemetery (Air Force Academy...not included in the IG assessment). The Air Force has three locations that are closed government cemeteries (FE Warren, Fairchild and Offutt). However, these cemeteries still honor existing reservations for military members, and the burial of dependents of military members already buried at the cemetery. We have two cemeteries that are closed (Robins, Volk Field, WI) and have not interred any persons since the 1980s. The final two columns below list the identified, privately owned and historic cemeteries located on Air Force installations, many of which existed prior to the installation being activated. Where the Air Force has involvement with the privately owned/historic cemeteries, it is only grounds maintenance to show respect for those interred there, their family or visitors to the cemetery. Based on this information, excluding the US Air Force Academy, the Air Force will pursue a 100 percent record-to-graves verification at F.E. Warren, Fairchild and Offutt Air Force Bases given this task and resource demands of our current fiscal environment.

AIR FORCE INSTALLATION CEMETERY CATEGORIES				
Active	Closed		Privately Owned	Historical
	Honoring Reservations	No Additional Burials		
US Air Force Academy	F.E. Warren AFB	Robbins AFB	Arnold AFB (6)	Andrews AFB (last 1942)
	Fairchild AFB	Volk Field, WI	Tinker AFB (1)	Dobbins AFB (Sharecropper/Slave Cemetery)
	Offutt AFB		Wright Patterson AFB (2)	Tyndall AFB (1958)
			Eglin AFB (19)	South Portland, ME (early 1700's)
			JB McGuire-Dix-Lakehurst	Smoky Hill Range, KS (mid - 1800's)
			Seymour-Johnson AFB	Scott AFB (pre-Civil War family cemetery)
				JB Charleston (1920s)
				Langley AFB (4 - All Historical)

The Air Force Academy has an electronic record and a scale map of the Academy cemeteries that provides a record to graves verification. We will review current record to graves verification procedures at all AF locations to confirm how they maintain their information and, if it is practical, will model our records-to-graves verification from our program at the Academy. We will validate this process, put it in place, and include the 100% verification as a part of the self-inspection and the higher headquarters inspection programs. ECD: Oct 2014.

Recommendation 2.c.: Assistant Secretary of the Air Force for Manpower and Reserve Affairs update the applicable manuals to reflect the upcoming Under Secretary of Defense for Personnel and Readiness policy.

CONCUR: The Air Force will review the upcoming DoD policy *when published*, and ensure applicable revisions are made to our documents. We are currently staffing AFI 34-501, *Mortuary Affairs Operations*, but it does not include cemetery operations. We will begin developing a new

AFI for Cemetery Operations modeled after the US Air Force Academy instruction and will include information found in AFI 34-501 dealing with burial options and headstone ordering and requirements. We will update our AFI to support any future published DoD guidance following our normal AFI review and revision schedule. ECD: July 2014

Recommendation 3.b.: Assistant Secretary of the Air Force for Manpower and Reserve Affairs update current publications to reflect Under Secretary of Defense for Personnel and Readiness guidance

CONCUR: The Air Force will review the upcoming DoD policy *when published* and will ensure any necessary revisions are made to our documents. ECD: July 2014

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Recommendation 5.b.: Ensure cemetery funding is established and maintained consistent with Office of Secretary of Defense guidance.

CONCUR: The Air Force will comply with future OSD guidance on cemetery funding where it is applicable and will develop policies to meet specific requirements. ECD: July 2014



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE ASSISTANT SECRETARY

The Honorable Jim Inhofe
Ranking Member
Senate Armed Services Committee
Washington, DC 20515-6035

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(Manpower and Reserve Affairs)

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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

AUG 1 2013

SAF/IE
1130 Air Force Pentagon
Washington, DC 20330-1130

The Honorable James Inhofe
Ranking Member, Senate Armed Services Committee
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Enclosed is an interim response to Senate Report S.1197, which directs the Secretary of the Air Force to provide a detailed spending plan to the committee for the Coal to Liquid (CTL) RDT&E program no later than July 31, 2013. This response provides information on the status of the Fiscal Year (FY) 2013 CTL Congressional Add of \$20 million. A more detailed spend plan will be submitted to the Senate Armed Services Committee no later than October 1, 2013.

A similar letter has been sent to the Chairman of the Senate Armed Services Committee.

Kathleen I. Ferguson
KATHLEEN I. FERGUSON, P.E.
Acting Assistant Secretary
Installations, Environment and Logistics

BULLET BACKGROUND PAPER

ON

2013 COAL TO LIQUIDS CONGRESSIONAL ADD

PURPOSE

Provide information on the Fiscal Year (FY) 2013 Coal to Liquids (CTL) Congressional Add of \$20 million

BACKGROUND

- Congress provided \$20 million (RDT&E funds) to the Air Force (AF) in FY2013 to improve emissions “of CTL fuel”
 - Enable CTL to be a competitive alternative energy source to meet the goals in the Department of Defense’s (DoD) Operational Energy Strategy
 - The AF is directed, in consultation with the DoD’s Office of Operational Energy Plans and Programs (OEPP), to inform the congressional defense committees 30 days prior to any obligation or expenditure of these funds
- FY14 (SASC Report 113-44, not yet passed) “The committee directs the Secretary of the Air Force to provide a detailed spending plan to the committee for the CTL RDT&E program no later than July 31, 2013”

DISCUSSION

- Objective is to develop a coal-to-liquid CTL research plan that addresses two requirements critical to the ability of DoD to use CTL military fuels:
 - Available fuels must meet military requirements and be cost competitive with conventional petroleum fuels AND
 - Have equal or lower lifecycle greenhouse gas emissions than conventional petroleum fuel
- Proposed Approach:
 - Execution will be through a collaborative approach between the Air Force (AF), OEPP, and the Department of Energy (DOE)
 - Plan is to issue a broad agency announcement (BAA) or Funding Opportunity Announcement (FOA) requesting technology solutions to certain CTL topic areas
 - Topic areas will consist of capability gaps in CTL technology and new technology that could revolutionize current processes
 - Once the CTL research plan is finalized, the AF and OEPP will present the plan to Congress, prior to issuing a competitive solicitation

- Evaluation and Selection
 - BAA/FOA response will consist of two phases:
 - Phase 1) white paper, then down-selection to
 - Phase 2) full proposals
 - Evaluation and selection team will consist of independent subject matter experts from DoD, DOE, industry and/or academia as needed
 - Recommendations for final awards will be made to a senior review board consisting of stakeholders from AF, DOE, and OEPP
- Meetings Held:
 - May 2013 – Multiple discussions between Dr. Kevin Geiss, SAF/IEN, Dr. Walker, SAF/AQR, Mr. Tom Morehouse, PDASD(OEPP) and Mr. Rick Peters, AFRL clarifying roles and responsibilities with respect to oversight, management and execution of energy-related Congressional adds
 - 6/26/13 - DOE/DoD MOU Executive Committee meeting at DOE, CTL objectives and draft approach presented
 - 7/01/13 – OEPP/AF/DOE Detailed discussion regarding CTL approach
 - 7/10/13 - OEPP/AF/DOE Detailed discussion regarding CTL approach
 - 7/12/13 - AF/DOE HQ/NETL deep dive, technology needs, refinement of approach
- Way Ahead:
 - Summer 2013 – AF/OEPP/DOE team finalize plan
 - Early Fall 2013 – Present finalized plan Congress
 - Late 2013 – Release BAA/FOA

RECOMMENDATION:

- None, for informational purposes only



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

AUG 1 2013

SAF/IE
1130 Air Force Pentagon
Washington, DC 20330-1130

The Honorable Carl Levin
Chairman, Senate Armed Services Committee
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

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A similar letter has been sent to the Ranking Member of your committee.

Kathleen I. Ferguson
KATHLEEN I. FERGUSON, P.E.
Acting Assistant Secretary
Installations, Environment and Logistics

BULLET BACKGROUND PAPER

ON

2013 COAL TO LIQUIDS CONGRESSIONAL ADD

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RECOMMENDATION:

- None, for informational purposes only



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE ASSISTANT SECRETARY

JUL 2 2012

SAF/IEI
1665 Air Force Pentagon
Washington DC 20330-1665

The Honorable James M. Inhofe
United States Senate
205 Russell Senate Office Building
Washington, DC 20510

Dear Senator Inhofe:

This letter serves as a courtesy notice that the Department of the Air Force proposes to acquire approximately 26 acres of land, including an administrative/classroom building and eight smaller buildings (25,000 square feet) from the Department of the Army at Midwest City, Oklahoma. The property eliminates the need to acquire additional Federal land at Tinker AFB, OK. Part of the land is being considered for a proposed Sheet Metal Facility that was originally planned for non-Federally owned land.

Sincerely,

A handwritten signature in black ink that reads "Kathleen I. Ferguson".

KATHLEEN I. FERGUSON, P.E.
Deputy Assistant Secretary of the Air Force
(Installations)

Attachment:
Acquisition Report No. 320

DEPARTMENT OF THE AIR FORCE

ACQUISITION REPORT NO: #320

Submitted pursuant to Title 10, United States Code, Section 2662(a)(1)(D)

Name of Installation: Tinker, AFB, OK

Using Command: Air Force Material Command, United States Air Force

Interest to be acquired: Fee

Proposed Action: Transfer from United States Army

Use: Tinker plans to relocate approximately 38,000 SF of activities that are located in older buildings slated for demolition.

Estimated Value of Acquisition \$2.5 million dollars

Authorization: Title 10, United States Code, Section 2696

The Department of the Army approved the Department of the Air Force request for transfer of real and related personal property due to the BRAC 05 realignment of the United States Army Reserves. The property is comprised of approximately 25.63 acres of land including an administrative/classroom building and eight smaller buildings, totaling 25,000 SF. The property is located across a public street from Tinker AFB.

Approximately 11 acres of land at the reserve center is being considered for a proposed Sheet Metal Facility that has been planned for tract of non-Federally owned land, located just north of the center. Acquiring the reserve center would eliminate the need to acquire additional Federal land.

No extraordinary circumstances pertaining to environmental issues exist on the property. The property will be transferred from the Department of the Army to the Air Force without compensation, as authorized under section 2696(a) of title 10, United States Code.



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAR 12 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable John McCain
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510


Dear Senator McCain:

The Fiscal Year (FY) 2012 National Defense Authorization Act (Public Law 112-81), Section 217, limits the availability of funds for the Joint Space Operations Center Mission System (JMS) such that none of the Air Force FY12 RDT&E funds appropriated for JMS may be obligated or expended until the date on which the Secretary of the Air Force and the Under Secretary of Defense for Acquisition, Technology, and Logistics jointly submit to the congressional defense committees the acquisition strategy for JMS.

On February 6, 2012, Major General John Hyten, Director of Space Programs, representing the Secretary of the Air Force, and Mr. Charles Beames, Space & Intelligence Office, representing the Under Secretary of Defense for Acquisition, Technology, and Logistics provided a joint briefing to professional staff members from both the Senate and House Armed Services Committees. The briefing outlined our restructured acquisition strategy for JMS which focuses on providing timely capability to the warfighter through an incremental acquisition model. The Air Force believes this meets the intent of the law and intends to release the limitation by March 26, 2012 on JMS spending unless otherwise notified by the Congress.

A similar response has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,


LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAR 12 2012

OFFICE OF THE SECRETARY

SAF/LL
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Washington, DC 20510-6050

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in Section 146 from the Fiscal Year 2012 National Defense Authorization Act. Section 146 directs, not later than 60 days after the enactment of the Act, the Air Force Audit Agency to submit to the congressional defense committees the results of a financial audit of the funds previously authorized and appropriated for the Joint Surveillance Target Attack Radar System (JSTARS) aircraft re-engining program.

The Air Force Audit Agency has initiated the financial audit. However, 60 days is insufficient time to accomplish this audit in accordance with generally accepted government auditing standards. Therefore, our final audit report will be delivered to the Congress no later than 15 May 2012.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Lori J. Robinson".

LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAR 30 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

This letter provides notification the Air Force intends to spend \$216 million of Fiscal Year 2012 Missile Procurement, Air Force funding within the EELV program to procure an additional launch service for the Evolved Expendable Launch Vehicle Program (EELV). The funds are available due to favorable negotiations on the EELV Launch Capability (ELC) contract that generated greater than anticipated savings. This action increases the launch service quantity from four to five.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

(b)(6)

(b)(6) Col, USAF
Deputy Director, Legislative Liaison



SECRETARY OF THE AIR FORCE
WASHINGTON

APR 4 2012

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

Conference Report 112-331 of the Consolidated Appropriations Act of 2012 requires the Air Force to report any authorized KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that change program content, cost or schedule. The report is required on a quarterly basis, with the first report to be submitted not later than March 30, 2012. This is the first report. It covers the period beginning on the date of the contract award, February 24, 2011, through the end of the first quarter of FY12.

During the period covered by this report, there were no KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that resulted in a change to program content, cost or schedule. The next report will cover the second quarter of FY12.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

28 JAN 2013

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
United States Senate
Washington, DC 20510

Dear Senator Levin:

On January 2, 2013 I wrote to let you know that we received your December 4, 2012 letter to Secretary Panetta regarding the Expeditionary Combat Support System (ECSS). We recognize your concerns in relation to the cancellation of ECSS and fully understand your request for clarity on why the program was cancelled.

Given the program's size and complexity, regrettably, it has taken us more time than anticipated to compile the information to your specific questions. In the interim, we have met with members of the SASC staff to provide answers to their additional inquiries and are diligently working with Secretary Panetta's staff on completing the detailed responses to your questions.

Again, thank you for your letter and continued support of the United States Air Force.

Very respectfully,

A handwritten signature in black ink, appearing to read "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
United States Senate
Washington, DC 20510

Dear Chairman Levin:

We received your December 4, 2012, letter to Secretary Panetta regarding the Expeditionary Combat Support System program. We are currently researching the specific issues you inquired about and will ensure you receive a detailed response as soon as this review is complete.

Thank you for your letter and continued support of the United States Air Force.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable John McCain
United States Senate
Washington, DC 20510

Dear Senator McCain:

We received your December 4, 2012, letter to Secretary Panetta regarding the Expeditionary Combat Support System program. We are currently researching the specific issues you inquired about and will ensure you receive a detailed response as soon as this review is complete.

Thank you for your letter and continued support of the United States Air Force.

Very respectfully,

A handwritten signature in black ink, appearing to read "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

24 JUN 2014

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your June 11, 2014, letter to Secretary James regarding the recent closure of the Haven Well at Pease International Tradeport. Let me assure you the Air Force is committed to protecting the health and safety of the public as well. We are reviewing your request and will ensure you receive a detailed response no later than the end of June.

Thank you for your continued support of the United States Air Force.

Very Respectfully,

(b)(6)

(b)(6)

Colonel, USAF
Director of Staff, Legislative Liaison



SECRETARY OF THE AIR FORCE
WASHINGTON

JAN 23 2013

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

I am submitting an interim reply for the report identified in House Report 112-329, Section 136, from the Fiscal Year 2012 National Defense Authorization Act. This report directs the Secretary of the Air Force to submit to the Congressional Defense Committees of the Senate and the House a report on the Advanced Extremely High Frequency (AEHF) satellite acquisition. The committee asked for this report no later than 30 days after contract award.

The Air Force signed an undefinitized contract action with Lockheed Martin for AEHF satellites five and six in December 2012. The contract details are sensitive because the Air Force is currently in contract negotiations. We will ensure that your staff receives notice of the contract price and period of performance at the time the final contract is definitized, expected in spring 2013. Additionally, after definitization, the Air Force will evaluate the total cost savings, reinvestment of funds, and the Space Modernization Initiative Investment Plan to include the details required by Section 136. Given the complexity and magnitude of this contract, the full determination of these activities will not be complete prior to the 30-day post-contract award delivery date requirement. As a result, the Air Force will submit the report by June 2013.

A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink, reading "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

02 NOV 2012

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510-3603

Dear Senator Inhofe:

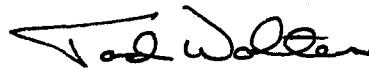
Thank you for your July 23, 2012, letter to Secretary Donley and for your interest and support for the C-130 Avionics Modernization Program (AMP). Due to budget constraints, the Fiscal Year 2013 President's Budget recommends termination of the current AMP acquisition and pursues a less comprehensive but more affordable program for the legacy C-130 combat delivery fleet. The new legacy C-130 Communications, Navigation, Surveillance, and Air Traffic Management, or CNS/ATM, program ensures global airspace access and effectively resolves most C-130 obsolescence issues while providing a substantial cost savings to the Air Force.

To avoid presumptive action as we await final congressional action on the Fiscal Year 2013 President's Budget submission, we implemented a measured approach to continuing C-130 AMP. This approach includes deferring initial operational test and evaluation (IOT&E) and slowing low rate initial production activities. We have completed modification of the fifth C-130 AMP aircraft, plan to receive delivery of four additional C-130 AMP kits by first quarter Fiscal Year 2013, and plan to complete a second weapon system trainer and an avionics part task trainer by second quarter Fiscal Year 2014. In addition, we intend to preserve Fiscal Years 2011 and 2012 procurement funding until a final decision is made on the Fiscal Year 2013 President's Budget request.

The future of the C-130 AMP program remains unclear due to significant differences between Congressional defense committee marks. Pending resolution of these differences, we charted a path to preserve C-130 AMP if the Fiscal Year 2013 budget is enacted with direction to do so. Assuming an appropriate level of funding accompanies the direction, we could initiate IOT&E and additional kit purchases and installations. However, even with continuation of the C-130 AMP program, significant unfunded procurement liabilities would remain in the program for Fiscal Year 2014 and beyond, and based on the projected fiscal environment the Air Force continues to recommend termination of the C-130 AMP program and its replacement with the far more affordable C-130 CNS/ATM effort.

Thank you again for your letter and your continued support for the U.S. Air Force. A similar letter is being sent to the other signatories of your letter.

Very respectfully,

A handwritten signature in black ink, appearing to read "Tod D. Wolters". The signature is written in a cursive style with a prominent initial "T".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

21 NOV 2012

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in House Report 112-110, page 109 from the Fiscal Year 2012 Defense Appropriations Act. This reporting requirement directs the Department of Defense to provide a report regarding the present laydown of National Guard aviation assets and units, projected retirement or divestiture dates, projected delivery and initial operations capability dates for new aircraft, and identification of unique or preponderant aviation skill sets and mission capabilities within the Guard no later than 180 days after enactment of the Fiscal Year 2012 Defense Appropriations Act.

Due to the ongoing reassessment of the Fiscal Year 2013 Air Force force structure, a report done prior to the passage of the Fiscal Year 2013 Defense Appropriations Act is likely to contain inaccurate information regarding current and future states of National Guard aviation assets. As a result, we request our final report be delivered to the Congress not later than 180 days after enactment of the Fiscal Year 2013 Defense Appropriations Act.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

DEC 14 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in SR 112-173, page 59. This section directs the Air Force to submit a report to the Congressional Defense Committees, no later than December 31, 2012, on how it currently accomplishes its developmental test and evaluation activities for space systems, the effectiveness of the current construct, and a plan for how we are responding to the direction provided by the Deputy Assistant Secretary of Defense for Developmental Test and Evaluation (DT&E) to "grow our Developmental Test and Evaluation workforce and training in order to provide a robust government DT&E capability".

Headquarters Air Force, in coordination with Air Force Space Command and the Space and Missile Systems Center developed a DT&E structure and training improvement plan that will require manning, funding, and training support from various stakeholders. The report is in the final stages of coordination and is scheduled to be completed within a month of our suspense date. To ensure thorough coordination among stakeholders, we will deliver the report to you no later than February 1, 2013.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



SECRETARY OF THE AIR FORCE
WASHINGTON

JAN 23 2013

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in House Report 112-329, Section 136, from the Fiscal Year 2012 National Defense Authorization Act. This report directs the Secretary of the Air Force to submit to the Congressional Defense Committees of the Senate and the House a report on the Advanced Extremely High Frequency (AEHF) satellite acquisition. The committee asked for this report no later than 30 days after contract award.

The Air Force signed an undefinitized contract action with Lockheed Martin for AEHF satellites five and six in December 2012. The contract details are sensitive because the Air Force is currently in contract negotiations. We will ensure that your staff receives notice of the contract price and period of performance at the time the final contract is definitized, expected in spring 2013. Additionally, after definitization, the Air Force will evaluate the total cost savings, reinvestment of funds, and the Space Modernization Initiative Investment Plan to include the details required by Section 136. Given the complexity and magnitude of this contract, the full determination of these activities will not be complete prior to the 30-day post-contract award delivery date requirement. As a result, the Air Force will submit the report by June 2013.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Todd Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

JUN 25 2012

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

This is to inform you the Air Force intends to exercise the special transfer authority given in Section 8074 of the FY 2012 Defense Appropriations Act (PL 112-74) to transfer \$32.0 million of Fiscal Year 2012 Research, Development, Test & Evaluation to PE 0605807F Test & Evaluations Support from the following programs: KC-46, Next Generation Aerial Refueling Aircraft (\$10.0 million); Minimum Essential Emergency Communications Network (\$8.5 million); Aerial Targets (\$7.2 million); Joint Precision Approach and Landing Systems - Dem/Val (\$3.6 million); and LAAR Squadrons (\$2.7 million).

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

MAR 26 2012

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am writing to notify you the Air Force intends to spend \$1.8 million of Fiscal Year 2010 Aircraft Procurement, Air Force funds to extend Interim Contractor Support (ICS) for the TH-1H aircraft used in undergraduate helicopter pilot training. We had planned to transfer initial sustainment of TH-1H dynamic components (e.g., transmission, gearboxes, rotor hub, rotor blades, etc.) to the Corpus Christi Army Depot (CCAD); however, this plan is no longer executable, requiring restoration of ICS funding and extension of the ICS contract, until a permanent sustainment solution can be implemented. Without these actions, the TH-1H aircraft will be grounded in Fiscal Year 2012 with negative impact on the helicopter pilot training mission. The last year of funding for ICS was Fiscal Year 2008, therefore, the Air Force deems this a new start.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the congressional defense committees.

Very respectfully,

A handwritten signature in cursive script that reads "Lori J. Robinson".

LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAY 30 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

Thank you for your February 14, 2012, letter to Secretary Donley expressing your strong support for Selfridge and Battle Creek Air National Guard Bases located in Michigan. We are proud of the men and women of the 127th Wing and 110th Airlift Wing and recognize the contributions they have provided to our Nation's defense.

Today's challenging fiscal environment and the drawdown of forces in Iraq and Afghanistan demand that the Air Force make difficult decisions regarding the posture of our future forces. The new national Defense Strategic Guidance directs the Services to balance current requirements with potential future challenges while advancing the national security imperative of deficit reduction as outlined in the August 2011 Budget Control Act. We have made tough choices in all core functions across the Total Force, including reductions in both combat and combat enabler forces to meet the Strategic Guidance. As we made force structure choices for the FY13 President's Budget (PB) submission, we balanced a steady-state Active Component/Reserve Component mix to meet rotational, surge, and expeditionary operations activity levels.

On March 2, 2012, in response to the Council of Governors' (CoG) concerns, Secretary Panetta offered the CoG an opportunity to present an alternative to our FY13 PB submission. Secretary Donley and General Schwartz met with their designated representatives on four occasions to discuss their alternative proposal and various excursions. They conveyed the five criteria of an acceptable alternative to the CoG. As detailed in the attached white paper, "Proposed Way Forward on Air National Guard Force Structure," those criteria include Combatant Commanders' demand, balance across weapons systems, manpower, cost, and policy considerations. After careful consideration, we concluded that the CoG proposal fell short of meeting the criteria for an acceptable alternative.

The Air Force developed and discussed with the CoG's representatives, five excursions to the original CoG proposal, each designed to provide the Air National Guard (ANG) with combat and/or combat enabler missions while remaining consistent with the established criteria. On April 23rd, Secretary Panetta responded to the continued concerns of the governors regarding the impact of the FY13 PB on their ability to meet state missions by requesting congressional support for an adjustment to the Department of Defense's (DoD) budget submission. His proposal offers a \$400 million package that retains 24 C-130s and the associated 1,179 manpower positions in the ANG. In addition, the proposal restores 1,004 agile combat support manpower positions that will be funded by converting two percent of


full-time ANG technician positions to part-time ANG positions. Secretary Panetta is aware these additional aircraft are excess to Title 10 requirements, but also is cognizant that the governors have a responsibility for civil support and state disaster response and has offered this proposal in order to support their concerns.

Based on scenarios consistent with the new Defense Strategic Guidance described above, our analysis for Michigan resulted in a reduced requirement for tactical combat aircraft and intra-theater airlift. The analysis identified a preference for multi-role aircraft to provide the most flexible capability within each scenario. As a result, A-10 retirements were selected in lieu of other combat aircraft, and the Air Force made the difficult choice to retire five A-10 squadrons totaling 102 A-10 aircraft. In conjunction with Air National Guard leadership, the Air Force chose Selfridge as one of three ANG A-10 unit closures; however, the FY13 PB retains a flying mission at Selfridge and increases the number of assigned KC-135 tankers by four.

Additionally, the Air Force identified excess capacity in the Air Force intra-theater airlift fleet. These results are similar to conclusions found in the Mobility Capabilities and Requirements Study 2016 (MCRS-16) analysis and previous studies of direct support of ground forces using scenarios similar to those used by the Air Force. This reduced intra-theater airlift requirement permitted the divestment of the entire C-27J fleet. Divestment of the C-27J fleet was chosen over retirement of additional C-130s based on the superior capability of the C-130 coupled with the higher relative cost of C-27J fleet. Battle Creek was one of seven ANG locations slated to receive the C-27J, but the FY13 Air Force budget request proposes to mitigate this action by adding an MQ-1/9 Remote Split Operations unit at Battle Creek.

The unity of effort of our Total Force Airmen is unprecedented as we continue to provide unparalleled support in air, space, and cyberspace to Combatant Commanders and civil authorities. We believe that the Secretary's proposal offers the best way forward in light of our new strategic direction and given our resource constraints. Thank you for your support of the Total Air Force. We look forward to working with you as the FY13 budget cycle moves toward completion later this year.

Very respectfully,


LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison

Attachment:

U.S. Air Force White Paper: Proposed Way Forward on Air National Guard Force Structure

**US Air Force White Paper:
Proposed Way Forward on Air National Guard Force Structure**

At a February 27, 2012 meeting between senior Department of Defense (DoD) officials and the Council of Governors (CoG), Governors Christine Gregoire and Terry Branstad¹ expressed concern regarding the impact of the President's FY13 budget proposals on the Air National Guard (ANG). In response to these concerns, the Secretary of Defense offered the CoG an opportunity to suggest an alternative approach, which was received by DoD on March 2. The Secretary of the Air Force, Michael Donley, and Chief of Staff of the Air Force, Gen. Norton Schwartz, met with CoG-designated representatives on four² occasions to discuss the CoG proposal and alternative excursions. This paper summarizes the relevant aspects of the DoD's and Air Force's original President's Budget (PB)13 decision-making (including ANG involvement), the dialogue following the CoG proposal, and Secretary Panetta's recommendation to Congressional defense committees.

Strategic Context. To deliver the capabilities required by the new strategic guidance and remain within the funding allocated by the Department and fiscal goals³ established by the Budget Control Act, the Air Force made difficult choices in all core functions, including the decision to divest portions of the combat and combat enabler forces. The guiding principle was to ensure readiness for the anticipated range and tempo of national security demands. This required balanced reductions across all Air Force components (Active, Guard, Reserve). To retain readiness—that is, the Air Force's ability to rapidly respond to COCOM mission demands, now and in the future—and to preserve appropriately sized strategic and operational reserve forces, the Air Force balanced risk to force structure and modernization in air, space and cyberspace.

Active Component/Reserve Component Mix. DoD assesses these PB13 reductions result in the right balance of USAF Active Component and Reserve Component (AC/RC) forces for the following reasons:

- Projected sustained demand will remain high-on par with recent history.
- RC forces cost as much or more than AC forces when they are used continuously and high optempo for RC is unsustainable.
- The AC cannot absorb further reductions⁴ and still support the strategy without requiring AC airmen to deploy at unsustainable rates.
- Therefore, DoD must maintain sufficient AC forces to meet a sustained level of demand.

It is understandable that ANG reductions proposed in the FY13 budget may seem disproportional, but it would have been ill-advised and short-sighted to make proportional cuts to the components or to try to establish an arbitrary mix. The valuable role of the citizen soldier is enduring—and consequently decisions since 1982 have resulted in the overall percentage of the total Air Force strength composed by the ANG and

¹ Co-chairs of the Council of Governors.

² Meetings occurred once in person and three times via video teleconference. The CoG was directly represented by the Adjutants General (TAGs) of Washington and Iowa, Maj Gen Tim Lowenberg and MG Tim Orr respectively. Chief of the NGB, Gen Craig McKinley and Director, ANG Lt Gen Harry Wyatt also participated.

³ The Budget Control Act of 2011 requires a reduction of DoD spending totaling \$487 billion over the next ten years, with a \$261 billion reduction over the next five years.

⁴ In the last 30 years, active Air Force end-strength was reduced by approx. 43 percent while ANG grew 5.6 percent.

the Air Force Reserve increasing from 22 percent to 35 percent. However, had the ANG been proportionally reduced along with the Active Component over this same 30 year period, it would be just above one-half the end strength it is today – 57,700 rather than 106,700. Instead, the Air Force has chosen to make forward-looking, analytically-informed decisions on the AC/RC mix to ensure it will sustain the health of all parts of its Total Force and meet the current and anticipated requirements of the combatant commanders.

President's Budget FY13 Total Force. Based on an analysis of scenarios consistent with the Department's strategic guidance, and accepting increased but manageable risk, the Air Force decided to divest 102 A-10s, 21 F-16s, 65 C-130s, 38 C-27Js, 27 C-5As and 20 KC-135s from across the Total Force. These force structure and related personnel reductions account for \$8.7 billion of the total \$54 billion Air Force reductions. Within that \$8.7 billion, \$1.7 billion is from the ANG appropriations⁵. The Air Force determined the aircraft types, and the appropriate mix of reductions between AC and RC units, based on the capabilities required within the Total Force structure and the need to maintain a sustainable operational tempo for both active and reserve components⁶.

PB13 Air National Guard. Specifically, the Air Force proposal would retire 82 fighters, 57 mobility aircraft, and 12 tankers at 15 ANG locations. At 12 of these locations, the Air Force proposed backfilling ANG units with new and/or enduring missions, such as Remotely Piloted Aircraft, MC-12s, or C-130s, thereby limiting the net reductions to ANG end strength to 5,100 personnel in FY13. The ANG participated in Air Force decision making regarding these force structure changes and recommended the locations where these changes would occur and those locations recommended for backfills and re-missioning.

Deployment Rates and Health of the Force. Sustaining the health of the force means the Air Force is seeking to manage both AC and RC forces at a sustainable level capable of meeting Department of Defense best possible projections of routine requirements for overseas rotational forces, surge forces for crises, and sustained expeditionary operations. The Secretary of Defense's deploy-to-dwell goal is to ensure AC forces deploy at a rate of no more than 1:2 (for example, 6 months deployed followed by 12 months at home base) and the Reserve Components (ANG and the Air Force Reserve) at a rate of no more than 1:5. An AC/RC balance that requires either routine AC forces deployment more frequently, or involuntary mobilization of RC forces to avoid over-use of AC forces, would add further stress on the Total Force and indicate that the Air Force does not have the proper balance. The FY13 adjustments made to the AC/RC mix contribute to the Air Force's ability to meet current and foreseeable demand within these deploy-to-dwell goals.

Council of Governors' Proposal. The CoG proposed to buy back 18 F-16s and transfer 72 aircraft from the Active Air Force to the ANG, including 54x F-16s, 10x KC-135s, and 8x C-130s. Air Staff analysts, including

⁵ Of note, fully restoring Air National Guard force structure would require more than reinstating these Air National Guard appropriations, since much of the cost of Air National Guard force structure is borne by the active duty budget. In total, a combined \$4.4 billion in Air National Guard and Active Duty appropriations across the FYDP would be required to restore and sustain all of the Air National Guard force structure reduced in the FY13 President's Budget.

⁶ In the constrained PB13 fiscal environment, the Air Force's ongoing commitment to fully support enduring joint capabilities in other air, space and cyber missions affected resources available for aviation force structure and was an integral part of Air Force program considerations.

members of the ANG, examined the Council of Governors' proposal in detail. Based on criteria the Secretary of the Air Force approved and conveyed to the CoG representatives, the proposal was evaluated for impact in these five categories:

- Demand: Meets foundational (Presence, Security Force Assistance and other activities) and Combatant Commanders' requirements in the new strategy
- Weapons Systems: Meets force sustainment / readiness, overseas presence requirements, required response times and sustainable State-side/Overseas weapon systems balance
- Manpower: Meets requirements for Total Force training, absorption, sustainment / readiness, development, to ensure the long-term health of the personnel enterprise and preserve the all volunteer force, the citizen soldier and the continuum of service construct
- Cost: Must be at least cost neutral by fiscal year and incorporate deployed and home station costs and same level of detail as original PB13 reductions
- Policy: Meets deploy to dwell and mobilization guidance that support the long term health of the force

The proposal did not meet any of the five criteria. Specifically, the CoG proposal retained combat aircraft unnecessary to meet the defense strategic guidance, decreased overall Air Force ability to train pilots, produced unacceptable impacts to specific combatant commanders⁷, reduced Total Force capacity to meet worldwide rotational demands, had adverse impacts on the sustainability of the force, and imposed additional cost.

The CoG proposal was presented with a sourcing option that suggested fighter fleet leveling and overseas F-16 and C-130 transfers to the ANG. The Air Force and ANG teams considered that sourcing option, as well as a second Air Force sourcing option not involving overseas F-16s or other 'first to fight' F-16 specialized units⁸. While the Air Force assessed that this proposal could still meet surge requirements, and had the benefit of covering ANG locations uncovered in PB13, it also found that either sourcing option had important drawbacks:

- Due to the limited number of AC F-16 locations, transfer of F-16s to the ANG would cause a reduction in overseas presence that would need backfill by rotational forces at significant cost.
- Shifting active duty fighters to the ANG would raise the total RC fraction of the combat air forces from 38 to 43 percent, increasing the likelihood that the current operational tempo will become unsustainable for both AC and RC forces.
- Reducing the size of AC F-16 units from 24 to 18 aircraft in order to source the added F-16 ANG squadrons would lead to an inefficiently sized and less ready force, since smaller units are more costly per training hour and less flexible and capable for deployment purposes.
- The two remaining CONUS combat-coded AC F-16 locations (Hill AFB, UT and Shaw AFB, SC) would have their missions negatively impacted by these transfers⁹.

⁷ US European Command and US Africa Command

⁸ In particular, F-16 Block 50 Suppression of Enemy Air Defense (SEAD) units

⁹ Shaw AFB operates F-16 Block 50 SEAD aircraft that require specialized training and are highly tasked, and Hill AFB involves an Active-Reserve Association that would be significantly jeopardized.

Concerning the C-130 force, the CoG proposal sought to retain the C-130 unit at Carswell and implied sourcing it by reducing the active duty C-130 squadron in Europe from 14 to 8 aircraft. As the only active duty C-130 squadron in Europe, this unit is heavily tasked for EUCOM and AFRICOM missions and would require rotational augmentation from CONUS at additional cost to meet its mission requirements. Fully 58 percent of the tactical airlift fleet is already in the RC; further transfer would increase strain on the force.

The CoG also proposed restoring 10 KC-135s reduced from the ANG units at Rickenbacker (+6) and Pittsburgh (+4). The most feasible source was McConnell AFB, KS, but reductions there would further unbalance the mix for heavily-tasked KC-135s and adversely impact the efficiency of McConnell units.

Overall, DoD estimated the cost of the original CoG proposal at \$50-60 million in FY13 and \$500-800 million across the FYDP, which did not meet either the CoG assertion or SecAF criterion for a cost-neutral solution.

Further Dialogue. After discussing the analysis with the TAGs who represented the interests of the CoG, the staffs developed and analyzed five additional options. All of these options attempted to provide the ANG with combat and/or enabler missions sourced from various locations, to include reallocation of assets within the ANG. Based on consistent concerns expressed by individual Governors over time regarding lift for civil support and disaster response, and the Air Force's desire to provide force structure with utility to meet state missions, one option presented to the Council of Governors' representatives would have restored 24 C-130 aircraft in 3 ANG squadrons and added the associated 1,179 ANG manpower positions. This proposal would have also restored some 1,004 additional Agile Combat Support ANG manpower positions, funded by converting 2 percent of full time ANG technician positions to part-time ANG positions. The result of this option would have been for a total plus-up of 2,183 ANG positions over the FY13 PB, yielding an ANG end strength of 103,383.

The Air Force presented this proposal to the Council of Governors, despite knowing it did not meet the five criteria discussed above, in an effort to address the Council's concerns. These aircraft would have been excess to Air Force requirements for tactical airlift and, in the approach taken, would have resulted in an additional cost of approximately \$400 million across the FYDP to the Air Force, plus a \$173 million cost to the ANG to restore additional Agile Combat Support positions. The proposed distribution for these aircraft would have provided for continuing ANG missions at locations most impacted in the proposed FY13 President's Budget.

The CoG representatives did not accept this option. In a 19 March letter to the Secretary of the Air Force, the CoG Co-Chairs reiterated their original approach and solicited an additional offer.

Way Ahead. While there are inherent difficulties in predicting the future, the Air Force's force mix decisions have been informed by the Air Force and DoD's best analysis of the new strategic direction. With an Active Air Force as small as it has ever been since after WWII, DoD cannot further reduce the AC and still meet the needs of the new DoD strategy. Accordingly, the AC to RC transfers recommended by the CoG are not seen as viable by either the Air Force or by DoD.

In light of DoD's understanding that a key issue with the Air Force's FY13 PB reductions was the lead responsibility of the Governors for the public safety of their citizens in disasters and emergencies, the Secretary of Defense has recommended to the appropriate committees of the Congress that they consider

a proposal that would maintain an additional 24 ANG C-130¹⁰ aircraft above the FY13 PB request. While in previous discussions the CoG indicated this was not the full solution it was looking for, DoD sees this option as a reasonable compromise that addresses the states' expressed concerns about airlift while ensuring DoD's ability to meet its operational and fiscal commitments. As congressional intent with regard to this proposal becomes clear, the Air Force and ANG will work collaboratively, as they did during the CoG process, to finalize the FY13 ANG force structure laydown consistent with operational considerations, fiscal constraints and ANG Capstone Principles¹¹. A letter conveying the Secretary of Defense's recommended position was sent on April 23, 2012 to the leaders of the congressional defense committees and the co-chairs of the CoG.

Future Discussions with the Council of Governors. The capabilities and characteristics of the Air Force AC and RC were exhaustively examined during the formulation of the FY13 PB. As open and inclusive within DoD as those processes were, the environment in which we operate is becoming more challenging. In this context, DoD sees great benefit in soliciting the perspectives of the National Guard Bureau and the CoG.

Accordingly, the Secretary of Defense and the Air Force leadership believe that opportunities exist to strengthen the processes by which Governors and DoD exchange views on National Guard budget and force structure issues. One means to this end should be that the CoG and DoD seek to adopt a Statement of Principles to guide the establishment of a sustained process with the CoG to exchange views, information and advice on state civil support requirements. Such principles would need to be consistent with and fully supportive of the authorities and responsibilities of all parties involved.

The CoG has an upcoming working session, May 22-23, to reach consensus on proposals regarding Joint Action Plan implementation for consideration at the next plenary CoG meeting. The Air Force supports DoD's recommendation that CoG and Federal representatives also leverage this opportunity to develop a sustained process by which to exchange views, information, and advice on State civil support requirements.

¹⁰ Including the 1,179 ANG manpower positions required to operate them.

¹¹ The Air National Guard's Capstone Principles are: 1) Allocate at least one flying unit with ANG equipment to each state; 2) Recapitalize concurrently and in balance with the regular component; 3) Manage ANG resources with ANG people; 4) Adopt missions that fit the militia construct; and 5) Build dual-use capabilities.



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OCT 9 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in House Report 112-493, page 11 from the Fiscal Year 2013 Defense Appropriations Act. This report directs the Air Force to provide a cost benefit analysis for each set of aircraft retirements and realignments proposed with the Fiscal Year 2013 budget request. The committee asked for this report no later than 1 October 2013.

We are working aggressively to consolidate our data and provide a report that is suitable for the Government Accountability Office's review. Due to the number of aircraft involved and the various types of analyses done for each mission set, extra time is required to coordinate and complete actions between all the components. As a result, our final report will be delivered to the Congress no later than 1 January 2013.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink, appearing to read "Anthony P. Reardon".

ANTHONY P. REARDON, SES, DAFC
Deputy Director, Legislative Liaison

(b)(6)



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OCT 5 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

This is to inform you the Air Force intends to purchase 60 sets, including spares, of enhanced armored protection crew doors for HH-60G helicopter pilots in response to an urgent operational need from U.S. Air Forces Central Command. The armored protection includes transparent seat wing armor and armored Jeep-style half doors. Specifically, the Air Force will spend \$5.04 million in Fiscal Year 2012 Aircraft Procurement, Air Force funding to procure this equipment. Funding will be realigned internally within the HH-60 modification line. The Air Force deems this a New Start initiative.

The armored protection is required to provide HH-60G pilots enhanced small arms fire protection during combat search and rescue operations in degraded visual environments. HH-60G aircrews remove the pilot doors to increase visibility, allowing them to more safely maneuver the aircraft but leading to incidents of bullet wounds to HH-60G pilots. The Jeep-style half doors and the new seat wing armor provide increased ballistic protection, while allowing for greater aircrew visibility.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

18 MAR 2013

The Honorable Carl Levin
United States Senate
Washington, DC 20510

Dear Senator Levin:

Thank you for your January 17, 2013 letter regarding the future of the C-27J in the United States Air Force.

In response to the Fiscal Year 2013 (FY13) National Defense Authorization Act (NDAA) direction to retain additional intra-theater airlift aircraft, Secretary Donley established an Intra-theater Airlift Working Group (IAWG) to develop options for the number and placement of these aircraft. This Total Force panel developed operationally sound, strategically viable, and fiscally responsible alternatives and presented recommendations to Secretary Donley and General Welsh.

The Air Force's approach to retaining these additional aircraft remained consistent with the FY13 NDAA while balancing operational effectiveness, flexibility to adapt to a range of fiscal and operational scenarios, and cost effectiveness. Although the FY13 NDAA only required the Air Force retain additional aircraft for FY13, we intend to maintain the intra-theater airlift fleet levels through FY14 to allow time to complete additional analysis and to permit coordination with stakeholders before presenting any adjustments in the FY15 President's Budget.

Specific to the State of Michigan, the Air Force did not alter the Total Force Proposal delivered to Congress in November 2012 and enacted as part of the FY13 NDAA. The FY13 NDAA approved the re-missioning or retaining of multiple units across the country. These actions had the direct effect on the State of Michigan's Air National Guard units of: assigning an MQ-9 unit to Kellogg Air National Guard Base and retaining 21 A-10 and 8 KC-135 aircraft assigned to Selfridge Air National Guard Base.

For the C-27J, in response to a requirement in the FY12 NDAA to perform a cost-benefit comparison of the C-27J and C-130, the Air Force performed an analysis and delivered it to Congress in August 2012. The results of this analysis demonstrated a lower life-cycle cost and higher level of operational capability for the C-130 versus the C-27J. Because there have been no changes in this analysis (which included a direct comparison of cost, capability and capacity of like-sized C-130 and C-27J units), the IAWG efforts were limited to adjustments within the

C-130 fleet. This action is consistent with FY13 NDAA language which provided the AF with authority to decide which type of intra-theater airlift aircraft to retain.

Thank you for your patience as the Air Force worked through this challenging task and thank you for your continued support.

Very respectfully,

A handwritten signature in black ink, appearing to read 'Tod D. Wolters', with a stylized flourish at the end.

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

NOV 13 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

On behalf of the DoD Executive Agent for Space, I am submitting an interim reply for the report identified in House Report 112-479, pages 73-74, supporting the National Defense Authorization Act for Fiscal Year 2013.

The language directs the Department of Defense Executive Agent for Space to report to the Congressional Defense Committees on a detailed strategic plan that addresses how the Air Force will implement the mission of the Operationally Responsive Space (ORS) program as laid out in Section 2273a of Title 10, United States Code. The committee asked for this report no later than November 30, 2012.

The Fiscal Year 2013 President's Budget request proposed terminating the ORS program office. To date, three of the four Congressional Defense Committees voted to retain the ORS program office with language and varying levels of funding. The report will be finalized 90 days after enactment of the Fiscal Year 2013 authorization and appropriations acts when we know the congressional position regarding the ORS program.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

28 NOV 2012

Senator Carl Levin
United States Senate
Washington, DC 20510

Dear Senator Levin:

Thank you for your October 25, 2012, letter to the Secretary of the Air Force regarding your support for an active association unit at Selfridge Air National Guard Base (ANGB). First, let me express my sincerest appreciation for the outstanding efforts of the men and women serving in the Michigan Air National Guard. Their contributions to the Total Force and America's national security are invaluable.

Total Force Integration (TFI) operations are a valuable tool used to capitalize on the strengths inherent in each of the three air components (Air National Guard, Air Force Reserve, and Active Duty) to meet national security needs. At present, we have not received a proposal from the National Guard Bureau, Air Combat Command, or Air Mobility Command to create an active association for Selfridge. If such a TFI proposal is submitted, it will undergo a comprehensive review to confirm its costs and benefits before presentation to the Air Force Corporate Structure for consideration.

The Air Force greatly values the mission capabilities and sustained local and community support at Selfridge ANGB. On behalf of Secretary Donley, thank you for your continued engagement in national defense. A similar letter has been sent to Senator Stabenow.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

SEP 25 2012

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in Senate Report 111-201, page 77 from the Fiscal Year 2011 National Defense Authorization Act (NDAA) which directed the Secretary of the Air Force to outline a plan to utilize streamlined acquisition authorities for the Operationally Responsive Space program by February 1, 2011. In February 2011, we submitted an interim reply with a planned completion date of September 2011. In June 2011, the Department of Defense initiated a comprehensive review of ORS that delayed our planned September 2011 delivery to March 2012.

The FY13 President's Budget request terminated the ORS program. To date, three of the four Congressional Defense Committees marked to retain the ORS program with language. Should the enacted FY13 NDAA and defense appropriations bills retain ORS, the Air Force will define the program's future and address the question of streamlined acquisition authorities by July 2013.

A similar letter has been sent to the Ranking Member of your Committee and to the Chairmen and Ranking Members of the other Congressional Defense Committees.

Very respectfully,

A handwritten signature in black ink, appearing to read "Todd D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAR 14 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050


Dear Mr. Chairman:

I am submitting an interim reply for the report identified in House Report 1540, section 1075. This report directs the Secretary of the Air Force to provide a report to the congressional defense committees regarding the feasibility of using unmanned aerial systems to perform airborne flight inspection of electronic signals-in-space from ground-based navigational aids that support aircraft departure, en route, and arrival flight procedures in foreign airspace in support of United States military operations. The committee asked for this report no later than April 1, 2012.

However, the Air Force is awaiting final responses from multiple agencies involved in flight inspection and unmanned aerial system operations which will provide much needed information regarding this issue. Coordination with these agencies should be complete this summer, and as a result, we estimate that our final report will be delivered to the Congress no later than August 1, 2012.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very sincerely,


LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAR 14 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable John McCain
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050


Dear Senator McCain:

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A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very sincerely,


LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

26 NOV 2012

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in the 2012 National Defense Authorization Act (NDAA), Section 112. This section directs the Secretary of the Air Force to submit a report to the Congressional Defense Committees of the Senate and the House of Representatives on the number of fixed-wing and rotary-wing aircraft required to support Title 10 and 32 missions no later than December 31, 2012.

