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DEPARTMENT OF THE AIR FORCE
WASHINGTON, DC

OFFICE OF THE SECRETARY

18 September 2017

SAF/A&I (FOIA)
1000 Air Force Pentagon
Washington DC 20330-0100

Mr. John Greenwald
[REDACTED]

Dear Mr. Greenwald

This is in response to the Freedom of Information Act referral of documents forwarded to this office 9 January 2017 by the NSA relating to the NSA FOIA ref 77069-R2. The attached document was reviewed by our HAF/ES and AF/A3 and concur with the NSA withholdings and therefore we make no other determination and the document is being released in its entirety.

Please direct your questions to Janet Beasley at (703) 614-3025 or janet.f.beasley.civ@mail.mil and reference case number #2017-01443-F.

Sincerely

BEASLEY.JANET
.F.1110584853

JANET F. BEASLEY
Government Information Specialist

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The Rumor Mill

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U//FOUO Destroying History's Finest Military, part 3

6 March, 2014 By [David Witt](#) [Leave a Comment](#)

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Several months out of date now, but still some relevance. The KC-10 can be replaced, but the A-10 represents a unique capability that we are throwing away.

USAF Weighs Scrapping KC-10, A-10 Fleets

(Defense News, 15 Sep 13) . Marcus Weisgerber and Aaron Mehta

<http://www.defensenews.com/article/20130915/DEFREG02/309150004/USAF-scrapping-KC-10-10-Fleets>

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The Rumor Mill

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U//FOUO Squadron 3-3

6 March, 2014 By [David Witt](#) [Leave a Comment](#)

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In the Air Force, we have a series of tactics manuals called the "three dash three," (such as the 3-3.MQ-9, 3-3.AOC, 3-3.C-130, etc.) These manuals are "authoritative, but not directive," meaning that they contain ideas, methods and concepts that should be considered doctrinal, but do not tie the hands of the tactical operator. They contain the distilled wisdom of previous flyers and operators, and a very useful place to start when building expertise in a new system.

[REDACTED]

This same concept needs to be applied to running a squadron. In every unit I've been in, there's usually an idea of how things are supposed to run, but no actual written guidance. As accomplished and motivated as most squadron commanders are, they are still (always) doing this job for the first time, and last time. Needless to say, there will be mistakes the first time you execute a process for the first time. But we don't train our squadron commanders, we just reduce promotion rates until there's only a handful of eligibles left, throw them at the job, fire them if they screw up (maybe), and then move them up to be deputy group commanders.

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So anyway, here's my first attempt:

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U//FOUO Thoughts on war and leadership / top 10 / ten commandments (prequel by Squeeze)

6 March, 2014 By [David Witt](#) [Leave a Comment](#)

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See link to original post below. The original post was inspired by Squeeze's Top 10 Proverbs, which I have finally gotten my hands on a copy of.

Original post:

[redacted]

Squeeze's Top 10 Proverbs

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1. Don't screw up. Don't suck.
2. If you violate #1, be a combat airman and fess up.
3. if you're the dude above, make sure everyone learns from it.
4. Combat airmen don't BS fellow warriors. You lose credibility that way.
5. Build respect and trust through airborne competence, not power point.
6. If you know your Airman's Creed better than your Danger Close numbers, you're part of the problem.
7. Initiative and Tactical Audacity are combat values - leave sensitivity awareness training for the MPF troops.
8. If you don't know the combo to the weapons safe you need to cross train to Finance.
9. When you are #1 for take-off, armed to the teeth, and are going downtown to kill the enemy, no one cares if you know how to fill out a staff summary sheet. Know your business - and your business is killing.
10. Always check your buddy's 6, always be ready to call the break, and never fail to keep the faith with your squadron mates.

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U//FOUO Mustache March

6 March, 2014 By [David Witt](#) [Leave a Comment](#)

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It's everyone favorite time of year, Mustache March! Linked below see a nice poster from Squadron Posters; if you aren't familiar with them, they also have a ton of pretty cool art for each base, airframe, and select squadrons.

And for you intellectual types who just have to think about things, see second link below (and excerpt) for some commentary on General Welsh's take on Mustache March. This is from the John Q. Public blog, which I recommend.

<http://www.squadronposters.com/mustache/>

<http://www.jqpublic-blog.com/mustache-march-welsh-uses-olds-legacy-shake-air-force/>

Mustache March: Welsh Uses Olds' Legacy to Shake Up Air Force

As an observer and commentator on issues facing the Air Force, I'm sometimes critical of General Mark Welsh, the service's Chief of Staff. Fair or unfair, his time at the controls has been turbulent for airmen and their families. The service's descent has accelerated under his watch, with a recent stream of scandal, failure, and general chicanery conspiring with a clouded fiscal picture to raise questions about the future of the entire institution. That said, it's not infrequent that Welsh demonstrates he "gets it" . . . and that airmen have reasonable grounds for tempered optimism. Welsh's recent guidance on facial hair, of all things, is an odd but significant such moment.

Olds unapologetically rolled up his sleeves and maintained obnoxious facial hair, but backed it up with performance.

Mustache March is an homage to Brig. Gen. Robin Olds, an Air Force leader, fighter pilot, and hero famous for his personal courage in pushing back against headquarters micromanagement of the air war in Vietnam. Every March, airmen push the bounds of regulatory mischief – embracing looks only their mothers could love – to invoke the defiant spirit Olds expressed in growing and maintaining his flamboyantly curled and waxed handlebar 'stache. The practice has become especially popular in recent years, as airmen have been spending more time deployed at bases notorious for zealous enforcement

of uniform regulations. One deployed location produced in 2011 a supplemental dress code numbering 84 pages and including amplified guidance for the policing of unruly mustaches. This, of course, only fueled the boundary-pushing of airmen committed to celebrating Olds' healthy rejection of misplaced authority.

Having lost touch with the spirit of intellectual independence that gave rise to a separate Air Force, many of its senior leaders have chosen to be annoyed by this tradition. But not Welsh. In a recent move that no-doubt unnerved the legion of "fun police" who've made their professional names enforcing petty appearance violations, Welsh invoked a service-wide Mustache March competition for 2014, encouraging the entire service to have fun with it.

The idea is not without problems. Critics have bemoaned that a mustache-based morale initiative doesn't do much for the women who comprise 18.9% of the service. Others have grumbled, not without some merit, that Welsh's sponsorship amounts to the heisting of a squadron-level tradition by senior management, with any novelty derived from its antagonistic subtext negated by the endorsement of the big boss. Finally, some connect this initiative to other oddities recently embraced at the corporate level – like the notion of a service-wide BBQ contest – and wonder if the Air Force isn't devolving into a circus atmosphere even as it confronts fundamental issues of trust and communication amid a looming drawdown.

But notwithstanding the understandable misgivings, there's something more going on here, I think. Welsh is up to something important. This isn't just a gimmick to create a connection between leadership and people or the wielding of a set of shock paddles to prevent morale from succumbing to a gradual arrest underway for years. Welsh could have chosen a dozen different methods to pursue those ends without inviting the resistance or stoking the organizational conflict likely to result from Mustache March. He chose this particular tactic carefully, I believe to send his people two very important signals...

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