UNITED STATES AIR FORCE

FISCAL YEAR 2014 BUDGET OVERVIEW

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United States Air Force

FY 2014 Budget Overview

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Foreword

Over the past decade, the Air Force put great emphasis on fielding the war fighting capabilities that are necessary for ongoing joint and coalition operations. The Air Force was specifically designed to bring air power, the ability to project military power or influence through the control and exploitation of air, space, and cyberspace, anywhere in the world. As the indispensable partner in the joint fight, the Air Force supports the Defense Strategic Guidance and Combatant Commander needs across the globe with our core missions: (1) air and space superiority; (2) intelligence, surveillance, and reconnaissance; (3) rapid global mobility; (4) global strike; and (5) command and control. We already combine our air, space, and cyber forces to maximize these enduring core missions but the way we execute must continually evolve as we strive to sustain our Nation's asymmetric airpower advantage.

The Defense Strategic Guidance directed a rebalance of forces, with a renewed focus on the Asia-Pacific region, as well as continued emphasis on the Middle East. These national priorities hinge upon a strong and capable Air Force. To remain the most capable Air Force in the world, we must continue to modernize our over-aged and over-worked weapon systems. In terms of average aircraft age, Air Force "iron" is older than it's ever been. Additionally, high operations tempo has shortened service lives, increasing the cost to sustain and maintain our weapon systems. Faced with compounding fiscal challenges, we must make prudent choices to ensure the Air Force continues to preserve our Nation's airpower advantage. To this end, the Air Force is committed to avoiding a hollow force; one that looks good on paper, but has more units and equipment than it can support, lacks the resources to adequately man, train and maintain them, or keep up with advancing technologies. Our budget request maintains and modernizes our key air and space inventories in line with the Defense Strategic Guidance.

For the FY 2013 Budget, the Air Force, Guard and Reserve leadership came together to develop the FY 2013 Total Force Proposal (TFP). The purpose of the TFP was to rebalance aircraft and personnel reductions across the Total Force, while continuing efforts to reduce unaffordable force structure. The TFP was subsequently presented to Congress and included in the FY 2013 National Defense Authorization Act (FY 2013 NDAA). The TFP restored about 38 percent of the aircraft and 55 percent of the personnel reductions originally proposed for the Guard and Reserve. With these changes, the active duty Air Force will reduce to approximately 329,500 personnel in FY 2013, approaching the same size as when we were established as a separate service in 1947. At the same time, the FY 2013 NDAA permits the Air Force to proceed with selected aircraft retirements and transfers necessary to meet budget targets while protecting readiness and modernization.

With the onset of Sequestration, we have begun implementing immediate actions to mitigate an approximate $10B reduction to Air Force Total Obligation Authority. We've taken steps to minimize impacts to readiness and our people; however, the results of these cuts will be felt across all Air Force Core Missions and challenge the goals of our FY 2014 Budget Submission which does not reflect Sequestration reductions. Given today's fiscally constrained environment, the Air Force must pursue the best combination of choices available to balance force reductions and manage war-fighting risks, resources and the bow-wave of impacts from FY 2013. Taking these actions allows us to keep faith with our 687,634 total force Airmen and continue to excel in our role to fly, fight, and win in air, space and cyberspace.

EDWARD L. BOLTON, JR., Major General, USAF
Deputy Assistant Secretary (Budget)

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Introduction

The United States Air Force provides the air power advantage all joint forces rely upon for successful mission completion. The FY 2014 Budget Request aligns with the Defense Strategic Guidance in order to maximize air, space and cyber capabilities in a constrained fiscal environment. The core functions articulated and funded in this budget request help us achieve the balance we need among our core functions, force structure, readiness, and modernization that enable us to fly, fight, and win in air, space, and cyberspace.

This FY 2014 Budget Overview explains the Air Force allocation of resources across priorities. Due to the late passage of the FY 2013 Defense Appropriations Bill, details were not available to be included in the justification material. Therefore, the budget overview products as written compare the FY 2013 Presidents Budget (PB) request to the FY 2014 PB request with the exception of military endstrength, which compares FY 2013 Enacted to the FY 14 PB. Each Air Force dollar is part of Air Force Total Obligation Authority (TOA)--the amount of funds the Air Force is authorized to obligate throughout the life of the appropriation. Air Force TOA is viewed in two "buckets" --"Blue TOA" and "Non-Blue TOA"-- allowing Air Force leadership to distinguish between those resources under direct Air Force oversight and those managed by other organizations. In accordance with guidance from Congress and Administration policy, the Overseas Contingency Operations (OCO) funding budget will be submitted at a separate time.

The Budget Overview is organized in three sections:

1. Section 1 is an Air Force baseline budget summary, organized by appropriation as it is presented to Congress. This section partitions the Air Force FY 2014 Budget Request into Blue and Non-Blue TOA, and highlights Blue discretionary initiatives.
2. Section 2 is the Air Force Performance Based Budget (PBB) summary organized by the Air Force's 12 Core Functions with a discussion of the current strategic plan. The PBB discusses Air Force performance goals in specific mission areas and progress achieved towards these goals. The totals in this section match the budget materials provided to Congress for FY 2014. The amounts in this section include Blue TOA and exclude classified programs.
3. Section 3 highlights the Air Force Working Capital Fund budget and is organized by Consolidated Sustainment Activity Group, Supply Management Activity Group - Retail, and Transportation Working Capital Fund (Non-Blue). The Working Capital Fund budget includes revenue and expenses required to meet the logistics demands of the warfighter on a daily basis.

Section 1: FY 2014 Budget Highlights (Overview)

The Air Force FY 2014 Budget Request is strategy-based, fiscally informed, and sets a course toward full-spectrum readiness of the force to execute the Defense Strategic Guidance (DSG). The capability to sustain these national priorities hinges upon a strong and capable Air Force. To prevent a hollow force, the Air Force took steps in FY 2013 to become smaller in order to maintain a fully trained and ready force in a shrinking budgetary environment. By remaining smaller, we trade size for quality by maintaining our focus on readiness and modernization. It reallocates manpower to our highest priorities and sustains, with less than desirable risk, our cornerstone programs across the broad Air Force portfolio of mission sets.

The FY 2014 Budget Request supports military end strength of 503,400. This includes Active component end strength of 327,600, reduced by 1,860 from the FY 2013 Enacted position; Reserve component end strength of 70,400, a decrease of 480; and Air National Guard end strength of 105,400, a decrease of 300. The budget reflects rebalancing between Active and Reserve Components to preserve the Total Force capability and capacity requirements of the DSG. However, in the fiscally constrained environment imposed by the Budget Control Act, the Air Force supports efforts to slow the rate of growth in overall military compensation. This is necessary to protect readiness and avoid driving even deeper reductions to force structure and delay modernization efforts critical to support national defense.

The FY 2014 Operation and Maintenance (O&M) budget request funds the day-to-day expenses of the Air Force to meet mission sustainment activities. It supports 79 major installations (72 Active, 2 Air National Guard and 5 Air Force Reserve), funds flying operations, space operations, cyber operations, intelligence, logistics, nuclear deterrence, search and rescue and special operations activities. The O&M budget also supports a consistent, equitable and attainable flying hour program, prioritized full spectrum training venues, weapon system sustainment, pay and benefits for civilian personnel, sustainment of our power projection platforms (our installations) and developing and caring for our Airmen and their families.

The Research, Development, Test and Evaluation (RDT&E) appropriation funds basic and applied scientific research as well as future weapon systems' development, test and evaluation. The FY 2014 request includes funding for the KC-46A and supports system development of the F-35A Joint Strike Fighter, the next generation strike aircraft for the U.S. Air Force, Navy, Marine Corps and our allies. The request also includes funding for design, integration, testing and certification of the mission components for the Combat Rescue Helicopter, America's premier helicopter for day, night and marginal weather Combat Search and Rescue, replacing the aging HH-60G. RDT&E funding also supports such programs as Space Situational Awareness Systems, Global Positioning Systems, long-range, penetrating bomber as well as Minuteman III Intercontinental Ballistic Missile modernization projects ensuring future viability of the nation's nuclear deterrence operations.

The Procurement portfolio delivers both immediate and future capabilities through investment across four specific appropriations: Aircraft, Missile, Ammunition and Other Procurement. A new multi-year C-130 procurement initiative leverages resources across services, and funds the procurement of six C-130J aircraft, one HC-130, four MC-130s and five AC-130s in FY 2014. Additionally, the Air Force procures twelve MQ-9, nineteen F-35A, and three CV-22B Osprey in addition to various upgrades and modifications to the existing fleet. The Air Force will continue Evolutionary Acquisition for Space Efficiency/Efficient Space Procurement (EASE/ESP) approach for a fixed price block buy of Advanced Extremely High Frequency satellite vehicles 5 and 6 and Space-Based Infrared System Geosynchronous Earth Orbit (GEO)-5 and 6. Additionally, the budget request procures munitions to maintain appropriate War Reserve Materiel munitions quantities and required test and training inventory levels including 6,965 Joint Direct Attack Munitions and general purpose bombs, practice bombs and rockets.

The Air Force Military Construction (MILCON) appropriation funds construction projects supporting operational needs, infrastructure modernization, Combatant Commands (COCOM) priorities and quality of life initiatives for Airmen and Joint personnel. In FY 2013 the Air Force took a deliberate one-year pause to ensure the proper investment of limited resources in light of the on-going budget reduction pressures and potential force structure changes. The FY 2014 MILCON budget request restores funding to historic levels when compared to last year. In FY 2014, the Air Force requests $1,322M for the Active, Guard and Reserve MILCON programs, an $880M increase from FY 2013. The 53-project program affects 24 states/territories and 3 countries, and specifically supports the Air Force's strategic priorities of ensuring we remain ready, capable and viable to execute the Defense Strategic Guidance over the near and mid-term.

The FY 2014 Air Force budget continues efforts to create more value from the resources managed and consumed across our Air Force core function areas. The FY 2014 Air Force budget reflects $1.3B in program reductions across operating, investment and military construction budgets as part of the Department of Defense (DoD) reported More Disciplined Use of Resources (MDUR) accounting. Across the future year's defense program, the Air Force has contributed $7.9B in program reductions supporting MDUR. These changes are integral to the Service Core Function budgets reflected throughout the Air Force budget overview. We continue to engage and deliver on many fronts in driving improvements and getting the most from resources available to the Air Force.

The FY 2014 budget incorporates force structure requirements authorized in the FY 2013 NDAA. The Air Force FY13 PB submission made the difficult choice to divest a portion of combat and combat support aircraft to balance reductions from the Budget Control Act of 2011 with the need to retain critical core Air Force capabilities, resulting in programmed savings of $8.7B across the Future Years Defense Program (FYDP). To address concerns on the balancing of reductions between components, the Air Force submitted a TFP to restore a portion of these aircraft and associated personnel at an added cost of over $1B across the FYDP. The FY 2013 NDAA incorporated the TFP, and also required the retention of additional aircraft to include Intra-theater airlift, RQ-4 Block 30, and B-1 aircraft, and delayed the retirement of C-5A aircraft. In total these FY 2013 NDAA authorized force structure changes added $1.7B in FYDP costs above the original FY 2013 PB submission, including $602M in FY 2013.

While not reflected in the detailed justification contained in this publication, the result of sequestration forced the Air Force to implement immediate actions to mitigate an FY 2013 top-line reduction of approximately $10B. These actions include: a furlough of more than 170,000 civil service employees up to 22-days, an 18% reduction in flying hours and weapon system sustainment, a reduction for F-35A lot buys (lot sizes ranging from 19 - 14), delay of more than 20 military construction projects, and deferment of critical mission facility requirements (such as runway/taxiway repairs and critical repairs to installation homes/facilities). To counter these actions, in FY 2014 the Air Force must plan for a surge in flight training operations, rebuild degraded unit readiness, accept further delays to modernization, absorb a 2 - 3 year backlog in depot maintenance inductions, and invest additional funding to restore infrastructure. While the Air Force has made every effort to minimize impacts to readiness and people, the bow-wave of reductions, deferments, and cancelations will challenge the strategic choices made in the FY 2014 budget submission.

The United States Air Force provides the air power advantage all joint forces rely upon for successful mission completion. The priorities articulated and funded in this budget request achieve the balance required to support the Defense Strategic Guidance in today's fiscally constrained environment. This budget request allocates resources to set a course towards full-spectrum readiness, sustains the gains achieved in reinvigorating the nuclear enterprise, focuses on our most pressing force structure and modernization challenges, and continues to develop and care for our most precious resource, our Airmen and their families.

Table 1. Air Force Budget Highlights Summary

FY 14 PB Budget Facts	FY 13 PB	FY 14 PB	Delta
Total Air Force ($M)	**140,064**	**144,425**	**4,361**
Blue TOA	**110,115**	**114,145**	**4,030**
Operation and Maintenance (O&M)	44,294	46,577	2,283
Military Personnel (MILPERS)	28,922	29,259	337
Military Construction (MILCON)	442	1,322	880
Military Family Housing	578	461	(117)
Procurement	18,366	18,837	471
Research Development Test & Evaluation (RDT&E)	17,389	17,561	172
Base Realignment and Closure (BRAC)	125	126	1
Non-Blue TOA	**29,949**	**30,280**	**331**

General Facts	FY 13 PB	FY 14 PB	Delta
Major Installations*	79	79	0
Total Aircraft Inventory	5,341	5,249	(92)
Flying Hours	1,165,592	1,203,877	38,285

Personnel Facts	FY 13 Enacted	FY 14 PB	Delta
Authorized Manpower	690,129	687,634	(2,495)
Military	**506,040**	**503,400**	**(2,640)**
Active	329,460	327,600	(1,860)
AFR	70,880	70,400	(480)
ANG	105,700	105,400	(300)
Civilian	**184,089**	**184,234**	**145**

Major Procurement Quantities**	FY 13	FY 14		FY 13	FY 14
Aircraft	**54**	**50**	**Space**	**8**	**7**
MQ-9A Reaper	24	12	EELV	4	5
F-35A Lightning II	19	19	GPS III	2	2
MC-130 Recapitalization	4	4	WGS	0	0
CV-22B Osprey	4	3	SBIRS GEO	2	0
HC-130 Recapitalization	1	1	**Weapons**	**4,250**	**8,129**
C-130J Super Hercules	0	6	JDAM	3,259	6,965
AC-130 Recapitalization	2	5	AGM-114 Hellfire	413	413
			Sidewinder	164	225
			AMRAAM	113	199
			JASSM	157	183
			Small Diameter Bomb II	144	144

Numbers may not add due to rounding

*Includes Active, AFR and ANG installations

**Baseline budget quantities only – OCO not included

Total Air Force (Components)

The components of the Air Force--Active, Reserve, and Guard--make up the Total Force which support the domains of air, space, and cyberspace. The integration of the Active, Reserve, and Guard components allow for a flexible and agile response in today's complex strategic environment. The correct mix of operational forces must be leveraged across the Total Force to shift quickly and efficiently from one mission to another. The Air Force seeks to balance capabilities across the components to meet the Nation's military challenges now and into the future.

Active Air Force

The Active component military endstrength comprises approximately 65 percent of the Air Force's Total Force. In FY 2014, the Active Air Force will maintain 3,725 aircraft and be responsible for 72 major installations across the United States and overseas. All mission areas are supported by the Active Air Force: Global Strike; Homeland Defense and Civil Support; Global Mobility; Global Persistent Attack; Nuclear Response; Space Superiority; Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance; and Agile Combat Support. The Active Air Force is the only full time component--the other components can be called to full time when "activated" to support operational requirements.

Air Force Reserve

The Air Force Reserve Command (AFRC) has 33 flying wings outfitted with 362 dedicated aircraft and nine associate units that share aircraft with Active Duty units. Four space operations squadrons share the satellite control mission with the Active Force. There are also more than 377 AFRC mission support units, equipped and trained to provide a wide range of capabilities to include all Air Force Core Functions. Air Force reservists are part-time Airmen until "activated." The Air Force Reserve (AFR) supported contingencies with over 4,353 work years in FY 2012.

Air National Guard

The Air National Guard (ANG) federal mission is to maintain well-trained, well-equipped units available for responsive mobilization at times of war and provide assistance during national emergencies such as natural disasters or civil disturbances. In peacetime, combat and support units are assigned to Air Force major commands to carry out missions compatible with training, mobilization, readiness, humanitarian, and contingency operations. The 85 ANG flying units maintain 1,091 aircraft and may be activated in a number of ways as prescribed by public law. The Guard provides almost half of the Air Force's tactical airlift support, combat communications functions, aeromedical evacuations, and aerial refueling. Further, the ANG provides the majority of forces for the United States Air Defense. In addition to its federal mission, the ANG is available to state governors in the case of natural disasters and other emergencies.

Military Personnel Total

Figure 1 depicts the FY 2014 Blue TOA request shown in Table 2 below and displays the relative size of each subsection of this appropriation.

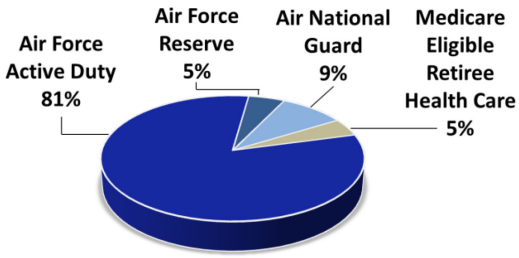


Figure 1. Military Personnel - Total Force FY 2014 Blue Budget Request

The FY 2014 Budget Request for Military Personnel supports all Air Force Core Functions and allows the Air Force to maintain the world's best trained, highest quality force. It reflects rebalancing between Active and Reserve Components to preserve the Total Force capability and capacity requirements of the new strategy. Pay and allowance increases maintain a standard of living that will attract and retain outstanding Airmen. However, in the fiscally constrained environment imposed by the Budget Control Act, the Air Force supports efforts to slow the rate of growth in overall military compensation. This is necessary to protect readiness and avoid driving even deeper reductions to force structure and modernization efforts critical to support the warfighter and National Defense. Details of what is included in this appropriation:

- Our Total Force Military Endstrength decreases by 2,640 personnel from FY 2013 to FY 2014
- Includes Active component endstrength of 327,600; reduced by 1,860 from FY 2013
- Includes AFR component endstrength of 70,400; reduced by 480 from FY 2013
- Includes ANG endstrength of 105,400; reduced by 300 from FY 2013
- Provides across-the-board 2014 calendar year increases of 1.0 percent for military pay, 4.2 percent in Basic Allowance for Housing, and a 3.4 percent increase to Basic Allowance for Subsistence

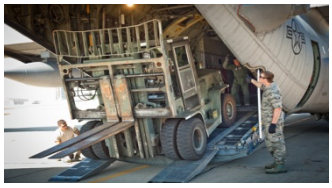
Table 2. Military Personnel – Air Force Total Force TOA

Military Personnel, Air Force Total Force TOA ($M)	FY 13 PB	FY 14 PB
Air Force Active Duty	22,991	23,251
Air Force Reserve	1,723	1,740
Air National Guard	3,093	3,163
Medicare Eligible Retiree Health Care	1,115	1,105
Blue Total	**28,922**	**29,259**
Non-Blue	5,560	5,785
Air Force Military Personnel TOA Total	**34,481**	**35,044**

Numbers may not add due to rounding.

HH-60 Pave Hawks of 210th National Guard Squadron fly over Alaska on a training mission

Airman performs engine start-up procedures with on board crew



Reservists conduct a cargo deployment exercise

Military Personnel – Active Air Force

Figure 2 depicts the FY 2014 Blue TOA shown in Table 3 below and displays the relative size of each activity within this appropriation.

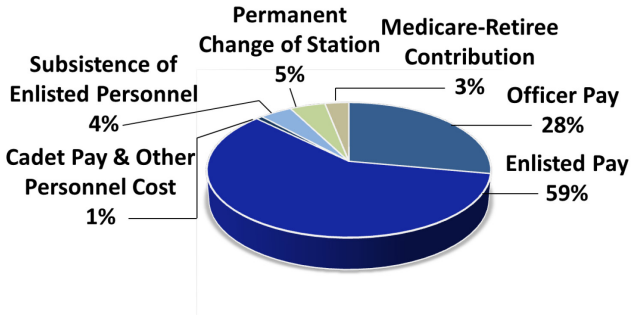


Figure 2. Military Personnel – Active Air Force FY 2014 Blue Budget Request

The Air Force Military Personnel appropriation preserves and enhances the all-volunteer force while implementing force structure changes in line with the new defense strategy. It includes all direct military compensation for Active Duty personnel including regular pay, special pays, retired pay accruals and allowances for subsistence and housing. The FY 2014 Budget Request continues to take care of our Airmen and families with an increase in pay of 1.0 percent. Additionally, the budget submission includes increases in allowances to match inflation indices with a 4.2 percent increase to housing allowances and a 3.4 percent increase to subsistence. Recruiting and retention incentives and permanent change of station moves are also funded within this appropriation. Other personnel costs include death gratuity and unemployment compensation benefits and bonuses.

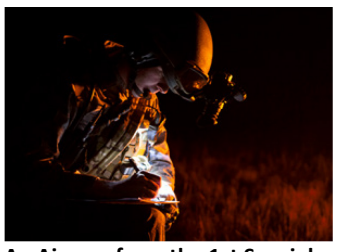
Table 3. Military Personnel – Active Air Force TOA

Military Personnel, Air Force TOA ($M)	FY 13 PB	FY 14 PB
Officer Personnel Pay and Allowances	6,544	6,703
Enlisted Personnel Pay and Allowances	13,946	14,282
Cadet Pay and Allowances	70	70
Subsistence of Enlisted Personnel	999	973
Permanent Change of Station	1,289	1,094
Other Personnel Costs	142	130
Subtotal	**22,991**	**23,251**
Medicare-Retiree Contribution	749	739
Blue Total	**23,740**	**23,990**
Non-Blue	5,520	5,748
Air Force Active MILPERS TOA Total	**29,260**	**29,738**

Numbers may not add due to rounding.

Honor Guard performs at Air Force Memorial in Washington, D.C

Air Force Academy cadets line the terrazzo during 9/11 wreath laying ceremony



An Airman from the 1st Special Operations Security Forces Squadron

Military Personnel – Air Force Reserve

Figure 3 depicts the FY 2014 Blue TOA shown in Table 4 below and displays the relative size of each subsection of this appropriation.

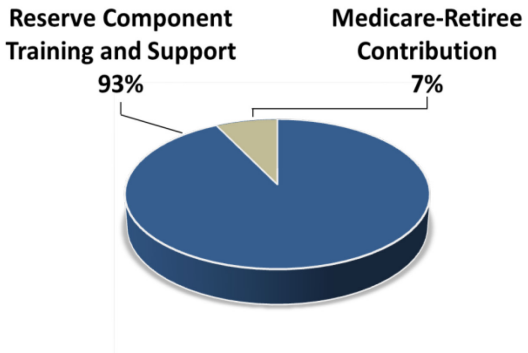


Figure 3. Military Personnel – Air Force Reserve FY 2014 Blue Budget Request

The Air Force Reserve (AFR) Military Personnel budget funding pays for direct military compensation including regular pay, allowances and benefits for AFR Airmen to provide trained units and individuals to augment the Active force in supporting the Combatant Commanders. The budget encompasses force structure adjustments between the Active and Reserve Components required to meet the new defense strategy. School training and special tours of Active Duty training required to build and maintain skill level proficiency to accomplish mission assignments are funded through this appropriation. The FY 2014 Budget Request includes manpower funding in support of Intelligence, Surveillance and Reconnaissance (ISR), nuclear mission requirements and other stressed career fields.

Table 4. Military Personnel – Air Force Reserve TOA

Air Force Reserve Personnel, TOA ($M)	FY 13 PB	FY 14 PB
Unit and Individual Training	1,723	1,740
Subtotal	**1,723**	**1,740**
Medicare-Retiree Contribution	142	140
Blue Total	**1,865**	**1,880**
Non-Blue	20	20
Air Force Reserve MILPERS TOA Total	**1,885**	**1,900**

Numbers may not add due to rounding.

Reservist assigned to 315th SFS helps push cargo out the back of C-17 during humanitarian relief mission

Reserve pararescueman from 304th Rescue Squadron descends cliff to reach a patient during simulated cliff-side rescue

919th Special Operations Wing Reservist lowers the flag to half-staff

Military Personnel – Air National Guard

Figure 4 depicts the FY 2014 Blue TOA shown in Table 5 below and displays the relative size of each subsection of this appropriation.

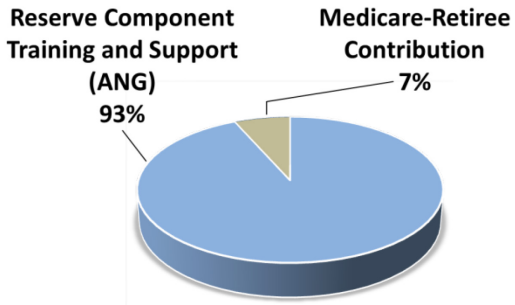


Figure 4. Military Personnel – Air National Guard FY 2014 Blue Budget Request

The Air National Guard (ANG) Military Personnel budget funds direct military compensation including regular pay, special pays, retired pay accruals, basic allowances for subsistence and housing, recruiting and retention incentives, and clothing allowances to provide trained units for participation in the Expeditionary Air Force as well as to perform Air Sovereignty Alert missions. The budget encompasses force structure adjustments between the Active and Reserve Components required to meet the new defense strategy. This funding supports annual 15-day tours and 48 drill periods, as well as tours of Active Duty for training of selected ANG personnel in FY 2014.

Table 5. Military Personnel – Air National Guard TOA

Air National Guard Personnel, TOA ($M)	FY 13 PB	FY 14 PB
Unit and Individual Training	3,093	3,163
ANG Payroll and Other Training	0	0
Subtotal	**3,093**	**3,163**
Medicare-Retiree Contribution	225	226
Blue Total	**3,318**	**3,389**
Non-Blue	19	17
Air Force ANG MILPERS TOA Total	**3,337**	**3,406**

Numbers may not add due to rounding.

Maintainers preflight a C-17 Globemaster III for late morning flight at Stewart ANG Base NY

Airmen of the NJ ANG's 108th prepare to assist fellow NJ residents at emergency shelters throughout the state following Hurricane Sandy

CA ANG C-130J Hercules, equipped with a Modular Fire Fighting System, drops retardant on wildfire near Twin Falls, Idaho

Operation and Maintenance

Figure 5 depicts the FY 2014 Blue TOA shown in Table 6 below and displays the relative size of each subsection of this appropriation.

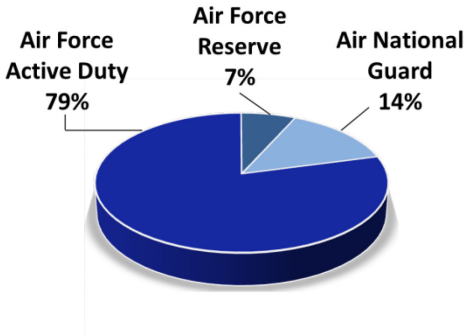


Figure 5. O&M Budget Request FY 2014 Blue Budget Request

The FY 2014 O&M Budget Request funds the day-to-day expenses of the Air Force to meet mission sustainment activities. It supports 79 major installations (72 Active, 2 Air National Guard and 5 Air Force Reserve), funds the costs associated with flying operations, space operations, cyber operations, intelligence, logistics, nuclear deterrence, search and rescue and special operations activities. All Air Force Core Functions are supported by this appropriation. Table 6 describes O&M across the Total Force broken into the three components.

Table 6. O&M – Air Force Total Force TOA by Budget Category

Operation and Maintenance, Air Force Total Force TOA ($M)	FY 13 PB	FY 14 PB
Active Air Force	35,112	36,846
Air Force Reserve	3,166	3,165
Air National Guard	6,015	6,566
Blue Total	**44,294**	**46,577**
Non-Blue	898	926
Air Force O&M TOA Total	**45,192**	**47,503**

Numbers may not add due to rounding.

The Air Force's FY 2014 President's Budget request centers on maintaining sufficient readiness to execute the new defense strategy. The new defense strategic guidance directed a rebalance of forces, with a renewed focus on the Asia-Pacific region, as well as continued emphasis on the Middle East. To meet force sizing requirements of the new defense strategy and meet the current fiscal challenges, the Air Force balanced force reductions to manage war-fighting risks and resources across all core functions. The Air Force will strive to maintain the agility, flexibility, and readiness to engage a full range of contingencies and threats.

The Air Force enjoyed great success in leveraging our Total Force Enterprise to present our enduring capabilities to the joint warfighter, and successfully met the demand of increased operations tempo through a combination of Guard and Reserve volunteers, selective mobilization, and the creation of Active, Reserve, and Guard Associations. There is great synergy and interdependence between Air Force Active, Guard, and Reserve forces. The Air National Guard and Air Force Reserve are integrated into all major Air Force mission areas, train to the same high standards as the Active Component, and are invaluable partners in meeting our many and varied commitments. With few exceptions, the Air Force is now sized and structured to meet the requirements outlined in the latest Defense Strategic Guidance. Over the past 25 years the active duty portion of the Total Force dropped from 78 to 65 percent, making it

increasingly critical to find the right balance. Too much force structure in the Active component does not capitalize on the lower cost of operation in the Reserves. Too little force structure in the Active component requires Guardsman and Reservists to deploy more often, even in peacetime, breaking the model of a part-time force. The Air Force cannot afford to address force structure issues in three separate stovepipes. It is essential to manage the health of the Total Force holistically in order to sustain Air Force capabilities for forward presence, rapid response, and meeting high-rate rotational demands with a smaller force.

Given the projected decline in defense budgets, the Air Force is working hard to avoid a hollow military. Mitigating the risk associated with a smaller military requires a ready force. The Total Force must be more ready to meet near-term contingencies, including those that may involve contested operational environments. Over the past decade, the ability of combat air forces to conduct full-spectrum training has been hampered by operational commitments focused on very specific counter-insurgency missions and air-to-ground support. The Air Force is rebuilding to full-spectrum readiness by adding more flying hours to support air superiority and air defense suppression training. The increase to flying hours also drives an increase to maintenance costs to ensure aircraft availability. Additionally, to be fully effective, training must be supported with flight simulators and training ranges that emulate the modern threat environments our pilots may likely face. The completion of combat operations in Iraq and Afghanistan are important milestones, but other international security challenges remain and in some cases, are growing. The Air Force must be ready for other current and emerging requirements.