In order to accomplish an objective joint-service, cross-agency report, the Air Force contracted with the RAND Corporation to study this issue in depth. This RAND study is due to be completed at the end of November 2012. We plan to coordinate RAND's findings with other stakeholders and incorporate their views. We note there are also two parallel studies which we would like to review prior to submitting the Air Force report, a National Guard Bureau-led airlift Capabilities Based Assessment of the Title 32 missions and a CAPE-led Mobility Capabilities Assessment (MCA-18) study examining broader airlift demands. These two additional studies will be complete within the next two months. To ensure thorough coordination among stakeholders, we will deliver the report directed by the 2012 NDAA, Section 112, to you no later than February 1, 2013.

A similar letter has been sent to the vice chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

26 NOV 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable John McCain
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator McCain:

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A similar letter has been sent to the vice chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink, appearing to read "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

29 SEP 2014

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your September 3, 2014, letter to General Welsh recommending Michael Cooper for the Air Force Civic Leader Program.

We are in the process of gathering all Civic Leader Program nominations and Air Education and Training Command also nominated Mr. Cooper for this program. We will include Mr. Cooper's nomination going forward to General Welsh and Secretary James.

On behalf of the Chief of Staff of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Very Respectfully,

A handwritten signature in cursive script, reading "Thomas W. Bergeson".

THOMAS W. BERGESON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

0 1 NOV 2012

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510-0001

Dear Senator Inhofe:

This letter is in response to your concern about the Network Centric Solutions (NETCENTS) program, and specifically the award of the base telecommunication services operations and maintenance (BTS O&M) requirement at Tinker Air Force Base (AFB) under the NETCENTS multiple award contracts.

In 2004, the Air Force competitively selected eight contractors to receive indefinite delivery/indefinite quantity (ID/IQ) contracts under the NETCENTS multiple award contract (MAC) vehicle. This competition was transparent and announced on the FEDBIZOPS (FBO) website (www.fbo.gov) using normal posting procedures. Four of the eight contracts were awarded using a full and open competitive acquisition strategy. The remaining four were competitively awarded under a small business set-aside acquisition strategy. As a MAC ID/IQ, NETCENTS ensures that its customers acquire the services of competent technical expertise and competitive pricing, while shortening acquisition timelines. It also provides significant opportunities for use of small, disadvantaged, and local businesses through its subcontracting opportunities. In consideration of the benefits provided by ID/IQ contracts, multiple award constructs are encouraged across the federal government to preserve competition through the life of the contract vehicle.

NETCENTS required that all eight awardees establish and maintain an e-Commerce website, posting their web-based catalogs for products and services on the Air Force Way (AFWay) application, www.afway.af.mil. Government requirements are competed through AFWay, and once awarded, a synopsis of each NETCENTS task order is posted on the NETCENTS website. If a requirement is not competed on AFWay, it is posted on FBO.

Although BTS O&M services have been acquired outside NETCENTS at other Air Force installations, Tinker AFB elected to compete the requirement among the remaining two small businesses on the NETCENTS MAC ID/IQ. Since the service requirement was previously acquired as a small business set-aside and market research indicated that small businesses were still capable of performing the work, Tinker turned to NETCENTS as it offered assurances of compliance with Air Force interoperable network-centric standards. Although an extension of service clause option was

available in the previous BTS O&M contract with Red River Service Corporation, it was not priced and was limited to six months. Award of a competitive small business set-aside outside of NETCENTS was estimated to take at least two years to complete, approximately October 2013. Exercise of the six-month extension option with Red Line Service Corporation would not have provided sufficient additional time to avoid a break in service.

During the time that Tinker's response to your July 6, 2012, letter was being coordinated through Air Force channels, the responsible contracting office was unaware that the Air Force official response had not yet reached your office. While it was not our intention to award the requirement before addressing your concerns, the BTS O&M service at Tinker AFB was appropriately acquired on August 21, 2012, using NETCENTS competitive task order procedures. The NETCENTS task order was awarded for a two-year period of performance that includes a phase-in period that started on September 9, 2012, and both a base and option period from October 1, 2012, through September 8, 2014. Although there is no direct comparison between the previous contract and the new NETCENTS task order, we estimate a projected savings of approximately 28 percent. As a small business set-aside, it also requires the primary contract holder to perform at least 50 percent of the cost of contract performance, thus limiting excessive subcontracting.

The follow-on to NETCENTS is NETCENTS-2, which includes competitive acquisitions for seven suites of ID/IQ MACs that will have six to nine contracts in each suite. Three suites of NETCENTS-2 have already been awarded, with NETCENTS to remain active to support any new requirements not currently covered by NETCENTS-2. NETCENTS-2 will continue to provide for standard and interoperable network-centric solutions and it will also take advantage of competitive forces in the marketplace while ensuring the best technical expertise, competitive pricing, and shortened acquisition time. The business opportunities are expected to range between 42 and 63 contracts on NETCENTS-2, compared to the eight contracts on the original NETCENTS. To foster competition and allow additional contractors to participate, the Air Force is considering the possibility of future "on-ramps" under NETCENTS-2 to increase competition between task orders under the contract vehicle.

All NETCENTS and NETCENTS-2 documents can be found on its official website, www.netcents.af.mil, and are available to the public. I have enclosed additional information on NETCENTS and NETCENTS-2 for your review and consideration. Thank you for your interest in this matter and your continued support of the United States Air Force.

Very respectfully,



TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison

Attachments:

1. Talking Paper on Tinker AFB Using NETCENTS for BTS, 21 Sep 2012
2. NETCENTS-2 Town Hall Slides, 15 Aug 2012



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

7 2 FEB 2013

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable James Inhofe
United States Senate
Washington, DC 20515

Dear Senator Inhofe:

We received your January 17, 2013 letter to General Welsh regarding the concern for defense accounts, along with your request for cost-saving reform ideas and a specific list of the Air Force's critical priorities affecting readiness not funded this year or in the President's Fiscal Year 2014 budget request. We are currently reviewing your request and will ensure you receive a detailed response as soon as this review is complete.

Thank you for our continued support of the United States Air Force.

Very respectfully,

(b)(6)

(b)(6)

Col, USAF
Director of Staff, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

JUL 6 2012

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am submitting an interim reply for the report identified in House Report 112-329, page H8459, from the National Defense Authorization Act for Fiscal Year 2012.

The language directs the Secretary of Defense, in consultation with the Secretary of State, to report to the Congressional Defense Committees as well as the Committee on Foreign Relations of the Senate and the Committee on Foreign Affairs of the House, on the desirability and feasibility of expanding participation in the Euro-NATO Joint Jet Pilot Training (ENJJPT) program to include additional countries.

The committee asked for this report no later than July 1, 2012, however, the Air Force is awaiting completion of final coordination with the Department of State and expects to have our final report complete and delivered to Congress no later than September 1, 2012.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense and foreign relations committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

DEC 12 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

Sir, the purpose of this letter is to provide Congress notification on the implementation of the FY 2012 Warfighter Rapid Acquisition Process (WRAP) program. WRAP provides approval and rapid transition funding for the development and fielding of highly successful competitive experiments, demonstrations, and innovative approaches to support the Expeditionary Air Force and other warfighters. A full description of the program is in the FY 2012 President's Budget documentation. The Air Force selected Wideband Electronic Intelligence Multi-Beam Phased Array, Advanced Wideband Digital Electronic Intelligence (ELINT) Processor Digital Signature Intelligence (SIGINT) Suite Insertion, LITE-Weight, Laser JDAMS HOBS, and Advanced Targeting Pod Digital Video (attached) to receive FY 2012 WRAP sponsorship. Please note that other FY 2012 WRAP candidates are awaiting FY 2012 endorsement.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison

Attachment:
FY12 Approved WRAP Initiative – WRAP Funded

FY12 Approved WRAP Initiatives

PROGRAM NAME	DESCRIPTION	Cost (\$M)
Wideband Electronic Intelligence Multi-Beam Phased Array	This effort will improve collection capability against modern radars with spread spectrum waveforms in dense signal environments.	\$3.20
Advanced Wideband Digital Electronic Intelligence (ELINT) Processor Digital Signature Intelligence (SIGINT) Suite Insertion	ELINT/SIGINT will leverage high-speed sampling technology under the AFRL Compass Bright Advanced Wideband Digital ELINT Processor program to provide the Digital SIGINT Suite an ultrawideband signal ID capability.	\$0.75
LITE-Weight	The LITE-Weight project will conduct a trade-study for the transition of optimized RF photonic link technology to the combat-sent operating range through elimination of mass by replacing armored coaxial cable with SOA RF photonic link architectures and components.	\$0.70
Laser JDAMS HOBS	Field Installable Height-of-Burst Sensor (HOBS) for inventory Laser JDAMS that provides additional targeting flexibility.	\$2.30
Advanced Targeting Pod Digital Video	Permits ATP image to be seen in an aircraft without resolution degradation due to multiple digital-to-analog conversions in avionics systems.	\$0.70



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

JUN 27 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510-0703

Dear Senator Shaheen:

Thank you for your May 14, 2012, letter to the Chief of Staff of the Air Force expressing your strong support for basing the KC-46A at Pease International Tradeport Air National Guard Station (ANGS).

The KC-46A is the Air Force's #1 acquisition and recapitalization priority. This initial KC-46A basing action begins the first of a planned three-phase recapitalization effort (KC-46A, KC-Y and KC-Z) of the entire KC-135 tanker fleet. The 179 KC-46As will replace 179 KC-135s on a one-for-one basis as we field the new tankers through 2028. The Air Force is planning to base the 179 KC-46As at a Formal Training Unit (FTU) and up to 10 Main Operating Bases (MOBs). For the 10 MOBs, we are planning up to eight installations in the Continental United States (CONUS) with up to two of those being in the Active Duty, four in the Air National Guard and two in the Air Force Reserve. All MOBs in the United States will host either a Classic or an Active association as appropriate. The 10 MOBs will be rounded out with up to two overseas installations, one in the Pacific theater and one in the European theater.

Now that we have released the KC-46A basing criteria for the FTU and first two MOBs, Air Mobility Command (AMC), as the lead major command, will evaluate all Air Force installations in the defined enterprises against the FTU or MOB criteria as appropriate. The results of the criteria application will then be vetted through the Strategic Basing Executive Steering Group (SB-ESG) and presented to the Secretary and Chief of Staff of the Air Force (SecAF/CSAF) to review. SecAF and CSAF will use this information to identify candidate bases for the FTU and the first two MOBs. We anticipate making the candidate bases selection and briefing the results to Congress in the summer of 2012. When we release the candidate bases, in addition to the scoresheets for the installation(s) you represent, we will also provide you an alphabetical list of where each base fell grouped in the top, middle and bottom third of overall scores.

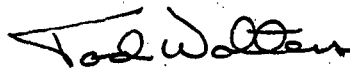
After the release of the candidate bases list, AMC-led site survey teams will conduct detailed, on the ground, evaluations at each candidate location covering a range of operational and infrastructure requirements. The results of the site surveys will be vetted through the SB-ESG and briefed to the SecAF and CSAF who will select preferred and reasonable alternatives for the FTU and the two MOB. We anticipate announcing the preferred and reasonable alternatives for the FTU and MOB 1 in December 2012, and MOB 2 in the spring of 2013.

Once the preferred and reasonable alternatives are released, the Air Force will complete the required environmental actions to support the proposed basing actions culminating in the issuance of the Record of Decisions (RODs). We anticipate the RODs for the FTU and MOB 1 in December 2013 and the ROD for MOB 2 in the spring of 2014.

As we continue to field the remaining KC-46s at up to eight additional MOB, we will make future final basing decisions three years prior to aircraft delivery. We anticipate the criteria for future MOB will remain essentially the same as we move forward with those basing actions. We plan to revalidate the criteria, then use the same process for each future basing action.

The Air Force values the mission capabilities and sustained local and community support at Pease ANGS. On behalf of General Schwartz, I thank you for your continued engagement in national defense. A similar letter has been sent to Senator Ayotte.

Very respectfully,



TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

03 JUL 2014

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your June 11, 2014, letter to Secretary James, expressing your concerns about the contamination of the Haven Well located at Pease International Tradeport, New Hampshire, as well as the enclosed letter from the Portsmouth City Manager to the Air Force's Base Realignment and Closure (BRAC) Program Management Division Chief requesting assistance.

The Air Force is committed to the protection of human health and ensuring safe drinking water. On June 5, 2014, the Air Force began weekly sampling for Perfluorinated Compounds (PFCs) at the city's water supply wells, in coordination with New Hampshire regulatory authorities, the U.S. Environmental Protection Agency and the City of Portsmouth. Following the concerns expressed by nearby homeowners, and as a matter of precaution, the Air Force also began sampling private drinking water wells for PFCs on June 18, 2014. In the event that any of these private wells exceed the provisional health advisory, the Air Force will provide residents with alternative drinking water.

On June 11, 2014, the Air Force held preliminary discussions with representatives of the City of Portsmouth regarding the development of a memorandum of agreement (MOA) to address the concerns raised by the city manager. The draft MOA contains all provisions requested by Mr. Bohenko, including reimbursement to the city for hydrogeological studies, costs associated with studying potential alternative drinking water well sites and technical consultation services obtained by the city. The Air Force will continue to sample the public water supply and nearby private wells for the presence of PFCs.

The Air Force has maintained a positive and transparent working relationship with the City of Portsmouth. We trust this information will address your concerns. We appreciate your continued support to the men and women of the United States Air Force.

Very Respectfully,

A handwritten signature in black ink, appearing to read "Thomas W. Bergeson".

THOMAS W. BERGESON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

JUL 20 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe,

Secretary Panetta asked Secretary Donley to respond to your July 9, 2012 letter regarding the Light Air Support (LAS) program. We are currently researching the specific issues you inquired about and will ensure you receive a detailed response as soon as this review is complete.

Thank you for your letter and continued support of the United States Air Force. A similar response was sent to Senators Manchin, Wicker and Blumenthal.

Very respectfully,

(b)(6)

Director of Staff
Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

APR 10 2012

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

The Air Force was directed in Public Law 111-383, Section 356, of the National Defense Authorization Act for Fiscal Year 2011, to provide a briefing to the Congressional Defense Committees regarding Operational Readiness Models by 1 April 2012. Section 356 directs each military department to submit a briefing on its respective response to a study conducted by the Director of the Congressional Budget Office to assess whether other validated operational readiness models should be incorporated into the budget process and to identify any deficiencies in building the budget.

The Congressional Budget Office study did not identify any deficiencies in the development of the Air Force's operational readiness budget or alternative modeling tools that should be used to improve the Air Force's development of the operational readiness budget. In response to Section 356, the Air Force will submit a briefing to Congress by August 1, 2012 that will show the Air Force operational readiness model, currently under development, that links Mission Essential Tasks to funding sources. Preliminary requirements are being drafted to identify modeling tools that can adequately target this particular readiness model.

A similar response has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully

A handwritten signature in cursive script that reads "Lori J. Robinson".

LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

JUL 24 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am pleased to forward the enclosed report responding to HR 1540, Section 592 of the National Defense Authorization Act for Fiscal Year 2012, which directed the Service Secretaries to report to the Committees on Armed Services of the Senate and the House of Representatives on inspections conducted at cemeteries under the jurisdiction of the Secretary of the Air Force. Specifically, the Inspector General of the United States Air Force (SAF/IG) was directed to conduct an inspection of the cemetery located at the United States Air Force Academy (USAFA) and, based on the findings of that inspection, make recommendations for the regulation, management, oversight, and operation of the cemetery.

The USAFA cemetery inspection resulted in 12 deficiencies, with appropriate corrective action plans in place for every deficiency. There were also 18 observations and 13 recommendations for improvement. Data from this inspection will be included in the report to be submitted by the Inspector General of the Department of Defense. Their report is due to Congress no later than December 31, 2012.

Inspection Element 4 of Section 592 required a description of "the history and adequacy of the oversight by the Secretary of the military department over such cemeteries and the adequacy of corrective actions taken as a result of that oversight." While the inspection team found no specific requirement for Secretary of the Air Force-level oversight of the cemetery, over the years, Headquarters Air Force (HAF) has exercised oversight of the cemetery through on-site visits to the location by senior HAF officials. In order to strengthen the level of Secretarial oversight, the Air Force Inspection Agency, an office of SAF/IG, will be designated to perform an inspection of the USAFA cemetery every two years and report findings and recommendations, through the SAF/IG, to the Assistant Secretary of the Air Force for Manpower and Reserve Affairs.

A similar letter has been sent to the ranking member of your committee and to the chairman and ranking member of the House Armed Services Committee.

Very respectfully,

A handwritten signature in black ink, appearing to read "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

June 18, 2012

SAF/LLP
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

We received your letter of June 8, 2012, to Secretary Panetta regarding Air Force planned force structure adjustments. We are currently researching the issue and will ensure you receive a more detailed response as soon as this review is complete.

Thank you for your letter and continued support of the United States Air Force.

Very respectfully,

(b)(6)

(b)(6)

Lt Colonel, USAF
Chief, Programs and Legislation Division
Office of Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

26 NOV 2014

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

(b)(6)

Dear Senator Inhofe:

Thank you for your October 29, 2014, letter regarding the status of your request for the creation of National Stock Numbers (NSN) for the two portable Fluidfil® Dispensers produced by Starline Incorporated. We appreciate the contributions of all our industry partners in helping us achieve cost and manpower savings while adhering to Department of Defense policy.

There are two methods for customers to place requirements: through the Supply System or the local Contracting Office. Both result in an NSN assignment. The Air Force will request the assignment of an NSN to an item of supply upon identification of a requirement that is anticipated to be recurring. The assignment of an NSN ensures fair consideration for all companies interested in competing to satisfy this requirement in the future. If Air Force customer requirements are submitted, the item will be reviewed for applicability to specific weapon systems prior to purchase. Once approved for use, cataloging actions will result in the creation of an NSN that would be available to all Air Force customers.

The Fluidfil® Dispensers currently in use by the Air Force were purchased using AF Form 9, *Request for Purchase* through the local Contracting Office by Air Force customers supporting the C-17. However, the initial evaluation for applicability for use on the C-17 weapon system and the action for cataloging were not properly coordinated for these assets prior to purchase. As a result, we have contacted the Air Force units with assets on hand to initiate immediate assignment of a local stock number for accountability purposes. In addition, the Program Office is testing the applicability of the Fluidfil® Dispensers for use and, if approved, action for cataloging to an NSN can occur.

We have queried Air Force Supply Systems and found no customer requirements for the Fluidfil® Dispensers. If a future Fluidfil® Dispenser order is received for use on another Air Force weapon system, the specific Program Office will evaluate for applicability prior to the purchase approval.

We would be glad to arrange a briefing with your staff if you would like additional information. Thank you for your many contributions to our Nation's defense and your continued support of the United States Air Force.

Very Respectfully,

A handwritten signature in black ink, appearing to read "Christy Nolta". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

CHRISTY NOLTA
SES, DAFC
Deputy Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAR 14 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable John McCain
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

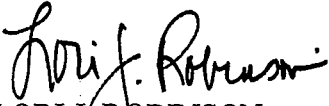
Dear Senator McCain:

I am submitting an interim reply in response to Senate Report 112-26, pp 12-13 in the National Defense Authorization Act (NDAA). The Secretary of the Air Force, in coordination with the Secretary of the Navy, is required to report to the congressional defense and intelligence committees no later than April 1, 2012 on a plan to reduce the Operations and Support (O&S) costs of the RQ-4 Global Hawk and MQ-4C Broad Area Maritime Surveillance (BAMS) system.

The Air Force and Navy will re-evaluate the synergies between Global Hawk and BAMS, and potential O&S cost savings, based on the final disposition of the Air Force's Global Hawk Block 30 fleet. The FY13 President's Budget proposes divesting the Global Hawk Block 30 fleet and sustaining the U-2. If this action is executed, then all assumptions that underpin current planning for Global Hawk and BAMS joint efficiencies and synergies will need to be revisited. Therefore, the Air Force will provide the Congress a final report no later than 90 days after the FY2013 NDAA is enacted.

This letter has been coordinated with the Secretary of the Navy. A similar letter has been sent to the chairman of your committee and to the chairman and ranking members of the other congressional defense and intelligence committees.

Very respectfully,


LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

MAR 14 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am submitting an interim reply in response to Senate Report 112-26, pp 12-13 in the National Defense Authorization Act (NDAA). The Secretary of the Air Force, in coordination with the Secretary of the Navy, is required to report to the congressional defense and intelligence committees no later than April 1, 2012 on a plan to reduce the Operations and Support (O&S) costs of the RQ-4 Global Hawk and MQ-4C Broad Area Maritime Surveillance (BAMS) system.

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This letter has been coordinated with the Secretary of the Navy. A similar letter has been sent to the ranking member of your committee and to the chairman and ranking members of the other congressional defense and intelligence committees.

Very respectfully,

A handwritten signature in black ink that reads "Lori J. Robinson".

LORI J. ROBINSON
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

JUL 30 2012

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

We received your July 23, 2012 letter to the Secretary of the Air Force regarding the C-130 Avionics Modernization Program. We are currently researching the issue and will ensure you receive a more detailed response as soon as this review is complete.

Thank you for your letter and continued support of the United States Air Force.

Sincerely,

A handwritten signature in black ink, appearing to read "Anthony P. Reardon", written over a horizontal line.

ANTHONY P. REARDON, SES
Director of Staff
Air Force Legislative Liaison



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

02 NOV 2012

The Honorable James M. Inhofe
United States Senate
Washington, DC 20510-3603

Dear Senator Inhofe:

Thank you for your July 23, 2012, letter to Secretary Donley and for your interest and support for the C-130 Avionics Modernization Program (AMP). Due to budget constraints, the Fiscal Year 2013 President's Budget recommends termination of the current AMP acquisition and pursues a less comprehensive but more affordable program for the legacy C-130 combat delivery fleet. The new legacy C-130 Communications, Navigation, Surveillance, and Air Traffic Management, or CNS/ATM, program ensures global airspace access and effectively resolves most C-130 obsolescence issues while providing a substantial cost savings to the Air Force.

To avoid presumptive action as we await final congressional action on the Fiscal Year 2013 President's Budget submission, we implemented a measured approach to continuing C-130 AMP. This approach includes deferring initial operational test and evaluation (IOT&E) and slowing low rate initial production activities. We have completed modification of the fifth C-130 AMP aircraft, plan to receive delivery of four additional C-130 AMP kits by first quarter Fiscal Year 2013, and plan to complete a second weapon system trainer and an avionics part task trainer by second quarter Fiscal Year 2014. In addition, we intend to preserve Fiscal Years 2011 and 2012 procurement funding until a final decision is made on the Fiscal Year 2013 President's Budget request.

The future of the C-130 AMP program remains unclear due to significant differences between Congressional defense committee marks. Pending resolution of these differences, we charted a path to preserve C-130 AMP if the Fiscal Year 2013 budget is enacted with direction to do so. Assuming an appropriate level of funding accompanies the direction, we could initiate IOT&E and additional kit purchases and installations. However, even with continuation of the C-130 AMP program, significant unfunded procurement liabilities would remain in the program for Fiscal Year 2014 and beyond, and based on the projected fiscal environment the Air Force continues to recommend termination of the C-130 AMP program and its replacement with the far more affordable C-130 CNS/ATM effort.

Thank you again for your letter and your continued support for the U.S. Air Force. A similar letter is being sent to the other signatories of your letter.

Very respectfully,

A handwritten signature in black ink, appearing to read "Tod Wolters". The signature is stylized with a large initial "T" and a long, sweeping underline.

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

29 AUG 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am writing with regard to Section 532, paragraphs (c) and (d), of Public Law 112-81, the National Defense Authorization Act for Fiscal Year 2012 (FY12 NDAA). Section 532 concerns policy on military recruitment and enlistment of graduates of secondary schools.

The Air Force national strategic marketing plan uses media and messaging to target all segments of the age eligible population, independent of the source of an individual's high school diploma. All existing websites will be modified to reflect the change prescribed in the FY12 NDAA regarding diploma requirements.

The Air Force will communicate this change to recruiters through a program guidance memorandum. This will ensure recruiters understand the policy and expand any decentralized marketing efforts to non-traditional secondary education sources that operate legally and comply with state education laws.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



SECRETARY OF THE AIR FORCE
WASHINGTON

SEP 20 2012

The Honorable James Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your July 9, 2012, letter to the Secretary of Defense regarding the Afghanistan Light Air Support (LAS) Program. Secretary Panetta asked me to respond on his behalf. This letter provides a summary and attachments to address your questions.

U.S. Central Command (USCENTCOM) initially identified the requirement for a credible Afghan Air Force. This conclusion was supported by the February 2010 Afghan National Security Force (ANSF) Airpower Requirements Review, which called for the delivery of a light attack aircraft no earlier than 2013. The authority to determine ANSF requirements was delegated to the Combined Security Transition Command-Afghanistan (CSTC-A) deputy commander for air, who advocated for a LAS-type aircraft to fulfill multiple mission roles. Additionally, the Afghanistan Requirements Oversight Council (AROC) formally approved the requirement on May 18, 2012.

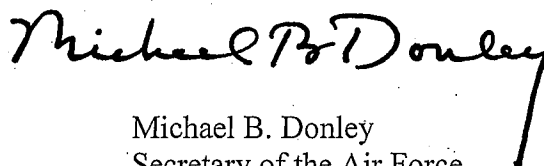
The LAS program evolved as part of the USCENTCOM building partner capacity (BPC) mission. CSTC-A selected a foreign military sales approach using the Afghanistan Security Forces Fund (ASFF) as payment in lieu of Afghan national assets. CSTC-A, in coordination with the Afghan Ministry of Defense, developed specific aircraft requirements, which were documented in the LAS memorandum of request (MOR). In turn, the MOR and letter of offer and acceptance (LOA) formed the basis of the systems requirement document (SRD) in the LAS request for proposal (RFP). The LAS program manager and chief engineer at the United States Air Force Aeronautical Systems Center coordinated with CSTC-A to ensure that the operational requirements that were identified in the MOR were properly stated in the SRD to establish the LAS functional, performance, and verification requirements. The SRD also specified that a United States Air Force military-type certification, based on the criteria described in Military Handbook 516, *Airworthiness Certification Criteria*, would be required to ensure that flight safety-related requirements are met.

Prior to the release of an amended request for proposal on May 4, 2012, the LAS program office reviewed the SRD with CSTC-A and the SRD were confirmed to be valid. The amendment is intended only to clarify instructions and evaluation factors that will be used during the current and ongoing source selection. Although the process ultimately is event-driven, a source selection decision is expected in early calendar year (CY) 2013, with the first delivery to Afghanistan anticipated in the third quarter of CY 2014. Your letter also stated that the potential LAS program value could be as high as \$10 billion. Please note, the current LAS program is an

indefinite delivery indefinite quantity (IDIQ) effort with a five-year ordering period and maximum cost ceiling of \$950 million. No additional requirements or funding have been identified beyond this initial request.

Thank you for your interest in the LAS program. We are available to answer your follow-up questions and appreciate your continued support of the United States Air Force.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley
Secretary of the Air Force

Attachments:

1. Air Force Response
2. MOR #10-E1A-603
3. MOR #10-E1A-603A
4. MOR #10-E1A-603B
5. MOR #10-E1A-603C



SECRETARY OF THE AIR FORCE
WASHINGTON

JAN 25 2013

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

I am pleased to forward the enclosed report on the command structure of the National Air and Space Intelligence Center (NASIC) as directed on page 201 of House Report 112-479 to accompany H.R. 4310, the National Defense Authorization Act for Fiscal Year 2013.

This report concludes that no changes to the current internal command structure of NASIC are warranted at this time based upon organizational size and level of leadership. The recently appointed executive director of the Air Force Intelligence, Surveillance, and Reconnaissance (ISR) Agency provides executive-level management, institutional-based knowledge, experience, and perspectives on corporate planning and programming for NASIC within the context of the Air Force ISR enterprise. This command relationship allows the NASIC chief scientist to reallocate critical time to the management of the center's national defense intelligence assessments and the development of the center's analytic tradecraft.

A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

Michael B. Donley

Michael B. Donley

Attachment:
Report on NASIC and MCIA Command Structure



United States Air Force

Report to Congressional Committees

NASIC and MCIA Command Structure

January 2013

The estimated cost of report or study for the Department of Defense is approximately \$3,490 for the 2013 Fiscal Year. This includes \$1,870 in expenses and \$1,620 in DoD labor.
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House Report 112-479

Introduction

This report is being provided to the congressional defense committees as directed on page 201 of House Report 112-479 to accompany H.R. 4310, the National Defense Authorization Act for Fiscal Year 2013.

Study on National Air and Space Intelligence Center and Marine Corps Intelligence Activity Management Structure

The committee notes the management structure of the National Air and Space Intelligence Center (NASIC) and the Marine Corps Intelligence Activity (MCIA) does not mirror the management structure of the other military intelligence centers. The demand for intelligence increased exponentially over the past decade and the intelligence centers require a stable, strong command structure to effectively meet the information demand. The lack of a civilian senior executive service (SES) executive director could impede managerial effectiveness and limit interaction with colleagues from other military and civilian organizations. The committee directs the Secretary of the Air Force, in coordination with the Secretary of the Navy, to examine the command structure of NASIC and MCIA, respectively, with regard to establishing a civilian SES executive director. The committee directs the Secretary of the Air Force and Secretary of the Navy to report the findings of the study along with any recommendations the Secretaries may have relating to modifying the command structure of the NASIC and MCIA to the congressional defense committees by February 15, 2013.

Report

1. NASIC Mission and People

The NASIC is the Air Force's predictive intelligence center. Comprised of four groups, 18 squadrons, four directorates, and multiple staff offices, the center's more than 3,100 personnel provide predictive intelligence assessments to the President, members of Congress, and senior U.S. military leaders to aid the formation of U.S. defense policy. The NASIC all-source analysts are the national experts on threats that span air, space, and cyberspace domains. The NASIC's analysts are recognized experts and innovators in information and data exploitation. The NASIC is led by an exceptional team of hand-selected military and civilian leaders.

The NASIC senior leadership team shares responsibilities to lead and manage both the center's mission and the development and well-being of its people. The internal leadership teams are comprised of a mix of civilian and military personnel. Senior military leaders are all O-6 level officers while civilian leadership is a mix of Defense Intelligence Senior Level (DISL) and GG-15 positions. The chief scientist at NASIC is also the center's senior civilian, an exceptionally well-respected DISL executive who works in concert with the O-6 commander and vice commander.

2. The Role of the NASIC Chief Scientist

The NASIC's chief scientist works in concert with the commander to provide counsel and advice on the efficacy of NASIC plans, programs, and ongoing projects and tasks to meet current and future mission requirements. The chief scientist is the recognized technical expert providing authoritative counsel and advice to the center's management and professional staff as well as to other organizations. In this role, the chief scientist analyzes and recommends innovative approaches to meet NASIC mission needs and works in concert with the other Services' intelligence production centers and the analysis and production community to pursue common approaches for satisfying future mission requirements. More broadly, the chief scientist represents the Air Force in scientific and technical joint committees composed of representatives of the Armed Forces, the Department of State, the Department of Defense, the Central Intelligence Agency, the Defense Intelligence Agency, the National Geospatial-Intelligence Agency, the Department of Energy, the National Security Agency, the National Aeronautics and Space Administration, the National Reconnaissance Office, and the Joint Chiefs of Staff. He/She also serves as NASIC's representative to the Air Force's Scientific Advisory Board and to the Chief Scientist of the Air Force.

3. The Role of the Executive Director of the Air Force ISR Agency

Recently, the Secretary of the Air Force appointed a Defense Intelligence Senior Executive as the executive director for the Air Force ISR Agency. The executive director provides senior level management, institutional-based knowledge, experience, and perspectives on

Distribution

The Honorable Richard J. Durbin
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable C.W. Bill Young
Chairman
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Peter J. Visclosky
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Howard P. "Buck" McKeon
Chairman
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

The Honorable Adam Smith
Ranking Member
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

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SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 12 2013

The Honorable James Inhofe
Ranking Member, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator Inhofe:

I am pleased to forward the enclosed report responding to page S1497 of the *Congressional Record*, the Joint Explanatory Statement (JES) to accompany H.R. 933, the Consolidated and Further Continuing Appropriations Act, 2013.

The purpose of this communication is to provide the congressional defense committees a report, not less than 30 days prior to the obligation of funds, detailing how additional Satellite Modernization Initiative (SMI) funds for the Space-Based Infrared System will be used. The entirety of the additional \$18 million in funds will be used to award six contracts for sensor development through preliminary design review. An additional report on Advanced Extremely High Frequency SMI funds will be provided under separate cover at a later time.

A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a large, stylized "M" and "D".

Michael B. Donley

Attachment:

Space Based Infrared System (SBIRS) Report for Additional Satellite Modernization Initiative (SMI) Funds



United States Air Force

Report to Congressional Committees

Space Based Infrared
System (SBIRS) Report for
Additional Space
Modernization Initiative
(SMI) Funds

June 2013

Joint Explanatory Statement to accompany H.R. 933, the Consolidated and Further
Continuing Appropriations Act, 2013, *Congressional Record*, Page S1497

Introduction

This report responds to the Joint Explanatory Statement (JES) to accompany H.R. 933, the Consolidated and Further Continuing Appropriations Act, 2013. Page S1497 of the March 11, 2013, *Congressional Record* stated the following:

The conference agreement provides an additional \$18,000,000 for the Space Based Infra-Red System (SBIRS) and \$25,000,000 for the Advanced Extremely High Frequency (AEHF) Satellite Modernization Initiative (SMI) efforts and reiterates the direction as detailed in Senate Report 112-196 for the Secretary of the Air Force to provide the congressional defense committees a report detailing how the additional SMI funds will be used not less than 30 days prior to the obligation of such funds.

This report addresses the SBIRS SMI effort. A separate report will be prepared for the AEHF SMI effort. A separate report will also be prepared in response to the JES direction, also on page S1497, for a “report describing the overall SMI strategy and goals.”

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(b)(4)

(b)(4)

Distribution

The Honorable Richard J. Durbin
Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
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The Honorable Howard P. "Buck" McKeon
Chairman
Committee on Armed Services
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Washington, DC 20515-6035

The Honorable Adam Smith
Ranking Member
Committee on Armed Services
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SECRETARY OF THE AIR FORCE
WASHINGTON

JAN 25 2013

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

I am pleased to forward the enclosed report, Department-Wide Depot Workforce Development Plan, as directed on page 102 of House Report 112-78, H.R. 1540, the National Defense Authorization Act for Fiscal Year 2012.

The report details the Air Force's programs to attract, develop, and retain quality depot maintenance technical, engineering, and other professional personnel to ensure continued world class support to the warfighter.

A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley

Attachment:
Department-Wide Depot Workforce Development



United States Air Force

Report to Congressional Defense Committees

Department-Wide
Depot Workforce Development

January 2013

Preparation of this report cost the Department of Defense
a total of \$17,017 for the 2012/13 Fiscal Year.

Department-Wide Depot Workforce Development

Introduction

This report is being provided to the congressional defense committees as directed in House Report 112-78, H.R. 1540, the National Defense Authorization Act for Fiscal Year 2012.

Page 102 of House Report 112-78 includes the following language:

Department-Wide Depot Workforce Development.

"The Committee has been made aware that the maintenance depots supporting the military services are no longer able to sustain certain cooperative training programs designed to develop the future depot workforce. The committee is concerned that maintenance depots are not being properly funded for these cooperative training programs which are intended to enable the maintenance depots to meet future workforce requirements. Therefore, the committee directs the Secretaries of the military departments to develop and begin executing integrated workforce development plans for their respective maintenance depots, and to submit to the congressional defense committees copies of their respective plans within one year after the date of enactment of this Act. Specifically, the plans should emphasize apprenticeship opportunities, encourage flexibility in hiring to allow the new trainees to shift across the maintenance depots to better structure the workforce to meet future reset and depot maintenance workloads, and provide adequate resources to sustain essential training activities."

Executive Summary

Over the last decade, Air Force depot maintenance has made great strides in framing and executing an integrated strategy to develop and retain a professionally skilled workforce. The Air Force depot maintenance workforce is currently comprised of over 24,000 technicians, mechanics, engineers, and other professionals supporting three air logistics complexes located at Robins Air Force Base (AFB) in Georgia, Tinker AFB in Oklahoma, and Hill AFB in Utah.

A central part of this strategy is the development of cooperative training programs with a consideration for both current and future workloads and technologies. While funding constraints have resulted in some reductions, the Air Force's cooperative training programs continue to meet current and anticipated future requirements. The "cooperative training program" being described is the new Air Force Internship Program, which provides students in high schools, colleges, trade schools, and other qualifying educational institutions with paid opportunities to work in agencies and explore federal careers while completing their education. Air Force depots are continuing to reach out and partner with colleges, vocational technology (vo-tech) schools, and K-12 school systems in the development of effective cooperative training programs. Thousands of personnel have been recruited, hired, and further developed across the Air Force depots in the last few years through various vo-tech, partnership, intern, and college graduate recruiting programs.

Although the Air Force continues to be successful in attracting quality depot maintenance technical, engineering, and other professional personnel through our cooperative training program, we do face other challenges. For example, the Air Force does not compete well with industry in recruiting and retaining scientists and engineers. Recruiting tends to be localized due to low starting salaries, which are insufficient to pay for housing and living expenses for potential recruits outside of the local commuting area. In addition, retaining scientists and engineers is a continuing challenge due to competition with private industry for personnel with these highly desired skills. Finally, recruiting has been impacted in the short term as the Air Force adapts to the new requirements of the Pathways Internship Program.

While some recruiting and retention challenges do exist, the Air Force's cooperative training programs have been and will continue to be the linchpin in our integrated depot workforce development plan. The programs detailed in the body of this report will highlight our success in attracting quality depot maintenance technical, engineering and other professional personnel to ensure effective, efficient, and flexible support to warfighter depot maintenance requirements.

Report

Current Air Force strategy includes the recruitment, hiring, development, skills-maintenance, and retention of depot employees to meet current and future mission requirements. This is a joint responsibility between the personnel management function and the technical communities. For the discussion of development plans in this report, the vast majority of depot maintenance personnel can be categorized as either Federal Wage System (FWS) technicians or degreed professional science and engineering (S&E) personnel.

Federal Wage System employees include mechanics whose focus is on the physical parts of weapon systems. The S&E employees include a variety of engineering and other professionals such as electronic, mechanical, and aeronautical engineers, as well as computer scientists. The recruitment, hiring, and development of FWS depot maintenance personnel are closely aligned to partnerships with vo-tech schools and community colleges that utilize internship type work/study programs. Since 2002, over 4,000 students have been hired as permanent employees from tech schools, colleges, and universities in the depots' local and regional areas. The recruitment, hiring, and development of the S&E workforce uses similar partnerships more aligned to engineering accredited institutions. The following subsections provide more detailed plans and methods categorized by FWS and S&E.

Federal Wage System (FWS) - Intern and Apprentice Development and School Partnership Agreements within Air Force Depot Maintenance:

INTRODUCTION

This subsection addresses the integrated strategy and plan for the critical mechanic/technician skill sets in depot maintenance. These are positions for which technical college degrees are beneficial, but not necessarily required. Examples of these skill sets include electronics and avionics, airframe and powerplant, aircraft electrical systems, sheet metal and composites, and machining. The capability for these individuals to gain on-the-job experience while attending formal training results in a better trained, more productive employee.

To recruit, hire, develop, sustain, and convert interns to full-time employees when eligible, the Air Force depots have executed a mixture of partnerships, agreements, plans, and methods in conjunction with local vocational training and education sources. Federal Wage System depot and school partnerships have been used for over 20 years. The skill sets being recruited, via the partnerships, are tied to variables in near and far time frame mission workload, existing workforce and skills, and availability of entry level students in the vo-tech pipeline.

Air Force Materiel Command depots monitor the workforce and strive to close skill gaps by maintaining active workforce development and career progression programs. Strategies include soliciting input from the maintenance groups and developing and maintaining partnerships with local colleges, universities, and technical schools. Due to changing workload and workforce dynamics, depots develop target promotion efforts to help sustain manning in critical career fields. For example, in 2010, Robins AFB developed the

Department-Wide Depot Workforce Development

Sheet Metal and Aircraft Mechanic Helper training programs. These initiatives added over 150 entry-level workers to these critically manned skill areas at the depot.

Examples of the specific school partnerships that help fill critical skill requirements include electronic and avionics internships, airframe and powerplant internships, and sheet metal internships. Of the tools and opportunities available over more than ten years, the preeminent source was partnerships with local schools to hire students as work/study interns using the authority provided in the Student Career Experience Program (SCEP). Student Career Experience Program was used by FWS and S&E, as well as other General Schedule (GS) employees. The authority to appoint interns via SCEP expired July 9, 2012, although SCEP hired interns remain in the pipeline. The replacement program to hire interns is the Pathways Internship Program. This program will be addressed further later in the report.

For new and existing employees seeking to gain further technical or professional education, there are processes that connect employees to programs created at local schools driven or influenced by relationships with the depot or base. For instance, to further their careers and growth to higher level jobs, many current depot employees have been, or are currently, enrolled in partnership based programs. These employees have received Civilian Tuition Assistance Program (CTAP) support funded by depot, base, and/or central Air Force resources.

There are partnerships with vo-tech schools that specialize in airframe and powerplant (A&P) cooperative education leading to certification as a Federal Aviation Administration (FAA) A&P licensed mechanic. Tinker AFB has an agreement with the local area technology centers to hire their A&P graduates to support depot manning requirements. Since 2002, Tinker AFB has hired over 1,000 graduates of the A&P program. The robustness of the critical skill driven partnerships with local vo-tech schools can be evidenced by a 70 percent increase in the last five years of the number of FAA A&P licenses held by depot maintenance personnel as determined by Air Force Materiel Command personnel records (where numbers are taken as an aggregate of all three depots).

AFFILIATIONS AND PARTNERSHIPS IN SUPPORT OF MAINTENANCE WORKFORCE

The vo-tech students have played a major role in the success of the depots' ability to hire skilled employees, which reduces training time compared to individuals who are hired without required training or skills.

Tinker AFB and Robins AFB depot partnerships with local vo-tech schools to support the FWS intern programs include:

- Middle Georgia Technical College;
- Central Georgia Technical College;
- Southern Georgia Technical College (two locations);
- Oconee Fall Line Technical College;
- Middle Georgia College;
- Southern Crescent Technical College;
- Metro Technology Aviation Career Campus;

Department-Wide Depot Workforce Development

- Gordon Cooper Technology Center;
- Canadian Valley Technology Center;
- Oklahoma City Community College; and
- Francis Tuttle Technology Center.

Tinker AFB and Robins AFB depot partnerships with local colleges and universities to support the FWS and/or GS intern programs include:

- Macon State University;
- Fort Valley State University;
- Mercer University;
- Wesleyan University;
- Middle Georgia College;
- Georgia College and State University;
- Georgia Southwestern State University;
- East Central University;
- Embry-Riddle Aeronautical University;
- Langston University;
- Oklahoma City University;
- Oklahoma State University;
- University of Central Oklahoma; and
- University of Oklahoma.

The Hill AFB depot has participated in the "Education and Training Alliance" with the Utah System of Higher Education since 2001. This agreement has included all institutions managed by the State Board of Regents (universities, colleges, and vo-tech institutions). For FWS and GS development, discussions are underway to establish formal partnership agreements with individual schools. However, there are formal, specific agreements for S&E students. Hill AFB works closely with all interested Utah colleges and universities locally to:

- Define depot requirements for academic curriculums and vocational programs to support Hill AFB's current and future workforce
- Partner on educational outreach and recruitment programs to improve the candidate pool for critical organizational positions
- Design specialized education and training to credential new hire candidates for critical occupations, and also to train, shape and credential the existing workforce.

Hill Air Force Base is working with the following colleges and universities:

- Utah State University;
- University of Utah;
- Westminster College, Salt Lake City;
- Salt Lake Community College;
- Weber State University;
- Davis County Applied Technology Center (DATC); and
- Ogden-Weber Applied Technology Center (OWATC).

Scientist & Engineer (S&E) - Intern, Apprentice Development, and School Partnership Agreements within Air Force Depot Maintenance:

This subsection of the report addresses the integrated, tailored strategy and plan that is oriented to the critical weapon system support skill sets for which professional S&E college degrees are normally required. The opportunity for these individuals to gain on-the-job experience while attending formal training provides a better trained, and therefore, more productive employee.

INTRODUCTION

The S&E workforce development functions at Air Force depots are responsible for recruiting, hiring, training, certifying, and guiding career development for approximately 3,000 S&E personnel. Approximately 200-260 new S&E personnel are hired every year across the three depots. The bulk of these hires support depot maintenance production, mostly at the entry-level, GS-5/7/9, with a target grade of GS-12. The most common S&E discipline in depot maintenance is electronic engineering, which provides support to weapon system operational flight, test, and related critical software and integrated computer subsystems.

The S&E community at the Air Force depots has an S&E center and site functional home office (EN) responsible for career management and development across the center. Since most of the depot S&E workforce supported is actually assigned and supervised outside of the EN offices, the EN offices develop and sustain strong relationships with the depot maintenance technical director and supervisors. These relationships are supported by the identification and assignment of senior S&E functional staff in depot maintenance organizations. These senior functional personnel have a dual responsibility to both oversee the technical processes of their organizations and to facilitate the workforce development initiatives of the depot maintenance S&E community.

Many of the programs and processes used in connection with local and regional colleges and universities in support of the depot maintenance FWS workforce are also used in support of the S&E workforce in depot maintenance. These include many of the programs discussed in the FWS subsection above. Some additional developmental programs used by the S&E community are discussed in the following pages.

AFFILIATIONS AND PARTNERSHIPS IN SUPPORT OF S&E WORKFORCE

A proactive approach has been taken to partner with local and state education resources to make the S&E presence known and to encourage development of students in science, technology, engineering, and mathematics. Outreach is not new to the depot S&E communities. This outreach has been an important area of focus for many years recognizing that the future pipeline of qualified candidates will impact the Air Force depot workforce. Depot S&E communities have developed affiliations and partnerships with a wide range of school levels to include: elementary schools, high schools, vocational schools, pre-engineering academies (CareerTech), pre-engineering programs at colleges, and full science and engineering degree programs at universities.

Department-Wide Depot Workforce Development

Depot S&E affiliation and partnership activities include but are not limited to:

- Participating on advisory boards from CareerTech schools to colleges and universities to exchange ideas and information regarding S&E programs that will support Air Force needs in these areas;
- Working with universities and colleges to tailor programs and curriculums to meet the needs of S&E workforce in support of Air Force depot mission;
- Providing mentoring and capstone reviews for CareerTech and high school students; some of our supported teams have finished in the top five in national competitions;
- Hosting and providing tours for high school and college students and engineering clubs/societies; and
- Providing speakers for career days, luncheons, and academic programs at all levels.

One example of an S&E partnership is the Hill AFB Educational Partnership Agreement (EPA) with the University of Utah School of Engineering in Salt Lake City, Utah. This agreement allows students to use Hill AFB equipment in conducting academic research and development of interest to the Air Force. This grants the university and Hill AFB limited purpose license rights for any works produced. Academic credit is granted to the students upon accomplishment of their research. Qualified personnel at Hill AFB are encouraged to teach courses for the university and to serve as advisors to graduate students participating in the research.

Examples of S&E partnerships at Robins AFB include EPAs with Mercer University School of Engineering in Macon, Georgia, and Georgia Tech in Atlanta, Georgia. These agreements allow students to conduct academic research and development of interest to the Air Force at Robins AFB. Robins AFB has cooperative research and development agreements (CRADA) with the Mercer Engineering Research Corporation (MERC) and the Georgia Tech Research Institute (GTRI).

