



DEPARTMENT OF THE AIR FORCE
WASHINGTON DC

OFFICE OF THE ASSISTANT SECRETARY

SAF/IE
1665 Air Force Pentagon
Washington, DC 20330-1665

The Honorable Bill Ritter
Governor, State of Colorado
136 State Capitol
Denver, CO 80203-1792

Dear Governor Ritter

The Air Force is continuing the four-step process outlined in my March 25, 2008 letter to assess permanent locations across the United States for Air Force Cyber Command. Step one, the evaluation of Air Force data measured against basing criteria for this new mission, continues and we are now ready for step two. We believe the unique nature of this new domain dictates a complete understanding of the supporting capabilities of our bases and their surrounding communities. To that end, we invite you to review the attached initial basing criteria and provide input on those attributes and capabilities that you believe make Peterson Air Force Base an ideal host location for HQ Air Force Cyber Command and/or its supporting organizations. We need your input for evaluation no later than July 1, 2008.

We plan to execute our third step during the summer of 2008 when we will visit each potential beddown location to meet with installation and community officials to discuss and verify data collected from steps one and two. Afterwards, we will analyze all data and narrow the list of candidate locations to a short list that consists of a preferred location and several alternative locations. The Secretary of the Air Force expects to publicly announce our preferred alternative and the short-list of alternatives by mid-November 2008. The fourth and final step will be to conduct the requisite environmental analysis of these short-list locations with a goal of finalizing the permanent locations for HQ Air Force Cyber Command and its supporting organizations by September 2009.

As always, we appreciate the strong support you, your great State, and the communities surrounding our bases provide our Airmen. We look forward to receiving your information and thank you in advance for your assistance in our effort to select locations for Air Force Cyber Command.

Sincerely

//SIGNED//
WILLIAM C. ANDERSON
Assistant Secretary
(Installations, Environment & Logistics)

Attachment:



Purpose and Need
and Basing Methodol
Basing Criteria and Methodology

PROPOSED PURPOSE AND NEED
FOR AIR FORCE CYBER COMMAND (AFCYBER)

The United States faces a strategic environment characterized by the diffusion of technology and expansion of electronic capabilities which creates significant vulnerabilities and profoundly impacts state and non-state actors and international institutions. Our potential adversaries realize the United States is a globally networked society dependent on the cyberspace domain. Essential process controls in manufacturing, public utilities distribution, banking, communications, and national security have shifted to integrated networked systems. This trend is expanding, and our economy and national security are increasingly exposed to the associated risks.

This action will help ensure cyberspace superiority and deliver lawful military effects, as directed, across the full range of Air Force operations. The vision of AFCYBER Command is to help secure our nation by employing world-class cyber capabilities to dominate the cyberspace domain, create effects worldwide, and deliver sovereign options, as needed. AFCYBER will achieve this through a holistic, agile, and evolutionary approach to science and technology, research and development, systems acquisition, operations, force structure, education, training, and doctrine in order to create and expand a set of cyberspace capabilities that enhance our nation's security.

The proposed organizational structure of the command calls for: a headquarters of approximately 550 personnel; a Numbered Air Force (NAF) of approximately 275 personnel; and four wings (a fundamental Air Force organizational structure) with more than 65 subordinate squadrons assigned to those wings collectively, to include units from the Reserve and Air National Guard. The new command will be comprised of both existing and new units. For example, some squadrons currently exist and will simply be re-assigned to AFCYBER with no change from their present locations. Two of the four wing headquarters are new, and the USAF will conduct basing analyses to determine the best locations for these 40-person units. The NAF and the major command headquarters are new, and will also be carefully studied to identify the basing scheme that best enables mission success. AFCYBER headquarters will oversee the Air Force Network Operations Center and, through the NAF, will command an Air and Space Operations Center. These functions serve to set policy, enforce standards, and guide the rest of Air Force in its daily cyberspace operations.

The organizational concept for AFCYBER headquarters is not yet decided and may result in the command staff being consolidated at a single installation, distributed at multiple locations, or an appropriate combination of the two. The basing strategy is a best value approach (operationally and fiscally) to facilitate the requirements of the new command. Initial criteria and methodology for considering permanent basing options follow. They are subject to change to meet the needs of the Air Force.