Key highlights:

- Incorporated $1.7B in costs across the FYDP to support the FY 2013 NDAA force structure adds
    - FY 2013 PB submission made the difficult choice to divest force structure resulting in programmed savings of $8.7B from FY13-17
    - The Active and Reserve Components presented the Total Force Plan (TFP) to Congress addressing concerns on the force structure mix between Active and Reserve Components at a cost of over $1B above the FY 2013 PB submission
    - In the FY 2013 NDAA, Congress added additional force structure beyond the TFP resulting in an additional costs of nearly $.7B across the FY 2013 FYDP
- 11 Active C-21 aircraft retire in FY 2014
- As part of DoD's initiative to comply with the Budget Control Act of 2011, the November 9, 2011 Executive Order 13589, "Promoting Efficient Spending," and the 11 May 2012 Executive Order, "Promoting Efficient Spending to Support Agency Operations," the Air Force continued progress towards a More Disciplined Use of Defense Dollars. Some specific examples include:
    - Reduced funding for administrative travel
    - Reduced funding for service support contracts
    - Reduced on-hand support equipment inventories through improved procurement practices
    - Reduced the size of the overall vehicle fleet
- Funds 1.2M flying hours and sustains a fleet of 5,178 aircraft
- Reflects the Joint Force emphasis on ISR capacity and continues progress to reach 65 Combat Air Patrols (CAPs)
- Air Force is the lead Service for space launch, supporting DoD, National and Commercial agencies
    - Supports 26 launches in FY 2014 and operations at two spacelift ranges
- Funds facility sustainment at 80 percent for daily operations at 79 Total Force major installations

Table 7 displays O&M across major mission areas.

Table 7. O&M – Air Force Total Force Blue TOA

Operation and Maintenance, Air Force Total Force TOA ($M)	FY 13 PB	FY 14 PB
Civilian Pay	11,432	11,381
Flying Operations	16,638	18,220
Mobility Forces	860	1,033
Space/Other Combat Forces	5,674	6,125
Training & Recruiting	1,140	1,061
Logistics Ops and Air Force Wide Support	2,329	2,322
Installation Support and FSRM	6,220	6,435
Air Force O&M Blue TOA Total	**44,293**	**46,577**

Numbers may not add due to rounding.

Major Mission Area Highlights:

- Supports civilian endstrength of 184,234 (all appropriations) and provides a 1 percent raise in civilian pay
- Flying operations support aircrew combat training, maintenance and repair, parts and aviation fuel to support Joint warfighter and humanitarian operations. This program funds 1,203,877 flying hours ($7.8B): 888,699 Active hours ($5.3B), 212,966 ANG hours ($1.6B), 102,212 AFR hours ($0.8B). Weapon System Sustainment (WSS) supports aircraft sustainment through an enterprise level concept for managing Depot Maintenance, Contractor Logistic Support, Sustaining Engineering and Technical Orders. The $10.5B baseline program funds 69 percent of the validated WSS requirements
- Mobilization preparedness sustains contingency operations and wartime requirements through War Reserve Materiel prepositioning, weapons storage, industrial preparedness and medical capabilities
- Supports combat and specialized operations, management, readiness, and sustainment of weather and space capabilities
- Funds primary combat forces composed of front-line fighters, bombers, and strike assets
- Supports Global Command, Control, Communication, Intelligence (C3I) Early Warning systems
- Funds Space Launch & Operations composed of spacelift ranges, launch vehicles and satellite weather/ Global Positioning System (GPS) Systems
- Serves as Combatant Command Support Agency for five COCOMs
- Funds educational opportunities that support professional and personal goals for all Air Force personnel
- Provides funds required to attracting a diverse and multi-skilled workforce at the required quantity, quality, and skills
- Funds readiness for Air Force Materiel Command (Air Logistics Centers, headquarters, product centers, acquisition program offices and field operating agencies)
- Funds Second Destination Transportation for movement of all materiel already in the Air Force inventory or supply system, to include engines, helicopters, vehicles, subsistence and munitions
- Funds installation support functions, engineering and environmental programs to sustain capability, quality of life, workforce productivity and infrastructure support

The tables that follow display the funding request in different categories relevant to Active, Air Force Reserve and Air National Guard components.

O&M – Active Air Force

Figure 6 depicts the FY 2014 Blue TOA shown in Table 8 and displays the relative size of each subsection of this appropriation.

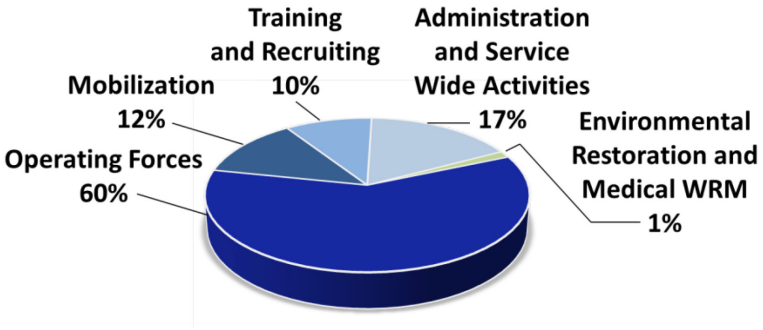


Figure 6. O&M – Active Air Force FY 2014 Blue Budget Request

The FY 2014 Active Air Force Budget Request supports 72 major installations, two space ranges, produces 1,238 new pilots and funds 888,699 flying hours while sustaining a fleet of 3,725 aircraft. O&M resources provide funding for essential combat enablers such as: intelligence; logistics; weather; air traffic control; search and rescue; reconstitutions; airfield, runway and base facility maintenance; civilian pay; and improvements to working and living environments for Air Force personnel. Land-based nuclear and space forces, electronic warfare, irregular warfare and ISR missions are also supported by O&M funding. Categories in the table below include funding for civilian pay, flying operations, mobility forces, space/other combat forces, training and recruiting, logistics operations and Air Force-wide support and installation support and facilities, sustainment, restoration, and modernization (FSRM).

Table 8. O&M – Active Air Force TOA

Operation and Maintenance, Air Force Total Force TOA ($M)	FY 13 PB	FY 14 PB
Civilian Pay	8,138	8,010
Flying Operations	12,467	13,637
Mobility Forces	860	1,033
Space/Other Combat Forces	4,943	5,355
Training & Recruiting	1,140	1,061
Logistics Ops and Air Force Wide Support	2,270	2,260
Installation Support and FSRM	5,295	5,490
Air Force O&M Blue TOA Total	**35,112**	**36,846**
Non-Blue	898	926
Air Force Active O&M TOA Total	**36,010**	**37,772**

Numbers may not add due to rounding.

Airmen get hoisted to an HH-60 Pave Hawk helicopter during a training mission

F-35A Lightening II is outfitted with a spin recovery chute at Edwards AFB, CA

Airmen walk to C-17 Globemaster III, headed for deployment

O&M – Air Force Reserve

Figure 7 depicts the FY 2014 Blue TOA shown in Table 9 below and displays the relative size of each subsection of this appropriation.

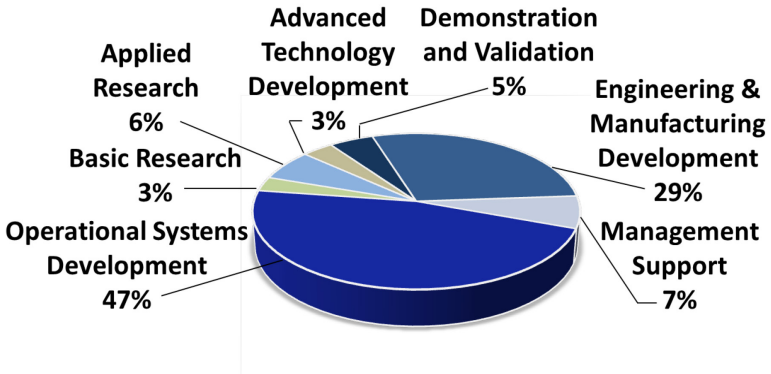


Figure 7. O&M – Air Force Reserve FY 2014 Blue Budget Request

The O&M AFR appropriation provides funding to maintain five major installations, to train units for immediate mobilization, and administrative support. The FY 2014 Budget Request provides for the operation and training of 33 wings, 102,212 O&M funded flying hours, maintains 362 aircraft, funds air reserve technicians (military) and civilian technicians and provides mission training for 70,400 Reserve personnel. Activities include aircraft operations, training, base and depot level aircraft maintenance, mission support, facilities sustainment, restoration and modernization and supply and maintenance for AFR units. Categories in the table below include funding for civilian pay, flying operations, mobility forces, space/other combat forces, training and recruiting, logistics operations, Air Force-wide support, and installation support and FSRM.

Table 9. O&M – Air Force Reserve TOA

Operation and Maintenance, Air Force Reserve TOA ($M)	FY 13 PB	FY 14 PB
Civilian Pay	1,251	1,247
Flying Operations	1,392	1384
Space/Other Combat Forces	295	285
Logistics Ops and Air Force Wide Support	26	30
Installation Support and FSRM	203	220
Air Force Reserve O&M TOA Total	**3,166**	**3,165**

Numbers may not add due to rounding.

Kansas reservists provides aerial refueling

Reservists load a U.S Forest Modular Airborne Fire Fighting System onto C-130 Hercules

Utility truck being loaded on C-17 Globemaster III at Air Reserve Base

O&M – Air National Guard

Figure 8 depicts the FY 2014 Blue TOA shown in Table 10 below and displays the relative size of each subsection of this appropriation.

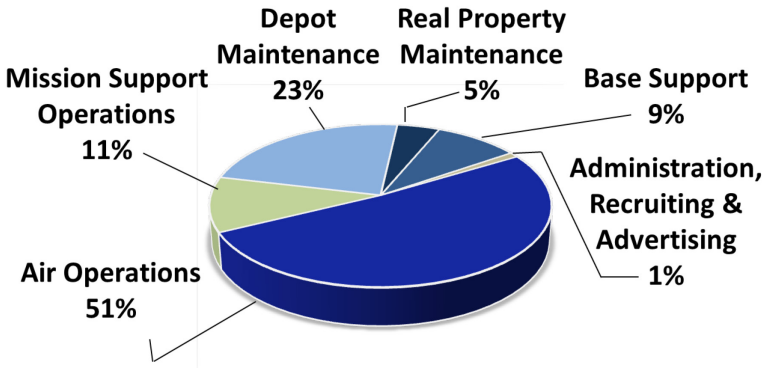


Figure 8. O&M – Air National Guard FY 2014 Blue Budget Request

The O&M ANG appropriation funds the flying and maintenance of ANG aircraft and the operation of two major installations. It also funds the facilities, equipment and manpower required to sustain the force at a combat readiness level enabling immediate assimilation into the Active Air Force as well as the ability to conduct independent operations in accordance with unit wartime taskings. The FY 2014 Budget Request funds 212,966 O&M flying hours, maintains 1,091 aircraft and supports mission training of 105,400 ANG personnel. Categories in the table below include funding for civilian pay, flying operations, mobility forces, space/other combat forces, training and recruiting, logistics operations, Air Force-wide support and FSRM.

Table 10. O&M – Air National Guard TOA

Operation and Maintenance, Air Force Reserve TOA ($M)	FY 13 PB	FY 14 PB
Civilian Pay	2,043	2,125
Flying Operations	2,780	3199
Space/Other Combat Forces	436	484
Logistics Ops and Air Force Wide Support	32	33
Installation Support and FSRM	724	725
Air Force Reserve O&M TOA Total	**6,015**	**6,566**

Numbers may not add due to rounding.

ANG members load an HH-60 Pave Hawk search and rescue helicopter

Airman at ANG base in Westhampton, NY sights a .50 caliber sniper rifle

Michigan ANG unload C-17 after delivering cargo and personnel for participation in Saber Strike

Research, Development, Test & Evaluation

Figure 9 depicts the relative size of each subsection of this appropriation as shown in Table 11 below.

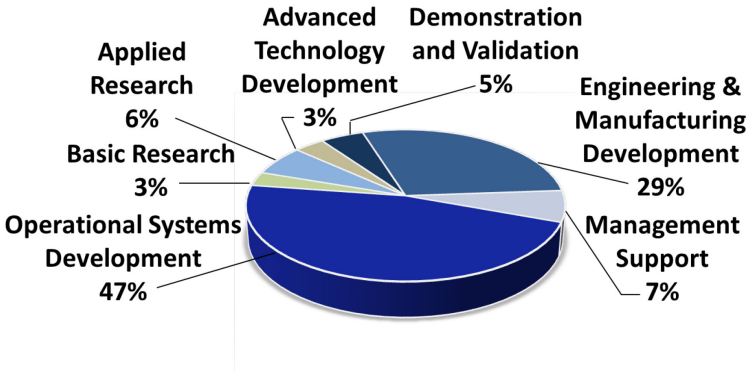


Figure 9. RDT&E FY 2014 Blue Budget Request

The Research, Development, Test and Evaluation (RDT&E) appropriation funds basic and applied scientific research as well as future weapon systems' development, test, and evaluation. Basic research involves the scientific study and experimentation related to long-term national security, while applied research is the systematic study to understand the means to meet a recognized and specific national security requirement.

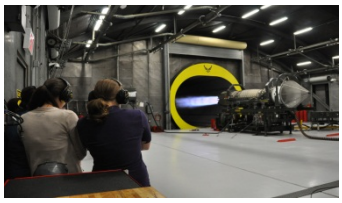
Table 11. RDT&E TOA

Research, Development, Test, and Evaluation TOA ($M)	FY 13 PB	FY 14 PB
Basic Research	516	525
Applied Research	1,109	1,128
Advanced Technology Development	597	618
Demonstration and Validation	1,181	874
Engineering & Manufacturing Development	4,967	5,079
Management Support	1,190	1,180
Operational Systems Development	7,829	8,158
Totals	**17,389**	**17,561**
Non-Blue	8,039	8,142
Air Force RDT&E TOA Total	**25,428**	**25,703**

Numbers may not add due to rounding.

The FY 2014 request includes funding for the KC-46A aircraft replacing the aging KC-135 fleet. This development effort, supporting Rapid Global Mobility, will convert commercial 767 aircraft into airframes with military capability. Funding also supports system development of the F-35A Joint Strike Fighter, the next generation strike aircraft for the U.S. Air Force, Navy, Marine Corps and our allies, to include testing of airframe and vehicle systems. The FY 2014 request also includes funding for design, integration, testing and certification of the mission components for the Combat Rescue Helicopter,

Air Force launched third Orbital Test Vehicle, the X-37B



F-22 Raptor engine runs at jet engine test facility

Airmen push liquid oxygen into a breaker to perform an odor test

America's premier helicopter for day, night and marginal weather Combat Search and Rescue, replacing the aging HH-60G. RDT&E funding also supports such programs as Space Situational Awareness Systems, Global Positioning Systems, Long-Range Strike Bomber, as well as Minuteman III Intercontinental Ballistic Missile modernization projects ensuring future viability of the nation's nuclear deterrence operations. RDT&E also continues funding for basic research including university research supporting defense programs, and test and evaluation of existing and future systems.

Table 12 summarizes the major developments funded in this submission.

Table 12. RDT&E Major Programs

RDT&E Largest Programs	FY 13 PB	FY 14 PB
KC-46	1,816	1,559
F-35	1,210	816
Test and Evaluation Support	722	743
Space Situational Awareness Systems	267	400
CSAR HH-60 Recapitalization	123	394
GPS III - Operational Control Segment	372	384
Long Range Strike - Bomber	292	379
Defense Research Sciences	362	373
SBIRS High EMD	449	353
F-22A Squadrons	372	329
B-2 Defensive Management Systems	281	304
Advanced EHF MILSATCOM	229	273
NATO AGS	210	264
Totals	**6,705**	**6,571**

Numbers may not add due to rounding.

Procurement

Figure 10 depicts the FY 2014 Blue TOA shown in Table 13 below and displays the relative size of each subsection of this appropriation.

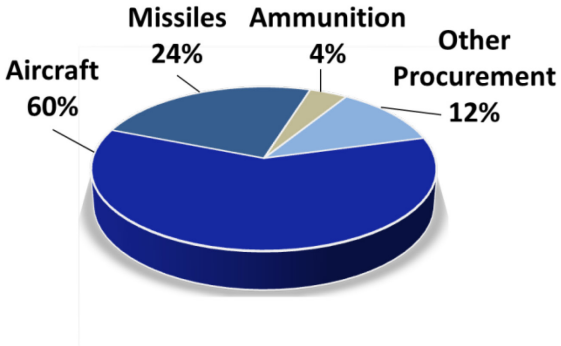


Figure 10. Procurement FY 2014 Blue Budget Request

The Procurement appropriation portfolio delivers both immediate and future capabilities through investment across four specific appropriations: Aircraft, Missile, Ammunition and Other Procurement. The FY 2014 Budget Request supports all Air Force Core Functions with significant investment in Space Superiority, Global Precision Attack, Rapid Global Mobility and Global Integrated ISR Core Functions. In this appropriation, the Air Force is accepting lower overall rates of procurement while focusing investments on the highest strategic priorities and most technologically promising areas. The following pages will discuss procurement appropriations in more detail.

Table 13. Procurement TOA

Procurement TOA ($M)	FY 13 PB	FY 14 PB
Aircraft	10,983	11,323
Missiles	4,394	4,514
Ammunition	599	759
Other Procurement	2,390	2,241
Blue Total	**18,366**	**18,837**
Non-Blue	15,449	15,425
Air Force Procurement TOA Total	**33,815**	**34,262**

Numbers may not add due to rounding.

F-35A Lightning II is outfitted with a spin recovery chute at Edwards Air Force Base, Calif

Airmen inspects an AIM-9 Sidewinder missile during load competition

F-35A II completed first in-flight weapons release of GBU-31 BLU-109 Joint Direct Attack Munitions

Procurement – Aircraft

Figure 11 depicts the FY 2014 Blue TOA shown in Table 14 below and displays the relative size of each subsection of this appropriation.

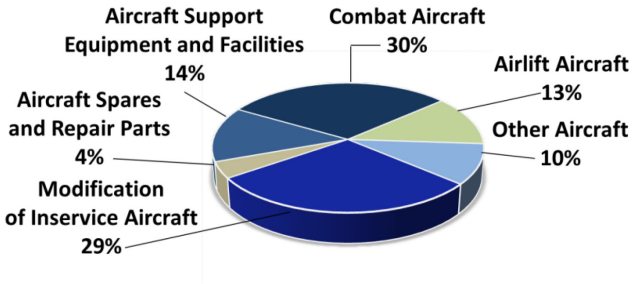


Figure 11. Aircraft Procurement FY 2014 Blue Budget Request

The Aircraft Procurement appropriation funds procurement of aircraft, aircraft modification, support equipment, specialized ground handling equipment, training devices and spare parts. The FY 2014 Budget Request supports key systems across multiple Air Force Core Functions. Within Nuclear Deterrence Operations, the request funds upgraded communication capabilities on the B-52 Stratofortress bomber platform. Key Air Superiority modifications include F-22 Raptor sustainability and structural upgrades, as well as radar upgrades on the F-15 Eagle fleet. Global Precision Attack initiatives include procurement of 19 F-35A Joint Strike Fighter Aircraft, and radar enhancements to the F-15 Strike Eagle. Rapid Global Mobility investment will be focused on engine enhancements to the C-5 Galaxy and configuration modifications to the C-17 Globemaster. Special Operations procurements include three CV-22B Osprey. Global Integrated ISR is supported through procurement of 12 MQ-9 Reapers and various capability upgrades to the RC-135 Rivet Joint platform. Command and Control investment will include avionics modifications to the E-3 Airborne Warning and Control System (AWACS) aircraft. Finally, a new multi-year procurement initiative will optimally leverage resources across services, and fund the procurement of six C-130 in support of Global Mobility, one HC-130 to support Personnel Recovery, as well as four MC-130s and five AC-130s, both in support of Special Operations. Table 14 summarizes funding for aircraft procurement by budget activity.

Table 14. Aircraft Procurement TOA

Aircraft Procurement TOA ($M)	FY 13 PB	FY 14 PB
Combat Aircraft	3,418	3,425
Airlift Aircraft	596	1,413
Trainer Aircraft	0	0
Other Aircraft	1,306	1,143
Modification of Inservice Aircraft	3,610	3,315
Aircraft Spares and Repair Parts	730	463
Aircraft Support Equipment and Facilities	1,324	1,564
Totals	**10,983**	**11,323**
Non-Blue	20	76
Air Force Aircraft Procurement TOA Total	**11,003**	**11,399**

Numbers may not add due to rounding.

C-17 Globemaster III

F-35A Lighting II

F-22 Raptor

Procurement – Missile

Figure 12 below depicts the FY 2014 Blue TOA shown in Table 15 below and displays the relative size of each subsection of this appropriation.

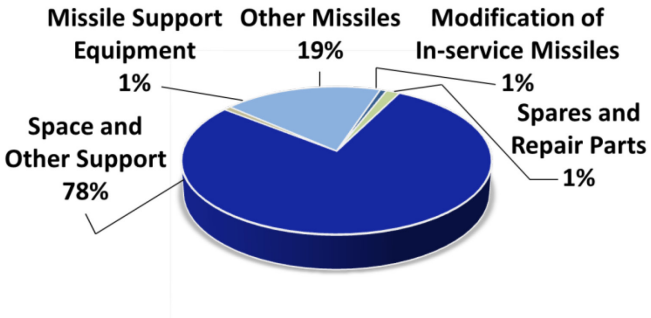


Figure 12. Missile Procurement FY 2014 Blue Budget Request

The Missile Procurement appropriation funds acquisition and modification of missiles, spacecraft, launch vehicles, spare parts, and support equipment. In FY 2014, the Air Force will continue the EASE/ESP approach for a fixed price block buy of Advanced Extremely High Frequency satellite vehicles 5 and 6 and Space-Based Infrared System GEO-5 and 6. The FY 2014 Budget Request also includes a cost-saving acquisition approach, based on a notional baseline procurement spanning the FYDP, for five Air Force funded medium and intermediate classes of Evolved Expendable Launch Vehicles (EELV). Also planned under the Space Superiority Core Function is the procurement of two GPS III satellites. Within the Nuclear Deterrence Core Function, the Air Force plans to continue funding key modernization efforts within the Minuteman III program. The Budget Request funds Air Superiority capabilities: 225 AIM-9X Sidewinder Air-to-Air missiles and 199 AIM-120D Advanced Medium-Range Air-to-Air Missiles. The Air Force also plans to procure 413 Hellfire missiles, the key air-to-ground missile supporting the current Afghanistan conflict. Also funded in this appropriation is the Small Diameter Bomb II which provides a capability to attack mobile targets from stand-off, in adverse weather.

Table 15. Missile Procurement TOA

Missile TOA ($M)	FY 13 PB	FY 14 PB
Missile Support Equipment	57	39
Other Missiles	649	843
Modification of In-service Missiles	97	34
Spares and Repair Parts	74	72
Space and Other Support	3,518	3,525
Blue Total	**4,394**	**4,514**
Non-Blue	1,098	830
Air Force Missile Procurement TOA Total	**5,492**	**5,344**

Numbers may not add due to rounding.

Air-to-Air Missile (AMRAAM)

Connecting AIM-9X Sidewinder missile

Predator Hellfire Missile

Procurement – Ammunition

Figure 13 depicts the FY 2014 Blue TOA shown in Table 16 below and displays the relative size of each subsection of this appropriation.

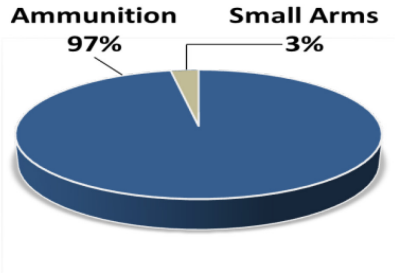


Figure 13. Ammunition Procurement FY 2014 Blue Budget Request

The Ammunition Procurement appropriation funds procurement, production, and modification of ammunition. The portfolio primarily supports the Global Precision Attack Core Function and includes ammunition, bombs, flares, fuses, cartridges, and related training devices. Specifically, the FY 2014 base Budget Request procures munitions to maintain appropriate War Reserve Materiel munitions quantities and test and training stockpiles including 6,965 Joint Direct Attack Munitions and general purpose bombs, practice bombs and rockets. The Air Force also invests in preferred munitions for the Anti-Access/Area Denial (A2/AD) environment and maintains readiness.

Table 16. Ammunition Procurement TOA

Ammunition Procurement TOA ($M)	FY 13 PB	FY 14 PB
Ammunition	570	738
Small Arms	29	21
AF Ammunition Procurement TOA Total	**599**	**759**

Numbers may not add due to rounding.

Airmen use M4 Carbine and M68 to qualify at combat arms training

Joint Direct Attack Munitions (JDAM)

Airman reviews his target sheet during Combat Arms Training

Procurement – Other

Figure 14 depicts the FY 2014 Blue TOA shown below in Table 17 and displays the relative size of each subsection of this appropriation.

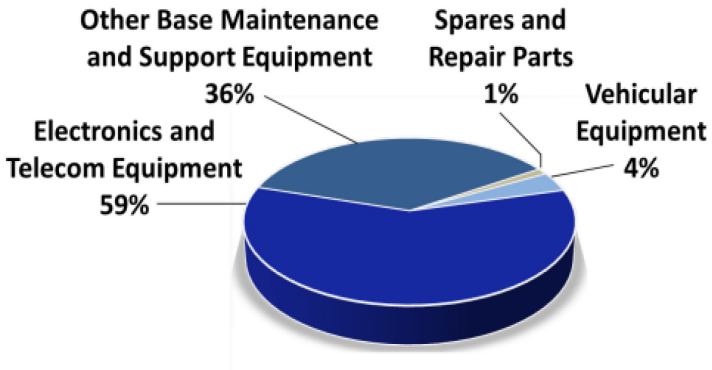


Figure 14. Other Procurement FY 2014 Blue Budget Request

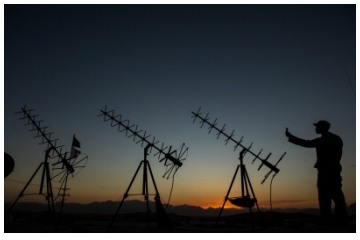
The Other Procurement appropriation funds several systems including procurement and modification of equipment, ground electronic systems, communication equipment, information systems, and vehicles. Within the Space Superiority Core Function, the Air Force will continue Air Force Satellite Control Network and the Spacelift Range System upgrades. The Air Force Network of Systems, which continues consolidation and standardization of the Air Force network boundary, and Military Satellite Communication ground terminals both support the Cyberspace Superiority Core Function. Continued modernization of the Distributed Common Ground System is key to Global Integrated ISR, providing a network backbone for time-critical intelligence data. The Family of Advanced Line of Sight Terminals (FAB-T) moves to Low Rate Initial Production (LRIP) status.

Table 17. Other Procurement TOA

Other Procurement TOA ($M)	FY 13 PB	FY 14 PB
Vehicular Equipment	103	85
Electronics and Telecom Equipment	1,491	1,321
Other Base Maintenance and Support Equipment	781	809
Spares and Repair Parts	15	26
Blue Total	**2,390**	**2,241**
Non-Blue	14,331	14,519
AF Other Procurement TOA Total	**16,721**	**16,760**

Numbers may not add due to rounding.

Airmen secure a Humvee in a C-130 Hercules



Airman uses a kestrel meter to check if current weather conditions match the main weather sensor data

Airman marshals truck out of a C-17 Globemaster III aircraft in support of Hurricane Sandy

Military Construction

Figure 15 depicts the FY 2014 Blue TOA shown below in Table 18 and displays the relative size of each subsection of this appropriation.

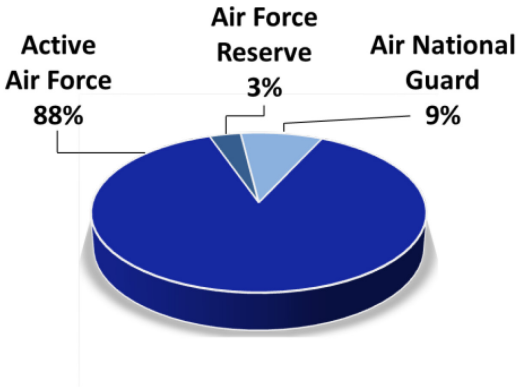


Figure 15. MILCON FY 2014 Blue Budget Request

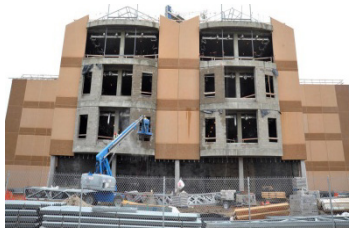
The MILCON appropriation funds construction projects supporting operational needs, infrastructure modernization, COCOM priorities and quality of life initiatives for our Total Force Airmen and Joint partners. The FY 2014 MILCON budget request restores funding to near traditional levels when compared to last year's President's budget request. In FY 2013 the Air Force took a deliberate one-year pause to ensure the proper investment of limited resources in light of the on-going budget reduction pressures and potential force structure changes.

By carefully considering the relationship between MILCON, Facilities Sustainment, and Restoration & Modernization (FSRM), the Air Force's FY 14 MILCON budget request is a balanced and resource conscious program. Our request aims to ensure the Air Force remains viable, ready, and capable to execute the Defense Strategic Guidance over the near and mid-term. Table 17 displays a summary of Active, Air Force Reserve and Air National Guard MILCON with a breakout of major and minor construction funding in the subsequent tables.

Table 18. MILCON TOA

Military Construction TOA ($M)	FY 13 PB	FY 14 PB
Active Air Force	388	1,157
Air Force Reserve	11	46
Air National Guard	42	120
Air Force MILCON TOA Total	**442**	**1,322**

Numbers may not add due to rounding.