Tinker AFB has partnerships as well. An example of S&E efforts engaging local universities includes Tinker AFB's Long Term Training (LTT) program and its Master of Science in Industrial Engineering (MSIE) Reliability Engineering (RE) Program as noted below:

Long Term Training (LTT) is a Tinker AFB program for S&E personnel to earn a Master of Science degree to enhance the depot's technical capability. Tinker AFB EN training dollars fund tuition, books, and fees. Selected employees are full-time students at local public universities and do not have any other job responsibilities during school sessions, which allows students to complete the training program within three semesters. Nine students were enrolled for FY11/12 and 12 students were selected for FY12/13 cycle.

Tinker AFB has partnered with the University of Oklahoma to leverage the MSIE Program in support of the depot. The MSIE program prepares students for a vital aspect of

Department-Wide Depot Workforce Development

the maintenance, repair, and overhaul of today's complex systems by focusing on analysis techniques to assist in reliability-based decision making. Students gain classroom experience consistent with the RE certification body of knowledge developed by the American Society for Quality (ASQ). Courses prepare students for the ASQ Certified RE exam. Tuition is funded through the Office of the Assistant Secretary of the Air Force for Acquisition and the S&E career field team. Tinker AFB EN funds fees and books, based on funds availability. This is a part-time program in which students have six semesters to earn an MSIE degree and classes are taken during off-duty hours or on a flex-schedule.

Under the former SCEP program, Robins AFB had agreements with several engineering schools in the southeastern United States, including schools within commuting distance from the base. The depots are transitioning to partnerships and recruitment using the Pathways Internship Program, which will be discussed in an upcoming section.

Air Force depot partnerships with local colleges and universities to support the S&E intern and development programs include:

- University of Utah;
- Utah State University;
- Weber State University (UT);
- Brigham Young University (UT);
- University of Oklahoma;
- Oklahoma State;
- Mercer University (GA);
- Georgia Tech; and
- Georgia College & State University.

STUDENT PIPELINE/INTERNSHIP PROGRAMS

The depot S&E communities utilize several Department of Defense (DoD) and United States Air Force internship programs to maintain the pipeline of S&E talent to help the depots with recruiting, hiring, and development. Scientist & Engineer internship program partnerships offer a valuable win-win arrangement for depots and students; the depots tap into a great source of talent to fill the pipeline with potential employees, while students gain hands-on exposure to the work environment. While providing students an exciting and meaningful experience, these programs are structured and managed with post-graduation conversion in mind. Throughout the internship, student performance is evaluated to provide constructive feedback via one-on-one mentoring sessions. Additionally, students participate in regularly scheduled professional development seminars and report to senior leadership on their experience prior to returning to school each year. The interns arrive at the depots during summer session or at other times of the year depending upon school academic calendars.

The Science, Mathematics, And Research for Transformation (SMART) Program is a DoD-wide scholarship program for S&E personnel. This program funds bachelor, master, and doctorate degrees. The SMART candidates also complete a mentored 12-week internship. The depots support about five to ten SMART interns per year.

Department-Wide Depot Workforce Development

The PALACE Acquire Program (PAQ) is centrally funded by the Air Force Personnel Center (AFPC). Each depot receives an annual allocation of approximately 10 PAQ engineers. This program consists of a three-year training program, including one academic year of funded graduate studies. Engineers who complete the PAQ program are qualified for mandatory placements for positions funded by the local unit.

The depot S&E community formerly used the Federal Career Intern Program (FCIP) to hire entry-level engineers immediately after graduation. Today, the Expedited Hiring Authority (EHA) is used to hire at the entry-level.

The new Pathways Recent Graduates Program is also an avenue for developmental experiences appropriate for individuals who have recently graduated from qualifying educational institutions or programs. Employment through the Pathways Recent Graduates Program may lead to conversion to a permanent, competitive service position contingent upon meeting program requirements and the needs of the agency. Eligibility includes recent graduates who have completed, within the previous two years, a qualifying associate, bachelors, masters, professional, doctorate, vocational, or technical degree or certificate from a qualifying educational institution. Veterans unable to apply within two years of receiving their degree due to military service obligation have as much as six years after degree completion to apply. The Pathways Recent Graduates Program became effective July 10, 2012.

The new Pathways Internship Program offers a conduit to federal internships for students from high school through post-graduate school, and provides meaningful training and career development opportunities. The Pathways Internship Program became effective July 10, 2012.

The Student Career Experience Program (SCEP) was a fundamental depot S&E intern program and was authorized to appoint students pursuing educational programs at the high school level through professional degrees. SCEP interns were generally university juniors or seniors and were resourced from AFPC centrally managed funds, Section 852 funds, or unit/organization funds. Essentially, all S&E SCEP personnel have been placed upon graduation. The SCEP program has been replaced by the Pathways Internship Program, which is expected to function much the same way. Agencies were authorized to use the SCEP appointing authority through July 9, 2012.

The Student Temporary Employment Program (STEP) has been used from time to time as funding was available. The STEP program targeted students ranging from high school through professional educational degree programs. The STEP program is being replaced by the Pathways Internship Program.

S&E RECRUITING

Depot S&E communities actively recruit at approximately 75 campuses. The Tinker AFB S&E community recruits at approximately 30 universities across the south central U.S. Similarly, the Robins AFB depot recruits at approximately 30 universities across

Department-Wide Depot Workforce Development

southeastern U.S., and the Hill AFB depot recruits at approximately 15 universities across western U.S.

K-12 STEM OUTREACH

Science, technology, engineering and mathematics (STEM) have become an area of heightened interest nationwide in pre-university academic institutions. Depots have been proactive in pursuing avenues to provide tutoring and mentoring in these prime subject areas. However, often the greatest needs are for resources (e.g., money, equipment, project kits, and books) for which the use of existing direct Air Force funds is restricted. The S&E communities researched other avenues and discovered the National Defense Education Program (NDEP). Depot S&E personnel have worked aggressively with NDEP to be recognized as part of their program. The success of building this relationship has resulted in receipt of several hundred thousand dollars from NDEP to support STEM efforts.

An objective of partnering with the NDEP school grades K-12 program is to increase student awareness of the impact engineers and scientists have on national defense. Another key objective is to encourage students to participate in STEM, which the S&E community does through partnering with schools to provide mentorships, local tours of the base and facilities, special speakers, science fair judges, and funding or sponsoring many STEM activities. Another intention is to help reduce possible college attrition rates by working with schools to help students make informed choices among the many opportunities in STEM-related jobs. Equally important is to provide support for women and minorities in the S&E career fields to further strengthen the partnerships, student pipeline, and recruitment opportunities.

To effectively pursue this endeavor, depot S&E communities have partnered Air Force S&E personnel with teachers in the local community. Examples of these efforts include sponsoring robotics teams, Lego league teams, internships, and depot arranged teacher sponsorships to attend the regional Aerospace Summit & Industry Education Day. National Defense Education Program funding at Tinker AFB alone has reached more than 15,177 students and 612 teachers; the efforts were supported by more than 250 local scientists and engineers.

GRADUATE EDUCATION PARTNERSHIPS AND ASSISTANCE

The depots have technology and process needs that are best supported by employees with graduate education. Therefore, the depots partner with colleges and universities to develop and/or recruit from mission supporting graduate education programs. To support such partnerships and associations, civilian tuition assistance (CTA) is available to all depot S&Es either from the local civilian training organization or through the S&E Career Field Management Team at AFPC. Scientist & Engineer home office organizations actively encourage pursuit of graduate education either in engineering or in one of the other graduate degree programs available locally or online.

SUPPORT FOR TRAINING

The depot S&E support organizations lead a very proactive effort in functional training and long term training opportunities for all S&E personnel. One of the keys to

Department-Wide Depot Workforce Development

executing this responsibility is the training and development of the S&E workforce to ensure they have the competencies required to perform the depots' required engineering functions. The S&E Functional Training Program provides critical training to the depot maintenance S&E community located at the depot.

S&E CAREER COUNSELING

Career field managers provide confidential, one-on-one guidance regarding career advancement, development opportunities, performance, and resolution of workplace issues. An Air Force career development guide is available that outlines career paths and development opportunities for progression.

CAREER BROADENING PROGRAM

This program helps address the need for developing an understanding of system interdependencies by allowing trainees to shift across the depot via broadening assignments outside of their current skills, system, and/or organization. Scientist & Engineer personnel gain a more complete understanding of the relationships between system support, depot maintenance, and supply. The program also helps ensure best practices are spread by reassigning S&E personnel to different systems, so that new ideas, processes, and tools are shared across multiple platforms.

MENTORING PROGRAM

A formal one-year program exists matching S&E personnel with senior mentors. All S&Es are eligible to participate and the program includes monthly one-on-one meetings as well as group activities. Mentor relationships are not in the same chain of command, which fosters a higher level of trust and provides a wider breadth of exposure and broadening.

BENEFITS REALIZED

The depot maintenance workforce partnership, recruitment, and development activities are instrumental in the success of depot efforts supporting the warfighter and meeting the mission. The Air Force recognition of the importance of employee engagement and employee growth is key to mission success. The approach includes two key elements which are: expansion of the development cycle, and inter-relationships of the individual development programs.

Expansion of the development cycle encompasses enlarging the pipeline of future employees through workforce recruitment, growth, and retention. Several national studies have found a steady decline in U.S. students who are interested in science and math, and indicate that the United States is falling behind other countries in these areas. The probable result is a shortage of scientists and engineers in the future. A depot's mentoring, shadowing, advising, and speaking activities with students in elementary school through college increases interest in pursuing degrees in science and engineering and working for depots.

Treating workforce development programs as components of one all-encompassing program instead of many stand-alone programs creates interrelationships that keep personnel interested, engaged, and retained. Ultimately this approach increases each program's success. Each time a trainee participates in one program (internship, mentoring, counseling,

Department-Wide Depot Workforce Development

functional training, graduate education, career broadening, civilian development plans, or vectoring), it significantly increases the likelihood of subsequent participation in another program. Participation in each program presents additional opportunities for career managers to interact with depot professionals, providing them with guidance and a sense of engagement.

Additionally, this approach of an expanded development cycle and interconnected initiatives provides depot managers with insight to human capital gaps (availability, retainability, skills, and competencies) now and in the future. A depot's relationship with academia results in conversations on hiring trends, new technologies, and curriculums. A school's relationship with Air Force supervisors and managers of organizations results in knowledge of employee issues and technical challenges associated with sustainment activities. The relationships result in a better awareness and opportunity to align individual needs, both personal and professional, with Air Force needs.

Other challenges for FWS and S&E teaming and recruiting

Recruiting S&E personnel at a low, entry-level salary has been difficult, especially in an improving economy. Competition with industry for these highly desirable candidates has been challenging. The SMART and PALACE Acquire programs are successful development programs because they provide the incentives needed to compete with industry. Signing bonuses have been used to help close the entry level salary gap. Science and engineering skills are in high demand, therefore hiring flexibilities are needed to attract and retain this talent to support the complex work of the depots.

With the SCEP program now replaced by the Pathways Internship Program, efforts are underway to team with vo-tech, colleges, and other schools to implement intern programs. Recruiting efforts have been negatively impacted in the short term as the Air Force adapts to the new Pathways Internship Program and its additional announcement, resume, and roster requirements. Air Force depots will continue to adapt to the new program while seeking further opportunities to strengthen such training and recruiting partnerships.

Conclusion

Over the last ten years, the Air Force cooperative training programs have brought over 4,000 students to the depots as permanent employees to meet workload requirements. Moreover, the Air Force is firmly committed to the future of these cooperative training programs and partnerships which will develop and sustain a pipeline of trained, flexible professional employees to meet future workforce and mission requirements.

While we have been successful in attracting quality depot maintenance technical, engineering, and other professional personnel through our cooperative training programs, challenges still exist. The Air Force will have to continually compete with industry as it recruits and retains scientists and engineers. With an improving economy, low government employee pay will prove challenging in the foreseeable future. Additionally, there is a learning curve associated with transition to the new requirements of the Pathways Internship Program. While this may lead to a minor short-term negative impact, once fully

Department-Wide Depot Workforce Development

implemented the Pathways Internship Program should become a standard repeatable process for recruiting student interns and developing them into talented career employees.

The Air Force will continue to monitor the workforce and strive to meet skills requirements by maintaining active recruiting programs, workforce development, and career progression and apply appropriate resources to sustain a trained and effective depot workforce capability.

Department-Wide Depot Workforce Development

Distribution

The Honorable Richard J. Durbin
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
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Washington, DC 20510-6050

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable C.W. Bill Young
Chairman
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Peter J. Visclosky
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Howard P. "Buck" McKeon
Chairman
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

The Honorable Adam Smith
Ranking Member
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

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SECRETARY OF THE AIR FORCE
WASHINGTON

MAY 14 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

Section 216 of the National Defense Authorization Act for Fiscal Year 2012 (FY12) restricts the Air Force from obligating more than 40 percent of the B-2 Extremely High Frequency (EHF) Increment 2 program funds until the Secretary makes certain certifications to the congressional defense committees. In the FY13 budget submission, the Air Force terminated the B-2 EHF Increment 2 program and, subject to Congressional action on the FY13 request, does not plan to use more than 40 percent of the FY12 funding to close out the effort. The associated certifications are no longer applicable due to the proposed termination of the program. As discussed below, the Air Force will request approval to apply the remaining B-2 EHF funding to higher Air Force priorities.

The B-2 has a secure, survivable communications requirement that the Air Force initially planned to meet with EHF Increment 2 and the related Family of Beyond Line of Sight Terminal (FAB-T) program. Due to affordability issues, the Air Force is restructuring the FAB-T program and terminating the B-2 EHF Increment 2 program. The Air Force now plans to meet the secure, survivable communications requirement for the B-2 with a Very Low Frequency capability.

The Air Force will request the use of remaining FY12 funding appropriated for EHF Increment 2 to further mature EHF Advanced Electronically Scanned Array critical technology elements and to support the ongoing accuracy improvement effort for the Massive Ordnance Penetrator program. This action will be officially submitted via an above threshold reprogramming request currently being staffed to your committee.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley



SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 6 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am pleased to forward the enclosed Air Force Strategic Weather Modernization Plan, developed as directed on page 62 of Senate Report 112-26 to accompany S. 1253, the National Defense Authorization Act for Fiscal Year 2012.

The Air Force Strategic Weather Modernization Plan provides a 10-year roadmap to sustain, modernize, and field weather technologies and capabilities to meet current and future mission requirements. This plan ensures the Air Force remains at the leading edge of weather support to the warfighter and is a leader in the operational employment of science and technology for air, land, and space-based weather observations, data analysis and forecasting, and information dissemination.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley".

Michael B. Donley

Attachment:
Air Force Strategic Weather Modernization Plan



SECRETARY OF THE AIR FORCE
WASHINGTON

DEC 6 2012

The Honorable John McCain
Ranking Member, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator McCain:

I am pleased to forward the enclosed Air Force Strategic Weather Modernization Plan, developed as directed on page 62 of Senate Report 112-26 to accompany S. 1253, the National Defense Authorization Act for Fiscal Year 2012.

The Air Force Strategic Weather Modernization Plan provides a 10-year roadmap to sustain, modernize, and field weather technologies and capabilities to meet current and future mission requirements. This plan ensures the Air Force remains at the leading edge of weather support to the warfighter and is a leader in the operational employment of science and technology for air, land, and space-based weather observations, data analysis and forecasting, and information dissemination.

A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a large, stylized "M" and "D".

Michael B. Donley

Attachment:
Air Force Strategic Weather Modernization Plan



United States Air Force

Report to Congressional Committees

Air Force Strategic Weather Modernization Plan

December 2012

Preparation of this report/study cost the
Department of Defense a total of
approximately \$12,000 for the 2012 Fiscal Year.

Introduction

This report is being provided to the Congressional Defense Committees as directed in Senate Report 112-26, page 62, of the National Defense Authorization Act for Fiscal Year 2012:

Air Force weather modernization plan

The mission of the Air Force Weather Agency is to maximize America's power through the exploitation of timely, accurate, and relevant weather information, anytime, everywhere. This capability plays a crucial role in daily operations and missions throughout the world from Afghanistan and Libya to Japan and here in the United States. Fundamental to the success of these operations and missions is access to accurate and timely weather information—both terrestrial as well as in space—with the requisite spatial and temporal resolution. In order to maintain and improve these capabilities, it is important that the Air Force Weather Agency remain at the cutting edge of scientific and technical areas relevant to space based and terrestrial weather observations, data analysis and forecasting, and real-time information dissemination.

In order to aid its long-term planning, the committee directs the Air Force to develop a strategic weather modernization plan with technology roadmaps over the next 10 years to sustain, modernize, and field weather technologies and capabilities as needed in order to meet current and future mission requirements and submit this plan to the congressional defense committees not later than 1 year from the enactment of this Act.

This plan should also include the Department of Defense's global weather observation capability, which includes the weather satellites that have a broad range of active and passive sensors capable of measuring surface, atmospheric, and space weather conditions. However, these weather satellites are aging and their remaining service lives are limited. The administration's decision to cancel the National Polar-orbiting Operational Environmental Satellite System (NPOESS) has only exacerbated the problem. Two programs have been established as successors to NPOESS—the Joint Polar Satellite System (JPSS) with the National Oceanographic and Atmospheric Administration (NOAA) and the Defense Weather Satellite System (DWSS) with the Air Force. There is a need to ensure these two new satellite systems are funded and fielded on time since the JPSS satellites are intended to replace existing satellites that provide information to the Department of Defense in the afternoon, and the DWSS satellites are intended to replace existing satellites that provide information to the Department of Defense in the early morning.

The committee notes that because of the delays and ultimate cancellation of the NPOESS program, an NPOESS prototype satellite, called the NPOESS Preparatory Project (NPP) must now serve as an interim operational satellite for the afternoon orbit. Furthermore, as a result of reductions in the NOAA budget in fiscal year 2011, the JPSS program is now approximately 1 year behind schedule. The projected launch date for the first JPSS weather satellite is well beyond the expected life of the current afternoon satellite and possibly even beyond the life of the prototype NPP satellite. The first DWSS launch is also now scheduled for beyond the expected life of the current Defense Meteorological Satellite Program satellite number 19, which is currently planned to be launched in 2012. Given the criticality of these

Air Force Strategic Weather Modernization Plan

satellite constellations, this strategic weather modernization plan should include the weather satellites and options if the launch and deployment of JPSS and DWSS are delayed further.

Executive Summary

In line with the *Air Force Priorities for a New Strategy with Constrained Budgets*, February 2012, from the Secretary and the Chief of Staff of the Air Force, Air Force Weather will most likely become smaller and more efficient. At the same time, Air Force Weather must retain critical capabilities that support the Air Force's ability to maintain "agility, flexibility, and readiness to engage a full range of contingencies and threats."¹ To meet the challenges ahead, Air Force Weather will continue to improve its capabilities to support military operations while simultaneously finding ways to be more efficient and effective. The 2009 Joint Requirements Oversight Council (JROC) approved Initial Capabilities Document (ICD) for Meteorological and Oceanographic (METOC) Environment outlines the capabilities required by weather forces to provide accurate and relevant characterizations of the atmospheric, maritime, terrestrial, and space environments that the joint force commander can exploit to ensure successful military operations. Air Force Weather modernization efforts will focus on the needs and shortfalls documented in the ICD.

The Air Force Weather System (AFWS) is a Family of Systems that provides timely, accurate, and relevant air, land and space weather information for global battlespace awareness, and enhances the effectiveness of other Air Force weapon systems. Air Force Weather must retain the capability to continuously monitor the air, land, and space natural environment to support the full spectrum of military operations worldwide to include support for Air Force, Army, Special Operations Forces (SOF), Combatant Command (COCOM), and intelligence operations while meeting evolving Air-Sea Battle environmental needs. To accomplish this, the Air Force Weather Agency (AFWA) will modernize the AFWS and its surface-based and upper air data collection capabilities through system replacement and block technology upgrades. Additionally, the Defense Meteorological Satellite Program (DMSP) has a long record of proven success providing air, land, and space measurements in the early- and mid-morning polar orbits to meet Department of Defense (DoD) requirements. The Air Force will conduct studies and analysis in support of future efforts to sustain a capability that is often the only source of environmental information over data denied or remote areas of the earth. Air Force Weather will continue to acquire additional environmental measurements from civil and international partners as well as from non-traditional sources like remotely piloted aircraft (RPA), the Global Positioning System (GPS), and Overhead Persistent Infrared (OPIR) to improve warfighter support and reduce costs. Finally, AFWA will modernize its regional satellite data readout capability and strategic center infrastructure to access and process data from new and planned advanced partner satellite systems.

The Air Force Weather Agency will modernize the AFWS's core data analysis, forecasting, and dissemination capabilities through the plan period to meet requirements for net-centric, timely, accurate, and relevant forecasts. The Air Force Weather Agency will fulfill these requirements by modernizing its network backbone with the capability and capacity needed to securely and efficiently access and disseminate weather data vital to operations. Weather Data Analysis (WDA) is the AFWS's program to modernize data

¹ *Air Force Priorities for a New Strategy with Constrained Budgets*, Feb 2012, 1

Air Force Strategic Weather Modernization Plan

management of worldwide atmospheric and space weather information over the modernization period. The WDA program will incrementally upgrade AFWA's strategic capability to ingest, store, and process data from new satellites and complete data integration with weather web services capabilities. In support of DoD roles and missions in the transformation of the National Airspace System, WDA will also provide real-time weather analysis and forecast information to the Federal Aviation Administration's (FAA) Next Generation Air Transportation System (NextGen).

The Joint Environmental Toolkit (JET) is the AFWS program to incrementally deliver Operational Weather Squadrons (OWS) and tactical weather units advanced tools for developing tailored weather products for the warfighter, and capabilities to interface with applicable Command and Control (C2) systems and mission planning systems throughout the military planning and execution cycle. JET will also meet warfighter needs for weather analysis, forecast and effects generation, meteorological watch, and tactical observation management with increased accuracy and decreased latency. Weather web services provide the AFWS capability to implement a web portal and provide a single access point to all authoritative environmental and weather information sources from across the Air Force Weather enterprise. In addition to data analysis and forecasting, AFWA will modernize the infrastructure needed to support explicit joint operational and warfighter requirements for cloud and space weather analyses and forecasts. Further, Air Force Weather will continue to improve its air and space natural environment modeling and simulation capability.

Introduction

Air Force Weather has evolved over its 75 year history of supporting Air Force, Army, SOF, COCOM, intelligence, Air-Sea Battle, and other operations to better meet warfighter requirements. This evolution included a major re-engineering effort during the late 1990s that implemented reachback weather support to improve operational weather support, reduce the forward footprint of weather units, enhance weather training capabilities, help reduce manpower needs, and help consolidate the information technology baseline.

Today, Air Force Weather is emerging from frontline experience in supporting the wars in Iraq and Afghanistan. Consistent with the *Air Force Priorities for a New Strategy with Constrained Budgets*, February 2012, from the Secretary and the Chief of Staff of the Air Force, Air Force Weather will most likely become smaller and more efficient. At the same time, Air Force Weather must retain critical capabilities that support the Air Force's ability to maintain "agility, flexibility, and readiness to engage a full range of contingencies and threats."²

Since the Senate Report directing the Air Force to produce a strategic weather modernization plan was written, the National Defense Authorization Act (NDAA) of Fiscal Year (FY) 2012 directed cancellation of DWSS, yet provided FY12 funding to begin follow-on activities. While the Air Force will assess a number of alternatives for a follow-on program to the long-standing and successful Defense Meteorological Satellite Program (DMSP), alternatives will be driven by the need to protect the enduring capabilities that Airmen provide every day:

- Air and Space Control
- Global Intelligence, Surveillance and Reconnaissance (ISR)
- Rapid Global Mobility
- Global Strike

At the same time, the DMSP follow-on program will be designed to meet the new DoD and Air Force strategic guidance for affordability, flexibility, and resiliency.

By inter-service agreement initiated as a result of the National Security Act of 1947, Air Force weather operations support Army air and ground combat arms, combat support, and combat service support units. Weather and weather impact information are integral to the Military Decision Making Process, including Intelligence Preparation of the Battlespace, and contribute to the defining qualities of a balanced Army adapted to the requirements of the 21st Century:

- Versatility
- Expeditionary
- Agility
- Lethality

² *Air Force Priorities for a New Strategy with Constrained Budgets*, Feb 2012, 1

Air Force Strategic Weather Modernization Plan

- Sustainability
- Interoperability

According to the *2011 Army Strategic Planning Guidance*, the future Army will be smaller, yet remain versatile, expeditionary, agile, lethal, sustainable, and interoperable. Air Force Weather will similarly evolve organizationally and operationally to continue meeting the weather needs of the Army of the future.

Air Force Weather also provides several key and unique capabilities to the DoD. The Air Force Weather Agency is the only operational U.S. Government agency with explicit requirements to provide global cloud-cover analysis and prediction products. The Air Force Weather Agency's state-of-the-art cloud analysis and forecasting capability supports multibillion-dollar global Intelligence, Surveillance, and Reconnaissance (ISR) and other joint operations. Additionally, AFWA is the sole DoD provider of space weather products and services to the warfighter. The Air Force Weather Agency uses its space environment monitoring capability to generate worldwide warnings of operationally significant space weather activity. Finally, Air Force weather operations support Army air and ground combat arms, combat support, and combat service support units along with joint SOF units.

To best meet the challenges ahead, Air Force Weather needs to continue to improve its equipment and technology to retain the capabilities required to meet warfighter requirements. Simultaneously, Air Force Weather must find ways to be more efficient and effective. Of course, this strategy moving forward depends on the level of available funding. Based on strategic guidance, Air Force Weather will be smaller and more reliant on technology—resulting in an even greater need for timely, accurate and relevant weather information. To this end, Air Force Weather products, processes, and organizations must continue to improve while using technology and training as enablers to assist Airmen to achieve increased efficiency and effectiveness. To accomplish this goal, Air Force Weather must remain at the cutting edge of science and technology. At the same time, to successfully operate in the current high-technology, yet fiscally constrained environment, it is imperative to partner with other DoD, civil, research and development, and international agencies to develop, access, and transition needed capabilities to operations. Air Force Weather will focus modernization efforts on those capabilities required to collect, analyze, predict, tailor, and integrate accurate, timely, and relevant weather data for the warfighter. These capabilities are described in the 2009 JROC-approved ICD for METOC Environment.

The following principles will guide Air Force Weather's modernization over the next 10 years:

- Meet current and emerging warfighter needs
- Leverage inter-service, interagency, research and development, and allied capabilities and partnerships to support warfighter operations where and when appropriate
- Reduce costs
- Become a model for transitioning new and cost-effective technology to the warfighter

Report

Knowledge of the environment is a fundamental component of battlespace awareness. An understanding of the air, land, ocean, and space environment, and how it impacts joint forces and capabilities, as well as the adversaries' forces and capabilities, enables the joint force commander to employ and integrate joint force actions with other instruments of national power to create decisive effects. Air Force Weather provides a timely, accurate, and relevant description of the air, land, and space environment that is integrated into operations planning. This information provides commanders with the knowledge necessary to anticipate and exploit the best window of opportunity to plan, execute, support, and sustain specific operations.

Air Force Weather Vision

“Providing innovative, mission-focused and highly integrated capabilities to enable Air Force, Army, Special Operations Forces (SOF), and intelligence warfighters to exploit weather across the domains of air, ground, space, and cyberspace”

Air Force Weather Mission

“Develop, advance, and champion innovative, mission-focused and highly integrated capabilities to organize, train, and equip the weather career field to enable the Air Force, Army, SOF, and COCOMs, and the Intelligence Community to exploit the weather for operations”

Air Force Weather operates within a tiered weather support structure integrated in Air Force, Army, SOF, COCOM, and intelligence operations. Under this structure, weather data enter the forecast process at the strategic center (AFWA at Offutt Air Force Base, NE), then are formatted to provide theater-scale battlespace forecasts by regional operational centers (Operational Weather Squadrons or OWS), and then are further tailored for operational exploitation at the tactical level by forward deployed weather teams. Air Force Weather's proven structure and processes provide an efficient, effective way of doing business that, when combined with well-trained Airmen utilizing reachback capabilities, have enabled Air Force Weather to reduce its forward deployed footprint by 40% since Operation DESERT STORM.

The Air Force Weather Agency is the cornerstone in the Air Force's weather support structure, and is one of the premier weather centers in the world. The Air Force Weather

Air Force Strategic Weather Modernization Plan

Agency manages the AFWS, which is a family of systems consisting of software and hardware for the collection, analysis, prediction, tailoring, dissemination, and integration of air, land, ocean, and space environmental data for use in operationalizing the Joint Functional Concepts of Battlespace Awareness and Command and Control. With the AFWS, AFWA collects and processes worldwide atmospheric and space environment data, develops global-scale analyses and forecasts, runs prediction models, and produces and disseminates a variety of environmental information. The Air Force Weather Agency has expanded and leveraged integration initiatives to achieve significant efficiencies while maximizing capabilities that result in improved combat and training missions. Reachback, enabled by advancing technologies, allows Air Force Weather's well-trained Airmen to enhance warfighting capability, both in garrison and while forward deployed. The Air Force Weather Agency will modernize the AFWS capabilities required to collect, analyze, predict, tailor, and integrate accurate, timely, and relevant weather data for the warfighter. The result of AFWA's modernization will be incremental improvements to forecast processes, training, and operating concepts as new capabilities are fielded. Due to the fiscally constrained environment, AFWA will prioritize its efforts to implement modernization with an incremental improvement strategy.

Air Force Weather also provides several key and unique capabilities to the DoD. The Air Force Weather Agency is the only operational U.S. Government agency with explicit requirements to provide global cloud-cover analysis and prediction products. The Air Force Weather Agency's state-of-the-art cloud analysis and forecasting capability supports multibillion-dollar global Intelligence, Surveillance, and Reconnaissance (ISR) and other joint operations. Additionally, AFWA is the sole DoD provider of space weather products and services to the warfighter. The Air Force Weather Agency uses its space environment monitoring capability to generate worldwide warnings of operationally significant space weather activity. Finally, Air Force weather operations support Army air and ground combat arms, combat support, and combat service support units along with joint SOF units.

Data Collection

Weather operations depend on collection of high-quality global data for environmental battlespace awareness. Continual collection of global terrestrial and space environmental data and the ability to expose this information to strategic, regional, and tactical users via net-centric communications is essential to the accuracy of weather products that enhance operational missions and resource protection. Air Force Weather uses air, land, ocean, and space environmental measurements collected from around the globe and in space. Air Force Weather has requirements to continually observe and characterize a multitude of environmental phenomena, with horizontal resolution ranging from meters to kilometers, and temporal resolution ranging from minutes to hours. These requirements are met using a combination of DoD, interagency, and international ground and space-based sensors worldwide. To continue to support DoD operations, Air Force Weather will upgrade its sensing capabilities to ensure an accurate specification of the battlespace environment, especially in data denied or remote areas. Air Force Weather will acquire additional environmental measurements from organizations like the World Meteorological Organization

Air Force Strategic Weather Modernization Plan

(WMO), and from civil and international partners to improve warfighter support and reduce costs.

Ground-Based Data Collection

Surface Collection

Fixed-base surface collection requirements are primarily focused on aviation operations, and are guided by Federal Aviation Administration (FAA) and International Civil Aviation Organization regulations and standards. The Air Force currently operates fixed-based observing systems at over 270 airfields, heliports, and missile, test, and training ranges worldwide. While these systems are currently meeting requirements, the technology will need to be upgraded on the majority of these systems to maintain compliance with national and international aviation standards. A modern system is currently being fielded to both upgrade legacy sensors and meet specialized requirements at approximately 70 locations worldwide. In addition, a block upgrade of the remaining 200 systems will begin by first upgrading 110 of the primary airfield sensors beginning in FY19.

Air Force Weather deployable tactical observing systems are highly effective in providing automated observations from forward areas where military operations are conducted. It is anticipated these systems will meet requirements. However, towards the end of the period of this plan, the systems' sensors will be upgraded with improved technology to keep them operational and effective.

Air Force Weather operators supporting special operations require a miniaturized, affordable, and expendable system, capable of operating in an automated and unattended mode in remote and data denied areas. US Special Operations Command is working with industry to identify a technical solution that will satisfy the remote expendable weather observing requirement.

Upper Air Collection

Upper air capabilities require innovative approaches to fully meet deployable requirements. Technology is advancing; however, logistical requirements for these systems need to be decreased significantly. Current systems require compressed gas to inflate balloons, resulting in hazardous cargo shipments and on-site storage. While non-balloon profiler and Light Detection and Ranging (LIDAR) technologies are available, most are large, fixed configurations. Alternatively, today's smaller mobile systems have limited vertical range. Air Force Weather will continue to operate its current system through end-of-life in FY21. However, the Air Force will aggressively pursue a miniaturized, highly mobile, surface-based upper air collection capability that can produce temperature, moisture, and wind profiles without balloons.

Recent advances in technology offer opportunities to use non-meteorological platforms to improve upper air atmospheric observations in the future. For example, atmospheric measurements taken by onboard sensors and dropsondes from RPAs, C-17s, and other

Air Force Strategic Weather Modernization Plan

current and future military and civilian aircraft will be used by Air Force Weather to improve product accuracy and warfighter support. Additionally, the expanded use of environmental measurements derived from GPS data, and the use of other remotely sensed observations, provides the opportunity to improve measurements of the vertical temperature and moisture structure of the upper atmosphere. Unlike traditional upper air balloons, these non-traditional sources can provide a continuous stream of atmospheric observations. Weather prediction processes have been adapted to use the continuous stream of RPA, GPS, and other near real-time observations. Current and mid-term goals are to identify opportunities to collect and make available these observations for immediate use and assimilation into Air Force weather forecast models to improve forecast accuracy across the battlespace.

Radar Collection

The Air Force, in partnership with the Departments of Commerce and Transportation, conducts next-generation Doppler radar operations at continental United States (CONUS) and some overseas locations. These radars are essential for resource protection and flight safety. Several modernization efforts are underway and planned. First, the national Doppler system is undergoing a major upgrade, referred to as Dual Polarization, which will significantly increase the sensitivity of the system in detecting severe weather, hail, determining winter precipitation types, and producing precipitation estimates. Upgrades began at Air Force locations in FY11, and will be complete by the end of FY14. This effort will be followed by a service life extension program to upgrade aging system components. Further, AFWA will migrate radar data and products from the current stand-alone user terminal to a net-centric capability by FY13. This effort will reduce costs by eliminating expensive stand-alone hardware and communications circuits, while providing net-centric access to radar products and data. Finally, the long-term goal of the national Doppler system will be integration of phased-array technology that will substantially enhance severe weather detection. The Office of the Federal Coordinator for Meteorology (OFCM) is coordinating the efforts of NOAA, DoD, FAA, and University of Oklahoma in developing phased array technology at the National Weather Radar Testbed (NWRT) in Norman, Oklahoma. Fielding of a phased array capability is planned beyond FY20.

The Air Force is nearing completion of an effort to modernize its tactical weather radar fleet by fielding a deployable Doppler radar capability. To augment the limited number of systems and limited coverage in forward operating areas such as Afghanistan, the Air Force is also pursuing technology to extract weather information from air surveillance radars (not traditionally used for meteorological purposes) at deployed locations. Initial procurement is anticipated to begin in early FY13 to support current operations, and expanding to other surveillance radar systems throughout the modernization period. Air Force Weather's objective is to extract weather radar information from current and future air surveillance and other operational radars.

Space Environment Collection

As DoD's only space weather provider, Air Force Weather must be able to describe space environmental conditions so decision-makers can mitigate the effects of significant solar

Air Force Strategic Weather Modernization Plan

activity, and to determine if the environment will or has impacted an air, land, ocean, or space-based mission. The Air Force Weather Agency operates a global network of ground-based solar and ionospheric observing systems. The Air Force Weather Agency's legacy systems are manually intensive, expensive to maintain, and some components are reaching their end-of-life expectancy. Spare parts are difficult to procure and some are no longer manufactured. The Air Force Weather Agency is in the process of replacing and upgrading AFWS ground-based space sensing systems, and this effort will continue through the period of the plan. In addition, AFWA will continue to acquire some ground-based space weather data from partners to improve warfighter support and reduce costs. As described below, Air Force Weather also collects atmospheric and space environmental data using the Constellation Observing System for Meteorology, Ionosphere and Climate (COSMIC) satellite system.

Space-Based Data Collection

Today, the Air Force operates DMSP satellites in the early- and mid-morning polar orbits to meet DoD warfighter requirements. The Defense Meteorological Satellite Program's multi-sensor suite provides specialized and crucial contributions across a broad spectrum of military operations. Visible and infrared sensors provide high resolution, target-scale cloud measurements supporting DoD and intelligence operations. The Defense Meteorological Satellite Program's microwave sensor provides accurate typhoon position fixes in the US Pacific Command and other areas of responsibility, and soil moisture measurements that form the foundation of Army trafficability assessments. The Defense Meteorological Satellite Program's ability to detect solar disturbances is vital to satellite communications, employment of GPS guided systems, and spacecraft operations. Finally, DMSP provides the only assured source of weather data critical for operating in data-sparse and in anti-access/area denial environments.

Since the direction to provide an Air Force Strategic Weather Modernization Plan, DWSS, the planned program of record to replace DMSP, was cancelled per the NDAA of FY12. Therefore, the Air Force will conduct studies and analysis to determine weather satellite capabilities required to support future combat and humanitarian relief operations. The Air Force completed a joint requirements review, which is being followed by a space-based solutions analysis. The Air Force will look to more affordable solutions to meet critical warfighter requirements. Options include low cost, off-the-shelf, and high Technology Readiness Level (TRL) sensors flying on small satellites or on rides of opportunity on non-weather satellites. In addition, the Air Force will consider Direct Satellite Communications (DSC) to optimize data collection and dissemination. Direct Satellite Communications utilize relays between satellites to pass collected data to a ground data readout station. Direct Satellite Communications have the potential to improve warfighter support by reducing data latency, while simultaneously reducing the need for multiple costly ground data collection systems. The Air Force will coordinate with the DMSP user community to determine and recommend the most efficient way to fly out the remaining DMSP satellites in the morning orbit to best meet warfighter requirements. This includes launching the remaining two DMSP satellites based on need, versus on schedule.

Air Force Strategic Weather Modernization Plan

Critical DoD meteorological satellite needs will be met by DMSP and projected follow-on efforts. Also, some critical needs will be met by mission partners. Accordingly, AFWA will also modernize its regional satellite data readout capability, and strategic center satellite data ingest, processing, and communications infrastructure to access and utilize data from new and planned partner sources. The Air Force Weather Agency will take advantage of high spectral and spatial resolution data from advanced partner systems such as the Suomi NPP, JPSS, and the Geostationary Operational Environmental Satellite R Series (GOES-R) to meet DoD needs for improved environmental characterization and forecast accuracy. The Air Force will continue building upon interagency and coalition partnerships to increase capabilities and reduce costs that benefit both the DoD and the nation. For example, the Air Force collaborated with NOAA, National Aeronautics and Space Administration (NASA), and the National Science Foundation (NSF) to successfully implement a data readout capability for DMSP at the McMurdo Station in Antarctica. The result of this effort reduced the latency of satellite mission data by nearly 50 percent to AFWA, resulting in an improved capability for weather operators to alert decision makers in advance of potentially hazardous weather conditions, and keep both resources and personnel safe.

In addition to DMSP and its projected follow-on capability, the Air Force will partner with national and international agencies to collect additional atmospheric and space environmental information. For example, AFWA acquires atmospheric and ionospheric measurements from the COSMIC satellite constellation, a collaborative effort between DoD, NOAA, and Taiwan. Furthermore, to help replace the Advanced Composition Explorer (ACE) measurements of solar wind activity, the Air Force will provide launch support for the interagency Deep Space Climate Observatory (DSCOVR). When operational, DSCOVR will provide critical in-situ measurements of solar activity. These additional environmental data will improve AFWA's space-based atmospheric and space environmental collection and support to the warfighter.

Data Analysis and Forecasting

Analysis entails building a coherent, integrated depiction of the past and current state of the natural environment. These analyzed data are processed and assimilated into environmental databases to provide battlespace awareness and inputs for decision-making and predictions. An effective analysis of collected weather data ensures the accuracy of forecast information provided to commanders.

Within the AFWS, the WDA program is the strategic center's data integration capability that assimilates global sources of air, land, ocean, and space environmental information for joint warfighters. The WDA program provides the net-centric interface to rapidly share global environmental information required by operational Air Force and Army units, command and control systems, mission planning systems, regional OWSs, and tactical weather units worldwide. The JET provides the integrated infrastructure at the OWS to ingest and display environmental data from AFWA's WDA and other sources of weather information. Utilizing JET workstations and tools, OWS forecasters produce theater-scale analyses and forecasts. At the tactical level, JET hardware and software provides critical reachback capabilities and exploitation tools needed by tactical and forward deployed

Air Force Strategic Weather Modernization Plan

forecasters to produce mission execution forecasts tailored to warfighter requirements. Weather web services are an extension of WDA and JET that will expose the data from these capabilities via a web portal. Web services will provide the single access point to all authoritative (at the strategic, operational, and tactical levels) weather and environmental information for integration into command and control, ISR, and mission planning systems.

The WDA program is the core effort to modernize data management for AFWA's air, land, and space weather production centers across the period of this plan. The WDA program's collection of servers, software, and databases ingest, store, tailor, and disseminate global environmental data to operational Air Force and Army units, command and control systems, mission planning systems, and JET systems at regional OWSs and tactical weather units worldwide. Furthermore, WDA provides the AFW infrastructure to meet the Joint METOC Community of Interest (COI) commitment to fulfill the net-centric requirements established in DoD and Air Force network guidance and directives. The WDA program's capabilities manage the central repository of global environmental data and products on a real-time basis, providing timely access via subscriptions and ad-hoc web services. The WDA program's modernization includes delivering improved software and hardware capabilities to meet needs to ingest, store, and process weather data from new satellites, as well as enhance interfaces to JET and the AFWA weather web enterprise. In addition, AFWA will upgrade its enterprise storage to accommodate the significant growth in data requirements of future systems and programs that will ingest, process, and display atmospheric data for warfighter planning and execution. Future WDA efforts will provide required improvements in space weather and climatology capabilities, and real-time weather analysis and forecast information to FAA's NextGen in support of DoD roles and missions in the National Airspace System.

The Air Force Weather Agency has the unique mission of producing state-of-the-art, four-dimensional, global cloud analyses and forecasts that are provided to theater and tactical weather units for support to multibillion-dollar global combat strike, close air support, troop infiltration and exfiltration, rescue, ISR, and other operations. Significant improvements of the cloud analysis and forecast system began in FY09, and will continue through the modernization period to satisfy joint operational and warfighter resolution and accuracy requirements. Furthermore, AFWA is in the process of implementing high resolution land surface and aerosol models that will better meet ISR requirements for target-scale vertical atmospheric profiles. Additional design improvements will unify AFWA's modeling and analysis infrastructure into a streamlined and more cost-effective capability that will more accurately characterize the four-dimensional atmosphere.

The Air Force Weather Agency is the sole DoD provider of space weather products and services to the warfighter. As a result, Air Force Weather must be able to describe space environment conditions so decision-makers can distinguish if the environment will or can impact a land, air, ocean, or space-based mission. The Air Force Weather Agency's Space Weather Analysis and Forecast System (SWAFS) provides the analysis and forecasting capability for space weather data, and integrates that data into both space situational awareness and space environmental forecasting models. The Air Force Weather Agency will focus SWAFS modernization efforts in four major areas: 1) upgrade software to ingest

Air Force Strategic Weather Modernization Plan

additional ground-based solar observations; 2) develop and implement a full-physics ionospheric modeling capability; 3) implement a capability to visualize and layer space weather analyses and forecasts in a geospatial display service; and 4) improve overall space weather prediction capabilities to more accurately forecast major solar events 1-2 days in advance. Work on these four areas has already begun and will continue through FY20. Air Force Weather's long-term space weather modeling plan is to incrementally couple the individual space environmental region models to present a seamless characterization of the near-earth space environment, as well as to couple space weather models with lower tropospheric weather models to integrate all the environments in which the military operates: air, land, ocean, and space.

Air Force Weather has requirements to produce operational forecasts ranging from global to target scales, and with temporal resolutions ranging from months to minutes. In order to meet these requirements, AFWA runs multiple models at three different classification levels to ensure the most accurate forecast is available to strategic, regional and tactical users. For example, AFWA successfully implemented a very high-resolution, target-scale weather analysis and forecast model over Afghanistan that met requirements for significantly improved forecasts for persistent surveillance missions impacted by the complex weather and terrain conditions in that region. In addition to tactical support, AFWA's modeling efforts support strategic Air Force initiatives to reduce costs through increasing aircraft fuel efficiency. Fuel efficiencies are realized when mission planners can identify favorable wind conditions and adjust aircraft routes accordingly. The Air Force Weather Agency's models produce highly accurate wind forecasts that are used by flight and mission planning systems to optimize aircraft flight routes and fuel consumption. Any gained efficiencies, even as small as 0.5%, can generate millions of dollars in savings. Within the near to mid-term, AFWA seeks to implement very high-resolution forecast model windows for additional areas of operation along with a global fine-scale ensemble weather forecast model capability. Efficiencies will be gained by retiring legacy regional model windows. Further, decision-makers will receive more accurate measures of forecast uncertainty to support operational risk acceptance and mitigation decisions. Finally, AFWA will distribute weather model output via a service oriented architecture that enables users to pull data or create products "on-demand," and then display/overlay these products using a Geospatial Information System (GIS) approach.

The JET is Air Force Weather's cornerstone capability, advancing the long-term objective of providing a single, interactive, common-user system to execute the five core processes of weather operations: collect, analyze, predict, tailor, and integrate. The JET replaced AFWS's legacy system, and will be incrementally upgraded through the modernization period. The JET's first major upgrade will be completed by FY14. It will deliver the interfaces and services required at the operational and tactical levels needed for reachback to AFWA, and to share authoritative regional weather information with other Air Force and DoD systems. The JET will incrementally deliver advanced tools to enable weather operators at tactical weather units to exploit and tailor weather information for the full spectrum of military operations. For example, JET will provide a visualization tool that enables regional and tactical forecasters, divided by geography, to remotely work together on the tailoring of environmental information. Airmen utilizing this capability will be able to

Air Force Strategic Weather Modernization Plan

graphically generate and present mission execution and terminal forecasts in a collaborative fashion. This upgrade will also consolidate and regionalize server hardware supporting worldwide weather unit operations to a few central communications nodes. This Information Technology consolidation enables net-centric reachback operations and significantly reduces resources to operate and sustain servers in support of over 160 weather unit locations.

Weather web services are being incrementally developed to provide a modern portal for web-based access to all authoritative air, land, ocean, and space environmental data and products. Web services utilize net-centric capabilities and geospatial display services to provide the operational warfighting community a single access point to strategic and operational level weather and environmental information from WDA, JET, and other sources across the Air Force Weather enterprise. Web services will further be used to integrate weather and environmental data into military planning, decision-making, and operations by exposing and delivering data via an interface that meets DoD and Open Geospatial Consortium (OGC) standards to support modern warfighter applications and systems that integrate and display operational planning and mission data on geospatial information systems.

