



DEPUTY SECRETARY OF DEFENSE  
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WASHINGTON, DC 20301-1010

AUG - 4 2005

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
INSPECTOR GENERAL OF THE DEPARTMENT OF DEFENSE  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, PROGRAM ANALYSIS AND EVALUATION  
DIRECTOR, NET ASSESSMENT  
DIRECTOR, FORCE TRANSFORMATION

SUBJECT: Study Terms of Reference (TOR) and Baseline Assumptions on DoD  
Tactical Aircraft (TACAIR)

As part of the 2005 Quadrennial Defense Review, I have commissioned a Department of Defense-wide study to facilitate greater optimization of tactical aircraft (TACAIR). The goal of this study is to identify capabilities and efficiencies resulting from increased optimization of Air Force, Navy, Marine, National Guard and Reserve TACAIR.

This study will be led by Whitney, Bradley & Brown (WBB), Inc., which will report directly to the VCJCS and me. The Vice Chiefs of the Air Force, Navy, Army and Assistant Commandant of the Marine Corps will act as the uniformed Service study leads. Attached is the coordinated Terms of Reference that will form the basis of this effort.

Thanks!  
*Robert England*  
ACTING

Attachment:  
DoD TACAIR Study Terms of Reference



UNCLASSIFIED

Deliberative document: For discussion purposes only. Do not release under FOIA

**Terms of Reference (TOR) and baseline  
Assumptions for the DoD Tactical Aircraft  
(TACAIR) study**

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**A. (U) Background.** As part of the 2005 Quadrennial Defense Review (QDR), Integrated Joint Air Capabilities was identified as an area for focused examination. As a result, the Deputy Secretary of Defense has directed a comprehensive review to identify efficiencies that would result from increased optimization of DoD TACAIR capabilities. This review will be informed by the following:

1. Direction from and results of the ongoing Quadrennial Defense Review (QDR);
2. Increased capabilities of new/planned weapons systems;
3. Evolving threat to U.S. interests/ forces abroad and within the continental US;
4. Budgetary considerations and implications;
5. Service and other TACAIR analyses/studies; and
6. The PBD-753 directed OSD PA&E led Joint Air Dominance Study.

**B. (U) Assumptions.**

1. Operational Availability studies suggest that TACAIR inventory requires further analysis.
2. Historic inventory planning factors will be revisited in light of revised business practices and greater inherent capabilities in future aircraft.
3. TACAIR optimization may result in less overall capacity while maintaining required capabilities.
4. Study leads will provide recommendations to improve operational effectiveness.
5. The capabilities of today's TACAIR force can be adequately measured (based on the metrics that are developed and approved as a result of the TOR) and compared to the capabilities of the projected force in the program of record.
6. Current forward-based TACAIR assets will remain forward based under the terms of existing bilateral agreements.
7. Peacetime operational employment concepts to include forward based and rotational requirements will be taken into account.

8. Basing flexibility will continue to be prerequisite of the Joint TACAIR force, including seabased, expeditionary and main operating base capabilities.
9. Future platforms (F/A-22, JSF, J-UCAS) will perform to the values stated in existing requirement documents. This includes data for range, payload, endurance, survivability and availability. For existing platforms that will be part of the option set (F/A-18 E/F, F-15E, F-16) actual performance data should be used. Cost should also be included in the attributes for these platforms as well as munitions, sensors, and other mods.
10. Study may identify changes to joint and service operating concepts needed to affect recommended optimization.

### **C. (U) Terms of Reference.**

1. This study is in response to Deputy Secretary of Defense tasking. The Deputy Secretary and VCJCS will act as the study sponsors.
2. This study will be led by Whitney, Bradley & Brown (WBB) Inc., which will report directly to DSD and VCJCS.
3. The Service Vice Chiefs of the Air Force, Navy, Army and the Assistant Commandant of the Marine Corps will act as the uniformed Service study leads.
4. The study leads will appoint an O-6/O-7 Service Representative to act as the primary point of contact and service interface with the Study Team.
5. The study team will have access to all required Service-related data to include operational concepts, employment plans, transition schedules, acquisition strategies/plans, readiness rates, aircraft performance specifications, operational and personnel tempo forecasts, budget plans, force structure assessments, and roles and missions studies. The study must include "cost analysis" with the latest cost data.
6. The Study Team will have access to all previous or ongoing studies, to include any other Joint or OSD sponsored studies, analysis and assessments that might impact this effort. Of particular interest is the OSD PA&E Joint Air Dominance Study.
7. The Study Team will have access to all SAP-SAR level developments that have implications for U.S. TACAIR assets.
8. The study team will develop and present alternative metrics to the study sponsor, Service study leads, and Director Joint Staff (J-8) that will be used to assess and evaluate potential options.

9. The Study will focus on capability and force structure, i.e., what TACAIR capabilities and force structure are required by the Joint Force to meet the nation's future security challenges?
10. The study team will identify and develop, as appropriate, new operating concepts to optimize the employment of Joint TACAIR.
11. The study will focus on the timeframe 2006 through 2025.
12. Service representatives will support budget modeling and cost analysis by the Study Team.
13. As stated in the Statement of Work (SOW), the study will be developed in three phases in order to inform different budgetary cycles:
  - Phase I: 02 AUG 05-30 SEP 05 PR 07
  - Phase II: 30 SEP 05-31 MAR 06 POM 08
  - Phase III: 01 APR 06-31 AUG 06 PR 09 and beyond
14. The deliverable for Phase I will be a briefing to DSD, Study Leads, Director of J-8, and the Director of PA&E, that will provide initial insights into key decision points and potential tradespace in operating concepts, supporting concepts (maintenance, training, and equipment), business practices and acquisition strategies with a focus on PR 07.
15. The deliverable for Phase II will be a briefing to DSD, Study Leads, Director of J-8, and the Director of PA&E, that will provide an in-depth assessment and analysis of alternatives relative to areas identified in Phase I in order to inform POM 08.
16. Bounding Conditions include:
  - a. TACAIR is defined as manned/unmanned fixed-wing jet aircraft that are used in either/both an air-to-ground (A-G) or air-to-air (A-A) role; includes all legacy types/models and current/planned acquisitions. Study will also consider in the analysis additional capabilities that all these aircraft provide.
  - b. Study will include TACAIR assets operated by individual Service reserve forces and the National Guard.
  - c. Rotary wing and tilt-rotor assets are not part of this study but could be the subject of follow-on work.
  - d. Support aircraft, i.e., EW (to include Airborne Electronic Attack), long-range strike, transports, tankers, surveillance and patrol aircraft, while not part of this study, will be considered in the evaluation of TACAIR.