Construction of the new Airman training complex at Joint Base SanAntonio-Lackland, TX

USSTRATCOM HQ Bldg

New Warrior Fitness Center at Nellis Air Force Base, NV

MILCON – Active Air Force

The Active Air Force FY 2014 MILCON budget request ensures that the Air Force remains ready, capable, and viable to execute the Defense Strategic Guidance over the near and mid-term. The itemization of projects for the Active component's MILCON budget that follows is binned according to those categories (ready, capable, viable) which the Air Force has developed to meet strategic priorities and is in order of their share of the budget. COCOM priorities comprise the largest portion of the FY 2014 MILCON budget request for the active component. At $413.4 million, COCOM projects comprise 36% of the budget and support re-balancing capabilities toward the Asia-Pacific region, the Headquarters STRATCOM Replacement Facility (Increment 3) ($136.0M), and the Headquarters CYBERCOM Joint Operations Center (Increment 1) ($85.0M). The Air Force allocated $337.3 million (29% of the MILCON budget) toward projects which support continued viability of Air Force structure, including the KC-46A mission facilities ($264.3M), the F-35A mission facilities ($63.9M), and the F-22 mission facilities ($9.1M). Full spectrum readiness remains the top priority; accordingly, the Air Force allocated $192 million (17% of the MILCON budget) to requirements which specifically enable continued readiness of our Airmen: operations/training/support facilities ($71.1M), dormitories ($57.0M), consolidation ($43.9M), AT/FP ($12.0M), and an ASOS expansion ($8.0M). Last, but not least, to ensure the Air Force remains capable, the service funded $182.1 million (16% of the MILCON budget) towards capability projects. Capability based projects support: Cyber/ISR facilities ($82.0M), a Nuclear Sustainment Center ($30.5M), B-52 facilities ($23.8M), a Guardian Angel facilities ($22M), Guam PRTC ($13.1M), WSA Massive Ordnance Penetrator (MOP) Igloos facility ($5.9M), and a C-17 modernized hangar ($4.8M). A State by State MILCON project list is included in Table 20.

Table 19. MILCON, Active Air Force TOA

Military Construction, Air Force (Active) TOA ($M)	FY 13 PB	FY 14 PB
Major Construction	351	1,125
Minor Construction	18	21
Planning and Design	19	11
AF Active MILCON TOA Total	**388**	**1,157**

Numbers may not add due to rounding.

Table 20. State by State MILCON Project List

Country State	Base	Title	Cost
ARIZONA	Luke	F-35 Field Training Detachment	5,500
ARIZONA	Luke	F-35 Sq Ops/Aircraft Maintenance Unit #3	21,400
CALIFORNIA	Beale	Distributed Common Ground Station Ops Bldg	62,000
FLORIDA	Tyndall	F-22 Munitions Storage Complex	9,100
HAWAII	JBPH Hickam	C-17 Modernize Hgr 35, Docks 1&2	4,800
KENTUCKY	Ft Campbell	19th Air Support Operations Sqdrn Expansion	8,000
MARYLAND	Ft Meade	USCYBERCOM Joint Operations Center, Incr 1	85,000
MARYLAND	JB Andrews	Helicopter Operations Facility	30,000
MISSOURI	Whiteman	WSA MOP Igloos and Assembly Facility	5,900
NEBRASKA	Offutt	USSTRATCOM Replacement Facility - Incr 3	136,000
NEVADA	Nellis	Add RPA Weapons School Facility	20,000
NEVADA	Nellis	Dormitory (240 RM)	35,000
NEVADA	Nellis	F-35 Alt Mission Equip (AME) Storage	5,000
NEVADA	Nellis	F-35 Fuel Cell Hangar	9,400
NEVADA	Nellis	F-35 Parts Store	9,100
NEWMEXICO	Cannon	Airmen and Family Readiness Center	5,500
NEWMEXICO	Cannon	Dormitory (144 RM)	22,000
NEWMEXICO	Cannon	Satellite Dining Facility	6,600
NEWMEXICO	Holloman	F-16 Aircraft Covered Washrack and Pad	2,250
NEWMEXICO	Kirtland	Nuclear Systems Wg & Sustainment Center, Ph2	30,500
NORTHDAKOTA	Minot	B-52 ADAL Aircraft Maintenance Unit	15,530
NORTHDAKOTA	Minot	B-52 Munitions Storage Igloos	8,300
OKLAHOMA	Tinker	KC-46A Land Acquisition	8,600
TEXAS	Ft Bliss	F-16 BAK 12/14 Aircraft Arresting System	3,350
UTAH	Hill	F-35 Aircraft Mx Unit Hangar 45E Ops #1	13,500
UTAH	Hill	Fire Crash Rescue Station	18,500
VIRGINIA	JB Langley-Eustis	4-Bay Conventional Munitions Inspection Bldg	4,800
GREENLAND	Thule	Thule Consolidation, Phase 2	43,904
GUAM	JRM-Andersen	PAR - Fuel Sys Hardened Bldgs	20,000
GUAM	JRM-Andersen	PAR - Tactical Missile Mxs Facility	10,530
GUAM	JRM-Andersen	PAR - Tanker GP Mx Hangar/AMU/Sqd Ops	132,600
GUAM	JRM-Andersen	PRTC RED HORSE Airfield Operations Facility	8,500
GUAM	JRM-Andersen	PRTC SF Fire Rescue & Emergency Mgt	4,600
SAIPAN	Saipan	PAR - Airport POL/Bulk Storage AST	18,500
SAIPAN	Saipan	PAR - Hazardous Cargo Pad	8,000
SAIPAN	Saipan	PAR - Maintenance Facility	2,800
UNITEDKINGDOM	RAF Croughton	Main Gate Complex	12,000
UNITEDKINGDOM	RAF Lakenheath	Guardian Angel Operations Facility	22,047
WORLDWIDE	Unspecified	KC-46A FTU Facility Projects	63,000
WORLDWIDE	Unspecified	KC-46A MOB #1 Facility Projects	192,700
WORLDWIDE	Unspecified	Planning and Design	11,314
WORLDWIDE	Unspecified	Unspecified Minor Construction	20,448
		Active MILCON Total	**1,156,573**

MILCON – Air Force Reserve

Table 21. MILCON, Air Force Reserve TOA

Military Construction, Air Force Reserve TOA ($M)	FY 13 PB	FY 14 PB
Major Construction	6	42
Minor Construction	2	2
Planning and Design	3	2
AF Reserve MILCON TOA Total	**11**	**46**

Numbers may not add due to rounding.

The FY 2014 AFR MILCON request supports three projects: a Joint Regional Deployment Processing Center – Phase 1 at March ARB, CA which will receive and process Marine, Army Reserve and Total Air Force personnel in support of joint deployment operations world-wide; an Air Control Group Squadron Operations facility at Tinker AFB, OK providing space for flight crews and administrative support personnel for the Reserve associate AWACS flying squadron; and an Entry Control Complex at Homestead ARB, FL providing a Pass & ID center, truck inspection facility, gatehouse and over-watch which are needed to process vehicles and personnel. This project will provide safe, secure and efficient processing of vehicles and personnel during peak hours.

MILCON – Air National Guard

Table 22. MILCON, Air National Guard TOA

Military Construction, Air National Guard TOA ($M)	FY 13 PB	FY 14 PB
Major Construction	33	93
Minor Construction	6	13
Planning and Design	4	13
AF ANG MILCON TOA Total	**42**	**120**

Numbers may not add due to rounding.

The Air Force National Guard FY 2014 MILCON budget request supports: Distributed Common Ground Station at Birmingham, AL and Hulman Airport, IN; CYBER Warfare facilities at Martin State Airport and Fort Meade, MD; an Intra-Theater Airlift conversion at Great Falls, MT; Remotely Piloted Aircraft (RPA) flight training unit hangar at Fort Drum, NY; an Air Intelligence Facility at Springfield-Beckley Airport, OH; a C-130J flight simulator at Quonset, RI; a Dormitory and Classroom facility at McGhee Tyson Airport, TN; and a Communications Operations and Training Facility at Fort Indiantown Gap, PA.

Military Family Housing

Figure 16 depicts the FY 2014 Blue TOA shown in Table 23 below and displays the relative size of each subsection of these appropriations.

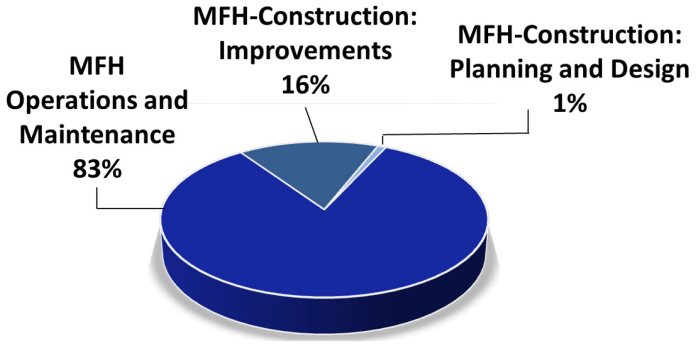


Figure 16. Military Family Housing FY 2014 Blue Budget Request

The FY 2014 Military Family Housing Budget Request reflects the Air Force's continued emphasis on revitalizing housing and providing service members with homes that meet contemporary standards similar to the size and floor plans of homes constructed in the local community. The Air Force uses the Family Housing Master Plan as the roadmap to guide investment planning and programming, operation and maintenance, and military family housing privatization. The FY 2014 Budget Request continues privatization and supports maintenance of owned and leased units and oversight of privatized units.

Table 23. Military Family Housing TOA

Military Family Housing TOA ($M)	FY 13 PB	FY 14 PB
MFH-C Improvements	80	72
MFH-C Planning and Design	4	4
MFH Operations and Maintenance	494	385
Totals	**578**	**461**
Non-Blue	4	3
Air Force Military Family Housing TOA Total	**582**	**465**

Numbers may not add due to rounding.

Soaring Heights Family Housing at Davis-Monthan, AZ, features homes powered by solar panels

New Military Family Housing at RAF Lakenheath, UK

Military Family Housing at MacDill AFB, FL

Base Realignment and Closure

Table 24 below displays the relative size of each subsection of this appropriation. The law authorizes Base Realignment and Closure (BRAC) accounts to fund one-time costs that are a direct result of BRAC-directed actions. In prior years, Air Force BRAC funds paid for implementation actions including construction, force structure realignment, personnel/equipment movement, required training, environmental compliance/restoration and property/program management. The FY 2013 National Defense Authorization Act closes the existing BRAC 1995 and BRAC 2005 accounts and transfers remaining funds into a consolidated DoD Base Closure Account in FY 2014.

The FY 2014 budget for BRAC, totaling $126M, includes funds for environmental restoration and property management at 29 installations closed under previous BRAC rounds.

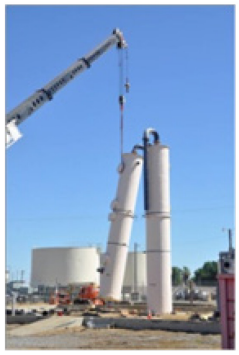
Table 24. BRAC TOA

Base Realignment and Closure TOA ($M)	FY 13 PB	FY 14 PB
BRAC 1995	123	0
BRAC 2005	2	0
DOD Base Closure Account	0	126
Blue Total	**125**	**126**
Non-Blue	0	0
AIR FORCE BRAC TOA Total	**125**	**126**

Numbers may not add due to rounding

.

Monitoring Well installation at former Galena FOL in Galena, AK



Crane removing first of two air stripper towers, used to treat contaminated groundwater at the former Castle AFB in Atwater, CA

"Pump and treat" system reduced groundwater plume at Reese AFB, TX by 99% since 2004

Summary

The Air Force's FY 2014 President's Budget request centers on maintaining sufficient readiness to execute the new defense strategy. It reallocates resources to our highest priorities and sustains, with less than desirable margins, our cornerstone programs across the broad Air Force portfolio of mission sets. The Air Force has made hard choices to align with the President's strategic guidance by balancing force reductions to manage war-fighting risks and resources. While the Air Force will be smaller, it will maintain the agility, flexibility, and readiness to engage a full range of contingencies and threats. The current fiscal environment will require hard choices and tradeoffs to maintain a trained and ready force able to meet the Defense Strategic Guidance.

Section 2: Performance Based Budget (Overview)

This section discusses how the Air Force budget is aligned to accomplish strategic goals and objectives and provides historical performance information on specific program areas. The performance based budget described in this section is organized by Air Force Core Function. The core functions encompass the full range of Air Force capabilities that provide the foundation of activities to support the Air Force's core missions. Air Force programs within each core function support the objectives, the core missions, and ultimately the mission of the United States Air Force as depicted in Figure 17.

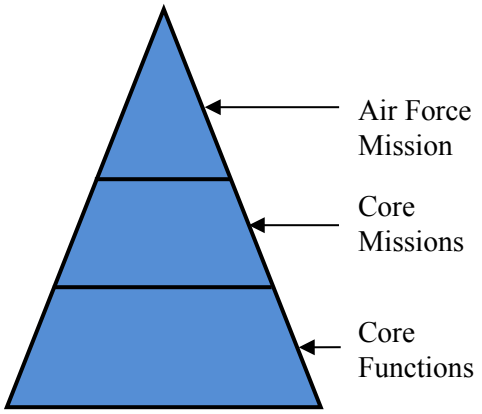


Figure 17. Air Force Performance Pyramid

Air Force Mission:

Fly, fight and win…in air, space, and cyberspace.

Air Force Core Missions:

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

Air Force Core Functions:

Nuclear Deterrence

Air Superiority

Space Superiority

Cyberspace Superiority

Global Precision Attack

Rapid Global Mobility

Special Operations

Global Integrated ISR

Command and Control

Personnel Recovery

Building Partnerships

Agile Combat Support

Alignment to Department of Defense Priorities

The Air Force FY 2014 Budget Request supports Department of Defense (DoD) priorities in the Quadrennial Defense Review (QDR) and contributes to overall department performance objectives. The direction from the QDR, National Security Strategy and National Military Strategy creates the vision and guides the Air Force's Annual Planning and Programming Guidance, the Air Force Core Function Master Plans and the Force Planning Construct.

The Air Force core functions provide a framework for balancing investments across Air Force capabilities and enduring contributions aligning resources to the defense strategy. Air Force Core Functions describe what the Air Force provides to Combatant Commanders beyond *Global Vigilance, Reach,* and *Power.* The Air Force's resource choices represented in this budget request were balanced across the 12 Core Functions to address both near- and long-term requirements. While the core functions appear individually in this document, it is important to recognize their inherent interdependence to support the Air Force core mission and national security needs. The 12 Air Force Core Functions are defined below:

Nuclear Deterrence	Air Superiority	Space Superiority	Cyberspace Superiority	Global Precision Attack	Rapid Global Mobility
Operate, maintain, and secure nuclear forces to achieve assured capability to deter an adversary from taking actions against US vital interest	Deliver dominance in the air battle	Deliver dominance in space over adversaries	Deliver dominance in cyberspace of one force over another that permits conduct of operations by the former	Hold at risk or strike rapidly and persistently any target to achieve precise effects	Timely deployment, employment, sustainment, augmentation and redeployment of military forces and capabilities
Special Operations	**Global Integrated ISR**	**Command and Control**	**Personnel Recovery**	**Building Partnerships**	**Agile Combat Support**
Specialized airpower operations conducted in hostile, denied or politically sensitive environments	Conducting and synchronizing surveillance and reconnaissance across all domains	Ability of commanders to integrate operations in multiple theaters at multiple levels	Recovery and return of US military, DoD civilians and DoD contractor personnel	Set conditions for interaction with partner, competitor or adversary leaders, military forces or relevant populations	Field, base, protect, support and sustain air, space and cyber forces

Figure 18. Air Force Core Functions

Performance Management

The Air Force has made progress in its performance management system to include alignment between DoD and Air Force strategic objectives. Part of this effort includes enhancing the relevance, utility, and maturity of performance measures used to support Air Force senior decision makers. Some measures used in the Air Force performance management system are included in this budgetary publication. The Air Force has conducted quarterly reviews and uses performance measures to make enterprise-level decisions regarding resources and prioritization of effort to assure the most effective use of defense dollars. This is an evolutionary process to continuously improve the quality of the performance measures used for decision support. Future performance budgets will evolve with the Air Force performance management system.

Summary of Planned Accomplishments

The Air Force FY 2014 Budget Request continues to realign the Air Force to the imperatives of the Defense Strategic Guidance in order to maximize our air, space and cyber capabilities in a constrained fiscal environment. The overarching focus of the FY 2014 Budget Request is to ensure the current and future readiness of the Air Force to execute the major tenets of the 2012 Defense Strategic Guidance, including the shift of emphasis to Asia-Pacific and anti-access/area denial challenges in the Middle East. Specifically, this budget allocates resources to set a course towards full-spectrum readiness, preserves a highly responsive and scalable force, focuses on our pressing force structure and modernization challenges, and continues to develop and care for our most precious resource, our Airmen and their families.

The following pages of this performance budget section will describe in greater detail by Air Force Core Function the successes and challenges the Air Force is experiencing and the initiatives implemented to make further improvement. All dollar figures within this section will be Air Force "Blue" Total Obligation Authority (TOA) unless stated otherwise. The funding in the bar charts on the following pages depicts FY 2012 actuals, FY 2013 Budget Submission, and FY 2014 Budget Request figures.

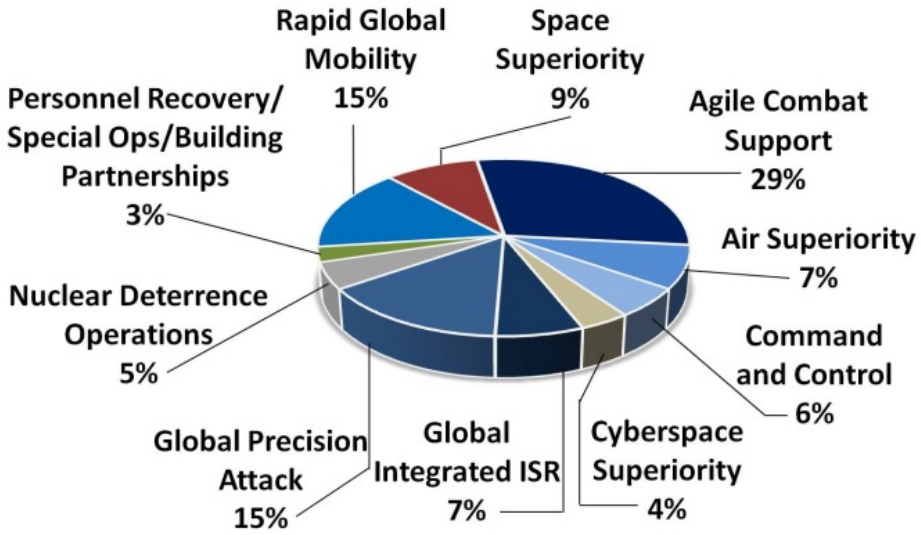


Figure 19. FY 2014 Budget Request by Air Force Core Function

Nuclear Deterrence Operations

Overview

"I want you to know that stewardship of a safe, secure, and effective nuclear deterrent remains the #1 Air Force priority. Our focus will not waiver. We will sustain an uncompromising standard of excellence in nuclear deterrence operations."[1] The Air Force will continue fulfilling its responsibility of providing safe, secure, and effective nuclear capabilities within its Nuclear Deterrence Operations Service Core Function (SCF). This responsibility includes maintaining strategic deterrence and stability, strengthening regional deterrence, providing assurance and dissuading nuclear proliferation and nuclear terrorism. The Air Force's intercontinental ballistic missiles and heavy bombers provide two legs of the nation's nuclear TRIAD. Dual-capable fighters and bombers extend deterrence and provide assurance to our allies and partners. The Air Force continues to modernize and recapitalize these vital systems to maintain a credible deterrent. In FY 2014 the Air Force is requesting $5.4B as outlined in Figure 20 below to resource Nuclear Deterrence Operations. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

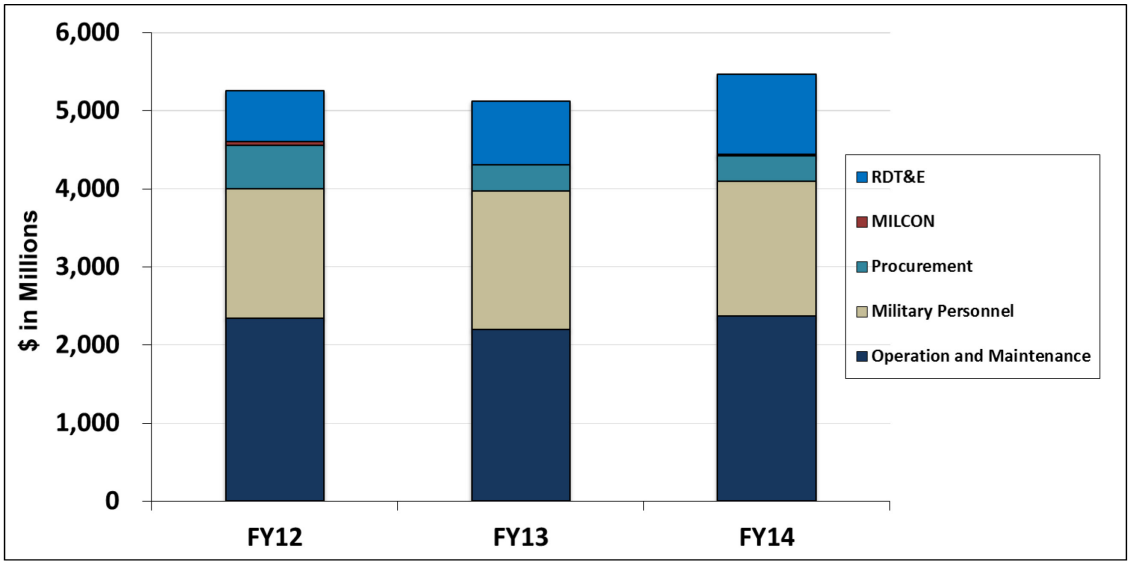


Figure 20. Nuclear Deterrence Operations TOA by Appropriation

Accomplishments

Continuing to strengthen the Air Force nuclear enterprise remains a top priority. In 2012 the Air Force continued to develop the skill and leadership of its "nuclear-minded" Airmen at all levels which enabled it to institutionalize improvements and capitalize on gains made since the Air Force began reinvigorating the nuclear enterprise in 2008. Air Force Global Strike Command (AFGSC), the Air Force Nuclear Weapons Center (AFNWC) and the Assistant Chief of Staff, Strategic Deterrence, and Nuclear Integration (AF/A10) continued to support for the Airmen, equipment, and processes that produce nuclear deterrence every day.

Minuteman III ICBM maintenance

[1] CSAF Letter to the Airmen of the USAF Nuclear Force, 17 Oct 12

Organization and Culture: In 2012, the Air Force reaped the benefits of increased performance and accountability from organizational changes it made over the last few years. AFGSC assumed duties as the Air Force's Core Function Lead Integrator (CFLI) for Nuclear Deterrence Operations. As the CFLI, AFGSC serves as the chief advocate for nuclear programs and builds a Core Function Master Plan to provide a comprehensive blueprint to ensure long-term sustainment and modernization of weapon delivery and nuclear command, control and communication systems. AFGSC is fully engaged with Air Force Material Command and the Air Force Nuclear Weapons Center to ensure sustainment and modernization plans remain aligned and executable.

In addition, organizational changes were complemented by procedural changes that created a stronger nuclear enterprise. As the human capital functional authority for the Air Force nuclear enterprise, AF/A10 continued to build and develop nuclear-leader expertise throughout the enterprise. Developmental Teams have been established for all nuclear-related career fields to ensure Airmen are deliberately developed with the right education, skills and experience necessary to lead this critical mission in the decades to come. Additionally, the Air Force is separating the Space and Missile officer career field which will allow officers to gain depth and experience in the nuclear enterprise over their careers. These efforts will provide an experienced workforce and a future leadership pool of Senior NCOs and officers in sufficient numbers with the needed skills to meet the Air Force's nuclear deterrent operations requirements.

In FY 2012, the Air Force also changed its organizational structure to improve support to Nuclear Command, Control, and Communications (NC3). AF/A10 formed the NC3 "Community of Interest," which has been successful in uniting the diverse Air Force NC3 community to coordinate NC3 issues and develop solutions to present to the Nuclear Working Group and other forums. In addition, the Air Force is co-chairing the Modernized Hybrid Solution (MHS) Management Team, to address issues such as configuration management, terms of reference, and sustainment of the MHS. Finally, AF/A10 sponsored the first Air Force NC3 Summit, bringing together the Air Force NC3 community to develop a comprehensive and coordinated approach to support NC3.

Minuteman III ICBM Flight Test at Vandenberg AFB

Modernization and Recapitalization: In 2012, modernizing and recapitalizing nuclear programs remained an institutional priority. AFGSC produced a Core Function Master Plan that will guide Minuteman III sustainment through 2030. AFGSC ensured continued Intercontinental Ballistic Missile (ICBM) operations by investing in infrastructure, support equipment, cryptographic updates, security upgrades, and fuse modernization. The Air Force continued ICBM research and development and maintained the associated critical nuclear skills essential in keeping the Minuteman III viable while addressing a follow-on system. The multifaceted Air Force sustainment and recapitalization effort successfully addressed and developed critical deterrence initiatives including beginning an Analysis of Alternatives for the Ground-Based Strategic Deterrence (GBSD), which will examine potential follow-on systems to the Minuteman III. A study for the future Long-Range Stand-Off (LRSO) weapon, the Air Launched Cruise Missile follow-on, has recently been completed, and a life-extended B61 gravity bomb program is underway. The Air Force also began developing a new nuclear-capable long range penetrating bomber in 2012. The Air Force evaluated NC3 requirements, and modernizing lagging infrastructure to ensure credible, reliable, and survivable nuclear command and control.

FY 2014 Initiatives

Strengthening the nuclear enterprise will remain a top priority within the Air Force. The Air Force has made significant progress that enabled the nuclear enterprise to operate at a higher proficiency level. In FY 2014, the Air Force will continue vital recapitalization, modernization, and sustainment efforts.

Some of the FY 2014 funded efforts include upgrading 28 B-52s with the Combat Network Communication Technology (CONECT) system which will provide secure line-of-sight and beyond line-of-sight communications, improved situational awareness and machine-to-machine retargeting capabilities. The B-2 Defensive Management Systems program will continue development to achieve a Milestone B decision in FY 2014. This upgrade will enable improved threat identification and location while providing real-time re-routing to ensure the B-2 remains survivable against emerging and proliferating threats. The Air Launched Cruise Missile will continue to be sustained until 2030 while the follow-on LRSO program intends to reach a Milestone A decision in early FY 2014. Additional investments will be made to sustain the ICBM force through 2030 including improvements and replacements to the guidance system, propulsion system and ballistic missile fuze components. The Air Force will also conduct studies to aid development of a ground-based strategic deterrence solution as a follow-on to Minuteman III as directed by the 2010 Nuclear Posture Review. Additionally, the Air Force will remain focused on human capital and carefully balance requirements for the Airmen of the nuclear enterprise.

The FY 2014 Budget Request also funds the Air Force's portion of the B61 life extension program. In partnership with the Department of Energy, the life extension program will reduce the number of B61 variants, overcome aging problems, and improve safety, security, and reliability.

B-52H Stratofortress soars through sky at Minot Air Force Base

With the February 2011 entry-into-force of the New Strategic Arms Reduction Treaty, the Air Force must implement a force structure that provides for a safe, secure, and effective strategic deterrent posture that remains within Treaty limits. Nuclear deterrence remains a critical mission with no margin for error. As long as nuclear weapons exist, the Air Force is committed to meeting the President's direction to maintain safe, secure, and effective nuclear deterrence capabilities. The quantity of nuclear-capable bombers and ICBMs comprising the bulk of the Nation's deterrent force may be reduced as the Air Force continues to implement the New START Treaty. Consistent with the Treaty's protocols and obligations, the FY 2014 Budget Request funds compliance activities and force reduction options to meet the central limits of the Treaty. These include actions such as the elimination of phantom ICBM launchers and bombers, and the conversion of some B-52Hs from nuclear-capable to conventional-only capability. Further, the transition of all ICBMs to a single warhead configuration is required by the 2010 Nuclear Posture Review.

In FY 2013, the Air Force developed a dedicated NC3 Issue Team to address NC3-related budget issues for FY 2014. This approach resulted in successfully funding a replacement Low Frequency system for the National Airborne Operations Center. In addition, NC3 is now allotted dedicated time during all Nuclear Working Group, Nuclear Issues Resolution and Integration Board and Nuclear Oversight Board meetings.

The FY 2014 Budget Request also highlights two critical elements of America's nuclear triad and forward-deployed extended deterrence. Looking forward, continuing to strengthen the nuclear enterprise entails a long-term, systematic effort to refine, and improve upon earlier initiatives. The Nuclear Deterrence Operations Service Core Function reflects the Air Force's firm and steadfast conviction that nuclear deterrence and global strike operations require the highest standards of performance and accountability.

Charting Our Flight Path: The Air Force continues to strengthen its nuclear enterprise. The Secretary of the Air Force and Air Force Chief of Staff have articulated a flight path to guide the Air Force's commitment to sustained success across the nuclear enterprise. The Air Force will continue to:

- Operate and sustain safe, secure and effective nuclear forces.

- Field an effective workforce to meet Nuclear Enterprise requirements.
- Provide the nation with effective military capabilities that extend deterrence and assure allies and partners.
- Revitalize Air Force thinking about the role of 21st century deterrence in the increasingly complex global strategic environment.
- Ensure continued emphasis on and advocacy of the Nuclear Enterprise.

The Air Force continues to strengthen the Nuclear Deterrence Operations Service Core Function and institutionalize the structure, process and cultural changes underway. The FY 2014 Budget Request continues to strengthen the Air Force nuclear enterprise and enables the Service Core Function to maintain its role as a bedrock of strategic deterrence and stability.