Air Force Weather is the DoD Modeling and Simulation (M&S) Executive Agent for the Air and Space Natural Environment. In this role, Air Force Weather coordinates DoD M&S efforts pertaining to the air and space natural environment. Initial efforts resulted in technologies that provide timely, cost-effective, and tailored environmental representation products. This allows warfighters to gauge environmental effects on system performance so they can train, develop doctrine and tactics, formulate operational plans, and assess warfighting situations. Efforts to date have also included the development of a capability that provides correlated environmental data and products in support of research, development, analysis, acquisition, training, and wargaming activities. During the period of this plan, Air Force Weather will continue to improve existing technologies, develop distribution methods that use a service-oriented architecture, develop "on demand" capabilities, and work to realize the long-term goal of fully integrating the four environmental domains (ocean, terrain, space, and atmosphere) so that warfighters using M&S tools and technologies will experience a realistic natural environment.

Dissemination

Warfighter systems and operations are increasingly dependent on networked communications. Weather information is highly perishable and must be provided in a timely manner due to the rapidly changing nature of the environment. The ability to continuously update and deliver environmental data, information, and knowledge via net-centric capabilities enables commanders to exploit the effects of the environment for operations, and to mitigate those effects on friendly forces.

One of AFWA's focus areas during this modernization period is on migrating away from dedicated, non-secure, and community of interest-unique networked solutions. The plan is to transition to communication solutions that leverage DoD-sponsored data transport between DoD enclaves and non-DoD federal agencies while exploiting publicly-available interface

standards. Coupled with these efforts will be the modernization of the AFWA strategic center internal network backbone needed to reduce data latency, meet increasing information security requirements, and ensure timely ingest and dissemination for the expected increases in the volume of time-sensitive weather information. The aggregate of these efforts will result in faster and more secure data transfer between AFWA and DoD warfighters, the Intelligence Community, and Federal agency partners despite the growth in volume of data and products.

Air Force Weather will also leverage the expanding use of applications that run on tablet computers or other portable electronic devices to rapidly disseminate weather information to the warfighter. These weather applications can be quickly developed, tested, and modified based on warfighter needs and feedback to optimize weather support for worldwide combat, training, humanitarian relief, and other operations.

Air Force Weather personnel require near real-time access to weather information upon arrival to a deployed location. This requirement often begins before common-user communications are established. To meet this need, AFWA fielded a two-way satellite communications system for use as a "first-in" capability. Future plans include acquisition of additional "first-in" equipment to provide military encryption and access to classified networks. In addition, Air Force weather personnel will continue to leverage Air Force, Army, and SOF theater deployable communication assets to ingest and transmit weather information, once these capabilities are established within the theater of operations.

Conclusion

Air Force Weather must retain the capability to continuously monitor the air, land, ocean, and space natural environment to support worldwide Air Force, Army, SOF, COCOM, and intelligence operations while meeting evolving Air-Sea Battle environmental needs. To meet these objectives, AFWS modernization efforts will focus on the equipment and technologies required to collect, analyze, predict, tailor, and integrate timely, accurate, and relevant air, land, ocean, and space environmental information for the warfighter. The principles guiding Air Force Weather's modernization efforts are to:

- 1) Meet current and emerging warfighter needs;
- 2) Leverage inter-service, interagency, and allied capabilities and partnerships to support warfighter operations where and when appropriate;
- 3) Reduce costs; and
- 4) Become a model for transitioning new and cost-effective technology to meet warfighter needs.

The Air Force Weather Agency will modernize AFWS surface-based data collection capabilities through system replacement and block technology upgrades. The Air Force Weather Agency is fielding a modern fixed-based observing system, and will upgrade the technology on its primary airfield sensor beginning in FY19 to ensure compliance with federal and international standards. The Air Force Weather Agency's legacy ground-based solar and ionospheric sensing systems will also be replaced or upgraded over the next 10

Air Force Strategic Weather Modernization Plan

years. The Air Force Weather System upper air and radar collection systems will meet requirements through the modernization period; however, miniaturized and highly mobile capabilities to better meet special operations and logistical requirements will be explored. In addition, Air Force Weather will continue to acquire additional environmental measurements from civil and international partners as well as non-traditional systems like RPAs, C-17s, and GPS to improve warfighter support and reduce costs. The Air Force Weather Agency will modernize its regional satellite data readout capability and strategic center infrastructure to access and process data from new and planned advanced national and international partner satellite systems.

The Defense Meteorological Satellite Program has a long record of proven success providing air, land, ocean, and space measurements in the early- and mid-morning polar orbits to meet DoD warfighting requirements. The Air Force will seek follow-on efforts to DMSP to sustain a capability that is often the only source of high-resolution environmental information to support combat and humanitarian relief operations over data denied or remote areas of the earth. The Air Force conducted a joint requirements review and is now conducting a space-based solutions analysis. The Air Force will employ more affordable solutions to meet critical warfighter requirements. In addition, the Air Force will work with DoD operators and users reliant on DMSP, and recommend the most efficient way to fly out the remaining DMSP satellites in the morning orbit to best meet warfighter requirements.

The Air Force Weather Agency will incrementally modernize AFWS core data analysis and forecasting capabilities through the period of this modernization plan to meet warfighter requirements for timely, accurate, and relevant forecasts that are disseminated via net-centric communications. The WDA program is the strategic center's net-centric capability that assimilates global sources of air, land, and space environmental data. The WDA program development includes delivering improved software and hardware capabilities to: 1) ingest, store, and process weather data from new satellites, 2) provide data to weather web services, including JET, and 3) accommodate the significant growth in data requirements of future systems and programs. In addition, WDA will provide real-time weather analysis and forecast information to the FAA's Next Generation Air Transportation System in support of DoD roles and missions in the National Airspace System. The JET increments will deliver the interface and services required at the operational and tactical levels needed for reachback to AFWA, and to share authoritative regional weather information with other Air Force, Army, SOF, and DoD systems. In addition, JET will deliver advanced exploitation tools to enable weather operators at tactical weather units to better tailor weather information for the full spectrum of military operations. The Air Force Weather Agency weather web services will expose WDA and JET data services via a web portal that will provide the single access point to all authoritative (at the strategic, operational and tactical levels) weather and environmental information for integration into C2, ISR, mission planning, and other systems.

In addition to data analysis and forecasting, AFWA will modernize the AFWS infrastructure needed to support joint requirements for cloud, space weather, and environmental modeling and simulation information. The Air Force Weather Agency's cloud analysis and forecast system will be improved through the modernization period to satisfy global strike, close air support, infiltration/exfiltration, rescue, ISR, and other

Air Force Strategic Weather Modernization Plan

operations' resolution and accuracy requirements. In addition, SWAFS modernization will focus on software upgrades to ingest additional ground-based solar observations, develop a full ionospheric modeling capability, implement the ability to visualize space weather analyses and forecasts in a geospatial display, and improve overall space weather prediction capabilities to accurately forecast major solar events 1-2 days in advance. Further, Air Force Weather will continue to improve its air and space natural environment modeling and simulation capabilities.

Warfighters have requirements to continuously receive air, land, ocean, and space environmental data, information, and knowledge in order to exploit the effects of weather on operations and mitigate the effects on friendly forces. The Air Force Weather Agency will fulfill these requirements by modernizing AFWS dissemination services and the AFWA network backbone with the capability and capacity needed to securely and efficiently transmit and receive weather data vital to operations. The Air Force Weather Agency will also continue to upgrade the two-way communications system it fielded to meet the need of "first-in" communications for its weather forces.

This strategic plan uses an incremental improvement strategy to modernize the Air Force Weather Weapon System. In line with the *Air Force Priorities for a New Strategy with Constrained Budgets*, February 2012, this plan's goal is to make the AFWS as cost efficient as possible while retaining critical capabilities that support the Air Force's ability to maintain "agility, flexibility, and readiness to engage a full range of contingencies and threats."³

³ *Air Force Priorities for a New Strategy with Constrained Budgets*, Feb 2012, 1

Distribution

The Honorable Daniel K. Inouye
Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable John McCain
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable C.W. Bill Young
Chairman
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The Honorable Normal D. Dicks
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United States House of Representatives
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The Honorable Howard P. "Buck" McKeon
Chairman
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The Honorable Adam Smith
Ranking Member
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SECRETARY OF THE AIR FORCE
WASHINGTON

NOV 30 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

Conference Report 112-331 of the Consolidated Appropriations Act of 2012 requires the Air Force to report any authorized KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that change program content, cost, or schedule. The report is required on a quarterly basis, with the first report submitted not later than March 30, 2012. This is the fourth report and covers the period beginning July 1, 2012, through September 30, 2012.

During the period covered by this report, there were no KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that resulted in a change to program content, cost or schedule. The next report will cover the first quarter of Fiscal Year 2013.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

Michael B. Donley

Michael B. Donley



SECRETARY OF THE AIR FORCE
WASHINGTON

NOV 30 2012

The Honorable John McCain
Ranking Member, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Senator McCain:

Conference Report 112-331 of the Consolidated Appropriations Act of 2012 requires the Air Force to report any authorized KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that change program content, cost, or schedule. The report is required on a quarterly basis, with the first report submitted not later than March 30, 2012. This is the fourth report and covers the period beginning July 1, 2012, through September 30, 2012.

During the period covered by this report, there were no KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that resulted in a change to program content, cost or schedule. The next report will cover the first quarter of Fiscal Year 2013.

A similar letter has been sent to the chairman of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

Michael B. Donley

Michael B. Donley



SECRETARY OF THE AIR FORCE
WASHINGTON

JAN 30 2013

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Thank you for your January 3, 2013, letter supporting Governor Snyder's request for the Air Force to restore airlift capability to Battle Creek Air National Guard Base (ANGB). The Air Force leadership is proud of the men and women of the Air National Guard (ANG) and we recognize the many contributions they provide to our Nation's defense.

As your letter indicated, I directed the establishment of an Intra-Theater Airlift Working Group (IAWG) in response to the FY13 National Defense Authorization Act's direction to retain additional intra-theater airlift. This group will include representatives from the Air Force Reserve and Air National Guard, and its charter is to recommend the number and location for the additionally retained aircraft. The IAWG will report their findings to me by January 31, 2013, and we will make our final determinations at that time. We expect to communicate the results of this work to effected communities in February.

The Air Force remains committed to retaining critical capabilities in Michigan. The Air Force's Total Force proposal restored A-10s at Selfridge ANGB and placed an MQ-1/9 remote split operations squadron at Battle Creek. We deeply appreciate the local community's outstanding support to the Air Force's efforts.

As mission demands evolve and resource constraints emerge, the Air Force will continue to leverage the collective talent and experience of our Air Force Reserve and Air National Guard partners to provide the most effective and efficient air, space, and cyber power for the Nation. Thank you for your continued support of the United States Air Force. We look forward to continuing our work together during this challenging fiscal environment. A similar letter has been sent to Senator Stabenow.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a large, stylized "M" and "D".

Michael B. Donley



SECRETARY OF THE AIR FORCE
WASHINGTON

OCT 18 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

Conference Report 112-331 of the Consolidated Appropriations Act of 2012 requires the Air Force to report any authorized KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that change program content, cost, or schedule. The report is required on a quarterly basis, with the first report being submitted not later than March 30, 2012. This is the third report and covers the period beginning April 1, 2012, through June 30, 2012.

During the period covered by this report, there were no KC-46A contract modifications with a cost greater than or equal to \$5,000,000 that resulted in a change to program content, cost, or schedule. The next report will cover the fourth quarter of Fiscal Year 2012.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

Michael B. Donley

Michael B. Donley



SECRETARY OF THE AIR FORCE
WASHINGTON

JAN 25 2013

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am pleased to forward the enclosed report on the command structure of the National Air and Space Intelligence Center (NASIC) as directed on page 201 of House Report 112-479 to accompany H.R. 4310, the National Defense Authorization Act for Fiscal Year 2013.

This report concludes that no changes to the current internal command structure of NASIC are warranted at this time based upon organizational size and level of leadership. The recently appointed executive director of the Air Force Intelligence, Surveillance, and Reconnaissance (ISR) Agency provides executive-level management, institutional-based knowledge, experience, and perspectives on corporate planning and programming for NASIC within the context of the Air Force ISR enterprise. This command relationship allows the NASIC chief scientist to reallocate critical time to the management of the center's national defense intelligence assessments and the development of the center's analytic tradecraft.

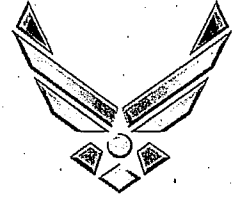
A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley

Attachment:
Report on NASIC and MCIA Command Structure



United States Air Force

Report to Congressional Committees

NASIC and MCIA Command Structure

January 2013

The estimated cost of report or study for the Department of Defense is approximately \$3,490 for the 2013 Fiscal Year. This includes \$1,870 in expenses and \$1,620 in DoD labor.
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House Report 112-479

Introduction

This report is being provided to the congressional defense committees as directed on page 201 of House Report 112-479 to accompany H.R. 4310, the National Defense Authorization Act for Fiscal Year 2013.

Study on National Air and Space Intelligence Center and Marine Corps Intelligence Activity Management Structure

The committee notes the management structure of the National Air and Space Intelligence Center (NASIC) and the Marine Corps Intelligence Activity (MCI A) does not mirror the management structure of the other military intelligence centers. The demand for intelligence increased exponentially over the past decade and the intelligence centers require a stable, strong command structure to effectively meet the information demand. The lack of a civilian senior executive service (SES) executive director could impede managerial effectiveness and limit interaction with colleagues from other military and civilian organizations. The committee directs the Secretary of the Air Force, in coordination with the Secretary of the Navy, to examine the command structure of NASIC and MCI A, respectively, with regard to establishing a civilian SES executive director. The committee directs the Secretary of the Air Force and Secretary of the Navy to report the findings of the study along with any recommendations the Secretaries may have relating to modifying the command structure of the NASIC and MCI A to the congressional defense committees by February 15, 2013.

Report

1. NASIC Mission and People

The NASIC is the Air Force's predictive intelligence center. Comprised of four groups, 18 squadrons, four directorates, and multiple staff offices, the center's more than 3,100 personnel provide predictive intelligence assessments to the President, members of Congress, and senior U.S. military leaders to aid the formation of U.S. defense policy. The NASIC all-source analysts are the national experts on threats that span air, space, and cyberspace domains. The NASIC's analysts are recognized experts and innovators in information and data exploitation. The NASIC is led by an exceptional team of hand-selected military and civilian leaders.

The NASIC senior leadership team shares responsibilities to lead and manage both the center's mission and the development and well-being of its people. The internal leadership teams are comprised of a mix of civilian and military personnel. Senior military leaders are all O-6 level officers while civilian leadership is a mix of Defense Intelligence Senior Level (DISL) and GG-15 positions. The chief scientist at NASIC is also the center's senior civilian, an exceptionally well-respected DISL executive who works in concert with the O-6 commander and vice commander.

2. The Role of the NASIC Chief Scientist

The NASIC's chief scientist works in concert with the commander to provide counsel and advice on the efficacy of NASIC plans, programs, and ongoing projects and tasks to meet current and future mission requirements. The chief scientist is the recognized technical expert providing authoritative counsel and advice to the center's management and professional staff as well as to other organizations. In this role, the chief scientist analyzes and recommends innovative approaches to meet NASIC mission needs and works in concert with the other Services' intelligence production centers and the analysis and production community to pursue common approaches for satisfying future mission requirements. More broadly, the chief scientist represents the Air Force in scientific and technical joint committees composed of representatives of the Armed Forces, the Department of State, the Department of Defense, the Central Intelligence Agency, the Defense Intelligence Agency, the National Geospatial-Intelligence Agency, the Department of Energy, the National Security Agency, the National Aeronautics and Space Administration, the National Reconnaissance Office, and the Joint Chiefs of Staff. He/She also serves as NASIC's representative to the Air Force's Scientific Advisory Board and to the Chief Scientist of the Air Force.

3. The Role of the Executive Director of the Air Force ISR Agency

Recently, the Secretary of the Air Force appointed a Defense Intelligence Senior Executive as the executive director for the Air Force ISR Agency. The executive director provides senior level management, institutional-based knowledge, experience, and perspectives on

Distribution

The Honorable Richard J. Durbin
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable C.W. Bill Young
Chairman
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Peter J. Visclosky
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Howard P. "Buck" McKeon
Chairman
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

The Honorable Adam Smith
Ranking Member
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

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SECRETARY OF THE AIR FORCE
WASHINGTON

AUG 10 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am pleased to forward the enclosed report responding to Section 135 of Public Law 112-81, the Fiscal Year 2012 National Defense Authorization Act. Section 135 directs the Secretary of the Air Force to submit a plan to provide an extremely high frequency (EHF) terminal for secure protected communications for the B-2 aircraft and other aircraft.

The Air Force Family of Advanced Beyond Line-of-Site Terminals (FAB-T) program has been restructured and focused on delivering the higher priority air and ground command post terminals that support our Presidential and strategic nuclear communications. As part of this action, the terminals intended for the B-2, B-52, and RC-135 platforms have been delayed. To mitigate the delay in EHF terminals for the B-2, the Air Force will invest in a very low frequency radio capability to provide the required survivable and secure connectivity needed for nuclear command, control, and communications.

A similar letter and a copy of the report have been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley

Attachment:
Report on Extremely High Frequency Terminals



United States Air Force

Report to Congressional Committees

Extremely High Frequency Terminals

June 2012

Preparation of this report/study cost the
Department of Defense a total of approximately
\$5,230 for the 2012 Fiscal Year.

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House Report 1540, Section 135

Extremely High Frequency Terminals



Introduction

This report is being provided to the congressional defense committees as directed in Fiscal Year 2012 National Defense Authorization Act, Section 135.

Extremely High Frequency Terminals

(b) Plan to Secure Protected Communications. Not later than 90 days after the date of the enactment of this ACT, the Secretary of the Air Force shall submit to the congressional defense committees a plan to provide an extremely high frequency terminal for secure protected communications for the B-2 bomber aircraft and other aircraft.

Executive Summary

As part of the Fiscal Year (FY) 2013 President's Budget process, the Air Force decided to delay the development and production of extremely high frequency (EHF) terminals for the B-2, B-52 and RC-135 aircraft because of continued delays to the Family of Advanced Beyond Line-of-Site Terminals (FAB-T) program and growing concerns of program affordability. A revised acquisition strategy has been approved that continues the current Boeing development under a firm-fixed price contract and initiates development of an alternative source. The focus of the new acquisition strategy is delivery of the FAB-T air and ground command post terminals. Under this new acquisition strategy, a decision for purchasing EHF terminals for the bombers is deferred outside the Future Years Defense Program (FYDP).

To mitigate the delay in EHF terminals for the B-2, the Air Force will invest in a very low frequency (VLF) radio capability to provide the required survivable and secure connectivity needed for nuclear command, control, and communications (NC3).

Report

Background

The FAB-T program was started in 2002 to provide EHF voice and data military satellite communications (MILSATCOM) for nuclear and conventional forces. The requirements for the program are captured in the January 2009, FAB-T Capability Development Document (CDD). FAB-T provides a multi-channel, beyond line-of-site (BLOS), protected and survivable communications capability using the Advanced Extremely High Frequency (AEHF) satellite constellation. FAB-T is nuclear-hardened to support the strategic missions and also has high bandwidth features needed for tactical missions. It is also backward compatible with existing low data rate (LDR) communications modes using Milstar satellites. Ground-based fixed, airborne command and control (E-4 and E-6), and transportable FAB-T command post terminals (CPT) will ensure that nuclear command and control (C2) facilities remain connected to the President of the United States, Secretary of Defense, and Combatant Commanders to provide positive control of Nuclear Response forces. Force element terminal (FET) variants will be provided for the B-2, B-52, and RC-135 platforms for nuclear force direction and report back. FAB-T will also provide the communications capability to support the C2 of the Milstar and AEHF satellites and payloads.

As part of the FY 13 President's Budget process, the Air Force delayed production and delivery of EHF terminals for the B-2, B-52, and RC-135 aircraft because of continued delays to the FAB-T program and growing concerns of overall program affordability. Coinciding with this decision, the Air Force de-scoped the effort on the B-2 EHF Increment 2 antenna development and delayed updates to the B-52 environmental control system (ECS) necessitated by the addition of EHF terminals. This action will save \$689 million in FY13 and over \$1.33 billion across the FYDP. In addition, the FY12 National Defense Appropriations Act re-allocated \$42 million of research, development, test, and evaluation

Extremely High Frequency Terminals

(RDT&E) funding from FAB-T specifically for the development of an alternative source to the current Boeing effort.

Current Status and Way Forward for EHF Terminal

The Air Force, in coordination with the Office of the Secretary of Defense (OSD), the Joint Staff, and United States Strategic Command (USSTRATCOM), has developed a revised acquisition strategy to ensure that we meet our most critical near-term needs for the warfighter and deliver EHF terminals in an affordable manner. This includes prioritizing delivery of the FAB-T air and ground command post terminals that provide connectivity for the Defense Information System Agency (DISA) Presidential and National Voice Conferencing (PNVC) system. To meet this need, deliveries of the initial FAB-Ts must begin in FY15.

The revised acquisition strategy reflects several specific actions to reduce cost and schedule risk. A schedule of activities is provided in Figure 1. First, funding and production of terminals associated with bomber and RC-135 platforms was delayed outside of the FY13 FYDP. While the requirement for EHF connectivity on the bombers has not been eliminated, the Air Force needs to balance the affordability of that capability against the more pressing need for strategic communication services provided by FAB-T.

Second, the current development contract with Boeing was converted from a cost type to firm fixed price (FFP). While the performance of Boeing on the FAB-T contract has been historically poor, 95 percent of the development effort has now been completed. Boeing and the Air Force understand the work remaining on the contract and performance has improved; therefore, Boeing has the highest probability of meeting the warfighter need timelines. This assessment is a result of market research conducted over the past 18 months to look at alternative solutions to FAB-T. Conversion to a FFP contract will limit continued development cost risk to the Air Force and incentivize Boeing to complete development on its revised schedule.

Third, the Air Force has initiated development of an alternative source for FAB-T. The alternative source will develop a terminal that meets only the immediate warfighter requirements for the command post terminals and supports presidential conferencing. Market research indicated that several sources have terminals capable of communicating with the AEHF satellite. The FAB-T Program Office has assessed the schedule of upgrading these current AEHF terminals to include all of the requirements for FAB-T. It was concluded that an alternative source would not be able to meet the required initial delivery timeline if they are required to fulfill the bomber unique requirements. While the command post terminals require additional complex software, the bombers drive size, weight, power, and environmental requirements onto the terminal design. By removing those bomber unique requirements, the alternative source can focus on developing a terminal that meets the near-term warfighter needs with a higher probability of success. The Air Force released a request for proposal (RFP) on April 23, 2012, and contract award is expected by September 2012.

Extremely High Frequency Terminals

Lastly, production contract options will be requested from both Boeing and the alternative source. By locking in production costs now, a more accurate estimate of overall program affordability can be assessed. Executing both the Boeing and alternative source contracts in parallel mitigates the overall program risk by having two viable sources develop command post terminals, with a delivery no later than the fourth quarter of FY 15. The intent of this strategy is to continue with both sources in development until sufficient knowledge is available to make a decision with acceptable risk to continue with only one of the sources to complete development and production. This strategy establishes distinct knowledge points to assess the information required to support this decision on each of the contracts.

The revised acquisition strategy completes delivery of FAB-T CPTs in the 2019-2020 timeframe. Currently, the FAB-T strategy does not address procurement of FETs. Future acquisition planning will address FET procurements if funding becomes available.

The B-2 antenna development required to host an EHF terminal is also challenging. Notionally, five years of development and test are required on the B-2 to complete development of an EHF antenna. Any program restart must be integrated into the B-2 flight test and modernization schedule. Currently, funding for the remaining B-2 EHF development effort is not within the FY 13 FYDP as the Air Force assesses the affordability and prioritization of the capability within the budget.

FAB-T Schedule

(FFP PoR and Alternative Source)

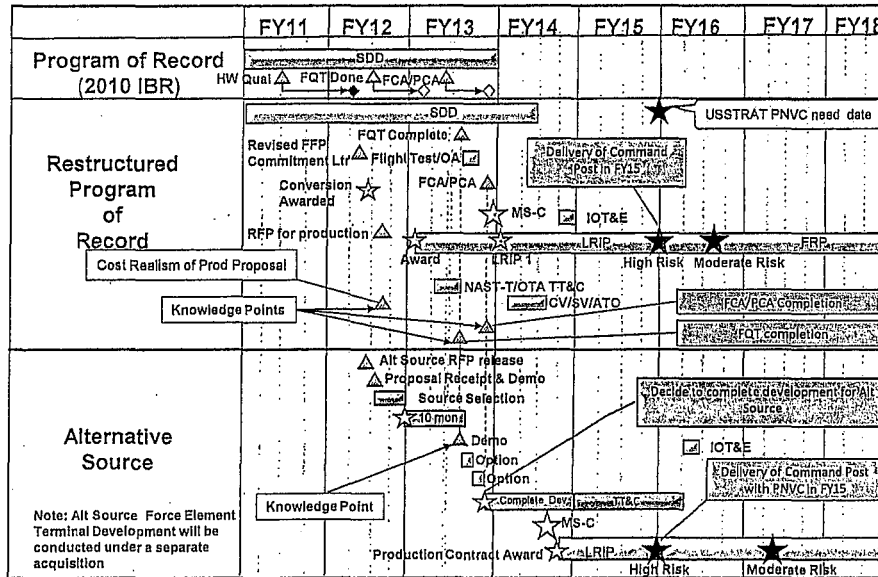


Figure 1 - FAB-T Program Schedule

Air Force Bomber Mitigation

To mitigate the delay in EHF terminals for the B-2, the Air Force will invest in a VLF radio capability to provide the required assured, unbroken, survivable, secure, and enduring connectivity needed for NC3. Recent testing of VLF reception on the B-2 shows this is feasible, significantly less costly, and because of an internal antenna, has no adverse impact on the B-2's radar signature. VLF is a proven communication medium for NC3 and the B-2 VLF radio will build upon existing operational VLF technologies. The planned B-2 VLF radio will be developed in a leader-follower program, with follow-on integration expected on other platforms. This will mitigate the loss of EHF terminals on the B-2 and will provide an alternative B-2 NC3 capability as quickly as possible.

While speed of development and fielding is the highest priority, the B-2 radio will be designed to maximize opportunities for future integration on other platforms as the common VLF receiver (CVR). CVR will become the modernized force-wide standard VLF radio having improved reliability, range, anti-jam performance, and speed. CVR will replace the legacy B-52, E-4, and E-6 VLF receivers. The B-2 will also be upgraded with CVR improvements so the entire force will have a common radio using a single set of high performance VLF waveforms.

While the planned B-2/CVR VLF radios will not provide desired "report back" capability (they are one-way communication due to antenna limitations), they offer very high probability of correct mission reception (PCMR) over the entire northern hemisphere for NC3 messages sourced from survivable airborne transmitters that link to the President, Secretary of Defense, the Chairman of the Joint Chiefs of Staff, designated Combatant Commanders, and NC3 facilities. Once EHF terminals are provided to the bombers, VLF will be retained to provide redundant NC3 capability.

The combination of the new acquisition strategy for FAB-T and the mitigation efforts for the B-2 will ensure that the Air Force best meets national and warfighter needs for NC3. At the same time, the new strategy will reduce continued cost risk and develop an alternative source should additional difficulties be encountered that will further delay this critical national capability.

Distribution

The Honorable Daniel K. Inouye
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Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
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SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 12 2013

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

I am pleased to forward the enclosed report responding to page S1497 of the *Congressional Record*, the Joint Explanatory Statement (JES) to accompany H.R. 933, the Consolidated and Further Continuing Appropriations Act, 2013.

The purpose of this communication is to provide the congressional defense committees a report, not less than 30 days prior to the obligation of funds, detailing how additional Satellite Modernization Initiative (SMI) funds for the Space-Based Infrared System will be used. The entirety of the additional \$18 million in funds will be used to award six contracts for sensor development through preliminary design review. An additional report on Advanced Extremely High Frequency SMI funds will be provided under separate cover at a later time.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a large, stylized "D".

Michael B. Donley

Attachment:

Space Based Infrared System (SBIRS) Report for Additional Satellite Modernization Initiative (SMI) Funds



United States Air Force

Report to Congressional Committees

Space Based Infrared
System (SBIRS) Report for
Additional Space
Modernization Initiative
(SMI) Funds

June 2013

Joint Explanatory Statement to accompany H.R. 933, the Consolidated and Further Continuing Appropriations Act, 2013, *Congressional Record*, Page S1497

Introduction

This report responds to the Joint Explanatory Statement (JES) to accompany H.R. 933, the Consolidated and Further Continuing Appropriations Act, 2013. Page S1497 of the March 11, 2013, *Congressional Record* stated the following:

The conference agreement provides an additional \$18,000,000 for the Space Based Infra-Red System (SBIRS) and \$25,000,000 for the Advanced Extremely High Frequency (AEHF) Satellite Modernization Initiative (SMI) efforts and reiterates the direction as detailed in Senate Report 112-196 for the Secretary of the Air Force to provide the congressional defense committees a report detailing how the additional SMI funds will be used not less than 30 days prior to the obligation of such funds.

This report addresses the SBIRS SMI effort. A separate report will be prepared for the AEHF SMI effort. A separate report will also be prepared in response to the JES direction, also on page S1497, for a “report describing the overall SMI strategy and goals.”

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Distribution

The Honorable Richard J. Durbin
Chairman
Subcommittee on Defense
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United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
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SECRETARY OF THE AIR FORCE
WASHINGTON

JAN 25 11 18

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

I am pleased to forward the enclosed report, Department-Wide Depot Workforce Development Plan, as directed on page 102 of House Report 112-78, H.R. 1540, the National Defense Authorization Act for Fiscal Year 2012.

The report details the Air Force's programs to attract, develop, and retain quality depot maintenance technical, engineering, and other professional personnel to ensure continued world class support to the warfighter.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Sincerely,

A handwritten signature in black ink that reads "Michael B. Donley". The signature is written in a cursive style with a long, sweeping tail on the letter "y".

Michael B. Donley

Attachment:
Department-Wide Depot Workforce Development



United States Air Force

Report to Congressional Defense Committees

Department-Wide
Depot Workforce Development

January 2013

Preparation of this report cost the Department of Defense
a total of \$17,017 for the 2012/13 Fiscal Year.

Department-Wide Depot Workforce Development

Introduction

This report is being provided to the congressional defense committees as directed in House Report 112-78, H.R. 1540, the National Defense Authorization Act for Fiscal Year 2012.

Page 102 of House Report 112-78 includes the following language:

Department-Wide Depot Workforce Development.

"The Committee has been made aware that the maintenance depots supporting the military services are no longer able to sustain certain cooperative training programs designed to develop the future depot workforce. The committee is concerned that maintenance depots are not being properly funded for these cooperative training programs which are intended to enable the maintenance depots to meet future workforce requirements. Therefore, the committee directs the Secretaries of the military departments to develop and begin executing integrated workforce development plans for their respective maintenance depots, and to submit to the congressional defense committees copies of their respective plans within one year after the date of enactment of this Act. Specifically, the plans should emphasize apprenticeship opportunities, encourage flexibility in hiring to allow the new trainees to shift across the maintenance depots to better structure the workforce to meet future reset and depot maintenance workloads, and provide adequate resources to sustain essential training activities."

Executive Summary

Over the last decade, Air Force depot maintenance has made great strides in framing and executing an integrated strategy to develop and retain a professionally skilled workforce. The Air Force depot maintenance workforce is currently comprised of over 24,000 technicians, mechanics, engineers, and other professionals supporting three air logistics complexes located at Robins Air Force Base (AFB) in Georgia, Tinker AFB in Oklahoma, and Hill AFB in Utah.

A central part of this strategy is the development of cooperative training programs with a consideration for both current and future workloads and technologies. While funding constraints have resulted in some reductions, the Air Force's cooperative training programs continue to meet current and anticipated future requirements. The "cooperative training program" being described is the new Air Force Internship Program, which provides students in high schools, colleges, trade schools, and other qualifying educational institutions with paid opportunities to work in agencies and explore federal careers while completing their education. Air Force depots are continuing to reach out and partner with colleges, vocational technology (vo-tech) schools, and K-12 school systems in the development of effective cooperative training programs. Thousands of personnel have been recruited, hired, and further developed across the Air Force depots in the last few years through various vo-tech, partnership, intern, and college graduate recruiting programs.

Although the Air Force continues to be successful in attracting quality depot maintenance technical, engineering, and other professional personnel through our cooperative training program, we do face other challenges. For example, the Air Force does not compete well with industry in recruiting and retaining scientists and engineers. Recruiting tends to be localized due to low starting salaries, which are insufficient to pay for housing and living expenses for potential recruits outside of the local commuting area. In addition, retaining scientists and engineers is a continuing challenge due to competition with private industry for personnel with these highly desired skills. Finally, recruiting has been impacted in the short term as the Air Force adapts to the new requirements of the Pathways Internship Program.

While some recruiting and retention challenges do exist, the Air Force's cooperative training programs have been and will continue to be the linchpin in our integrated depot workforce development plan. The programs detailed in the body of this report will highlight our success in attracting quality depot maintenance technical, engineering and other professional personnel to ensure effective, efficient, and flexible support to warfighter depot maintenance requirements.

Report

Current Air Force strategy includes the recruitment, hiring, development, skills-maintenance, and retention of depot employees to meet current and future mission requirements. This is a joint responsibility between the personnel management function and the technical communities. For the discussion of development plans in this report, the vast majority of depot maintenance personnel can be categorized as either Federal Wage System (FWS) technicians or degreed professional science and engineering (S&E) personnel.

Federal Wage System employees include mechanics whose focus is on the physical parts of weapon systems. The S&E employees include a variety of engineering and other professionals such as electronic, mechanical, and aeronautical engineers, as well as computer scientists. The recruitment, hiring, and development of FWS depot maintenance personnel are closely aligned to partnerships with vo-tech schools and community colleges that utilize internship type work/study programs. Since 2002, over 4,000 students have been hired as permanent employees from tech schools, colleges, and universities in the depots' local and regional areas. The recruitment, hiring, and development of the S&E workforce uses similar partnerships more aligned to engineering accredited institutions. The following subsections provide more detailed plans and methods categorized by FWS and S&E.

Federal Wage System (FWS) - Intern and Apprentice Development and School Partnership Agreements within Air Force Depot Maintenance:

INTRODUCTION

This subsection addresses the integrated strategy and plan for the critical mechanic/technician skill sets in depot maintenance. These are positions for which technical college degrees are beneficial, but not necessarily required. Examples of these skill sets include electronics and avionics, airframe and powerplant, aircraft electrical systems, sheet metal and composites, and machining. The capability for these individuals to gain on-the-job experience while attending formal training results in a better trained, more productive employee.

To recruit, hire, develop, sustain, and convert interns to full-time employees when eligible, the Air Force depots have executed a mixture of partnerships, agreements, plans, and methods in conjunction with local vocational training and education sources. Federal Wage System depot and school partnerships have been used for over 20 years. The skill sets being recruited, via the partnerships, are tied to variables in near and far time frame mission workload, existing workforce and skills, and availability of entry level students in the vo-tech pipeline.

Air Force Materiel Command depots monitor the workforce and strive to close skill gaps by maintaining active workforce development and career progression programs. Strategies include soliciting input from the maintenance groups and developing and maintaining partnerships with local colleges, universities, and technical schools. Due to changing workload and workforce dynamics, depots develop target promotion efforts to help sustain manning in critical career fields. For example, in 2010, Robins AFB developed the

Department-Wide Depot Workforce Development

Sheet Metal and Aircraft Mechanic Helper training programs. These initiatives added over 150 entry-level workers to these critically manned skill areas at the depot.

Examples of the specific school partnerships that help fill critical skill requirements include electronic and avionics internships, airframe and powerplant internships, and sheet metal internships. Of the tools and opportunities available over more than ten years, the preeminent source was partnerships with local schools to hire students as work/study interns using the authority provided in the Student Career Experience Program (SCEP). Student Career Experience Program was used by FWS and S&E, as well as other General Schedule (GS) employees. The authority to appoint interns via SCEP expired July 9, 2012, although SCEP hired interns remain in the pipeline. The replacement program to hire interns is the Pathways Internship Program. This program will be addressed further later in the report.

For new and existing employees seeking to gain further technical or professional education, there are processes that connect employees to programs created at local schools driven or influenced by relationships with the depot or base. For instance, to further their careers and growth to higher level jobs, many current depot employees have been, or are currently, enrolled in partnership based programs. These employees have received Civilian Tuition Assistance Program (CTAP) support funded by depot, base, and/or central Air Force resources.

There are partnerships with vo-tech schools that specialize in airframe and powerplant (A&P) cooperative education leading to certification as a Federal Aviation Administration (FAA) A&P licensed mechanic. Tinker AFB has an agreement with the local area technology centers to hire their A&P graduates to support depot manning requirements. Since 2002, Tinker AFB has hired over 1,000 graduates of the A&P program. The robustness of the critical skill driven partnerships with local vo-tech schools can be evidenced by a 70 percent increase in the last five years of the number of FAA A&P licenses held by depot maintenance personnel as determined by Air Force Materiel Command personnel records (where numbers are taken as an aggregate of all three depots).

AFFILIATIONS AND PARTNERSHIPS IN SUPPORT OF MAINTENANCE WORKFORCE

The vo-tech students have played a major role in the success of the depots' ability to hire skilled employees, which reduces training time compared to individuals who are hired without required training or skills.

Tinker AFB and Robins AFB depot partnerships with local vo-tech schools to support the FWS intern programs include:

- Middle Georgia Technical College;
- Central Georgia Technical College;
- Southern Georgia Technical College (two locations);
- Oconee Fall Line Technical College;
- Middle Georgia College;
- Southern Crescent Technical College;
- Metro Technology Aviation Career Campus;

Department-Wide Depot Workforce Development

- Gordon Cooper Technology Center;
- Canadian Valley Technology Center;
- Oklahoma City Community College; and
- Francis Tuttle Technology Center.

Tinker AFB and Robins AFB depot partnerships with local colleges and universities to support the FWS and/or GS intern programs include:

- Macon State University;
- Fort Valley State University;
- Mercer University;
- Wesleyan University;
- Middle Georgia College;
- Georgia College and State University;
- Georgia Southwestern State University;
- East Central University;
- Embry-Riddle Aeronautical University;
- Langston University;
- Oklahoma City University;
- Oklahoma State University;
- University of Central Oklahoma; and
- University of Oklahoma.

The Hill AFB depot has participated in the "Education and Training Alliance" with the Utah System of Higher Education since 2001. This agreement has included all institutions managed by the State Board of Regents (universities, colleges, and vo-tech institutions). For FWS and GS development, discussions are underway to establish formal partnership agreements with individual schools. However, there are formal, specific agreements for S&E students. Hill AFB works closely with all interested Utah colleges and universities locally to:

- Define depot requirements for academic curriculums and vocational programs to support Hill AFB's current and future workforce
- Partner on educational outreach and recruitment programs to improve the candidate pool for critical organizational positions
- Design specialized education and training to credential new hire candidates for critical occupations, and also to train, shape and credential the existing workforce.

Hill Air Force Base is working with the following colleges and universities:

- Utah State University;
- University of Utah;
- Westminster College, Salt Lake City;
- Salt Lake Community College;
- Weber State University;
- Davis County Applied Technology Center (DATC); and
- Ogden-Weber Applied Technology Center (OWATC).

Scientist & Engineer (S&E) - Intern, Apprentice Development, and School Partnership Agreements within Air Force Depot Maintenance:

This subsection of the report addresses the integrated, tailored strategy and plan that is oriented to the critical weapon system support skill sets for which professional S&E college degrees are normally required. The opportunity for these individuals to gain on-the-job experience while attending formal training provides a better trained, and therefore, more productive employee.

INTRODUCTION

The S&E workforce development functions at Air Force depots are responsible for recruiting, hiring, training, certifying, and guiding career development for approximately 3,000 S&E personnel. Approximately 200-260 new S&E personnel are hired every year across the three depots. The bulk of these hires support depot maintenance production, mostly at the entry-level, GS-5/7/9, with a target grade of GS-12. The most common S&E discipline in depot maintenance is electronic engineering, which provides support to weapon system operational flight, test, and related critical software and integrated computer subsystems.

The S&E community at the Air Force depots has an S&E center and site functional home office (EN) responsible for career management and development across the center. Since most of the depot S&E workforce supported is actually assigned and supervised outside of the EN offices, the EN offices develop and sustain strong relationships with the depot maintenance technical director and supervisors. These relationships are supported by the identification and assignment of senior S&E functional staff in depot maintenance organizations. These senior functional personnel have a dual responsibility to both oversee the technical processes of their organizations and to facilitate the workforce development initiatives of the depot maintenance S&E community.

Many of the programs and processes used in connection with local and regional colleges and universities in support of the depot maintenance FWS workforce are also used in support of the S&E workforce in depot maintenance. These include many of the programs discussed in the FWS subsection above. Some additional developmental programs used by the S&E community are discussed in the following pages.

AFFILIATIONS AND PARTNERSHIPS IN SUPPORT OF S&E WORKFORCE

A proactive approach has been taken to partner with local and state education resources to make the S&E presence known and to encourage development of students in science, technology, engineering, and mathematics. Outreach is not new to the depot S&E communities. This outreach has been an important area of focus for many years recognizing that the future pipeline of qualified candidates will impact the Air Force depot workforce. Depot S&E communities have developed affiliations and partnerships with a wide range of school levels to include: elementary schools, high schools, vocational schools, pre-engineering academies (CareerTech), pre-engineering programs at colleges, and full science and engineering degree programs at universities.

Department-Wide Depot Workforce Development

Depot S&E affiliation and partnership activities include but are not limited to:

- Participating on advisory boards from CareerTech schools to colleges and universities to exchange ideas and information regarding S&E programs that will support Air Force needs in these areas;
- Working with universities and colleges to tailor programs and curriculums to meet the needs of S&E workforce in support of Air Force depot mission;
- Providing mentoring and capstone reviews for CareerTech and high school students; some of our supported teams have finished in the top five in national competitions;
- Hosting and providing tours for high school and college students and engineering clubs/societies; and
- Providing speakers for career days, luncheons, and academic programs at all levels.

One example of an S&E partnership is the Hill AFB Educational Partnership Agreement (EPA) with the University of Utah School of Engineering in Salt Lake City, Utah. This agreement allows students to use Hill AFB equipment in conducting academic research and development of interest to the Air Force. This grants the university and Hill AFB limited purpose license rights for any works produced. Academic credit is granted to the students upon accomplishment of their research. Qualified personnel at Hill AFB are encouraged to teach courses for the university and to serve as advisors to graduate students participating in the research.

Examples of S&E partnerships at Robins AFB include EPAs with Mercer University School of Engineering in Macon, Georgia, and Georgia Tech in Atlanta, Georgia. These agreements allow students to conduct academic research and development of interest to the Air Force at Robins AFB. Robins AFB has cooperative research and development agreements (CRADA) with the Mercer Engineering Research Corporation (MERC) and the Georgia Tech Research Institute (GTRI).

Tinker AFB has partnerships as well. An example of S&E efforts engaging local universities includes Tinker AFB's Long Term Training (LTT) program and its Master of Science in Industrial Engineering (MSIE) Reliability Engineering (RE) Program as noted below:

Long Term Training (LTT) is a Tinker AFB program for S&E personnel to earn a Master of Science degree to enhance the depot's technical capability. Tinker AFB EN training dollars fund tuition, books, and fees. Selected employees are full-time students at local public universities and do not have any other job responsibilities during school sessions, which allows students to complete the training program within three semesters. Nine students were enrolled for FY11/12 and 12 students were selected for FY12/13 cycle.

Tinker AFB has partnered with the University of Oklahoma to leverage the MSIE Program in support of the depot. The MSIE program prepares students for a vital aspect of

Department-Wide Depot Workforce Development

the maintenance, repair, and overhaul of today's complex systems by focusing on analysis techniques to assist in reliability-based decision making. Students gain classroom experience consistent with the RE certification body of knowledge developed by the American Society for Quality (ASQ). Courses prepare students for the ASQ Certified RE exam. Tuition is funded through the Office of the Assistant Secretary of the Air Force for Acquisition and the S&E career field team. Tinker AFB EN funds fees and books, based on funds availability. This is a part-time program in which students have six semesters to earn an MSIE degree and classes are taken during off-duty hours or on a flex-schedule.

Under the former SCEP program, Robins AFB had agreements with several engineering schools in the southeastern United States, including schools within commuting distance from the base. The depots are transitioning to partnerships and recruitment using the Pathways Internship Program, which will be discussed in an upcoming section.

Air Force depot partnerships with local colleges and universities to support the S&E intern and development programs include:

- University of Utah;
- Utah State University;
- Weber State University (UT);
- Brigham Young University (UT);
- University of Oklahoma;
- Oklahoma State;
- Mercer University (GA);
- Georgia Tech; and
- Georgia College & State University.

STUDENT PIPELINE/INTERNSHIP PROGRAMS

The depot S&E communities utilize several Department of Defense (DoD) and United States Air Force internship programs to maintain the pipeline of S&E talent to help the depots with recruiting, hiring, and development. Scientist & Engineer internship program partnerships offer a valuable win-win arrangement for depots and students; the depots tap into a great source of talent to fill the pipeline with potential employees, while students gain hands-on exposure to the work environment. While providing students an exciting and meaningful experience, these programs are structured and managed with post-graduation conversion in mind. Throughout the internship, student performance is evaluated to provide constructive feedback via one-on-one mentoring sessions. Additionally, students participate in regularly scheduled professional development seminars and report to senior leadership on their experience prior to returning to school each year. The interns arrive at the depots during summer session or at other times of the year depending upon school academic calendars.

The Science, Mathematics, And Research for Transformation (SMART) Program is a DoD-wide scholarship program for S&E personnel. This program funds bachelor, master, and doctorate degrees. The SMART candidates also complete a mentored 12-week internship. The depots support about five to ten SMART interns per year.

Department-Wide Depot Workforce Development

The PALACE Acquire Program (PAQ) is centrally funded by the Air Force Personnel Center (AFPC). Each depot receives an annual allocation of approximately 10 PAQ engineers. This program consists of a three-year training program, including one academic year of funded graduate studies. Engineers who complete the PAQ program are qualified for mandatory placements for positions funded by the local unit.

The depot S&E community formerly used the Federal Career Intern Program (FCIP) to hire entry-level engineers immediately after graduation. Today, the Expedited Hiring Authority (EHA) is used to hire at the entry-level.

The new Pathways Recent Graduates Program is also an avenue for developmental experiences appropriate for individuals who have recently graduated from qualifying educational institutions or programs. Employment through the Pathways Recent Graduates Program may lead to conversion to a permanent, competitive service position contingent upon meeting program requirements and the needs of the agency. Eligibility includes recent graduates who have completed, within the previous two years, a qualifying associate, bachelors, masters, professional, doctorate, vocational, or technical degree or certificate from a qualifying educational institution. Veterans unable to apply within two years of receiving their degree due to military service obligation have as much as six years after degree completion to apply. The Pathways Recent Graduates Program became effective July 10, 2012.

The new Pathways Internship Program offers a conduit to federal internships for students from high school through post-graduate school, and provides meaningful training and career development opportunities. The Pathways Internship Program became effective July 10, 2012.

The Student Career Experience Program (SCEP) was a fundamental depot S&E intern program and was authorized to appoint students pursuing educational programs at the high school level through professional degrees. SCEP interns were generally university juniors or seniors and were resourced from AFPC centrally managed funds, Section 852 funds, or unit/organization funds. Essentially, all S&E SCEP personnel have been placed upon graduation. The SCEP program has been replaced by the Pathways Internship Program, which is expected to function much the same way. Agencies were authorized to use the SCEP appointing authority through July 9, 2012.

The Student Temporary Employment Program (STEP) has been used from time to time as funding was available. The STEP program targeted students ranging from high school through professional educational degree programs. The STEP program is being replaced by the Pathways Internship Program.

