

# ***Headquarters U.S. Air Force***

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*Integrity - Service - Excellence*

## **Status of Air Force Acquisition**



**Presentation to  
Defense Acquisition University  
Business Managers' Conference**

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**Special Assistant to the  
Secretary of the Air Force for  
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**SAF/OS**

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*Integrity - Service - Excellence*



- **Air Force Missions**
- **State of Air Force Acquisition**
- **“Old School” Acquisition Lessons Learned**



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# ***Air Force Missions***



# *Your Air Force... Fighting the War on Terror*

**345,000 sorties+ in Iraq and Afghanistan flown to date**

- **200+ sorties a day**

**300+ aircraft provide:**

- **Inter/intra-theater airlift**
- **C4ISR, Refueling**
- **Aeromedical evacuation**
- **Close air support for ground troops**

**New/expanded missions:**

- **Reconstruction**
- **Detainee Operations**
- **Base & Convoy Security**

**19,600+ precision or near-precision munitions expended to date**



**Integrated Air Picture and  
Joint Reachback Capability**



**24/7 Predator ops**



**Medical Evacuations**



**Balad AB, Iraq  
Airmen on Patrol**



# *Your Air Force... Other Operations at Home & Abroad*

## Homeland Defense

- Flown 43,000+ fighter, refueling, and airborne early warning sorties since 9/11
- Manning over 25 sites in U.S.

## Other Operations

- Tsunami Relief in Asia
- Pakistan Earthquake Relief
- Darfur Relief Operations
- Joint exercises including Red Flag, Bright Star, Cope North
- Operation Deep Freeze

## Hurricane Katrina Relief

Largest peacetime air operation on U.S. soil

- 117 aircraft, 48 helos
- 5,500+ rescues
- 26,900 evacuees
- 16,000 tons of cargo
- 15,800 patients treated
- 3.2M gal of fuel issued

Deployed 8,400+  
Active, Guard, and  
Reserve personnel

Provided critical  
ISR/satellite comm  
and imagery of  
disaster areas



# ***Your Air Force... Fight Today, Prepare for the Future***

***Today's Air Force is the world's dominant air and space force***



***However, future dominance cannot be assumed***

## ***Evolving Security Environment***

- ***Advanced fighters & air defense systems***
- ***Proliferation of stand-off weapons, ballistic missiles, and IEDs***
- ***Counterspace systems & cyber warfare***
- ***Other asymmetric threats such as WMD***

***To prepare for the future, we must accelerate Air Force Transformation***



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# *State of Air Force Acquisition*



# *Air Force Acquisition Environment*

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Ms. Druyun notwithstanding, these aren't the best of times

- **Aircraft programs in the news**
  - **F-22, Tanker, C-17, C-130**
- **Space programs in the news**
  - **SBIRS, NPOESS, TSAT**
- **Low credibility on the Hill**
  - **Congressional micromanagement**
- **SAE function moved to Secretariat Level**
- **OSD still DAE/MDA for all Air Force Space Programs**

Hard to find an Air Force ACAT I program not in the news

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# *Pervasive Acquisition Problems*

- **Inadequate acquisition planning and budgeting**
  - **Lack of understanding of technology, schedule & cost risks, and their relationships**
  - **Contractor/government program managers not focused enough on executability**
  - **Excessive use of independent assessments as a program management tool**
  - **Absence of intra-portfolio prioritization/budget trading**
  - **Not budgeting/funding at 80% confidence level**
  - **Competitions emphasize proposed cost vs. cost credibility**
- **No working mechanism in place to enable executive leadership to fully engage in execution-level issues**

Overriding problem: timely decisions for program milestones



# Way Forward In General

## ■ Transparency

- Foster open communications
  - On the Hill
  - On the third deck
  - With the private sector
  - With media/trade associations

## ■ Oversight

- Better insight and engaged oversight
- “Back to Basics”

## ■ Governance

- Increase training of Acquisition Workforce
- Better definition of competency roles and responsibilities
- Better PM / competency relationship
- Better PM/PEO accountability

**Air Force is Taking Steps to Restore Credibility**



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# ***“Old School” Acquisition Lessons Learned***



# ***Contractor / Government Relationships***

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- **Candid, open communication is the main key**
- **Bad news does not age well with time by either party**
- **Consistency and numbers count!**
- **We all talk to the same people (Congress, media, etc.)**
- **Everything you write, assume you will read in the Washington Post**



# *Important Tenets*

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- **The budget process has gates**
- **The last information before a decision meeting counts**
- **Information should be concise and correct**
- **No decision before its time—maximum flexibility**
- **When you come inside the Beltway, first talk to those that understand the playing field**

**Washington is a town where perception overrules reality**