Air Superiority

Overview

Securing the high ground is a critical prerequisite for any military operation to ensure freedom of action for the joint force and the Nation. For over five decades, Air Force investments, expertise, and sacrifice in achieving air superiority have ensured that friendly ground forces operate without threat of attack from enemy aircraft. While the United States has enjoyed this freedom for the last sixty years, there is no guarantee of air superiority in the future. Airspace control remains vitally important in all operating environments to ensure the advantages of rapid global mobility, ISR, and precision strike are broadly available to the Combatant Commander. Currently the United States benefits from the only operational fifth-generation fighter aircraft, the F-22 Raptor, but adversaries are rapidly developing competitive fifth-generation fleets. Global and regional competitors are working toward fifth-generation fighter aircraft and advanced surface-to-air missile systems that present an area denial capability that challenges U.S. air superiority. Additionally, improvements to adversary fourth-generation fighters put them on par with legacy F-15C/D aircraft that constitute a significant component of U.S. air superiority capability and further threaten our ability to ensure air superiority. Given these realities, the Air Force's FY 2014 Budget Request includes initiatives to address current and future air superiority needs. This core function accounts for approximately $8.6B of the Air Force FY 2014 Budget Request as reflected in Figure 21. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

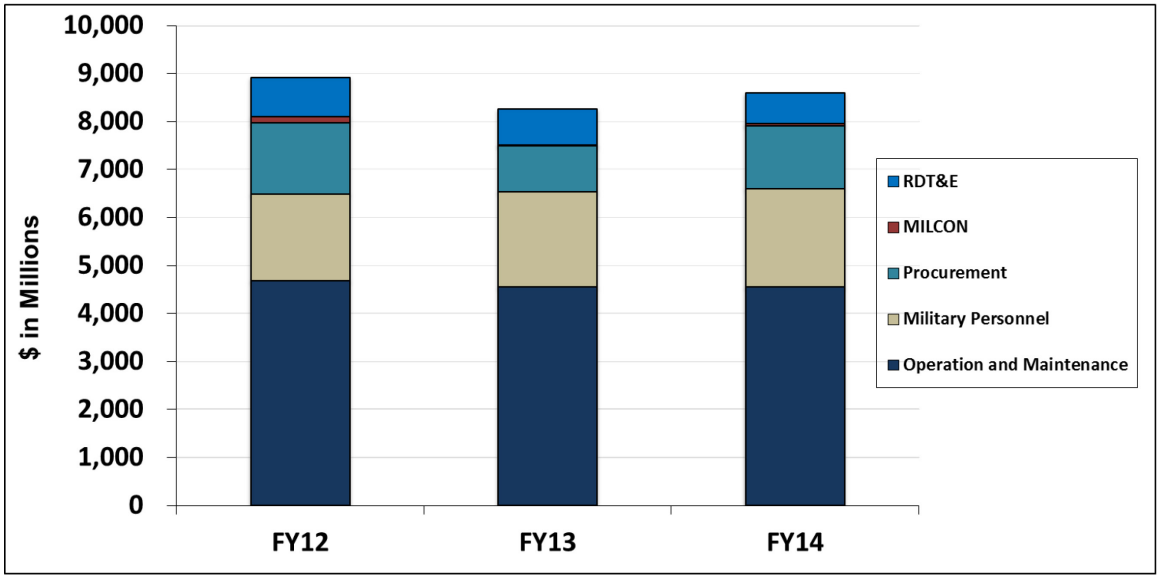


Figure 21. Air Superiority TOA by Appropriation

Accomplishments

In FY 2012, air superiority activities focused on expanding the T-38 Adversary Air program, continuing development of the AIM-9X and improving the AIM-120 air-to-air missiles, modifying the F-22A fleet, determining the requirements for the Air Dominance in 2030+, and upgrading legacy fighters to maintain fleet viability.

T-38 Jet on flightline at Randolph Air Force Base

The T-38 Adversary Air program that began at Holloman AFB was expanded to Langley AFB and Tyndall AFB in support of F-22A training. Additional T-38s for the program were acquired from aircraft scheduled for retirement and in storage. When complete in

FY 2013, the program will include 20 T-38s at Tyndall AFB and 14 at Langley AFB. The T-38 provides an extremely cost effective platform to provide training scenarios for F-22A pilots.

The AIM-9X Block II program has consistently delivered on-cost and ahead of schedule for nine straight years. Significant performance improvements include: new computer, improved lock-on-after-launch, infrared counter-countermeasures, data link, lofting, and laser target detector. Software development is on schedule with successful live fire events demonstrating all planned capabilities. Block II production started in FY 2011 and active affordability improvements are underway to drive costs down.

F-22 Raptors from Tyndall Air Force Base

F-22A basing actions are finalized and will maximize combat squadrons available for contingencies by consolidating aircraft at existing bases (moving the Combat Squadron from Holloman to Tyndall), while increasing operational flexibility. The Air Force is working to provide a common configuration by upgrading Block 10 training aircraft to a Block 20 configuration and upgrading Block 20 combat-coded aircraft to a Block 30/35 aircraft configuration. As part of the F-22A modernization effort, Block 30/35 aircraft are being fielded with Increment 3.1 capabilities that include air-to-ground and electronic attack modes for the APG-77 radar. The Air Force continues to research, test, and develop Increment 3.2B capabilities on Block 30/35 aircraft that include modifications to use the most advanced air-to-air weapons, such as the AIM-120D Advanced Medium-Range Air-to-Air Missile (AMRAAM) and the AIM-9X Sidewinder, as well as upgrades to achieve the desired find, fix, track, and target capabilities. Future upgrades will also include an automatic ground collision avoidance system and advanced data links to allow data transmission to other types of aircraft.

To meet air superiority goals, Air Force projections require 249 legacy F-15C/Ds to remain viable through 2030. The average age of the F-15C/D fleet is over 25 years old and full scale fatigue tests are currently underway to study possible extensions to their service life, currently projected to be at least 2025. Given the fatigue data collected to date and the unique six year depot maintenance cycle of the fleet, it is expected that service life will be extended beyond this date when testing completes. The Air Force continues to modernize the F-15 fleet with APG-63(V)3 Active Electronically Scanned Array (AESA) radars. AESA radars are a quantum leap in capability over older mechanically-scanned radars and are one of the modernization efforts needed to keep the F-15 viable through 2030. In addition, the Air Force continues the Advanced Display Core Processor program which replaces the current 1970's-era central computer. These efforts should successfully enable the F-15C/D fleet to operate safely and effectively through at least 2030.

FY 2014 Initiatives

Combat Air Forces structure is constantly assessed in relation to the dynamic security environment, joint force needs, and the current fiscal climate. The Air Force's new fighter force plans fulfill Combatant Command strategies and requirements with an increased amount of risk. Part of the plan calls for current legacy fleet service life sustainment and modernization efforts as well as F-22A upgrades to increase its air superiority capabilities and operational effectiveness.

F-15C/D: As earlier stated, the average age of the F-15C/D fleet is over 25 years. In response to the challenges created by age, the Air Force is conducting extensive investigation into the service life of the fighter fleet to better understand the feasibility of extending their service life given the economic and operational environments. Current projections indicate the F-15 C/D fleet is viable until about 2025 with full-scale fatigue testing currently underway that is expected to extend fleet viability through the 2030 time-frame.


F-15D Eagle at Nellis Air Force Base,

To ensure the F-15C/D remains viable through 2030, the FY 2014 Budget Request continues the Air Force initiative to modernize the F-15 fleet for offensive and defensive viability with AESA radars and begins development of an Eagle Passive/Active Warning Survivability System (EPAWSS), which will replace the obsolete and operationally limited Tactical Electronic Warfare System (TEWS). AESA radars outperform older radars by spreading broadcasts across a band of frequencies making it very difficult to detect and allowing aircraft to maintain a reduced signature. EPAWSS bolsters F-15C/D survivability through the installation of a new radar warning receiver, internal jammer, and countermeasures dispenser system integrated with the AESA radar. These efforts, combined with the mission computer upgrade, will successfully enable the 175 F-15C/D "Long-Term Eagle Fleet" to operate safely and effectively through at least 2030.

F-22A: The F-22A and F-35A represent the newest generation of fighter aircraft for the United States. Both aircraft are necessary to maintain superiority and access for joint and coalition forces. While both of these aircraft provide air superiority and global precision attack capabilities, the F-22A's primary role is air superiority. Details on F-35A initiatives are discussed in the Global Precision Attack Core Function of this document. Air Force investment in the F-22 program consists of three major efforts in the subcategories of organic sustainment, aircraft availability, and combat capability modernization.

The Air Force received its last production F-22A in 2012, culminating the 187 aircraft production run. As the Raptor transitions from production into sustainment, the Air Force is investing in organic depot standup activities to ensure the Air Force depot system contributes to F-22A structural and avionics sustainment for the lifecycle of the weapons system. The Air Force also plans to reprioritize and emphasize aircraft availability by continuing to invest in the Reliability and Maintainability Maturation Program (RAMMP). RAMMP continuously evaluates the entire air vehicle and its interconnected subsystems making it the built-in process to assess and implement necessary modifications to rectify identified deficiencies, such as last year's life support system malfunctions resulting in a five month fleet grounding and ongoing corrosion control efforts. Increment 3.1 capabilities continue to field, including APG-77 radar air-to-ground and electronic attack improvements. Also in FY 2013, the Air Force prudently responded to the new fiscal environment by segmenting follow-on Increment 3.2 capabilities into two separate deliveries: Increments 3.2A and B. Continuing investment in Increment 3.2A and 3.2B research, testing and development efforts will eventually incorporate the most advanced air-to-air weapons in the inventory to include the AIM-120D Advanced Medium-Range Air-to-Air Missile and the AIM-9X Sidewinder to counter anti-access threats.


F-22 Raptor runs training mission over the Pacific Ocean

Air Superiority Munitions: The Air Force continues to enhance development, production and integration of modern munitions for air superiority. The FY 2014 Budget Request includes AIM-9X Block 2 and AIM-120D development, integration, and production. The AIM-9X adds lock-on-after launch and data link capabilities that allow pilots to release the missile without having the target "locked" at the time of launch. This decreases time required from target identification to firing. The AIM-120D is the next iteration of the AMRAAM missile with increased range and radar capabilities. The AIM-120D program was restructured to slow production while the test program demonstrates software and production delays are resolved. The Air Force has plans to increase production rates of both missiles across the FYDP.

Space Superiority

Overview

Space Superiority is the ability to provide the degree of access and freedom of action necessary to create military effects in, through, and from space and deny our adversaries enabling operations by United States and Allied forces. Space capabilities are increasingly vital to our warfighting abilities and to our daily lives. Through the Space Superiority Core Function, Airmen provide Joint Force Commanders with Global Access, Global Persistence, and Global Awareness. These aspects are critical to the lethality, precision, flexibility and responsiveness required to deter aggression, win America's wars, and conduct missions such as humanitarian and disaster relief operations. In addition, the U.S. and global economy rely on space systems and space operations to enable such vital activities as transportation, commerce, and agriculture.

The Air Force is the DoD's steward of space, offering vital capabilities to support the warfighter. These space capabilities include nuclear survivable communications; launch detection/missile tracking; positioning, navigation and timing (PNT); space situational awareness (SSA); space control; military satellite communications; access to space for all National Security Space (NSS) missions; and weather data. Rapid technology advancements and the long-lead time for developing new space technology results in an ongoing need to plan, design, and implement space advancements. This core function accounts for approximately $10.1B of the Air Force FY 2014 Budget Request as reflected in Figure 22. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

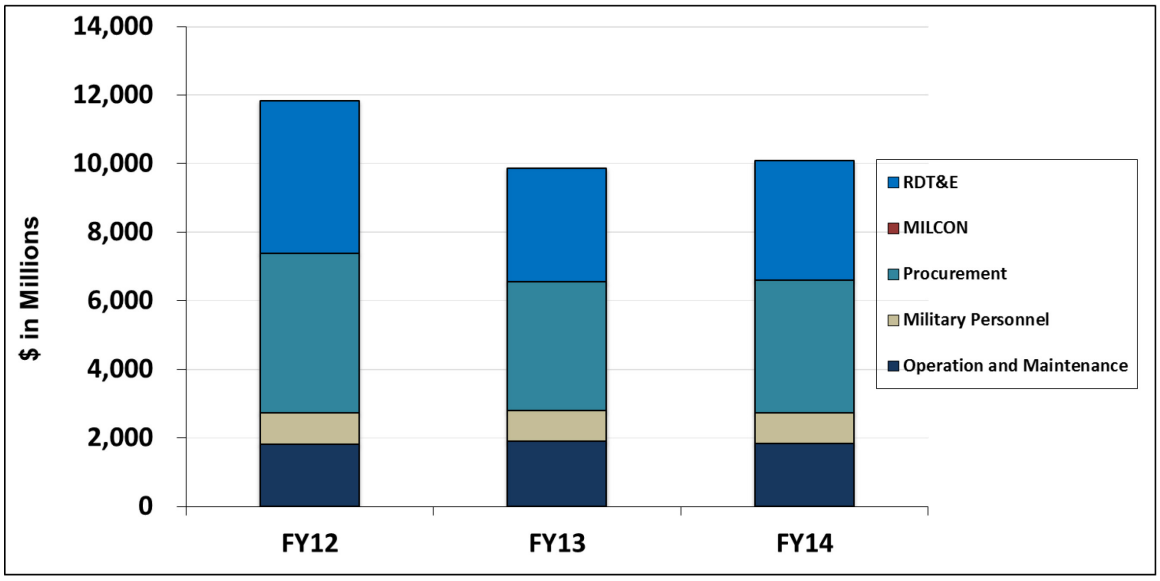


Figure 22. Space Superiority TOA by Appropriation

Accomplishments

By any measure, FY 2012 has been a watershed year for the Air Force in space. Today, more than ever before, the world has witnessed Air Force Space Command's game-changing capabilities, honed over 30 years of existence. The way America fights today is underpinned by the very assets space superiority brings to the joint fight.

In FY 2012, the Air Force conducted eight flawless launches of the EELV. These launches make 56 consecutive EELV launches to date and 89 successful NSS missions. In terms of NSS, FY 2012

witnessed the lengthening of the unprecedented NSS launch record with its 88th successful mission since 1999. An impressive record that was accomplished while simultaneously driving down launch costs.

During the past year the Air Force successfully launched the fourth Wideband Global SATCOM (WGS) satellite to its operational orbit. WGS-4 is the first in the new Block II series. As the DoD's newest SATCOM workhorse, WGS provides high capacity satellite communication to the joint force including the ability to seamlessly connect users across the X and Ka frequency bands. With an order placed for a 10th satellite, WGS is an example of international partnership with participation from Australia, Canada, Denmark, Luxembourg, the Netherlands, and New Zealand. WGS-5 is expected to launch in FY 2013.

AEHF SV-2 launch, 4 May 2012

The Air Force also launched the second Advanced Extremely High Frequency (AEHF) satellite in May 2012. AEHF delivers increased capacity for survivable, secure, protected, and jam-resistant satellite communication for strategic and tactical warfighters as well as our most senior national leadership. AEHF efforts include our international partners: United Kingdom, the Netherlands, and Canada.

The Air Force continues to sustain and modernize the GPS for the nation, providing all-weather, 24/7 precise PNT information to an unlimited number of civil and military users. Since declaring Full Operational Capability in 1995, the GPS has met or exceeded performance standards for accuracy, availability, and reliability and is committed to do so in the future. The third of 12 GPS Block IIF satellites launched on October 2012, continues the sustainment of this critical mission and fielding improved capabilities for civilian (L2C and L5 signals) and military (M-Code) users. In an effort to maintain mission assurance and meet the nation's civil and military requirements, the Air Force continues to develop the next generation of satellites (GPS III), control segment (OCX), and military GPS user equipment (MGUE). Developers are using an innovative, non-flying, but fully functional GPS III prototype to work systems integration issues up front resulting in early discovery of potential manufacturing or design issues. In order to provide full coverage, the Air Force maintains a minimum of 24 fully mission-capable GPS satellites at all times. At the close of FY 2012 the Department had 30 operational satellites in orbit.

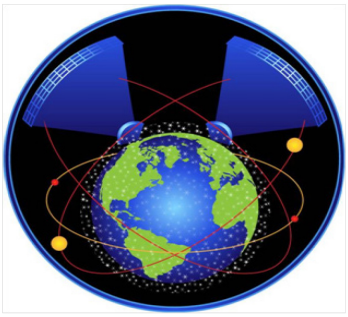
Joint Space Operations Center display

The Air Force achieved a major milestone in space command and control, completing the operational utility evaluation for the first increment of the Joint Space Operations Center (JSpOC) Mission System (JMS) at Vandenberg AFB. For years, the Air Force has been tracking objects in space, counting and reporting numbers, and watching the population steadily grow. With the transition to JMS, the nation will better understand the space operational environment, assess the threat, and improve the ability to command and control forces to respond. JMS enables moving from a reactive posture in space to a much more predictive one. Increment 1 of JMS is simply the first step toward that future. This past year the Air Force supported the international community by providing monitoring and tracking analysis on the reentry of the failed Russian Phobos-Grunt spacecraft. The Air Force also predicted the reentry and breakup of a failed Russian Breeze-M rocket body, guaranteeing our Nation's leadership the highest quality space situational awareness.

FY 2014 Initiatives

The FY 2014 Budget Request continues to modernize the GPS program with delivery of the first GPS III satellite, providing improved anti-jam capabilities and accuracy, and a new civil signal (L1C); the budget request funds two GPS III satellites (7 and 8). The Air Force continues the efficient space procurement for

the block buys of AEHF (vehicles 5 and 6) and the Space-Based Infrared System (SBIRS) (GEO vehicles 5 and 6); both programs are incrementally funded as previously approved by Congress. The FY 2014 request implements a new EELV acquisition strategy that emphasizes best value to the taxpayer through increased competition (including new entrants) while remaining focused on mission success; the budget request funds procurement of five EELV launch services. In addition, the Air Force took step to sustain and extend Defense Meteorological Satellite Program (DMSP) which has been supporting the Joint warfighting and intelligence community users for 50 years. The next DMSP satellite is set to launch in FY 2014 with the final satellite available for launch when required to sustain the DoD's operational needs. Continuing DMSP allows the Air Force to re-define the space-based weather requirements and capabilities needed by the DoD to deliver a follow-on system to the warfighter in the most cost effective manner.



Ground radar space surveillance system to detect, track and identify small space objects

The Space Fence will be a system of two land-based radars to detect, track, identify and characterize orbiting objects. Site I will be located at Kwajalein Atoll in the Marshall Islands and will be the most accurate, high capacity radar in the Space Surveillance Network (SSN). It will provide a critical SSN capability needed to give warfighters the ability to maintain a full and accurate orbital catalog, ensure orbital safety, and perform conjunction assessments. The Space Fence data will be fed to the JSpOC at Vandenberg AFB. This data will be integrated with other SSN data to provide a comprehensive SSA and integrated space picture.

The Space Fence will provide enhanced space surveillance capabilities to detect and track orbiting objects such as commercial and military satellites and space debris. The Space Fence will have greater sensitivity, allowing it to detect, track and measure an object the size of a softball orbiting more than 1,200 miles in space. Because it is an uncued tracking system, it will provide evidence of satellite break-ups, collisions, or unexpected maneuvers of satellites. It will form the foundation of improved SSA by expanding the ability and capacity to detect, track, identify and characterize orbiting objects, such as commercial and military satellites, smaller objects, maneuvering satellites, break-up events and lower inclination objects.

Relocating the C-Band Radar enhances current SSA capability with coverage of the Southern Hemisphere; taking the first step toward an SSA partnership with Australia. The 2012 Defense Strategic Guidance states "today space systems and their supporting infrastructure face a range of threats that may degrade, disrupt, or destroy assets." Accordingly, DoD will continue to work with domestic and international allies and partners and invest in advanced capabilities to defend its networks, operational capability, and resiliency in cyberspace and space in following the 2011 National Security Space Strategy objective to "strengthen safety, stability and security in space."

Relocating Antigua range radar to Australia for SSA use.

Air Force Space Command (AFSPC) took the initiative to fund continued development and sustainment of AEHF operations in FY 2014. AFSPC funded interim contractor support to sustain the mission control segment, crypto, AEHF Calibration facility, and interim C2 terminal through FY 2015 Interim Operational Capability (IOC). Additionally, the Air Force developed the GEO 5-6 acquisition strategy to build two clones of SBIRS GEO 4 with projected deliveries in 2019 and 2020. This strategy leverages previous investments in the existing GEO satellite design and allows the Air Force to sustain essential mission capabilities while the near-term Space Modernization Initiative (SMI) Investment Plan informs the trade space for system evolution beyond SBIRS GEO 5 and SBIRS GEO 6.

Cyberspace Superiority

Overview

Cyberspace Superiority is the degree of control of one force over an adversary to conduct full-spectrum military cyberspace operations that permit freedom of action in cyberspace at a given time and place while denying those freedoms to that adversary. It lets Joint Force commanders integrate operations in multiple theaters at multiple levels through planning, coordinating, tasking, executing, monitoring and assessing air, space, and cyberspace operations across the range of military operations. Every military operation, across the entire spectrum of conflict, relies on the cyber domain. Air Force Space Command is the Air Force lead for cyberspace operations and provides COCOM support to the United States Cyber Command (USCYBERCOM) through the 24th Air Force (AFCYBER). This core function makes up 4% of the Air Force budget and includes $1.4 billion for Cyberspace Operations in the Air Force FY 2014 Budget Request for Information Technology as reflected in Figure 23. The Air Force will spend 91 percent in domain establishment and cyberspace infrastructure, 5 percent in Cyber Defense, and 3 percent in Cyber Offense. To improve the capabilities and increase the availability of Air Force operational cyber capabilities to the joint warfighter, the service increased funding for crypto algorithms, enhanced a cyber test and training range, provided an annual technology refresh to keep the range current and relevant in a dynamic environment, and enhanced procurement and O&M funding in support of active cyber defense. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

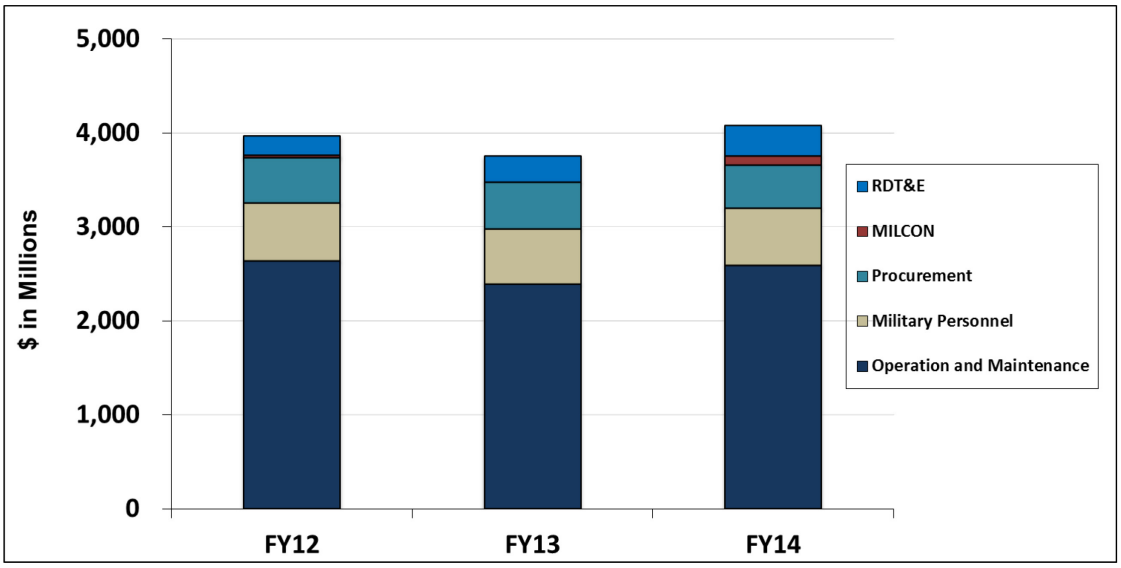


Figure 23. Cyberspace Superiority TOA by Appropriation

Accomplishments

In 2012, the Air Force continued to strengthen its cyber mission. The Air Force completed the deployment of the Air Force Network (AFNET) NIPRNET Gateways, continued progress toward a single Air Force network, graduated its first cyber weapons instructors, and the year culminated with a Cyber Summit hosted by the Secretary of the Air Force to discuss the status of Air Force cyber organization, manpower, and capabilities, as well as the role the Air Force should play as military operations in the cyber domain mature.

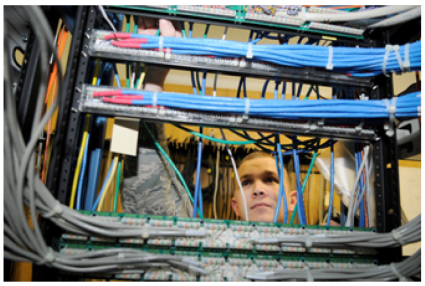
The Air Force has completed deployment of the AFNET NIPRNET Gateways at 16 regional locations. AFNET traffic, which originally used 104 base locations for network traffic has now been reduced to 16 AFNET Gateways creating a more secure and centralized managed network. The new gateways support the development of a single Air Force network.

The AFNET Active Directory Exchange (ADX) migration program continued to move towards a single Air Force Network. The estimated completion date is EOY 2013. This single network will allow Air Force personnel the ability to log on to the unclassified network at any Air Force installation. Airmen all over the globe will simply insert their Common Access Card wherever they are and use the Air Force network and shared resources away from their home station. AFNET migration will standardize network operations across the entire enterprise thereby enhancing security and allowing improved oversight of network threats, vulnerabilities, and performance. The AFNET also interfaces with several personnel databases, such as Defense Enrollment Eligibility Reporting System, to provide automatic updates to user accounts. To date, 37.4 percent of NIPRNET users across 62 bases have migrated. Of the bases migrated, Air Force Reserve Command and Air Mobility Command have been completely migrated into the AFNET, while AETC, AFSPC, PACAF, and ANG have partially migrated.

On 16 June 2012, the Air Force completed its first cyber weapons instructor course (WIC) at the U.S. Air Force Weapons School, 328th Weapons Squadron, Nellis AFB. The initial course had eight graduates. Throughput for the WIC is five active duty and one guard/reserve student per five and half month class. The course focuses on developing instructors who can fill weapons and tactics billets within Air Force operational squadrons. The course has a tactical focus on defensive platforms operated by the Air Force and an operational focus on integrating cyber (and other non-kinetic) effects with kinetic operations.

The Secretary of the Air Force recently hosted over 30 Air Force senior leaders to consider Air Force roles and way-ahead in Cyberspace. The resulting 'Cyber Summit' occurred in November 2012, and it baselined Air Force understanding of cyber operations, Air Force roles within the cyber domain, and cyber capabilities to support Combatant Command requirements. There are several initiatives that will command significant budgetary attention starting in FY 2014, including our continued effort to build a single AFNET Migration, supporting the Joint Information Environment initiative, and building the Air Force component of the proposed USCYBERCOM force construct, along with developing the capabilities and Airmen that will operate them over the course of the next several crucial years.

FY 2014 Initiatives



561st Network Operations Squadron, Colorado Springs, CO

The FY 2014 funding will support consolidating and improving network security and capability to provide seamless information flow among air, space, and terrestrial network environments and most importantly, complete mission assurance to the warfighter. The Air Force will replace crypto devices to stay in compliance with National Security Agency (NSA)-mandated cease-key dates. In the area of Cyber Defense, the Air Force will increase the operational capacity of the Cyber Hunter mission capability. The Air Force will provide the resources for new network defense "speed of need" capabilities from development to sustainment. Additionally, the Air Force continues to plan for and influence development of the DoD Joint Information Environment (JIE). Air Force personnel are working with their Service counterparts, CYBERCOM, DISA, DoD CIO, and other DoD Agencies and Combatant Commands to shape the strategy, planning, and implementation of this overarching DoD initiative. Air Force programs are being examined and shaped to ensure they are postured into the JIE framework.

The Air Force is also working with joint staff and USCYBERCOM to provide the forces required for the cyber mission teams at the national, Combatant Command, and service level. With the recent Secretary of Defense (SECDEF) approved force planning model for USCYBERCOM, the Air Force will review its force presentation to USCYBERCOM and make required changes to align service component capabilities with required force structure.

Global Precision Attack

Overview

The Global Precision Attack core function describes the Air Force ability to hold any target at risk across the air, land, and sea domains. This is primarily accomplished with A-10, F-15E, F-16, and B-1B aircraft. These aircraft perform both traditional strike and non-traditional ISR roles to support joint and coalition ground forces on a daily basis. While the United States and coalition team have a distinct precision attack advantage in Afghanistan today, potential adversaries are leveraging technologies to improve existing airframes with advanced radars, jammers, sensors, and more capable surface-to-air missile systems. Increasingly sophisticated adversaries and the proliferation of anti-access and area-denial capabilities will challenge the ability of Air Force legacy fighters and bombers to engage in heavily defended areas. In response to these challenges, the Air Force's FY 2014 Budget Request encompasses a balanced approach to precision strike capabilities within fiscal constraints to influence, manipulate, or dismantle an opponent's capacity to deny access. This core function accounts for approximately $15.7B of the Air Force FY 2014 Budget Request as reflected in Figure 24. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

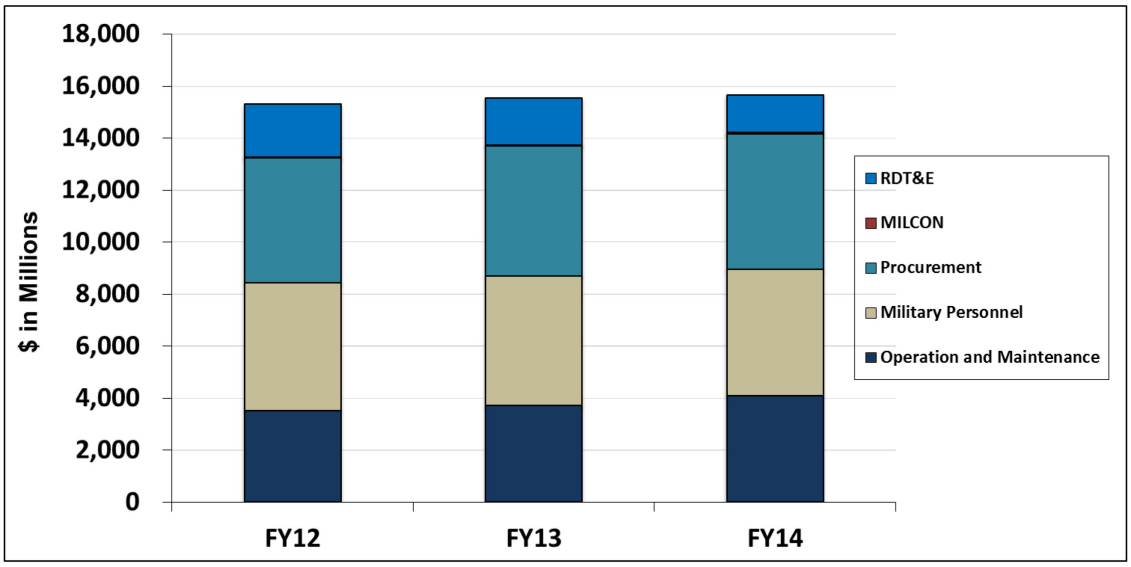


Figure 24. Global Precision Attack TOA by Appropriation

Accomplishments

The Air Force currently has nearly 30,000 Airmen deployed to contingencies across the globe with over 21,000 in the United States Central Command (USCENTCOM) AOR. Air Force global precision attack aircraft flew over 41,000 hours and 7,000 sorties in support of Overseas Contingency Operations in FY 2012.

The Air Force completed the upgrade of the Sniper Compact Multi-band Datalink (CMDL) pods and directed the upgrade of all legacy Sniper pods to Sensor Enhancement (SE) capability and functionality. The Air Force began taking delivery and active testing of the LITENING and Sniper SE pods (with advanced features and upgrades such as Two-Way Data Link Transmitter and Data Recorder). Both capabilities significantly increase long-range battlefield situational awareness and help ensure positive target identification. In addition, the CMDL upgrade ensures air-to-

F-16 with Sniper Pod

ground transmissions are protected from enemy exploitation while also seamlessly integrating with Joint Terminal Attack Controllers via the Remotely Operated Video Enhanced Receiver (ROVER) system.