S&E RECRUITING

Depot S&E communities actively recruit at approximately 75 campuses. The Tinker AFB S&E community recruits at approximately 30 universities across the south central U.S. Similarly, the Robins AFB depot recruits at approximately 30 universities across

Department-Wide Depot Workforce Development

southeastern U.S., and the Hill AFB depot recruits at approximately 15 universities across western U.S.

K-12 STEM OUTREACH

Science, technology, engineering and mathematics (STEM) have become an area of heightened interest nationwide in pre-university academic institutions. Depots have been proactive in pursuing avenues to provide tutoring and mentoring in these prime subject areas. However, often the greatest needs are for resources (e.g., money, equipment, project kits, and books) for which the use of existing direct Air Force funds is restricted. The S&E communities researched other avenues and discovered the National Defense Education Program (NDEP). Depot S&E personnel have worked aggressively with NDEP to be recognized as part of their program. The success of building this relationship has resulted in receipt of several hundred thousand dollars from NDEP to support STEM efforts.

An objective of partnering with the NDEP school grades K-12 program is to increase student awareness of the impact engineers and scientists have on national defense. Another key objective is to encourage students to participate in STEM, which the S&E community does through partnering with schools to provide mentorships, local tours of the base and facilities, special speakers, science fair judges, and funding or sponsoring many STEM activities. Another intention is to help reduce possible college attrition rates by working with schools to help students make informed choices among the many opportunities in STEM-related jobs. Equally important is to provide support for women and minorities in the S&E career fields to further strengthen the partnerships, student pipeline, and recruitment opportunities.

To effectively pursue this endeavor, depot S&E communities have partnered Air Force S&E personnel with teachers in the local community. Examples of these efforts include sponsoring robotics teams, Lego league teams, internships, and depot arranged teacher sponsorships to attend the regional Aerospace Summit & Industry Education Day. National Defense Education Program funding at Tinker AFB alone has reached more than 15,177 students and 612 teachers; the efforts were supported by more than 250 local scientists and engineers.

GRADUATE EDUCATION PARTNERSHIPS AND ASSISTANCE

The depots have technology and process needs that are best supported by employees with graduate education. Therefore, the depots partner with colleges and universities to develop and/or recruit from mission supporting graduate education programs. To support such partnerships and associations, civilian tuition assistance (CTA) is available to all depot S&Es either from the local civilian training organization or through the S&E Career Field Management Team at AFPC. Scientist & Engineer home office organizations actively encourage pursuit of graduate education either in engineering or in one of the other graduate degree programs available locally or online.

SUPPORT FOR TRAINING

The depot S&E support organizations lead a very proactive effort in functional training and long term training opportunities for all S&E personnel. One of the keys to

Department-Wide Depot Workforce Development

executing this responsibility is the training and development of the S&E workforce to ensure they have the competencies required to perform the depots' required engineering functions. The S&E Functional Training Program provides critical training to the depot maintenance S&E community located at the depot.

S&E CAREER COUNSELING

Career field managers provide confidential, one-on-one guidance regarding career advancement, development opportunities, performance, and resolution of workplace issues. An Air Force career development guide is available that outlines career paths and development opportunities for progression.

CAREER BROADENING PROGRAM

This program helps address the need for developing an understanding of system interdependencies by allowing trainees to shift across the depot via broadening assignments outside of their current skills, system, and/or organization. Scientist & Engineer personnel gain a more complete understanding of the relationships between system support, depot maintenance, and supply. The program also helps ensure best practices are spread by reassigning S&E personnel to different systems, so that new ideas, processes, and tools are shared across multiple platforms.

MENTORING PROGRAM

A formal one-year program exists matching S&E personnel with senior mentors. All S&Es are eligible to participate and the program includes monthly one-on-one meetings as well as group activities. Mentor relationships are not in the same chain of command, which fosters a higher level of trust and provides a wider breadth of exposure and broadening.

BENEFITS REALIZED

The depot maintenance workforce partnership, recruitment, and development activities are instrumental in the success of depot efforts supporting the warfighter and meeting the mission. The Air Force recognition of the importance of employee engagement and employee growth is key to mission success. The approach includes two key elements which are: expansion of the development cycle, and inter-relationships of the individual development programs.

Expansion of the development cycle encompasses enlarging the pipeline of future employees through workforce recruitment, growth, and retention. Several national studies have found a steady decline in U.S. students who are interested in science and math, and indicate that the United States is falling behind other countries in these areas. The probable result is a shortage of scientists and engineers in the future. A depot's mentoring, shadowing, advising, and speaking activities with students in elementary school through college increases interest in pursuing degrees in science and engineering and working for depots.

Treating workforce development programs as components of one all-encompassing program instead of many stand-alone programs creates interrelationships that keep personnel interested, engaged, and retained. Ultimately this approach increases each program's success. Each time a trainee participates in one program (internship, mentoring, counseling,

Department-Wide Depot Workforce Development

functional training, graduate education, career broadening, civilian development plans, or vectoring), it significantly increases the likelihood of subsequent participation in another program. Participation in each program presents additional opportunities for career managers to interact with depot professionals, providing them with guidance and a sense of engagement.

Additionally, this approach of an expanded development cycle and interconnected initiatives provides depot managers with insight to human capital gaps (availability, retainability, skills, and competencies) now and in the future. A depot's relationship with academia results in conversations on hiring trends, new technologies, and curriculums. A school's relationship with Air Force supervisors and managers of organizations results in knowledge of employee issues and technical challenges associated with sustainment activities. The relationships result in a better awareness and opportunity to align individual needs, both personal and professional, with Air Force needs.

Other challenges for FWS and S&E teaming and recruiting

Recruiting S&E personnel at a low, entry-level salary has been difficult, especially in an improving economy. Competition with industry for these highly desirable candidates has been challenging. The SMART and PALACE Acquire programs are successful development programs because they provide the incentives needed to compete with industry. Signing bonuses have been used to help close the entry level salary gap. Science and engineering skills are in high demand, therefore hiring flexibilities are needed to attract and retain this talent to support the complex work of the depots.

With the SCEP program now replaced by the Pathways Internship Program, efforts are underway to team with vo-tech, colleges, and other schools to implement intern programs. Recruiting efforts have been negatively impacted in the short term as the Air Force adapts to the new Pathways Internship Program and its additional announcement, resume, and roster requirements. Air Force depots will continue to adapt to the new program while seeking further opportunities to strengthen such training and recruiting partnerships.

Conclusion

Over the last ten years, the Air Force cooperative training programs have brought over 4,000 students to the depots as permanent employees to meet workload requirements. Moreover, the Air Force is firmly committed to the future of these cooperative training programs and partnerships which will develop and sustain a pipeline of trained, flexible professional employees to meet future workforce and mission requirements.

While we have been successful in attracting quality depot maintenance technical, engineering, and other professional personnel through our cooperative training programs, challenges still exist. The Air Force will have to continually compete with industry as it recruits and retains scientists and engineers. With an improving economy, low government employee pay will prove challenging in the foreseeable future. Additionally, there is a learning curve associated with transition to the new requirements of the Pathways Internship Program. While this may lead to a minor short-term negative impact, once fully

Department-Wide Depot Workforce Development

implemented the Pathways Internship Program should become a standard repeatable process for recruiting student interns and developing them into talented career employees.

The Air Force will continue to monitor the workforce and strive to meet skills requirements by maintaining active recruiting programs, workforce development, and career progression and apply appropriate resources to sustain a trained and effective depot workforce capability.

Distribution

The Honorable Richard J. Durbin
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Thad Cochran
Vice Chairman
Subcommittee on Defense
Committee on Appropriations
United States Senate
Washington, DC 20510-6028

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable James Inhofe
Ranking Member
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

The Honorable C.W. Bill Young
Chairman
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Peter J. Visclosky
Ranking Member
Subcommittee on Defense
Committee on Appropriations
United States House of Representatives
Washington, DC 20515-6018

The Honorable Howard P. "Buck" McKeon
Chairman
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

The Honorable Adam Smith
Ranking Member
Committee on Armed Services
United States House of Representatives
Washington, DC 20515-6035

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THE SECRETARY OF THE AIR FORCE
CHIEF OF STAFF, UNITED STATES AIR FORCE
WASHINGTON DC



JAN 28 2013

The Honorable James M. Inhofe
United States Senate, SR-205
Washington, DC 20510

Dear ~~Senator Inhofe~~: *Sir* —

Congratulations on your appointment as the new Ranking Member on the Senate Armed Services Committee. We look forward to working with you as we tackle issues key to our national defense. All of the men and women of the Air Force send you their very best wishes and stand ready to serve whenever you need assistance.

Please feel free to contact us or our Director of Legislative Liaison, Major General Tod Wolters, at (703) 697-4142, with any questions you may have. Again, congratulations! We look forward to serving with you.

Mike Donley
Michael B. Donley
Secretary of the Air Force

Mark Welsh
Mark A. Welsh III
General, USAF
Chief of Staff



SECRETARY OF THE AIR FORCE
WASHINGTON

MAR 14 2012

The Honorable Carl Levin
Chairman, Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

This letter responds to Senate Report 112-26, to accompany S. 1253, the National Defense Authorization Act for Fiscal Year 2012 (FY12), which directs the Secretary of the Air Force to report on the status of funding activities within the Air Force's Test and Evaluation Support budget line. The President's budget request for FY12 contained a \$109.0 million reduction to this budget line compared to FY11, rather than the intended \$25.0 million reduction. This error resulted in an \$84.0 million shortfall in the Test and Evaluation budget request for FY12.

In response to the Air Force's programming error, the Consolidated Appropriations Act for 2012, Section 8074b, provided an additional \$50.0 million for Air Force Test and Evaluation Support and granted the Air Force special transfer authority in the amount of \$34.0 million for Test and Evaluation Support, to close the remaining gap. Based on current projections, Test and Evaluation funding is sufficient to sustain activities through the third quarter of FY12. We will continue to monitor execution to ensure sufficient funds are available to support the Test and Evaluation mission. We will forward the required 30-day notification letter to the congressional defense committees as required by Section 8074b prior to exercising the authorized transfer.

A similar letter has been sent to the ranking member of your committee and to the chairman and ranking members of the other congressional defense committees.

Sincerely,

Michael B. Donley

Michael B. Donley



JUN 25 2012

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

We want to begin by thanking you for Congress' continued support of our military personnel around the world. Congressional delegations into theaters of operation not only provide you the opportunity for oversight, but your perspective gives the Department of Defense valuable information. Most importantly, it lets the tens of thousands of men and women facing daily dangers know that you care about them and appreciate their commitment.

The Department of Defense does everything possible to ensure that members of Congress are able to travel to theater and complete their desired itinerary. However, this spring and summer present many challenges for the International Security Assistance Force (ISAF) in Afghanistan. In addition to the intense fighting season, ISAF will incur added stress on military air assets as the draw-down of the U.S. surge force continues and both Afghan and ISAF forces are repositioned. As a result, ISAF has requested that no distinguished visitor trips into the entire Afghanistan area of operations be scheduled from July through September 2012. We have issued guidance to the Department's leaders to not travel into Afghanistan during this timeframe.

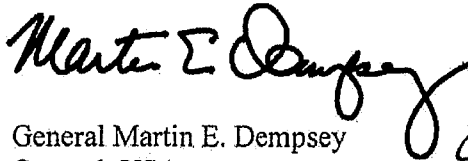
In order to support ISAF's operational needs while balancing the important oversight responsibilities of Congress, we respectfully request that Congressional delegations to Afghanistan be limited to the Chairmen and Ranking Members of defense authorizing and appropriating committees, as well as House and Senate leadership, during the period of July through September 2012. We also respectfully request your assistance in asking other members of Congress to honor this time period of restricted visits. We will work closely with members who wish to travel to Afghanistan beginning in October.

Finally, draw-down operations, coupled with normal combat operations and repositioning of our forces, will place tremendous demand on intra-theater airlift, particularly helicopters. Therefore, we will work closely with authorized Congressional delegations to limit the trips to fixed-wing assets and one stop in either Kabul or Kandahar.

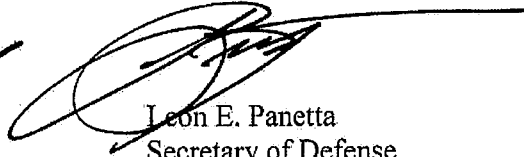
Please understand that it is not the Department's intent to restrict the oversight role of Congress. We are in a unique period of transition in the war in Afghanistan and it is imperative

that we provide our commanders with the resources and support they need. We remain committed to providing you with briefings on the war effort at your request. Thank you for your understanding and we look forward to working with you on this issue. A similar letter has been sent to the President of the Senate, the Speaker of the House, and the Chairmen and Ranking Members of the House and Senate defense committees.

Sincerely,



General Martin E. Dempsey
General, USA
Chairman of the Joint Chiefs of Staff



Leon E. Panetta
Secretary of Defense

cc:

The Honorable John McCain
Ranking Member



DEPARTMENT OF THE AIR FORCE

WASHINGTON, DC 20330-1000

OFFICE OF THE ASSISTANT SECRETARY

29 MAR 2012

SAF/MR
1660 Air Force Pentagon
Washington, DC 20330-1660

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510

Dear Mr. Chairman:

Mr. Gordon Tanner of my staff, and Lieutenant General Marc Rogers, the Air Force Inspector General, met with Mr. Peter Levine, General Counsel, Senate Armed Services Committee, in January to discuss the Inspector General Report of Inquiry relating to the Civil Air Patrol (CAP) Board of Governors (BoG) following a complaint filed by a member of the CAP.

The complaint alleged that the CAP BoG had violated its fiduciary duties, CAP's Constitution, Bylaws, and regulations, and had treated individuals in an unfair manner in the course of investigating and resolving internal CAP investigations. The Air Force Inspector General Report of Inquiry did not substantiate the allegations that the CAP BoG had violated its fiduciary duties or the allegations of unfair treatment. However, the inquiry found that some CAP regulations had not been followed in the resolution of internal CAP investigations and also identified multiple issues with its governance structure.

The CAP BoG retained BoardSource, a consulting team experienced in nonprofit governance to lead it through a governance study to determine the strengths and weaknesses of the CAP governing and operating structures and to propose recommendations to streamline and improve the transparency, accountability, and consistency of the CAP organizational structure and its associated governance and business processes. BoardSource completed its study and provided its recommendations to the CAP BoG in December 2011. The CAP BoG also initiated a parallel internal CAP governance study that is almost complete. It had formed a BoG Governance Committee to synthesize the recommendations in the BoardSource report and will utilize both studies to formulate final recommendations to the CAP BoG for streamlining and clarifying the governance structure of the organization of the CAP.

The CAP BoG was also provided a copy of the redacted Inspector General Report of Inquiry. The BoG Governance Committee is considering incorporation of the findings and recommendations of the Report of Inquiry into its work currently underway. The CAP BoG will provide a final comprehensive set of recommendations for Air Force review before their adoption and implementation.

We as an Air Force look forward to working with the CAP BoG on its recommendations and the way forward for governance reform. We will keep you informed on the outcome and seek your support if any congressional changes are sought as a result.

Very Respectfully,



DANIEL B. GINSBERG
Assistant Secretary
(Manpower and Reserve Affairs)

cc:
Peter Levine, General Counsel, SASC



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE ASSISTANT VICE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20515-6050

25 JUL 2013

Dear Mr. Chairman:

House Report 112-493 from the Fiscal Year 2012 (FY12) Defense Appropriations Act directs the Air Force to provide, no later than October 1, 2012, a cost benefit analysis for each set of aircraft retirements and realignments proposed in the FY13 budget request.

With the magnitude of the changes to Air Force force structure implemented through the FY13 National Defense Authorization Act (NDAA), we felt a report drafted prior to passage of the FY13 Defense Appropriations Act would have been premature. The subsequent FY13 NDAA directed force structure changes are well documented in the Air Force's FY13 NDAA Implementation Plan that was submitted to Congress this past March. Given this, we request the requirement for this report be cancelled.

A similar letter has been sent to the ranking member of your committee and to the chairmen and ranking members of the other congressional defense committees.

Respectfully,

A handwritten signature in black ink, appearing to read "D.R.S.", is positioned above the typed name.

DANIEL R. SITTERLY, SES, DAF
Deputy Director, Air Force Staff

From: (b)(6) Lt Col MIL USAF SAF/LLS
To: [Noblet, Michael \(Armed Services\)](#)
Cc: [RSS - SAF/LLS](#)
Subject: Lease Notice - Clear Alaska
Date: Monday, July 02, 2012 10:06:00 AM
Attachments: [Combined Heat and Power Plant Lease Notice - Sen Levin.pdf](#)

Mike,

In accordance with 10 U.S.C 2662 (a)(1)(C) attached is a notice of AF lease.

V/R

(b)(6)



DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE ASSISTANT SECRETARY

JUN 29 2012

SAF/IEI
1665 Air Force Pentagon
Washington, DC 20330-1665

The Honorable Carl Levin
Chairman
Committee on Armed Services
United States Senate
Washington, DC 20510-6050

Dear Mr. Chairman:

In accordance with 10 U.S.C. 2662(a)(1)(C), this letter serves as notice that the Department of the Air Force intends to issue a lease offering for the Combined Heat and Power (CHP) plant at Clear AFS, Alaska. The lease would be for an economically useful period not to exceed 50 years, and is expected to have an annual fair market rental value in excess of \$750,000. Competitive procedures will be used to select the lessee.

A similar letter has been sent to the Ranking Member of your Committee and to the Chairman and Ranking Member of the House Armed Services Committee.

Sincerely,

Kathleen I. Ferguson
KATHLEEN I. FERGUSON, P.E.
Deputy Assistant Secretary of the Air Force
(Installations)

Attachment:
Outgrant Report No. 719

DEPARTMENT OF THE AIR FORCE

OUTGRANT REPORT NO: 719

Submitted pursuant to Title 10, United States Code, Section 2662(a)(1)(C)

Name of Installation: Clear Air Force Station (AFS), Alaska

Using Command: Air Force Space Command
21st Space Command Wing, Peterson AFB, Colorado

Property Description: The Combined Heat and Power (CHP) plant is located approximately one-half mile due west from the Clear AFS main gate. The plant complex covers an area of 96,879 square feet, excluding the coal yard and cooling pond, which covers an area of 14,000 square feet adjacent to the power plant. The plant's main building encompasses 73,801 square feet.

Date of Acquisition: 1961

Original Acquisition Cost: N/A

Title: Withdrawn Public Lands under PLO 547

Interest: Lease, to include operation and maintenance of, the CHP plant

Proposed Action: For the execution of an Industry Day and the release of a Request for Qualifications (RFQ) related to an Enhanced Use Lease (EUL) project

Authorization to Lease: 10 U.S.C. § 2667(a)

The Air Force intends to use competitive selection procedures to execute an EUL project at Clear AFS, Alaska. To initiate this project, the Air Force proposes to issue an RFQ for a lease offering for the operation and maintenance of the CHP plant on non-excess Air Force property. Pursuant to the EUL Program, issuance of the RFQ will result in the receipt and evaluation of proposals. The Air Force will select a Highest Ranked Offeror (HRO) for the lease and the operation and maintenance of the CHP plant.

The following is additional information required by 10 U.S.C. § 2662(b)(2):

(A) Description of the transaction, including duration of the lease:

The Air Force proposes to lease real property at Clear AFS, Alaska. The lease(s) shall not exceed 50 years. The lessee will operate and maintain the CHP plant.

(B) Authorities to enter into lease and intended U.S. participation in the lease:

10 U.S.C. § 2667(a) lease authority, with the Air Force participation solely as lessor with no leaseback.

(C) Scored cost of the lease:

No leaseback of property or facilities to the Air Force is anticipated. No scoring issues under the scoring guidance and criteria published by the Office of Management and Budget are foreseen.

(D) Determination that the property is not excess:

The property proposed for enhanced use lease is not excess as defined in 40 U.S.C. § 102(3). The CHP plant is sited on property interior to Clear AFS. Providing public access to this property would disrupt installation operations. Additionally, the CHP plant is intimately connected to the electrical supply system at Clear AFS. Disposing of this property to the public would adversely affect the security and safety of the base (AFI 32-9002, § 1.3)

(E) Compatibility of proposed lease with installation mission and anticipated long-term use of property at conclusion of the lease:

The lease is directly compatible with the installation's current operational mission as the installation will have been interconnected with the electrical grid in interior Alaska and will no longer need the power to be produced at the CHP. The CHP, at its minimum operational level produces substantially more power than the installation can consume. The excess power is now simply wasted. This leasing will allow the effective use of this valuable asset and the energy it produces, enhancing the operational effectiveness of the installation.

(F) Requirements or conditions in the lease offering for the offeror to address taxation issues, including payments-in-lieu-of taxes, and other development issues related to local municipalities:

The RFQ will alert the selected lessee of (i) the provisions in 10 U.S.C. §2667(f) concerning the potential taxability of the lessee's property interest; (ii) its requirement to pay any property or other taxes assessed on its development activities; and (iii) the requirement that any plans inconsistent with off-base adjacent zoning classifications and municipal master land use plans, including reasonable transition and buffer zones, be approved by the Government. It is the Government's intention that the property development be consistent with adjacent zoning class and land uses.

United States Senate

WASHINGTON, DC 20510
January 29, 2013

Lieutenant General Charles R. Davis
Office of the Assistant Secretary for Acquisition
1600 Air Force Pentagon
Washington, DC 20330-1600

Dear General Davis:

I write to urge the suspension and debarment officials at the Department of the Air Force, in coordination with Department of Defense officials responsible for processing suspension and debarment proposals, to adhere to the directive issued by both the Senate and House Conferees in the *Fiscal Year 2013 National Defense Authorization Act Conference Report #112-705*. The Conferees have directed the military departments and the Defense Logistics Agency (DLA) to report to the Senate and House Armed Services Committees on the following as stated in the Conference Report: "(1) target goals for preparing and processing suspension and debarment cases; (2) average times for preparing and processing suspension and debarment cases; and (3) if the military department or DLA is not meeting target goals, an explanation for the shortcoming and a description of actions that have been taken or will be taken to ensure that target goals for preparing and processing suspension and debarment cases are met in the future."

To successfully maintain our military edge, preserve our readiness, enhance our defense capabilities, and lead in a dangerous 21st Century environment, we need to ensure that every defense dollar is spent effectively and efficiently. This includes ensuring that our suspension and debarment officials at our military departments and the DLA are processing suspension and debarment proposals in a timely manner.

I respectfully request confirmation that the Department of the Air Force will agree to comply with this reporting request by the Senate and House Armed Services Conferees.

Thank you for your consideration of my request and your continued service on behalf of our nation and our men and women in uniform.

Sincerely,



Jeanne Shaheen
United States Senator



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

FEB 05 2016

SAF/FMB
1130 Air Force Pentagon
Washington, DC 20330-1130

The Honorable Martha Roby
U.S. House of Representatives
Washington DC 20515-0001

Dear Representative Roby:

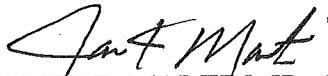
Thank you for your interest and letter requesting consideration of the Wiregrass region of Alabama for performance of the Initial Flight Training (IFT) follow-on contract being issued by the United States Air Force.

The Contracting Office at the 338th Specialized Contracting Squadron issued a Sources Sought on FedBizOpps (www.fbo.gov) under FA3002-15-R-IFT for continued acquisition planning purposes. The Request for Proposals (RFP) will be publically posted to FedBizOpps once documents are finalized for release to industry and the public. The anticipated release date for the RFP is March 2016. All proposals received in response to the RFP will be provided equal consideration.

While current IFT performance is conducted in Colorado, the location of the follow-on contracted training will depend on the new awardee and an Environmental Assessment under National Environmental Policy Act, 42 U.S.C. § 4321, et seq., to ensure that there will be no adverse environmental impacts of these activities at that location. The Air Force does not dictate the location of the initial flight training contract, but instead, the offerors' proposals and the results of the Environmental Assessment will determine where the future IFT will be located. Performance of the follow-on contract will not be mandated to a particular location.

Thank you for your continued contributions to our Nation's defense and support of your United States Air Force.

Sincerely,


JAMES F. MARTIN, JR., Maj Gen, USAF
Deputy Assistant Secretary (Budget)



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

SAF/IE
1665 Air Force Pentagon
Washington, DC 20330

JUN 30 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your June 1, 2015 letter to Secretary James regarding blood testing of individuals who may have been exposed to perfluorinated compounds (PFCs).

We remain supportive of actions that effectively contribute to protecting human health and the environment. We understand the Air Force position may evoke some frustration; however we do not possess the expertise to ascertain the potential health effects from PFC contamination in the Haven Well. The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) places the federal authority and responsibility for conducting public health assessments of the effects of contamination with the Agency for Toxic Substances and Disease Registry (ATSDR).

ATSDR has the appropriate expertise to independently review the potential health risks posed by PFCs at Pease International Tradeport and determine the need for any further actions including blood testing. We've asked them to undertake such a review and if they determine blood tests are needed to ensure the health of the population, we will move to meet that need. Similarly, setting up a registry for Pease Air Force Base (AFB), which closed twenty five years ago, would be both technically challenging and costly. If the results of ATSDR's review combined with confirmed health effects indicate such action is necessary to protect those potentially exposed, we will move to set up an appropriate registry to identify and notify the affected population. But be assured, we remain committed to continue to work closely with city, state, and federal authorities to protect human health.

On behalf of the Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Sincerely,

A handwritten signature in black ink, appearing to read "M. A. Ballentine", with a long horizontal line extending to the right.

MIRANDA A. A. BALLENTINE
Assistant Secretary of the Air Force
(Installations, Environment, and Energy)

CHRISTOPHER H. SMITH
4TH DISTRICT, NEW JERSEY

CONSTITUENT SERVICE CENTERS:
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<http://chrissmith.house.gov>



Congress of the United States
House of Representatives

COMMITTEES:

FOREIGN AFFAIRS

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DEAN, NEW JERSEY DELEGATION

February 15, 2013

The Honorable Michael B. Donley
Secretary
Department of the Air Force
HQ USAF
1670 Air Force Pentagon
Washington, D.C. 20330-1670

General Mark A. Welsh, III
Chief of Staff
Department of the Air Force
HQ USAF
1670 Air Force Pentagon
Washington, D.C. 20330-1670

Dear Secretary Donley and General Welsh:

As the Air Force prepares to begin the KC-46A site survey of the 108th Wing located on Jointbase McGuire-Dix-Lakehurst (JB MDL), I would like to call attention to a number of important capabilities and assets that should also be incorporated into the final analysis since they underscore the unique position of the base to host Main Operating Base 2.

Weather Conditions: In previous correspondence with the AF, I have raised concerns regarding the lack of criteria on weather conditions and the impact on operations, stating: “[t]he other members of the North East Tanker Task Force can experience as much as nine times as many days of freezing precipitation annually than JB MDL. In fact, in recent years during severe weather, many units have traveled to JB MDL for training purposes while their installations were unusable.” I believe the costs associated with aircraft de-icing, cancelled mission and fuel to travel to JB MDL, as well as the interruption or delay of operations, would offset any fiscal advantage provided by proximity to the refueling tracks and therefore should be a factor when assessing candidate bases. Accordingly, I am hopeful that your team will take weather and the associated costs into account during the decision-making process.

Cargo Capacity: I remain concerned that cargo capacity was not used as one of the scoring criteria, given that cargo capacity was cited as one of the primary reasons that the Boeing 767 was selected as the Air Force’s new tanker platform. JB MDL has excelled as an Aerial Port and has the expertise to handle up to and beyond the 19 pallets the Boeing 767 is capable of carrying. JB MDL’s Freight Terminal Complex Area capability is 500 pallets while it’s inside Mechanized Material Handling System has an 80+ pallet capacity, which will increase to 170 pallets next month. Cargo processing at JB MDL is currently approximately six pallets per hour and the Wing moves, on average, over 4,000 tons of cargo every month. Placing the dual role KC-46A at the 108th, strategically positions it to fulfill both its airlift and tanker missions—a capability unavailable at other potential sites.

Co-Chairman of: Task Force on Alzheimer’s Disease • Bi-Partisan Coalition for Combating Anti-Semitism • Lyme Disease Caucus
Coalition for Autism Research and Education • Global Internet Freedom Caucus • Bi-Partisan Congressional Pro-Life Caucus
Spina Bifida Caucus • Vietnam Caucus • Poland Caucus • Bosnia Caucus
Ad Hoc Congressional Committee for Irish Affairs • Congressional Caucus on Human Trafficking

Association Potential: I am also hopeful that your team will have the ability to view non-Guard assets on the Jointbase during the site survey. In previous correspondence with the AF, I pointed out that: *“while the 108th does not currently have an active associate mission, the potential is compelling and there is ample reason to believe that an association would be absorbed quickly with limited investment to the Air Force—and to the benefit of airmen and their families. Utilizing the 108th’s experienced aircrew and maintenance force as a complement to one of the 305th Air Mobility Wing’s air refueling squadrons is an excellent force multiplier while fostering a positive Air National Guard mission easily recruited to. JB MDL also contains existing facilities and family support services for the thousands of military personnel stationed at the base that are not found on exclusively Guard installations.”*

As the only Guard unit under consideration on an AF installation—and a tri-service jointbase that hosts active, Reserve and Guard units—the 108th Wing provides a host of amenities for military families (living quarters, PX/Commissary availability, MWR facilities, childcare, spousal support and chaplain services, etc) that will not be available on bare Guard installations. Moving to JB MDL as an active association, would be a seamless transition for servicemembers accustomed to having close and affordable services—without adding to the cost of the association, as locating MOB2 on an exclusively National Guard installation would do.

Synergy with Existing Missions: Additionally, JB MDL hosts two units that are relevant to the KC-46A’s missions that I believe would add significant value to any training programs: the inaugural Air National Guard Contingency Response Group (CRG) and 514th Aeromedical Evacuation Squadron.

The CRG works in close association with the 621st Contingency Response Wing (CRW) and housing MOB 2 on JB MDL would provide both organic airlift to the 108th’s CRG and cost savings to the AF by requiring less aircraft to be moved onto the Joint Base. The 514th Aeromedical Evacuation Squadron, whose primary mission is to provide trained evacuation crews and with whom the 108th regularly trains, would complement the KC-46A’s medical evacuation mission if assigned to the Wing.

Fuel Security and Effective Delivery: The 108th maintains the most advanced fueling system of all ANG tanker units and is currently the only ANG unit with bulk fuel deliveries to the fuel farm from a secure pipeline. Other units under consideration for housing MOB2 continue to have fuel delivered by tractor trailers that can be impacted or disrupted by a number of factors, including weather and vehicle availability. In addition to raising security concerns while in vehicle transport, I believe that bulk fuel delivery via secure underground pipeline can most easily accommodate surge operations and is a model in efficiency by reducing fueling time.

Unit Strength and Expertise: Currently manned at over 108 percent, the unit consists of a highly qualified, combat-proven force and hosts 32 pilots that are type rated in the modern Boeing series with an average of 1,600 flying hours. Their strength underlines the strong recruiting potential of the Wing and ensures that future billets can easily be maintained should JB MDL be chosen as MOB 2’s location. Also, the 108th is currently the only ANG unit that flies the KC-46A’s sister aircraft, the Boeing 757. The avionic components and existing dual

type rating of pilots would provide the Wing with unparalleled interoperability within both the Operations and Maintenance fields.

I would also like to address a few points on the JB MDL's capacity and mission scores. While I was pleased to see that the Air Force recognized the base's runway, ramp and base operating support capacity, its airfields and airspace availability, as well as the fuel dispensing and receipt infrastructure, the base scored lower than anticipated on hangar space and fuel storage.

Having visited the 108th recently, I am particularly concerned regarding the hangar capacity score, which does not reflect the existing hangar space used by and available to the 108th. While the existing facilities would require minor modifications, they do not appear to warrant a score of zero. I am confident that the site survey team will conclude that the available facilities should appropriate JB MDL, at a minimum, six points.

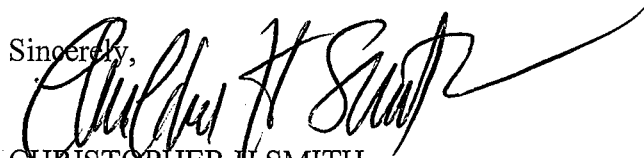
Similarly, there is great concern that the 108th Wing's fuel storage score has not taken into account the installation's current tank availability. The Wing owns and operates two tanks with a capacity of 420,000 gallons. However, the Wing is connected to an additional 12 tanks owned by their active duty partners, that are routinely used by the 108th and would raise that capacity to 5.7 million gallons.

On these two scores in particular, I would appreciate hearing the insight you receive from the site survey team upon completion of their visit.

As I have stated from the beginning of this process, and the scores now highlight, by basing the KC-46A at the 108th Wing, the required infrastructure and command chain are in place from day one. I am confident that after taking a clear look at the numerous positive factors detailed above you will determine that New Jersey's 108th Wing is the obvious choice to host Main Operating Base 2.

I appreciate your time and attention to the details raised in this letter and I look forward to working with you during the decision making process. I am ready to provide any additional information or assistance you require.

Sincerely,



CHRISTOPHER H SMITH
Member of Congress



HOUSE OF REPRESENTATIVES
WASHINGTON, D.C. 20515

MARTHA ROBY
SECOND DISTRICT
ALABAMA

January 15, 2013

Dear General Welsh,

On behalf of Alabama's 2nd Congressional District, I would like to wish you a Happy New Year as we get down to business in the 113th Congress. I also wanted to thank you for your support and to let you know how much we appreciate your service as you lead the Air Force through this challenging period.

It has come to my attention that the Air Force is establishing an Intra-Theater Airlift Working Group to determine how best to comply with the language in this fiscal year's National Defense Authorization Act. It's also my understanding that this group will provide its recommendations to Air Force Secretary Michael Donley later this month. I look forward with great interest not only to the Intra-Theater Airlift Working Group's recommendations, but also Secretary Donley's decision regarding which aircraft will be restored.

Thank you again for your service and as always, please do not hesitate to contact me should I ever be of assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "Martha Roby".

Martha Roby
Member of Congress

NIKI TSONGAS
5TH DISTRICT, MASSACHUSETTS
WWW.TSONGAS.HOUSE.GOV

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SUBCOMMITTEE ON TACTICAL AIR
AND LAND FORCES

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NATURAL RESOURCES
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Congress of the United States
House of Representatives
Washington, DC 20515-2105

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(978) 682-6070 (FAX)

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(978) 263-4126 (FAX)

April 23, 2013

The Honorable Michael B. Donley
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary Donley,

Thank you for appearing before the House Armed Services Committee on April 12, 2013 to testify on the Department of the Air Force's FY 2014 budget request. In this period of fiscal austerity and rapidly changing threat environments, I appreciate the strong leadership you have demonstrated in modernizing the force.

I also want to thank you for agreeing during your testimony to look into the various legal and budgetary challenges which have prevented a proposed \$450 million enhanced use lease (EUL) modernization project at Lincoln Laboratory, located on the grounds of Hanscom Air Force Base, from moving forward during your pending visit on April 25. Lincoln, as I'm sure you would agree, is one of the nation's very finest federally funded research and development centers, and has accomplished peerless, sustained defense technology development as well as rapid system prototyping and demonstration for decades.

As you know, however, parts of the facility have run into obsolescence issues. I view this proposal as a critical project to keep Lincoln Laboratory on the cutting edge of technology and to enable it to continue to confront the nation's most complex technological challenges. Congress recognized the unique value of Lincoln's contributions to our national security by including language in the FY 2013 NDAA Conference Report urging the proposal to move forward. Unfortunately, as you mentioned in the hearing, to date scoring challenges have prevented the project from proceeding. I also greatly appreciated the commitment you made on April 12 to work with OMB to resolve these challenges, and the acknowledgment you made of the importance of advancing this proposal.

As I'd mentioned, my office stands ready work with you and the House Armed Services Committee, as necessary, to help advance this project. The point of contact in my office is my Senior Legislative Assistant, Nathan Bell, who can be reached at Nathan.Bell@mail.house.gov or 202-225-3411.

Thank you again for your attention to this vital project, and for everything you do to ensure our national security.

Sincerely,

A handwritten signature in black ink that reads "Niki Tsongas". The signature is written in a cursive, flowing style.

Niki Tsongas
Member of Congress



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

1 2 AUG 2013

The Honorable Niki Tsongas
U.S. House of Representatives
Washington, DC 20515-0001

Dear Representative Tsongas:

Thank you for writing on behalf of L-3 Security and Detection Systems, Inc. (L-3 SDS), a Massachusetts-based company seeking contracts with the United States Air Force for its security products.

The acquisition of products and services is a competitive process that uses the Federal Business Opportunities (FedBizOpps) website. We encourage L-3 SDS to visit FedBizOpps at www.fbo.gov to search for security product requirement opportunities and to subscribe to notifications of similar requirements posted on the FedBizOpps website. For additional information, including information on subcontracting opportunities, please refer the company to the FedBizOpps "Interested Vendors" list and award announcements.

For general reference, enclosed please find several Department of Defense (DoD) information guides on marketing to the DoD, government contracting basics, and subcontracting fundamentals. We trust the information provided is useful in answering this inquiry and future questions from your constituents. Thank you for your continued support of the United States Air Force.

Very Respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison

Enclosures:
Guide to DoD Contracting Opportunities
Government Contracting, *The Basics*
DoD Subcontracting Program, *The Basics*



U.S. AIR FORCE

Headquarters U.S. Air Force

Integrity - Service - Excellence

Guide to Contracting Opportunities



SAF/AQC
18 Sep 2012

Be America's Best...War-Winning Capabilities, on Time, on Cost



U.S. AIR FORCE

Guide to Contracting Opportunities (1/4)



http://www.acq.osd.mil/dpap/cpic/cp/doing_business_with_the_department_of_defense_dod_us.html

1. **Obtain a Data Universal Numbering System (DUNS) Number and register in the new System for Award Management**
 - Dun and Bradstreet (<http://www.dnb.com/us/>)
 - System for Award Management (SAM) (<https://www.sam.gov/portal/public/SAM/>)
 - This step is a prerequisite for any contract award
2. **Identify your product or service**
 - Federal Supply Classification (FSC) Code (www.dlis.dla.mil/h2)
 - North American Industry Classification System (NAICS) Code (<http://www.census.gov/eos/www/naics/>)
3. **Vendors must obtain a Contractor and Government Entity (CAGE) Code or NATO CAGE (NCAGE) Code for non-U.S. vendors**
 - CAGE Codes are obtained from SAM and can be searched for at Defense Logistics Agency's (DLA's) Logistics Information Service (http://www.dlis.dla.mil/cage_welcome.asp)
 - NCAGE Codes (http://www.dlis.dla.mil/nato_poc.asp)

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U.S. AIR FORCE

Guide to Contracting Opportunities (2/4)



4. **Small Businesses (SBs) should explore programs with the Small Business Administration (SBA)**
 - **SBA (www.sba.gov)**
 - **Determine qualifications as Section 8(a), Small Disadvantaged Business (SDB), Historically Underutilized Business Zone (HUBZone), Service-Disabled Veteran-Owned SB (SDVOSB), Women Owned SB (WOSB) (<http://www.sba.gov/aboutsba/sbaprograms/index.html>)**
5. **Identify current DoD procurement opportunities**
 - **Federal Business Opportunities (FBO) (www.fedbizopps.gov)**
 - **Check with respective contracting offices to determine if they utilize any other advertising websites**
6. **Familiarize yourself with DoD contracting regulations/procedures**
 - **Federal Acquisition Regulation (FAR) (<http://www.acquisition.gov/far/>)**
 - **Defense Federal Acquisition Regulation Supplement (DFARS) (<http://www.acq.osd.mil/dpap/dars/dfarspgi/current/index.html>).**

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U.S. AIR FORCE

Guide to Contracting Opportunities (3/4)



7. Investigate Federal Supply Schedule (FSS) and EMALL contracts
 - General Services Administration (GSA) (www.gsa.gov/schedules)
 - GSA's "Pathway to Success" vendor training (<http://vsc.gsa.gov/>)
 - GSA Advantage (www.gsaadvantage.gov)
 - DoD EMALL (<http://www.dlis.dla.mil/emall.asp>)

8. Seek additional assistance, as needed, in the DoD marketplace
 - DoD SB Specialists
(http://www.acq.osd.mil/osbp/doing_business/index.htm)
 - Procurement Technical Assistance Centers (PTACs)
(<http://www.sba.gov/content/procurement-technical-assistance-centers-ptacs>)
 - DefenseLink website (www.defenselink.mil)
 - DoD's Deputy Chief Management Officer (<http://dcmo.defense.gov/>)
 - AF Small Business - Long Range Acquisition Estimate (LRAE)
(<http://www.airforcesmallbiz.org/>)

Be America's Best...War-Winning Capabilities, on Time, on Cost



U.S. AIR FORCE

Guide to Contracting Opportunities (4/4)



9. Explore subcontracting opportunities

- “Subcontracting Opportunities with DoD Prime Contractors”

(http://www.acq.osd.mil/osbp/doing_business/Subcontracting_Directory_0908.pdf)

- Small Business Administration’s SUB-Net (<http://web.sba.gov/subnet>)

10. Investigate other DoD programs

- DoD Mentor-Protégé Program, Small Business Innovation Research Program, Historically Black Colleges and Universities and Minority Institutions Program, etc. (<http://www.acq.osd.mil/osbp>)

11. Familiarize yourself with the DoD's electronic invoicing

- Wide Area Workflow (WAWF) (<https://wawf.eb.mil>)

12. Market your product or service well

- Present your capabilities directly to the DoD buying activities
- Request your Line Cards be passed to possible customer organizations

http://www.acq.osd.mil/dpap/cpic/cp/doing_business_with_the_department_of_defense_dod_us.html

Be America's Best...War-Winning Capabilities, on Time, on Cost



U.S. AIR FORCE



Questions



Be America's Best... War-Winning Capabilities, on Time, on Cost



GOVERNMENT CONTRACTING: THE BASICS

June 2011

Page 1 of 2

BE FAMILIAR WITH REGULATIONS

- Integrated Acquisition Environment (IAE)
- Federal Acquisition Regulations (FAR)

- Link to Agency Supplemental Regulations
<http://www.acquisition.gov>
<http://www.regulations.gov>

- Defense Acquisition Regulation Supplement (DFARS)
<http://www.acq.osd.mil/dpap>

- Business Gateway Initiative (legal/regulatory info)
<http://www.business.gov>

- SBA Small Business Training Network (free courses)
<http://www.sba.gov/services/training/index.html>

FEDERAL BUSINESS OPPORTUNITIES (FBO) (FAR PART 5) <https://www.fbo.gov>

- ◆ DoD and Federal contracting activities post most requirements and awards >\$25,000 to FBO website
 - Active or archive search by dates and/or:
 - ◇ Type of Notice
 - ◇ Solicitation or award number
 - ◇ Place of performance zip code
 - ◇ Set-aside type
 - ◇ NAICS/FSC/PSC
 - ◇ Key words
 - ◇ Selected agencies
 - Register for Vendor Notification Service by:
 - ◇ Specific solicitation number
 - ◇ Same selections as above
 - ◇ **All notices (caution)**

CONTRACT TYPES (FAR PART 16)

- ◆ Fixed-price: sealed bidding or negotiated
- ◆ Cost-Reimbursement: negotiated only
- ◆ Various types range from firm-fixed-price with contractor bearing most responsibility/risks for costs & profit to cost plus-fixed-fee with contractor bearing less responsibility/risks for costs & profit (i.e., fee) is fixed

SMALL BUSINESS SUBCONTRACTING

- ◆ A Small Business Subcontracting Plan is required:
 - From large businesses, when work is performed in U.S., not personal services
 - Contracts or mods >\$650,000 (\$1.5M for construction), if subcontracting possibilities
- ◆ Must be approved before award
 - Includes small business goals and designated Small Business Liaison Officer (SBLO)

SUBCONTRACTING OPPORTUNITIES

- ◆ FBO "Interested Vendors" list & award announcements
- ◆ DefenseLink >\$5.5M award notices
<http://www.defenselink.mil/contracts>
- ◆ Directory of Small Business Liaison Officers on DoD Contracts
http://www.acq.osd.mil/osbp/doing_business/index.htm
- ◆ SBA SUB-Net
<http://web.sba.gov/subnet>

CONTRACT METHODS

NOTE: Dollar thresholds change for contingency & Commercial contracts.

DOLLAR THRESHOLD	TYPE	ACTION
<\$3,000 (\$2,000 Davis Bacon; \$2,500 Service Contract Act)	Micro-Purchase	Not advertised
>\$3,000 (\$2,000 Davis Bacon; \$2,500 Service Contract Act) <\$25,000	Simplified Acquisition Procedures (SAP)	Not advertised (sometimes posted locally) Oral or Request for Quotation (RFQ) Normally reserved for small business
>\$25,000 <\$150,000	SAP	Advertised in FBO Oral or RFQ Normally reserved for small business set-aside
>\$150,000	Formal/ Large Contract	Advertised in FBO Invitation for Bid (IFB) or Request for Proposal (RFP) Set-aside if ≥ 2 capable 8(a)/HUBZone/SD-VOSB/SB will submit offers @ fair market price

COMPETITION REQUIREMENTS (FAR PART 6)

Full and Open Competition: All responsible sources are permitted to compete.

Full & Open Competition After Exclusion of Sources: Establish or maintain alternative sources, 8 (a) competition, HUBZone / SD- VOSB / small business set-asides

Other than Full & Open Competition: Sole source, Urgency, Industrial mobilization, International agreement, Authorized or required by Statute (includes 8(a), HUBZone, SD-VOSB), National security



GOVERNMENT CONTRACTING: THE BASICS

June 2011

Page 2 of 2

BASIC SMALL BUSINESS PROGRAMS

(FAR PARTS 19 & 26)

Small Business (SB) – Located in U.S, organized for profit, including affiliates is independently owned & operated, not dominant in field of operations in which it is bidding on Government contracts, AND meets Small Business Administration (SBA) size standards included in solicitation. Size standard is based upon the North American Industrial Classification Standard (NAICS) assigned to the specific procurement dependent upon product/service purchased.

Woman-Owned Small Business (WOSB) – Small Business, at least 51% owned by ≥ 1 women, AND management & daily business operations controlled by ≥ 1 woman.

Small Disadvantaged Business (SDB) – Small Business, unconditionally owned & controlled by ≥ 1 socially & economically disadvantaged individuals who are of good character & citizens of the U.S. AND SBA-certified.

Small Disadvantaged Business 8(a) Certified [8(a)] – Small Business, self-certified as a SDB, AND SBA-certified OR self-certified into the 8(a) Business Development Program for a period of 9 years.

Historically Underutilized Business Zone (HUBZone) – Small Business, owned & controlled ≥ 51% by U.S. citizens, SBA-certified as a HUBZone concern (principal office located in a designated HUBZone & ≥ 35% of employees live in a HUBZone).

Veteran-Owned Small Business (VOSB) – Small Business, veteran-owned as defined in 38 USC 101(2), ≥ 51% owned by ≥ 1 veterans, & management/daily operations controlled by ≥ 1 veterans.