The matters addressed in this correspondence are pre-decisional and do not presuppose or limit in any way the final decision to be made after completion of the NEPA analysis of the environmental impacts of the proposed AFCYBER.

HQ AFCYBER
PERMANENT BASING METHODOLOGY

Cyberspace is characterized as a physical domain containing electronics (computers and networks) and the electromagnetic spectrum. Operations in cyberspace includes Information Operations (IO), which is the integrated employment of the core capabilities of electronic warfare, computer network operations, psychological operations, military deception and operations security, in concert with specified supporting and related capabilities, to influence, disrupt, corrupt or usurp adversarial human and automated decision making while protecting our own.

Cyberspace operations include Electronic Warfare (EW), which is any military action involving the use of electromagnetic and directed energy to control the electromagnetic spectrum or to attack the enemy Computer Network Operations (CNO); it includes computer network attack, computer network defense, and related computer network exploitation enabling operations.¹

Cyberspace is defined as a physical domain² that is comprised of electronics and networked systems that use electromagnetic energy. Being both physically connected to a network and not being physically connected to a network are focal points for AFCYBER when considering attacks in the electromagnetic environment.

In order to help gather information relevant to the basing decision process, the following initial considerations and methodology are provided.

Operational Synergies

Existence of similar Cyber activities such as intelligence and space/satellite operations already operate at this installation may be advantageous.

High-Speed Bandwidth/Network Capacity

Extensive high-speed network capacity is important: [Considerations to evaluate this criterion include: Does the installation and local community have “state-of-the-art” cabling? Is it fiber or cable and considered secure? Is the location’s existing network capacity sufficient for consolidation? Does the network have the capacity for additional growth? Is sufficient network diversity (NIPRnet, SIPRnet, JWICs, NSAnet, etc.) available at the location? What is the level of effort required to provide access to required facilities?]

Within or Near Technology Corridors/IT Centers of Excellence

Proximity to existing “high-technology” processes already at installations or at nearby “technology corridors” may be advantageous. [Do local universities or businesses support an existing Cyber-related workforce?]

¹ Joint Publication 3-13 Information Operations (13 February 2006)

² National Military Strategy for Cyberspace Operations

Security Features

Appropriate security for this mission is required. [Considerations to evaluate this criterion include: Is the local threat assessment favorable, i.e. considered low? Are Joint Services Vulnerability Assessment action items fixed or plans in place to resolve? Is encroachment an issue at the installation that may potentially adversely affect beddown of a headquarters operation?]

Available Facilities

Available, adequate, existing facilities with both secure and un-secure contiguous office space to accommodate all or portions of AFCYBER organizations.

Power Supply

Stable and secure commercial power [and provisions for uninterrupted back up power to sustain Air Force Cyber Command operations] are required.

Transportation

Practical and economical accessibility to multiple routes of travel, including air transport, is required. [Considerations to evaluate this criterion include: Is there close proximity to a major international airport and/or does an installation have its own runway? If not, does the location provide reasonable proximity to a regional airport? Are there major transportation routes (i.e., interstate highways and railroads) into and out of the local area?]

Susceptibility to Natural Disasters and Continuity of Operations

Areas not being subject to recurring natural disasters such as tornadoes, hurricanes, extensive flooding, fires, blizzards, ice storms, or earthquakes (as indicated by governmentally declared emergencies in the past ten years) and where the local area has a reasonable disaster preparedness plan in place is important.

Overview of HQ AFCYBER permanent-location basing process:

- Request for candidate bases distributed to interested States
- States provide potential base candidates and any relevant information
- Cross-functional team visits 'round 1' bases/installations/facilities and assesses capabilities
- Cross-functional team scores capabilities and recommends "preferred alternative" site (location) and additional alternative locations (aka: short-list of locations)
- SECAF publicly announces preferred alternative and short-list
- Detailed site surveys are conducted in 'round 2' and Environmental Analysis is completed
- Record of decision signed on permanent location for HQ AFCYBER and supporting organizations

The matters addressed in this correspondence are pre-decisional and do not presuppose or limit in any way the final decision to be made after completion of the NEPA analysis of the environmental impacts of the proposed AFCYBER.