After completing the transition from A-10A to the newer C model in June 2011, the Air Force, in FY 2012, continued to take delivery of wings from the Wing Replacement Program (WRP). WRP will replace old wings that are not economically reparable, with brand new wings manufactured by Boeing. Up to 283 wing sets will be replaced under this program, which extends beyond the current FYDP.

In FY 2012, the Air Force continued developmental testing of preferred air-to-ground munitions, completed critical Joint Air-to-Surface Standoff Missile (JASSM) test firings, and will complete final system refinement, design and test of the MOP. The MOP is a weapon system designed to accomplish the difficult, complicated mission of reaching and destroying our adversaries' weapons of mass destruction located in well protected facilities. It is more powerful than its predecessor, the BLU-109. Finally, the Air Force continued development of the second increment of the Small Diameter Bomb (SDB) providing the Air Force even greater capability and flexibility in all weather conditions.

The Air Force continues delivery of the F-35A Lightning II at Eglin AFB to increase its training fleet capacity so it can meet increasing pilot and maintenance personnel production requirements. The Air Force is also preparing for delivery of F-35As to Edwards AFB as part of the Operational Test fleet, to Nellis AFB as part of the Force Development Evaluation fleet, and to Luke AFB for stand up of its second pilot training location. While continuing to increase its F-35A fleet, the Air Force also continues to modernize the legacy fighter fleet to maintain sufficient capability and capacity until the F-35A fleet is fully operational.

FY 2014 Initiatives

The FY 2014 Budget Request in Global Precision Attack funds modernization of legacy fighters, the B-1B, F-35A development and procurement, development of a new Long Range Strike-Bomber (LRS-B) capability, and continued investment in preferred air-to-ground munitions. As a whole, the adjustments described below provide a sustainable, relevant fleet.

F-15E: The Air Force continues to support future precision attack capabilities with AESA radars for the F-15E. AESA radars on the Strike Eagle will ensure weapon system viability, improve reliability, maintainability and performance, while providing a robust, all-weather, air-to-ground targeting capability. Additionally, the agile beam transmissions from AESA radars improve F-15E survivability. The Air Force will further enhance electronic protection capabilities against newer surface-to-air threats. Like the F-15C/D, F-15E modernization includes EPAWSS to promote aircraft survivability against modern threats.

F-16: The FY 2014 Budget Request continues two life extension programs for the F-16: Structural Service Life Extension Program (SLEP) and CAPES; F-16 SLEP & CAPES are a bridge to the F-35A. SLEP activities include a full scale durability test and structural modifications to add 8-10 years of service life to each airframe. The CAPES upgrades include an AESA radar, a new cockpit display, data link enhancements, and an improved defensive suite.

F-16 Crews Chiefs execute hot pit refueling technique

F-35A: To counter the anti-access and area denial challenge the United States faces in many potential theaters, the Air Force is procuring the F-35A Lightning II. This aircraft is will provide significant capability gains over the legacy aircraft it will replace. The aircraft benefits from stealth technology and its one engine will provide more power than the two engines used in the Euro fighter or the F-18. The aircraft holds its weapons inside versus on pylons, improving stealth and maneuverability. The FY 2014 Budget Request includes funding for the continued development of the F-35A weapon system and

procurement of 19 F-35A aircraft. The F-35A will eventually replace the F-16 and A-10 aircraft for Global Precision Attack functions and will complement the F-22A Raptor for air superiority functions. The F-35A brings significant increases in capabilities and a smaller basing footprint requiring less infrastructure and sustainment materiel. While this aircraft has experienced some program delays, the Under Secretary of Defense for Acquisition, Technology and Logistics certified the program as essential to National security.

Long Range Strike: The Air Force is committed to modernizing bomber capacity and capabilities to support LRS military options. Development of the next steps to advance the family of systems critical to the LRS capability is ongoing. These steps include the platforms, ISR, electronic warfare, communications, and weapons that make up this critical national capability. The future bomber, LRS-B, must be able to penetrate the increasingly dense anti-access/area denial environments developing around the world. To this end, the Air Force FY 2014 Budget Request includes funding to continue the development of an affordable, long range, and penetrating aircraft that incorporates proven technologies. This follow-on bomber represents a key component to the joint portfolio of conventional and nuclear deep-strike capabilities.

B-1B Modernization: In addition to the development of LRS-B, the Air Force will continue to modernize the B-1B to ensure the fleet remains viable until recapitalization can be accomplished. The FY 2014 Budget Request includes the continuation of the B-1 Integrated Battle Station contract which concurrently procures and installs Vertical Situation Display Upgrade (VSDU), Central Integrated Test System (CITS), and Fully Integrated Data Link (FIDL). VSDU and CITS each address obsolescence and diminishing manufacturing sources for the B-1 fleet. FIDL provides both the electronic backbone for VSDU and CITS, as well as a capability enhancement of line-of-sight/beyond line-of-sight Link 16 communications. In addition, the FY 2014 Budget Request includes upgrades to flight and maintenance training devices to ensure continued sustainability and common configuration with the aircraft fleet. These initiatives will help bridge the gap until the next generation long range strike aircraft is operational (B-2 and B-52 initiatives are addressed in the Nuclear Deterrence Operations core function on page 37).

Global Precision Attack Munitions: The FY 2014 Budget Request includes procurement for the Guided Bomb Unit (GBU)-53B, Small Diameter Bomb Increment II (SDB II). The GBU-53B provides a capability to hold moving targets at risk in all weather and at stand-off ranges. SDB II is a key part of the anti-access and area denial solution for future conflicts and will be integrated onto the F-22 and F-35A, among other legacy platforms.

GBU-53/SDB II fit check on F-22A Raptor

The procurement of 80 AGM-158B Joint Air-to-Surface Standoff Missile-Extended Range (JASSM-ER) and 103 JASSM baseline variants is also included with the FY 2014 Budget Request. The JASSM-ER is an upgraded version of the baseline JASSM that can fly a much greater distance providing excellent stand-off ranges in an anti-access and area denied environment, increasing the flexibility and lethality of the force.

The FY 2014 Budget Request for Global Precision Attack capabilities reflect the need to win today's fight, while investing in systems to address the anti-access and aerial denial challenge faced by the United States. It also continues to modernize the legacy fighter and bomber fleet to maintain sufficient capability and capacity as the Air Force transitions to a fully operational F-35A fleet.

Rapid Global Mobility

Overview

Rapid Global Mobility consists of a responsive mobility system that delivers and sustains combat forces and provides humanitarian assistance around the globe in support of joint, coalition, and civilian partners, helping the nation achieve its security objectives, both locally and abroad. This core function accounts for approximately $16.5B of the Air Force FY 2014 Budget Request as reflected in Figure 25. (Note: It is important to understand that unlike the other operations discussed in this performance based budget that are funded entirely by appropriated dollars, global airlift operations are funded primarily by airlift customer transportation accounts through the Transportation Working Capital Fund). To ensure mobility capacity is sufficient to meet future operations, a Mobility Capability & Requirements Study (MCRS) was conducted to evaluate the mobility system, as directed by the Secretary of Defense, to ensure proper resources will be available to support a variety of strategic engagements. This analysis, published in February 2010, informed strategic planning and support decisions regarding future mobility force structure. Updated guidance in the 2010 Quadrennial Defense Review and the Department of Defense's ongoing Comprehensive Review have changed the basis for much of the study though various cases and excursions in the study remain relevant and continue to inform ongoing budget decisions. Based on further analysis building upon MCRS and the defense strategy, the Air Force reduced portions of the airlift and tanker fleets in relation to reductions in force structure across the Department, retiring some of the oldest, least capable aircraft while continuing modernization efforts to ensure the remaining aircraft are the most capable to meet the requirement. This analysis also validated the Air Force plan to address the tanker replacement as its number one modernization priority and to sustain the current airlift capacity through modernization, reliability and efficiency upgrades. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

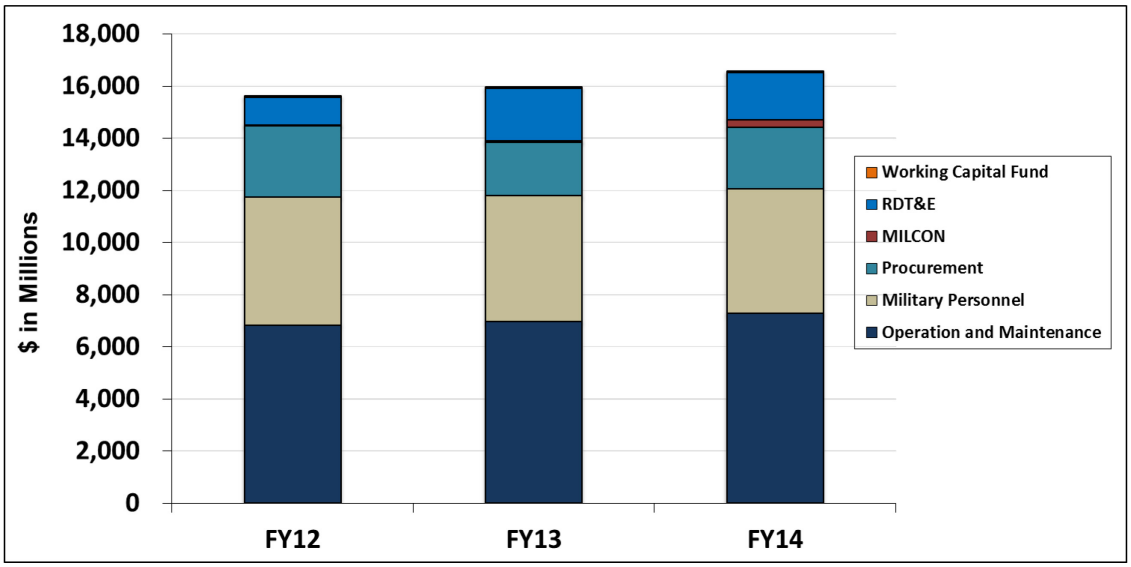


Figure 25. Rapid Global Mobility TOA by Appropriation

Accomplishments

Tanker Operations: Air Force tankers extend the range and persistence of other aircraft to conduct operations around the world. In FY 2012, Air Force tankers in the USCENTCOM AOR refueled more than 74,000 joint and coalition aircraft with over 980 million pounds of fuel. Since September 11, 2001, the Air Force has delivered more than 15 billion pounds of fuel to Air Force, joint, and coalition aircraft. The KC-135 and the KC-10 are the primary aircraft providing refueling capability to both United States and coalition aircraft. These aircraft must respond to both planned and changing combat conditions that

demand aircraft availability to perform against each mission. While current operational requirements are being met, the KC-46A program is critical to meet future operational demands in this mission area.

Airlift Operations: The bulk of airlift operations are supported by C-5, C-17, and C-130 aircraft to deliver supplies and equipment to both United States and coalition forces and for humanitarian relief efforts. The ability to deliver critical supplies into the most remote regions of Afghanistan provides Combined Forces Land Component Commanders the freedom to maneuver and arrange forces as needed. In many locations, Airmen, Soldiers and Marines depend exclusively on airlifters to bring them supplies to carry out their missions. In FY 2012, Air Force airlift in the USCENTCOM AOR moved more than 247,000 short tons of cargo, transported over 866,000 passengers, and airdropped more than 49 million pounds of critical supplies. Since September 11, 2001, Air Mobility Command has executed more than 469,000 airlift sorties moving approximately 4 million tons of cargo and nearly 7.4 million passengers in support of Operations IRAQI FREEDOM/NEW DAWN and Operation ENDURING FREEDOM.

Aeromedical Evacuation: The men and women who put themselves in harm's way serving the Nation can be assured they will receive rapid, top-notch medical care if required. Aeromedical Evacuation brings patients to world-class medical treatment, fulfilling the Air Force priority of caring for service members and their families. Aircraft already airborne can be re-routed within minutes of notice to address priority cases. Aeromedical Evacuation crew members, working in concert with Critical Care Air Transport Teams, provide state of the art care to patients while airborne. In FY 2012, aeromedical evacuation crews moved approximately 6,000 patients within the USCENTCOM AOR alone. Globally, aeromedical evacuations crews performed nearly 13,000 patient movements during FY 2012, averaging 36 per day and providing time-sensitive transport for those most in need.

AF Aeromedical personnel care for fellow warfighters

FY 2014 Initiatives

The Air Force continues to recapitalize its oldest aircraft while ensuring legacy mobility fleet viability through modernization. The FY 2014 Budget Request provides for initiatives including Tanker replacement and modernization upgrades to the C-5, C-17 and C-130 fleets.

Tanker Replacement: The FY 2014 Budget Request reflects a balanced approach across the tanker and airlift portfolios. The KC-46A tanker recapitalization program remains an Air Force top priority; without tankers, the Air Force isn't global. The new tanker is intended to replace the oldest KC-135 aircraft built in 1957. More than a mere replacement for aged KC-135s, the KC-46A will provide a forward leap in capability. The KC-46A will be able to multi-point refuel joint and coalition aircraft, carry cargo or passengers, conduct aeromedical evacuation and self-deploy to any theater. The program plan is to purchase 179 KC-46A aircraft. By 2028, the Air Force expects to base 179 KC-46As at one formal training unit (FTU) and up to 10 main operating bases (MOB). Final basing decision for the FTU, MOB 1, and MOB 2 will be made and announced in the spring of 2014.

C-5M Galaxy sits on flightline at Dover Air Force Base

Airlift Modernization: The FY 2014 Budget Request continues the long-standing Air Force objective to modernize its C-130 fleet. With the Air Force as lead service, a new joint multiyear procurement effort will procure 79 C-130J variant aircraft and saves 9.5% over an annual contract. This FY 2014-FY 2018 effort includes 43 HC/MC-130J and 29 C-130J Air Force aircraft which

replace older C-130s from the active Air Force, Air National Guard and Air Force Reserve units.

Additionally, a "New Start" requirement began in FY 2013 to replace the C-5 Core Mission Computer (CMC) and Weather Radar to mitigate obsolescence of the existing system. This effort centers on replacing the existing CMC to obtain sufficient capability/capacity for future requirements. An upgraded, common fleet offers life cycle cost benefits including greater reliability and simplified fleet-wide training.

Another part of the C-5 Galaxy modernization plan is the Reliability Enhancement and Re-engining Program (RERP). RERP includes new engines that produce 22 percent more thrust and upgrades to cockpits, skin, and frames, pressurization systems and landing gear. These upgrades not only result in higher reliability and availability rates, but the newly designated C-5M Super Galaxy has a shorter takeoff distance, higher climb rate, increased cargo loads and greater range. The FY 2014 Budget Request continues funding for this program.

The FY 2014 Budget Request supports KC-46A development and modernizes America's airlift aircraft while incorporating upgrades to improve fuel efficiency and performance. These investments sustain the strategic advantage of rapid global mobility the United States uses to support global joint, coalition, and humanitarian missions.

Special Operations

Overview

Special Operations Weather Team Member collects weather data using specialized equipment

The United States faces adversaries who choose to fight using a hybrid of irregular, disruptive, catastrophic and traditional capabilities as a way to achieve their strategic objectives. This involves persistent/protracted conflict in which conventional and irregular warfare (including counterinsurgency) are blurred and can occur simultaneously. This operational environment is likely to continue for the foreseeable future. The Special Operations Core Function is at the heart of tackling these challenges. Special Operations capabilities can be tailored to achieve military objectives with or without broad conventional force requirements and can support the application of diplomatic, informational and economic instruments of national power. Special Operations are typically low-visibility, clandestine, conducted in all environments and are particularly well suited for denied or politically sensitive environments. Operations in Afghanistan and Iraq have increased the requirement for low-density/high-demand Special Operations Forces (SOF) personnel and platforms. High demand is expected to continue as counterterrorism and irregular warfare missions are prosecuted. Consequently, DoD's prioritized investments continue to grow the nation's special operations capabilities. This core function accounts for approximately $1.6B of the Air Force FY 2014 Budget Request as reflected in Figure 26 below. Additional details of FY 2011 accomplishments and FY 2014 initiatives are included in the sections that follow.

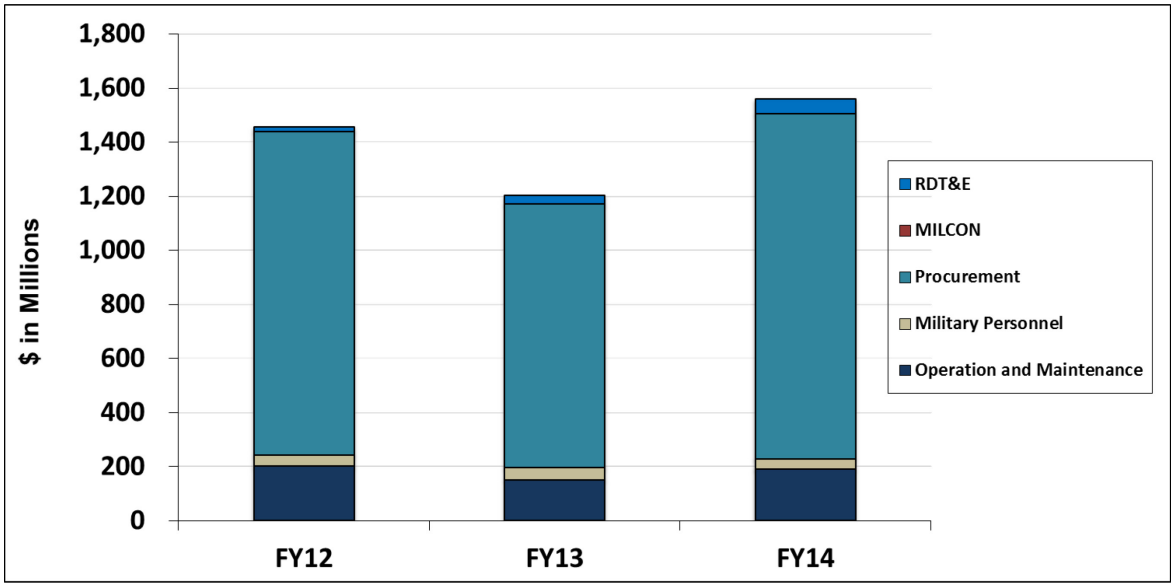


Figure 26. Special Operations TOA by Appropriation

As the lead command for Air Force Special Operations Forces (AFSOF), Air Force Special Operations Command (AFSOC) receives funding from both the Air Force and United States Special Operations Command (USSOCOM). In general terms, base operating support and service common equipment are funded by the Air Force, while SOF dedicated operations, including flying hours, SOF unique equipment, modifications to service common equipment and new SOF mission MILCON are funded through USSOCOM. This unique funding construct demands synchronization between the Air Force and USSOCOM.

Accomplishments

In FY 2012, AFSOC flew thousands of direct-action and Special Tactics combat sorties in support of Operations ENDURING FREEDOM, ODYSSEY DAWN and UNIFIED PROTECTOR. 2012 saw AFSOC airmen fly 14,761 combat sorties for over 51,221 combat hours. Airmen moved 15.6 million pounds of cargo, transported over 33,500 passengers and fired 16,600 rounds of ammunition. These missions achieved critical effects as the Air Force partners with the joint and coalition team to win today's fight.

AC-130W Stinger II SOPGM common launch tubes

FY 2012 also saw continued high operational deployments of Special Operations capability including the armed AC-130W Stinger II, an aircraft that went from concept to deployment in 22 months. The Stinger II is designed to provide ISR, strike, and armed over-watch, and is modified with the new Precision Strike Package. The strike package includes sensors, a 30 mm gun system, Standoff Precision Guided Munitions, a mission operator console, communications suite, and flight deck hardware. Additionally, Small Diameter Bomb capability was demonstrated on the aircraft in 2011 and was first deployed in July 2012. The CV-22 Osprey completed its third combat deployment in FY 2012 after reaching initial operational capability in FY 2009. The Osprey combines vertical/short takeoff and landing capabilities with extended range and speed, allowing SOF to strike farther away in less time than when employing conventional rotary wing lift. The ability to produce combat capability on the battlefield continues to be supported by the Air Force Special Operations Training Center (AFSOTC), Hurlburt Field, FL. AFSOTC graduated 587 aircrew and support personnel in FY 2012, and conducted SOF training and education courses for over 7,000 personnel.

AFSOC has continued to grow to meet the increasing requirement for special operations capability. In June 2012 AFSOC stood up the 24th Special Operations Wing, comprised of over 1,200 Special Tactics personnel, fulfilling a critical combat capability. The Nonstandard Aviation Program, which provides dedicated, agile, intra-theater airlift for the Geographic Combatant Commanders' (GCC) Theater Special Operations Commands (TSOCs) was delivered to all 5 GCC's as of September 2012 and flew 5,590 missions and more than 13,400 hours in support of Special Operations Forces. To meet the rising demand for ISR, AFSOC received approval to increase the U-28A program of record from 22 to 32 mission aircraft in April 2012. AFSOC's U-28 aircrews flew 7112 missions and more than 36,100 hours in FY 2012 and will be able to support an additional 28 deployed sorties per day with the added aircraft. Finally, the 919 SOW, AFSOCs gained reserve wing, was approved to be re-missioned into the Aviation Foreign Internal Defense (AvFID) mission, furthering the command's Total Force Integration efforts. A Wing-to-Wing Classic association force structure concept was approved in March 2012, supporting all AvFID operations and maintenance functions, in addition to supporting the Combat Aviation Advisor flying training. The 919 SOW will transition from the MC-130E Combat Talon I mission and fly the C-145A.

C-145A lands on a road in Afghanistan

FY 2014 Initiatives

In the FY 2014 Budget Request, the Air Force continues to invest in special operations aviation and support its Battlefield Airmen and their joint SOF partners. Support for specialized air mobility and precision strike capabilities includes continued recapitalization of aging MC-130P and AC-130H aircraft with the procurement of four MC-130J aircraft and five AC-130J gunships in FY 2014. Fielding of the Air Force's SOF vertical lift capability remains on track with procurement of the final three CV-22 aircraft in FY 2014. Aircraft deliveries will grow the CV-22 fleet to 43 aircraft in FY 2014 with

completion of the full program of record (50 aircraft) projected for FY 2016. Table 25 shows the planned FY 2014 Air Force Special Operations weapon system procurements as well as the key capability provided by each.

Table 25. Air Force Special Operations Planned FY 2014 Weapon System Procurements

Weapon System	Role/Capability	FY 14 Qty
MC-130 Recapitalization	Low-level air refueling, infiltration, exfiltration, and resupply of special operations forces	4
AC-130 Recapitalization	Modular precision strike package with sensors, communications, and weapons	5
CV-22	High speed vertical lift	3
Total		**12**

The FY 2014 Budget Request also adds non-recurring engineering funds to improve CV-22 inlet barrier filters that increase operational effectiveness in desert environments while reducing sustainment costs, research and development funding for an MQ-9 Extended Range capability in support of growing Combatant Commander global ISR requirements and operations and maintenance funding for Melrose Range, a premier training complex for combat air force, electronic combat, and special operations air to ground integration training.

Special Tactics operator reads coordinates to aircrew

AFSOC, the USSOCOM air component, is engaged in operations around the world. Many AFSOC operations support strategies aimed at building relationships to prevent future conflict within a region. AFSOC employs a dedicated force that executes the mission areas of SOF mobility, shaping and stability operations, battlefield air operations, ISR, precision strike, agile combat support, C2, and information operations enabling delivery of special operations combat power anytime, anywhere. Air Force special operations is also pushing the innovation and technology envelope to develop responsive, relevant and sustainable capabilities to achieve Combatant Commander goals within the context of a dynamic security environment. As an adaptive learning organization, AFSOC's understanding of irregular challenges has been the catalyst to modify the Air Force Special Operation's warfighting approach. In summary, AFSOC has evolved organizations and capabilities to remain a step ahead in an ever-changing environment.

Global Integrated Intelligence, Surveillance and Reconnaissance

Overview

Global Integrated ISR is the synchronization of surveillance and reconnaissance across all domains to achieve decision superiority. This includes the production of essential intelligence through planning, collecting, processing, analyzing and rapidly disseminating critical information to decision-makers across the spectrum of worldwide military operations and at all levels of warfare. Through the Global Integrated ISR Core Function, Airmen provide timely, fused, and actionable intelligence to joint force commanders. The FY 2014 request ensures the Services' ability to execute the major tenets of the January 2012 Defense Strategic Guidance while remaining committed to providing unparalleled, full-spectrum ISR of all-source collection to the Nation's deployed military forces. The Global Integrated ISR core function accounts for approximately $7.1B of the Air Force FY 2014 Budget Request as reflected in Figure 27. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

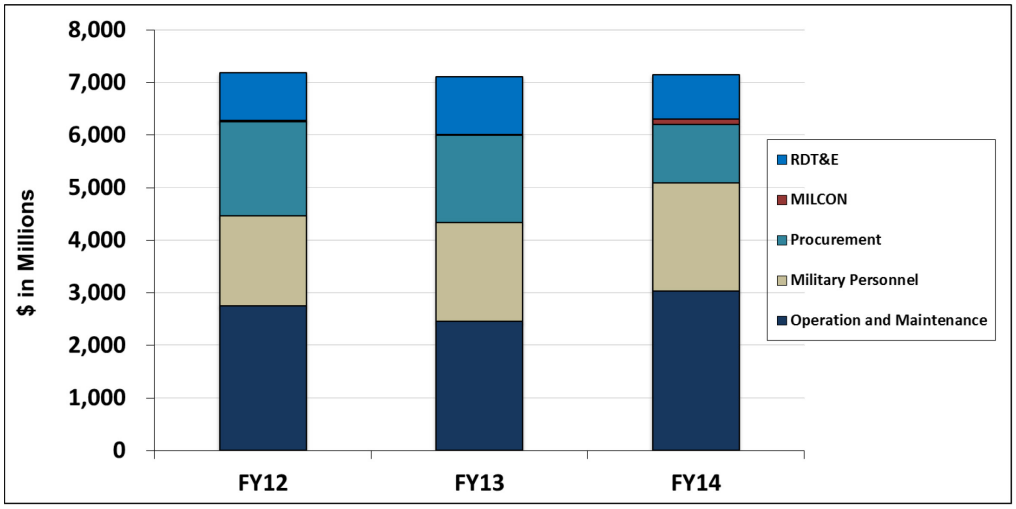


Figure 27. Global Integrated ISR TOA by Appropriation

Accomplishments

Global Integrated ISR provides a variety of operations across every domain, and impacts almost every mission area. Combatant Command requirements, similar to U.S. Central Command missions in Iraq and Afghanistan, highlight the continued and constant need for timely, fused data from all available sources. To address these needs, the Air Force continues to expand manned and unmanned airborne ISR capacity and intelligence processing, exploitation, and dissemination (PED) capabilities. In 2012, the Air Force expanded the number of MQ-1B Predator and MQ-9A Reaper Remotely Piloted Aircraft (RPA) CAPs to 60. The RC-135 RIVET JOINT (RJ) delivered over 12,000 flying hours in support of Combatant Commanders wartime requirements and began integrating a WGS capability onto the RC-135 fleet. The MC-12W proved to be a work horse for Air Force manned tactical ISR as the fleet amassed over 84,000 flight hours. The RQ-4 Global Hawk flew 12,800 hours in support of theater operations. The U-2 continues to satisfy Combatant Commander's high-altitude ISR requests. Ongoing sustainment efforts to U-2 aircraft fielded an upgrade that doubled the multi-spectral resolution for sensors used in Afghanistan and the Persian Gulf region. The U-2 also integrated the SPIRITT hyper-spectral sensor to support USCENTCOM, and began fielding cockpit pressurization modifications to extend the ability to meet the Combatant Commanders' increasing demand for U-2 support.

MC-12 Project Liberty

In FY 2012, the US Department of Defense and the United Kingdom (UK) Ministry of Defense continued to pool resources in the co-manned RC-135V/W RIVET JOINT program to better meet intelligence challenges of the future through a robust and unmatched international intelligence sharing partnership. Throughout 2012, this unprecedented international ISR partnership continued to pay significant operational benefit to both Air Force and Royal Air Force (RAF) co-manned RC-135 missions supporting Combatant Commander operational requirements in the USCENTCOM, US European Command and US Africa Command Areas of Operations with RAF crew members recently passing a collective 22,000 flight hours on the RC-135 since the effort began in 2011.

Analysts within the Air Force Distributed Common Ground System (AF DCGS), the Air Force's premier global ISR weapon system, provided actionable intelligence to warfighters and decision makers at tactical, operational, and strategic levels 24 hours a day throughout the year. While conducting continuous ISR operations, AF DCGS further evolved to process, exploit, and disseminate imagery and signals intelligence data from an increased number and variety of sensors and platforms, to include wide area motion imagery (WAMI) and hyper-spectral imagery (HSI) sensors. While heavily focused on ongoing operations in Afghanistan, AF DCGS also provides simultaneous support to multiple Combatant Commands daily, and can rapidly respond to emerging ISR requirements from across the globe. Furthermore, AF DCGS put renewed emphasis on its ISR collaboration with our Coalition partners. In addition to long-standing combined operations with the Republic of Korea and the UK, AF DCGS successfully partnered with the Royal Australian Air Force to exploit high altitude imagery through the Joint Airborne ISR Exploitation Environment (JAISREE) program.

FY 2014 Initiatives

The FY 2014 Budget Request supports the ultimate goal of Global Integrated ISR operations to achieve desired effects in support of national security objectives through decision superiority across the operating environment and adversary intentions. The FY 2014 Global Integrated ISR request remains approximately 5 percent of the Air Force total budget request and "right sizes" the Global Integrated ISR Core Function for critical support to military operations and national security objectives for today and tomorrow.

RQ-4 Global Hawk

The budget request realigns funds to "right-size" the RPA force, ensures the viability of high altitude conventional assets, improves the Air Force targeting enterprise, and addresses the ISR enterprise-wide need for end-to-end automation from collection through dissemination. The Air Force remains on track to field 65 MQ-1B Predator and MQ-9A Reaper CAPs by May 2014. The Air Force will begin R&D activities to extend MQ-9 aircraft duration and range. The budget request rephased RDT&E funding for RQ-4 Global Hawk ground station and communications suite sustainment and increases U-2 Dragon Lady readiness and sustainment funding, including manpower, to support over 15,500 hours of requested operational support. The FY 2014 Global Integrated ISR budget request increases personnel at the Air Force Targeting Center to support deliberate planning requirements and invests in Network Centric Collaboration Targeting capabilities which includes developing targeting automation tools, machine-to-machine interfaces, and auto-populate capabilities across ISR intelligence and C2 systems. Additionally, the FY 2014 Budget Requests military construction investments for a new DCGS building supporting more than 200 operators, maintainers, support personnel, and mission systems at Beale AFB, California; and alters an intelligence operation facility to provide a Sensitive Compartmented Information Facility (SCIF) for an ANG ISR Group in Springfield, Ohio.