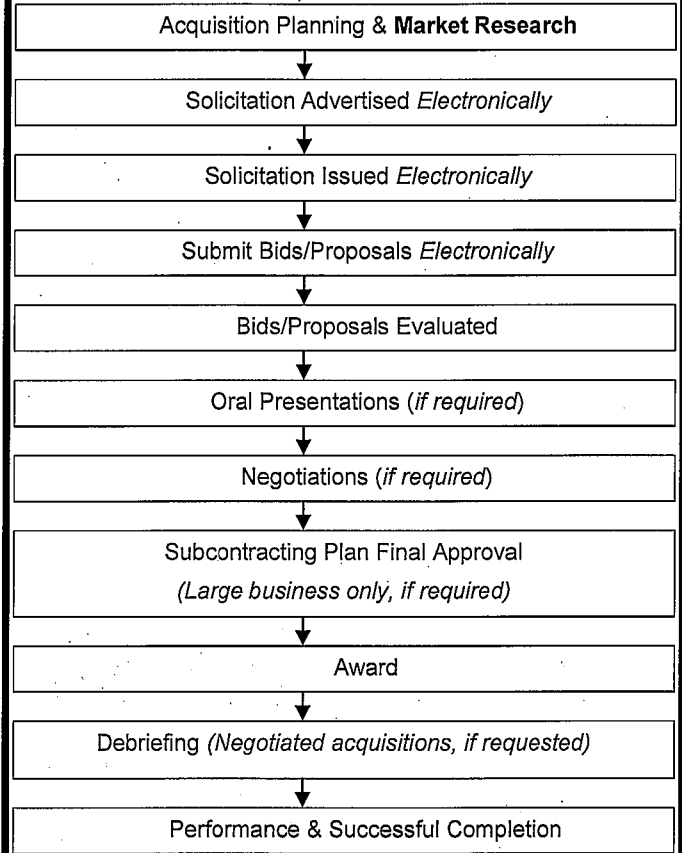
Service-Disabled Veteran Owned Small Business (SD-VOSB) – Small Business, veteran-owned, ≥ 51% owned by ≥ 1 service-disabled veterans, AND management & daily business operations controlled by ≥ 1 service disabled veterans OR in the case of veteran with permanent & severe disability, the spouse or permanent caregiver of such veteran, AND with 0% - 100% service-connected disability as defined in 38 USC 101(16) & documented on DD 214 or equivalent.

ARE YOU READY? Do you know your North American Industry Classifications & the small business size standards for each? Do you know your FSC/PSC Codes? Do you have a DUNS Number? Do you have a Business Plan and Marketing Plan? Are you registered in the Central Contractor Registration? Do you have a quality Dynamic Small Business Search profile?



MAKE USE OF FREE RESOURCES!
See "Marketing to DoD: The Basics"

PROCESS for > \$150,000 ACTIONS



SMALL BUSINESS CERTIFICATIONS

TYPE	ACTION
Small Business	<u>Self</u> -certify Set-aside authority
Woman-Owned Small Business	<u>Self</u> -certify <i>(may change)</i>
Small Disadvantaged Business [includes 8(a)]	<u>Self</u> -certify OR SBA certify 8(a) set-aside & <i>limited</i> sole source authority
HUBZone	SBA certify Set-aside & <i>limited</i> sole source authority; 10% price evaluation preference <i>may</i> apply
Service-disabled Veteran Owned SB	<u>Self</u> -certify Set-aside & <i>limited</i> sole source authority
Veteran Owned SB	<u>Self</u> -certify

SMALL BUSINESS FEDERAL POLICY (FAR 19.201): It is the policy of the Government to provide maximum practicable opportunities in its acquisitions to small business....concerns. Such concerns must also have the maximum opportunity to participate as subcontractors..."



DoD Subcontracting Program: THE BASICS

August 2012

Regulatory Requirements		
Authority:	◆ Section 8(d) Small Business Act – 15 USC 637(d)	Specifies that small businesses will have maximum practicable opportunity to participate in contract performance consistent with efficient performance
	◆ Section 15(g) Small Business Act – 15 USC 644(g)	Specifies government-wide goals for contracts and subcontracts awarded to small business concerns
Regulations:	<ul style="list-style-type: none"> ◆ FAR 19.7 / DFARS 219.7, Small Business Subcontracting Program ◆ FAR 52.219-8, Utilization of Small Business Concerns ◆ FAR 52.219-9 / DFARS 52.219-7003 SB Subcontracting Plan (DEVIATION) ◆ FAR 52.219-16, Liquidated Damages ◆ DFARS 252.219-7004, SB Subcontracting Plan (Test) 	<ul style="list-style-type: none"> ◆ Small businesses will have maximum practicable opportunity to participate in contract performance consistent with efficient performance ◆ Subcontracting Plan requirement ◆ Comply in good faith with subcontract plan requirements ◆ Imposition of liquidated damages

	Utilization of SBs (FAR 19.7 / 52.219-8)	Subcontracting Plan (FAR 19.7 / 52.219-9)	
When?	<ul style="list-style-type: none"> ◆ Contracts > Simplified Acquisition Threshold (SAT) (\$150K) <li style="text-align: center;">AND ◆ Subcontract opportunities exist 	<ul style="list-style-type: none"> ◆ Contracts > \$650K (\$1.5M construction) AND subcontract opportunities exist ◆ Modifications > \$650K (\$1.5M construction) with new work AND subcontract opportunities exist ◆ Multi-year contracts / contracts with options <ul style="list-style-type: none"> ◇ Cumulative value of base contract & all options ◇ SEPARATE goals for base & each option 	
Who?	<ul style="list-style-type: none"> ◆ ALL business concerns (including small businesses) 	ALL other than small business: <ul style="list-style-type: none"> ◆ Large business ◆ State & local government ◆ Non-profit organizations 	May also include: <ul style="list-style-type: none"> ◆ Public utilities ◆ Educational institutions ◆ Foreign-owned firms
When not required?	<ul style="list-style-type: none"> ◆ For personal services contracts ◆ For contracts / modifications performed entirely outside US & outlying areas ◆ Grants/cooperative Agreements/other transactions 	<ul style="list-style-type: none"> ◆ From small businesses ◆ For personal services contracts ◆ For contracts / modifications performed entirely outside US & outlying areas ◆ For modifications to contracts within general scope of the contract that do not contain FAR 52.219-8 (or equivalent prior clauses, e.g., contracts awarded before enactment of PL 95-507) ◆ If no subcontract opportunities, approval required level above CO & placed in contract ◆ Grants/cooperative Agreements/other transactions 	

Types of Subcontracting Plans (FAR 19.7 / 52.219-9)

Individual	Master	Commercial	Comprehensive
<ul style="list-style-type: none"> ◆ 1 contract – 1 plan ◆ Goals support planned subcontracting for 1 contract ◆ Covers entire contract period (including options) ◆ Contains mandatory elements ◆ Submit Subcontracting Reports Semiannually <ul style="list-style-type: none"> – ISR* or SF294, if applicable – SSR** <p>* Individual Subcontracting Report (electronic version) ** Summary Subcontracting Report (electronic version)</p>	<ul style="list-style-type: none"> ◆ Boilerplate info – contains same elements as individual plan minus goals ◆ Goals negotiated for each applicable contract ◆ Effective for 3 years after approval of Contracting Officer ◆ May be developed on a Plant / Division basis ◆ Subcontracting Reports required when goals negotiated for each applicable contract (same as for Individual plan) 	<ul style="list-style-type: none"> ◆ Preferred for contractors furnishing commercial items ◆ Applies to entire production of commercial items sold by either entire company or a portion thereof (Division, plant or product line) ◆ Based on contractor's FY ◆ Annual plan (applies to all government contracts in effect during that period) ◆ Contains mandatory elements ◆ Submit SSR Annually 	<ul style="list-style-type: none"> ◆ DoD Test Program for Negotiation of Comprehensive SB Subcontracting Plans (CSP) ◆ Similar to a commercial plan <ul style="list-style-type: none"> – May be on a Plant / Division / Corporate basis – Annual plan (applies to DoD contracts in effect during period) ◆ ONLY DCMA is delegated authority to negotiate plan & perform surveillance review functions (with input from MILDEPS / Defense Agencies) ◆ Submit SSR (semiannually)

Note: Plan and Goals must be approved PRIOR to contract award

DoD Subcontracting Program: THE BASICS

August 2012—Page 2 of 2

Mandatory Elements Included in Subcontracting Plan (FAR 19.7/52.219-9)

- | | |
|--|--|
| <ul style="list-style-type: none">◆ Goals (% based on total planned subcontracting \$ for each SB category)◆ Total \$ to be subcontracted (overall & by category)◆ Description of principal types of supplies/services to be subcontracted (total & by category)◆ Description of method used to develop subcontract goals◆ Description of method used to identify potential SB sources◆ Indirect Costs (included/excluded) & methodology used to determine proportionate share of indirect costs for each category (if included)◆ Name of individual administering subcontracting program, description of duties, and location within organizational hierarchy | <ul style="list-style-type: none">◆ Description of efforts to ensure SB has an equitable opportunity to compete for subcontracts◆ Assurances<ul style="list-style-type: none">– Cooperate in studies / surveys– Submit reports, as required– Submit ISR (SF294)/ SSR (as required)◆ Record-keeping: description / procedures / process◆ "Flow down" clauses & reporting requirements<ul style="list-style-type: none">– 52.219-8 (Utilization of SB Concerns)– 52.219-9 (Subcontracting Plan)– ISR (SF294)/ SSR (as required) |
|--|--|

Categories Included in Goals of a Subcontracting Plan

(as defined in FAR 19/26 and DFARS 252.219-7003)

Small business (SB) – located in U.S., organized for profit, including affiliates is independently owned & operated, not dominant in field of operations in which it is bidding on Government contracts, AND meets Small Business Administration (SBA) size standards included in solicitation. The size standard is based upon the North American Industrial Classification System (NAICS) assigned to the specific procurement dependent upon product/service purchased. **Self-certify** FAR 52.219-9 also includes subcontracts awarded to Alaska Native Corporation (ANC) or Indian tribe, regardless of size or SBA certification status of ANC or Indian tribe. DFARS 252.219-7003 also includes subcontracts awarded to qualified non-profit agencies approved by Committee for Purchase from People Who Are Blind or Severely Disabled, the independent federal agency that administers AbilityOne Program, formerly JWOD (Javits-Wagner-O'Day Act) (41 USC 46-48(c)).

Woman-owned Small Business (WOSB) – Small Business, at least 51% owned by ≥ 1 women, AND management & daily business operations controlled by ≥ 1 women. **Self-certify**

Historically Underutilized Business Zone (HUBZone) – Small Business, owned & controlled 51% or more by ≥ 1 U.S. citizens, **AND SBA-certified** as a HUBZone concern (principal office located in a designated HUBZone AND ≥ 35% of employees live in a HUBZone).

Veteran-Owned Small Business (VOSB) – Small Business, veteran-owned as defined in 38 USC 101(2), ≥ 51% owned by ≥ 1 veterans, AND management & daily business operations controlled by ≥ 1 veterans. **Self-certify**

Service-Disabled Veteran-Owned Small Business (SD-VOSB) – Small Business, veteran-owned, ≥ 51% owned by ≥ 1 service-disabled veterans, AND management & daily business operations controlled by ≥ 1 service-disabled veterans OR in the case of veteran with permanent & severe disability, the spouse or permanent caregiver of such veteran, AND with 0% - 100% service-connected disability as defined in 38 USC 101(16) & documented on DD 214 or equivalent. **Self-certify**

Small Disadvantaged Business (SDB) – Small Business unconditionally owned & controlled by ≥ 1 socially & economically disadvantaged individuals who are in good character & citizens of the U.S. **Self-certify**

FAR 52.219-9, SDB also includes: subcontracts awarded to Alaska Native Corporation (ANC) or Indian tribe regardless of size or SBA certification status of ANC or Indian tribe

DFARS 252.219-7003, SDB also includes:

- ◆ Work performed on Indian lands or joint venture with Indian tribe / tribally-owned corporation
- ◆ Subcontracts awarded by a mentor firm, under the DoD Pilot Mentor-Protégé Program, to (1) protégé firms which are qualified organizations employing severely handicapped and (2) former protégé firms that meet the criteria in Section 831(g)(4) of P.L. 101-510 (not more than 2 times SBA-specified maximum size & previous mentor-protégé agreement was not terminated for cause).

Subcontracting Resources

- | | |
|--|--|
| <ul style="list-style-type: none">◆ Procurement Technical Assistance Centers (PTAC) http://www.dla.mil/db/procurem.htm◆ DefenseLink ≥ \$5M award notices http://www.defenselink.mil/contracts◆ Electronic Subcontracting Reporting System (eSRS) http://www.esrs.gov◆ SBA Subnet http://web.sba.gov/subnet◆ "Tips for DoD contractors Submitting Subcontracting Reports", www.acq.osd.mil/osbp/docs/tips_for_contractors_subcontracting.pdf | <ul style="list-style-type: none">◆ Subcontracting Opportunities with DoD Major Prime Contractors http://www.acq.osd.mil/osbp/sb/dod.shtml◆ Companies Participating in DoD Subcontracting Program Report http://www.acq.osd.mil/osbp/docs/primes2010.csv◆ DAU Small Business Community of Practice (SB COP) https://acc.dau.mil/smallbusiness◆ FEDBIZOPPS http://www.fbo.gov◆ SBA Subcontracting Opportunities Directory http://www.sba.gov/aboutsba/sbaprograms/gc/contacts/ |
|--|--|



SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 10 2014

The Honorable Niki Tsongas
U.S. House of Representatives
Washington, DC 20515

Dear Representative Tsongas:

Thank you for your May 9, 2014, letter inviting me to visit Hanscom Air Force Base (AFB). I appreciate your efforts to follow up on the invitation you extended during the House Armed Services Committee's Air Force posture hearing.

I would be delighted to visit Hanscom AFB and have asked my staff to identify the next opportunity for me to travel to New England. I look forward to visiting with our great Airmen in Massachusetts as soon as my schedule allows.

Thank you again for your kind invitation and for your support of the men and women of the United States Air Force.

Sincerely,

A handwritten signature in cursive script, reading "Deborah Lee James", is positioned above the printed name.

Deborah Lee James

United States Senate

COMMITTEE ON ARMED SERVICES

WASHINGTON, DC 20540-6061

January 17, 2013

The Honorable Michael B. Donley
Secretary of the Air Force
United States Department of Defense
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary Donley:

I understand you have convened an Intra-theater Airlift Working Group (IAWG) to respond, in part, to the requirement of the National Defense Authorization Act for Fiscal Year (FY) 2013 that the Air Force retain an additional 32 C-130 and/or C-27 aircraft beyond what was included in the Air Force's "Total Force" structure proposal presented to Congress on November 2, 2012. I was dismayed to learn that you have unilaterally determined that "the Air Force will proceed with divestiture of the C-27J" and directed the IAWG not to consider restoration of those aircraft.

You stated during a press briefing on January 11th that "I do not anticipate that we're going to change our position from the President's FY 2013 budget to terminate the C-27 program...we're focused in this group mostly on sort of what to do about additional aircraft authorized by Congress." I and many others, including from the Air National Guard, have expressed deep concern about the analytical underpinning of the original decision in the FY 2013 budget request to divest the C-27J in the first place and believe any decision to proceed with divestiture should be supported by the analytical efforts of the IAWG. In addition, your charge to the IAWG to only consider restoring units with 8 primary aircraft authorized (PAA) would change a fundamental assumption in the Air Force's original cost analysis of the C-27 that would tend to make the C-27J more attractive financially than squadrons of only 4 PAA in the previous analysis. Accordingly, I do not believe a decision to proceed with divestment of the C-27J should be made without a rigorous and transparent analysis by the IAWG.

I am also concerned that, despite a difficult FY 2013 budget process in which the Air Force was appropriately criticized for a lack of consultation with appropriate stakeholders, including the Congress, Governors, and Adjutants General, the Air Force seems to be continuing to operate in the same manner.

Sincerely,

Carl Levin
Chairman

NIKI TSONGAS
5TH DISTRICT, MASSACHUSETTS
WWW.TSONGAS.HOUSE.GOV

ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON MILITARY PERSONNEL

SUBCOMMITTEE ON TACTICAL AIR
AND LAND FORCES

COMMITTEE ON
NATURAL RESOURCES

SUBCOMMITTEE ON
NATIONAL PARKS, FORESTS AND PUBLIC LANDS

SUBCOMMITTEE ON
ENERGY AND MINERAL RESOURCES

Congress of the United States
House of Representatives
Washington, DC 20515-2105

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(978) 459-1907 (FAX)

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4TH FLOOR
LAWRENCE, MA 01840
(978) 681-6200
(978) 682-6070 (FAX)

492 MAIN STREET
ACTON, MA 01776
(978) 263-1951
(978) 263-4126 (FAX)

May 9, 2013

General Mark A. Welsh III
Air Force Chief of Staff
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear General Welsh,

Thank you for appearing before the House Armed Services Committee on April 12, 2013 to testify on the Department of the Air Force's FY 2014 budget request. As a member of the Committee and daughter of an Air Force officer, I appreciate the strong commitment you have demonstrated to modernizing the force and ensuring the well being of our Airmen.

I also want to thank you for agreeing during your testimony to visit Hanscom Air Force Base with me in the near future at a time of your convenience.

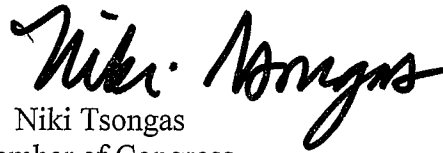
Hanscom, located in Bedford, Massachusetts, is one of our nation's very finest acquisitions management installations. Since first taking office, I have been proud to represent a significant number of constituents who work at the installation, contribute to its programs, and perform service contracts there. From my interactions with these constituents and Hanscom's leadership, I have developed a strong appreciation for the vital C4ISR capabilities that are developed at the installation. As we continue to evolve our defensive capabilities in an era of rapidly changing, high tech threat environments, I am confident you would agree that the electronic systems developed by Hanscom play an increasingly essential role in protecting our Airmen and our nation.

Unfortunately, there is a general lack of awareness of the vital readiness which installations like Hanscom provide to our Armed Forces. Additionally, I believe that we need to remain vigilant in ensuring that the Air Force Materiel Command's reorganization to a 5 Center construct is implemented as efficiently as possible, and in such a way as to allow commonsense acquisition reform proposals to be initiated in order to attain cost savings and enhanced capabilities for the service. I also believe it is vital for the Air Force to continue to be able to capitalize on the high tech cluster of academia and industry in Massachusetts, which provides both intellectual capital and a highly qualified workforce which could not be replicated anywhere else in the country.

I believe that our visit together to Hanscom will play a strong role in initiating this important dialogue, which could be beneficial for both the Air Force and the local community. My office stands ready to work with you and your staff to help coordinate this visit. The point of contact in my office is my Senior Legislative Assistant, Nathan Bell, who can be reached at Nathan.Bell@mail.house.gov or 202-225-3411.

Thank you again for your willingness to travel to Massachusetts to meet with me. The local community and I are very much looking forward to your visit.

Sincerely,

A handwritten signature in black ink that reads "Niki Tsongas". The signature is written in a cursive, flowing style.

Niki Tsongas
Member of Congress



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

17 SEP 2013

Honorable Niki Tsongas
U.S. House of Representatives
Washington, DC 20515

Dear Representative Tsongas:

Thank you for your August 19, 2013 letter to Acting Secretary Fanning regarding the Collings Foundation proposal to exchange its PT-19 trainer with Tuskegee provenance for a United States Air Force P-38 fighter aircraft under the authority of 10 United States Code, Section 2572. We appreciate hearing from you about this matter.

As you may know, the National Museum of the United States Air Force (NMUSAF) Exchange Program is administered by the museum's director, who reviewed the Collings Foundation proposal in conjunction with the NMUSAF Collections Committee and senior curator. Given the current register of World War II-era aircraft in the museum collection, I regret to inform you the Air Force is unable to accept the Collings Foundation proposal at this time.

The national historical collection already contains a PT-19 and a PT-13, which were flown by Tuskegee Airmen at Moton Field. One of these aircraft will be included in a new Tuskegee exhibit that is currently in development for installation at the NMUSAF next year. In addition, the P-38L fighter aircraft at Joint Base McGuire-Dix-Lakehurst requested by the Collings Foundation has not been declared excess to either local or Air Force requirements and is therefore not available for exchange.

The United States Air Force appreciates the Collings Foundation's commitment to honoring veterans and educating younger generations about our Nation's military heritage. We encourage the Collings Foundation to send any future exchange proposals directly to the attention of Lieutenant General John L. Hudson (USAF, Retired), Director, National Museum of the United States Air Force, 1100 Spaatz Street, Wright-Patterson Air Force Base, Ohio, 45433-7102.

On behalf of the Acting Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Very Respectfully,

A handwritten signature in black ink, reading "Thomas W. Bergeson".

THOMAS W. BERGESON
Major General, USAF
Director, Legislative Liaison

NIKI TSONGAS
3RD DISTRICT, MASSACHUSETTS
WWW.TSONGAS.HOUSE.GOV

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ARMED SERVICES COMMITTEE
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Congress of the United States
House of Representatives
Washington, DC 20515-2103

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COMMITTEE ON
NATURAL RESOURCES
SUBCOMMITTEE ON
PUBLIC LANDS AND ENVIRONMENTAL REGULATION
SUBCOMMITTEE ON
ENERGY AND MINERAL RESOURCES

July 25, 2013

The Honorable Eric Fanning
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary Fanning,

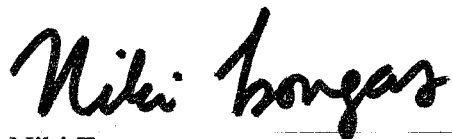
As a member of the Armed Services Committee, I am writing to introduce you to L-3 Security and Detection Systems, Inc (L-3 SDS). Headquartered in my state of Massachusetts, L-3 SDS is the largest US manufacturer of Advanced Imaging Technology (AIT) personnel screening systems and x-ray baggage screening equipment for aviation checkpoints, hold baggage and air cargo security applications. L-3 SDS is also a wholly-owned subsidiary of L-3 Communications Corporation, the sixth largest US contractor to the US Department of Defense.

L-3 SDS is widely known for its extensive work with the US Department of Homeland Security (DHS) and the Transportation Security Administration (TSA). However, the company also serves the aviation security and threat detection needs around the world. To date, L-3 SDS has produced, deployed and continues to support more than 20,000 x-ray screening systems in over 60 countries. L-3 SDS employs over 700 people in the US; its headquarters, R&D and engineering, customer service and training are located in Woburn, MA, and it operates a 225,000 sq ft manufacturing and production facility in St. Petersburg, FL.

Most recently, L-3 SDS has begun the process of adapting and expanding its portfolio of security products and service offerings. Their focus is on enhancing security and threat detection capabilities at Entry Control Points (ECPs) to military installations in the United States and at Forward Operating Bases (FOBs) overseas, with people, hand-carried baggage and vehicle cargo screening solutions. L-3 SDS is soliciting feedback from defense security officers, operators, trainers, maintainers, and acquisition professionals from all branches of the Department of Defense to better understand current capability gaps and emerging needs and how L-3 SDS can help address these issues.

As you continue to assess force protection requirements for our domestic and overseas military installations, I respectfully request that you give every consideration to the capabilities provided by L-3 SDS products.

Sincerely,

A handwritten signature in black ink that reads "Niki Tsongas". The signature is written in a cursive, flowing style.

Niki Tsongas
Member of Congress



DEPARTMENT OF THE AIR FORCE

WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

18 MAR 2013

The Honorable Carl Levin
United States Senate
Washington, DC 20510

Dear Senator Levin:

Thank you for your January 17, 2013 letter regarding the future of the C-27J in the United States Air Force.

In response to the Fiscal Year 2013 (FY13) National Defense Authorization Act (NDAA) direction to retain additional intra-theater airlift aircraft, Secretary Donley established an Intra-theater Airlift Working Group (IAWG) to develop options for the number and placement of these aircraft. This Total Force panel developed operationally sound, strategically viable, and fiscally responsible alternatives and presented recommendations to Secretary Donley and General Welsh.

The Air Force's approach to retaining these additional aircraft remained consistent with the FY13 NDAA while balancing operational effectiveness, flexibility to adapt to a range of fiscal and operational scenarios, and cost effectiveness. Although the FY13 NDAA only required the Air Force retain additional aircraft for FY13, we intend to maintain the intra-theater airlift fleet levels through FY14 to allow time to complete additional analysis and to permit coordination with stakeholders before presenting any adjustments in the FY15 President's Budget.

Specific to the State of Michigan, the Air Force did not alter the Total Force Proposal delivered to Congress in November 2012 and enacted as part of the FY13 NDAA. The FY13 NDAA approved the re-missioning or retaining of multiple units across the country. These actions had the direct effect on the State of Michigan's Air National Guard units of: assigning an MQ-9 unit to Kellogg Air National Guard Base and retaining 21 A-10 and 8 KC-135 aircraft assigned to Selfridge Air National Guard Base.

For the C-27J, in response to a requirement in the FY12 NDAA to perform a cost-benefit comparison of the C-27J and C-130, the Air Force performed an analysis and delivered it to Congress in August 2012. The results of this analysis demonstrated a lower life-cycle cost and higher level of operational capability for the C-130 versus the C-27J. Because there have been no changes in this analysis (which included a direct comparison of cost, capability and capacity of like-sized C-130 and C-27J units), the IAWG efforts were limited to adjustments within the

C-130 fleet. This action is consistent with FY13 NDAA language which provided the AF with authority to decide which type of intra-theater airlift aircraft to retain.

Thank you for your patience as the Air Force worked through this challenging task and thank you for your continued support.

Very respectfully,

A handwritten signature in black ink, appearing to read "Tod D. Wolters". The signature is written in a cursive style with a prominent initial "T".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison

(b)(6) USAF AF/CC

From: (b)(6) USAF AF/CC on behalf of AF/CC Workflow
Sent: Monday, March 11, 2013 10:08 AM
To: AF/CC Workflow
Subject: SIGN: FW: HAF1302507439 | CRC - Senator Inhofe to CSAF re Cost Saving reform ideas | SUSP 15 Feb 2013 16:00 | Release COORD from SAF/US\Macon, Wallace
Signed By: (b)(6)

-----COORD

HAF/CX COORD - (b)(6), 4 Mar 13
AF/CVA COORD - Sitterly, SES, 4 Mar 13
AF/CV COORD - Spencer, Gen, 7 Mar 13
SAF/US COORD - Morin, EX-IV, 8 Mar 13
AF/CC SIG - *ad/g*
SAF/OS INFO - *INFO COPY PROVIDED 20 MAR 13*

Small corrections on 2 pgs of BBPs

-----STAFF SUMMARY

AO: (b)(6) SAF/FMBP, 703 614-3646
SSS DATE: 25 Feb 13
SUSPENSE: 15 Feb 13 to SAF/LL
OUTSIDE AGENCY SUSPENSE: N/A

SUBJECT: Senator Inhofe to CSAF re Cost Saving Reform Ideas

1. PURPOSE: Obtain CSAF signature on draft response letter to Senator Inhofe.
2. BACKGROUND: On 17 Jan 13, Senator Inhofe wrote CSAF regarding the dire situation of all defense accounts, particularly readiness and asks for cost-saving reform ideas and a specific list of critical priorities affecting readiness that will not be funded this year or in the FY14 PB request.
3. DISCUSSION: The memo attached provides an interim response to Senator Inhofe. Until the FY14 PB is final/released, we will not have a list of critical priorities affecting readiness for FY14. The information provided in the background papers on ideas for cost savings reform and critical priorities affecting readiness were provided primarily by A2, A3/5, A4/7, A/10 and US(M).
4. VIEWS OF OTHERS: N/A
5. RECOMMENDATION: CSAF sign response memo at Tab 1.

//signed, mmt, 25 Feb 13//
MARILYN M. THOMAS
Principal Deputy Assistant Secretary
(Financial Management and Comptroller)

- 2 LTR COORDS:
- Tabs
1. CSAF Response to Sen Inhofe Memo
 2. CSAF Response to Sen Inhofe BBPs
 3. Sen Inhofe Letter to CSAF re Cost-Saving Reforms



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAR 18 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable James Inhofe
United States Senate
Washington, DC 20510

Dear Senator Inhofe:

Thank you for your January 17, 2013, letter regarding the impact of our Nation's budget situation on the Department of Defense, and in particular, Air Force readiness. Maintaining the proper balance of training, equipment, and infrastructure is of great concern to me. This careful balance is necessary to properly posture the Air Force at the readiness levels that are required to defend our Nation, while simultaneously preventing a hollow force. I will continue to work with you, Congress, and other stakeholders to protect our national security priorities and reduce readiness risks.

Your letter specifically asked for ideas on cost saving reforms and a list of critical priorities affecting readiness that will not be funded this year or in the President's budget request for fiscal year 2014 (FY14). The attached background papers address our most significant cost saving initiatives and our FY13 readiness concerns. Once we have submitted the FY14 budget, I will provide your office with a list of additional readiness priorities that we were not able to fund in our FY14 budget request. However, I would emphasize that the single best thing the Congress could do to improve our readiness would be to provide the Department with budgetary stability to enable rational planning.

Thank you for your steadfast support of our Airmen and the United States Air Force. I look forward to working with you and your committee to overcome the challenges of the current fiscal environment.

*Thank you for your continuing
leadership!*

Very respectfully,

MARK A. WELSH III
General, USAF
Chief of Staff

Attachments:

1. Background Paper on Readiness Priorities
2. Ideas for Cost Saving Reform

(b)(6) USAF AF/CC

From: (b)(6) USAF AF/CC on behalf of AF/CC Workflow
Sent: Thursday, March 07, 2013 8:18 AM
To: AF/CC Workflow
Subject: FW: HAF1304209134 | CRC - Sen Shaheen +4 to CSAF re KC46A basing | SUSP 25 Feb 2013 16:00 | Release COORD from SAF/US\ (b)(6)
Signed By: (b)(6)

-----COORD:

HAF/CX COORD - (b)(6) 4 Mar 13
AF/CVA COORD - Sitterly, SES, 4 Mar 13
AF/CV COORD - Spencer, Gen, 5 Mar 13
SAF/US COORD - Morin, EX-IV 6 Mar 13
AF/CC SIG - *Signed, 12 Mar 13*

-----STAFF SUMMARY

AO: (b)(6) DSN 227-6492
SSS Date: 21 Feb 13
SUSPENSE: 25 Feb 13
OUTSIDE AGENCY SUSPENSE: N/A

SUBJECT: HAF1304209134 | CRC - Sen Shaheen +3 to SAF/IE re KC46A basing

1. PURPOSE: Obtain CSAF signature on proposed responses (Tabs 1 and 2) for the attached letters for Sen Shaheen +3 and the NH Governor, Margaret Wood Hassan regarding KC-46 A basing in New Hampshire (Tab 3 and 4).
2. BACKGROUND: On 31 Jan 2013, New Hampshire Gov Hassan, and on 8 Feb 2013, New Hampshire Senator Shaheen +3 sent letters to CSAF advocating their strong support for Pease Air Guard Station and the 157th Air Reserve Wing receiving the KC-46A.
3. DISCUSSION: The CODEL discussed several reasons why they believe Pease AGS should be considered:
 - a. 157th ARW's outstanding unit expertise and readiness:
 1. 157th ARW's unparalleled excellence: Since 1975, the 157th ARW has won the Air Force Outstanding Unit Award 11 times
 2. KC-46As will also be used by the 64th Air Refueling squadron, an active associate flying alongside the 157th ARW
 3. The men and women of the 157th ARW and the 64th ARS have proven they are more than capable of handling the challenges of the new tanker. They are skilled, war-tested, and dedicated.
 4. Pease AGS has a full motion, full visibility KC-135 simulator that could easily be converted for the KC-46A
 5. Pease AGS also boasts a mature and well-performing Active Duty Association that offers significant advantages over bases that lack similar organizations
 - b. Strategic location:
 1. 157th ARW strategically located on the East coast and provide 24-7 support to Tanker Task Force missions
 2. Pease AGS is located only minutes from the most important refueling tracks for U.S.-based aircraft heading to the Middle East, Europe, and Africa
 3. Proximity to these critical refueling tracks saves time and money
 - c. Robust infrastructure:
 1. Pease AGS has the longest ANG runway and parking ramp in the Northeast
 2. Pease AGS has nearly 1 million gallons of bulk fuel storage
 3. Pease AGS has parking for up to 19 KC-46As
 4. 157th ARW has air traffic control, fire protection, security and customs, and agricultural support already in place

5. Pease AGS does not have any environmental issues that would impede basing and the operation of the KC-46A.

d. The airmen and soldiers of the NH National Guard are embraced as:

1. True heroes by their communities

2. The support they and their families receive from employers, schools, and various local and state agencies has been unwavering.

4. VIEWS OF OTHERS: Numerous two letters made minor edits which were incorporated.

5. RECOMMENDATION: CSAF sign the attached letters (Tabs 1 and 2).

//Signed, FF3, 21 Feb 2013//

(b)(6) USAF

Chief, Planning and Strategic Programs

SAF/IEIP, 4B941

(703) 697-7003, DSN 227

(b)(6)

Tabs

1. CSAF Response to Gov Hassan - KC-46A Basing

2. CSAF Response to Senator Shaheen +3 - KC-46A Basing

3. Gov Hassan - NH - 31 Jan 13 ltr to CSAF re KC46A basing at Pease AGS

4. Sen Shaheen +3 - NH - 8 Feb 13 ltr to CSAF re KC46A basing at Pease AGS

-----2 LTR COORD:

AF/A8 COORD - Hartley, SES, 28 Feb 13, w/ comment (incorporated)

SAF/FM COORD - FMBL has the letter for record, but has no equity for coor'd

SAF/GC COORD - Blanchard, EX-IV, 27 Feb 13, w/ comment (incorporated)

SAF/LL COORD - Reardon, SES, 28 Feb 13, w/ comment (incorporated)

SAF/IE COORD - Ferguson, SES, 25 Feb 13 - w/ comment (incorporated)

Sign

Tabs:

Tab 1 - CSAF Response to Gov Hassan - KC-46A Basing.docx <<http://wtmdoc.afncr.af.mil/sites/TMT/201302/4bea57b4-6074-e211-af3f-0024e86f215d/Response%20Documents/Tab%201%20-%20CSAF%20Response%20to%20Gov%20Hassan%20-%20KC-46A%20Basing.docx>>

Tab 2 - CSAF Response to Senator Shaheen +3 - KC-46A Basing.docx
<<http://wtmdoc.afncr.af.mil/sites/TMT/201302/4bea57b4-6074-e211-af3f-0024e86f215d/Response%20Documents/Tab%202%20-%20CSAF%20Response%20to%20Senator%20Shaheen%20+3%20-%20KC-46A%20Basing.docx>>

Tab 3 - Gov Hassan - NH - 31 Jan 13 ltr to CSAF re KC46A basing at Pease AGS.pdf
<<http://wtmdoc.afncr.af.mil/sites/TMT/201302/4bea57b4-6074-e211-af3f-0024e86f215d/Response%20Documents/Tab%203%20-%20Gov%20Hassan%20-%20NH%20-%2031%20Jan%2013%20ltr%20to%20CSAF%20re%20KC46A%20basing%20at%20Pease%20AGS.pdf>>

Tab 4 - Sen Shaheen +3 - NH - 8 Feb 13 ltr to CSAF re KC46A basing at Pease AGS.pdf
<<http://wtmdoc.afncr.af.mil/sites/TMT/201302/4bea57b4-6074-e211-af3f-0024e86f215d/Response%20Documents/Tab%204%20-%20Sen%20Shaheen%20+3%20-%20NH%20-%208%20Feb%2013%20ltr%20to%20CSAF%20re%20KC46A%20basing%20at%20Pease%20AGS.pdf>>

TMT Home <<http://wtm.afncr.af.mil/HAF/>>

Classification: UNCLASSIFIED

Congress of the United States

Washington, DC 20510

February 8, 2013

General Mark A. Welsh III
Air Force Chief of Staff
1670 Air Force Pentagon
Washington, DC 20330

Dear General Welsh:

As the Air Force evaluates final candidate bases for the KC-46A, we would like to express our continued support for Pease Air National Guard base and the 157th Air Refueling Wing. As you know, Pease's proximity to operational and training refueling tracks, its aircraft-related infrastructure, its training flight simulator, and Total Force Enterprise make it an ideal candidate for the KC-46A.

Located only minutes from the most important refueling tracks for U.S.-based aircraft heading to the Middle East, Europe, and Africa, Pease is well suited to support a range of training and operational missions. In fact, Pease is 12 minutes from the Coronet routing to Europe and the Middle East and is ideally positioned to support the OPLAN 8010 mission. Proximity to these critical refueling tracks saves time and money, ensuring outstanding value for the Air Force.

Pease stands out because of its existing infrastructure to support the KC-46A with nearly one million gallons of bulk fuel storage and parking for up to 19 of the new aircraft. In addition to having one of the largest aircraft parking ramps in the Air National Guard, Pease has one of the longest runways in the Northeast and an absence of any environmental issues that would impede the basing and operation of the KC-46A.

Further, Pease has a full motion, full visibility KC-135 simulator that could easily be converted for the KC-46A. Adapting an existing simulator facility, like the one at Pease, to accommodate the KC-46A would be much less expensive than building a new facility at another base.

Pease also boasts a mature and well-performing Active Duty Association. While the Air Force may plan to develop associations at all KC-46A bases, the time and resources required to optimize an association's performance should not be underestimated. As a base with a long-standing and high-performing association, Pease offers significant advantages over bases that lack similar organizations. As evidence of the advantages of a mature and well-performing Active Duty Association, the 157th Air Refueling Wing achieved the highest aircraft utilization rates in the Air National Guard in Fiscal Year 2011. In addition, the 157th Air Refueling Wing recently received the Air Force Outstanding Unit Award for the 11th time.

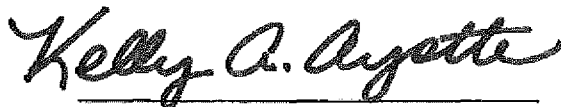
We understand that there are several competitive potential Air National Guard locations for the KC-46A. However, based on the Air Force's metrics, we believe Pease Air National Guard base represents the optimal location for the KC-4A.

We stand ready to work with you and provide whatever support is necessary to help ensure Pease Air National Guard base continues to provide the best tanker support in the Air National Guard. Thank you for your continued services on behalf of our men and women in uniform and our grateful Nation.

Sincerely,



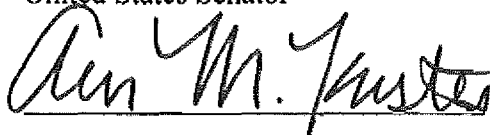
JEANNE SHAHEEN
United States Senator



KELLY A. AYOTTE
United States Senator



CAROL SHEA-PORTER
Member of Congress



ANN MCLANE KUSTER
Member of Congress



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAR 12 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510-0703

Dear Senator Shaheen:

Thank you for your February 8, 2013, letter outlining your strong support for basing the KC-46A at Pease Air Guard Station (AGS) and of the 157th Air Refueling Wing.

As you know, the KC-46A is a top Air Force acquisition and recapitalization priority. This initial KC-46A basing action begins the first of a planned three-phase (KC-46A, KC-Y, and KC-Z) recapitalization of the entire KC-135 tanker fleet. The Air Force is planning to base the 179 KC-46As at a formal training unit (FTU) and up to ten main operating bases (MOB). For the ten MOBs, current plans call for up to eight installations in the continental United States (CONUS), with up to two active duty, four Air National Guard (ANG), and two Air Force Reserve installations. All MOBs in the United States will host either a classic or an active association, as appropriate.

Using our strategic basing process, the Air Force has evaluated 83 Air Force installations with an ANG presence in CONUS and has selected five of those installations as candidate bases for KC-46A's second MOB. As you know, Pease AGS is one of those candidate bases. Air Mobility Command and the National Guard Bureau conducted a detailed, on-the-ground site survey of Pease AGS from February 11-15, 2013. Site survey teams are assessing each MOB 2 candidate base against the full range of operational and training requirements and potential impacts to existing missions, housing, infrastructure, and manpower. The teams are also developing beddown cost estimates for the KC-46A at each candidate base. Once the site surveys are complete, the results will be briefed to the Secretary of the Air Force and me through the strategic basing process, and then we will select preferred and reasonable alternatives for MOB 2. We plan to announce the preferred and reasonable alternatives (P&RA) for the KC-46A MOB 2 in the spring of 2013.

The Air Force will then accomplish the required environmental actions to analyze the potential environmental impacts at each P&RA base location before a final basing decision is made. We anticipate the final basing decision for MOB 2 will be made and announced in the spring of 2014.

As the Air Force continues to field the remaining KC-46As at up to six additional CONUS MOBs, we will make future final basing decisions approximately three years prior to projected aircraft delivery. While we anticipate the criteria for future MOBs will remain essentially the same as we move forward with those basing actions, we plan to revalidate the criteria and then use the same strategic basing process.

The Air Force values the mission capabilities and sustained local community support to the Air Force and the 157th Air Refueling Wing. Thank you for your continued engagement regarding national defense. A similar response has been sent to Senator Ayotte, Representative Shea-Porter, and Representative Kuster.

Sincerely,


MARK A. WELSH III
General, USAF
Chief of Staff



DEPARTMENT OF THE AIR FORCE

OFFICE OF THE CHIEF OF STAFF

UNITED STATES AIR FORCE

WASHINGTON DC 20330

MAR 12 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable Kelly A. Ayotte
United States Senate
Washington, DC 20510-0703

Dear Senator Ayotte:

Thank you for your February 8, 2013, letter outlining your strong support for basing the KC-46A at Pease Air Guard Station (AGS) and of the 157th Air Refueling Wing.

As you know, the KC-46A is a top Air Force acquisition and recapitalization priority. This initial KC-46A basing action begins the first of a planned three-phase (KC-46A, KC-Y, and KC-Z) recapitalization of the entire KC-135 tanker fleet. The Air Force is planning to base the 179 KC-46As at a formal training unit (FTU) and up to ten main operating bases (MOB). For the ten MOBs, current plans call for up to eight installations in the continental United States (CONUS), with up to two active duty, four Air National Guard (ANG), and two Air Force Reserve installations. All MOBs in the United States will host either a classic or an active association, as appropriate.

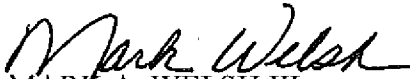
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The Air Force will then accomplish the required environmental actions to analyze the potential environmental impacts at each P&RA base location before a final basing decision is made. We anticipate the final basing decision for MOB 2 will be made and announced in the spring of 2014.

As the Air Force continues to field the remaining KC-46As at up to six additional CONUS MOBs, we will make future final basing decisions approximately three years prior to projected aircraft delivery. While we anticipate the criteria for future MOBs will remain essentially the same as we move forward with those basing actions, we plan to revalidate the criteria and then use the same strategic basing process.

The Air Force values the mission capabilities and sustained local community support to the Air Force and the 157th Air Refueling Wing. Thank you for your continued engagement regarding national defense. A similar response has been sent to Senator Shaheen, Representative Shea-Porter, and Representative Kuster.

Sincerely,


MARK A. WELSH III
General, USAF
Chief of Staff



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAR 12 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable Carol Shea-Porter
U.S. House of Representatives
Washington, DC 20515

Dear Representative Shea-Porter:

Thank you for your February 8, 2013, letter outlining your strong support for basing the KC-46A at Pease Air Guard Station (AGS) and of the 157th Air Refueling Wing.

As you know, the KC-46A is a top Air Force acquisition and recapitalization priority. This initial KC-46A basing action begins the first of a planned three-phase (KC-46A, KC-Y, and KC-Z) recapitalization of the entire KC-135 tanker fleet. The Air Force is planning to base the 179 KC-46As at a formal training unit (FTU) and up to ten main operating bases (MOB). For the ten MOBs, current plans call for up to eight installations in the continental United States (CONUS), with up to two active duty, four Air National Guard (ANG), and two Air Force Reserve installations. All MOBs in the United States will host either a classic or an active association, as appropriate.

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The Air Force will then accomplish the required environmental actions to analyze the potential environmental impacts at each P&RA base location before a final basing decision is made. We anticipate the final basing decision for MOB 2 will be made and announced in the spring of 2014.

As the Air Force continues to field the remaining KC-46As at up to six additional CONUS MOBs, we will make future final basing decisions approximately three years prior to projected aircraft delivery. While we anticipate the criteria for future MOBs will remain essentially the same as we move forward with those basing actions, we plan to revalidate the criteria and then use the same strategic basing process.

The Air Force values the mission capabilities and sustained local community support to the Air Force and the 157th Air Refueling Wing. Thank you for your continued engagement regarding national defense. A similar response has been sent to Senator Shaheen, Senator Ayotte, and Representative Kuster.

Sincerely,



MARK A. WELSH III

General, USAF

Chief of Staff



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAR 12 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable Ann McLane Kuster
U.S. House of Representatives
Washington, DC 20515

Dear Representative Kuster:

Thank you for your February 8, 2013, letter outlining your strong support for basing the KC-46A at Pease Air Guard Station (AGS) and of the 157th Air Refueling Wing.

As you know, the KC-46A is a top Air Force acquisition and recapitalization priority. This initial KC-46A basing action begins the first of a planned three-phase (KC-46A, KC-Y, and KC-Z) recapitalization of the entire KC-135 tanker fleet. The Air Force is planning to base the 179 KC-46As at a formal training unit (FTU) and up to ten main operating bases (MOB). For the ten MOBs, current plans call for up to eight installations in the continental United States (CONUS), with up to two active duty, four Air National Guard (ANG), and two Air Force Reserve installations. All MOBs in the United States will host either a classic or an active association, as appropriate.

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The Air Force will then accomplish the required environmental actions to analyze the potential environmental impacts at each P&RA base location before a final basing decision is made. We anticipate the final basing decision for MOB 2 will be made and announced in the spring of 2014.

As the Air Force continues to field the remaining KC-46As at up to six additional CONUS MOBs, we will make future final basing decisions approximately three years prior to projected aircraft delivery. While we anticipate the criteria for future MOBs will remain essentially the same as we move forward with those basing actions, we plan to revalidate the criteria and then use the same strategic basing process.

The Air Force values the mission capabilities and sustained local community support to the Air Force and the 157th Air Refueling Wing. Thank you for your continued engagement regarding national defense. A similar response has been sent to Senator Shaheen, Senator Ayotte, and Representative Shea-Porter.

Sincerely,


MARK A. WELSH III
General, USAF
Chief of Staff



STATE OF NEW HAMPSHIRE
OFFICE OF THE GOVERNOR

MARGARET WOOD HASSAN
Governor

January 31, 2013

General Mark A. Welsh III
Air Force Chief of Staff
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear General Welsh,

On behalf of the 1.3 million citizens of New Hampshire, I want to express my strongest support for basing the Air Force's newest refueling tanker at the Pease Air National Guard facility in Newington.

I believe the 157th Air Refueling Wing is ideally suited to be the first Air National Guard unit in the country to field the KC-46A. Since 1975, the 157th ARW has established a track record of unparalleled excellence, winning the Air Force Outstanding Unit Award 11 times. It has amassed 22 years of almost continuous operational missions for the Air Force since Operations Desert Shield and Desert Storm.

The 157th ARW is strategically located on the East Coast and provides 24-7 support to Tanker Task force missions. Its infrastructure at Pease includes the longest Air National Guard runway and parking ramp in the Northeast.

In addition, the 157th ARW has air traffic control, fire protection, security and customs, and agricultural support already in place. The base's close proximity to major ground transportation nodes and a deep water port would allow the Air Force to leverage the KC-46A's cargo and aero-medical capabilities.


KC-46As assigned to Pease would also be used by the 64th Air Refueling Squadron, an active associate flying alongside the 157th ARW. The addition of the 64th in 2009 has enabled the Wing to use their fleet of tankers more efficiently, increasing the number of missions flown annually by more than 1,000.

New Hampshire has a proud tradition of military service dating back to the founding of our nation. Today, the airmen and soldiers of our National Guard are embraced as true heroes by their communities. The support they and their families receive from employers, schools, and various local and state agencies has been unwavering.