Command and Control

Overview

Military operations in the 21st century are highly complex and require close coordination to be effective. An effective Command and Control (C2) system allows efficient and effective coordination of all the means that Airmen can bring to bear on a conflict and speed the outcome in our favor. C2 is the key operational function that ties all the other functions together to achieve our military objectives. It enables commanders to integrate operations in multiple theaters at multiple levels through planning, coordinating, tasking, executing, monitoring, and assessing air, space, and cyberspace operations across the range of military operations. C2 operations enable efficient and effective exploitation of air, space, and cyber domains and include both air and ground based systems such as the E-3 Airborne Warning and Control System (AWACS), E-8C Joint Surveillance Target Attack Radar System (Joint STARS), E-4B National Airborne Operations Center (NAOC), Air and Operations Centers (AOC), and Control and Reporting Centers. The FY 2014 Budget Request for this core function is approximately $5.7B as reflected in Figure 28 below. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

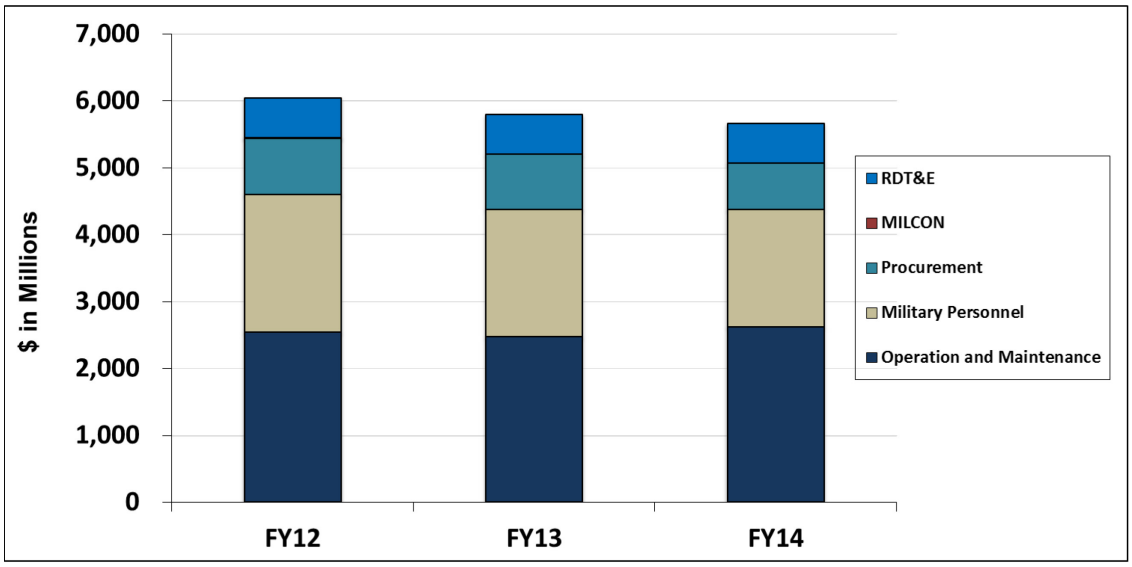


Figure 28. Command and Control TOA by Appropriation

Accomplishments

In FY 2012, the Joint Surveillance and Target Attack Radar System (JSTARS) Enhanced Land Maritime Mode (ELMM) modification was also completed. The radar mode provides improved Ground Moving Target Indicator (GMTI)/Maritime Moving Target Indicator (MMTI) geo-location accuracy, reduced clutter, adds Synthetic Aperture Radar (SAR) capability, and improved imagery transmission in support of Combatant Commanders C2 Battle Management decisions.

Development of a new integrated avionics system continued on E-3 Airborne Warning and Control System (AWACS) aircraft which will allow the E-3 to operate in congested civil airspace. Block 40/45 equipment upgrades initiated in November 2010 on the E-3 are replacing a mission computer system installed in the 1970s. These ongoing upgrades will provide new computer equipment that will improve information sharing, target tracking and identification as well as integrate sensory inputs both on and off the aircraft.

E-3 AWACS over Nevada after refueling during exercise

The E-4B National Airborne Operations Center began to receive significant communications upgrades to four aircraft in FY 2012, further reinforcing the Air Force commitment to the nuclear mission. In addition, a study was commissioned to assess options to ensure future nuclear C2 mission support.

The Air Force began fielding updates to AOC 10.1. and awarded the modernization contract for development and delivery of AOC 10.2 to the warfighter. In FY 2012, the Air Force leveraged a government-led approach to ensure improved, timely, and more efficient delivery of 10.2. AOC 10.2 will resolve capability shortfalls related to cyber vulnberabilities, automation, joint system interoperability, and machine-to-machine integration. The Air Force is also moving forward with the third part of the AOC modernization strategy, replacing Theater Battle Management Core System - Force Level mission functionality with Command and Control (C2) Air Operations Suite (C2AOS) applications and C2 Information Services (C2IS). C2AOS-C2IS will provide interfaces that AOC operators will employ to manage and schedule airspaces and missions and facilitate air operations data for use by other applications. Moreover, C2AOS-C2IS will lay the foundation for the integration of the AOC Weapon System with the Missile Defense Agency's command and control, battle management and communications system and provide the Area Air Defense Commander with a more effective tool for the C2 of Integrated Air and Missile Defense capabilities.

AOC Weapons System Locations

Since 2006, the Air Force, in partnership with the Department of Homeland Security, Customs and Border Protection has been in a 50/50 cost share program to extend service life on the 81 interior Long Range Radar Systems through 2025. The $287M program began deployment of the Common Air Route Surveillance Radars in May 2011 and will deploy through 2015 when the program is completed. Results of the preliminary testing data indicate many improvements in the radar performance as well as extending the life of these radar systems. In addition, the AN/FPS-117 in Alaska, Canada, Hawaii and Puerto Rico have an approved $126M service life extension program called the Electronic Parts Replacment Program (EPRP) with contract award in May of 2011 to Lockheed Martin. The EPRP is funded through FY 2015 with deployment through 2015.

Battle Control System – Fixed (BCS-F) completed deployment of version 3.1 with operational acceptance in June 2010. BCS-F version 3.2 began site acceptance testing in October 2011 with operational testing to begin in April 2012. BCS-F provides the full spectrum of tactical-level aerospace battle management and execution functions to NORAD and PACOM region and sector commanders which include; Integrated Battle Management and Intelligence, Information Superiority and Precision tracking and engagement.

The Air Force will establish a ready reserve capability for future AOC restructuring considerations. In addition to the stand-up of Reserve units, the Air Force funded AOC Reserve unit training suites to be fielded by 2014. AOC 10.1 will continue to be sustained, while investment in AOC 10.2 is ongoing.

FY 2014 Initiatives

The C2 emphasis in the FY 2014 budget complies with DoD's budget reduction goals while maintaining viable C2 capability. Support for the E-3 AWACS and E-8 JSTARS programs extended the FY 2012 program plans. The E-3 AWACS will continue the Block 40/45 upgrades while investments in JSTARS will sustain the fleet as the Air Force continues to assess its GMTI strategy in the context of the findings of the Synthetic Aperture Radar (SAR)/Moving Target Indicator (MTI)/JSTARS Analysis of Alternatives (AoA) and the constrained budget environment. The FY 2014 program includes full funding for Joint Tactical Radio System (JTRS) waveform development and the handheld/manpack programs.

The Air Force added funds to its Three Dimensional Expeditionary Long-Range Radar (3DELRR) development program to account for increased engineering and manufacturing design costs and to improve vendor competition in FY 2014 to reduce long-term program costs. The 3DELRR will replace the legacy TPS-75 radar and be the principal Air Force long-range radar, improving aircraft and ballistic missile warning. It will provide a Multi-Source Integration (MSI) capability for an improved picture of the battlespace and threat identification.

The Air Force added $70.5M across the FYDP to develop and procure a replacement for the current computer in the Control Reporting Center's (CRC) operations module. The new CRC computer will improve tracking capacities and fusing capabilities to suport air battle management. The Air Force also took the first step towards implementing the Joint Aerial Layer Network by funding $135M across the FYDP to develop and field a terminal linking 5th generation fighter aircraft with 4th generation aircraft and Command and Control systems.

Candidate…mobile surveillance and air traffic control radar system (D-RAPCON)

The Deployable Radar Approach Control (D-RAPCON) Program received $17.6M in RDT&E from FY 2014 to FY 2016 to adjust for contract delays. The D-RAPCON system will replace the 40 year old AN/MPN-14K and AN/TPN-19 Airport Surveillance Radar and Operations Shelter (OPS) subsystems with state of the art digital systems. The D-RAPCON will provide both a terminal and enroute aircraft surveillance capability, and will be used with the Deployable Instrument Landing System and a fixed or mobile control tower to provide a complete air traffic control capability. The D-RAPCON will support tactical military operations and also provide a capability to support domestic disaster relief.

In support of modernizing NC3 capability the Air Force has requested $20M to begin replacement of the E-4B National Air Operations Center's Low Frequency system in FY 2014. The C2 core function directly supports Nuclear Deterrence Operations by ensuring the viability of Nuclear Command Control and Communications (NC3). In other NC3 areas the FY 2014 budget right sizes distributed NC3 operations and invested in improved sustainment of Integrated Threat Warning and Attack Assessment for Senior Leaders alongside improved sustainment for the National Military Command Center. The Joint Precision Approach Landing System (JPALS) Increment 2 (Land-based) was transferred to the USN. The Air Force transferred about $161M (FYDP) to the USN so that JPALS Inc 2 can be completed.

Personnel Recovery

Overview

Personnel Recovery is defined as the sum of military, diplomatic and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel. National Security Presidential Directive-12 widened the pool of potential isolated personnel to include nearly any US citizen or groups of citizens abroad who may be taken hostage.

The Air Force is fully committed to training and preparing personnel to avoid and survive isolating events by deploying highly trained, properly organized and fully equipped dedicated rescue forces to quickly recover isolated personnel by multiple means. The increased use of military and civilian personnel in support of Overseas Contingency Operations has significantly increased the demand for Air Force rescue forces beyond the traditional combat search and rescue mission. The Air Force's Personnel Recovery capability is made possible through the collective and coordinated employment of the Rescue Triad: HH-60G Pave Hawk helicopters, HC-130P/N/J Combat King aircraft, and Guardian Angel pararescue forces. The Air Force is further supported in these endeavors by the training, preparation, planning and reintegration efforts of Guardian Angel Survival, Evasion, Resistance and Escape Specialists.

This core function accounts for approximately $1.7B of the Air Force FY 2014 Budget Request as reflected in Figure 29 below. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

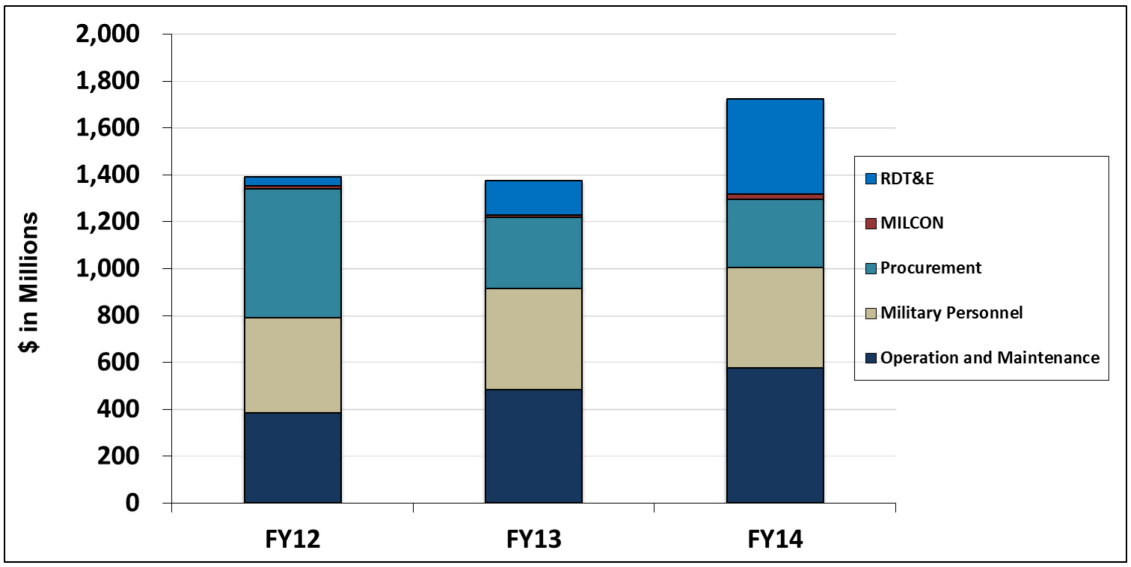


Figure 29. Personnel Recovery TOA by Appropriation

A highly leveraged joint and multi-role force, rescue assets have remained heavily tasked and engaged in operations at home and abroad since September 2001. Overseas Contingency Operations continue to place high demands on aircraft, equipment, and most importantly, personnel. Personnel Recovery operations in Afghanistan persist, while operations in the Horn of Africa grow and a European personnel recovery commitment continues as North Africa remains volatile. To that end, the rescue force is dedicated to Combat Search and Rescue support for Combatant Commander theater plans and in regional hot spots. Furthermore, Air Force rescue forces serve as a Global Response Force with both

HH-60G helicopters take off from the deck of the French aircraft carrier Tonnerre during Operation UNIFIED PROTECTOR

contingency and humanitarian missions maintaining a rapid deployment capability. In addition to worldwide response, this response force contributes to United States Northern Command's Defense Support to Civil Authorities for disaster relief and humanitarian assistance operations.

The operational tempo on these Low Supply/High Demand assets has taken its toll on personnel and equipment. Each rescue weapon system maintains a deploy-to-dwell ratio below the Air Force target of 1:2. The wear shows on the aircraft too; with battle damage, structural cracks in aging aircraft and extremely high utilization rates in Overseas Contingency Operations leaving insufficient HH-60 aircraft in the active force to ensure combat readiness. The programmed and ongoing HC-130J conversion will improve rescue fixed-wing fleet health; however, the conversion process initially will place some strain on the force balancing operational demands with squadron transformation

Accomplishments

In CY 2011, rescue forces flew over 7,624 hours and 7,638 combat sorties in support of CENTCOM, averaging 21 combat sorties per day. CY 12 saw a significant decrease in HH-60G and HC-130P operations with 4,632 hours and 4,927 combat sorties respectively in support of Overseas Contingency Operations. Figure 30 shows the number of saves and assists performed from CY 2010 through 2012. Air Force Rescue forces are credited with saving 1,981 coalition lives in CY 2010, 1,691 lives in 2011, and 1,194 lives in 2012.

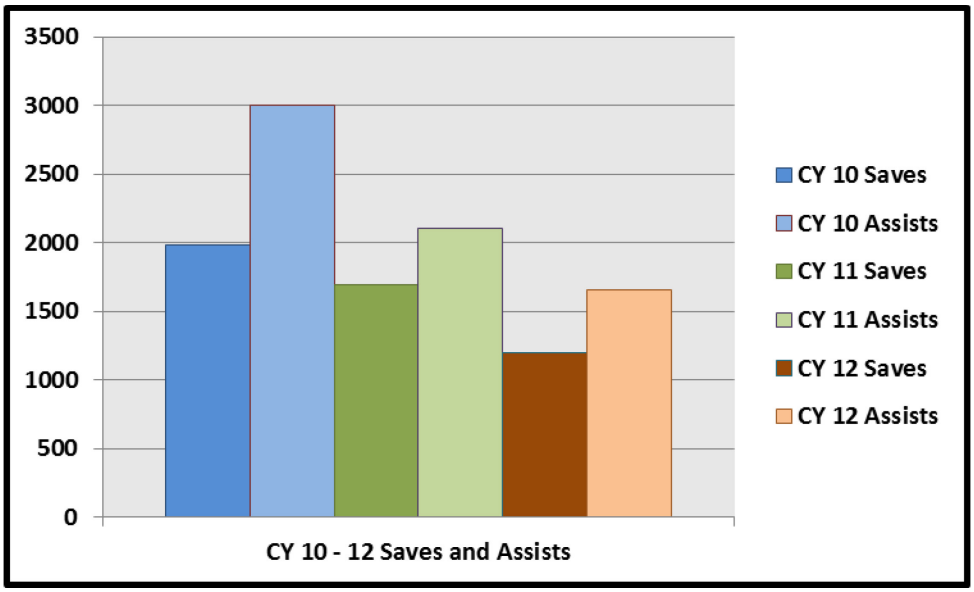


Figure 30. Overseas Contingency Operations Saves and Assists

Coalition and joint teammates have come to rely heavily on Air Force rescue forces in Overseas Contingency Operations resulting in 1,194 coalition, joint and partner nation lives saved during CENTCOM and combined joint operations in Afghanistan alone this year. The vast majority of missions flown were Casualty Evacuation, intra-theater Aeromedical Evacuation and special operations support.

In addition to Overseas Contingency Operations, rescue forces contributed 600 missions this calendar year to United States Northern Command for disaster relief and humanitarian assistance operations. Specifically, Air Force Rescue provided Hurricane Isaac and Hurricane Sandy rescue and recovery support and conducted numerous extended distance and duration water rescue missions in the Pacific and Atlantic Oceans. Over 7,000 lives have been saved by Rescue Airmen since 2001 demonstrating full spectrum Personnel Recovery capability.

FY 2014 Initiatives

An HC-130J aircrew and maintenance team stand at attention in front of their plane on Davis Monthan Air Force Base

Several investments have been made to recapitalize Personnel Recovery equipment and continue growing the forces critical to providing Personnel Recovery expertise and capability. First, the Air Force will replace HH-60Gs lost through operations and attrition, via the Operational Loss Replacement program and plans to award the Combat Rescue Helicopter contract in fourth quarter FY 2013 to recapitalize legacy HH-60Gs. In addition to HH-60G recapitalization, the Air Force will replace its legacy HC-130P/Ns with HC-130Js. The first of 7 HC-130 squadrons is currently converting to the new HC-130J and recapitalization and conversion efforts are scheduled for completion in FY 2023. Finally, reconstitution and modernization of Guardian Angel equipment, along with a personnel increase to a targeted 42 Unit Type Codes (completed in FY 2015), will facilitate continued growth to better support standing Combatant Commander requirements. The result of this total force modernization, in execution of the ACC Core Function Master Plan future vision, will be a well-resourced force dedicated to the primary mission of Combat Search and Rescue. Additionally, inherent and multi-faceted operational capabilities enable the Air Force to present flexible solutions for collateral missions during varying degrees of crisis.

Building Partnerships

Overview

Building partnership is a key part of the U.S. Air Force's long-term security goals. Through exercises, conferences, training, and other activities, the Air Force partners with hundreds of nations on mutual security cooperation objectives, which are outlined in the Air Force Global Partnership Strategy (AFGPS). The AFGPS, released in November 2011, guides the USAF on future security cooperation efforts and is specifically aimed at nurturing and deepening existing partnerships and creating new ones to counter violent extremism, deter and defeat aggressions, strengthen international and regional security, and shape the future force. The BP core function accounts for approximately $0.3B of the Air Force FY 2014 Budget Request as reflected in Figure 31 below. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

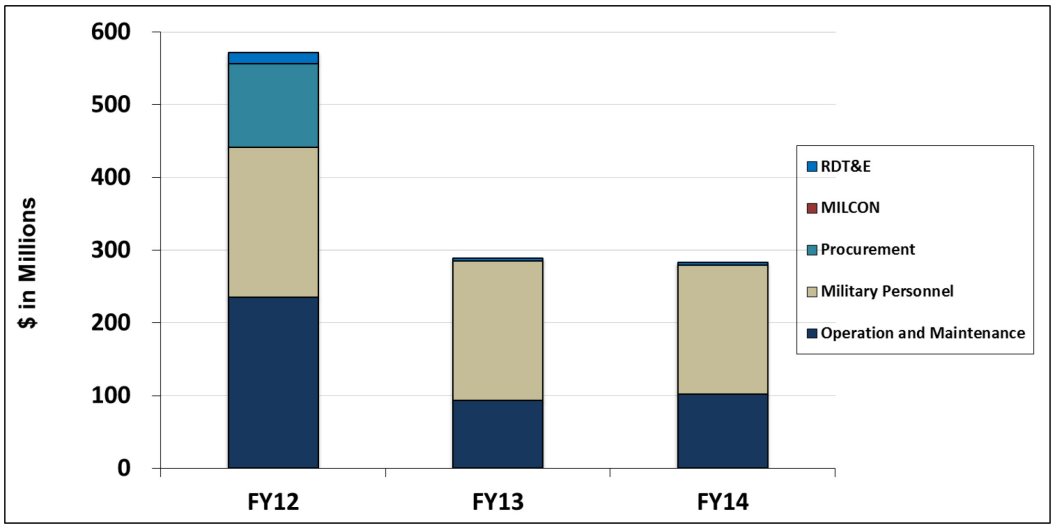


Figure 31. Building Partnerships TOA by Appropriation

Accomplishments

The C-17 Strategic Airlift Capability (SAC), reached 8,000 flight hours in August 2012, and declared full operational capability in November 2012. The consortium, known as the Heavy Airlift Wing (HAW), operates a fleet of three C-17s and is governed by a 2008 Memorandum of Agreement between 12 nations. The program continues to mature and provided direct logistics support to International Security Assistance Forces operations in 2012. The Air Force continued to strengthen and institutionalize capabilities within the general purpose forces to conduct Security Force Assistance (SFA) and Building Partner Capacity (BPC) activities with partner nations. A key part of these activities was the work of the USAF air advisors assigned to the 321st Air Expeditionary Wing (AEW) in Iraq and the 438 AEW in Afghanistan which enabled their Iraqi and Afghan counterparts to build operationally capable air forces that will meet security requirements for their respective countries.

Member of 818th Mobility Support Advisory Squadron, center, assists Ghanaian AF members in preparing to

The International Affairs Specialist (IAS) Program develops and manages the Air Force's Regional Affairs Strategists (RAS) and Political-Military Affairs Strategists (PAS). RAS officers are deliberately developed with a regionally-focused advanced academic degree, language proficiency and in-region experience. These officers perform functions most critical to creating and sustaining partnerships, including serving as Attachés and Security Cooperation Officers. The USAF's RAS inventory increased to 304 in 2012, a 26 percent increase from 2011. PAS officers serve as political advisors and in key political-military

billets to advise Combatant Commanders and key combat support agencies. These officers enable the international relationships leveraged to Build Partnerships. Demand for PAS officers remains high and 88 are developed every year for one-time assignments.

U.S. and French pilot swap as part of the three-year foreign exchange pilot program

The Military Personnel Exchange Program (MPEP) enables United States military personnel to exchange positions with military personnel from other nations to promote partnerships, interoperability, and standardization. MPEP is a valuable means of military-to-military cooperation as it supports security cooperation goals and contributes to interoperability and coalition warfighting capability. In FY12, 154 reciprocal exchanges were in place to meet MPEP mission requirements with plans to establish 43 non-reciprocal exchanges by the end of FY15.

In FY2012 the Air Force trained 38 partners in 14 undergraduate and graduate aircraft platforms and 113 partners in 255 tech training programs through the reimbursable Foreign Military Sales system. During that same time, the Air Force conducted a total of 6 RED FLAG international exercises and 19 GREEN FLAG exercises; active participants included: Japan, Australia, UK, Norway, Canada, Saudi Arabia, Korea, UAE, and Colombia. A variety of partner aircraft were utilized to include: Eurofighter, F-16, F-15, AWACS, and C-130.

The Air Force established and executed a number of Memorandums of Understanding (MOU) increasing global capability and leveraging partnership capacity. The Wideband Global Satellite Communications (WGS) MOU, valued at more than $10 billion US dollars with Canada, Denmark, Luxembourg, the Netherlands, New Zealand, and the United States in Jan 2012. This MOU will enable expansion of the WGS program with a ninth satellite thus increasing interoperability and partner access to improve critical communications for military forces across the globe. The Air Force concluded the Space Situational Awareness Partnership "Sapphire" Memorandum of Understanding (MOU) with Canada on May, 4, 2012. The MOU, valued at more than $1 billion US dollars, will remain in place for five (5) years and sets a foundation for even longer term cooperation. The Rivet Joint Sustainment and Follow-on Development (SFD) Memorandum of Understanding (MOU) signed in FY 2011 and continuing through 2017 between the United States and the United Kingdom is the last piece of the "One Fleet concept". This unique 'one fleet concept" offers great benefits to the U.S. and supports our closest coalition partner. UK personnel have participated in over 700 operational and 450 training missions over EUCOM, CENTCOM and AFRICOM AORs with over 22, 800 hours flown on U.S. RJs through a co-manning agreement.

The North Atlantic Treaty Organization (NATO) Alliance Ground Surveillance (AGS) Program, a consortium of 13 NATO nations, is governed by a 2009 Program Memorandum of Understanding (PMOU) to design, develop, acquire, operate, and initially support a NATO-owned airborne ground surveillance platform and associated ground stations at a total cost of $2.4B. The NATO AGS Program continues to mature as seen by the recent signature (May 12) of the contract between NATO Ground Surveillance Management Agency (NAGSMA) and Northrup Grumman for acquisition of 5 Global Hawk aircraft with Multi-Platform Radar Technology Insertion Program (MP-RTIP) sensors. The NATO AGS will provide NATO with ground and maritime moving target indicator capability, as well as provide radar imagery of areas and stationary objects that is interoperable with national systems by 2017.

The Universal Armaments Interface (UAI) Project Demonstration Agreement (PDA) signed 13 Aug 2012 between the U.S. and France is an interoperability demonstration integrating the French Armament Air Sol Modulaire (AASM) precision-guided weapon and certifying compliance and flight-testing of the AASM on a USAF F-16. This PDA and others similar to it will allow the U.S. to support the development of the NATO UAI Standardization Agreement which will increase interoperability with our closest allies and leverage more than $11M in partner contributions.

Additionally, the Air Force signed 30 International Cooperative Research, Development, and Acquisition (ICRD&A) agreements involving partnerships with 18 nations and one NATO organization. These ICRD&A agreements have a value of $17.1B, leveraging $4.4B in partner contributions.

FY 2014 Initiatives

Looking forward to FY 2014, the Air Force will continue to emphasize deeper levels of language skills and regional knowledge for Airmen. The cadre of RAS program will continue to grow in order to meet global RAS requirements. A combination of certified RAS and "best fit" officers will fill approximately 283 of 320 billets with approximately 190 of these officers working in-country. Through continued program management, PAS officers will fill 265 of 310 billets. The two Mobility Support Advisory Squadrons (MSAS) and two Contingency Response Groups in Guam and Germany will continue to develop their air advisor capabilities along with language and region-specific skills to conduct training and exchanges with partner nations. Additionally, U.S. Airmen assigned to NATO Air Training Command-Afghanistan will provide valuable training assistance to the nascent Afghan Air Force, while continuing to increase the Afghans' ability to become a self-sustaining force and support the rule of law. To meet these requirements, the Air Force is increasing throughput capacity of its Air Advisor Academy to meet the greater demand for general purpose force Airmen to conduct Security Force Assistance and partner engagement missions across the globe.

Political-Military Affairs Strategist (PAS) is interviewed by national media after observing local elections in The Gambia

The Air Force will dedicate resources and manpower to enhance the capabilities of partner nations through a wide variety of security cooperation activities. International cooperation on a Search and Rescue (SAR/GPS) project with Canada will significantly improve capability, reliability, and worldwide coverage of civil SAR capabilities. The project aims to integrate 24 Canadian SAR repeaters onto USAF GPS III Space Vehicles. USAF has committed to re-locating and establishing the US owned C-band radar from Antigua to H.E. Holt Station in Western Australia; improving southern hemisphere space situational awareness and bolstering our strong space partnership with Australia. The USAF will provide support to a ten-member aviation detachment (AV-DET) in Poland to strengthen our working relationship with the Polish Air Force's F-16 and C-130 flying operations. The detachment will provide USAF training and military-to-military engagement with Poland through the use of rotational USAF aircraft and continuous engagement between the AV-Det and the Polish AF across the FYDP. The US role in the 12-nation Strategic Airlift Consortium continues through the operation and sustainment of 3 C-17 aircraft at Papa AB, Hungary. This consortium enables a unique fully operational force of 3 C-17s to meet both USAF and European partner global airlift requirements. Fielding of the Joint Strike Fighter will strengthen partnerships with key allies.

The Air force will continue to enhance coalition capability through training and exercises. Coalition partners will be able to increase combat proficiency by continuing to train on Nevada Test and Training Ranges, Utah Test and Training Ranges, and ranges such as Goldwater and White Sands Missile Range in FY14. Partner aircrews will continue to get vital training for large force employment and high end major combat operations through RED FLAG and GREEN FLAG exercises. Additionally, the USAF will train NATO fighter pilots through the Euro NATO Joint Jet Pilot Training program. The USAF will continue to fund the Gulf Air Warfare Center in an effort to continue developing regional coalition partners' capabilities; 6 of 14 nations participating in OPERATION UNIFIED PROTECTOR against Libya previously trained at the Gulf Air Warfare Center. The Air Force will expand the Center to include training in Integrated Air and Missile Defense. United States Air Forces Europe (USAFE) will establish the European Integrated Air and Missile Defense Center (EIAMDC) to train and educate USAFE and international partner personnel on missile defense procedures to include simulated wargames.

Agile Combat Support

Overview

Agile Combat Support (ACS) is the ability to field, base, protect, support, and sustain air, space, and cyberspace forces across the full range of military operations to achieve joint effects. Air, space, and cyberspace power relies on a myriad of combat support activities that Airmen provide on the ground. These include functions like force protection, installation support, logistics, personnel management, finance, acquisition, family support, military medicine, and other combat support functions. This core function accounts for over 29 percent of Air Force funding and this section will focus on the following key areas: personnel and force management, support to Airmen and their families, the energy program, acquisition excellence, installation support, and weapons system sustainment. Since the topics discussed in ACS are so broad, each will discuss accomplishments and initiatives together by subject area. This core function accounts for approximately $32B of the Air Force FY 2014 Budget Request as reflected in Figure 32 below. Additional details of FY 2012 accomplishments and FY 2014 initiatives are included in the sections that follow.

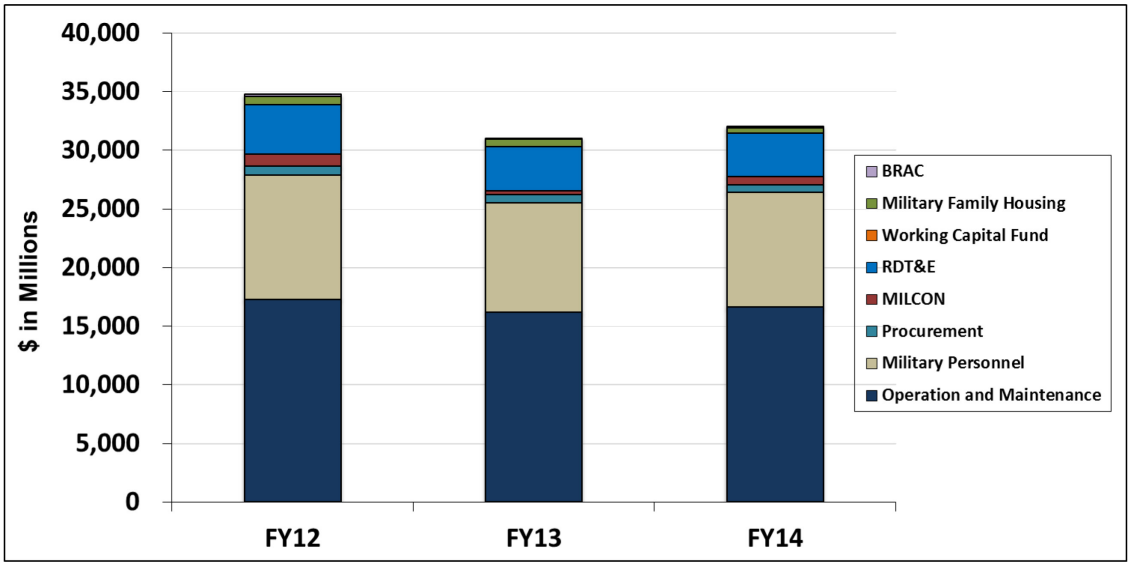


Figure 32. Agile Combat Support TOA by Appropriation

Recruiting / Retaining / Training

Endstrength/Force Shaping: The FY 2014 Budget Request realigns Active Duty and Reserve Component military manpower. Maintaining the appropriate Active-Reserve force mix is critical to the ability of the Air Force to meet forward presence requirements, maintain rapid response, and meet high-rate rotational demands within a smaller force. The overall Air Force end strength budgeted for in FY 2014 is 687,634 personnel. This includes approximately 327,600 active duty, 70,400 Reserve, 105,400 Air National Guard and 184,234[2] civilian personnel. Air Force efficiency efforts reduce manning in overhead and support functions and shift resources to warfighter and readiness programs such as nuclear enterprise, ISR, and Building Partnership Capacity. The current economy has slowed attrition and had the effect of increasing active duty manning. As a result, the Air Force exceeded endstrength in FY 2012 by 159 as remaining within two percent of authorized, active duty endstrength as required by law.

[2] Excludes OCO and Army/Navy TWCF positions

In order to avoid exceeding authorized end strength, the Air Force executed the force management program in FY 2012 with a mix of voluntary and involuntary programs and incentives. This included decreasing enlisted accessions; granting service commitment waivers for officers commissioned through the United States Air Force Academy and Reserve Officer Training Corps; granting contract waivers for enlisted members; waiving some education cost recoupment; waiving enlisted and officer time-in-grade requirements for retirement; and executing an enlisted Date-of-Separation rollback. Additionally, the Air Force used Temporary Early Retirement Authority to target specific NCO grades with 15-19 years of service, giving them the ability to retire. The Air Force continued to use the authority to allow officers to retire with a minimum of 8 years commissioned service versus the normally required 10 years. Also, the Air Force used involuntary programs such as Reduction in Force, Force Shaping Board, and Selective Early Retirement Board to reduce officer end strength.

Recruiting and Retention: The Air Force's strategic advantage begins with its ability to recruit, develop, and retain innovative warriors with a commitment to high standards. In FY 2011, 98 percent of recruits scored at or above the 50th percentile of the Armed Forces Qualification Test and 99 percent had at least a high school diploma. This trend is projected to continue through FY 2013. Sustainment of quality Airmen in the Air Force starts with attracting the best and brightest across the broadest landscape.

The Air Force is experiencing record high retention rates; however, retention within specific enlisted skills and year groups remains challenging. To that end, the Selective Reenlistment Bonus (SRB) program is the most instrumental tool to ensure Airmen remain in our most critical skills. Critical skills are characterized by retention levels insufficient to sustain the career field at an adequate level. SRBs are a retention tool used to address reenlistment challenges within specific year groups. To ensure the most prudent and effective expenditure of funds, the Air Force performs a top-to-bottom review of all skills twice each year. Retaining an adequate SRB budget allows for the distribution of bonuses to alleviate manning shortfalls.

Table 26 displays historical retention (i.e. average career length) for the ten most closely monitored enlisted career fields from FY 2009 – FY 2012. The table reflects the success of these bonuses as the retention trend has been strong, even for our historically hard-to-retain career fields. In total, the Air Force currently provides SRBs to 55 enlisted Air Force Specialties in various combinations of three separate year group cohorts (17 months-6 years, 6-10 years, 10-14 years, 18-20 years). This permits precise targeted retention improvements. Maintaining our current budget will solidify these positive trends.

Table 26. Air Force Enlisted Retention for Top 10 Monitored Career Fields

Air Force Specialty Code	Title	FY09 Retention	FY10 Retention	FY11 Retention	FY12 Retention	Trend	FY12 Retention Goal*	Retention Goal Met
1C4X1	Tactical Air Control Party	10.20	12.10	14.30	14.41	→	14.26	●
1W0X2	Special Operations Weather	21.00	20.64	19.98	22.70	↑	18.67	●
3E8X1	Explosive Ordnance Disposal	11.20	11.60	11.94	14.69	↑	13.35	●
6C0X1	Contracting	7.50	7.60	11.36	12.07	↑	8.92	●
1C2X1	Combat Control	15.10	15.80	12.97	14.17	↑	14.15	●
1T2X1	Pararescue	13.20	14.60	16.38	14.51	↓	13.02	●
1N1X1A	Geospatial Intelligence	9.60	9.20	9.64	9.66	→	12.85	●
1A8X1	Airborne Cryptologic Language Analyst	9.58	8.26	10.07	8.08	↓	11.85	●
1C1X1	Air Traffic Control	9.96	11.22	11.73	10.65	↓	12.13	●
1T0X1	Survival, Evasion, Resistance, & Escape	16.30	16.20	13.82	16.82	↑	15.10	●

*Average Career Length measured in terms of completed service

Combat Control and Pararescue career fields also received the Office of the Secretary of Defense (OSD)-approved Critical Skills Retention Bonus (CSRB). This incentive program is critical to maintaining Air Force Special Operations capabilities.

The Air Force continues emphasis on improving the health of our most stressed career fields. Stressed career fields are those meeting at least two of the following three conditions: Operational Demand (very high deployment rates), Work tempo (Required vs Funded Manpower) or Personnel Inventory/Retention (meeting the unhealthy skill code criteria based on personnel inventory and retention). Over 17 percent of the active force serves in stressed career fields. Although recruiting and retention both improved in FY 2012, the number of Airmen on the career field stress list increased because of greater operational demands and high deployment rates. Table 27 and Table 28 below provide end of FY 2012 details on stressed career fields for enlisted and officer, respectively. The Air Force pursues manning, retention, retraining, and recruiting improvements to improve the overall health of these specialties.

Table 27. Enlisted – Career Field Stress

Air Force Specialty	Title	Operational Demand	Required vs. Funded Manpower	Personnel Inventory /Retention	Recruitment Goal Met	Trend	Retention Goal Met	Trend
			Enlisted AFSs					
1A8	Airborne Crypto Lang/ISR Op	✓		✓				
1C2	Combat Control	✓	✓					
1C4	Tactical Air Control Party	✓		✓				
1N0	Operations Intel	✓	✓					
1N4	Fusion Analyst	✓		✓				
1T2	Pararescue	✓		✓				
1W0	Special Ops Weather	✓		✓				
3E2	Pavements & Construction	✓	✓					
3E3	Structural	✓	✓					
3E4	Water & Fuel Sys Maint/Pest	✓	✓					
3E5	Engineering	✓	✓					
3E8	Explosive Ordinance Disposal	✓	✓	✓				
3P0	Security Forces	✓	✓					
6C0	Contracting	✓	✓					

Table 28. Officer – Career Field Stress

Air Force Specialty	Title	Operational Demand	Required vs. Funded Manpower	Personnel Inventory /Retention	Accession Goals Met	Trend	Retention Goal Met	Trend
			Officer AFSs					
11H	Helicopter Pilot	✓	✓	✓				
11R	Recc/Surv/Elec	✓		✓				
11S	Special Ops Pilot	✓		✓				
12M	Mobility CSO	✓		✓				
13C	Special Tactics	✓		✓				
13D	Combat Rescue	✓		✓				
13L	Air Liaison Officer	✓		✓				
14N	Intelligence	✓	✓					
32E	Civil Engineer	✓	✓					
35P	Public Affairs	✓	✓					
64P	Contracting	✓	✓					

Officer retention remains high; however, the Air Force has continuing needs in critical specialties such as Aircrew, Control and Recovery, and Contracting. Additionally, the Air Force continues to focus on requirements growth in emerging missions in ISR/RPA forces. Contracting and Special Operations Control and Recovery Officers are in the process of recertifying their CSRBs, while Intelligence officers have requested initial CSRB certification. The Air Force projects a need in FY 2013 for additional retention in skills such as Airfield Operations, Intelligence, Civil Engineering, and Public Affairs due to personnel shortages with specific commissioned years of service and who have had high training investment costs. The Air Force continues to closely monitor specialties that are trending towards critical levels and are taking appropriate force management actions to improve retention to appropriate levels.

Recruitment and retention of Health Professions officers continues to be a challenge. Air Force Recruiting Service (AFRS) has seen vast improvement in Health Professions recruiting over recent years, but continues to struggle with recruiting fully qualified health professionals. In the larger student-based market, AFRS continued delivering positive results by exceeding 100 percent of the fully goaled Health

Professions Scholarship Program requirements, and 100 percent of the Financial Assistance Program requirements. Overall, AFRS recruited 98 percent of their FY 2012 Health professions goal. Specialty-trained physician recruiting remains a challenge within the critical health profession specialties. Enhancing and continuing financial incentives and accession bonuses are keys to recruiting and retaining Health Profession officers. Although recruitment and retention of medical specialties remains challenging, overall the Air Force is making improvements in meeting retention goals.

Language Training: Today's global environment calls for Airmen to have the knowledge, skills, and attitudes to build partnerships and effectively communicate with international partners and potential adversaries. Air Force leaders recognize that without the proper training and development to produce cross-culturally competent Airmen, forces will lack the critical warfighting skills to ensure mission success, especially for counterinsurgency and building partnership operations. As a result, the Air Force continues to pursue and implement initiatives to expand and enhance language proficiency and cultural expertise as discussed in the Building Partnerships Core Function. The Air Force focus on language and culture training has resulted in an increase in filled language-required billets with qualified Airmen; however, a significant capability gap remains. The Foreign Language Proficiency Bonus (FLPB) has focused incentives on these gaps, resulting in efficiencies. FLPB is a monetary incentive paid to eligible and qualified military personnel possessing foreign language proficiency. The Air Force created FLPB to encourage Total Force Airmen to acquire, maintain, and enhance foreign language skills vital to national defense.

The Air Force also increased the culture and language content of selected pre-deployment training courses and continued to grow the Language Enabled Airman Program (LEAP). LEAP is a career-long program designed to select, deliberately develop and sustain a cadre of language-enabled Airmen. The goal of LEAP is to identify Airmen who speak a foreign language, maintain their abilities through individual customized sustainment plans and ensure they utilize their language skills by filling language-required billets or taskings. The Air Force Culture and Language Center (AFCLC) has increased the efficiency and the number and language immersions for LEAP by arranging with foreign universities to house LEAP Airmen on campuses and offer meals and board in the price of tuition. On 7 January 2013, 12 students began four-week immersions in Togo Africa, Japan, Uruguay, Germany and Brazil. Similar agreements are in process for other foreign universities. 110 Airmen will attend the eMentor virtual language refresher training program using 30 languages. The Air Force Academy's language programs serve as an "onramp" for LEAP. Every cadet receives at least two semesters of required foreign language coursework, which exposes cadets to college-level language courses and identifies those with an interest in and aptitude for continued language study. To date, there are approximately 1,155 participants in LEAP and AFCLC will its next LEAP selection board (Spring 2013) focus on the enlisted corps.

Basic Military Training trainee low crawls to the next point during Airmen and Warriors course

Basic Military Training: The Air Force expanded Basic Military Training (BMT) from 6.5 weeks to 8.5 weeks in December 2008 to incorporate a greater focus on warfighting skills. In May 2010, the Air Force's 22nd Basic Military Training Triennial Review Committee validated the positive effect that expanded BMT has on graduates. The committee noted trainees are given a skill set that they "can directly transfer to their first duty station." In addition, the attrition rate has been reduced from around 8 percent prior to the change, to 5.9 percent in FY 2011 and 5.8 percent in FY 2012 due in part to instructors having time needed to mentor and teach trainees. In addition, the Air Force continues to improve facilities that support our newest Airmen at Joint Base San Antonio, TX by bringing three new recruit facilities (dormitory, classroom, and in-processing center) online in FY 2013. These projects improve BMT and provide incoming Airmen with facilities commensurate with the commitment they make to our Nation.

Taking Care of Our People

Regardless of any strategy realignment or future mission commitment, the hallmark of our success as an Air Force has always been, and will remain, our people. Our mission effectiveness depends first and foremost on the readiness and dedication of our Airmen. The Air Force is sustaining cost-effective services and programs to maintain balanced, healthy, and resilient Airmen and families so that they are equipped to meet the demands of high operations tempo and persistent conflict.

Air Force Caring for People Forum: The Air Force Caring for People Forum was held in September 2012. Both the Secretary of the Air Force and the Air Force Chief of Staff participated in the forum. For the 2nd year, the Caring for People (CfP) Forum consisted of a "3-tiered" approach which began at the installation level. Community members met to identify, develop, and prioritize issues that affect their personal and professional lives. Issues which could not be addressed at installation level were elevated to Major Command (MAJCOM)-level Community Action Information Board/Integrated Delivery System (CAIB/IDS) for review. MAJCOMs then forwarded up to 10 issues for review and action at the CfP Forum. Each group presented their top three recommendations to Forum membership for vote. Those initiatives voted in the final Top 10 were presented to the Air Force CAIB for review and action at the end of the Forum.

General Welsh at the Air Force Caring for People Forum

Transition Assistance and Force Management: The Air Force is an active partner in the sub-working group of the White House Veterans Employment Initiative. The purpose of the overall employment initiative is to reduce unemployment of our veterans. The sub-working group is focusing on a total re-engineering of the existing Transition Assistance Program (TAP). TAP is a joint responsibility of the Departments of Defense, Labor, and Veterans' Affairs. The new redesigned TAP was implemented at all Air Force installations November 21, 2012.

Military Spouse Employment Partnership (MSEP): Air Force joined the other Services in the creation of the MSEP. Modeled after the previous Army Spouse Employment Partnership, MSEP represents increased access to potentially thousands of flexible, portable job opportunities for military spouses. The MSEP website provides global 24-7 online assistance for all military spouses via Military OneSource, a digital recruiting platform offering access to job seeking military spouses, a simplified "search and match" for companies seeking skilled military spouses, and trainings to improve workplace alignment between employers and spouses. MSEP has high level interest as it directly addresses the spouse employment pillar of the First Lady's "Joining Forces" initiative and the President's Strengthening Our Military Families (PSD-9) Report, signed in January 2011. Additional partners were hosted at a new partners signing event, November 2012.

Child Education: The Air Force actively participates with the other Services, Department of Education, and Department of Defense Education Activity (DoDEA) in revising and developing initiatives to implement the Memorandum of Understanding between the Department of Defense and Department of Education. Additionally, the Air Force is part of the working group developing the 2012 - 2017 DoDEA Strategic Plan. In 2012, the Interstate Compact on Educational Opportunity for Military Children, which facilitates transitions between school districts when families move, added four states as signatories. This brings the total members to 43 and covers more than 90 percent of military connected students.

Youth: Youth Programs were highlighted in FY 2012 with the continuing work of the Air Force Teen Council along with contributions from attendees of the annual Air Force Youth of the Year Teen Forum. Together this group of dedicated Air Force teens initiated the 2012 Air Force Teen Movement and developed quarterly projects reaching out to all installations. The four projects focused on preparing teens for future success in college and the workforce and inspiring them to get involved in their

communities and were titled College Knowledge, Steps to Success, Air Force Teens Give Back, and Air Force Teen Reach Out. The Air Force Teen Council participants took a leadership role by inspiring their MAJCOM peers to conduct all four projects and complete the After Action Reports in an effort to promote a grass-roots "Teen Movement."

Child Care: Child care for Air Force families remains a significant focus area. Air Force continues to increase child care spaces and reduce waiting lists by ongoing Child Development Center construction projects. These projects will eliminate the known child care space deficit of 6,318 by the end of FY 2013. Further emphasis was placed on strengthening our Air Force Community by meeting child care needs with programs such as the Extended Duty Program, Home Community Care, Missile Care, and the Supplemental Child Care initiative. Expanded eligibility of Operation Military Child Care to include Air Reserve and Air National Guard Technicians provided additional child care support to these geographically displaced Air Force families.

Airman Resiliency Program: The Airman Resiliency Program office has been in existence for two and a half years, and has been working to lay the foundation for the Air Force wide initiative. Through approval of the CAIB/IDS, the Resiliency Program initiative is called Comprehensive Airman Fitness (CAF). Working with several subject matter experts, CAF developed the Air Force's Model of Resilience. In addition, the implementation strategy is a targeted and tiered program – meeting the individual where they are. The graphic in Figure 33 below depicts how each tier will be addressed. Each initiative listed is underway and was implemented in FY 2012.

Air Force fitness program

Exceptional Family Member Program (EFMP): The EFMP continues to be a top level priority for the Air Force. In June 2012, experts in EFMPs from across the Department of Defense and the public sector networked with trained Air Force EFMP Family Support coordinators and School Liaison Officers standardizing family support services to EFMP families. The Air Force launched the Exceptional Family Member Respite Care Program in July 2011 with seven installations participating in the pilot. The program has been expanded to twenty-eight locations in the pilot supporting respite child care needs of military families with exceptional family members. The 2011 Caring for People Forum elevated three EFMP issues for action: optimizing current medical clearances for families with special needs; continuity and standardization of total force EFMP support; and under used special needs services among the Air Reserve Component and those issues were resolved. In 2012, two EFMP issues were elevated for action: Educating Total Force Personnel on Exceptional Family Member Needs and Expectations and Understanding Your EFMP Child's Individual Education Program (IEP).

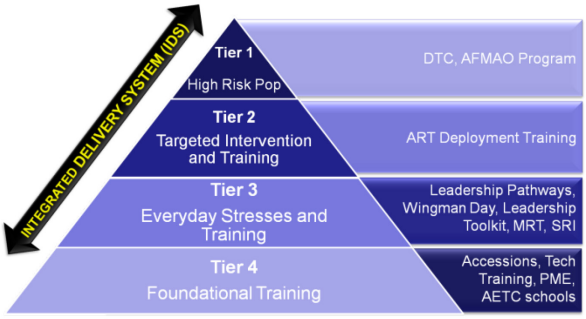


Figure 33. Integrated Delivery System (IDS)

The Deployment Transition Center (DTC) at Ramstein Air Base, Germany, has aided a total of over 4,300 Airmen, Sailors and Marines, through development and execution of a two-day, post-deployment

decompression training event. DTC satisfaction ratings are consistently above 90 percent. Research tying together medical utilization and Post-Deployment Health Reassessment responses, in comparison with a control group, demonstrates that individuals who attended the DTC reported lower levels of alcohol usage, fewer reported Post Traumatic Stress symptoms, and less conflict with others.

Wounded Warriors: The Air Force is highly committed to the Wounded Warrior Program that ensures access to medical and rehabilitation treatments for the ill and wounded. This service is provided with two very distinct entities. The first is the Air Force Warrior and Survivor Care Division. This division is dedicated to providing Airmen and families with comprehensive non-clinical care. This care network provides dedicated Recovery Care Coordinator coverage from the moment Air Force Casualty reports an Airman in Seriously Injured or Very Seriously Injured status. Care is constantly improving as the service continues to build a culture of understanding and concern for wounded, ill and injured Airmen. The program manager and 42 Recovery Care Coordinators continue to provide exceptional service to our wounded warriors across the continental United States, PACAF and USAFE.

Air Force Team during opening ceremony of Warrior Games at Colorado Springs, CO

The second entity is the Air Force Wounded Warrior program. This program provides personalized care to Airman with a combat and or hostile-related illness or injury requiring long-term care that will require a Medical Evaluation Board or Physical Evaluation Board to determine their fitness for duty. This critical program continues to provide support and advocacy throughout the Airman's recovery and if retention is not feasible, the Non-Medical Care Managers will ensure wounded warriors and their families/caregivers receive professional, individualized guidance and support to help them successfully navigate the complex process of transitioning out of the Air Force.

Food Transformation Initiative (FTI): Air Force implemented the FTI to address Airmen's concerns with dining facility closings, lack of healthy food options and insufficient operating hours. The FTI focuses on building efficient and operationally sound methods to feed Airmen. It will enhance food quality, variety and availability while maintaining home base and warfighting capabilities and saving the Air Force on food service contract costs. Implementation at six pilot bases began in October 2010. Since implementation, the Air Force has achieved a 29 percent increase in dining facility customer counts and a 53 percent increase in hours of operation. The next portfolio of bases will implement FTI in Spring 2013.

Morale, Welfare and Recreation (MWR) Programs: Air Force MWR programs are a key component of Air Force resources for building healthy families and communities by providing high quality recreational outlets that support units, individuals and families. These programs contribute significantly to the Air Force readiness and retention equation. Mission sustaining programs that contribute directly to physical and mental well-being of military members such as fitness centers, lap pools, sports, and athletics, were enhanced in FY 2012 through DOD financial support of $30M. The funding was used for equipment replacement, minor construction and renovation projects for improving fitness and sports facilities throughout the Air Force.

Airmen take the trail during monthly Warfit Run at Schriever Air Force Base, CO

Airman & Family Readiness Centers (A&FRC): The Airman and Family Readiness Center promotes family preparedness through education and participation in readiness support. Families are provided assistance during extended absences of the military member, emergencies,

and natural disasters. In 2012 A&FRCs provided support to 700K Airmen and their families as the military member supported the Air Force in deployments to the AOR; 1.7M assists with Relocation Services, financial readiness and personal work life issues. Air Force operates 82 A&FRCs around the world to include a Center staffed by deployed civilians, Military Family Life Counselor and a Readiness NCO at Al Udeid, Qatar.

Sexual Assault Prevention and Response (SAPR): The Air Force has built a sound SAPR education and training foundation and currently provides an hour of training for all members. The last two years, have focused on Bystander Intervention Training as a primary prevention effort and service-wide training which was completed in Sep 2012 along with the distribution of the Wing Commander's SAPR Guide, developed by SMEs and current Wing Commanders and Command Chiefs. The guide includes statistics, facts and talking points to help installation leaders encourage healthy conversations with their Airmen. SAPR utilized the Unit Climate Assessment, a known commander's management tool, to proactively assess climate dimensions within our purview. The SAPR survey is evolutionary to include current human relation topics. 17,717 Active Duty Air Force surveys were completed in 2012 with SAPR questions received between May-Sep 2012. Air Force SAPR is the first Service to implement the DoD Defense Sexual Assault Incident Database (DSAID) to streamline data collection efforts and reporting.

Business Process Improvements

Audit Readiness: The Chief Financial Officers' Act provides direction for achieving a clean audit through leadership commitment, modernized government financial management systems, and strengthened financial reporting. Sound financial management helps to ensure maximum combat capability for each taxpayer's dollar. The Air Force is committed to achieving the SECDEF's goal for audit readiness on the statement of Budgetary Resources in 2014 and full compliance with legislative requirements for a clean audit by 2017. These goals are challenging for an organization as large and diverse as the Air Force, however the strong engagement of Air Force leadership, additional financial resources provided in recent years, and a focus on fielding effective financial systems, will help achieve it. Over the last two years, the Air Force has made real progress towards audit readiness, receiving clean opinions on two important components of our budget and accounting processes from independent public accounting firms and five components of our existence and completeness of mission critical assets from the Department of Defense Inspector General. The Department is focusing its efforts on the information most relevant to decision makers and the Air Force Financial Improvement Plan is closely aligned with the DoD strategy to achieve a clean audit. In the coming years, the Air Force expects it will have independent auditors examine the audit readiness of its inventories, base-level funds distribution process, civilian pay process, military pay processes, and among other areas.

The entire Air Force leadership is committed to improving its business processes to eliminate excessive costs and enhance management controls to achieve audit readiness. Efficiencies and audit readiness complement each other and the Air Force is investing significant recourses to achieve these goals. The Service recently extended deployment of the Defense Enterprise Account Management System (DEAMS) at Scott AFB, IL. DEAMS allows multiple users to access common data reducing data entry time and enhancing audit readiness.

Recapture Acquisition Excellence: The Air Force continues to deliver superior weapons systems to meet a dynamic international environment marked by security challenges of unprecedented diversity. Air and space systems' extended operational lifetimes testify to superior capabilities of our country's industries and the Air Force acquisition community's ability to manage systems development, delivery, and sustainment. The United States and its allies benefit from these extended lifetimes, but there are also associated challenges which require concerted stakeholder effort to justify needs, provide resources, and deliver capabilities. The Air Force is addressing challenges through a high-level focus on the acquisition community, who is responsible for delivering air, space, and cyberspace capabilities. These focus areas

include acquisition oversight, agile manpower, should-cost management, contract services, and acquisition efficiencies.

The Air Force simplified its Air Staff acquisition oversight processes through streamlining and reducing non-value added information. This resulted in providing the Service Acquisition Executive the critical information needed to make informed and timely decisions. Following completion of the Air Force's Acquisition Improvement Plan in 2011, the Secretary of the Air Force approved a follow-on effort called Acquisition Continuous Process Improvement (CPI 2.0). The requirements sufficiency initiative under CPI 2.0 will provide a better understanding of the costs associated with requirements and any potential affordability tradeoffs at key requirements and acquisition decision points. The Air Force established a review group to examine requirements and the costs associated with them, with an eye towards limiting new program starts and addressing affordability issues before they migrate into capability documents. The Air Force now mandates cost and schedule versus capability tradeoff curves at the General Officer-level requirements councils to ensure affordability is addressed in any requirements discussions. Finally, the Air Force is working on its ability to negotiate better business deals through improvements in business base forecasting and better understanding of the business side of the Defense industry.

The first QF-16 drone arrives at Tyndall Air Force Base, Fla., escorted by a QF-4

The Air Force needs more agile means to adjust manpower resources across acquisition programs to better meet mission needs with available resources. Starting with the Air Force Life Cycle Management Center, the Air Force will revalidate all programs and projects, assess assigned inventory against validated requirements, and develop a resource alignment process for program office staffing and workforce skill mix. The resulting process will help guide training, classification of positions, and replenishment hiring to fill shortfalls and adjust skill mix.

Cutting the ribbon during the unveiling of the Air Force Life Cycle Management Center's new Information Technology Complex Oct. 5 at Wright-Patterson AFB, OH

The Air Force continues its efforts to implement an effective Should-Cost management program, which is an internal management tool for incentivizing performance to a target cost. After successfully launching its policies through the designation of pilot programs (JSF, Global Hawk Blocks 30 and 40, EELV, and SBIRS), the Air Force expanded its efforts across all its acquisition programs. Program managers across the acquisition enterprise are now responsible for developing and continuously updating Should-Cost estimates.

The Air Force continues enhancing its acquisition of services. The Air Force is improving the effectiveness of its services requirements definition process by increasing the dialogue between requirement owners, Program Executive Offices (PEOs) and the HAF staff. The Air Force's collaboration with Defense Acquisition University (DAU) to develop training resources and improve the available templates and tools is paying off. The Air Force is particularly pleased with DAU's Automated Requirements Roadmap Tool and is experiencing increased customer-demanded usage across the Air Force and correlating improvements in requirement definition.

Over the past year, the Air Force acquisition system performance has improved slightly. There are favorable trends in Program Manager Assessments, Cost Performance, improvements in Workforce Capabilities and in some areas of Contracting and Funding performance. The Air Force's continual

pursuit of acquisition excellence has strengthened its ability to provide relevant, game-changing capabilities to its warfighters and solidified its commitment to rebuild an Air Force acquisition culture that delivers military products and services as promised: on time, within budget and in compliance with all laws, policies and regulations.

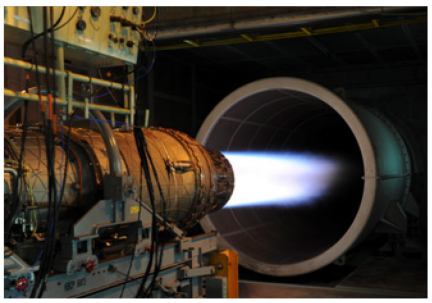
More Disciplined Use of Resources: The FY 2014 Air Force budget continues to reflect efforts to create more value from the resources managed and consumed across our Air Force core function areas. The FY 2014 Air Force budget reflects $1.3B in further reductions across operating, investment and military construction budgets. Across the future year's program, the Air Force has contributed $7.9B in program reductions as part of the DoD reported More Disciplined Use of Resources (MDUR) accounting. These changes are integral to the Service Core Function budgets reflected throughout the Air Force budget overview.

Across the future year's program, there are $3.22B in reductions associated with better business practices (i.e., efficiencies) and reprioritizing portions of our operating budgets. There is $2.43B in investment program terminations and restructuring, of which $935M is associated with terminations and the remainder from restructuring. The third major area is military construction where $2.41B is reduced in light of the on-going budget reduction pressures and potential force structure changes.