The men and women of the 157th Air Refueling Wing and 64th Air Refueling Squadron have proven they are more than capable of handling the challenges of the new tanker. They are skilled. They are war-tested. They are dedicated.

New Hampshire and its citizens would be honored to have the KC-46A assigned to its National Guard.

With every good wish,

A handwritten signature in black ink that reads "Maggie H" followed by a horizontal line extending to the right.

Margaret Wood Hassan
Governor



DEPARTMENT OF THE AIR FORCE
OFFICE OF THE CHIEF OF STAFF
UNITED STATES AIR FORCE
WASHINGTON DC 20330

MAR 12 2013

HQ USAF/CC
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable Margaret Wood Hassan
Governor of New Hampshire
Concord, New Hampshire 03301

Dear Governor Hassan:

Thank you for your January 31, 2013, letter outlining your strong support for basing the KC-46A at Pease Air Guard Station (AGS) and of the 157th Air Refueling Wing.

As you know, the KC-46A is a top Air Force acquisition and recapitalization priority. This initial KC-46A basing action begins the first of a planned three-phase (KC-46A, KC-Y, and KC-Z) recapitalization of the entire KC-135 tanker fleet. The Air Force is planning to base the 179 KC-46As at a formal training unit (FTU) and up to ten main operating bases (MOB). For the ten MOBs, current plans call for up to eight installations in the continental United States (CONUS), with up to two active duty, four Air National Guard (ANG), and two Air Force Reserve installations. All MOBs in the United States will host either a classic or an active association, as appropriate.

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The Air Force will then accomplish the required environmental actions to analyze the potential environmental impacts at each P&RA base location before a final basing decision is made. We anticipate the final basing decision for MOB 2 will be made and announced in the spring of 2014.

As the Air Force continues to field the remaining KC-46As at up to six additional CONUS MOBs, we will make future final basing decisions approximately three years prior to projected aircraft delivery. While we anticipate the criteria for future MOBs will remain essentially the same as we move forward with those basing actions, we plan to revalidate the criteria and then use the same strategic basing process.

The Air Force values the mission capabilities and sustained local community support to the Air Force and the 157th Air Refueling Wing. Thank you for your continued engagement regarding national defense.

Sincerely,


MARK A. WELSH III
General, USAF
Chief of Staff

-----COORD

AF/CVAT Coord - (b)(6) 24 Jul 15

AF/CVA Coord - Weida, SES, 24 Jul 15

AF/CV Info - Info Copy Provided, 24 Jul 15

SAF/US Sign - Disbrow, EX-IV, 24 Jul 15

AF/CC Info - Info Copy Provided, 24 Jul 15

SAF/OS Info - Info Copy Provided, 24 Jul 15

-----STAFF SUMMARY

AO: (b)(6) SAF/IE, 703-693-2055

SSS DATE: 15 July 2015

SUSPENSE: 27 July 2015

OUTSIDE AGENCY SUSPENSE: N/A

SUBJECT: CRC - Sen Ayotte (R-NH) & Sen Shaheen (D-NH) to USecAF re Chemicals from Haven Well, NH

1. PURPOSE: Obtain USecAF signature on response letters (Tab 1) to Sen Ayotte (R-NH) & Sen Shaheen (D-NH).
2. BACKGROUND: On June 1, 2015, the senators wrote to the SecAF, as well as the Secretary of Health and Human Services and the Administrator of the U.S. Environmental Protection Agency (EPA), regarding the inadequate response to the presence of perfluorinated compounds (PFC) in the Haven Well in Portsmouth, New Hampshire. They believe exposure to these chemicals have been associated with certain types of cancer. On June 30, 2015, Assistant Secretary of the Air Force for Installations, Environment, and Energy, Ms. Miranda Ballentine replied to the senator's letter (Tab 2). Sen Shaheen (D-NH) and Sen Ayotte (R-NH) wrote the SecAF calling on the Air Force to identify and notify all of who may have been exposed to chemicals from the Haven Well (Tab 3). Also, the senator's commented the Air Forces response is "particularly troubling" because the report on the FY 2016 National Defense Authorization Act passed by Senate Armed Service Committee directs the Air Force to provide a plan to complete notification by the end of the year.
3. DISCUSSION: PFCs have been used for many years to make products that resist heat, stains, grease and water. Because of their widespread use, most people in the United States have some PFCs in their body. Once the PFCs are in a person's body, it takes about two to four years before those PFC levels go down by half, even if no more is taken in. PFCs are not regulated by the EPA and no action level has been established. However, the EPA has established Provisional Health Advisory (PHA) level for drinking water.
4. VIEWS OF OTHERS: According to the Agency for Toxic Substances and Disease Registry's (ATSDR) paper concerning PFC release by a Decatur, Alabama manufacturer in May 2007 (Tab 4), research has not clearly shown that PFCs are related to specific illnesses. Recent studies have found possible links to some PFC-related health problems and more research is needed. ATSDR does not advise that everyone get their PFC levels tested as these tests cannot predict health effects or be linked to current health problems. There is also no way to remove PFCs from the body other than the body's normal elimination processes.
5. RECOMMENDATION: Sign response letters at Tab 1 for Sen Ayotte (R-NH) & Sen Shaheen (D-NH).

//Signed, 17 July 15//
MARK A. CORRELL, P.E
Deputy Assistant Secretary of the Air Force
Environment, Safety and Infrastructure

Tabs

1. USecAF response to Sen Shaheen and Sen Ayotte
2. AF Reply to Sen Ayotte (R-NH) re Haven Well and blood testing
3. Sen Ayotte (R-NH) and Sen Shaheen (D-NH) to SecAF re Chemicals from Haven Well
4. ATSDR's PFC Health Information
5. FY15 DOD-ATSDR APOW

-----2 LTR COORD
SAF/GC Coord - Groner, 22 July 2015
SAF/LL Coord - Maj Gen Bergeson, 24 July 2015
SAF/IE Coord - Hon. Ballentine, 22 July 2015



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

JUL 24 2015

The Honorable Kelly A. Ayotte
United States Senate
Washington, DC 20510

Dear Senator Ayotte:


Thank you for your July 9, 2015, letter concerning perfluorinated compounds (PFC) contamination at the former Pease Air Force Base (AFB). We share your concerns for the environment as well as for the health and welfare of our service members and civilians stationed at the former Pease AFB. A project to conduct a public health assessment at the former Pease AFB is a top Air Force priority on the Agency for Toxic Substances and Disease Registry's (ATSDR) fiscal year 2016 annual plan of work.

The Air Force agrees we should be prepared to notify individuals potentially affected and we're taking action to identify service members and Department of Defense civilians who may have been exposed to PFCs at the former Pease AFB. Once recommendations are available from ATSDR, we will have a clearer picture on how to move forward with individual notification.

We're committed to continuing to work closely with the city, state, and federal authorities to protect human health. I've asked Assistant Secretary Miranda Ballentine, the Assistant Secretary of the Air Force for Installations, Environment, and Energy (SAF/IE), to meet with you to discuss our current actions and future plans. Her office will reach out to your staff to request the meeting.

The Air Force appreciates and values sustained local community support at Portsmouth, New Hampshire. On behalf of Secretary James, I thank you for your continued support.

Sincerely,



Lisa S. Disbrow
Acting



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

JUL 24 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

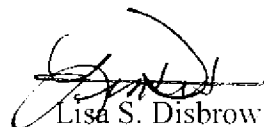
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The Air Force appreciates and values sustained local community support at Portsmouth, New Hampshire. On behalf of Secretary James, I thank you for your continued support.

Sincerely,



Lisa S. Disbrow
Acting



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

SAF/IE
1665 Air Force Pentagon
Washington, DC 20330

JUN 30 2015

The Honorable Kelly A. Ayotte
United States Senate
Washington, DC 20510

Dear Senator Ayotte:

Thank you for your June 1, 2015 letter to Secretary James regarding blood testing of individuals who may have been exposed to perfluorinated compounds (PFCs).

We remain supportive of actions that effectively contribute to protecting human health and the environment. We understand the Air Force position may evoke some frustration; however we do not possess the expertise to ascertain the potential health effects from PFC contamination in the Haven Well. The Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) places the federal authority and responsibility for conducting public health assessments of the effects of contamination with the Agency for Toxic Substances and Disease Registry (ATSDR).

ATSDR has the appropriate expertise to independently review the potential health risks posed by PFCs at Pease International Tradeport and determine the need for any further actions including blood testing. We've asked them to undertake such a review and if they determine blood tests are needed to ensure the health of the population, we will move to meet that need. Similarly, setting up a registry for Pease Air Force Base (AFB), which closed twenty five years ago, would be both technically challenging and costly. If the results of ATSDR's review combined with confirmed health effects indicate such action is necessary to protect those potentially exposed, we will move to set up an appropriate registry to identify and notify the affected population. But be assured, we remain committed to continue to work closely with city, state, and federal authorities to protect human health.

On behalf of the Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Sincerely,

A handwritten signature in black ink, appearing to read "M.A.A. Ballentine", with a long horizontal line extending to the right.

MIRANDA A. A. BALLENTINE
Assistant Secretary of the Air Force
(Installations, Environment, and Energy)

United States Senate

WASHINGTON, DC 20510

July 9, 2015

The Honorable Deborah L. James
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary James:

We write to request your personal attention in the matter of ensuring that the Air Force identifies and notifies all who may have been exposed to chemicals from the Haven Well.

On June 1, 2015, we wrote to you, as well as the Secretary of Health and Human Services and the Administrator of the Environmental Protection Agency, regarding the inadequate response to the presence of perflourochemicals (PFCs) in the Haven Well in Portsmouth, New Hampshire. As we pointed out in the letter, the presence of these chemicals in the well is likely due to the Air Force's use of fire-fighting foam at Pease. Exposure to these chemicals has been associated with certain types of cancer.

In the letter, we pointed out that the Air Force has not taken affirmative steps to identify and notify the service members and civilians who may have been exposed while stationed at Pease. We called on the Air Force to immediately identify and contact all those who are likely to have been exposed to these chemicals, including individuals stationed at Pease after the date the contamination was introduced into the water.

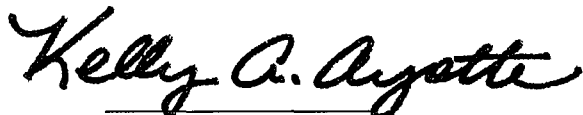
On June 30, 2015, Assistant Secretary of the Air Force for Installations, Environment, and Energy Miranda Ballentine replied to our letter. In that response, the Air Force said that providing such notification would be "technically challenging." The Air Force also made clear that it is not currently undertaking and may not undertake an effort to identify and notify service members and Department of Defense civilians who were potentially exposed to these chemicals.

This response from the Air Force is particularly troubling because the report on the fiscal year 2016 National Defense Authorization Act passed by Senate Armed Service Committee directs the Air Force to provide a plan to complete notification by the end of the year. More than a month after this committee published its clear direction, the Air Force response suggested it might not comply.

We believe that the Air Force has a responsibility to take care of those who serve our country and that surely includes informing them when they may have been exposed to dangerous chemicals.

Thank you for your attention to this important matter.

Sincerely,



Kelly A. Ayotte
United States Senator



Jeanne Shaheen
United States Senator

Blood PFC Testing and Health Information Summary

Morgan, Lawrence and Limestone Counties, Alabama

Perfluorochemicals (PFCs) are a class of man-made chemicals. In most cases, PFCs are not regulated by the U.S. Environmental Protection Agency (EPA). PFCs have been used for many years to make products that resist heat, stains, grease and water. Because of their widespread use, most people in the United States have some PFCs in their body. Once the PFCs are in a person's body, it takes about two to four years before those PFC levels go down by half, even if no more is taken in.

Some products that may have used PFCs when they were made or that might contain PFCs include:

- Furniture and carpets treated for stain resistance
- Treated clothing that is stain resistant or waterproof
- Foams used to fight fires
- Fast food or packaged food containers, such as french fry boxes, pizza boxes, hamburger wrappers, and microwave popcorn bags
- Makeup and personal care products, such as dental floss, pressed powders, nail polish and shaving cream with ingredients that have 'perfluoro' in the name
- Floor care products
- Cleaning products

In May 2007, a PFC manufacturer in Decatur, Alabama, notified the EPA that it had unknowingly discharged large amounts of perfluorocarboxylic acids (PFCA), a class of compounds that include perfluorooctanoic acid (PFOA) and other PFCs, into the Decatur Utilities' Dry Creek Wastewater Treatment Plant. From 1996 to 2008, treated sewage sludge (biosolids) from Decatur Utilities were used as a soil amendment on about 5000 acres of privately owned agricultural fields in Lawrence, Morgan and Limestone Counties, Alabama.

Decatur Utilities Dry Creek Waste Water Treatment Plant (Decatur Utilities) in Decatur, Alabama receives wastewater from domestic and industrial sources, including PFC manufacturing and use facilities in the area. To date, the U.S. Environmental Protection Agency (EPA), the Alabama Department of Environmental Management (ADEM), and Decatur Utilities have identified several direct sources of PFCs to Decatur Utilities.

As with all waste water treatment plants, solids and many chemicals are removed from the water. The solids are called "biosolids." They are rich in nutrients and can be used as fertilizer. Biosolid content is tested regularly and must meet regulatory requirements. However, PFCs in water and biosolids are generally not regulated by EPA, so testing of biosolids for these chemicals is typically not required. EPA has not established an action level for PFOA or perfluorooctane sulfonate (PFOS) in soil, sewage sludge, biosolids, groundwater, surface water, or air.

In September 2007, EPA tested the farm fields for PFCs. EPA collected biosolids and soil from a small number of the farm fields that received biosolids from Decatur Utilities. The results showed raised levels of PFCs compared with background levels. In February and March of 2009, EPA followed up with more sample collection of surface water, groundwater, drinking water, and soils in areas near the treated fields. EPA found PFCs in the soils from the farm fields on which the biosolids were spread, and in surface water, groundwater, and drinking water.

In January 2009, EPA set up a drinking water Provisional Health Advisory level for PFOA and PFOS—two of the PFC compounds about which we have the most toxicological data. EPA set the Provisional Health Advisory level at 0.4 parts per billion (ppb) for PFOA and 0.2 ppb for PFOS. In February 2009, EPA tested for PFCs in six private drinking

water wells near the farm fields. Two private drinking water wells had PFOA concentrations above the EPA Provisional Health Advisory levels. EPA supplied other drinking water to residents who used those wells and then arranged for the residences' connection to the public water supply system. After EPA's February–March 2009 sampling and at EPA's request, a local industries group did a complete private drinking water well survey and did sampling in the areas near the farm lands where the biosolids were spread. From August 2009 through August 2010, the local-industries group sampled 12 private drinking water wells. One of the 12 wells had levels of PFOS above EPA's Provisional Health Advisory values. Residents who used this well were supplied other drinking water, and their home was linked to the local public water supply system.

In addition, EPA sampled five local public drinking water systems. No PFCs were detected in four of the five public water supply systems. PFOA and PFOS were detected in the West Morgan/East Lawrence public water supply but at concentrations below EPA's Provisional Health Advisory levels. The West Morgan/East Lawrence public water supply system draws its water from the Tennessee River approximately 13 miles downstream from an industrial center where several PFC manufacturers and users are located. A study funded by one of the local industries detected PFOA and PFOS in samples collected in 2000 from the Tennessee River. The agricultural fields that received the Decatur Utilities' biosolids are not suspected to be the source of PFCs in the West Morgan/East Lawrence public water supply system.

In October 2009 EPA released residential soil screening guidance values for PFOA and PFOS that are protective of children's health (which are also protective of adult health). These soil screening values are 16,000 ppb [micrograms / kilogram] for PFOA and 6,000 ppb for PFOS. All soil and water sampling data collected can be obtained from the following website: <http://www.epa.gov/region4/water/PFCindex.html>

In 2009 EPA contacted ATSDR to request that an exposure investigation be conducted.

It was not known how much PFCs might be in a person's body from contact with contaminated soil, water or other exposure pathways. The Agency for Toxic Substances and Disease Registry (ATSDR), a federal public health agency, tested people's blood for PFCs to find out how much of this chemical may be entering a person's body.

People who were 12 and older and who

- Lived on or near fields that received biosolids from Decatur Utilities; and
- Had private drinking water wells located near these biosolids application sites; or
- Drank water from the West Morgan / East Lawrence public water system.

A total of 155 persons—63 males and 92 females—volunteered for blood testing. Of these, 147 were adults and 8 were children.

At this time, PFC comparison values for the U.S. population are limited to children 12 years of age and older. If children under 12 were tested, we would not be able to tell them how their PFC level compared with the levels seen in the general U.S. population.

Eight PFCs were tested in the blood of participants. These PFCs are listed below:

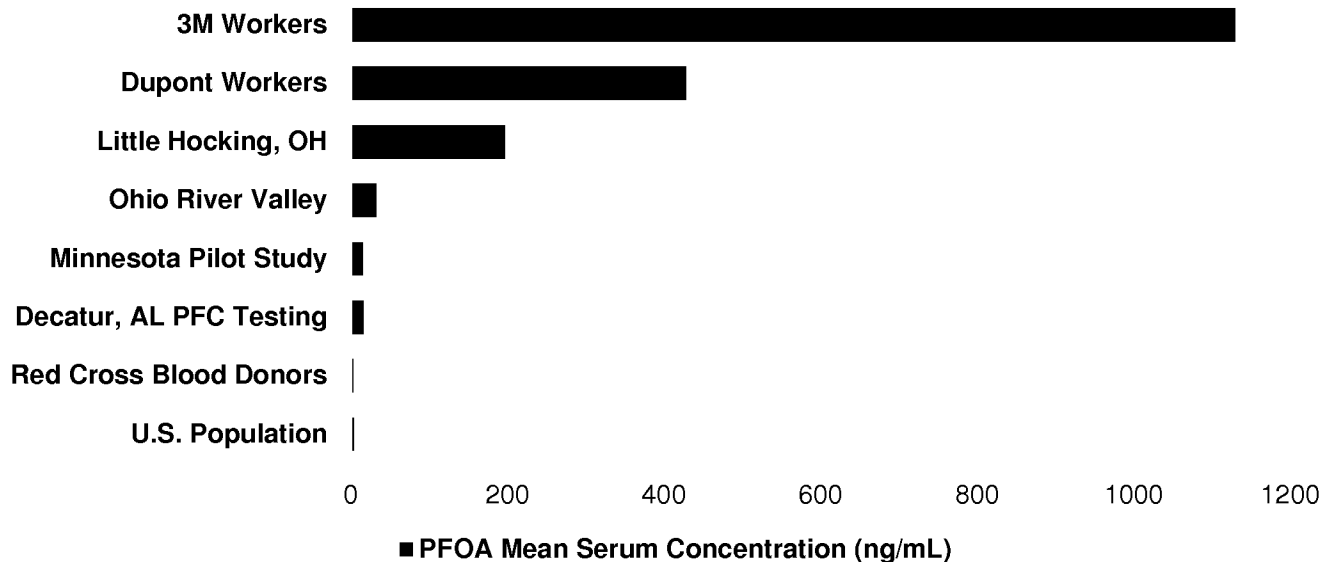
Abbreviation	Complete Chemical Name
• PFOA	Perfluorooctanoic acid
• PFOS	Perfluorooctane sulfonate
• PFHxS	Perfluorohexane sulfonate
• PFOSA	Perfluorooctane sulfonamide
• PFNA	Perfluorononanoate
• PFDeA	Perfluorodecanoate
• Et-PFOSA-AcOH	2-(N-ethyl-perfluorooctane sulfonamido) acetate
• Me-PFOSA-AcOH	2-(N-methyl-perfluorooctane sulfonamido) acetate

Scientists know the most about PFOA and PFOS. Less is known about the other PFCs. This information sheet is mostly about PFOA and PFOS.

- Five PFCs in the blood were at levels similar to or lower than the average levels in a person in the United States.
- Three PFCs (PFOA, PFOS and PFHx) in the blood were two to four times higher than average levels in the United States. These levels were similar to or lower than levels found in other U.S. communities with PFCs in their drinking water.
- This investigation found that drinking well or public water with detectable levels of PFCs may contribute to an increase in blood PFC levels. The investigation did not show that living on or near a biosolids application field, eating local cattle, fish or vegetables or gardening are associated with blood PFC levels in participants. However the investigation could not exclude these possible sources of exposure.
- Older people and men tended to have higher blood PFC levels than others tested.

The chart below shows the average blood levels of PFOA found in the U.S. population, in this investigation (PFC testing in the Decatur, Alabama area), other community studies, and in PFC manufacturing workers. The results are listed as nanograms per milliliter (ng/mL) – the same as parts per billion (ppb). Concentration is the measure of how much of a given substance, such as a chemical, is mixed with another substance (blood, for example). Just as one percent means one part out of a hundred, one ppb means one part out of a billion.

PFOA Studies: Comparison of Average Blood Levels



As a result of this investigation the community has learned that there has been an exposure to PFCs. The participants have received their individual test results. At this time we do not have enough information to say what level of PFC's in the blood might result in a health problem. This investigation will not tell a person if the PFC levels in their blood will make them sick now or later in life, or if their current health problems are related to the PFC levels found in their body. However, there are recent studies that show a possible link to health effects from PFCs although more research needs to be done by scientists who work in this field.

Animal studies have found that PFCs may affect animals' health. Animals exposed to PFCs at much higher levels than the levels found in this investigation can result in changes in the function of the liver, thyroid, pancreas and hormone levels. Animals may be more sensitive to the effects of PFCs than humans.

In humans, research has not clearly shown that PFCs are related to specific illnesses. Recent studies have found possible links to some PFC-related health problems. Science experts who work in this field need to do more research.

Much of the research on humans has been done with people who were exposed to PFCs on the job. Workers involved in the manufacture or use of PFCs as part of their job duties usually have higher blood PFC levels than the general population.

Studies on PFC workers have looked for effects on cholesterol levels, male hormones, heart disease, liver changes and other effects. So far, these studies have not consistently shown that PFC exposure is linked to health problems.

Currently, a large study of 70,000 people is being done in the Ohio River Valley. The drinking water was contaminated and people were exposed to PFOA. So far, testing in this large group of people has found that the average PFOA levels in blood were higher when compared to the national average and about twice as high as what was found in the Decatur area, but lower than levels found in workers involved in the manufacture or use of PFCs as part of their job duties. This study will look to see if PFOA exposure is linked with heart disease, immune system function, liver function, hormone disorders, cancer, diabetes, and birth outcomes. In the most recent updates from December 2011, April 2012, July 2012 and October 2012, the C8 Scientific Panel (C8 is a shorthand name for PFOA), a panel that was formed to look at whether there is a probable link between C8 exposure and any human disease, released C8 Probable Link Reports which focused on several different health outcomes.

These reports noted a probable link between exposure to PFOA (C8) and pregnancy-induced hypertension, thyroid disease, ulcerative colitis, testicular cancer, kidney cancer and high cholesterol. The reports found no link between PFOA and other forms of cancer reviewed in the study. These reports also noted that there is not a probable link between exposure to PFOA (C8) and birth defects, miscarriage or stillbirth, and preterm birth or low birth weight. They also did not find a link between Type II diabetes, stroke, asthma or chronic obstructive airways disease (COPD), neurodevelopmental disorders in children (such as attention deficit disorders and learning disabilities), common infections or autoimmune disorders other than ulcerative colitis (to include rheumatoid arthritis, lupus, Type I diabetes, Crohn's disease or multiple sclerosis), Parkinson's disease, osteoarthritis, liver disease, chronic kidney disease, hypertension or coronary artery disease. Results from this large study will continue to be shared over the next few years and should add to our knowledge about health effects associated with PFCs.

For more information see: <http://www.c8sciencepanel.org>

The C8 study noted above has recently reported a probable link to testicular and kidney cancer. Additional studies are needed to better evaluate this link. Studies of workers involved in the manufacture or use of PFCs as part of their job duties who were exposed to PFCs have looked at whether PFCs are linked with prostate, bladder, and liver cancer. None of these existing studies have found a link between exposures to PFCs and cancer. However, additional health studies are underway.

ATSDR does not advise that everyone get their PFC levels tested. The test may be very costly and cannot predict health effects or be linked to current health problems. There is also no way to remove PFCs from the body other than the body's normal elimination processes.

- Continue efforts to reduce the level of PFCs present in the Tennessee River which is used as source water for the WM/EL public water supply system.
- Continue monitoring for PFCs in the WM/EL public water supply and other potentially impacted public water supplies downstream of Decatur, Alabama. The WM/EL public water system has already taken steps to improve

water treatment which is expected to reduce PFC levels in finished drinking water. If PFOA and/or PFOS concentrations in the finished drinking water of the WM/EL public water system increase and remain above the EPA's Provisional Health Advisory levels, we recommend that the public water system evaluate modifications to their treatment processes to reduce contaminant levels.

- Conduct routine periodic monitoring of other local area public water supplies for potential contamination with PFCs. Although these water supplies are considered to be at a lower risk for PFC contamination because of their location and have no detectable PFCs to date, it is good public health practice to conduct routine periodic monitoring.
- Owners of private drinking water wells located on or near biosolids application fields not previously tested should consider conducting periodic monitoring for PFCs. If levels are consistently above EPA's Provisional Health Advisory levels, residents should use alternate drinking water sources. Some private drinking water wells in the area were sampled quarterly for a year and those that exceeded EPA's provisional health advisory levels for PFOA/PFOS were placed on public water. All other sampled wells did not exceed the public health advisory levels.
- The community's exposure to PFCs is expected to decline because of the actions taken to remove or decrease PFCs in the environment. Follow-up serum PFC testing in this community should be considered to verify that serum PFC concentrations are declining and to identify whether additional public health actions may be needed.
- Continue providing the community with any new science about health effects of PFC exposure as new information is documented.

PFCs are found in the blood of people and animals all over the world. How people get PFCs into their bodies from products with PFCs in them is not clear. It is also not clear whether a person can avoid getting PFCs into their body by limiting the use of products that were made using PFCs. Because there is so little information about how people are exposed to PFCs from products, ATSDR is not able to recommend ways to reduce a person's exposure to PFCs from using products that contain PFCs.

Private well

People with private wells that contain PFCs above the current guidelines have been provided an alternate drinking water source. If you have questions about your private well, contact the U.S. Environmental Protection Agency, Region 4, Lee Thomas at 404-562-9786.

Public water

PFCs were not detected in the Decatur and Moulton public drinking water systems. PFCs levels were below EPA's current Provisional Health Advisory level in the West Morgan/East Lawrence public drinking water system. These levels have remained below EPA's Provisional Health Advisory levels.

However, if you are worried about PFC chemicals in your drinking water, a study by the Minnesota Department of Health and other studies in recent scientific journals found that some water filtration devices (point of use devices that are put in at a single tap, faucet, or outlet) may remove some of these compounds from water. You should contact the company that makes the water filtration device to find out how well the device works in removing PFC chemicals. Also ask about how often you should change the filters.

PFCs, including both PFOA and PFOS, were detected in fish tissue samples taken from catfish and large-mouth bass in the Tennessee River near Decatur. The PFOA analytical results averaged 0.74 ppb and the PFOS analytical results averaged 806.06 ppb. Based on the PFOS results, the Alabama Department of Public Health has issued a '**no consumption**' fish advisory for all species of fish in the Baker's Creek embayment of Wheeler Reservoir. Future testing will determine if this advisory needs to be expanded. The entire advisory can be found at <http://adph.org/news/assets/120831.pdf>. ATSDR recommends that people follow this fish consumption advisory to reduce potential exposure to PFCs.

Because this investigation was designed to select individuals with the greatest likelihood of PFC exposure, these results cannot be generalized nor inferred to represent others living in the area or to other locations / populations.

ATSDR: 1-888-529-1906 (toll-free) or 404-639-3311

ATSDR website: <http://www.atsdr.cdc.gov/>

EPA website: <http://www.epa.gov/region4/water/PFCindex.html>

EPA, Region 4 – Atlanta: Lee Thomas: 404-562-9786 or Thomas.lee@epa.gov

Note: Some of the material in this information sheet was adapted from the East Metro Perfluorochemical Biomonitoring Pilot Project, Minnesota Department of Health, July 21, 2009.

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DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your May 22, 2015, letter to Secretary James regarding the interest of (b)(6) (USAF, Ret.) to be considered for an appointment to the Civil Air Patrol (CAP) Board of Governors.

The Secretary directly appoints four members to the Board, which has eleven total members. These four positions are currently filled and no opening is projected until October 2016. Three more Board members are jointly appointed by the Secretary and the CAP Commander, and are filled with individuals who are officials in major Industrial, Governmental and Educational organizations. As a policy, in order to ensure we have diverse Board members who bring an outside perspective to the governance process, we do not select individuals for either Secretarial or Joint appointments who are currently members of CAP.

The remaining four Board member positions are reserved for senior CAP members and are appointed by the CAP Commander. Since (b)(6) is a current member of CAP, we recommend he convey his interest in serving on the Board to the CAP Commander, if he has not already done so. We believe this is a more appropriate channel for him to seek appointment to the Board.

On behalf of the Secretary of the Air Force, thank you for your continued contributions to our Nation's defense and the United States Air Force.

Very Respectfully,

A handwritten signature in black ink that reads "Farris C. Hill".

FARRIS C. HILL
Brig Gen, USAF
Military Assistant to the Director
Secretary of the Air Force, Legislative Liaison

United States Senate

WASHINGTON, DC 20510

January 17, 2013

General Mark A. Welsh III
Chief of Staff of the Air Force
Room 4E924
1670 Air Force Pentagon
Washington DC 20330

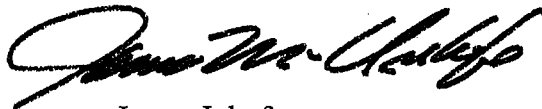
Dear General Welsh:

I appreciate your willingness to express your concerns about the readiness of the Armed Forces. As you may know, my service on the Armed Services Committee has included the privilege of chairing the Readiness and Management subcommittee, which reaffirmed my understanding of and appreciation for the critical importance of adequately providing for the training, equipping and infrastructure for our military Members, as well as support for their families. I firmly believe that every dollar we waste or take away from the core readiness needs of our military directly equates to increased risk for warfighters called by our country to defend our national interests.

I too am deeply concerned about the impact of our Nation's dire budget situation on all defense accounts, but particularly in readiness. The Department has had significant budget cuts over the last four years and should not be considered the primary contributor to further budget reductions. We are already asking our military forces and civilian workforce to get by with less despite the ever increasing threats to our Nation. We already have a mismatch of strategy and resources and further devastating cuts will only worsen the situation. I ask you to work with me, the Senate Armed Services Committee (or Congress) and the Administration over the next two months to encourage all parties involved to reach outcomes that ensure our national security priorities do not continue to be undermined by budget cuts. I encourage you to continue to speak frankly and openly about the tipping point in readiness, including what you consider to be the significant risk of a hollow force. I ask that you provide me your ideas for cost-saving reforms and a specific list of critical priorities affecting readiness that will not be funded this year or in the President's budget request for Fiscal Year 2014. I am anxious to hear the specific information and recommendations referenced in your note.

I thank you for your candor and look forward to benefitting from your professional judgment at this critical point for our Nation's Armed forces. I want to work with you to solve this problem and look forward to opportunities to do so in the near future.

Sincerely,



James Inhofe
United States Senator

CC: The Honorable Michael B. Donley, Secretary of the Air Force

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3RD DISTRICT, MASSACHUSETTS
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1607 LONGWORTH HOUSE OFFICE BUILDING
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ARMED SERVICES COMMITTEE
RANKING MEMBER ON
OVERSIGHT AND INVESTIGATIONS
SUBCOMMITTEE ON MILITARY PERSONNEL

Congress of the United States
House of Representatives
Washington, DC 20515-2103

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COMMITTEE ON
NATURAL RESOURCES
SUBCOMMITTEE ON
PUBLIC LANDS AND ENVIRONMENTAL REGULATION
SUBCOMMITTEE ON
ENERGY AND MINERAL RESOURCES

April 3, 2014

Ms. Deborah Lee James
Secretary of the Air Force
Air Force Pentagon 1670
Washington, DC 20330-1670

Dear Secretary James,

Thank you again for appearing before the House Armed Services Committee last month to discuss the challenges and opportunities facing the United States Air Force. I very much appreciated the opportunity to discuss matters of critical importance to the Air Force and to learn more about your ongoing efforts to position the service for success in the coming years.

I particularly appreciated your interest in and focus on the ability of the Air Force to rapidly deliver needed capabilities to the field and I wanted to follow up with you regarding a comment that General Welsh made during the testimony. General Welsh noted an initiative that your office had begun to establish a dialogue with business executives in the defense industry. The general indicated that the program is aimed at identifying ways the Air Force can improve its own acquisition and procurement practices by building on best practices used by the private sector.

Unfortunately, my time had expired before I had the chance to discuss the initiative with you. As you and I discussed when we met in my office last February, the ability of the Air Force to rapidly deliver emerging Information Technology and other unique acquisition items to the warfighter is one of my top defense priorities and is of particular importance to the mission at Hanscom Air Force Base.

In this time of declining budgets and fiscal uncertainty, new and innovative approaches to defense procurement are truly needed and I would welcome the opportunity to learn more about this initiative. I would be very appreciative if you would be able to share some additional information on this program with me and my staff. I look forward to hearing from you and to working with you in the coming year.

Sincerely,



Niki Tsongas
Member of Congress



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

FEB 08 2013

SAF/AQ
1060 Air Force Pentagon
Washington, DC 20330-1060

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 201510

Dear Senator Shaheen:

Thank you for your inquiry concerning the Air Force's Suspension and Debarment system. The Air Force has one of only three full-time Suspending and Debarring Officials (SDO) in the federal government. Our SDO is the Deputy General Counsel (Contractor Responsibility), Mr. Rodney Grandon. Although the Air Force SDO is independent of the acquisition chain, I have coordinated this response with the SDO. Mr. Grandon confirms that the Air Force has written business rules capturing the data your letter seeks; and will provide our report to the Defense Procurement and Acquisition Policy, Office of the Under Secretary of Defense (Acquisition, Logistics, and Technology), for inclusion in the consolidated Department of Defense report.

Sincerely,

A handwritten signature in black ink, appearing to read "C. R. Davis", written in a cursive style.

CHARLES R. DAVIS, Lt Gen, USAF
Military Deputy, Office of the Assistant Secretary
of the Air Force (Acquisition)

Congress of the United States
Washington, DC 20540

February 8, 2013

General Mark A. Welsh III
Air Force Chief of Staff
1670 Air Force Pentagon
Washington, DC 20330

Dear General Welsh:

As the Air Force evaluates final candidate bases for the KC-46A, we would like to express our continued support for Pease Air National Guard base and the 157th Air Refueling Wing. As you know, Pease's proximity to operational and training refueling tracks, its aircraft-related infrastructure, its training flight simulator, and Total Force Enterprise make it an ideal candidate for the KC-46A.

Located only minutes from the most important refueling tracks for U.S.-based aircraft heading to the Middle East, Europe, and Africa, Pease is well suited to support a range of training and operational missions. In fact, Pease is 12 minutes from the Coronet routing to Europe and the Middle East and is ideally positioned to support the OPLAN 8010 mission. Proximity to these critical refueling tracks saves time and money, ensuring outstanding value for the Air Force.

Pease stands out because of its existing infrastructure to support the KC-46A with nearly one million gallons of bulk fuel storage and parking for up to 19 of the new aircraft. In addition to having one of the largest aircraft parking ramps in the Air National Guard, Pease has one of the longest runways in the Northeast and an absence of any environmental issues that would impede the basing and operation of the KC-46A.

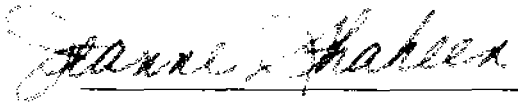
Further, Pease has a full motion, full visibility KC-135 simulator that could easily be converted for the KC-46A. Adapting an existing simulator facility, like the one at Pease, to accommodate the KC-46A would be much less expensive than building a new facility at another base.

Pease also boasts a mature and well-performing Active Duty Association. While the Air Force may plan to develop associations at all KC-46A bases, the time and resources required to optimize an association's performance should not be underestimated. As a base with a long-standing and high-performing association, Pease offers significant advantages over bases that lack similar organizations. As evidence of the advantages of a mature and well-performing Active Duty Association, the 157th Air Refueling Wing achieved the highest aircraft utilization rates in the Air National Guard in Fiscal Year 2011. In addition, the 157th Air Refueling Wing recently received the Air Force Outstanding Unit Award for the 11th time.

We understand that there are several competitive potential Air National Guard locations for the KC-46A. However, based on the Air Force's metrics, we believe Pease Air National Guard base represents the optimal location for the KC-4A.

We stand ready to work with you and provide whatever support is necessary to help ensure Pease Air National Guard base continues to provide the best tanker support in the Air National Guard. Thank you for your continued services on behalf of our men and women in uniform and our grateful Nation.

Sincerely,



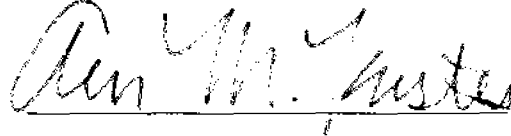
JEANNE SHAHEEN
United States Senator



KELLY A. AYOTTE
United States Senator



CAROL SHEA-PORTER
Member of Congress



ANN MCLANE KUSTER
Member of Congress



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC 20330-1000

OFFICE OF THE SECRETARY

03 JUL 2014

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your June 11, 2014, letter to Secretary James, expressing your concerns about the contamination of the Haven Well located at Pease International Tradeport, New Hampshire, as well as the enclosed letter from the Portsmouth City Manager to the Air Force's Base Realignment and Closure (BRAC) Program Management Division Chief requesting assistance.

The Air Force is committed to the protection of human health and ensuring safe drinking water. On June 5, 2014, the Air Force began weekly sampling for Perfluorinated Compounds (PFCs) at the city's water supply wells, in coordination with New Hampshire regulatory authorities, the U.S. Environmental Protection Agency and the City of Portsmouth. Following the concerns expressed by nearby homeowners, and as a matter of precaution, the Air Force also began sampling private drinking water wells for PFCs on June 18, 2014. In the event that any of these private wells exceed the provisional health advisory, the Air Force will provide residents with alternative drinking water.

On June 11, 2014, the Air Force held preliminary discussions with representatives of the City of Portsmouth regarding the development of a memorandum of agreement (MOA) to address the concerns raised by the city manager. The draft MOA contains all provisions requested by Mr. Bohenko, including reimbursement to the city for hydrogeological studies, costs associated with studying potential alternative drinking water well sites and technical consultation services obtained by the city. The Air Force will continue to sample the public water supply and nearby private wells for the presence of PFCs.

The Air Force has maintained a positive and transparent working relationship with the City of Portsmouth. We trust this information will address your concerns. We appreciate your continued support to the men and women of the United States Air Force.

Very Respectfully,

A handwritten signature in black ink, appearing to read "Thomas W. Bergeson".

THOMAS W. BERGESON
Major General, USAF
Director, Legislative Liaison



SECRETARY OF THE AIR FORCE
WASHINGTON

OCT 21 2015

The Honorable Niki Tsongas
U.S. House of Representatives
Washington, DC 20515

Dear Representative Tsongas:

Thank you for your September 17, 2015, letter calling attention to the strong partnership between the Air Force and the Commonwealth of Massachusetts. The service members and civilians at Hanscom Air Force Base (AFB) are doing exceptional work supporting a mission critical to our Nation's defense. The Defense Innovation Unit-Experimental (DIU-x), the Nuclear Command and Control Communication (NC3) Program Executive Office (PEO), the Joint Surveillance and Target Attack Radar System (JSTARS) Recap program, and Massachusetts Institute of Technology-Lincoln Laboratory (MIT-LL) facility modernization are areas Air Force senior leaders are closely monitoring.

Like you, we are excited about DIU-x because of its novel approach to communicate our most challenging national security problems to innovators and entrepreneurs, match ideas with opportunities, and help organizations navigate through the Department to make the greatest difference. Although the newly established DIU-x pilot office is located in Silicon Valley, we will closely monitor its utility and encourage the Department to take advantage of other regional areas of expertise like the Commonwealth.

Last February, I testified to Congress that the Nation's nuclear enterprise remains a top Air Force priority. In order to centralize lifecycle management and oversee integration of all Air Force NC3 programs, we will designate a new Air Force PEO for Air Force-owned NC3 and directly related National Leadership Command and Control. The location of the PEO/NC3 requires careful consideration and will be informed by the roles, responsibilities, and authorities the new PEO will need to ensure success. We fully intend to continue leveraging existing centers of NC3 technology and industry excellence as we modernize this critical mission area.

Similarly, the JSTARS Recap is another program that benefits from a wealth of Battle Management Command and Control intellect at Hanscom AFB. I appreciate your continued commitment to support the Air Force's need to replace the aging E-8 legacy fleet. JSTARS Recap is fully funded in the Fiscal Year 2016 President's Budget request.

Finally, the Air Force benefits from the substantial contributions Hanscom AFB and the Boston area make to our mission. We will continue this important partnership. The Air Force, and the Department of Defense as a whole, value the decades-long contributions of MIT-LL to our mission, and we recognize the importance of having modern facilities capable of meeting current and future research and development requirements. I appreciate your work to

clarify the referenced Section 8023(c) provision. We will continue pursuing the options to modernize MIT-LL facilities while balancing those opportunities with other government funded construction needs.

Thank you for your continued support of the men and women of the United States Air Force and your advocacy on behalf of Hanscom AFB and MIT-LL.

Sincerely,

A handwritten signature in black ink that reads "Deborah Lee James". The signature is written in a cursive style with a large, prominent initial "D".

Deborah Lee James
Secretary of the Air Force

-----COORD:

HAF/CX COORD - (b)(6) 21 Mar 13
 AF/CVA COORD - Sitterly, SES, 21 Mar 13
 AF/CV COORD - Spencer, Gen, 22 Mar 13
 SAF/US COORD - Morin, EX-IV, 23 Mar 13
 AF/CC APPR - Welsh, Gen, 27 Mar 13
 SAF/OS APPR - Donley, EX-II, 29 Mar 13

-----STAFF SUMMARY

AO: (b)(6) SAF/IEIP, DSN 227-6492

SSS Date: 20 Feb 13

SUSPENSE: 22 Feb 13

OUTSIDE AGENCY SUSPENSE: N/A

SUBJECT: HAF1304609824 | CRC - CM Smith to SECAF & CSAF re KC46A basing in NJ

1. PURPOSE: Obtain CSAF and SecAF approval of letter responding to CM Smith's letter (Tab 1).
2. BACKGROUND: On 15 Feb 13, Representative Christopher Smith (R-1st) wrote a letter to the SecAF and CSAF advocating his support for JB MDL receiving the KC-46A (Tab 2).
3. DISCUSSION: CM Smith wanted to "call attention to a number of important capabilities and assets that should be incorporated into the final basing analysis (of the Site Survey Teams) as they underscore the unique position of the base (Joint Base McGuire-Dix-Lakehurst) to host Main Operating Base 2 (MOB 2)." This letter was originally combined with TMT 08967 (Sen Lautenberg +13) until SAF/US recommended CM Smith's concerns be addressed separately. As such, this letter was broken out back into its original task, re-drafted and sent out for coord.
4. VIEWS OF OTHERS: SAF/LL suggested that the attached letter (Tab 1) be signed by Maj Gen Wolters. SAF/IEI agrees. AF/A8(D) comments were incorporated into the attached letter.
5. RECOMMENDATION: CSAF/SecAF approve IE revised response located in Tab 1.

//Signed, kf, 11 Mar 13//

KATHLEEN I. FERGUSON, P.E.

Acting Assistant Secretary

Installations, Environment & Logistics

Tabs

1. SAF LL response to CM Smith - Basing KC-46A at JBMDL
2. CM Smith to SECAF CSAF - Basing KC46A at JBMDL (15 Feb 13)

-----2Ltr COORD-----

AF/A8 COORD - Hartley, SES, 27 Feb 13 w/ comment
 SAF/IE COORD - Ferguson, SES, 11 Mar 13
 SAF/GC COORD - Blanchard, EX-IV, 13 Mar 13
 SAF/LL COORD - Reardon, SES, 14 Mar '13

CHRISTOPHER H. SMITH

4TH DISTRICT, NEW JERSEY

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Congress of the United States
House of Representatives

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WESTERN HEMISPHERE
SUBCOMMITTEE

COMMISSION ON SECURITY AND
COOPERATION IN EUROPE
CHAIRMAN

CONGRESSIONAL-EXECUTIVE
COMMISSION ON CHINA
CHAIRMAN

February 15, 2013

DEAN, NEW JERSEY DELEGATION

The Honorable Michael B. Donley
Secretary
Department of the Air Force
HQ USAF
1670 Air Force Pentagon
Washington, D.C. 20330-1670

General Mark A. Welsh, III
Chief of Staff
Department of the Air Force
HQ USAF
1670 Air Force Pentagon
Washington, D.C. 20330-1670

Dear Secretary Donley and General Welsh:

As the Air Force prepares to begin the KC-46A site survey of the 108th Wing located on Jointbase McGuire-Dix-Lakehurst (JB MDL), I would like to call attention to a number of important capabilities and assets that should also be incorporated into the final analysis since they underscore the unique position of the base to host Main Operating Base 2.

Weather Conditions: In previous correspondence with the AF, I have raised concerns regarding the lack of criteria on weather conditions and the impact on operations, stating: “[t]he other members of the North East Tanker Task Force can experience as much as nine times as many days of freezing precipitation annually than JB MDL. In fact, in recent years during severe weather, many units have traveled to JB MDL for training purposes while their installations were unusable.” I believe the costs associated with aircraft de-icing, cancelled mission and fuel to travel to JB MDL, as well as the interruption or delay of operations, would offset any fiscal advantage provided by proximity to the refueling tracks and therefore should be a factor when assessing candidate bases. Accordingly, I am hopeful that your team will take weather and the associated costs into account during the decision-making process.

Cargo Capacity: I remain concerned that cargo capacity was not used as one of the scoring criteria, given that cargo capacity was cited as one of the primary reasons that the Boeing 767 was selected as the Air Force’s new tanker platform. JB MDL has excelled as an Aerial Port and has the expertise to handle up to and beyond the 19 pallets the Boeing 767 is capable of carrying. JB MDL’s Freight Terminal Complex Area capability is 500 pallets while it’s inside Mechanized Material Handling System has an 80+ pallet capacity, which will increase to 170 pallets next month. Cargo processing at JB MDL is currently approximately six pallets per hour and the Wing moves, on average, over 4,000 tons of cargo every month. Placing the dual role KC-46A at the 108th, strategically positions it to fulfill both its airlift and tanker missions—a capability unavailable at other potential sites.

Co-Chairman of: Task Force on Alzheimer’s Disease • Bi-Partisan Coalition for Combating Anti-Semitism • Lyme Disease Caucus
Coalition for Autism Research and Education • Global Internet Freedom Caucus • Bi-Partisan Congressional Pro-Life Caucus
Spina Bifida Caucus • Vietnam Caucus • Poland Caucus • Bosnia Caucus
Ad Hoc Congressional Committee for Irish Affairs • Congressional Caucus on Human Trafficking

type rating of pilots would provide the Wing with unparalleled interoperability within both the Operations and Maintenance fields.

I would also like to address a few points on the JB MDL's capacity and mission scores. While I was pleased to see that the Air Force recognized the base's runway, ramp and base operating support capacity, its airfields and airspace availability, as well as the fuel dispensing and receipt infrastructure, the base scored lower than anticipated on hangar space and fuel storage.

Having visited the 108th recently, I am particularly concerned regarding the hangar capacity score, which does not reflect the existing hangar space used by and available to the 108th. While the existing facilities would require minor modifications, they do not appear to warrant a score of zero. I am confident that the site survey team will conclude that the available facilities should appropriate JB MDL, at a minimum, six points.