The top four MDUR initiatives (out of 43 total) within the Air Force PB 2014 represent 55% of the total savings. They are (1) Military Construction reductions across the Active, Reserves, and National Guard (-$265.1M in FY14 / -$2,229.1M across FY14-18); (2) Evolved Expendable Launch Vehicle savings accruing largely from planned use of Atlas vs. Delta boosters for a number of launches as the launch manifest is made clear (-$106.2M in FY14 / -$1,094.9M across FY14-18); (3) C-130J multi-year procurement committing the Air Force to annual procurement quantities across FY14-18 of 16/13/27/10/6 while also saving the Marine Corps $35.8M across the FYDP for KC-130 procurements (-$82.6M in FY14 / -$526.2M across FY14-18) and (4) termination of the Space Based Surveillance Block 10 follow-on satellite (-$8M in FY14 / -$494.4M across FY14-18).

The Air Force is managing significant efficiency and MDUR commitments from the FY 2012 and FY 2013 budget submissions. The risks associated with the FY 2014 MDUR initiatives are taken to best preserve readiness and Department strategic priorities. Important to note is MDUR to the Air Force is more than the discrete program changes reflected in the budget submission. It is also full commitment to Administration, Congressional, and Department campaigns to cut waste and improve fiscal stewardship while ensuring needed readiness and Air, Space, and Cyber capabilities to our command authorities.

The Air Force will continue to engage and deliver on many fronts in driving improvements and getting the most from resources available to the Air Force. Those improvements span acquisition (from major programs to base level services), supply chain management (internal to the Air Force and DoD enterprise initiatives), information services (from IT infrastructure to functional applications), human capital management (across the total force), energy (spanning operational training to installation consumption), administrative savings (travel restrictions and controlling conference spending), and more.



An F-15 Eagle fighter jet engine is pushed to maximum thrust

Weapon System Sustainment (WSS): WSS provides sustainability for weapon systems and programs to provide Global Power, Global Reach, and Global Vigilance. The Air Force requirement to fund WSS continues to grow across the FYDP due to the Air Force's focus on readiness, maintenance increases on new aircraft, operations tempo, growth in depot work packages for some legacy aircraft, and space/cyber sustainment normalization. The Air

Force continues to scrub end-to-end sustainment through the Centralized Asset Management (CAM) process. WSS funding is critical to the Air Force remains engaged in global operations while also resetting the force.

The Air Force is taking actions to scrub/reduce requirements by examining the potential for restructuring or modifying new and existing contract logistics support (CLS) contracts to optimize tradeoffs, provide visibility, and improve flexibility between costs and outcomes. The Air Force will also leverage risk-based strategies and evaluate maintenance schedules to maximize aircraft availability and apply performance-based logistics (PBL) solutions to balance total sustainment costs with performance. The goal is to improve the linkage between resources and readiness for Air Force weapon systems by reducing costs, improving risk-based decision making while avoiding material readiness impacts, and balancing costs with performance.

Installations

Family Housing and Dorms: Under the housing privatization initiative, approximately 43,900 units have been privatized at 48 bases. The Air Force has privatized 82 percent of family housing and has eliminated over 38,000 inadequate units. The Air Force plan is to negotiate and close the remaining Continental United States (CONUS) privatization projects by the end of 2013. In addition, the Air Force FY 2014 budget for housing construction includes $76M for improvements to 1,400 overseas homes.

The Air Force also remains committed to providing excellent housing for unaccompanied Airmen. The FY 2014 Budget Request includes two dormitory projects totaling more than $57M for dormitories at Nellis AFB, NV and Canon AFB, NM. The 2012-2016 Dorm Master Plan serves as a guide to identify future investments. Our focus on dormitories has allowed us to exceed the DoD goal of maintaining at least 90 percent adequate condition in our CONUS and overseas permanent party dormitories (i.e. Q1 or Q2 condition) as shown in Table 29 below.

Table 29. Percent of United States and Overseas Dormitories in Q1 or Q2 Condition

	FY 2010	FY 2011	FY 2012
CONUS enlisted unaccompanied housing units	39,342	38,742	38,600
Percent in Q1 or Q2 condition	93%	96%	97%
Goal Met	●	●	●
Overseas enlisted unaccompanied housing units	30,158	30,158	30,200
Percent in Q1 or Q2 condition	95%	95%	96%
Goal Met	●	●	●

Installation Investment Strategy: In 2012, Air Force civil engineers accelerated transformation efforts which resulted in the stand-up of the Air Force Civil Engineer Center (AFCEC)—a new Field Operating Agency (FOA), combining three legacy FOAs (Air Force Civil Engineer Support Agency, Air Force Center for Engineering and the Environment, and the Air Force Real Property Agency). AFCEC delivers responsive, flexible, full-spectrum installation engineering services to installations world-wide through employment of centralized asset management principles, process standardization, and strategic sourcing tools. Embracing the culture of efficiency, Civil Engineers continue to focus on delivering effective installations—the Air Force's three-dimensional platforms for projecting air, space and cyberspace power world-wide—while simultaneously reducing overhead in recognition of the continued fiscal challenges facing both the Department and the Nation as a whole.

The Air Force's FY 2014 Budget employs a balanced approach inherent in our Installation Investment Strategy. The Air Force views installations as power projection platforms comprised of both built and natural infrastructure which: (1) effectively enable Air Force core operational capabilities—we deliver air, space and cyber capabilities from our installations; (2) send a strategic message of commitment to allies and intent to adversaries; (3) foster partnership-building by stationing our Airmen side-by-side with our coalition partners; and (4) enable worldwide accessibility in times of peace and when needed for conflict. Taken together, these strategic imperatives build sustainable installations to enable the Air Force to support the vectors outlined in the Defense Strategic Guidance.

In recognition of the linkages between Facilities Sustainment, Restoration & Modernization, and MILCON, the Air Force resourced the combination of these three primary infrastructure accounts to two percent of plant replacement value. The Air Force maintained facilities sustainment resources at 80 percent of the OSD's Facilities Sustainment Model, while increasing restoration and modernization funding levels by $60M over FY 2013 Budget levels to recapitalize aging facilities, promote consolidation, and enable demolition of excess facility footprint. Additionally, we allocated over $630M of our FY 2014 MILCON program to replacing facilities beyond their useful life. Although the FY 2014 Budget represents a significant increase in facility and infrastructure program investments from FY 2013 levels, these levels still signify a significant risk to installation sustainability over the long term. The inability to divest of excess installation capacity noted in the 2004 report to Congress results in making hard choices between full spectrum combat readiness and combat support programs, required by the constrained fiscal environment. Only a future Base Realignment and Closure will allow the Air Force to "right-size" its installation portfolio and avoid hollowing infrastructure through continued reallocation of scarce resources to weapon system modernization and sustainment, and operations.

In FY 2014, the Air Force requests $1,322M for the Active, Guard and Reserve MILCON programs, an $880M increase from FY 2013. The 53-project program affects 24 states/territories and 3 countries, and specifically supports the Air Force's strategic priorities to remain ready, capable and viable of executing the Defense Strategic Guidance over the near and mid-term. Most notably, the request supports new mission beddowns for key weapon system modernization efforts (F-35A and KC-46A), strengthens the nuclear enterprise (B-52 and the second phase of the Nuclear Systems Wing and Sustainment Center), realignments (KC-46A, F-35A, F-22, F-16, and MQ-9), and re-balancing to the Asia-Pacific theater. Additionally, the request includes the third increment of the United States Strategic Command (USSTRATCOM) Headquarters replacement facility at Offutt AFB, NE, and quality of life projects for unaccompanied dormitories at Nellis AFB, NV, and Cannon AFB, NM, as well as an Airman and Family Readiness facility and new dining facility at Cannon AFB, NM.

The ability to recover installations across the full spectrum of contingencies remains an important capability both in peace and in war. The Air Force utilizes an all-hazards approach to combat support and emergency management that fully integrates doctrine, training, leader development and education, materiel, and Airmen in order to maximize preservation of life, minimize loss or degradation of resources, and continue, sustain, and restore combat power for the Air Force and joint forces. Our FY 2014 Budget

specifically enhances expeditionary engineer training and modernizes airfield damage repair capabilities to support the Defense Strategic Guidance, targeted at increasing capability for full spectrum response. These research and development activities are particularly critical to the Air Force's overall anti-access/area denial capabilities for the regional Combatant Commanders, and improve overall base resiliency against near-peer adversaries.

As the DoD faces new fiscal constraints, all military installations will be impacted by reduced budgets. The Air Force will strive to maintain the critical balance between operational capability, infrastructure, and personnel as it works to reduce its overall budget requirements while continuing to pursue building sustainable installations to enable the Air Force to continue to "fight, fly and win" in air, space and cyberspace.

Energy

Energy is a fundamental requirement for all Air Force missions, operations, and organizations. By itself, energy represents a risk because the Air Force is reliant on outside entities, including foreign nations, for the resources needed to meet its mission and because energy provides the Air Force with the ability to become more efficient, avoid costs, and mission effectiveness. As such, the Air Force has a strategic rationale and operational imperative for both decreasing energy demand and diversifying sources of supply as a means to enhance its energy security. The Air Force is creating an energy posture that is robust, resilient, and ready by improving resiliency, reducing energy consumption, assuring energy supplies, and fostering an energy aware culture.

An A-10C Thunderbolt II takes off from Eglin Air Force Base, FL, marking the first flight of an aircraft powered solely by an alcohol-derived jet fuel blend.

The Air Force, like the rest of the country, is heavily constrained in this budget environment with fiduciary responsibilities to continue to look for ways to operate more efficiently. In FY 2012, the Air Force spent over $9.1B on fuel and electricity, which represented nearly 8 percent of the total Air Force budget, and expect that number to only increase in future years as the price of energy continues to increase. Every dollar the Air Force does not need to spend on energy allows the Air Force to invest that dollar into enhancing a high quality and ready force.

Air Force Space Command is preparing to install two 1.6 megawatt utility-scale wind turbines at Cape Cod Air Force Station, Mass.

As part of our institutional effort to utilize energy to sustain an assured energy advantage to meet future challenges, the Air Force is requesting over $530M for energy initiatives in FY 2014. This includes over $32M for aviation energy, $216M for facility energy initiatives, and over $290M for materiel acquisition and energy RDT&E opportunities. The focus of these initiatives are to improve the Air Force's energy security by diversifying its drop-in and renewable sources of energy and increasing access to reliable and uninterrupted energy supplies, while increasing the energy efficiency and operational efficiency for Air Force systems and processes without degrading mission capabilities. By continuously improving efficiency, the Air Force will be able to decrease the amount of energy required by its systems and operations, while increasing the flexibility, range, and endurance in all operations.

The Air Force has a number of energy goals across installations, aviation, and ground vehicles to focus its efforts and improve its energy use. The Air Force is continuing to reduce the amount of energy it uses to power its facilities and expects to achieve over a 37

percent reduction in its energy intensity by 2020. Currently, the Air Force has 266 renewable energy projects on 89 sites in operation or under construction and anticipates meeting its goal of acquiring 25 percent of its energy from renewable sources by 2025. In addition, the Air Force has instituted a number of fuel saving initiatives and reduced the amount of fuel its aircraft has consumed by over 300 million gallons since 2006, meeting its goal to reduce its aviation fuel consumption by 10 percent without negatively impact mission capabilities, despite the operational requirements associated with ongoing operations. The Air Force has also continued to invest in energy efficient engine technologies, such as the Adaptive Engine Technology Development (AETD) program. AETD is an aircraft engine architecture development program which will combine the high performance capability of military engines with the fuel efficiency of commercial engines, with a goal of significantly reducing average fuel consumption by 25 percent.

As it builds the forces needed for the future, energy will remain a critical concern. Current and future operations require more fuel and energy, with strategic and operational risks and consequences not faced by previous generations. Moving forward, the Air Force will continue to identify near, mid, and long term solutions to improve its energy security, from new technologies to improved policies. The Air Force's strong energy posture will continue to enable the warfighters, expand operational effectiveness, and enhance national security.

Section 3: Working Capital Fund

The Defense Working Capital Funds (WCF) was established for the purpose of carrying out specific mission activities in a market-like financial framework, providing customers common goods and services in the most efficient way possible. The Air Force Working Capital Fund (AFWCF) is designed to operate on a break-even basis. These AFWCF services and products are integral to readiness and sustainability of air and space assets and the ability to deploy forces around the globe.

The AFWCF conducts business in two primary areas: depot maintenance and supply management. The maintenance depots provide the equipment, skills and repair services necessary to keep forces operating worldwide. The supply management activities procure and manage inventories of consumable and reparable spare parts required to keep all force structure elements mission ready. Directly or indirectly, AFWCF activities provide warfighters key services needed to meet mission capability requirements.

The United States confronts a dynamic international environment marked by challenges of unprecedented diversity. The FY 2014 AFWCF budget's primary purpose is to contribute to meeting these challenges by supporting the Air Force's Core Functions through maintenance, weapon systems spare parts, base supplies and transportation services. Estimates included in this submission are based on the current execution plans of customers. Successful AFWCF operations are essential to ensure warfighters receive the right item at the right place, right time and lowest cost.

Figure 34 shows how customers place orders with a working capital fund provider and are later billed for the goods and services provided.

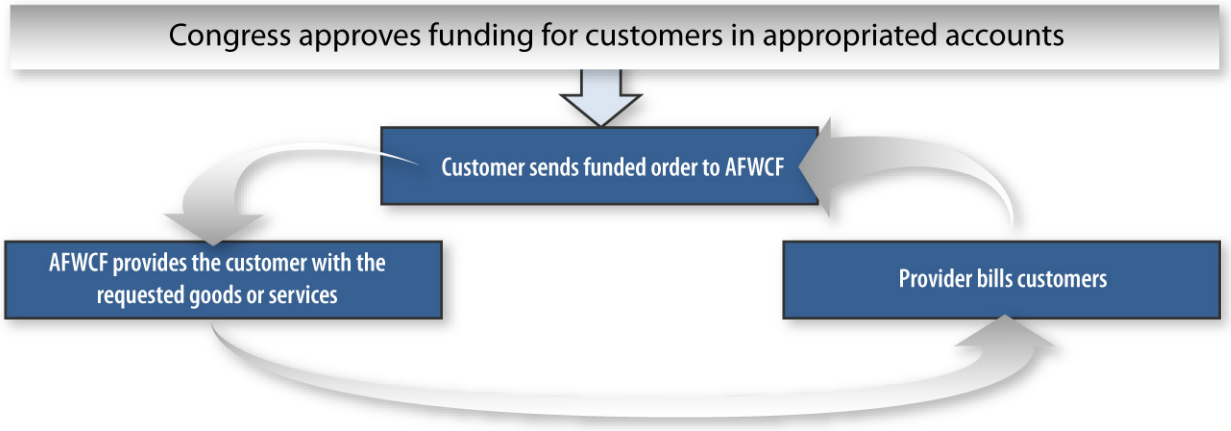


Figure 34. Working Capital Fund Business Process

The FY 2014 AFWCF Budget Request reflects current execution plans. Air Force logistics and business processes are continuously improved to meet customer needs within the time and location requirements specified. Main points of the FY 2014 AFWCF Budget Request are reflected in Table 30.

Table 30. Air Force Working Capital Fund

Air Force Working Capital Fund ($M)	FY12	FY13	FY14
Total Revenue	25,687	25,695	27,738
Cost of Goods Sold	25,454	26,333	27,375
Net Operating Result (NOR)	193	(684)	302
Accumulated Operating Result[1]	583	(331)	(10)
Capital Budget	294	375	346
Direct Appropriation	77	286	150

* Includes Transportation Working Capital Funds (TWCF) data. The negative AOR in FY14 is associated with TWCF spreading Port Handling loss recovery over two years to mitigate the impact on FY 2014 rates.

Working Capital Fund Organization

The AFWCF conducts business under two primary groups: The Consolidated Sustainment Activity Group (CSAG) and the Supply Management Activity Group – Retail (SMAG-R). The TWCF is a part of the AFWCF budget submission; however, the Air Force is only charged with cash oversight while United States Transportation Command (USTRANSCOM) has operational responsibility. Figure 35 shows how the activity groups align in the Working Capital Fund, and will be discussed further below.

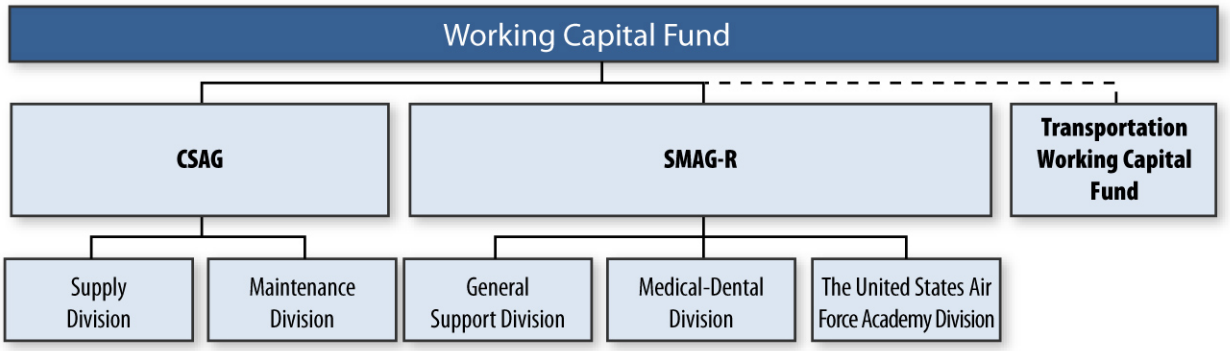


Figure 35. Air Force Working Capital Fund Activity Groups

Consolidated Sustainment Activity Group

The CSAG provides maintenance services and supply management of reparable and consumable items. Maintenance and supply customers include Air Force Major Commands (including Air National Guard & Air Force Reserve), the Army, and the Navy, other WCF activities such as the TWCF, other government agencies and foreign countries.

- The **Supply Division** is primarily responsible for Air Force-managed, depot-level reparable spares and consumable spares unique to the Air Force. In addition to management of these inventories, the Supply Division provides a wide range of logistics support services including

[1] Includes Non-Recoverable Accumulated Operating Result Adjustments

requirements forecasting, item introduction, cataloging, provisioning, procurement, repair, technical support, data management, item disposal, distribution management, and transportation.

- The **Maintenance Division** repairs systems and spare parts to ensure readiness in peacetime and to provide sustainment for combat forces in wartime. In peacetime, the Air Force enhances readiness by efficiently and economically repairing, overhauling and modifying aircraft, engines, missiles, components and software to meet customer demands.

Table 31. Air Force Working Capital Fund CSAG Financial and Performance Summary

Financial Performance ($M)	FY 12	FY 13	FY 14
Total Revenue	8,788	8,371	10,889
Total Expenses	8,557	8,804	10,697
Net Operating Results	231	(433)	191
Accumulated Operating Results	**593**	**6**	**0**

Numbers may not add due to rounding.

Table 32. Air Force Working Capital Fund CSAG-Supply Stockage Effectiveness[2]

	FY 12	FY 13	FY 14
Actual Performance	83%		
Objective	83%	83%	83%

Table 33. Air Force Working Capital Fund CSAG Item Quantity Requirements

Supply Item Quantity Requirements	FY 12	FY 13	FY 14
Number of Issues	2,035,318	1,453,723	1,410,111
Number of Receipts	1,877,479	1,958,858	1,900,092
Number of Requisitions[3]	561,422	798,039	774,097
Contracts Executed[4]	2,654	3,221	2,396
Purchase Inflation	4%	4%	3%
Items Managed	91,108	91,108	91,108

[2] Stockage Effectiveness measures how often the supply system has available for immediate sale those items it intends to maintain at base and depot level supply locations.

[3] Requisitions are lower than issues due to CSAG-Supply requisitions containing quantities greater than one, while issues are counted per unit. For example, one requisition for a National Stock Number (NSN) may order a quantity of three. When the requisitioned NSNs are issued, each unit is counted as an individual issue.

[4] Contracts containing multiple fund citations have been omitted because the current contracting system cannot distinguish supply funding under those conditions.

Supply Management Activity Group – Retail

The Air Force SMAG-R is the Air Force's primary purchaser of consumable inventory. It is comprised of three divisions: General Support, Medical-Dental and the United States Air Force Academy. Together they provide goods, logistics support services and medical supplies and equipment to support forces.

Table 34. Air Force Working Capital Fund SMAG-R Revenue, Expenses and Net Operating Results

Revenue, Expenses and Net Operating Result ($M)	FY 12	FY 13	FY 14
Total Revenue	4,048	4,093.0	4,410.0
Total Expenses	3,876	4,162.0	4,330.0
Operating Results	172	(70.0)	80.0
Less Direct Appropriation Expense	0	(45)	(62)
War Reserve Materiel (WRM) Operating Result Adjustment	(41)	0	0
Net Operating Result (NOR)	131	(115)	1
Accumulated Operating Results[5]	**292**	**79**	**0**

Numbers may not add due to rounding.

- The **General Support Division (GSD)** provides consumable goods to support field and depot maintenance of aircraft, electronics systems and communications equipment. The GSD manages stock levels and procurement for critical OCO requirements, as well as many items related to installation, maintenance and administrative functions.
- The **Medical Dental Division** provides all supplies and equipment for the Air Force medical treatment facilities. They are also responsible for the maintenance of the War Reserve Materiel (WRM) stockpile. War Reserve Materiel provides initial medical and dental supplies and equipment to the warfighter until permanent supply chains can be established.
- The **Air Force Academy Division** procures uniforms and accessories for approximately 4,000 cadets.

Table 35. Air Force Working Capital Fund SMAG-R Stockage Effectiveness[5]

Division	FY12	FY 12	FY 13	FY 14
	Objective	Actual Performance	Objective	Objective
General Support	90%	87%	90%	90%
Medical-Dental	90%	87%	90%	90%
Academy	99%	100%	99%	99%

Table 36. Air Force Working Capital Fund SMAG-R Quantity Requirements

[5] Includes Non-Recoverable AOR Adjustments

Item Quantity Requirements	FY 12	FY 13	FY 14
Number of Issues	10,126,917	9,701,363	9,995,726
Number of Receipts	8,129,296	7,804,574	8,040,073
Number of Requisitions	10,374,148	9,756,153	10,052,750
Contracts Executed	6,960	6,272	6,457
Purchase Inflation	4%	4%	3%
Items Managed	1,435,921	1,435,975	1,436,032

Transportation Working Capital Fund

The TWCF is a part of the AFWCF budget submission; however, the Air Force is responsible only for cash oversight and does not have day to day operational management responsibilities. USTRANSCOM manages all common aspects of the global mobility system. They synchronize the deployment, distribution and sustainment of forces to achieve maximum efficiency and interoperability by eliminating duplication and nonstandard practices. USTRANSCOM's ability to move and sustain sufficient numbers of United States forces, equipment and supplies enables us to defend vital national interests anywhere in the world at a moment's notice.

A C-17 Globemaster III aircrew loads a Marine Corps M1A1 Abrams tank for aerial transport to Afghanistan

Cash Management

In FY 2012, the AFWCF cash balance decreased from, $1,026M to $811M. This change is primarily due to $370M transferring to Air Force Operation and Maintenance appropriation.

In FY 2013, AFWCF cash is projected to decrease for an ending balance of $536M. This balance decreased primarily due to Air Force setting rates to return prior year gains in FY 2013. Plus the impact from the FY 2012 transfer of $370M was not recovered in rates.

In FY 2014, AFWCF cash decreases from $536M to $527M, 4 days of cash. This cash level reflects the impact of the $370M transferred to Air Force Operation and Maintenance appropriation in FY 2012. The Air Force will take appropriate action in FY 2013 and FY 2014 to ensure cash levels remain adequate for operational and capital program disbursements.

Table 37. Air Force Working Capital Fund Cash

Air Force Working Capital Fund Cash Including TWCF ($M)	FY12	FY13	FY14
BOP Cash Balance	1,026	811	536
Disbursements	25,751	25,539	27,239
Collections	25,829	24,978	27,080
Transfers	(370)	0	0
Direct Appropriations			
Fallen Heroes	10	10	10
C-17 Engine Maintenance	0	230	79
War Reserve Maintenance	65	46	62
Container Consolidation	2	0	0
EOP Cash Balance	**811**	**536**	**527**
7-Days of Cash	967	968	994
10-Days of Cash	1,281	1,286	1,321

Numbers may not add due to rounding.

Conclusion

The Air Force FY 2014 Budget Request is strategy-based, fiscally informed, and sets a course toward full-spectrum readiness to execute the Defense Strategic Guidance. The budget reflects prudent choices to avoid a hollow force and ensure that the Air Force is able to unleash the full potential of airpower. It allocates resources across the Air Force Service Core Functions which support the objectives and ultimately the mission of the United States Air Force that enable us to fly, fight, and win in air, space, and cyberspace.

Acronyms

A2/AD	Anti-Access/Area Denial
AEHF	Advanced Extremely High Frequency
AESA	Active Electronically Scanned Array
AEW	Air Expeditionary Wing
AFB	Air Force Base
AFCYBER	Air Force Cyber Command
AFGSC	Air Force Global Strike Command
AFNET	Air Force Network
AFNWC	Air Force Nuclear Weapons Center
AFR	Air Force Reserve
AFRC	Air Force Reserve Command
AFRICOM	Africa Command
AFRS	Air Force Recruiting Service
AFSOF	Air Force Special Operations Forces
AFWCF	Air Force Working Capital Fund
AIM	Air Intercept Missile
AMRAAM	Advanced Medium-Range Air-to-Air Missile
ANG	Air National Guard
AOC	Air Operations Center
AOR	Area of Responsibility
AWACS	Airborne Warning and Control System
B	Billion
BCS-F	Battle Control System-Fixed
BMT	Basic Military Training
BPC	Building Partnership Capacity
BRAC	Base Realignment and Closure
C2	Command and Control
C3I	Command, Control, Communication, Intelligence
CAF	Comprehensive Airman Fitness
CAIB	Community Action Information Board
CAP	Combat Air Patrol
CAPES	Combat Avionics Programmed Extension Suite
CITS	Central Integrated Test System
CMDL	Compact Multi-Band Datalink
COCOM	Combatant Command
CONUS	Continental United States
CPI	Continuous Process Improvement
CSAF	Chief of Staff, United States Air Force
CSAG	Consolidated Sustainment Activity Group
CY	Calendar Year
DAU	Defense Acquisition University
DCGS	Distributed Common Ground System
DEAMS	Defense Enterprise Accounting and Management System
DSG	Defense Strategic Guidance
DMSP	Defense Meteorological Satellite Program
DoD	Department of Defense
DoDEA	Department of Defense Education Activity
D-RAPCON	Deployable Radar Approach Control
DTC	Deployment Transition Center

EASE	Evolutionary Acquisition for Space Efficiency
EELV	Evolved Expendable Launch Vehicle
EFMP	Exceptional Family Member Program
EPAWSS	Eagle Passive/Active Warning Survivability System
EPRP	Electronic Parts Replacement Program
ESP	Efficient Space Procurement
ESPC	Energy Savings Performance Contract
FAB-T	Family of Advanced Beyond Line of Sight Terminals
FIDL	Fully Integrated Data Link
FSRM	Facilities, Sustainment, Restoration and Modernization
FTI	Food Transformation Initiative
FY	Fiscal Year
FYDP	Future Years Defense Program
GBU	Guided Bomb Unit
GCC	Geographic Combatant Commanders
GEO	Geosynchronous Earth Orbit
GPS	Global Positioning System
GSD	General Support Division
IAS	International Affairs Specialist
ICBM	Intercontinental Ballistic Missile
ICRD&A	International Cooperative Research, Development and Acquisition
IED	Improvised Explosive Device
IOC	Interim Operational Capability
ISR	Intelligence, Surveillance and Reconnaissance
JASSM	Joint Air-to-Surface Standoff Missile
JMS	Joint Space Operation Center Mission System
Joint STARS	Joint Surveillance Target Attack Radar System
JON	Justification of Numbers
JPALS	Joint Precision Approach Landing System
JTRS	Joint Tactical Radio System
LEAP	Language Enabled Airmen Program
LRS	Long Range Strike
LRSO	Long Range Stand-Off
M	Million
MAJCOM	Major Command
MDUR	More Disciplined Use of Resources
MILCON	Military Construction
MISO	Military Information Support Operations
MOP	Massive Ordnance Penetrator
MOU	Memorandum of Understanding
MPEP	Military Personnel Exchange Program
MSAS	Mobility Support Advisory Squadron
MSEP	Military Spouse Employment Partnership
MSI	Multi-Source Integration
MWR	Morale, Welfare, Recreation

NAOC	National Airborne Operations Center
NATO	North Atlantic Treaty Organization
NC3	Nuclear, Command, Control, and Communication
NOR	Net Operating Result
NORAD	North American Aerospace Defense Command
NSA	National Security Agency
NSN	National Stock Number
NSS	National Security Space
O&M	Operation and Maintenance
OCO	Overseas Contingency Operations
OPS	Operation Shelter
OSD	Office of the Secretary of Defense
PACAF	Pacific Air Forces
PACOM	Pacific Command
PAS	Political-Military Affairs Strategist
PB	Presidents Budget
PBB	Performance Based Budget
PEO	Program Executive Office
PNT	Positioning, Navigation and Timing
QDR	Quadrennial Defense Review
RAMMP	Reliability and Maintainability Maturation Program
RAS	Regional Affairs Strategists
RDT&E	Research, Development, Test and Evaluation
RE	Recurring Event
RERP	Reliability Enhancement and Re-engining Program
RJ	RIVET JOINT
ROVER	Remotely Operated Video Enhanced Receiver
RPA	Remotely Piloted Aircraft
SAC	Strategic Airlift Capability
SAPR	Sexual Assault Prevention Response
SBIRS	Space Based Infrared System
SDB	Small Diameter Bomb
SECDEF	Secretary of Defense
SFA	Security Force Assistance
SFD	Sustainment and Follow-on Development
SLEP	Service Life Extension Program
SMAG-R	Supply Management Activity Group-Retail
SOF	Special Operations Forces
SRB	Selective Reenlistment Bonus
SSA	Space Situational Awareness
SSN	Space Surveillance Network
TAP	Transition Assistance Program
TEWS	Tactical Electronic Warfare System
TOA	Total Obligation Authority
TWCF	Transportation Working Capital Fund

UK	United Kingdom
USAFE	United States Air Forces Europe
USCENTCOM	United States Central Command
USCYBERCOM	United States Cyber Command
USSOCOM	United States Special Operations Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
VSDU	Vertical Situation Display Upgrade
WCF	Working Capital Fund
WGS	Wideband Global SATCOM
WRM	War Reserve Materiel
WSS	Weapon System Sustainment