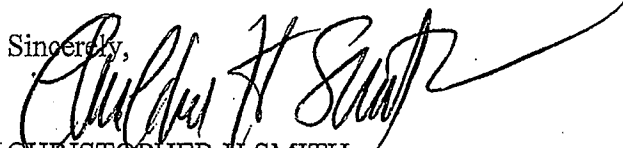
Similarly, there is great concern that the 108th Wing's fuel storage score has not taken into account the installation's current tank availability. The Wing owns and operates two tanks with a capacity of 420,000 gallons. However, the Wing is connected to an additional 12 tanks owned by their active duty partners, that are routinely used by the 108th and would raise that capacity to 5.7 million gallons.

On these two scores in particular, I would appreciate hearing the insight you receive from the site survey team upon completion of their visit.

As I have stated from the beginning of this process, and the scores now highlight, by basing the KC-46A at the 108th Wing, the required infrastructure and command chain are in place from day one. I am confident that after taking a clear look at the numerous positive factors detailed above you will determine that New Jersey's 108th Wing is the obvious choice to host Main Operating Base 2.

I appreciate your time and attention to the details raised in this letter and I look forward to working with you during the decision making process. I am ready to provide any additional information or assistance you require.

Sincerely,



CHRISTOPHER H SMITH
Member of Congress



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C. 20330-1000

OFFICE OF THE SECRETARY

0 1 APR 2013

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Christopher H. Smith
U.S. House of Representatives
Washington, DC 20515

Dear Representative Smith:

Thank you for your February 15, 2013, letter and detailed assessment supporting Joint Base McGuire-Dix-Lakehurst (JB MDL) as a candidate to host the first Air National Guard-led KC-46A main operating base (MOB 2).

As you know, site surveys are being conducted at each KC-46A candidate base as part of the Air Force strategic basing process. On February 18-22, 2013, Air Mobility Command (AMC) and the National Guard Bureau conducted a detailed, on-the-ground site survey of JB MDL. A copy of your letter was provided to the site survey team for consideration. The site survey team assessed JB MDL across the full range of operational and training requirements and potential impacts to existing missions, to include weather, housing, infrastructure, and manpower. The team is also developing cost estimates to beddown the KC-46A for each candidate base.

The results of the site surveys will be briefed to the Secretary and Chief of Staff of the Air Force, who will select the preferred and reasonable alternatives for MOB 2. The Air Force plans to announce the preferred and reasonable alternatives for MOB 2 in spring 2013. At that time, we will follow-up with you.

The Air Force values the mission capabilities and sustained local community support at JB MDL. On behalf of Secretary Donley and General Welsh, thank you for your continued engagement in national defense.

Very respectfully,

A handwritten signature in black ink that reads "Tod D. Wolters".

TOD D. WOLTERS
Major General, USAF
Director, Legislative Liaison



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

AUG 10 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your July 24, 2015 letter to Secretary James concerning the Administrative Order (AO) recently issued by the Environmental Protection Agency (EPA) to address perfluorinated compounds (PFCs) potentially resulting from fire suppression activities at the former Pease Air Force Base (Pease). Secretary James asked me to respond on her behalf.


We share your concerns for the health and welfare of the community around Pease, and we have been and will continue to be active partners with regulatory agencies and stakeholders to assess and mitigate any potentially adverse impacts of former flame retardant activities. Since the city shut down the Haven Well as a drinking water source in 2014, we have focused our efforts on preventing public exposure to PFC levels above the EPA's provisional health advisory (PHA). Additionally, we proactively tested all private wells in the area, and, as a result, we have installed a treatment system on the one private well which tested above the PHA.

Our ongoing efforts to prevent public exposure include continuing to collect groundwater flow and test for PFC concentration levels to determine how best to install a system to intercept and—if need be—warn of potential contamination if it moves toward the Portsmouth water supply wells and private drinking water wells. At this time, I am happy to report that all tests show PFC levels remain far below PHA. In the meantime, we also continue to monitor PFC levels in the remaining four public wells, at least every two weeks.

Upon receipt of the AO on July 8, 2015, we initiated a thorough consultation with the EPA on July 23, 2015 to discuss the most effective ways to meet the objectives of the AO. We share the goal of protecting the community from any harmful effects that PFCs related to fire-fighting agents may have. We advised the EPA of our ongoing efforts toward that end. As mentioned in my July 24, 2015 letter, I asked Assistant Secretary Miranda Ballentine to meet with you to discuss our ongoing actions and future plans. At that meeting, we will provide any information you want to know about our discussions with the EPA and the status of our actions to address PFCs at Pease.

We are committed to continuing to work closely with the city, state, and federal authorities to protect human health. Thank you for your continued engagement.

Sincerely,



Lisa S. Disbrow
Acting



UNDER SECRETARY OF THE AIR FORCE
WASHINGTON

AUG 10 2015

The Honorable Kelly A. Ayotte
United States Senate
Washington, DC 20510

Dear Senator Ayotte:

Thank you for your July 24, 2015 letter to Secretary James concerning the Administrative Order (AO) recently issued by the Environmental Protection Agency (EPA) to address perfluorinated compounds (PFCs) potentially resulting from fire suppression activities at the former Pease Air Force Base (Pease). Secretary James asked me to respond on her behalf.


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We are committed to continuing to work closely with the city, state, and federal authorities to protect human health. Thank you for your continued engagement.

Sincerely,



Lisa S. Disbrow
Acting

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August 19, 2013

The Honorable Eric Fanning
Acting Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Acting Secretary Fanning,

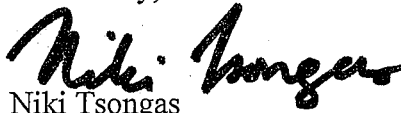
I write today respectfully asking for your consideration of a request from my constituents, the Collings Foundation, a non-profit institution dedicated to honoring veterans and educating younger generations about our nation's past through "living history" events. The Foundation recently acquired a PT-19 WWII-era aircraft that was used to train Tuskegee Airmen. I understand that it is one of only three original Tuskegee Aircraft known to exist.

As you know, the Tuskegee Airmen, who fought racism in order to heroically serve their country in World War II, amassed an impressive record--flying 1,067 combat missions in which they destroyed over 250 enemy aircraft, attacked vital targets on the ground, and even sunk a destroyer. While the Smithsonian's National Museum of American History and Culture plans to exhibit an original aircraft used to train the Tuskegee Airmen when the facility opens in 2015, the National Museum of the United States Air Force (NMUSAF) in Dayton, Ohio does not. Therefore, the Collings Foundation proposes trading their PT-19 for a NMUSAF's gate guard P-38.

It is my understanding that the NMUSAF has set precedent for trades of this type. Several years ago the NMUSAF traded a rare B-24 Liberator that was used as an outdoor museum display to the 8th Air Force Museum in Duxford, England for a Spitfire. In addition, the British Museum provided a full scale fiberglass B-24 to replace the artifact that was removed. The Collings Foundation would propose a similar scenario, trading the fully restored PT-19 for the outdoor display P-38 along with replacing the display with a full scale fiberglass replica. It is also my understanding that the Collings Foundation has recently completed a similar type of trade with the National Museum of the Marine Corps.

Assuming there is a safe way to proceed, I respectfully request that you give the Collings Foundation's proposal all due consideration as it has the potential to serve as a positive development for both the Tuskegee Airmen and the preservation of our nation's history.

Sincerely,



Niki Tsongas
Member of Congress



SECRETARY OF THE AIR FORCE
WASHINGTON

OCT 22 2015

The Honorable Jeanne Shaheen
United States Senate
Washington, DC 20510

Dear Senator Shaheen:

Thank you for your September 17, 2015, letter to the Secretary of Defense expressing your concerns regarding the KC-46A tanker program. The Air Force shares your interest in ensuring the program stays on schedule and is delivered on time.

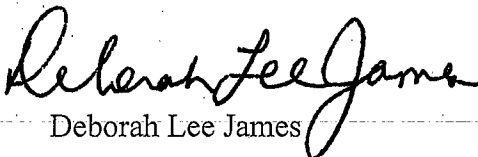
The KC-46A completed a successful first flight on September 25, 2015. This flight represents progress and brings us a step closer to fielding this much needed capability. Our focus now shifts to completing the testing required to support the Milestone C decision, currently planned for April 2016, which provides approval to begin Low Rate Initial Production.

As the program moves forward, I remain cautiously confident Boeing will meet their contractual requirement to deliver 18 operational aircraft by August 2017. While schedule margin has been exhausted, we recognize Boeing is a large company with deep resources at their disposal to achieve this requirement. I agree it is imperative we keep the program on schedule, and the Air Force will do everything possible to ensure it does.

Pease Air National Guard Base is an essential partner in providing air-refueling capability to our nation. I am pleased to hear about the recent ground breaking for the expanded hangar bays to house KC-46A tankers, and I am confident they will be prepared to receive tankers as planned.

Thank you for your continued contributions to our Nation's defense.

Sincerely,


Deborah Lee James

Congress of the United States
House of Representatives
Washington, DC 20515-0102
January 20, 2016

The Honorable Deborah Lee James
Secretary
United States Air Force
Pentagon
Washington, D.C.

Dear Secretary James,

It is my understanding that the Air Force has published a solicitation for Initial Flight Training (IFT) that is currently conducted in Pueblo, Colorado. It is also my understanding that the Air Force will consider as a part of this solicitation other locations for this training to take place.

I write to encourage you to consider the many benefits of the Wiregrass region of Alabama. The Wiregrass encompasses several counties in the southeastern part of the state.

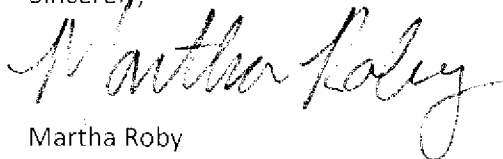
With regard to weather, the region's relatively mild climate allows for year round training with very few weather interruptions. While mountains can intensify adverse weather impacts such as turbulence and violent up and down drafts, the terrain in the Wiregrass is relatively flat. Being close to sea level, aircraft experience fewer power related problems. Of course, there is ample air space for training.

Additionally, the Wiregrass potentially offers significant economic advantages. The region has an affordable cost of living, and the Air Force could tap into a great talent pool of qualified mechanics and instructors given the proximity to Fort Rucker and Dothan Airport. The region also offers great facilities, such as the South Alabama Regional Airport, that have the capacity to readily conduct training.

It is important to recognize that Alabama, in general, and the Wiregrass region, in particular, is highly supportive of our nation's men and women in uniform. The Air Force can expect a highly cooperative relationship between local, regional, state and federal partners as is the case with Maxwell Gunter Air Force Base. With Fort Rucker and the U.S. Army's Aviation Center of Excellence as well as thousands of military retirees in the area, the people of the Wiregrass would be highly receptive to hosting training operations. Indeed, we in the Wiregrass refer to the passing of an aircraft not as a nuisance but rather as the "the sound of freedom."

Thank you for your time and consideration of these important regional advantages.

Sincerely,



Martha Roby
U.S. Representative (AL-2)

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September 17, 2015

703-614-8045

Ms. Deborah Lee James
Secretary of the Air Force
Air Force Pentagon 1670
Washington, DC 20330-1670

Dear Secretary James,

I wanted to thank you for accepting my invitation to visit Hanscom Air Force Base last month. Hopefully, the meetings you had with Hanscom base leadership and the dedicated servicemembers and civilians serving at the base reinforced the value of the work being done at Hanscom to both the Air Force and the Department of Defense. As you were able to see, Hanscom is playing an important role in developing and acquiring some of the Air Force's most critical platforms necessary to keep the service at the cutting edge of technology.

Similarly, I appreciate your taking the time to meet with Governor Charlie Baker, members of the Massachusetts Congressional delegation, and the rest of the Massachusetts Military Asset and Security Strategy Task Force (MASS-TF) to hear about the unique ways that the Commonwealth is partnering with the Air Force to support the installation and the mission. I hope you came away from your visit with a better understanding of how the peerless intellectual ecosystem found in Massachusetts fosters unique synergies between industry, academia, and the Department unlike those found elsewhere in the country. As we discussed, the Commonwealth is committed to ensuring that Hanscom and the Air Force are well positioned to take advantage of our greatest asset, the talented minds we invest in here.

We continue to believe that Massachusetts is an ideal location for initiatives similar to the Defense Innovation Unit - Experimental (DIUx) project announced by Secretary Carter earlier this year. I would encourage the Air Force and the Department to consider the establishment of a similar office in the greater-Boston area to take advantage of the types of expertise in this region that are important to the Air Force's unique systems and acquisition needs. As we discussed during your visit, the Commonwealth has one of the strongest innovation economies in the world in fields such as cyber security, data analytics, IT, robotics and automation; capabilities that would make a similar (DIUx) satellite unit in Boston a tremendous investment.

I also wanted to thank you for your attention to the lab revitalization proposal at the Massachusetts Institute of Technology's Lincoln Laboratory (MIT/LL). As my

colleagues and I communicated during your visit, modernizing the research facilities at MIT/LL is a top priority for the Massachusetts delegation and a critical investment for both the Air Force and the Department of Defense. During the meeting with Governor Baker, a question was raised about whether a recurring provision in the annual appropriations bill, specifically Section 8023(c), would prevent the department from moving forward with important modernization projects like the one proposed at MIT/LL.

I think
this is
a
great
step
from the
are we
have
been
operating
under.

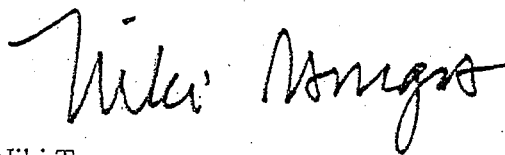
In order to assuage concerns like this one, I sought clarification on this provision from both the Chairman and Ranking Member of the House Appropriations Subcommittee on Defense during markup of the Fiscal Year 2016 Defense Appropriations Bill in June of this year. On the House floor, both Chairman Frelinghuysen and Ranking Member Visclosky affirmed that the recurring provision would not prevent the Department from moving forward with construction projects like the West Lab project at MIT/LL if authorized through the DoD MILCON account. Moreover, both the Chair and Ranking Member also affirmed that the recurring provision would not prevent the Department from undertaking advanced planning and design funds like the ones that would be necessary to move the West Lab project forward within the Department. Accordingly, I hope we can count on your support for this modernization effort.

Finally, I wanted thank you for your continued interest in two important programs to Hanscom Air Force Base, the JSTARS Recap Program and the proposed Nuclear Command, Control and Communications (NC3) Program Executive Office. As you know, the JSTARS Recap program will provide the Air Force and the joint service with critical battle management capabilities for years to come and I will continue to be a partner with the Air Force to ensure the program has the funding it needs to stay on track. Similarly, by locating the NC3 PEO at Hanscom AFB, the Air Force would be able to leverage existing expertise and organizational support in the C3 mission area so prevalent in the greater Boston area. World-class institutions and industry partners with proven capabilities in the C3 mission area are spread across the region and would enable the Air Force to hit the ground running with this initiative.

As a token of my appreciation for your visit, please accept this photograph of us taken in the Hanscom Collaboration and Innovation Center during your visit. Thank you again for visiting Hanscom Air Force Base and I look forward to speaking with you about these and other Air Force priorities in the near future.

Thanks so much for coming to
Massachusetts!

Sincerely,



Niki Tsongas
Member of Congress

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3RD DISTRICT, MASSACHUSETTS
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SUBCOMMITTEE ON MILITARY PERSONNEL

Congress of the United States
House of Representatives
Washington, DC 20515-2103

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COMMITTEE ON
NATURAL RESOURCES
SUBCOMMITTEE ON
PUBLIC LANDS AND ENVIRONMENTAL REGULATION
SUBCOMMITTEE ON
ENERGY AND MINERAL RESOURCES

May 9, 2014

Ms. Deborah Lee James
Secretary of the Air Force
Air Force Pentagon 1670
Washington, DC 20330-1670

Dear Secretary James:

Thank you for appearing before the House Armed Services Committee on March 14, 2014 to testify on the Department of the Air Force's FY 2015 budget request. I appreciate the strong commitment you have demonstrated to modernizing the force and ensuring the well being of our Airmen.

I wanted to follow-up on the invitation I extended to you during that hearing to visit Hanscom Air Force Base with me in the near future at a time of your convenience.

As I am sure you are aware, Hanscom AFB is the only active duty Air Force installation in all of New England. Hanscom AFB's mission centers on acquiring and procuring many of the Air Force's most in-demand cyber, information technology, and weapons systems. The base is able to draw upon a workforce in Massachusetts that is home to unparalleled academic institutions, cutting-edge defense industry, two top-tier FFRDCs, and an incredibly supportive community. All of these assets create a peerless intellectual ecosystem, which supports the unique acquisition mission at Hanscom AFB. As we continue to evolve our defensive capabilities in an era of rapidly changing, high tech threat environments, I am confident you would agree that the electronic systems developed by Hanscom play an increasingly essential role in protecting our Airmen and our nation.

Late last year, Hanscom AFB had the honor of hosting Air Force Chief of Staff General Mark Welsh, General Janet Wolfenbarger, and Dr. William LaPlante for an in-depth tour of the base, along with a very productive meeting with Governor Deval Patrick at the State House in Boston. I believe they came away from that visit with a heightened awareness of how Hanscom AFB is a key enabler for every core mission in the Air Force, as well as an appreciation for the invaluable partnership the base has with the surrounding community, elected officials and stakeholders.

I believe that a visit from you to Hanscom AFB will continue this important dialogue, which could be beneficial for both the Air Force and the local community. My office stands ready to work with you and your staff to help coordinate this visit. The point of contact in my office is my

Military Legislative Assistant, Sean Duggan, who can be reached by email at Sean.Duggan@mail.house.gov or by phone at 202-225-3411.

Thank you for your consideration. I look forward to working with you in support of Hanscom AFB and other Air Force priorities in the coming years.

Sincerely,

A handwritten signature in black ink that reads "Niki Tsongas". The signature is written in a cursive style with a large, sweeping initial "N".

Niki Tsongas
Member of Congress

Congress of the United States
Washington, DC 20515

March 13, 2013

Secretary Michael B. Donley
1670 Air Force Pentagon
Washington, D.C. 20330-1670

Dear Secretary Donley,

We are writing to express our deep dismay regarding a recent decision by a military convening authority to disapprove and dismiss the adjudged General Court-Martial conviction and sentence of 31st Fighter Wing Inspector General, Lt Col James Wilkerson. We are struggling to understand how and why a commander would dismiss a jury conviction against (b)(6) (b)(6), after a panel of senior Air Force officers at a General Court-Martial had found him guilty beyond a reasonable doubt of aggravated sexual assault, abusive sexual contact and three violations of conduct unbecoming an officer, and sentenced him to a Dismissal and 1 year of confinement.

Over the last several months, we had become optimistic that the Air Force was making some notable progress in investigating, prosecuting, and adjudicating sexual assault crimes. Unfortunately, this decision seems to be a step backward.

Given the intense Member interest in this issue, we intend to work closely with the House Armed Services Committee and anticipate that this matter will be addressed in the committee's deliberations on the National Defense Authorization Act for Fiscal Year 2014. As co-chairs of the Military Sexual Assault Prevention Caucus, we would like to request a thorough briefing for the members of our Caucus, who represent a broad bipartisan coalition across Congress, on the *U.S. vs. (b)(6)* case. We would like to gain a solid understanding of the necessity or appropriateness of the convening authority's broad post-trial review authority, under Article 60 of the Uniform Code of Military Justice. We would also like an explanation of how a convening authority's ability to overturn the adjudged sexual assault conviction and sentence of a General Court-Martial, as in the case of (b)(6) is appropriate and consistent with justice, good order and discipline, and the Department of Defense's sexual assault prevention and response policies and programs.

We appreciate your attention to this matter.

Sincerely,



Niki Tsongas
Member of Congress



Michael Turner
Member of Congress

United States Senate
WASHINGTON, DC 20540

June 1, 2015

The Honorable Deborah L. James
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

The Honorable Sylvia Mathews Burwell
Secretary of Health and Human Services
200 Independence Avenue, SW
Washington, DC 20201

The Honorable Gina McCarthy
Administrator of the Environmental Protection Agency
Office of the Administrator, 1101A
1200 Pennsylvania Avenue, NW
Washington, DC 20460

Dear Secretary James, Secretary Burwell, and Administrator McCarthy:

We write to express growing concern regarding the inadequate response to the presence of perfluorochemicals (PFCs) in the Haven Well in Portsmouth, New Hampshire. In April 2014, the Air Force—in coordination with the Environmental Protection Agency (EPA), the New Hampshire Department of Environmental Services, and the City of Portsmouth—discovered these chemicals in the well water. A study published in 2013 by researchers at Emory University in Atlanta, Georgia associated PFC exposure with certain types of cancer. The C8 Science Panel has made similar associations.

The presence of the chemicals in the well in Portsmouth is likely due to the Air Force's use of fire-fighting foam at Pease Air National Guard Base. Those at risk of exposure have requested tests to check their blood serum levels of PFCs. Within the last six years, the Center for Disease Control's Agency for Toxic Substances and Disease Registry (ATSDR) performed such blood tests on Alabama residents exposed to PFCs after a manufacturer discharged chemicals into a wastewater treatment plant. Despite requests from Portsmouth residents and close attention from our staffs, the Air Force has yet to collaborate effectively with the New Hampshire Department of Health and Human Services and the City of Portsmouth to ensure that all residents desiring blood tests can have them at no expense to themselves or the State of New Hampshire. Further, the Air Force has not taken affirmative steps to identify and notify the service members and civilians who may have been exposed while stationed at Pease Air Base.

In meetings with our staffs, representatives from ATSDR and the Air Force say that testing is premature and unneeded. First, they claim that neither the EPA nor the scientific community

have established cutoff levels for PFC levels in humans. Second, they insist that until the highest risk population group is identified, such testing would not produce meaningful results. Finally, they say PFCs in an individual's blood does not *per se* correlate to a specific source of exposure.

These arguments are not compelling. While cutoff levels do not exist today, they could likely exist in the future. Immediate testing is important because PFCs do not stay in the blood indefinitely. Unless those who were exposed are tested now, their blood PFC levels cannot be compared against a cutoff level that will be developed in the future. Additionally, broad testing of blood levels in an at-risk population will assist in interpreting data from well testing and aquifer modelling. Awaiting the results of one test before conducting the second only allows more time to pass between the likely exposure and the test results, reducing the credibility of the data.

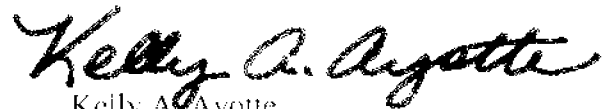
Therefore, we call on the Air Force, the EPA, and Health and Human Services to provide funding for blood tests for all individuals who were exposed to PFCs from the Haven Well. If additional authorities are required to facilitate such funding, please notify our offices immediately. Further, we call on the Air Force to immediately identify and contact all those who are likely to have been exposed to these chemicals, including individuals stationed at Pease after the date the contamination was introduced into the water.

Thank you for your attention to this important matter.

Sincerely,



Jeanne Shaheen
U.S. Senator



Kelly A. Ayotte
U.S. Senator

United States Senate

WASHINGTON, DC 20510

July 24, 2015

The Honorable Deborah L. James
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary James:

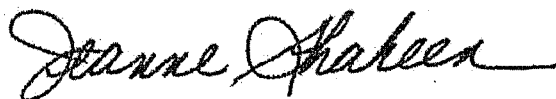
We write to urge you to fully and promptly comply with the Administrative Order issued by the Environmental Protection Agency (EPA) to the U.S. Air Force (USAF) dated July 8, 2015 regarding the contamination of water supply wells, including the Haven Well, located on and near the former Pease Air Force Base, in Portsmouth, New Hampshire. As you are aware, the presence of perfluorochemicals (PFCs) in the Haven Well is likely due to the Air Force's use of fire-fighting foam at Pease.

We remain concerned that your failure to move quickly and comply with this Order continues to pose a public health risk to the community. As you are aware, the State of New Hampshire detected PFCs in the Haven Well at levels 12.5 times higher than the EPA's Provisional Health Advisory on April 16, 2014. The Haven Well has since been shut down but several other wells in close proximity continue to supply drinking water to the Pease community. These two additional wells could be at risk of increased contamination because they are situated at a lower gradient than the Haven Well and the contaminants have a high likelihood of continuing to migrate down-gradient through the bedrock. As you know, studies have indicated that the continued exposure to low levels of PFCs in drinking water may cause adverse health effects.

We appreciate your willingness to work with the State and with the City to date on this matter but more must be done to protect the community from the harmful effects of PFCs in the drinking water. Therefore, we urge you to immediately and fully comply with the EPA's Order to treat the Haven Well and restore the aquifer at Pease.

Thank you for your attention to this important matter.

Sincerely,



Jeanne Shaheen
U.S. Senator



Kelly A. Ayotte
U.S. Senator

United States Senate

WASHINGTON, DC 20510

May 22, 2015

Deborah L. James
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary James:

I am writing to express my support for (b)(6) in his request to be named a member of the Civil Air Patrol Board of Governors.

(b)(6), New Hampshire served 26 years of active duty with the Air Force, distinguishing himself as an accomplished Commander with a variety of accolades. He joined the Civil Air Patrol in New Hampshire 14 years ago and was named Wing Commander in 2010. He has shown outstanding leadership not only in the Civil Air Patrol, but also in the greater community, serving on the boards of the Aviation and Aerospace Education Center and the McAuliffe-Shepard Discovery Center.

(b)(6) is passionate about the Civil Air Patrol mission and cares deeply about the future of the program. I am pleased to recommend him to you as you consider nominations to the Civil Air Patrol Board of Governors. If there is anything further I can do to support his application, please do not hesitate to contact me.

Sincerely,



Jeanne Shaheen
United States Senator

United States Senate

WASHINGTON, DC 20510

June 11, 2014

The Honorable Deborah Lee James
Secretary of the Air Force
U.S. Department of the Air Force
1160 Air Force Pentagon
Washington, DC 20330-1160

Dear Secretary James:

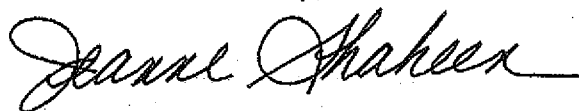
Enclosed is a copy of a letter Portsmouth, New Hampshire City Manager John Bohenko sent to Dr. Stephen TerMaath, the Air Force's BRAC Program Management Division Chief, regarding the recent closure of the Haven Well at the Pease International Tradeport. As you know, an analysis of water samples from the well detected levels of perfluorooctane sulfonic acid (PFOS) above the EPA's provisional health advisory level.

I am deeply concerned about this situation. The City of Portsmouth will face a significant financial challenge in replacing the Haven Well as a supply source. Given that the former Pease Air Force Base is a Superfund site and that the firefighter foam the Air Force used at the base contained PFCs, I would urge the Department of the Air Force to include in the draft Memorandum of Understanding the City the provisions Mr. Bohenko outlines in his letter to Dr. TerMaath.

In addition to the issues Portsmouth must now address, residents who live near the Tradeport and tenants who work there have also expressed concerns with the health effects resulting from exposure to PFOS. Although the well is no longer providing drinking water to the public, I would urge the Department of the Air Force to conduct additional testing to insure that any private well in the vicinity is safe.

I know you share the goal of protecting the health and safety of the public. Thank you for insuring the problems that have resulted from the contamination of the Haven Well continue to be a priority for the Department.

Sincerely,



Jeanne Shaheen
United States Senator

United States Senate

WASHINGTON, DC 20540

September 17, 2015

The Honorable Ashton Carter
U.S. Department of Defense
1000 Defense Pentagon
Washington, DC 20301-1000

Dear Secretary Carter,

I write to express my concern regarding delays with the Air Force's KC-46A tanker program. As you are aware the KC-46A tankers will replace the aging 1950's era KC-135 Stratotanker fleet and will serve as the backbone of the Air Force's critical aerial refueling mission for the next several decades. As a member of the Senate Armed Services Committee, I request that you hold the contractor accountable, provide more rigorous program oversight and ensure that the tankers are on schedule for delivery in 2017.

As you know, the tanker program has experienced numerous delays due to problems such as wiring issues, design changes and late parts deliveries. Most recently, the first flight of the Air Force's KC-46A test aircraft was delayed due to a mislabeled chemical erroneously filled in the tanker's refueling line during testing. I am pleased that the Air Force recently announced that the first test flight is scheduled for September 25, 2015, but it is imperative that we keep the program on schedule.

On Friday, September 18, 2015, I will participate in a ground breaking ceremony for expanded hangar bays at Pease Air National Guard Base to house the KC-46A tankers. New Hampshire is proud that Pease was selected as the first Guard-led operating base for the tanker and will be ready to receive the tankers in 2017. As a strong supporter of the Air Force's KC-46A tanker program, I urge you to provide rigorous program oversight and ensure that the contractor delivers the tankers on time.

Thank you for your consideration and your continued distinguished service on behalf of all of our men and women in uniform.

Sincerely,



Jeanne Shaheen
U.S. Senator

United States Senate

WASHINGTON, DC 20510

July 9, 2015

The Honorable Deborah L. James
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary James:

We write to request your personal attention in the matter of ensuring that the Air Force identifies and notifies all who may have been exposed to chemicals from the Haven Well.

On June 1, 2015, we wrote to you, as well as the Secretary of Health and Human Services and the Administrator of the Environmental Protection Agency, regarding the inadequate response to the presence of perflourochemicals (PFCs) in the Haven Well in Portsmouth, New Hampshire. As we pointed out in the letter, the presence of these chemicals in the well is likely due to the Air Force's use of fire-fighting foam at Pease. Exposure to these chemicals has been associated with certain types of cancer.

In the letter, we pointed out that the Air Force has not taken affirmative steps to identify and notify the service members and civilians who may have been exposed while stationed at Pease. We called on the Air Force to immediately identify and contact all those who are likely to have been exposed to these chemicals, including individuals stationed at Pease after the date the contamination was introduced into the water.

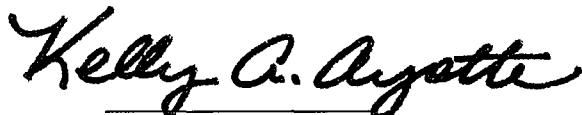
On June 30, 2015, Assistant Secretary of the Air Force for Installations, Environment, and Energy Miranda Ballentine replied to our letter. In that response, the Air Force said that providing such notification would be "technically challenging." The Air Force also made clear that it is not currently undertaking and may not undertake an effort to identify and notify service members and Department of Defense civilians who were potentially exposed to these chemicals.

This response from the Air Force is particularly troubling because the report on the fiscal year 2016 National Defense Authorization Act passed by Senate Armed Service Committee directs the Air Force to provide a plan to complete notification by the end of the year. More than a month after this committee published its clear direction, the Air Force response suggested it might not comply.

We believe that the Air Force has a responsibility to take care of those who serve our country and that surely includes informing them when they may have been exposed to dangerous chemicals.

Thank you for your attention to this important matter.

Sincerely,



Kelly A. Ayotte
United States Senator



Jeanne Shaheen
United States Senator

(b)(6)

MIL USAF SAF/OS

From: SAF/OS Workflow
Subject: HAF1311916714 | CRC - CW Tsongas (MA) to SecAF re Enhanced Use Lease at Lincoln Labs (23 Apr 13) | SUSP 20 Jun 2013 16:00 | Release COORD from HAF/ES (b)(6)

MR. MARLOW: TM

-----COORD:
HAF/CX COORD - (b)(6) 22 May 13
AF/CVA COORD - Sitterly, SES, 22 May 13
AF/CV COORD - Spencer, Gen, 23 May 13
SAF/US COORD - Fanning, EX III, 29 May 13
AF/CC INFO - (info copy provided)
SAF/OS SIG MD 6/13

-----STAFF SUMMARY

AO: Michael Kratz, SAF/AQXO, (571) 256-1804
SSS DATE: 6 May 13
SUSPENSE: 9 May 13
OUTSIDE AGENCY SUSPENSE: N/A

SUBJECT: CRC - CW Tsongas (MA) to SecAF re Enhanced Use Lease at Lincoln Labs (23 Apr 13)

1. PURPOSE: Obtain SecAF signature on response to CW Tsongas concerning modernization of facilities at MIT-LL (Tab 1).

2. BACKGROUND:

a. In Feb 2012, DoD sent a legislative proposal to OMB to authorize MIT/LL to obtain commercial financing on behalf of the Government in order to construct a new micro-electronics laboratory on Hanscom AFB. The new construction would replace the 1950's vintage facility, demolish obsolete buildings, and install new support infrastructure. MIT would finance the construction through a third party and then charge users of the MIT/LL normal overhead fees to recoup funds to satisfy the loan payments.

b. This proposal was consistent with the approach used for the South Lab Modernization which was included in the FY88 National Defense Authorization Act. This facility was built via a loan supported by the Air Force, but obtained by MIT/LL, that was repaid from normal overhead charges to all users and benefactors of MIT/LL services. Special termination clauses were included to cap the liability of the government in the unlikely event that construction or lease terms were not fulfilled. However, statutory changes made by the Budget Enforcement Act of 1990 make it difficult to adopt this same approach. Under current law and the Office of Management and Budget (OMB) rules, the proposed approach constitutes a "capital lease" because the laboratory facility would be built on Government land and the Government would ultimately own the laboratory facility. This would also drive "scoring" of upfront budget authority, where the AF would have to "set aside" the full cost of the loan financing (\$330M).

c. In Feb 2013, the Massachusetts delegation sent a letter to DepSecDef (Tab 4) asking for his personal involvement and emphasized their willingness to work together on this project—this letter is still awaiting DepSecDef signature. Senator Kerry (D-MA) and Dr Carter also discussed this request in December 2012 as both agreed the facilities modernization project would help MIT-LL continue to provide their excellent support to DoD.

3. DISCUSSION:

a. CW Tsongas wrote SecAF a separate memo regarding MIT-LL facility modernization dated 23 Apr 13 (Tab 2), reminding him of the commitment he made at the 12 Apr 13 HASC Posture Hearing to work with OMB to resolve various legal and budgetary challenges for this facility modernization. CW Tsongas also signed the letter to DepSecDef mentioned above (Tab 4).

b. The AF recognizes the value of modernizing the facilities at MIT-LL, and will continue to work with all parties concerned, including the Massachusetts CODEL, towards that end.

- AF should not support the current MIT-LL proposal that requires a special termination cost clause (STCC) which drives scoring, and in effect, makes the AF pay twice for the facility.
- AF should not support MILCON which causes tremendous disruption in our AF program if topline is not increased as well as scrutiny by Congress on a project of this scope.

- Also, there has been a recurring provision in the annual appropriations act that prohibits the use of DoD funds by an Federally Funded Research and Development Center (FFRDC) for the construction of new buildings. This provision was also included in the recently signed H.R. 933, Department of Defense, Military Construction and Veterans Affairs, and Full-year Continuing Appropriations Act of 2013, section 8023. This provision will also have to be revised/ amended to accommodate the present MIT/LL proposal

- AF will send a Deal Team to MIT-LL once we have agreement to drop the STCC to complete follow-on actions

c. The only likely way the construction can proceed without special authorizing legislation is for MIT-LL to construct the facilities with private financing and to begin to recover the cost (without any guarantee i.e. STCC). We are prepared to work with MIT-LL on an arrangement using this approach.

4. VIEWS OF OTHERS: After discussion, IE, GC, and LL coordinated on the version at Tab 1.

5. RECOMMENDATION: SecAF sign response to CW Tsongas at Tab 1.

//signed, crd, 19 May 13//

CHARLES R. DAVIS, Lt Gen, USAF

Military Deputy, Office of the Assistant Secretary
of the Air Force (Acquisition)

Tabs

1. SecAF to CW Tsongas Reply Memo May 2013
2. CRC - CW Tsongas (MA) to SecAF re Enhanced Use Lease at Lincoln Labs
3. Signed interim response to CW Tsongas (10 May 13)
4. LL facilities delegate letter Feb 13

-----2 ltr COORD

SAF/IE COORD - Ferguson, SES, 15 May 13

SAF/LL COORD - Reardon, SES, 15 May 13

SAF/GC COORD - Blanchard, EX-IV, 14 May 13, w/ comment (adjudicated)

SAF/AQ COORD - Davis, Lt Gen, 19 May 13

Direct Reply

Classification: UNCLASSIFIED



SECRETARY OF THE AIR FORCE
WASHINGTON

JUN 13 2013

The Honorable Niki Tsongas
United States House of Representatives
Washington, DC 20515

Dear Representative Tsongas:

Thank you for your April 23, 2013, letter regarding the need to modernize facilities at the Massachusetts Institute of Technology's Lincoln Laboratory (MIT-LL).

I had the opportunity to visit MIT-LL and meet the Director, Dr. Eric Evans, on April 25, 2013. Dr. Evans and I discussed MIT-LL facility modernization issues and the need for MIT-LL to obtain private, third-party financing for the project without any requirement for Air Force funds or financial obligation. This approach is advised because under current law and the Office of Management and Budget (OMB) rules, the existing MIT-LL proposal would constitute a capital lease since the laboratory facility would be built on government land and the government would ultimately own the laboratory facility. The MIT-LL proposal would also drive scoring of upfront budget authority, which would require the Air Force to set aside the full cost of the loan financing.

As a result of our meeting, Dr. Evans and I agreed to bring together key members of our staffs and Department of Defense (DoD) leadership within the next several weeks to find a fiscally responsible way to move forward with this needed modernization. We are also working closely with the Under Secretary of Defense for Acquisition, Technology, and Logistics, who will be meeting with the Deputy Secretary of Defense and the President of MIT, Dr. L. Rafael Reif, later this month. The results of that meeting and the recommended way forward will be conveyed to you and the other signatories of your February 19 letter by Mr. Kendall or Dr. Carter, but I wanted to ensure you had this letter as an interim report.

While the Air Force recognizes the value of modernizing the facilities at MIT-LL, the financial, statutory, and regulatory obstacles are significant. We will continue to work with you, the House Armed Services Committee, OMB, and DoD to resolve this issue. Thank you for your continued support of the men and women of the United States Air Force and your advocacy on behalf of MIT-LL.

Sincerely,

A handwritten signature in cursive script that reads "Michael B. Donley".

Michael B. Donley

NIKI TSONGAS
5TH DISTRICT, MASSACHUSETTS
WWW.TSONGAS.HOUSE.GOV

1607 LONGWORTH HOUSE OFFICE BUILDING
WASHINGTON, DC 20515
(202) 225-3411
(202) 226-0771 (FAX)

ARMED SERVICES COMMITTEE
SUBCOMMITTEE ON MILITARY PERSONNEL

SUBCOMMITTEE ON TACTICAL AIR
AND LAND FORCES

COMMITTEE ON
NATURAL RESOURCES

SUBCOMMITTEE ON
NATIONAL PARKS, FORESTS AND PUBLIC LANDS
SUBCOMMITTEE ON
ENERGY AND MINERAL RESOURCES

Congress of the United States
House of Representatives
Washington, DC 20515-2105

11 KEARNEY SQUARE
3RD FLOOR
LOWELL, MA 01852
(978) 459-0101
(978) 459-1907 (FAX)

305 ESSEX STREET
4TH FLOOR
LAWRENCE, MA 01840
(978) 681-6200
(978) 682-6070 (FAX)

492 MAIN STREET
ACTON, MA 01776
(978) 263-1951
(978) 263-4126 (FAX)

April 23, 2013

The Honorable Michael B. Donley
Secretary of the Air Force
1670 Air Force Pentagon
Washington, DC 20330-1670

Dear Secretary Donley,

Thank you for appearing before the House Armed Services Committee on April 12, 2013 to testify on the Department of the Air Force's FY 2014 budget request. In this period of fiscal austerity and rapidly changing threat environments, I appreciate the strong leadership you have demonstrated in modernizing the force.

I also want to thank you for agreeing during your testimony to look into the various legal and budgetary challenges which have prevented a proposed \$450 million enhanced use lease (EUL) modernization project at Lincoln Laboratory, located on the grounds of Hanscom Air Force Base, from moving forward during your pending visit on April 25. Lincoln, as I'm sure you would agree, is one of the nation's very finest federally funded research and development centers, and has accomplished peerless, sustained defense technology development as well as rapid system prototyping and demonstration for decades.

As you know, however, parts of the facility have run into obsolescence issues. I view this proposal as a critical project to keep Lincoln Laboratory on the cutting edge of technology and to enable it to continue to confront the nation's most complex technological challenges. Congress recognized the unique value of Lincoln's contributions to our national security by including language in the FY 2013 NDAA Conference Report urging the proposal to move forward. Unfortunately, as you mentioned in the hearing, to date scoring challenges have prevented the project from proceeding. I also greatly appreciated the commitment you made on April 12 to work with OMB to resolve these challenges, and the acknowledgment you made of the importance of advancing this proposal.

As I'd mentioned, my office stands ready work with you and the House Armed Services Committee, as necessary, to help advance this project. The point of contact in my office is my Senior Legislative Assistant, Nathan Bell, who can be reached at Nathan.Bell@mail.house.gov or 202-225-3411.

Thank you again for your attention to this vital project, and for everything you do to ensure our national security.

Sincerely,

A handwritten signature in black ink, appearing to read "Niki Tsongas". The signature is written in a cursive, flowing style with a large initial "N".

Niki Tsongas
Member of Congress



DEPARTMENT OF THE AIR FORCE
WASHINGTON, D.C., 20330-1000

OFFICE OF THE SECRETARY

10 MAY 2013

SAF/LL
1160 Air Force Pentagon
Washington, DC 20330-1160

The Honorable Niki Tsongas
U.S. House of Representatives
Washington, DC 20515

Dear Representative Tsongas,

We received your April 23, 2013 letter to Secretary Donley regarding the proposed enhanced use lease modernization project at Lincoln Laboratory, located on the grounds of Hanscom Air Force Base. We are currently researching the specific issues you inquired about and will ensure you receive a detailed response as soon as this review is complete.

Thank you for your letter and continued support of the United States Air Force.

Very respectfully,

(b)(6)

(b)(6)

Colonel, USAF

Director of Staff, Legislative Liaison

Congress of the United States
Washington, DC 20515

February 19, 2013

The Honorable Ashton B. Carter
Deputy Secretary of Defense
1000 Defense Pentagon
Washington, DC 20310-1000

Dear Deputy Secretary Carter:

We write to you concerning the need for modernization of the facilities at the Massachusetts Institute of Technology's (MIT) Lincoln Laboratory. For over sixty years, MIT has operated Lincoln Laboratory in the national interest of the United States on a non-profit basis. As a Federally Funded Research and Development Center under contract to the Air Force, Lincoln Laboratory, we believe you will agree, is the nation's preeminent research and development, fast prototyping laboratory focused on critical national defense problems. It is imperative to our nation's defense that the unique capabilities found only at Lincoln Laboratory have the facilities and infrastructure necessary to best serve the Department of Defense (DOD).

To ensure that the United States retains its competitive defense technological advantage, Lincoln Laboratory's government-owned facilities, which are located on Hanscom Air Force Base (AFB) in Lexington, Massachusetts, urgently need modernization and improvement. Most of the Laboratory's structures date to the 1950s and are increasingly inadequate to meet the needs of today's cutting-edge research, development, and prototyping of critical national security technologies. This problem was recognized in 2008 by an independent study that deemed the Lincoln Laboratory infrastructure as functionally obsolete.

Unfortunately, the efforts to build new lab space and modernize the existing government facilities used by Lincoln Laboratory have not adequately progressed. Although the DOD fully recognizes the value of Lincoln Laboratory's contributions to its mission, MIT has in the past and again stands ready to begin work immediately with the DOD to construct and finance this modernization at no upfront cost to the DOD. Although efforts by the Air Force have been underway for four years to address these issues, modernization efforts remain delayed. This delay has occurred despite language in the FY 2013 National Defense Authorization Act Conference Report calling for the modernization project to proceed.

We would greatly appreciate it if you would personally look into why the construction and modernization of the facilities used by Lincoln Laboratory at Hanscom AFB has not progressed within the Department. We ask that you undertake an analysis of and promptly act to resolve the various fiscal, procedural, and legal issues that affect the construction of new and improved Lincoln Laboratory facilities at Hanscom AFB. We would appreciate receiving a summary of that analysis soon. The proposed project is anticipated to be similar in many ways to the

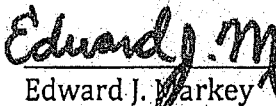
Page 2
Letter to Deputy Secretary Carter
February 19, 2013

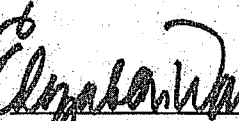
successful "South Lab" lease transaction and corresponding facility upgrade that was accomplished with the Air Force 20 years ago.

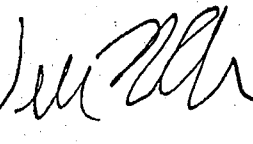
Finally, we hope that after an agreement is reached, the DOD would engage in a discussion with the Massachusetts Building Trades about using union workers on this project and that the DOD also consider signing a Project Labor Agreement for the construction of these new laboratories.

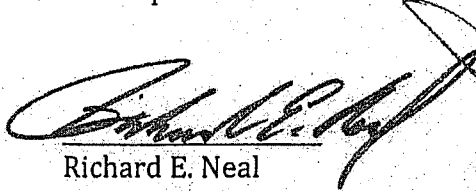
MIT is offering the DOD an attractive and cost-efficient way to upgrade the Laboratory's labs and facilities. We look forward to working with you to identify a pragmatic, cost-effective means to ensure national assets like Lincoln Laboratory have the resources necessary to meet the Department's current and future needs. Thank you for your attention to this matter.

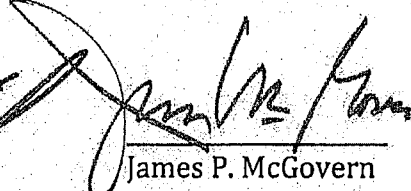
Sincerely,

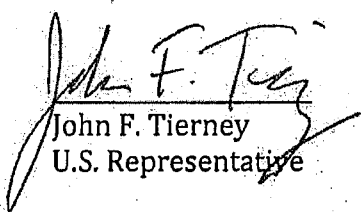

Edward J. Markey
U.S. Representative

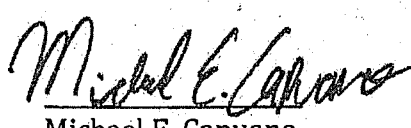

Elizabeth Warren
U.S. Senator

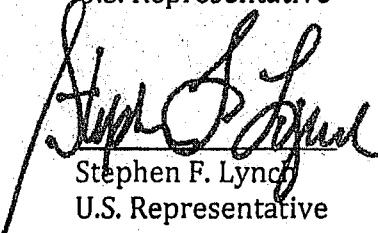

William M. Cowan
U.S. Senator

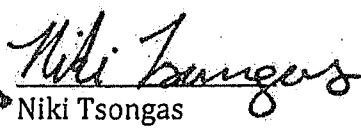

Richard E. Neal
U.S. Representative

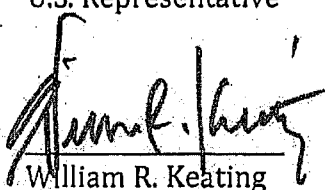

James P. McGovern
U.S. Representative

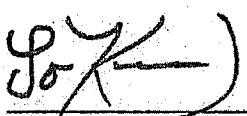

John F. Tierney
U.S. Representative


Michael E. Capuano
U.S. Representative


Stephen F. Lynch
U.S. Representative


Niki Tsongas
U.S. Representative


William R. Keating
U.S. Representative


Joseph P. Kennedy III
U.S. Representative